

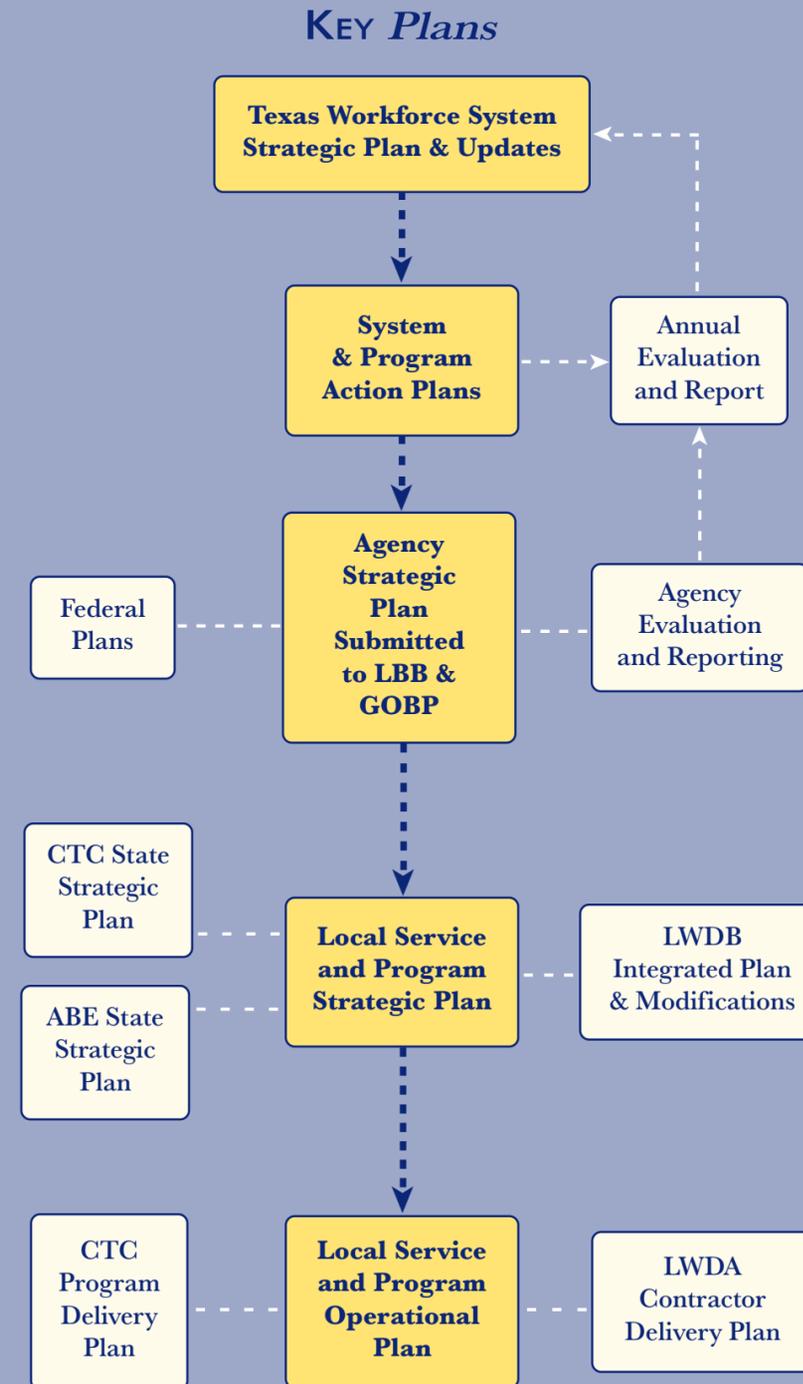
SYSTEM Strategy

The strategy of the Texas Workforce Development System (TWDS) is to provide its customers - employers, current workers and future workers of Texas - with convenient and ready access to relevant and comprehensive workforce services that span a continuum from career planning and preparation, to career development and enhancement.

Texas Workforce Services encompass education, training, support programs and services delivered through an integrated and cohesive network of state agencies, educational institutions, and community-based organizations that are accountable to the customers they serve for the successful execution and continuous improvement of the workforce development system. These partners will achieve the TWDS mission and strategy by:

- ★ Providing programs and services which are relevant and responsive to the evolving needs of the ultimate customers of the TWDS: employers, workers and future workers.
- ★ Meeting system level and agency level performance objectives through coordinated planning and the execution of initiatives which produce accountable results.
- ★ The deployment of a coordinated and efficient statewide system.
- ★ Collaborating to achieve integration of inter-agency systems, processes and sharing of information critical to the success of the workforce development system.
- ★ Developing and deploying outreach and communications programs which build awareness, support, and participation for the TWDS.

LINKING Texas WORKFORCE Plans



STRATEGIC Plan for the TEXAS WORKFORCE DEVELOPMENT SYSTEM FY2004 – FY2009

**DESTINATION
2010**

WORKING Better
TOGETHER

VISION Statement

Texas has a world-class workforce system that promotes a higher quality of life through economic, employment and educational success.

MISSION Statement

The Texas Workforce Development System (TWDS) provides current and future Texas workers with relevant services and programs that enable competitive and sustainable employment. The System meets the current and emerging needs of Texas employers for a globally competitive workforce.

The Partners comprising the TWDS achieve this mission by developing the capabilities to deliver integrated and leveraged workforce services.

These Partners include:

- ★ Texas Workforce Commission
- ★ Texas Commission for the Blind
- ★ Texas Higher Education Coordinating Board
- ★ Office of Economic Development and Tourism
- ★ Texas Youth Commission
- ★ Texas Department of Human Services
- ★ Texas Education Agency
- ★ Texas Department of Criminal Justice
- ★ Texas Rehabilitation Commission
- ★ Texas Association of Workforce Boards

ENVIRONMENTAL Scan

In its Economic Development Plan for 1998-2008, the Texas Strategic Economic Development Planning Commission concluded, "Workforce development is the single most important economic development issue facing the state". Economic growth depends upon a skilled workforce.

Texas is the fifth fastest growing state in the nation. The Texas population will experience a growth rate of 67% from 2000 to 2030. The majority of the anticipated population growth is attributable to immigration. This includes: in-migration from other states, immigrants from outside the United States (US) and their descendents. Immigration will produce a projected net increase of 84.2% in the Texas population between 2000 and 2040.

For Texas to compete successfully in the emerging global economy and for its residents to achieve economic self-sufficiency, the educational and occupational skills gaps must be eliminated with particular emphasis placed on educating all Texans.

AUDIENCE

The Strategic Plan for the Texas Workforce Development System (TWDS) is a reference of the key issues and strategies identified and developed by system partners, adopted by the Texas Workforce Investment Council and approved by the Governor on October 15, 2003. The plan is devised on a six (6) year timeframe to align with the Texas Strategic Planning and Performance Budgeting System.

Agency strategic plans submitted in June of 2002 provided the basis for the initial assessment of internal and external system issues. The Critical Issues Analysis was based upon the results of that comprehensive review of partner agency strategic plans. The Strategic Plan for the Texas Workforce Development System will in turn impact the strategic plans of the individual agencies in planning cycles to be completed in 2004, 2006 and 2008.

For more information call the Texas Workforce Investment Council at (512) 936 8100.

KEY Performance AREAS & CRITICAL Business ISSUES

1 SYSTEM *Processes*, INTEGRATION and INFRASTRUCTURE

Increase importance of collaborative problem solving by system partners.

Develop an integrated technology gateway to communicate with customers.

2 CUSTOMERS

Increase employer confidence in the system products and services.

Recognize and treat youth and adult offender populations as employment assets.

Recognize and treat persons with disabilities as employment assets.

3 SYSTEM *Capacity* BUILDING

Enhance strategic alliances to facilitate more diverse and innovative collaboration relative to the identification, development and delivery of programs and services.

Increase collaboration between workforce, economic development and education.

CRITICAL Success FACTORS

Ensure collaboration (as a cultural value) is a high enough priority for system partners to effectively execute collaborative opportunities.

Establish processes that enable system partners and stakeholders to identify and implement leveraging opportunities which improve the system and effectively execute the mission.

Establish a single web-based gateway for the system's primary customers, employers and job seekers, to facilitate access and a system identity.

Increase the functionality of local workforce centers to address all primary customer information needs in a manner consistent through the use of the TWDS system gateway.

Reduce barriers to entry for employers.

Increase communication and outreach to employers to promote services and successes.

Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will achieve this by maximizing participant outcomes at critical points in the continuum of education to employment, including:

- Adult Education.
- Secondary Education.
- Post-secondary Education.
- Employment for mature workers through SEP program.
- High-growth population segments.
- TANF participants.

Incarcerated youth and adult offenders receive meaningful educational and job training services to secure employment.

Persons with disabilities receive meaningful vocational rehabilitation and secure and/or maintain employment.

Develop linkages between system- level coordination and the local- level strategic alliances efforts through aggressively seeking strategic alliances with:

- Employers, through trade associations and research consortia.
- Technical and community colleges.

Increase funding for and employer access to customized training.

Build and fund a systemic capability to conduct proactive market assessments for employers' future workforce requirements.

Flexible educational system, highly responsive to identified current and future workforce needs.

Improve access and relevance of economic and workforce development programs and services for small to mid size businesses and communities.

LONG Term OBJECTIVES

The Texas Workforce Investment Council Chair creates, enables and implements a System Integration Technical Advisory Committee (SITAC) that deploys cross agency teams to ensure system collaboration and integration.

All system partners and associated workforce service providers will participate in the scope and development of a system-wide universal information gateway designed to provide a consistent framework for all system customers and provider information on system projects, services and solutions.

Increase:

- number of employers using TWDS products and services
- employer satisfaction
- adult education students completing the level enrolled
- adult education students receiving a high school diploma or GED
- job placements as a result of SEP mature worker programs
- high school graduation and certification (GED) rates
- exiting secondary students pursuing academic and/or workforce education
- higher education participation rate
- certificates, associates and bachelors degrees awarded
- adult offenders placed in jobs prior to release
- constructive activity rate for youthful offenders
- persons receiving vocational rehabilitation services who remain employed after exiting the program

Reduce the percentage of student dropouts from public schools between grades 7 and 12.

Sustain job placements for students exiting post secondary programs.

Decrease number of TANF recipients cycling on and off TANF.

Achieve job growth increases.

Develop, approve, fund and implement a strategic alliance business model that targets a minimum of three strategic industry clusters that hold long-term strategic relevance to the State.

Expand existing program or create a new program that enables employers to directly, readily and accountably access funds for new hire or incumbent worker training.

Design and implement a methodology and system for identifying and assessing employer needs.

Develop system to review workforce education programs and make recommendations to revise or retire them as appropriate to the current and future workforce needs identified in coordination with employers.

Increase the awareness, access rates, participation, and relevance of services to small and mid-size businesses throughout the State.