

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:

- Appeals;
- Business Operations;
- Child Care 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 full-time equivalent (FTE) count for FY 2024 is 4,955.5. The staffing profile for TWC's workforce as of January 1, 2024, was 4,649 full-time 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, 2024, the agency's employees serve in 88 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 547 employees;
- Vocational Rehabilitation Services Human Services Specialists with 466 employees;
- Workforce Development Specialists with 397 employees; and
- Unemployment Insurance Customer Service Representatives with 358 employees.

Workforce Demographics

The following charts profile the agency's workforce-related to age, gender, ethnicity, and length of state service as of January 1, 2024.

Age:

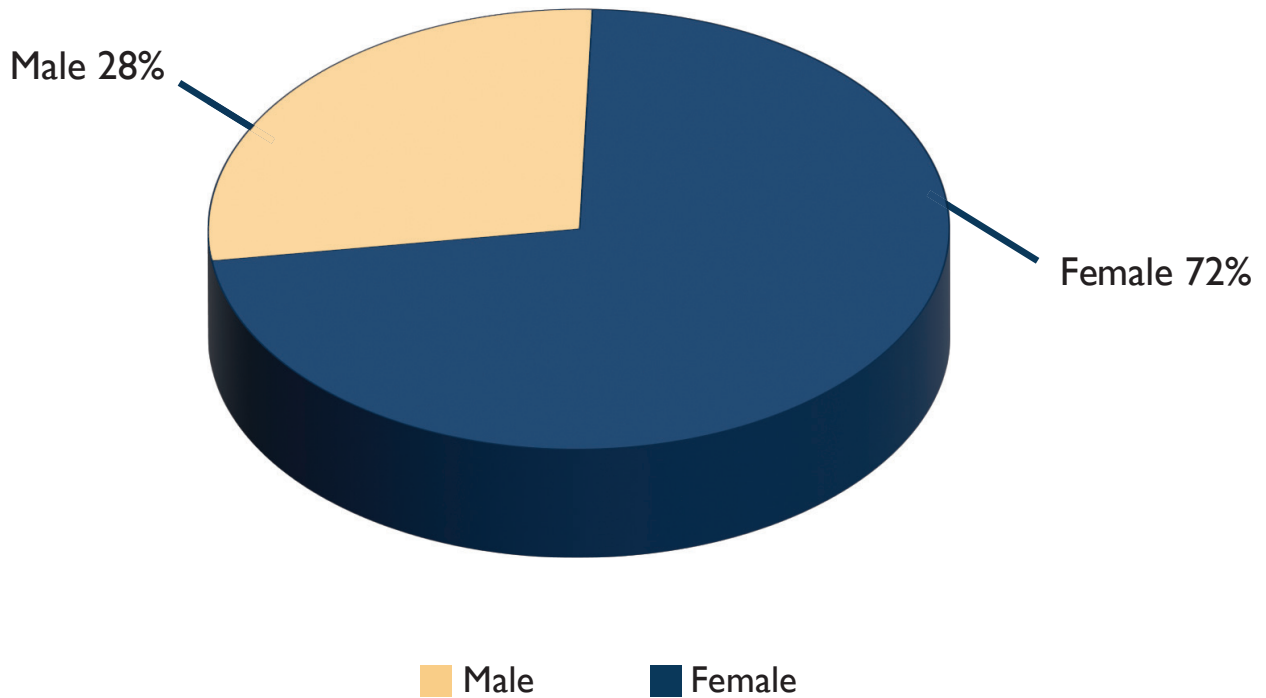
The average age of a TWC employee is 49 years and 4 months. About 52 percent of staff are over the age of 50. The table below represents the age breakdown of agency staff.

Workforce Percentages by Age

Age	Number of Workers	Percent of Total Workforce
16-29	255	5%
30-39	772	17%
40-49	1,208	26%
50-59	1,421	31%
60-69	839	18%
More than 70	154	3%
Total	4,649	100%

(Table 1)

Gender



TWC’s current workforce is 4,649 employees, of whom 28 percent (1,316) are males and 72 percent (3,333) are females.

Ethnicity:

TWC Minority Staffing Compared to Statewide Workforce Percentages

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 as of January 2024 to the statewide workforce, as reported by TWC’s Civil Rights Division (Civilian Labor Force data is from EEO report FY 2021-2022).

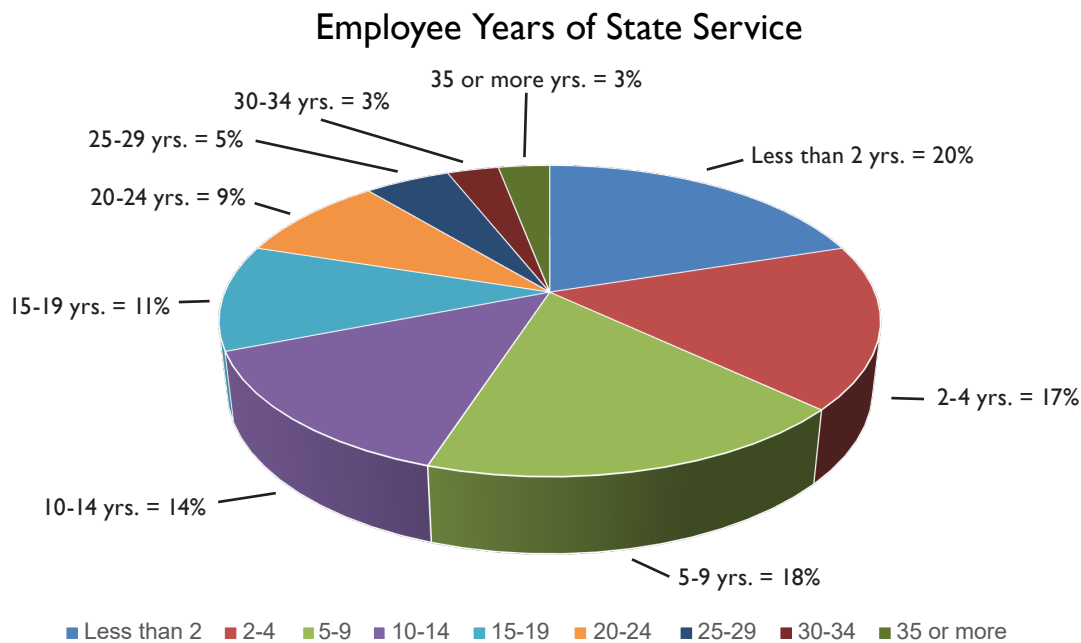
Workforce Percentages by EEO Category

EEO Job Category	TWC Positions	TWC African Americans	Civilian Labor Force African Americans	TWC Hispanic	Civilian Labor Force Hispanic	TWC Females	Civilian Labor Force Females
Officials/ Administration	11%	14.6%	8.6%	31.0%	25.2%	70.6%	40.2%
Administrative Support	13%	15.5%	15.2%	52.3%	38.3%	75.0%	74.10%
Service/ Maintenance	0%*	0%	13.0%	43.7%	55.0%	12.5%	47.8%
Professional	70%	23.1%	10.6%	29.3%	23.0%	72.6%	53.0%
Skilled Craft	0%*	0%	10.2%	80.0%	51.8%	0%	12.3%
Technical	6%	14.4%	11.7%	44.3%	38.5%	61.6%	63.5%

(Table 2) *Number of employees in these EEO Job Categories are less than 1% of total TWC employees.

Length of Service:

The largest number of TWC employees, 37 percent, have state tenure of 0-4 years. The second highest are those with between 5 and 14 years, with a combined percentage of 32.



Length of Service and Agency Turnover:

TWC FY 2023 year-end demographic information in CAPPs shows employees with less than two years of state service have the highest turnover rate. The agency’s highest turnover in each of the last five years comes from that group, including 26 percent in FY 2023. Statewide, that number is 46 percent for FY 2023.

Agency Turnover Percentages by Years of Service FY 2023

Years of Service	Number of Employees	Turnover Numbers	Turnover Percentages
Less than 2	841	285	34%
2 - 4	807	140	17%
5 - 9	812	113	14%
10 - 14	673	100	15%
15 - 19	479	40	8%
20 - 24	429	53	12%
25 - 29	233	33	14%
30 - 34	148	24	16%
Over 35	132	26	19%
Total	4,554	814	17%

(Table 3)

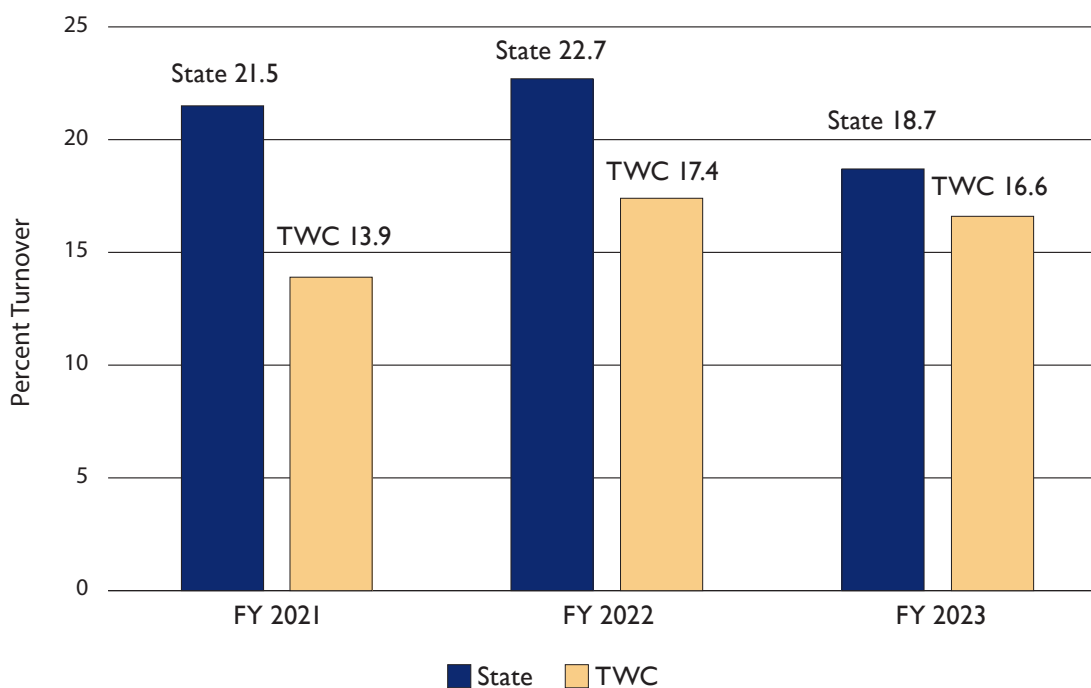
TWC Turnover Compared to Other State Agencies:

Based on An Annual Report on Classified Employee Turnover for Fiscal Year 2023 issued by the Texas State Auditor’s Office (SAO), the statewide turnover rate for all state agencies is 18.7 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 (all separations, such as interagency transfers) is 16.6 percent. The chart below illustrates the comparison of TWC’s turnover rates with the state’s turnover rates, according to the SAO.

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	212	33.6%
2 - 4	100	15.8%
5 - 9	82	13%
10 - 14	70	11.1%
15 - 19	40	6.3%
20 - 24	44	7%
25 - 29	39	6.2%
30 - 34	22	3.5%
Over 35	22	3.5%
Total	631	100%

(Table 4)

Demographic data shows that 33.2 percent (1,545 employees) of TWC's workforce will be eligible to retire by Sept. 1, 2029. Of that group, 17.4 percent (269 employees) are management or lead staff.

Gap Analysis

TWC's overall turnover rate (16.6 percent) is lower than the average turnover rate (18.7 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 the Human Resources 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 has established an apprenticeship program for the hardest-to-fill IT positions. The program follows standards established by the Department of Labor and is focused on providing paid, on-the-job training for students at Texas colleges and universities looking to move into IT careers. Nationally, retention of employees who join agencies through apprenticeship programs is above 90 percent. The first ten apprenticeships in Information Technology were onboarded in late spring or summer 2022. Five others were hired and onboarded into Human Resources.

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 28 interns in the late spring or summer of 2024.

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 10.6 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. Through analysis of a position's job duties, management will work with individual 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: Focus On New Hires

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. This accelerates processing, improves data-reliability and allows for 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.

New Hire focus groups are conducted by Human Resources.

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.

The 2022 SEE was administered in February 2022. 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. Human Resources 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 agency-wide survey of all management members was conducted in FY 2023. The results were shared with the agency's managers and supervisors and their direct superiors. That group worked with their directors to develop action plans to improve communication with their teams.

The 2024 SEE was administered in February 2024. TWC will review the survey results and develop a similar action plan to ensure that items raised are addressed.

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

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 Chief Information Officer (CIO) manages IT and serves as the agency's IT Division Director and designated 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 Services, IT Applications Solutions, and Data Governance.

IT Infrastructure Services

- **IT Infrastructure Services**
 - Supports Server Operations, Networks and Telephony, Data Center Operations, and Scanning/Electronic Filing. Coordinates with the Department of Information Resources (DIR) Data Center Services (DCS) service provider, Atos, which provides localized support for each of the data centers and manages the mainframe, print/mail operations, and servers used by TWC.
- **IT Customer Services**
 - Provides Help Desk Services, Access and Identity Provisioning, Desktop Support, Computer and Printer Management services. A vendor operates and manages IT's Help Desk for desktop PC support.
 - Oversees Electronic Information Resources (EIR) Accessibility Services to maintain workplace accessibility for people using EIR across the TWC enterprise.

IT Applications Solutions

- **IT Acquisitions**
 - Supports technology contract development, contract management and technology purchasing.
- **IT Scheduled Releases**
 - Provides software engineering activities in support of IT projects and performs enhancements of software already in production at regularly scheduled intervals; 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.
- **IT 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.
- **IT Central Intake & Quality Assurance (CIQA)**
 - Provides a streamlined approach to customer service, testing and software engineering quality for IT AS. CIQA consists of:
 - Central Intake acts as the front door to IT AS and works directly with our customers to prioritize work according to the customer needs and IT resource availability.
 - Quality Assurance (QA) is comprised of QA Analysts and Test Engineers who are responsible for ensuring that IT AS delivers quality applications through standard software engineering practices, including testing.
 - The Solutions Analysts team is responsible for gathering and documenting business rules and requirements of new and modified system functionality in accordance with the IT Handbook.
- **IT Maintenance & Operations**
 - Performs activities required to maintain and update over 100 agency applications in production supporting TWC's business operations. Provides 24/7 support to include daily operations, production issues, and technical support.
- **IT Architecture Governance and Planning**
 - Responsible for envisioning, designing, and supporting all aspects involving the agency's enterprise architecture. The team members address business processes, data management, best practices for security, and supporting technologies – and how they evolve together over time.

Data Governance

- The Data Governance Officer develops policies, standards, designs, and action plans for enterprise-wide information governance, data system integrity, integration, data conversion and the use of data for business intelligence and analytics. Data Governance evaluates and recommends database and analytics platforms for the agency's systems.
- Database Administration creates and maintains the databases used by TWC systems and measures performance to recommend cost-reducing improvements.
- The Enterprise Data Warehouse (EDW) team enhances and maintains the TWC EDW. The EDW presents a consolidated data platform to address the agency's reporting, analytics and dashboarding needs.

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, appropriate governance requires 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. It also defines business processes according to 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 consistency and proper use of data across all divisions as well as application of solid data governance. Additionally, this steering committee establishes 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.

Use of Project Management

Use of Project Management as required by Texas Government code Title 10, Subtitle B, Chapter 2054.152

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 *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031*.

Part I: Alignment with Workforce System Strategies

Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031 identifies four system goals related to employers, learners, partners, and policy and planning. Within the four system goals are twelve workforce system objectives and strategies. TWC is identified as the responsible agency, either solely or in coordination with other agencies, for the implementation of ten of the twelve objectives and strategies.

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Institute and expand upskilling and reskilling programs as part of core education and training inventory, with an emphasis on meeting the needs of employers for middle-skill workers.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> Assess the existing inventory of upskilling and reskilling programs funded by the Texas Workforce Commission, including those for middle-skill workers, to ensure they meet the needs of employers and make refinements accordingly. Enhance internal agency processes for assisting employers in recognizing and implementing upskilling and reskilling opportunities for the workforce. Create partnerships designed to align the talent pipeline with employer demand and disseminate best practices for regional upskilling initiatives to multiple audiences across the state. <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> Complete inventory of upskilling and reskilling programs (by September 2025) Enhance processes for assisting employers with upskilling and reskilling (by September 2024) Talent pipeline alignment and dissemination of best practices for regional upskilling initiatives (through August 2027) <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> Texas Higher Education Coordinating Board Texas Department of Criminal Justice Windham School District Local Workforce Development Boards <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> Increase in individuals enrolled in upskilling and reskilling programs. Increase in individuals completing upskilling and reskilling programs.

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Expand integrated education and training programs for middle-skill occupations and increase learner persistence to completion, certification, and employment.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> • Enhance Adult Education and Literacy (AEL) curriculum, standards, skill assessment options, and access to digital technology to boost employability and college readiness of AEL students. • Continue to expand industry-targeted integrated education and training (IET) programs for middle skills occupations. • Promote engagement with businesses and employer organizations to develop models that incorporate occupation-specific skills and work readiness requirements into AEL services. <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> • Enhanced curriculum, standards, skill assessment options, and access to digital technology (by August 2025) • Expanded IET programs for middle skills occupations (by August 2025) • Engagement with businesses and employer organizations (through August 2027) <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> • Adult Education and Literacy Programs <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in individuals completing IET programs. • Increase in individuals entering employment post-program completion.

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Respond flexibly to employment changes through the identification and delivery of programs that support the attainment of short-term credentials, including industry-based certifications and licenses.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> • Identify and create an inventory of programs, in coordination with partner agencies, that support the attainment of short-term credentials and create a crosswalk to related occupations. • Promote alignment between Texas Workforce Commission training programs and associated credentials with high-demand, high-wage occupations. • Continue engagement with industry to address current and future workforce development needs. <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> • Completed inventory of programs supporting short term credentials (by September 2025) • Promotion of training programs and associated credentials with high-demand, high-wage occupations (through October 2026) • Industry engagement relative to workforce needs (through August 2027) <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> • Texas Higher Education Coordinating Board • Texas Education Agency • Texas Department of Criminal Justice • Windham School District • Texas Juvenile Justice Department • Local Workforce Development Boards <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> • Increase of individuals attaining short-term credentials in high-demand occupations.

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Expand work-based learning as a core education and training program pre-employment strategy for youth and adults.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> Identify programs administered by the Texas Workforce Commission within the Workforce Development, Vocational Rehabilitation, and the Outreach & Employer Initiatives Divisions where work-based learning is an important pre-employment strategy for youth and adults. Expand high-quality work-based learning resources and tools through the deployment of the Tri-Agency work-based learning framework. In coordination with Tri-Agency partners, identify data and design and develop processes for tracking and reporting the utilization of work-based learning. Expand the network of employers participating in and sponsoring work-based learning opportunities. <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> Identification of work-based learning programs (by September 2024) Expand work-based learning resources and tools (by September 2024) Processes for tracking and reporting the utilization of work-based learning (by January 2026) Increase employer participation in work-based learning opportunities (through August 2027) <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> Texas Higher Education Coordinating Board Texas Education Agency Local Workforce Development Boards <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> Increase in program participants engaged in work-based learning.

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Expand registered and industry-recognized apprenticeship programs in both traditional and non-traditional areas to ease workforce shortages through engaging and assisting employers to begin new programs.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> • Continue expansion of apprenticeship programs supporting critical middle-skills occupations and occupations with current or projected labor shortages. • Enhance internal agency processes to regularly engage with employers and system stakeholders to seek input on the quality of existing apprenticeship programs and the development of new apprenticeship programs. • Ensure apprenticeship program opportunities are readily available to learners, including vocational rehabilitation customers, and aligned with employer needs. <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> • Apprenticeship program expansion for middle skills occupations (by August 2026) • Enhance process for apprenticeship related engagement with employers and industry partners (by August 2024) • Align apprenticeship opportunities to employer need and ensure availability (through August 2027) <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> • Windham School District • Local Workforce Development Boards • Apprenticeship Programs <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> • Increased number of new apprenticeship programs developed in traditional and non-traditional occupations. • Increased number of new apprentices enrolled in new apprenticeship programs in traditional and non-traditional occupations.



System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Develop and execute a model to identify credentials of value – including postsecondary technical sub-baccalaureate credit and non-credit credentials, industry-based certifications, apprenticeship certificates, and licenses.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none">• In collaboration with Tri-Agency partners, analyze and determine if and how the credential of value calculation can be applied to credentials other than degrees at institutions of higher education in Texas.• Share results and publish credentials of value, as relevant and appropriate, to the Texas Credential Library. <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none">• Identify credentials of value (by August 2027) <p><u>Partnerships:</u></p> <ul style="list-style-type: none">• Texas Higher Education Coordinating Board• Texas Education Agency <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none">• Identification of, and distribution of information related to, credentials of value.



System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Promote and support the attainment of high-tier Texas Rising Star certification by all child care providers.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none">• Engage with child care providers and employers to establish on-site or near-site, high-quality child care facilities.• Strengthen the early childhood education workforce to provide high-quality education for young children and support kindergarten readiness.• Expand Texas Rising Star certifications, supports, and school-readiness enhancements and ensure child care providers have the support necessary to provide quality early childhood learning programs. <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none">• Establishment of on-site or near-site, high-quality child care facilities (by September 2024)• Strengthen the early childhood education workforce (through August 2027)• Expanded Texas Rising Star certifications, supports, and school-readiness enhancements (through August 2027) <p><u>Partnerships:</u></p> <ul style="list-style-type: none">• Child Care Providers• Local Workforce Development Boards <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none">• Increase in the number of Child Care Services children enrolled in a Texas Rising Star provider’s program.• Increase in the number of employers engaged in Texas Workforce Commission-funded child care expansion initiatives.

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Execute a secure, shared data infrastructure and governance model that will facilitate data import, storage, access, integration, analysis, and reporting to understand and quantify quality program outcomes.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> • In collaboration with Tri-Agency partners, deploy a shared data infrastructure and governance model. • Implement joint governance to address security, access, and use of shared data resources, including identifying gaps and opportunities to streamline collections and sharing. • Deliver initial version of secure data portal (enclave) for access to privileged reporting and a collaborative research workspace and allow staff from partner agencies to test secure access, use cases, and other functionality to inform future phases. • Determine additional data needs and collections. • Develop and execute a plan to expand and enhance the P20W+ data repository. • Identify, evaluate, and implement ways to streamline and improve timeliness and completeness of data matching and sharing across agencies. <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> • Deploy a shared data infrastructure and governance model (by August 2027) • Implement joint governance (by August 2027) • Deliver initial version of secure data portal (by March 2024) • P20W+ data repository expansion and enhancements (by December 2026) • Improved timeliness and completeness of data matching and sharing across agencies through August 2027) <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> • Texas Higher Education Coordinating Board • Texas Education Agency <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> • Partner agency user satisfaction (measured by user feedback). • Partner agency user satisfaction (measured by collaborative research achieved through product utilization).



System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Pilot and expand an enhanced wage record for use in determining program outcomes and employment in occupational area of study.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none">• Seek input from stakeholders on proposed data elements.• Develop data model and definitions for new proposed record layout.• Conduct the pilot with employers willing to provide enhanced employment and earnings data, including engaging with third-party administrators with significant employer bases.• Evaluate the usefulness of data captured from enhanced wage records, report results of the pilot, and modify the model, as needed, to expand beyond a pilot phase. <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none">• Complete wage record pilot and evaluation (by August 2027) <p><u>Partnerships:</u></p> <ul style="list-style-type: none">• Texas Higher Education Coordinating Board• Texas Education Agency <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none">• Increased number of Texas workers included in pilot data.• Increased number of Texas employers represented in the pilot data.

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Develop and implement strategies and procedures to collect and report data, including certifications attained by name of certification and name of third-party, national certifying entity.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> Undertake an agency planning process to identify steps and processes needed to collect industry-based certification data. Based on the results of the agency planning process, implement internal processes to collect industry-based certification data. Based on the collection of industry-based certification data, share with partner agencies for analysis to determine the effectiveness of programs and future services. Report on the attainment of industry-based certifications by workforce program participants. <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> Identify processes needed to collect industry-based certification data (September 2024) Begin collecting industry-based certification data (by October 2025) Share industry-based certification data with partner organizations (through August 2027) Report on the attainment of industry-based certifications (through October 2027) <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> Texas Higher Education Coordinating Board Texas Education Agency Texas Department of Criminal Justice Windham School District Texas Juvenile Justice Department Texas Veterans Commission Local Workforce Development Boards <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> Increase in the number of industry-based certifications collected by certifying entity and certification name.

The approach and strategies that TWC will employ to accelerate achievement in the following three fundamental strategic opportunities, as outlined in “Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031,” are as follows:

Engage Employers Meaningfully

Coordinate across agencies to gain insight into the needs of employers and minimize “asks” that burden employers.

TWC has a long-standing history of engaging with employers in a meaningful way. Together with job seekers and employees, Texas employers constitute one of the pillars of the Texas workforce system. As stated in “Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031”:

“Employers are motivated by demand for highly skilled workers. As a primary delivery system, a growing number of system partners are seeking direct insight and partnerships with employers to understand and effectively align education and training outcomes with the required skills. System partners consult with employers to inform instructional design and agency initiatives and to partner in offering work-based training and employment opportunities. As the volume of these touchpoints increases, the workforce system has a strategic opportunity to improve the employer experience by reducing the frequency and duplication of requests while addressing the needs of all system partners.”

Texas’ strong economic foundation is largely a credit to the diversity and stability of its private-sector businesses. It is vital that TWC and its workforce partners continue collaborating with local employers and economic development entities to equip Texas employers of all sizes with a highly skilled workforce that will keep jobs in Texas and help companies remain competitive in the global marketplace.

TWC strives to ensure that employer engagement is conducted in a manner that is minimally burdensome for employers. Internal to TWC, the Outreach and Employer Initiatives division (OEI) is responsible for directing engagement with employers, business organizations, educational institutions, and economic developers within the Texas workforce system. To facilitate development of a customer-focused, market-driven workforce system, OEI develops cluster-based strategies, industry partnerships, and innovative industry-led programs. These initiatives are critical to the recruitment, retention, and growth of Texas businesses.

TWC’s market-driven approach engages all potential customers, including economic development entities. OEI and its network of regional Texas Workforce Solutions partners hold regular listening events throughout Texas to assess the achievements and challenges identified by Local Workforce Development Boards. Through these meetings, new initiatives are launched, and new industry-aligned strategies are formed. OEI also partners with the TEA and THECB to conduct regional meetings with employers, higher education and public education leaders, economic development officials, local workforce professionals, and other key community leaders. These meetings are held to identify regional economic priorities, employers’ workforce needs, and resources to best prepare local students for successful career pathways. In coordination with system partners, TWC will continue to leverage its established relationships and coordinate further outreach to synchronize workforce strategies across a growing network of local partners. In addition, TWC will examine interagency processes to evaluate employers’ most pressing needs and disseminate findings amongst system partners.

TWC has identified several objectives relating to employers in the workforce system. These include upskilling and reskilling the workforce, improving the transition from adult education to employment, and expanding short-term credentialing in high-demand occupations. TWC will ensure, across all programs, that requests to employers are coordinated internally across divisions, and externally with workforce system partners. To do so, TWC and system partners will continue to build on comprehensive, system-wide methods for communicating and collaborating with employers. While communication is vital, TWC will look to improve the efficiency of contact with employers, address the needs of all system partners, coordinate local and state priorities, and improve system responsiveness. Other system objectives that have an employer component, such as increasing apprenticeship resources and refining Texas Rising Star certification levels, will be approached in similar manner.

Include and Improve Outcomes for All Texans

Engage Texans with diverse needs, including those with disabilities, foster youth, sex-trafficking victims, incarcerated juveniles and adults, and opportunity youth, by designing programs and supports that address their needs, maximize outcomes, and improve career opportunities.

TWC continues to design programs to meet changing demographics, close skills gaps, and address increasingly complex workforce needs. Through the Texas Workforce Solutions network, TWC connects job seekers and other populations with barriers to employment to numerous career and training resources to prepare them to enter or reenter the workforce in high-growth industry sectors. Although the service is targeted, its delivery is uniformly applied.

TWC anticipates an expanding, highly diverse Texas workforce that can adapt to the new technologies and industrial innovations that make businesses more competitive. Texas employers, workers and job seekers stand to benefit equally from this more resilient and multi-faceted vision of the Texas economy. Through the Tri-Agency Workforce Initiative, TWC is working with TEA, THECB, and key stakeholders across the state, to ensure that the state's workforce and educational systems are aligned with current and future industry needs. The strategies will help equip all Texans with the skills, education and training needed to be competitive for the jobs of today and in the future.

Texas benefits from efficiencies in providing services to employers, job seekers, including veterans, and special population groups, including individuals with barriers to employment by co-locating key programs. These efficiencies include:

- Providing comprehensive and seamless workforce and support services.
- Eliminating duplicative efforts to ensure more effective management of program funds.
- Adopting a systemic approach to guidance and technical assistance that ensures consistency across programs.
- Enhancing the one-stop delivery model by co-locating and integrating Texas Workforce Solutions and Vocational Rehabilitation Services business relations staff to help employers hire more qualified job seekers with disabilities.
- Using labor market information to inform targeted business development, explore industry and economic trends, and track demand for occupations in Texas.

In recent years, technology applications have helped workforce system partners reach, engage, and train more Texans. New applications are continuously being developed to facilitate learning and employment opportunities for populations that have historically faced barriers to participation in the labor market. At the same time, consistently high employment demand is opening doors to new career opportunities. While system partners continue to work to make employers aware of the advantages of hiring individuals from these populations, current conditions suggest that Texas has a strategic opportunity to expand services that will improve outcomes for workers with diverse needs.

Spotlight: Individuals with Disabilities

TWC is committed to providing services and support to individuals with disabilities. The Vocational Rehabilitation (VR) program helps individuals with disabilities prepare for, find, and retain jobs, and helps students with disabilities plan the transition from school to work. Work-related services are individualized and may include counseling, training, medical treatment, assistive devices, job placement assistance, and other services. The agency promotes competitive employment of individuals with disabilities coupled with the expectation that they can meet the same employment standards and responsibilities as other working-age adults. All working-age individuals with disabilities, including young adults, are offered information regarding employment as an individual with a disability, including the relationship between an individual's earned income and the individual's public benefits.

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

Additionally, support from system partners helps individuals with disabilities to prepare for and obtain employment through a variety of services ranging from career counseling to postsecondary education support. Services are customized to an individual's specific needs to prepare them for competitive employment and may include assessments, counseling, medical treatment, assistive devices, vocational training for job skills, job search and placement assistance, among others. The VR program also provides services to help businesses hire, train, and retain qualified individuals with disabilities.

Spotlight: Foster Youth

TWC recognizes that helping foster youth and those aging out of foster care transition to independent living requires more than addressing the need for shelter, food, and safety. Intensive and coordinated efforts are required from public agencies and community organizations, professionals, community leaders, and concerned volunteers to support youth in becoming engaged, responsible, and economically self-sufficient adults. Texas Family Code §264.121 directs that workforce services be prioritized and targeted to meet the unique needs of foster youth and former foster youth. The provision of supportive services for foster youth is also prioritized.

TWC along with Texas Department of Family and Protective Services (DFPS) regional offices and Local Workforce Development Boards have jointly developed and entered into agreements addressing the unique challenges facing current and former foster youth transitioning to a successful adulthood, including improving employment outcomes for these youths. Through a Memorandum of Understanding, DFPS and Local Workforce Development Boards collaborate to further the objectives of the DFPS Preparation for Adult Living (PAL) program; ensure services are prioritized and targeted to meet the needs of current and former foster youth; and refer, as appropriate, foster youth who need housing to short-term housing.

DFPS staff, caregivers, and PAL contractors refer youth aged 16 and older to local Texas Workforce Solutions offices for job search and readiness assistance, career exploration, and employment and training services. Each Local Workforce Development Board has a designated point of contact to help connect foster youth with appropriate assistance and services. Youth are encouraged to use the TWC online job matching system, WorkInTexas.com, to search for jobs, create a resume, and submit applications for employment.

The Labor Market & Career Information Division of TWC offers an online database of information about career options in Texas (<https://texascareercheck.com>) to facilitate career and education exploration available to current and former youth in foster care. The website provides information on occupation trends, occupational information, military occupations, school information, programs of study and a high school graduation plan, as well as an online interest profiler to help youth determine what they like and do not like.

TWC provides grants to multiple Foster Youth Transition Centers that provide a comprehensive array of services and referrals to help transitioning foster youth overcome barriers to successful careers. TWC has hosted annual Foster Youth conferences to support local delivery of integrated services for foster youth, share perspectives and information from state and local partners on their critical work and resources for foster youth, and provide opportunities to build the network of partnerships among state and local organizations that serve foster youth.

Spotlight: Second Chance Individuals

TWC is a member of the State Reentry Task Force, led by the Texas Department of Criminal Justice (TDCJ). The task force consists of 29 individuals representing a cross-section of Texas agencies, organizations, and communities. The Reentry Task Force maintains working groups to address specific barriers to successful reentry. The Employment Working Group identifies strategies to eliminate barriers to employment in a post release environment and coordinates best uses of resources, job training and assistance.

TDCJ has implemented a program called Website for Work that helps connect individuals on parole supervision with employers looking for skilled applicants. Website for Work is a web-based application managed by a dedicated employment specialist to connect unemployed or underemployed second chance individuals who have specific skills and certifications that meet the employer's needs. The Website for Work program serves the entire state of Texas. In addition, employers that hire second chance individuals within a year of their release from prison qualify for the federal Work Opportunity Tax Credit. Additionally, TWC offers fidelity bonding through the local Workforce Solutions offices. Fidelity bonding for employment is offered and marketed for certain at-risk job seekers, including individuals in the formerly incarcerated population.

TWC received a federal grant to implement a demonstration project to assist second chance individuals released from prison as they reintegrate into the workforce. The project creates employment opportunities for second chance individuals, including registered apprenticeship programs in high-demand sectors, such as healthcare, manufacturing, construction, and automotive repair. The grant-funded project targets adults ages 25 or older who were formerly incarcerated in the adult criminal justice system and are either released within two years of the date of enrollment or are currently under supervision. The primary goal of the program is to help the target population to secure and retain suitable self-supporting employment. Participants are assessed to determine criminogenic risks, needs, and barriers to employment. Texas Workforce Solutions case managers use the assessment information to develop an overall career path and service delivery strategy. Services are structured to address the specific barriers identified during the assessment process.

TWC will continue supporting all Texans, including those with diverse needs, so they can reach their full potential in the Texas labor market.

Generate Greater Return on Investments

Use data and evidence to identify and target strategic investments to improve system performance.

Historically, TWC has embraced the use of data and evidence-based analysis to improve system performance and generate greater return on investment. As stated in “Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031”:

“Systems that integrate data and information within and across agency partners and programs to build evidence of effective practices accelerate analyses that facilitate decision-making across the spectrum of data users and lead to higher returns on investments. The requirement and collection of key datasets and documentation of evidence that a program or project achieved its intended outcomes can illuminate areas of strength and weakness to better assess high value funding opportunities. The ability of program administrators to assess what programs or projects work, which ones work better, and which ones work less well is critical to the stewardship of public funds.”

The Texas workforce system engages with a dynamic, competitive, and global marketplace. To achieve the mission and vision for the workforce system requires a commitment to continuous improvement and innovation. Actions that are essential to continuous improvement and innovation include the following:

- Research and assess best-in-class practices across national and international industries and workforce systems.
- Incorporate promising practices from outside the Texas workforce system.
- Analyze program and system performance, and when appropriate move quickly to potential downturns, as indicated by empirical data and information.
- Streamline data, information, communications, and decision-making capabilities to ensure that improvement and innovation become embedded into all system elements by ensuring that core competencies are developed and nurtured throughout the system.

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 pragmatic 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. To achieve the vision and mission of the workforce system, the agency’s 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, both nationally and internationally, and regularly incorporating promising practices outside the Texas workforce system as applicable. TWC also analyzes programmatic and system wide performance to implement process improvements where empirical data and information indicate they are most needed. In addition, TWC has emphasized streamlining data, information, communications, and decision-making capabilities by developing and nurturing core competencies throughout the workforce 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 can aggregate and visualize data according to 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.

For those systems strategies that are shared across partner agencies, TWC will continue to ensure that efforts are coordinated. For example, TWC will continue to collaborate with THECB and TEA to develop an integrated data infrastructure that makes education and workforce data accessible to the public, system partners, and stakeholders. The wider availability of data will also afford practical advantages for research and development efforts of the Tri-Agency Workforce Initiative.

The Tri-Agency partners are also working together to modernize the state's education and workforce data infrastructure to provide user-centric, purposeful tools, applications, and sites that are accessible, insightful, and useful for decision-making; improve the efficiency of collection, analysis, and reporting for the agency and for stakeholders through upgraded automation; and responsibly expand data access and availability to research and other partners. The partners are also focused on developing a road map for near-term governance improvements based on assessments of outcomes from existing governance structures and practices, including those involving shared assets, such as Education Research Centers and Texas Public Education Information Resource (TPEIR).