
Rider 11 - Human Resources Management Plan

Mid-Year Update

A Report from
The Texas Department of Family and Protective Services

April 1, 2013

Introduction

House Bill 1, Rider 11, 82nd 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 mid-year report within the context of the past year and six-months into the current fiscal year, this document includes the following:

- Final Report from FY2012 Human Resources Management Plan
- Fiscal Year 2013 Human Resources Management Plan,
- Mid-Year Status of the FY13 Plan
- Annualized Turnover Data for Fiscal Year 2012
- Annualized Turnover Data for Fiscal Year 2013 through second quarter.

FY 2012 Human Resources Management Plan

The FY 2012 Human Resources Management Plan was 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>Promoting the Caseworker and Supervisor Certification Program</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>Ongoing</p> <p>The following activities have been completed in FY 2012:</p> <ul style="list-style-type: none"> • Five webinars have been conducted since September 2011. • Since the beginning of summer 2012, the certification office has been sending monthly e-mails to staff who appear to meet tenure requirements for certification, encouraging them to apply. • 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

Project	Status
	<p>encouraged to talk with their staff regarding certification.</p> <ul style="list-style-type: none"> • DFPS certification staff attended the FY 2012 Intensive Training Forums (held across the state) to provide information regarding certification requirements. • DFPS Certification staff attended the APS Conference to provide information regarding certification requirements. • The DFPS Certification office monitors the certification e-mail in-box answering questions regarding certification and fields phone calls to assist staff with certification issues. • Certification staff have met with each program liaison to clarify certification requirements and promote understanding of the certification program.
<p>Rookie Year On-Boarding Surveys</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>Ongoing</p> <ul style="list-style-type: none"> • 1627 surveys have been received to date. • 87.4% feel they were provided with a realistic job preview before they started work. • 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). • 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. • Most respondents (92%) have a positive outlook on their job and their future with the agency. <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>DFPS LEADS</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</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • 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

Project	Status
<p>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) 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>management system updates and redesigned supervisor and in-home specialist basic skills development training.</p> <ul style="list-style-type: none"> • CPS will continue the redesign of Supervisor Basic Skills Development. <p>DFPS will implement Covey training for all 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>Statewide Intake Retention Initiative Steering Committee</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>Ongoing</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"> • Offer rewards to staff that provide greater flexibility to suit different lifestyles and help diminish unplanned leave. • Make peer mentors available to help specialists boost performance. • Develop and implement an ongoing committee to bridge the communication gap between day shift and night shift. • 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. <p>The Statewide Intake Leadership team will examine the feasibility of each of these proposals in 2013.</p>
<p>Survey of Employee Engagement 2012 Iteration</p> <p>DFPS worked with the University of Texas to administer the Survey of Employee Engagement in 2012. During FY 2013 and FY</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • The 2012 SEE Survey was completed by agency staff in March. Results were received from the University of Texas in September 2012. • Using the results, the agency is beginning to

Project	Status
<p>2014, DFPS managers will take specific actions in response to the 2012 iteration of the survey.</p>	<p>identified development opportunities, conduct root cause analyses, and deploy action plans at the department/region level.</p> <ul style="list-style-type: none"> • Each program and division has designated a point-of-contact to work with department managers to ensure they have identified the appropriate 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. • The target completion date for implementation of all action plans is August 31, 2013.
<p>Sharing Exit Survey Information with Leadership</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>Ongoing</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"> • Working conditions/environment (e.g. safety, work related stress and/or workload issues) <ul style="list-style-type: none"> <i>23.5 % of staff responding said that they left the agency because of working conditions.</i> • Retirement <ul style="list-style-type: none"> <i>16.2% of staff responding said they left because of retirement</i> • Better pay/benefits <ul style="list-style-type: none"> <i>13.2 % of staff responding said that they secured positions that had better pay or benefits.</i> • Issues with my supervisor / Issues with employees I supervise <ul style="list-style-type: none"> <i>12.9% of staff responding said they left issues with their supervisor.</i>

Project	Status
<p>Organizational Effectiveness Facilitation</p> <p>The Organizational Effectiveness (OE) team provides continuous quality improvement support services to all DFPS programs and 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>Ongoing</p> <p>Currently, there are 29 OE facilitators representing all program areas and divisions.</p> <ul style="list-style-type: none"> • OE teams have scheduled 12 facilitation requests from Regions 1, 2, 3, 4, 6, 7, 8, 9 and Statewide Intake. • Topics include Disproportionality, Case Management, Leadership, Employee Morale and Retention, Scheduling and Team/Collaboration.
<p>GoMobile Project</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>Ongoing</p> <p>Current DFPS GoMobile activities include:</p> <ul style="list-style-type: none"> • Wireless connectivity (WiFi) on tablet PCs was successfully piloted in spring 2012. • 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. • 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.
<p>DFPS SAVES</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.</p>	<p>Ongoing</p> <p>Suggestions made by staff and implemented during FY 2012 include:</p> <ul style="list-style-type: none"> • Instructions for how to turn off banner pages on print jobs to save paper; • Automatic duplex printing on agency printers to save paper; and • Automatic shut off for agency computer monitors to save power. • Voluntary reduction of lighting in hallways, unused office space and conference rooms. <p>In order to demonstrate to staff their ideas are being</p>

Project	Status
When staff have their ideas heard, they are more engaged with the work and the agency.	heard, the DFPS SAVES webpage on the agency's intranet provides ongoing updates on staff ideas that are being implemented.

FY 2013 Human Resources Management Plan

DFPS Focuses on 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.

Mid-Year Status of the FY13 Plan

Status of General Recruitment Activities

DFPS continues to engage in all of the general recruitment activities that were noted in our FY13 Human Resources Management Plan. Their current status is as follows:

General Recruitment Activity	Mid-Year Status
Internet Presence for Job Postings	Ongoing
Pre-Employment Testing	Validation Study in process, to be finalized by 5/1/2013. Draft results indicate that the screening tool used continues to provide solid predictors of candidates that meet the needs of

General Recruitment Activity	Mid-Year Status
	our clients, as determined by Supervisor surveys and on quantitative performance management data.
Targeted Degrees	Ongoing
Stipends for CPS Investigators and Investigative Supervisors	Ongoing
Bilingual Recruitment	Ongoing
Extra Pay for Social Work Graduates	Ongoing

Status of Focused Recruitment Activities

The agency has taken special measures, as planned, when criteria of low quantity and/or quality applicant pool or a high number of vacancies exists. Their current status is as follows:

Focused Recruitment Activity	Mid-Year Status
Offering starting salary 6.8% above the base	To date 232 new hires in targeted areas have received the higher starting salary
Recruitment Bonuses	To date 20 bonuses have been given for staff working in targeted areas
Job and Hiring Fairs	Attended over 24 job fairs and held 10 hiring fairs during FY13
Partner with DFPS Media Relations	Several articles have been written to highlight the need for DFPS caseworkers
Additional Training Sessions	CPS basic skills development classes were added in Regions 1,7, 8, and 9 to meet need
Hire Immediately	Ongoing
Add Resources to Hiring Teams	Increased Hiring Team staff in targeted areas, added temporary clerical staff to assist in screening applications and scheduling interviews
Expedite hiring activities with partners	Ongoing
Post jobs in newspapers and/or internet job sites	38 newspaper ads have been placed in targeted areas and job website Indeed.com has been utilized as well
Highlight as "Hot Job" in CAPPS	Caseworker jobs have been highlighted in the top portion of screen when applicants begin searching for jobs with HHSC.

General Retention Activities

DFPS currently seeks to retain DFPS employees in several different ways. Their current status is as follows:

General Retention Activity	Mid-Year Status
Stipends for CPS Investigators and Investigative Supervisors	Ongoing
Rookie Year On-boarding	Ongoing

General Retention Activity	Mid-Year Status
Certification Program	Ongoing
DFPS Leads	Ongoing
Tenure Recognition	Ongoing

Focused Retention Activities

The agency has taken special measures, as planned, when criteria of high turnover, caseloads, and/or vacancies exist. The current status of these measures is as follows:

Focused Retention Activity	Mid-Year Status
Paid Overtime	Paid overtime has been offered in all Regions except Region 5 and 10, where the additional focused retention has not been needed thus far
Additional Staff	A total of 179 temporary and reallocated FTEs have been added across the State in those areas needing focused retention.
Merit Raises	One hundred fifty five one-time merit payments of 5% were given to help retain staff in the five counties that have had the most difficulty recruiting and retaining staff due to economic conditions. Those counties are: Ector, Midland, Andrews, Ward and Howard.
Rapid Response	Completed this strategy in Travis, Midland, Potter, and Ector counties

Conclusion

The agency-wide turnover rate has decreased so far in FY2013 compared to that of FY2012. The Department will continue to make general and focused efforts to remedy this tremendous challenge. Additionally, DFPS has been working diligently with the Legislature on new strategies beginning in FY2014.