

Employee Retention Efforts

The S.C. Department of Corrections (SCDC) provides this information as a handout to accompany its presentation on its Administration unit and in response to information the House Legislative Oversight Committee (LOC) requested SCDC present in LOC's October 8, 2019, letter to SCDC. In particular, this information is responsive to the following requests from LOC:

Explain any agency efforts to retain employees.

Explanation of SCDC's efforts to retain employees

- Onboarding and orientation – Instead of focusing on just meeting minimum qualifications, work to “hire tough”. Implemented some additional new hire assessments like Verensics, to be a little more objective in screening.
- Monthly Reporting of Retention by Institution/shift
- Mentorship/Job Shadowing programs – Pairing new employees with a mentor to learn the ropes from a veteran with a wealth of resources, and in return, offers a new hire a fresh viewpoint with experienced staff.
- Recognition and rewards systems – We recognize our staff who goes above and beyond (Can Do Awards, incentives, spot-bonus)
- Nurturing Employee Career Growth – Conducting Gap Analysis Study
 - Consistent 1:1s
 - Formal Performance Reviews (overhauling former Employee Performance Management)
 - Map out potential career paths within each department
- Monitoring Exit Interviews
- Leadership training w/ Midlands Technical College
- Employee Appreciation Luncheons
- Development of Employment Value Proposition (EVP)
 - EVP is a set of attributes that define the value prospective candidates and employees gain through employment by an organization.
 - Redevelopment of SCDC Brand by listening to our employees (Exit surveys and regular feedback surveys)
 - Employment Survey feedback
 - What do you like best about your job?
 - What do you like about working for our organization?
 - What would you tell a potential hire about the benefits of working here?
 - What is different about working here than other places?

Overcoming the Challenges

- Become more attractive to candidates (change perspective of corrections)
 - Rebuild Brand (We Are Corrections), Modernize Job Descriptions, Improve Career Pathway, Launch Citizens Academy (Jan 2020)
- Use data in Recruiting Strategy
- Expand candidate reach (digital campaign)
- Instill confidence in public sector career growth
- Implement Retention Strategies
 - Engaged employees are 59% less likely to seek out a new job or career in the next 12 months (Source: Gallup)
 - Modernize Job Evaluations (overhaul current EPMS in order to develop and grow)
 - Proactive Succession Planning
 - Invest in Leadership Training/Individual performance plan (continual upskilling)
 - Promote Career Advancement

