



## TEXAS DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES

COMMISSIONER  
Howard G. Baldwin, Jr.

October 1, 2012

The Honorable Rick Perry  
Governor of Texas  
P. O. Box 12428  
Austin, Texas 78711

The Honorable Jim Pitts  
Chairman, House Committee on Appropriations  
Texas House of Representatives  
P. O. Box 2910  
Austin, Texas 78768-2910

The Honorable Tommy Williams  
Chairman, Senate Finance Committee  
Texas Senate  
P. O. Box 12068  
Austin, Texas 78711-2068

Ms. Ursula Parks  
Acting Director  
Texas Legislative Budget Board  
P. O. Box 12666  
Austin, Texas 78711-2666

Dear Governor Perry, Chairman Williams, Chairman Pitts and Ms. Parks:

Pursuant to Rider 11, House Bill 1, 82<sup>nd</sup> Regular Legislative Session, Department of Family and Protective Services (DFPS) is directed to develop a Human Resources Management Plan designed to improve employee morale and retention. The plan must focus on reducing employee turnover through better management. The FY 2013 Human Resources Management Plan will build on the previous years' retention efforts. Per the requirements of Rider 11, we respectfully submit the following items:

- progress made on the FY 2012 Human Resources Management Plan;
- a discussion of the turnover statistics for FY 2012;
- an analysis of workforce retention challenges; and
- an outline of the initiatives for the new FY 2013 Human Resources Management Plan.

Retaining staff is critical for DFPS to achieve its mission of protecting children, the elderly and people with disabilities from abuse, neglect and exploitation by involving clients, families and communities. The current turnover rate of 19.5 percent is two percent higher than it was in FY 2011 but still lower than it was in FY 2007 when it reached over 21.2 percent. Reducing turnover and retaining quality staff— particularly among direct delivery

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staff — is critical for improving employee morale and maintaining excellent levels of service to clients.

Thank you for the opportunity to present this information.

Sincerely,

A handwritten signature in blue ink, appearing to read "Howard G. Baldwin, Jr.", with a stylized, cursive script.

Howard G. Baldwin, Jr.

Enclosures

cc: Jonathan Hurst, Office of the Governor  
Andria Franco, Office of the Governor  
Sarah Hicks, Senate Committee on Finance  
Keith Yawn, House Committee on Appropriations  
Heather Fleming, House Committee on Appropriations  
Shaniqua Johnson, Legislative Budget Board

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# **Rider 11 - Human Resources Management Plan**

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A Report from  
The Texas Department of Family and  
Protective Services

**October 1, 2012**

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## Introduction

House Bill 1, Rider 11, 82<sup>nd</sup> Regular Legislative Session directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan designed to improve employee morale and retention. The plan must focus on reducing employee turnover through better management. The effectiveness of the agency's plan shall be measured by whether there is a reduction in annual employee turnover rates at the agency, specifically by the reduction in the turnover rates for caseworkers.

To review the new FY 2013 Human Resources Management Plan within the context of the past year, this document includes the following:

- Progress made on the FY 2012 Human Resources Management Plan
- Discussion of the turnover statistics for FY 2012
- Analysis of workforce retention challenges
- FY 2013 Human Resources Management Plan
- Appendix : Turnover and HR-Related Data for Fiscal Years 2011 and 2012

## FY 2012 Human Resources Management Plan

The FY 2012 Human Resources Management Plan is comprised of ongoing efforts targeted at attracting and retaining staff. The following table shows each project included in the Human Resources Management Plan along with final status updates.

Project	Status
<p><b>Promoting the Caseworker and Supervisor Certification Program</b></p> <p>The caseworker and supervisor certification program for caseworkers and supervisors requires that employees achieve a particular amount of tenure, complete a prescribed training program and maintain satisfactory performance in order to receive a promotion and corresponding increase in pay. DFPS staff who administer the certification program monitor employee tenure data to alert employees several months before they reach a tenure milestone by inviting them to monthly webinars on how to apply for their promotion.</p>	<p><b>Ongoing</b></p> <p>The following activities have been completed in FY 2012:</p> <ul style="list-style-type: none"> <li>• Five webinars have been conducted since September 2011.</li> <li>• Since the beginning of summer 2012, the certification office has been sending monthly emails to staff who appear to meet tenure requirements for certification, encouraging them to apply.</li> <li>• DFPS certification staff provides information at CPS Supervisor trainings and APS Caseworker trainings to encourage caseworkers and supervisors to apply for certification. Additionally, supervisors are encouraged to talk with their staff regarding certification.</li> <li>• DFPS certification staff attended the FY 2012 Intensive Training Forums (held across the state) to provide information regarding certification requirements.</li> </ul>

<b>Project</b>	<b>Status</b>
	<ul style="list-style-type: none"> <li>• DFPS Certification staff attended the APS Conference to provide information regarding certification requirements.</li> <li>• The DFPS Certification office monitors the certification email in-box answering questions regarding certification and fields phone calls to assist staff with certification issues.</li> <li>• Certification staff have met with each program liaison to clarify certification requirements and promote understanding of the certification program.</li> </ul>
<p><b>Rookie Year On-Boarding Surveys</b></p> <p>The Rookie Year On-Boarding program began in May 2011. As part of notifying supervisors that they have a new employee, hiring specialists direct the supervisors to Rookie Year materials on the DFPS intranet. New employees are surveyed at 3, 6, and 12month tenure marks. Survey data will be used to improve the Rookie Year On-Boarding program as necessary.</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• 1627 surveys have been received to date.</li> <li>• 87.4% feel they were provided with a realistic job preview before they started work.</li> <li>• 55.4% were assigned a buddy (The buddy is a peer of the new employee assigned by the supervisor to assist with welcoming and supporting the new employee through the first year).</li> <li>• The majority of respondents (95%) strongly agreed that they felt welcomed to the agency prior to starting, on their first day, on their first month and by co-workers and supervisors.</li> <li>• Most respondents (92%) have a positive outlook on their job and their future with the agency.</li> </ul> <p>Revisions to the Rookie Year survey are underway for FY 2013, the results of which will enable the agency to more closely review employee job satisfaction and retention.</p>
<p><b>DFPS LEADS</b></p> <p>DFPS LEADS (Leadership Excellence, Advancement, Distinction and Support) is a project to align the training and professional development of DFPS managers. The goal is to produce managers who have the tactical knowledge to manage their day-to-day duties and can act strategically with broad goals in mind. Managers gain programmatic knowledge and develop in the eight competencies DFPS has identified as essential for managing in the DFPS environment: (1)</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• APS continues additional system improvements required to support the definitions for the APS In-Home program. These include updated policy with mission based compliance, performance management system updates and redesigned supervisor and in-home specialist basic skills development training.</li> <li>• CPS will continue the redesign of Supervisor Basic Skills Development.</li> </ul> <p>DFPS will implement Covey training for all</p>

<b>Project</b>	<b>Status</b>
<p>managing change, (2) collaboration, (3) communication, (4) cultural competence, (5) decision making, (6) professional development of self and others, (7) integrity and (8) strategic thinking.</p>	<p>supervisors and managers that meet the tenure requirements. DFPS contracted with Covey for 7Habits on-line training which includes the 360 assessment and a mentoring element. This is in the pilot phase at this time.</p>
<p><b>Statewide Intake Retention Initiative Steering Committee</b></p> <p>The Statewide Intake Retention Initiative Steering Committee (RISC) undertakes projects to improve the work environment at the agency's abuse and neglect call center. With ongoing RISC guidance, six workgroups used employee survey results to develop proposals to the Statewide Intake management team. The areas of focus included: promoting employee communication and input, strengthening supervision, managing workloads, valuing employees and the needs of night/weekend staff.</p>	<p><b>Ongoing</b></p> <p>Statewide Intake's Retention Initiative (RISC) has helped to foster communication and empowered staff to generate solutions in collaboration with the Statewide Intake Leadership team. RISC continues to facilitate implementation of approved proposals and monitor the effectiveness of implemented proposals. RISC will continue to conduct the workplace satisfaction survey twice per year.</p> <p>Proposals have been made to the Statewide Intake Leadership team for FY 2013.</p> <ul style="list-style-type: none"> <li>• Offer rewards to staff that provide greater flexibility to suit different lifestyles and help diminish unplanned leave.</li> <li>• Make peer mentors available to help specialists boost performance.</li> <li>• Develop and implement an ongoing committee to bridge the communication gap between day shift and night shift.</li> <li>• Institute offsite exercises twice a year where units would assemble for an entire day of team building/training. This forward looking proposal would help to build and maintain important co-worker bonds.</li> </ul> <p>The Statewide Intake Leadership team will examine the feasibility of each of these proposals in 2013.</p>
<p><b>Survey of Employee Engagement 2012 Iteration</b></p> <p>DFPS worked with the University of Texas to administer the Survey of Employee Engagement in 2012. During FY 2013 and FY 2014, DFPS managers will take specific actions in response to the 2012 iteration of the survey.</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• The 2012 SEE Survey was completed by agency staff in March. Results were received from the University of Texas in September 2012.</li> <li>• Using the results, the agency is beginning to identified development opportunities, conduct root cause analyses, and deploy action plans at the department/region level.</li> <li>• Each program and division has designated a point-of-contact to work with department managers to ensure they have identified the appropriate</li> </ul>

Project	Status
	<p>concern(s) to address, that they have developed a suitable action plan, and that department managers have followed through with their action plan. Status reports are being provided quarterly at the Executive Team meeting.</p> <ul style="list-style-type: none"> <li>The target completion date for implementation of all action plans is August 31, 2013.</li> </ul>
<p><b>Sharing Exit Survey Information with Leadership</b></p> <p>When employees leave DFPS, they are asked to fill out two surveys -- one from the State Auditor's Office and one from DFPS. Each month, the Management Support Division reviews the comments that survey respondents make. All comments alleging work rule violations are forwarded to the appropriate agency executive and the Legal Division. Comments praising a co-worker or supervisor are forwarded to the appropriate director of field operations for programs or state office division director.</p>	<p><b>Ongoing</b></p> <p>The exit survey continues to give the agency Commissioner and upper level program manager feedback from staff leaving the agency.</p> <p>The percent of staff responding to the SAO survey was 21.4% in 2012. However, each comment is examined to help the agency understand staff concerns.</p> <p>The top responses to the SAO survey from those exiting the agency in FY 2012 are:</p> <ul style="list-style-type: none"> <li>Working conditions/environment (e.g. safety, work related stress and/or workload issues) <ul style="list-style-type: none"> <li><i>23.5 % of staff responding said that they left the agency because of working conditions.</i></li> </ul> </li> <li>Retirement <ul style="list-style-type: none"> <li><i>16.2% of staff responding said they left because of retirement</i></li> </ul> </li> <li>Better pay/benefits <ul style="list-style-type: none"> <li><i>13.2 % of staff responding said that they secured positions that had better pay or benefits.</i></li> </ul> </li> <li>Issues with my supervisor / Issues with employees I supervise <ul style="list-style-type: none"> <li><i>12.9% of staff responding said they left issues with their supervisor.</i></li> </ul> </li> </ul>
<p><b>Organizational Effectiveness Facilitation</b></p> <p>The Organizational Effectiveness (OE) team provides continuous quality improvement support services to all DFPS programs and</p>	<p><b>Ongoing</b></p> <p>Currently, there are 29 OE facilitators representing all program areas and divisions.</p> <ul style="list-style-type: none"> <li>OE teams have scheduled 12 facilitation requests from Regions 1, 2, 3, 4, 6, 7, 8, 9 and Statewide</li> </ul>

<b>Project</b>	<b>Status</b>
<p>divisions to promote successful outcomes for children, adults, and families. Through a series of face-to-face meetings, an OE facilitator helps a group drill down to the root causes of complex problems and then develop and implement strategies to solve those problems. Upper-level managers can request facilitation sessions for groups under their supervision.</p>	<p>Intake.</p> <ul style="list-style-type: none"> <li>• Topics include Disproportionality, Case Management, Leadership, Employee Morale and Retention, Scheduling and Team/Collaboration.</li> </ul>
<p><b>GoMobile Project</b></p> <p>GoMobile is an agency-wide initiative to build a coordinated work model that integrates our workforce, our work environments, and our technology. It will lead to more efficient use of workers' time and long term it could lead to cost savings in real estate, travel and overhead expense. The project is coordinated with the HHSC Teleworking, Mobile Work and Alternative Officing Initiatives. The agency currently has 1700 staff designated as mobile caseworkers.</p>	<p><b>Ongoing</b></p> <p>Current DFPS GoMobile activities include:</p> <ul style="list-style-type: none"> <li>• Wireless connectivity (WiFi) on tablet PCs was successfully piloted in spring 2012.</li> <li>• A revised office template was created that reconfigures office space used by mobile workers. Implementation of this new office template will be piloted in the Round Rock office began in September 2012.</li> <li>• Participation in a multi-agency workgroup that is reviewing and creating additional HHSC Enterprise and DFPS agency policies for mobile workers and teleworkers. These policies are currently under review.</li> </ul>
<p><b>DFPS SAVES</b></p> <p>DFPS faces budget challenges in the upcoming year and expects those challenges to continue through the next few budget cycles. To collect ideas about opportunities to gain efficiencies, the agency instituted the DFPS Suggestions to Achieve Value and Efficiency in Services (SAVES) program. DFPS has already put in place some cost savings measures and will continue to review existing programs to ensure the agency is operating as efficiently and effectively as possible. Employees can fill out a survey at any time with their suggestions on ways DFPS can use resources more efficiently. When staff have their ideas heard, they are more engaged with the work and the agency.</p>	<p><b>Ongoing</b></p> <p>Suggestions made by staff and implemented during FY 2012 include:</p> <ul style="list-style-type: none"> <li>• Instructions for how to turn off banner pages on print jobs to save paper;</li> <li>• Automatic duplex printing on agency printers to save paper; and</li> <li>• Automatic shut off for agency computer monitors to save power.</li> <li>• Voluntary reduction of lighting in hallways, unused office space and conference rooms.</li> </ul> <p>In order to demonstrate to staff their ideas are being heard, the DFPS SAVES webpage on the agency's intranet provides ongoing updates on staff ideas that are being implemented.</p>



## **CPS Targeted Recruitment and Retention during FY2012**

When certain criteria exist for any single job, the agency has taken special measures to ensure positions are filled timely and with staff that will stay. The criteria include:

- Low applicant pool
- Low quality of applicant pool
- High number of vacancies
- High turnover rate
- Caseload higher than average

During FY 2012, DFPS has employed focused recruitment and/or retention for CPS in 100 counties across Texas:

Dallam, Deaf Smith, Gray, Hale, Hockley, Hutchinson, Lamb, Lubbock, Moore, Potter, Randall, Coleman, Nolan, Scurry, Taylor, Dallas, Grayson, Hood, Hunt, Johnson, Pal Pinto, Parker, Tarrant, Wise, Anderson, Cherokee, Gregg, Harrison, Henderson, Smith, Nacogdoches, Polk, Austin, Brazoria, Colorado, Fort Bend, Harris, Liberty, Matagorda, Montgomery, Waller, Wharton, Bell, Brazos, Coryell, Caldwell, Hamilton, Hays, Lampasas, McLennan, Mills, Travis, Williamson, Atascosa, Bandera, Bexar, Calhoun, Comal, Dewitt, Dimmit, Edwards, Frio, Gillespie, Goliad, Gonzales, Guadalupe, Jackson, Karnes, Kendall, Kerr, Kinney, La Salle, Lavaca, Maverick, Medina, Real, Uvalde, Val Verde, Victoria, Wilson, Zavala, Ector, Midland, El Paso, Aransas, Bee, Brooks, Cameron, Duval, Hidalgo, Jim Wells, Kenedy, Kleberg, Live Oak, McMullen, Nueces, Refugio, San Patricio, Webb and Zapata.

Activities taking place in specified counties include one or more of the following:

- Offer 6.8% above base salary.
- Attend job fairs or organize job fairs in specific areas to interview many applicants quickly.
- Partner with DFPS Media Specialists to produce special interest stories about employment opportunities in certain areas.
- Add basic skills development training sessions to accommodate all new hires.
- Redeploy hiring staff resources from other parts of the agency to increase hiring efforts in certain areas.
- Work with partners (vendor conducting pre-assessment testing, Human Resources vendor and centralized background check unit) to expedite certain hiring activities.
- Post jobs on job search Web sites or newspapers that target needed professionals.
- Request certain positions be posted as a "hot job" in accessHR or on Workforce site.
- Offer paid overtime for caseworker staff.
- Add caseworkers as the budget permits.
- Institute rapid response where staff from other areas travel in to a county to assist with high workloads.

## **Outcomes of Targeted Recruitment and Retention Activities**

Specific outcomes were measured for the counties receiving CPS recruitment and/or retention activities during this fiscal year. These include vacancy rate, turnover rate, average daily caseload, Delinquent Investigations (investigations), Completed P1/P2 with Timely Initiations (investigations), and Face to Face Contacts (Conservatorship). Activities were implemented between January and May with most activities beginning in February for both Conservatorship and Investigations programs within CPS. Preliminary results of our efforts appear positive and more work will be done to assess those outcomes for future activity implementation.

## **Fiscal Year 2012 Turnover Highlights**

Rider 11 Employee Annualized Turnover Report (see Appendix) shows the following:

- Overall DFPS turnover rate increased from 17.1% in FY 2011 to 19.5% in 2012.
- The program employees with the highest turnover:
  - Child Protective Services (CPS) Investigation caseworkers — 33.5%
  - Child Protective Services (CPS) Family Based Safety Services caseworkers — 25.4%
  - Child Protective Services (CPS) Conservatorship caseworkers — 23.7%
- The program employees with the lowest turnover:
  - Child Care Licensing (CCL) workers — 17.6%
  - Residential Child Care Licensing (RCCL) workers — 18.6%
- Entry-level CPS caseworkers make up 21% of the DFPS workforce. Their turnover rate increased from 35.2% in FY 2011 to 37.8% at the end of FY 2012.
- Only the turnover rate for SWI program staff decreased, while turnover rates for CPS, RCCL, CCL and APS program staff increased in 2012.

## **Analysis of Workforce Retention Challenges**

DFPS uses multiple sources of information about why employees leave the agency and why employees stay. Several key sources are described below:

### **Survey of Employee Engagement (SEE)**

The data gathered through the SEE assists DFPS to understand, from the viewpoint of the employee, what the organization is doing well, where improvement efforts should be targeted, and how employees perceive various aspects of the workplace. The SEE is conducted in state agencies every two years by the Institute for Organizational Excellence at the University of Texas and was last administered in February and March 2012. According to the 2012 SEE results, DFPS employees rated the agency highest in the following constructs: supervision, strategic, information systems, employee development and team. According to the SEE researchers, the high response rate in 2012 – 70 percent – indicates “that employees have a reasonable investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization.”

### **The State Auditor’s Office (SAO) Survey of Exiting Employees**

In 2001, legislation was passed requiring the SAO to develop an online employee exit survey as a direct source for employees to provide feedback about their reasons for leaving state employment. The SAO has made some changes in recent years that allow the agencies to identify the type of position that the exiting employee had with the agency. DFPS reviews and analyzes all responses received. There were 395 surveys completed in FY 2012 for a response rate of 21.4%. For both the SAO and DFPS surveys, responses are reviewed on a monthly basis. Comments are forwarded to the appropriate executive team member. An annual report aggregating the quantitative data is developed for the executive team.

### **DFPS Exit Survey**

The DFPS Exit Survey was launched in January 2009. Its goal is to gather the opinions of exiting employees about the positive and negative aspects of working at DFPS, what caused them to leave and what DFPS can do to keep employees. DFPS had a response rate of 15.2 % for this exit survey. The survey is voluntary and it is sent to the employee before their last day with the agency when possible.

### **Regional Visits by the Commissioner**

The Commissioner has visited 18 regional offices and every region at least once this year. During these visits staff are given the opportunity to provide candid feedback about morale and conditions in the agency.

Out of these various sources of information, a core group of underlying causes for turnover can be identified:

#### **Compensation**

According to the 2012 SEE results, 78.4 percent of DFPS employees do not believe that they are paid fairly for the work they do, 73.0 percent felt that their salaries were not competitive with similar jobs in their communities and 85.8 percent said that their pay does not keep pace with the cost of living. Over the past few iterations of the SEE, the pay construct has significantly lagged behind all other constructs measured by the survey.

#### **Support for New Caseworkers**

When caseworkers leave DFPS, they typically do so within the first two years of employment. In FY 2012, the turnover rate for entry level CPS workers was 37.8 percent. Caseworkers start their jobs in a 12-week training program, and by the end of the first two years, they are functioning with a full caseload. During these two years, learning is constant, and expectations are continually increased. To provide quality service to clients, it is critical that DFPS systematically select caseworkers and equip them to succeed. DFPS has a career ladder program for caseworkers and their supervisors. Timeframes for movement between steps vary across programs.

DFPS is proposing to request funds in the 2013 Legislative Session to provide promotions for direct delivery caseworkers through the agency's certification program sooner in their tenure to help retain them.

#### **Workload Concerns**

Many DFPS employees feel overworked, 38.1 percent of respondents to the 2012 SEE survey said that the amount of work they are asked to do is unreasonable, and 35.5 percent felt that their work environment did not support a balance between work and personal life. DFPS has made strides in recent years in hardware and software technology to make employee's work easier. On the 2012 SEE, 76.8 percent of employees said that information systems are in place and accessible for them to get their jobs done.

#### **Supervision**

Over the past few iterations of the SEE, the construct score for supervision has risen from one of the more poorly performing areas to the highest scoring construct. The DFPS LEADS program implementation is designed to support supervisors at all levels, particularly new ones. According to the FY 2012 SAO exit survey, difficulty with my supervisor has dropped to the 4<sup>th</sup> reason employees give for leaving the agency. In the past it has been the 2<sup>nd</sup> highest reason given for leaving.

## **FY 2013 Human Resources Management Plan**

### **DFPS Recruitment and Retention Strategies**

DFPS must recruit and retain employees to meet the needs of our clients. Most DFPS employees work closely with the public. The work is often has a sense of urgency and is done in an emotionally charged

environment. It is important to recruit and retain people who have the skill set to succeed in such a workplace. Our goal is to recruit employees who can best interact with clients and want to make a career in the protective services field as well as experienced support staff (i.e. IT professionals) We, simultaneously, want to retain those trained staff that have shown to be a good fit for the agency.

### **General Recruitment Activities**

DFPS currently recruits for DFPS employees in several different ways.

#### **Internet Presence**

DFPS jobs are posted in accessHR. People who are not employed by DFPS or another Health and Human Services agency can get to accessHR through the main DFPS Web site: <http://www.dfps.state.tx.us>. By clicking on the "Jobs" link, users are taken to the "Come Work for Us" page that includes CPS job preview video and written realistic job previews for Child Protective Services jobs as well as a screening test that asks applicants questions to help them decide if CPS is the right fit for them prior to applying.

#### **Pre-employment Testing**

Targeted employment selection tools help identify the most qualified applicants to include 1) a pre-screening test for job applicants to assess skills and performance capabilities and 2) a behavioral descriptive interview guide, geared at assessing how each candidate would respond to real life work situations.

#### **Targeted Degrees**

DFPS is statutorily required to target recruitment efforts to individuals who hold a bachelor's degree or advanced degree in at least one of the following academic areas: Social work, Counseling, Early Childhood Education, Psychology, Criminal Justice, Elementary or Secondary Education, Sociology, and Human Services. Hiring specialists attend career fairs when universities encourage students with these majors to attend.

#### **Stipends for CPS Investigators and Investigative Supervisors**

DFPS provides a \$5,000 annual stipend to investigation caseworkers and investigation supervisors as authorized by the General Appropriations Act.

#### **Bilingual Recruitment**

DFPS recruits bilingual workers by using consistent testing for bilingual skills and implement a consistent policy for bilingual pay.

#### **Extra Pay for Social Work Graduates**

Provide a 6.8%/3.4% additional starting salary for employees hired into CPS that have an MSW/BSW.

### **Focused Recruitment Activities**

When certain criteria exists for any single job the agency will take special measures to ensure positions are filled timely and with staff that will stay.

#### **Criteria**

- Low applicant pool
- Low quality of applicant pool
- High number of vacancies

## **Solutions**

- Offer 6.8% above base.
- Provide recruitment bonuses to certain staff.
- Organize job fairs in specific areas to interview many staff in one or two days.
- Partner with DFPS Public Information Officers to produce special interest stories about jobs.
- Add training sessions to accommodate all new hires.
- Hire immediately rather than filling a specific training class.
- Use additional hiring staff for the specific area, more hiring specialists and/or program staff.
- Work with partners (Stark, NgA, CBCU) to expedite certain hiring activities.
- Post jobs on job search Web sites or newspapers that target needed professionals.
- Request certain positions be posted as a "hot job" in accessHR.

## **General Retention Activities**

DFPS currently seeks to retain DFPS employees in several different ways.

### **Stipends for CPS Investigators and Investigative Supervisors**

DFPS provides a \$5,000 annual stipend to investigation caseworkers and investigation supervisors as authorized by the General Appropriations Act.

### **Rookie Year On-boarding**

Supervisors welcome employees before their first day on the job and provide targeted support throughout the first year.

### **Certification Program**

Direct delivery staff and their supervisors earn pay increases by achieving specific amounts of tenure, completing approved training programs and maintaining satisfactory performance.

### **DFPS LEADS**

This training program provides an integrated competency-based training curriculum framework that supports a continuum of learning and skill development from beginner to advanced management levels.

### **First Years Recognition Program**

Recognize new employees' tenure during each of their first four years with the agency by providing tenure certificates.

## **Focused Retention Activities**

When certain criterion exists for any single job the agency will take special measures to encourage employees to stay.

### **Criteria**

- Turnover above 50%
- High caseloads
- High number of vacancies

## **Solutions**

- Offer Paid Overtime — Many workers have high overtime balances. The agency is not required to pay overtime until those balances reach 240 hours. Paying overtime each month provides immediate monetary compensation for overtime worked.
- Add Caseworkers as budget permits — DFPS can increase the hiring target temporarily in order to appropriately use the funding the legislature has given DFPS for staff and bring down caseloads.
- Institute Rapid Response — A Rapid Response (RR) is an intense coordination of staff of various levels to focus solely on immediate closure of pending investigations. A Rapid Response is typically begun when a region or part of a region has an extremely high number of investigations that are incomplete after 60 days. The focus of a Rapid Response is to assure child safety by finalizing dispositions and notifying reporters and families of the finding. Large numbers of cases are closed in a process where supervisors and other management staff enter data for workers directly into the IMPACT system. There are guidelines for staff to follow and preparation work for the caseworkers.

## **Conclusion**

The agency-wide turnover rate has increased in FY 2012. The ability of DFPS to meet the needs of the vulnerable children and families we serve depends on a competent and stable workforce. Unfortunately, we continue to experience high rates of turnover and sometimes struggle to attract qualified employees. High turnover results in increased workloads for remaining workers, which in turn creates incentives for additional workers to leave. DFPS remains committed to continuous focus on recruitment and retention by instituting special recruitment/retention activities for targeted areas. Reducing turnover and retaining quality staff— particularly among direct delivery staff — is critical for improving employee morale and maintaining excellent levels of service to clients.

**Appendices**

**Turnover and HR-Related Data for Fiscal Years 2011 and 2012**

**Rider 11 – Human Resources Management Plan**

**TURNOVER AND HR-RELATED DATA FOR FISCAL YEAR 2011****RIDER 13 EMPLOYEE TURNOVER REPORT**

<b>Functional Title</b>	<b>Average Employees</b>	<b>Turnover Rate<sup>1</sup></b>
<b>DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)</b>		
All Employees	11,396.8	17.1%
<b>CHILD PROTECTIVE SERVICES (CPS)</b>		
CPS Workers	5,027.8	25.0%
CPS Supervisors	803.8	5.6%
CPS Program <sup>3</sup>	8,275.3	18.8%
CPS Specialist II <sup>2</sup>	2,458.0	35.2%
CPS Specialist III	1,191.3	20.8%
CPS Specialist IV	1,095.3	10.3%
CPS Specialist V	78.8	5.1%
CPS Special Investigator	204.5	13.7%
CPS CVS Caseworker	1,601.0	22.7%
CPS FBSS Caseworker	844.8	27.3%
CPS INV Caseworker	1,881.5	31.7%
<b>ADULT PROTECTIVE SERVICES (APS)</b>		
APS Workers	728.5	16.2%
APS Supervisors	113.3	8.8%
APS Program <sup>3</sup>	1,037.8	13.9%
<b>CHILD CARE LICENSING (CCL)</b>		
CCL Workers <sup>4</sup>	272.3	11.8%
CCL Supervisors	37.0	0.0%
CCL Program <sup>3</sup>	407.8	10.8%
<b>RESIDENTIAL CHILD CARE LICENSING (RCCL)</b>		
RCCL Workers <sup>4</sup>	128.8	8.5%
RCCL Supervisors	23.8	4.2%
RCCL Program <sup>3</sup>	182.8	8.8%
<b>STATEWIDE INTAKE (SWI)</b>		
SWI Workers	346.5	17.9%
SWI Supervisors	36.0	13.9%
SWI Program <sup>3</sup>	454.5	17.2%

<sup>1</sup>NOTE: DFPS calculates turnover using the SAO method: (the total number of regular employees who terminated during the period DIVIDED BY the average number of regular active employees during the period) TIMES 100 to produce a percentage. The terminated count includes all terminations, including interagency transfers, and employees are counted as terminated even if they subsequently return to DFPS during the period. Employees who terminate multiple times during the period are counted once for each termination event. The average number of regular active employees is calculated by counting every employee who worked for DFPS at any time during the quarter, for each quarter during the period, and dividing the total by the number of quarter(s) in the period.

<sup>2</sup>Entry level for CPS workers is CPS Specialist II.

<sup>3</sup>Because program group totals include all employees in that program, this number will exceed the total number of workers and supervisors in the program.

<sup>4</sup>CCL and RCCL Workers include employees serving in worker job codes and in the Inspector job codes.



**TURNOVER AND HR-RELATED DATA FOR FISCAL YEAR 2012****RIDER 11 EMPLOYEE TURNOVER REPORT**

<b>Functional Title</b>	<b>Average Employees</b>	<b>Turnover Rate<sup>1</sup></b>
<b>DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)</b>		
All Employees	11,129.5	19.5%
<b>CHILD PROTECTIVE SERVICES (CPS)</b>		
CPS Workers	5,137.0	26.1%
CPS Supervisors	762.5	9.7%
CPS Program <sup>3</sup>	8,109.0	21.0%
CPS Specialist II <sup>2</sup>	2,382.5	37.8%
CPS Specialist III	1,149.0	21.5%
CPS Specialist IV	1,372.3	11.3%
CPS Specialist V	33.5	9.0%
CPS Special Investigator	199.8	17.5%
CPS CVS Caseworker	1,660.8	23.7%
CPS FBSS Caseworker	875.8	25.4%
CPS INV Caseworker	1,947.0	33.5%
<b>ADULT PROTECTIVE SERVICES (APS)</b>		
APS Workers	693.8	19.5%
APS Supervisors	110.3	8.2%
APS Program <sup>3</sup>	998.0	16.8%
<b>CHILD CARE LICENSING (CCL)</b>		
CCL Workers <sup>4</sup>	266.8	17.6%
CCL Supervisors	37.0	2.7%
CCL Program <sup>3</sup>	391.0	15.1%
<b>RESIDENTIAL CHILD CARE LICENSING (RCCL)</b>		
RCCL Workers <sup>4</sup>	123.5	18.6%
RCCL Supervisors	21.5	4.7%
RCCL Program <sup>3</sup>	171.5	16.3%
<b>STATEWIDE INTAKE (SWI)</b>		
SWI Workers	328.5	19.5%
SWI Supervisors	33.8	5.9%
SWI Program <sup>3</sup>	430.5	16.7%

<sup>1</sup>Turnover is calculated using SAO methodology (i.e., total terminations/average count of active employees) TIMES 100.

<sup>2</sup>Entry level for CPS workers is CPS Specialist II.

<sup>3</sup>Program counts will exceed the sum of workers and supervisors because they include all staff in that program.

<sup>4</sup>CCL and RCCL Workers include employees serving in worker job codes and in the Inspector job codes.