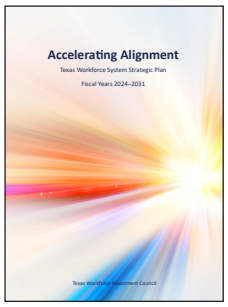
Accelerating Alignment
The Texas Workforce System Strategic Plan
FY 2024 – FY 2031



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 primary audience for the plan is the eight partner agencies that administer workforce programs and services under the plan. The plan guides system partners in implementing workforce strategies that are designed to achieve specific objectives. These outcomes are based on key issues and opportunities 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

In March 2021, the Council, in collaboration with its system partners, embarked on a collaborative process to develop the next workforce system strategic plan. The process included gathering information on issues and opportunities that will be of strategic significance over the next five to eight years. Activities included conducting research and hosting a series of listening sessions with Council member agencies and other workforce system partners; gathering information and expert consultation; and developing action plans 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.

Strategic Opportunities

The Texas workforce system strategic plan magnifies the vision by envisioning a desirable future state through strategic opportunities that propose actions to be considered by the Council's partner agencies to accelerate achievement in three fundamental areas:

- **Engage Employers Meaningfully**. Coordinate across agencies to gain insight into the needs of employers, minimize "asks", and increase value. Texas workforce system partners must develop a comprehensive, system-wide method for communicating and partnering with employers that leverages system collaboration, addresses the needs of all system partners, and improves system responsiveness.

- **Improve Outcomes for All Texans**. Engage Texans with diverse needs, including those with disabilities, foster youth, sex-trafficking victims, incarcerated juveniles and adults, and opportunity youth, by designing programs and supports that address their needs, maximize outcomes, and improve career opportunities. This includes education and training programs that offer the necessary support services and resources to help individuals reach their full potential in the Texas labor market.

- **Generate Greater Return on Investment**. Use data and evidence to identify and target strategic investments to improve system performance. Partner agencies must expand initiatives to build data and evidence, and design methods to measure return on investment to inform government spending and generate greater returns.

Vision

A collaborative workforce system that drives economic prosperity for Texas and Texans.

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Mission

The mission of the Texas workforce system is to:

★ Develop and align training and education with current and future employer needs

★ Integrate system programs and services to inspire, develop and support Texans with diverse needs

★ Improve data integration and analysis across agencies

★ Elevate awareness of programs and services

Resulting in a resilient and agile workforce and economy

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Partner Agencies

Texas Department of Criminal Justice and its Windham School District

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 Association of Workforce Boards

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.

- **Employers**. Accelerate the delivery of relevant education and training programs to meet the demand of employers.
- **Learners**. Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.
- **Partners**. Accelerate the development and use of models to support and build system partners' capacity, responsiveness, continuous improvement, and decision-making.
- **Policy and Planning**. Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

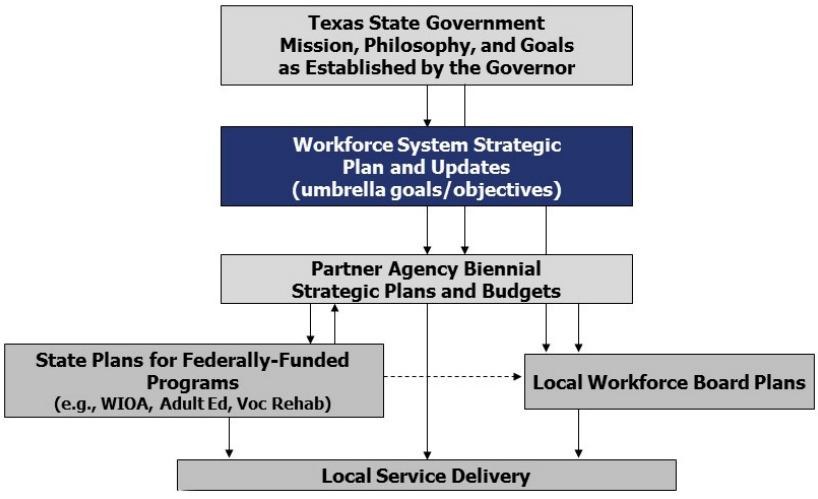
Each goal area contains multiple action plans. Each action plan outlines system objectives, system strategies, and the agency responsible for implementing each strategy. System objectives identify high-priority outcomes necessary to achieve system goals. System strategies are the key actions each agency must accomplish in order to achieve system objectives.

Key Issue Areas

The planning process revealed key issues that helped define the over-arching areas of focus in the strategic plan. They include:

- ★ Relevant and integrated workforce data
- ★ Delivery of relevant education and training programs
- ★ Models to support and build system partners' capacity
- ★ Skills and knowledge aquisition

The purpose of performance measurement is to determine whether the system strategies have been successfully executed and to establish their contributions to the achievement of system objectives and goals. Formal measures are essentially consistent across workforce programs and are ultimately tied to the state's performance budget and accounting system and linked to each state agency that administers a workforce program through the performance measures contained in each agency's biennial state strategic plan. These measures include educational achievement, entered employment, employment retention, and customers served. Less formal measures are used to provide information and feedback essential in the implementation of the system strategic plan. They are aligned with actions that are critical in determining success.

Linking Key Texas Workforce Plans

The Texas workforce system strategic plan is intended to guide system partners in implementing workforce programs and initiatives, it is not intended to duplicate partner agencies' strategic plans. Rather, the system plan is strategic in nature, is focused on the workforce system, and is designed to include critical outcomes that will make significant progress in achieving the system vision. This alignment provides the foundation for system performance evaluation through clearly defined performance measures, data and information collection, and analysis.