



TEXAS
Department of Family
and Protective Services

Fiscal Years 2019 - 2023
Strategic Plan

VOLUME II:
Supplemental Schedules

Approved June 8, 2018



H. L. Whitman, Jr., Commissioner

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Supplemental Schedule A: Budget Structure

The Department of Family and Protective Services submitted its budget structure to the Legislative Budget Board on or before the due date of April 6, 2018.

Supplemental Schedule B: List of Measure Definitions

The Department of Family and Protective Services will submit its performance measures to the Legislative Budget Board via the ABEST system on or before the due date of June 8, 2018.

Supplemental Schedule C:
Historically Underutilized Business Plan

Historically Underutilized Business Plan

The Health and Human Services (HHS) System administers the historically underutilized businesses (HUB) Program on behalf of Department of Family and Protective Services (DFPS) to encourage participation by HUBs in all DFPS in all DFPS contracting and subcontracting opportunities. The HUB Programs are designed to enhance the ability of HUBs to compete for contracts, increase DFPS' awareness of such businesses, ensure meaningful HUB participation in the procurement process, and assist DFPS in achieving its HUB goals.

Each state agency is required to include a HUB plan in its strategic plan.

Goal

The goal of the HUB Plan is to promote fair and competitive business opportunities that maximize the inclusion of minority, woman, and service disabled veteran-owned businesses that are certified HUBs in the procurement and contracting activities of DFPS.

Objective

DFPS strives to meet or exceed the Statewide Annual HUB Utilization Goals and/or agency-specific goals that are identified each fiscal year (FY) in the procurement categories related to current strategies and programs.

Outcome Measures

In accordance with Section 2161(d)(5) of the Texas Government Code and the State's Disparity Study, state agencies are required to establish their own HUB goals based on scheduled fiscal year expenditures and the availability of HUBs in each procurement category.

In procuring goods and services through contracts, DFPS will make a good-faith effort to meet or exceed the statewide goals, as described in **Table 1**, and/or agency-specific goals for HUB participation for the contracts that the agency expects to award in a fiscal year.

Table 1: Statewide HUB Goals by Procurement Categories, Fiscal Year 2018

Procurement Categories	Utilization Goals
Heavy Construction	11.20%
Building Construction	21.10%
Special Trade Construction	32.90%
Professional Services Contracts	23.70%
Other Services Contracts	26.00%
Commodity Contracts	21.10%

Source: Data from FY 2018 Statewide HUB Report, Texas Comptroller of Public Accounts.

HHS, on behalf of DFPS, will collectively use the following outcome measure to gauge progress:

- Total expenditures and the percentage of purchases awarded directly and indirectly through subcontracts to HUBs under the procurement categories.

DFPS Strategies

When feasible, HHS, on behalf of DFPS, will consider setting modified goals for its contract opportunities. Factors to determine feasibility will include:

- 1) HUB availability;
- 2) Current HUB usage;
- 3) Geographical location of the project;
- 4) Contractual scope of work;
- 5) Size of the contract; or
- 6) Other relevant factors as identified.

Until the HUB Program is transferred to DFPS, HHS will maintain and implement policies and procedures, in accordance with the HUB rules, to guide DFPS in increasing the use of HUBs by contracting directly and/or indirectly through subcontracting.

The HHS HUB Program will employ several additional strategies, such as:

- Tracking the number of contracts awarded to certified HUBs as a result of outreach efforts;
- Obtaining assurances that contractors will make a good-faith effort to subcontract with HUBs identified in its subcontracting plan and maintain the commitment throughout the contract;
- Using available HUB directories, the internet, trade organizations or development centers to solicit bids;
- Maintaining a HUB Office of HUB Coordinators at HHSC headquarters for effective coordination for DFPS; and/or
- Developing and implementing reporting practices to provide updates to the DFPS Commissioner, Deputy Commissioner, Chief Operating Officer, Chief Financial Officer, and the Contract Oversight and Support Director on DFPS HUB Program activities, related initiatives and projects.

Output Measures

HHS, on behalf of DFPS will collectively use and individually track the following output measures to gauge progress:

- The total number of bids received from HUBs;
- The total number of contracts awarded to HUBs;
- The total amount of HUB subcontracting expenditures;
- The total amount of HUB Procurement Card expenditures;
- The total number of mentor-protégé agreements;

- The total number of HUBs awarded a contract as a direct result of the HHSC outreach efforts; and,
- The total number of HUBs provided assistance in becoming HUB certified.

Additional output measures which may be used:

- The total number of outreach initiatives such as HUB forums attended and sponsored; and,
- The total number of HUB training provided to the vendor community as well as internally to agency staff.

HUB External Assessment

Table 2 Specifies details of the total FY 2017 expenditures for DFPS and total spending with HUBs directly and indirectly through subcontracting, according to the Comptroller of Public Accounts FY 2017 Statewide Annual HUB Report.

Table 2: DFPS Expenditures with Historically Underutilized Businesses, By Agency, Fiscal Year 2017

Agency	Total Expenditures	Total Spent with All Certified HUBs	Percent
DFPS	\$71,565,069	\$23,135,377	32.33%

Source: Data from FY 2017 Statewide Annual HUB Report, Texas Comptroller of Public Accounts.

DFPS, through the coordination of HHS, continuously strive to make internal improvements to help meet or exceed statewide and/or agency-specific HUB goals. HHS’ continued outreach efforts to educate HUBs and minority businesses about the procurement process.

Other areas of progress include:

- Maintaining the signed Memorandum of Cooperation between HHSC and two entities: the Texas Association of African-American Chambers of Commerce and the Texas Association of Mexican-American Chambers of Commerce;
- Conducting post-award meetings with contractors to discuss the requirements related to the HUB Subcontracting Plan and monthly reporting; and
- Advertising DFPS contract opportunities on the Electronic State Business Daily (ESBD), the HHS Website, and while attending external outreach events.

Additional HHS goals include:

- Enhancing outreach efforts internally and externally by promoting access, awareness, and accountability through education and training;

- Enhancing minority/woman/services disabled veteran owned businesses' participation in HUB Forums where exhibitors may participate in trade-related conferences;
- Enhancing HUB reporting capabilities;
- Expanding mentor-protégé program vision to maximize the state's resources through cooperation and assistance from other public entities and corporate businesses; and,
- Promoting and increasing awareness of subcontracting opportunities in DFPS contract.

Supplemental Schedule D: Statewide Capital Planning

The Department of Family and Protective Services will submit its capital planning information to the Bond Review Board on or before the due date of July 2, 2018. According to the Instructions for Preparing and Submitting Agency Strategic Plans, that submission will fulfill the requirement in the General Appropriations Act, Article IX, Section 11.03.

Supplemental Schedule E:
Health and Human Services Strategic Planning

Not applicable

Supplemental Schedule F:
Agency Workforce and the Texas Workforce Strategic Plan



Texas Department of
Family and Protective Services

**FY 2018 DFPS Strategic Plan
Staffing and Workforce Analysis**

May 16, 2018

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Mission

The mission of the Department of Family and Protective Services (DFPS) is to protect children, the elderly and people with disabilities from abuse, neglect and exploitation by involving clients, families and communities.

Scope

DFPS was created with the passage of H.B. 2292 by the 78th Legislature, (Regular Session, 2003). Previously called the Department of Protective and Regulatory Services, DFPS is responsible for protecting children, adults who are elderly or have disabilities living at home or in state facilities; and licensing group day-care homes, day-care centers and registered family homes. The agency is also charged with managing community-based programs that prevent delinquency, abuse, neglect and exploitation of Texas children, elderly and disabled adults.

On May 31, 2017, Governor Greg Abbott signed H.B. 5 into law (85th Legislature, Regular Session, 2017) which made DFPS an independent state agency. Effective September 1, 2017, DFPS became an independent agency, reporting directly to the Governor of Texas.

Core Business Functions

Every day, more than 13,000 DFPS employees in more than 249 offices across the state, protect the physical safety and emotional well-being of the most vulnerable citizens of Texas. DFPS has the following four major program areas that deliver client services to Texans in need:

The Child Protective Services (CPS) Division:

- Investigates reports of abuse and neglect of children;
- Provides services to children and families in their own homes;
- Contracts with others to provide clients with specialized services;
- Places children in foster care;
- Provides services to help youth in foster care make the transition to adulthood; and
- Places children in adoptive homes.

The Investigations Division:

- Investigating allegations of child abuse and neglect;
- Working with law enforcement on joint investigations;
- Taking custody of children who are unsafe;
- Referring children to community resources that promote their safety and well-being; and
- Assisting in the fight against human trafficking.

The Adult Protective Services (APS) Division investigates:

- Abuse, neglect and/or exploitation of elderly adults (defined as 65 years and older) and adults with disabilities who reside in the community. If appropriate, provides or arranges for protective services, which may include referral to other programs, referral for guardianship, emergency assistance with food, shelter and medical care, transportation, counseling or other remedies; and
- Reports of abuse, neglect and/or exploitation of clients receiving services in state supported living centers and/or state contracted settings that serve adults with intellectual and developmental disabilities.

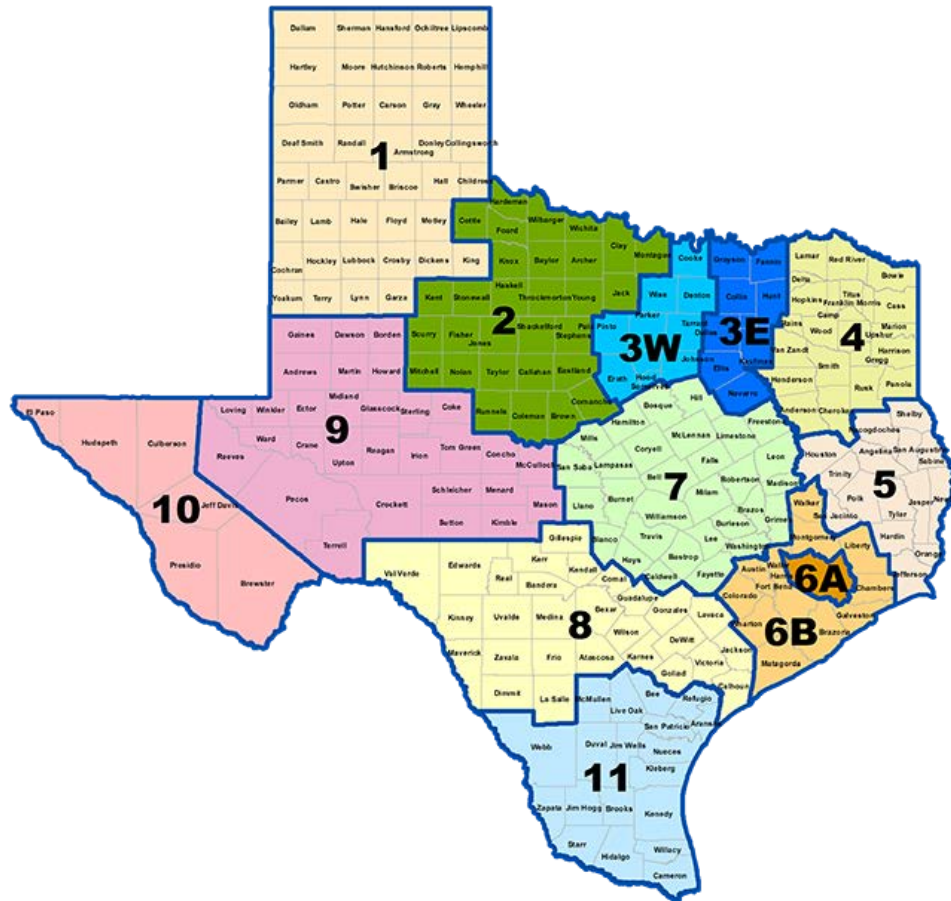
Child Care Licensing (CCL)

- Safeguards the basic health, safety and well-being of Texas children;
- Develop and enforce minimum standards for child-caring facilities and child-placing agencies;
- Investigate complaints and serious incidents involving day care and residential-care facilities and, if necessary, take corrective or adverse action; and
- License group day care homes, day care centers, registered family homes, child-placing agencies and private and publicly owned residential child-care facilities.

Statewide Intake (SWI)

- The agency's automated call center. It receives information from the general public who want to report suspicions of abuse/neglect of children or abuse/neglect/exploitation of adults with disabilities and persons 65 years or older. This call center remains open 24 hours a day, seven days a week.

DFPS Region & County Map



Region	County
1	Lubbock
2	Taylor
3e	Dallas
3w	Tarrant
4	Smith
5	Jefferson
6a	Harris
6b	Galveston
7	Travis
8	Bexar
9	Tom Green
10	El Paso
11	Hidalgo

Workforce Demographics

The DFPS workforce is diverse. To illustrate this diversity DFPS the following demographic categories are examined: Job Family, Salary, Gender, Race and Age. All workforce data referenced below is reported from the Health and Human Services Administrative System (HHSAS) Database, as of 8/31/17, and the FY17 HB 1, Rider 9 Human Resource Management Plan, additional annotations are provided as applicable.

- The majority of DFPS employees work in protective services worker job classifications, with the largest number of employees in CPS worker positions.
- About 65 percent of DFPS employees (8,602 employees) work in casework related job families.
- DFPS job families below earn an average annual salary of \$41,475.
- Females make up 84 percent of the agency workforce.
- Average age of all DFPS employees is 40.
- Average age of a new hire is 36.
- White employees represent the largest racial group at 38 percent, followed by Black employees at 31 percent and Hispanic employees at 29 percent.
- More than 50 percent of the DFPS' workforce is under the age of 40.
- The management to staff ratio is 8:1.

Table 3: DFPS Protective Service Job Classifications and Average Salaries

Job Family	Number of Employees	Average Salary
APS In-Home Supervisor	82	\$42,777.75
APS In-Home Worker	493	\$38,691.70
CPS CVS Supervisor	296	\$43,457.94
CPS CVS Worker	2076	\$41,082.47
CPS FBSS Supervisor	149	\$42,937.39
CPS FBSS Worker	1041	\$40,850.95
CPS INV Supervisor	412	\$42,723.64
CPS INV Worker	2499	\$41,249.46
CPS OTH Supervisor	95	\$44,994.04
CPS OTH Worker	907	\$41,802.61

Job Family	Number of Employees	Average Salary
DCL Invest Worker	59	\$37,512.10
DCL Supervisor	45	\$41,947.82
RCCL Invest Worker	67	\$39,900.53
RCCL Supervisor	31	\$42,177.04
SWI Supervisor	33	\$45,099.67
SWI Worker	317	\$38,196.24
DFPS Non-Casework	4519	\$39,683.06

FIGURE 1: DFPS WORKFORCE BY GENDER

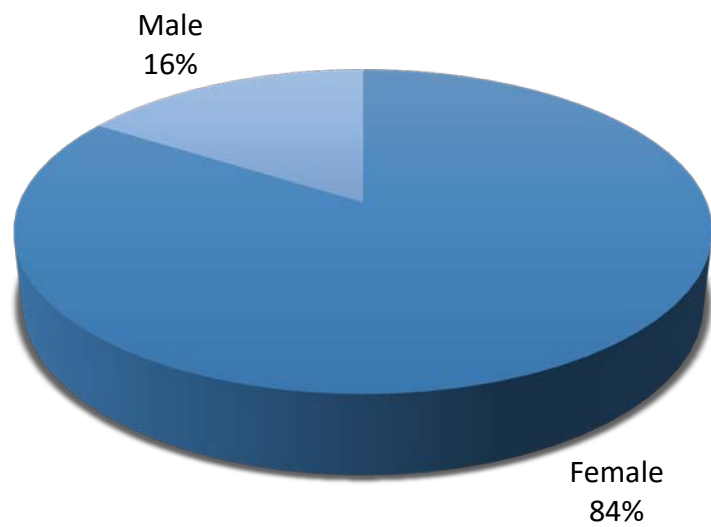


FIGURE 2: DFPS WORKFORCE BY RACE

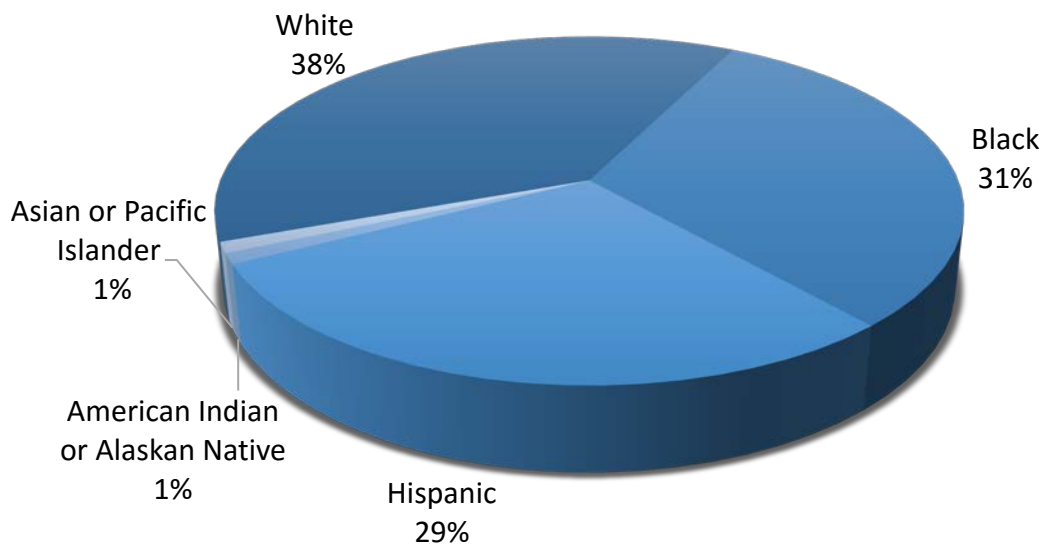


FIGURE 3: DFPS WORKFORCE BY AGE

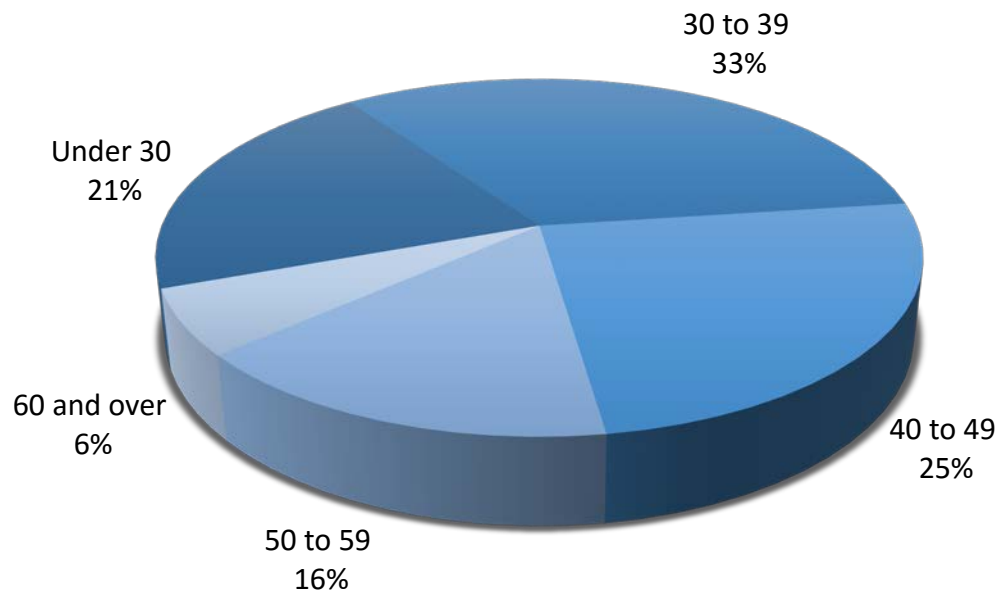


Table 4: Selected Job Family Demographics by Ethnicity

Selected Job Family	Number of Staff	White Non-Hispanic		Black Non-Hispanic		Hispanic		American Indian / Alaskan Native		Asian / Pacific Islander	
		Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
APS Specialists	28	18	64%	3	11%	6	21%	0	0%	1	4%
APS Workers	640	216	34%	237	37%	175	27%	4	1%	8	1%
CCL Supervisors	76	28	37%	28	37%	19	25%	0	0%	1	1%
CCL Workers	59	19	32%	17	29%	21	36%	0	0%	2	3%
CPS Investigators	2,520	891	35%	881	35%	715	28%	17	1%	16	1%
CPS Supervisors	1,110	480	43%	339	31%	277	25%	4	0%	10	1%
CPS Workers	4,041	1,436	36%	1,423	35%	1,124	28%	23	1%	35	1%

EXPECTED WORKFORCE CHALLENGES

DFPS is one of Texas’s largest governmental agencies, with more than 13,000 employees. According to the Texas State Auditor’s Office Report No. 18-703, Classified Employee Turnover for FY 2017, the statewide turnover rate was 18.6 percent for all state agencies. DFPS falls generally in line with the statewide turnover rate.

Although the agency’s most recent turnover data is in line with the turnover rate for all state agencies, DFPS will continue to monitor this trend and explore the reasons or causes for this increase in turnover. The biennial Survey of Employee Engagement and an ongoing 360 degree management assessments may offer insights the agency can use to guide future efforts.

Employees voluntarily separating from DFPS employment are asked by the State Auditor's Office (SAO) to complete an exit survey of questions surrounding their decision to leave the agency. DFPS studies the results of the ongoing SAO employee exit surveys to identify and focus on the reasons employees separate from the agency. In FY17, the primary reasons for separating from the agency were:

- Issues with my supervisor or issues with employees I supervise;
- Poor working conditions/environments;
- Retirement; and
- Better Pay and benefits.

DFPS continues to take steps to enhance the quality of agency supervisors and managers. Through the introduction of supervisor assessments and cross-program supervisory hiring boards, the agency is committed to building stronger management and leadership development initiatives. In addition, the agency has launched a 360 assessment project in which managers are receiving feedback from peers,

direct reports, and management with a focus on helping managers and supervisors identify both strengths and weaknesses while working towards increased competence and effectiveness.

Retaining workers remains a difficult challenge for the agency. The work is face-to-face, emotional, difficult and often crisis-driven. It requires staff to interact regularly with vulnerable children and adults in dire need and with those who may be maltreating them.

To retain trained, competent staff while providing the highest quality services for DFPS consumers over the next five years, the agency must:

- Competitively recruit, train and retain quality staff to adequately manage increasing caseloads and provide quality services to clients;
- Meet the training demands of new staff, explore innovative ways to improve skills and provide policy refresher training for supervisors and caseworkers; and
- Maintain hiring efforts to fill protective services worker positions and Child Care Licensing (CCL) and Residential Child Care Licensing (RCCL) specialist positions that are experiencing high turnover.

Length of Service and Turnover

DFPS Turnover and Retention Findings

- DFPS has reported a 15.9 percent decrease in turnover at the agency-level (FY 2016 19.3% to FY 2017 16.2%).
- On average for FY 2017, for all DFPS employees, roughly 42 percent have five or more years of tenure.
- The majority of separations were voluntary.
- 889 (7%) staff were inter-agency transfers.

Table 5: Fiscal Year 2017 Rider 11 Employee Turnover

Department Of Family and Protective Services (DFPS)

Functional Title	Turnover Rate
All Employees	16.2%

Child Protective Services (CPS)

Functional Title	Turnover Rate
CPS Workers	18.4%
CPS Supervisors	7.1%
CPS Program	15.7%
CPS CVS Caseworker	16.5%
CPS FBSS Caseworker	16.0%
CPS INV Caseworker	24.9%

Adult Protective Services (APS)

Functional Title	Turnover Rate
APS Workers	25.9%
APS Supervisors	2.7%
APS Program	20.8%

Child Care Licensing (CCL)

Day Care (DCL) and Residential (RCCL)

Functional Title	Turnover Rate
DCL Workers	20.6%
DCL Supervisors	6.6%
DCL Program	17.7%
RCCL Workers	19.9%
RCCL Supervisors	6.3%
RCCL Program	16.6%

Statewide Intake (SWI)

Functional Title	Turnover Rate
SWI Workers	15.9%
SWI Supervisors	11.3%
SWI Program	14.7%

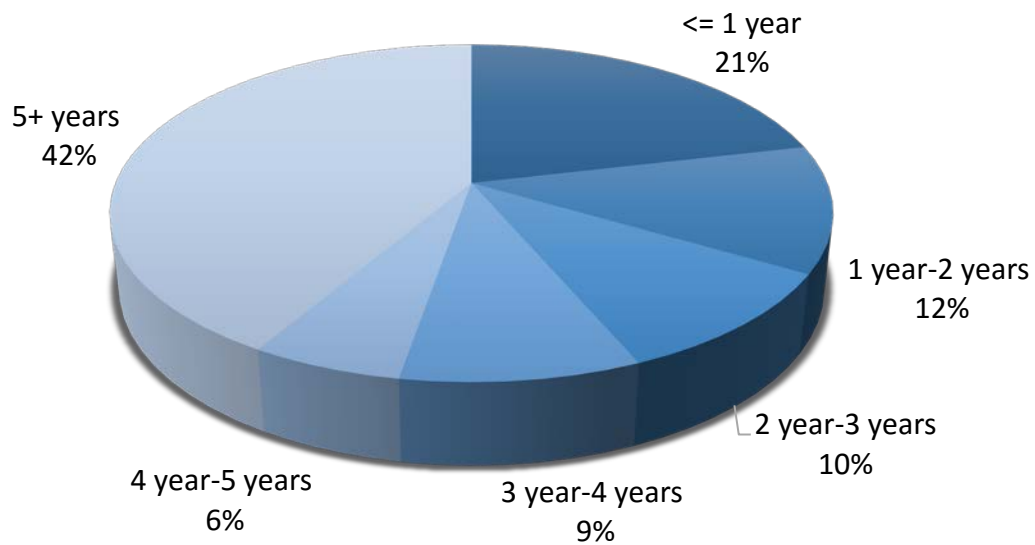
Table 6: Employee Turnover by Reason

Involuntary Count	Involuntary Percent	Voluntary Count	Voluntary Percent	Retirement Count	Retirement Percent	Total Count	Total Percent
350	3%	1,521	11%	212	2%	2,083	16%

Table 7: Separations Due to Inter-Agency Transfers

Number of Staff	Transfers
13,119	889

FIGURE 4: DFPS ALL EMPLOYEES FY 2017 AVERAGE PERCENT LENGTH OF SERVICE



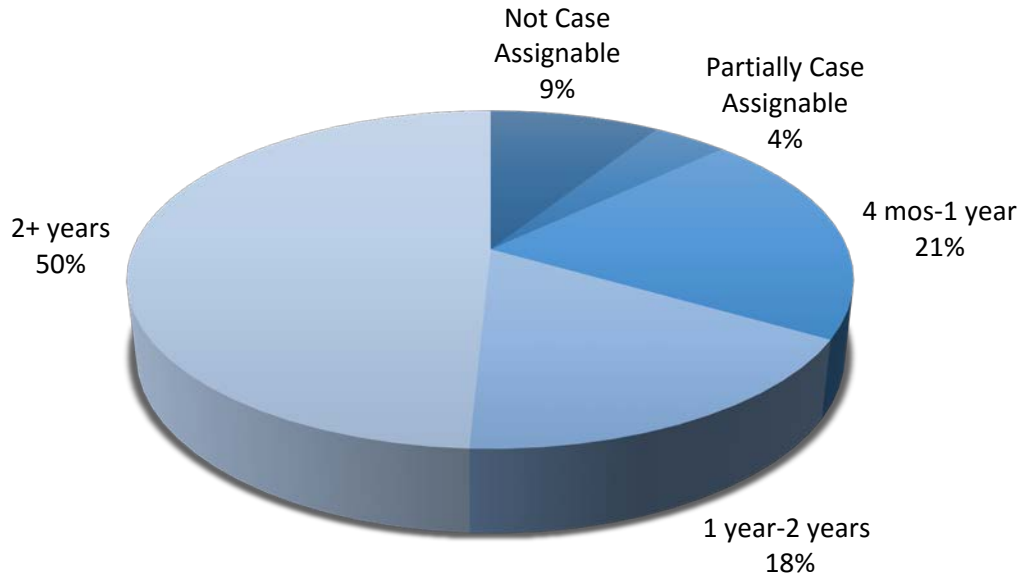
CPS Turnover and Retention Findings

- FY 2017 turnover (18.4%) is meeting the H.B.1 performance measure for worker turnover of 25.5 percent.
- FY 2017 YTD turnover for CPS workers has:
 - Decreased 24.3 percent since FY 2016 for INV caseworkers, (FY 2016 32.9% to FY 2017 24.9%).
 - Decreased 26.9 percent since FY 2016 for CVS caseworkers, (FY 2016 22.6% to FY 2017 16.5%);
 - Decreased 36 percent since FY 2016 for FBSS caseworkers, (FY 2016 25.0% to FY 2017 16.0%);
- FY 2017 turnover for CPS supervisors has decreased 31.8 percent (FY 2016 10.4% to FY

2017 7.1%), and 23.4 percent (FY 2016 20.4% to FY 2017 15.7%) for CPS program as a whole.

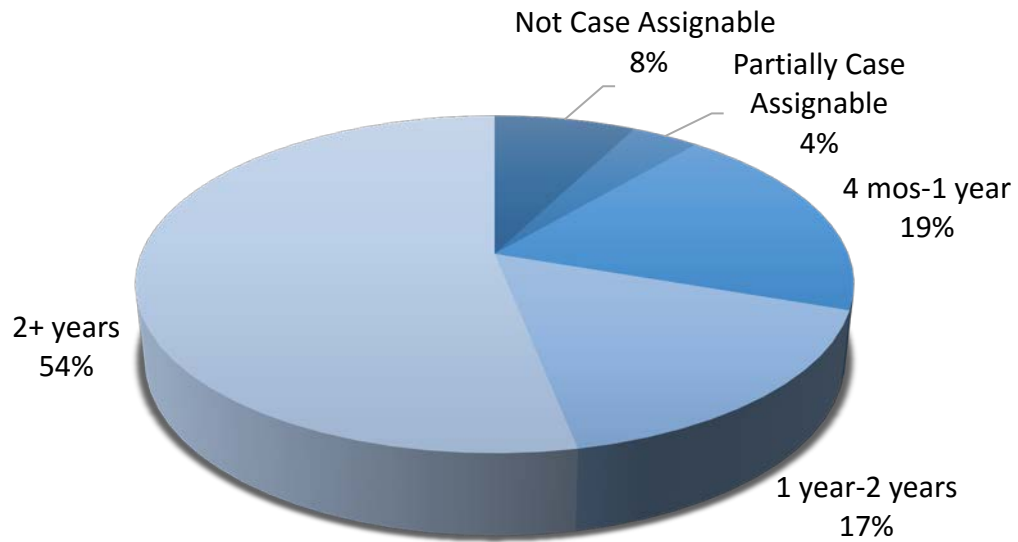
- On average for FY 2017, for INV, CVS, and FBSS, roughly 50 percent of the workers have 2 or more years of service.

FIGURE 5: CPS INV FY 2017 AVERAGE PERCENT LENGTH OF SERVICE

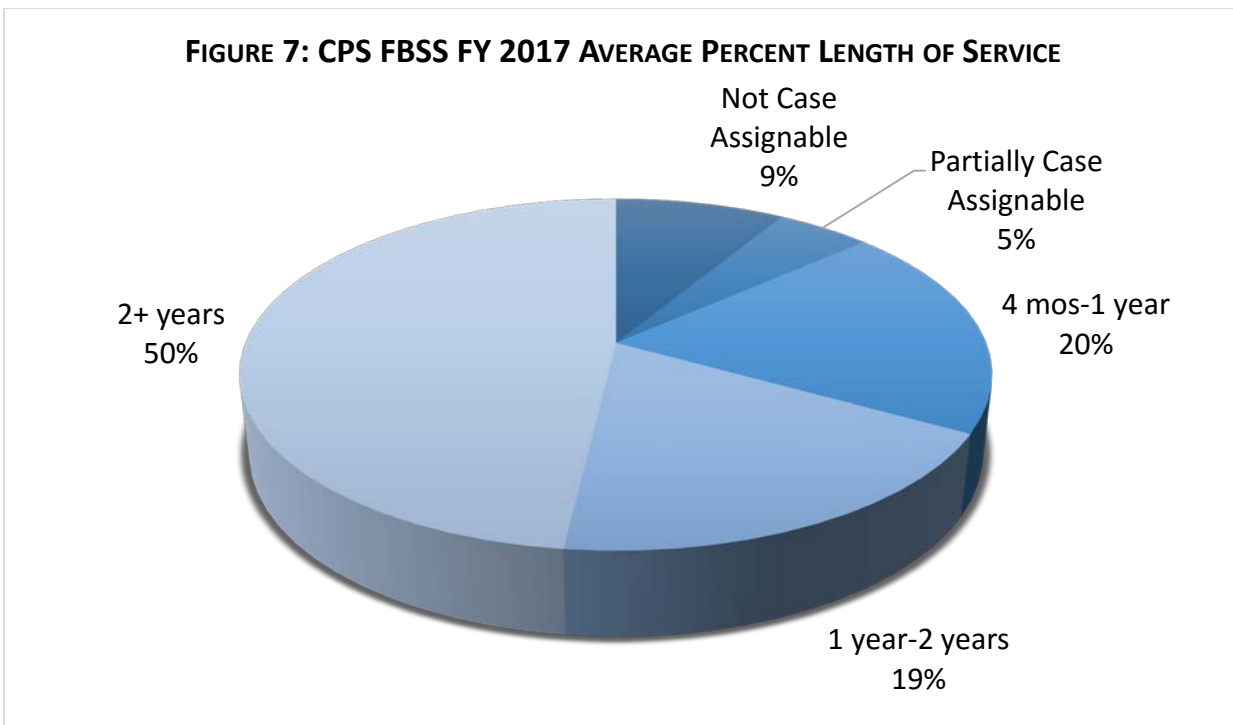


CPS INV- Not case assignable is a duration of employment less than 98 days and partially case assignable is a duration of employment of 98 days to 128 days.

FIGURE 6: CPS CVS FY 2017 AVERAGE PERCENT LENGTH OF SERVICE



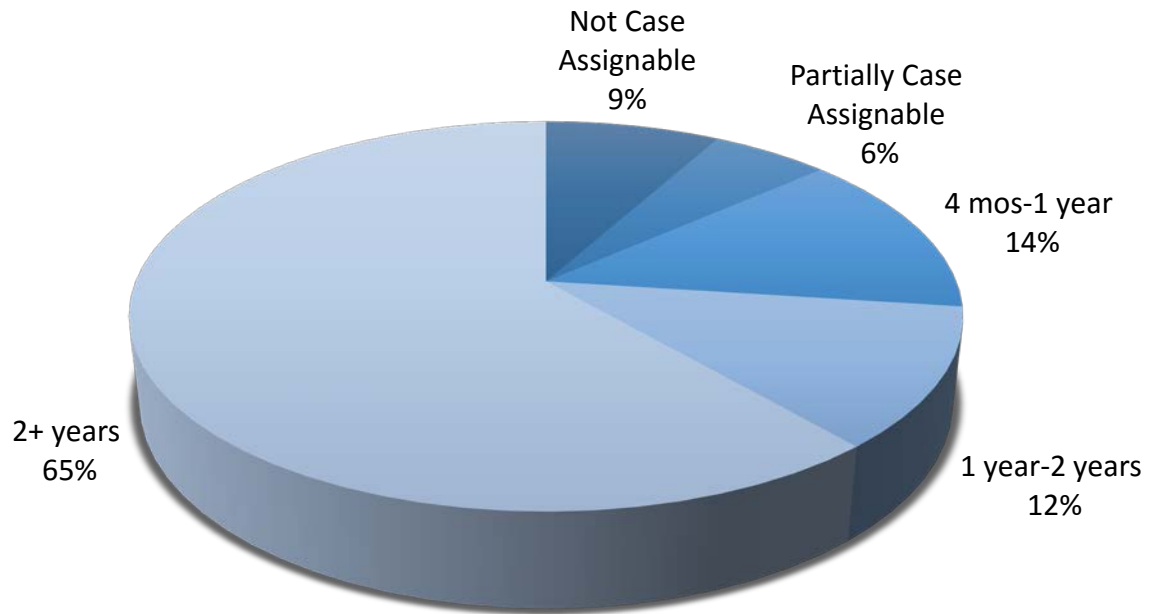
CPS CVS, FBSS, APS-IH, & CCL- Not case assignable is a duration of employment of less than 105 days and partially case assignable is a duration of employment of 105 days to 135 days.



APS Turnover and Retention Findings

- FY 2017 turnover (25.9%) is above the H.B.1 performance measure for fiscal year 2017 APS caseworker turnover of 20 percent.
- FY 2017 turnover for APS workers (25.9) has increased 22.1 percent since FY 2016 (21.20%).
- FY 2017 turnover for APS supervisors has decreased 62.3 percent (FY 2016 7.2% to FY 2017 2.7%) and increased 11.6 percent (FY 2016 18.7% to FY 2017 20.8%) for the APS program as a whole.
- On average for FY 2017, roughly 65 percent of APS In-Home workers have 2 or more years of service.

FIGURE 8: APS IN-HOME FY 2017 YTD AVERAGE PERCENT LENGTH OF SERVICE



Licensing Turnover and Retention Findings

Child Day Care Licensing (DCL) and RCCL do not have H.B. 1 caseworker turnover targets.

FY 2017 turnover for Licensing has:

- Increased 2.1 percent since FY 2016 for DCL caseworkers (FY 2016 20.2% to FY 2017 20.6%).
- Increased 41.8 percent since FY 2016 for RCCL caseworkers (FY 2016 14.1% to FY 2017 19.9%).
- FY 2017 turnover for DCL supervisors has decreased 49.5 percent (FY 2016 13% to FY 2017 6.6%) and 3.2 percent for RCCL supervisors (FY 2016 6.6% to FY 2017 6.3%).
- FY 2017 turnover for DCL program has increased 2.2 percent (FY 2016 17.3 to FY 2017 17.7%) and increased 46.3 percent (FY 2016 11.4% to FY 2017 16.6%) for RCCL program.
- On average for FY 2017, roughly 66 percent of DCL and roughly 67 percent of RCCL workers have 2 or more years of service.

FIGURE 9: RCCL FY 2017 AVERAGE PERCENT LENGTH OF SERVICE

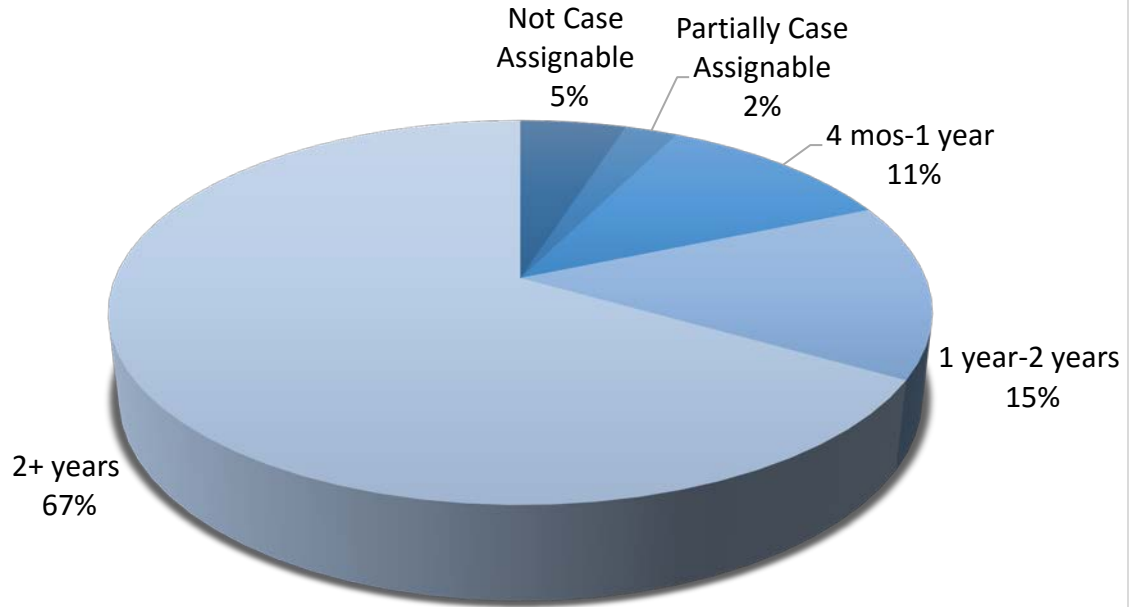
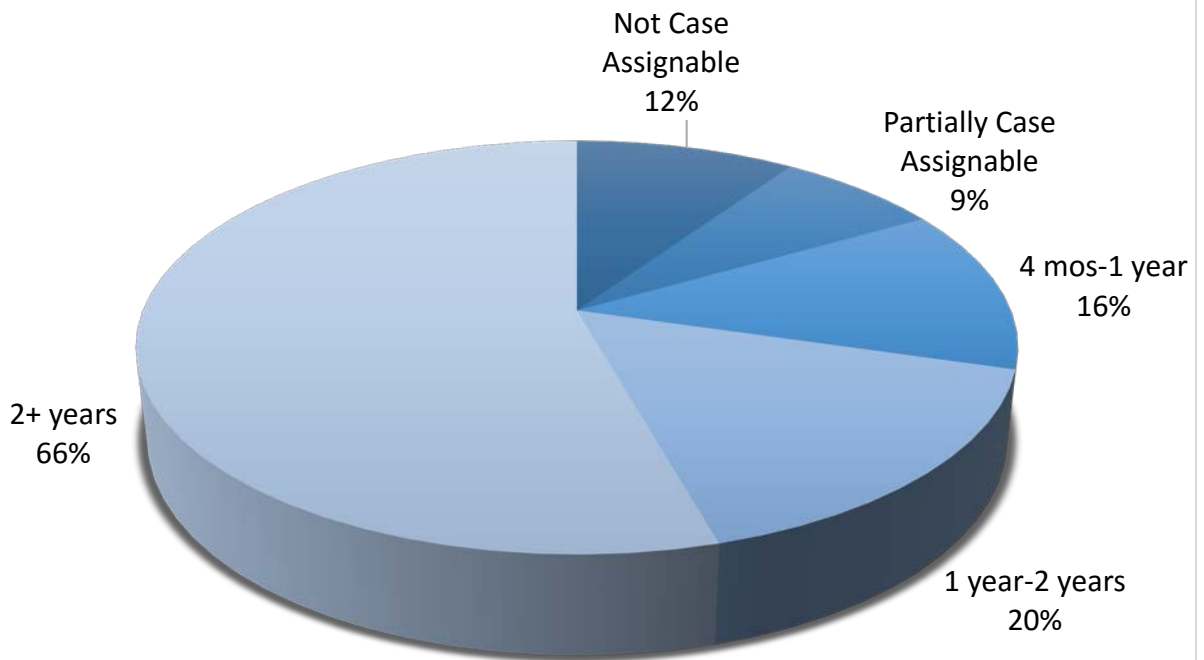


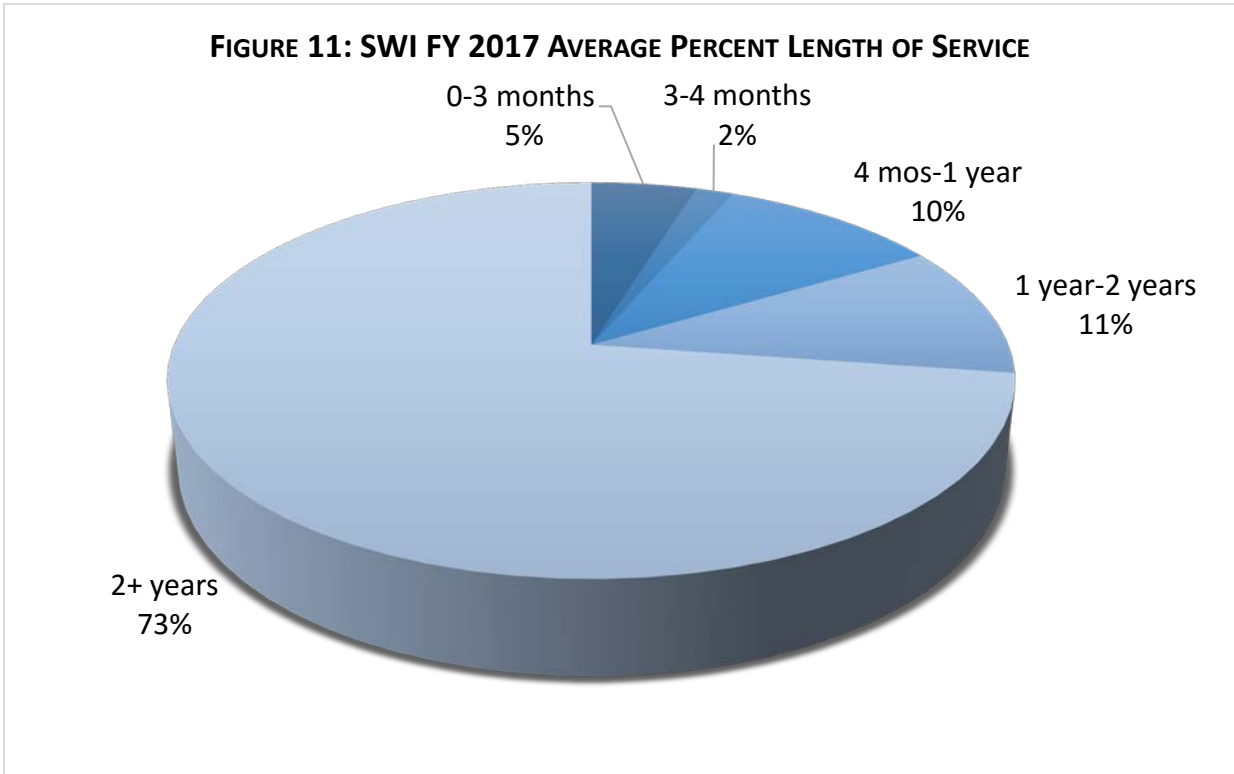
FIGURE 10: DCL FY 2017 AVERAGE PERCENT LENGTH OF SERVICE



SWI Turnover and Retention Findings

SWI does not have H.B. 1 caseworker turnover targets.

- FY 2017 turnover for SWI workers has decreased 18 percent since FY 2016 (FY 2016 19.4% to FY 2017 15.9%).
- FY 2017 turnover for SWI supervisors has increased 4.3 percent (FY 2016 10.9% to FY 2017 11.3%) and decreased 12.9 percent (FY 2016 16.9% to FY 2017 14.7%) for SWI program as a whole.
- On average for FY 2017, roughly 73 percent of SWI workers have 2 or more years of service.



Retirement Projections

In August 31, 2021, approximately 2 percent (259) of the current DFPS workforce is projected as a first time eligible retiree.

Table 8: First Time Retirement Eligible Projection

As of 8/31/17	As of 8/31/17	As of 8/31/18	As of 8/31/18	As of 8/31/19	As of 8/31/19	As of 8/31/20	As of 8/31/20	As of 8/31/21	As of 8/31/21
Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
13,119	159	1%	207	2%	267	2%	232	2%	259

Return-to-Work Retirees

DFPS employs 285 (2%) return-to-work retirees.

Utilization Analysis

Texas law requires that each state agency analyze its workforce and compare the number of Blacks, Hispanics and females employed by the agency to the available state Civilian Labor Force (CLF) for each job category.

The utilization analysis of the DFPS workforce does not reflect underutilization. DFPS job categories are not showing underutilization for Black, Hispanic, or female employees.

Table 9: Utilization Analysis Results^{1,2,3,4}

	Black	Black	Black	Hispanic	Hispanic	Hispanic	Female	Female	Female
Job Category	DFPS %	CLF %	Underutilized	DFPS %	CLF %	Underutilized	DFPS %	CLF %	Underutilized
Officials/ Administrators	22.40%	7.40%	No	21.20%	22.10%	No	74.00%	37.40%	No
Professionals	21.60%	10.40%	No	24.40%	19.30%	No	69.20%	55.30%	No
Technicians	27.90%	14.40%	No	28.40%	27.20%	No	78.00%	55.30%	No
Protective Services	34.40%	19.80%	No	27.50%	31.30%	No	85.00%	25.60%	No
Administrative Support	24.20%	14.80%	No	45.20%	34.80%	No	93.70%	72.10%	No
Skilled Craft	0.00%	10.60%	N/A	0.00%	50.70%	N/A	100.00%	11.60%	N/A
Service Maintenance	50.00%	13.00%	N/A	0.00%	54.10%	N/A	0.00%	51.00%	N/A

¹ "N/A" indicates that the number of employees in this category was too small (less than thirty) to test any differences for statistical significance.

² The State category "Para-Professional" was not included because it is not possible to derive a "Para-Professional" category from the available American Community Survey data.

³ CAPPs-HCM Database, as of 8/31/17.

⁴ CLF data for underutilization percentages comes from the "Equal Employment Opportunity and Minority Hiring Practices Report Fiscal Years 2015-2016" published by the Texas Workforce Commission (TWC), October 2016.

STRATEGIES TO MEET WORKFORCE NEEDS

Recruitment Strategies

- Continue to provide an internet resource. By clicking on the "Jobs" link from [the DFPS website](#), users are taken to the "Come Work for Us" page that includes realistic job preview videos for CCL, RCCL and CPS positions, as well as written realistic job previews for all of the programs. CPS also has a self-screening test that asks applicants questions to help them decide if CPS is the right fit for them prior to applying.
- Continue to use a pre-screening test for job applicants to assess skills and performance capabilities.
- Continue to use an interview guide that combines behavioral and open-ended questions to gain a greater understanding of an applicant's ability to perform job duties and to better ensure retention.
- Continue recruitment efforts to identify candidates with a variety of educational and work/life experiences to determine the most qualified applicants for the agency, while continuing to give appropriate priority to individuals who hold a bachelor's degree or advanced degree in at least one of the following academic areas:
 - Social work;
 - Counseling;
 - Early Childhood Education;
 - Psychology;
 - Criminal Justice;
 - Elementary or Secondary Education;
 - Sociology; and
 - Human Services.
- Continue to provide a \$5,000 annual stipend to CPS investigation caseworkers and CPS investigation supervisors, as authorized by the General Appropriations Act.
- Continue efforts to recruit bilingual workers by using consistent testing for bilingual skills.
- Provide an increased starting salary (3.4 percent or 6.8 percent) to social work graduates hired into APS, and SWI caseworker positions. CPS provides a 6.8 percent increase to newly hired caseworkers holding a masters in social work.
- Provide the following focused recruitment activities for jobs with low applicant pools and high vacancy rates:
 - Offer 6.8 percent above base salary;
 - Provide locality pay in some areas of the state;
 - Attend job fairs and organize hiring events in targeted areas based on vacancies. Centralized hiring events allow multiple hiring staff and program managers interview a higher number of applicants in one or two days;
 - Continue to partner with DFPS media specialists to produce special interest stories about careers with DFPS;
 - Add and refine additional training sessions, as needed, to accommodate new hires;
 - Increase hiring specialist resources for targeted areas, when necessary;

- Work with contracted partners to expedite certain hiring activities; and
- Identify certain positions be posted as a "hot job" in the Centralized Accounting and Payroll/Personnel System (CAPPS).

Retention Strategies

- Continue to provide a \$5,000 annual stipend to CPS investigation caseworkers and CPS investigation supervisors, as authorized by the General Appropriations Act.
- Continue to provide programmatically focused skills training programs that ensure caseworkers are prepared to perform all of their assigned tasks.
- Continue paying CPS workers a mentor stipend when they mentor new hires through their first few months of employment. Continue to provide “Rookie Year” On-boarding resources so that, supervisors have a toolkit for providing targeted support to new hires throughout the employee’s first year.
- Continue to offer staff training that provides an integrated, competency-based, training curriculum framework that supports a continuum of learning and skill development from beginner to advanced management levels.
- Provide certification advancements tied to promotions for caseworkers and supervisors.
- Continue to recognize new employees' tenure during each of their first four years with the agency by providing tenure certificates.
- Provide the following focused retention activities for jobs with high turnover, high caseloads, and high vacancy rates:
 - Provide locality pay in some areas of the state;
 - Bring program/division teams together to help with workload in specific areas;
 - Pay a percentage of earned overtime for certain staff; and
 - Add caseworker staff as the budget and FTE cap permit to reduce caseloads.
- Continue Commissioner’s Employee Recognition Ceremony and other employee recognition awards.
- Continue to implement Supervisor Assessments for prospective CPS, SWI and APS supervisors to test the candidates’ aptitudes in areas such as casework, leadership, and human resources policies.
- Continue the cross-program hiring boards to increase rigor and objectivity in the interview and selection process of CPS, APS, SWI, and INV supervisor applicants.

Following recent Sunset Commission recommendations, and in keeping with legislative directives, DFPS established a Workforce Development Division in 2017. The Division is responsible for developing and monitoring efforts to strengthen the recruitment, selection, development and retention of employees throughout the agency. The goal is to make DFPS an organization where people come to look for a job, and, wherever possible, find a career.

Supplemental Schedule G: Report on Customer Service

DFPS included input in the Customer Service Report prepared by the Texas Health and Human Services Commission as the agency DFPS was part of the HHS enterprise during the time period covered by the report. Starting in 2020, DFPS will be responsible for submitting a separate Customer Service Report.