



TEXAS DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES

COMMISSIONER
Howard G. Baldwin, Jr.

April 1, 2012

The Honorable Rick Perry
Governor of Texas
P.O. Box 12428
Austin, Texas 78711

The Honorable Steve Ogden
Chairman Senate Finance Committee
Texas Senate
P.O. Box 12068
Capitol Station
Austin, Texas 78711-2068

The Honorable Jim Pitts
Chairman, House Committee on Appropriations
Texas House of Representatives
P.O. Box 2910
Austin, Texas 78768-2910

Mr. John O'Brien, Director
Texas Legislative Budget Board
P.O. Box 12666
Austin, Texas 78711-2666

Dear Governor Perry and Legislative Leadership:

Pursuant to Rider 11, House Bill 1, 82nd Regular Legislative Session, 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.

To review the progress of the FY 2012 Human Resources Management Plan, this document includes the following:

- Status of Fiscal Year 2012 Human Resources Management Plan,

- CPS Targeted Recruitment and Retention for Fiscal Year 2012,
- Fiscal Year 2012, Second Quarter, Turnover Highlights,
- Appendix 1: The DFPS Recruitment and Retention Plan and
- Appendix 2: Annualized Turnover Data for Fiscal Years 2011 and 2012 through second quarter.

Thank you for the opportunity to present this information.

Sincerely,



Howard G. Baldwin, Jr.

Enclosures

cc: Jonathan Hurst, Office of the Governor
Andria Franco, Office of the Governor
Sarah Hicks, Senate Committee on Finance
Brittani Bilse, Senate Committee on Finance
Amy Peterson, House Committee on Appropriations
Nelda Hunter, House Committee on Appropriations
Nancy Millard, Legislative Budget Board

Rider 11 - Human Resources Management Plan

Mid-Year Update

A Report from

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

April 1, 2012

Introduction

House Bill 1, Rider 11, 82nd 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.

To review the new FY 2012 Human Resources Management Plan within the context of the past year, this document includes the following:

- Status of Fiscal Year 2012 Human Resources Management Plan,
- CPS Targeted Recruitment and Retention for FY 2012,
- Fiscal Year 2012, Second Quarter, Turnover Highlights,
- Appendix 1: The DFPS Recruitment and Retention Plan and
- Appendix 2: Annualized Turnover Data for Fiscal Year 2012 through second quarter.

FY 2012 Human Resources Management Plan

The FY 2012 Human Resources Management Plan is comprised of ongoing efforts and one-time projects targeted at attracting and retaining staff. The following table shows each project included in the Human Resources Management Plan along with status updates.

Project	Status
<p>Promoting the Caseworker and Supervisor Certification Program</p> <p>The caseworker and supervisor certification program for caseworkers and supervisors requires that employees achieve a particular amount of tenure, complete a prescribed training program and maintain satisfactory performance in order to receive a promotion and corresponding increase in pay. DFPS staff who administer the certification program monitor employee tenure data to alert employees several months before they reach a tenure milestone by inviting them to monthly webinars on how to apply for their promotion.</p>	<p>Ongoing</p> <p>The following activities have been completed in FY2012:</p> <ul style="list-style-type: none"> • Three webinars have been conducted since September. • DFPS training staff provide information at CPS Supervisor training to encourage supervisors to apply for certification. Additionally, supervisors are encouraged to talk with their staff regarding certification. • DFPS staff attended the Intensive Training Forums (held across the state) to provide information regarding certification requirements.
<p>Rookie Year On-Boarding Surveys</p> <p>The Rookie Year On-Boarding program was started last summer. As part of notifying supervisors that they have a new employee, hiring specialists</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • 592 surveys have been received to date. • 87.4% feel they were provided with a realistic job preview before they started work. • 56.6% were assigned a buddy (The buddy is a peer of the

<p>direct the supervisors to Rookie Year materials on the DFPS intranet. New employees are surveyed at 3- 6- and 12-month tenure marks. Survey data will be used to improve the Rookie Year On-Boarding program as necessary.</p>	<p>new employee assigned by the supervisor to assist with welcoming and supporting the new employee through the first year).</p> <ul style="list-style-type: none"> • The majority of respondents (on average 62%) strongly agreed that they felt welcomed to the agency prior to starting, on their first day, on their first month and by co-workers and supervisors. • Most respondents have a positive outlook on their job and their future at the agency. <p>Further promotion of the buddy program and Agency-level adoption of Rookie Year will continue throughout FY12.</p>
<p>DFPS LEADS</p> <p>DFPS LEADS (Leadership Excellence, Advancement, Distinction and Support) is a project to align the training and professional development of DFPS managers. The goal is to produce managers who have the tactical knowledge to manage their day-to-day duties and can act strategically with broad goals in mind. Managers gain programmatic knowledge and develop in the eight competencies DFPS has identified as essential for managing in the DFPS environment: (1) managing change, (2) collaboration, (3) communication, (4) cultural competence, (5) decision making, (6) professional development of self and others, (7) integrity and (8) strategic thinking.</p>	<p>Ongoing</p> <p>The following items have been delivered or will be in the coming months.</p> <p>1. Core Training for Supervisors</p> <p>A.) New Managers Redesign</p> <p><i>Beginning Managers: Transitioning from Peer to Manager</i> Every promoted or newly hired supervisor is required to attend Beginning Managers: Transitioning from Peer to Manager within 60 days from the date of hire or promotion. Managers and supervisors must take this course prior to taking program-specific training. This training provides newly hired or promoted managers and supervisors with:</p> <ul style="list-style-type: none"> • DFPS-related information and resources needed to work effectively and efficiently; and • Knowledge and skills needed to be competent and motivated to achieve the agency's mission, vision, and goals. <p>The focus is to provide tactical skills, to assist new managers and supervisors in their skill development of managing their staff's time and leave, using data to manage workloads, conducting effective unit meetings, managing a mobile workforce, implementing program and operational policy and completing performance plans.</p> <p>This training was piloted in February 2012. Feedback was provided and modifications are underway.</p> <p>B.) Program Specific Training for Supervisor</p> <p>APS is currently delivering a redesigned model, while the CPS program is in the redesign phase. Each program offers basic skills development courses and specialty courses that are tailored to the specific requirements of the supervisor's program area of operation, the positions, and the function. The significance of the new</p>

models is the old models were heavily focused on theory and philosophy of supervision while the new models provide more hands-on tactical skills related specifically to the program area.

The new CPS model will include:

- Nationally recognized web-based training components developed by the National Child Welfare Workforce Institute specifically for Child Welfare Supervisors
- Maximizes efficiency by focusing on specific tasks identified in the Job and Task Analysis as the most frequent and critical tasks performed by CPS Supervisors
- Includes managing data and how to manage a mobile workforce
- Improves quality casework and supervision by developing case management skills specific to the supervisory role
- Improves retention by enhancing skills in staff development thru rewards, recognition, and supervisor led training

2. Certification

DFPS certification is a voluntary process designed to recognize DFPS caseworkers and supervisors who participate in professional development that goes beyond what is required by Health and Human Services Commissioner (HHSC) in Texas. Certification strengthens staff credibility because staffs who are certified have met requirements for work-related training, experience, and performance.

3. Intensive Training Forums

These forums are a series of one-day workshops aimed primarily at developing the skills of those who manage others. They are offered statewide to increase the opportunities DFPS managers and supervisors have for professional development.

For FY 12, the forums are scheduled for March-May 2012. The focus is on Collaboration, Professional Development of Self & Others, Managing Change and Managing a Mobile Workforce.

<p>Statewide Intake Retention Initiative Steering Committee The Statewide Intake Retention</p>	<p>Ongoing Statewide Intake's Retention Initiative (RISC) has helped to foster communication and empowered staff to generate</p>
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<p>Initiative Steering Committee (RISC) undertakes projects to improve the work environment at the agency's abuse and neglect call center. With ongoing RISC guidance, six workgroups used employee survey results to develop proposals to the Statewide Intake management team. The areas of focus included: promoting employee communication and input, strengthening supervision, managing workloads, valuing employees and the needs of night/weekend staff.</p>	<p>solutions in collaboration with the Statewide Intake Leadership team. The SWI Leadership team approved nearly all the workgroup proposals made in FY2011. The SWI RISC continues to facilitate implementation of approved proposals and monitor the effectiveness of implemented proposals. RISC will continue to conduct the workplace satisfaction survey twice per year and is preparing for another survey launch in May 2012. Results of the fall 2011 survey show improved workplace satisfaction versus data collected in the spring 2011 survey. Workgroups will convene again this summer to develop proposals to SWI Leadership. RISC is streamlining processes to make the current year even more successful than the last.</p> <p>Some of the changes implemented in the past year based on our efforts have included:</p> <ul style="list-style-type: none"> • Increased schedule flexibility for Intake staff • Coaching on conducting effective meetings made available to supervisors and Leadership • Workload restructuring to allow more time for supervisors to devote to their staff • A Leadership bulletin board that highlights SWI management staff in order to help staff get to know them • Improved collection of Exit Survey data • Improved opportunity for intake specialists to work remotely • Improved support for staff transitioning from Basic Skills Development to their permanent shifts • Plans are in place for an electronic bulletin board for staff to communicate online
<p>Survey of Employee Engagement 2012 Iteration</p> <p>DFPS will work with the University of Texas to administer the Survey of Employee Engagement in 2012. During FY 2011, DFPS managers took specific actions in response to the 2010 iteration of the survey.</p>	<p>In Progress</p> <p>The 2012 SEE Survey was completed by agency staff in March. Results from the University of Texas are expected in April. Once we receive the results, management for each unique department will be asked to develop and implement one to three action plans to remedy the top concerns that manifest from the survey results.</p>
<p>Sharing Exit Survey Information with Leadership</p> <p>When employees leave DFPS, they are asked to fill out two surveys -- one from the State Auditor's Office and one</p>	<p>Ongoing</p> <p>This continues to give the agency Commissioner and upper level program manager feedback from staff leaving the agency. The percent of staff responding to the surveys is low; however, each comment is examined to help the agency</p>

<p>from DFPS. Each month, the Management Support Division reviews the comments that survey respondents make. All comments alleging work rule violations are forwarded to the appropriate agency executive and the Legal Division. Comments praising a co-worker or supervisor are forwarded to the appropriate director of field operations for programs or state office division director.</p>	<p>understand staff concerns.</p>
<p>Organizational Effectiveness Facilitation</p> <p>The Organizational Effectiveness (OE) team provides continuous quality improvement support services to all DFPS programs and divisions to promote successful outcomes for children, adults, and families. Through a series of face-to-face meetings, an OE facilitator helps a group drill down to the root causes of complex problems and then develop and implement strategies to solve those problems. Upper-level managers can request facilitation sessions for groups under their supervision.</p>	<p>Ongoing</p> <p>There were 36 total Organizational Effectiveness facilitations completed in FY 11 and 7 to date in FY 12. The majority were in the Child Protective Services Division. Two facilitations were held within Adult Protective Services, two in Statewide Intake (SWI) and two were held within Operations.</p> <p>Topics included; case transfer protocols, disproportionality, trauma informed practice, supporting a new organizational structure, retention, staff holiday scheduling, increasing staff morale, effective case management, improving supervisor/employee relationships, implementing Child and Family Services Reviews, permanency, Family Based Safety Services improvement, supervisor work balance, staff development, and Enhanced Family Centered Safety Decision Making (EFCSDM).</p> <p>SWI focused on holiday scheduling and morale. In APS, the statewide project focused on supervisory work balance and APS region 7 focused on staff retention. In Operations, a statewide project focused on training priorities and strategically preparing for significant recurring events. This cross program initiative sought means to improve strategic and mitigation planning in a way which emphasizes both client safety and valuing employee well-being.</p> <p>The OE facilitation team also conducted a workshop during Intensive Training Forums for Supervisors and Managers to train staff to use Organizational Effectiveness methodology as a means to approach work issues.</p>
<p>GoMobile Project</p> <p>GoMobile is an agency-wide initiative to build a coordinated work model that integrates our workforce, our work environments, and our technology. It will lead to more efficient use of workers' time and long term it could</p>	<p>In Progress</p> <p>Current DFPS GoMobile activities include:</p> <ul style="list-style-type: none"> • Piloting wireless connectivity (WiFi) on tablet PCS in Spring 2012 and creating a revised office template that reconfigures office space used by mobile workers. • Implementation of the new office template will be

<p>lead to cost savings in real estate, travel and overhead expense. The project is coordinated with the HHSC Teleworking, Mobile Work and Alternative Officing Initiatives. The agency currently has 1700 staff designated as mobile caseworkers.</p>	<p>piloted in the Round Rock office in September 2012.</p> <ul style="list-style-type: none"> • Creation of an assessment tool to determine an organizational unit's readiness for increased mobility. • Participation in a multi-agency workgroup that is reviewing and creating additional HHSC Enterprise and DFPS agency policies for mobile workers and teleworkers with a completion date of Spring 2012.
<p>DFPS SAVES</p> <p>DFPS faces budget challenges in the upcoming year and expects those challenges to continue through the next few budget cycles. To collect ideas about opportunities to gain efficiencies, the agency instituted the DFPS Suggestions to Achieve Value and Efficiency in Services (SAVES) program. DFPS has already put in place some cost savings measures and will continue to review existing programs to ensure the agency is operating as efficiently and effectively as possible. Employees can fill out a survey at any time with their suggestions on ways DFPS can use resources more efficiently. When staff have their ideas heard, they are more engaged with the work and the agency.</p>	<p>In Progress</p> <p>Suggestions made by staff and implemented the first part of FY 12 include:</p> <ul style="list-style-type: none"> • Instructions for how to turn off banner pages on print jobs to save paper; • Automatic duplex printing on agency printers to save paper; and • Automatic shut off for agency computer monitors to save power. <p>In order to demonstrate to staff their ideas are being heard, the DFPS SAVES webpage on the agency's intranet provides ongoing updates on staff ideas that are being implemented.</p>

CPS Targeted Recruitment and Retention for FY 2012

When certain criteria exist for any single job, the agency has taken special measures to ensure positions are filled timely and with staff that will stay. The criteria include:

- Low applicant pool
- Low quality of applicant pool
- High number of vacancies
- High turnover rate
- Caseload higher than average

During the first part of FY2012, DFPS has employed focused recruitment and/or retention for CPS in several counties:

Outlying Counties of Amarillo, Amarillo, Levelland, Littlefield, Pampa, Plainview, Coleman, Snyder, Sweetwater, Cleburne, Granbury, Greenville, Mineral Wells, Sherman, Weatherford, Athens, Hempstead, Jacksonville, Livingston, Palestine, Rusk, Angleton/Alvin, Bay City, Bellville, Columbus, Liberty, Wharton, Hamilton, Travis, Carrizo Springs, Jourdanton, Pearsall, Victoria, Midland, Odessa,

Aransas Pass, Harlingen, Laredo, Potter, Gregg, Smith, Fort Bend, Montgomery, Bell, Travis, Ector, and Hidalgo.

Activities taking place in specified counties include one or more of the following:

- Offer 6.8% above base salary.
- Attend job fairs or organize job fairs in specific areas to interview many applicants quickly.
- Partner with DFPS Media Specialists to produce special interest stories about employment opportunities in certain areas.
- Add basic skills development training sessions to accommodate all new hires.
- Redeploy hiring staff resources from other parts of the agency to increase hiring efforts in certain areas.
- Work with partners (vendor conducting pre-assessment testing, Human Resources vendor and centralized background check unit) to expedite certain hiring activities.
- Post jobs on job search Web sites or newspapers that target needed professionals.
- Request certain positions be posted as a "hot job" in accessHR or on Workforce site.
- Offer paid overtime for caseworker staff.
- Add caseworkers as the budget permits.
- Institute rapid response where staff from other areas travel in to a county to assist with high workloads.

Fiscal Year 2012 Second Quarter Turnover Highlights

Rider 11 Employee Annualized Turnover Report (see Appendix) shows the following:

- Overall DFPS turnover rate increased from 17.1% in FY 2011 to an annualized average of 18.5% as of the second quarter of FY2012.
- The programs with the highest turnover:
 - Residential Child Care Licensing (RCCL) - 24.4%
 - Child Protective Services (CPS) - 23.7%
- The programs with the lowest turnover:
 - Child Care Licensing (CCL) -14.3%
 - Statewide Intake (SWI) - 17.7%
- Entry-level CPS caseworkers make up 21% of the DFPS workforce. Their turnover rate increased slightly from 35.2% in FY 2011 to 35.5% through the first half of FY 2012.
- Turnover rates for SWI program staff decreased, while turnover rates for CPS, RCCL, CCL and APS program staff increased.

Conclusion

The agency-wide turnover rate has increased in the first half of FY 2012. DFPS remains committed to continuous focus on recruitment and retention and has instituted special measures for targeted areas when needed. DFPS is committed to continuing the significant improvement in turnover achieved in the last

few years. Reducing turnover and retaining quality staff— particularly among direct delivery staff — is critical for improving employee morale and maintaining excellent levels of service to clients.

Appendix 1

DFPS Recruitment and Retention Strategies

DFPS must recruit and retain employees to meet the needs of our clients. Most DFPS employees work closely with the public. The work is often has a sense of urgency and is done in an emotionally charged environment. It is important to recruit and retain people who have the skill set to succeed in such a workplace. Our goal is to recruit employees who can best interact with clients and want to make a career in the protective services field as well as experienced support staff (i.e. IT professionals) We, simultaneously, want to retain those trained staff that have shown to be a good fit for the agency.

General Recruitment Activities

DFPS currently recruits for DFPS employees in several different ways.

Internet Presence DFPS jobs are posted in accessHR. People who are not employed by DFPS or another Health and Human Services agency can get to accessHR through the main DFPS Web site: <http://www.dfps.state.tx.us>. By clicking on the "Jobs" link, users are taken to the "Come Work for Us" page that includes CPS job preview video and written realistic job previews for Child Protective Services jobs as well as a screening test that asks applicants questions to help them decide if CPS is the right fit for them prior to applying.

Pre-employment Testing Targeted employment selection tools help identify the most qualified applicants to include 1) a pre-screening test for job applicants to assess skills and performance capabilities and 2) a behavioral descriptive interview guide, geared at assessing how each candidate would respond to real life work situations.

Targeted Degrees DFPS is required by the General Appropriations Act to target recruitment efforts to individuals who hold a bachelor's degree or advanced degree in at least one of the following academic areas: Social work, Counseling, Early Childhood Education, Psychology, Criminal Justice, Elementary or Secondary Education, Sociology, and Human Services. Hiring specialists attend career fairs when universities encourage students with these majors to attend.

Stipends for CPS Investigators and Investigative Supervisors DFPS provides a \$5,000 annual stipend to investigation caseworkers and investigation supervisors as authorized by the General Appropriations Act.

Bilingual Recruitment DFPS recruits bilingual workers by using consistent testing for bilingual skills and implement a consistent policy for bilingual pay.

Extra Pay for Social Work Graduates Provide a 6.8%/3.4% additional starting salary for employees hired into CPS that have an MSW/BSW.

Focused Recruitment Activities

When certain criteria exists for any single job the agency will take special measures to ensure positions are filled timely and with staff that will stay.

Criteria

- Low applicant pool
- Low quality of applicant pool
- High number of vacancies

Solutions

- Offer 6.8% above base.
- Provide recruitment bonuses to certain staff.
- Organize job fairs in specific areas to interview many staff in one or two days.
- Partner with DFPS Public Information Officers to produce special interest stories about jobs.
- Add training sessions to accommodate all new hires.
- Hire immediately rather than filling a specific training class.
- Use additional hiring staff for the specific area, more hiring specialists and/or program staff.
- Work with partners (Stark, NgA, CBCU) to expedite certain hiring activities.
- Post jobs on job search Web sites or newspapers that target needed professionals.
- Request certain positions be posted as a "hot job" in accessHR.

General Retention Activities

DFPS currently seeks to retain DFPS employees in several different ways.

Stipends for CPS Investigators and Investigative Supervisors DFPS provides a \$5,000 annual stipend to investigation caseworkers and investigation supervisors as authorized by the General Appropriations Act.

Rookie Year On-boarding Supervisors welcome employees before their first day on the job and provide targeted support throughout the first year.

Certification Program Direct delivery staff and their supervisors earn pay increases by achieving specific amounts of tenure, completing approved training programs and maintaining satisfactory performance.

DFPS LEADS program This training program provides an integrated competency-based training curriculum framework that supports a continuum of learning and skill development from beginner to advanced management levels.

First Years Recognition Program Recognize new employees' tenure during each of their first four years with the agency by providing tenure certificates.

Focused Retention Activities

When certain criterion exists for any single job the agency will take special measures to encourage employees to stay.

Criteria

- Turnover above 50%
- High caseloads
- High number of vacancies

Solutions

- Offer Paid Overtime - Many workers have high overtime balances. The agency is not required to pay overtime until those balances reach 240 hours. Paying overtime each month provides immediate monetary compensation for overtime worked.
- Add Caseworkers as budget permits - DFPS can increase the hiring target temporarily in order to appropriately use the funding the legislature has given DFPS for staff and bring down caseloads.
- Institute Rapid Response - A Rapid Response (RR) is an intense coordination of staff of various levels to focus solely on immediate closure of pending investigations. A Rapid Response is typically begun when a region or part of a region has an extremely high number of investigations that are incomplete after 60 days. The focus of a Rapid Response is to assure child safety by finalizing dispositions and notifying reporters and families of the finding. Large numbers of cases are closed in a process where supervisors and other management staff enter data for workers directly into the IMPACT system. There are guidelines for staff to follow and preparation work for the caseworkers.

TURNOVER AND HR-RELATED DATA FOR SECOND QUARTER FISCAL YEAR 2012**RIDER 11 EMPLOYEE ANNUALIZED TURNOVER REPORT**

Functional Title	Average Employees	Turnover Rate¹
DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)		
All Employees	11,007.0	18.5%
CHILD PROTECTIVE SERVICES (CPS)		
CPS Workers	5,005.5	23.7%
CPS Supervisors	767.0	11.5%
CPS Program ³	7,992.5	20.0%
CPS Specialist II ²	2,291.5	35.5%
CPS Specialist III	1,162.5	20.3%
CPS Specialist IV	1,314.0	8.2%
CPS Specialist V	34.5	17.4%
CPS Special Investigator	203.0	9.9%
CPS CVS Caseworker	1,602.5	21.7%
CPS FBSS Caseworker	848.0	24.1%
CPS INV Caseworker	1,902.5	30.7%
ADULT PROTECTIVE SERVICES (APS)		
APS Workers	697.5	19.5%
APS Supervisors	110.0	1.8%
APS Program ³	1,001.5	16.2%
CHILD CARE LICENSING (CCL)		
CCL Workers ⁴	265.0	14.3%
CCL Supervisors	36.5	0.0%
CCL Program ³	386.0	14.5%
RESIDENTIAL CHILD CARE LICENSING (RCCL)		
RCCL Workers ⁴	123.0	24.4%
RCCL Supervisors	21.5	0.0%
RCCL Program ³	172.0	19.8%
STATEWIDE INTAKE (SWI)		
SWI Workers	328.0	17.7%
SWI Supervisors	33.0	0.0%
SWI Program ³	427.0	15.0%

¹Turnover is calculated using SAO methodology (i.e., total terminations/average count of active employees) TIMES 100.

²Entry level for CPS workers is CPS Specialist II.

³Program counts will exceed the sum of workers and supervisors because they include all staff in that program.

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

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TURNOVER AND HR-RELATED DATA FOR FOURTH QUARTER FISCAL YEAR 2011**RIDER 13 EMPLOYEE TURNOVER REPORT**

Functional Title	Average Employees	Turnover Rate¹
DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)		
All Employees	11,396.8	17.1%
CHILD PROTECTIVE SERVICES (CPS)		
CPS Workers	5,027.8	25.0%
CPS Supervisors	803.8	5.6%
CPS Program ³	8,275.3	18.8%
CPS Specialist II ²	2,458.0	35.2%
CPS Specialist III	1,191.3	20.8%
CPS Specialist IV	1,095.3	10.3%
CPS Specialist V	78.8	5.1%
CPS Special Investigator	204.5	13.7%
CPS CVS Caseworker	1,601.0	22.7%
CPS FBSS Caseworker	844.8	27.3%
CPS INV Caseworker	1,881.5	31.7%
ADULT PROTECTIVE SERVICES (APS)		
APS Workers	728.5	16.2%
APS Supervisors	113.3	8.8%
APS Program ³	1,037.8	13.9%
CHILD CARE LICENSING (CCL)		
CCL Workers ⁴	272.3	11.8%
CCL Supervisors	37.0	0.0%
CCL Program ³	407.8	10.8%
RESIDENTIAL CHILD CARE LICENSING (RCCL)		
RCCL Workers ⁴	128.8	8.5%
RCCL Supervisors	23.8	4.2%
RCCL Program ³	182.8	8.8%
STATEWIDE INTAKE (SWI)		
SWI Workers	346.5	17.9%
SWI Supervisors	36.0	13.9%
SWI Program ³	454.5	17.2%

¹NOTE: DFPS calculates turnover using the SAO method: (the total number of regular employees who terminated during the period DIVIDED BY the average number of regular active employees during the period) TIMES 100 to produce a percentage. The terminated

²Entry level for CPS workers is CPS Specialist II.

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

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

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