

# **Texas Department of Criminal Justice**



## **Human Resource Management Plan FY 2008 – 2009**

**Prepared by Human Resources  
Administrative Support  
August 2008**

## Objective and Purpose

The Texas Department of Criminal Justice (TDCJ or Agency) has developed the FY 2008-2009 Human Resources (HR) Management Plan in accordance with the General Appropriations Act, Article V, Rider 53.

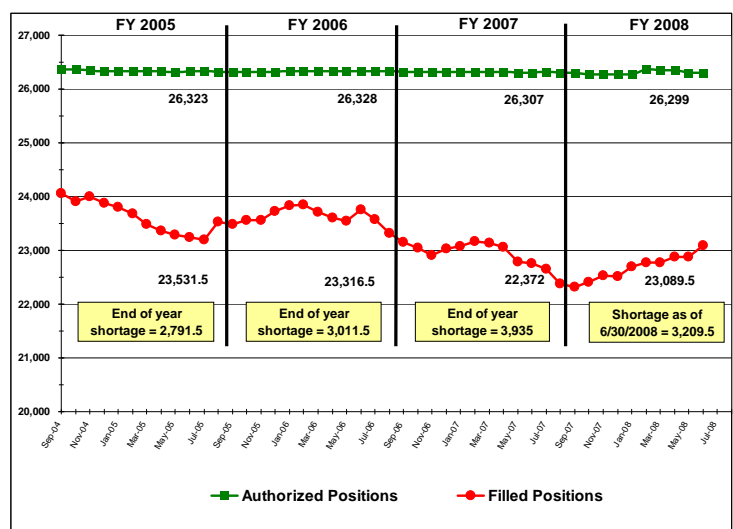
The rider states that a reduction in turnover rates, specifically a reduction in turnover rates for Correctional Officers (COs), will be used to measure the effectiveness of the plan to improve employee morale and retention. Achieving an 18% CO turnover rate is identified in Article V as one of the outcome measures for the Agency's FY 2008-2009 Goal C, Incarcerate Felons.

## Executive Summary

During FY 2007 and FY 2008 to date, the State of Texas experienced significant job growth and the lowest unemployment rates since 2001. These factors intensified the challenge of retaining COs. The CO retention strategies implemented by the Agency in an effort to improve employee morale and retention reflect the Agency's commitment to meet this challenge. Strategies have been implemented in the areas of recruitment, training, salary administration to include higher starting rate, hiring bonus and revised career path, management and employee relations, and employee rewards and recognition.

In addition to implementation of several retention strategies, the Agency's continued aggressive recruitment efforts resulted in the hiring of 5,996 COs in FY 2007. The number of COs hired in FY 2008 as of June 30, 2008 was 6,277. The following chart illustrates the authorized and filled CO positions from FY 2005 to FY 2008 (through June 2008).

**CO Strength FY 2005 – FY 2008**



## Strategies

Several of the strategies described in the FY 2008 - 2009 HR Management Plan were implemented in previous fiscal years and continue to positively impact employee morale and retention. Other strategies described in the plan were implemented as recently as FY 2007 through the beginning of FY 2008, demonstrating the Agency's commitment to continue identifying innovative practices to improve our employees' working environment.

# Recruitment Strategies

Recruiting initiatives play a vital role in improving employee morale and retention. Increased staffing levels result in less mandatory overtime. Compensation adjustments for COs, the development of the recruitment bonus, and changes in policy regarding disciplinary probation and advancement on the career ladder enable employees to achieve a work-life balance and an improved quality of life.

## Strategy 1.1

### Recruiting Bonus

The Texas Board of Criminal Justice approved an aggressive recruitment strategy in the form of a \$1,500 Recruiting Bonus for Correctional Officers hired (or in the Academy) on or after April 1, 2008, who accept assignment at a unit designated as an understaffed correctional facility.

## Strategy 1.2

### Personalized Recruitment Efforts and Application Processing

Beginning in FY 2005, written communications were supplemented with phone calls to: (1) individuals who have been scheduled, via the HR website, for the CO screening process; (2) CO applicants required to submit additional documentation; and (3) selected CO applicants to discuss units of assignment and start dates for the Pre-Service Training Academy (PSTA).

## Strategy 1.3

### Electronic Recruiting Newsletter

The HR Division developed and published the first electronic "TDCJ Recruiting News" in September 2003. The quarterly electronic newsletter is placed on the TDCJ website to alert potential CO applicants of recruiting events, training academy schedules, step-by-step instructions for scheduling CO screening, and other items of interest. The newsletter is also emailed quarterly to Texas Workforce Commission career counselors as an informative resource for individuals interested in a career as a CO.

## Strategy 1.4

### PSTA Expansion

The HR Division has coordinated efforts with the Correctional Training and Staff Development Department to expand the PSTA schedule. The goal of this initiative is to increase the PSTA show-up rates by decreasing the time between completion of the CO application process and the hire date. Beginning August 2005, the expanded schedule provides for a PSTA class to begin every two weeks at each of the regular PSTA locations. In addition, one part-time PSTA was held in FY 2007, and two are scheduled for FY 2008. Individuals hired as part-time COs prior to FY 2005 were required to attend a full-time PSTA.

Special pre-service training academies have been developed to allow trainees to attend an academy closer to home. These training academies are located in critical needs areas and have been conducted at the following units: Allred, Ft. Stockton, Eastham, Hobby, Middleton, Clements, Smith, Lewis, Polunsky, Telford, Roach, at the Lamar Institute of Technology in Beaumont, Gary Job Corp in San Marcos, and Western Texas College in Snyder. In FY 2008, there have been a total of 28 special training academies from September 1, 2007 through June 30, 2008. Additional dates for the regular academy have been added to the FY 2008 schedule to expedite hiring correctional officers statewide.

Accelerated Training Academies were held at the Huntsville and Wallace units in December 2007. These 200-hour accelerated academies met six days a week to allow college students to complete their training between semesters.

## Recruitment Strategies (Continued)

### Strategy 1.5

#### Correctional Prospectors

The Prospector Program was created jointly by the Human Resources and Correctional Institutions Divisions (CID) as a method to further enhance the recruiting initiatives. The primary responsibility of the prospectors is to increase awareness of TDCJ Correctional Officer employment opportunities by seeking out applicants in the communities surrounding the prison units.

Recruiting staff at the Human Resources Division coordinate with CID regional office staff to review the recruiting calendar and deploys the prospectors to various activities. These activities include job fairs, Texas Workforce Commission (TWC) office contacts, community visits to post flyers and distribute recruiting materials, and meeting with sources of potential applicants. The goal of each prospecting trip is to generate applicants for hiring seminars and screenings. The annual Correctional Prospector training was held on January 22, 2008 with 197 attending.

### Strategy 1.6

#### Recruitment and Application Processing Staff

In FY 2005, the HR Division converted existing HR positions to six CO recruiter positions and three support positions for the CO Recruitment and the CO Applicant Processing program areas. The recruiters were assigned to Abilene, Amarillo, Beeville, Huntsville, Palestine, and Rosharon. The additional support positions play a vital role in expediting the application process, to include performing criminal history background checks, obtaining required documentation, performing reference checks, determining the PSTA start date and unit of assignment, and personally contacting applicants. In FY 2007, several HR positions were created to monitor performance objectives and expedite the completion and processing of former Correctional Officer applications.

### Strategy 1.7

#### Unit-Based Screening

Unit-based recruitment efforts are focused in specific areas with Correctional Officer shortages. Special screening sessions are scheduled and assistance requested from unit staff. A contact person is designated to answer questions and distribute application packets. Screening dates are announced at each shift change. In FY 2007, there were 331 screenings held at 34 units throughout the state. In FY 2008, as of June 30, 2008, there have been 391 screenings at 37 different units. Saturday screenings are scheduled periodically in Huntsville to accommodate applicants who are unable to screen during the week.

### Strategy 1.8

#### Announcements of Legislative Actions

Several provisions adopted by the 80th Legislature that positively impacted TDCJ COs (e.g., monthly salary increases and higher hazardous duty pay for eligible TDCJ employees) were announced in TDCJ press releases, the TDCJ newsletter and website, and in flyers provided to each employee.

Effective September 1, 2007, the hazardous duty pay rate for employees in a correctional officer position increased from \$10 to \$12 for every one year up to \$300.



## Recruitment Strategies (Continued)

### Strategy 1.9

#### Advertising

Pocket calendars, bookmarks, banners, newspaper ads, and promotional flyers are being used as advertising tools to assist with recruitment efforts, targeting college students and promoting Correctional Officer salary changes and retirement benefits. CO positions are being advertised on CareerBuilder.com in eight areas with critical shortages.

Radio advertising campaigns were conducted, with 30-second spots targeting Huntsville, Palestine, Lubbock, Beeville, the Panhandle and West Texas during FY 2007 and FY 2008.

Publicity for new salary changes effective November 1, 2007 and May 1, 2008 were advertised in newspapers statewide, on CareerBuilder.com, and on Transition Assistance Online (TAOnline.com). Flyers were distributed to all Agency employees and posted in communities across the state.

In both FY 2007 and FY 2008, recruiting information was sent to 243 military bases with Transition Assistance Programs (TAP) to request invitations to job fairs. Permission was requested and the Correctional Officer position was posted on the TAOnline.com military website.

Letters were mailed out to all Texas high schools and 200 colleges highlighting career opportunities. Letters were also mailed out to over 9,000 former correctional staff advising them of the accelerated career path for former correctional employees separated within the past 36 months.

### Strategy 1.10

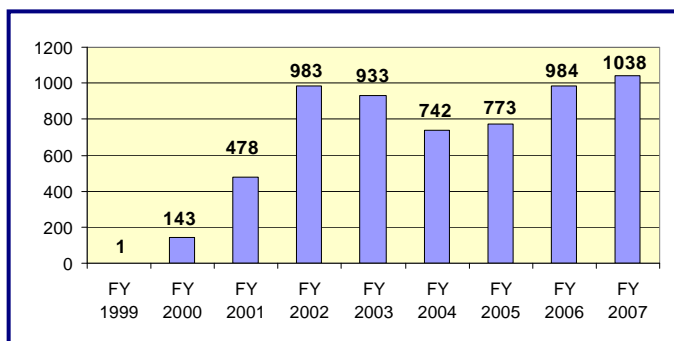
#### Revision to Overtime Policy

PD-91, "Work Cycles and Compensable Hours of Work," was revised effective January 1, 2007, to reflect that FLSA non-exempt employees who are eligible to accrue FLSA overtime are no longer required to "bank" 240 overtime hours before receiving payment for overtime worked. Any overtime hours "banked" prior to January 1, 2007, was maintained in an employee's accrued overtime balance to be used as leave during employment or paid in a lump sum upon separation from employment. Overtime payments are made in the same month the TDCJ pays employees for their regular pay for the period in which the overtime was accrued.

### Strategy 1.11

#### Executive Director's Recruiting Award

The Agency continues to promote the Executive Director's Recruiting Award to encourage TDCJ employees who assist with the recruitment effort. In FY 2006, the award level was increased from a \$100 to a \$200 U.S. Savings Bond (Series EE face value; cost to Agency is \$100). As of FY 2007, there have been 6,075 Correctional Officers hired as a result of this award since its implementation in FY 1999; additionally, 1,082 officers have been hired in FY 2008 as of June 30, 2008, due to the award.



Executive Director's Recruiting Award Recipients

## Recruitment Strategies (Continued)

### Strategy 1.12

#### Hiring Seminars

CO hiring seminars provide applicants with an opportunity to obtain additional information about CO employment opportunities, job duties, salary, benefits, and the application process. Hiring seminars will continue to be conducted in areas with unit staffing shortages. The recruitment staff coordinates with the Agency's Public Information Office and unit personnel to ensure that local community members in surrounding areas are aware of these seminars. Community involvement has played a key role in the success of these hiring seminars. During FY 2007, there were 44 hiring seminars held in areas with officer shortages resulting in the hiring of 123 CO applicants. As of June 30, 2008, there were 43 hiring seminars held resulting in 86 CO applicants being hired.

FY 2008 Hiring Seminar Locations		
Amarillo	Cuero	Palestine
Athens	Dalhart	Pampa
Beeville	Ft. Stockton	Pineland
Big Spring	Holiday	Rusk
Brazoria	Jacksonville	San Saba
Childress	Kenedy	Teague
Colorado City	Lamesa	Tyler
Conroe	Livingston	Wichita Falls
Crockett	Midway	Woodville

# Training Strategies

The Correctional Training and Staff Development Department (CTSD) operates a total of six regional academies and four contracts with colleges and universities to provide core instruction to correctional candidates. The goal of Correctional Training is to ensure that correctional employees receive the information and skills necessary to perform their duties safely and effectively. Such information and skills are essential factors that influence a correctional employee's decision to remain employed with TDCJ. Correctional Training receives input from unit administrators relating to training needs through a complete and comprehensive annual curriculum needs assessment. The needs assessment is conducted in early spring of each year in preparation for the upcoming fiscal year. In addition, Correctional Training receives input from class participants throughout the year and incorporates this input into the needs assessment.

## Strategy 2.1

### Phase I Pre-Service Training

Pre-Service trainees attend a five-week, 200-hour, on-site training program. In fiscal year 2006, the CTSD restructured the Pre-Service curriculum into six blocks of instruction and increased the number of Pre-Service tests to six. Accelerated, part-time, and special unit-hosted academies were added. Human Resources Headquarters schedule new applicants for the Pre-Service training academy.

The FY 2009 Phase I Pre-Service Training curriculum will be revised in an effort to enhance the learning environment and ensure each new employee's comprehension of vital information through:

- multi-media systems and new training videos to improve classroom instruction,
- a new beam-hit simulated firearms training to assist employees with firearms skills, and
- increased trainee comprehension by requiring a score of 75 or above on each of the six weekly Pre-Service tests, instead of accumulating an overall average score of 75.



## Strategy 2.2

### Phase II Pre-Service Training

As a part of Pre-Service Training, each newly assigned uniformed/correctional officer receives on-the-job training. This program consists of 104 hours of instruction designed to provide unit-specific training and build practical skills and experience. Through policy revisions, the OJT Program was modified in January 2008 to incorporate more hands-on training and additional competency tasks. New officers must now successfully demonstrate 17 practical application competency tasks, an increase from the original eight (8) tasks, and be certified to:

- perform cell/housing security inspections,
- properly apply and remove restraint devices,
- perform offender pat-searches,
- perform offender strip-searches,
- perform administrative segregation escorts,
- perform weapons inspection, issuance and receipt,
- properly identify chemical agents used on the unit/facility of assignment,
- open and close doors in offender housing area,
- perform ingress/egress in offender housing area,
- demonstrate distribution of offender mail,
- demonstrate management of offender property,
- perform cell block/dormitory count,
- perform AD-10.20 inspection using AD-84 log,
- properly complete an I-210 disciplinary form,
- demonstrate management of offender dining hall,
- demonstrate management of offender showers, and
- explain unit emergency response procedures.

## Training Strategies (Continued)

### Strategy 2.2 Continued

The Phase II One-on-One Shadowing Observation was revised to increase the new officer's involvement in guided practice from 16 to 48 hours. The newly assigned officer is paired with a veteran officer as a mentor to serve as a bridge between the classroom environment of the training academy and the reality of the institutional setting. The new officer works the mentor's job assignment, while the mentor provides guidance to the new officer during the performance of job duties. The mentor acts as a coach, advisor, tutor and counselor, and provides constructive feedback. This allows the new officer to gain first-hand knowledge from the experience of the seasoned officer, promoting both staff safety and retention.

### Strategy 2.3

#### Phase III On-the-Job (OJT) Mentoring Program

This six-month program allows a mentor to maintain open communication with the newly assigned CO as often as possible to assist the CO's growth and development and to assist with job-hindering situations that the newly assigned CO may encounter. When possible, the Phase III mentor is the same mentor assigned in Phase II training.

### Strategy 2.4

#### Phase III Shift Mentor Program

Upon completion of the OJT Program, each new officer will receive a shift assignment. When a new officer reports to shift, the officer is assigned a mentor on that shift. The new officer is required to work in direct contact with the shift mentor the first two (2) days of shift assignment as an orientation. The shift mentor shall initiate and maintain open communication with the newly assigned officer and provide guidance and assistance as needed. The relationship between the new officer and shift mentor shall continue for a minimum of six (6) months.

### Strategy 2.5

#### Supervisory Training

The Agency recognizes that supervisory and management training is a fundamental tool for the improvement of management-employee relations and supervisor effectiveness. 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).

- TDCJ Annual In-Service Training: All uniformed and designated non-uniformed TDCJ personnel are required to attend a 40-hour annual In-Service Training Program. Several topic areas are covered, including interpersonal relations, communication skills, counseling techniques, and cultural diversity.
- TDCJ Correctional Leadership Seminar: This 16-hour seminar provides new supervisors with knowledge and leadership skills that when applied to the job will lead to improved human relations, communications, and job satisfaction for both the supervisor and subordinates.
- TDCJ Success Through Active and Responsible Supervision (STARS): The 36-hour STARS program allows supervisors to focus on improving their individual management weaknesses.
- TDCJ Annual Majors Training/Annual Assistant Wardens Training: Utilizing Agency staff, this annually required 40-hour course trains Majors and Assistant Wardens on a variety of topics related to HR, Correctional Training, leadership, motivation, safety, security, emergency management, budget, media, new initiatives, and other such topics.
- 16-Hour Female Offender Course: This newly developed course is required for employees newly assigned to facilities that house female offenders. This course is included as part of their On-The-Job training. Topics taught within this program deal with gender specific issues.

## Training Strategies (Continued)

### Strategy 2.5 Continued

- The Correctional Administrator Preparedness Training (C.A.P.T.) is the third tier of correctional supervisory training. This course is designed to meet the training needs of employees in the senior supervisory positions of Captain of Correctional Officers, Food Service Manager IV and Laundry Manager IV. Training focuses on advanced management techniques and incident management. The initial class was held in June 2008. Subsequent classes will be conducted monthly beginning in September 2008.
- Lieutenants Command School: The mission for this 40-hour program is to provide leadership and core crisis management skills. The foundation of this Lieutenants Command School is a hands-on training that uses scenarios, simulated emergencies and role plays. Lieutenants must possess the necessary knowledge and skills that can be immediately implemented during crisis situations; therefore, heavy emphasis is placed on practical application training. The Lieutenants Command School course is provided monthly on a rotating regional basis to 30 students. As of June 30, 2008, 614 Lieutenants have attended the course since its inception in May 2006.
- Correctional Management Institution of Texas (CMIT) Mid-Management Leadership Program: Newly promoted Captains of Correctional Officers are nominated to participation in this program to ensure they are provided the necessary skills to bridge the transition from a first-level management position to a mid-management position. The curriculum for this 32-hour program, which was developed with the assistance of several needs assessment surveys and the involvement of an outstanding focus group, 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.
- CMIT Correctional Leadership Seminar: The CMIT offers the George J. Beto Leadership Seminars for criminal justice and juvenile justice professionals a minimum of four (4) times a year. Presenters speak on a variety of issues relating to leadership.
- CMIT Warden's Peer Training: This four-day 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 four part 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 to their employees' actions; therefore, gaining an improved ability to facilitate communications effectively.
- NIC Training: The NIC is an agency under the U.S. Department of Justice that provides assistance to federal, state and local corrections agencies working with adult offenders. The NIC Academy Division coordinates training programs on various topics such as correctional leadership, prison management and offender 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 Course: This newly developed program provides basic skills required for Correctional Officers designated to manage offenders 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 offenders.

## Compensation (CO Career Ladder) Strategies

Compensation for COs is based on the CO career ladder, and advancements within and placements in the CO career ladder are dependent upon months of satisfactory active correctional career ladder service. The Agency has implemented strategies to expedite career ladder advancements and to encourage former COs to return to CO employment.

### Strategy 3

Changes to the Correctional Officer career ladder became effective November 1, 2007, to include an accelerated career path for former CO staff returning to the Agency within 36 months, and a higher starting salary rate for CO applicants with two years active military service or a Bachelor's degree. Approximately 1,000 current correctional officers were positively impacted by these changes.

Effective May 1, 2008, the CO Career Ladder was modified to increase the starting salary of a CO I by 10% to \$25,416. The subsequent change resulted in Pay Level 1 increasing to \$2,118 per month and Pay Level 2 increasing to \$2,245 per month. The first CO III pay level was eliminated, which reduces the months of service required to reach the maximum salary by six months. The subsequent changes resulted in Pay Level 8 as the highest attainable salary rate and the career ladder was reduced from 97 months to 91 months.

#### Correctional Officer Career Ladder

Title	Salary Schedule	Effective 9/1/2007	Months of Employment
CO I	A07	\$23,045	0 – 2
CO II	A09	\$24,899	3 – 8
CO III	A11	\$27,000	9 – 14
CO III	A11	\$28,545	15 – 20
CO III	A11	\$30,202	21 – 36
CO IV	A12	\$31,076	37 – 48
CO IV	A12	\$31,971	49 – 60
CO IV	A12	\$32,935	61 – 96
CO V	A14	\$33,945	97+

#### New Correctional Officer Career Ladder

Title	Effective 5/1/2008	Effective 9/1/2008	Months of Employment
CO I	\$25,416	\$26,016	0 – 2
CO II	\$26,940	\$27,540	3 – 8
CO III	\$28,545	\$29,145	9 – 14
CO III	\$30,202	\$30,806	15 – 30
CO IV	\$31,076	\$31,698	31 – 42
CO IV	\$31,971	\$32,611	43 – 54
CO IV	\$32,935	\$33,594	55 – 90
CO V	\$33,945	\$34,624	91+

# Management and Employee Relationships Strategies

TDCJ recognizes that constructive management and employee relationships are essential to employee morale and retention. TDCJ has implemented policy changes to improve such relationships and to ensure management practices are consistently applied to all employees.

## Strategy 4.1

### **Employee Retention Training**

To assist with the strategy of retaining Correctional Officers, Human Resources developed a new management training program designed to teach supervisors how to relate, appreciate and develop their most valuable asset, employees. Keeping the Good Ones Employee Retention training allows supervisors an opportunity to provide a positive impact. The Agency began implementing training in February 2007, and approximately 4,289 correctional managers and supervisors were trained through June 30, 2008.

## Strategy 4.2

### **Safe Prisons Unit Culture Profile**

The ultimate goal of the Unit Cultural Profile (UCP) is to assist in the prevention of sexual assault in prison. The UCP is one of a number of methods used to determine the perceptions of staff and offenders on specific units.

The UCP provides descriptive and quantitative information about the fundamental culture of these units, to include such positive elements as cohesion, trust, support and pride; as well as some of the negative elements, such as extortion, sexual assault, stress and deliberate indifference.

Regional Directors, Unit Administrators and the Safe Prisons Management Office may utilize the results of the UCP for very specific purposes, including the assessment of the individual units' characteristics and retention.

## Strategy 4.3

### **Retention Method: CO Salary Adjustment and Recruitment Bonus**

On March 27, 2008, the Texas Board of Criminal Justice approved salary adjustments and a recruitment bonus package identified for TDCJ Correctional Officers. The salary adjustments and recruitment bonuses were implemented to improve staffing system-wide and at certain correctional facilities where staffing levels are particularly low. As a result of the salary adjustment, many correctional officers will advance more rapidly through the CO career ladder, which encourages career longevity. The salary adjustment and the recruiting bonus significantly impacts the staff at the early stages of the CO career ladder, which has the highest rates of turnover.

Historically, the Agency's highest loss of correctional officers occurs within the first year of service. In FY 2007, the turnover rate for correctional officers in their first year was approximately 43%, compared to the overall correctional officer turnover rate of 24%. Turnover rates for correctional officers have been above 20% annually for the last five years.

Employee retention is an ongoing effort made by the Agency to improve staffing and provide a safer working environment for all employees. The Agency will seek a more significant and broad-based correctional officer pay package during the upcoming 81<sup>st</sup> legislative session in an effort to keep legislators aware of the staffing challenges and need to address salaries in a significant way.

## Employee Rewards and Recognition Strategies

Employee rewards and methods of recognition are fundamental tools that are utilized by Agency management to highlight and reinforce positive employee actions and allow Agency management to demonstrate their appreciation to employees.

### Strategy 5.1

#### **ALOP - Continuing Education**

The Agency grants eight (8) hours Administrative Leave for Outstanding Performance (ALOP) per fiscal year to eligible employees who are attending college while working full-time. This administrative leave reflects the Agency's support and encouragement of employees who have a desire to continue their education, which is a choice benefiting the Agency.

### Strategy 5.2

#### **Wellness Initiative Now (WIN) – Texas Round Up 2008**

The Wellness Initiative Now is the wellness program for the TDCJ and was implemented to promote personal well-being, fitness and nutrition for all TDCJ employees. The Texas Round-Up, a six-week physical activity program, was held February 18 to March 30, 2008. In 2008, 8,935 employees participated and 8,195 completed the entire event, which resulted in the TDCJ winning the Silver Medal for Large State Agencies (5,000+ employees).

### Strategy 5.3

#### **CO Uniforms**

The Correctional Institutions Division (CID) recently finalized the design for what has been labeled the "Class B" uniform for officers working in all TDCJ facilities. Modeled on gear issued by the military, the new uniform consists of a polo shirt in Navy that can be worn with either the current gray uniform trousers or with a battle dress uniform (BDU) trousers of the same color. Today's "Class A" uniform will remain an option for wearing in its entirety. Texas Correctional Industries will produce both pieces of the new uniform.



## Assessment Summary

It is anticipated the Correctional Officer shortage will remain the Agency's greatest workforce challenge. To successfully meet this challenge, it is essential for the Agency to continue improving employee morale and retention through effective practices and programs. This will be accomplished through sustaining the strategies set out within this plan and encouraging the development of new strategies designed to enhance our employees' working environment.