



**TEXAS**  
Department of Family  
and Protective Services

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

**87th Legislature, Regular Session Bi-Annual  
Report**

**Human Resources Management Plan**

**FY 2022**

**Third Quarter**

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# Table of Contents

Table of Contents .....	i
DFPS MISSION.....	2
DFPS VISION .....	2
DFPS VALUES .....	2
EXECUTIVE SUMMARY .....	3
TURNOVER AND RETENTION.....	3
DFPS Turnover and Retention Findings .....	4
CPS Turnover and Retention Findings.....	4
Child Protective Investigations (CPI) Turnover and Retention Findings.....	4
APS Turnover and Retention Findings .....	5
Statewide Intake (SWI) Turnover and Retention Findings .....	5
PROGRAM INITIATIVES OF CPI, APS, SWI, and CPS.....	5
During FY 2022, CPI has taken on multiple initiatives including: .....	5
The APS program continues to address retention in FY 2022: .....	6
The SWI program also implemented multiple initiatives in FY 2022 including: .....	7
The CPS program also implemented multiple initiatives in FY 2022 including: .....	7
HIRING AND FILL RATES .....	9
STATE AUDITOR'S OFFICE (SAO) EXIT SURVEY .....	10
Findings and Analysis .....	10
DFPS EXIT SURVEY .....	11
Findings and Analysis .....	11
SURVEY OF EMPLOYEE ENGAGEMENT (SEE).....	12
HUMAN RESOURCE DIVISION .....	13
Supervisor Assessments .....	15
Cross Program Hiring Boards .....	16
APPENDICES .....	17
APPENDIX A: TURNOVER- Q3 FY 2022 .....	17
APPENDIX B: TENURE- Q3 FY 2022 .....	18
APPENDIX C: INITIATIVES SUMMARY .....	23

# **DFPS MISSION**

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

# **DFPS HUMAN RESOURCES 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 workforce diversity.

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

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

## **EXECUTIVE SUMMARY**

Senate Bill 1 (SB 1), Rider 8, of the 87th Texas Legislature, Regular Session, 2021, directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan (HRMP) designed to improve employee morale and retention. The plan must focus on reducing employee turnover through better management and report employee turnover rates by job category for the preceding 12 months. The report must be sent to the Senate Committee on Finance, the House Committee on Appropriations, the Legislative Budget Board, and the Governor by March 31 and September 30 of each fiscal year (FY). SB 1 states that the effectiveness of the agency's plan shall be measured by whether there is a reduction in employee turnover rates at the agency, specifically the reduction in the turnover rates for caseworkers.

In order to provide transparency and 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 a summary of the 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 of this report to ensure consistency in the data provided in the annual summary of employee turnover comparison report.

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

DFPS is experiencing a higher rate of agency-wide turnover when compared to FY 2021 and it remains higher than the SAO statewide average for all agencies. Continued progress in implementing HRMP initiatives serves as evidence of the full commitment of executive leadership to ensure the workforce can provide exceptional services to Texans in need. DFPS will continue to closely examine workforce trends across the program.

## **TURNOVER AND RETENTION**

Turnover data for the current fiscal year (FY 2022) is complete through the end of the third quarter (Q3) due to limits on the availability of finalized data before the reporting deadline of September 2022. Turnover through Q3 FY 2022 is compared to turnover to the previous full fiscal year turnover. There is some seasonality in turnover that may affect the comparisons. Future reports will reflect programmatic changes implemented in FY 2021. Additional details on turnover and retention findings are provided in Appendix A. Details on agency and program tenure are provided in Appendix B.

According to the Texas State Auditor's Classified Employee Turnover for Fiscal Year 2021, the statewide turnover rate was 21.5 percent for all state agencies. In FY 2022 Q3, DFPS averaged 13,365 employees with a turnover rate of 30.2 percent.

## DFPS Turnover and Retention Findings

- DFPS has reported a 18.9 percent increase in turnover agency-wide from 23.8 percent in FY 2021 to 28.3 percent in Q3 FY 2022.
- On average, for the third quarter of FY 2022, 45 percent of all DFPS employees have five or more years of tenure with the agency.

## CPS Turnover and Retention Findings<sup>1</sup>

- Q3 FY 2022 CPS caseworker turnover of 26.7 percent is over the SB 1 performance measure for caseworker turnover of 25.5 percent.
- Q3 FY 2022 turnover for CPS workers has:
  - Increased 42.6 percent since FY 2021 for Conservatorship (CVS) caseworkers (FY 2021<sup>2</sup> at 24.6 percent to Q3 FY 2022 35.0 percent).
  - Decreased 24.0 percent since FY 2021 for Family-Based Safety Services (FBSS) caseworkers (FY 2021 at 21.3 percent to Q3 FY 2022 at 16.2 percent).
- Q3 FY 2022 turnover for CPS supervisors has increased 68.1 percent (FY 2021 at 7.1 percent to Q3 FY 2022 at 12.0 percent) and
- Q3 FY 2022 turnover for the CPS program increased 32.7 percent (FY 2021 at 19.8 percent to Q3 FY 2022 at 26.3 percent).
- On average for Q3 FY 2022, approximately 56 percent of the CVS workers and 68 percent of FBSS workers have at least two years of tenure.

## Child Protective Investigations (CPI) Turnover and Retention Findings<sup>3</sup>

- Q3 FY 2022 CPI worker turnover of 42.1 percent exceeds the SB1 performance measure for worker turnover of 25.5 percent.
- Q3 FY 2022 turnover for CPI workers has:
  - Increased 3.7 percent since FY 2021 for Investigations (INV) caseworkers (FY 2021 at 43.2 percent to Q3 FY 2022 at 44.8 percent).
  - Decreased 13.3 percent since FY 2021 for Special Investigators (SI) caseworkers (FY 2021 at 17.1 percent to Q3 FY 2022 at 14.8 percent).
  - Increased 33.7 percent since FY 2021 for Residential Child Investigations (RCI) caseworkers (FY 2021 at 26.4 percent to Q3 FY 2022 at 35.3 percent).
  - Decreased 10.8 percent since FY 2021 for Daycare Investigations (DCI) caseworkers (FY 2021 at 48.9 percent to Q3 FY 2022 at 43.6 percent).
- Q3 FY 2022 turnover for CPI supervisors has decreased 18.1 percent (FY 2021 at 14.6 percent to Q3 FY 2022 at 12.0 percent).
- Q3 FY 2022 turnover for the CPI program increased 5 percent (FY 2021 at 34.9 percent to Q3 FY 2022 at 36.6 percent).
- On average for Q3 FY 2022, approximately 53 percent of INV workers have two or more years of tenure.

<sup>1</sup> SB 1 performance measure was created before the split of CPS and CPI into two separate divisions. The 25.5 percent SB 1 performance measure is for CPS and CPI combined.

<sup>2</sup> The turnover for CVS caseworkers and supervisors in FY 2020, however, includes caseworkers separating from DFPS to transfer to Community Based Care (CBC) providers who took over case management responsibilities in FY 2020. Absent those transfers, the turnover rate in fiscal year 2020 for CVS would have been lower and, as a result, is not directly comparable to turnover in prior years.

<sup>3</sup> SB1 performance measure was created before the split of CPS and CPI into two separate divisions. The 25.5 percent SB 1 performance measure is for CPS and CPI combined.

## **APS Turnover and Retention Findings**

- Q3 FY 2022 APS worker turnover of 28.7 percent is above the SB1 performance measure for APS caseworker turnover of 20 percent.
- Q3 FY 2022 turnover for APS workers of 28.7 percent has increased 14.1 percent since FY 2021, when it was 25.1 percent.
- Q3 FY 2022 turnover for APS supervisors has decreased 18.4 percent (FY 2021 at 9.6 percent to Q3 FY 2022 at 7.8 percent).
- Q3 FY 2022 turnover for the APS program increased 12.3 percent (FY 2021 at 21.9 percent to Q3 FY 2022 at 24.5 percent).
- Q3 FY 2022, 62 percent of APS In-Home workers have 2 or more years of tenure.

## **Statewide Intake (SWI) Turnover and Retention Findings**

- SWI does not have SB 1 caseworker turnover targets.
- Q3 FY 2022 turnover for SWI workers has increased 45.2 percent since FY 2021 (FY 2021 at 10.9 percent to Q3 FY 2022 at 15.9 percent).
- Q3 FY 2022 turnover for SWI supervisors has increased 98.5 percent since FY 2021 (FY 2021 at 4.5 percent to Q3 FY 2022 at 9.0 percent).
- Q3 FY 2022 turnover for the SWI program increased 47.1 percent (FY 2021 at 9.7 percent to Q3 FY 2022 at 14.2 percent).
- On average for Q3 FY 2022, 90 percent of SWI workers have two or more years of tenure.

# **PROGRAM INITIATIVES OF CPI, APS, SWI, and CPS**

To better address turnover trends in the CPI, APS, SWI, and CPS programs, DFPS has conducted analysis with program leadership in each program to understand changes by region and by the type of workers leaving the agency.

## **During FY 2022, CPI has taken on multiple initiatives including:**

- Continued utilization of feedback from regional and statewide supervisor advisory groups to make improvements to systems, policy/practice, or retention, and to improve communication between managers and staff.
- CPI regional leadership meet quarterly with their system's improvement staff to review and evaluate business plan metrics and adjust strategies for improvement and develop regional leadership by offering voluntary leadership workshops, as needed or requested.
- Conducted quarterly regional and statewide training councils hosted by Center for Learning and Organizational Excellence (CLOE) and field staff to elicit feedback and make improvements to trainings for staff and leadership development, as well as retention.
- Held quarterly "Talk Training to Us" sessions for staff and leadership to share training needs.
- Started implementation of an Engagement Series training for field staff. The training targets caseworkers understanding and use of engagement and engagement tools when working with families. For supervisors and above it provides an opportunity to explore

how engagement is a part of the management process including what type of engagement practices are currently in place and what additional engagement methods might be beneficial to encourage staff development.

- CPI Mental Health specialists have conducted regional field trainings on skill enhancements for adolescent and teen mental health issues throughout the state to equip caseworkers with necessary tools for job performance.
- Created Mentor Program Specialists' positions within CPI to focus on improving the support provided to new staff throughout their first year in the agency.
- The Master Investigation program has expanded in all regions across the state, working investigations, providing mentorship, and training to CPI field staff.
- Implemented a Peer Support Group to encourage members to share their own lived experiences and practical guidance. The purpose is to help their peers develop their own goals and strategies for self-empowerment, and to take concrete steps towards building fulfilling, self-determined lives for themselves while balancing their work and personal life.

## **The APS program continues to address retention in FY 2022:**

- APS continues to deal with the ever-changing global pandemic and surges in variants and provides Personal Protective Equipment (PPE) to APS field staff upon request.
- Hired a temporary project manager and charted a project team to redesign new worker training. The intention of this redesign is to have APS training be field-based and competency-focused. The new training model will also ensure new workers are contributing to overall workload sooner.
  - Using grant funds from the Administration for Community Living (ACL), APS will create and fill temporary grant-funded training supervisor positions to oversee and implement the new training program.
  - As part of the redesign, APS will make any needed adjustments to its caseworker mentor program.
  - The redesigned training program is scheduled for approval in the first quarter of FY23, with statewide rollout of the new training program scheduled for 9/1/2023.
  - Once the new worker training program is approved by APS leadership, the project team will begin redesign of supervisor training in support of the new training program. Statewide rollout of the redesigned supervisor training is also scheduled for 9/1/2023.
- Used lapsed salary dollars to hire frontline and supporting staff across the state. By utilizing these funds, APS can “hire ahead” and adjust hiring as needed to respond to current and anticipated turnover.
- Provided one-time merits to meritorious staff through ACL grant funds in each quarter of FY22.
- Created and filled three (3) pilot exploitation (EXPL) units using ACL grant funds. These units include one (1) supervisor II, six (6) APS caseworker Vs, one (1) administrative technician II, and one (1) evidence driven investigation subject matter expert (EDI SME).
  - These three (3) units work closely with local District Attorney offices and law enforcement and perform advanced financial exploitation investigations.

- These three units relieve other caseworkers of these cumbersome and lengthy investigations, allowing them to focus on investigations and service delivery in non-exploitation cases.
- APS will look to create additional specialized units in the coming fiscal year to address increasingly complex client needs.
- Held an initial meeting with the Texas Education Agency to explore how to promote careers in adult protective services in connection with the Human Services Career and Technical Education program of study. Ongoing engagement with TEA is planned for FY23 as part of APS' efforts to develop a talent pipeline.

**The SWI program also implemented multiple initiatives in FY 2022 including:**

- To become fully staffed, as of the January 2022 Basic Skills Development (BSD) class, SWI began accepting applications from candidates all over the state. Class sizes grew from 4-6 graduates in Fall 2021 to an average of 11 graduates for the four classes so far in 2022. Among these classes, 24 of the 42 graduates were from outside of the greater Austin area.
- In January 2022, SWI created a new career path for its Administrative professionals. Since administrative staff have experience navigating the IMPACT system and call out high stakes reports to on-call field staff, SWI waived all degree/college coursework requirements for these staff who have spent two years with SWI as an administrative staff member. Three of our 2022 BSD graduates came from our Support Staff teams.
- Increased the salary of tenured Intake Specialist IVs, bringing them to the equivalent of what less tenured staff now make. In FY 13 SWI increased the career ladder pay increases from 7% to 10%. While this has been overall beneficial to SWI operations, it inadvertently resulted in some tenured staff making less than newer staff while performing the same job duties at the same level of certification. Through salary increase, SWI was able to rectify this discrepancy.
- Awarded one-time merits to many meritorious intake staff and supervisors, conducting one round in early 2022 and a second round in the summer of 2022. There was a significant amount of payroll savings because of vacancies, so that funding was used to reward and retain the staff that got SWI through this period of being undermanned.

**The CPS program also implemented multiple initiatives in FY 2022 including:**

- CPS Regional Leadership continues to meet quarterly with their Regional System's Improvement staff to review and evaluate business plan metrics and adjust strategies for improvements throughout the fiscal year.
- The CPS Associate Commissioner meets quarterly, face-to-face, with the Regional Directors across the state to strategize and work on business plan outcomes, retention, and caseloads.

## DFPS Human Resources Management Plan – September 2022

- Regional Directors continue to touch base with caseworkers and supervisory level staff to get a pulse on the regional stressors. They use these meetings to work with their leadership on addressing any concerns and worries. Many of the regional changes that happen come from the ideas that the caseworkers and supervisors give during these meetings.
- Added six (6) Mentor Program Specialists (formerly Field Training Supervisors). These six (6) specialists transitioned to CPS from the Center for Learning and Organizational Excellence (CLOE), and there were also two (2) Mentor Program Specialists that were hired. This has given the CPS program eight (8) total support mentoring positions to help with development and retention. Since having the staff in place, the following has occurred:
  - The Mentor Handbook has been revised and replaced with a Mentoring Resource Guide.
  - Staff have worked diligently to ensure all protégés are paired with a mentor during their first few weeks of training.
  - Mentors have been provided with more support and recognition, to include additional training, individualized CPS mentor badges, and the development of a lead mentor program.
- Added training to better support staff when working with youth, to include Motivational Interviewing and De-escalation training.
- Hired seven (7) Quality Assurance Specialists and two (2) Compliance Specialists to support field staff in meeting and maintaining compliance with Foster Care Litigation Remedial Orders.
- A leadership conference in August 2022 was developed to support staff who are experiencing secondhand trauma and post pandemic work issues.
- The Master CVS team continues to support the state in areas where caseloads and/or turnover are high. The team also provides support to regions transitioning to Community Based Care.

The Human Resources 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, CPI, and SWI divisions. In addition to extensively recruiting through electronic means (LinkedIn, Handshake, etc.), statewide job fairs, and through targeted program specific activities, TAG staff screen, interview, and hire applicants to fill direct delivery program positions. TAG continues 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 for new employees in the Centralized Accounting and Payroll/Personnel System (CAPPS).

**Table 1: FY 2022 to Q3 FY 2022 Hiring Funnel**

Stage of Hiring Process	Number of Applicants
Applied	~225,000
Met Initial Screening Criteria	~203,000
Referred for Further Screening	~175,000
Interviewed	~35,000
Hired	2,600

As reported in Table 1 above, of the 225,000 direct-delivery applications received from FY 2022 to the third quarter of FY 2022, approximately 203,000 (90 percent) met initial screening criteria. Of those, about 175,000 (86 percent) also completed the required competency assessment and moved forward in the hiring process. An estimated 35,000 were interviewed and 2,600 were hired between FY 2022 and Q3 FY 2022. 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 in comparison to the positions available to fill within each program, commonly referred to as fill rates, to evaluate the need for additional resources or to make adjustments to hiring strategies to prevent unnecessary delays in hiring. The number of filled full-time equivalent employees (FTE'S) 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 2022 Fill Rates**

Program	Fill Rate
APS	~92%
CPS	~91%
CPI	~89%
SWI	~90%

Each program experienced more turnover this year as compared to other fiscal years. Contributing factors are post and current pandemic workforce, Children Without Placements work, and continued work stress. Also, starting June 15th, 2021, all new employees had to be fingerprinted, which increased the amount of time an employee had to clear due diligence in order to be hired. This delayed the hiring and selection process in most instances by weeks for a caseworker hire.

## **STATE AUDITOR'S OFFICE (SAO) EXIT SURVEY**

At the time of an employee's voluntary separation from the agency, 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 Q3 FY 2022 SAO survey response rate was 14.5 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**

According to the SAO's findings over the past three years, "Poor working conditions/environment" has been the number one reason former employees reported for leaving DFPS. The SAO report also indicated that better pay/benefits and "Issues with my supervisor/issues with employees I supervise" are amongst the top reasons being reported. The broad nature of the reason types provided in the SAO survey make it difficult to pinpoint the real issue being pointed out by those that participate. 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 Degree 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 2018. As of Q3 FY 2022, the response rate for voluntary separations was 28.3 percent and the response rate for involuntary separations was 11.8 percent. The four reasons listed most by employees that separated voluntarily were work related stress, accepted another job, salary, and lack of communication. The top concerns listed by employees whose separation was involuntary were that management didn't encourage their feedback and suggestions, DFPS didn't help them fulfill their career goals, and that staff didn't feel valued as a member of their team. DFPS Human Resources Division receives quarterly reports that contain a summary of responses and comments to help management make needed changes and assist DFPS in identifying ways to reduce employee turnover and improve the work environment.

**Table 3: Exit Survey Comparison**

Criteria	SAO Exit Survey Q3 FY 2022	DFPS Exit Survey Q3 FY 2022 Voluntary	DFPS Exit Survey Q3 FY 2022 Involuntary
<b>Response Rate</b>	14.5%	28.3%	11.8%
<b>Outreach</b>	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.
<b>Top Reasons for Leaving</b>	<ul style="list-style-type: none"> <li>• Poor working conditions/environment</li> <li>• Better pay/benefits</li> <li>• Issues with supervisor/ issues with employees they supervise</li> </ul>	<ul style="list-style-type: none"> <li>• Work related stress</li> <li>• Accepted another job</li> <li>• Salary</li> <li>• Lack of communication</li> </ul>	<ul style="list-style-type: none"> <li>• Management didn't encourage their feedback and suggestions</li> <li>• DFPS didn't help them fulfill their career goals</li> <li>• Staff didn't feel valued as a member of their team</li> </ul>

\*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 Texas 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.

DFPS has participated in the Survey of Employee Engagement (SEE) for many years. Accordingly, we have the benefit of trend data from these past surveys. Based on the survey data, we have identified issues that justify intervention. For example, we have seen that participation rates and DFPS's response rates have fallen over the past several iterations of the survey. Survey research teaches that this is a strong indicator of poor employee engagement. From the survey responses, 31 percent of the employees who participated expressed concern that leadership would not do anything with their input. Disappointedly, 40 percent of employees were not proud of where they work.

To address the concerning data, a series of intervention steps are now being proposed. The proposed work is with the Institute for Organizational Excellence (IOE). This group within UT Austin conducts the SEE and is experienced in serving as an external, objective, and knowledgeable consultant for employee engagement strategies and has proposed an engagement process for DFPS. In summary, the goal of the proposed work is to increase employee engagement by implementing various strategies to improve employee retention, increase leadership accountability at the local level, promote a positive overall organizational culture, and sustain the agency by it being viewed as an employer of choice.

These top five recommendations were derived from SEE data, focus group conversations, focus group survey results, feedback via the local liaison intervention intake questionnaires, and next steps worksheets.

1. Promote employee work-life balance: A well-balanced employee is a productive employee. Start by asking workers what they need – flextime, telecommuting, health initiatives – and brainstorm ways to incorporate them. Foster creativity by encouraging employees to express their outside interests through side projects. Considering offering more personal development opportunities and incentives for participation.
2. Allow opportunities for feedback on supervisor performance: Great leaders are open to feedback, and opportunities should be made for employees to assess their supervisor's performance. Create avenues for open and honest communication, where employees feel comfortable giving feedback to help increase their supervisor's effectiveness and identify areas that need development. Consider a 360 Degree evaluation approach to cover all perspectives.
3. Give employees room to do their best work: Empower employees by granting sufficient authority to allow them to solve problems with their unique skill sets and provide positive feedback and encouragement. Boost employee confidence with challenging tasks and promote cross-learning so employees benefit from each other's knowledge. Assess skills and assign training if necessary to bridge skill gaps.
4. Encourage open and honest communication: An effective work environment has open communication up, down, and across the organization. Start by establishing an open-door

policy so employees feel comfortable and safe expressing their ideas. Critiques of work should be constructive, and mistakes should be viewed as learning opportunities when applicable. Bridge communication gaps through team-building exercises.

5. Assign reasonable workloads. Establishing a reasonable workload is key to setting your team up for success. Encourage employees to set priorities and tasks according to their importance and urgency. Ensure communication is direct and concise so it doesn't interfere with deadlines and targets being met. Allow room and flexibility for different work styles and be ready to offer guidance as needed.

While the IOE advanced the use of the SEE with all participating local areas through facilitating communication regarding the survey, providing a pathway for action, gathering focus group data, and assisting in generating next step plans, the enacting of proposed action steps needs to come from the local area leadership. Employees expressed a desire to know that they are being heard and that leadership truly cares about their well-being. In turn, employees need to actively participate in the process of organizational improvement. Therefore, local engagement actions must continue even when it is difficult to find the “bandwidth” to build the organization’s capacity in this fashion.

Finally, the next iteration and the data collected from the SEE should continue to provide direction as to areas in need of additional support. A multifaceted communication plan to roll out the survey and promote participation is needed. Employees need to understand that their responses from the last iteration of the SEE were heard by leadership and were the focus in decision making and organizational actions. Executive communication as to the importance of the workforce and an understanding of the level of stress placed on the agency—especially in children without placement and the societal stresses of working during a pandemic—need to be sincerely and frequently communicated.

## HUMAN RESOURCE DIVISION

House Bill 5, 85<sup>th</sup> Regular Session, 2017, required DFPS to consolidate workforce management functions and adopted additional critical functions to better support the agency’s employees. In 2017, DFPS created the Human Resources Division, which consists of the Human Resources Administration Office, Talent Acquisition Group, Employee Wellness, Human Resource Records and Reporting, Position Classification, Workers Compensation, Employee and Applicant Criminal Background Checks, Organizational and Leadership Development, and Veteran’s Liaison functions under one division. The Human Resources Division uses a “store front” model by emphasizing accountability through consistency, communication, outreach, and coordination with staff at all levels of the agency. In keeping with the intent of Rider 8, the Human Resources Division coordinates multiple targeted HR initiatives which support reducing turnover and aiding in retention including:

- “HR Matters” Newsletter – provides supervisors and leadership in DFPS with a regular Human Resources (HR) communication containing relevant and timely information intended to bring consistency to HR operation within each level of the organization.
- “HR Bulletin” – provides supervisors and leadership with critical and time sensitive information related to HR policies and procedures.
- “HR After-Hours” Program - provides all employees with direct HR support one evening per week to assist in addressing the needs of our 24-hour workforce.

- Independent Human Resources Manual – HR coordinates with representatives from all DFPS departments and programs to continuously improve the Human Resources Policy Manual in order to address DFPS's unique needs.
- Management Reviews - When program management identifies employee-related issues or concerns, HR staff may travel to the location and interview staff to assess any underlying or ongoing concerns. A report of findings and recommendations is submitted to the appropriate executive management for consideration and appropriate action.
- Alternative Dispute Resolution (ADR) – When HR or Program Management identifies concerns Human Resources staff, trained in mediation and facilitation, are available to conduct employment mediation, or a facilitated conversation designed to settle disputes outside of the formal complaint process with the help of an impartial third party.
- Family Medical Leave Act (FMLA) Group - In order to help employees and supervisors focus on the agencies mission in 2019, the HR office partnered with the CPI Division to develop a pilot FMLA group. This group shifts the burden of monitoring and tracking the federal FMLA requirements to the Human Resources Division and frees first level supervisors of the burdens of FMLA allowing them to focus on protecting Texans. In 2020 the initiative grew to include two (2) additional areas of the CPS Division.
- Training Development - The Human Resources office develops and delivers prescriptive Human Resources training to help ensure compliance to applicable policy and statutes.
- Employee Wellness Benefits and Activities - The DFPS wellness program coordinates wellness activities and events to support our staff and promote a healthy balanced lifestyle. The wellness program continues to partner with wellness vendors under the Employees Retirement System to provide other health and wellness programs at low or no cost.
- Veteran's Liaison - The veteran's liaison position is focused on the recruitment and retention of veterans to meet the Governor's benchmarks related to veteran's employment. DFPS partners with multiple transition services to implement the "Service Member Recruiting, Retention, and Training" (SMRRT) internship program. The Veteran's Liaison also assists with veteran direct hires. Because of this and other efforts in this area DFPS was a national finalist for the Office of the Secretary of Defense's, Employers of State Guard and Reserve Freedom Award for going beyond workplace requirements to encourage a culture of support of Guard and Reserve members. Additionally, The Disabled American Veterans (DAV) Department of Texas selected DFPS as the Large Employer of the Year for calendar year 2021 for their continued and on-going efforts to hire and retain veteran's and disabled veteran's thru both "veteran preference" and "veteran's only" job postings.
- Workers Compensation Program – Workers' compensation provides reasonable and necessary medical treatment and possible wage replacement, for employees who are injured or become ill while furthering agency business. When employees are released with temporary restrictions, the Return to Work program provides a way for employees to return to work with modified duties, which provides Programs with already-trained employees that can perform their duties. This functional area also manages the Hired Non-Owned Automobile Insurance program that provides protection for employees (and the agency) who have had an automobile accident while furthering agency business and are deemed at fault. When these three programs are used in a consistent manner, they provide support to our employees by adding protections for work related injuries or illness which in turn assists to improve employee morale.

- Employee Classification and Compensation Management – HR Classifications continues to coordinate with management to evaluate and ensure compliance with the State Position Classification Act. This ensures that staff are properly classified and compensated for the critical work that they perform to promote safe and healthy families and protect children and vulnerable adults from abuse, neglect, and exploitation. In addition, HR Classifications collaborates and provides support to leadership to establish positions that would be classified and compensated in accordance with the State Position Classification Act in response to the M.D. v Abbott Expert Panel recommendations. Furthermore, HR Classifications has provided HR related support and guidance to Region 1 leadership to assist with the transition to the Single Source Continuum Contractor (SSCC) as part of the Community-Based Care model directed by Senate Bill 11, 85<sup>th</sup> Legislative Session.
- Hiring and Promotion Support - This functional area supports program management by centralizing the processing of Career Track Promotions, Management Directed Transfers, Hire Ahead, and Employee Initiated Transfers. This is an exception to the traditional method of filling vacancies and gives DFPS programs flexibility for staffing needs. Doing so helps reduce gaps in services when a vacancy occurs, and ensures critical positions are filled quickly. Children and vulnerable adults are better protected as caseworkers are trained and ready to assume a caseload. This also ensures coverage and balances the supervisor/worker ratio and helps avoid high caseloads which can lead to negative impact on casework equality. The goal of the program is to have a positive impact to field supervisors by allowing them to focus on program specific needs.
- Employee and Applicant Criminal Background Checks - This functional area supports Criminal Background Checks (CBC) for all current DFPS employees, interns, contractors, volunteers, and employees of other state agencies who need unescorted access to Criminal History Records Information (CHRI). HR assess the potential risks and liabilities related to the job's requirements and determines if any criminal offense is in substantial conflict with the agency's mission, vision, and values. An unsatisfactory hire can negatively impact the agency in wasted resources, damage agency's reputation, and lower morale amongst the team. By conducting an individualized assessment as part of the screening process, it not only ensures a safe and secure work environment for employees by reducing legal liability for negligent hiring, but also protects the clients we serve.
- Employee Records Management – The HR Records' functional area ensures proper documentation and record keeping for all employee's HR records. This centralized function retains the official record of an employee's information from hire to separation. These records are kept on file to support actions such as promotions, demotions, and disciplinary actions. The Records function is a vital part of the agency, as it allows the agency to gather precise data in respect to employees' individual transfers and assesses the rate of turnover. HR records are also critical to a manager in various decision-making situations. It also helps managers to review salary revisions, allowances, and other benefits related to salaries.

## **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 findings for the Supervisor Assessment process:

- Started administering for CPS and CPI supervisor candidates in May 2017.
- Proctored monthly in each of the 15 locations around the state.
- As of February 2022, 1,741 employees completed the supervisor exam with a 90 percent pass rate.
  - 13 percent of CPS workers with 18-month length of service (LOS) have taken the exam.
  - Statewide, 12 percent of CPS workers with 18 months length of service passed the exam.
  - The average score of all CPS test attempts is 84.
- Minimal cost impact as the administration, proctor duties, and logistics are absorbed by current HR and operations staff.
- Assessments began for APS and SWI supervisors in the summer of 2018.
  - APS has 30 assessments completed with an average score of 77.
  - SWI has 19 assessments completed with an average score of 72.

## 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 CPI 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 listed for each position, 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 CPI.
- 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 February 2022, a total of eight-hundred and seventeen (817) hiring boards have been conducted since inception.
- The vendor that processes supervisor selections ensures that hiring managers provide the assessment results prior to approving the offer.

## APPENDICES

### APPENDIX A: TURNOVER- Q3 FY 2022

**Figure 1: SUMMARY OF EMPLOYEE TURNOVER COMPARISON REPORT (as of Q3 FY22)<sup>4</sup>**

Functional Title	Turnover Rate (FY18)	Turnover Rate (FY19)	Turnover Rate (FY20)	Turnover Rate (FY21)	Turnover Rate (FY22 YTD)	% Change FY21 to FY22 YTD
All Employees	17.8%	19.3%	18.5%	23.8%	28.3%	18.9%
CPS Workers	20.2%	17.3%	20.7%	21.2%	26.7%	26.0%
CPS Supervisors	6.8%	7.9%	9.2%	7.1%	12.0%	68.1%
CPS Program	17.4%	16.1%	18.4%	19.8%	26.3%	32.7%
CPS CVS Caseworker	17.4%	17.1%	24.7%	24.6%	35.0%	42.6%
CPS CVS Supervisor	4.3%	7.7%	10.2%	5.7%	12.5%	121.3%
CPS CVS Program	15.6%	16.6%	23.1%	23.5%	34.2%	45.8%
CPS FBSS Caseworker	19.9%	23.3%	18.6%	21.3%	16.2%	-24.0%
CPS FBSS Supervisor	9.8%	9.1%	7.1%	8.3%	10.3%	24.8%
CPS FBSS Program	17.9%	20.8%	16.1%	20.7%	19.3%	-6.5%
CPS OTH Caseworker	5.4%	7.6%	9.0%	6.6%	11.3%	69.9%
CPS OTH Supervisor	0.0%	3.8%	11.9%	19.8%	10.3%	-48.2%
CPS OTH Program	11.1%	10.6%	9.4%	10.4%	14.0%	34.1%
CPS SI Investigator	12.1%	13.2%	8.0%	17.1%	14.8%	-13.3%
CPI Workers				40.8%	42.1%	3.2%
CPI Workers (Non SI)	27.1%	31.9%	28.8%	43.2%	44.8%	3.7%
CPI Supervisors	8.7%	8.5%	10.3%	14.6%	12.0%	-18.1%
CPI Program	21.7%	25.1%	22.3%	34.9%	36.6%	5.0%
DCI Workers	29.9%	24.8%	18.2%	48.9%	43.6%	-10.8%
DCI Supervisors	0.0%	16.7%	17.4%	50.0%	22.2%	-55.6%
DCI Program	21.8%	19.0%	20.3%	36.4%	35.6%	-2.1%
RCI Workers	19.5%	29.8%	28.8%	26.4%	35.3%	33.7%
RCI Supervisors	41.0%	10.3%	0.0%	14.8%	36.4%	145.5%
RCI Program	27.9%	24.7%	21.6%	26.3%	32.7%	24.4%
APS Workers	25.2%	20.7%	17.9%	25.1%	28.7%	14.1%
APS Supervisors	18.4%	7.2%	1.2%	9.6%	7.8%	-18.4%
APS Program	21.9%	17.5%	15.2%	21.9%	24.5%	12.3%
SWI Workers	16.4%	16.8%	7.2%	10.9%	15.9%	45.2%
SWI Supervisors	0.0%	5.5%	2.7%	4.5%	9.0%	98.5%
SWI Program	13.6%	14.7%	6.8%	9.7%	14.2%	47.1%

<sup>4</sup> Turnover is calculated using a method that mirrors the process the SAO uses. Specifically: Total number of Terminations of Regular Employees/Count of Average Active Regular Employees.

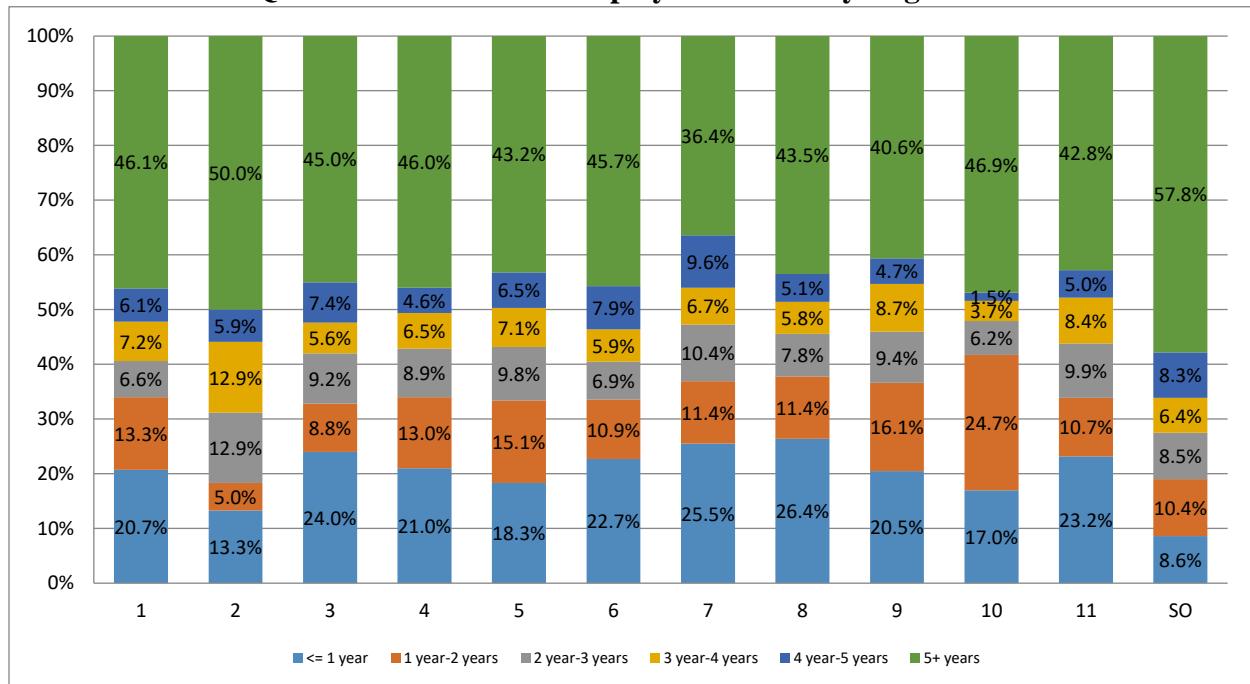
The CPS specialist I position was reintroduced in FY 2014, and CPS and CPI program specialist caseworkers were introduced in FY 2017. Prior to introduction or reintroduction, null records will be represented by shaded cells.

Prior to FY 2018, CPI staff were assigned to CPS Investigations units. Unit designation was determined by the staff's Department ID at the conclusion of the reporting period.

Prior to FY 2019, this report was referred to as Rider 11. Currently, the report is not a part of any rider. Older reports did not include separate data for different types of CPS caseworkers and included CPI numbers among the CPS results.

## APPENDIX B: TENURE- Q3 FY 2022<sup>5</sup>

**\*FIGURE 2: Q3 FY 2022 DFPS All Employees Tenure by Region\***



\*State Office (SO) houses limited direct delivery staff.

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. For direct-delivery staff in CPS CVS, CPS FBSS, APS, RCCI, and DCI:

- 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.

For direct-delivery staff in CPI:

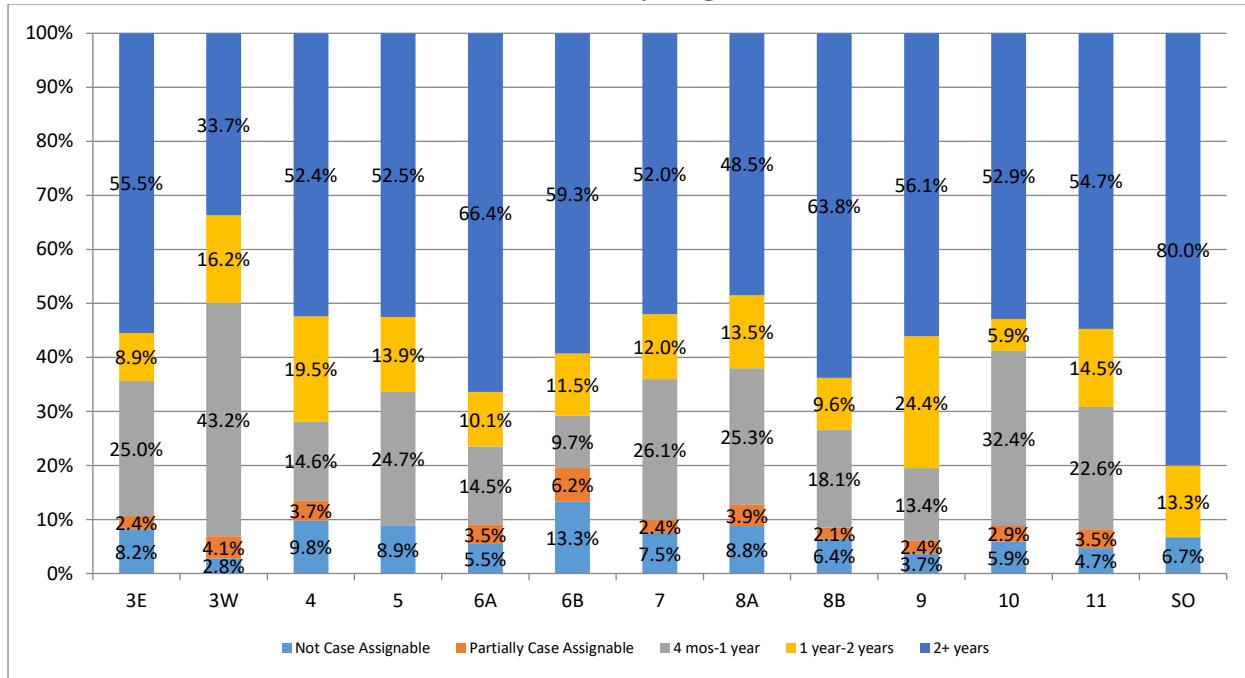
- Not case assignable is a tenure of less than 98 days.
- Partially case assignable is a tenure of 98 days to 128 days.
- Fully case assignable is a tenure of more than 128 days.

<sup>5</sup> All tenure data as of November 2021.

## DFPS Human Resources Management Plan – September 2022

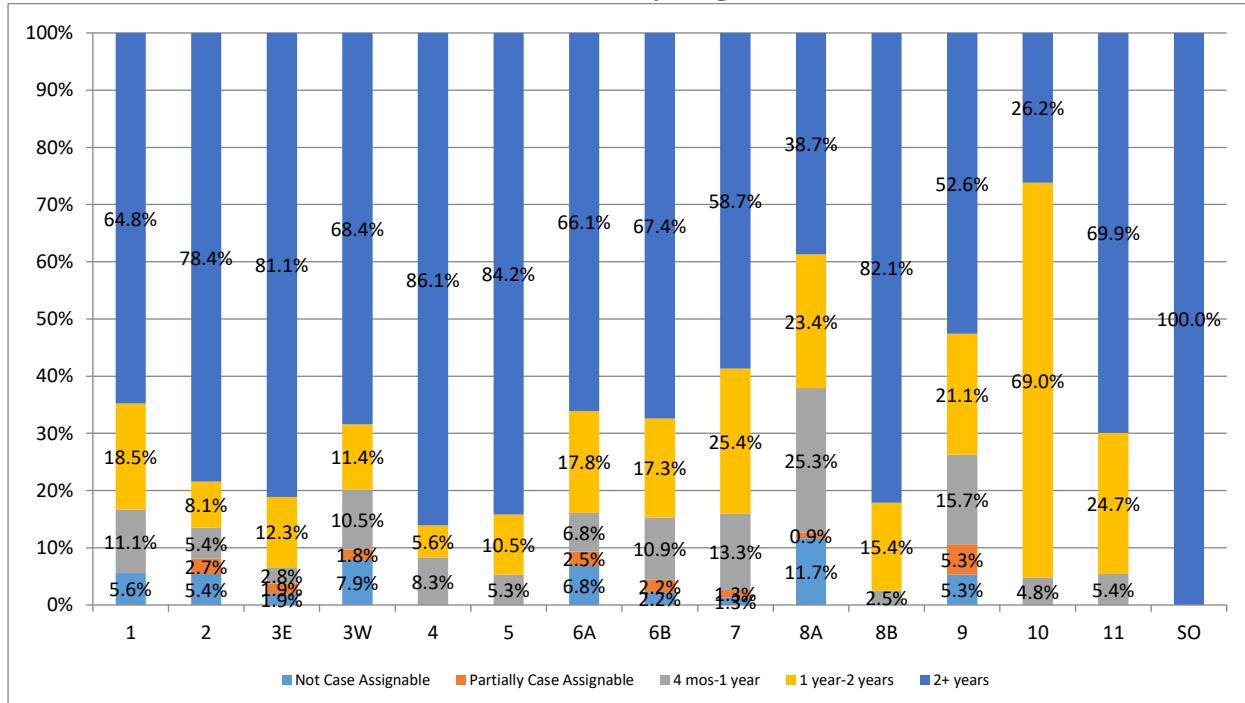
- Tenured refers to caseworkers with 2 or more years of state service.

**FIGURE 3: Q3 FY 2022 CPS CVS Tenure by Region\***



\*State Office (SO) houses limited direct delivery staff.

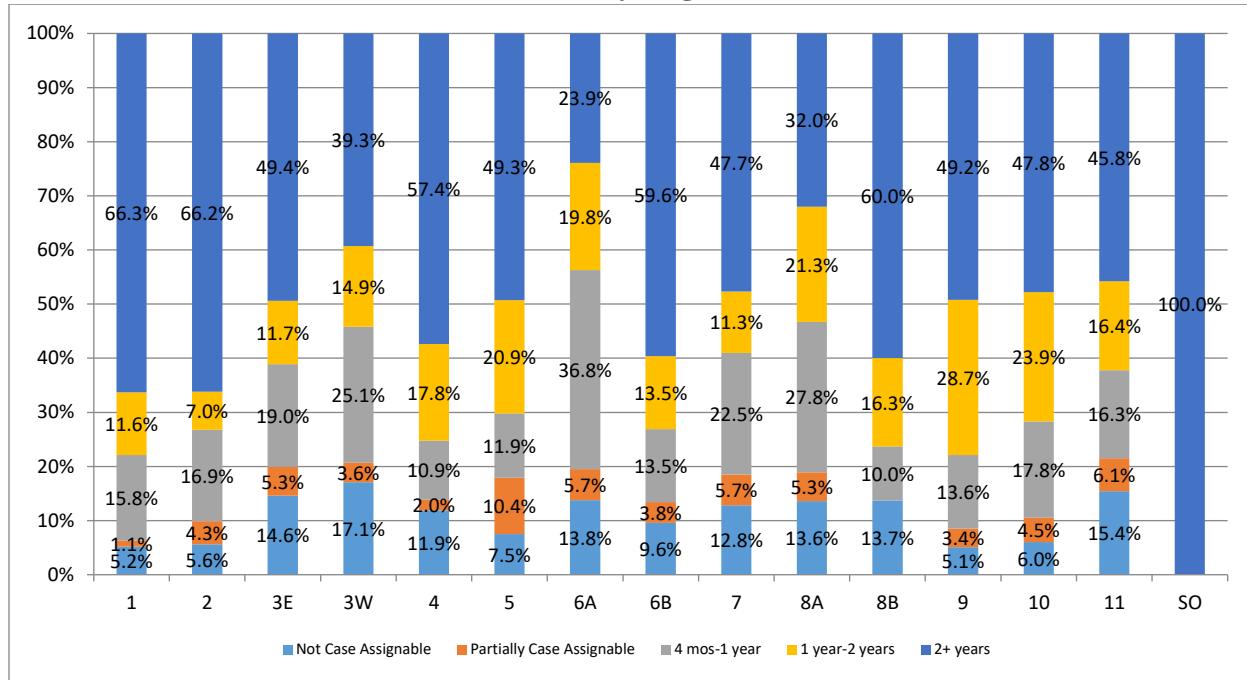
**FIGURE 4: Q3 FY 2022 CPS FBSS Tenure by Region\***



\*State Office (SO) houses limited direct delivery staff.

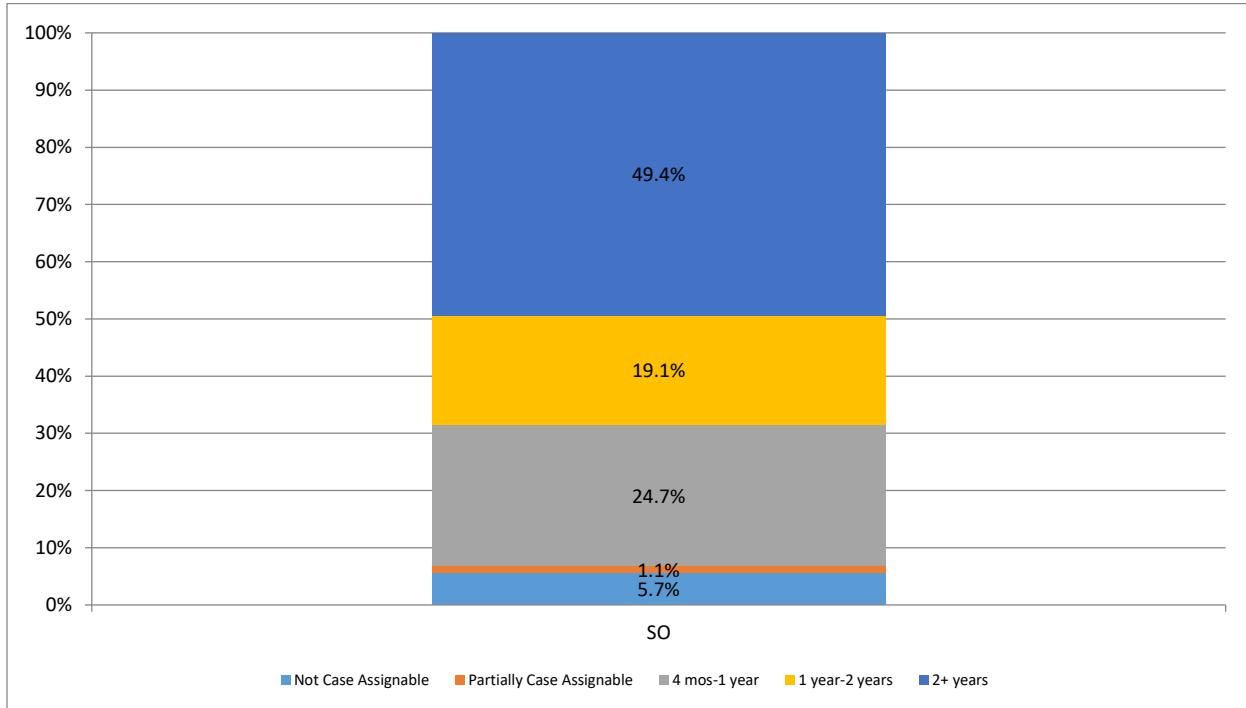
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**FIGURE 5: Q3FY 2022 CPI INV Tenure by Region\***



\*State Office (SO) houses limited direct delivery staff.

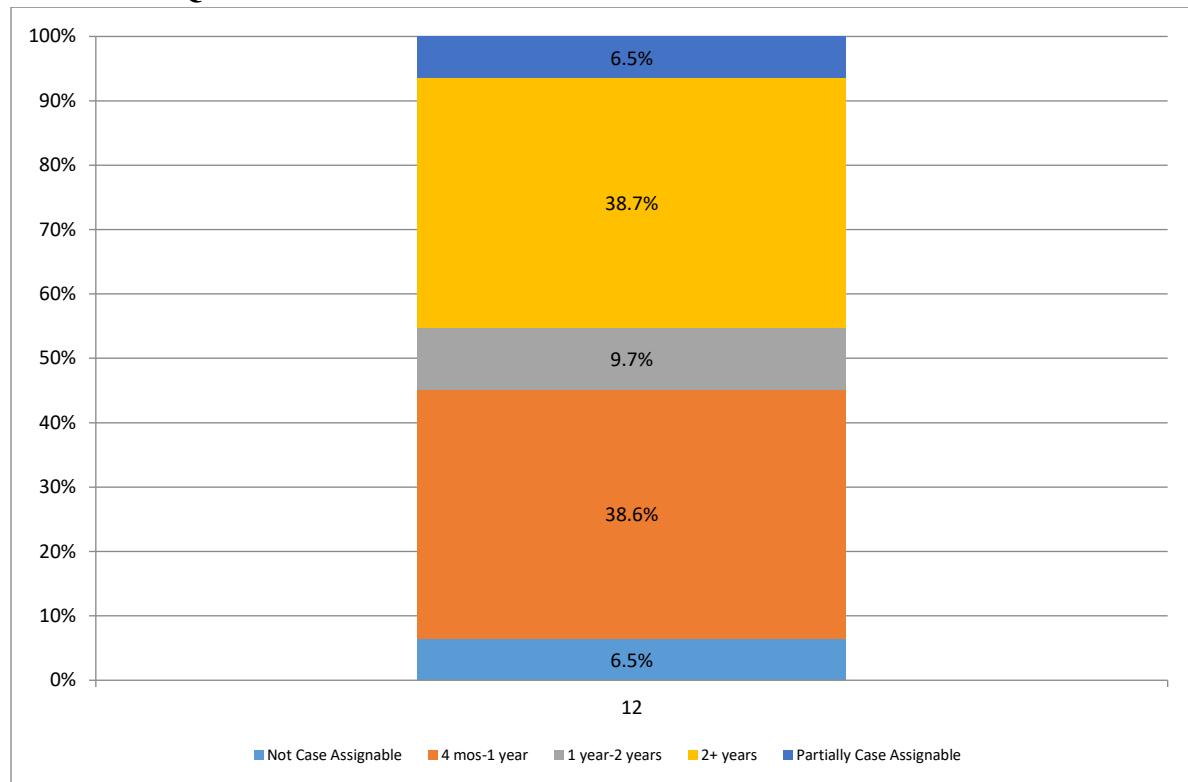
**FIGURE 6: Q3FY 2022 RCI Tenure\***



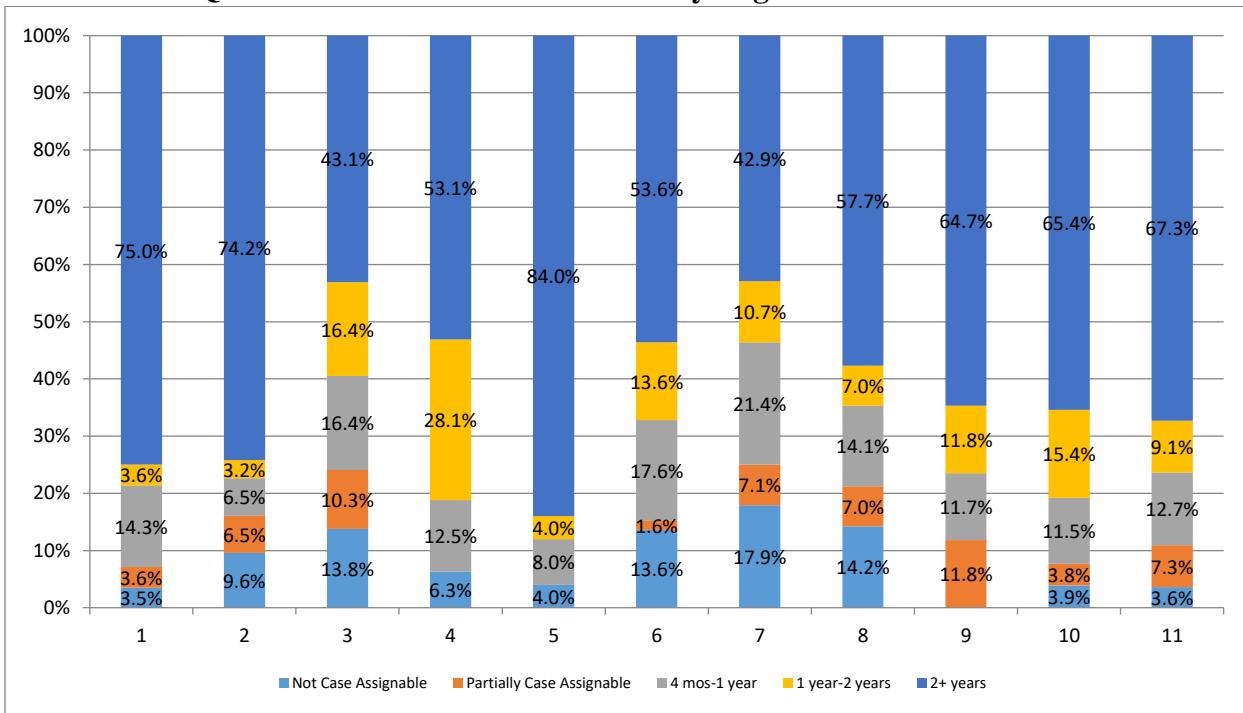
\*While these staff report to State Office, they are housed around the state.

DFPS Human Resources Management Plan – September 2022

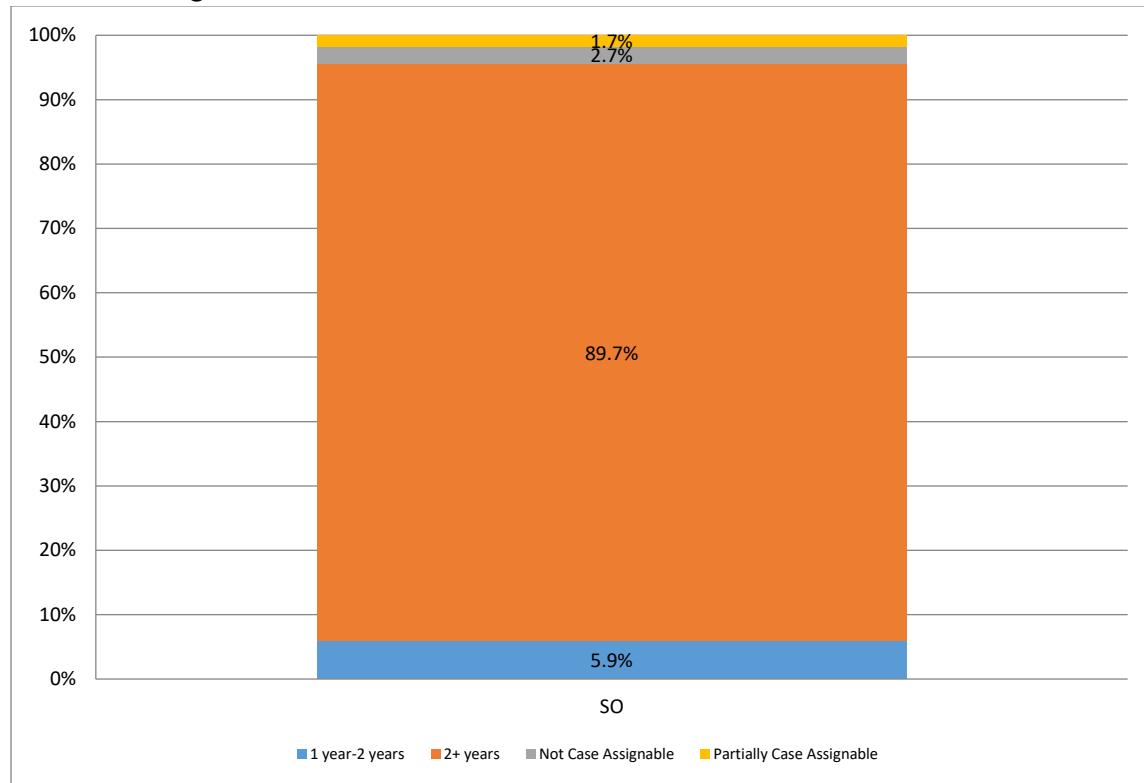
**FIGURE 7: Q3 FY 2022 DCI Tenure**



**FIGURE 8: Q3 FY 2022 APS In-Home Tenure by Region**



**FIGURE 9: Q3 FY 2022 SWI Tenure**



\*While these staff report to State Office, they are housed around the state.

## APPENDIX C: INITIATIVES SUMMARY

Target Strategy	Initiative Name	Impacted Area(s)	Status March 2020
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

DFPS Human Resources Management Plan – September 2022

<b>Target Strategy</b>	<b>Initiative Name</b>	<b>Impacted Area(s)</b>	<b>Status March 2020</b>
Concerns with Working Environment	Expand SafeSignal Statewide	All Programs	Fully Implemented
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

<b>Target Strategy</b>	<b>Initiative Name</b>	<b>Impacted Area(s)</b>	<b>Status March 2020</b>
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
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	Discontinued <sup>7</sup>
Concerns with Compensation	Mentoring Stipend	CPS, CPI and APS	Fully Implemented

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<sup>7</sup> Locality Pay was discontinued in early FY 2020 and the additional compensation was consolidated in the subject employee's base salary.