

House Bill 1, Rider 8

86th Legislature, Regular Session

Human Resources Management Plan

FY 2019 - FY 2020 3rd Quarter

September 2020



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

House Bill 1 (H.B. 1), Rider 8, of the 86th Legislature, Regular Session, 2019, directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan (HRMP) designed to improve employee morale and retention. The plan must focus on reducing employee turnover through better management and to report employee turnover rates by job category for the preceding 12 months. The report must be sent to the Senate Finance Committee, the House Committee on Appropriations, the Legislative Budget Board, and the Governor by March 31 and September 30 of each fiscal year (FY). H.B. 1 further indicates 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 new significant trends in turnover rates emerge, this report will provide a summary of DFPS efforts to analyze the changes and monitor program initiatives adopted to address identified issues. In addition, this report will provide updates on key workforce division initiatives in place to sustain the overall health of the agency.

DFPS is experiencing a lower rate of agency-wide turnover when compared to FY 2019 and remains lower than the SAO statewide average. Decreases in turnover occurred in Adult Protective Services (APS), Child Protective Services (CPS), and Child Protective Investigations (CPI), and initiatives have been adopted by programs to address underlying issues. Continued progress in implementing HRMP initiatives serves as evidence of the full commitment of executive leadership to ensuring 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 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 2020. Turnover through Q3 FY 2020 is compared to turnover to 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 2020. 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 2019, the statewide turnover rate was 20.1 percent for all state agencies. In FY 2019, DFPS had more than 12,300 employees with a turnover rate of 19.3 percent.

DFPS Turnover and Retention Findings

- DFPS has reported a 5.2 percent decrease in turnover agency-wide from 19.3 percent in FY 2019 to 18.3 percent by the end of the third quarter of FY 2020.
- On average for the third quarter of FY 2020, 45 percent of all DFPS employees have five or more years of tenure with the agency.

CPS Turnover and Retention Findings¹

- FY 2020 Q3 CPS caseworker turnover of 20 percent outperforms the H.B.1 performance measure for caseworker turnover of 25.5 percent.
- FY 2020 Q3 turnover for CPS workers has:
 - o Increased 40.9 percent since FY 2019 for Conservatorship (CVS) caseworkers (FY 2019 at 17.1 percent to FY 2020 Q3 24.1 percent. The turnover for CVS caseworkers 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,

¹ H.B.1 performance measure was created before the split of CPS and CPI into two separate divisions. The 25.5 percent H.B. 1 performance measure is for CPS and CPI combined.

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.

- o Decreased 26.2 percent since FY 2019 for Family-Based Safety Services (FBSS) caseworkers (FY 2019 at 23.3 percent to FY 2020 Q3 at 17.2 percent).

- FY 2020 Q3 turnover for CPS supervisors has increased 24.1 percent (FY 2019 at 7.9 percent to FY 2020 Q3 at 9.8 percent) and increased 11.2 percent (FY 2019 at 16.1 percent to FY 2020 Q3 at 17.9 percent) for CPS program. The turnover for CPS supervisors in FY 2020, however, includes supervisors separating from DFPS to transfer to CBC providers who took over case management responsibilities in FY 2020. Absent those transfers, the turnover rate in fiscal year 2020 for CPS would have been lower and, as a result, is not directly comparable to turnover in prior years.
- On average for FY 2020 Q3, approximately 61 percent of the CVS workers and 63 percent of FBSS workers have at least two years of tenure.

CPI Turnover and Retention Findings²

- FY 2020 Q3 CPI worker turnover of 26.7 percent exceeds the H.B.1 performance measure for worker turnover of 25.5 percent.
- FY 2020 Q3 turnover for CPI workers has:
 - o Decreased 11.6 percent since FY 2019 for Investigations (INV) caseworkers (FY 2019 at 30.2 percent to FY 2020 Q3 at 26.7 percent).
 - o Decreased 40.9 percent since FY 2019 for Special Investigators (SI) caseworkers (FY 2019 at 13.2 percent to FY 2020 Q3 at 7.8 percent).
 - o Decreased 2 percent since FY 2019 for Residential Child Investigations (RCI) caseworkers (FY 2019 at 29.8 percent to FY 2020 Q3 at 29.2 percent).

² H.B.1 performance measure was created before the split of CPS and CPI into two separate divisions. The 25.5 percent H.B. 1 performance measure is for CPS and CPI combined.

o Decreased 18.5 percent since FY 2019 for Daycare Investigations (DCI) caseworkers (FY 2019 at 24.8 percent to FY 2020 Q3 at 20.2 percent).

- FY 2020 Q3 turnover for CPI supervisors has increased 7.1 percent (FY 2019 at 8.5 percent to FY 2020 Q3 at 9.0 percent).
- FY 2020 Q3 turnover for the CPI program decreased 13.1 percent (FY 2019 at 25.1 percent to FY 2020 Q3 at 21.8 percent).
- On average for FY 2020 Q3, approximately 57 percent of INV workers have two or more years of tenure.

APS Turnover and Retention Findings

- FY 2020 Q3 APS worker turnover of 19.0 percent is below the H.B.1 performance measure for APS caseworker turnover of 20 percent. FY 2020 Q3 turnover for APS workers of 19.0 percent has decreased 8.2 percent since FY 2019, when it was 20.7 percent.
- FY 2020 Q3 turnover for APS supervisors has decreased 7.2 percent (FY 2019 at 7.2 percent to FY 2020 Q3 at 0.0 percent).
- FY 2020 Q3 turnover for the APS program as a whole decreased 7.4 percent (FY 2019 at 17.5 percent to FY 2020 Q3 at 16.2 percent).
- FY 2020 Q3, 71 percent of APS In-Home workers have 2 or more years of tenure.

Statewide Intake (SWI) Turnover and Retention Findings

- SWI does not have H.B. 1 caseworker turnover targets.
- FY 2020 Q3 turnover for SWI workers has decreased 62.5 percent since FY 2019 (FY 2019 at 16.8 percent to FY 2020 Q3 at 6.3 percent).
- FY 2020 Q3 turnover for SWI supervisors has decreased 34.5 percent since FY 2019 (FY 2019 at 5.5 percent to FY 2020 Q3 at 3.6 percent).
- FY 2020 Q3 turnover for the SWI program decreased 55.1 percent (FY 2019 at 14.7 percent to FY 2020 Q3 at 6.6 percent).
- On average for FY 2020 Q3, 79 percent of SWI workers have two or more years of tenure.

Program Initiatives of CPI and APS

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

During FY 2019, CPI has taken on multiple initiatives including:

- Provided week long training to over three hundred front-line, mid-level, and upper management staff and covered topics like risk management; development and promotion of employees; generational differences; confronting problem employees; and evaluating employees.
- Offered training on Practice Model and Developing Critical Thinking across the state to new supervisors and tenured workers.
- Utilized feedback from focus groups and Internal Audit staff on mentoring and the CPS/CPI Professional Development process to make needed changes to make both programs more effective and meaningful for new investigators.
- Continued utilization of feedback from regional and statewide supervisor advisory groups to make improvements to systems, policy/practice, and retention.
- Implemented consistent monthly messaging of policy and practice changes, packaged with tools and talking points that all managers can use when meeting monthly with their staff.
- Completed Net Promoter Surveys in Regions 3 and 6 to supplement the Survey of Employee Engagement results. Followed up to explore solutions to promote overall improvement to regional culture in all DFPS regions, and this will continue to be rolled out in each region throughout the next fiscal years.
- Initiated a restructuring of CPI certification track for both Investigators and Supervisors.
- CPI's regional leadership met quarterly with their system's improvement staff to review and evaluate business plan metrics and adjust strategies for improvements accordingly.
- Facilitated a joint CPI/CPS leadership conference for all leadership at the Program Director level and above.

- Expanded adaptive coaching program to include the certification of two state office specialists. This program assists all management in leadership development.
- Utilized the Child Abuse Prevention and Treatment Act (CAPTA) funding for a Division Administrator position who is working to improve the overall quality of worker and supervisor training and to provide leadership development to Program Directors.

The APS program also implemented multiple initiatives in FY 2020 including:

- Enacted temporary policy updates in response to COVID-19 to ensure safety of clients and caseworkers. During the state of emergency, supervisors can waive certain face-to-face contact requirements; caseworkers can make some purchases by phone and over the Internet; and caseworkers can use their procurement cards to purchase personal protective equipment (PPE) when it is available locally.
- Converted classroom-based portions of new caseworker training to online virtual training in response to COVID-19. APS will monitor training effectiveness for long-term implications.
- Continued the paid mentor program statewide for tenured staff to formally mentor new caseworkers for the first six months of employment. The program includes testing and criteria for selection of mentors; formalized documentation requirements; and weekly progress meetings with the mentor, protégé, supervisor, and lead mentor. The program also reduces the capped caseload for the newest staff to allow them to learn the job before absorbing a full caseload. The program was rolled out statewide over FY 2019. We have seen tremendous success in retention of new staff. Turnover among entry level APS caseworkers fell from 50.8 percent in FY 2018 (before rollout) to 44.3 percent in FY 2019 (during rollout). Their annualized turnover rate the third quarter of FY 2020 is 33.9 percent (after rollout).
- Began planning for a supervisor mentor program. Though APS retains supervisors well (0.0 percent turnover in the first three quarters of FY 2020), a supervisor mentor program will benefit APS in other meaningful ways such as providing better leadership skills, more effective management techniques, increased policy knowledge, and improved caseworker development.

- Began a comprehensive review of APS rules in compliance with Texas Government Code section 2001.039, which requires agencies to review rules every four years to determine which rules will be readopted, readopted with amendments, or repealed.

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 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 for new employees in the Centralized Accounting and Payroll/Personnel System (CAPPS).

Table 1: FY 2019 to FY 2020 3Q Hiring Funnel

Stage of Hiring Process	Number of Applicants
Applied	~269,000
Met Initial Screening Criteria	~218,000
Referred for Further Screening	~182,000
Interviewed	~36,000
Hired	~5,160

As reported in Table 1 above, of the 269,000 direct-delivery applications received for FY 2019 to the third quarter of FY 2020, approximately 218,000 (81 percent) met initial screening criteria. Of those, about 182,000 (83.5 percent) also completed the required competency assessment and moved forward in the hiring process. An estimated 36,000 were interviewed and 5,160 were hired since FY 2019 and FY 2020 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 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 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 2020 Fill Rates

Program	Fill Rate
APS	~97%
CPS	~95%
CPI	~95%
SWI	~98%

Fill rates remain high with some variance year over year. The fill rate of APS has increased by 1% and there is no change in fill rate in CPS, CPI, and SWI.

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 FY 2020, Q3 SAO survey response rate was 18.8 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 further indicates that retirement, “Issues with my supervisor/issues with employees I supervise” and “Personal

or family health” are among the top reasons 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 2020, the response rate for voluntary separations was 41.7 percent and the response rate for involuntary separations was 20.2 percent. The four reasons listed most by employees that separated voluntarily were work related stress, accepted another job, issues with supervisor, and lack of communication. The top three concerns listed by employees whose separation was involuntary were that staff didn’t feel supported by their supervisors, didn’t feel valued as a member of the team, and management didn’t encourage their feedback and suggestions. 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 2020	DFPS Exit Survey Q3 FY 2020 Voluntary	DFPS Exit Survey Q3 FY 2020 Involuntary
Response Rate	18.8%	41.7%	20.2%
Outreach	At the time of a voluntary separation, the SAO sends an invitation to the former employee’s mailing address that contains details on completing the online exit survey.	Former employees that separate voluntarily receive the DFPS survey questionnaire via email, telephone call, and letter.	Former employees that separate involuntarily receive the DFPS survey questionnaire via email and letter.
Top Three Reasons for Leaving	<ul style="list-style-type: none"> • Poor working conditions/environment • Issues with my supervisor/issues with employees I supervise • Personal or family health 	<ul style="list-style-type: none"> • Work related stress • Accepted another job • Issues with my supervisor • Lack of communication 	<ul style="list-style-type: none"> • Didn’t feel supported by their supervisor • Didn’t feel valued as a member of the team • Management didn’t encourage their feedback and suggestions

*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. The FY 2020 SEE was open to staff from July 4th – August 7th. SEE results were sent to DFPS divisions on September 2020.

- Of the 12,250 employees invited to take the survey in 2020, 6,170 responded for a response rate of 50.4 percent. 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 2020, the agency overall score was 384, an increase from 378 in 2018.

Levels of Engagement:

The 2020 DFPS Survey of Employee Engagement (SEE), which had a 50.4 percent response rate, indicated the following employee engagement levels:

- 26 percent of employees are highly engaged;
- 29 percent are engaged;
- 34 percent are moderately engaged; and
- 11 percent are disengaged.

Highly engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately engaged employees are physically present but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their jobs and may be actively working against their coworkers. For comparison purposes, according to nationwide Gallup polling data, about 30 percent of employees are highly engaged or engaged, 50 percent are moderately engaged, and 20 percent are disengaged.

The SEE results include descriptions of the agency's strengths and areas of concern. The scoring is based on a scale of 100 to 500. Scores that typically range from 300 to 400 with a score of 350 serving as a "tipping point" between positive and negative perceptions. For FY 2020 the DFPS SEE results reported the following strengths and weaknesses:

Areas of Strength

- **Supervision Score: 416, an increase from 406 in FY 2018** - The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful, and critical to the flow of work.
- **Employee Engagement Score: 401, an increase from 394 in FY 2018** - The employee engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present working. Higher scores suggest that employees feel their ideas count, their work impacts the organization and their well-being and development are valued.

- **Workgroup Score: 408, an increase from 400 in FY 2018** - The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.

Areas of Concern

- **Pay Score: 256, a decrease from 257 in FY 2018** - The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.
- **Job Satisfaction Score: 357, an increase from 352 in FY 2018** - The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. Lower scores suggest that employees feel overworked, unable to perform at their best and unhappy with their work.
- **Internal Communication Score: 379, an increase from 373 in FY 2018** - The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. Lower scores suggest that employees feel information does not arrive in a timely fashion and is difficult to find.

DFPS leadership are in the process of reviewing FY 2020 results and will determine what areas of improvement are needed in each division.

Human Resource Division

Per House Bill 5, 85th Regular Session, 2017, DFPS consolidated workforce management functions and adopted additional critical functions to better support employees. In 2017, DFPS created the Human Resources Division, which consists of Human Resources Office, Talent Acquisition Group, Human Resource Records and Reporting, Employee Wellness, position classification, workers compensation, employee criminal background checks, organizational and leadership development, and Veteran's Liaison functions under one division. Human Resources Division serves as a single "store front" by emphasizing consistency, communication, outreach, accessibility, and coordination with staff at all

levels of the agency. This customer focused approach is reflected through multiple ongoing activities within the division including:

- “HR Matters” Newsletter – providing regular human resources-specific communication to all DFPS supervisors and managers.
- “HR Bulletin” – providing supervisors and leadership critical and time sensitive information related to HR policies and procedures.
- “HR After-Hours” Program - providing direct and accessible HR support once a week between the hours of 7:00 PM and 10:00 PM to assist in addressing the needs of a 24-hour workforce.
- Independent Human Resources Manual –The HHSC Human Resource (HR) Manual was adopted for DFPS as an early step in meeting the requirements of House Bill 5 to make DFPS a stand-alone agency. DFPS HR policy workgroup composed of representatives from all DFPS departments and programs consult on suggested changes to adapt the manual to 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 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.
- Alternative Dispute Resolution (ADR) - The DFPS HR Office has invested resources into training nine employee relations specialists in conducting mediation and facilitations. When HR or Program Management identifies concerns, HR staff can travel to the location and conduct employment mediation or a facilitated conversation in order to address the issues at the local level.
- FMLA Group - In order to help employees and supervisors focus on the agencies mission, vision, and values, the HR office partnered with the CP Investigations Division to develop a pilot an FMLA group. This group shifts the burden of monitoring and tracking the federal FMLA requirements for Charging Party Investigative staff away from program and to HR. This initiative frees first level managers and supervisors of the burdens of FMLA allowing them to focus on protecting Texans.
- Training Development - The HR Office has developed and delivered prescriptive HR training to help ensure compliance applicable HR policy and statutes. The Organizational Development Consultant in conjunction with the DFPS Center for Learning and Organizational Excellence and a

management consultant are working to develop a leadership program, which address the needs of aspiring, new, mid-level, and executive leadership in DFPS.

- Employee Wellness Benefits and Activities - The DFPS Wellness Program coordinates regional wellness events and other healthy living activities. The wellness program has shifted focus to assisting DFPS employees by providing resources and support during the COVID-19 pandemic.

In keeping with the intent of Rider 8, Human Resources Division coordinates multiple targeted HR initiatives to continue building on the significant improvements made in turnover and retention.

Supervisor Assessments

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

- Started administering for CPS and Investigations supervisor candidates May 2017.
- Proctored monthly in each of 15 locations around the state.
- As of March 2020, 999 employees completed the supervisor exam with an 87 percent pass rate.
 - 20 percent of CPS workers with 18-month length of service (LOS) have taken the exam;
 - Statewide, 18 percent of CPS workers with 18 months length of service passed the exam.
 - The average score of all CPS test attempts is 81.
- Minimal cost impact as 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 23 assessments completed with an average score of 82.
 - 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 ICPI.
- 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 28, 2020, three-hundred and eighty-nine (389) hiring boards had been conducted.
- 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 2020

SUMMARY OF EMPLOYEE TURNOVER COMPARISON REPORT (as of FY20 Q3)³

Functional Title	Turnover Rate (FY14)	Turnover Rate (FY15)	Turnover Rate (FY16)	Turnover Rate (FY17)	Turnover Rate (FY18)	Turnover Rate (FY19)	Turnover Rate (FY20) ⁴	% Change FY19 to FY20 ⁵
All Employees	19.0%	19.6%	19.3%	16.2%	17.8%	19.3%	18.3%	-5.2%
CPS Workers	25.2%	25.8%	25.4%	18.4%	20.2%	17.3%	20.0%	15.6%
CPS Supervisors	6.3%	9.5%	10.4%	7.1%	6.8%	7.9%	9.8%	24.1%
CPS Program	19.6%	20.5%	20.4%	15.6%	17.4%	16.1%	17.9%	11.2%
CPS CVS Caseworker	22.6%	22.6%	22.6%	16.5%	17.4%	17.1%	24.1%	40.9%
CPS CVS Supervisor	5.6%	8.3%	8.4%	3.2%	4.3%	7.7%	11.5%	49.4%
CPS CVS Program	18.4%	19.3%	18.6%	14.6%	15.6%	16.6%	22.6%	36.1%
CPS FBSS Caseworker	23.0%	27.9%	25.0%	16.0%	19.9%	23.3%	17.2%	-26.2%
CPS FBSS Supervisor	3.9%	3.9%	10.2%	6.0%	9.8%	9.1%	7.8%	-14.3%
CPS FBSS Program	18.4%	23.1%	21.2%	14.3%	17.9%	20.8%	15.3%	-26.4%
CPS SI Investigator	14.5%	18.0%	19.2%	9.1%	12.1%	13.2%	7.8%	-40.9%
CPI Workers	32.3%	31.6%	32.0%	23.6%	25.7%	30.2%	26.7%	-11.6%
CPI Supervisors	7.9%	13.0%	12.1%	9.5%	8.7%	8.5%	9.1%	7.1%
CPI Program	26.6%	26.5%	27.3%	20.7%	21.7%	25.1%	21.8%	-13.1%
DCI Workers	19.4%	25.1%	20.2%	20.6%	29.9%	24.8%	20.2%	-18.5%
DCI Supervisors	7.2%	7.1%	13.0%	6.6%	0.0%	16.7%	0.0%	-16.7%
DCI Program ⁶	16.2%	19.6%	17.3%	17.7%	21.8%	19.0%	17.9%	-5.8%
RCI Workers	20.4%	16.1%	14.1%	19.9%	19.5%	29.8%	29.2%	-2.0%
RCI Supervisors	0.0%	12.9%	6.6%	3.2%	41.0%	10.3%	0.0%	-10.3%
RCI Program ⁶	16.3%	14.2%	11.4%	16.2%	27.9%	24.7%	22.0%	-10.9%
APS Workers	24.6%	23.4%	21.2%	25.9%	25.2%	20.7%	19.0%	-8.2%
APS Supervisors	9.1%	13.4%	7.2%	2.7%	18.4%	7.2%	0.0%	-7.2%

³ 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.

⁴ Until the conclusion of the fiscal year, the YTD turnover rates will be 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.

⁵ Positive numbers represent an increase in the turnover rate, and negative numbers indicate a decrease. Since it is mathematically impossible to divide by 0, changes to or from 0.0% are represented by adding or subtracting the current rate.

⁶ On 1-September-2017 (FY 2018), 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.

DFPS Human Resources Plan – September 2020

Functional Title	Turnover Rate (FY14)	Turnover Rate (FY15)	Turnover Rate (FY16)	Turnover Rate (FY17)	Turnover Rate (FY18)	Turnover Rate (FY19)	Turnover Rate (FY20) ⁴	% Change FY19 to FY20 ⁵
APS Program ⁶	20.5%	19.8%	18.7%	20.8%	21.9%	17.5%	16.2%	-7.4%
SWI Workers	16.7%	19.1%	19.4%	15.9%	16.4%	16.8%	6.3%	-62.5%
SWI Supervisors	11.3%	8.2%	10.9%	11.3%	0.0%	5.5%	3.6%	-34.5%
SWI Program	16.0%	16.1%	16.9%	14.7%	13.6%	14.7%	6.6%	-55.1%

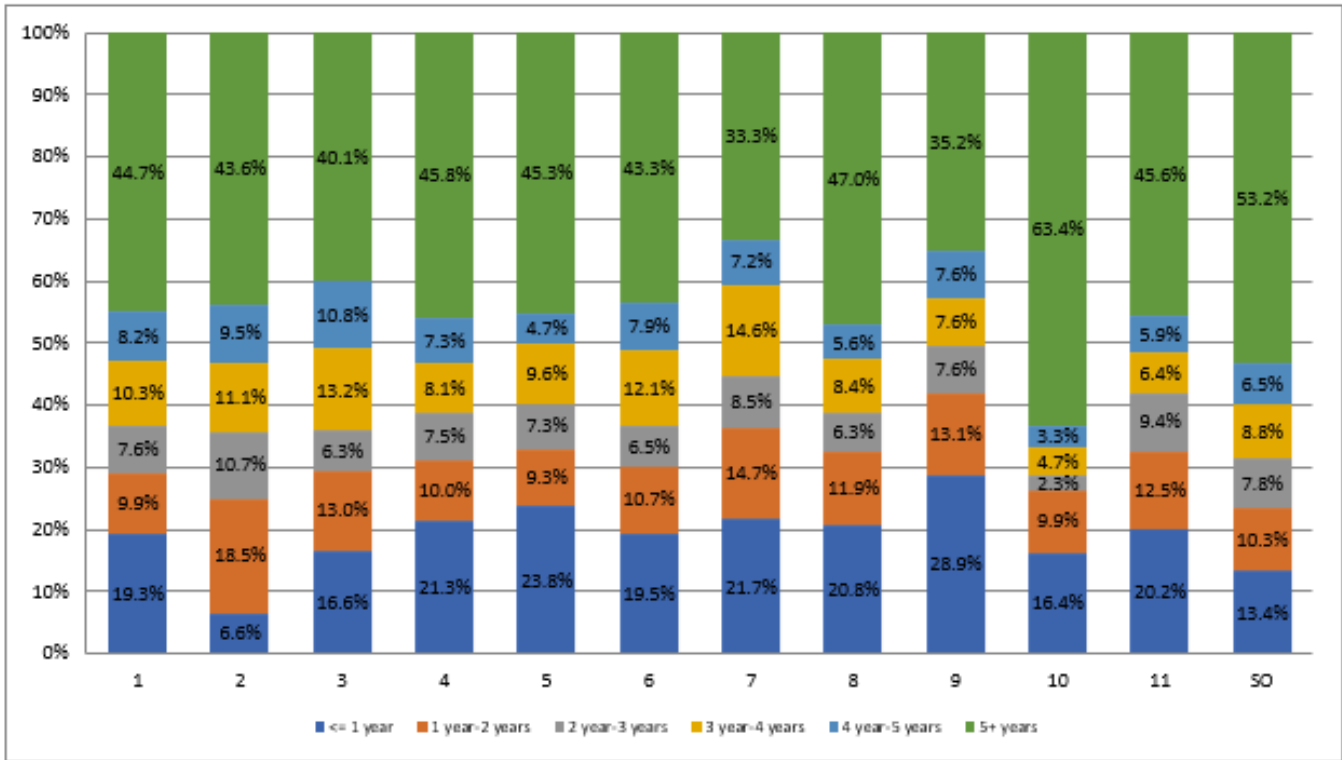
* CPS Specialist I was reintroduced in FY 2014, and CPS and CPI Program Specialist caseworkers were introduced in FY 2017. Prior to introduction or reintroduction, null records will be represented by shaded cells.

** 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 2020⁷

FIGURE 3: Q3 FY 2020 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.

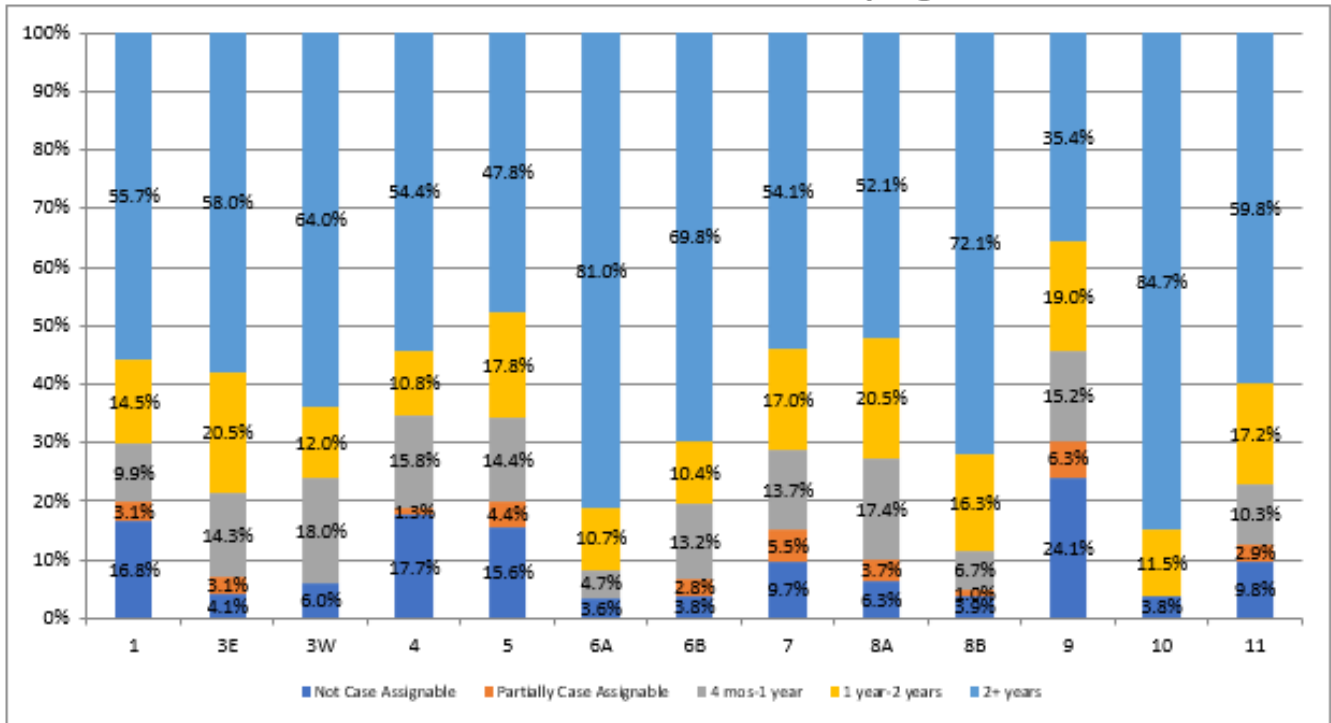
For direct-delivery staff in CPI:

⁷ All tenure data as of June 2020.

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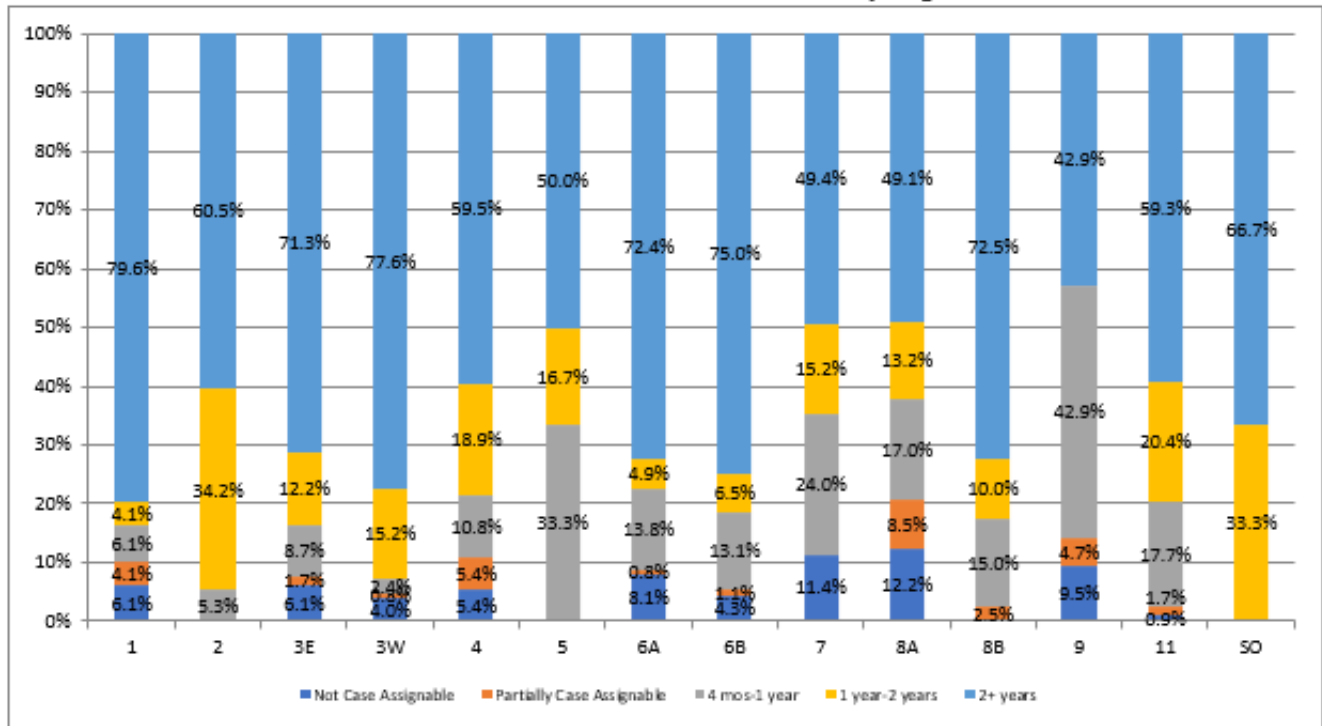
- Not case assignable is a tenure of less than 98 days.
- Partially case assignable is a tenure of 98 days to 128 days.
- Fully case assignable is a tenure of more than 128 days.
- Tenured refers to caseworkers with 2 or more years of state service.

FIGURE 4: Q3 FY 2020 CPS CVS Tenure by Region*



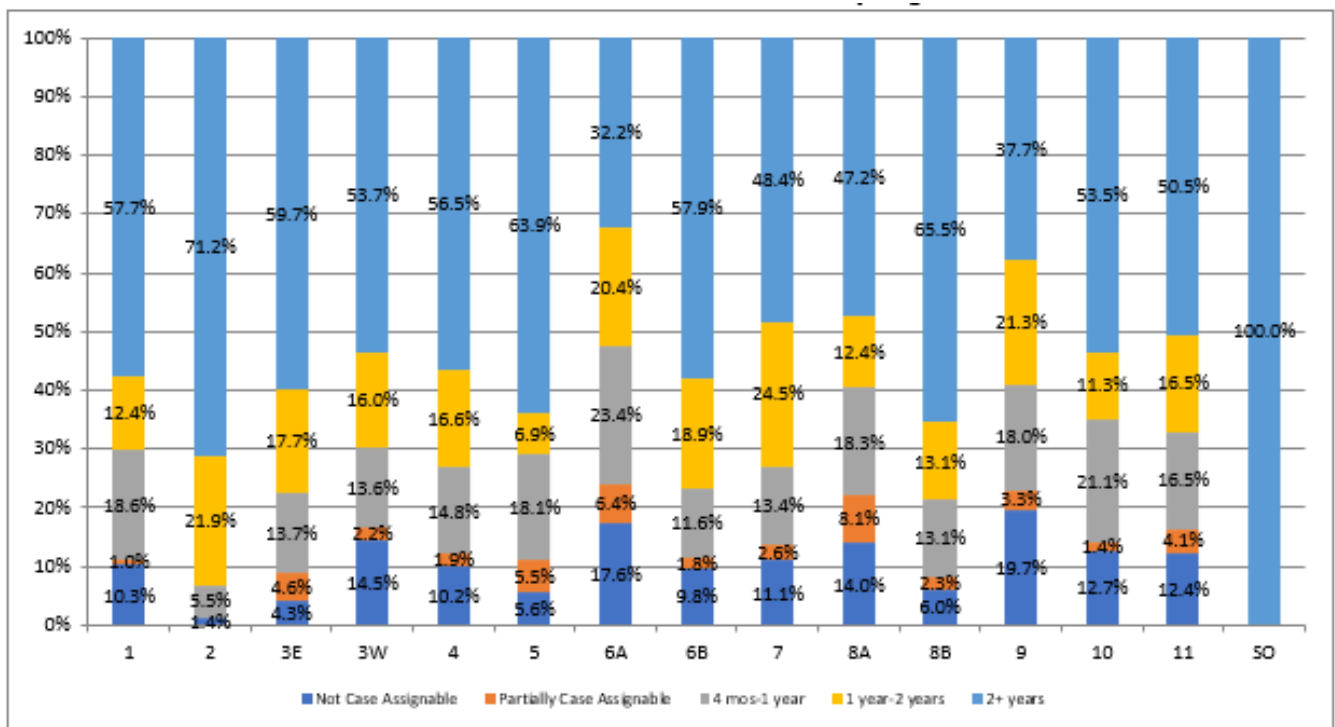
*State Office (SO) houses limited direct delivery staff.

FIGURE 5: Q3 FY 2020 CPS FBSS Tenure by Region*



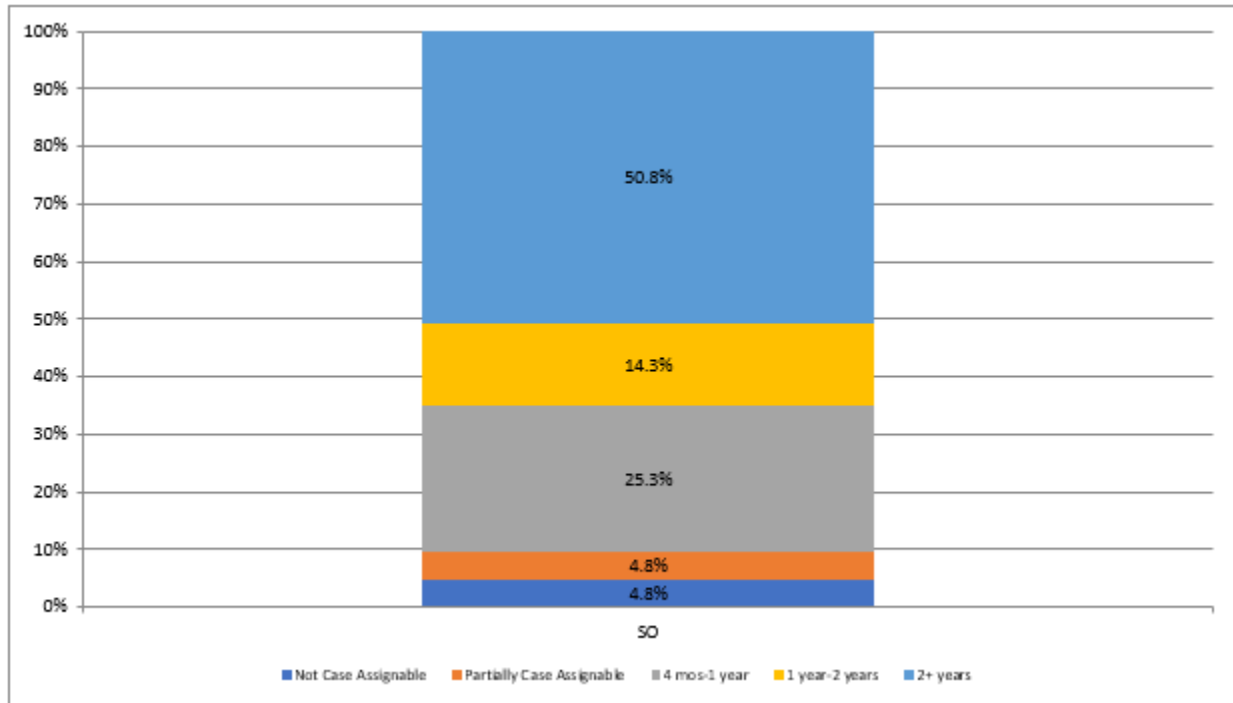
*State Office (SO) houses limited direct delivery staff.

FIGURE 6: Q3 FY 2020 CPI INV Tenure by Region*



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

FIGURE 7: Q3 FY 2020 RCI Tenure*



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

FIGURE 8: Q3 FY 2020 DCI Tenure by Region

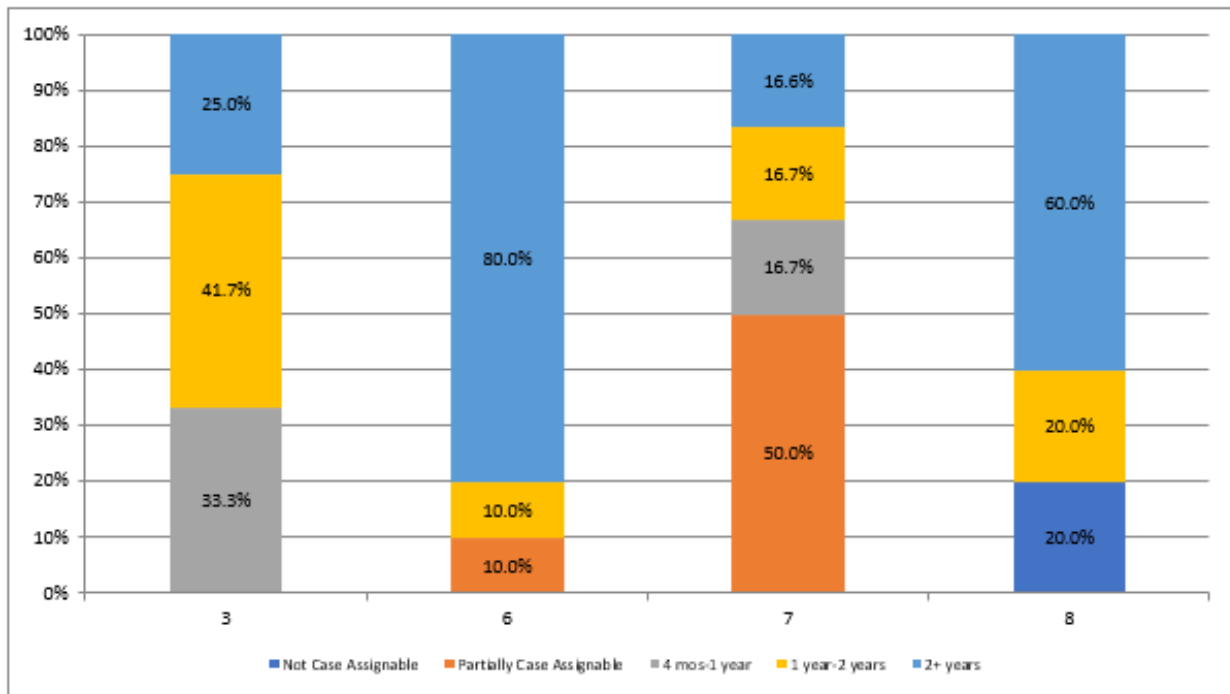


FIGURE 9: Q3 FY 2020 APS In-Home Tenure by Region

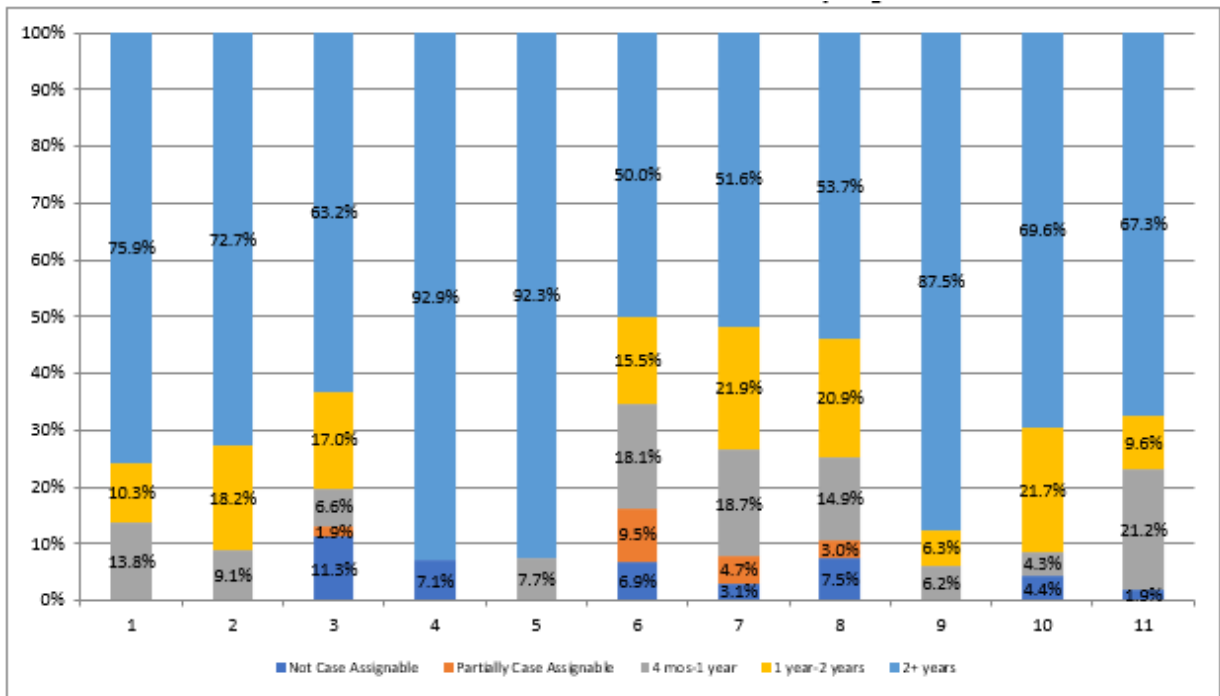
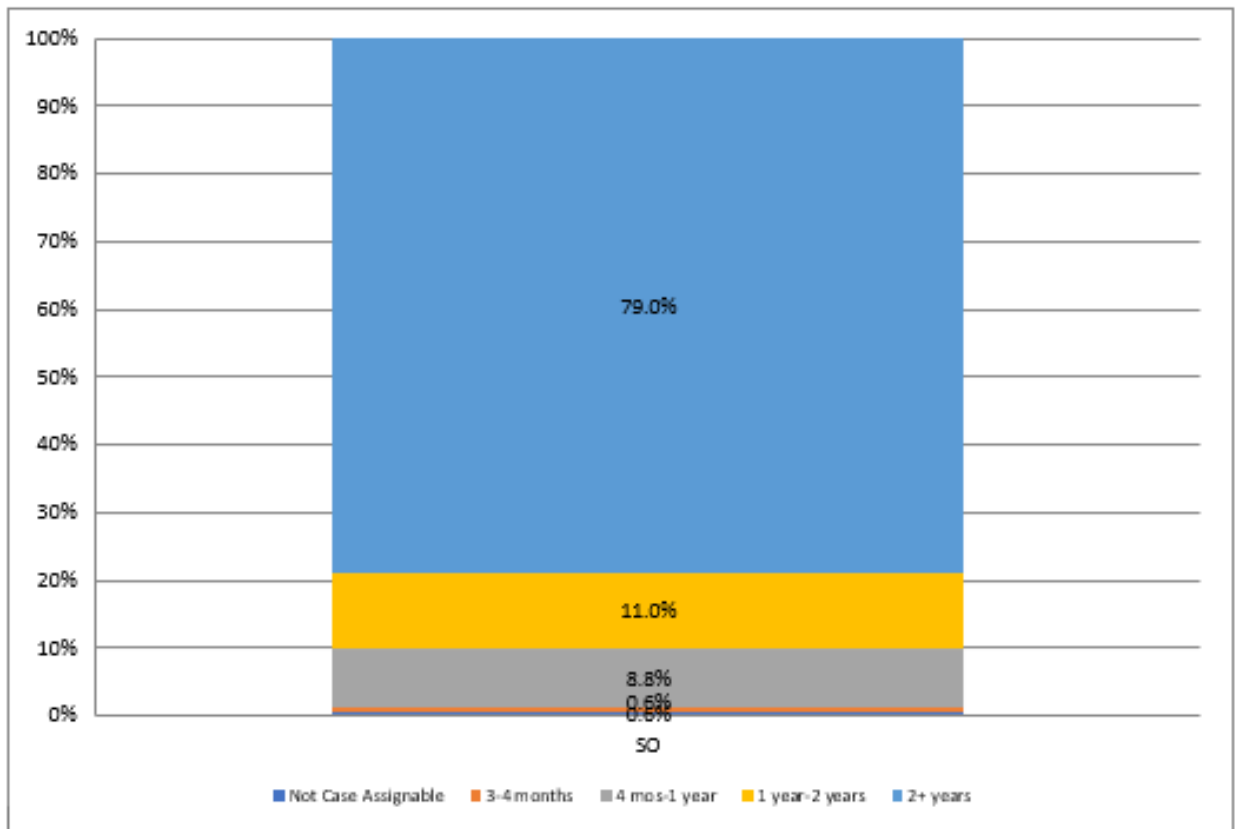


FIGURE 10: Q3 FY 2020 SWI Tenure



*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

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

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

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

Target Strategy	Initiative Name	Impacted Area(s)	Status March 2020
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 ⁸

⁸ This was discontinued in early FY20 and the additional compensation consolidated in the subject employee's base salary.

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Target Strategy	Initiative Name	Impacted Area(s)	Status March 2020
Concerns with Compensation	Mentoring Stipend	CPS, CPI and APS	Fully Implemented