

5 Year Retention Rates by Budget Unit and Location

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 and Location
January 1, 2014 - December 31, 2018**

Budget Unit		Location		5 Year		
Code	Description	Code	Description	Start	# Remaining at End	Retention Rate
10101	AGENCY DIRECTOR	0001	HEADQUARTERS	3	1	33.33%
10202	COMMUNICATIONS	0001	HEADQUARTERS	3	0	0.00%
10301	OFFICE OF INSPECTOR GENERAL	0001	HEADQUARTERS	18	1	5.56%
10301	OFFICE OF INSPECTOR GENERAL	0410	COASTAL REGIONAL OFFICE	2	0	0.00%
10701	OPERATIONS	0001	HEADQUARTERS	15	8	53.33%
10701	OPERATIONS	0024	CENTRAL OFFICE ANNEX	1	0	0.00%
10701	OPERATIONS	0411	ALLENDAL	1	1	100.00%
10701	OPERATIONS	0421	LIEBER	1	0	0.00%
10701	OPERATIONS	0541	KERSHAW	1	1	100.00%
10901	VICTIM SERVICES	0001	HEADQUARTERS	7	4	57.14%
11101	SUBSTANCE ABUSE SERVICES DIVISION	0001	HEADQUARTERS	7	0	0.00%
11101	SUBSTANCE ABUSE SERVICES DIVISION	0232	GOODMAN	1	0	0.00%
14101	OFFICE OF GENERAL COUNSEL	0001	HEADQUARTERS	11	3	27.27%
14102	LEGISLATIVE LIAISON	0001	HEADQUARTERS	1	0	0.00%
14201	POLICY DEVELOPMENT	0001	HEADQUARTERS	3	2	66.67%
14301	INMATE GRIEVANCE	0001	HEADQUARTERS	6	2	33.33%
15101	DIV OF COMPLIANCE, STANDARDS & INSPEC	0001	HEADQUARTERS	1	1	100.00%
15501	STATE & LOCAL INSPECTIONS	0001	HEADQUARTERS	2	2	100.00%
17101	POLICE SERVICES	0001	HEADQUARTERS	10	3	30.00%
17101	POLICE SERVICES	0026	HQ ANNEX #2	1	0	0.00%
17101	POLICE SERVICES	0161	TYGER RIVER	1	0	0.00%
17101	POLICE SERVICES	0181	MCCORMICK	1	0	0.00%
17101	POLICE SERVICES	0191	PERRY	1	0	0.00%
17101	POLICE SERVICES	0211	BROAD RIVER	1	0	0.00%
17101	POLICE SERVICES	0331	GRAHAM	1	0	0.00%
17101	POLICE SERVICES	0421	LIEBER	1	0	0.00%
17101	POLICE SERVICES	0551	LEE	1	0	0.00%
17101	POLICE SERVICES	0582	WATEREE RIVER	1	0	0.00%
20101	ADMINISTRATION	0001	HEADQUARTERS	2	0	0.00%
20104	MAIL/SUPPLY ROOM	0001	HEADQUARTERS	3	0	0.00%
20104	MAIL/SUPPLY ROOM	0030	SUPPORT SERVICES	1	1	100.00%
20201	BUDGET/FINANCE	0001	HEADQUARTERS	3	1	33.33%
20401	PURCHASING	0001	HEADQUARTERS	1	0	0.00%
20401	PURCHASING	0030	SUPPORT SERVICES	8	3	37.50%
21101	RESOURCE & INFORMATION MGMT - ADMINIST	0001	HEADQUARTERS	7	5	71.43%
21201	SYSTEM DEVELOPMENT/SUPPORT	0001	HEADQUARTERS	13	8	61.54%
21301	FINANCIAL ACCOUNTING	0001	HEADQUARTERS	24	11	45.83%
21401	OFFENDER INFORMATION MANAGEMENT H	0001	HEADQUARTERS	3	2	66.67%
21501	NETWORK AND TELECOMMUNICATIONS	0001	HEADQUARTERS	10	3	30.00%
21701	SYSTEMS OPERATION AND SUPPORT	0001	HEADQUARTERS	6	0	0.00%
22101	HUMAN RESOURCES ADMINISTRATION	0001	HEADQUARTERS	5	1	20.00%
22102	BENEFITS	0001	HEADQUARTERS	5	1	20.00%
22103	CLASSIFICATION AND COMPENSATION	0001	HEADQUARTERS	5	0	0.00%
22104	DRUG TESTING	0001	HEADQUARTERS	1	0	0.00%
22105	EMPLOYEE RELATIONS	0001	HEADQUARTERS	3	1	33.33%
22106	PAYROLL & LEAVE	0001	HEADQUARTERS	7	3	42.86%
22301	RECRUITING & EMPLOYMENT SERVICES	0001	HEADQUARTERS	2	0	0.00%

Budget Unit		Location		5 Year		
Code	Description	Code	Description	Start	# Remaining at End	Retention Rate
22301	RECRUITING & EMPLOYMENT SERVICES	0022	RECRUITING & EMPLOYMENT	2	0	0.00%
22302	ANNOUNCED POSITIONS	0022	RECRUITING & EMPLOYMENT	3	0	0.00%
22303	RECRUITING	0022	RECRUITING & EMPLOYMENT	5	2	40.00%
23101	INDUSTRIES ADMINISTRATION NN	0001	HEADQUARTERS	3	1	33.33%
23101	INDUSTRIES ADMINISTRATION NN	0040	CORRECTIONAL INDUSTRIES	29	14	48.28%
23101	INDUSTRIES ADMINISTRATION NN	0043	PRINT SHOP	3	1	33.33%
23101	INDUSTRIES ADMINISTRATION NN	0211	BROAD RIVER	1	0	0.00%
23101	INDUSTRIES ADMINISTRATION NN	0251	MANNING	2	0	0.00%
24101	SUPPORT SERVICES ADMINISTRATION	0001	HEADQUARTERS	5	2	40.00%
24101	SUPPORT SERVICES ADMINISTRATION	0030	SUPPORT SERVICES	1	0	0.00%
24201	CANTEEN WHSE INVENTORY/DISTRIBUTION	0001	HEADQUARTERS	1	0	0.00%
24201	CANTEEN WHSE INVENTORY/DISTRIBUTION	0030	SUPPORT SERVICES	14	7	50.00%
24301	COMMISSARY WHSE INVENTORY/DISTRIBUTION	0030	SUPPORT SERVICES	12	4	33.33%
24301	COMMISSARY WHSE INVENTORY/DISTRIBUTION	0035	FOOD WAREHOUSE	1	0	0.00%
24311	RECYCLING OPERATION	0030	SUPPORT SERVICES	7	2	28.57%
24501	FOOD SERVICES ADMINISTRATION	0035	FOOD WAREHOUSE	4	2	50.00%
24502	FOOD SER WHSE INVENTORY/DISTRIBUTION	0035	FOOD WAREHOUSE	15	3	20.00%
24601	AGRICULTURE SERVICES	0001	HEADQUARTERS	1	0	0.00%
24601	AGRICULTURE SERVICES	0019	AGRICULTURE ADMINISTRATIO	3	0	0.00%
24602	WATEREE FARM OPERATIONS	0019	AGRICULTURE ADMINISTRATIO	1	0	0.00%
24602	WATEREE FARM OPERATIONS	0030	SUPPORT SERVICES	2	0	0.00%
24602	WATEREE FARM OPERATIONS	0031	WATEREE FARM	1	0	0.00%
24602	WATEREE FARM OPERATIONS	0582	WATEREE RIVER	15	3	20.00%
24603	WALDEN FARM OPER	0001	HEADQUARTERS	2	0	0.00%
24603	WALDEN FARM OPER	0032	WALDEN FARM	1	0	0.00%
24604	MAC DOUGALL FARM OPER	0033	MACDOUGALL FARM	1	0	0.00%
24604	MAC DOUGALL FARM OPER	0422	MACDOUGALL	1	0	0.00%
25101	TRAINING	0023	TRAINING ACADEMY	31	5	16.13%
25301	OCCUPATIONAL SAFETY AND WORKERS' COMP	0001	HEADQUARTERS	5	4	80.00%
30301	DIV. OF CLASSIFICATION & INMATE RECORD	0014	INMATE RECORDS	30	11	36.67%
30301	DIV. OF CLASSIFICATION & INMATE RECORD	0024	CENTRAL OFFICE ANNEX	16	5	31.25%
30501	SECURITY	0001	HEADQUARTERS	20	3	15.00%
30501	SECURITY	0023	TRAINING ACADEMY	6	0	0.00%
30501	SECURITY	0026	HQ ANNEX #2	37	2	5.41%
30502	INMATE BUS TERMINAL	0001	HEADQUARTERS	1	1	100.00%
30502	INMATE BUS TERMINAL	0045	INMATE TRANSPORTATION TER	41	15	36.59%
30701	VEHICLE MANAGEMENT	0001	HEADQUARTERS	3	2	66.67%
30701	VEHICLE MANAGEMENT	0041	TRANSPORTATION	9	5	55.56%
30701	VEHICLE MANAGEMENT	0042	VEHICLE MAINTENANCE	1	1	100.00%
30701	VEHICLE MANAGEMENT	0045	INMATE TRANSPORTATION TER	1	0	0.00%
30702	VEHICLE MAINTENANCE	0042	VEHICLE MAINTENANCE	13	7	53.85%
30704	CAR WASH	0001	HEADQUARTERS	1	1	100.00%
31123	CATAWBA PRE-RELEASE CENTER	0123	CATAWBA	34	0	0.00%
31161	TYGER RIVER CORRECTIONAL INSTITUTION	0161	TYGER RIVER	268	104	38.81%
31171	LEATH CORR INSTIT (WOMEN)	0171	LEATH	140	60	42.86%

Budget Unit		Location		5 Year		
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31171	LEATH CORR INSTIT (WOMEN)	0331	GRAHAM	1	0	0.00%
31173	LIVESAY CORRECTIONAL INSTITUTION	0173	LIVESAY	99	37	37.37%
31181	MCCORMICK CORRECTIONAL INSTITUTION	0181	MCCORMICK	212	75	35.38%
31191	PERRY CORRECTIONAL INSTITUTION	0191	PERRY	257	75	29.18%
32211	BROAD RIVER CORRECTIONAL INSTITUTION	0211	BROAD RIVER	323	62	19.20%
32222	TRENTON CORRECTIONAL INSTITUTION	0222	TRENTON	150	62	41.33%
32223	CAMPBELL PRE-RELEASE CENTER	0223	CAMPBELL	43	0	0.00%
32232	GOODMAN CORRECTIONAL INSTITUTION	0232	GOODMAN	86	1	1.16%
32241	KIRKLAND CORRECTIONAL INSTITUTION	0241	KIRKLAND	427	149	34.90%
32243	LOWER SAVANNAH PRE-RELEASE CENTER	0243	LOWER SAVANNAH	49	0	0.00%
32251	MANNING REENTRY/WORK RELEASE CENTER	0251	MANNING	149	42	28.19%
32292	STEVENSON CORRECTIONAL INSTITUTION	0292	STEVENSON	1	0	0.00%
32302	WALDEN CORRECTIONAL INSTITUTION	0292	STEVENSON	1	0	0.00%
32302	WALDEN CORRECTIONAL INSTITUTION	0302	WALDEN	107	0	0.00%
32331	CAMILLE GRAHAM CORRECTIONAL INST.	0331	GRAHAM	191	72	37.70%
32331	CAMILLE GRAHAM CORRECTIONAL INST.	0334	GRAHAM SIU	1	0	0.00%
33411	ALLENDALE CORRECTIONAL INSTITUTION	0411	ALLENDALE	195	91	46.67%
33413	COASTAL PRE-RELEASE CENTER	0413	COASTAL	41	0	0.00%
33421	LIEBER CORRECTIONAL INSTITUTION	0421	LIEBER	289	80	27.68%
33422	MACDOUGALL CORRECTIONAL INST.	0422	MACDOUGALL	136	64	47.06%
33442	RIDGELAND CORR INSTITUTION	0442	RIDGELAND	201	75	37.31%
34531	EVANS CORRECTIONAL INSTITUTION	0531	EVANS	240	94	39.17%
34541	KERSHAW CORRECTIONAL INSTITUTION	0541	KERSHAW	257	94	36.58%
34551	LEE CORRECTIONAL INSTITUTION	0551	LEE	341	93	27.27%
34563	PALMER PRE-RELEASE CENTER	0563	PALMER	47	24	51.06%
34571	TURBEVILLE CORRECTIONAL INSTITUTION	0571	TURBEVILLE	282	87	30.85%
34582	WATEREE RIVER CORRECTIONAL INSTITUTION	0582	WATEREE RIVER	207	86	41.55%
35101	FACILITIES MANAGEMENT	0001	HEADQUARTERS	1	0	0.00%
35101	FACILITIES MANAGEMENT	0053	FACILITIES MANAGEMENT	7	1	14.29%
35103	HEADQUARTERS COMPLEX-GROUNDS MAINT	0053	FACILITIES MANAGEMENT	4	2	50.00%
35104	DETENTION SVCS	0053	FACILITIES MANAGEMENT	3	2	66.67%
35105	ELECTRICAL	0053	FACILITIES MANAGEMENT	14	7	50.00%
35106	FACILITIES SUPPORT	0053	FACILITIES MANAGEMENT	8	2	25.00%
35107	HVAC/KITCHEN	0053	FACILITIES MANAGEMENT	10	8	80.00%
35108	INMATE CONSTRUCTION	0001	HEADQUARTERS	3	0	0.00%
35108	INMATE CONSTRUCTION	0053	FACILITIES MANAGEMENT	10	2	20.00%
35110	METALS/ROOFING/FIRE PROTECTION	0053	FACILITIES MANAGEMENT	7	3	42.86%
35112	PHYSICAL PLANT	0053	FACILITIES MANAGEMENT	2	1	50.00%
35113	PLUMBING	0053	FACILITIES MANAGEMENT	4	3	75.00%
35114	FACILITIES ARCHITECH & ENGINEERING	0053	FACILITIES MANAGEMENT	6	4	66.67%
37990	CIV LABOR POOL 9511	0053	FACILITIES MANAGEMENT	4	1	25.00%
40101	PROGRAMS & SERVICES	0001	HEADQUARTERS	5	0	0.00%
42101	INMATE SERVICES	0001	HEADQUARTERS	8	3	37.50%
44401	PALMETTO UNIFIED SCHOOL DISTRICT #1	0001	HEADQUARTERS	2	1	50.00%
44401	PALMETTO UNIFIED SCHOOL DISTRICT #1	0071	EDUCATION BLDG	8	2	25.00%
45101	MENTAL HEALTH	0001	HEADQUARTERS	5	0	0.00%
45101	MENTAL HEALTH	0241	KIRKLAND	4	1	25.00%
45101	MENTAL HEALTH	0242	GILLIAM PSY	58	1	1.72%
48201	YOPRS(COLUMBIA)	0001	HEADQUARTERS	6	2	33.33%
48211	ISS PEE DEE REGION	0001	HEADQUARTERS	10	4	40.00%
48211	ISS PEE DEE REGION	0563	PALMER	5	2	40.00%

