



TEXAS DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES

COMMISSIONER
Anne Heiligenstein

April 1, 2009

The Honorable Rick Perry
Office of the Governor
State Capitol, Room 2S.1
Austin, Texas 78701

The Honorable Jim Pitts
Chair, House Committee on Appropriations
State Capitol Extension, Room E1.032
Austin, Texas 78701

The Honorable Steve Ogden
Chair, Senate Committee on Finance
State Capitol Extension, Room E1.038
Austin, Texas 78701

Mr. John O'Brien, Director
Texas Legislative Budget Board
1501 Congress Avenue, 5th Floor
Austin, Texas 78701

Dear Sirs:

Pursuant to Rider 13, House Bill 1, 80th Regular Legislative Session, the Department of Family and Protective Services (DFPS) is directed to develop a Human Resources Management Plan designed to improve employee morale and retention. The plan must focus on reducing employee turnover through better management. In accordance with the requirements of Rider 13, we respectfully submit the mid-year update to the agency's Human Resources Management Plan.

DFPS continues to strengthen its commitment to retain employees through the implementation of proactive strategies and practices that:

- manage workloads;
- value employees;
- promote employee communication and input;
- strengthen supervision;
- improve hiring practices; and
- enhance the work environment.

Since turnover reached 21.2 percent in fiscal year 2007, DFPS has shown steady improvement in reducing turnover. In recent months economic fears have certainly played a role in reducing DFPS turnover as people become less willing to give up the relative stability of government employment. Even so, turnover at DFPS has been shrinking since fiscal year 2007. The extensive turnover reduction efforts at DFPS combined with public sentiments about the economy have worked together to produce a drop in turnover between fiscal years 2007 and 2009. Now halfway through fiscal year 2009, the overall DFPS turnover rate stands at an annualized rate of 15.1 percent.

The Honorable Rick Perry
The Honorable Steve Ogden
The Honorable Jim Pitts
Mr. John O'Brien
April 1, 2009
Page 2

While this improvement is notable, there is still undesirably high turnover at 29.4% in entry-level caseworkers that continues to be addressed through efforts within the agency, and for which the agency has requested additional funding from the 81st Legislature.

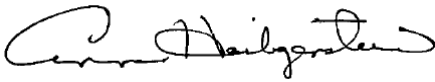
The Rider 13 Employee Annualized Turnover Report (see Appendix) shows the following:

- Overall DFPS turnover rate decreased from 19.4% in fiscal year 2008 to an annualized average of 15.1% as of the second quarter of fiscal year 2009.
- The programs with the highest turnover:
 - Statewide Intake (SWI) – 22.1%
 - CPS – 16.3%
- The programs with the lowest turnover:
 - CCL – 13.6%
 - Residential Child Care Licensing (RCCL) – 9.5%
- The regions with the highest turnover:
 - Edinburg CPS – 34.1%
 - Abilene APS – 33.0 %
- The regions with the lowest turnover:
 - Edinburg APS – 8.9%
 - Midland APS – 10.5%
- The job classification that showed the most improvement:
 - CPS Special Investigators – 34.2% in fiscal year 2008 to 15.1% for the first half of fiscal year 2009.
- Entry-level CPS caseworkers make up more than 26% of the DFPS workforce. Their turnover rate decreased from 38.3% in fiscal year 2008 to 29.4% through the first half of fiscal year 2009.
- Turnover rates for workers, supervisors and all program staff decreased in CPS, CCL, RCCL and SWI. Those measures increased slightly for APS.

The Honorable Rick Perry
The Honorable Steve Ogden
The Honorable Jim Pitts
Mr. John O'Brien
April 1, 2009
Page 3

Thank you for the opportunity to present this information. Please let me know if you have any questions or need additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Anne Heiligenstein". The signature is fluid and cursive, with a large initial "A" and a long, sweeping underline.

Anne Heiligenstein

Enclosures

cc: Mike Morrissey, Office of the Governor
Sarah Hicks, Senate Committee on Finance
Brittani Bilse, Senate Committee on Finance
Amy Peterson, House Committee on Appropriations
Julie Haerber, House Committee on Appropriations
Nancy Millard, Legislative Budget Board

Rider 13 – Human Resources Management Plan

Mid-Year Update

A Report from

**The Texas Department of Family and
Protective Services**

April 1, 2009

Introduction

House Bill 1, Rider 13, from the 80th Regular Legislative Session, directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan designed to improve employee morale and retention. The plan must focus on reducing employee turnover through better management. The effectiveness of the agency's plan shall be measured by whether there is a reduction in annual employee turnover rates at the agency, specifically by the reduction in the turnover rates for caseworkers.

Since turnover reached 21.2 percent in fiscal year 2007, DFPS has shown steady improvement in reducing turnover. In recent months economic fears have played a role in reducing DFPS turnover as people become less willing to give up the relative stability of government employment. Even so, turnover at DFPS has been shrinking since fiscal year 2007. The extensive turnover reduction efforts at DFPS combined with public sentiments about the economy have worked together to produce drop in turnover between fiscal years 2007 and 2009. Now halfway through fiscal year 2009, the DFPS turnover rate stands at an annualized rate of 15.1 percent.

Entry-level Child Protective Services (CPS) caseworkers make up more than one fourth of the DFPS workforce. Their turnover rate fell from 38.3 percent in fiscal year 2008 to 29.4 percent through the first half of fiscal year 2009. The turnover challenge at DFPS has always been in keeping entry-level staff. With this improvement in turnover for the agency's largest group of entry-level staff, DFPS is cautiously optimistic that CPS caseworker turnover rates can drop below the still high rate of 29.4 percent.

In an effort to review the progress of the fiscal year 2009 Human Resources Management Plan since the October 2008 report that laid it out, this mid-year update includes the following:

- Overview of DFPS Workforce Support and Retention Initiative
- Fiscal Year 2009 Second Quarter Turnover Highlights
- Appendix: Rider 13 Employee Annualized Turnover Report

Overview of DFPS Workforce Support and Retention Initiative (WSRI)

The DFPS Workforce Support and Retention Initiative (WSRI) is a direct result of the fiscal year 2008 Human Resources Management Plan and an attempt to bring together all retention and recruitment efforts into one initiative. This initiative is designed to be a comprehensive effort to capitalize on activities occurring in different areas and programs around the state and to allow for ongoing high-level attention from executive staff.

The DFPS goal is to employ highly motivated, diverse, ethical, well-trained and professional staff who are committed to the agency's mission and well-prepared to produce successful outcomes. The DFPS organization will demonstrate its commitment to retain employees through the implementation of proactive strategies, policies, procedures and practices that:

- **Manage workloads:** Systematically analyze practices and make recommendations that will increase the efficiency of frontline workers, thus reducing workloads and turnover, while improving outcomes for children and families.
- **Value employees:** Support an organizational culture where good performance by employees is recognized and the opinions of dedicated employees are appreciated. Recognize that many other factors that contribute to job satisfaction and retention are not as directly related to money and are within the control of the employer. Utilize plans and strategies related to

employee wellness, work/life balance and increasing our employees' sense of connection with the agency.

- **Promote employee communication and input:** Centrally gather employee input with a primary area of focus on issues related to workforce support and retention. Vet information and seek a resolution or response from the appropriate source. Ensure all of the relevant divisions are consulted when issues cross more than one division of the agency. Share information with DFPS staff using the most appropriate communication tool.
- **Strengthen supervision:** Better equip agency supervisors/managers/leaders to perform their job duties and support their staff by strengthening their understanding of leadership and retention.
- **Enhance the work environment:** Explore ways to improve the work environment for staff, by addressing issues related to office space, worker safety, automation needs and innovations, and flexible work schedules.
- **Improve hiring practices:** Provide a comprehensive approach to improving hiring by identifying and/or developing policies, procedures and best practices that will help the agency locate, recruit and hire applicants that have an aptitude for direct delivery work and are capable of providing the highest level of service to DFPS clients.
- **County Retention Pilot:** Serve as an incubator for ideas and innovations that support retention of staff. Serve as a place where identified recommendations can be tried and evaluated so that successful ideas can be disseminated to the rest of the state.

Initiative 1. Manage Workloads

Objective: Systematically analyze practices and make recommendations that will increase the efficiency of frontline workers, thus reducing workloads and turnover, while improving outcomes for children and families.

- A. **Case Distribution** – Assigning cases to workers is handled at the local level. The Managing Workloads work group will research and recommend systems to improve the distribution of cases taking into consideration case complexity, number of clients/victims being served and other factors that impact workload.

Status: In progress

DFPS has established a university research project on how supervisors within DFPS and other child welfare agencies assign cases, systems barriers to efficient case assignment, best practices for case assignment, and consequences of ill-assigned cases. The research is conducted as part of the DFPS contract with the Protective Services Training Institute (PSTI).

- B. **Study Workers with High Caseloads** – The work group will study caseworkers who maintain high caseloads to determine if there are short-term steps that can improve processes and workload.

Status: Complete

The Managing Workloads work group has identified caseworkers from each program and each stage of service who have maintained the highest caseloads over a defined period of time. Findings revealed high caseloads occur primarily due to staff vacancies. However, there is a significant amount of staff that has developed systems to ensure that they are able to meet the demands of these caseloads.

- C. **Managing Workloads Clearinghouse Web site (NEW)** – In order to support workers across the state who manage high caseloads, the workgroup is developing a Managing Workload Clearinghouse

Web site that promotes best practices for managing high caseloads effectively, provides tools for motivating staff when a higher workload is inevitable, and provides resources and tools for identifying staff burnout.

Status: In Progress

The work group is using their findings from studying workers with high caseloads to develop materials for the Managing Workloads Clearinghouse Web site.

Initiative 2. Value Employees

Objective: Support an organizational culture where good performance by employees is recognized and the opinions of dedicated employees are appreciated. Recognize that many other factors that contribute to job satisfaction and retention are not as directly related to money and are within the control of the employer. Utilize plans and strategies related to employee wellness, work/life balance and increasing our employees' sense of connection with the agency.

- A. **Employee Recognition** – Recognizing employees is critical to morale and retaining staff. DFPS will develop and implement an employee recognition plan.

Status: In Progress

The work group is currently researching employee recognition plans.

- B. **Initiating and Maintaining a Sense of Connection** – New employees need to feel welcomed when they come to DFPS and valued as they continue employment. The agency will develop and implement strategies for initiating and maintaining employees' sense of connection with the agency, beginning with new employees in their local supervisory units.

Status: In Progress

The work group is proposing to expand the current on-boarding process to begin prior to the first day of employment and extend through the first year. The work group is developing materials for an Intranet page devoted to helping co-workers, supervisors and managers welcome new employees and support them through their first year on the job. New employees will receive ample information in the weeks leading up to their first day in order for that day to go as smoothly as possible. The employee's new supervisor and co-workers will help employees feel welcomed immediately and productive as soon as possible. The employees will be introduced to colleagues who will support them through their "rookie year" and beyond. Feedback about the adequacy of the on-boarding process will be solicited from new employees during the course of the rookie year.

- C. **Informing Employees about Perks** – Many businesses offer special benefits for particular groups of customers. As government employees, DFPS employees can take advantage of these benefits. DFPS will develop and implement a plan for informing employees about available perks throughout the state. The plan will assign responsibility for maintaining an up-to-date list in each region.

Status: Complete

Local wellness coordinators will maintain information about locally-available perks and are responsible for informing staff.

Initiative 3: Promote Employee Communication and Input

Objective: Centrally gather employee input with a primary area of focus on issues related to workforce support and retention. Vet information and seek a resolution or response from the appropriate source. Ensure all of the relevant divisions are consulted when issues cross more than one division of the agency. Share information with DFPS staff using the most appropriate communication tool.

A. SOE Projects – The DFPS Executive Team and WSRI work group leaders will put the 2008 Survey of Organizational Excellence (SOE) results to use by initiating a handful of projects directly tied to the workplace issues highlighted in the SOE results.

Status: In Progress

The WSRI work group leaders have chosen a group of 12 projects that directly address ten items in the SOE where DFPS employees rated the agency relatively low compared to the other survey items. The action plan for the projects will be placed on the WSRI Intranet page so that employees can monitor the progress of the projects. As projects on the SOE action plan are accomplished, they will be highlighted in agency-wide communication. These projects show employees that their ideas and opinions can be a driving force for agency change. Since the 2006 iteration of the SOE was used in making the initial WSRI work plan, some of the projects based on the 2008 SOE were already planned. The table below lists the projects the WSRI has decided to undertake in direct response to the 2008 SOE:

Work Group	Projects
Promoting Employee Communications and Input	1. Analyze when and how employees use the Intranet. 2. Make Intranet more user-friendly. 3. Promote avenues for employee feedback. 4. Share input-related changes with staff.
Improving Hiring Practices	5. Launch CPS realistic job preview video.
Strengthening Supervision	6. Implement career development plans for DFPS employees.
Managing Workloads	7. Develop a Managing Workloads Clearinghouse Web site
Enhancing Work Environment	8. Post Safety Central Web page to the DFPS Intranet. 9. Maintain an e-mail box for employees to ask safety and security questions. 10. Communicate the availability of “traveler kiosks” (empty work stations for field staff who do not have tablet computers and are away from their offices). 11. Review the mobile technology survey results for impact and transition issues.
Valuing Employees	12. Develop and implement a DFPS employee recognition plan.

B. Establish WSRI Intranet Page – The WSRI Intranet page will provide information to employees about the WSRI and its activities. The page will also serve as an archive for prior electronic communications to staff regarding retention.

Status: Complete

The WSRI Intranet page was posted in September 2008. The page includes information about each of the work groups, and it catalogues past articles in DFPS Delivers, the agency’s electronic employee newsletter. When the WSRI is mentioned in agency-wide communications, a hyperlink to the WSRI Intranet page is included. The project manager’s name, telephone number and e-mail address are displayed prominently on the page so that employees can ask questions about the page’s content.

Initiative 4. Strengthen Supervision

Objective: Better equip agency supervisors/managers/leaders to perform their job duties and support their staff by strengthening their understanding of leadership and retention.

- A. **Tenured Worker Leadership Program** – The DFPS Tomorrow Worker Leadership Program has been implemented in all regions except Regions 3 and 6. The program will be implemented in these regions in fiscal year 2009. This program provides training to frontline workers who want to be promoted into supervisory positions.

Status: Complete

In January 2009, the DFPS Center for Policy and Innovation began accepting applications from workers in Regions 3 and 6 for the Tenured Worker Leadership Program. Region 3 held their Worker Leadership orientation meeting in February, and Region 6 conducted theirs in January. The DFPS Tomorrow Worker Leadership program is now available to workers statewide and to date has more than 156 participants in the 2009 program.

- B. **Mentoring Program** – DFPS will provide a quality mentoring program for supervisors and caseworkers.

Status: In Progress

The Strengthening Supervision work group is analyzing mentoring programs throughout the agency such as Pay It Forward in CPS Region 1, Guide Program in CPS Region 4/5, and Retention Agents in Region 8.

Initiative 5. Enhance the Work Environment

Objective: Explore ways to improve the work environment for staff, by addressing issues related to office space, worker safety, automation needs and innovations, and flexible work schedules.

- A. **Communicating Safety and Security Policies and Procedures** – The Enhancing Work Environment work group will establish ongoing communications strategies for safety and security policies and procedures.

Status: Complete

Ongoing communications strategies for safety and security policies and procedures have been established in the form of Safety Central, a site on the DFPS Intranet facilitating fast, centralized access for staff and supervisors to safety and health information. Featuring a mailbox for safety questions, the work group plans to launch Safety Central in April 2009. Phase 2 will begin development in June 2009 to expand features for managers and add answers to frequently asked questions.

- B. **Mobile Technology** – DFPS continues to expand the use of mobile technology, particularly among caseworkers. The goal of the mobile caseworker initiative is to offer flexibility to employees and to make completing casework documentation more efficient. The Enhancing Work Environment work group will review mobile technology survey results for impact/transition issues.

Status: In Progress

Adult Protective Services (APS) instituted As You Go training to equip their staff with the necessary tools to meet the new APS requirements of same day, next day documentation. The As You Go model trains staff on the use of the Mobile Protective Service (MPS) application and a related suite of mobile applications. These applications allow staff to download case files to their tablets and with the use of an aircard complete their work assignments while in the field, without being dependent on an office. Child Care Licensing implemented a similar program with the introduction of CLASSmate. CLASSmate does not require connectivity. It is a mobile application that allows users to document and finalize inspections while on-site and not connected to the DFPS network. Inspector can leave a completed inspection form at the operation upon completion of the inspection. The information is then uploaded back to the CLASS database so that workers do not have to duplicate documentation.

- C. **Formalize Processes for Flexible Work Schedules** – The Enhancing Work Environment work group will finalize a flexible work schedules policy for DFPS executive management approval.

Status: Complete

The flexible work schedules operating procedures for DFPS have been approved and are currently being prepared for implementation, which will include additional tools and support to help supervisors navigate this new option for their staff.

Initiative 6. Improve Hiring Practices

Objective: Provide a comprehensive approach to improving hiring by identifying and/or developing policies, procedures and best practices that will help the agency locate, recruit and hire applicants that have an aptitude for direct delivery work and are capable of providing the highest level of service to DFPS clients.

- A. **Realistic Job Preview** – DFPS will produce a realistic job preview video for caseworker positions. Job applicants will watch the video before an interview. Applicants can remove themselves from the hiring process if they decide they no longer want to pursue employment as a caseworker.

Status: In Progress

DFPS coordinated with DADS to shoot a video in February featuring current CPS staff discussing the rewards and challenges of being a caseworker. The video is being edited now and should be ready for launch in the spring or early summer. Applicants for CPS worker positions will view the video by following an embedded link in CPS postings. The video will educate applicants about the realities of the job to ensure it meets their expectations.

- B. **Scenario-based Skills Test** – DFPS will pilot a scenario-based skills test during the hiring process for caseworkers. Primarily, the test exposes applicants to scenarios they will likely face in the field so that the hiring specialist can score how the applicants respond. Secondly, each applicant produces a writing sample.

Status: In Progress

This initiative has developed into a more comprehensive review of the entire hiring process. The original plan was to add this component to existing procedures but on-going concerns about turnover prompted a different approach. The agency is developing a scope of work for a request for information (RFI) to determine what mix of tools can be used to identify applicants likely to thrive in the caseworker role. It is critical to identify applicants with the aptitude and commitment to remain with the agency.

- C. **Standardize Testing for Bilingual Pay** – Bilingual pay can be used as a recruiting tool for field offices that find it difficult to attract qualified bilingual caseworkers. Regions that offer bilingual pay have different methods for testing an applicant’s proficiency in the second language. DFPS will standardize the way applicants are tested.

Status: In Progress

DFPS has drafted a consistent instrument to test for bilingual proficiency after exploring different approaches to measurement. Regions that offer bilingual pay use it as a recruiting tool that helps them attract applicants who can better serve clients in their native language. Utilizing a standardized approach to evaluate proficiency will ensure a consistent caliber of bilingual caseworkers who receive additional money at the time of hire. To ensure there are no possible adverse impact to employees that are bilingual and Hispanic, DFPS has requested that the HHSC Office of Civil Rights conduct a review of DFPS policies and procedures related to bilingual hiring and compensation.

Initiative 7. County Retention Pilot

Objective: Serve as an incubator for ideas and innovations that support retention of staff. Serve as a place where identified recommendations can be tried and evaluated so that successful ideas can be disseminated to the rest of the state.

- A. **Pilot New Ideas** – The county retention pilot serves as an incubator for ideas and innovations that support staff retention. This work group tests new ways of doing business before those policies or processes are taken agency-wide.

Status: Ongoing

In 2007, the Bexar County retention initiative was implemented to address high turnover. Local work groups were formed to implement retention-related work plans with the guidance of regional and state office leadership. The work plans identified areas of weakness such as: managing workloads, hiring practices, supervisory training, morale and culture, etc. Since the initiative began, turnover measures for Bexar County have improved. From 2007 to 2008, CPS turnover in Bexar County decreased from 47.5 to 32.4 percent. APS turnover in Bexar County decreased from 43.6 to 29.6 percent over the same period.

While the retention pilot is leaving Bexar County, the local retention work group will continue to function on its own with the support and participation of local leadership. The WSRI will continue to monitor progress in Bexar County.

In reviewing data from the other major counties, Tarrant County was the only area to show increases in turnover rates from fiscal year 2007 to 2008 for CPS (28.3 to 30.9 percent) and Adult Protective Services (APS) (35.6 to 42.3 percent), while all of the other major counties showed decreases. Child Care Licensing (CCL) turnover for fiscal year 2008 was high at 18.2 percent. Turnover data from the five largest counties suggested that Tarrant County was the most logical place to implement the next county retention pilot.

Statewide Intake (SWI) is the agency’s call center for abuse and neglect allegations. Turnover in SWI increased in fiscal year 2008 from 20.0 percent to 23.8 percent and has decreased in the first half of fiscal year 2009 to an annualized rate of 22.1 percent.

In January 2009, the WSRI shifted the focus of the county retention pilot to Tarrant County and SWI. Based on lessons learned in Bexar County, the WSRI is taking a more methodical approach to Tarrant County and SWI. Focus group data has been obtained from front-line staff and supervisors about what they feel needs to be addressed. The Tarrant County and SWI retention pilots will use this information to develop strategies to mitigate turnover.

Fiscal Year 2009 Second Quarter Turnover Highlights

The Rider 13 Employee Annualized Turnover Report (see Appendix) shows the following:

- **Overall DFPS turnover rate decreased from 19.4%** in fiscal year 2008 **to an annualized average of 15.1%** as of the second quarter of fiscal year 2009.
- The **programs** with the **highest turnover**:
 - Statewide Intake (SWI) – 22.1%
 - CPS – 16.3%
- The **programs** with the **lowest turnover**:
 - CCL – 13.6%
 - Residential Child Care Licensing (RCCL) – 9.5%
- The **regions** with the **highest turnover**:
 - Edinburg CPS – 34.1%
 - Abilene APS – 33.0 %
- The regions with the **lowest turnover**:
 - Edinburg APS – 8.9%
 - Midland APS – 10.5%
- The **job classification** that showed the **most improvement**:
 - CPS Special Investigators – 34.2% in fiscal year 2008 to 15.1% for the first half of fiscal year 2009.
- **Entry-level CPS caseworkers** make up more than 26% of the DFPS workforce. Their **turnover rate decreased from 38.3%** in fiscal year 2008 **to 29.4%** through the first half of fiscal year 2009.
- **Turnover rates for workers, supervisors and all program staff decreased in CPS, CCL, RCCL and SWI.** Those measures increased slightly for APS.

Conclusion

Since turnover reached 21.2 percent in fiscal year 2007, DFPS has shown steady improvement in turnover. Now halfway through fiscal year 2009, the DFPS turnover rate stands at an annualized rate of 15.1 percent.

The weakening economy has helped to reduce employee attrition. Even so, turnover at DFPS has been shrinking since fiscal year 2007. The extensive turnover reduction efforts at DFPS combined with a soft labor market have worked together to produce a drop in turnover between fiscal years 2007 and 2009. While this improvement is notable, there is still undesirably high turnover in entry-level caseworkers that

continues to be addressed through efforts within the agency, and for which the agency has requested additional funding from the 81st Legislature.

DFPS is committed to continuing the remarkable improvement in turnover documented in this report. Reducing turnover – particularly among direct delivery staff – is critical for improving employee morale and maintaining excellent levels of service to clients.

TURNOVER AND HR-RELATED DATA
RIDER 13 EMPLOYEE ANNUALIZED TURNOVER REPORT

Functional Title	FY 2008 Turnover Rate ¹ (Actual)	Q1 FY 2009 Turnover Rate ¹ (Annualized)	Q2 FY 2009 Turnover Rate ¹ (Annualized)
DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)			
All Employees	19.4%	16.2%	15.1%
CHILD PROTECTIVE SERVICES (CPS)			
CPS Workers	30.5%	24.6%	22.8%
CPS Supervisors	8.5%	5.2%	4.9%
CPS Program ³	21.7%	17.6%	16.3%
CPS Specialist II ²	38.3%	31.3%	29.4%
CPS Specialist III	19.1%	14.0%	12.3%
CPS Specialist IV	11.0%	10.9%	11.4%
CPS Specialist V	11.3%	0.0%	3.6%
CPS Special Investigator	34.2%	24.0%	15.1%
CPS CVS Caseworker	30.9%	24.4%	22.5%
CPS FBSS Caseworker	27.9%	27.3%	23.1%
CPS INV Caseworker	36.1%	27.1%	26.7%
ADULT PROTECTIVE SERVICES (APS)			
APS Workers	18.1%	18.4%	20.1%
APS Supervisors	4.0%	7.9%	5.9%
APS Program ³	15.2%	14.3%	15.6%
CHILD CARE LICENSING (CCL)			
CCL Workers ⁴	16.8%	17.9%	14.8%
CCL Supervisors	5.6%	0.0%	5.5%
CCL Program ³	14.8%	17.5%	13.6%
CHILD CARE LICENSING (CCL)			
RCCL Workers ⁴	14.1%	14.2%	10.2%
RCCL Supervisors	18.8%	0.0%	17.4%
RCCL Program ³	12.9%	9.8%	9.5%
STATEWIDE INTAKE (SWI)			
SWI Workers	28.4%	25.1%	27.4%
SWI Supervisors	0.0%	0.0%	0.0%
SWI Program ³	23.8%	22.2%	22.1%

¹NOTE: DFPS turnover is calculated using the method required by the LBB performance measure for CPS caseworker turnover: (the total number of full time, regular employees who terminated during the period and remain terminated DIVIDED BY the average number of full time, regular filled positions on the last day of each quarter in the period) TIMES 100 to produce a percentage. As a result, the State Auditor's Office turnover calculation varies slightly from DFPS due to methodological differences in calculating the average number of filled positions and the total number of terminated employees.

²Entry level for CPS workers is CPS Specialist II. The state classification for this level is Protective Services Specialist

³Because program group totals include all employees in that program, this number will exceed the total number of workers and supervisor in the program.

⁴CCL and RCCL Workers include employees serving in worker job codes and in the Inspector job codes