TWC Strategic Plan
Schedule F
TWC Workforce Plan

Executive Summary

The 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 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.
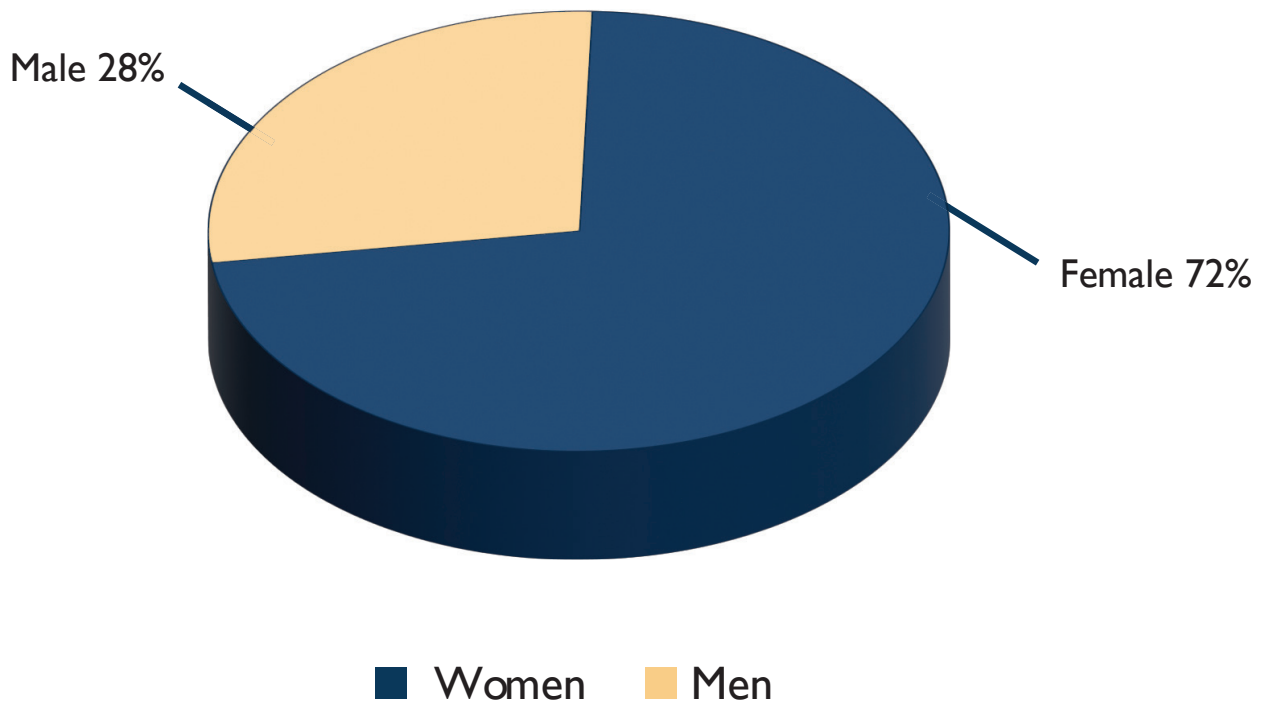
Age:

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
16-19	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)

Gender

Male 28%

Female 72%

Women **Men**

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).
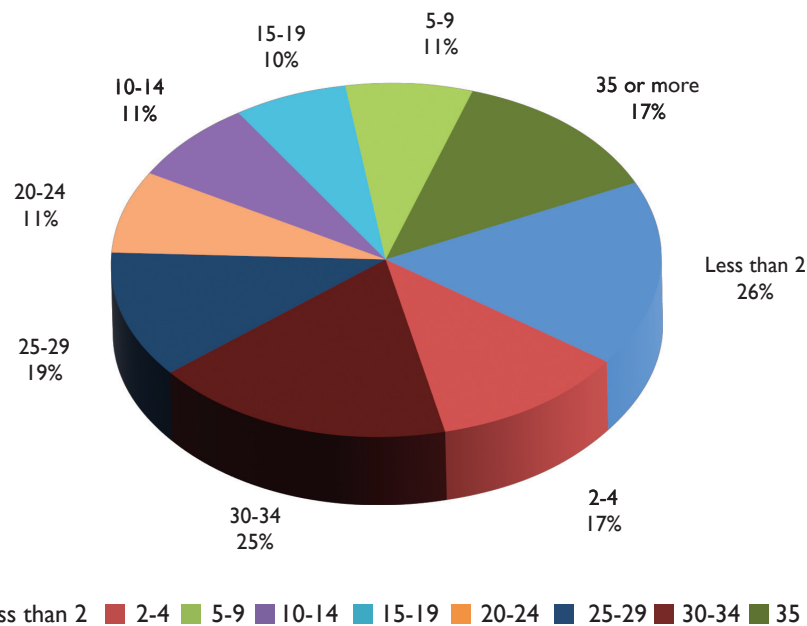
Workforce Percentages by EEO Category

EEO Job Category	TWC Positions	TWC	Civilian Labor Force	TWC	Civilian Labor Force	TWC	Civilian Labor Force
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%
Total		**African Americans**		**Hispanic**		**Females**	

(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.

Employee Years of State Service

Less than 2 — 26%
2-4 — 17%
5-9 — 11%
10-14 — 11%
15-19 — 10%
20-24 — 11%
25-29 — 19%
30-34 — 25%
35 or more — 17%

■ Less than 2 ■ 2-4 ■ 5-9 ■ 10-14 ■ 15-19 ■ 20-24 ■ 25-29 ■ 30-34 ■ 35 or more

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 76 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.

State vs. TWC Turnover Rates
Note: TWC rates include transfers; State rates do not
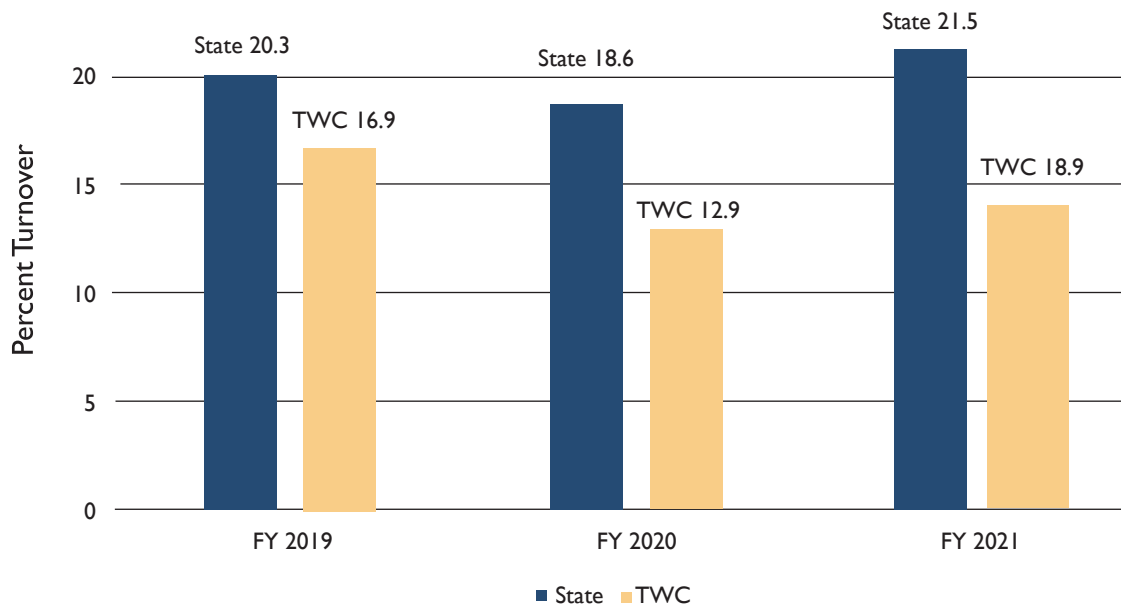
Projected Employee Turnover Rate over the next Five Years:

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%
Total	**664**	**100%**

(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.

Information Resources Planning

Background

TWC's Information Technology (IT) division is committed to supporting efficient agency business processes. IT ensures staff and agency partners are well-equipped with the technology necessary to do their jobs and improves services to the public by providing easy-to-use, self-service options. The IT Division Director manages IT and also serves as the agency's Chief Information Officer (CIO) and Information Resources Manager (IRM).

IT Organizational Structure

The TWC IT division includes 256 full-time employees supplemented by staff augmentation contractors in three major areas - IT Infrastructure & Support, IT Planning & Project Management, and Applications Development & Maintenance.

IT Infrastructure & Support

- Information Technology Infrastructure Services supports Server Operations, Networks and Telephony, Data Center Operations, and Scanning/Electronic Filing. Atos, the Department of Information Resources (DIR) Data Center Services (DCS) service provider, manages the mainframe, print/mail, and servers used by TWC and provides the data centers in which they reside.
- Customer Services provides Help Desk Services, Access and Identity Provisioning, Desktop Support, and Computer and Printer Management services. Unisys operates and manages IT's Help Desk for desktop PC support. Electronic Information Resources (EIR) Accessibility Services provides technical and user support to create a workplace accessible for people using EIR across the TWC enterprise.

IT Planning & Project Management includes

- IT Acquisition supports technology contract development and contract management and technology purchasing support.
- IT Planning provides technology budget planning, cost tracking, and reporting; technology planning and reporting to state oversight agencies as required by statute; technical writing of the IT Handbook and communications; and coordination of legislative technology bill analyses, fiscal notes, and progress reporting to Government Relations. In addition, IT Planning coordinates governance of the Technology Roadmap and project management for approved Roadmap projects and implementation of small, custom off-the-shelf products (COTS).
- Project Management Office (PMO) coordinates governance of technology projects and project management of approved technology projects, including major information resources projects (MIRP) as defined by statute.
- Administrative Support Services is organized to align with IT units to provide the CIO and IT Directors with a single point of contact for their administrative support needs.
- Applications Development & Maintenance (AD&M) Applications Development designs, configures, creates, tests, maintains, and updates TWC's automated systems applications.
- Applications Maintenance supports over 100 applications that support TWC's critical business
- Web & SharePoint Development maintains TWC's Internet and Intranet websites and provides

- Applications portfolio management and technology roadmap.

Within the CIO Office, Data Governance provides the following services:
- Data Governance Officer develops policies, standards, designs, and action plans on enterprise-wide data governance, data system integrity and integration, and data for business intelligence and analytics.
- Database Administration creates and maintains the databases used by TWC systems and recommends and measures performance improvements to reduce costs.

Use of Project Management

Oversight Committees and Workgroups

IT organized committees and oversight organizations to address specific technology issues.

Below is a list of these bodies:
- Software Acquisition Review Committee (SARC): Approves all non-enterprise software requests to protect the integrity of the business processes supported by the computing resources. SARC maintains the TWC Approved Software List.
- Technical Architecture Committee: Includes experts from various IT areas to facilitate enterprise architecture standards, governance, and tool selection, focusing on associated tools and governance processes. The committee works with the PMO and SPO to ensure that proposed projects and roadmap initiatives align with architectural goals.
- Change Advisory Board (CAB): Manages changes to the production environment to reduce the risk of service disruptions and system issues.

IT Investment

IT Investment Management (governance) monitors and protects the agency's investment of staff and funding in IT projects, ensuring that IT investments are effective, targeted, and linked to strategic goals. As with all IT organizations, demand for IT services exceeds capacity, so the business areas must prioritize the work. To select and prioritize new work, the business needs insight into work currently in progress, new work being proposed across the agency, and how new project selections will impact the rest of the projects.

With IT Investment Management, a business-driven governance structure prioritizes and oversees all technology investments to help ensure the highest value functionality is developed and the changes to the plans or scope during the project do not affect the ultimate realization of the planned benefits.

Several steering committees are part of the IT Investment process:

- The Business Enterprise Strategic Technology (BEST) Team determines enterprise business strategy and appropriate application of technology. It ensures that TWC's technology initiatives and proposed projects (regardless of IT Division involvement) help the organization achieve its strategic goals and objectives. The BEST Team is responsible for selecting and prioritizing strategic and tactical initiatives across the organization and guiding the effective and cost-efficient application of technology, related personnel resources, and funding.
- Cybersecurity Steering Committee supports TWC in defining and maintaining a robust cybersecurity program. The Cybersecurity Steering Committee provides risk-based decision-making and strategic direction to ensure security objectives are achieved, risks are managed, security initiatives are prioritized, and resources are used responsibly.
- It monitors state and federal laws and regulations to ensure that security and privacy requirements are met and defines business processes considering information security and the resulting risk to organizational operations.

- Data Governance Steering Committee ensures data remains trustworthy to make business decisions, optimize operations, and accurately report information. It ensures data consistency across divisions, data is used properly, and solid data governance and foundations are applied. Additionally, this steering committee will establish repeatable and scalable data processes.
- Functional/Project Steering Committees provide project oversight for one or more designated IT projects. The Functional/Project Steering Committee ensures that project goals and objectives are met. These steering committees are responsible for overseeing progress, resolving issues, and managing change control.
- Program Division Technology Meetings have been established to provide risk-based decision making and strategic direction to ensure division technology objectives are achieved, risks are managed, and resources are used responsibly on projects that are not considered agency-wide. The Program Division Project Meetings monitor project performance to ensure the projects are completed on time and within budget, quality, and scope.
- The IT Steering Committee (ITSC) determines enterprise technology roadmap strategy and appropriate application of technology to sustain continuity of operations, align with the State Strategic Plan for Information Resources, and support new business projects. It ensures that TWC's Technology Roadmap helps the organization achieve its strategic goals and objectives. The ITSC is responsible for selecting and prioritizing strategic and tactical initiatives across TWC and guiding the effective and cost-efficient application of technology, related personnel resources, and funding.

Project Management Office

TWC has a robust Project Management Office (PMO). Key functions of the PMO unit include:
- providing IT project management functions (for example, project planning, tracking, reporting, issue resolution, and risk management);
- providing full or part-time IT project managers to projects, depending on the size, complexity, and risk of the project;
- creating and maintaining processes and templates for project management and reviewing/updating processes annually;
- overseeing the IT Investment Management (governance) processes, including:
- project selection, prioritization, and oversight;
- Project Steering Committee facilitation;
- maintaining the agency project portfolio/dashboard;
- assisting business areas in preparing project proposals and coordinating within the IT division for cost estimation and impact assessment;
- maintaining strict compliance with Texas Project Delivery Framework guidelines for Major Information Resources Projects.

Alignment with the State Strategic Plan for IR Management

Technology enhances the efficiency of TWC programs and assists TWC in delivering exceptional services to customers. TWC selects technology initiatives that advance the mission, goals, and objectives of the agency and align with statewide technology principles and priorities as defined in the 2022-2026 State Strategic Plan for Information Resources:

- Goal 1: Secure IT Service Delivery
- Goal 2: Advanced Data Management
- Goal 3: Strategic Digital Transformation
- Goal 4: Proactive Approach to Emerging Technologies

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.	Strategy: Use third-party, industry-based certifications where relevant as an education or training outcome to connect graduate competencies to job skill requirements. 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.
Expand partnerships with system partners and stakeholders to promote collaboration, joint planning, and enhanced participant outcomes.	Strategy: Improve rehabilitation employment outcomes by establishing additional partnerships with secondary and postsecondary entities, and employers. 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.

System Objective	TWC Strategies and Key Actions
	Strategy: Create greater access and effective services by promoting collaboration and regional planning. 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 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. Strategy: Increase access to, referral between, and outcomes of adult education programs and services. Key Actions: • Continue coordination among adult education and literacy, vocational rehabilitation, and local workforce board providers to promote information sharing and integration of program services • Connect more ex-offenders with adult education programs through better developed referral processes and appropriate short-term integrated training options.
Improve and enhance services, programs, and policies to facilitate effective and efficient transitions.	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. 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.

System Objective	TWC Strategies and Key Actions
Employ enhanced or alternative program and service delivery methods.	**Strategy:** Identify and implement new, relevant technology and service delivery options to expand program and service outcomes. **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. **Strategy:** Increase competitive integrated employment outcomes by increasing awareness of vocational rehabilitation services and better serving underserved populations. **Key Actions:** • 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. **Strategy:** Enhance quality of and increase access to quality child care to support parents in obtaining and retaining employment.

System Objective	TWC Strategies and Key Actions
	Key Actions: • 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.

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.