

Trends in **authorized full-time equivalent positions (FTEs) at the agency over the last ten years** are summarized in Figure 7 and Table 5.¹⁵⁵ These trends show that the size of the agency, in terms of FTEs, remained stable from FY 2005-06 through FY 2011-12, after which it reduced by approximately 500 employees.

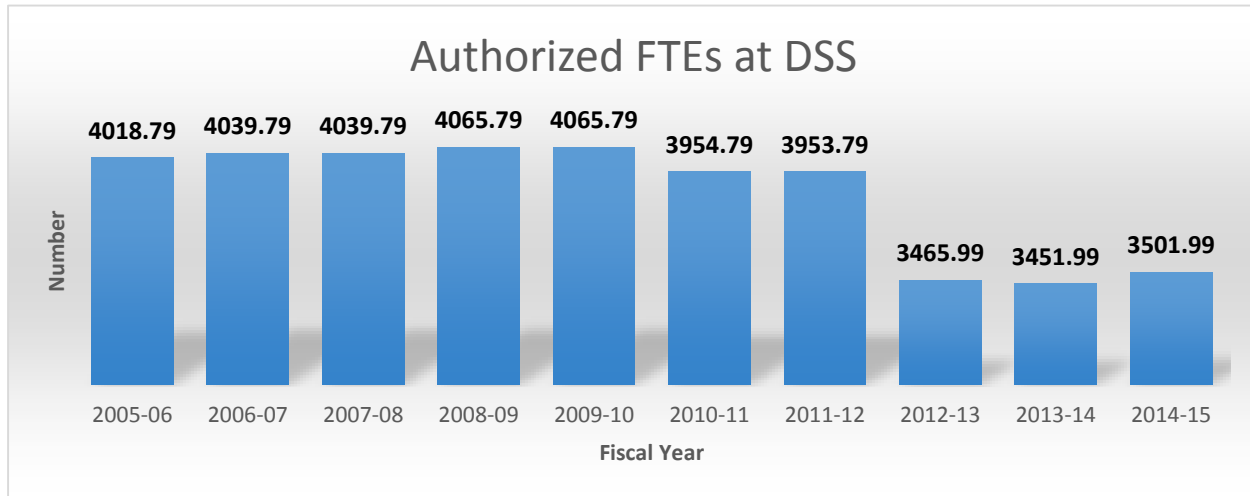


Figure 7. Agency authorized staffing levels for the past ten years¹⁵⁶

According to DSS, this reduction occurred as a result of the General Assembly re-implementing personal service reconciliation by the Department of Administration (formerly the Budget and Control Board) through proviso 89.16 in 2011-12.¹⁵⁷ As part of this process, by September 13th, the Budget and Control Board prepares a personal service analysis, by agency, which shows the number of established positions for the fiscal year and the amount of funds required, by source of funds, to support the FTEs for the fiscal year at a funding level of one hundred percent.¹⁵⁸ The board then reconciles each agency’s personal service detail with the agency’s personal service appropriation for any pay increases and any other factors necessary to reflect the agency’s personal service funding level.¹⁵⁹ Any position which is shown by the reconciliation to be unfunded or significantly underfunded may be deleted at the direction of the Department of Administration (Budget and Control Board).¹⁶⁰ From the point of that rapid decrease in FTEs in 2012-13, until the present, the number of authorized FTEs at the agency has remained relatively stable.

Other information of interest includes:

- The **turnover rate for child welfare caseworkers**, from 2011 through 2013 was as follows: 2011=16.1%; 2012=23.2%; 2013=28.8%.¹⁶¹ Child welfare caseworkers include those working in child protective services, foster care, intensive foster care and clinical services, and adoption services. It takes as long as nine months to hire and train a new child welfare caseworker.¹⁶²
- 62.8% of **county directors** (27 of 43) left their positions from 2011 through 2014 (9 retired, 5 demoted, 3 resigned, 1 reassigned, 3 promoted, 4 took other jobs at agency, and 2 dismissed).¹⁶³

Table 5 provides a summary of reasons for employee departure collected by the agency during **exit surveys**.¹⁶⁴ The agency notes that exit surveys are voluntary, and, therefore, the response rate is very low.¹⁶⁵ In the survey, former staff are asked to indicate their primary reason for departure. The percentage of respondents who selected each reason from 2012 through early March 2015 are in Table 5.¹⁶⁶

Table 5. Summary of reasons for employees' departure collected by the agency during exit surveys

Year	Better Advancement	Better Benefits	Higher Pay	Lack of Supervisory Support/Employee Recognition	Lack of Resources	Relationship with Management, Supervisor	Lack of Training	Working Conditions	Other
2012	17%	0%	8%	29%	0%	8%	0%	13%	25%
2013	16%	4%	17%	16%	3%	13%	0%	12%	19%
2014	21%	1%	24%	26%	1%	1%	5%	3%	20%
2015*	32%	0%	21%	29%	0%	11%	3%	0%	5%
Avg.	21.5%	1.25%	17.5%	25%	1	8.25%	2%	7%	17.25%

¹⁵⁵ According to a June 30, 2015, briefing to the Economic Development, Transportation, Natural Resources and Regulatory Subcommittee by Ms. Kim Aydlette, State Director of the Division of Human Resources for the SC Department of Administration, the various types of employment include full time employment, temporary employment, temporary grant employment, and time limited employment. The figures provided by the agency are solely for full time employment.

¹⁵⁶ Figure 2.2 information is compiled from a review of General Appropriations Acts from fiscal year 2005-06 through fiscal year 2014-2015 which are available on the General Assembly's website under "Legislation," and under "Budget Bills," <http://www.scstatehouse.gov/budget.php> (accessed July 28, 2015).

¹⁵⁷ Barbara Derrick, Deputy of Administration for the agency, interviewed by Charles Appleby and Jennifer Dobson, October 15, 2015.

¹⁵⁸ Act No. 73 of 2011, Part 1B Proviso 89.16(b).

¹⁵⁹ Ibid.

¹⁶⁰ Ibid.

¹⁶¹ SC Legislative Audit Council. *A Review of Child Welfare Services at the Department of Social Services*. Child Welfare Caseworker Turnover Rates

Calendar Year	Avg. # of Employees	# of Employees Leaving the Job	Turnover Rate
2011	627.5	101	16.1%
2012	603.5	140	23.2%
2013	577.0	166	28.8%
3 year Data	621.5	407	65.5%

¹⁶² SC Legislative Audit Council. *A Review of Child Welfare Services at the Department of Social Services*.

¹⁶³ Ibid.

¹⁶⁴ SC Department of Social Services, *Restructuring and Seven-Year Plan Report*.

¹⁶⁵ Ibid.

¹⁶⁶ Ibid.