

Schedule F: Agency Workforce Plan

The agency workforce plan is meant to be read in conjunction with the DFPS *Human Resources Management Plan* published March 2022. As a companion document, it presents a detailed analysis of the agency's turnover and retention rates plus discussions about the results from several staff engagement and exit surveys. Read the full *Human Resources Management Plan* at:

http://www.dfps.state.tx.us/About_DFPS/Reports_and_Presentations/Rider_Reports/documents/2022/2022-03-31_Rider_8_Report.pdf

Core Business Functions

DFPS has five major program areas that deliver client services to Texans in need:

Child Protective Services (CPS) Division:

- Provides services to children and families in their own homes.
- Contracts with others to provide clients with specialized services.
- Places children in foster care.
- Provides services to help youth in foster care make the transition to adulthood.
- Places children in adoptive homes.

Child Protective Investigations (CPI) Division:

- Investigates allegations of child abuse and neglect, including allegations in daycare and residential-care facilities.
- Works with law enforcement on joint investigations.
- Takes custody of children who are unsafe.
- Refers children to community resources that promote their safety and well-being.
- Assists in the fight against human trafficking.

Adult Protective Services (APS) Division:

- Investigates abuse, neglect and/or exploitation of elderly adults (defined as 65 years and older) and adults with disabilities who reside in the community.
- If appropriate, provides or arranges for protective services, which may include referral to other programs, referral for guardianship, emergency assistance with food, shelter and medical care, transportation, counseling, or other remedies.

Prevention and Community Well-Being (PCW) Division:

- Funds community-level programs designed to promote positive outcomes for children, youth, and families and to create thriving communities.
- Works with communities to implement programs that address their local needs.
- Helps normalize the challenges of parenting and encourages seeking help through parenting tips, articles, information, and resources.
- Recommends best practices and policies for building on the strengths of both caregivers and children to promote strong families and resilient children.

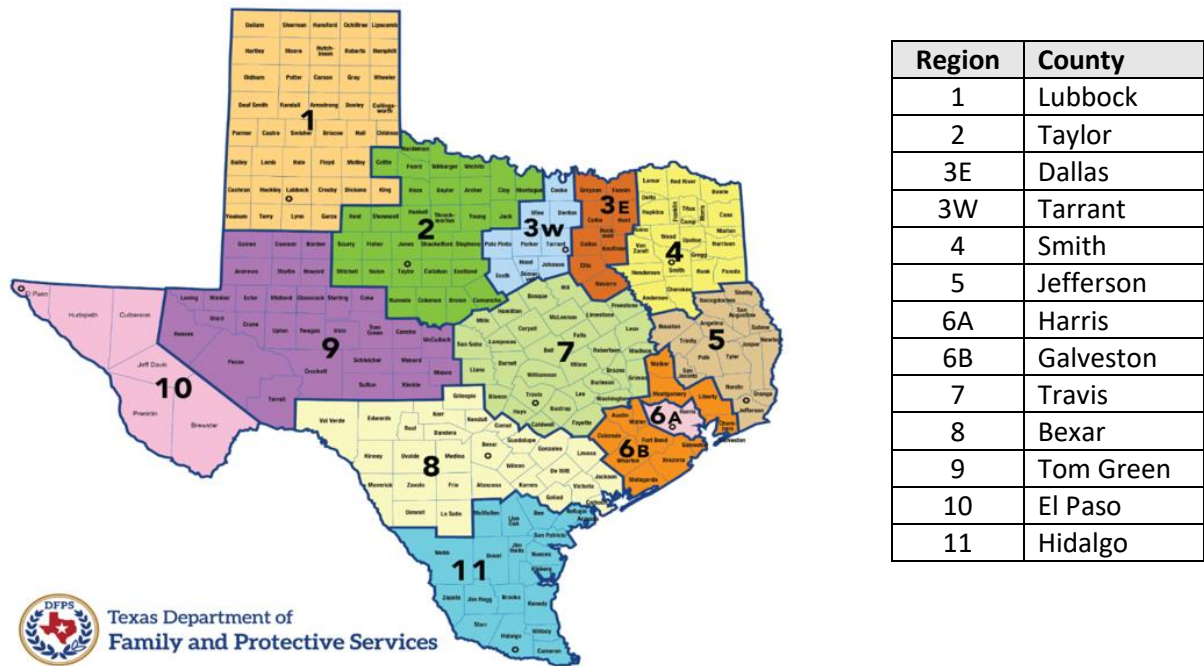
Statewide Intake (SWI) Division:

- The agency's automated call center receives information from the general public who want to report suspicions of abuse/neglect of children or abuse/neglect/exploitation of adults with disabilities and persons 65 years or older. It remains open 24 hours a day, seven days a week.

DFPS Regional Structure

Every day, 12,510 DFPS employees in more than 249 offices across the state, protect the physical safety and emotional well-being of the most vulnerable citizens of Texas.¹ Figure 1 shows the counties in current DFPS regions.

Figure 1: DFPS Region & County Map



¹ DFPS FY 2021 Factbook.

Workforce Demographics²

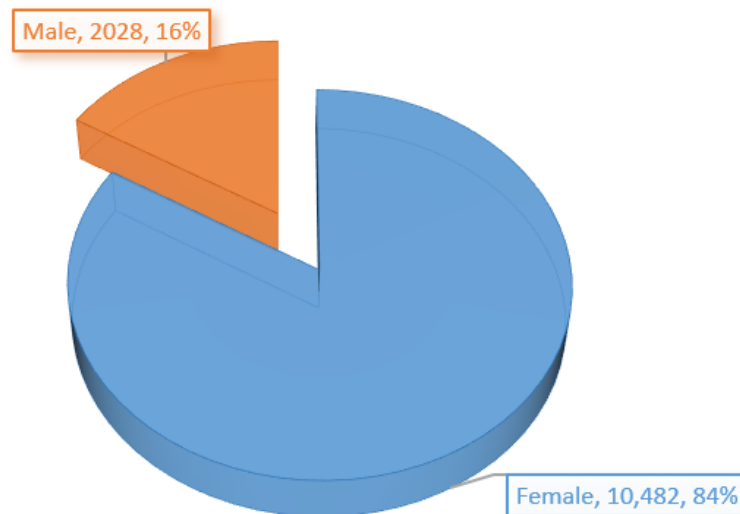
- Females make up 84 percent of the agency workforce.
- White employees represent the largest racial group at 36 percent, followed by Hispanic employees at 31 percent African American employees at 30 percent.
- 50 percent of the DFPS workforce is under 40 years old.

Table 1: DFPS Protective Service Job Classifications and Average Salaries

Selected Job Family*	# of Staff	Average Age	Average Salary
APS In-Home Supervisor	82	44	\$5,188
APS In-Home Worker	538	41	\$4,274
CPS CVS Supervisor	316	41	\$5,205
CPS CVS Worker	2,145	37	\$4,387
CPS FBSS Supervisor	151	42	\$5,196
CPS FBSS Worker	1,017	38	\$4,459
CPS INV Supervisor	388	41	\$5,169
CPS INV Worker	2,426	36	\$4,271
SWI Supervisor	44	45	\$5,099
SWI Worker	293	42	\$4,081

* See Appendix for commonly used abbreviations

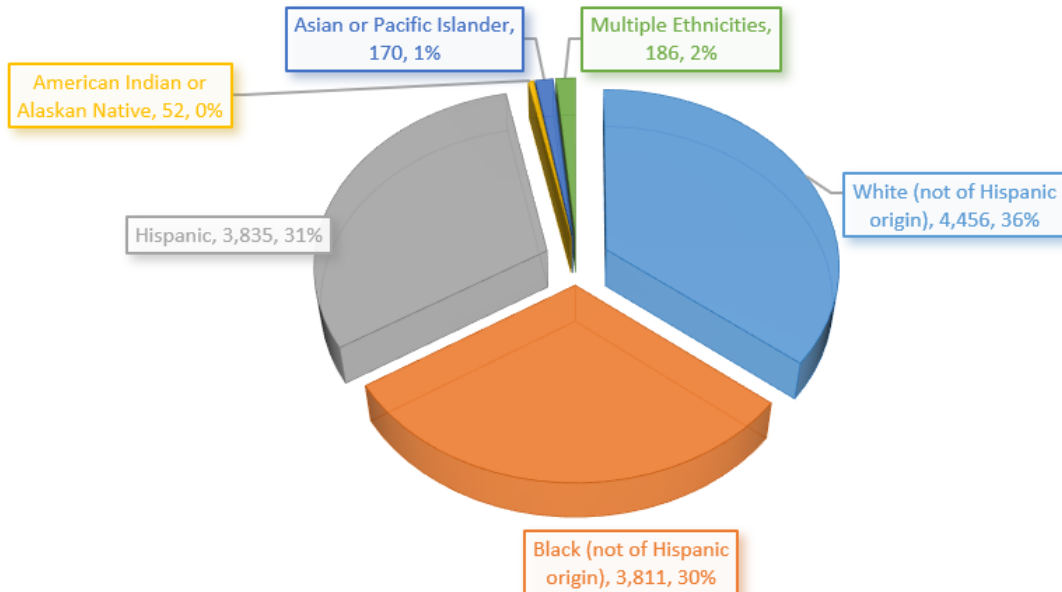
Figure 1: DFPS Workforce by Gender



Source: DFPS Workforce Division analysis

² DFPS FY 2021 Factbook.

Figure 2: DFPS Workforce by Race



Source: DFPS Workforce Division analysis

Figure 3: DFPS Workforce by Age

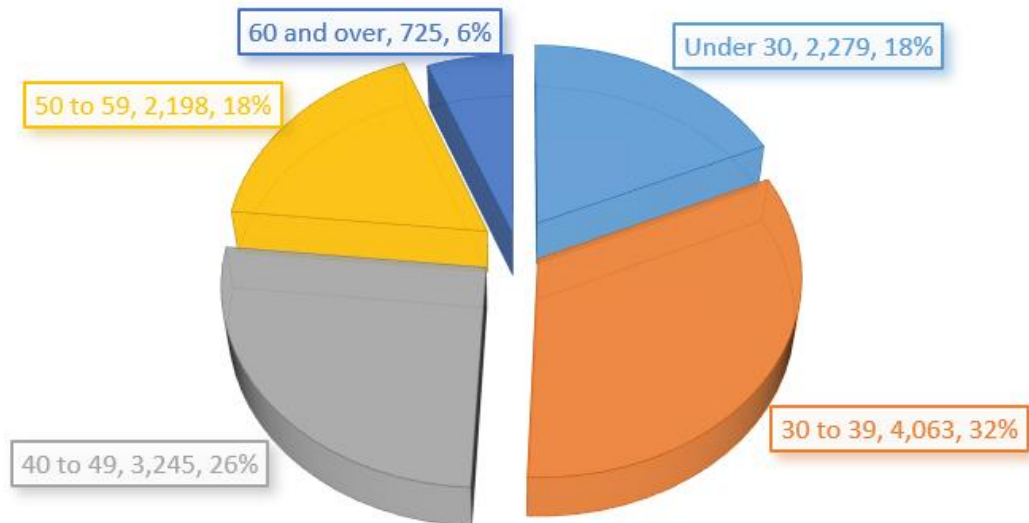


Table 2: Selected Job Family Demographics by Race/Ethnicity

Selected Job Family	# of Staff	White (not of Hispanic origin)		Black (not of Hispanic origin)		Hispanic		American Indian or Alaskan Native		Asian or Pacific Islander		Multiple Ethnicities	
APS In-Home Supervisor	82	24	29%	32	39%	25	30%	0	0%	0	0%	1	1%
APS In-Home Worker	538	190	35%	190	35%	140	26%	2	0%	6	1%	10	2%
CPS CVS Supervisor	316	132	42%	106	34%	70	22%	3	1%	1	0%	4	1%
CPS CVS Worker	2,145	751	35%	695	32%	631	29%	7	0%	22	1%	39	2%
CPS FBSS Supervisor	151	61	40%	44	29%	43	28%	1	1%	1	1%	1	1%
CPS FBSS Worker	1,017	269	26%	354	35%	372	37%	3	0%	7	1%	12	1%
CPS INV Supervisor	388	173	45%	102	26%	103	27%	0	0%	4	1%	6	2%
CPS INV Worker	2,426	757	31%	827	34%	747	31%	13	1%	22	1%	60	2%
SWI Supervisor	44	24	55%	5	11%	13	30%	1	2%	1	2%	0	0%
SWI Worker	293	147	50%	68	23%	65	22%	1	0%	11	4%	1	0%

Table 3: Employee Separations by Reason³

Involuntary		Voluntary		Retirement		Reduction in Force		Death	
383	3%	2,555	19%	225	2%	0	0%	21	0.16%

Table 4: Separations Due to Inter-Agency Transfers

# of Staff	Transfers	% Transfers
13,431.5	2,839	21%

Retirement Projections⁴

On August 31, 2026, approximately 1.9 percent (234) of the current DFPS workforce is projected as a first-time eligible retiree.

Table 5: First Time Retirement Eligible Projection

As of 8/31/22		As of 8/31/23		As of 8/31/24		As of 8/31/25		As of 8/31/26	
174	1.4%	183	1.5%	229	1.8%	227	1.8%	234	1.9%

Return-to-Work Retirees⁵

³ For a detailed analysis of staff turnover & retention, see DFPS, [Human Resources Management Plan \(Rider 8\)](#) (March 2022).

⁴ DFPS FY 2021 Factbook.

⁵ HHSAS Database as of 8/31/21.

DFPS currently employs 208 (2%) return-to-work retirees.

Utilization Analysis

Texas law requires that each state agency analyze its workforce and compare the number of Black, Hispanic, and female employees working for the agency to the available state Civilian Labor Force (CLF) for each job category.

The utilization analysis of the DFPS workforce reflects underutilization in one job category: DFPS Technicians job category shows underutilization for female employees. Although potential underutilization was identified in the Technician job category, it should be noted that this job category comprises less than 1% of the DFPS workforce.

Table 6: DFPS Utilization Analysis Results^{6,7,8,9}

Job Category	Black			Hispanic			Female		
	DFPS %	CLF %	Underutilization (If Yes, # needed)	DFPS %	CLF %	Underutilization (If Yes, # needed)	DFPS %	CLF %	Underutilization (If Yes, # needed)
Officials/ Administrators	23.7%	8.1%	No	20.4%	22.4%	No	77.0%	38.8%	No
Professionals	22.0%	10.9%	No	27.7%	20.3%	No	69.6%	54.5%	No
Technicians	17.86%	14.4%	No	32.1%	29.2%	No	23.8%	55.2%	17
Protective Services	33.3%	20.8%	No	29.4%	30.9%	No	86.2%	23.0%	No
Administrative Support	25.5%	14.3%	No	43.2%	36.4%	No	93.4%	71.6%	No
Skilled Craft	0.0%	10.2%	N/A	0.0%	51.5%	N/A	100.0%	12.0%	N/A
Service Maintenance	0.0%	13.2%	N/A	0.0%	52.4%	N/A	0.0%	52.0%	N/A

Strategies to Meet Workforce Needs

Recruitment Strategies

- Continue to provide an internet resource. By clicking on the "Jobs" link from <http://www.dfps.state.tx.us>, users are taken to the "Come Work for Us" page that includes realistic job preview videos for DFPS positions, as well as written realistic job previews for

⁶ "N/A" indicates that the number of employees in this category was too small (less than thirty) to test any differences for statistical significance.

⁷ The State category "Para-Professional" was not included because it is not possible to derive a "Para-Professional" category from the available American Community Survey data.

⁸ DFPS HR Workforce as of 8/31/2021.

⁹ CLF data for underutilization percentages comes from the "Equal Employment Opportunity and Minority Hiring Practices Report Fiscal Years 2017-2018" published by the Texas Workforce Commission (TWC).

all programs. CPS also has a self-screening test that asks applicants questions to help them decide if CPS is the right fit for them prior to applying.

- Continue to use a timed assessment to assess writing capabilities.
- Continue to use an interview guide that combines behavioral and open-ended interview questions to gain a greater understanding of an applicant’s ability to perform job duties to better ensure retention.
- Continue recruitment efforts to identify candidates with a variety of educational and work/life experiences to determine the most qualified applicants for the agency, while continuing to give appropriate priority to individuals who hold a bachelor’s degree or advanced degree in at least one of the following academic areas:
 - Social work
 - Counseling
 - Early Childhood Education
 - Psychology
 - Criminal Justice
 - Elementary or Secondary Education
 - Sociology
 - Human Services
- Continue to provide a \$5,000 annual stipend to CPI caseworkers and supervisors, as authorized by the General Appropriations Act.
- Continue efforts to recruit bilingual workers by using consistent testing for bilingual skills.
- Provide an increased starting salary (3.4 percent or 6.8 percent) to social work graduates hired into APS and SWI caseworker positions. CPS also provides a 6.8 percent increase to newly hired caseworkers holding a master’s in social work.
- Provide the following focused recruitment activities for jobs with low applicant pools and high vacancy rates:
 - Offer 6.8 percent above base salary.
 - Attend job fairs and organize hiring events in targeted areas based on vacancies. Centralized hiring events allow multiple hiring staff and program managers to interview a higher number of applicants in one or two days.
 - Continue to partner with DFPS media specialists to produce special interest stories about careers with DFPS.
 - Add and refine additional training sessions, as needed, to accommodate new hires.
 - Increase Talent Acquisition Group human resources specialists for targeted areas, when necessary.
 - Work with contracted partners to expedite certain hiring activities.
 - New LinkedIn Contract: 2 Recruiter seats that allow a Hiring Manager to quickly review candidates, leave notes on candidate’s profiles, and provide feedback to others. This will allow us to input search criteria, get targeted results, and prioritize candidates. We search for candidates instead of candidates searching for us.

- 2 Job slots – DFPS will be able to post two job postings at one time.
- Career page with traffic ads – This allows DFPS to showcase our culture and careers and to attract applicants. It will provide candidates personalized job recommendations, so they can quickly explore and apply to open jobs within DFPS. Traffic ads will showcase our agency and drive LinkedIn members to follow the DFPS page with a single click on the ad.
- DFPS Media Relations posts 20 TAG job requisitions a month via Social Media.
 - Facebook
 - LinkedIn
 - Twitter
- Statewide job fair with same day interviews.
- Handshake
 - The Handshake network has 9+ million active student users, 1,400+ college and university partners, and 650K+ employers. (www.joinhandshake.com)
 - Employers can post jobs and select universities/colleges to share their job postings to their Handshake website.
 - Students/Alumni can search jobs on the Handshake website, submit their resume, and contact the employer through the website.
 - Employers can review resumes and reach out to the applicants through Handshake’s messaging system.
 - HR Specialists are required to post on Handshake

Retention Strategies

- Continue to provide a \$5,000 annual stipend to CPI caseworkers and supervisors, as authorized by the General Appropriations Act.
- Continue to provide programmatically focused skills training programs that ensure caseworkers are prepared to perform all their assigned tasks.
- Continue paying CPI and CPS workers a mentor stipend when they mentor new hires through their first few months of employment.
- Continue to provide “Rookie Year” on-boarding resources so that supervisors have a toolkit for providing targeted support to new hires throughout the employee’s first year.
- Continue to offer staff training that provides an integrated, competency-based, training curriculum framework that supports a continuum of learning and skill development from beginner to advanced management levels.
- Provide certification advancements tied to promotions for caseworkers and supervisors.
- Continue to recognize new employees' tenure during each of their first four years with the agency by providing tenure certificates.
- Provide the following focused retention activities for jobs with high turnover, high caseloads, and high vacancy rates:
 - Bring program/division teams together to help with workload in specific areas.

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- Pay a percentage of earned overtime for certain staff.
- Add caseworker staff as the budget and FTE cap permit to reduce caseloads.
- Continue the Commissioner’s Employee Recognition Ceremony and other employee recognition awards.
- Continue to implement supervisor assessments for prospective CPS, CPI, SWI and APS supervisors to test the candidates’ aptitudes in areas such as casework, leadership, and human resources policies.
- Continue the cross-program hiring boards to increase rigor and objectivity in the interview and selection process of CPS, CPI, SWI, and APS supervisor applicants.

In concert with recent Sunset Commission recommendations and in keeping with legislative directives, DFPS established a Human Resources Division in 2017. The division is responsible for developing and monitoring efforts to strengthen the recruitment, selection, development, and retention of employees throughout the agency. The goal is to make DFPS an organization where people come to look for a job and, wherever possible, find a career.