

Texas Workforce Commission

Strategic  
Plan  
2001-2005

submitted June 1, 2000

Texas  
Workforce

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**Governor’s Statewide Vision**

“Together, we can make Texas a beacon state:

- A state where our children receive an excellent education so they have the knowledge and skills for the 21st century;
- A state where people feel safe in their communities, have access to equal justice, and all people know the consequences of committing a crime are swift and sure;
- A state where our institutions encourage jobs and economic opportunity;
- A state where each resident accepts responsibility for his or her behavior; and
- A state where our people—our greatest resource—are free to achieve their highest potential.

As I have said before, I envision a state where it continues to be true that what Texans can dream, Texans can do.”

**Statewide Mission**

The mission of Texas state government is to support and promote individual and community efforts to achieve and sustain social and economic prosperity for its citizens.

State government should concentrate its energies on a few priority areas where it can make a difference, clearly define its functions within those areas, and perform those functions well. State government must look for innovative ways to accomplish its ends, including privatization and incentive-based approaches. Our imperative should be: “Government if necessary, but not necessarily government.”

**Statewide Philosophy**

State government will be ethical, accountable, and dedicated to serving the citizens of Texas well. State government will operate efficiently and spend the public's money wisely.

State government will be based on four core principles that will guide decision-making processes.

**Limited and Efficient Government**

Government cannot solve every problem or meet every need. State government should do a few things and do them well.

**Local Control**

The best form of government is one that is closest to the people. State government should respect the right and ability of local communities to resolve issues that affect them. The state must avoid imposing unfunded mandates.

**Personal Responsibility**

It is up to each individual, not government, to make responsible decisions about his or her life. Personal responsibility is the key to a more decent and just society. State employees, too, must be accountable for their actions.

**Support for Strong Families**

The family is the backbone of society and accordingly, state government must pursue policies that nurture and strengthen Texas families.

Texas state government should serve the needs of our state but also be mindful of those who pay the bills. By providing the best service at the lowest cost and working in concert with other partners, state government can effectively direct the public's resources to create a positive impact on the lives of individual Texans. The people of Texas expect the best, and state government must give it to them.

**Relevant Statewide Goals and Benchmarks**

Statewide strategic planning established a series of priority goals and benchmarks to further direct the agency strategic planning process. Priority goals and benchmarks relating to the Texas Workforce Commission are as follows:

**Statewide Priority Goals for Education – Public Schools**

To ensure that all students in the public education system learn to read at grade level by the end of the third grade, continue reading at grade level, demonstrate exemplary performance in foundation subjects, and acquire the knowledge and skills needed to be responsible and independent Texans.

**Benchmark:**

- High school graduation rate
- Percent of high school graduates employed, enrolled in postsecondary education, or enlisted in the military

**Statewide Priority Goals for Education – Higher Education**

To provide an affordable, accessible, and quality system of higher education that prepares individuals for a changing economy and workforce and furthers the development and application of knowledge through instruction and research.

**Benchmarks:**

- Percent of adult population with a vocational/technical certificate or degree
- Percent of college graduates employed, enrolled in additional education, or enlisted in the military

**Statewide Priority Goals for Health and Human Services**

To reduce dependence on public assistance through an efficient and effective system that promotes the health, responsibility, and self-sufficiency of individuals and families.

**Benchmarks:**

- Percent of Texans receiving TANF cash assistance
- Percent of adult welfare CHOICES participants who enter employment

**Statewide Priority Goals for Economic Development**

To foster economic opportunity, job generation, and capital investment by promoting a favorable business climate, preparing the workforce for productive employment, and supporting infrastructure development.

**Benchmarks:**

- Texas Employment Rate
- Median household income

**Statewide Priority Goals for General Government**

To support effective, efficient and accountable state government operations.

**Benchmarks:**

- Ratio of federal dollars received to federal tax dollars paid
- Number of state employees per 10,000 population
- Percentage change in state spending, adjusted for population and inflation



**TWC Vision**

Texans will view local workforce development boards, the Texas Workforce Commission and their partners as a quality supplier of workforce solutions.

**TWC Mission**

Our mission is to promote and support a workforce system that offers individuals, employers and communities the opportunity to achieve and sustain economic prosperity.

**TWC Philosophy**

Our work is guided on the following core beliefs:

- We believe that local communities are in the best position to address local workforce needs.
- We believe that the workforce system of Texas must be employer-driven.
- We believe that individuals must assume personal responsibility for making decisions about their lives and be accountable for their actions.
- We believe in collaboration and partnership.
- We believe in conducting business in accordance with the highest standards of ethics, accountability and efficiency.

Our success will be based on the following organization values:

- We are committed to excellence in everything we deliver or guide.
- We are committed to making the Texas Workforce Commission an exemplary employer.
- We are committed to treating people with respect and dignity and in a fair and equitable manner.
- We are committed to becoming an entrepreneurial, flexible and learning organization.
- We are committed to open and honest internal and external communication





**Introduction**

At the dawn of the 21st Century, the Texas economy is in the longest period of economic expansion and fastest growth in job creation in our state's history. One factor fueling economic growth has been a technological revolution making systemic changes in the economy and business environment. Now, faced with low unemployment and growing demand for skilled labor, we stand at a crossroads in workforce and economic development. Our ability to focus on the customer, to retool as needed to meet the demands of business and our ability to maximize opportunity will determine our state's future success.

Riding the wave of 110 months of expansion, the economy of Texas is more varied than ever before. Ranches in South Texas and oil rigs in West Texas have been joined by a myriad of other industries to diversify the economic base of the state. Gone are the days when an economic downturn in one industry had sweeping effects across the state. In its place is an economy where pockets of the state are dealing with high unemployment while most others are at full employment. It is an economy that trades on a global basis, but produces on a local basis. It is a dynamic and different economy that is changing and growing at unprecedented rates. And it is creating new challenges in workforce preparedness.

The face of Texas business has altered dramatically. Today small businesses account for over 97 percent of the employers in the state. These are entrepreneurial, fast growing, rapidly changing, and flexible companies that compete in a global economy. Today's employers face a 24-hours a day, 7 days a week (24/7) business environment where customers are as close as the nearest computer modem. Technology is changing exponentially, forcing products to have shorter development periods, and causing shorter product life cycles.

These dynamic companies demand a different relationship with employees. Many firms are reconstituting their workforces at a faster pace than ever, hiring just as many workers as they are laying off to meet the ever-changing skill demands of their business. Others choose to acknowledge the need for flexibility by leasing workers or engaging temporary or contract labor.

To continue strong economic growth, the Texas Workforce Commission and our local partners must anticipate the skill demands of employers and produce just in time delivery of skilled workers. This result will require providing the services that bridge the gap between the skills of today's workforce and the needs of Texas business. It will, from a broad perspective, need to address changes in traditional education processes, provide a basis and means for lifelong learning for workers, and teach flexible and transportable skills.

Workforce development will require continuous training and career progression planning for workers to maximize their potential as they move through their career. Continued services beyond the acquisition of an entry-level job will

ensure a constant supply of skilled workers to meet the demands of Texas business. Long term success will also be dependent on services that enhance worker productivity like an enhanced child care system with the capacity to meet the demands of a 24/7 work world and reliable transportation alternatives. Evidence is mounting that early quality care is critical for a child's later success in school, in work and in life. TWC and the local boards will do their part to address the need for those parents requiring subsidized care, and for the development of the future workforce.

The diversification of the economy, the changing nature of business and the demands these factors place on workforce development provide the opportunities of the future. We believe the possibilities for significant contributions to economic prosperity are great and are committed to meeting the workforce development needs of Texas.

**Significant Employer Trends**

The Texas business climate is characterized by rapid change - it is diverse and dynamic. Currently, Texas business employs the second largest workforce in the nation with over 9.1 million payroll jobs and a civilian labor force of more than 10 million individuals. There are nearly 400,000 employers in Texas who provided nearly \$300 billion in wages during 1999. In the 1980's, the civilian labor force grew nearly twice as fast as the job growth. This trend was reversed in the 1990's as Texas business added nearly 500,000 more jobs than people.

The Texas economy grew by 3.0 percent annually during the last decade, enabling Texas to add more jobs than any other state. The state also continued to change from a Goods-Producing to a Service-Producing economy. In the 1980s, the Service-Producing sectors accounted for 70.6 percent of all jobs, while in the 1990, these sectors increased to 80.7 percent. During this transition from goods to services, the Texas GDP rose by an average of 3.2 percent during the decade with the last five years experiencing a 3.8 percent growth rate.<sup>1</sup> GDP in Texas has nearly doubled during the 1990s, rising from \$5.8 billion to \$9.2 billion.<sup>2</sup>

The only industries to experience a decline in employment during the 1990's were the Mining and Federal Government sectors. The Government losses can be attributed to the Base Realignment and Closing (BRAC) Commission's recommendation to close Bergstrom Air Force Base in Austin, Kelly Air Force Base in San Antonio, Reese Air Force Base in Lubbock, and the Red River Army Depot in Texarkana. The Mining losses are tied to both technology and the price of oil. Employers were releasing employees with the decrease in the price of crude oil, and technology was replacing some of the formerly manual labor jobs.

Even with the losses in the Mining and Federal Government sectors, the number of employers in Texas grew by over 27 percent in the 1990s, from 310,764 in 1990 to 395,388 in 1999. Every major industry sector except for Mining witnessed an increase in employers during this stretch. Small businesses (less than 100 employees) dominate the employment landscape, comprising over 97 percent of all the employers and 43 percent of the jobs.

In addition to the increase in employment, there also was a shift in employment trends. Businesses started to outsource more and more of their operations. The Personal Supply Services Industry grew by over 150 percent between January 1990 and December 1999, increasing the industry's employment by 154,300.

One of the most consistent trends in the Texas economy during the last decade was the strong growth in the Services and Trade Industries. This trend is predicted to continue as these sectors experience significant employment gains,

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<sup>1</sup> Texas Labor Market Review - Job Growth Declining Despite Strong Economy

<sup>2</sup> U.S. Department of Commerce

stimulating a need for more workers. The majority of these jobs is likely to be in business, health, and educational services. Texas can expect the service industry to continue to lead labor growth as approximately 822,000 additional jobs are anticipated in this sector by 2006.<sup>3</sup> The trade industry is also projected to increase by over 393,000 jobs.<sup>4</sup>

At a 4.9 percent annual rate of growth, business services is expected to be the fastest growing individual industry in the first decade of the 21<sup>st</sup> Century.<sup>5</sup> Engineering, management, consulting and research services should continue to add jobs faster than the overall economy, which is predicted to grow by 2.2 percent annually. Retail trade employment growth rates are likely to continue to mirror the overall growth rate of the state's economy.<sup>6</sup> Wholesale trade may return to its traditionally slower growth rate of 1.3 percent.<sup>7</sup>

Texas employers can no longer think of their customer base as lying within the state's border or the nation's border. With the increase in the use of e-commerce and e-business, Texas business now competes with companies throughout the world for customers and capital. The e-commerce marketplace accounted for \$151 billion in sales in 1999 but is projected to grow to \$1.7 trillion by 2003.<sup>8</sup> E-commerce makes the marketplace open 24 hours a day, 7 days a week. Customers now control the time frame for product and service delivery. Businesses can no longer take several years to develop a product; rather, they must design, test, and deliver a product within weeks, or risk losing their customers.

Technology employment opportunities in Texas are soaring while petroleum-based opportunities are declining. The primary reason for this employment shift is global competition for gasoline and diesel fuel and supply and demand for the various chemicals that are used in the chemical manufacturing industry.<sup>9</sup> Some of the most significant advances have come from changes in technology from other industries. This includes the development of sensors based on computer chip technology and fiber optics that provide a broad range of real time operational data.<sup>10</sup> Refinery work is becoming a more highly skilled job, as increased automation eliminates some positions.

The technology sector is expected to fuel this economic growth. This sector grew at nearly twice the rate of total nonagricultural job growth in the 1990s.<sup>11</sup> New technological changes in the microprocessor have changed the slogan from bigger

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<sup>3</sup> Texas Labor Market Review

<sup>4</sup> *Ibid.*

<sup>5</sup> Comptroller of Public Accounts, *Looking Ten Years Back and Ten Years Forward*

<sup>6</sup> *Ibid.*

<sup>7</sup> *Ibid.*

<sup>8</sup> Dallas Federal Reserve 1999 Annual Report

<sup>9</sup> *Ibid.*

<sup>10</sup> *Ibid.*

<sup>11</sup> Dallas Federal Reserve 1999 Annual Report

is better, to smaller is faster and cheaper. Growth in the technology sector has helped spur growth in traditional, low tech, high labor industries like Oil and Gas Extraction. Even though the Mining industry has experienced a decline in employment, the level of production has not decreased. In order to sustain this growth, new employees must be familiar with the latest technological equipment and practices. The high tech industries in Texas have grown by 59 percent since January 1990, increase from 288,176 jobs to 457,810.

These trends towards industries that require a specialized education and skills will continue in the next five years. In fact, this critical shortfall has become the top impediment to further business growth in the state.<sup>12</sup>

As an interim measure, employers who have been unable to hire qualified workers locally have applied to the Alien Labor Certification Program to bring skilled foreign workers into the United States. However, Texas business must also develop methods of encouraging the state's own labor force to learn advanced skills and keep current with changes in technology. By serving on and working with the Local Workforce Development Boards, businesses can determine which skills are needed, and influence training providers to offer those kinds of programs in their area. Businesses can also develop industry standards for that training, select the best training providers, and hold those providers accountable for meeting the established standards.

With financing provided through the Skills Development Fund and the Workforce Investment Act, the Texas Workforce Commission offers businesses the opportunity to train workers for specific skills. In addition, incentives such as the Work Opportunity Tax Credit and the Welfare to Work Tax Credit effectively subsidize businesses' hiring and training programs by reducing the costs of employing some workers. By working with schools through School-to-Careers activities, employers can engage students to encourage high academic performance as well as advance their preparation for the economy of tomorrow. These strategies may include teacher internships, student internships, tutoring, mentoring (in-person or electronically), scholarships, or a wide range of similar activities. Businesses can also sponsor apprenticeship programs, which combine on-the-job training with related classroom instruction. Apprentices who successfully complete the prescribed number of training hours in an apprenticeship program become certified skilled workers.

Training employees for emerging occupations where growth is expected is an ongoing dilemma that employers constantly face in the workforce. Texas and the United States are experiencing technical skills shortages. Strategies for overcoming the state's technology skills shortage include enhancing the Advanced Placement Program in secondary schools and having technology-based businesses work with community colleges to adopt a standard technology curriculum. Extremely low unemployment rates also present significant problems

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<sup>12</sup> Gail DeGeorge, "Sign of the Times: Help Wanted," Business Week, November 10, 1997.



for the child care industry where employers cannot find enough qualified workers. This circumstance can hinder efforts to maintain or expand child care services despite an increase in demand by working parents.

### Significant Worker Trends

Significant trends will take place in the workforce over the next 10-15 years. Texas, with a population of more than 20.1 million, is the second most populous state in the country.<sup>13</sup> The population is projected to increase to 22.3 million in 2005, an increase of approximately 16 percent.<sup>14</sup> Projections imply that by the year 2006, 11 million people will be in the workforce, a growth rate of 21 percent.

The projected growth in the population over the next five years will increase the ethnic diversity of the state's labor force, as immigration continues to account for a considerable portion of population growth.<sup>15</sup> While projections vary significantly in the definitions and actual percentages of change in each population, all studies indicate an increase in the percentage of the population of Hispanics, African Americans, Asians and other minorities. According to the Comptroller of Public Accounts, by the year 2012, the minorities in Texas (Hispanics, Non-Hispanics Blacks and Non-Hispanic others) will become the majority with over 40,000 more members than the Non-Hispanic Whites. The greatest increase in population is among Hispanics, comprising 28 percent in 1995, 30 percent in 2000, with a projection of 32 percent by 2005.<sup>16</sup>

This ethnic diversity is significant to workforce development because a large portion of the Hispanic population growth will be along the border, which lacks in too many places an adequate education and training infrastructure and generally experiences higher than average unemployment rates. Intensive language training may be required if a large portion of the increase is due to immigration by non-English speaking newcomers, many of whom are illiterate even in their native language.

In the past twenty years, women have entered the workforce at unprecedented rates to pursue their own career goals, help provide for their families, and more recently to meet the requirements of welfare reform. Two-thirds of the current labor market expansion is comprised of women. By the year 2005, women will comprise 48 percent of the overall workforce.<sup>17</sup> Today, 55 percent of all women on pregnancy leave will return to work after giving birth.<sup>18</sup> Women have made substantial progress in obtaining jobs in managerial and professional specialties. The number of women-owned businesses is growing at twice the rate of all other

<sup>13</sup> U.S. Census Bureau and Comptroller of Public Accounts

<sup>14</sup> *Ibid.*

<sup>15</sup> Department of Labor, *The Urban Institute*

<sup>16</sup> *Ibid.*

<sup>17</sup> U.S. Department of Labor Women's Bureau Report, *Facts on Working Women*

<sup>18</sup> U.S. Census Bureau, *Fertility of American Women*

businesses in the U.S. Currently, one in four workers are employed in women-owned businesses.

As the number of people entering the labor force increases, so does the demand for quality child care that is affordable and available. Parents who used to be able to support their families on a single income can no longer do so. Many American families now contain *two* working parents. Access to child care is also a deciding issue when low-income individuals want to take advantage of training and education programs. The cost of child care can exceed income from lower paying jobs or consume a disproportionate percentage of take home pay. For the working parents who are participating in welfare to work opportunities, child care assistance is a key element in a successful transition to self-sufficiency. An additional 38,000 child care jobs are projected to be added statewide by the year 2005. The tight labor market and historically low wages in the child care industry are causing a scarcity of child care workers.

The composition of population growth in the state will generate rising shares of young (under 25) and older (45 and over) workers and a decline in the share of middle-age workers.<sup>19</sup> Increases in the educational attainment of older workers, together with the increasing demand for skilled workers, has stimulated higher labor force participation rates of older workers who are at retirement age.<sup>20</sup> These workers are finding that their experience is valued in this very tight labor market. With the elimination of mandatory retirement and the Social Security earnings penalty for workers aged 65 to 69, this trend should continue.

The change from a natural resource to human resource driven economy places a demand on the workers of the state to obtain and hone employable skills throughout their careers. As the economy has shifted, workers in certain industries are losing jobs and need a new set of skills. Successful members of the workforce will be those who adapt well to change, have strong competency and up-to-date technological skills, are self-reliant, work well in teams, and are willing to upgrade their skills over a lifetime. It will be critical for workers to have transferable skills that can be used across industries.

Statistics from State Occupational Information Coordinating Committee (SOICC) indicate that about sixty percent of the jobs in Texas require one to two years or more of postsecondary training, while 40 percent require no postsecondary training. Of the 60 percent requiring postsecondary education, only about 22 percent require a four-year degree or more. A growing percentage of students attending community and technical colleges already have bachelor's degrees. As many as 20 percent of students on Texas campuses are now seeking the applied curriculum that they missed in their prior course of study because they do not have the necessary skills to get a job. Workers with skills in computer technology will continue to be needed in nearly all industries.

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<sup>19</sup> U.S. Census Bureau, *Texas Labor Market Review*

<sup>20</sup> The Hudson Institute

The average family of four in Texas earns an annual income of \$42,806 or just enough after taxes to cover basic costs of housing, food, transportation, health and day care, clothing, utilities and taxes – calculated at \$30,367.<sup>21</sup> Education, training and experience can make a substantial difference in wage earnings for the employee. Over the course of an entire career, the difference can be as much as \$522,496.<sup>22</sup> The earning power for the trained worker is almost double what the lower skill worker would make in his or her lifetime. Education and training are the keys to compete successfully in this knowledge and skill-based global economy.

### Geographic Locations of Special Target Populations

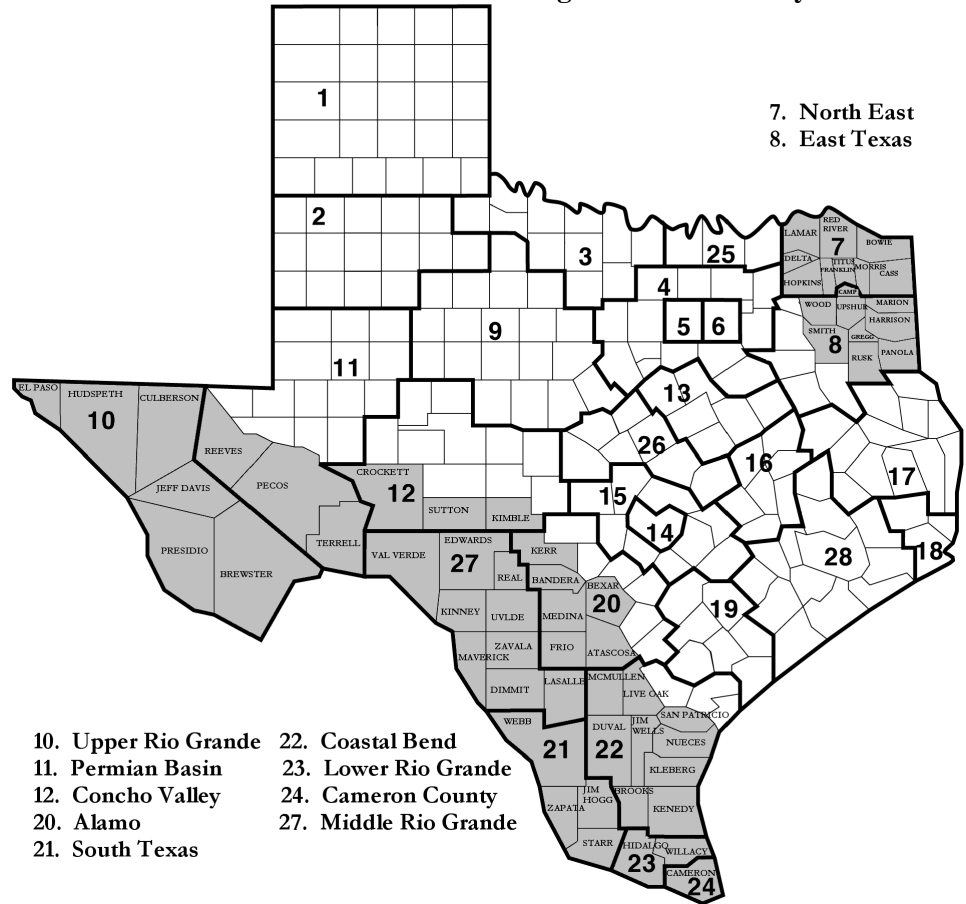
The 76<sup>th</sup> Texas Legislature, in Senate Bill (SB) 501, directed TWC to give special emphasis to workforce development along the Texas-Mexico and Texas-Louisiana border regions. The shaded counties in the following map illustrate the Texas-Mexico and Texas-Louisiana border regions as defined by SB 501.

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<sup>21</sup> Texas Labor Market Review, *Working Hard, Earning Less*

<sup>22</sup> *Ibid.*

Figure 1 Texas Mexico and Louisiana Border Regions As Defined By SB 501



Source: 76<sup>th</sup> Texas Legislative Session, Senate Bill 501.

**Texas-Mexico Border:**

Individual workforce development areas in the border region experience many economic challenges, as described below, but the region overall faces several serious challenges. The State as a whole has experienced increasing prosperity; however, double-digit unemployment, drought, as well as a number of significant plant closings have had a intense impact on the availability of jobs in some places along the State's southern border. The unemployment rate for February 2000 ranged from 3.5 percent in the Alamo and Concho Valley Workforce Development Areas (WDAs), to 15.5 percent in the Lower Rio Grande Valley WDA.<sup>23</sup> The Texas Comptroller of Public Accounts forecasts that while real earnings per capita in the region will have more than doubled by 2020, economic conditions, relative to the rest of the State, will deteriorate during that same period.

<sup>23</sup> Texas Workforce Commission, *Labor Market Information Statistics*

The North American Free Trade Agreement (NAFTA) has had both a positive and an adverse effect on the Texas-Mexico border region. Employers experiencing a boom due to NAFTA benefit from recruiting assistance offered by the boards. For example, board sponsored training programs for truckers have increased the pool of qualified applicants for employers transporting merchandise. The regions, however, have experienced a high rate of agricultural and apparel industry layoffs.

The reauthorization of the federal Trade Adjustment Assistance Act in November 1999, provided Texas with \$1.5 million to serve affected workers statewide. The workforce development areas in the border region provide opportunities for these workers to retain for other jobs and careers. When border areas experienced several plant closings in 1999, boards and TWC's Rapid Response teams helped employers with out-placement, and workers with retraining and other no cost services.

While displaced workers typically have a strong work ethic, they are often unable to transition into the new jobs being created in the border counties. The average Texas worker affected by trade adjustments is a female with family obligations, aged 35 to 45, an average educational attainment of third to sixth grade level, and nearly functionally illiterate in Spanish or English. Lack of proficiency in the English language often creates difficult barriers to retraining and reemployment for affected Texas workers. Many have enrolled in basic language instruction courses, but have made little progress toward re-employability. Curriculum reforms are necessary to assist this client population.

In Texas, TWC is strongly encouraging the local workforce boards where the impact of the trade adjustments is greatest to carefully devise service delivery patterns that will best assist clients during the time-limited period of income assistance to which they are entitled. Economic development efforts must be also included in order to prepare workers for the jobs being created. Border workforce development areas also partner with faith-based and community groups to provide clients with training, job placement, child care and transportation.

In addition, the population of the border region contains a large number of highly mobile residents, many of whom are immigrants, resulting in a high turnover rate for employers. A significant barrier to employment or re-employment for this group is the inability to read and write English, and some are illiterate in their own language.

Compounding this problem is the fact that about 44 percent of the state's welfare caseload resides in these areas. In particular, 72 percent of the state's two-parent families resides in these areas, strongly affecting the allocation of Choices funds and the design of service delivery, in order for Texas to meet the tough participation rate standards mandated by the federal government for these types of

families. Furthermore, these parents are forced to compete with dislocated workers, food stamp recipients and other residents in the areas for the limited number of employment positions, as well as training and education slots that are available.

A description of the economy in each workforce development area (WDA) follows:

1. Cameron County WDA (1 county), agriculture, tourism, seafood processing, shipping, manufacturing and government services drive the economy in Cameron County. The Cameron County Workforce Development Board increased the portion of welfare households in which both parents found work from just below 40 percent to more than 90 percent in 1999. Eleven Skills Development grants totaling \$2,664,850 have been awarded to employers in this area to train 1,322 people for positions in 23 companies. The board also serves rural clients using a mobile workforce center.
2. Lower Rio Grande WDA's (2 counties) Hidalgo and Willacy Counties offer tourism, shipping and agribusiness, with retail trade, food processing and apparel/textile products significant contributors. Lower Rio Grande's board became operational on January 1, 2000. One focus is training truck drivers to assist employers in the trucking industry that have experienced a sharp rise in business due to the North American Free Trade Agreement (NAFTA). About 230 local employers received \$3,210,302 through nine skills development grants to train 5,003 people for jobs. The board also worked on securing several other grants to create innovative programs for clients. The Sure Start program established a resource center to address the problems of drought-affected migrant workers, assisting them with paying bills, car repairs, and educational opportunities.
3. Middle Rio Grande WDA (9 counties) economic activities include agribusiness, petroleum products, manufacturing, tourism, and government services. Employment opportunities are spread across personal services, teaching, food preparation, and health-related occupations. The Middle Rio Grande Workforce Development Board helped Uvalde area businesses, through three skills development grants, in partnership with Southwest Texas Junior College, train 137 existing and new employees.
4. South Texas WDA (4 counties) has job opportunities that are in industries involved in trade, highway construction, and tourism. The South Texas Workforce Development Board helped local import-export employers hire administrative specialists, warehouse workers and forklift operators. Sixty high school seniors received credit hours at Texas A&M International University through a partnership with the board. Two local employers received two Skills Development grants totaling \$437,257 during the past two biennia, to train 186

people for new and existing positions. The training was provided by Laredo Community College.

5. Upper Rio Grande WDA 's (6 counties) major industries include government, particularly military, telecommunications, manufacturing, and tourism. Industry in the outlying counties includes ranching, cotton and beef production, hunting and tourism. Fifty-one local employers received three Skills Development grants totaling \$1,861,620 to train 3,687 people for new and existing positions. El Paso Community College also received three Self-Sufficiency grants totaling \$1,011,249 to train 250 Temporary Assistance for Needy Families (TANF) recipients. The Upper Rio Grande Workforce Development Board received a sizable grant from the United States Department of Labor (USDOL), the largest grant of its kind awarded by the agency, to help residents who lost their jobs because of NAFTA. The USDOL National Reserve Account grant provided the board \$45 million over three years to assess the needs of displaced workers, manage their cases, pay the workers benefits and provide vocational training to enter new careers.

6. Alamo WDA (12 counties) - Tourism, health care, government and computer technology are major industries. Most employment opportunities are in positions involving sales, management, food preparation, and health services. The Alamo Workforce Development Board focuses on outreach to community partners and business leaders to explain its workforce initiatives and services. Last year, the board offered seminars for employers explaining welfare-to-work initiatives that are available to them for identifying prospective employees at the 13 workforce centers in the area. More than 4,000 area residents have received training for jobs offered at 23 companies through 11 skills development grants totaling \$4,140,742.

7. Coastal Bend WDA (12 counties) includes Corpus Christi which is the largest city in the WDA. Petroleum processing and production, deepwater port activities, services, agriculture, government, and tourism drive the economy. Most job opportunities are in health and personal services, precision production, management support, and food preparation occupations. The Coastal Bend Workforce Development Board was the first to have all six of its one-stop centers certified. As a result, more than 95 percent of Coastal Bend residents are within a 25-minute drive of a one-stop center. In Fiscal Year 1999, more than 14,700 of the residents who visited these centers found work. Six Skills Development grants were awarded to local businesses that provided training to 1,286 people and helped six local businesses. The grants totaled \$721,465.

8. Concho Valley WDA (13 counties) which has trade, services, government, agribusiness and oil and gas production as dominant facets of their economies. Job opportunities are in health service, precision production, management, and sales occupations. The Concho Valley Workforce Development Board helped a local employer retrain more than 500 displaced workers to start new careers in

1999. The training ranged from literacy classes to coursework at local colleges. The board also helped more than 650 youth find jobs through two summer programs.

9. Permian Basin WDA (17 counties) uses a large percentage of the its land for farming, ranching and hunting leases. Midland and Odessa are leading petroleum-production, distribution, and administrative centers for the oil industry. The city of Big Spring supports a state institution, veterans hospital, and federal prison. Job opportunities are in management, sales, food preparation, and personal service occupations. Due to the downturn in the oil industry, the Permian Basin Workforce Development Board offered displaced workers job training and job search assistance through Trade Adjustment Assistance and Dislocated Worker Services. The board shared a \$12.1 million USDOL emergency grant with other boards statewide to enhance these projects.

Across several workforce areas and in conjunction with local employers, Texas Southmost College, South Texas Community College, Alamo Community College District and Project Quest also received six Self-Sufficiency grants totaling \$3,451,540 to train 816 TANF recipients.<sup>24</sup>

The Literacy Initiative in the Workforce Development Division is developing resources for the boards to access in order to offer English and Spanish skills to this population. One of these resources is the Texas Education Agency's English as a Second Language (ESL) program.

Low educational attainment, a high birth rates, and high unemployment will continue to be some of the challenges for local boards for several years.

### **Texas-Louisiana Border:**

Senate Bill 501 defines the Texas-Louisiana border region to include counties within the North East Texas and East Texas Workforce Development Areas. The unemployment rate for April 2000 was 4.9 percent in the North East Texas WDA, and 4.3 percent in the East Texas WDA. Even with lower unemployment rates, the workforce development areas experienced several business closures in 1999 that affected many residents.

Agriculture and forest product manufacturing are growing industries, but the mining, oil and gas industries have been in a period of decline. The North East Texas Workforce Development Board (9 counties) reached out to help more than 1,500 residents who lost their jobs at local steel companies in 1999. The board helped with training in financial and stress management, searching for jobs, and resume preparation.

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<sup>24</sup> Texas Workforce Commission, *Labor Market Information Statistics*



The fourteen county East Texas Workforce Development Board recently received \$200,000 for special recognition from TWC as the Best New Board for its success at moving Texans from welfare to work. The board also received Rapid Response funds to assist to four local companies whose workers lost their jobs because of plant closings and layoff.

### **Economic Variables**

Several economic variables can potentially affect workforce services. The more significant of these variables are the unemployment rate, annual percentage change in nonagricultural employment, and changes in the resident population.

The first variable is the Unemployment rate, which is calculated and reported by the Labor Market Information (LMI) Department and is one of the most closely watched indicators. Local planners and businesses alike use this statistic as a gauge for the number of persons available for openings. High unemployment is typically associated with a heavy demand on the State's Unemployment Insurance Trust Fund and on training and temporary support services. Low unemployment can indicate a tight labor market associated with a high demand for workers and a possible precursor for wage inflation.

The annual average unemployment rate for Texas in 1999 was 4.6 percent, the lowest rate for the state in almost twenty years. Rates among the Metropolitan Statistical Areas (MSA) in the state ranged from 1.7 percent in the Bryan-College Station MSA to 14.5 percent in McAllen-Edinburg-Mission MSA. These two MSAs show the diversity in the Texas economy; one MSA has one of the lowest unemployment rates in the nation, the other has one of the highest.

There is a strong correlation between the unemployment rate and success in workforce services. Low unemployment provides a greater opportunity to place clients and employers are often more willing to work with services to move welfare recipients into the workforce. With low unemployment rates, employers are faced with staffing shortages due to the tight labor market. Potential employees are able to search for work in a great variety of jobs due to the demand for workers. Periods of high unemployment may make placing these clients much more challenging.

The extent to which service populations are affected by economic conditions measures the correlation between economic conditions and the size and need of the service population. For every percentage increase in the statewide unemployment rate, approximately 100,000 additional Texans are without work. Very high or very low unemployment can have a substantial effect on the service population.

High unemployment increases the demand for UI benefits, and periods of unemployment become longer as an increased number of workers compete for

fewer job openings. Displaced workers may take advantage of the workforce services or retrain for new careers. However, many others fail to find work and stay on unemployment insurance for prolonged periods of time. Further, workers who are displaced may be forced to accept a job for which they are overqualified creating a subset of the underemployed. Once their benefits are exhausted, they may then turn to public assistance. Excessive periods of high unemployment may severely burden the unemployment insurance fund that triggers a deficit tax.

Extremely low unemployment rates can present some unique problems. Employers who cannot find enough qualified workers may find it difficult to maintain service levels or to expand their businesses. As employers compete for workers, wages may escalate and retaining trained workers becomes difficult. Many of the lowest paying jobs may be difficult to fill. Low unemployment does, however, provide opportunities to for new workers, including welfare recipients and youths, to enter the labor force and achieve self-sufficiency.

The second variable which may affect workforce services is the annual percentage change in nonagricultural employment indicates the degree of job creation or of job loss. An area's economic condition is often viewed in terms of the number of new jobs created annually. There is a great degree of diversity in job markets in Texas. The economy of Texas is actually comprised of a number of micro-economies such as the petroleum, manufacturing, services, agriculture, and high tech industries. Each of these micro-economies is concentrated in specific areas of Texas. Although one micro-economy may be very strong with a low unemployment rate in one area of Texas, a different micro-economy in another area may be experiencing a downturn and a high rate of unemployment. For instance, many of the state's metropolitan areas have been thriving in job creation due to the emergence of high tech companies. At the same time, other areas have lost manufacturing plants and job markets to foreign locations. Many rural areas are experiencing difficulties due to extended drought conditions or in making the transition from oil and agriculture to a more diverse economy.

Nonagricultural wage and salary employment annual percentage increase may indicate greater opportunities for workers as more jobs are created. Decreases in the annual percentages may represent a depressed local economy and serve as a warning of an impending period of high unemployment.

Finally, the third variable affecting workforce services is resident population change. This provides information useful in predicting the number of clients seeking services. An increase in an area's population may create a demand for services. Even with the lowest unemployment rates in 20 years, the number of Texans seeking unemployment benefits and other services from TWC has not dropped significantly due to the rapid growth of the state's population.

**Agency Development**

In 1995, the Governor and the Texas Legislature recognized with the passage of House Bill 1863 that different areas of the state have different workforce training and placement needs. This law created multiple local workforce development areas to be designated as unique economically integrated labor markets, overseen by a board consisting of representatives of business, labor, education, community-based organizations, human services, and vocational rehabilitation, child care, and others. The role of the boards is to plan, oversee and evaluate the delivery of all workforce training and services in their respective areas through one-stop career centers. The Texas Workforce Commission (TWC) supports the local workforce development boards in each of those areas, and provides continued technical assistance and program monitoring.

In only four years, TWC has successfully transitioned and facilitated the establishment of 28 local workforce boards, creating the Texas Workforce Network that delivers services statewide. As of January 1, 2000, all 28 local workforce development boards were operational.

In 1998, Congress recognized the tremendous progress already made in Texas toward workforce reform. As a result, the Texas Workforce Commission led Texas into groundbreaking territory in July 1999, implementing the Workforce Investment Act a full year ahead of the federal mandate.

The integration of workforce training and services at TWC and the local workforce boards changes the service delivery approach from one that administers categorical programs serving special populations to one that offers a broad array of services tailored to fit the needs of the employers and residents in the area. Moreover, as this integrated system matures, customers will have increasing ability to choose the services that best address their needs. The Texas Workforce Network is employer focused, helping employers find qualified workers they need by providing a comprehensive array of professional staffing solutions that range from basic recruiting, training, and skill upgrades, to outplacement. The Texas Workforce Network aims to be the first place employers turn to find qualified employees, and the first place job seekers turn to when they begin to search for a new job or career.

To fulfill these needs, the completed Texas Workforce Network brings local control to Texas communities. The mixture of services that are provided in local Texas Workforce Centers varies by location. Key to developing a customer-choice based service network is to broaden the scope of services provided at the local level and customized them to fit the needs of the area. To this end, TWC supports local areas as they create public-private partnerships with community organizations, school districts, colleges and universities, community-based and faith-based organizations, and other public and private groups.

If Texas is to successfully meet the workforce needs of its businesses and industries, it must also be responsive to the diverse needs of its job seekers. Locally designed service delivery plans serve current workers seeking to upgrade their skills, as well as individuals entering the labor force for the first time. Job seekers include secondary and postsecondary students, dislocated workers and displaced homemakers, veterans, welfare recipients and low-income elderly, persons with disabilities, adult and youth ex-offenders among others. The integrated service delivery approach utilized in the Texas Workforce Network allows this broad range of job seeker customers to access the services that best address their specific needs in entering the Texas workforce and obtaining new and better jobs.

An important part of developing and implementing such a responsive network is to include customer choice and program accountability. The new federal workforce law, WIA, emphasizes these two factors as never before.

Customer choice means the customer -- not agency staff -- chooses the type of training he or she desires from a list of qualified providers, and finances it through individual training accounts, similar to benefits the under G.I. bill. Employers will be assured that the training their workers receive is relevant to the job. Providers must prove their graduates can do the job. This reform has great potential in strengthening the nation's workforce.

As more and more parents enter the workforce, child care becomes one of the main barriers to finding and keeping a job. To help low-income families become self-sufficient, the Network offers subsidized child care to those who qualify. The subsidized care enables parents to attend job training, go to school or otherwise prepare to find work. Unique because it serves two generations, subsidized child care in quality facilities builds a healthy future workforce. Data from a landmark study released by TWC last year on the demand, affordability, and availability of child care in each Texas county will be used to plan child care services and build capacity.

*A full description of each workforce employment and training service can be found in **Appendix J**.*

In addition to overseeing service delivery by the local boards, TWC still maintains administration of several other workforce related activities. For example, the Texas Workforce Network must respond quickly to Texas employers and their workers anticipating plant closures or lay offs. This situation occurs frequently along the Texas-Mexico border, where manufacturing jobs have been lost from shifts in trade or production shifts to Mexico or overseas. Similarly, workers in oil and gas needed assistance during the recent industry decline. Areas of the state that experienced more layoffs than anticipated in the garment, oil and gas, aerospace and high tech industries received two U.S. Department of Labor National Reserve Account grants in Fiscal Year 1999.

TWC has also initiated new technological developments by placing the job matching system online. Through TWC's *HIRE TEXAS* Internet service, applicants whose skills and experience match the specific needs of an employer are directed to the employer. Employers have free access to TWC and the local boards' labor market data. Data are available to employers through the agency's Web site, e-mail, fax-on-demand or a mailed newsletter.

TWC administers the Texas Unemployment Compensation Act (TUCA), which applies to more than 380,000 employers and provides coverage to nearly 9 million Texas workers. The purpose of Unemployment Insurance (UI) is to provide income support to workers who have lost their jobs through no fault of their own and are actively seeking new work. Federal law sets out broad requirements for state UI programs, but states which establish, maintain, and adequately fund a program in conformity with the federal requirements are allowed a great deal of latitude to establish their own guidelines for benefits payments and tax contributions. As long as a state's program meets federal "conformity" requirements, employers contributing to the state's UI program are relieved of the obligation to pay a major portion of federal UI taxes. In addition, employers that do not incur charges to their account for unemployment payments are able to lower their rates even further.

Completion of the statewide Tele-Center network allows virtually all UI claimants to file both initial and continuing claims by telephone. Employers and individuals have the opportunity to appeal claims decisions, and in Fiscal Year 1999, those appeal processes were re-engineered to improve customer service. The TWC Extranet gives employers easy, all-hours access to Texas Unemployment Compensation Act forms and information, as well as secured access to current account information. Texas employers will even be able to complete reports and pay their taxes through e-commerce advances in the near future.

TWC also administers the Texas Pay Day and child labor laws. Historically, the agency receives approximately 20,000 Pay Day claims per year. A toll-free, 24-hour hotline is available for both employees and employers to inquire about the Texas labor laws and their application, and in Fiscal Year 1999, agency employees and the automated voice information system answered an average of 19,800 information calls per month.

TWC also administers the Work Opportunity and Welfare-to-Work tax credit programs, which enable employers to reduce their federal tax bills when they hire workers from certain targeted groups, as well as Texas' state tax refunds for employers who hire certain welfare recipients.

**Agency Organizational Structure**

Three full-time Commissioners lead the Texas Workforce Commission, each appointed by the Governor to represent one of three constituencies: employers, labor and the public. The Commission holds open public meetings to adopt policies and rules for the programs that the agency oversees and delivers and to make final decisions on unemployment compensation disputes. The weekly meeting agendas and minutes are posted on the TWC Internet for public review and comment.

Serving at the discretion of the Commission is an executive director who implements policies and rules, and manages the daily operations of the Texas Workforce Commission. Supporting the executive director is a management team comprised of five Division Directors who oversee various aspects of the organization. The current organizational chart for the Texas Workforce Commission can be found in **Appendix B**.

**Size and Composition of the Agency**

The Texas Workforce Commission’s full time equivalent (FTE) count is limited by a cap of 3,930.5. Staffing was reduced during the transition, due to the transfer of large block grant services to local boards and the centralization of administrative functions that resulted in cost savings and increased efficiency for the agency. The following figure illustrates a comparison of the TWC minority staffing to statewide goals.

Table 1

**TWC Minority Staffing Compared to Statewide Goals**

EEO Job Category	Workforce Percentages**					
	African American		Hispanic		Female	
	TWC	State Goal*	TWC	State Goal*	TWC	State Goal*
Executive	9.0%	6.0%	17.3%	9.0%	53.3%	29.0%
Professional	18.9%	8.0%	28.5%	9.0%	53.3%	47.0%
Technical	14.6%	13.0%	18.7%	16.0%	47.2%	41.0%
Para-Professional	14.6%	23.0%	28.5%	34.0%	86.1%	56.0%
Administrative Support	21.3%	16.0%	35.7%	21.0%	85.4%	71.0%
Skilled Craft	14.3%	11.0%	57.1%	23.0%	19.0%	10.0%
Service / Maintenance	37.5%	20.0%	43.8	35.0%	6.3%	26.0%

\*Source: FY2000-2001 State Goal in accordance with Office of the Governor and Office of the State Auditor, SAO Report No. 99-708, page 93.

\*\*Source: Texas Workforce Commission Department of Human Resources

## Human Resource Strengths and Weaknesses

Employees of TWC and the local boards are among our greatest resources. However, a large group of personnel will be eligible to retire in the near future. Efforts are underway to transfer knowledge to high performance employees who may become future managers and to retain as long as possible those employees who would otherwise retire.

Through every facet of organizational change, TWC employees continue to demonstrate a commitment to serving their customers in a quality manner. With transition activities accomplished—all Tele-Centers fully operational, and major organizational changes concluded—TWC is entering into a period of relative stability. The agency’s workforce is more flexible and adaptable to new ways of doing business and employees are better equipped to respond to future demands.

In order to gauge employee satisfaction levels on a variety of germane topics, TWC participates in the annual Survey of Organizational Excellence conducted by the University of Texas School of Social Work. TWC is one of 56 state and local agencies that use this survey to identify opportunities for organizational improvement. A detailed list of the initiatives can be found in **Appendix F – Survey of Organizational Excellence Results**.

In October 1999, 1,609 or 44 percent of TWC’s employees participated in the Survey of Organizational Excellence. TWC improved on 19 out of 20 constructs from the year before. None of the scores in the 2000 survey fell into the “needs improvement” category. Employees expressed greater job satisfaction in 2000 than in 1998. This year, a sampling of team members from across the state gathered in Austin to recommend more improvements based on the 2000 survey. An action plan will be developed and presented for approval and implementation.

The accumulation of “years of service” by the employees at TWC is both a human resources strength and a weakness. The maturity and experience of TWC staff poses special challenges for the agency as these individuals approach retirement age; over 26 percent of TWC’s workforce will be eligible for state retirement during the period, 2001-2005. As the agency looks to the future, new technologies will be used to transfer knowledge and prepare tomorrow’s workforce development leaders. By implementing initiatives intended to develop and mentor high performing employees, the potential loss of transfer of knowledge is minimized. The Texas Workforce Commission is designing and incorporating strategies, processes, and systems that will support knowledge transfer, learning, and a work environment targeted at developing its most significant assets to sustain the organization through future changes.

**Geographic Location and Capital Assets**

The TWC executive, administrative and technology offices are located at the TWC State Office Buildings, including 101 East 15<sup>th</sup>, 1117 Trinity Street, 1215 Guadalupe Street and 9001 IH 35 North in Austin, Texas. Other TWC offices and sites are located throughout the state. In addition to owning four vacant land parcels, TWC owns sixty-one buildings with approximately 976,084 square feet of floor space. Leased office space totals 512,595 square feet at 105 sites. TWC also occupies 98 facilities provided by public and private sector partners, with numerous shared local intake sites around the state.

Floor space requirements for TWC and the boards changes periodically. The agency's commitment is to serve the boards in the development of delivery sites throughout the state while preserving TWC assets through modification or upgrades to agency-owned buildings. The agency strives to maintain effective space utilization and monitors floor space requirements to identify obsolete facilities for liquidation, consolidation or reduction of existing leased office space.

Agency assets consist of over \$93 million in physical property. TWC continues to strengthen asset management, property policies, and controls used to manage, monitor and track property. Asset oversight is a high priority for the agency. During Fiscal Year 2000, the agency conducted physical inventory of state property. TWC's internal property accounting application meets the state property reporting requirements.

During Fiscal Year 2000, TWC will enhance asset management applications to ensure close tracking of property transferred from one cost center to another. TWC will also benefit from the state's Integrated Statewide Accounting System (ISAS), a uniform accounting and human resources application that will streamline data entries.

**Technological Developments**

The impact of information technology on current agency operations includes use of web sites, e-mail and other Internet-related tools for communication and transactional purposes.

As federal funding for universal access to workforce development services decreases and new federal programs incorporate a self-service component, technology becomes a critical element in the Texas Workforce Network ability to provide a self-service option to some customers and a more convenient access to other customers.

Communication between the state offices and the local boards is facilitated by advanced technologies developed by and available through TWC. Technology



allows the Network to serve a much larger group of people in a more efficient manner.

TWC continues to refine and build on the national award-winning project The Workforce Information System of Texas (TWIST). This centralized database has been developed to integrate client enrollment in Texas Workforce Network services and optimize the services available.

Nearly every function of the agency has benefited from improvements made available by technology. E-mail capabilities throughout the agency and to workforce partners increase the ability of any member of the Texas Workforce Network to communicate rapidly with another. A new accounting system using PeopleSoft software, which is outsourced to Northrup Grumman, has been implemented and human resources will implement a second phase of PeopleSoft software in Fiscal Year 2001.

The TWC Internet site has a wealth of information just a click away for employers, workers and the general public. Here one can find the average wage paid for a specific profession in a defined geographic area, information on employment law, and links to local workforce development boards. Access to information on certified training providers, job matching services and even a prototype of an employee handbook are also available.

Constant upgrading of functionality and content on the TWC web site's more than 4,000 pages result in over 800,000 hits per week. Just as the Internet is proving to be an important means of service delivery, the 70,000-paged TWC Intranet provides a valuable communications link and information resource to Texas Workforce Network partners and agency staff throughout the state. One of the many internal resources on the Intranet is the award winning new employee orientation program that has saved the agency over \$90,000 in training expenses. The Texas Incentive and Productivity Commission and the State Auditor's Office recognized this program for its innovation. It is currently being replicated at a wide variety of agencies within state government. Also on the Intranet is a series of instructional manuals and policy letters as a handy resource for workforce boards and their service providers.

Several enhancements have been made to the web site over the past two years that are having a dramatic effect on the way that the Texas Workforce Network does business. *HIRE TEXAS*, the new Internet-based job-matching system, allows employers and workers to match needed skills and experience all without a trip to the local workforce office or prolonged phone conversations with employment service staff. Employers get 24 hours –7 days a week access to the largest database of job seekers in the state and workers can view thousands of job orders from Texas employers. Currently *HIRE TEXAS* accounts for approximately 10 percent of the job orders and applications the Texas Workforce Network receives, many from employers who have never used employment services in the past.

Coupled with the Tele-Center network of call centers, the initiatives resulted in the reduced length of time the average claimant receives unemployment insurance benefits, thereby reducing claim costs to employers.

In addition to the recruiting services employers can access over the Internet, an Extranet has been developed to allow Texas employers 24 hours-7 days a week access to unemployment tax forms and information, and secured access to current account information. Employers can review account information, calculate the desirability of a buy-down option for tax rates, and calculate the taxes they owe. For employers without Internet access, many of the same options are available via a toll-free telephone number.

Over the past two years, information technology has been an instrumental ingredient in establishing seven call centers that handle all initial unemployment insurance benefit claims and related matters. These Tele-Centers are freeing unemployed individuals to spend more time on their job search and saving significant time and materials costs for the services. Continuing claims are handled with an automated voice response system.

Work has begun on e-services capabilities for unemployment insurance tax payments, upgrades for the *HIRE TEXAS* system are on the drawing board, and the training provider certification process required under WIA is being developed.

### **Impact of Anticipated Technological Advances**

With the myriad of opportunities for and demands on technology resources, TWC in conjunction with the local boards has begun evaluating the long-term needs and desires of the Texas Workforce Network's customers. This evaluation will provide the framework and criteria for future technological development.

While the majority of these developments will be driven by the employers needs of the Texas Workforce Network, an evaluation of the technology platforms and architecture is important to ensure the hardware exist or is budgeted to meet the long-term strategic technology plan.

From the business side, the goal is an integrated web site that provides a complete array of self-service options. It is envisioned as a site where employers can enter and pay taxes, list job openings, complete and transmit applications for training grants, and access business information in an intuitive manner. Job seekers will be able to do a self-assessment of current skill levels, look at a variety of professions and the skills needed to succeed, find training options, and find employers currently in the market for a specific profession. Those workers qualifying for unemployment insurance benefits could register their initial and subsequent weeks claims online, search for jobs, find and register for training classes and eventually take the classes online.

However, it is not the goal of TWC to build a web site that supports all of the self-service functions, but rather to build a web site that meets the needs of its customers. Carefully crafted partnerships with private business and other government agencies and will be a critical part of the web site development process. The result will be an information rich, integrated and transactional site that provides significant value to the customers of the Texas Workforce Network.

### **Effective and Efficient Operation**

The Texas Workforce Commission has accomplished a great deal in the four years since it was created. All 28 local workforce development boards are operational, completing the Texas Workforce Network. Seamless customer service is provided through the many Texas Workforce Centers operated by local boards. Texas is one of only two states to fully implement WIA a year early and is a leader in welfare reform. More children received child care this year than ever before, contributing to Texas' success in moving people from welfare to work.

TWC has achieved its goal of moving programs from state to local control while continuing to provide vital services to businesses, job seekers and communities. However, with this success came the realization that the roles of workforce development partners needed to be clearly defined and communication and interaction between the partners needed to be refined.

A system for communicating client information between local areas and the state office has been implemented. Local boards can now connect their computers to a central database via a statewide mainframe relay network for real-time database update and inquiry. The system is called The Workforce Information System of Texas (TWIST).

Local control of workforce development has intensified the need for thorough contract management. TWC has strengthened many management controls, including those concerning procurement in response to state audits. The Contract Services Department has standardized many of the procedures in the contracting process and keeps contractors informed of requirements for fulfilling these contracts. This department confers and consults with Legal Services, Funds Management, and other departments as necessary to develop and execute all agency contracts to improve various aspects of contract administration. This process ensures that each contract we execute contains adequate protection of agency interests and reduces our risk exposure. Performance expectations and limitations on funding use are delineated in the contracts. The number of additional services provided requires a steady flow of contracts through the department to ensure contractors understand and are in contractual agreement with deliverables. Standardization and systemization of the contracting process improves performance of the Texas Workforce Network and maximizes financial resources.

The completion of the Workforce Network shifted TWC's focus to one of monitoring and technical assistance. The Commission, through the Contract Monitoring Department, monitors the fiscal and performance aspects of contracts with local boards and other direct contracts for local service. TWC continually improves strategies to ensure that fiscal accounts and performance are monitored at all times. The 113 on-site monitoring reviews during fiscal year 1999 identified program and financial issues that were quickly addressed to improve accountability. An additional 192 desk reviews were completed, resolving a total of 101 audit findings and 339 management letter issues were resolved.

As part of TWC's organizational development, a Planning Department was also established in July 1999. Responsibilities of this department include assisting TWC in developing its strategic and business plans and evaluating the agency's many programmatic plans to ensure that they are consistent with the agency's initiatives and strategic goals. The Planning Department coordinates and assesses performance measurements, and reports the measures to the Legislative Budget Board and the Governor's Office of Budget and Planning. The department also oversees the tracking of progress on major agency initiatives and provides status reports. In this function, the Department helps implement legislative requirements and interagency projects. Coordination among the agency's various planning efforts will continue to be a key function for the agency in the next few years as new federal programs mature and are integrated into the workforce development system.

TWC successfully implemented a new integrated financial system, using PeopleSoft software that includes modules for general ledger, accounts payable and purchasing in September 1999. The next implementation phase will include modules for requisitions and receiving. Human resources modules will be phased in later this year.

Efficiencies were also achieved with the completion of the Tele-Center system of seven call centers. Over 730 employees from around the state were affected by the Tele-Center transitions. Retention of trained staff was a critical goal throughout this process. Detailed transition and change management plans were communicated regularly to all employees. Over 85 percent of unemployment insurance claims personnel transferred to Tele-Centers or other positions with the state, or exercised regular or special retirement options.

The transition period for TWC has been challenging. With 28 boards fully operational, the Texas Workforce Network is complete. The reorganization to implement local control of programs is complete. Administrative functions were reorganized and centrally located in the state offices for efficiency. TWC has successfully moved from implementation of programs to providing technical assistance and monitoring program performance at the local level for the Texas Workforce Network.

The nation has recognized Texas as a leader in the implementation of WIA and duplicated many of TWC's innovative efforts. Other states have implemented planning strategies such as a dedicated WIA web site and the training provider certification system that paralleled Texas' efforts. Several states have incorporated essential features of Texas' Strategic Plan and have obtained input and advice from the agency to get a first hand view of WIA operations. All of these actions have been accomplished in an impressive, short four years.

### Historically Underutilized Businesses

The Texas Workforce Commission actively promotes purchasing from and contracting with historically underutilized businesses (HUBs) in its procurement of office supplies, materials, equipment, and professional services. The agency solicited bids from over 1,900 HUBs during Fiscal Year 1999 and exceeded state purchasing goals for both professional services and commodity purchases with 79 percent and 16.2 percent, respectively, of total purchase payments going to HUBs.

HUBs are encouraged to register as a vendor with the General Services Commission (GSC). To make it easier for HUBs to register and become certified with the GSC, TWC's website contains downloadable HUB vendor applications, access to agency bid opportunity notices and access to other related state agency websites.

During Fiscal Year 2000, TWC initiated a new HUB Subcontracting Plan as part of the agency's construction and information technology bidding process. The new initiative will ensure that prime contractors make a good faith effort to solicit and report HUB subcontractors to the agency in a timely manner.

Of the 69 agencies and universities spending \$5 million or more, TWC ranked 3<sup>rd</sup> in adjusted HUB participation rates spending \$5 million or more in adjusted HUB purchases and 10<sup>th</sup> in total HUB participation rates. TWC greatly exceeded state goals for adjusted HUB participation in two of four GSC purchase categories, Professional Services and Commodities. The agency's overall adjusted HUB participation rate increased in Fiscal Year 2000 to 24.7 percent of total dollars spent, a 9.9 percent increase from our Fiscal Year 1999, while its total HUB participation rate increased to 28 percent, a 119 percent increase over the rate for Fiscal Year 1999. Both TWC's adjusted and total HUB participation rates are well above the state average at 28 percent and 24.7 percent respectively, compared to 8.2 percent and 12.1 percent state averages.

TWC will continue to participate in private business and GSC-sponsored economic opportunity forums, as well as in private and public professional conferences, in an effort to increase outreach activities to certified vendors and assist potential HUB vendors to become certified.

<b>Fiscal Year 1999 Accomplishments</b>
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During 1999, the Texas Workforce Network produced substantial achievement in several areas and was established as a national leader in workforce development. Some Fiscal Year 1999 accomplishments include:

- Completed the Texas Workforce Network when the final local workforce development board became operational on January 1, 2000. Of the 128 one-stop centers across the state, 58 have met full service certification requirements;
- Filled more than 173,000 employer job postings;
- Awarded Skills Development grants to approximately 300 businesses, including 24 consortia of small and medium sized businesses; trainees filled approximately 5,137 new jobs and 6,157 upgraded jobs;
- Assisted agricultural employers in placing more than 2,500 workers in agriculture related jobs lasting more than 150 days;
- In partnership with employers, designed and implemented a new *HIRE TEXAS* web site allowing for more online job matching;
- Introduced new internet technology that gave the state's 380,000 employers secured access to unemployment insurance tax account information and filing quarterly reports online;
- Assisted more than 30,000 employers in obtaining over \$61 million in Work Opportunity Tax Credits;
- Provided workforce services to 1.4 million individuals;
- Provided tailored employment and training services for 119,000 veterans in Texas workforce centers;
- Ranked among the top 10 states in transitioning parents from welfare to self-sufficiency. By August 1999, more than 385,500 Texans went off welfare rolls, a reduction of more than 53 percent since 1995;
- Obtained for Texas a \$16.3 million bonus from the U.S. Department of Health and Human Services for success in placing welfare recipients into jobs in Fiscal Year 1998;
- Implemented the Workforce Investment Act of 1998 (WIA) a full year before required to be in place. Texas was one of the first two states to implement early;
- Provided child care subsidies to approximately 92,000 children across the state as their parents move toward self-sufficiency;
- Received 2,367,530 calls at the UI Tele-Centers, with a 97 percent customer satisfaction rate and shortened the wait time to less than 1.5 minutes;
- Received the Governor's Productivity Suggestion Award and the 1999 Human Resources Innovative Practice Award presented by the State Auditor.

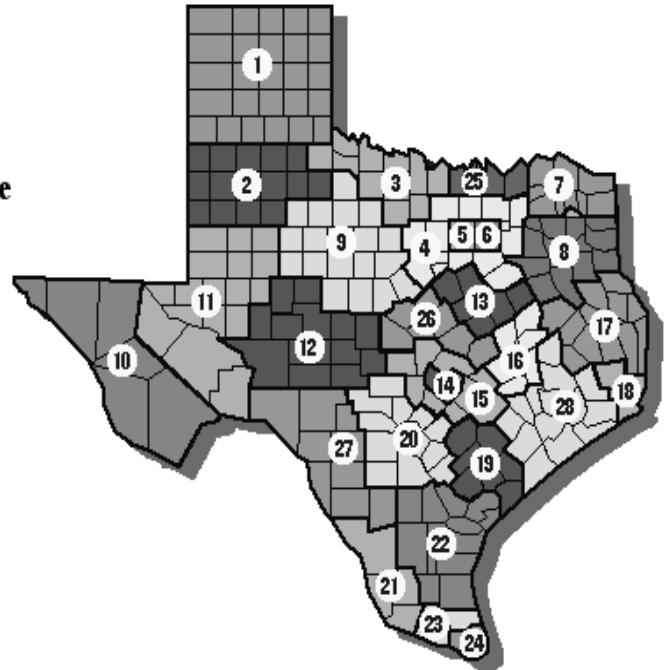
**Local Workforce Development Boards**

The 28 workforce development areas represent economically integrated labor markets. Although designated areas may include several or only a single county, boards serve all 254 Texas counties. Figure 2 illustrates the Texas Workforce Network’s local workforce development areas.

Appointed by the county judges and mayors of large cities in the area, each local workforce board benefits from the expertise of members representing a specific sector or subject area. A majority of each board comes from the private sector, representing local area businesses, and has significant decision-making authority. The employer focus assists individual areas in targeting the needs of business in the design of education and training services to support Texas' goals for economic development.

Figure 2  
**Texas Workforce Network’s Local Workforce Development Areas**

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





The boards provide customer groups with a full array of employment and training services at one-stop centers. The boards oversee the delivery of services provided under the Workforce Investment Act, TANF and Food Stamp Employment and Training, Child Care Services, as well as planning the Wagner-Peyser Employment Services. To date, the boards have established 128 Texas Workforce Centers across the state, 58 of which have met full-service certification.

Local control over large block-grants stands as the cornerstone of the Texas Workforce Network. Critical to the success of this new delivery system is the elimination of categorical program boundaries to the extent possible under federal law, while focusing on the integration of services in one-stop career centers.

Since the local boards cannot, by law, deliver services, they procure a variety of contractors. Part of the charge of local boards is to monitor and oversee their contractors and to ensure that local policies provide guidance for a responsive workforce development network. As Texas further develops a results-oriented approach, local boards and TWC, are responsible for the success or failure of contracted services. Therefore, not only must TWC respond to the need for accountability and effective services, but also the local boards must make accountability a priority, especially as the number of local area partnerships increase.

### **Impact of Federal Policies**

The vast majority of TWC programs and funding have historically come from federal sources. For Fiscal Year 2000, federal funding accounts for nearly 88.1 percent of the agency's budget. Each of the federal programs comes with federal oversight from a variety of agencies and extensive regulations. Additionally, the state has a vested interest in ensuring that workforce programs are successful and supports oversight and regulations. The federal agencies having the most significant program oversight of TWC are the U.S. Departments of Labor, Health and Human Services, Agriculture and Education.

Congress has established a workforce system designed to provide services to employers and residents. Additionally, Congress has enacted welfare reforms that have had a significant impact on the nation's workforce, as well as on service populations for job training and workforce education. The nation's strong economy has complemented these reforms and permitted many new workers to join the labor force, and appropriations have supported activities to help them obtain and retain those jobs. At the same time, however, federal agencies have had difficulties implementing the sweeping reforms and have been delayed in adopting regulations to administer the programs. These actions have hampered states, in turn, that are establishing policies for workforce and welfare reforms. In some situations, the final regulations were far different from what the states expected the federal agencies to hand down. Last-minute changes often cause a redesign of service delivery.

These issues have restricted Texas' ability to respond quickly to the shifts in our State's diverse economy. TWC and the local workforce boards maintain focus on ensuring that the workforce system is effective and efficient, within the constraints of federal laws and regulations. A description of current federal activities and the anticipated impact of federal activities on service populations as follows.

### **Workforce Investment Act of 1998 (WIA)**

In 1998 Congress enacted legislation that replaced Job Training Partnership Act. In many ways, the new law mirrored the bold moves taken by the Texas Legislature three years earlier in passing workforce reform for Texas. Known as the Workforce Investment Act of 1998 (WIA), this law requires states to establish local workforce boards to administer services through one-stop centers as a cornerstone of workforce development. The head start Texas had in forming and certifying local workforce boards and assisting them in becoming operational under HB 1863 made the decision to fast track the implementation of WIA easy. In July 1999 Texas implemented the elements of WIA a full year before it was required.

While the decision to implement early came with significant advantages to the Texas Workforce Network and the clients and customers of the workforce centers, it also came with some disadvantages. The U.S. Department of Labor (DOL) is still working through many of the regulations and guidelines that come with the implementation of new federal law. As a result, the first year of implementation requires a great deal of flexibility as DOL determines the finer points of the law.

### **Temporary Assistance to Needy Families (TANF) “Choices”**

In 1996, Congress enacted the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) that merged Aid to Families with Dependent Children, JOBS and Emergency Assistance Program into a single block grant entitled Temporary Assistance for Needy Families (TANF). States were given the flexibility to set benefit levels, eligibility requirements, and other details. Texas initiated welfare reform under HB 1863, earlier than PRWORA and was granted a waiver on certain federal requirements. Texas will operate under parts of its waiver until it expires in March 2002. When the Texas waiver expires, more individuals will be subject to work requirements and will need to be served to meet the federally mandated participation rate.

In anticipation of this change, the 76<sup>th</sup> Legislature took steps to transition Texas to a post-waiver service delivery design that better prepares the State to meet the federally mandated participation rate. To complete this transition, Choices will need to be enhanced in those counties previously exempted by the waiver.

States received final TANF regulations in April 1999, effective October 1, 1999, that significantly increased flexibility with respect to the design of services. Final

regulations defined “assistance,” and clarified definitions related to federal time limits, participation rates, as well as allowable activities such as post-employment services, including on-the-job training. Post-employment services such as child care and training can be funded under TANF without increasing the number of people on a state’s cash assistance caseload, and without exhausting clients’ time-limited benefits.

PRWORA charged states with meeting specific work participation rates for adults receiving TANF benefits. In Fiscal Year 1999, Texas exceeded both federal PRWORA standards and was among the top 10 states for job placement and one of the 27 states sharing the \$200 million federal incentive bonus. In December 1999, Texas earned a \$16.3 million bonus for high performance in placing welfare recipients in jobs in 1998.

Funding for TANF was originally based on each state’s historical levels of spending. States generally anticipate a lower level of funding when Congress considers re-authorizing TANF because caseloads have declined during recent years, resulting in lower than expected levels of expenditures.

### **Child Care and Development Fund (CCDF)**

The lack of child care continues to be one of the most cited reasons for not being able to work. In this period of high employment, it is critical that this economic development tool is available to parents joining the workforce. In addition, child care is a vital support service for welfare families transitioning to self-sufficiency and preparing children for success in school.

In 1996, the Child Care and Development Fund (CCDF) was enacted as a part of PRWORA. CCDF amended 1990 federal law consolidating federally funded child care services delivered through the states. Final regulations were issued by the Administration for Children and Families (ACF) of the U.S. Department of Health and Human Services in July 1998. The CCDF regulations established two key principles: recognizing that parents need child care to support work, education or training and providing parental choice. The federal regulations require that subsidized child care is provided only in instances when the parent is working or attending education or training in preparation for work.

Parental choice, as established in the federal regulations, allows parents to choose any facility that accepts subsidized child care payments or arrange for care by a relative. Thus, parents have the ability to choose the care that fits their needs. To ensure that parents have access to a wide range of care, states are required to evaluate payment reimbursement rates at least once every two years.

Additional changes resulting from the new federal regulations include restrictions on expenditures, ensuring that a majority of funds be used for direct child care services. Funding also supports child care activities such as expanding the number of qualified child care workers, extending child care to nontraditional

hours or younger children, and increasing reimbursement rates for high quality providers.

### **Welfare-to-Work (WtW)**

The Balanced Budget Act of 1997 (BBA) authorized DOL to provide Welfare-to-Work formula grants to local workforce boards, states, and local communities to support their efforts to help the welfare recipient transition from welfare to permanent employment. These grants specifically target services to hard-to-serve TANF recipients who have significant barriers in obtaining employment. Texas received approximately \$75 million in federal WtW funds for Fiscal Year 1998 and \$70.9 million in Fiscal Year 1999. This federal funding requires a 33 percent state match.

Congress lifted some of the difficult restrictions and precluded many states from using the WtW money. States are not able to make these new eligibility determinations until July 1, 2000, and no grant funds can be expended on the newly eligible individuals until October 1, 2000. Mandates and unnecessary regulations may prohibit those in the greatest need from receiving the services.

### **Food Stamp Employment and Training (FSE&T)**

The goal of the Food Stamp Employment and Training (FSE&T) is to assist food stamp recipients in becoming employed and self-supporting through participation in employment, job readiness activities, job search, education, and/or vocational training activities. Funding for the FSE&T program falls into three different categories:

- 100 percent federal grant
- state/federal funds at a 50/50 matching rate
- 100 percent state funds

Funding for the program is approved by the U.S. Department of Agriculture's Food and Nutrition Service in the State's annual plan.

The 100 percent federal grant may only be used for client services, with costs in excess of the grant funded at a state/federal match rate of 50 percent. All support services such as transportation and dependent care must also be funded with 50/50 matching funds up to statutorily defined limits. Support services in excess of these amounts must be funded with 100 percent state funds.

Under PRWORA, eligibility for food stamp benefits for able-bodied adults without dependents (ABAWDs), aged 18 to 50, was limited to three out of 36 months unless engaged in specific work or training activities. The BBA required that 80 percent of the 100 percent federal grant funds be expended to serve

ABAWDs. Funding to serve FSE&T families with children is limited to the remaining 20 percent of the federal grant and state/federal matching funds.

The number of ABAWDs in Texas has dropped by 81 percent between August 1996 and February 2000, from 79,625 to 14,398. However, the limitation imposed by the current requirement prevents Texas from providing available resources for a significant number of food stamp recipients with children who need job training, child care, and other services allowable under the FSE&T program. Revisions to the federal allotment formula for FSE&T would be beneficial to Texas by basing the allotment on the number of all mandatory registrants in the FSE&T program, instead of only ABAWDs.

### **Trade Adjustment Assistance**

Trade Adjustment Assistance (TAA) provides funding for training, job search, and relocation assistance to individuals who lose their jobs due to foreign imports. Congress established the North American Free Trade Agreement-Transitional Adjustment Assistance (NAFTA-TAA) in 1993. The transitional program is part of the overall TAA program and targets workers who lose their manufacturing jobs due to imports from Mexico or Canada or production shifts to those countries. The program also covers workers in companies that are indirectly affected by trade with Mexico or Canada. In Fiscal Year 1999, Texas received approximately \$12.9 million for TAA and NAFTA-TAA.

DOL recommended several legislative changes to the TAA program in 1999, including increased dislocated worker funding, assistance to firms that shift production to another country, reduced DOL certification by one-third, performance measures for all TAA programs, and making “secondary workers” aware of benefits. Texas differs from other states in the characteristics of the affected workers, requiring more intensive services than needed elsewhere. In particular, the lower educational attainment of affected workers in Texas makes the challenge of retraining more difficult. No legislative action was taken on these recommendations, except reauthorization of the established programs through December 31, 2001.

### **Alien Labor Certification**

For many professional, technical, managerial, and skilled occupations, Alien Labor Certification (ALC) allows employers who have been unable to hire qualified workers eligible to work in the U.S., to file a labor certification application to bring foreign workers into the U.S. on a permanent or temporary basis. TWC assists employers in filing their application for labor certification, coordinates recruitment efforts and gathers information which forms the basis for the Department of Labor’s (DOL) determination to grant or deny labor certifications. Employers who wish to hire alien workers must demonstrate that they have attempted to recruit United States workers. Employers must also offer

prevailing wages and working conditions, which will not adversely affect similarly employed U.S. workers.

Applications filed for labor certification are processed in the order received, according to strict guidelines imposed by DOL. The restrictions placed on this program by Congress and DOL make it difficult to administer in an efficient manner and contribute significantly to the backlog that exists for the state. Since 1996, federal funding and staffing levels for this program have been substantially reduced. During the same time period, the number of applications and prevailing wage determination requests has increased dramatically. Currently, the state is still processing applications filed in early 1998. DOL who is charged with certifying requests is experiencing similar backlogs. An analysis of what measures would be needed to eliminate the current backlog in Texas has been completed by TWC. As a result of the analysis, additional full-time permanent positions and temporary positions for the ALC processing have been authorized and filled. TWC will continue to monitor the situation to ensure significant progress is being accomplished.

### **The Ticket to Work and Work Incentive Improvement Act of 1999**

This law provides new opportunities for people receiving Social Security disability benefits who want to return to work. The law requires the Social Security Commissioner to establish a Ticket to Work and Self-Sufficiency Program to provide tickets, or vouchers, to disability beneficiaries for vocational rehabilitation, employment and support services from the provider of their choice. Provisions of the law are implemented over three years, beginning January 1, 2001. The law is expected to result in increased coordination among TWC, the Texas Rehabilitation Commission, the Texas Commission for the Blind, the Social Security Administration, and the local boards, and increased need for training providers for these clients.

### **Working with other State and Federal Entities**

The Workforce Investment Act of 1998 presents new opportunities to establish formal linkages with diverse partners. In addition to the Texas Council on Workforce and Economic Competitiveness, TWC has established partnerships with the Commission for the Blind, the Texas Education Agency, the Department of Human Services, the Higher Education Coordinating Board, the Rehabilitation Commission, the Department of Health, the Department of Economic Development, Department of Protective and Regulatory Services and the Department of Housing and Community Affairs. Additionally, TWC coordinates operations with the Department of Criminal Justice and the Texas Youth Commission. TWC will continue to develop new partnerships during the next few years.

TWC believes that its relationship with the Department of Human Services (DHS) extends well beyond the electronic interface between its two information systems. A cooperative approach to serving those clients represented in both agencies' caseload is essential if an effective and cost efficient delivery of services is to transpire. To this end, TWC and DHS, under the guidance of the Health and Human Services Commission, participate in interagency workgroups to address legislative, programmatic, fiscal and automation issues that affect their mutual caseload. This collaborative effort extends throughout the TWC Network and is most evident in the programmatic workgroups convening at the local level, for example, in areas along the State's southern border where close collaboration has produced strong work participation rates among two-parent families. Local Workforce Development Boards, service delivery contractors, and DHS staff jointly address issues that ensure better services.

The Employment and Training Administration of the Department of Labor and TWC worked to interpret new rules and negotiate performance measurement methodology and continues to evaluate performance measures for appropriateness and accuracy.

The U.S. Department of Health and Human Services has begun including local workforce boards in Region VI when meeting with federal staff and child care state administrators. Many of the interactions between TWC and its state and federal partners also involve local partners. Coordination among policy makers at all levels enhances the ability of the Texas Workforce Network to provide the best services possible.

### **Key Challenges**

#### **Flexible, Just-in-Time Agility of the Workforce**

Established methods of doing business are experiencing significant challenges by the speed of technological change. Companies must constantly reevaluate their business practices for better, more efficient and effective means to deliver products and services to customers. Texas must stand ready to assist companies seeking to locate or expand in the state.

To keep up with the workforce needs of the State, TWC and its board partners will need to be increasingly flexible and agile in responding to the changing environment. Although great strides have been made in providing additional flexibility in implementing federally funded workforce development services, the majority of funds remain categorical in nature, and federal overseers are reluctant to relieve states of federal requirements.

The boards still offer workforce network services based on categorical eligibility criteria established by the federal government with the single exception of TANF eligibility where change may be expected with the expiration of the waiver.

These restrictions continue to hamper the Texas Workforce Network's success in building a fully integrated workforce network. As the Commission resolves policy issues within allowable limits, boards will be in a position to assemble effective and efficient service delivery tools.

At the state level, expiration of the State's welfare waiver may invite Texas lawmakers to reconsider eligibility and other requirements. New flexibility in federal regulations allows States to assist clients after becoming employed. Changes in the design of education curriculum – especially for adults -- are needed to build the basic skills of these new Texans in the workforce. The curriculum now available is not oriented toward developing workplace readiness quickly and efficiently, hindering the boards' ability to help adults find adequate employment or training. TWC will work with the Legislature and the pertinent agencies to ensure the development of appropriate curriculum.

TWC uses continuous improvement strategies to ensure that fiscal accounts and performance are monitored at all times with the large numbers of individuals now in the labor force. Staff turnover at all levels has created challenges in providing the technical assistance, particularly regarding funds management and performance, that is essential for the boards' increased responsibility for all aspects of management of workforce service delivery including child care services.

In addition, while federal resources focus primarily on improving the employability of new workers who are beginning their careers, comparatively few resources are available to provide advanced skills training to those already employed or in the middle of their careers. Texas must be prepared to equip these current workers while they are on the job. Job retention and enhancement services will be in ever greater demand as we enter the more competitive global marketplace.

### **Reaching out to Rural Areas**

More than 86 percent of the State's adult TANF population resides areas offering a broad array of workforce services. The remainder reside in the State's more rural areas where fewer services are offered by the Texas Workforce Network. Many of these rural counties need a more solid connection to the Network to access opportunities for growth and prosperity.

TWC is responding with a community-driven initiative to include rural areas in the Texas Workforce Network. The primary goal of the initiative is the development and implementation of county specific plans to provide full and comprehensive workforce development services to rural areas. To begin, this initiative aims to expand workforce services to counties with 100 or more eligible adults. The project anticipates extending services in 26 counties identified as home to approximately 50 percent of the eligible population residing in the 161



minimum service counties, ultimately creating successful employment outcomes for the targeted individuals in these remote areas. TWC will facilitate teams of local boards and other partners to identify rural service delivery expertise.

### **Fatherhood Initiative**

TWC has facilitated an initiative with the Office of the Attorney General to outreach noncustodial parents who are unemployed or underemployed. The purpose of the initiative is to improve the well being of children by increasing the number of children growing up with loving, committed and responsible. The fatherhood initiatives support the Governor's vision for strong families and personal responsibility in Texas, and demonstrate coordination between state agencies and local entities.

An outstanding project is under way in the Gulf Coast Workforce Development Area, where Houston domestic courts are referring cases directly from the courtroom to services at the Texas Workforce Centers. At the local level, fathers may receive assistance in obtaining or retaining work, education or training, counseling, or other services necessary in order to meet their child support responsibilities.

Although the state's 1995 welfare reform law contemplated such referrals, outreach has been limited because of confidentiality requirements that restrict the exchange of information between agencies. Nevertheless, TWC hopes to extend these projects to locations throughout the state.

### **Visibility and Awareness**

While the 28 area boards are all now operational, they continue to face obstacles that hinder making the workforce network available to all Texans. In many areas of the state, the workforce network is less visible to employers and job seekers than envisioned by TWC and local workforce development boards.

TWC and boards will develop strategies to spread the word about the workforce network of service delivery. TWC will increase the network's visibility by engaging employers, through the boards, in planning workforce network services and by making services available to employers and to job seekers. The network will strive to appeal to the universal population.

Many people still associate TWC with the former Texas Employment Commission. This perception fails to recognize the greater breadth of services available through TWC, the local workforce boards and other network partners.

For example, in 1999 TWC commissioned a 1999 employer survey to assess 115 employers' perception of the Texas Workforce Network. Of the respondents surveyed, only eight percent use the network. Sixty percent of the respondents

that have used the system indicated that it is good at providing job-ready candidates, training programs, and responding to employer needs. Of these respondents, 55 percent indicated they would probably use it in the future.

The challenge for TWC and the boards is to market the availability of the Texas Workforce Network. The full results of the Employer Agency Perception Survey may be found in **Appendix I**.

### **Maintaining the Knowledge Base**

Staff turnover has created challenges in providing the technical assistance, particularly regarding funds management and performance, that has been essential for local workforce boards to assume increased responsibility for all aspects of management of the child care program.

## **Opportunities**

### **Engaging Charitable Choice and Faith-Based Organizations**

In December 1996, Governor George W. Bush issued Executive Order GWB 96-10 directing state agencies to begin aggressive implementation of the landmark “charitable choice” provision of the federal welfare law. This statute invites private religious organizations to assist in service delivery, while at the same time guarding the religious integrity of participating entities and the religious freedom of beneficiaries. These new service providers offer solutions to persistent problems experienced by families, solutions that are rarely brokered in the public sector. The Texas Workforce Commission, along with the local workforce development boards, has actively implemented this Executive Order through partnerships with faith-based and community-based organizations. A new web site seeks to encourage additional partnerships.

### **Expanding and Improving Child Care Services**

A landmark study entitled *Texas Child Care Portfolio*, completed in 1999, identifies two major child care needs throughout Texas – additional qualified child care workers are required, and additional capacity is needed to increase the state’s ability to serve younger children. Both issues present significant challenges and opportunities for the state through 2005 and beyond.

In an effort to increase the number of qualified child care workers, TWC is providing grants to eligible child care workers as a part of the Train Our Teachers (TOT) award established during the 76th Legislature. The award can assist in payment of the cost of credentials, tuition, and fees to attend college to receive child care accreditation, or related expenditures. Recipients of the award have committed to working at a regulated child care facility for 18 months.

The need for quality child care was further recognized by the Legislature when it enacted a law that allows “designated vendors” to be paid at a higher reimbursement rate than regular providers. Designated Vendors are those providers that voluntarily meet standards higher than the minimum required for licensure by the Texas Department of Protective and Regulatory Services (TDPRS).

As Texas prepares for the expiration of its welfare reform waiver in March 2002, the age of child exemption from federal work requirements is being lowered. More and more parents are now mandated to meet the federal work requirements, causing the demand for child care services to infant and toddler age children to increase. Moreover, the cost of care continues to rise, partly due to the higher cost of caring for these young children, it is becoming more difficult to balance the need for quality, affordable, accessible child care with state required performance measures. Texas has an opportunity to enable more people to transition from welfare to work and self-sufficiency by focusing more resources on expanding child care services, especially for the infant and toddler population.

### **Promoting Independence for Texas Youth**

An example of TWC’s coordination with other state agencies is the development of an employment and training initiative for foster care children aging out of the protective services of Texas Department of Protective and Regulatory Services (TDPRS). TWC can assist this youth population through the Workforce Investment Act’s services to youths, and the WtW funds after October 1, 2000, when funding restrictions are eased. Local workforce boards and their special youth advisory committees devise service strategies for these and other at-risk young adults. Services might include GED preparation, job search, or training or education to increase skill levels and future employability. Services are intended to promote independence and self-sufficiency among this youth population.

### **Advancing Today’s Workforce**

To respond to employers’ demands, the Texas Workforce Network must devise strategies to upgrade the skills of the state’s existing workforce. Yet these strategies must be developed within the categorical boundaries remaining in federal guiding laws. In enacting HB 1863, the Texas Legislature created the Skills Development Fund which permits employers and community or technical colleges to design customized training to improve the skills of current workers. Employers have aggressively applied for the limited amount of funds available for these services. In addition, two landmark amendments to federal law made in the last year offer new opportunities to expand the skills of people with disabilities and senior workers. Changes in earned income caps will allow each of these groups to retain their benefits while at the same time entering a job or remaining employed.

### **Emphasizing Accountability**

The Commission takes seriously its role in maintaining strong accountability procedures for employment and training funds, part of the original mandate in the state's workforce reform law. The entire workforce system's emphasis on creating strong linkages between employers, who create jobs, and educational and training entities, who prepare workers, is designed to equip Texans for jobs that truly exist. Toward that end, TWC and the local boards aim to exceed performance targets established by the Legislature for workforce services.

The new federal workforce reforms also call for strengthened accountability procedures, setting performance evaluation standards that assist boards to meet the needs of both participants and the businesses that put them to work. Creation of a provider accountability system will enable participants and employers alike to choose the most appropriate training for the jobs available. TWC has successfully crafted a monitoring and performance accountability system that begins to maximize results for job seekers and employers using the workforce network of services. As needed, TWC made adjustments monitoring performance requirement to help boards meet their performance goals and objectives. Performance accountability and monitoring are continuing opportunities to bring optimal service satisfaction to customers.

### **Improving Customer Service**

TWC will work on several initiatives to improve customer service over the next four years, including:

- Provide access to workforce services in coordination with the local workforce boards to rural areas of the state ;
- Establish a procedure to encourage parties to settle a wage claim dispute before seeking administrative action through the Texas Pay Day Law to expedite cases and better utilize alternate dispute options of arbitration and mediation rather than litigation;
- Examine procedural changes to distribute wage claim documentation to all parties during an investigation for more accuracy and faster resolution;
- Examine ways to implement a process to allow individuals to file or respond to a wage claim electronically, to make the claim process more accessible and convenient;
- Conduct a new telephone survey that addresses different dimensions of the customer's experience with the Texas Workforce Centers;
- Include the possibility of online satisfaction surveys, allowing our customers to complete and file surveys electronically over the Internet as part of the E-Vision project to redesign the TWC webpage;

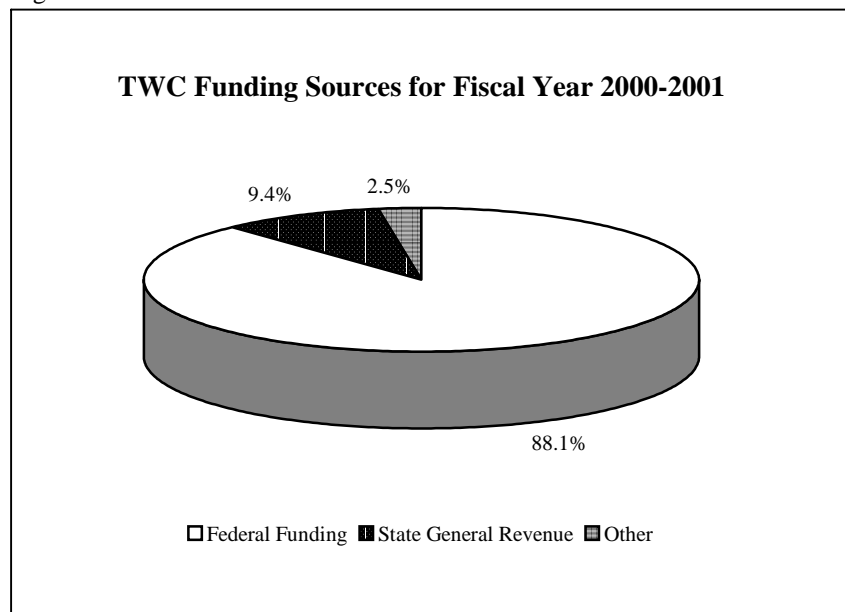
- Produce a video that can be used at presentations, meetings, and conferences to increase awareness of services provided by TWC; and,
- Continue to monitor, through the Customer Relations Office, all aspects of customer service to improve agency services.

**Agency Budget and Funding Sources**

**Funding Sources**

Federal funds account for 88.1 percent of TWC’s Fiscal Year 2000-2001 biennial appropriation of \$2 billion. Appropriations from the General Revenue Fund amount to approximately 9.4 percent of the total, with the remaining 2.5 percent of the agency’s appropriations consisting of appropriated receipts to match federal child care dollars and interagency contracts. Figure 3 depicts the percentage of funding from various sources.

Figure 3



**State General Revenue Funds**

TWC’s \$213 million biennial state general revenue appropriations include such items as \$55.5 million for federally required maintenance of effort to meet the state’s eligibility requirement for the federal Temporary Assistance for Needy Families (TANF) block grant, \$67.8 million to match the federal Child care and Development Fund (CCDF) grant, and \$17.1 million to match the federal Welfare-to-Work grant. There are additional services for which TWC is appropriated smaller amounts of general revenue as matching portions, including Food Stamp Employment and Training and National Community Service Act programs.

General revenue appropriations are provided for the Skills Development Fund through allocating \$25 million for the fiscal 2000-2001 biennium, for local community colleges or technical schools to train workers for businesses and multiple-employer consortiums. Another \$16.6 million in general revenue for the biennium is appropriated for Project RIO (Re-Integration of Offenders), to prepare and transition offenders from the Texas prison system and Texas Youth Commission (TYC) facilities into gainful employment or back to the classroom. Approximately \$3.5 million in general revenue is allocated for the Apprenticeship Program to train skilled workers.

### **Federal Funds**

The agency's \$1.8 billion in federal funds flow mainly from the U.S. Department of Labor, the U.S. Department of Health and Human Services, and the U.S. Department of Agriculture. The majority of these federal funds are in turn allocated as block grants to local workforce development areas. These block grants provide child care services and employment and training services.

The major federal funding streams include the following:

#### **Workforce Investment Act of 1998 (WIA)**

WIA funding replaces Job Training Partnership Act (JTPA) to prepare youth and adults for entry into the labor force and to provide job training to economically disadvantaged and other individuals facing serious barriers to employment. Funds also help dislocated workers transition to another job.

#### **Temporary Assistance for Needy Families (TANF)**

The portion of the state's TANF block grant that is appropriated to TWC totals \$177.1 million, \$130.7 million of which is, in turn, allocated as a block grant to local workforce areas for TANF Choices activities moving welfare recipients from dependency to work. In addition, \$8 million in TANF funds is utilized for job retention and local innovation projects. An additional \$107.8 million in TANF appropriations are transferred to CCDF for child care services. An additional \$22 million in TANF to CCDF is being transferred to TWC, to coincide with implementation of SB 666, eliminating previous work exemptions for TANF recipients with younger children.

#### **Child Care and Development Fund (CCDF)**

Funding for child care services is provided through a collection of federal and state sources, primarily the Child Care and Development Fund (CCDF) and TANF, and are designed to focus services on low-income families. TWC is appropriated \$749.2 million for child care during the Fiscal Year 2000-2001

biennium. Of that amount, \$590.6 million, constituting 79 percent of the total, is from CCDF, including \$107.8 million of TANF converted to CCDF. An additional \$22 million in TANF funds is being transferred to TWC in order to implement SB 666, eliminating previous work exemptions for TANF recipients with younger children. Approximately 96 percent of all appropriated child care funds are allocated by TWC to the local workforce areas.

A portion of the federal funds is contingent on the availability of state and/or local funds. The state has been able to obtain all federal matching funds set aside for Texas. The increasing demand for child care to support working parents and help prevent turnover makes it necessary for Texas to access the maximum amount of federal funds allotted to the State through the most effective and efficient means possible.

### **Welfare-to-Work (WtW)**

Texas has received two WtW grants and TWC allocates funds to local workforce areas to provide job training and retention services for hardest-to-serve clients and noncustodial parents of TANF children. Texas received approximately \$75 million in federal WtW funds for Fiscal Year 1998 and \$70.9 million in Fiscal Year 1999. This federal funding requires a one state dollar to match two federal dollars. Half of the state's share can be in-kind.

### **Employment Services (ES)**

The biennium budget total for the ES program is approximately \$93.1 million to provide universal job matching services for employers and residents. Although state law directs the local workforce boards to administer these services, USDOL requires that state merit system employees administer this program. TWC employees are located in the One-Stop Centers to help implement the board's plan for service delivery.

### **Food Stamp Employment and Training (FSE&T)**

TWC receives federal funds for FSE&T, oriented to serving Food Stamp recipients who must register for work. These funds are in turn allocated as block grants to local workforce areas. TWC received \$6,640,469 for each year of the 2000-2001 biennium.

### **Unemployment Insurance (UI)**

The largest federal funding stream not allocated as a block grant to local workforce areas is unemployment insurance (UI). UI is funded at \$187.1 million for the biennium to administer temporary monetary assistance to eligible workers who become unemployed, to collect taxes from employers, and to carry out the dispute resolution process.

**Funding Concerns****Potential Reductions in Funding**

With the nation's current strong economy, Congress is re-evaluating the need for funding for workforce education and training available through One-Stop career centers, dislocated worker assistance, adult and youth job training services, and other programs. Also, falling TANF caseloads have led some in Congress to seek reductions in discretionary funding areas, particularly as it considers several reauthorizations.

In Texas, while the high tech industry is booming, there is a simultaneous decline in the state's traditional economic engines of oil and gas and agriculture, as well as other NAFTA related shifts. Employers have consistently indicated a lack of satisfaction with the products of our educational system. They testified in 1998 to the Governor's Strategic Economic Development Planning Commission that basic education, worker training, and programs to *retrain* the existing workforce were not keeping up with business demands. Reduced funding in these areas could make it more difficult for employers to find workers with the skills needed to staff globally competitive businesses.

Additionally, several service strategies may need increased federal and state funding in order to maintain necessary services and enrollment opportunities. As TWC integrates systems, allocates funds to local areas, and examines alternative methods of service delivery, automation needs will continue to be an area requiring significant resources.

**Welfare Reform**

The federal welfare reform law, PRWORA, enacted in 1996, had a five-year authorization. States were formula-funded based on Title IV-A related expenditures that equaled the highest of either a 1992-94 average or 1995 actual. In addition to the base funding, supplemental funds were provided to states based on a combination of factors that included benefit levels and population growth. Texas qualified for portions of this supplemental funding. The block grant expires at the end of federal fiscal year 2002 on September 30, 2002.

In the last couple of years, Congress has observed the dramatic decline in the nation's welfare rolls due to reform efforts as well as the strong economy providing ample work opportunities. Congress has also recognized that substantial amounts of the TANF block grant funding remain unspent by the states. Proposals have been put forth redirecting the funds initially set aside to assist in the transition from welfare to work, and in fact, supplemental funding Texas previously received was eliminated last fall.



If Congress were to reduce TANF funds sharply when the law comes up for reauthorization in 2002, or even before, such cuts could have severe impact for Texans needing assistance and for the state to meet federally mandated work participation rates.

The Texas situation calls for careful consideration of the impact of any reduction. In particular, the state's ability under the waiver to continue to implement state reforms has allowed approximately half the state's adult welfare caseload to be exempt from the federally imposed work mandate and related participation rates. But the Texas waiver expires in March 2002, a few short months before the end of the block grant. While Texas lawmakers last session took some steps in SB 666 to remove a portion of the exemptions, a large number of adults remain exempt, for example, families residing in some of the state's more remote counties. Texas' geographic distribution of welfare families –with more than two-thirds of the two-parent families residing along the state's southern border, where the unemployment rate is high –poses extremely difficult challenges in meeting work participation rates.

Preliminary estimates put the increase in the caseload of adults with work requirements at approximately 100 percent when the waiver expires. TWC and the local boards will need adequate funding to prepare these individuals for work. This concern could be compounded if Congress were to mandate higher participation rates in one or both of the categories.

State policy makers may wish to take advantage of the new flexibility under the federal welfare reform law, as well as make the changes required to come into compliance at the end of the waiver. Under the direction of the Health and Human Services Commission, prescribed by HB 2641, 76<sup>th</sup> Legislature, TWC and DHS have developed a list of mandatory and optional changes related to service delivery in the post-waiver period. Changes in the state's method of finance with regard to general revenue funds used as maintenance of effort (MOE) can have far-reaching impacts on reform activities, such as meeting the two-parent participation rates, providing for hardship cases, and expansion into remote areas.

Related to the TANF block grant is the Welfare-to-Work block grant, under the U.S. Dept. of Labor. Funding was set aside by Congress to assist with the most difficult to serve cases remaining on the welfare rolls. Loosened eligibility restrictions will allow the local workforce boards to fully utilize these supplemental funds beginning in October 2000. But this block grant expires at the same time as the TANF block grant. Moreover, the 76<sup>th</sup> Legislature did not authorize the entire amount of general revenue funding to access the federal matching funds. An additional \$11.2 million in general revenue must be appropriated during FY 2002 to obtain the remaining federal funds set aside for Texas.

## Child Care

Reauthorization of the TANF block grant could also significantly impact the funds available for child care in Texas. As Texas welfare reform efforts transition ever larger numbers of adult recipients from welfare to work, the state will experience an increase in the demand for child care services. Current state law offers Choices clients an entitlement to child care services when they work or attend training or education activities. State law also guarantees twelve months of transitional child care assistance, as long as the parent's income remains at or below 85 percent of the state's median income level. These factors combined with an economy with increased numbers of working parents have placed heavy demands on the state's subsidized child care. Moreover, families' use of services is more stable and of a longer duration. The majority of TANF recipients are enrolling in child care, staying in child care, and transitioning from TANF to at-risk child care at higher rates than in the past.

Moving toward expiration of the state's welfare waiver, more parents must meet the mandated work requirements, including parents of younger children. As capacity for infants and toddlers is already limited, more strain will be placed on the state's system. Market surveys required by the federal regulations reveal that care for younger children is more costly. These scenarios are expected to drive an increase in the average cost of care, requiring an increase in funding in order to serve the same number of children.

Besides reauthorization of TANF, the Child Care and Development Fund will also require reauthorization by Congress in 2002. The success of welfare reform initiatives in moving thousands of families into the workforce suggests that the level of child care funding may remain relatively stable. This funding trend is not expected to recede, because child care represents a crucial support that assists workers in obtaining and retaining employment, and assists employers in retaining qualified staff.

As federal funding streams have moved into block grant funds, the match requirements have increased, thus putting pressure on state and local resources to be specifically dedicated to required match activities, rather than being used within the discretion of state and local child care planning. The Texas Legislature has appropriated general revenue funds and adopted other financing strategies to provide state match for most of these available dollars. In fact, the 76<sup>th</sup> Legislature directed that a portion of the state's general revenue match be derived from public Pre-Kindergarten expenditures at the state level. However, expansion of Pre-K initiatives, as well as Head Start and other care for older preschool children, increasingly targets the use of CCDF funding for the younger and more expensive, infant to three-year-old child.

The new Pre-K mechanism does permit lesser reliance on local donations, which historically have not met anticipated levels. Parent choice may also impact

expenditures by certain donating parties such that levels of enrollment of eligible children to not reach projected donation targets. Annual changes to the federal Medicaid matching rate promise increasingly less-favorable matching percentages for Texas, requiring a corresponding increase in the state's efforts to maximize federal match funds.

Economic modeling and state-level financing strategies involving these public funding sources are required for the State to take best advantage of these key resources providing for the early care and education of young Texans.

### **Additional Needs and Concerns**

- **Apprenticeship Program**

Additional apprenticeship funding would support economic development in the state by assisting in the expansion of current programs and encouraging the establishment of new programs. Registered apprenticeship programs combine paid, on-the-job training in highly skilled occupations with related classroom instruction. Increased funding will serve more apprentices by supporting the growth of registered apprenticeship programs that employ workers in highly skilled crafts and trades. Funds are used to help pay for related classroom instruction costs.

Additional funds are needed because of dramatic growth in recent years. The number of apprentices enrolled in related instruction classes has increased 58% since FY 1996. In FY 1999, 99.2 percent of apprentices program graduates had jobs for which they were trained.

- **Skills Development Fund**

In today's fast paced global marketplace, employers often need skilled workers quickly. The Skills Development Fund was created as part of the TWC by H.B. 1863 to provide training not available through regular coursework. Through the Skills Development Fund, businesses, community colleges and Texas Engineering Extension Service can form consortia to provide new, specialized training for jobs that are filled or being filled through the training provided. It is a valuable tool for economic and workforce development.

The statewide demand for funding has steadily grown since its creation. During the 1998-1999 biennium, over \$75 million in grant proposals were received for the available funding of \$25 million. During fiscal year 2000, demand continues to outpace the availability of funds. Additional funding would allow the services to reach a greater number of businesses. Last year, 97 percent of the trainees from closed Skills Development Fund grants were employed by participating businesses.

- Fund 165

TWC funds a limited number of special efforts with appropriations from the Unemployment Compensation Special Administrative Fund (Fund 165). The Fund is comprised of penalties and interest collected under provisions of the Texas Unemployment Compensation Act. Appropriations from this fund are used to enforce Pay Day and child labor laws in the workplace and deliver Job Search Seminars in the ES program. TWC also finances some repairs and renovations at its facilities throughout the state with these funds.

TWC pays 50 percent of UI benefits for qualified state employees from Fund 165. The remaining 50 percent is paid by the agency where the worker had been employed. If an economic downturn or other major change in the workforce occurs, Fund 165 monies may not be available to meet these needs and TWC may lose the ability to fund a portion of UI payments for state agencies.

- State Occupational Information Coordinating Committee

Although the State Occupational Information Coordinating Committee (SOICC) is a TWC department, all current funding comes from discretionary grants to which there is neither permanence nor consistency of support by the Agency. As of June 30, 2000, the 22-year existence of the National Occupational Information Coordinating Committee network with its state counterparts will come to a close. During this time, the Texas SOICC has engaged in numerous labor market and follow-up information activities that have become essential to the planning of workforce and education programs and critical to individual career decision-making. Presently, the SOICC is performing follow-up services for 16 different agencies and programs and over 2 million persons exiting from education and workforce programs. Additional resources may be needed to maintain this valuable source of information and analysis.

### **Reviewing Performance Measures**

A key feature of monitoring the workforce development network is accountability through measuring performance. Performance measures are included in all contracts with local workforce development boards and commissioners monitor performance, through staff efforts, on a monthly basis.

In the past, the nature of categorical programs allowed separation of clients by the types of services they received. Specific funding sources provided specific kinds of narrowly defined services to those who qualified. As a result, performance measures were established that counted the number of individuals who received services funded by each source of funds. For example, a Food Stamp client might receive a different package of services than a JTPA client, or a TANF client. That is no longer true. As federal laws governing workforce development funds have

evolved, the flexibility anticipated by HB 1863 allows TWC to provide services to clients using a variety of funding sources.

Today, since there is a much broader flexibility in funding for services, the practice of counting the number served using specific sources of funding is losing relevance as individuals may qualify for the same services using a variety of funding sources. A single individual may be served using more than one federal or state-funding source. In fact, some clients may be counted in several performance measures because they receive services through several funding sources. Others receiving the same services are counted in only one measure because they received services through one funding source. Performance is difficult to monitor or manage under these conditions. Consequently, there is the need to develop new performance measures that focus more on the services we provide, not just the funding source.

During the next two years, TWC will work with local partners to develop performance measures that provide information about how services are provided to customers. Clearer indicators of performance will enhance accountability with respect to the effectiveness of the services provided. In this way, the Texas Workforce Network will move to a more customer focused service delivery system.

#### Description of the Agency Benchmarking Process

The benchmarking process is part of the agency planning process. After goals, objectives, strategies and measures are developed to reflect the agency's mission and philosophy, staff analyzes outcome and efficiency measures to determine agency benchmarks (See **Appendix A**).

Challenges to choosing benchmarks remain. TWC continues to implement new policies to facilitate control of programs at the local level. TWC has not been in existence long enough to accumulate sufficient data to make valid inferences regarding performance. Continued integration and development of information systems during the next two years will allow more consistent comparisons against past performance. Although some studies are underway, verifiable facts about the effects of welfare reform programs in Texas and other states are limited, making external comparisons difficult. Texas, as a forerunner of welfare reform, will be the standard against which other states benchmark their performance.

As more data are accumulated, TWC will be able to evaluate its own performance over time and its performance relative to similar programs in other states and develop other benchmarks to monitor services delivered to individuals, employers and communities. The outcome measures chosen as interim benchmarks to monitor employment services delivered to clients are:

**Table 2 Related State/Agency Level Performance Benchmarks**

<b>State-Level Benchmark</b>	<b>TWC Performance Benchmarks</b>
Percent of adult welfare recipients placed in employment	Percent of clients entering employment after TWC service Earnings Change Rate Employment Retention Rate Percent Choices Participants Who Enter Employment Percent Food Stamp Employment & Training Participants Who Enter Employment

**Relationship between Agency Strategies and State-Level Benchmarks**

When staff attempted to determine "the nature and extent of the relationship between agency strategies and state-level benchmarks," it concluded that although most strategies relate to more than one of the state-level benchmarks selected, the benchmark may or may not be directly or measurably influenced by TWC strategies. Many factors, including economic conditions, may influence state-level benchmarks. Quantitative data are not available to determine the extent to which a single TWC strategy impacts a particular state-level benchmark. The strategies associated with the state-level benchmarks in Table 3 reflect the TWC programs and policies that may impact statewide benchmarks:

Table 3

**Relationship between Agency Strategies and State Level Benchmarks**

Selected State-Level Benchmarks	TWC Strategies
<ol style="list-style-type: none"> <li>1. Percent of high school graduates employed, enrolled in postsecondary education, or enlisted in the military</li> <li>2. High school graduation rate</li> <li>3. Percent of adult population with a vocational/technical certificate or degree</li> <li>4. Percent of college graduates employed, enrolled in additional education, or enlisted in the military</li> <li>5. Percent of Texans receiving TANF cash assistance</li> <li>6. Percent of adult welfare CHOICES participants who enter employment</li> <li>7. Texas employment rate</li> <li>8. Median household income</li> </ol>	<p>Provide policy development and offer technical assistance and training to local workforce development area officials, boards, and staff as they develop and implement local service delivery plans. <b>Supports all state-level benchmarks listed here.</b></p> <p>Provide monetary assistance to eligible Texans during times of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution. <b>Supports state-level benchmarks 5, 7 and 8.</b></p> <p>Assist workers in obtaining payment of wages due and protect children from exploitation in the workplace. <b>Supports state-level benchmarks 2, 5, 7 and 8.</b></p> <p>Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness through on-site visits and audits, and ensure veterans and students of proprietary schools receive appropriate instruction. <b>Supports state-level benchmarks 1, 3, 4, 5 and 8.</b></p> <p>Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients. <b>Supports state-level benchmarks 6, 7 and 8.</b></p> <p>Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in this strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&amp;T), and Local Innovation Grants. <b>Supports state-level benchmarks 6, 7 and 8.</b></p> <p>Provide access to child care for eligible children in low-income families to enable parents to work or attend school or training. <b>Supports state-level benchmarks 5, 6, 7 and 8.</b></p> <p>Offer funding to assist in the development of local school-to-careers initiatives that prepare an emerging workforce for transition from the school environment to the labor market. <b>Supports state-level benchmarks 1, 2, 3 and 4.</b></p> <p>In partnership with business, labor unions, community organizations and educational institutions, administer funding to public community and technical schools for equipping individuals with skills identified as needed by business and industry. <b>Supports state-level benchmarks 3 and 7.</b></p> <p>In partnership with business, labor unions, community organizations and educational institutions, administer funding to public community colleges and technical schools for skills needs assessment and for equipping adult TANF recipients with skills needed by business and industry. <b>Supports state-level benchmarks 3, 5, 6 and 7.</b></p>







**Agency Goals**

**GOAL A COMMUNITIES AND LOCAL WORKFORCE DEVELOPMENT BOARDS.**

To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**GOAL B WORKERS ASSISTANCE.**

To support a system that enables individuals to prepare themselves to obtain and retain employment.

**GOAL C EMPLOYERS.**

To identify and help solve the workforce needs of Texas employers.

**GOAL D AGENCY ADMINISTRATION.**

To create a high performance learning organization.

**GOAL E HISTORICALLY UNDERUTILIZED BUSINESSES (HUBS).**

To establish and follow procedures and policies governing purchasing and contracting that encourage and support the inclusion of historically underutilized businesses.

**Objectives and Outcome Measures**

**OBJECTIVE A.1: INTEGRATED PROGRAMS.** Assist local workforce development boards to become operational and support the on-going efforts to offer integrated services that match the workforce needs of employers and workers in every local workforce development area through August 31, 2005.

- Percent of local workforce development boards with no level II and III sanctions during the previous fiscal year

**OBJECTIVE A.2: ENFORCEMENT AND PROTECTION.** Operate an unemployment insurance system that pays over 97 percent of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.

- Percent of unemployment insurance claimants paid timely
- Percent of unemployment insurance disputes resolved with lower appeals

- Average wait time on hold for clients filing unemployment insurance initial claims using Tele-Centers
- Percent of businesses inspected in compliance with Texas child labor law
- Percent of Pay Day Law complaint cases resolved without employer violations found
- Percent of proprietary school graduates obtaining employment in a field related to training
- Percent of single audit reviews completed within the required 180-day timeframe

**OBJECTIVE B.1: INCREASE APPLICANT EMPLOYMENT.** By August 31, 2005, increase the percent of clients entering employment after receiving TWC or the boards service from 34 percent to 36 percent.

- Percent of employment services recipients entering employment
- Percent of individuals served in the Senior Texans Employment Program
- Percent of WIA Title I adult participants on TANF
- Percent of Reintegration of Offenders (RIO) clients who entered employment
- WIA entered employment rate
- Entered employment rate
- Earnings change rate
- Employment retention rate
- Employer participation rate
- Percent of Apprenticeship program graduates with jobs for which they were trained
- Percent of Choices eligibles who participate in the Choices program
- Percent of Choices participants who enter employment
- Earnings change rate – Choices
- Percent of Food Stamp Employment and Training (FSE&T) program participants who enter employment
- Percent of job placements employed one year later (Choices)
- Choices participation rate for two-parent families
- Choices participation rate for all families

**OBJECTIVE B.2: CHILD CARE AND EDUCATION.** To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005.

- Percent of child care vendors who have met designated vendor criteria

**OBJECTIVE C.1. DELIVER SERVICES TO EMPLOYERS.** Enable employers to employ competent individuals through occupational skills enhancement provided by public community and technical schools through August 31, 2005; and increase the percentage of trainees who obtain or retain employment from 85 percent to 97 percent by August 31, 2005.

- Percent of Skills Development Fund trainees securing employment with participating businesses
- Percent of Self-Sufficiency trainees securing employment with participating businesses

**Strategies and Output, Efficiency and Explanatory Measures**

**STRATEGY A.1.1. Local Program Assistance.** Provide policy development and offer technical assistance and training to local workforce development area officials, boards, and staff as they develop and implement local service delivery plans.

- OP Number of on-site technical assistance visits
- OP Number of full service one-stop career centers supported
- EF Average cost per on-site technical assistance visit

**STRATEGY A.1.2. Integrated Information Services.** Operate a statewide automated system to collect, research, analyze, disseminate and integrate labor market and workforce information to support service delivery and informed decision making in Texas by individuals, business, labor, local workforce development boards, educational institutions, state and local officials, and other interested groups.

- OP Number of labor market information requests closed
- EF Average time in hours to resolve computer problems preventing client access to automated information from the mainframe
- EF Average time in hours to resolve computer problems preventing client access to automated information from TWIST

**STRATEGY A.2.1. Unemployment Insurance.** Provide monetary assistance to eligible Texans during times of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.

- OP Number of initial unemployment insurance claims filed
- OP Number of quality control audits of benefits paid completed
- OP Number of lower authority unemployment insurance appeals decisions

- OP Number of delinquent employer wage and tax reports secured
- EF Average cost per initial unemployment insurance claim filed
- EF Percent of lower unemployment insurance appeals decisions issued timely
- EF Percent of higher unemployment insurance appeals decisions issued timely
- EF Average time to process initial unemployment insurance claim
- EX Unemployment rate
- EX Number of employers subject to Texas Unemployment Compensation Act

**STRATEGY A.2.2. Enforcement: Wage, Child Labor.** Assist workers in obtaining payment of wages due and protect children from exploitation in the workplace.

- OP Number of payday decisions issued
- OP Number of on-site inspections completed for Texas child labor law compliance
- EF Average cost per decision issued in a Pay Day Law case
- EF Percent of Pay Day Law decisions issued within 60 days
- EF Average cost per on-site inspection for Texas child labor law compliance
- EX Number of documented violations of Texas child labor law

**STRATEGY A.2.3. Program Monitoring and Compliance.** Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness through on-site visits and audits, and ensure veterans and students of proprietary schools receive appropriate instruction.

- OP Number of on-site monitoring reviews of contractors conducted
- OP Number of entities subject to a single audit review
- OP Number of proprietary schools licensed
- EF Average cost per on-site compliance visit and audit conducted
- EF Average time per proprietary school complaint investigation
- EX Number of entities subject to compliance monitoring
- EX Number of participants in veterans education and training programs

- EX Number of students enrolled in proprietary schools

**STRATEGY B.1.1. General Workforce Clients.** Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients.

- OP Number of Employment Services participants served
- OP Number of RIO participants served
- OP Number of WIA participants served
- OP Number of individuals served in the Senior Texans Employment Program
- OP Number of job openings received from employers
- OP Number of RIO program clients who entered employment
- OP Number of apprentices served in state-sponsored Apprenticeship training programs
  
- EF Average cost per Employment Services participant served
- EF Average cost per RIO client served
- EF Average cost per WIA participant served
- EF Average cost per Employment Services participant who entered employment
- EF Average cost per RIO participant who entered employment
- EF Average cost per WIA participant who entered employment
  
- EX Average non-agricultural wage identified in TWC job orders as a percent of average non-agricultural wage paid in Texas

**STRATEGY B.1.2. Adult Public Assistance.** Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in this strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.

- OP Number of clients served by job retention services
- OP Number of clients served by local innovation projects
- OP Number of federal Choices participants in two-parent families per month
- OP Number of federal Choices participants in all families per month
- OP Number of clients served in component activities: Food Stamp E&T (ABAWD)
- OP Number of clients served in component activities: Food Stamp E&T (General Clients)
- OP Number of clients served by the Welfare-to-Work Funds

- EF Average cost per client served in component activities: Choices
- EF Average cost per client served in component activities: E&T (General Clients)
- EX Percent of participants recommended for sanctions due to failure to meet required participation requirements
- EX Number of individuals in two-parent families subject to work requirements
- EX Average cost per client served in component activities: E&T (ABAWD)
- EX Number of individuals in all families subject to work requirements

**STRATEGY B.2.1. Early Child Care.** Provide access to child care for eligible children in low-income families to enable parents to work or attend school or training.

- OP Average number of children served per day, excluding Choices and E&T services
- OP Number of children served through child care services, Choices and E&T
- OP Number of caregivers trained through TWC child care training program
- EF Average cost per caregiver trained in TWC funded child care training programs
- EF Average cost per child per day for child care services, excluding Choices and E&T services
- EF Average cost per child per day: Choices and E&T
- EX Number of children on waiting list for low-income child care
- EX Number of new children served through child care services, excluding Choices and E&T

**STRATEGY B.2.2. School to Careers.** Offer funding to assist in the development of local school-to-careers initiatives that prepare an emerging workforce for transition from the school environment to the labor market.

- OP Number of employers participating in School-to-Careers initiative
- OP Number of public secondary school and post secondary students statewide participating in voluntary School-to-Careers activities

- EX Percent of high school graduates employed, enrolled in post secondary programs, or enlisted in the military within six months of graduation
- EX Percent of school districts offering optional School-to-Careers programs

**STRATEGY C.1.1. Business Services and Skills Development.** In partnership with business, labor unions, community organizations and educational institutions, administer funding to public community and technical schools for equipping individuals with skills identified as needed by business and industry.

- OP Number of Skills Development Fund trainees
- EF Average cost per participant trained through the Skills Development Fund
- EX Number of Skills Development Fund trainees commencing training within 60 days

**STRATEGY C.1.2. Self-Sufficiency Fund.** In partnership with business, labor unions, community organizations and educational institutions, administer funding to public community colleges and technical schools for skills needs assessment and for equipping adult TANF recipients with skills needed by business and industry.

- OP Number of clients served by Self-Sufficiency Fund
- EF Average cost per participant trained by the Self-Sufficiency Program
- EX Number of Self-Sufficiency Fund trainees commencing training within 60 days



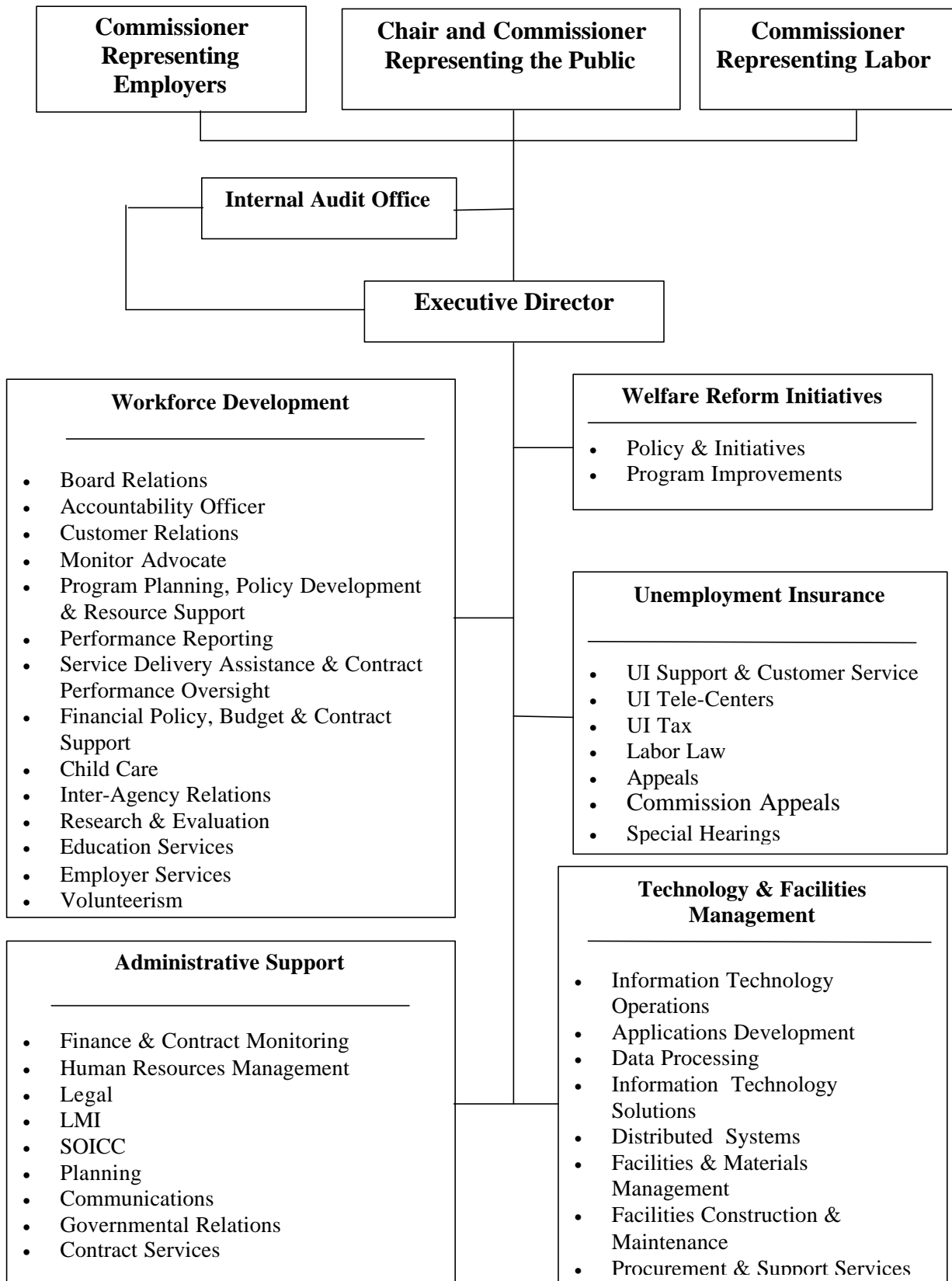
## Appendix A - Internal Planning Process

October 5, 1999	Division Directors Met to discuss TWC Vision.
November 4 & 17, 1999	The TWC Planning Department conducted agencywide training about the strategic planning process and performance.
December 10, 1999	The Commission reviewed and revised the agency mission statement and developed a vision statement.
December 20, 1999	The Planning Department issued a survey on performance measures to all agency departments and posted a similar survey on the Intranet for local board input.
January 14, 2000	The Planning Department established a writing team representing all agency divisions.
February 25, 2000	The Planning Department issued instructions and requested performance measure definitions and targets from all divisions by March 17.
February 29, 2000	The Commission considered a proposed Strategic Planning and Budgeting structure on its regular open meeting agenda.
March 3, 2000	TWC sent a letter and questionnaire soliciting input from 30 federal and state partner agencies.
March 6, 2000	TWC posted a questionnaire regarding the agency Strategic Plan on its Internet home page for public comment.
March 7, 2000	The Commission again posted changes to the Strategic Plan on the agenda for its regular, open meeting.
March 14, 2000	Commission unanimously agreed to forward proposed performance measures structure to the GOBP and LBB.
March 14, 2000	Commission approved the <i>Compact with Texans</i> to be forwarded to the GOBP and LBB.
May 23, 30, 31 2000	Strategic plan posted on open meeting agenda.
May 31, 2000	Commission adopted strategic plan.

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**Appendix B - Organizational Chart**

**Basic Organizational Structure**



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<b>Appendix C - Five-Year Projection for Outcomes Measures</b>
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<b>Outcome</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Percent of Local Workforce Development Boards with No Level II and III Sanctions.	95.0%	95.0%	95.0%	95.0%	95.0%
Percent of Unemployment Insurance Claimants Paid Timely.	97.0%	97.0%	97.0%	97.0%	97.0%
Percent of Unemployment Insurance Disputes Resolved with Lower Appeals.	80.0%	80.0%	80.0%	80.0%	80.0%
Average Wait Time on Hold for Clients Filing Unemployment Insurance Initial Claims Using Tele-Centers.	5 min.	5 min.	5 min.	5 min.	5 min.
Percent of Businesses Inspected Not in Violation of Child Labor Law.	95.0%	95.0%	95.0%	95.0%	95.0%
Percent of Payday Law Complaint Cases Resolved Without Employer Violations Found.	46.0%	46.0%	46.0%	46.0%	46.0%
Percent of Proprietary School Graduates Obtaining Employment in a Field Related to Training.	77.0%	77.0%	77.0%	77.0%	77.0%
Percent of Single Audit Reviews Completed within the Required 180-Day Timeframe	98.0%	98.0%	98.0%	98.0%	98.0%

Percent of Employment Services Recipients Entering Employment	27.0%	27.0%	27.0%	27.0%	27.0%
Percent of Individuals Served in the Senior Texans Employment Program	24.0%	24.0%	24.0%	24.0%	24.0%
Percent of WIA Title I Adult Participants on TANF	18.5%	18.5%	18.5%	18.5%	18.5%
Percent of Reintegration of Offenders (RIO) Participants Who Entered Employment	77.0%	77.0%	77.0%	77.0%	77.0%
WIA Entered Employment Rate	TBD	TBD	TBD	TBD	TBD
Entered Employment Rate	59.5%	61.0%	62.5%	64.0%	65.5%
Earnings Change Rate	39.0%	39.0%	39.0%	39.0%	39.0%
Employment Retention Rate	76.0%	76.0%	76.0%	76.0%	76.0%
Employer Participation Rate	12.0%	12.0%	12.0%	12.0%	12.0%
Percent of Apprenticeship program graduates with jobs for which they were trained.	98.0%	98.0%	98.0%	98.0%	98.0%
Percent of Choices Eligibles Who Participate in the Choices Program	31.8%	31.8%	31.8%	31.8%	31.8%

Percent of Choices Participants Who Enter Employment	52.0%	52.0%	52.0%	52.0%	52.0%
Earnings Change Rate - Choices	95.0%	95.0%	95.0%	95.0%	95.0%
Percent of Food Stamp Employment and Training Participants Who Enter Employment	30.0%	30.0%	30.0%	30.0%	30.0%
Percent of Job Placements Employed One Year Later (Choices)	75.0%	75.0%	75.0%	75.0%	75.0%
Choices Participation Rate for Two-Parent Families	90.0%	90.0%	90.0%	90.0%	90.0%
Choices Participation Rate for All Families	40.0%	40.0%	40.0%	40.0%	40.0%
Percent of Child Care Vendors Who Have Met Designated Vendor Criteria	39.0%	39.0%	39.0%	39.0%	39.0%
Percent of Skills Development Fund Trainees Securing Employment with Participating Businesses	98.0%	98.0%	98.0%	98.0%	98.0%
Percent of Self-Sufficiency Trainees Securing Employment with Participating Businesses	75.0%	75.0%	75.0%	75.0%	75.0%

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## Appendix D – List of Measure Definitions

### Outcome Measures Definitions

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.1 Assist local workforce development boards to become operational and support the on-going efforts to offer integrated services that match the workforce needs of employers and workers in every local workforce development area through August 31, 2005.

**Measure Type:** Outcome

**Outcome:** 01 Percent of Local Workforce Development Boards with No Level II and III Sanctions during the Previous Fiscal Year.

#### Measure Definition for 2001:

**Short Definition:** This measure provides information on the percent of Local Workforce Development Boards with no level II and III sanctions during the fiscal year.

**Purpose/Importance:** This measure is important in ensuring that our local boards are providing the services needed to achieve the Agency's goals and benchmarks of education, health and human services, public safety, economic development, and accountability in providing effective and efficient government operations.

**Source/Collection of Data:** The data for this measure is collected from the sanctions committee, which is responsible for reviewing fiscal and program performance of each LWDB. The TWC Sanction Committee recommends level II and III sanctions to the TWC Executive Director, who makes final determination.

**Method of Calculation:** The numerator for the measure is the number of LWDB's that currently are not under level II or level III sanction. The denominator is the total number of LWDB's contracted with the TWC.

**Data Limitations:** None.

**Calculation Type:** Non-cumulative.

**New Measure:** No

Desired Performance: Lower than target.

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.

**Measure Type:** Outcome

**Outcome:** 01 Percent of Unemployment Insurance Claimants Paid Timely.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percentage of claimants who receive intrastate Unemployment Insurance (UI) benefits within thirty-five days of the first compensable week in the benefit year in accordance with the US Department of Labor desired levels of achievement (DLAs) developed under the UI Quality Appraisal program.

**Purpose/Importance:** This measure is an indicator of the UI program's efforts to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns.

**Source/Collection of Data:** The majority of weekly claims for unemployment insurance benefits are filed through Tele-Serve, the interactive voice response system, via a toll-free number. The rest are filed by paper documents.

The numerator for this measure, number of first payments made within 35 days, is collected from benefit payment records in the automated benefits system by the BNQ600BO program and is recorded on the ETA 9050, First Payment Time Lapse report. The payment record is counted as a first pay when it is payment for the first compensable week of unemployment for that social security number for the benefit year.

The denominator for this measure, total number of first payments, is collected from benefit payment records in the automated benefits system by the BNQ600BO program and is recorded on the ETA 9050, First Payment Time Lapse report. The payment record is counted as a first payment when it is the first compensable week payment received by that social security number for the benefit year.

**Method of Calculation:** The number of first payments made within 35 days is divided by the total number of first payments made for the reporting period, with the result expressed as a percent.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.

**Measure Type:** Outcome

**Outcome:** 02 Percent of Unemployment Insurance Disputes Resolved with Lower Appeals.

**Measure Definition for 2001:**

**Short Definition:** This measure indicates the percentage of lower authority appeals decisions mailed involving Unemployment Insurance (UI) benefit entitlement and potential employer tax liability for the UI Program.

**Purpose/Importance:** This measure is an indicator of the UI program's efforts to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. The appeal function serves both claimants and employers.

**Source/Collection of Data:** The data for this measure is taken from a SAS job based on summary sheets completed by the mailer of the Lower Authority decision and entered by Appeals Data Entry Staff into the Appeals Master File database and is based on appeals (documents) to the Higher Authority entered by Commission Appeals Data Entry Staff into the Appeals Master File database. The Lower Authority decision is counted as complete when mailed. The appeal to the Higher Authority is counted as complete on the date filed in person or as of the postmark date when mailed.

**Method of Calculation:** The numerator for this measure is derived by subtracting the number of appeals to the Higher Authority during the period from the total number of Lower Authority decisions issued.

The denominator for this measure is the number of Lower Authority appeals decisions issued during the reporting period.

The numerator, number of appeals resolved at Lower Authority level, is divided by the denominator, total number of Lower Authority decisions issued, and the result is expressed as a percent.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.

**Measure Type:** Outcome

**Outcome:** 03 Average Wait Time on Hold for Clients Filing Unemployment Insurance Initial Claims Using Tele-Centers.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the average amount of time it takes to process an initial Unemployment Insurance (UI) claim for benefits.

**Purpose/Importance:** The UI program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. This measure demonstrates TWC's efforts to provide monetary assistance with tax collection, benefits payment and dispute resolution.

**Source/Collection of Data:** The data for this measure is collected from the benefit claims records in the automated benefits system retrieved by the BNQ560BO program and recorded on the ETA 5159, Claims and Payment Activities report and G3SI Version 6 Definity telephone switch and delivered to the Unix server running the Lucent Technologies program called CentreVu Supervisor. CentreVu takes the raw data, performs the calculations and generates reports.

The numerator for this measure is collected from the CentreVu historical report for English new claims, Spanish new claims, and English new claims from out of state and Spanish new claims from out of state. The total processing time is calculated by multiplying the sum of the average automated call distribution (ACD) time and the average after call time by the number of calls.

The denominator for this measure is collected from the ETA 5159 report, lines 101, 102 and 103 columns 1 and 7 for the total initial claims for the reporting period.

Method of Calculation: The total processing time is divided by the total number of initial claims for the reporting period, with the result expressed as an average number of minutes.

Data Limitations: None

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.



**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.

**Measure Type:** Outcome

**Outcome:** 04 Percent of Businesses Inspected in Compliance with Texas Child Labor Law.

**Measure Definition for 2001:**

Short Definition: This measure monitors the percentage of businesses in which it is found that there has been no violation of the Texas Child Labor Law after an on-site compliance visit inspection has been completed, as compared to the number of all businesses inspected.

Purpose/Importance: The Child Labor Law Section of the Labor Law Department strives to ensure that a child is not employed in an occupation or manner that is detrimental to the child's safety, health or well-being by responding to complaints and performing random on-site inspections to ensure compliance with the law. These activities are referred to as investigations. This measure is an indicator of the progress toward ensuring program and fiscal effectiveness, as well as providing legal protection and supporting statewide workforce services to support within local communities.

Source/Collection of Data: The numerator for this measure is the total number of employers found not to be in violation. This figure is obtained from a SAS Report the Labor Law Monthly Statistical Report, entry named "Employers not in violation," compiled by and maintained in the Child Labor Law Section of the Labor Law Enforcement, Education & Regulation Department(LLEE&R) in the department. The figure for this report is derived from a manual tally of the number of employers found not to be in violation reflected on the monthly reports submitted by Child Labor investigators. The activity is considered complete when the compliance visit has been made and the investigator's report has been submitted.

The denominator is the total number of businesses inspected. This figure is obtained from a SAS report, the Labor Law Monthly Statistical Report, entry named "Child Labor investigations," compiled by and maintained in the Child Labor Law Section of the LLEE&R. The figure for this report is derived from a manual tally of the number of investigations (inspections) completed as reflected on the monthly reports submitted by Child Labor investigators. The activity is considered complete when the compliance visit

has been made and the investigator's report has been submitted.

**Method of Calculation:** The total number of employers found not to be in violation is divided by the total number of employers (businesses) inspected (investigations), and the result is expressed as a percent. This reflects the percentage of businesses found to be in compliance with the Texas Child Labor Law.

**Data Limitations:** The percent of businesses in compliance with the Texas Child Labor Law is difficult to predict because the achievement is outside the control of TWC. Each on-site inspection may or may not discover violations. There is no way to be certain of the outcome before the inspection is completed.

**Calculation Type:** Non-cumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.

**Measure Type:** Outcome

**Outcome:** 05 Percent of Pay Day Law Complaint Cases Resolved Without Employer Violations Found.

**Measure Definition for 2001:**

Short Definition: This measure monitors the percentage of wage claims in which it is found that an employer has not committed any violation of the Texas Pay Day Law after an investigation has been completed and a written decision (called a Determination Order) issued, as compared to the number of all investigations conducted under the Texas Pay Day Law.

Purpose/Importance: The Texas Pay Day Law mandates that private employers provide workers with compensation in a complete and timely manner. The Pay Day Law Section of the Labor Law Department adjudicates claims for alleged unpaid wages. This measure is an indicator of efforts to ensure program and fiscal effectiveness, as well as to provide legal protection and to support statewide workforce services to support within local communities.

Source/Collection of Data: This measure utilizes a combination of an automated report and a manual report to show the percentage of claims in which there were no employer violations found after an investigation was conducted and a decision issued (i.e., filed and investigated), compared to the total number of claims filed, investigated, and in which a decision was issued.

The numerator for this measure (number of claims having no employer violations) is derived by subtracting the number of wage claims where there was an employer violation (taken from an automated report from the Application Development and Maintenance Section Department of the Technology and Facilities Management Division) from the total number of wage claims filed and investigated (taken from the Labor Law Monthly Statistical Report maintained within the department, specifically from the 12-month spreadsheet activity overview sheet within that

report). The data for this report is gathered from the Pay Day automated mainframe system after Pay Day investigators enter their decisions into the system. The activity is considered complete when the decision has been made and the determination has been keyed.

The denominator is the total number of wage claims filed and investigated, having a decision (called a Determination Order) issued. This figure is obtained from the Labor Law Monthly Statistical Report, entry named "Total claims worked," compiled by and maintained in the department. This figure reflects the number of complaints resolved (claims investigated and decisions issued) by investigators who enter Determination Orders into the Pay Day automated mainframe computer system. The activity is considered complete when the decision has been made and the determination has been keyed.

Method of Calculation: The number of wage claims filed and investigated in which it was determined there were no employer violations is divided by the total number of wage claims filed and investigated, having a decision (called a Determination Order) issued. This reflects the percentage of claims in which employers are found to be in compliance with the Texas Pay Day Law.

Data Limitations: The percent of Pay Day Law complaints resolved without employer violations is difficult to predict because the achievement is outside the control of TWC. Each impartial investigation may or may not uncover violations of the law. There is no way to be certain of the outcome before the investigation is completed.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.

**Measure Type:** Outcome

**Outcome:** 06 Percent of Proprietary School Graduates Obtaining Employment in a Field Related to Training.

**Measure Definition for 2001:**

Short Definition: This measure monitors the training proprietary schools deliver to their students to enable them to obtain employment in a field related to their training.

Proprietary schools are for-profit or non-profit schools approved and regulated under state law. These schools offer business, trade, technical, industrial, and vocational training through classroom instruction, seminars, workshops or correspondence. Continuing education, personal improvement and other programs offering less than complete vocational training are not included in this measure.

Purpose/Importance: The measure is an indicator of progress in efforts to ensure that students of proprietary schools receive appropriate instruction.

Source/Collection of Data: The numerator for this measure is the number of vocational proprietary school program graduates employed in a field related to their training.

The denominator for this measure is the number of vocational program graduates.

The data are collected from the schools by the Program Specialist in the Proprietary School Unit and recorded in the Placement/Employment database.

Method of Calculation: The schools are responsible for determining the employment status of graduates and relationship to the training received by contacting students regarding employment and verifying information with employers. The activity is counted as completed when the graduate enters employment. Schools verify employment when the school finds employment for the graduate. When a graduate finds employment without the help of the school, the school verifies employment by contacting the graduate or the employer. The data are sent to the state office annually. The numerator is summed for the reporting period. The records are maintained in the Placement/Employment

database.

The activity is counted as completed when the student graduates.

The denominator is summed for the reporting period. The records are maintained in the Placement/Employment database. The percent of proprietary school graduates obtaining employment in a field related to training is calculated by dividing the number of vocational proprietary school program graduates employed in a field related to training by the total number of vocational program graduates during the reporting period and expressing the result as a percent. The reporting period is July 1 - June 30. Reports are received in the state office by December 1.

Data Limitations: Employment verification is self-reported by the graduate when not placed by the school directly, finding employment on their own, unless the school has learned about the graduate's employment from a third party. In this case, the school could call the graduate or the employer to verify the graduate's employment. Schools make the effort to contact the student but may not follow up by contacting the employer to verify the graduate's employment. Some graduates finding employment may be lost; some graduates may find employment unrelated to training, and some graduates may pursue further post-secondary education or enlist in the military: each of these categories of students would be

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.

**Measure Type:** Outcome

**Outcome:** 07 Percent of Single Audit Reviews Completed within the Required 180-day Timeframe.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the percent of Single Audit Reviews Completed within the required 180-day timeframe.

**Purpose/Importance:** This measure is important in ensuring that TWC is achieving its goal of accountable state government operations.

**Source/Collection of Data:** The data for this measure is collected from the single audit tracking report, which shows the status of all single audits that are being reviewed or will be reviewed. The numerator for the measure is the number of single audits that have been reviewed and a letter of acceptance has been sent within 180-days of the time the audit was received. The denominator is the total of all single audits reviewed and closed during the fiscal year.

**Method of Calculation:** Obtain single audit tracking report status for the last two fiscal years. (Single Audit reviews are conducted on the operations of the entity's previous fiscal year.) Identify all reviews completed during the current fiscal year. This is the denominator. From those reviews identified as the denominator, identify the number of reviews completed within 180-days of receipt. This is the numerator. Divide the numerator by the denominator and express the result as a percentage.

**Data Limitations:** State agencies are responsible for ensuring that a single audit is performed and all findings and questioned costs are resolved within 180-days of receipt. If the single audit is received in the current fiscal year but the 180-day target date falls within the next fiscal year, it will be reported in the next fiscal year if the single audit is closed in that year.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher than target.



- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.
- Measure Type:** Outcome
- Outcome:** 01 Percent of Employment Services Recipients Entering Employment

**Measure Definition for 2001:**

Short Definition: This measure monitors the percent of Employment Services (ES) recipients who enter employment after receiving some reportable service through the ES program. The ES program serves a universal population (i.e. anyone who wants to participate). Services provided include: referrals to job openings, employability development services, federal bonding program assistance, job development contacts, tax credit eligibility determination, reemployment services orientations or referral to other services. Employability development services include referral, job placement, placement in training, employment assessment services, case management, vocational guidance services or job search activities.

Purpose/Importance: The measure is an indicator of progress in efforts to increase the percent of clients entering employment after receiving TWC or Local Workforce Development Board (LWDB) service.

Source/Collection of Data: The numerator for this measure, the number of ES recipients who enter employment, is collected by ES field staff and entered into the Job Service Matching System (JSMS) on the TWC mainframe. Data is extracted from operational data bases for applicant and job order activity maintained by local offices daily in delivery of services. At the end of each month, activity is accumulated in the State Employment Security Agency Automated Management System (SAMS) on the TWC mainframe. In order to be counted in the numerator, an ES participant must either be placed in a job through direct placement efforts or must obtain a job after receiving a 'qualifying' service(s) from ES. 'Qualifying' ES services include: Job Search Seminars, training placements; testing services; employability assessments; employability development plans; job counseling; resume assistance, provision of specific LMI data, automated labor exchange services, and bonding assistance. The numerator is recorded in SAMS Report 11, "Summary of Services", line 185, Column D, "Individuals Entering Employment". Hard copies of the SAMS reports are kept in the State Office.

The denominator for this measure, the number of ES applicants receiving some reportable service, is collected by ES field staff and entered into the JSMS on the TWC mainframe. The denominator is recorded in SAMS Report A22, "All Fund Sources

Activity," line 080, Column C, "Individuals Provided Some Reportable Service." Hard copies of the SAMS reports are kept in the State Office.

Method of Calculation: Before performing the final calculation for this measure, the data for the numerator and denominator must first be converted from the federal program year (July 1 through June 30) to the state fiscal year (September 1 through August 31). The final calculation for this measure is performed as follows: The number of ES recipients entering employment is divided by the number of ES participants receiving some reportable service and the result is expressed as a percent.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.
- Measure Type:** Outcome
- Outcome:** 02 Percent of Individuals Served in the Senior Texans Employment Program.

**Measure Definition for 2001:**

Short Definition: This measure monitors the transition of seniors into unsubsidized employment from subsidized jobs in the public sector.

Purpose/Importance: The Senior Texans Employment Program (STEP) endeavors to place senior Texans with limited income an opportunity to earn supplemental money, which can have a significant impact on upgrading their standard of living. This outcome measure monitors TWC's continuing efforts and commitment to increase the percentage of applicants securing employment.

Source/Collection of Data: The numerator for this measure (number of seniors placed) is collected from a list of persons entering unsubsidized employment in authorized positions as published by the Department of Labor (DOL) and is recorded on a PC file maintained by STEP. The activity is counted as completed when seniors enter unsubsidized employment in a DOL authorized position.

The denominator for this measure (total number of participants) is collected from records of program participants in subsidized employment recorded and maintained on a personal computer file in the STEP office. The activity is counted as completed when a senior is placed in subsidized employment through STEP. The denominator is summed for the reporting period.

Method of Calculation: The number of STEP participants entering unsubsidized employment is divided by the total number of STEP participants during the reporting period, and the result is expressed as a percent.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.
- Measure Type:** Outcome
- Outcome:** 03 Percent of WIA Title I Adult Participants on TANF

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percent of Workforce Investment Act (WIA) Title I Adult, Grant 95 participants in the Temporary Assistance to Needy Families (TANF) program.

**Purpose/Importance:** This measure is an indicator of progress in efforts to offer employment and training services to help clients obtain and retain employment.

**Source/Collection of Data:** Employment and training assistance and services are provided for economically disadvantaged adults (WIA Title 1 Adult, Grant 95). Program services include an assessment of an unemployed individual's needs and abilities, and a strategy for services such as: occupational skills training, on-the-job training, job search assistance, work experience, counseling, basic skills training and support services.

The numerator of this measure is the number of WIA Title 1 Adult, Grant 95 participants receiving TANF benefits. It is collected from the Local Workforce Development Board (LWDB) intake worker or case manager and is recorded in The Workforce Information System of Texas (TWIST) database. The activity is counted as completed when an eligible client becomes a WIA participant. During the intake process, the status of receiving public assistance (e.g., TANF) is collected and recorded in TWIST. WIA participants who receive TANF assistance are then included in the numerator. The numerator is summed for the reporting period. The records are maintained in the TWIST database.

The denominator of this measure is the number of WIA Title 1 Adult participants. It is collected from the LWDB intake worker or case manager and is recorded in the state TWIST database. The activity is counted as completed when an eligible client becomes a WIA participant. The denominator is summed for the reporting period. The records are maintained in the TWIST database as well.

Method of Calculation: The number of WIA Title 1 Adult participants receiving TANF benefits is divided by the total number of WIA Title 1 Adult participants during the reporting period. The result is expressed as a percent by multiplying by 100.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Lower than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.
- Measure Type:** Outcome
- Outcome:** 04 Percent of Reintegration of Offenders (RIO) Participants Who Entered Employment

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the placement of ex-offenders into jobs in the public or private sectors.

**Purpose/Importance:** Project RIO seeks to prepare and transition offenders from the Texas prison system and Texas Youth Commission facilities into gainful employment as soon as possible after their release from prison. This outcome measure demonstrates the impact of TWC's efforts to increase the percentage of applicants securing employment.

**Source/Collection of Data:** The numerator for this measure, number of RIO clients entering employment, is derived from information collected by TWC Project RIO case managers and keyed into the Applicant Data System of the TWC Management Information System (MIS). The activity is counted as completed when ex-offenders enter employment. The numerator is summed for the reporting period.

The denominator for this measure, total number of Project RIO clients, is collected by TWC Project RIO case managers and keyed into the Applicant Data System of the MIS. The activity is counted as completed when an ex-offender enters employment. The denominator is summed for the reporting period.

**Method of Calculation:** The number of RIO clients entering employment is divided by the total number of RIO clients as entered in the MIS system in the reporting period, and the result is expressed as a percent.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.



**Goal:** 2 To prepare, place, retain individuals in employment & provide support

**Objective:** 2.1 Increase the percentage of applicants securing employment

**Measure Type:** Outcome

**Outcome:** 05 WIA Entered Employment Rate

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the rate at which adult WIA participants have entered employment.

**Purpose/Importance:** This measure is an indicator of progress in efforts to assist adult WIA participants to obtain employment.

**Source/Collection of Data:** Of those who are not employed at registration. The numerator is the number of registered participants age 18 and above who are shown to have paid employment in post program quarter 1 after exiting the program. The denominator is the number of registered participants who exited during the reporting period. It includes someone who has an inactivation or termination date within the quarter (hard exit date) or who has a last service date in the quarter prior to the exit quarter and no future planned service date (soft exit date). For a soft exit, the observation will be made in the quarter after the exit quarter, therefore, these criteria will establish that the individual has not received services for at least 90 days. Participants who exit for health/medical reasons, who are institutionalized or who are deceased are excluded. The reporting period is the exit quarter for which UI wages are available and an individual has a service completion date or has not received any services for 90 days. UI wages and termination data are accessed through the TWIST database.

**Method of Calculation:** The rate is calculated by dividing the total number of registered participants age 18 and above who are shown to have paid employment in post program quarter 1 after exiting the program by the number of all registered participants age 18 and above who exited during the reporting period. The result is expressed as a percent by multiplying by 100.

**Data Limitations:** There is a six month delay in the availability of UI wage records needed to report on this measure.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

**Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.

**Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.

**Measure Type:** Outcome

**Outcome:** 06 Entered Employment Rate

**Measure Definition for 2001:**

This is a Texas Council on Workforce and Economic Competitiveness (TCWEC) core measure.

**Short Definition:** This measure monitors the percent of clients entering employment after receiving services from one or more TWC programs.

**Purpose/Importance:** The measure is an indicator of progress in efforts to increase the percent of clients entering employment after receiving TWC or Local Workforce Development Board (LWDB) service.

**Source/Collection of Data:** The numerator for this measure is the number of TWC program participants exiting all services during the annual assessment period. The participants must have been unemployed at service entry and had earnings gains reported in the Unemployment Insurance (UI) wage record system (plus additional non-duplicating data from sources other than the UI wage system) during the calendar quarter after the exit calendar quarter.

The denominator for this measure is the number of unduplicated participants exiting all services during the annual assessment period. Unduplicated means that a person participating in multiple services is counted only once.

Persons counted for the numerator and denominator were participating in any job preparation service; persons participating in multiple services must have exited all services to be counted for this measure. Participant data for this measure are collected by the following programs: Choices, Food Stamp E&T, Job Search Seminars and WIA participants in a Title I program. Wage data for this measure will be collected from UI Wage records.

**Method of Calculation:** The number of participants exiting services is divided by the number of unduplicated participants and the result, Entered Employment Rate, is expressed as a percentage.

Data Limitations: There is a six month delay in the availability of UI wage records needed to report on this measure. All programs do not define 'exit' the same.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

**Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.

**Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.

**Measure Type:** Outcome

**Outcome:** 07 Earnings Change Rate

**Measure Definition for 2001:**

This is a Texas Council on Workforce and Economic Competitiveness (TCWEC) core measure.

**Short Definition:** This measure monitors the change in average annual earnings for participants obtaining employment after TWC services.

**Purpose/Importance:** The measure is an indicator of progress in efforts to assist clients to obtain and retain employment.

**Source/Collection of Data:** The numerator is derived from the change of earnings of all clients exiting all job preparation services during the annual assessment period who have wages reported during the calendar after exit and calculating the difference in earnings by subtracting four times the earnings reported in the Unemployment Insurance (UI) Wage record system during the calendar quarter one year prior to program entry from four times the earnings reported in the UI Wage record system during the quarter after the exit quarter. The differences are summed.

The denominator is the unduplicated count of persons exiting all job preparation services during the annual assessment period who had wages reported during the calendar quarter after exit.

Participant data for this measure are collected by the following programs: Choices, Food Stamp E&T, Job Search Seminars and WIA participants in a Title I program. Wage data for this measure will be collected from UI Wage records.

**Method of Calculation:** Divide the numerator by the denominator to arrive at the average change in earnings.

Data Limitations: There is a six month delay in the availability of UI wage records needed to report on this measure. All programs do not define 'exit' the same way.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

**Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.

**Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.

**Measure Type:** Outcome

**Outcome:** 08 Employment Retention Rate

**Measure Definition for 2001:**

This is a Texas Council on Workforce and Economic Competitiveness (TCWEC) core measure.

**Short Definition:** This measure monitors the annual percentage of individuals who entered employment in the first calendar quarter after exiting all jobs preparation services; and who are employed (by same employer or another employer) one year after entering employment.

**Purpose/Importance:** The measure is an indicator of progress in efforts to assist clients to obtain and retain employment.

**Source/Collection of Data:** The numerator is the number of persons receiving job preparation service(s) with earnings greater than \$0 in the quarter after they entered employment who had earnings greater than \$0 four quarters later.

The denominator is the number of unduplicated participants who entered employment in the first calendar quarter after exiting all job preparation services.

Data on participants receiving job preparation service(s) are collected for the following service areas: Choices, Food Stamp E&T, Job Search Seminars and WIA participants in a Title I program. Unemployment Insurance (UI) Wage record data will be used to report on this measure.

**Method of Calculation:** The numerator is divided by the denominator to arrive at the percentage of those employed one year later.

**Data Limitations:** There is a six month delay in the availability of UI wage records needed to report on this measure. All programs do not define 'exit' the same way.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.



**Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.

**Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.

**Measure Type:** Outcome

**Outcome:** 09 Employer Participation Rate

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percent of non-agricultural employers in the state of Texas liable under the Unemployment Insurance (UI) tax laws who request employment services to select and refer applicants for employment.

**Purpose/Importance:** The measure is an indicator of progress in efforts to increase the percentage of applicants securing employment after receiving TWC or Local Workforce Development Board (LWDB) service.

**Source/Collection of Data:** The numerator for this measure is the number of non-agricultural employers in the state of Texas that are liable under the UI Tax laws and who request employment services to select and refer applicants for employment. The employer tax account number is recorded on a job order when it is completed by local office staff and entered into the Job Bank system. At the end of June all nonagricultural employers who placed job orders are counted from the job orders on the Job Bank file and are recorded on line 8 of the Y-67 report. These reports are kept in the State Office.

The denominator for this measure is the total number of nonagricultural employers who have tax account numbers in the TWC UI tax files. This number is recorded on line 6 of the Y-67 report at the end of June. These reports are kept in the State office.

**Method of Calculation:** This measure is calculated by dividing the number of non-agricultural employers in the state of Texas that are liable under the UI tax laws and who request employment services to select and refer applicants for employment by the number of nonagricultural employers who have tax account numbers in the TWC UI tax files and expressing the result as a percent.

Date Limitations: None

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

**Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.

**Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.

**Measure Type:** Outcome

**Outcome:** 10 Percent of Apprenticeship Program Graduates with Jobs for Which They Were Trained

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the training that apprenticeship programs deliver to their graduates.

**Purpose/Importance:** The measure is an indicator of efforts toward supporting a system that enables individuals to prepare themselves to obtain and retain employment.

Apprenticeship training combines full-time, paid, on-the-job training under the supervision of experienced journey workers with job-related classroom instruction.

**Source/Collection of Data:** The numerator for this measure is collected from the local education agencies' Annual Performance Report by the Coordinator of the Apprenticeship Program in Workforce Education and Special Initiatives and is recorded on a personal computer (PC) database. The activity is counted as completed when graduates enter employment. The numerator is summed for the reporting period. The records are maintained on a PC database.

The denominator for this measure is collected from the local education agencies' Annual Performance Report by the Coordinator of the Apprenticeship Program in Workforce Education and Special Initiatives and is recorded on a PC database. The activity is counted as completed when a student graduates. The denominator is summed for the reporting period. The records are maintained on a PC database.

**Method of Calculation:** The number of program graduates with a job is divided by the number of program graduates during the reporting period, and the result is expressed as a percent.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

**Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.

**Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.

**Measure Type:** Outcome

**Outcome:** 11 Percent of Choices Eligibles Who Participate in the Choices Program

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percent of clients eligible for Choices services who are served in the Choices Program.

**Purpose/Importance:** The measure is an indicator of progress in efforts to offer employment, training, transition and retention resources that enable public assistance recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** The numerator for this measure is the unduplicated number of clients (both exempt and non-exempt) served through Choices. Unduplicated means the clients are counted only once even they participate in several activities or may participate more than one time during the reporting period. The numerator includes participants who are in the following categories:

- Participants in component activities
- Participants who attend Workforce Orientation for Applicants (WOA)
- Participants granted good cause
- Participants who are in a sanction status for failing to comply.

Data on WOA participants is currently collected manually. Information on the other participants is obtained through The Workforce Information System of Texas (TWIST). The unduplicated number of clients served is requested for the reporting period..

The denominator for this measure is the unduplicated number of clients eligible for Choices services. Information is obtained through The Workforce Information System of Texas (TWIST). The unduplicated number of clients served is for the reporting period.

Method of Calculation: The measure is calculated by dividing the number of clients who are served in the Choices Program by the number of clients who are eligible for Choices employment services. The result is expressed as a percent.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.
- Measure Type:** Outcome
- Outcome:** 12 Percent of Choices Participants Who Enter Employment

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percent of Choices participants who have entered employment.

**Purpose/Importance:** This measure is an indicator of progress in efforts to offer employment, training, transition and retention resources that enable public assistance recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** The numerator for this measure is the unduplicated number of Choices participants who have entered employment during the year as reported through The Workforce Information System of Texas (TWIST). Unduplicated means the clients are counted only once even if they entered employment more than once during the reporting period. Participants are counted in the numerator if they entered employment in any of the months during the reporting period plus eight months after the end of the reporting period or eight months after completion of services. The unduplicated data are requested from the system for the reporting period.

The denominator for this measure is the unduplicated number of Choices participants who have actually participated in component activity (other than assessment) as reported through The Workforce Information System of Texas (TWIST). Unduplicated means the clients are counted only once even if they participated in several activities or participated more than one time during reporting period. The unduplicated data are requested from the system for the reporting period.

**Method of Calculation:** The measure is calculated by dividing the unduplicated number of Choices participants who enter employment by the total unduplicated number of Choices participants in component activities. The result is expressed as a percent.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.



**Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.

**Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.

**Measure Type:** Outcome

**Outcome:** 13 Earnings Change Rate (Choices)

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the change in average annual earnings for Choices participants obtaining employment after TWC services.

**Purpose/Importance:** The measure is an indicator of progress in efforts to offer employment, training, transition and retention resources that enable public assistance recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** The numerator is derived from the change of earnings of all Choices clients exiting all job preparation services during the annual assessment period who have wages reported during the calendar after exit and calculating the difference in earnings by subtracting four times the earnings reported in the Unemployment Insurance (UI) Wage record system during the calendar quarter one year prior to program entry from four times the earnings reported in the UI Wage record system during the quarter after the exit quarter. The differences are summed.

The denominator is the unduplicated count of Choices clients exiting all job preparation services during the annual assessment period who had wages reported during the calendar quarter after exit.

**Method of Calculation:** Divide the numerator by the denominator to arrive at the average change in earnings.

**Data Limitations:** There is a six month delay in the availability of UI wage records needed to report on this measure. All programs do not define 'exit' the same way.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

**Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.

**Measure Type:** Outcome

**Outcome:** 14 Percent of Food Stamp Employment and Training Participants Who Enter Employment

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percent of Food Stamp Employment and Training (FS E&T) clients who enter employment.

**Purpose/Importance:** This measure is an indicator of progress in efforts to offer employment, training, transition and retention resources that enable public assistance recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** The numerator for this measure is the unduplicated number of food stamp participants who were placed or obtained permanent full-time or part-time employment, as reported in the Food Stamp Monthly Activity Report during the reporting period. Unduplicated means the participants are counted only once even though they may have entered employment more than once during the reporting period.

The denominator for this measure is the unduplicated count of non-exempt clients enrolled in at least one allowable component activity during the reporting period. Unduplicated means the participants are counted only once even though they may participate more than one time during the reporting period.

**Method of Calculation:** The measure is calculated by adding the "Entered Employment" and "Obtained Employment" counts from the Food Stamp Monthly Activity Report, and dividing the sum by the number of participants enrolled in least one allowable component activity during the reporting period as reported in the FS E&T Monthly Activity Report.

The measure is calculated by dividing the number of clients who enter employment by the number of participants in the E&T program. The result is expressed as a percentage.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.
- Measure Type:** Outcome
- Outcome:** 15 Percent of Job Placements Employed One Year Later (Choices)

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the annual percentage of individuals who entered employment in the first calendar quarter after exiting all jobs preparation services; and who are employed (by same employer or another employer) one year after entering employment.

**Purpose/Importance:** The measure is an indicator of progress in efforts to assist clients to obtain and retain employment.

**Source/Collection of Data:** The numerator is the number of persons receiving job preparation service(s) with earnings greater than \$0 in the quarter after they entered employment who had earnings greater than \$0 four quarters later.

The denominator is the number of unduplicated participants who entered employment in the first calendar quarter after exiting all job preparation services.

Data on participants receiving job preparation service(s) are collected for the following service areas: Choices, Food Stamp E&T, Job Search Seminars and WIA participants in a Title I program. Unemployment Insurance (UI) Wage record data will be used to report on this measure.

**Method of Calculation:** The numerator is divided by the denominator to arrive at the percentage of those employed one year later.

**Data Limitations:** There is a six month delay in the availability of UI wage records needed to report on this measure.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.
- Measure Type:** Outcome
- Outcome:** 16 Choices Participation Rate for Two-Parent Families

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the number of individuals in two-parent families who meet work requirements as a percent of the number of two-parent families with at least one adult with a work requirement.

**Purpose/Importance:** The measure is an indicator of progress in efforts to offer employment, training, transition and retention resources that enable public assistance recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** The numerator for this measure is the number of exempt and non-exempt adults, in a two-parent family, that meet work requirements as reported in The Workforce Information System of Texas (TWIST). It includes all clients who meet work requirements even if the individual has been classified as exempt from work requirements by the Texas waiver. This includes adults and/or minor child (under 18 years old) heads-of-households who are in work activities for an average of 35 or more hours per week during the reporting month. If both parents are subject to work requirements, each must be in work activities for an average of 35 or more hours per week during the reporting month. It should be noted that two-parent families are also counted in the All Families Rate.

The denominator for this measure is the total number of two-parent families who receive cash assistance and that are subject to work requirements (not exempt under Texas waiver definitions). The denominator also includes families with exempt individuals who voluntarily meet the work requirement. Excluded from this number are clients who have established good cause for non-participation and clients who have been sanctioned for 3 months or less in the last 12 months, and all other exemptions allowed under the Texas waiver, unless they are meeting work requirements.

**Method of Calculation:** The measure is calculated by dividing the number of two-parent adults that have met work requirements by the number of two-parent families who have at least one member subject to work requirements and the result is expressed as a percent.

**Data Limitations:** Modifications in assumptions and methodology for calculating the state's waiver rate may result from changes in federal regulations.

**Calculation Type:** Non-cumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.
- Measure Type:** Outcome
- Outcome:** 17 Choices Participation Rate for All Families

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the number of families with at least one individual who meets work requirements as a percent of the number of families who have a work requirement.

**Purpose/Importance:** The measure is a indicator of progress in efforts to offer employment, training, transition and retention resources that enable public assistance recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** The numerator for this measure counts the number of families (both single parent and two-parent families) which have an individual in the family (exempt and non-exempt) that is meeting work requirements as reported in The Workforce Information System of Texas (TWIST). The numerator also includes families with individuals who are classified as exempt from work requirements by the Texas waiver if they meet work requirements. Individuals meeting work requirements are adults and/or minor (under 18 years old) heads-of-households who are in work activities for an average of 30 or more hours per week for single parent families and 35 or more hours per week for two-parent families.

The denominator for this measure is the total number of All Families who receive cash assistance and that are subject to work requirements (not exempt under Texas waiver definitions) as reported in The Workforce Information System of Texas (TWIST). The denominator also includes families with individuals who are classified as exempt from work requirements by the Texas waiver if the individual is voluntarily meeting work requirements. Excluded from the denominator are clients who have established good cause for non-participation, clients who have been sanctioned for 3 months or less in the last 12 months and other exemptions allowed under the Texas waiver, unless they are meeting requirements.



Method of Calculation: The measure is calculated by dividing the number of All Families with an adult that meets work requirements by the number of two-parent families who have at least one member subject to work requirements and the result is expressed as a percent.

Data Limitations: Modifications in assumptions and methodology for calculating the state's waiver rate resulting from changed in federal regulations. The assumptions and methodology for calculating and reporting the state's participation rate is documented in the TWC Appendix to Definitions, approved by the Legislative Budget Board, as amended. A current copy of the Appendix to Definitions is on file in the Workforce Development Division of the Texas Workforce Commission.

Calculation Type: Non-cumulative.

New Measures: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005.
- Measure Type:** Outcome
- Outcome:** 01 Percent of Child Care Vendors Who have met Designated Vendor Criteria.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percentage of child care providers with a vendor agreement who voluntarily achieve performance above the minimum child care licensing standards for quality improvement.

**Purpose/Importance:** The designated vendor assessment, a set of program standards and an assessment process promulgated by the TWC Child Care Management Department and published in the contractor manual, emphasizes smaller group sizes, more qualified caregiver staff, and program components that address sound, developmentally appropriate practices.

**Source/Collection of Data:** The numerator (number of designated vendors) and the denominator (total number of eligible vendors) for this measure are collected from information in vendor files and the vendor subsystem of the local child care program delivery automated application by child care program delivery contractors reporting through local TWC or Board child care staff and are recorded on child care performance reports submitted to the TWC state office Child Care Management Department. A vendor is counted as a designated vendor when the vendor attains or maintains achievement of designated vendor criteria for the month. A child care provider is counted as a vendor when the provider has a valid vendor agreement in effect to provide TWC-subsidized child care services for the month. The numerator and the denominator are summed for all local workforce areas for all months in the reporting period. Records documenting, calculating, and analyzing statewide child care program performance are maintained in Child Care Management Department paper and Access/Excel personal computer files. Supporting documentation is maintained by local TWC, Board, and child care program delivery contractor staff.

**Method of Calculation:** The sum of the number of vendors attaining or maintaining designated vendor criteria for each month in the reporting period is divided by the sum of the number of vendors enrolled for each month in the reporting period and the result is expressed as a percent.

Data Limitations: At least two weeks is the normal timeframe for data collection as the data is collected by manual submission through three tiers -from child care program delivery contractors, through local TWC or Board child care staff, and then to the TWC state office. TWC may consider automated applications for collecting and reporting data from direct uploads and extracts from the local child care program delivery automated system, in lieu of the current reporting procedures.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 3 To identify and help solve the workforce needs of Texas employers.
- Objective:** 3.1 Enable employers to employ competent individuals through occupational skills enhancement provided by public community and technical schools through August 31, 2005; and increase the percentage of trainees who obtain or retain employment from 85% to 97% by August 31, 2005.
- Measure Type:** Outcome
- Outcome:** 01 Percent of Skills Development Fund Trainees Securing Employment with Participating Businesses

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percent of Skills Development Fund trainees securing employment with participating businesses.

**Purpose/Importance:** The measure is an indicator of the progress of efforts to respond to industry and workforce training needs and to develop incentives for provision of customized assessment and training in a timely and efficient manner.

**Source/Collection of Data:** The numerator is a count of the number of individuals who were employed by a participating business after completing a customized training program funded by a Skills Development Fund grant.

The denominator is a count of the number of individuals who completed a customized training program funded by a Skills Development Fund grant.

The data for both the numerator and denominator for the reporting period are reported to the TWC Business Services Office in the State Office by the grant recipient in accordance with Title 40, Part XX, Texas Administrative Code Section 803.32, related to "Contract Completion Reports", and Section 803.33, related to "Contract Payment". The data are collected from the reports submitted by grant recipients whose contracts have closed and who have been paid the final payment during the reporting period.

**Method of Calculation:** The numerator is divided by the denominator to arrive at the percent of Skills Development Fund trainees securing employment with participating businesses.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 3 To identify and help solve the workforce needs of Texas employers.
- Objective:** 3.1 Enable employers to employ competent individuals through occupational skills enhancement provided by public community and technical schools through August 31, 2005; and increase the percentage of trainees who obtain or retain employment from 85% to 97% by August 31, 2005.
- Measure Type:** Outcome
- Outcome:** 02 Percent of Self-Sufficiency Trainees Securing Employment with Participating Businesses

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percent of Self-Sufficiency Fund trainees securing employment with participating businesses.

**Purpose/Importance:** The measure is an indicator of the progress of efforts to help Temporary Assistance for Needy Families (TANF) recipients receive training leading to a job which allows them to become and remain independent of financial assistance.

**Source/Collection of Data:** The numerator is a count of the number of individuals receiving TANF who were employed by a participating business after completing a customized job training project funded by a Self-Sufficiency Fund grant.

The denominator is a count of the number of individuals receiving TANF who completed a customized job training project funded by a Self-Sufficiency Fund grant.

The data for both the numerator and the denominator for the reporting period are reported to the TWC Business Services Office in the State Office by the grant recipient in accordance with Title 40, Part XX, Texas Administrative Code, Section 835.32, related to "Contract Completion Reports", and Section 835.33, related to "Contract Payment". The data are collected from the reports submitted by grant recipients whose contracts have closed and who have been paid the final payment during the reporting period.

**Method of Calculation:** The numerator is divided by the denominator to arrive at the percent of Self-Sufficiency trainees securing employment with participating businesses.

**Data Limitations:** None.

**Calculation Type:** Non-cumulative.

**New Measure:** No.

Desired Performance: Higher than target.

## Output, Efficiency, and Explanatory Measures Definitions

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.1 Assist local workforce development boards to become operational and support the on-going efforts to offer integrated services that match the workforce needs of employers and workers in every local workforce development area through August 31, 2005

**Strategy:** 1.1.1 Provide policy development and offer technical assistance and training to local workforce development area officials, boards, and staff as they develop and implement local service delivery plans.

**Measure Type:** Output

**Output:** 01 Number of On-Site Technical Assistance Visits.

### Measure Definition for 2001:

**Short Definition:** This measure provides information on the number of workforce division team visits to Local Workforce Development Boards (LWDBs) to provide consultation and clarification.

**Purpose/Importance:** This measure is an indicator of the progress of efforts to provide policy development and offer technical assistance and training to local workforce development area officials, boards and staff as they develop and implement local service delivery plans.

**Source/Collection of Data:** A visit is considered complete when a Trip Record (if required) is completed and a travel voucher submitted. The data for this measure are collected by the Administrative Technician, Workforce Field Operations, from travel vouchers from Customer Service, Operation Support, Field Operations, and One-Stop tracking logs or reports (unduplicated) and recorded on an Excel spreadsheet file by the different units involved. The data are summed for all reporting periods. The records are maintained on the PC Excel file.

**Method of Calculation:** Based on records retrieved from the Excel files, the number of technical assistance visits is summed and the total recorded.

**Data Limitations:** None.



Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Lower than target.

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.1 Assist local workforce development boards to become operational and support the on-going efforts to offer integrated services that match the workforce needs of employers and workers in every local workforce development area through August 31, 2005

**Strategy:** 1.1.1 Provide policy development and offer technical assistance and training to local workforce development area officials, boards, and staff as they develop and implement local service delivery plans.

**Measure Type:** Output

**Output:** 02 Number of Full Service One-Stop Career Centers Supported.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of TWC or Local Workforce Development Board (LWDB) One-Stop Career Development Centers that have achieved TWC Full Service Standards.

**Purpose/Importance:** This measure is an indicator of the progress of efforts to providing convenient access to TWC and LWDB services for persons wishing to obtain and retain employment.

**Source/Collection of Data:** H.B. 1863 requires that within 180-days after the Governor certifies a Board, the Board must have at least one career center that meets the 180-day requirement. The center must submit a self-assessment document containing information on fourteen job seeker and ten employer service criteria. After reviewing the self-assessment, the Quality Initiatives (QI) Unit conducts an on-site review of the center to verify the self-assessment through staff interviews, reviews of case files, and reviews of workshops or seminars and customer/staff interactions. The QI unit then prepares a report supporting either certification or denial of certification. The report is sent to the Board's executive director along with a letter either certifying that the center has achieved the requirement or denying the certification.

One year after the center achieves the 180-day certification it must meet the Full-Service Standard. A center must submit a Full-Service assessment document with fourteen criteria. These criteria are quality oriented and ensure that, along with providing the programs and services required by the 180-day requirement, the center has integrated its

program staff and has a method of determining and improving customer satisfaction. After reviewing the self-assessment, the QI Unit conducts an on-site review of the center and prepares a report as above, which is sent to the Board's executive director along with a letter regarding the center's certification status.

Method of Calculation: A Program Specialist in the QI Unit collects the data for this measure through a manual count of the review reports/certification letters for centers that have achieved TWC's Full-Service Standards. The criteria are discussed in TWC Numbered Letter WD 06-97. Copies of the review reports and certification letters are kept on file by QI. Centers are counted when they have received a written report and certification letter indicating they have achieved Full-Service Standards during the end of the reporting period.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Level of Performance: Higher than target.

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.1 Assist local workforce development boards to become operational and support the on-going efforts to offer integrated services that match the workforce needs of employers and workers in every local workforce development area through August 31, 2005

**Strategy:** 1.1.1 Provide policy development and offer technical assistance and training to local workforce development area officials, boards, and staff as they develop and implement local service delivery plans.

**Measure Type:** Efficiency

**Output:** 01 Average Cost per On-Site Technical Assistance Visit.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the average cost per on-site technical assistance visits by workforce development teams to Local Workforce Development Boards (LWDBs) to provide consultation and clarification.

**Purpose/Importance:** This efficiency measure is an indicator of the cost to provide policy development and offer technical assistance and training to local workforce development area officials, boards and staff as they develop and implement local service delivery plans.

**Source/Collection of Data:** The numerator for this measure is the costs collected by the Field Operations Manager, Workforce Field Operations, on a spreadsheet file compiled from travel vouchers recorded by different units involved. The activity is counted as completed when all activities are counted from Customer Services, Operations Support, Field Operations, and One-Stop tracking logs or reports (unduplicated). The numerator is summed for the reporting period. These records are maintained in a spreadsheet file.

The denominator for this measure is the number of workforce development team visits collected by the Field Operations Manager, Workforce Field Operations, on a spreadsheet file compiled from travel vouchers recorded by the different units involved. The activity is counted as completed when all activities are counted from Customer Services, Operations Support, Field Operations, and One-Stop tracking logs or reports (unduplicated). The denominator is summed for the reporting period. These records are maintained in a spreadsheet file.

Method of Calculation: Based on records retrieved from the spreadsheet files, total expenditures are aggregated by team visit expenditures and divided by the cumulative count of workforce development team visits tracked through visit logs or reports and budget documents.

Data Limitations: None

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.1 Assist local workforce development boards to become operational and support the on-going efforts to offer integrated services that match the workforce needs of employers and workers in every local workforce development area through August 31, 2005
- Strategy:** 1.1.2 Operate a statewide automated system to collect, research, analyze, disseminate and integrate labor market and workforce information to support service delivery and informed decision making in Texas by individuals, business, labor, local workforce development boards, educational institutions, state and local officials, and other interested groups.
- Measure Type:** Output
- Output:** 01 Number of Labor Market Information Requests Closed.

**Measure Definition for 2001:**

Short Definition: This measure monitors the number of requests for information received by the Labor Market Information (LMI) Department which LMI has provided a response.

Purpose/Importance: The measure is an indicator of public requests for information on employment/unemployment statistics across the state. It also includes recipients of two monthly publications produced by the LMI Department which are disseminated to the general public. The measure demonstrates the Texas Workforce Commission's progress toward its strategy to operate a statewide automated system for workforce information.

Source/Collection of Data: The data for this measure is collected from the publication mailing lists and data request forms completed in the LMI Department, and counts of requests maintained by staff responsible for dissemination.

Method of Calculation: Each separate, identifiable request for which a product is provided will count as one request closed. Multiple requests received at one time may be counted as more than one request if the items requested differ in nature. For example, a request for unemployment rates for 15 areas would be treated as a

single request; but a request for unemployment rates and a request for occupational staffing patterns would be treated as two separate requests. The data are summed for the reporting period. These records are maintained in the LMI Department.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

**Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.

**Objective:** 1.1 Assist local workforce development boards to become operational and support the on-going efforts to offer integrated services that match the workforce needs of employers and workers in every local workforce development area through August 31, 2005

**Strategy:** 1.1.2 Operate a statewide automated system to collect, research, analyze, disseminate and integrate labor market and workforce information to support service delivery and informed decision making in Texas by individuals, business, labor, local workforce development boards, educational institutions, state and local officials, and other interested groups.

**Measure Type:** Efficiency

**Output:** 01 Average Time in Hours to Resolve Computer Problems Preventing Client Access to Automated Information from the Mainframe.

**Measure Definition for 2001:**

Short Definition: This measure monitors how long it takes to resolve any computer problems that cause TWC employees or agents to lose access to the agency's automated data.

Purpose/Importance: This measure demonstrates TWC's progress toward operating a statewide automated system for workforce information.

Source/Collection of Data: The numerator for this measure is the total amount of down time elapsed while computer problems are being resolved. This measure is collected from the online problem management system. Computer problems are entered into the online problem management system by the agency's centralized help desk unit. The elapsed time for each entry is calculated by subtracting start time from end time. The elapsed time is measured in hours. The denominator is the total number of entries for the reporting period. This measure is collected from the online problem management system.

Method of Calculation: The numerator is calculated by adding the elapsed time for each entry during the reporting period.



The total elapsed time (numerator) is divided by the total number of entries (denominator) and the result is an average expressed in hours.

Data Limitations: This measure monitors only those problems called into the agency's help desk. Unfortunately, not all computer problems are called into the help desk. Some computer problems are fixed by an analyst without the help desk being notified. In this case, there would be no entry in the online problem management system.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet workforce needs of employers and workers of the state
- Objective:** 1.1 Assist local workforce development boards to become operational and support the on-going efforts to offer integrated services that match the workforce needs of employers and workers in every local workforce development area through August 31, 2005.
- Strategy:** 1.1.2 Operate a statewide automated system to collect, research, analyze, disseminate, and integrate labor market and workforce information to support service delivery and informed decision making in Texas by individuals, businesses, labor, local workforce development boards, educational institutions, state and local officials, and other interested groups.
- Measure Type:** Efficiency
- Output:** 02 Average Time in Hours to Resolve Computer Problems Preventing Client Access to Automated Information from TWIST.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors how long it takes to resolve any computer problems that cause TWC employees or agents to lose access to the agency's automated data.

**Purpose/Importance:** This measure demonstrates TWC's progress toward operating a statewide automated system for workforce information.

**Source/Collection of Data:** The numerator for this measure is the total amount of down time elapsed while computer problems are being resolved. This measure is collected from the online problem management system. Computer problems are entered into the online problem management system by the agency's centralized help desk unit. The elapsed time for each entry is calculated by subtracting start time from end time. The elapsed time is measured in hours. The denominator is the total number of entries for the reporting period. This measure is collected from the online problem management system.

Method of Calculation: The numerator is calculated by adding the elapsed time for each entry during the reporting period.

The total elapsed time (numerator) is divided by the total number of entries (denominator) and the result is an average expressed in hours.

Data Limitations: This measure monitors only those problems called into the agency's help desk. Unfortunately, not all computer problems are called into the help desk. Some computer problems are fixed by an analyst without the help desk being notified. In this case, there would be no entry in the online problem management system.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.1 Provide monetary assistance to eligible Texans during time of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.
- Measure Type:** Output
- Output:** 01 Number of Initial Unemployment Insurance Claims Filed.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the number of Intrastate new and additional claims, Interstate agent (filed in Texas against another state), and liable (filed from another state against Texas) claims filed.

**Purpose/Importance:** The Unemployment Insurance (UI) program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. This measure demonstrates TWC's efforts to provide monetary assistance with tax collection, benefits payment and dispute resolution. Claims for unemployment insurance are filed through the Tele-Centers. Each Tele-Center has its own local telephone number for services and there is one toll-free number for the rest of the state and people filing from another state. The claimant speaks with a Customer Service Representative to provide all necessary information regarding their unemployment to set up an initial claim for benefits.

**Source/Collection of Data:** The data for this measure is collected from benefit claims records in the automated benefits system by the BNQ560BO program and is recorded on the ETA 5159, Claims and Payment Activities report.

**Method of Calculation:** The claim record is counted as an initial claim when it meets the requirements of Section 208.001(a) of the Texas Unemployment Compensation Act. The data are summed for the report period. These records are maintained in the UI Support & Customer Service administrative files.

Data Limitations: The number of initial claims filed is tied directly to the state of the Texas economy. We serve every client who attempts to file a claim, the determining factor is the number of unemployed workers.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Actual performance, either higher or lower than the targets, is not an indication of performance, but rather, an indication of the accuracy of economic forecasts.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.1 Provide monetary assistance to eligible Texans during time of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.
- Measure Type:** Output
- Output:** 02 Number of Quality Control Audits of Benefits Paid Completed.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of quality control audits completed on benefits paid, ensuring that the state meets the minimum required by the US Department of Labor. Each week paid claims are selected at random for a complete audit to determine if the week was paid properly.

**Purpose/Importance:** The information obtained by the Benefit Accuracy Measurement program audits is used by administration in development of improvements of the Unemployment Insurance (UI) program. This measure demonstrates TWC's efforts to ensure program and fiscal effectiveness and provide legal protection, provide monetary assistance with tax collection, benefits payment, and dispute resolution.

**Source/Collection of Data:** The data for this measure is collected from the number of audits completed which is manually recorded by the Quality Control supervisor on the Quality Control Batch Log. The case is counted as completed when it has been reviewed and keyed into the Department of Labor database on the SUN Microsystem SparcStation 10 located in UI Support & Customer Service office.

**Method of Calculation:** The data is summed for the reporting period. Hard copies of these records are maintained in a binder in the Quality Control unit of UI Support & Customer Service.

**Data Limitation:** None.

**Calculation Type:** Cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.1 Provide monetary assistance to eligible Texans during time of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.
- Measure Type:** Output
- Output:** 03 Number of Lower Authority Unemployment Insurance Appeals Decisions.

**Measure Definition for 2001:**

**Short Definition:** This measure indicates the number of Lower Authority appeal decisions mailed involving Unemployment Insurance benefit entitlement and potential employer tax liability for the UI program.

**Purpose/Importance:** The appeal function serves both claimants and employers. The UI program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. This measure demonstrates TWC's efforts to ensure program and fiscal effectiveness and provide legal protection and to provide monetary assistance with tax collection, benefits payment and dispute resolution.

**Source/Collection of Data:** The data for this measure is taken from a SAS job based on summary sheets completed by the mailer of the Lower Authority decision and entered by Appeals Data Entry Staff into the Appeals Master File database.

**Method of Calculation:** Specific entries are made into the Appeals Master File database as appeals are received in the department. These records are updated on an as-needed basis when decisions are completed and mailed. The decision is counted as complete when mailed. The data are summed for the reporting period. The records are maintained in the Appeals Master File database.

**Data Limitations:** None.

**Calculation Type:** Cumulative.



New Measure: No.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.1 Provide monetary assistance to eligible Texans during time of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.
- Measure Type:** Output
- Output:** 04 Number of Delinquent Employer Wage and Tax Reports Secured.

**Measure Definition for 2001:**

**Short Definition:** The number of delinquent employer quarterly wage and tax reports secured for payment of state unemployment taxes for the state Unemployment Insurance (UI) program.

**Purpose/Importance:** The UI program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. This measure demonstrates TWC's progress to ensure program and fiscal effectiveness and provide legal protection to support statewide workforce services to support local communities.

**Source/Collection of Data:** The data for this measure is collected from tax reports, Form C-3, processed during the period following the due date for each of the four calendar periods. Data is received in a variety of mediums and input by Tax and Data Processing staff and recorded in the Employer Master File tax accounting system. The tax report is counted as secured once the report is received or it is determined that the report was not due for the period. The data are summed for the reporting period. These records are maintained in the Employer Master File.

**Method of Calculation:** Based on records retrieved from the Employer Master File the number of delinquent reports secured are summed for the reporting period and the total is recorded.

Data Limitations: The data for each calendar quarter measure is not available until the end of the following calendar quarter, which is beyond the due date for the strategic measure report. Quarterly reports are due from the employers on the last day of the month following the end of the calendar quarterly reporting period. Another three weeks is required to process the reports and determine which reports are delinquent. Appropriate tax staff is notified of the delinquencies and given an opportunity to secure the reports. Due to the extended reporting, processing and working time in securing the reports, the data for this measure is for the quarterly period immediately prior to the quarter identified.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.1 Provide monetary assistance to eligible Texans during time of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.
- Measure Type:** Efficiency
- Output:** 01 Average Cost per Initial Unemployment Insurance Claim Filed.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the average cost of each initial Unemployment Insurance (UI) claim filed. The UI program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns

**Purpose/Importance:** This measure demonstrates TWC's efforts to provide monetary assistance with tax collection, benefits payment, and dispute resolution.

**Source/Collection of Data:** Financial data will be reported from the PeopleSoft automated system when it is fully implemented. The number of initial claims comes from the benefit claims records in the automated benefits system retrieved by the BNQ560BO program and recorded on the ETA 5159, Claims and Payment Activities Report. The time per initial Unemployment Insurance claim filed comes from the G3SI Version 6 Definity telephone switch and delivered to the Unix server running the Lucent Technologies program called CentreVu Supervisor.

**Method of Calculation:** The numerator for this measure is calculated by taking the average time to process an initial UI claim as determined in Efficiency Measure 01-02-01, Average Time to Process Initial Unemployment Insurance Claim, plus the weighted time to process separation issues (51.664 minutes) and

then multiplying by the average UI staff cost per minute. The average UI staff cost per minute is calculated by dividing the total expenditures from the FARS GA-17 for the UI program by the total UI staff positions paid converted by minutes.

The denominator is the total number of initial benefit claims as recorded on the ETA 5159 report and retrieved by the BNQ560PO report.

The numerator, total costs per initial unemployment insurance, is divided by the denominator, total claims filed during the reporting period, and the result is reported as an average cost.

Data Limitation: None.

Calculation: Non-cumulative.

New Measure: No

Desired Performance: Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.1 Provide monetary assistance to eligible Texans during time of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.
- Measure Type:** Efficiency
- Output:** 02 Percent of Lower Unemployment Insurance Appeals Decisions Issued Timely.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percent of Lower Authority decisions issued timely for the appeals function of the Unemployment Insurance (UI) program.

**Purpose/Importance:** The Department of Labor requires the Lower Authority to issue 80% of its decisions within 45 days from the date of the appeal. This appeals function serves both claimants and employers. The UI program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. This measure demonstrates TWC's efforts to provide monetary assistance with tax collection, benefits payment, and dispute resolution.

**Source/Collection of Data:** The data for this measure is taken from a SAS job based on summary sheets completed by the hearing officers and entered by the Appeals data entry staff into the Appeals Master File database. A decision is counted as completed when it is mailed to the party(s).

**Method of Calculation:** The numerator for this measure is the number of Lower Authority decisions that have a mailing date equal to or less than the 45th day from the date of the appeal to the Lower Authority Appeals office. The denominator is the total number of decisions that have a mailing date falling within the reporting period. These records are maintained in the Appeals Master File database.

The number of decisions during the reporting period that were issued within 45 days from the date of the appeal is divided by the total number of decisions mailed during the reporting period with the result expressed as a percentage.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.1 Provide monetary assistance to eligible Texans during time of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.
- Measure Type:** Efficiency
- Output:** 03 Percent of Higher Unemployment Insurance Appeals Decisions Issued Timely.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percent of Higher Authority decisions issued timely for the appeals function of the Unemployment Insurance (UI) program.

**Purpose/Importance:** The Department of Labor desired level of achievement is 80% of all Higher Authority decisions issued within 75 days of the appeal date. The appeals function serves claimants and employers. The UI program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. This measure demonstrates TWC's efforts to provide monetary assistance with tax collection, benefits payment and dispute resolution.

**Source/Collection of Data:** The data for this measure is taken from a SAS job based on summary sheets completed by the mailer of the Higher Authority decision and entered by the Commission Appeals Data Entry Staff into the Appeals Master File database. A decision is counted as completed when it is mailed to the party(s).

**Method of Calculation:** The numerator for this measure is the number of Higher Authority decisions that have a mailing date equal to or less than the 75th day from the date of the appeal to the Higher Authority appeals office. The denominator is the total number of decisions that have a mailing date falling within the reporting period. These records are maintained in the Appeals Master File database.

The number of decisions issued during the reporting period is divided by the total number of decisions mailed during the reporting period with the result expressed as a percentage.



Data Limitations: No.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.1 Provide monetary assistance to eligible Texans during time of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.
- Measure Type:** Efficiency
- Output:** 04 Average Time to Process Initial Unemployment Insurance Claim.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the average amount of time it takes to process an initial Unemployment Insurance (UI) claim for benefits.

**Purpose/Importance:** The UI program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. This measure demonstrates TWC's efforts to provide monetary assistance with tax collection, benefits payment and dispute resolution.

**Source/Collection of Data:** The data for this measure is collected from the benefit claims records in the automated benefits system retrieved by the BNQ560BO program and recorded on the ETA 5159, Claims and Payment Activities report and G3SI Version 6 Definity telephone switch and delivered to the Unix server running the Lucent Technologies program called CentreVu Supervisor. CentreVu takes the raw data, performs the calculations and generates reports.

The numerator for this measure is collected from the CentreVu historical report for English new claims, Spanish new claims, and English new claims from out of state and Spanish new claims from out of state. The total processing time is calculated by multiplying the sum of the average automated call distribution (ACD) time and the average after call time by the number of calls.

The denominator for this measure is collected from the ETA 5159 report, lines 101, 102 and 103 columns 1 and 7 for the total initial claims for the reporting period.

Method of Calculation: The total processing time is divided by the total number of initial claims for the reporting period, with the result expressed as an average number of minutes.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.1 Provide monetary assistance to eligible Texans during time of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.
- Measure Type:** Explanatory
- Output:** 01 Unemployment Rate.

**Measure Definition for 2001:**

Short Definition: This measure indicates/provides information on unemployment rates for use as an economic indicator, which the Labor Market Information (LMI) Department conducts for the Bureau of Labor Statistics and the general public.

Purpose/Importance: The measure identifies a factor that measures the performance achieved in the Texas economy or in substate economies as indicated by the number of people employed and unemployed.

Source/Collection of Data: The numerator (unemployed persons) for this measure is collected from the Local Area Unemployment Statistics (LAUS) Program by LMI Department staff and is recorded in the LAUS State System. The unemployment rate is estimated monthly for the week including the 12th of the month.

The numerator is summed for the reporting period. These records are maintained in the LMI Department and are disseminated Statewide through the Texas Labor Market Review and in the Texas Workforce Commission's Internet site.

The denominator (civilian labor force, employed plus unemployed persons) for this measure is collected from the Local Area Unemployment Statistics (LAUS) Program by LMI Department staff and is recorded in the LAUS State System. The unemployment rate is estimated monthly for the week including the 12th of

the month. The denominator is summed for the reporting period. These records are maintained in the LMI Department and are disseminated Statewide through the Texas Labor Market Review and in the Texas Workforce Commission's Internet site.

Method of Calculation: The total unemployment is divided by the civilian labor force and the result is expressed as a percent.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.1 Provide monetary assistance to eligible Texans during time of unemployment through a system of tax collection, benefits payment, and impartial dispute resolution.
- Measure Type:** Explanatory
- Output:** 02 Number of Employers Subject to Texas Unemployment Compensation Act.

**Measure Definition for 2001:**

**Short Definition:** This measure indicates the total number of active employer accounts that are liable for payment of state unemployment taxes.

**Purpose/Importance:** The Unemployment Insurance (UI) program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. The number of liable employers identified and registered impacts the number of workers that have wages on file for prompt qualification and calculation of unemployment insurance benefits. It identifies a factor that affects the performance achieved in the unemployment insurance program as indicated by the average cost of processing a claim and the average time of processing a claim.

**Source/Collection of Data:** The data for this measure is collected from status reports, Form C-1, processed by Tax staff and recorded in the Employer Master File tax accounting system. The employer account is counted as liable if the employer meets any of several statutory tax liability criteria found in the Texas Unemployment Compensation Act (TUCA). The data are summed for the reporting period. These records are maintained in the Employer Master File, Report TXSR0070.

**Method of Calculation:** Based on records retrieved from the Employer Master File the number of active employer accounts subject to the TUCA are summed

each quarter and the total is recorded. The activity is complete when the determination of liability is made and the data entered into the Employer Master File in the tax accounting system.

Data Limitations: Data is limited to the universe of liable employers that have been identified and registered by the Tax Department. Unidentified and/or unregistered liable employers are not included.

Calculation Type: Non-Cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.2 Assist workers in obtaining payment of wages due and protect children from exploitation in the workplace.

**Measure Type:** Output

**Output:** 01 Number of Pay Day Decisions Issued.

**Measure Definition for 2001:**

**Short Definition:** The number of mandatory decisions issued concerning unpaid wages investigated under the Texas Pay Day Law.

**Purpose/Importance:** The law mandates that private employers provide workers with compensation in a complete and timely manner. The Pay Day Law Section of the Labor Department adjudicates claims for alleged unpaid wages. This measure demonstrates TWC's effort to ensure program and fiscal effectiveness, as well as to provide legal protection within local communities.

**Source/Collection of Data:** This measure provides the total number of Pay Day decisions issued, which corresponds directly to the total number of cases worked. It is the number of wage claims filed and investigated, resulting in a decision (called a Determination Order) being issued. This figure is obtained from the Labor Law Monthly Statistical Report, entry named "Total claims worked," compiled by and maintained in the department. The figure is derived as a result of Pay Day investigators entering Determination Orders into the Pay Day automated system. The activity is considered complete when the decision has been made and the determination has been keyed.

**Method of Calculation:** The number of cases worked, which reflects the number of decisions issued, is summed to provide the number of decisions issued within the reporting period.

**Data Limitations:** The number of decisions issued is based, in part, on the number of claims the department receives to investigate. If the number of filings dropped, it could affect the number of decisions issued.

**Calculation Type:** Cumulative.



New Measure: No.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.2 Assist workers in obtaining payment of wages due and protect children from exploitation in the workplace.
- Measure Type:** Output
- Output:** 02 Number of On-Site Inspections Completed for Texas Child Labor Law Compliance.

**Measure Definition for 2001:**

Short Definition: The number of on-site compliance visits with employers in Texas to educate them about and ensure their compliance with the Texas Child Labor Law.

Purpose/Importance: The Child Labor Law Section of the Labor Law Department strives to ensure that a child is not employed in an occupation or manner that is detrimental to the child's safety, health or well-being by responding to complaints and performing random on-site employment inspections. These activities are referred to as investigations. An educational component is a part of each inspection. This measure demonstrates TWC's effort to ensure program and fiscal effectiveness, as well as to provide legal protection within local communities.

Source/Collection of Data: This measure is the sum of the on-site visits (investigations) conducted by Child Labor investigators. This figure is obtained from the Labor Law Monthly Statistical Report, entry named "Child Labor investigations," compiled by and maintained in the Labor Law Department. The figure for this report is derived from a manual tally of the number of investigations completed as reflected on the monthly reports submitted by Child Labor investigators. The activity is considered complete when the on-site visit (investigation) conducted by the Child Labor investigator has concluded and the investigator's report has been submitted.

Method of calculation: The number of investigations conducted, which reflects the number of on-site inspections completed, is summed to provide the number of inspections completed within the reporting period.

Data Limitations: Since the nature of this activity demands travel to various businesses for on-site inspections, restriction of travel monies could have a negative impact on the

achievement of this measure.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.2 Assist workers in obtaining payment of wages due and protect children from exploitation in the workplace.

**Measure Type:** Efficiency

**Output:** 01 Average Cost per Decision Issued in a Pay Day Law Case.

**Measure Definition for 2001:**

Short Definition: The average cost incurred to pursue and resolve a complaint for unpaid wages as allowed by the Texas Pay Day Law.

Purpose/Importance: The law mandates that private employers provide workers with compensation in a complete and timely manner. The Pay Day Law Section of the Labor Law Department adjudicates claims for alleged unpaid wages. This measure demonstrates TWC's effort to ensure program and fiscal effectiveness, as well as to provide legal protection within local communities.

Source/Collection of Data: The numerator for this measure is the total of all costs associated with the Pay Day Law program as maintained by TWC Operational Accounting Department. This figure is derived from automated reports compiled by the Financial Reporting and Analysis Department of TWC . The results of the automated reports are maintained by the Financial Reporting and Analysis Department The activity is considered complete when the Operational Accounting Department of TWC has entered all cost expenditures for the reporting period, and the reporting period has been closed.

The denominator is the total number of wage claims filed and investigated, having a decision (called a Determination Order) issued. This figure is obtained from the Labor Law Monthly Statistical Report, entry named "Total claims worked," compiled by and maintained in the Labor Law Department. This figure reflects the number of claims investigated with decisions issued by investigators who enter Determination Orders into the Pay Day automated mainframe computer system The activity is considered complete when the decisions have been made and the determinations have been keyed.

Method of Calculation: The total cost associated with the Pay Day Law program is divided by the total number of decisions/determinations issued (claims worked). This

reflects the average cost per decision issued in a Pay Day Law case.

Data Limitations: The agency has no control over the number of claims received annually. Therefore, fluctuations in the number of wage claims filed could have an effect on the cost per decision, possibly driving the cost per decision up if there is a drop in the number of wage complaints filed.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.2 Assist workers in obtaining payment of wages due and protect children from exploitation in the workplace.
- Measure Type:** Efficiency
- Output:** 02 Percent of Pay Day Law Decisions Issued Within 60 Days.

**Measure Definition for 2001:**

Short Definition: The percentage of claims for unpaid wages for which a decision was issued under the Texas Pay Day Law within 60 days of receipt by the Labor Law Department, as compared to the number of all decisions issued.

Purpose/Importance: The law mandates that private employers provide workers with compensation in a complete and timely manner. The Pay Day Law Section adjudicates claims for alleged unpaid wages. This measure demonstrates TWC's effort to ensure program and fiscal effectiveness, as well as to provide timely legal protection within local communities.

Source/Collection of Data: The numerator for this measure is the number of Pay Day Law decisions in the reporting period issued within 60 days of receipt by the Labor Law Department. This number is obtained from an automated report compiled by the Application Development & Maintenance Department of TWC and maintained by the Labor Law Department and reflect the total number and listing of all claims that had a Determination Order keyed within the reporting period being measured and having a file creation date within 60 days of the date the Determination Order was keyed. (A Determination Order is the document created to inform parties of the decision issued.) This activity is considered complete when the decision has been made and the determination has been keyed.

The denominator is the total number of wage claims filed and investigated, having a decision (called a Determination Order) issued. This figure is obtained from the Labor Law Monthly Statistical Report, entry named, "Total claims worked," compiled by and maintained in the Labor Law Department. This figure

reflects the number of claims investigated with decisions issued by investigators who enter Determination Orders into the Pay Day automated mainframe computer system. The activity is considered complete when the decision has been made and the determination has been keyed.

Method of Calculation: The number of determinations issued within 60 days is divided by the total number of decisions/determinations issued (claims worked). This reflects the percentage of decisions/determinations issued within 60 days.

Data Limitations: The agency has limited control over the outcome of this measure because it has no control over how many wage claims are filed at any given time or the period time during which a claim is filed.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.2 Assist workers in obtaining payment of wages due and protect children from exploitation in the workplace.
- Measure Type:** Efficiency
- Output:** 03 Average Cost per On-Site Inspection for Texas Child Labor Law Compliance.

**Measure Definition for 2001:**

Short Definition: The average cost associated with education about and ensuring compliance with the Texas Child Labor Law through on-site compliance visits for investigations and inspections with employers in Texas.

Purpose/Importance: The Child Labor Law Section of the Labor Department strives to ensure that a child is not employed in an occupation or manner that is detrimental to the child's safety, health or well-being by responding to complaints and performing random on-site employment inspections. These activities are referred to as investigations. An educational component is a part of each inspection (investigation). This measure demonstrates TWC's effort to ensure program and fiscal effectiveness, as well as to provide child labor protection.

Source/Collection of Data: The numerator for this measure is the total of all costs associated with the Child Labor Law program as maintained by the TWC Operational Accounting Department. This figure is derived from automated reports compiled by the TWC Financial Reporting and Analysis Department. The results of the automated reports are maintained by the Financial Reporting and Analysis Department. The activity is considered complete when the Operational Accounting Department of TWC has entered all cost expenditures for the reporting period, and the reporting period has been closed.

The denominator is the number of child labor inspections (investigations) conducted. This figure is obtained from the Labor Law Monthly Statistical Report, entry named "Child Labor investigations," compiled by and maintained in the Labor Law Department. The figure for this report is derived from a manual tally of the number of investigations (inspections) completed as reflected on the monthly reports submitted by Child Labor investigators. The activity is considered complete when the inspection (investigation) has



been made and the investigator's report has been submitted.

**Method of Calculation:** The total cost associated with the Child Labor Law program is divided by the total number of child labor inspections/investigations conducted. This reflects the average cost of conducting a Texas Child Labor Law on-site compliance inspection (investigation) of a business located in Texas.

**Data Limitations:** If overall costs for the same activities rise, then the cost per inspection could increase accordingly.

**Calculation Type:** Non-cumulative.

**New Measure:** No.

**Desired Performance:** Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.2 Assist workers in obtaining payment of wages due and protect children from exploitation in the workplace.
- Measure Type:** Explanatory
- Output:** 01 Number of Documented Violations of Texas Child Labor Law.

**Measure Definition for 2001:**

**Short Definition:** The number of violations of the Texas Child Labor Law confirmed by the Child Labor Law Section of the Labor Law Department after an on-site inspection (investigation) has been conducted.

**Purpose/Importance:** The Section strives to ensure that a child is not employed in an occupation that is detrimental to the child's safety, health or well-being, by responding to complaints and performing random on-site employment investigations to ensure compliance with the law. These activities are referred to as investigations. This measure demonstrates TWC's effort to ensure program and fiscal effectiveness, as well as to provide legal protection within local communities.

**Source/Collection of Data:** This measure is the sum of the number of documented violations of the Texas Child Labor Law confirmed after an on-site inspection has been conducted during the reporting period. The number of violations is taken from the current Labor Law Monthly Statistical Report, entry named "Number of violations," compiled by and maintained within the department. The number of violations shown in that report is derived from a manual tally of the number of documented violations found as reflected on the monthly reports submitted by Child labor investigators. The activity is considered complete when the investigator's decision is made and a notice of employer violation is sent out.

**Method of Calculation:** The number of documented violations of the Texas Child Labor Law is summed.

**Data Limitations:** The number of documented violations of the law is difficult to predict because each on-site inspection may or may not uncover violations. There is no way to be certain of the outcome before the inspection is finished. In addition, there is not a one-to-one correlation between an inspection and the number of violations found. There may be several violations resulting from one inspection. Each incident and each child identified during an investigation may count as separate violations of the law.

**Calculation Type:** Cumulative.

**New Measure:** No.

**Desired Performance:** Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.3 Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness through on-site visits and audits, and ensure veterans and students of proprietary schools receive appropriate instruction.
- Measure Type:** Output
- Output:** 01 Number of On-Site Monitoring Reviews of Contractors Conducted.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of on-site financial and program monitoring reviews conducted throughout the fiscal year. Monitoring reviews are performed at the Local Workforce Development Boards and other direct subrecipient contracts with TWC based on a risk assessment.

**Purpose/Importance:** This measure is important as the agency strives toward meeting its goal of ensuring effective, efficient and accountable state government operations.

**Source/Collection of Data:** The data for this measure is collected from the Contract Monitoring schedule of on-site reviews.

**Method of Calculation:** The data is maintained in an ACCESS database within the department and updated as reviewed are needed, scheduled, completed and/or cancelled. A report is generated for each reporting period. The data are summed for the period.

**Data Limitations:** The number of on-site monitoring reviews may increase should concerns arise from Commissioners, Executive Management, and/or outside parties.

Calculation Cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.3 Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness through on-site visits and audits, and ensure veterans and students of proprietary schools receive appropriate instruction.

**Measure Type:** Output

**Output:** 02 Number of Entities Subject to a Single Audit Review.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of entities subject to a single audit review.

**Purpose/Importance:** All subrecipients that expend a total of \$300,000 in Federal and/or State funds are required to have a single audit review. This measure is important in explaining the number of entities the agency is responsible for ensuring the goal of effective, efficient and accountable state government operations is achieved.

**Source/Collection of Data:** The population is projected from previous annual financial reports and current federal or state awards. The population is updated monthly. If an entity does not meet that \$300,000 threshold, TWC requires the entity to send a letter stating such.

**Method of Calculation:** Obtain a list of all sub-recipient contracts from the Contract Administration Department at the beginning of each reporting period the fiscal year. Determine from previous annual financial reports and current federal or state awards if each sub-recipient will possibly meet the \$300,000 threshold. Obtain monthly TWC expenditure reports to verify expenditure patterns and total to identify potential expenditures of \$300,000 or more. Report total population of contracts on list

Data Limitations: The population is projected from previous annual financial reports and current federal or state awards. The population is updated monthly. If an entity does not meet that \$300,000 threshold, TWC requires the entity to send a letter stating such.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.3 Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness through on-site visits and audits, and ensure veterans and students of proprietary schools receive appropriate instruction.

**Measure Type:** Output

**Output:** 03 Number of Proprietary Schools Licensed.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on enrollments for proprietary schools which the Proprietary School Unit collects for program monitoring and compliance.

**Purpose/Importance:** This explanatory measure identifies a factor that affects the performance achieved by the proprietary schools as indicated by the percent of proprietary school graduates with jobs in a field related to their training.

**Source/Collection of Data:** The data for this measure are collected from each school, which sends the annual number of students enrolled to the State Office in the form of completed/placement employment reports.

**Method of Calculation:** The data are recorded by the Program Specialist on a PC database. The activity is counted as completed when all schools have reported to the State Office. The data are summed for the reporting period. These records are maintained in office files and manually entered on a PC database.

Based on records retrieved from the PC database, the number of students enrolled is summed annually and the total is recorded.

**Data Limitations:** None.



Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.3 Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness through on-site visits and audits, and ensure veterans and students of proprietary schools receive appropriate instruction.
- Measure Type:** Efficiency
- Output:** 01 Average Cost per On-Site Compliance Visit and Audit Conducted.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the average cost of conducting an on-site monitoring/compliance visit.

**Purpose/Importance:** This measure quantifies the agency’s average cost striving to meet its goal of ensuring effective, efficient and accountable state government operations.

**Source/Collection of Data:** The numerator for this measure is the labor costs of all parties directly involved on monitoring reviews plus the travel costs associated with the reviews. The data for the month is recorded in a set of excel worksheets and summed for the reporting period.

The denominator for this measure is the number of on-site monitoring visits performed for the reporting period. Should a monitoring visit begin at the end of a month and end at the beginning of the next month, the on-site visit would be recorded in the month that the fieldwork ends. The denominator is reported in measure Number of On-site Reviews of Contractors Conducted.

**Method of Calculation:** The numerator, monthly total cost directly related to on-site monitoring visits, is divided by the number of on-site reviews of contractors conducted. The result is expressed as a percent.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.3 Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness through on-site visits and audits, and ensure veterans and students of proprietary schools receive appropriate instruction.
- Measure Type:** Efficiency
- Output:** 02 Average Time per Proprietary School Complaint Investigation.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the average length of time to resolve a student complaint against a proprietary school. Proprietary schools are for-profit or non-profit schools approved and regulated under state law. These schools offer business, trade, technical, industrial, and vocational training through classroom instruction, seminars, workshops or correspondence. Continuing education, personal improvement and other programs offering less than complete vocational training are not included in this measure.

**Purpose/Importance:** This efficiency measure is an indicator of the cost to ensure that students of proprietary schools receive appropriate instruction.

**Source/Collection of Data:** The numerator is the number of days between the receipt of the complaint and the date the complaint is resolved. The complaint is counted as resolved on the date when either the letter of resolution is mailed to the complainant or the matter is referred to an administrative hearing, whichever is earlier. Data are collected from letters of complaints or administrative hearing referrals by the Program Specialist and is recorded on a personal computer (PC) database. The date of receipt of the complaint is the date it was received in the State Office. The numerator is summed, and the number of days to resolve all complaints during the reporting period is calculated. The records are maintained in a PC database.

The denominator for this measure is the number of complaints resolved during the reporting period collected from records by the Program Specialist and is recorded in a PC database. The complaint is counted as resolved on the date when either the letter of resolution is mailed to the complainant or the matter is referred to an administrative hearing, whichever is earlier. The denominator is summed for the reporting period. The records are maintained on a PC database.

Method of Calculation: The average number of days to resolve a complaint is calculated by dividing the total number of days to resolve a complaint by the total number of complaints resolved during the reporting period, and expressing the result as a percent.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.3 Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness through on-site visits and audits, and ensure veterans and students of proprietary schools receive appropriate instruction.
- Measure Type:** Explanatory
- Output:** 01 Number of Entities Subject to Compliance Monitoring.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of entities subject to compliance monitoring.

**Purpose/Importance:** This measure is important in explaining the number of entities the agency is responsible for ensuring the goal of effective, efficient and accountable state government operations is achieved.

**Source/Collection of Data:** The data for this measure is collected from the total population of subrecipient contracts as reported in the Contract Monitoring risk assessment.

**Method of Calculation:** The data is maintained in an ACCESS database within the department. This number is updated for each reporting period by adding new subrecipient contracts and deleting contracts that have been closed out.

**Data Limitations:** None.

**Calculation Type:** Non-cumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.3 Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness through on-site visits and audits, and ensure veterans and students of proprietary schools receive appropriate instruction.
- Measure Type:** Explanatory
- Output:** 02 Number of Participants in Veterans Education and Training Programs.

**Measure Definition for 2001:**

**Short Definition:** This measure provides participant information on education and training programs at institutions or establishments approved by Veterans Education for veterans of the armed forces and their eligible dependents receiving G.I. educational benefits.

**Purpose/Importance:** This explanatory measure identifies a factor that affects the performance achieved in Veterans Education as indicated by education and training institutions approved and the programs provided. The measure demonstrates TWC's effort to conduct monitoring and compliance activities for the programs of the agency.

**Source/Collection of Data:** The data for this measure, collected by the state Veterans Education Administrative Technician, is derived from monthly RCS 20-0259 Education Activities Reports provided by the Veterans Affairs Regional Office, Waco, and recorded on the Veterans Education Access database files. The activity is considered complete when the RCS report matches the Veterans Education database. These records are maintained in the Veterans Education office.

**Method of Calculation:** Based on records retrieved from the Veterans Office database, the number of veterans and eligible dependents is summed for the

reporting period then divided by the number of monthly reports received during the reporting period. The figure is used to derive an average monthly total of the number of participants in educational training programs.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.



- Goal:** 1 To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.
- Objective:** 1.2 Operate an unemployment insurance system that pays over 97% of eligible claimants in a timely manner, ensure program and fiscal integrity and enforce labor laws and proprietary school rules that protect customers through August 31, 2005.
- Strategy:** 1.2.3 Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness through on-site visits and audits, and ensure veterans and students of proprietary schools receive appropriate instruction.
- Measure Type:** Explanatory
- Output:** 03 Number of Students Enrolled in Proprietary Schools.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on enrollments for proprietary schools which the Proprietary School Unit collects for program monitoring and compliance.

**Purpose/Importance:** This explanatory measure identifies a factor that affects the performance achieved by the proprietary schools as indicated by the percent of proprietary school graduates with jobs in a field related to their training.

**Source/Collection of Data:** The data for this measure are collected from each school, which sends the annual number of students enrolled to the State Office in the form of completer/placement employment reports. The data are recorded by the Program Specialist on a personal computer (PC) database. The activity is counted as completed when all schools have reported to the State Office. The data are summed for the reporting period. These records are maintained in office files and manually entered on a PC database.

**Method of Calculation:** Based on records retrieved from the PC database, the number of students enrolled is summed annually and the total is recorded.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients

**Measure Type:** Output

**Output:** 01 Number of Employment Services participants served

**Measure Definition for 2001:**

Short Definition: This measure monitors the total number of clients participating in employment services during the reporting period.

Purpose and Importance: It is an indicator of the progress in efforts to assist clients to obtain and retain employment.

Collection of Data: This measure is a count of the number of participants during the year. Data for this measure is collected by field staff and entered into the Job Service Matching System (JSMS) on the TWC mainframe. In order to be included in the count, an individual must be an active applicant for service at some time during the reporting year. The number is recorded in SAMS Report A22, line 080, Column C. Copies of the SAMS reports are kept in the TWC Workforce Development Division.

This measure counts individuals in Job Search Seminars, training placement, testing services, employability assessments, employability development plans, job counseling, resume assistance, provision of specific LMI data, automated labor exchange services, and bonding assistance (SAMS Report Preparation Handbook, pp. II-22-28 and SAMS Program Maintenance Manual, pp. PMM-19-1 -- PMM-19-6).

Method of Calculation: The data are summed for the reporting period.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: Yes.

Desired Performance: Higher than target..

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients

**Measure Type:** Output

**Output:** 02 Number of RIO participants served

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the number of Reintegration of Offenders (RIO) clients who complete intake in to the TWC Management Information System (MIS) and are afforded some level of service.

**Purpose/Importance:** Project RIO seeks to prepare and transition offenders from the Texas prison system and the Texas Youth Commission facilities into gainful employment as soon as possible after their release from prison. This measure monitors TWC's continuing efforts to increase the number of applicants securing employment.

**Source/ Collection of Data:** The measure activity is considered as completed when ex-offenders enter the system and some level of service is recorded.

**Method of Calculation:** The data is summed for the reporting period. The records are maintained in the MIS.

**Data Limitations:** None.

**Calculation Type:** Cumulative.

**New Measure:** Yes.

**Desired Performance:** Higher than target..

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients

**Measure Type:** Output

**Output:** 03 Number of WIA Participants Served

**Measure Definition for 2001:**

**Short Definition:** This measure monitors participation in the Workforce Investment Act (WIA) Title 1 Adult, Youth, and Dislocated Worker programs in Texas.

**Purpose/Importance:** This measure is an indicator of progress in efforts to offer employment and training services to help clients obtain and retain employment.

**Source/Collection of Data:** The data for this measure is collected from the Local Workforce Development Board (LWDB) case manager/counselor and is recorded in The Workforce Information System of Texas (TWIST) database. The activity is considered complete when a client actively enrolls in a WIA Title 1 Adult, Youth, and/or Dislocated Worker program during the reporting period. The data are summed for the reporting period. These records are maintained in the TWIST database.

**Method of Calculation:** Based on records retrieved from the state TWIST database, the number of persons actively enrolled in WIA Title 1 programs during the reporting period is summed and the total is recorded.

**Data Limitations:** None.

Calculation Type: Cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients
- Measure Type:** Output
- Output:** 04 Number of individuals served in the Senior Texans Employment Program.

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the number of senior adults in jobs in the public sector (STEP subsidized). The Senior Texans Employment Program (STEP) endeavors to place senior Texans with limited income an opportunity to earn supplemental money, which can have a significant impact on upgrading their standard of living.

**Purpose/Importance:** This measure monitors TWC's continuing efforts to provide services to the general workforce.

**Source/Collection of Data:** The data for this measure are collected from records of program participants in subsidized employment recorded and maintained on a PC file in the STEP office. The activity is counted as completed when STEP subsidized public employment is secured.

**Method of Calculation:** The data are summed for the reporting period.

**Data Limitations:** None.

**Calculation Type:** Non-cumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.



**Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment.

**Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%.

**Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients.

**Measure Type:** Output

**Output:** 05 Number of Job Openings Received From Employers

**Measure Definition for 2001:**

Short Definition: This measure monitors the number of job openings received from employers by the Employment Services (ES) program which are filled through direct placement efforts. The ES program serves a universal population (i.e. anyone who wants to participate). Services provided include: referrals to job openings, employability development services, federal bonding program assistance, job development contacts, tax credit eligibility determination, reemployment services orientations or referral to other services. Employability development services include referral, job placement, placement in training, employment assessment services, case management, vocational guidance services or job search activities.

Purpose/Importance: The measure is an indicator of progress in efforts to increase the number of clients entering employment.

Source/Collection of Data: The data for this measure, the number of ES job openings received from employers, is collected by ES field staff and entered into the Job Service Matching System (JSMS) on the TWC mainframe. Data is extracted from operational data bases for applicant and job order activity maintained by local offices daily in delivery of services. At the end of each month, activity is accumulated in the State Employment Security Agency Automated Management System (SAMS) on the TWC mainframe. The data is recorded in SAMS Report A22, "All Fund Sources Activity", line 825, Column C, "Total Number of Job Openings Received". Hard copies of the SAMS reports are kept in the State offices.

Method of Calculation: The data are summed for the period.

Data Limitations: The data for this measure must be converted from the federal program year (July 1 through June 30) to the state fiscal year (September 1 through August 31).

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients

**Measure Type:** Output

**Output:** 06 Number of RIO Program Clients Who Entered Employment.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of ex-offenders finding jobs in the public or private sectors after receiving services through the Project RIO (Reintegration of Offenders) program.

**Purpose/Importance:** This measure demonstrates TWC's efforts to provide services to the general workforce clients.

**Source/Collection of Data:** The data for this measure is collected by the Program Specialist from the TWC Management Information System when employment is secured after services and is recorded in the Applicant Data System of the TWC MIS system. The activity is counted as completed when ex-offenders enter employment.

**Method of Calculation:** The data are summed for the reporting period. The records are maintained in the Applicant Data System database.

**Data Limitations:** None.

**Calculation Type:** Cumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients
- Measure Type:** Output
- Output:** 07 Number of Apprentices Served in State-Sponsored Apprenticeship Training Programs.

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on enrollments in apprenticeship programs which the Workforce Education and Special Initiatives Section reports for participants aged 18 and above.

**Purpose/Importance:** Apprenticeship training combines full-time, paid, on-the-job training under the supervision of experienced journey workers with job-related classroom instruction.

**Source/Collection of Data:** The data for this measure are collected from Apprenticeship providers on the Class Organization Report by the state Coordinator of the Apprenticeship Program. The activity is counted completed when a client has been reported as enrolled in an apprenticeship for the reporting period. Enrollment is complete upon the student's certified attendance within three weeks of the official fourth class meeting. Certification of attendance is completed by the local education agency (contractor) on the annual Class Organization Report. The data are summed for the reporting period. These records are maintained on a PC database with the state Coordinator.

**Method of Calculation:** Based on records recorded from the Class Organization Reports, the enrollments are summed for the reporting period and the total is recorded.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients
- Measure Type:** Efficiency
- Output:** 01 Average Cost per Employment Services Participant Served

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the cost per individual who utilizes employment sources. The program serves a universal population. The program serves a universal population.

**Purpose/Importance:** This efficiency measure is an indicator of the cost of efforts to provide employment services to assist clients to obtain and retain employment.

**Source/Collection of Data:** The numerator for this measure, Wagner Peyser 7a funds (90% of project code 0205 funds in the TWC accounting system) maintained by TWC's accounting department.

The denominator for this measure, the number of recipients who enter employment, is collected by field staff and entered into the Job Service Matching System (JSMS) on the TWC mainframe. In order to be counted a participant must either be placed in a job through direct placement efforts or must obtain a job after receiving a 'qualifying' service (s). 'Qualifying' employment services include; Job Search Seminars , training placements; testing services; employability assessments; employability development plans; job counseling; resume assistance, provision of specific LMI data, automated labor exchange services, and bonding Assistance. (SAMS Report Preparation Handbook, pg. II-22-28 and SAMS Program Maintenance Manual, pp. PMM-19-6). The denominator is recorded in SAMS Report A22, line 80, Column C. Hard copies of the SAMS reports are kept in the TWC Trinity building, Room 252-T.

Method of Calculation: The numerator is divided by the denominator to arrive at the average cost figure.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Lower than target..

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients
- Measure Type:** Efficiency
- Output:** 02 Average Cost per RIO Client Served

**Measure Definition for 2001:**

**Short Definition:** This measure monitors information on the cost per Reintegration of Offenders (RIO) participant who completes intake into the TWC Management Information System (MIS) and is afforded some level of service.

**Purpose/Importance:** Project RIO seeks to prepare and transition offenders from the Texas prison system and the Texas Youth Commission facilities into gainful employment as soon as possible after their release from prison. This efficiency measure monitors TWC's continuing efforts to increase the percentage of applicants securing employment.

**Source/Collection of Data:** The numerator for this measure is the total of all costs associated with the Project RIO program as maintained in the TWC Accounting Department. This figure is derived from a report generated by the Financial Reporting Department of TWC. The activity is considered complete when the Accounting Department of TWC has entered all cost expenditures for the reporting period and the reporting period has been closed. Costs include all expenditures except personnel benefits and pass-through monies.

The denominator (RIO Clients Served) is taken from the MIS system. The activity is considered as completed when ex-offenders enter the system and some level of service is recorded. The data is summed for the reporting period. The records are maintained in the MIS.

**Method of Calculation:** The total costs associated with serving Project RIO clients is divided by the number of participants served for the reporting period to obtain the average cost per client served.

**Data Limitations:** None.



Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients
- Measure Type:** Efficiency
- Output:** 03 Average Cost per WIA Participant Served

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the average cost per Workforce Investment Act (WIA) Title 1 Adult, Youth, and Dislocated Worker served in Texas.

**Purpose/Importance:** This efficiency measure is an indicator of the cost to offer employment and training services to help clients obtain and retain employment.

**Source/Collection of Data:** The numerator, total WIA Title 1 program expenditures (excluding Rapid Response expenditures) for the reporting period, is collected and maintained by TWC's accounting department. The funds are included in the numerator when they have been expended.

The denominator for this measure, the number of WIA participants, is collected from the Local Workforce Development Board (LWDB) case manager/counselor and is recorded in The Workforce Information System of Texas (TWIST) database. The activity is counted when a client becomes actively enrolled in a WIA Title 1 program during the reporting period. The denominator is summed for the reporting period. The records are maintained in the TWIST database. The denominator is reported in measure "Number of WIA Participants Served."

**Method of Calculation:** The average cost is calculated by dividing the total program expense by the number of WIA participants.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Lower than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients
- Measure Type:** Efficiency
- Output:** 04 Average Cost per Employment Services participant who entered employment

**Measure Definition for 2001:**

Short Definition: This measure monitors the cost per individual who received TWC or Local Workforce Development Board Employment Service who entered employment after receiving some reportable employment service. The program serves a universal population.

Purpose/Importance: This efficiency measure is an indicator of the cost of efforts to provide employment services to assist clients to obtain and retain employment.

Source/Collection of Data: The numerator for this measure, Wagner Peyser 7a funds (90% of project code 0205 funds in the TWC accounting system) is maintained by TWC's accounting department.

The denominator for this measure, the number of recipients who enter employment, is collected by field staff and entered into the Job Service Matching System (JSMS) on the TWC mainframe. In order to be counted a participant must be either be placed in a job through direct placement efforts or must obtain a job after receiving a 'qualifying' service(s). 'Qualifying' employment services include; Job Search Seminars, training placements, testing services, employability assessments, employability development plans, job counseling, resume assistance, provision of specific LMI data, automated labor exchange services, and bonding assistance. (SAMS Report Preparation Handbook, pg. II-22-28 and SAMS Program Maintenance Manual, pp. PMM-19-1 – PMM-19-6). The denominator is recorded in SAMS Report 11, line 185, Column D. Hard copies of the SAMS reports are maintained in the Workforce Development Division.

Method of Calculation: The numerator is divided by the denominator to arrive at the average cost figure.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target..

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients
- Measure Type:** Efficiency
- Output:** 05 Average Cost per RIO participant who entered employment

**Measure Definition for 2001:**

Short Definition: This measure monitors the cost of ex-offenders placed in jobs in the public or private sectors.

Purpose/Importance: Project RIO seeks to prepare and transition offenders from the Texas prison system and Texas Youth Commission facilities into gainful employment as soon as possible after their release from prison. This efficiency measure demonstrates the impact of TWC's efforts to increase the percentage of applicants entering employment.

Source/Collection of Data: The numerator for this measure is the total of all costs associated with the Project RIO program as maintained in the TWC Accounting Department. This figure is derived from a SAS report compiled by the Financial Reporting Department of TWC. The activity is considered complete when the Accounting Department of TWC has entered all cost expenditures for the reporting period and the reporting has been closed. Costs include all expenditures except personnel benefits and pass-through monies.

The denominator for this measure, total number of Project RIO clients, is collected by TWC Project RIO case managers and keyed into the Applicant Data System of the TWC Management Information System (MIS). The activity is counted as completed when an ex-offender enters employment. The denominator is summed for the reporting period.

Method of Calculation: The total costs associated with serving project RIO clients is divided by the number of RIO clients who entered employment.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measures: Yes.

Desired Performance: Lower than target..

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients
- Measure Type:** Efficiency
- Output:** 06 Average Cost per WIA participant who entered employment

**Measure Definition for 2001:**

Short Definition: This measure monitors the average cost per Workforce Investment Act (WIA) Title 1 Adult, Youth, and Dislocated Worker place in Texas.

Purpose/Importance: This efficiency measure is an indicator of the cost to offer employment and training services to help clients obtain and retain employment. Source/Collection of Data: The numerator, total WIA Title 1 program expenditures (excluding Rapid Response expenditures) for the reporting period, is collected and maintained by TWC's accounting department. The funds are included in the numerator when they have been expended.

The denominator for this measure, is collected from the Local Workforce Development Board (LWDB) case manager/counselor and is recorded in a WIA Title 1 program during the reporting period. The denominator is summed for the reporting period. The records are maintained in the TWIST database.

Method of Calculation: The average cost is calculated by dividing the total program expense by the number of WIA participants placed.

Calculation Type: Non-cumulative

New Measure: Yes

Desired Performance: Lower than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment



**Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%

**Strategy:** 2.1.1 Offer employment and training services and volunteer resources through a locally based network of career development centers that assess needs and offer skills enhancement and employment assistance to individual clients

**Measure Type:** Explanatory

**Output:** 01 Average Non-Agricultural Wage Identified in TWC Job Orders as a Percent of Average Non-Agricultural Wage Paid in Texas

**Measure Definition for 2001:**

Short Definition/Purpose and Importance: This measure monitors the average TWC job order wage (non- agricultural) as a percent of the average wage paid in Texas. The measure demonstrates TWC's progress toward its objective of increasing the percentage of applicants securing employment after receiving TWC or LWDB service.

Source/Collection of Data: The numerator for this measure, the average hourly wage of non- agricultural job openings posted at TWC offices, is collected from job orders received from employers. The wage to be paid by the employer is included on the order when it is accepted by a local office staff member and entered into the Job Bank System. All job orders where a specific monetary amount is provided are converted to an hourly wage whether hourly, daily, weekly, monthly or yearly. Job orders where the employer does not provide a specific wage are excluded. The hourly wages from all job orders are added and divided by the number of job orders to calculate the average wage on job orders.

The denominator for this measure, the average non-agricultural wage paid in Texas, is collected in the ES-202 Program by the LMI Department, and is published quarterly in Covered Employment and Wages by Industry and County.

Method of Calculation: The numerator is divided by the denominator to arrive at the percent of the average non-agricultural wage paid in Texas.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.

**Measure Type:** Output

**Output:** 01 Number of Clients Served by Job Retention Services

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of clients provided services through Rider 27 job retention grants.

**Purpose/Importance:** This measure demonstrates the Texas Workforce Commission's (TWC's) progress toward its goal to offer employment, training, transition and retention resources that enable adult public assistance recipients to become self-sufficient.

Job retention services include assistance and support through direct services or referrals to resources such as child care, work-related expenses, short-term transportation needs, and supported job search or related activities, job readiness services, job placement and job development services, and referrals to education or training.

**Source/Collection of Data:** Records for individuals served through these grants are maintained in the office of the Workforce Development Division.

**Method of Calculation:** Reported performance is based on an unduplicated count of the number of new clients served through job retention services during the reporting period. Service providers will submit information on clients served on a monthly basis. Unduplicated means that clients are counted only once even though clients may participate more than one time during the reporting period.

**Data Limitations:** None.

**Calculation Type:** Cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.

**Measure Type:** Output

**Output:** 02 Number of Clients Served by Local Innovation Projects

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of clients served by local innovation grants that fund projects that investigate strategies to increase long-term employment success for TANF recipients.

**Purpose/Importance:** This measure demonstrates the Texas Workforce Commission's progress toward its goal to offer employment, training, transition and retention resources that enable adult public assistance recipients to become self-sufficient.

**Source/Collection of Data:** The measure provides a count of the number of clients served by local innovation grants through strategies that include self-employment assistance, training for non-traditional jobs and projects that address barriers to work such as transportation needs. Records for individuals served through these grants are maintained in the office of the Workforce Development Division.

**Method of Calculation:** The measure is the unduplicated count of new clients served through local innovation projects each month. Reported performance is based on an unduplicated count of the number of new clients served through Local Innovation Projects each month. Service providers will submit information on clients served on a monthly basis.

**Data Limitations:** None.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.

**Measure Type:** Output

**Output:** 03 Number of Federal Choices Participants in Two-Parent Families per Month

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of two-parent Choices participants who meet work requirements as defined by the Texas waiver.

**Purpose/Importance:** This measure is an indicator of progress in efforts to offer employment, training, transition and retention resources that enable public assistance recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** Individuals in two-parent families must attend component activities an average of 35 hours per week. This is the numerator for the Two-Parent Waiver Rate as reported in The Workforce System of Texas (TWIST).

**Method of Calculation:** The data are summed and averaged for the reporting period.

**Data Limitations:** Modifications in assumptions and methodology for calculating the state's waiver rate may result from changes in federal regulations.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target



- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.

**Measure Type:** Output

**Output:** 04 Number of Federal Choices Participants in All Families per Month

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of Choices participants in single and two-parent families who meet work requirements.

**Purpose/Importance:** This measure demonstrates the Texas Workforce Commission's (TWC's) progress toward its goal to offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient.

**Source/Collection of Data:** The All Families work requirement is 30 hours per week for single parent families and 35 hours per week for two-parent families. This is the numerator for the All Families Waiver Rate found in The Workforce Information System of Texas (TWIST).

**Method of Calculation:** The data are summed and averaged for the reporting period.

**Data Limitations:** Modifications in assumptions and methodology for calculating the state's waiver rate resulting from changed in federal regulations. The assumptions and methodology for calculating and reporting the state's participation rate is documented in the TWC Appendix to Definitions, approved by the Legislative Budget Board, as amended. A current copy of the Appendix to Definitions is on file in the Workforce Development Division of the Texas Workforce Commission.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.

**Measure Type:** Output

**Output:** 05 Number of Clients served in component activities: E&T (ABAWD)

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the number of clients served for assessment/employability enhancement activities, for eligible Able-Bodied Adults Without Dependents (ABAWD) clients who are receiving food stamps and are participating in the Food Stamp Employment and Training (FSE&T) Program.

**Purpose/Importance:** The measure is an indicator of the progress of efforts to offer or provide allowable FSE&T component activities that enable ABAWD food stamp recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** This measure is the unduplicated number of ABAWD E&T clients who are offered an E&T component or fill a slot for an E&T component during the reporting period. Unduplicated means the clients are counted only once even though they may participate in several component activities or may participate more than one time during the reporting period. The number is obtained from monthly ABAWD reimbursement report requests, year-to-date individuals in components. The data are summed and averaged for the reporting period.

**Method of Calculation:** This measure is calculated by dividing the total E&T reimbursements incurred during the reporting year by the unduplicated number of clients with offered or filled slots during the reporting period year.

**Data Limitations:** Data are limited to the reimbursement rates that Local Workforce Development Boards (LWDBs) receive for filling or offering a work slot to an ABAWD. This does not reflect any additional costs associated with serving ABAWDs above the reimbursement rate. Any additional funds can be charged to the general population fund;

those amounts will not appear in this calculation.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.

**Measure Type:** Output

**Output:** 06 Number of Clients served in component activities: E&T (General Clients)

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the number of clients served for assessment/employability enhancement activities, for eligible general-population clients who are receiving food stamps and are participating in the Food Stamp Employment and Training (FSE&T) Program.

**Purpose/Importance:** The measure is an indicator of the success of efforts to provide allowable FSE&T component activities that enable general population food stamp recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** This measure is the unduplicated number of general-population E&T clients who attend an E&T component during the reporting period. Unduplicated means the clients are counted only once even though they may participate in several component activities or may participate more than one time during the reporting period. The number is obtained from the Food Stamp Monthly Activity Report, year-to-date individuals in components. The denominator may include some Able-Bodied Adults Without Dependents (ABAWDs) who receive services funded with general population funds.

**Method of Calculation:** The data are summed and averaged for the reporting period.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.

**Measure Type:** Output

**Output:** 07 Number of Clients Served by the Welfare-to-Work Funds

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the number of clients enrolled in and receiving services through the Welfare-to-Work (WtW) Formula Block Grant.

**Purpose/Importance:** The measure is an indicator of progress in efforts to offer post-employment training, job retention, and support services to long-term Temporary Assistance for Needy Families (TANF) recipients.

**Source/Collection of Data:** This measure is the unduplicated number of clients who participate in a component activity. WtW component activities may include work activities such as On-the-Job Training, Work Experience, Employment/Entry, and Unsubsidized or Subsidized Employment. Activities may also include post-employment training such as English-as-a-Second Language, Mentoring, Workplace Training, Vocational Training, and Other Post-Employment Services.

Unduplicated means the clients are counted only once during a reporting period of any duration (month, quarter or year) even though they may participate in several activities or may participate more than one time.

**Method of Calculation:** Information used to compute this measure is derived from the TWIST automated system.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.



- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.
- Measure Type:** Efficiency
- Output:** 01 Average Cost per Client Served in Component Activities: Choices

**Measure Definition for 2001:**

**Short Definition:** This measure monitors expenditures for case management and other job search activities for eligible clients who have applied for or are receiving temporary cash benefits through the TANF block grant program and are participating in the Choices Program.

**Purpose/Importance:** The measure is an indicator of the cost to offer employment, training, transition and retention resources that enable public assistance recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** The numerator for this measure is the cost expended during the reporting period for case management, job preparation, job search, employment assistance, adult basic education, supportive services (transportation, GED testing, one-time work related expense and child care) and direct administrative costs. The financial data is obtained from TWC accounting system reports. The numerator is summed for the reporting period.

The denominator for this measure is the total unduplicated number of exempt and non-exempt individuals who participated in Choices component activities. The denominator is obtained from The Workforce Information System of Texas (TWIST). **Method of Calculation:** The average cost per client is calculated by dividing the total Choices expenditures incurred during the reporting period by the unduplicated number of clients served in Choices component activities during the year.

**Data Limitations:** None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.
- Measure Type:** Efficiency
- Output:** 02 Average Cost per Client Served in Component Activities: E&T (General Clients)

**Measure Definition for 2001:**

**Short Definition:** This measure monitors expenditures for assessment/employability enhancement activities, for eligible general-population clients who are receiving food stamps and are participating in the Food Stamp Employment and Training (FSE&T) Program.

**Purpose/Importance:** The measure is an indicator of the cost to provide allowable FSE&T component activities that enable general-population food stamp recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** The numerator for this measure is the cost expended during the reporting period, as approved by the U.S. Department of Agriculture in the annual state plan, and transportation and child care. The component activity and administrative cost financial data is obtained from TWC accounting system reports. The financial data for transportation is obtained from client records in The Workforce Information System of Texas (TWIST). The financial data for child care is obtained from the Child Care Budget and Payment Application. The numerator is summed and averaged for the reporting period.

The denominator for this measure is the unduplicated number of general-population E&T clients who attend an E&T component during the reporting period. Unduplicated means the clients are counted only once even though they may participate in several component activities or may participate more than one time during the reporting period. The number is obtained from the Food Stamp

Monthly Activity Report, year-to-date individuals in components. The denominator may include some Able-Bodied Adults Without Dependents (ABAWDs) who receive services funded with general population funds. The data are summed and averaged for the reporting period.

Method of Calculation: The average cost per general-population client is calculated by dividing the total E&T expenditures incurred during the reporting period by the unduplicated number of clients served during the reporting period.

Data Limitations: The general population expenditures from the TWC accounting system may contain some costs associated with serving ABAWDs (those costs that exceed the federal maximum reimbursement rate). TWC does not have a mechanism to exclude those costs from the calculation for services to the general population.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Lower than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.
- Measure Type:** Explanatory
- Output:** 01 Percent of Participants Recommended for Sanctions Due to Failure to Meet Required Participation Requirements

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of TANF non-exempt recipients who have failed to comply with Choices requirements (includes both failure to keep initial appointment for Choices enrollment and failure to participate as specified in their service plan).

**Purpose/Importance:** This measure identifies a factor that affects the Participation Rate in the Choices program.

**Source/Collection of Data:** The numerator for this measure is the average monthly number of Choices non-exempt individuals who have failed to comply with Employment Services Requirements and have been recommended for sanction through the Choices Automation System. The numerator is obtained from The Workforce Information System of Texas (TWIST).

The denominator for this measure is the total number of Choices clients served. The number of "clients served" refers to those clients who are outreached, or "contacted," but not participating as well as those who do participate. The denominator is obtained from The Workforce Information System of Texas (TWIST). The data are summed for the reporting period.

**Method of Calculation:** The measure is calculated by dividing the average monthly number of individuals recommended for sanction by the total number of clients served. The result is expressed as a percent.

Data Limitations: None

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.
- Measure Type:** Explanatory
- Output:** 02 Number of Individuals in Two-Parent Families Subject to Work Requirements

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of two-parent families with an individual who has a work requirement, including individuals coded mandatory, clients sanctioned longer than 3 months in the last 12 months and all others meeting work requirements. This measure is the denominator for the Choices Two-parent Participation Rate as found in The Workforce Information System of Texas (TWIST).

**Purpose/Importance:** This measure provides information on the total universe of two-parent families with a work requirement. It identifies a factor that affects the participants in the Choices program.

**Source/Collection of Data:** This measure is the total number of two-parent families who receive cash assistance and that are subject to work requirements (not exempt under Texas waiver definitions). It also includes families with exempt individuals who voluntarily meet the work requirement. Excluded from this number are clients who have established good cause for non-participation and clients who have been sanctioned for 3 months or less in the last 12 months, and all other exemptions allowed under the Texas waiver, unless they are meeting work requirements.

**Method of Calculation:** The data are summed and averaged for the reporting period.

Data limitations: Modifications in assumptions and methodology for calculating the state's waiver rate resulting from changed in federal regulations. The assumptions and methodology for calculating and reporting the state's participation rate is documented in the TWC Appendix to Definitions, approved by the Legislative Budget Board, as amended. A current copy of the Appendix to Definitions is on file in the Workforce Development Division of the Texas Workforce Commission.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.



- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.
- Measure Type:** Explanatory
- Output:** 03 Number of Individuals in All Families Subject to Work Requirements

**Measure Definition for 2001:**

Short Definition: This measure provides information on the number of two-parent families with an individual who has a work requirement, including individuals coded mandatory, clients sanctioned longer than 3 months in the last 12 months and all others meeting work requirements. This measure is the denominator for the Choices Two-parent Participation Rate as found in The Workforce Information System of Texas (TWIST).

Purpose/Importance: This measure provides information on the total universe of two-parent families with a work requirement. It identifies a factor that affects the participants in the Choices program.

Source/Collection of Data: The denominator for this measure is the total number of All Families who receive cash assistance and that are subject to work requirements (not exempt under Texas waiver definitions) as reported in The Workforce Information System of Texas (TWIST). The denominator also includes families with individuals who are classified as exempt from work requirements by the Texas waiver if the individual is voluntarily meeting work requirements. Excluded from the denominator are clients who have established good cause for non-participation, clients who have been sanctioned for 3 months or less in the last 12 months and other exemptions allowed under the Texas waiver, unless they are meeting requirements.

Method of Calculation: The data are summed and averaged for the reporting period.

Data limitations: Modifications in assumptions and methodology for calculating the state's waiver rate resulting from changed in federal regulations. The assumptions and

methodology for calculating and reporting the state's participation rate is documented in the TWC Appendix to Definitions, approved by the Legislative Budget Board, as amended. A current copy of the Appendix to Definitions is on file in the Workforce Development Division of the Texas Workforce Commission.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.1 By August 31, 2005, increase the percent of clients entering employment after receiving TWC or LWDB service from 34% to 36%
- Strategy:** 2.1.2 Offer employment, training, transition, and retention resources that enable adult public assistance recipients to become self-sufficient. Included in the strategy are TANF Choices (formerly JOBS), Food Stamp Employment and Training (E&T), and Local Innovation Grants.
- Measure Type:** Explanatory
- Output:** 04 Average Cost per Client Served in Component Activities E&T (ABAWD)

**Measure Definition for 2001:**

**Short Definition:** This measure monitors expenditures for assessment/employability enhancement activities, for eligible Able-Bodied Adults Without Dependents (ABAWD) clients who are receiving food stamps and are participating in the Food Stamp Employment and Training (FSE&T) Program.

**Purpose/Importance:** The measure is an indicator of the impact of federally mandated reimbursement rates on the cost of offering or providing allowable FSE&T component activities that enable ABAWD food stamp recipients to become self-sufficient by obtaining and retaining employment.

**Source/Collection of Data:** The numerator for this measure is the cost reimbursed (based on the federal maximum reimbursement rate of \$175/filled and \$30/offered) during the reporting period for allowable component activities, as approved by the U.S. Department of Agriculture in the annual state plan, and transportation services. The financial data for component activities is obtained from monthly ABAWD reimbursement amounts. The financial data for transportation is obtained from client records in The Workforce Information System of Texas (TWIST). The numerator is summed and averaged for the reporting period.

The denominator for this measure is the unduplicated number of ABAWD E&T clients who are offered an E&T component or fill a slot for an E&T component during the reporting period. Unduplicated means the clients are counted only once even though they may participate in several component activities or may participate more than one time during the reporting period. The number is obtained from monthly ABAWD reimbursement report requests, year-to-date individuals in components. The data are

summed and averaged for the reporting period.

**Method of Calculation:** The average cost per ABAWD client is calculated by dividing the total E&T reimbursements incurred during the reporting year by the unduplicated number of clients with offered or filled slots during the reporting period year.

**Data Limitations:** Data are limited to the reimbursement rates that Local Workforce Development Boards (LWDBs) receive for filling or offering a work slot to an ABAWD. This does not reflect any additional costs associated with serving ABAWDs above the reimbursement rate. Any additional funds can be charged to the general population fund; those amounts will not appear in this calculation.

**Calculation Type:** Non-cumulative.

**New Measure:** Yes.

**Desired Performance:** Lower than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
- Strategy:** 2.2.1 Provide access to child care for eligible children in low-income families to enable parents to work or attend school or training.
- Measure Type:** Output
- Output:** 01 Average Number of Children Served per Day, Excluding Choices and E&T Services

**Measure Definition for 2001:**

Short Definition: This measure indicates the average number of enrolled children of low-income families who are utilizing the Texas Workforce Commission (TWC) subsidized child care services each workday, other than Temporary Assistance to Needy Families (TANF) and Food Stamp recipients in Choices or E&T activities.

Purpose/Importance: This measure continues to demonstrate TWC's progress toward its strategic plan strategy to provide access to child care for eligible children in low-income families to enable parents to work or attend school or training and its strategic plan objective to strengthen families by offering eligible children early care and education programs that prepare youth to participate in a future workforce. Direct child care services, administered by TWC and the Local Workforce Development Boards (Boards), are provided to enable low-income parents to work or attend training for work; support the physical, social, emotional and intellectual development of children; help prevent abuse and neglect of children; and promote healthy, safe growth and development of children.

Source/Collection of Data: The numerator (total number of full and part days of child care enrollment) for this measure is collected by the Child Care Management Department from the "CC\_Profile" in TWC's data warehouse, a compilation of selected information extracted from automated billing and claims uploads by local child care program delivery, Child care services, contractors using the local child care program delivery automated application. The numerator is summed for all local workforce areas for the reporting period.

A full or part day of child care enrollment is recorded when an eligible child is enrolled with a child care provider (known as a vendor) or in self-arranged care, the vendor or parent reports that services have been provided, the child care program delivery contractor pays the vendor or parent for the care, the child care program delivery contractor has billed for the full or part day unit, and TWC has paid Records documenting, calculating, and analyzing statewide child care program performance are maintained in Child Care Management Department paper and Access/Excel personal computer files, and the "CC\_Profile" in TWC's data warehouse. Supporting documentation is maintained by local TWC, Board and child care program delivery contractor staff.

Method of Calculation: The sum of the number of full and part days of child care enrollment is divided by the actual number of workdays per reporting period.

Data Limitations: The data for this measure is available in TWC's data warehouse after the 23rd day of the month following the reporting period. If local boards use reporting systems other than the local child care program delivery automation application available from TWC, data comparability and compatibility may be a reporting issue.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
- Strategy:** 2.2.1 Provide access to child care for eligible children in low-income families to enable parents to work or attend school or training.
- Measure Type:** Output
- Output:** 02 Number of Children Served through Child Care Services, Choices and E&T

**Measure Definition for 2001:**

**Short Definition:** This measure indicates the average number of enrolled children of Temporary Assistance to Needy Families (TANF) and Food Stamp recipients in Choices or E&T activities who are utilizing the Texas Workforce Commission (TWC) subsidized child care services each workday.

**Purpose/Importance:** This measure continues to demonstrate TWC's progress toward its strategic plan strategy to provide access to child care for eligible children in low-income families to enable parents to work or attend school or training and its strategic plan objective to strengthen families by offering eligible children early care and education programs that prepare youth to participate in a future workforce. Direct child care services, administered by the TWC and the Local Workforce Development Boards (Boards), are provided to enable low-income parents to work or attend training for work; support the physical, social, emotional and intellectual development of children; help prevent abuse and neglect of children; and promote healthy, safe growth and development of children.

**Source/Collection of Data:** The numerator (total number of full and part days of child care enrollment) for this measure is collected by the Child Care Management Department from the "CC\_Profile" in TWC's data warehouse, a compilation of selected information extracted from automated billing and claims uploads by local child care program delivery, Child care services, contractors using the local child care program delivery automated application. The numerator is summed for all local workforce development areas for the reporting period.

A full or part day of child care enrollment is recorded when an eligible child is enrolled with a child care provider (known as a vendor) or in self-arranged care, the vendor or parents report that services have been provided, the child care program delivery contractor pays the vendor or parent for the care, the child care program delivery contractor has billed for the full or part day unit, and TWC has paid for the care. Records documenting, calculating and analyzing statewide child care program performance are maintained in Child Care Management Department paper and Access/Excel personal computer files, and the "CC\_Profile" in TWC's data warehouse. Supporting documentation is maintained by local TWC, Board, and child care program delivery contractor staff.

Method of Calculation: The sum of the number of full and part days of child care enrollment is divided by the actual number of workdays in the reporting period.

Data Limitations: The data for this measure is available in TWC's data warehouse after the 23rd day of the month following the reporting period. If local boards use reporting systems other than the local child care program delivery automation application available from TWC, data comparability and compatibility may be a reporting issue.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.



- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
- Strategy:** 2.2.1 Provide access to child care for eligible children in low-income families to enable parents to work or attend school or training.
- Measure Type:** Output
- Output:** 03 Number of Caregivers Trained through TWC Child Care Training Programs.

**Measure Definition for 2001:**

Short Definition: This measure provides information on the number of child care staff receiving child care and development training subsidized by the Texas Workforce Commission (TWC) funding for child care program and industry quality improvement.

Purpose/Importance: Child care training services, administered by TWC and the Local Workforce Development Boards (Boards), are designed to support the physical, social, emotional and intellectual development of children; promote healthy, safe growth and development of children; and support improvements in the quality of child care. This measure continues to demonstrate TWC's progress toward supporting a system that enables individuals to prepare themselves to obtain and retain employment.

Child care training services, offered to caregivers and facility directors currently employed in the child care industry, are delivered throughout the State in local community settings by educational institutions, private professional trainers, and noted child care experts. Child care training ranges from college credit courses to topical seminars, practicums and experiential learning to professional conferences. TWC child care training services focus on meeting local needs and collaborating with other available training resources.

Source/Collection of Data: The data for this measure is collected from child care training plans, training delivery records, and training registration/attendance logs maintained by local child care training contractors, who report monthly training activities through local TWC or Board staff to the TWC state office Child Care Management Department. A client is considered to have received child care training services if they are enrolled in college course work and are making satisfactory progress or if they attend workshops, conferences or other training events subsidized by TWC funding during the reporting period. Records documenting, calculating, and analyzing statewide child care program

performance are maintained in Child Care Management Department paper and Microsoft personal computer files. Supporting documentation is maintained by local TWC, Board, and child care training contractor staff.

Method of Calculation: The data are summed for the reporting period.

Data Limitations: None

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
- Strategy:** 2.2.1 Provide access to child care for eligible children in low-income families to enable parents to work or attend school or training.
- Measure Type:** Efficiency
- Output:** 01 Average Cost per Caregiver Trained in TWC Funded Child Care Training Programs.

**Measure Definition for 2001:**

Short Definition: This measure monitors the average cost to the Texas Work Force Commission (TWC) per child care worker trained in the child care training program for the child care program and industry quality improvement.

Purpose/Importance: Child care training services, administered by TWC and the Local Workforce Development Boards (Boards), are designed to support the physical, social, emotional and intellectual development of children; promote healthy, safe growth and development of children; and support improvements in the quality of child care. This measure continues to demonstrate TWC's progress toward supporting a system that enables individuals to prepare themselves to obtain and retain employment.

Child care training services, offered to caregivers and facility directors currently employed in the child care industry, are delivered throughout the state in local community settings by educational institutions, private professional trainers, and noted child care experts. Child care training ranges from college credit courses to topical seminars, practicums and experiential learning to professional conferences. TWC child care training services focus on meeting local needs and collaborating with other available training resources.

Source/Collection of Data: Data for the numerator for this measure are collected from child care training contract budgets, child care training accounting records, and expenditure reports maintained by local child care training contractors, who report monthly training activities and cost through local TWC or Board staff to

the TWC state office Child Care Management Department. Child care training cost is considered to be incurred when the expense is accrued by the local child care training contractor according to generally accepted accounting principles.

Data for the denominator for this measure are collected from child care training plans, training delivery records, and training registration/ attendance logs maintained by local child care training contractors, who report monthly training activities through local TWC or Board staff to the TWC state office Child Care Management Department. A client is considered to have received child care training services if they are enrolled in college course work and are making satisfactory progress or if they attend workshops, conferences or other training events subsidized by TWC funding during the reporting period. The denominator is the output measure, "Number of Clients Trained Through the Child Care Training Programs."

Records documenting, calculating, and analyzing statewide child care program performance are maintained in the Child Care Management Department paper and Microsoft Office personal computer files. Supporting documentation is maintained by local TWC, Board, and child care training contractor staff.

Method of Calculation: The numerator and the denominator are summed for all local workforce areas for the reporting period.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
- Strategy:** 2.2.1 Provide access to child care for eligible children in low-income families to enable parents to work or attend school or training.
- Measure Type:** Efficiency
- Output:** 02 Average Cost per Child per Day for Child Care Services, Excluding Choices and E&T Services

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the average cost to the Texas Workforce Commission (TWC) per enrollment day per child for enrolled children of low-income parents who are utilizing TWC-subsidized child care services, excluding children of Temporary Assistance to Needy Families (TANF) and Food Stamp recipients in Choices or E&T activities, which is reported in a separate measure.

**Purpose/Importance:** This measure continues to demonstrate TWC's progress toward its strategic plan strategy to provide access to child care for eligible children in low-income families to enable parents to work or attend school or training and its strategic plan objective to strengthen families by offering eligible children early care and education programs that prepare youth to participate in a future workforce. Direct child care services, administered by TWC and the Local Workforce Development Boards (Boards) are provided to enable low-income parents to work or attend training for work; support the physical, social, emotional and intellectual development of children; help prevent abuse and neglect of children; and promote healthy, safe growth and development of children.

**Source/Collection of Data:** The numerator (total direct child care cost for children of low-income parents other than TANF and Food Stamp recipients participating in Choices and E&T activities) for this measure and the denominator (the sum of the number of full and part days of child care enrollment subsidized by TWC for children of low-income parents other than TANF and Food Stamp recipients participating in Choices or E&T activities) for this measure are collected by the Child Care Management Department from the "CC\_Profile" table in TWC's data

warehouse, a compilation of selected information extracted from automated billing and claims uploads by local child care program delivery, Child care services contractors, using the local child care program delivery automated application.

The numerator (TWC cost of direct child care services), and the denominator (number of full and part day enrollment units) are recorded when an eligible child is enrolled with a child care provider (known as a vendor) or in self-arranged care, the vendor or parent reports that services have been provided, the child care program delivery contractor pays the vendor or parent for the care, the child care program delivery contractor has billed for the full or part day unit, and TWC has paid for the care. Records documenting, calculating, and analyzing statewide child care program performance are maintained in Child Care Management Department paper and Access/Excel personal computer files, and the "CC\_Profile" table in TWC's data warehouse. Supporting documentation is maintained by local TWC, Board, and local child care program delivery contractor staff. The denominator is also used as the numerator for the output measure, "Average Number of Children Served per Day, Excluding Choices and E&T services."

Method of Calculation: The numerator and the denominator are summed for all local workforce development areas for the reporting period.

Data Limitations: The data for this measure is available in TWC's data warehouse after the 23rd day of the month following the reporting period. If local boards use reporting systems other than the local child care program delivery automation application available from TWC or bases of payment other than the cost per enrollment day, data comparability and compatibility may be a reporting issue.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
- Strategy:** 2.2.1 Provide access to child care for eligible children in low-income families to enable parents to work or attend school or training.
- Measure Type:** Efficiency
- Output:** 03 Average Cost per Child per Day: Choices and E&T

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the average cost to the Texas Workforce Commission (TWC) per enrollment day per child for enrolled children of Temporary Assistance to Needy Families (TANF) and Food Stamp recipients in Choices and E&T activities who are utilizing TWC-subsidized child care services.

**Purpose/Importance:** This measure continues to demonstrate TWC's progress toward its strategic plan strategy to provide access to child care for eligible children in low-income families to enable parents to work or attend school or training and its strategic plan objective to strengthen families by offering eligible children early care and education programs that prepare youth to participate in a future workforce. Direct child care services, administered by TWC and the Local Workforce Development Boards (Boards), are provided to enable low income parents to work or attend training for work; support the physical, social, emotional and intellectual development of children; help prevent abuse and neglect of children; and promote healthy, safe growth and development of children.

**Source/Collection of Data:** The numerator (total direct child care cost for children of TANF and Food Stamp recipients participating in Choices and E&T activities) for this measure and the denominator (the sum of the number of full and part days of child care enrollment subsidized by TWC for children of TANF and Food Stamp recipients participating in Choices or E&T activities) for this measure are collected by the Child Care Management Department from the "CC\_Profile" in TWC's data warehouse, a compilation of selected information extracted from automated billing and claims uploads by local child care program delivery contractors.

The numerator (TWC cost of direct child care services) and the denominator (number of full and part day enrollment units) are recorded when an eligible child is enrolled with a child care provider (known as a vendor) or in self-arranged care, the vendor or parent

reports that services have been provided, the child care program delivery been provided, the child care program delivery contractor pays the vendor or parent for the care, the child care program delivery contractor has billed for the full or part day unit, and TWC has paid for the care. The denominator is also used as the numerator for the output measure, "Number of Children Served Through Child Care Services, Choices and E&T."

Records documenting, calculating, and analyzing statewide child care program performance are maintained in Child Care Management Department paper and Access/Excel personal computer files, and the "CC\_Profile" in TWC's data warehouse. Supporting documentation is maintained by local TWC, Board, and child care program delivery care program delivery contractor staff.

Method of Calculation: The numerator and the denominator are summed for all local workforce development areas for the reporting period.

Data Limitations: The data for this measure is available in TWC's data warehouse after the 23rd day of the month following the reporting period. If local boards use reporting systems other than the local child care program delivery automation application available from TWC or bases of payment other than the cost per enrollment day, data comparability and compatibility may be a reporting issue.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.



<b>Goal:</b>	2	To support a system that enables individuals to prepare themselves to obtain and retain employment
<b>Objective:</b>	2.2	To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
<b>Strategy:</b>	2.2.1	Provide access to child care for eligible children in low-income families to enable parents to work or attend school or training.
<b>Measure Type:</b>		Explanatory
<b>Output:</b>	01	Number of Children on Waiting List for Low-Income Child Care

**Measure Definition for 2001:**

Short Definition: This measure indicates the average number of children waiting each month for enrollment into the Texas Workforce Commission- (TWC) subsidized direct child care services each month, administered by TWC and the Local Workforce Development Boards (Boards) to enable low-income parents to work or attend training for work; support the physical, social, emotional and intellectual development of children; help prevent abuse and neglect of children; and promote healthy, safe growth and development of children.

Purpose/Importance: This measure continues to demonstrate TWC's progress toward its strategic plan strategy to provide access to child care for eligible children in low-income families to enable parents to work or attend school or training and its strategic objective to strengthen families by offering eligible children early care and education programs that prepare youth to participate in a future workforce. It identifies a factor that affects the performance achieved in TWC subsidized child care services as indicated by the average number of children served per day, excluding Choices/E&T services, and the number of children served through child care services: Choices and E&T.

Source/Collection of Data: The numerator (number of children on waiting list for low-income child care) for this measure is collected from manual waiting lists and mail wait list information in the client subsystem of the local child care program delivery automated application by child care program delivery contractors reporting through local TWC or Board child care staff and is recorded on child care wait list reports submitted to the TWC state office Child Care Management Department. A child whose parents apply for TWC-subsidized child care, but for whom there is inadequate projected funding available to enroll them in TWC subsidized child care, and whose parents request to be placed or continued on the waiting list(s) for TWC subsidized direct child care services is placed on a waiting list. The numerator is summed for all local workforce areas for all

months in the reporting period. Records documenting, calculating, and analyzing statewide child care program performance are maintained in Child Care Management Department paper and Access/Excel personal computer files. Supporting documentation is maintained by local TWC, Board, and child care program delivery contractor staff. The denominator is the number of months in the reporting period.

Method of Calculation: The numerator is divided by the denominator to obtain the average number of children waiting each month for TWC subsidized low-income child care.

Data Limitations: At least two weeks is the normal timeframe for data collection as the data is collected by manual submission through three tiers - from child care program delivery contractors through local TWC or Board child care staff to the TWC state office Child Care Management Department.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
- Strategy:** 2.2.1 Provide access to child care for eligible children in low-income families to enable parents to work or attend school or training.
- Measure Type:** Explanatory
- Output:** 02 Number of New Children Served by Child Care Services, excluding Choices and E&T

**Measure Definition for 2001:**

Short Definition: Definition pending additional research and review by TWC.

Purpose/Importance: Definition pending additional research and review by TWC.

Source/Collection of Data: Requested change pending additional research and any required automation changes.

Method of Calculation: Definition pending additional research and review by TWC.

Data Limitations: Definition pending additional research and review by TWC.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
- Strategy:** 2.2.2 Offer funding to assist in the development of local school-to-careers initiatives that prepare an emerging workforce for transition from the school environment to labor markets.
- Measure Type:** Output
- Output:** 01 Number of Employers Participating in Schools-to-Careers Initiative.

**Measure Definition for 2001:**

Short Definition: This measure provides information on the number of employers participating in School-to-Careers Network.

Purpose/Importance: This measure demonstrates TWC's progress toward its strategic goal of strengthening families with child care and education services. The measure also provides information used to determine funding for the School-to-Careers system.

Source/Collection of Data: The data for this measure is collected from Semi-annual Reporting Matrixes submitted by the School-to-Careers Partnerships around the state, and is recorded by data analyst in the Texas School-to-Careers Office, in a statewide record system. The employers are counted as participating in School-to-Careers if the Local Workforce Development Board (LWDB) defines their activities as qualifying, when the LWDB submits its recommendations/tallies to the School-to-Careers Partnership. The data are summed for the reporting period. These records are maintained in a statewide record system at the Texas School-to-Careers Office.

Method of Calculation: Based on records retrieved from all reporting School-to-Careers Partnerships (per their LWDB), the number of employers participating in the School-to-Careers Network are summed for the reporting period and the total is recorded.

Data Limitations: The semi-annual Reporting Matrixes are collected from the Partnerships in April and October for the preceding calendar half-year periods: January to June and July to December. Each LWDB is responsible for defining the threshold criterion for qualifying as "participating" in the School-to-Careers Network. "Threshold criterion" are documented in TWC Appendix to Definitions, approved by the Legislative Budget Board, as amended. A current copy of the Appendix to Definitions is on file in the Workforce Development Division of the Texas Workforce Commission.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
- Strategy:** 2.2.2 Offer funding to assist in the development of local school-to-careers initiatives that prepare an emerging workforce for transition from the school environment to labor markets.
- Measure Type:** Output
- Output:** 02 Number of Public Secondary School and Post-Secondary Students Statewide Participating in Voluntary School-to-Careers Activities

**Measure Definition for 2001:**

**Short Definition:** This measure provides information on the number of public secondary school and post-secondary students statewide participating in voluntary School-to-Careers activities.

**Purpose/Importance:** This measure demonstrates TWC's progress toward its strategic goal of strengthening families with child care and education services. The measure also provides information used to determine funding for the School-to-Careers system.

**Source/Collection of Data:** The data for this measure is collected from Semi-annual Reporting Matrices submitted by the School-to-Careers Partnerships around the state, and is recorded by data analysts in the Texas School-to-Careers Office, in a statewide record system. The students are counted as participating in School-to-Careers if the Local Workforce Development Board (LWDB) defines their activities as qualifying, when the LWDB submits its recommendations/tallies to the School-to-Careers Partnership. The data are summed for the reporting period. These records are maintained in a statewide record system at the Texas School-to-Careers Office.

**Method of Calculation:** Based on records retrieved from all reporting School-to-Careers Partnerships (per their LWDB), the number of public secondary school and post-secondary students participating in voluntary School-to-Careers activities are summed for the reporting period and the total is recorded.

Data Limitations: The semi-annual Reporting Matrices are collected from the Partnerships in April and October for the preceding calendar half-year periods: January to June and July to December. Each LWDB is responsible for defining the threshold criterion for qualifying as "participating" in School-to-Careers Activities. "Threshold criterion" are documented in TWC Appendix to Definitions, approved by the Legislative Budget Board, as amended. A current copy of the Appendix to Definitions is on file in the Workforce Development Division, as amended.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

<b>Goal</b>	2	To support a system that enables individuals to prepare themselves to obtain and retain employment
<b>Objective:</b>	2.2	To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
<b>Strategy:</b>	2.2.2	Offer funding to assist in the development of local school-to-careers initiatives that prepare an emerging workforce for transition from the school environment to labor markets.
<b>Measure Type:</b>		Explanatory
<b>Output:</b>	01	Percent of High School Graduates Employed, Enrolled in Post-Secondary Programs, or Enlisted in the Military Within Six Months of Graduation

**Measure Definition for 2001:**

**Short Definition:** This measure monitors the percent of high school graduates employed, enrolled in post-secondary programs, or enlisted in the military within six months of graduation.

**Purpose/Importance:** Although many factors, including economic conditions, may influence this measure, the local Schools-to-Careers partnerships endeavor to design activities to raise awareness among young people and their parents about post-secondary education and career opportunities.

**Source/Collection of Data:** The numerator for this measure is collected from independent database records from entities with whom Texas State Occupational Information Coordinating Committee (SOICC) has data-sharing agreements in place, by Texas SOICC personnel, and is recorded in SOICC's Automated Student & Adult Learner Follow Up System. The exiter (graduate or dropout) is counted as (1) employed if state Unemployment Insurance records indicate any income for that social security number; (2) enrolled in a post-secondary program if listed in a range of databases including the Texas Higher Education Coordinating Board's master file, Wyndham Schools, School for the Deaf, Engineering Extension, and others; or (3) enlisted in the military if (federal) Department of Defense (DoD) records so indicate. (TWC sends a list of unmatched client social security numbers to the DoD. DoD runs their data against TWC's list and then returns a list of matches. TWC does not receive any data from DoD, other than the list of social security numbers that are matched with DoD.) The numerator amounts are summed for the reporting period. These records are maintained in SOICC's Automated Student & Adult Learner Follow-Up System.

The denominator for this measure is collected from the Senior Exit Cohort from the



Public Education Information Management System (PEIMS) system maintained by the Texas Education Agency. The Senior Exit Cohort is defined as the set of unique personal identification numbers denoted in PEIMS as enrolled in the 12th grade as of October of the preceding calendar year.

Method of Calculation: The numerator, total of employed, enrolled, or enlisted in military service, is divided by the denominator, the PEIMS Senior Exit Cohort amount, and the result is expressed as a percent.

Data Limitations: Currently little or no information is available from PEIMS to indicate School-to-Careers (STC) participation, which would make correlating STC participation with improved performance in the employed/enrolled/enlisted outcome dimension possible. Enhanced data fields have been requested annually for the last three years or more without receiving approval for PEIMS modification.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 2 To support a system that enables individuals to prepare themselves to obtain and retain employment
- Objective:** 2.2 To strengthen families by offering eligible children early care and offering education programs that prepare youth to participate in a future workforce through August 31, 2005
- Strategy:** 2.2.2 Offer funding to assist in the development of local school-to-careers initiatives that prepare an emerging workforce for transition from the school environment to labor markets.
- Measure Type:** Explanatory
- Output:** 02 Percent of School Districts offering Optional School-to-Careers Programs.

**Measure Definition for 2001:**

Short Definition: This measure monitors the percent of school districts with high schools offering optional school-to-careers programs, which the School-to-Careers Office conducts to strengthen families with child care and education services.

Purpose/Importance: It identifies a factor that affects the performance achieved in the output measure "Number of Public Secondary School and Post-Secondary Students Statewide Participating in Voluntary School-to-Careers Activities."

Source/Collection of Data: The numerator for this measure is collected from Semi-annual Reporting Matrixes submitted by the School-to-Careers Partnerships around the state, and is recorded by data analysts in the Texas School-to-Careers Office, in a statewide record system. The districts are counted as offering optional School-to Careers Programs if the Local Workforce Development Board (LWDB) defines their activities as qualifying, when the LWDB submits its recommendations/tallies to the School-to-Careers Partnership. The data are summed for the reporting period. These records are maintained in statewide record system at the Texas School-to- Careers Office.

The denominator for this measure also is collected from Semi-annual Reporting Matrices submitted by the School-to-Careers Partnerships around the state, and is recorded by data analysts in the Texas School-to-Careers Office, in a statewide record system. The number of school districts are reported by each School-to-Careers Partnership. The data are summed for the reporting period. These records are maintained in statewide record system at the Texas School-to-Careers Office.

Method of Calculation: The number of School Districts with High Schools Offering Optional School-to-Careers Programs (numerator) is then divided by the number of school districts with high schools (denominator), and the result is expressed as a percent.

Data Limitations: The semi-annual Reporting Matrices are collected from the Partnerships in April and October for the preceding calendar half-year periods: January to June and July to December. Each LWDB is responsible for defining the threshold criterion for qualifying as "Participating" in School-to-Careers Activities. "Threshold criterion" are documented in TWC Appendix to Definitions, approved by the Legislative Budget Board, as amended. A current copy of the Appendix to Definitions is on file in the Workforce Development Division of the Texas Workforce Commission.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 3 To identify and help solve the workforce needs of Texas employers
- Objective:** 3.1 Enable employers to employ competent individuals through occupational skills enhancement provided by public community and technical schools through August 31, 2005; and increase the percentage of trainees who obtain or retain employment from 85% to 97% by August 31, 2005
- Strategy:** 3.1.1 In partnership with business, labor unions, community organizations, and educational institutions, administer funding to public community and technical schools for equipping individuals with skills identified as needed by business and industry.
- Measure Type:** Output
- Output:** 01 Number of Skills Development Fund Trainees

**Measure Definition for 2001:**

**Short Definition/Purpose and Importance:** This measure provides a count of the number of trainees who receive training through the Skills Development Fund.

**Purpose/Importance:** This measure is an indicator of the progress of efforts to respond to industry and workforce training needs and to develop incentives for provision of customized assessment and training in a timely and efficient manner.

**Source/Collection of Data:** Data for this measure are collected quarterly through reports from participating public technical and community colleges. The number of trainees who enroll in training during the reporting period are reported by each technical and community college.

**Method of Calculation:** These data are tabulated by Skills Development Fund staff using a spreadsheet maintained for this purpose.

**Data Limitations:** This measure does not provide the denominator for the average cost per trainee. The average cost per trainee is calculated by dividing the total expenditures for each closed training contract by the number of trainees resulting from those same contracts as verified under the terms of the contract.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 3 To identify and help solve the workforce needs of Texas employers
- Objective:** 3.1 Enable employers to employ competent individuals through occupational skills enhancement provided by public community and technical schools through August 31, 2005; and increase the percentage of trainees who obtain or retain employment from 85% to 97% by August 31, 2005
- Strategy:** 3.1.1 In partnership with business, labor unions, community organizations, and educational institutions, administer funding to public community and technical schools for equipping individuals with skills identified as needed by business and industry.
- Measure Type:** Efficiency
- Output:** 01 Average Cost per Participant Trained through the Skills Development Fund

**Measure Definition for 2001:**

Short Definition: This measure monitors the average cost per individual trained by recipients of a Skills Development Fund grant.

Purpose/Importance: The measure is an indicator of the cost to help clients receive training leading to a job which allows them to become and remain independent of financial assistance.

Source/Collection of Data: The numerator is the total dollar amount paid to recipients of a Skills Development Fund grant which have completed and closed training programs and received final payment in accordance with Title 40, Part XX, Texas Administrative Code Section 803.32, related to "Contract Completion Reports", and Section 803.33, related to "Contract Payment". The numerator for this measure is maintained in TWC's Accounting Department.

The denominator is a count of the number of individuals who completed a customized training program funded by a Skills Development Fund grant which is completed and closed and final billing received. The number of individuals who completed training is reported to the TWC Business Services Office in the State Offices by the grant recipient in accordance with Title 40, Part XX, Texas Administrative Code Section 803.32, related to "Contract Completion Reports",

and Section 803.33, related to "Contract Payment." The data for the reporting period are collected from the reports submitted by grant recipients whose contracts have closed and who have been paid the final payment during the reporting period.

Method of Calculation: The total dollars paid to grant recipients is divided by the number of individuals completing training to obtain the average cost per individual trained.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 3 To identify and help solve the workforce needs of Texas employers
- Objective:** 3.1 Enable employers to employ competent individuals through occupational skills enhancement provided by public community and technical schools through August 31, 2005; and increase the percentage of trainees who obtain or retain employment from 85% to 97% by August 31, 2005
- Strategy:** 3.1.1 In partnership with business, labor unions, community organizations, and educational institutions, administer funding to public community and technical schools for equipping individuals with skills identified as needed by business and industry.
- Measure Type:** Explanatory
- Output:** 01 Number of Skills Development Fund trainees commencing training within 60 days

**Measure Definition for 2001:**

**Short Definition:** This is measure monitors of the number Skills Development Fund trainees who commenced a Specialized Training Program awarded funding by the Commission within 60 calendar days of the acceptance of the grant award by the Applicant college, Texas Engineering Extension Service and community-base organization in partnership with a community college.

**Purpose/Importance:** This measure is an indicator of the progress of efforts to respond to industry and workforce training needs and to develop incentives for provision of customized assessment and training in a timely and efficient manner.

**Source/Collection of Data:** Data for this measure are collected through reports from participating public technical and community colleges. The number of skills Development Fund trainees who commenced any Specialized Training Program awarded funding by the Commission within 60 calendar days of the acceptance of the grant award by the Applicant college during the reporting period are reported by each technical and community college Texas Engineering Extension Service of community-based organizations in partnership with a community college.

**Method of Calculation:** These data are tabulated by Skills Development Fund staff using a spreadsheet maintained for this purpose.

**Data Limitations:** None.

**Calculation Type:** Cumulative.



New Measure: Yes.

Desired Performance: Higher than target.

- Goal:** 3 To identify and help solve the workforce needs of Texas employers
- Objective:** 3.1 Enable employers to employ competent individuals through occupational skills enhancement provided by public community and technical schools through August 31, 2005; and increase the percentage of trainees who obtain or retain employment from 85% to 97% by August 31, 2005
- Strategy:** 3.1.2 In partnership with business, labor unions, community organizations, and educational institutions, administer funding to public community colleges and technical schools for skills needs assessment and for equipping adult TANF recipients with skills needed by business and industry.
- Measure Type:** Output
- Output:** 01 Number of Clients Served by the Self-Sufficiency Fund

**Measure Definition for 2001:**

Short Definition/Purpose and Importance: This measure provides a count of the number of trainees who receive training through the Self-Sufficiency Fund.

Purpose/Importance: The measure is an indicator of the progress of efforts to help Temporary Assistance for Needy Families (TANF) recipients receive training leading to a job which allows them to become and remain independent of financial assistance.

Source/Collection of Data: Data for this measure are collected quarterly through reports from participating public technical and community colleges. The number of trainees who enroll in training during the reporting period are reported by each technical and community college.

Method of Calculation: These data are tabulated by Self-Sufficiency Fund staff using a spreadsheet maintained for this purpose.

The measure provides a count of the number of individuals who initially receive training during the reporting quarter. It does not count individuals who remain in training from a previous quarter.

Data Limitations: This measure does not provide the denominator for the average cost per trainee. The average cost per trainee is calculated by dividing the total expenditures for each closed training contract by the number of trainees resulting from those same contracts as verified under the terms of the contract.

This method of calculating an average cost is superior to alternative methods whereby expenditures during the reporting period are divided by the number of trainees because initial expenditures are singular, discrete events, while the enrollment of a trainee may span several reporting periods during which no related expenditures occur, resulting in misleading reports of average costs.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

- Goal:** 3 To identify and help solve the workforce needs of Texas employers
- Objective:** 3.1 Enable employers to employ competent individuals through occupational skills enhancement provided by public community and technical schools through August 31, 2005; and increase the percentage of trainees who obtain or retain employment from 85% to 97% by August 31, 2005
- Strategy:** 3.1.2 In partnership with business, labor unions, community organizations, and educational institutions, administer funding to public community colleges and technical schools for skills needs assessment and for equipping adult TANF recipients with skills needed by business and industry.
- Measure Type:** Efficiency
- Output:** 01 Average Cost per Participant Trained by the Self-Sufficiency Program

**Measure Definition for 2001:**

Short Definition: This measure monitors the average cost per individual trained by businesses receiving Self-Sufficiency grants.

Purpose/Importance: The measure is an indicator of the cost to help TANF recipients receive training leading to a job which allows them to become and remain independent of financial assistance.

Source/Collection of Data: The numerator is the total dollar amount paid to recipients of a Self-Sufficiency Program grant which have completed and closed training programs and received final payment in accordance with Title 40, Part XX, Texas Administrative Code Section 835.32, related to "Contract Completion Reports", and Section 835.33, related to "Contract Payment". The numerator for this measure is maintained in TWC's Accounting Department.

The denominator is a count of the number of individuals who completed a customized training program funded by a Self-Sufficiency Program grant which is completed and closed and final billing received. The number of individuals who completed training is reported to the TWC Business Services Office in the State Office by the grant recipient in accordance with Title 40, Part XX, Texas Administrative Code Section 835.32, related to "Contract Completion Reports",

and Section 835.33, related to "Contract Payment." The data for the reporting period are collected from the reports submitted by grant recipients whose contracts have closed and who have been paid the final payment during the reporting period.

Method of Calculation: The total grant dollars awarded is divided by the number of individuals trained to obtain the average cost per participant trained.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

- Goal:** 3 To identify and help solve the workforce needs of Texas employers
- Objective:** 3.1 Enable employers to employ competent individuals through occupational skills enhancement provided by public community and technical schools through August 31, 2005; and increase the percentage of trainees who obtain or retain employment from 85% to 97% by August 31, 2005
- Strategy:** 3.1.2 In partnership with business, labor unions, community organizations, and educational institutions, administer funding to public community colleges and technical schools for skills needs assessment and for equipping adult TANF recipients with skills needed by business and industry.
- Measure Type:** Explanatory
- Output:** 01 Number of Self-Sufficiency Fund trainees commencing training within 60 days

**Measure Definition for 2001:**

**Short Definition:** This is measure monitors of the number Self-Sufficiency Fund trainees who commenced an Specialized Training Program awarded funding by the Commission within 60 calendar days of the acceptance of the grant award by the Applicant college, Texas Engineering Extension Service and community-base organization in partnership with a community college.

**Purpose/Importance:** This measure is an indicator of the progress of efforts to respond to industry and workforce training needs and to develop incentives for provision of customized assessment and training in a timely and efficient manner.

**Source/Collection of Data:** Data for this measure are collected through reports from participating public technical and community colleges. The number of Self-Sufficiency Fund trainees who commenced any Specialized Training Program awarded funding by the Commission within 60 calendar days of the acceptance of the grant award by the Applicant college during the reporting period are reported by each technical and community college, Texas Engineering Extension Service or community-based organizations in partnership with a community college.

**Method of Calculation:** These data are tabulated by Self-Sufficiency Fund staff using a spreadsheet maintained for this purpose.

**Data Limitations:** None.

Calculation Type: Cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

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## **Appendix E – Report on Customer Service, Compact with Texas and Customer Related Performance Measures**

In the attainment of its mission, TWC is guided by several customer service principles. These principles include:

- Serving the public with respect, concern and courtesy to enhance the public confidence in TWC and its staff.
- Interacting with the public, customers and coworkers in a courteous, fair, and impartial manner.
- Conducting agency business with competence, fairness, impartiality, efficiency and effectiveness.
- Projecting a professional, businesslike image.
- Valuing cultural and individual differences and exhibiting positive, non-discriminatory behavior toward the public, customers, and coworkers.
- Obeying the laws of the United States and the State of Texas, and following the spirit, as well as the letter of the law.
- Avoiding the appearance of undue influence, impropriety or favoritism.

TWC's performance management system incorporates these guiding principles -- customer service is a core performance dimension for all TWC employees. To ensure understanding of TWC's customer service principles, the Commission's expectations and continuous performance improvement, each employee's performance is appraised to ensure quality customer service. Customer service expectations include:

- Taking prompt, attentive action to address customer needs.
- Following through on tasks, meeting schedules, and deadlines.
- Conducting self in a business-like manner.
- Applying knowledge effectively in performance of job duties.
- Delivering promised services in a timely, friendly, and consistent manner.
- Using a considerate and tactful approach in serving customers.
- Listening and fully understanding the views of others.
- Displaying versatility in meeting changing needs of clients and coworkers.

TWC's workforce has entered into a Customer Service Compact with Texans, and each employee is responsible for ensuring the attainment of our customer service goals. In addition to assessing customer service through TWC's performance management system, the opinions of TWC customers are sought to ensure satisfaction with our programs and

services. Through these and other assessments, TWC will continually improve service delivery, customer satisfaction and overall performance.

**Section 1: Inventory of external customers served by each state strategy listed in the 2000-2001 General Appropriations Act and a brief description of the types of services provided to them.**

TWC has three basic external customers served by our strategies – the employers, the workers of Texas and the communities across the state.

Employers: More than 377,000 employers across the state are customers. We assist employers in locating and retaining a skilled labor force. Other employers seek our assistance with specialized training programs for their workers. Some employers may only consider TWC when they sign the check for their unemployment insurance tax or have a question concerning labor laws or labor market statistics. Whatever the level and degree of involvement, employers drive the workforce system by creating jobs.

Workers: Employed, under-employed and unemployed workers are all customers of the Texas Workforce Commission, the local workforce development boards (LWDB) and their partners. To this broad customer group, the Texas Workforce Commission offers both general services and specialized services for targeted populations. General services include those available to everyone such as career development information, interactive job searches through the Internet, and programs such as unemployment insurance that provide a safety net to workers. Targeted populations include veterans and workers whose jobs have been adversely affected by international trade, adult offenders seeking reentry into the workforce, and older workers. Adults receiving public assistance such as Temporary Assistance to Needy Families (TANF) and food stamps are key targeted populations, as are their dependent children. Members of Texas' future workforce include economically disadvantaged youth, young offenders and students participating in School-to-Careers activities.

Communities: Communities, both rural and urban, are customers and partners of TWC. We have a unique situation in which local workforce development boards serve both employers and workers. TWC provides LWDBs with assistance in policy development, oversight of the programs they are responsible for and offers technical assistance and training. LWDBs provide leadership and serve as catalysts for building public-private partnerships. Private and community-based organizations serve as partners with us to support the efforts of workforce development. This enhances and expands the availability of service to all of our customers. Communities form the cornerstone of the local workforce development system. LWDBs work in partnership with their local chief elected officials, the business community, schools and postsecondary institutions

and others to ensure a well-trained workforce of productive employees and community members. LWDB members also work with local economic development efforts to encourage the creation of new jobs throughout the area.

**Section 2: Information-gathering methods utilized in obtaining input from agency/institution customers.**

The Texas Workforce Commission is committed to providing effective and efficient services to all customers; therefore, we recognize how critical it is to measure customer satisfaction and identify ways to improve our services.

TWC uses customer service surveys to gather information from agency customers. These surveys, as well as our use of focus groups, provide us with a perspective on how well the Texas Workforce System and staff are serving customers. TWC serves a universal population of approximately 1.8 million customers, of which a representative sampling participated in customer satisfaction initiatives. Focus groups and satisfaction surveys used over the past two years include:

1. During the period of April through August of 1998, TWC conducted customer satisfaction surveys of job seekers and employers. The Job Seeker Satisfaction Survey was administered through the U.S. Department of Labor (DOL) One-Stop Grant funded centers. Center employees offered exit surveys to customers but the completion of the surveys was strictly voluntary. The following were among the 11 questions included in the survey:
  - How long did you have to wait for service?
  - What did you think of the wait?
  - How helpful was the One-Stop Center staff in answering your questions?
  - How courteous was the Center staff?

There were 5,468 surveys received from customers. Overwhelmingly, customers found center information and services met their needs very well, with ratings of 81% for information and 80% for services.

From the 5,172 job seekers responding to the survey, 94% found center staff to be very courteous, 81% thought center staff understood their needs and 91% felt the staff was very helpful.

Of the 4,112 customers responding to the question concerning waiting times, 18% had no wait and 58% waited less than 10 minutes. Of those responding, 88% of the job seekers felt the wait time was reasonable.

Overall, the responses to the survey indicated the Texas Workforce Centers are meeting the challenge to provide good customer service by reducing the amount of wait times, understanding customer needs and providing them with the information and services they need.

From the agency's database of 377,000 employers, the Employer Satisfaction Survey was mailed out to 10,000 employers chosen at random. This survey was done simultaneously with the Job Seeker Satisfaction Survey, April through August 1998. There were 2,265 valid responses received, providing an accuracy rate of +/-3 percent. Among the questions asked were:

- Are you aware of Texas Workforce Centers?
- How did you find out about workforce centers?
- How satisfied were you with service during the last year?

Of the 1,718 employers responding to the question concerning the awareness of Texas Workforce Centers, 42% had heard of the Centers. Responses to the survey received from this group of employers indicated 65% of the employers in this group learned of Texas Workforce Centers via Center materials such as brochures, flyers, and other similar materials. Word of mouth was the next most frequent way (27%) employers learned of Texas Workforce Centers.

Survey responses indicated that 65% of the employers who used our Centers were "Satisfied" with the overall service they receive and 19% were "Very Satisfied" with our services.

2. During the past two years, 12 different employer focus groups from around the state met to identify employer needs, the means of improving service delivery and strategies to improve employer involvement with the workforce system. A professional moderator was used to facilitate these groups and to analyze the information gathered for TWC's use. One noticeable aspect of this study was the striking differences in the attitudes toward TWC in each market. The larger,

metropolitan areas were more negative about TWC. In sharp contrast, in the smaller markets, employers were very positive about TWC and the workforce system.

3. The agency has just completed a mystery shopper survey. Professional customer service evaluators posing as employers and job seekers visited Texas Workforce Centers around the state both in person and via the telephone to benchmark the level of service received at the centers. The survey was conducted during February and March 2000. This project, which includes all Texas Workforce Centers\*, UI Tele-Centers, and all TWC state office departments, was a comprehensive means of gathering data on customer service levels throughout the Texas Workforce Network. Evaluators made 157 telephone contacts and visited 55 Texas Workforce Centers in 28 Workforce Development Areas. There were 25 questions asked in this survey. Among the questions asked during the telephone contacts were:

- Were you asked to hold for longer than one minute?
- Did he/she speak in a courteous and friendly manner?
- Was this person well informed and competent?
- Was the process of being helped efficient and logical?
- Was the person able to give you the information you needed or tell you the right office to call to get it?

The survey found that forty-seven seconds was the average time a customer was placed on hold waiting for service but that only 37% of callers were even placed on hold. From the responses, 85% of our customers found staff courteous and friendly.

In terms of staff being well-informed and competent, 80% of those surveyed found this to be true. They also found that 78% felt the process of being helped was efficient and logical.

Out of the 157 telephone contacts, 87% felt staff was able to give them the information needed or direct them to the proper place to obtain that information.

The questions asked during the in-person visits to Workforce Centers included several of the above mentioned questions, as well as:

- Was adequate, well marked, convenient parking available?
- When you entered the facility, did you know where to go to get the information you needed?
- Was the facility up to date and professional in appearance?

Evaluators found staff courteous and friendly 89% of the time and 93% felt staff was well informed and competent.

The process of being helped was found to be efficient and logical 80% of the time.

Well-marked and adequate parking was found available in 85% of the visits. In 87% of the centers visited, the evaluators felt they knew where to go to get the information needed and 93% felt the facility was professional in appearance.

Automated answering systems were also evaluated by this survey, which showed that 85-94% of the systems had pleasant clearly recorded voices with clear complete instructions. Improvements suggested included, 1) standardizing information and 2) including Spanish options in all systems.

Training was found to be needed in referring customers to automated services, including the TWC web site and in the employees greeting customers, on the telephone and in person, by identifying themselves by name.

*\*The employees evaluated in this survey included both TWC and service provider employees (contracted staff for LWDB).*

4. The total redesign of the workforce service delivery system, which occurred under TWC, supported a central database and statewide network. This included unemployment insurance Tele-Centers. Seven Tele-Centers around the state opened for centralized claimstaking and adjudication via the telephone. With the move to Tele-Centers, along with a 1996 computer system upgrade, there has been a significant improvement in service and business processes in unemployment insurance (UI).

In June of 1999, a survey was distributed for one month to determine customer satisfaction with TWC Tele-Center service delivery. It was available in Spanish and in English. By this time, all seven Tele-Centers were on-line and integrated into a functioning statewide service network. Out of a total population of 27,730 customers, a random sample of 3,939 was selected. Surveys were mailed with a business reply envelope enclosed. 1,531 customers responded, providing a 95% confidence level with a +/-3 percent accuracy rate. There were sixteen questions asked, which included:

- In terms of courtesy, how would you describe the customer service representative (CSR) who assisted you?
- In terms of knowledge, how would you describe the CSR who assisted you?
- How long would you estimate that you had to wait before you were able to talk to a CSR?
- Overall, how would you rate our services?

Of the 1,153 responses to the question concerning courtesy of staff, 95% of the respondents rated the courtesy and professionalism of the TWC CSRs as “Excellent” or “Good”.

In terms of the CSR’s knowledge, 97% of the 1,156 respondents felt they were “Very Knowledgeable” to “Somewhat Knowledgeable”.

Out of the 1,146 responses to the question concerning wait time, 68% of the respondents waited less than 2 minutes before talking to a CSR and 20% waited from 2-5 minutes for service.

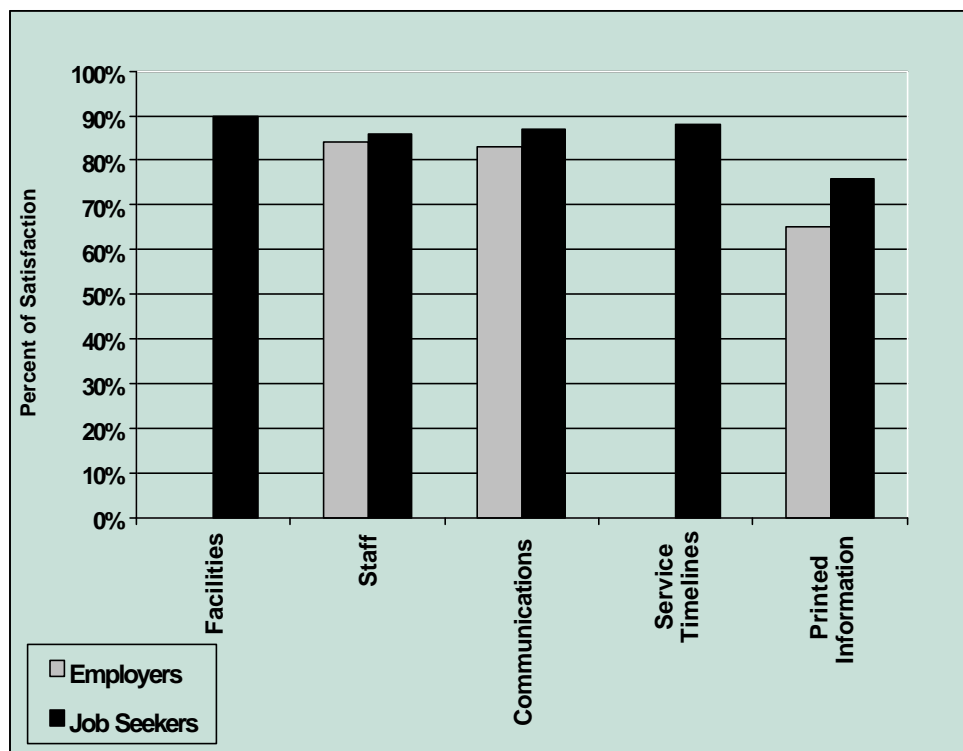
From the 1,159 responses to the question on service, 62% rated our overall service as “Excellent” and 35% rated our service as “Good.”

Overall, responses to the 1999 survey showed customers were overwhelmingly satisfied with the new unemployment insurance claims system and the staff of the Tele-Centers. Most telling of all was when respondents were asked whether they would prefer to receive services by telephone or in person, a total of 1,461 of 1,511 (97%) indicated that

they would prefer to use the telephone service for future claims.

**Section 3: Chart detailing the level of customer-determined service quality and other relevant information.**

The chart below represents a compilation of results from the three customer satisfaction surveys included in Section 2, administered during the period of time April 1998 through March 2000. Internet sites have not been measured during this survey period, but will be included in future survey instruments.



**Section 4: Analysis of the findings identified from the customer satisfaction assessment.**

An analysis of our customer satisfaction assessments indicate that Texas Workforce Centers are meeting the challenge of providing good customer service by 1) reducing the amount of time customers must wait for service, 2) understanding customer's needs, and 3) providing customers with both the information and services they need. In addition, the analysis points out that job seekers are generally more satisfied with TWC and the workforce system than employers. This is primarily because we are not as visible to



employers as we are to job seekers. Overall, all customers are “Very Satisfied to “Satisfied” with our services.

TWC is always seeking new and better methods to improve customer service; therefore, in collaboration with the LWDBs, we will continue to gather and analyze information from our customers on an on-going basis through improved survey instruments, focus groups, and tracking systems.

The U. S. Department of Labor has stated that under the new Workforce Investment Act (WIA), we are required to measure customer satisfaction in the programs covered under WIA. A new telephone survey with a small set of questions will be conducted within the current 2000-2001 biennium that addresses different dimensions of the customer’s experience with a Texas Workforce Center. TWC’s Workforce Development Division has added other workforce programs to this survey in addition to the WIA programs required in order to measure customer satisfaction. This will include gathering information from both job seekers and employers. When gathering information for analysis, the survey will allow us to break down the information by each Local Workforce Development Area (LWDA) in order to address where improvement is needed. A Request for Proposal (RFP) has been developed to obtain professional assistance with this survey.

Although mailed surveys have given us good data we can use, improved tracking and information gathering can be accomplished using telephone surveys. Telephone surveys generally are more easily and reliably administered, have higher response rates, and data can be collected more rapidly. Our plan is to determine the evaluation information we need and use more telephone surveys to gather that information in the future, similar to the DOL survey.

TWC is engaged in an E-Vision project involving a redesign of our Internet web page and exploration of how services could be delivered online. Currently, customers can ask questions, voice concerns and lodge complaints via e-mail and can expect a response in a minimal amount of time. Our plan with the web redesign is to include new online customer satisfaction surveys for all customers. For example, a goal of the Tax Department is to make paying UI taxes easier and more cost effective for Texas employers by allowing them to file electronically over the Internet. This will eliminate the need to mail reports and payments. Once the program is implemented, an online survey will be conducted to gauge customer satisfaction and in turn tell us where changes and improvement can be made.

A new Customer Relations Unit within the agency has been formed to collect and analyze information from agency surveys, in addition to

connecting customers with services they need from inquiries, concerns and complaints. Due to the size and complexity of this agency, there are numerous departments conducting focus groups and customer satisfaction surveys. The Customer Relations Unit will coordinate the methods used for all agency surveys and focus groups in order to provide uniformity and avoid oversurveying. Once results are collected, they will be entered into a database tracking system so that customer satisfaction can be evaluated in terms of the agency as a whole or for specific departments or LWDA's.

TWC will continue to work with LWDB's in developing and improving surveys administered by mail, telephone and the Internet.

In all locations, the employer focus groups that were conducted criticized TWC for doing too little to market services. They stated that not enough employers are aware of the services provided by the Texas Workforce Commission. Recommendations included 1) more printed information distributed pertaining to our services and 2) the consideration of a professionally produced video for presentations on the agency. The agency has just completed a review of 320 internal agency documents for correct and up-to-date information, as well as design. The purpose for this review was to help develop a better communications system. One objective resulting from the review is to develop an overall integrated series of brochures and other information for each customer group. Each will include the following common information:

- what the service does
- how the customer or client benefits
- how and who to contact to receive the services and additional information they needed

TWC is exploring other communication tools to serve our customers such as having a professionally produced video concerning the agency and Workforce Network services. The redesign of printed information and the video will help to ensure we are communicating well with our customers by giving them a full view of the services provided. This will be used during presentations, meetings and focus groups to increase awareness and help encourage employers to use our services. Findings and recommendations from the focus group study will assist TWC in the continuous improvement of its services.

Another goal of the Customer Relations Unit is to be a central point for gathering results from complaints taken and the concerns voiced to the agency. Information received from customers is reviewed and distributed by the Customer Relations Unit to the particular program or department for resolution. Once resolved, the information will be entered into a database tracking system. The tracking system will be a tool for

improving customer service and quality of service. It will enable us to know:

- types of complaint or concerns
- the total numbers
- what LWDA's or departments they concern
- the length of time to resolve the issue

The agency will continue to strive to improve service. On-going training will continue to inform staff on improving customer service.

## **Section 5      Customer Relations Representative**

Kathy Turney  
Customer Relations Manager  
Texas Workforce Commission  
101 E. 15<sup>th</sup> St. Room 230  
Austin, Texas 78778  
Voice: 512.463.2929  
Fax: 512.475.1105  
[kathy.turney@twc.state.tx.us](mailto:kathy.turney@twc.state.tx.us)

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## **Compact with Texans**

Texas Workforce Commission (TWC) employees and our partners are expected to serve the public with respect, concern and courtesy, conducting themselves in a manner that enhances public confidence in the agency. Our employees will provide courteous, fair, and impartial service in their interactions with customers. Recognizing the diversity of Texas, they will value cultural and individual differences and exhibit positive, nondiscriminatory behavior toward customers.

The Texas Workforce Commission is a quality, customer service focused agency, providing information and complaint resolution to all our customers-

- Communities
- Job Seekers and Future Job Seekers
- Employers

The Texas Workforce Commission is the state government agency charged with overseeing and providing workforce development services to the employers and job seekers of Texas. For employers, TWC offers recruiting, retention, training and retraining, and outplacement services, as well as valuable information on labor and unemployment tax law, tax saving programs, and labor market planning. For job seekers, TWC offers career development information, job search resources, training programs, and administers the unemployment benefits program. TWC also administers the Texas Pay Day Law, Texas Child Labor Law, and Child Care Services. While targeted populations receive intensive assistance to overcome barriers to employment, all Texans can benefit from the services offered by TWC and our network of workforce partners. The Texas Workforce Commission works in conjunction with 28 Local Workforce Development Boards to provide employment assistance and promote self-sufficiency for customers. The boards oversee the delivery of child care services, employment and training programs for welfare recipients, as well as planning employment services in their area's Texas Workforce Centers. They also direct the services called for under the Workforce Investment Act (successor to the Job Training Partnership Act). Our partnerships across the state increase the strength of the entire system.

For more specific information regarding our services and programs click on any of the following Internet links:

[Workforce Centers/TWC Office Directory](#)  
[Employer Services](#)  
[Tax Information](#)  
[Unemployment Insurance Claims Information](#)  
[Child Care/Welfare Reform](#)  
[Labor Market Information](#)  
[Workforce Board Information](#)  
[Texas Labor Laws](#)  
[Education/Training Opportunities](#)  
[Licensing/Certification](#)

We believe in conducting business in accordance with the highest standards of ethics, accountability and efficiency. Our success will be based on organizational values:

- We are committed to excellence in everything we deliver or guide.
- We are committed to making the Texas Workforce Commission an exemplary employer.
- We are committed to becoming an entrepreneurial, flexible, learning organization.
- We are committed to open and honest internal and external communication.

Customer communications, including both complaints and concerns, will be received by a knowledgeable representative who will respond to you by telephone, letter, or e-mail in a timely manner. The Customer Relations Unit will coordinate, assist, and follow up on all complaint resolution within the agency. We know you are anxious for results; therefore, if we are delayed in assisting you we will keep you informed. We will strive to acknowledge all written and electronic communications within five business days of receipt and telephone calls within one day.

Timeliness is very important to TWC, however *quality* is paramount. Our employees are dedicated to quality customer service. In fact, all TWC employees have quality customer service standards as part of their job performance reviews. These include:

- Takes prompt, attentive action to address customer needs.
- Follows through on tasks, meeting schedules and deadlines.
- Conducts self in a business-like manner and applies knowledge effectively in performance of job duties.
- Delivers promised services in a timely, friendly, and consistent manner.
- Uses a considerate and tactful approach in serving customers.

We gauge our success through critical information we gather from our customer surveys, appraisals and other assessment tools.

If we are not meeting our commitment with you, please contact our:

Customer Relations Representative  
101 E. 15<sup>th</sup> Street, Room 230  
Austin, Texas 78778  
(512) 463-2236  
Fax (512) 475-1105  
[customers@twc.state.tx.us](mailto:customers@twc.state.tx.us)

Our team: Kathy Turney and Laura Bradshaw

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## Standard Customer Service Performance Measures

Measure	Estimated Performance FY 2000
<b>Outcome Measures</b>	
Percentage of Surveyed Customers Responding who Express Overall Satisfaction with Services Received.	82%
Percentage of Surveyed Customers Responding who Identify Ways to Improve Service Delivery.	Current Estimates Unavailable
Hold time for Customers Filing Unemployment Insurance Initial Claims using Tele-Centers.	5.0 Minutes
Percent of External Written and Electronic Complaints and Concerns Acknowledged within 5 Business Days and Telephone Calls within 1 Day.	Current Estimates Unavailable
<b>Output Measures</b>	
Number of Customers Surveyed	9,498
Number of Customers Served	1.8 million
<b>Efficiency Measures</b>	
Cost per Customer Surveyed	\$4.29
<b>Explanatory Measures</b>	
Number of Customers Identified	Potentially all Texans
Number of Customer Groups Inventoried	Three-Employers, Workers, and Communities

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## Customer Service Performance Measure Definitions

**Measure Type:** Outcome  
**Outcome:** 01 Percent of Surveyed Customer Respondents  
Expressing Overall Satisfaction with Services  
Received

**Short Definition:** The percent of customers who respond to survey and express satisfaction with staff, facilities, wait times, communication, and other services. Overall satisfaction is based on the number of respondents answering “Very Satisfied” or “Satisfied” to the survey question concerning their level of satisfaction with Texas Workforce Commission (TWC) services.

**Purpose/Importance:** The purpose is to measure the level of customer satisfaction in order to gauge if we are attaining our customer services goals. We are committed to providing effective and efficient service to all customers; therefore, we are continually seeking ways to improve service delivery, customer satisfaction and overall performance.

**Source/Collection of Data:** Customer satisfaction survey cards are available in most Texas Workforce Centers for workers to complete on a voluntary basis. A random sample of unemployment insurance (UI) claimants is sent survey instruments to obtain their opinions. Employers will complete a survey instrument on our web site. Telephone surveys are conducted to obtain information from employers and workers. In addition to the previously cited surveys, other surveys may be identified as a result of State and Federal mandates or other Commission initiatives. Once the results from these surveys are collected and analyzed, they are entered into a database from which specific information is extracted.

**Method of Calculation:** The number of customers expressing satisfaction with our services is divided by the total number of respondents to the survey to obtain the percentage.

**Data Limitations:** TWC serves a universal population of approximately 1.8 million customers, but only a certain percentage of those customers will respond to surveys. At no time will it be possible to obtain a 100% response rate. The frequency may vary as a result of the number of responses reported quarterly. This would be contingent on the valid responses completed and received to date. The reported number may change because of late responses to questions.

**Calculation Type:** Non-cumulative

**New Measure:** Yes

**Desired Performance:** Above target.

**Measure Type:** Outcome  
**Outcome:** 02 Percent of Surveyed Customer Respondents  
Identifying ways to Improve Service Delivery.

**Short Definition:** The percentage of our customers identifying ways we can improve our service delivery.

**Purpose/Importance:** The purpose is to measure the level of customer satisfaction in order to gauge the level at which we are attaining our customer satisfaction goals. We are committed to providing effective and efficient service to all customers; therefore, we are continually seeking ways to improve service delivery, customer satisfaction and overall performance.

**Source/Collection of Data:** Customer satisfaction survey cards are available in most Texas Workforce Centers for workers to complete on a voluntary basis. A random sample of unemployment insurance (UI) claimants is sent survey instruments to obtain their opinions. Employers will complete a survey instrument on our web site. Telephone surveys are conducted to obtain information from employers and workers. In addition to the previously cited surveys, other surveys may be identified as a result of State and Federal mandates or other Commission initiatives. Once the results from these surveys are collected and analyzed, they are entered into a database from which specific information is extracted.

**Method of Calculation:** The percent is the total number of customers identifying ways to improve service delivery divided by the total number of respondents to the survey.

**Data Limitations:** TWC serves a universal population of approximately 1.8 million customers, but only a certain percentage of those customers will respond to surveys. At no time will it be possible to obtain a 100% response rate. The frequency may vary as a result of the number of responses reported quarterly. This would be contingent on the valid responses completed and received to date. The reported number may change because of late responses to questions.

**Calculation Type:** Non-cumulative.

**New Measure:** Yes.

**Desired Performance:** Above target.

**Measure Type:** Outcome  
**Outcome:** 03 Average Wait Time on Hold for Clients Filing Unemployment Insurance Initial Claims using Tele-Centers.

**Short Definition:** This measure monitors the average amount of time it takes to process an initial Unemployment Insurance (UI) claim for benefits.

**Purpose/Importance:** The UI program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. This measure demonstrates TWC's efforts to provide monetary assistance with tax collection, benefits payment and dispute resolution.

**Source/Collection of Data:** The data for this measure is collected from the benefit claims records in the automated benefits system retrieved by the BNQ560BO program and recorded on the ETA 5159, Claims and Payment Activities report and G3SI Version 6 Definity telephone switch and delivered to the Unix server running the Lucent Technologies program called CentreVu Supervisor. CentreVu takes the raw data, performs the calculations and generates reports.

The numerator for this measure is collected from the CentreVu historical report for English new claims, Spanish new claims and English new claims from out of state and Spanish new claims from out of state. The total processing time is calculated by multiplying the sum of the average automated call distribution (ACD) time and the average after call time by the number of calls.

The denominator for this measure is collected from the ETA 5159 report, lines 101, 102 and 103 columns 1 and 7 for the total initial claims for the reporting period.

**Method of Calculation:** The total processing time is divided by the total number of initial claims for the reporting period, with the result expressed as an average number of minutes.

**Data Limitations:** None.

**Calculation Type:** Non-cumulative.

**New Measure:** No.

**Desired Performance:** Lower than target.

**Measure Type:** Outcome  
**Outcome:** 04 Percent of External Written and Electronic Complaints and Concerns within Five Business Days and Telephone Calls within One Day.

**Short Definition:** The percent of acknowledgements to written and electronic complaints and concerns that are made within five business days and telephone calls that are acknowledged within one day.

**Purpose/Importance:** The purpose of this measure is to gauge whether the agency is acknowledging complaints and concerns in a timely manner. We are committed to providing effective and efficient service to all customers; therefore, it is our goal to respond to customers as soon as possible.

**Source/Collection of Data:** Written, electronic, and telephone complaints and concerns are received from external customers and distributed to all departments, including the Customer Relations Unit. Those received by the Customer Relations Unit are resolved if possible and entered into a database. The others are evaluated, entered into a tracking system and referred to the appropriate department for resolution. Once the department resolves the complaint or concern, all information, including the dates received and responded to, is sent to the Customer Relations Unit for entry into the database.

**Method of Calculation:** Add the total number of complaints and concerns entered in the program-maintained database, calculate the number that have been acknowledged within five business days for written and electronic correspondence and one day for telephone calls. For the percentage, divide the number satisfying the time limits by the total number of complaints and concerns entered into the database.

**Data Limitations:** None.

**Calculation Type:** Cumulative.

**New Measure:** Yes.

**Desired Performance:** Above target.

**Measure Type:** Output  
**Output:** 01 Number of Customers Surveyed.

**Short Definition:** This measure is a tally of the total number of individuals or entities responding to survey instruments issued by TWC.

**Purpose/Importance:** The purpose of this measure is to obtain a representative sample of different customers surveyed. It is important to measure the numbers of customers surveyed in order to ensure we are obtaining enough information to assist us in our assessment of services.

**Source/Collection of Data:** Customer satisfaction survey cards are available in most Texas Workforce Centers for workers to complete on a voluntary basis. A random sample of unemployment insurance (UI) claimants is sent survey instruments to obtain their opinions. Employers will complete a survey instrument on our web site. Telephone surveys are conducted to obtain information from employers and workers. In addition to the previously cited surveys, other surveys may be identified as a result of State and Federal mandates or other Commission initiatives. Once the results from these surveys are collected and analyzed they are entered into a database from which specific information is extracted.

**Method of Calculation:** The numbers reported are the sum of the total number of all valid responses received during the reporting period.

**Data Limitations:** TWC serves a universal population of approximately 1.8 million customers, but only a certain percentage of those customers will respond to surveys. At no time will it be possible to obtain a 100% response rate. The frequency may vary as a result of the number of responses reported quarterly. This would be contingent on the valid responses completed and received to date. The reported number may change because of late responses to questions.

**Calculation Type:** Cumulative.

**New Measure:** Yes.

**Desired Performance:** Above target.

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**Measure Type:** Output  
**Output:** 02 Number of Customers Served.

**Short Definition:** This is the total number of customers who receive services and information from the Texas Workforce Commission.

**Purpose/Importance:** The purpose is to identify the universe from which the survey samples are drawn. We are committed to providing effective and efficient service to all customers; therefore, we are continually seeking ways to improve service delivery, customer satisfaction and overall performance.

**Source/Collection of Data:** The data for this measure is a combination of employers and general workforce clients. (General workforce clients include not only those voluntary participants in activities, but also unemployment insurance claimants who are referred to the Job Service Matching System by virtue of their filing a claim.) The data for the number of employers is collected from status reports, Form C-1, processed by Tax staff and recorded in the Employer Master File tax accounting system. The employer account is counted as liable if the employer meets any of several statutory tax liability criteria found in the Texas Unemployment Compensation Act (TUCA). The data are summed for the reporting period. The employer tax records are maintained in the Employer Master File, Report TXSR0070

The data for the number of general workforce clients is a count of the number of participants during the reporting period. Data for this measure is collected by field staff and entered into the Job Service Matching System (JSMS) on the TWC mainframe. In order to be included in the count, an individual must be an active applicant for services at some time during the reporting period. The number is recorded in SAMS Report A22, line 010, Column C. Copies of the SAMS reports are kept in the TWC Workforce Development Division.

**Method of Calculation:** Based on records retrieved from the Employer Master File the number of active employer accounts subject to the TUCA are summed for the reporting period and total is summed. The activity is complete when the determination of liability is made and the data entered into the Employer Master File in the tax accounting system. The general workforce clients data is taken from the SAMS Report A22 line 010, Column C. The employers' data and the general workforce client's data are added together to derive the total number of customers served for the reporting period.

Data Limitations: Data is limited to the universe of liable employers that have been identified and registered by the Tax Department. Unidentified and/or unregistered liable employers are not included.

Calculation Type: Non-cumulative.

New Measures: Yes.

Desired Performance: Above target.

**Measure Type:** Efficiency  
**Efficiency:** 01 Cost per Customer Surveyed.

**Short Definition:** This measure reports the amount expended on surveys divided by the number of valid responses received during the reporting period to produce the cost per customer surveyed.

**Purpose/Importance:** To ensure surveys are being conducted in an efficient manner.

**Source/Collection of Data:** The numerator of this measure is obtained from the TWC Finance and Contract Monitoring Department which reflects the expenditures during the reporting period for the surveys. The denominator is the total number of surveys received from: customer satisfaction survey cards that are available in most Texas Workforce Centers; a random sample of unemployment insurance (UI) claimants sent survey instruments; employers that complete a survey instrument on our web site; telephone surveys that are conducted with employers and workers; and other surveys that may be identified as a result of State and Federal mandates or other Commission initiatives.

**Method of Calculation:** The method of calculation is the total amount expended, reported by the Finance and Contract Monitoring Department, divided by the number of valid responses during the same period.

**Data Limitations:** The cost of a particular survey may not appear until expenditures are recognized by the Finance and Contract Monitoring Department. Contractors may not bill for a month or two after services are provided.

**Calculation Type:** Non-cumulative.

**New Measures:** Yes.

**Desired Performance:** Below target.

**Measure Type:** Explanatory  
**Explanatory: 01** Number of Customers Identified.

**Short Definition:** This is the total number of customers who could receive TWC services, potentially all citizens of Texas.

**Purpose/Importance:** The purpose of this measure is to provide background information about the scope and breadth of the agency's services. The importance of this measure is to set the context for other measures.

**Source/Collection of Data:** TWC provides universality through our programs and therefore all Texans could receive services of some kind.

**Method of Calculation:** The reported numbers are obtained from the U.S. Census Bureau's most recent reported figures.

**Data Limitations:** The census is not updated annually.

**Calculation Type:** Non-cumulative.

**New Measures:** Yes.

**Desired Performance:** None; explanatory measures provide no contextual background and do not result from agency actions.

**Measure Type:** Explanatory  
**Explanatory: 02** Number of Customer Groups Inventoried.

**Short Definition:** As indicated in the TWC Strategic Plan, there are three groups of customers TWC serve; employers, workers and communities.

**Purpose/Importance:** The purpose of this measure is to provide background information about the scope and breadth of the agency's services. The importance of this measure is to set the context for other measures.

**Source/Collection of Data:** Texas Workforce Commission administrative records.

**Method of Calculation:** Each of these groups has been identified, and is targeted by each goal in the Strategic Plan.

**Data Limitations:** Not applicable.

**Calculation Type:** Non-cumulative.

**New Measures:** Yes.

**Desired Performance:** None; explanatory measures provide no contextual background and do not result from agency actions.

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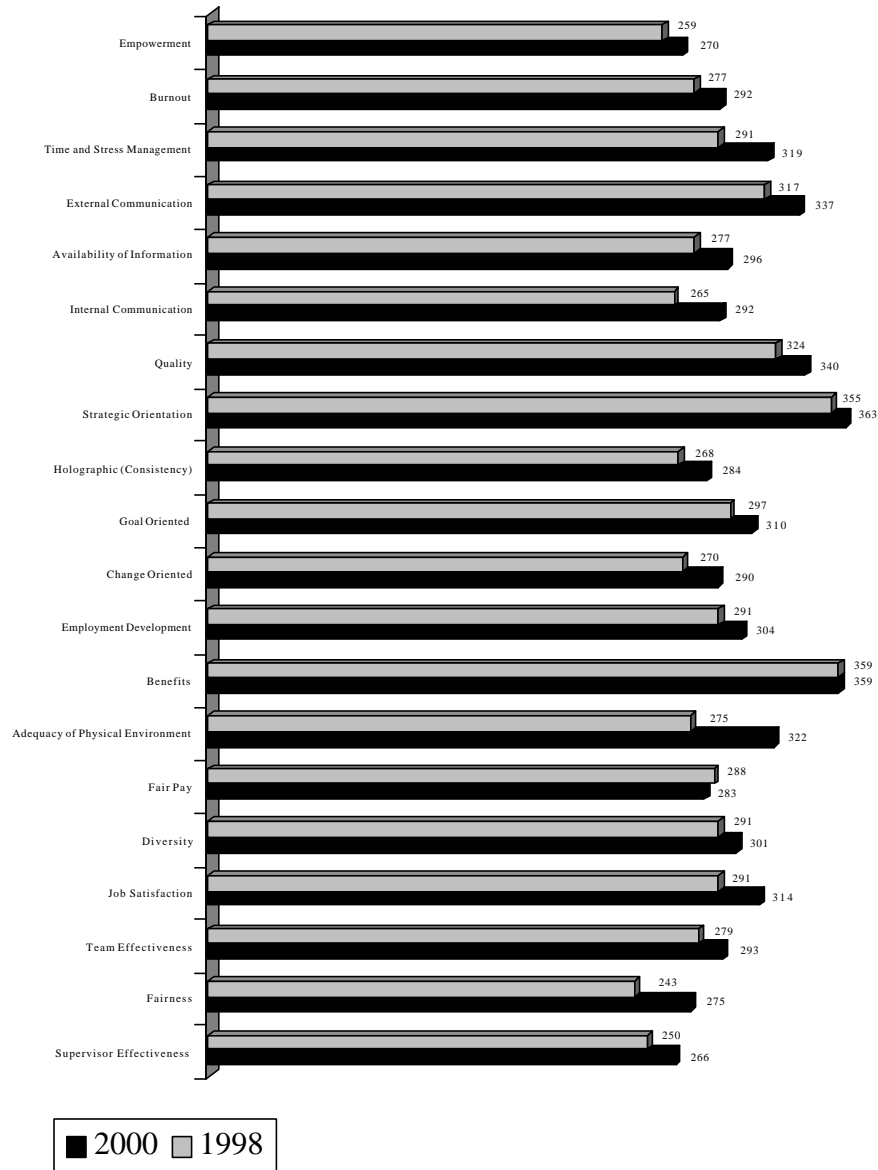
<b>APPENDIX F</b>	<b>SURVEY OF ORGANIZATIONAL EXCELLENCE</b>
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**Improvement Initiatives based on the 1998 Survey of  
Organizational Excellence results:**

- Implemented the Professional Development Program to provide career development guidance and assistance to employees.
- Implemented fully integrated salary administration, performance management and employee development programs designed to provide internal equity, quality employee retention and job design flexibility.
- Executive Director's regular videoconferences and meetings with employees to communicate significant initiatives and accomplishments.
- Developed a variety of training courses to enhance employees' program knowledge, performance and technical skills.
- Implemented an award-winning Employee Orientation Intranet site that enhanced communication with all employees, reduced administrative overhead by over \$90,000 and recaptured over \$200,000 in lost productivity.

The chart on the following page compares the 1998 and 2000 survey results.

## 2000 vs. 1998 Survey of Organizational Excellence





## **Survey of Organizational Excellence Committee Highlights**

Of the 3,680 surveys distributed to TWC employees, there was a 44% response rate, which is considered very good for an agency of this size. Of the 20 construct scores (or profile areas), 19 showed improved scores from 1998. All construct scores fell into the Average and Positive ranges.

The highest score was in the construct Strategic Orientation with a score of 363 out of 500. This construct is defined as “how employees think the agency responds to external influence and how it works with relevant external entities.” Sample items include, we are known for our customer service; we work well with other organizations; and we work well with the public.

The greatest improvement from the 1998 survey was in the Adequacy of Physical Environment construct. This construct showed a 47-point increase from two years ago. This construct evaluates such things as computer resources, pleasant surroundings and safe working environments.

Fair Pay was the only construct that did not show an improvement from two years ago. While the individual item relating to benefits scored well, the item regarding competitive salaries scored in the Needs Improvement category. While improvement in pay is somewhat out of the control of the agency, the TWC Executive Team is committed to pursuing equitable pay rates through the legislative process.

TWC is also committed to the importance of the Survey. This is seen through the establishment of an ad hoc committee to review the results and provide suggestions for improvement. In March this committee, representing a cross section of TWC employees met for portions of two consecutive days to address possible opportunities for improvement. The Training and Development Department will forward a compiled list of recommended actions to the Executive Director, who will then review the recommendations for possible implementation. While there are no guarantees of action, 1998 suggestions, and subsequent implementations, undoubtedly played a considerable part in the construct scores improvement this year.

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**Appendix G- Information Resources Strategic Plan**

**TABLE ONE: GOALS, OBJECTIVES AND STRATEGIES**

ITEM	DESCRIPTION
<p><b>Agency IR Goal 1</b></p> <p>TWC will maintain a modern, efficient, effective and reliable information resources infrastructure to support the goals and objectives of the agency and the State of Texas.</p>	<p><b>TWC’s computing infrastructure will support the agency’s mission to oversee and provide workforce development services to Texas, employers and job seekers. The infrastructure will be maintained and supported such that electronic resources are available to the public, the agency, and local boards when required, and in a secure, confidential manner. TWC will purchase products and services from historically underutilized businesses (HUBs) following agency guidelines.</b></p> <p><b>Agency Goals</b></p> <p><b>A. COMMUNITIES AND LOCAL WORKFORCE DEVELOPMENT BOARDS</b> – To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.</p> <p><b>B. WORKERS ASSISTANCE</b>– To support a system that enables individuals to prepare themselves to obtain and retain employment.</p> <p><b>C. EMPLOYERS</b> – To identify and help solve the workforce needs of Texas employers.</p> <p><b>D. AGENCY ADMINISTRATION</b> – To create a high performance learning organization.</p> <p><b>E. HUBs</b> – To establish and follow procedures and policies governing purchasing and contracting that encourage and support the inclusion of historically underutilized businesses.</p> <p><b>Statewide IR Goals</b></p> <p>1. Texas state government will deliver seamless, integrated government services to citizens through coordinated, statewide information resources.</p> <p>3. Texas state government will ensure the privacy, security and historical integrity of the information and information resources entrusted to government by the people of Texas.</p>
<p>Agency IR Objective</p>	<p>IR Objective 1.O1 – TWC will upgrade computing and communications resources to provide efficient, reliable data access and processing and to support the demands placed on the system by Texas employers and job seekers, local boards, the general public and agency staff.</p>
<p>Agency IR Strategy</p>	<p>IR Strategy 1.S1 – TWC will monitor its computing environment to avoid exceeding the maximum recommended</p>

	<p>load.</p> <p>IR Strategy 1.S2 (2.S4) – TWC will monitor network data communications workloads and performance to detect areas where workloads have or will result in the degradation of communications, and will implement technological advances to improve, enhance or secure communications.</p> <p>IR Strategy 1.S3 – TWC will monitor the amount and demand for centrally stored data for indications that capacity will be exceeded.</p> <p>IR Strategy 1.S4 – TWC will further upgrade communication resources to enhance existing secure data communications.</p> <p>IR Strategy 1.S5 (3.S10) – TWC will promote purchasing from, and contracting with, historically underutilized businesses (HUBs) in its procurement of equipment and professional services.</p> <p>IR Action Item 1.A1 – TWC will conduct a central processing unit (CPU) "snapshot" review periodically to determine the rate of growth of the processing workload.</p> <p>IR Action Item 1.A2 – TWC will increase the wide-area network (WAN) communications capacity as needed to meet expanded use by TWC and its sub-grantees (Local Boards and other entities).</p> <p>IR Action Item 1.A3 – TWC will continue to review and refresh, as needed, networking equipment for expansion of the agency Local Area Network (LAN).</p> <p>IR Action Item 1.A4 – TWC will continue to investigate emerging technologies and develop recommendations for future enhancements to its data storage system.</p> <p>IR Action Item 1.A5 – TWC will acquire additional data storage devices when necessary to accommodate increased demands for data storage.</p> <p>IR Action Item 1.A6 – TWC will continue to refresh and acquire personal computer systems and software that enhance staff productivity and service quality.</p> <p>IR Action Item 1.A7– TWC will move to imaging-based document management processes wherever appropriate to reduce the cost of manual data entry, and physical storage requirements.</p> <p>IR Action Item 1.A8 (3.A11) – TWC will encourage HUBs to register with the General Services Commission (GSC) and assist businesses, interested in becoming GSC-certified HUBs, with the application process for certification. TWC will continue to participate at economic opportunity forums (EOFs)</p>
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	or professional business conferences in an effort to increase outreach activities to certified vendors, including HUBs. TWC will hold HUB workshops that will target construction and information resources/systems HUB vendors.
ITEM	DESCRIPTION
<p><b>IR Goal 2</b></p> <p>TWC will provide online access to agency automated services and accurate data in a timely, comprehensive, annotated and secure manner.</p> <p>Agency IR Objective</p> <p>Agency IR Strategy</p>	<p><b>TWC is committed to sharing its information assets by using electronic resources to serve the public, as well as other governmental agencies. TWC will make information readily available to all entities, and will ensure the information is accurate and the means of access secure. TWC currently shares data with state, local and Federal agencies. TWC has an active web site that provides public access to information such as applications that allow workers to search and register for jobs or for employers to obtain information about their tax account. Examples of TWC's plans to expand the use of web technology include taking electronic tax payments from employers and integrating links to other sites to support employers and job seekers.</b></p> <p><b>Agency Goals</b></p> <p><b>A. COMMUNITIES AND LOCAL WORKFORCE DEVELOPMENT BOARDS</b> – To support a statewide delivery and evaluation system that assists local communities to identify and meet the workforce needs of employers and workers of the state.</p> <p><b>B. WORKERS ASSISTANCE</b>– To support a system that enables individuals to prepare themselves to obtain and retain employment.</p> <p><b>C. EMPLOYERS</b> – To identify and help solve the workforce needs of Texas employers.</p> <p><b>Statewide IR Goals</b></p> <p>1. Texas state government will deliver seamless, integrated government services to citizens through coordinated, statewide information resources.</p> <p>3. Texas state government will ensure the privacy, security and historical integrity of the information and information resources entrusted to government by the people of Texas.</p> <p>4. Texas state government's acquisition, use and management of information resources will be driven by customer needs.</p> <p>IR Objective 2.01 – TWC will provide the functional program areas and the public with efficient and effective software applications that meet current and changing business services.</p> <p>IR Strategy 2.S1 – TWC will periodically evaluate current applications for value, functionality, and changes in business area requirements to determine if an application should be web-</p>



	<p>IR Action Item 2.A8 – TWC will research, plan, develop and implement its e-TWC project that will include a vision/strategies plan for future e-Services and a redesign of the TWC web site to meet the needs of our partners and customers.</p> <p>IR Action Item 2.A9 – TWC will review and test new telecommunications technology that conforms to open systems standards.</p> <p>IR Action Item 2.A10 – TWC will continue to plan, research, develop, and implement a comprehensive Internet system for the agency and its partners (e-TWC project).</p>
ITEM	DESCRIPTION
<p><b>IR Goal 3</b></p> <p>TWC will increase management of and accountability for the expenditure of the agency’s investment in information resources staff, equipment and services.</p> <p>Agency IR Objective</p> <p>Agency IR Strategy</p>	<p><b>TWC envisions IR functions should be performed with the same efficiency and level of expertise found in successful for-profit businesses providing similar services. TWC encourages the use of technological innovation and creative solutions for improving IR operations and automation services and will take advantage of application hosting and outsourcing where appropriate. TWC continues to support and train IR staff to maintain knowledgeable resources in the agency. TWC also emphasizes the need to maintain and continually improve internal procedures and processes that ensure successful completion of projects.</b></p> <p><b>Agency Goals</b></p> <p>D. AGENCY ADMINISTRATION – To create a high performance learning organization.</p> <p>E. HUBs – To establish and follow procedures and policies governing purchasing and contracting that encourage and support the inclusion of historically underutilized businesses.</p> <p><b>Statewide IR Goals</b></p> <p>2. Texas state government will enhance performance of its agencies’ mandates, missions, and core competencies through appropriate application of information resources.</p> <p>IR Objective 3.O1 – TWC will reduce or contain the cost of providing information resources services by ensuring appropriate resources and processes are in place to provide “best of class” technology operations.</p> <p>IR Strategy 3.S1 – TWC will monitor technological advances in data storage for means to improve data access, management and performance.</p> <p>IR Strategy 3.S2 – TWC will monitor technological advances in</p>

	<p>voice processing for increased reliability of and enhanced functionality of voice communications.</p> <p>IR Strategy 3.S3 – TWC will monitor and evaluate TWC staff needs and provide the basic tools necessary to meet changing work requirements and improve productivity.</p> <p>IR Strategy 3.S4 – TWC will continue to use an implemented system of formal and regular reports of key resource and staff utilization figures by unit area.</p> <p>IR Strategy 3.S5 – TWC will conduct benchmark studies of the agency cost per unit versus other public and private data services suppliers using the activity based costing (ABC) concept.</p> <p>IR Strategy 3.S6 – TWC will study and justify new or changed equipment or methods to reduce the unit cost or increase the value of data processing services.</p> <p>IR Strategy 3.S7 – TWC will continue the formal system of project assignment and reporting which includes estimates to complete and records effectiveness in meeting targets.</p> <p>IR Strategy 3.S8 – TWC will continue the system for intake, tracking, prioritization and assignment of work or support requests.</p> <p>IR Strategy 3.S9 – TWC will monitor technological advances that reduce service cost, increase efficiency and/or enhance internal and external electronic customer services.</p> <p>IR Strategy 3.S10 (1.S5) – TWC will promote purchasing from, and contracting with, historically underutilized businesses (HUBs) in its procurement of equipment and professional services.</p> <p>IR Action Item 3.A1 – TWC will continue to implement the PeopleSoft Human Resources and Financial packages to provide management timely and accurate budget expenditure and staffing information.</p> <p>IR Action Item 3.A2 – TWC will continue to use a comprehensive merit, bonus and promotion plan that rewards high performance for IR staff.</p> <p>IR Action Item 3.A3 – TWC will review reports and take action on recommendations that would more efficiently utilize IR resources and staff.</p> <p>IR Action Item 3.A4 – TWC will continue to seek best value for the state through outsourcing or purchasing opportunities where cost effective and feasible.</p> <p>IR Action Item 3.A5 – TWC will take steps to plan and fund those IR acquisitions or method changes that will produce the</p>
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	<p>most operational savings.</p> <p>IR Action Item 3.A6 – TWC will report to the agency Automation Steering Committee and the Technology Oversight and Planning (TOPS) committee on a routine basis the status of current projects, demands and IR needs.</p> <p>IR Action Item 3.A7 – TWC will continue to use project management and change control management processes for both application development/enhancement and major new technology implementation projects.</p> <p>IR Action Item 3.A8 – TWC will develop mutually agreeable standards for interoperability with other agencies.</p> <p>IR Action Item 3.A9 – TWC will actively seek opportunities for cost reduction through statewide software agreements, GSC state contracts, site license agreements, DIR cooperative contracts, and leasing opportunities.</p> <p>IR Action Item 3.A10 – TWC will continue to review and acquire new voice communications systems that provide advanced functions such as call processing.</p> <p>IR Action Item 3.A11 (1.A8) – TWC will encourage HUBs to register with the General Services Commission (GSC) and assist businesses, interested in becoming GSC-certified HUBs, with the application process for certification. TWC will continue to participate at economic opportunity forums (EOFs) or professional business conferences in an effort to increase outreach activities to certified vendors, including HUBs. TWC will hold HUB workshops that will target construction and information resources/systems HUB vendors.</p> <p>IR Action Item 3.A12 – TWC will continue a staff development training program that balances acquiring technical and management education and skills.</p>
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**TABLE TWO: INFORMATION RESOURCES POLICIES AND PRACTICES**

CATEGORY	BRIEF SUMMARY/OVERVIEW
IR Priorities	The TWC Commissioners set the IR Priorities for the agency with input from the Executive Team and the Information Resources Manager. The Executive Team, acting as the Automation Steering Committee, meets each month to make periodic recommendations regarding IR priorities. The Automation Steering Committee implements and manages priorities for application development and enhancement work, for PC rollout strategies, and for new technology implementation with guidance from the Technology Oversight and Planning (TOPS) committee. The TOPS committee is comprised of local board management, system administrators and program specialists who discuss technology needs and recommendations.
IR Planning Methodology	The Information Resources Manager and IR management maintain constant communication with agency business units. Projects are created or the scope of IR projects are changed based upon needs. The Automation Steering Committee helps prioritize projects and recommends funding. IR Management determines the impact of a new and/or enhanced project, sets any new goals and objectives, and determines the timeline required to meet those goals. A series of meetings are held with the program areas in preparation for presenting an IR strategic plan and budget.
Operating System	TWC uses IBM's OS/390 operating system on its mainframe computer. The local area network servers in the State Office complex use Microsoft's NT Server operating system. TWC's UNIX systems are predominantly AIX based. The standard operating system on desktop and laptop PCs is Microsoft Windows 95.
Development Methodology	A standard application development methodology is used that includes life cycle development planning and estimation based on previous experience and best practices. Work Breakdown Structures (WBS) are planned according to the requirements of each project and are based on the technical needs of the tools and languages used for that project. Overall project management and risk assessment follow state guidelines.
Software Audit and Management	<p>The Technology and Facilities Management Division manages the agency's software licensing and audit plan through a combination of procurement, property and information technology systems, and process controls. Procurement and Support Services procures and maintains documentation including purchase request justifications, vendor agreements, software licenses, or other supporting material that confirms the agency's need and authorization to use software. Strategic planning for budgeting, maintenance and lifecycle issues associated with software licensing is managed using source data from financial, desktop service, and asset management systems. This procedure allows the agency to assess maintenance, service, refresh and life cycle costs of software or an asset as associated with an individual computer or other agency asset.</p> <p>The agency uses automated asset tracking tools in conjunction with its enhanced asset management data collection to implement its software audit plan. This process will enable the agency to audit devices connected to its network, ensuring both compliance and efficiency in its support of agency software licensing and business needs.</p>
Quality Assurance Practices	Information Technology Operations is responsible for examining all automated systems development efforts to insure that agency information resource projects will be successfully completed on time and within budget, and that the projects will function and provide benefits in the manner the

	<p>agency projected in its plans submitted to the LBB and in its appropriations requests submitted to the Legislature. The agency has begun its review of DIR guidelines for internal quality assurance (published March 2000). Required modification of agency Quality Assurance Practices to implement DIR guidelines: (1) planning project development; (2) determining the projected benefits of a project; (3) developing and implementing management- control processes; (4) projecting the budget for a project; (5) analyzing the risks of a project; (6) establishing standards by which the effectiveness and efficiency of a project can be evaluated; and (7) evaluating and reporting on the project after implementation, will begin September 2000 with projected completion by September 2001. TWC established a review committee, Technology Architecture Committee (TAR), to ensure that projects meet users' needs, to determine project cost effectiveness, to assess impact on current IT resources, to ensure the project is compatible with existing hardware and software and in alignment with TWC IR strategies, and to keep management informed.</p> <p>The IR Risk Manager is responsible for periodic reviews of critical IR systems to assess their risks on a number of dimensions including system age, programming language and hardware platform requirements. The risk management program is designed to review all systems every four years.</p>
E-Government	<p>TWC recognizes the importance of sharing accurate agency information and providing electronic transactions using web technology. TWC is in the process of redesigning its web site to standardize the customer interface and to integrate links to partner agencies and to providers critical to TWC customers. TWC plans to provide online access to agency data, and where appropriate, allow end users to maintain their own data. This action will not only eliminate the need for the agency to key-enter data, but will support the process of having accurate data.</p> <p>Agency projects are underway to begin receiving forms and payments through the Internet. TWC has identified the areas that would most benefit the public and targeted those areas for web development. Employers currently may file their tax data over the Internet. TWC will begin accepting tax payments by the end of FY2000. "HIRE TEXAS" is being redesigned to allow applicants (job seekers) to retrieve their application and make changes. Speed-search capability is being added as a new feature of the system.</p> <p>The Workforce Investment Act (WIA) system is being enhanced to allow training providers to enter applications and curriculum for WIA certification. TWC staff will approve applications online, and the public will have online search capability to identify approved WIA training providers. Unemployed workers will be able to register and file for unemployment compensation over the Internet, and be able to check the status of their claims. The public will be able to search and retrieve the latest information on faith-based resources providing charitable services. The Child Care Service Delivery application, including the budget and payment component, will be reviewed to streamline the system and to identify data and/or forms that are appropriate for web development.</p> <p>TWC is in compliance with security policies outlined in state guidelines. TWC is using server-side digital certificates to provide secure socket layer (SSL) encryption of web transactions. TWC implemented a firewall on its network that secures access to confidential data. A project committee has been formed to research and recommend changes to the security-access system to address the expanded use of web-enabled agency information by employers, job seekers, local boards, and the general public. Standard project</p>

	management is in place to ensure projects are completed on-time and within budget.
Change Control	The Application Development and Maintenance Department uses standard change control software to track and control changes to mainframe applications. The change control software in use is Change Man for COBOL applications and Predict Application Control (PAC) for Natural applications. Both software packages save previous versions for easy backout and keep audit records of when and who moved objects. Current policy allows migration events to be setup by applications programmers, but migration events require senior-level approval before being executed. A Check in/Check out process is used to reconcile duplicate development on one object. TWC is investigating software packages that will provide change control functionality for newly developed JAVA web applications. The Distributed Systems Department is using SMS (Software Management System) to track and control software changes to the individual personal computers.
Security	The Information Technology Division manages TWC's information security functions. The agency has adopted Resource Access Control Facility (RACF) in addition to an agency-developed application for identifying security access to various systems. The security manager develops and implements the agency's data security policies and establishes user authorizations for TWC staff. NT access control is used for security on the TWC local area network. All TWC employees are required to participate in annual security awareness training. Plans for an agency- wide Security Risk Analysis are being formulated to be conducted in FY2004.
Geographic Information Systems (GIS)	The Labor Market Information unit uses GIS to develop maps of Texas that show labor information by counties. Plans are being made to eliminate hard copies of the maps, and to make the maps available on the agency internet web site for use by the public, legislators and other state agencies. GIS applications are also used internally in the agency to manipulate census data. TWC supports the Texas Geographic Information Council's efforts to promote public access to geographic information, and to provide accurate location information in a cost-effective manner.
Disaster Recovery/Business Continuity Planning	<p>TWC currently maintains a Disaster Recovery Plan (DRP) for its automated mainframe systems. The agency is working to incorporate other automated platforms and the agency networks into the DRP. Business analysis was conducted to determine the recovery priorities for the agency's automated systems. As a result of the analysis, the contingency plan addresses the benefit payment systems as the most critical application for the agency.</p> <p>TWC plans to conduct a formal Business Impact Analysis (BIA). Based on the results of the BIA, the DRP will be modified to address any changes in priority or business requirements. After the modifications have been made to the DRP, it will be tested to ensure that the critical business needs are satisfactorily met.</p> <p>TWC has a Disaster Recovery contract for testing DRP plans and for Disaster Recovery services with Northrop Grumman. The TWC mainframe computer's Operating System and databases have been successfully restored at the hot-site. The restoring of the mainframe systems components was accomplished using backups created on a regularly scheduled basis and stored at an off-site facility. TWC believes its current recovery methodology is sufficient to restore critical systems and will continue to conduct routine tests using the DRP services contract to enhance its plan.</p>
Resource Use	TWC views automated information and information resources residing within

	<p>the Commission as strategic and vital assets belonging to the people of Texas, and requiring a degree of protection commensurate with their value. Management is responsible for determining the information resources required for day-to-day operations, for other agencies, and for the public. Management is also responsible for ensuring the appropriate degree of protection of those resources. All agency staff must sign an information security non-disclosure form which discusses use of IR resources at initial hiring and annually thereafter. The public who transmits electronically confidential data is given secure access using RACF.</p> <p>TWC is researching video conferencing capabilities for Commission hearings and other official agency meetings to improve agency communications between departments and Local Workforce Development Boards.</p>
Contract/Consultant	<p>TWC has in place the Programmer/Analyst/Technician contract concept that involves pre-approving Qualified Information Systems Vendor for selected categories of programmer, analyst, and technician services for the fiscal year. When a specific request for services is received, Procurement Services will send the request to all vendors pre-approved to provide that service category. This process permits rapid deployment of resources to meet immediate needs.</p> <p>The agency monitors information technology contracts jointly through the Procurement and Support Services department and contract managers who work in the Technology and Facilities Planning Department. Procurement and Support Services publishes current purchasing and posting requirements to TWC staff and ensures bids are posted, received, evaluated and awarded in compliance with State purchasing rules and practices. IR contract managers and purchasers ensure the contractor continues to perform and deliver goods and services through the term of the contract. Procurement and Support Services addresses contract amendments, renewals or terminations. Technology and Facilities Management staff serve as the central liaison for IR contract tracking and reporting. IR contracts are maintained with other agency contracts in a central repository according to the agency's records retention schedule.</p>
Information Sharing	<p>The Texas Workforce Commission is actively involved in information initiatives with local, state, and Federal agencies. These initiatives seek to reduce the costs of government by reducing the time and resources needed to obtain or generate information already maintained by other governmental agencies. These initiatives have also been successful in reducing the incidence of fraud through early detection and investigation. TWC is permitted by law (Texas Labor Code Section 301.081) to share much of its confidential data resources with other governmental entities in furtherance of these agencies' official governmental functions. Such agencies include the Comptroller of Public Accounts, the State Auditor's Office, the Office of the Attorney General, the Department of Public Safety, the Department of Human Services, The Department of Protective and Regulatory Services, the Social Security Administration and the Internal Revenue Service, as well as the Local Workforce Development Boards, local law enforcement, and local public assistance agencies.</p> <p>TWC maintains a detailed web site for the public that contains a variety of information regarding the various programs the agency administers. The information available on the web site includes the agency's administrative rules and applicable statutes, Commission meeting agendas and minutes, policy manuals, precedent decisions, detailed labor market information, job listings for state agencies and private employers, and contact information for TWC and Local Board staff.</p>

Training and Continuing Education	The agency allocates a planned amount annually for the training of each staff person, including required IR training. In some cases, the amount includes known, pre-approved seminars and conferences, while in others, it includes estimated amounts to cover the type of training known to be needed by selected individuals. Management is responsible for setting the training budget and approving expenditures against it. Within the IR Division, a training plan is prepared each year not only for IR staff but also program staff assigned to work on specific IR projects.
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**TABLE THREE: AGENCY PLATFORMS, SYSTEMS, AND TELECOMMUNICATIONS**

<b>CATEGORY</b>	<b>TYPE</b>	<b>OPERATING SYSTEM</b>	<b>DATABASE MGMT SYS</b>	<b>CAPACITY/ SIZE/COUNT</b>	<b>COMMENTS/ DESCRIPTIVE INFORMATION</b>
Mainframe	IBM 9672s (4)	OS/390	DB2	1048 MIPS	
Minicomputer	IBM S80	AIX	Sybase	24 450MHz RISC Processors	
Network					See Table Seven for Network Topology Map
LAN Servers (Central)	HP Netserver	Windows NT	None	35	
LAN Servers (Remote)	N/A	N/A	N/A	N/A	
LAN Client/Workstations (Central)	Compaq Deskpro Dell Optiplex	Windows 95	Access	1300	
LAN Client/Workstations (Remote)	Compaq Deskpro Dell Optiplex	Windows 95	Access	3000	
WAN Servers	Mail, Web, DNS Servers, etc.	Microsoft NT/IBM AIX	None	2 Web 1 DNS 2 DHCP 3 Mail 1 WINS 1 FTP	
Standalone PC Workstations	N/A	N/A	N/A	N/A	
INTERNET SERVICE PROVIDER		General Services Commission		N/A	
Shared Network		General Services Commission		N/A	

**TABLE FOUR: AGENCY DATABASES**

<b>CATEGORY</b>		<b>DATABASE SPECIFICATIONS</b>
Database Name	Administrative Actions - AC ( Payday)	
Database Description	Houses information related to the Labor Law actions taken to resolve complaints from clients (employees) concerning wage disputes.	
Database System	DB2 for OS/390	
Estimated Physical Storage Requirements	40,704 KB	
GIS Data Classification	None	
Sharing	None	
Future	No enhancements planned.	
<b>CATEGORY</b>		<b>DATABASE SPECIFICATIONS</b>
Database Name	Aid to Families with Dependent Children Database	
Database Description	This database is part of the Employment and Child Care Data Warehouse. This database contains data from the TDHS SAVERR system. The TDHS SAVERR system extracts, on a monthly basis, a transaction file containing all transactions processed by the SAVERR system and a “Cutoff” file of all clients receiving some kind of benefit for the following month.	
Database System	Sybase System11	
Estimated Physical Storage Requirements	12 GB	
GIS Data Classification	None	
Sharing	DHS	
Future	Moving to DB2.	
<b>CATEGORY</b>		<b>DATABASE SPECIFICATIONS</b>
Database Name	Appeals	
Database Description	Houses information related to appeals on unemployment insurance claims filed in the state of Texas. The Appeals information is inter-linked with the Benefits information in the database. Database document information is linked to the Paragon FileNet Imaging application that houses copies of the actual appeals and agency, claimant and employer correspondence and evidence.	
Database System	DB2	
Estimated Physical Storage Requirements	8 GB	
GIS Data Classification	None	
Sharing	None	
Future	Enhancements to support the addition of the Appeals modules which includes AT Hearing Officer, CA Attorney, Attorney Assigner, Docket and Supervisor. Other enhancements will include the addition of imaged information from the Appeals applications.	
<b>CATEGORY</b>		<b>DATABASE SPECIFICATIONS</b>
Database Name	Benefits – BA	
Database Description	Houses information regarding the filing and paying of claims for unemployment insurance benefits.	



Database System	DB2 for OS/390
Estimated Physical Storage Requirements	49,913,760 KB
GIS Data Classification	None
Sharing	Tape: AG, DHS, IRS, Comptroller, Lockheed-Martin (ICON) Tape and Online: Used by multiple states.
Future	None
<b>CATEGORY DATABASE SPECIFICATIONS</b>	
Database Name	Benefits Wage Records - BAET
Database Description	Houses information regarding wages paid by Texas employers and used to calculate unemployment benefits and employer UI taxes.
Database System	DB2 for OS/390
Estimated Physical Storage Requirements	35,846,352 KB
GIS Data Classification	None
Sharing	Online: Norwest Financial, DHS, Comptroller. Tapes: AG(New Hire), DHS, IRS, Railroad Retirement Board, Texas Guaranteed Student Loan
Future	Redesign database to decouple Tax and Benefits systems.
<b>CATEGORY DATABASE SPECIFICATIONS</b>	
Database Name	Employment and Child Care Data Warehouse – ECC
Database Description	This database is the Employment and Child Care Data Warehouse. This database contains extracted data from the TWC Budget and Payment application and from the 28 child care contractors. The main focus of the database is to collect all billing and demographic data for children receiving child care and to provide reporting both on a Federal and State level.
Database System	Sybase System11
Estimated Physical Storage Requirements	5 GB
GIS Data Classification	None
Sharing	Interfaces with Texas Department of Human Services (SAVERR System).
Future	Cleaning up database design / moving to DB2.
<b>CATEGORY DATABASE SPECIFICATIONS</b>	
Database Name	Child Care Budget and Payment – BAPA
Database Description	BAPA is a database that contains detailed and summary information on reimbursement requests from the child care contractors and/or Local Workforce boards. It contains all of the information on contracts and budgets for direct child care, as well as tracking of budget expenditures. The system edits bills for accuracy. It interfaces with PeopleSoft.
Database System	DB2 for OS/390
Estimated Physical Storage Requirements	3.5 GB
GIS Data Classification	None
Sharing	None
Future	Currently being reviewed for TWC intranet access.

CATEGORY		DATABASE SPECIFICATIONS	
Database Name	CHOICES Database		
Database Description	This database is part of the Employment and Child Care Data Warehouse. This database contains extracted data from the TWIST. Data is used for Federal and state reporting.		
Database System	Sybase		
Estimated Physical Storage Requirements	3 GB		
GIS Data Classification	None		
Sharing	None		
Future	Moving to DB2.		
CATEGORY		DATABASE SPECIFICATIONS	
Database Name	Complaints Management – CM		
Database Description	Houses information related to the Labor Law processing of complaints from clients (employees) concerning wage disputes.		
Database System	DB2 for OS/390		
Estimated Physical Storage Requirements	627,648 KB		
GIS Data Classification	None		
Sharing	None		
Future	No enhancements planned.		
CATEGORY		DATABASE SPECIFICATIONS	
Database Name	ECC Summary – Summary		
Database Description	This database is part of the Employment and Child Care Data Warehouse. This database contains summarized data from the constituent databases ‘jobs’, ‘child care’ and ‘TANF_universe’. The detail data from the constituent databases is manipulated, summarized and made available to the customers via SQL Views. Data is used for Federal and state reporting.		
Database System	Sybase System11		
Estimated Physical Storage Requirements	4 GB		
GIS Data Classification	None		
Sharing	None		
Future	Moving to DB2.		
CATEGORY		DATABASE SPECIFICATIONS	
Database Name	Financial Management – FM		
Database Description	Houses information related to Financial Management including tracking, payments and receipts.		
Database System	Oracle 8.0.6		
Estimated Physical Storage Requirements	50 GB per year (200 GB by 2005)		
GIS Data Classification	None		
Sharing	None		
Future	Periodic upgrades and/or refinements/corrections.		

CATEGORY		DATABASE SPECIFICATIONS	
Database Name	Food Stamps (Employment and Child Care Data Warehouse)		
Database Description	This database is part of the Employment and Child Care Data Warehouse. This database contains Food Stamp eligibility data from DHS.		
Database System	Sybase System11		
Estimated Physical Storage Requirements	16 GB		
GIS Data Classification	None		
Sharing	None		
Future	No enhancements planned.		

CATEGORY		DATABASE SPECIFICATIONS	
Database Name	Global Data Management – GL		
Database Description	Houses information used globally by applications, including codes, demographics, and control tables.		
Database System	DB2 for OS/390		
Estimated Physical Storage Requirements	22,991,856 KB		
GIS Data Classification	None		
Sharing	None		
Future	No enhancements planned.		

CATEGORY		DATABASE SPECIFICATIONS	
Database Name	Human Resources – HR		
Database Description	Houses information related to Human Resources, including clients, employees and resource materials.		
Database System	Oracle 8.0.6		
Estimated Physical Storage Requirements	60 GB per year (240 GB by 2005)		
GIS Data Classification	None		
Sharing	None		
Future	Periodic upgrades and/or refinements/corrections.		

CATEGORY		DATABASE SPECIFICATIONS	
Database Name	Individual Registrations – IR		
Database Description	Houses information related to individuals (employees) filing Labor Law complaints concerning wage disputes.		
Database System	DB2 for OS/390		
Estimated Physical Storage Requirements	37,968 KB		
GIS Data Classification	None		
Sharing	None		
Future	No enhancements planned.		

CATEGORY		DATABASE SPECIFICATIONS	
Database Name	Information Management – IM		

Database Description	Houses information related to Information Management, including codes, control tables, governmental divisions, histories, individuals, mailings, offices, system changes, software testing/training, and texts.
Database System	DB2 for OS/390
Estimated Physical Storage Requirements	6,960 KB
GIS Data Classification	None
Sharing	None
Future	No enhancements planned.
<b>CATEGORY DATABASE SPECIFICATIONS</b>	
Database Name	Labor Market Information Data Warehouse - LMI100
Database Description	Houses information for Labor Market Information Department including ES-202 Employment and wage data, Current Employment Statistics data, and Local Area Unemployment Statistics data.
Database System	Sybase System11
Estimated Physical Storage Requirements	28.3 GB
GIS Data Classification	None
Sharing	Federal Bureau of Information Statistics.
Future	Moving to DB2.
<b>CATEGORY DATABASE SPECIFICATIONS</b>	
Database Name	Management Support – MS
Database Description	Houses information related to Management Support including histories and legislative monitoring.
Database System	DB2 for OS/390
Estimated Physical Storage Requirements	347,952 KB
GIS Data Classification	None
Sharing	None
Future	No enhancements planned.
<b>CATEGORY DATABASE SPECIFICATIONS</b>	
Database Name	Payroll Data Warehouse – Payroll
Database Description	Finance and HR data mart containing budget and project information.
Database System	Sybase System11
Estimated Physical Storage Requirements	4 GB
GIS Data Classification	None
Sharing	None
Future	Moving to DB2.
<b>CATEGORY DATABASE SPECIFICATIONS</b>	
Database Name	Planning Database – PL
Database Description	Houses information related to TWC office locations and potential office relocations.

Database System	DB2 for OS/390
Estimated Physical Storage Requirements	2,976 KB
GIS Data Classification	None
Sharing	None
Future	No enhancements planned.
<b>CATEGORY</b>	<b>DATABASE SPECIFICATIONS</b>
Database Name	Policy Administration/Audit – PA
Database Description	Houses information related to the auditing of production data access by TWC personnel
Database System	DB2 for OS/390
Estimated Physical Storage Requirements	44,544 KB
GIS Data Classification	None
Sharing	None
Future	No enhancements planned.
<b>CATEGORY</b>	<b>DATABASE SPECIFICATIONS</b>
Database Name	Procurement Management/Purchasing - PM
Database Description	Houses information related to the procurement process, including HUB vendors and purchase order information.
Database System	DB2 for OS/390
Estimated Physical Storage Requirements	70,320 KB
GIS Data Classification	None
Sharing	None
Future	No enhancements planned.
<b>CATEGORY</b>	<b>DATABASE SPECIFICATIONS</b>
Database Name	Supply Inventory – PR
Database Description	Houses information related to online supply requisition system for ordering non-durable replacement items from stock.
Database System	DB2 for OS/390
Estimated Physical Storage Requirements	108,432 KB
GIS Data Classification	None
Sharing	None
Future	No enhancements planned.
<b>CATEGORY</b>	<b>DATABASE SPECIFICATIONS</b>
Database Name	Tax System – TA
Database Description	Houses information related to the collection of and accounting for taxes paid by employers that fall under state and Federal Unemployment laws.
Database System	DB2 for OS/390
Estimated Physical Storage Requirements	3,203,664 KB

GIS Data Classification	None
Sharing	Online: IRS Tape: Comptroller
Future	No enhancements planned.
<b>CATEGORY</b>	<b>DATABASE SPECIFICATIONS</b>
Database Name	TWIST Customer Database
Database Description	Houses information for The Workforce Information System of Texas (TWIST) on the multiple service programs that are supported at the One-Stop business centers. These programs include WIA, Choices, FSE&T and Welfare-to-Work.
Database System	Sybase System11
Estimated Physical Storage Requirements	12 GB
GIS Data Classification	None
Sharing	Send and receive files from TDHS
Future	Reviewing the cost and functional benefits of changing to another database platform. Future actions will be determined by the results of the study.
<b>CATEGORY</b>	<b>DATABASE SPECIFICATIONS</b>
Database Name	TWIST Ad Hoc Query Database
Database Description	Houses information for The Workforce Information System of Texas (TWIST) so users can run ad hoc queries against the TWIST data.
Database System	Sybase System11
Estimated Physical Storage Requirements	24 GB
GIS Data Classification	None
Sharing	None
Future	Move to a fully replicated server so users can query data up-to-the minute and allow reports to be taken from the Online Transaction Processing (OLTP) system and run against the ad hoc data.
<b>CATEGORY</b>	<b>DATABASE SPECIFICATIONS</b>
Database Name	Wages (Employment and Child Care Data Warehouse)
Database Description	This database is part of the Employment and Child Care Data Warehouse. This database contains wage data extracted from the mainframe UI/Tax wages database for TANF and Child Care clients.
Database System	Sybase System11
Estimated Physical Storage Requirements	8 GB
GIS Data Classification	None
Sharing	None
Future	Enhancements to include wage data for FSE&T and WIA clients.

**TABLE FIVE: AGENCY APPLICATIONS**

Category		Application Specifications
Application Name	Able Bodied Adults Without Dependents – ABAWD	
Application Type	Client Server	
Application Description	Tracks services that Local Workforce Boards have provided to clients in the food stamp program so Boards can be reimbursed. A (small) database application was given to the providers and to the TWC state office staff. The providers key the data in and click a button to export to a spreadsheet, which they mail to TWC.	
Database System	Access 97 / Excel 97 (spreadsheet is mailed to state office)	
Development Language	Access 97	
Sharing	None	
Future	Upgrade to Access 2000; possibly change to Internet data entry. Being transferred to the Performance Data Reports and Analysis (PDRA) unit; future plans are pending.	
Category		Application Specifications
Application Name	Alien Labor Certification	
Application Type	N/A	
Application Description	The ALC system ensures that United States citizens are not discriminated against in the job market by managing a prescribed series of steps that an employer must go through when they desire to hire an alien.	
Database System	VSAM	
Development Language	COBOL II	
Sharing	None	
Future	No enhancements planned.	
Category		Application Specifications
Application Name	Appeals	
Application Type	Imaging Based Document Management	
Application Description	This system consists of several client/server online applications and an imaging system that contains Appeal documents from Claimants, Employers and TWC. Information includes claimant and employer information, filed appeals, hearings, decision results and hearing notices and other correspondence mailings. Functions include Benefits Inquiry, Case Processing, Hearing Scheduler, generating notices and correspondence, requesting documents from Tele-Centers, managing hearing call-ins, and scanning, faxing and printing of documents from the imaging system.	
Database System	DB2	
Development Language	PowerBuilder 6.5 through Neon Client middleware	
Sharing	None	
Future	Appeals Systems will be enhanced by adding the Hearing Officer, Commission Attorney, Commission Appeals Assignor, Docket and Supervisor modules and also adding imaging capabilities to all modules.	
Category		Application Specifications
Application Name	Applicant Data Systems – ADS	

Application Type	Data Warehouse
Application Description	The ADS is a database containing information about applicants for employment. It is a combination of the national ADS and Job Matching systems, redesigned to suit the needs of the TWC. In addition to identifying information and characteristics, the system retains summary work history, availability, occupational and non-occupational qualifications of applicants. The ADS records service is provided to all applicants and is coordinated with several subsystems, such as the resume and I-9 Employment Verification systems.
Database System	VSAM
Development Language	COBOL II
Sharing	Used by multiple states. Tape: TDCJ
Future	Reviewing feasibility of incorporating functionality in TWIST.
<b>Category</b>	<b>Application Specifications</b>
Applicant Name	Child Care Service Delivery – CCSD
Application Type	Client Server
Application Description	The CCSD application is administered by the 28 Local Workforce Boards and resides on 28 different servers. Each board or their contractor staff enters and maintains their own data. The application houses case, client, provider, financial and funding information for all clients who access child care through the boards. Data from the 28 boards is transmitted on a periodic basis to the Budget and Payment application (BAPA) and the ECC Data Warehouse in order to produce statewide reports. .
Database System	PC based relational databases.
Development Language	Visual Basic
Sharing	Same system used by different vendors.
Future	Currently under review.
<b>Category</b>	<b>Application Specifications</b>
Application Name	Current Employment Statistics – CES
Application Type	Data Warehouse
Application Description	The CES contains data from other systems, data solicited from employers, and data entered by labor market analysts. It is used to estimate employment trends by area and industry and hours and earnings of production, manufacturing and non-supervisory workers. The CES determines current estimates for non-agricultural employment, hours and earnings for the month for Bureau of Labor Statistics of the Department of Labor.
Database System	VSAM
Development Language	COBOL II
Sharing	System developed in Iowa and shared by multiple states.
Future	None
<b>Category</b>	<b>Application Specifications</b>
Application Name	Employment and Child Care Data Warehouse – ECC
Application Type	Data Warehouse
Application Description	The Personal Responsibility and Work Opportunity Reconciliation Act of 1996 established a comprehensive welfare reform program designed to



	change the nation's welfare system dramatically. The new program is called Temporary Assistance for Needy Families (TANF). The TANF system collects employment and child care information from several sources and consolidates into an integrated warehouse.
Database System	Sybase System11 and Cognos Date Warehouse
Development Language	Sybase Transact SQL and Cognos Impromptu/Powerplay
Sharing	Interfaces with Texas Department of Human Services (SAVERR System)
Future	System currently under data warehouse enhancement.
<b>Category</b>	<b>Application Specifications</b>
Application Name	Employee Information System – EIS
Application Type	Human Resources, Data Warehouse
Application Description	An integrated system maintaining personnel and payroll data. The EIS collects information regarding TWC employees for payroll and Human Resources management. It includes such data as classification and salary history, as well as leave records.
Database System	VSAM
Development Language	COBOL II
Sharing	Comptroller via FTP. Tape: IRS, ERS, Federal Reserve. Diskette: TSEU
Future	Will be replaced by the PeopleSoft HR system on a client server platform in early FY2001.
<b>Category</b>	<b>Application Specifications</b>
Application Name	Employer Wage Reporting by Diskette System – EWRDS
Application Type	N/A
Application Description	Program provided to employers to submit their quarterly reports to TWC on diskette. Employers can key or import employee data.
Database System	Dbase
Development Language	Clipper (DOS application)
Sharing	None
Future	Rewrite as Windows application (in Visual Basic). Add ability to ftp data to TWC. Note: QuickFile only accepts one format. Employers and accountants whose payroll programs do not create the file format required by QuickFile, could use EWRDS to ftp their data or mail it on diskette if they lack Internet access.
<b>Category</b>	<b>Application Specifications</b>
Application Name	Employment & Wage Reports - ES-202 & ES-203
Application Type	Data Warehouse
Application Description	The ES-202 collects data from Texas employers in order to identify employment at the county level. The ES-202 attempts to properly identify employment, wages and contributions according to area, ownership, and industrial classifications of employers, which operate in more than one county. ES-202 is a quarterly report of employment and wages for active employers in Texas. ES-203 reports on characteristics of insured unemployed people.
Database System	VSAM
Development Language	COBOL II





Database System	Oracle
Development Language	PeopleCode, COBOL II
Sharing	Tape and Online: Comptroller FTP: DHS
Future	Add PO Requisition and Receiving, Accounts Receivable, and Billing modules in early FY 2001.
<b>Category Application Specifications</b>	
Application Name	PeopleSoft Human Resources Information System – CHAPS
Application Type	Human Resources, Data Warehouse
Application Description	An integrated system maintaining personnel and payroll data. The HR system collects information regarding TWC employees for payroll and Human Resources management. It includes such data as classification and salary history, as well as leave records.
Database System	Oracle
Development Language	PeopleCode, COBOL II
Sharing	Comptroller via FTP. Tape: IRS, ERS, Federal Reserve. Diskette: TSEU
Future	Completing development, no enhancements planned.
<b>Category Application Specifications</b>	
Application Name	QuickFile
Application Type	N/A
Application Description	The program is provided to employers, accounting firms, etc. to verify their quarterly wage data is in the correct (ICESA) format and then ftp it to TWC. Application is being pilot tested during 1 <sup>st</sup> and 2 <sup>nd</sup> quarters FY2000; will go live 3rd quarter of FY2000.
Database System	None – fixed length text files created by employers’ payroll programs
Development Language	Visual Basic 6
Sharing	N/A
Future	Put it into production with current features.
<b>Category Application Specifications</b>	
Application Name	Rider 27
Application Type	Client Server
Application Description	Tracks performance measures for grants and clients affected by the Rider 27 program. Users in the field key the data into a spreadsheet that is saved on a diskette, mailed to the stated office and imported into an Access database.
Database System	Access 97 / Excel 97
Development Language	Access 97
Sharing	None
Future	Depending on Rider 27 continuance – enhance by adding a web data entry screen for users who have access to the Internet.
<b>Category Application Specifications</b>	
Application Name	SESA’s Automated Management System – SAMS
Application Type	Data Warehouse
Application Description	The State Employment Security Agency (SESA) SAMS produces management reports designed to reflect Job Service Operations by



Development Language	COBOL II, NATURAL, Java
Sharing	On-line: IRS Tape: Comptroller
Future	Enhancements on Web platform to allow for internet filing, payment and registration.
<b>Category</b>	<b>Application Specifications</b>
Application Name	Texas Rapid Response Accountability Compliance System – TRRACS
Application Type	Client Server
Application Description	Contains company level data on layoffs and worker demographics on WARN and non-WARN layoffs.
Database System	Access 97
Development Language	Access 97 – VBA
Sharing	No data currently shared with other databases.
Future	Provide access to Boards; share and compare with LMI's Mass Layoff Statistics (MLS), Local Area Unemployment Statistics (LAUS) data and TAA datamart, link to TWIST for worker level data. Upgrade to Access 2000 and put on new IIS server or port to main Intranet site (DB2 / Visual Basic).
<b>Category</b>	<b>Application Specifications</b>
Application Name	Time Distribution
Application Type	Human Resources
Application Description	Online tracking system of allocated time for each employee based on project/function percentages of positions within cost centers.
Database System	VSAM
Development Language	COBOL II
Sharing	None
Future	Redesign into PeopleSoft on client server platform in FY 2001 – 2002.
<b>Category</b>	<b>Application Specifications</b>
Application Name	TWIST
Application Type	Client Server, Data Warehouse
Application Description	This system supports the multiple service programs that are supported at the One-Stop business centers. The system supports WIA, Choices, FSE&T and Welfare-to-Work. Client information is entered into the system by a case worker. Eligibility is then determined based on this information and a service plan is developed for the client and tracked by the system.
Database System	Sybase
Development Language	PowerBuilder
Sharing	Receive and send information to TDHS.
Future	Will Web-enable the application. Analyzing the incorporation of additional systems into TWIST. These additional systems may include Job Matching, Job Bank, Applicant Data, Child Care and Worker Profiling.
<b>Category</b>	<b>Application Specifications</b>
Application Name	Unemployment Insurance Claims System – Benefits
Application Type	Data Warehouse
Application Description	This system maintains information regarding the filing and paying of claims for unemployment insurance (UI) benefits. Basic identifying information



**TABLE SIX: INTERAGENCY NEEDS**

Item	Description
List	TWC currently shares information with a number of state and Federal agencies. See Table Two, Information Sharing.  TWC believes that there will be no obstacles in requesting and receiving access to needed data owned by other state agencies.
Obstacles	None
Needed Assistance	None



**TABLE SEVEN: NETWORK TOPOLOGY MAP**

**TABLE EIGHT: INFORMATION RESOURCES ORGANIZATION**

TWC’s Technology and Facilities Management Division is responsible for providing access to automated resources to the public, agency customers and agency employees, and maintaining and managing statewide facilities and facilitating TWC procurement services. The Division’s key technology service areas, within the Information Technology Operations, that have allowed TWC to implement its information resources (IR) goals, objectives and strategies are listed below. The successes and accomplishments of these service areas have allowed TWC to focus on its core mission and goals:

Service Area	Description
<b>Data Processing</b>	The Data Processing Department is equipped with the most technologically advanced commercial off-the-shelf (COTS) mainframe processing equipment available. The equipment is interconnected to act as one enterprise server to provide 1048 million instructions per second (MIPS) of processing power to the agency. The department consists of a Mainframe Services Unit tasked with ensuring all mainframe activities meet agency needs, a Data Processing Operations Unit tasked with coordinating all aspects of mainframe operations, data entry, mail services and scanner/data capture functions, and a Security Unit which is tasked with ensuring automation security functions are in place and coordinating risk analysis and contingency planning functions
<b>Distributed Systems</b>	The Distributed Systems Department is responsible for installing, maintaining and enhancing the agency microcomputer workstations, local area network (LAN) and wide area network (WAN), agency file and print servers, Exchange e-mail accounts, the UNIX-based computer applications, and the Internet web server. The department provides telephone technical support to all staff through the TWC Customer Support Help Desk. Automation coordinators provide support to Field Administration Centers and Local Workforce Development Boards.
<b>Information Technology Solutions</b>	The Information Technology Solutions Department is responsible for providing Texas employers, job seekers and TWC staff with interactive solutions, such as “ <i>HIRE TEXAS</i> ”, that will enable dynamic interaction among them to perform their respective duties. The department is tasked with developing and maintaining the Public Internet Web Site, the TWC Intranet, and the Extranet Sites for Texas Employers and other TWC stakeholders.
<b>Application Development and Maintenance</b>	The Application Development and Maintenance Department is responsible for providing maintenance and enhancements support on all mainframe and client-server application software. The department’s objective is to provide quality software application solutions and support to the entire agency on automation initiatives such as the PeopleSoft project and Appeals Redesign Project.

<b>APPENDIX H</b>	<b>LEGAL CITATIONS</b>
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**Legal Authority for TWC Activities**

<b>Program</b>	<b>Legal Cites</b>	<b>Authority to Adopt Rule</b>
<b>Alien Labor Certification</b>	8 USC 1101 <i>et seq.</i> ; Immigration and Nationality Act (INA) 29 USC Section 49 <i>et seq.</i>	
<b>Apprenticeship</b>	Section 302.021(a)(3), Tex. Labor Code; Chapter 133, Tex. Educ. Code; 40 TAC Chapter 837; National Apprenticeship Act of 1937; 29 USC Section 50 <i>et seq.</i>	Sections 133.007, Tex. Educ. Code; Sections 301.061 and 302.002(d), Tex. Labor Code.
<b>Child Care</b>	Section 301.021(b)(2), Tex. Labor Code; Chapter 44, Tex. Human Res. Code; 40 TAC Chapter 809; 42 USC 601 <i>et seq.</i> ; and 42 USC Section 9858 <i>et seq.</i>	Sections 44.002(a) and 44.035(d), Tex. Human Res. Code
<b>Child Labor</b>	Chapter 51, Tex. Labor Code; 40 TAC 817	Sections 51.003, 51.012 through 51.015, and 51.023, Tex. Labor Code
<b>Choices (TANF Employment and Training Program)</b>	Section 302.021(a)(17), Tex. Labor Code; Chapter 31.012, Tex. Human Res. Code; 40 TAC Chapter 811; 42 USC Section 601 <i>et seq.</i> ; 45 CFR Part 260 <i>et seq.</i>	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Community Supervision &amp; Corrections (CSC)</b>	Sections 76.003 and 76.014, Tex. Govt. Code	

<b>Continuity of Care</b>	Section 501.095, Tex. Govt. Code	TDCJ and TWC are authorized to adopt rules by Section 501.095, Tex. Govt. Code
<b>Employment Services</b>	Chapter 307, Tex. Labor Code; 29 USC 49 <i>et seq.</i> (Wagner-Peyser Act); 42 USC 1101 Wagner Peyser in: 20 CFR, Part 652	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Food Stamp Employment &amp; Training Program</b>	Section 302.021(a)(18), Tex. Labor Code, Food Stamp Act of 1977; 7 USC 2015 and 2025; 7 Code of Federal Regulations (CFR); 40 TAC Chapter 813	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Job Corps</b>	29 USCA Ch. 30, Subchapter III or 29 USCA Section 2881 <i>et seq.</i>	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Job Counseling for Displaced Homemakers</b>	Chapter 304, Tex. Labor Code	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Labor Market Information</b>	302.002(a)(14), Tex. Labor Code; 29 USC 49 (Wagner- Peyser)	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Labor Market Information (required Board services )</b>	WIA Section 134(3)(d)(2)(E) ; or 29 USC Section 2864(d)(2)(E); 20 CFR Section 662.240	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Literacy</b>	Sections 302.021 (a)(1) and 302.021 (a)(13), Tex. Labor Code; Sections 29.51 <i>et seq.</i> , Tex. Educ. Code; 29 USC Sections 9201 <i>et seq.</i>	Sections 301.061 and 302.002(d), Tex. Labor Code

<b>National and Community Service Act Programs (AmeriCorps)</b>	Section 302.021 (a)(15), Tex. Labor Code; National and Community Service Trust Act of 1993 (42 USC 12501 through 12638, 12651); 45 CFR 2510, 2513	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>One-Stop Career Center System</b>	Chapter 2308, Tex. Govt. Code; Section 302.021 (b)(3), Tex. Labor Code; 40 TAC Chapter 801, Subchapter B.	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Payday</b>	Chapter 61, Tex. Labor Code; 40 TAC Chapter 821	Section 61.002, Tex. Labor Code
<b>Post-secondary Vocational and Technical job-training programs Not part of approved courses or programs that lead to licensing, certification or associate degree under Chapters 61, 108, 130 and 135, Tex. Educ. Code &amp; Chapter 88, Tex. Educ. Code</b>	Section 302.21(a)(4), Tex. Labor Code; Carl D. Perkins Vocational Education Act, 20 USC 1441, 2391	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Project Reintegration of Offenders (RIO)</b>	Chapter 306, Tex. Labor Code (for TWC)	TDCJ is authorized to adopt rules by Chapter 306, Tex. Labor Code
<b>Proprietary Schools</b>	Section 302.021(a)(2), Tex. Labor Code; Chapter 132, Tex. Educ. Code; 40 TAC Chapter 807.	Sections 132.023(b) and 132.021(d), Tex. Educ. Code

<b>School-to-Work</b>	Section 302.021 (b)(3), Tex. Labor Code; Chapter 2308, Tex. Govt. Code; 20 USC 6101 through 6104, 6112 through 6114, 6143 (School to Work Opportunities Act of 1994)	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Self Sufficiency Fund</b>	Chapter 309, Tex. Labor Code; 40 TAC Chapter 835	Sections 301.061, 302.001(d), and 309.004, Tex. Labor Code
<b>Senior Texans Employment Program (Senior Community Service Employment Program)</b>	Section 302.021 (a)(6), Tex. Labor Code; Section 101.023, Tex. Human Res. Code; Title V of the Older Americans Act of 1965; 42 USC 3056; 20 CFR 641	Sections 301.061 and 302.001(d), Tex. Labor Code
<b>Skills Development Fund</b>	Chapter 303, Tex. Labor Code; 40 TAC Chapter 803	Section 302.002(e), Tex. Labor Code
<b>State Occupational Information Coordinating Committee (SOICC)</b>	Sections 302.002(a)(15) and 302.021(a)(19), Tex. Labor Code; Section 497.003 and Chapter 2308, Tex. Govt. Code; 29 USC 1532, 1535; 20 USC Section 2301 et seq. (Carl D. Perkins Vocational Education Act);	Sections 301.061 and 302.001(d), Tex. Labor Code
<b>TANF (includes all TANF funded programs and specific and state legislative initiatives such as Retention Services and Re-employment, and Local Innovation Grants)</b>	Section 302.021(a)(17), Tex. Labor Code; 42 USC 682; 42 USC 687; 42 USC 681; 45 CFR 250	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Texas Minimum Wage Act</b>	Chapter 62, Tex. Labor Code	None
<b>Trade Adjustment</b>	Section 302.021(a)(16),	Sections 301.061 and

<b>Assistance (TAA)/ North American Free Trade Agreement (NAFTA)</b>	Tex. Labor Code; 19 USC 2271 through 2322; 20 CFR Part 617	302.001(d), Tex. Labor Code
<b>Unemployment Insurance (UI)</b>	Chapters 201-217, Tex. Labor Code; 42 USC 501 <i>et seq.</i> ; 26 USC 3301 <i>et seq.</i>	Section 202.061, Tex. Labor Code
<b>Veterans Education Certification</b>	38 USC Chapters 30, 32, 34, 35, and 36; 10 USC 1601; 20 USC Chapter 2; 38 CFR Section 21.5001 <i>et seq.</i>	Section 132.021, Tex. Educ. Code
<b>Veterans Employment and Training Services</b>	38 USC Chapter 41, 42 (Disabled Veterans Outreach Program and Local Veterans Employment Representatives); 20 CFR 1001	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Wagner-Peyser 7(b) (Governor's Discretionary Fund)</b>	Section 301.063, Tex. Labor Code; 29 USC 49; 42 USC 1101	Section 301.061, Tex. Labor Code
<b>Welfare to Work</b>	42 USC Section 606(a)(5)(A) <i>et seq.</i> ; 20 CFR Part 645; 40 TAC Chapter 839	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Workforce Investment Act (WIA)</b>	Section 302.021(a)(8), Tex. Labor Code; 40 TAC Chapter 841; 29 USC Section 2801 <i>et seq.</i> ; 20 CFR Part 652 <i>et seq.</i>	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>WIA Adult, Dislocated Worker and Youth Services</b>	20 CFR Parts 661-667; 40 TAC Chapter 841; 29 USC Section 2301 <i>et seq.</i>	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>WIA Job Corps</b>	29 USCA Chapter 30, Subchapter III or 29 USCA Section 2881 <i>et seq.</i> ; 20 CFR Part 670	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>WIA National Programs (Native American, Migrant, Veterans, Youth Opportunity Grants, etc.)</b>	29 USC Chapter 30, Subchapter IV or 29 USC Section 2911 <i>et seq.</i> ; 20 CFR Parts 668-671	Sections 301.061 and 302.002(d), Tex. Labor Code
<b>Work and Family</b>	Chapter 81, Tex. Labor	Sections 301.061 and

<b>Policies Clearinghouse</b>	Code; Section 302.021(a)(7), Tex. Labor Code; Chapter 191.0045, Tex. Health and Safety Code	302.002(d), Tex. Labor Code
<b>Work Opportunity Tax Credit</b>	Section 301.067, Tex. Labor Code; 26 USC Section 51	Sections 301.061 and 302.002(d), Tex. Labor Code



## **APPENDIX I - EMPLOYER AGENCY PERCEPTION SURVEY**

*In February 1999, the University of North Texas Survey and Research Center conducted a survey of 115 Texas employers. The purpose of the survey was to assess employers' hiring practices and perception of the Texas Workforce System (TWS). A copy of the survey and the tabulated survey results are included in the appendix to this report. A summary of the results follows:*

The employer survey revealed that while finding qualified workers is a top issue with Texas employers, most businesses have not been using the public workforce system to meet those needs. Companies interviewed cited (1) lack of knowledge about TWS programs and (2) conducting recruitment and training in-house as the top reasons why they are not currently using public workforce programs. This report provides marketing and customer service recommendations that will increase employer knowledge of TWS programs and result in increased employer engagement in public workforce. Employers, overall, are open to using the TWS in the future – more than 50% said that they would probably use public workforce programs in the future.

### **Background of survey participants**

Companies surveyed had the following characteristics:

- 92% of respondents are not currently using TWS
- 76% of respondents do not have a human resources department
- 21% of respondents are in the service industry, 12% in health-related industries and 11% in manufacturing. (42% categorized their industry as “other”)

When learning about workforce issues, respondents often rely on the following media:

- newspapers (33%)
- industry association newsletters (34%)
- trade publications (32%)

The following sources of media are seldom or never used to recruit employees:

- radio
- television

Other respondent characteristics include:

- 65% of respondents employ 10 persons or less
- 55% of respondents say that it is either very likely or likely that they will use the TWS's programs in the future

### **Companies currently not using the Texas Workforce System**

Of companies not using the TWS, the following are mentioned as the top 3 reasons not to use them:

- We do all of our own training and recruitment in-house (18%)
- We do not know who to approach for information (15.2%)
- Our training and recruitment needs are too specialized (7%)

The following services are most often used to fulfill their workforce needs:

- in-house recruiting and interviewing (42% of respondents said “yes”)
- in-house training programs (28% of respondents said “yes”)
- private staffing and temporary agencies (12% said “yes”)

The following services are most often outsourced:

- advice regarding labor laws (30% said “yes”)
- finding full time workers (15%)
- training existing employees (14%)
- finding temporary workers (13%)

55% of respondents currently not using the TWS say that it is either very likely or somewhat likely that they would use the TWS for some of the above services if they were offered.

### **Companies currently using the Texas Workforce System:**

Of companies surveyed who are currently using the Texas Workforce System (TWS):

- 42% of these companies have been using the TWS for more than 5 years
- 84% plan to continue using the TWS programs in the future

Other than the TWS, these companies rely most on the following services for recruitment and training:

- recruit, train, and interview job candidates in house (63%)
- use community colleges for specialized training (17%)
- use private staffing and temp agencies (15%)

The following TWS services need “much improvement” (>25% response):

- making it easier to access information about their services
- improving screening of job applicants
- understanding their industry
- offering TWS services over the internet

According to current TWS users (more than 50% of these companies have been using the TWS for 3+ years), the following TWS services do not need any improvement:

- ease of use
- response time

63% of current users would recommend the TWS to other employers, both inside and outside of their industry.

Of those companies using the TWS and executive head hunters, staffing agencies, or in-house recruitment, the following can be said (why they do not use TWS for 100% of their recruitment needs):

- 60% feel strongly or somewhat strongly that the quality of recruitment is better at private staffing agencies
- 77% feel strongly or somewhat strongly that private staffing agencies better understand their company's needs
- 69% feel strongly or somewhat strongly that private staffing agencies are more attentive to their company's needs
- 39% feel strongly or somewhat strongly that it takes too long to get all of their company's recruitment needs from TWS

Of those companies using the TWS and community colleges or in-house programs for workforce training, the following can be said (why they do not use TWS for 100% of their training needs):

- 80% feel strongly or somewhat strongly that private training agencies better understand their workforce needs
- 72% feel strongly or somewhat strongly that private training agencies are more attentive to their training needs
- 63% feel strongly or somewhat strongly that the quality of training is better at private training agencies
- 62% feel strongly or somewhat strongly that the TWS does not offer all of their company's training needs
- 52% feel strongly or somewhat strongly that it takes too long to get all of their company's training needs from the TWS

**For all respondents:**

- 66% of respondents either strongly or somewhat agree that the TWS offers job-ready employees.
- 70% of respondents either strongly or somewhat agree that the TWS offers financial incentives for training and hiring 68% either strongly

or somewhat agree that the TWS pre-screens applicants according to company specifications.

- 79% either strongly or somewhat agree that the TWS provides information on current workforce issues.
- 93% either strongly or somewhat agree that the TWS provides information over the Internet.

**When questioned about the use of industry associations, responses were favorable.**

- 62% responded that it would be very beneficial or beneficial if their industry association provided them with a human resource manager at no cost to assist with placement/training workers.
- 49% of respondents think that the TWS is “good” at providing quality job candidates.
- 50% of respondents think that the TWS is “good” at providing quality training programs.
- 45% of respondents think that the TWS is “good” at responding to employer needs.
- 52% of respondents think that the TWS is “good” at being easy to work with.

## Appendix J – List of Services Provided through the Texas Workforce Network

The Texas Workforce Commission and the 28 local workforce development boards are responsible for the planning, monitoring and oversight of over twenty-eight workforce development programs. These programs serve employers and a variety of job seeker and current worker populations.

### Adult Literacy Services - TWC Administered

Adult Literacy Services works with local workforce boards, community-based organizations, education entities, and employers to ensure that adults have the basic skills necessary for employment. Services include the development of guidelines and provision of technical assistance for Adult Literacy Education Training programs and adult English as a Second Language programs. Literacy services assist in the determination of community and employer basic skill competencies and provide technical assistance and training on coordination and maximum capacity building of local literacy resources. The program also evaluates literacy program performance and results and develops innovative "best practices" models and programs. Literacy staff coordinates with Choices services to provide adult basic education for participants.

### Agricultural Services - TWC Administered

The Agricultural Services Department provides service delivery information on pertinent employment issues and laws that impact agricultural employers and workers. Vocational training and job search assistance in the field of agriculture are available through these services to fully integrate them into the centers.

### Alien Labor Certification - TWC Administered

TWC's Alien Labor Certification (ALC) Program is federally funded through a contract with the U.S. Department of Labor. For many professional, technical, managerial and skilled occupations, the program assists employers that have been unable to hire qualified workers eligible to work in the U.S. to file a labor certification application with the ALC to bring foreign workers into the U.S. on a permanent or temporary basis. In addition to filing the application, the ALC determines the prevailing wage for the occupation and initiates a work search to recruit and refer qualified U.S. workers for the job opening. An employer is obligated to hire a U.S. worker if that worker meets the employer's minimum qualifications.

### Apprenticeship Training - TWC Administered

Apprenticeship training prepares individuals to become certified skilled craft workers in occupations registered with the Bureau of Apprenticeship and Training of the U. S. Department of Labor. This program combines full-time, paid on-the-job training, the supervision of experienced journey workers and job-related classroom instruction. Three types of registered apprenticeship programs are funded: those of single employers, those provided through a group of employers,

and programs provided through a group of employers in cooperation with organized labor.

#### **Child Care Services - Board Administered\***

Child Care Services enable low-income parents to work or to attend education or training courses that can lead to improved employment opportunities by providing affordable and accessible child care. Child care services accept child care referrals from other agencies, identify available child care funding, perform resource and referral services so parents can make informed child care choices, determine eligibility for services, recruit child care providers, establish reimbursement rates and pay providers for services.

#### **Choices - Board Administered\***

Choices serves as the foundation for services that help cash assistance recipients transition from welfare to work. Funded through the federal Temporary Assistance for Needy Families (TANF) block grant, Choices provides employment-related and supportive services to individuals who receive Temporary Assistance for Needy Families (TANF) to assist them move from welfare to work. Choices also provides post-employment services to support needy families' independence from public cash assistance. Choices is based on a Work First philosophy and service delivery approach. Most TANF recipients are expected to look for work immediately. Job readiness activities and job search assistance are provided as well as education, training, and work experience based on individual employment plans.

#### **Food Stamp Employment and Training (FSE&T) - Board Administered\***

FS E&T assists food stamp recipients who are not eligible for TANF cash assistance to become self-sufficient through participation in employment, job readiness, education, and training activities and through work experience. Services encompass job search and job readiness classes, basic skills training, workforce and vocational training, and support services that include transportation and child care. TWC provides guidance to the local boards through technical assistance and interpretation of federal policies regarding Food Stamp employment and training programs.

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\* Local boards provide the bulk of services, with TWC oversight. Some administrative functions or services are performed by TWC staff.

**Labor Law Enforcement, Education and Regulation - TWC Administered**

The Labor Law Department administers the Texas Pay Day Law and the Texas Child Labor Law, and disseminates information about the Texas Minimum Wage Act. These responsibilities include adjudicating claims for unpaid wages, collecting unpaid amounts awarded under the authority of the Texas Pay Day Law, and providing technical assistance and educational programs for all three statutes. The Child Labor Section Department ensures compliance with the Texas Child Labor Law by investigating complaints, conducting on-site business inspections, issuing Certificates of Age and Child Actor Certificates, and providing educational outreach to schools and businesses. The Special Hearings Department conducts hearings and issues written decisions pursuant to provisions of both the Texas Pay Day and Texas Child Labor Laws.

**Migrant and Seasonal Farm Workers Services - TWC Administered**

TWC oversees programs that support the purposes of the Migrant and Seasonal Agricultural Worker Protection Act (MSPA). These services assist MSFWs in accessing all employment and non-employment services benefits to which they are entitled. The MSPA requires that farm labor contractors, agricultural employers, agricultural associations, and providers of migrant housing who recruit, solicit, hire, employ, furnish, transport or house agricultural workers meet certain minimum requirements in their dealings with migrant and seasonal agricultural workers. Among these requirements are: Farm labor contractor registration, proper payment of wages, disclosure of conditions of employment, information and recordkeeping standards, proper work arrangements, health and safety regulation for housing and transportation,

**NAFTA-Transitional Adjustment Assistance (NAFTA-TAA) -  
TWC Administered**

NAFTA-TAA services assist workers who lose their jobs or whose hours of work and wages are reduced as a result of trade with Canada or Mexico. NAFTA-TAA provides affected workers with both rapid and early response to the threat of unemployment by helping displaced workers obtain secure new jobs, and provides them the opportunity to engage in long-term training while receiving income support.

**Project Reintegration of Offenders (RIO) - TWC Administered**

Project RIO is administered by the Texas Workforce Commission in collaboration with the Texas Department of Criminal Justice (TDCJ), the Windham School District and The Texas Youth Commission (TYC). The project provides a link between education, training and employment during incarceration with employment, training and education after release. Services are offered to program participants pre- and post-release. Project RIO services include job search workshops, transportation to interviews, and developing job prospects. Case managers also assist ex-offenders to develop and implement action plans for meeting employment, education and training needs.

### **Proprietary School Regulation - TWC Administered**

The Proprietary School Regulation Department ensures the quality of education in all schools subject to regulation of private, postsecondary trade and technical schools in Texas. Service elements include the certification and regulation of all proprietary schools in Texas. Private postsecondary entities that are not exempt or approved and regulated by other state agencies must be licensed.

### **School-to-Careers (STC) - TWC Administered**

School-to-Careers is a voluntary approach to creating linkages between the classroom to and the workplace for interested, participating students with parental approval. School-to-Careers activities contain three core elements known as School-Based Learning, Work-Based Learning and Connecting Activities. School-Based learning is classroom instruction based on high academic and occupational skills. Work-Based Learning is work experience, structured training and mentoring at job sites. Connecting Activities integrate classroom and on-the-job instruction, link high school and college curricula, and match interested and participating students with participating employers, train job-site mentors, and build and maintain bridges between school and work.

### **Self-Sufficiency Fund - TWC Administered**

The Self-Sufficiency Fund teams the business community and community-based organizations with local educational institutions to fund customized job training for individuals that receive Temporary Assistance for Needy Families (TANF) or are at risk of dependence on public assistance. The goal of the Fund is to help participants obtain jobs and attain self-sufficiency. In order to achieve these objectives, the Fund makes grants to eligible public colleges or to eligible nonprofit organizations so that these entities may provide customized job training for specific employers. Since the funded training must prepare trainees for jobs with specific employers, those employers must participate in the application process. The Fund also provides money for support services that are necessary to enable participants to take part in training activities and to make the transition from welfare to work.

### **Senior Texans Employment Program (STEP) - TWC Administered**

STEP is a public service employment program that funds public employment for economically disadvantaged citizens ages 55 years and older. Through STEP, older workers are employed on projects providing recreation, beautification, conservation, and restoration and other public services. These positions are with state, local, regional government, school districts and partnering nonprofit corporations. Local STEP projects partner with the local boards to provide these services to senior Texans residing in local areas.



### **Skills Development Fund - TWC Administered**

The Skills Development Fund links businesses, labor unions, and community and technical colleges by financing customized job training for new or existing jobs. The Fund successfully merges business needs and local job training opportunities into a winning formula for putting people to work. The program is designed to help Texas public community and technical colleges and the Texas Education Extension Service finance customized job training for area businesses. The Fund provides training for specific skills for workers who will be hired by the businesses. Businesses and labor unions that form partnerships with local community colleges and technical schools or the Texas Education Extension Service are eligible for the grants.

### **Texas Commission on Volunteerism and Community Service (TCVCS) -TWC Administered**

TCVCS oversees several volunteer initiatives including AmeriCorps, the national service initiative to achieve direct results in addressing the nation's critical education, human services, public safety and environmental needs at the community level. This service provides thousands of Americans of all ages and backgrounds with education awards in exchange for a year or two of community service. Other volunteer activities benefit children and youth, protect the environment, promote public safety, improve education and respond to natural disasters.

### **Texas Work and Family Clearinghouse - TWC Administered**

The Texas Work and Family Clearinghouse provides employers, state agencies, policy makers and individuals with technical assistance and information about dependent care and other employment-related family issues. The Clearinghouse serves job applicants with a computerized database that lists dependent care information and referral services, and helps employers by providing information about options for dependent care assistance. In addition, the Clearinghouse also conducts and compiles research on child care, elder care, and other employment-related family issues in Texas, and administers state and federal grants that assist in the development of child care resources in the workplace and community.

### **Trade Adjustment Assistance (TAA) - TWC Administered**

Trade Adjustment Assistance (TAA) is a federal entitlement program to provide aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. Workers whose employment is adversely affected by increased imports may apply for TAA. TAA offers a variety of benefits and reemployment services to assist unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search and relocation allowances, income support and other reemployment services.

#### Unemployment Insurance (UI) - TWC Administered

UI replaces a portion of lost wages for members of the labor force who become unemployed through no fault of their own. This longstanding service is comprised of several functions including claims service to employers and unemployed workers, information and tax collection, and monitoring in the system for abuse and fraud. Appeals to determinations of benefits eligibility or tax liability are handled internally with review by the Commission and, if necessary, by the courts.

#### Veterans Education - TWC Administered

The Veterans Education service is responsible for increasing the number of institutions and training establishments that are approved for veterans' training, to inform eligible veterans and dependents of this educational opportunity, and to prevent abuses and promote equality in veterans' education by evaluating and monitoring education and training programs. Services include inspection and supervision of schools and training establishments, approval of education and training programs for veterans and other eligible persons, monitoring for compliance to standards, and the provision of information and resources on available education and training programs for veterans and their dependents in Texas.

#### Veteran Services - TWC Administered

The Disabled Veterans' Outreach Program (DVOP) and the Local Veterans' Employment Representatives (LVER) provide extensive employment services for disabled veterans, veterans of the Vietnam Era and all other eligible veterans with significant barriers to employment. Veterans receive personalized case management, counseling, testing, job-search assistance, job development, and referral and placement in support services at Texas Workforce Centers and out-stationed sites. In addition, veterans receive employment services, labor market information and guidance in transitioning to a civilian environment through the Transition Assistance Program.

#### Wagner-Peyser Employment Service - TWC Administered

The Employment Service program provides recruitment assistance to employers and job search assistance to workers through a statewide Texas Workforce Network of career centers. The Wagner-Peyser Act of 1933 established a nationwide system of public employment offices (a state-administered employment service with federal cooperation) and was amended in 1998 to be part of the One-Stop delivery system. While HB 1863 would have transferred Employment Service activities to the local workforce boards, the U.S. Department of Labor has required that state merit system employees deliver Wagner-Peyser funded services. The local workforce boards design the best mix of these services with other workforce services delivered in the one-stop centers.

### **Welfare-to-Work (WtW) - Board Administered\***

WtW is designed to support state and local efforts to move hard-to-employ TANF recipients into lasting unsubsidized jobs and promote their self-sufficiency. Based on a “work first” service strategy and intended to coordinate with state and local use of TANF funds, WtW funds provide transitional assistance for recipients engaged in employment-based activities. WtW also addresses the needs of noncustodial parents, children aging out of the state's foster care system, and custodial parents with incomes below the poverty line. Services include job readiness activities, and employment activities such as on-the-job training, unsubsidized and subsidized employment, and work experience; post-employment education and training such as GED education and English as a Second Language classes, vocational training, and mentoring; and support services such as child care, transportation, short-term housing, non-medical substance abuse treatment to achieve and maintain self-sufficiency.

### **Workforce Investment Act (WIA) Services - Board Administered\*\***

WIA Title I, which replaces the former Job Training Partnership Act, offers a broad array of workforce services for a universal population, including adults, dislocated workers, youth, Native Americans, migrant and seasonal farmworkers, and veterans. Although WIA established a new workforce development system for the nation, many of its features were already in place in Texas with the enactment of HB 1863. The Texas system has provided comprehensive job training services statewide and established a “One-Stop” approach that streamlined and consolidated the delivery of all the workforce development programs overseen by TWC. WIA-funded services assist in expanding the choices of services available to job seekers in Texas, and strengthened accountability on the part of training providers.

### **Work Opportunity Tax Credit (WOTC) - TWC Administered**

WOTC offers a federally funded tax credit for employers willing to hire from targeted groups, such as TANF recipients, qualified veterans, qualified ex-felons, high-risk youth, and summer youth workers.

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\* Local boards provide the bulk of services, with TWC oversight. Some administrative functions or services are performed by TWC staff.

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## Appendix K – Texas Council on Workforce and Economic Competitiveness Goals & Objectives

Texas Council on workforce and Economic Competitiveness (TCWEC) Goals & Objectives	Texas Workforce Commission Strategies
<b>Goal 1: A dynamic, integrated and ever-improving, business-driven workforce development system where employers and individuals have ready access to a network of information and services responsive to their unique employment needs.</b>	
<b>a.</b> Local Workforce Development Boards will assume the leadership and responsibility for ensuring business-driven workforce development services that meet the needs of local employers and individuals.	Board specific objective. A.1.1, A.2.3, B.1.1, B.1.2, B.2.1
<b>b.</b> Local Workforce Development Boards will expand employer and individual participation in the workforce development system.	Board specific objective. B.1.1, B.1.2, B.2.1, C.1.1, C.1.2
<b>c.</b> Embrace local control and support employers and individuals by minimizing regulatory barriers and administrative burdens.	Board specific objective. A.1.1, B.1.1, C.1.2
<b>d.</b> Embrace and support the use of technological advances in electronic communication to facilitate workforce development and employment objectives.	Board specific objective. A.1.1, A.1.2
<b>e.</b> Local education entities, Local Workforce Development Boards and other system partners will work with each other and with employers to provide timely training and educational programs specific to the current and future skill requirements of employers.	Board specific objective. A.1.2, A.2.1, B.1.1
<b>f.</b> Facilitate coordinated, customer-friendly eligibility determination and service delivery.	Boards will address because the Commission's one-stop rule requires this activity in the Workforce Centers. A.1.1, A.1.2, B.1.2
<b>g.</b> Provide user-friendly, universal access to employment, education and training information, and support services that enable employment at the earliest opportunity.	Boards will address because the Workforce Investment Act requires this approach in the Workforce Centers. A.1.1, A.1.2, B.1.1, B.1.2
<b>Goal 2: An operational, comprehensive system-wide set of performance measures to monitor, evaluate and improve the effectiveness and accountability of the workforce development system</b>	
<b>a.</b> System-partners will utilize the statewide workforce development strategic plan in developing state and local strategic plans.	As the system partner, TWC will address. A.1.1
<b>b.</b> System partners will establish, implement and utilize performance measures and benchmarks to monitor and assess the workforce development system's ability to achieve its objectives.	As the system partner, TWC will address. A.2.3, B.1.1, B.1.2, B.2.1, C. 1.1, C. 1.2
<b>c.</b> System partners will identify and implement improvements based on annual assessments from stakeholders regarding efficiency and effectiveness.	As the system partner, TWC will address. A.1.1, A.2.3
<b>d.</b> The Texas Council on Workforce and Economic Competitiveness will prepare and distribute a system-wide annual evaluation of the implementation of the workforce development system strategic plan.	Council responsibility.
<b>e.</b> Local system partners that consistently meet or exceed performance standards will, where possible and in compliance with applicable legislation, be considered for rewards and incentives as well as for greater flexibility and waivers of certain federal and state requirements.	The Commission's incentive rule rewards boards with high performance. A.1.1, A.2.3
<b>Goal 3: Texans have access to obtain the literacy, education and workplace skills necessary for self-sufficient employment, employment advancement and lifelong learning.</b>	

Texas Council on workforce and Economic Competitiveness (TCWEC) Goals & Objectives	Texas Workforce Commission Strategies
a. Assist adult Texans to improve their literacy, math proficiency and critical thinking skills to the level necessary for employment at the earliest opportunity and for employment advancement.	While primarily an education activity under the jurisdiction of TEA, boards may address this objective as they direct board funds to these types of services. A.2.3, B.1.1, B.1.2, B.2.1, B.2.2, C.1.1, C.1.2
b. Develop initiatives to increase the proportion of Texans who complete a postsecondary degree, high school diploma, GED or other recognized credential.	While primarily an education activity, boards may address because they receive funding for these activities. A.2.1, A.2.3, B.1.1, B.1.2, B.2.1, B.2.2, C.1.1, C.1.2
c. Develop initiatives to increase the proportion of participants who complete a workforce preparation program, enter employment, enter employment with earnings gains and/or continue in education and training that leads to employment in demand occupations.	Boards will address, because their contracts contain performance measures related to these types of activities. A.2.3, B.1.1, B.1.2, B.2.1, B.2.2, C.1.1, C.1.2
d. Develop initiatives to decrease expeditiously, through employment at a self-sufficient level, the proportion of Texans who need public assistance or unemployment insurance.	Boards will address because they receive funding for these activities. A.1.2, A.2.1, A.2.3, B.1.1, B.1.2, B.2.1, C.1.2
<b>Goal 4: Texas workers have the educational and occupational skills for employment advancement in meaningful, challenging and productive higher-skilled, higher-wage careers and the educational foundation for lifelong learning.</b>	
a. Implement and refine a system for the development, recognition and use of industry-defined and recognized skill standards to facilitate the performance of participants in higher-skilled, higher-wage demand occupations.	This systemic activity would fall under the purview of the Texas Skills Standards Board, but the Commission's WIA Training Provider rules direct boards to consider the involvement of employers in determining skill requirements for training. A.2.3, B.1.1, B.1.2, B.2.1, B.2.2
b. Establish a postsecondary only skills certification system which links industry-defined and recognized skill standards, workforce education and portability of credentials.	This appears to be primarily a postsecondary activity, falling under the jurisdiction of the Texas Higher Education Coordinating Board. A.2.3, B.1.1, B.1.2, B.2.1, B.2.2, C.1.1, C.1.2
c. Improve the long-term employability of participants by providing workforce education and training opportunities to upgrade occupational skills that result in earnings gains and career advancement in demand occupations.	Boards will address to the extent that their predicted participants need these services, following the law's Work First approach. A.2.3, B.1.1, B.1.2, B.2.2, C.1.1, C.1.2
<b>Goal 5: Texas youth are empowered with the knowledge, skills and behaviors necessary for employment and economic independence in higher skills, higher wage careers and lifelong learning.</b>	
a. Develop initiatives that work toward increasing annually the proportion of the total students entering sixth grade that receive a high school diploma within seven years.	This objective is primarily an education activity, but the boards limited School-to-Careers funds may assist in creating awareness and linkages. A.2.2, B.2.2
b. Develop initiatives that work toward increasing annually the proportion of Texas youth entering and completing postsecondary education.	This objective is primarily an education activity, but the boards limited School-to-Careers funds may assist in creating awareness and linkages. B.2.2
c. Develop initiatives that work toward decreasing the proportion of postsecondary entrants requiring remediation.	This objective is primarily an education activity. A.2.2, B.2.2
d. Develop initiatives that work toward increasing the percentage of employed youth in higher-skilled, higher-wage occupations.	Boards will address in order to meet WIA performance standards. B.1.1, B.2.2
e. Continue to support local Youth Councils and the development and sustainability of the regional School-to-Careers Partnerships and voluntary school-to-careers initiatives.	Boards will address in order to fulfill the requirements of WIA. B.1.1, B.2.2
f. Develop initiatives to increase the proportion of secondary and postsecondary students enrolled in and completing Tech Prep and other proven, high-quality career preparation programs and transitioning to postsecondary institutions.	While primarily an education activity, boards address these types of initiatives in the separate School-to-Careers application for funding and may include them in the integrated plan. A.1.1, A.2.3, B.1.1, B.2.2