

AGENCY STRATEGIC PLAN

FISCAL YEARS 2023 TO 2027

BY

TEXAS WORKFORCE COMMISSION

Bryan Daniel, Chairman  
Commissioner  
Representing the Public

July 29, 2019, to February 1, 2025

Georgetown, Texas

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February 22, 2016, to February 2, 2023

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June 1, 2022

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## Part I

### TWC Mission, Vision & Philosophy

#### TEXAS WORKFORCE COMMISSION MISSION

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

#### TEXAS WORKFORCE COMMISSION VISION

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

#### TEXAS WORKFORCE COMMISSION PHILOSOPHY

Our work is guided by the following core beliefs:

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

Our success will be based on the following organizational values:

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

## A Message from the Executive Director

The Texas Workforce Commission (TWC) is dedicated to empowering workers, job seekers, and businesses through the development of a modern workforce that continues to drive growth, opportunity, and prosperity for the Lone Star State. To do this, we constantly seek to improve and enhance the services we already provide while developing new and innovative approaches to build our workforce. At the same time, TWC maintains a strong focus on service to the public through vital programs and other efforts that make our workforce robust, resilient, and open to all Texans.

Texas has emerged from the disruptions of a major pandemic with a workforce that remains strong. Businesses and workers have learned the value of being flexible and have leveraged technology to transform industries and work patterns in ways never seen before. And yet the core truth of a strong Texas remains the same: it starts with a skilled, motivated workforce aligned with the needs of the modern economy. As we have for the past two years, TWC will continue to play a role in recovery and continue to apply the lessons learned.

In the future, we will unveil a new Unemployment Insurance (UI) system replacement. This initiative was already in the works in early 2020 when the pandemic hit. This effort was paused to meet the challenges of the hour, but that space also gave us the opportunity to learn key lessons, analyze strengths and weaknesses, and develop a much better system that will not only serve the people of Texas and its employers well but will be more resilient and able to mitigate the impact of unexpected shocks to the state's workforce.

TWC's stakeholders and partners allow us many opportunities to leverage all resources to improve our workforce systems. One of these key partnerships is the Governor's Tri-Agency Initiative between TWC, the Texas Education Agency (TEA), and the Texas Higher Education Coordinating Board (THECB). We will continue to work to meet the state's higher education goal, 60x30TX, through initiatives like early childhood education and postsecondary educational efforts. TWC will continue to work with community colleges, technical colleges, and businesses through skills development and apprenticeship programs.

In the coming years, TWC will continue to promote the availability of affordable childcare and enhance quality through the Texas Rising Star quality rating system. Childcare availability and early learning programs are important tools to empower parents to fully participate in the workforce and position children for long-term success.

TWC places a premium on training and will continue expanding training opportunities for workers at all skill levels throughout Texas through Skills Development Fund grants, support for internship efforts, and funding of apprenticeship programs.

This 2023-2027 Strategic Plan provides TWC's goals for the five-year planning period to promote workforce development success through flexibility, technology, and innovation. With the leadership of the agency's three Commissioners and the support of the Governor, Texas Legislature, and our partners, we will continue to implement data-based, market-driven solutions adaptable to changing times that will lead to more job creation and economic prosperity for the workers and employers of Texas.

Edward Serna  
Executive Director  
Texas Workforce Commission

## TWC Goals and Action Items

### Goal I

- I. Ensure the Texas workforce system supports employers and allows business and industry to thrive.
  - I.1. Provide timely, relevant workforce solutions that enable employers to find and retain the qualified workers needed to be successful and globally competitive.
    - I.1.1. Deploy rapid, creative, flexible, employer-driven, practical solutions to connect employers with workers of all skill and education levels.
    - I.1.2. Expand recruiting and hiring services provided by TWC and Local Workforce Boards to help employers build and maintain a robust workforce.
    - I.1.3. Assist employers in hiring and retaining workers who are able to work but need child care and other critical workforce support services.
  - I.2. Engage with industry to address current and future workforce development needs.
    - I.2.1. Assess and expand workforce training services for employers to prepare skilled workers to meet employer needs.
    - I.2.2. Ensure apprenticeship, pre-apprenticeship opportunities, and other work-based learning strategies are readily available and aligned with employer needs.
    - I.2.3. Assist employers in easily understanding and navigating workforce programs and resources that can benefit them.

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

*Accountable to the taxpayers of Texas.*

Employers 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.*

TWC will maximize resource utilization to benefit employers across the state, ensuring 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.

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

The goal supports the agency's purpose of providing workforce development services to employers to meet their business needs, focusing on achieving performance measures and continuous improvement.

*Providing excellent customer service.*

Exceptional customer service will be achieved through engagement with employers and their satisfaction with the services and supports provided.

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

Regular reporting of activities associated with employer support will demonstrate the benefits of goal achievement.

## Goal 2

2. Ensure a skilled workforce is prepared and equipped to fill critical in-demand jobs, both now and in the future.
  - 2.1. Assist workers in obtaining the skills necessary to fill critical occupations, as identified by industry.
    - 2.1.1. Upskill the current workforce to fill in-demand jobs through work-based learning strategies and workforce and education services.
    - 2.1.2. Develop and deploy programs to end the middle-skills gap.
    - 2.1.3. Ensure alignment between training programs and associated credentials with in-demand, high-wage occupations.
  - 2.2. Connect a qualified workforce with employers.
    - 2.2.1. Expand the development of high-quality work-based learning opportunities that provide workers with the skills and experience needed to fill in-demand jobs and ensure qualified workers are matched with hiring employers.
    - 2.2.2. Support all individuals, including people with disabilities, veterans, foster youth, adult learners, and second chance populations, to prepare them to achieve career success and close gaps in labor force participation.
    - 2.2.3. Provide child care to eligible families to facilitate their participation in the workforce.
    - 2.2.4. Close the geographic and socioeconomic gap in talent distribution through programs, policy, and technology solutions.
  - 2.3. Prepare a skilled workforce to fill critical jobs in the future.
    - 2.3.1. Ensure childcare providers have the support necessary to provide quality early childhood learning programs.
    - 2.3.2. Provide access to the labor market and career information for better-informed decision-making.
    - 2.3.3. Support educational programs for students in Texas that inform and prepare them for high-skill, in-demand jobs and career success.
    - 2.3.4. Align the talent development pipeline with employer demand for qualified workers.

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

*Accountable to the taxpayers of Texas.*

A prepared and skilled workforce will serve as an investment in the state's economy, providing a return on investment to Texas taxpayers.

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

TWC will ensure that resources are used efficiently to maximize every dollar spent on workforce preparation, education, and career services.

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

The goal supports the agency's purpose of providing workforce development services to individuals and preparing a skilled workforce ready to meet employer needs, focusing on achieving performance measures and continuous improvement.

*Providing excellent customer service.*

Activities support efforts to provide both the current and future workforce with the employable skills they need to succeed in their careers.

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

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

## Goal 3

3. Provide exceptional customer service and support to all workforce system stakeholders.
  - 3.1. Deliver quality customer service to every customer who interacts with the workforce system.
    - 3.1.1. Ensure that every workforce system customer receives timely, efficient, and beneficial services to address their needs.
    - 3.1.2. Enhance the overall customer experience within the workforce system, providing multiple integrated pathways for customers to choose how they interact with the system.
  - 3.2. Seamlessly integrate programs and coordinate services and make them easy for all workforce system stakeholders to access and navigate.
    - 3.2.1. Ensure customers can easily navigate and are comprehensively served across all workforce programs.
    - 3.2.2. Align and leverage resources available to support workforce development efforts through interagency partnerships and collaboration.
  - 3.3. Maintain the highest levels of integrity, accountability, and efficiency across the workforce system and TWC programs.
    - 3.3.1. Strengthen systems in place to reduce and eliminate fraud, waste, and abuse within TWC and all programs it administers.
    - 3.3.2. Assist employers and workers with their unemployment insurance program needs by providing quality services in a timely manner.
    - 3.3.3. Reduce discrimination in employment and housing through education and fair administration of employment and housing laws.

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

*Accountable to the taxpayers of Texas.*

All system stakeholders benefit from delivering exceptional customer service, maintaining integrity, and ensuring services are easy to access and navigate.

*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 opportunities 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.*

The goal achieves the agency's purpose of overseeing and providing workforce development services and supports to all workforce system stakeholders 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.*

Activities support efforts to provide all customers with the support they need. Excellent customer service will be achieved through engagement with all stakeholders and attention to performance measures, process improvements, and oversight.

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

Performance measures will be reported regularly, and improved communication with stakeholders will be accomplished through upgrades to resources and easily accessed, coordinated services.

## TWC External/Internal Assessment

The Texas Workforce Commission and its 28 local Workforce Development Boards, contracted service providers, and community partners provide a wide range of quality workforce development and connection services for Texas employers and job seekers. The primary functions of TWC include workforce development and employment services, administering programs such as child care and other support services, and overseeing the unemployment compensation insurance program. TWC also provides labor market information and analysis on shifts in occupations and industries to help businesses and policymakers understand the state's labor market.

The agency's most significant external challenge will be its response to Texas' rapid population and business growth during the five-year planning period covered in this strategic plan. Although the Texas economy experienced a brief downturn during the COVID-19 pandemic, it continued to make gains and performed better than most other states. Continuing an extended period of growth, the state's population now stands at 29.5 million, which is expected to grow to 32 million by 2028, according to the Texas Comptroller of Public Accounts Fall 2021 Economic Forecast. Accordingly, employment projections during the same period estimate Texas will grow its civilian labor force from 14.4 million in 2022 to 15.2 million in 2028. This changing labor market and robust economic growth require TWC to support employers' needs and find innovative methods to provide training and work-based learning opportunities in burgeoning occupations, including health care and technology.

The state received additional federal funds due to COVID-19 to address child care needs. The child care relief stimulus funds will continue to impact the Texas economy as billions of dollars are added to statewide providers to address the need for expanded child care services, enabling parents to work and providing employers access to those workers. TWC is also focused on the Texas Rising Star Program to improve the quality of early childhood programs as we invest in the state's future workforce.

Internally, the most significant demand for capital resources is technology upgrades over the planning period. The upgrades will support continued modernization within critical agency operations such as the Unemployment Insurance (UI) benefits systems, UI Tele-Centers, and the improvement of the agency's job matching system, [www.workintexas.com](http://www.workintexas.com), to provide better accessibility and services for workers, job seekers, and employers. In addition to the job matching website, TWC will upgrade its agency website, [www.twc.texas.gov](http://www.twc.texas.gov). TWC selects technology initiatives that advance the agency's mission, goals, and objectives and align with statewide technology principles and priorities defined in the State Strategic Plan for Information Resources.

### External Assessment – State Legislation

The 87th Texas Legislature enacted legislation that will positively impact TWC's ability to serve job seekers and employers. Notably, legislation was enacted to reduce the pandemic-related unemployment insurance tax burden on Texas employers and enhance several programs for job seekers. The changes include legislation to:

- Allow the Self Sufficiency Fund to train individuals who are determined to be at risk of dependency on public assistance;
- Facilitate the participation in apprenticeships for certain veterans and transitioning military personnel;
- Provide the Windham School District and Open-Enrollment Charter Schools access to the Jobs and Education for Texans (JET) program; and
- Increase the number of postsecondary credits veterans receive for their military service.

The Legislature also enhanced the scope and reach of the Tri-Agency Workforce Initiative and made changes to TWC's subsidized child care program aimed at increasing the quality of child care available to Texans.



## External Assessment – Federal Legislation

The 116th and 117th U.S. Congresses enacted several measures impacting both funding and operation of TWC and the Texas workforce system. After continuing federal government funding at flat levels for much of FY 2021 and FY 2022, the U.S. Congress funded the U.S. Department of Labor at an increased level over previous years' spending for FY 2022. The agency continues to utilize funds from one-time pandemic-related increases in federal funding for unemployment insurance administration and child care. The funds are allocated through a strategic investment that will maximize their effectiveness and allow the agency to operate the programs within their normal funding levels when the funds are expended.

Congress also passed legislation to provide a significant five-year investment in infrastructure, including funding for various workforce programs through federal agencies and those traditionally funded through the U.S. Department of Labor. Future guidance issued by federal agencies will determine how states operate these programs and how much funding each state will receive. The Workforce Innovation and Opportunity Act and Temporary Assistance for Needy Families programs are currently being operated on a continuing funding basis as both programs have statutorily expired. Should Congress enact reauthorization of these programs, they could make changes that would impact TWC programs and service delivery. At present, there is no legislation pending to reauthorize either program.

## Redundancies and Impediments

The Texas Workforce Commission has not identified any current state statutes, rules, or regulations applicable to the agency that would be considered redundancies or impediments. TWC is committed to seeking out and listening to its external and internal customers and partners and will respond to any additional redundancies or impediments identified during this strategic planning period.

# TWC Strategic Plan

## Part 2

### Schedule A

#### Budget Structure

#### Goal 1. Local Workforce Solutions

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

##### Objective 1.1 Local Workforce Services

To provide a local, market-driven workforce system that meets the needs of employers for qualified workers and helps job seekers secure employment. Provide services to facilitate the match between employers and job seekers by helping employers fill jobs and assisting job seekers to find employment.

##### Employers Served

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

##### Strategy 1.1.1 Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Workers

Provide employment, training, retention, and support services for participants eligible for workforce services in the following programs: Workforce Innovation and Opportunity Act, Temporary Assistance for Needy Families (TANF) Choices, Supplemental Nutrition Assistance Program (SNAP), Employment and Reemployment Services.

Output:

Participants Served – Local workforce Connection Services

Efficiency:

Average Cost per Participant Served – Local Workforce Connection Services

##### Strategy 1.1.2 Local Youth Workforce Services

Provide services for eligible Workforce Innovation and Opportunity Act (WIOA) youth to acquire skills for employment.

##### Objective 1.2 Local Education and Reskilling Services

Provide education, training, assistance, and workforce services for eligible participants needed to gain competitive job skills.

Employed/Enrolled 2nd Qtr Post Exit – Adult Education & Literacy (AEL)

% Employed/Enrolled 2nd-4th Qtrs Post-Exit – Adult Education & Literacy (AEL)

Credential Rate – Adult Education & Literacy (AEL)

##### Strategy 1.2.1 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)

#### Strategy 1.2.2 Trade Affected Worker Services

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

#### Strategy 1.2.3 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.

## Objective 1.3 Local Child Care Services

Fund local child care services to enable eligible families work or train for work and help employers find qualified workers. Fund child care initiatives to improve and expand quality child care.

### Strategy 1.3.1 Local Child Care Solutions

Fund child care to help support and enable income-eligible families to work and assist families transitioning from temporary public assistance to work.

Output:

Average Number of Children Served Per Day

Efficiency:

Average Cost Per Child per Month for Child Care

### Strategy 1.3.2 Child Care Quality Activities

Fund child care activities intended to enhance the quality of child care for families.

### Strategy 1.3.3 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).

## Goal 2. State Workforce Development

Provide state workforce education and training services and state level support to ensure program accountability for the delivery of local workforce and child care services. Provide labor market information to support informed decisions relating to workforce and economic development activities.

## Objective 2.1 State Workforce Education and Training Services

Provide state workforce education and training services to support eligible employers along with current and future workers by providing customized job skills training and registered apprenticeship programs.

### Strategy 2.1.1 Skills Development

Provide customized job training for new or existing jobs in local businesses in partnership with eligible training providers and local workforce development boards.

Output:

Contracted Number of Skills Development Trainees

Efficiency:

Contracted Average Cost per Skills Development Trainee

### Strategy 2.1.2 Apprenticeship

Provide apprenticeship training through a combination of classroom instruction and supervised on-the-job experience. Provide grants to local public educational institutions and apprenticeship committees to support the costs of classroom instruction in registered apprenticeship training programs.

Output:

Participants Served – Apprenticeship

### Strategy 2.1.3 Jobs and Education for Texans (JET)

Provide grants to eligible entities for equipment necessary for the development of career and technical education (CTE) courses or programs that lead to a license, certificate, or post-secondary degree in a high-demand occupation.

Explanatory:

Contracted Number of First-Year JET Trainees or Students

### Strategy 2.1.4 Self-Sufficiency

Provide job training to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals in

partnership with public community and technical colleges or non-profit community-based organizations.

Output:

Contracted Number of Self-Sufficiency Trainees

Efficiency:

Contracted Average Cost per Self-Sufficiency Trainee

## Objective 2.2 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 2.2.1 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 Services – Vocational Rehabilitation (VR)

Efficiency:

Average Cost per Participant Services – Vocational Rehabilitation (VR)

### Strategy 2.2.2 Business Enterprises of Texas (BET)

Provide employment opportunities in the food service industry for persons who are blind or visually impaired. Administer trust funds for retirement and benefits programs for individuals licensed to operate vending machines under Business Enterprises of Texas (estimated and nontransferable).

Output:

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

Number of Businesses Operated by Blind Managers

Explanatory:

Number of Blind & Disabled Individuals Employed by BET Facility Managers

## Objective 2.3 State Workforce Support and Accountability

Provide technical assistance and oversight for Local Workforce Development Boards and service providers to ensure program accountability and fiscal integrity. Provide statewide workforce services and enforce laws and rules designed to protect workers and students.

### Strategy 2.3.1 State Workforce Services

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

### Strategy 2.3.2 Child Care Administration

Provide technical assistance and support for delivery of local child care services and quality child care activities.

### Strategy 2.3.3 Labor market and Career Information

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

### Strategy 2.3.4 Subrecipient Monitoring

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

Output:

Number of Monitoring Reviews of Subrecipients, Boards or Contractors

#### Strategy 2.3.5 Labor Law Enforcement

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

Output:

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

Number of Payday Law Decisions Issued

#### Strategy 2.3.6 Career Schools and Colleges

Certify and regulate private career schools and colleges and evaluate appropriateness of education and training programs.

Output:

Number of Licensed Career Schools and Colleges

#### Strategy 2.3.7 Work Opportunity Tax Credit Certification

Certify tax credit applications to reduce the tax liability for businesses that hire eligible workers who have faced barriers to employment.

#### Strategy 2.3.8 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 2.4 Unemployment Services

To collect employer contributions to the unemployment trust fund and pay unemployment benefits to qualified claimants actively seeking employment.

Percent of Unemployment Insurance Claimants Paid Timely

Percent of Unemployment Insurance Appeals Decisions Issued Timely

Percent of Wage and Tax Reports Timely Secured

#### Strategy 2.4.1 Unemployment Services

Pay unemployment claims for qualified individuals who are searching for work. Conduct hearings and issue written decisions for disputed unemployment insurance claims. Ensure accurate and timely unemployment tax collections from employers.

Efficiency:

Average Time on Hold for Unemployment Insurance Customers (Minutes)

Explanatory:

Number of Initial Unemployment Insurance Claims Filed

### Objective 2.5 Civil Rights

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

Percent of Employment and Housing Complaints Resolved Timely

#### Strategy 2.5.1 Civil Rights

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

Output:

Number of Individuals Receiving Equal Employment Opportunity (EEO) Training

Number of Personnel Policies Approved by the Civil Rights Division

Number of Employment/Housing Complaints Resolved

Efficiency:

Average Cost Per Employment/Housing Complaint Resolved

### Goal 3. Indirect Administration

#### Objective 3.1 Indirect Administration

- Central Administration Strategy
- Information Resources Strategy
- Other Support Services



TWC Strategic Plan  
Schedule B  
Performance Measure Definitions

Goal No.	I	Local Workforce Solutions					
Objective No.	I	Local Workforce Services					
Measure Type	OC						
Measure No.	I						
Key Measure:	K	Calculation Method:	N	New Measure:	N	Target Attainment:	H
Percent Measure:		N	Priority:	H			

**Employers Served**

**Short Definition:**

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

**Data Limitations:**

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

**Source/Collection of Data:**

Snapshots of data extracted from various TWC information systems and merged to identify employer establishments served, along with dates and types of services received. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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:

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;
- Hosting, Organizing, or Supporting Job Fairs;
- Providing employer meeting or interview space;
- Providing customized or incumbent worker training;
- Entering into a subsidized/unpaid employer agreement;
- Providing Rapid Response;
- Performing Job Development;
- Preparing customized LMI reports in response to specific employer requests;
- Performing Fidelity Bonding
- Conducting Worksite Assessments; or
- Other services provided to employers for a fee.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Participants Served – C&T

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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.	I	Local Workforce Solutions			
Objective No.	I	Local Workforce Services			
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 Qtr Post-Exit – C&T

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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 cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

**% 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. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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 cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

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

**Purpose/Importance:**

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target



Goal No.	I	Local Workforce Solutions			
Objective No.	I	Local Workforce Services			
Measure Type	OC				
Measure No.	5				
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. Among the information systems include: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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 cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. Enrolled in Training also includes Title I Youth Participants enrolled in post-secondary education or secondary education at or above the 9th grade level.

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

**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	Local Workforce Solutions		
Objective No.	I	Local Workforce Services		
Measure Type	OC			
Measure No.	6			
Key Measure:	N	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: Y	Priority: H	

Average Choices Participation

Short Definition:

The average percentage of families receiving federally funded Temporary Assistance for Needy Families (TANF) who meet work requirements each month through employment, employability activities (such as training and/or education), 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 TWC's Workforce Case Management System, which is a dynamic real-time system with few archiving/auditing functions. Therefore, data is archived to a monthly data set maintained by the Division of Information Innovation & Insight and it is the archived data set that is used as the data Source for reporting purposes.

Method of Calculation:

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

Single-parent caring for a child under the age of one

Nonrecipient parent receiving Supplemental Security Income

Parent caring for a disabled family member (adult or child) that is not a full-time student

The monthly numerator is the # of families from the denominator who meet work requirements through employment, employability activities (such as training and/or education), 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: Yes

Desired Performance: Higher than target

Goal No.	I	Local Workforce Solutions			
Objective No.	I	Local Workforce Services			
Strategy No.	I	Local Workforce Connection Services			
Measure Type	OP				
Measure No.	I				
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H	Percent
		Measure: N	Priority: M		

#### Participants Served – Local Workforce Connection Services

##### Short Definition:

The unduplicated number of Participants receiving local workforce connection services. An Individual becomes a Participant by receiving participatory Career & Training services such as those generally funded by WIOA Adult or Dislocated Worker, TANF Choices, SNAP E&T, or RESEA. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services.

##### Data Limitations:

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

##### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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:

Participants who received participatory services generally funded by WIOA Adult/Dislocated Worker, TANF Choices, SNAP E&T, and RESEA during the performance period are identified and unduplicated.

##### Purpose/Importance:

The purpose of the measure is to report utilization of local workforce connection services by Participants.

##### Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	I	Local Workforce Solutions				
Objective No.	I	Local Workforce Services				
Strategy No.	I	Local Workforce Connection Services				
Measure Type	OP					
Measure No.	I					
Key Measure:	N	Calculation Method: N	New Measure: Y	Target	Attainment: L	Percent
		Measure: N	Priority: M			

Avg Cost per Participant Served – Local Workforce Connection Services

Short Definition:

The average cost per unduplicated Participant served though local workforce connection services generally funded by WIOA Adult or Dislocated Worker, TANF Choices, SNAP E&T, and RESEA.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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 unduplicated count of Participants who received participatory services generally funded by WIOA Adult/Dislocated Worker, TANF Choices, SNAP E&T, and RESEA during the performance period (reported in the “Participants Served – Local Workforce Connection Services” measure). The numerator includes WIOA Adult/Dislocated Worker, TANF Choices, SNAP E&T, and RESEA salary, grant, and client service expenditures in the performance period.

Purpose:

The purpose of the measure is to report efficiency in providing participatory Career & Training services generally funded by WIOA Adult or Dislocated Worker, TANF Choices, SNAP E&T, and RESEA to Participants.

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Lower than target

Goal No.	I	Local Workforce Solutions				
Objective No.	I	Local Education and Reskilling Services				
Measure Type	OC					
Measure No.	I					
Key Measure:		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. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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 cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

### Purpose:

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

### New Measure: No

Desired Performance: Higher than target

Goal No.	I	Local Workforce Solutions		
Objective No.	I	Local Workforce Services		
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-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. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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 cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

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

Purpose:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Local Workforce Solutions			
Objective No.	2	Local Education and Reskilling Services			
Measure Type	OC				
Measure No.	3				
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. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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 cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. This includes those without a high school diploma/equivalent who are enrolled in secondary education at or above the 9th grade level.

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

Performance = Numerator divided by Denominator.

**Purpose:**

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target



Goal No.	I	Local Workforce Solutions					
Objective No.	I	Local Education and Reskilling Services					
Strategy No.	I	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 year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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.	I	Local Workforce Solutions			
Objective No.	3	Local Child Care Services			
Strategy No.	I	Local Child Care Solutions			
Measure Type	OP				
Measure No.	I				
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target	Attainment:H Percent
		Measure: N	Priority: H		

**Average Number of Children Served Per Day**

**Short Definition:**

This measure indicates the average number of units of child care administered each workday by local workforce development boards (Boards) to children of families who are eligible for subsidized child care.

**Data Limitations:**

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

**Source/Collection of Data:**

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

**Method of Calculation:**

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

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

**Purpose/Importance:**

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	I	Local Workforce Solutions				
Objective No.	3	Local Child Care Services				
Strategy No.	I	Local Child Care Solutions				
Measure Type	EF					
Measure No.	I					
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target	Attainment: L	Percent
		Measure: N	Priority: H			

## Average Cost Per Child Per Month for Child Care

### Short Definition:

This measure indicates the average monthly cost per child in child care administered each month by local workforce development boards (Boards) to children of families who are eligible for subsidized child care.

### Data Limitations:

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

### Source/Collection of Data:

The numerator (total Board child care costs for providing subsidized care, which does not include any parent share of cost) as reported in the Cash Draw and Expenditure Reporting System 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 families. Direct child care services are provided to enable these parents to work or attend training or educational activities for work; and promote the health, safety, growth and development of children.

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Lower than target

Goal No.	2	State Workforce Development				
Objective No.	I	State Workforce Education and Training Services				
Strategy No.	I	Skills Development				
Measure Type	OP					
Measure No.	I					
Key Measure:	Y	Calculation Method: C	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 contract terms do not align with fiscal years and often exceed 12 months. As such, 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 agency contract and data management systems.

**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.	2	State Workforce Development				
Objective No.	1	State Workforce Education and Training, Services				
Strategy No.	1	Skills Development				
Measure Type	EF					
Measure No.	1					
Key Measure:	N	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 contract terms do not align with fiscal years and often exceed 12 months. As such, 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 agency contract and data management systems.

**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.	2	State Workforce Development			
Objective No.	1	State Workforce Education and Training Services			
Strategy No.	2	Apprenticeship			
Measure Type	OP				
Measure No.	1				
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H	Percent
		Measure: N	Priority: M		

Participants Services - Apprenticeship

Short Definition:

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

Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and social security numbers across systems. Individuals who do not have or do not disclose their SSNs may be counted more than once if they have multiple accounts in various information systems. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	State Workforce Development			
Objective No.	1	State Workforce Education and Training Services			
Strategy No.	3	Jobs Education for Texas (JET)			
Measure Type	OP				
Measure No.	1				
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H	Percent
		Measure: N	Priority: M		

Contracted Number of First Year JET Trainees or Students

Short Definition:

The number of individuals required to be trained in the first year of Jobs Education for Texas (JET) contracts.

Data Limitations:

The measure is for the number required to be trained by contract, not the number that were actually trained since JET contract terms do not align with fiscal years and often exceed 12 months. As such, 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 agency contract and data management systems.

Method of Calculation:

The number of individuals required to be trained in new Jobs Education for Texas (JET) 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 Jobs Education for Texas (JET) program.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target



Goal No.	2	State Workforce Development				
Objective No.	1	State Workforce Education and Training Services				
Strategy No.	4	Self-Sufficiency				
Measure Type	OP					
Measure No.	1					
Key Measure:	Y	Calculation Method: C	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 contract terms do not align with fiscal years and often exceed 12 months. As such, 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 agency contract and data management systems.

**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: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	State Workforce Development				
Objective No.	1	State Workforce Education and Training Services				
Strategy No.	4	Self-Sufficiency				
Measure Type	EF					
Measure No.	1					
Key Measure:	N	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 contract terms do not align with fiscal years and often exceed 12 months. As such, 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 agency contract and data management systems.

#### 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.	2	State Workforce Development	
Objective No.	2	Rehabilitation Services for Persons with Disabilities	
Measure Type	OC		
Measure No.	I		
Key Measure:	N	Calculation Method: N Percent Measure: Y	New Measure: N Target Attainment: H 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. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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 cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

### Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	State Workforce Development
Objective No.	2	Rehabilitation Services for Persons with Disabilities
Measure Type	OC	
Measure No.	2	
Key Measure:	Y	Calculation Method: N PercentNew Measure: N Target Attainment: H 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. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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 cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

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

**Purpose/Importance:**

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	State Workforce Development		
Objective No.	2	Rehabilitation Services for Persons with Disabilities		
Measure Type	OC			
Measure No.	3			
Key Measure:	K	Calculation Measure: Y	Method: N	PercentNew Measure: N Target Attainment: H 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. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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 cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. Includes enrolled in post-secondary education and those enrolled in secondary education whose approved IPE calls for achievement of a high school diploma or equivalent as a step towards their employment goal.

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

Performance = Numerator divided by Denominator.

**Purpose/Importance:**

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	State Workforce Development			
Objective No.	2	Rehabilitation Services for Persons with Disabilities			
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.	2	State Workforce Development				
Objective No.	2	Rehabilitation Services for Persons with Disabilities				
Strategy No.	1	Vocational Rehabilitation				
Measure Type	OP					
Measure No.	1					
Key Measure:	Y	Calculation Measure: N	Method: N	PercentNew Measure: N	Priority: M	Target Attainment: H

Participants Served - VR

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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.	2	State Workforce Development			
Objective No.	2	Rehabilitation Services for Persons with Disabilities			
Strategy No.	1	Vocational Rehabilitation			
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 – VR

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, 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.	2	State Workforce Development		
Objective No	2	Rehabilitation Services for Persons with Disabilities		
Strategy No.	2	Business Enterprises of Texas (BET)		
Measure Type	OP			
Measure No.	I			
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. TWC establishes a projection for the number of licensed managers and employees who are employed through this strategy. This measure tracks and demonstrates the progress toward meeting that projection.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Number of Blind & Disabled Individuals Employed by BET Facility Managers

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	State Workforce Development		
Objective No.	2	State Workforce Support and Accountability		
Strategy No.	4	Subrecipient Monitoring		
Measure Type	OP			
Measure No.	I			
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 are maintained in the department's TeamMate® tracking system. The database is updated as reviews are needed, scheduled, completed and/or cancelled. A report is generated for each reporting period.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	State Workforce Development				
Objective No.	3	State Workforce Support and Accountability				
Strategy No.	5	Labor Law Enforcement				
Measure Type	OP					
Measure No.	I					
Key Measure:	Y	Calculation Method: C	PercentNew Measure: N	Target	Attainment:H	
		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	State Workforce Development					
Objective No.	3	State Workforce Support and Accountability					
Strategy No.	5	Labor Law Enforcement					
Measure Type	OP						
Measure No.	2						
Key Measure:	N	Calculation Measure: N	Method: C	PercentNew Measure: N	Priority: H	Target	Attainment: H

Number of Payday Law Decisions issued

Short Definition:

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

Data Limitations:

None.

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	State Workforce Development			
Objective No.	3	State Workforce Support and Accountability			
Strategy No.	6	Career Schools and Colleges			
Measure Type	OP				
Measure No.	I				
Key Measure:	Y	Calculation Method: N	PercentNew Measure: N	Target Attainment: H	
		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	State Workforce Development				
Objective No.	4	Unemployment Services				
Measure Type	OC					
Measure No.	I					
Key Measure:	Y	Calculation Method: N	PercentNew Measure: N	Target	Attainment: H	
		Measure: N	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.	2	State Workforce Development			
Objective No.	4	Unemployment Services			
Measure Type	OC				
Measure No.	2				
Key Measure:	K	Calculation Method: N Percent Measure: N	New Measure: N	Target	Attainment: H
		N	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	State Workforce Development						
Objective No.	4	Unemployment Services						
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. FY reporting for this measure runs on a July to June period.

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	State Workforce Development						
Objective No.	4	Unemployment Services						
Strategy No.	1	Unemployment Services						
Measure Type	EF							
Measure No.	1							
Key Measure:	Y	Calculation Method: N	New Measure: N	Target	Attainment:	L	Percent	
		Measure: N	Priority: M					

Average Time on Hold for UI Customers (Minutes)

Short Definition:

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

Data Limitations:

None.

Source/Collection of Data:

The data for this measure are collected from the Avaya Definity telephone systems and delivered to the SUN Unix server running an Avaya program called CMS Supervisor for TWC-operated centers and is gathered from TWC's contracted center operators using their telephone tracking system data. This reported data are captured and stored for 5 years.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

Goal No.	2	State Workforce Development			
Objective No.	4	Unemployment Services			
Strategy No.	1	Unemployment Services			
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.	2	State Workforce Development			
Objective No.	5	Civil Rights			
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	State Workforce Development					
Objective No.	5	Civil Rights					
Strategy No.	1	Civil Rights					
Measure Type	OP						
Measure No.	1						
Key Measure:	N	Calculation Method:	C	PercentNew Measure:	N	Target Attainment:	H
		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	State Workforce Development			
Objective No.	5	Civil Rights			
Strategy No.	1	Civil Rights			
Measure Type	OP				
Measure No.	2				
Key Measure:	N	Calculation Method:	C	PercentNew Measure: N	Target Attainment: H
		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	State Workforce Development	
Objective No.	5	Civil Rights	
Strategy No.	1	Civil Rights	
Measure Type	OP		
Measure No.	3		
Key Measure:	N	Calculation Method: C Percent Measure: N	New Measure: N Target Attainment: H Priority: H

Number of Employment/Housing Complaints Resolved

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Civil Rights Division's internal tracking system.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	State Workforce Development
Objective No.	5	Civil Rights
Strategy No.	1	Civil Rights
Measure Type	EF	
Measure No.	1	
Key Measure:	N	Calculation Method: N Percent Measure: New Measure: N Target Attainment: L Priority:
	N	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

### Schedule C

#### Historically Underutilized Business Plan

The Texas Historically Underutilized Business (HUB) program aims to promote full and equal business opportunities for all businesses to remedy disparity in state procurement and contracting. HUB owners represent economically disadvantaged persons in qualifying groups (Black Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, American Women, and Disabled Veterans). In accordance with the mission of the Texas Workforce Commission (TWC)—to promote and support a workforce system that offers individuals, employers, and communities the opportunity to achieve and sustain economic prosperity—executive leadership, division management, and purchasing staff is committed to maintaining a strong HUB program.

#### HUB Goal

The TWC HUB goal is to exceed Statewide HUB goals established by the Comptroller of Public Accounts (CPA) by utilizing targeted strategies to boost HUB purchasing.

TWC adopts the FY 2023-2027 Statewide HUB goals established by the Comptroller of Public Accounts (CPA) for these categories in which TWC makes purchases:

Special Trade Construction 32.9%

Professional Services 23.7%

Other Services 26.0%

Commodities 21.1%

#### Agency Rules

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

#### HUB Strategies

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

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

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

#### Communicate Our Business Needs

Educate HUB businesses on the importance of HUB certification and HUB subcontracting.

Make procurement opportunities available at the HUB events conducted throughout the state where spot bid opportunities are a part of the event.

Maintain page(s) on TWC's website to promote the agency's HUB goals and activities, including links to TWC bid opportunities and purchasing information.

When applicable, TWC takes the following solicitation steps to communicate HUB needs further:

- Develop solicitation documents that contain terms, conditions, and specifications reflecting the agency's needs to ensure that
- HUBs are eligible for consideration in the bidding process;
- For any solicitation exceeding \$100,000 and where HUB subcontracting opportunities exist, include a list of all National Institute of Governmental Purchasing (NIGP) codes associated with the proposed subcontracting opportunities and a list of certified HUB businesses able to partner with the prime contractor;
- For all solicitations exceeding \$100,000, that include subcontracting opportunities:
- Require all prime contractors to provide evidence of their good faith effort to reach out to HUBs as partners and subcontractors for the solicitation; and
- Require all prime contractors to report monthly their use of HUB subcontractors to TWC.
- Contact HUB vendors when a solicitation is released, even if the value is less than \$100,000, to present more exposure to the lower dollar threshold procurements.
- Develop Vendors' Abilities to Meet TWC Needs

Provide one-on-one assistance on CPA HUB certification to vendors by:

- Providing information on how to apply, the documentation necessary for certification, and to follow up on the application process; and
- Assisting vendors with the renewal process as needed.
- Assist HUB vendors interested in TWC's Mentor Protégé Program.
- Provide courtesy reviews for vendors before the proposal response due date.
- Provide technical assistance to HUBs interested in obtaining more state bid opportunities, including the process and benefit of requesting debriefings for unsuccessful bid responses.
- Direct HUB vendors to appropriate Economic Opportunity Forums and CPA-sponsored events that could provide them with needed information and contacts.

#### Evaluate Performance

TWC holds all employees who purchase goods and services accountable for adhering to the agency's HUB policy. Meeting the agency's good faith efforts is part of every purchaser's performance requirements.

TWC monitors its purchases with HUB vendors monthly to assess the success of its efforts to meet HUB goals and to inform management of opportunities to increase HUB use. TWC analyzes data by division, contractor, or supplier and by subcontractor. (Tex. Gov't Code § 2161.122)

TWC will implement appropriate changes in procurement strategies in response to any substantial changes discovered in monthly HUB expenditures.

TWC will modify its annual good faith efforts to concentrate on any purchasing category in which performance has slipped

since the prior year.

#### Address Opportunity

Review planned construction, service, and technology projects anticipated to exceed \$90,000 to:

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

#### External/Internal Assessment

TWC uses automation to monitor and evaluate HUB program performance regularly. TWC HUB program staff are dedicated to identifying HUB opportunities, participating in HUB outreach activities, and providing senior-level staff feedback on TWC's HUB contracting and subcontracting efforts.

TWC Strategic Plan

Schedule D

Statewide Capital Plan

The plan was submitted separately to the Bond Review Board in accordance with instructions.

TWC Strategic Plan

Schedule E

Health and Human Services Strategic Plan

Not applicable to the Texas Workforce Commission.

## TWC Strategic Plan

### Schedule F

#### Texas Workforce Commission Workforce Plan

##### Executive Summary

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

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

##### Agency Overview

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

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

The agency's mission is carried out through broad activities divided into the following Divisions:

- Business Operations;
- Childcare and Early Learning;
- Civil Rights;
- Customer Care;
- Finance;
- Fraud Deterrence and Compliance Monitoring;
- Information Innovation and Insight;
- Information Technology;
- Internal Audit;
- Office of General Counsel ;
- Outreach and Employer Initiatives;
- Unemployment Insurance;
- Vocational Rehabilitation; and
- Workforce Development.

##### *Agency Mission*

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

##### *Current Workforce Profile (Staffing Supply Analysis)*

The agency's authorized FTE count for FY 2022 is 4,939.5. The staffing profile for TWC's workforce as of Jan. 1, 2022, was 4,470 full-time (FTEs) and part-time employees located throughout the state of Texas. These employees work in more than 200 offices in 28 workforce development areas across the state.

##### *Most Frequently Used Job Classification Families*



As of Jan. 1, 2022, the agency’s employees serve in 87 different classification families. The four most frequently used, with more than one-third of all TWC employees, are tied to front-line customer service in Vocational Rehabilitation Services, Workforce Development and Unemployment Insurance. They are:

- Vocational Rehabilitation Services Counselors with 548 employees;
- Workforce Development Specialists with 370 employees;
- Unemployment Insurance Customer Service Representatives with 364 employees;
- Vocational Rehabilitation Services Human Services Specialists with 263 employees.

*Workforce Demographics*

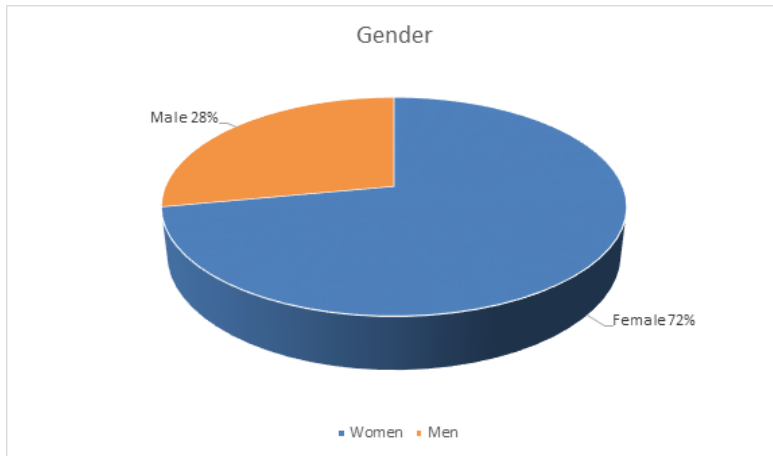
The following charts profile the agency’s workforce-related to age, gender, ethnicity, and length of state service as of Jan. 1, 2022.

Age:  
The average age of a TWC employee is 49 years, seven months. About 53 percent of staff are over the age of 50. The table below represents the age breakdown of agency staff.

**Workforce Percentages by Age**

Age	# of Workers	% of Total Workforce
16 - 29	210	4%
30 - 39	693	16%
40 - 49	1196	27%
50 - 59	1418	32%
60 - 69	821	18%
More than 70	132	3%
Total	4470	100%

(Table 1)  
TWC’s current workforce is 4,470 employees, of whom 28 percent (1,271) are males, and 72 percent (3,199) are females.



**Ethnicity:**

**TWC Minority Staffing Compared to Statewide Workforce Percentages**

TWC’s commitment to workforce diversity is reflected throughout the organization. The agency’s employment of African American, Hispanic, and female employees exceeds civilian labor force percentages in most Equal Employment Opportunity (EEO) job categories.

The following table compares the percentage of African American, Hispanic, and female TWC employees to the statewide workforce as of January 2022, as reported by TWC’s Civil Rights Division. (Civilian Labor Force data is from EEO report FY 2019-2020)

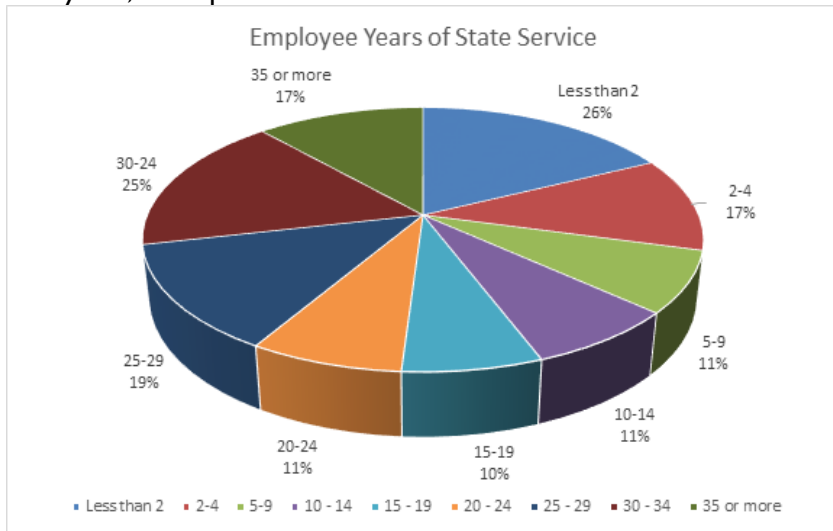
Workforce Percentages by EEO Category

EEO Job Category	Total	African Americans			Hispanic			Females		
	TWC Positions	TWC	Civilian Force	Labor	TWC	Civilian Force	Labor	TWC	Civilian Force	Labor
Officials/ Administration	15%	15%	8.54%		31%	24.74%		67%	41.71%	
Administrative Support	17%	18%	14.6%		52%	36.53%		77%	74.74%	
Service/ Maintenance	<1%	1%	13.33%		39%	52.96%		17%	54.02%	
Professional	62%	39%	10.90%		31%	21.77%		73%	54.13%	
Skilled Craft	<1%	0%	11.46%		50%	52.26%		0%	13.98%	
Technical	6%	15%	15.05%		44%	29.75%		57%	56.85%	

(Table 2)

Length of Service:

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



Length of Service and Agency Turnover:

TWC FY 2021 year-end demographic information shows employees with less than two years of state service have the highest

turnover rate. The agency’s highest turnover in the last five years comes from that group, including 26 percent in FY 2021. Statewide, that number is 46 percent for FY 2021.

Agency Turnover Percentages by Years of Service FY 2021

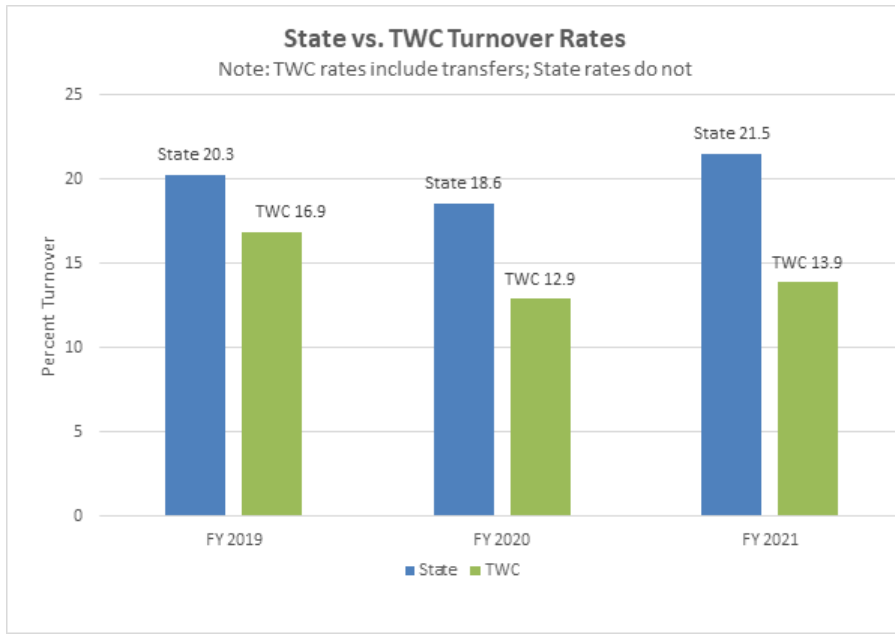
Years of Service	# Employees	Turnover Numbers	Turnover Percentages
Less than 2	365	96	26%
2 - 4	840	139	17%
5 - 9	880	101	11%
10 - 14	751	83	11%
15 - 19	457	46	10%
20 - 24	476	54	11%
25 - 29	283	55	19%
30 - 34	153	39	25%
Over 35	156	27	17%
Total	4361	640	14%

(Table 3)

TWC Turnover Compared to Other State Agencies:

Based on An Annual Report on Classified Employee Turnover for the Fiscal Year 2021 issued by the Texas State Auditor’s Office (SAO), the statewide turnover rate for all state agencies is 21.5 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 (including all separations and interagency transfers) is 13.9 percent. According to the SAO, the chart below illustrates the comparison of TWC’s turnover rates with the state’s turnover rates.



**Projected Employee Turnover Rate over the next Five Years:**

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

**Projected Turnover Rates by Years of Service**

Years of Service	Turnover Numbers	Turnover Percentages
Less than 2	159	24%
2 - 4	106	16%
5 - 9	99	15%
10 - 14	79	12%
15 - 19	59	9%
20 - 24	51	8%
25 - 29	54	8%
30 - 34	29	4%
Over 35	28	4%
<b>Total</b>	<b>664</b>	<b>100%</b>

(Table 4)

Demographic data shows that 32.6 percent (1,459 employees) of TWC's workforce will be eligible to retire by Sept. 1, 2027. Of that group, 15.6 percent (229 employees) are management or lead staff.

### *Gap Analysis*

As the state's recovery from the COVID-19 pandemic continues, unemployment rates in Texas continue to fall. TWC's overall turnover rate (13.9 percent) is lower than the average turnover rate (21.5 percent) for Texas state agencies. Still, when positions come open, TWC has seen a decrease in qualified candidates in some specific job families, including those in:

- Information Technology (IT);
- Vocational Rehabilitation Services;
- Fraud Detection (investigators);
- Unemployment Insurance Commission Appeals; and
- Procurement and Contract Services.

With efficiencies gained through process improvement of Human Resources hiring processes, recruiters were hired to focus on these hard-to-fill positions.

The recruiters work closely with hiring managers and HR's hiring team to monitor postings, source candidates, and guide candidates through the posting process. The recruiters leverage enhanced functionality in WorkInTexas.com and other online job tools.

TWC is approaching this candidate shortage on three key fronts: recruitment, retention, and succession planning.

### Recruiting Strategy: Emphasis on Remote Work

At the height of the pandemic, as many as 91 percent of TWC employees worked remotely full-time. With the experience gained during that time, TWC has begun posting open positions as "remote only." Remote positions allow candidates from all over Texas to apply for jobs that had typically been based in Austin, Dallas-Fort Worth, or Houston. Those employees must have access to reliable internet, and management must ensure metrics are in place to ensure performance measures are met.

### Recruiting Strategy: Apprenticeships

TWC is establishing an apprenticeship program for the hardest-to-fill IT positions. The program follows standards set by the Department of Labor. It focuses on providing paid, on-the-job training for students at Texas colleges and universities looking to move into IT careers. Nationally, the retention of employees who join agencies through apprenticeship programs is above 90 percent. The first apprenticeships will be onboarded in late spring or summer 2022.

### Recruiting Strategy: Internships

In 2018, TWC, the Texas Education Agency, and the Texas Higher Education Coordinating Board established the Texas Internship Challenge. The program aims to get real-life experience for college students through paid internships. An added benefit of the program is introducing college students to the benefits of employment with the State of Texas. TWC is hiring approximately 20 interns in the late spring or summer of 2022.

### Recruiting Strategy: Veteran Hiring

Two programs located inside TWC's Workforce Division are the Texas Veterans Leadership Program and the Veteran Employment Services Program. They focus on connecting veterans with employers statewide. They have also been valuable resources within TWC's ranks.

Approximately 10.3 percent of the agency's employees are U.S. veterans. Many of those came to the agency via the Veteran Direct Hire program. The direct hire program is outlined in Chapter 657 of the Texas Government Code and allows the placement of qualified veterans into agency positions without postings. The veterans must meet the job's minimum qualifications and have an application on WorkInTexas.com. TWC has used this frequently to fill internal positions and will continue to use it to find qualified employees.

Another high-potential veteran program is the Army Career Skills Program, which allows service members to participate in an internship with a state agency during the service member's last 180 days of service. Like other internships, this gives the service members valuable experience inside a civilian workforce while exposing them to the benefits of state government employment. TWC will look for opportunities to use this program as another way of expanding our candidate pipelines.

#### Retention Strategy: Career Development

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

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

#### Retention Strategy: Retention

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

TWC's onboarding forms have been revised to electronic formats and are sent to new hires with their conditional offer of employment. The digitization accelerates processing, improves data reliability, and allows new employee orientation to focus more on benefits and agency mission.

All new hire communication from Human Resources is branded and timed to remind new employees about important deadlines and provide additional information about their new benefits. New-hire newsletters are distributed from conditional offers throughout the first year of employment.

All new hires receive a survey asking them about their candidate experience, where they heard about the agency jobs, and their reasons for wanting to work at TWC. That information is used to help refine the agency's recruitment efforts, fine-tune the onboarding process and better customize postings.

Veteran new hires receive additional communication about melding their military benefits with State of Texas benefits.

Human Resources Department conducts new hire focus groups.

Statistics documenting the agency's progress in retention of new hires are calculated monthly by Human Resources and included on agency dashboards.

#### Retention Strategy: Survey of Employee Engagement Response

The Survey of Employee Engagement (SEE) is the biennial, all-employee, anonymous survey conducted by the University of Texas for TWC and measures specific areas of engagement. The results are shared with leadership to help the agency improve after the last

The 2020 SEE was administered in Feb. 2020. With the results, TWC held a series of focus groups with employees to gather additional information on the survey results and to compile a list of action steps that each division would take in response to

the findings. The Executive Director also reviews the focus group reports. Follow-ups were also conducted to ensure that the items raised were addressed.

A key item identified in the SEE was employee compensation. Human Resources conducted an agency-wide salary analysis that compared TWC jobs to those at other state agencies. HR also provided data on the last TWC employee raises or one-time merits. That information helped leadership see areas where TWC salaries might have been lagging throughout a specific classification or for a particular employee.

Employees are also identified as an opportunity to improve their ability to give feedback to their supervisors. Based on that, in the summer of 2021, the agency conducted a 360-degree survey pilot for a key group of managers. Feedback was gathered by the managers' bosses, peers, and direct reports. Based on the results, each manager was given an action plan. A 180-degree survey will be conducted in FY 2023.

#### Retention Strategy: Career Development

All supervisors are responsible for planning for the development needs in their areas of responsibility. Management will work with employees individually to create professional development plans based on the required knowledge and skills for each position's job duties. The development plans must address current and future knowledge and skill needs. The Training and Development Department provides access to remote and classroom training, videos, and LearnSmart (a web-based learning system) to assist management in developing an employee's basic job skills.

#### Retention Strategy: Focus on New Hires

Human Resources examined key aspects of the agency-wide new hire experience to make an employee's transition into the agency more welcoming.

TWC's onboarding forms have been converted to electronic format and are sent to new hires with their conditional offer of employment. The digitization accelerates processing, improves data reliability, and allows new employee orientation to focus on benefits and the agency's mission.

All new hire communication from Human Resources is branded and timed to remind new employees about important deadlines and provide additional information about their employment benefits. Newsletters are distributed from conditional offers throughout the first year of employment.

All new hires receive a survey asking them about their candidate experience, where they heard about available jobs, and their reasons for wanting to work at TWC. That information is used to help refine the agency's recruitment efforts, fine-tune the onboarding process and better customize postings.

Veteran new hires receive additional communication about melding their military benefits with State of Texas benefits.

Human Resources conduct new-hire focus groups.

Statistics documenting the agency's progress in retention of new hires are calculated monthly by Human Resources and included on agency dashboards.

#### Succession Planning Strategy

As illustrated earlier in this report, many of the agency's leaders are eligible to retire now or within the next five years. Succession planning and knowledge transfer allow the next generation of TWC employees to launch new ideas that appreciate historical progress while moving services to new levels.

Many divisions have high-impact staff who cannot be easily replaced because of the employees' expertise and talents. In many cases, there are no natural feeders within the agency from which to draw. In other cases, the person occupying the position



has unique skills that cannot be readily found in the marketplace.

To address this challenge, the agency developed a succession planning tool that helps senior management identify areas of high risk based on an inventory of knowledge, skills, abilities, and competencies tied to employee success. The tool is now being rolled out to divisions agency-wide.

TWC's goal is to have a continuous flow of competent leaders and staff to perform all core functions supporting the agency's mission and pass along historical knowledge and processes. Succession planning and knowledge transfer efforts are focused on two key areas:

Development of standard operating procedures and position-specific informational manuals where appropriate.

Management development for leadership opportunities.

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

#### Contract Management Training

TWC adheres to the training required by the Texas Comptroller of Public Accounts (CPA) Statewide Procurement Division. A TWC employee must be certified as a Certified Texas Contract Developer to engage in contract development functions on behalf of TWC if the employee develops, evaluates, negotiates, or awards a contract posted to the Electronic State Business Daily on behalf of TWC. In addition, a TWC employee must be certified as a Certified Texas Contract Manager to engage in contract management functions on behalf of the TWC.

All job postings for TWC procurement and contract professional positions require that newly hired professionals take CPA-prescribed training and obtain their certification within the timeframe specified on their job posting. Each TWC procurement professional must maintain their certification without lapse to retain their position.

#### Cybersecurity Awareness Training Certification

The Texas Workforce Commission's Cybersecurity team, in cooperation with the Training & Development team, develops and maintains a customized cybersecurity awareness computer-based training in the agency's Learning Management System, SoftChalk. The training is certified for content compliance by the Texas Department of Information Resources (DIR). All TWC staff and contractors are required to take this training annually. Compliance with the annual mandatory training requirement is tracked through SoftChalk, and the TWC CISO certifies the compliance in a DIR portal. The agency has submitted the required annual Cybersecurity Training Certification for Fiscal Year 2021 to the Texas Department of Information Resources.

TWC Strategic Plan

Schedule G

Workforce Development System Strategic Planning

Alignment with the Texas Workforce System Strategic Plan

The Texas Government Code specifies that one of the primary responsibilities of the Texas Workforce Investment Council is to develop and recommend to the Governor a single strategic plan for the Texas Workforce System that identifies the tasks, timelines, and responsible partners for each specified system objective. The plan is developed with system partners and is focused on critical long-term objectives that have been identified as crucial to alignment or to reducing gaps and redundancies. The current Texas Workforce System Strategic Plan intends to guide system partners in implementing workforce programs, services, and initiatives designed to achieve the strategies, system objectives, and goals outlined in the plan.

As required by Texas Government Code, Section 2308.104(g), the TWC Strategic Plan must align with the following objectives as outlined in the Texas Workforce System Strategic Plan (FY 2016–FY 2023).

System Objective	TWC Strategies and Key Actions
Expand licensure and industry certification.	<p>Strategy: Use third-party, industry-based certifications where relevant as an education or training outcome to connect graduate competencies to job skill requirements.</p> <p>Key Actions: Expand the number of apprentices in underserved populations. Provide training toward industry-based certifications to expand the number of work-ready individuals in high demand occupations. Increase the number of employers who participate in work-based learning programs.</p>
Expand partnerships with system partners and stakeholders to promote collaboration, joint planning, and enhanced participant outcomes.	<p>Strategy: Improve rehabilitation employment outcomes by establishing additional partnerships with secondary and postsecondary entities, and employers.</p> <p>Key Actions: Convene representatives from vocational rehabilitation, local workforce boards, and workforce center contractors to review current practices and identify effective practices in implementing a coordinated approach to serving employers; and to identify opportunities and strategies for improved coordination and enhanced participant outcomes based on that review. Develop a plan to implement the effective practices and strategies. Implement the plan, including as necessary, dissemination of guidance, training, and resources.</p> <p>Strategy: Create greater access and effective services by promoting collaboration and regional planning.</p> <p>Key Actions: Participate in regional discussions with the Texas Education Agency about career pathway expansion opportunities for high school students. Continue coordination among adult education and literacy, vocational</p>

System Objective	TWC Strategies and Key Actions
	<p>rehabilitation, and local workforce board providers to promote information sharing and integration of program services.  Procure and implement a case management system that further integrates data among multiple programs.  Convene multiple state and community agencies for enhancing services to foster youth.  Rewrite Texas Consumer Resource for Education and Workforce Statistics with expanded analytic tools and more user-friendly navigation.</p> <p>Strategy:  Increase access to, referral between, and outcomes of adult education programs and services.</p> <p>Key Actions:  <ul style="list-style-type: none"> <li>Continue coordination among adult education and literacy, vocational rehabilitation, and local workforce board providers to promote information sharing and integration of program services</li> </ul> Connect more ex-offenders with adult education programs through better developed referral processes and appropriate short-term integrated training options.</p>
<p>Improve and enhance services, programs, and policies to facilitate effective and efficient transitions.</p>	<p>Strategy:  Enhance transition services for students and youth with disabilities to competitive integrated employment or postsecondary education and training and then to competitive integrated employment.</p> <p>Key Actions:  Achieve full implementation of the Pathways to Careers Initiative, including implementation of additional strategies to facilitate delivery of preemployment transition services to students with disabilities.  Review policy, strategies, and services implemented from fiscal years 2016–2021 to refine policy, and to identify best and promising practices.  Develop a plan to replicate best and promising practices and, as necessary, to refine policy, strategies, and services.  Implement plan to replicate best and promising practices and refine policy, strategies, and services.</p>
<p>Employ enhanced or alternative program and service delivery methods.</p>	<p>Strategy:  Identify and implement new, relevant technology and service delivery options to expand program and service outcomes.</p> <p>Key Actions:  Continue self-service options for professional development for child care providers.  Expand rural service delivery options through the use of mobile units and new affiliate sites.  Direct students to multiple available training and career path options with onsite support at public middle and high schools  Expand the use of technology for providing online services such as job fairs, eligibility determination, or other interactions.</p> <p>Strategy:  Increase competitive integrated employment outcomes by increasing awareness</p>

System Objective	TWC Strategies and Key Actions
	<p>of vocational rehabilitation services and better serving underserved populations.</p> <p><b>Key Actions:</b>            With the Rehabilitation Council of Texas, jointly conduct the triennial comprehensive statewide needs assessment to assess vocational rehabilitation services to currently identified underserved populations and identify new underserved populations, if any.            Build provider capacity to effectively serve underserved populations through identification of new providers where needed for specific services, populations, and/or geographic areas.            Revise provider standards as needed to increase efficiency and effectiveness of services to underserved populations.            Increase training and communication to providers to support implementation of revised standards and build provider capacity.            Develop new or revised services and/or service delivery methods to increase effectiveness of service delivery and achievement of employment outcomes for underserved populations.            Implement new or revised services and/or service delivery methods.</p> <p><b>Strategy:</b>            Enhance quality of and increase access to quality child care to support parents in obtaining and retaining employment.</p> <p><b>Key Actions:</b>            Increase the number of child care providers certified as meeting Texas Rising Star or other recognized quality rating and improvement system standards in the child care system.            Facilitate the employment outcomes of parents receiving subsidized child care services.            Implement Texas Rising Star Assessor Certification.</p>

Alignment with the three strategic pillars as specified in the Texas Workforce System Strategic Plan (FY 2016–FY 2023) is achieved as follows:

#### Customer Service Satisfaction

Refer to Schedule H, Report on Customer Service, demonstrating TWC’s alignment with customer service satisfaction outlined in the Workforce System Strategic Plan.

#### Data-Driven Program Improvement

Program-specific and other related data from across the workforce system are critical to evaluating how workforce system programs, services, and products meet customers' and stakeholders' needs. The collection, reporting, and analysis of key data utilizing a consistent and useful process are essential in demonstrating outcomes, determining if changes are required or desired, and establishing benchmarks for future performance. Data is the story of our past, and by studying it, we make better decisions about our future.

TWC works with its partners to produce, analyze, and transform data into information and tools to improve decisions, practices, and outcomes. This work involves working with TWC program data and broader labor market information (LMI). These two separate areas of focus have begun to be connected to provide a more holistic view of our system and our state.

TWC uses LMI data to inform at both the macro and micro levels. The agency provides access to big-picture trends in the economy, the labor market, industries, occupations, & opportunities through a variety of web-based tools. We also have tools focused on individuals and families trying to make informed decisions about education and career options. Products range from TexasRealityCheck.com, a website that allows students to make lifestyle choices, create a budget, and view the occupations and preferred education levels that support those choices, to a variety of specialized economic development and regional planning tools to help drive the Texas economic and jobs engine.

TWC also uses programmatic data about our services and outcomes to ensure accountability and program integrity within programs administered by the agency. Internal and external partners have a variety of measures that are assigned targets which are reported and measured against each month. Work is underway for a next-generation set of tools that will allow us to identify potential problems earlier to course-correct them more quickly. The agency continuously uses data to understand the system's current areas of strength and weakness and proposals to support continuous improvement.

### Continuous Improvement and Innovation

The Texas workforce system is part of a dynamic, competitive, global marketplace. 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. TWC is actively involved in researching and assessing best practices throughout industry and workforce systems nationally and internationally and incorporating promising practices outside the Texas workforce system as applicable. TWC also analyzes program and system performance and implements process improvements to course correct, when appropriate, as indicated by empirical data and information. In addition, TWC has emphasized streamlining 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 can capture a complete set of customer data that supports categorical workforce programs and stores the associated data in a central repository, which can drive continuous improvement and innovation efforts at the schedule and operational levels.

TWC has designed a method for incorporating customer data from all federal and state-funded employment and training programs coupled with a customer-focused data model that supports aggregating data into any combination of programs and characteristics. This will allow the system to meet program reporting requirements and 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.

TWC has also embraced efforts across the organization to support continuous internal improvement and innovation. In 2011, TWC commissioned and sustained its Rapid Process Improvement (RPI) initiative to improve the efficiency and quality of agency operations. TWC has a deep conviction that we should be the most efficient and effective organization that we can be for the people of Texas. A dedicated Business Transformation/RPI team supports that conviction by managing and coaching process improvement projects and initiatives, training TWC staff on the RPI project methodology and principles, and developing enterprise solutions, driving continuous improvement and innovation.

## TWC Strategic Plan

### Schedule H

#### Report on Customer Service

##### TWC Customer Service Report 2021 - 2022

The Texas Workforce Commission (TWC) serves Texas's workers, employers, and communities by providing innovative workforce solutions. Each of these customer groups is offered a wide variety of services through an integrated service delivery system. To provide the highest level of service to our customers, the agency conducts ongoing research and evaluations to identify successes and opportunities to improve service delivery. By collecting comprehensive customer feedback through various methods, TWC uses data to revise standards and develop initiatives for the benefit of our customers.

#### Information Gathering Methodology

Online surveys were sent to all new employers and job seekers using TWC online services from January 2020 through December 2021. Different 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. Four thousand five hundred twenty-four job seekers and employers responded to the survey. Of the customers surveyed, an average of 80 percent would recommend TWC products/services, with results ranging from 75 percent to 91 percent. These results are illustrated in the following chart.

The Texas Workforce Commission (TWC) serves Texas's workers, employers, and communities 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 and opportunities to improve service delivery. By collecting comprehensive customer feedback through various methods, TWC uses data to revise standards and develop initiatives for the benefit of our customers.

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

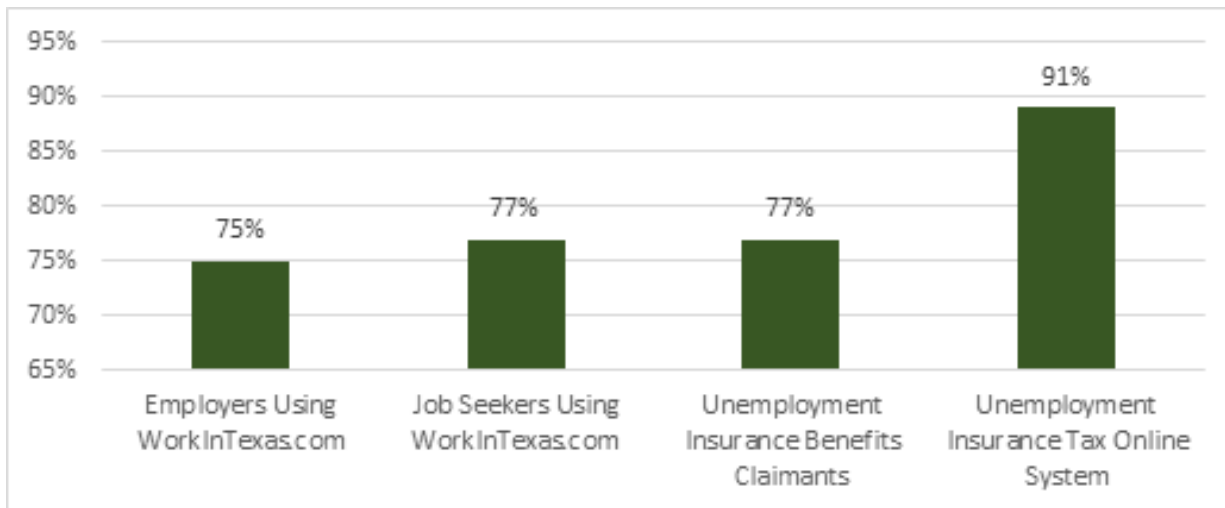
TWC also conducts customer satisfaction surveys through the University of Texas-Austin, Center for Social Work Research (UT/CSWR), which satisfies the requirements of Section 2114.002(b), Government Code. A link to the customer satisfaction survey is available through WorkInTexas.com and placed in the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

VR customer satisfaction surveys are conducted throughout the state fiscal year (FY). In FY 2020 and 2021, the VR surveys were conducted by Westat, Inc. Westat is a statistical survey research corporation based in Rockville, Maryland. VR customers were surveyed by telephone or video relay. For the ILS-OIB program, the surveys are also conducted by phone but are conducted toward the end of each state fiscal year. The VRD contracted with Customer Research International (CRI), a survey research company located in San Marcos, Texas, which conducted the surveys for the ILS-OIB customers.

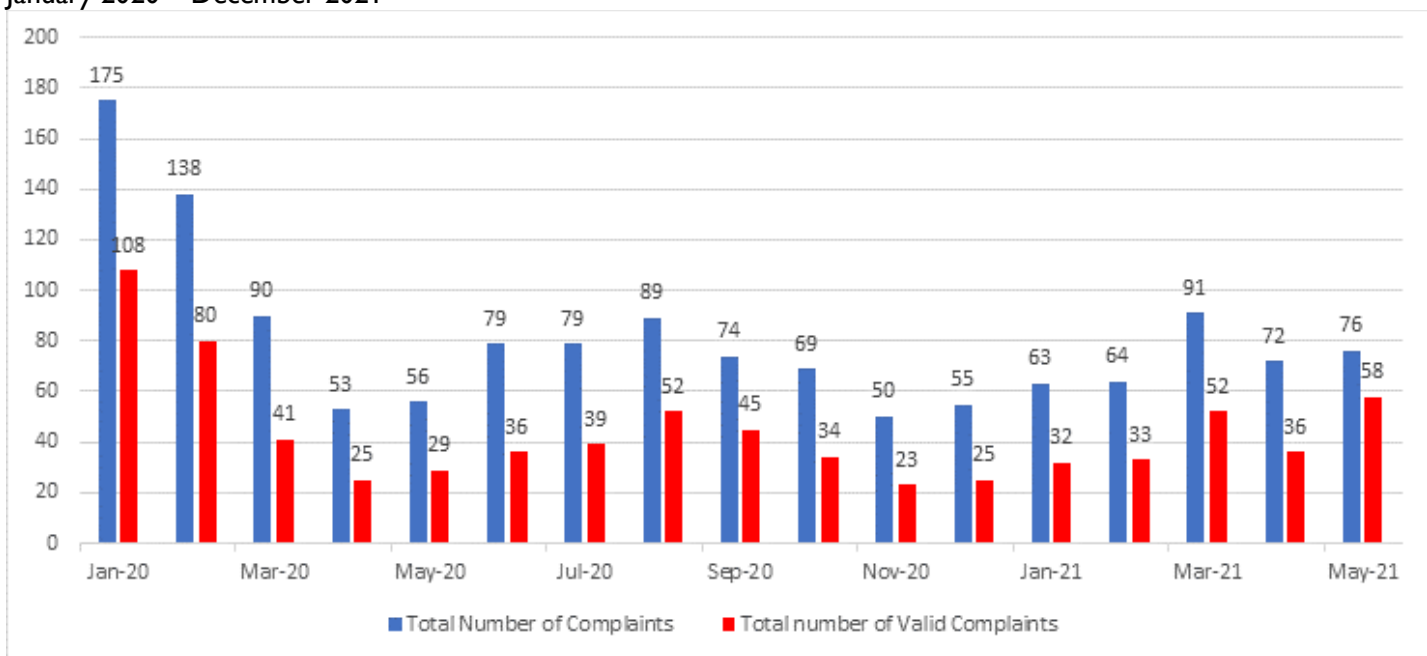
The satisfaction levels and analysis contained in the reports are then reviewed by the Customer Satisfaction and Comprehensive Statewide Needs Assessment committee of the Texas Rehabilitation council each quarter of the FY.

#### Survey Score Results

##### Breakdown of Customers Who Would Recommend TWC Products/Services January 1, 2020-December 31, 2021



**Customer Complaints**  
January 2020 – December 2021



**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	627	255	372
2. Service not timely	577	397	180
3. Incorrect or no information provided	342	185	157
4. Calls not returned/Correspondence not answered	370	276	94
5. Appropriate program-specific procedure not followed	189	89	100
6. Records Lost/misplaced	16	13	3
7. Discrimination	30	12	18
8. Other*	121	60	61

Total number of complaints reported	2,272	1,287	985
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\* Category used when the complaint does not meet the definition of the other categories, such as: upset about appointment time and miscommunication between staff and customer.

#### Vocational Rehabilitation Services

In FY 2020, 14,731 VR customers completed the Westat customer satisfaction survey, including 10,047 who were receiving active services (open cases) and 4,684 who had exited the program (closed cases).

Among open case respondents, 85.2 percent were satisfied or very satisfied with their overall experience with VR. Among closed case respondents, 85.5 percent were satisfied or very satisfied with their overall experience with VR. In FY 2021, 14,774 VR customers completed the Westat customer satisfaction survey, including 10,285 who were receiving active services (open cases) and 4,489 who had exited the program (closed cases).

Among open case respondents, 87.5 percent were satisfied or very satisfied with their overall experience with VR. Among closed case respondents, 86.5 percent were satisfied or very satisfied with their overall experience with VR. The Independent Living Program for Older Individuals who are Blind (ILS-OIB) program staff provides individualized services to assist customers in achieving their independent living goals. Telephone surveys of both active and closed-case customers in FY 2020 and FY 2021 by CRI. The total number of customers surveyed is small; therefore, the surveys are conducted near the end of each fiscal year.

In FY 2020, 307 ILS-OIB customers completed a survey.

There were 153 completed surveys of customers receiving services (active cases). Of the active cases surveyed, 83.4 percent were satisfied or very satisfied with their OIB worker assisting them.

There were 154 completed surveys of cases where the customer was no longer receiving services (closed cases). Of the customers whose cases were closed, 82.9 percent were satisfied or very satisfied with their OIB workers.

In FY 2021, 302 ILS-OIB customers completed a survey by telephone.

There were 128 completed surveys of customers receiving services (active services). Of the active customers surveyed, 82.3 percent were satisfied or very satisfied with their OIB workers.

There were 174 completed surveys of customers who were no longer receiving services (closed cases). Of the customers whose cases were closed, 83.1 percent were satisfied or very satisfied with their OIB workers.

#### Unemployment Insurance Claims Processed

Type of Claim	2020	2021
Regular	3,715,145	2,163,013
Pandemic	918,942	272,192
EXB	48,359	659,922
DUA	140	1,980

#### Calls Answered by the UI and Contract Tele-Centers

2020	2021
4,577,470	12,279,002

The numbers do not include the millions of calls answered by contract call centers and other entities that assisted TWC during the pandemic.



Calendar Year (CY) 2020, the average speed of answer (ASA) or hold time was 13:48 (m:ss)  
CY2021, the ASA was 19:34  
CY2022 through Feb 28, 2022, the ASA was 13:23  
Customer Service Improvements

TWC is committed to delivering exceptional customer service for our customers and listens to customers to improve services to meet customer needs. TWC established the Customer Care Division to improve the delivery of services or information to customers. As more TWC customers use online services, TWC recognizes the need to monitor and improve our online systems continuously.

TWC's Customer Relations department is responsible for compiling reports on customers' activities and trends, responding to customer complaints and inquiries, gathering 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 the customer complaints are accurately documented, all TWC employees must 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 will always be an agency's top priority.

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

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 to who would recommend TWC products/services to others:

Customers who would recommend TWC products/services to others:

Unemployment Insurance Tax Online System: 91%

Unemployment Insurance: 77%

Employers Using WorkInTexas.com: 75%

Job Seekers Using WorkInTexas.com: 77%

Calls Answered by the Unemployment Benefit Tele-Centers

State Fiscal Year (FY) 2020, Tele-Centers answered over 4.5 million calls with an average hold time of 13:48.

State Fiscal Year 2021, Tele-Centers answered over 12 million calls with an average hold time of 19:34.

#### Complaint Resolution

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

Of the 2,812 reported complaints from January 2020 through December 2021, only 143 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: 4,524 \*

Number of customers served: 684,485

Cost per survey: \$4.84

\*excludes VR surveys

#### Explanatory Measures

Number of customers identified: Potentially all Texans

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

Customer-Related Performance Measure Definitions

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

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

Purpose/Importance: To measure customer satisfaction to gauge the attainment of customer service 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