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;
- Finance;
- Fraud Deterrence and Compliance Monitoring;
- Information Innovation and Insight;
- Information Technology;
- Internal Audit;
- Office of Communication and Media;
- Office of General Counsel;
- Office of Government Relations
- 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 2026 is 5,085. The staffing profile for TWC's workforce as of January 1, 2026, was 4,616 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, 2026, the agency's employees serve in 94 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:

- Program Specialist with 517 employees;
- Vocational Rehabilitation Services Counselors with 459 employees;
- Vocational Rehabilitation Services Human Services Specialists with 464 employees; and
- Workforce Development Specialists with 318 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, 2026.

Age:

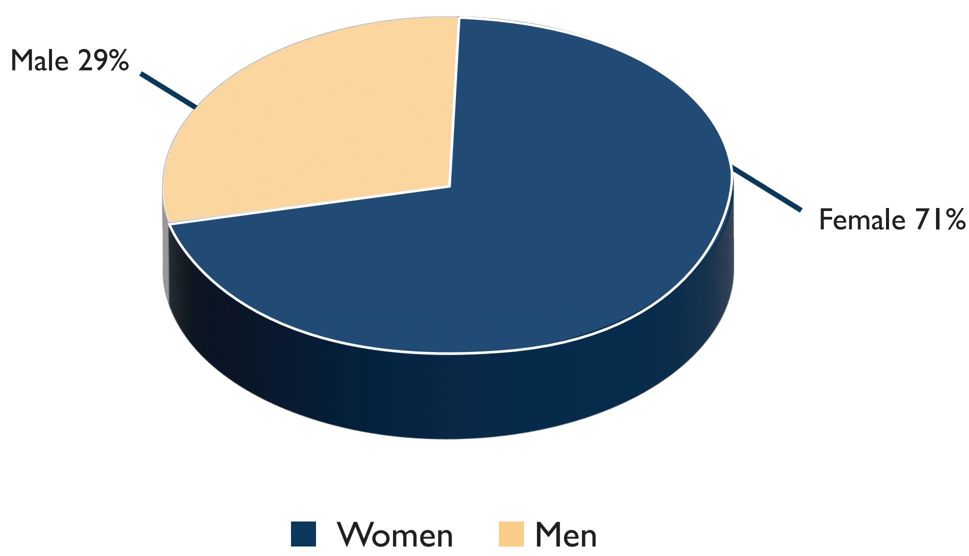
The average age of a TWC employee is 49 years and 10 months. About 53 percent of staff are over the age of 50. The table below represents the age breakdown of agency staff.

Workforce Percentages by Age

Age	Number of Workers	Percent of Total Workforce
16-29	239	5%
30-39	773	17%
40-49	1,152	25%
50-59	1,391	30%
60-69	877	19%
Over 70	184	4%
Total	4,616	100%

(Table 1)

Gender



TWC's current workforce is 4,616 employees, of whom 29 percent (1,329) are males and 71 percent (3,287) 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 2026 to the statewide workforce, as reported by TWC's Civil Rights Division.

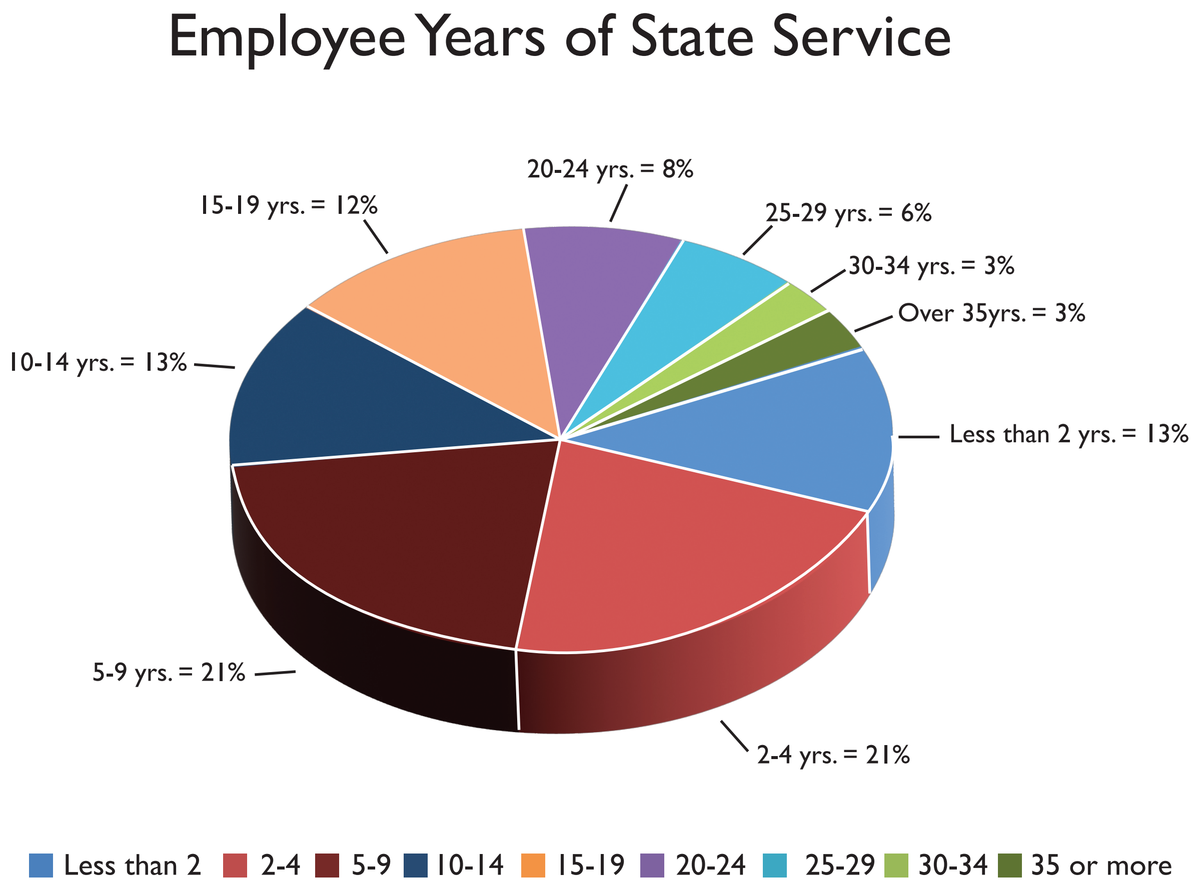
Workforce Percentages by EEO Category

EEO Job Category	TWC Positions	TWC	Civilian Labor Force	TWC	Civilian Labor Force	TWC	Civilian Labor Force
	Total	African Americans		Hispanic		Females	
Officials/ Administration	16%	16%	9.1%	30.0%	26.5%	68%	41.3%
Administrative Support	14%	18%	15.2%	48%	39.3%	74.0%	73.7%
Service/ Maintenance	0.4%	5%	12.6%	53%	55.1%	26%	51.7%
Professional	63%	24%	11.7%	31%	23.3%	73%	53.8%
Skilled Craft	0.2%	10.2%	10.2%	80.0%	53%	0%	12.4%
Technical	6.4%	14%	15.3%	44%	36.7%	60%	62.8%

(Table 2)

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 2025 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 37 percent in FY 2025. Statewide, that number is 33.3 percent for FY 2025.

Agency Turnover Percentages by Years of Service FY 2025

Years of Service	Number of Employees	Turnover Numbers	Turnover Percentages
Less than 2	536	200	37%
2 - 4	1,000	190	19%
5 - 9	1,001	157	16%
10 - 14	618	23	4%
15 - 19	571	29	5%
20 - 24	365	25	7%
25 - 29	282	18	6%
30 - 34	158	1	.6%
Over 35	147	4	3%
Total	**4,678**	**647**	**13.8%**

(Table 3)

TWC Turnover Compared to Other State Agencies:

Based on An Annual Report on Classified Employee Turnover for Fiscal Year 2025, issued by the Texas State Auditor's Office (SAO), the statewide turnover rate for all state agencies is 15.4 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 for Fiscal Year 2025 (all separations, such as interagency transfers) is 13.8 percent, which represents a reduction in TWC turnover from Fiscal Year 2024 (14 percent) and Fiscal Year 2023 (16.6 percent).

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	195	36%
2 - 4	185	18%
5 - 9	153	15%
10 - 14	22	3%
15 - 19	28	5%
20 - 24	424	6%
25 - 29	17	6%
30 - 34	7	.6%
Over 35	3	2%
Total	**628**	**100%**

(Table 4)

Demographic data shows that 23.5 percent (1,087 employees) of TWC's workforce will be eligible to retire by Sept. 1, 2031. Of that group, 17.4 percent (183 employees) are management or lead staff.

Gap Analysis

TWC's overall turnover rate (13.8 percent) is lower than the average turnover rate (15.4 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
- Office of General Counsel.

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.

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 16 interns in the late spring or summer of 2026.

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 LinkedIn Learning (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 are formatted electronically 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. 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. Human Resources also uses that information in a monthly agency newsletter welcoming new employees across the agency and showcasing their reason for choosing the TWC over other places of employment. 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 2024 SEE was administered in February 2024. 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 2025, the agency conducted a 360-degree survey 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 2025. 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 2026 SEE was administered in February 2026. 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 used 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 four major areas - IT Infrastructure Services, IT Applications Solutions, Data Governance, and IT Budget and Special Projects.

IT Infrastructure Services

- **IT Infrastructure Services**
  - Supports Server Operations, Networks, and Scanning/Electronic Filing.
- **IT Customer Services**
  - Provides in-house Help Desk Services, Access and Identity Provisioning, Desktop Support, Computer and Printer Management services.
- **IT Acquisitions**
  - Supports technology contract development, contract management, technology purchasing, telephony and data center operations. Coordinates with the Department of Information Resources (DIR) Data Center Services (DCS) service provider, which provides localized support for each of the data centers and manages the mainframe, print/mail operations, and servers used by TWC.

IT Applications Solutions

- **IT Enterprise Project Office & Emerging Technologies (EPOET)**
  - This unit merges project management with a focus on architecture and emerging technologies. Its key functions include:
    - **Project Management:** Manages the Capital Software Projects Portfolio, provides project management functions (planning, tracking, reporting), and ensures compliance with the Project Management Life Cycle (PMLC).

- **Investment & Governance Oversight:** Oversees the IT Investment Management process.
- **Architecture Governance:** Envisions, designs, and supports all aspects of the agency's enterprise architecture, including business processes, data management, and security best practices.
- **Emerging Technologies:** Leads initiatives focused on new technologies such as low code development and Artificial Intelligence (AI).

- **IT Central Intake & Quality Assurance (CIQA)**
  - This team provides a streamlined approach to customer service and ensures software engineering quality. Its responsibilities are broken down into several key functions:
    - **Central Intake:** Acts as the primary point of contact for IT Application Solutions, working with customers to prioritize work based on business needs and resource availability.
    - **Solutions Analysis:** Gathers and documents business rules and requirements for new and modified system functionality.
    - **Quality Assurance (QA):** Ensures the delivery of quality applications through standard software engineering practices, including oversight of Software Development Life Cycle (SDLC) compliance.
    - **Test Management (TM):** Oversees and executes the testing of applications.
    - **Release Management (RM):** Coordinates the planning, scheduling, and deployment of solution releases.
- **IT Development & Maintenance**
  - This group consolidates software engineering resources to perform new development and ongoing maintenance for over 100 agency applications. Teams are organized around key systems, including UI Benefits and Appeals (Mainframe), VR Systems, and Web/Cloud Solutions.
  - Enterprise Support provides dedicated 24/7 operational support for enterprise-level applications.

IT Budget and Special Projects

- The IT Budget and Special Projects group manages key financial, planning, and quality assurance functions for the IT division. Its responsibilities include:
  - Managing the Capital Cybersecurity & Infrastructure Modernization Projects Portfolio.
  - Overseeing the IT Budget and coordinating with IT Audit.
  - Leading legislative planning and Organizational Change Management (OCM) initiatives.
  - Conducting Project Management (PM) Quality Assurance.
  - Developing and maintaining Standard Operating Procedures (SOPs).

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 and includes reviews by Cybersecurity, Accessibility and IT Acquisitions. SARC maintains the TWC Approved Software List.
- Technical Architecture Review Board: Includes experts from various IT areas and Cybersecurity to facilitate enterprise architecture standards, governance, and tool selection, focusing on associated tools and governance processes. The committee works with the EPOET 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

Enterprise Project Office

TWC has a robust Enterprise Project Office (EPO). Key functions of the EPO 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 2026-2030 State Strategic Plan for Information Resources:

- Goal 1: Provide an Exceptional Government Experience
- Goal 2: Manage Data Responsibly to Power AI and Technology Innovation
- Goal 3: Develop a Skilled and Sustainable Workforce
- Goal 4: Modernize Government Services Through Emerging Technologies