

Senate Bill 1, Rider 9
85th Legislature, Regular Session
Human Resources Management Plan
FY 2017 - FY 2018 to date
March 30, 2018



TEXAS
Department of Family
and Protective Services

DFPS MISSION

The mission of The Texas Department of Family and Protective Services is to protect children, the elderly, and people with disabilities from abuse, neglect, and exploitation by involving clients, families, and communities.

DFPS VISION

The Department of Family and Protective Services:

- Is recognized for innovative, effective services.
- Builds strong, effective partnerships with clients, communities, and state leaders.
- Provides effective leadership that is accountable for its actions and communicates openly with clients and stakeholders.
- Supports staff who are highly motivated, diverse, ethical, well trained, and professional.

DFPS VALUES

At the Department of Family and Protective Services:

- We protect the unprotected.
- We involve clients, families and communities in decision-making.
- We provide quality services.
- We are innovative and strive for excellence.
- We are ethical and accountable.
- We promote diversity.
- We value our staff.

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EXECUTIVE SUMMARY

Senate Bill 1 (S.B. 1), Rider 9, of the 85th Legislature, Regular Session, 2017, directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan (HRMP) designed to improve employee morale and retention through better management. Rider 9 also directs DFPS to report employee turnover rates by job category for the preceding 12 months to the Senate Finance Committee, the House Committee on Appropriations, the Legislative Budget Board, and the Governor by March 31 and September 30 of each fiscal year (FY). The effectiveness of the agency's plan shall be measured by whether there is a reduction in employee turnover rates, specifically for caseworkers.

In order to provide a comprehensive overview of the workforce, this report includes additional information beyond what is required by the legislature. Additional reporting is provided on hiring and fill rates at the agency, as well as summary results from the latest Survey of Employee Engagement (SEE), and the State Auditor's Office (SAO) Exit Survey when available. A comparison of turnover data by program is also included in Appendix B to this report to ensure consistency in the data provided to the legislature.

In response to the legislature's direction to reduce turnover through better management, DFPS implemented multiple initiatives (referred to in previous reports as strategies). Initiatives target one of two core strategies to address employee turnover, (1) the working environment and (2) compensation. This report updates the status of all initiatives in progress at the agency during FY 2018. A summary of fully implemented initiatives previously reported is included in Appendix D. Initiatives where the status has changed to "Fully Implemented" for this report will be added to Appendix D in future reports. Finally, an update on the additional funding (Critical Needs) provided to DFPS to stabilize Child Protective Services (CPS) by immediately hiring additional CPS caseworkers and increasing pay for certain CPS direct delivery staff in FY 2017 is also provided in Appendix A.

DFPS continues to see an overall reduction in caseworker turnover, indicating that DFPS is on the right track. Further, continued progress in implementing HRMP initiatives serves as evidence of the full commitment of executive leadership to ensuring the workforce is capable of providing exceptional services to Texans in need. As implementation proceeds,

DFPS will continue to closely examine the trends in our workforce data across the agency to ensure that we see dividends from the resources provided to us by the state.

TURNOVER AND RETENTION

Details on turnover and retention findings are provided in Appendix B. Details on agency and program tenure are provided in Appendix C.

DFPS is one of Texas's largest governmental agencies, with nearly 12,000 employees. According to the Texas State Auditor's Office Report No. 18-703, Classified Employee Turnover for FY 2017, the statewide turnover rate was 18.6 percent for all state agencies. DFPS falls generally in line with the statewide turnover rate.

DFPS Turnover and Retention Findings

- DFPS has reported a 9 percent increase in turnover at the agency-level (FY 2017 16% to FY 2018 Q1 18%)
- On average for FY 2018 Q1, for all DFPS employees, 42 percent have five or more years of tenure.

Although the agency's most recent turnover data is in line with the turnover rate for all state agencies, DFPS will continue to monitor this trend and explore the reasons or causes for this increase in turnover. The biennial Survey of Employee Engagement and an ongoing 360 degree management assessment may offer insights the agency can use to guide future efforts.

CPS Turnover and Retention Findings

- FY 2018 Q1 CPS worker turnover (20%) is achieving the H.B.1 performance measure for worker turnover of 25.5 percent.
- FY 2018 Q1 turnover for CPS workers has:
 - Decreased 6 percent since FY 2017 for Investigation (INV) caseworkers, (FY 2017 25% to FY 2018 Q1 23%);
 - Increased 15 percent since FY 2017 for Conservatorship (CVS) caseworkers, (FY 2017 16% to FY 2018 Q1 19%);

- Increased 36 percent since FY 2017 for Family-Based Safety Services (FBSS) caseworkers, (FY 2017 16% to FY 2018 Q1 22%).
- FY 2018 Q1 turnover for CPS supervisors has increased 6 percent (FY 2017 7% to FY 2018 Q1 8%), and 12 percent (FY 2017 16% to FY 2018 Q1 18%) for CPS program.
- On average for FY 2018 Q1, for INV, CVS, and FBSS, approximately 55 percent of the workers have 2 or more years of tenure.

The decrease in INV caseworker turnover is a positive sign; however, the increases in the other stages of service bear additional review to determine why those stages have not tracked with INV. The agency will continue to evaluate potential causes and recommend solutions to address these findings.

APS Turnover and Retention Findings

- FY 2018 Q1 APS worker turnover (28%) is above the S.B.1 performance measure for APS caseworker turnover of 20 percent.
- FY 2018 Q1 turnover for APS workers (28%) has increased 8 percent since FY 2017 (26%).
- FY 2018 Q1 turnover for APS supervisors has increased 928 percent (FY 2017 3% to FY 2018 Q1 28%) and increased 23 percent (FY 2017 21% to FY 2018 Q1 26%) for the APS program.
- On average for FY 2018 Q1, 65 percent of APS In-Home workers have 2 or more years of tenure.

Turnover in the APS program will require ongoing evaluation given the increase in caseworker and supervisor turnover. The increase in supervisor turnover is particularly concerning given the significant increase since FY 2017. The FY 2018 figure is an annualized number; however, the agency wants to ensure it's not indicative of a detrimental trend.

SWI Turnover and Retention Findings

- SWI does not have S.B. 1 caseworker turnover targets.

- FY 2018 Q1 turnover for SWI workers has decreased 16 percent since FY 2017 (FY 2017 16% to FY 2018 Q1 13%).
- FY 2018 Q1 turnover for SWI supervisors has decreased from FY 2017 (FY 2017 11% to FY 2018 Q1 0%) and decreased 31 percent (FY 2017 15% to FY 2018 Q1 10%) for SWI program.
- On average for FY 2018 Q1, 75 percent of SWI workers have 2 or more years of tenure.

Based on the Q1 FY 2018 data, the SWI program is showing promising results compared to FY 2017. It is noteworthy that seventy-five percent of SWI workers have 2 or more years of service. The agency can study the SWI program to determine if there may be lessons learned that could guide retention efforts in other areas of the agency.

Hiring and Fill Rates

The DFPS Talent Acquisition Group (TAG) supports recruiting and hiring activities within the programs. In addition to participating in active and passive recruitment activities, TAG processes applications by screening, interviewing, and hiring applicants to fill direct delivery program positions. TAG also supports quality control services related to application processing and provides technical support related to DFPS Human Resources (HR) policy interpretation and on-boarding new employees in the Centralized Accounting and Payroll/Personnel System (CAPPS.)

Table 1: FY 2018 YTD DFPS HIRING FUNNEL¹

Stage of Hiring Process	Number of Applicants
Applied	~56,000
Met Initial Screening Criteria	~45,000
Referred for Further Screening	~35,000
Interviewed	~2,200
Hired	~570

¹ Applicant counts include positions transferred to HHSC September 1, 2017. DFPS is currently working with HHSC to transfer support functions.

As indicated in Table 1 above, of the 56,000 direct-delivery applications received year to date, approximately 45,000 (80%) met initial screening criteria. Of those, an estimated 35,000 (77%) also completed the required competency assessment and moved forward in the hiring process. An estimated 2,200 interviewed and approximately 570 were hired by the agency. Some applicants may have been interviewed multiple times depending on the type of position.

The agency monitors fill rates to evaluate the need for additional resources or a shift in hiring strategies to prevent unnecessary delays in filling positions. The number of filled FTEs is an indicator of the health of the programs because higher vacancies can lead to higher caseloads and turnover which can in turn degrade services to families. The direct-delivery hiring model implemented during FY 2016 has proven to be effective in maintaining and, in some cases, improving caseworker fill-rates by reducing the time required to complete the candidate assessment process.

Table 2: FY 2018 Fill Rates

Program	Fill Rate
APS	96%
CPS	96%
Investigations	94%
SWI	96%

The fill rates for FY 2018 to date are reflected in Table 2 above. As a result of the critical needs funding the agency received to hire additional CPS caseworkers and other staff, as well as the targeted salary increases for front line CPS staff, the fill rates in CPS have remained higher than historical averages.

STATE AUDITOR’S OFFICE (SAO) EXIT SURVEY

DFPS and Program SAO Employee Exit Survey Analysis

Employees voluntarily separating from DFPS employment are asked by the State Auditor's Office (SAO) to complete an exit survey of questions surrounding their decision to leave the

agency. DFPS studies the results of the ongoing SAO employee exit surveys to identify and focus on the reasons employees separate from the agency. In Q1 of FY 2018, the primary reasons for separating from the agency were:

- Issues with my supervisor or issues with employees I supervise;
- Poor working conditions/environments;
- Retirement; and
- Better Pay and Benefits.

Supervisor issues disappeared as a category from exit survey feedback in FY 2017, but have returned in Q1 of FY 2018. DFPS continues to take steps to enhance the quality of agency supervisors and managers. Through the introduction of supervisor assessments and cross-program supervisory hiring boards, the agency is committed to building stronger management and leadership development initiatives. In addition, the agency has launched a 360 assessment project in which managers are receiving feedback from peers, direct reports, and management with a focus on helping managers and supervisors identify both strengths and weaknesses while working towards increased competence and effectiveness.

SURVEY OF EMPLOYEE ENGAGEMENT (SEE)

The Survey of Employee Engagement is a biannual survey required by the legislature for Texas state agencies, nonprofit organizations, and businesses to help leaders and managers understand how their employees feel about their work, their workplace, and their employers. The FY 2018 DFPS Survey of Employee Engagement is currently in progress. Findings will be reported in the September 2018 update to this report. Results from the FY 2016 DFPS Survey of Employee Engagement (SEE) are available in previous reports.

INITIATIVES

DFPS has taken a comprehensive approach to improving turnover and retention through better management. The approach takes shape through initiatives targeting both concerns with the work environment and concerns with compensation to align with feedback received from staff. Overall status of initiatives is summarized in Table 3 on the next page.

Table 3: HRMP Initiatives: Status by Strategy

Target Strategy	Initiative Status	
	Fully Implemented	In Progress
Work Environment	21	11
Compensation	5	0
All Strategies	26	11

Of the 37 initiatives tracked under the HRMP, 26 are fully implemented as of the reporting deadline. Implementation of the remaining 11 are in progress during FY 2018. Detailed updates on initiatives that were not fully implemented at the time of the last report are provided below. Initiatives are organized first by whether they target the work environment or concerns with compensation, and then by status (Fully Implemented, In Progress, or On Hold). A summary of all initiatives can be found in Appendix D. Detailed descriptions of fully implemented initiatives are included in previous reports.

Concerns with Working Environment

Consolidate Workforce Management Functions

Status: Fully Implemented

Sunset recommendation 1.1 advised DFPS to consolidate existing workforce management functions and add additional critical functions to better support employees. To that end, DFPS created the Workforce Development Division (WFD), merging Human Resources Office, Talent Acquisition Group, Workforce Records and Reporting, Employee Wellness, and Veterans Liaison functions under one division. WFD serves as a single “store front” by emphasizing communication, outreach, accessibility, and coordination with staff at all levels of the agency. This customer focused approach is reflected through multiple ongoing activities within WFD including:

- HR Matters Newsletter – providing human resources specific communication to all DFPS supervisors and managers.
- HR After-hours Pilot Program - providing direct and accessible HR support after 5:00PM once a week for CPS in six regions and for Statewide Intake to assist in

addressing the needs of a 24-hour workforce. This program will be assessed for effectiveness to determine if it will be adopted statewide.

- Independent Human Resources Manual – The DFPS Human Resource Manual was created as an early step in meeting the requirements of House Bill 5 (85R) to make DFPS a stand-alone agency.
- Cross-program human resources policy workgroup - Continues the development of DFPS HR policy to address the specific needs of the DFPS workforce.

Expand Employee Wellness Benefits and Activities

Status: Fully Implemented

DFPS offers the Deer Oaks Employee Assistance Program (EAP) to staff and their dependents. This program offers a wide variety of counseling, referrals, and consultation services, which are all designed to assist employees and their families with resolving work/life issues in order to live happier, healthier, more balanced lives. Between September 1, 2017 and November 30, 2017, there were 465 requests for counseling services and 70 requests for other work-life services such as referrals for daily living assistance, financial advice, legal advice, and child and elderly care assistance. Utilization of services for this time period is 4.37% which is higher compared to the previous FY where utilization was 3.05%.

During this time period, wellness staff coordinated numerous regional wellness events such as wellness fairs, physical fitness challenges, flu shot clinics, blood drives, and other healthy living related activities.

APS Welcome Notices

Status: Fully Implemented

APS has implemented a program to proactively welcome new employees at all program levels. This effort strives to provide a positive first impression for new staff by establishing a warm work environment from day one. New employees receive an email from their supervisor within the first week of employment to reinforce their value and importance to the success of the APS program. Supervisors work with all new employees to ensure they have all the tools and support they need to carry the mission forward. The APS Director of

Field Operations also visits new hires at graduation to reinforce their value and the commitment of APS to its staff. APS expects this to improve and quicken the integration of new staff into the unit by establishing rapport and building trust that leads to increased loyalty and commitment, and improved retention.

Statewide Intake (SWI) Support
Status: Fully Implemented

SWI initiated a support process initially geared towards retention. The process focuses on continuous improvement in the workplace that prompts effective change through collaboration and communication. Support for this effort includes staff volunteers from the day and night shifts as well as the weekend teams. All staff are surveyed twice a year, then managers and leads meet with the volunteers often to discuss concerns, address gaps in resources or policies, and develop solutions that improve employee working conditions. There is a summer workgroup that also focuses on morale and retention. These efforts ensure staff receive the supports they need to perform effectively and efficiently in the call center environment.

Commissioner's Employee Recognition Ceremony
Status: Fully Implemented

DFPS holds a monthly event to celebrate emerging leaders and honor those who are doing extraordinary work within the agency or in partnership with it.

- Staff members promoted to supervisor or higher—throughout the state and across all programs and divisions—is invited to be recognized for their leadership role within the agency.
- The *Commissioner's Award of Excellence* recognizes staff members and external partners who have gone to extraordinary lengths to protect the unprotected and serve our stakeholders. Awarded quarterly, this award was first presented in February 2017.
- The *Judge John J. Specia Award of Academic Excellence* carries the name of a former DFPS commissioner and recognizes the highest-scoring graduate of each divisional training academy. Awarded quarterly, this award was first presented in January 2018.

- The *Ramiro Hernandez Excellence in Mentoring Award* carries the name of a CPS supervisor killed in the line of duty and recognizes individuals for their commitment to mentoring, for making a significant positive impact on their protégé's education and career, and for demonstrating unselfish service and leadership. Awarded annually, this award was first presented in January 2018.

Honored staff are encouraged to invite their families to attend with them. The staff also tour DFPS State Office to meet the teams who support them every day. Photos from the event appear in a newsletter article shared with all staff and posted on the internal website every month.

Other Employee Recognition Awards

Status: Fully Implemented

- The *Team Integrity Award* recognizes a program, unit, or team that has demonstrated exceptional teamwork for the agency and produced an extraordinary outcome. All staff members can nominate any DFPS team, and the Awards Review Board selects the winners. Awards are presented locally.
- The *Award of Distinction* recognizes regional staff members from each DFPS program across the state. The nominees may be field workers or support staff, but state office staff are not eligible for this award. These awards are selected monthly by the associate commissioner of each program—APS, CCL, CPS, PEI, and SWI—and presented locally.

Regional and Local Staff Recognition

Status: Fully Implemented

APS, CCL, CPS, and SWI all have a variety of staff recognition activities which are conducted at the regional or local office levels. Program Leadership in each division participate in appreciation events that range from statewide division awards to local office recognitions. These include awards for achievements in service, excellence, good deeds, dedication and commitment, core values, and tenure. These awards recognize caseworkers, frontline staff, administrative staff, and other staff support resources and are shared through local office

walls of fame, community rooms, email broadcasts, and agency newsletters. Other appreciation efforts include celebrations, volunteer activities, external engagements, and other morale boosting or team building activities.

Anniversary Notices

Status: Fully Implemented

The DFPS Commissioner sends a short, personalized note to the staff, acknowledging the employee's anniversary date with the agency and thanking them for their service and contributions to the agency. These personalized notes create a supportive culture and improve staff morale by recognizing their commitment to their work, thanking them for their efforts, and appreciating their tenure with the agency. This initiative has been implemented.

Other Frontline Staff and Supervisor Trainings

Status: In Progress

Effective development of caseworkers is an ongoing process that requires a broad range of training opportunities to meet the variety of challenges caseworkers encounter.

Caseworker competency is strengthened by training, experience, and effective supervision. DFPS is committed to supporting the development of caseworkers with training that provides a theoretical and practical framework for delivering high quality and effective case management to clients and families.

DFPS has developed a diverse collection of ongoing trainings to support CPS caseworkers. In addition, DFPS continues developing additional support training for APS workers. Recognizing the importance of supporting supervisors in the development of their leadership skills, DFPS has developed dozens of new or revised trainings geared to address the unique needs and challenges supervisors face.

DFPS believes investing in our workers through ongoing training will result in improved productivity, better decision making, and a safer work environment. Long term this should improve retention and build tenure leading to better outcomes for the children and adults we serve.

Develop Stage-Specific Caseworker Interview Questions

Status: In Progress

TAG hiring specialists continue to use a standardized set of generalized behavioral based caseworker interview questions. The goal of adding a subset of questions tailored to staff specializing in different stages of service is to augment existing interviewing practices and help hiring specialists and hiring managers determine candidate fit in a more practical and objective manner. Implementation of additional questions was postponed from Q2 FY 2017 to Q2 FY 2018 due to expedited hiring requirements related to critical needs positions. New questions launched in late February 2018 as planned. The revised set of interview questions replaces the previous version as new vacancies are posted. This process will continue into the Q3 as perpetual postings, used primarily in areas that experience higher turnover, naturally close and new ones take their place.

Supervisor Assessments

Status: In Progress

The agency implemented an aptitude assessment for prospective CPS Supervisors. The assessment tests a candidate's aptitude in areas such as casework, leadership, and human resources. A passing score of 80% is required in order to be selected for a CPS Supervisor position in addition to meeting all other minimum qualifications for the position. As of February 2017, 485 CPS supervisor assessment exams have been conducted and 340 have passed (~70% pass rate). DFPS is in the process of developing competency assessments for supervisors in SWI and APS. Implementation for these additional assessments is targeted for spring 2018.

Cross-Program Hiring Boards

Status: In Progress

The purpose of cross-program hiring boards is to increase rigor and objectivity in the interview and selection process of CPS, APS, SWI, and INV supervisor applicants. The new process provides more consistency in the hiring of supervisors across all programs.

Since November 2017 hiring managers are required to convene a cross-program board of three individuals to interview supervisor candidates in CPS, APS, SWI, & INV. Supervisor

candidates are also required to complete a writing sample to be considered for the job that will be de-identified before it is scored by members of the board.

Several resource materials are available on the DFPS HR website. This includes an Interview Guide that takes hiring managers through the new process step-by-step and an Interview Evaluation Tool that board members can utilize to rank candidates. Moreover, some tip sheets are created to help hiring managers avoid common mistakes when interviewing and selecting candidates. Data collection and metric development have begun to determine effectiveness and identify opportunities for improvement.

360 Leadership Assessments for Agency Leaders

Status: In Progress

The 360 Leadership Assessments provide information to participants allowing them to focus on job and leadership related skills. These skills are necessary to strengthen and enhance the professional development of managers and supervisors across the agency. DFPS piloted an evaluation of 64 Program Directors / Administrators using the 360 Leadership Assessments from October through December 2016. The assessments provided timely feedback of leadership influence on employee job satisfaction and working environment.

The 360 Leadership Assessments identify existing leadership strengths as well as opportunities to improve leadership gaps. To date, Regions 1-5 and 7- 11 have received the assessment survey. Region 6 is scheduled to be sent the assessment in Q3 of FY2018. The second 360° assessment is scheduled 12-15 months later, and no later than August 2019.

C.A.R.E. Support Program

Status: In Progress

DFPS is committed to providing a peer support resource known as the Compassion, Assistance, Recovery and Encouragement, or C.A.R.E. Support Program. The goal of the support program is to ensure agency staff know DFPS cares about their well-being and recovery and supports their family when a tragedy or crisis occurs, such as the death of a

loved one, loss of their home due to a natural disaster, or health issues. When such a tragedy occurs, programs call on the Special Investigations unit where former law enforcement officers trained in peer support can reach out and coordinate a response for that worker and their family. Support includes phone calls, home visits, help with errands, and coordinating communication to ease stress during the crisis.

PEI Restructure

Status: In Progress

PEI merged with Texas Home Visiting, effective May 1, 2016. Based on observations and feedback regarding staff PEI has developed a plan for program reorganization to address employee workload concerns, strengthen staff support, increase accountability for managers, and improve the overall work environment in an effort to address high turnover in the division. PEI expects this reorganization to provide better supervision, development and support opportunities for the staff and a more reasonable division of workloads. PEI's goal is to decrease disruptions and frustrations with work assignments and increase job satisfaction, employee morale, and retention. PEI is working with the DFPS Human Resources Department to proceed through the job audit process.

Succession Planning

Status: In Progress

Succession planning is a process that allows an organization to ensure employees are trained and developed to potentially replace staff in higher positions. The goal is to build internal resources throughout the agency to ensure the agency retains critical or important knowledge when current tenured staff resign or retire. Succession planning is not to be confused with replacement planning, which is more closely aligned to having a "back-up" when employees are out sick or on annual leave.

Sunset recommendation 2.10 proposed DFPS develop a Succession Plan to prepare for anticipated and unanticipated departures of key management staff, beginning with State Office leadership positions. Agency leadership was instructed to identify positions critical

to DFPS operations and establish a comprehensive strategy for effectively preparing staff with the skills or knowledge to assume these roles and responsibilities. Critical vacant positions and positions at risk of becoming vacant in the near future have been identified, and DFPS is developing a process to provide training and development opportunities to employees suited to possibly compete for these positions in the future. Succession Planning will continue throughout FY 2018.

Performance Evaluations

Status: In Progress

It is imperative that staff consistently receive timely feedback on their performance. In February 2017, the DFPS performance evaluation tool was streamlined down to a couple of pages to support managers in providing timely feedback to staff regarding their strengths and areas where improvement is needed. For the previous cycle, over 99% of employees have current performance evaluations. Going forward, the agency will complete performance evaluation annually between January and March. DFPS will continue to monitor the agency's success rate in completing evaluations and report on completion rates.

Promoting CPS Communication and Input

Status: In Progress

CPS has made significant progress during the past year on creating a work culture that is positive and supportive. Maintaining and building upon these improvements requires continuous communication, including engaging staff for feedback. State Office staff will continue to be mindful about when and how communication to the field is timed and delivered. Regional leadership will continue to contact new staff frequently and encourage feedback that generates new ideas from their fresh perspective. In some areas they have also started doing regular town hall meetings and meet regularly with staff through advisory committees. Regional Directors make regular visits to offices across their region to facilitate communication, share information, recognize positive staff contributions and become familiar with staff throughout the region including their experiences and

development as CPS workers. The Regional Directors encourage advisory committee members to bring forth questions, ideas and suggestions on how to improve the work CPS does. The areas of the state that do not currently have advisory committees will begin working to implement them. Starting in 2018, CPS will revitalize the statewide advisory committee and a member of each regional committee will participate. CPS will hold the first statewide advisory committee meeting in March 2018. CPS will promote employee recognition, including leadership recognition awards, such as the Commissioner's Award of Excellence, CPS Executive Leadership Award of Distinction, and Regional Director Award of Distinction.

Expand Worker Safety Support & Training **Status: In Progress**

Support

DFPS expanded its efforts to all regions and DFPS Programs on May 1, 2017. Worker Safety Support provided intensive support to field for over 205 incidents as of 01/31 in FY 2018 by coordinating processes and needs between field staff and management, clients, law enforcement, HHSC facility and risk management staff, and other resources. Worker Safety Support's planning to increase outreach to staff on accessing resources and support for serious aggression continues. Meetings with the Worker Safety Guiding Group, consisting of the Directors of Field for the program areas and other agency resources, contribute to the ongoing development of the unit response plans. Supporting Safe Signal remains a heavy focus of the support effort as new staff are hired, and current staff are, in some instances, retrained as the program areas increase their communication regarding the need for staff to use the tool.

Training

DFPS continues to deliver in-person training to all new supervisors as part of the supervisor training curriculums conducted by the Center for Learning and Organizational Excellence (CLOE), in-person, phone and webinar presentations to regional staff and management, and SafeSignal trainings. Phase II of its training charge, to update and align worker safety messaging in all agency trainings and communications, is in progress.

Worker Safety has met with the program areas and the Center for Learning and Organizational Excellence and is finalizing the plan for additional training on both worker safety and the use of Safe Signal.

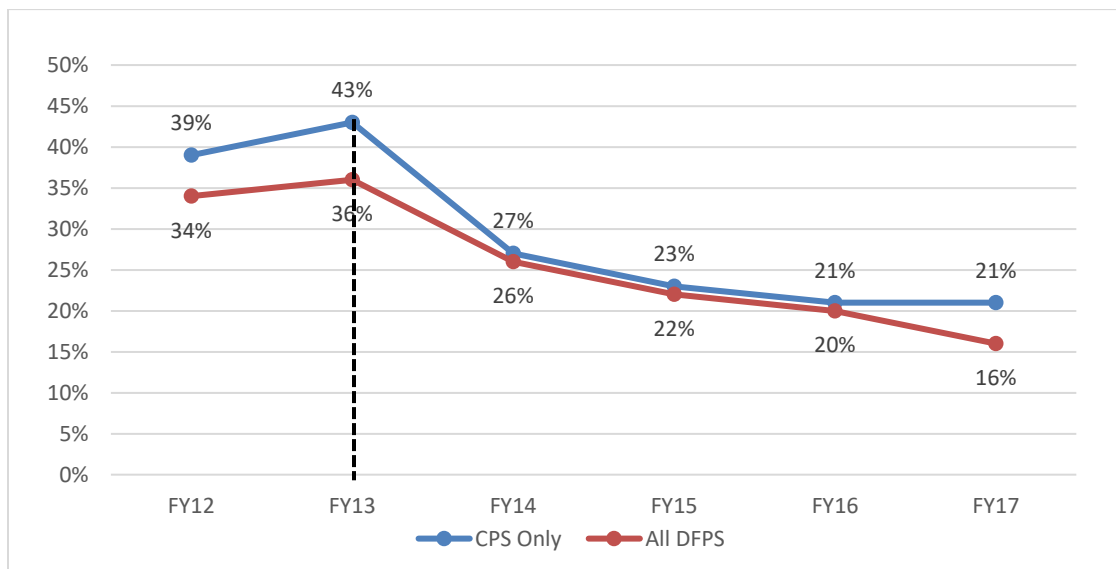
Concerns with Compensation

Locality Pay

Status: Fully Implemented

In 2013, energy exploration within Texas increased the cost of living in Region 9. In response to this challenge, the 83rd Legislature, Regular Session, 2013, authorized DFPS, with no funding requested or appropriated, to offer locality pay to employees at \$500 per month. By FY 2014, DFPS funded a \$1,000 locality pay incentive for employees living in Midland, Andrews, Ector and Ward counties and maintained it at \$1,000 in FYs 2015, 2016, and 2017. Locality pay effectiveness is one of most quantifiable DFPS financial incentives to date, as depicted in Figure 3 below. Since its inception in FY 2013, CPS turnover experienced a 67 percent decrease and DFPS (all positions) experienced a 50 percent decrease in turnover through FY 2017. In FY 2018 locality is provided to 176 staff across qualifying counties.

FIGURE 1: CHANGES IN TURNOVER OVER TIME WITHIN COUNTIES RECEIVING LOCALITY PAY



CPS Investigative Pay
Status: Fully Implemented

DFPS is authorized to provide the amount of \$5,000 per FY established by the 79th Legislature (Rider 18) for CPS Investigation caseworkers and supervisors. The pay is provided at the rate of \$416.67 per month, or pro-rata portion if a partial month is worked.

Mentoring Stipend
Status: Fully Implemented

DFPS pays additional compensation through appropriated S.B. 1 Rider 25 of the 85th Legislature funds for the mentoring of new employees as a means to increase worker retention. The additional compensation may not exceed \$300 per month to be included in the employee's monthly compensation, proportional to the hours paid during the month.

Compensation Study
Status: Fully Implemented

In 2016, DFPS completed a study as directed by H.B. 1, Rider 41 of the 84th Legislature to evaluate the effectiveness of merit salary increases, paying down overtime hours to 140 and mentoring stipends on improving recruitment and retention rates by region. The final study was released in February 2017 and can be found on the [DFPS website](#). In line with the study recommendations, the 85th Legislature approved a salary increase of \$1,000 per month for many CPS staff effective December 1, 2016. DFPS has since seen significant reductions in turnover as detailed elsewhere in this report.

APPENDICES

APPENDIX A: IMPACT OF ADDITIONAL CPS APPROPRIATIONS

Because of the staggered nature of the rollout of the salary increase and the hiring of additional staff, DFPS will need more time to determine the impact of these changes on CPS turnover rates. Initial analysis indicates turnover in CPS is improving and the agency will closely examine the impacts to other agency programs. In addition, DFPS leadership has received positive feedback from staff regarding additional hiring and the salary increases. The improvement in turnover, detailed in the main report has contributed to a more robust workforce to manage caseloads. CPS is now better able to manage the work, showing a significant reduction in average daily caseloads when comparing FY 2018 numbers to the same period in FY 2017:

Table 4: Average Daily Caseload - FY 2017 to FY 2018

	FY 2017 (Sept –Feb)	FY 2018 (Sept –Feb)
CPS Investigations (INV)	16.8	12.8
Family Based Safety Services (FBSS)	15.9	11.6
Conservatorship (CVS)	28.9	26.4

To better understand the full effect on turnover, DFPS has initiated an independent evaluation through the University of Houston of both salary increases, and the increase in caseworkers provided by critical needs funding. The final report will be available in early FY 2019.

APPENDIX B: FY 2018 RIDER 11 DFPS TURNOVER COMPARISON

FIGURE 2: FY 2018 Q1 RIDER 11 EMPLOYEE TURNOVER COMPARISON REPORT ^{1, 2, 3,4,5}						
Functional Title	FY 14	FY 15	FY 16	FY 17	YTD FY 18	Change (FY17-18)
DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)						
All Employees	19%	20%	19%	16%	18%	9%
CHILD PROTECTIVE SERVICES (CPS)						
CPS Workers	25%	26%	25%	18%	20%	7%
CPS Supervisors	6%	10%	10%	7%	8%	6%
CPS Program	20%	21%	20%	16%	17%	11%
CPS CVS Caseworker	23%	23%	23%	16%	19%	15%
CPS FBSS Caseworker	23%	28%	25%	16%	22%	36%
CPS INV Caseworker	34%	33%	33%	25%	23%	-9%
ADULT PROTECTIVE SERVICES (APS)						
APS Workers	25%	23%	21%	26%	28%	8%
APS Supervisors	9%	13%	7%	3%	28%	928%
APS Program	21%	20%	19%	21%	26%	23%
DAY CARE (DCL) INVESTIGATIONS						
DCL INV Workers	19%	25%	20%	21%	56%	169%
DCL INV Supervisors	7%	7%	13%	7%	0%	-7%
DCL INV Program	16%	20%	17%	18%	33%	86%
RESIDENTIAL CHILD CARE (RCCL) INVESTIGATIONS						
RCCL INV Workers	20%	16%	14%	20%	47%	136%
RCCL INV Supervisors	0%	13%	7%	3%	40%	1160%
RCCL INV Program	16%	14%	11%	16%	43%	166%
STATEWIDE INTAKE (SWI)						
SWI Workers	17%	19%	19%	16%	13%	-16%
SWI Supervisors	11%	8%	11%	11%	0%	-11%

¹ Turnover is calculated using a method that mirrors the process the SAO uses. Specifically: Total number of Terminations of Regular Employees/Count of Average Active Regular Employees.

² Until the conclusion of the FY, the YTD turnover rates are annualized. The annualized rate is a straight line projection of the rate of turnover at the end of the year based on the actual rate at the end of the most recently concluded quarter.

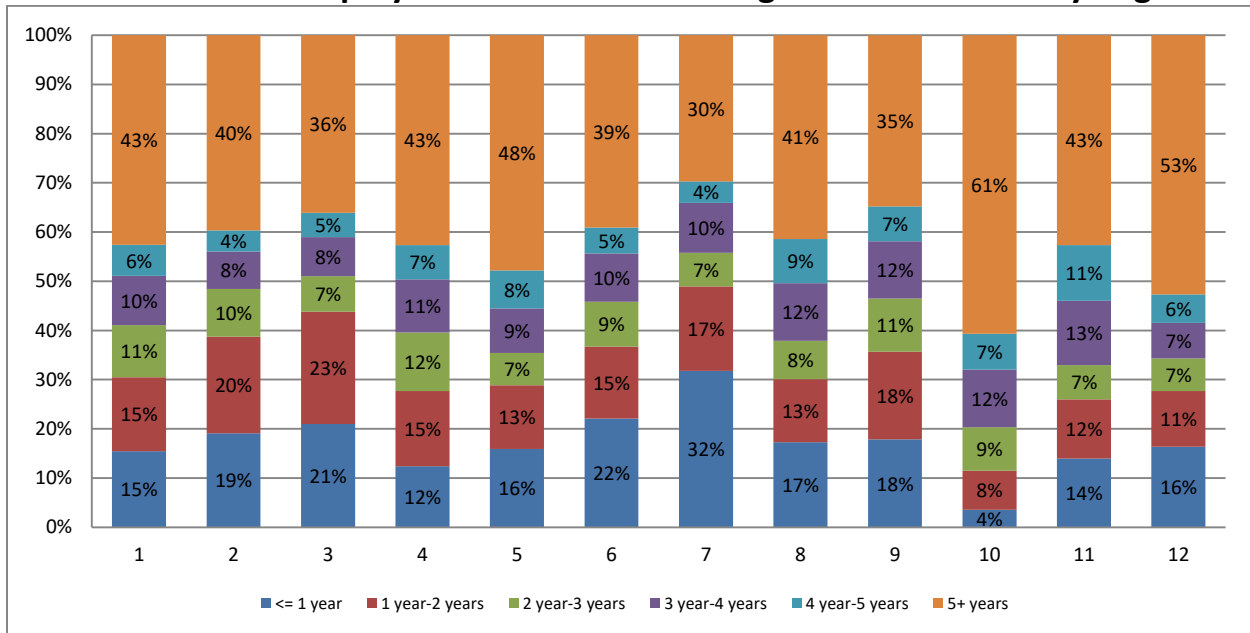
³ On 1-Sep-2017, approximately 800 employees previously assigned to DFPS were transferred to HHSC as part of a Legislative Mandate. These employees have been excluded from the turnover calculation.

⁴ The structure of DFPS divisions has changed after the separation of the agency from HHSC. A new division for Investigations was created to address all allegations of abuse and neglect (A/N). This division includes A/N investigations of daycares and residential child care providers. Future Rider 11 reports will be modified to reflect this new structure.

⁵ Due to the transfer of staff to HHSC from DCL and RCCL, the remaining A/N investigations units have too few workers for annualized percentages to reflect the health of those programs. At the time of this report DCL INV have 33 workers and RCCL INV have 47 workers. Future reports will be modified to address this change.

APPENDIX C: TENURE- FY 2018 YTD

FIGURE 3: DFPS All Employees FY 2018 YTD Average Percent Tenure by Region



Tenure grouping is used to monitor the proportion of workers in each region based off being case assignable and is based off the LBB reporting requirements.

CPS CVS, CPS FBSS, APS, RCCL, DCL

- Not case assignable is a tenure of less than 105 days
- Partially case assignable is a tenure of 105 days to 135 days
- Fully case assignable is a tenure of more than 135 days
- Tenured refers to caseworkers with 2 or more years of state service.

CPS INV

- Not case assignable is a tenure of less than 98 days
- Partially case assignable is a tenure of 98 days to 128 days
- Fully case assignable is a tenure of more than 128 days
- Tenured refers to caseworkers with 2 or more years of state service.

FIGURE 4: CPS INV FY 2018 YTD Average Percent Tenure by Region

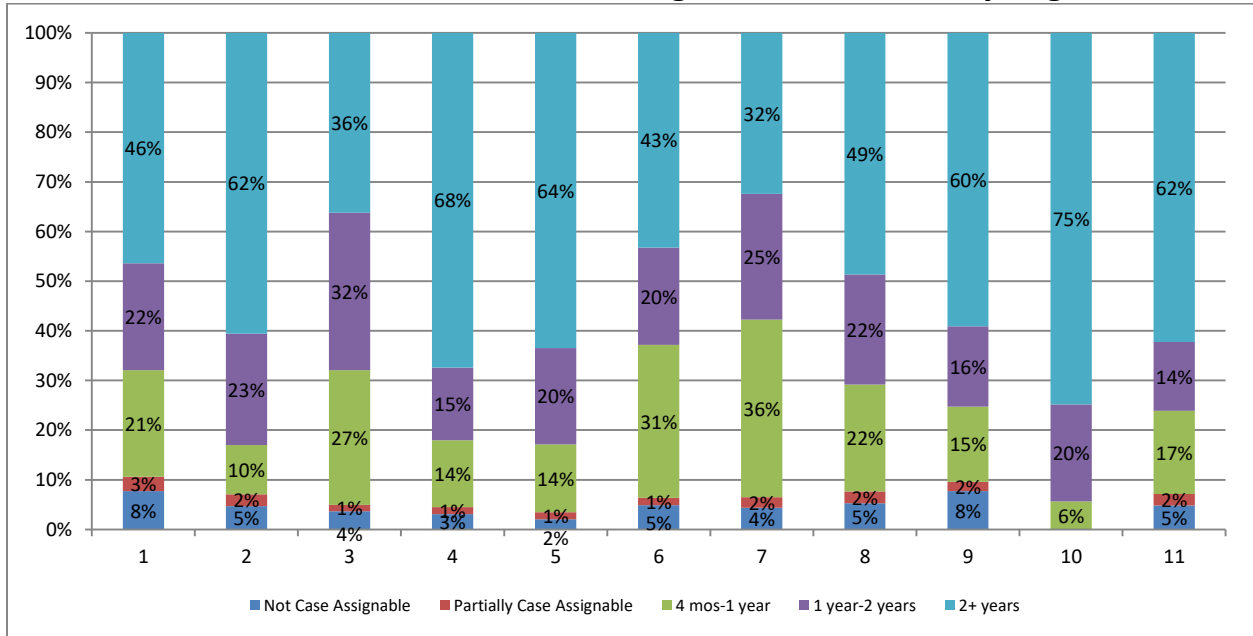


FIGURE 5: CPS CVS FY 2018 YTD Average Percent Tenure by Region

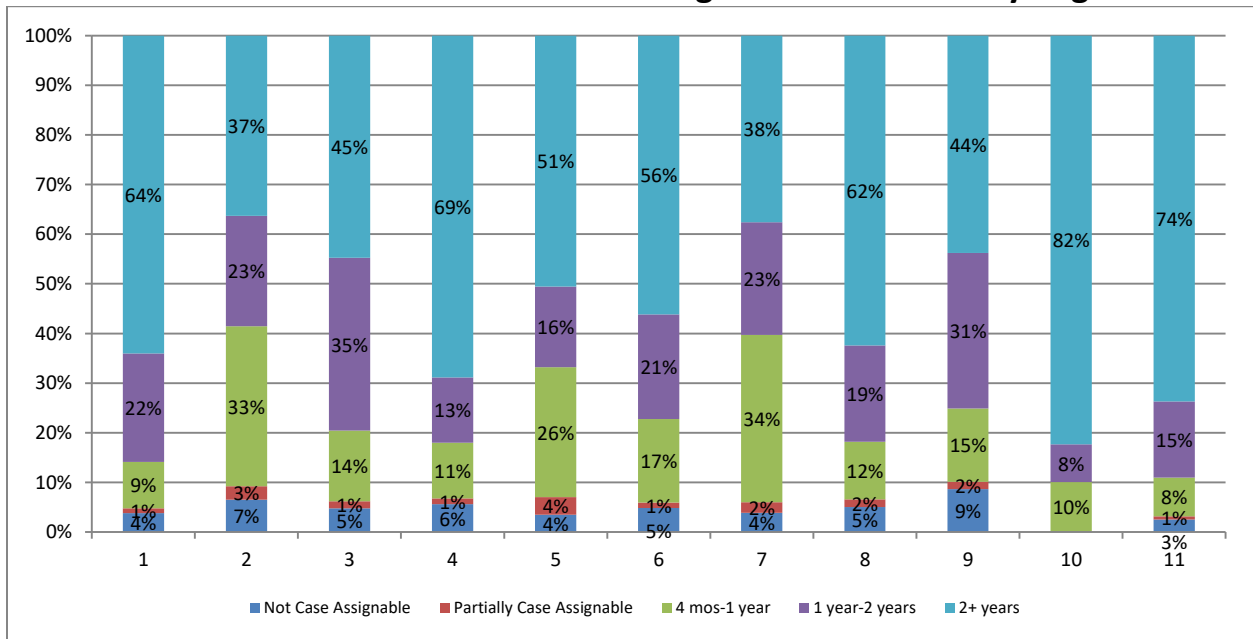


FIGURE 6: CPS FBSS FY 2018 YTD Average Percent Tenure by Region

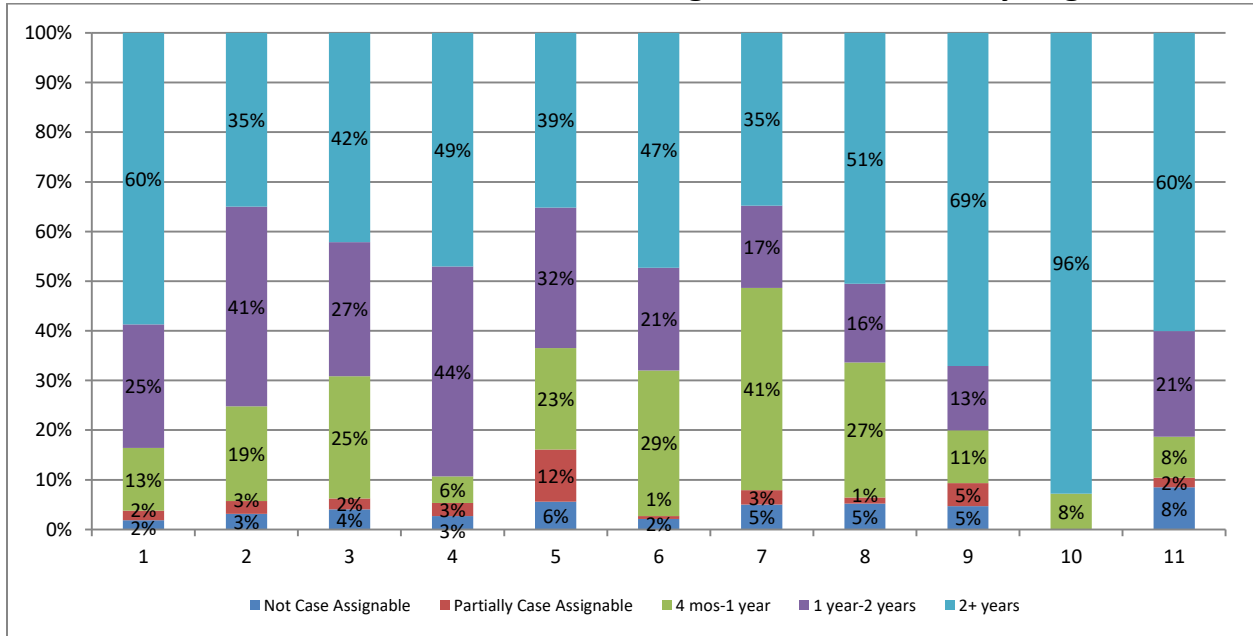


FIGURE 7: APS In-Home FY 2018 YTD Average Percent Tenure by Region

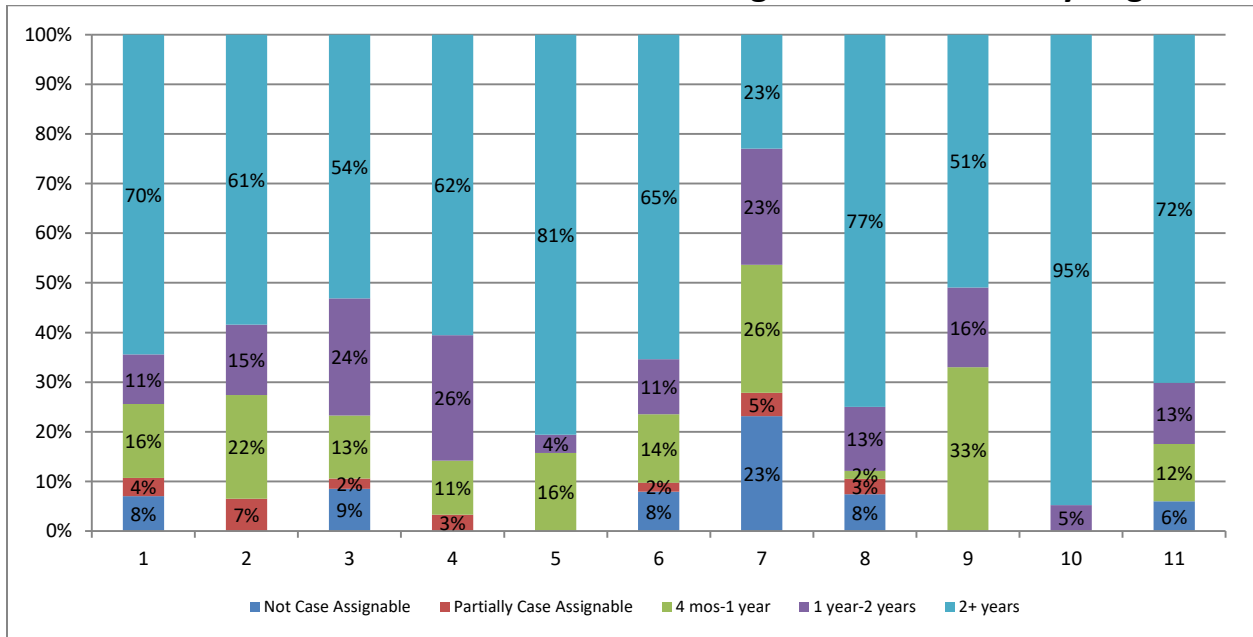


FIGURE 8: RCCL FY 2018 YTD Average Percent Tenure

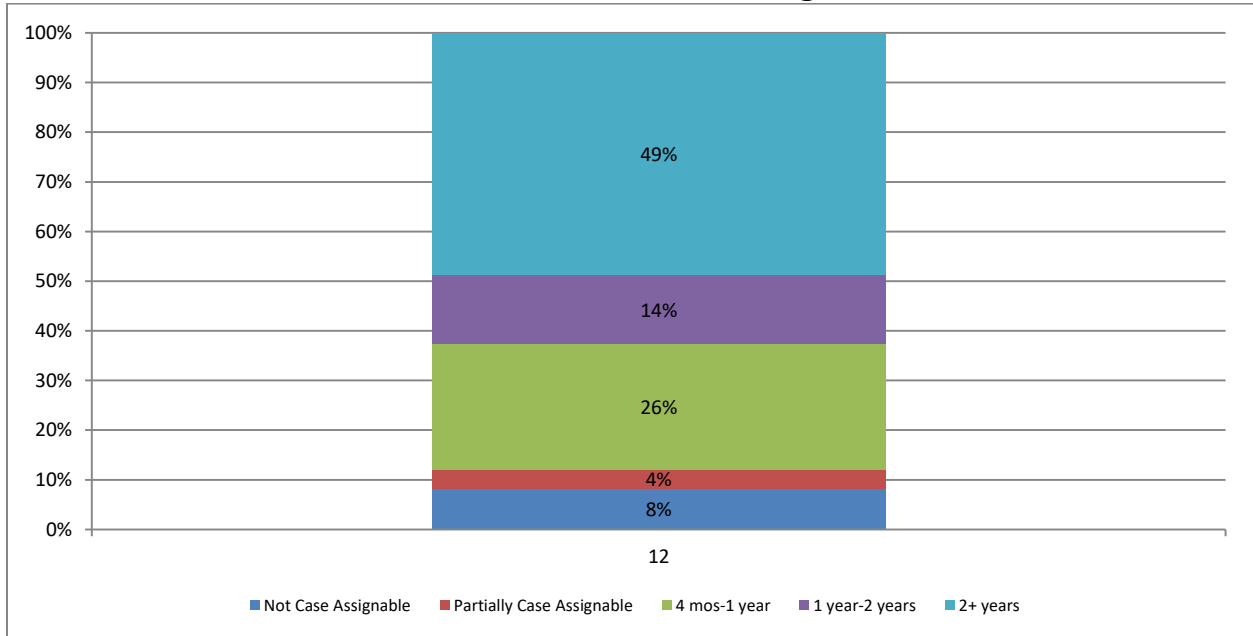


FIGURE 9: DCL FY 2018 YTD Average Percent Tenure by Region

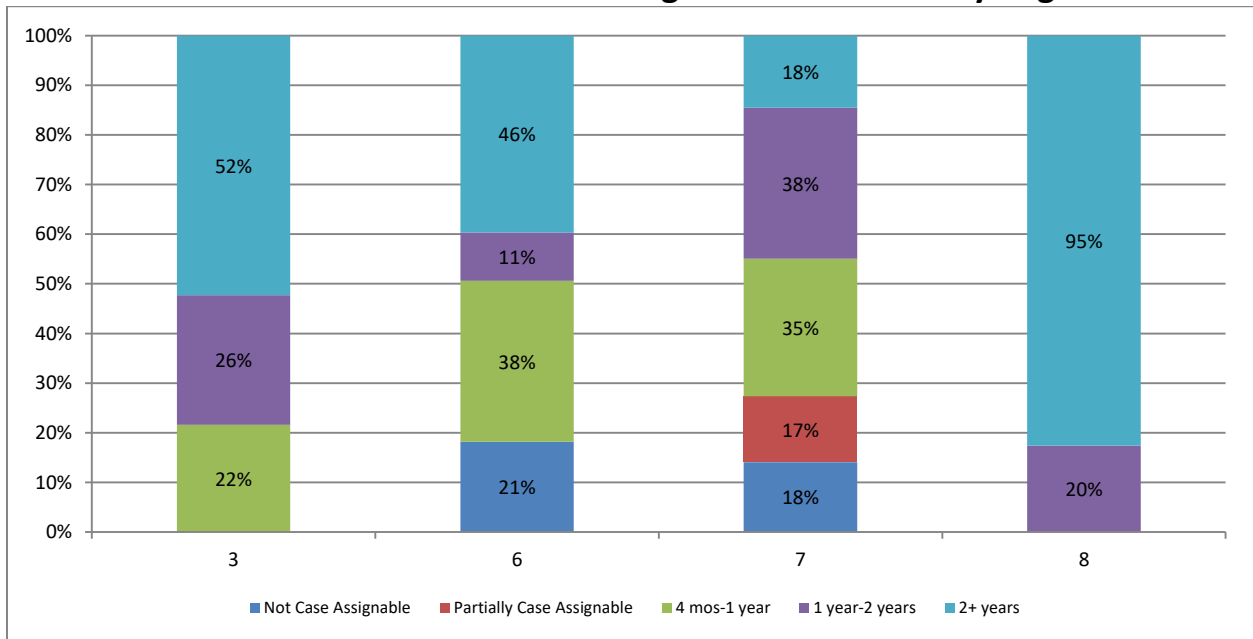
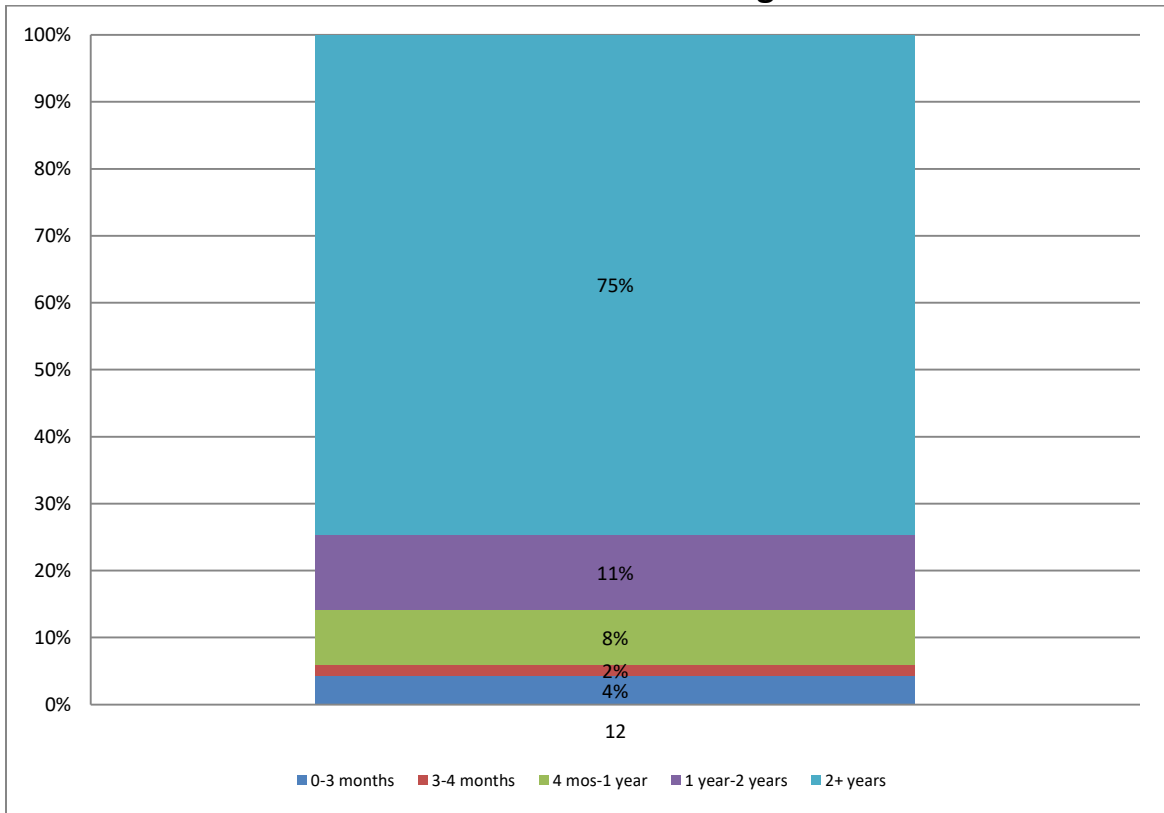


FIGURE 10: SWI FY 2018 YTD Average Percent Tenure



APPENDIX D: INITIATIVES SUMMARY

Target Strategy	Initiative Name	Impacted Area(s)	Status (Mar18)
Concerns with Working Environment	Anniversary Notices	All Programs	Fully Implemented
Concerns with Working Environment	APS Professional Development Training Model (Basic Skills Development)	APS	Fully Implemented
Concerns with Working Environment	APS Welcome Notices	APS	Fully Implemented
Concerns with Working Environment	Automate Reference Checks for Vendor-Screened Positions	All Programs	Fully Implemented
Concerns with Working Environment	Child Care Licensing (CCL) Newsletter	CCL	Fully Implemented
Concerns with Working Environment	Collecting Confidential Internal Complaints	All Programs	Fully Implemented
Concerns with Working Environment	Commissioner's Proud to Protect Staff Recognition Ceremony	All Programs	Fully Implemented
Concerns with Working Environment	Consolidate Workforce Management Functions	All Programs	Fully Implemented
Concerns with Working Environment	CPS Professional Development Training Model (CPD)	CPS	Fully Implemented
Concerns with Working Environment	Create an Educational Pathway for non-Title IV-E Employees	All Programs	Fully Implemented
Concerns with Working Environment	Develop Policy on Level Reminders	All Programs	Fully Implemented
Concerns with Working Environment	Enhance Worker Safety Caution features in IMPACT	All Programs	Fully Implemented

Concerns with Working Environment	Expand SafeSignal Statewide	All Programs	Fully Implemented
Concerns with Working Environment	Frontline Staff and Supervisor Trainings	All Programs	Fully Implemented
Concerns with Working Environment	Hiring applicants holding less than a four-year degree as CPS caseworkers	CPS	Fully Implemented
Concerns with Working Environment	Other SWI Trainings	SWI	Fully Implemented
Concerns with Working Environment	PEI Meetings and Work Retreat	PEI	Fully Implemented
Concerns with Working Environment	Regional and Local Staff Recognition	All Programs	Fully Implemented
Concerns with Working Environment	Statewide Intake (SWI) Support	SWI	Fully Implemented
Concerns with Working Environment	SWI Professional Development Training Model (Basic Skills Development)	SWI	Fully Implemented
Concerns with Working Environment	Update CPS Supervisor Basic Skills Development (BSD)	CPS	Fully Implemented
Concerns with Working Environment	C.A.R.E. Support Program	All Programs	In Progress
Concerns with Working Environment	Expand Worker Safety Support & Training	All Programs	In Progress
Concerns with Working Environment	PEI Restructure	PEI	In Progress
Concerns with Working Environment	Promoting CPS Communication and Input	CPS	In Progress
Concerns with Working Environment	360 Leadership Assessments for Agency Leaders	All Programs	In Progress
Concerns with Working Environment	Cross-Program Hiring Boards	All Programs	In Progress

Concerns with Working Environment	Develop Stage-Specific Caseworker Interview Questions	All Programs	In Progress
Concerns with Working Environment	Expand Employee Wellness Benefits and Activities	All Programs	In Progress
Concerns with Working Environment	Performance Evaluations	All Programs	In Progress
Concerns with Working Environment	Succession Planning	All Programs	In Progress
Concerns with Working Environment	Supervisor Assessments	All Programs	In Progress
Concerns with Compensation	Awarding Merit Pay	All Programs	Fully Implemented
Concerns with Compensation	Compensation Study	All Programs	Fully Implemented
Concerns with Compensation	CPS Investigative Pay	CPS	Fully Implemented
Concerns with Compensation	Locality Pay	All Programs	Fully Implemented
Concerns with Compensation	Mentoring Stipend	CPS	Fully Implemented