

## Texas Workforce Investment Council Requirements

### Local Workforce Development Board Strategic Planning

The Texas Workforce Investment Council (TWIC) is charged under Texas Government Code §§2308.101(5), 2308.302(a), and 2308.304(a)(b)(4) and the Workforce Innovation and Opportunity Act of 2014 (WIOA) (Public Law 113–128) with recommending the plans of Local Workforce Development Boards (Boards) to the governor for final approval. TWIC reviews each Board Plan to ensure that local goals and objectives are consistent with the statewide goals and objectives in the system strategic plan, *The Texas Workforce System Strategic Plan FY 2016–FY 2023*, which can be found at [www.gov.texas.gov/files/twic/Texas\\_Workforce\\_System\\_Strategic\\_Plan\\_\(FY2016-FY2023\).pdf/](http://www.gov.texas.gov/files/twic/Texas_Workforce_System_Strategic_Plan_(FY2016-FY2023).pdf/).

Additionally, state law charges TWIC with reporting annually to the governor and to the Texas Legislature on the implementation of the system strategic plan and monitoring the operation of the state’s workforce system to assess the degree to which the system is effective in achieving state and local goals and objectives. Therefore, TWIC also reviews Board Plans and plan modifications to determine each Board’s progress in implementing strategies that align with the strategic plan for the Texas workforce system.

A summary of Boards’ responses and strategies is provided to TWIC before TWIC considers the plans for approval and recommendation to the governor. Boards’ responses to the following planning elements are reviewed by TWIC for alignment with the strategic plan for the Texas Workforce system and are the basis for recommending approval.

#### Part 1—Demonstrating Alignment with Texas’ Strategic Plan for the Workforce System

The four sections below list and describe the four system goals from *The Texas Workforce System Strategic Plan FY 2016–FY 2023* that identify critical, high-priority system issues. For each goal, provide a detailed description of one significant board strategy or initiative that both fulfills the intent of the goal and that could be considered a best or promising practice. Also, include the anticipated quantitative outcomes to be achieved as a result of implementation.

#### **System Goal and Rationale**

##### **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.

**System Goal and Rationale**

**Board Strategy or Initiative and Quantitative Outcomes**

Strategy: In its supply-demand analysis, WFSCA evaluated the current training provider capacity as well as local employer demand for middle skill workers. The study found there is a large gap between the supply of qualified job seekers and employers’ demand for talent, particularly in three critical industries: Construction/Trade/Transportation, Healthcare and Information Technology.

Throughout the spring of 2017, WFSCA will facilitate industry sector partnership meetings in the three critical sectors. Through these sector meetings, WFSCA will gather further information from employers about the skills and certifications that they are seeking when hiring and will be able to provide employer feedback to training providers to ensure that local training programs reflect the skill set needs of local employers.

Quantitative Outcomes: WFSCA will be able to measure and compare employment placement outcomes of participants enrolled in related training programs.

**System Goal and Rationale**

**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 ensuring a “no wrong door” approach to the provision of workforce programs and services.

**Board Strategy or Initiative and Quantitative Outcomes**

Strategies: Workforce Education Readiness Continuum and Workforce Adult Education Collaboration (WERC)

WERC is a City of Austin and Travis County-funded network of community partners brought together to help prepare Austin-area residents to enter or re-enter today’s competitive job market. WERC aims to create a pathway to self-sufficiency by providing education and workforce development services tailored to individual client needs a long-term goals.

WFSCA worked on a Blue Print for Coordination with Austin Community College’s Adult Education department. The Blue Print identifies points of referral between the two agencies and creates a plan to ensure that both entities are knowledgeable in each other’s services and have a point of contact in order to provide a “no wrong door” process.

Quantitative Outcomes:

WERC measures include; enrollments, educational attainment (Adult Basic Education, English-as-a-Second Language, Occupational Training, GED and Internship completion), entered employment, six month retention and average wage at job entry for clients completing occupational training.

**System Goal and Rationale**

Track the referrals between ACC and WFSCA as well as co-enrollments. 2017 will be the baseline year with success being measured with an increase in referrals and co-enrollments each year.

**System Goal and Rationale****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.

**Board Strategy or Initiative and Quantitative Outcomes**

**Strategy:** Grow Internal Industry and Targeted Occupation Experts – Recognizing the needs of each industry are unique, WFSCA recently changed the way the Business Solutions Team was assigned and operated. Our team moved from a generalist model to one of industry experts. While team members were experts in the services WFSCA provides, assignments based on zip codes, alphabetical order or a first-come, first-serve queue did not allow individuals to become experts in the needs of employers within the industries represented in our region.

In addition to being industry focused, Business Solutions Team members are charged with identifying target employers with current and future job openings that align with WFSCA's in-demand Targeted Occupations List.

**Qualitative Outcomes:** The industry expert model allows staff to grow their knowledge in a handful of industries (including those in demand), more readily identify common employment/hiring trends among like employers, and more readily identify potential partnerships with and among employers with similar needs. The industry expert model also allows staff to better identify and target employers within their assigned industries not actively involved in the local workforce development system, including potentially overlooked smaller employers. When reaching out to an employer new to our system, being able to speak directly to how WFSCA served an employer in their same industry with similar hiring challenges – rather than one in a completely unrelated industry – helps our team more quickly and effectively establish relevance and benefit. WFSCA will maintain the industry expert model to ensure employers receive the best possible service.

While our system serves all job seekers within our region, a special emphasis is placed on ensuring customers completing WFSCA-funded training programs are presented with employment opportunities that align with their course of study. Aligning outreach with Targeted Occupations will increase the employment opportunities for WFSCA-funded trainees.

## System Goal and Rationale

### **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.

### **Board Strategy or Initiative and Quantitative Outcomes**

**Strategy:** WFSCA is working to improve access to services in remote sections of Travis County through partnerships with County locations. Seek opportunities for additional funding sources/programs to expand services and also allow for braiding of funding to provide for a comprehensive service delivery approach.

**Quantitative Outcomes:** Increased presence in County offices in remote sections of Travis County. Currently, WFSCA is working with one office. Increasing the number of offices in which WFSCA has a presence, as well as an increase in the number of customer utilizing services in remote offices. WFSCA receives funding from the City and County for the Workforce Education Readiness Continuum (WERC). This program allows for participant entry points at Adult Education through workforce training. The braiding of funding ensures that participants are able to receive services that are most appropriate and not limited to funding stream.

## **Part 2—Identifying Industries of Significance to the Regional Economy**

Texas has continued to exhibit economic success over the past decade, and local Workforce Boards have contributed to regional economic success through the establishment of industry sector or cluster strategies in partnership with employers. These strategies help to drive job creation and stimulate economic growth by providing job candidates with the skills and knowledge that employers require to be competitive. Texas’ targeted industry cluster initiative supported this work. WIOA continues that support by encouraging sector partnerships and strategies to ensure that the skills of the workforce meet the needs of local industries. The questions below focus on industry clusters and sectors within the region.

### **Describe the top three industry clusters/sectors and occupations.**

1. Identify the three key industry clusters or sectors within your local workforce development area and provide an explanation as to why those clusters or sectors are important to your region and the regional economy. Please indicate for each whether it is an industry cluster or sector.

**Board response:** WFSCA determined that workforce development resources should focus on the Construction/Trade/Transportation, Healthcare and Information Technology industry clusters.

WFSCA projects that from 2016 to 2021 in the Austin-Round Rock, Texas MSA there will be 38,3472 middle skill job openings, or 7,669 annually, in these three industry clusters. WFSCA collected local certificate and associate's degree graduation data from Austin Community College (ACC) and other public and private training providers and determined that in 2015, only 4,0644 individuals graduated with postsecondary certificates and associate's degrees in these three critical industries. Thus, WFSCA estimates that if graduation rates remain the same over the next five years, local talent will only be able to fill about 53 percent of employers' middle skill jobs in these industry clusters.

To learn more about employers' needs in these clusters, WFSCA met with local organizations in 2016 and early 2017 that represent large and small businesses in these three industries: the Austin Regional Manufacturers Association, the Austin Chapter of Associated General Contractors of America, the Healthcare Workforce Alliance of Central Texas and the Austin Technology Council. From these interviews, WFSCA gathered data about the skills that local employers in these clusters have difficulty finding in job candidates. These skill shortages force employers to search outside of the Austin region for talent, which leaves the underemployed and economically disadvantaged with fewer living wage job options.

Additionally, WFSCA analyzed its 2017 targeted occupations and focused on these three critical industries. WFSCA will concentrate its training dollars on occupations in these three industry clusters and collaborate with employers and educators to ensure that employers' needs are reflected in the curricula.

2. For each cluster or sector identified in Question 1, identify the top five occupations for which employer-demand exceeds the number of available workforce or education-program graduates or skilled applicants. Provide labor-market-information data, including the number of jobs, wages, the education required, and projected growth.

**Board response:** The below table illustrates the gap between the number of local graduates in these key occupations, compared with both the projected and real-time job openings. It should be noted that our analysis of "real-time," or current job openings, far exceed projected job openings. Projections do not take into account recent economic development, including the recent opening of the Dell Medical Center and hospital system Baylor, Scott & White moving into the Austin area. Based on our comparison of supply and projected/real-time demand, we have identified the following 15 occupations.

Industry Cluster	SOC Code	Occupation	Annual Average Employment 2014*	2014-2024 Projected Job Growth*	Annual Projected Job Growth*	Annual Real-Time Job Openings**	Annual Austin-area Graduates ***	Required Education/Experience*	Starting Salary per Hour (Entry Wage)*	Top Salary per Hour (Experienced Wage)*
Healthcare	29-1141	Registered Nurses	10,850	3,850	385	14,191	500	Associate's degree, although in Central Texas, Bachelor's is an advantage and often required	\$25.88	\$35.62
	43-6013	Medical Secretaries	4,300	1,390	139	1,049	76	High school diploma or equivalent	\$12.97	\$18.97
	31-1014	Nursing Assistants	3,560	1,260	126	1,083	207	Postsecondary non-degree award	\$9.92	\$13.93
	29-2071	Medical Records & Health Information Technicians	900	310	31	701	40	Postsecondary non-degree award	\$10.82	\$20.43
	29-2061	Licensed Practical and Licensed Vocational Nurses	2,490	760	76	1,110	49	Postsecondary non-degree award	\$18.69	\$24.56
Information Technology	15-1132	Software Developers, Applications	8,970	3,400	340	14,664	7	Bachelor's degree	\$26.61	\$54.37
	15-1121	Computer Systems Analysts	8,230	3,320	332	6,283	5	Bachelor's degree	\$25.20	\$47.30
	15-1551	Computer User Support Specialists	6,800	2,170	217	5,346	44	Some college, no degree	\$14.45	\$29.33
	15-1133	Software Developers, Systems Software	4,520	1,340	134	1,464	2	Bachelor's degree	\$34.07	\$59.56
	15-1134	Web Developers	1,800	880	88	8,014	16	Associate's degree	\$21.72	\$44.01
Construction	49-9071	Maintenance and Repair Workers, General	5,700	1,510	151	2,147	19	High school diploma or equivalent	\$11.49	\$19.80
	53-3032	Heavy & Tractor-Trailer Truck Drivers	4,460	1,300	130	2,720	263	Postsecondary non-degree award	\$14.42	\$22.11
	47-2111	Electricians	2,730	1,240	124	360	83	High school diploma or equivalent	\$16.08	\$26.48
	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1,450	670	67	314	146	Postsecondary non-degree award	\$14.71	\$23.18
	47-2031	Carpenters	2,200	700	70	191	56	High school diploma or equivalent	\$12.54	\$21.15

\* TRACER

\*\* WANTED Analytics, 2/6/16-2/6/17 Data

\*\*\* National Center for Education Statistics, 2014-2015 Graduation Data

- Identify the planned strategies to address the worker shortages in the occupations identified in Statement 2.

**Board response:**

WFSCA projects that from 2016 to 2021 in the Austin-Round Rock, Texas MSA there will be 38,347 middle skill job openings, or 7,669 annually, in the Construction/Trade/Transportation, Healthcare and Information Technology industries. WFSCA collected local certificate and associate's degree graduation data from Austin Community College and other public and private training providers and determined that in

2015, only 4,064 individuals graduated with postsecondary certificates and associate's degrees in these three critical industries. Thus, WFSCA estimates that if graduation rates remain the same over the next five years, local talent will only be able to fill about 53 percent of employers' middle skill jobs in Construction/Trade, Transportation and Utilities, Healthcare and Information Technology. Due to this supply shortage, WFSCA analyzed its 2017 targeted occupations and focused on these three critical industries.

In 2016, WFSCA spearheaded an effort to create a Master Community Workforce Plan to address labor shortages by engaging employers and industry partnerships with chambers of commerce, institutions of higher education, and community based organizations that provide occupational training. In September 2016, WFSCA presented a local supply-demand analysis to Austin Mayor Steve Adler and Travis County Judge Sarah Eckhardt, which identified a significant delta between the supply of qualified job seekers and employers' demand for a qualified labor force.

As a part of the Master Community Workforce Plan, WFSCA is currently developing a workforce plan logic model for the greater community, with strategies and metrics to address the worker shortages in these industries/occupations.