TWC 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 n 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 – Describes 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 – Develops 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 – Identifies gaps (shortages) and surpluses (excesses) in staffing and skill levels needed to meet future functional requirements.

- Strategy Development – Develops 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

Agency Overview

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.

On June 19, 2015, Governor Greg Abbott signed into law Senate Bill (SB) 208, which transfers several Vocational Rehabilitation (VR) programs from the Department of Assistive and Rehabilitative Services (DARS) to TWC. Effective Sept. 1, 2016, the following programs will transfer to TWC:

- General Vocational Rehabilitation
- Blind Vocational Rehabilitation, including the Criss Cole Rehabilitation Center
- Business Enterprises of Texas (BET)
- Independent Living Services (ILS) Older Blind

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 Chair of each local workforce development board 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 - one each representing labor, employers and the public. 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; Business Operations; External Relations; Information Technology; and Civil Rights. The Special Offices include Employer Initiatives, General Counsel, Internal Audit, Operational Insight and Transition Management.

TWC has staff ocated 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 and the 130 VR field offices that joined TWC as part of the DARS transition.

Agency Mission

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

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
- Workers and Job Seekers
- Targeted Populations
- Future Workforce
- Communities
- People with Disabilities

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 VR offices 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
- 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 13 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, staffing changes 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 significant 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:

    - WIA Reauthorization
    - Supplemental Nutrition Assistance Program Reauthorization
    - TANF Reauthorization
    - Trade Adjustment Assistance

    The demands on the federal budget could seriously limit the Texas workforce system's funding. Additional challenges arise from the way 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:

    - Regulatory Enforcement
    - Unemployment Insurance
    - Workforce

Current Workforce Profile (Supply Analysis)

The agency's authorized FTEs for FY 2016 is 2,943.92. The staffing profile for TWC's workforce as of Jan. 1, 2016, was 4,597 full-time (FTEs) and part-time employees located throughout the state of Texas. About 1,860 FTEs will join TWC on Sept. 1, 2016 in the DARS transition. The General Appropriations Act, 83rd Legislature, Regular Session, Article IX, §6.10, paragraph (h) 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 Jan. 1, 2016.

Age:
TWC has a mature workforce. The average age of a TWC employee is 50 years, 2 months. Approximately 65.52% of the staff s over the age of 45. (Table 1)

The table below represents the agency as a whole. When the data are analyzed for the divisions, the age percentages are generally proportionate to those of the whole agency.

Age	# of Workers	% of Total Workforce
Under 25	20	.44%
25 – 35	534	11.6%
36 – 45	1,003	21.48%
Over 45	3,040	66.1%
Total	4,597	

Gender:
TWC's current workforce is 4,597employees, of whom 29% (1,355) are males and 71% (3,242) are females.
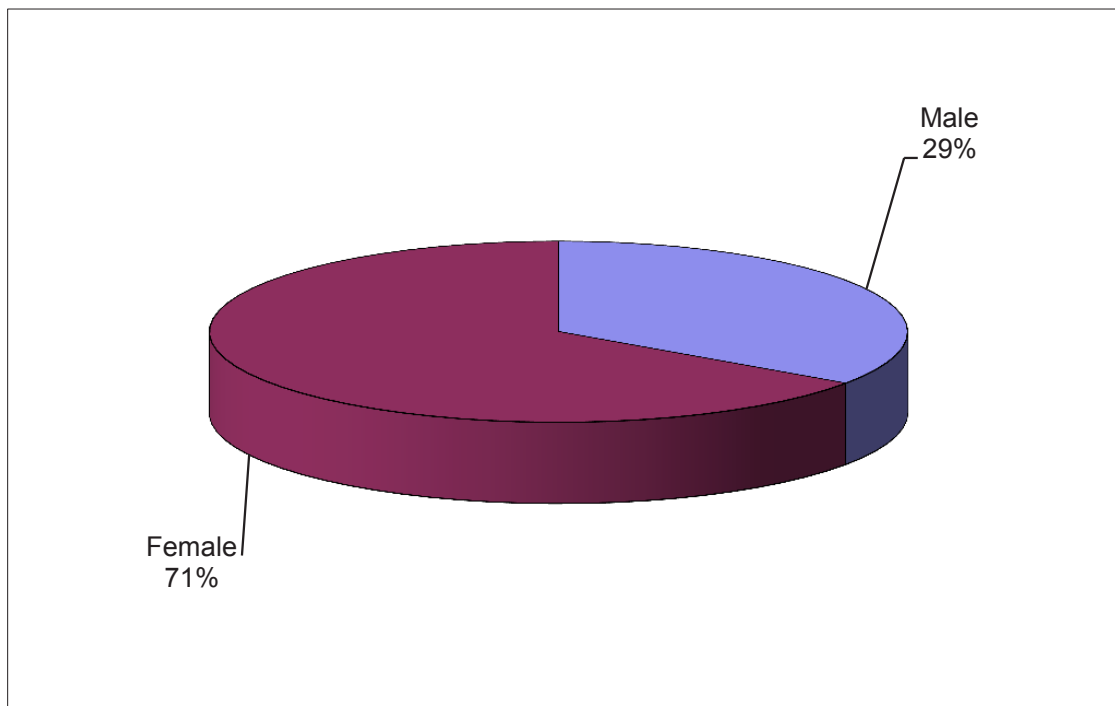
Ethnicity:

TWC Minority Staffing Compared to Statewide Workforce Percentages
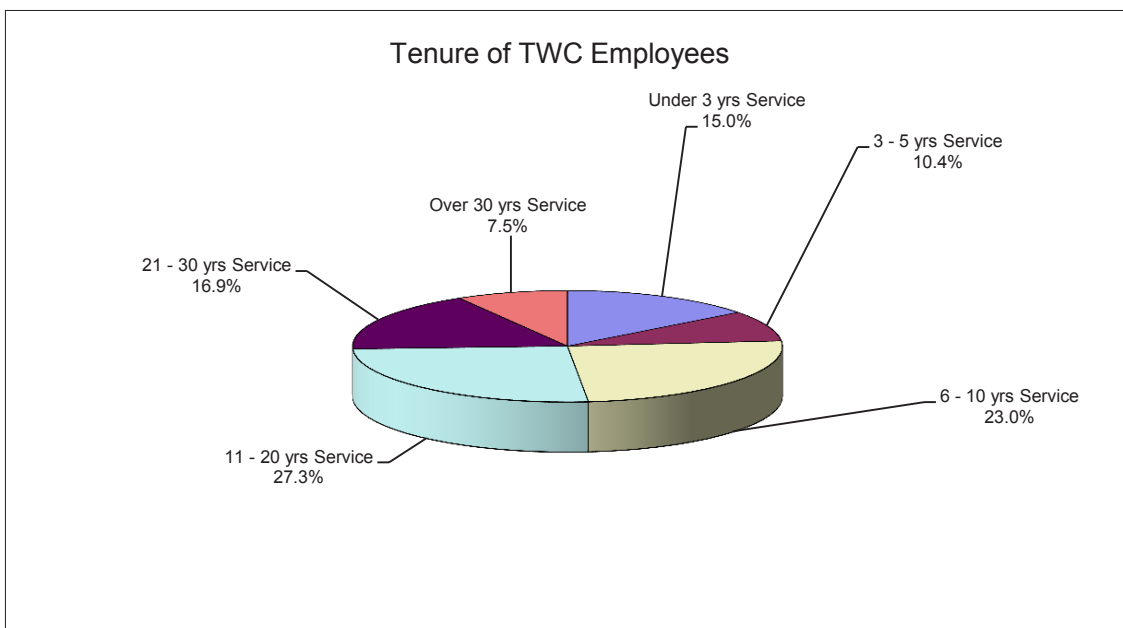
TWC's commitment to workforce diversity is reflected throughout our organization. The agency's employment of African-American, Hispanic-American and female employees exceeds civilian labor force percentages in most Equal Employment Opportunity (EEO) Job Categories. Approximately 74.8% of TWC's employees 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.

The following table compares the percentage of African American, Hispanic American and female TWC employees to the statewide workforce as of January 2016, 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	11.5	14.4	7.1	32.3	20.9	57.4	37.5
Professional	58.8	23.4	11.0	31.8	18.6	72.3	54.9
Technical	3.7	10.5	13.8	22.2	28.8	40.9	51.3
Administrative Support	4.7	23.0	13.6	37.8	33.0	80.6	72.8
Skilled Craft	.23	09.0	9.5	45.5	49.3	9.0	11.1
Service/Maintenance	10.1	20.0	12.2	52.9	53.7	78.5	51.4

Length of Service:

The state tenures of TWC employees are: 15% (688) have less than 3 years of service, 10.4% (480) have between 3 and 5 years of service, 23% (1,056) have between 6 and 10 years of service, 27.3% (1,255) have between 11 and 20 years of service, 16.9% (775) have between 21 and 30 years of service, and 7.5% (343) have over 30 years of service.


Tenure of TWC Employees

- Under 3 yrs Service 15.0%
- 3 - 5 yrs Service 10.4%
- 6 - 10 yrs Service 23.0%
- 11 - 20 yrs Service 27.3%
- 21 - 30 yrs Service 16.9%
- Over 30 yrs Service 7.5%

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

With a maturing and highly experienced workforce, 18.4% (849 employees) of the agency's staff are eligible to retire today if they choose to do so. Of that group, approximately 10.2% (87 employees) are management or lead staff. Additionally, another 194 return-to-work retirees could leave employment at any time. Of those, 39 are management or lead staff. Collectively, employees eligible to retire and return-to-work retirees represent 24.4% of the agency's total workforce and 33.1% of the agency's management or lead staff.

Employee Turnover

Based on *An Annual Report on Classified Employee Turnover for Fiscal Year 2015* issued by the State Auditor's Office, the statewide turnover rate is 18%. This turnover rate excludes transfers to other state agencies or institutions of higher education as these are not considered a loss to the State workforce. TWC's turnover rate (which includes interagency transfers) is 15.6%. That rate includes all staff separations even though some employees leaving the agency may have stayed in state government. The chart below illustrates the comparison of TWC's turnover rates with the state's turnover rates according to the State Auditor's Office.

Turnover Rate Comparison
(TWC Includes Interagency Transfers)
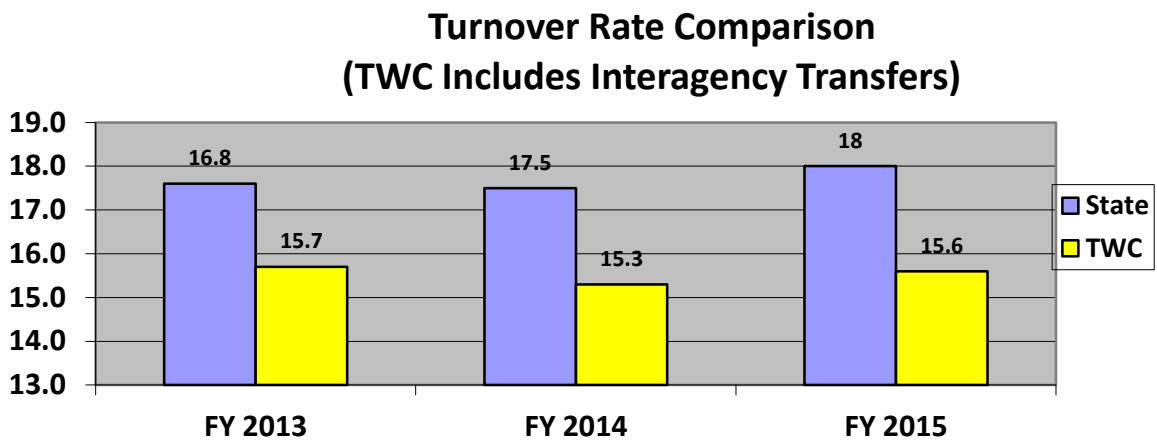
TWC's turnover has traditionally been below the state's average because of our effective retention strategies and positive working environment. Since FY 2011, the turnover rate has been significantly below the state average.

Length of Service:

As of end of FY 2015, TWC's demographic information shows employees with less than three years of state service tend to have the highest turnover rates – 21.6% of the agency's turnover comes from that group.

AGENCY TURNOVER

Years Service	# Employees	Turnover Numbers	Turnover Percentages
Under 3	726.5	157	21.6%
3 – 5	396.75	76	20.5%
6 – 10	1,068.25	134	12.5%
11 – 20	1,286.25	140	10.8%
21 – 30	4,821.75	111	13.5%
Over 30	237.5	62	18.3%
Total	4,425	680	

Projected Employee Turnover Rate over Next Five Years

If TWC turnover rates for the past five years continue at the same pace over the next five years, the turnover percentages per year will be as indicated in the table below. (Table does not factor in DARS turnover rates.)

PROJECTED TURNOVER RATES BY YEARS OF SERVICE

Years Service	Turnover Numbers	Turnover Percentages
Under 3	157	20.6%
3 – 5	133	17.4%
6 – 10	149	19.5%
11 – 20	132	17.3%
21 – 30	119	15.6%
Over 30	73	9.5%
Total	763	

Demographic data shows that 41.3% (1,819 employees) of TWC's workforce will be eligible to retire by Sept. 1, 2021. Of that group, 19.95% (181 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 for Texas employers and 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 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
Rapid Process Improvement
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

Business 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

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 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. Variables exist, but 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.
- Increasing efficiencies from Rapid Process Improvement initiatives.
- Increasing 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.
- Increasing use of technology throughout the agency.
- Increasing demand for contract monitors and contract management skills.
- Increasing demand for more sophisticated and integrated information and analyses.
- Increasing demand for knowledgeable technical assistance staff.
- Integration of Vocational Rehabilitation staff.

Future Workforce Skills Needed

With anticipated changes to meet future needs in the workforce, including the transition of DARS to TWC, 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	Time and Resource Management
Rapid Process Improvement	Creative Problem Solving
Strategic Planning/Forecasting	Continuous Learning
Diversity Awareness	Change Management
Decision Making	Interpersonal Relationships

Personal Responsibility
Team Building and Motivation
Customer Service
Staff Development and Mentoring
Mediation/Conflict Resolution
Analytic/Assessment Skills

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
Cultural Competency
Public Health

Process Management
Risk Assessment
Cost Estimating
Interagency Business Redesign and Consolidation
Fraud Detection and Prevention
Marketing
Policy Development/Program Planning

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 83rd Texas Legislature, agency FTEs will decrease from FY 2014 to FY 2015. The authorized number of FTEs was 3,151 in FY 2014 and 3,017.4 in FY 2015. The authorized number of FTEs was 2,885.2 for FY 2016 and 4,649.7 for FY 2017.

Position realignments may occur with increased outsourcing of programs resulting in a reduction or the redirection of staff unctions. Temporary or contract staff ay be used to fulfill seasonal/cyclical requirements and to help bridge any worker shortages.

Critical Functions That Must Be Performed
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 hat performs functions critical to the agency until replacements can be found or developed.

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
Many 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 hat 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 ith institutional knowledge that cannot be quickly gained through the completion of training courses. Because the integration of TWC's system is so advanced compared to other states, we have very few replacement options nationwide within the industry.

Strategy Development:

Changes in Organizational Structure

Each Division and Special Office has analyzed its individual needs to identify goals, gaps, and action steps. Because 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 ongoing 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 o 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 nd 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.

- 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 qualifi d 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 LearnSmart (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 1.)

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 o 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 fi e 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 confl ct.

- **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 affect 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 2.)

EXHIBIT 1

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

Soft Skills & Leadership Development Series

Communications Skills

Appraising Performance
Business Communication Fundamentals
Better Business Writing
Coaching with Confidence
Effective Delegation
Effective Presentation Skills
Email Etiquette
Facilitating Meetings and Groups
Fundamentals of Business Crisis Management
Making Humor Work at Work
Managing Contractors and Temporary Employees
Mentoring that Matters
Negativity in the Workplace
Sexual Harassment Prevention for Employees
Sexual Harassment Prevention for Managers
The Change Process

Customer Service Skills

Calming Upset Customers
Connecting to Customers
Cornerstones of Sales and Customer Service
Helping Customers through Quality Service

Diversity and Compliance

ADA Compliance in Business
Delivering Effective Training
Diversity Dynamics

Efficiency Skills

Assertiveness
How to De-Junk Your Life
How to Get Things Done
Motivation and Goal Setting

Employment Law Compliance Skills

ADA and Disability Law
Federal Acquisition Regulation Overview 3.10
Successful Termination
Understanding Business Ethics
Understanding HIPAA

Executive Leadership

Leadershift
New Business of Paradigms
Tactics of Innovation
Wealth Innovation and Diversity

Executive Management Skills

Empowerment
Managing Technical Professionals
Moving from Technical Professional to Management Series
Moving into Management Series

Leadership Skills

Front Line Leadership Series
Handling Conflict and Confrontation
Powerful Communication Skills
Rewarding Peak Performers
Succession Planning Series
Workforce Generation Leadership Series

Productivity Skills

Art of Communication
Art of Organization
Art of Stress Management
Attitude for Success
Manage Time

Successful Management Skills

Advanced Management Skills
Business Execution Series
Crucial Skills for Tomorrow's Managers Series
Giving and Receiving Criticism
Managing Disagreement
Management to Leadership Series
Successful Hiring
Successful Negotiation
Successful Termination

Team Development Skills

Working as a Team

Telephone Communication Skills

Call Center Success
Power of Telephone Courtesy
Telephone Collections
The Rewards of Telephone Courtesy

Project Procurement Management

Project Management

Google Apps

Google Documents Series
Google Presentations Series
Google Spreadsheets Series

Intuit

QuickBooks 2011

Office Productivity Series

Google Apps

Google Documents
Google Presentations
Google Spreadsheets

Microsoft Office 2010

Office Access 2010 Series
Office Excel 2010 Series
Office PowerPoint 2010 Series
Office Project 2010
Office Word 2010 Series
Office Outlook 2010 Series

Microsoft Office 2007

Office Access 2007
Office Excel 2007
Office Outlook 2007
Office PowerPoint 2007
Office Project 2007
Office Publisher 2007
Office Word 2007

Microsoft Office 2003

Office Access 2003
Office Excel 2003
Office Outlook 2003
Office PowerPoint 2003
Office Project 2003
Office Publisher 2003
Office Word 2003

EXHIBIT 2

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

Category	Defin tion	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 • Communication • Vision and Goal Setting • Decision Making • Problem Solving • Strategic Planning/ Forecasting • Strategic Thinking • Systems Thinking • Analytical Thinking • Critical Thinking • Relational and Abstract Thinking • Statistical Analysis	TWC Management Development Courses: • Leadership in Management • Supervisory Skills Development • Customer Service for Managers • Strategic Planning TWC Human Dynamics Courses: • Becoming a Fair-Minded Thinker: An Introduction to Critical Thinking • Conflict Management Strategies • Objectivity: A Matter of Maintenance • Problem Solving and Decision Making • Stress Management • Lessons from the Last Lecture • Insights Into Personal Effectiveness • Exploring Insights • Conflict Management Strategies • Working with Generational Differences • Dealing with Difficult People • Building a Stronger Team • Transitional Motivation • Communication

Category	Defin tion	Competencies	Courses
			• Confident Communication • Diversity in the Workplace • Strengths Total Training Network Facilitated Videos: • Re-Think To Out-Think • The Essence of Leadership • The Leader as a Strategic Thinker • Leadership Styles • The Manager's Roles and Goals • Creating a High Trust Environment • Improving Employee Performance • Coaching and Counseling For High Performance • Setting Priorities • Effective Problem Solving • Excellent Decision Making • Five Steps to Goal Setting • Leveraging Your Potential • Choices and Consequences • Thinking Big • Strategic Goal Setting • Effective Problem Solving • Skills Coaching • Re-Thinking Service

Category	Defin tion	Competencies	Courses
			• 1001 Ways To Energize Organizations • Entrepreneurial Leadership • How To Have Your Best Year Ever "Setting Goals" • Character Counts • Secrets To Persuasion • Leadership Stumbling Blocks • Walk the Talk • Tough Minded Leadership • Conquering Leadership Challenge • Holographic Organization • It Is Not What Happens to You: It Is What You Do About It • The Impossible Takes Longer • Flexible Thinking Switching on Your Best • Winning Credibility • Setting Goals and Priorities • Seven Secrets of Success • Three Cs of Success • Dream Big Dreams • The New Role of the Manager • Superior Supervision • The Art of the General • The GOSPA Method • Work Smarter, Not Harder

Category	Defin tion	Competencies	Courses
People Management	Demonstrates proficiency at directing and infl encing people as resources to accomplish goals; uses self-awareness to eff ctively implement the mission by understanding, supporting and developing staff, giving feedback, listening, preventing and resolving confl ct.	• Employee Development • Motivation • Empowering Others • Delegating • Building Teams • Managing Teams • Communicating • Coaching • Mentoring • Managing Change • Conflict Resolution • Managing Diversity • Negotiating • Collaborating • Networking • Developing Customer Focus • Change Management • Mediation • Interpersonal Relations • Career Development	TWC Management Development Courses: • Supervisory Skills Development • Team Building for Supervisors • Employee Development • Customer Service for Management • Managing Transition • Managing Across Generations • Managing Case Managers • Insights into Personal Effectiveness Total Training Network Facilitated Videos: • Releasing the Human Dimension of Quality • Managing Change Effectively • Seven Secrets to Mental Fitness • Effective Delegation • Personal Power in Negotiating • Guiding Employees Through Change • Dealing with Difficult People • The Critical Factors of Success • Listening is Number One • Be a Better Communicator

Category	Defin tion	Competencies	Courses
			• Personally Responding to the Challenge of Change • Building a Learning Organization • Interpersonal Communication Skills • Your Initial Position in Power Negotiating • Characteristics of a Power Negotiator • Secrets to Persuasion • Giving and Receiving Criticism • Building Winning Teams • Lighten Up! • 1001 Ways to Energize Individuals • It's Your EQ Not Your IQ • Meeting the Challenge • The Challenge of Change • The Change Race • Enhancing Your Self-Motivation with Power Talking Skills • How To Have Your Best Year Ever "Communicator" • How To Have Your Best Year Ever "Personal Development" • How To Have Your Best Year Ever "Five Key Abilities"

Category	Defin tion	Competencies	Courses
			• 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

Category	Defin tion	Competencies	Courses
			• 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 • The EPOD Theory • Personal High Performance • Personal Excellence • Make it a Winning Life • The Miracle in the Mix • Leveraging Your Potential • Pushing to the Front • Simplifying Your Work and Life • Developing Personal Power • Five Keys to Personal Power • High Achievement • Making it a Great Life

Category	Defin tion	Competencies	Courses
			• Programming Yourself for Success • Reengineering Your Life • The Luck Factor • Making Teamwork Work • Team Building • The Winning Team

Category	Defin tion	Competencies	Courses
Process Management	Demonstrates the ability to implement organizational strategies and goals using processes.	• Presentation • Facilitation • Communication • Project Management • Time Management • Problem Solving • Strategic Planning • Prioritizing • Evaluating and Measuring Outcomes • Customer Focus/ Service • Coordinating Resources (Time, Money, People, Information, Equipment) • Planning and Conducting Effective Meetings • Legislative Process • Information Reporting	TWC Human Dynamics Courses: • Rapid Process Improvement • Project Management • Presentation Skills • Facilitation Skills • Strategic Planning • Reclaiming Your Time • Case Management • Customer Service • Customer Service for Managers • Business Writing • Grammar for Business Writing • Writing Effective E-mail • Writing Standard Operating Procedures Total Training Network Facilitated Videos: • Meetings That Produce Results • Managing Priorities in Constantly Changing Times • Effective Project Management • The Psychology of Time Management • Maximizing Productivity • Planning and Organizing • Staying on the Fast Track • Delegating and Communicating

Category	Defin tion	Competencies	Courses
			• Eliminating Time Wasters • Overcoming Procrastination • How to Manage Your Time for Maximum Productivity • Philosophy of Time Management • The 59-Second Mind Map • How We Waste Our Time • Fast Tracking Your Career • Do Not Procrastinate • Planning and Scheduling • Setting Priorities • Time Management Skills • Urgency and Time Saving Habits • Write Things Down • Business Writing • Presentation Skills • Telephone Fundamentals • Ten Commandments for Clear Writing • Winning Presentations • Building a Learning Organization • High Impact Training

Category	Defin tion	Competencies	Courses
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) • Budgeting • Knowledge of Available Technological Systems and Equipment • Knowledge of Applications for Technological Systems • Profi ient Utilization of Technological Resources • Emerging Computer Technology • Internet Applications • Data Management	TWC Agency-Specific Courses: • WorkInTexas.com • The Workforce Information System Of Texas (TWIST) Overview • TWIST Group Actions • TWIST Reports • TWIST for New Hires • TWIST Intermediate • TWIST for Supervisors and Managers • TWIST Impact on Common Measures • TWIST Child Care: Board Setup, Payment, and Cost Allocations • TWIST Child Care: Establishing Care • InfoMaker Basics for TWIST Ad Hoc Reports • InfoMaker Level II • TIERS • Contracts Administration Tracking System (CATS)

Category	Defin tion	Competencies	Courses
Business Knowledge	Demonstrates understanding of the organizational culture, processes, and procedures.	• PPR • EEO • Diversity • Sexual Harassment • Violence in the Workplace • Ethics • EAP • TWC Culture • State/Federal Employment Laws • TWC Program Knowledge • Federal Regulations • Construction Management • Investigation • Contract Management • Service Delivery • Interviewing • Collection • Employer Access • Policy Development • Risk Assessment • Cost Estimating • Monitoring • Financial Management	TWC Management Development Courses: • The Performance, Planning, and Review Process for Supervisors • EEO Policies for Supervisors TWC Agency Courses: • CPR, AED, and First Aid • Open Meetings Act • Facilitating Workforce Orientation for Applicants • Workforce 101 Total Training Network Facilitated Videos: • Basics Of Interviewing • A Guide To (Dis) Ability Awareness • Another Call From Home • The Performance Appraisal Technology-Based Training: • TWC Diversity, Equal Employment, and Non-Discrimination • Age Discrimination In the Workplace • Recognition And Prevention Of Sexual Harassment • Equal Employment Opportunity Awareness Training