

Analysis of staff turnover

The SCDSS leadership analysis of the turnover rates in the child welfare workforce has revealed some problematic trends at the most critical service level for a child welfare agency, which is the caseworker and supervisory level. Turnover Data available since the CY 2011-partial CY 2014 (1/1/2014-9/16/2014), shows the Human Services Specialist position turnover rate, within Child Protective Services (CPS), went from an average of 15.7% in CY 2011 to an average of 27.1% in CY 2013. It is anticipated to remain consistently high for the full CY 2014 with a current average turnover of 25.7% as of 9/16/2014. This turnover trend for CPS requires further examination as to whether the turnover is more rapid for new hires or the more experienced staff, along with reasons for turnover such as retirement, etc. The trend appears to be similar for the supervisory level Human Services Coordinator I positions within CPS, as there was an increase from 8.4% to an average of 23.7% turnover for CY 2013. However, the trend of turnover for supervisors in CPS seems to be declining in CY 2014, with an existing average turnover rate of 11.7% as of 9/16/14. Further analysis is needed to assess whether Leadership Academy for Supervisors (LAS), Supervisory Summits, etc. is making a positive impact on retention. Although the average turnover rate for caseworkers in Foster Care tends to be less than CPS, possibly due to the unique work environment in CPS (i.e. fast pace of investigations, unscheduled emergencies with less control of your day), the average turnover in Foster care staff has remained consistently high since CY 2011. Turnover in Foster Care is trending a little higher in CY 2014 with the average turnover rate exceeding CY 2013, as of 9/16/14. It is also worth noting, even though the average turnover rate for Full Time Equivalent (FTE) positions within Intensive Foster Care, Clinical Services (IFCCS), and Adoptions has remained below an average of 18% through CY 2013, the turnover appears to be increasing in CY 2014. The turnover rates are anticipated to be more than double the average turnover for CY 2013 for IFCCS caseworkers (Service Coordinator I) for the full CY 2014, as seen in the chart below, along with Adoptions Human Service Specialist II positions trending toward the CY 2012 average turnover rate:

**Human Services Staff Turnover Estimates**

Source: SCEIS 1018 reports effective September 18, 2014 provided by DSS Division of Finance. Calculations by DSS Division of Accountability, Data, and Research.

Data Notes: Turnover was calculated by counting staff who were in positions on January 1 and **not with the Agency** the following January 1, and dividing by the total number of staff who were employed at the first of the year.

Description	PCA	PCA Description	Position Abbreviation	Position Description	# 2011 Employees on January 1	# Employees on January 1 List Who Exited During 2011	Turnover Rate	# 2012 Employees on January 1	# Employees on January 1 List Who Exited During 2012	Turnover Rate	# 2013 Employees on January 1	# Employees on January 1 List Who Exited During 2013	Turnover Rate	# 2014 Employees on January 1	# Employees on January 1 List Who Exited During 2014 (through Sep. 16, 2014)	Turnover Rate (through Sep. 16, 2014)
Child Protective Services	1J90	B4-Chld Prot/Prev	GA40	HUMAN SERVICES SPECIALIST II	446	70	15.7%	398	95	23.9%	406	110	27.1%	401	103	25.7%
	1J90	B4-Chld Prot/Prev	GA50	HUMAN SERVICES COORDINATOR I	83	7	8.4%	81	11	13.6%	76	18	23.7%	77	9	11.7%
Foster Care	1L90	B17-F C Case Mgmt	GA40	HUMAN SERVICES SPECIALIST II	221	35	15.8%	186	35	18.8%	173	33	19.1%	181	35	19.3%
	1L90	B17-F C Case Mgmt	GA50	HUMAN SERVICES COORDINATOR I	38	1	2.6%	38	7	18.4%	31	6	19.4%	37	4	10.8%
Intensive Foster Care	1L92	B18-IFCCMS FTE	GA50	HUMAN SERVICES COORDINATOR I	118	12	10.2%	109	14	12.8%	105	11	10.5%	101	24	23.8%
	1L92	B18-IFCCMS FTE	GA60	HUMAN SERVICES COORDINATOR II	15	2	13.3%	15	0	0.0%	16	1	6.3%	14	1	7.1%
Intensive Foster Care	1L93	B18 - IFCCMS TG	GA50	HUMAN SERVICES COORDINATOR I	10	3	30.0%	7	2	28.6%	12	3	25.0%	8	2	25.0%
	1L93	B18 - IFCCMS TG	GA60	HUMAN SERVICES COORDINATOR II	0	0	0.0%	0	0	0.0%	0	0	0.0%	1	0	0.0%
Adoptions	1M90	B13 - Adoptions FTE	GA40	HUMAN SERVICES SPECIALIST II	82	13	15.9%	81	14	17.3%	82	10	12.2%	79	11	13.9%
	1M90	B13 - Adoptions FTE	GA50	HUMAN SERVICES COORDINATOR I	16	2	12.5%	14	1	7.1%	15	1	6.7%	18	1	5.6%