# Appendix E

## Texas Workforce Commission

## Workforce Plan

**Texas Workforce Commission**
**Workforce Plan**
**Executive Summary**

The Texas Workforce Commission (TWC) Workforce Plan is an integral part of the agency's staffing plan. With constraints on funding and an aging workforce resulting in fewer, less experienced workers available as replacements, workforce planning is not considered optional; but rather a business necessity. TWC is proactively addressing these challenges by preparing for the future and reducing risks. With the support of the Human Resources (HR) Department, TWC Division Directors and Special Office Directors are able to develop customized plans for ensuring they have staff in high impact positions with the required skill sets. HR provides information on a regular basis to management on trend analysis; monitoring progress and assessing the effectiveness of their efforts throughout the year. Designed for flexibility, the TWC Workforce Plan continuously allows TWC's executive management to make adjustments according to the changing needs of the agency.

State leaders in Texas recognize the importance of workforce planning. As part of their strategic plans, state agencies are required under the Texas Government Code, Section 2056.0021 to develop a workforce plan. The State Auditor's Office (SAO) provides the authorized workforce planning guidelines to state agencies which include the following key elements:

- **Current Workforce Profile** – Describe the agency's current workforce by assessing whether current employees have the knowledge, skills and abilities needed to address critical business issues in the future.

- **Future Workforce Profile –** Develop a future business and staffing outlook. Determine trends, future influences, and challenges for the agency's business functions, new and at-risk business, and workforce composition.

- **Gaps Analysis** – Identify gaps (shortages) and surpluses (excesses) in staffing and skill levels needed to meet future functional requirements.

- **Strategy Development** – Develop strategies for workforce transition. Solutions include:
    - Changes in Organizational Structure
    - Succession and Continuity Planning
    - Retention
    - Recruitment
    - Career Development
    - Leadership Development
    - Organizational Training and Employee Development

The following is the detailed version of TWC's Workforce Plan.

## I.     <u>Agency Overview</u>

The Texas Legislature created the Texas Workforce Commission (TWC) in 1995 to consolidate programs dealing with employment-related education and job training.  TWC was also given the responsibility of administering the Unemployment Insurance program, the state's labor laws, and maintenance of the Texas labor market statistical information.

The law also changed the system by which local employment and training services are delivered.  Local Workforce Development Boards (LWDBs) appointed by the chief elected officials of the area, plan, monitor and evaluate local services.  The system continues to develop innovative workforce solutions and reach new milestones.

The Texas workforce system sets an example for other states to follow when it comes to emphasizing employers' needs as the driving force in workforce service delivery.  Underwriting this concept, Texas specified early on that the Board Chair and a majority of Board members must come from local employers.  In fact, in implementing the Workforce Investment Act (WIA), the U.S. Congress used much of the Texas system as a model for restructuring workforce reform at the national level.

TWC is governed by three commissioners appointed by the Governor who serve six-year, staggered terms - Chairman Andres Alcantar; Ronald Congleton, Commissioner Representing Labor; and Tom Pauken, Commissioner Representing Employers.  The Commission appoints an Executive Director, who administers the daily operations of the agency.

The agency's mission is carried out through broad activities divided among the following Divisions: Workforce Development; Unemployment Insurance and Regulation; Regulatory Integrity; External Relations; Information Technology; Administration; and Civil Rights.  The Special Offices include Employer Initiatives, General Counsel, and Internal Audit.

For FY 2012, the agency is budgeted for 3,408.3 FTEs.  TWC has staff located in 28 workforce development areas, many of whom are integrated with local staff in the more than 200 Workforce Centers and satellite offices across the state of Texas.

*Agency Mission*

The Texas Workforce Commission strives to promote and support an effective workforce system that offers employers, individuals, and communities the opportunity to achieve and sustain economic prosperity.

*Strategic Goals and Objectives*

The agency accomplishes its mission through the attainment of the following goals and objectives:

**Goal A.  Workforce Development**

To support a workforce system that offers employers, individuals and communities the opportunity to achieve and sustain economic prosperity.

**Goal B.  Program Accountability and Enforcement**

To ensure workforce program accountability and reduce employment and housing discrimination.

**Goal C.  Indirect Administration**

Indirect administrative and support costs.

**Goal D.  Historically Underutilized Businesses**

Establish and follow procedures and policies governing purchasing and contracting that encourage and support the inclusion of historically underutilized businesses.

(A list of TWC's objectives and strategies is included in EXHIBIT 1.)

*Core Business Functions*

TWC is responsible for overseeing the state's workforce development programs and administering the Unemployment Insurance program, the state's labor laws, and maintaining the Texas labor market statistical information.  All of TWC's core business functions are designed to address the needs of our key customer groups:

- Employers
- Job Seekers
- Workers
- Veterans
- Communities
- Childcare
- Youth
- Students and their parents

Through a market-driven workforce system, TWC and the 28 workforce development boards continue to provide integrated services to employers and job seekers, addressing each community's need for a skilled workforce and job opportunities.  TWC and the boards administer a diverse range of services at the local level, which has created a system that supports current and future economic prosperity for the employers, workers, communities, and students in Texas.

TWC responds to the needs of Texas employers with services ranging from business support to staffing assistance to skills-specific training programs.  From Fortune 100 companies to small, family-owned businesses, the employers of Texas recognize TWC as a tremendous asset to their success.  TWC offers the following for Texas employers:

WorkInTexas.com
Customized skills training
Business services
Texas Back to Work incentives
Recruitment and referral of qualified applicants
Testing and pre-screening of job candidates
Texas Business Conferences
Work Opportunity Tax Credit (WOTC) assistance
Labor Market and Career Information
Wage and Labor Law Information

Texas has a labor force of more than 12 million who can benefit from TWC services. Job-search assistance, educational and training opportunities, and financial management courses are a few examples of services available at no cost. Many Texas workers pursue careers without interruption throughout their lives. For others, changes in skill demands due to ever-improving technology, plant consolidations or other factors make TWC essential to the success of the Texas workforce. TWC offers the following for workers:

WorkInTexas.com
Veterans employment and referral services
Texas Veterans Leadership Program
Workforce development and training opportunities
Apprenticeship Programs
Workforce Investment Act Employment Services
Temporary Assistance for Needy Families/Choices
Supplemental Nutrition Assistance Program Employment and Training
Child care for qualified families
Senior employment services
Employment support services including child care and transportation
Unemployment Insurance
Labor Market and Career Information
Wage and Labor Law information

Through the services provided to Texas employers and workers, local communities across the state can prosper from the well-designed workforce development system which is the foundation for our state's economic strength.

*Anticipated Changes to Mission, Strategies, and Goals*

The agency does not anticipate changes to our overall mission but several factors may influence the implementation of our strategies and goals, including:

- **Economic Factors**
  Economic factors such as those listed below, will continue to influence the labor market:

  - Job growth and economic conditions
  - Industries demanding new skill sets from workers
  - Changing demographics of the labor force

- Globalization providing new business opportunities and labor force challenges

- **Effects of Potential Changes in Federal Law**
  The potential changes in federal law may impact service delivery for workforce development.
  - Appropriations
  - Middle Class Tax Relief and Job Creation Act of 2012
  - Workforce Investment Act  Reauthorization
  - Temporary Assistance for Needy Families
  - Trade Adjustment Assistance

  The demands on the federal budget could seriously limit the Texas workforce system's funding.  Additional challenges arise from the manner in which federal funds are distributed.  Each federal program has separate funding streams with built-in limitations on eligibility criteria.  While TWC and the local boards comply with the requirements, the program restrictions hinder Texans' access to one-stop services.  Conversely, an increase in funds directed to a particular program could cause required staffing increases or other changes.

- **Changes from the Texas Legislature**
  TWC executive management must stay on top of any legislative changes that may affect workforce development so opportunities are maximized and laws are enforced.  These changes may also create an increased focus and need to ramp up skill sets to meet the legislative requirements.  Examples include:
  - Career Schools
  - Regulatory Integrity
  - Unemployment Insurance
  - Workforce

## II.     Current Workforce Profile (Supply Analysis)

The agency's authorized FTEs for FY 2012 is 3,408.3. The staffing profile for TWC's workforce as of January 1, 2012, consisted of 3,486 full-time and part-time employees located throughout the State of Texas.  The continued economic downturn created an emergency situation which required hiring temporary employees throughout the state to assist in administering agency programs.  The General Appropriations Act, 82$^{nd}$ Legislature, Regular Session, Article IX, §6.10, paragraph (f) and (g) (1)(A) and Article VII, Texas Workforce Commission, Rider 3 acknowledges the potential for exceeding the FTE cap.

### *Workforce Demographics*

The following charts profile the agency's workforce as it relates to age, gender, ethnicity, and length of state service as of January 1, 2012.

**Age:**

TWC has a mature workforce.  The average age of a TWC employee is 49 years, 1 month.  Approximately 63.8% of the staff is over the age of 45. (Table 1)  Although the age group under 25 is the lowest percentage of the TWC population, they have the highest turnover rate.

Table 1 represents the agency as a whole.  When the data is analyzed for the divisions, the age percentages are generally proportionate to those of the whole agency.

| Age | # of Workers | Percentage of Total Workforce |
|---|---|---|
| Under 25 | 21 | .6% |
| 25 – 35 | 510 | 14.6% |
| 36 – 45 | 730 | 20.9% |
| Over 45 | 2,225 | 63.8% |
| Total | 3,486 | |

**(Table 1)**

**Gender:**

TWC's workforce is currently comprised of 3,486 employees, of whom 35% (1,230) are males and 65% (2,256) are females.
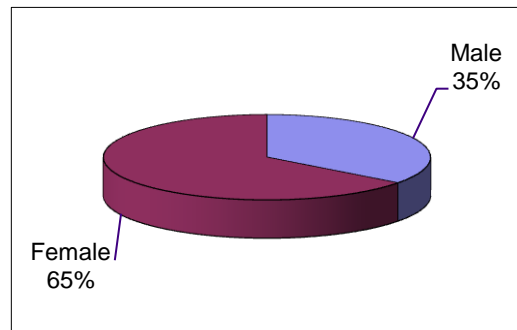


**(Chart 1)**

**Ethnicity:  TWC Minority Staffing Compared to Statewide Workforce Percentages**

TWC's commitment to workforce diversity is reflected throughout our organization.  The agency's employment of African American, Hispanic American and female employees exceeds civilian labor force percentages in most Equal Employment Opportunity (EEO) Job Categories.  Approximately 69% of TWC's employees are in positions that are in the "Officials/Administration" or "Professional" EEO Job Categories.  Minority representation in these two categories far exceeds civilian labor force percentages.

As of January 2012, the following table (Table 2) compares the percentage of African American, Hispanic American and female TWC employees to the statewide workforce, as reported by the Civil Rights Division of the Texas Workforce Commission:

| EEO Job Category | % Total TWC Positions | Workforce Percentages by EEO Category | | | | | |
| | | African Americans | | Hispanic Americans | | Females | |
| | | TWC | Civilian Labor Force % | TWC | Civilian Labor Force % | TWC | Civilian Labor Force % |
|---|---|---|---|---|---|---|---|
| Officials/Administration | 13.3 | 10.2 | 7.5 | 26.7 | 21.1 | 57.0 | 37.5 |
| Professional | 57.8 | 21.2 | 9.7 | 32.4 | 18.8 | 65.8 | 53.3 |
| Technical | 5.6 | 11.2 | 13.9 | 19.9 | 27.1 | 40.8 | 53.9 |
| Administrative Support | 6.0 | 18.8 | 12.7 | 45.2 | 31.9 | 79.3 | 67.1 |
| Skilled Craft | .2 | 0.0 | 6.6 | 42.9 | 46.3 | 0.0 | 6.0 |
| Service/Maintenance | 17.1 | 16.0 | 14.1 | 58.7 | 49.9 | 71.0 | 39.1 |

**(Table 2)**

**Length of Service:**

The state tenure of TWC employees is: 24% (836) have less than 3 years of service, 13.2% (458) have between 3 and 5 years of service, 13.7% (478) have between 6 and 10 years of service, 25% (870) have between 11 and 20 years of service, 17.4% (610) have between 21 and 30 years of service, and 6.7% (234) have over 30 years of service.
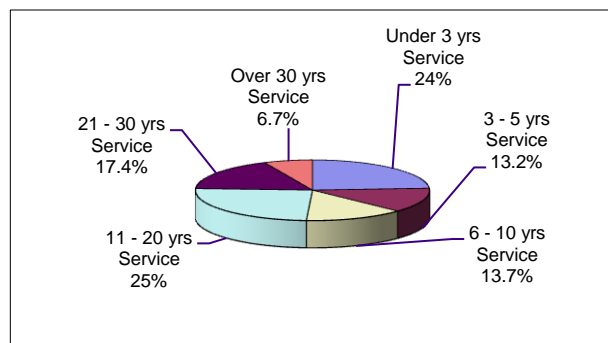


**(Chart 2)**

*Percent of Workforce Eligible to Retire and Return-to-Work Retirees*

With a maturing and highly experienced workforce, 14.3% (501 employees) of the agency's staff are eligible to retire today if they choose to do so. Of that group, approximately 15.8% (79 employees) are management or lead staff. Additionally, another 216 return-to-work retirees could leave employment at any time. Of those, 28 are

management or lead staff.  Collectively, employees eligible to retire and return-to-work retirees (107) represent 20.5% of the agency's total workforce and 31.3% of the agency's management or lead staff.

**Employee Turnover**

Based on *an Annual Report on Classified Employee Turnover for Fiscal Year 2011* issued by the State Auditor's Office, the statewide turnover rate is 16.8%.  This turnover rate does not include separations that are the result of transfers to other state agencies (or institutions of higher education) because these are not considered a loss to the State workforce as a whole.  TWC's turnover rate excluding interagency transfers is 9.3%. When interagency transfers are included, the statewide turnover rate is 17.7% and TWC's turnover rate is 11.1%.  The 11.1% rate reflects the true turnover for TWC because it includes all staff separations even though some employees leaving the agency may have stayed in state government.  Charts 3a and 3b illustrate the comparison of TWC's turnover rates with the state's turnover rates according to the State Auditor's Office.
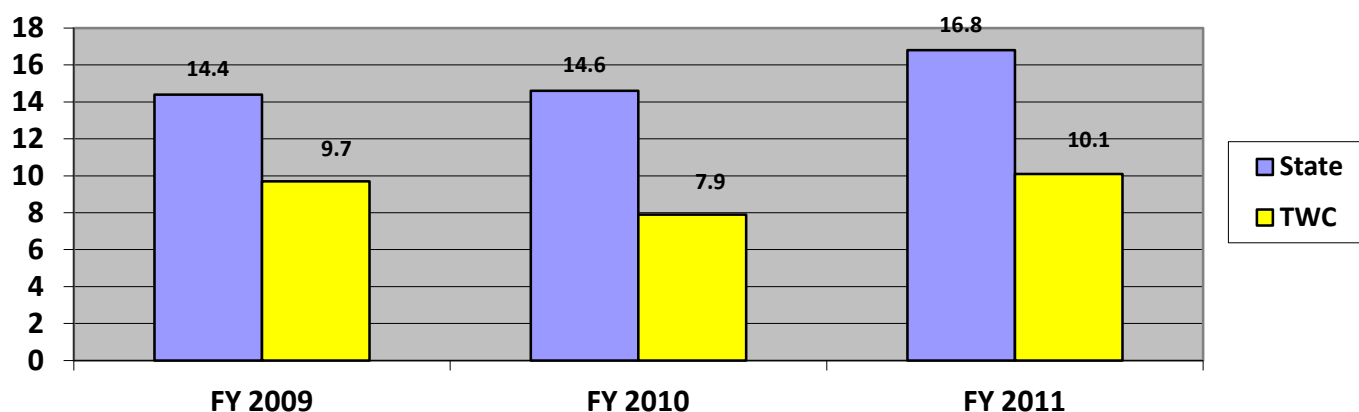
## Turnover Rate Comparison
## (Including Interagency Transfers)
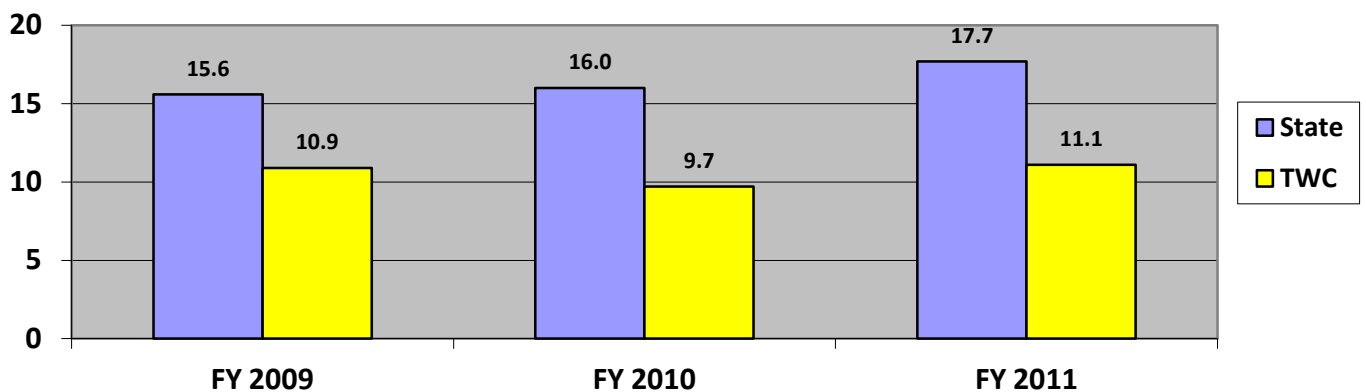


**(Chart 3a)**

TWC's turnover has traditionally been below the state's average because of our effective retention strategies and positive working environment.  Chart 3a illustrates the comparison of TWC's turnover rates, including interagency transfers, with the state's turnover rates, including interagency transfers, according to the State Auditor's Office.  Since FY 2009, the turnover rate has been significantly below the state average.

## Turnover Rate Comparison
## (Excluding Interagency Transfers)



(**Chart 3b**)

Chart 3b illustrates the comparison of TWC's turnover rates, excluding interagency transfers, with the state's turnover rates, excluding interagency transfers, according to the State Auditor's Office. Interagency transfers are not included in this view, as they are not considered a loss to the state as a whole. Since FY 2009, TWC's turnover rate has been well below the state average.

**Length of Service:**

As of the end of FY 2011, TWC's demographic information shows employees with less than three years of state service tend to have the highest turnover rates. Over 24% of the agency's turnover comes from that group. (Table 3)

### AGENCY TURNOVER

| Years Service | Turnover Numbers | Turnover Percentages |
|---|---|---|
| Under 3 | 89 | 24.6 |
| 3 – 5 | 57 | 15.7 |
| 6 – 10 | 42 | 11.6 |
| 11 – 20 | 59 | 16.3 |
| 21 – 30 | 71 | 19.6 |
| Over 30 | 44 | 12.2 |
| Total | 362 | |

(**Table 3**)

*Projected Employee Turnover Rate over Next Five Years*

If the turnover rates for the past five years continue at the same pace over the next five years, the turnover percentages <u>per year</u> will be as indicated in Table 4.

**PROJECTED TURNOVER RATES BY YEARS OF SERVICE**

| Years Service | Turnover Numbers | Turnover Percentages |
|---|---|---|
| Under 3 | 63 | 16.3% |
| 3 – 5 | 52 | 13.5% |
| 6 – 10 | 74 | 19.2% |
| 11 – 20 | 85 | 22.0% |
| 21 – 30 | 70 | 18.1% |
| Over 30 | 43 | 11.1% |
| Total | 386 | |

**(Table 4)**

Demographic data shows that 37.5% (1,308 employees) of TWC's workforce will be eligible to retire by September 1, 2017. Of that group, 13.4% (176 employees) are management or lead staff.

*Workforce Skills Critical to the Mission and Goals of the Agency*

TWC's vision is for Texans to view the Texas workforce system as a dynamic market-driven system, crafting workforce solutions that have a positive economic impact on Texas employers resulting in more jobs for workers. This vision guides the employees who are responsible for administering and delivering programs and services throughout the state.

TWC is a very diverse, complex agency requiring a variety of critical workforce skills in order to perform core business functions. Based on the expectations of TWC's executive management, the following identify the agency's critical workforce skills:

> **Leadership and People Management**
> Strategic Planning/Forecasting
> Decision Making
> Problem Solving
> Negotiation
> Continuous Learning
> Change Management
> Communication
> Diversity Awareness
> Team Building
> Interpersonal Relationships
> Personal Responsibility
> Mediation/Conflict Resolution
> Customer Service and Service Delivery

**Business Knowledge**
State/Federal Laws
Rulemaking
TWC Programs
Legislative Process
Policy Development and Implementation
Research/Writing/Editing
Interviewing and Information Gathering
Investigation
Contract Management
Monitoring
Emerging Computer Technology
State Procurement
Lean Processes

**Process Management**
UI Benefits Overpayment Collection
Risk Assessment
Cost Estimating
Construction Management

**System Management**
Use of Technology in General
Information Reporting
Internet Programming/Applications
Data Analysis/Management
Telecommunications Technology
Computer/Automated Services Skills

## III.    Future Workforce Profile (Demand Analysis)

As a market-driven system, the Texas workforce system will continue to evolve and improve to meet customer needs and deliver seamless workforce solutions.  Accordingly, the agency's critical functions will adjust to meet the new challenges.

Overall fluctuations in the economy, both up and down, will have an impact on TWC in terms of the agency's workforce and the need for the services our staff oversees and provides to the public at large.  Legislation on the federal and state levels also impacts the operations of TWC.

*Expected Workforce Changes*

The immediate future is easier to predict, but long term planning is more difficult. Although more unknown variables exist, past experience and short term future trends are helpful when planning for the next few years.  Flexibility is the key, but anticipated critical functions and workforce changes carrying TWC into the future may include:

- Changes in leadership as retirements occur
- Increased demand for efficiencies to make best use of available budget/FTEs

- Increase in less-tenured/less-experienced staff
- Improved communication and understanding of employers' needs
- Marketing services to the business community and workers
- Increasing interaction with Boards on "best practices" and service delivery opportunities to improve performance and expand local flexibility
- Providing more self-service opportunities for clients through technology and use of the internet
- Providing enhanced statistical analysis of data collected
- Increasing advanced research and evaluation
- Increasing focus on program integrity and fraud prevention
- Increased use of technology throughout the agency
- Increased demand for contract monitors and contract management skills
- Increased demand for more sophisticated and integrated information and analyses
- Increased demand for knowledgeable technical assistance staff

*Future Workforce Skills Needed*

With anticipated changes to meet future needs in the workforce, required skill sets will have to adjust accordingly. In addition to general skills, program knowledge and an understanding of the agency's mission is necessary to accomplish positive solutions for Texas employers, workers and communities and it is essential to the future success of the agency. Expected critical skills for the future include:

**Leadership and People Management**
Strategic Planning/Forecasting
Diversity Awareness
Decision Making
Time and Resource Management
Creative Problem Solving
Continuous Learning
Change Management
Interpersonal Relationships
Personal Responsibility
Team Building and Motivation
Customer Service
Staff Development and Mentoring
Mediation/Conflict Resolution

**Business Knowledge**
Financial and Budget Management
Expert Program/Regulatory Knowledge
State/Federal Laws
Rulemaking
Legislative Process
Policy Development
Research/Writing/Editing
Oral Presentation and Facilitation
Influencing/Negotiation

Investigation
Monitoring
Contract Management
Bilingual Skills
Statistical Analysis
Lean Processes

**Process Management**
Risk Assessment
Cost Estimating
Interagency Business Redesign and Consolidation
Fraud Detection and Prevention
Marketing

**Systems Management**
Data Collection/Analysis
Advanced Computer Skills
Web-based Services
Wireless Technology

*Anticipated Increase/Decrease in Number of Employees*

Based on the General Appropriations Act from the 82nd Texas Legislature, the agency will show an increase in FTEs from FY 2010 to FY 2012. The authorized number of FTEs in FY 2010 and FY 2011 was 2,832. The authorized number of FTEs for FY 2012 and FY 2013 is 3,408.3 and 3,312.3, respectively. The increase in FTEs from FY 2011 to FY 2012 includes federally funded positions in accordance with the General Appropriations Act (82nd Legislature), Article IX, Section 6.10g.

Position realignments may occur with increased outsourcing of programs resulting in a reduction or the redirection of staff functions. Temporary or contract staff who continue to fulfill seasonal/cyclical requirements help bridge any worker shortages.

*Critical Functions that must be Executed*

The agency cannot afford down time in significant areas such as leadership, strategic planning/forecasting, decision making, policy development and implementation, automation, or other critical operations. In these areas, it is incumbent on the agency to have a strong succession and continuity plan.

The agency must do everything possible to retain staff that performs functions critical to the agency until replacements can be found or developed.

## IV.    Gap Analysis

*Anticipated Surplus/Shortage in Staffing Levels*

TWC has identified a trend of younger employees leaving the agency after two to three years of employment. While this trend extends beyond TWC and state government as a

whole, it indicates that staffing changes will continue to provide opportunities and challenges in the future. Competition for younger workers will increase.

*Anticipated Surplus/Shortage of Skills*

A significant percentage of the agency's leaders and managers are either eligible to retire now or will be eligible within the next five years. Succession planning and knowledge transfer offer the opportunity for the next generation of TWC employees to launch new ideas that appreciate historical progress while moving services to new levels.

Many Divisions have high impact staff that cannot be easily replaced because of the employee's expertise and talents. In many cases, there are no natural feeders within the agency from which to draw. In other cases, the person occupying the position has a unique set of skills that cannot be readily found in the marketplace. TWC has a large contingent of tenured staff with institutional knowledge that cannot be quickly gained through the completion of training courses. Since the integration of TWC's system is so advanced compared to other states, we have very few replacement options nationwide within the industry.

## V.   **Strategy Development**

*Changes in Organizational Structure*

Each Division and Special Office has analyzed its individual needs to identify goals, gaps, and action steps. Since workforce planning is an ongoing activity, this analysis provides a framework for progress throughout the year.

Human Resources provides workforce planning status reports to the Division Directors and Special Office Directors. Through on-going analysis, management is able to track trends and progress for their areas.

The executive team will implement additional strategies, make changes to existing strategies or delete certain strategies as a result of the changing needs of the organization.

*Succession and Continuity Planning*

TWC's goal is to have a continuous flow of competent leaders and staff to perform all core functions that support the agency's mission. Succession and continuity planning efforts are focused in two key areas:

- Individual Employee Development – for all levels of employees
- Management Development – preparing employees for leadership opportunities

Effective succession and continuity planning is a partnership between TWC's executive team, management staff and Human Resources. A variety of broad strategies and practical solutions must be combined to formulate an effective plan including:

- Recruitment, Selection and Hiring Strategies

- Retention and Reward Strategies
- Effective Management Practices
- Leadership Development
- Mentoring, Coaching, and Cross-Training Practices
- Staff Career Development
- Effective Knowledge Transfer

### *Recruitment and Retention*

Every area has the need to attract and retain high performing people with valuable skills. Therefore, a variety of recruitment and retention strategies are available throughout the agency including:

- Hiring and selection methods for best fit
- Compensation
- Retention bonuses
- Promoting state benefits
- Integrating staff development with career ladders
- Formal and informal orientation programs
- Positive work culture and conditions
- Work/life balance and family friendly policies including flexible work hours
- Telecommuting opportunities
- Sufficient salaries and merit increases
- Recognition programs

TWC's executive team is committed to preparing for the future by continuously retaining and developing highly qualified personnel who will be prepared to transition into leadership and mission-critical positions in the future.

### *Career Development*

All supervisors are responsible for planning for the development needs in their areas of responsibility. Through analysis of a position's job duties, management will work with individual employees to create individual development plans based on the required knowledge and skills. The development plans must address current and future knowledge and skill needs.

The Human Resources Management (HRM) Training and Development Department provides access to classroom training, videos, and MindLeaders (a Web-based learning system) to assist management in the development of an employee's basic job skills.

(A list of the available training is included in EXHIBIT 2.)

### *Leadership Development and Replacement*

The following elements of discovery are essential to the leadership development and replacement process:

- Key replacement needs and critical positions to include in the succession plan
- Key competencies of job performance in all critical positions
- Key high potential people, and the individual development plans necessary to prepare them to be replacements in critical positions
- Methods for preparing and developing employees for advancement
- Processes for knowledge transfer
- Possible obstacles that make knowledge transfer difficult and possible solutions
- Priorities, desired outcomes, expected results, and timelines for implementation

Leadership succession integrates competency-based learning tracks with career development. The long-range goal is to prepare staff to perform competencies within specific at-risk functions, and to prepare them to be competitive for future career opportunities.

### *Organizational Training and Employee Development*

The HRM Training and Development Department facilitates and assists Divisions and Special Offices with training solutions to develop employees to meet future knowledge and critical management needs. The management development knowledge and skill competencies have been divided into five categories:

- **Leadership** - Demonstrates accountability for outcomes, integrity, influence and vision; uses self-awareness to predict the emotional impact their personal behaviors and decisions will have on the performance motivation of others.
- **People Management** - Demonstrates proficiency at directing and influencing people as resources to accomplish goals; uses self-awareness to effectively implement the mission by understanding, supporting and developing staff, giving feedback, listening, preventing and resolving conflict.
- **Process Management** - Demonstrates the ability to implement organizational strategies and goals using processes.
- **Systems Management** - Demonstrates understanding and capacity to blend agency procedural systems and technology into integrated solutions for tracking and reporting and to understand cause and effect relationships between complex business systems.
- **Business Knowledge** - Demonstrates understanding of the organizational culture, processes, and procedures.

(A list of Management Development training is included in EXHIBIT 3.)

**EXHIBIT 1**

*Strategic Goals and Objectives – Texas Workforce Commission*

**Goal A.  Workforce Development**

To promote and support an effective workforce system that offers employers, individuals and communities the opportunity to achieve and sustain economic prosperity.

**Objective A.1:  Workforce Services**
To support a market-driven workforce system that meets the needs of all employers for skilled workers and helps all job seekers secure employment through 2015.

*Strategy A.1.1 Workforce **Investment Act (WIA) Adult and Dislocated Adults***
Provide employment, training, and retention services for eligible Workforce Investment Act (WIA) adult recipients.

*Strategy A.1.2 Workforce Investment Act (WIA) Youth*
Provide services for eligible youth to acquire skills for employment.

*Strategy A.1.3 Temporary Assistance for Needy Families (TANF) Choices*
Provide employment, training, and job retention services for applicants, recipients, and former recipients of Temporary Assistance for Needy Families (TANF) cash assistance.

*Strategy A.1.4 Employment and Community Services*
Provide services to facilitate the match between employers and job seekers by helping employers fill jobs and assisting job seekers to find employment.

*Strategy A.1.5 Supplemental Nutritional Assistance Program (SNAP) Employment and Training*
Provide employment, training and support services to food stamp recipients not eligible for TANF cash assistance to enable them to become self-sufficient.

*Strategy A.1.6 Trade Affected Worker Training and Assistance*
Provide employment, training, and relocation assistance for eligible trade-affected workers.

*Strategy A.1.8 Senior Employment Services*
Assist eligible individuals age 55 and older to gain competitive job skills through public service or local community organizations.

*Strategy A.1.9 Apprenticeship*
Provide training through a combination of classroom instruction and supervised on-the-job experience to help individuals become certified skilled craft workers.

**Objective A.2: Business Services**
To support all eligible employers by providing customized job skills training, labor market information, tax credit certification, and foreign labor certification for new or existing jobs in local businesses through 2015.

*Strategy A.2.1 Skills Development Fund*
Provide customized job training in partnership with public community and technical colleges for new or existing jobs in local businesses.

*Strategy A.2.2 Self-Sufficiency Fund*
Provide customized job training in partnership with public community and technical colleges for new or existing jobs in local businesses for TANF recipients and other low income individuals.

*Strategy A.2.3 Labor Market and Career Information*
Provide labor market and career information to support informed decisions relating to workforce and economic development activities.

*Strategy A.2.4 Work Opportunity Tax Credit Certification*
Certify tax credit applications to reduce the tax liability for businesses that hire eligible workers.

*Strategy A.2.5 Foreign Labor Certification*
Review labor certification applications submitted by employers to facilitate foreign workers receiving approval to work in the U.S. when qualified U.S. workers are not available.

**Objective A.3: Child Care**
To fund child care services to enable Temporary Assistance for Needy Families (TANF) Choices and low-income families to work or train for work through 2015.

*Strategy A.3.1 TANF Choices Child Care for Families Working or Training for Work*
Fund child care services to enable TANF Choices families to work or train for work.

*Strategy A.3.2 Transitional Child Care for Families Working or Training for Work*
Fund child care services to assist low-income families that are transitioning from public assistance to work.

*Strategy A.3.3 At-Risk Child Care for Families Working or Training for Work*
Fund child care services to assist low-income families in being able to work and reduce the risk of needing public assistance.

*Strategy A.3.4 Child Care Administration for TANF Choices, Transitional and At-Risk Child Care*
Fund child care administration services to assist Temporary Assistance for Needy Families (TANF) Choices, Transitional and At-Risk child care.

*Strategy A.3.5 Child Care for Foster Care Families*
Fund child care services for eligible children in foster care as authorized by Texas Department of Family and Protective Services.

**Objective A.4:  Unemployment Insurance**
To collect all appropriate employer contributions for unemployment insurance and pay unemployment insurance benefits to qualified claimants actively seeking employment through 2015.

*Strategy A.4.1 Unemployment Claims*
Pay unemployment claims for qualified individuals that are searching for work.

*Strategy A.4.2 Unemployment Appeals*
Conduct hearings and issue written decisions for disputed unemployment insurance claims.

*Strategy A.4.3 Unemployment Tax Collection*
Ensure accurate and timely unemployment tax collections from employers.

**Goal B.  Program Accountability and Enforcement**

To ensure workforce program accountability and reduce employment and housing discrimination.

**Objective B.1:  Workforce Program Accountability**
To ensure program accountability and fiscal integrity through the enforcement of laws and rules designed to protect workers and students through 2015.

*Strategy B.1.1 Subrecipient Monitoring*
Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness.

*Strategy B.1.2 Technical Assistance*
Provide technical assistance and training for Local Workforce Development Boards and their service providers to ensure the effective delivery of workforce services.

### *Strategy B.1.3 Labor Law Inspections*
Assist workers in obtaining payment of wages due and enforce worker safety standards for children in the workplace.

### *Strategy B.1.4 Career Schools and Colleges*
Certify and regulate private career schools and colleges and evaluate appropriateness of education and training programs, thereby ensuring the highest level of quality in program offerings for all students and providing consumer protection for students and private school owners.

## Objective B.2:  Civil Rights
Reduce employment and housing discrimination through education and the enforcement of state and federal laws through 2015.

### *Strategy B.2.1 Civil Rights*
Investigate complaints involving employment and housing discrimination and provide education and outreach to reduce discrimination.

# Goal C.  Indirect Administration

Indirect administrative and support costs.

### *Strategy C.1.1 Central Administration*

### *Strategy C.1.2 Information Resources*

### *Strategy C.1.3 Other Support Services*

# Goal D.  Historically Underutilized Businesses (HUB)

Establish and follow procedures and policies governing purchasing and contracting that encourage and support the inclusion of historically underutilized businesses.

## Objective D.1 Historically Underutilized Business
To make a good faith effort to meet or exceed the state established goals for historically underutilized business in contracts and subcontracts awarded annually by the agency through fiscal year 2015.

### *Strategy D.1.1 Communicate HUB Business Needs*
Promote our HUB goals and activities to the agency purchaser, manager, key users and all vendors.

### *Strategy D.1.2 Develop Vendors' Ability to Meet HUB Needs*
Provide technical assistance to vendors.

### *Strategy D.1.3 Evaluate HUB Performance*
Record and evaluate HUB performance and HUB subcontracting plans, and implement appropriate changes.

***Strategy D.1.4 Address HUB Opportunities***
Educate both prime non-HUB and HUB vendors about economic opportunity forums and conferences, subcontracting opportunities, and the state and TWC Mentor Protégé Programs.

**EXHIBIT 2**

The Human Resources Management Training and Development Department provides access to classroom training, videos, computer-based training, and MindLeaders (a Web-based learning system) to assist management and employees.  The following is a list of MindLeaders training:

**Technical Series**

AJAX
CICS/ESA
C
CGI/Perl
Cisco Related Series by MindLeaders CCDA 640-863
Cisco Related Series by MindLeaders CCNA 640-802
Cisco Related Series by MindLeaders ICND1 640-822
Cisco Related Series by MindLeaders ICND2 640-816
Cisco Related Series by MindLeaders ROUTE 642-902
Cisco ROUTE 642-902 Practice Exams
Cisco Related Series by MindLeaders SWITCH 642-813
Cisco SWITCH 642-813 Practice Exams
Cisco Related Series by MindLeaders TSHOOT 642-832
Cisco TSHOOT 642-832 Practice Exam
Cisco - Previous Versions
  Cisco Related Series by MindLeaders BCMSN 642-811
  Cisco Related Series by MindLeaders BCMSN 642-812
  Cisco Related Series by MindLeaders BCRAN 642-821
  Cisco Related Series by MindLeaders BSCI 642-801
  Cisco Related Series by MindLeaders BSCI 642-901
  Cisco Related Series by MindLeaders CCNA 640-801
  Cisco Related Series by MindLeaders CIT 642-831
  Cisco Related Series by MindLeaders ISCW 642-825
  Cisco Related Series by MindLeaders ONT 642-845
CISSP Security Professional
CIW Foundations 1D0-510
CIW Security 1D0-470
Client/Server Technology for Managers
CMS (Conversational Monitor System)
COBOL
COBOL (New)
COBOL (OS/VS)
ColdFusion MX
CompTIA A+ 2009 Essentials (220-701)
CompTIA A+ 2009 Practical Application (220-702)
CompTIA Network+ 2009 (N10-004)
CompTIA Security+ 2008 (SY0-201)
CompTIA Security+ 2011 (SY0-301)
CompTIA - Previous Versions
  CompTIA A+ 2006 (220-601)
  CompTIA A+ 2006 (220-602)

CompTIA A+ 2006 (220-603)
CompTIA A+ 2006 (220-604)
CompTIA Network+ 2005 (N10-003)
CompTIA Security+ 2007 (SY0-101)
CompTIA Server+ 2005 (SK0-002)
Data Warehousing
DB2
DB2 Universal Database
Dynamic HTML
EASYTRIEVE
FOCUS
HTML5
IIS 6
Internet Marketing
ISPF
ITIL Version 3 Foundation Certificate EX0-101
ITIL – Previous Versions
  ITIL Version 2 Foundation Certificate EX0-100
Java 2 Enterprise Design
Java 2 5.0 Programming
Java 2 5.0 Programmer Certification 310-055
Java SE 6 Programmer OCP 1Z0-851
Java Web Services
Java – Previous Versions
  Java 1.2
  Java 1.4 Programmer Certification 310-035
  Java 2 Developer SCJD CX-310-252A/CX-310-027
JCL
Linux
Linux - Previous Versions
  Linux Red Hat Technician RHCT RH202
Micro Focus COBOL Workbench 4
Microsoft .NET 3.5 ASP.NET Apps MCPD 70-564
Microsoft .NET 3.5 ASP.NET Apps MCTS 70-562
Microsoft .NET 3.5 Enterprise Apps MCPD 70-565
Microsoft .NET 3.5 Forms Development MCTS 70-505
Microsoft .NET 3.5 Windows Apps MCPD 70-563
Microsoft .NET 4.0 Development
Microsoft .NET - Previous Versions
  Microsoft .NET 2.0 App Development MCTS 70-536
  Microsoft .NET 2.0 Web Development MCTS 70-528
  Microsoft .NET 2.0 Windows Development MCTS 70-526
  Microsoft .NET 2.0 Distributed Apps MCTS 70-529
  Microsoft .NET Implementing Applications
  Microsoft .NET Solution Architectures
Microsoft Exchange Server 2010 MCTS 70-662
Microsoft Exchange Server - Previous Versions
  Microsoft Exchange Server 2003 Implement, Manage
  Microsoft Exchange 2000 Server Administration

Microsoft Exchange Server 5.5
Microsoft Exchange Server 2007 MCTS 70-236
Microsoft Lync Server 2010 Configuring MCTS 70-664
Microsoft Office Project 2007 MCTS 70-632
Microsoft Project Server - Previous Versions
Microsoft Project Server 2003
Microsoft SharePoint Server 2007 MCTS 70-542
Microsoft SharePoint Server 2007 MCTS 70-630
Microsoft SharePoint 2010 Configuring MCTS 70-667
Microsoft SQL Server 2008 Database MCTS 70-433
Microsoft SQL Server 2008 Maintenance MCTS 70-432
Microsoft SQL Server - Previous Versions
Microsoft SQL Server 2005 Admin MCITP 70-444
Microsoft SQL Server 2005 Data Access MCITP 70-442
Microsoft SQL Server 2005 Design MCITP 70-443
Microsoft SQL Server 2005 Solutions MCITP 70-441
Microsoft SQL Server 2005 Upgrade MCITP 70-447
Microsoft SQL Server 2000 Admin, Config, Install
Microsoft SQL Server 2000 Design, Implement
Microsoft SQL Server 2005 MCTS 70-431
Microsoft SQL Server 6.5 Admin, Config, Install
Microsoft SQL Server 7 Admin, Config, Install
MVS
Notes 5 Programming
Novell 570 CNE Advanced Administration
Novell - Previous Versions
Novell 560 CNE
Object-Oriented Analysis & Design
OOP Using C++
Oracle 10g Administration
Oracle 10g Database Administration II 1Z0-043
Oracle Database 11g SQL Fundamentals I (1Z0-051)
Oracle Database 11g Administration I (1Z0-052)
Oracle Database 11g Administration II (1Z0-053)
Oracle - Previous Versions
Oracle
Oracle8
Oracle9i Database Fundamentals 1Z0-031
Oracle9i Database Fundamentals II 1Z0-032
Oracle9i Database Performance Tuning 1Z0-033
Oracle9i SQL 1Z0-007
PHP and MySQL
PowerBuilder 9 Advanced Development
QMF
Rational Unified Process
RDBMS
REXX Programming
RPG IV Programming
SAS 8

SAS - Previous Versions
  SAS 6
SharePoint 2010 Application Development
Solaris 9 System Administrator 310-014/310-015
Solaris - Previous Versions
  Solaris 8 System Administrator 310-011
SQL
SQL for the Mainframe Environment
SQL for the Windows Environment
Sybase
TCP/IP
TSO/E
UML 2.0
UNIX Systems
Visual Basic 2005
Visual Basic - Previous Versions
  Visual Basic .NET Web Applications
  Visual Basic .NET Web Services
  Visual Basic .NET Windows Applications
  Visual Basic 6
  Visual InterDev 6
Visual C#
Visual C# - Previous Versions
  Visual C# .NET Web Applications
  Visual C# .NET XML Web Services
Visual Studio 2010
Visual Studio - Previous Versions
  Visual Studio .NET Advanced Topics
  Visual Studio .NET and ASP.NET
  Visual Studio .NET Overview
  Visual Studio .NET Programming with Visual C#
VMware Certified Professional VCP-410
VSAM
Web Publishing and Design with HTML 4.01 and XHTML
Web Publishing and Design - Previous Versions
  Web Design & Graphics
  GUI Design
WebSphere - Previous Versions
  WebSphere 5.0 Studio Application Developer & J2EE
Windows 7 Configuration MCTS 70-680
Windows 7 Upgrade
Windows Server 2008 Active Directory MCTS 70-640
Windows Server 2008 Applications MCTS 70-643
Windows Server 2008 Enterprise Admin MCITP 70-647
Windows Server 2008 Networking MCTS 70-642
Windows Server 2008 Server Admin MCITP 70-646
Windows Server 2008 R2 Virtualization MCTS 70-659
Windows Operating Systems - Previous Versions
  Windows Vista Upgrade

Windows XP Application Support MCDST 70-272
Windows XP Professional MCSE 70-270
Windows XP System Support MCDST 70-271
Windows 2000 Professional Admin, Config, Install
Windows 2000 Network Design
Windows 2000 Network Administration
Windows 2000 Network Security Design
Windows Server Networking - Previous Versions
  Windows Server 2003 Network Management MCSE 70-291
  Windows Server 2003 Network Planning MCSE 70-293
  Windows 2000 Server Network Management
Windows Server Active Directory - Previous Versions
  Windows Server 2003 Active Directory MCSE 70-294
  Windows Server 2003 Infrastructure MCSE 70-297
  Windows 2000 Active Directory Services
  Windows 2000 Directory Design
Windows Server Security & Enterprise Admin - Previous Versions
  Windows Server 2003 Security MCSE 70-298
  Windows Server 2003 Administration MCSE 70-290
  Windows Server 2003
  Windows Server 2003 Security Admin MCP 70-299
  Windows 2000 Server Admin, Config, Install
  Windows 2000 Server Basics
Windows SharePoint Services 3.0 MCTS 70-541
Windows SharePoint Services 3.0 MCTS 70-631
Windows Vista & Office 2007 Desktops MCTS 70-624
Windows Vista Configuration MCTS 70-620
Windows Vista Enterprise Support MCITP 70-622
XEDIT
XML

## Business Series

Access 2003 to 2010 Upgrade
Access 2007
Access 2007 Advanced
Access 2010
Access – Previous Versions
  Access 2000 MOS
  Access 2002
  Access 2003
ActionScript 2.0
ActionScript – Previous Versions
  ActionScript 1.0
Agile Project Management Strategy and Analysis
Basics of Business Math
Budgeting and Saving
Building Relationships
Business Ethics
Career Development (Videos)
Coaching (Videos)

Communicating in the World of Social Media
Communicating with Power
Communication Fundamentals
Communication in the Workplace
Communication – Previous Versions
   Communication (Videos)
Crystal Reports XI
Crystal Reports – Previous Versions
   Crystal Reports 8
Customer Service for Managers
Customer Service Fundamentals
Customer Service – Previous Versions
   Customer Service
   Customer Service (Videos)
Dealing with Difficult People
Dreamweaver CS4
Dreamweaver – Previous Versions
   Dreamweaver 8
   Dreamweaver MX
   Dreamweaver MX 2004
E-Mailing Your Way to the Top
Excel 2003 to 2010 Upgrade
Excel 2007
Excel 2007 Advanced
Excel 2010
Excel 2010 MOS
Excel – Previous Versions
   Excel 2000 MOS
   Excel 2000 MOS Expert
   Excel 2002
   Excel 2003
Flash CS4
Flash – Previous Versions
   Flash 8
   Flash MX
   Flash MX 2004
FrontPage 2000
Grammar
GroupWise 6.5
GroupWise – Previous Versions
   GroupWise 5.5
Innovation in the Workplace
Instructional Design
Internet Explorer 8
Internet Explorer – Previous Versions
   Internet Explorer 6
   Internet Explorer 7
Interview Skills
Leadership (Videos)
Leading Teams (Videos)
Lotus Notes 8.5

Lotus Notes – Previous Versions
  Lotus Notes R5
  Lotus Notes 6.5
Management (Videos)
Management Fundamentals
Management Skills Introduction
Managing Change
Managing with an HR Perspective
Managing Within the Law (Videos)
Motivation
Motivation Methods and Strategies
Negotiating
Negotiation
Office 2007
Office 2010
Office – Previous Versions
  Office 2000
  Office 2003
  Office XP
  Works
Outlook 2007
Outlook 2003 to 2010 Upgrade
Outlook 2010
Outlook – Previous Versions
  Outlook 2002
  Outlook 2003
Paint Shop Pro 5
PC Applications
PC Applications & Computing Concepts - Previous Versions
  Computer Basics
  Computing Concepts
  Introduction to PCs
Photoshop CS4
Photoshop - Previous Versions
  Photoshop
  Photoshop 7
  Photoshop CS
PowerPoint 2003 to 2010 Upgrade
PowerPoint 2007
PowerPoint 2010
PowerPoint - Previous Versions
  PowerPoint 2000 MOS
  PowerPoint 2002
  PowerPoint 2003
Presentation Fundamentals
Problem Solving Through Productive Thinking
Project 2007
Project 2010
Project - Previous Versions
  Project 2000 MOS

Project 2003
Project Management
Project Management Professional Certification 2011
PMP - Previous Versions
   Project Management Professional Certification 2005
   Project Management Professional Certification 2009
Project Management from a People Perspective
Retirement Planning
SAP R/3 Release 4.6
Sarbanes-Oxley Act
Self-Management (Videos)
Sexual Harassment
Sexual Harassment Awareness for Managers
Sexual Harassment in the Workplace
SharePoint 2007
SharePoint 2010
SharePoint - Previous Versions
   SharePoint 2003
Six Sigma (Videos)
Stress Management
Teams That Work
Time Management for Maximum Productivity
Time Management Fundamentals
Visio 2007
Visio - Previous Versions
   Visio 2002
Windows 7
Windows Vista
Windows - Previous Versions
   Windows 2000 Basics - Client
   Windows XP Upgrade
Word 2003 to 2010 Upgrade
Word 2007
Word 2010
Word 2010 MOS
Word - Previous Versions
   Word 2000 MOS
   Word 2000 MOS Expert
   Word 2002
   Word 2003
Work and Life Balance (Videos)
Workplace Environment (Videos)

**EXHIBIT 3**

The Human Resources Management Training and Development Department facilitates access to classroom training, videos, computer-based training, and MindLeaders (a Web-based learning system) to assist management and employees.  The following is a list of classroom training and computer based training.

| Category | Definition | Competencies | Courses |
|---|---|---|---|
| **Leadership (of Others and Self)** | Demonstrates accountability for outcomes, integrity, influence and vision; uses self-awareness to predict the emotional impact their personal behaviors and decisions will have on the performance motivation of others. | • Leadership for High Performance<br>• Communication<br>• Vision and Goal Setting<br>• Decision Making<br>• Problem Solving<br>• Strategic Planning/Forecasting<br>• Strategic Thinking<br>• Systems Thinking<br>• Analytical Thinking<br>• Critical Thinking<br>• Relational and Abstract Thinking<br>• Statistical Analysis | TWC Management Development Courses:<br>• Leadership in Management<br>• Supervisory Skills Development<br>• Customer Service for Managers<br>• Strategic Planning<br><br>TWC Human Dynamics Courses:<br>• Becoming a Fair Minded Thinker: An Introduction to Critical Thinking<br>• Conflict Management Strategies<br>• Objectivity: A Matter of Maintenance<br>• Problem Solving and Decision Making<br>• Stress Management<br>• Lessons from the Last Lecture<br>• Insights Into Personal Effectiveness<br>• Exploring Insights<br>• Conflict Management Strategies<br>• Working with Generational Differences<br>• Dealing with Difficult People<br>• Building a Stronger Team<br>• Transitional Motivation<br><br>Total Training Network Facilitated Videos:<br>• Re-Think To Out-Think<br>• The Essence of Leadership<br>• The Leader as a Strategic Thinker<br>• Leadership Styles<br>• The Manager's Roles and Goals<br>• Creating a High Trust Environment<br>• Improving Employee Performance |

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| | | | • Coaching and Counseling For High Performance<br>• Setting Priorities<br>• Effective Problem-Solving<br>• Excellent Decision-Making<br>• Five Steps to Goal-Setting<br>• Leveraging Your Potential<br>• Choices and Consequences<br>• Thinking Big<br>• Strategic Goal-Setting<br>• Effective Problem-Solving<br>• Skills Coaching<br>• Re-Thinking Service<br>• 1001 Ways To Energize Organizations<br>• Entrepreneurial Leadership<br>• How To Have Your Best Year Ever "Setting Goals"<br>• Character Counts<br>• Secrets To Persuasion<br>• Leadership Stumbling Blocks<br>• Walk the Talk<br>• Tough Minded Leadership<br>• Conquering Leadership Challenge<br>• Holographic Organization<br>• It Is Not What Happens to You: It Is What You Do About It<br>• The Impossible Takes Longer<br>• Flexible Thinking Switching on Your Best<br>• Winning Credibility<br>• Setting Goals and Priorities<br>• Seven Secrets of Success<br>• Three Cs of Success<br>• Dream Big Dreams<br>• The New Role of the Manager<br>• Superior Supervision<br>• The Art of the General<br>• The GOSPA Method<br>• Work Smarter, Not Harder |
| **People Management** | Demonstrates proficiency at directing and influencing people as resources to accomplish goals; uses self-awareness to effectively implement the mission by understanding, | • Employee Development<br>• Motivation<br>• Empowering Others<br>• Delegating<br>• Building Teams<br>• Managing Teams<br>• Communicating<br>• Coaching | TWC Management Development Courses:<br>• Supervisory Skills Development<br>• Team Building for Supervisors<br>• Employee Development<br>• Customer Service for Management<br>• Managing Transition |

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| | supporting and developing staff, giving feedback, listening, preventing and resolving conflict. | <ul><li>Mentoring</li><li>Managing Change</li><li>Conflict Resolution</li><li>Managing Diversity</li><li>Negotiating</li><li>Collaborating</li><li>Networking</li><li>Developing Customer Focus</li><li>Change Management</li><li>Mediation</li><li>Interpersonal Relations</li><li>Career Development</li></ul> | <ul><li>Managing Across Generations</li><li>Managing Case Managers</li><li>Insights into Personal Effectiveness</li></ul>Total Training Network Facilitated Videos:<ul><li>Releasing the Human Dimension of Quality</li><li>Managing Change Effectively</li><li>Seven Secrets to Mental Fitness</li><li>Effective Delegation</li><li>Personal Power in Negotiating</li><li>Guiding Employees Through Change</li><li>Dealing with Difficult People</li><li>The Critical Factors of Success</li><li>Listening is Number One</li><li>Be a Better Communicator</li><li>Personally Responding to the Challenge of Change</li><li>Building a Learning Organization</li><li>Interpersonal Communication Skills</li><li>Your Initial Position in Power Negotiating</li><li>Characteristics of a Power Negotiator</li><li>Secrets to Persuasion</li><li>Giving and Receiving Criticism</li><li>Building Winning Teams</li><li>Lighten Up!</li><li>1001 Ways to Energize Individuals</li><li>It's Your EQ Not Your IQ</li><li>Meeting the Challenge</li><li>The Challenge of Change</li><li>The Change Race</li><li>Enhancing Your Self-Motivation with Power Talking Skills</li><li>How To Have Your Best Year Ever "Communicator"</li><li>How To Have Your Best Year Ever "Personal Development"</li><li>How To Have Your Best Year Ever "Five Key</li></ul> |

| | | | | Abilities" |
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| | | | | • How To Have Your Best Year Ever "Putting It Together" |
| | | | | • Increasing Cooperation From Others With Power Talking Skills |
| | | | | • Listening Leadership |
| | | | | • Project a Positive Image with Power Talking Skills |
| | | | | • Resolving Conflicts with Ease |
| | | | | • The Power of Listening |
| | | | | • The Ten Commandments of Power Networking |
| | | | | • Customer Service Lessons |
| | | | | • Customer Service You're In Control |
| | | | | • Service – Creating Moments of Magic |
| | | | | • Service Excellence |
| | | | | • How to Be an Effective Communicator |
| | | | | • Empowering Others to Peak Performance |
| | | | | • Five Steps to Self-Directed Work Teams |
| | | | | • Getting Mentors for Success |
| | | | | • Achieving Personal Excellence |
| | | | | • Balancing Work and Family |
| | | | | • Managerial Negotiating Skills |
| | | | | • Personal Empowerment |
| | | | | • Re-Thinking Motivation |
| | | | | • The Fundamentals of Motivation |
| | | | | • A Strategy for Winning |
| | | | | • Attitude, Ability and Discipline |
| | | | | • The Awesome Power of People |
| | | | | • Beyond Impossible |
| | | | | • Dare to Dream |
| | | | | • The Dream. The Struggle. The Victory. |
| | | | | • Going Beyond a Positive Mental Attitude |
| | | | | • It Only Takes a Minute to Change Your Life |
| | | | | • Make Every Day a Terrific Day |
| | | | | • Take Control of Your Destiny |
| | | | | • Take Your Best Shot |

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| | | | • The EPOD Theory<br>• Personal High Performance<br>• Personal Excellence<br>• Make it a Winning Life<br>• The Miracle in the Mix<br>• Leveraging Your Potential<br>• Pushing to the Front<br>• Simplifying Your Work and Life<br>• Developing Personal Power<br>• Five Keys to Personal Power<br>• High Achievement<br>• Making it a Great Life<br>• Programming Yourself for Success<br>• Reengineering Your Life<br>• The Luck Factor<br>• Making Teamwork Work<br>• Team Building<br>• The Winning Team |
| **Process Management** | Demonstrates the ability to implement organizational strategies and goals using processes. | • Presentation<br>• Facilitation<br>• Communication<br>• Project Management<br>• Time Management<br>• Problem Solving<br>• Strategic Planning<br>• Prioritizing<br>• Evaluating and Measuring Outcomes<br>• Customer Focus/Service<br>• Coordinating Resources (Time, Money, People, Information, Equipment)<br>• Planning and Conducting Effective Meetings<br>• Legislative Process<br>• Information Reporting | TWC Human Dynamics Courses:<br>• Project Management<br>• Presentation Skills<br>• Facilitation Skills<br>• Strategic Planning<br>• Reclaiming Your Time<br>• Case Management<br>• Customer Service<br>• Customer Service for Managers<br>• Business Writing<br>• Writing Effective E-mail<br>• Writing Standard Operating Procedures<br><br>Total Training Network Facilitated Videos:<br>• Meetings That Produce Results<br>• Managing Priorities in Constantly Changing Times<br>• Effective Project Management<br>• The Psychology of Time Management<br>• Maximizing Productivity<br>• Planning and Organizing<br>• Staying on the Fast Track<br>• Delegating and Communicating<br>• Eliminating Time Wasters |

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| | | | • Overcoming Procrastination<br>• How to Manage Your Time for Maximum Productivity<br>• Philosophy of Time Management<br>• The 59 Second Mind Map<br>• How We Waste Our Time<br>• Fast Tracking Your Career<br>• Do Not Procrastinate<br>• Planning and Scheduling<br>• Setting Priorities<br>• Time Management Skills<br>• Urgency and Time Saving Habits<br>• Write Things Down<br>• Business Writing<br>• Presentation Skills<br>• Telephone Fundamentals<br>• Ten Commandments for Clear Writing<br>• Winning Presentations<br>• Building a Learning Organization<br>• High Impact Training |
| **Systems Management** | Demonstrates understanding and capacity to blend agency procedural systems and technology into integrated solutions for tracking and reporting and to understand cause and effect relationships between complex business systems. | • Managing Resources through Systems (Time, Financial Resources, People, Information, Equipment)<br>• Budgeting<br>• Knowledge of Available Technological Systems and Equipment<br>• Knowledge of Applications for Technological Systems<br>• Proficient Utilization of Technological Resources<br>• Emerging Computer Technology<br>• Internet Applications<br>• Data Management | TWC Agency-Specific Courses:<br>• WorkInTexas.com<br>• The Workforce Information System Of Texas (TWIST) Overview<br>• TWIST Group Actions<br>• TWIST Reports<br>• TWIST for New Hires<br>• TWIST Intermediate<br>• TWIST for Supervisors and Managers<br>• TWIST Impact on Common Measures<br>• TWIST Child Care: Board Setup, Payment, and Cost Allocations<br>• TWIST Child Care: Establishing Care<br>• InfoMaker Basics for TWIST Ad Hoc Reports<br>• TIERS<br>• Contracts Administration Tracking System (CATS) |
| **Business Knowledge** | Demonstrates understanding of the organizational culture, processes, and procedures. | • PPR<br>• EEO<br>• Diversity<br>• Sexual Harassment<br>• Violence in the Workplace | TWC Management Development Courses:<br>• The Performance, Planning, and Review Process for Supervisors<br>• EEO Policies for |

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| | | <ul><li>Ethics</li><li>EAP</li><li>TWC Culture</li><li>State/Federal Employment Laws</li><li>TWC Program Knowledge</li><li>Federal Regulations</li><li>Construction Management</li><li>Investigation</li><li>Contract Management</li><li>Service Delivery</li><li>Interviewing</li><li>Collection</li><li>Employer Access</li><li>Policy Development</li><li>Risk Assessment</li><li>Cost Estimating</li><li>Monitoring</li><li>Financial Management</li></ul> | Supervisors<br><br>TWC Agency Courses:<ul><li>CPR, AED, and First Aid</li><li>Rule Making</li><li>Open Meetings Act</li><li>Preventing Exparte Communication</li></ul><br>Total Training Network Facilitated Videos:<ul><li>Basics Of Interviewing</li><li>A Guide To (Dis)Ability Awareness</li><li>Another Call From Home</li><li>The Performance Appraisal</li></ul><br>Technology-Based Training:<ul><li>TWC Diversity, Equal Employment, and Non-Discrimination</li><li>Age Discrimination In the Workplace</li><li>Recognition And Prevention Of Sexual Harassment</li><li>Equal Employment Opportunity Awareness Training</li><li>Crisis Intervention and Compassion Fatigue</li></ul> |