

HOUSE BILL 1, RIDER 9
84TH LEGISLATURE, REGULAR SESSION

Human Resources Management Plan

2016-2017

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TEXAS

Department of Family
and Protective Services

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PURPOSE AND BACKGROUND

BACKGROUND INFORMATION

House Bill 1 (H.B. 1), Rider 9, of the 84th Legislature, Regular Session, 2015 directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan (HRMP) detailing strategic initiatives designed to improve employee morale and retention as well as reduce employee turnover through better management.

H.B. 1 also requires DFPS to report employee turnover rates by job category for the preceding 12 months to the Senate Finance Committee, the House Committee on Appropriations, the Legislative Budget Board, and the Governor on a semi-annual basis.

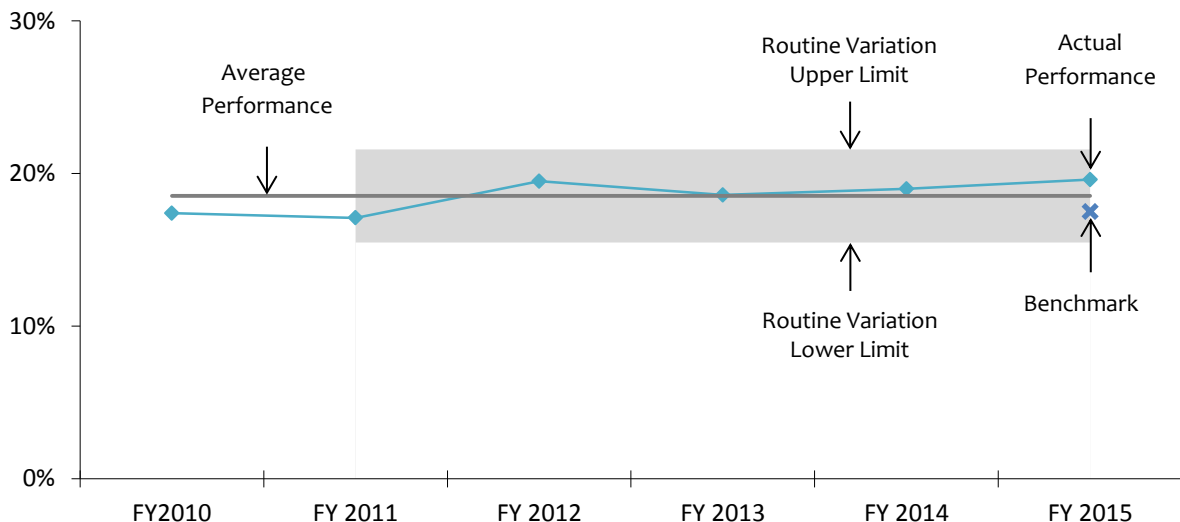
As a performance measure, the HRMP's effectiveness shall be measured by whether there is a reduction in employee turnover rates at the agency, specifically at the caseworker level.

COMPARISON OF FISCAL YEAR TURNOVER

Overall, DFPS experienced a 3.1 percent increase in turnover from 19.0 percent in fiscal year 2014 to 19.6 percent in fiscal year 2015.

Based upon fiscal year data dating back to 2010, the *actual performance* of 19.6 percent turnover falls within the agency's *routine variation*. Routine variation is based on historical agency data consisting of actual performance versus average performance over a statistically significant period of time. Consequently, DFPS maintains an *average performance* of 18.5 percent turnover. In fiscal year 2014, turnover among all state agencies averaged 17.5 percent, which serves as a *benchmark* against which to compare DFPS.

Table 1
Average DFPS Turnover: FY 2010 - FY 2015



Because Transformation remains in-progress and DFPS introduced several new long-term initiatives concurrently over the past fiscal year, it will require two to three fiscal years to determine whether changes were successful.

Although overall turnover is important, it is critical to monitor turnover within specific locations, job functions, and tenure that may cause major impacts to service delivery and quality outcomes for DFPS clients.

As a performance measure for HRMP effectiveness, each program experienced the following changes in overall turnover:

- APS turnover decreased by 3.7%
 - Fiscal year 2014: 20.5%
 - Fiscal year 2015: 19.8%
- CPS turnover increased by 4.6%
 - Fiscal year 2014: 19.6%
 - Fiscal year 2015: 20.5%
- DCL turnover increased by 20.9%
 - Fiscal year 2014: 16.2%
 - Fiscal year 2015: 19.6%
- RCCL turnover decreased by 13.1%
 - Fiscal year 2014: 16.3%
 - Fiscal year 2015: 14.2%
- PEI turnover decreased by 75.9%
 - Fiscal year 2014: 32.9%
 - Fiscal year 2015: 7.9%
- SWI turnover increased by 0.7%
 - Fiscal year 2014: 16.0%
 - Fiscal year 2015: 16.1%
- State Office turnover decreased by 10.3%
 - Fiscal year 2014: 13.6%
 - Fiscal year 2015: 12.2%

To measure specific fiscal year 2015 HRMP effectiveness, DFPS reported the following turnover at the *worker* and *caseworker* levels:¹

- APS worker turnover decreased by 4.8%
 - Fiscal year 2014: 24.6%
 - Fiscal year 2015: 23.4%
 - Facility INV turnover decreased by 5.9%
 - In-Home caseworker turnover decreased by 4.3%
- RCCL worker turnover decreased by 21.1%
 - Fiscal year 2014: 20.4%
 - Fiscal year 2015: 16.1%
 - INV caseworker turnover decreased by 30%
 - Inspector turnover experienced no change - 0%
- CPS worker turnover increased by 2.4%
 - Fiscal year 2014: 25.2%
 - Fiscal year 2015: 25.8%
 - CVS caseworker turnover increased by 0.1%
 - FBSS caseworker turnover increased by 21.0%
 - INV caseworker turnover decreased by 3.2%
- PEI worker turnover decreased by 73.4%
 - Fiscal year 2014: 35.4%
 - Fiscal year 2015: 9.4%
- SWI worker turnover increased by 14.5%
 - Fiscal year 2014: 16.7%
 - Fiscal year 2015: 19.1%

¹ Workers include all non-supervisory program staff. This includes *caseworkers*, but they are listed separately per HRMP performance measure requirements. Not all divisions contain *caseworkers*.

- DCL worker turnover increased by 29.4%
 - Fiscal year 2014: 19.4%
 - Fiscal year 2015: 25.1%
 - INV caseworker turnover increased by 122%
 - Inspector turnover increased by 39%

ANALYSIS OF FISCAL YEAR TURNOVER

Categorically, Harris County (Region 6A) remained the location with the highest DFPS turnover and warrants special consideration when focusing retention efforts to mitigate employee separations. High turnover within Region 6A is especially concerning to CPS and PEI operations due to the high percentage of population made up of children less than 18 years of age:²

U.S. Metros with Highest Share of Children Under 18 Years Old

1. Salt Lake City, UT: 29.4%
2. Riverside-San Bernadino-Ontario, CA: 28.7%
3. Houston-Sugar Land-Baytown, TX: 27.9%
4. Dallas-Fort Worth-Arlington: 27.8%
5. San Antonio-New Braunfels: 26.8%

Despite hiring for over 1,100 additional CPS frontline staff positions in fiscal year 2014, which was approximately twice the annual Program average for hires, the overall fiscal year turnover for CPS caseworkers in 2015 marginally increased from 25.2 percent to 25.8 percent.

In fiscal year 2014, DFPS reintroduced the CPS Specialist I position across three stages of service (INV, CVS, FBSS) to add career growth opportunities for its caseworkers. Since its reestablishment, turnover for CPS Specialists I appears to show an increase from 28 percent to 43 percent, however, as most turnover experienced by entry-level caseworkers was experienced at the nine to ten month tenure mark, this jump is artificially high as most turnover from fiscal year 2014 would be seen in fiscal year 2015.

- ❖ To illustrate the delayed impact, a caseworker hired on March 1, 2014 may not have completed their 9-month certification training process until December 2014 to become fully case-assignable.
- ❖ Assuming the caseworker followed the historical turnover trend, that worker would have likely made the decision to leave between September and December 2014, which would increase turnover reported in fiscal year 2015, rather than fiscal year 2014.

It is important to note that the previous discussion on turnover is regarding the Basic Skills Development (BSD) training model, which is no longer in use. As part of Transformation, CPS phased in a new training model, CPS Professional Development (CPD). Under the CPD model, individuals spend much more time training in a field-learning environment, rather than the traditional classroom-learning environment.

This field exposure allows individuals to experience and navigate the complexities of becoming a caseworker, which increases both attrition from, and commitment to, the program as early as possible.

² *The Atlantic*, Where Kids Live Now in the U.S., April 13, 2015

The on-the-job training will not only provide increased opportunities for hands-on training, but will give new hires a more realistic understanding of the job for which they have been hired. CPD began in the third quarter of fiscal year 2015 and was delivered across all regions in the first quarter of fiscal year 2016.

As a part of the Sunset Advisory Commission's recommendation 1.2, CPS dedicated certain existing caseworker positions to create a mentoring program to better support new CPS caseworkers.³ This learning structure provides supervisors and mentors with the opportunity to customize an individual's training program based upon observed strengths and possible deficiencies.

Consequently, the delayed impacts from these timelines likely resulted in lower turnover numbers reported in fiscal year 2014 than 2015 and, under the new training model, is predicted to potentially increase in fiscal year 2016, as well.

CPS Specialist II turnover decreased from 41 percent in fiscal year 2014 to 31 percent in fiscal year 2015; however, it is too early to determine whether this is a temporary stabilization or whether the stabilization in tenure will continue to increase over fiscal year 2016 based upon the new training model. CPS Specialists II normally possess 9 to 18 months of tenure within their respective stage of service.

A significant reduction in CPS caseworker turnover existed at the 1 - 6 month stage that was offset by a significant increase in caseworker turnover at the 12 - 18 month stage.

An area of focus in fiscal year 2016 will be examining why approximately the same number of employees left CPS between the 6 - 12 month period (406) as the 24 month to retirement period (456), as shown in Table 2 below:

Table 2
Fiscal Year Change in CPS Caseworker Separations by Tenure

Tenure	Separations		Percent Change
	Fiscal Year 2014	Fiscal Year 2015	
0 - 1 month	47	47	0% change
1 - 6 months	263	176	33% decrease
6 - 12 months	353	406	15% increase
12 - 18 months	146	229	57% increase
18 - 24 months	127	121	5% decrease
24 months+	480	456	5% decrease

Historically, CPS Investigations reported the highest turnover out of the three main caseworker classifications (INV, CVS, and FBSS). Despite continuing this trend and reporting the highest turnover in fiscal year 2015 at 32.7 percent, DFPS was encouraged by the 3.3 percent decrease from 33.8 percent in fiscal year 2014.

³ Sunset Advisory Commission Staff Report, Department of Family and Protective Services, May 2014

Notwithstanding the downward trend, DFPS remains concerned about Investigator separations as well as emerging negative trends in CPS turnover, such as:

- FBSS caseworker turnover increasing from 23.0% to 27.9%
- Specialists V turnover increasing from 6.3% to 12.5%
- Special Investigator turnover increasing from 14.5% to 18.0%
- Supervisor turnover increasing from 6.3% to 9.5%

While APS and RCCL reported a decrease in worker separations, each of them, like CPS, experienced an increase in Supervisor turnover:

- APS from 9.1% to 13.4%
- RCCL from 0.0% to 12.9%

- ❖ To illustrate the increase in APS supervisor turnover, the Program experienced a 167% increase in retirements, from three (3) in fiscal year 2014 to eight (8) in fiscal year 2015
- ❖ Had retirements remained at the same level as fiscal year 2014, APS would have experienced a decrease in overall supervisor separations
- ❖ To address this phenomenon, and to meet the intent of the Sunset 's recommendation 2.10⁴, succession planning is a priority for DFPS in fiscal year 2016

CCL experienced an average annual turnover rate of 20 percent by fiscal year 2013, which impacted CCL service delivery to operations within childcare licensing and residential care. Based upon exit surveys, former CCL employees cited the following concerns:

- lack of understanding how the division and agency works,
- the gap between the day they were hired to the day they attended BSD,
- outdated and ineffective ways BSD was delivered, and
- absence of continued employee support once BSD training was completed.

Accordingly, as a retention initiative, CCL redesigned its professional development program to meet the needs of the 21st century learner. Based upon a mobile workforce, CCL began leveraging available technology (e.g., tablets, iPhones, and learning management system) to deliver its training and professional development in a virtual learning environment that was accessible to employees 24/7/365 days a year.

Supervisors, non-stipend mentors, and training specialists began working together to create a collaborative and peer-learning model. Now, BSD consists of a structured, 10-week course using a blended learning model that includes web based assignments, on-the-job mentoring, and four weeks of classroom learning. After the basic course, new employees take additional courses for certification and advancement to expand their professional development.

⁴ Sunset Advisory Commission Staff Report, Department of Family and Protective Services, May 2014

To provide context, DFPS estimates it loses approximately \$54,000 in training, productivity, and advanced skills if an individual separates within two years of joining the agency. Such innovative retention efforts remain critical to stabilizing the agency's workforce and increasing the quality of client outcomes.

STRATEGY DEVELOPMENT

DFPS studied the results of fiscal year 2015 State of Texas Employee Exit Surveys to identify and focus on the *top three reasons employees reported why they separated from the agency*:⁵

1. Poor working conditions or environment (which include safety, work-related stress, and workload issues) - 24.8%
2. Better pay or benefits - 19.4%
3. Issues with my supervisor or issues with employees I supervise - 15.2%

Lastly, DFPS studied the results of fiscal year 2015 HHSC Civil Rights Office activities to identify and focus on behaviors or policies affecting employee engagement and retention in the following categories:⁶

- A 27 percent *increase in service-related discrimination complaints*, which made up 25 percent of all HHS service-related discrimination complaints in fiscal year 2015
 - Fiscal year 2014: 45
 - Fiscal year 2015: 57
- An 11 percent *decrease in employment discrimination complaints*, which made up 16 percent of all HHS employment discrimination complaints in fiscal year 2015
 - Fiscal year 2014: 36
 - Fiscal year 2015: 32
- A 45 percent *increase in external employment discrimination charges*, which made up 27 percent of all HHS external employment discrimination charges in fiscal year 2015
 - Fiscal year 2014: 20
 - Fiscal year 2015: 29
- A 9 percent *decrease in reasonable accommodation requests*, which made up 16 percent of all HHS reasonable accommodation requests in fiscal year 2015
 - Fiscal year 2014: 99
 - Fiscal year 2015: 90
- A 13 percent *increase in administrative complaints*, which accounted for 18% of all HHS administrative complaints in fiscal year 2015
 - Fiscal year 2014: 76
 - Fiscal year 2015: 86

⁵ State Auditor's Office, State of Texas Employee Exit Survey, Fiscal Year 2015

⁶ Health and Human Services Commission Civil Rights Office, Civil Rights Activities Report, Fiscal Year 2015

Final items of note were a) DFPS also received 6 Management Initiated Investigations (MIIs) in fiscal year 2015 with a 100% closure rate and b) DFPS experienced a 22.3% decrease in employee-completed civil rights training from 9,104 in fiscal year 2014 to 7,072 in fiscal year 2015.

Workgroups will develop strategy performance measures that will be reported at the 6-month update.

2016-17 BIENNIUM STRATEGIES

Objective 1: Build Upon Ongoing Hiring and Recruitment Efforts

Stabilizing the agency's workforce depends upon its ability to promote retention within the agency. This is accomplished by recruiting and hiring quality individuals, providing them with quality training, and promoting a culture of support and career progression from within the agency.

DFPS implemented a new hiring process in March 2015 to focus screening efforts around identifying the best attributes needed to be successful as a direct delivery caseworker.

As part of this new process, DFPS collaborated with its existing hiring support contractor, STARK SourceMatch, to create an evaluation tool known as the Human Services Index (HSI).

The HSI is founded on research contained within *A Research-Based Child Welfare Employee Selection Protocol*⁷ and requires applicants to respond to a series of behavioral and skill assessment questions which evaluate risk in the following areas:

- Attendance / Turnover Risk
- Conscientiousness
- Demonstrates Respect
- Self-Management
- Service Orientation
- Analytical Skills
- Reading Comprehension
- DFPS Math and Reasoning

To further refine the HSI, DFPS will initiate the following strategies over the 2016-17 biennium:

- Collaborate with The National Association of Social Workers - Texas (NASWTX) to ensure the HSI captures and measures the characteristics identified through the lens of the client
- Coordinate with STARK SourceMatch and stakeholders to validate HSI effectiveness

In addition to further refining hiring practices, DFPS will work towards improving how the agency recruits candidates by:

⁷ A Research-Based Child Welfare Employee Selection Protocol: Strengthening Retention of the Workforce, A.J. Ellett, C.D. Ellett, J. Ellis, & B. Lerner, 2009

- Marketing the agency's unique competitive advantage as a qualifying organization for the Public Service Loan Forgiveness (PSLF) Program, where full-time employees may have the remaining balance of their student loans forgiven, as well as lifetime retirement payouts for those who retire from state service
- Maximizing the Title IV-E Child Welfare Training Program and college collaboration partnerships, which have proven to increase organizational loyalty among its graduates⁸
- Developing an agency LinkedIn page promoting the agency as an employer of choice as well as creating a *DFPS Jobs* page used for passive and active recruitment strategies for candidate sourcing via social media professional networks
- Review STARK SourceMatch services for supplementing agency recruiting, hiring, and retention initiatives

While recruitment and hiring are important facets of a human resources management plan, DFPS recognizes that stabilization cannot occur unless the agency concurrently focuses on the top three reasons individuals report for leaving the agency:

- Poor working conditions or environment
- Better pay or benefits
- Issues with my supervisor or issues with employees I supervise

Objective 2: Improve Working Conditions and Environment

The reason most reported for separation by former DFPS employees was *poor working conditions or environment*, which includes worker safety, work-related stress, and workload issues.

WORKER SAFETY

Caseworkers are sometimes exposed to threatening situations, such as physical assaults, dog bites, slashed tires, and verbal threats. In order to address such issues, the agency initiated the Aggressive Safety Action Project.

As part of this project, the Office of Worker Safety Support, a unit established with funds appropriated by the 84th Legislature, began researching and testing worker safety resources, such as SafeSignal.

This zero-button emergency alert works through a locked iPhone and allows a caseworker to send an alert to a monitoring center 24/7/365 days a year.

To further improve safety conditions, DFPS will initiate the following strategies over the 2016-17 biennium:

⁸ Child welfare knowledge transmission, practitioner retention, and university-community impacts: a study of Title IV-E child welfare training, K.A. Gansle & A.J. Ellett, 2002

- Use data collected in the SEE, rookie, and exit surveys to evaluate the impact of agency safety initiatives
- Use data obtained from DFPS-administered surveys as well as HHS Human Resources and Civil Rights reports to produce quantitative and qualitative analyses, reporting the frequency with which safety concerns were mentioned by current employees, or as a reason individuals chose to separate from the agency

WORK-RELATED STRESS



Agency worksite wellness programs are designed to improve the quality of life for employees who choose to participate. Participation in wellness programs is voluntary and outside the scope of an employee's job duties. Further, the HHS System offers the Deer Oaks Employee Assistance Program (EAP), which is a confidential prepaid benefit that provides proactive and reactive counseling for work-related and financial concerns, short-term counseling and assessments, prevention/education resources, and crisis intervention for DFPS employees and household members.

DFPS will initiate the following strategies over the 2016-17 biennium:

- Use fiscal year 2015 agency wellness data as a baseline for measuring state agency worksite wellness program effectiveness
- Determine how to maximize impacts from existing programs as well as establish new programs based on other HHS agency lessons learned or best practices
- Increase awareness of EAP services among employees and their families as well as monitor utilization rates for measuring program impact

WORKLOAD ISSUES

Many factors influence a caseworker's ability to manage workloads, including training, management support, and agency turnover. The Sunset Advisory Commission found that an "unsupportive and punitive culture, perceptions of favoritism, use of disciplinary levels or threats of levels in lieu of employee development, and unhelpful to unfair performance evaluations" were cited most often as work environment factors contributing to CPS turnover. Accordingly, the Sunset Advisory Commission recommended several management actions:

-  Monitor and provide regular reports to DFPS management on compliance with annual performance evaluations, capped caseloads, use of positive performance levels, and areas with critical turnover problems
-  Develop a systematic way of using turnover, when appropriate, to judge performance of CPS regional management

 represents a strategy recommended by the Sunset Advisory Commission Staff Report, Department of Family and Protective Services, May 2014

- DFPS will expand this Sunset recommendation across the agency and down to the supervisor or business-unit level to identify areas with critical turnover problems and implement focused retention efforts with the assistance of multiple stakeholders

DECREASE TIME TO FILL VACANCIES

Vacancy rates have a direct impact on workload, which shapes an employee's working conditions and environment. The longer a vacancy exists, the longer unbalanced workload distribution exists for employees. The length of time a position remains *open* is calculated by adding the number of days passing between the position being vacated and the onboarding of a new employee.

DFPS will reduce vacancy time by approximately 30%, from an average of 65 days in fiscal year 2015 to 45 business days by fiscal year 2017.

To achieve this target, DFPS plans to initiate the following strategies over the 2016-17 biennium:

- Analyze the existing hiring process map to identify opportunities for reducing process redundancies that lengthen the hiring process
- Compare direct delivery hiring processes against other agency hiring processes to identify best practices and potential lessons learned to expedite the direct-delivery hiring process
- Apply workforce forecasting to anticipate human capital needs to hire and train new employees before predicted losses occur
- Proposing a less than 4-year degreed caseworker pilot for hiring internal candidates with qualifying job experience (i.e., Human Services and Administrative Technicians), based upon existing proofs of concept within Pennsylvania and New York

Objective 3: Examine Pay and Benefits

When planning for the 2016-17 biennium, DFPS recognized that several retention strategies were authorized; however, implementation required the availability of surplus funds appropriated for other strategies.

Due to such considerations, H.B. 1, Rider 41, of the 84th Legislature, Regular Session, 2015 charges DFPS with evaluating the compensation effectiveness of merit salary increases, paying down of overtime (OT) hours to 140, and mentoring stipends on improving recruitment and retention rates by region.

OVERTIME

Beginning December 1, 2015, OT payment thresholds will be reduced from 240 to 140 hours. After December 1, the OT payment process will be automated so that employees with approved OT hours

exceeding 148 will be automatically paid down the following month, which will no longer require managers to authorize payment.

OT payment trends are a concern due to the long-term effects on agency employee retention and turnover rates. A case in point refers to Program supervisors, who cannot earn OT while serving in supervisor positions.

The consequence of the existing policy is that caseworkers who promote to supervisor carry their OT with them and are not paid for their OT service until they leave the Program or separate from the agency altogether.

In this example, OT paid at the supervisor level (i.e., supervisor salary) prevents employees from being compensated for work performed in a previous job function as well as increases taxpayer costs.

- ❖ To illustrate notable OT payment trends in fiscal year 2015, CPS supervisor turnover *increased by 51.3%* with significant changes to OT payment trends
- ❖ *Overtime paid to voluntary supervisor separations increased by 461%* from \$18,841.72 in fiscal year 2014 to \$105,753.66 in fiscal year 2015
- ❖ *Overtime paid to involuntary supervisor separations increased by 108%* from \$12,805.47 in fiscal year 2014 to \$26,592.73 in fiscal year 2015
- ❖ *Overtime paid to retirement supervisor separations decreased by 99.7%* from \$1,840.81 in fiscal year 2014 to \$6.01 in fiscal year 2015

LOCALITY PAY

In 2013, energy exploration within Texas increased the cost of living in Region 9. In response to this challenge, the 83rd Legislature, Regular Session, 2013 authorized DFPS, with no funding requested or appropriated, to offer locality pay to employees at \$500. By fiscal year 2014, DFPS funded a \$1,000 locality pay incentive for employees living in Midland, Andrews, Ector and Ward counties and subsequently maintained it at \$1,000 in fiscal year 2015, as well.

In an effort to sustain limited financial incentive resources, DFPS plans to initiate the following strategies over the 2016-17 biennium:

- Partner with stakeholders to conduct a multi-phased benefits (i.e., salary) study that evaluates the agency's competitiveness and pay strategies within the existing industry market
- Request monthly OT payment reports from DFPS Budget for reportable trend analysis on employees that both separate and remain with the agency to measure program effectiveness
- Explore possibilities for changing when employees are paid out for OT when moving from FLSA non-exempt to exempt positions (i.e., caseworker to supervisor)

- Work with stakeholders and university partners to conduct a cost of living comparison for all counties in the State of Texas
- Conduct a housing cost analysis for individuals in Region 9 to evaluate the impact of the stipend and determine if stipend amounts should be adjusted
- Measure other financial incentives for effectiveness in fiscal years 2016 and 2017 including longevity pay, mentoring stipend, travel reimbursements, regular and one-time merits, CPS performance bonus, investigative stipend, Title IV-E stipend, language interpreter pay, college degree pay, on-call pay, and high-risk pay

Objective 4: Strengthen Organizational Culture

Workplace conflict is a common occurrence that exists within organizations when actual or perceived disagreements exist between employees about needs, values, interests, and expectations. A fundamental solution to workplace conflict begins with effective communications.


In fiscal year 2014, DFPS Survey of Employee Engagement (SEE) had a 69 percent response rate, which is considered an *average rate*. *Average rates* mean that many employees have a reasonable investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization. Other employees may suffer from feelings of alienation or indifference.⁹

Out of 14 Constructs, *Pay* received the lowest score at 206, while *Job Satisfaction* and *Internal Communication* received the next lowest scores, respectively.

The *Internal Communication* construct captures the organization's communications flow from the top-down, bottom-up, and across divisions/departments. It addresses the extent to which communication exchanges are open, candid, and move the organization toward its goals.

Average scores suggest that employees feel information does not arrive in a timely fashion and often it is difficult to find needed facts. In general, *Internal Communication* problems stem from these factors: an organization that has outgrown an older verbal culture based upon a few people knowing "how to work the system," lack of investment and training in modern communication technology and, perhaps, vested interests that seek to control needed information.




As part of the Sunset Advisory Commission's recommendation 1.7, DFPS shall establish a system for collecting confidential complaints from all staff. As part of recommendation, all complaints should be handled by the newly established Workforce Development division. Further, the recommendation directed DFPS to:

-  Develop a system ensuring that Workforce Development monitors all complaints within a system that allows complaints to be anonymous, but at a minimum, keeps them confidential. Additionally, prepare

⁹ Survey of Employee Engagement, Department of Family and Protective Services, Executive Summary, 2014

clear and concise communications ensuring employees understand the difference in purpose between anonymous (or confidential) informal complaints and formal complaints

In addition, DFPS plans to initiate the following strategies over the 2016-17 biennium to improve communication throughout the agency:

-  Employ Sunset Advisory Commission's recommendation 1.3 by collaborating with HHS HR to refine corrective performance action policies that communicate additional guidance to managers on appropriate use, and require centralized reporting of all level one actions to the centralized Workforce Development division
-  Initiate Sunset Advisory Commission's recommendation 1.6 by developing a clear, consistent, and publicized set of standards that must be considered when considering which staff members receive merits. These performance measures should be tied to quality performance standards established in the Commission's recommendation 1.5
 - To ensure DFPS is incentivizing the desired outcomes while receiving an appropriate level of ROI, DFPS will expand this recommendation to all financial incentive policies to both measure and assess incentive programs effectiveness
-  Develop a process to report results of staff surveys and other feedback mechanisms back to employees, including suggestions made and management actions taken

PROFESSIONAL DEVELOPMENT

As an agency, DFPS often finds itself focusing resources and efforts on immediate needs. In doing so, we have neglected to address systemic issues that drive long-term success. That systemic issue is professional development.

Research on organizational leadership has shown there is a clear connection between the quality of an organization's leadership practices—as perceived by employees—and subsequent intentions by employees to stay with an organization, perform at a high level, and apply discretionary effort.




DFPS recognizes the importance of identifying, developing, and ensuring the continuity of leadership beyond the implications of such research. The style and delivery of leadership within an organization also shapes its organizational culture, thus creating a work environment that either motivates employees to leave the agency, which results in turnover, or remain with the agency, which results in a stable workforce.

By the end of fiscal year 2017, DFPS plans to implement the initiatives that create leaders, develop supervisors, and establish a succession plan.

Developing leaders from within the agency encourages organizational loyalty, galvanizes agency values, and offers a career path for those dedicated to becoming servant leaders.

 represents a strategy recommended by the Sunset Advisory Commission Staff Report, Department of Family and Protective Services, May 2014

DFPS plans to initiate the following initiatives over the 2016-17 biennium:

- Translate agency values into behaviors and embed those activities into every facet of organizational training and professional development
 - Develop an HSI tool, in collaboration with STARK SourceMatch, that evaluates an employee's leadership potential so DFPS may identify and develop the next generation of agency Supervisors
 - Collaborate with CLOE to create an ongoing professional leadership program that infuses DFPS values and leadership characteristics into all facets of agency training and development programs
 - Evolve organizational development philosophies by shifting perspectives from *delivering training* to *inspiring learning*
 - Explore the feasibility for adding a section to Supervisor performance evaluations that encompass assessments from their employees
-  Provide training on the appropriate use and application of performance levels based on newly refined policies
-  Require all managers/supervisors to report use of corrective actions to the Workforce Development division
-  Monitor usage of performance actions across all regions to identify variations and report these on a regular basis


SUCCESSION PLANNING

Succession planning is "the identification of job vacancies that can be expected to occur through retirement or attrition and the strategic consideration of where and how internal candidates might fill those vacancies."¹⁰




Succession planning ensures key positions remained filled with competent performers, and helps identify areas of performance where employees may require training to manage and improve performance outcomes.

A succession plan would help DFPS to address future needs with current resources and ensure continuity of leadership, since such a large proportion of its managers is eligible or close to retirement eligibility.

In an effort to meet the Sunset Advisory Commission's recommendation 2.10, DFPS will initiate the following strategies over the 2016-17 biennium:

 represents a strategy recommended by the Sunset Advisory Commission Staff Report, Department of Family and Protective Services, May 2014

¹⁰ Human Resource Essentials, Lin Gensing-Pophal, 2010

-  Develop a succession plan for anticipated and unanticipated departures of key management staff, beginning with State Office positions
-  Identify positions critical to DFPS operations and establish a comprehensive strategy for preparing new staff to assume these roles and responsibilities
-  Identify critical vacant positions and positions at risk of becoming vacant in the near future, and provide training and development opportunities to employees eligible to move into these positions

PROMOTE LONG-TERM CAREER PATHS

Retaining quality employee begins during the recruitment and hiring process. Investing time and energy at the start of an employee's career conveys value, appreciation, and dedication to employee success on behalf of the agency.

Accordingly, DFPS plans to initiate the following strategies over the 2016-17 biennium:

- Develop an operational and logistical plan for a multi-day new employee orientation (NEO) for all new hires throughout the state to establish a common understanding of the agency's values, organizational goals and culture, and career opportunities across the HHS system
- Explore developing a comprehensive career guide offering skill-based career clusters supported by organizational training, rather than conventional career ladders based upon job occupational fields

 represents a strategy recommended by the Sunset Advisory Commission Staff Report, Department of Family and Protective Services, May 2014

APPENDIX A

SUPPLEMENTAL DFPS RETENTION STRATEGIES

When planning for the 2016-17 biennium, DFPS recognized that the following retention strategies were authorized; however, implementation requires the availability of surplus funds appropriated for other strategies. If funds are identified for retention initiatives, DFPS may amend this HRMP to include additional strategies in alignment with overall agency priorities.

House Bill 1

i. Riders.

a. Rider 18 - CPS Investigative Pay

DFPS is authorized to continue to provide the amount of *\$5,000 per fiscal year* established by the 79th Legislature for CPS Investigation caseworkers and Supervisors. The pay shall be paid at the rate of *\$416.67 per month*, or pro-rata portion if a partial month is worked in the position.

b. Rider 27 - College Degree Pay

DFPS may pay *3.4 percent to 6.8 percent above the current base salary* for employees with targeted college degrees determined by the department to be relevant to their positions. The targeted degrees include, but are not limited to social work, counseling, early childhood education, psychology, criminal justice, elementary or secondary education, sociology, human services, and child development.

c. Rider 28 - On-Call Pay

It is expressly provided that DFPS, to the extent permitted by law, may pay compensation for on-call time at the following rates: credit for *one hour of base pay* worked for each day of on-call during the normal work week, and *two hours of base pay* worked for each day of on-call during a weekend and on holidays.

This credit shall be in addition to actual hours worked during normal duty hours and actual hours worked during on-call status. For employees subject to the Fair Labor Standards Act (FLSA), an hour of on-call service shall be considered to be an hour worked during the week for purposes of the FLSA only to the extent required by federal law.

d. Rider 29 - High Risk Pay

DFPS may pay additional compensation for the following positions effective September 1, 2015:

- CPS Investigative caseworker and HST
- CPS Conservatorship caseworker and HST
- CPS Family Based Safety Services caseworker and HST
- CPS I See You caseworker and HST
- APS In-Home caseworker

- APS MH and ID Investigations caseworker
- RCCL Investigative caseworker
- DCL Investigative caseworker

The additional compensation is in the amount of \$50 *per month* to be included in the employee's monthly compensation proportional to the hours worked during the month. An employee is no longer eligible to receive this additional compensation beginning with the first day of the month in which an employee is no longer assigned to one of the positions included in this rider.

e. Rider 35 - Mentoring Stipend

Out of funds appropriated above, DFPS may pay additional compensation for the mentoring of new employees as a means to increase worker retention. The additional compensation *may not exceed \$300 per month* to be included in the employee's monthly compensation, proportional to the hours paid during the month.

ii. Special Provisions.

a. Sec. 28 - Language Interpreter Services

In order to compensate employees of HHS agencies for assuming the duty of providing interpreter services to consumers whose primary language is not English, HHS agencies, upon written authorization of the appropriate agency commissioner or his/her designee, may, from funds appropriated above, increase the salary of classified employees by an amount *equal to a one step increase, or 3.25 percent*, so long as the resulting salary rate does not exceed the rate designated as the maximum rate for the applicable salary group. Salary increases provided for this purpose are not merit increases and shall not affect an employee's eligibility to receive a merit increase. This authorization also includes employees who provide interpreter services in American Sign Language.

b. Sec. 51 - Locality Pay

Out of funds appropriated above, HHS agencies listed in Chapter 531, Government Code are hereby authorized to pay a salary supplement, *not to exceed \$1,200 per month*, to each employee whose duty station is located in an area of the state in which the high cost of living is causing excessive employee turnover, as determined by the agency.

iii. Salary Administration and Employment Provisions.

a. Sec. 3.06 - Recruitment and Retention Bonuses

A state agency may pay a bonus to an individual as provided by §659.262, Government Code.

APPENDIX B

EMPLOYEE TURNOVER COMPARISON REPORT

Functional Title	Turnover Rate (FY10) ¹	Turnover Rate (FY11)	Turnover Rate (FY12)	Turnover Rate (FY13)	Turnover Rate (FY14)	Turnover Rate (FY15)	Percent Change FY14 to FY15
DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)							
All Employees	17.4%	17.1%	19.5%	18.6%	19.0%	19.6%	3.1%
CHILD PROTECTIVE SERVICES (CPS)							
CPS Workers	25.4%	25.0%	26.1%	25.5%	25.2%	25.8%	2.4%
CPS Supervisors	6.0%	5.6%	9.7%	6.6%	6.3%	9.5%	51.3%
CPS Program	19.2%	18.8%	21.0%	19.9%	19.6%	20.5%	4.6%
CPS Specialist I					27.7%	43.0%	55.4%
CPS Specialist II	35.6%	35.2%	37.8%	34.9%	40.5%	30.5%	-24.6%
CPS Specialist III	19.3%	20.8%	21.5%	23.2%	20.3%	17.5%	-14.0%
CPS Specialist IV	10.4%	10.3%	11.3%	12.6%	9.9%	10.2%	2.8%
CPS Specialist V	4.9%	5.1%	9.0%	9.5%	6.3%	12.5%	100.0%
CPS Special Investigator	12.0%	13.7%	17.5%	15.6%	14.5%	18.0%	24.6%
CPS CVS Caseworker	22.5%	22.7%	23.7%	22.9%	22.6%	22.6%	0.1%
CPS FBSS Caseworker	28.9%	27.3%	25.4%	25.5%	23.0%	27.9%	21.0%
CPS INV Caseworker	32.3%	31.7%	33.5%	32.3%	33.8%	32.7%	-3.2%
ADULT PROTECTIVE SERVICES (APS)							
APS Workers	18.1%	16.2%	19.5%	16.7%	24.6%	23.4%	-4.8%
APS Supervisors	7.4%	8.8%	8.2%	10.9%	9.1%	13.4%	47.3%
APS Program	15.1%	13.9%	16.8%	14.1%	20.5%	19.8%	-3.7%
CHILD CARE LICENSING (CCL)							
DCL Workers	12.9%	11.8%	17.6%	19.8%	19.4%	25.1%	29.4%
DCL Supervisors	0.0%	0.0%	2.7%	13.7%	7.2%	7.1%	-0.6%
DCL Program	11.0%	10.8%	15.1%	17.9%	16.2%	19.6%	20.9%
RESIDENTIAL CHILD CARE LICENSING (RCCL)							
RCCL Workers	13.9%	8.5%	18.6%	11.6%	20.4%	16.1%	-21.1%
RCCL Supervisors ³	4.4%	4.2%	4.7%	4.4%	0.0%	12.9%	12.9%
RCCL Program	13.9%	8.8%	16.3%	10.7%	16.3%	14.2%	-13.1%
STATEWIDE INTAKE (SWI)							
SWI Workers	18.6%	17.9%	19.5%	20.6%	16.7%	19.1%	14.5%
SWI Supervisors	0.0%	13.9%	5.9%	0.0%	11.3%	8.2%	-27.6%
SWI Program	17.3%	17.2%	16.7%	17.0%	16.0%	16.1%	0.7%

NOTE¹: In fiscal year 2010, DFPS began using the same method used by the State Auditor's Office to determine turnover.

NOTE²: CPS Specialist I was reintroduced in fiscal year 2014.

NOTE³: Positive numbers represent an increase in the turnover rate, and negative numbers indicate a decrease. Since it is mathematically impossible to divide by 0, changes to or from 0.0% are represented by adding or subtracting the current rate.