

Evaluation 2016

Accomplishments and Outcomes of the Texas Workforce System



Texas workforce system partners work collaboratively to achieve success in a dynamic global economy. To that end, the Texas Workforce Investment Council (Council) publishes a report each year to evaluate the workforce system. *Evaluation 2016: Accomplishments and Outcomes of the Texas Workforce System* is the first report for the fiscal year (FY) 2016–2023 system strategic planning period. The report uses a balanced scorecard framework to highlight performance outcomes of the workforce system. The following summary provides an overview of the Council’s 2016 evaluation report.

Texas Government Code specifies that the Council will prepare an annual report for submission to the Governor and the legislature on the degree to which the system is achieving workforce goals and objectives. The report also evaluates partner agency alignment under the strategic plan for the the Texas workforce system.

Strategic Plan

Approved by the Governor in 2015, *The Texas Workforce System Strategic Plan FY 2016–FY 2023* focuses on high-level system objectives that require multi-partner collaboration for programs, initiatives, and outcomes. Reporting elements are designed to provide a system perspective of achievements for partner agencies and other system stakeholders, and to meet statutory requirements for reporting to the Governor and legislature.

Strategic plan goals and objectives are the focus of the Council’s 2016 evaluation report. Four goal areas identified in the strategic plan address high-priority issues: (1) focus on employers, (2) engage in partnerships, (3) align system elements, and (4) improve and integrate programs. *Evaluation 2016* highlights specific outcomes based on these four goal areas (illustrated on the following page). Each goal area includes multiple system partner action plans that outline the partner strategy, activities, timelines, and performance measures tied to the plan’s system objectives.

Evaluation Framework

A new evaluation framework was developed for the FY 2016–FY 2023 strategic plan period. The framework creates a structure for the Council’s entire evaluation strategy, including preparation of the Council’s annual evaluation report to the Governor and legislature. The following criteria were used to develop the evaluation framework: reflect new workforce system strategic plan elements; elevate and improve the Council’s reports; provide transparent assessment of progress and outcomes; and limit duplicate reports required by the Legislative Budget Board or other federal or state agencies.

Balanced Scorecard

As part of the new evaluation framework, a balanced scorecard was developed to complement the strategic plan’s structure. The scorecard incorporates narrative and graphics to illustrate the achievements of the Texas workforce system.

The structure of the FY 2016–FY 2023 Texas workforce system strategic plan readily aligns with a balanced scorecard framework based on performance outcomes and goal areas that are critical to achieving the plan’s vision. The components of the balanced scorecard (right) are intended to display the actions of partner agencies and their delivery agents, including local workforce boards, independent school districts, community and technical colleges, and local adult education providers. System partners are responsible for programs and services focused on education, workforce education, and workforce training services.

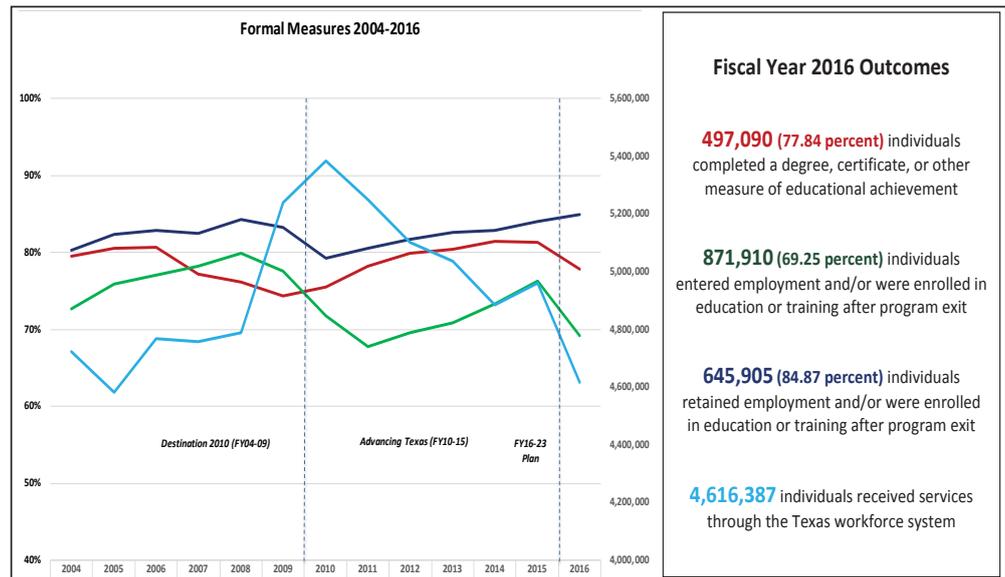
The evaluation report is a key strategy to fulfill five statutory requirements in Texas Government Code:

- ★ system strategic plan implementation
- ★ formal and less formal performance measures
- ★ welfare to work initiatives
- ★ adult education and literacy
- ★ skill standards system



Formal Measures

Formal measures establish responsibility for end outcomes that are central to the workforce system's success. Four formal measures, first approved in 2003, are incorporated into the 2016 evaluation report: educational achievement, entered employment, employment retention, and customers served. A formal measure is required to be reported to the Council if it is determined to be a significant intended outcome for a workforce program. As required by statute, program-level data are submitted to the Council by six partner agencies for 23 programs.



During the 13-year period displayed above, minor changes occurred across programs and over time. Data reported for all formal measures have shown the effects during and since recovery from the economic recession. Key changes that affect the trend lines include federal or state legislation and policy changes and significant increases or decreases in federal or state funding levels. Through the delivery of workforce education and training programs, state and local system partners served over 4.6 million individuals last year. Of those participating in workforce system programs and services, almost 500,000 individuals completed a degree, certificate, or other measure of educational achievement. Over 1.5 million Texans who participated in a workforce program found a job, stayed in a job, and/or enrolled in further education or training.

Less Formal Measures

Less formal measures provide feedback that is essential for the implementation of the system strategic plan. Less formal measures may apply to some or all agency partners and demonstrate success of the plan over time. Twenty-five less formal measures are specified in the evaluation report, with relevant data included for each of the four goal areas:

Goal Area 1: Focus on Employers

By accessing critical education and labor data sets, employers can better find and plan for skilled workers to meet their needs in both the immediate timeframe and the future. Through greater engagement with employers, education and training providers can better design career and technical education content and delivery options that are more aligned with industry needs. Providers can make adjustments in program content to benefit employers and students, as well as address both state and regional economic needs.

Goal Area 2: Engage in Partnerships

Through collaborative and transparent processes, workforce system partners focus on outcomes that improve the employability of all program participants—from across a wide spectrum of capabilities and experiences—to meet employer needs. The leveraging of partnerships to enhance system alignment and outcomes depends on trust, a culture of collaboration both within and external to the workforce system, deep working relationships, and technical capacity to communicate to share needs, data, and information. Partnerships can provide for common planning, intake, and reporting on outcomes, as well as ensure a “no wrong door” approach to the provision of workforce programs and services.

Goal Area 3: Align System Elements

By improving transitions, aligning programs, and ensuring portability and transferability, Texas improves access and the ability of all participants to complete programs of study, earn credentials, transition to further education, and gain critical employability skills. Texas employers are better positioned to find and hire the employees they need through an enhanced education and training pipeline.

Goal Area 4: Improve and Integrate Programs

Accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders. By addressing high-priority programmatic needs through an integrated strategy, decision-making at the system, partner, and participant levels is improved and system service delivery is enhanced. The changing economic and educational landscapes provide opportunities to share relevant data through appropriate “push” mechanisms in an organized manner to key stakeholders who rely on information generated by system partners.