

DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES

MISSION

The mission of the Department of Family and Protective Services (DFPS) is to protect children, the elderly and people with disabilities from abuse, neglect and exploitation by involving clients, families and communities.

SCOPE

DFPS was created with the passage of H.B. 2292 by the 78th Legislature, (Regular Session, 2003). Previously called the Department of Protective and Regulatory Services, DFPS is responsible for protecting children, adults who are elderly or have disabilities living at home or in state facilities; and licensing group day-care homes, day-care centers and registered family homes. The agency is also charged with managing community-based programs that prevent delinquency, abuse, neglect and exploitation of Texas children, elderly and disabled adults.

Every day, over 10,500 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.¹⁴³

CORE BUSINESS FUNCTIONS

DFPS has the following four major programs areas that deliver client services to Texans in need:

- ◆ The Child Protective Services (CPS) Division:
 - Investigates reports of abuse and neglect of children;
 - 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; and
 - Places children in adoptive homes.
- ◆ The Adult Protective Services (APS) Division investigates:

¹⁴³ HHSAS Database, as of 8/31/11.

- Reports of 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; and
- Reports of abuse, neglect and/or exploitation of clients receiving services in state supported living centers and/or state contracted settings that serve adults with intellectual and developmental disabilities.
- ◆ The Child Care Licensing (CCL) Division safeguards the basic health, safety and well-being of Texas children. Employees in this program:
 - Develop and enforce minimum standards for child-caring facilities and child-placing agencies;
 - Investigate complaints and serious incidents involving day care and residential-care facilities and, if necessary, take corrective or adverse action; and
 - License group day care homes, day care centers, registered family homes, child-placing agencies and private and publicly owned residential child-care facilities.
- ◆ The Statewide Intake (SWI) Division is the agency's automated call center. It 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. This call center remains open 24 hours a day, seven days a week.

WORKFORCE DEMOGRAPHICS

DFPS is the fourth largest agency in the HHS System. The agency currently employs a little over 10,500 employees, with the majority of the workforce located in offices throughout the state.¹⁴⁴ The DFPS workforce is diverse. To better illustrate this diversity, the following demographic categories are examined:

Job Families

The majority of DFPS employees work in Protective Services Worker job classifications, with the largest number of employees in Child Protective Services Worker positions.¹⁴⁵

¹⁴⁴ HHSAS Database, as of 8/31/11.

¹⁴⁵ HHSAS Database, as of 8/31/11. Note: References to "CPS Workers" in this document refer to both CPS Specialists and CPS Investigators.

About 90 percent of DFPS employees (9,552 employees) work in only 12 job families.¹⁴⁶

Table 15: Largest Program Job Families and Average Salaries¹⁴⁷

Job Family	Number of Employees	Average Salary
Child Protective Services (CPS) Workers ¹⁴⁸	4,663	\$37,115
Clerical Workers	1,069	\$26,172
CPS Supervisors	920	\$47,333
Adult Protective Services (APS) Specialists	691	\$36,281
Human Services Technicians	573	\$25,697
State Wide Intake (SWI) Specialists ¹⁴⁹	330	\$35,044
Family Services Specialists	334	\$46,373
Program Specialists	319	\$49,780
Inspectors	307	\$35,776
System Analysts	119	\$56,862
Managers	116	\$62,824
APS Supervisors	111	\$46,100

Salary

DFPS employees are, on the average, the second highest paid employees in the HHS System, earning an average annual salary of \$38,256.¹⁵⁰

Gender

Females make up 83 percent of the agency workforce.¹⁵¹

¹⁴⁶ HHSAS Database, as of 8/31/11.

¹⁴⁷ Includes CPS Stipend pay (CPI).

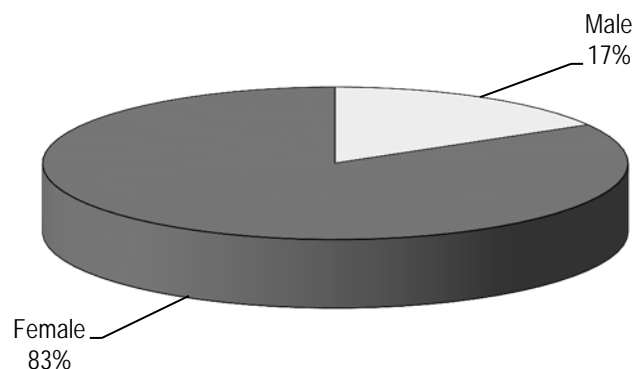
¹⁴⁸ CPS Workers include CPS Specialists and CPS Investigators.

¹⁴⁹ SWI Specialists include SWI Specialists I-V.

¹⁵⁰ HHSAS Database, as of 8/31/11.

¹⁵¹ Ibid.

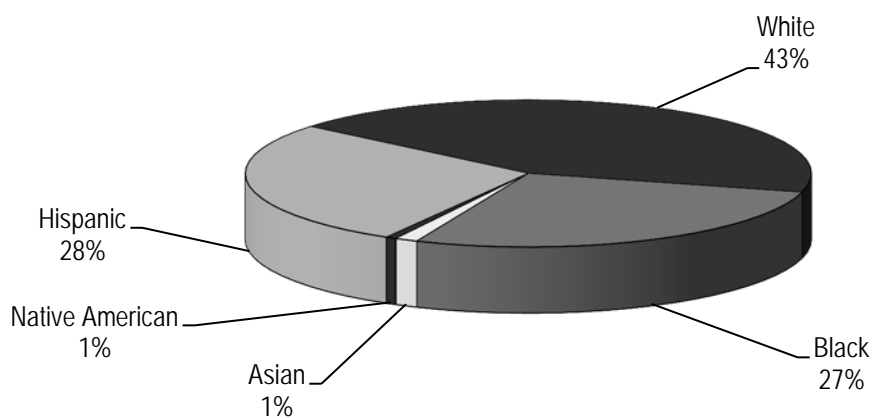
Figure 38: DFPS Workforce by Gender



Race

White employees represent the largest racial group at 43 percent, followed by Hispanic employees at 28 percent and Black employees at 27 percent.¹⁵² The agency encourages diversity in its workforce, which is supported by its hiring practices.

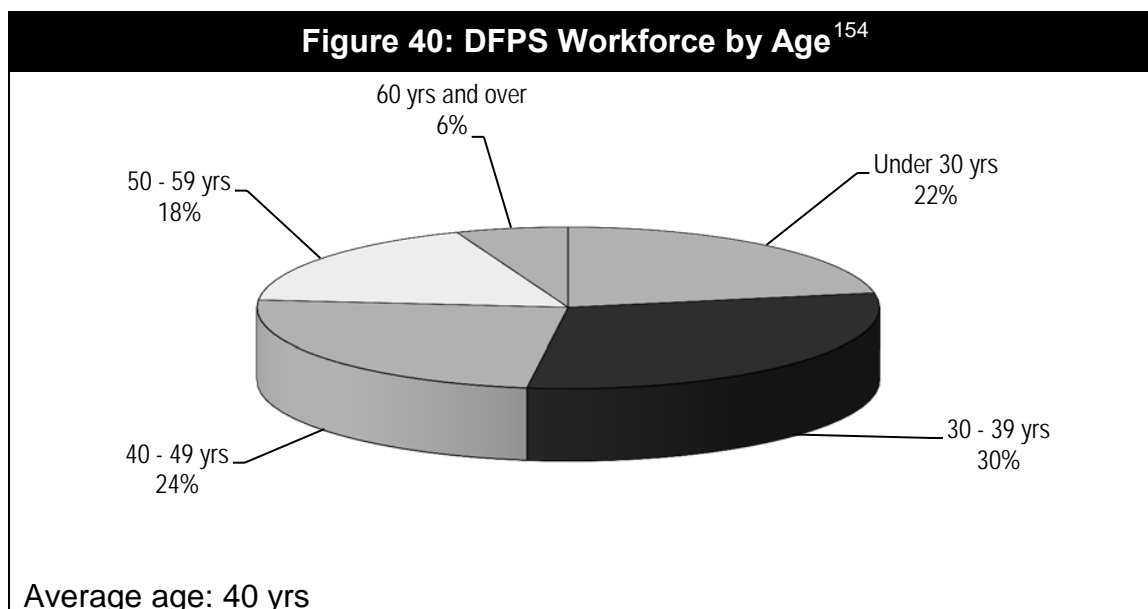
Figure 39: DFPS Workforce by Race



¹⁵² HHSAS Database, as of 8/31/11.

Age

The average age of a DFPS employee is 40 years, the youngest of all HHS agencies. Over 50 percent of the agency's workforce are under 40 years.¹⁵³



Utilization Analysis

Texas law requires that each state agency analyze its workforce and compare the number of Blacks, Hispanics and Females employed by the agency to the available state Civilian Labor Force (CLF) for each job category.

The utilization analysis of the DFPS workforce does not reflect underutilization.^{155 156}

¹⁵³ HHSAS Database, as of 8/31/11.

¹⁵⁴ Percentage Totals do not equal 100% due to rounding.

¹⁵⁵ Ibid.

¹⁵⁶ CLF data – EEOC publications, "Job Patterns for Minorities and Women in State and Local Government, 2003" for Texas and "Job Patterns for Minorities and Women in Private Industry, 2003" for Texas. Modified 6/8/05.

Table 16: DFPS Utilization Analysis Results

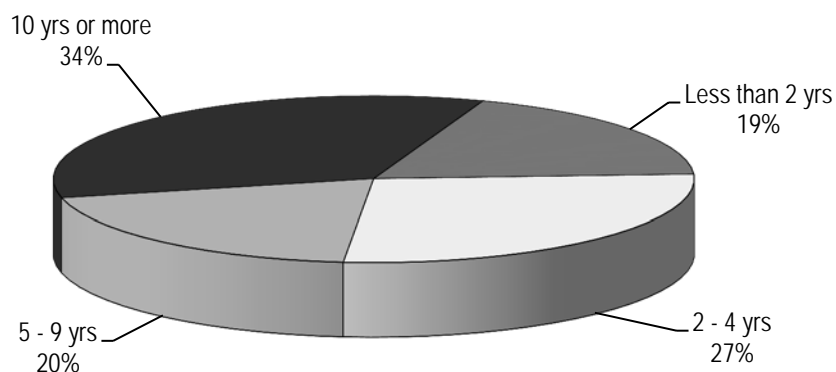
Job Category	Black			Hispanic			Female		
	DFPS %	CLF %	Underutilization (If Yes, # needed)	DFPS %	CLF %	Underutilization (If Yes, # Needed)	DFPS %	CLF %	Underutilization (If Yes, # Needed)
Officials/Administrators	19.1%	7.2%	No	20.2%	12.3%	No	75.8%	32.6%	No
Professionals	19.2%	9.4%	No	23.1%	11.6%	No	67.4%	49.0%	No
Technicians	28.3%	13.9%	No	25.3%	19.7%	No	81.8%	42.1%	No
Protective Service	28.8%	18.0%	No	26.0%	23.1%	No	84.1%	21.6%	No
Para-Professionals	31.1%	14.3%	No	40.0%	25.7%	No	90.1%	56.3%	No
Administrative Support	26.9%	19.4%	No	38.0%	26.8%	No	95.3%	78.8%	No
Skilled Craft	0.0%	14.7%	N/A	0.0%	35.2%	N/A	100.0%	16.5%	N/A
Service Maintenance	0.0%	20.4%	N/A	0.0%	43.7%	N/A	0.0%	44.4%	N/A

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

State Service

Not only does DFPS have the youngest workers, it also has the least tenured. About 66 percent have less than 10 years of state service.¹⁵⁷

Figure 41: DFPS Workforce by Length of State Service



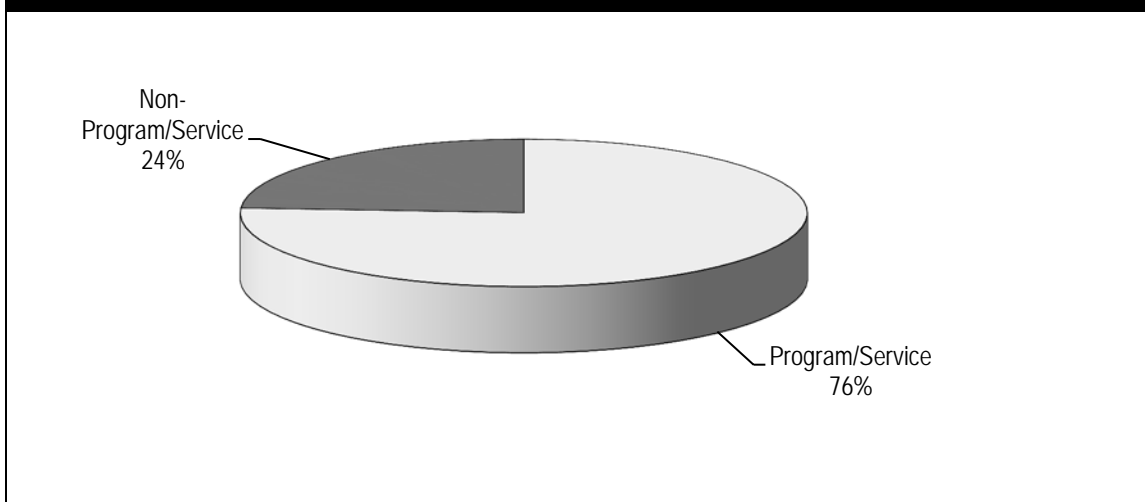
Return-to-Work Retirees

DFPS employs 323 return-to-work retirees. The majority of these retirees (76 percent) work in the program/service related areas.¹⁵⁸

¹⁵⁷ HHSAS Database, as of 8/31/11.

¹⁵⁸ Ibid.

Figure 42: DFPS Return-to-Work Retirees



TURNOVER

The turnover rate during fiscal year 2011 was 17.2 percent. This rate is slightly higher than the statewide turnover rate of 16.8 percent. The majority of these separations (approximately 87 percent) were voluntary separations from state employment.¹⁵⁹

Table 17: Reason for Separation

Reason	Separations	Percentage ¹⁶⁰
Voluntary Separations		
Personal reasons	1,396	71.8%
Transfer to another agency	137	7.0%
Retirement	154	7.9%
Involuntary Separations		
Termination at Will	10	0.5%
Resignation in Lieu	111	5.7%
Dismissal for Cause	127	6.5%

The table below indicates the job families essential to the delivery of agency services and/or shortage occupations that have experienced significant employee losses during fiscal year 2011.¹⁶¹

¹⁵⁹ State Auditor's Office (SAO) FY 2011 Turnover Statistics.

¹⁶⁰ Death accounted for .5% of separations.

¹⁶¹ HHSAS Database, FY 2011 data.

Table 18: FY 11 Turnover for Significant Job Families¹⁶²

Job Family	Average Annual Headcount	Separations	Turnover Rate
Child Protective Services (CPS) Workers ¹⁶³	5,094	1,247	24.5%
Contract Specialists	57	12	21.1%
State Wide Intake (SWI) Specialists ¹⁶⁴	347	64	18.4%
Adult Protective Services (APS) Specialists	728	115	15.8%
System Analysts	124	18	14.5%
Directors	63	9	14.4%
Clerical Workers	1,162	162	13.9%
Attorneys	88	12	13.6%
Human Services Technicians	625	74	11.8%
Accountants	72	8	11.1%
Inspectors	324	36	11.1%
Human Services Specialists	73	8	11.0%

RETIREMENT PROJECTIONS

Currently, about six percent of the DFPS workforce is eligible to retire from state employment. Over the next five years, approximately 15 percent of the DFPS workforce will reach retirement eligibility. This is the lowest projected percentage of all HHS agencies.¹⁶⁵

Table 19: DFPS Projected Retirement Eligibility through Rule of 80 (FY 11 – FY 16)

Fiscal Year	Cumulative Number of Eligible Employees	Percent of Workforce
2011	683	6.4%
2012	803	7.6%
2013	989	9.3%
2014	1,179	11.1%
2015	1,367	12.9%
2016	1,589	15.0%

¹⁶² Turnover is calculated as follows: The total number of employees who terminated during the period DIVIDED BY the average number of employees on the last day of each quarter in the period plus the employees that terminated during the quarter TIMES 100 to produce a percentage.

¹⁶³ CPS Workers include CPS Specialists and CPS Investigators.

¹⁶⁴ SWI Specialists include SWI Specialists I-V.

¹⁶⁵ HHSAS Database, as of 8/31/11.

EXPECTED WORKFORCE CHALLENGES

There are almost 300,000 Child, Family and School Social Workers in the U.S., with a projected 19.7 percent increase in job openings by the year 2020.¹⁶⁶

The 82nd Legislature (Regular Session, 2011) appropriated approximately \$2.8 billion to DFPS for the fiscal year 2012-13 biennium operating budget, a 3.9 percent increase over appropriated funds from the previous biennium. In addition, the Legislature authorized funds to allow the agency to continue to provide the salary retention supplement of \$5,000 established by the 79th Legislature (Regular Session, 2005) for Child Protective Services Investigation Caseworkers and Supervisors.

The 82nd Texas Legislature (Regular Session, 2011) again directed DFPS to develop a plan to improve employee morale and retention. Since turnover peaked at 23.2 percent in fiscal year 2008, DFPS has steadily improved. A combination of extensive internal efforts and economic factors helped reduce the turnover rate to 17.2 percent in fiscal year 2011.

Retaining workers remains a difficult challenge for the agency. The work is face-to-face, emotional, difficult and often crisis driven. It requires staff to interact regularly with vulnerable children and adults in dire need and with those who may be maltreating them.

To retain trained, competent staff while providing the highest quality services for DFPS consumers over the next five years, the agency must:

- ◆ Competitively recruit, retain and train quality staff to adequately manage increasing caseloads and provide quality services to clients;
- ◆ Meet the training demands of new staff, explore innovative ways to improve skills and provide policy refresher training for supervisors and caseworkers; and
- ◆ Continue intensive hiring efforts for new staffing positions and fill Protective Services Worker positions that are experiencing high turnover.

Child Protective Services (CPS) Workers

There are 4,663 filled CPS Worker positions (2,753 CPS Investigators and 1,910 CPS Specialists). CPS Workers are young (nearly 40 percent are under 30 years of age), with an average age of approximately 36 years and an average of 5 years of state service.¹⁶⁷

¹⁶⁶ U.S. Department of Labor, Bureau of Labor Statistics, Selected Occupational Projections Data, web page <http://data.bls.gov/oep/noeted/empoptd.jsp>, Period: May 2010; last accessed on 3/26/12.

¹⁶⁷ HHSAS Database for FY 2011.

Figure 43: CPS Workers at DFPS – Distribution by Age

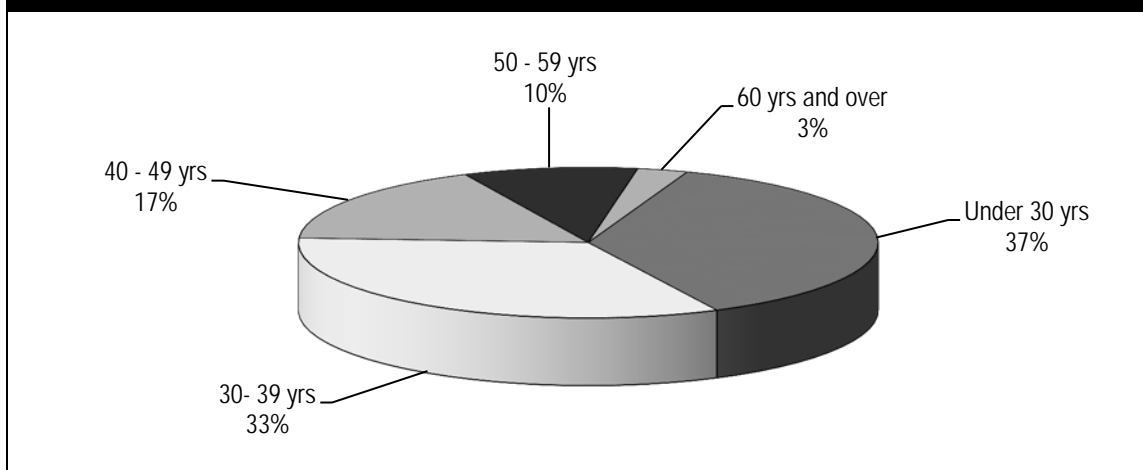
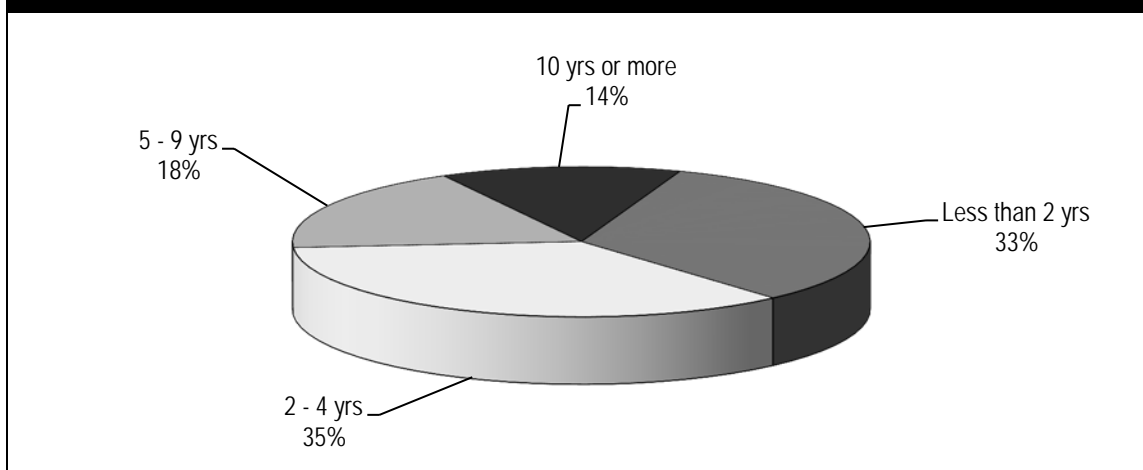


Figure 44: CPS Workers at DFPS – Length of State Service



Turnover with this group of employees is considered high, at approximately 25 percent.

One factor impacting recruitment and retention are non-competitive salaries. CPS Workers earn an average annual salary of \$37,115.¹⁶⁸ The State Auditor's Office 2010 market index analysis found the average state salary for CPS Specialists to be 27 percent behind the market rate.¹⁶⁹

Recruitment and retention of employees with an aptitude for CPS casework continues to be a challenge for the agency.

¹⁶⁸ HHSAS Database, as of 8/31/11.

¹⁶⁹ State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

Statewide Intake Specialists (SWIs) ¹⁷⁰

There are approximately 330 SWI Specialists with DFPS. With an average age of about 37, approximately 41 percent of these Specialists are under 30 years of age. SWI Specialists have an average of about seven years of state service, with almost 30 percent having less than two years of state service.

Turnover for SWI Specialists is considered high at approximately 18 percent.¹⁷¹

Figure 45: SWI Specialists at DFPS – Distribution by Age

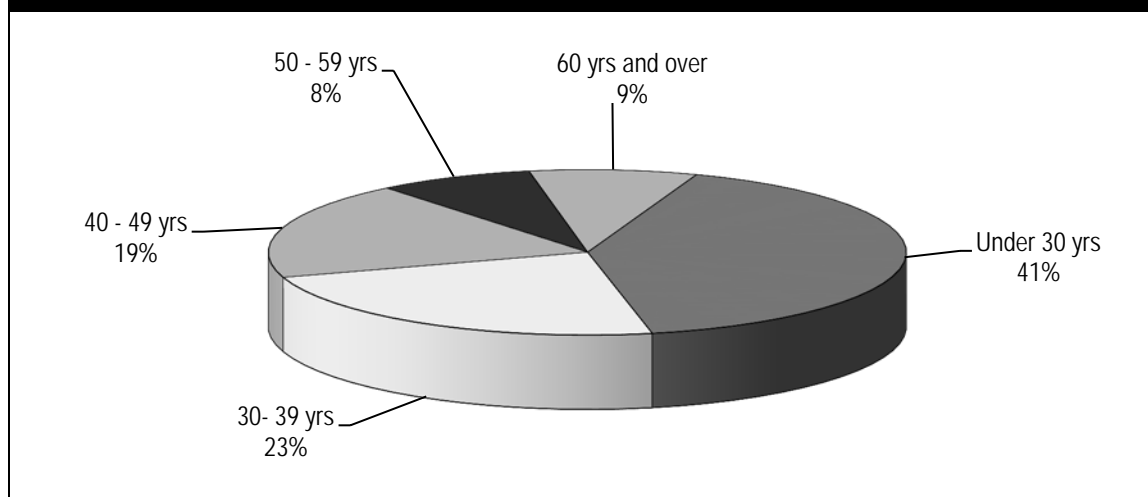
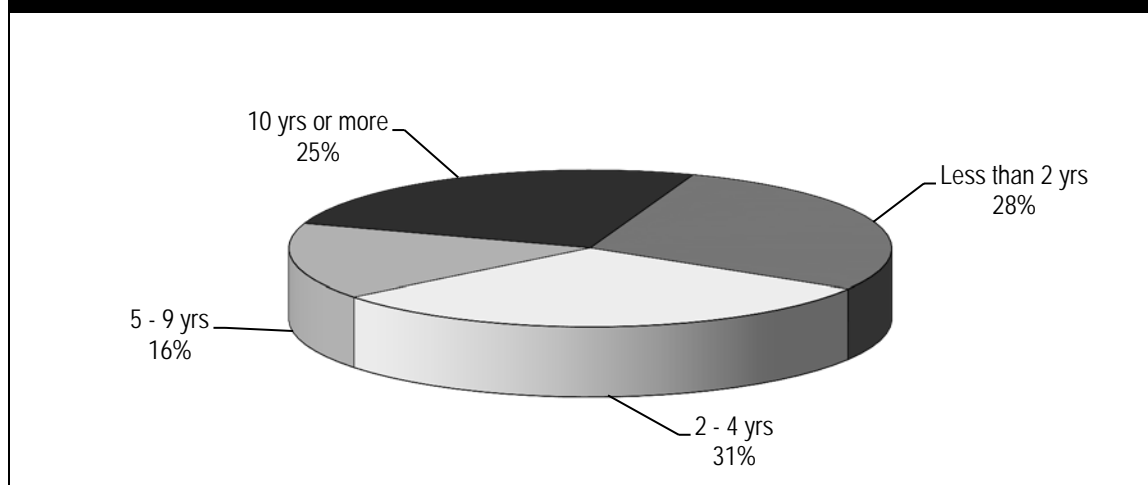


Figure 46: SWI Specialists at DFPS -- Length of State Service

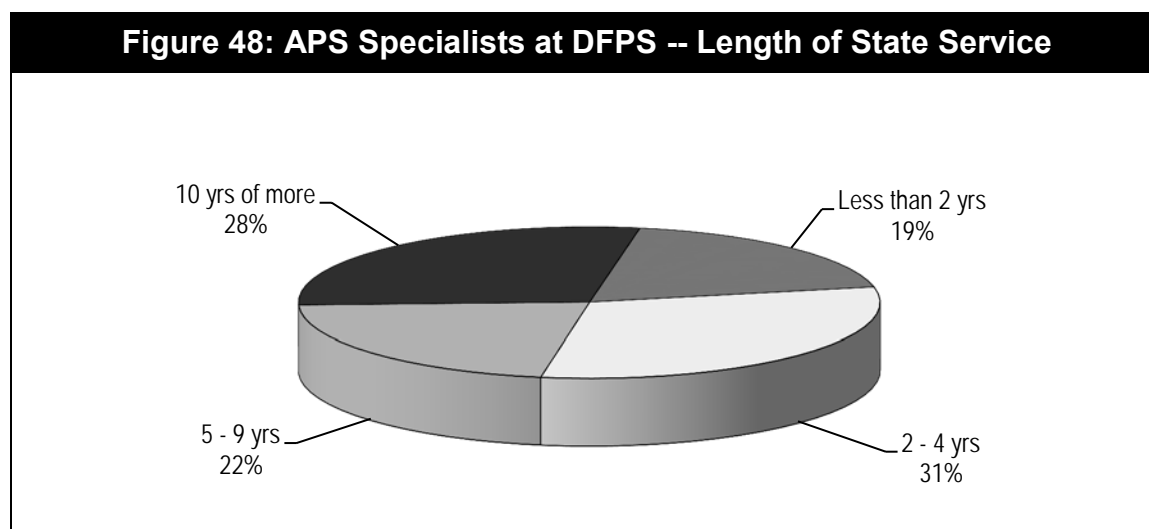
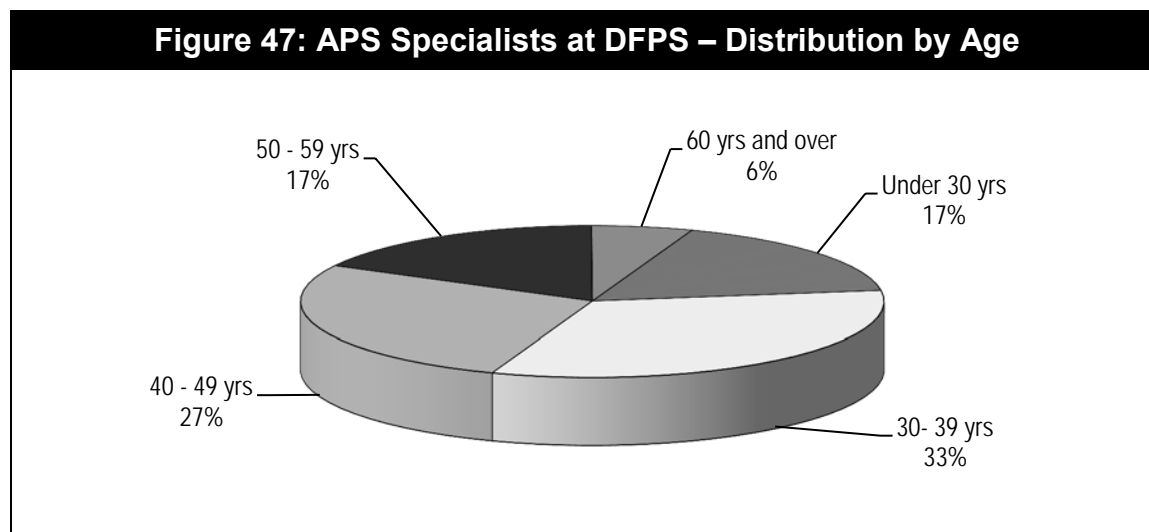


¹⁷⁰ SWI Specialists include SWI Specialists I-V.

¹⁷¹ HHSAS Database, as of 8/31/11.

Adult Protective Services (APS) Specialists

There are almost 700 APS Specialists with DFPS. The typical APS Specialist is 41 years of age and has an average of eight years of state service. About half of these employees have less than five years of state service.^{172 173}



APS Specialists earn an average annual salary of \$36,281.¹⁷⁴ The State Auditor's Office 2010 market index analysis found the average state salary for APS Specialists to be 24 percent behind the market rate.¹⁷⁵

¹⁷² HHSAS Database, as of 8/31/11.

¹⁷³ Ibid.

¹⁷⁴ Ibid.

¹⁷⁵ State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

During fiscal year 2011, APS Specialist turnover reached 15.8 percent, slightly below the state average of 16.8 percent.^{176 177}

With the aging of the Texas population, the agency anticipates an increasing demand for Adult Protective Services.

DEVELOPMENT 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 CPS job preview video and written realistic job previews for Child Protective Services jobs as well as a screening test that asks applicants questions to help them decide if CPS is the right fit for them prior to applying.
- ◆ Continue to use the following targeted employment selection tools to help identify the most qualified applicants:
 - a pre-screening test for job applicants to assess skills and performance capabilities.
 - a behavioral descriptive interview guide, geared at assessing how each candidate would respond to real life work situations.
- ◆ Continue to target recruitment efforts 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 investigation caseworkers and investigation supervisors, as authorized by the General Appropriations Act.
- ◆ Continue efforts to recruit bilingual workers by using consistent testing for bilingual skills and implementing a consistent policy for bilingual pay.
- ◆ Provide an increased starting salary (6.8 percent or 3.4 percent) to Social Work graduates hired into CPS.
- ◆ Provide the following focused recruitment activities for jobs with low applicant pools and high vacancy rates:
 - Offer 6.8 percent above base.

¹⁷⁶ HHSAS Database, FY 2011 data.

¹⁷⁷ State Auditor's Office (SAO) FY 2011 Turnover Statistics.

- Provide recruitment bonuses to certain staff.
- Attend job fairs and organize hiring fairs in specific areas to interview many staff in one or two days.
- Partner with DFPS Media Specialists to produce special interest stories about jobs.
- Add training sessions to accommodate all new hires.
- Increase hiring specialist resources for targeted areas.
- Work with contracted partners to expedite certain hiring activities.
- Post jobs on job search Web sites or newspapers that target needed professionals.
- Request certain positions be posted as a "hot job" in accessHR.

Retention Strategies

- ◆ Continue to provide a \$5,000 annual stipend to investigation caseworkers and investigation supervisors, as authorized by the General Appropriations Act.
- ◆ Continue "Rookie Year On-boarding," with supervisors providing targeted support throughout the first year.
- ◆ Continue to provide programmatically focused Basic Skills Development training programs that ensure that caseworkers are prepared to perform all their assigned tasks.
- ◆ Continue to allow direct delivery staff and their supervisors to earn pay increases by achieving specific amounts of tenure, completing approved training programs and maintaining satisfactory performance.
- ◆ 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.
- ◆ 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.
 - Pay a percentage of earned overtime for certain staff.
 - Add caseworker staff as the budget and FTE cap permit to reduce caseloads.

To meet the workforce demands over the next several years, DFPS will need to focus on aggressive recruitment and retention strategies.