

5 Year Retention Rates by Budget Unit (CY 2014-2018)

Included in the Department of Corrections' (SCDC) March 20, 2019 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's February 25, 2019, letter to the Department of Corrections: "14 - What type of performance data related to hiring and retention does the agency track?"

In addition to providing the information in this document, SCDC provided the following response:

For hiring we monitor the following performance data measures:

- Qualified Candidates - Provides a strong indicator of how close our team is to achieving the hiring goal for a given period. We calculate this by (qualified candidates = total candidates per opening who move past the phone screen stage)
- Time to Fill - Adds up the total number of days an open job goes unfilled, and the average time to fill looks at all unfilled positions over a set time period. (We measure this by: Total number of days job is available and unfilled)
- EEO Reporting
- Sourcing channel - To optimize our hiring process, we have to know where candidates are coming from and which sources provide the most qualified candidates.

The statistical reports attached, reflect a snapshot of historical data that paints the picture on some of the struggles in filling cadet and correctional officer positions. (Note: JD30 positions in the attached documents are front-line entry-level cadets and correctional officers (CO1-CO3)).

Nationally, correctional agencies are having a hard time filling vacancies in prisons. This is partially due to the fact that facilities were historically placed in rural areas and the employable population has dwindled through the years.

In South Carolina, 14 of our 21 institutions are in counties with continuously decreasing labor pools due to relocating to more metropolitan areas.

SCDC 5 Year Retention Rates

by Budget Unit

January 1, 2014 - December 31, 2018

Budget Unit		5 Year		
Code	Description	Start	# Remaining at End	Retention Rate
15101	DIV OF COMPLIANCE, STANDARDS & INSPEC	1	1	100.00%
15501	STATE & LOCAL INSPECTIONS	2	2	100.00%
30704	CAR WASH	1	1	100.00%
25301	OCCUPATIONAL SAFETY AND WORKERS' COMP	5	4	80.00%
35107	HVAC/KITCHEN	10	8	80.00%
24501	FOOD SERVICES ADMINISTRATION	4	3	75.00%
35113	PLUMBING	4	3	75.00%
21101	RESOURCE & INFORMATION MGMT - ADMINIST	7	5	71.43%
14201	POLICY DEVELOPMENT	3	2	66.67%
21401	OFFENDER INFORMATION MANAGEMENT H	3	2	66.67%
35104	DETENTION SVCS	3	2	66.67%
35114	FACILITIES ARCHITECH & ENGINEERING	6	4	66.67%
30701	VEHICLE MANAGEMENT	14	9	64.29%
21201	SYSTEM DEVELOPMENT/SUPPORT	13	8	61.54%
48213	ISS UPSTATE REGION	12	7	58.33%
10901	VICTIM SERVICES	7	4	57.14%
30702	VEHICLE MAINTENANCE	13	7	53.85%
48214	ISS LOW COUNTRY REGION	15	8	53.33%
10701	OPERATIONS	19	10	52.63%
34563	PALMER PRE-RELEASE CENTER	47	24	51.06%
24604	MAC DOUGALL FARM OPER	2	1	50.00%
35103	HEADQUARTERS COMPLEX-GROUNDS MAINT	4	2	50.00%
35105	ELECTRICAL	14	7	50.00%
35112	PHYSICAL PLANT	2	1	50.00%
53101	MEDICAL SUPPORT	10	5	50.00%
23101	INDUSTRIES ADMINISTRATION NN	38	18	47.37%
33422	MACDOUGALL CORRECTIONAL INST.	136	64	47.06%
24201	CANTEEN WHSE INVENTORY/DISTRIBUTION	15	7	46.67%
33411	ALLENDAL CORRECTIONAL INSTITUTION	195	91	46.67%
48211	ISS PEE DEE REGION	15	7	46.67%
21301	FINANCIAL ACCOUNTING	24	11	45.83%
20401	PURCHASING	9	4	44.44%
31171	LEATH CORR INSTIT (WOMEN)	141	61	43.26%
22106	PAYROLL & LEAVE	7	3	42.86%
35110	METALS/ROOFING/FIRE PROTECTION	7	3	42.86%
34582	WATEREE RIVER CORRECTIONAL INSTITUTION	207	86	41.55%
32222	TRENTON CORRECTIONAL INSTITUTION	150	62	41.33%
30301	DIV. OF CLASSIFICATION & INMATE RECORD	46	19	41.30%
22303	RECRUITING	5	2	40.00%

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January 1, 2014 - December 31, 2018**

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Code	Description	Start	# Remaining at End	Retention Rate
34531	EVANS CORRECTIONAL INSTITUTION	240	94	39.17%
31161	TYGER RIVER CORRECTIONAL INSTITUTION	268	104	38.81%
24301	COMMISSARY WHSE INVENTORY/DISTRIBUTION	13	5	38.46%
50101	HEALTH SERVICES	13	5	38.46%
30502	INMATE BUS TERMINAL	42	16	38.10%
32331	CAMILLE GRAHAM CORRECTIONAL INST.	192	73	38.02%
42101	INMATE SERVICES	8	3	37.50%
31173	LIVESAY CORRECTIONAL INSTITUTION	99	37	37.37%
33442	RIDGELAND CORR INSTITUTION	201	75	37.31%
34541	KERSHAW CORRECTIONAL INSTITUTION	257	94	36.58%
31181	MCCORMICK CORRECTIONAL INSTITUTION	212	75	35.38%
32241	KIRKLAND CORRECTIONAL INSTITUTION	427	150	35.13%
10101	AGENCY DIRECTOR	3	1	33.33%
14301	INMATE GRIEVANCE	6	2	33.33%
20201	BUDGET/FINANCE	3	1	33.33%
22105	EMPLOYEE RELATIONS	3	1	33.33%
24101	SUPPORT SERVICES ADMINISTRATION	6	2	33.33%
24603	WALDEN FARM OPER	3	1	33.33%
48201	YOPRS(COLUMBIA)	6	2	33.33%
34571	TURBEVILLE CORRECTIONAL INSTITUTION	282	87	30.85%
48212	ISS MIDLANDS REGION	13	4	30.77%
21501	NETWORK AND TELECOMMUNICATIONS	10	3	30.00%
44401	PALMETTO UNIFIED SCHOOL DISTRICT #1	10	3	30.00%
31191	PERRY CORRECTIONAL INSTITUTION	257	75	29.18%
24311	RECYCLING OPERATION	7	2	28.57%
32251	MANNING REENTRY/WORK RELEASE CENTER	149	42	28.19%
33421	LIEBER CORRECTIONAL INSTITUTION	289	80	27.68%
14101	OFFICE OF GENERAL COUNSEL	11	3	27.27%
34551	LEE CORRECTIONAL INSTITUTION	341	93	27.27%
17101	POLICE SERVICES	19	5	26.32%
24602	WATEREE FARM OPERATIONS	19	5	26.32%
20104	MAIL/SUPPLY ROOM	4	1	25.00%
24601	AGRICULTURE SERVICES	4	1	25.00%
35106	FACILITIES SUPPORT	8	2	25.00%
37990	CIV LABOR POOL 9511	4	1	25.00%
35108	INMATE CONSTRUCTION	13	3	23.08%
22101	HUMAN RESOURCES ADMINISTRATION	5	1	20.00%
22102	BENEFITS	5	1	20.00%
24502	FOOD SER WHSE INVENTORY/DISTRIBUTION	15	3	20.00%

**SCDC 5 Year Retention Rates
by Budget Unit
January 1, 2014 - December 31, 2018**

Budget Unit		5 Year		
Code	Description	Start	# Remaining at End	Retention Rate
25101	TRAINING	31	6	19.36%
32211	BROAD RIVER CORRECTIONAL INSTITUTION	323	62	19.20%
35101	FACILITIES MANAGEMENT	8	1	12.50%
30501	SECURITY	63	5	7.94%
45101	MENTAL HEALTH	67	5	7.46%
10301	OFFICE OF INSPECTOR GENERAL	20	1	5.00%
32232	GOODMAN CORRECTIONAL INSTITUTION	86	1	1.16%
10202	COMMUNICATIONS	3	0	0.00%
11101	SUBSTANCE ABUSE SERVICES DIVISION	8	0	0.00%
14102	LEGISLATIVE LIAISON	1	0	0.00%
20101	ADMINISTRATION	2	0	0.00%
21701	SYSTEMS OPERATION AND SUPPORT	6	0	0.00%
22103	CLASSIFICATION AND COMPENSATION	5	0	0.00%
22104	DRUG TESTING	1	0	0.00%
22301	RECRUITING & EMPLOYMENT SERVICES	4	0	0.00%
22302	ANNOUNCED POSITIONS	3	0	0.00%
31123	CATAWBA PRE-RELEASE CENTER	34	0	0.00%
32223	CAMPBELL PRE-RELEASE CENTER	43	0	0.00%
32243	LOWER SAVANNAH PRE-RELEASE CENTER	49	0	0.00%
32292	STEVENSON CORRECTIONAL INSTITUTION	1	0	0.00%
32302	WALDEN CORRECTIONAL INSTITUTION	108	0	0.00%
33413	COASTAL PRE-RELEASE CENTER	41	0	0.00%
40101	PROGRAMS & SERVICES	5	0	0.00%

SCDC 5 Year Retention Rates
by Deputy Director as of 12/31/2018
January 1, 2014 - December 31, 2018

Budget Unit			5 Year		
Code	Description	Deputy Director	Start	# Remaining at End	Retention Rate
21101	RESOURCE & INFORMATION MGMT - ADMINIST	Administration	7	5	71.43%
21401	OFFENDER INFORMATION MANAGEMENT H	Administration	3	2	66.67%
21201	SYSTEM DEVELOPMENT/SUPPORT	Administration	13	8	61.54%
21301	FINANCIAL ACCOUNTING	Administration	24	11	45.83%
20401	PURCHASING	Administration	9	4	44.44%
22106	PAYROLL & LEAVE	Administration	7	3	42.86%
22303	RECRUITING	Administration	5	2	40.00%
20201	BUDGET/FINANCE	Administration	3	1	33.33%
22105	EMPLOYEE RELATIONS	Administration	3	1	33.33%
21501	NETWORK AND TELECOMMUNICATIONS	Administration	10	3	30.00%
22101	HUMAN RESOURCES ADMINISTRATION	Administration	5	1	20.00%
22102	BENEFITS	Administration	5	1	20.00%
20101	ADMINISTRATION	Administration	2	0	0.00%
21701	SYSTEMS OPERATION AND SUPPORT	Administration	6	0	0.00%
22103	CLASSIFICATION AND COMPENSATION	Administration	5	0	0.00%
22104	DRUG TESTING	Administration	1	0	0.00%
22301	RECRUITING & EMPLOYMENT SERVICES	Administration	4	0	0.00%
22302	ANNOUCED POSITIONS	Administration	3	0	0.00%
		Administration Total	115	42	36.52%
10101	AGENCY DIRECTOR	Director	3	1	33.33%
10202	COMMUNICATIONS	Director	3	0	0.00%
14102	LEGISLATIVE LIAISON	Director	1	0	0.00%
		Director Total	7	1	14.29%
53101	MEDICAL SUPPORT	Health Services	10	5	50.00%
50101	HEALTH SERVICES	Health Services	13	5	38.46%
45101	MENTAL HEALTH	Health Services	67	5	7.46%
11101	SUBSTANCE ABUSE SERVICES DIVISION	Health Services	8	0	0.00%
		Health Services Total	98	15	15.31%
15101	DIV OF COMPLIANCE, STANDARDS & INSPEC	Legal and Compliance	1	1	100.00%
15501	STATE & LOCAL INSPECTIONS	Legal and Compliance	2	2	100.00%
25301	OCCUPATIONAL SAFETY AND WORKERS' COMP	Legal and Compliance	5	4	80.00%
14201	POLICY DEVELOPMENT	Legal and Compliance	3	2	66.67%
14301	INMATE GRIEVANCE	Legal and Compliance	6	2	33.33%
14101	OFFICE OF GENERAL COUNSEL	Legal and Compliance	11	3	27.27%
20104	MAIL/SUPPLY ROOM	Legal and Compliance	4	1	25.00%
		Legal and Compliance Total	32	15	46.88%
35106	FACILITIES SUPPORT	Operations	8	2	25.00%
35101	FACILITIES MANAGEMENT	Operations	8	1	12.50%
30704	CAR WASH	Operations	1	1	100.00%
35107	HVAC/KITCHEN	Operations	10	8	80.00%
35113	PLUMBING	Operations	4	3	75.00%
35104	DETENTION SVCS	Operations	3	2	66.67%
35114	FACILITIES ARCHITECH & ENGINEERING	Operations	6	4	66.67%
30701	VEHICLE MANAGEMENT	Operations	14	9	64.29%
48213	ISS UPSTATE REGION	Operations	12	7	58.33%
30702	VEHICLE MAINTENANCE	Operations	13	7	53.85%
10701	OPERATIONS	Operations	19	10	52.63%