

**HOUSE BILL 1, RIDER 9
84TH LEGISLATURE, REGULAR SESSION
HUMAN RESOURCES MANAGEMENT PLAN**

2016-2017

JUNE 1, 2016



TEXAS

Department of Family
and Protective Services

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PURPOSE AND BACKGROUND

Background Information

House Bill 1 (H.B. 1), Rider 9, of the 84th Legislature, Regular Session, 2015 directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan (HRMP) detailing strategic initiatives designed to improve employee morale and retention as well as reduce employee turnover through better management.

H.B. 1 also requires 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 on a semi-annual basis.

As a performance measure, the HRMP's effectiveness shall be measured by whether there is a reduction in employee turnover rates at the agency, specifically at the caseworker level.

This report covers agency progress over the first six months of fiscal year 2016.

Comparison of Fiscal Year Turnover

As depicted in *Table 1*, DFPS turnover was **19.6 percent** in fiscal year 2015, which was a 3 percent increase from 19.0 percent in fiscal year 2014.

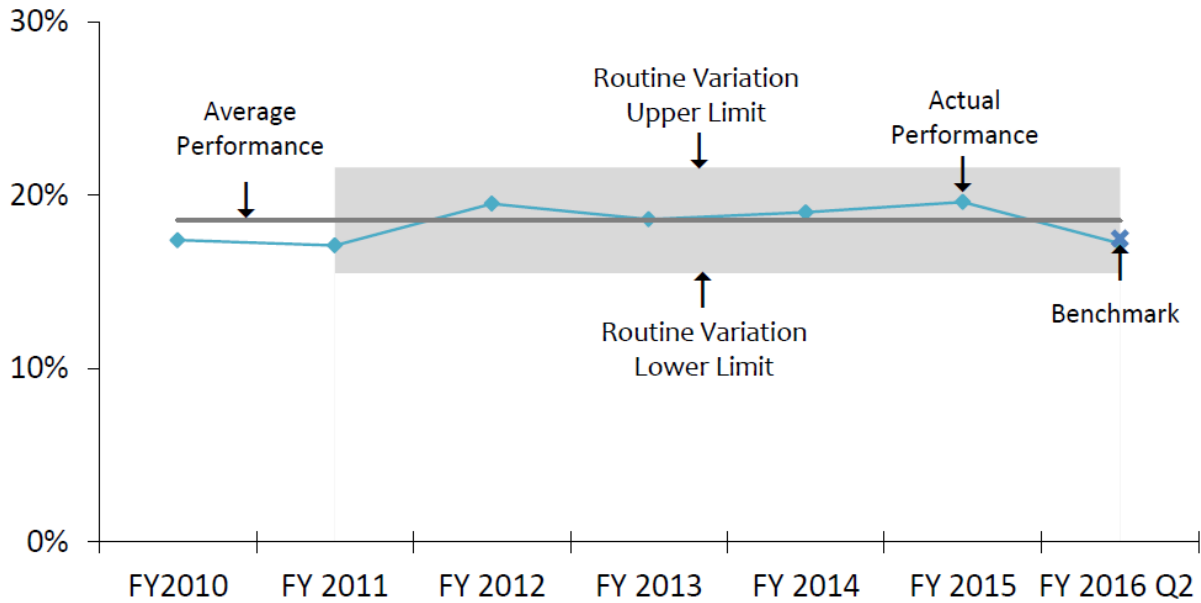
At the end of the first half of fiscal year 2016, DFPS reported an annualized turnover rate of **17.2 percent**, which represented an **11 percent decrease** from the 19.4 percent annualized rate reported at the same time in fiscal year 2015.

NOTE: *Annualized* fiscal year turnover uses the *actual* fiscal year turnover and multiplies that number by the remaining quarters to project the annual turnover rate (e.g., First quarter, multiply by four; second quarter, multiply by two; etc.).

The fiscal year 2016 year-to-date (YTD) *actual performance* of **17.2 percent** turnover falls within the agency's *routine variation*. *Routine variation* is based on historical agency data consisting of actual performance versus average performance over a statistically significant time period.

Consequently, DFPS maintained an *average performance* of **18.3 percent** turnover through the second quarter of fiscal year 2016. The current turnover *benchmark* for DFPS is 18 percent, which was the average turnover rate in fiscal year 2015 for all Texas state agencies.

Table 1: AVERAGE DFPS TURNOVER FY 10 TO FY 16 (Q2)



Although overall turnover is important, it is critical to monitor turnover within specific locations, job functions, and tenure that may cause major impacts to service delivery and quality outcomes for DFPS clients. H.B. 1 provided the following fiscal year 2016 agency turnover targets:

- APS caseworker turnover target: 20%
 - Fiscal year 2015: 23.4%
 - Fiscal year 2016 YTD (annualized): 15.7%
- CPS caseworker turnover target: 25.5%
 - Fiscal year 2015: 25.8%
 - Fiscal year 2016 YTD (annualized): 23%
- DCL - no H.B. 1 caseworker turnover target
 - Fiscal year 2015: 25.1%
 - Fiscal year 2016 YTD (annualized): 22.7%
- RCCL - no H.B. 1 caseworker turnover target
 - Fiscal year 2015: 16.1%
 - Fiscal year 2016 YTD (annualized): 15.8%
- PEI - no H.B. 1 turnover target
 - Fiscal year 2015: 7.9%
 - Fiscal year 2016 YTD (annualized): 11.3%
- SWI - no H.B. 1 turnover target
 - Fiscal year 2015: 19.1%
 - Fiscal year 2016 YTD (annualized): 16.7%
- State Office - no H.B. 1 turnover target
 - Fiscal year 2015: 12.2%
 - Fiscal year 2016 YTD (annualized): 7.3%

Analysis of Fiscal Year Turnover

Historically, Harris County (Region 6H, formally known as 6A) was the location with the highest DFPS turnover and warranted special consideration when focusing retention initiatives to mitigate employee separations. However, due to higher than average CPS supervisor and caseworker turnover in Dallas County, Region 3 separations surpassed Region 6 as a whole.

The high turnover within Regions 6H (Harris County) and 3D (Dallas County) presents operational risk to CPS service delivery, which is problematic due to the high percentage of population made up of children less than 18 years of age:¹

U.S. Metros with Highest Share of Children Under 18 Years Old

1. Salt Lake City, UT: 29.4%
2. Riverside-San Bernardino-Ontario, CA: 28.7%
3. Houston-Sugar Land-Baytown, TX: 27.9%
4. Dallas-Fort Worth-Arlington: 27.8%
5. San Antonio-New Braunfels: 26.8%

Child Protective Services

In fiscal year 2015, approximately the same number of employees left CPS between the 6 - 12 month period (406) as the 24 month to retirement period (456), as shown in the *Table 2* below.

Data collected during the first two quarters of fiscal year 2016 shows the number of separations between 6 - 12 months decreasing; however, the separations in tenured caseworkers at the 18 - 24 months and 24 months to retirement increased.

CPS lost 746 caseworkers over the first half of fiscal year 2016, which averaged four caseworker separations a day for approximately 180 days. Separations at 18-months+ are concerning due to the exodus of tenured CPS experience, which may impact CPS' ability to train replacement caseworkers.

Table 2 shows that fiscal year 2016 YTD separations at the 18-24 month period have already reached 74 percent of fiscal year 2015 total separations. Similarly, separations at 24 months+ are at 66 percent of fiscal year 2015 total separations.

TABLE 2: CPS CASEWORKER SEPARATIONS BY TENURE FY 14 TO FY 16 (Q2)

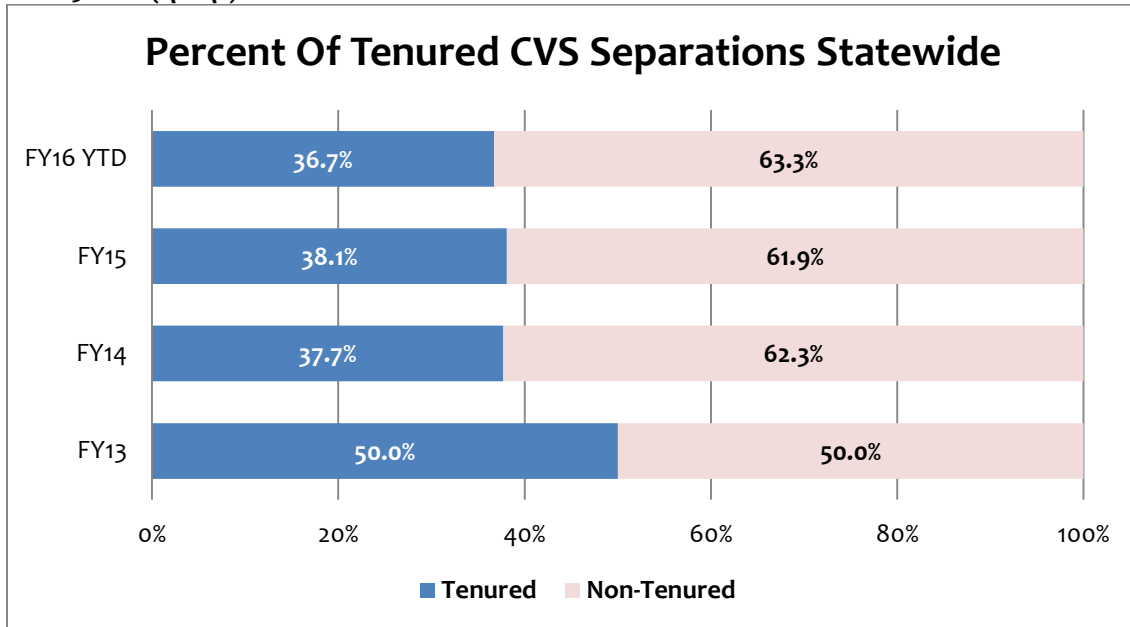
CPS Tenure	Separations FY 14	Separations FY 15	Separations Through FY 16 Q2	FY 16 YTD Separations as a % of FY 15
0-1 month	47	47	20	43%
1-6 months	263	176	114	65%
6-13 months	353	406	125	31%
12-18 months	146	229	97	42%
18-24 months	127	121	90	74%
24 months +	480	456	300	66%
Total	1,416	1,435	746	52%

DFPS believes frontline CPS caseworkers require two years of tenure to master the nuances of their position. In an effort to evaluate the tenure of staff, Workforce began monitoring the tenure of separated and current CVS, FBSS, and INV caseworkers. The following tables illustrate the percentage of tenured vs non-tenured caseworker separations as well as the percentage of tenured vs non-tenured caseworkers retained within the current workforce by stage of service.

¹ *The Atlantic*, Where Kids Live Now in the U.S., April 13, 2015

Conservatorship - Separations & Current Workforce Tenure

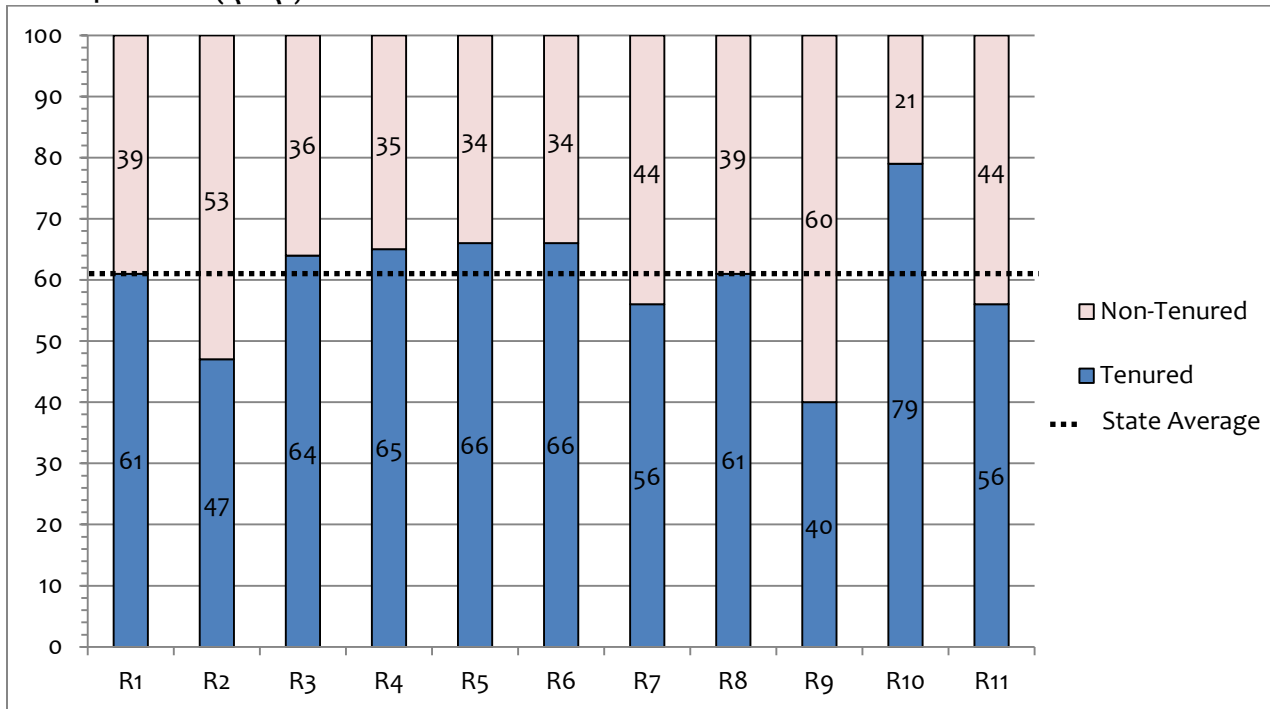
Table 3: FY 16 (Q1 - Q2) PERCENT OF TENURED CVS SEPARATIONS STATEWIDE



- Tenured refers to caseworkers with 2 or more years of state service

Over **one-third** of separating CVS caseworkers were classified as tenured (two or more years of state service). Despite these separations, **61 percent** of the current CVS workforce remained tenured.

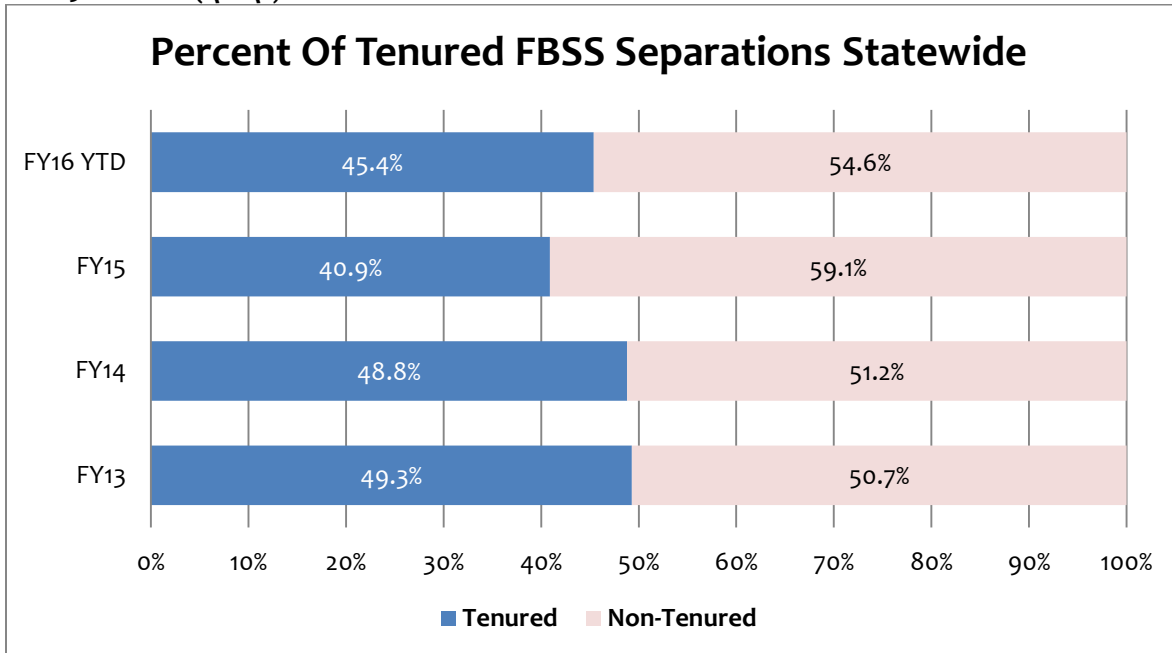
TABLE 4: FY 16 YTD (Q1 - Q2) PERCENT OF TENURED CVS CURRENT WORKFORCE BY REGION



- Tenured refers to caseworkers with 2 or more years of state service

Family-Based Safety Services - Separations & Current Workforce Tenure

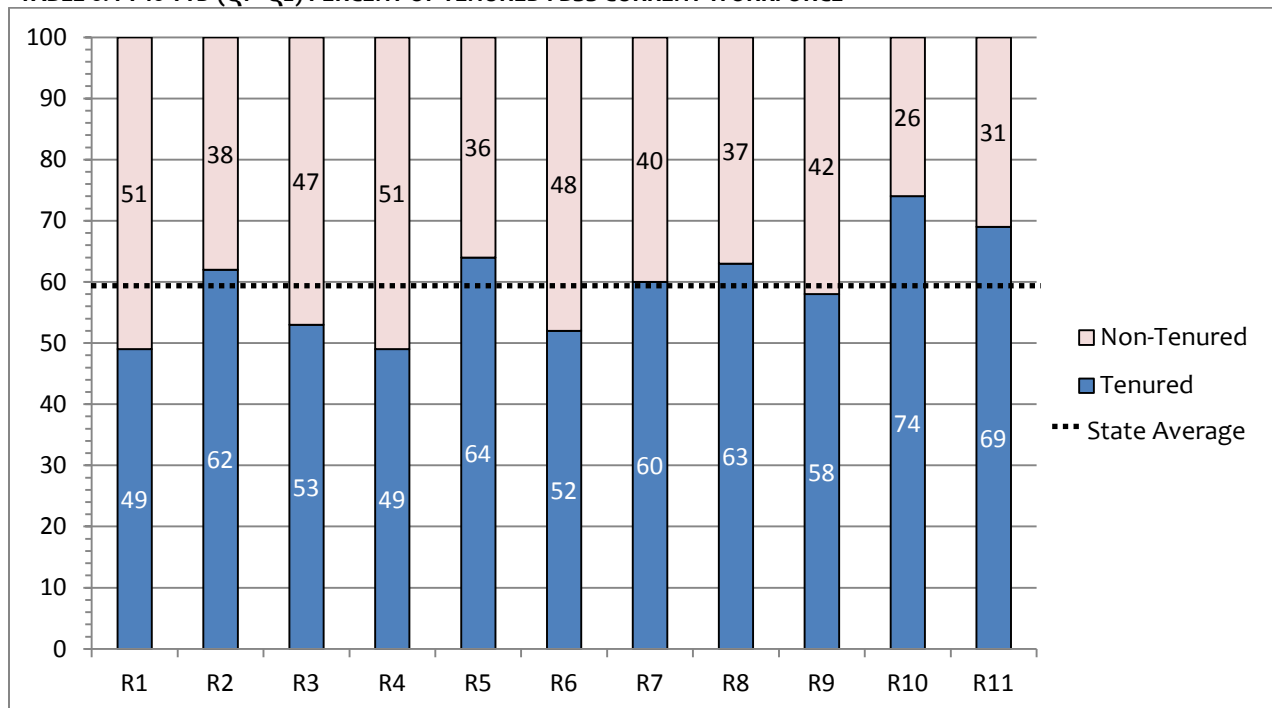
Table 5: FY 16 YTD (Q1 - Q2) PERCENT OF TENURED FBSS SEPARATIONS STATEWIDE



- Tenured means caseworkers with 2 or more years of state service

Over **45 percent** of separating FBSS caseworkers were classified as tenured. Despite these separations, approximately **59 percent** of the current FBSS workforce remained tenured.

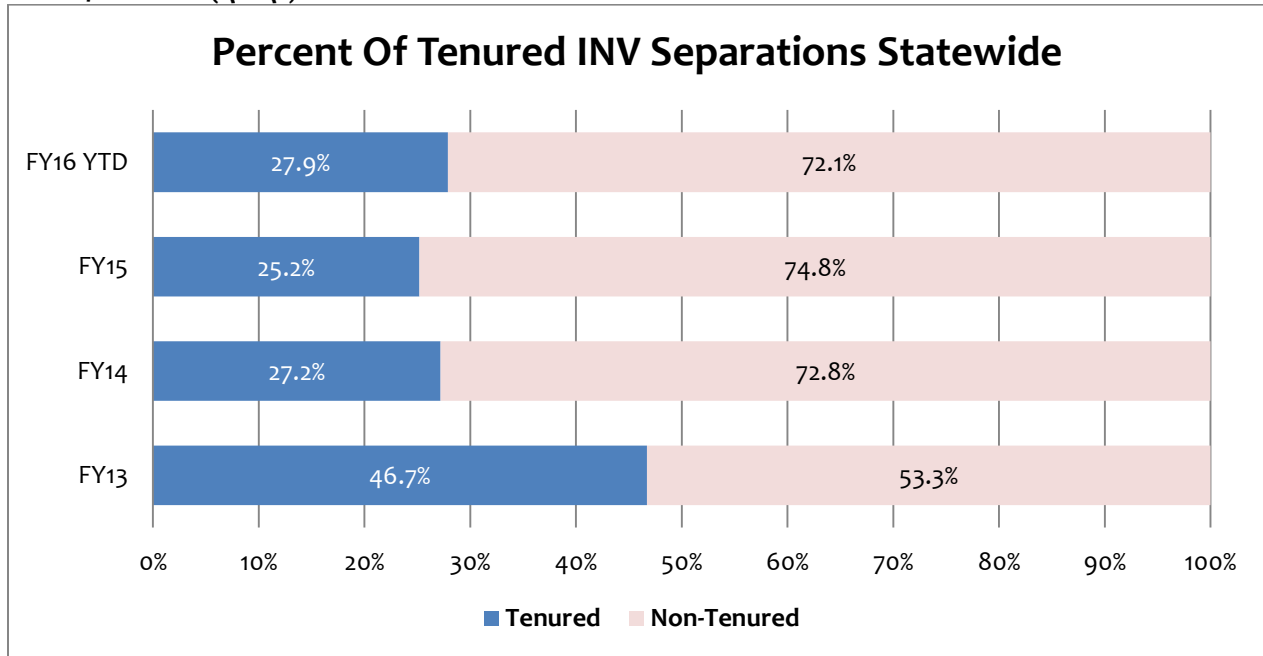
TABLE 6: FY 16 YTD (Q1 - Q2) PERCENT OF TENURED FBSS CURRENT WORKFORCE



- Tenured means caseworkers with 2 or more years of state service

Investigations - Separations & Current Workforce Tenure

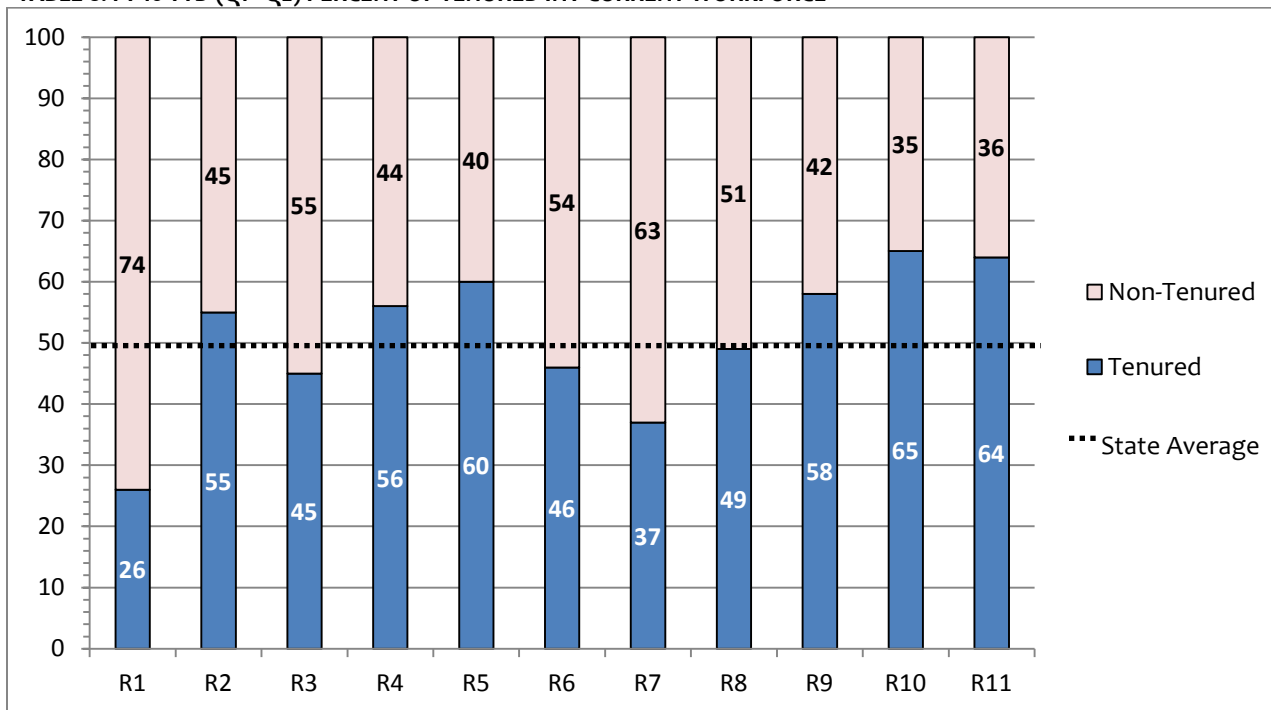
TABLE 7: FY 16 YTD (Q1 - Q2) PERCENT OF TENURED INV STATEWIDE SEPARATIONS



- Tenured means caseworkers with 2 or more years of state service

Nearly **28 percent** of separating INV caseworkers were classified as tenured. Despite these separations, **49 percent** of the current INV workforce remained tenured.

TABLE 8: FY 16 YTD (Q1 - Q2) PERCENT OF TENURED INV CURRENT WORKFORCE



- Tenured means caseworkers with 2 or more years of state service

To measure how current fiscal year separations compared to historical performance, Workforce developed and applied a forecasting model within the three largest stages of service of CPS. Such a model can allow DFPS to anticipate short- and long-term human capital needs.

This model analyzed *SAO-defined separations* (caseworkers who left the agency) over the last six fiscal years to calculate the average number of separations by stage of service, region, and month. Additionally, Workforce calculated the average *churn* (employees who transferred into or out of caseworker positions).

Using the calculated average number of separations and adding/subtracting the average churn for each month, Workforce created a model forecasting the **total loss** or **total gain** within a particular stage of service, region, and month. The tables below are the results of those efforts.

Definitions:

Total Gain/Loss: SAO Separation (including attrition) +/- Churn. This captures all caseworkers who entered/left the agency as well as any caseworker who entered/left their position, but remained within the agency.

Forecasted Total Gain/Loss: SAO Separation average over last six fiscal years (including attrition) +/- Churn. This is a six fiscal year average of all caseworkers who entered/left the agency as well as any caseworker who entered/left their position, but remained within the agency.

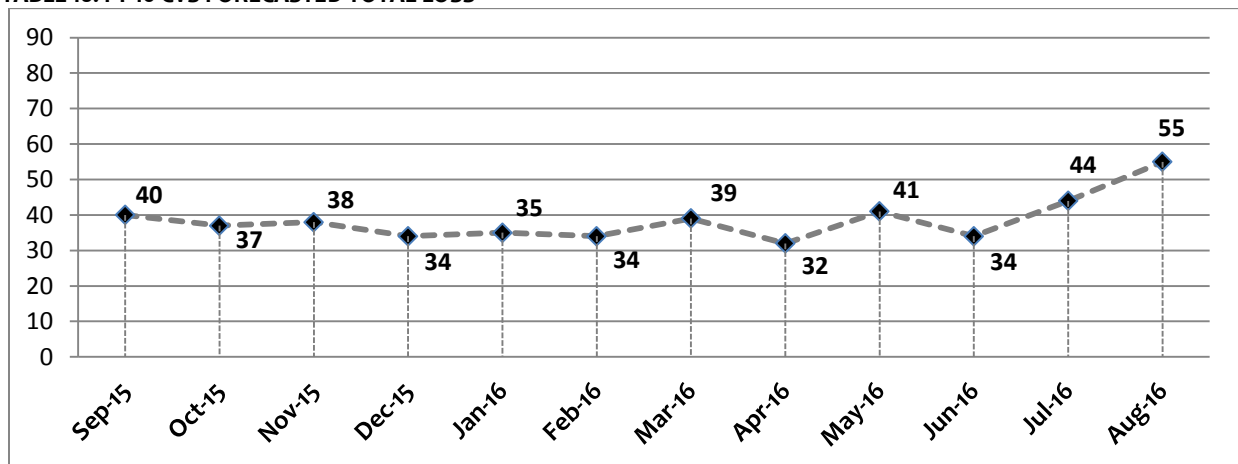
Conservatorship - Total Loss

FY 16 YTD (Q1 - Q2) CVS **total loss** increased **10 percent** beyond the **forecasted total loss**.

TABLE 9: CVS FORECASTED VS TOTAL GAIN / LOSS

Total Loss	Q1	Q2	Year to Date
Forecasted	-115	-103	-218
Total	-103	-136	-239

TABLE 10: FY 16 CVS FORECASTED TOTAL LOSS



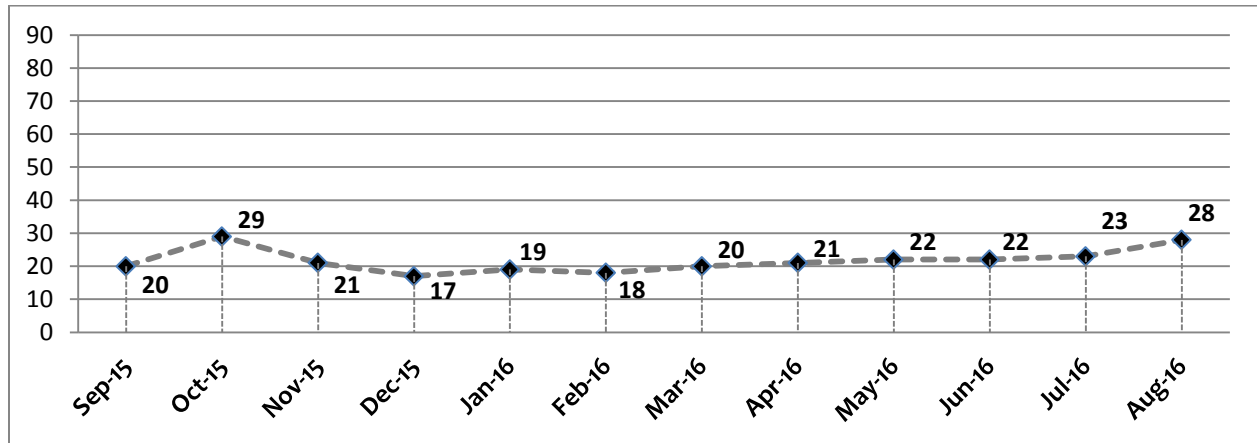
Family-Based Safety Services - Total Loss

FY 16 YTD, FBSS **total loss** increased **18 percent** beyond the **forecasted total loss**.

TABLE 11: FY 16 FBSS FORECASTED VS TOTAL GAIN / LOSS

Total Loss	Q1	Q2	Year to Date
Forecasted	-70	--54	-124
Total	-60	-76	-136

TABLE 12: FY 16 FBSS FORECASTED TOTAL LOSS



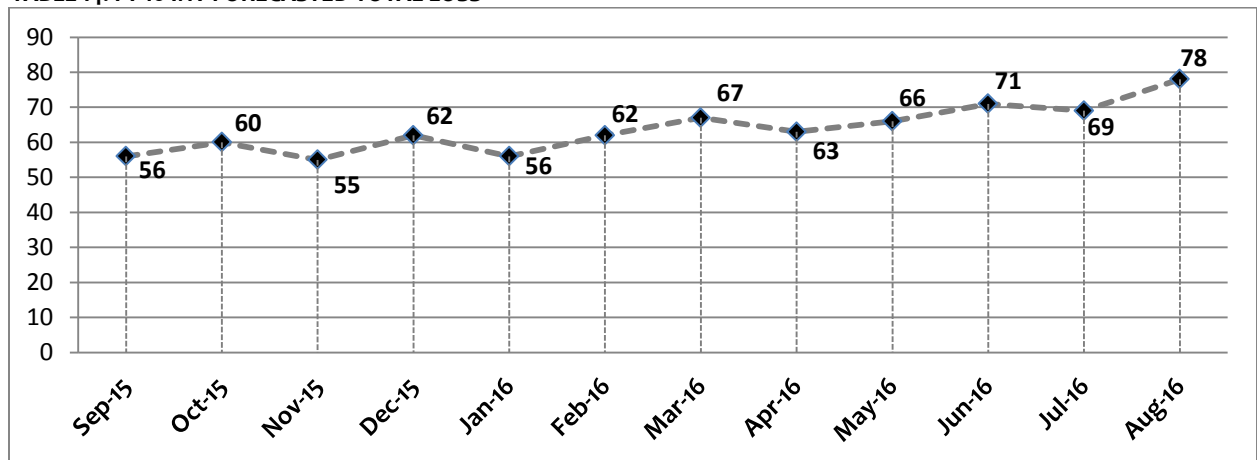
Investigations - Total Loss

FY 16 YTD, INV **total loss** increased **7 percent** beyond the **forecasted total loss**.

TABLE 13: FY 16 INV FORECASTED VS TOTAL GAIN \ LOSS

Total Loss	Q1	Q2	Year to Date
Forecasted	-171	--180	-351
Total	-190	-76	-377

TABLE 14: FY 16 INV FORECASTED TOTAL LOSS



To calculate the actual separations or churn of caseworkers who carried full case/workloads, Workforce recalculated the SAO separations to remove individuals who separated from the agency prior to completing training (i.e., *training attrition*) and becoming fully case assignable (FCA).

Monitoring FCA separations is important because, unlike training attrition, these separations leave behind an abandoned caseload that is absorbed by other CPS caseworkers. This further compounds their workload and negatively impacts retention efforts. The tables below are the results of those efforts:

Definitions:

Actual FCA Gain/Loss: SAO Separations (excluding training attrition) +/- Churn. This captures all caseworkers who left the agency only after receiving a primary caseload as well as any caseworker who left their position, leaving a primary caseload behind, but remained within the agency.

Projected FCA Gain/Loss: Average of last six fiscal years SAO Separations (excluding training attrition) +/- Churn. This is a six fiscal year average of all caseworkers who left the agency only after receiving a primary caseload as well as any caseworker who left their position, leaving a primary caseload behind, but remained within the agency.

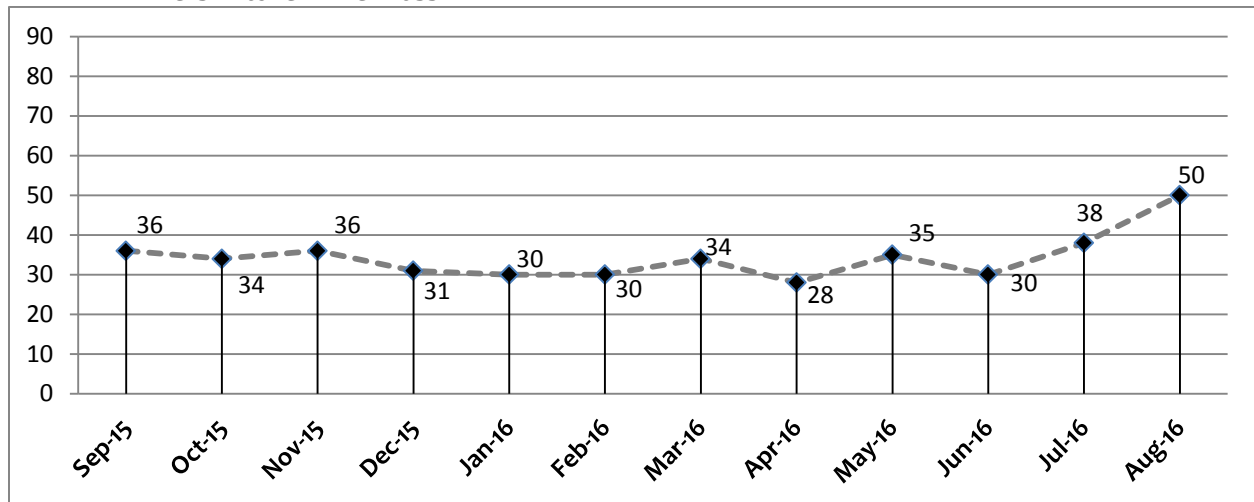
Conservatorship - Fully Case-Assignable Loss

The FY 16 YTD **actual FCA loss** of CVS workers increased **5 percent** beyond the **projected FCA loss**.

TABLE 15: CVS PROJECTED VS TOTAL LOSS

Total FCA Loss	Q1	Q2	Year to Date
Forecasted	-106	-91	-197
Total	-85	-121	-206

TABLE 16: FY 16 CVS PROJECTED FCA LOSS



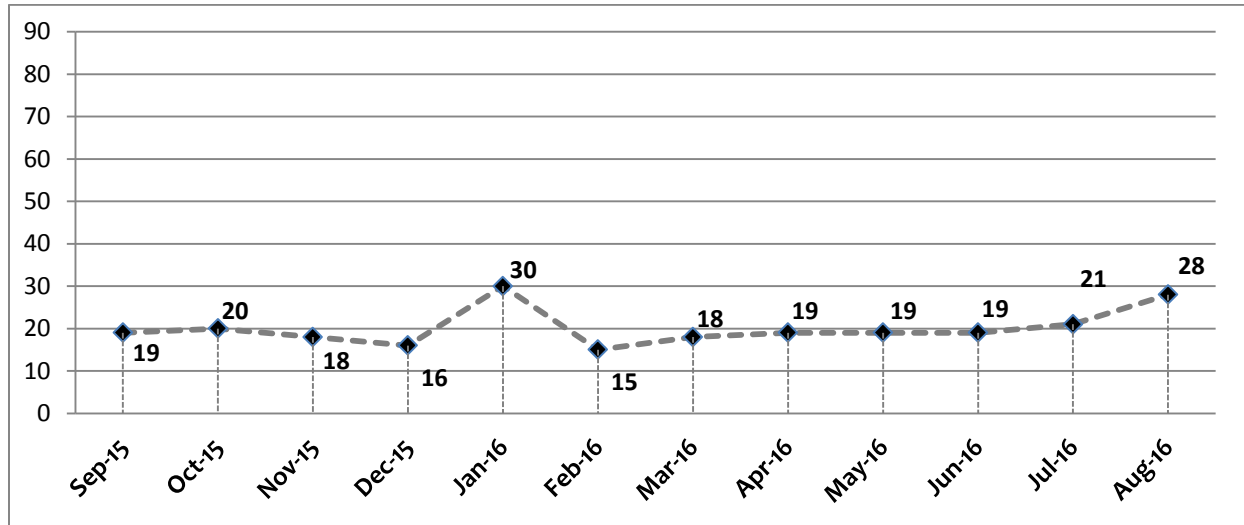
Family-Based Safety Services -Fully Case-Assignable Loss

The FY 16 YTD **actual FCA loss** of FBSS workers increased **4 percent** beyond the **projected FCA loss**.

TABLE 17: FBSS PROJECTED VS ACTUAL FCA LOSS

Total FCA Loss	Q1	Q2	Year to Date
Forecasted	-56.4	-61.1	-117.5
Total	-52	-70	-122

TABLE 18: FY 16 FBSS PROJECTED FCA LOSSES



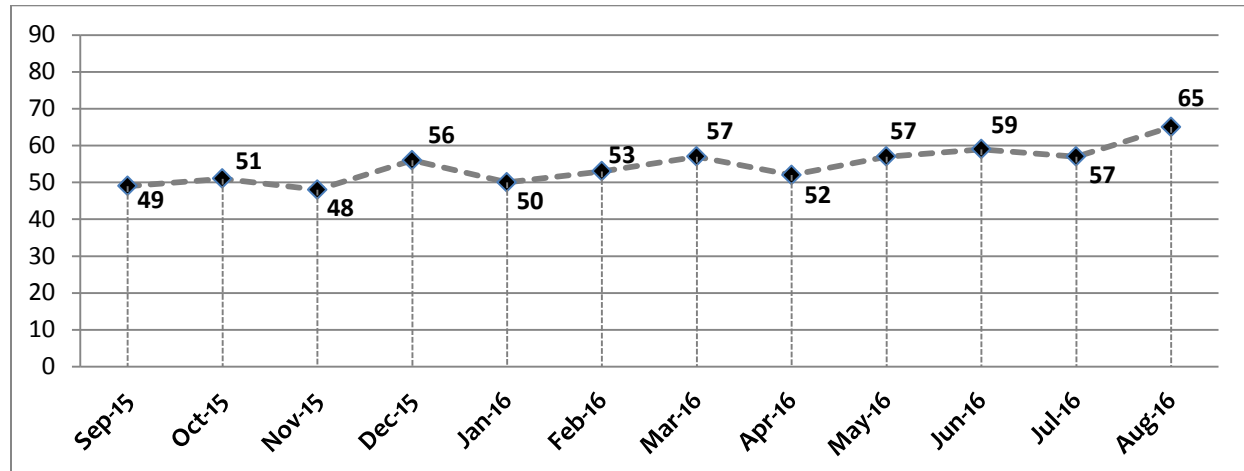
Investigations - Fully Case-Assignable Loss

The FY 16 YTD **actual FCA loss** of INV workers decreased **0.4 percent** below the **projected FCA loss**.

TABLE 19: INV PROJECTED VS TOTAL LOSS

Total FCA Loss	Q1	Q2	Year to Date
Forecasted	-148.8	-159.4	-308.2
Total	-150	-157	-307

TABLE 20: FY 16 INV PROJECTED FCA LOSS



Workforce will assess the predictive and analytical values of the model during the third and fourth quarter of fiscal year 2016. Additionally, Workforce will explore the possibility of automating this data sorting and calculating methodology to measure the performance of the remaining DFPS programs.

STRATEGY DEVELOPMENT

DFPS studied the results of fiscal year 2016 1st and 2nd quarter SAO State of Texas Employee Exit Surveys, which were the same topics reported in fiscal year 2015, to identify and focus on the *top three reasons employees reported why they separated from the agency*²:

1. **Poor working conditions or environment** (which include safety, work-related stress, and workload issues) - 23.9%
2. **Better pay or benefits** - 16.5%
3. **Issues with my supervisor or issues with employees I supervise** - 14.8%

Lastly, DFPS studied the results of fiscal year 2016 HHSC Civil Rights Office activities to identify and focus on behaviors or policies affecting employee engagement and retention in the following categories³:

- In fiscal year 2016 (YTD), DFPS reported a **29 percent increase** in service-related discrimination complaints when compared to the same time period in fiscal year 2015:
 - Fiscal year 2015 YTD (through Q2): 28
 - Fiscal year 2016 YTD (through Q2): 36
- In fiscal year 2016 (YTD), DFPS reported a **7 percent increase** in employment discrimination complaints when compared to the same time period in fiscal year 2015:
 - Fiscal year 2015 YTD (through Q2): 15
 - Fiscal year 2016 YTD (through Q2): 16
- In fiscal year 2016 (YTD), DFPS reported a **28 percent decrease** in external employment discrimination charges when compared to the same time period in fiscal year 2015:
 - Fiscal year 2015 YTD (through Q2): 18
 - Fiscal year 2016 YTD (through Q2): 13
- In fiscal year 2016 (YTD), DFPS reported a **71 percent increase** in reasonable accommodation requests when compared to the same time period in fiscal year 2015:
 - Fiscal year 2015 YTD (through Q2): 35
 - Fiscal year 2016 YTD (through Q2): 60
- In fiscal year 2016 (YTD), DFPS reported a **3 percent increase** in administrative complaints when compared to the same time period in fiscal year 2015:
 - Fiscal year 2015 YTD (through Q2): 36
 - Fiscal year 2016 YTD (through Q2): 37

² State Auditor's Office, State of Texas Employee Exit Survey, Fiscal Year 2015

³ HHSC Civil Rights Office, Second Quarter Report for Fiscal Year 2016, DFPS

2016-17 BIENNIUM STRATEGY UPDATES

OBJECTIVE 1: BUILD UPON ONGOING RECRUITING AND HIRING EFFORTS

As mentioned in the December 2015 Rider 9 plan, DFPS implemented a new hiring process in March 2015 to focus screening efforts around identifying the best attributes needed to be successful as a direct delivery caseworker.

As part of this new process, DFPS collaborated with its existing hiring support contractor, STARK SourceMatch, to create an evaluation tool known as the Human Services Index (HSI).

The HSI was founded on research contained within *A Research-Based Child Welfare Employee Selection Protocol*⁴ and requires applicants to respond to a series of behavioral and skill assessment questions which evaluate candidate strengths in the following areas:

- Intent to Remain Employed
- Client Interactions & Effects
- Professional Commitment
- Receptivity (Emotional Intelligence)
- Resiliency (Stress Tolerance & Coping Skills)
- Analytical Skills
- Reading & Writing Comprehension Skills
- Math and Reasoning Skills

To refine the HSI, DFPS planned the following strategies over the 2016-17 biennium:

1. **OBJ1 Strategy 1:** Coordinate with STARK SourceMatch and stakeholders to validate HSI effectiveness.
 - **OBJ1 Strategy 1 update:** STARK distributed an 11-point validation survey to 133 Supervisors of 148 employees that solicited Supervisor ratings on the following candidate performance metrics:
 - 91% of Program supervisors sampled agreed with Stark recommendations for *high performers*.
 - 72% of Program supervisors sampled agreed with Stark recommendations for *long-term career fit*.
 - 88% of Program supervisors sampled agreed with Stark recommendations for *overall behavioral traits (HSI)*.
 - 95% of Program supervisors sampled agreed with Stark recommendations for *client interactions and effects*.

⁴ A Research-Based Child Welfare Employee Selection Protocol: Strengthening Retention of the Workforce, A.J. Ellett, C.D. Ellett, J. Ellis, & B. Lerner, 2009

- 90% of Program supervisors sampled agreed with Stark recommendations for *professional commitment*.
 - 90% of Program supervisors sampled agreed with Stark recommendations for *receptivity*.
 - 85% of Program supervisors sampled agreed with Stark recommendations for *stress tolerance / resilience / coping*.
 - 77% of Program supervisors sampled agreed with Stark recommendations for *intent to remain employed*.
 - 91% of Program supervisors sampled agreed with Stark recommendations for *overall skills*.
 - 90% of Program supervisors sampled agreed with Stark recommendations for *analytical skills*.
 - 93% of Program supervisors sampled agreed with Stark recommendations for *math and reasoning skills*.
 - 97% of Program supervisors sampled agreed with Stark recommendations for *reading comprehension*.
 - 84% of Program supervisors sampled agreed with Stark recommendations for *writing ability*.
2. **OBJ1 Strategy 2:** Collaborate with The National Association of Social Workers - Texas (NASWTX) to ensure the HSI captures and measures the requisite characteristics, as identified through the lens of the client.
- **OBJ1 Strategy 2 update:** NASWTX sent a survey out to external stakeholders and is currently waiting for the University of Texas to complete its data analysis. Workforce hopes to review the data during the third or fourth quarter and use it as a tool to validate or modify DFPS' existing HSI.

In addition to further refining hiring practices, DFPS identified the following projects as opportunities to improve how the agency recruits candidates:

3. **OBJ1 Strategy 3:** Market the agency's unique competitive advantage as a qualifying organization for the Public Service Loan Forgiveness (PSLF) Program, where full-time employees may have the remaining balance of their student loans forgiven, as well as lifetime retirement payouts for those who retire from state service.
- **OBJ1 Strategy 3 update:** As of February 2016, all caseworker postings led with a marketing statement designed to educate applicants about the benefits of becoming a DFPS employee:

OVERVIEW

The Texas Department of Family and Protective Services (DFPS) is responsible for protecting the unprotected — children, elderly, and people with disabilities — from abuse, neglect, and exploitation. DFPS accomplishes this responsibility by employing over 12,000 workers who live up to the agency's [Mission, Vision, & Values](#) in service to the [27 million citizens](#) of Texas.

WHY WORK FOR DFPS?

DFPS is not only a qualifying organization for the [Public Service Loan Forgiveness Program](#), which forgives the remaining balance on college student Direct Loans after making 120 qualifying monthly payments, but also offers [excellent health benefits](#), special discounts on many products and services through the [Discount Purchase Program](#),

a lifetime monthly retirement annuity as well as TexaSaverSM 401(k) and 457 Programs under the [Employees Retirement System](#) of Texas.

HELP US MAKE A DIFFERENCE AS: A Child Protective Services Conservatorship Caseworker - [SAO CPS CVS Spec I](#)


Whenever a child must be removed from their home, Texas courts appoint Child Protective Services (CPS) to serve as a "Conservator" of the child. That means the agency has custody of the child. Conservatorship Specialists are responsible for a child's welfare whenever they are removed from their home and monitors children's care while in CPS conservatorship. They work closely with parents, extended family, and legal parties to help children find a permanent, safe place to live.

To explore more of what CVS Specialists do, click [here](#).

To view a realistic online video about Child Protective Services workers and clients, please click [here](#).

4. **OBJ1 Strategy 4:** Maximizing the Title IV-E Child Welfare Training Program and college collaboration partnerships, which have proven to increase organizational loyalty among its graduates.
 - **OBJ1 Strategy 4 update:** The College Collaboration Workgroup completed Phase One of its project in December 2015 with the publication of its report *CPS Transformation: Recruitment and Hiring - Title IV-E Training Program College Collaboration Workgroup Recommendations*. This report was distributed to leadership within CPS, Contracting, and Federal Funds Divisions.
 - Phase Two of the project calls for the dissemination and implementation of recommendations made in the December 2015 report:
 - **Expand Recruitment:** While students with social work backgrounds were an asset to the agency, it was recommended that the agency expand recruiting to include non-social work degrees.
 - **Policy and Process Review:** Review policies, processes, and practices to increase student participation and the success in the IV-E Training Program.
 - **Quality Assurance:** Develop an automated process to evaluate the on-going effectiveness of the Title IV-E program.
 - **Resources:** Identify and develop informational resources for DFPS employees, potential university partners, and students participating in the Title IV-E Program.
5. **OBJ1 Strategy 5:** Develop an agency LinkedIn page promoting the agency as an employer of choice as well as creating a *DFPS Jobs* page used for passive and active recruitment strategies for candidate sourcing via social media professional networks.

- **OBJ1 Strategy 5 update:** In February 2016, DFPS established a single landing page on LinkedIn to begin promoting the agency as an employer of choice. Since that time, the agency has acquired nearly 8,000 followers, which is more than the Texas Departments of Transportation, Public Safety, Aging and Disability Services, and the Health and Human Services Commission.

How You Compare		Total Followers
	Texas Department of Family and Protective Services	7,906
	Texas Department of Transportation	7,308
	Texas Department of Public Safety	6,615
	Texas Department of Aging and Disability Services	3,659
	Texas Health and Human Services Commission	1,122

- To build upon this success, the agency's next goal will be to acquire appropriated funds to create a *DFPS Jobs* page that would allow for passive and active recruitment of high caliber talent for candidates who do not typically consider DFPS when searching for a job (e.g., lawyers, business analysts, IT specialists, nurses, project managers, etc.).
6. **OBJ1 Strategy 6:** Review STARK SourceMatch services for supplementing agency recruiting, hiring, and retention initiatives.
- **OBJ1 Strategy 6 update:** Exploration of this strategy was placed on hold due to budgetary limitations and will be revisited during the 2018-2019 biennium.

ADDITIONAL OBJECTIVE 1 STRATEGIES NOT INITIALLY IDENTIFIED IN THE DECEMBER 2015 HRMP:


7. **OBJ1 Strategy 7:** Develop and implement a less than four-year degree CPS caseworker recruitment strategy.
- **OBJ1 Strategy 7 update:** CPS implemented a recruiting strategy that authorizes a combination of 2 years education combined with 2 years relevant work experience, or three years education combined with 1 year of relevant work, to meet the four-year degree requirement in the initial selection criteria for entry-level caseworkers. Because this program was recently introduced, an update on the strategy's progress will be available at the next six-month HRMP update.
8. **OBJ1 Strategy 8:** Develop and implement a recruitment/retention program designed to meet the Senate Bill 805 Veteran employment goal of 20 percent for state agencies.
- **OBJ1 Strategy 8 update:** DFPS Office of Process Improvement (OPI) created the HHS System's first Veteran-specific logo and brand, known as MilVets, which stands for Military Veterans. This logo and brand was used at military and university hiring events statewide to connect with Veteran job seekers and educate them on the benefits of state employment.



- The objective of MilVets is to promote support of military Veterans, provide a presence on the agency intra/internets, educate DFPS managers on the benefits of hiring or working for Veterans as well as how to support and celebrate them.

➤ DFPS MilVets Activities

TABLE 1: DFPS MILVETS ACTIVITIES TO DATE

<p>DFPS MilVets brand established</p> 	<p>Global mailbox established - dfpsmilvets@dfps.state.tx.us (monitored by a DFPS military veteran).</p>	<p>DFPS MilVets Intranet pages went live 12/16/15 - Promotes current DFPS Veterans with profiles and stories of their federal and state service.</p>
<p>IdeaScale Survey that led to a distribution of office supplies with MilVets logos directly to all 700+ current DFPS Veteran employees thanking them for their service.</p>	<p>1 - 2 minute "videommercial" on benefits of working for DFPS (from Veteran perspective).</p>	<p>5 - 10 minute interactive training video for hiring managers.</p>
<p>APS Conference - 11/11/15 Veterans Day - shared info & displayed brand supporting military Veterans at DFPS.</p>	<p>Collaboration with HHSC Veteran Advocate - Andre Smith and Texas Veterans Commission Employer Liaison, Tim Shatto.</p>	<p>Established a process to report DFPS Veteran employee numbers on a weekly basis to track and create a baseline for Veteran turnover.</p>

- DFPS MilVets was well-received by HHS leadership, who has embraced the logo and brand story, which will be elevated to the HHS level, creating the HHS MilVets Project. DFPS MilVets will discontinue its stand-alone agency status and reflag to HHS MilVets for recruiting and retention efforts system-wide.

OBJECTIVE 2: IMPROVE WORKING CONDITIONS AND ENVIRONMENT

While recruitment and hiring are important facets of a human resources management plan, DFPS recognizes that stabilization cannot occur unless the agency concurrently focuses on the top three reasons individuals report for leaving the agency:

- Poor working conditions or environment
- Better pay or benefits
- Issues with my supervisor or issues with employees I supervise

The reason most reported for separation by former DFPS employees remains *poor working conditions or environment*, which includes worker safety, work-related stress, and workload issues.

Worker Safety

Caseworkers are frequently exposed to threatening situations, such as physical assaults, dog bites, slashed tires, and verbal threats. In order to address such issues, the agency initiated the Aggressive Safety Action Project.

As part of this project, the Office of Worker Safety Support, a unit established with funds appropriated by the 84th Legislature, began researching and testing worker safety resources and support strategies, such as Enhanced Incident Support (EIS) and SafeSignal.

To further improve safety conditions, DFPS planned the following strategies over the 2016-17 biennium:

1. **OBJ2 Strategy 1:** Use data collected in the SEE, rookie, and exit surveys to evaluate the impact of agency safety initiatives.
 - **OBJ2 Strategy 1 update:** The DFPS 2016 SEE recently concluded and DFPS Workforce is currently conducting a review of the results for safety-related content, as well as the results of exit surveys for quarters 1 and 2 of fiscal year 2016. Analysis will be shared with the DFPS Office of Worker Safety and Executive Leadership and reported in the next six-month HRMP update.
2. **OBJ2 Strategy 2:** Use data obtained from DFPS-administered surveys as well as HHS Human Resources and Civil Rights reports to produce quantitative and qualitative analyses, reporting the frequency with which safety concerns were mentioned by current employees, or as a reason individuals chose to separate from the agency.
 - **OBJ2 Strategy 2 update:** Similarly, Workforce is also reviewing HHS HR and Civil Rights Office data for safety-related content, which will also be shared with the DFPS Office of Worker Safety and Executive Leadership and reported in the next six-month HRMP update.

ADDITIONAL WORKER SAFETY STRATEGIES NOT INITIALLY IDENTIFIED IN THE DECEMBER 2015 HRMP:

3. **OBJ2 Strategy 3:** Expand EIS. The Office of Worker Safety Support is currently providing EIS to CPS in Region 8, and will be expanding to all programs within that region. Since September 2015, the office has tracked over 160 incidents statewide.
4. **OBJ2 Strategy 4:** Expand SafeSignal Statewide. The SafeSignal caseworker safety instant alert system has been approved for expansion to DFPS frontline positions statewide following a pilot program that was rolled out to over 1,000 staff. This zero-button emergency alert works through a locked iPhone and allows a caseworker to send an alert to a monitoring center 24/7/365 days a year.
5. **OBJ2 Strategy 5:** Automate Worker Safety Alerts. A worker safety alert is being added to IMPACT. When complete, the user will be able to more easily see a Worker Safety Alert on Intake Reports when worker safety issues are designated at intake.

6. **OBJ2 Strategy 6:** Expand Safety-Related Training. The Office has developed training for supervisors, providing recommendations on how to support their staff when safety concerns are expressed, and how to quickly and effectively reach safety support resources. The information will be included in the Supervisor Training provided through the Center for Learning and Organizational Excellence (CLOE).

Work-Related Stress

Agency worksite wellness programs are designed to improve the quality of life for employees who choose to participate. Participation in wellness programs is voluntary and outside the scope of an employee's job duties. Further, the HHS System offers the Deer Oaks Employee Assistance Program (EAP), which is a confidential prepaid benefit that provides proactive and reactive counseling for work-related and financial concerns, short-term counseling and assessments, prevention/education resources, and crisis intervention for DFPS employees and household members.

To reduce work-related stress, DFPS planned the following strategies over the 2016-17 biennium:

7. **OBJ2 Strategy 7:** Use fiscal year 2015 agency wellness data as a baseline for measuring state agency worksite wellness program effectiveness.
 - **OBJ2 Strategy 7 update:** In fiscal year 2016, Deer Oaks EAP services opened the following number of cases within the HHS system: 1,354 "Personal Issues" and 110 "Work Issues." Deer Oaks completed 29 DFPS On-Site Incident Stress Debriefings from September through February.
 - DFPS will continue to monitor usage with these data-sets serving as a baseline for future analysis.
8. **OBJ2 Strategy 8:** Determine how to maximize impacts from existing programs as well as establish new programs based on other HHS agency lessons learned or best practices.
 - **OBJ2 Strategy 8 update:** In fiscal year 2016, DFPS wellness staff coordinated the following events:
 - Heart disease awareness luncheon.
 - Fun walks on National Walking Day.
9. **OBJ2 Strategy 9:** Increase awareness of EAP services among employees and their families as well as monitor utilization rates for measuring program impact.
 - **OBJ2 Strategy 9 update:** In fiscal year 2016, DFPS wellness staff have communicated the following:
 - Six wellness broadcast e-mails.
 - Nine State Office Staff e-mails.
 - Five Regional Staff focused e-mails.
 - Deer Oaks set a goal of 10 percent utilization by dependents.
 - Deer Oaks presented on resiliency and wellness at the 2016 DFPS Leadership Summit.

Workload Issues

Many factors influence a caseworker's ability to manage workloads, including training, management support, and agency turnover. The Sunset Advisory Commission found that an "unsupportive and punitive culture, perceptions of favoritism, use of disciplinary levels or threats of levels in lieu of employee development, and unhelpful to unfair performance evaluations" were cited most often as work environment factors contributing to CPS turnover. Accordingly, the Sunset Advisory Commission recommended several management actions:

10. **OBJ2 Strategy 10:** Sunset Advisory Commission's recommendation 1.1 directed DFPS to monitor and provide regular reports to DFPS management on compliance with annual performance evaluations, capped caseloads, use of positive performance levels, and areas with critical turnover problems.
 - **OBJ2 Strategy 10 update:** In an effort to improve transparency within the agency, Workforce prepares quarterly reports for each Program. These reports are briefed one-on-one to Assistant Commissioners and Directors of Field within each Program as well as to the DFPS Commissioner, Deputy Commissioner, and Associate Commissioner. To ensure Programs and State Office are aware of key issues, each report provides a detailed analyses of issues pertaining to: Growing the Workforce; Training the Workforce; Retaining the Workforce; and Meeting Key Performance Indicators (KPIs).
11. **OBJ2 Strategy 11:** Develop a systematic way of using turnover, when appropriate, to judge performance of CPS regional management.
 - DFPS will expand this Sunset recommendation across the agency and down to the supervisor or business-unit level to identify areas with critical turnover problems and implement focused retention efforts with the assistance of multiple stakeholders.
 - **OBJ2 Strategy 11 update:** Workforce focused its efforts to create a turnover analysis pilot within Regions 3 and 6. These analyses detailed the type of separation (i.e., voluntary, involuntary, retirement), and the tenure of separating staff by supervisor. Workforce will use trend analysis in the third and fourth quarters of fiscal year 2016 to explore the feasibility of allocating limited personnel to replicate the manual process of data sorting and calculating on a larger scale.

Decrease Time to Fill Vacancies

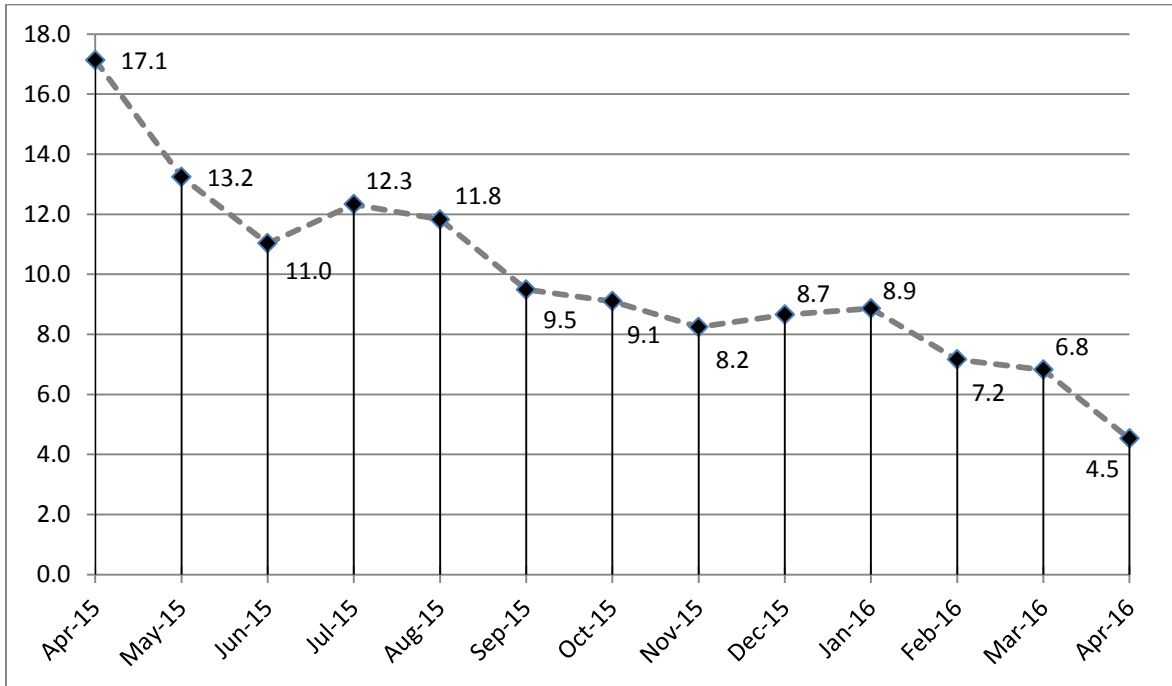
Vacancy rates have a direct impact on workload, which shapes an employee's working conditions and environment. The longer a vacancy exists, the longer unbalanced workload distributions exist for employees. The length of time a position remains open is calculated by adding the number of days passing between the position being vacated and the onboarding of a new employee.

To achieve this target, DFPS planned the following strategies over the 2016-17 biennium:

12. **OBJ2 Strategy 12:** Analyze the existing hiring process map to identify opportunities for reducing process redundancies that lengthen the hiring process.

- **OBJ2 Strategy 12 update:** Workforce initiated this strategy by reviewing the process map between the agency's candidate screening vendor (STARK SourceMatch) and the DFPS Talent Acquisition Group (TAG) to remove all redundant or duplicative efforts in converting CAPPS applications into SMART reports, which recommend the highest performers for interview.
- As depicted in Table 22 below, Workforce achieved a **74 percent decrease** in time to convert from 17.1 average business days in April 2015 to 4.5 average business days in April 2016.

TABLE 22: AVERAGE BUSINESS DAYS TO CONVERT FROM CAPPS APPLICATION TO SMART REPORT



- Each month contains approximately 22 business days

At the beginning of fiscal year 2016, DFPS wanted to reduce vacancy time by approximately 30 percent, from an average of 65 calendar days in fiscal year 2015 to 45 calendar days by fiscal year 2017.

- Through business process improvement, Workforce achieved a **25 percent decrease** in time to fill vacancies over a six-month period: from a statewide average of 65 calendar days in September 2015 to an average of 49 calendar days in February 2016.
13. **OBJ2 Strategy 13:** Compare direct delivery hiring processes against other agency hiring processes to identify best practices and potential lessons learned to expedite the direct-delivery hiring process.
 - **OBJ2 Strategy 13 update:** This strategy will be explored in fiscal year 2017 due to higher priority projects.
 14. **OBJ2 Strategy 14:** Apply workforce forecasting to anticipate human capital needs to hire and train new employees before predicted losses occur.
 - **OBJ2 Strategy 14 update:** As demonstrated in the Analysis of Fiscal Year Turnover section, Workforce compiled and analyzed six years of SAO separations, *churn*, and training attrition data

for CPS frontline staff (CVS, FBSS, INV) to develop the agency's first human capital forecasting models measuring *total* and *fully case-assignable gains/losses*.

- These forecasting models empower the agency to anticipate human capital losses before they occur and, if funding/positions were available, the agency could expedite hiring ahead of known losses to offset the four to seven month period it takes to replace caseworkers (i.e., about 49 days to hire, 90 days to train for accepting cases, and another 90 days to become fully case-assignable).

15. **OBJ2 Strategy 15:** Proposing a less than 4-year degreed caseworker pilot for hiring internal candidates with qualifying job experience (i.e., Human Services and Administrative Technicians), based upon existing proofs of concept within other U.S. states.

- **OBJ2 Strategy 15 update:** This strategy was implemented in January 2016 and one internal candidate was hired, an FBSS Human Services Technician (HST), in a hard-to-fill location. Due to the recent change in CPS policy regarding minimum education requirements, this project will now fall under the new CPS recruiting/retention strategy and be reported as a single effort.

OBJECTIVE 3: EXAMINE PAY AND BENEFITS

When planning for the 2016-17 biennium, DFPS recognized that several retention strategies were authorized; however, implementation required the availability of surplus funds appropriated for other strategies.

Due to such considerations, H.B. 1, Rider 41, of the 84th Legislature, Regular Session, 2015 charges DFPS with evaluating the compensation effectiveness of merit salary increases, paying down of overtime (OT) hours to 140, and mentoring stipends on improving recruitment and retention rates by region.

Overtime

In December 2015, OT payment thresholds were reduced from 240 to 140 hours. The table below details the amount of OT paid to current and separating staff within each program. In fiscal year 2016 Q1, DFPS paid \$8.5 million in OT, with CPS accounting for 97.3 percent (\$8.3 million). In fiscal year 2016 Q2, DFPS paid \$5 million in OT, with CPS accounting for 94.8 percent (\$4.7 million). In December 2015, the OT payment process became automated so that approved OT hours exceeding 148 will be automatically paid down the following month.

TABLE 23: OVERTIME PAID OUT TO CURRENT STAFF AND SEPARATED STAFF IN FY 16 Q1 AND Q2

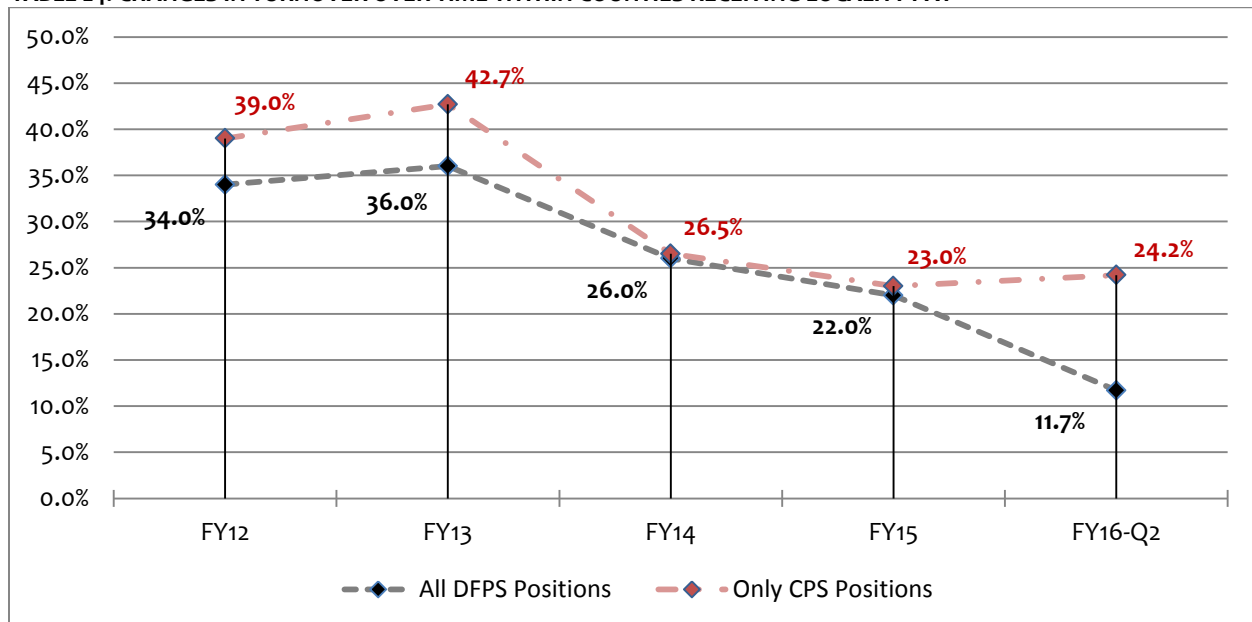
Program	Q1 - OT Paid Separated Staff	Q1 - OT Paid Current Staff	Total Paid FY16Q1	Q2 - OT Paid Separated Staff	Q2 - OT Paid Current Staff	Total Paid FY16Q2
APS	\$11,903.39	\$92,591.57	\$104,494.96	\$4,282.18	\$41,959.12	\$46,241.30
CPS	\$216,308.13	\$8,096,329.78	\$8,312,637.91	\$143,157.49	\$4,623,077.34	\$4,766,234.83
CCL	\$2,853.02	\$52,307.99	\$55,161.01	\$1,216.33	\$33,447.86	\$34,664.19
SWI	\$84.26	\$14,513.32	\$14,597.58	\$5.66	\$3,943.87	\$3,949.53
SO	\$3,848.00	\$56,200.97	\$60,048.97	\$2,871.51	\$171,168.73	\$174,040.24

Locality Pay

In 2013, energy exploration within Texas increased the cost of living in Region 9. In response to this challenge, the 83rd Legislature, Regular Session, 2013 authorized DFPS, with no funding requested or appropriated, to offer locality pay to employees at \$500. By fiscal year 2014, DFPS funded a \$1,000 locality pay incentive for employees living in Midland, Andrews, Ector and Ward counties and subsequently maintained it at \$1,000 in fiscal year 2015, as well.

Locality pay effectiveness is one of most quantifiable DFPS financial incentives to date, as depicted in *Table 24* below. Since its inception in fiscal year 2013, CPS turnover experienced a **43 percent decrease** and DFPS (non-CPS positions) experienced a **68 percent decrease** in turnover through the second quarter of fiscal year 2016.

TABLE 24: CHANGES IN TURNOVER OVER TIME WITHIN COUNTIES RECEIVING LOCALITY PAY



- Workforce is assessing why CPS turnover diverged so significantly from the rest of DFPS turnover in the same area

- Workforce will conduct its annual locality pay assessment in June 2016 to determine if locality pay rates are still relevant to local cost of living as well as provide a cost-analysis for Dallas, Harris, and Travis Counties.

DFPS planned the following pay and benefits strategies over the 2016-17 biennium:

1. **OBJ3 Strategy 1:** Partner with stakeholders to conduct a multi-phased benefits (i.e., salary) study that evaluates the agency's competitiveness and pay strategies within the existing industry market.
 - **OBJ3 Strategy 1 update:** DFPS is currently collaborating with a university partner to explore the agency's existing financial incentives effectiveness, with a goal of identifying opportunities to more effectively utilize current agency resources. This strategy is expected to begin in fiscal year 2017.
2. **OBJ3 Strategy 2:** Request monthly OT payment reports from DFPS Budget for reportable trend analysis on employees that both separate and remain with the agency to measure program effectiveness.

- **OBJ3 Strategy 2 update:** Data obtained from monthly OT reports is used to prepare graphics for quarterly reports detailing OT payout to current and separating staff by:
 - Program
 - Major position within program
 - Region
- This data will be used to develop a costing model that offers a methodology for using OT payments at 1.5 times an FTE's salary to propose a cost-neutral FTE increase that would reduce case/workload as well as OT payments.
- 3. **OBJ3 Strategy 3:** Explore possibilities for changing when employees are paid out for OT when moving from FLSA non-exempt to exempt positions (i.e., caseworker to supervisor). Currently, in many cases, DFPS employees carry OT balances and are eventually paid out at a higher salary rate than at the level in which the OT was originally earned.
 - **OBJ3 Strategy 3 update:** This policy was developed and distributed to other agency departments for review and comments. The policy is currently pending approval from the DFPS Office of Finance.
- 4. **OBJ3 Strategy 4:** Work with stakeholders and university partners to conduct a cost of living comparison for all counties in the State of Texas.
 - **OBJ3 Strategy 4 update:** This strategy was merged with OBJ3 Strategy 5, as a part of the June 2016 locality pay assessment, which will be reported at the next six-month HRMP update.
- 5. **OBJ3 Strategy 5:** Conduct a housing cost analysis for individuals in Region 9 to evaluate the impact of the stipend and determine if stipend amounts should be adjusted.
 - **OBJ3 Strategy 5 update:** Due to availability and timeliness of cost of living data, this project will be completed during the fourth quarter of fiscal year 2016 and reported on at the next six-month HRMP update.
- 6. **OBJ3 Strategy 6:** Measure other financial incentives for effectiveness in fiscal years 2016 and 2017 including longevity pay, mentoring stipend, travel reimbursements, regular and one-time merits, CPS performance bonus, investigative stipend, Title IV-E stipend, language interpreter pay, college degree pay, on-call pay, and high-risk pay.
 - **OBJ3 Strategy 6 update:** This strategy is tied to OBJ3 Strategy 1 (multi-phased benefit study), which is currently under revision. This study is required by Rider 41 and the final report is expected December 1, 2016.

CPS Performance-Based Merits

The 84th Legislature appropriated \$7.4 million (All Funds) in fiscal years 2016-2017 for a performance-based merit program in CPS. The program was designed to reduce the number of tenured staff leaving the agency or transferring to other positions within the agency.

The intent of the Legislature was to establish a program that will provide one-time merits every six months of up to \$1,250 to 25 percent of CPS direct delivery staff that possess two years or more tenure. The program was approved December 3, 2015 and CPS reported that approximately 800 merits have been awarded through May 2016.

A more detailed report on the outcomes of this program will be provided at the next six-month HRMP update and be a part of the Rider 41 compensation effectiveness report due in December 2016.

OBJECTIVE 4: STRENGTHEN ORGANIZATIONAL CULTURE

1. **OBJ4 Strategy 1:** As part of the Sunset Advisory Commission's recommendation 1.7, DFPS was instructed to develop a system ensuring that Workforce Development monitors all complaints within a system that allows complaints to be anonymous, but at a minimum, keeps them confidential. Additionally, prepare clear and concise communications ensuring employees understand the difference in purpose between anonymous (or confidential) informal complaints and formal complaints.
 - **OBJ4 Strategy 1 update:** In March 2016, Workforce implemented a manual confidential complaint system with an [internal complaints e-mail](#) and webpage whereby employees could obtain and submit information pertaining to formal and informal complaints. This manual system allowed individuals to submit complaints, which were subsequently monitored by the Internal Confidential Complaints (ICC) Division.
 - In May 2016, the implementation of HEART automated this process and now serves as the system of record for the agency's internal complaints. The automated system helped delineate the criteria between formal and informal complaints and allows for the submission of anonymous, but no less than confidential internal complaints. To ensure confidentiality, the system was set up with a safeguard that does not allow anyone outside the ICC Division to have direct access to complaint data.
 - Reporting to the DFPS Executive Team on complaint data trends will begin monthly and eventually be expanded to quarterly reports, beginning in June 2016.

In addition, DFPS planned the following strategies over the 2016-17 biennium to improve communication throughout the agency:

2. **OBJ4 Strategy 2:** Employ Sunset Advisory Commission's recommendation 1.3 by collaborating with HHS HR to refine corrective performance action policies that communicate additional guidance to managers on appropriate use, and require centralized reporting of all level one actions to the centralized Workforce Development division.

- **OBJ4 Strategy 2 update:** A new Usage of Level Reminders policy (Policy HR-4104) was created in collaboration with HHS HR and is ready for Executive Commissioner approval, incorporating the following guidance:
 - Reiterates positive performance level one actions must not have negative consequences and stipulates that level one actions cannot disqualify or exclude employees from benefits or opportunities.
 - Encourages employees who have been threatened with level one actions or been given consequences for level one actions to notify HHS HR or DFPS Workforce via the internal confidential complaint system from Recommendation 1.7.
 - CLOE, a sub-division of Workforce Development, is working collaboratively to include the new policy in CPS supervisor training. The training will be rolled out to new and current supervisors in July 2016.

- 3. **OBJ4 Strategy 3:** Meet Sunset Advisory Commission's recommendation 1.6 by developing a clear, consistent, and publicized set of standards that must be considered when deciding which staff members receive merits. These performance measures should be tied to quality performance standards established in the Commission's recommendation 1.5.
 - To ensure DFPS is incentivizing the desired outcomes while receiving an appropriate level of ROI, DFPS expanded this recommendation to all financial incentive policies to both measure and assess the effectiveness of agency incentive programs.

- **OBJ4 Strategy 3 update:** DFPS implemented a new policy providing a clear and consistent set of standards that all supervisors must use when considering which staff members receive merit payments. Workforce added the provision that, to be eligible for a recurring or one-time merit payment, supervisors must be current on all direct report performance evaluations, as well. Examples of authorized exceptions to this rule include:
 - Supervisors with new hires are not subject to this eligibility factor unless the employee's evaluation period surpasses the 12-month threshold.
 - Supervisors with transfer employees who have less than three consecutive months as a direct report without a current performance evaluation are not subject to this eligibility factor.
 - Performance evaluations may be conducted by supervisors on employees who have been their direct reports for a minimum of three consecutive months.

TABLE 25: PERFORMANCE DIMENSIONS AND DESCRIPTIONS FOR AGENCY MERIT ELIGIBILITY

Performance Dimension	Description
Initiative	Independently assumes new and challenging assignments or goals for both team and self;
	Volunteers to put in the extra time and effort required for quality work;
	Offers innovative suggestions to solve problems or improve operations and seizes opportunities to improve whenever they present themselves;
	Routinely achieves results beyond what goals require
Responsiveness and Flexibility	Effectively handles multiple responsibilities without changes in quality;
	Accepts and takes risks by constantly generating small wins and learning from experience;
	Maintains objectivity in all situations;
	Actively seeks solutions to tasks, situations, problems, or persons;
	Responds promptly and effectively to the needs of the agency or client..
Professionalism and Attitude	Aligns his or her day-to-day decisions and behaviors with agency mission, vision, and values;
	Develops competence and confidence in others;
	Demonstrates and fosters accountability;
	Fosters collaboration by promoting goals and building trust.
Leadership	Inspires others in a direction or decision that leaves them feeling empowered and accomplished;
	Sets an example by aligning actions with shared values for all co-workers to aspire to;
	Strengthens others by increasing their self-determination and competence development;
	Shows appreciation for individual and team excellence by recognizing and rewarding contributions.
Teamwork	Fosters collaboration with both internal and external communities by building trust and facilitating relationships;
	Celebrates team values and victories by creating a spirit of community;
	Seeks opportunities to build morale in self and others;
	Volunteers to assist other team members.

4. **OBJ4 Strategy 4:** Sunset Advisory Commission's recommendation 2.8 directed DFPS to develop a process to report results of staff surveys and other feedback mechanisms back to employees, including suggestions made and management actions taken.
 - **OBJ4 Strategy 4 update:** DFPS will begin this process with the recently administered Survey of Employee Engagement (SEE) during the third quarter of fiscal year 2016. After reviewing the data with the Executive Staff, Workforce will prepare a summarized report that will be communicated directly back to employees statewide.
 - Beginning in fiscal year 2017, Workforce will compile data collected from SAO and DFPS exit surveys, which will be summarized with focused strategies and communicated back to employees.

Professional Development

As an agency, DFPS often finds itself focusing resources and efforts on immediate needs. In doing so, we have neglected to address systemic issues that drive long-term success. That systemic issue is the consistent professional development of our greatest asset - our workforce.

Research on organizational leadership has shown there is a clear connection between the quality of an organization's leadership practices and behaviors—as perceived by employees—and subsequent intentions by employees to stay with an organization, perform at a high level, and apply discretionary effort.

By the end of fiscal year 2017, DFPS will implement initiatives that establish leadership behaviors that lead to a high-performing workforce, develop the leadership acumen of supervisors to help them grow their employees, and establish a viable succession plan.

Developing leaders from within the agency encourages organizational loyalty, galvanizes agency values, and offers a career path for those dedicated to our clients' success.

DFPS planned the following strategies during the 2016-17 biennium:

5. **OBJ4 Strategy 5:** Translate agency values into behaviors and embed those activities into every facet of organizational training and professional development.
 - **OBJ4 Strategy 5 update:** In January 2016, CLOE began rewriting all current training and professional development curriculum to reflect agency values and behaviors. This is a long-term project that is expected to be complete by August 2017.
 - Concurrently, Workforce used agency values and behaviors to rewrite the fiscal year 2016 DFPS merit policy performance dimension descriptions.
6. **OBJ4 Strategy 6:** Create an ongoing professional leadership program that infuses DFPS values and leadership characteristics into all facets of agency training and development programs.
 - **OBJ4 Strategy 6 update:** As a part of the Leadership for Advance Management (LAM) program, CLOE initiated the certification of curriculum developers and trainers in The Leadership Challenge (TLC) in March 2016.
 - TLC will serve as the basis for the agency's leadership behaviors, which will be embedded in how DFPS screens candidates, interviews, hires, on-boards, trains, retains, implements succession planning, and issues awards or financial incentives.
7. **OBJ4 Strategy 7:** Develop an HSI tool, in collaboration with STARK SourceMatch that evaluates an employee's leadership potential so DFPS may identify and develop the next generation of agency supervisors.

- **OBJ4 Strategy 7 update:** Workforce began reviewing service offerings from various vendors while awaiting HSI validation information from STARK. A project plan or timeline will be available in the next six-month update of the HRMP.
8. **OBJ4 Strategy 8:** Explore the feasibility for adding a section to supervisor performance evaluations that encompass assessments from their employees.
- **OBJ4 Strategy 8 update:** Workforce determined that adding sections to supervisor performance evaluations may not be possible due to IT limitations within the CAPPs system; however, the agency is developing a plan to incorporate 360 assessments at the supervisor-level and above. A project plan or timeline will be available in the next six-month update of the HRMP.
9. **OBJ4 Strategy 9:** Provide training on the appropriate use and application of performance levels based on newly refined policies.
- **OBJ4 Strategy 9 update:** As discussed in OBJ4 Strategy 2, training on the appropriate use and application of performance levels will be available to DFPS employees in July 2016.
10. **OBJ4 Strategy 10:** As part of the Sunset Advisory Commission's recommendation 1.3, DFPS was required all managers/supervisors to report use of corrective actions to the Workforce Development division.
- **OBJ4 Strategy 10 update:** DFPS has reported the use of all corrective actions since June 2015, including level one actions, to HHS HR and is shared with Workforce Development, which meets the intent of the Commission's recommendation.

Succession Planning

Succession planning is "the identification of job vacancies that can be expected to occur through retirement or attrition and the strategic consideration of where and how internal candidates might fill those vacancies."⁵

Succession planning ensures key positions remained filled with competent performers, and helps identify areas of performance where employees may require training to manage and improve performance outcomes.

A succession plan would help DFPS to address future needs with current resources and ensure continuity of leadership, since such a large proportion of its managers is eligible or close to retirement eligibility.

In an effort to meet the Sunset Advisory Commission's recommendation 2.10, DFPS planned the following strategies over the 2016-17 biennium:

11. **OBJ4 Strategy 11:** Develop a succession plan for anticipated and unanticipated departures of key management staff, beginning with State Office positions, that:

⁵ Human Resource Essentials, Lin Gensing-Pophal, 2010

- Identifies positions critical to DFPS operations and establishes a comprehensive strategy for preparing new staff to assume these roles and responsibilities, and
 - Identifies critical vacant positions and positions at risk of becoming vacant in the near future to provide training and development opportunities to employees eligible to move into these positions.
- **OBJ4 Strategy 11 update:** Workforce developed a draft succession plan containing roles, responsibilities, key functions, and required knowledge, skills, and abilities in December 2015. Due to Executive Team turnover, the project was placed on hold and is anticipated to continue once all new Executive Team members are onboard.

Promote Long-Term Career Paths

Retaining quality employee begins during the recruitment and hiring process. Investing time and energy at the start of an employee's career conveys value, appreciation, and dedication to employee success on behalf of the agency.

Accordingly, DFPS planned the following strategies over the 2016-17 biennium:

12. **OBJ4 Strategy 12:** Develop an operational and logistical plan for a multi-day new employee orientation (NEO) for all new hires throughout the state to establish a common understanding of the agency's values, organizational goals and culture, and career opportunities across the HHS system.
 - **OBJ4 Strategy 12 update:** The Model for Orientation, Retention, and Empowerment (MORE) proposal was submitted for executive review in April 2016 and is currently under review. Once the proposal is approved, CLOE expects Phase I of the development process to begin during the first quarter of fiscal year 2017.
13. **OBJ4 Strategy 13:** Explore developing a comprehensive career guide offering skill-based career clusters supported by organizational training, rather than conventional career ladders based upon job occupational fields.
 - **OBJ4 Strategy 13 update:** CLOE expects the career guide proposal to be submitted for executive review in September 2016. Once approved, the LAM team will begin collaborating with agency division leadership to start project implementation.

Appendix A

SUPPLEMENTAL DFPS RETENTION STRATEGIES

When planning for the 2016-17 biennium, DFPS recognized that the following retention strategies were authorized; however, implementation requires the availability of surplus funds appropriated for other strategies. If funds are identified for retention initiatives, DFPS may amend this HRMP to include additional strategies in alignment with overall agency priorities.

House Bill 1

i. Riders.

a. Rider 18 - CPS Investigative Pay

DFPS is authorized to continue to provide the amount of \$5,000 per fiscal year established by the 79th Legislature for CPS Investigation caseworkers and Supervisors. The pay shall be paid at the rate of \$416.67 per month, or pro-rata portion if a partial month is worked in the position.

b. Rider 27 - College Degree Pay

DFPS may pay 3.4 percent to 6.8 percent above the current base salary for employees with targeted college degrees determined by the department to be relevant to their positions. The targeted degrees include, but are not limited to social work, counseling, early childhood education, psychology, criminal justice, elementary or secondary education, sociology, human services, and child development.

c. Rider 28 - On-Call Pay

It is expressly provided that DFPS, to the extent permitted by law, may pay compensation for on-call time at the following rates: credit for one hour of base pay worked for each day of on-call during the normal work week, and two hours of base pay worked for each day of on-call during a weekend and on holidays.

This credit shall be in addition to actual hours worked during normal duty hours and actual hours worked during on-call status. For employees subject to the Fair Labor Standards Act (FLSA), an hour of on-call service shall be considered to be an hour worked during the week for purposes of the FLSA only to the extent required by federal law.

d. Rider 29 - High Risk Pay

DFPS may pay additional compensation for the following positions effective September 1, 2015:

- CPS Investigative caseworker and HST
- CPS Conservatorship caseworker and HST
- CPS Family Based Safety Services caseworker and HST
- CPS I See You caseworker and HST
- APS In-Home caseworker
- APS MH and ID Investigations caseworker
- RCCL Investigative caseworker

- DCL Investigative caseworker

The additional compensation is in the amount of \$50 *per month* to be included in the employee's monthly compensation proportional to the hours worked during the month. An employee is no longer eligible to receive this additional compensation beginning with the first day of the month in which an employee is no longer assigned to one of the positions included in this rider.

e. Rider 35 - Mentoring Stipend

Out of funds appropriated above, DFPS may pay additional compensation for the mentoring of new employees as a means to increase worker retention. The additional compensation *may not exceed* \$300 *per month* to be included in the employee's monthly compensation, proportional to the hours paid during the month.

ii. Special Provisions.

a. Sec. 28 - Language Interpreter Services

In order to compensate employees of HHS agencies for assuming the duty of providing interpreter services to consumers whose primary language is not English, HHS agencies, upon written authorization of the appropriate agency commissioner or his/her designee, may, from funds appropriated above, increase the salary of classified employees by an amount *equal to a one step increase, or 3.25 percent*, so long as the resulting salary rate does not exceed the rate designated as the maximum rate for the applicable salary group. Salary increases provided for this purpose are not merit increases and shall not affect an employee's eligibility to receive a merit increase. This authorization also includes employees who provide interpreter services in American Sign Language.

b. Sec. 51 - Locality Pay

Out of funds appropriated above, HHS agencies listed in Chapter 531, Government Code are hereby authorized to pay a salary supplement, *not to exceed \$1,200 per month*, to each employee whose duty station is located in an area of the state in which the high cost of living is causing excessive employee turnover, as determined by the agency.

iii. Salary Administration and Employment Provisions.

a. Sec. 3.06 - Recruitment and Retention Bonuses

A state agency may pay a bonus to an individual as provided by §659.262, Government Code.

Appendix B

EMPLOYEE TURNOVER COMPARISON REPORT

Functional Title	Turnover Rate (FY 11)	Turnover Rate (FY 12)	Turnover Rate (FY 13)	Turnover Rate (FY 14)	Turnover Rate (FY 15)	Turnover Rate (FY 16 YTD)	% Change FY 15 to FY 16
All Employees	17.1%	19.5%	18.6%	19.0%	19.6%	17.2%	-12.0%
Child Protective Services							
CPS Workers	25.0%	26.1%	25.5%	25.2%	25.8%	23.0%	-10.8%
CPS Supervisors	5.6%	9.7%	6.6%	6.3%	9.5%	10.3%	7.7%
CPS Program	18.8%	21.0%	19.9%	19.6%	20.5%	18.5%	-9.9%
CPS Specialist I ²				27.7%	43.0%	37.8%	-12.2%
CPS Specialist II ⁶	35.2%	37.8%	34.9%	40.5%	30.5%	28.7%	-5.9%
CPS Specialist III	20.8%	21.5%	23.2%	20.3%	17.5%	15.0%	-14.2%
CPS Specialist IV	10.3%	11.3%	12.6%	9.9%	10.2%	11.3%	10.6%
CPS Specialist V	5.1%	9.0%	9.5%	6.3%	12.5%	11.1%	-11.1%
CPS Special Investigator	13.7%	17.5%	15.6%	14.5%	18.0%	19.8%	10.0%
CPS CVS Caseworker	22.7%	23.7%	22.9%	22.6%	22.6%	19.9%	-12.0%
CPS FBSS Caseworker	27.3%	25.4%	25.5%	23.0%	27.9%	21.7%	-22.0%
CPS INV Caseworker	31.7%	33.5%	32.3%	33.8%	32.7%	30.5%	-6.6%
ADULT PROTECTIVE SERVICES (APS)							
APS Workers	16.2%	19.5%	16.7%	24.6%	23.4%	15.7%	-33.2%
APS Supervisors	8.8%	8.2%	10.9%	9.1%	13.4%	5.4%	-59.5%
APS Program	13.9%	16.8%	14.1%	20.5%	19.8%	14.3%	-27.8%
CHILD CARE LICENSING (CCL)							
DCL Workers	11.8%	17.6%	19.8%	19.4%	25.1%	22.7%	-9.6%
DCL Supervisors	0.0%	2.7%	13.7%	7.2%	7.1%	17.2%	140.9%
DCL Program ⁴	10.8%	15.1%	17.9%	16.2%	19.6%	18.1%	-7.6%
RESIDENTIAL CHILD CARE LICENSING (RCCL)							
RCCL Workers	8.5%	18.6%	11.6%	20.4%	16.1%	15.8%	-1.8%
RCCL Supervisors	4.2%	4.7%	4.4%	0.0%	12.9%	0.0%	-12.9%
RCCL Program	8.8%	16.3%	10.7%	16.3%	14.2%	11.3%	-20.2%
STATEWIDE INTAKE (SWI)							
SWI Workers	17.9%	19.5%	20.6%	16.7%	19.1%	16.7%	-12.8%
SWI Supervisors	13.9%	5.9%	0.0%	11.3%	8.2%	5.6%	-32.4%
SWI Program	17.2%	16.7%	17.0%	16.0%	16.1%	13.9%	-13.8%

NOTE¹: CPS Specialist I was reintroduced in fiscal year 2014.

NOTE²: 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 current rate.