



TEXAS
JUVENILE ★ JUSTICE
DEPARTMENT

TJJD Recruitment and Retention Efforts

December 2022

Hiring and Retention Strategies Used

We are always open to new ideas

<p style="text-align: center;">Enhanced Hiring Efforts</p> <ul style="list-style-type: none">• Attending events, and job fairs• Offers on the spot• Full-time recruiters• Outreach to former TJJD staff	<p style="text-align: center;">Increased Compensation</p> <ul style="list-style-type: none">• 15% direct care staff raise (new)• Temporary crisis bonuses• Attendance bonuses• Signing bonuses• Retention bonuses
<p style="text-align: center;">Supplemental Staffing</p> <ul style="list-style-type: none">• Securing assistance from private providers• Contracting correctional staff from county facilities• Expanding contract housing	<p style="text-align: center;">Operational Changes</p> <ul style="list-style-type: none">• New flexible part-time positions• Plans for roving teams• Teaming new hires up with experienced staff for first 6 months

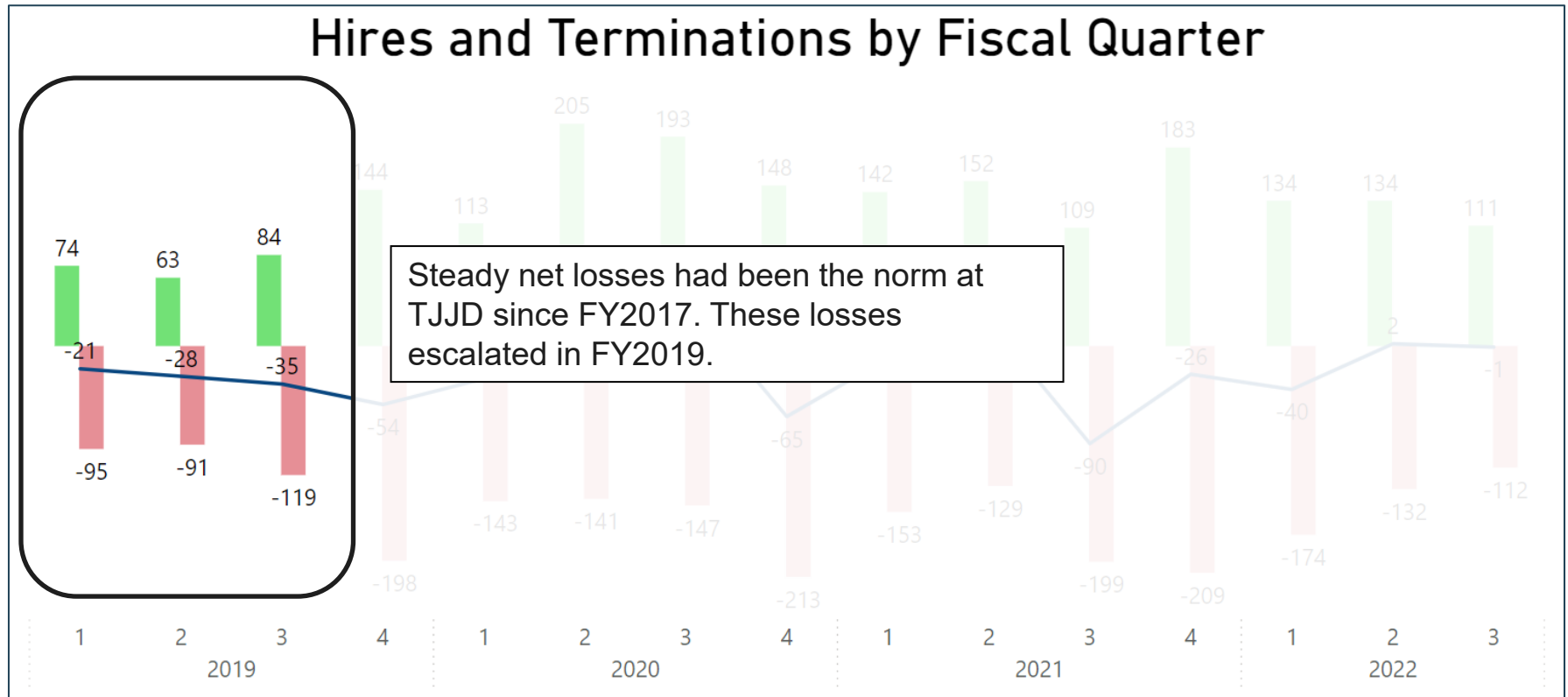
Enhanced Hiring Efforts

Beginning in January 2019 TJJD initiated a new way of hiring.

- In person hiring events
 - Advertised weeks in advance and coordinated with local workforce commission
 - On site applications, interviews, background checks, pre-employment testing and condition offers
 - Conduct at least 1 on site hiring event each month for each campus
 - Applicants are typically provided final offer and start date within two weeks of event
- Contacting Former Employees
 - Part-time positions with flexible schedules
 - Contract positions “work when you want”

TJJD JCO Hiring

Part 1: Historically steady losses



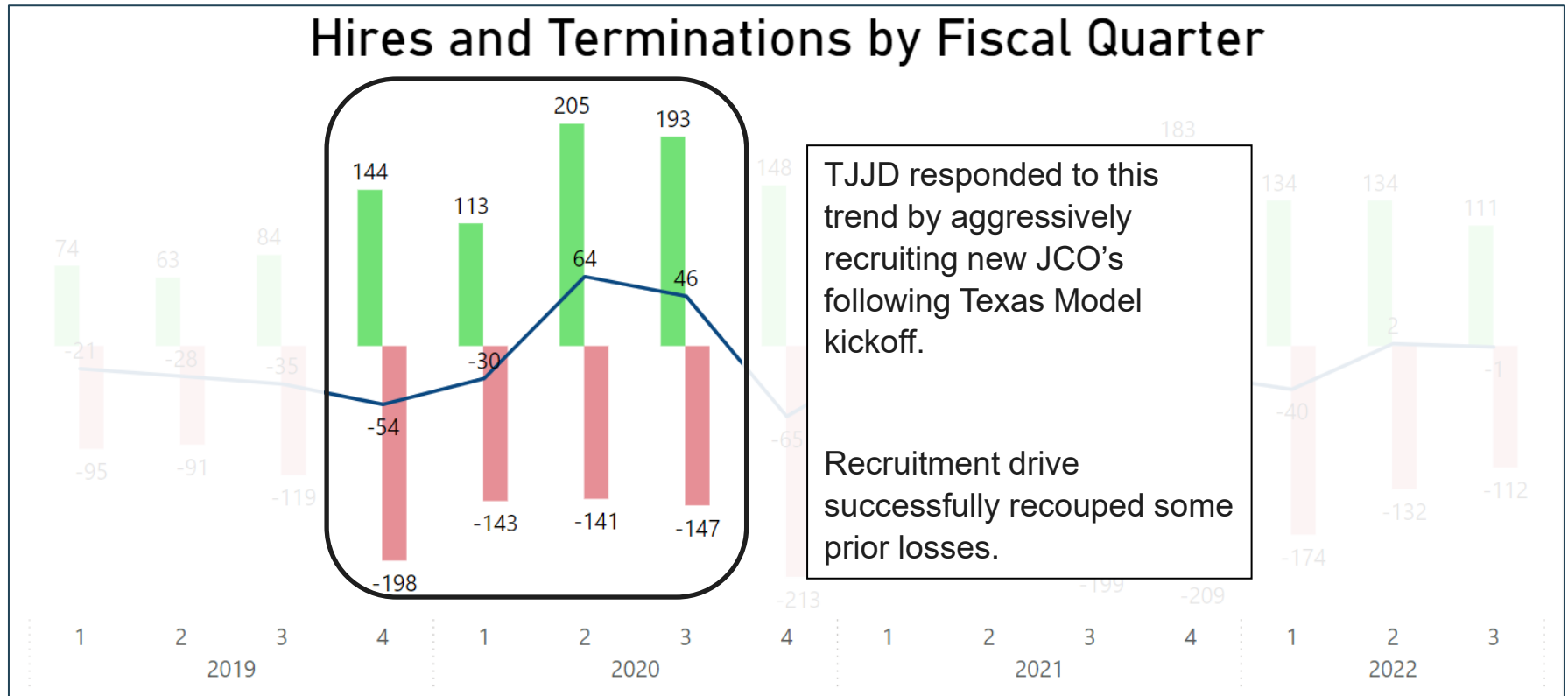
■ = JCO's Hired

■ = JCO's Terminated
(all types, mostly
resignations)

■ = Net JCO gain/loss

TJJD JCO Hiring

Part 2: Aggressive Recruiting



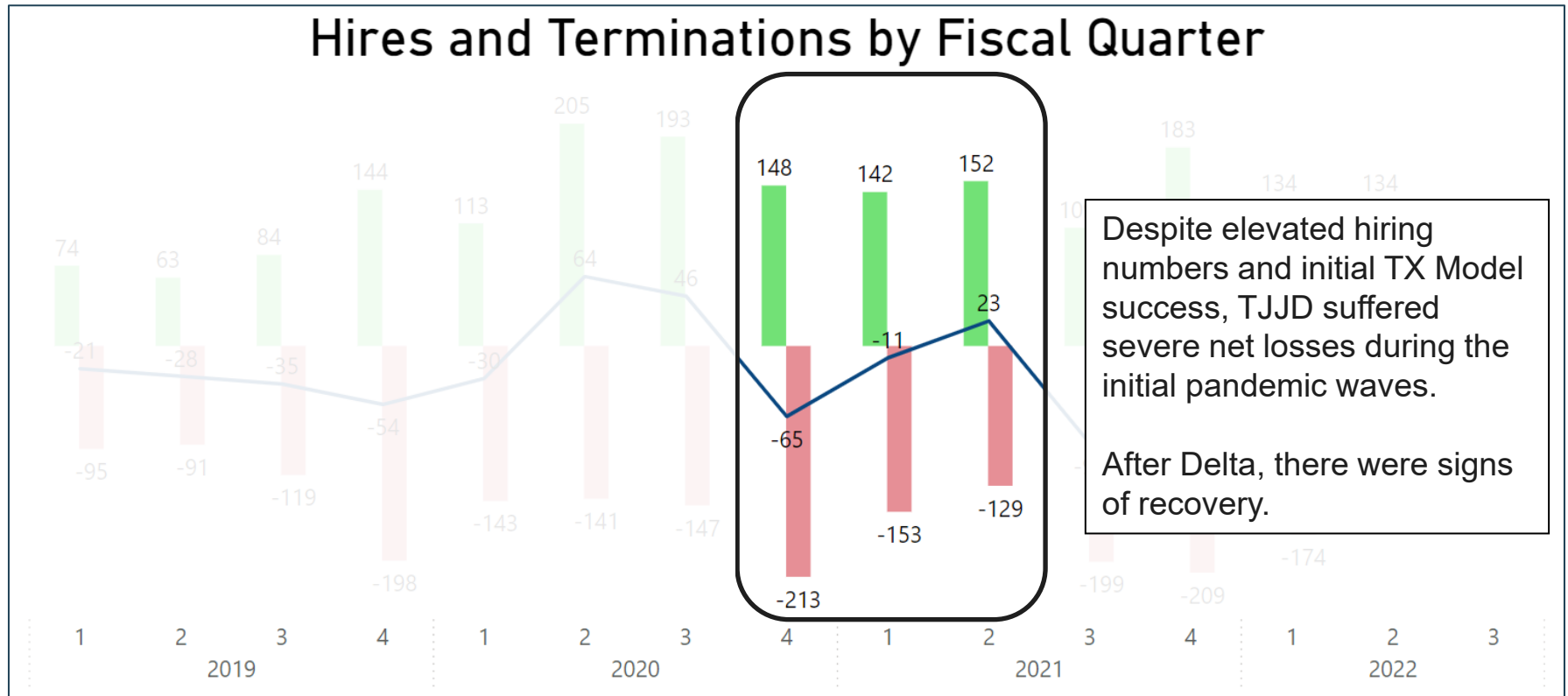
TJJD responded to this trend by aggressively recruiting new JCO's following Texas Model kickoff.

Recruitment drive successfully recouped some prior losses.

■ = JCO's Hired
 ■ = JCO's Terminated (all types, mostly resignations)
 ■ = Net JCO gain/loss

TJJD JCO Hiring

Part 3: Covid Losses



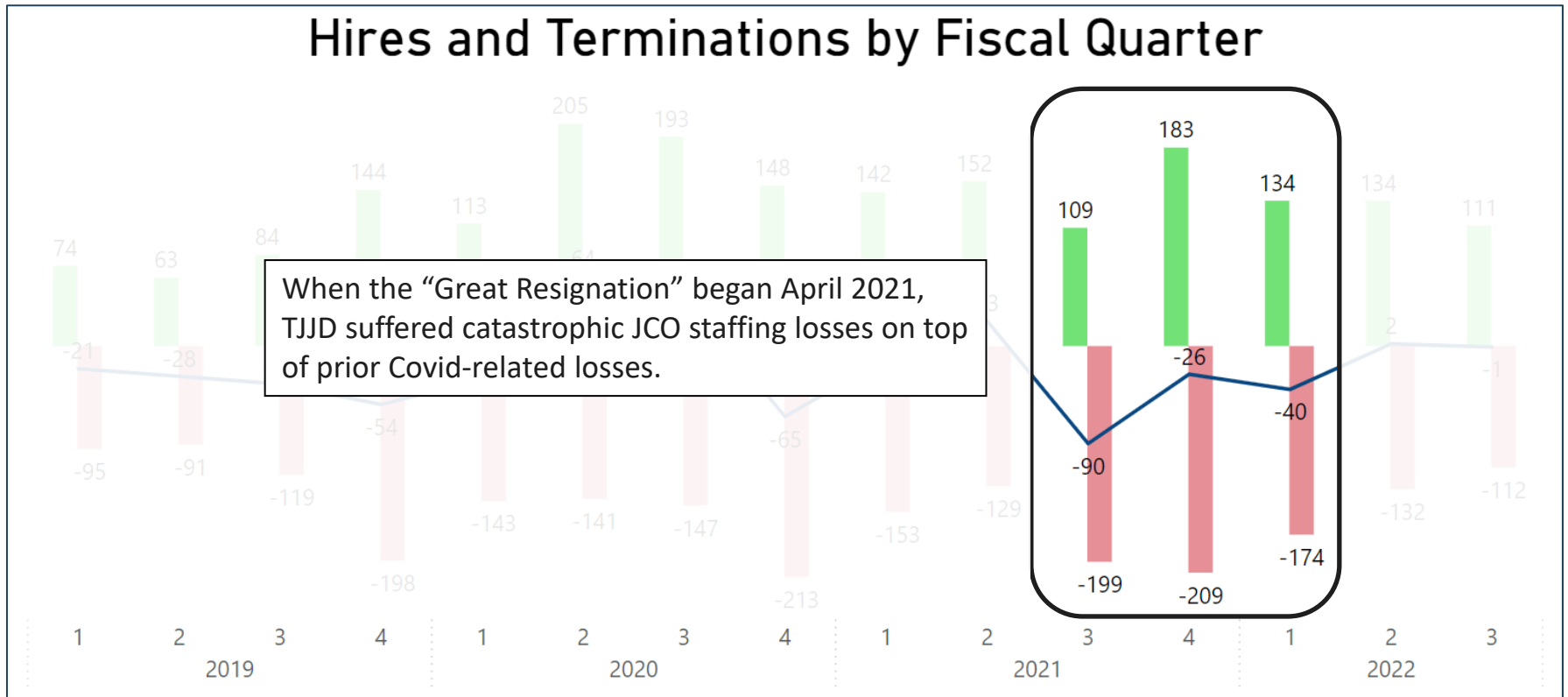
■ = JCO's Hired

■ = JCO's Terminated
(all types, mostly
resignations)

■ = Net JCO gain/loss

TJJD JCO Hiring

Part 4: Great Resignation Losses



■ = JCO's Hired

■ = JCO's Terminated
(all types, mostly
resignations)

■ = Net JCO gain/loss

Increased Compensation

Beginning the first quarter of 2021, TJJD initiated strategies to increase compensation for direct care staff.

- Attendance Bonus
 - Provided incentive for perfect attendance over three month period during
 - Add number of employees who received incentive
 - Provided temporary relief of employees leaving but not a long term solution or enough time to get ahead.
- Critical Staffing Bonus
 - Provided 15% monthly stipend for hours worked by direct care staff.
 - TJJD was not able to increase staffing levels but was able to halt the exit of existing employees
- 15% permanent salary increase
 - TJJD was given approval to provide a 15% permanent salary increase resulting in significant increase in applications and gains in staffing strength

Advertising Pay Raise Increased Applications

Pay raise had strong impact on number of JCO applicants

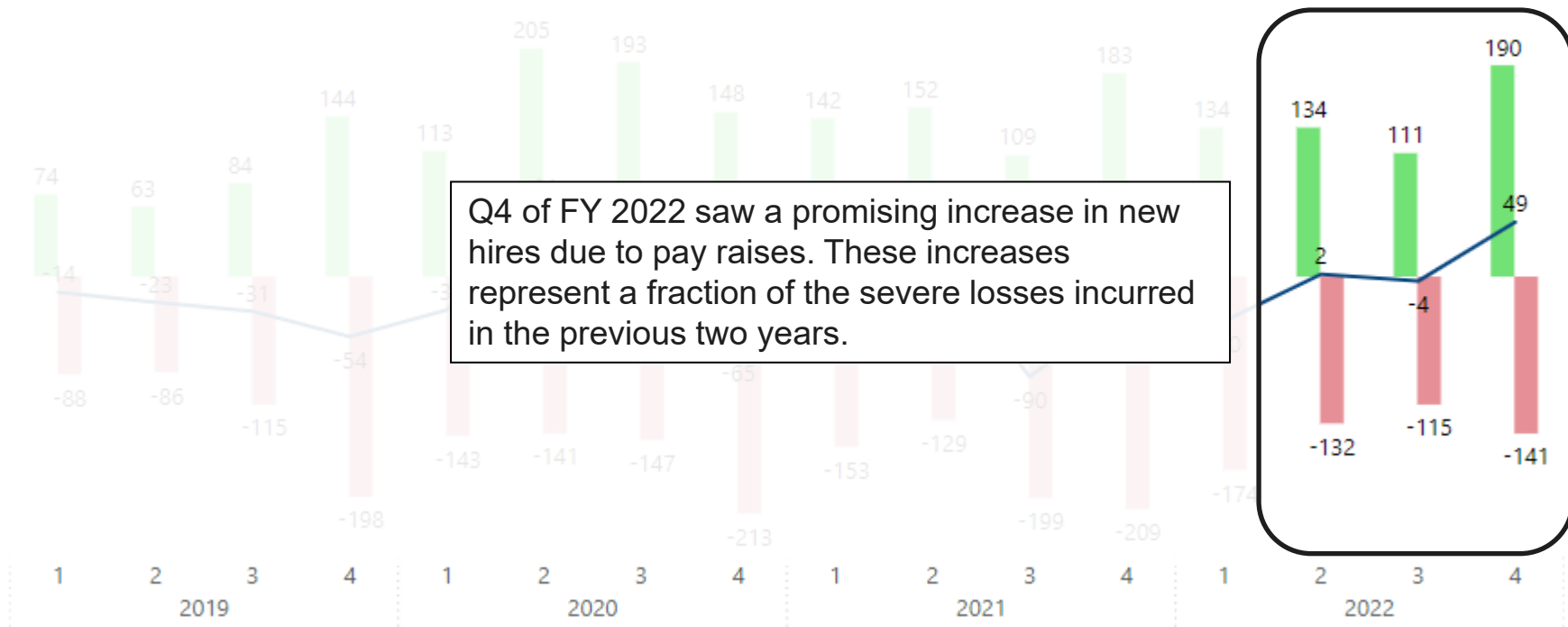
JCO Applications per day

Facility	5/2022 – 6/2022 (before raise)	7/2022 – 8/2022 (after raise)	% Increase
Giddings	0.6	2.0	+ 218%
Mart	1.7	2.6	+ 54%
Ron Jackson	0.4	0.8	+ 105%
Gainesville	0.4	0.8	+ 105%
Evins	2.5	4.3	+ 72%
Total	5.6	10.5	+ 88%

TJJD JCO Hiring

Part 5: Stable but Critical

Hires and Terminations by Fiscal Quarter



■ = JCO's Hired

■ = JCO's Terminated
(all types, mostly
resignations)

■ = Net JCO gain/loss

Recruitment Incentives

In addition to increased compensation for direct care staff, TJJJD has initiated recruitment bonus for key positions

- Mental Health Providers
 - Hired Mental Health Recruiter
 - Offering \$5K recruitment bonus for treatment positions
 - Contract with employee receiving bonus to remain employed with agency for at least 12 month or a portion of bonus will be forfeited

Operational Changes

Compensation alone cannot solve the staffing issues and TJJD has implemented several operational changes to better the work environment, create felt safety and enhance job satisfaction.

- Yale Leadership Training
 - Provide leadership training to all levels of management in TJJD. Aimed at building leaders who are equipped to meet the needs of their employees and create an environment that is safe and supportive.
- Meaningful Evaluations
 - Restructured evaluation criteria to make it personalized and meaningful for every employee
 - Incorporated pillars of TBRI into core competencies for every employee
 - Created annual schedule for employee evaluations
- Facility Improvement Teams
 - Provide staff a recurrent mobile training team, which has the ability to train, demonstrate, and role model structure and intervention techniques, based upon a selected focus of the FIT for that month or period

Operational Changes

Continued

- Leading with the Texas Model
 - Relational Leadership training program designed to teach leaders how to strengthen the team’s resilience by building strong connections, fostering felt-safety and improving emotional intelligence skills
- Texas Model Teammates “Buddy System”
 - Pair new hires together based on their strengths and weaknesses
 - Buddies work together on every shift through OJT and their first 60 days on the dorms
 - Builds felt safety, connection and accountability

Impact of Increased Compensation and Operational Changes

Raises and buddy system impact on short term retention

FY of Hire	New JCO Hires Lost Within 30 Days	New JCO Hires Lost Within 90 Days
2019	9%	30%
2020	14%	32%
2021	21%	41%
2022 – before raise	28%	46%
2022 – after raise	14%	32%
2023	13%	NA