



# **State Advisory Board Meeting**

## **September 11, 2018**

The image is a vertical composition. The left half is dominated by a close-up of the American flag, showing the stars and stripes in detail. The right half shows the Twin Towers of the World Trade Center against a clear blue sky. The two halves are separated by a thin vertical line. The text "A MOMENT OF SILENCE" is centered across the middle of the image, overlapping both the flag and the towers.

*A MOMENT OF SILENCE*

# Welcome and Introductions

# **Approval of September 11, 2018 agenda**

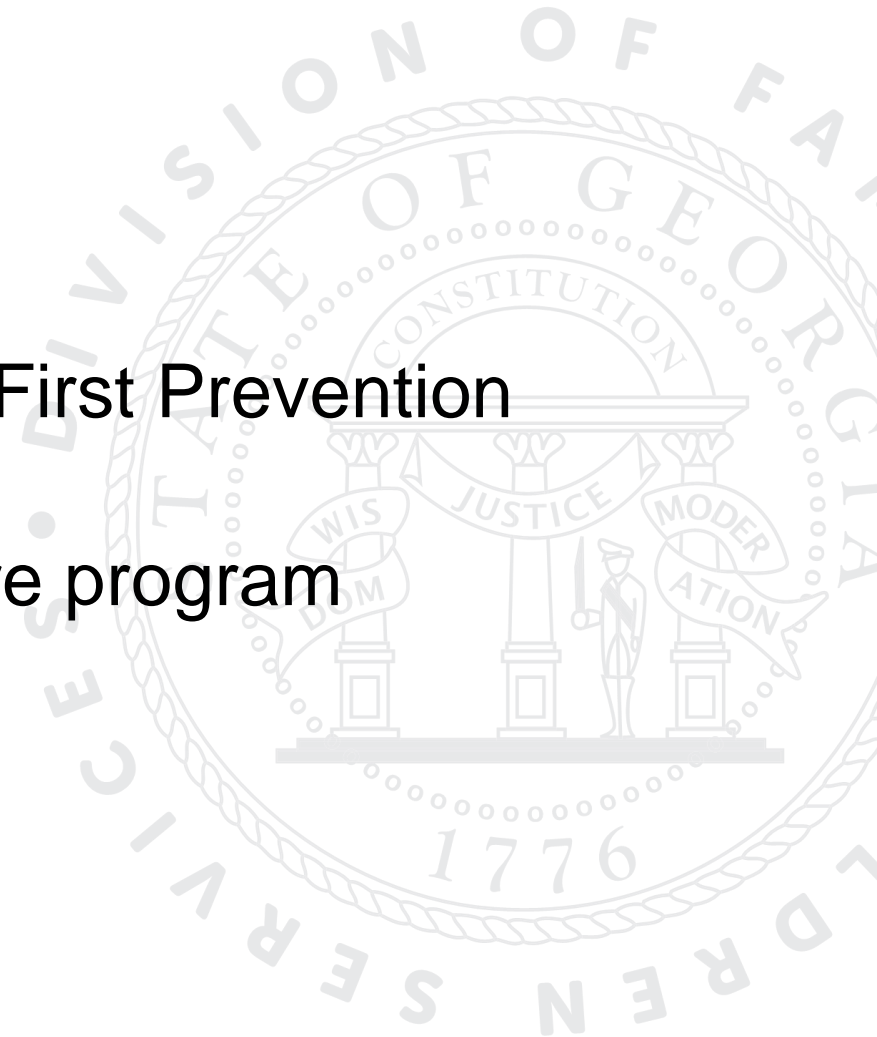
# **Approval of June 12, 2018 meeting minutes**



**Tom C. Rawlings**  
Interim Director

## Goals for the Division

- Safety, culture, recruitment and retention
- Consistent community outreach
- Preparing for implementation of the Family First Prevention Services Act (FFPSA)
- Developing a certified therapeutic foster care program



# **Safety, Culture, Recruitment and Retention**

- “Just culture”
- Child safety
- Blueprint for Change retention efforts





# Consistent Community Outreach

- State of Hope
- Kinship care



# Preparing for FFPSA

- Impact to group home and congregate care placements
- Prevention services
- Policy impact



# Developing a Certified Therapeutic Foster Care Program

- Safe at Home campaign and PRE-Team pilot
- Behavioral health needs of children in foster care



# Legislative Proposals

- Legislation required for alignment with federal law
- Legislation originating with the Division





**Thank you**



**Georgia Department of Human Services**  
Office of Human Resources

## **DFCS Advisory Board Update September 11, 2018**

**Ann Burris**  
Assistant Deputy Commissioner

# Overview

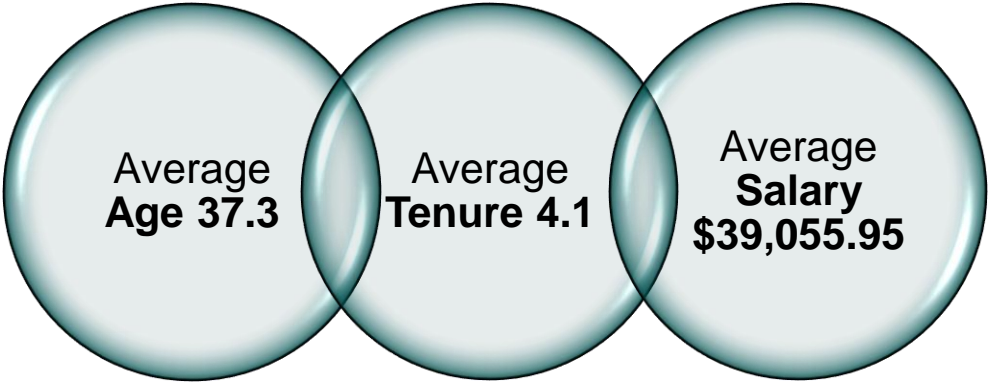
- DFCS Demographics
- DFCS Turnover Rate Comparison
- DFCS Separations
- DFCS Hiring Impact
- DFCS Exit Interview Summary
- HR PASS
- HR Staff Reassignments
- HR Service Level Agreements



# Demographics

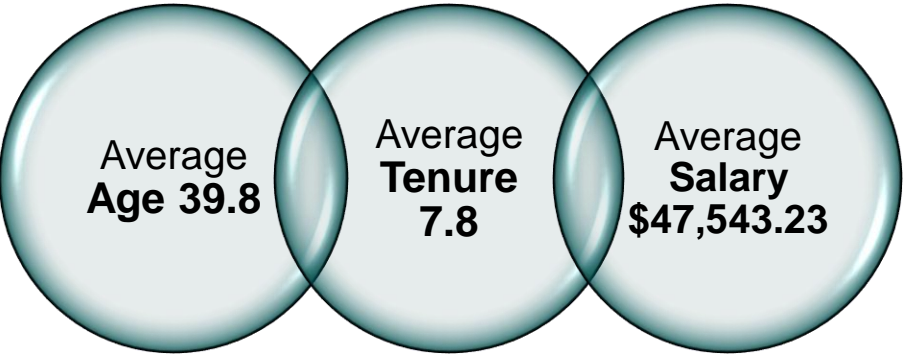
## All Social Service Specialists

Data is based on  
June 30, 2018



## Social Service Specialists Supervisors

Note: Tenure  
includes overall  
state of Georgia  
service



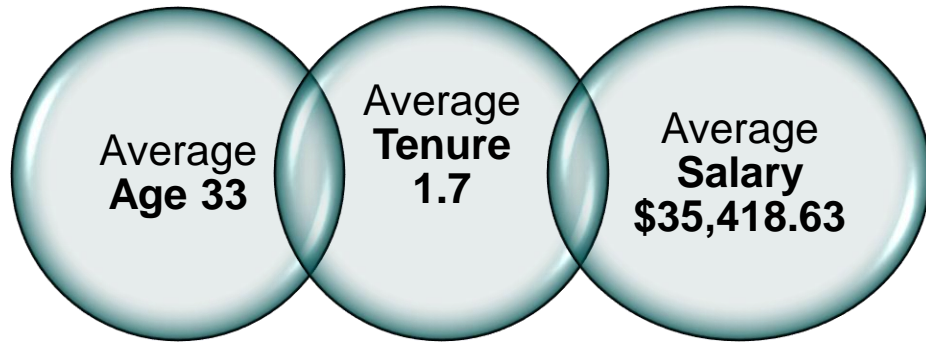


Note: Tenure  
includes overall  
state of Georgia  
service

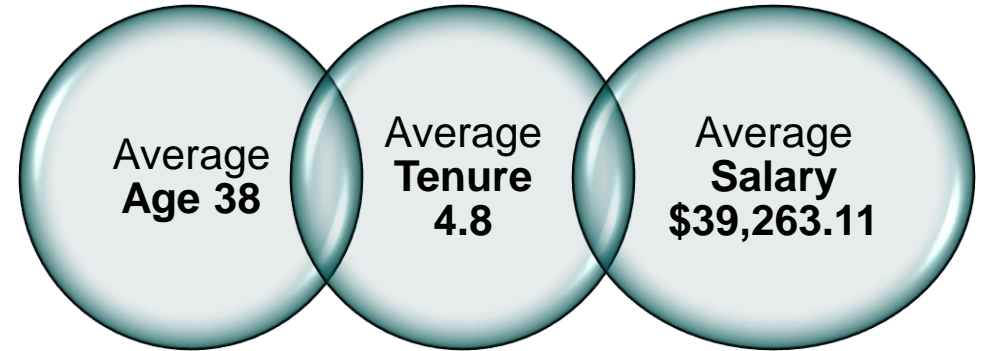
# Demographics by Job Class

Data is based on  
June 30, 2018

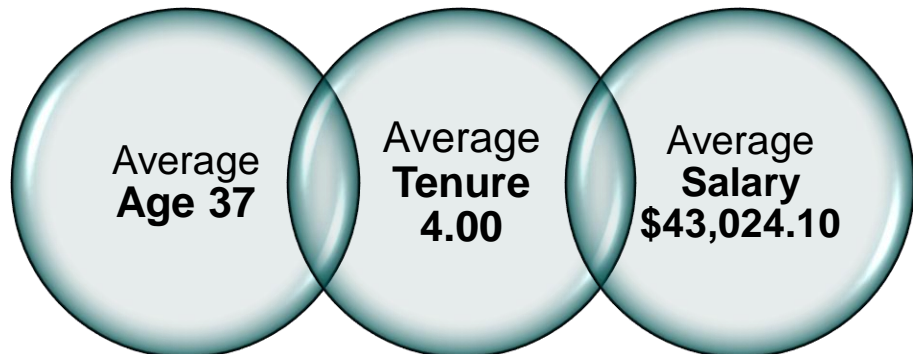
## Social Service Specialists 1



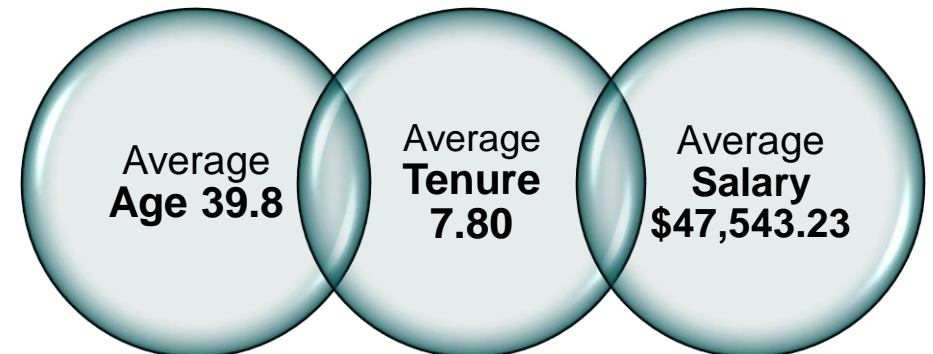
## Social Service Specialists 2



## Social Service Specialists 3



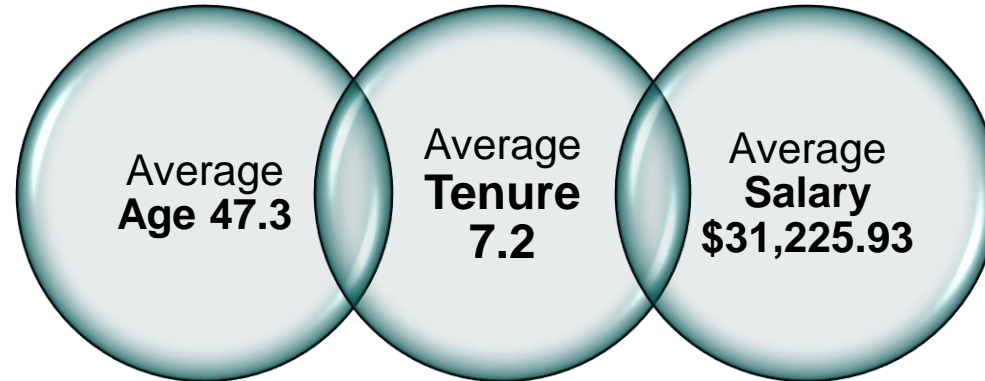
## Social Service Specialists Supervisors



# Demographics

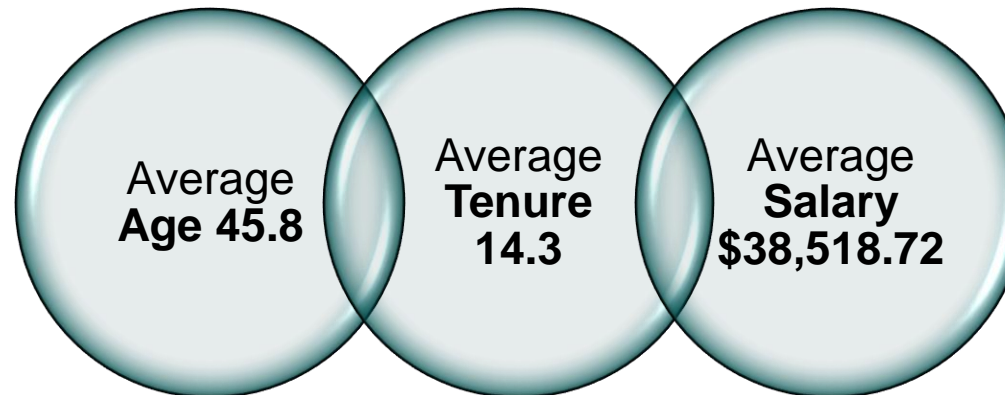
## All Economic Support Specialists

Data is based on  
June 30, 2018



## Economic Support Specialists Supervisors

Note: Tenure  
includes overall  
state of Georgia  
service

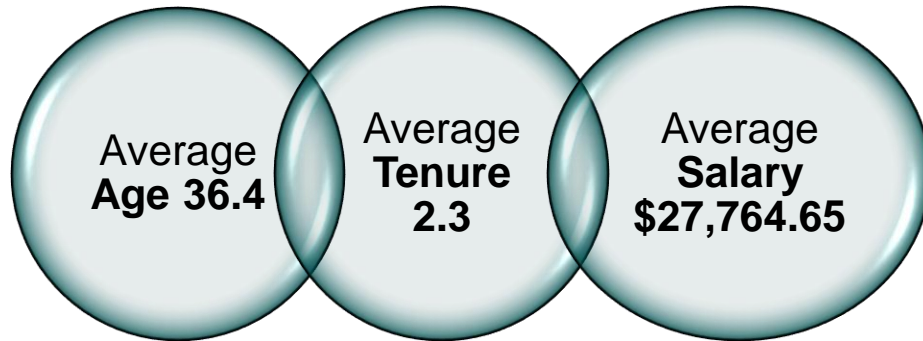


Note: Tenure includes overall state of Georgia service

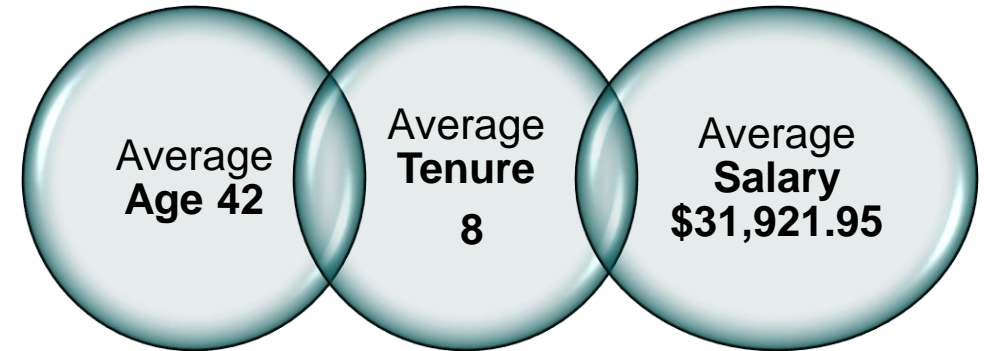
# Demographics by Job Class

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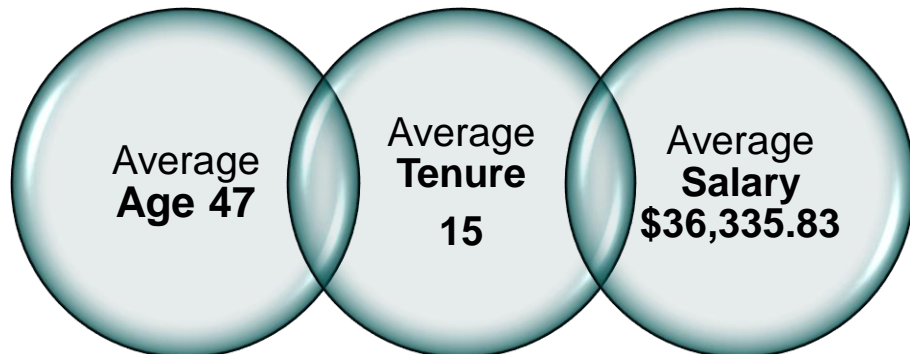
## Economic Support Specialists 1



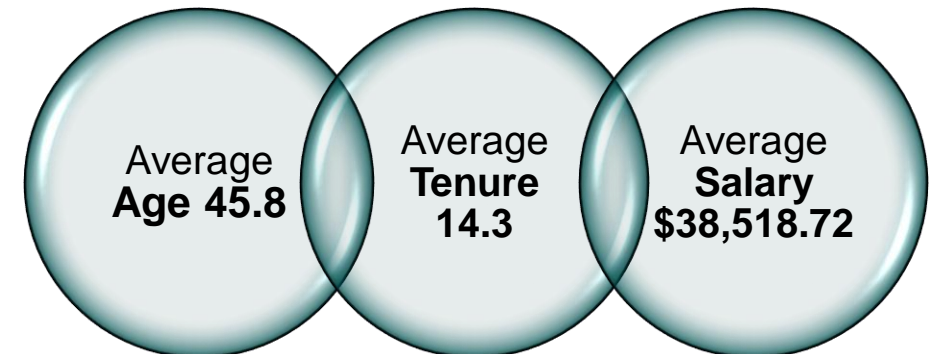
## Economic Support Specialists 2



## Economic Support Specialists 3

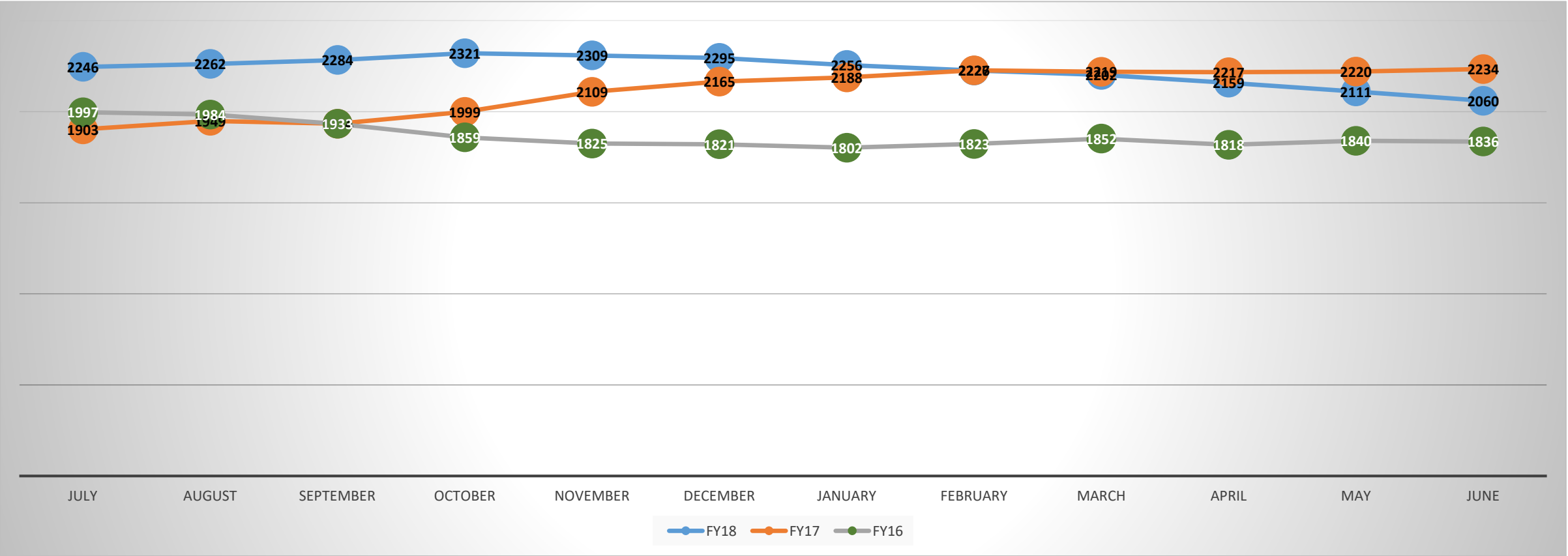


## Economic Support Specialists Supervisors



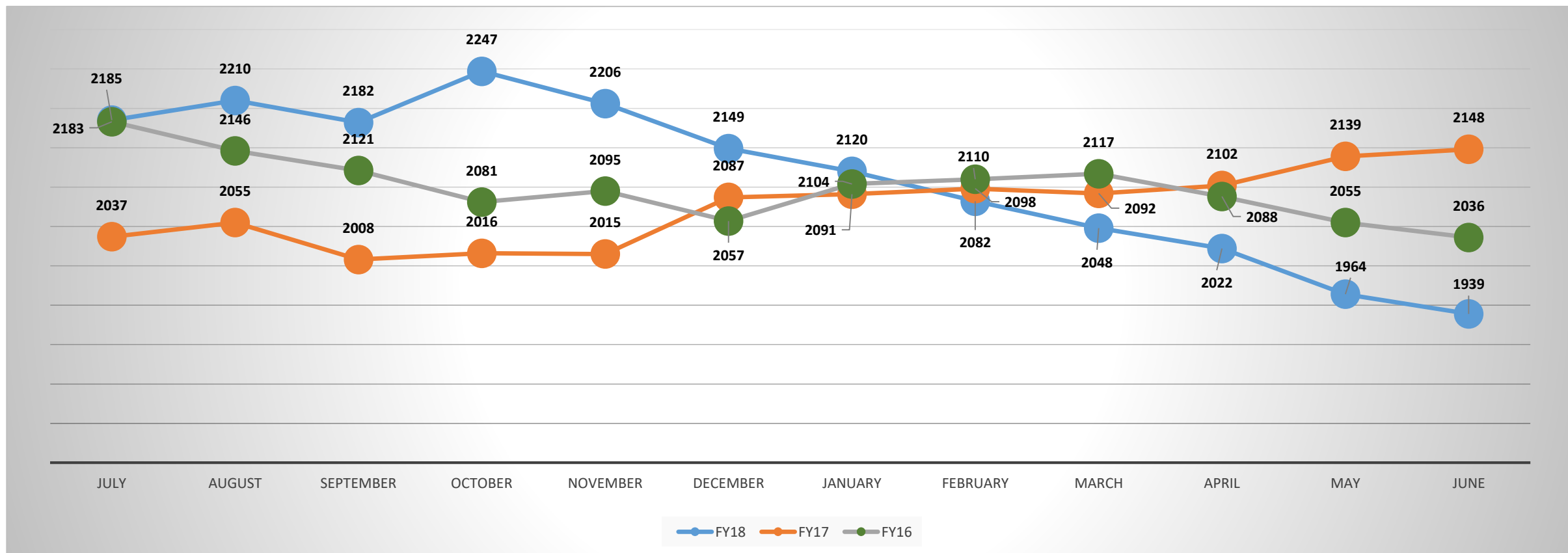
# FTEs Social Services Specialist Trending Up in FY18

In 2017, SSS headcount averaged 2,114.  
Today's 2,228 total represents a 5.11% increase from one year ago.

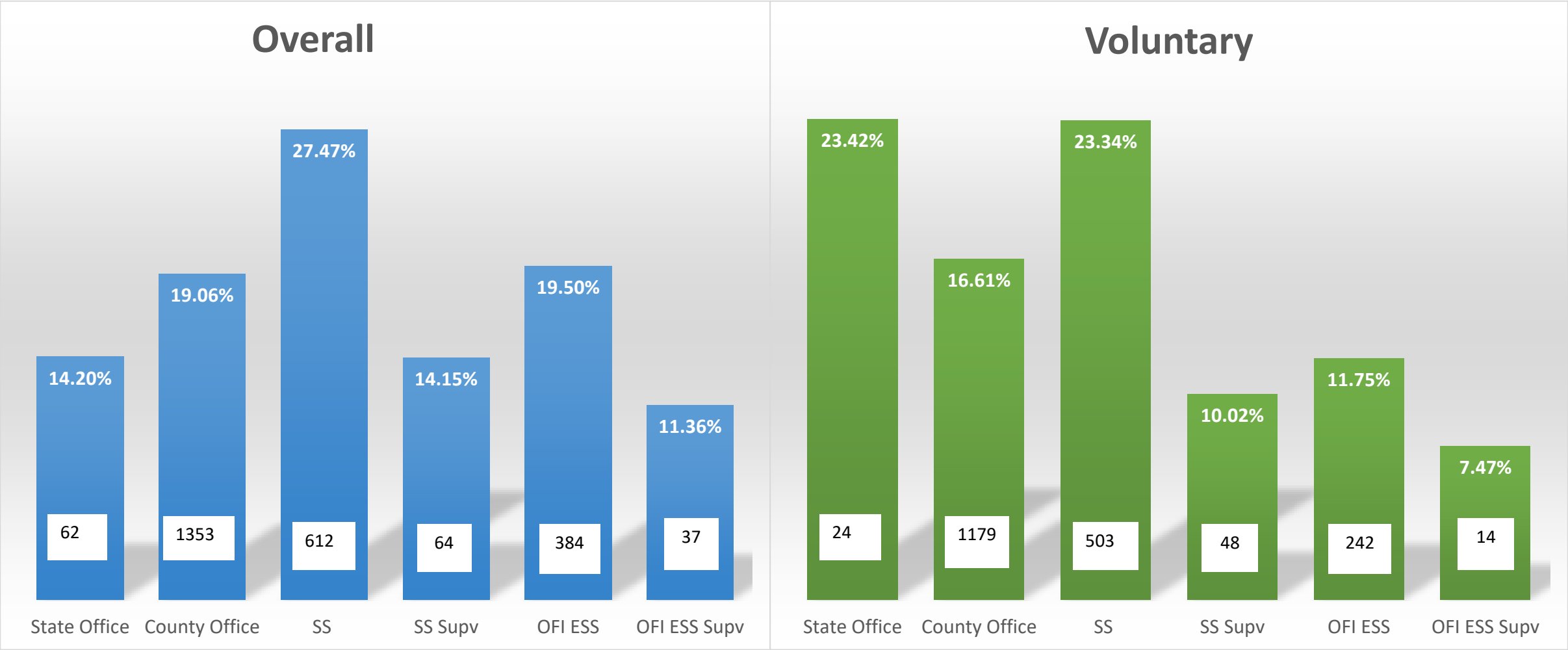


# FTEs Economic Support Specialists Trending Up in FY18

In 2017, ESS headcount averaged 2,074. Today's 2,113 total represents a 1.84% increase from one year ago.



# FY18 DFCS Overall vs Voluntary Turnover Summary



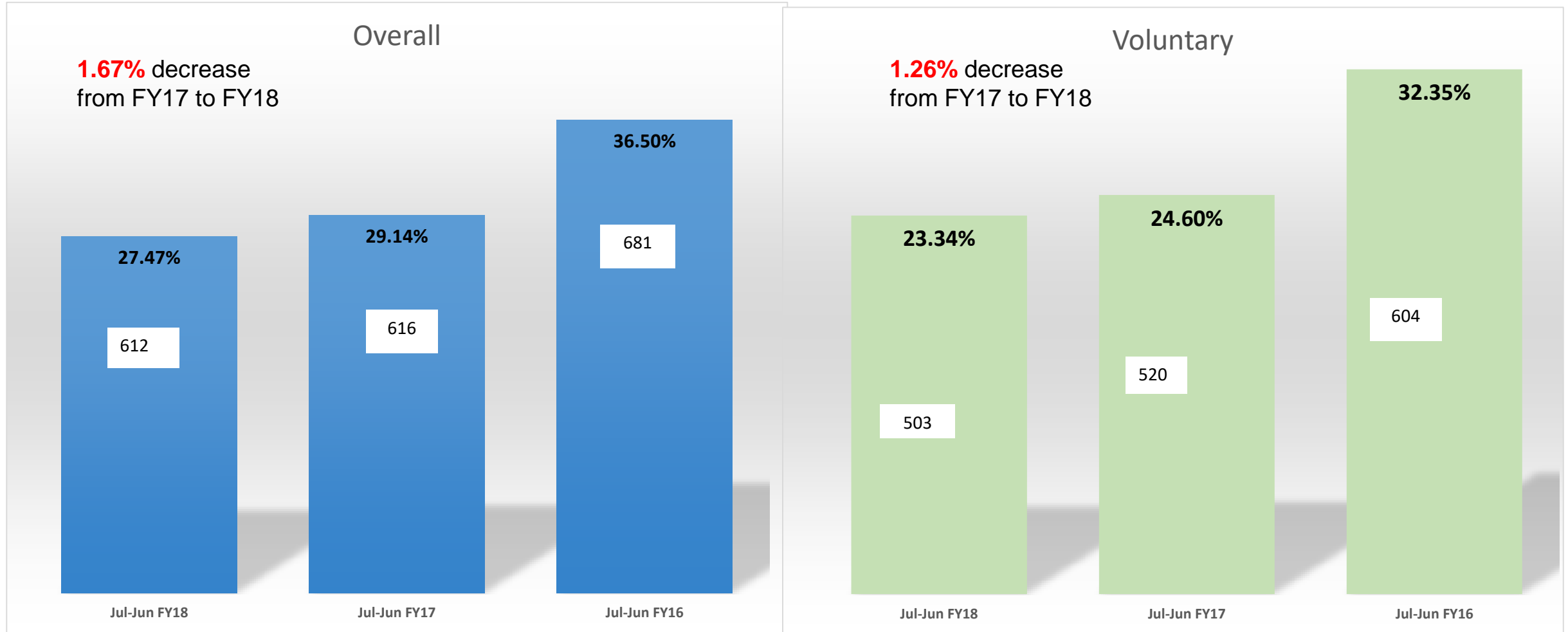
Overall PeopleSoft actions include: Death, Dismissal, Release, Resign and Transfer outs

Voluntary PeopleSoft actions include: Death, Resignations and Transfer outs



# Social Services Specialists

## Overall vs Voluntary FY 2017-2018 T/O Comparison



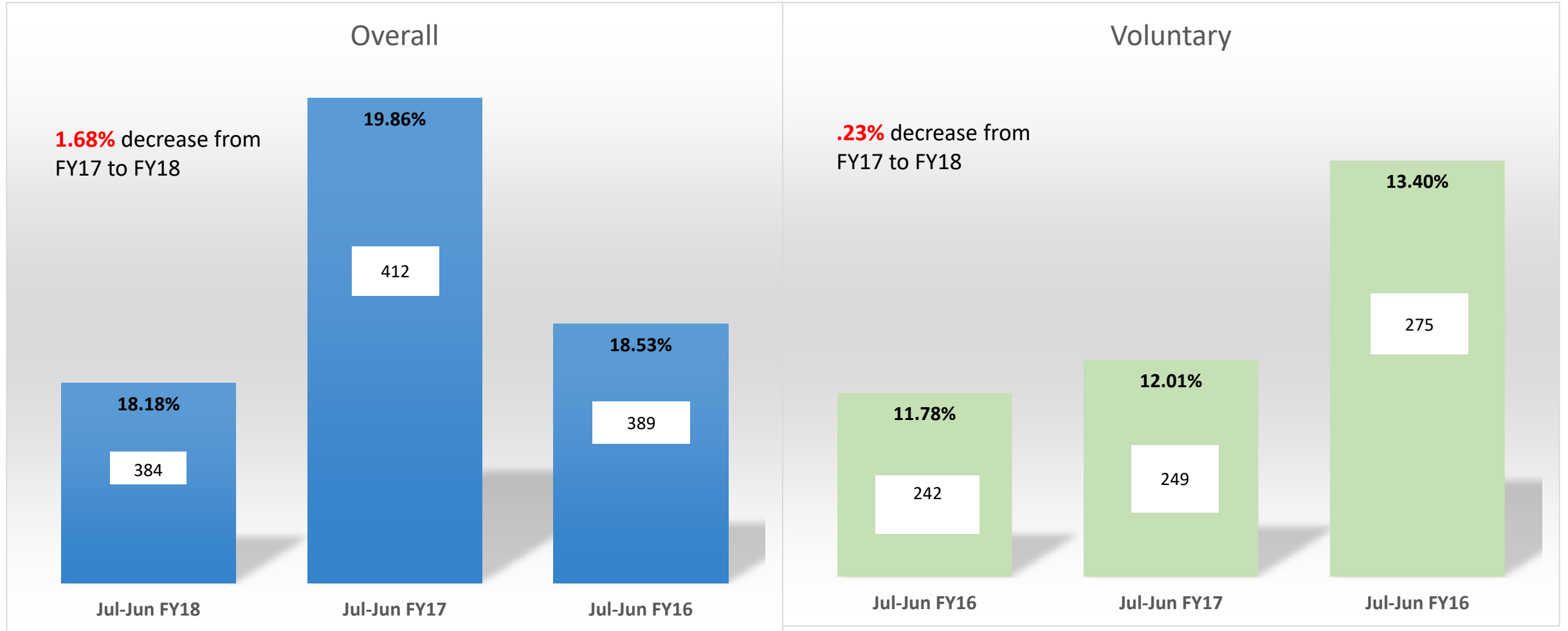
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Voluntary PeopleSoft actions include: Death, Resignations and Transfer outs



# Economics Support Specialists

## Overall vs Voluntary FY 2017-2018 T/O Comparison



Overall PeopleSoft actions include: Death, Dismissal, Release, Resign and Transfer outs

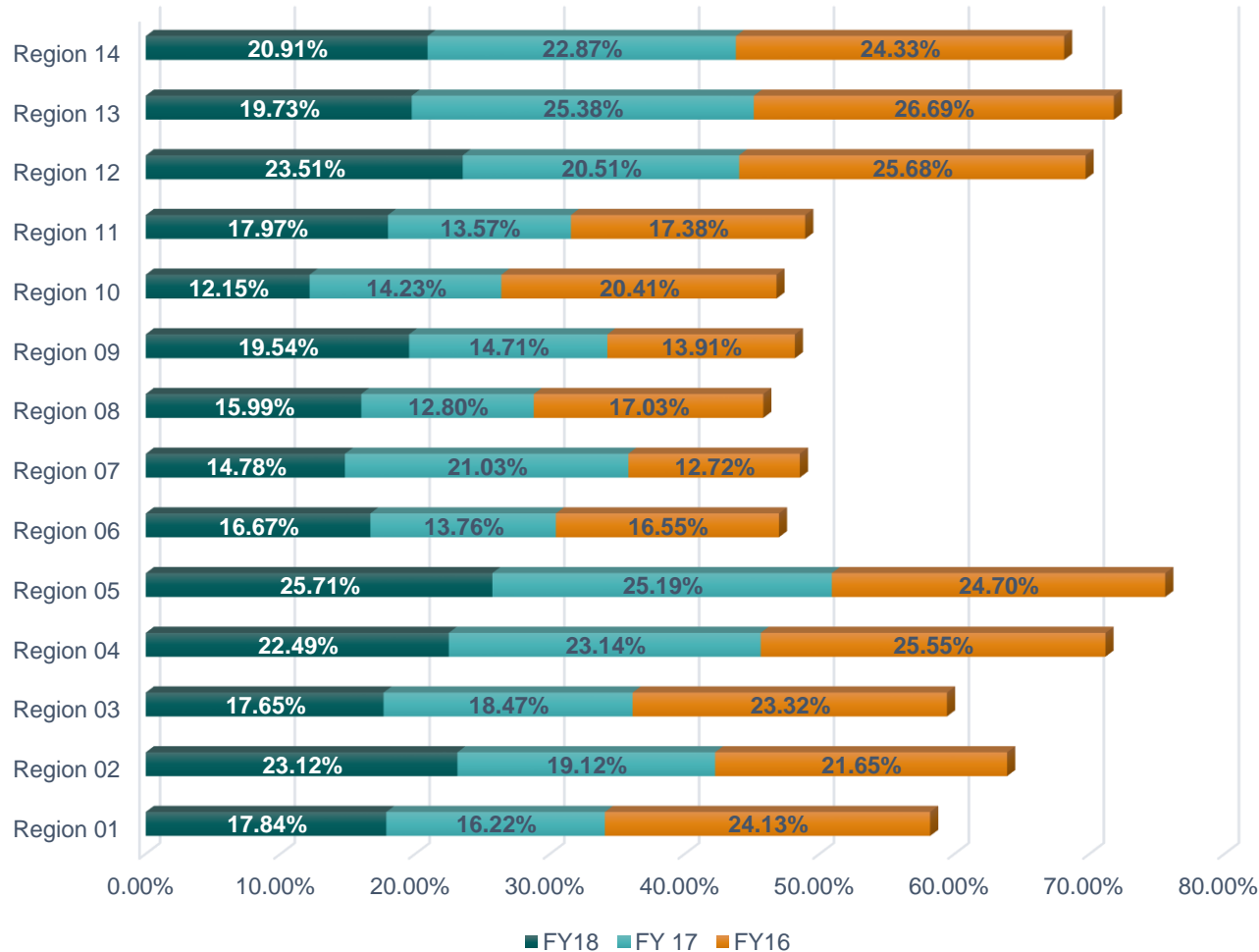
Voluntary PeopleSoft actions include: Death, Resignations and Transfer outs





# FY18 Region Overall Turnover Rate

DFCS Overall Turnover - \* Three Regions for FY18 are higher in turnover than FY17. Region 2, Region 9 and Region 11. **Region 9** has increased by approx. **4.83%**.

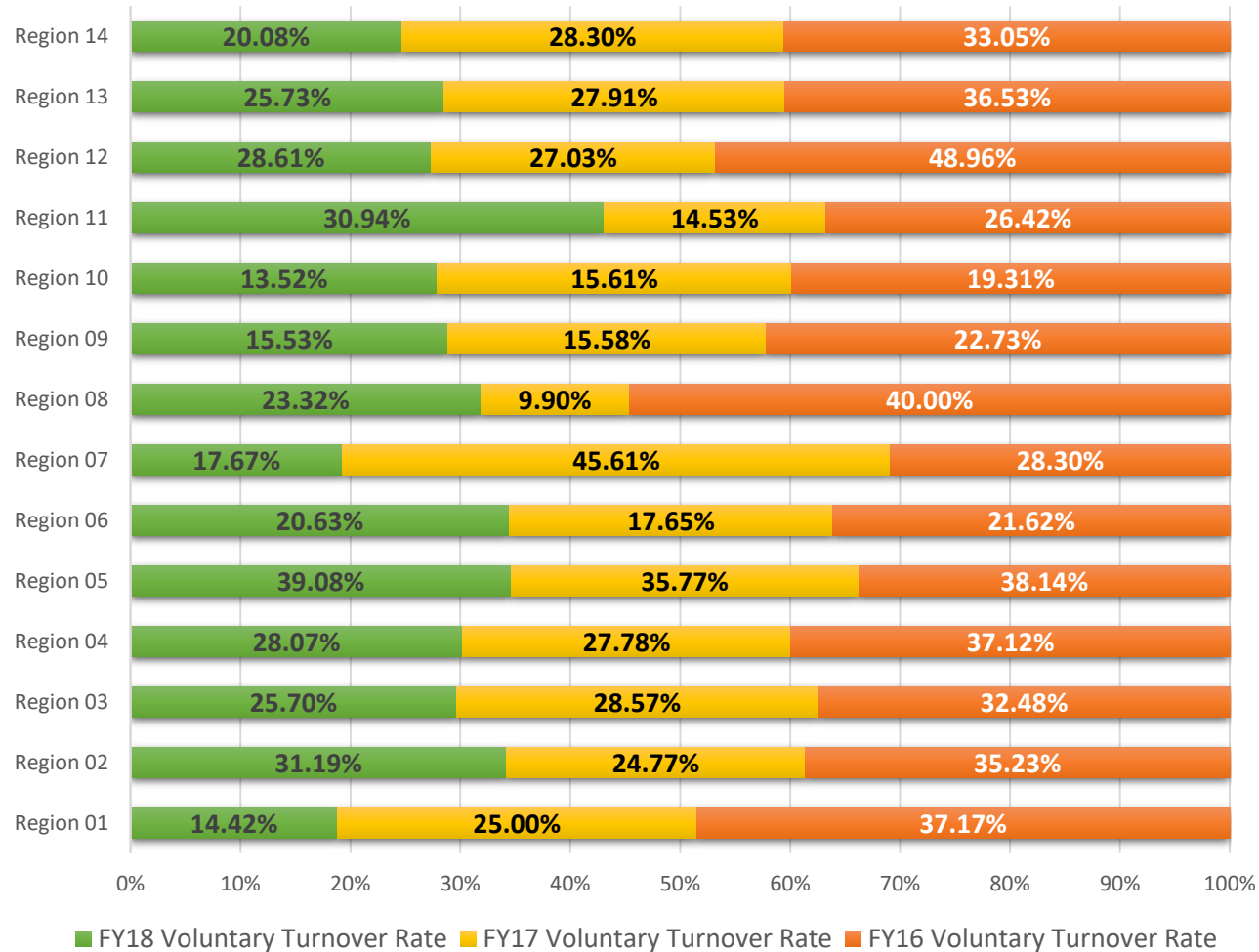


Region	FY18	FY 17	FY16	Difference FY18-17
Region 01	17.84%	16.22%	24.13%	-1.62%
<b>Region 02</b>	23.12%	19.12%	21.65%	<b>-4.00%</b>
Region 03	17.65%	18.47%	23.32%	0.82%
Region 04	22.49%	23.14%	25.55%	0.65%
Region 05	25.71%	25.19%	24.70%	-0.52%
Region 06	16.67%	13.76%	16.55%	-2.91%
Region 07	14.78%	21.03%	12.72%	6.25%
Region 08	15.99%	12.80%	17.03%	-3.19%
<b>Region 09</b>	19.54%	14.71%	13.91%	<b>-4.83%</b>
Region 10	12.15%	14.23%	20.41%	2.08%
<b>Region 11</b>	17.97%	13.57%	17.38%	<b>-4.40%</b>
Region 12	23.51%	20.51%	25.68%	-3.00%
Region 13	19.73%	25.38%	26.69%	5.65%
Region 14	20.91%	22.87%	24.33%	1.96%



# FY18 Region Social Services Specialists Voluntary Turnover Rate

DFCS Social Services Specialist Voluntary Turnover -  
**Region 11** has increased by approx. **16.41%** from  
FY17 to FY18.

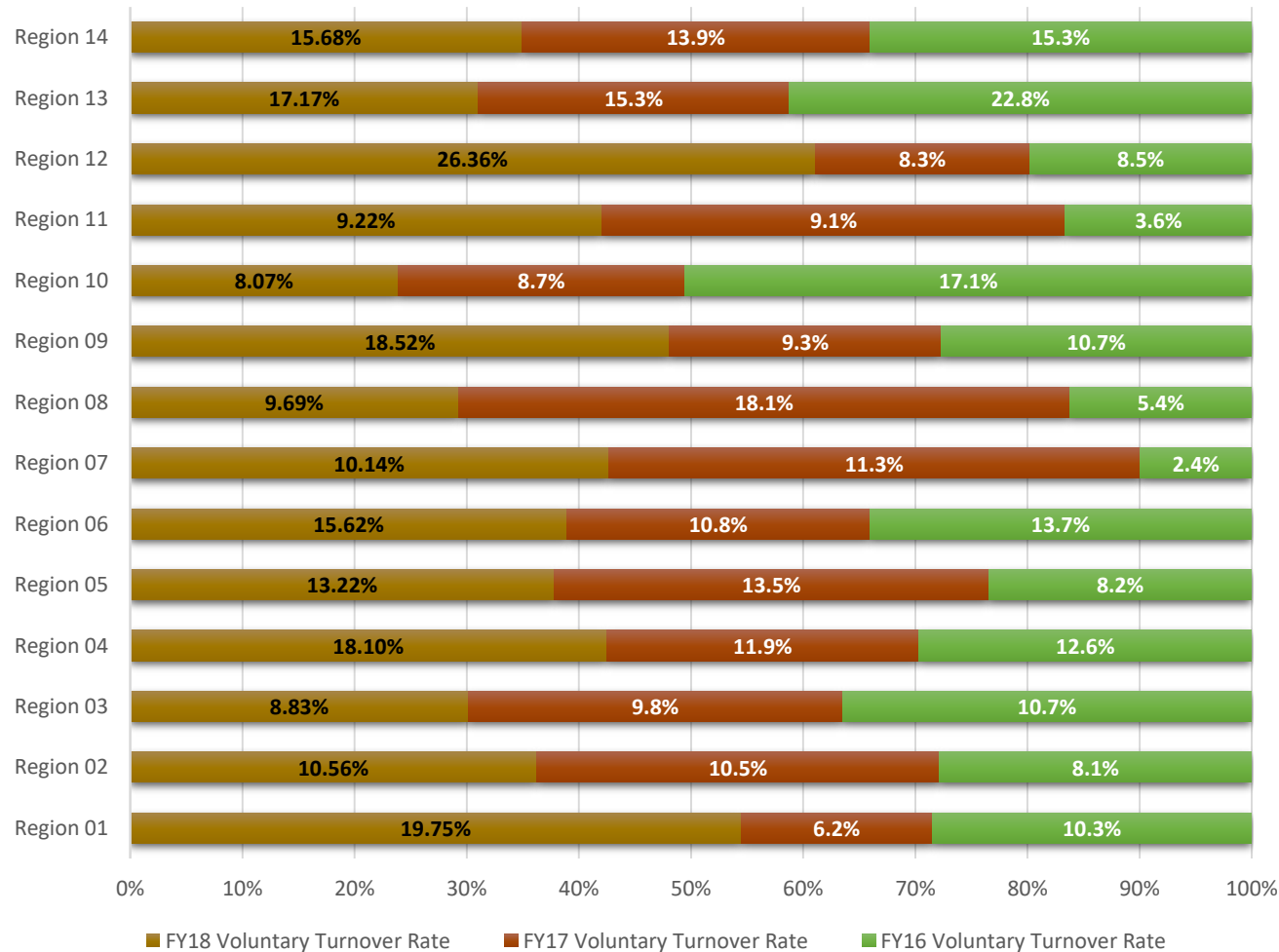


Region	FY16 Voluntary Turnover Rate	FY17 Voluntary Turnover Rate	FY18 Voluntary Turnover Rate
Region 01	37.17%	25.00%	14.42%
Region 02	35.23%	24.77%	31.19%
Region 03	32.48%	28.57%	25.70%
Region 04	37.12%	27.78%	28.07%
Region 05	38.14%	35.77%	39.08%
Region 06	21.62%	17.65%	20.63%
Region 07	28.30%	45.61%	17.67%
Region 08	40.00%	9.90%	23.32%
Region 09	22.73%	15.58%	15.53%
Region 10	19.31%	15.61%	13.52%
Region 11	26.42%	14.53%	30.94%
Region 12	48.96%	27.03%	28.61%
Region 13	36.53%	27.91%	25.73%
Region 14	33.05%	28.30%	20.08%
Total	32.35%	24.60%	23.70%



# FY17 Region Economic Support Specialists Voluntary Turnover Rate

DFCS Economic Support Specialist Voluntary Turnover  
- **Region 12** has increased by approx. **18.08%** from  
FY17 to FY18.



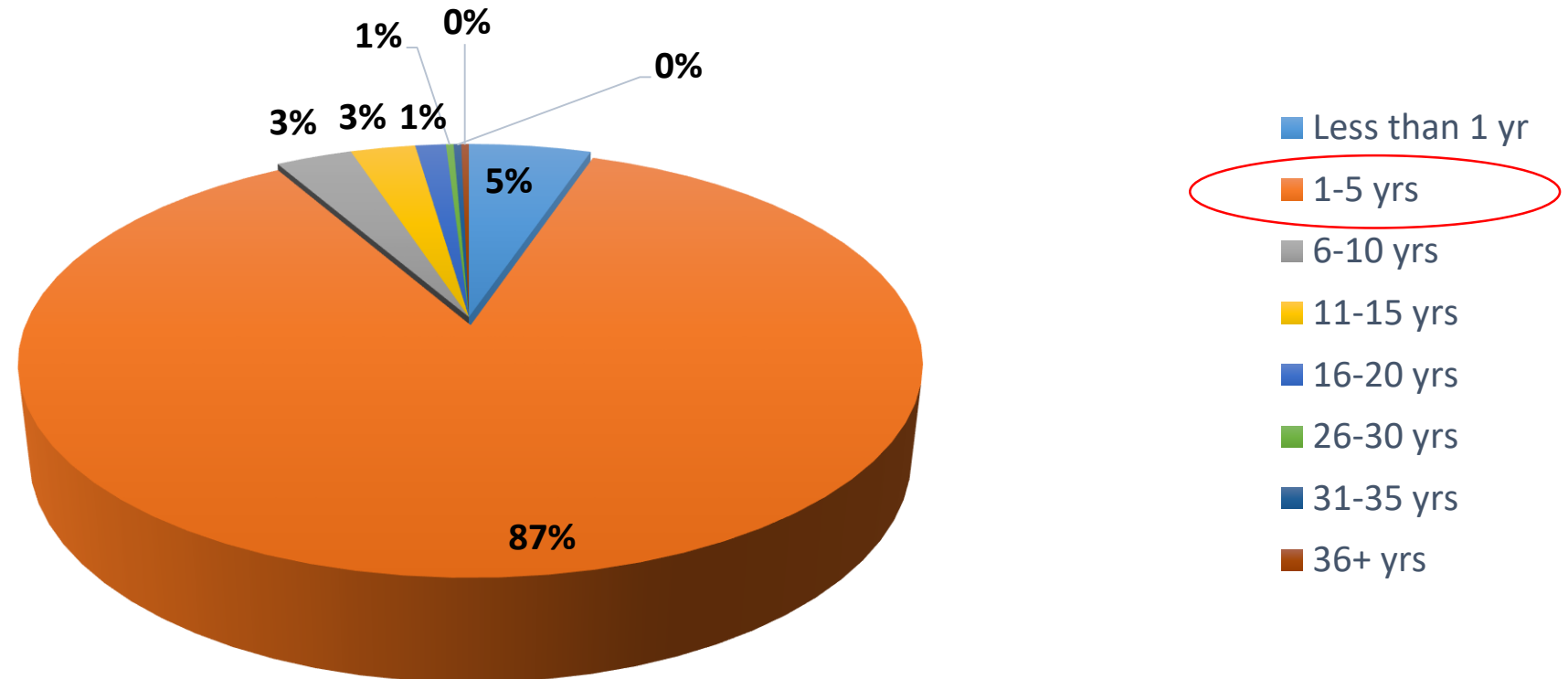
Region	FY16 Voluntary Turnover Rate	FY17 Voluntary Turnover Rate	FY18 Voluntary Turnover Rate	Voluntary Difference FY16-FY17
Region 01	10.3%	6.2%	19.75%	13.57%
Region 02	8.1%	10.5%	10.56%	0.09%
Region 03	10.7%	9.8%	8.83%	-0.93%
Region 04	12.6%	11.9%	18.10%	6.23%
Region 05	8.2%	13.5%	13.22%	-0.32%
Region 06	13.7%	10.8%	15.62%	4.81%
Region 07	2.4%	11.3%	10.14%	-1.14%
Region 08	5.4%	18.1%	9.69%	-8.38%
Region 09	10.7%	9.3%	18.52%	9.21%
Region 10	17.1%	8.7%	8.07%	-0.60%
Region 11	3.6%	9.1%	9.22%	0.16%
Region 12	8.5%	8.3%	26.36%	18.08%
Region 13	22.8%	15.3%	17.17%	1.83%
Region 14	15.3%	13.9%	15.68%	1.75%
Total	13.1%	12.0%	14.53%	2.52%



# FY18 Overall Separations By Tenure

**86% (529)** of the 612 Social Service Specialists who've left this fiscal year have separated inside of 1-5 years on the job

## DFCS Social Services Specialists

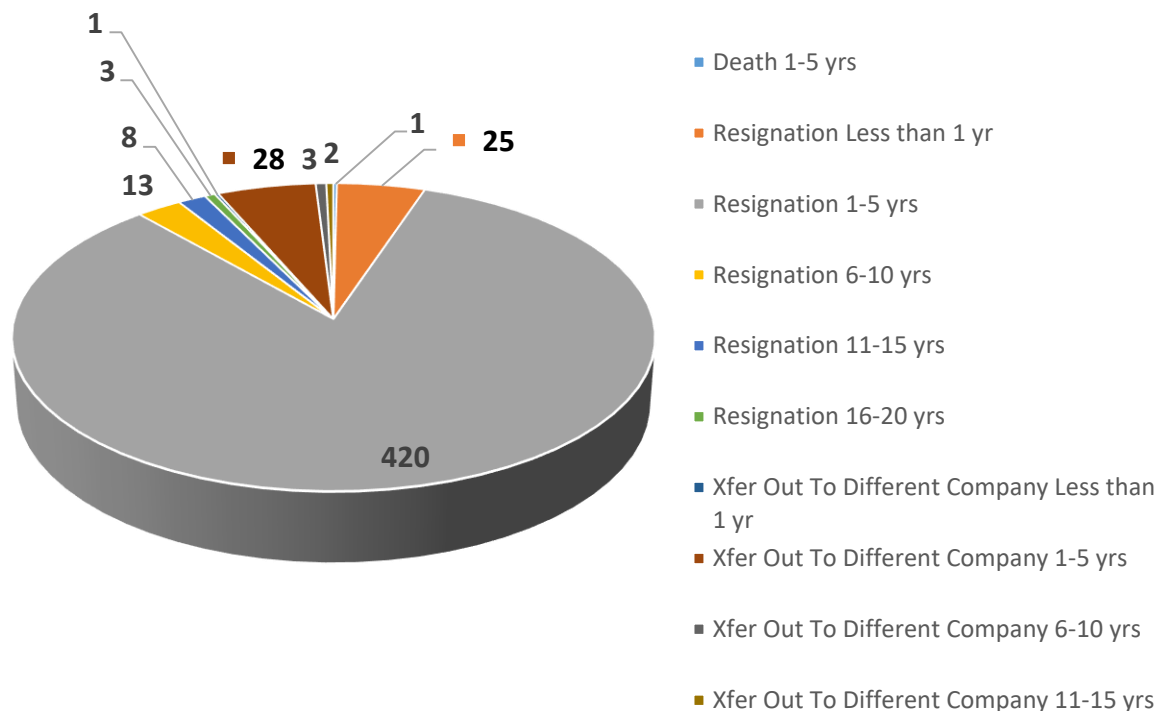


Overall PeopleSoft actions: Death, Dismissal, Release, Resign and Transfer outs



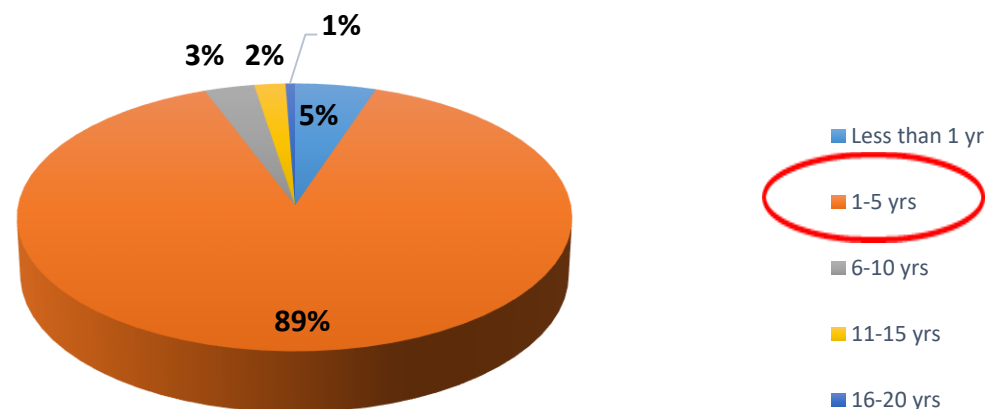
# FY18 Voluntary Separations By Tenure

DFCS Social Services Voluntary Separations  
by Tenure by Action



Voluntary PeopleSoft actions: Death,  
Resignations and Transfer outs

DFCS Social Services Voluntary Separations  
by Tenure



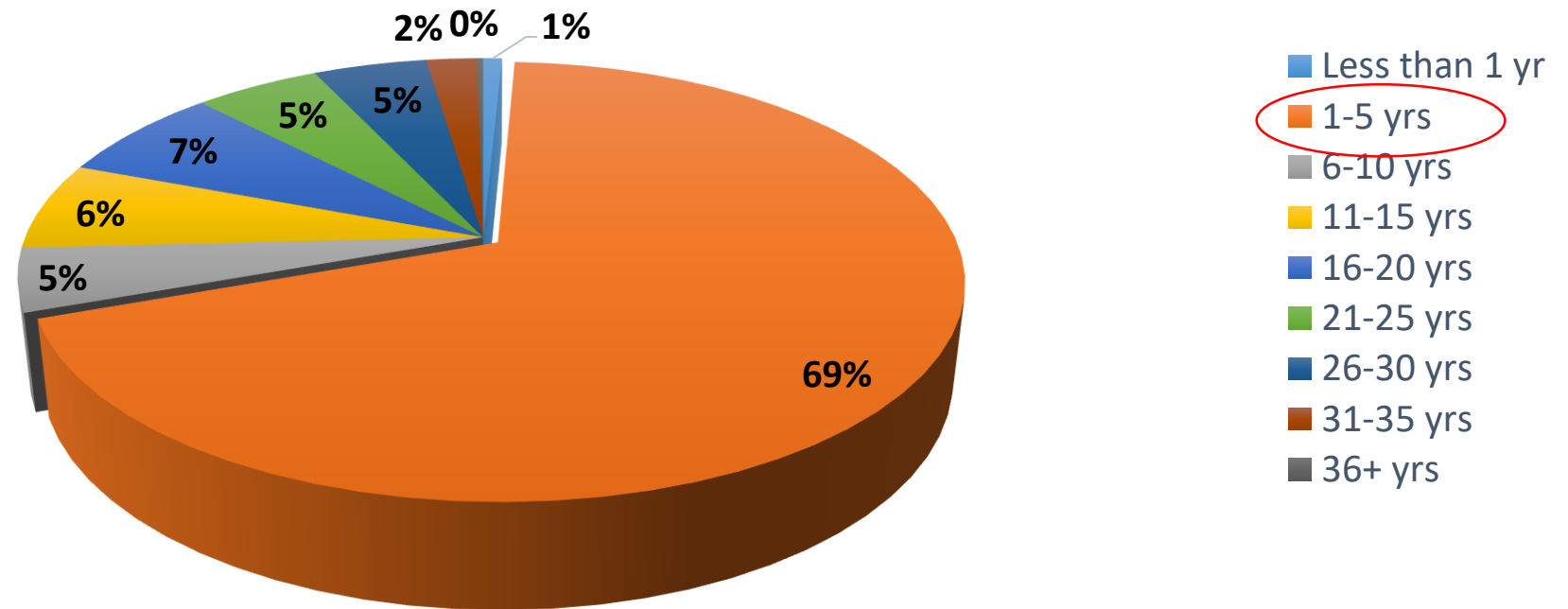
**89% (449)** of the 504 Social Service Specialists  
who've left this fiscal year have separated inside  
of 1-5 years on the job



# FY18 Overall Separations By Tenure

**68% (264)** of the 384 Economic Support Specialists who've left this fiscal year have separated inside of 1-5 years on the job

## DFCS Economics Support Specialists

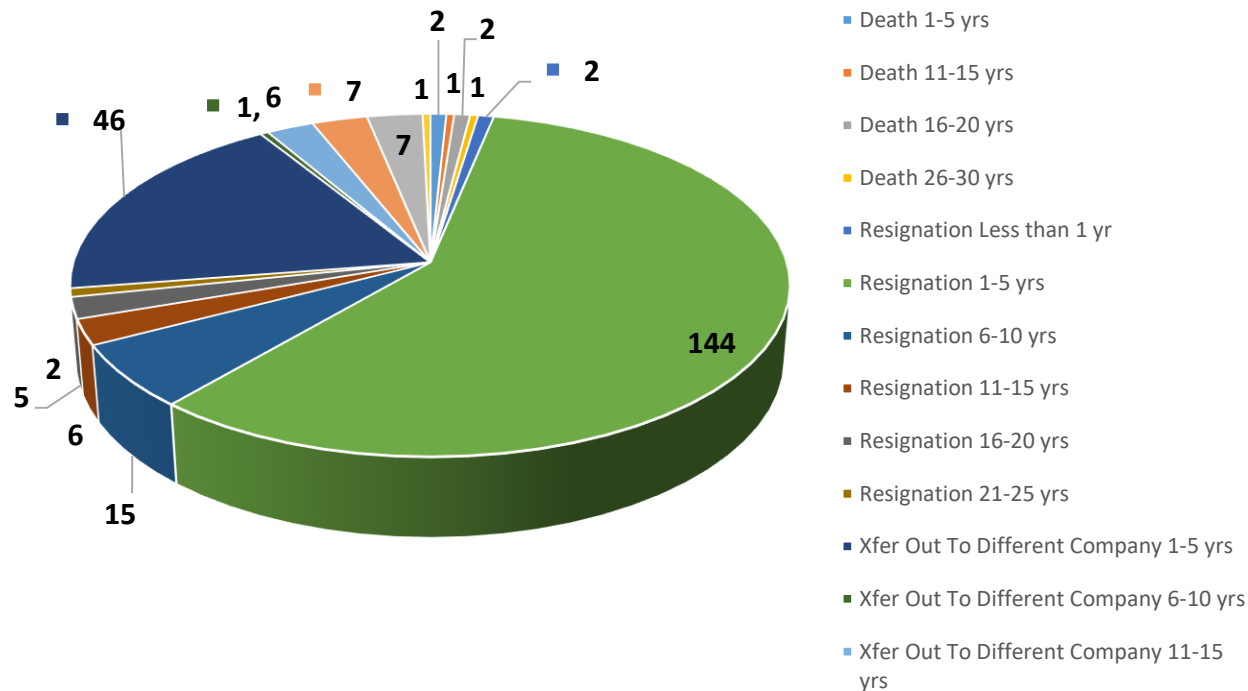


Overall PeopleSoft actions: Death, Dismissal, Release, Resign and Transfer outs



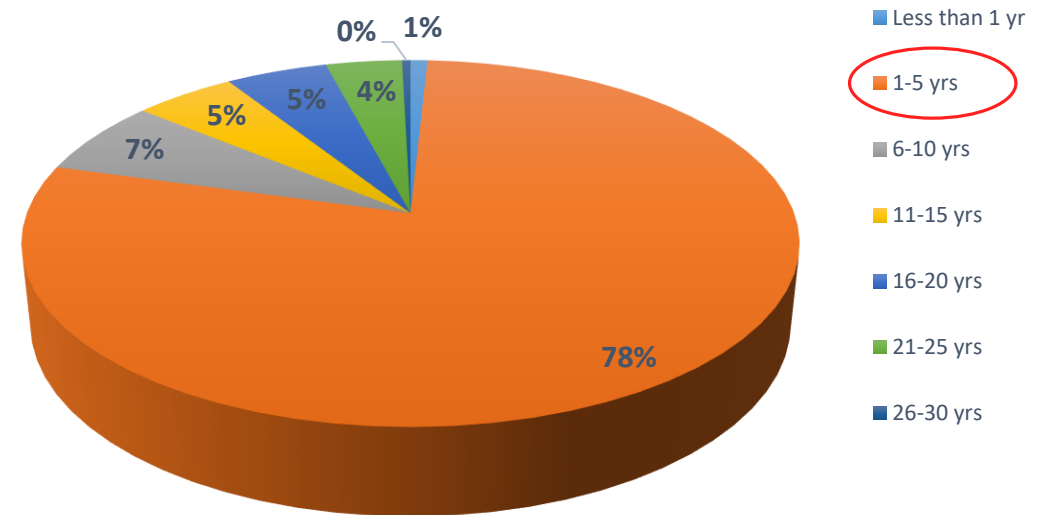
# FY18 Voluntary Separations By Tenure

DFCS Economics Support Voluntary Separations by Tenure by Action



Voluntary PeopleSoft actions: Death, Resignations and Transfer outs

DFCS Economics Support Voluntary Separations by Tenure



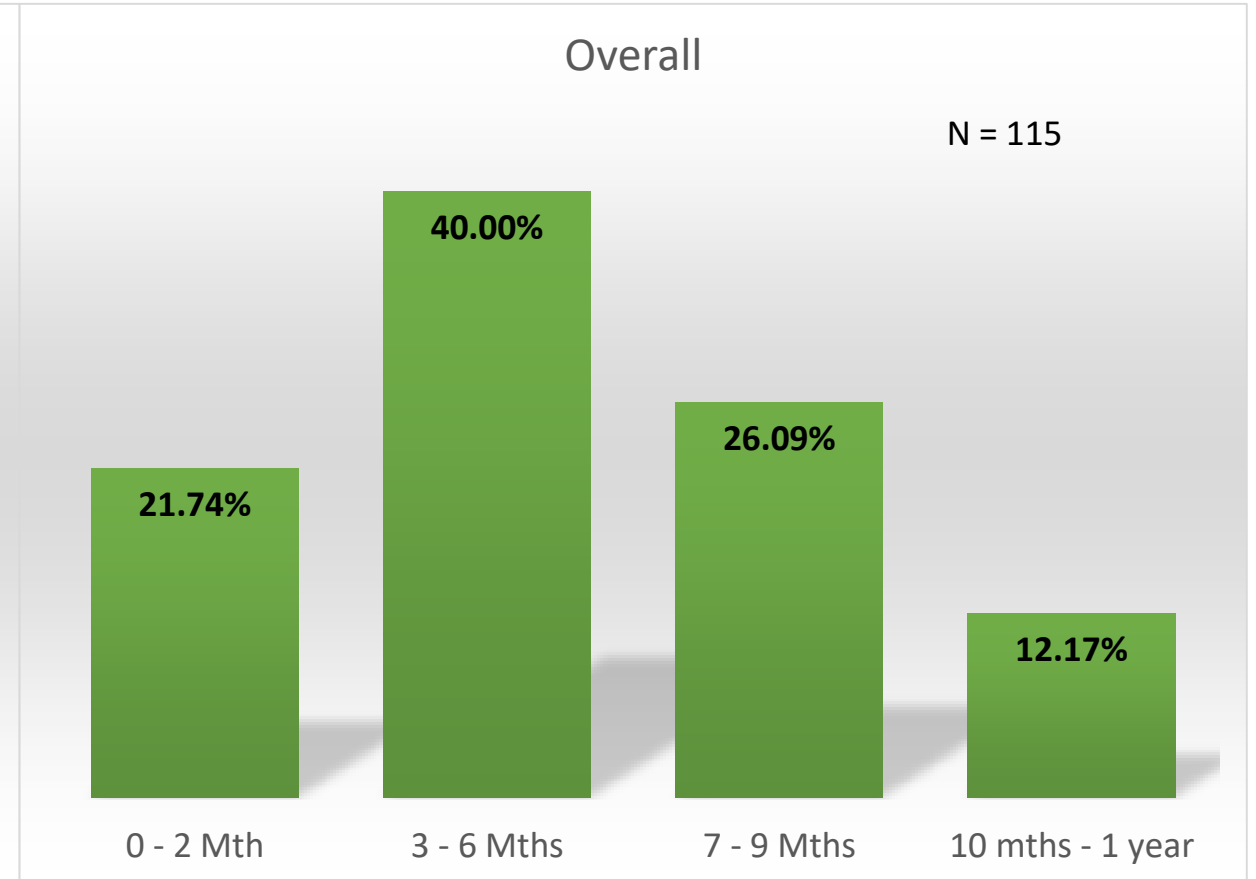
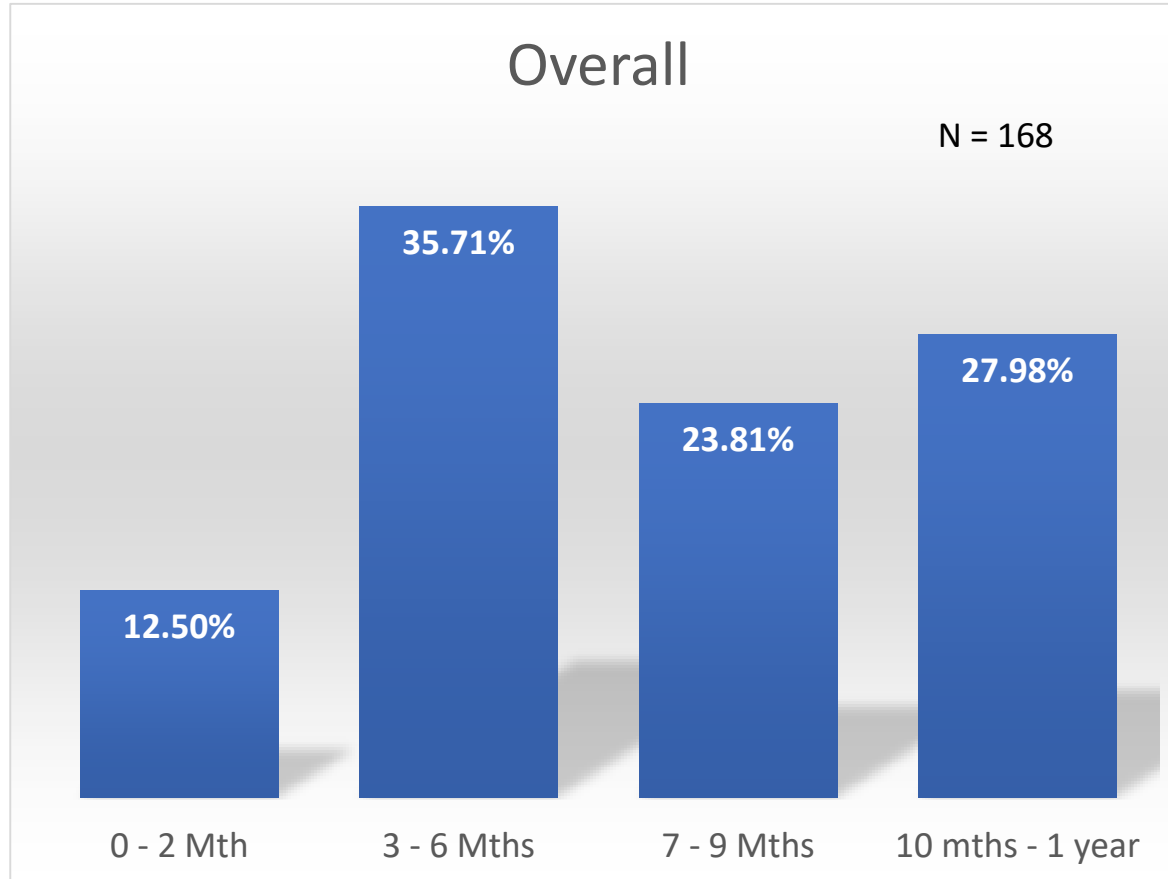
**78.51% (190)** of the 242 Economic Support Specialists who've left this fiscal year have separated inside of 1-5 years on the job



# Inside Early Separations within the year

## Social Services Specialists

## Economic Support Specialists



Overall PeopleSoft actions: Death, Dismissal, Release, Resign and Transfer outs



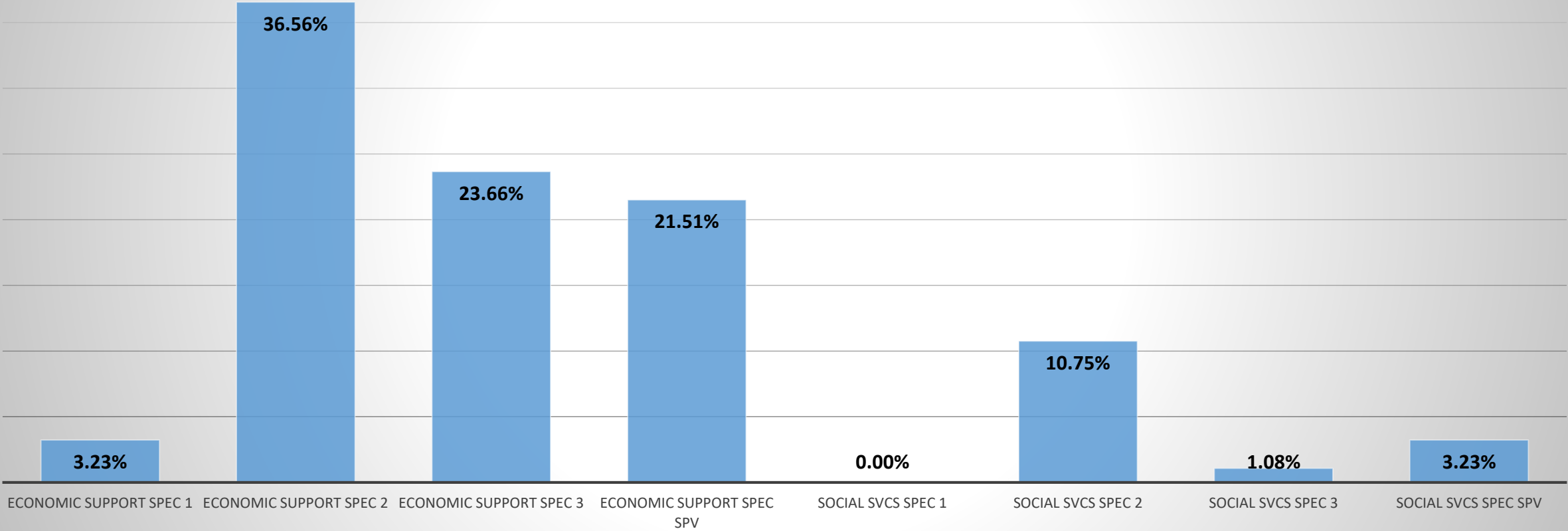


# Retirement Turnover

## Social Services & Economic Support Summary

Retirement % by Job Class

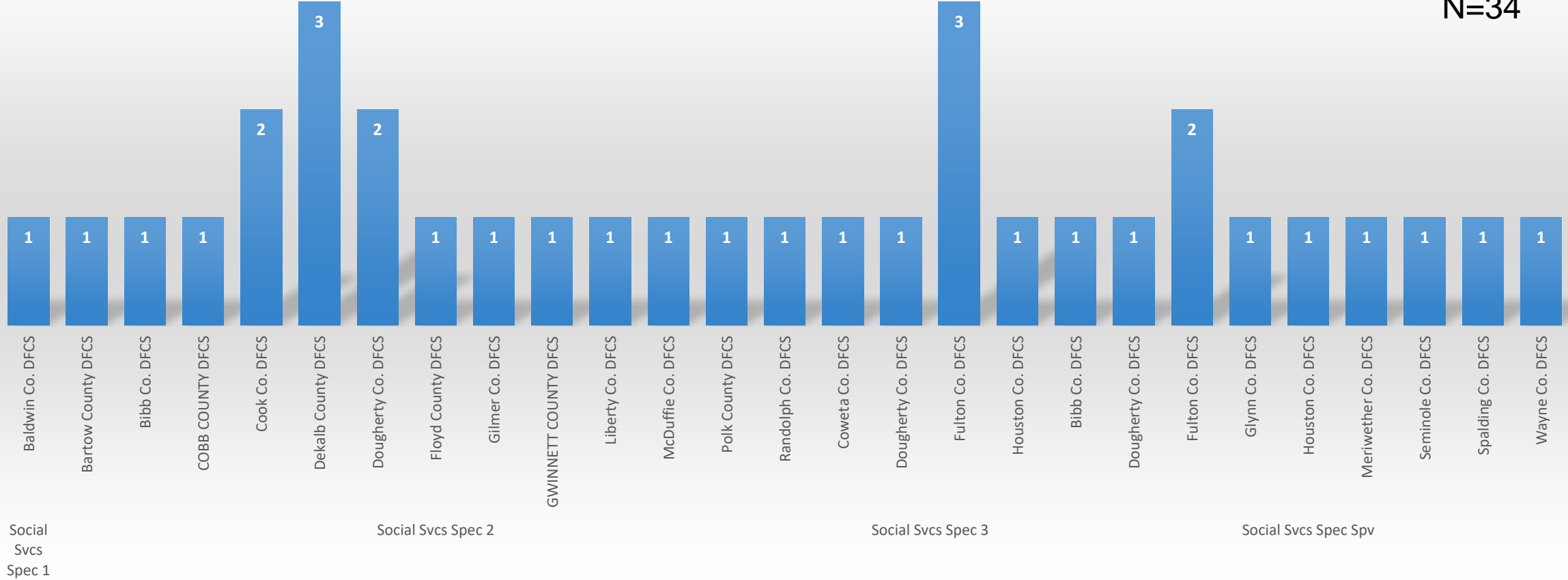
84.95% (79) of the 93 Retired are Economic Support



# Retirement Possibility For FY19 Summary

Social Services Possible Retirement Age 60 w 10+ years service

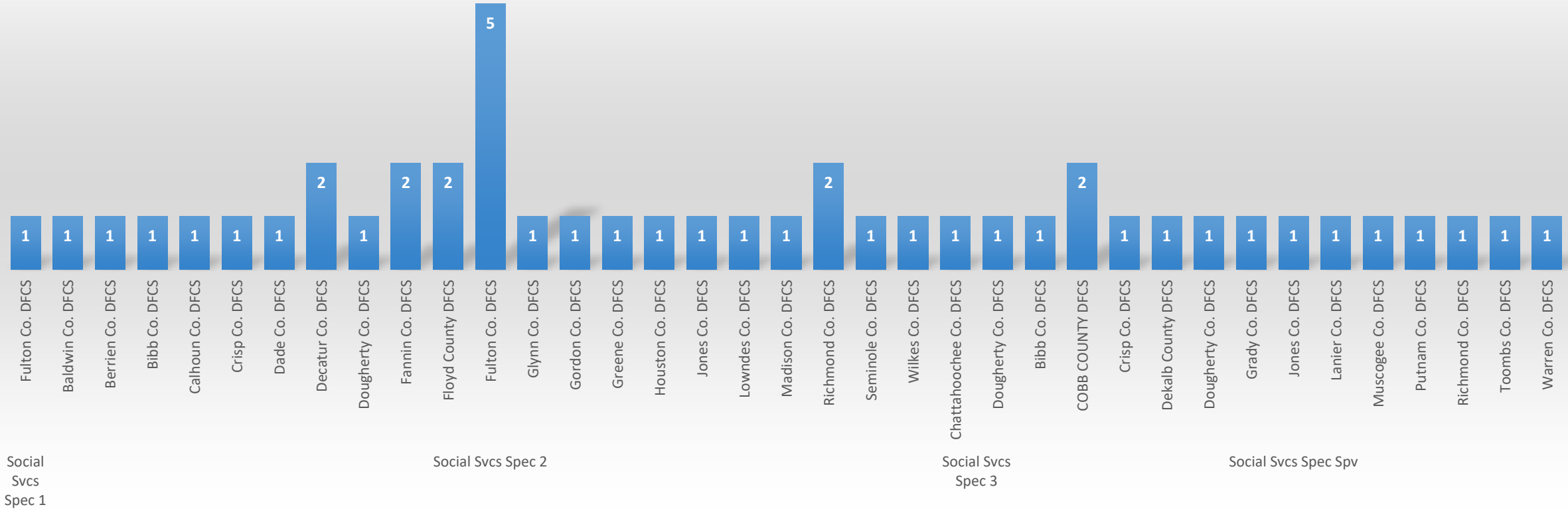
N=34



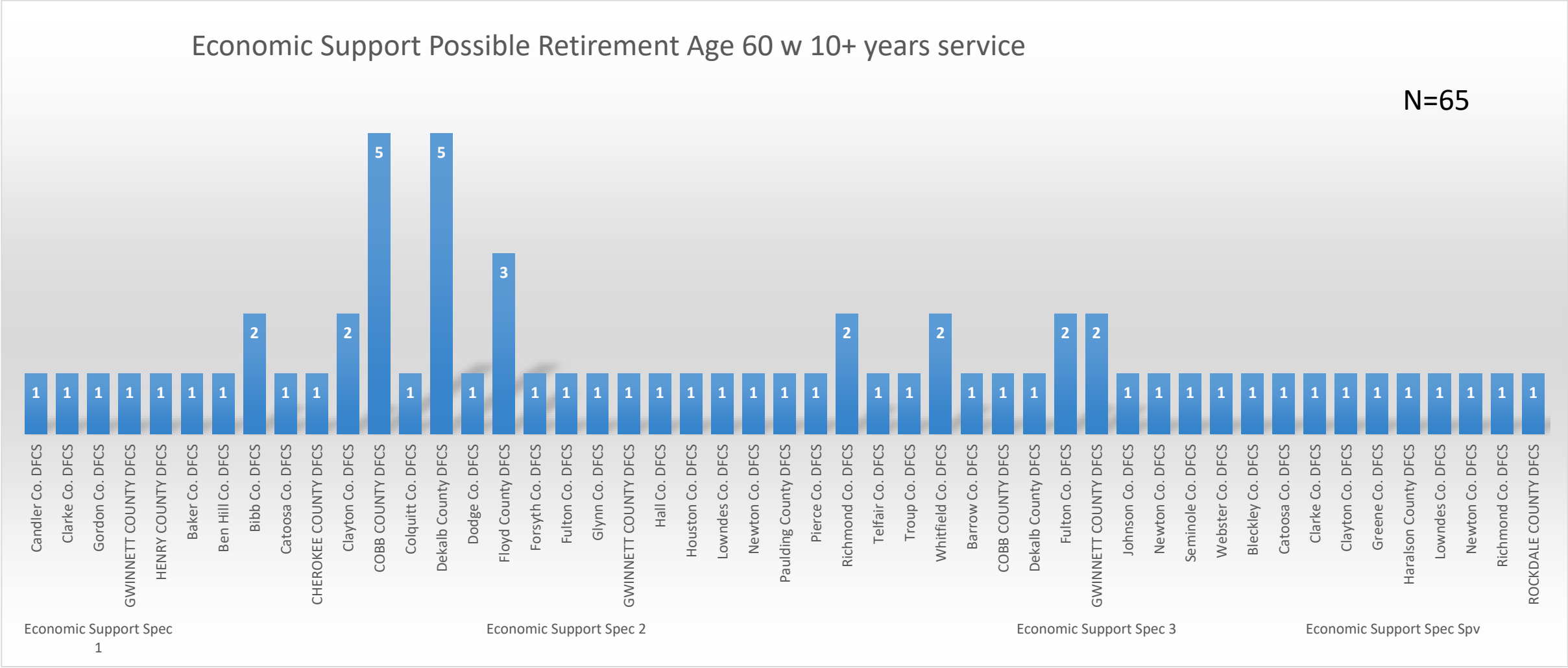
# Retirement Possibility For FY19 Summary

Social Services Possible Retirement 25+ years service

N=46



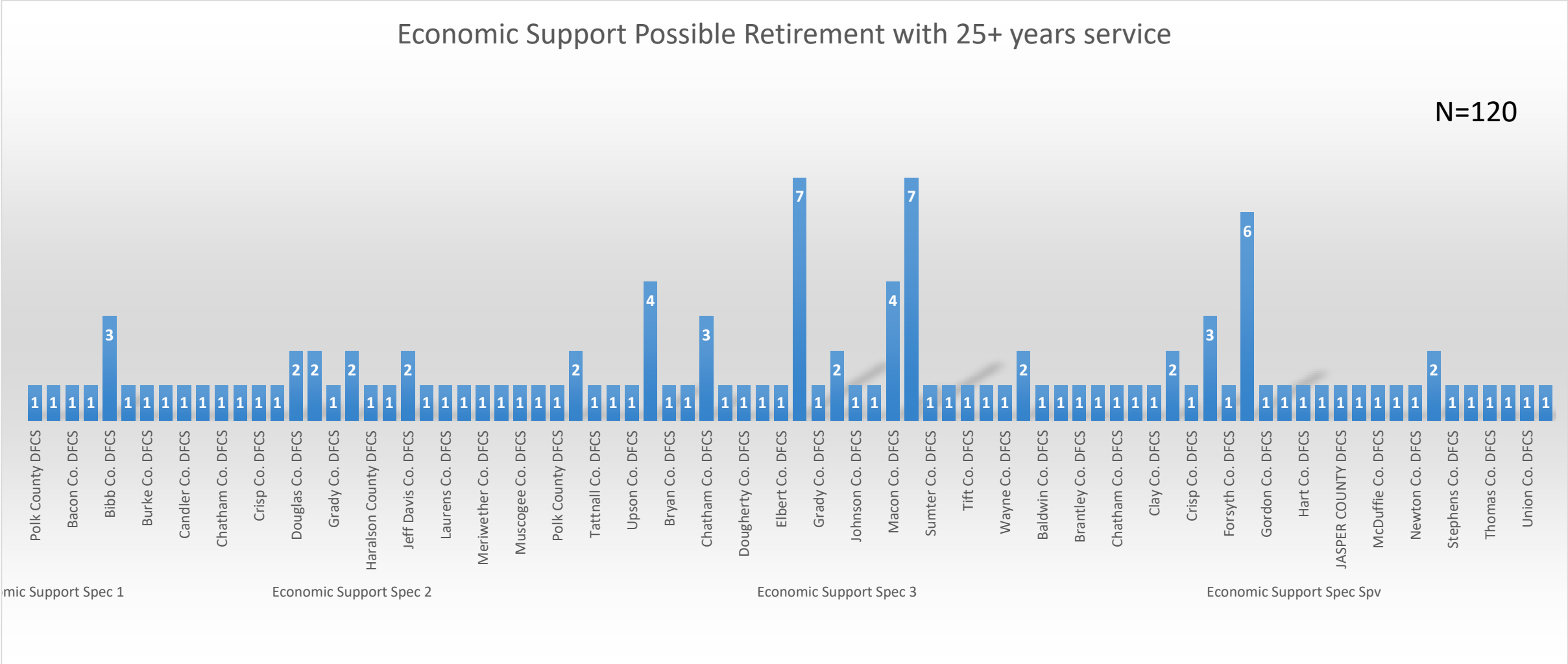
# Retirement Possibility For FY19 Summary



# Retirement Possibility For FY19 Summary

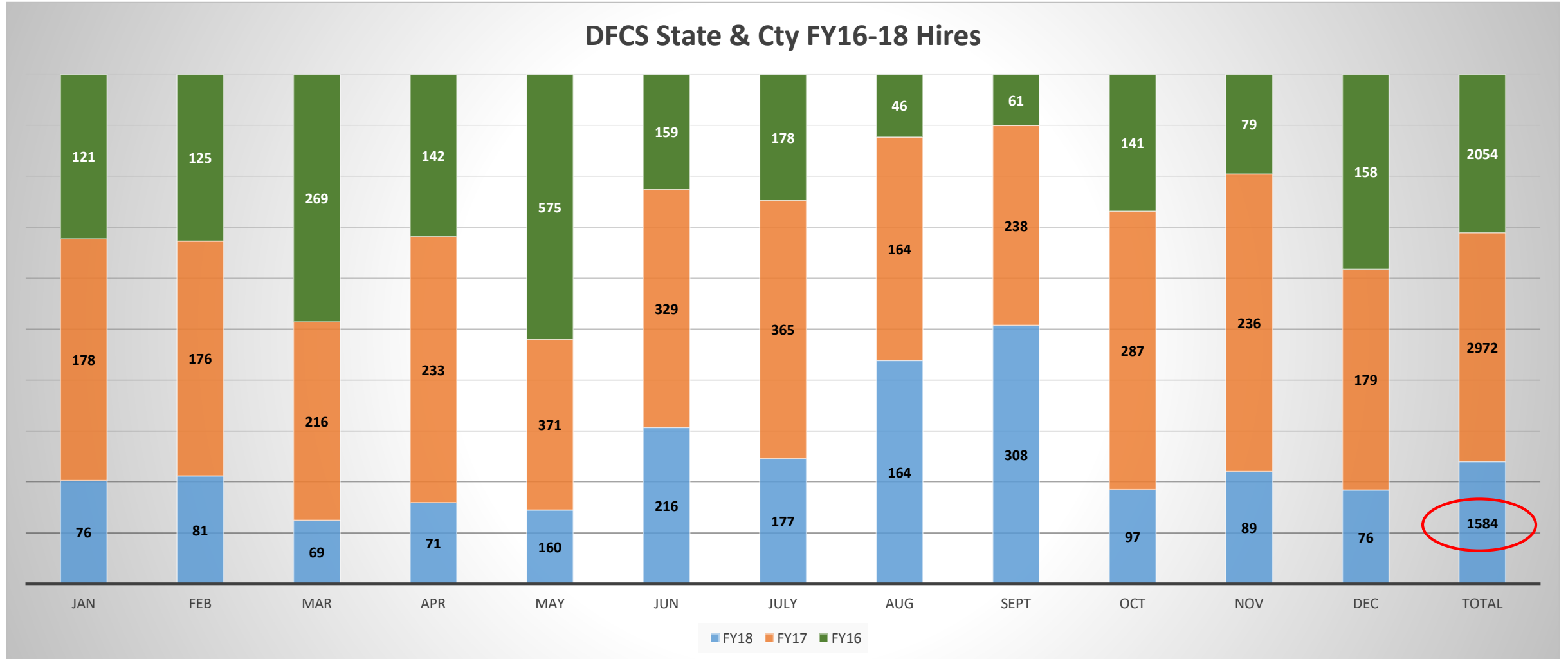
Economic Support Possible Retirement with 25+ years service

N=120



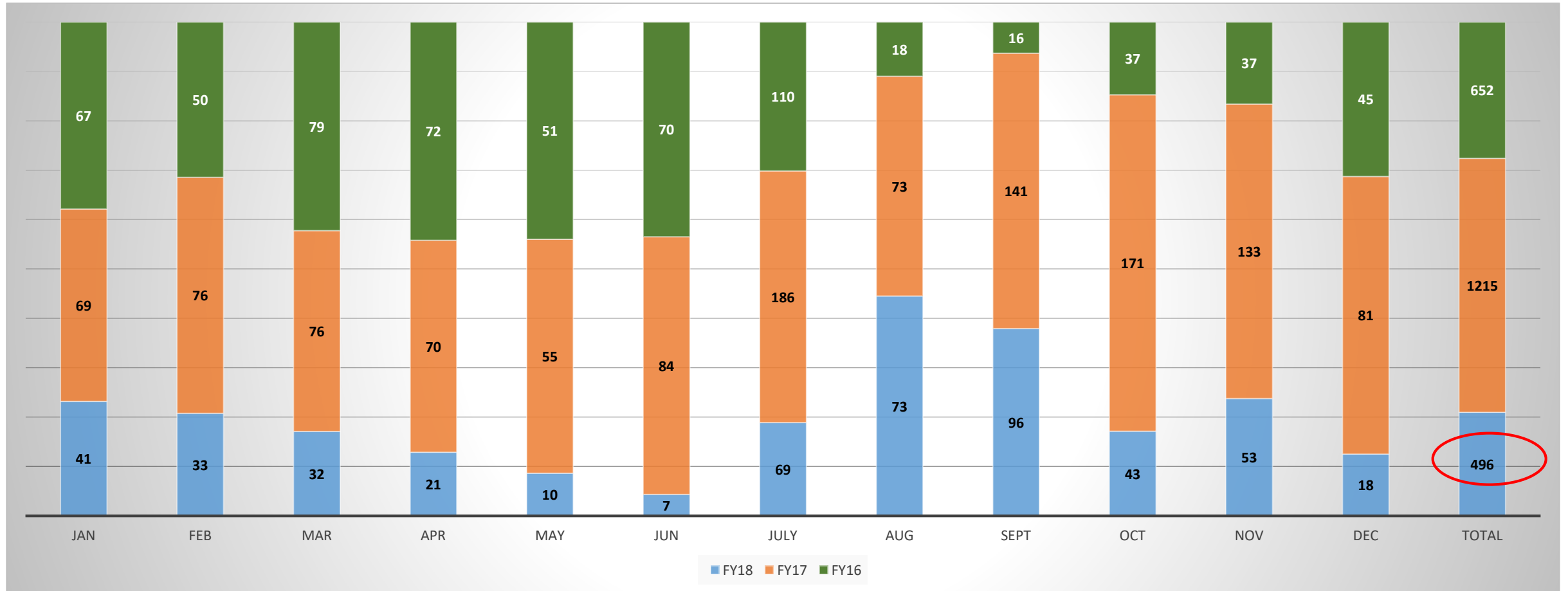
# DFCS County & State Office FY16-FY18 Hires Comparison

46.70% (1388) less  
Staff hired in DFCS  
in FY18 than FY17.



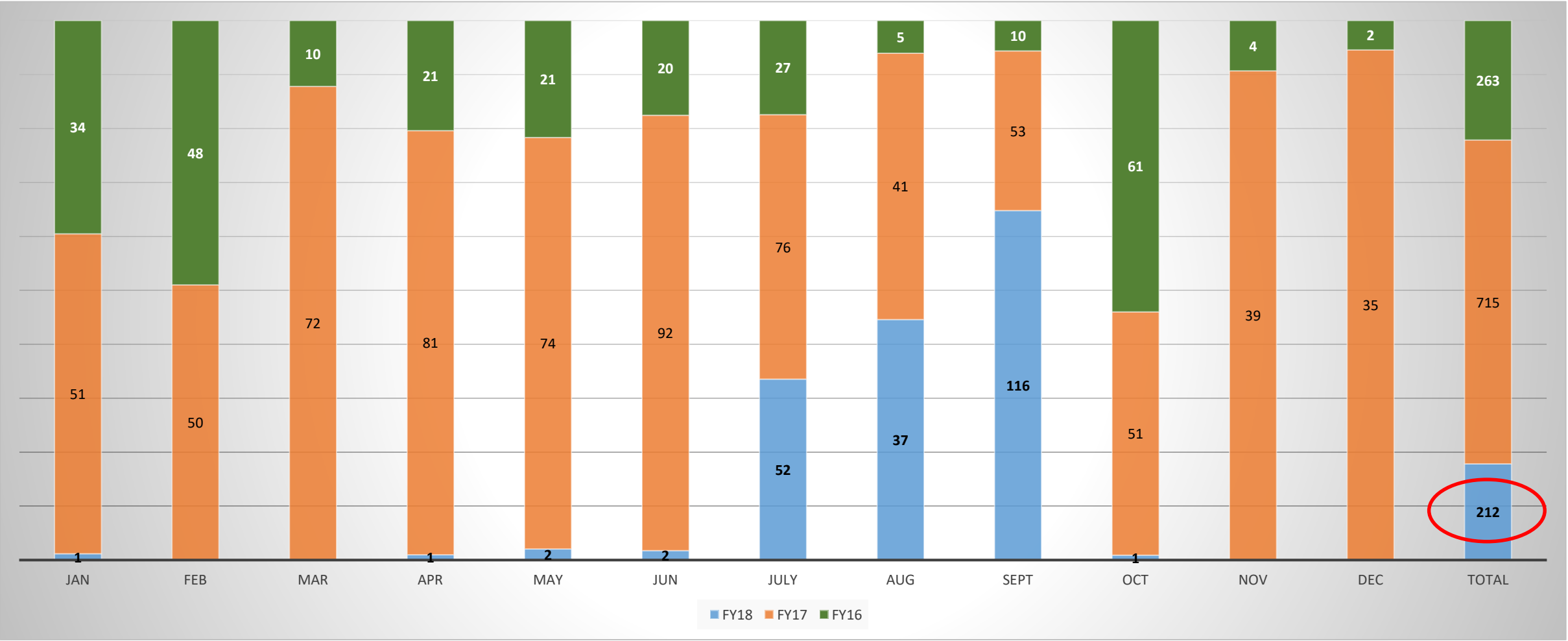
# Social Services Specialists Hires Comparison

59.18% (719) less Social Service Specialists were hired in FY18 than in FY17



# Economic Support Specialists Hires Comparison

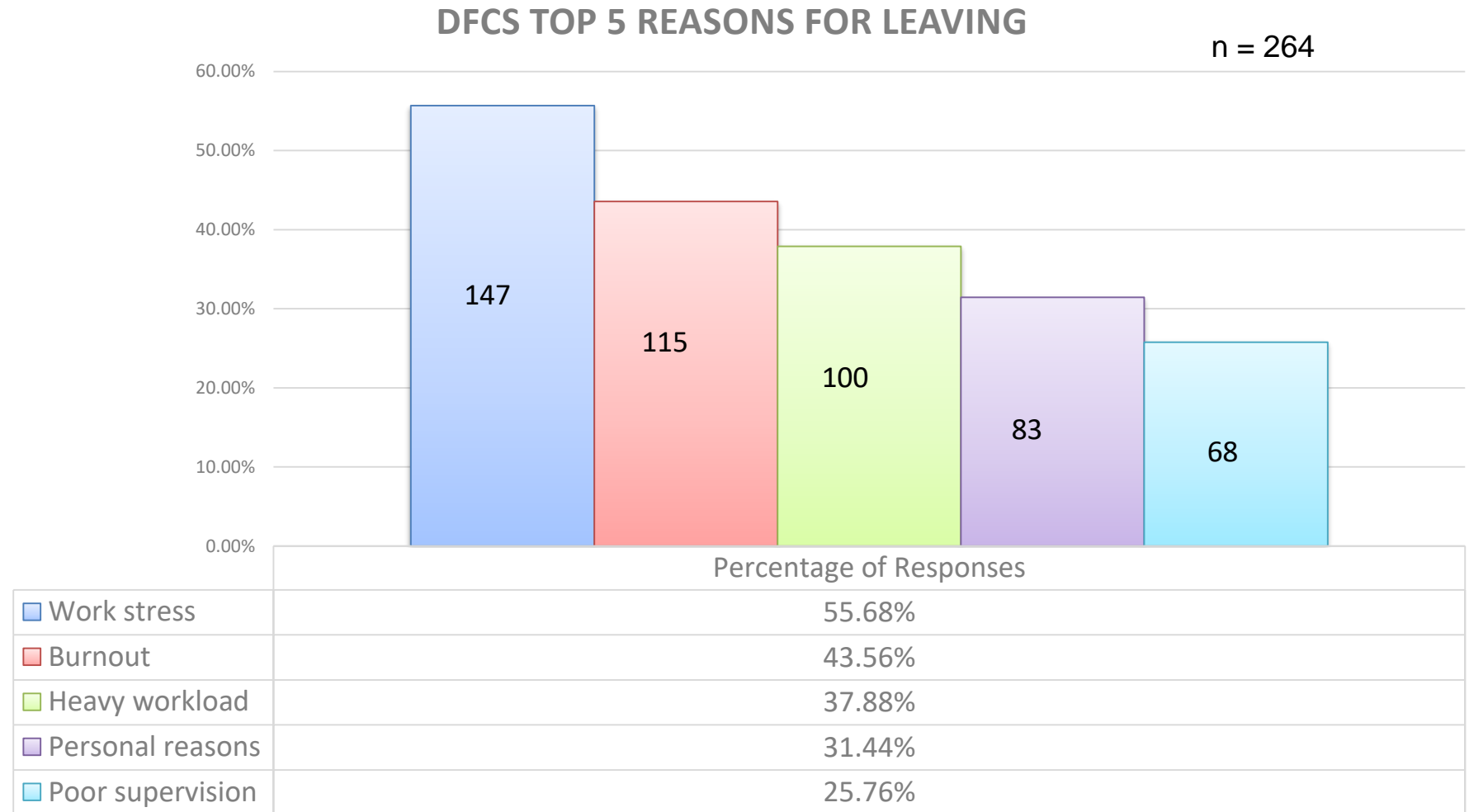
70.35% (503) less Economics  
Support Specialists were hired in  
FY18 than in FY17





# Overall Exit Survey

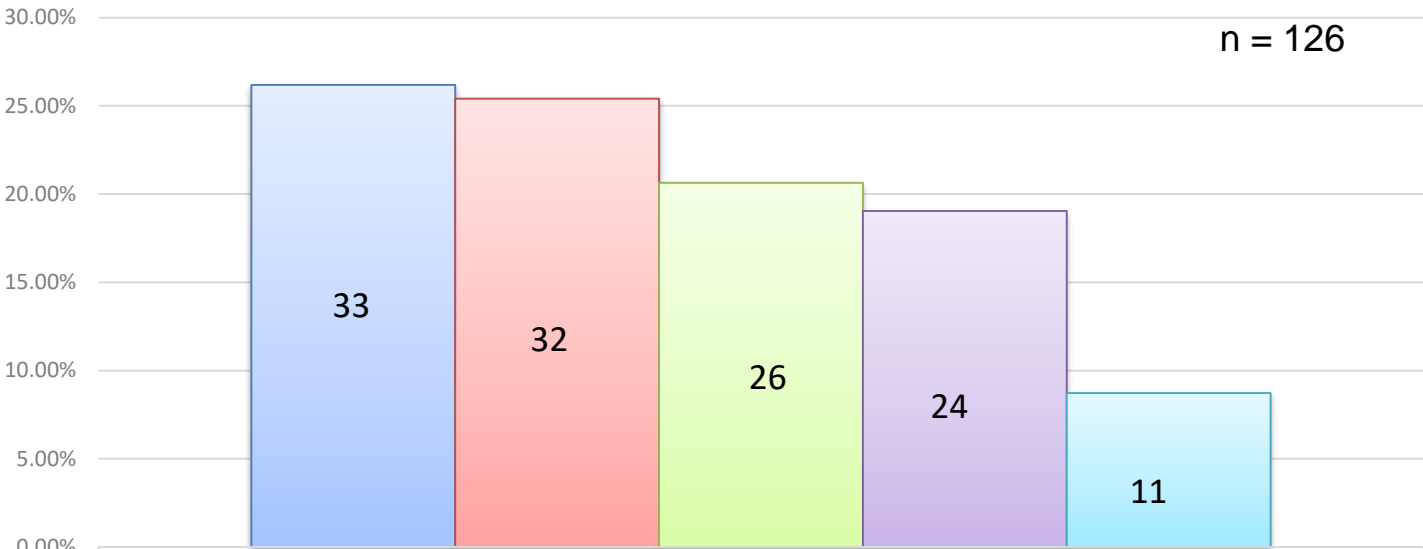
Approximately 21.94%  
(264 staff of 1203 overall T/O)  
participated in the exit survey.  
Respondents selected more  
than one category



# Social Services Specialists Exit Survey

Approximately 25% (126 staff of 503 T/O) participated in the exit survey. Respondents selected more than one category.

SSS TOP 5 REASONS FOR LEAVING



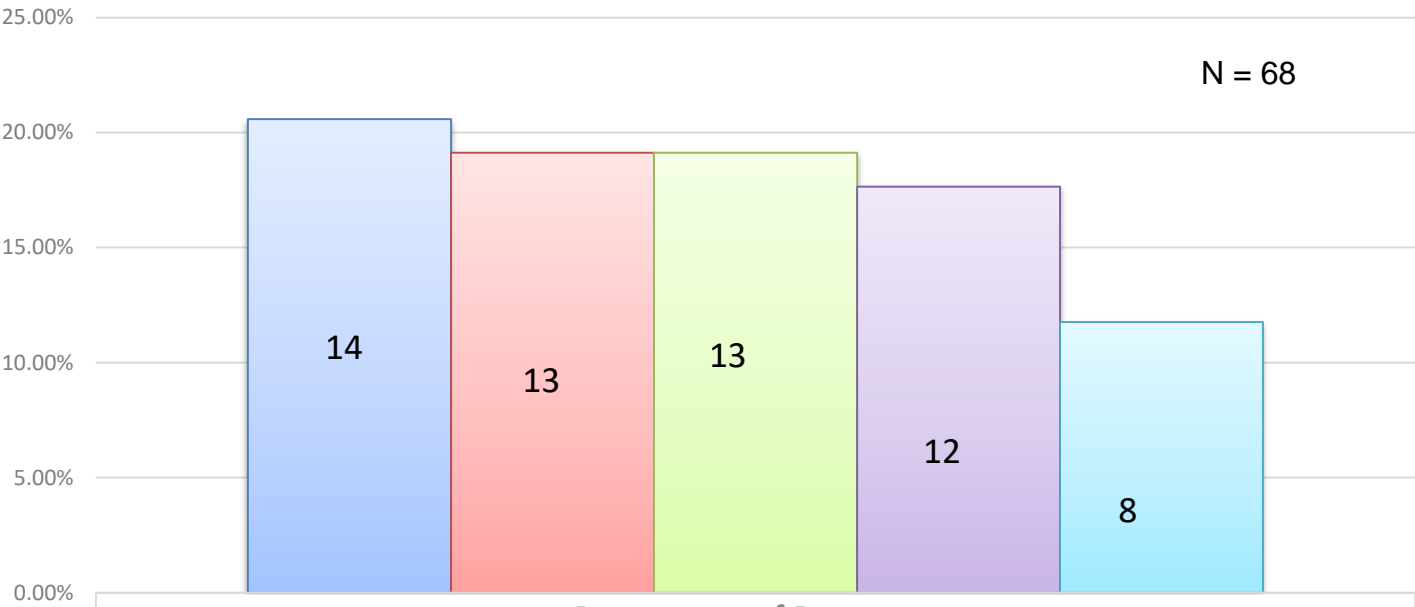
Percentage of Response	
Work conditions	26.19%
Personal reasons	25.40%
Supervision/Management/Leadership	20.63%
Career change	19.05%
Lack of promotions or growth opportunity	8.73%



# Economic Support Specialists Exit Survey

Approximately 28.09% (68 staff of 242 T/O) participated in the exit survey. Respondents selected more than one category.

ESS Top 5 Reasons for Leaving



Percentage of Response	
Work conditions	20.59%
Career change	19.12%
Supervision/Management/Leadership	19.12%
Personal reasons	17.65%
Dissatisfied with pay or benefits	11.76%





**Georgia Department of Human Services**  
Office of Human Resources

## **OHR UPDATES**

**Ann Burris**  
**Assistant Deputy Commissioner**

# OHR Updates

- Based on feedback from the 2017 customer service survey, OHR has put several initiatives into motion to better serve the customer base
  - HR PASS
  - Reassignments within the office
  - HR Helpline
  - Updated OHR Directory
  - Service Level Agreements



# HR PASS

- Human Resources Personnel Action Self-Service System
- Cloud-based applicant tracking system (ATS)
- Powered by NEOGOV
- Features:
  - Uniformity and standardization of most personnel requests
  - Decreased processing times and redundancies
  - New hire forms completed online
- Classroom/web-based training offered
- Launched agency-wide June 21, 2018
- Time to Fill avg between April – August = 58 days



# Recruitment – HR PASS Workflow

## Division/Office Approval

- Originator submits requests via HR PASS for Division/Office Director's approval

## Budget Approval

- Funding confirmed

## HR Director or Designee Approval

## Executive Leadership Approval *(if applicable)*



# Compensation – HR PASS Workflow

## Division/Office Approval

- Originator submits requests via HR PASS for Division/Office Director's approval

## Budget Approval

- Funding confirmed

## HR Compensation Approval

- Compensation Team reviews; will work with Originator and/or HR Generalist if follow up needed

## HR Director or Designee Approval

## Executive Leadership Approval *(if applicable)*



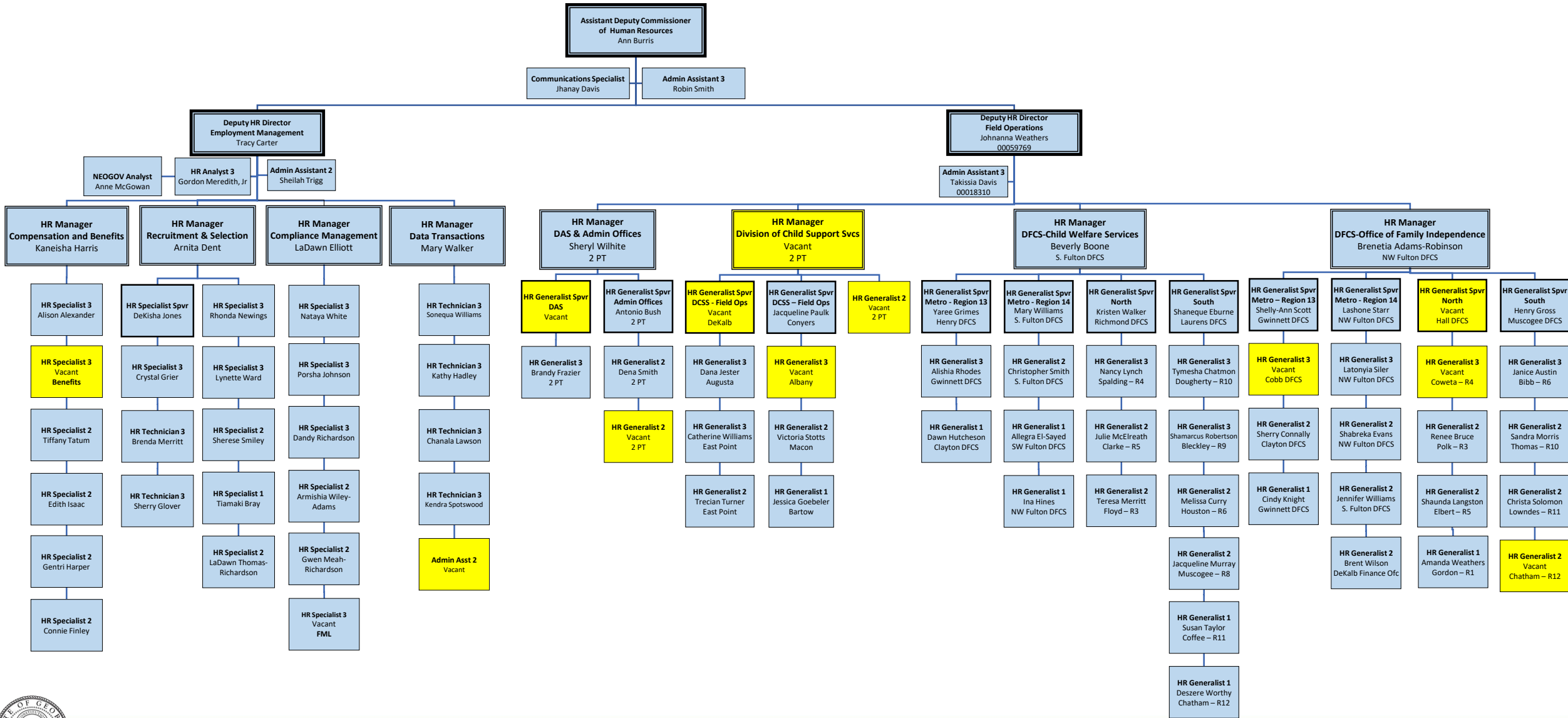


# Staff Reassignment

- HR Generalists will no longer be assigned to a population based on their physical work location
- There will be two HRG teams, with each team assigned to serve a designated group within the Division
  - DFCS – Office of Family Independence, CCC, and RevMax
  - DFCS – Child Welfare, CCIC, and SIU, State Office Admin
- Effective September 14, 2018

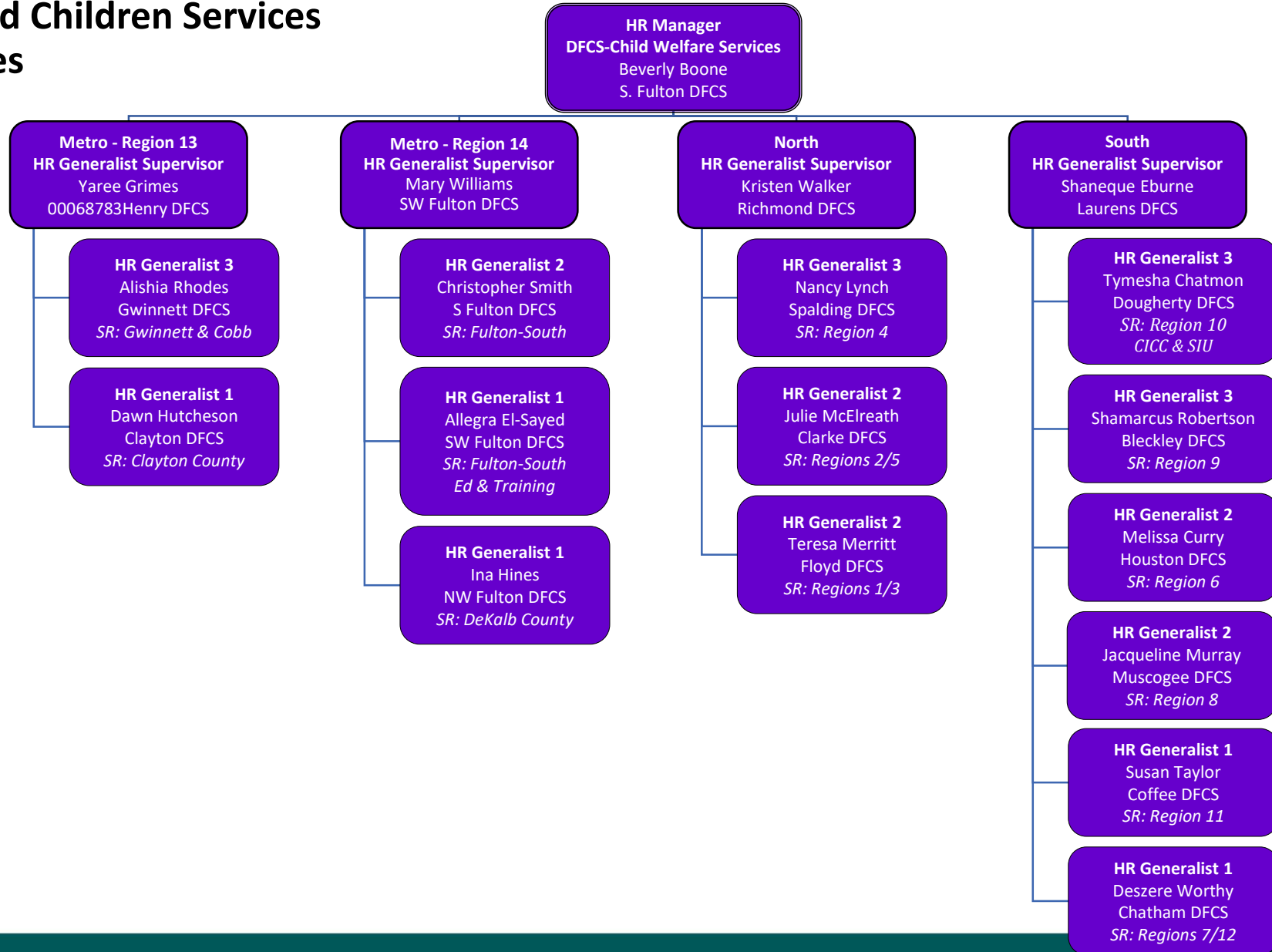


# Office of Human Resources



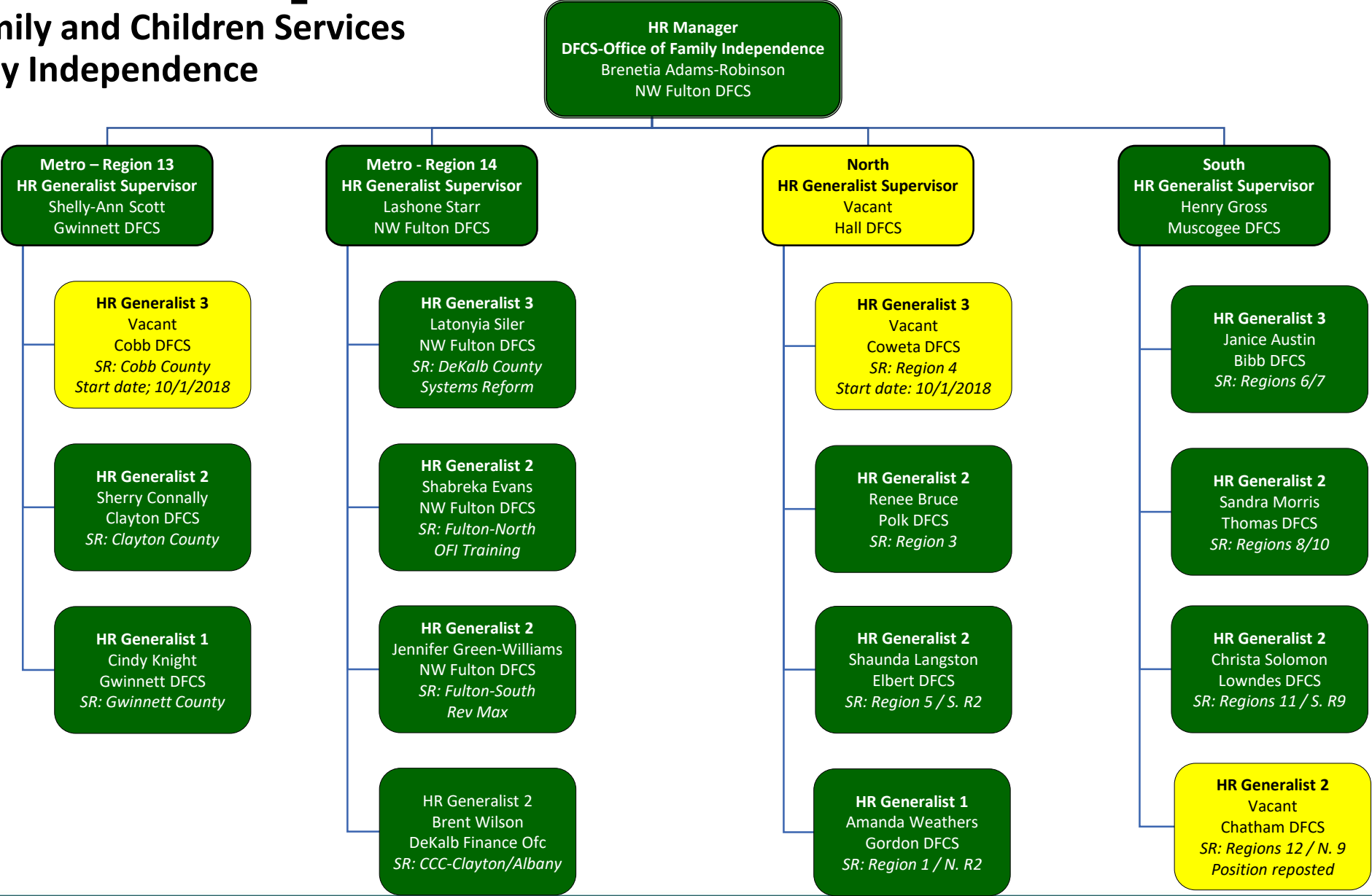
# OHR – Field Operations

## Division of Family and Children Services Child Welfare Services



# OHR – Field Operations

Division of Family and Children Services  
Office of Family Independence



# HR Helpline

- Customers access the appropriate HR staff member(s) for responses concerning:
  - Absence Management System
  - Americans with Disabilities Act
  - Backgrounds Checks
  - Drug Testing
  - Employment Verification
  - ePerformance
  - Faithful Service Awards
  - Family Medical Leave
  - Flexible Benefits
  - Health Insurance
  - HR PASS
  - Loan Forgiveness
  - Personnel Action Requests
  - Position Reallocations
  - Progressive Discipline
  - Recruitment and Selection
  - Salary Requests
  - Workers' Compensation
- Effective September 14, 2018



# Updated OHR Directory

- Reflect HRG reassignments
- Housed on the employee intranet
  - Each OHR team will have a dedicated page displaying their contact information
- Also available as a single PDF for download from the employee intranet
- Feature links to Calendly scheduler
- Available September 14, 2018



# Recruitment & Selection - Service Level Agreement

## REQUESTS TO FILL

*3 business days*

- Submit draft job announcement within **2** business days to Hiring Manager for review/approval
- Post approved job announcement within **1** business day

## REFER RESUMES

*2 business days*

- Recruiter refers resumes every **2** business days until positions closes

## SELECTION

*2 business days*

- Review and authorize selected hire within **2** business days upon receipt from hiring manager

*\*If additional information is required from the Hiring Manager, the Recruiting Specialist will notify the Originator and/or Hiring Manager of what is required and request a response within 2 business days.*



# Background Checks - Service Level Agreement

## PEOPLESOFT CHECK *2 business days ±*

- Verify applicant is eligible for rehire and has not been dismissed from state employment.
- If found, dismissal documentation will be requested from archive or the separating employer to determine eligibility for employment.

## CRIMINAL HISTORY *5 business days ±*

- Criminal History is issued by the Office of Inspector General (OIG).
- OIG can grant an extension to applicant to produce records for clearance. Candidate may be required to provide a written statement regarding the charges in question.
- OHR and legal have final approval.

## EDUCATION VERIFICATION *2 business days ±*

- Applicant's education is verified through the National Student Clearinghouse.
- If the institution is not registered with the clearinghouse the applicant has to submit a sealed official transcript for verification.
- Foreign degrees must be reviewed by an accredited U.S. evaluator and submitted.

## IDS/SHINES *2 business days ±*

- If case is found; hiring leadership reviews case content for relevance to the position being hired.
- Candidate may be required to provide a written statement regarding the allegations in question.
- Legal will make final approval.

## DRUG TESTING *5 business days ±*

- Any applicant not passing the drug test will be issued a 2-year ineligibility letter for work in the state of Georgia. Eligibility verified and coordinated with DOAS/HRA.

## \*\*MOTOR VEHICLE *2 business days ±*

- Check conducted for any employee/new hire who drives as a regular function of their state job.
- Eligibility, depending on position serving, is less than 10 points on driving history.





# Compensation - Service Level Agreement

## ROUTINE REQUESTS

*3 business days*

- **Promotions**
  - Standard 10%
  - Pay Grade Minimum
  - Special Entry
- **Supplements**
  - Lower level duties (2.5%)
  - Equivalent level duties (5%)
  - Higher level duties (5-10%)
  - Bi/Multilingual (5-10%)

## NON-ROUTINE REQUESTS

*7 business days*

- **Promotions**
  - Above Standard 10%
  - Above Pay Grade Minimum
- **Other Salary Requests**
  - In-Grade Increases
  - Advanced Hires
  - Demotions
- **Supplements**
  - Lead Worker
  - Additional Duties

## POSITION MANAGEMENT

*Business days vary  
based on request type*

- **Reallocation – Vacant**
  - Routine: 3 days
  - Non-Routine: 7 days
- **Reallocation – Filled**
  - Routine: 3 days
  - Non-Routine: 7 days
- **Job Audits**
  - Individual: 15 – 30 days
  - Group: 45 – 60 days

*\*If additional information is required from the Hiring Manager or HR Generalist (HRG), the Compensation Specialist will notify the Originator and/or HRG of what items are needed and request a response within 2 business days.*



# Questions or Comments



# Lunch and Committee Reports

- Child Welfare
- Foster Care & Adoptions
- Office of Family Independence
- Workforce Development

## The Division's 2018/2019 State Advisory Board Goals

- Work with Department of Human Services to decrease onboarding times for new DFCS staff and ensure that the onboarding process for new employees is smooth and efficient.
- Facilitate the development of the Regional Advisory Boards (RAB)
- Increase recruitment and retention of Division staff

# Board Member Updates

# Closing Remarks and Adjournment

*Next board meeting: November 13, 2018*