

Texas Department of Criminal Justice
FY 2009 – 2013 Agency Strategic Plan

Workforce Plan FY 2009 - 2013

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TEXAS DEPARTMENT OF CRIMINAL JUSTICE

WORKFORCE PLAN

FISCAL YEAR 2009-2013

I. Agency Overview

The Texas Department of Criminal Justice (TDCJ or Agency) primarily supervises adult offenders (persons 17 or older) assigned to state supervision. Such supervision is provided through the operation of state prisons, state jails, and the state parole system. TDCJ also provides funding and certain oversight of community supervision programs (previously known as adult probation).

- The first Texas prison was constructed in 1849 and opened with three (3) incarcerated offenders. As of February 29, 2008, TDCJ was responsible for supervising 155,651 incarcerated offenders housed in 112 facilities located throughout the state. These facilities include 96 that are operated by TDCJ and 16 that are privately operated. The 96 facilities operated by TDCJ include 51 prison facilities, four (4) pre-release facilities, three (3) psychiatric facilities, one (1) Mentally Retarded Offender Program (MROP) facility, two (2) medical facilities, 15 transfer facilities, 15 state jail facilities, and five (5) Substance Abuse Felony Punishment Facilities (SAFPF). In addition to these 112 facilities, TDCJ leases beds from 4 county facilities when necessary.
- TDCJ maintains 74 field and institutional parole offices statewide. As of August 31, 2007, TDCJ was responsible for supervising nearly 78,000 offenders released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 29, 2008, the Agency's workforce consisted of 37,838 employees.

A. Agency Mission

To provide public safety, promote positive change in offender behavior, reintegrate offenders into society, and assist victims of crime.

The Agency's mission is carried out through:

- effectively managing correctional facilities based on constitutional and statutory standards;
- supervising offenders in a safe and appropriate confinement;
- providing a structured environment in which offenders receive specific programming designed to meet their needs and risks;
- supplying the Agency's facilities with necessary resources required to carry on day-to-day activities (e.g., food service and laundry);
- developing a supervision plan for each offender released from prison;
- monitoring the activities of released offenders and their compliance with the conditions of release and laws of society;
- providing diversions through probation and community-based programs; and
- providing a central mechanism for victims and the public to participate in the Criminal Justice System.

I. Agency Overview (Continued)

B. Agency Goals, Objectives, and Strategies

Goal A *To provide diversions to traditional prison incarceration by the use of community supervision and other community-based programs.*

Objective A.1. To provide funding for Community Supervision and Diversionary Programs.

Strategy A.1.1. Basic Supervision

Strategy A.1.2. Diversion Programs

Strategy A.1.3. Community Corrections

Strategy A.1.4. Treatment Alternatives to Incarceration

Goal B *To provide a comprehensive continuity of care system for special needs offenders through statewide collaboration and coordination.*

Objective B.1. To direct special needs offenders into Treatment Alternatives.

Strategy B.1.1. Special Needs Projects

Goal C *To provide for confinement, supervision, rehabilitation, and reintegration of adult felons.*

Objective C.1. To confine and supervise convicted felons

Strategy C.1.1. Correctional Security Operations

Substrategy: Correctional Security Overtime

Strategy C.1.2. Correctional Support Operations

Strategy C.1.3. Offender Services

Strategy C.1.4. Institutional Goods

Strategy C.1.5. Institutional Services

Strategy C.1.6. Institutional Operations and Maintenance

Strategy C.1.7. Psychiatric Care

Strategy C.1.8. Managed Health Care

Strategy C.1.9. Health Services

Strategy C.1.10. Contracted Temporary Capacity

Strategy C.1.11. Contract Prisons/Private State Jails

Strategy C.1.12. Residential Pre-Parole Facilities

Objective C.2. To provide services for the rehabilitation of convicted felons.

Strategy C.2.1. Texas Correctional Industries

Strategy C.2.2. Academic/Vocational Training

Strategy C.2.3. Project RIO

Strategy C.2.4. Treatment Services

Strategy C.2.5. Substance Abuse Treatment

Substrategy: Substance Abuse Felony Punishment Facilities

Substrategy: Substance Abuse In-Prison Therapeutic Communities

Substrategy: DWI Treatment

Substrategy: State Jail Substance Abuse Treatment

I. Agency Overview (Continued)

B. Agency Goals, Objectives, and Strategies (continued)

Goal D *To ensure and maintain adequate housing and support facilities for convicted felons during confinement.*

Objective D.1. To ensure and maintain adequate facilities.

Strategy D.1.1. Facilities Construction

Strategy D.1.2. Lease-Purchase of Facilities

Goal E *To provide supervision and administer the range of options and sanctions available for felons' reintegration into society following release from confinement.*

Objective E.1. To evaluate eligible inmates for parole or clemency.

Strategy E.1.1. Parole Release Processing

Objective E.2. To perform basic supervision and sanction services.

Strategy E.2.1. Parole Supervision

Strategy E.2.2. Halfway House Facilities

Strategy E.2.3. Intermediate Sanction Facilities

Goal F *Indirect Administration*

Objective F.1. Indirect Administration

Strategy F.1.1. Central Administration

Strategy F.1.2. Correctional Training

Strategy F.1.3. Inspector General

Strategy F.1.4. Victim Services

Strategy F.1.5. Information Resources

Strategy F.1.6. Other Support Services

I. Agency Overview (Continued)

C. Agency Structure

The mission of TDCJ is carried out under the oversight of the Texas Board of Criminal Justice (TBCJ), which is composed of nine (9) non-salaried members who are appointed by the Governor for staggered six-year terms. The TDCJ Executive Director reports directly to the TBCJ. Other functions that report directly to the TBCJ are Internal Audit, Office of the Inspector General, and State Counsel for Offenders.

Functions Reporting Directly to the TBCJ	
Office	Function
Internal Audit	Examines and evaluates the adequacy and effectiveness of the Agency's system of internal controls and the quality of Agency performance in carrying out assigned responsibilities.
Office of the Inspector General (OIG)	Provides oversight to the Investigations Department, Administrative Support and Programs Department, and the Task Force Operations Group.
State Counsel for Offenders (SCFO)	Provides TDCJ indigent offenders with legal counsel that is independent of TDCJ and that does not relate to civil rights issues, TDCJ policy or procedure issues, fee-generating cases, and various other legal areas depending upon the circumstances. The five legal sections within SCFO include Trial, Immigration, General Legal, Civil Commitment, and Appellate.

Functions Reporting to the Executive Director/Deputy Executive Director	
Administrative Review & Risk Management Division	This division includes the following program areas: Access to Courts, Offender Grievance Program, Office of TDCJ Ombudsman, Review & Standards (Administrative Monitor for Use of Force, Operational Review, and American Correctional Association), and Risk Management.
Business & Finance Division	Departments within the Business and Finance Division report directly to the Chief Financial Officer. The Business and Finance Division supports the Agency through sound fiscal management, provision of financial services and statistical information, purchasing and leasing services, agribusiness, land and mineral operations, maintaining a fiduciary responsibility over offender education and recreation funds, and ensuring fiscal responsibility through compliance with laws and court-mandated requirements. In addition, the Chief Financial Officer has coordination authority over the Facilities Division, Information Technology Division and Manufacturing & Logistics Division. Detailed information regarding these three divisions is provided separately within this table of functions.
Community Justice Assistance Division (CJAD)	CJAD administers community supervision (adult probation) in Texas. TDCJ-CJAD does not work directly with offenders; rather, it works with the Community Supervision and Corrections Departments (CSCDs) which supervise the offenders. TDCJ-CJAD is responsible for the distribution of formula and grant funds, the development of standards (including best-practice treatment standards), approval of Community Justice Plans, conducting program and fiscal audits, and providing training and certification of community supervision officers.

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director/Deputy Executive Director (Continued)

<p>Correctional Institutions Division (CID)</p>	<p>The CID is responsible for the safe and appropriate confinement of adult felony and state jail offenders who are sentenced to incarceration in a secure correctional facility. The Division is also responsible for support operations (Classification and Records; Laundry, Food and Supply; Mail System Coordinators Panel; Disciplinary Coordination; Counsel Substitute; Correctional Training and Staff Development, and Offender Transportation).</p>	
<p>Executive Administrative Services</p>	<p>Executive Administrative Services includes the following functions.</p>	
	<p>Office of the Chief of Staff</p>	<p>This office has oversight of the Emergency Action Center, Executive Services, Governmental Affairs, and Media Services, and is responsible for providing administrative support to the Executive Director and Deputy Executive Director.</p>
	<p>Public Information Office</p>	<p>This office works with news media throughout the world and assists reporters in covering prison events and understanding TDCJ objectives.</p>
<p>Office of Incident Management</p>	<p>This office is responsible for coordination of TDCJ emergency preparedness activities for all Agency divisions and departments to ensure a comprehensive and consistent approach to managing critical incidents. In addition, this office works with the Governor's Division of Emergency Management to fulfill TDCJ's support responsibilities during State emergencies.</p>	
<p>Facilities Division</p>	<p>The Facilities Division is responsible for all aspects of facility management for the TDCJ. Functions include planning, design, construction, and maintenance. The Division also provides construction management of various projects for the Texas Youth Commission.</p>	
<p>Health Services Division</p>	<p>The Health Services Division provides no direct patient care service; however, it has been designated as the principal contract monitor of the Correctional Managed Health Care Program and does retain several responsibilities under this program. These responsibilities include: ensuring that offender patients are appropriately classified, assigned to facilities, and transported consistent with their medical needs; investigating and responding to each second-level offender grievance related to health care issues and to all correspondence regarding patient care issues; conducting operational reviews to evaluate the health care delivery systems in place at each facility; and monitoring and reporting on preventive medicine issues statewide.</p>	
<p>Human Resources (HR) Division</p>	<p>The HR Division develops and implements activities and programs relating to recruitment, staffing, employee classification, compensation and benefits, as well as employee relations, the employee assistance program, and related staff development.</p>	
<p>Information Technology Division</p>	<p>The Information Technology Division provides automated information services and support to all divisions within TDCJ, as well as, the Board of Pardons and Paroles, Correctional Managed Health Care and other external entities as needed.</p>	
<p>Manufacturing & Logistics Division (M&L)</p>	<p>M&L includes Transportation & Supply, which operates 18 freight, fleet, and warehousing facilities, and Texas Correctional Industries (TCI), which operates 37 industrial facilities located on various units and 2 warehouses located in Huntsville and Austin.</p>	

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director/Deputy Executive Director (Continued)

Office of the General Counsel (OGC) Division	<p>The OGC provides litigation support to the Office of Attorney General on TDCJ lawsuits, handles claims against TDCJ prior to litigation, and provides legal advice to Agency management on issues including corrections and supervision law, employment, open records, open meetings, and transactional matters.</p>
Parole Division	<p>The Parole Division is responsible for the supervision of offenders released from prison to serve the remainder of their sentences in Texas communities on parole or mandatory supervision. The Division also performs pre-release functions and contracts with private vendors for residential and therapeutic services that include halfway houses and residential facilities.</p>
Private Facility Contract Monitoring/Oversight Division	<p>The Private Facility Contract Monitoring/Oversight Division is responsible for oversight and monitoring of contracts for privately operated secure facilities as well as community based facilities, which includes substance abuse treatment services.</p>
Rehabilitation and Reentry Programs Division	<p>The Rehabilitation and Reentry Programs Division integrates strategic evidence-based programs across divisional lines which include: Community Justice Assistance Division, Parole Division, Windham School District and Correctional Institutions Division. The programs are designed to meet the offender's individual needs, improve offender institutional adjustment and facilitate offender transition from prison into the community. The collaborative efforts of TDCJ Divisions, releasing authorities, community human service agencies and secular support faith-based organizations result in an increase in public safety and a reduction in recidivism and victimization. Departments within this division include: Chaplaincy, Sex Offender Treatment Program (to include: Civil Commitment, Risk Assessment and representation on the Advisory Committee for Council of Sex Offender Treatment), Substance Abuse Treatment Program, Volunteer Coordination Committee, and the Youthful Offender Program.</p>
Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI)	<p>TCOOMMI is responsible for addressing the establishment of a comprehensive continuity of care system that emphasizes its primary goals of public safety and treatment intervention for juveniles and adults with mental illness, mental retardation, developmental disabilities, serious or chronic medical conditions, physical disabilities or who are elderly.</p>
Victim Services Division	<p>The Victim Services Division provides a central mechanism for victims to participate in the criminal justice process. Its many services include a toll-free hotline, parole review notification, assistance with protest letters and special condition requests, victim/offender mediations, training and education, victim impact panels, execution viewing, annual conference, an advisory council and prison tours.</p>

D. Anticipated Changes in Mission, Strategies and Goals

The TDCJ anticipates no significant changes in its strategies to meet the goals set out in the Agency's strategic plan.

II. Current Workforce Profile

A. Critical Workforce Skills

TDCJ utilizes 237 different job classes within the State Classification Plan. Additionally, a contract workforce is utilized to provide architectural and engineering services, computer programming and other services where specifically required skills are not readily available to TDCJ.

The skills and qualifications that the Agency views as critical for several of these positions include:

- Analytical/Decision Making
- Coordination with other Agencies
- Effective Communication of Ideas/Instructions
- Interpretation/Application of Rules/Regulations
- Interviewing Skills
- Inventory Maintenance
- Leadership/Team-Building /Management
- Planning
- Problem-Solving Techniques
- Program Development, Monitoring and Evaluation
- Public Address
- Report Writing
- Supervising/Training Offenders
- Supervising/Training Employees
- Marketing Skills
- Auditing Skills

Employees may obtain critical skills through other employment-related experiences or education. However, the application of these skills in a correctional environment when job duties include extensive interactions with offenders is a unique experience. Therefore, a basic requirement for Agency employees whose performance of job duties includes extensive interaction with offenders is participation in the TDCJ pre-service and annual in-service training programs to ensure that these employees receive the information and skills necessary to perform their duties safely and effectively.

B. Workforce Demographics and Turnover

For the purpose of workforce demographics relating to age, tenure, and attrition, the 237 job classes utilized by the Agency have been grouped into the 23 major job categories indicated in the table on the next page. The major job categories encompass all of the skills that are critical to the TDCJ workforce. The table indicates the following for each major job category: (1) number and percentage of employees within the job category; (2) average age; (3) average TDCJ tenure; and (4) FY 2007 attrition rate.

II. Current Workforce Profile (Continued)

B. Workforce Demographics and Turnover (Continued)

The following information, other than the FY 2007 Attrition Rate, is as of February 29, 2008.

Major Job Category ⁽¹⁾	# Employees	% Total Employees	Average Age	Average TDCJ Tenure	FY 2007 Attrition Rate
COs	23,045	60.90%	40	8 years	24.2%
CO Supervisors (Sergeant – Captain)	2,876	7.60%	41	13 years	10.1%
Food Service/Laundry Managers	1,532	4.05%	47	11 years	12.6%
Facilities Maintenance	837	2.21%	50	10 years	14.9%
Unit Administrators (Major – Warden II)	303	0.80%	45	21 years	10.7%
Industrial Specialists	389	1.03%	48	14 years	11.0%
Case Managers	171	0.45%	44	14 years	13.2%
Correctional Transportation Officers	108	0.29%	50	11 years	21.1%
Agriculture Specialists	108	0.29%	45	14 years	15.7%
Counsel Substitutes	98	0.26%	43	12 years	6.8%
Substance Abuse Counselors	99	0.26%	51	5 years	16.3%
Office of Inspector General Investigators and Supervisors	91	0.24%	47	12 years	12.1%
Safety Officers and Supervisors	83	0.22%	47	15 years	14.7%
Chaplaincy	91	0.24%	58	11 years	9.7%
Associate Psychologists	29	0.08%	48	10 years	10.1%
Parole Officers (includes Parole Case Managers I ⁽²⁾ and Parole Officers I – II)	1,446	3.82%	40	6 years	19.3%
Parole Officer Supervisors (Parole Officers III – V)	347	0.92%	46	14 years	8.2%
Program Management and Support	4,463	11.80%	45	9 years	14.6%
Business Operations	279	0.74%	47	11 years	9.2%
Human Resources	254	0.67%	45	12 years	9.5%
Information Technology	159	0.42%	46	11 years	20.3%
Legal	78	0.21%	45	7 years	19.6%
Other Staff	952	2.52%	47	12 years	11.6%
Total	37,838	100.00%	42	9 years	20.1%

⁽¹⁾ The major job categories are based on job classifications only and do not reflect the number of employees within specific divisions or departments.

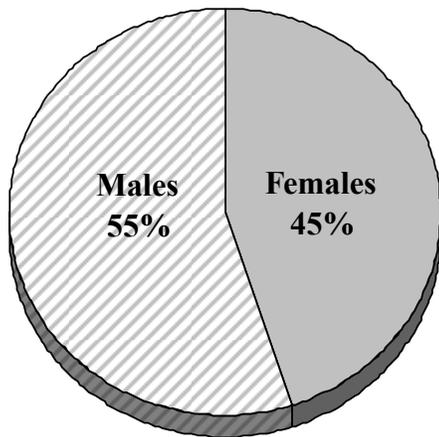
⁽²⁾ Case Manager I positions within the Parole Division were reclassified to Parole Officers in August 2007.

II. Current Workforce Profile (Continued)

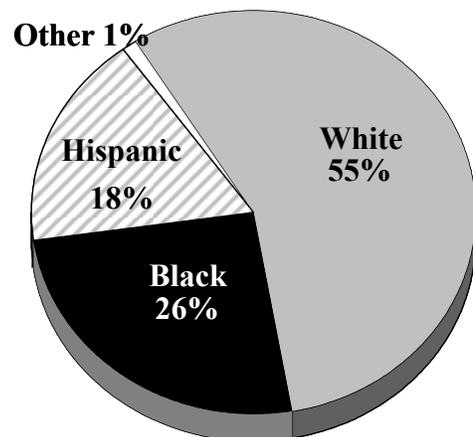
B. Workforce Demographics and Turnover (Continued)

TDCJ Total Workforce as of February 29, 2008

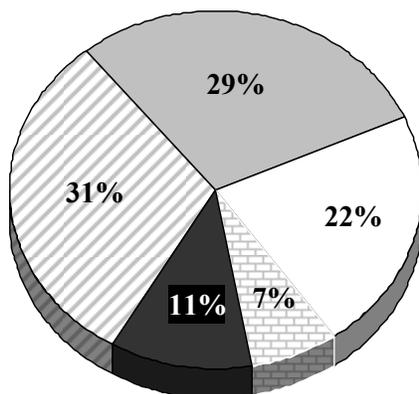
Gender



Ethnicity



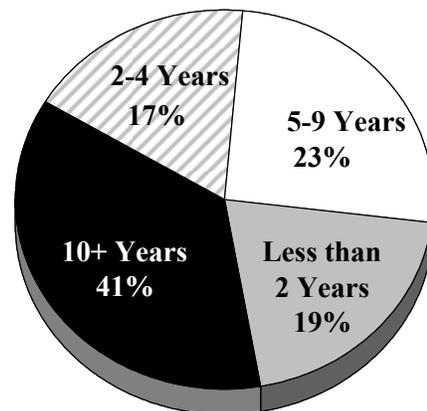
Age



Age Groups

18-25
26-39
40-49
50-59
60 Plus

TDCJ Tenure



C. Retirement Eligibility

The following are the retirement eligibility projections for TDCJ published by the Employees Retirement System of Texas (ERS).

FY 08	FY 09	FY 10	FY 11	Cumulative
5,175*	1,376	1,470	1,440	9,461

*Includes all employees who first became eligible for retirement prior to FY 2008.

II. Current Workforce Profile (Continued)

D. Projected Employee Turnover Rate

Turnover Due to Retirement

The Agency's projected turnover due to retirements is significantly lower than the number of employees who will become eligible for retirement.

- The majority of TDCJ employees do not actually retire until they are eligible to retire with full health insurance benefits and without a reduced annuity.
- The number of Agency employees who retired in FY 2004 was 751 (monthly average 63) and in FY 2005 was 987 (monthly average 82). The number of Agency employees who retired in FY 2006 was 626 (monthly average 52). The decrease in the number of retirements in FY 2006 is attributed to the expiration of the retirement incentive implemented via HB 3208, 78th Legislature.
- The number of Agency employees who retired in FY 2007 was 829 (monthly average 69) and in FY 2008 as of February 29, 2008, was 405 (monthly average 68). The monthly average number of retirees for FY 2008 is a slight decrease from the past fiscal years.

Total Projected Attrition

The Agency's annualized attrition rate for FY 2008 as of February 29, 2008 was 19.3%, and it is projected that the Agency's attrition rate for FY 2008 - FY 2009 will be slightly higher than the FY 2006 - FY 2007 attrition rate due to a lower unemployment rate and stronger job market.

III. Future Workforce Profile

A. Critical Functions

As previously stated, TDCJ utilizes 237 different job classifications within the State Classification Plan. Although there are several varied functions performed by these job classifications that are critical to achieving the Agency's mission, the following functions are the most crucial because: (1) these functions help the Agency ensure public safety; (2) these functions are vital to the success of the majority of other mission-critical functions; and (3) the Agency's overall success in achieving its mission is dependent upon its employees.

- Management of incarcerated and paroled offenders
- Efficient operation of correctional facilities
- Effective supervision of employees

B. Expected Workforce Changes

- Restructuring and reorganization based on continued evaluations and review of workforce
- Reassignment of job duties due to automation
- Modification of duties and responsibilities to adjust to restructuring and reorganization
- Increased cultural diversity based on projections relating to the state's population
- Increased use of new technology and electronic systems
- Increased dependency on use of volunteers for certain rehabilitative services

III. Future Workforce Profile (Continued)

C. Anticipated Increase/Decrease in Required Number of Employees

At this time, TDCJ does not anticipate a significant change in the required number of employees. Some factors that would impact the required number of Agency employees include the projected number of incarcerated and paroled offenders and the privatization of major Agency operations.

D. Future Workforce Skills Needed

In addition to the critical skills listed elsewhere in this plan, a greater emphasis may be placed on the following skills:

- Strategic planning to justify operations and budget allocations
- Basic and advanced computer skills due to an increasing number of manual processes being automated
- Basic and advanced writing skills in the areas of grant and report writing
- Other technical competencies as the Agency continues to seek new technology to increase personal safety of staff and offenders
- Skill to supervise an increasingly diverse workforce
- Effective time management skills
- Multi-lingual skills based on increasing diversity of offender population

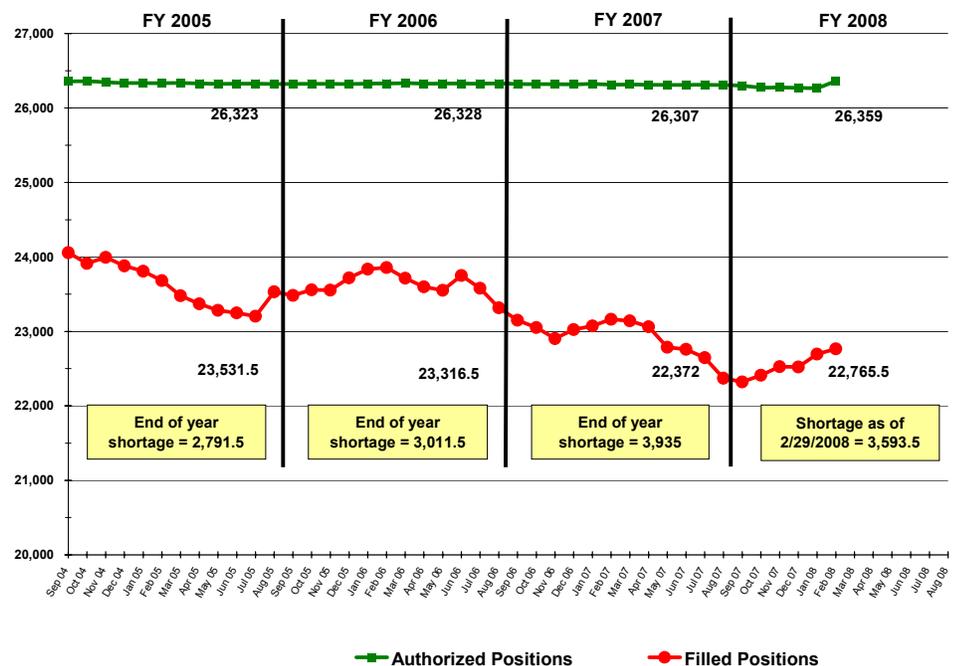
IV. Gap Analysis

The Agency's Gap Analysis will focus on those positions that perform the basic job duties required for the supervision of incarcerated and paroled offenders and the effective management of correctional facilities, which were previously identified as two crucial functions. These positions include COs, CO Supervisors, laundry managers and food service managers, unit administrators, and parole officers. As of February 29, 2008, these positions comprised 78.09% of the Agency's workforce.

A. Anticipated Surplus or Shortage in Staffing Levels

Correctional Officers

It is anticipated the CO shortage will remain the Agency's greatest workforce challenge. In FY 2007, this challenge intensified as a result of the state's significant job growth and low unemployment rates. The CO retention strategies implemented by the Agency in an effort to improve employee morale and retention reflect the Agency's commitment to meet this challenge. In addition to implementation of several retention strategies, the Agency's continued aggressive recruitment efforts resulted in the hiring of 6,753 COs in FY 2007. The number of COs hired in FY 2008 as of February 29, 2008, is 3,698.



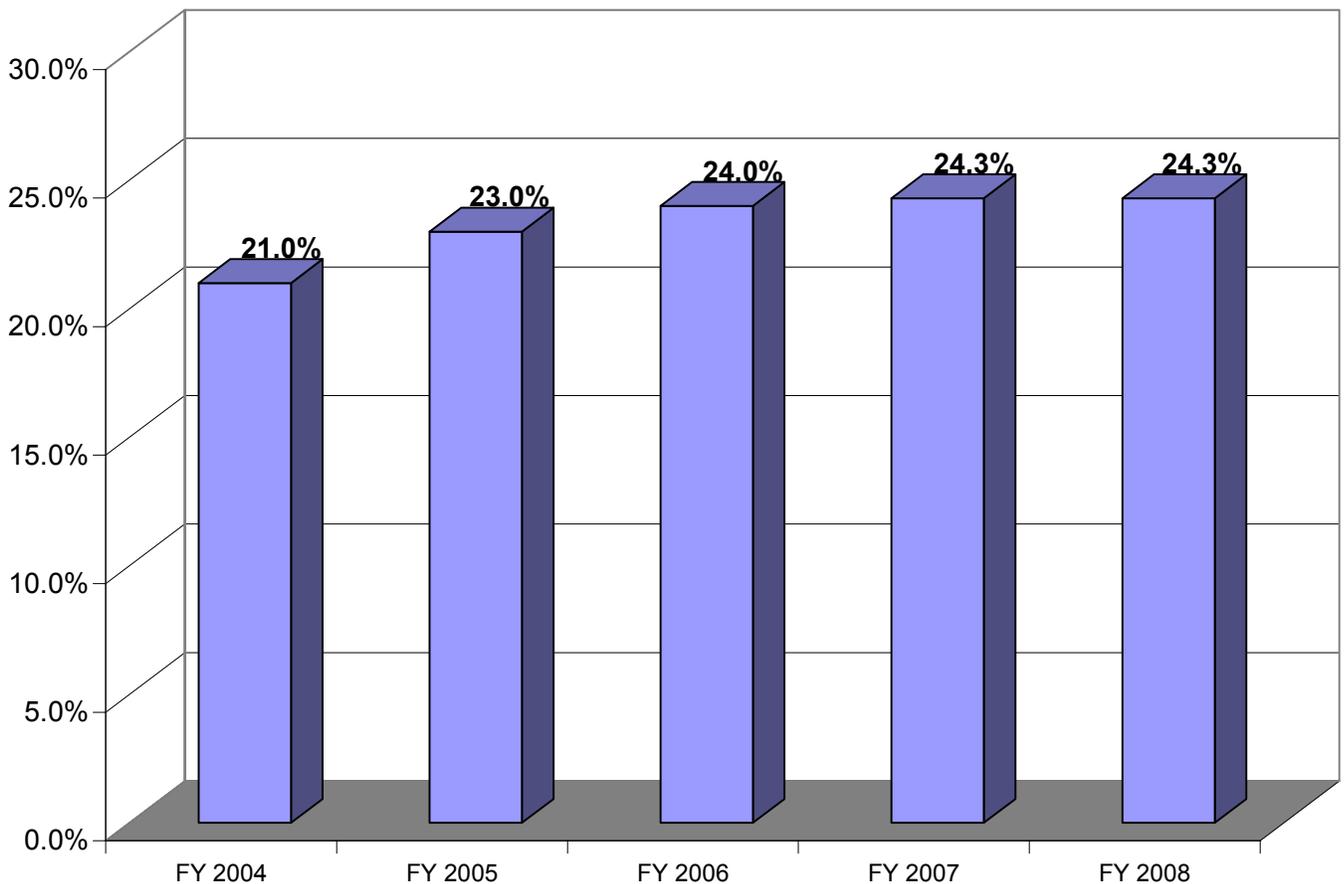
IV. Gap Analysis (Continued)

A. Anticipated Surplus or Shortage in Staffing Levels (Continued)

Correctional Officers (Continued)

- Achieving an 18% CO turnover rate was identified in the General Appropriations Act for the fiscal year 2006 - 2007 biennium as one of the outcome measures for the Agency's Goal C, Incarceration.
- Based on the current and projected CO attrition rates as of February 29, 2008, the Agency anticipates the FY 2008 CO attrition rate will be the same as FY 2007, which was 24.3%.

Correctional Officer Attrition FY 2004 – FY 2008



Correctional Officer Supervisors and Unit Administrators

This group of positions includes Sergeant of COs through Warden II. Almost all correctional officer supervisors and unit administrators promote from within the Agency. The applicant pool has historically been more than sufficient. This is partly due to each higher level of supervision/unit administration job class having significantly fewer positions than the job classes from which the applicants usually promote (e.g., from Sergeant of COs to Lieutenant of COs or from Captain of COs to Major of COs). In addition, the attrition rate for these positions generally decreases in proportion to the level of the position's salary group. The Agency does not anticipate any changes in these factors.

IV. Gap Analysis (Continued)

A. Anticipated Surplus or Shortage in Staffing Levels (Continued)

Food Service Managers and Laundry Managers

The FY 2007 SAO attrition rates for the Food Service Managers III and IV and the Laundry Managers III and IV positions were lower than the Agency's total FY 2007 attrition rate of 20.2%.

FY 2007 Attrition Rates	
Job Class	Rate
Food Service Manager III	13.15%
Food Service Manager IV	14.89%
Laundry Manager III	11.97%
Laundry Manager IV	9.52%

Based on the current attrition rates for these positions as of February 29, 2008, the Agency anticipates that the FY 2008 attrition rates will be somewhat lower than the FY 2007 attrition rates.

Parole Officers

Note: References to Parole Officers will only include those positions within the Parole Officer career ladder, which include Parole Officer I (title changed from Parole Case Manager I effective August 1, 2007), and Parole Officer II. Parole Officers III through V are supervisory positions.

The FY 2007 internal attrition rate for the Parole Officer series was 19.3%. This rate is higher than the FY 2005 attrition rate of 18.5%. Within the Parole Officer series, there was a sharp decrease in the attrition rate once employees reached the highest level of the series, Parole Officer II, with at least 36 months of service. The Parole Officer attrition rate is projected to be 16.6% for FY 2008 which is lower than the FY 2007 attrition rate.

2007 Parole Officer Positions	FY 2007 Attrition Rate
Case Manager I (Parole Division Only) ⁽¹⁾	41.43%
Parole Officer I	23.04%
Parole Officer II	14.55%
Parole Officer Series	19.33%

⁽¹⁾This rate includes only those positions within the Parole Division. Case Manager I positions within the Parole Division were reclassified to Parole Officer I's in August 2007, pursuant to SB 909, 80th Legislature.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills

Correctional Officers

The TDCJ Correctional Training and Staff Development Department (CTSD) receives input from unit administrators relating to training needs through a complete and comprehensive annual curriculum needs assessment. The needs assessment is conducted each year in preparation for the upcoming fiscal year. In addition, CTSD receives input from class participants throughout the year and incorporates this input into the needs assessment. All needs assessments are analyzed and data compiled to ensure the needs of security staff are addressed.

CTSD revised the FY 2008 Pre-Service curriculum to enhance areas defined through the needs assessment as requiring greater emphasis and in response to emerging security concerns.

- Training relating to prevention of inappropriate staff/offender relations is covered in a four hour session.
- A one hour class was added titled Human Resource Topics. This topic was added to provide additional knowledge of Personnel Directives: PD-03, "Employee ID Cards"; PD-17, "Drug Free Workplace"; PD-20, "Employee Assistance Program"; PD-27, "Employment Status Pending Resolutions of Criminal Charges or Protective Orders"; PD-30, "Employee Grievance Procedures"; PD-52, "Performance Evaluations"; PD-71, "Selection System Procedures" and PD-80, "Outside Employment" and to enhance the students' knowledge and understanding of the Homes for Heroes and Texas Legal Protection Plan programs.
- A section was added to our Ethics lesson plan on Professionalism. Professionalism is addressed through not only how it relates to everyday work, but also how it relates to ethics within the workplace.
- A new video "Responding to Suicides and Attempted Suicides" was added to ensure more knowledge of procedures and actions needed when dealing with suicidal offenders.
- The Risk Management – Emergency Procedures lesson plan was increased by one hour to better address safety concerns.
- A more extensively written lesson plan for First Aid and Infection Control was added. This lesson plan follows a video presentation. Also, a new video "Spill Kit" was added to the lesson plan.
- Additional information concerning the handling and recognition of religious items was added to Offender Property. This information was also added to the Contraband and Shakedown lesson plan.

Other on-going training initiatives that were implemented as a result of the needs assessment include the following:

- Phase II CO Pre-Service Training: This On-the-Job Training (OJT) Program consists of 104 hours of instruction designed to provide unit-specific training and build practical skills and experience. Through recent policy revisions, the OJT Program was modified to incorporate more hands-on training and additional competency tasks. New officers must now successfully demonstrate 17 practical application competency tasks, an increase from the original eight (8) tasks, and be certified to: (1) perform cell/housing security inspections, (2) properly apply and remove restraint devices, (3) perform offender pat search, (4) perform offender strip search, (5) perform administration segregation escort, (6) perform weapons inspections, issue and receipt, (7) properly identify those chemical agents used on the unit/facility of assignment, (8) open and close doors in offender housing area, (9) perform ingress/egress in offender housing area, (10) demonstrate distribution of offender mail, (11) demonstrate management of offender property, (12) perform cell block/dormitory count, (13) perform AD-10.20 inspection using AD-84 log, (14) properly complete an I-210 disciplinary form, (15) demonstrate management of offender dining hall, (16) demonstrate management of offender showers and (17) explain unit emergency response procedures.

- The Phase II One-on-One Shadowing Observation was revised to increase the new officer's involvement in guided practice from 16 to 48 hours. The newly assigned officer is paired with a veteran officer as a mentor to serve as a bridge between the classroom environment of the training academy and the reality of the institutional setting. The new officer works the mentor's job assignment, while the mentor provides guidance to the new officer during the performance of job duties. The mentor acts as a coach, advisor, tutor and counselor, and provides constructive feedback. This allows the new officer to gain first-hand knowledge from the experience of the seasoned officer, promoting both staff safety and retention.
- Phase III On-the-Job Mentoring Program: This six-month program allows a mentor to maintain open communication with the newly assigned CO as often as possible to assist the CO's growth and development and to assist with job-hindering situations that the newly assigned CO may encounter. When possible, the Phase III mentor is the same mentor assigned in Phase II training.
- Phase III, Shift Mentor Program: As each new officer is assigned to shift, the officer is assigned a mentor on that shift. The new officer works in direct contact with the shift mentor the first two (2) days of shift assignment as an orientation. The shift mentor maintains open communication with the newly assigned officer and provides guidance and assistance as needed. The relationship between the new officer and shift mentor extends for a minimum of six (6) months.

In-Service & Specialized Training

- Correctional Awareness staff will now attend the 40-hour In-Service with four (4) specialized mandatory workshops. This allows all unit staff to be trained comparably. It also utilizes additional training for situations unique to clerical workers.
- A Female Offender workshop was added with mandatory participation for employees housed at female units.
- Two field force workshops were added with mandatory attendance for field force employees who must attend the Ruger M-77 familiarization workshop and highriders must attend the Highrider Familiarization workshop. Other employees may attend the Highrider workshop if so desired.
- Added to the core curriculum was a lesson on policies and procedures updates. This included a review of any new policies and how to obtain updates.
- Conducting a Thorough Investigation lesson was added to ensure proper procedures are followed during any type of Safe Prisons investigation.
- Turn-Out Lesson Plans were added this year. There are 52 lesson plans on various security subjects that are sent to each unit to be taught at turn-out on each shift once a week.

Training is added or revised as a result of the information obtained from Correctional Officers, leadership and supervisors through annual needs assessments. This ensures all staff are receiving the necessary knowledge and skills to efficiently, effectively and safely perform their job functions. Needs assessments will continue to be a part of the CTSD standard operating procedures.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officer Supervisors and Unit Administrators

The Agency recognizes that supervisory and management training is a fundamental tool for the improvement of management-employee relations and supervisor effectiveness. Management-employee relations has consistently been identified in the State Auditor's Office Exit Survey as one of the top three areas that separating TDCJ employees (correctional and non-correctional) would like to change in the Agency. Supervisor effectiveness was identified in the Survey of Organizational Excellence as an area in which the Agency has opportunity for improvement.

The Agency has significantly enhanced the area of supervisory and management training in recent years, and the following training programs are now available. The majority of these programs are developed and provided directly by TDCJ; however, the Agency also participates in programs offered by the Correctional Management Institute of Texas (CMIT) and the National Institute of Corrections (NIC).

- **Sergeants, Food Service and Laundry Managers Academy:** Newly selected uniformed supervisors are required to complete the 96-hour course before assuming supervisory responsibilities. The course addresses the critical needs of the newly selected Sergeants, Food Service and Laundry Managers and provides them with the skills, knowledge and abilities to effectively lead Correctional Officers. Position-specific topics include Count Procedures, Use of Force Management, Emergency Action Center and Conducting Thorough Investigations.

The Sergeants, Food Service and Laundry Managers Academy includes the 20-hour TDCJ Principles of Supervision (POS) training program that addresses the application of general management skills and interpersonal communication skills relevant to the correctional environment. In March 2001, uniformed supervisors were required to attend this training within 180 days of hire or promotion. In July 2001, the participation requirement was changed to require uniformed supervisors to attend the training before being assigned a shift to supervise. The POS training is also a prerequisite for certain other supervisory training programs. In 2007, the "Keeping the Good Ones" lesson plan was included as a part of the POS training.

In addition to the POS training, the Sergeants, Food Service and Laundry Managers Academy includes the 20-hour TDCJ Human Resources Topics for Supervisors (HRTS) course on skills related to human resources policy implementation and employment law that all supervisors need to understand. All supervisors in TDCJ are required to complete the HRTS training within 180 days of promotion or hire.

- **Sergeants, Food Service and Laundry Managers Retreat:** The mission of the 50-hour retreat training program is to provide tenured Sergeants, Food Service and Laundry Managers with high quality, fast-paced interactive training that both informs and motivates. This six day course is provided once per month in Huntsville to 30 students (5 per region).
- **TDCJ Annual In-Service Training:** All uniformed and designated non-uniformed TDCJ personnel are required to attend a 40-hour annual In-Service Training Program. Several topic areas are covered, including interpersonal relations, communication skills, counseling techniques, and cultural diversity.
- **TDCJ Correctional Leadership Seminar:** This 16-hour seminar provides new supervisors with knowledge and leadership skills that when applied to the job will lead to improved human relations, communications, and job satisfaction for both the supervisor and subordinates.
- **TDCJ Success Through Active and Responsible Supervision (STARS):** The 36-hour STARS program allows supervisors to focus on improving their individual management skills.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officer Supervisors and Unit Administrators (Continued)

- Lieutenants Command School: The mission for this 40-hour program is to provide leadership and core crisis management skills. The foundation of this Lieutenants Command School is a hands-on training that uses scenarios, simulated emergencies and role plays. Lieutenants must possess the necessary knowledge and skills that can be immediately implemented during crisis situations; therefore, heavy emphasis is placed on practical application training. The Lieutenants Command School course is provided monthly on a rotating regional basis to 30 students. The training schedule is designed to affect 360 Lieutenants per year and cover the entire job class in approximately two (2) years. As of February 29, 2008, 796 Lieutenants have attended the course.
- Captains/Laundry Managers/Food Service Managers Supervisory Class: This course is in the development stage with a projected implementation of Spring 2008. The course is designed to further enhance supervisory training provided by the Lieutenant Command School. The target audience is staff currently in senior supervisory positions in their respective departments. The focus will be on advanced management techniques and incident management.
- Correctional Management Institute of Texas (CMIT) Mid-Management Leadership Program: Newly promoted Captains of Correctional Officers are nominated to participate in this program to ensure they are provided the necessary skills to bridge the transition from a first-level management position to a mid-management position. The curriculum for this 32-hour program which was developed with the assistance of several needs assessment surveys and the involvement of an outstanding focus group, addresses such topics as: developing a management style, conflict management, conflict resolution, problem solving, delegation, developing and empowering subordinates, effective communication skills and legal issues for mid-managers.
- CMIT Correctional Leadership Seminar: The CMIT offers the George J. Beto Leadership Seminars for criminal justice and juvenile justice professionals a minimum of four (4) times a year. Presenters speak on a variety of issues relating to leadership, such as "*Why Managers Fail to Make an Impact: an Analysis of Leadership Problems in Criminal Justice Agencies.*"
- TDCJ Annual Majors Training/Annual Assistant Wardens Training: Utilizing Agency staff, this annually required 40-hour course trains Majors and Assistant Wardens on a variety of topics related to Human Resources, Correctional Training, leadership, motivation, safety, security, emergency management, budget, media, new initiatives, and other such topics.
- CMIT Warden's Peer Training: This four-day program, which brings together wardens from throughout the United States, consists of presentations by participants on relevant issues in institutional corrections and is offered two (2) to four (4) times each year.
- TDCJ Managing Diversity Training Series: This four-part management training program demonstrates the Agency's commitment to diversity within the workplace. The training provides an opportunity for managers to explore beliefs about diversity, current biases and differing work views and/or perspectives. Participating managers discuss how employees' attitudes and beliefs, as well as their own, drive a manager's understanding or lack of understanding to their employees' actions; therefore, gaining an improved ability to facilitate communications effectively.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officer Supervisors and Unit Administrators (Continued)

- **NIC Training:** The NIC is an agency under the U.S. Department of Justice that provides assistance to federal, state and local corrections agencies working with adult offenders. The NIC Academy Division coordinates training programs on various topics such as correctional leadership, prison management and offender management. The training seminars are led by nationally-known experts in corrections management and other fields (e.g., the medical field, mental health field). Participants learn how to apply the latest techniques to accomplish objectives and also have the opportunity to develop beneficial networks with other professionals.
- **Employee Retention “Keeping the Good Ones”:** This four-hour course is recommended for all supervisors (Wardens, Majors, Captains, Lieutenants, Sergeants, and Parole) and is designed to encourage discussion and reflection about why employees leave and how the Agency can keep the good ones. Information is given to the participants that will help them begin to connect with their employees in a positive way that encourages the good employee to stay and continue to perform well.
- **Field Force Course:** This newly developed program provides basic skills required for Correctional Officers designated to manage offenders assigned to work field duties. This 24-hour training program includes topics such as Policy review, basic horsemanship, field force security and other topics needed to effectively manage field force offenders.
- **16-Hour Female Offender Course:** This newly developed course is required for employees newly assigned to facilities that house female offenders. This course is included as part of their on-the-job training. Topics taught within this program deal with gender-specific issues.

Many of these programs have been recently implemented, and the capacities of training sessions are limited to ensure an effective delivery. Therefore, every CO supervisor and unit administrator has not had the opportunity to participate in these programs. The Agency will take steps, including tracking the completion of training programs through the Agency’s automated training database, to ensure the greatest possible participation in these programs.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Food Service Managers and Laundry Managers

These positions require exceptional supervisory skills that are beyond those required in the public forum for supervising paid employees, due to the unique requirements relating to supervision of offenders. In addition, these positions require computer skills for the use of automated processes. The following training strategies ensure development of the required supervisory and computer skills and prevention of a skills gap.

- Training strategies incorporated into the Pre-Service Training Academy and in-service curriculum.
- Requirement for all Food Service Managers III and IV and Laundry Managers III and IV to attend the Agency's Principles of Supervision (POS) training, which addresses the application of general management skills, to include interpersonal communication skills relevant to the correctional environment and emphasizes professional conduct, basic respect for other people, and motivation techniques. This training is included in the Sergeant, Food Service and Laundry Managers Academy for all newly selected Food Service Manager III's and Laundry Manager III's.
- Implementation of a mentoring program that is part of the on-the-job training for a newly hired or newly promoted Food Service Manager or Laundry Manager, through which an experienced, uniformed employee acts as a coach, advisor, tutor and/or counselor to provide the newly hired or promoted employee with constructive feedback on his or her supervisory job performance.
- Implementation of a Laundry Manager IV's class and a Food Service Manager IV's class. This training addresses laundry and food service procedures and policies and gives training in areas that are commonly found to be deficient. This is technical training specific to the participant's job duties.
- Requirement for all Food Service Managers III and IV and Laundry Managers III and IV to attend the Agency's Human Resources Topics for Supervisors training. This training is included in the Sergeant, Food Service and Laundry Managers Academy for all newly promoted Food Service Manager III's and Laundry Manager III's.
- The development of curriculum relating to automated systems (Advanced Purchasing and Inventory Control System, Email, Infopac Report System and Inventory Management System), implementation of a training program that provides all newly hired/promoted senior managers hands-on training for these programs and publication of "mini-manuals" for each of these programs. Mini-manuals are used on the unit by the department manager (Food Service Manager IV or Laundry Manager IV) as a training aid for staff.
- Requirement for all newly promoted Food Service Managers III and Laundry Managers III to attend the Sergeant, Food Service and Laundry Managers Academy prior to being placed on a shift. This training gives basic supervisory skills required of a newly promoted Sergeant, Food Service Manager III and Laundry Manager III, including the required Human Resource Topics for Supervisor (HRTS) and Principles of Supervision (POS).
- Requirement for veteran or current Food Service Managers III and Laundry Managers III to attend the Sergeant, Food Service and Laundry Managers Retreat, which is a one-week training of basic supervisory skills needed in a corrections environment.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Parole Officers

The Parole Division is committed to ensuring the Agency's Parole Officers receive the training required to carry out their job functions and receive on-going training to reinforce essential skills.

The Agency's previous Workforce Plan identified proficient use of the Agency's Internet-based Offender Information Management System (OIMS) as a skill-related gap for Parole Officers. Implementation of the OIMS began in September 2004. The OIMS provides user access to real time information on offenders, an automated offender records system, and electronic transmission of file information. Proficient use of the OIMS is vital because the system allows Parole Officers' reports to be immediately accessible to other users of OIMS, including members of the Texas Board of Pardons and Paroles.

The Parole Division has significantly reduced this gap through the implementation of training programs for current and newly hired Parole Officers and through timely identification of updated training components as the OIMS continues to be improved and new procedures implemented. The Parole Division conducted OIMS training for current Parole Officers during August and September 2004. In addition, the TDCJ Parole Division's Parole Officer Entry Level Training Academy (POTA) for newly hired Parole Officers was expanded in 2004 to include 28 hours of OIMS-related training. The OIMS training was updated and incorporated into the Parole Officers' "Back to Basics" core training for current Parole Officers, which was conducted beginning in July 2005 and concluding in August 2005. A new OIMS curriculum was incorporated into the POTA in March 2007, which provided newly hired Parole Officers more "hands-on" experience. Additionally, all employees have access to OIMS support staff, the OIMS user manual available in the OIMS document library, and an electronic "tip of the week" designed to help users become aware of system changes as they are implemented. In October 2005, the Parole Division began an extensive review and update to all POTA curriculums. The updated curriculum was incorporated into the training sessions during March 2007. The Parole Division also developed Interstate Compact training for Parole and Probation Officers in 2007. The Interstate Compact training was conducted for all Parole Officers from June to October 2007.

Other training strategies implemented by the Parole Division in recent years include training relating to specialized caseloads (i.e., sex offenders, offenders who are mentally ill, etc.) so that Parole Officers will be trained prior to or immediately after being assigned to such cases. Currently, four (4) specialized schools are conducted, and all Parole Officers assigned to supervise a specialized caseload must attend the applicable specified school within 90 days of assuming the caseload.

Specialized School	Description
Super Intensive Supervision/Electronic Monitoring Program(SISP/EM)	Both the SISP/EM and SO schools are 40 hours in length and provide an overview of current policy and operating procedures. The SISP/EM school provides Parole Officers with information on the latest technology in radio frequency monitoring to include active and passive Global Positioning Satellite (GPS). Both schools include discussions on current sex offender registration law and sex offender treatment requirements. The SO school provides officers with modules on offender relapse cycles and practical supervision strategies developed by the federal Center for Sex Offender Management (CSOM). These modules provide Parole Officers with basic knowledge on interview techniques, the offense cycle, dealing with lapses and effective supervision strategies for sex offenders. The Parole Division has developed an Advance GPS course designed to measure proficiency and enhance the skills of individuals that previously attended the SISP/EM school. The initial course will be offered in March 2008.
Sex Offender (SO) Program	
Special Needs Offender Program (SNOP)	The SNOP school is 32 hours in length and provides an overview of current policy and operating procedures, as well as current treatment requirements. TCOOMMI also provides a 2-hour presentation for the SNOP school on offender medication monitoring, dual diagnosis, and placement procedures for offenders being released on Medically Recommended Intensive Supervision.
Therapeutic Community (TC) Program	The TC school is 32 hours in length and provides an overview of current policy and operating procedures. The school provides a basic overview of drugs and their current use in Texas, drug monitoring, treatment team meetings, as well as a cognitive overview and current revisions to contract monitoring and vendor referrals.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Parole Officers (Continued)

The Parole Division is also exploring the feasibility of utilizing online learning technology to enhance the POTA, Specialized Schools, Institutional Parole Officer Pre-service training and Parole Officer In-service training. Initial reviews suggest that the use of such technology will be cost effective and will decrease the amount of time that officers and/or trainers are required to travel from their designated headquarters.

Other training initiatives implemented by the Parole Division have also proven successful in enhancing division effectiveness.

- Beginning in May 2006, Parole Division trainers are participating in the National Institute of Corrections' web-based training relating to effective curriculum writing and delivery.
- The Parole Division conducts monthly director's videoconferences to enhance skills and knowledge relating to policies and procedures.
- District Reentry Center (DRC) Officers are trained in "Basic Foundation Skills for Trainers" by Human Resources to provide the necessary training. Once the training is completed, DRC Officers are afforded the opportunity to receive training regarding cognitive intervention skills.

The organization of the Parole Division allows trainers and internal reviewers to readily coordinate efforts to identify potential skill deficiencies. In addition, the internal Parole Office review process was recently redesigned to improve reviewers' ability to identify skill areas requiring additional training and whether current training methods are effective. This allows appropriate training modules to be promptly developed or revised to improve skills prior to formation of a significant gap.

V. Strategy Development

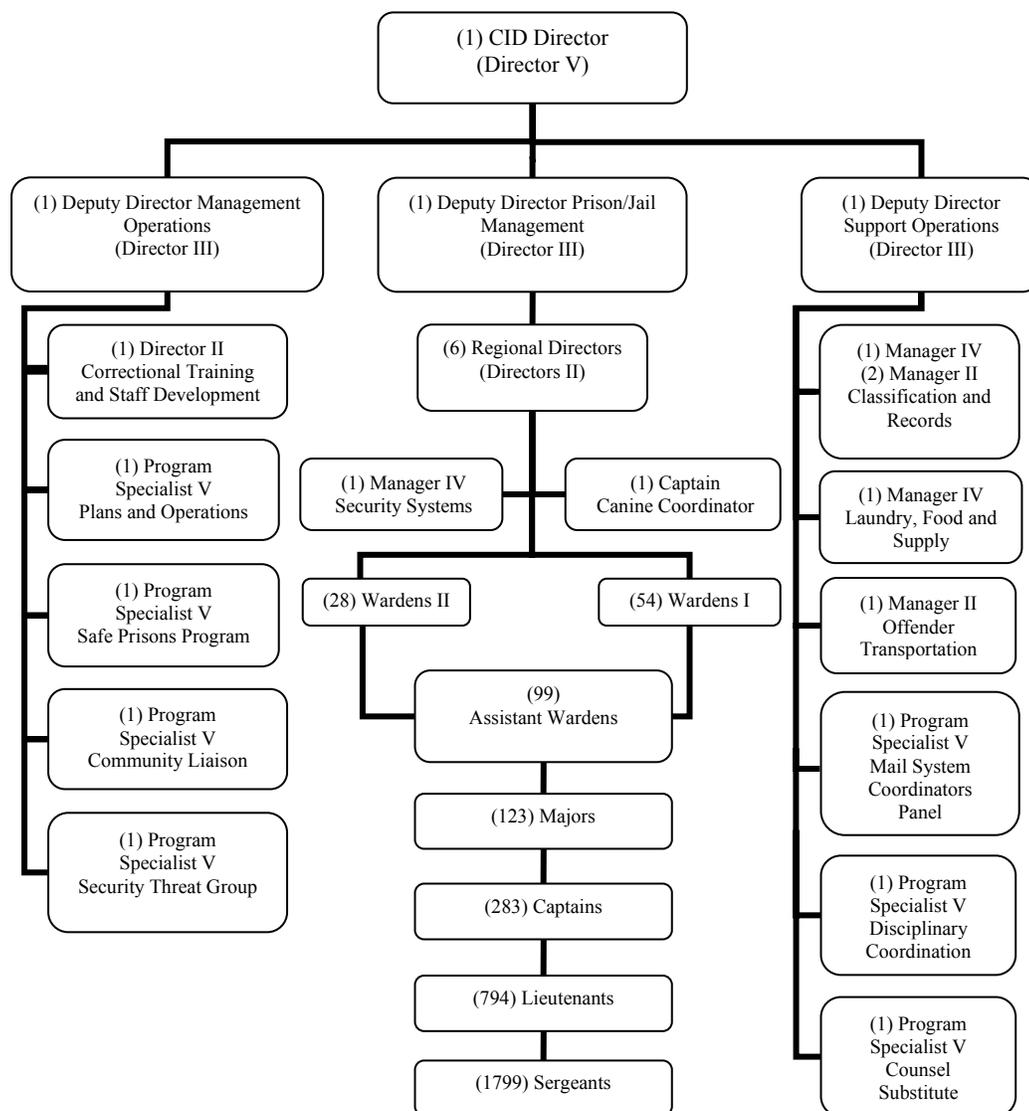
A. Succession Planning

TDCJ places a significant emphasis on succession planning within all of its divisions and departments and believes that Agency leaders have a core responsibility to develop and identify individuals within each area who can assume management and leadership positions. This has been reinforced through management and leadership training which include modules on succession planning and through dialogue between the Executive Director and all Division Directors, who are required annually to identify succession plans within each division when division briefings are made to the Executive Director.

The Succession Planning section of the TDCJ Workforce Plan for FY 2009 – FY 2013 will focus on the Correctional Institutions Division (CID) as the CID represents the Agency's largest operational division. Additional reasons for focusing on the CID include:

- As of February 29, 2008, the number of employees assigned to the CID was 30,795, which represents 81.4% of the Agency's workforce.
- The CID is responsible for management of the TDCJ correctional institutions, which is a crucial function of the Agency.
- It is anticipated that the CO shortage will remain the Agency's greatest workforce challenge, and achieving an 18% CO attrition rate is a legislatively mandated goal.

CID Management Positions, Unit Administrators, and CO Supervisors as of February 29, 2008.



V. Strategy Development (Continued)

A. Succession Planning (Continued)

Training Programs

The following training is provided to COs, CO supervisors, unit administrators, and CID management to assist in preparing them for increased responsibilities, leadership roles, and correctional institution management. The training programs are described in Section IV.B. of this plan.

Training Program	Positions Eligible to Participate							Regional Directors and Higher Levels of Authority
	COs	Sgts., FSM, LM	Lts.	Cpts.	Majors	Asst. Wardens	Wardens I and II	
TDCJ Self-Paced Correctional Professional Certification Program	X							
TDCJ Annual 40-hour In-Service Training	X	X	X	X				
TDCJ 96-Hour Sergeant, Food Service and Laundry Managers Academy (includes 20-Hour Principles of Supervision and 20-Hour HR Topics for Supervisors)		X						
TDCJ 50-Hour Sergeant, Food Service and Laundry Managers Retreat		X						
TDCJ 16-Hour Correctional Leadership Seminar		X	X	X				
TDCJ 36-Hour Success Through Active and Responsible Supervision		X	X	X	X	X	X	
CMIT Correctional Leadership Seminar		X	X	X	X			
TDCJ 40-Hour Lieutenants Command School			X					
CMIT 32-Hour Mid-Management Leadership Program				X				
TDCJ 40-Hour Annual Majors Training					X			
TDCJ 40-Hour Annual Assistant Wardens Training						X		
CMIT 20-Hour Warden's Peer Training							X	
TDCJ Managing Diversity Training Series							X	X
NIC Sponsored Training							X	X
Captains/Laundry Managers/Food Service Managers Supervisory Class		X		X				
Field Force Course	X							
16-Hour Female Offender Course	X	X	X	X				
Employee Retention "Keeping the Good Ones"		X	X	X	X	X	X	X

V. Strategy Development (Continued)

A. Succession Planning (Continued)

Encouragement for Continuation of Formal Education

As a demonstration of the Agency's support for the enhancement of our employees' education, the Agency implemented an employee award program, Administrative Leave for Outstanding Performance (ALOP) – Continuing Education, effective May 1, 2004. The program rewards and recognizes eligible employees who are working full-time while pursuing a college education and encourages such employees as they juggle their workload and class load. The amount of ALOP – Continuing Education that may be awarded is 8.0 hours within a 12-month period. Since implementation, 211 awards have been granted.

The requirements for this award include completing 12 hours of college course credit within a rolling 12-month period and achieving a minimum 3.0 grade points in each course included in the 12 hours of credit. In addition, the employee's current annual performance evaluation must indicate minimum ratings of "somewhat exceeds standards".

Assignment of Assistant Wardens/Wardens

When an Assistant Warden/Warden vacancy occurs, the determination of whether a newly hired/promoted or current Assistant Warden/Warden will be assigned to fill the vacancy includes consideration of the facility type and an assessment of talent to include internal job performance, experience and tenure.

- In general, facilities are defined by size (offender capacity) and security level (e.g. minimum, maximum).
- Newly hired/promoted Assistant Wardens and Wardens will typically start out at a facility with a smaller capacity and a minimum security level and progressively be reassigned to facilities with a larger capacity and higher security level based on their increased experience and tenure while demonstrating good job performance.

B. Gap Elimination Strategies

Gap	CO Staffing Levels
Goal	Increase CO staffing levels and reduce CO attrition to 18%
Rationale	Increasing CO staffing levels is vital to the successful operation of TDCJ correctional institutions and the achievement of the legislatively mandated 18% CO attrition rate goal.
Action Steps	<ul style="list-style-type: none">• Continue to implement recruitment strategies that have been successful (e.g., Executive Director's Recruiting Award, Selected Unit CO Screening Sessions).• Identify and develop new aggressive recruitment strategies (CO Recruitment Bonus).• Enhance effective practices and programs resulting from current retention strategies.• Continue to identify and consider new retention strategies in the areas of communication and feedback, work-life balance, management and employee relationships, and employee rewards and recognition.• Continue to review Human Resources policies to ensure they do not limit the ability to recruit or retain COs.• Continue effectively assessing CO training needs to ensure that training strategies are implemented and revised as needed.• Ensure management practices are consistently applied.• Continue to emphasize and expand supervisory training to increase supervisor effectiveness.

V. Strategy Development (Continued)

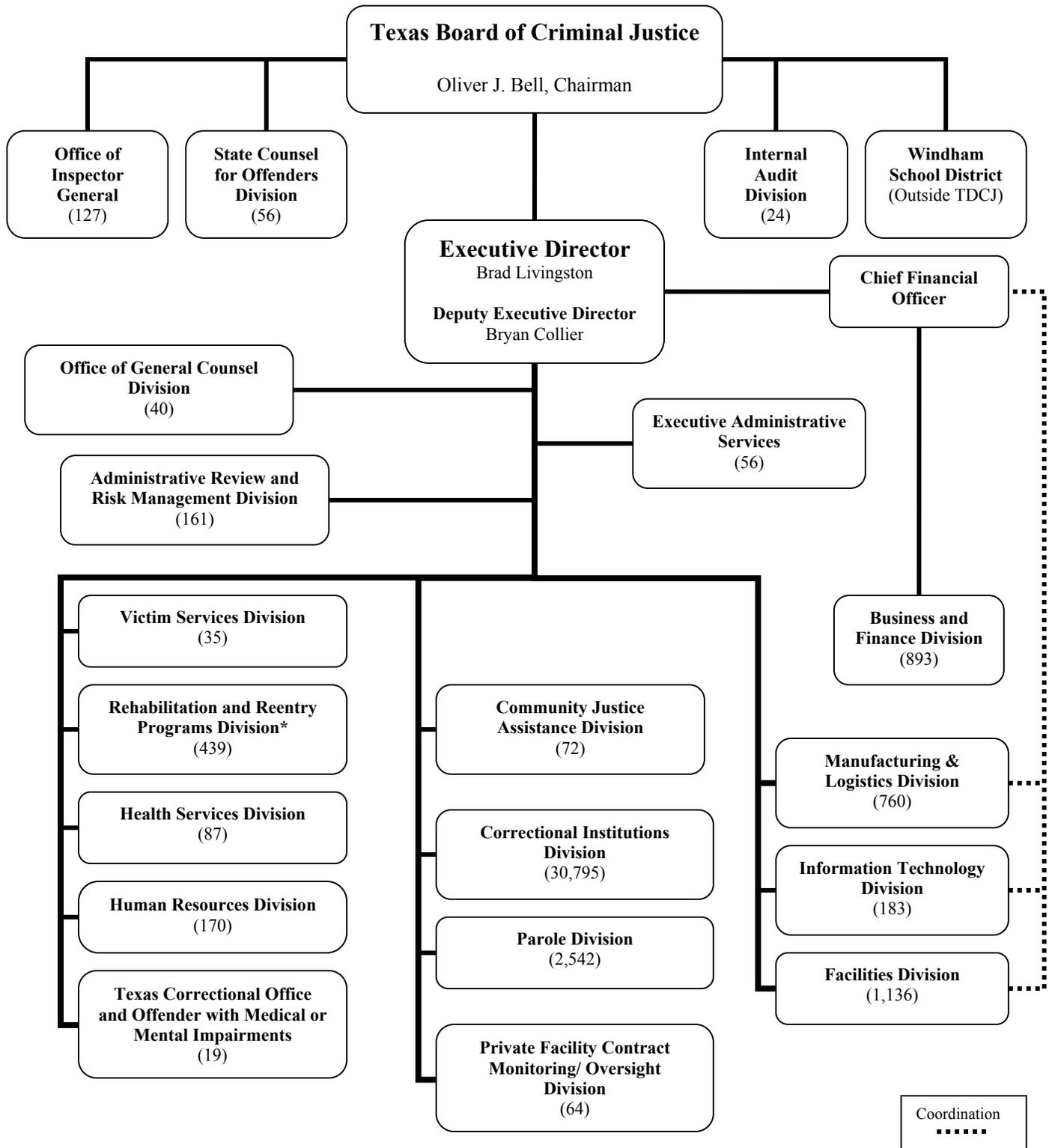
B. Gap Elimination Strategies (Continued)

Gap	Parole Officer Staffing Levels
Goal	Reduce attrition rates in the first two levels of the Parole Officer series (Parole Officer I and II).
Rationale	Reducing the attrition rates in the first two levels of the Parole Officer series will ensure a more experienced Parole Officer workforce.
Action Steps	<ul style="list-style-type: none"> • Review the pre-service training program in an effort to determine what areas could be improved to better prepare newly hired Parole Officers for the performance of their job responsibilities. • Enhance effective practices and programs resulting from current retention strategies. • Continue to identify and consider new retention strategies in the areas of communication and feedback, work-life balance, management and employee relationships, and employee rewards and recognition. • Continue to review Human Resources policies to ensure they do not limit the ability to retain Parole Officers. • Continue effectively assessing Parole Officers' training needs to ensure that training strategies are implemented and revised as needed. • Ensure management practices are consistently applied. • Continue to emphasize and expand supervisory training to increase supervisor effectiveness.

Gap	Skills to Manage/Supervise Employees from Multiple Generations
Goal	Ensure that the Agency's supervisors at all levels are provided the skills required for leading and motivating employees from multiple generations in an effort to improve employee retention by exploring the reasons for separation.
Rationale	In February 2007, the Human Resources Division implemented Keeping the Good Ones, an employee retention training specifically designed for TDCJ supervisors. The course was initially administered to the Agency's Correctional Administration and systematically trained throughout the State to all levels of Correctional Officer Supervisors. The CID Training department staff implemented the training in June 2007 as a component of the Principles of Supervision (POS) training. The four-hour training provides practical hands-on ways to connect with, appreciate and grow employees from multiple generations: Military Veterans, Baby Boomers, Generation X and Millennial. In January 2008, Keeping the Good Ones was provided to Parole Supervisors throughout the Agency. Once all Agency's supervisors have been trained, the training schedule will be designed to offer Keeping the Good Ones as standard ongoing supervisory training.
Action Steps	<ul style="list-style-type: none"> • Train Correctional Training and Staff Development trainers to deliver the lesson plan. • Systematically train unit administrators and CO supervisors.

TEXAS DEPARTMENT OF CRIMINAL JUSTICE
ORGANIZATIONAL STRUCTURE

Workforce Plan
Attachment A



Note: The number within parenthesis denotes filled positions as of February 29, 2008 and does not include employees on LWOP.
*Rehabilitation and Reentry Programs Division includes 112 Project RIO employees.