

**Agency Strategic Plan
Fiscal Years 2027-2031
Texas Department of Criminal Justice**



Schedule F1

Agency Workforce Plan

Workforce Plan FY 2027-2031

AGENCY OVERVIEW

The Texas Department of Criminal Justice (TDCJ or agency) primarily supervises adult inmates assigned to state supervision. Such supervision is provided through the operation of state prisons 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 inmates. As of February 28, 2026, TDCJ was responsible for supervising over 140,000 inmates housed in 104 facilities located throughout the state. These facilities include 103 that are operated by TDCJ and one that is privately operated. The 103 facilities operated by TDCJ include 88 correctional facilities, three pre-release facilities, three psychiatric facilities, two intermediate sanction facilities, one developmental disabilities program facility, two medical facilities, one geriatric facility, and four substance abuse felony punishment facilities (SAFPF).
- TDCJ also maintains 67 district parole offices. As of February 28, 2026, TDCJ was responsible for supervising 74,870 inmates released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 28, 2026, the agency's workforce consisted of 33,966 employees.

Agency Mission

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

The agency's mission is carried out through:

- providing diversions 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 2027-2031

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 and Leader Development

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

Objective C.2. Provide services for the rehabilitation and integration 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 2027-2031**AGENCY OVERVIEW (Continued)**

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 2027-2031

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. The organizations that report directly to the TBCJ are the Office of the Independent Auditor, the Office of the Inspector General, the Independent Office of Inmate Counsel, the Prison Rape Elimination Act (PREA) Ombudsman, and the Office of the Independent Ombudsman.

Organizations Reporting Directly TBCJ	
Office	Function
Office of the Independent Auditor	The Office of the Independent Auditor (OIA) 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 OIA to facilitate their tracking and to help determine the need for follow-up audits. Similarly, TDCJ prepares implementation plans in response to audits conducted by the State Auditor's Office (SAO). These plans are also forwarded to the OIA to facilitate tracking of the status of implementation. Periodically, the OIA 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 and support to TDCJ through enforcement of state and federal laws, as well as TDCJ policy and procedures. OIG is the primary investigative arm for all criminal matters related to the operations of TDCJ. OIG also works with other federal and state agencies on fugitive investigations and arrests. OIG is dedicated to promoting the safety of employees and inmates throughout the agency.
Independent Office of Inmate Counsel	The Independent Office of Inmate Counsel (IOIC) is responsible for providing legal counsel and representation to indigent persons while they are incarcerated in the TDCJ. IOIC also provides legal representation to currently and formerly incarcerated clients facing civil commitment proceedings in accordance with Texas Health and Safety Code Chapter 841. IOIC 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. IOIC does not handle death penalty cases, fee generating cases, cases involving civil right issues, or 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 impartial 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 inmates.
Office of the Independent Ombudsman	The Office of the Independent Ombudsman (OIO) conducts investigations on non-criminal complaints received from the public, elected and appointed state officials, as well as TDCJ inmates and their family members. OIO 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, OIO investigations are coordinated through appropriate TDCJ officials. OIO strives to provide timely responses to all stakeholders.

Workforce Plan FY 2027-2031**CURRENT WORKFORCE PROFILE (Continued)**

Functions Reporting to the Executive Director	
Office	Function
Administrative Review & Risk Management Division	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, Administrative Review for Behavioral Intervention, Counsel Substitute, Court Administration (Virtual Court), Inmate Grievance, Review and Standards (American Correctional Association), Risk-Based Reviews, Risk Management, Office of Disciplinary Coordination, and Safe Prisons/PREA Management.
Business & Finance Division	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 inmate commissary funds, and ensuring fiscal responsibility through compliance with laws and court-mandated requirements.
Chaplaincy and Volunteer Services Division	The Chaplaincy and Volunteer Services Division (CVSD) facilitates religious and volunteer services designed to enhance public safety through spiritual, moral, and ethical transformation. CVSD provides pastoral care to inmates and staff of all religious backgrounds. The division provides oversight and management of volunteers who provide programs and services to the inmate population. Volunteers provide a wide range of programs and services to the inmate population such as religious services, marriage and parenting classes, resume writing, literacy, substance use support groups, and victim awareness.
Classification and Inmate Transportation Division	The Classification and Inmate Transportation Division (CITD) of the TDCJ is committed to ensuring the safe, secure, and humane management of individuals in custody through evidence-based classification practices and efficient, secure transportation. CITD strives to provide a proactive approach to protecting the public, supporting staff safety, promoting accountability and operational excellence. The CITD also provides for the rehabilitation of inmates by assisting inmates in keeping in touch with family and friends and facilitating inmate access to the courts by ensuring uniformity of mailroom operations and the processing of inmate correspondence in accordance with established correspondence rules.
Communications	The Communications Department oversees the development, coordination, implementation and evaluation of all internal and external communication strategies to help achieve the agency's mission and vision. The team uses a variety of platforms and methods to tell the stories of TDCJ and inform stakeholders about the agency.
Community Justice Assistance Division	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. The 120 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 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. CSCDs also provide incentives for probationers to successfully change behavior and complete supervision. Probation incentives may include decreased reporting, virtual visits, time credits, or modification of court conditions and early termination.

Workforce Plan FY 2027-2031**CURRENT WORKFORCE PROFILE (Continued)**

Functions Reporting to the Executive Director	
Office	Function
Correctional Institutions Division	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 104 prisons (102 State Operated and 2 ISF), which include 88 state prison facilities, three pre-release facilities, three psychiatric facilities, one developmental disabilities program facility, two medical facilities, one geriatric facility, and four substance abuse felony punishment facilities. There are additional expansion facilities, additional medical facilities and a work camp co-located within several of the facilities mentioned above. All CID facilities are positioned throughout the state and grouped into six regions. The division is also responsible for support functions to include: security operations and assessments; canine program; laundry, food, and supply; and staffing command.
Facilities Division	The Facilities Division is responsible for all aspects of facility management for TDCJ. Functions include planning, design, construction, and maintenance of the TDCJ facilities through five major departments: Engineering, Environmental, Maintenance Operations, Program Administration, and Project Administration. The Facilities Division is responsible for the design and construction of correctional institutions and supporting infrastructures for TDCJ. The division also provides oversight for energy performance, energy conservation programs, and environmental compliance.
Fusion Center	The Fusion Center cooperatively sources data to detect, disrupt and dismantle the operations of threat actors. The Fusion Center manages maintaining an information clearinghouse to collect and appropriately process relevant TDCJ gang information and intelligence provided by correctional intelligence investigative staff and law enforcement agencies; providing informative, timely reports and assessments through comprehensive gang information and intelligence analysis; and increasing networking interactions and improving relationships between staff and law enforcement agencies in order to encourage collaboration and sharing of gang information and intelligence.
Health Services Division	The Health Services Division works with the university providers and the Correctional Managed Health Care Committee 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.
Human Resources Division	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 and employee assistance.
Information Technology Division	The Information Technology Division provides automated information services and support to all divisions within TDCJ, Board of Pardons and Paroles, Correctional Managed Health Care, and other external entities as needed. Services include applications programming, network support, special projects, system and network operations, support services, information security, video surveillance, and administrative services. This division services a user base that includes approximately over 41,000 end point computing devices across the state of Texas (i.e., personal computers, radios, tablets, and smartphones).
Manufacturing, Agribusiness & Logistics Division	The Manufacturing, Agribusiness and Logistics (MAL) Division provides inmates with job skills in its industry, agribusiness and logistics operations to enhance re-entry success while producing quality products and services for the agency and governmental entities. The division also monitors the Prison Industry Enhancement Program to ensure compliance with state and federal guidelines.

Workforce Plan FY 2027-2031**CURRENT WORKFORCE PROFILE (Continued)**

Functions Reporting to the Executive Director	
Office	Function
Office of Emergency Management	The Office of Emergency Management (OEM) is dedicated to ensuring the comprehensive readiness of TDCJ in addressing both natural and man-made disasters and emergencies. OEM is responsible for collecting and analyzing data to create and sustain plan protocols for significant disasters and emergencies. It acts as the liaison between various governmental levels, coordinating resources for disaster and emergency responses. Moreover, OEM conducts training programs to keep TDCJ personnel well-versed in essential emergency management skills. Its core functions encompass agency mitigation, preparedness, response, and recovery. Further, the office oversees mitigation reports and activities for the agency; works to identify potential hazards and threats to the agency; and develops mapping, modeling, and forecasting tools to lessen their effects. The OEM Director represents TDCJ on the Texas Emergency Management Advisory Committee (TEMAC). The office serves a liaison role in the public emergency management sector.
Office of Strategic Initiatives and Modernization	The Office of Strategic Initiatives and Modernization (OSIM) provides analysis, coordination, and oversight to advance agency-wide modernization and strategic improvement initiatives. OSIM evaluates system operations, identifies opportunities for innovation, and ensures implementation of organizational reforms. The office also manages processes that govern external research involving TDCJ data or resources and promotes data-driven decision-making across all divisions.
Office of the General Counsel	The Office of the General Counsel helps 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 TDCJ and its employees.
Parole Division	The Parole Division is responsible for the supervision of inmates 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. 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 Rehabilitation and Reentry Division for residential and therapeutic services (including residential treatment facilities).
Rehabilitation and Reentry Division	The Rehabilitation and Reentry 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, to include provision of rehabilitative programming. 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, rehabilitation and reentry staff to create a broad and cohesive overall strategy for preparing inmates for reintegration into the community with a view for public safety. The Rehabilitation and Reentry Division also integrates strategic evidence-based programming that complements the agency's mission and the different partner divisions within the agency to ensure programs and services are administered effectively and with consistency. Programming is designed to meet the inmate's individual needs, as identified in the Individualized Treatment Plan, improve institutional adjustment and facilitate transition from prison into the community. Programs within this division include: Sex Offender Rehabilitation Programs, Substance Use Treatment Programs, Champions Youth Program, Serious and Violent Offender Reentry Initiative, Corrective Intervention Pre-release programming, Cognitive Intervention Transition Program, Gang Renouncement And Disassociation Process, Female Cognitive Pre-Release Program, Our Roadway to Freedom, Baby and Mother Bonding Initiative, Certified Peer Support Training Program and Services, In-Prison Driving While Intoxicated (DWI) Recovery Program, Strength Through Restoration Independence Vision and Empowerment (STRIVE) and Trust Healing Restoration Independence Vision and Empowerment (THRIVE).

Workforce Plan FY 2027-2031**CURRENT WORKFORCE PROFILE (Continued)**

Functions Reporting to the Executive Director (Continued)	
Office	Function
Training and Leader Development Division	The Training and Leader Development Division (TLDD) serves as a central driver of workforce readiness and leadership excellence, delivering a high-quality, performance-oriented training platform. Through a blended approach of in-person instruction, mobile training teams, and online learning, TLDD ensures consistent, accessible, and practical training that prepares employees to operate safely, effectively, and professionally in complex and high-risk environments. The division is focused on building a strong leadership pipeline by developing employees at all levels to exercise sound judgment, manage risk, and lead with confidence during routine operations and critical incidents. By aligning training with real world demands, TLDD enhances employee readiness, strengthens retention, and supports workforce stability. Operating as a continuous learning organization, TLDD refines curriculum, modernizes delivery methods, and integrates lessons learned from the field to improve outcomes, ensuring the agency is equipped to meet current challenges while preparing for the evolving demands of the future.
Victim Services Division	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. 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. VSD also offers an internet portal for registrants to request notifications, 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. 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 Employee Support Services Section provides support to TDCJ staff. Outreach and support is offered through peer support, crisis intervention, access to mental health services, resource information and referrals, post critical event support, debriefing, follow up, and resiliency training.

Workforce Plan FY 2027-2031

CURRENT WORKFORCE PROFILE (Continued)

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.

Critical Workforce Skills

As of February 28, 2026, TDCJ uses 295 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:

- | | | |
|--|---|---|
| • Staff Recruitment and Retention Practices | • Effective Communication of Ideas and Instructions | • Interpretation and Application of Rules and Regulations |
| • Search Procedures and Contraband Prevention Measures | • Public Address | • Coordination with Other Agencies |
| • Escort and Movement Management Protocols | • Report Writing | • Interviewing Skills |
| • Security Checks and Housing-Area Monitoring Requirements | • Supervising and Training Inmates | • Inventory Maintenance |
| • Suicide Prevention Awareness and Crisis Response Readiness | • Supervising and Training Employees | • Leadership and Team-Building |
| • Inmate Management Expectations for Custody and Control | • Marketing Skills | • Planning |
| | • Auditing Skills | • Problem-Solving Techniques |
| | • Transportation Procedures and Safety Protocols | • Program Development, Monitoring, and Evaluation |

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

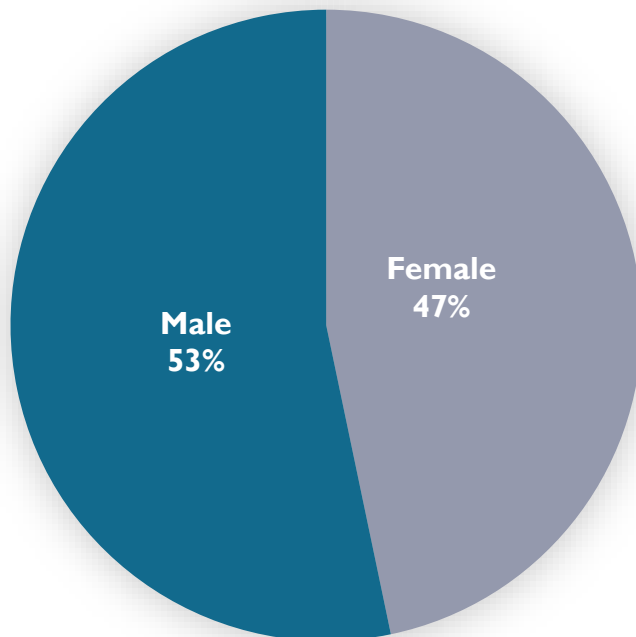
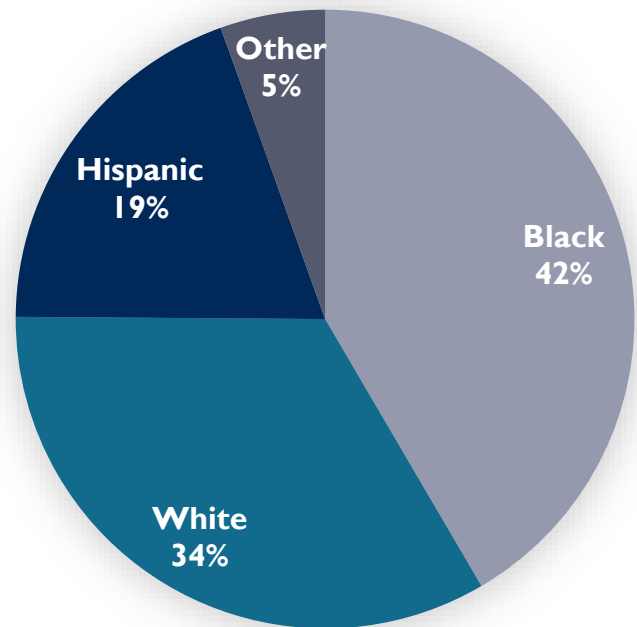
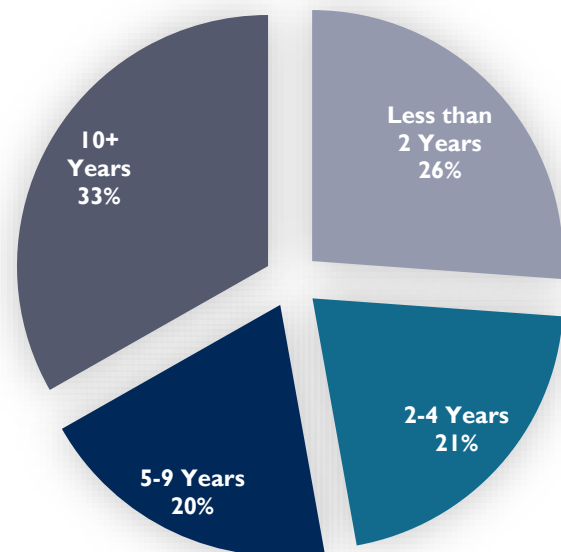
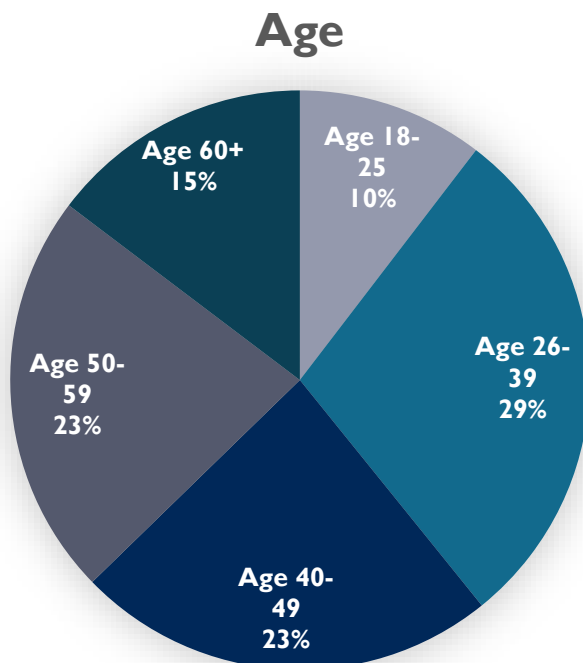
For the purpose of workforce demographics relating to age, tenure, and turnover, the 295 job classes used by the agency have been grouped into the 21 major job categories indicated in the table on the next page. The major job categories encompass all of the skills that are critical to the TDCJ workforce. 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 2025 turnover rate.

Workforce Plan FY 2027-2031**CURRENT WORKFORCE PROFILE (Continued)**

The following information, other than the FY 2025 Turnover Rate, is as of February 28, 2026.

Major Job Category ⁽¹⁾	Total Employees	% of Total Employees	Average Age	Average TDCJ Tenure	FY 2025 Turnover Rate
COs	20,458	60.2%	43	7 years	25.1%
CO Supervisors (Sergeant – Captain)	2,656	7.8%	42	11 years	10.9%
Food Service/Laundry Managers	1,433	4.2%	48	12 years	10.3%
Facilities Maintenance	647	1.9%	52	10 years	17.1%
Unit Administrators (Major – Warden II)	407	1.2%	47	19 years	10.9%
Industrial Specialists	252	0.7%	52	15 years	14.8%
Case Managers	298	0.9%	47	9 years	16.0%
Agriculture Specialists	93	0.3%	49	13 years	13.6%
Counsel Substitutes	93	0.3%	41	7 years	8.9%
Substance Abuse Counselors	71	0.2%	52	6 years	11.5%
Office of Inspector General Investigators and Supervisors	174	0.5%	46	10 years	5.8%
Safety Officers and Supervisors	101	0.3%	44	10 years	13.9%
Chaplaincy	116	0.3%	59	6 years	13.8%
Parole Officers	1,227	3.6%	41	6 years	19.3%
Parole Officer Supervisors (Parole Officers III – V)	287	0.8%	45	12 years	8.0%
Program Management and Support	3,321	9.8%	46	10 years	13.9%
Business Operations	304	0.9%	45	8 years	14.5%
Human Resources	426	1.3%	42	7 years	12.9%
Information Technology	269	0.8%	44	8 years	10.3%
Legal	62	0.2%	47	7 years	22.9%
Other Staff	1,271	3.7%	49	11 years	13.3%
Total	33,966	100.0%	44	8 years	20.7%

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

Workforce Plan FY 2027-2031**CURRENT WORKFORCE PROFILE (Continued)****TDCJ Total Workforce as of February 28, 2026****Gender****Ethnicity****TDCJ Tenure**

Workforce Plan FY 2027-2031**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 2026	FY 2027	FY 2028	FY 2029	FY 2030
2,348*	680	768	805	815

*Includes rollover from previous fiscal years.

Projected Employee Turnover Rate

Turnover Due to Retirement

- The number of agency employees who retired in FY 2023 was 783 (monthly average 65) and in FY 2024 was 682 (monthly average 57).
- The number of agency employees who retired in FY 2025 was 759 (monthly average 63). In FY 2026 as of February 28, 2026, the number of agency employees who retired was 274 (monthly average 46).

Total Projected Turnover

The agency's annualized turnover rate for FY 2025 was 20.7%, and it is projected that the agency's turnover rate for FY 2026 will be lower than the FY 2025 turnover rate.

Workforce Plan FY 2027-2031

FUTURE WORKFORCE PROFILE

Critical Functions

As previously stated, TDCJ uses 295 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; and
- Effective supervision of employees.

Expected Workforce Changes

- Restructuring and reorganization based on continued evaluations and review of workforce;
- Increased use of new technology and electronic systems;
- Promotion of revised work processes and efficiencies;
- Reassignment of job duties due to automation;
- Increased dependency on use of volunteers for certain rehabilitative services; and
- Reassess job descriptions to ensure they are meeting the agency's needs.

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 inmates.

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;
- Other technical competencies as the agency continues to seek new technology to increase personal safety of staff and inmates; and
- Enhanced management and leadership skills based on criticality of agency mission.

Workforce Plan FY 2027-2031

FUTURE WORKFORCE PROFILE (Continued)

Recruitment Efforts to Increase the Diversity of Agency Workforce

TDCJ maintains a high priority and commitment in promoting interest in filling agency positions with diverse, qualified applicants. The FY 2025 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. The Training and Leader Development and Human Resources divisions continue to develop various recruiting methods and initiatives to encourage and promote interest in employment, such as, but not limited to:

- Using social media platforms, such as Facebook, X, Instagram, YouTube, and Indeed and others, to assist with agency recruiting efforts;
- Attending job fairs at colleges and trade schools;
- Advertising job postings on professional and technical career websites;
- Providing recruitment materials for display and distribution at career centers, hiring seminars, and job fairs;
- Offering a recruitment bonus for new hired maintenance supervisors I-IV within the skilled craft Equal Employment Opportunity (EEO) job category;
- Continue to offer the Executive Director's Recruiting Award for referred correctional officers, maintenance supervisors, and equipment operators (CDL truck drivers) that remain in employment with TDCJ for at least six complete calendar months;
- Advertising in community publications;
- Advertising in local television stations; and
- Promoting college internship opportunities within TDCJ.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

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, 2026, these positions comprised 78% of the agency's workforce.

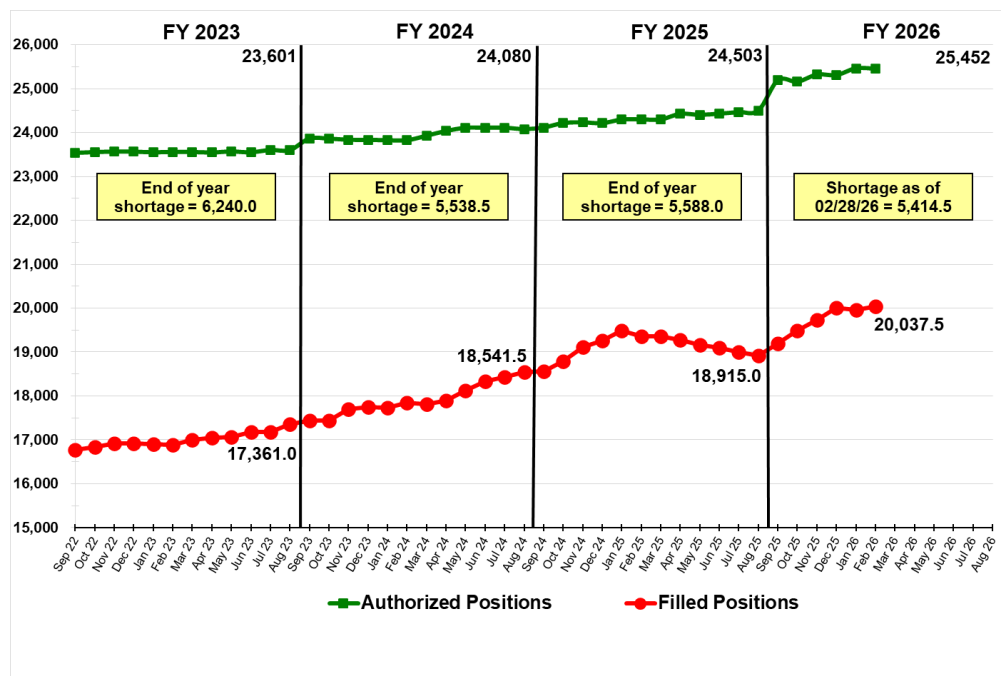
Anticipated Surplus or Shortage in Staffing Levels

Correctional Officers

The CO shortage remains the agency's greatest workforce challenge. The CO shortage decreased in both FY 2024 and FY 2025. 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 coordination with and approval of State Leadership, substantial Correctional Officer salary increases have been provided to address the recruitment and retention of these critical agency positions. Ranking Officers and Correctional Laundry and Food Service Managers also received similar salary increases.

In addition to implementation of several retention strategies, the agency's continued aggressive recruitment efforts resulted in the hiring of 6,336 COs in FY 2025. The number of COs hired in FY 2026 through February 28, 2026, was 3,743.

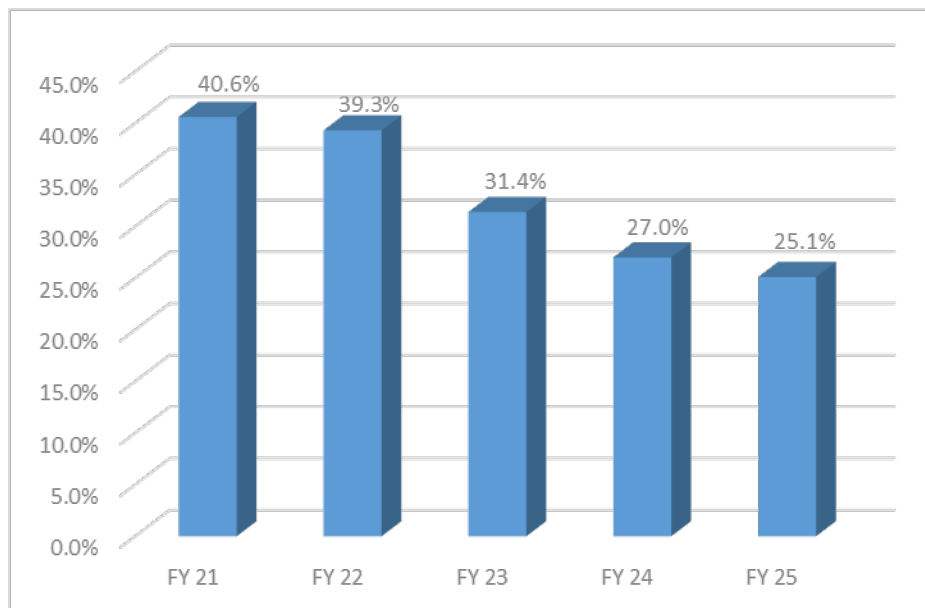


Achieving a 30% CO turnover rate was identified in the General Appropriations Act for the 2026-27 fiscal biennium as one of the outcome measures for the agency's Goal C, Incarcerate Felons. Based on the current and projected CO turnover rates as of February 28, 2026, the agency anticipates the FY 2026 CO turnover rate will be approximately 22.6%.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

Correctional Officer Turnover FY – 2021 - 2025



Food Service Managers and Laundry Managers

The FY 2025 SAO turnover rates for the Food Service Managers II through III and the Laundry Managers I through III positions were lower than the FY 2025 overall agency turnover rate of 20.7%. The Laundry Manager III's are supervisory positions.

FY 2023 Turnover Rates	
Job Class	Rate
Food Service Manager II	18.8%
Food Service Manager III	9.5%
Laundry Manager I	9.7%
Laundry Manager II	9.9%
Laundry Manager III	7.2%

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

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 2025 turnover rate for the parole officer series was 19.3%, which is lower than the FY 2025 overall agency turnover rate of 20.7%. 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 2025 turnover rate for Parole Officers III through V positions was 8.0%, which is considerably lower than the combined turnover rate of 19.3% for Parole Officers I through II.

Parole Officer Positions	FY 2025 Turnover Rate
Parole Officer I	27.7%
Parole Officer II	11.6%
Combined, Parole Officer I & II	19.3%

Anticipated Surplus or Shortage of Skills

Correctional Officers

The TDCJ Training and Leader Development Division (TLDD) receives input from unit/regional/departamental 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, The 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 updates the Correctional Professional Development Program (CPDP) curriculum to strengthen areas identified through needs assessments and to address emerging security priorities. The CPDP, which replaces the previous pre-service training, is comprised of four phases totaling 408 hours, along with a fifth phase designed to meet agency and individual professional development needs for veteran staff. Phase 1 consists of 24 hours of administrative processing and 160 hours of standardized curriculum, known as the Academy Experience, which serves as the foundation for correctional staff development. Phase 1 introduces newly hired officers to the core concepts and essential practices of correctional work, which include:

- 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.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

- Phase I of the CPDP includes comprehensive assessments designed to ensure trainees demonstrate full mastery of the agency's core operational competencies. Trainees are evaluated through both written and practical examinations and must achieve complete proficiency to advance to subsequent phases of the program. In addition, trainees are required to demonstrate competency in key security functions, including inmate disciplinary processes, the application of restraints, pat-search procedures, and the safe and appropriate use of chemical agents and state-issued weapons.
- The Safe Prisons/PREA lesson incorporates 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 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 CPDP introduces trainees to TDCJ's Core Values: Courage, Perseverance, Integrity, and Commitment. The CPDP includes 19 hours and 30 minutes of Behavioral health 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. As part of the CPDP, all trainees participate in a standardized physical agility assessment administered during Weeks 1 through 4 of Phase I. Employees are required to meet the established agility standard before progressing to the next phase of the program. Individuals who complete the PAT within the designated benchmark time are awarded a PAT Star, which may be worn on the uniform as formal recognition of their achievement.

Phase II of the CPDP consists of 120 hours of applied learning conducted within operational unit environments. During this phase, trainees are assigned to designated facilities where they perform duties under the direct supervision of Correctional Training Instructors from the Regional Training Academies and members of the Mobile Training Team. The purpose of this phase is to evaluate trainee proficiency in ten core correctional tasks aligned with the Correctional Institutions Division's operational core competencies. These tasks include conducting security checks, performing AD 10.20 inspections, implementing ingress and egress procedures, completing cellblock and dormitory counts, conducting strip and unclothed searches, executing escort procedures, performing cell searches, managing inmate property, conducting common area searches, and managing dining hall operations. Upon demonstrating full proficiency in all ten tasks, correctional professionals proceed to 16 hours of the Academy Close Out process, where they must achieve a minimum score of 80 percent on the academic knowledge assessment to advance to Phase III of the CPDP.

Phase III of the CPDP consists of a structured Unit Orientation segment that includes thirteen blocks of instruction designed to support the transition of newly hired and transferring correctional staff into their unit specific work environments. This phase provides practical, unit focused training that strengthens operational readiness and ensures staff understand the procedures, expectations, and responsibilities unique to their assigned facility. The 40-hour curriculum includes instruction in fire and safety practices, radio communication, perimeter security, verbal and behavioral intervention techniques, inmate transportation requirements, observation of unit operations, emergency plans and procedures, food and laundry services, and

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

visitation processes. Completion of all thirteen instructional blocks is required for advancement to the next phase of the program.

Phase IV of CPDP consists of three instructional blocks collectively known as Shift Mentoring and Readiness. This 48-hour phase is designed to evaluate the employee's overall preparedness to perform core correctional duties within their assigned unit. Participants are assessed on their ability to apply foundational correctional skills learned in prior phases, with performance documented on a Competency Task Evaluation form. This phase also identifies areas requiring additional development. Following the initial assessment, participants are paired with a Subject Matter Expert for 40 hours of targeted skill refinement before being reassessed for proficiency in any areas previously identified for improvement during the Practical Application Competency Test (PACT). PACT subject areas include cellblock and dormitory count procedures, operation of doors in inmate housing areas, ingress and egress management, supervision of inmate showers, distribution of inmate mail, unit specific emergency response procedures, and inmate management responsibilities.

Phase V of the CPDP encompasses the agency's Training Management System, which ensures that all correctional professionals maintain the knowledge and proficiency required to perform the seventeen identified core correctional tasks. Each fiscal year, an Initial Training Needs Assessment is conducted at every facility to determine site specific training requirements. Based on these assessments, the agency develops an Agency Wide Training Plan that incorporates the top training priorities identified across all facilities, along with input from agency leadership. Following the adoption of the Agency Wide Training Plan, each unit develops a Unit Specific Training Plan informed by the Initial Training Needs Assessment and feedback from Unit Administration. Phase V operations are carried out by Unit Readiness Teams with oversight and support provided by TLDD.

In-Service & Specialized Training

- 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 serve 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.
 - De-escalation training has been tailored to address preventing employee injuries due to acts of inmate aggression. This training effectively captures the spirit of the Behavioral Intervention Plan and its application on the unit.
 - Incident Command Systems (ICS) and Emergency Procedures have been enhanced to provide students with information regarding fire, smoke, explosions; ICS; hostage situations; and escapes.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

- Safe Prisons/PREA reflects TDCJ's commitment to adhering to the federal PREA standards and includes the Safe Prisons/PREA in Texas video.
- Sixteen hours of In-Service training is dedicated to Behavioral Health Intervention Training. This training is designed to ensure trainees are well prepared to recognize, manage and connect the inmate population and fellow staff to appropriate resources when they experience or live with a mental illness, suicidal thoughts, an intellectual or developmental disability, trauma, substance use disorder, and/or other vulnerabilities or challenges that result in potentially unsafe conditions on the correctional facility. Additionally, the training instructs trainees to manage dangerous situations driven from aggressive behavior utilizing verbal de-escalation skills to maximize the chances for a positive outcome. Behavioral Health In-Service provides supervisor level knowledge of verbal de-escalation, communication strategies for the prevention of and intervention of crisis situations with inmates and staff, and behavioral health knowledge surrounding trauma, mental illness, resilience and mental health, intellectual and developmental disabilities, and substance use. In-Service functions as a refresher and force multiplier course for the BHIT advanced specialized course.
- One half hour of In-Service training is reserved as the Regional Director's Discretionary Block. Topics of instruction are selected by the regional director to address specific issues relevant to the units in the region.

Behavioral Health Intervention Training (BHIT)

As of August 2024, the 40- hour, Advanced BHIT course was offered to 4 pilot units to senior correctional officers and above (SCO, Sergeant, Lieutenant, Captain, Self-Harm Officers, Laundry Manager, Food Service Manager, and warden selected staff). As of April 2026, there are 27 BHIT units that offer the advanced course to correctional staff. Advanced BHIT provides staff advanced knowledge of substance use, mental health and mental illness, community resources, trauma, Intellectual and Development Disorders, verbal de-escalation, communication techniques for maximizing interactions safely with vulnerable populations. The Advanced BHIT course expands de-escalation training received during in-service to provide staff with the skills to:

- Prevent crisis situations from developing;
- Effectively intervene in a crisis and maximize chances of a positive outcome through understanding how to implement the Behavioral Intervention Plan (BIP);
- Decrease avoidable uses of force;
- Decrease staff assaults;
- Decrease self-harm incidents;
- Decrease deaths by suicide; and
- Increase staff resilience, teamwork, and job satisfaction.

As of May 2026, BHIT Multi-Disciplinary Team (MDT) Strategic Initiative is being launched on all BHIT Units to maximize learning transfer and maintenance of behavioral health crisis intervention skills taught during in-service, in-service for supervisors, and the advanced BHIT course. The MDT team works to tailor BHIT standard operating procedures for unit-specific operational needs and evaluate and maintain BHIT goals to increase staff effectiveness, proficiency, and teamwork and to decrease avoidable uses of force, staff assaults, self-harm incidents, and suicides. Ongoing, comprehensive collaboration is intended to ground training in practice and enable continuous improvement and transparency of practice.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

Adaptive Response Skills

- The fundamentals course 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

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

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 Correctional Retention and Wellness (CReW) Survey 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).

- Sergeant, Food Service, and Laundry Manager Academy: Newly selected uniformed supervisors are required to complete the 76-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, de-escalation 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. Uniformed supervisors are required to attend the training before

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

being assigned a shift to supervise. The FOL training is also a prerequisite for certain other supervisory training programs.

- **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 behavioral health and suicide prevention.
- **Lieutenant Leadership Forum:** The mission for this 40-hour professional development program designed to strengthen leadership capacity at the mid-management level. This forum provides focused instruction on the development of self and others, emphasizing the essential leadership competencies required to guide teams effectively within a correctional environment. Participants engage in interactive discussions and scenario-based learning centered on communication, decision-making, team development, and supervisory accountability. Agency leadership provides direct guidance throughout the forum, offering insight into organizational priorities, emerging operational expectations, and best practices in leading diverse correctional staff. The forum is designed to enhance each lieutenant's ability to lead with confidence, model professionalism, and foster a culture of collaboration, integrity, and continuous growth across their assigned areas of responsibility.
- **Advanced Leadership for Captains:** The 36-hour course is the third tier of correctional supervisory training, designed to provide the most challenging training for Captains of Correctional Officers. 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.
- **Light House Leadership:** The Lighthouse Leadership Training Program is a 36-hour professional development course designed for agency employees serving in front-line supervisory roles. The program provides emerging leaders with foundational skills to support their transition into supervisory responsibilities and strengthen the agency's leadership pipeline. Instruction focuses on cultivating emotional intelligence, fostering a positive and empowering workplace culture, understanding leadership roles and styles, and recognizing the operational, performance, and time-management responsibilities associated with supervisory positions. The course further emphasizes the importance of supporting employee health and wellbeing and introduces participants to the High Road Leadership framework developed by John Maxwell. Upon completion, participants are equipped with essential knowledge and competencies to effectively lead, communicate, and support staff within a correctional environment.
- **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.
- **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 relations, the criminal justice system, and relationships with other service agencies.

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GAP ANALYSIS (Continued)

- **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.
- **National Institute of Corrections (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 CPDP Phase 1 and 2, 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 CPDP or 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 CPDP Phase III training, is required for employees newly assigned to facilities that house female inmates. Topics taught within this program deal with gender-specific issues.
- **Behavioral Health Training:** This 32-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, O'Daniel, 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 32-hour program (and had completion documented in the 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.

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GAP ANALYSIS (Continued)

- **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

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, IV and Food Service Majors, and Laundry Managers I, II and III 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-IV and Laundry Managers I-III.
- A mentoring program that is part of the CPDP Phase III 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 III 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 IV and Food Service Majors, and Laundry Managers I, II, and III 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-IV 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 each of these programs. Mini-manuals are used on the unit by the department manager (Food Service Major or Laundry Manager III) as a training aid for staff.
- Requirement for all newly promoted Food Service Managers II-IV and Laundry Managers I-III to attend the Sergeant, Food Service, and Laundry Manager Academy prior to being placed

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

on a shift. This training gives basic supervisory skills required of a newly promoted Sergeant, Food Service Manager II-IV and Laundry Manager I-III, including the required Equipping Leaders with Human Resources Fundamentals and Fundamentals of Leadership.

Parole Officers

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.

New parole officers attend the 320-hour Parole L.E.A.D. (Leader Education and Development) pre-service course. Parole L.E.A.D consists of three phases that blend online instruction and performance-oriented training and concludes with 80 hours of hands-on field experience conducted at district parole offices.

Phase I of Parole L.E.A.D. consists of online and in-person training that covers orientation and the fundamental knowledge a parole officer needs. At the conclusion of each online module, officers are tested on their comprehension of the material presented.

Phase II of Parole L.E.A.D. is performance-oriented training, which includes intense scenario-based exercises, leadership classes on communication and conflict resolution, and extensive instruction on parole officer core competencies in a controlled environment. This includes training on the agency's internet-based Offender Information Management System (OIMS) and the Parole Violation and Revocation (PVAR) system. The agency's previous Workforce Plan identified proficient use of the 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 BPP. TLDD has incorporated OIMS user training and all components of the OIMS into the Parole L.E.A.D. Officers currently spend 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 Parole L.E.A.D. user manuals after completion of initial training. At the conclusion of Phase II, officers are tested on their ability to perform all core competencies a parole officer must possess before being allowed to move on to next phase.

Phase III is two weeks long and is conducted in the field at district parole offices. In Phase III, officers are required to apply all that they have learned of the previous phases in the field with actual clients who are on parole. This includes conducting Texas Risk Assessment System interviews, urinalysis testing, client office, home and jail visits, completing violation reports, creating hearing packets, and observing Parole Board hearings. Throughout Phase III, officers are continually being assessed on their ability to perform their core competencies in a real-world environment.

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.

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GAP ANALYSIS (Continued)

Specialized Training	Description
Super Intensive Supervision Program/ Electronic Monitoring (SISP/EM)	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).
Sex Offender (SO) Program	The SO training is 32 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.
Special Needs Offender Program (SNOP)	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.
Therapeutic Community (TC) Program	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.
District Reentry Center (DRC)	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.

The Parole Division continues to explore the feasibility of utilizing additional online learning technology to include collaboration with TLDD 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.

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 success 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.

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GAP ANALYSIS (Continued)

- 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.
- In March 2026, TLDD began training a 40- hour, Advanced BHIT course specifically designed for parole officers. As with the course for correctional officers, the Advanced BHIT course for parole officers provides staff advanced knowledge of substance use, mental health and mental illness, community resources, trauma, intellectual and development disorders, verbal de-escalation and communication techniques for maximizing interactions safely with vulnerable populations residing in a community setting. The goal of this program is to prevent crisis situations from developing, and to provide officers with effective tools to intervene in a crisis and maximize chances of a positive outcome.
- TLDD continues to place emphasis on developing leadership, supervisor, and management skills by providing such courses to newly promoted unit supervisors and parole supervisors.
- The Professional Development for Senior Leaders Course is designed for newly promoted or veteran Parole Supervisors. Its goal is to develop the next generation of senior leaders by focusing training on critical core competencies related to technical, management, and leadership skills, including topics such as psychological safety, diplomacy, conflict management, and innovation. Performance-oriented and intensive scenario-based training methods are used to train the skills needed to be an effective leader.
- Similar to the Professional Development for Senior Leaders Course, the Supervisor Leadership Course is designed specifically for Unit Supervisors. Unit Supervisors are the frontline supervisors for the Parole Division, and are vital to employee retention, the orderly execution of daily operations, and leading their teams. The purpose of this course is to develop the very best Unit Supervisors by focusing training on critical core competencies related to technical, management, and leadership skills, including topics such as professionalism, emotional intelligence, difficult conversations, and change management. Performance-oriented and intensive scenario-based training methods are used to train the skills needed to be effective frontline supervisors and leaders.
- In September 2025, TLDD in cooperation with the Parole Division hosted the inaugural Parole Supervisor In-Service Summit. This summit provides an opportunity for all TDCJ Parole Supervisors to come together for a week to interact with TDCJ and Parole Division leaders, and gain a deeper understanding of the technical, managerial, and leadership core competencies specific to their positions as senior supervisors within the parole division. Beginning in FY 2027, this same in-service summit model will be implemented with Unit Supervisors as well.
- 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 Parole L.E.A.D., 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.

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GAP ANALYSIS (Continued)

- 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.

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STRATEGY DEVELOPMENT

Succession Planning

TDCJ places a significant emphasis on succession planning within all of its divisions and departments and believes that agency leaders have a core responsibility to develop and identify individuals within each area who can assume management and leadership positions. This has been reinforced through management and leadership training which includes 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 TDCJ include:

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.

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		X						
TDCJ 46-Hour Lieutenant Leadership Forum			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 32-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				
TDCJ 36-Hour Lighthouse Leadership Course		X						
TDCJ 40-Hour Emerging Leaders Course					X	X	X	

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STRATEGY DEVELOPMENT (Continued)

Assignment of Assistant Wardens or Wardens

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

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, 388 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".

Tuition Reimbursement Program

The agency has implemented a tuition reimbursement program to full-time employees with the goal of improving job-related skills, work-related capabilities, and competency, as well as prepare employees for changes in job duties resulting from technological or procedural improvements.

In order to be eligible for this program, an employee needs to be employed with the agency for at least 12 continuous months, not be on disciplinary probation and not be a return-to-work retiree. In addition, the employee's current annual performance evaluation must indicate minimum ratings of "meets standards."

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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	- 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. - 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. - Continue to enhance hiring standards for CO applicants. - Enhance effective practices and programs resulting from current retention strategies, to include the Correctional Officer 90-day interview. - 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. - Continue to review human resources policies to ensure they do not limit the ability to recruit or retain COs. - Continue to effectively assess CO training needs to ensure that training strategies are implemented and revised as needed. - Ensure management practices are consistently applied. - Continue to emphasize and expand supervisory training to increase supervisor effectiveness. - Restructure pay scale to allow for faster advancement in pay. - Implement a warden direct hire program, empowering the warden to identify, interview, and offer a candidate the job immediately. - Legislature provided a 3% maximum security pay differential for correctional officers working on or assigned to maximum security facilities. - Legislature provided substantial overall pay increases for correctional staff in the past few biennia.

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.

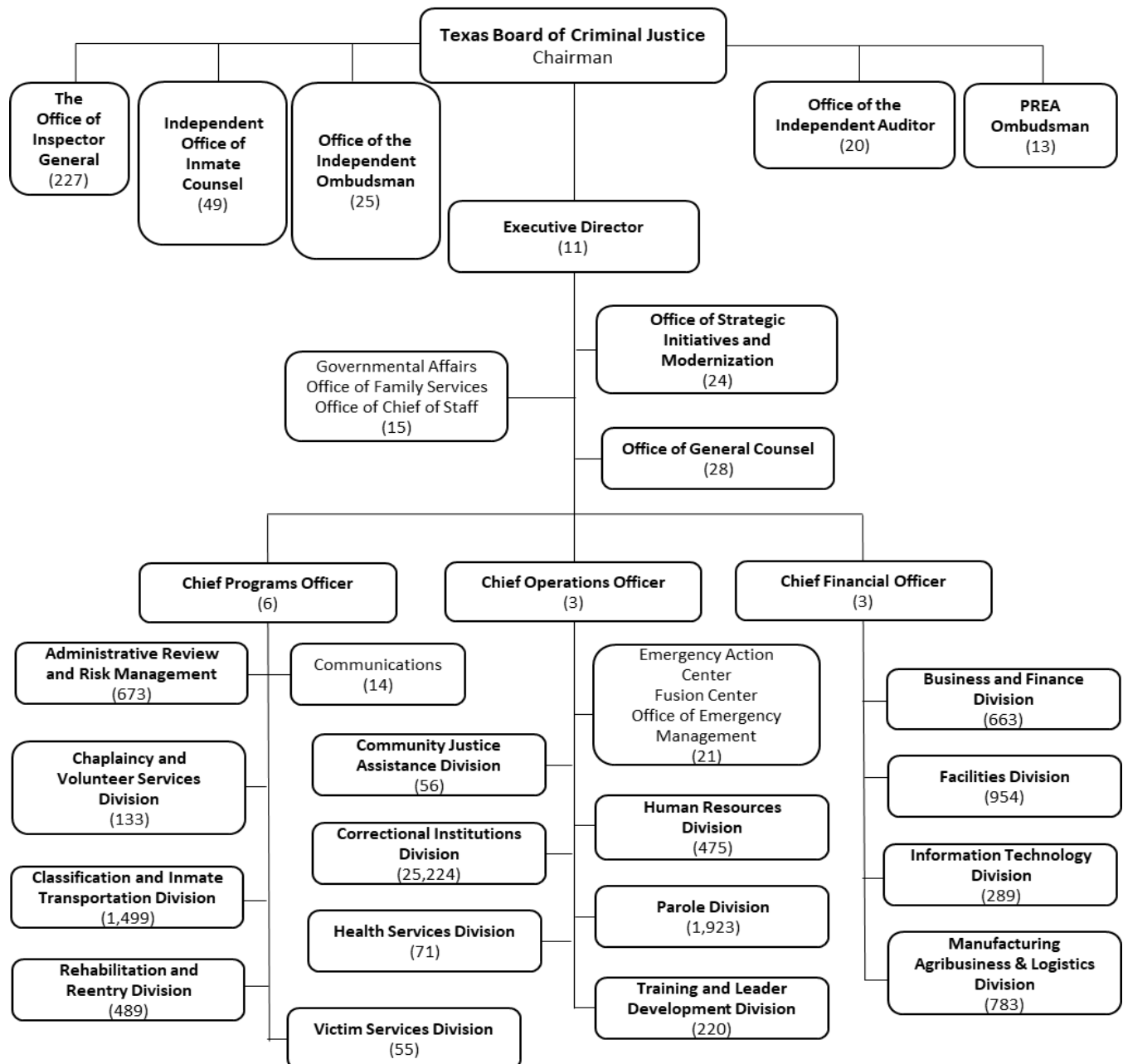
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STRATEGY DEVELOPMENT (Continued)

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	• Continue to implement aggressive, targeted recruitment strategies. • Enhance effective practices and programs resulting from current retention strategies. • 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. • 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.

Workforce Plan FY 2027-2031**STRATEGY DEVELOPMENT (Continued)**

Texas Department of Criminal Justice Organizational Structure



Note: The number within parenthesis denotes filled positions as of February 28, 2026 and does not include employees on LWOP. Board of Pardons and Paroles employees (477) are not included in this organizational chart.

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