House Bill 1, Rider 8
86th Legislature, Regular Session
Human Resources Management Plan
FY 2020 - FY 2021
First Quarter

March 2021

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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.

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 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 a summary of the 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 of this report to ensure consistency in the data provided in the annual summary of employee turnover comparison 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 higher rate of agency-wide turnover when compared to FY 2020 and remains higher than the SAO statewide average for all agencies. Compared to FY 2020, decreases in turnover occurred only in Child Protective Services (CPS), 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

Turnover data for the current fiscal year (FY 2021) 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 2021. Turnover through Q1 FY 2021 is compared to turnover to previous full fiscal year turnover. There is some seasonality in turnover that may affect the comparisons. Future reports will reflect programmatic changes implemented in FY 2021. Additional details on turnover and retention findings are provided in Appendix A. Details on agency and program tenure are provided in Appendix B.

According to the Texas State Auditor's Classified Employee Turnover for Fiscal Year 2020, the statewide turnover rate was 18.6 percent for all state agencies. In FY 2020, DFPS averaged 13,153 employees with a turnover rate of 18.5 percent.

DFPS Turnover and Retention Findings

- DFPS has reported a 15.7 percent increase in turnover agency-wide from 18.5 percent in FY 2020 to 21.5 percent in Q1 FY 2021.
- On average for the first quarter of FY 2021, 44 percent of all DFPS employees have five or more years of tenure with the agency.

CPS Turnover and Retention Findings[1]

- FY 2021 Q1 CPS caseworker turnover of 18.5 percent outperforms the H.B.1 performance measure for caseworker turnover of 25.5 percent.
- FY 2021 Q1 turnover for CPS workers has:
  - Decreased 11.5 percent since FY 2020 for Conservatorship (CVS) caseworkers (FY 2020[2] at 24.7 percent to FY 2021 Q1 21.9 percent.
  - Increased 12.7 percent since FY 2020 for Family-Based Safety Services (FBSS) caseworkers (FY 2020 at 18.6 percent to FY 2021 Q1 at 20.9 percent).
- FY 2021 Q1 turnover for CPS supervisors has decreased 21.1 percent (FY 2020 at 9.2 percent to FY 2021 Q1 at 7.2 percent) and
- FY 2021 Q1 turnover for the CPS program decreased 7.8 percent (FY 2020 at 18.4 percent to FY 2021 Q1 at 16.9 percent).
- On average for FY 2021 Q1, approximately 60 percent of the CVS workers and 58 percent of FBSS workers have at least two years of tenure.

Child Protective Investigations (CPI) Turnover and Retention Findings[3]

- FY 2021 Q1 CPI worker turnover of 40.7 percent exceeds the H.B.1 performance measure for worker turnover of 25.5 percent.
- FY 2021 Q1 turnover for CPI workers has:
  - Increased 41.2 percent since FY 2020 for Investigations (INV) caseworkers (FY 2020 at 28.8 percent to FY 2021 Q1 at 40.7 percent).
  - Increased 22.2 percent since FY 2020 for Special Investigators (SI) caseworkers (FY 2020 at 8.0 percent to FY 2021 Q1 at 9.7 percent).
  - Decreased 3.5 percent since FY 2020 for Residential Child Investigations (RCI) caseworkers (FY 2020 at 28.8 percent to FY 2021 Q1 at 27.8 percent).
  - Increased 94.1 percent since FY 2020 for Daycare Investigations (DCI) caseworkers (FY 2020 at 18.2 percent to FY 2021 Q1 at 35.3 percent).
- FY 2021 Q1 turnover for CPI supervisors has increased 37.7 percent (FY 2020 at 10.3 percent to FY 2021 Q1 at 14.3 percent).
- FY 2021 Q1 turnover for the CPI program increased 42.1 percent (FY 2020 at 22.3 percent to FY 2021 Q1 at 31.7 percent).

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[1] H.B.1 performance measure was created before the split of CPS and CPI into two separate divisions. The 25.5 percent H.B. 1 performance measure is for CPS and CPI combined.

[2] The turnover for CVS caseworkers and supervisors in FY 2020, however, includes caseworkers separating from DFPS to transfer to Community Based Care (CBC) providers who took over case management responsibilities in FY 2020. Absent those transfers, the turnover rate in fiscal year 2020 for CVS would have been lower and, as a result, is not directly comparable to turnover in prior years.

[3] H.B.1 performance measure was created before the split of CPS and CPI into two separate divisions. The 25.5 percent H.B. 1 performance measure is for CPS and CPI combined.

- On average for FY 2021 Q1, approximately 57 percent of INV workers have two or more years of tenure.

APS Turnover and Retention Findings
- FY 2021 Q1 APS worker turnover of 22.3 percent is above the H.B.1 performance measure for APS caseworker turnover of 20 percent.
- FY 2021 Q1 turnover for APS workers of 22.3 percent has increased 24.2 percent since FY 2020, when it was 17.9 percent.
- FY 2021 Q1 turnover for APS supervisors has increased 690.4 percent (FY 2020 at 1.2 percent to FY 2021 Q1 at 9.6 percent).
- FY 2021 Q1 turnover for the APS program increased 37.9 percent (FY 2020 at 15.2 percent to FY 2021 Q1 at 21.0 percent).
- FY 2021 Q1, 73 percent of APS In-Home workers have 2 or more years of tenure.

Statewide Intake (SWI) Turnover and Retention Findings
- SWI does not have H.B. 1 caseworker turnover targets.
- FY 2021 Q1 turnover for SWI workers has increased 39.3 percent since FY 2020 (FY 2020 at 7.2 percent to FY 2021 Q1 at 10.0 percent).
- FY 2021 Q1 turnover for SWI supervisors has decreased 2.7 percent since FY 2020 (FY 2020 at 2.7 percent to FY 2021 Q1 at 0.0 percent).
- FY 2021 Q1 turnover for the SWI program increased 48.1 percent (FY 2020 at 6.8 percent to FY 2021 Q1 at 10.1 percent).
- On average for FY 2021 Q1, 83 percent of SWI workers have two or more years of tenure.

PROGRAM INITIATIVES OF CPI, APS, SWI, and CPS

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

During FY 2021, CPI has taken on multiple initiatives including:
- Continued utilization of feedback from regional and statewide supervisor advisory groups to make improvements to systems, policy/practice, and retention.
- Continue to use weekly broadcasts to message important communications and monthly packaging of policy and practice changes, complete with tools and talking points that all managers must use in their monthly meeting with their staff.
- Continued the use of the Net Promoter Surveys in Regions 3 and 6 to supplement the Survey of Employee Engagement results. Followed up to explore solutions to promote overall improvement to regional.
- 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.
- Adaptive Coaching Program has continued to progress with training new coaches and creating sustainability. It is expected to announce as an 'Adaptive Coaching Institute' next quarter. The coaching program supports the growth and enhancement of supervisor leadership skills.

- Continued utilization of feedback from regional and statewide training councils to make improvements to trainings for staff and leadership development, as well as retention.
- Revamping the current CPI CPD Training model for new staff, which will focus on enhancing staff development to ensure that staff are equipped with the necessary knowledge and tools to effectively complete required job tasks.
- A workgroup was created consisting of State Office staff and Regional Management to establish a Supervisor Framework. The new supervisor framework provides guidance and tools for supervisors to be successful in their roles.
- Embraced technology to successfully accomplish the work during the ongoing pandemic. Regional leadership have been creative in holding virtual meetings, limited gatherings, and safe recognition events to stay engaged with staff.
- Held monthly "Talk Training to Us" sessions for staff/leadership to share training needs and started a Leadership Book Club throughout the state of Texas.

The APS program also implemented multiple initiatives in FY 2021 including:

- Temporary Covid-19 policies implemented by APS in 2020 are still in place to protect clients and staff from inadvertent exposure to Covid-19. These temporary policies have proven to have a positive impact on the availability of our staff to perform their work. The impact on the APS workforce has been low due to our efforts to reduce in person contact with clients, alleged perpetrators and collaterals and emphasizing the use of technology to complete casework. Staff are still seeing clients in person as needed based on risk.
- Personal Protective Equipment (PPE) continues to be provided to front line staff. PPE is shipped to strategic office locations for distribution to field staff.
- The Center for Learning and Organizational Excellence "CLOE" continues to convert in person training to virtual training as appropriate. There is a plan in place to return to classroom training, but the date is dependent on the pandemic and available space to maintain social distancing etc. APS and CLOE are monitoring the outcome of virtual training vs. in person training.
- The caseworker mentor program continues to serve the needs of our new caseworkers. APS continues to focus our efforts on caseworker training and retention throgh our caseworker mentor program but also with our new supervisor mentor program. APS is also seeing an overrall increase in tenure of all staff.
- The overall response from staff is that the mentor program is serving a need that is imperative to new caseworker success. The caseworker mentor program has proven to be successful during the pandemic as staff are practicing social distancing and using technology to stay connected to their coworkers, and supervisors.
- APS began offering supervisor mentoring in September 1, 2021. Supervisors with less than one year of tenure in the supervisor position or supervisors who may be struggling are assigned a tenured supervisor as a mentor. APS is hopeful that the supervisor mentor program will also have a positive impact on caseworker retention.

The SWI program also implemented multiple initiatives in FY 2021 including:

- Incorporated the CPI and CCI screeners into the SWI reporting structure, effective November 1, 2020. DFPS moved this function to Statewide Intake in the current fiscal year to enhance the focus on screening of abuse and neglect allegations earlier in the process, at the Intake state. This operational change will also strengthen training for

- screeners and bring consistency to the screening process. This request will align appropriations with current agency operations and requires no additional funding.
- Converted classroom-based Basic Skills Development and On the Job Training to online virtual training in response to COVID-19. SWI is monitoring the effectiveness of this model and feels comfortable with this approach until in-person trainings can safely resume.
- Completed one half of a comprehensive review and update to the SWI Policy Handbook. The goals of the project are to remove unnecessary procedure entries, avoid repetition, present an improved organizational structure and in increase clarity. Four updated chapters of the SWI handbook have been published, and three others are under review.
- Continued planning for SWI's long-term telework model. Almost all SWI intake staff are currently teleworking due to COVID-19 without compromising our service levels or staff performance expectations. From this experience, SWI Leadership is formulating a permanent model for the future that will focus on expansion.

The CPS program also implemented multiple initiatives in FY 2021 including:

- Director of Field and Region Directors hold town hall meetings to give staff an opportunity to discuss worries, concerns and to gather ideas on how to better support the workforce.
- Regions have various forms of giving praises and recognition to staff, this helps with morale and retention.
- Worker/staff advisory groups to give feedback on specific issues to stages are held at the Regional Level and at the State Level.
- Management Leadership will conduct retention calls and or meetings to offer support to new staff that are newly hired in the agency. The information that is gathered, is used to help understand what these new staff need to be successful in their new positions. They also gather feedback on what type of training, or development, is further needed as they start working out in the field.
- Ongoing communication from CPS Regional Directors to all level of staff to ensure that changes, policy and resources are being messaged timely.
- Mentor focus groups were developed, and feedback sessions were held with mentors across the State.
- Many regions will conduct exit interviews with employees to identify trends and patterns on why staff leave or resign from the agency. Regional leadership will utilize this information during our all mangers meetings to discuss trends, patterns, and solutions.
- Director of Field meets monthly with Center for Learning and Organizational Excellence (CHLOE) division to discuss the training needs of all levels of staff. To include discussing the type educational training and support that can help workers, supervisor, program directors gain on going knowledge and skills for the work that they are conducting.
- CPS regional leadership met quarterly with their Regional System's Improvement staff to review and evaluate business plan metrics and adjust strategies for improvements accordingly throughout the fiscal year.

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). Please note as of December 1, 2020, DFPS no longer has an assessment vendor to resolve process questions, monitor screening services and secure bilingual testing. These services are done in house within the TAG division.

Table 1: FY 2020 to FY 2021 1Q Hiring Funnel

Stage of Hiring Process	Number of Applicants
Applied	~275,000
Met Initial Screening Criteria	~222,000
Referred for Further Screening	~184,000
Interviewed	~ 37,000
Hired	~ 5,180

As reported in Table 1 above, of the 275,000 direct-delivery applications received for FY 2020 to the first quarter of FY 2021, approximately 222,000 (81 percent) met initial screening criteria. Of those, about 184,000 (83 percent) also completed the required competency assessment and moved forward in the hiring process. An estimated 37,000 were interviewed and 5,180 were hired since FY 2020 and FY 2021 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 2021 Fill Rates

Program	Fill Rate
APS	~97%
CPS	~96%
CPI	~95%
SWI	~98%

Fill rates remain high with some variance year over year. The fill rate of CPS has increased by 1% and there is no change in fill rate in APS, CPI, and SWI.

STATE AUDITOR'S OFFICE (SAO) EXIT SURVEY

At the time of an employee's voluntary separation from the agency, 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 2021, Q1 SAO survey response rate was 14.5 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 retirement and, "Issues with my supervisor/issues with employees I supervise" are among the top reasons reported. 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 2021, the response rate for voluntary separations was 36.2 percent and the response rate for involuntary separations was 8.5 percent. The four reasons listed most by employees that separated voluntarily were work related stress, issues with supervisor, lack of communication, and accepted another job. The top four concerns listed by employees whose separation was involuntary were that staff didn't feel valued as a member of the team, didn't receive adequate and constructive feedback about their performance, didn't feel that DFPS helped them fulfill their career goals, and that management didn't encourage their feedback and suggestions. 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

Criteria	SAO Exit Survey Q1 FY 2021	DFPS Exit Survey Q1 FY 2021 Voluntary	DFPS Exit Survey Q1 FY 2021 Involuntary
Response Rate	14.5%	36.2%	8.5%
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 Reasons for Leaving	• Poor working conditions/environment • Retirement • Issues with my supervisor/issues with employees I supervise	• Work related stress • Issues with my supervisor • Lack of communication • Accepted another job	• Didn't feel valued as a member of the team • Didn't receive adequate and constructive feedback about their performance • DFPS didn't help them fulfill their career goals • Management didn't encourage their feedback and suggestions

*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 Texas 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 2020 SEE was open to staff from July 4 – August 7. SEE results were sent to DFPS divisions on September 2020.

- Of the 12,250 employees invited to take the survey in 2020, 6,170 responded for a response rate of 50.4 percent. 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 2020, the agency overall score was 384, an increase from 378 in 2018.

Levels of Engagement:
The 2020 DFPS Survey of Employee Engagement (SEE), which had a 50.4 percent response rate, indicated the following employee engagement levels:
- 26 percent of employees are highly engaged.
- 29 percent are engaged.
- 34 percent are moderately engaged.
- 11 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 coworkers. For comparison purposes, according to nationwide Gallup polling data, 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 2020 the DFPS SEE results reported the following strengths and weaknesses:

Areas of Strength
- **Supervision Score: 416, an increase from 406 in FY 2018** - 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.
- **Employee Engagement Score: 401, an increase from 394 in FY 2018** - The employee engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present working. Higher scores suggest that employees feel their ideas count, their work impacts the organization and their well-being and development are valued.
- **Workgroup Score: 408, an increase from 400 in FY 2018** - 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: 256, a decrease from 257 in FY 2018** - 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: 357, an increase from 352 in FY 2018** - 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.
- **Internal Communication Score: 379, an increase from 373 in FY 2018** - The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. Lower scores suggest that employees feel information does not arrive in a timely fashion and is difficult to find.

DFPS has participated in the Survey of Employee Engagement (SEE) for many years. Accordingly, we have the benefit of trend data from these many past surveys. Based on the survey data, we have identified issues that justify intervention. For example, we have seen that participation rates and DFPS's response rates have fallen over the past several iterations of the survey. Survey research teaches that this is a strong indicator of poor employee engagement. From the survey responses, half of the employees who have participated expressed concern that leadership would not do anything with their input. One out of three employees were not satisfied with the level of trust in the workplace, and one out four felt disconnected. Disappointedly, 30 percent of employees were not proud of where they work.

To address the concerning data, a series of intervention steps are now being proposed. The proposed work is with the Institute for Organizational Excellence (IOE). This group within UT Austin conducts the SEE and is experienced in serving as an external, objective, and knowledgeable consultant for employee engagement strategies and has proposed an engagement process for DFPS. In summary, the goal of the proposed work is to increase employee engagement by implementing various strategies to improve employee retention, increase leadership accountability at the local level, promote a positive overall organizational culture, and sustain the agency by it being viewed as an employer of choice.

Summarized are the five components proposed to be deployed agency wide over eight months across the entire agency.
1. Educational sessions for local leadership and staff would be conducted to promote the importance of employee engagement, teaching how benefits will result from employee engagement, and facilitating the most effective ways to keep the workforce engaged. Emphasis will be placed on engagement's relationship to retention, productively, commitment, and creating an "employer of choice" organizational culture.
2. Multiple communication touchpoints between local leadership and staff will be developed to promote engagement efforts and build trust. Improving connection is more important than ever, as more of the workforce is working remotely to maintain a sense of mission and purpose.
3. Local accountability to prepare meaningful engagement strategies will be facilitated, technical assistance given, and participation with the initiative measured and quantified.
4. Assistance will be provided in facilitating intervention strategies depending on the needs of the various units. Customizable intervention strategies may include focus groups, action planning, targeted conversations, pulse surveys, or other work group activities.
5. A rigorous evaluation consisting of comparable benchmarks across programs with pre/post-test metrics and participation levels will be coupled with descriptive best practices and leadership lessons for use.

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 the Human Resources Administration Office, Talent Acquisition Group, Employee Wellness, Human Resource Records and Reporting, Position Classification, Workers Compensation, Employee Criminal Background Checks, Organizational and Leadership Development, 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. 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. This customer focused approach is reflected through multiple ongoing activities within the division including:

- "HR Matters" Newsletter – providing regular human resources-specific communication to all DFPS supervisors and managers.
- "HR Bulletin" – providing supervisors and leadership with critical and time sensitive information related to HR policies and procedures.
- "HR After-Hours" Program - providing direct and accessible HR support Monday through Friday between the hours of 7:00 PM and 10:00 PM to assist in addressing the needs of a 24-hour workforce.
- Independent Human Resources Manual – The HR policy workgroup is composed of representatives from all DFPS departments and programs who consult on suggested changes to adapt HR policies to DFPS's unique needs.
- 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 any underlying or ongoing concerns. A report of findings and recommendations is submitted to the appropriate 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.
- FMLA Group - In order to help employees and supervisors focus on the agencies mission, vision, and values, the HR office partnered with the CPI Division to develop a pilot an FMLA group. This group shifts the burden of monitoring and tracking the federal FMLA requirements for Charging Party Investigative staff 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. The HR Division also partnered with the CPS Division and will be providing the same service for CPS employees and supervisors for CPS starting in March of 2021.
- Training Development - The HR office has developed and delivered prescriptive HR training to help ensure compliance applicable HR policy and statutes.   The Organizational Development Consultant in conjunction with the DFPS Center for Learning and Organizational Excellence and a management consultant are working to develop a leadership program, which address the needs of aspiring, new, mid-level, and executive leadership in DFPS.

- Employee Wellness Benefits and Activities - The DFPS wellness program coordinates wellness activities and events including individual employee services, counseling, critical incident staff debriefings, and secondary trauma support to promote a healthy work/life balance.
- Veteran's Liaison - The veteran's liaison position focused on the recruitment and retention of veterans in order to meet the Governor's benchmarks related to veteran's employment. DFPS has begun a pilot partnership with the Texas Veteran's Commission to implement the Service Member Recruiting, Retention and Training (SMRRT). The goal is to provide transitioning service members with professional training and hands-on experience in the civilian workforce with the option to extend an official employment offer with DFPS immediately following the completion of the program. Because of this and other efforts in this area DFPS is nominated for the Office of the Secretary of Defense's, Employers of State Guard and Reserve, and Freedom Award for going beyond workplace requirements to encourage a culture of support of Guard and Reserve members.

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 March 2021, 1,177 employees completed the supervisor exam with an 87 percent pass rate.
  - o 9 percent of CPS workers with 18-month length of service (LOS) have taken the exam.
  - o Statewide, 7 percent of CPS workers with 18 months length of service passed the exam.
  - o 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 supervisors in the summer of 2018.
  - o APS has 28 assessments completed with an average score of 77.
  - o SWI has 19 assessments completed with an average score of 72.

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 CPI 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 listed for each position, 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 ICPI.

- 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, five-hundred and sixty-two (562) hiring boards had been conducted.
- The vendor that processes supervisor selections ensures that hiring managers provide the assessment results prior to approving the offer.

APPENDICES

APPENDIX A: Turnover- Q1 FY 2021
SUMMARY OF EMPLOYEE TURNOVER COMPARISON REPORT (as of FY21 Q1)[4]

Functional Title	Turnover Rate (FY15)	Turnover Rate (FY16)	Turnover Rate (FY17)	Turnover Rate (FY18)	Turnover Rate (FY19)	Turnover Rate (FY20)	Turnover Rate (FY21)	% Change FY20 to FY21 YTD
All Employees	19.6%	19.3%	16.2%	17.8%	19.3%	18.5%	21.5%	15.7%
CPS Workers	25.8%	25.4%	18.4%	20.2%	17.3%	20.7%	18.5%	-10.3%
CPS Supervisors	9.5%	10.4%	7.1%	6.8%	7.9%	9.2%	7.2%	-21.1%
CPS Program	20.5%	20.4%	15.6%	17.4%	16.1%	18.4%	16.9%	-7.8%
CPS CVS Caseworker	22.6%	22.6%	16.5%	17.4%	17.1%	24.7%	21.9%	-11.5%
CPS CVS Supervisor	8.3%	8.4%	3.2%	4.3%	7.7%	10.2%	3.8%	-63.1%
CPS CVS Program	19.3%	18.6%	14.6%	15.6%	16.6%	23.1%	19.9%	-13.9%
CPS FBSS Caseworker	27.9%	25.0%	16.0%	19.9%	23.3%	18.6%	20.9%	12.7%
CPS FBSS Supervisor	3.9%	10.2%	6.0%	9.8%	9.1%	7.1%	5.0%	-29.1%
CPS FBSS Program	23.1%	21.2%	14.3%	17.9%	20.8%	16.1%	19.7%	22.4%
CPS SI Investigator	18.0%	19.2%	9.1%	12.1%	13.2%	8.0%	9.7%	22.2%
CPI Workers	32.7%	32.9%	24.9%	27.1%	31.9%	28.8%	40.7%	41.2%
CPI Supervisors	13.0%	12.1%	9.5%	8.7%	8.5%	10.3%	14.3%	37.7%
CPI Program	26.5%	27.3%	20.7%	21.7%	25.1%	22.3%	31.7%	42.1%
DCI Workers	25.1%	20.2%	20.6%	29.9%	24.8%	18.2%	35.3%	94.1%
DCI Supervisors	7.1%	13.0%	6.6%	0.0%	16.7%	17.4%	0.0%	-17.4%
DCI Program	19.6%	17.3%	17.7%	21.8%	19.0%	20.3%	28.6%	40.5%
RCI Workers	16.1%	14.1%	19.9%	19.5%	29.8%	28.8%	27.8%	-3.5%
RCI Supervisors	12.9%	6.6%	3.2%	41.0%	10.3%	0.0%	33.3%	33.3%
RCI Program	14.2%	11.4%	16.2%	27.9%	24.7%	21.6%	28.6%	32.3%
APS Workers	23.4%	21.2%	25.9%	25.2%	20.7%	17.9%	22.3%	24.2%
APS Supervisors	13.4%	7.2%	2.7%	18.4%	7.2%	1.2%	9.6%	690.4%
APS Program	19.8%	18.7%	20.8%	21.9%	17.5%	15.2%	21.0%	37.9%
SWI Workers	19.1%	19.4%	15.9%	16.4%	16.8%	7.2%	10.0%	39.3%
SWI Supervisors	8.2%	10.9%	11.3%	0.0%	5.5%	2.7%	0.0%	-2.7%
SWI Program	16.1%	16.9%	14.7%	13.6%	14.7%	6.8%	10.1%	48.1%

CPS specialist I was reintroduced in FY 2014, and CPS and CPI program specialist caseworkers were introduced in FY 2017. Prior to introduction or reintroduction, null records will be represented by shaded cells.

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[4] 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.

Prior to FY 2018, CPI staff were assigned to CPS Investigations units. Unit designation was determined by the staff's Department ID at the conclusion of the reporting period.

Prior to FY 2019, this report was referred to as Rider 11. Currently, the report is not a part of any rider. 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 2021[5]
[6]FIGURE 3: Q1 FY 2021 DFPS All Employees Tenure by Region*
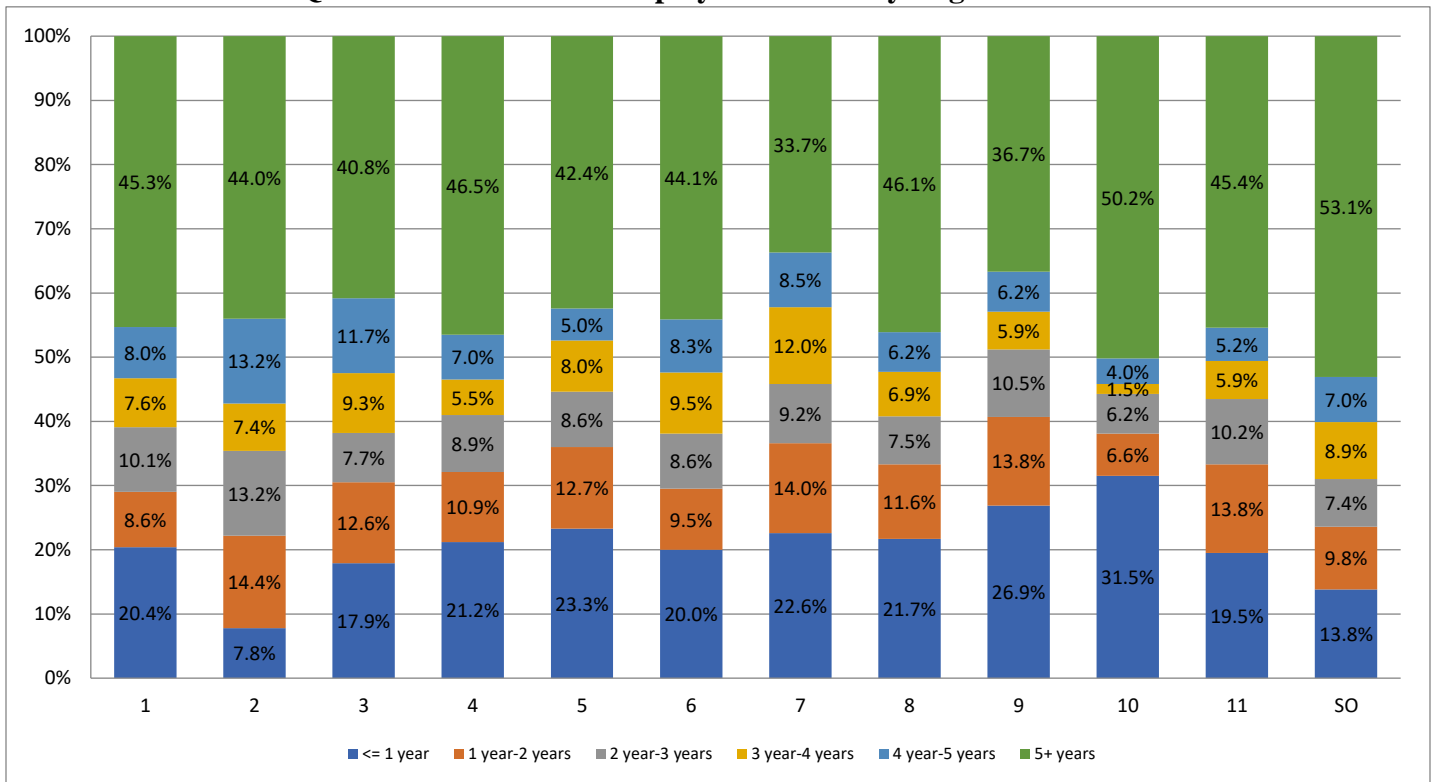
*State Office (SO) houses limited direct delivery staff.

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. For direct-delivery staff in CPS CVS, CPS FBSS, APS, RCCI, and 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.

For direct-delivery staff in 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.
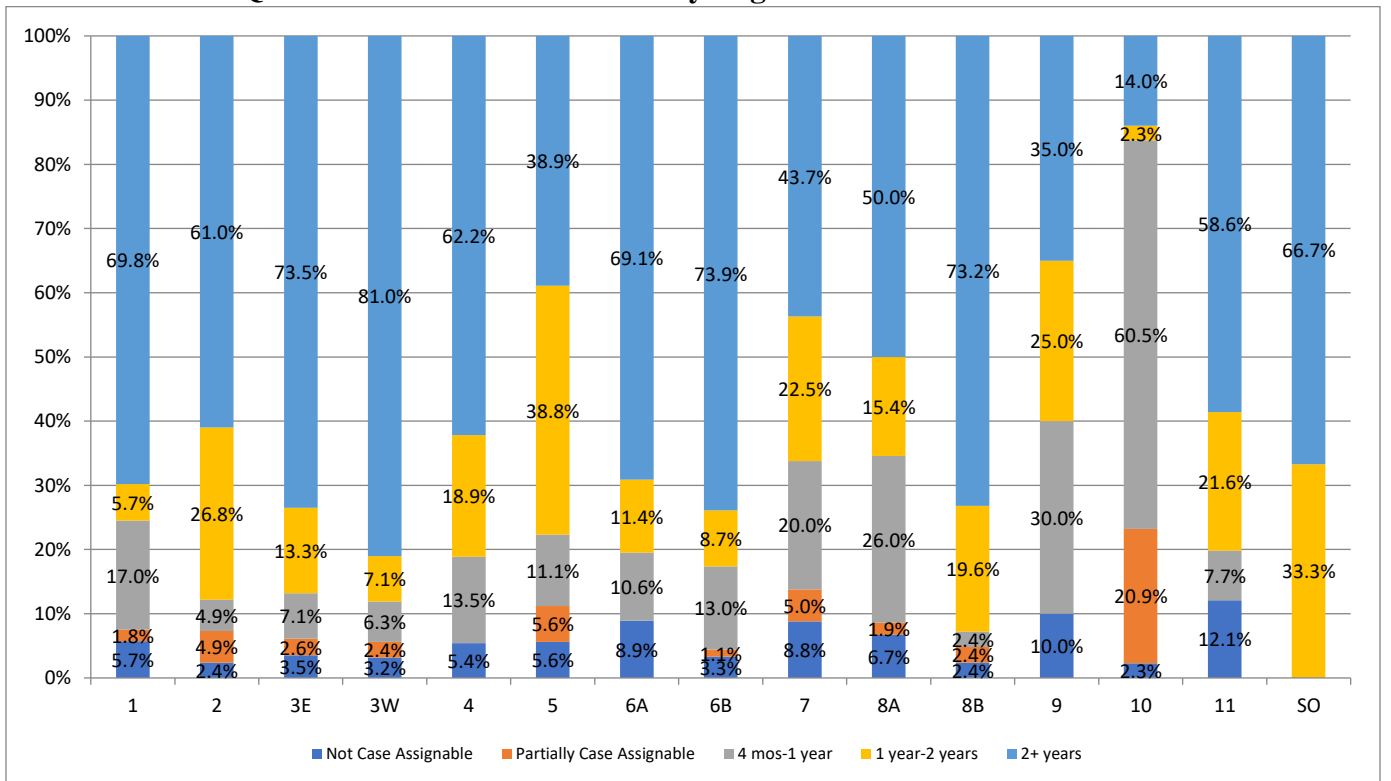- Tenured refers to caseworkers with 2 or more years of state service.

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[5] All tenure data as of November 2021.
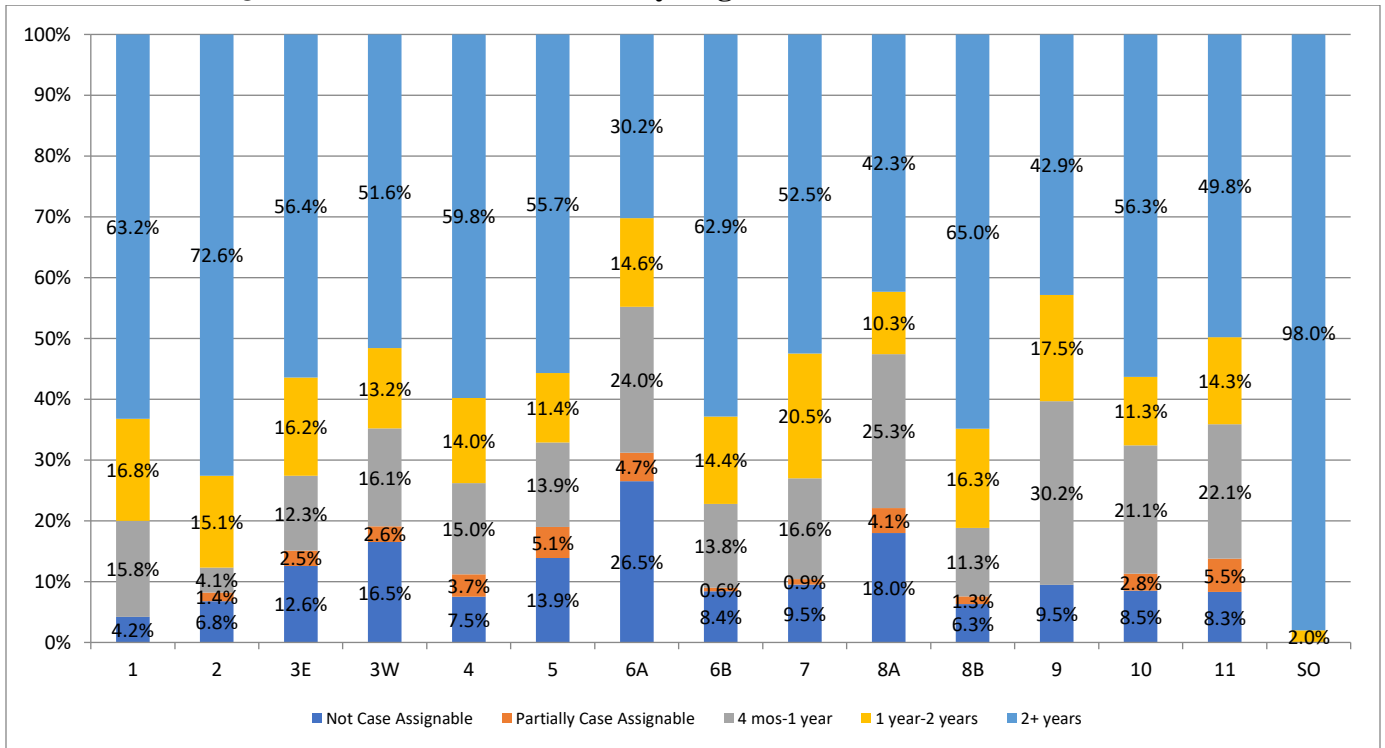
FIGURE 4: Q1 FY 2021 CPS CVS Tenure by Region*
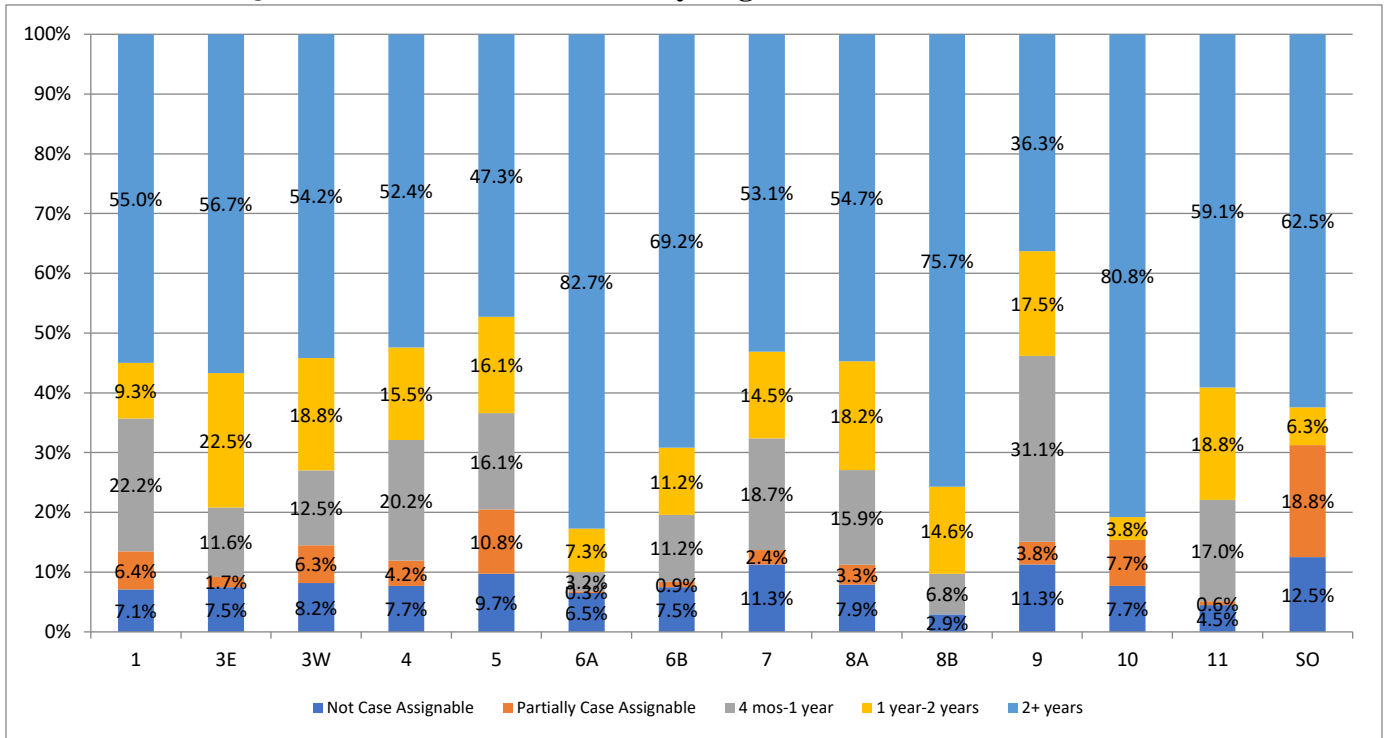
*State Office (SO) houses limited direct delivery staff.
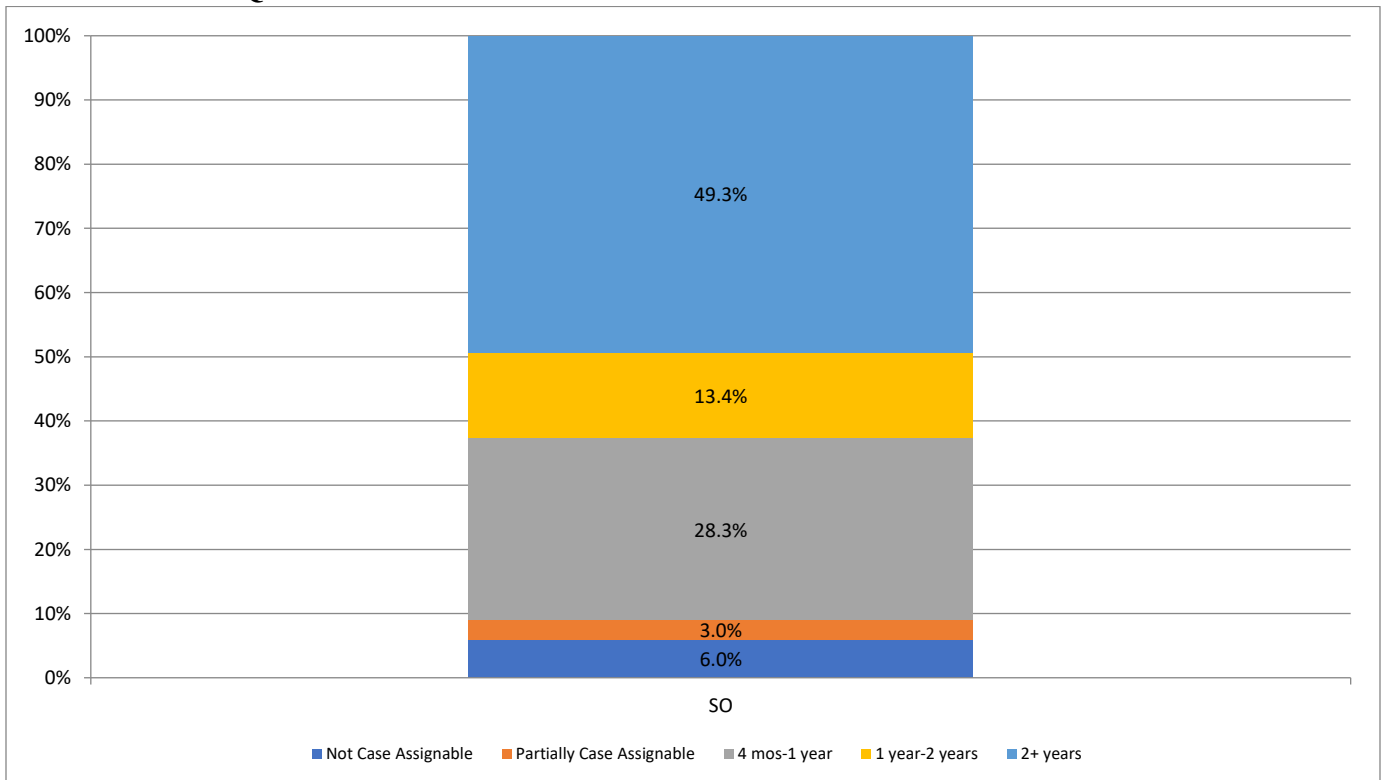
FIGURE 5: Q1 FY 2021 CPS FBSS Tenure by Region*

*State Office (SO) houses limited direct delivery staff.
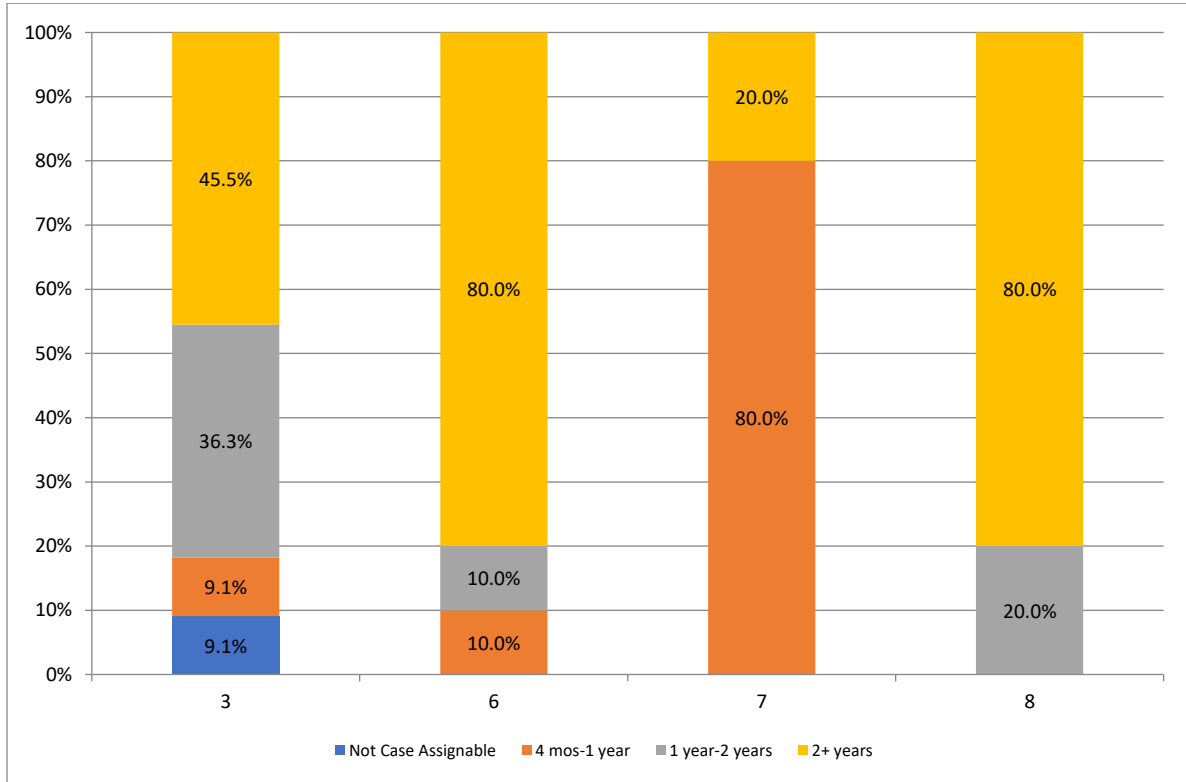
FIGURE 6 Q1 FY 2021 CPI INV Tenure by Region*

*State Office (SO) houses limited direct delivery staff.
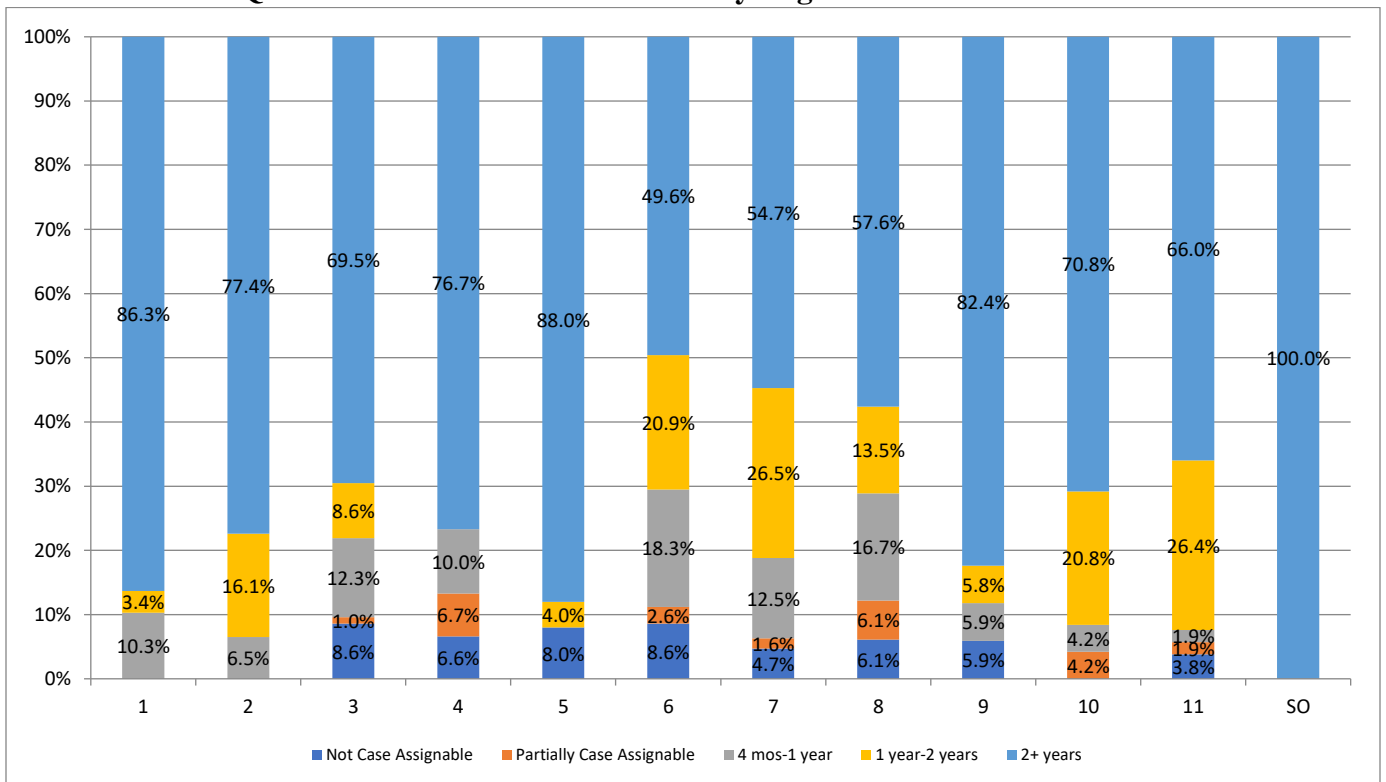
FIGURE 7: Q1 FY 2021 RCI Tenure*

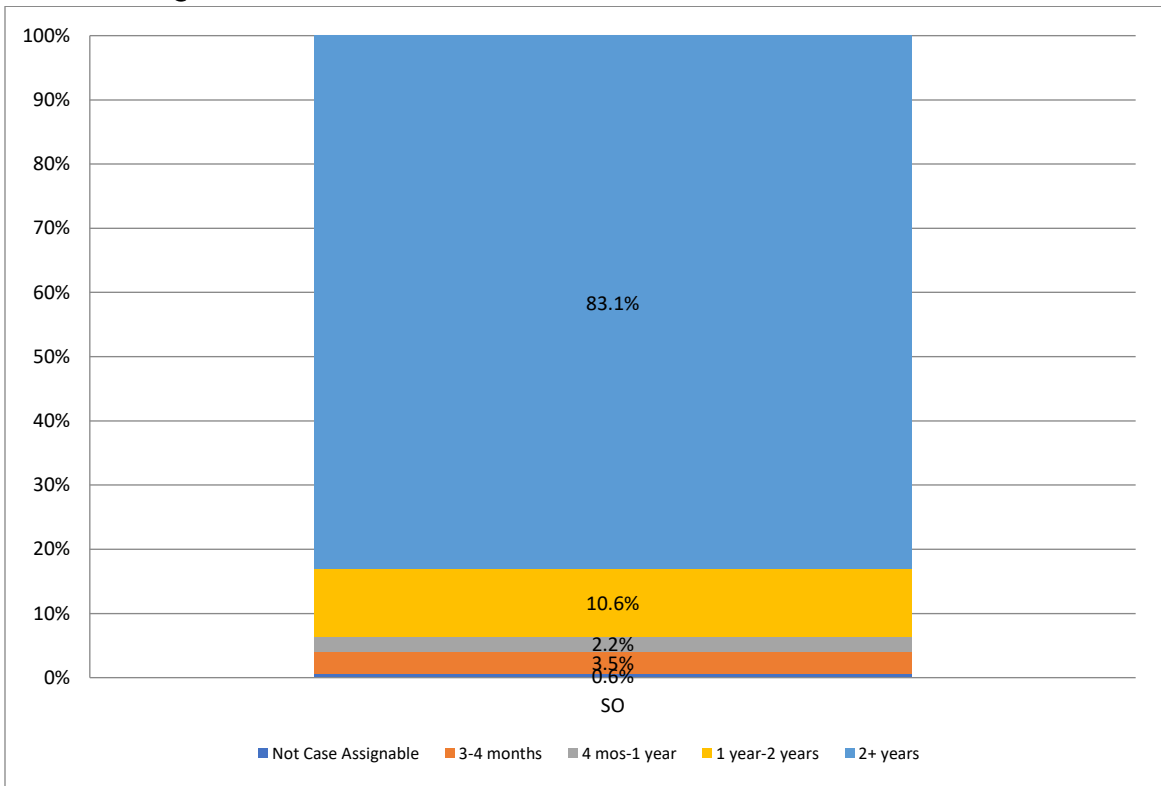*While these staff report to State Office, they are housed around the state.

FIGURE 8: Q1 FY 2021 DCI Tenure by Region

FIGURE 9: Q1 FY 2021 APS In-Home Tenure by Region

FIGURE 10: Q1 FY 2021 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

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

Target Strategy	Initiative Name	Impacted Area(s)	Status March 2020
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
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	Discontinued [7]
Concerns with Compensation	Mentoring Stipend	CPS, CPI and APS	Fully Implemented

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[7] This was discontinued in early FY20 and the additional compensation consolidated in the subject employee's base salary.