

Schedule F: Agency Workforce Plan

The agency workforce plan is meant to be read in conjunction with the DFPS Human Resources Management Plan published in September 2025. 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:

[Rider 8 Human Resources Management Plan, September 2025](#)

Core Business Functions

DFPS has four 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.
- Help children achieve permanency through family reunification, relative care, or adoption.

Child Protective Investigations (CPI) Division:

- Investigates allegations of child abuse and neglect, including allegations in day care and residential care facilities.
- Use Alternative Response pathways, when appropriate, to address lower risk reports of abuse or neglect.
- 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 exploitation of elderly adults (defined as 65 years and older) and adults with substantial 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.

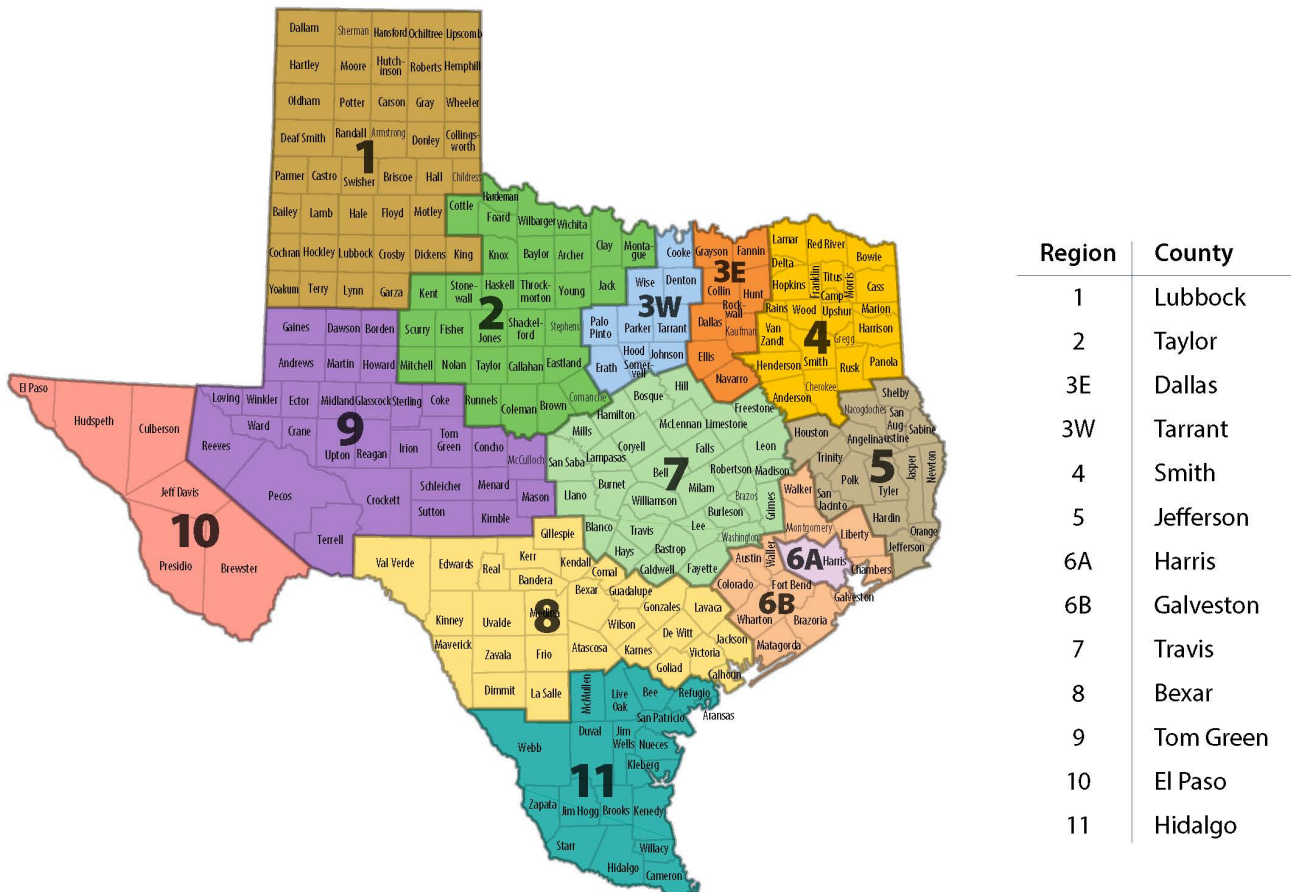
Statewide Intake (SWI) Division:

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

DFPS Regional Structure

Every day, 11,718 DFPS employees² in more than 249 offices across the state protect the physical safety and emotional well-being of the most vulnerable citizens of Texas. Figure 1 shows the counties in current DFPS regions.

Figure 1: DFPS Region & County Map



² Employee numbers on 8/31/2025

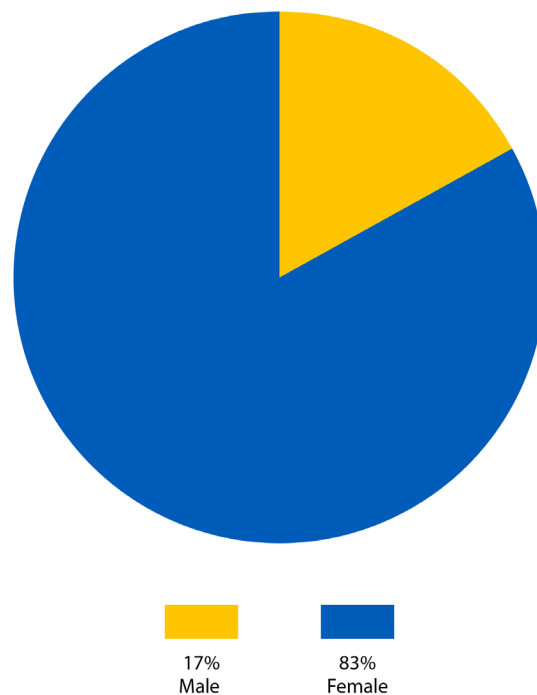
Workforce Demographics³

- Females make up 83 percent of the agency workforce.
- Hispanic employees represent the largest racial group at 33 percent, followed by White (not of Hispanic origin) employees at 32 percent, and African American employees at 30 percent.
- 45 percent of the DFPS workforce is under 40 years old.

Table 3: DFPS Protective Service Job Classifications and Average Salaries

Selected Job Family	# of Staff	Average Age	Average Salary
APS In-Home Supv	111	44	\$6,054
APS In-Home Wkr	549	41	\$4,775
CPS CVS Supv	234	43	\$5,811
CPS CVS Wkr	1,226	37	\$4,707
CPS FBSS Supv	148	44	\$5,890
CPS FBSS Wkr	1,013	40	\$4,840
CPS INV Supv	416	42	\$5,809
CPS INV Wkr	2,522	37	\$4,661
SWI Supv	51	46	\$5,684
SWI Wkr	316	44	\$4,545

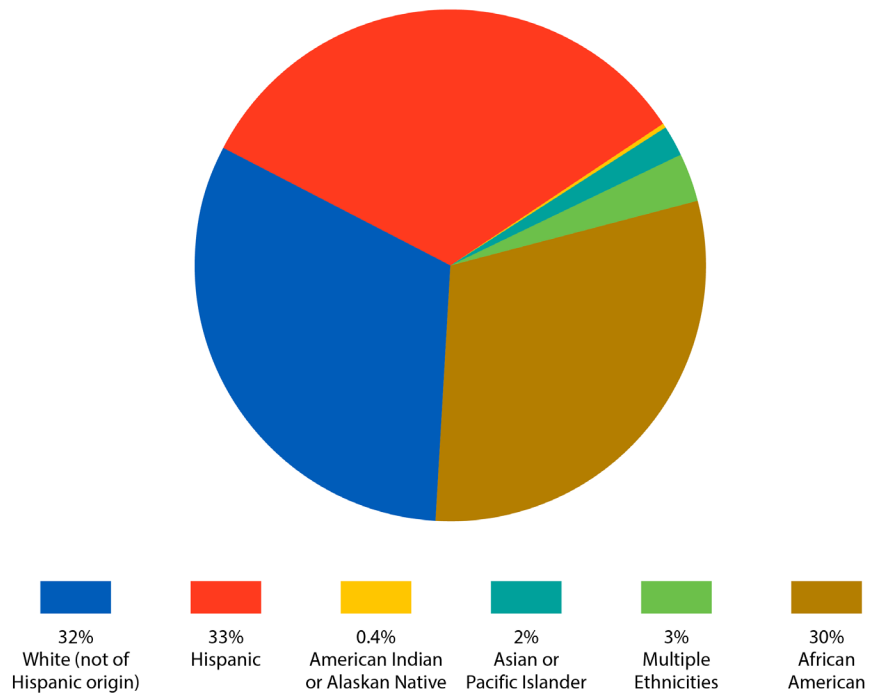
Figure 2: DFPS Workforce by Gender



Source: DFPS Workforce Division analysis

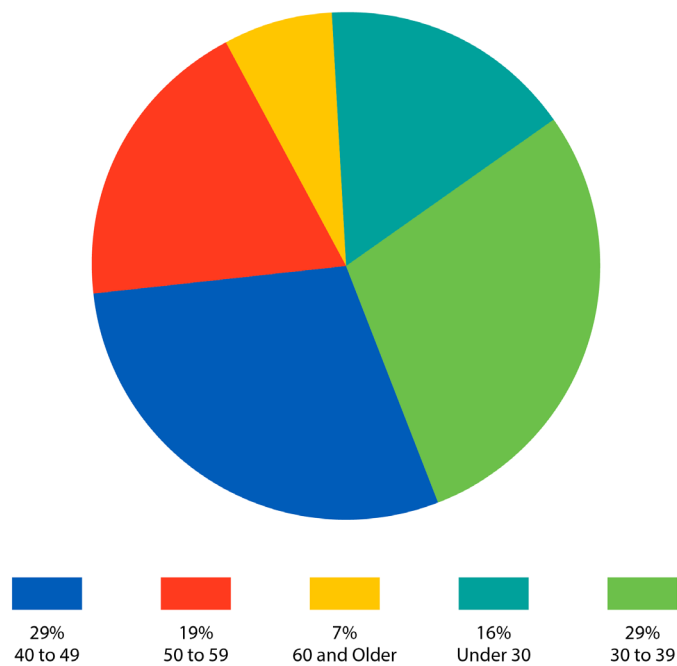
³ Workforce Demographics Snapshot on 8/31/2025.

Figure 3: DFPS Workforce by Race⁴



Source: DFPS Workforce Division analysis

Figure 4: DFPS Workforce by Age⁵



⁴ Due to MS Excel rounding, percent total may not add up to exactly 100%.

⁵ Due to MS Excel rounding, percent total may not add up to exactly 100%.

Source: DFPS Workforce Division analysis

Table 4: Selected Job Family Demographics by Race/Ethnicity

Selected Job Family	# of Staff	White (not of Hispanic origin)	African American	Hispanic	American Indian or Alaskan Native	Asian or Pacific Islander	Multiple Ethnicities
APS In-Home Supv	111	37	36	34	0	0	4
APS In-Home Wkr	549	163	191	169	1	4	21
CPS CVS Supv	234	76	66	82	1	3	6
CPS CVS Wkr	1,226	294	402	461	4	13	52
CPS FBSS Supv	148	47	48	50	1	1	1
CPS FBSS Wkr	1,013	242	369	361	1	11	29
CPS INV Supv	416	153	128	115	0	3	17
CPS INV Wkr	2,522	694	845	840	9	32	102
SWI Supv	51	29	7	13	0	2	0
SWI Wkr	316	132	69	92	2	10	11

Table 5: Employee Separations by Reason⁶

Involuntary		Voluntary		Retirement		Reduction in Force		Death	
460	4%	1,834	16%	161	1%	0	0%	11	0.1%

Table 6: Separations Due to Inter-Agency Transfers

# of Staff	Transfers	% Transfers
11,718	2,512	21%

Retirement Projections⁷

On August 31, 2030, approximately 2.4 percent (280) of the current DFPS workforce is projected as a first-time eligible retiree.

Table 7: First Time Retirement Eligible Projection

As of 8/31/26		As of 8/31/27		As of 8/31/28		As of 8/31/29		As of 8/31/30	
150	1.3%	200	1.7%	223	1.9%	243	2.1%	280	2.4%

⁶ For a detailed analysis of staff turnover & retention, see DFPS, [Rider 8 Human Resources Management Plan, September 2025](#) (September 2025).

⁷ CAPPS Financial Database as of 8/31/25.

Return-to-Work Retirees⁸

DFPS currently employs 249 (2 percent) 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 two job categories: DFPS Technicians job category shows underutilization for female employees and DFPS Protective Services job category shows underutilization for Black employees. Although potential underutilization was identified in the Technician job category, it should be noted that this job category comprises less than 1 percent of the DFPS workforce.

Table 8: Workforce Utilization Analysis

Job Category	African Americans			Hispanic Americans			Female		
	DFPS	CLF	Under-utilization (If Yes, # needed)	DFPS	CLF	Under-utilization (If Yes, # needed)	DFPS	CLF	Under-utilization (If Yes, # needed)
Officials/ Administrators	15.3%	13.9%	No	26.7%	14.7%	No	72.5%	58.5%	No
Administrative Support	25.6%	14.3%	No	40.9%	34.9%	No	94.2%	72.2%	No
Service Maintenance	0.0%	23.0%	N/A	0.0%	36.1%	N/A	0.0%	50.2%	N/A
Professionals	22.9%	12.6%	No	28.7%	19.2%	No	73.1%	57.8%	No
Protective Services	33.3%	42.9%	410	33.7%	24.0%	No	85.3%	48.9%	No
Skilled Craft	0.0%	12.0%	N/A	0.0%	29.6%	N/A	0.0%	9.8%	N/A
Technicians	27.3%	17.4%	No	40.9%	27.3%	No	50.0%	57.8%	220

⁸ CAPPS Financial Database as of 8/31/25.

Strategies to Meet Workforce Needs

Recruitment Strategies

- Continue to provide an internet resource. By clicking on the "Jobs" link from <https://www.dfps.texas.gov/Jobs/default.asp>, 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 all programs. CPI and CPS also have a self-screening test that asks applicants questions to help them decide if CPI or CPS is the right fit for them prior to applying.
- Continue to use a timed assessment to assess writing capabilities for SWI.
- 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 SWI caseworker positions. APS, CPI, and CPS also provide 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 vacancies:
 - Attend job fairs and organize hiring events in targeted areas based on vacancies. Centralized hiring events allow multiple hiring staff and program staff 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.

- LinkedIn Paid Contract:
 - Two recruiter seats that allow the human resource specialist to quickly review candidates, leave notes on candidate's profiles, and provide feedback to others. LinkedIn allows the Talent Acquisition Group to input search criteria, get targeted results, and prioritize candidates. DFPS can search for candidates in addition to candidates searching for us.
 - Eleven job slots – DFPS can post 11 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 with 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.
- Indeed:
 - Allows for enhanced job post visibility through sponsored jobs. Sponsored jobs appear at the top of job lists or in highlighted spots to attract more candidates quickly.
 - Access to a large applicant pool.
- Handshake
 - The Handshake network has 9+ million active student users, 1,400+ college and university partners, and 650,000+ employers. (www.joinhandshake.com)
 - Employers can post jobs and select universities/colleges to share their job postings to their Handshake website.
 - Students and alumni can search for 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.
 - Human resource specialists are required to post on Handshake.
- DFPS Media Relations posts 20 Talent Acquisition Group job requisitions a month via social media.
 - Facebook
 - LinkedIn
 - Twitter
- Statewide hiring fairs with same day interviews.
- DFPS promotional items to enhance the agency's visibility and brand to be given to potential candidates.

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 help ensure caseworkers are prepared to perform all their assigned tasks.
- Continue paying APS, CPI, and CPS workers a mentor stipend when they mentor new hires through their first few months of employment.

- Continue to provide “rookie year” onboarding resources so that supervisors have a toolkit for providing targeted support to new hires throughout the employee’s first year.
- Continue to offer an in-depth New Employee Orientation with a comprehensive overview of benefits and DFPS programs, helping new hires feel valued and informed — an important part of our strategy to boost engagement and long-term retention.
- 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 vacancies:
 - Bring program/division teams together to help with workload in specific areas.
 - Pay a percentage of earned overtime for certain staff.
 - Hire caseworker staff as the budget and full-time employee cap permit to reduce caseloads.
- Continue the Commissioner’s Employee Recognition Ceremony and other employee recognition awards.
- Continue the cross-program hiring boards to increase rigor and objectivity in the interview and selection process of SWI, CPI, CPS, and APS supervisor applicants.
- Continue development and implementation of the Workplace Violence Response Procedure to ensure staff have clear, consistent guidance and support when responding to safety-related incidents.
- Continue to evaluate and enhance safety tools to ensure they remain effective, user-friendly, and responsive to staff needs across the agency.
- Develop and deliver ongoing safety communication campaigns to reinforce a culture of safety, including National Safety Month activities, safety newsletters, and introductory safety emails for new hires and newly promoted supervisors.
- Continue to provide in-person safety training and quarterly safety webinars focused on emerging risks, practical tools, and staff support.
- Partner with the Learning and Development Division to update the Employee Safety Security and Awareness training to reflect DFPS-specific safety needs and workplace security concerns.
- Maintain the Worker Safety Support internal website to ensure staff have timely access to up-to-date resources, training materials, and incident reporting guidance.
- Review existing policies to identify opportunities for clearer guidance in high-risk situations and improve accessibility and usability for staff in the field.

Training Strategies

Training is a foundational element of the workforce strategy and a key driver of organizational sustainability. A structured and forward-looking training approach ensures employees maintain critical competencies, build emerging skills, and are prepared to meet evolving service demands. By aligning learning initiatives with agency priorities, training strengthens operational effectiveness, improves productivity, and supports succession planning through intentional knowledge transfer from experienced staff to developing professionals.

DFPS is committed to fostering a culture of continuous learning and professional growth. Training and development initiatives are strategically designed to:

- Address current and future competency gaps.
- Support leadership development and succession planning.
- Enhance employee engagement and job satisfaction.
- Improve retention and reduce turnover.
- Drive measurable improvements in performance and service delivery.

The DFPS Learning and Development (L&D) team partners with divisions and leadership to ensure training investments are data-driven, aligned with workforce needs, and responsive to changing regulatory, technological, and service environments. Through continuous evaluation and improvement, training programs will support a resilient, skilled, and future-ready workforce.

Specifically, L&D does the following:

- Delivers training services and maintains training records for over 11,000 DFPS employees.
- Delivers a variety of in-person, virtual, and self-paced training for DFPS staff.
- Hosts and supports over 40,000 users and key stakeholders through the external training hub.
- Designs, develops, schedules, delivers, and evaluates DFPS training and professional development programs.
- Manages, delivers training, and provides support for the DFPS Certification program, Leadership Excellence Institute for middle managers, and new hire training.
- Develops and delivers DFPS required training in accordance with state and federal statutes and laws.
- Supports the use of learning systems, such as the DFPS Learning Station, external training hub, and the Basic Skills Lab.
- Verifies training completions, compliance, and reports training data.

Certification remains a key priority within DFPS. Currently, 56.5 percent of DFPS positions are eligible for certification. In Fiscal Year (FY) 2025, 1,917 DFPS staff obtained certification through the agency's certification program. Expansion of certification programs is underway since 43.5 percent of DFPS positions do not have a certification program, and

DFPS is examining ways to add additional programs. The table below highlights FY25 certification activity.

Table 9: DFPS Staff Certification

Certification FY25	Specialist	Advanced Specialist	Senior Advanced Specialist	Supervisor	Total
Agency Overall Certifications	862	600	302	153	1,917
Certification by Program					
APS	122	98	28	21	269
CPS (All Programs)	272	195	145	52	664
CPI	391	268	119	73	851
CCI	6	11	1	3	21
RCCI ⁹	23	-	-	-	23
SWI	48	28	9	4	89

Training will continue to be a priority, and the following are planned for the next biennium:

- The creation of a virtual leadership academy for Supervisor II and Program Specialist positions is in development.
- Enhanced certification reports have also been developed to provide program leadership with detailed information for the ongoing monitoring of employee certification status.

⁹ RCCI currently offers two certification levels; however, efforts are underway to expand the RCCI certification process to include additional levels in alignment with other DFPS programs.

Schedule F: Agency Workforce Plan

The agency workforce plan is meant to be read in conjunction with the *Senate Bill 1, Article II DFPS, Rider 8 Bi-Annual Report Human Resources Management Plan, FY 25 Third Quarter* published September 2025. 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:

[Senate Bill 1, Article II, DFPS, Rider 8 Bi-Annual Report Human Resources Management Plan, FY 25 Third Quarter \(texas.gov\)](https://www.texas.gov/publications/senate-bills-articles/2025/senate-bill-1/article-ii/dfps-rider-8-bi-annual-report-human-resources-management-plan-fy-25-third-quarter)

OCBCT is administratively attached to DFPS and utilizes their Human Resources services and supports. OCBCT has included their staff turnover and retention rates for the past year.

Core Business Functions

OCBCT has the following focus areas as it pertains to service delivery. These include:

- Managing procurements and executing contracts on behalf of DFPS;
- Providing support to SSCCs in partnership with DFPS;
- Working with DFPS and the SSCCs on all implementation projects and processes;
- Conducting implementation protocol sessions and working closely to ensure readiness and timely go-live; and
- Providing outreach to internal and external stakeholders via written reports, presentations, and other communication methods.

OCBCT Structure

OCBCT currently employs 21 staff across the State and has a total of 30 staffing positions. The nine vacancies include one Director II, one Staff Services Officer, and seven Management Analyst III positions.

Workforce Demographics

Females make up eighty-six percent of the OCBCT workforce; see chart 1. Thirty-three percent of the OCBCT workforce is under forty years old; see chart 2. Tables 1, 2, and 3 show the OCBCT job classifications and salaries and information on the employee separations.

Table 1: OCBCT Job Classifications and Average Salaries

Selected Job Family*	# of Staff	Average Age	Average Salary
Supervisor (Director II)	2	38	\$9,439

Management Analyst III	17	43	\$ 6,637
Contract Administration Manager I	2	51	\$ 7,466

Table 2: Employee Separations by Reason

Involuntary		Voluntary		Retirement		Reduction in Force		Death	
1	3%	8	27%	0	0%	0	0%	0	0%

Table 3: Separations Due to Inter-Agency Transfers

# of Staff	Transfers	% Transfers
30	3	10%

Chart 1: OCBCT Workforce by Gender

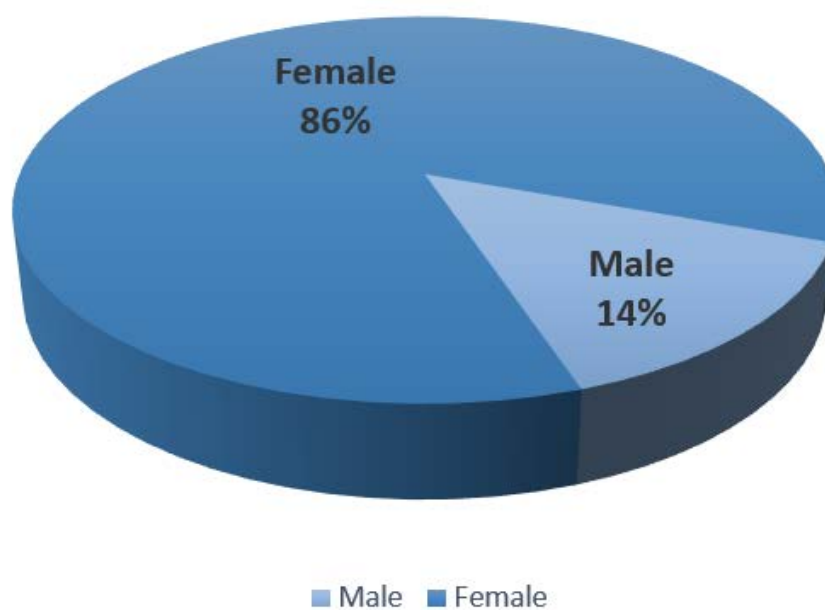
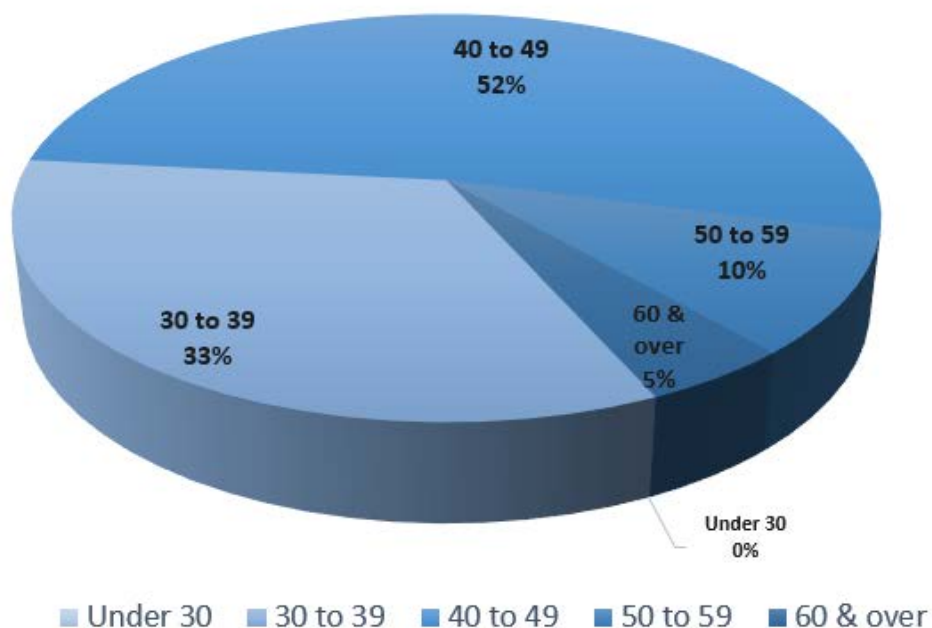


Chart 2: OCBCT Workforce by Age

Retirement Projections

On August 31, 2026, approximately five percent (5.5%) of the current OCBCT workforce is projected as a first-time eligible retiree.

Table 4: First Time Retirement Eligible Projection

As of 8/31/26		As of 8/31/27		As of 8/31/28		As of 8/31/29		As of 8/31/30	
1	5%	0	0%	0	0%	0	0%	0	0%

Return-to-Work Retirees

OCBCT currently employs one return-to-work retiree.

Strategies to Meet Workforce Needs

Recruitment Strategies

OCBCT is administratively attached to DFPS and utilizes their Human Resources system and recruiting methods.