

2018 DFPS Salary and Compensation Analysis: A Follow-up Study

Deliverable #3: Final Compensation Analysis Report

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Texas Department of Family and Protective Services & University of Houston **2018 DFPS Salary and Compensation Analysis: Deliverable #3** **Final Compensation Analysis Report**

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EXECUTIVE SUMMARY

Texas Department of Family and Protective Services (DFPS) requests an assessment conducted by the University of Houston that specifically targets the impact to Child Protective Services (CPS), Adult Protective Services (APS), and Statewide Intake (SWI) staff turnover and retention following the 2016/2017 Emergency Appropriations for CPS salary/staffing increases and the change of executive and/or regional or district leadership (“2016/17 Changes”). With quantitative and qualitative data, the assessment aims to examine the effectiveness of the 2016/17 Changes to inform DFPS decision-makers on the impact of staff retention since the salary and staffing increase.

The first interim report (dated June 29, 2018) focused on secondary data to address staff compensation as related to retention. The second interim report (dated August 15, 2018) focused on data collected from the 2018 DFPS employee e-survey (from 5,305 respondents provided with quantitative answers by division and 3,204 respondents with written comments), interviews with 23 regional and district directors, and the Texas State Auditor Office’s employee exit survey of 212 respondents (with written comments from 116 respondents). This final report provides a summary of results including salary reports by division, county, retention perception data before and after the 2016/17 Changes by the e-survey respondents, and SWOT (strengths, weaknesses, opportunities and threats) analyses based on inputs from both quantitative and qualitative data collected from the DFPS salary dataset, current employees, former employees, and executive directors.

When the overall average ratings are compared among the three divisions after the 2016/17 Changes, major findings are summarized as follows:

1. Salary:

Strengths:

- a. Low pay concern has significantly reduced for CPS.
- b. Intent to stay in DFPS has positively improved in CPS.
- c. Perceptions toward salary satisfaction (current salary, appropriate for academic achievement, appropriate for cost of living) improved after the 2016/17 Changes for CPS.

Concerns:



- a. Salary satisfaction has not improved for APS or SWI.
- d. Low pay prompting staff to leave continues to be a concern for APS and SWI.
- e. Inequity of salaries (e.g., pay gaps for supervisors) and among divisions (e.g. not satisfying for APS and SWI due to recent salary raise in CPS) is a concern.
- f. Salary and job advancement as retention strategies continue to be a concern but significantly improved for CPS.

2. **Workload:**

Strengths:

- a. Workload is more manageable as perceived by the respondents from CPS.
- b. Workload support by work team is positively viewed by survey respondents from all three divisions.

Concern:

- a. Workload continues to be a concern for APS.

3. **Financial Incentives:**

Strengths:

- a. Equity adjustment was scored the top financial incentive for retention, followed by locality pay, and bilingual pay.
- b. In addition to the three top financial incentives, SWI also rated two other incentives as effective for retention: performance-based merit increase and Title IV-E stipend for BSW/MSW.

Concerns:

- a. Financial incentives listed in the survey were not regarded as effective retention strategies, but when the data were analyzed by division, SWI showed positivity.
- b. "CPS Investigator Pay" was positively perceived by APS respondents but not as positively regarded among CPS or SWI respondents.

4. **Job Experience:**

Strength:

- a. Job experience such as working with diverse populations, handling job responsibilities, satisfaction with professional development, satisfaction with current caseload and adequate staffing have improved after the 2016/17 Changes.
- b. Motivation was rated at the highest level among all the retention factors listed in the e-survey.

Concern:

- a. Lack of recognition was seen as a weakness.

5. **Work Environment:**

Strengths:

- a. DFPS work environment as a retention incentive is positively perceived.

- b. Top three effective factors for a supportive work environment are: mobile/remote work, employees' retirement system, and peers/co-workers.

6. Leadership Effectiveness:

Strength:

- a. Regional and district leadership is positively perceived in their role in promoting retention effectiveness.

7. Intent to Stay:

Strength:

- a. Intent to Remain Employed (IRE) was used as a measurement to analyze DFPS employees' "intent to stay." Findings from the e-survey show overall positivity in their intent to stay before and after the 2016/17 Changes:
 - 1) Intent to stay continued to be scored on the positive side of the measure for all three divisions and across CPS regions, districts, and stages.
 - 2) Intent to stay was maintained on the positive side of the measure for all divisions.
- b. A multivariate analysis which identified individual worker characteristics and attitudes as contributing factors to intent-to-stay at DFPS found:
 - 1) CPS respondents who received the salary raise are more likely to show intent-to-stay at DFPS compared to CPS respondents who did not get the raise, after controlling other factors in the analysis model.
 - 2) Respondents who are higher in intent to stay tend to have these characteristics:
 - a) have higher satisfaction with professional development
 - b) have positive experiences working for DFPS
 - c) like to work in current division
 - d) feel a strong moral obligation in work
 - e) feel the work is rewarding
 - f) encourage others to work at DFPS
 - g) like the work environment
 - h) like multiple demands of work
 - i) agree that DFPS provides adequate job retention incentives
 - j) can manage personal and mental health needs when facing job demands.

In conclusion, major findings for this report pointed at an overall positive perception and improvement, after the 2016/17 Changes, toward workforce retention based on salary raises, financial incentives, leadership effort, job experiences, supervisors and co-workers, motivation, and the work environment. Strengths and concerns were expressed by and summarized with a SWOT (strengths, weaknesses, opportunities and threats) analysis by division (see details in Appendices B to D). The overall SWOT analysis which illustrates the impact after the "2016/17 Changes" can also be found in Appendix E with findings summarized in the following SWOT chart (see Figure 1). Specific highlights from the overall SWOT analysis include the strengths in intrinsic motivation, work and environmental support, leadership effort, professional development opportunities, and recent pay raises for CPS. Specific attention is drawn regarding

how economic equity at the work place was viewed by various levels and types of employees (over 60% of survey respondents) who provided written comments about their high level of intent to stay if the job retention incentives are readily available and professional achievement is being rewarded.

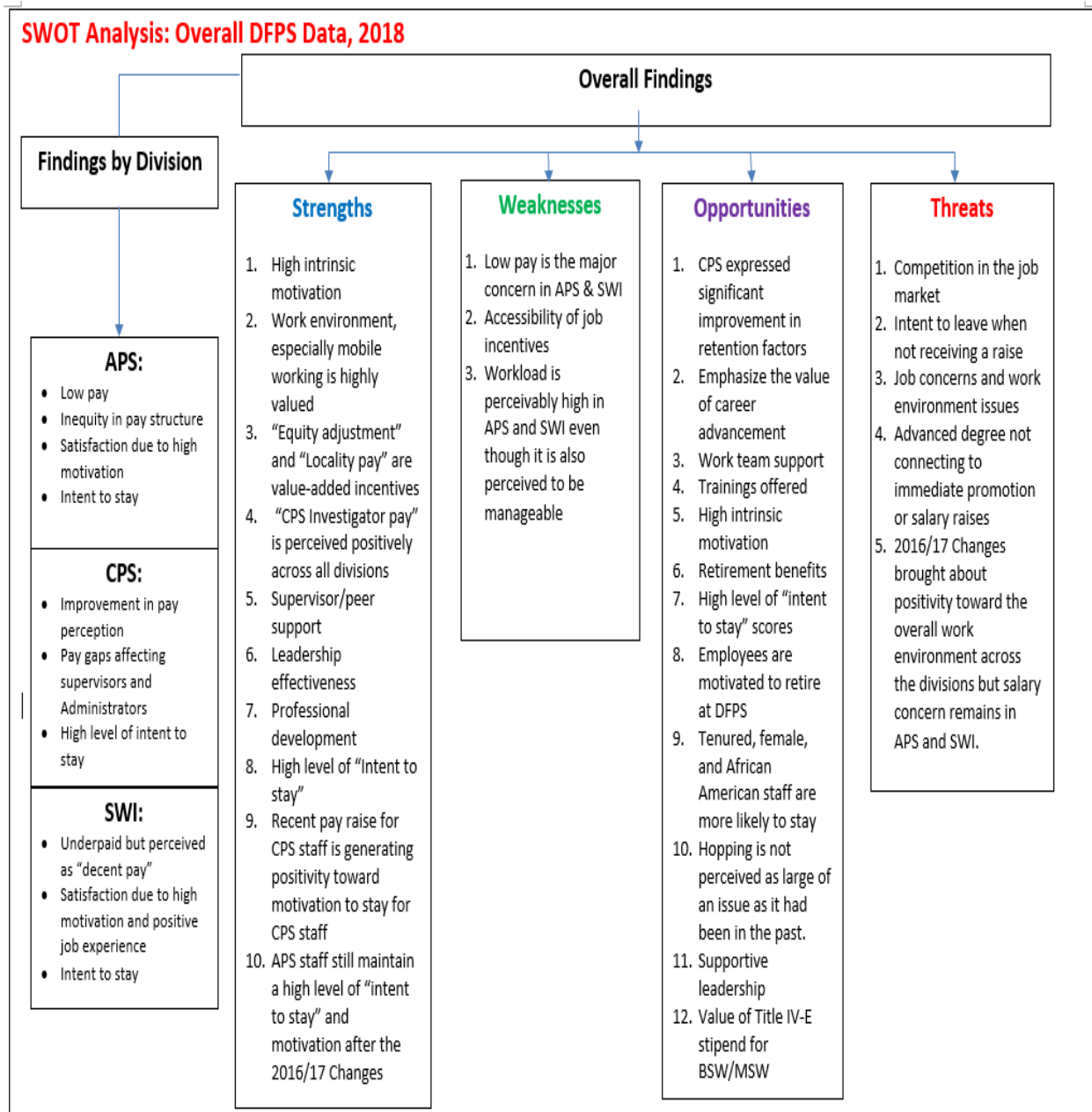


Figure 1. SWOT analysis: Overall DFPS Data, 2018