

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Appendix E

Workforce Plan

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Workforce Plan FY 2011 - 2015

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TEXAS DEPARTMENT OF CRIMINAL JUSTICE

WORKFORCE PLAN

FISCAL YEAR 2011-2015

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 incarcerated offenders. As of March 31, 2010, TDCJ was responsible for supervising 153,950 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 pre-release facilities, three psychiatric facilities, one mentally retarded offender program (MROP) facility, two medical facilities, 14 transfer facilities, 15 state jail facilities, one geriatric facility, and five substance abuse felony punishment facilities (SAFPF).
- TDCJ Parole Division maintains 67 district parole offices and the Texas Board of Pardons and Paroles maintains eight institutional parole offices. As of February 28, 2010, TDCJ was responsible for supervising over 80,000 offenders released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 28, 2010, the agency's workforce consisted of 40,811 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

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 – Unit Care

Strategy C.1.9. Managed Health Care – Hospital Care

Strategy C.1.10. Managed Health Care – Pharmacy

Strategy C.1.11. Health Services

Strategy C.1.12. Contracted Temporary Capacity

Strategy C.1.13. Contract Prisons/Private State Jails

Strategy C.1.14. 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 Felony Punishment

Strategy C.2.6. In-Prison Substance Abuse Treatment & Coordination

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

I. Agency Overview (Continued)

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

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

Objective E.1. To operate the 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. To evaluate eligible offenders for parole or clemency

Strategy F.1.1. Parole Release Processing

Objective F.2. To 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

I. Agency Overview (Continued)

C. 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 PREA Ombudsman Office.

Functions Reporting Directly to the TBCJ	
Office	Function
Internal Audit	The Internal Audit Division assists agency administrators by furnishing independent analyses, appraisals, and recommendations concerning the adequacy and effectiveness of the agency's system of internal control procedures, and the quality of performance in carrying out assigned responsibilities.
Office of the Inspector General	The Office of Inspector General (OIG) provides oversight to the TDCJ by enforcement of state and federal laws, and TDCJ policy and procedures. The 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.
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	
Office	Function
Administrative Review & Risk Management Division	Program areas in the Administrative Review & Risk Management Division include: Resolution Support (Access to Courts, Offender Grievance Program, and Office of TDCJ Ombudsman) and Review & Standards (Administrative Monitor for Use of Force, Operational Review, American Correctional Association, and Risk Management).

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director (Continued)

Office	Function
Business & Finance Division	<p>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.</p> <p>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.</p>
Community Justice Assistance Division	<p>The Community Justice Assistance Division (CJAD) administers community supervision (adult probation) in Texas. CJAD does not work directly with offenders; rather, it works with the Community Supervision and Corrections Departments (CSCDs) which supervise the offenders. 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.</p>
Correctional Institutions Division	<p>The Correctional Institutions Division (CID) is responsible for the confinement of adult felony and state jail offenders who are sentenced to incarceration in a secure correctional facility. The CID is also responsible for support functions, such as: Security Threat Group Management, Community Liaison, Counsel Substitute, Disciplinary Coordination, Mail Systems Coordinators Panel, Security Systems, Plans and Operations, Ombudsman, Safe Prisons Program, Classification and Records, Correctional Training and Staff Development, Offender Transportation, and Laundry, Food, and Supply.</p>

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director (Continued)

Office	Function	
<p align="center">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. 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>
<p>Facilities Division</p>	<p>The Facilities Division provides a full range of facility management services to the TDCJ including: facility planning, design, construction, maintenance, and environmental quality assurance and compliance.</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 Division</p>	<p>The Human Resources (HR) Division develops and implements activities and programs related to recruitment, staffing, employment, employee classification, compensation and benefits, as well as employee relations, employee assistance, diversity, employee recognition, and training on human resources policies.</p>	
<p>Information Technology Division</p>	<p>The Information Technology Division (ITD) 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>	

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director (Continued)

Office	Function
<p>Manufacturing & Logistics Division</p>	<p>The Manufacturing & Logistics Division (M&L) provides quality service in warehousing operations, freight transportation, management of TDCJ vehicles, and by providing quality manufactured products and services to the agency and other eligible entities, while providing reentry opportunities for incarcerated offenders. The division also monitors the Prison Industry Enhancement (PIE) Certification Program to ensure compliance with state and federal guidelines.</p>
<p>Office of the General Counsel Division</p>	<p>The Office of the General Counsel (OGC) 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.</p>
<p>Parole Division</p>	<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 Parole Division also coordinates with the Private Facility Contract Monitoring/Oversight Division for residential and therapeutic services (including halfway houses and residential facilities), 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. The Parole Division also includes the Interstate Compact for Adult Offender Supervision.</p>
<p>Private Facility Contract Monitoring/Oversight Division</p>	<p>The Private Facility Contract Monitoring/Oversight Division (PFCMOD) 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>
<p>Reentry and Integration Division</p>	<p>The Reentry and Integration Division (RID) combines the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI), Project Re-Integration of Offenders (Project RIO), and an expanded reentry initiative, to better focus state resources to reduce recidivism and address the needs of juvenile and adult 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. Services also include the provision of education and training for post-release employment opportunities through collaboration with the Texas Workforce Commission and other partnering agencies.</p>

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director (Continued)

Office	Function
Rehabilitation Programs Division	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. 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 Rehabilitation Programs (including: Civil Commitment, Risk Assessment, and representation on the Advisory Committee for Council of Sex Offender Treatment), Substance Abuse Treatment Program, Volunteer Coordination Committee, Youthful Offender Program (COURAGE), Female Offender Programs, InnerChange, and the Serious and Violent Offender Reentry Initiative.
Victim Services Division	The Victim Services Division (VSD) provides services to victims, surviving family members, witnesses, concerned citizens, victim service providers and criminal justice professionals. The VSD assists victims of offenders incarcerated in the TDCJ in exercising their rights especially during the parole review process. The VSD provides this assistance through a confidential Victim Notification System (VNS), and has also partnered with Appriss, Inc., provider of the Victim Information and Notification Everyday (VINE) system, to enhance our notification services. VINE provides a toll-free automated telephone service which allows victims to obtain limited offender information 24 hours a day. VSD prepares and accompanies victims who are given the opportunity to witness the execution of the offender convicted of the capital murder of their family member. The VSD – Texas Crime Victim Clearinghouse provides a nationwide web-based resource directory, updates the Victim Impact Statement every odd-numbered year, produces a statewide training for criminal justice professionals, victim service providers and victims, and produces the <i>Victim's Informer</i> newsletter. The VSD also establishes and supports programs which are empowering to victims, such as the Victim Offender Mediation/Dialogue and Victim Impact Panel.

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

As of February 28, 2010, TDCJ uses 252 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.

B. Workforce Demographics and Turnover

For the purpose of workforce demographics relating to age, tenure, and attrition, the 252 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 2009 attrition rate.

II. Current Workforce Profile (Continued)

B. Workforce Demographics and Turnover (Continued)

The following information, other than the FY 2009 Attrition Rate, is as of February 28, 2010.

Major Job Category ⁽¹⁾	# Employees	% Total Employees	Average Age	Average TDCJ Tenure	FY 2009 Attrition Rate
COs	26,144	64.06%	40	7 years	21.4%
CO Supervisors (Sergeant – Captain)	2,935	7.19%	41	13 years	7.6%
Food Service/Laundry Managers ⁽²⁾	1,541	3.78%	47	12 years	11.2%
Facilities Maintenance	878	2.15%	51	10 years	9.5%
Unit Administrators (Major – Warden II)	303	0.74%	46	22 years	6.4%
Industrial Specialists	399	0.98%	49	14 years	12.0%
Case Managers	102	0.25%	44	11 years	8.2%
Correctional Transportation Officers	111	0.27%	50	11 years	13.7%
Agriculture Specialists	120	0.29%	46	13 years	18.6%
Counsel Substitutes	101	0.25%	44	12 years	5.8%
Substance Abuse Counselors	98	0.24%	49	5 years	25.6%
Office of Inspector General Investigators and Supervisors	102	0.25%	46	12 years	10.3%
Safety Officers and Supervisors	87	0.21%	47	14 years	12.6%
Chaplaincy	113	0.28%	58	10 years	7.8%
Associate Psychologists	43	0.11%	46	10 years	13.0%
Parole Officers	1,273	3.12%	40	7 years	9.5%
Parole Officer Supervisors (Parole Officers III – V)	242	0.59%	47	14 years	7.6%
Program Management and Support	4,447	10.90%	46	10 years	13.0%
Business Operations	284	0.70%	46	11 years	6.7%
Human Resources	257	0.63%	45	12 years	8.3%
Information Technology	167	0.41%	46	11 years	5.3%
Legal	82	0.20%	46	8 years	18.7%
Other Staff	982	2.41%	48	12 years	7.6%
Total	40,811	100.00%	42	9 years	17.4%

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

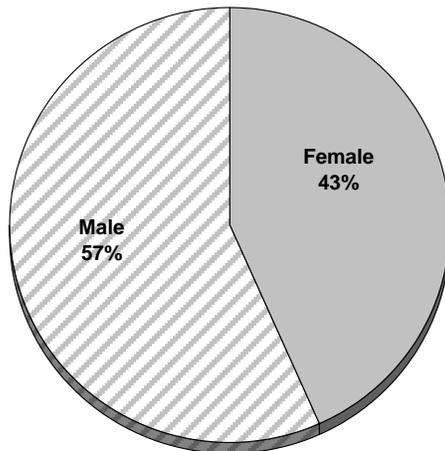
⁽²⁾ Food Service Manager II and Laundry Manager II positions were established September 1, 2009, and are included in the employee total and employee percent total calculations as of February 28, 2010. The FY 2009 attrition rate does not include the Food Service Manager II and Laundry Manager II positions in the calculations.

II. Current Workforce Profile (Continued)

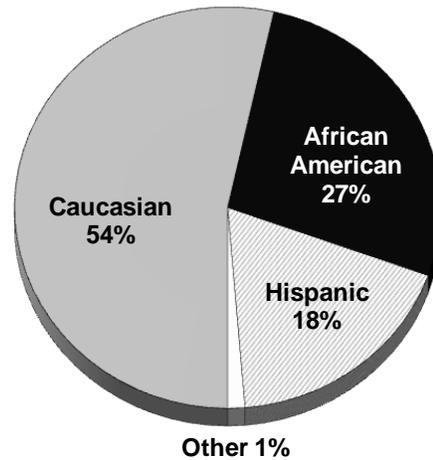
B. Workforce Demographics and Turnover (Continued)

TDCJ Total Workforce as of February 28, 2010

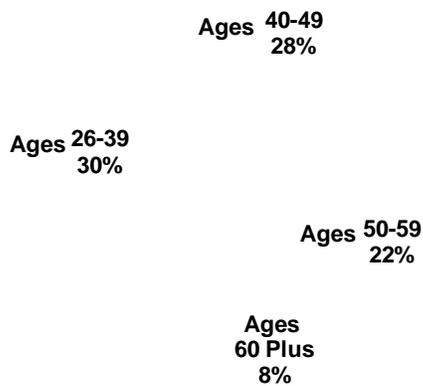
Gender



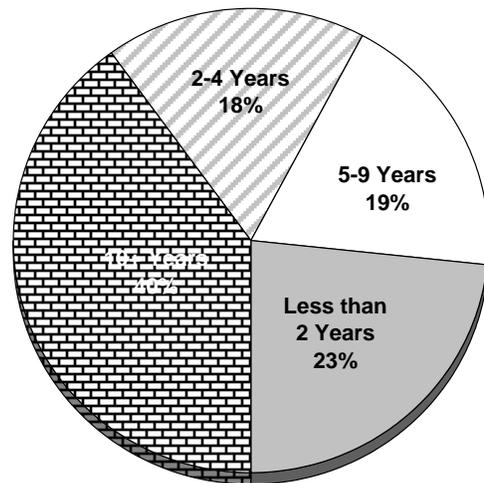
Ethnicity



Age



TDCJ Tenure



C. Retirement Eligibility

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

FY 10	FY 11	FY 12	FY 13	Cumulative
1,091*	1,155	1,408	1,300	4,954

*Includes all employees who first became eligible for retirement prior to FY 2010.

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 2007 was 829 (monthly average 69) and in FY 2008 was 868 (monthly average 72).
- The number of agency employees who retired in FY 2009 was 894 (monthly average 71). In FY 2010 as of February 28, 2010, the number of agency employees who retired was 427 (monthly average 74). The monthly average number of retirees for FY 2010 is consistent with past fiscal years.

Total Projected Attrition

The agency's annualized attrition rate for FY 2009 was 17.4%, and it is projected that the agency's attrition rate for FY 2010 - FY 2011 will be slightly lower than the FY 2008 - FY 2009 attrition rate due to a higher national unemployment rate and weak national job market.

III. Future Workforce Profile

A. Critical Functions

As previously stated, TDCJ uses 252 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

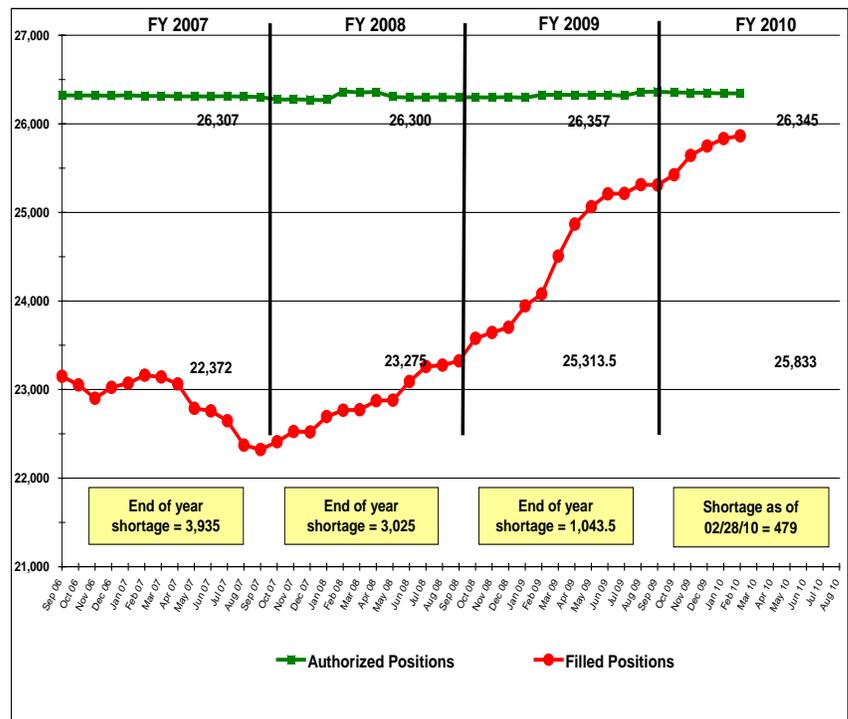
IV. Gap Analysis

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, supervisors of COs, laundry managers, food service managers, unit administrators, and parole officers. As of February 28, 2010, these positions comprised 78.9% of the agency's workforce.

A. Anticipated Surplus or Shortage in Staffing Levels

Correctional Officers

Historically, the CO shortage is the agency's greatest workforce challenge; however, in FY 2009 and FY 2010, the CO shortage decreased significantly. 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 8,520 COs in FY 2009. The number of COs hired in FY 2010 as of February 28, 2010, is 3,371.



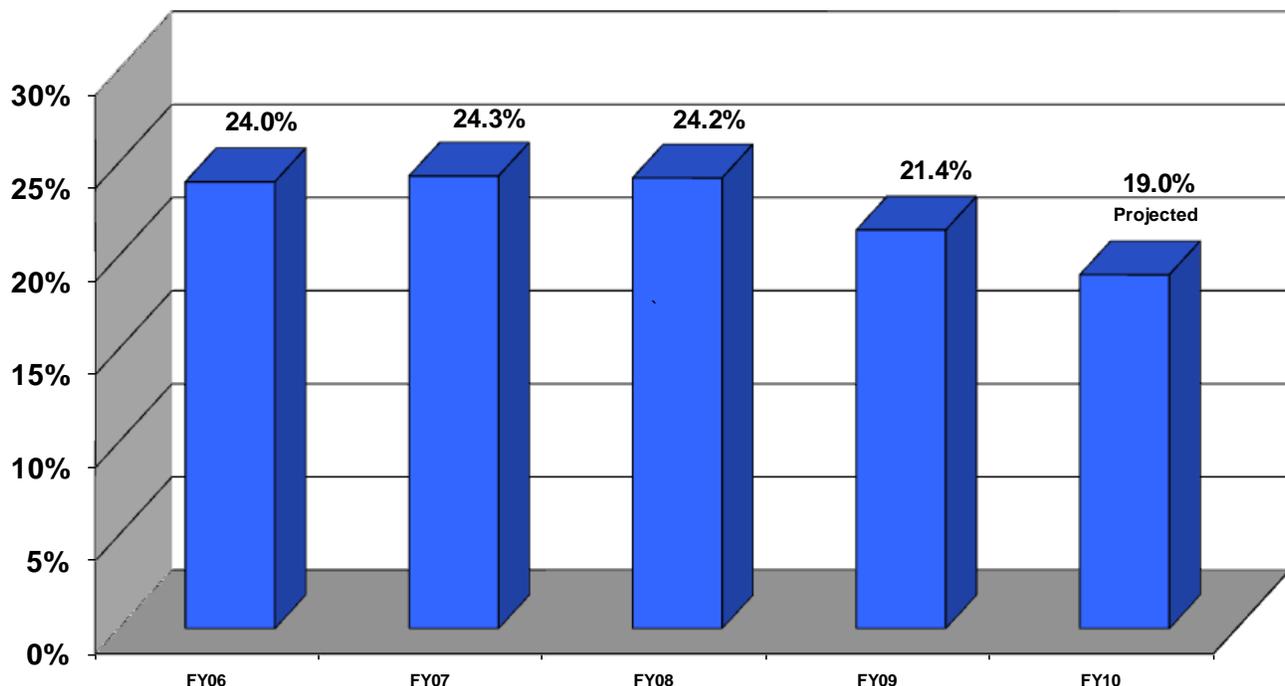
IV. Gap Analysis (Continued)

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 2010-2011 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 28, 2010, the agency anticipates the FY 2010 CO attrition rate will be slightly lower than FY 2009 which was 21.4 %.

Correctional Officer Attrition FY 2006 – FY 2010



Supervisors of Correctional Officers 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/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 2009 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 2009 attrition rate of 17.4%. Food Service Manager II and Laundry Manager II positions were established September 1, 2009, as a result of the SAO position reclassification.

FY 2009 Attrition Rates	
Job Class	Rate
Food Service Manager III	13.96%
Food Service Manager IV	11.2%
Laundry Manager III	8.1%
Laundry Manager IV	7.0%

Based on the current attrition rates for these positions as of February 28, 2010, the agency anticipates that the FY 2010 attrition rates will be somewhat lower than the FY 2009 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 and Parole Officer II. Parole Officers III through V are supervisory positions.

The FY 2009 SAO attrition rate for the parole officer series was 9.5%, which is lower than the FY 2007 internal attrition rate of 19.3%. 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 for FY 2010 is projected to be lower than the FY 2009 attrition rate, and may be attributed to the parole officer series salary adjustments effective September 1, 2009.

2009 Parole Officer Positions	FY 2009 Attrition Rate
Parole Officer I	12.8%
Parole Officer II	7.9%
Parole Officer Series	9.5%

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 2010 pre-service training 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:

- A physical agility test (PAT) was instituted on March 1, 2010, to enhance the agency's CO hiring standards. Applicants scheduled to attend the Pre-Service Training Academy are now required to pass the PAT as a condition of employment prior to beginning the academy.
- The Pre-Service program was updated with new PowerPoint presentations to capture the attention of trainees and enhance the learning environment.
- A new video, "Contraband Control: Pat Search Procedures," was added to intensify awareness and decrease contraband.
- To emphasize prevention and reporting of occupational fraud, a new video titled, "Inside Job," was implemented.
- Three updated videos, "The Executive Director's Statement on Illegal Discrimination," "Equal Employment Opportunity Training," and "The Advisory Council on Ethics," were included to address employees' rights in the workplace.
- The employee benefits curriculum was updated with legislative changes affecting insurance and retirement.
- The High School Pre-Service Program was expanded from 2 to 50 high schools that familiarize students with academy training and promote the employment opportunities available within TDCJ.

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, (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.

- 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.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officers (Continued)

- 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

- In-service curriculum was updated with current use of force and critical incident videos.
- A pre-test was added to measure an employees' knowledge of new training material at an entry-level.
- The minimum post-test score for successful completion of In-Service was raised from 70% to 75% to equal the Pre-Service testing standards. A study guide was developed to assist employees who are required to retest.
- A new lesson plan, "Transporting Offenders," was introduced to detail the responsibilities of the unit transport officer and to ensure the transportation of offenders is conducted in a safe, secure, and efficient manner.
- A new lesson plan, "Search of Offenders with Physical Handicaps," was implemented to ensure all offenders are searched according to agency policy and to provide specific guidelines for offenders with special-issued devices and unusual circumstances.
- A new lesson plan, "Cohesiveness," was added to promote teamwork and trust in the work environment.
- Beam Hit Laser Training was expanded to the unit-based training sites to develop and enhance the basic weapons handling techniques of employees.
- A physical agility test (PAT) was introduced into annual in-service training on March 15, 2010, to familiarize uniformed correctional staff with the tasks involved and prepare them for future testing requirements.

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 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.

- **Sergeants, Food Service Managers, and Laundry Managers Retreat:** The mission of the 42-hour retreat training program is to provide tenured sergeants, food service managers, and laundry managers with high quality, fast-paced interactive training that both informs and motivates.
- **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 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. The Leadership Forum is a prerequisite to the mid-level management course, Success Through Active and Responsible Supervision (STARS).
- **TDCJ Success Through Active and Responsible Supervision (STARS):** The 36-hour STARS program provides mid-level managers the skills and knowledge necessary to excel and succeed as supervisors within this agency. This course engages participants in processing and assimilating classroom learning to job application.

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 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.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officer Supervisors and Unit Administrators (Continued)

- **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.

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.

- 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.

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. In June 2009, a train the trainers session took place at POTA for the newly developed Parole Violation and Revocation (PVAR) section of OIMS. The training was conducted from July to September 2009. PVAR training modules were introduced into the POTA curriculum in July 2009. POTA currently spends a total of 80 hours training the OIMS systems to include 36 hours on the 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 (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 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 and SO schools are 40 hours and 36 hours in length, respectively, 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 advanced GPS course designed to measure proficiency and enhance the skills of individuals that previously attended the SISP/EM school.
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. The Reentry and Integration Division TCOOMMI department 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 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.

- In September 2009, POTA trainers received Heartsaver CPR certification from UTMB Correctional Managed Care.
- 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.
- 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.

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.

V. Strategy Development

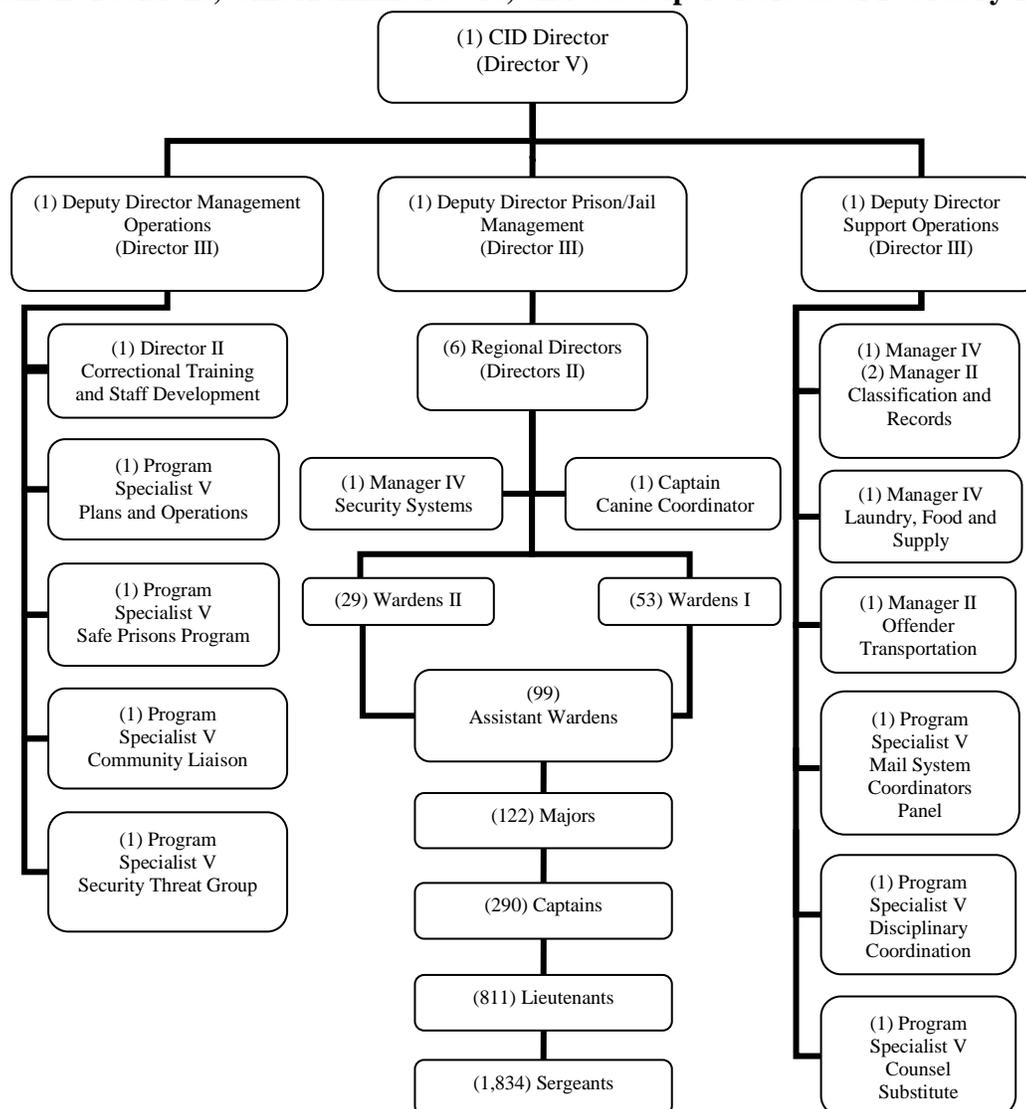
A. Succession Planning

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 2011–2015 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 28, 2010, the number of employees assigned to the CID was 34,045, which represents 83.4% 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 CO staffing and retention 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 28, 2010.



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., FSMs, LMs	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 87-Hour Sergeant, Food Service, and Laundry Managers Academy (includes 20-Hour Principles of Supervision and 20-Hour HR Topics for Supervisors)		X						
TDCJ 42-Hour Sergeant, Food Service, and Laundry Managers Retreat		X						
TDCJ 16-Hour Leadership Forum		X	X	X				
TDCJ 36-Hour Success Through Active and Responsible Supervision (STARS)		X	X	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 Interaction							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

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, 280 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.

B. Gap Elimination Strategies

Gap	CO Staffing Levels
Goal	Maintain CO staffing levels and reduce CO attrition 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 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). • 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 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.

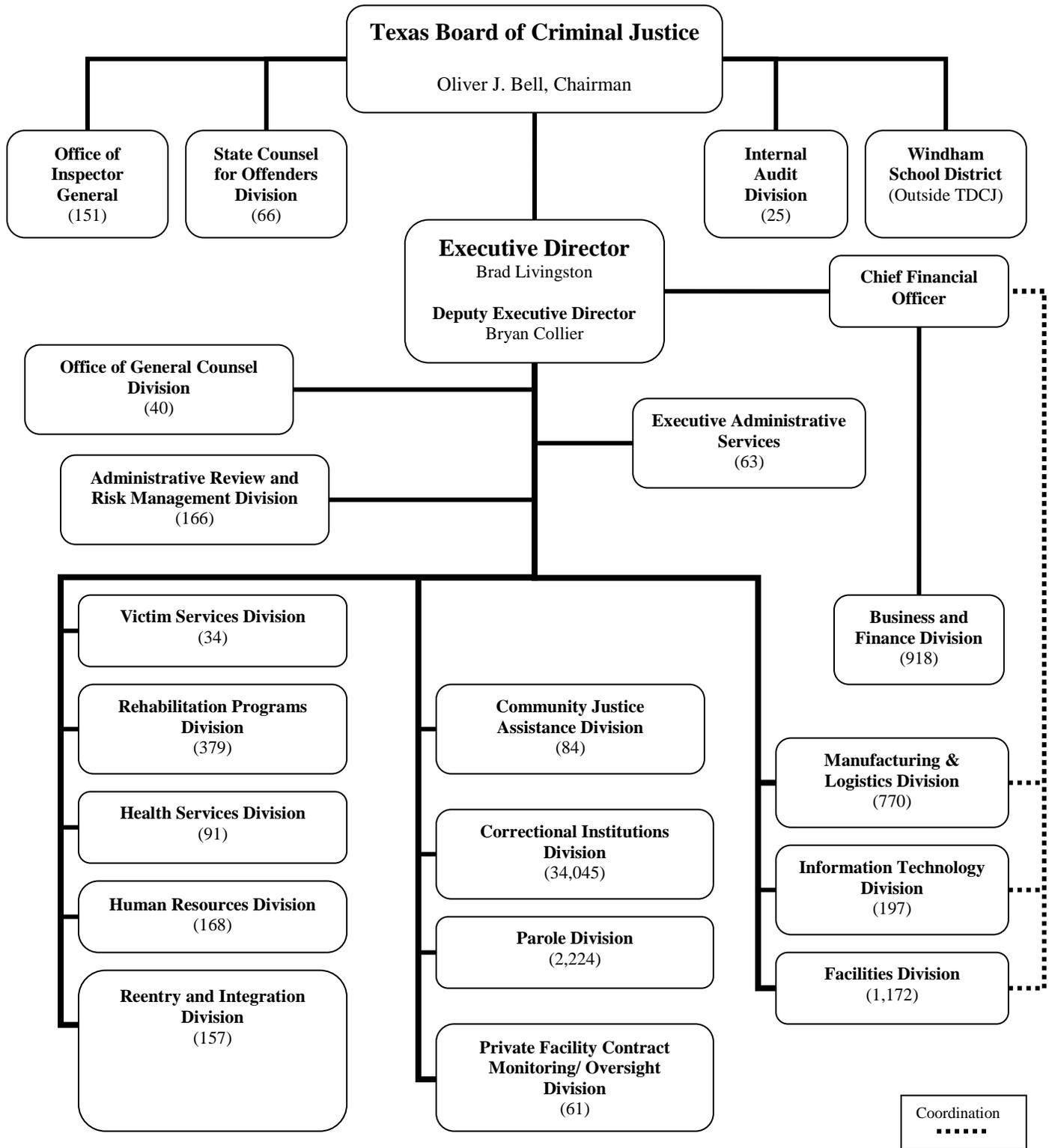
V. Strategy Development (Continued)

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 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.

TEXAS DEPARTMENT OF CRIMINAL JUSTICE
ORGANIZATIONAL STRUCTURE



Note: The number within parenthesis denotes filled positions as of February 28, 2010 and does not include employees on LWOP. Board of Pardons and Paroles employees (561) are not included in this organizational chart.