



TEXAS
Department of Family
and Protective Services

**Senate Bill 1, Article II, Department of Family
& Protective Services, Rider 8**
88th Legislature, Regular Session Bi-Annual Report
Human Resources Management Plan
Fiscal Year 2024
Third Quarter

September 2024

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EXECUTIVE SUMMARY

Senate Bill 1 (SB 1), Rider 8, of the 87th Texas Legislature, Regular Session, 2021, directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan (HRMP) designed to improve employee morale and retention. The plan must focus on reducing employee turnover through better management and hiring, retaining, and promoting a high-quality workforce into positions of leadership. The report must be sent to the Senate Committee on Finance, the House Committee on Appropriations, the Legislative Budget Board (LBB), and the Governor by March 31 and September 30 of each fiscal year (FY). This report will include, at a minimum and for at least the preceding twelve months by job category, employee turnover rate, the percent of workers retained six months after completion of training, employee tenure, and employee turnover following the implementation of salary increases and promotions.

The effectiveness of the agency's plan shall be measured by whether there is a reduction in employee turnover rates at the agency, specifically by the reduction in the turnover rates for caseworkers.

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

Although DFPS continues to experience a high rate of agency-wide turnover and it remains higher than the State Auditor's Office (SAO) statewide average for all agencies, turnover in FY 2024 compared to FY 2023 for the entire agency was down over 14 percent.

- With the Community Based Care (CBC) positions included, DFPS has reported a 6.5 percent increase in turnover agency-wide from 26.3 percent in FY 2023 to 28.0 percent in Q3 FY 2024.
- With the CBC positions excluded, DFPS has reported a 14.4 percent decrease in turnover agency-wide from 26.3 percent in FY 2023 to 21.9 percent in Q3 FY 2024.

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 (FY 2024) is complete through the end of the third quarter (Q3) due to the limits on the availability of finalized data before the reporting deadline. Turnover through Q3 FY 2024 is compared to turnover to the previous full fiscal year turnover. There is some seasonality in turnover that may affect the comparisons. Future reports will reflect programmatic changes implemented in FY 2025.

According to the SAO Classified Employee Turnover for FY 2023, the statewide turnover rate was

18.7¹ percent for all state agencies. In FY 2024 Q3, DFPS averaged 12,780 employees with a turnover rate of 21.9 percent.

Turnover and Retention Findings

DFPS is currently transitioning to the Community-Based Care (CBC) foster care model. It allows local communities to meet children's and their families' unique and individual needs by tapping into the strengths and resources of each community. The goal is to expand CBC to all of Texas through 2029. Most Child Protective Services ongoing services will transition to local service networks, each operated by a regional Single Source Continuum Contractor (SSCC). The SSCC is responsible for finding foster homes or other living arrangements for children in state care and providing a range of services, including placement and case management. DFPS transitions to the CBC model in three stages and various regions may be at different stages of the transition.

In Stage I, the SSCC develops a network of services and places children in its foster homes or other living arrangements. The focus in Stage I is improving the overall well-being of children in foster care and keeping them closer to home and connected to their communities and families. This stage typically lasts 12 months and affects Foster Adoption (FAD) and Child Placement (CPU) positions.

In Stage II, the SSCC provides case management, kinship, and reunification services. Stage II expands the continuum of services to include services for families and to increase the number of children and youth who find permanent homes. This stage typically lasts 18 months and affects Conservatorship (CVS), Family-based Safety Services (FBSS), and Kinship positions.

Stage III begins at least 18 months after the contractor has begun providing case management to all children and families in the community area. In this stage, DFPS can assess the contractor fiscal incentives and remedies for outcomes related to performance, including permanency outcomes.

During FY24 the following regions have transitioned into Stage II with a CBC contractor:

- Metroplex West (Region 3W – Denton, Cook, and Wise counties)
- Metroplex East (Region 3E)
- Piney Woods (Region 4)
- Deep East (Region 5)

During FY24 the following regions have transitioned into Stage III with a CBC contractor:

- Texas Panhandle (Region 1)
- Big Country and Texoma (Region 2)
- Metroplex West (Region 3W, with exception of Denton, Co, and Wise counties)
- South Central and Hill Country (Region 8b)

When excluding the transition of ongoing CPS program activities to the SSCCs, DFPS has seen a decrease in staff turnover statistics.

- In Table 1a, with the Community Based Care (CBC) positions included, DFPS has reported a 6.5 percent increase in turnover agency-wide from 26.3 percent in FY 2023 to 28.0 percent in Q3 FY 2024.
- In Table 1b, with the CBC positions excluded, DFPS has reported a 14.4 percent decrease in turnover agency-wide from 26.3 percent in FY 2023 to 21.9 percent in Q3 FY 2024.

¹ <https://sao.texas.gov/SAOReports/ReportNumber?id=24-702>

TABLE 1a: SUMMARY OF EMPLOYEE TURNOVER COMPARISON REPORT (as of Q3FY24) ^{2, 3, 4, 5, 6, 7}

Functional Title	Turnover Rate (FY18)	Turnover Rate (FY19)	Turnover Rate (FY20)	Turnover Rate (FY21)	Turnover Rate (FY22)	Turnover Rate (FY23)	Turnover Rate (FY24 YTD)	% Change FY23 to FY24 YTD
All Employees	17.8%	19.3%	18.5%	23.8%	29.0%	26.3%	28.0%	6.5%
CPS Workers	20.2%	17.3%	20.7%	21.2%	27.0%	28.3%	43.2%	52.4%
CPS Supervisors	6.8%	7.9%	9.2%	7.1%	12.3%	12.7%	29.7%	133.6%
CPS Program	17.4%	16.1%	18.4%	19.8%	26.6%	26.1%	38.1%	46.1%
CPS CVS Caseworker	17.4%	17.1%	24.7%	24.6%	34.9%	35.3%	58.6%	65.8%
CPS CVS Supervisor	4.3%	7.7%	10.2%	5.7%	13.4%	15.4%	39.9%	159.8%
CPS CVS Program	15.6%	16.6%	23.1%	23.5%	34.3%	34.0%	56.0%	64.7%
CPS FAD Caseworker	5.9%	11.3%	5.9%	13.8%	13.2%	18.0%	27.8%	53.9%
CPS FAD Supervisor	0.0%	3.8%	4.2%	4.4%	10.8%	6.8%	40.0%	489.7%
CPS FAD Program	6.2%	10.5%	5.9%	13.2%	14.5%	17.4%	50.6%	191.6%
CPS FBSS Caseworker	19.9%	23.3%	18.6%	21.3%	17.7%	23.3%	24.2%	3.8%
CPS FBSS Supervisor	9.8%	9.1%	7.1%	8.3%	9.7%	10.0%	11.4%	14.4%
CPS FBSS Program	17.9%	20.8%	16.1%	20.7%	20.3%	23.0%	21.9%	-4.6%
CPS KIN Caseworker	5.8%	4.4%	14.6%	9.3%	20.0%	14.2%	26.5%	86.8%
CPS KIN Supervisor	0.0%	8.2%	8.0%	0.0%	12.4%	8.6%	26.7%	210.0%
CPS KIN Program	6.6%	7.0%	14.0%	9.0%	21.0%	15.5%	31.3%	102.7%
CPS OTH Caseworker	5.4%	7.6%	9.0%	6.6%	11.2%	8.4%	19.9%	136.0%
CPS OTH Supervisor	0.0%	3.8%	11.9%	19.8%	15.4%	3.8%	19.3%	410.8%
CPS OTH Program	11.1%	10.6%	9.4%	10.4%	14.1%	9.9%	13.4%	35.8%
CPS SI Investigator	12.1%	13.2%	8.0%	17.1%	19.3%	25.7%	23.9%	-7.1%
CPI Workers				40.8%	43.2%	36.1%	30.4%	-15.7%
CPI Workers (Non SI)	27.1%	31.9%	28.8%	43.2%	45.7%	37.2%	31.1%	-16.5%
CPI Supervisors	8.7%	8.5%	10.3%	14.6%	14.9%	13.5%	13.2%	-2.0%
CPI Program	21.7%	25.1%	22.3%	34.9%	37.7%	32.4%	26.2%	-19.1%
DCI Workers	29.9%	24.8%	18.2%	48.9%	45.4%	42.4%	11.7%	-72.4%
DCI Supervisors	0.0%	16.7%	17.4%	50.0%	17.4%	18.2%	0.0%	-18.2%
DCI Program	21.8%	19.0%	20.3%	36.4%	40.3%	29.4%	9.2%	-68.7%
RCI Workers	19.5%	29.8%	28.8%	26.4%	35.9%	29.3%	24.2%	-17.5%
RCI Supervisors	41.0%	10.3%	0.0%	14.8%	27.4%	22.2%	7.1%	67.9%
RCI Program	27.9%	24.7%	21.6%	26.3%	33.0%	25.8%	19.3%	-25.3%
APS Workers	25.2%	20.7%	17.9%	25.1%	33.9%	33.2%	28.7%	-13.3%
APS Supervisors	18.4%	7.2%	1.2%	9.6%	10.3%	4.7%	7.8%	65.6%
APS Program	21.9%	17.5%	15.2%	21.9%	28.7%	27.5%	23.7%	-13.9%
SWI Workers	16.4%	16.8%	7.2%	10.9%	15.2%	16.9%	13.2%	-22.1%
SWI Supervisors	0.0%	5.5%	2.7%	4.5%	11.3%	4.5%	0.0%	-4.5%
SWI Program	13.6%	14.7%	6.8%	9.7%	14.4%	13.7%	10.8%	-21.5%
PEI Program				14.0%	33.3%	19.0%	11.3%	-40.6%

**TABLE 1b: SUMMARY OF EMPLOYEE TURNOVER EXCLUDING CBC POSITIONS
COMPARISON REPORT (as of Q3 FY24)** ^{2, 3, 4, 5, 6, 7}

Functional Title	Turnover Rate (FY18)	Turnover Rate (FY19)	Turnover Rate (FY20)	Turnover Rate (FY21)	Turnover Rate (FY22)	Turnover Rate (FY23)	Turnover Rate (FY24 YTD)	% Change FY23 to FY24 YTD
*All Employees	17.8%	19.1%	16.4%	23.7%	27.8%	25.6%	21.9%	-14.4%
*CPS Workers	20.2%	12.6%	11.7%	15.9%	17.9%	19.8%	27.6%	39.2%
CPS Supervisors	6.8%	7.9%	9.2%	7.1%	12.3%	12.7%	29.7%	133.6%
CPS Program	17.4%	16.1%	18.4%	19.8%	26.6%	26.1%	38.1%	46.1%
*CPS CVS Caseworker	17.4%	16.6%	16.7%	24.5%	30.2%	32.3%	34.3%	6.1%
CPS CVS Supervisor	4.3%	7.7%	10.2%	5.7%	13.4%	15.4%	39.9%	159.8%
CPS CVS Program	15.6%	16.6%	23.1%	23.5%	34.3%	34.0%	56.0%	64.7%
*CPS FAD Caseworker	5.9%	10.5%	5.9%	13.8%	14.4%	18.0%	21.5%	19.1%
CPS FAD Supervisor	0.0%	3.8%	4.2%	4.4%	10.8%	6.8%	40.0%	489.7%
CPS FAD Program	6.2%	10.5%	5.9%	13.2%	14.5%	17.4%	50.6%	191.6%
*CPS FBSS Caseworker	19.9%	22.9%	18.4%	21.4%	17.7%	23.3%	24.2%	3.8%
CPS FBSS Supervisor	9.8%	9.1%	7.1%	8.3%	9.7%	10.0%	11.4%	14.4%
CPS FBSS Program	17.9%	20.8%	16.1%	20.7%	20.3%	23.0%	21.9%	-4.6%
*CPS KIN Caseworker	5.8%	4.4%	10.6%	9.3%	15.8%	11.9%	13.8%	16.0%
CPS KIN Supervisor	0.0%	8.2%	8.0%	0.0%	12.4%	8.6%	26.7%	210.0%
CPS KIN Program	6.6%	7.0%	14.0%	9.0%	21.0%	15.5%	31.3%	102.7%
*CPS OTH Caseworker	5.4%	7.7%	6.1%	6.6%	9.5%	7.7%	10.0%	29.3%
CPS OTH Supervisor	0.0%	3.8%	11.9%	19.8%	15.4%	3.8%	19.3%	410.8%
CPS OTH Program	11.1%	10.6%	9.4%	10.4%	14.1%	9.9%	13.4%	35.8%
CPS SI Investigator	12.1%	13.2%	8.0%	17.1%	19.3%	25.7%	23.9%	-7.1%
CPI Workers				40.8%	43.2%	36.1%	30.4%	-15.7%
CPI Workers (Non SI)	27.1%	31.9%	28.8%	43.2%	45.7%	37.2%	31.1%	-16.5%
CPI Supervisors	8.7%	8.5%	10.3%	14.6%	14.9%	13.5%	13.2%	-2.0%
CPI Program	21.7%	25.1%	22.3%	34.9%	37.7%	32.4%	26.2%	-19.1%
DCI Workers	29.9%	24.8%	18.2%	48.9%	45.4%	42.4%	11.7%	-72.4%
DCI Supervisors	0.0%	16.7%	17.4%	50.0%	17.4%	18.2%	0.0%	-18.2%
DCI Program	21.8%	19.0%	20.3%	36.4%	40.3%	29.4%	9.2%	-68.7%
RCI Workers	19.5%	29.8%	28.8%	26.4%	35.9%	29.3%	24.2%	-17.5%
RCI Supervisors	41.0%	10.3%	0.0%	14.8%	27.4%	22.2%	7.1%	67.9%
RCI Program	27.9%	24.7%	21.6%	26.3%	33.0%	25.8%	19.3%	-25.3%
APS Workers	25.2%	20.7%	17.9%	25.1%	33.9%	33.2%	28.7%	-13.3%
APS Supervisors	18.4%	7.2%	1.2%	9.6%	10.3%	4.7%	7.8%	65.6%
APS Program	21.9%	17.5%	15.2%	21.9%	28.7%	27.5%	23.7%	-13.9%
SWI Workers	16.4%	16.8%	7.2%	10.9%	15.2%	16.9%	13.2%	-22.1%
SWI Supervisors	0.0%	5.5%	2.7%	4.5%	11.3%	4.5%	0.0%	-4.5%
SWI Program	13.6%	14.7%	6.8%	9.7%	14.4%	13.7%	10.8%	-21.5%
PEI Program				14.0%	33.3%	19.0%	11.3%	-40.6%

*' denotes CBC positions removed from the above analysis.

Program Tenure- Q3 FY24^{8, 9}

Tenure grouping is used to monitor the proportion of workers based off the LBB reporting requirements.

TABLE 2: SUMMARY OF EMPLOYEE DFPS TENURE

Staff Type	6mon or less	6mon - 1 year	1 year- 2 years	2 year- 3 years	3 year- 4 years	4 year- 5 years	5+ years
APS In-Home Supv	0.9%	0.0%	0.9%	1.8%	0.9%	5.5%	89.9%
APS In-Home Wkr	15.9%	9.7%	14.4%	13.8%	8.1%	6.9%	31.1%
CPS CVS Supv	1.7%	2.1%	1.7%	4.3%	4.3%	3.0%	82.8%
CPS CVS Wkr	18.3%	11.6%	15.3%	13.0%	6.6%	4.7%	30.5%
CPS FBSS Supv	0.7%	0.0%	2.0%	2.0%	3.4%	1.4%	90.5%
CPS FBSS Wkr	19.1%	6.9%	8.9%	8.8%	11.4%	7.0%	38.1%
CPI INV Supv	2.7%	1.2%	4.2%	5.9%	6.1%	3.7%	76.3%
CPI INV Wkr	17.4%	11.9%	19.7%	14.3%	7.9%	5.2%	23.7%
SWI Supv	0.0%	0.0%	2.2%	2.2%	0.0%	0.0%	95.6%
SWI Wkr	6.8%	5.5%	10.6%	7.7%	2.3%	5.5%	61.7%

- Roughly half of CPS CVS (45%) and CPI (49%) workers have 2 or less years tenure with DFPS.
- In all programs, supervisors are more tenured with the majority having five or more years tenure with DFPS.

TABLE 3: PERCENT CASEWORKERS RETAINED 6 MONTHS AFTER TRAINING

Staff Type	2020	2021	2022	2023	2024	Avg
APS In-Home Wkr	76.8%	75.4%	68.5%	65.4%	88.9%	75%
CPS CVS Wkr	79.7%	73.0%	75.5%	74.1%	66.4%	74%
CPS FBSS Wkr	76.7%	84.9%	77.5%	68.0%	71.4%	76%
CPS INV Wkr	63.7%	60.6%	62.2%	69.3%	64.8%	64%
SWI Wkr	77.8%	85.7%	78.6%	65.2%	100.0%	81%

- From FY20 to FY24 Q3¹⁰, CPS CVS averages 74 percent and CPS FBSS averages 76 percent of caseworker retention six months after training completion.
- CPI averages 64 percent caseworker retention six months after training completion during the same period.

² 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.

³ Child Protective Services (CPS) programs: Conservatorship (CVS), Foster and Adopt (FAD), Family Based Safety Services (FBSS), Kinship (KIN), and Other (OTH).

⁴ Child Protective Investigations (CPI) programs: Special Investigations (SI), Daycare Investigations (DCI), Residential Care and Investigations (RCI).

⁵ Adult Protective Services (APS).

⁶ Statewide Intake (SWI).

⁷ Prevention and Early Intervention (PEI).

⁸ All tenure data as of May 31, 2024.

⁹ Percent data may not add up to a 100% due to rounding in MS Excel.

¹⁰ FY24 cohort ends in November 2023 to allow all workers 6 months after training.

PROGRAM INITIATIVES FOR FISCAL YEAR 2024

To effectively address the ongoing turnover trends within the Statewide Intake (SWI), Child Protective Investigations (CPI), Child Protective Services (CPS), and Adult Protective Services (APS) programs, DFPS has taken a proactive approach by launching the DFPS Recruitment and Retention Initiative. This comprehensive initiative entails the creation of a dedicated task force, composed of key leadership members from across the agency including both regional and state office experts.

By leveraging this versatile array of expertise and perspectives, the task force aims to develop innovative strategies to attract top talent and promote employee retention within these crucial programs. Through this concerted effort driving the DFPS Recruitment and Retention Initiative forward, it is anticipated that turnover rates will decrease while enhancing overall program effectiveness and ultimately fostering a more robust support system for vulnerable individuals and families in need.

Recruitment and Retention Initiative Goal:

The primary aim for the DFPS Recruitment and Retention Initiative is to attract qualified individuals to the field and create an environment that encourages their commitment to protect vulnerable children and adults from abuse, neglect, and exploitation and promote safe and healthy families. To effectively achieve this critical goal, the task force has meticulously divided it into four key objectives, see Appendix 1.

Each objective encompasses a select number of carefully designed strategies that will serve as the central focus and principal driving force behind ensuring the successful execution of these objectives. Recognizing the importance of consistent evaluation and progress monitoring, the DFPS Recruitment and Retention Initiative taskforce has instituted performance metrics to gauge the level of success achieved within each objective throughout FY 2024 and FY 2025.

Additionally, the dedicated members of the task force and all affiliated contributors stand prepared to thoroughly analyze any emerging trends or challenges, enabling them to expeditiously develop and enact targeted improvement plans as needed. This collaborative and data-informed approach will ensure that favorable advancements are made in both recruitment and retention within the DFPS ranks.

Recruitment and Retention Initiative Objectives and Status:

As of the end of FY24, 47% of the strategies in the Recruitment and Retention Initiative have been completed. Efforts on strategies that have not yet been completed will be continued into FY25. See Appendix 2 for summary of status and the continued efforts for FY25.

Recruitment

The objective aims to expand the pool of qualified candidates by implementing effective strategies to attract diverse individuals with the required skills, education, and passion for child/adult welfare casework. This will be achieved through streamlining the hiring process, using various advertising channels, creating targeted recruitment campaigns, and offering competitive compensation packages.

- A recruitment campaign plan which includes persona of target audience, marketing strategy, campaign tactics was created and implemented for Child Protective Services Investigations. DFPS is subscribing to additional technology tools to improve and increase communication with applicants, particularly graduating university students.
- DFPS is partnering with higher education institutes to implement the nationally recognized Child Advocacy Studies (CAST) program, which is an evidence-based academic associates and certificate program that focuses on child maltreatment. DFPS hopes to recruit students from a variety of disciplines who have completed participation in a child welfare focused curriculum.
- DFPS has streamlined its hiring process. The average number of days from due diligence start to placing an applicant in ready to hire status has decreased 55% from June 2023 (24.07 days) to July 2024 (10.89 days).
- Numerous hiring fairs have been held, using standardized processes, producing hundreds of conditional offers. For example, in July 2024, five hiring fairs were held across the state with 294 invites sent, 116 interviews conducted, and 78 applicants offered positions.
- In September 2023, DFPS started surveying applicants regarding their experience with the hiring process. Preliminary data showed that applicants are satisfied with the professionalism and courteousness of their interviewers and that interview scheduling was flexible and convenient. For those applicants that are offered positions but decline, 28% indicate that the compensation was unsatisfactory.
- TAG hires for positions in eight distinct program areas. Their target fill rate is 90%. In July 2024, seven of the eight program areas had met their target fill rate.

Retention

The objective aims to enhance retention by fostering a work environment that encourages safety, minimizes turnover, and supports child and adult welfare workers. This goal will be reached through strategies like thorough orientation, examining supportive supervision models, promoting peer support, encouraging work-life balance policies, and acknowledging staff accomplishments.

- DFPS has seen a reduction in turnover since FY22 for all caseworker types. Child Protective Investigator (CPI) turnover is down by 16.5% from FY22 to FY23. FY24 Quarter 3 shows turnover down 15.7% compared to FY23. APS and SWI are also seeing lower turnover.
- DFPS has completed a review of the New Employee Orientation. Additional resources have been developed for new employees including a timeline of what to expect and helpful videos. Questions were included in the new hire survey to determine the sufficiency of the information being provided.
 - DFPS has completed a review of policies and practices that impact work-life balance. Policy changes have been suggested and are in review related to wellness leave, flex time for physical activity, educational leave, safety policy, and the driver fatigue policy.
 - The one-time merit funding provided by the 87th legislature was distributed to direct delivery staff in July 2024.
 - Communication from agency leadership to agency staff has increased substantially with in- person visits, video messages, emails and podcasts being delivered regularly. There has been increased communication and reminding staff of the impact of secondary trauma and peer support and mentoring resources.

Professional Development

This objective aims to boost professional development by offering continuous training, mentorship programs, and career advancement opportunities that strengthen employee abilities and ensure effective service delivery. It will evaluate and improve the current training program, mentorship, and certification programs while providing specialized training to broaden staff knowledge, skills, and enhance career prospects.

- A new CPI training model was implemented in December 2023 which included requirements from SB 1447. The first cohort graduated in March 2024.
- A microlearning series has been published for DFPS staff. These 4 to 5 minutes videos focus on providing guidance on completing specific tasks in various applications.
- A review of the certification program for caseworkers has been completed. Technical assistance to persons eligible to be certified has been provided and the review also included a validation of the curriculum required at each level of certification. New reports are being developed to track the percentage of staff that are certified.
- The first and second annual CPI Mentor Conference were held. The first conference provided mentors with an opportunity to network, receive professional development, and recognition for their role in providing leadership to protégés and peers. The second conference expanded participation to the Childcare Investigations.

Organizational Culture

The objective aims to enhance the organizational culture through a positive and supportive atmosphere that values staff well-being, teamwork, and achievements. Achieving this involves gaining executive support, fostering team collaboration and open communication, conducting employee engagement surveys, enabling caseworker input in decision-making, and promoting a healthy work environment with adequate resources and self-care practices.

- DFPS has procured a new Employee Assistance Program (EAP) contract. Numerous changes were made to the current EAP program that includes a dedicated DFPS phone line staffed by trauma specialists. An ongoing communication plan has also been implemented.
- The Principal Wellness Administrator in the Office of Behavioral Health Strategy was hired to focus on employee wellness and support.
- A cross divisional effort and collaboration with the Department of Public Safety (DPS) was initiated to create policies, processes for critical incidents, and traumatic work-related events.
- The biennial Survey of Employee Engagement (SEE) was conducted by the University of Texas. Video messaging was conducted by the Commissioner with a review of the high-level results and next steps. Results have been disseminated to programs/divisions for action.
 - DFPS is developing a “stay” survey to regularly measure job satisfaction levels and identify areas for improvement and a suggestion box to capture staff ideas for improvement.

TALENT ACQUISITION GROUP AND HIRING TRENDS

The DFPS Talent Acquisition Group (TAG) supports recruiting and hiring activities within SWI, CPI, CPS, and APS divisions. In addition to extensively recruiting through electronic means (LinkedIn, Handshake, Indeed, etc.), conducting monthly statewide hiring fairs with same day interviews, attending virtual and in-person job fairs in Texas and surrounding states, and through targeted program specific activities, TAG staff screen, interview, and hire the most qualified applicants from the current applicant pool to fill direct delivery program positions. TAG continues to resolve process questions, monitor screening services, and secure bilingual testing. In conjunction with 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).

Since February 2024, a total of 8,565 interview requests have been scheduled by TAG. Out of 8,565 interview requests, 3,511, 41 percent, of those applicants have either not responded to the invitation to interview, cancelled the interview, or no showed to the interview. This is a decrease from September 2023 thru January 2024 where there was 46 percent of the applicants that either not responded to the invitation to interview, cancelled the interview, or no showed to the interview.

Over the last six months, despite TAG sending fewer interview requests to potential applicants, TAG has achieved higher success rates in conducting interviews. This trend, coupled with the decrease in turnover, suggests that TAG’s hiring efforts may be improving in terms of both quantity and quality of applicants.

TABLE 4: TAG HIRING TRENDS

Month	Invited	No Response	Cancelled	No Show	Interviewed
Jul '24	1618	20%	13%	5%	61%
Jun '24	1295	19%	15%	7%	59%
May '24	1532	21%	15%	7%	58%
Apr '24	1531	19%	15%	7%	59%
Mar '24	1163	16%	16%	9%	59%
Feb '24	1426	20%	13%	10%	57%

Since February 2024, TAG had 1,052 applicants who either declined a position or didn't pass the background check process. The top reasons provided by applicants for declining a job offer were due to other employment, personal reasons, or the applicant stopped communicating with the agency and became unresponsive in the hiring process. Approximately 28% of those declining DFPS offers of employment cite compensation as a contributing factor in that decision.

Most applicants who failed due diligence did so because of issues with references, such as negative references, falsified references including an inability to provide references, or the applicant failed the agency due diligence screening including criminal history review.

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 adjust hiring strategies to prevent unnecessary delays in hiring. The number of filled Full Time Employees (FTEs) serves as an indicator of a program's health, as too many vacancies may lead to higher caseloads, increased turnover, and the potential for less effective services for families. The direct delivery hiring model, implemented during FY 2016, has proven effective in maintaining and even improving caseworker fill rates by reducing the time it takes to fill a vacated position.

The TAG team is committed and will continue to actively seek and hire the most qualified candidates in a timely manner, to effectively address the growing number of vacant positions.

CONCLUSION

The Department of Family and Protective Services remains resolute in its relentless pursuit to reduce employee turnover rates. Through the enactment of the DFPS Recruitment and Retention Initiative and an unyielding commitment to its objectives, notable strides have been made in enhancing both retention and recruitment endeavors. These advancements underscore DFPS's unwavering dedication to fostering a stable workforce devoted to safeguarding Texas' vulnerable communities. Moving forward, this steadfast resolve will continue to drive DFPS's efforts, ensuring a steadfast commitment to serving those in need across the state.

Initiative Goal, Objectives & Strategies

STRATEGIES

- 1.1 Streamline the application and hiring process to ensure efficiency and a positive candidate experience.
- 1.2 Advertise job openings through various channels, including online job boards, social media platforms, professional networks, and community organizations.
- 1.3 Develop targeted recruitment campaigns highlighting the rewarding aspects of child welfare casework, such as making a positive impact on children's lives and helping families in need.
- 1.4 Offer competitive compensation packages, including salary, benefits, and incentives, to attract and retain qualified candidates.
- 1.5 Collaborate with colleges, universities, and social work programs to establish partnerships and recruit potential candidates.

STRATEGIES

- 3.1 Review and enhance the comprehensive training program that covers core competencies required for child welfare casework, including assessment, case management, cultural competency, and trauma-informed care.
- 3.2 Review and enhance the mentorship program for staff new to program to assist with guidance, support, and career advice from experienced staff.
- 3.3 Review and enhance certification programs, ongoing training opportunities and specialized training to build staff knowledge and skills and expand professional expertise and career options.



STRATEGIES

- 2.1 Provide comprehensive orientation and on boarding programs to familiarize new caseworkers with agency policies, procedures, and the support systems available to them.
- 2.2 Review existing supportive supervision models, where caseworkers receive regular feedback, coaching, and guidance from experienced supervisors.
- 2.3 Increase opportunities for staff to engage in peer support, facilitating knowledge sharing and emotional support.
- 2.4 Promote policies and practices that support work-life balance, such as flexible work schedules, telecommuting options, and family-friendly topics, to encourage employee well-being.
- 2.5 Recognize and reward field staff achievements and milestones, both individually and as a team, to boost morale and job satisfaction.

STRATEGIES

- 4.1 Seek executive support for a culture of teamwork, collaboration, and open communication within the organization, promoting a sense of belonging and shared purpose.
- 4.2 Identify and conduct regular employee engagement surveys to assess job satisfaction levels, identify areas for improvement, and address concerns proactively.
- 4.3 Create opportunities for caseworkers to provide feedback, suggestions, and participate in decision-making processes to enhance their sense of empowerment and ownership.
- 4.4 Promote a healthy work environment by addressing caseworkers' workload concerns, providing adequate resources and support, and encouraging staff well being and self-care practices.

Recruitment and Retention Initiative

Goal, Objectives & Strategies

Strategies	FY24	FY25	OBJECTIVE 1 RECRUITMENT - Increase the pool of qualified candidates: Develop strategies to attract a diverse group of individuals with the necessary skills, education, and passion for child/adult welfare casework.	OBJECTIVE 2 RETENTION - Improve retention rates: Create and sustain a supportive work environment that reduces turnover and promotes safety among child/adult welfare caseworkers.	Strategies	FY24	FY25		
1.1 Streamline the application and hiring process to ensure efficiency and a positive candidate experience.	Complete	Monitor via data			GOAL To attract qualified individuals to the field and create an environment that encourages their commitment to protect vulnerable children and adults from abuse, neglect and exploitation and promote safe and healthy families.	OBJECTIVE 3 PROFESSIONAL DEVELOPMENT - Enhance professional development opportunities: Provide ongoing training, mentorship programs, and career advancement opportunities to enhance the skills and expertise of staff, enabling them to deliver effective services.	2.1 Provide comprehensive orientation and on boarding programs to familiarize new caseworkers with agency policies, procedures, and the support systems available to them.	Complete	Monitor via data
1.2 Advertise job openings through various channels, including online job boards, social media platforms, professional networks, and community organizations.	Complete	Monitor via data					2.2 Review existing supportive supervision models, where caseworkers receive regular feedback, coaching, and guidance from experienced supervisors.	Not Complete	Continue effort
1.3 Develop targeted recruitment campaigns highlighting the rewarding aspects of child/adult welfare casework, such as making a positive impact on lives and helping families in need.	Not complete	Continue effort					2.3 Increase opportunities for staff to engage in peer support, facilitating knowledge sharing and emotional support.	Complete	Monitor via data
1.4 Offer competitive compensation packages, including salary, benefits, and incentives, to attract and retain qualified candidates.	Complete	Monitor via data					2.4 Promote policies and practices that support work-life balance, such as flexible work schedules, telecommuting options, and family-friendly topics, to encourage employee well-being.	Complete	Monitor via data
1.5 Collaborate with colleges, universities, and social work programs to establish partnerships and recruit potential candidates.	Not complete	Continue effort	2.5 Recognize and reward field staff achievements and milestones, both individually and as a team, to boost morale and job satisfaction.	Not complete			Continue effort		
Strategies	FY24	FY25	OBJECTIVE 3 PROFESSIONAL DEVELOPMENT - Enhance professional development opportunities: Provide ongoing training, mentorship programs, and career advancement opportunities to enhance the skills and expertise of staff, enabling them to deliver effective services.	OBJECTIVE 4 ORGANIZATIONAL CULTURE - Strengthen the organizational culture: Foster a positive and supportive organizational culture that values the contributions and wellbeing of staff, promotes teamwork, and recognizes their achievements.	Strategies	FY24	FY25		
3.1 Review and enhance the comprehensive training program that covers core competencies required for child/adult welfare casework, including assessment, case management, cultural competency, and trauma-informed care.	Complete	Monitor via data	OBJECTIVE 3 PROFESSIONAL DEVELOPMENT - Enhance professional development opportunities: Provide ongoing training, mentorship programs, and career advancement opportunities to enhance the skills and expertise of staff, enabling them to deliver effective services.	OBJECTIVE 4 ORGANIZATIONAL CULTURE - Strengthen the organizational culture: Foster a positive and supportive organizational culture that values the contributions and wellbeing of staff, promotes teamwork, and recognizes their achievements.	4.1 Seek executive support for a culture of teamwork, collaboration, and open communication within the organization, promoting a sense of belonging and shared purpose.	Complete	Monitor via data		
3.2 Review and enhance the mentorship program for staff new to program to assist with guidance, support, and career advice from experienced staff.	Not Complete	Continue effort			4.2 Identify and conduct regular employee engagement surveys to assess job satisfaction levels, identify areas for improvement, and address concerns proactively.	Not Complete	Continue effort		
3.3 Review and enhance certification programs, ongoing training opportunities and specialized training to build staff knowledge and skills and expand professional expertise and career options.	Not Complete	Continue effort			4.3 Create opportunities for caseworkers to provide feedback, suggestions, and participate in decision-making processes to enhance their sense of empowerment and ownership.	Not Complete	Continue effort		
					4.4 Promote a healthy work environment by addressing caseworkers' workload concerns, providing adequate resources and support, and encouraging staff well being and self-care practices.	Not Complete	Continue effort		