

# **Agency Strategic Plan Fiscal Years 2023 – 2027**

## **Texas Department of Criminal Justice**



### **Schedule F1**

## **Agency Workforce Plan**

## Workforce Plan FY 2023-2027

### AGENCY OVERVIEW

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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 February 28, 2022, TDCJ was responsible for supervising 118,277 incarcerated offenders housed in 98 facilities located throughout the state. These facilities include 87 that are operated by TDCJ and 11 that are privately operated. The 87 facilities operated by TDCJ include 60 prison facilities, three pre-release facilities, three psychiatric facilities, one developmental disabilities program facility, two medical facilities, 13 state jail facilities, one geriatric facility, and four substance abuse felony punishment facilities (SAFPF).
- TDCJ also maintains 67 district parole offices. As of February 28, 2022, TDCJ was responsible for supervising 79,418 offenders released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 28, 2022, the agency's workforce consisted of 28,554 employees.

### Agency Mission

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**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 to incarceration through probation and community-based programs;
- effectively managing correctional facilities based on constitutional and statutory standards;
- supervising inmates in a safe and appropriate confinement;
- providing a structured environment in which inmates 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 inmate released from prison to parole supervision;
- monitoring the activities of inmates released to parole supervision and their compliance with the conditions of release; and
- providing a central mechanism for victims and the public to participate in the criminal justice system.

## Workforce Plan FY 2023-2027

### 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

**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. Correctional Training
  - Strategy C.1.4. Inmate Services
  - Strategy C.1.5. Institutional Goods
  - Strategy C.1.6. Institutional Services
  - Strategy C.1.7. Institutional Operations and Maintenance
  - Strategy C.1.8. Unit and Psychiatric Care
  - Strategy C.1.9. Hospital and Clinical Care
  - Strategy C.1.10. Managed Health Care – Pharmacy
  - Strategy C.1.11. Health Services
  - Strategy C.1.12. Contract Prisons/Private State Jails
- 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

**Workforce Plan FY 2023-2027****AGENCY OVERVIEW (Continued)**

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**Objective C.3.** Ensure and maintain adequate facilities  
**Strategy C.3.1.** Major Repair of Facilities

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

**Objective D.1.** Operate Board of Pardons and Paroles  
**Strategy D.1.1.** Board of Pardons and Paroles  
**Strategy D.1.2.** Revocation Processing  
**Strategy D.1.3.** Institutional Parole Operations

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

**Objective E.1.** Evaluate eligible inmates for parole or clemency  
**Strategy E.1.1.** Parole Release Processing

**Objective E.2.** Perform basic supervision and sanction services  
**Strategy E.2.1.** Parole Supervision  
**Strategy E.2.2.** Residential Reentry Centers  
**Strategy F.2.3.** Intermediate Sanction Facilities

**Goal F** Administration

**Objective F.1.** Administration  
**Strategy F.1.1.** Central Administration  
**Strategy F.1.2.** Victim Services  
**Strategy F.1.3.** Information Resources  
**Strategy F.1.4.** Board Oversight Programs

## Workforce Plan FY 2023-2027

### AGENCY OVERVIEW (Continued)

#### Agency Structure

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

Functions Reporting Directly to the TBCJ	
Office	Function
Internal Audit	The Internal Audit Division conducts comprehensive audits of 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 the Inspector General (OIG) provides oversight to 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 TDCJ. The OIG is dedicated to promoting the safety of employees and inmates throughout the agency.
State Counsel for Offenders	State Counsel for Offenders (SCFO) is responsible for providing legal counsel and representation to indigent persons while they are incarcerated in the TDCJ. SCFO also provides legal representation to currently and formerly incarcerated clients facing civil commitment proceedings in accordance with Texas Health and Safety Code Chapter 841. SCFO is appointed to handle cases for indigent clients (1) indicted for alleged criminal acts committed while in the TDCJ custody; (2) subject to immigration removal proceedings; and (3) named in civil commitment proceedings. SCFO does not handle death penalty cases, fee generating cases, cases involving civil right issues, nor parole matters.
Prison Rape Elimination Act Ombudsman	The Prison Rape Elimination Act (PREA) Ombudsman provides oversight of the TDCJ's efforts to eliminate the occurrence of sexual abuse and sexual harassment of inmates in correctional facilities. The PREA Ombudsman reviews and conducts administrative investigations regarding allegations of sexual abuse and sexual harassment of inmates. The PREA Ombudsman also reviews TDCJ policies and procedures to ensure compliance with federal and state laws and PREA standards. In addition, the PREA Ombudsman serves as an independent office and point of contact for elected officials, the public, and inmates to report allegations of sexual abuse and harassment of offenders ensuring impartial resolution of complaints received.
Office of the Independent Ombudsman	The Office of the Independent Ombudsman conducts investigations on non-criminal complaints received from the public, elected and appointed state officials, as well as TDCJ inmates. The office serves as a single point of contact for elected officials and members of the public who have inquiries regarding the agency, inmates, or staff. When necessary, independent ombudsman investigations are coordinated through appropriate TDCJ officials. The TBCJ Ombudsman Office strives to provide timely responses to the public.

## Workforce Plan FY 2023-2027

### AGENCY OVERVIEW (Continued)

Functions Reporting to the Executive Director	
Office	Function
<b>Community Justice Assistance Division</b>	<p>The Community Justice Assistance Division (CJAD) works with the Community Supervision and Corrections Departments (CSCDs), which supervise defendants sentenced to community supervision, also known as adult probation. CJAD is responsible for distributing and oversight of formula and grant funds, developing standards (including best-practice treatment standards), processing strategic plans, budgets and quarterly financial reports, conducting program and fiscal audits, evaluating probationer programs, maintaining the Community Supervision Tracking System, and accrediting Battering Intervention and Prevention programs.</p> <p>The 123 CSCDs supervise and rehabilitate probationers sentenced to community supervision, assess criminogenic risk/needs using the Texas Risk Assessment System, monitor compliance with court-ordered conditions, and offer a continuum of progressive sanctions, including regular reporting specialized caseloads, community corrections facility treatment/programs, outpatient treatment services, non-residential treatment/correctional programs and jurisdictional specific programs dependent on population or department needs.</p>
<b>Correctional Institutions Division</b>	<p>The Correctional Institutions Division (CID) is responsible for the confinement of adult felony inmates who are sentenced to incarceration in a secure correctional facility. The division encompasses 87 state operated prisons and jails, which include 60 state prison facilities, 3 pre-release facilities, 3 psychiatric facilities, 1 developmental disabilities program facility, 2 medical facilities, 13 state jail facilities, 1 geriatric facility, and 4 substance abuse felony punishment facilities. There are additional expansion cellblocks and medical facilities within several of the facilities mentioned above. The CID also houses inmates in private contract facilities; for details, see Private Facility Contract Monitoring/Oversight Division. The division is also responsible for support functions to include: prison and jail operations for six regions; security operations; canine program; laundry, food, and supply; security threat group management; disciplinary coordination; mail room operations; safe prisons/PREA program; and classification and records.</p>
<b>Reentry and Integration Division</b>	<p>The Reentry &amp; 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 inmates. Services provided include the continuity of care for inmates with physical or mental impairments, identification documents, employment services, as well as community based case management and support services for eligible inmates. The division centralizes the goals and functions of TCOOMMI and reentry staff to create a broad and cohesive overall strategy for preparing inmates for reentry into the community with a view for public safety.</p>
<b>Rehabilitation Programs Division</b>	<p>The Rehabilitation Programs Division integrates strategic evidence-based programs that encompass every division within the agency to ensure programs and services are administered effectively and with consistency. The programs are designed to meet the inmate's individual needs, as identified in the Individualized Treatment Plan (ITP), improve institutional adjustment and facilitate transition from prison into the community. Programs within this division include: Religious Services, Faith-Based Dorms, Sex Offender Rehabilitation Programs, Substance Use Treatment Programs, Volunteer Programs, Champions Youth Program, Serious and Violent Offender Reentry Initiative, Corrective Intervention Pre-release Programs, Cognitive Intervention Transition Program, Returning Population Gang Renouncement and Disassociation Process, Post-Secondary Correctional Education Programs, Female Cognitive Pre-Release Program, Our Roadway to Freedom, Baby and Mother Bonding Initiative (BAMBI), Prison Fellowship Academy (PFA) Program and In-Prison Substance Use Treatment Program (IPSUTP).</p>



## Workforce Plan FY 2023-2027

### AGENCY OVERVIEW (Continued)

Functions Reporting to the Executive Director (Continued)	
Office	Function
<b>Parole Division</b>	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 Parole Division issues referrals to programs and services to address offender needs and board-imposed conditions. The division also includes the Interstate Compact for Adult Offender Supervision and coordinates with the Private Facility Contract Monitoring/Oversight Division for residential and therapeutic services (including residential reentry center (halfway houses) and residential treatment facilities).
<b>Private Facility Contract Monitoring/Oversight Division</b>	The Private Facility Contract Monitoring/Oversight Division is responsible for the oversight and monitoring of contracts for privately operated facilities as well as community-based facilities, which includes substance abuse treatment services. The division's responsibilities include oversight and monitoring of seven private correctional centers, three private state jails, one work program co-located on a private correctional center, one multi-use facility, eight privately operated residential reentry centers, and 71 outpatient substance abuse continuum of care sites (community-based transitional treatment centers). The PFCMOD is responsible for monitoring 11 privately operated Substance Abuse Felony Punishment Facilities/In-Prison Therapeutic Community/In-Prison Substance Use Treatment Program programs, 3 Driving While Intoxicated programs, 3 Intermediate Sanction Facilities, 1 Female Cognitive Pre-Release Program, and 6 State Jail Substance Abuse Programs that are co-located on state-run facilities.
<b>Administrative Review &amp; Risk Management Division</b>	The Administrative Review & Risk Management Division provides oversight of agency operations by evaluating programs, processes, and practices. The division is comprised of the following: Access to Courts, Inmate Grievance Program, Counsel Substitute, Administrative Review for Use of Force, Review and Standards, Risk Management, and American Correctional Association (ACA).
<b>Business &amp; Finance Division</b>	The Business and Finance Division supports the agency through sound fiscal management, provision of financial services and statistical information, purchasing and leasing services, 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, Agribusiness & Logistics Division. Detailed information regarding these three divisions is provided separately.
<b>Facilities Division</b>	The Facilities Division is responsible for all aspects of physical plant management for TDCJ. Functions include planning, design, construction, maintenance, and environmental quality assurance and compliance of facilities.
<b>Health Services Division</b>	The Health Services Division works with the university providers and the Correctional Managed Health Care Committee (CMHCC) to ensure health care services are provided to inmates in the custody of 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.
<b>Human Resources Division</b>	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 and procedures.
<b>Information Technology Division</b>	The Information Technology Division provides automated information services and technology support to all divisions within 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.

## Workforce Plan FY 2023-2027

### AGENCY OVERVIEW (Continued)

Functions Reporting to the Executive Director (Continued)	
Office	Function
<b>Manufacturing, Agribusiness &amp; Logistics Division</b>	The Manufacturing, Agribusiness and Logistics (MAL) Division manages the agency's agribusiness, land and mineral operations, warehousing operations, fleet, freight and inmate transportation services, and provides customers with quality manufactured products and services while providing marketable job skills training for incarcerated inmates. The division also monitors the Prison Industry Enhancement (PIE) Program to ensure compliance with state and federal guidelines.
<b>Office of the General Counsel</b>	The Office of the General Counsel helps the TDCJ manage risk by providing competent legal services in a timely manner to TDCJ management on issues concerning corrections and supervision law, employment, public information act, open meetings, and transactional matters, and provides litigation support to the Office of the Attorney General on lawsuits filed against the TDCJ and its employees.
<b>Victim Services Division</b>	The Victim Services Division (VSD) provides constitutionally and statutorily mandated services to victims, surviving family members, witnesses, concerned citizens, victim service providers and criminal justice professionals. The VSD utilizes the Integrated Victim Services System (IVSS), a confidential database, to provide notifications via letter, email, phone and/or text message regarding the incarceration and supervision of an inmate, including the parole review process. The VSD also offers an internet portal for registrants to request notification, view past notifications, manage and update their contact methods, and search for resources in the Texas Victim Resource Directory. 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 packet 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 training, technical assistance, and related publications to victim service professionals. The VSD also provides direct services for crime victims including preparation and accompaniment for victims who choose to witness the execution of the offender convicted of the capital murder of their family member. The VSD provides emotional support and crisis intervention to agency employees impacted by traumatic events through the Employee Support Services Section.
<b>Training and Leader Development Division</b>	Training and Leader Development Division (TLDD) delivers quality training focused on performance, centered on employee learning, development, and wellness. TLDD utilizes a blend of online training and face to face engagement. Face to face engagements are focused on building the confidence of TDCJ employees to deal with the range of challenging situations the agency faces. Also, under the TLDD umbrella, Correctional Officer Recruiting and Retention works diligently to connect available candidates across the state of Texas to openings in over 87 correctional facilities. TLDD contributes to the retention of the agency workforce by empowering them with knowledge, enabling them to see progress, facilitating advanced education, and enhancing leadership potential at all levels within the agency. TLDD is focused on three lines of operation as a learning organization: Leader Development, Online Education, and Mobile Training Teams.

### Anticipated Changes in Mission, Strategies, and Goals

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



## Workforce Plan FY 2023-2027

### CURRENT WORKFORCE PROFILE

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#### Critical Workforce Skills

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As of February 28, 2022, TDCJ uses 296 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 Inmates
- 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 inmates is a unique experience. Therefore, a basic requirement for agency employees whose performance of job duties includes extensive interaction with inmates is participation in 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

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For the purpose of workforce demographics relating to age, tenure, and turnover, the 296 job classes used by the agency have been grouped into the 21 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 2021 turnover rate.

## Workforce Plan FY 2023-2027

### CURRENT WORKFORCE PROFILE (Continued)

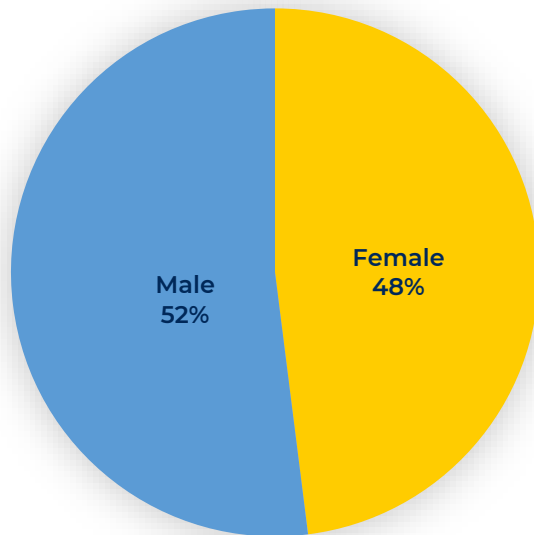
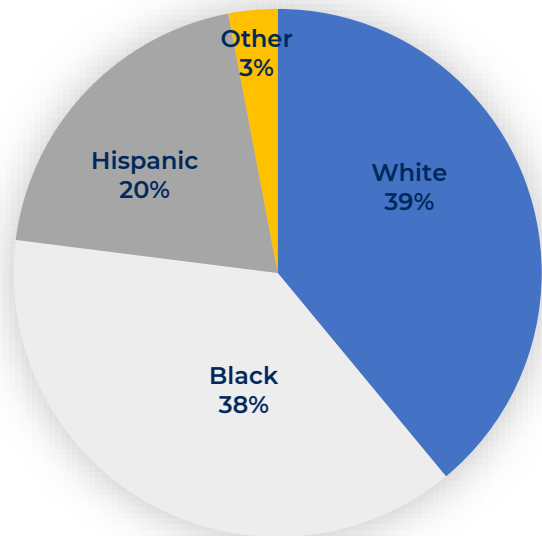
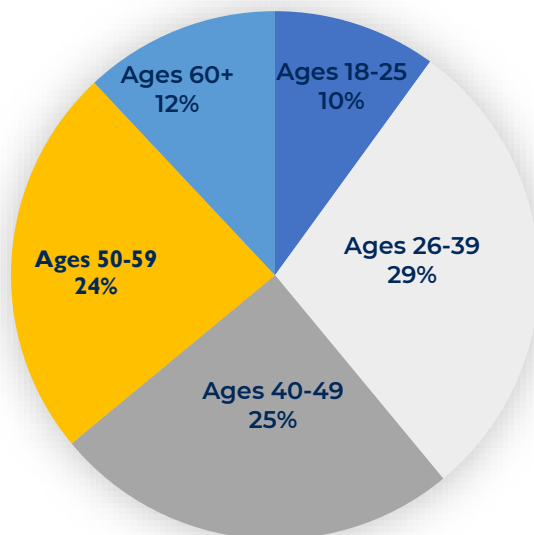
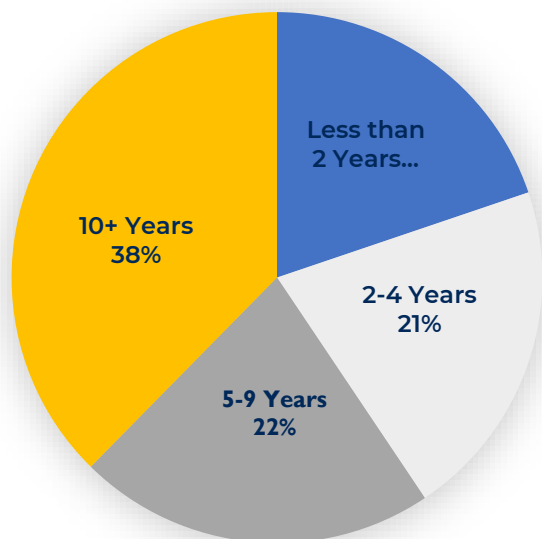
The following information, other than the FY 2021 Turnover Rate, is as of February 28, 2022.

Major Job Category <sup>(1)</sup>	Total Employees	% of Total Employees	Average Age	Average TDCJ Tenure	FY 2021 Turnover Rate
COs	16,421	57.5%	43	9 years	40.6%
CO Supervisors (Sergeant – Captain)	2,451	8.6%	41	12 years	19.1%
Food Service/Laundry Managers	1,285	4.5%	47	13 years	20.2%
Facilities Maintenance	625	2.2%	51	11 years	20.5%
Unit Administrators (Major – Warden II)	284	1.0%	46	22 years	16.9%
Industrial Specialists	276	1.0%	52	15 years	13.2%
Case Managers	255	0.9%	48	10 years	22.7%
Agriculture Specialists	95	0.3%	48	12 years	17.4%
Counsel Substitutes	75	0.3%	42	11 years	20.6%
Substance Abuse Counselors	53	0.2%	56	7 years	27.0%
Office of Inspector General Investigators and Supervisors	148	0.5%	46	11 years	10.0%
Safety Officers and Supervisors	94	0.3%	45	12 years	25.9%
Chaplaincy	109	0.4%	57	7 years	19.4%
Parole Officers	1,264	4.4%	40	6 years	23.7%
Parole Officer Supervisors (Parole Officers III – V)	292	1.0%	44	13 years	14.1%
Program Management and Support	3,031	10.6%	47	10 years	22.9%
Business Operations	254	0.9%	45	10 years	18.0%
Human Resources	257	0.9%	45	11 years	17.7%
Information Technology	167	0.6%	46	9 years	10.2%
Legal	72	0.3%	45	6 years	26.0%
Other Staff	1,046	3.7%	49	12 years	16.9%
<b>Total</b>	<b>28,554</b>	<b>100.0%</b>	<b>44</b>	<b>10 years</b>	<b>33.0 %</b>

<sup>(1)</sup> 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 2023-2027****CURRENT WORKFORCE PROFILE (Continued)**

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**TDCJ Total Workforce as of February 28, 2022****Gender****Ethnicity****Age****TDCJ Tenure**

## Workforce Plan FY 2023-2027

### 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 2022	FY 2023	FY 2024
2,408*	795	725

\*Includes rollover from previous fiscal years.

#### 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 2019 was 1,268 (monthly average 106) and in FY 2020 was 1,226 (monthly average 102).
- The number of agency employees who retired in FY 2021 was 1,218 (monthly average 102). In FY 2022 as of February 28, 2022, the number of agency employees who retired was 544 (monthly average 91).

##### Total Projected Turnover

The agency's annualized turnover rate for FY 2021 was 33.0%, and it is projected that the agency's turnover rate for FY 2022 will be slightly higher than the FY 2021 turnover rate.

## Workforce Plan FY 2023-2027

### FUTURE WORKFORCE PROFILE

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#### Critical Functions

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As previously stated, TDCJ uses 296 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 inmates
- Efficient operation of correctional facilities
- Effective supervision of employees

#### Expected Workforce Changes

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- Restructuring and reorganization based on continued evaluations and review of workforce
- Increased use of new technology and electronic systems
- Promotion of revised work processes and efficiencies identified through the agency's response to the pandemic
- 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
- Reassess job descriptions to ensure they are meeting agency's needs.

#### Anticipated Increase/Decrease in Required Number of Employees

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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 inmates and any privatization of major agency operations.

#### Future Workforce Skills Needed

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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
- Other technical competencies as the agency continues to seek new technology to increase personal safety of staff and inmates
- Skill to supervise an increasingly diverse workforce
- Multi-lingual skills based on increasing diversity of inmate population
- Enhanced management and leadership skills based on criticality of agency mission

## Workforce Plan FY 2023-2027

### FUTURE WORKFORCE PROFILE (Continued)

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#### Recruitment Efforts to Increase the Diversity of Agency Workforce

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TDCJ maintains a high priority and commitment in promoting interest for filling agency positions with diverse, qualified applicants. The FY 2021 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 job categories with the highest percentage of underutilization in the Hispanic population are skilled craft, service and maintenance, and technical.

TDCJ is emphasizing strategies to address the underutilization of all ethnicities, specifically the Hispanic and Asian population. The Training and Leader Development and Human Resources divisions continue to develop various recruiting methods and initiatives to encourage and promote interest in employment within the Asian and Hispanic communities, such as, but not limited to:

- Using social media platforms, such as Facebook, Twitter, Instagram, YouTube, and Indeed;
- Attending job fairs at colleges and trade schools in areas with a high Hispanic and Asian population;
- Advertising job postings on Hispanic and Asian professional and technical career websites;
- Mailing correspondence and recruitment material to various high schools, colleges, military installations, and Hispanic and Asian organizations;
- Contacting Hispanic Chambers of Commerce in various counties, Workforce Development Boards, local League of United Latin American Citizens (LULAC) representatives throughout Texas, and the National Association of Asian American Professionals;
- Advertising in community publications that target the Hispanic and Asian community;
- Advertising in local Hispanic television stations; and
- Promoting college internship opportunities within TDCJ.



## Workforce Plan FY 2023-2027

### GAP ANALYSIS

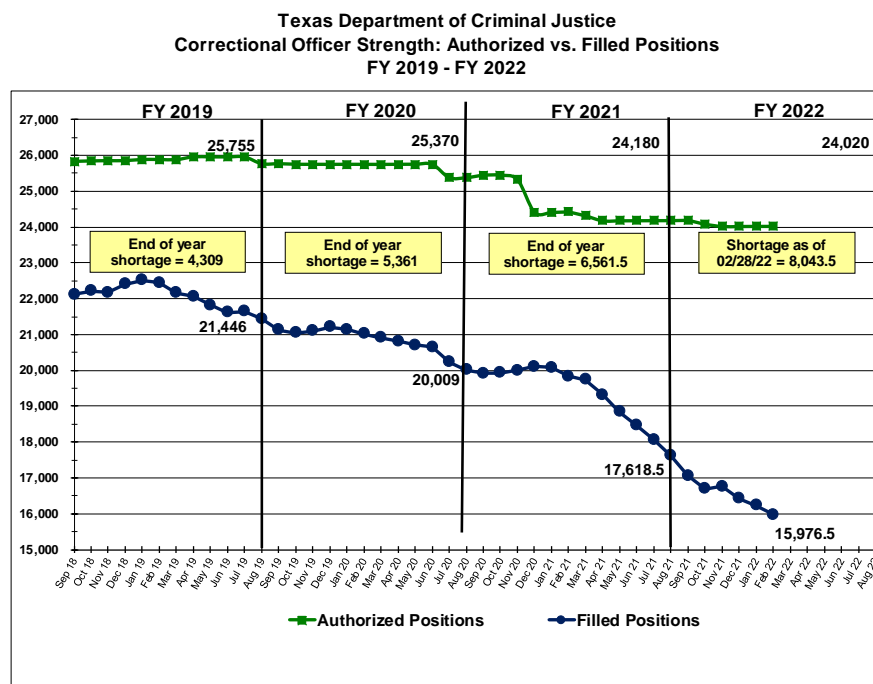
The agency's Gap Analysis will focus on those positions that perform the basic job duties required for the supervision of incarcerated and paroled inmates and the effective management of correctional facilities, which were previously identified as two crucial functions. These positions include COs, supervisors of COs, laundry managers, food service managers, unit administrators, parole officers, and parole supervisors. As of February 28, 2022, these positions comprised 77% of the agency's workforce.

### Anticipated Surplus or Shortage in Staffing Levels

#### Correctional Officers

The CO shortage remains the agency's greatest workforce challenge. The CO shortage increased in both FY 2019 and FY 2020. 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.

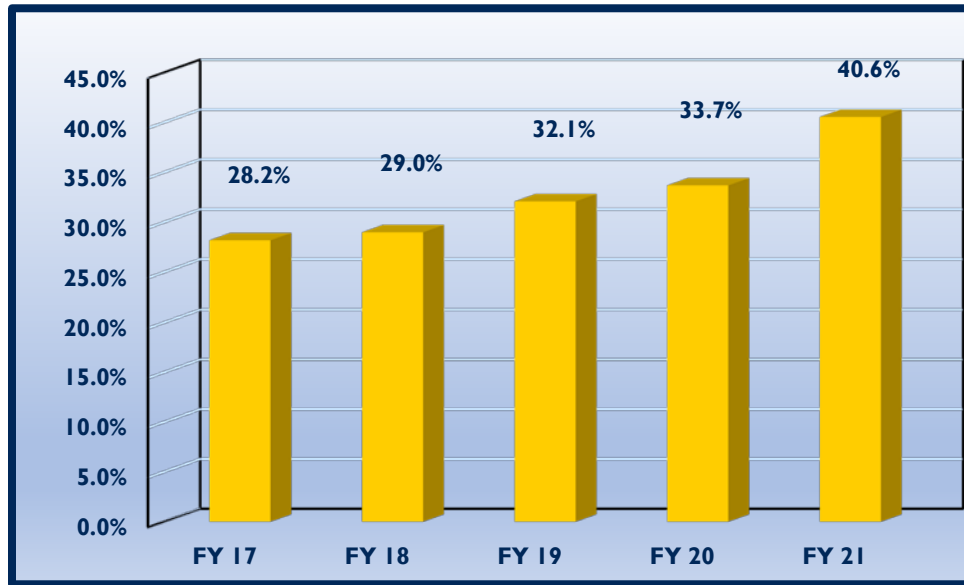
In addition to implementation of several retention strategies, the agency's continued aggressive recruitment efforts resulted in the hiring of 7,381 COs in FY 2021. The number of COs hired in FY 2022 as of February 28, 2022, was 3,044.



Achieving a 23% CO turnover rate was identified in the General Appropriations Act for the 2022-23 fiscal 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 28, 2022, the agency anticipates the FY 2022 CO turnover rate will be approximately 44.1%.

**Workforce Plan FY 2023-2027****GAP ANALYSIS**

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**Correctional Officer Turnover  
FY 2017 – 2021**

## Workforce Plan FY 2023-2027

### GAP ANALYSIS

#### Correctional Officer Supervisors and Unit Administrators

This group of positions includes Sergeant through Warden. 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 to Lieutenant or from Captain to Major. 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 significant changes in these factors.

#### Food Service Managers and Laundry Managers

The FY 2021 SAO turnover rates for the Food Service Managers II through IV and the Laundry Managers II through IV positions were lower than the FY 2021 overall agency turnover rate of 33.0%. Food Service Manager IV and Laundry Manager IV are supervisory positions.

FY 2021 Turnover Rates	
Job Class	Rate
Food Service Manager II	29.2%
Food Service Manager III	18.6%
Food Service Manager IV	25.1%
Laundry Manager II	13.7%
Laundry Manager III	15.9%
Laundry Manager IV	17.0%

#### Parole Officers and Parole Supervisors

References to TDCJ 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 2021 turnover rate for the parole officer series was 23.7%, which is lower than the FY 2021 overall agency turnover rate of 33.0%. 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. The turnover rate continues to decrease within parole supervisory positions. The combined FY 2021 turnover rate for Parole Officers III through V positions was 14.1%, which is considerably lower than the combined turnover rate of 23.7% for Parole Officers I through II.

Parole Officer Positions	FY 2021 Turnover Rate
Parole Officer I	33.3%
Parole Officer II	17.5%
Combined, Parole Officer I & II	23.7%

## Workforce Plan FY 2023-2027

### GAP ANALYSIS (Continued)

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#### Anticipated Surplus or Shortage of Skills

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##### Correctional Officers

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The TDCJ Training and Leader Development Division (TLDD) receives input from unit/regional/departmental 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, TLDD receives input from class participants throughout the year and incorporates this input into the needs assessment. All needs assessments are analyzed and data is compiled to ensure the needs of security staff are addressed.

TLDD revises the Pre-Service Training Academy (PSTA) curriculum to enhance areas defined through the needs assessment as requiring greater emphasis in response to emerging security concerns. Pre-service training is comprised of three phases totaling 384 hours. Phase I of the pre-service training is comprised of 20 hours and 45 minutes of orientation and administrative in-processing and 219 hours and 15 minutes of curriculum which includes:

- The Dynamic learning aspect actively engages the cadet in job related tasks. They are monitored by trained instructors to ensure tasks such as communication skills, conflict de-escalation and resolution, and adaptive response are performed properly to ensure safety.
- The PSTA tests the trainee's knowledge and skills as it pertains to practical tasks. Trainees are required to demonstrate competency in inmate management scenarios, inmate management continuum scenarios, to include defensive tactics techniques, restraint and escort procedures, and the use of chemical agents and state issued weapons.
- The Safe Prisons/PREA lesson has been revised to incorporate the federal Prison Rape Elimination Act (PREA) standards and includes the Safe Prisons/PREA in Texas video.
- In addition to the Safe Prisons/PREA lesson, the Contraband and Shakedown lesson includes TDCJ pat search procedures and the revised video titled Contraband Control: Pat Search Procedures that resulted from incorporating the federal PREA standards.
- The Executive Director's Statement on Illegal Discrimination, Equal Employment Opportunity Training, and Advisory Council on Ethics training video addresses employees' rights in the workplace.
- The PSTA introduces trainees to TDCJ's Core Values: Integrity, Courage, Commitment, and Perseverance.
- The PSTA includes 37 hours of Mental Health Crisis Intervention training to ensure trainees are well prepared to manage mentally ill and suicidal inmates, and to manage dangerous situations and/or aggressive inmates utilizing non-violent crisis intervention techniques.
- The Physical Agility Test (PAT) has been redesigned and is no longer a prerequisite for employment. Cadets will participate in a physical agility test during the PSTA, which is conducted on weeks 1, 3, and 5. Employees that can complete the PAT within a predetermined length of time will be awarded a PAT Star to be worn on their uniform.

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

## Workforce Plan FY 2023-2027

### GAP ANALYSIS (Continued)

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application competency tasks: (1) perform cell/housing security inspection; (2) properly apply and remove restraint device; (3) perform inmate pat search; (4) perform inmate strip search; (5) perform restrictive housing escort/solitary escort; (6) perform weapons inspections, issue and receipt; (7) identify chemical agents used on the unit; (8) open and close doors in inmate housing area; (9) perform ingress/egress in inmate housing area; (10) demonstrate distribution of inmate mail; (11) demonstrate management of inmate 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 inmate dining hall; (16) demonstrate management of inmate showers; and (17) explain unit emergency response procedures.

- One-on-One Shadowing Observation: During Phase II of 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 Phase II of the OJT Program, each new officer will participate in Phase III (40 hours) where they will be 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

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- The physical agility test (PAT), introduced into the TDCJ Annual 40-hour In-Service Training in March 2010, has been redesigned as of June 2019. The PAT, which previously included an accumulative point scoring system, is now a self-paced agility test and all employees are encouraged to participate. Uniformed staff must complete the assessment as a requirement of the 40-hour annual in-service training. The goal is to show an improvement in the physical agility of all participants each year. Participants who complete the PAT within a designated amount of time will be awarded the PAT STAR pin that is authorized to be worn on the uniform.
- Updated lesson plans are utilized in the In-Service curriculum each year to address the training needs of correctional staff as determined through the annual comprehensive needs assessment.
  - Core Values is tailored to both supervisors and non-supervisors and serves to impress these values and their importance in the workplace to all staff.
  - Security Issues serves to remind students of their basic responsibilities as correctional professionals and includes a practical application demonstration for applying and removing hand restraints and conducting an inmate pat search.
  - Use of Force training has been tailored to address preventing employee injuries due to acts of inmate aggression. This training effectively captures the spirit of the Use of Force Plan and its application on the unit.

## Workforce Plan FY 2023-2027

### GAP ANALYSIS (Continued)

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- Incident Command Systems (ICS) and Emergency Procedures has been enhanced to provide students with information regarding fire, smoke, explosions; ICS; hostage situations; and escapes.
- Safe Prisons/PREA reflects TDCJ's commitment to adhering to the federal PREA standards and includes the Safe Prisons/PREA in Texas video.
- Six hours of In-Service training is dedicated to Mental Health Crisis Intervention Training. This training is designed to ensure trainees are well prepared to manage mentally ill and suicidal inmate, and to manage dangerous situations and/or aggressive inmates utilizing non-violent crisis intervention techniques.
- One and a half hours of In-Service training are 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.

#### Adaptive Response Skills

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- 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 Quarters Combat course prepares COs with survival techniques in the event of an impending inmate escape. Training is conducted using agency issued firearms and practical scenarios.

#### Armory Custodian Training

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The *Armory Custodian Training* is designed to provide unit armory custodians with a working knowledge for armory operations to include: armory custodian responsibilities, firearms and use of force equipment inventory, transfer, repair, replacement, and cleaning procedures, AIMS and LONESTAR inventory systems, emergency call up equipment issue procedures, and unit armory required documentation.

### Correctional Officer Supervisors and Unit Administrators

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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 have 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).



## Workforce Plan FY 2023-2027

### GAP ANALYSIS (Continued)

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- **Sergeant, Food Service, and Laundry Manager Academy:** Newly selected uniformed supervisors are required to complete the 86-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 Sergeant, Food Service, and Laundry Manager Academy includes the 20-hour TDCJ Fundamentals of Leadership (FOL) 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 FOL training is also a prerequisite for certain other supervisory training programs.

In addition to the FOL training, the Sergeant, Food Service, and Laundry Manager Academy includes the 20-hour TDCJ Equipping Leaders with Human Resource Fundamentals 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 Equipping Leaders training within 180 days of promotion or hire.

- **TDCJ Annual In-Service Training:** All uniformed and designated other selected TDCJ personnel are required to attend a 40-hour annual in-service training program. Several topic areas are covered including: ethics, core values, security issues, safe prisons program/PREA, ICS and emergency procedures, use of force, crisis intervention, and mental health and suicide prevention.
- **Lieutenant Command School:** The mission for this 40-hour program is to provide leadership and core crisis management skills. The Lieutenant 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 Administrator Preparedness Training (CAPT):** The 36-hour course is the third tier of correctional supervisory training, designed to provide the most challenging training for Captains of Correctional Officers and Laundry Manager IVs. Each class 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 36-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.

## Workforce Plan FY 2023-2027

### GAP ANALYSIS (Continued)

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- **Annual Majors Training:** Agency directors and department heads provide the instruction for this annual 40-hour training for majors. Training focuses on general management, labor laws, employee-management relation, the criminal justice system, and relationships with other service agencies.
- **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 general management, labor laws, employee-management relations, the criminal justice system, and relationships with other service agencies.
- **CMIT Warden's Peer Interaction:** This 28-hour 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 inmates. The NIC Academy Division coordinates training programs on various topics such as correctional leadership, prison management and inmate 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.
- **Field Force Training:** This program provides basic skills required for correctional officers designated to manage inmates 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 inmates.
- **Restrictive Housing Training:** This 16-hour course, conducted as part of on-the-job training, is required for all employees who are newly assigned to work in a Restrictive Housing area. This includes all newly assigned employees (OJT's), direct hire employees, employees who are assigned to general population but are utilized to help conduct meals/movement/etc., in the Restrictive Housing area, and veteran employees who have been assigned to Restrictive Housing prior to creation of the 16-hour program at one facility and transfer to Restrictive Housing at a different facility. This course includes in-depth information from the Restrictive Housing Plan.
- **Gender Specificity Training:** This 12-hour course, conducted as part of on-the-job training, is required for employees newly assigned to facilities that house female inmates. Topics taught within this program deal with gender-specific issues.
- **Mental Health Training:** This 37-hour course, that was previously categorized as pre-requisite training during on-the-job training for employees assigned to designated mental health facilities (Clements, Hodge, Hughes, Scott, Michael, Montford, Mountain View, and Skyview) has now been incorporated into the Pre-Service Training Academy curriculum. In order to ensure all employees assigned to one of the above-mentioned facilities receive appropriate mental health training, this pre-requisite training will be required for all employees who have not previously completed the 37-hour program (and had completion documented in the

## Workforce Plan FY 2023-2027

### GAP ANALYSIS (Continued)

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training database) or graduated from the Pre-Service Training Academy prior to FY 2016. Topics taught within this program deal with effective inmate management, types of mental illness, working with aggressive mentally ill inmates, and non-violent crisis intervention strategies.

- **Treatment Community Training:** This 8.5-hour course, conducted as part of on-the-job training, is required for employees newly assigned to treatment community facilities. This training program is designed to familiarize employees with the treatment process, their role as part of the treatment team, and includes observation of treatment processes.
- **Leadership Forum for Wardens:** This forum is an opportunity for senior wardens to interact with TDCJ executive leadership over the course of five 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

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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 inmates. 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 Food Service Majors, and Laundry Managers II, III, and IV to attend the agency's Fundamentals of Leadership (FOL) training, which addresses the application of general management skills, to include interpersonal communication skills relevant to the correctional environment and emphasizes professional conduct, basic respect for other people, and motivation techniques. This training is included in the Sergeant, Food Service, and Laundry Manager Academy for all newly selected Food Service Managers II-III and Laundry Managers II-III.
- 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 Major 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 Food Service Majors, and Laundry Managers II, III, and IV to attend the agency's Equipping Leaders with Human Resource Fundamentals training. This training is included in the Sergeant, Food Service, and Laundry Manager 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, OnBase Reporting 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

## Workforce Plan FY 2023-2027

### GAP ANALYSIS (Continued)

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each of these programs. Mini-manuals are used on the unit by the department manager (Food Service Major 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 Sergeant, Food Service, and Laundry Manager 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 Equipping Leaders with Human Resources Fundamentals and Fundamentals of Leadership.

### Parole Officers

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The TLDD 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 TLDD has incorporated OIMS user training and all components of the OIMS into the Parole Officer Training Academy (POTA). 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 TLDD training staff and the POTA user manuals after completion of initial training.

Additional training strategies implemented by the Parole Division and TLDD in recent years include training relating to specialized caseloads, such as sex offender and special needs offender programs, so that parole officers will be trained prior to or immediately after being assigned to such cases. Currently, the Parole Division conducts five specialized trainings and all parole officers assigned to supervise a specialized caseload are scheduled to attend the applicable specified training prior to assuming the caseload.

## Workforce Plan FY 2023-2027

### GAP ANALYSIS (Continued)

Specialized Training	Description
<b>Super Intensive Supervision Program/ Electronic Monitoring (SISP/EM)</b>	The SISP/EM training is 40 hours, and provides an overview of current policy and operating procedures. The SISP/EM training provides parole officers with information on the latest technology in radio frequency monitoring to include active and passive Global Positioning System (GPS).
<b>Sex Offender (SO) Program</b>	The SO training is 36 hours and provides an overview of current policy and operating procedures. In addition, the SO training provides parole officers with information on sex offender registration laws, treatment requirements, child safety zones, use of polygraph testing, sex offender treatments, offense cycles, relapse prevention, and evaluation reports. The curriculum contains strategies for supervising offenders on the SO caseload.
<b>Special Needs Offender Program (SNOP)</b>	The SNOP training is 32 hours and provides an overview of current policy and operating procedures. In addition, the SNOP training provides parole officers with information on mental health treatment requirements, community referrals, and techniques for collaborating with mental health professionals. The curriculum contains strategies for supervising offenders on the SNOP caseload and includes a presentation by the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) regarding signs and symptoms of mental illness, which includes priority diagnoses, psychotropic medications, and TCOOMMI continuity of care procedures.
<b>Therapeutic Community (TC) Program</b>	The TC training is 32 hours and provides an overview of the TC history, current policies, and operating procedures. In addition, the TC training provides parole officers with information on substance abuse, drug testing and monitoring procedures, treatment team meetings, TC phases and transitions, and the Substance Abuse Counseling Program. The curriculum contains strategies for supervising offenders on the TC caseload and includes an overview of the Authorization Management System (AMS) used for contract vendor referrals and payment.
<b>District Reentry Center (DRC)</b>	The DRC training is 32 and provides an overview of current policies and operating procedures. In addition, the DRC training provides parole officers with information on Community Opportunity Programs in Education (Project COPE), Community Service programs, and Victim Impact Panels. The curriculum contains strategies for supervising offenders on the DRC caseload and includes information on core programming such as Turning Point, Anger Management, and Pre-Employment.

Since 2020, the Parole Division modified the above trainings from in-person classroom learning to virtual learning opportunities due to the COVID-19 pandemic. The Parole Division continues to explore the feasibility of utilizing additional online learning technology to include collaboration with the Training and Leader Development Division (TLDD) in order to enhance the POTA, Specialized Training, Leadership Training, and Parole Officer in-service training. POTA uses the interactive Ethics training located on the TDCJ website and internet based polling software to develop cognitive applications. The use of such technology is cost effective and decreases the amount of time that officers and/or trainers are required to travel from their designated headquarters.

## Workforce Plan FY 2023-2027

### GAP ANALYSIS (Continued)

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

- The Parole Division conducts weekly Teams meetings with most of the management team to enhance communication and discussion of any current issues or training needs facing the division.
- 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.
- Lesson plans have been enhanced with video clips and electronic data to improve course delivery and comprehension by attendees.
- During FY 2012, an 80-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 added advanced courses and workshops for the District Reentry Center (DRC), Sex Offender (SO) Program, Special Need Offender Program (SNOP), Therapeutic Community (TC), and Electronic Monitoring (EM)/Super-Intensive Supervision Program (SISP). The Parole Division continues to provide each of these advanced courses and workshops twice annually. A SISP/EM Supervisors Workshop was also developed and is designed to provide supervisors with the skills needed to effectively manage their staff.
- The TLDD continues to place emphasis on developing leadership, supervisor, and management skills by providing such courses to newly promoted unit supervisors and parole supervisors.
- In December 2012, the POTA developed and implemented a 16-hour block of experiential training in which attendees conduct office and field contacts during academy training.
- The Texas Risk Assessment System (TRAS) was implemented in the POTA in FY 2015 as a 28-hour block of instruction.
- At the beginning of POTA, parole officers are provided with laptops and cellular devices to maximize work productivity. Upon graduation, they are given Oleoresin Capsicum (OC) to enhance officer safety when conducting field visits.
- Utilization of video conference equipment, as well as online video conferencing applications, to deliver training and conduct meetings statewide.

The organization of the Parole Division allows internal reviewers to identify policy deficiencies through internal parole office review audits. The internal parole office review process identifies areas requiring additional training and whether current training methods are effective. This allows appropriate training modules to be developed or revised to improve skills prior to the formation of a significant deficiency gap.

The TLDD provides training and certifies all parole officer series staff on the implementation of TRAS and the use of the assessment tool. In addition, policies were modified in conjunction with the implementation process and monthly teleconferences conducted to assist staff on the process. In FY 2017, in addition to the audit process which identifies deficiencies with utilization of the TRAS tool, the division began its focus on implementation of staff recertification on the TRAS.



## Workforce Plan FY 2023-2027

### STRATEGY DEVELOPMENT (Continued)

#### 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. As an example of the agency's focus on strong succession planning, programs provided by the Training and Leader Development Division include:

#### TLDD 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.

TRAINING PROGRAM	POSITIONS ELIGIBLE TO PARTICIPATE							
	Correctional Officers	Sergeants, FSMs, LMs	Lieutenants	Captains	Majors	Assistant Wardens	Wardens I & II	Regional Directors & Higher Levels of Authority
TDCJ 8-hour Adaptive Response Fundamentals	X	X	X	X	X	X	X	X
TDCJ 16-hour Adaptive Response 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 40-hour Training for Staff Trainers	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 86-Hour Sergeant, Food Service, and Laundry Managers Academy (includes 20-Hour Fundamentals of Leadership and 20-Hour Equipping Leaders with Human Resources Fundamentals)		X						
TDCJ 40-Hour Lieutenant Command School			X					
CMIT 36-Hour Mid-Management Leadership Program				X				
TDCJ 40-Hour Annual Majors Training					X			
TDCJ 40-Hour Annual Assistant Wardens Training						X		
CMIT 28-Hour Warden's Peer Interaction							X	
TDCJ 5-day Leadership Forum for Wardens							X	
TDCJ Managing Diversity Training Series							X	X
NIC Sponsored Training							X	X
TDCJ 36-Hour Correctional Administrator Preparedness Training				X				
TDCJ 24-Hour Field Force Training	X							
TDCJ 8.5-hour Treatment Community Training	X	X	X	X				
TDCJ 37-hour Mental Health Training	X	X	X	X	X			
TDCJ 16-hours Restrictive Housing Training	X	X	X	X				
TDCJ 12-Hour Gender Specificity Training	X	X	X	X				

## Workforce Plan FY 2023-2027

### STRATEGY DEVELOPMENT (Continued)

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#### Assignment of Assistant Wardens or Wardens

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When an assistant warden or warden vacancy occurs, the determination of whether a newly hired, 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 (inmate 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.

#### Encouragement for Continuation of Formal Education

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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 eight hours within a 12-month period. Since implementation, 711 awards have been granted.

The requirements for this award include completing 12 hours of college course credit within the previous 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".

## Workforce Plan FY 2023-2027

### STRATEGY DEVELOPMENT (Continued)

#### Gap Elimination Strategies

Gap	Correctional Officer (CO) Staffing Levels
Goal	Maintain CO staffing levels and reduce CO turnover.
Rationale	Maintaining CO staffing levels is vital to the successful operation of TDCJ correctional institutions.
Action Steps	<ul style="list-style-type: none"> <li>Continue to implement aggressive, targeted recruitment strategies that have been successful, such as the Executive Director's Recruiting Award, and selected unit-based CO screening sessions.</li> <li>Maintain aggressive recruitment strategies, to include an expedited hiring process for military veteran applicants and applicants with a degree from a Texas institution of higher education accredited by the Southern Association of Colleges and Schools Commission on Colleges by exempting the requirement of a CO pre-employment test.</li> <li>Continue to enhance hiring standards for CO applicants.</li> <li>Enhance effective practices and programs resulting from current retention strategies, to include the Correctional Officer 90-day interview.</li> <li>Continue to identify and consider new retention strategies in the areas of communication and feedback, work-life balance, employee wellness initiatives, management and employee relationships, and employee rewards and recognition.</li> <li>Continue to review human resources policies to ensure they do not limit the ability to recruit or retain COs.</li> <li>Continue to effectively assess CO training needs to ensure that training strategies are implemented and revised as needed.</li> <li>Ensure management practices are consistently applied.</li> <li>Continue to emphasize and expand supervisory training to increase supervisor effectiveness.</li> <li>Restructure pay scale to allow for faster advancement in pay.</li> <li>Implement a warden direct hire program, empowering the warden to identify, interview, and offer a candidate the job immediately.</li> <li>Legislature provided a 3% maximum security pay differential for correctional officers working on or assigned to maximum security facilities.</li> <li>Place retention specialists on 12 facilities with the highest turnover rates in order to retain correctional officers.</li> <li>Legislature provided a 15% pay raise to recruit and retain correctional officers.</li> </ul>

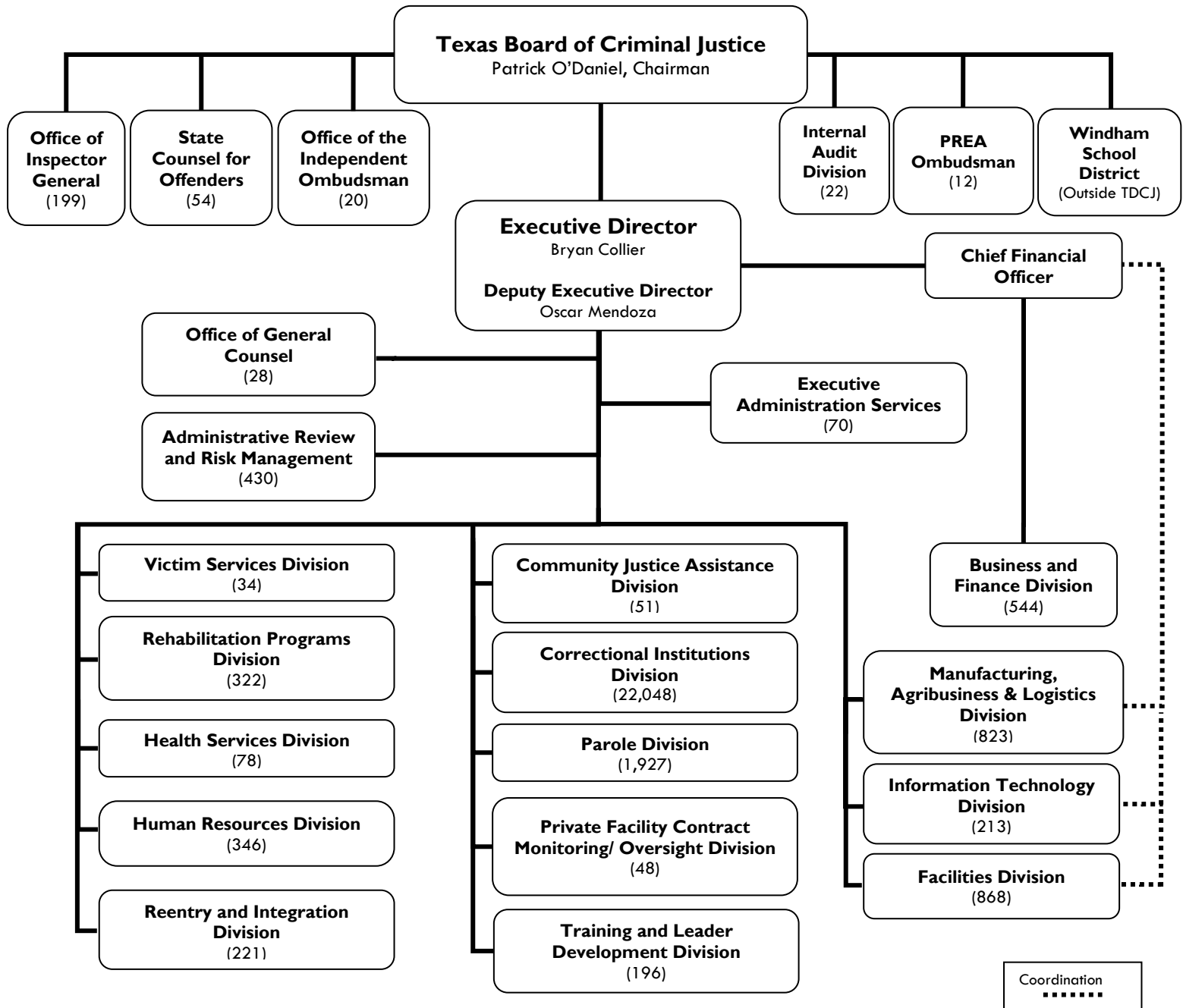
Gap	Skills to Manage/Supervise Employees from Multiple Generations
Goal	Ensure that the agency's supervisors at all levels are provided the information required for motivating employees from multiple generations in an effort to improve employee retention by exploring the reasons for separation.
Rationale	Open lines of communication with employees in one-on-one discussion will enhance retention and utilizing the exit survey will indicate reasons why someone leaves the agency.
Action Steps	Continue to remain focused on one-on-one interviews with employees to improve retention.

**Workforce Plan FY 2023-2027****STRATEGY DEVELOPMENT (Continued)**

Gap	Parole Officer Staffing Levels
Goal	Maintain PO staffing levels and reduce turnover rates in the first two levels of the parole officer series (Parole Officer I and II).
Rationale	Maintaining PO staffing levels and 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"><li>• Continue to implement aggressive, targeted recruitment strategies.</li><li>• Enhance effective practices and programs resulting from current retention strategies.</li><li>• Review training programs in an effort to determine what areas could be improved to better prepare newly hired parole officers for the performance of their job responsibilities.</li><li>• 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.</li><li>• Continue to review human resources policies to ensure they do not limit the ability to retain parole officers.</li><li>• Continue effectively assessing parole officers' training needs to ensure that training strategies are implemented and revised as needed.</li><li>• Ensure management practices are consistently applied.</li><li>• Continue to emphasize and expand supervisory training to increase supervisor effectiveness.</li></ul>

## Workforce Plan FY 2023-2027

## TEXAS DEPARTMENT OF CRIMINAL JUSTICE ORGANIZATIONAL STRUCTURE



Note: The number within parenthesis denotes filled positions as of February 28, 2022 and does not include employees on LWOP. Board of Pardons and Paroles employees (435) are not included in this organizational chart.

# **Agency Strategic Plan Fiscal Years 2023 – 2027**

## **Texas Department of Criminal Justice**



### **Schedule F2**

## **Survey of Employee Engagement**



## Survey of Employee Engagement Results

### Background

Employees of the Texas Department of Criminal Justice (TDCJ) were asked to participate in the Survey of Employee Engagement (SEE) in December 2021. The SEE is designed by the University of Texas at Austin, Institute for Organizational Excellence, in conjunction with the TDCJ.

As an organizational climate assessment, the SEE represents an employee engagement measurement tool based on modern organizational and managerial practice and sound theoretical foundations. The SEE is specifically focused on the key drivers relative to the ability to engage employees towards successfully fulfilling the vision and mission of the organization. Participation in the SEE indicates the willingness of leadership and the readiness of all employees to engage in meaningful measurement and organizational improvement efforts.

### Primary Items and Survey Constructs

The SEE consists of 48 primary items that are used to assess essential and fundamental aspects of how the TDCJ functions. The items are on a 5-point scale ranging from (5)=Strongly Agree to (1)=Strongly Disagree. TDCJ employees were asked to indicate how they agreed with each positively phrased statement. If the primary item did not apply, employees were to select Don't Know/Not Applicable.

Similar primary items are grouped together and their scores are averaged to produce 12 construct measures. These survey constructs capture the concepts most utilized by leadership and drive organizational performance and engagement. The 12 survey constructs include: Workgroup, Strategic, Supervision, Workplace, Community, Information Systems, Internal Communication, Pay, Benefits, Employee Development, Job Satisfaction, and Employee Engagement.

### Response Rates

TDCJ provided employees the opportunity to participate in the Survey of Employee Engagement from December 6, 2021 to February 28, 2022. Of the total 30,563 employees invited to take the survey, 7,780 responded. The response rate for 2021 was 25.5%, a decrease from 2019.

### Survey Constructs Scoring

Scores above 350 points suggest that employees perceive the issue more positively than negatively, and scores above 400 are the product of a highly engaged workforce. Conversely, scores below 350 are viewed less positively by employees, and scores below 300 should be a significant source of concern and receive immediate attention.

### Areas of Strength

Higher scores indicate a more positive perception by employees. The supervision construct received the highest score at 373 points in the 2021 SEE. The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher supervision scores suggest that employees view their supervisors as fair, helpful, and critical to the flow of work. The second highest score was the strategic construct with a score of 366 points. The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher strategic scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive. Community received the third highest score at 355. The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity.

## Survey of Employee Engagement Results

among colleagues. Higher scores suggest that employees feel respected, cared for, and have established trust with the colleagues.

### Opportunities for Improvement

Lower construct survey scores generally indicate employee dissatisfaction. The three lowest scoring constructs on the 2021 SEE were: Pay, Job Satisfaction, and Internal Communication. While two of these categories were also the lowest in the 2019 SEE (Pay and Internal Communication), all three scores remained low. Construct scoring results are as follows: Pay (2019: 223 / 2021: 199, a 10.8% scoring decrease), Job Satisfaction (2019: 332 / 2021: 318, a 4.2% scoring decrease), and Internal Communication (2019: 326 / 2021: 321, a 1.5% scoring decrease). Recent actions implemented by the agency and the state in these identified areas include:

#### Pay

- Effective September 1, 2021, the correctional career ladder was restructured to incorporate the Correctional Officer I and II positions. This allows for faster progression through the career ladder series. Additionally, the 87th Legislature provided a 3% unit pay differential for correctional staff assigned to or covering positions on one of 23 maximum security facilities.
- Effective April 1, 2022, correctional officers, Food Service and Laundry Managers, and correctional supervisors received a 15% pay increase to assist in recruitment and retention efforts.

#### Job Satisfaction

- The Correctional Institutions Division (CID) created the Mobile Correctional Officer Team (MCOT) to deploy members of the MCOT to units across the state to help address staffing shortages.
- The agency has implemented strategies to increase job satisfaction such as: flexible CO work schedules, family supported unit / department initiatives, employee appreciation events, promote and recognize best practices during shift turnout and staff meetings, and continue to enhance and expand technology and training initiatives and opportunities.

#### Internal Communication

- Leadership Forum for Wardens provides an opportunity for senior wardens to interact with TDCJ executive leadership over the course of five 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. Similar leadership training opportunities are provided to all ranking correctional officers from sergeants to assistant wardens.
- The Focused Leadership Conference, delivered by the TDCJ executive director, deputy executive director, and chief financial officer, provides leadership development for TDCJ managers and facilitates self-identification of their leadership style.
- Parole Supervisor and Unit Supervisor Assemblies are monthly two-hour leader development sessions held via webinar with all five parole regions. Topics covered include coaching, decision making, staff engagement and retention, leadership principles, communication skills, and wellness. In addition to the monthly assemblies, parole

## Survey of Employee Engagement Results

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supervisors and unit supervisors meet for two hours each quarter via webinar in a joint meeting with leadership from the Parole Division and Training and Leader Development Division. Parole Division leadership discusses operational oversight and effective parole management in order to optimize the present workforce. Leadership from the Training and Leader Development Division focuses on high-level leader development topics to facilitate the continued professional leadership growth of Parole Division's front line supervisory team.

- Human Resources (HR) Development Forum is a three-hour forum style training that provides updates on human resources (HR) policies and procedures to ensure mid-level supervisory staff are administering current policy and practices in the supervision of staff. HR Development Forum has been added to the Lieutenant Command School and the Correctional Administrator Preparedness Training.
- The Connections newsletter is made available to employees on a bi-monthly basis and provides information on a variety of topics to include changes to HR related information, such as insurance, retirement, and leaves.
- Video conferences are utilized to share information with HR representatives within the agency and provide training to employees in outlying areas of the state. Examples of training provided via video conference include Equipping Leaders with Human Resource Fundamentals, Texas Workforce Commission Compliance Training, and a variety of HR representative specific courses.
- DVD training videos, such as the Executive Director's Statement on Illegal Discrimination, Equal Employment Opportunity Training, and Advisory Council on Ethics, Wage and Hour Training, Sensitive Personal Information, and Cybersecurity Awareness, are used to share information with agency employees in short timeframes.
- Ongoing payroll notices are distributed with the monthly Employee Time Report to inform employees of critical agency and employment changes.
- Social media provides an avenue to update and inform employees regarding agency related news.

## Survey of Employee Engagement Results

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