

**Texas Department of Family and Protective Services**  
**October 1, 2006 Report**  
**FY 2006 Human Resources Management Plan**  
**Senate Bill 1, Rider 15, 79<sup>th</sup> Regular Session**

Senate Bill 1, Rider 15, 79<sup>th</sup> Regular Session directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan designed to improve employee morale and retention. The plan must focus on reducing employee turnover through better management. The effectiveness of the agency's plan shall be measured by whether or not there is a reduction in annual employee turnover rates at the agency, specifically by the reduction in the turnover rates for caseworkers.

The Health and Human Services Commission (HHSC) recommended a number of reforms for DFPS programs in 2006-2007, many of which were enacted into law via Senate Bill 6 of the 79<sup>th</sup> Regular Legislative Session. Recognizing that the provision of effective client services is heavily dependent on a trained and dedicated workforce, many of the reforms were directed at attracting and retaining high quality staff. While Senate Bill 6 concentrated on reform of the department's Child Protective Services (CPS) program, the other two large programs, Adult Protective Services (APS) and Child Care Licensing (CCL) were also impacted. Consequently, the agency's FY 2006 Human Resources Management Plan consists of six interrelated initiatives that will be added to the 2005 initiatives that are ongoing:

1. Recruit and hire new employees who have the necessary qualifications and skills to be successful.
2. Improve training to better prepare employees for the requirements of their jobs.
3. Reduce the administrative burden on caseworkers by providing technology solutions that also increase efficiency and improve case documentation.
4. Help caseworkers be more successful with their clients by providing additional resources to the work unit.
5. Improve supervisory skills within work units.
6. Build commitment and loyalty to the work unit with team-building activities and special recognition events.

**Initiative 1: Recruit and hire new employees who have the necessary qualifications and skills to be successful.**

- DFPS has partnered with the Health and Human Services Commission and its human resources contractor to recruit more qualified candidates. This effort has been helpful for hard-to-fill positions and areas with limited applicants, such as outlying counties.
  - HHSC contracted staffing specialists facilitate newspaper ads as the need is identified by the DFPS hiring specialists;

- HHSC contracted staffing specialists have assisted the agency with posting ads on local and national websites unique to target groups such as law enforcement and social work disciplines;
  - HHSC has provided representation at 11 job fairs across the state.
- In Region 3, CPS has utilized a special posting for recruitment of Spanish-speaking workers, which has been valuable and successful in attracting qualified applicants with a bilingual background.
- DFPS is using Hiring Specialists to post, recruit, interview, select and hire direct delivery staff, thereby relieving unit supervisors from these time-intensive tasks.
- DFPS has employed new tools to hire staff who are most likely to be successful and stay with the job long term that include:
  - A pre-screening test for job applicants to assess skills and performance characteristics;
  - A behavioral interview guide to assess how each candidate would respond in various work situations.
- From September 1, 2005 through August 31, 2006, DFPS hired:
  - more than 2,420 CPS regional staff
  - 189 APS regional staff
  - 123 Licensing staff
  - 85 Statewide Intake staff
 From September through August, the number of CPS direct delivery staff in functional units hired was:
  - 1,520 in FY05 and
  - 2,042 in FY06.
 (This represents a 34% **increase** in hiring when compared to the previous year.)
- DFPS has implemented a process that enables management to track regional and hiring specialist performance through the health and human services computer database.
- APS and the Center for Policy and Innovation worked to establish an agreement between DFPS and the Texas Higher Education Coordinating Board to require public colleges and universities in Texas to include information about protective services to aged and disabled adults in the curriculum for departments of social work and psychology.
- DFPS has updated and enhanced DFPS job descriptions for all caseworker positions on the “Jobs” section of the DFPS website.

**Initiative 2: Improve training to better prepare employees for the requirements of their jobs.**

- CPS increased its caseworker training in its three major programs from six weeks to 12 weeks and incorporated new techniques such as web-based training, use of actual case examples, and more on-the-job training.
- 1,448 new CPS caseworkers graduated from new caseworker training between September 2005 and June 2006.
- The Professional Development Division (PDD) developed specialized casework training for CPS caseworkers in investigations, family-based services, and conservatorship.
- CPS has designated on-the-job training supervisors to coordinate, monitor, and mentor on the job training of new caseworkers.

- PDD established re-training criterion for CPS caseworkers who transfer between service systems (investigations, family-based services and conservatorship).
- PDD enhanced the training of new and existing CPS investigators with advanced training in investigative techniques and working with law enforcement.
- DFPS, in conjunction with HHSC, researched and evaluated options for providing a financial incentive to CPS staff receiving training. The feasibility study report was provided to legislative offices September 1, 2006.
- CCL has created district trainer positions that work one-on-one with new hires and assist them with basic skills training.
- APS has added regional field trainer positions that work one-on-one with new hires and assist them with basic skills training.
- An extensive review of the web-based component of APS field training was completed. The 39 modules, which cover all aspects of APS In-Home casework and are completed before the trainees' initial classroom experience, were revised to improve their functionality and to bring them in line with current policy.
- APS has implemented a stipend program to provide tuition and fee assistance for any APS field staff that is actively pursuing degrees in the areas of social work, gerontology, and other related professional programs.
- The department's major training facility in Austin will relocate in October 2006 to improved space to accommodate the rapid expansion of the DFPS workforce.
- New training for DFPS staff has been developed on the following topics: protecting oneself/avoiding unsafe situations, driver safety, workplace violence and basic office safety.
- DFPS executive management participated in a full day of instruction on data-driven decision making in September 2006. More of this training will be made available to DFPS managers and supervisors in 2007.

**Initiative 3: Reduce the administrative burden on caseworkers by providing technology solutions that also increase efficiency and improve case documentation.**

- DFPS has made available mobile dictation and GoToMyPC (remote access to work station) that have greatly improved caseworkers' ability to become more efficient in promptly documenting their case activities.
- APS has fully implemented mobile technology resources including tablet PCs, digital cameras, portable printers and mobile dictation to improve timely documentation and accuracy.
- The Licensing automated system, CLASS, is being revised to allow staff to view and edit abuse/neglect information in the DFPS automated case management system, IMPACT, which will greatly reduce data entry duplication by CCL staff.
- CPS is in the process of implementing its mobile technology initiative that will equip CPS investigative and family based safety services caseworkers with tablet PCs, digital cameras, and wireless connectivity to make them more efficient, letting them spend more time in the field with clients. A successful field test pilot was conducted in July 2006 with 90 caseworkers. Beginning in the summer of 2006, approximately 3,000 tablet PCs will be rolled-out by the end of FY 2007.

**Initiative 4: Help caseworkers be more successful with their clients by providing additional resources to the work unit.**

- DFPS has moved from a five district to a nine region management structure for CPS and APS, which allows for a reduced span of control to improve oversight and accountability. In addition, new positions for training, community engagement, and subject matter experts have provided additional resources at the regional level.
- CPS has created functional units for direct delivery casework that provided additional supervisors and support staff to decrease the burden on caseworkers.
- CPS and APS have significantly increased the number of caseworkers, with the intent of reducing caseloads to a more manageable level. CCL also received many new positions to support its expanded functions with residential care facilities.
- DFPS has established the Health and Safety Workgroup that has developed new policies and procedures aimed at protecting its workers.
- DFPS has acquired secondary auto insurance for its workers to provide additional protection when they travel.
- CPS currently is reviewing the results of a pilot study on flexible work schedules to meet legislative requirements for a more rapid response to investigations.
- The Residential Child Care Licensing (RCCL) program has implemented a background check unit to reduce the administrative burden on field staff.
- Statewide Intake has relocated its workers to a larger facility and provided them with an updated communications system.
- HHSC and State leadership has approved funds for additional CPS conservatorship workers and APS caseworkers to meet increasing demands in 2007.

**Initiative 5: Improve supervisory skills within work units.**

- The DFPS Tomorrow Leadership Program promotes improved supervision through training and mentoring. In FY 06, 165 DFPS managers and supervisors were graduated from the program.
- DFPS has continued to implement its performance management system program by program. The APS system was rolled out with on-site training for each APS supervisor statewide. The training focused on using data and quality assurance information to manage, motivate and hold staff accountable at all levels of the program. APS performance management is now fully deployed; CPS program performance management is nearing completion. CCL and the remainder of the DFPS operational units will follow.
- CCL has implemented a Supervisor Basic Skills Development program to include more focus on management skills.
- The CPS reduction in span of control created by the formation of functional units has enabled supervisors to provide an increased level of support, guidance and direction to caseworkers.
- APS is pursuing formation of functional units to enable supervisors to provide an increased level of support, guidance and direction to caseworkers.
- DFPS is expanding the CPS STARS program (creates opportunities for communication between new workers and their supervisors to address problems/issues early on) to APS and CCL to more fully integrate new caseworkers and supervisors into their units.
- DFPS is developing a recognition “tool kit” that will provide tips for supervisors who want to recognize the accomplishments of their employees.

**Initiative 6: Build commitment and loyalty to the work unit with team building activities and special recognition events.**

- DFPS Commissioner Carey Cockerell recently completed a “Texas Tour” in which he visited staff in all 12 regions and spoke to them about the DFPS mission and Reform. These events were also used to recognize staff and for caseworkers to take the Commissioner along on some of their routine activities.
- DFPS has established the Change Management Steering Committee to promote commitment and loyalty throughout the department. An outgrowth of that committee is the formation of a Program Improvement Committee structure that will exist in every program and region. This program will facilitate the participation of all levels of the department in providing input on work environment issues as well as the development of new policies, programs and procedures.
- The Change Management Steering Committee is currently developing a 2007 strategic plan to address issues identified by our workforce on the most recent Survey of Organizational Excellence.
- DFPS has also established the Recruitment, Recognition and Retention Workgroup that has been charged with developing programs and activities that will retain our workers.
- DFPS Commissioner Carey Cockerell instituted the Commissioner’s Vision award to recognize DFPS employees who have demonstrated the agency’s mission, vision and values.
- During summer and fall of 2006, Commissioner Cockerell is visiting mid-size offices around the state to update staff on the progress of Reform efforts and encourage them in their work.
- DFPS has instituted the Cultural Competency Leadership Team that will oversee the agency’s efforts at increasing cultural competency among all staff.

**TURNOVER AND HR-RELATED DATA FOR FISCAL YEAR 2006**

**RIDER 15 EMPLOYEE TURNOVER REPORT**

<b>Functional Title</b>	<b>Average Employees</b>	<b>Turnover Rate<sup>1</sup></b>
<b>DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)</b>		
All Employees	7848.75	19.2%
<b>CHILD PROTECTIVE SERVICES (CPS)</b>		
CPS Workers	3331.0	29.8%
CPS Supervisors	610.5	6.9%
CPS Program <sup>3</sup>	5504.0	21.6%
CPS Specialist II <sup>2</sup>	1776.5	37.7%
CPS Specialist III	557.0	27.3%
CPS Specialist IV	839.5	13.8%
CPS Specialist V	50.3	23.9%
CPS Special Investigator	107.8	39.0%
CPS CVS Caseworker	1073.8	29.8%
CPS FBSS Caseworker	505.3	25.5%
CPS INV Caseworker	1305.3	34.8%
<b>ADULT PROTECTIVE SERVICES (APS)</b>		
APS Workers	486.3	19.7%
APS Supervisors	73.0	5.5%
APS Program <sup>3</sup>	678.8	15.9%
<b>CHILD CARE LICENSING (CCL)</b>		
CCL Workers <sup>4</sup>	321.8	19.6%
CCL Supervisors	45.5	6.6%
CCL Program <sup>3</sup>	451.0	16.6%
<b>STATEWIDE INTAKE (SWI)</b>		
SWI Workers	231.3	17.3%
SWI Supervisors	25.3	4.0%
SWI Program <sup>3</sup>	305.3	14.7%

<sup>1</sup>NOTE: Turnover is calculated using the State Auditor's Office methodology: (the total number of full time, regular employees who terminated during the period and remain terminated **DIVIDED BY** the average number of full time, regular active employees on the last day of each quarter in the period) **TIMES** 100 to produce a percentage.

<sup>2</sup>Entry level for CPS workers is CPS Specialist II. The state classification for this level is Protective Services Specialist II.

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

<sup>4</sup>All CCL counts include CCL, CCI, and RCCL employees.