

House Bill 1, Rider 8

86th Legislature, Regular Session

Human Resources Management Plan

FY 2019 - FY 2020 1st Quarter

March 31, 2020



TEXAS
**Department of Family
and Protective Services**

DFPS MISSION

We promote safe and healthy families and protect children and vulnerable adults from abuse, neglect, and exploitation.

DFPS VISION

Improving the lives of those we serve.

DFPS VALUES

Accountable: We act with a sense of urgency to deliver results in an accountable, ethical, and transparent manner.

Respectful: We recognize the value of each person and act timely, value privacy, and treat all with respect.

Diverse: We promote diversity, inclusion, and equality by honoring individual differences.

Collaborative: Whether through our staff or contractors, we work in partnership with clients, families, and communities to ensure our mutual success.

Professional: We value our staff and strive for excellence while being professional, passionate, and innovative.

Table of Contents

DFPS MISSION	2
DFPS VISION.....	2
DFPS VALUES	2
EXECUTIVE SUMMARY	4
TURNOVER AND RETENTION	5
Program Initiatives	7
Hiring and Fill Rates.....	9
STATE AUDITOR’S OFFICE (SAO) EXIT SURVEY	10
DFPS EXIT SURVEY	11
SURVEY OF EMPLOYEE ENGAGEMENT (SEE).....	12
Human Resource Division	15
APPENDICES.....	20
APPENDIX A: FY 2020 Q1 Annual Summary of Employees Turnover Comparison	20
APPENDIX B: TENURE- Q1 FY 2020	22
APPENDIX C: INITIATIVES SUMMARY	27

EXECUTIVE SUMMARY

House Bill 1 (H.B. 1), Rider 8, of the 86th Legislature, Regular Session, 2019, 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. The plan must focus on reducing employee turnover through better management and to report employee turnover rates by job category for the preceding 12 months. The report must be sent 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). H.B. 1 further indicates that the effectiveness of the agency's plan shall be measured by whether there is a reduction in employee turnover rates at the agency, specifically by the reduction in the turnover rates for caseworkers.

In order to provide transparency and 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 included in Appendix A to this report to ensure consistency in the data provided in the Rider 11 report.

As new significant trends in turnover rates emerge, this report will provide a summary of DFPS efforts to analyze the changes and monitor program initiatives adopted to address identified issues. In addition, this report will provide updates on key workforce division initiatives in place to sustain the overall health of the agency.

DFPS is experiencing a lower rate of agency-wide turnover when compared to FY 2019 and remains lower than the SAO statewide average. Decreases in turnover are being seen in certain areas like APS, CPS, and CPI, and initiatives have been adopted by programs to address underlying issues. Continued progress in implementing HRMP initiatives serves as evidence of the full commitment of executive leadership to ensuring the workforce can provide exceptional services to Texans in need. DFPS will continue to closely examine workforce trends across the program.

TURNOVER AND RETENTION

Future reports will reflect programmatic changes implemented in FY 2020. Additional details on turnover and retention findings are provided in Appendix A. Turnover data is complete through the end of the first quarter (Q1) due to limits on the availability of finalized data before the reporting deadline of March 31. Details on agency and program tenure are provided in Appendix B.

According to the Texas State Auditor’s Classified Employee Turnover for Fiscal Year 2019, the statewide turnover rate was 20.1% for all state agencies. In FY 19, DFPS had more than 12,300 employees with a turnover rate of 19.3%.

DFPS Turnover and Retention Findings

- DFPS has reported a 9.3 percent decrease in turnover agency-wide from 19.3 percent in FY 2019 to 17.5 percent in the first quarter of FY 2020.
- On average for FY 2020 YTD, for all DFPS employees, 44 percent have five or more years of tenure.

CPS Turnover and Retention Findings¹

- FY 2020 Q1 CPS caseworker turnover (16.1%) outperforms the H.B.1 performance measure for worker turnover of 25.5%.
- FY 2020 Q1 turnover for CPS workers has:
 - Increased 5.3 percent since FY 2019 for Conservatorship (CVS) caseworkers, (FY 2019 17.1% to FY 2020 Q1 18.0%).
 - Decreased 25.3 percent since FY 2019 for Family-Based Safety Services (FBSS) caseworkers, (FY 2019 23.3% to FY 2020 Q1 17.4%).
- FY 2020 Q1 turnover for CPS supervisors has decreased 35.4 percent (FY 2019 7.9% to FY 2020 Q1 5.1%) and decreased 5 percent (FY 2019 16.1% to FY 2020 Q1 15.3%) for CPS caseworkers.
- On average for FY 2020 YTD, approximately 64 percent of the CVS workers and 65 percent of FBSS workers have at least two years of tenure.

¹ H.B.1 performance measure was created before the split of CPS/CPI. The 25% is for CPS/CPI combined.

CPI Turnover and Retention Findings²

- FY 2020 Q1 CPI worker turnover (26.6%) exceeds the H.B.1 performance measure for worker turnover of 25.5 percent.
- FY 2020 Q1 turnover for CPI workers has:
 - Decreased 11.9 percent since FY 2019 for Investigations (INV) caseworkers, (FY 2019 30.2% to FY 2020 Q1 26.6%).
 - Decreased 65.9 percent since FY 2019 for Special Investigators (SI) caseworkers, (FY 2019 13.2% to FY 2020 Q1 4.5%).
 - Increased 11.7 percent since FY 2019 for Residential Child Investigations (RCI) caseworkers, (FY 2019 29.8% to FY 2020 Q1 33.3%).
 - Increased 46.8 percent since FY 2019 for Daycare Investigations (DCI) caseworkers, (FY 2019 24.8% to FY 2020 Q1 36.4%).
- FY 2020 Q1 turnover for CPI supervisors has increased 15.3 percent (FY 2019 8.5% to FY 2020 Q1 9.8%).
- FY 2020 Q1 turnover for the CPI program decreased 11.2 percent (FY 2019 25.1% to FY 2020 Q1 22.3%).
- On average for FY 2020 YTD, approximately 60 percent of INV workers have two or more years of tenure.

APS Turnover and Retention Findings

- FY 2020 Q1 APS worker turnover (16.8%) is below the H.B.1 performance measure for APS caseworker turnover of 20 percent.
 - FY 2020 Q1 turnover for APS workers (16.8%) has decreased 18.8 percent since FY 2019 (20.7%).
- FY 2020 Q1 turnover for APS supervisors has decreased 100 percent (FY 2019 7.2% to FY 2020 Q1 0.0%).

² H.B.1 performance measure was created before the split of CPS/CPI. The 25% is for CPS/CPI combined.

- FY 2020 Q1 turnover for the APS program decreased 17.1 percent (FY 2019 17.5% to FY 2020 Q1 14.5%).
- FY 2020 YTD, 68 percent of APS In-Home workers have 2 or more years of tenure.

SWI Turnover and Retention Findings

- SWI does not have H.B. 1 caseworker turnover targets.
- FY 2020 Q1 turnover for SWI workers has decreased 41.1 percent since FY 2019 (FY 2019 16.8% to FY 2020 Q1 9.9%).
- FY 2020 Q1 turnover for SWI supervisors has increased 96.4 percent since FY 2019 (FY 2019 5.5% to FY 2020 Q1 10.8%).
- FY 2020 Q1 turnover for the SWI program decreased 24.5 percent (FY 2019 14.7% to FY 2020 Q1 11.1%).
- On average for FY 2020 YTD, 78 percent of SWI workers have two or more years of tenure.

Program Initiatives

To better address turnover trends in the CPI and APS programs, DFPS has conducted analysis in partnership with CPI and APS leadership to understand changes by region, and by the type of workers leaving the agency.

During FY 2019 CPI has taken on multiple initiatives including:

- Provided week long training to over three hundred front line, mid-level, and upper management staff and covered topics like risk management, development and promotion of employees, generational differences, confronting problem employees, and evaluating employees.
- Offered Practice Model Training and Developing Critical Thinking across the state to new supervisors and have expanded this training to tenured workers.
- Utilized feedback from focus groups and Internal Audit on mentoring and the CPS/CPI Professional Development process to make needed changes within the mentor and training program to make the program more effective and meaningful for new investigators.

- Continued utilization of feedback from regional and statewide supervisor advisory groups to make improvements to systems, policy/practice, and retention.
- Implemented consistent monthly messaging of policy and practice changes, packaged with tools and talking points that all managers can use when meeting monthly with their staff.
- Completed Net Promoter Surveys in Region 3 and 6 to supplement the Survey of Employee Engagement and followed up with regions to explore solutions to promote overall improvement to regional culture. This will continue to be rolled out in each region throughout the next fiscal years.
- Initiated a restructuring of CPI certification track for both Investigators and Supervisors.
- CPI's regional leadership met quarterly with their system's improvement staff to review and evaluate business plan metrics and adjust strategies for improvements accordingly.
- Facilitated a joint CPI/CPS Leadership conference for all leadership at the Program Director level and above.
- Expanded adaptive coaching program to include the certification of two state office specialists. This program assists all management in leadership development.
- Utilized CAPTA funding for a Division Administrator position who is working to improve the overall quality of worker and supervisor training and to provide leadership development to Program Directors.

The APS program also implemented multiple initiatives in FY 2019 including:

- Grew the "Go Team" membership to assist in high staff turnover areas and to respond to natural and manmade disasters across the state. The Go Team is comprised of staff at all levels of APS. The Go Team responded to the Gulf Coast after Tropical Storm Imelda and assisted staff in Corpus Christi and Waco.
- Established a workgroup plan to review policy and make recommendations to reduce duplication and onerous requirements that do not affect client safety, in an effort to reduce workload and streamline work processes for new workers.
- Initiated a rewrite of the APS policy handbook to make it more user friendly and accessible for new caseworkers.
- Implemented a paid mentor program statewide for tenured staff to formally mentor new hires for the first six months of employment. The program includes testing and criteria for selection of mentors, formalized documentation requirements, weekly progress meetings

between mentor, protégé, supervisor, and lead mentor. The program also reduces the capped caseload for our newest staff to allow them to learn the job before absorbing a full caseload. The program was rolled out statewide over FY 2019. We have seen tremendous success in retention of new staff. Turnover among entry level APS caseworkers fell from 50.8% in FY 2018 (before rollout) to 44.3% in FY 2019 (during rollout). The annualized turnover rate the first quarter of FY 2020 is 31.3% (after rollout).

In FY 2020, thanks to the generosity of the 86th Legislature, APS implemented a \$750 per month equity adjustment for all caseworkers and front-line supervisors. Staff response has been extremely positive, and we expect a significant reduction in turnover moving forward. APS caseworker turnover was below five percent in each of the two quarters preceding the raise (FY 2019, Q3 and Q4) and in the following quarter (FY 2020, Q1). APS will use this time of staffing stability to improve management and casework practices.

The Human Resources Division will continue to monitor implementation of these initiatives and coordinate with programs to determine the impact of these efforts on turnover trends.

Hiring and Fill Rates

The DFPS Talent Acquisition Group (TAG) supports recruiting and hiring activities within APS, CPS, CPI, and SWI divisions. In addition to participating in recruitment activities, TAG staff screen, interview, and hire applicants to fill direct delivery program positions. TAG coordinates with the applicant assessment vendor to resolve process questions, monitor screening services, and secure bilingual testing. In conjunction with Human Resources (HR) staff, TAG also provides policy interpretation for hiring related questions, as well as on-boarding for new employees in the Centralized Accounting and Payroll/Personnel System (CAPPS).

Table 1: FY 2019 to FY 2020 YTD Hiring Funnel

Stage of Hiring Process	Number of Applicants
Applied	~177,000
Met Initial Screening Criteria	~144,000
Referred for Further Screening	~ 122,000
Interviewed	~20,500
Hired	~2,900

As reported in Table 1 above, of the 177,000 direct-delivery applications received for FY 2019 to the first quarter of FY 2020, approximately 144,000 (81.4%) met initial screening criteria. Of those, an estimated 122,000 (84.7%) also completed the required competency assessment and moved forward in the hiring process. An estimated 20,500 were interviewed and over 2,900 hired since FY 2019 and FY 2020 Q1. Some applicants may have been interviewed multiple times depending on the type(s) of position(s) applied to as well as the number of times the candidate applied.

The agency monitors the percentage of filled positions in comparison to the positions available to fill within each program, commonly referred to as fill rates, to evaluate the need for additional resources or to make adjustments to hiring strategies to prevent unnecessary delays in hiring. The number of filled FTEs is an indicator of the health of the program because too many vacancies can lead to higher caseloads, an increase in turnover, and the potential for services to families to be less effective. 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 it takes to fill a vacated position.

Table 2: Q1 of FY 2020 Fill Rates

Program	Fill Rate
APS	~96%
CPS	~95%
Investigations	~95%
SWI	~98%

Fill rates remain high with some variance year over year. The fill rates in the respective programs of Q1 in FY 2019 have increased, by 2% in APS and, 1% in CPS, there is no change in Investigations, and an increase of 3% in SWI.

STATE AUDITOR’S OFFICE (SAO) EXIT SURVEY

At the time of a voluntary separation, the SAO sends an invitation to the former employee’s mailing address that contains details on completing the online exit survey. This voluntary survey allows recently separated employees to provide feedback that may be used by state agencies to

understand the reasons staff separate and to use those insights to improve employee retention. The FY 2020, Q1 SAO survey response rate was 18.9 percent. Data on which program participants belong to must be self-reported and is inconsistent; therefore, the available data are reported for DFPS as a whole.

Findings and Analysis

According to the SAO’s findings over the past three years, “Poor working conditions/environment” has been the number one reason former employees reported for leaving DFPS. The SAO report further indicates that “Issues with my supervisor/issues with employees I supervise” and “Better pay/benefits” have increased in the same timeframe. The broad nature of the reason types provided in the SAO survey make it difficult to pinpoint the real issue being pointed out by those that participate. DFPS continues to enhance the selection of supervisors and managers through the introduction of supervisor assessments and cross-program supervisory hiring boards. In addition, the agency launched a “360 Degree Assessment” with a focus on helping managers and supervisors identify both strengths and weaknesses while working towards increased competence and effectiveness.

DFPS EXIT SURVEY

In order to build on the foundation of the SAO exit survey and to gain additional insights into the reasons staff leave the agency, DFPS entered into a partnership with the Institute for Organizational Excellence at The University of Texas at Austin to survey both voluntary and involuntary separations from the agency. The resulting survey is a custom instrument that collects responses online, over the phone, and by mail to maximize response rates. The tool includes more specific questions about the reasons for leaving the agency in order to provide more actionable feedback from former employees.

Findings and Analysis

The University of Texas at Austin started conducting the DFPS exit surveys in September 2018. As of Q1 FY 2020, the response rate for voluntary separations was 41.2 percent and the response rate for involuntary separations was 26.4 percent. The four reasons listed by employees that separated voluntarily were work related stress, accepted another job, issues with my supervisor, and lack of communication. The top three reasons listed by employees whose

separation was involuntary indicated staff didn't feel supported by their supervisor, didn't feel valued as a member of the team, and didn't receive adequate constructive feedback on their performance. DFPS Human Resources Division receives quarterly reports that contain a summary of responses and comments to help management make needed changes and assist DFPS in identifying ways to reduce employee turnover; and improve the work environment.

Table 3: Exit Survey Comparison

	SAO Exit Survey Q1 FY 2020	DFPS Exit Survey Q1 FY 2020 Voluntary	DFPS Exit Survey Q1 FY 2020 Involuntary
Response Rate	18.9%	42.1%	12.4%
Outreach	At the time of a voluntary separation, the SAO sends an invitation to the former employee's mailing address that contains details on completing the online exit survey.	Former employees that separate voluntarily receive the DFPS survey questionnaire via email, telephone call, and letter.	Former employees that separate involuntarily receive the DFPS survey questionnaire via email and letter.
Top Three Reasons for Leaving	<ul style="list-style-type: none"> · Poor working conditions/environment · Issues with my supervisor/issues with employees I supervise · Better pay/benefits 	<ul style="list-style-type: none"> · Work related stress · Accepted another job · Issues with my supervisor · Lack of communication 	<ul style="list-style-type: none"> · Didn't feel supported by their supervisor · Didn't feel valued as a member of the team · Didn't receive adequate constructive feedback on their performance

*Separation of Voluntary vs Involuntary responses is not available for SAO Exit Surveys

SURVEY OF EMPLOYEE ENGAGEMENT (SEE)

The Survey of Employee Engagement (SEE) 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 SEE was open to staff from March 6th – March 23rd. SEE results were sent to all DFPS divisions on July 2018.

- Of the 12,154 employees invited to take the survey in 2018, 7458 responded for a response rate of 61.4%. The DFPS response rate is considered high, which implies DFPS employees are invested in the organization and are willing to contribute towards making improvements within the workplace.
- Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. In 2018, the agency overall score was 378, an increase from 362 in 2016.

Levels of Engagement:

The 2018 DFPS Survey of Employee Engagement (SEE), which had a 61.4 percent response rate, indicated the following employee engagement levels:

- 22 percent of employees are highly engaged;
- 28 percent are engaged;
- 38 percent are moderately engaged; and
- 12 percent are disengaged.

Highly engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately engaged employees are physically present but put minimal effort towards accomplishing the job.

Disengaged employees are disinterested in their jobs and may be actively working against their co-workers.

For comparison purposes, according to nationwide Gallup polling data (Adkins, 2016), about 30 percent of employees are highly engaged or engaged, 50 percent are moderately engaged, and 20 percent are disengaged.

The SEE results include descriptions of the agency’s strengths and areas of concern. The scoring is based on a scale of 100 to 500. Scores that typically range from 300 to 400 with a score of 350 serving as a “tipping point” between positive and negative perceptions. For FY 2018 the

DFPS Survey of Employee Engagement (SEE) results reported the following strengths and weaknesses:

Areas of Strength

- **Supervision Score: 406, an increase from 398 in FY 2016** - The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful, and critical to the flow of work.
- **Information Systems Score: 397, an increase from 392 in FY 2016** - The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.
- **Workgroup Score: 400, an increase from 390 in FY 2016**- The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.

Areas of Concern

- **Pay Score: 257, an increase from 211 in FY 2016** - The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.
- **Job Satisfaction Score: 352, an increase from 334 in FY 2016** - The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. Lower scores suggest that employees feel overworked, unable to perform at their best and unhappy with their work.
- **Benefits Score: 371, an increase from 351 in FY 2016** - The benefits construct captures employees' perceptions of how the benefits package compares to packages at similar organizations and how flexible it is. This construct measures the degree to which

employees see health insurance and retirement benefits as competitive with similar jobs in the community.

The FY 2020 SEE will be open to staff in March 2020.

Human Resource Division

Per House Bill 5, 85th Regular Session, 2017, DFPS consolidated workforce management functions and adopted additional critical functions to better support employees. In 2017, DFPS created the Human Resources Division which consists of Human Resources Office, Talent Acquisition Group, Human Resource Records and Reporting, Employee Wellness, and Veteran’s Liaison functions under one division. Human Resources Division serves as a single “store front” by emphasizing consistency, communication, outreach, accessibility, and coordination with staff at all levels of the agency. This customer focused approach is reflected through multiple ongoing activities within Human Resources Division including:

- “HR Matters” Newsletter – providing regular human resources specific communication to all DFPS supervisors and managers in the format of a newsletter.
- “HR Bulletin” – providing critical and time sensitive information on changes to HR policies and procedures.
- “HR After-Hours” Program - providing direct and accessible HR support after 5:00PM once a week (between the hours of 7-10) for CPS in seven regions and Statewide Intake, and to State Office 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 HHSC Human Resource Manual was adopted for DFPS as an early step in meeting the requirements of House Bill 5 (85R) to make DFPS a stand-alone agency. DFPS HR policy workgroup composed of representatives from all DFPS departments and programs has reviewed the manual and made suggested changes. DFPS HR is working with executive management to review and adopt these changes.
- Management Reviews - When Program Management identifies employee-related issues or concerns HR staff may travel to the location and interview staff in order to assess the ongoing concerns or problem areas. A report of findings and recommendations is submitted to executive

management for consideration and appropriate action.

- Alternative Dispute Resolution (ADR) - The DFPS HR office has invested resources into training nine employee relations specialists in conducting mediation and facilitations. When HR or Program Management identifies concerns HR staff can travel to the location and conduct employment mediation or a facilitated conversation in order to address the issues at the local level. The goal of ADR is for the participants to develop an agreement which is submitted to program management for monitoring and accountability.
- FMLA Group - In order to help employees and supervisors focus on the agencies mission, vision, and values the HR office partnered with the Investigations Division to develop a pilot FMLA group. This group shifts the burden of monitoring and tracking the federal FMLA requirements away from program and to HR. This initiative frees first level managers and supervisors of the burdens of FMLA allowing them to focus on protecting Texans.
- Training Development - The HR Office has developed and delivered prescriptive HR training to help ensure compliance applicable HR policy and statutes.
- Employee Wellness Benefits and Activities - DFPS renewed the contract with Deer Oaks Employee Assistance Program (EAP) who offers a variety of counseling, referrals and consultation services to assist employees with work/life balance and Secondary Traumatic Stress. Between September 1, 2018 and August 31, 2019, there were 2,488 cases (2,126 EAP counseling cases, and 362 work-life cases). Usage was higher at 20.17% compared to the previous year where utilization was 16.26%. There were 43 Critical Incident Stress Support Debriefings, 7 Secondary Traumatic Stress Supports and 61 wellness seminars. The DFPS Wellness Program coordinates regional wellness events and other healthy living activities. Between September 1, 2018 and August 31, 2019 there were 823 activities with 9,284 participants. This was a 39.4 % increase from the previous year. In FY'19, the Blue Cross and Blue Shield of Texas Wellness Team conducted a “culture and wellness assessment” for DFPS. The assessment is intended to help the agency:
 - identify enhancements to the workplace culture to better DFPS employees’ health and wellness needs; and
 - identify areas where the DFPS wellness program can increase engagement through the agency’s wellness initiatives.

The Employee Retirement System (ERS) released report cards on wellness activities of large state agencies. DFPS ranked first in FY'18 and second in FY'19. In the two years of this report card DFPS demonstrated improvement in all of the metrics measured.

- 360 Leadership Assessment for Agency Leaders - 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. In total, the IOE delivered **42,736 DFPS surveys** between October 2017 and June 2019. This included two iterations for a total of **3,170 supervisors**.

In keeping with the intent of Rider 8, Human Resources Division coordinates multiple targeted HR initiatives to continue building on the significant improvements made in turnover and retention.

Supervisor Assessments:

The primary goal of the Agency Supervisor Assessment Process is to enhance the current CPS supervisor screening process to ensure the most qualified staff are selected to fill these critical supervisor positions in our agency. Testing staff will ensure the program selects those who are best prepared and are able to demonstrate their skills and abilities that are required to operate at the supervisor level. Below are several dates and key finding for the Supervisor Assessment Process:

- Started administering for CPS and Investigations supervisor candidates May 2017.
- Proctored monthly in each of 15 locations around the state.
- As of August 2019, 925 employees completed the supervisor exam with an 86 percent pass rate.
 - 18 percent of CPS workers with 18-month length of service (LOS) have taken the exam;
 - Statewide, 16 percent of CPS workers with 18 months length of service passed the exam.
 - The average score of all CPS test attempts is 84.
- Minimal cost impact as administration, proctor duties, and logistics are absorbed by current HR and operations staff.
- Assessments began for APS and SWI in the summer of 2018.

- APS has 20 assessments completed with an 85 percent pass rate.
- SWI has 19 assessments completed with a 53 percent pass rate.

Cross Program Hiring Boards:

The purpose of Cross Program Hiring Boards is to increase rigor and objectivity in the interview and selection process of CPS, APS, SWI, and Investigations supervisor applicants. The new process will provide more consistency in the hiring of supervisors across all programs. Since the assessment will be screening more of the knowledge, skills, and abilities, the focus of the interview process will be around professional fit and leadership qualities of the candidates.

Below are a few dates and key findings regarding the Cross Program Hiring Boards process:

- Requirement for the revised hiring board process began November 1, 2017 for CPS, APS, SWI, and Investigations.
- Hiring boards are made up of cross program representation, including hiring specialists, to ensure a diverse evaluation of the candidates.
- Monitoring of the process is ongoing and board information is collected to verify adherence to the process. As of February 28, 2020, three-hundred and twenty-eight (328) hiring boards had been conducted.
- The vendor that processes supervisor selections ensures that hiring managers provide the assessment results prior to approving the offer.

Succession Planning:

Succession planning is not about "replacing" a departing employee. Rather, it's about preserving institutional knowledge and value and thus insuring continuity of agency operations in as seamless a manner as possible. Starting in October 2018, DFPS developed a Succession Plan to prepare for anticipated and unanticipated departures of key management staff, beginning with State Office leadership positions. Agency leadership identified positions critical to DFPS operations and established a strategy for effectively preparing staff with the skills knowledge to assume these roles and responsibilities. Critical vacant positions and positions at risk of becoming vacant in the near future were identified, and DFPS is developing a process to provide training and development opportunities to employees interested in career opportunities in the agency.

The agency defined key positions as those that have a significant effect on the work that needs to be performed. These key positions were not determined based on job title alone and can include

executive positions, positions that require specialized job skills or expertise, or positions considered "mission-critical" to the agency. Three simple, but powerful principles, provide guidance to the succession planning process:

- Focus on the most important outcomes of at-risk or key positions,
- Check on progress regularly; and,
- Use a practical and simple approach that focuses on the essential elements of those key positions.

Below were the steps that were taken to kick off this initiative with senior agency leadership:

1. Identify areas to include the Pilot;
2. Prepare advance materials and send to Directors;
3. Convene Director and conduct an orientation;
4. Directors selected Pilot staff;
5. Prepare and send advance materials to Pilot staff;
6. Convene staff and conduct orientation;
7. Prepare position profile and review with Directors; and
8. Implement Process.

In February 2019, Dr. Biemer provided a Commissioner's update that discussed current statuses, key findings, and proposed next steps. After the update, it was decided that developing an Advance Leadership Program for this initiative will continue. This program will be more selective, intensive, focused, and tailored to specifically the DFPS environment. Moreover, it will target core leadership competencies and put an emphasis on experiential activities relevant to executive challenges. Also, the program will include more coaching, mentoring, job shadowing, and rotation.

APPENDICES

APPENDIX A: FY 2020 Q1 Annual Summary of Employees Turnover Comparison

FIGURE 2: FY 2020 Q1 RIDER 11 EMPLOYEE TURNOVER COMPARISON REPORT

Functional Title	Turnover Rate (FY14)	Turnover Rate (FY15)	Turnover Rate (FY16)	Turnover Rate (FY17)	Turnover Rate (FY18)	Turnover Rate (FY19)	Turnover Rate (FY20)	% Change FY19 to FY20
All Employees	19.0%	19.6%	19.3%	16.2%	17.8%	19.3%	17.5%	-9.3%
CPS Workers	25.2%	25.8%	25.4%	18.4%	20.2%	17.3%	16.1%	-6.9%
CPS Supervisors	6.3%	9.5%	10.4%	7.1%	6.8%	7.9%	5.1%	-35.4%
CPS Program	19.6%	20.5%	20.4%	15.6%	17.4%	16.1%	15.3%	-5.0%
CPS CVS Caseworker	22.6%	22.6%	22.6%	16.5%	17.4%	17.1%	18.0%	5.3%
CPS CVS Supervisor						7.7%	5.0%	-35.1%
CPS CVS Program						16.6%	16.8%	1.2%
CPS FBSS Caseworker	23.0%	27.9%	25.0%	16.0%	19.9%	23.3%	17.4%	-25.3%
CPS FBSS Supervisor						9.1%	5.1%	-44.0%
CPS FBSS Program						20.8%	16.4%	-21.2%
CPS SI Investigator	14.5%	18.0%	19.2%	9.1%	12.1%	13.2%	4.5%	-65.9%
CPI Workers					25.7%	30.2%	26.6%	-11.9%
CPI Supervisors					8.7%	8.5%	9.8%	15.3%
CPI Program					21.7%	25.1%	22.3%	-11.2%
DCI Workers	19.4%	25.1%	20.2%	20.6%	29.9%	24.8%	36.4%	46.8%
DCI Supervisors	7.2%	7.1%	13.0%	6.6%	0.0%	16.7%	0.0%	-100.0%
DCI Program	16.2%	19.6%	17.3%	17.7%	21.8%	19.0%	27.1%	42.6%
RCI Workers	20.4%	16.1%	14.1%	19.9%	19.5%	29.8%	33.3%	11.7%
RCI Supervisors	0.0%	12.9%	6.6%	3.2%	41.0%	10.3%	0.0%	-100.0%
RCI Program	16.3%	14.2%	11.4%	16.2%	27.9%	24.7%	26.7%	8.1%
APS Workers	24.6%	23.4%	21.2%	25.9%	25.2%	20.7%	16.8%	-18.8%
APS Supervisors	9.1%	13.4%	7.2%	2.7%	18.4%	7.2%	0.0%	-100.0%
APS Program	20.5%	19.8%	18.7%	20.8%	21.9%	17.5%	14.5%	-17.1%
SWI Workers	16.7%	19.1%	19.4%	15.9%	16.4%	16.8%	9.9%	-41.1%
SWI Supervisors	11.3%	8.2%	10.9%	11.3%	0.0%	5.5%	10.8%	96.4%

NOTE¹: 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.

NOTE²: Until the conclusion of the fiscal year, the YTD turnover rates will be annualized. The annualized rate is a straightline 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.

NOTE³: Positive numbers represent an increase in the turnover rate, and negative numbers indicate a decrease. Since it is mathematically impossible to divide by 0, changes to or from 0.0% are represented by adding or subtracting the current rate.

NOTE⁴: CPS Specialist I was reintroduced in FY14.

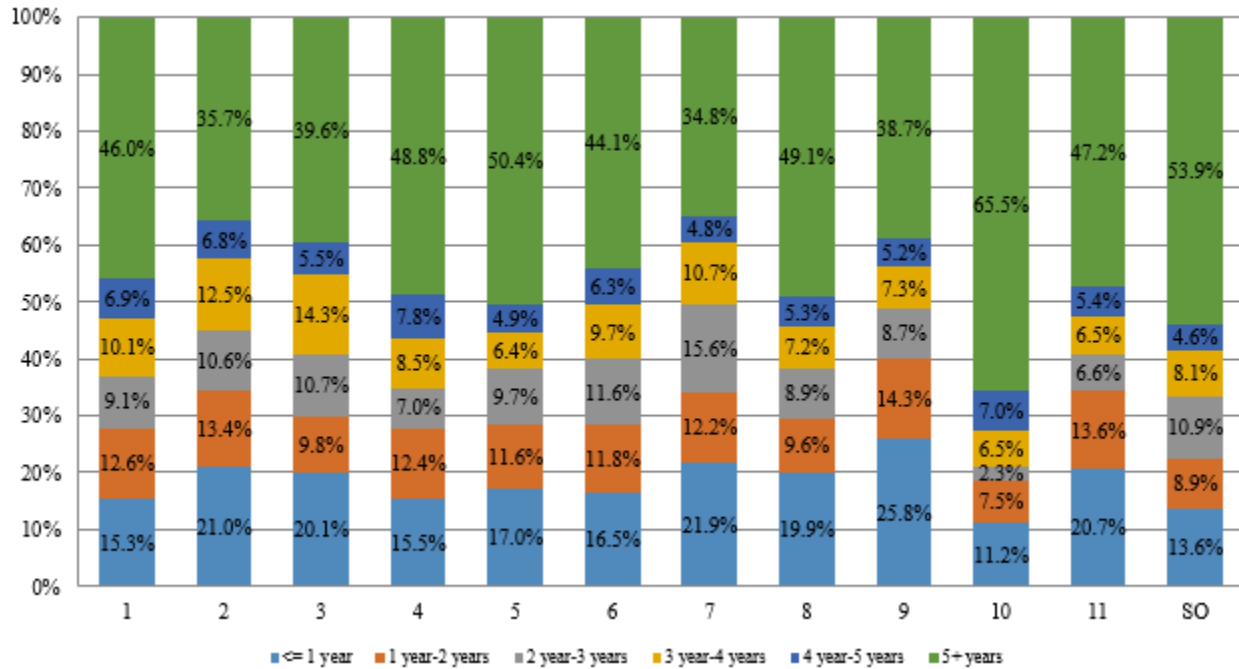
NOTE⁵: On 1-Sep-2017 (FY18), approximately 800 employees previously assigned to DFPS were transferred to HHSC as part of a Legislative Mandate. These employees have been excluded from the turnover calculation.

NOTE⁶: Data for the Investigations program was added in FY18. Except for CPS SI caseworkers, prior to FY18, there will be no turnover rate against which to compare.

NOTE⁷: Prior to FY19, this report was referred to as Rider 11. Older reports did not include separate data for different types of CPS caseworkers and included CPI numbers among the CPS results.

APPENDIX B: TENURE- Q1 FY 2020³

FIGURE 3: Q1 FY 2020 DFPS All Employees Tenure by Region*



*State Office (SO) houses limited direct delivery staff.

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, RCCI, DCI

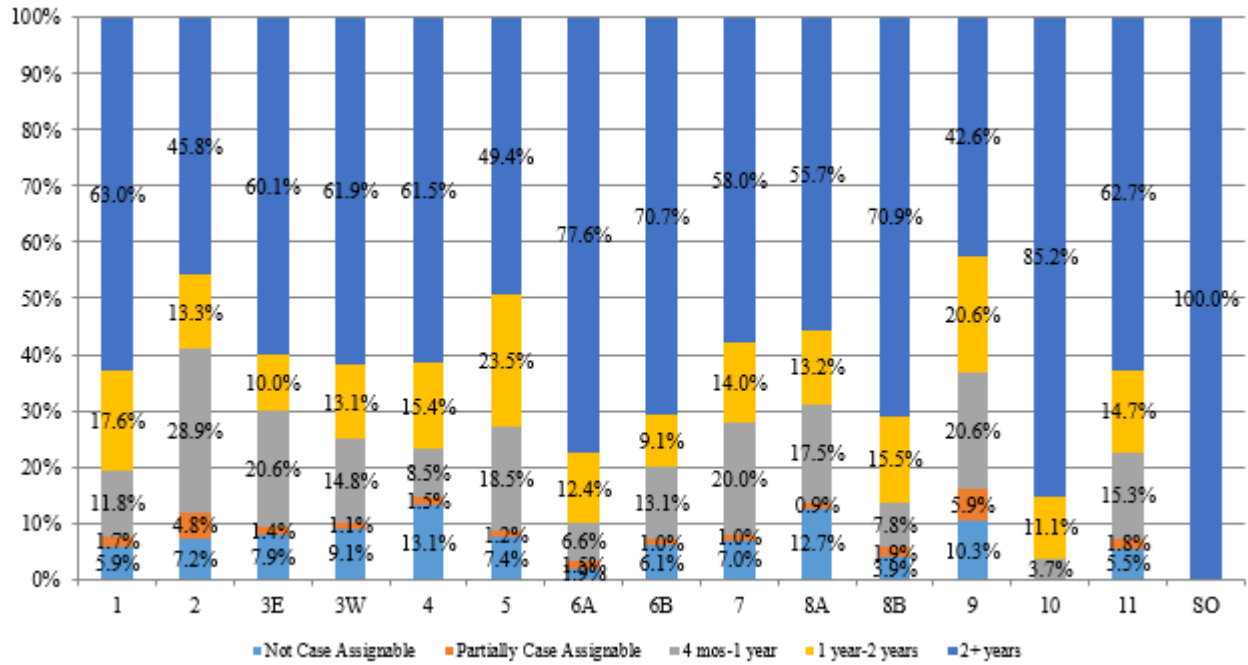
- Not case assignable is a tenure of less than 105 days.
- Partially case assignable is a tenure of 105 days to 135 days.
- Fully case assignable is a tenure of more than 135 days.
- Tenured refers to caseworkers with 2 or more years of state service.

CPI

- 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.

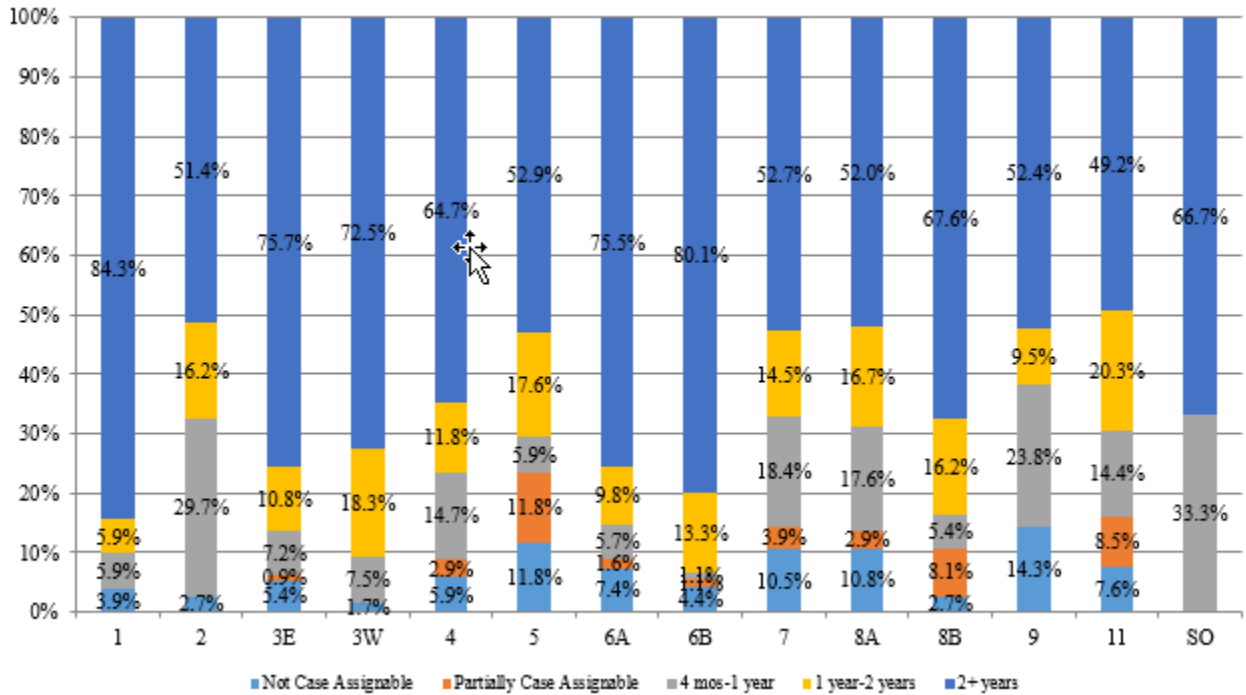
³ All tenure data as of November 2019.

FIGURE 4: Q1 FY 2020 CPS CVS Tenure by Region*



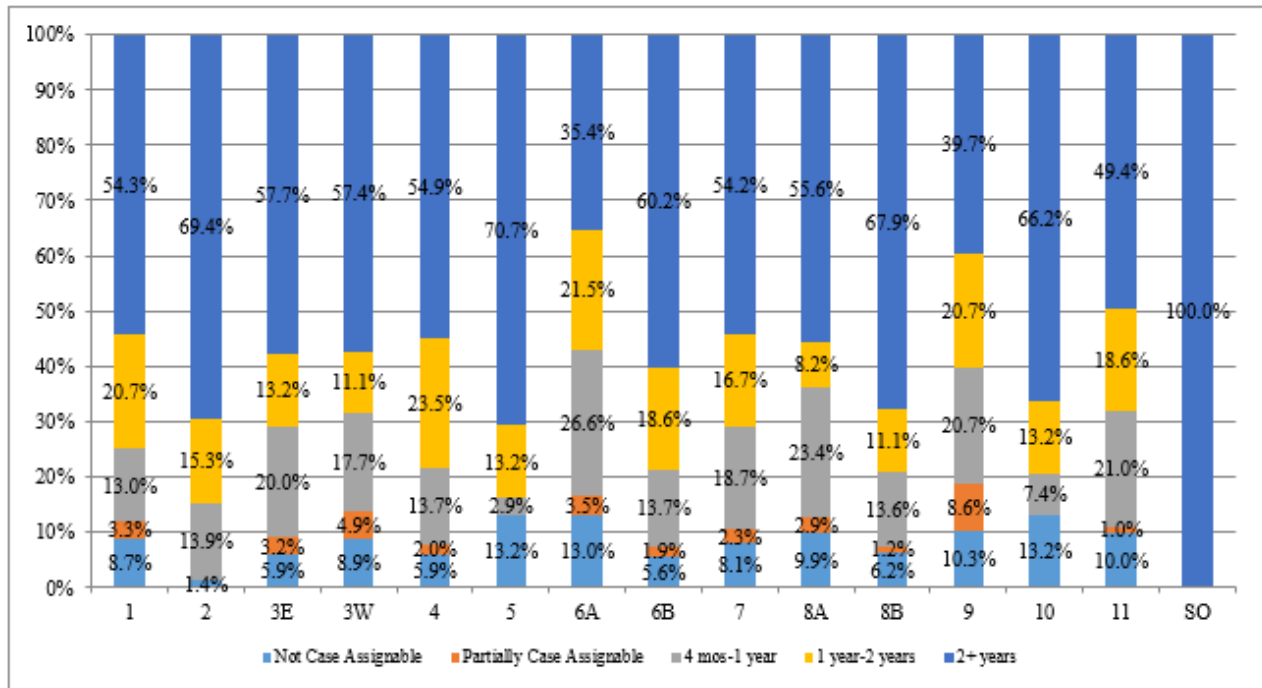
*State Office (SO) houses limited direct delivery staff.

FIGURE 5: Q1 FY 2020 CPS FBSS Tenure by Region*



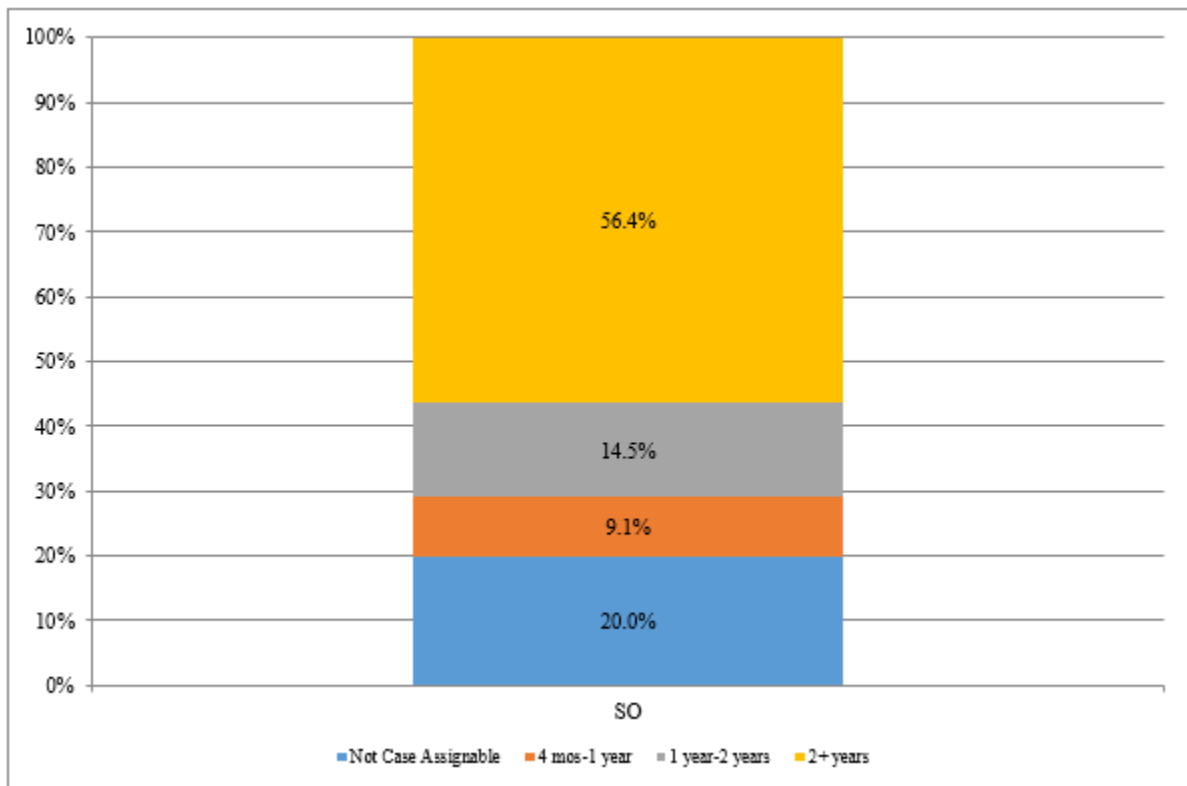
*State Office (SO) houses limited direct delivery staff.

FIGURE 6: Q1 FY 2020 CPI INV Tenure by Region*



*State Office (SO) houses limited direct delivery staff.

FIGURE 7: Q1 FY 2020 RCI Tenure*



*While these staff report to State Office, they are housed around the state.

FIGURE 8: Q1 FY 2020 DCI Tenure by Region

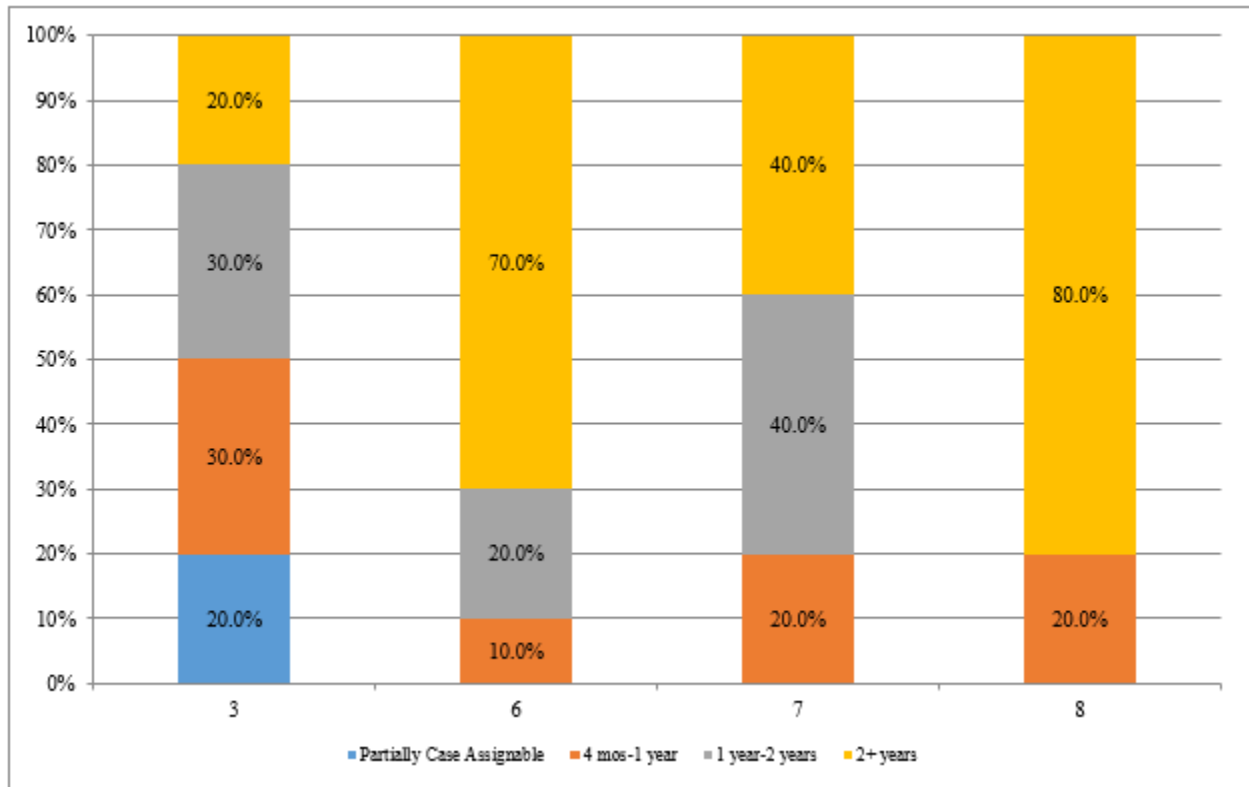


FIGURE 9: Q1 FY 2020 APS In-Home Tenure by Region

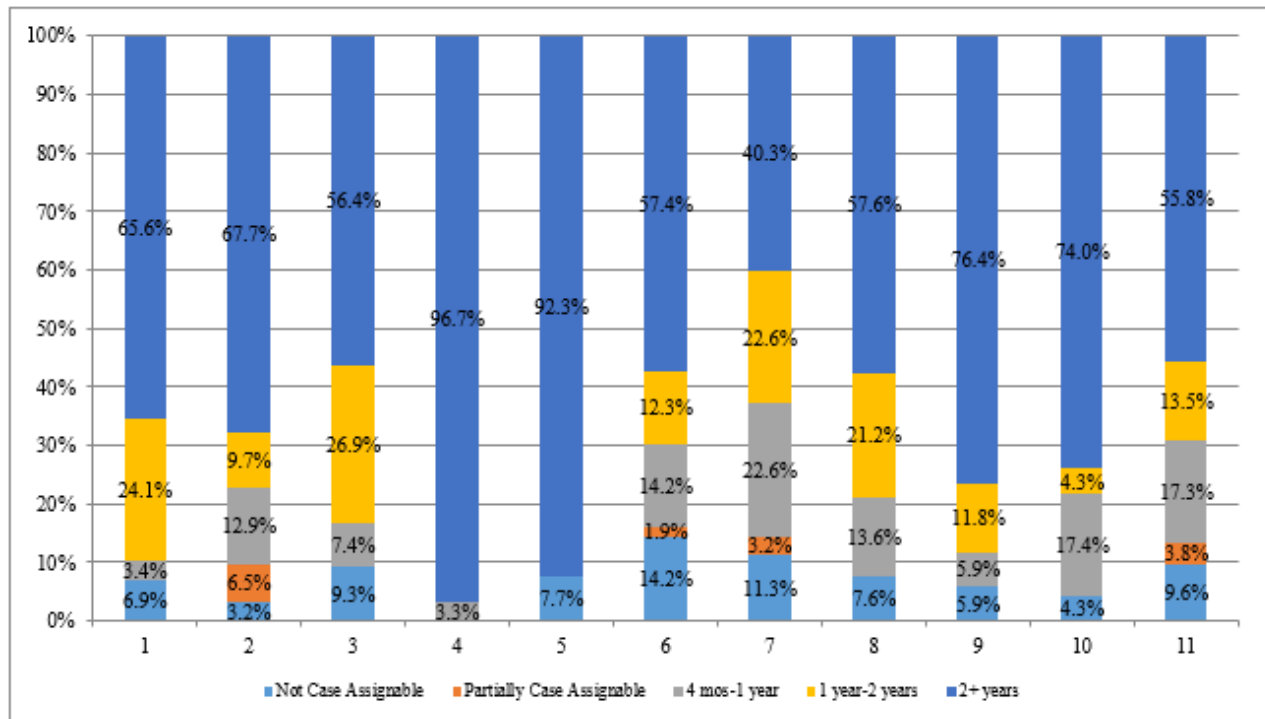
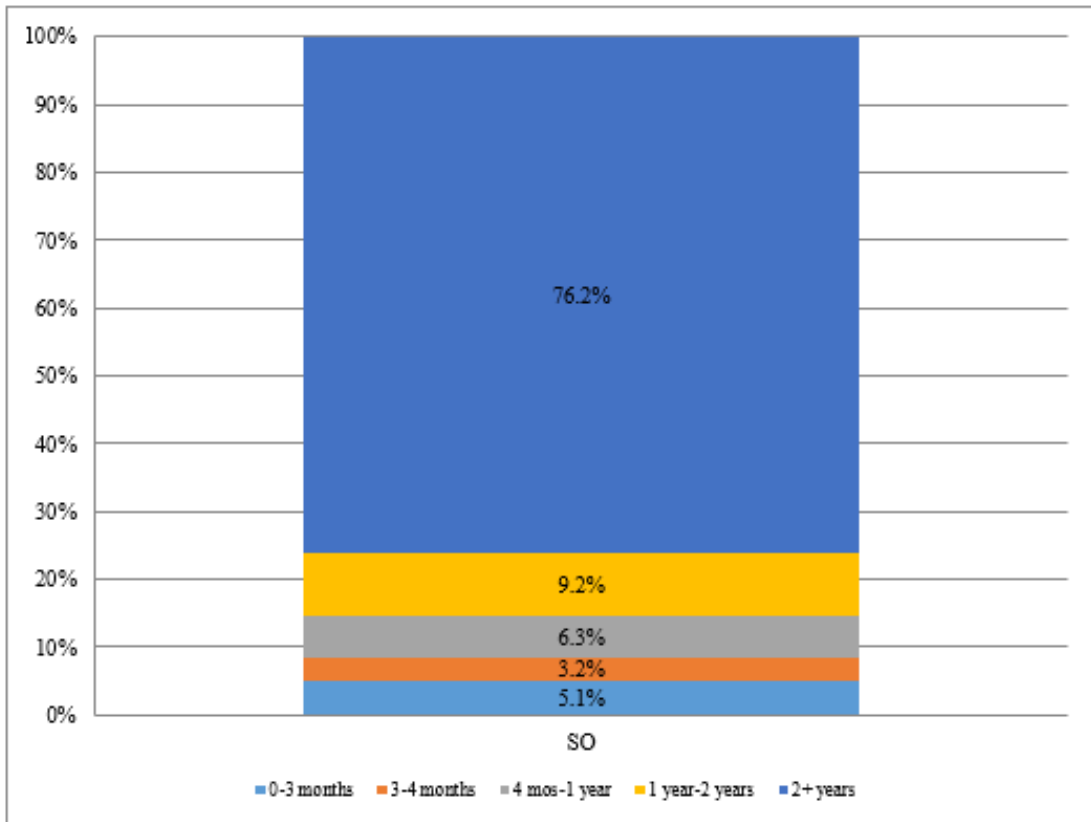


FIGURE 10: Q1 FY 2020 SWI Tenure



***While these staff report to State Office, they are housed around the state.**

APPENDIX C: INITIATIVES SUMMARY

Target Strategy	Initiative Name	Impacted Area(s)	Status March 2020
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

DFPS Human Resources Plan – March 2020

Target Strategy	Initiative Name	Impacted Area(s)	Status March 2020
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	Fully Implemented
Concerns with Working Environment	Expand Worker Safety Support & Training	All Programs	Fully Implemented
Concerns with Working Environment	PEI Restructure	PEI	Fully Implemented
Concerns with Working Environment	Promoting CPS Communication and Input	CPS	Fully Implemented
Concerns with Working Environment	360 Leadership Assessments for Agency Leaders	All Programs	Fully Implemented
Concerns with Working Environment	Develop Stage-Specific Caseworker Interview Questions	All Programs	Fully Implemented
Concerns with Working Environment	Expand Employee Wellness Benefits and Activities	All Programs	Fully Implemented

DFPS Human Resources Plan – March 2020

Target Strategy	Initiative Name	Impacted Area(s)	Status March 2020
Concerns with Working Environment	Performance Evaluations	All Programs	Fully Implemented
Concerns with Compensation	Awarding Merit Pay	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