

Senate Bill 1, Rider 9
85th Legislature, Regular Session
Human Resources Management Plan
FY 2017 - FY 2018 (to date)
August 30, 2018



TEXAS
Department of Family
and Protective Services

DFPS MISSION

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

DFPS VISION

Improving the lives of those we serve

DFPS VALUES

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

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

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

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

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

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EXECUTIVE SUMMARY

Senate Bill 1 (S.B. 1), Rider 9, of the 85th Legislature, Regular Session, 2017, directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan (HRMP) designed to improve employee morale and retention through better management. Rider 9 also directs DFPS to report employee turnover rates by job category for the preceding 12 months to the Senate Finance Committee, the House Committee on Appropriations, the Legislative Budget Board, and the Governor by March 31 and September 30 of each fiscal year (FY). The effectiveness of the agency's plan shall be measured by whether there is a reduction in employee turnover rates, specifically for caseworkers.

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

In response to the legislature's direction to reduce turnover through better management, DFPS implemented multiple initiatives targeting one of two core strategies to address employee turnover, (1) the working environment and (2) compensation. As of August 2018 all initiatives adopted in response to the legislature are fully implemented. Detailed descriptions of program initiatives can be found in previous reports. A summary of fully implemented initiatives by strategy and impacted area is included in Appendix C of this report. Going forward, this report will focus on key HRMP initiatives including analysis of emerging workforce trends.

DFPS continues to see a lower rate of overall turnover compared to prior years, indicating the agency is on the right track. However, increases in turnover are being seen in certain areas like APS and will be addressed as trends emerge. Further, continued progress in implementing HRMP initiatives serves as evidence of the full commitment of executive leadership to ensuring the workforce is capable of providing exceptional services to Texans in need. DFPS will continue to closely examine workforce trends across the agency to ensure that we see dividends from the resources provided by the state.

TURNOVER AND RETENTION

To ensure consistency, turnover data is reported through FY 2018 Q3, in line with the most recent Rider 11 report. Further, FY 2018 has been a year of transition as DFPS restructures to reflect the direction of the legislature. Future reports will reflect programmatic changes implemented in FY 2018. Additional details on turnover and retention findings are provided in Appendix A. Details on agency and program tenure are provided in Appendix B.

DFPS currently has more than 12,000 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.

DFPS Turnover and Retention Findings

- DFPS has reported a 6.3 percent increase in turnover at the agency-level (FY 2017 16.2% to FY 2018 Q3 17.2%)
- On average for FY 2018 YTD, for all DFPS employees, 43 percent have five or more years of tenure.

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. DFPS is examining several initiatives including the biennial Survey of Employee Engagement and a 360 degrees management assessment to inform employee morale and retention efforts.

CPS Turnover and Retention Findings

- FY 2018 Q3 CPS worker turnover (19.6%) outperforms the H.B.1 performance measure for worker turnover of 25.5 percent.
- FY 2018 Q3 turnover for CPS workers has:
 - Increased 5.6 percent since FY 2017 for Investigation (INV) caseworkers, (FY 2017 24.9% to FY 2018 Q3 26.3%);
 - Decreased .4 percent since FY 2017 for Conservatorship (CVS) caseworkers, (FY 2017 16.5% to FY 2018 Q3 16.4%);

- Increased 23.6 percent since FY 2017 for Family-Based Safety Services (FBSS) caseworkers, (FY 2017 16.0% to FY 2018 Q3 19.8%).
- FY 2018 Q3 turnover for CPS supervisors has decreased 16.3 percent (FY 2017 7.1% to FY 2018 Q3 6.0%), and increased 8.5 percent (FY 2017 15.6% to FY 2018 Q3 17.0%) for CPS program.
- On average for FY 2018 Q3, for INV, CVS, and FBSS, approximately 57 percent of the workers have 2 or more years of tenure.

The increases in turnover bears additional review to determine why certain stages have not decreased. The agency will continue to evaluate potential causes and recommend solutions to address these findings.

APS Turnover and Retention Findings

- FY 2018 Q3 APS worker turnover (23.4%) is above the S.B.1 performance measure for APS caseworker turnover of 20 percent.
 - FY 2018 Q3 turnover for APS workers (23.4%) has decreased 9.6 percent since FY 2017 (25.9%).
- FY 2018 Q3 turnover for APS supervisors has increased 498.9 percent (FY 2017 2.7% to FY 2018 Q3 16.3%) and decreased 2 percent (FY 2017 20.8% to FY 2018 Q3 20.4%) for the APS program.
- On average for FY 2018 Q3, 65 percent of APS In-Home workers have 2 or more years of tenure.

Turnover in the APS program will require ongoing evaluation given the increase in caseworker and supervisor turnover. The increase in supervisor turnover is particularly concerning given the significant increase since FY 2017. The FY 2018 figure is an annualized number; however, the agency wants to ensure it's not indicative of a trend.

SWI Turnover and Retention Findings

- SWI does not have S.B. 1 caseworker turnover targets.

- FY 2018 Q3 turnover for SWI workers has increased 1.8 percent since FY 2017 (FY 2017 15.9% to FY 2018 Q3 16.2%).
- FY 2018 Q3 turnover for SWI supervisors has decreased from FY 2017 (FY 2017 11.3% to FY 2018 Q3 0%) and decreased 12.6 percent (FY 2017 14.7% to FY 2018 Q3 12.9%) for SWI program.
- On average for FY 2018 Q3, 76 percent of SWI workers have 2 or more years of tenure.

SWI is showing promising results compared to FY 2017. It is noteworthy that seventy-five percent of SWI workers have two or more years of service. The agency will study the SWI program to determine if there may be lessons learned that could guide retention efforts in other areas of the agency.

Hiring and Fill Rates

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

Table 1: Q3 of FY 2018 DFPS HIRING FUNNEL¹

Stage of Hiring Process	Number of Applicants
Applied	~105,000
Met Initial Screening Criteria	~84,000
Referred for Further Screening	~67,000
Interviewed	~5,500
Hired	~1,100

¹ Applicant counts include positions transferred to HHSC September 1, 2017. HHSC assumed responsibility for regulatory hiring in April 2018.

As indicated in Table 1 above, of the 105,000 direct-delivery applications received thus far in FY 2018, approximately 84,000 (80%) met initial screening criteria. Of those, an estimated 67,000 (79%) also completed the required competency assessment and moved forward in the hiring process. An estimated 5,500 were interviewed and over 1,100 had been hired by the end of Q3. Some applicants may have been interviewed multiple times depending on the type(s) of position(s) applied to as well as the number of times the candidate applied.

The agency monitors the percentage of filled positions within each program, commonly referred to as fill rates, to evaluate the need for additional resources or to make adjustments to hiring strategies to prevent unnecessary delays in hiring. The number of filled FTEs is an indicator of the health of the program because too many vacancies can lead to higher caseloads, an increase in turnover, and the potential for services to families to be less effective. The direct-delivery hiring model implemented during FY 2016 has proven to be effective in maintaining and, in some cases, improving caseworker fill-rates by reducing the time it takes to fill a vacated position.

Table 2: Q3 of FY 2018 Fill Rates

Program	Fill Rate
APS	~97%
CPS	~97%
Investigations	~95%
SWI	~94%

Fill rates remain high with relatively little variance year over year. The variance rates in the respective programs between this point in FY2018 and the end of FY2017 were three percent in APS, one percent in CPS, no change in Investigations, and a decline of one percent in SWI.

STATE AUDITOR'S OFFICE (SAO) EXIT SURVEY

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 Q1 of FY 2018 the primary reasons for separating from the agency were:

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

In Q3 of FY 2018, the primary reasons for separating from the agency were:

- Issues with my supervisor or issues with employees I supervise
- Poor working conditions/environments
- Retirement
- Personal and family health

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

DFPS EXIT SURVEY

DFPS is partnering with the Institute for Organizational Excellence at The University of Texas at Austin to survey employees who leave the agency. Separating employees are a valuable source of information regarding various aspects experienced during their employment. This information is being sought to help the agency identify reasons why employees leave the agency. DFPS strives to maintain a positive working environment and anticipate employees' responses, comments and/or observations will aid in continuing this goal. The data obtained will be used to identify trends or concerns; recognize areas

exceeding expectations; and provide feedback to improve our work culture. It will also enable the agency to develop policies, procedures, and initiatives that meet the needs of our employees.

The University of Texas at Austin will conduct exit surveys on behalf of DFPS beginning in fiscal year 2019. DFPS Workforce Development Division will receive quarterly reports that contain a summary of responses and comments to help management make needed changes, assist DFPS in identifying ways to reduce employee turnover, and to improve the work environment.

COMPENSATION STUDY (UNIVERSITY OF HOUSTON)

In 2016, DFPS completed a study as directed by H.B. 1, Rider 41 of the 84th Legislature to evaluate the effectiveness of merit salary increases, paying down overtime hours to 140 and mentoring stipends on improving recruitment and retention rates by region. The final study was released in February 2017 and can be found on the DFPS website. In line with the study recommendations, the 85th Legislature approved a salary increase of \$1,000 per month for many CPS staff effective December 1, 2016. DFPS has since seen significant reductions in turnover as detailed elsewhere in this report.

DFPS is partnering with the University Of Houston Graduate College Of Social Work to conduct a follow-up study to determine the effectiveness of the salary increases and new positions that the Legislature approved in December 2016. The study will look at how those increases affected CPS, Investigations, APS, and SWI staff and will cover a range of issues that include but are not limited to:

- Outcomes and effectiveness of the certification track program
- The effect on employees who did not get a salary increase
- Locality pay
- Effects on turnover and caseloads
- Factors contributing to turnover other than salary
- The work environment of APS and SWI

Staff in these four programs were sent a survey during the week of June 25, and the survey closed on July 11. The University of Houston will provide a final compensation report to DFPS early FY19.

SURVEY OF EMPLOYEE ENGAGEMENT (SEE)

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

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

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

WORKFORCE DEVELOPMENT

In keeping with legislative directive DFPS consolidated workforce management functions and adopted additional critical functions to better support employees. In 2017, DFPS created the Workforce Development Division (WFD), merging Human Resources Office, Talent Acquisition Group, Workforce Records and Reporting, Employee Wellness, and

Veteran's Liaison functions under one division. WFD serves as a single "store front" by emphasizing communication, outreach, accessibility, and coordination with staff at all levels of the agency. This customer focused approach is reflected through multiple ongoing activities within WFD including:

- "H R Matters" Newsletter – providing human resources specific communication to all DFPS supervisors and managers.
- "HR Bulletin" – providing critical and time sensitive information on changes to HR policies and procedures.
- "H R After-Hours" Pilot Program - providing direct and accessible HR support after 5:00PM once a week for CPS in six regions and Statewide Intake, and to State Office to assist in addressing the needs of a 24-hour workforce. This program will be assessed for effectiveness to determine if it will be adopted statewide.
- Independent Human Resources Manual – Prior to separating from HHSC, DFPS used the HHSC Human Resource Manual. The DFPS Human Resource Manual was created as an early step in meeting the requirements of House Bill 5 (85R) to make DFPS a stand-alone agency.
- Cross-Program Human Resources Policy Workgroup - Continues the development of DFPS HR policy to address the specific needs of the DFPS workforce.
- Management Reviews - When HR identifies employee-related issues or concerns HR staff may travel to the location and interview staff in order to assess the ongoing concerns or problem areas. A report of findings and recommendations is submitted to executive management for consideration and appropriate action.
- Training Development - The HR Office developed training related to Family and Medical Leave Act (FMLA) and began systematically training supervisors to ensure compliance the provisions of the Act.
- Employee Wellness Benefits and Activities - DFPS offers a variety of counseling, referrals, and consultation services designed to assist employees with resolving work/life issues through the Deer Oaks Employee Assistance Program (EAP). Between September 1, 2017 and May 31, 2018, there were 1,263 requests for counseling services and 180 requests for other work-life services such as referrals for daily living assistance, financial advice, legal advice, and child and elderly care assistance. Utilization of

services for this time period is 11.79 percent which is higher compared to the previous fiscal year during this time period where utilization was 9.58 percent. There were 50 Critical Incident Stress Debriefings held with 373 participants.

In addition to contracted benefits, wellness staff coordinate regional wellness events such as wellness fairs, seminars, physical fitness challenges such as DSHS Get Fit Challenge and DFPS Commissioner's Fall Into Fitness Challenge, flu shot clinics, blood drives, Farm to Work, blood pressure checks, exercise classes and other healthy living related activities. Between September 1, 2017 and May 31, 2018 there were 4,923 participants including HHSC staff.

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

Supervisor Assessments:

The assessment tests a candidate's aptitude in areas such as casework, leadership, and human resources. A passing score of 80 percent is required in order to receive a certificate and be selected for a CPS Supervisor position in addition to meeting all other minimum qualifications for the position. As of August 6, 2018, 818 CPS supervisor assessments have been conducted and 582 have passed (~71% pass rate). APS and SWI assessments for supervisor promotions started as of April 2018. Data collection and metric development have begun to determine effectiveness and identify opportunities for improvement.

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 INV supervisor applicants. The process provides more consistency in the hiring of supervisors across all programs. Since November 2017 hiring managers are required to convene a cross-program board of three individuals to interview supervisor candidates in CPS, APS, SWI, and INV Supervisor candidates are also required to complete a writing sample to be considered for the job that will be de-identified before it is scored by members of the board.

Several resource materials are available on the DFPS HR website to guide hiring managers. This includes an Interview Guide that takes hiring managers through the new process step-by-step and an Interview Evaluation Tool that board members can utilize to rank candidates. Moreover, some tip sheets are created to help hiring managers avoid common mistakes when interviewing and selecting candidates. Data collection and metric development have begun to determine effectiveness and identify opportunities for improvement.

360 Leadership Assessment for Agency Leaders:

The 360 Leadership Assessments provide information to participants allowing them to focus on job and leadership related skills. These skills are necessary to strengthen and enhance the professional development of managers and supervisors across the agency. DFPS piloted an evaluation of 64 Program Directors / Administrators using the 360 Leadership Assessments from October through December 2016. The assessments provided timely feedback of leadership influence on employee job satisfaction and working environment.

The 360 Leadership Assessments identify existing leadership strengths as well as opportunities to improve leadership gaps. To date, DFPS has completed their assessment surveys and attended feedback sessions led by the University of Texas at Austin. UT briefed the Executive staff on the status of the 360 evaluations and presented an understanding of the 360 process to include how to interpret the 360 report and what next steps to take with their divisions. Each member received materials on all 360 items, templates for planning, as well as access to their individual and division's report. The University of Texas at Austin will provide the Commissioner with an agency summary of the 360 evaluations in September.

The second 360 assessment is scheduled 12-15 months later, and no later than August 2019.

Succession Planning:

DFPS is developing a Succession Plan to prepare for anticipated and unanticipated departures of key management staff, beginning with State Office leadership positions.

Agency leadership was instructed to identify positions critical to DFPS operations and establish a comprehensive strategy for effectively preparing staff with the skills or knowledge to assume these roles and responsibilities. Critical vacant positions and positions at risk of becoming vacant in the near future have been identified, and DFPS is developing a process to provide training and development opportunities to employees interested in career opportunities in the agency. Succession Planning will continue throughout FY 2019.

APPENDICES

APPENDIX A: FY 2018 RIDER 11 DFPS TURNOVER COMPARISON

FIGURE 2: FY 2018 Q3 RIDER 11 EMPLOYEE TURNOVER COMPARISON REPORT^{1,2,3,4,5}

Functional Title	Turnover Rate (FY14)	Turnover Rate (FY15)	Turnover Rate (FY16)	Turnover Rate (FY17)	Turnover Rate (FY18) ²	% Change FY17 to FY18 ³
All Employees	19.0%	19.6%	19.3%	16.2%	17.2%	6.3%
CPS Workers	25.2%	25.8%	25.4%	18.4%	19.6%	6.8%
CPS Supervisors	6.3%	9.5%	10.4%	7.1%	6.0%	-16.3%
CPS Program	19.6%	20.5%	20.4%	15.6%	17.0%	8.5%
CPS CVS Caseworker	22.6%	22.6%	22.6%	16.5%	16.4%	-0.4%
CPS FBSS Caseworker	23.0%	27.9%	25.0%	16.0%	19.8%	23.6%
CPS INV Caseworker	33.8%	32.7%	32.9%	24.9%	26.3%	5.6%
APS Workers	24.6%	23.4%	21.2%	25.9%	23.4%	-9.6%
APS Supervisors	9.1%	13.4%	7.2%	2.7%	16.3%	498.9%
APS Program ⁵	20.5%	19.8%	18.7%	20.8%	20.4%	-2.0%
DCL Workers	19.4%	25.1%	20.2%	20.6%	35.6%	72.9%
DCL Supervisors	7.2%	7.1%	13.0%	6.6%	0.0%	-6.6%
DCL Program ⁵	16.2%	19.6%	17.3%	17.7%	24.6%	39.1%
RCCL Workers	20.4%	16.1%	14.1%	19.9%	17.3%	-13.4%
RCCL Supervisors	0.0%	12.9%	6.6%	3.2%	41.4%	1202.8%
RCCL Program ⁵	16.3%	14.2%	11.4%	16.2%	28.3%	74.7%
SWI Workers	16.7%	19.1%	19.4%	15.9%	16.2%	1.8%
SWI Supervisors	11.3%	8.2%	10.9%	11.3%	0.0%	-11.3%
SWI Program	16.0%	16.1%	16.9%	14.7%	12.9%	-12.6%

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

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

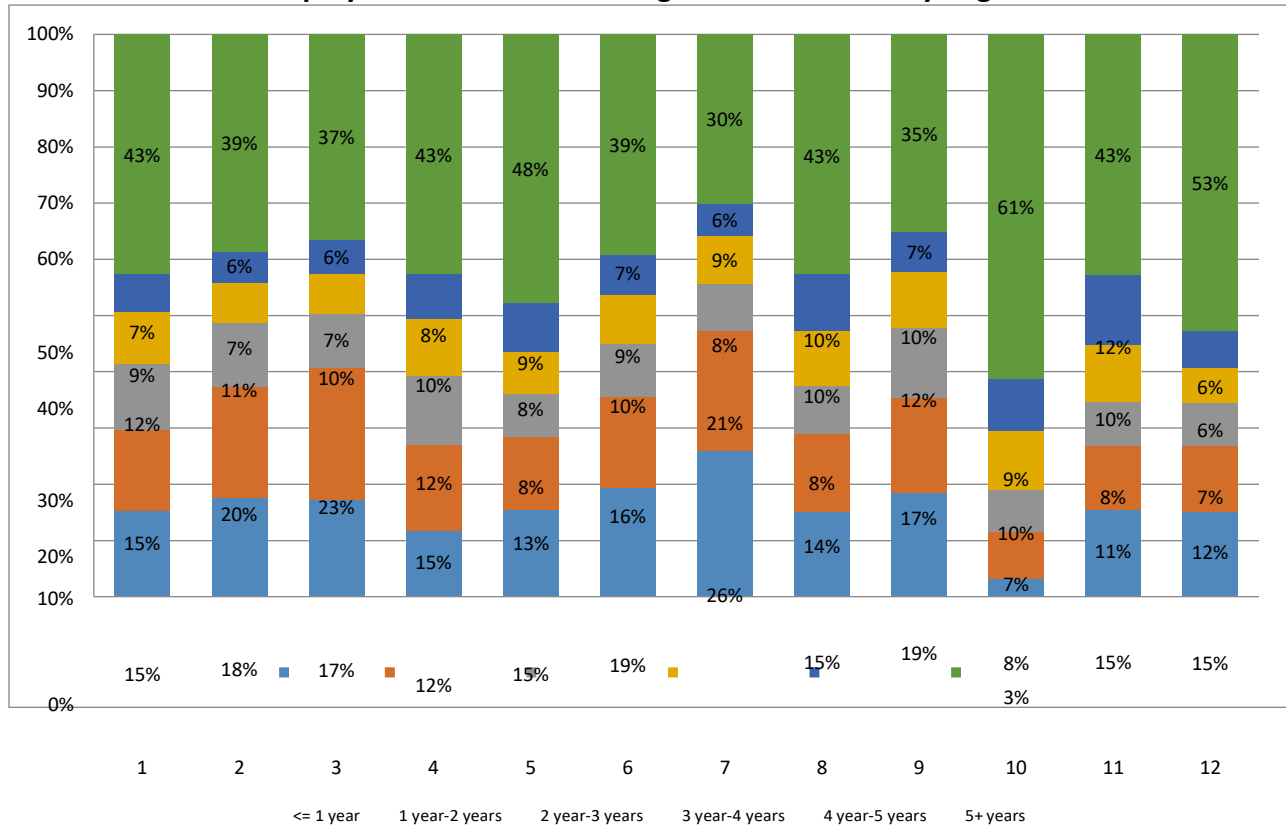
³ On 1-Sep-2017, approximately 800 employees previously assigned to DFPS were transferred to HHSC as part of a Legislative Mandate. These employees have been excluded from the turnover calculation.

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

⁵ Due to the transfer of staff to HHSC from DCL and RCCL, the remaining A/N investigations units have too few workers for annualized percentages to reflect the health of those programs. At the time of this report DCL INV have 33 workers and RCCL INV have 47 workers. Future reports will be modified to address this change.

APPENDIX B: TENURE- FY 2018 YTD

FIGURE 3: DFPS All Employees FY 2018 YTD Average Percent Tenure by Region



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

CPS CVS, CPS FBSS, APS, RCCL, DCL

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

CPS INV

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

FIGURE 4: CPS INV FY 2018 YTD Average Percent Tenure by Region

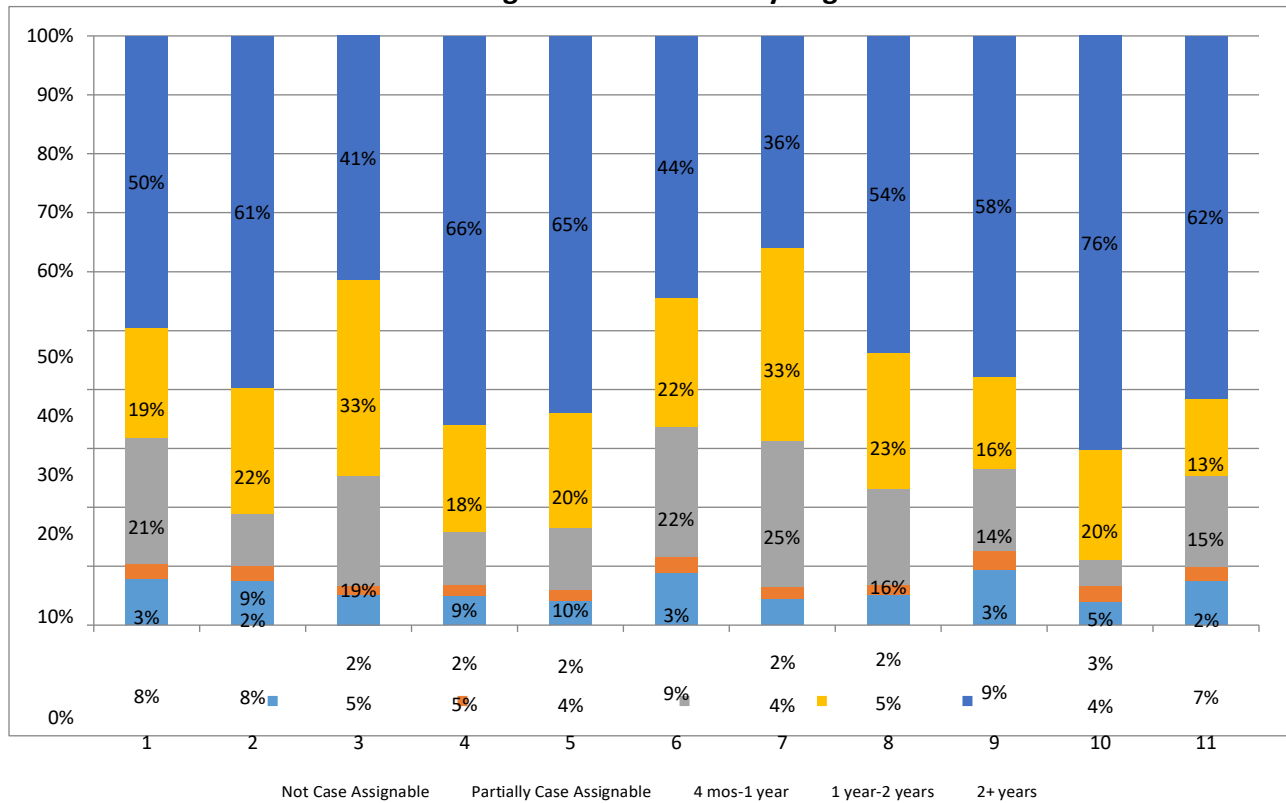


FIGURE 5: CPS CVS FY 2018 YTD Average Percent Tenure by Region

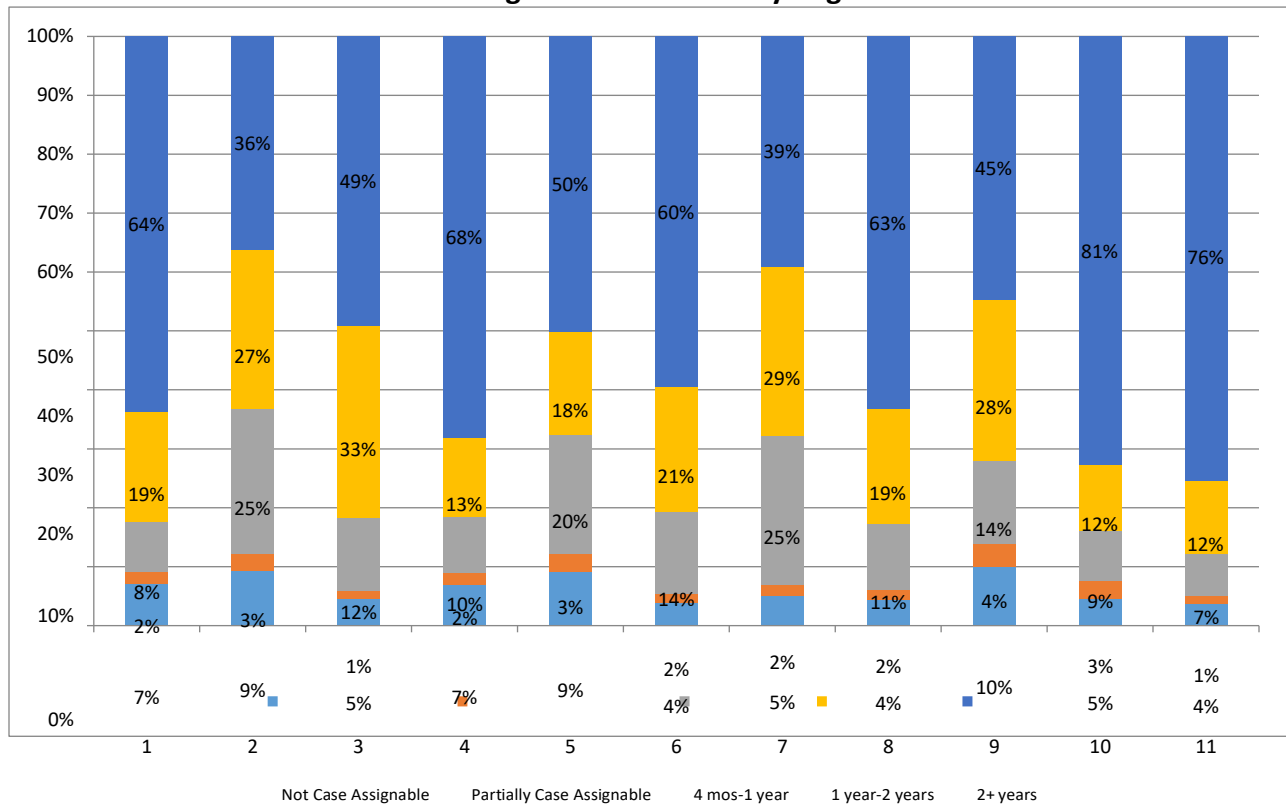


FIGURE 6: CPS FBSS FY 2018 YTD Average Percent Tenure by Region

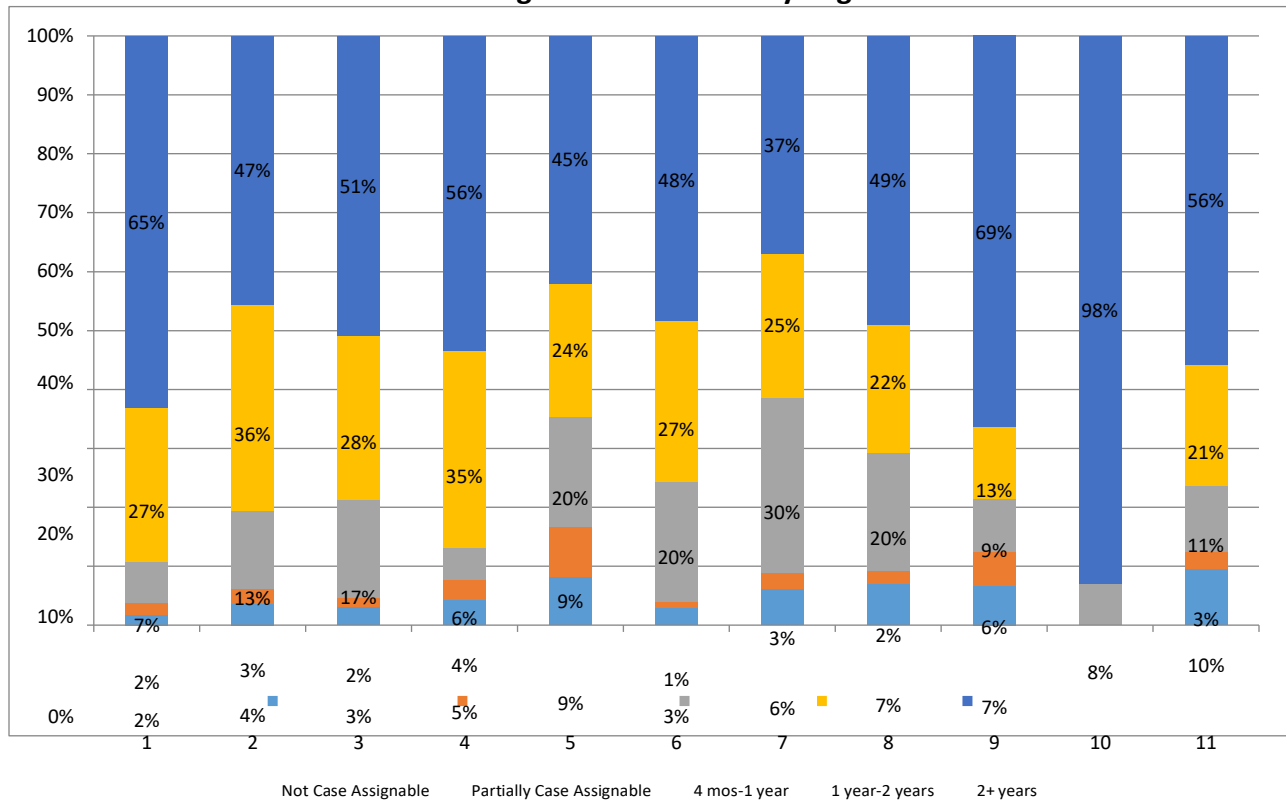


FIGURE 7: APS In-Home FY 2018 YTD Average Percent Tenure by Region

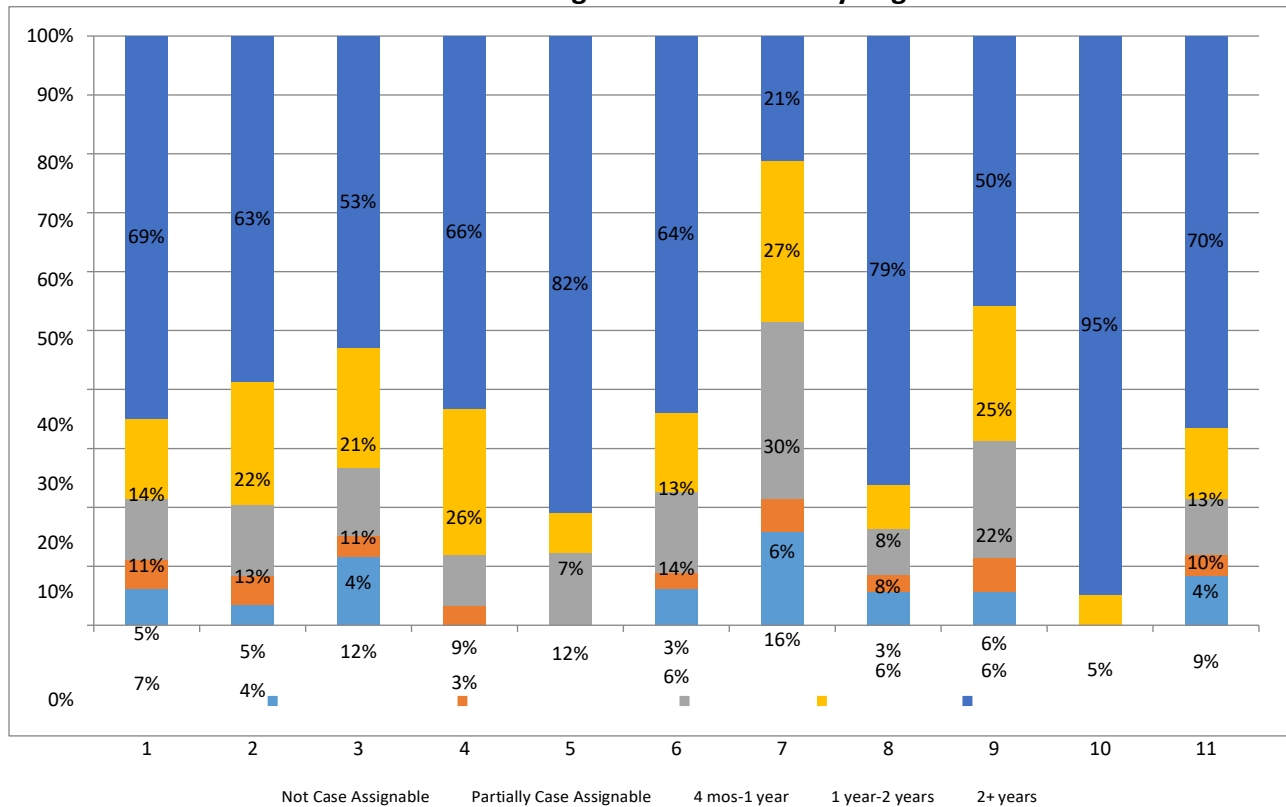


FIGURE 8: RCCL FY 2018 YTD Average Percent Tenure

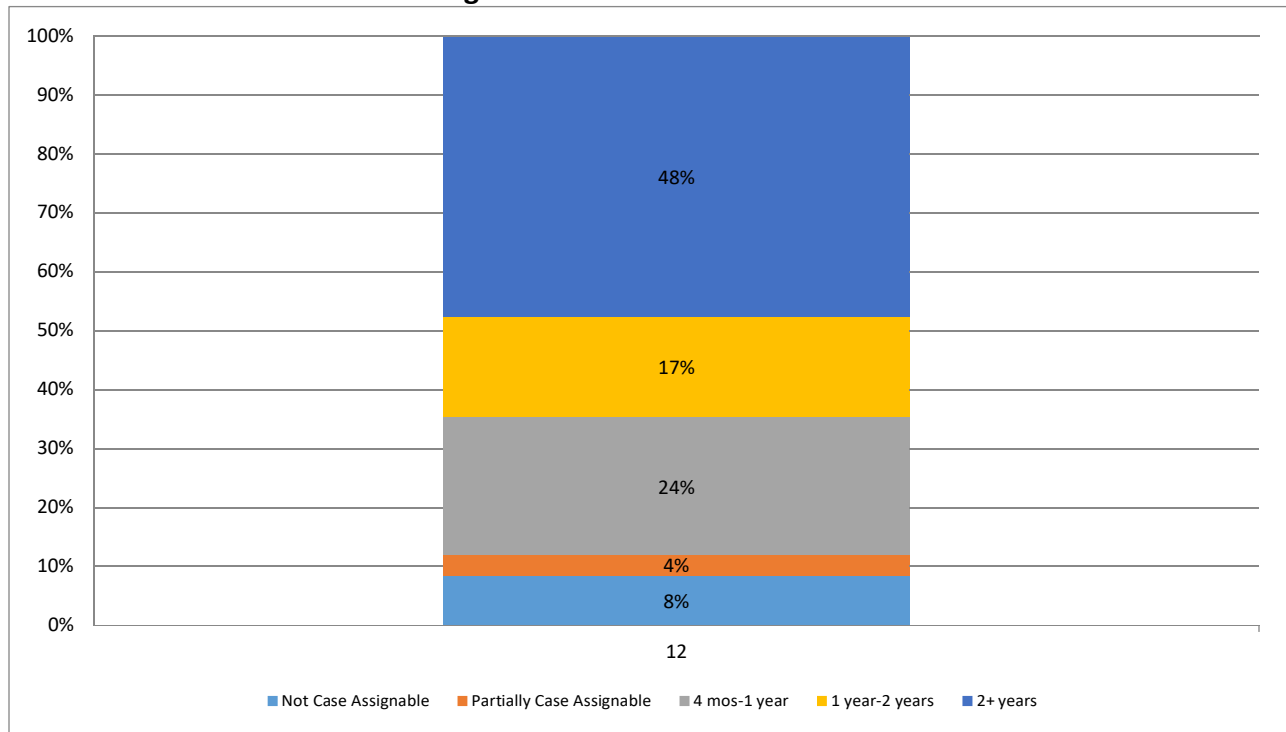


FIGURE 9: DCL FY 2018 YTD Average Percent Tenure by Region

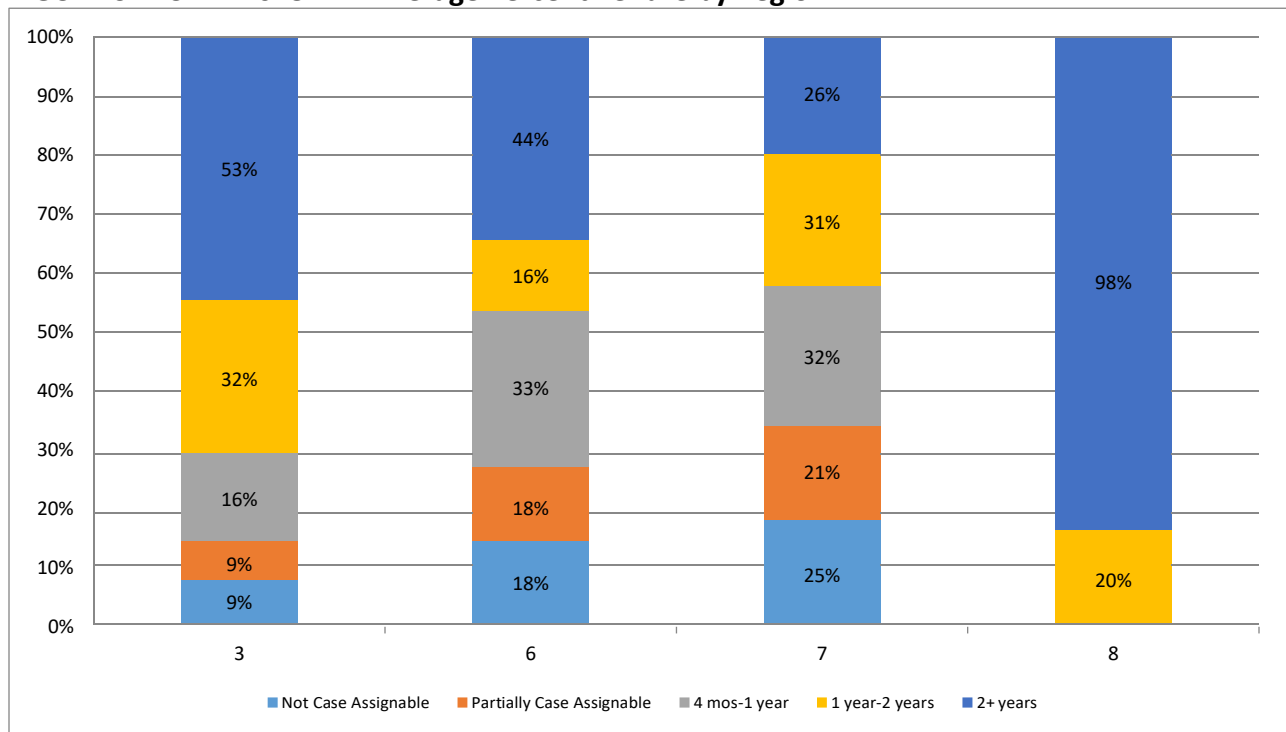
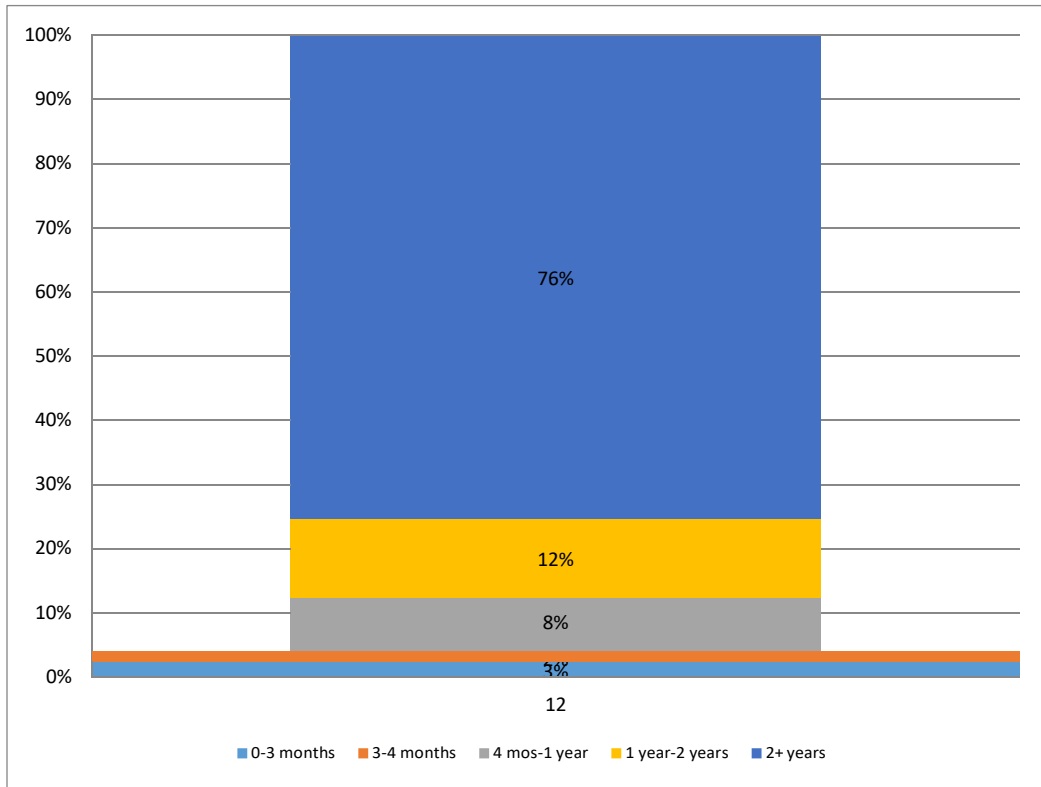


FIGURE 10: SWI FY 2018 YTD Average Percent Tenure



APPENDIX C: INITIATIVES SUMMARY

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

Concerns with Working Environment	Expand SafeSignal Statewide	All Programs	Fully Implemented
Concerns with Working Environment	Frontline Staff and Supervisor Trainings	All Programs	Fully Implemented
Concerns with Working Environment	Hiring applicants holding less than a four-year degree as CPS caseworkers	CPS	Fully Implemented
Concerns with Working Environment	Other SWI Trainings	SWI	Fully Implemented
Concerns with Working Environment	PEI Meetings and Work Retreat	PEI	Fully Implemented
Concerns with Working Environment	Regional and Local Staff Recognition	All Programs	Fully Implemented
Concerns with Working Environment	Statewide Intake (SWI) Support	SWI	Fully Implemented
Concerns with Working Environment	SWI Professional Development Training Model (Basic Skills Development)	SWI	Fully Implemented
Concerns with Working Environment	Update CPS Supervisor Basic Skills Development (BSD)	CPS	Fully Implemented
Concerns with Working Environment	C.A.R.E. Support Program	All Programs	Fully Implemented
Concerns with Working Environment	Expand Worker Safety Support & Training	All Programs	Fully Implemented
Concerns with Working Environment	PEI Restructure	PEI	Fully Implemented
Concerns with Working Environment	Promoting CPS Communication and Input	CPS	Fully Implemented
Concerns with Working Environment	360 Leadership Assessments for Agency Leaders	All Programs	Fully Implemented

Concerns with Working Environment	Develop Stage-Specific Caseworker Interview Questions	All Programs	Fully Implemented
Concerns with Working Environment	Expand Employee Wellness Benefits and Activities	All Programs	Fully Implemented
Concerns with Working Environment	Performance Evaluations	All Programs	Fully Implemented
Concerns with Compensation	Awarding Merit Pay	All Programs	Fully Implemented
Concerns with Compensation	CPS Investigative Pay	CPS	Fully Implemented
Concerns with Compensation	Locality Pay	All Programs	Fully Implemented
Concerns with Compensation	Mentoring Stipend	CPS	Fully Implemented