

House Bill 1, Rider 8
86th Legislature, Regular Session
Human Resources Management Plan

FY 2018 - FY 2019 YTD

September 2019



TEXAS
Department of Family
and Protective Services

DFPS MISSION

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

DFPS VISION

Improving the lives of those we serve.

DFPS VALUES

Accountable: We act with a sense of urgency to deliver results in an accountable, ethical, and transparent manner.

Respectful: We recognize the value of each person and act timely, value privacy, and treat all with respect.

Diverse: We promote diversity, inclusion, and equality by honoring individual differences.

Collaborative: Whether through our staff or contractors, we work in partnership with clients, families, and communities to ensure our mutual success.

Professional: We value our staff and strive for excellence while being professional, passionate, and innovative.

TABLE OF CONTENTS

DFPS Mission	2
DFPS Vision	2
DFPS Values	2
Executive Summary	4
Turnover and Retention	5
Program Initiatives	7
Hiring and Fill Rates.....	9
State Auditor’s Office (SAO) Exit Survey.....	10
DFPS Exit Survey	11
Survey of Employee Engagement (SEE)	12
Workforce Development	15
Appendices	21
Appendix A: FY 2019 Rider 11 DFPS Turnover Comparison.....	21
Appendix B: Tenure- FY 2019 YTD	22
Appendix C: Initiatives Summary.....	29

EXECUTIVE SUMMARY

House Bill 1 (H.B. 1), Rider 8, of the 86th Legislature, Regular Session, 2019, directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan (HRMP) designed to improve employee morale and retention through better management and to report employee turnover rates by job category for the preceding 12 months. The report will be sent to the Senate Finance Committee, the House Committee on Appropriations, the Legislative Budget Board, and the Governor by March 31 and September 30 of each fiscal year (FY). The effectiveness of the agency's plan shall be measured by whether there is a reduction in employee turnover rates, specifically for caseworkers.

In order to provide a comprehensive overview of the workforce, this report includes additional information beyond what is required by the legislature. Additional reporting is provided on hiring and fill rates at the agency, as well as summary results from the latest Survey of Employee Engagement (SEE), and the State Auditor's Office (SAO) Exit Survey when available. A comparison of turnover data by program is included in Appendix A to this report to ensure consistency in the data provided in the Rider 11 report.

As new significant trends in turnover rates emerge, this report will provide a summary of DFPS efforts to analyze the changes and monitor program initiatives adopted to address identified issues. In addition, this report will provide updates on key workforce division initiatives in place to sustain the overall health of the agency.

DFPS is experiencing a higher rate of overall turnover compared to FY 2018, but remains significantly lower than the SAO statewide average. Increases in turnover are being seen in certain areas like CPS, and CPI and initiatives have been adopted by programs to address the underlying issues. Continued progress in implementing HRMP initiatives serves as evidence of the full commitment of executive leadership to ensuring the workforce is capable of providing exceptional services to Texans in need. DFPS will continue to closely examine workforce trends across the program.

TURNOVER AND RETENTION

To ensure consistency, turnover data is reported through the third quarter (Q3) of FY 2019, in line with the most recent Rider 11 report. Further, FY 2019 has been a year of transition as DFPS restructures to reflect the direction of the legislature. Future reports will reflect programmatic changes implemented in FY 2019. Additional details on turnover and retention findings are provided in Appendix A. Details on agency and program tenure are provided in Appendix B.

DFPS currently has more than 12,300 employees. According to the Texas State Auditor's Classified Employee Turnover for Fiscal Year 2018, the statewide turnover rate was 19.3 percent for all state agencies. The DFPS turnover rate for FY2018 was 17.8%.

DFPS Turnover and Retention Findings

- DFPS has reported a 4.6 percent increase in turnover agency-wide from 17.8 percent in FY 2018 to 18.6 percent in the third quarter of FY 2019.
- On average for FY 2019, for all DFPS employees, 44 percent have five or more years of tenure.

CPS Turnover and Retention Findings¹

- FY 2019 Q3 CPS worker turnover (15.6 %) outperforms the H.B.1 performance measure for worker turnover of 25.5 percent.
- FY 2019 Q3 turnover for CPS workers has:
 - Decreased 11.4 percent since FY 2018 for Conservatorship (CVS) caseworkers, (FY 2018 17.4% to FY 2019 Q3 15.4%);
 - Increased 5.4 percent since FY 2018 for Family-Based Safety Services (FBSS) caseworkers, (FY 2018 19.9% to FY 2019 Q3 21.0%).
- FY 2019 Q3 turnover for CPS supervisors has increased 40.3 percent (FY 2018 5.3% to FY 2019 Q3 7.4%), and increased 2.9 percent (FY 2018 14.5% to FY 2019 Q3 15.0%) for CPS.
- On average for FY 2019 Q3, for CVS, approximately 65 percent of the workers in CVS and

¹ H.B.1 performance measure was created before the split of CPS/CPI. The 25% is for CPS/CPI combined.

FBSS have two or more years of tenure.

CPI Turnover and Retention Findings²

- FY 2019 Q3 CPI worker turnover (29.4 %) exceeds the H.B.1 performance measure for worker turnover of 25.5 percent.
- FY 2019 Q3 turnover for CPI workers has:
 - Increased 14.5 percent since FY 2018 for Investigations (INV) caseworkers, (FY 2018 27.1% to FY 2019 Q3 31.0%);
 - Increased 12.0 percent since FY 2018 for Special Investigators (SI) caseworkers, (FY 2018 12.1% to FY 2019 Q3 13.6%).
 - Decreased 42.4 percent since FY 2018 for Daycare Investigations (DCI) caseworkers, (FY 2018 29.9% to FY 2019 Q3 17.2%).
 - Increased 58.1 percent since FY 2018 for Residential Child Investigations (RCI) caseworkers, (FY 2018 19.5% to FY 2019 Q3 30.8%).
- FY 2019 Q3 turnover for CPI supervisors has increased 3.9 percent (FY 2018 8.7% to FY 2019 Q3 9.0%), and increased 12.6 percent (FY 2018 21.7% to FY 2019 Q3 24.5%) for CPI program.
- On average for FY 2019 Q3, approximately 60 percent of INV workers have two or more years of tenure.

APS Turnover and Retention Findings

- FY 2019 Q3 APS worker turnover (21.4%) is above the S.B.1 performance measure for APS caseworker turnover of 20 percent.
 - FY 2019 Q3 turnover for APS workers (21.4%) has decreased 14.8 percent since FY 2018 (25.2%).
- FY 2019 Q3 turnover for APS supervisors has decreased 47.8 percent (FY 2018 18.4% to FY 2019 Q3 9.6%) and decreased 17.6 percent (FY 2018 21.9% to FY 2019 Q3 18.1%) for the APS program.

² H.B.1 performance measure was created before the split of CPS/CPI. The 25% is for CPS/CPI combined.
6 / DFPS Human Resources Management Plan March 2019

- On average for FY 2019 Q3, 69 percent of APS In-Home workers have 2 or more years of tenure.

SWI Turnover and Retention Findings

- SWI does not have S.B. 1 caseworker turnover targets.
- FY 2019 Q3 turnover for SWI workers has increased 5.6 percent since FY 2018 (FY 2018 16.4% to FY 2019 Q3 17.3%).
- FY 2019 Q3 turnover for SWI supervisors has increased 7.3 percent since FY 2018 (FY 2018 0% to FY 2019 Q3 7.3%).
- Increased 9.2 percent (FY 2018 13.6% to FY 2019 Q3 14.9%) for SWI program.
- On average for FY 2019 Q3, 78 percent of SWI workers have two or more years of tenure.

Program Initiatives

To address emerging trends in the CPI and APS programs, DFPS has conducted drill down analysis to understand the changes by region, and by the level of worker that has been leaving. The agency has worked with CPI and APS leadership to interpret the data and develop responses.

During FY19 CPI has taken on multiple initiatives including:

- Providing week long training to over three hundred of our front line, mid-level, and upper management covered topics like risk management, development and promotion of employees, generational differences, confronting problem employees, and evaluating employees.
- Holding focus groups with staff to identify issues or gaps with our worker mentoring program, and will be making improvements in the coming fiscal year.
- Established and utilize feedback from regional and statewide supervisor advisory groups to make improvements to systems, policy/practice, and retention.
- Implemented consistent monthly messaging of policy and practice changes, packaged with tools and talking points that all managers can use, when meeting monthly with their staff.

CPI's regional leadership meets quarterly with their system's improvement staff to review and evaluate business plan metrics and adjust strategies for improvements accordingly. In FY20 CPI has further plans to survey all managers as a supplement to the Survey of Employee Engagement, and to follow up with regions through site visits to review feedback and explore potential solutions that will promote overall improvement to the regional culture. In addition, two regions will pilot the use of a Net Promoter Survey to evaluate job satisfaction with all of their investigators, and managers will follow up individually with that employee upon completion, to discuss their feedback.

The APS program has also implemented multiple initiatives in FY19 including:

- Establishing a "Go Team" that is able to deploy to high turnover areas of the state to assist with handling caseload and avoid overloading new employees while they are still learning the job.
- Establishing a workgroup in our strategic plan to review policy and make recommendations to reduce duplication and onerous requirements that do not affect client safety. This is in an effort to reduce workload and streamline work processes for new workers.
- Initiating a rewrite of the APS policy handbook to make it more user friendly and accessible for new caseworkers.
- Implementing a paid mentor program statewide for tenured staff to formally mentor new hires for the first six months of employment. The program includes testing and criteria for selection of mentors, formalized documentation requirements, weekly progress meetings between mentor, protégé, supervisor, and lead mentor. The program also reduces the capped caseload for our newest staff to allow them to learn the job before absorbing a full caseload. The program was rolled out by district and the final district (North West) was officially started in July of 2019. We have seen real success in retention for tenured and especially new staff in the districts where mentoring has been in place.

In FY20, APS will implement a \$750.00 a month equity adjustment for all caseworkers and front line supervisors as approved by the 86th legislature. The pay was increased as of September 1, 2019 and will first be paid in October 1 paychecks. Staff response has been extremely positive and we expect a significant reduction in turnover moving forward.

The Workforce Division, will continue to monitor implementation of these initiatives and coordinate with programs to determine the impact of these efforts on turnover trends.

Hiring and Fill Rates

The DFPS Talent Acquisition Group (TAG) supports recruiting and hiring activities within APS, CPS, Investigations and SWI divisions. In addition to participating in recruitment activities, TAG staff screen, interview, and hire applicants to fill direct delivery program positions. TAG coordinates with the applicant assessment vendor to resolve process questions, monitor screening services, and secure bilingual testing. In conjunction with Human Resources (HR) staff, TAG also provides policy interpretation for hiring related questions, as well as on-boarding new employees in the Centralized Accounting and Payroll/Personnel System (CAPPS).

Table 1: Q3 of FY 2019 DFPS HIRING FUNNEL

Stage of Hiring Process	Number of Applicants
Applied	~254,000
Met Initial Screening Criteria	~203,000
Referred for Further Screening	~158,000
Interviewed	~20,500
Hired	~2,800

As reported in Table 1 above, of the 254,000 direct-delivery applications received thus far between in FY 2018 and the end of Q3 of FY 2019, approximately 203,000 (80%) met initial screening criteria. Of those, an estimated 158,000 (78%) also completed the required competency assessment and moved forward in the hiring process. An estimated 20,500 were interviewed and over 2,800 were hired between FY 2018 and by the end of Q3 of FY 2019. Some applicants may have been interviewed multiple times depending on the type(s) of position(s) applied to as well as the number of times the candidate applied.

The agency monitors the percentage of filled positions within each program, commonly referred to as fill rates, to evaluate the need for additional resources or to make adjustments to hiring strategies to prevent unnecessary delays in hiring. The number of filled FTEs is an indicator of the health of the

program because too many vacancies can lead to higher caseloads, an increase in turnover, and the potential for services to families to be less effective. The direct-delivery hiring model implemented during FY 2016 has proven to be effective in maintaining and, in some cases, improving caseworker fill-rates by reducing the time it takes to fill a vacated position.

Table 2: Q3 of FY 2019 Fill Rates

Program	Fill Rate
APS	~95%
CPS	~94%
Investigations	~95%
SWI	~95%

Fill rates remain high with some variance year over year. The variance rates in the respective programs between Q3 of this point in FY2019 and the end of FY 2019 Q3 were declines of two percent in APS and, three percent in CPS, there is no change in Investigations, and an increase decline of one percent in SWI. The decline in Investigations is largely due to changes in CCL and Residential Investigations fill rates which are subject to larger fluctuations because of their small staff count.

STATE AUDITOR’S OFFICE (SAO) EXIT SURVEY

At the time of a voluntary separation, the SAO sends an invitation to the former employee’s mailing address that contains details on completing the online exit survey. This voluntary survey allows recently separated employees to provide feedback that may be used by state agencies to understand the reasons staff separate and to use those insights to improve employee retention. The FY19, Q3 SAO survey response rate was 15.0 percent. Data on which program participants belong to must be self-reported and is inconsistent; therefore, the available data are reported for DFPS as a whole.

Findings and Analysis

“Poor working conditions/environment” has been the number one reported reason for leaving in the past three years. Both “Issues with my supervisor/issues with employees I supervise” and

“Personal or family health” have increased significantly in the same timeframe.

The broad nature of the reason types provided in the SAO survey make it difficult to understand what issues are being pointed out by those that participate. For example, the reason type “Issues with my supervisor/issues with employees I supervise” covers two related but distinct issues, making it difficult for the agency to make an informed response to the reported issue.

DFPS continues to enhance the selection of supervisors and managers through the introduction of supervisor assessments and cross-program supervisory hiring boards. In addition, the agency launched a 360 assessment with a focus on helping managers and supervisors identify both strengths and weaknesses while working towards increased competence and effectiveness.

DFPS EXIT SURVEY

In order to build on the foundation of the SAO exit survey and to gain additional insights into the reasons staff leave the agency, DFPS entered into a partnership with the Institute for Organizational Excellence at The University of Texas at Austin to survey both voluntary and involuntary separations from the agency. The resulting survey is a custom instrument that collects responses online, over the phone, and by mail to maximize response rates. The tool includes more specific questions about the reasons for leaving the agency in order to provide more actionable feedback from former employees.

Findings and Analysis

The University of Texas at Austin started conducting the DFPS exit surveys in September 2019. As of FY19 Q3, the response rate for voluntary separations was 37.3 percent (37.3%) and the response rate for involuntary separations was 10.3 percent (10.3%). The top three reasons listed by employees that separated voluntarily were work related stress, issues with my supervisor, and lack of communication. The top reasons listed by the nine employees whose separation was involuntary indicated staff didn’t feel supported by their supervisor, didn’t feel valued as a member of the team, and didn’t receive adequate constructive feedback on their performance. DFPS Workforce Development Division will receive quarterly reports that contain a summary of responses and comments to help management make needed changes; assist DFPS in identifying ways to reduce employee turnover; and improve the work environment.

Table 3: Exit Survey Comparison

	SAO Exit Survey (FY 2019 Q3)*	DFPS Exit Survey (Q3 FY 2019)	
		Voluntary	Involuntary
Response Rate	15.0%	37.3%	10.3%
Outreach	At the time of a voluntary separation, the SAO sends an invitation to the former employee's mailing address that contains details on completing the online exit survey.	Former employees that separate voluntarily receive the DFPS survey questionnaire via email, telephone call, and letter.	Former employees that separate involuntarily receive the DFPS survey questionnaire via email and letter.
Top Reasons for Leaving	<ul style="list-style-type: none"> · Poor working conditions/environment · Issues with my supervisor/issues with employees I supervise · Retirement 	<ul style="list-style-type: none"> · Work related stress · Issues with my supervisor · Lack of communication. 	<ul style="list-style-type: none"> · Didn't feel supported by their supervisor · Didn't feel valued as a member of the team · Didn't receive adequate constructive feedback on their performance

**Separation of Voluntary vs Involuntary responses is not available for SAO Exit Surveys*

SURVEY OF EMPLOYEE ENGAGEMENT (SEE)

The Survey of Employee Engagement (SEE) is a biannual survey required by the legislature for Texas state agencies, nonprofit organizations, and businesses to help leaders and managers understand how their employees feel about their work, their workplace, and their employers. The FY 2018 SEE was open to staff from March 6th – March 23rd. SEE results were sent to all DFPS divisions on July 2018. Results from the FY 2016 DFPS Survey of Employee Engagement (SEE) are available in previous reports.

- Of the 12,154 employees invited to take the survey in 2018, 7458 responded for a response rate of 61.4%. The DFPS response rate is considered high, which implies DFPS employees are invested in the organization and are willing to contribute towards making improvements within the workplace.
- Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. In 2018, the agency overall score was 378, an increase from 362 in 2016.

Levels of Engagement:

DFPS Survey of Employee Engagement (SEE), which had a 61.4 percent response rate, results the following employee engagement levels were reported within DFPS:

- 22 percent of employees are highly engaged;
- 28 percent are engaged;
- 38 percent are moderately engaged; and
- 12 percent are disengaged.

Highly engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their jobs and may be actively working against their co-workers.

For comparison purposes, according to nationwide Gallup polling data (Adkins, 2016), about 30 percent of employees are highly engaged or disengaged, 50 percent are moderately engaged, and 20 percent are disengaged.

The SEE results include descriptions of the agency's strengths and areas of concern. The scoring is based on a scale of 100 to 500. Scores that typically range from 300 to 400 with a score of 350 serving as a "tipping point" between positive and negative perceptions. For FY 2018 the DFPS Survey of Employee Engagement (SEE) results reported the following strengths and weaknesses:

Areas of Strength

- **Supervision Score: 406, an increase from 398 in FY16** - The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful, and critical to the flow of work.
- **Information Systems Score: 397, an increase from 392 in FY16** - The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.
- **Workgroup Score: 400, an increase from 390 in FY16**- The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.

Areas of Concern

- **Pay Score: 257, an increase from 211 in FY16** - The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.
- **Job Satisfaction Score: 352, an increase from 334 in FY16** - The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. Lower scores suggest that employees feel overworked, unable to perform at their best and unhappy with their work.
- **Benefits Score: 371, an increase from 351 in FY16** - The benefits construct captures employees' perceptions of how the benefits package compares to packages at similar organizations and how flexible it is. This construct measures the degree to which employees see health insurance and retirement benefits as competitive with similar jobs in the community.

DFPS leadership are in the process of reviewing FY 2018 results and creating SEE teams to lead improvement efforts in each division. Once priorities are determined the teams will develop initiatives intended to improve DFPS performance in the low scoring areas and replicate the success of our areas of strength.

WORKFORCE DEVELOPMENT

In keeping with legislative directive DFPS consolidated workforce management functions and adopted additional critical functions to better support employees. In 2017, DFPS created the Workforce Development Division (WFD), merging Human Resources Office, Talent Acquisition Group, Workforce Records and Reporting, Employee Wellness, and Veteran's Liaison functions under one division. WFD serves as a single "store front" by emphasizing consistency, communication, outreach, accessibility, and coordination with staff at all levels of the agency. This customer focused approach is reflected through multiple ongoing activities within WFD including:

- "HR Matters" Newsletter – providing regular human resources specific communication to all DFPS supervisors and managers in the format of a newsletter.
- "HR Bulletin" – providing critical and time sensitive information on changes to HR policies and procedures.
- "HR After-Hours" Program - providing direct and accessible HR support after 5:00PM once a week (between the hours of 7-10) for CPS in seven regions and Statewide Intake, and to State Office to assist in addressing the needs of a 24-hour workforce. This program will be assessed for effectiveness to determine if it will be adopted statewide.
- Independent Human Resources Manual –The HHSC Human Resource Manual was adopted for DFPS as an early step in meeting the requirements of House Bill 5 (85R) to make DFPS a stand-alone agency. DFPS HR policy workgroup composed of representatives from all DFPS departments and programs has reviewed the manual and made suggested changes. DFPS HR is working with executive management to review and adopt these changes.
- Management Reviews - When Program Management identifies employee-related issues or concerns HR staff may travel to the location and interview staff in order to assess the ongoing concerns or problem areas. A report of findings and recommendations is submitted to executive management for consideration and appropriate action.

- **Training Development** - The HR Office has developed and delivered prescriptive HR training to help ensure compliance applicable HR policy and statutes.
- **Employee Wellness Benefits and Activities** - DFPS has renewed the contract with Deer Oaks Employee Assistance Program (EAP) who offers a variety of counseling, referrals, and consultation services designed to assist employees with resolving work/life issues.

In addition to contracted benefits, DFPS wellness staff coordinate regional wellness events such as wellness fairs, seminars, and other healthy living activities.

In keeping with the intent of Rider 9, WFD coordinates multiple targeted HR initiatives to continue building on the significant improvements made in turnover and retention.

Supervisor Assessments:

The primary goal of the Agency Supervisor Assessment Process is to enhance the current CPS supervisor screening process to ensure the most qualified staff are selected to fill these critical supervisor positions in our agency. Testing staff will ensure the program selects those who are best prepared and are able to demonstrate their skills and abilities that are required to operate at the supervisor level. Below are several dates and key finding for the Supervisor Assessment Process:

- Started administering for CPS and Investigations supervisor candidates May 2017.
- Proctored monthly in each of 15 locations around the state.
- As of November 2018, 658 CPS and Investigations employees completed the supervisor exam with an 86 percent pass rate.
- 13 percent of CPS and Investigations workers with 18 months length of service (LOS) have taken the exam.
- Statewide, 11 percent of CPS and Investigations workers with 18 months length of service passed the exam.
- The average score of all CPS and Investigations attempts is 82.
- Minimal cost impact as administration, proctor duties, and logistics are absorbed by current HR and operations staff.
- Assessments began for APS and SWI in the summer of 2018.
- APS has 17 assessments completed with an 88 percent pass rate.
- SWI has six assessments completed with a 100 percent pass rate.

Cross Program Hiring Boards:

The purpose of Cross Program Hiring Boards is to increase rigor and objectivity in the interview and selection process of CPS, APS, SWI, and Investigations supervisor applicants. The new process will provide more consistency in the hiring of supervisors across all programs. Since the assessment will be screening more of the knowledge, skills, and abilities, the focus of the interview process will be around professional fit and leadership qualities of the candidates.

Below are a few dates and key findings regarding the Cross Program Hiring Boards process:

- Requirement for the revised hiring board process began November 1, 2017 for CPS, APS, SWI, and Investigations.
- Hiring boards are made up of cross program representation, including hiring specialists, to ensure a diverse evaluation of the candidates.
- Monitoring of the process is ongoing and board information is collected to verify adherence to the process. As of December 31, 2018, one-hundred and fifty-nine (159) hiring boards had been conducted.
- The vendor that processes supervisor selections ensures that hiring managers provide the assessment results prior to approving the offer.

360 Leadership Assessment for Agency Leaders:

The 360 Leadership Assessments provide information to participants allowing them to focus on job and leadership related skills. These skills are necessary to strengthen and enhance the professional development of managers and supervisors across the agency. DFPS piloted an evaluation of 64 Program Directors / Administrators using the 360 Leadership Assessments from October through December 2016. The assessments provided timely feedback of leadership influence on employee job satisfaction and working environment. The 360 Leadership Assessments identify existing leadership strengths as well as opportunities to improve leadership gaps. UT briefed the Executive staff on the status of the 360 evaluations and presented an understanding of the 360 process to include how to interpret the 360 report and what next steps to take with their divisions. Each member received materials on all 360 items, templates for planning, as well as access to their individual and division's report. The University of Texas at Austin provided the Commissioner with an agency summary of the 360 evaluations in September 2018. Some of the key findings of the

agency summary included:

- DFPS supervisors are generally perceived by their bosses and direct reports to be competent and ethical professionals.
- Supervisors' managers and direct reports have identified engagement, communication and employee development as key areas for growth.
- 1 in 5 survey participants did not complete their own self-assessments.
- About 1 in 12 supervisors did not complete surveys for their direct reports.
- Fewer than half of survey participants attended one of 47 in-person feedback sessions.

For FY 2019, all surveys have been sent and Dr. Landuyt, from the Institute for Organizational Excellence at the University of Texas at Austin, provided an overview of the 360 results to the executive staff. Some of the key findings of the agency summary included:

- DFPS supervisors are generally perceived by their supervisors and direct reports to be competent professionals and strong role models.
- Supervisors' managers and direct reports have identified communication and transparency in the workplace as key areas for growth for survey participants.
- Region 6 and 12 required the most amount of reminders sent in order to increase the response rate to an acceptable.
- In the area of Professionalism, every region identified "Helps others understand why actions are taken" as the greatest need for leadership improvement.
- Regions in which survey participants were offered fewer choices for in-person feedback sessions had higher rates of participants attending per session. Moving forward, limiting the number of feedback sessions offered in each region may increase cost effectiveness for each session.
- In nine of 12 regions, survey participants' direct reports gave participants a higher average score than any other group of respondents.
- Region 9 consistently ranked in the top three categories across all rankings and Region 6 in the bottom.

- In total, the IOE delivered **42,736 DFPS surveys** between October 2017 and June 2019. This included two iterations for a total of **3,170 supervisors**.

Succession Planning:

Succession planning is not about "replacing" a departing employee. Rather, it's about preserving institutional knowledge and value and thus insuring continuity of agency operations in as seamless a manner as possible. Starting in October 2018, DFPS developed a Succession Plan to prepare for anticipated and unanticipated departures of key management staff, beginning with State Office leadership positions. Agency leadership identified positions critical to DFPS operations and established a strategy for effectively preparing staff with the skills knowledge to assume these roles and responsibilities. Critical vacant positions and positions at risk of becoming vacant in the near future were identified, and DFPS is developing a process to provide training and development opportunities to employees interested in career opportunities in the agency.

The agency defined key positions as those that have a significant effect on the work that needs to be performed. These key positions were not determined based on job title alone and can include executive positions, positions that require specialized job skills or expertise, or positions considered "mission-critical" to the agency. Three simple, but powerful principles, provide guidance to the succession planning process:

- Focus on the most important outcomes of at-risk or key positions,
- Check on progress regularly; and,
- Use a practical and simple approach that focuses on the essential elements of those key positions.

Below were the steps that were taken to kick off this initiative with senior agency leadership:

1. Identify areas to include the Pilot;
2. Prepare advance materials and send to Directors;
3. Convene Director and conduct an orientation;
4. Directors selected Pilot staff;
5. Prepare and send advance materials to Pilot staff;
6. Convene staff and conduct orientation;

7. Prepare position profile and review with Directors; and
8. Implement Process.

In February 2019, Dr. Biemer provided a Commissioner's update that discussed current statuses, key findings, and proposed next steps. After the update, it was decided that developing an Advance Leadership Program for this initiative will continue. This program will be more selective, intensive, focused, and tailored to specifically the DFPS environment. Moreover, it will target core leadership competencies and put an emphasis on experiential activities relevant to executive challenges. Also, the program will include more coaching, mentoring, job shadowing, and rotation.

APPENDICES

APPENDIX A: FY 2019 Q3 RIDER 11 DFPS TURNOVER COMPARISON

FIGURE 2: FY 2019 Q3 RIDER 11 EMPLOYEE TURNOVER COMPARISON REPORT

Functional Title	Turnover Rate (FY14)	Turnover Rate (FY15)	Turnover Rate (FY16)	Turnover Rate (FY17)	Turnover Rate (FY18)	Turnover Rate (FY19) ²	% Change FY18 to FY19 ³
All Employees	19.0%	19.6%	19.3%	16.2%	17.8%	18.6%	4.6%
CPS CVS Caseworker	22.6%	22.6%	22.6%	16.5%	17.4%	15.4%	-11.4%
CPS FBSS Caseworker	23.0%	27.9%	25.0%	16.0%	19.9%	21.0%	5.4%
CPS INV Caseworker	33.8%	32.7%	32.9%	24.9%	27.1%	31.0%	14.5%
CPS Workers					16.2%	15.6%	-3.5%
CPS SI Investigator					12.1%	13.6%	12.0%
CPS Supervisors					5.3%	7.4%	40.3%
CPS Program					14.5%	15.0%	2.9%
CPI Workers					25.7%	29.4%	14.7%
CPI Supervisors					8.7%	9.0%	3.9%
CPI Program					21.7%	24.5%	12.6%
DCI Workers	19.4%	25.1%	20.2%	20.6%	29.9%	17.2%	-42.4%
DCI Supervisors	7.2%	7.1%	13.0%	6.6%	0.0%	22.2%	22.2%
DCI Program	16.2%	19.6%	17.3%	17.7%	21.8%	16.5%	-24.6%
RCI Workers	20.4%	16.1%	14.1%	19.9%	19.5%	30.8%	58.1%
RCI Supervisors	0.0%	12.9%	6.6%	3.2%	41.0%	13.8%	-66.4%
RCI Program	16.3%	14.2%	11.4%	16.2%	27.9%	26.1%	-6.4%
APS Workers	24.6%	23.4%	21.2%	25.9%	25.2%	21.4%	-14.8%
APS Supervisors	9.1%	13.4%	7.2%	2.7%	18.4%	9.6%	-47.8%
APS Program	20.5%	19.8%	18.7%	20.8%	21.9%	18.1%	-17.6%
SWI Workers	16.7%	19.1%	19.4%	15.9%	16.4%	17.3%	5.6%
SWI Supervisors	11.3%	8.2%	10.9%	11.3%	0.0%	7.3%	7.3%
SWI Program	16.0%	16.1%	16.9%	14.7%	13.6%	14.9%	9.2%

¹ Turnover is calculated using a method that mirrors the process the SAO uses. Specifically: Total number of Terminations of Regular Employees/Count of Average Active Regular Employees.

² Until the conclusion of the FY, the YTD turnover rates are annualized. The annualized rate is a straight line projection of the rate of turnover at the end of the year based on the actual rate at the end of the most recently concluded quarter.

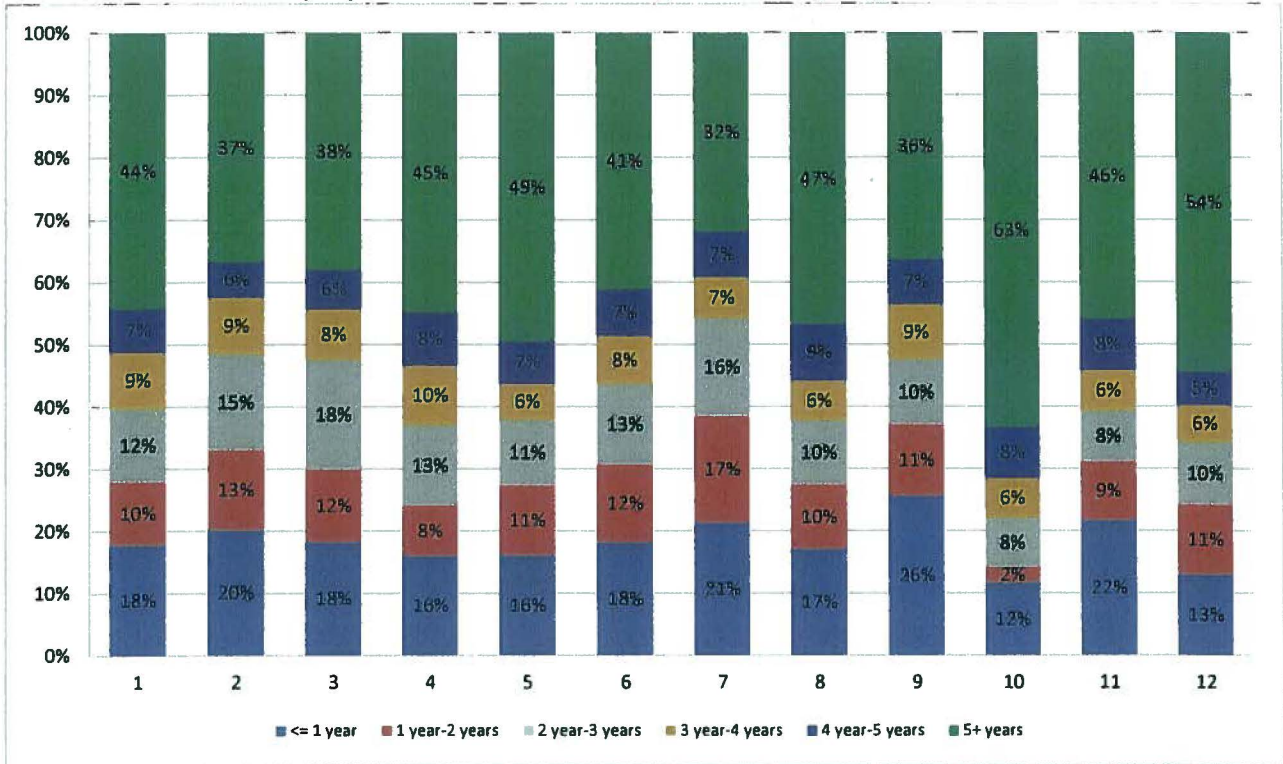
³ On 1-Sep-2017, approximately 800 employees previously assigned to DFPS were transferred to HHSC as part of a Legislative Mandate. These employees have been excluded from the turnover calculation.

⁴ The structure of DFPS divisions has changed after the separation of the agency from HHSC. A new division for Investigations was created to address all allegations of abuse and neglect (A/N). This division includes A/N investigations of daycares and residential child care providers. Future Rider 11 reports will be modified to reflect this new structure.

⁵ Data for the Investigations program was added in FY18. Prior to FY18, there will be no turnover rate against which to compare.

APPENDIX B: TENURE- FY 2019 YTD

FIGURE 3: DFPS All Employees FY 2019 YTD Average Tenure by Region



Tenure grouping is used to monitor the proportion of workers in each region based off being case assignable and is based off the LBB reporting requirements.

CPS CVS, CPS FBSS, APS, RCCL, DCL

- Not case assignable is a tenure of less than 105 days.
- Partially case assignable is a tenure of 105 days to 135 days.
- Fully case assignable is a tenure of more than 135 days.
- Tenured refers to caseworkers with 2 or more years of state service.

CPS INV

- Not case assignable is a tenure of less than 98 days.
- Partially case assignable is a tenure of 98 days to 128 days.
- Fully case assignable is a tenure of more than 128 days.
- Tenured refers to caseworkers with 2 or more years of state service.

FIGURE 4: CPI FY 2019 YTD Average Tenure by Region

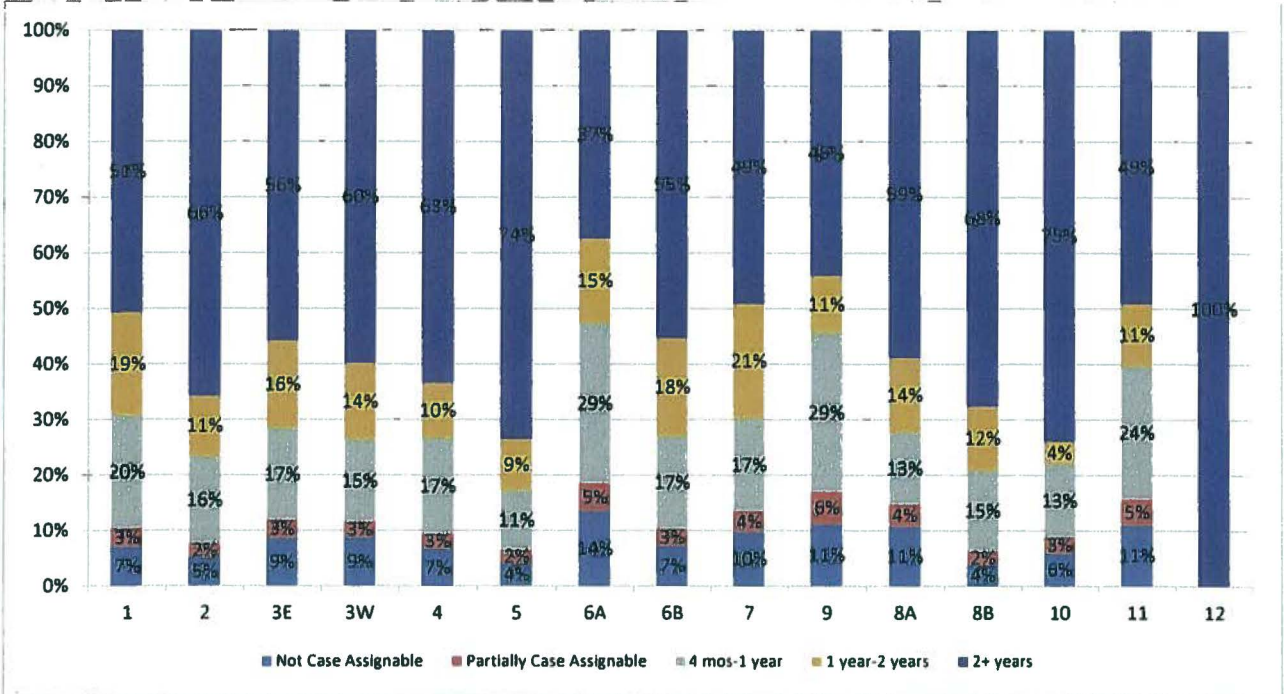


FIGURE 5: CPS CVS FY 2019 YTD Average Tenure by Region

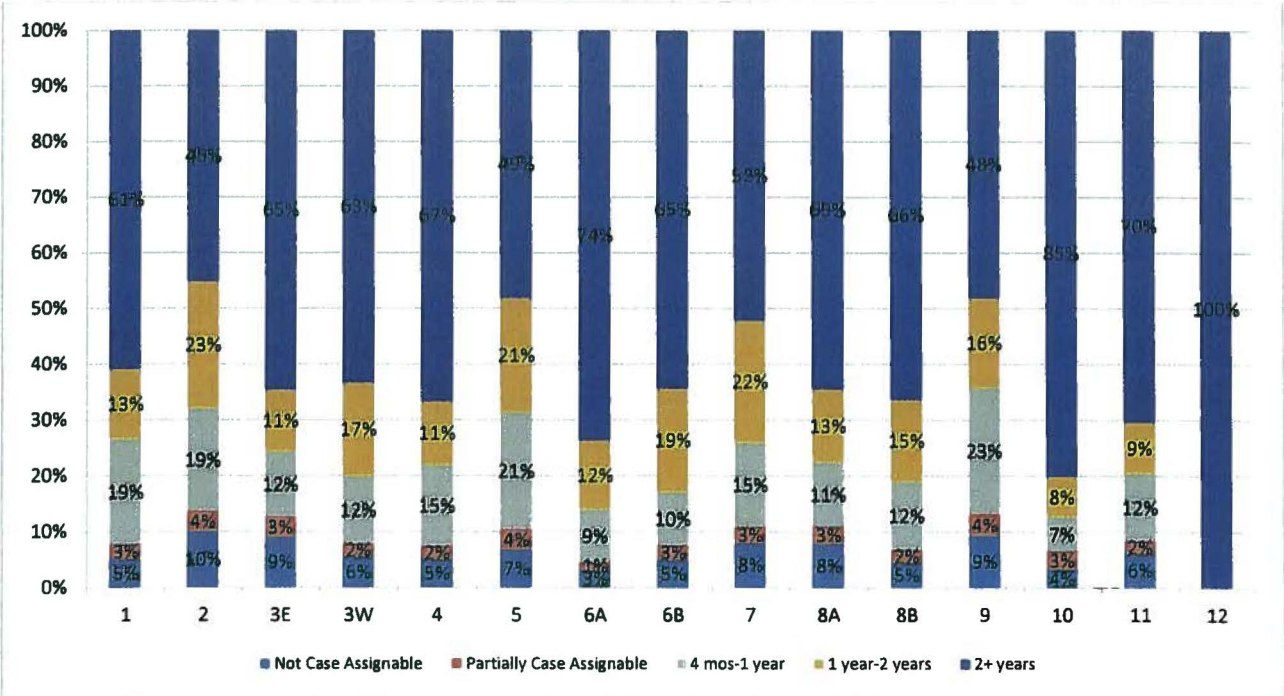


FIGURE 6: CPS FBSS FY 2019 YTD Average by Region

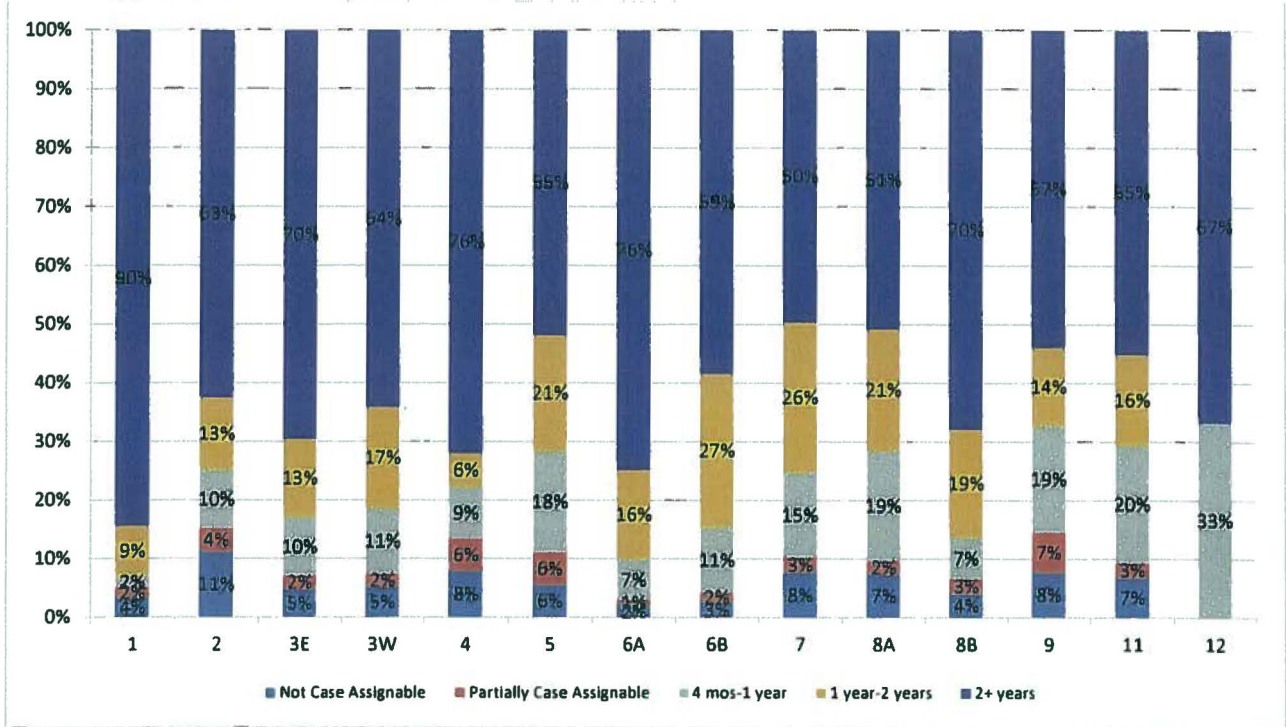


FIGURE 7: APS In-Home FY 2019 YTD Average Tenure by Region

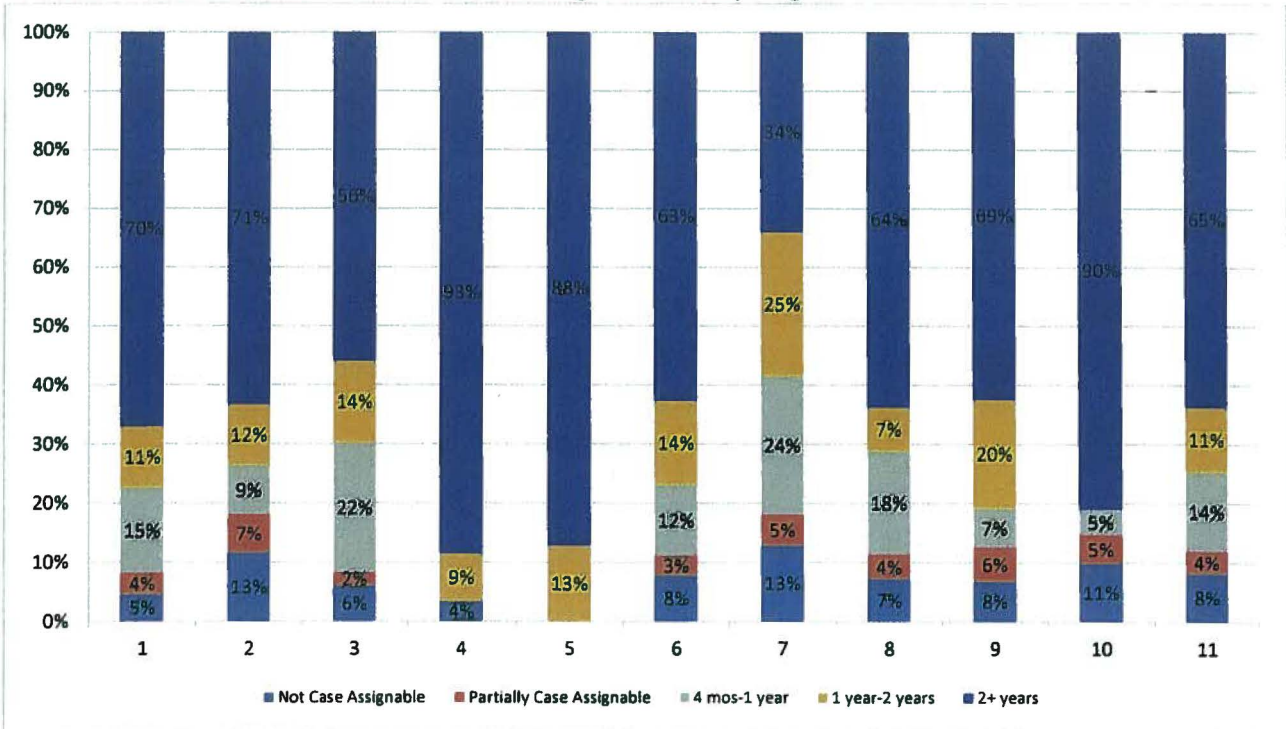


FIGURE 8: RCCL FY 2019 YTD Average Tenure

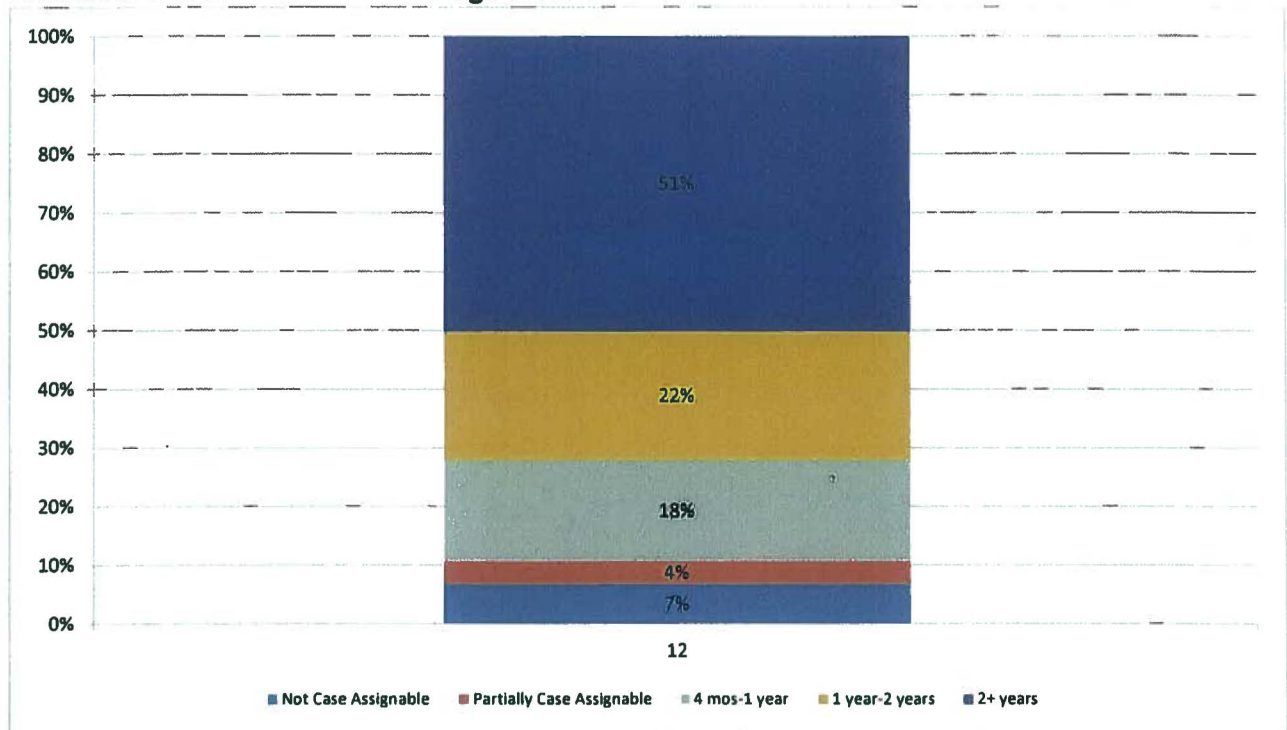


FIGURE 9: DCL FY 2019 YTD Average by Region

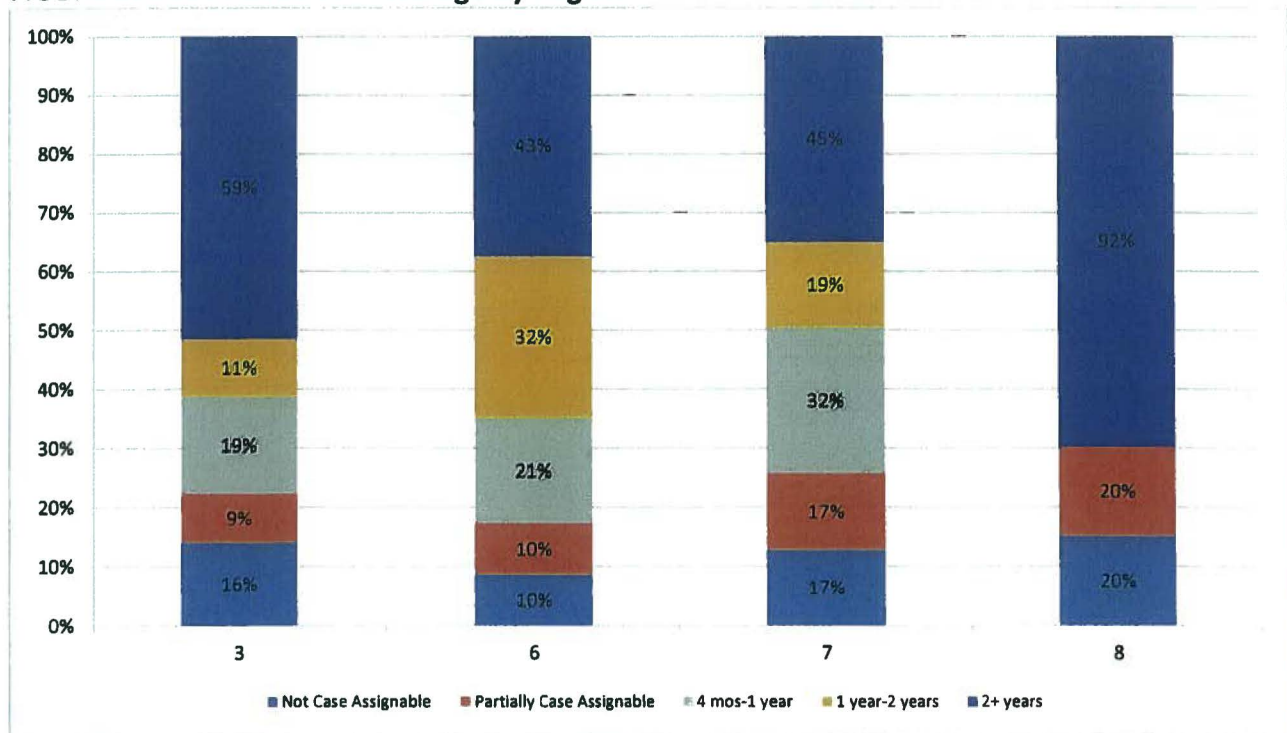
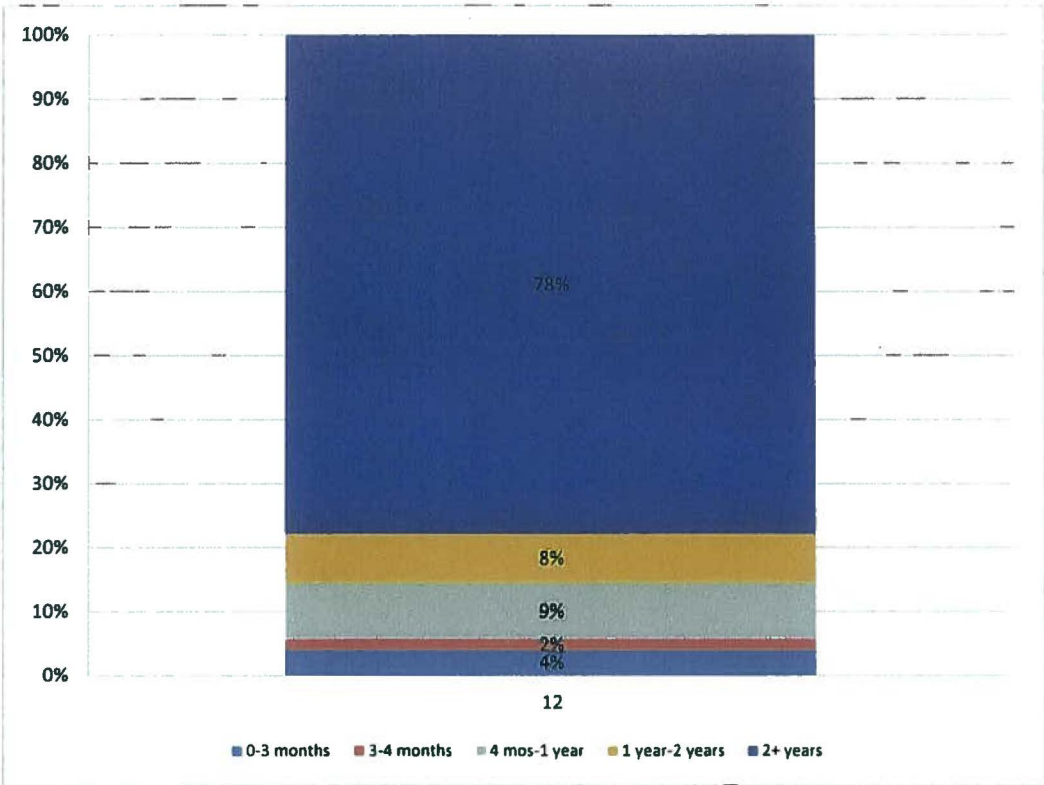


FIGURE 10: SWI FY 2019 YTD Average Tenure



APPENDIX C: INITIATIVES SUMMARY

Target Strategy	Initiative Name	Impacted Area(s)	Status (Mar18)
Concerns with Working Environment	Anniversary Notices	All Programs	Fully Implemented
Concerns with Working Environment	APS Professional Development Training Model (Basic Skills Development)	APS	Fully Implemented
Concerns with Working Environment	APS Welcome Notices	APS	Fully Implemented
Concerns with Working Environment	Automate Reference Checks for Vendor-Screened Positions	All Programs	Fully Implemented
Concerns with Working Environment	Child Care Licensing (CCL) Newsletter	CCL	Fully Implemented
Concerns with Working Environment	Collecting Confidential Internal Complaints	All Programs	Fully Implemented
Concerns with Working Environment	Commissioner's Proud to Protect Staff Recognition Ceremony	All Programs	Fully Implemented
Concerns with Working Environment	Consolidate Workforce Management Functions	All Programs	Fully Implemented
Concerns with Working Environment	CPS Professional Development Training Model (CPD)	CPS	Fully Implemented
Concerns with Working Environment	Create an Educational Pathway for non-Title IV-E Employees	All Programs	Fully Implemented
Concerns with Working Environment	Develop Policy on Level Reminders	All Programs	Fully Implemented
Concerns with Working Environment	Enhance Worker Safety Caution features in IMPACT	All Programs	Fully Implemented
Concerns with Working Environment	Expand SafeSignal Statewide	All Programs	Fully Implemented

Target Strategy	Initiative Name	Impacted Area(s)	Status (Mar18)
Concerns with Working Environment	Frontline Staff and Supervisor Trainings	All Programs	Fully Implemented
Concerns with Working Environment	Hiring applicants holding less than a four-year degree as CPS caseworkers	CPS	Fully Implemented
Concerns with Working Environment	Other SWI Trainings	SWI	Fully Implemented
Concerns with Working Environment	PEI Meetings and Work Retreat	PEI	Fully Implemented
Concerns with Working Environment	Regional and Local Staff Recognition	All Programs	Fully Implemented
Concerns with Working Environment	Statewide Intake (SWI) Support	SWI	Fully Implemented
Concerns with Working Environment	SWI Professional Development Training Model (Basic Skills Development)	SWI	Fully Implemented
Concerns with Working Environment	Update CPS Supervisor Basic Skills Development (BSD)	CPS	Fully Implemented
Concerns with Working Environment	C.A.R.E. Support Program	All Programs	Fully Implemented
Concerns with Working Environment	Expand Worker Safety Support & Training	All Programs	Fully Implemented
Concerns with Working Environment	PEI Restructure	PEI	Fully Implemented
Concerns with Working Environment	Promoting CPS Communication and Input	CPS	Fully Implemented
Concerns with Working Environment	360 Leadership Assessments for Agency Leaders	All Programs	Fully Implemented
Concerns with Working Environment	Develop Stage-Specific Caseworker Interview Questions	All Programs	Fully Implemented
Concerns with Working Environment	Expand Employee Wellness Benefits and Activities	All Programs	Fully Implemented

Target Strategy	Initiative Name	Impacted Area(s)	Status (Mar18)
Concerns with Working Environment	Performance Evaluations	All Programs	Fully Implemented
Concerns with Compensation	Awarding Merit Pay	All Programs	Fully Implemented
Concerns with Compensation	CPS Investigative Pay	CPS	Fully Implemented
Concerns with Compensation	Locality Pay	All Programs	Fully Implemented
Concerns with Compensation	Mentoring Stipend	CPS	Fully Implemented