

Texas Department of Criminal Justice
FY 2013-2017 Agency Strategic Plan

Appendix E
Workforce Plan

Workforce Plan

Fiscal Years 2013-17

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Prepared by: TDCJ Human Resources/Administrative Support

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Agency Overview

The Texas Department of Criminal Justice (TDCJ or agency) primarily supervises adult offenders 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 incarcerated offenders. As of March 31, 2012, TDCJ was responsible for supervising 155,104 incarcerated offenders housed in 111 facilities located throughout the state. These facilities include 95 that are operated by TDCJ and 16 that are privately operated. The 95 facilities operated by TDCJ include 50 prison facilities, four pre-release facilities, three psychiatric facilities, one intellectual disabilities program facility, two medical facilities, 14 transfer facilities, 15 state jail facilities, one geriatric facility, and five substance abuse felony punishment facilities (SAFPF).
- TDCJ also maintains 66 district parole offices. As of February 29, 2012, TDCJ was responsible for supervising 83,778 offenders released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 29, 2012, the agency's workforce consisted of 37,899 employees.

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:

- providing diversions through probation and community-based programs;
- 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, such as 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; and
- providing a central mechanism for victims and the public to participate in the criminal justice system.

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Agency Overview (Continued)

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. 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 Program*

Strategy A.1.5. *CSCD Health Insurance*

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

Objective B.1. Direct special needs offenders into treatment alternatives

Strategy B.1.1. *Special Needs Programs and Services*

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

Objective C.1. Confine and supervise convicted felons

Strategy C.1.1. *Correctional Security Operations*

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. *Unit and Psychiatric Care*

Strategy C.1.8. *Hospital and Clinical Care*

Strategy C.1.9. *Managed Health Care – Pharmacy*

Strategy C.1.10. *Health Services*

Strategy C.1.11. *Contracted Temporary Capacity*

Strategy C.1.12. *Contract Prisons/Private State Jails*

Strategy C.1.13. *Residential Pre-Parole Facilities*

Objective C.2. Provide services for the rehabilitation of convicted felons

Strategy C.2.1. *Texas Correctional Industries*

Strategy C.2.2. *Academic and Vocational Training*

Strategy C.2.3. *Treatment Services*

Strategy C.2.4. *Substance Abuse Felony Punishment*

Strategy C.2.5. *In-Prison Substance Abuse Treatment and Coordination*

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Agency Overview (Continued)

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

Objective D.1. Ensure and maintain adequate facilities

Strategy D.1.1. *Facilities Construction*

Strategy D.1.2. *Lease-Purchase of Facilities*

Goal E *Administer the range of options and sanctions available for inmates through parole or acts of clemency.*

Objective E.1. Operate Board of Pardons and Paroles

Strategy E.1.1. *Board of Pardons and Paroles*

Strategy E.1.2. *Revocation Processing*

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

Objective F.1. Evaluate eligible inmates for parole or clemency

Strategy F.1.1. *Parole Release Processing*

Objective F.2. Perform basic supervision and sanction services

Strategy F.2.1. *Parole Supervision*

Strategy F.2.2. *Halfway House Facilities*

Strategy F.2.3. *Intermediate Sanction Facilities*

Goal G *Indirect Administration*

Objective G.1. Indirect Administration

Strategy G.1.1. *Central Administration*

Strategy G.1.2. *Correctional Training*

Strategy G.1.3. *Inspector General*

Strategy G.1.4. *Victim Services*

Strategy G.1.5. *Information Resources*

Workforce Plan FY 2013-17

Agency Overview (Continued)

Agency Structure

The mission of the TDCJ is carried out under the oversight of the Texas Board of Criminal Justice (TBCJ), which is composed of nine 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, State Counsel for Offenders and the Prison Rape Elimination Act (PREA) Ombudsman Office.

| Functions Reporting Directly to the TBCJ | |
|---|---|
| Office | Function |
| Internal Audit | The Internal Audit Division conducts comprehensive audits of the TDCJ's major systems and controls. These independent analyses and assessments include recommendations for improvements that are provided to agency management for their consideration and possible implementation. To assist in and to update the status of ongoing implementation, agency management is responsible for preparing and updating implementation plans. These implementation plans are provided to the Internal Audit Division to facilitate their tracking and to help determine the need for follow-up audits. Similarly, the agency prepares implementation plans in response to audits conducted by the State Auditor's Office (SAO). These plans are also forwarded to the Internal Audit Division to facilitate tracking of the status of implementation. Periodically, the Internal Audit Division provides a synopsis of the status of the various implementation plans to agency management to help ensure agreed-to recommended action is implemented. |
| Office of the Inspector General | The Office of Inspector General provides oversight to the TDCJ by enforcement of state and federal laws, and TDCJ policy and procedures. The Office of Inspector General (OIG) is the primary investigative arm for all criminal and administrative investigations for the TDCJ. The OIG is dedicated to promoting the safety of employees and offenders throughout the agency. The inspector general reports to the Texas Board of Criminal Justice (TBCJ). |
| State Counsel for Offenders | The State Counsel for Offenders (SCFO) is responsible for providing TDCJ indigent offenders with legal counsel that is independent of the TDCJ confinement divisions; however, the SCFO cannot help offenders with civil rights issues, TDCJ policy or procedure issues, fee-generating cases, or parole voting matters. The SCFO is appointed to handle cases for indigent offenders facing: indictment for alleged criminal acts while in TDCJ custody; immigration removal proceedings; and civil commitment proceedings or biennial reviews as sexually violent predators. |
| Prison Rape Elimination Act Ombudsman Office | The Prison Rape Elimination Act (PREA) Ombudsman Office provides oversight of administrative investigations of offender complaints of sexual assaults and ensures impartial resolution of those complaints. |
| Functions Reporting to the Executive Director | |
| Administrative Review & Risk Management Division | The Administrative Review & Risk Management Division provides oversight of correctional practices through a network comprised of Resolution Support (Access to Courts, Offender Grievance Program, and Office of the TDCJ Ombudsman) and Review & Standards (Administrative Monitor for Use of Force, Operational Review, American Correctional Association Accreditation, 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 commissary 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. |

Workforce Plan FY 2013-17

Agency Overview (Continued)

| Functions Reporting to the Executive Director | |
|---|---|
| Office | Function |
| Community Justice Assistance Division | <p>The Community Justice Assistance Division works with the Community Supervision and Corrections Departments (CSCDs), which supervise the offenders sentenced to community supervision, also known as adult probation. The TDCJ-CJAD is responsible for the distribution and oversight of formula and grant funds, the development of standards (including best-practice treatment standards), approval of Community Justice Plans and budgets, conducting program and fiscal audits, and providing certification and training of Community Supervision Officers.</p> <p>The 121 CSCDs supervise and rehabilitate offenders sentenced to community supervision, monitor compliance with court-ordered conditions, offer a continuum of sanctions, regular reporting and specialized caseloads, residential confinement/programs, as well as residential and non-residential treatment/correctional programs.</p> |
| Correctional Institutions Division | <p>The Correctional Institutions Division is responsible for the confinement of adult felony and state jail felony offenders who are sentenced to incarceration in a secure correctional facility. State jail felony offenders, which is a classification created by the legislature in 1993, consists of certain offenses previously considered non-violent third degree felonies or Class A misdemeanors. Punishment can be up to two years in a state jail facility and a fine not to exceed \$10,000, including possible community supervision following release from state jail custody. The Correctional Institutions Division (CID) is divided into three areas: Prison and Jail Operations, Management Operations, and Support Operations. The division encompasses 95 state operated prisons and jails, which include 50 state prison facilities, four pre-release facilities, three psychiatric facilities, one intellectual disabilities facility, two medical facilities, 14 transfer facilities, 15 state jail facilities, one geriatric facility, and five substance abuse felony punishment facilities. There are additional expansion cellblocks, medical facilities, boot camps, and a work camp co-located within several of the facilities mentioned above. CID also houses offenders in private contract facilities; for details, see Private Facility Contract Monitoring and Oversight Division. The division is also responsible for support functions to include: prison and jail operations for six regions, offender transportation, laundry, food, and supply, security threat group management, counsel substitute, disciplinary coordination, mail room operations, safe prisons program, classification and records, correctional training and staff development.</p> |
| Executive Administrative Services | <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. Information is given to news media as allowed by TDCJ policy and according to current state public information laws.</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 Texas Division of Emergency Management to fulfill TDCJ's support responsibilities during state emergencies.</p> |
| Facilities Division | <p>The Facilities Division is responsible for all aspects of facility management for the TDCJ. Functions include planning, design, construction, maintenance, and environmental quality assurance and compliance of facilities.</p> |

Workforce Plan FY 2013-17

Agency Overview (Continued)

Functions Reporting to the Executive Director (Continued)

| Office | Function |
|--|--|
| Health Services Division | Health Services Division works with health care contractors and the Correctional Managed Health Care Committee (CMHCC) to ensure health care services are provided to incarcerated offenders in the custody of the TDCJ. The Health Services Division has statutory authority to ensure access to care, monitor quality of care, investigate medical grievances, and conduct operational review audits of health care services at TDCJ facilities. |
| Human Resources Division | The Human Resources (HR) Division develops and implements activities and programs related to recruitment, staffing, employment, employee classification and benefits, as well as employee relations, employee assistance, diversity, employee recognition, and training on human resources policies. |
| Information Technology Division | The Information Technology Division provides automated information services and technology support to all divisions within the TDCJ, Board of Pardons and Paroles, and other external entities as needed. Services include applications programming, network support, system and network operations, support services, information security, and voice, data and video communications for the agency. |
| Manufacturing & Logistics Division | The Manufacturing & Logistics Division benefits the state of Texas by providing quality service in warehousing operations, freight transportation, the management of TDCJ vehicles, and by manufacturing quality products and services for the TDCJ, other state agencies and political subdivisions, while providing marketable job skills training for incarcerated offenders. The division also monitors the PIE program to ensure compliance with state and federal guidelines. |
| Office of the General Counsel Division | The Office of the General Counsel Division provides legal advice to agency management on issues concerning corrections and supervision law, employment, open records, open meetings, and transactional matters, and provides litigation support to the Office of the Attorney General on lawsuits filed against the agency and its employees. |
| Parole Division | 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 investigates offenders' residential plans and assesses offenders to determine supervision levels and changing needs for their successful reentry into the community. The Parole Division administers rehabilitation and reintegration programs and services through District Reentry Centers (DRCs). The division also includes the interstate compact for adult offender supervision and coordinates with the Private Facility Contract Monitoring/Oversight Division (PFCMOD) for residential and therapeutic services (including halfway houses and residential facilities). |
| Private Facility Contract Monitoring/Oversight Division | 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 and halfway houses. There are seven privately operated correctional centers that house CID minimum custody offenders, and five privately operated state jails that house state jail and transfer offenders. There is also a privately operated multi-use treatment facility that provides a combination of DWI, SAFPF and/or ISF treatment services. Other facilities include three privately operated pre-parole transfer facilities, and two intermediate sanctions facilities. There are also seven privately operated halfway house facilities throughout the state. In addition to state jail substance abuse and SAFPF/IPTC treatment programs, which take place in correctional facilities, the division monitors 18 residential transitional treatment centers that provide substance abuse aftercare services. |
| Reentry and Integration Division | The Reentry & Integration Division combines the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) and an expanded reentry initiative to better focus state resources to reduce recidivism and address the needs of offenders. Services provided include the continuity of care for offenders with physical or mental impairments as well as community-based case management and support services for eligible offenders. The division centralizes the goals and functions of TCOOMMI and reentry staff to create a broad and cohesive overall strategy for preparing offenders for reentry into the community with a view for public safety. |

Workforce Plan FY 2013-17

Agency Overview (Continued)

Functions Reporting to the Executive Director (Continued)

| Office | Function |
|--|---|
| <p>Rehabilitation Programs Division</p> | <p>The Rehabilitation Programs Division integrates strategic evidence-based programs that encompass every division within the agency to ensure programs and services are administered efficiently and with consistency. The programs are designed to meet the offender's individual needs, improve institutional adjustment and facilitate transition from prison into the community. Departments within this division include: Chaplaincy, Faith-Based Dorms, Sex Offender Rehabilitation Programs, Substance Abuse Treatment Programs, Volunteer Programs, Youthful Offender Program (COURAGE), Serious and Violent Offender Reentry Initiative, Baby and Mother Bonding Initiative (BAMBI).</p> |
| <p>Victim Services Division</p> | <p>The Victim Services Division provides constitutionally and statutorily mandated services to victims, surviving family members, witnesses, concerned citizens, victim service providers and criminal justice professionals. The Victim Services Division (VSD) utilizes the Victim Notification System (VNS), a confidential database, to provide notifications via letter, email or both regarding the incarceration and supervision of an offender, including the parole review process. The VSD Victim Offender Mediation/Dialogue program provides an opportunity for crime victims to exercise their right to initiate a person-to-person meeting with the offender responsible for their victimization. The VSD Texas Crime Victim Clearinghouse: revises the Victim Impact Statement form after every legislative session; collects statistics from district and county attorney's offices regarding the distribution and collection of the Victim Impact Statement; and provides a web-based Victim Resource Directory. The VSD also prepares and accompanies victims who choose to witness the execution of the offender convicted of the capital murder of their family member.</p> |

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.

Workforce Plan FY 2013-17

Current Workforce Profile

Critical Workforce Skills

As of February 29, 2012, TDCJ uses 269 different job classes within the State Classification Plan. Additionally, a contract workforce is used 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 and Instructions
- Interpretation and Application of Rules and Regulations
- Interviewing Skills
- Inventory Maintenance
- Leadership and Team-Building
- Planning
- Problem-Solving Techniques
- Program Development, Monitoring, and Evaluation
- Public Address
- Report Writing
- Supervising and Training Offenders
- Supervising and 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.

Workforce Demographics and Turnover

For the purpose of workforce demographics relating to age, tenure, and turnover, the 269 job classes used 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 2011 turnover rate.

Workforce Plan FY 2013-17

Current Workforce Profile (Continued)

The following information, other than the FY 2011 Turnover Rate, is as of February 29, 2012.

| Major Job Category ⁽¹⁾ | # Employees | % Total Employees | Average Age | Average TDCJ Tenure | FY 2011 Turnover Rate |
|--|---------------|-------------------|-------------|---------------------|-----------------------|
| COs | 24,277 | 64.06% | 41 | 8 years | 22.4% |
| CO Supervisors (Sergeant – Captain) | 2,890 | 7.63% | 42 | 13 years | 9.5% |
| Food Service/Laundry Managers | 1,499 | 3.96% | 47 | 11 years | 15.2% |
| Facilities Maintenance | 885 | 2.34% | 51 | 11 years | 14.4% |
| Unit Administrators (Major – Warden II) | 305 | 0.80% | 46 | 22 years | 9.3% |
| Industrial Specialists | 333 | 0.88% | 50 | 14 years | 14.0% |
| Case Managers | 160 | 0.42% | 47 | 11 years | 10.9% |
| Correctional Transportation Officers | 112 | 0.30% | 53 | 11 years | 12.4% |
| Agriculture Specialists | 113 | 0.30% | 46 | 14 years | 15.2% |
| Counsel Substitutes | 99 | 0.26% | 44 | 13 years | 8.3% |
| Substance Abuse Counselors | 88 | 0.23% | 50 | 5 years | 22.4% |
| Office of Inspector General Investigators and Supervisors | 125 | 0.3% | 45 | 9 years | 9.0% |
| Safety Officers and Supervisors | 84 | 0.22% | 48 | 14 years | 14.4% |
| Chaplaincy | 117 | 0.31% | 59 | 10 years | 9.3% |
| Associate Psychologists | 29 | 0.08% | 45 | 11 years | 26.7% |
| Parole Officers | 1,281 | 3.38% | 41 | 7 years | 9.5% |
| Parole Officer Supervisors (Parole Officers III – V) | 245 | 0.65% | 47 | 15 years | 4.8% |
| Program Management and Support | 3,624 | 9.56% | 47 | 10 years | 17.4% |
| Business Operations | 244 | 0.64% | 47 | 13 years | 16.0% |
| Human Resources | 245 | 0.65% | 47 | 13 years | 8.1% |
| Information Technology | 136 | 0.36% | 49 | 12 years | 20.9% |
| Legal | 79 | 0.21% | 48 | 9 years | 20.4% |
| Other Staff | 929 | 2.45% | 48 | 13 years | 11.9% |
| Total | 37,899 | 100.00% | 43 | 9 years | 19.2% |

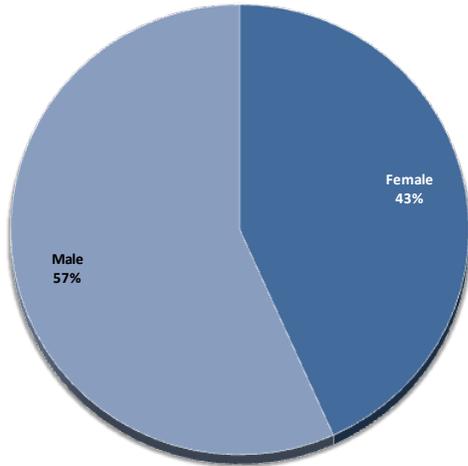
⁽¹⁾ The major job categories are based on job classifications only and do not reflect the number of employees within specific divisions or departments.

Workforce Plan FY 2013-17

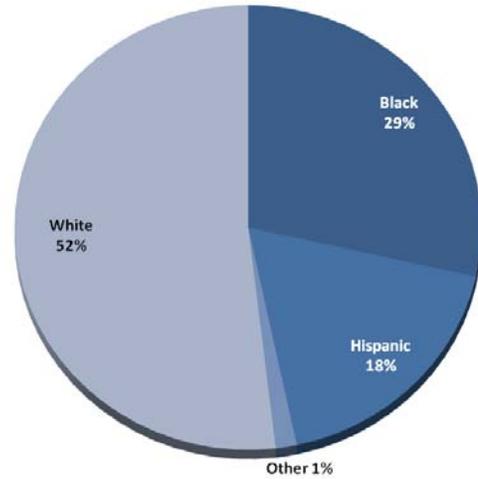
Current Workforce Profile (Continued)

TDCJ Total Workforce as of February 29, 2012

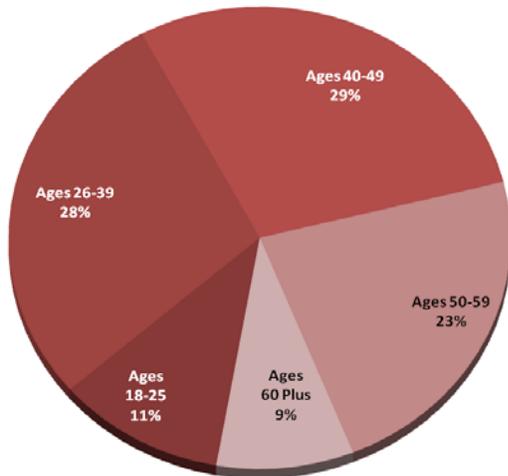
Gender



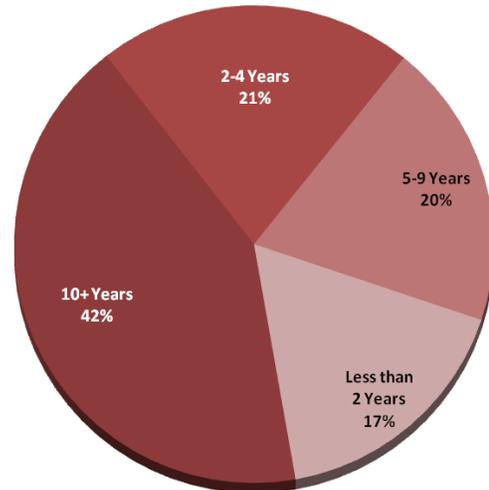
Ethnicity



Age



TDCJ Tenure



Workforce Plan FY 2013-17

Current Workforce Profile (Continued)

Retirement Eligibility

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

| FY 2012 | FY 2013 | FY 2014 |
|------------|------------|------------|
| 1,408* | 1,124* | 1,357* |

*Includes all employees who first became eligible for retirement prior to FY 2012.

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 2009 was 880 (monthly average 73) and in FY 2010 was 997 (monthly average 83).
- The number of agency employees who retired in FY 2011 was 1,171 (monthly average 97). In FY 2012 as of February 29, 2012, the number of agency employees who retired was 542 (monthly average 90).

Total Projected Turnover

The agency's annualized turnover rate for FY 2011 was 19.2%, and it is projected that the agency's turnover rate for FY 2012 will be slightly higher than the FY 2011 turnover rate.

Workforce Plan FY 2013-17

Future Workforce Profile

Critical Functions

As previously stated, TDCJ uses 269 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

Expected Workforce Changes

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

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 any privatization of major agency operations.

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

Workforce Plan FY 2013-17

Future Workforce Profile (Continued)

Recruitment Efforts to Increase the Diversity of Agency Workforce

The TDCJ maintains a high priority and commitment in promoting interest for filling agency positions with diverse, qualified applicants. The FY 2011 statistical reports compiled pursuant to the Texas Workforce Commission Civil Rights Division (TWC-CRD) and the Equal Employment Opportunity Commission (EEOC) guidelines indicate the primary areas of underutilization involve Hispanic employees. The civilian workforce categories with the highest percentage of underutilization in the Hispanic population are skilled craft, technical, and service and maintenance.

The TDCJ is emphasizing strategies to address the underutilization of all ethnicities, specifically the Hispanic population. The Human Resources Division is currently developing various recruiting methods and initiatives to encourage and promote interest in employment within the Hispanic community, such as, but not limited to:

- Attending job fairs at colleges and trade schools in areas with a high Hispanic population;
- Advertising job postings on Hispanic professional and technical career websites;
- Mailing correspondence and recruitment material to various high schools, colleges, military installations, and Hispanic organizations;
- Contacting the Hispanic Chambers of Commerce in various counties and local League of United Latin American Citizens (LULAC) representatives throughout Texas;
- Advertise in community publications that target the Hispanic community;
- Promote college internship opportunities within the TDCJ; and
- Research the feasibility of advertising on local Hispanic radio and television stations.

Workforce Plan FY 2013-17

Gap Analysis

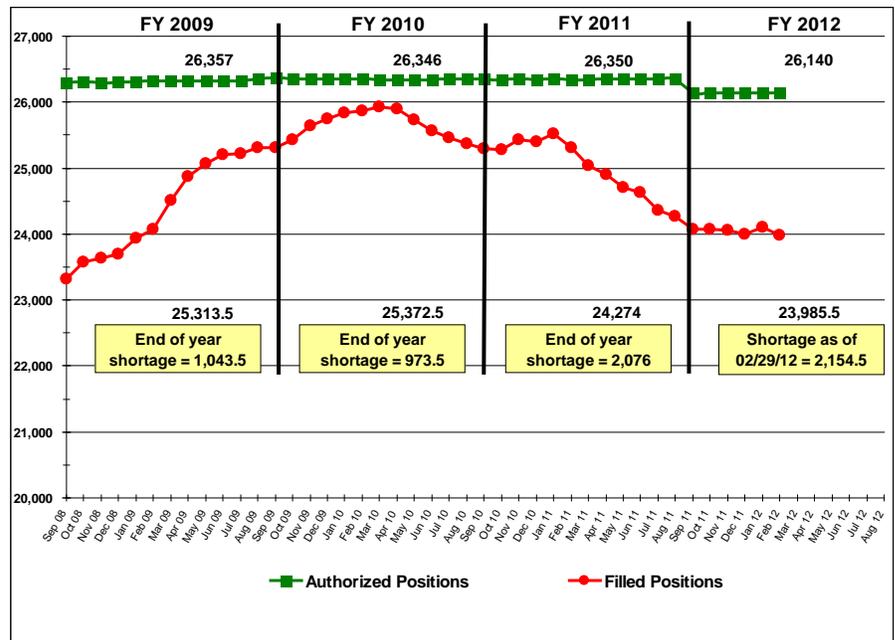
The agency's Gap Analysis will focus on those positions that perform the basic job duties required for the supervision of incarcerated and paroled offenders and the effective management of correctional facilities, which were previously identified as two crucial functions. These positions include COs, supervisors of COs, laundry managers, food service managers, unit administrators, and parole officers. As of February 29, 2012, these positions comprised 79.8% of the agency's workforce.

Anticipated Surplus or Shortage in Staffing Levels

Correctional Officers

Historically, the CO shortage is the agency's greatest workforce challenge and in FY 2011 and FY 2012, the CO shortage increased. In an effort to improve employee morale and retention, the agency implemented CO retention strategies that 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 5,360 COs in FY 2011. The number of COs hired in FY 2012 as of February 29, 2012, was 3,065.

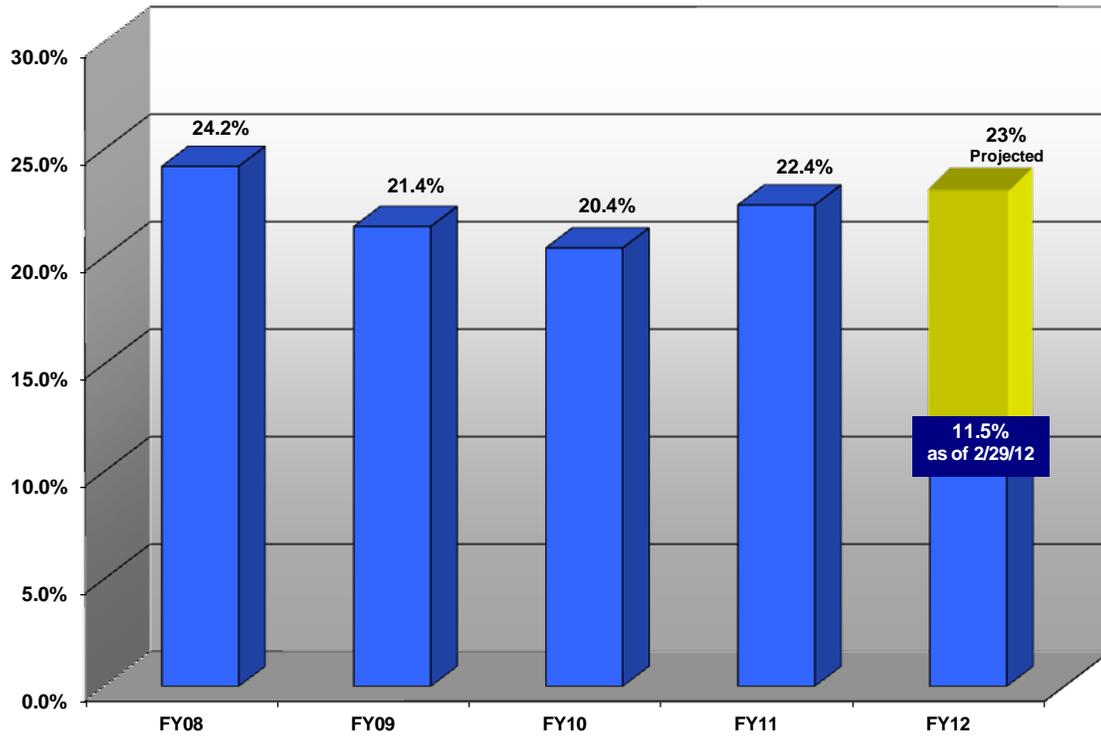


- Achieving an 18% CO turnover rate was identified in the General Appropriations Act for the fiscal year 2012-13 biennium as one of the outcome measures for the agency's Goal C, Incarceration.
- Based on the current and projected CO turnover rates as of February 29, 2012, the agency anticipates the FY 2012 CO turnover rate will be slightly higher than FY 2011 which was 22.4 %.

Workforce Plan FY 2013-17

Gap Analysis (Continued)

Correctional Officer Turnover FY 2008– FY 2012



Workforce Plan FY 2013-17

Gap Analysis (Continued)

Correctional Officer Supervisors and Unit Administrators

This group of positions includes Sergeant of COs through Warden II. Almost all supervisors of COs 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 or unit administration job class having significantly fewer positions than the job classes from which the applicants usually promote, for example from Sergeant of COs to Lieutenant of COs or from Captain of COs to Major of COs. In addition, the turnover 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.

Food Service Managers and Laundry Managers

The FY 2011 SAO turnover 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 2011 turnover rate of 19.2%. Food Service Manager II and Laundry Manager II positions were established September 1, 2009, as a result of the SAO position reclassification.

FY 2011 Turnover Rates

| Job Class | Rate |
|--------------------------|-------|
| Food Service Manager II | 20.8% |
| Food Service Manager III | 15.7% |
| Food Service Manager IV | 13.5% |
| Laundry Manager II | 15.0% |
| Laundry Manager III | 9.8% |
| Laundry Manager IV | 12.6% |

Parole Officers

References to parole officers will only include those positions within the parole officer career ladder, which include Parole Officer I and Parole Officer II. Parole Officers III through V are supervisory positions.

The FY 2011 SAO turnover rate for the parole officer series was 9.5%, which is lower than the FY 2009 overall agency turnover rate of 17.4%. Within the parole officer series, there was a sharp decrease in the turnover rate once employees reached the highest level of the series, Parole Officer II, with at least 36 months of service.

| Parole Officer Positions | FY 2011 Turnover Rate |
|---------------------------------|-----------------------|
| Parole Officer I | 14.1% |
| Parole Officer II | 8.3% |
| Combined, Parole Officer I & II | 9.5% |

Workforce Plan FY 2013-17

Gap Analysis (Continued)

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 2012 Pre-Service Training Academy (PSTA) curriculum to enhance areas defined through the needs assessment as requiring greater emphasis and in response to emerging security concerns. Phase I of the pre-service training includes:

- The agency's hiring standards for uniformed staff requires successful completion of a physical agility test (PAT) that was implemented March 1, 2010. Applicants scheduled to attend the PSTA are required to pass the PAT as a condition of employment prior to beginning the academy. PSTA trainees are also required to pass the PAT a second time the week prior to graduation.
- In addition to the PAT, the final week of the PSTA was enhanced to test the trainee's knowledge and skills as it pertains to practical tasks. Trainees are required to demonstrate competency in restraint and escort procedures, defensive tactics techniques, and the use of chemical agents.
- The Pre-Service program was updated with new PowerPoint presentations to capture the attention of trainees and enhance the learning environment.
- The video, "Contraband Control: Pat Search Procedures," is used to intensify awareness and decrease contraband.
- To emphasize prevention and reporting of occupational fraud, a video titled, "Inside Job," was implemented.
- Three videos, "The Executive Director's Statement on Illegal Discrimination," "Equal Employment Opportunity Training," and "The Advisory Council on Ethics," address employees' rights in the workplace.
- The employee benefits curriculum was updated with legislative changes affecting insurance and retirement.

Phase II of the pre-service training is the On-the-Job Training (OJT) Program that consists of 104 hours of instruction designed to provide new officers with unit-specific training and build practical skills and experience. New officers must successfully demonstrate 17 practical application competency tasks: (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/solitary escort, (6) perform weapons inspections, issue and receipt, (7) identify chemical agents used on the unit, (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.

Workforce Plan FY 2013-17

Gap Analysis (Continued)

- **One-on-One Shadowing Observation:** During the OJT Program, the newly assigned officer is involved in 48 hours of One-on-One Shadowing Observation. The new 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.
- **Shift Mentor Program:** Upon completion of OJT, each new officer is assigned to a shift and an assigned mentor on that shift. The Shift Mentor Program is designed so that the new officer works in direct contact with the shift mentor the first two 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 months.

In-Service & Specialized Training

- The physical agility test (PAT), introduced into the TDCJ Annual 40-hour In-Service Training in March 2010 for familiarization, is now a pass requirement for uniformed staff to successfully complete In-Service training. A minimum score of 75 is required to pass the PAT and uniformed staff members are provided three separate attempts to successfully pass the PAT within a 30-day period. Failure to achieve a minimum score of 75 on the PAT will result in administrative separation.
- Updated lesson plans are utilized in the In-Service curriculum each year to address the training needs of correctional staff.
 - *Cultural Diversity* includes a video of interviews with agency employees to depict the diversified workforce and the challenges that exist. Participants are engaged in discussion to identify ways to successfully address diversity in the workplace.
 - *Serious Incident Reviews and Best Practices* provides participants with written exercises to examine prior incidents, the corrective actions taken, and identify proactive steps to avoid future incidents.
 - Lesson plans regarding escapes were enhanced with a video of a staged escape conducted on the grounds of the Ellis and Estelle Units. Participants observe a realistic scenario of command operations and the potential role correctional staff may serve in such a situation. The video highlights the effective use of TDCJ tracking canines and the mobile command center.
 - Two hours of In-Service training is reserved as the *Regional Director's Discretionary Block*. Topics of instruction are selected by the regional director to address specific issues relevant to the units in the region.
- The In-Service curriculum is updated to reflect changes to agency policy. A recent revision of the Use of Force Plan prompted a change in the curriculum. Employees were provided a summary of changes as a result of the revisions.
- An In-Service handout was developed to provide participants with an outline of the performance objectives for each topic of instruction and assist participants in note taking.

Defensive Tactics Training

- *Fundamentals* instructs employees on the techniques to evade strikes on the face, head, and upper torso. Participants are taught how to incorporate movements, blocks, and strikes into self-defense practice to enhance personal safety.
- *Edged Weapons* provides correctional staff with the knowledge and skills in basic knife defense techniques. Participants are taught how to move properly during a knife attack, how to block and defend, and how to counter and strike.
- *Ground Defense Tactics* focuses on personal defense techniques when an individual is taken to the ground. Participants are taught how to fall properly, escape techniques, methods of control, joint manipulation, and counter moves.
- The *Close Quarter Combat* course prepares COs with survival techniques in the event of an impending offender escape. Training is conducted using agency issued firearms and practical scenarios.

Workforce Plan FY 2013-17

Gap Analysis (Continued)

Hostage First Responder Training

The *Hostage First Responder Training* program prepares COs to intervene in volatile situations and gather immediate intelligence as the precursor to formal hostage negotiations. Participants receive extensive training in active listening techniques and are evaluated on their ability to remain focused while being subjected to large amounts of information in a stressful situation.

Hostage Negotiation Training

Participants in the *Hostage Negotiation Training* are trained for hostage negotiation in a correctional environment through intense scenarios and practical evaluations. The course focuses on active listening skills and the role of each hostage negotiation team member.

Training is added or revised as a result of the information obtained from COs, 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.

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 Employee Engagement 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 Managers, and Laundry Managers Academy:** Newly selected uniformed supervisors are required to complete the 87-hour course before assuming supervisory responsibilities. The course addresses the critical needs of the newly selected sergeants, food service managers, 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 Managers, 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 Managers, 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.

- **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.

Workforce Plan FY 2013-17

Gap Analysis (Continued)

- **TDCJ Leadership Forum (formerly known as Correctional Leadership Seminar):** This 16-hour course is designed to meet the training needs of first-line supervisors and prepare them for mid-level supervisory positions. This course emphasizes management and leadership styles, communication, delegation, handling conflict and change, and organizational culture.
- **Lieutenants Command School:** The mission for this 40-hour program is to provide leadership and core crisis management skills. The 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.
- **Correctional Administrators Preparedness Training (CAPT):** The 32-hour course is the third tier of correctional supervisory training, designed to provide the most challenging training for Captains of Correctional Officers, Food Service Manager IVs and Laundry Manager IVs. The course is organized into five modules: foundation planning, facility management, personal development, staff development and administrative ability development. Each module addresses the comprehensive training needs as provided by unit administrators and correctional staff. This course is designed to be continually challenging within an active learning atmosphere and evolve the processes into actual application.
- **Correctional Management Institute of Texas (CMIT) Mid-Management Leadership Program:** Captains of correctional officers, chiefs of classification, laundry managers, food service managers, and Classification and Records administrators are nominated to participate in this program. The curriculum for this 32-hour program 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.
- **Advanced Management Training for Majors:** Agency directors and department heads provide the instruction for this annual 40-hour training for majors. Training focuses on management proficiency in complex communication, leadership skills, and responding to the changing needs of the agency.
- **Assistant Wardens Annual Training:** This 40-hour program is the annual training required for assistant wardens. Agency directors and department heads lead training sessions 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 Interaction:** 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 to four times each year.
- **TDCJ Managing Diversity Training Series:** This 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 of their employees' actions; therefore, gaining an improved ability to facilitate communications effectively.
- **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.
- **Keeping the Good Ones Employee Retention Training:** This four-hour course is recommended for all administrative directors, managers, and supervisors (wardens, majors, captains, lieutenants, sergeants, and parole supervisors) 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 Training:** This 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.
- **Gender Specificity Training:** This 16-hour course, conducted as part of on-the-job training, is required for employees newly assigned to facilities that house female offenders. Topics taught within this program deal with gender-specific issues.

Workforce Plan FY 2013-17

Gap Analysis (Continued)

- **Leadership Forum for Wardens:** This forum is an opportunity for senior wardens to interact with TDCJ executive leadership over the course of three days to discuss operational oversight and effective correctional management in order to optimize the present workforce. Discussions and networking provide insights into valuable leadership skills and practices that can be translated into efficient and successful correctional management at the unit level.

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.

- Requirement for all Food Service Managers II, III, and IV and Laundry Managers II, 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 Sergeants, Food Service Managers, and Laundry Managers Academy for all newly selected Food Service Managers II-III and Laundry Managers II-III.
- Implementation of a mentoring program that is part of the on-the-job training for newly hired or newly promoted food service managers or laundry managers, 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 class and a Food Service Manager IV 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 II, III, and IV and Laundry Managers II, III, and IV to attend the agency's Human Resources Topics for Supervisors (HRTS) training. This training is included in the Sergeants, Food Service Managers, and Laundry Managers Academy for all newly promoted Food Service Managers II-III and Laundry Managers II-III.
- 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 or 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 II-III and Laundry Managers II-III to attend the Sergeants, Food Service Managers, 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 II-III and Laundry Manager II-III, including the required HRTS and POS.
- Requirement for veteran or current Food Service Managers II-III and Laundry Managers II-III to attend the Sergeants, Food Service Managers, and Laundry Managers Retreat, which is a one-week training of basic supervisory skills needed in a corrections environment.

Workforce Plan FY 2013-17

Gap Analysis (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. 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 incorporated OIMS user training and all components of the OIMS into the Parole Officer Training Academy (POTA). In addition, the OIMS training is included in the parole officers' Back to Basics core training for current parole officers. POTA currently spends a total of 98 hours training the OIMS systems to include 44 hours on the Parole Violation and Revocation (PVAR) system. Additionally, all employees have access to OIMS support staff and the OIMS user manuals.

Other training strategies implemented by the Parole Division in recent years include training relating to specialized caseloads, such as sex offenders, offenders who are mentally ill, so that parole officers will be trained prior to or immediately after being assigned to such cases. Currently, five 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 Program/ Electronic Monitoring (SISP/EM) | The SISP/EM is 40 hours and provides 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 System (GPS). |
| Sex Offender (SO) Program | The SO school is 36 hours and provides an overview of current policy and operating procedures. The SO school provides parole officers with instructions on sex offender registration laws and treatment requirements. Modules on child safety zones and the supervision of sex offenders including a mock home visit exercise are included in the curriculum. Topics include the science and use of polygraph testing, sex offender treatments, offense cycles, relapse prevention, and evaluation reports. |
| 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. The Reentry and Integration Division TCOOMMI department also provides a 4-hour presentation for the SNOP school participants regarding signs and symptoms of mental illness that includes priority diagnosis information on psychotropic medications and TCOOMMI continuity of care procedures. |
| Therapeutic Community (TC) Program | The TC school is 32 hours in length and provides an overview of the TC history regarding policies and supervision caseload procedures. The TC school also provides a basic overview of drugs of abuse, drug testing and monitoring procedures, treatment team meetings, TC referral phases and transitions, cognitive overview, and an overview of the Authorization Management System (AMS) used for contract vendor referrals and payment. |
| District Reentry Center (DRC) | The DRC school is 24 hours in length and provides an overview of current policies and supervision caseload procedures. The DRC school also provides a basic overview of the Project Community Opportunity Programs and Education (COPE) program and the Community Service program within the Parole Division. The TDCJ-CID Security Threat Group (STG) Department provides a 2-hour presentation on STG's, street gangs, cliques who are a criminal threat to TDCJ personnel, offenders in prison, and the public. |

Workforce Plan FY 2013-17

Gap Analysis (Continued)

The Parole Division has explored the feasibility of utilizing online learning technology to enhance the POTA, Specialized Schools, and Parole Officer in-service training. In September 2009, POTA began using a web based interactive program to train Government Code 508. POTA has also used the interactive Ethics training located on the TDCJ website since September 2009. In February 2010, all POTA trainers attended Interstate Compact training using an online system. 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.

- The Parole Division conducts monthly director's videoconferences to enhance skills and knowledge relating to policies and procedures.
- In October 2007, the POTA incorporated the use of the 5-panel drug test screen into the training curriculum.
- Motivational Interviewing was introduced to the Parole Division in FY 2010 as a 4-hour course. After evaluating the successfulness of the course, Motivational Interviewing transitioned into a 20-hour In-Service course in FY 2011 and was incorporated into the POTA in May 2012.
- Incorporated the use of enhanced technology for surveying staff and for use in real time training environments.
- Lesson plans were enhanced with video clips and electronic data to improve course delivery and comprehension by attendees.
- During FY 2012, a 40-hour policy review and preparatory training was implemented as criteria to enhance knowledge, experience, and job exposure for parole officers prior to attending the POTA.
- During FY 2012, the Parole Division has added Advanced courses and workshops for the District Reentry Center (DRC), Special Need Offender Program (SNOP), Therapeutic Community (TC), and Electronic Monitoring (EM)/Super-Intensive Supervision Program (SISP).
- The Parole Division continues to place emphasis on developing leadership, supervisor, and management skills by providing such courses to newly promoted unit supervisors and parole supervisors.
- In 2008, the Parole Division developed an Advanced GPS and Sex Offender Workshop designed to measure proficiency and enhance the skills of individuals that have previously attended the SISP/EM school. A SISP/EM Supervisors Workshop was also developed and is designed to provide supervisors with the skills needed to manage.

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 is continually updated 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.

Workforce Plan FY 2013-17

Strategy Development

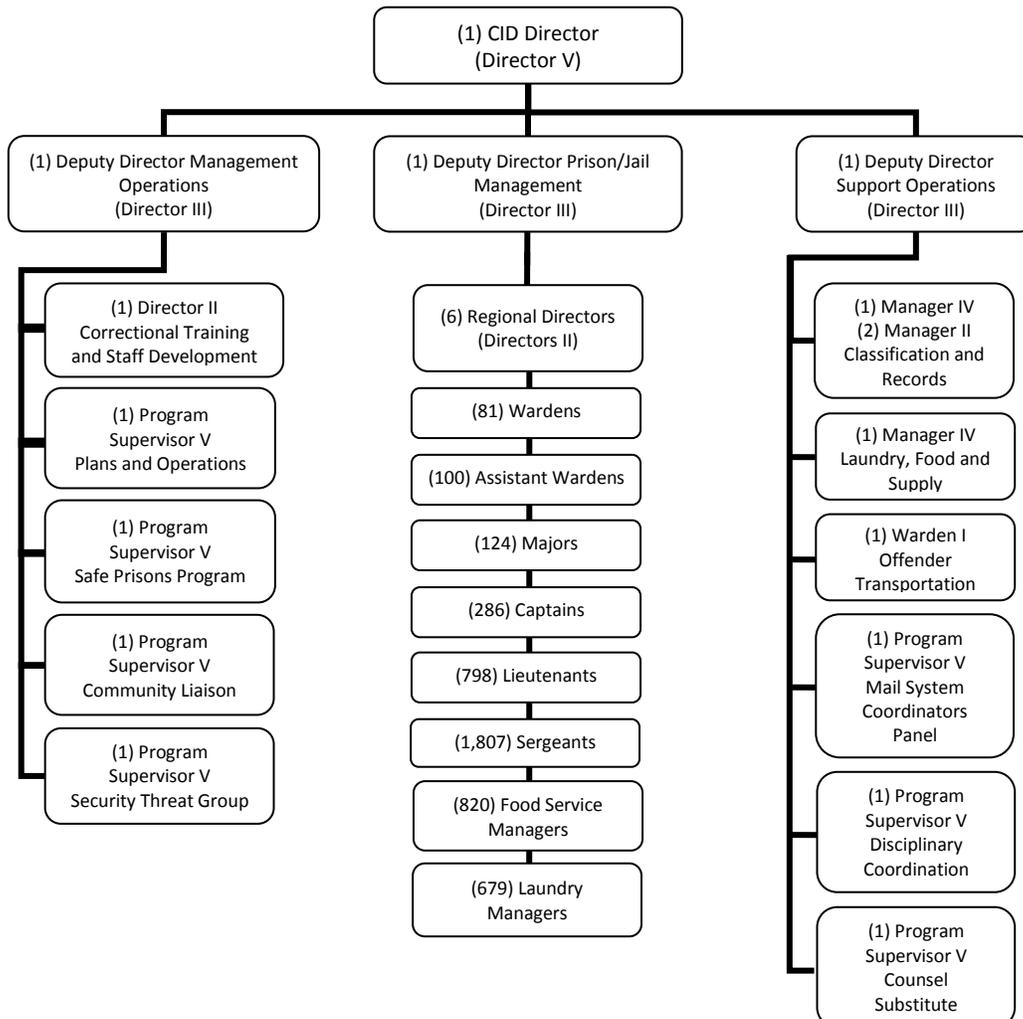
Succession Planning

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 2013–2017 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, 2012, the number of employees assigned to the CID was 31,777, which represents 84% 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 CO staffing and retention will remain the agency’s greatest workforce challenge, and achieving an 18% CO turnover rate is a legislatively mandated goal.

CID Management Positions, Unit Administrators, and CO Supervisors as of February 29, 2012.



Workforce Plan FY 2013-17

Strategy Development (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 | | | | | | | |
|--|-----------------------------------|------------------|------|-------|--------|---------------|------------------|---|
| | COs | Sgts., FSMs, LMs | Lts. | Cpts. | Majors | Asst. Wardens | Wardens I and II | Regional Directors and Higher Levels of Authority |
| TDCJ 8-hour Defensive Tactics Fundamentals | X | X | X | X | X | X | X | X |
| TDCJ 16-hour Defensive Tactics Edged Weapons Training | X | X | X | X | X | X | X | X |
| TDCJ 16-hour Ground Defense Tactics Training | X | X | X | X | X | X | X | X |
| TDCJ 16-hour Close Quarters Combat Training | X | X | X | X | X | X | X | X |
| TDCJ Annual 40-hour In-Service Training | X | X | X | X | | | | |
| TDCJ 8-hour Hostage First Responder Training | X | X | | | | | | |
| TDCJ 40-hour Hostage Negotiation Training | X | X | X | X | | | | |
| TDCJ 87-Hour Sergeant, Food Service, and Laundry Managers Academy (includes 20-Hour Principles of Supervision and 20-Hour HR Topics for Supervisors) | | X | | | | | | |
| TDCJ 16-Hour Leadership Forum | | 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 Interaction | | | | | | | X | |
| TDCJ 3-day Leadership Forum for Wardens: | | | | | | | X | |
| TDCJ Managing Diversity Training Series | | | | | | | X | X |
| NIC Sponsored Training | | | | | | | X | X |
| TDCJ 32-Hour Correctional Administrators Preparedness Training (CAPT) | | X | | X | | | | |
| TDCJ 24-Hour Field Force Training | X | | | | | | | |
| TDCJ 16-Hour Gender Specificity Training | X | X | X | X | | | | |
| Keeping the Good Ones Employee Retention | | X | X | X | X | X | X | X |

Workforce Plan FY 2013-17

Strategy Development (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, 312 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 or Wardens

When an assistant warden or warden vacancy occurs, the determination of whether a newly hired or promoted or current assistant warden or 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 or promoted assistant wardens or 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.

Gap Elimination Strategies

| Gap | CO Staffing Levels |
|--------------|--|
| Goal | Maintain CO staffing levels and reduce CO turnover to 18% |
| Rationale | Maintaining CO staffing levels is vital to the successful operation of TDCJ correctional institutions and the achievement of the legislatively mandated 18% CO turnover rate goal. |
| Action Steps | <ul style="list-style-type: none"> • Continue to implement recruitment strategies that have been successful, such as the Executive Director’s Recruiting Award and selected unit CO screening sessions. • Maintain aggressive recruitment strategies. • Continue to enhance hiring standards for CO applicants. Revisions implemented for CO applicants effective March 1, 2010 include: 1) prohibiting an applicant for correctional officer position from having a Class A Misdemeanor conviction within the last ten years, 2) enhancing CO pre-employment test and evaluation scoring guidelines, and 3) a physical agility test. • 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 to effectively assess 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. |

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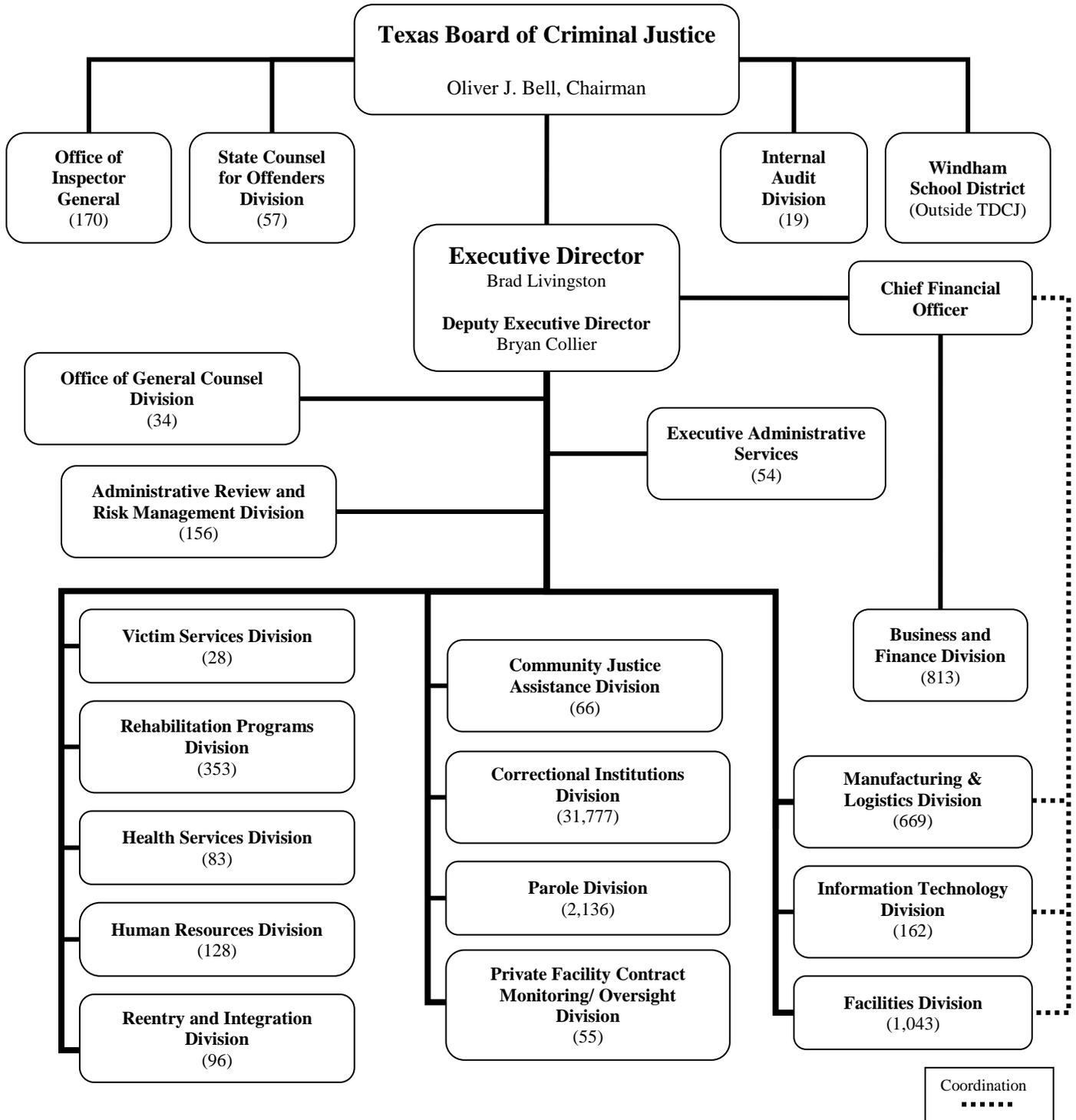
Strategy Development (Continued)

| Gap | Parole Officer Staffing Levels |
|--------------|--|
| Goal | Reduce turnover rates in the first two levels of the parole officer series (Parole Officer I and II). |
| Rationale | Reducing the turnover 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 information, tools, and guidance to develop and refine 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 supervisors of correctional officers. 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 and appreciate employees from multiple generations: Baby Boomers, Generation X, and Millennial. In January 2008, Keeping the Good Ones was provided to parole supervisors throughout the agency. Once all agency 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. |

Workforce Plan FY 2013-17

Attachment A

TEXAS DEPARTMENT OF CRIMINAL JUSTICE
ORGANIZATIONAL STRUCTURE



Note: The number within parenthesis denotes filled positions as of February 29, 2012. Board of Pardons and Paroles employees (551) are not included in the chart above.