

DFPS Compensation Assessment and Employee Incentives Review

Final Incentives Analysis Report

2017 FINAL REPORT

DFPS Data 2000-2016

Appendices

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Appendix A. e-Survey for Current Employees

DFPS (2016): Assessing Salaries, Incentives and Work Retention

Cover Letter

Dear Participants,

The University of Houston Graduate College of Social Work has a contract with the Texas Department of Family & Protective Services (DFPS) to conduct an assessment of employee incentives in the spirit of Transformation. The purpose of the assessment is to examine the effectiveness of existing strategies in DFPS to improve the application of employee financial incentives and compensations. You are invited to participate in this survey on a voluntary basis. Information obtained will be kept strictly confidential and only a summary of the data will be reported. With your Employee ID, we will be able to report aggregate data linking to respondents' employment history. Again, no personal identifiers will be revealed in any part of our report; individual responses will not be reviewed by DFPS.

You may stop at any time and go back to the survey to continue where you left off. However, once the survey has been submitted by clicking "DONE" on the last page, you will not be able to make changes or complete another survey.

We do not foresee that you should experience any risks or personal benefits as a result of your participation in this research project. Your participation will provide helpful information to this assessment study. Nevertheless, if you do not wish to disclose sensitive information in any of the questions, you may choose to skip them or discontinue participation.

We would like to invite you to complete the survey by October 15, 2016. We estimate this survey will take about 15-20 minutes to complete. Thanks for your support!

**Patrick Leung, PhD,
Professor and Principal Investigator**

DFPS (2016): Assessing Salaries, Incentives and Work Retention

Consent to Participate

I understand that I may exit this survey at anytime without participating by closing this website window.

By completing this survey and clicking DONE at the end, I hereby consent to participate in this study.

DFPS (2016): Assessing Salaries, Incentives and Work Retention

Demographics

1. What is your employee ID?

2. What division are you in?

- CPS
- APS
- CCL
- PEI
- Statewide Intake
- Other (please specify)

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3. Region/District (if applicable):

4. Is your primary work location Rural or Urban?

- Rural
- Urban

5. Your gender:

- Male
- Female
- Other (please specify):

6. Your age:

DFPS (2016): Assessing Salaries, Incentives and Work Retention

7. Ethnicity:

- African American
- Asian American
- Hispanic
- Native American
- White
- Other (please specify):

8. Length of employment at DFPS:

of Years:

DFPS (2016): Assessing Salaries, Incentives and Work Retention

Educational Background

9. Do you have a Bachelor's Degree?

- NO
- YES (specify your major(s) and graduation year(s); e.g., Social Work, 1995; Sociology, 1997):

10. Do you have other Advanced Degree(s)?

- NO
- YES (specify your degree(s) and graduation year(s); e.g., MSW, 2010; PhD in Sociology, 2015):

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11. Provide your current credentials or licensing. For example, LMSW, LPC, etc.

12. Did you have any job-related experiences prior to DFPS:

NO

YES (specify number of years):

13. Did you have any volunteer job-related experiences prior to DFPS:

NO

YES (specify number of years):

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14. How many job trainings that are offered by DFPS did you attend?

Number of job trainings attended:

List training topics:

15. What is your current MONTHLY salary?

16. What would you expect to be the usual MONTHLY salary for someone with your qualifications and experience?

DFPS (2016): Assessing Salaries, Incentives and Work Retention

Incentives and Work Environment Factors

17. INCENTIVES/ENHANCEMENT (FINANCIAL): Please rate your level of agreement to indicate that the incentive has encouraged you to stay at DFPS. If any item does not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
Locality Pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-call pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High risk pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College degree pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Title IV-E stipend for BSW/MSW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reimbursement for books, tuition and fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bilingual pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Language interpreter stipend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equity adjustments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary parity adjustment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recruitment and retention bonus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comp time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overtime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shift differential	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Specialist stipend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CPS investigator pay (stipend)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CPS mentoring stipend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CPS performance-based merits (one time)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One-time merits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefit Replacement Pay (BRP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of Living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire Brigade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Max Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supplemental	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other Financial Incentives (please specify):

18. Please address any concerns regarding the financial incentives stated above.

DFPS (2016): Assessing Salaries, Incentives and Work Retention

19. Incentives/Enhancement (WORK ENVIRONMENT): Please rate your level of agreement to indicate that the work environment has encouraged you to stay at DFPS. If any item does not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
Mobile/remote work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My peers or co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-the-job training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Award(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition for tasks done well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child care support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational leave	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State retirement pension plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other Work Environment Incentives (please specify):

20. Please address any concerns regarding the work environment factors stated above.

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Work Retention Opinions

21. SALARY and JOB ADVANCEMENT: Please rate your level of agreement to each of the statements below. If any item does not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
I receive pay raises often.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtaining an advanced degree would help my DFPS career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My salary is appropriate considering my academic achievement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary is appropriate considering the cost of living in my location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my current salary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My advanced degree has provided me with opportunities for promotion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My advanced degree has provided me with opportunities for salary increase.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are opportunities for career advancement within my division.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with DFPS opportunities for promotion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Assessing Salaries, Incentives and Work Retention

22. JOB EXPERIENCES: Please rate your level of agreement to each of the statements below. If any item does not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
I am satisfied with my current job responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the skills to work with diverse populations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend DFPS to job-seekers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My experiences while working for DFPS have been positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My caseload is manageable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My education adequately prepared me to handle my job responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is adequate staffing in my division.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Assessing Salaries, Incentives and Work Retention

23. WORK ENVIRONMENT: Please rate your level of agreement to each of the statements below. If any item does not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
I like my work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like the multiple demands of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can accomplish my day-to-day assigned tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DFPS provides me opportunities to work with other professionals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DFPS provides me with adequate job retention incentives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The training required by DFPS has helped me to do my job better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Assessing Salaries, Incentives and Work Retention

24. SUPERVISORS and CO-WORKERS: Please rate your level of agreement to each of the statements below. If any item does not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
I receive adequate supervision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to work in my current division.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor provides me with support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor respects me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My co-worker(s) respect(s) me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work unit is cohesive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work unit has done great work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work unit has been awarded for the work we did.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Assessing Salaries, Incentives and Work Retention

25. MOTIVATION: Please rate your level of agreement to each of the statements below. If any item does not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A	Don't Know
It is important to me to perform my job to the best of my abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Once I undertake a task, it is my duty to see it through to the end.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a strong sense of moral obligation in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I see a wrong, I feel responsible for making it right.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work is rewarding to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am motivated to stay at DFPS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage others to work at DFPS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Assessing Salaries, Incentives and Work Retention

26. **JOB CONCERNS:** Please rate your level of agreement to each of the statements below. If any item does not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
Burnout has prompted my former colleagues to leave.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I face overwhelming challenges in my day-to-day work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incentives offered by DFPS are not easily redeemable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of job incentives has prompted staff to leave DFPS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low pay has prompted staff to leave DFPS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I intend to leave DFPS within 12 months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I plan to retire from DFPS within 12 months because of job concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have future plans to get a job outside of DFPS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Assessing Salaries, Incentives and Work Retention

Advancement Information

27. Have you earned an **ADVANCED DEGREE** (MA, MS, MSW, PhD, etc.) after your first job entry at DFPS?

- NO
- YES (specify the degree, major, graduation year, e.g. MSW, Social Work, 2012):

DFPS (2016): Assessing Salaries, Incentives and Work Retention

28. If the answer to the advanced degree question is YES, did you get a promotion at DFPS after the award of that degree?

- NO
- YES (specify how many months it took after the advanced degree to get the promotion):

DFPS (2016): Assessing Salaries, Incentives and Work Retention

29. What are your primary reasons for staying at DFPS?

30. What would be your reasons for leaving DFPS?

31. Please provide other comments regarding DFPS Employee Salaries, Incentives and Retention Issues:

DFPS (2016): Assessing Salaries, Incentives and Work Retention

Thanks for your participation!

**If you have any questions about this survey, please email Dr. Patrick Leung at
PLEUNG@uh.edu.**

Appendix B. e-Survey for Former Employees

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

Cover Letter

Dear Participants,

The University of Houston Graduate College of Social Work has a contract with the Texas Department of Family & Protective Services (DFPS) to conduct an assessment of employee incentives in the spirit of Transformation. You are invited to provide your input to this assessment study because you are a former DFPS employee who can share your concerns about DFPS salaries, incentives and retention. The purpose of the assessment is to examine the effectiveness of existing strategies in DFPS to improve the application of employee financial incentives and compensations. You are invited to participate in this survey on a voluntary basis. Information obtained will be kept strictly confidential and only a summary of the data will be reported. With your former Employee ID, we will be able to report aggregate data linking to respondents' employment history. Again, no personal identifiers will be revealed in any part of our report; individual responses will not be reviewed by DFPS.

You may stop at any time and go back to the survey to continue where you left off. However, once the survey has been submitted by clicking "DONE" on the last page, you will not be able to make changes or complete another survey.

We do not foresee that you should experience any risks or personal benefits as a result of your participation in this research project. Your participation will provide helpful information to this assessment study. Nevertheless, if you do not wish to disclose sensitive information in any of the questions, you may choose to skip them or discontinue participation.

We would like to invite you to complete the survey by October 24, 2016. We estimate this survey will take about 15-20 minutes to complete. Thanks for your support!

**Patrick Leung, PhD,
Professor and Principal Investigator**

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

Consent to Participate

I understand that I may exit this survey at anytime without participating by closing this website window.

By completing this survey and clicking DONE at the end, I hereby consent to participate in this

study.

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

Demographics

1. What was your employee ID (Optional)?

2. What DFPS division were you in? (if more than one, click the one you would like to provide input)

- Child Protective Services
- Adult Protective Services
- Child Care Licensing
- Prevention and Early Intervention
- Statewide Intake
- Other (please specify)

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

3. Region/District (if applicable):

4. Was your primary work location Rural or Urban?

- Rural
- Urban

5. Your gender:

- Male
- Female
- Other (please specify)

6. Your age:

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

7. Ethnicity:

- African American
- Asian American
- Hispanic
- Native American
- White
- Other (please specify)

8. Length of employment at DFPS:

of Years:

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

Educational Background

9. Did you have a Bachelor's Degree when working at DFPS?

- NO
- YES (please specify your major(s) and graduation year(s); e.g., Social Work, 1995; Sociology, 1997)

10. Did you have other Advanced Degree(s) when working at DFPS?

- NO
- YES (please specify your degree(s) and graduation year(s) (e.g., MSW, 2010; PhD in Sociology, 2015)

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

11. What credentials or licensing did you have when working at DFPS? For example, LMSW, LPC, etc.

12. Did you have any job-related experiences prior to working at DFPS?

- NO
- YES (specify number of years):

13. Did you have any volunteer job-related experiences prior to working at DFPS?

- NO
- YES (specify number of years):

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

14. How many job trainings that were offered by DFPS did you attend?

Number of job trainings
attended:

List training topics:

15. What was your MONTHLY salary when you left DFPS?

16. What would you have expected to be the usual MONTHLY salary for someone with your qualifications and experience at the time when you left DFPS?

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

Incentives and Work Environment Factors

17. INCENTIVES/ENHANCEMENT (FINANCIAL): Please rate your level of agreement to indicate that the incentive encouraged you to stay at DFPS when you were employed there. If any item did not apply to you while at DFPS, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
Locality Pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-call pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High risk pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College degree pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Title IV-E stipend for BSW/MSW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reimbursement for books, tuition and fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bilingual pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Language interpreter stipend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equity adjustments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary parity adjustment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recruitment and retention bonus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comp time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overtime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shift differential	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Specialist stipend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CPS investigator pay (stipend)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CPS mentoring stipend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CPS performance-based merits (one time)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One-time merits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefit Replacement Pay (BRP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of Living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire Brigade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Max Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supplemental	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other Financial Incentives (please specify)

18. What were your concerns regarding the financial incentives stated above.

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

19. Incentives/Enhancement (WORK ENVIRONMENT): Please rate your level of agreement to indicate that the work environment encouraged you to stay at DFPS while employed there. If any item did not apply to you while working at DFPS, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
Mobile/remote work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My peers or co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-the-job training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lead responsibility assigned	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Awards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition for tasks done well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child care support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational leave	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State retirement pension plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other Work Environment Incentives you received while at DFPS (please specify):

20. What were your concerns regarding the work environment factors stated above?

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

Work Retention Opinions

21. SALARY and JOB ADVANCEMENT: Please rate your level of agreement to each of the statements below as it applied to your salary and job advancement while employed at DFPS. If any item did not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
I received pay raises often.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtaining an advanced degree helped my DFPS career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My salary was appropriate considering my academic achievement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary was appropriate considering the cost of living in my location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was satisfied with my salary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My advanced degree provided me with opportunities for promotion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My advanced degree provided me with opportunities for salary increase.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There were opportunities for career advancement within my division.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was satisfied with DFPS opportunities for promotion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

22. JOB EXPERIENCES: Please rate your level of agreement to each of the statements below as it applied to your job experiences while employed at DFPS. If any item did not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
I was satisfied with my job responsibilities while at DFPS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was satisfied with my professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I had the skills to work with diverse populations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend DFPS to job-seekers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My experiences while working for DFPS were positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My caseload was manageable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My education prepared me to handle my job responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There was adequate staffing in my division.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

23. WORK ENVIRONMENT: Please rate your level of agreement to each of the statements below as it applied to your work environment while employed at DFPS. If any item did not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
I liked my work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I liked the multiple demands of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I could accomplish my day-to-day assigned tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DFPS provided me opportunities to work with other professionals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DFPS provided adequate job retention incentives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The training required by DFPS had helped me to do my job better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

24. SUPERVISORS and CO-WORKERS: Please rate your level of agreement to each of the statements below as it applied to your supervisors and co-workers while employed at DFPS. If any item did not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
I received adequate supervision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I liked to work in the division I was in.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor provided me with support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor respected me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My co-worker(s) respected me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work unit was cohesive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work unit did great work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work unit was awarded for the work we did.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

25. MOTIVATION: Please rate your level of agreement to each of the statements below as it applied to your motivation while employed at DFPS. If any item did not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
It was important to me to perform my job to the best of my abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Once I undertook a task, it was my duty to see it through to the end.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt a strong sense of moral obligation in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I saw a wrong, I felt responsible for making it right.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work was rewarding to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was motivated to stay at DFPS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encouraged others to work at DFPS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

26. JOB CONCERNS: Please rate your level of agreement to each of the statements below as it applied to your job concerns while employed at DFPS. If any item did not apply to you, please select N/A. If you do not know the answer, please select "Don't Know."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
Burnout prompted my former colleagues to leave.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I faced overwhelming challenges in my day-to-day work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incentives offered by DFPS were not easily redeemable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of job incentives prompted staff to leave DFPS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low pay prompted staff to leave DFPS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I once had intent to leave DFPS within 12 months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I had a plan to retire from DFPS before I left.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I had a plan to get a job outside of DFPS before I left.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

Advancement Information

27. Did you earn an ADVANCED DEGREE (MA, MS, MSW, PhD, etc.) after your first job entry at DFPS?

- NO
- YES (specify the degree, major, graduation year; e.g., MSW, Social Work, 2012):

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

28. If the answer to the advanced degree question is YES, did you get a promotion at DFPS after the award of that degree?

- NO

YES (specify how many MONTHS it took after the advanced degree to get the promotion):

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

29. What were your primary reasons for staying at DFPS?

30. What were your reasons for leaving DFPS?

31. Please provide other comments regarding DFPS Employee Incentives and Retention Issues:

DFPS (2016): Former DFPS Employees' Input on Salaries, Incentives, and Retention

Thanks for your participation!

**If you have any questions about this survey, please email Dr. Patrick Leung at
PLEUNG@uh.edu.**

Appendix C. Focus Group Instrument

DFPS Compensation Assessment and Employee Incentives Review Focus Group Questions (DFPS)

The purpose of this focus group is to examine ways to improve the agency's application of employee financial incentives and compensations. Please provide your feedback below and share them in the focus group. All information will be kept confidential and only aggregate information will be presented in the DFPS report. Please note that names or individual identifiers will NOT be included in the report.

1. What motivates you to stay and continue working at DFPS?
2. What were the main reasons of leaving from your former DFPS colleagues? What would make current DFPS colleagues want to leave?
3. What are the most unique opportunities that you have obtained (or are obtaining) through your job at DFPS?
4. Are you satisfied with your current job responsibilities at DFPS? Please explain.
5. Beyond financial compensations, what could DFPS do in the future to retain a good work force?
6. Have you ever received any of the following incentives (please circle)? If yes, have any of these incentives helped you continue your work at DFPS?
Incentives: Investigative pay, mentoring, locality, shift differential, Title IV-E, college degree, on-call pay, high risk pay, book/fee reimbursement, pay-down overtime, salary parity, language interpreter, bilingual pay, recruitment and retention bonus, equity adjustment, mobile work, certificate and career ladder, previous experience pay and mileage reimbursement, or other bonuses.
7. What other recommendations would you suggest for DFPS or DFPS?

Please provide the following information (for statistical purposes only):

Region: _____ Division: _____
Job Title: _____ Years in DFPS: _____
Your Gender: _____ Age: _____ Race/Ethnicity: _____
Highest Degree Attained: _____

THANK YOU FOR YOUR PARTICIPATION

Questions or Concerns? Please contact:
Dr. Patrick Leung, Professor and Principal Investigator
pleung@uh.edu (713-743-8111)
Graduate College of Social Work, University of Houston
3511 Cullen Blvd., Room 110HA Social Work Building, Houston, TX 77204-4013

Appendix D. Step-by-Step Navigation of Tableau Graphic Reports

Step-by-Step Guide to View Tableau Reports

Monit Cheung & Patrick Leung, University of Houston

Step 1: Click one of the following links to reach the Tableau report, and then go to Step 2:

(1) Texas Department of Family and Protective Services - Caseload, Termination and Transfer Rates, 2004 – 2016

https://public.tableau.com/profile/dr.monit.cheung#!/vizhome/DFPS_0/Dashboard1

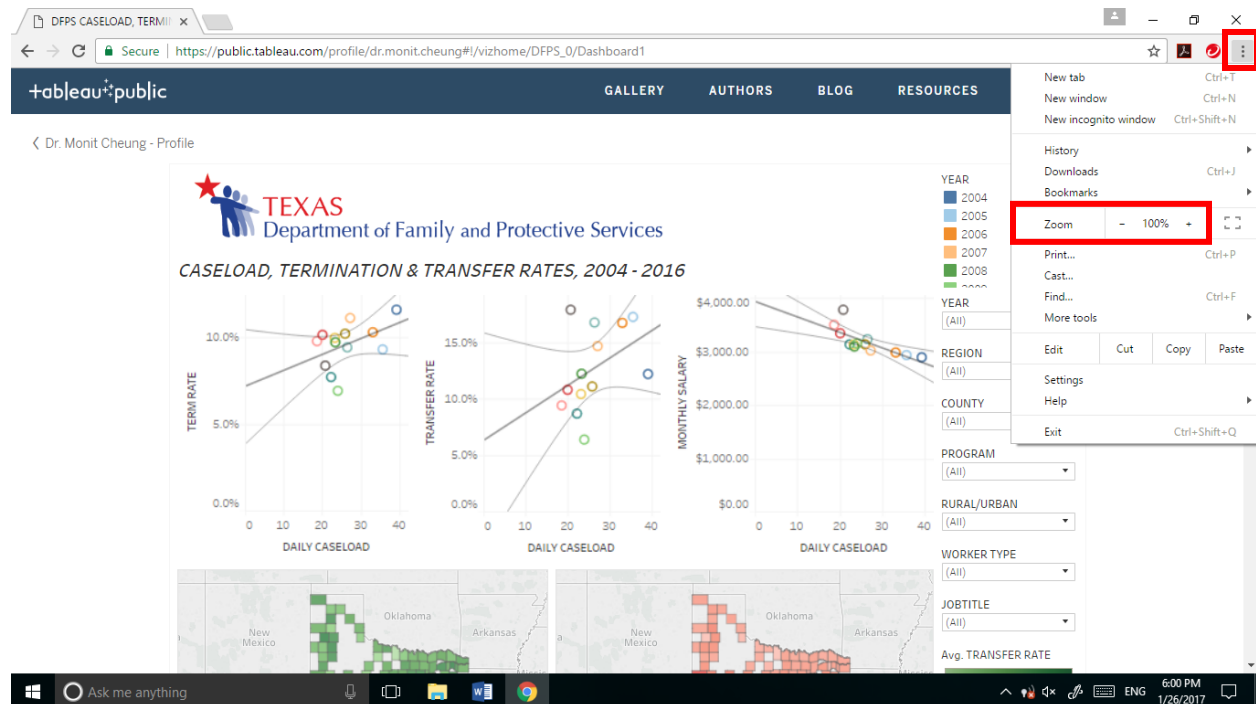
(2) Texas Department of Family and Protective Services - Salary, Termination and Transfer Rates, 2000 – 2016

<https://public.tableau.com/profile/dr.monit.cheung#!/vizhome/Supervisor/Dashboard1>

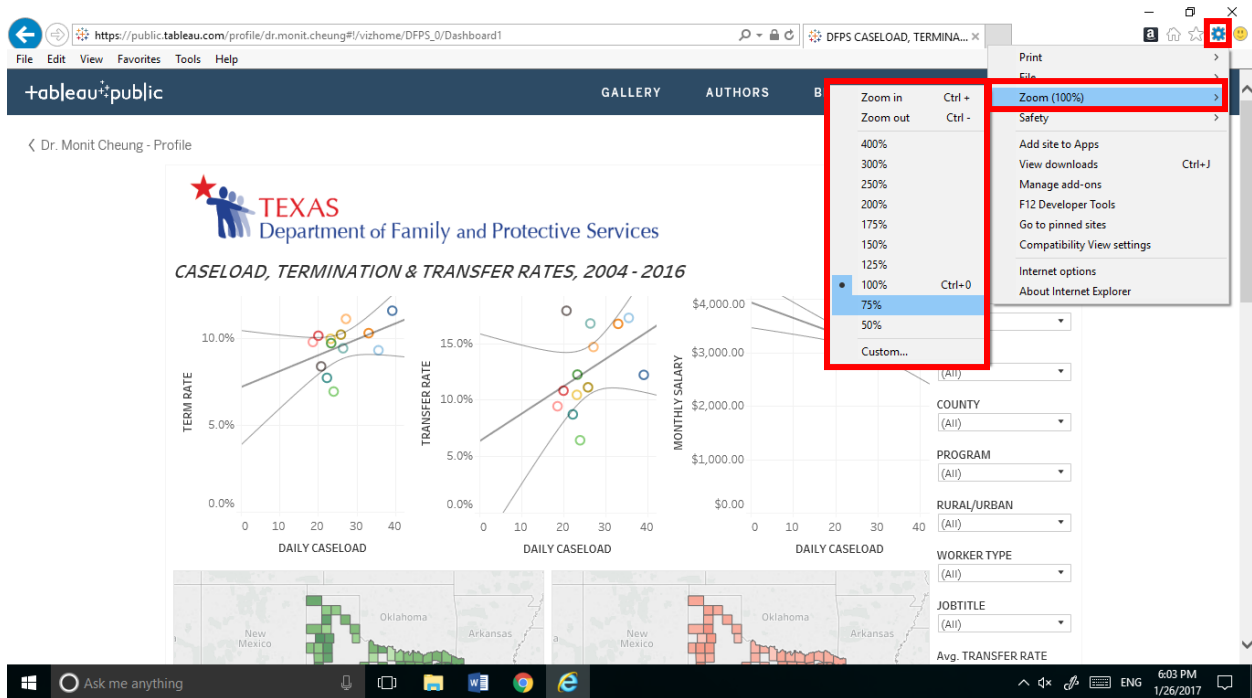
(3) Child Family Social Worker Salary: Peer Group Gap Analysis

<http://public.tableau.com/profile/joshua.been#!/vizhome/ChildFamilySocialWorkerSalaryPeerGroupGapAnalysis/Dashboard1>

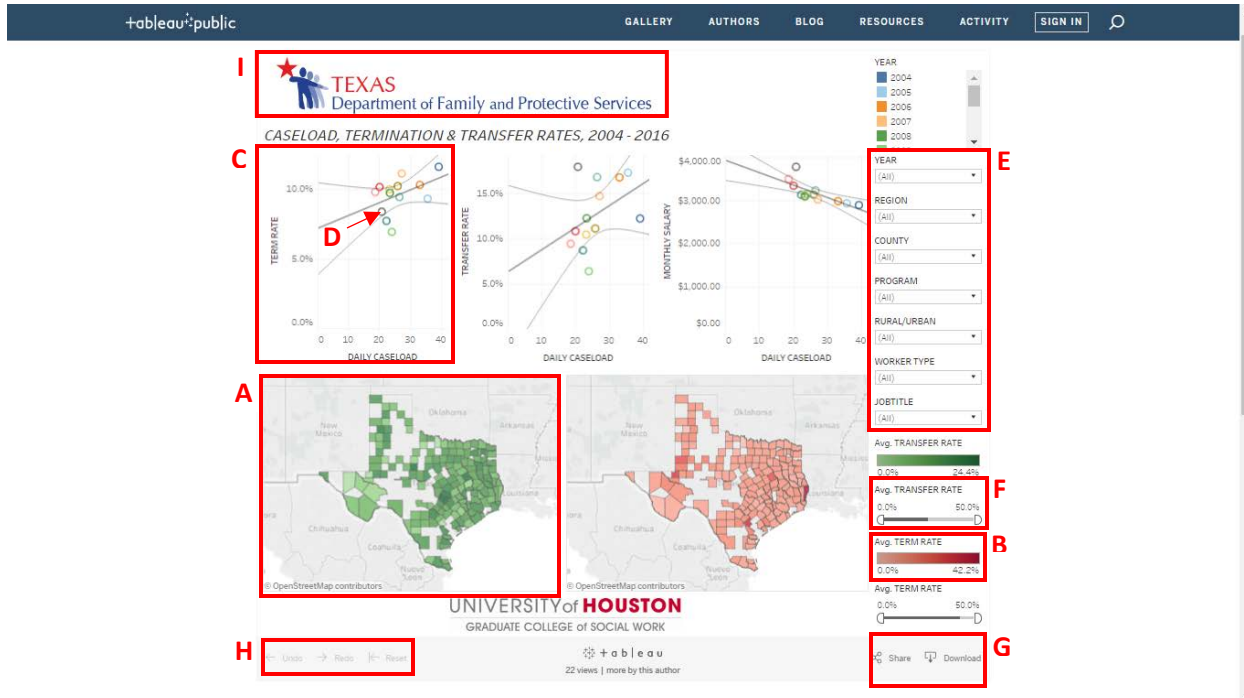
If you are using Google Chrome, the web page interface may be too large for the screen. To make the web page interface smaller, click at the button with the three squares in the upper right hand corner of the screen. A list of tools and functions will appear. Around the middle of the list is the “Zoom” function. Click the “-” button until the entire web page interface can be seen.



If you are using Internet Explorer, the web page interface may be too large for the screen. To make the web page interface smaller, click at the gear-shaped button (the “Tools” button). Hover over the “Zoom” function and click on the “Zoom out” function until the entire web page interface can be seen.

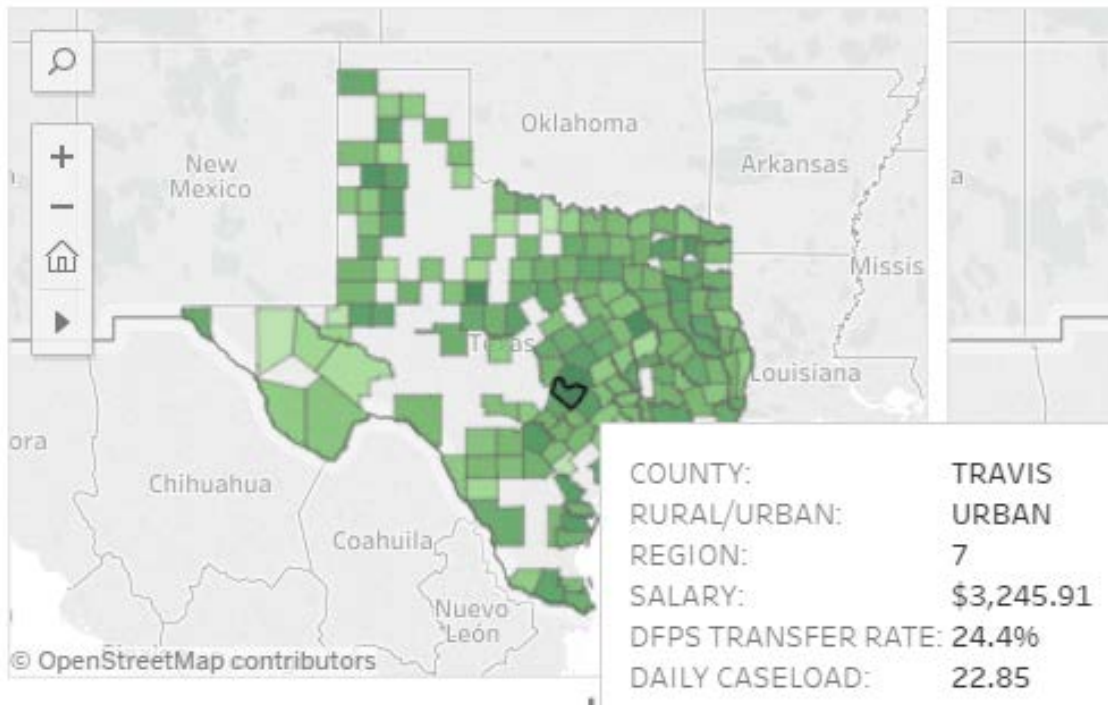


Step 2: Review the interactive dashboard. Eight features, labelled from **A** to **I**, are indicated in the screenshot below:

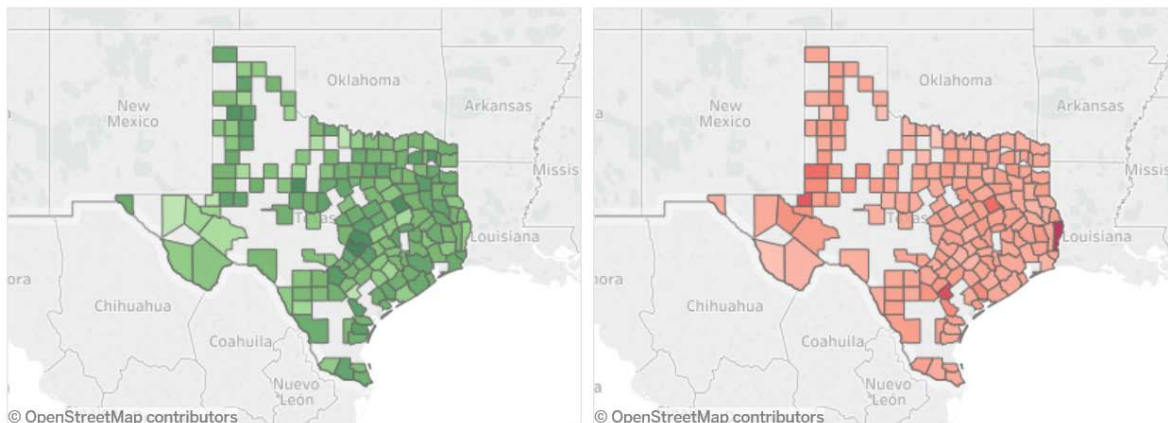
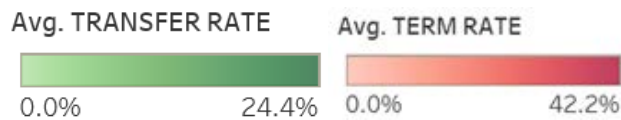


Step 3: Review the report with the eight features illustrated in the next eight pages.

A: Interactive map – Click on a county to review data. For example, by clicking TRAVIS County, you will see a popup box categorizing Travis as an “Urban” county, within Region 7, with an average CPS daily caseload of 22.85 and a transfer rate of 24.4%.



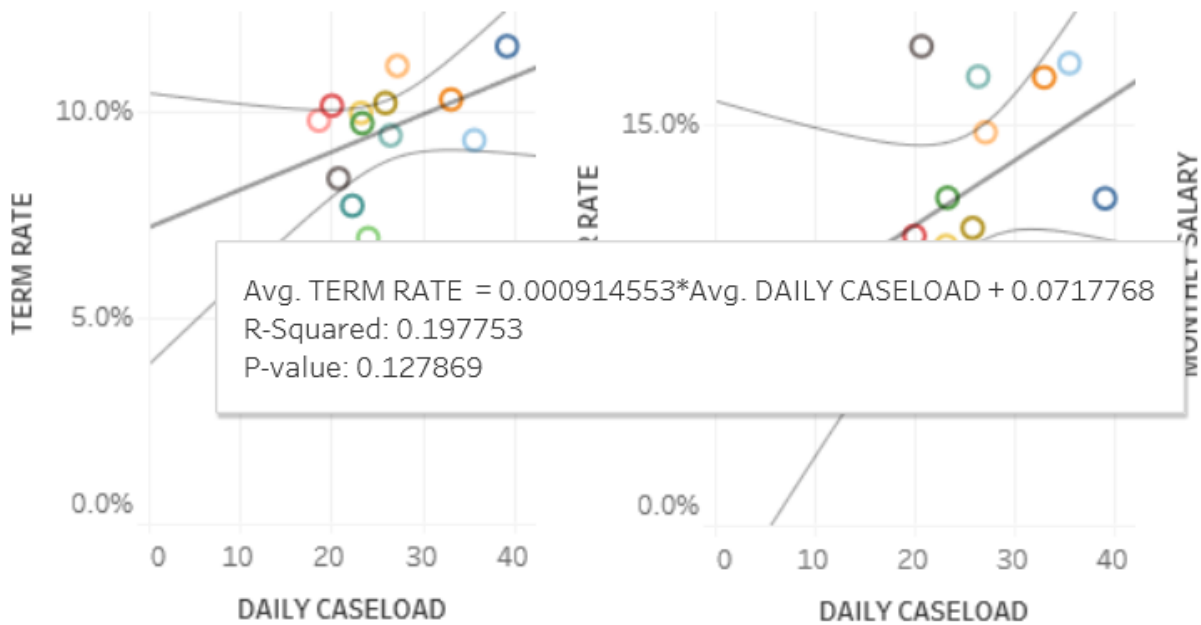
B. Color legends – This legend shows varying ranges of data. The color green represents the “Avg. Transfer Rate”, and the color red represents the “Avg. Term Rate”.



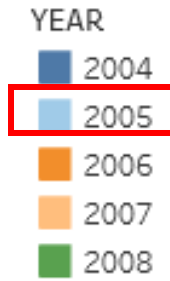
C: Scatter plot graph – The trend line graph shows the relationship between average turnover rate and CPS average daily caseload by county and year. Click on any of the three trend lines to see the regression formula. For example, the trend line in the screenshot below illustrates that Texas that the trend line formula is: Avg. TERM RATE = 0.000914553 * Avg. DAILY CASELOAD + 0.0717768 ($R^2=0.20$, $p=0.13$). The calculations are based on data from 2004 – 2016 where data on the two tested variables are available.



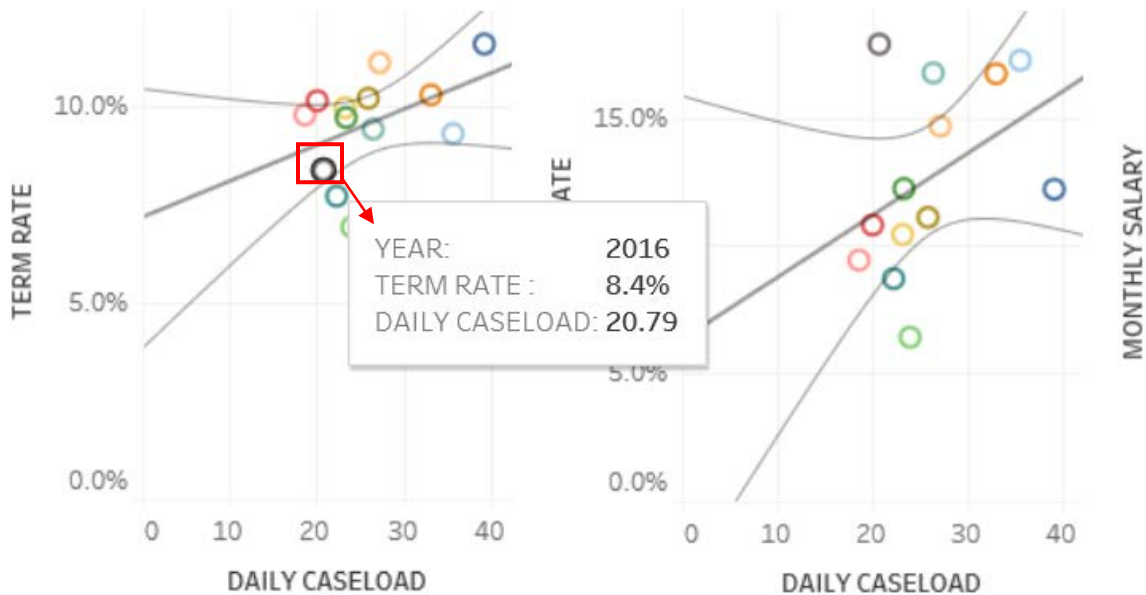
CASELOAD, TERMINATION & TRANSFER RATES, 2004 - 2016



D. Bubble indicator on the Trend Line – The bubbles represent different years of data by the varying colors and size; for example, the blue bubble represents 2005, while larger bubbles denote greater number of workers. Lower bubbles on the graph indicate lower turnover rates. For example, the lowest bubble which represents 2009 shows an average term rate of 6.9%. Viewing the screenshot of the graphs below, the first bubble in gray represents 2016. By clicking on this bubble, the following information will pop up:



CASELOAD, TERMINATION & TRANSFER RATES, 2004 - 2016



E. Drop down list in the tableau dashboard – Select a single value or multiple values from the drop down list. “All” are selected by default. Click the box labelled as “All” before selecting other combinations of multiple values (to remove this function). Compare the data by region, year, county, and urban/rural areas.

For example, compare REGION 6 and REGION 11:

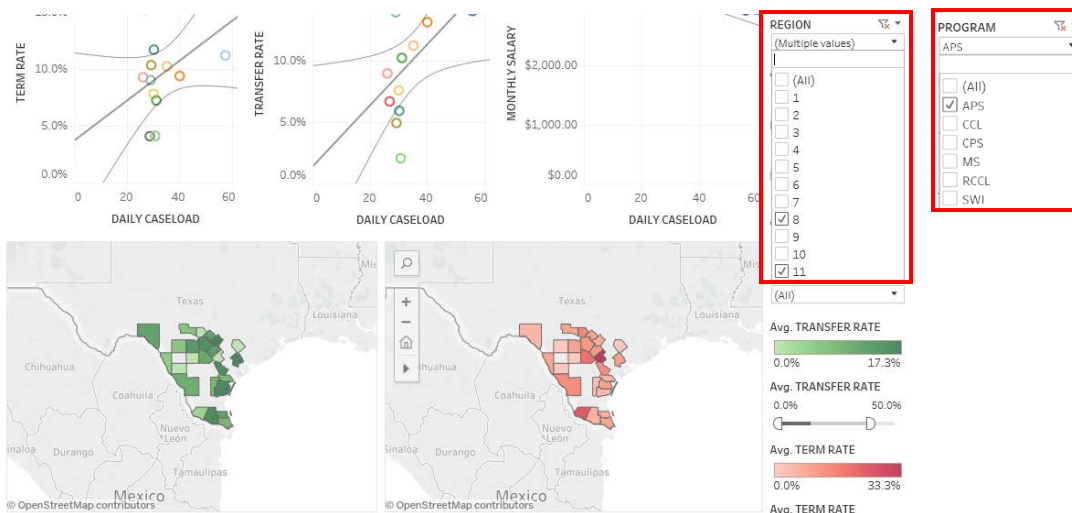
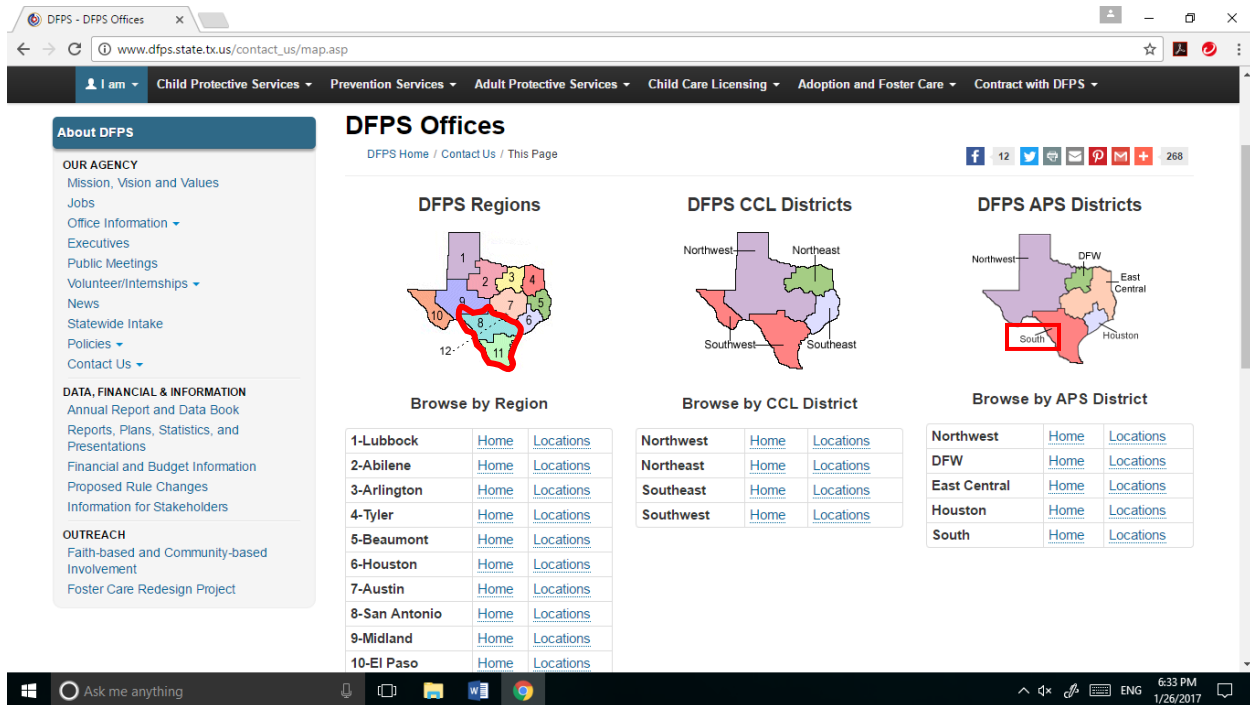
1. Click on REGION.
2. Deselect “All” and wait a few seconds for the graph to reset.
3. Click on 6 and 11 to select the regions to view.
4. Note that the darker the color, the higher the transfer rate in the color green, and the higher the term rate in the color red.



We have listed 11 DFPS regions in the Tableau dashboard according to the website for the Department of Family Protective Services (DFPS). However, if you wanted to look at the APS (Adult Protective Services) regions, you would have to select only the DFPS regions of that district.

For example, if you wanted to look at the APS South district, you would have to choose DFPS regions 8 and 11, and choose APS in the list located on the right of the Tableau dashboard in a column named "REGION" and "PROGRAM".

http://www.dfps.state.tx.us/contact_us/map.asp



F. Range filters – Move the range filters to remove certain values or a range of values from a result set. The current filters are set to indicate “Avg. Transfer Rate” and “Avg. Term Rate.”

For example, moving the Avg. TRANSFER RATE to the right at 19.40% and moving the Avg. TERM RATE to the right at 8.90% will change the map and show trend lines with fewer included counties.

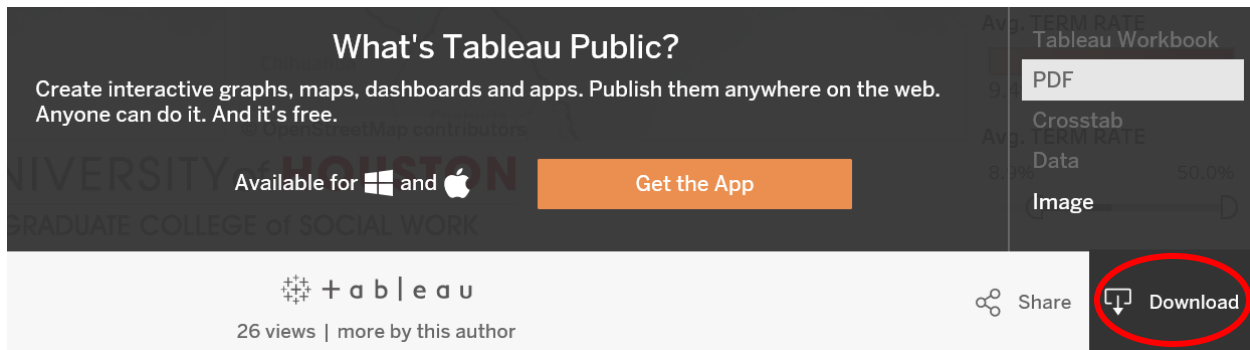
Avg. TRANSFER RATE



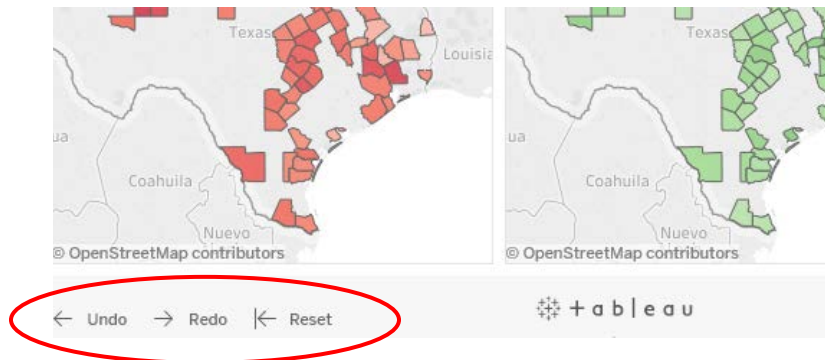
Avg. TERM RATE



G. Download – Download the dashboard interface as a pdf or image file.



H. Undo, Redo, and Reset functions - Undo and redo actions by pressing the “Undo” or “Redo” button on the dashboard. Reset the map layer options to default settings by pressing the “Reset” button.



I. Logos - If click on the logo of the Texas Department of Family and Protective Services (located at the top of the Tableau dashboard), you will be directed to the DFPS official website. If click on the logo of the University of Houston - Graduate College of Social Work (located at the bottom of the Tableau dashboard), you will be directed to the Center for Child & Family Innovative Research.

The image shows a sequence of screenshots demonstrating a workflow. The top screenshot is a Tableau dashboard titled "CASELOAD, TERMINATION & TRANSFER RATES, 2004 - 2016". It features three scatter plots showing the relationship between Daily Caseload, Transfer Rate, and Monthly Salary. A red box highlights the Texas Department of Family and Protective Services logo in the top left corner of the dashboard. A red arrow points from this logo to the top screenshot of the DFPS website. The middle screenshot shows the DFPS website homepage with a search bar and navigation menu. The bottom screenshot shows a navigation menu with options like "I AM...", "LEARN ABOUT DFPS", "FIND CHILD CARE", "STANDARDS & REGULATIONS", "FIND A FORM", and "HOTLINES". A red box highlights the University of Houston Graduate College of Social Work logo at the bottom of the Tableau dashboard, with a red arrow pointing to the bottom screenshot of the website.