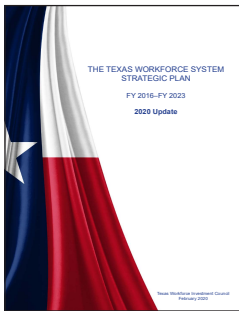


The Texas Workforce System Strategic Plan

FY 2016—FY 2023 (2020 Update)



Texas Government Code, Section 2308.104, charges the Texas Workforce Investment Council (Council) with developing a single strategic plan for the state's workforce system. Approved by Governor Greg Abbott, the strategic plan was developed by the Council and its partners to align Texas workforce programs, services, and initiatives. The plan guides system partners in implementing workforce strategies that are designed to achieve specific objectives. These outcomes are based on key issues identified throughout Texas that shape the goals, action plans, and performance measures of the plan. The strategic plan identifies and magnifies future achievements that are crucial to the success of the Texas workforce system.

The Planning Process

Starting in 2013, The Council developed a process to identify critical issues and opportunities that system partners must address in the next five to eight years. Activities included conducting listening sessions with Council member agencies and other workforce system partners; gathering information and feedback from the Council's System Integration Technical Advisory Committee quarterly meetings; and following up with agencies and stakeholders. The results from these processes were analyzed to determine commonalities across agencies and to pinpoint issues of significant strategic value to the workforce system. At the midpoint of the implementation period, the Council again considered the recommendations and priorities of its partner agencies and facilitated the update of the plan for the final four years of implementation. New agency action plans for fiscal years (FY) 2020–2023 were developed to support the strategies and performance measures.

Foundations of the Plan

The planning process identified several core elements that represent a world-class workforce system. These elements were combined into three broad system imperatives that serve as the foundation for all elements of the strategic plan:

- **Customer Service and Satisfaction.** Assessing customer satisfaction and translating this data into useful actions is essential to meet the needs of workforce system customers. Employers, all current and future workers, and system program and service providers are key customers of the Texas workforce system.
- **Data-Driven Program Improvement.** Data from across the workforce system are critical to evaluate whether programs, services, and products are meeting the needs of customers. The Texas workforce system can measure what matters most by collecting and analyzing key data in order to demonstrate outcomes, determine if changes are required, and establish benchmarks for future performance.
- **Continuous Improvement and Innovation.** A commitment to continuous improvement and innovation is necessary to ensure an adaptive workforce system. This includes researching best practices; incorporating promising practices from outside the Texas workforce system; analyzing program and system performance; and streamlining processes to ensure improvement and innovation become embedded into all system elements.

Vision

An innovative, world-class Texas workforce system ensures success in the dynamic global economy.



Mission

The mission of the Texas workforce system is to position Texas as a global economic leader by:

- Growing and sustaining a competitive workforce
- Aligning programs with employer needs
- Integrating system services
- Leveraging partnerships



Partners

Texas Department of Criminal Justice
Texas Education Agency
Health and Human Services Commission
Texas Higher Education Coordinating Board
Texas Juvenile Justice Department
Office of Economic Development and Tourism
Texas Veterans Commission
Texas Workforce Commission

Primary Goals of the Plan

According to federal and state statute, the strategic plan must contain system goals that the Council and its partners use to create actionable objectives to meet the vision and mission of the system. For that reason, the strategic plan is organized by four goal areas.

1. Focus on Employers. Through greater engagement with employers, education and training providers can better design career education content and delivery options that are more aligned with industry needs.

2. Engage in Partnerships. Through collaboration, system partners can focus on outcomes that improve the employability of all program participants in order to meet employer needs.

3. Align System Elements. By enhancing the education and training pipeline, Texas can improve the ability of all students to complete programs of study, earn credentials, transition to further education, and gain employability skills.

4. Improve and Integrate Programs. By sharing resources, the Texas workforce system can create new, relevant, and innovative opportunities that serve the needs of all stakeholders.

Each goal area contains multiple action plans. Each action plan outlines system objectives, partner strategies, and the agency responsible for implementing each strategy. System objectives identify high-priority outcomes necessary to achieve system goals. Partner strategies are the key actions each agency must accomplish in order to achieve system objectives. The agency responsible for carrying out each strategy could be one or more of the eight Texas workforce system partners.

The action plans also include performance measures to evaluate whether the strategies are successful. Formal measures provide data on system performance as a whole and are essentially consistent across all workforce agencies. These measures include educational achievement, entered employment, employment retention, and customers served. Less formal measures provide feedback on the successful implementation of each action plan and are specific to each goal. Twenty-five of these measures are detailed in the strategic plan.

Linking Key Texas Workforce Plans

The Texas workforce system strategic plan is intended to align complementary elements with the Texas state government strategic planning and budgeting system, not to duplicate other agencies' strategic plans. Therefore, the issues, goals, objectives, and actions found in this plan should be incorporated into partner agencies' strategic plans for 2016, 2018, 2020, and 2022. This alignment furthers the vision to realize a world-class Texas workforce system that meets the needs of Texas employers.

