



**TEXAS**  
Department of Family  
and Protective Services

**General Appropriations Act for the 2024-25  
Biennium,  
88th Legislature, Regular Session,  
Department of Family & Protective Services,  
Rider 8  
Human Resources Management Plan  
Bi-Annual Report**

*March 2025*

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## EXECUTIVE SUMMARY

General Appropriations Act, Rider 8, of the 2024-25 Biennium, 88th Texas Legislature, Regular Session, 2023, 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.

Turnover thru the 1st Quarter (Q1) of FY2025 compared to FY2024 for the entire agency was down over 23 percent and has consistently decreased over the last three fiscal years.

- With the Community Based Care (CBC) positions included, DFPS has reported a 23.7 percent decrease in turnover agency-wide from 26.9 percent in FY2024 to 20.5 percent in Q1 FY2025.
- With the CBC positions excluded, DFPS rate decreased from 22.3 to 20.5 percent. During Q1 FY2025 no CBC transitions occurred, therefore the Q1 turnover rate was not affected. However, Table 1 shows how the turnover rate has been affected with the CBC positions excluded from previous fiscal years.

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 (FY2025) is complete through the end of Q1. Turnover through Q1 FY2025 is compared to turnover to the previous full fiscal year turnover. There is some seasonality in turnover that may affect the comparisons across fiscal quarters within the same fiscal year.

According to the SAO Classified Employee Turnover for FY2024, the statewide turnover rate was 16.5<sup>1</sup> percent for all state agencies. In Q1 FY2025, DFPS averaged 12,780 employees with a turnover rate of 20.5 percent consistently decreasing over the last three fiscal years.

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<sup>1</sup> <https://sao.texas.gov/SAOReports/ReportNumber?id=25-705>

## **Turnover and Retention Findings**

DFPS is currently transitioning to the Community-Based Care (CBC) foster care model. This model 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 the CBC model to all of Texas by 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 provided by the SSCC and includes services for families with the goal of increasing 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 typically begins about 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 FY2024 the following regions transitioned into Stage II with a Single Source Continuum Contractor (SSCC):

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

**TABLE 1: SUMMARY OF EMPLOYEE TURNOVER COMPARISON REPORT (as of FY2025)<sup>2, 3, 4, 5, 6</sup>**

Functional Title	Turnover Rate (FY19)	Turnover Rate (FY20)	Turnover Rate (FY21)	Turnover Rate (FY22)	Turnover Rate (FY23)	Turnover Rate (FY24)	Turnover Rate (FY25 YTD)	% Change FY24 to FY25 YTD
<b>DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)</b>								
All Employees (with CBC positions Included)	19.3%	18.5%	23.8%	29.0%	26.3%	26.9%	20.5%	-23.7%
*All Employees (with CBC positions Excluded)	19.1%	16.4%	23.7%	27.8%	25.6%	22.3%	**20.5%	-8.0%
<b>CHILD PROTECTIVE SERVICES (CPS)</b>								
CPS Workers	17.3%	20.7%	21.2%	27.0%	28.3%	40.3%	19.7%	-51.1%
*CPS Workers (CBC Excluded)					28.3%	28.3%	19.7%	-30.4%
CPS Supervisors	7.9%	9.2%	7.1%	12.3%	12.7%	26.1%	5.6%	-78.5%
CPS Program	16.1%	18.4%	19.8%	26.6%	26.1%	35.1%	16.3%	-53.4%
CPS Specialist I	31.6%	38.7%	42.2%	47.2%	53.4%	75.4%	45.4%	-39.8%
CPS Specialist II	21.8%	24.7%	23.7%	30.8%	33.3%	39.6%	13.3%	-66.4%
CPS Specialist III	14.2%	18.4%	15.7%	23.7%	22.4%	26.2%	14.1%	-46.1%
CPS Specialist IV	9.5%	10.3%	10.2%	14.2%	14.9%	20.8%	4.2%	-79.8%
CPS Specialist V	7.3%	9.7%	8.9%	14.5%	11.1%	13.5%	9.2%	-31.6%
CPS Prog Specialist III	26.2%	14.5%	7.2%	13.5%	13.0%	9.8%	0.0%	-9.8%
CPS Prog Specialist IV	10.0%	10.3%	0.0%	11.1%	0.0%	24.2%	0.0%	-24.2%
*CPS Specialist I (CBC Excluded)					53.4%	57.2%	45.4%	-20.7%
*CPS Specialist II (CBC Excluded)					33.3%	29.1%	13.3%	-54.2%
*CPS Specialist III (CBC Excluded)					22.4%	17.6%	14.1%	-19.7%
*CPS Specialist IV (CBC Excluded)					14.9%	14.6%	4.2%	-71.2%
*CPS Specialist V (CBC Excluded)					11.1%	9.9%	9.2%	-6.3%
*CPS Prog Specialist III (CBC Excluded)					13.0%	6.7%	0.0%	-6.7%
*CPS Prog Specialist IV (CBC Excluded)					0.0%	24.2%	0.0%	-24.2%
CPS CVS Caseworker	17.1%	24.7%	24.6%	34.9%	35.3%	54.1%	22.5%	-58.3%
CPS CVS Caseworker (CBC Excluded)					35.3%	34.8%	22.5%	-35.2%
CPS CVS Supervisor	7.7%	10.2%	5.7%	13.4%	15.4%	35.0%	10.4%	-70.2%
CPS CVS Program	16.6%	23.1%	23.5%	34.3%	34.0%	51.0%	19.9%	-60.9%
CPS FAD Caseworker	11.3%	5.9%	13.8%	13.2%	18.0%	24.1%	0.0%	-24.1%
CPS FAD Caseworker (CBC Excluded)					18.0%	19.2%	0.0%	-19.2%
CPS FAD Supervisor	3.8%	4.2%	4.4%	10.8%	6.8%	32.0%	0.0%	-32.0%
CPS FAD Program	10.5%	5.9%	13.2%	14.5%	17.4%	46.4%	10.5%	-77.3%
CPS FBSS Caseworker	23.3%	18.6%	21.3%	17.7%	23.3%	26.1%	22.8%	-12.7%
CPS FBSS Caseworker (CBC Excluded)					23.3%	26.1%	22.8%	-12.7%
CPS FBSS Supervisor	9.1%	7.1%	8.3%	9.7%	10.0%	11.8%	0.0%	-11.8%
CPS FBSS Program	20.8%	16.1%	20.7%	20.3%	23.0%	23.3%	19.1%	-18.1%
CPS KIN Caseworker	4.4%	14.6%	9.3%	20.0%	14.2%	21.6%	3.6%	-83.3%
*CPS KIN Caseworker (CBC Excluded)					14.2%	11.4%	3.6%	-68.3%
CPS KIN Supervisor	8.2%	8.0%	0.0%	12.4%	8.6%	21.3%	0.0%	-21.3%
CPS KIN Program	7.0%	14.0%	9.0%	21.0%	15.5%	25.9%	2.8%	-89.2%

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CPS OTH Caseworker	7.6%	9.0%	6.6%	11.2%	8.4%	17.6%	3.4%	-80.4%
*CPS OTH Caseworker (CBC Excluded)					8.4%	10.1%	3.4%	-65.7%
CPS OTH Supervisor	3.8%	11.9%	19.8%	15.4%	3.8%	14.4%	0.0%	-14.4%
CPS OTH Program	10.6%	9.4%	10.4%	14.1%	9.9%	12.4%	6.7%	-45.8%
<b>INVESTIGATIONS (CPI)</b>								
CPI Specialist I	48.9%	48.9%	59.1%	62.0%	54.6%	49.3%	51.1%	3.7%
CPI Specialist II	34.6%	25.3%	41.6%	35.2%	21.0%	20.5%	15.3%	-25.4%
CPI Specialist III	22.1%	15.4%	33.5%	22.4%	18.6%	19.1%	16.1%	-15.5%
CPI Specialist IV	12.2%	12.7%	22.6%	24.0%	13.4%	11.6%	11.1%	-3.9%
CPI Specialist V	12.4%	16.2%	20.4%	10.7%	5.4%	6.1%	8.2%	34.0%
CPS Prog Specialist III Inv	25.8%	0.0%	9.8%	36.4%	14.3%	0.0%	0.0%	0.0%
CPS Prog Specialist IV Inv	0.0%	25.0%	19.0%	0.0%	0.0%	20.0%	80.0%	300.0%
CPS Prog Specialist V Inv			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CPS SI Investigator	13.2%	8.0%	17.1%	19.3%	25.7%	23.5%	18.5%	-21.2%
CPI Workers			40.8%	43.2%	36.1%	31.8%	30.4%	-4.5%
CPI Workers (Non SI)	31.9%	28.8%	43.2%	45.7%	37.2%	32.6%	31.5%	-3.4%
CPI Supervisors	8.5%	10.3%	14.6%	14.9%	13.5%	13.7%	9.3%	-31.9%
CPI Program	25.1%	22.3%	34.9%	37.7%	32.4%	27.2%	25.6%	-5.8%
<b>INVESTIGATIONS (DCI)</b>								
DCI Workers	24.8%	18.2%	48.9%	45.4%	42.4%	15.2%	26.1%	71.4%
DCI Supervisors	16.7%	17.4%	50.0%	17.4%	18.2%	0.0%	0.0%	0.0%
DCI Program	19.0%	20.3%	36.4%	40.3%	29.4%	12.6%	18.6%	48.0%
<b>INVESTIGATIONS (RCI)</b>								
RCI Workers	29.8%	28.8%	26.4%	35.9%	29.3%	20.0%	14.5%	-27.1%
RCI Supervisors	10.3%	0.0%	14.8%	27.4%	22.2%	5.3%	0.0%	-5.3%
RCI Program	24.7%	21.6%	26.3%	33.0%	25.8%	17.1%	10.6%	-38.0%
<b>ADULT PROTECTIVE SERVICES (APS)</b>								
APS Workers	20.7%	17.9%	25.1%	33.9%	33.2%	29.1%	22.3%	-23.3%
APS Supervisors	7.2%	1.2%	9.6%	10.3%	4.7%	9.5%	0.0%	-9.5%
APS Program	17.5%	15.2%	21.9%	28.7%	27.5%	24.1%	17.5%	-27.6%
<b>STATEWIDE INTAKE (SWI)</b>								
SWI Workers	16.8%	7.2%	10.9%	15.2%	16.9%	12.4%	7.5%	-39.8%
SWI Supervisors	5.5%	2.7%	4.5%	11.3%	4.5%	0.0%	37.7%	37.7%
SWI Program	14.7%	6.8%	9.7%	14.4%	13.7%	10.0%	11.5%	14.8%

‘\*’ denotes CBC positions removed from the above analysis.

‘\*\*’ There were no CBC position roll-offs during the first quarter of FY2025.

**Program Tenure- Q1 FY2025<sup>7, 8</sup>**

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	0.0%	0.9%	0.9%	1.8%	2.7%	5.4%	88.4%
APS In-Home Wkr	15.3%	9.7%	14.2%	13.5%	8.7%	6.1%	32.5%
CPS CVS Supv	2.2%	2.2%	2.7%	1.8%	6.3%	3.6%	81.3%
CPS CVS Wkr	19.0%	11.8%	15.8%	11.1%	8.8%	4.9%	28.6%
CPS FBSS Supv	2.0%	1.3%	1.3%	2.6%	1.3%	5.3%	86.2%
CPS FBSS Wkr	13.9%	12.8%	10.6%	7.0%	10.1%	7.9%	37.7%
CPI INV Supv	2.4%	2.9%	2.4%	3.8%	7.6%	5.2%	75.7%
CPI INV Wkr	18.9%	10.5%	17.6%	14.2%	9.4%	6.1%	23.3%
SWI Supv	0.0%	0.0%	2.1%	0.0%	2.1%	0.0%	95.8%
SWI Wkr	7.0%	6.0%	10.8%	8.2%	3.2%	3.5%	61.4%

- Roughly half of CPS CVS (46.6 percent) and CPI (47.0 percent) workers have two 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 SIX MONTHS AFTER TRAINING<sup>7</sup>**

Staff Type	2020	2021	2022	2023	2024	Avg
APS In-Home Wkr	76.8%	75.4%	68.5%	65.4%	76.7%	<b>73%</b>
CPS CVS Wkr	79.7%	73.0%	75.5%	74.1%	55.3%	<b>72%</b>
CPS FBSS Wkr	76.7%	84.9%	77.5%	68.0%	75.8%	<b>77%</b>
CPS INV Wkr	63.7%	60.6%	62.2%	69.3%	66.9%	<b>65%</b>
SWI Wkr	77.8%	85.7%	78.6%	65.2%	100.0%	<b>82%</b>

- From FY2020 to FY2024, CPS CVS averages 72 percent and CPS FBSS averages 77 percent of caseworker retention six months after training completion.
- CPI averages 65 percent caseworker retention six months after training completion during the same period.
- FY2025 data not available. The table will reflect FY2025 data on the next report.

<sup>2</sup> 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.

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

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

<sup>5</sup> Adult Protective Services (APS).

<sup>6</sup> Statewide Intake (SWI).

<sup>7</sup> All tenure and retention data as of January 24, 2025.

<sup>8</sup> Percent data may not add up to a 100% due to rounding in MS Excel.

## **PROGRAM INITIATIVES FOR FISCAL YEAR 2025**

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 Recruiting 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 Recruiting and Retention Initiative forward, it is anticipated that turnover rates will continue to decrease while enhancing overall program effectiveness and ultimately fostering a more robust support system for vulnerable individuals and families in need.

### **Recruiting and Retention Initiative Goal:**

The primary aim for the DFPS Recruiting 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 Recruiting and Retention Initiative taskforce has instituted performance metrics to gauge the level of success achieved within each objective throughout FY2024 and FY2025.

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 FY2024, 47 percent of the strategies in the Recruitment and Retention Initiative have been completed. Efforts on strategies that have not yet been completed continue throughout FY2025. See Appendix 2 for summary of status and the continued efforts for FY2025.

### **Recruitment**

The objective aims to expand the pool of qualified candidates by implementing effective strategies to attract 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.



- As of September 1st, 2024, DFPS has fully implemented enhanced partnerships with recruitment platforms, Handshake, Indeed, and LinkedIn, resulting in an expanded talent reach. Notably, Handshake strengthened our university relationships, connecting DFPS directly with qualified students and alumni while building our campus presence. These digital recruitment tools, combined with targeted outreach strategies, have created a more robust talent pipeline and improved candidate engagement throughout the hiring process. Within the last six months while using these tools DFPS has already begun to see remarkable recruitment improvements.
- Fill rates remain consistently strong at over 90 percent for CPI and APS caseworker positions, while CVS maintains an 88.5 percent fill rate. TAG has created ongoing targeted hiring campaigns for APS, CPI, and CPS roles using specific marketing strategies to reach the right candidates.
- DFPS has partnered with Temple College to develop an evidence-based academic associates degree program that focuses on child maltreatment. Barring any employment disqualifiers DFPS has committed to providing employment opportunities to students who have completed the degree program that includes child welfare focused curriculum and an on-the-job shadowing program.
- DFPS is partnering with the Texas Workforce Commission to participate in the TXWorks Program, which provides students with opportunities to build their resumes through paid and professional work experiences (internships) aimed at strengthening their career readiness.
- 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 been reduced from 24.07 days in June 2023 to 10.55 days in February 2025, a 56 percent decrease in the days to process candidates.
- DFPS participated in nearly 100 in-person job fairs in FY2024. In addition to traditional job fairs, DFPS has implemented innovative monthly virtual hiring fairs for job applicants of open DFPS positions, resulting in immediate contingent job offers. Additionally, TAG is piloting virtual information sessions to generate interest in various DFPS positions which not only creates immediate applicants but also help connect DFPS with potential future candidates.
- In September 2023, DFPS started surveying applicants regarding their experience with the hiring process. Q1 FY2025 data shows 95 percent of applicants agreed that communication during the hiring process was timely and efficient, an increase from 87.5 percent in FY2024.

## **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 employee self-care and well-being policies, and acknowledging staff accomplishments.

- DFPS turnover continues to trend downward since FY2022 for all caseworker types. Child Protective Investigator (CPI) turnover is down by 14 percent from FY2022 to FY2023 and down an additional 16 percent from FY2023 to FY2024. Q1 FY2025 data shows turnover down 5.8 percent compared to FY2024. APS and SWI are also seeing lower turnover between Q1 FY2025 compared to FY2024, 27.6 percent and 14.8 percent respectively.
- DFPS has completed a review of the New Employee Orientation (NEO) with a goal of helping new employees feel connected into the mission of the agency on their first day of employment. 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 effectiveness and impact to new staff of the information being provided. In Q1 FY2025, 97 percent of new hires feel welcomed and comfortable during NEO, with 92 percent of new hires feeling supported during their first week of employment.

- DFPS has completed a review of policies and practices that impact staff well-being, and multiple revisions have been published related to wellness leave, flex time for physical activity, educational leave, safety policy, and the driver fatigue policy.
- Communication from agency leadership to agency staff has continued to increase through in-person visits, video messages, leadership engaged focus groups, emails, and podcasts being delivered regularly. The increased communication has also focused on reminding staff of the impact of secondary trauma and peer support, as well as 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. A new CPI training model was implemented in December 2023 which included requirements from SB 1447. The first cohort graduated in March 2024.

- A new Child Care Investigations training model was implemented in December 2024 which included SB 1447 requirements. The new model allows more cohorts to graduate each year.
- 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. Additional videos are being added based on need and request from the field.
- An initial review of the certification program for caseworkers has been completed and continues to be reviewed regularly. Technical assistance to persons eligible to be certified has been provided and the on-going review includes a validation of the curriculum required at each level of certification. Additional enhancements include reduced certification training requirements to 50 hours per level, increased marketing and awareness of the program, and technology upgrade of the Certification Application process to automate the processes for efficiently and new reporting.
- New reports have been developed to track status of certification of staff. The report measures the percentage of staff that are fully and currently certified, staff who are new to the role (not eligible yet), certified but late to the next level and staff who have never been certified. These reports are generated quarterly and monitored by regional and state office leadership. The goal is to reduce the Certified Late group (Q1 FY2025 15.4 percent) to 12 percent and reduce the Never Certified (Q1 FY2025 13.7 percent) group to 12 percent by the end of FY2025.
- CPI supports providing the CPI mentors with the opportunity to network, receive professional development, and recognition for their role in providing leadership to protégés and peers through the ability to attend agency sponsored conferences.
- CPI developed a DFPS podcast to appeal to the next generation of employees. The podcast has received recognition and positive support from staff. The focus is on relevant topics to help staff ensure the safety and well-being of those we serve.

## **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.

- In 2024 DFPS launched a dedicated DFPS support line staffed by trauma specialists through its Employee Assistance Program (EAP).
- In January 2025, DFPS launched a comprehensive wellness campaign that promotes a holistic approach to wellness throughout our organization, with a particular emphasis on secondary trauma and compassion fatigue. This campaign strives to raise staff awareness of available resources and tools; as well as best practices for supervisors in managing staff in a high stress environment.
- The biennial Survey of Employee Engagement (SEE) results were received from the University of Texas in February 2024. Video messaging was conducted by the Commissioner with a review of the high-level results and next steps. Survey results were also disseminated to the programs and divisions for action.
- DFPS is implementing a suggestion box to capture staff ideas for improvement.

## TALENT ACQUISITION GROUP (TAG) AND HIRING TRENDS

The DFPS Talent Acquisition Group (TAG) supports recruiting and hiring activities within SWI, CPI, CPS, and APS divisions. TAG plays a vital role in maintaining staffing levels across critical programs. 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 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.

Over the last six months, TAG has achieved higher success rates in conducting interviews. Since September 2024, a total of 7,773 interview requests have been scheduled by TAG. Out of 7,773 interview requests, 3,171, 40.7 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 slight decrease from the previous six-month period of 40.9 percent.

**TABLE 4: TAG HIRING TRENDS**

Month	Invited	No Response	Cancelled	No Show	Interviewed
Feb '25	1292	21%	18%	7%	54%
Jan '25	1282	16%	17%	7%	60%
Dec '24	1053	19%	14%	8%	60%
Nov '24	1074	16%	16%	8%	61%
Oct '24	1754	15%	15%	6%	64%
Sep '24	1318	20%	18%	7%	55%

The implementation of SuccessFactors, DFPS's new Applicant Tracking System (ATS) in December

2024, has enhanced our operational capabilities. Despite temporary processing challenges in December during system transitions, TAG maintained momentum through effective collaboration with the DFPS Background Check Unit (BCU), human resources, and the system vendor. While recruitment volume decreased from 1,754 invites in October 2024 to 1,074 in November due to the SuccessFactors ATS implementation, DFPS maintained strong performance with fill rates above 90 percent across essential caseworker positions.

TAG's overall effectiveness can be measured through several key metrics: fill rates, time to process, and candidate screening outcomes.

Fill rates serve as a primary indicator of program health. TAG monitors the percentage of filled positions compared to available positions within each program, using this data to evaluate resource needs and adjust hiring strategies. Notably, TAG has achieved over 90 percent fill rates across multiple essential positions, including Investigations Caseworker, Family Based Safety Services Caseworker, Special Investigators, Statewide Intake positions, Residential Child Care Investigations, and Child Care Investigations. These robust fill rates are crucial, as excessive vacancies can lead to higher caseloads, increased turnover, and potentially compromised service quality for families.

TAG's efficiency is reflected in their Time to Process (TTP) metric, which they've maintained at less than 13.78 days throughout FY2025. This measurement tracks the period between a candidate's interview and when an employment offer is made - distinct from overall time to fill. TTP provides insight into both the applicant experience and TAG's operational efficiency, though it can be influenced by collaborating departments like the DFPS BCU and external staffing specialists.

In terms of candidate screening, TAG's robust due diligence process results in a 39.70 percent decline or failure rate among processed candidates. This figure, while significant, aligns with industry norms and demonstrates thorough vetting procedures. Common reasons for failed due diligence include reference-related issues (negative or falsified references), inability to provide references, or failing agency screening criteria including criminal history review.

## CONCLUSION

The Department of Family and Protective Services remains resolute in its relentless pursuit of continued reduction of employee turnover rates. Through the enactment of the DFPS Recruitment and Retention Initiative and an unyielding commitment to its strategies, 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 to continue our mission of building on strengths of families and communities to keep children and vulnerable adults safe, so they thrive. Moving forward, this resolve will continue to drive DFPS efforts, ensuring a steadfast commitment to serving those in need across the state. Safe children and adults, Strong families and communities, Stronger Texas.