



# Workforce Plan 2011 – 2015

Texas Youth Commission

**INDIVIDUAL** *Treatment.*

**PUBLIC** *Protection.*

**STRONGER** *Texas Communities.*

# CONTENTS

<b>INTRODUCTION.....</b>	<b>1</b>
<b>I - AGENCY OVERVIEW .....</b>	<b>1</b>
Agency Mission .....	1
Strategic Goals and Objectives .....	1
Organizational Structure.....	2
Impact of Agency’s Mission, Goals, and Objectives on Workforce Initiatives .....	3
<b>II – CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS) .....</b>	<b>4</b>
Demographics and Statistics.....	4
Agency Turnover .....	7
Critical Workforce Skills .....	8
<b>III – FUTURE WORKFORCE PROFILE (OUTLOOK ANALYSIS).....</b>	<b>9</b>
Critical Functions.....	9
Expected Workforce Changes.....	10
Anticipated Decrease/Increase in Required Number of Employees .....	10
Future Workforce Skills Needed .....	10
<b>IV – GAP ANALYSIS .....</b>	<b>11</b>
Anticipated Surplus or Shortage in Full-time Employees (FTEs).....	11
Anticipated Surplus or Shortage of Skills.....	12
<b>V – STRATEGY DEVELOPMENT.....</b>	<b>15</b>
Succession Planning .....	15
Gap Elimination Strategies.....	15
<b>CONCLUSION .....</b>	<b>16</b>

## **INTRODUCTION**

The TYC Agency Workforce Plan is developed in compliance with the Texas Government Code, Section 2056.0021. The statute requires state agencies to conduct a strategic staffing analysis and develop a workforce plan, according to guidelines developed by the state auditor, to address critical staffing and training needs of the agency. In addition to being included in the Agency Strategic Plan, the Agency Workforce Plan is submitted to the State Classification Office as a stand-alone document.

## **I. AGENCY OVERVIEW**

The Texas Youth Commission (TYC) is the state's juvenile corrections agency. TYC provides for the care, custody, rehabilitation, and reestablishment in society of Texas' most serious or chronically delinquent juvenile offenders. Texas judges commit these youth to TYC for felony-level offenses committed when they are at least age 10 and less than age 17. TYC can maintain jurisdiction over these offenders until their 19th birthdays. (A small group of identified youth, however, who were committed to TYC prior to June 6, 2007, and were classified as sentenced offenders, can remain under TYC jurisdiction until their 21st birthdays.)

TYC operates a system of 10 secure institutions and nine residential halfway house programs. The agency also contracts with private or local government providers for a wide range of services to TYC offenders. Approximately 80 percent of offenders are assigned to a TYC secure correctional facility, and 20 percent go into facilities and programs run by contract providers. Halfway houses are used for some youth as a transitional assignment after they have completed their stay in a secure setting.

Specialized residential treatment includes programs designed specifically for the treatment of serious violent offenders, sex offenders, chemically dependent offenders, and offenders with mental health impairments. In addition, TYC operates year-round educational programs within each of its secure facilities. The principals and teachers for TYC schools are state employees who are members of the Employees Retirement System of Texas (ERS) rather than independent school district employees who are members of the Teachers Retirement System of Texas (TRS). At TYC halfway houses and some contract facilities, TYC has memorandums of understanding with local independent school districts to provide education services. Youth under the agency's jurisdiction in residential programs are also provided care for their basic needs, such as food, clothing, shelter, safety, medical care, legal rights, parenting, and spiritual needs.

### **Agency Mission**

The Texas Youth Commission, the state's juvenile corrections agency, promotes public safety by operating juvenile correctional facilities and by partnering with youth, families, and communities to provide a safe and secure environment where youth in the agency's care and custody receive individualized education, treatment, life skills, and employment training and positive role models to facilitate successful community reintegration.

### **Strategic Goals and Objectives**

#### **GOAL A: SECURE CORRECTIONAL ENVIRONMENT**

To protect the public by providing a safe and secure correctional environment for youth.

#### **OBJECTIVE A.1: Reduce Crimes and Increase Safety**

To prevent, through physical security, offenses which would have led to arrests for over 6,000 offenses per year through FY 2015.

## **GOAL B: EDUCATION AND WORKFORCE**

To provide all TYC youth individualized opportunities to progress in their education, complete a diploma or GED, and/or develop marketable workplace skills.

### **OBJECTIVE B.1: EDUCATION AND WORKFORCE ACTIVITIES**

To increase to 70 percent by the end of fiscal year 2015 the percentage of youth who have been on parole for at least 30 days who are employed at least part-time; attending school, college, GED preparation; or participating in vocational or technical training.

## **GOAL C: REHABILITATION AND REINTEGRATION**

To deliver a continuum of needs-based services that reduce delinquent or criminal behavior and facilitate successful community.

### **OBJECTIVE C.1: Decrease Recidivism**

To reduce the one year rearrest rate to 40 percent by the end of fiscal year 2015.

## **Organizational Structure**

The Texas Youth Commission is governed by a seven-member Board appointed by the Governor with the advice and consent of the Texas Senate. In addition, the Governor appoints a TYC Independent Ombudsman that reports directly to the Governor.

The Executive Director, who is selected by and reports to the TYC Board, is the administrative head of the agency. The Office of Inspector General and Internal Audit also report directly to the TYC Board.

The following staff report directly to the Executive Director.

- The Deputy Executive Director oversees all areas of agency operations in coordination with the Executive Director.
- The Director of Youth Services oversees facility operations, interstate compact and sentenced offenders, parole and re-entry services, and community and victim services. In addition, this position oversees agency assessment and treatment services including rehabilitation programming, orientation and assessment, the CoNEXTions<sup>®</sup> treatment program, specialized treatment, and community re-entry and parole.
- The Superintendent of Education oversees the fully accredited education program operated by TYC, which offers high school diplomas, workforce certifications, and GED certificates, and includes an extensive special education program. In addition, this position oversees re-entry education services.
- The Medical Director provides administrative oversight of the medical and psychiatric direct care services provided by the University of Texas Medical Branch (UTMB). In addition, this position oversees all psychiatric services for youth provided by TYC staff and all aspects of food and nutrition services at facilities.
- The Director of Intergovernmental Relations, Planning, and Coordination serves as the liaison between TYC and legislative and other governmental entities, assists TYC divisions with the implementation of legislation passed, and oversees strategic planning and public affairs.
- The General Counsel oversees the Office of General Counsel (OGC), which provides in-house legal services for TYC. In addition, the OGC is responsible for reviewing and preparing responses to youth appeals; tracking and coordinating youth grievances; conducting administrative due process hearings for youth and employees; determining whether to release to parole, discharge from TYC custody, or extend length of stay for youth who have

reached their minimum length of stay; and handling youth records and all public information requests.

- The Director of Financial Services oversees financial and business services, as well as maintenance and construction services.
- The Director of Human Resources is responsible for recruiting applicants, performing criminal history and other background checks for applicants and current employees, coordinating the hiring process and various employee benefit programs, ensuring employees are appropriately classified and compensated, managing the agency's employee relations programs, developing and delivering employee training and staff development programs, and managing the human resources risk management program.
- The Director of Information Resources Division (IRD) oversees all Information Resources (IR) goals and initiatives to ensure a secure statewide information infrastructure for the agency. IRD is responsible for applications development and support, data storage, computer hardware and software, statewide voice and data networking, radio communications, telephone systems, and digital surveillance systems on various types of computer platforms including web, server, and mainframe-based systems.
- The Director of Research manages collection and analysis of both internal and external data to assess trends and measure performance of the agency for executive management and policymakers.
- The Director of Quality Assurance (QA) is responsible for monitoring and evaluating contract and policy compliance in residential facilities, parole, supplemental service providers under contract, and agency-operated halfway houses and providing technical assistance and imposing sanctions (e.g. corrective action plans) for non-compliance. QA also oversees the implementation of Performance-based Standards (PbS) at TYC institutions.

The agency's organizational structure supports effective implementation of the agency's vision and philosophy through proper oversight of the agency's juvenile correctional facilities; treatment, education, and parole programs; medical services; and monitoring and administrative operations.

### **Impact of Agency's Mission, Goals, and Objectives on Workforce Initiatives**

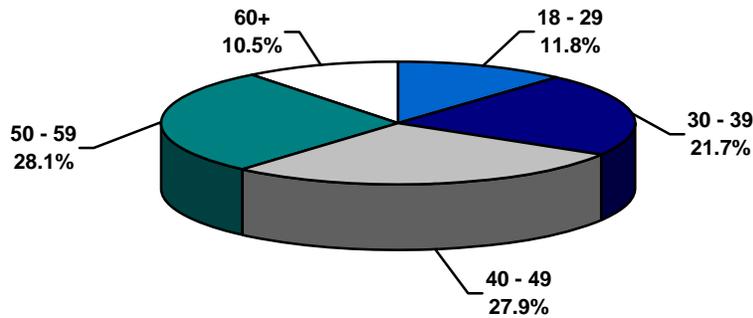
The agency does not anticipate future significant changes to the TYC mission, goals, or objectives. However, workforce initiatives will continue to be impacted by the extensive changes to the agency's treatment program and teaching curriculum that were implemented in FY 2009 and early FY 2010 to achieve the agency's current mission, goals, and objectives. The changes reflected the agency's shift from a "culture of custody" to one that provides an appropriate balanced approach of incentives and consequences, meets the unique changing needs of each individual youth, and allows for a seamless transfer of coursework within TYC schools and into the communities. The shift in culture necessitated changes to the critical skills and functions required of the agency's workforce, and it will be necessary for the agency to continue implementing workforce initiatives to reinforce these changes. In addition, the agency's workforce initiatives could be affected by external factors such as an increased emphasis on the use of community-based services to address delinquency, further reduction of the TYC youth population, and budgetary constraints resulting from the economic climate.

## II. CURRENT WORKFORCE PROFILE (Supply Analysis)

### Demographics and Statistics<sup>1</sup>

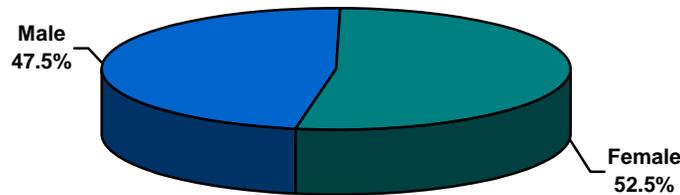
#### TYC Workforce by Age

Approximately 40% of the TYC workforce is in the 50+ age range, slightly more than 25% of TYC employees are in the 40-49 age range, and one-third of the workforce is under 40 years of age.



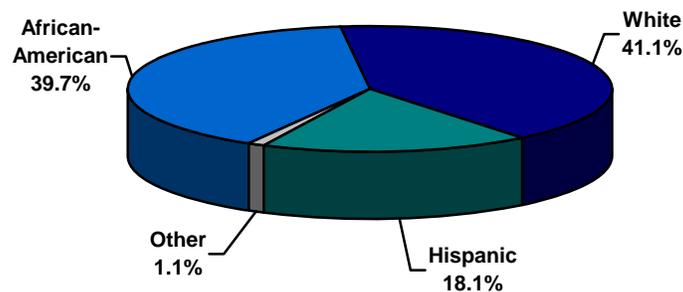
#### TYC Workforce by Gender

The TYC workforce has a slightly higher percentage of female employees than male employees, and this is comparable to the overall State of Texas workforce.



#### TYC Workforce by Ethnicity

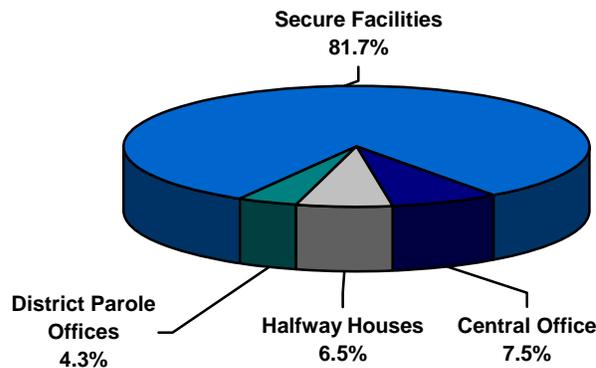
When compared to the overall State of Texas workforce, TYC has a higher percentage of African-American employees and a lower percentage of employees in other racial groups.



<sup>1</sup> Source: Uniform Statewide Payroll System; queries run March 2010  
(Positions and employees assigned to Victory Field Correctional Academy and West Texas State School were excluded from the demographics and statistics due to impending reductions in force and closures.)

### TYC Workforce by Location

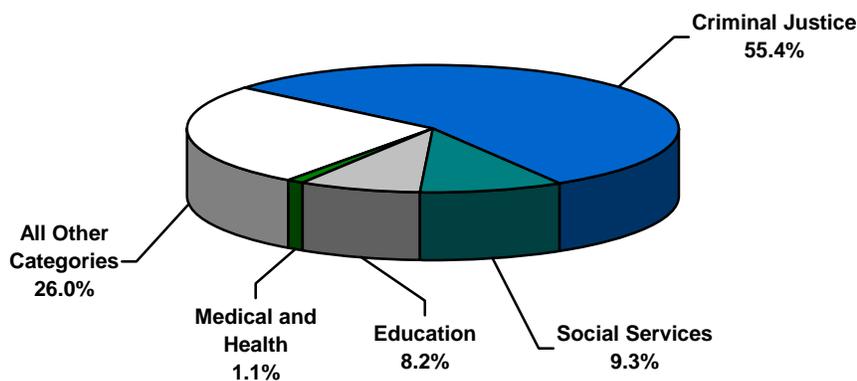
More than 80% of TYC employees are assigned to the agency's 10 secure facilities [2760 full-time employees (FTEs) and 4 part-time employees (PTEs)]. Approximately 10% of TYC employees are assigned to the nine halfway houses (217 FTEs and 3 PTEs) or 13 district parole offices (144 FTEs). Less than 8% of employees are assigned to the two TYC central office locations in Austin (247 FTEs and 6 PTEs).



### TYC Workforce by State Classification Office (SCO) Occupational Categories

The occupational categories identified in the FY 2010 - 11 SCO Job Classification Index are used for the purpose of profiling the TYC workforce by occupational category.

- Specific job titles included in the criminal justice, social services, and education categories are identified in the table on the following page. The majority of these positions involve the direct care of youth.
- The medical and health occupational category does not include the University of Texas Medical Branch (UTMB) nurses assigned to TYC facilities as TYC contract employees.
- The specific SCO occupational categories included in the "all other categories" group are identified in the table on the following page. These categories include managers of direct-care staff (e.g., superintendents, assistant superintendents, program managers and supervisors), custodial and maintenance positions necessary for the operation of TYC facilities, and indirect administrative staff.



SCO Occupational Category	Job Titles	# Employees <sup>1</sup> (as of 3/17/10)
<b>Criminal Justice</b>	JCO I – VI	1805 FTEs
	Dorm Supervisor	22 FTEs
	Parole Officer I – IV	43 FTEs
	Counsel Substitute	2 FTEs
<b>Social Services</b>	Case Manager	193 FTEs
	Chaplain	9 FTEs
	Human Services Specialist	44 FTEs
	Recreation Program Specialist	29 FTEs
	Social Worker	4 FTEs
	Vocational Rehab Counselor	8 FTEs
	Volunteer Service Coordinator	13 FTEs
	Quality Assurance Specialist	14 FTEs
<b>Education</b>	Teacher <sup>2</sup>	223 FTEs
	Teacher Aide	55 FTEs, 1 PTE
<b>Medical and Health</b>	Physician III <sup>3</sup>	1 FTEs
	Nutritionist <sup>3</sup>	2 FTEs
	Nurse <sup>3</sup>	3 FTEs
	Associate Psychologist	24 FTEs
	Psychologist	7 FTEs

**“All Other” SCO Occupational Categories**

Accounting, Auditing & Finance	27 FTEs; 3 PTEs
Administrative Support	228 FTEs; 3 PTEs
Custodial & Domestic	89 FTEs; 4 PTEs
Human Resources (includes Trainers)	70 FTEs
Information Technology	56 FTEs; 1 PTE
Investigators	38 FTEs
Legal	13 FTEs
Maintenance	74 FTEs
Program Management <sup>4</sup>	212 FTEs; 2 PTEs
Property Management and Purchasing	25 FTEs
Public Safety (Police Communications Operators, Security Officers)	12 FTEs
Other <sup>5</sup>	22 FTEs

<sup>1</sup>Reflects changes to job classes resulting from the State Auditor’s Office review of program specialist positions (SAO Report No. 10-705). Excludes Victory Field Correctional Academy and West Texas State School.

<sup>2</sup>Includes academic counselors, educational diagnosticians, lead reading instructors, licensed specialists in school psychology, physical education/recreational coordinators, principals, and assistant principals.

<sup>3</sup>Oversight positions.

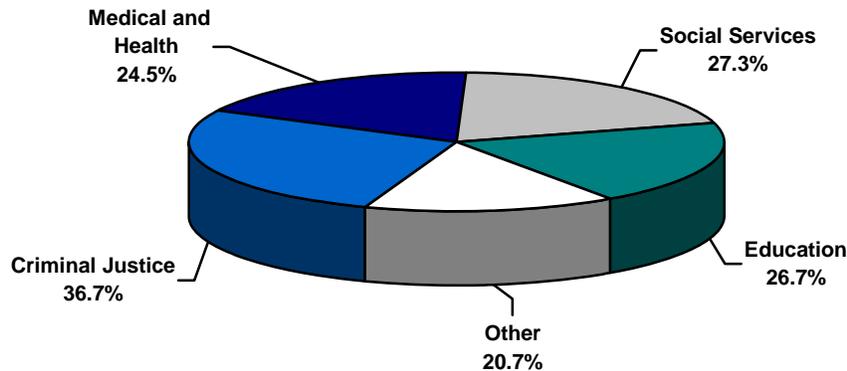
<sup>4</sup>Includes superintendents, assistant superintendents, and case manager supervisors.

<sup>5</sup>Includes categories with fewer than 10 positions.



### TYC FY 2009 Turnover by SCO Occupational Category

The chart below indicates the FY 2009 turnover by the previously referenced SCO occupational categories.



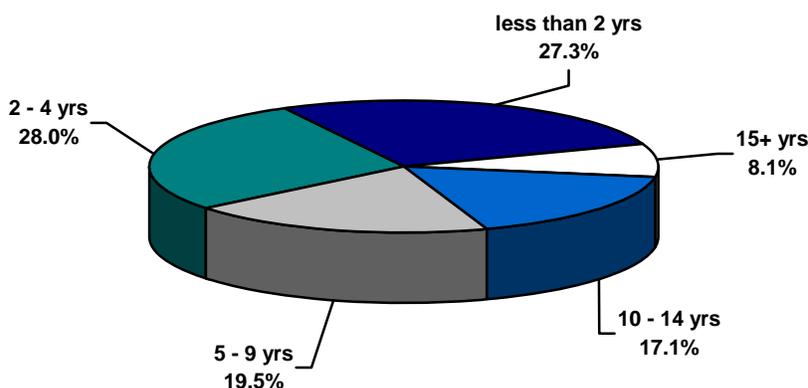
- Even though the agency experienced reductions in force due to lower youth populations and the agency's right-sizing efforts in FY 2009, the Education occupational category was the only occupational category that experienced a slight increase in turnover rate from 25.4% in FY 2007 to 26.7% in FY 2009.
- The Medical and Health occupational category experienced the most significant turnover rate decrease from 40.7% in FY 2007 to 24.5% in FY 2009.
- A significant factor in the turnover rate decrease for the Criminal Justice occupational category was the decrease in the JCO turnover rate from 49.3% in FY 2007 to 37.1% in FY 2009.

### Projected FY 2010 JCO and Case Manager Turnover Rate

The projected FY 2010 JCO and Case Manager turnover rates indicate that the agency will achieve the key performance measure goal of a 35% JCO turnover rate. The anticipated continued decline in the turnover rates for these two job classes is a reflection of increased salary rates approved by the 81<sup>st</sup> Legislature, the agency's successful efforts to improve the TYC working environment, as well as a generally tight job market.

- The projected FY 2010 turnover rate for JCOs is 30.5%, a decrease of 17.8% from the FY 2009 turnover rate of 37.1%.  $[(37.1\% - 30.5\%) / 37.1\% = 17.8\%]$
- The projected FY 2010 turnover rate for Case Managers is 23.2%, a decrease of 22.7% from the FY 2009 turnover rate of 30.0%.  $[(30.0\% - 23.2\%) / 30.0\% = 22.7\%]$

## TYC Workforce by TYC Tenure



### Critical Workforce Skills

The majority of the agency's positions require essential functions involving direct interactions with the youth assigned to the agency, their families, and other agencies within the community. The classification of youth in TYC is increasingly more severe as the agency now serves only youth committed for felony offenses. The percent of youth in TYC who are not general offenders (sentenced, violent, or other high risk) increased from 39% in FY 2006 to 54% in FY 2009. Therefore, one of the most critical workforce skills is the ability to perform job duties in a correctional setting with potentially aggressive/combatative youth who have a wide variety of temperaments (volatile, aggressive, suicidal) and specialized needs (capital and serious violent offenses, alcohol and other drug treatment, mental health treatment, or sexual behavior treatment).

Additional critical workforce skills, some of which reflect the agency's recent shift in culture, include the abilities to:

- work with youth in an empathetic and understanding demeanor
- foster the cooperation of youth in the treatment process
- communicate effectively with youth and explain their progress to family members and other treatment staff
- intervene and correct behavior and facilitate group discussions and counseling sessions
- perform verbal and physical crisis intervention/de-escalation techniques
- develop and implement case plans
- analyze and solve problems
- interpret and apply rules and regulations
- perform and interpret assessments
- develop and evaluate policies and programs
- maintain adequate and correct records
- conduct reading intervention and other learning needs intervention
- direct and facilitate individual and group activities
- maintain order and discipline
- act quickly in emergencies
- implement specialized treatment programs (e.g., sex offender, substance abuse)
- supervise/train employees

### III. FUTURE WORKFORCE PROFILE (Outlook Analysis)

#### Critical Functions

The following critical functions reflect the internal goals established by the agency for FY 2010. The agency anticipates that these functions will continue to be critical over the next five years.

#### **Provide each Youth with Access to a Spectrum of High Quality and Individualized Treatment**

- Implementation of the CoNEXTions<sup>®</sup> rehabilitative program as the agency's basic treatment program has been one of the most significant steps that the agency has taken to perform this critical function. The CoNEXTions<sup>®</sup> rehabilitative program is a youth-centered, evidence-based, flexible treatment program that allows the agency to modify treatment to fit the unique changing needs of each individual youth and establish specific individualized goals. The program emphasizes general rehabilitative and specialized treatment programs, leisure skill building groups, greater family involvement, education and vocational training, a multidisciplinary and case planning team, and a progressive system from entry to parole. The multidisciplinary team evaluates each youth monthly and consists of the youth's case manager, an assigned educator, and JCOs who work with the youth on a regular basis. Medical input is also provided to ensure any medical issues are properly addressed in daily living and in case planning.
- Specialized treatment is provided for youth identified with a significant need in a specific area. The agency's specialized treatment programs are: Capital and Serious Violent Offender Treatment (C&SVO) Program, Alcohol and Other Drug Treatment, Mental Health Treatment Program, and Sexual Behavior Treatment Program. Youth entering TYC for the first time or returning to TYC present increasingly complex and intense needs for a range of specialized treatment. Recent legislative changes have reshaped the juvenile justice system allowing only the most serious juvenile offenders to be sent to the agency. These offenders are often characterized by multiple severe needs for sex offender treatment, alcohol and drug treatment, mental health services, treatment for violent behavior, and special education services. The agency anticipates that it will continue to receive the most serious offenders with more intense, complex, and longer-term needs for specialized services. As a result, the agency will need to continue building and expanding specialized treatment programs to fulfill this critical function, such as the expansion of the C&SVO Program in 2009 to provide treatment for girls at the Ron Jackson State Juvenile Correctional Complex, Unit I, and the introduction in November 2009 of the Aggression Replacement Training<sup>®</sup> program for medium need violent offenders.

#### **Prepare Youth for Effective Re-entry into Schools and Communities at their Maximum Potential**

The agency's education services are a crucial element in the successful performance of this critical function. Education services within TYC have undergone dramatic enhancements, including the following changes to TYC curriculum to allow for a seamless transfer of coursework within TYC schools and into the communities:

- Implementation of a comprehensive reading skills program to significantly increase reading comprehension
- Additional opportunities for youth to receive advanced diplomas and enter college programs
- Expansion of vocational certification programs
- Improved special education initiatives

- Use of education liaisons for youth at halfway houses or on parole to increase the percentage of TYC youth that enroll in local schools, industry programs, or college upon return to the community
- An emphasis on teacher professional development relating to intervention skills to help ensure early, effective assistance to youth with learning difficulties

### **Maintain the Safety of TYC Youth and Employees**

When youth feel safe, they will engage in treatment and educational services. When employees feel safe, they increase their effectiveness, and job satisfaction is reflected in higher employee retention rates. This, in turn, benefits youth by establishing an atmosphere of stability with familiar role models.

- The agency demonstrated its commitment to successfully fulfill this critical function with the recent implementation of an injury prevention plan and enhanced monitoring system. The goal is to reduce staff and youth injuries due to youth aggression. Development of the injury prevention plan involved surveying employees who were injured from November 1, 2008 through April 30, 2009 to help identify the various aspects that contributed to the injuries and common factors (e.g., types of injuries, demographics). The plan's main initiative is the Applying Behavioral Intervention (ABI) training module. In May 2009, this training module was presented to all current staff assigned to secure facilities and added to the agency's pre-service training program (replacing *Use of Force: Verbal Intervention and De-escalation*). In addition, secure facilities have initiated local plans to assist in lowering staff injuries, which consist of improving incentives and privileges for youth for good behavior, holding youth accountable for inappropriate behavior, and emphasizing verbal intervention.
- Another factor that has strengthened the agency's ability to fulfill this critical function is elimination of the JCO shortage. This critical function is always a challenge due to the potentially aggressive/combatative youth assigned to TYC custody, but it becomes even more of a challenge when the agency is experiencing a shortage of JCO staff.

### **Expected Workforce Changes**

Enhanced training programs and an increase in the number of specialized positions have played a vital role in the implementation of the recent reforms to the agency's treatment and educational programs and in the overall shift in culture. It is anticipated that the agency's workforce will continue to progressively reflect the shift in culture as newly acquired skills are reinforced through ongoing training programs. In addition, the importance of managing increasingly complex youth needs in a rapidly changing correctional environment will require an even greater emphasis on staff development programs.

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

Since 2007, the agency has experienced a significant decrease in the required number of employees due to reduction in the youth population and facility transfers and closures. At this time, it is difficult to predict further changes in the required number of employees as the number is largely dependent on the youth population and the use of community-based services to address delinquency.

### **Future Workforce Skills Needed**

It is anticipated that the agency will continue to need the critical skills previously identified in the supply analysis section of this plan. In addition, a greater emphasis may be placed on skills related to specialized treatment programs and advanced information technology skills due to increased automation of operational processes.

## IV. GAP ANALYSIS

### Anticipated Surplus or Shortage in Full-time Employees

#### *Specially Certified or Licensed Staff*

The previously discussed need for the agency to continue building and expanding specialized treatment programs could potentially result in a need for a greater number of specially trained or licensed staff to provide the specialized treatment services. The agency has experienced some difficulty in filling staff positions that require specific certifications or licenses. An example is the difficulty the agency experienced in FY 2009 in filling positions that provide sex offender counseling. The difficulty was in part due to the Texas Occupations Code requirement for these employees to be Licensed Sex Offender Treatment Providers (LSOTP) by October 2010. To meet this need, the agency implemented an LSOTP development program in January 2009 to begin licensing internal staff and attracting external LSOTP candidates for these hard-to-fill positions.

Specially certified or licensed employees are also critical to the agency's enhanced education program. The agency recently added nine licensed specialists in school psychology positions to better serve the diagnostic needs of students with disabilities and special needs. In addition, nine lead reading instructor positions were established to oversee the local implementation of the newly developed TYC Reading Program, which provides intervention for TYC youth who are struggling readers. The lead reading instruction position requires a Reading Specialist, Master Reading Teacher, Secondary Reading or Secondary English Language Arts and Reading certification. It is difficult to fill education positions that become vacant during the school year due to potential applicants being under contract with school districts.

As previously indicated, the agency anticipates that the percentage of youth in TYC who will require specialized treatment and education will possibly continue to increase. This will result in a need to fill these positions in a timely manner and maintain a low turnover rate for the filled positions.

#### *Juvenile Correctional Officers*

The Agency Workforce Plan for FY 2009 – 2013 identified the JCO shortage as the agency's greatest workforce challenge, which was partly due to the statutory requirement to achieve a 12:1 youth-to-staff ratio and a key performance measure to reduce the JCO turnover rate to 35%. The JCO shortage has been eliminated, and it is anticipated that the agency will achieve the goal of a 35% JCO turnover rate in FY 2010 (including the closures of the Victory Field Correctional Academy and the West Texas State School). The elimination of the JCO shortage and reduction in the JCO turnover rate reflects the agency's commitment to develop innovative JCO recruitment strategies and improve the quality of the JCO working environment. However, the agency is aware that the economic climate has also been a significant factor in meeting this workforce challenge. The re-emergence of a JCO shortage would have a negative impact on the agency's ability to fulfill the critical function of maintaining the safety of TYC employees and youth. Therefore, the agency must continue to implement strategies to help ensure that it will not experience a JCO workforce shortage again after the economy strengthens and more jobs become available in the labor market.

An external obstacle to the agency's continued maintenance of a sufficient JCO workforce is the exclusion of JCO state service from the additional retirement benefits provided by the State of Texas to law enforcement officers and custodial officers. This exclusion is despite the fact that, as previously stated, the agency now serves only youth committed for felony offenses and the percent of youth in TYC who are not general offenders (sentenced, violent, or other high risk) increased from 39% in FY 2006 to 54% in FY 2009. State employees who are eligible for the supplemental Law Enforcement and Custodial

Officer Supplemental Retirement Program (LESCOSRP) include law enforcement officers commissioned by the Department of Public Safety, Alcoholic Beverage Commission, Parks and Wildlife Department, and the Office of Inspector General at TYC, custodial officers employed by the Department of Criminal Justice (TDCJ) who are certified as having direct contact with inmates, and parole officer or caseworkers employed and certified by the Board of Pardons and Paroles or the TDCJ. The expansion of this supplemental retirement program to include TYC JCOs, case managers, and parole officers would demonstrate the state's appreciation for their service and would be a significant recruitment and retention incentive.

### **Anticipated Surplus or Shortage of Skills**

Other than the previously identified potential shortage of skills associated with difficulty in hiring and retaining certain certified and licensed staff, the agency does not anticipate a future surplus or shortage of skills. In recent years, the agency has greatly enhanced the training required for direct-care and other TYC staff. In addition, the agency has implemented an ongoing training assessment process consisting of feedback from training advisory committees throughout the agency, assessment surveys, and evaluations from course participants. This assessment process helps ensure the agency develops or modifies training programs to meet current training needs in a timely manner. As a result, employees are obtaining and reinforcing the knowledge and skills required for performance of the agency's critical functions, and potential gaps in skill levels are averted. Current training requirements for priority job categories are identified below.

#### ***JCO Training Requirements***

All JCO staff must complete 320-hours of training prior to being certified for sole supervision of TYC youth. This training includes two weeks of classroom and four weeks of on-the-job training conducted at the JCO's assigned facility and two additional weeks of classroom training conducted in collaboration with Navarro College at the TYC Pre-Service Training Academy in Corsicana, Texas. In addition to training modules on ethics and confidentiality, incident report writing, interpersonal communication skills, Understanding TYC Youth, Texas juvenile justice system, juvenile health, suicide prevention, and the Prison Rape Elimination Act (PREA), there are other training modules that include the following:

- **Behavior Management Training.** The 24-hour course entitled Positive Behavior Change System (PBCS) is closely aligned with the CoNEXTions<sup>®</sup> rehabilitation strategies. Direct care staff are provided instruction in the use of cognitive behavioral approaches to assist youth to learn skills which will help them solve problems and manage emotions leading to negative behaviors. Participants learn the common language and general philosophy of the CoNEXTions<sup>®</sup> treatment approach, the mechanics of processing a thinking report, and how to conduct check-ins and behavior groups. Other topics include the characteristics of effective staff and basic approaches to managing undesirable behaviors within a residential setting.
- **Juvenile Rights.** This 8-hour course explains the constitutional youth legal rights and various related factors to help ensure that youth are provided the rights to which they are entitled and to assist staff in avoiding civil and criminal liability.
- **Use of Force Modules.** The Use of Force training includes five modules totaling 28 hours. The Policy Training module includes an overview of the TYC use of force policy and plan. The Handle with Care module is designed to give participants an

overview and understanding of the self-defense tactics that can be used for self-protection during an altercation with a youth. The Applying Behavior Intervention module is a specific curriculum for verbal intervention and de-escalation, which includes threat assessment techniques, rapid assessment, effective communication, active listening, and diffusion techniques. The other two Use of Force modules relate to use of mechanical restraints and OC Spray.

- **Preventing Sexual Misconduct.** This 8-hour course covers TYC policies and Texas laws relating to sexual misconduct and inappropriate relations. Topics include staff professionalism, characteristics of vulnerable staff, the manipulations techniques used by youth to obtain things they may desire, and how staff and youth can protect themselves.

### ***Case Manager Training Requirements***

Case managers receive a minimum of 380-hours training upon hire, which includes many of the same courses required for JCOs. These courses include ethics and confidentiality, incident report writing, juvenile health, juvenile rights, PREA, preventing sexual misconduct, and suicide prevention. Also included is extensive training on all elements of the CoNEXTions<sup>®</sup> integrated rehabilitative program.

### ***Parole Officer Training Requirements***

Parole officers are required to complete a minimum 116 hours of TYC training courses upon hire, which includes the juvenile rights, PREA, and preventing sexual misconduct training courses. Other courses include due process hearing, safety during office and field visits, sex offender registration, and working with sentenced offenders on parole.

### ***Teacher Training Requirements***

Teachers are required to complete a minimum 76 hours of TYC training courses upon hire, which includes several of the same courses required for JCOs. These courses include ethics and confidentiality, incident report writing, juvenile health, juvenile rights, PREA, preventing sexual misconduct, and suicide prevention.

### ***Supervisory/Manager Training-Required and Optional***

In addition to training that ensures the agency's employees have the necessary knowledge and skills to perform their job duties, training that promotes supervisory effectiveness is a key component to lower employee turnover rates and maintaining a skilled workforce. The Survey of Employee Engagement (SEE) identified supervision as a relative strength for TYC, and a comparison of the 2010 scores with the 2008 scores for the items relating to supervision indicated a substantial improvement in this area. The higher scores for the Supervision Survey Construct may have been influenced by the agency's efforts during the last two years to increase supervisory effectiveness through enhanced supervisory training.

The following supervisory and management training courses are available to TYC supervisors and managers.

- **Introduction to TYC Supervision.** This 40-hour course is required for all newly hired or promoted TYC supervisors. The course covers both the administrative requirements of a TYC supervisor along with an introduction to performance management, communication, teamwork, cultural diversity, and time management. Certified in-house trainers deliver this course.

- **Staff Supervision for Correctional Professionals.** This 32-hour course is required for all new TYC supervisors and was developed by the National Institute of Corrections. The course covers supervisory styles, problem solving, effective communication, encouraging performance, and other supervisory competencies. Certified in-house trainers deliver this course.
- **Correctional Management Institute of Texas (CMIT) Mid-Management Leadership Program.** In an effort to assist agencies in succession planning and to prepare personnel in supervisory and mid-management positions for greater responsibility, the Correctional Management Institute of Texas offers a week-long Mid-Management Leadership Program, five times a year, for criminal justice professionals at the George J. Beto Criminal Justice Center.  
  
Classes consist of employees selected, by nomination only, from adult and juvenile probation departments, the Texas Youth Commission, divisions of the Texas Department of Criminal Justice and Texas Sheriff's Departments. Agency Directors may nominate, as program candidates, employees in a supervisory position with potential for promotion or who possess the potential to be promoted into a supervisory position.
- **Governor's Center for Management Development (GCMD) Courses.** The GCMD is a combined effort in state government to provide effective training courses for various levels of managers in Texas state agencies. TYC mid- and executive-level managers and supervisors may be approved to attend one or more of the courses offered by the GCMD
- **7 Habits of Highly Effective People®.** This 24-hour course is designed to empower people to increase performance capabilities in their personal and professional lives. It teaches participants how to build a future on solid foundations of unchanging principles. The habits include: proactive initiative, results planning, managing time, collaboration, empathic listening, creative problem solving, and personal renewal. The Seven Habits apply at all four levels of leadership. A 360-degree feedback profile instrument is available for managers and supervisors to secure feedback from superiors, peers, and staff. Certified in-house trainers deliver the course.
- **7 Habits for Managers®.** This 16-hour course is a unique, new approach to management development that helps management teams move from getting good results to getting great and enduring results. This workshop gives both new and experienced managers a set of tools that will help them meet all of today's management challenges, including conflict resolution, prioritization, performance management, accountability and trust, execution, team and employee development, and collaboration. Certified in-house trainers deliver the course.

TYC management recognizes the importance of providing TYC employees with knowledge and skills to perform the agency's critical functions. The agency demonstrated its ability to meet current training needs in a timely manner by delivering the training curriculum for the CoNEXTions® program in FY 2009 to approximately 4,000 TYC employees consisting of direct-care staff and caseworkers, administrative staff, parole officers, and parole service assistants. The successful delivery of the training curriculum was one of several factors that allowed the agency to fully implement the reformed treatment program by November 2009. The agency's commitment to the ongoing process of developing, evaluating, and enhancing various curricula and training modules will help ensure that employees continue to acquire and maintain the skills necessary to achieve the agency's critical functions.

## V. STRATEGY DEVELOPMENT

### Succession Planning

The significant leadership turnover experienced by TYC in recent years underscored the gap in succession planning within the agency. The agency’s enhanced supervisory, management, and leadership training programs (described in connection with anticipated surplus or shortage of skills) are a vital factor in the agency’s efforts to reduce this gap. The programs help ensure TYC supervisors and mid-management personnel have the skills and knowledge required to assume greater responsibilities when vacancies occur through normal attrition. In addition, the establishment of additional oversight positions to enhance and monitor the delivery of basic functions and services has resulted in a greater applicant pool when vacancies occur in upper and mid-management positions. When employees compete for promotion to the additional oversight positions, their leadership, teambuilding, and program development skills are critical components in the selection process.

### Gap Elimination Strategies

Based on the agency’s critical functions and anticipated future staffing requirements, the agency will need to implement strategies to avoid the following potential gaps:

- Gap in the number of required and filled positions requiring specific certifications and licenses
- A shortage of JCOs after the economy recovers and jobs are more available in the labor market

<b>Gap 1</b>	<b>Certified and Licensed Employees</b>
<b>Goal</b>	Increase the agency’s ability to hire certified and licensed staff in a timely manner and retain such staff after hire
<b>Rationale</b>	Enhancements to the agency’s treatment and educational programs have created a greater need for staff with specific certifications and licenses.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Coordinate efforts with the Texas Juvenile Probation Commission to explore solutions with academic institutions and professional associations regarding the shortage of licensed/certified treatment professionals available to work with juvenile offenders.</li> <li>• Ensure positions with an applicant pool affected by public school contracts are filled prior to the effective date of such contracts.</li> <li>• Provide recruiters with resources to develop and hire pools of highly-qualified applicants in these positions.</li> <li>• Increase the number of recruiting activities that are focused primarily on these positions.</li> <li>• Increase advertising for these positions in professional publications and on professional websites.</li> <li>• Continue emphasizing the agency’s shift in culture and how it enables professionals to effectively perform their duties.</li> <li>• Continue to recruit interns working toward obtaining a specific license or certification with the understanding that continued employment is contingent upon obtaining the credentials</li> <li>• Enhance opportunities to recognize and reward professional development.</li> </ul>

<b>Gap 2</b>	<b>Potential Re-emergence of JCO Shortage</b>
<b>Goals</b>	Continue to maintain a JCO applicant pool and further reduce JCO attrition.
<b>Rationale</b>	The agency must continue to implement strategies to help ensure that it will not experience a JCO workforce shortage again after the economy strengthens and more jobs become available in the labor market.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Update recruitment materials emphasizing the agency’s change in culture, the state employee benefits package, and the 3.5% increase in pay to be effective September 1, 2010.</li> <li>• Ongoing identification and reinforcement of strategies to improve the quality of the work environment (e.g., consistent and fair application of HR policies and practices, reduction of staff injuries, reduced need for mandatory overtime, more consistent work schedule).</li> <li>• Continued assessment of the JCO training curriculum to ensure that newly hired JCOs have the necessary skills to perform their duties.</li> <li>• Reinforcement of skills critical to the agency’s change in culture.</li> <li>• Continued enhancement of supervisory training to increase supervisor effectiveness.</li> </ul>

## CONCLUSION

During the past three years, the agency’s workforce has undergone substantial changes. A significant number of positions were eliminated as part of the agency’s right-sizing efforts. However, several positions were added that require licenses and certifications necessary for the delivery of specialized treatment and enhanced education services. In addition, the JCO shortage, which was previously the agency’s greatest workforce challenge, was eliminated through implementation of innovative recruitment and retention strategies and the impact of the weakened economy on the job market.

The current workforce challenges include recruiting and retaining licensed and certified staff, avoiding the re-emergence of high turnover rates when the job market is more favorable, reinforcing newly acquired skills reflective of the agency’s change in culture, and ensuring staff development programs continue to provide knowledge and skills required to manage increasingly complex youth needs.

Workforce challenges may change, but they will always exist. External factors such as an increased emphasis on the use of community-based services to address delinquency, variations in TYC’s youth population, and budgetary constraints resulting from the economic climate could significantly change the agency’s current workforce challenges. However, the agency’s outstanding progress in creating a workplace environment that attracts employees who have the necessary skills, ability, and resilience to meet changing workforce challenges will ensure the agency continues to achieve its mission.