



**TEXAS**  
Department of Family  
and Protective Services

**Senate Bill 1, Article II, Department of Family  
& Protective Services, Rider 8**

**88th Legislature, Regular Session Bi-Annual Report**

**Human Resources Management Plan**

**Fiscal Year 2023**

**Third Quarter**

*September 2023*

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## MISSION

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

## VISION

Improving the lives of those we serve.

## 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

Senate Bill 1 (SB 1), Rider 8, of the 87th Texas Legislature, Regular Session, 2021, 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 hiring, retaining, and promoting a high-quality workforce into positions of leadership. The report must be sent to the Senate Committee on Finance, the House Committee on Appropriations, the Legislative Budget Board (LBB), and the Governor by March 31 and September 30 of each fiscal year (FY). This report will include, at a minimum and for at least the preceding twelve months by job category, employee turnover rate, the percent of workers retained six months after completion of training, employee tenure, and employee turnover following the implementation of salary increases and promotions.

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.

As new significant trends in turnover rates emerge, this report will provide a summary of DFPS's 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.

Although DFPS continues to experience a high rate of agency-wide turnover and it remains higher than the State Auditor's Office (SAO) statewide average for all agencies, turnover in FY 2023 compared to FY 2022 for the entire agency was down almost 11 percent. All caseworker levels, except Special Investigations (SI), have seen a turnover reduction since FY 2022. DFPS has seen significant decreases in the turnover for tenured Child Protective Investigations (CPI) workers since FY 2022. 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 2023) is complete through the end of the third quarter (Q3) due to the limits on the availability of finalized data before the reporting deadline of September 2023. Turnover through Q3 FY 2023 is compared to turnover to the 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 2023.

According to the SAO Classified Employee Turnover for FY 2022, the statewide turnover rate was 22.7 percent for all state agencies. In FY 2023 Q3, DFPS averaged 12,740 employees with a turnover rate of 25.9 percent.

### Turnover and Retention Findings

- In Table 1, DFPS has reported a 10.9 percent decrease in turnover agency-wide from 29 percent in FY 2022 to 25.9 percent in Q3 FY 2023.
- On average, for the third quarter of FY 2023, 45 percent of all DFPS employees have five or more years of tenure with the agency.

**TABLE 1: SUMMARY OF EMPLOYEE TURNOVER COMPARISON REPORT (as of Q3 FY2023)<sup>1,2,3,4,5,6</sup>**

Functional Title	Turnover Rate (FY18)	Turnover Rate (FY19)	Turnover Rate (FY20)	Turnover Rate (FY21)	Turnover Rate (FY22)	Turnover Rate (FY23 YTD)	% Change FY22 to FY23 YTD
All Employees	17.8%	19.3%	18.5%	23.8%	29.0%	25.9%	-10.9%
CPS Workers	20.2%	17.3%	20.7%	21.2%	27.0%	26.1%	-3.4%
CPS Supervisors	6.8%	7.9%	9.2%	7.1%	12.3%	10.9%	-11.6%
CPS Program	17.4%	16.1%	18.4%	19.8%	26.6%	24.4%	-8.3%
CPS CVS Caseworker	17.4%	17.1%	24.7%	24.6%	34.9%	32.6%	-6.8%
CPS CVS Supervisor	4.3%	7.7%	10.2%	5.7%	13.4%	12.5%	-6.9%
CPS CVS Program	15.6%	16.6%	23.1%	23.5%	34.3%	31.7%	-7.6%
CPS FAD Caseworker	5.9%	11.3%	5.9%	13.8%	13.2%	16.8%	27.7%
CPS FAD Supervisor	0.0%	3.8%	4.2%	4.4%	10.8%	0.0%	-10.8%
CPS FAD Program	6.2%	10.5%	5.9%	13.2%	14.5%	16.1%	10.6%
CPS FBSS Caseworker	19.9%	23.3%	18.6%	21.3%	17.7%	21.9%	23.7%
CPS FBSS Supervisor	9.8%	9.1%	7.1%	8.3%	9.7%	9.6%	-0.5%
CPS FBSS Program	17.9%	20.8%	16.1%	20.7%	20.3%	21.8%	7.2%
CPS KIN Caseworker	5.8%	4.4%	14.6%	9.3%	20.0%	11.0%	-45.0%
CPS KIN Supervisor	0.0%	8.2%	8.0%	0.0%	12.4%	11.4%	-7.6%
CPS KIN Program	6.6%	7.0%	14.0%	9.0%	21.0%	13.1%	-37.6%
CPS OTH Caseworker	5.4%	7.6%	9.0%	6.6%	11.2%	7.7%	-31.7%
CPS OTH Supervisor	0.0%	3.8%	11.9%	19.8%	15.4%	5.1%	-66.7%
CPS OTH Program	11.1%	10.6%	9.4%	10.4%	14.1%	9.7%	-31.1%
CPS SI Investigator	12.1%	13.2%	8.0%	17.1%	19.3%	22.3%	15.5%
CPI Workers				40.8%	43.2%	37.8%	-12.5%
CPI Workers (Non SI)	27.1%	31.9%	28.8%	43.2%	45.7%	39.5%	-13.5%
CPI Supervisors	8.7%	8.5%	10.3%	14.6%	14.9%	10.9%	-26.9%
CPI Program	21.7%	25.1%	22.3%	34.9%	37.7%	33.6%	-10.8%
DCI Workers	29.9%	24.8%	18.2%	48.9%	45.4%	42.3%	-6.9%
DCI Supervisors	0.0%	16.7%	17.4%	50.0%	17.4%	25.0%	43.8%
DCI Program	21.8%	19.0%	20.3%	36.4%	40.3%	32.0%	-20.5%
RCI Workers	19.5%	29.8%	28.8%	26.4%	35.9%	26.5%	-26.3%
RCI Supervisors	41.0%	10.3%	0.0%	14.8%	27.4%	15.4%	-43.8%
RCI Program	27.9%	24.7%	21.6%	26.3%	33.0%	23.2%	-29.6%
APS Workers	25.2%	20.7%	17.9%	25.1%	33.9%	30.4%	-10.5%
APS Supervisors	18.4%	7.2%	1.2%	9.6%	10.3%	4.8%	-54.0%
APS Program	21.9%	17.5%	15.2%	21.9%	28.7%	25.6%	-10.9%
SWI Workers	16.4%	16.8%	7.2%	10.9%	15.2%	16.9%	11.2%
SWI Supervisors	0.0%	5.5%	2.7%	4.5%	11.3%	6.0%	-47.2%
SWI Program	13.6%	14.7%	6.8%	9.7%	14.4%	14.2%	-1.6%
PEI Program				14.0%	33.3%	17.1%	-48.7%

<sup>1</sup> 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.  
<sup>2</sup> Child Protective Services (CPS) programs: Conservatorship (CVS), Foster and Adopt (FAD), Family Based Safety Services (FBSS), Kinship (KIN), and Other (OTH)  
<sup>3</sup> Child Protective Investigations (CPI) programs: Special Investigations (SI), Daycare Investigations (DCI), Residential Care and Investigations (RCI).  
<sup>4</sup> Adult Protective Services (APS)  
<sup>5</sup> Statewide Intake (SWI)  
<sup>6</sup> Prevention and Early Intervention (PEI)

**Program Tenure- Q3 FY 2023<sup>7,8</sup>**

Tenure grouping is used to monitor the proportion of workers based off the LBB reporting requirements.

**TABLE 2: SUMMARY OF EMPLOYEE DFPS TENURE**

Staff Type	6mon or less	6mon – 1 year	1 year- 2 years	2 year- 3 years	3 year- 4 years	4 year- 5 years	5+ years	Total
APS In-Home Supervisor	0.0%	1.2%	1.2%	0.0%	1.2%	10.8%	85.5%	100.0%
APS In-Home Worker	16.8%	7.7%	19.5%	10.7%	9.2%	5.9%	30.2%	100.0%
CPS CVS Supervisor	0.6%	1.0%	2.6%	3.2%	2.9%	5.2%	84.4%	100.0%
CPS CVS Worker	18.7%	10.4%	18.4%	8.8%	6.8%	5.7%	31.1%	100.0%
CPS FBSS Supervisor	1.3%	0.7%	1.3%	3.4%	0.7%	3.4%	89.3%	100.0%
CPS FBSS Worker	7.0%	5.0%	12.3%	16.1%	10.7%	7.8%	41.0%	100.0%
CPI Supervisor	3.3%	1.3%	4.0%	1.8%	4.0%	8.3%	77.5%	100.0%
CPI Worker	22.3%	14.1%	20.0%	10.4%	6.4%	5.4%	21.5%	100.0%
SWI Supervisor	0.0%	0.0%	2.3%	0.0%	0.0%	6.8%	90.9%	100.0%
SWI Worker	8.5%	5.8%	7.5%	2.0%	5.1%	6.8%	64.3%	100.0%

- Roughly half of CPS CVS (48%) and CPI (56%) workers have 2 or less years tenure with DFPS.
- In all programs, supervisors are more tenured with the majority having five or more years tenure with DFPS.

<sup>7</sup> All tenure data as of May 2023.

<sup>8</sup> Percent data may not add up to a 100% due to rounding in MS Excel.

**TABLE 3: PERCENT CASEWORKERS RETAINED 6 MONTHS AFTER TRAINING**

Staff Type	2020	2021	2022	2023
APS In-Home Worker	76.8%	75.4%	68.5%	70.8%
CPS CVS Worker	79.7%	73.0%	75.5%	73.7%
CPS FBSS Worker	76.7%	84.9%	77.5%	68.3%
CPI Worker	63.7%	60.6%	62.2%	68.1%
SWI Worker	77.8%	85.7%	78.6%	78.6%

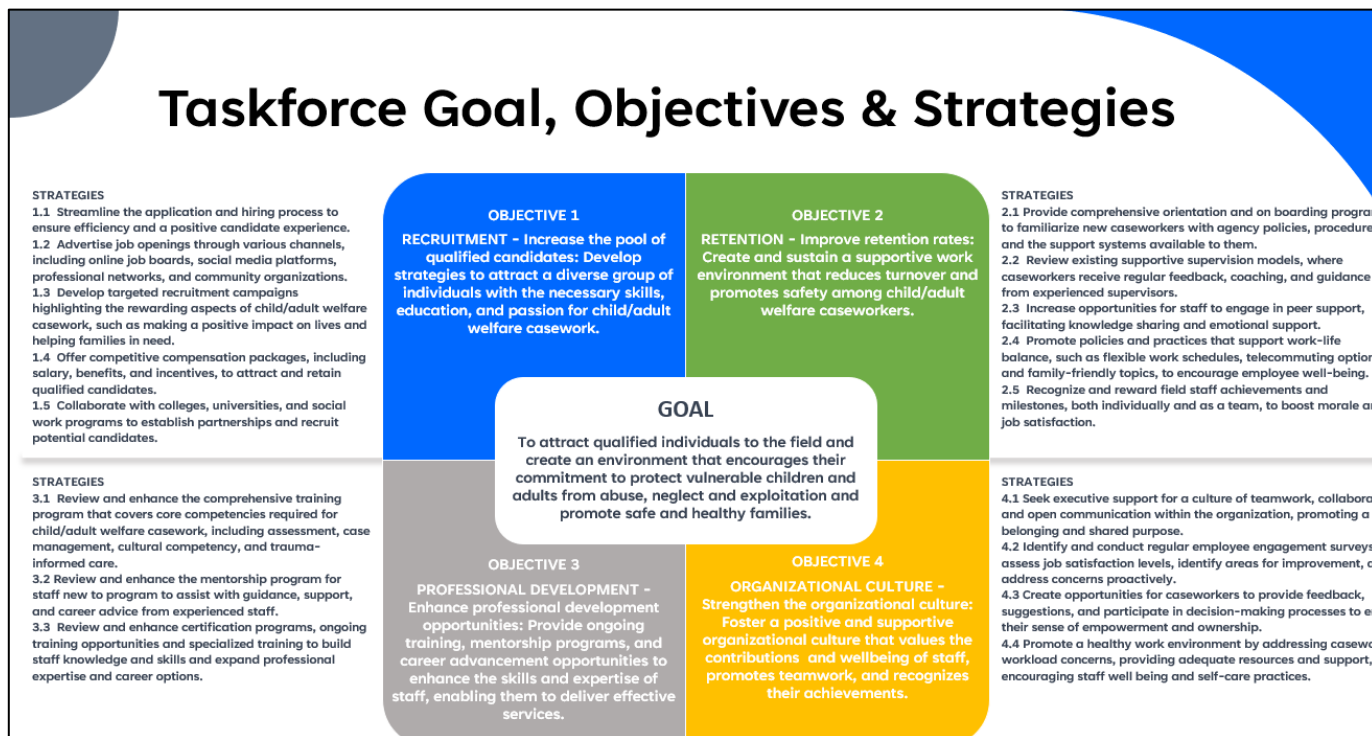
- From FY20 to FY23 Q2<sup>9</sup>, CPS CVS and CPS FBSS averages roughly 76 percent caseworker retention six months after training completion.
- CPI averages roughly 64 percent caseworker retention six months after training completion during the same period.

## PROGRAM INITIATIVES FOR FISCAL YEAR 2023

To effectively address the ongoing turnover trends within the Statewide Intake (SWI), Child Protective Investigations (CPI), Child Protective Services (CPS), and Adult Protective Services (APS) programs, DFPS has taken a proactive approach by launching the DFPS Recruiting and Retention Initiative. This comprehensive initiative entails the creation of a dedicated task force, composed of key leadership members from various departments such as the Deputy Commissioner's Office, State Office, Human Resources (HR), Center for Learning and Organizational Excellence (CLOE), Data and Systems Improvement, as well as Regional Program Leadership. By leveraging this versatile array of expertise and perspectives, the task force aims to develop innovative strategies to attract top talent and promote employee retention within these crucial programs. In addition to the core task force team, collaboration with surrounding divisions including finance, Health and Human Services (HHSC) Civil Rights, Legal, Communications, Purchased Client Services Division, Program Support, Management Consulting, as well as Prevention and Early Intervention have provided invaluable support and consultation to ensure the success of this critical initiative. Through this concerted effort driving the DFPS Recruiting and Retention Initiative forward, it is anticipated that turnover rates will decrease while enhancing overall program effectiveness and ultimately fostering a more robust support system for vulnerable individuals and families in need.

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<sup>9</sup> FY23 cohort ends in March 2023 to allow all workers 6 months after training as of September 2023.



## Recruiting and Retention Initiative Goal:

The primary aim for the DFPS Recruiting and Retention Initiative is to attract qualified individuals to the field and create an environment that encourages their commitment to protect vulnerable children and adults from abuse, neglect, and exploitation and promote safe and healthy families. To effectively achieve this critical goal, the task force has meticulously divided it into four key objectives. Each objective encompasses a select number of carefully designed strategies that will serve as the central focus and principal driving force behind ensuring the successful execution of these objectives. Recognizing the importance of consistent evaluation and progress monitoring, the DFPS Recruiting and Retention Initiative task force has instituted performance metrics to gauge the level of success achieved within each objective throughout FY 2023, FY 2024, and FY 2025. Additionally, the dedicated members of the task force and all affiliated contributors stand prepared to thoroughly analyze any emerging trends or challenges, enabling them to expeditiously develop and enact targeted improvement plans as needed. This collaborative and data-informed approach will ensure that favorable advancements are made in both recruitment and retention within the DFPS ranks.

## Recruiting and Retention Initiative Objectives:

- **Recruitment**

The objective aims to expand the pool of qualified candidates by implementing effective strategies to attract diverse individuals with the required skills, education, and passion for child/adult welfare casework. This will be achieved through streamlining the hiring process, using various advertising channels, creating targeted recruitment campaigns, and offering competitive compensation packages.



- **Retention**

The objective aims to enhance retention by fostering a work environment that encourages safety, minimizes turnover, and supports child and adult welfare workers. This goal will be reached through strategies like thorough orientation, examining supportive supervision models, promoting peer support, encouraging work-life balance policies, and acknowledging staff accomplishments.

- **Professional Development**

This objective aims to boost professional development by offering continuous training, mentorship programs, and career advancement opportunities that strengthen employee abilities and ensure effective service delivery. It will evaluate and improve the current training program, mentorship, and certification programs while providing specialized training to broaden staff knowledge, skills, and enhance career prospects.

- **Organizational Culture**

The objective aims to enhance the organizational culture through a positive and supportive atmosphere that values staff well-being, teamwork, and achievements. Achieving this involves gaining executive support, fostering team collaboration and open communication, conducting employee engagement surveys, enabling caseworker input in decision-making, and promoting a healthy work environment with adequate resources and self-care practices.

## **TALENT ACQUISITION GROUP AND HIRING TRENDS**

The DFPS Talent Acquisition Group (TAG) supports recruiting and hiring activities within SWI, CPI, CPS, and APS divisions. In addition to extensively recruiting through electronic means (LinkedIn, Handshake, Indeed, etc.), conducting monthly statewide hiring fairs with same day interviews, attending virtual and in-person job fairs in Texas and surrounding states, and through targeted program specific activities, TAG staff screen, interview, and hire the most qualified applicants from the current applicant pool to fill direct delivery program positions. TAG continues to resolve process questions, monitor screening services, and secure bilingual testing. In conjunction with 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).

Over the last six-month period, TAG has seen a holding trend of candidates declining interview requests and failing due diligence (references and background checks). Since March 2023, 10,184 interviews have been scheduled by TAG. Out of 10,184 interviews, 51.2 percent of applicants have either not responded to the invitation to interview, cancelled the interview, or no showed to the interview.

**TABLE 4: TAG HIRING TRENDS**

Month	Invited	No Response	Cancelled	No Show	Interviewed
Aug '23	2052	26%	12%	9%	53%
July '23	1476	31%	14%	8%	47%
June '22	1815	32%	13%	9%	46%
May '23	1437	22%	16%	10%	52%
Apr '23	1364	23%	17%	13%	47%
Mar '23	2040	27%	17%	9%	47%

Since March 2023, TAG had 1,105 applicants who either declined a position or didn't pass the background check process. The top reasons provided by applicants for declining a job offer were due to other employment, a higher salary offered elsewhere, or the applicant stopped communicating with the agency and became unresponsive in the hiring process. Most applicants who failed due diligence did so because of issues with references, such as negative references, falsified references, or an inability to provide references.

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 adjust hiring strategies to prevent unnecessary delays in hiring. The number of filled Full Time Employees (FTEs) serves as an indicator of a program's health, as too many vacancies may lead to higher caseloads, increased turnover, and the potential for less effective services for families. The direct delivery hiring model, implemented during FY 2016, has proven effective in maintaining and even improving caseworker fill rates by reducing the time it takes to fill a vacated position.

The TAG team is committed and will continue to actively seek and hire the most qualified candidates in a timely manner, to effectively address the growing number of vacant positions.

## CONCLUSION

The Department of Family and Protective Services is steadfast in its ongoing pursuit to reduce the agency's employee retention rate. By implementing the DFPS Recruitment and Retention Initiative, the multi-tiered task force exhibits unwavering commitment and dedication towards reducing staff turnover. DFPS will consistently track the progress of the objectives and strategies set by the initiative, to ascertain their efficacy in generating progressive improvements. A diverse group of multi-level participants will convene regularly to collaborate on developing and deploying systems that demonstrate improved outcomes. The ultimate motivation lies in cultivating a stable workforce dedicated to serving Texas' most vulnerable communities.