



**TEXAS**  
Department of Family  
and Protective Services

**Senate Bill 1, Article II, Department of Family  
& Protective Services, Rider 8**

**88th Legislature, Regular Session Bi-Annual Report**

**Human Resources Management Plan**

**Fiscal Year 2024**

**First Quarter**

*March 2024*

## TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
MISSION.....	2
VISION.....	2
VALUES.....	2
EXECUTIVE SUMMARY.....	3
TURNOVER AND RETENTION.....	3
Turnover and Retention Findings.....	3
Program Tenure- Q1 FY 2024.....	4
PROGRAM INITIATIVES FOR FISCAL YEAR 2024.....	6
TALENT ACQUISITION GROUP AND HIRING TRENDS.....	9
CONCLUSION.....	10

## MISSION

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

## VISION

Improving the lives of those we serve.

## VALUES

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

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

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

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

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

## EXECUTIVE SUMMARY

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

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

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

Although DFPS continues to experience a high rate of agency-wide turnover and it remains higher than the State Auditor's Office (SAO) statewide average for all agencies, turnover in FY 2024 compared to FY 2023 for the entire agency was down almost 9 percent. Continued progress in implementing HRMP initiatives serves as evidence of the full commitment of executive leadership to ensuring the workforce can provide exceptional services to Texans in need. DFPS will continue to closely examine workforce trends across the program.

## TURNOVER AND RETENTION

Turnover data for the current fiscal year (FY 2024) is complete through the end of the first quarter (Q1) due to the limits on the availability of finalized data before the reporting deadline. Turnover through Q1 FY 2024 is compared to turnover to the previous full fiscal year turnover. There is some seasonality in turnover that may affect the comparisons. Future reports will reflect programmatic changes implemented in FY 2024.

According to the SAO Classified Employee Turnover for FY 2023, the statewide turnover rate was 18.7<sup>1</sup> percent for all state agencies. In FY 2024 Q1, DFPS averaged 12,722 employees with a turnover rate of 24.0 percent.

### Turnover and Retention Findings

- In Table 1, DFPS has reported an 8.9 percent decrease in turnover agency-wide from 26.3 percent in FY 2023 to 24.0 percent in Q1 FY 2024.
- On average, at the end of the first quarter of FY 2024, 45 percent of all DFPS employees have five or more years of tenure with the agency.

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

**TABLE 1: SUMMARY OF EMPLOYEE TURNOVER COMPARISON REPORT (as of Q1 FY24)** <sup>2, 3, 4, 5, 6, 7</sup>

Functional Title	Turnover Rate (FY18)	Turnover Rate (FY19)	Turnover Rate (FY20)	Turnover Rate (FY21)	Turnover Rate (FY22)	Turnover Rate (FY23)	Turnover Rate (FY24 YTD)	% Change FY23 to FY24 YTD
All Employees	17.8%	19.3%	18.5%	23.8%	29.0%	26.3%	24.0%	-8.9%
CPS Workers	20.2%	17.3%	20.7%	21.2%	27.0%	28.3%	28.5%	0.6%
CPS Supervisors	6.8%	7.9%	9.2%	7.1%	12.3%	12.7%	17.3%	35.8%
CPS Program	17.4%	16.1%	18.4%	19.8%	26.6%	26.1%	26.7%	2.2%
CPS CVS Caseworker	17.4%	17.1%	24.7%	24.6%	34.9%	35.3%	34.8%	-1.5%
CPS CVS Supervisor	4.3%	7.7%	10.2%	5.7%	13.4%	15.4%	19.9%	29.3%
CPS CVS Program	15.6%	16.6%	23.1%	23.5%	34.3%	34.0%	34.8%	2.4%
CPS FAD Caseworker	5.9%	11.3%	5.9%	13.8%	13.2%	18.0%	32.2%	78.4%
CPS FAD Supervisor	0.0%	3.8%	4.2%	4.4%	10.8%	6.8%	50.0%	637.5%
CPS FAD Program	6.2%	10.5%	5.9%	13.2%	14.5%	17.4%	62.5%	260.2%
CPS FBSS Caseworker	19.9%	23.3%	18.6%	21.3%	17.7%	23.3%	24.3%	4.5%
CPS FBSS Supervisor	9.8%	9.1%	7.1%	8.3%	9.7%	10.0%	10.7%	7.2%
CPS FBSS Program	17.9%	20.8%	16.1%	20.7%	20.3%	23.0%	21.9%	-4.8%
CPS KIN Caseworker	5.8%	4.4%	14.6%	9.3%	20.0%	14.2%	12.3%	-13.5%
CPS KIN Supervisor	0.0%	8.2%	8.0%	0.0%	12.4%	8.6%	0.0%	-8.6%
CPS KIN Program	6.6%	7.0%	14.0%	9.0%	21.0%	15.5%	17.6%	14.2%
CPS OTH Caseworker	5.4%	7.6%	9.0%	6.6%	11.2%	8.4%	6.4%	-24.5%
CPS OTH Supervisor	0.0%	3.8%	11.9%	19.8%	15.4%	3.8%	28.6%	657.1%
CPS OTH Program	11.1%	10.6%	9.4%	10.4%	14.1%	9.9%	9.7%	-1.9%
CPS SI Investigator	12.1%	13.2%	8.0%	17.1%	19.3%	25.7%	22.9%	-10.6%
CPI Workers				40.8%	43.2%	36.1%	30.3%	-15.9%
CPI Workers (Non SI)	27.1%	31.9%	28.8%	43.2%	45.7%	37.2%	31.1%	-16.3%
CPI Supervisors	8.7%	8.5%	10.3%	14.6%	14.9%	13.5%	9.8%	-27.8%
CPI Program	21.7%	25.1%	22.3%	34.9%	37.7%	32.4%	25.5%	-21.3%
DCI Workers	29.9%	24.8%	18.2%	48.9%	45.4%	42.4%	8.7%	-79.5%
DCI Supervisors	0.0%	16.7%	17.4%	50.0%	17.4%	18.2%	0.0%	-18.2%
DCI Program	21.8%	19.0%	20.3%	36.4%	40.3%	29.4%	4.7%	-84.0%
RCI Workers	19.5%	29.8%	28.8%	26.4%	35.9%	29.3%	30.5%	3.9%
RCI Supervisors	41.0%	10.3%	0.0%	14.8%	27.4%	22.2%	0.0%	-22.2%
RCI Program	27.9%	24.7%	21.6%	26.3%	33.0%	25.8%	24.5%	-5.1%
APS Workers	25.2%	20.7%	17.9%	25.1%	33.9%	33.2%	34.8%	4.8%
APS Supervisors	18.4%	7.2%	1.2%	9.6%	10.3%	4.7%	4.5%	-4.8%
APS Program	21.9%	17.5%	15.2%	21.9%	28.7%	27.5%	28.2%	2.7%
SWI Workers	16.4%	16.8%	7.2%	10.9%	15.2%	16.9%	15.5%	-8.6%
SWI Supervisors	0.0%	5.5%	2.7%	4.5%	11.3%	4.5%	0.0%	-4.5%
SWI Program	13.6%	14.7%	6.8%	9.7%	14.4%	13.7%	11.9%	-13.1%
PEI Program				14.0%	33.3%	19.0%	6.2%	-67.7%

**Program Tenure- Q1 FY 24<sup>8,9</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%	0.0%	1.1%	1.1%	2.3%	6.8%	88.6%
APS In-Home Wkr	15.9%	9.3%	17.0%	10.8%	7.7%	7.5%	31.7%
CPS CVS Supv	1.0%	0.7%	1.7%	3.8%	5.9%	4.2%	82.6%
CPS CVS Wkr	24.0%	11.6%	14.0%	11.4%	6.1%	5.1%	27.8%
CPS FBSS Supv	0.7%	1.4%	2.1%	1.4%	2.1%	1.4%	91.1%
CPS FBSS Wkr	10.4%	5.5%	8.3%	11.6%	13.2%	8.7%	42.3%
CPI INV Supv	2.5%	2.0%	3.0%	5.0%	4.0%	5.5%	78.1%
CPI INV Wkr	17.9%	13.8%	20.2%	12.9%	7.3%	6.0%	21.8%
SWI Supv	0.0%	2.2%	0.0%	2.2%	0.0%	0.0%	95.7%
SWI Wkr	6.7%	6.0%	10.1%	3.4%	3.4%	5.4%	65.1%

- Roughly half of CPS CVS (49%) and CPI (52%) workers have 2 or less years tenure with DFPS.
- In all programs, supervisors are more tenured with the majority having five or more years tenure with DFPS.

**TABLE 3: PERCENT CASEWORKERS RETAINED 6 MONTHS AFTER TRAINING**

Staff Type	2020	2021	2022	2023
APS In-Home Wkr	76.8%	75.4%	68.5%	67.0%
CPS CVS Wkr	79.7%	73.0%	75.5%	74.5%
CPS FBSS Wkr	76.7%	84.9%	77.5%	67.9%
CPI INV Wkr	63.7%	60.6%	62.2%	69.2%
SWI Wkr	77.8%	85.7%	78.6%	66.7%

- From FY20 to FY24 Q1<sup>10</sup>, CPS CVS and CPS FBSS averages roughly 76 percent caseworker retention six months after training completion.
- CPI averages roughly 64 percent caseworker retention six months after training completion during the same period.

<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> Prevention and Early Intervention (PEI)

<sup>8</sup> All tenure data as of November 2023.

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

<sup>9</sup> FY23 cohort ends in June 2023 to allow all workers 6 months after training as of November 2024.

## **PROGRAM INITIATIVES FOR FISCAL YEAR 2023**

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 various departments such as the Deputy Commissioner's Office, State Office, Human Resources (HR), Center for Learning and Organizational Excellence (CLOE), Data and Systems Improvement, as well as Regional Program Leadership. 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. In addition to the core task force team, collaboration with surrounding divisions including finance, Health and Human Services (HHSC) Civil Rights, Legal, Communications, Purchased Client Services Division, Program Support, Management Consulting, as well as Prevention and Early Intervention have provided invaluable support and consultation to ensure the success of this critical initiative. Through this concerted effort driving the DFPS Recruiting and Retention Initiative forward, it is anticipated that turnover rates will decrease while enhancing overall program effectiveness and ultimately fostering a more robust support system for vulnerable individuals and families in need.

### **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. 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 task force has instituted performance metrics to gauge the level of success achieved within each objective throughout FY 2023, FY 2024, and FY 2025. Additionally, the dedicated members of the task force and all affiliated contributors stand prepared to thoroughly analyze any emerging trends or challenges, enabling them to expeditiously develop and enact targeted improvement plans as needed. This collaborative and data-informed approach will ensure that favorable advancements are made in both recruitment and retention within the DFPS ranks.

## Taskforce Goal, Objectives & Strategies

### STRATEGIES

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

### STRATEGIES

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



### STRATEGIES

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

### STRATEGIES

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

## Recruiting and Retention Initiative Objectives and Status:

### ○ Recruitment

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

- A recruitment campaign plan which includes persona of target audience, marketing strategy, campaign tactics was created and implemented for Child Protective Services Investigations. DFPS is subscribing to additional technology tools to improve and increase communication with applicants, particularly graduating university students.
- DFPS is in the planning phases of partnering with higher education institutes to implement the nationally recognized Child Advocacy Studies (CAST) program, which is an evidence-based academic associates and certificate program that focuses on child maltreatment. DFPS hopes to recruit students from a variety of disciplines who have completed participation in a child welfare focused curriculum.
- DFPS has streamlined its hiring process. The average number of days from due diligence start to placing an applicant in ready to hire status has decreased 28% from June 2023 (24.07 days) to December 2023 (17.39 days).
- Numerous hiring fairs have been held, using standardized processes, producing hundreds of conditional offers.
- In September 2023, DFPS started surveying applicants regarding their experience with the hiring process. Preliminary data show that applicants are satisfied with the professionalism and courteousness of their interviewers and that interview scheduling was flexible and



convenient. For those applicants that are offered positions but decline, 28% indicate that the compensation was unsatisfactory.

### ○ **Retention**

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

- DFPS has seen a reduction in turnover since FY22 for all caseworker types with the exception of Special Investigators. Child Protective Investigator (CPI) turnover is down by 16.5% from FY22 to FY23. FY24 Quarter 1 shows turnover down 15.9% compared to FY23.
- DFPS has completed a review of policies and practices that impact work-life balance. Policy changes have been suggested and are in review related to wellness leave, flex time for physical activity, educational leave, safety policy, driver fatigue policy etc.
- Communication from agency leadership to agency staff has increased substantially with in-person visits, video messages, emails and podcasts being delivered regularly. There has been increased communication and reminding staff of the impact of secondary trauma and peer support and mentoring resources.

### ○ **Professional Development**

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

- A new CPI training model was implemented in December 2023 which includes requirements from SB 1447. The first cohort will graduate in March 2024.
- A microlearning series has been published for DFPS staff. These 4 to 5 minutes videos focus on providing guidance on completing specific tasks in various applications.
- A review of the certification program for caseworkers is currently being conducted. Technical assistance to persons eligible to be certified has been provided. The review will also include a validation of the curriculum required at each level of certification.
- First annual CPI Mentor Conference was held providing mentors with an opportunity to network, receive professional development, and recognition for their role in providing leadership to protégés and peers.

### ○ **Organizational Culture**

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

- DFPS is in the final stages of a procurement for a new Employee Assistance Program (EAP) contract. Numerous changes to the current EAP program are planned with the signing of the new contract.

- DFPS recently hired a Principal Wellness Administrator in the Office of Behavioral Health Strategy to focus on employee wellness and support.
- A cross divisional effort and collaboration with DPS was initiated to create policies, processes for critical incidents and traumatic work-related events.
- The biennial Survey of Employee Engagement is currently being conducted by the University of Texas. DFPS is developing a “stay” survey to regularly measure job satisfaction levels and identify areas for improvement.

## TALENT ACQUISITION GROUP AND HIRING TRENDS

The DFPS Talent Acquisition Group (TAG) supports recruiting and hiring activities within SWI, CPI, CPS, and APS divisions. In addition to extensively recruiting through electronic means (LinkedIn, Handshake, Indeed, etc.), conducting monthly statewide hiring fairs with same day interviews, attending virtual and in-person job fairs in Texas and surrounding states, and through targeted program specific activities, TAG staff screen, interview, and hire the most qualified applicants from the current applicant pool to fill direct delivery program positions. TAG continues to resolve process questions, monitor screening services, and secure bilingual testing. In conjunction with HR staff, TAG also provides policy interpretation for hiring related questions, as well as on-boarding for new employees in the Centralized Accounting and Payroll/Personnel System (CAPPS).

Since September 2023, a total of 9,314 interview requests have been scheduled by TAG. Out of 9,314 interview requests, 46 percent of applicants have either not responded to the invitation to interview, cancelled the interview, or no showed to the interview. Over the last six months, despite TAG sending fewer interview requests to potential applicants, TAG has achieved higher success rates in conducting interviews. This trend, coupled with the decrease in turnover, suggests that TAG’s hiring efforts may be improving in terms of both quantity and quality of applicants.

**TABLE 4: TAG HIRING TRENDS**

Month	Invited	No Response	Cancelled	No Show	Interviewed
Feb'24	1426	20%	13%	10%	57%
Jan '24	1679	25%	13%	8%	55%
Dec '23	1109	26%	13%	10%	51%
Nov '23	1818	22%	9%	7%	62%
Oct '23	1776	28%	13%	6%	53%
Sep '23	1506	28%	15%	7%	50%

Since September 2023, TAG had 1127 applicants who either declined a position or didn't pass the background check process. The top reasons provided by applicants for declining a job offer were due to other employment, personal reasons, or the applicant stopped communicating with the agency and became unresponsive in the hiring process. Most applicants who failed due diligence did so because of issues with references, such as negative references, falsified references, or an inability to provide references, as well as failed fingerprinting.

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

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

## CONCLUSION

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