

TexProtects

The Texas Association for
the Protection of Children



**Senate Health & Human Services
Interim Committee Hearing
Increasing Efficiency & Retention of
CPS Caseworkers
Charge #4**

April 30, 2008

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POSITION

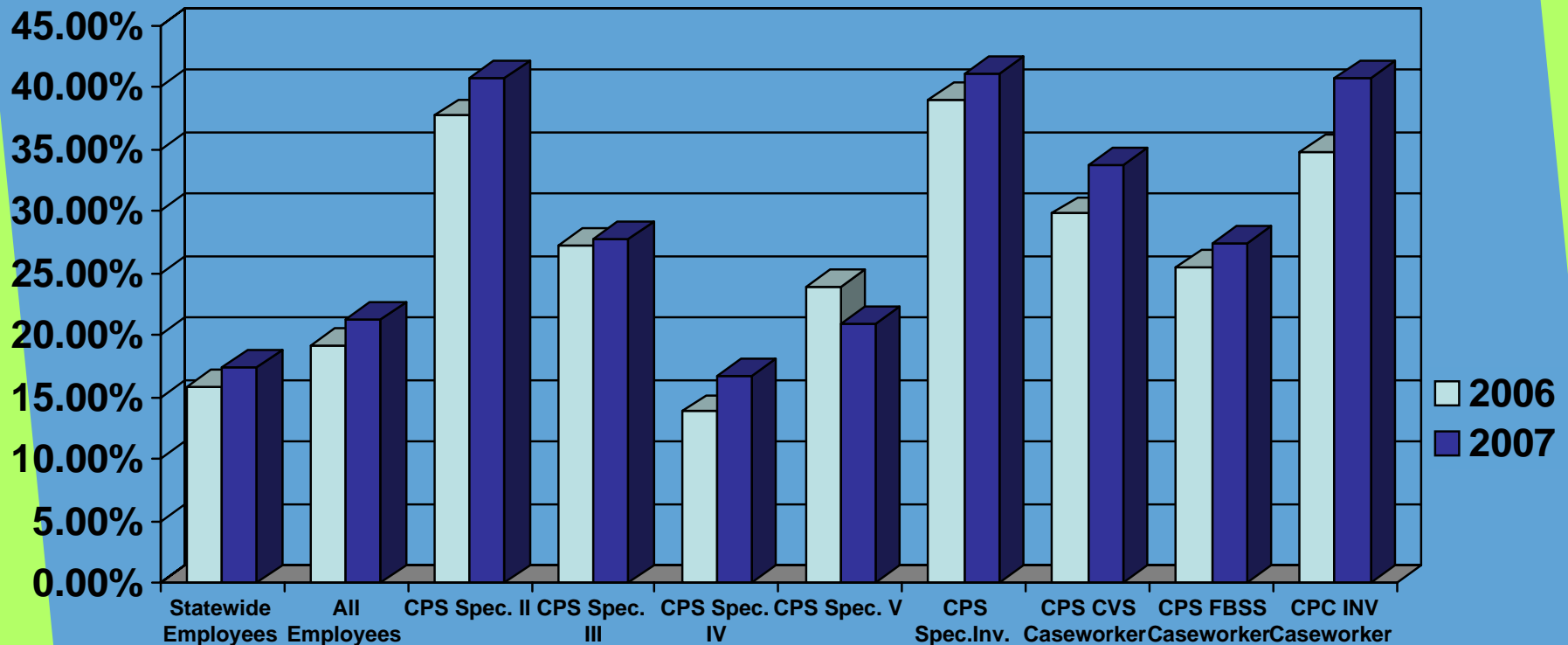
The Safety, Permanency and
Stability for children and
families involved with CPS

is contingent upon

*The Quality, Permanency and
Stability of the CPS workforce*

Employee Turnover Report 07

Texas CPS turnover is more than 2 times the average state employee turnover.



2007, "Rider 13, Human Resources Management Plan" TDFPS

2007, "An Annual Report on Classified Employee Turnover for Fiscal Year 2007" State Auditor's Office

Real Employee Turnover Costs*

Calculation Hard Costs:

Separation Processing: Admin Time

Vacancy Costs:

Coworker Burden: Added OT for remaining workers

Search Costs: Advertising and Cost of Placement

Selection and Sign On: Interviewing,
Reference Checking

Drug Testing/ Psych Testing/ Background Check

Orientation & Training (3 months non case-assignable)

Calculation Soft Costs: Lost productivity of departing employee, co-workers, supervisor and more.

Total Hard Costs = Annual Salary = \$35,000 per employee

Total Hard + Soft Costs = 150% Salary = \$52,500 per employee

* 2008 U.S Dept. of Labor-Employee Turnover Cost Calculations

Problem Statement

Hard Costs: Caseworker Turnover

FY 2006- Lost Workers:

1032 Caseworkers

45 Supervisors

1077 Workers

Replacement Costs = \$15,000 p/w* 1077 x \$15,000 =

\$16,155,000 lost dollars per year

Hard Dollar Turnover Costs = \$ 35,000 p/w 1077 x 35,000 =

\$37,695,000 lost dollars per year**

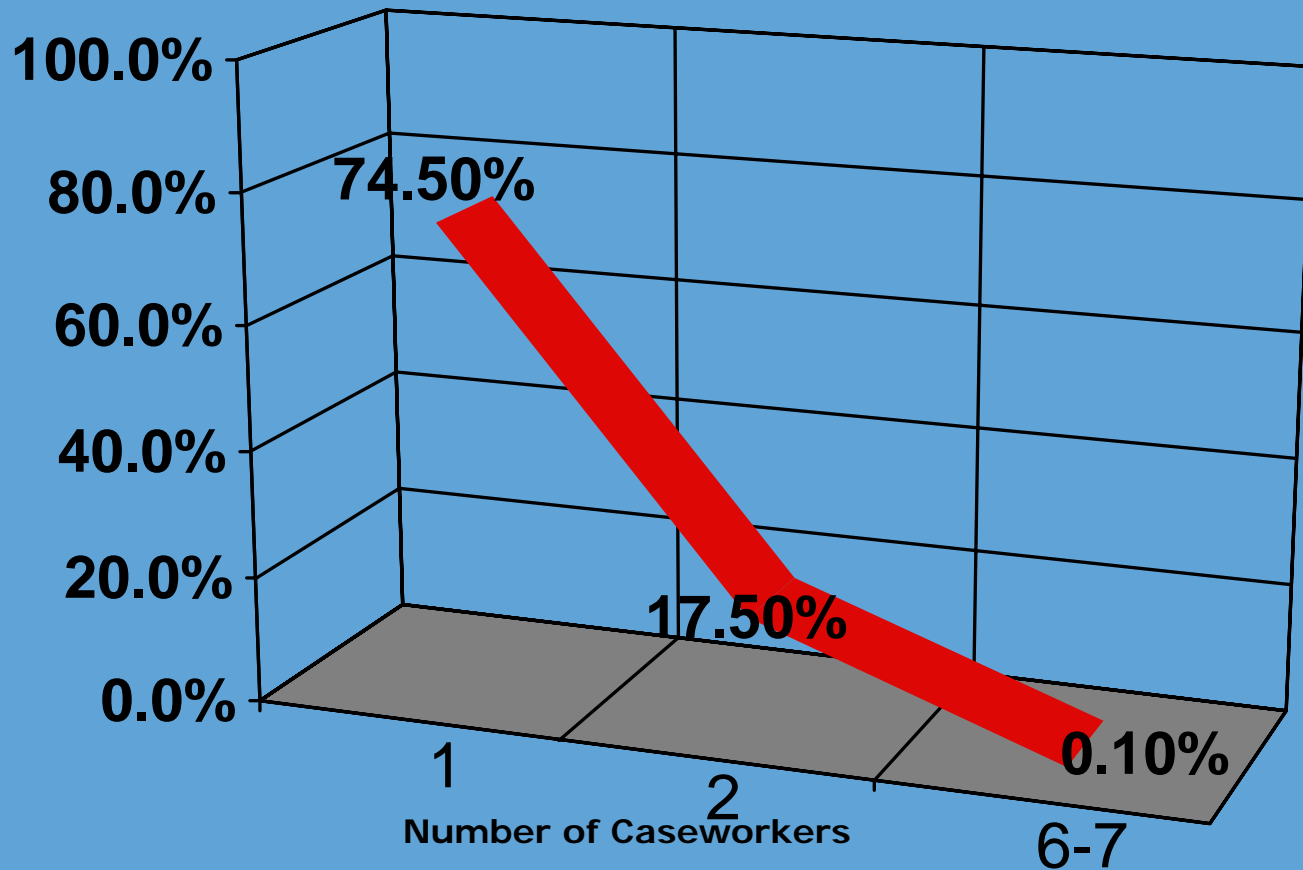
Hard and Soft \$\$ Turnover Costs - \$52,500 p/w 1077 x \$52,500=

\$56,542,500 lost dollars per year**

*9/06: TDFPS estimates turnover/replacement cost at \$15,997 for a CPS investigative worker and \$14,549 for other CPS investigation

** 2008 U.S Dept. of Labor-Employee Turnover Cost Calculations

Turnover reduces Child Permanency - Human Costs



Child Welfare Training Institute's website: <http://www.cwti.org/RR/impact%20DVD%20intro.pdf>

United States General Accounting Office. 2003. *Child Welfare: HHS Could Play a Greater Role in Helping Child Welfare Agencies Recruit and Retain Staff.*

Cornerstones for Kids. 2006. *The Human Services Workforce Initiative: Relationship Between Staff Turnover, Child Welfare System Functioning and Recurrent Child Abuse*

THE TOP TURNOVER FACTORS*:

1-High Caseloads / High Workload (#1 Texas)

2- Inadequate Pay (#2 Texas)

3-Supervision Quality (# 1 2005 #3 2007 Texas)

4-Inadequate preparation/training/education tied with Tough working conditions

5-Lack of recognition for a job well-done

6-Paperwork demands

7-Chronic stress, emotional exhaustion, lack of support

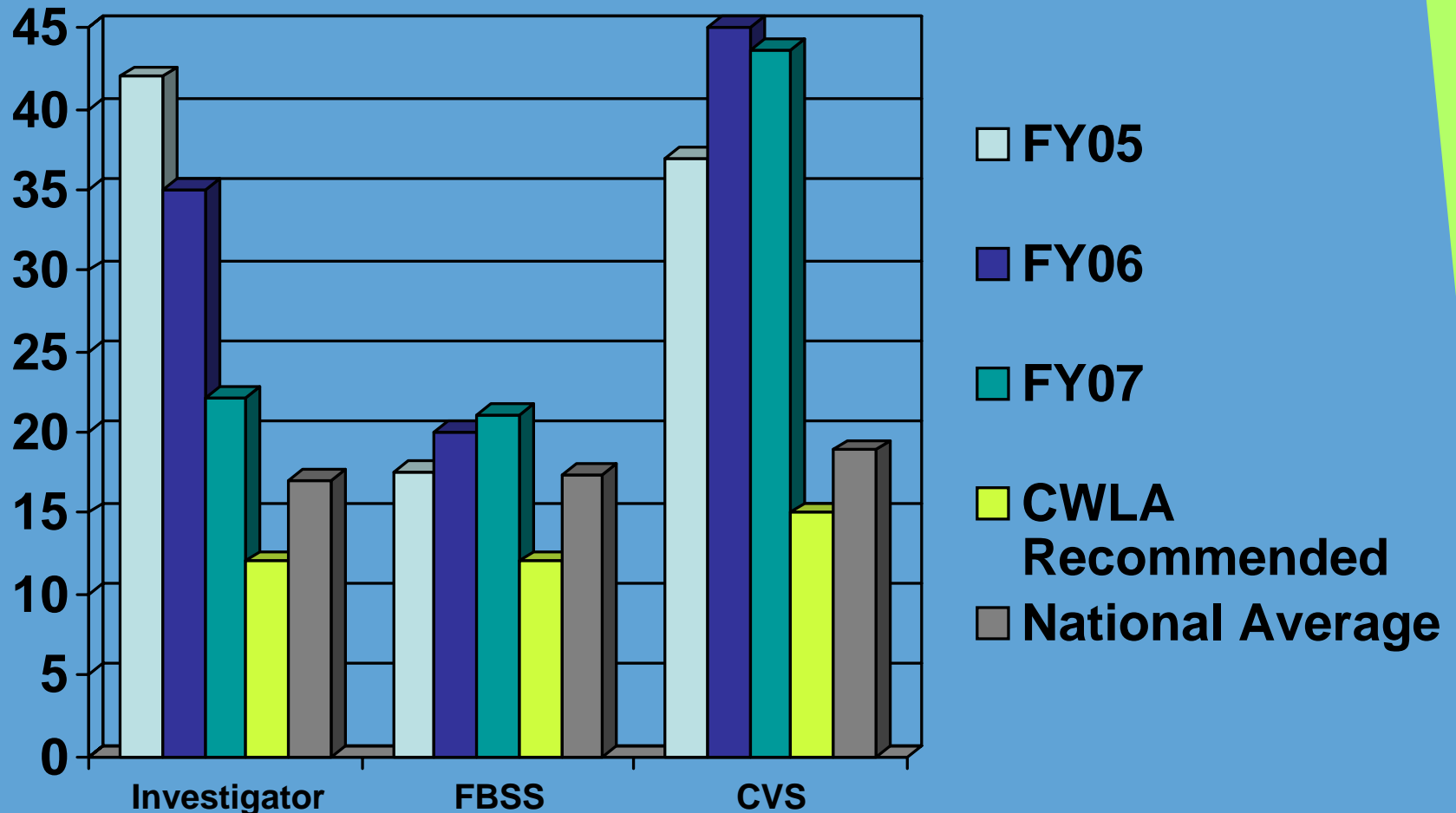
*1/24 2008 TDFPS Testimony to House Human Service Committee re: Results of CPS Exit Interviews. Terri Ware reporting, October, 2005, Maria Scannapieco, Ph.D. University of Texas, Arlington Center for Child Welfare School of Social Work, Kelli Connell-Carrick, Ph.D. University of Houston School of Social Work TDFPS, Child Protective Services BSD EVALUATION ANNUAL REPORT

(1996) Drake & Yadama, A structural equation model of burnout and job exit among child protective service workers, Social Work Research as noted in Children's Services Practice Notes, North Carolina Division of Social Services, Jordan Institute for Families and School of Social Work at the University of North Carolina at Chapel Hill. June, 1999

United States General Accounting Office. 2003. *Child Welfare: HHS Could Play a Greater Role in Helping Child Welfare Agencies Recruit and Retain Staff.*

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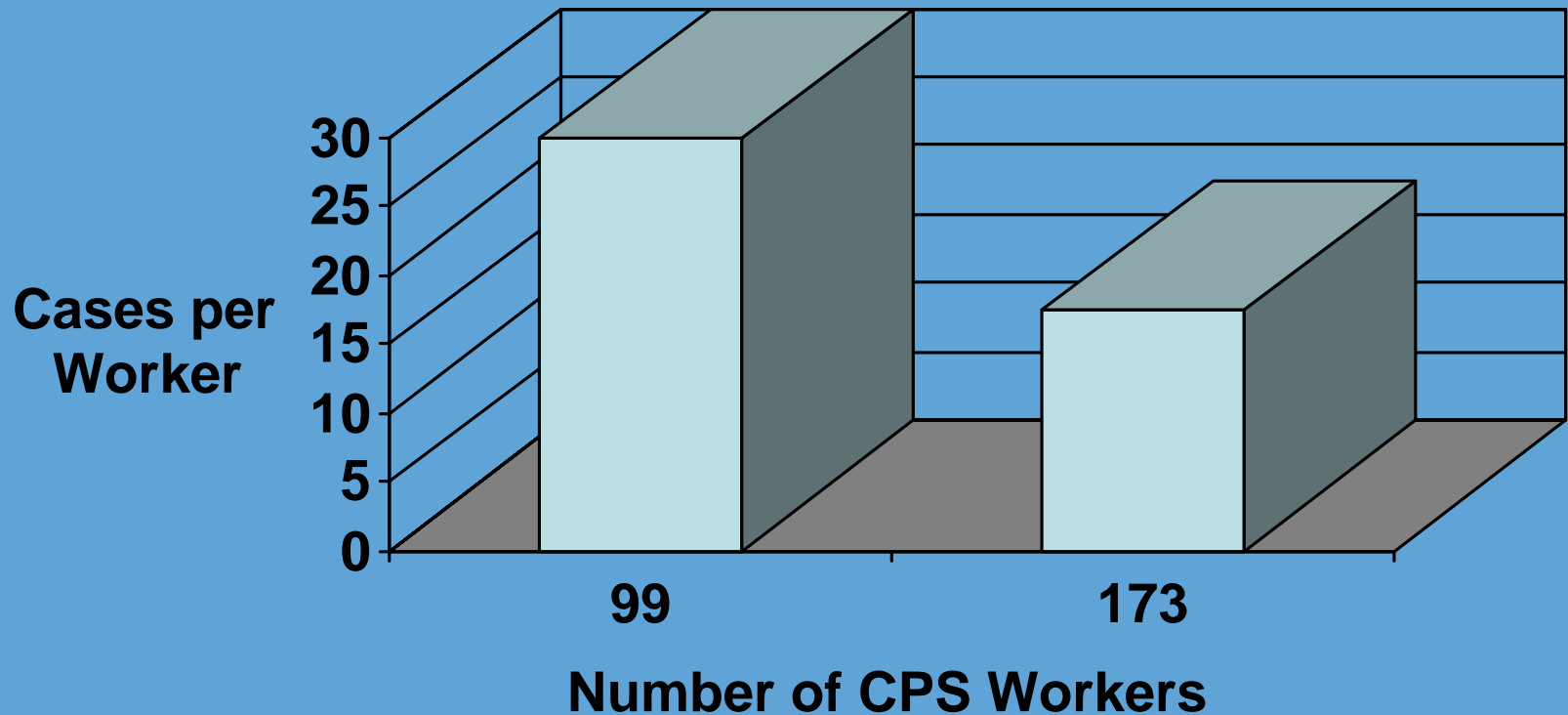
Texas CPS Caseloads vs. Recommended Levels and National Average



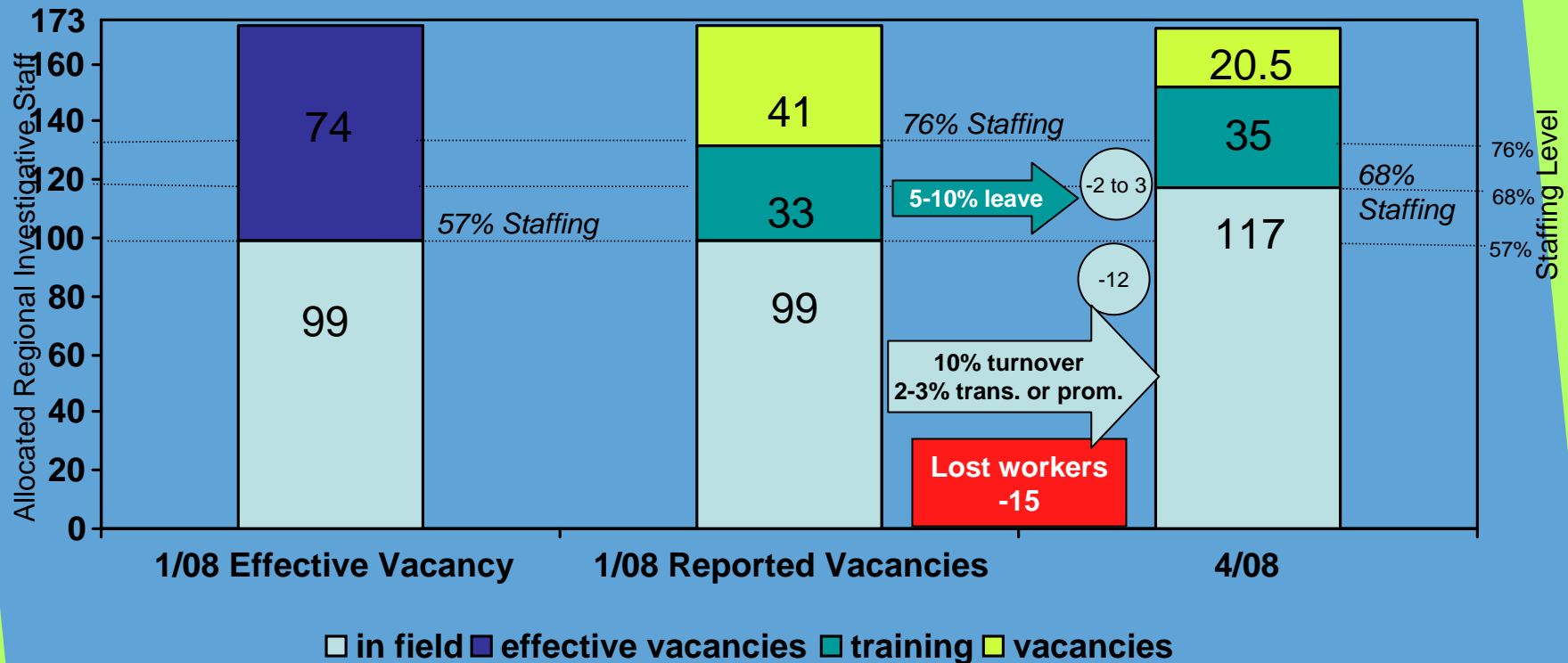
*2007 "SB 758 Implementation Plan" TDFPS

2007 "National Data Analysis System Issue Brief: Child Welfare Workforce", Child Welfare League of America <http://ndas.cwla.org>

Closing Vacancies Reduces Caseload/Workload

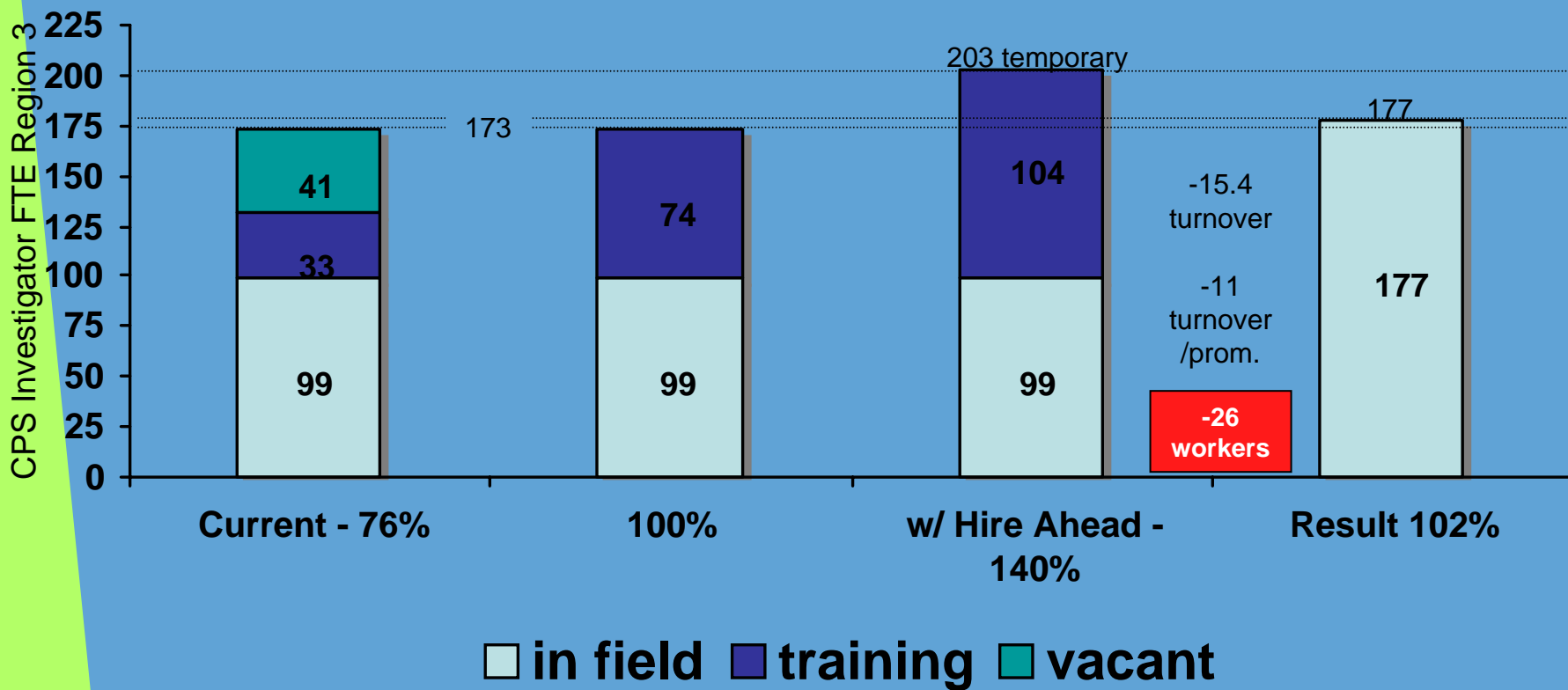


Problem: Perpetual Vacancies = High Caseload



Actual Caseload Data: 2008 January: CPS Investigation report to Dallas County Child Welfare Board (DCCWB), TDFPS Case staffing levels: TDFPS formula
 Projections on turnover: TexProtects based on Rider 13 turnover data and DCCW Board reports, TDFPS

Solution: FTE Hire Ahead - SB 962(77R)



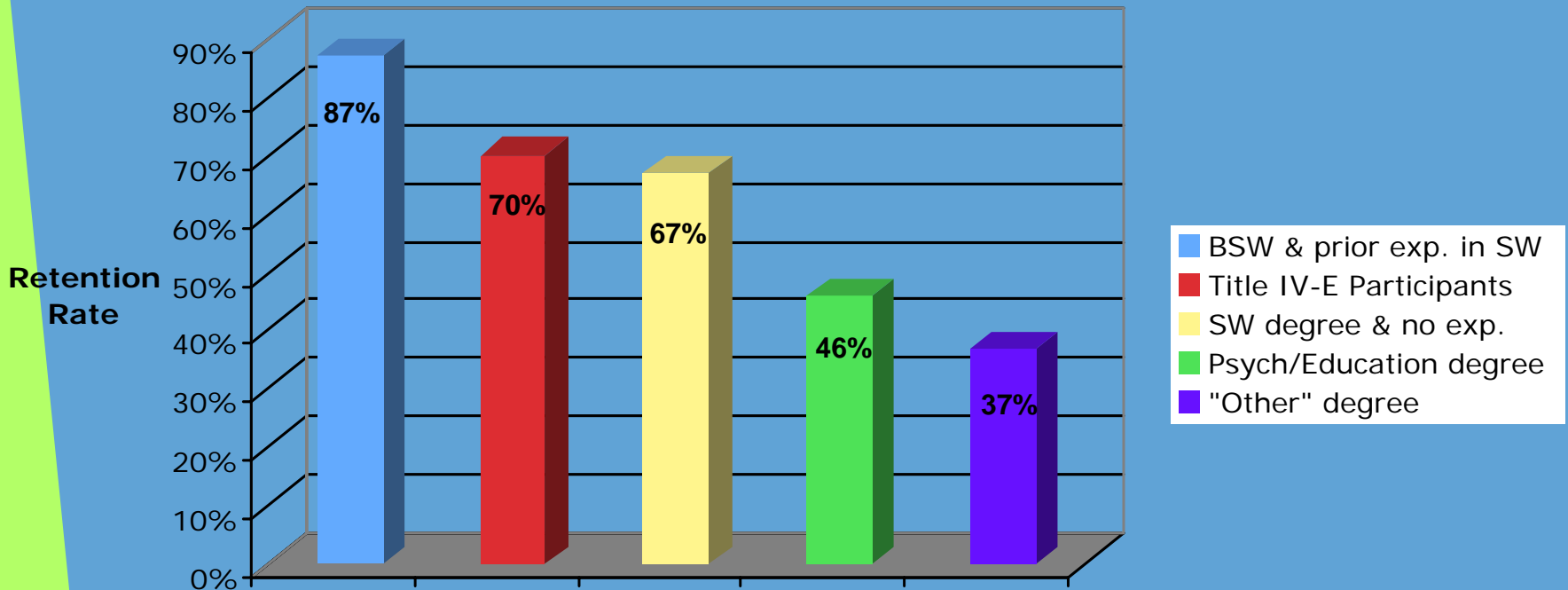
*2001, SB 962-77R Timely Replacement of Caseworkers Legislation allowed for the department to train 140% of their current vacancies to match the vacancies plus 40% turnover in order to maintain full staffing.

Hire Ahead Outcomes

CPS CASEWORKER TURNOVER DATA BY COUNTY

	STATE	TARRANT	DALLAS	HARRIS	BEXAR	TRAVIS
1999	24.40%	28.01%	26.58%	12.10%	19.57%	16.15%
2000	26.49%	25.86%	44.90%	26.93%	26.24%	25.60%
2001	27.86%	25.14%	35.70%	29.45%	35.77%	28.44%
2002	25.34%	20.53%	27.85%	30.99%	30.42%	27.09%
2003	23.51%	26.80%	28.50%	25.00%	23.50%	30.80%
2002/2000 % change	-4.30%	-20.60%	-38.00%	15.00%	16.00%	5.80%
2002/2001 % change	-9.00%	-18.30%	-22.00%	5.90%	-14.90%	-4.70%
Post Pilot						
2003/2002 % change	-7.20%	30.00%	2.30%	-19.30%	-22.70%	13.70%

Comparison of CW Retention Rates by Degree and Training



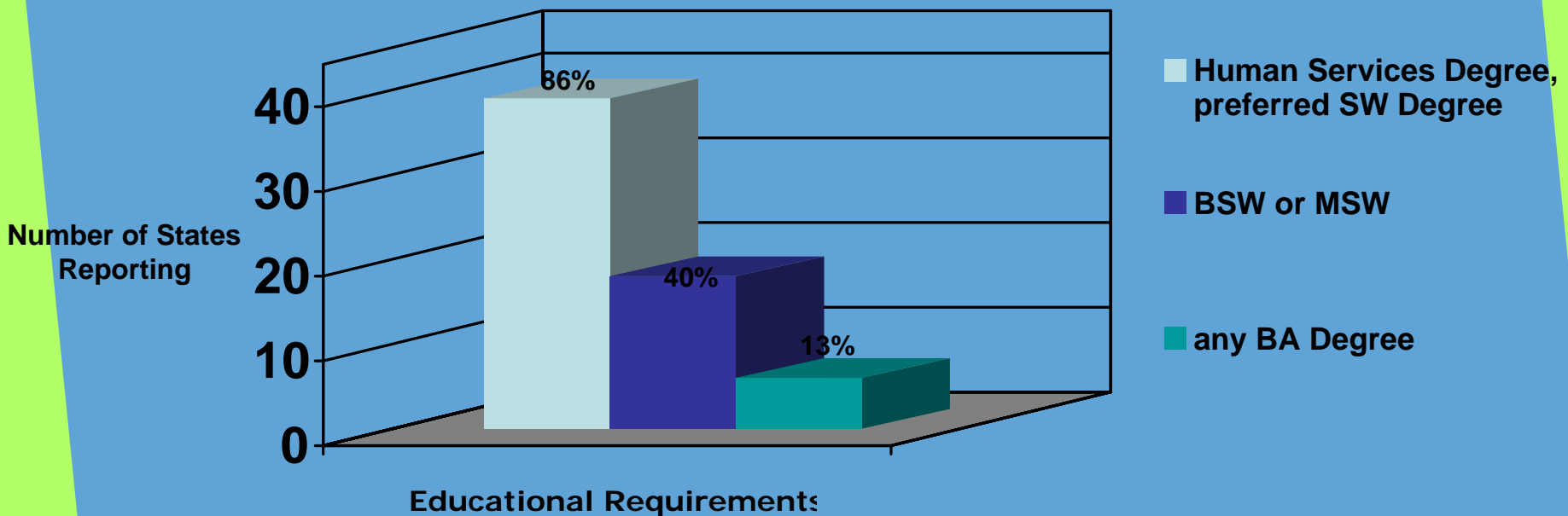
Source: Bernotavicz, F. (1999). Retention of child welfare caseworkers: A report. National Child Welfare Resource Center for Organizational Improvement. Retrieved online from <http://muskie.usm.maine.edu/helpkids/pubstext/retention.htm>

Scannapieco & Connell-Carrick, (2003)

State Educational Requirements for CPS CW

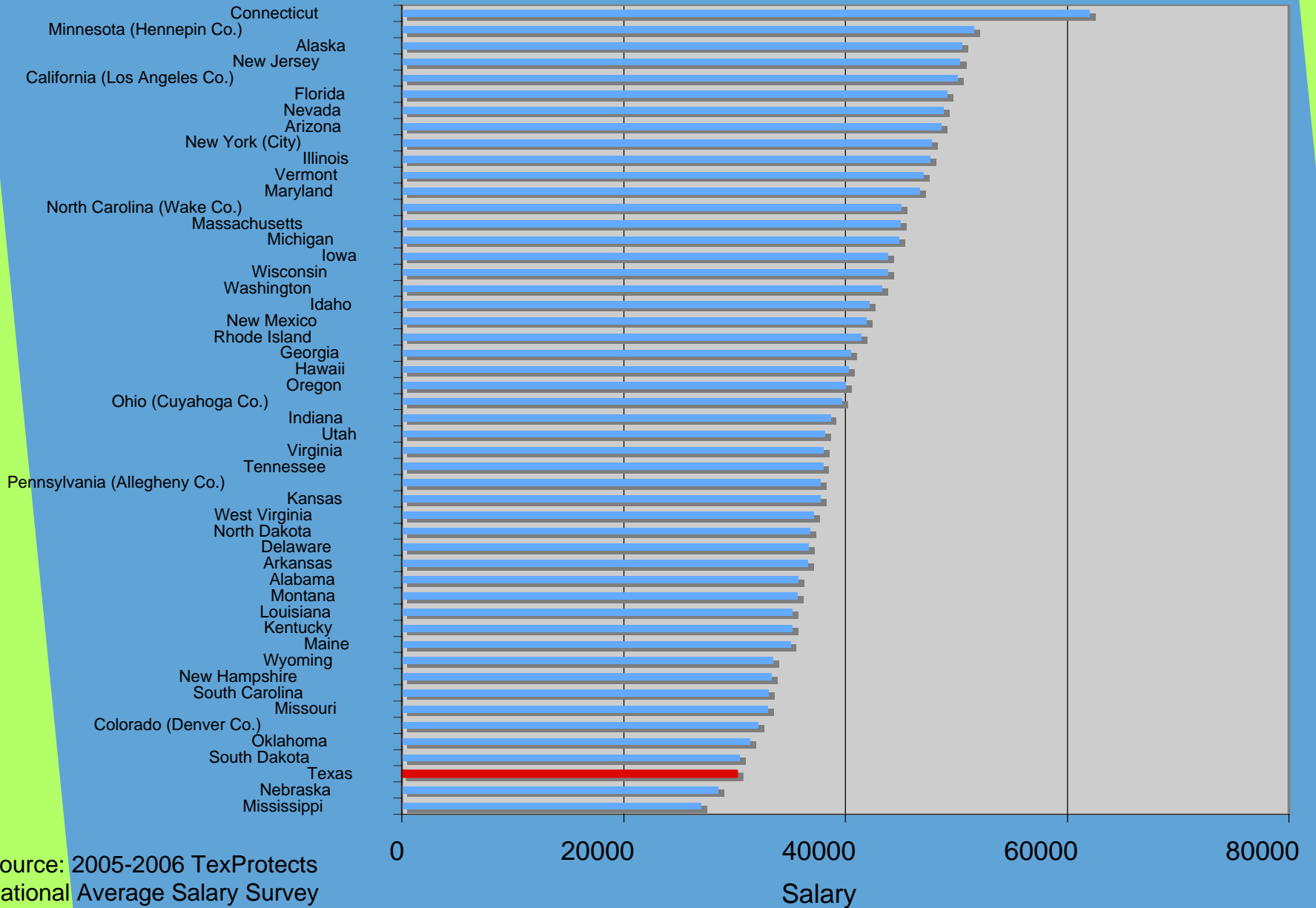
Texas is 1 of 6 states in the survey that do not require a human services degree

Educational Requirements of 45 States



*45 states were included in graph. 5 remaining states did not provide data to indicate educational requirements.
Source: 2007-2008 TexProtects National Average Salary Survey

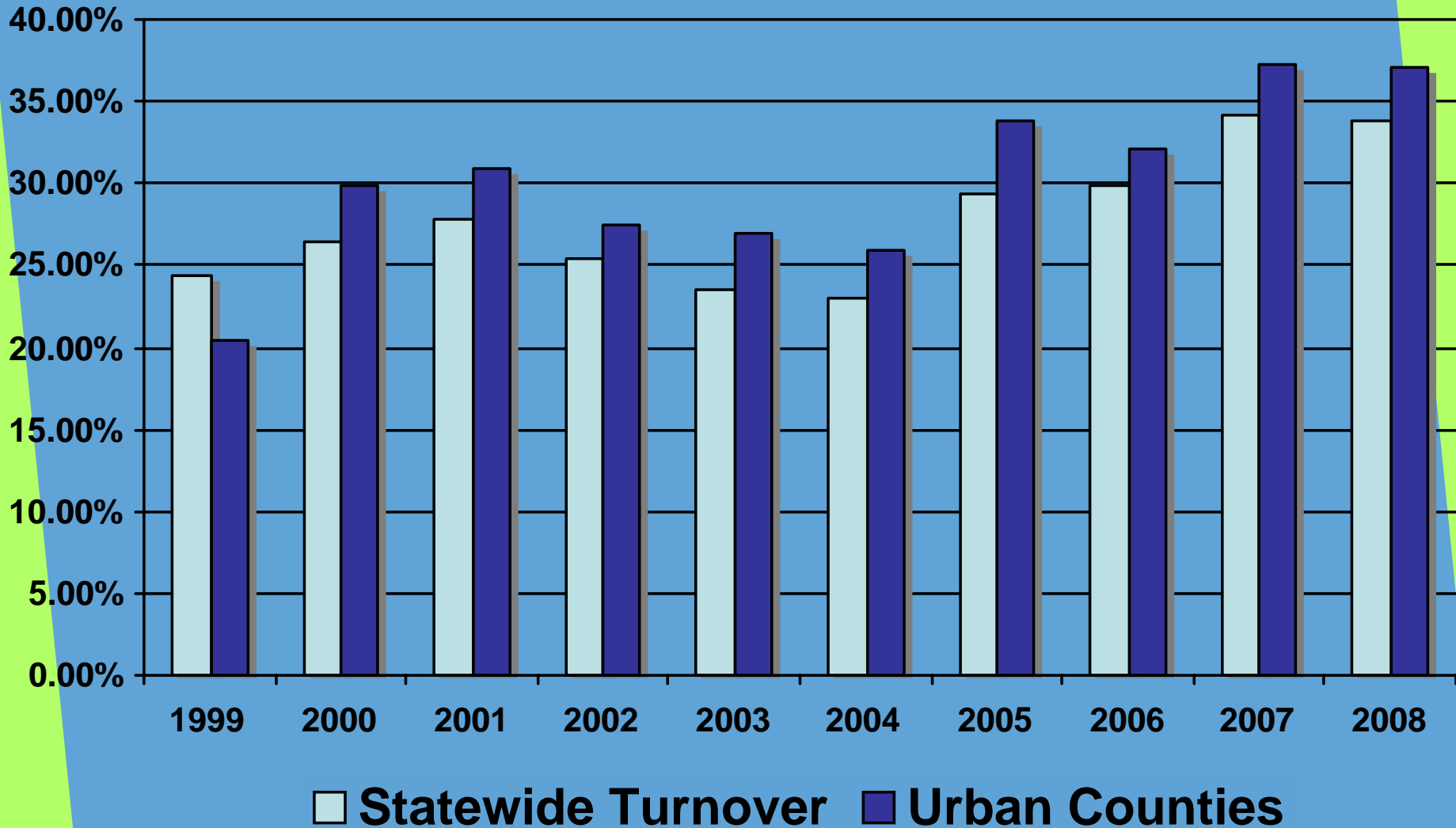
CPS Caseworker 2005-2006 National Average Salary Survey Comparison: TX 48th Rank



Source: 2005-2006 TexProtects National Average Salary Survey

Statewide and Urban Counties Turnover Rate

TDFPS Regional vs. Urban County T/O reports

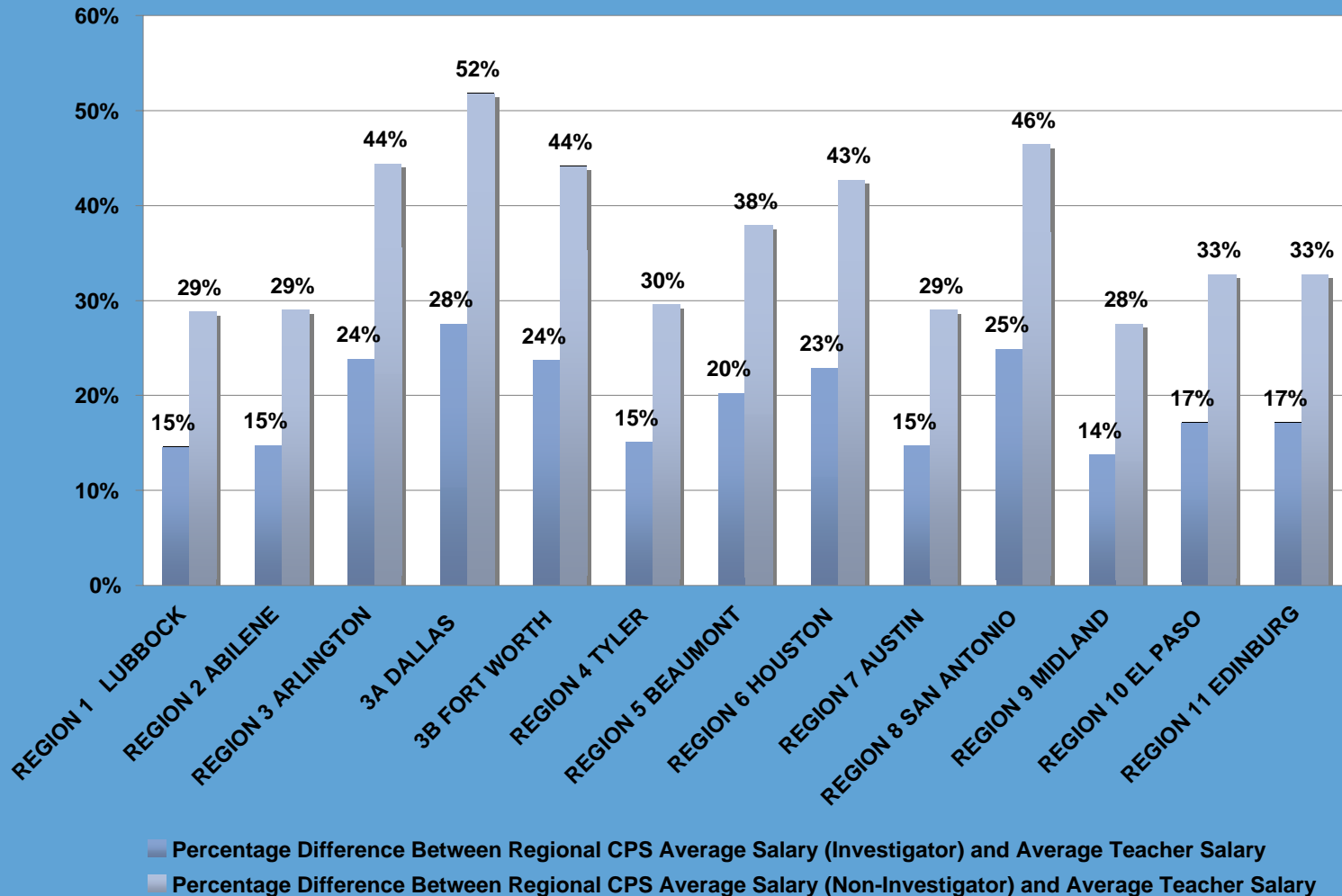


2008 Rider 13: "Turnover and HR-Related Data for First Quarter Fiscal Year 2008" TDFPS

1999-2007, TDFPS Turnover by Region and Major Metropolitan Area % change averages of major metro regions calculated by TP

Percent Difference Between CPS Salary and TX Teacher Salary

Percentage Difference Between CPS Staff Salary and Texas Teacher Salary 2007



Solutions*

REDUCE WORKLOADS/CASELOADS:

1-FILL VACANCIES (43% Vacancy Region 3
Investigators)

RE-IMPLEMENT HIRE AHEAD PROGRAM

2-OFFER COMPETITIVE COMPENSATION

A-Attracts High-Retention Social Workers

**B-Gives management flexibility to thin the herd
of low-productivity caseworkers**

C-Retains quality workers that leave for ISD's

Cornerstones for Kids. 2006. *The Human Services Workforce Initiative: Relationship Between Staff Turnover, Child Welfare System Functioning and Recurrent Child Abuse*

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Solutions

**3-INCREASING RETENTION OF THOSE
IN FIELD LEADS TO BETTER
SUPERVISOR QUALITY:
EXPERIENCE/SKILL TO SUPPORT
BABY CASEWORKERS**

4-ADDRESSING WORKLOAD GIVES CW

- **OPPORTUNITIES TO DEBRIEF**
- **EDUCATION / TRAINING**
- **TIME OFF / RECHARGE**
- **FEEL APPRECIATED**

Financial Solution: Investment in CPS Staff Salary

FY 2006 Staffing

Total Caseworkers, Supervisors, PDs, PAs:

4,041 x \$10,000 average salary =
\$40.4 million

vs. \$17-\$56 million in turnover costs and human
costs

13.3 % increase over \$303.5 million

NET: \$23 MILLION VS. 1.1 BIL.

2% INCREASE

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