

Background and Information Related to the Chief Operating Officer Job Posting

The Chief Operating Officer (COO) is employed by the West Central Texas Council of Governments as part of a contract to manage WorkForce Centers for the Central Texas WorkForce Board. The COO works out of WorkForce Centers offices in Bell County with travel as necessary to support services for the seven Texas counties of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba. It is a full-time, in-office position.

About the Worksite

WorkForce Solutions of Central Texas is the regional WorkForce system connecting employers, job seekers, workers, students, families, and community partners. Through WorkForce Centers, the organization provides employer solutions, employment services, veterans and military transition assistance, career guidance, occupational training, adult and youth employment and training services, child care assistance, work-based learning, labor-market information, and disability-resource connections. Specialized assistance is available to assist employers and dislocated workers impacted by layoffs and economic change.

The mission of WorkForce is to be a positive force for change in our communities advancing childcare, employment-focused training, and quality jobs that meet the needs of ever-changing work environments.

Purpose: We are the FORCE that Ignites Futures!

Values: We are a FORCE that is

- **F**uture Focused: We anticipate change and act with vision, innovating and adapting with transparency, optimism, and purpose to create lasting value for job seekers, employers, and our communities.
- **O**pportunity Driven: We actively seek and create opportunities for growth by recognizing potential, responding to needs, and connecting customers and communities to solutions that lead to meaningful success.
- **R**esilient: We adapt with determination and perseverance, turning challenges into solutions and setbacks into success stories that strengthen our customers, coworkers, and community.
- **C**ommitted to Quality: We serve with compassion and partnership by listening deeply, engaging authentically, and building strong, connected communities with our customers and stakeholders.
- **E**mpowering: We empower people through respectful connection, mentoring, and teamwork that builds confidence, uncovers strengths, and helps everyone succeed together.

Explanation of Local WorkForce Centers and Services

WorkForce Centers are a region's integrated employment-and-training service delivery hub: they connects employers to talent and individuals to jobs, skills, supportive services, and partner expertise. It is not merely an unemployment office or job board.

Texas operates a locally driven WorkForce system within federal and state policy. The Texas WorkForce Commission (TWC), 28 Local WorkForce Development Boards, and their contractors operate more than 170 WorkForce Centers throughout Texas.

Local Workforce Boards set regional strategy, oversee service delivery and funds, analyze the labor market, build career pathways, and partner with business and economic development organizations. The Boards contract with other organizations to deliver services through local Workforce Centers.

For Central Texas, the contractor is the West Central Texas Council of Governments. The COO is the managing director for the contracting relationship.

As the managing director, the COO works jointly with the CEO to translate board policy and grant requirements into daily execution across WorkForce centers and programs. The role balances mission of the Board with the requirements of the contract for delivery, customer service, employer responsiveness, partner coordination, personnel leadership, contract and fiscal stewardship, data integrity, performance management, accessibility, and continuous improvement.

Foundational Information

WorkForce Centers have two primary customers: employers and job seekers. Employers are the primary customers, and their current and future staffing demands shape training investments and service design.

WorkForce programs are publicly funded. All job seeker customers receive basic career and employment services. However, some job seekers qualify for more intensive services if they meet eligibility requirements. For these individuals, programs are funded to address barriers to employment by providing more intensive case management, training, work experience, and supportive services. In all cases, the services are provided at no cost to customers.

WorkForce Centers provide access to services based on customer need and eligibility. If eligible, customers access services through seamless integration of resources. Customers should experience a singularly coordinated system even when services are being supported and managed by different laws, grants, agencies, contractors, and partners.

Success is measured by outcomes including employment, employment retention, earnings, credentials gains, measurable skill gains, employer engagement, children in care, program and performance compliance, and customer experience.

Local flexibility exists, but it is bound by federal law, TWC rules and guidance, contracts, Board policy, federal and state allowable-cost rules, procurement, monitoring, equal opportunity, and audit requirements.

How the Texas WorkForce System is Organized

Level	Primary role	Operational implication for the COO
Federal	U.S. Departments of Labor, Education, Health and Human Services, Agriculture and other agencies authorize and fund programs such as WIOA, Wagner-Peyser, TANF and SNAP E&T.	The COO must understand the requirements and expectations for multiple funding streams carrying distinct eligibility, documentation, cost, reporting and performance rules.
State	Texas WorkForce Commission administers major WorkForce, employment, child care, vocational rehabilitation, apprenticeship and unemployment-related functions; issues policy; provides systems; allocates funds; and monitors boards.	The COO must maintain an effective operating relationship with TWC and translate statewide direction into consistent local practice.
Central Texas WorkForce Board	One of 28 boards Develops the four-year local plan and defines target occupations Sets policy Oversees and evaluates contractors, performance, and funds Analyzes the economy, and convenes employers and partners	The COO converts Board strategy and governance into measurable, high-performing WorkForce Center operations and regional initiatives.
WorkForce Center Network	WorkForce Centers, contractors, TWC state staff and partners deliver customer-facing services through physical, virtual, mobile and referral channels.	The COO is responsible for service integration, staffing, day-to-day work activities, facilities, technology, partnerships, quality, compliance, and results.

Governance and Accountability

The WorkForce Board is a majority business-led board. Central Texas has 27 Board members with representation from business, labor, secondary and post-secondary education, literacy, child care providers, and local community organizations.

Chief elected officials are fiscally responsible for WorkForce services, and they provide joint oversight through the Chief Elected Officials Consortium Board.

WorkForce Board staff develops local plans, policies, budgets, contracts, procurements, memoranda of understanding, infrastructure/resource-sharing agreements, and monitoring. The WorkForce Board approves these products as appropriate.

The Texas Workforce Commission sets performance targets, defines fiscal controls, and provides guidance and standards for participant file integrity, data entry and validation, complaint and appeal processes, equal opportunity, and accessibility.

The Chief Operating Officer is the individual responsible for managing the WorkForce Centers to meet the standards set by the multiple governing bodies.

Separation of governance, fiscal-agent, administrative, and direct-service/contractor roles must be understood and respected.

It might be useful to think of National and State funders as the higher headquarters and system owners. The local Board as a regional headquarters; and the COO as the local senior management responsible for mission readiness, standards and compliance, and day-to-day execution.

2. Services for Everyone (Universal Services)

As already mentioned, some services are available for every job seeker. They are often referred to as Universal Services. These services are primarily supported by a combination of Wagner-Peyser program (employment services) and WorkForce Solutions programs. WorkInTexas.com is the statewide labor exchange and a central operational platform that manages and supports individuals using universal services.

Universal services are generally provided through Career Centers located within WorkForce Centers. However, this category of services also includes access to and preparation for job fairs, hiring events, career fairs, and targeted options that connect job seekers to employers who are hiring.

The full list of universal services available for businesses and job seekers is not specifically defined by national or state guidance. However, there is a generally accepted menu of service options that local WorkForce boards and services providers can use or adjust as appropriate for their area. The following is the list used by Central Texas.

Universal Services for Employers

- WorkInTexas account development and needs assessment
- Job postings, candidate searches, referrals and applicant screening
- Labor market, wage, occupation and talent-supply information
- Individualized recruitment plans
- Access to multi-employer and targeted hiring events
- Information on and assistance with hiring incentives, tax-credit information and retention resources
- Layoff-aversion and Rapid Response (layoff) assistance
- Connections to training grants and education partners

Universal Services for Job Seekers

- Needs assessment and general orientation
- WorkInTexas.com registration, job search and job matching
- Career exploration, skills and interest assessments
- Résumé, application, interview and job-search assistance
- Workshops, computer/Internet access and support
- Labor market information and career pathway guidance
- Referral to training, benefits and community resources

Reemployment and Unemployment Interface

Unemployment Insurance benefits are administered by the Texas Workforce Commission; these benefits are not paid by the local WorkForce board. WorkForce Centers support reemployment through job-search services, WorkInTexas.com, workshops and referrals.

Selected unemployment claimants may be required to participate in Reemployment Services and Eligibility Assessment (RESEA) activities. RESEA is a program that provides staff-assistance services designed to rapidly re-employ dislocated workers who may have difficulty rapidly re-entering the workforce on their own.

During layoffs or closures, Rapid Response services bring coordinated information and reemployment services to employers and affected workers—often on-site and on short notice. The goal of Rapid Response is to quickly engage impacted workers and connect them with local jobs thus lessening the number of individuals or the amount of time that the workers will require UI assistance.

Important distinction: A WorkForce Center may assist an unemployment claimant with reemployment and access to online resources, but adjudication and payment of unemployment benefits remain a Texas Workforce Commission function.

3. Eligibility-based Career, Training and Support Programs

Individuals who face barriers to employment or are targeted or priority job seekers are eligible for more intensive services that are designed to address barriers and improve employment outcomes. The list of programs and services below is not exhaustive, but it provides a general overview of program options.

Program	Who is Eligible	Allowable Services
WIOA Adult	Adults, with priority considerations for public-assistance recipients, other low-income individuals and people who are basic-skills deficient.	One-on-one career planning and counseling; assessments; short-term and occupational training; supportive services; follow-up, and the universal services listed above.
WIOA Dislocated Worker	People laid off or otherwise meeting dislocated-worker criteria, including certain displaced homemakers and affected military spouses.	One-on-one career planning and counseling; assessments; short-term and occupational training including skills gap analysis and retraining; supportive services; follow-up, and the universal services listed above.
WIOA Youth	Eligible in-school and out-of-school youth, with strong emphasis on young people facing barriers to employment.	Youth participants receive 14 required program elements (services) either delivered directly or through partners. Services include tutoring, alternative education, paid/unpaid work experience, occupational skills training, leadership training, supportive services, adult mentoring, follow-up, counseling, financial literacy, entrepreneurial skills, labor-market information and transition support.

Choices (Temporary Assistance for Needy Families)	Recipients of Temporary Assistance for Needy Families (TANF) are subject to work requirements.	Assessment, employment planning, job readiness/search, work activities, education/training when appropriate, support services, participation tracking and coordination with Health and Human Services Commission.
SNAP E&T (Supplemental Nutrition Assistance Program)	Recipients of the Supplemental Nutrition Assistance Program (food stamps) are subject to work requirements.	Assessment, employment plan, job-search/training activities, support services, participation documentation and coordination with Health and Human Services Commission.
NCP Choices (Non-Custodial Parents)	Court-ordered, unemployed or underemployed noncustodial parents in participating board areas; Central Texas is a participating area.	Rapid attachment to work, short-term training, work experience, retention/advancement help and coordination with courts and the Office of the Texas Attorney General.

Notes:

Expenditures and obligations for individuals participating in vocational training are tracked using Individual Training Accounts (ITAs). ITAs are used for board-approved target occupations training in training institutions that are on the statewide Eligible Training Provider List.

Funding support is not an entitlement; it depends on eligibility, suitability, program rules, local policy, available funds and the likelihood that training will lead to employment.

Supportive services

When authorized and necessary for participation, programs may assist with funding to address barriers such as transportation, child care, tools, uniforms, testing, books, supplies, licensing fees and other defined needs. Every payment requires documented need, eligibility, allowability, reasonableness, policy compliance and proper authorization.

4. Child Care and Early Learning

Child Care Services is an employer- and family-support program and an economic-development strategy.

Subsidized child care helps eligible parents work, search for work, attend school or participate in training. Boards also contract with and support child care providers, manage attendance/payment processes, and promote quality through Texas Rising Star, the state’s quality rating and improvement system for participating providers. The program has four customers or stakeholders, each with a separate set of required WorkForce services and responsibilities.

Customer	Key Services and Responsibilities
Families	Eligibility and priority-group screening; waitlist and enrollment management; parent choice of eligible child care providers; copay and attendance information; eligibility redetermination; changes and appeals; referral to other supports.
Child care providers	Contracting/enrollment, payment and attendance support, technical assistance, quality improvement, Texas Rising Star participation, monitoring and communication.
Employers / community	Promote child care as WorkForce infrastructure affecting recruitment, absenteeism, and retention; connect employees with assistance and community solutions.
Board Oversight and Center operations	Forecast demand and expenditures, manage allocations and service levels, protect health/safety and program integrity, monitor vendor performance, and meet Texas Workforce Commission requirements and measures.

Note: Child care is a large, operationally complex program with high transaction volume, provider relationships, customer appeals, rapidly changing policy, and significant fiscal exposure. It should be managed as a core WorkForce strategy—not a side program. This program is our largest single funding stream.

Required WorkForce System Partners

By law, the WorkForce system requires partnerships with the following programs. WIOA core partners—Adult, Dislocated Worker and Youth; Adult Education and Literacy; Wagner-Peyser Employment Service; and Vocational Rehabilitation—plus other required and optional partners. Integration may occur through co-location, scheduled presence, electronic access, cross-training, common referral protocols, shared planning and resource-sharing agreements. In Texas, most of these programs are directly funded from the Texas Workforce Commission to local Workforce Boards.

5. Specialized Priority Populations and Partner-delivered Services

Section 3 discussed eligibility-based programs. The following are targeted population groups who have priority for all programs and services including those listed in Section 3. The list identifies the services that are generally aligned with the populations' service expectations.

Population	Service model
Veterans and eligible spouses	Center staff screen for veteran status; veterans with significant barriers receive specialized Disabled Veterans' Outreach Program services through the Texas Veterans Commission (TVC), while Local Veterans' Employment Representatives emphasize employer outreach. Other veterans receive tailored WorkForce Center services, particularly here in Central Texas given the substantial number of veterans who chose to live near Fort Hood and the related veterans' services options.
Transitioning Soldiers and military families	Skills translation, civilian résumé and interview preparation, credential/training pathway guidance, employer connections, spouse services, veteran hiring events and referrals to military/veteran resources. Central Texas WorkForce works closely with Fort Hood's TAP program to promote the best potential employment outcomes for this priority population.
Individuals with disabilities	The Texas Workforce Commission's Vocational Rehabilitation (VR) program provides specialized counseling, training, assistive technology and employment support for individuals with disabilities who are attempting to enter or remain in the workforce. WorkForce Centers ensure accessibility and direct referrals; special programs jointly supported by WorkForce and VR include Summer Earn and Learn, a paid work experience for students with disabilities, and Student HireAbility Navigators, who improve access to employment and training assistance for students with disabilities.
Adult learners / English learners	Adult Education and Literacy (AEL) partners provide basic education, high-school equivalency, English language and integrated education/training. In Central Texas, WorkForce works with Temple College and Central Texas College providing referrals for testing and education/literacy assistance.

Justice-involved individuals	Justice-involved individuals receive job readiness, assessment for barrier resolution, occupational training when eligible, and community and second-chance employer engagement and referrals.
Migrant and seasonal farmworkers	Migrant and seasonal farm workers receive equitable access to Employment Service resources, outreach and protections based on Wagner-Peyser requirements and guidelines.
Older workers and other partners	Programs such as the Senior Community Service Employment Program may be available through partner organizations and referrals, depending on local coverage. In Central Texas, individuals requiring older worker assistance, are referred to local providers when available.

6. Employer and regional economic-development services

The WorkForce system is demand-driven. Business Services staff work directly with employers as customers and partners, then translate their workforce demand and skills requirements into recruiting, training, workforce pipeline and regional strategies. Business Services staff help employers with recruitment, posting job orders, employee identification and screening, referrals, hiring events, job fairs and specialized hiring and career campaigns. Services and information available to help employers include:

- WorkForce intelligence (labor market information): wage data, occupational projections, skill requirements, labor-shed and talent availability information.
- Training solutions: short-term skills-based training that leads to certifications or licensure, customized training, vocational training, incumbent-worker upskilling, and connections to grants like Skills Development Fund/Skills for Small Business.
- Work-based learning: internships, paid work experience, teacher externships and career exposure.
- Registered apprenticeship: employer support when developing or applying to be a certified apprenticeship site, related instruction partnerships, funding alignment and apprentice recruitment.
- Layoff response: early warning, layoff aversion, Rapid Response, transition services and connection of dislocated workers to employers who are hiring.
- Sector partnerships: employer/industry convening to support partnerships with education, economic development, chambers, military installations and community partners around shared talent pipelines.
- Incentives and compliance information: Work Opportunity Tax Credit and federal bonding referrals, plus nondiscriminatory recruitment practices.

Regional training investment

WorkForce Boards use labor-market information and employer input to designate targeted, in-demand occupations that pay higher wages with lesser amounts of training or college. Targeted occupations focus limited training dollars on careers that are in demand locally, pay suitable wages, have career progression, and link to available quality training. Central Texas has established demand in health care, advanced manufacturing, construction and education, with emerging opportunity in information technology, renewable energy, logistics and distribution.

7. COO's Priorities

Deliverables	What Good Execution Looks Like
Mission integration	Seamless customer flow across programs and partners to address individual employment needs; rapid escalation; minimal duplication; quality referrals; clearly defined roles and responsibilities.
People and culture	Capable managers, cross-trained staff, performance expectations, professional development, succession depth, safety, and respectful workplace and service structure.
Program integrity	Accurate eligibility, timely case notes, defensible service decisions, privacy safeguards, data validation, corrective action and audit readiness.
Performance	Daily/weekly visibility into leading indicators; disciplined review of employment, earnings, credentials, participation, employer, child care and customer metrics.
Fiscal and contracts	Allowable and timely spending; adherence to policy; system controls that ensure purchases are reasonable, allowable, allocable, and justified; inventory and property controls; fiscal controls - no surprises.
Customer experience	Accessible, dignified, responsive service across in-person, phone, virtual and rural channels; effective complaint resolution.
Employer relevance	Business input drives priorities; rapid response to layoffs; sector-based talent pipelines; measurable employer value.

Partner climate	Shared goals, clear MOUs and referral standards, productive co-location, regular operational touchpoints, and friction resolution strategies.
Continuity and risk	Facilities, cybersecurity/privacy, emergency operations, incident reporting, succession, communications and continuity plans are exercised.

Note: The challenge is not leadership scale; it is mastering a rule-intensive service system in which authority, requirements, funding and personnel are distinctively different with requirements for functional management in an integrated environment. The successful COO must need to have:

- the ability to delegate while still staying abreast of systemic and day-to-day customer and staff demands,
- a focus on program detail,
- a disciplined reliance on subject-matter experts, and
- a system that ensures compliance and customer outcomes reinforce one another in a way that leads to positive outcomes.

9. Program quick-reference glossary

Term	Plain-language meaning
AEL	Adult Education and Literacy—basic skills, English language, high-school equivalency and integrated training delivered with education partners.
Choices	Texas employment and training program for Temporary Assistance for Needy Families (TANF) applicants/recipients subject to participation requirements.
ETPL / ITA	Eligible Training Provider List / Individual Training Account—the approved-provider mechanism commonly used for WIOA occupational training.
OJT	On-the-Job Training—reimbursement to an employer for a defined share of training-related wage costs for an eligible participant.

RESEA	Reemployment Services and Eligibility Assessment—structured reemployment engagement for selected unemployment claimants.
SNAP E&T	Employment and training services for eligible Supplemental Nutrition Assistance Program (SNAP) recipients.
TVC	Texas Veterans Commission—partner providing specialized veteran employment services, including staff working as Veteran Career Advisors (VCAs), Rural Career Advisors, and Local Veterans Employment Liaisons (VELs) functions.
VR	Vocational Rehabilitation—Texas Workforce Commission services helping eligible people with disabilities prepare for, obtain, retain or advance in employment.
Wagner-Peyser / ES	The public Employment Service and labor exchange program serving job seekers and employers, including WorkInTexas.com.
WIOA	WorkForce Innovation and Opportunity Act—the principal federal funding and framework for the integrated WorkForce system serving Adults, Dislocated Workers, and Youth.
WorkInTexas.com	Texas’s statewide online labor exchange and a key platform for job seeker, employer and WorkForce-service activity.