

SUNSET STAFF ISSUES AND KEY RECOMMENDATIONS

Issue 1 - A changing workforce and inmate population make multiple TDCJ facilities almost impossible to adequately staff.

Recommendations:

- Require TDCJ to create a long-term facilities and staffing plan that identifies future needs and makes recommendations to organize resources and capacity accordingly.
- Require TDCJ to develop a phased plan to close facilities with persistent staffing challenges.



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237th TBCJ Meeting and 344th Windham School District Board of Trustees Meeting

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Issue 2 - TDCJ's policies and practices contribute to and inadequately address its staffing crisis.

Recommendations:

- Direct TDCJ to consolidate and expand its existing workforce retention and support functions under one department to better support employees and systematically identify root causes of turnover.
- Direct TDCJ to conduct job task analyses for key roles, clarify task prioritization, and tailor evaluations, hiring objectives, and training materials as needed.

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Issue 2 Recommendations *(continued)*

- Direct TDCJ to provide additional guidance in policy on the appropriate use of disciplinary and corrective actions for both subordinates and supervisors.
- Direct TDCJ to revise and expand the scope of its performance evaluation process.
- Direct TDCJ to strengthen policies and processes for employees to seek out, participate in, and track trainings as a path to advancement within the agency.



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Issue 3 - Uncoordinated strategic planning and outdated data systems and practices hinder TDCJ from effectively modernizing to address technology and staffing challenges.

Recommendations:

- Direct TDCJ to establish an office of modernization and strategic initiatives.
- Direct TDCJ to establish and maintain a report that enables users to view an array of indicators on prison health and safety.



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Issue 3 Recommendations *(continued)*

- Direct TDCJ to develop a plan to phase out paper-based processes, reduce manual entry, and identify opportunities for automation.
- Direct TDCJ to establish administrative directives for the data governance program plan established by the Data Management Office.



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Issue 4 - The State lacks sufficient oversight and strategic planning for inmate rehabilitation programs.

Recommendations:

- Require TDCJ to comprehensively inventory rehabilitation and reentry programs, conduct biennial program evaluations, and recommend changes to programs when needed.

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Issue 4 Recommendations *(continued)*

- Require TDCJ to develop a strategic plan for rehabilitation and reentry programs in conjunction with Windham and report on implementation status biennially.
- Require TDCJ to track parole-voted program voting data and use this data to inform strategic program planning.
- Direct TDCJ to merge the Rehabilitation Programs Division and the Reentry and Integration Division.

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Issue 5 - Critical statutory and structural deficiencies strain an already overextended parole system, creating unnecessary barriers to effective supervision.

Recommendations:

- Abolish the PO salary career ladder and require TDCJ to establish it in rule.
- Abolish statutory maximum parole caseload ratios and require TDCJ to establish them in rule.



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Issue 5 Recommendations *(continued)*

- Require TDCJ and BPP to evaluate post-release special conditions that may be temporarily modified by POs, and require TDCJ and BPP to establish corresponding modification processes in rule.
- Direct the Parole Division to report supervision trends and workload impacts of supervision conditions to BPP annually.



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Issue 7 - The State has a continuing need for the Texas Department of Criminal Justice.

Recommendations:

- Continue the Texas Department of Criminal Justice and Texas Board of Criminal Justice for 12 years.
- Direct TDCJ to eliminate the Private Facility Contract Monitoring and Oversight Division and reallocate existing resources elsewhere within the agency.



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Issue 8 - Texas criminal justice entities' statutes and processes do not reflect some standard elements of Sunset reviews.

Recommendations:

- Update for the committee the standard across-the-board requirement regarding grounds for removal of a board member.
- Update for TDCJ, BPP, and the committee the standard across-the-board requirement related to board member training.

