

# **New Board Member Orientation Appendices**

Prepared by the  
**Texas Workforce Commission**  
Training and Development Department



## **Training and Development Mission**

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

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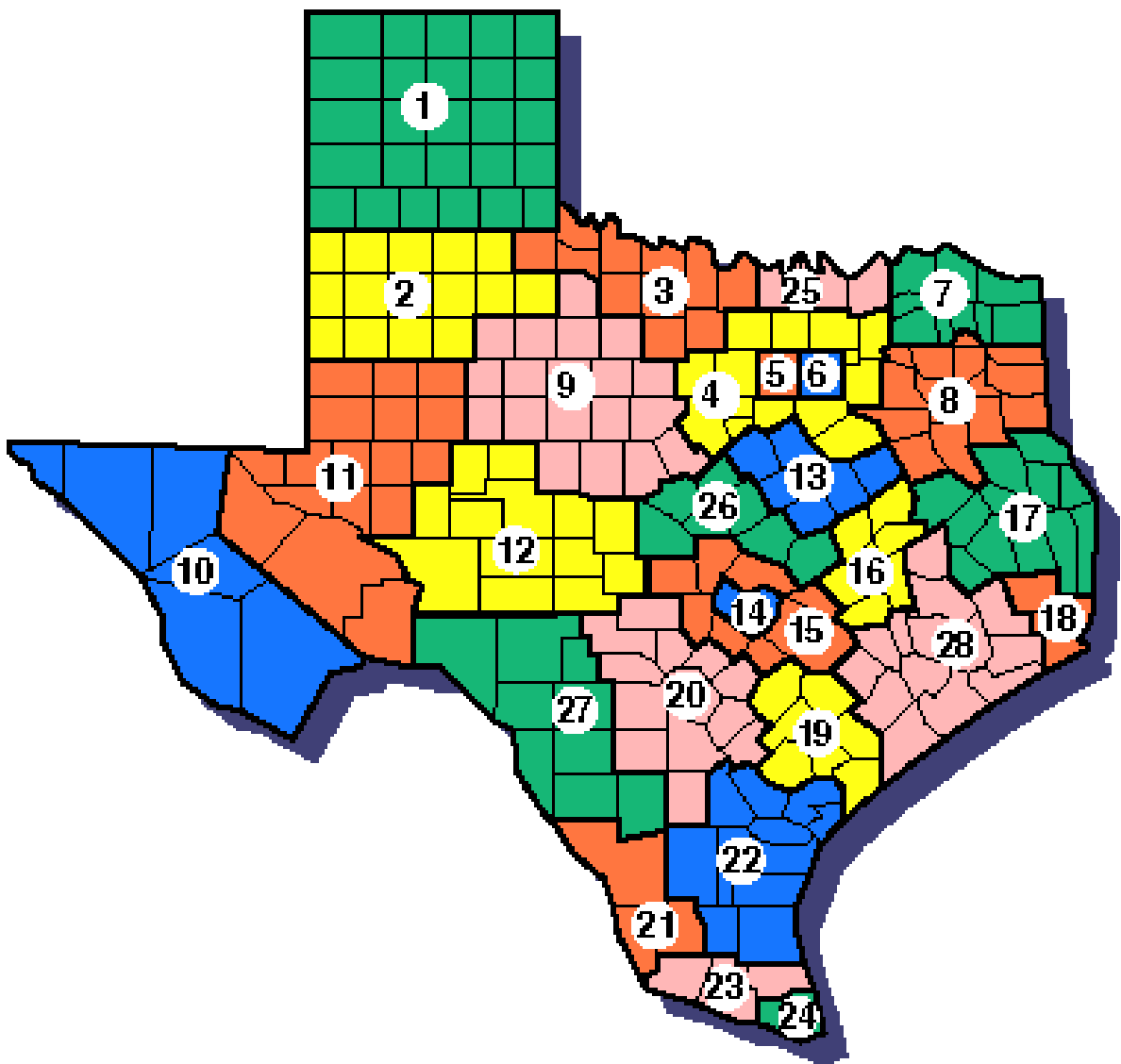
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## Appendix A: Local Workforce Development Areas

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



**Figure 1: Map of Local Workforce Development Areas**

The areas are as follows:

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



## **Appendix B: The Texas Workforce Investment Council**

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

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

TWIC consists of 19 members, 14 members appointed by the governor and five ex-officio members, who represent:

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

education.

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

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

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

## **Appendix C: Texas Workforce Solutions Offices**

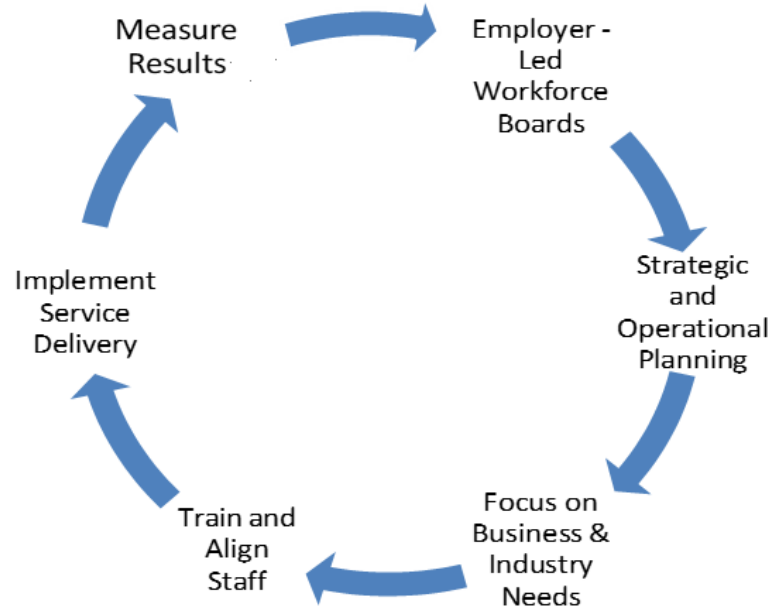
Boards are responsible for establishing Workforce Solutions Offices to deliver services. These centers serve the community by providing a broad array of services, job information, and job referrals in one place. Workforce Solutions Offices are accountable for establishing links to all segments of the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

### **Foundation for Success**

The Workforce Solutions Office concept provides:

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

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



**Figure 2: Workforce Board's Flow of Processes**

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

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

## 6. Measure Results.

### **Goal of Texas Workforce Solutions Offices**

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

The system has two major features:

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

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

## Why a Workforce Solutions Office?

Through the Workforce Solutions Office system, you have the ability to serve the community and provide a broad array of services and job information in one location. There are two types of Workforce Solutions Offices in Texas:

1. **Comprehensive Center:** Each workforce area must include at least one comprehensive center where all required workforce partner programs and services are available, either physically co-located or through direct linkage.

Direct linkage through technology provides customers with access to program staff who can provide meaningful information or services for those workforce partner programs not physically located in a comprehensive center.

2. **Affiliate Site:** A Workforce Solutions Office where job seekers and employers can access the programs, services, and activities of one or more workforce partners, and where:

- The operation of the Workforce Solutions Office adds a cost to the Board's operational budget; or

- The Board is responsible for oversight and management of the center.

Some affiliate sites are specialized centers established to serve a specific population, such as dislocated workers or youth.

Additionally, workforce areas may include a network of eligible workforce partners where each partner provides one or more of the programs, services, and activities at its own location, but which are also linked, physically or technologically, to the Board's comprehensive center and/or affiliate sites.

Many workforce partners, such as Adult Education and Literacy (AEL), Registered Apprenticeship, and the Senior Community Service Employment Program (SCSEP), among others, provide programs, services, and activities at their own locations.

Examples of locations that would be a part of the network of eligible workforce partners include, but are not limited to:

- An AEL grantee providing Title II adult education classes at a college campus or other location not operated by the Board; or
- A SCSEP grantee providing services in a space

donated by a church or other organization.

Based on customer needs, the Board determines the best use of their resources. They can choose to provide a Workforce System that includes a combination of workforce solutions offices.

## **Accessing Services**

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

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

## **Operational Requirements for a Workforce Solutions Office**

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



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

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

## **Programs That Must Be Available Through Workforce Solutions Offices**

Some programs must be offered through local Workforce

Solutions Offices. Some of these programs are listed below.

## **Board Administered Services**

- Workforce Innovation and Opportunity Act (WIOA).
- Temporary Assistance for Needy Families Employment & Training (Choices).
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T).
- Child Care – access to these services is required through the one-stop system.
- Wagner-Peyser Employment Service (ES).
- Trade Act Services.

## **Other Mandated Services**

- Veterans Employment Services.
- Adult Education and Family Literacy (AEL) – some Boards may be the AEL grantee.
- Non-Certificate Postsecondary Career and Technical Training.
- Unemployment Insurance (UI) – access to UI services is required at full-service one-stop centers).

- Senior Community Services Employment Program (SCSEP).
- Apprenticeship.

## **Texas Workforce Solutions Office Functional Design**

When planning services to be provided at a workforce solutions office, four basic categories should be addressed:

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

## **The Employer Services Component**

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

- The employer services component must be strategically linked with the job seeker services provided at local workforce solutions offices.

- The employer services component is the critical link between workforce services and employer needs.
- A carefully designed and professionally managed employer services strategy will lead to new relationships between the Workforce System and Texas employers.

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

A detailed list of employer services is listed in the New Board Member Orientation Guide.

## **Delivery of Employer Services**

How are these services delivered? Depending on local design, Board staff, local workforce solutions office, or a special employer services unit will develop, communicate, and provide labor market services to employers. These services may be provided in person or electronically in different settings across the local area.

These staff work directly with employers to develop and

communicate information about specialized services for key industries targeted for special attention. As leaders in the community, Board members can make personal contact with business executives as an effective strategy for building high-level relationships with employers.

## **Employment Resources and Services**

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

1. **WorkInTexas.com for Employers:** An automated system for employers to enter, update and archive job vacancy orders, specify job qualifications, conduct a search of the applicant database, receive a list of qualified applicants, submit job orders to America's Job Bank, and access Labor Market Information.
2. **WorkInTexas.com for Applicants:** An automated system for applicants to fill out and submit an online application for employers to review, and to search for current job openings.
3. **The Texas AutoCoder:** Texas' version of the

DOL's AutoCoder, which assigns occupational codes to key words in job titles, resumes, and unemployment benefits claims at an accurate level. The AutoCoder is flexible, working well on job titles with or without job descriptions.

4. **Texas Wages:** Provides the most recent wage information and long-term employment projections for State and local areas in a user-friendly format. It supports state Workforce Development Boards, businesses, educational institutions, other state agencies, and the public.
5. **Eligible Training Provider List:** Designed to assist in locating education and workforce training programs. It is a compilation of Texas education and workforce training providers, their programs, contact information, enrollment, and graduation data, where available. Education and training providers can be public, private, and proprietary institutions.
6. **Texas Labor Analysis:** An online suite of labor analysis tools designed to provide insight into Texas' labor supply and demand. TLA presents wage data, occupational projections, current labor supply, and "Help Wanted Online" job posting data. Gap Analysis is a major feature that enables users to compare the

various sources of potential labor market supply and labor market demand. TLA includes Regional Occupational Profiles, which allows for comparison of workforce regions on key employment indicators like wages, projections, and trends of online job postings. The Top Statistics Reports produces the top 25 occupations by WDA.

7. **Texas LMI:** Texas Labor Market Information ([lmci.state.tx.us](http://lmci.state.tx.us)). This is an interactive website that disseminates Texas labor market statistics. Users will find a suite of easy-to-use labor market research tools that provides labor market data, inquiry capabilities for labor force, employment/unemployment estimates, industry and occupational projections, and occupational wage data. Texas LMI provides monthly publications of key economic data for the State, each Metropolitan statistical Area, and each local workforce development area. In addition, annual industry reports are available.
8. **Texas Career Check.com:** A comprehensive online career exploration resource for students, parents, counselors, and job seekers. Users may interactively address education and career-exploration questions to survey the different careers and related educational opportunities in Texas and around the country. The system

offers the ability to identify career alternatives based on a variety of interests and aptitude tests. Counselors and students may create a high school graduation plan online, and then save it to their computer with the ability to edit the plan at any time without revisiting the website. There are over 450 occupational videos available, as well as a "Pop-a-Job," a game where students learn about occupations in an entertaining way.

Other services may be included, such as:

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



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

## **Employment Assessment Services**

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

Centers should have a variety of instruments that assess:

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

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

## **Job Coaching Services**

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

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

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

These populations may have barriers that inhibit immediate

employment. Workforce Solutions Office staff assist these job seekers in addressing obstacles that may impede productive employment.

They also ensure that local employment resources are made available to assist these members of the community to become active members of the workforce. A detailed list of job seeker services can be found in the New Board Member Orientation Guide.

## **Building Toward Excellence**

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

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

## **Appendix D: Monitoring Contractors**

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

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

### **The Monitoring Function**

The monitoring function includes:

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

## **Risk Assessment**

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

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

## **Monitoring Plan**

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

Monitoring plans should include:

- A review schedule based on risk assessment.

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

## **Reporting and Resolution**

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

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

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

The Board must also ensure that:

Resolution actions are documented.

- Corrective actions are verified.
- Costs are appropriately allowed or disallowed.

- Debts are established and collected.
- The appeals and grievance processes is appropriate.

## **Methods of Evaluation**

Methods of evaluation include, but are not limited to:

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

## **Board Designated Evaluation Tools**

The Board can develop consumer report cards to measure:

- Performance results.
- Customer satisfaction.

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

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

## **Performance Reports**

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

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

The reports also contain statewide performance and



financial information on:

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

## **Primary Employer Measures: The Reemployment and Employer Engagement Measures**

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

One measure focuses on the reemployment of Unemployment Insurance (UI) claimants within 10 weeks. The reemployment of UI claimants helps control unemployment insurance tax costs and affects all employers that bear the cost of unemployment insurance. The faster UI claimants return to work, the less they impact the UI trust fund.

The other measure is tied more directly to services provided to individual employers. This measure looks at the degree to which the system engages employers (employers receiving workforce assistance).

While these measures are primarily “employer”

focused, they also measure services of value to job seekers, particularly UI claimants.

## **Primary Job Seeker Measures**

Four basic types of outcome measures focus on job seekers. (“Job seeker” is used generically to refer both to those who were employed and those who were unemployed when they first engaged the one-stop system.) The outcome measures align with the goals of the services we provide to job seekers. That is, they focus on helping them obtain and retain employment, and improve their education and skills to allow them to fill the needs of employers and improve their earning capacity. Like the Primary Employer Measures, these measures focus on outcomes.

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

**Employment Retention:** Helping a job seeker obtain employment is an important first step. The next important step is helping job seekers retain employment. Under the Common Measures, Employment Retention is measured by looking at the percent of people who were employed in the first calendar quarter after the exit quarter who are also

employed in the second and third quarters after the exit quarter.

While it is preferable that the job seeker be employed with the same employer for all three quarters, the measure focuses only on employment in three consecutive quarters.

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

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

**Education Achievement:** Many job seekers receive training designed to help them obtain a degree or certificate. Under the Common Measures, Education

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

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

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

## **Secondary Job Seeker Measures**

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

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

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

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

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

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

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

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

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

## **Child Care Measures**

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

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

## **Automated Reports**

### **The Workforce Information System of Texas (TWIST)**

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

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

### **The Job Matching System WorkInTexas.com**

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



## **Appendix E: Programs in the Texas Workforce System**

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

### **Workforce Innovation and Opportunity Act**

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

The purposes of WIOA are to:

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

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

the productivity and competitiveness of the nation.

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

Examples of training services include:

- Occupational skills training, including training for nontraditional employment.
- On-the-job training (OJT), including registered apprenticeship.
- Incumbent worker training in accordance with WIOA §134(d)(4).
- Workplace training and cooperative education programs.
- Private sector training programs.
- Skills upgrading and retraining.
- Entrepreneurial training.
- Job readiness training provided in combination with other training described above.
- Adult education and literacy activities, including activities of English language

acquisition and integrated education and training programs, in combination with training.

- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

## **Trade Act Services**

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

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

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

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

- A Job Search Allowance, which covers

expense incurred in seeking employment outside the normal commuting area.

- A Relocation Allowance, which provides reimbursement for approved expenses if the trade-certified dislocated worker is successful in obtaining employment outside the normal commuting area to relocate.
- A Trade Readjustment Allowance (TRA), which provides weekly cash payments after a participant exhausts UI benefits while in an approved full-time training program.
- A Subsistence Allowance, which provides certain costs associated with an approved training plan at a provider outside the commuting area.
- Training, including On-the-Job (OJT) and customized training for re-employment in another job or career when “suitable employment” is not available.

## **Vocational Rehabilitation (VR) Services and Programs**

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

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

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

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

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

## **TANF Choices Services**

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

The Boards have responsibility for:

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



- Limiting application of good cause determinations.
- Emphasizing post-employment services aimed at job retention and career advancement.
- Addressing barriers that limit the individual's ability to work or participate.

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

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

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

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

other penalties. Board contracts include the performance targets for Choices.

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

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

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

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

## **Wagner-Peyser Employment Service**

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

### **Employers**

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

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

The applicant database includes everyone from temporary workers to skilled professionals. The system allows

employers to view a list of skills and qualifications, as well as contact information, for each job candidate.

## **Job Seekers**

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

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

## **Veterans Employment Services**

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

DVOP and LVER staff directly provide, or facilitate the provision of, labor exchange services, including intake

and assessment, counseling and case management, testing, job search assistance, job development, referral, and placement.

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

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

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

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

- Identifying skills.
- Learning job search techniques.
- Interviewing skills.

- Finding labor market information.

## **Child Care**

Child Care provides subsidized child-care services needed by low-income families seeking to become independent from, or who are at risk of becoming dependent on, public assistance while parents are either working or participating in educational or training activities.

Boards have the flexibility to target funds for children of teen parents and for children with disabilities.

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

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

## **Board Coordination Responsibility**

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

- All other workforce programs available to their

customers through the public and private sector, including community-based organizations and other state agencies.

- The intent of each program or service provided and the targeted clients.
- How the goals and objectives for these additional services complement the Board's goals and objectives.
- Ongoing workforce development activities to ensure effective coordination.

## **Texas Workforce Commission Programs and Program Characteristics**

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

- **The Senior Community Services Employment Program (SCSEP)** allows state, local, or regional governmental entities, school districts, or certain tax-exempt nonprofit corporations to benefit from the talent and experience of low-income workers aged 55 and older.
- **Apprenticeship Training** allows employers to train workers on the job so they can meet the

employer's specific skill needs.

- The **Adult Education and Family Literacy Program** provides adults with basic reading and writing skills so employers will have a more competent workforce.
- **Work Opportunity Tax Credit Programs (WOTC):** The WOTC is a federal tax credit used to reduce the federal tax liability of private for-profit employers. Employers may hire from eight different targeted groups, including TANF recipients, veterans, food stamp recipients, high risk youth, ex-felons, participants of the summer youth program, vocational rehabilitation referrals, and Supplemental Security Income recipients.
- **Reemployment Services and Eligibility Assessment (RESEA) Program:** To meet that goal, Workforce Solutions Office staff will help participants develop a résumé and upload it to the WorkInTexas.com website. Customized labor market information provides an analysis of the job market tailored to the participant's needs.



This information will help a participant understand trends in the desired occupation and determine whether that career or field is growing or declining in the area. RESEA also provides access to other workforce services, including training funded through WIOA and expedited eligibility for dislocated worker programs, of which claimants may otherwise not be aware.

- **Unemployment Insurance (UI) Benefits** help stabilize local communities through temporary income maintenance for workers who are unemployed through no fault of their own. Phone or Internet access to filing and continuing claims must be available in the one-stop centers.

## **Appendix F: Strategic Initiatives**

### **Veterans**

TWC collaborates with community and technical colleges and educates providers across the state to train veterans and other eligible individuals in target and in-demand occupations. Although services are available to the public, TWC has specific statutory direction to provide priority of service to veterans. This priority of service requirement is established in both federal and state law.

The Texas Veterans Commission (TVC) also provides 164 Veterans Employment Representatives in 89 locations, including Workforce Solutions Offices, VA centers, American GI Forum programs, military installations, and statewide institutions of higher learning. TWC, TVC, and the 28 Boards work collaboratively to coordinate and deliver employment and other support services to all veteran job seekers and their families.

In addition, TWC has dedicated resources to support other initiatives that specifically target veterans. Those initiatives are highlighted below.

### **Texas Veterans Leadership Program**

TVLP, established in 2008, is a resource and referral network for veterans from Iraq and Afghanistan

(OEF/OIF/OND/OFS/OIR/ORS/CJTF HOA) who are transitioning back into civilian life.

TVLP employs 17 Veterans Resource and Referral Specialists (VRRSs) across the state, in addition to three who work at the Transition Centers on military installations who outreach veterans and transitioning service members to ensure that they are directed to any help they need in order to eventually return to work. This program puts special attention on those individuals facing specific or complex challenges as they reintegrate into the workforce.

These specific challenges include working with veterans in rural areas, mental health, and at times suicide intervention.

All VRRSs were Iraq or Afghanistan service members, so they understand the unique needs these individuals are facing. Although not the primary focus, TVLP also assists non-OEF/OIF/OND/OFS/OIR/ORS/CJTF HOA veterans, if assistance is requested. The total number of Texas veterans assisted is over 40,000.

## **Texas Operation Welcome Home**

On March 7, 2016, the Governor established the Tri-Agency Workforce Initiative to assess local economic activities, examine workforce challenges and opportunities, and consider innovative approaches to meeting the state's workforce goals. Included in the Tri-Agency's charge was

an evaluation of gaps in services to Texas veterans. The Texas Operation Welcome Home program was developed by the Tri-Agency Workforce Initiative, in conjunction with the 28 Boards, TVC, and military installations that include nine active duty, two reserves, and one National Guard. The program is designed to better meet the education, training, and employment needs of transitioning service members, recently separated veterans, and military spouses in Texas.

Below are a few of the components of Texas Operation Welcome Home.

## **Welcome Home Texas Transition Alliance**

The Welcome Home Texas Transition Alliance is a group of stakeholders who meet on a quarterly basis to discuss best practices, cross-train on one another's programs, collaborate on addressing the needs of transitioning service members, and facilitate ongoing coordination to improve employment outcomes. The Welcome Home Texas Transition Alliance stakeholders include the key staff from TWC, TVLP, TVC, Military Transition Center Managers, Garrison/Base Commanders, employers, employer associations, designated Boards, and Workforce Solutions Offices.

The Welcome Home Texas Transition Alliance has met seven times since its inception. One of the best practices implemented is that military installations

conduct a needs assessment of transitioning service members and military spouses. The needs assessment has highlighted the types of training, certifications, or licensures transitioning that service members and military spouses are seeking. The assessment has also identified gaps in services for the Texas workforce system partners to address use of resources.

## **We Hire Vets Campaign**

We Hire Vets is an employer recognition program that recognizes Texas employers for their commitment to hiring veterans. Employers whose workforces are composed of at least 10 percent military veterans are eligible to receive a “We Hire Vets” employer recognition decal to display on their storefronts and an electronic decal to display on their websites. Employers that qualify for the We Hire Vets program also receive a letter signed by the Chair of TWC’s three-member Commission and the Chair of TVC. We Hire Vets, sponsored by TWC and TVC, has issued 833 employer recognitions.

## **Military Family Support Program**

The Military Family Support Program provides military spouses with enhanced job search assistance, assessment of skills, labor market information, résumé writing, and interview skills. If funding is available, military spouses can receive certification or licensure training in targeted occupations.

The Military Family Support Program has been funded for three years, with a \$1 million-dollar allocation per fiscal year. Currently, there are several military installations throughout the state that have signed memoranda of understanding (MOUs) with their respective Board to participate in the program. The Military Family Support Program has connected more than 423 military spouses to local business leaders, peers, and career development support programs.

## **College Credit for Heroes Program**

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

TWC and the Texas Higher Education Coordinating Board (THECB) staff continue to explore ways in which the program can grow and better serve veterans and Transitioning Service Members (TSMs). As referenced in the introduction, TWC staff, members of the CCH network, and representatives from Texas military bases come together to share best practices, discuss challenges, and identify next steps for the year ahead. Their discussions focus on the three major components of the CCH program:

- Component 1: Capacity Building.
- Component 2: Evaluations of Credit.
- Component 3: Network of Partner Schools.

## **Capacity Building**

The CCH Capacity Building Program is a two-year grant. The first 12-month period is for planning, and the second 12-month period is for implementation of a pilot period. Four primary goals for the capacity building program are as follows:

- Develop and document a pilot Military Transcript evaluation process that ensures academic credit will be awarded consistently to all veterans and service members submitting Military Transcripts for ten (10) common military courses or experiences.
- Develop a sustainable tracking method for students participating in the CCH Program, accurately gauging the benefits students are receiving and confirming that processes and policies are being implemented consistently across the institution.
- Recruit program champions from the current students, alumni, and faculty who are or have participated in the CCH Program to act as

advocates and resources regarding the CCH Program.

- Integrate CCH Program information into Veteran or Active-Duty Service Member resources.

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## **Evaluation of Credit**

As evidenced in the reports above, some Texas institutes of higher learning have partnered with the American Council on Education (ACE) and are using the ACE online guide to evaluate military courses for academic credit. The guide lists recommended credit units in academic disciplines as well as required learning outcomes, topics of instruction, and related competencies. Exhibits within the ACE guide support credit recommendations for certain subject areas and give specific guidance to registrars, deans, and other school officials looking to apply military courses to their institutions' degree requirements.

## **Network of CCH Schools**

Since the award of academic credit is contingent upon approval of the receiving Texas college or university, awareness of and participation in the CCH program is imperative. In the early years of the program, schools signed a memorandum of understanding (MOU) to review evaluations completed via the CCH portal and made a commitment to award as many college credits as possible and as applicable.



As the program matured, many schools transitioned away from CCH portal evaluations and the agreements made through early MOUs and developed their own evaluation systems based on local criteria, information listed in the Joint Services Transcript (JST), or a combination of the two. The JST (provided to active service members and veterans at no cost) is an “academically accepted document approved by the American Council on Education (ACE) to validate a service member’s military occupational experience and training along with the corresponding ACE college credit recommendations” (<https://jst.doded.mil/faq.html>).

The JST typically includes the following Service member data:

- Military course completions for courses that have been evaluated by ACE.
- Military occupations.
- College-level test scores.
- Other learning experiences, including courses not evaluated by ACE.
- Summary page.
- An “Academic Institution Courses” page that includes degrees and certifications completed

by the service member and courses completed using military tuition assistance (This final page is not included in the Army JST.).

## **Hiring Red, White, and You! Job Fair**

The Texas Workforce Commission (TWC) hosted the 10<sup>th</sup> annual statewide in-person and virtual Hiring Red, White and You! (HRWY) job fair on November 4<sup>th</sup>, 2021, in cooperation with the 28 Boards, TVC, the Texas Medical Center, and Governor Greg Abbott. Over 6,500 job seekers and over 1,800 employers attended the statewide virtual job fairs in 2021. Since 2012, Hiring Red, White and You has connected more than 114,778 job seekers, including 44,107 veterans and spouses, along with 20,131 employers and over 3,198 same-day hires.

## **Veterans Workforce Outreach Initiative**

TWC conducted a competitive procurement to solicit applications for the provision of services to hard-to-serve veterans who have one or more barriers to employment. These include:

- Homelessness.
- A history of substance abuse.
- Physical, mental, or learning disabilities.

- Post-traumatic stress disorder.
- Ex-offender status.
- Recent discharge from military duty.

American GI Forum was awarded the program, and the program was implemented in San Antonio, Houston, the Dallas/Fort Worth metro area, and El Paso.

The Veterans Outreach project is designed to outreach hard-to-serve veterans who are not currently being served through Workforce Solutions offices, addressing employment barriers faced by hard-to-serve veterans, and reintegrating hard-to-serve veterans into meaningful employment.

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

- Assessments.
- Job development and job placement.
- Case management and support services, such as transportation; rent and utility assistance.

- Mental health assistance, including clinical counseling.
- Wheelchairs, crutches, and medical beds.
- Food assistance.
- Financial assistance.

The program year 2020 goal of \$13.00 an hour wage was surpassed with participants receiving wages of \$14.89 an hour, 115% of the program goal. For program year 2021 veterans saw an hourly wage increase of 114% or \$16.91 an hour over the previous grant year actual earnings of \$14.89/hr.

## **Texas Skills to Work**

Using the Unemployment Compensation for Ex-Military Service Member (UCX) grant, TWC also developed [Texas Skills to Work](http://www.texasskillstowork.com) (www.texasskillstowork.com), an online tool intended to assist transitioning service members with translating their military experience into civilian terms. This tool can be used to improve a veteran's résumé by better connecting their military skills with civilian jobs that value those abilities.

Additionally, the Skills to Work tool can match a veteran's

skill to online job postings available through the Conference Board's Help Wanted Online (HWOL) database.

## **The Texas Veterans Network**

The Texas Workforce Commission (TWC) issued a Request for Applications (RFA) to Community Based Organizations (CBOs) to develop regional networks comprised of organizations whose missions include providing services and support to veterans (e.g., Veterans Service Organizations (VSOs), other CBOs, Local Workforce Development Boards (LWDBs), Texas Veterans Commission (TVC), and other entities) and create opportunities to share referral and service information that will allow for coordination of services in 92 counties across the state.

The RFA requires the grantee or grantees to create an automated veteran service coordination referral system that captures services received, referrals made, and services available through an integrated network that can increase a veteran's opportunity to receive all services needed to transition successfully into civilian life. In addition, a shared veteran service coordination referral system among veteran service providers reduces the impediments to comprehensive and coordinated service provision, thereby reducing barriers to employment.

The RFA required the grantee or grantees to provide a 25% match to the grant. The total grant amount is \$4 million

with each grantee receiving \$2 million. The grant is active from April 13th, 2020 until March 31st, 2023.

In April 2020, the two grantees selected to establish the Texas Veterans Network were Alamo Area Development Corporation and Combined Arms.

## **Work Opportunity Tax Credits**

On November 25, 2015, the President reauthorized the Work Opportunity Tax Credit (WOTC). The Consolidation Appropriation Act 2021 authorized the extension of the Work Opportunity Tax Credits until December 2025.

WOTC offers employers tax incentives for hiring individuals from specific populations with historically higher rates of unemployment. Veterans may improve their employment chances by making a potential employer aware that hiring veterans may result in tax savings for their business.

Tax credits currently are available for employers who hire in the following categories:

- **Disabled Veterans.**
  - With a service-connected disability of 10% or more and who have been unemployed for at least 6 months.
  - With a service-connected disability of 10% or more and who have been discharged or released within the last year.

- **Unemployed Veterans**
  - Who have been unemployed for at least 6 months. Veterans who have been unemployed for at least 4 weeks, but less than 6 months.
  
- **Veterans Receiving SNAP Benefits**
  - Veterans who are a member of a family that has received Supplemental Nutrition Assistance Program (SNAP) benefits.

## **Appendix G: Legal Considerations**

### **Board Performance**

Boards must meet the following performance requirements.

- a. A Board shall achieve levels of performance consistent with performance standards that are reflected in the individual Board's contracts with TWC.
- b. The Commission shall determine the performance standards by using measures of performance based on federal and state performance requirements and by using factors that may be necessary to achieve the mission of the Commission.
- c. A Board shall comply with all:
  - o Commission rules.
  - o Workforce Development (WD) letters.
  - o The Contract Administration Standards Manual.
  - o The Financial Manual for Grants and Contracts.



- d. A Board's achievement of high levels of performance may result in the Commission providing incentives for the Board.
- e. Board's failure to meet minimum levels of performance as referenced in the Board's contract may result in corrective actions, sanctions, or penalties.
- f. A Board may submit to the Commission a request for an adjustment to the minimum levels of performance.
- g. The Commission may determine what constitutes a necessary adjustment to local performance measures and may consider specific economic, demographic, and other characteristics of populations to be served in the local workforce development area and other factors the Commission deems appropriate, including the anticipated impact of the adjustment on the state's performance.
- h. The Governor may adopt additional performance incentives and sanction provisions as provided in WIOA.

- i. A Board shall comply with and remain subject to provisions relating to performance or any other matters regarding any funds granted by the U.S. Secretary of Labor.

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

## **Examples of Allowable and Disallowed Costs**

### **Allowable Costs**

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

- **Advertising Costs** are only for the recruitment of Board staff, the procurement of goods and services, the disposal of surplus materials, or the outreach and recruitment of participants.
- **Audit Costs** allowability is determined by federal audit requirements, and the costs of audits that are not conducted in accordance with such requirements are not allowable. (Local Board

audits shall be performed annually and must be submitted to TWC no later than nine months after the fiscal year end date.)

- **Meetings and Conferences** costs associated with conducting meetings and conferences are allowable if they meet the general criteria of allowable costs.
- **Training and Education Costs** of training and education for eligible individuals are allowable, subject to certain limitations detailed in Chapter 6.

### **Disallowed Costs**

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

- Bad debts.
- Pension plan costs.
- Contingency provisions.
- Contributions.

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

## **Types of Agreements**

A contract is an agreement between two or more parties that describes a mutual understanding of the parties' respective roles in a project or transaction. Contracts can include financial or non-financial consideration and may be for a set period or may include language indicating that it continues until cancelled. A non-financial contract is a type

of agreement that does not involve a payment of funds.

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

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

Such agreements may include:

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

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