



TEXAS DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES

COMMISSIONER
Carey D. Cockerell

April 16, 2007

The Honorable Rick Perry
Governor of Texas
P.O. Box 12428
Austin, Texas 78711

The Honorable Steve Ogden
Chairman Senate Finance Committee
Texas Senate
P.O. Box 12068
Capitol Station
Austin, Texas 78711-2068

The Honorable Warren Chisum
Chairman House Committee on Appropriations
Texas House of Representatives
P.O. Box 2910
Austin, Texas 78768-2910

Mr. John O'Brien, Director
Texas Legislative Budget Board
P.O. Box 12666
Austin, Texas 78711-2666

Dear Sirs:

Pursuant to Rider 15, Senate Bill 1, 79th Regular Session, the Texas Department of Family and Protective Services (DFPS) is directed to submit the following items: a Human Resources Management Plan for FY 2007; a report of the Human Resources Plan accomplishments for the past six months; and reports of the DFPS employee turnover rate, by job category, from the current and prior fiscal years.

The 2007 Human Resources Management Plan consisted of four initiatives:

Initiative 1: Actively pursue the development of policy and implementation of flexible work schedules and/or teleworking/telecommuting for appropriate staff.

Initiative 2: Expand structures proven to help in addressing field staff burnout and stress.

Initiative 3: In addition to the existing emphasis on case management, expand supervisory development, training and support to increase the focus on human resource management.

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Initiative 4: Increase the agency's capacity to use data to pinpoint barriers to staff retention and use this to pilot a program in which high performing, high retention units are paired with and able to mentor units that are less successful.

Please see the enclosed attachment that highlights DFPS' accomplishments relative to each initiative.

Also enclosed are the FY 2007 and FY 2006 turnover reports. Overall annualized turnover rates fiscal year-to-date for each program either remained steady or decreased slightly compared to final turnover rates in FY 2006. The only exception was the Adult Protective Services (APS) program, whose overall turnover rate increased slightly from 15.9% to 17.1%. High caseloads still remain a challenge for some functions within the agency's programs, despite the addition of new workers. There have also been some major cultural shifts within the programs due to organizational changes, the addition of technology, and other policy and practice changes. We will continue our efforts to hire and retain workers with the expectation that caseloads will gradually become manageable and worker stress will be reduced.

Thank you for the opportunity to present this information.

Sincerely,

Carey D. Cockerell
Commissioner

Enclosures

cc: Mike Morrissey, Governor's Office
Kristi Jordan, Governor's Office
Sarah Hicks, Senate Finance Committee Director
Julie Haeber, Senate Finance Committee
Amy Peterson, House Appropriations Committee Clerk
Janice Elhert, House Appropriations Committee
Nancy Millard, Legislative Budget Board

**Texas Department of Family and Protective Services
FY 2007 Human Resources Management Plan
Senate Bill 1, Rider 15, 79th Regular Session
Update Report: October 2006 to March 2007**

Senate Bill 1, Rider 15, 79th Regular Session directs the Texas Department of Family and Protective Services (DFPS) to develop a Human Resources Management Plan designed to improve employee morale and retention. The plan must focus on reducing employee turnover through better management. The effectiveness of the agency's plan shall be measured by whether or not there is a reduction in annual employee turnover rates at the agency, specifically by the reduction in the turnover rates for caseworkers.

The Health and Human Services Commission (HHSC) recommended a number of reforms for DFPS programs in 2006-2007, many of which were enacted into law via Senate Bill 6 of the 79th Regular Legislative Session. Recognizing that the provision of effective client services is heavily dependent on a trained and dedicated workforce, many of the reforms were directed at attracting and retaining high quality staff. While Senate Bill 6 concentrated on reform of the department's Child Protective Services (CPS) program, the other two large programs, Adult Protective Services (APS) and Child Care Licensing (CCL), were also impacted. Consequently, the agency's FY 2007 Human Resources Management Plan focuses on retention and consists of four interrelated initiatives that will be added to the 2005 and 2006 initiatives that are ongoing:

1. Actively pursue the development of policy and implementation of flexible work schedules and/or teleworking/telecommuting for appropriate staff.
2. Expand structures proven to help in addressing field staff burnout and stress.
3. In addition to the existing emphasis on case management, expand supervisory development, training and support to increase the focus on human resource management.
4. Increase the agency's capacity to use data to pinpoint barriers to staff retention and use this to pilot a program in which high-performing, high-retention units are paired with and able to mentor units that are less successful.

Initiative 1: Actively pursue the development of policy and implementation of flexible work schedules and/or teleworking/telecommuting for appropriate staff.

Overview

Over the past two years, DFPS has equipped all APS caseworkers and is currently in the process of equipping CPS investigative and Family Based Safety Services caseworkers with tablet PCs, digital cameras and other "mobile" technology so they are able to maximize their time in the field and streamline their documentation process. In essence, their "office" is with them at all times, thereby making it possible to consider flexible scheduling and a variety of work environments. DFPS would like to pursue various options that would reduce travel time, reduce the need for expensive office space, and further streamline the work of the caseworkers. The Department will develop the appropriate supervisory skills and accountability tools to insure this can be implemented while still achieving core agency functions.

Update

- A. The nature of the work in most areas of DFPS requires staff to be available to clients beyond the normal 8-5 business hours.
- To ensure a timely response to prioritized incidents without overtaxing staff time and caseloads, programs have begun to look at assigning and hiring staff for differing work schedules (nights, weekends).
 - Statewide Intake is giving staff the ability to trade shifts when appropriate and has asked for legislative support in paying a shift differential to nighttime workers.
 - CPS is piloting various work schedules enabling investigative caseworkers to meet the mandated 72-hour response time for Priority 2 referrals.
 - DFPS has established a workgroup to develop the appropriate policies and procedures to address flexible work schedules recognizing DFPS' current work environment.
 - APS is piloting the “outstationing” of workers to hospital campuses.
 - The distribution of Tablet PCs to caseworkers and facility investigators enables the workers to be less dependent on office space and office equipment (Mobile Workforce Initiative is defined below).
- B. DFPS has chartered the Mobile Caseworker initiative as an agency-wide project. The purpose of the initiative is to maximize the existing mobile technology investment by providing greater quality and efficient service to DFPS clients in a manner that best uses state resources. This effort would change the business model and processes of Mobile Caseworkers to ensure their activities and resources match their job requirements without daily reliance on a DFPS office environment. The initiative is currently in its planning stage. Pilots of the project are expected to begin in Summer 2007.

Initiative 2: Expand structures proven to help in addressing field staff burnout and stress.

- **Implementing the STARS program (a program that provides many opportunities for feedback and communication between new workers and supervisors that is designed to retain workers) for all supervisors and caseworkers in all regions and programs.**

Overview

The Supporting, Training and Retaining Staff (STARS) program was developed within CPS several years ago and was successful in retaining workers. It encourages caseworkers who recently completed their basic skills training to provide online and in-person feedback on their experience and provides timely assistance from the supervisor on problems and issues. DFPS would like to implement this program in all regions and among all programs.

Update

DFPS chartered the Supporting, Training and Retaining Staff (STARS) for Supervisors initiative as an agency-wide project. The desired outcome of this initiative is to provide information and support to new supervisors in order to develop their supervisory skills, ensure success in their roles, and ultimately improve staff retention. The initiative is currently in its assessment and planning phases, and expects to be fully implemented by Fall 2007.

- **In addition to our existing employee assistance program, develop internal resources that will address causes of “burnout” and worker stress.**

Overview

Commonly, caseworkers cite stress and/or burnout as a reason for leaving their jobs. Going into dangerous or violent situations, addressing unsafe living conditions, managing high caseloads, and fearing that a mistake can cause harm to a client are all daily realities for caseworkers. DFPS would like to research ways in which it can provide additional support to its caseworkers for the type of stress or burnout that can result.

Update

In addition to the STARS initiative (defined above), DFPS has chartered the Program Improvement Committee (PIC) initiative as an agency-wide project. Both initiatives plan to address employee stress by providing tools for extra support and training when needed.

The purposes of the PIC project are to ensure at least one program improvement committee for every program exists in every regional office within DFPS, and to establish an agency-wide escalation/communication process for ideas and issues that cannot be resolved at a local level. Once the committees and communication structures are in place and functional, each staff member of DFPS can expect to have an avenue to articulate their concerns and suggestions, have their issues escalated to the appropriate resolution level in the agency, and have a method of tracking their issues until a conclusion is reached.

The APS and Licensing programs have already fully implemented the PIC structure and CPS is partially implemented.

The PIC initiative is currently in its planning and assessment phases, with an implementation goal to include all areas of the department by Fall 2007.

Initiative 3: In addition to the existing emphasis on case management, expand supervisory development, training and support to increase the focus on human resource management.

- **Further enhancing the DFPS supervisory training program to include more focus on retaining staff and coaching/mentoring staff.**

Overview

Studies on worker retention consistently show the importance of the relationship with the supervisor. Workers in difficult situations often manage quite well and are committed to stay when they feel they have the support of their supervisors. Current supervisory training will be further enhanced by focusing on techniques that retain staff and mentor them. Additionally the Department would like to build the capacity of supervisors to recognize and address the signs of worker burnout and stress.

Update

- A. Starting November 2006, all new supervisors receive a letter with the Guide to Unit Operations attached. The Guide describes specific techniques new supervisors may use to lay a foundation for retention, including learning the existing strengths and development needs of new members, setting clear expectations, and establishing lines of communication.
- B. A workgroup was established to conduct a comprehensive inventory of the DFPS supervisory training track, as well as a review of relevant research findings in the human resources literature.

Though the required courses for new supervisors do contain material related to retention, opportunities for strengthening the curriculum are being identified, particularly in the areas of team building and career counseling.

- C. APS and CPS Regional Directors have developed Retention Plans for their respective regions tailored to the specific factors in their areas affecting retention.
- **Develop training for all program workers who are interested in moving into supervisory positions.**

Overview

Currently, when a DFPS caseworker is promoted to a supervisory position, s/he is given a list of certified courses that are available to help the individual learn supervisory skills. The Department will begin training on supervisory skills earlier so that newly hired supervisors are sooner and better prepared to address the challenges of unit supervision.

Update

- A. A workgroup was assigned to determine appropriate goals, objectives and delivery methods for a new training program for workers interested in eventually moving into supervisory roles.
- B. The DFPS Tomorrow program, whose focus is preparation for senior leadership, is under evaluation for possibly expanding its mission to include preparation for supervision roles.
- C. DFPS entered into a contract with an outside consultant to review the CPS BSD training process/schedule and advise us on how we can make it more tailored to the needs of new caseworkers over time.

Initiative 4: Increase the agency's capacity to use data to pinpoint barriers to staff retention and use this to pilot a program in which high performing, high retention units are paired with and able to mentor units that are less successful.

Overview

DFPS caseworkers are always challenged by high caseloads and work under difficult circumstances. Statewide performance reports show that some units are able to successfully manage high caseloads and retain workers, while others are not. DFPS would like to implement a pilot that would allow staff from the successful units to advise and coach the less successful units so that skills and knowledge could be transferred and hopefully retained. This project will be designed through in-depth analysis of the characteristics of staff and units who are successful and those who have departed the agency.

Update

- A. The Performance Management Initiative works with the various programs and divisions to develop performance measures and tools for tracking progress. The APS program has fully implemented its performance management system and CPS is almost complete. Licensing has begun the process of establishing measures and other areas of the department are in different stages of development.
- B. In early FY 2007, DFPS created the Termination Statistics report, which gives individuals the ability to review and compare monthly agency retention statistics down to a unit level. This

report, in concert with existing performance management tools, allows managers to pinpoint high achieving areas and areas needing improvement. DFPS then plans to identify best practices within the high performing units so they can be incorporated into units with poorer performance.

TURNOVER AND HR-RELATED DATA FOR FISCAL YEAR 2006

RIDER 15 EMPLOYEE TURNOVER REPORT

Functional Title	Average Employees	Turnover Rate ¹
DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)		
All Employees	7848.75	19.2%
CHILD PROTECTIVE SERVICES (CPS)		
CPS Workers	3331.0	29.8%
CPS Supervisors	610.5	6.9%
CPS Program ³	5504.0	21.6%
CPS Specialist II ²	1776.5	37.7%
CPS Specialist III	557.0	27.3%
CPS Specialist IV	839.5	13.8%
CPS Specialist V	50.3	23.9%
CPS Special Investigator	107.8	39.0%
CPS CVS Caseworker	1073.8	29.8%
CPS FBSS Caseworker	505.3	25.5%
CPS INV Caseworker	1305.3	34.8%
ADULT PROTECTIVE SERVICES (APS)		
APS Workers	486.3	19.7%
APS Supervisors	73.0	5.5%
APS Program ³	678.8	15.9%
CHILD CARE LICENSING (CCL)		
CCL Workers ⁴	321.8	19.6%
CCL Supervisors	45.5	6.6%
CCL Program ³	451.0	16.6%
STATEWIDE INTAKE (SWI)		
SWI Workers	231.3	17.3%
SWI Supervisors	25.3	4.0%
SWI Program ³	305.3	14.7%

¹NOTE: DFPS turnover is calculated using the method required by the LBB performance measure for CPS caseworker turnover: (the total number of full time, regular employees who terminated during the period and remain terminated DIVIDED BY the average number of employees)

²Entry level for CPS workers is CPS Specialist II. The state classification for this level is Protective Services Specialist II.

³Because program group totals include **all** employees in that program, this number will exceed the total number of workers and supervisors in the program.

⁴All CCL counts include CCL, CCI, and RCCL employees.

TURNOVER AND HR-RELATED DATA FOR THE SECOND QUARTER FISCAL YEAR 2007

RIDER 15 EMPLOYEE ANNUALIZED TURNOVER REPORT

Functional Title	Average Employees	Turnover Rate ¹
DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)		
All Employees	8959.50	18.2%
CHILD PROTECTIVE SERVICES (CPS)		
CPS Workers	3675.0	28.3%
CPS Supervisors	702.0	7.4%
CPS Program ³	6351.5	20.0%
CPS Specialist II ²	2123.0	34.1%
CPS Specialist III	600.0	25.3%
CPS Specialist IV	727.5	12.1%
CPS Specialist V	34.5	5.8%
CPS Special Investigator	190.0	38.9%
CPS CVS Caseworker	1174.5	27.8%
CPS FBSS Caseworker	539.0	25.2%
CPS INV Caseworker	1438.0	32.8%
ADULT PROTECTIVE SERVICES (APS)		
APS Workers	605.5	20.8%
APS Supervisors	92.0	6.5%
APS Program ³	832.0	17.1%
CHILD CARE LICENSING (CCL)		
CCL Workers ⁴	333.0	12.6%
CCL Supervisors	47.0	17.0%
CCL Program ³	460.5	13.9%
STATEWIDE INTAKE (SWI)		
SWI Workers	246.0	18.7%
SWI Supervisors	28.5	7.0%
SWI Program ³	330.0	14.5%

¹NOTE: DFPS turnover is calculated using the method required by the LBB performance measure for CPS caseworker turnover: (the total number of full time, regular employees who terminated during the period and remain terminated DIVIDED BY the average numb

²Entry level for CPS workers is CPS Specialist II. The state classification for this level is Protective Services Specialist II.

³Because program group totals include **all** employees in that program, this number will exceed the total number of workers and supervisors in the program.

⁴All CCL counts include CCL, CCI, and RCCL employees.

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TURNOVER AND HR-RELATED DATA

RIDER 15 EMPLOYEE TURNOVER REPORT

Functional Title	Average Employees	FY06 Turnover Rate ¹	FY07 Q1	FY07 Q2
DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)				
All Employees	7848.75	19.2%	18.8%	18.2%
CHILD PROTECTIVE SERVICES (CPS)				
CPS Workers	3331.0	29.8%	29.1%	28.3%
CPS Supervisors	610.5	6.9%	8.2%	7.4%
CPS Program ³	5504.0	21.6%	20.7%	20.0%
CPS Specialist II ²	1776.5	37.7%	35.2%	34.1%
CPS Specialist III	557.0	27.3%	28.0%	25.3%
CPS Specialist IV	839.5	13.8%	15.1%	12.1%
CPS Specialist V	50.3	23.9%	11.1%	5.8%
CPS Special Investigator	107.8	39.0%	23.4%	38.9%
CPS CVS Caseworker	1073.8	29.8%	26.9%	27.8%
CPS FBSS Caseworker	505.3	25.5%	25.5%	25.2%
CPS INV Caseworker	1305.3	34.8%	36.7%	32.8%
ADULT PROTECTIVE SERVICES (APS)				
APS Workers	486.3	19.7%	24.0%	20.8%
APS Supervisors	73.0	5.5%	4.3%	6.5%
APS Program ³	678.8	15.9%	19.4%	17.1%
CHILD CARE LICENSING (CCL)				
CCL Workers ⁴	321.8	19.6%	10.6%	12.6%
CCL Supervisors	45.5	6.6%	8.7%	17.0%
CCL Program ³	451.0	16.6%	11.2%	13.9%
STATEWIDE INTAKE (SWI)				
SWI Workers	231.3	17.3%	21.8%	18.7%
SWI Supervisors	25.3	4.0%	0.0%	7.0%
SWI Program ³	305.3	14.7%	16.0%	14.5%

¹NOTE: DFPS turnover is calculated using the method required by the LBB performance measure for CPS caseworker turnover: (the total number of full time, regular employees who terminated during the period and remain terminated DIVIDED BY the average number of full time, regular employees)

²Entry level for CPS workers is CPS Specialist II. The state classification for this level is Protective Services Specialist II.

³Because program group totals include all employees in that program, this number will exceed the total number of workers and supervisors in the program.

⁴All CCL counts include CCL, CCI, and RCCL employees.