

# South Carolina Department of Natural Resources



**DNR**

Alvin A. Taylor  
Director

Terri McGee  
Human Resources  
Director

February 22, 2016

Kim S. Aydlette  
Director, Division of State Human Resources  
SC Department of Administration  
8301 Parklane Road, Suite A220  
Columbia, SC 29223

Dear Ms. <sup>Kim</sup>Aydlette:

I am requesting that the State Human Resources Division provide an independent review of personnel actions for procedural correctness to ensure compliance with Human Resources Regulations. This request is based on the Department of Natural Resources' (Department) budget subcommittee hearing in which Representative Clemmons asked detailed questions regarding movement, status, bonuses and salary actions. While I believe all actions taken by the Department were in accordance with Human Resources Regulations, I believe it is prudent to request a review of the following items:

- the Department's criteria used to award bonuses in 2014 and in 2015,
- bonuses awarded for FY13-14, FY14-15 and FY15-16 (up to present date),
- salary adjustments awarded to Law Enforcement Officers receiving a "step increase" in 2015,
- the movement, status and salary actions for employees assuming the rank of Captain from 2011 to present,
- the hiring of two Attorney III positions in 2013 and 2015,
- the promotion of majors in 2013, and
- salary actions for the Director's direct reports from July 2013 to present.

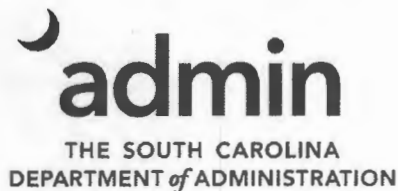
Thank you for any assistance you can provide regarding this matter. Please feel free to call me, if you any questions.

Sincerely,

A handwritten signature in cursive script that reads "Terri McGee".

Terri McGee  
Human Resources Director

cc: DNR Director Alvin Taylor



**Nikki R. Haley, Governor**  
**Marcia S. Adams, Executive Director**

**DIVISION of STATE HUMAN RESOURCES**  
Kim Aydlette, Director  
8301 Parklane Road, Suite A220  
Columbia, SC 29223  
803.896.5300  
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July 6, 2016

**RECEIVED**

JUL 08 2016

SC DNR  
Office of Human Resources

Ms. Terri McGee  
Human Resources Director  
Department of Natural Resources  
1000 Assembly Street  
Columbia, South Carolina 29201

Dear Ms. McGee:

The Department of Natural Resources (DNR) requested an independent review of specific human resources actions to ensure compliance with State Human Resources Regulations. The Division of State Human Resources cannot comment on the merit of personnel decisions of the agency and can only review the actions from a regulatory perspective. The review conducted by our office primarily utilized information from the South Carolina Enterprise Information System and included a review of the following items:

- the DNR's bonuses awarded in fiscal years 2013-14, 2014-15, and 2015-16
- salary adjustments awarded to law enforcement officers in 2015
- movement and salary actions for employees at the rank of Captain from 2011 to present
- the hiring of two Attorney III positions in 2013 and 2015
- the promotion of Majors in 2013
- salary actions for the Agency Head's direct reports from July 2013 to present

DNR awarded 303 bonuses during the fiscal years included in the review. All appear to have been awarded within the guidelines established for state employee bonuses. Due to some confusion regarding the agency's reporting requirements, the agency did not report the reasons for the bonuses awarded to our office.

The agency awarded 148 salary increases to law enforcement officers in calendar year 2015. All of the increases were awarded within the delegated authority the agency has under the State Human Resources Regulations.

There were 53 separate personnel actions for 23 employees at the rank of Captain. The actions, which included salary increases, reassignments, and promotions, all appeared to be in compliance with State Human Resources Regulations from a salary perspective. One salary action, however, was processed differently than approved by our office.

The salary requests for the Attorney III hires were submitted for approval to our office and the Office of the Attorney General and approved in compliance with State Human Resources Regulations.





**Nikki R. Haley, Governor**  
**Marcia S. Adams, Executive Director**

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There was only one employee promoted to the rank of Major during the 2013 calendar year. The action appears to be in compliance with State Human Resources Regulations. Related to the promotion, our office approved an equivalency to the State's minimum education and experience requirements for the Law Enforcement Officer V classification.

There were 12 salary actions for 10 employees reporting directly to the agency head from July 2013 to present. All of the actions appear to have been approved in compliance with State Human Resources Regulations.

If you have any questions regarding the findings of our review, please feel free to contact me.

Sincerely,

Kim Aydlette  
Director





Nikki R. Haley, Governor  
Marcia S. Adams, Executive Director

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August 26, 2016

Ms. Terri McGee  
South Carolina Department of Natural Resources  
P.O. Box 167  
1000 Assembly Street #320  
Columbia, SC 29202

Dear Ms. McGee:

The results of the audit of your delegated transactions from July 1, 2014 to June 30, 2015 are attached. Thank you for your assistance during the audit.

Should you have any questions regarding your agency's audit results, please feel free to contact me at 803-896-5087.

Sincerely,

Trina Poole  
Senior Consultant

Enclosure

c: Mr. Alvin Taylor



**CLASSIFICATION DELEGATION AUTHORITY**  
Natural Resources, Dept of  
August 26, 2016

- I. Audit Period: July 1, 14 thru June 30, 2015
- II. Auditors: Trina Poole
- III. Delegated Reclassification Action: Printouts on file with DSHR  
7/1/14 - 6/30/15  
Total Number of Reclassifications: 101  
Total Number of Actions Audited: 28
- IV. Sampling Size: 27.73%
- V. Purpose of Audit:
  1. To determine if internal procedures are established for the review and processing of delegated classification actions.
  2. To determine if the agency maintains an approved copy of the classification delegation agreement and all other correspondence related to its classification delegation program.
  3. To determine whether delegated position descriptions are filed for ease of retrieval and review.
  4. To determine whether the job duties on the position description are appropriate to the classification of the position.
  5. To determine whether the position descriptions include: internal titles (if used), essential and marginal functions, percentages of time spent on each job duty, and appropriate coding and signatures.
  6. To determine whether the class code and position number is correct on each position description.
  7. To determine if authorized or effective dates on position descriptions fall on or after the approval date.
- VI. Findings:
  1. The agency was able to produce a copy of the classification delegation agreement.

2. The agency had 100% or 28 out of the 28 actions that were appropriately classified.
3. Out of the position descriptions audited the following was noted:
  - **Appropriate coding and signatures**
    - 96.43% or 27 out of the 28 had the appropriate coding and signatures
  - **Appropriate class code and position number**
    - 100% or 28 out of the 28 had the class code and position number.
  - **FLSA designation**
    - 100% or 28 out of the 28 actions audited had the FLSA designation
  - **State minimum training and experience**
    - 96.43% or 27 out of the 28 actions audited had minimum training and experience that at least met the State minimum classification specification
  - **Essential and marginal functions**
    - 100% or 28 out of the 28 actions audited had essential and marginal functions designated.
  - **Percentages of time spent on each job duty**
    - 100% or 28 out of the 28 actions audited had percentages of time that equaled 100%.
4. The agency had 82.14% or 23 out of the 28 actions audited that were approved before or on the effective date.
5. 0% or 0 out of the 28 classification actions audited were missing position descriptions.

VII. Recommendation(s):

- **PD/State Specification Comparison**
  - No Recommendations.
- **Minimum Training and Experience**
  - No Recommendations.
- **Essential & Marginal Functions**
  - No Recommendations.
- **Job Functions**
  - No Recommendations.
- **Coding & Signatures**
  - No Recommendations.
- **FLSA**
  - No Recommendations.

- Class Code & Position #
  - No Recommendations.
- Approval Dates & Effective Dates
  - No Recommendations.
- Missing Delegated Position Descriptions
  - No Recommendations.
- Agency maintain copy of classification delegation agreement
  - No Recommendations.

VIX Summary:

It appears that the decisions made by the agency during this audit period regarding reclassification actions are sound. The agency is in compliance with the classification delegation agreement.

**HIRE ABOVE MINIMUM DELEGATION AUTHORITY**  
**Natural Resources, Dept of**  
*August 26, 2016*

- I. Audit Period Covered: July 1, 2014 -- June 30, 2015
- II. Auditors: Trina Poole
- III. Delegated Hire Above Minimum Actions: Printouts on file with DSHR
- 7/1/14 - 6/30/15  
Number Hired Above Minimum: 66  
Number of Actions Audited: 25
- IV. Sampling Size: 37.88 %
- V. Purpose of Audit:
1. To determine if internal procedures are established for the review and documentation of delegated hire above minimum actions.
  2. To determine if the agency maintains an approved copy of the hire above minimum delegation agreement and all other correspondence related to its hire above minimum delegation program.
  3. To determine whether hire above minimum documentation is filed for ease of retrieval and review.
  4. To determine whether proper documentation exists for each hire above minimum action, to include:
    - A completed employment application with salary history and dates of employment
    - Position title, class code and slot to include internal title, if used
    - Pay band and salary range
    - Proposed salary above minimum
    - Agency average salary, internal title average salary
    - Statewide average salary, if applicable
    - Justification statement to include not only that the applicant exceeds the minimum requirements, but also a description of why the salary is needed to hire the individual (e.g., market, recruiting/retention difficulties, most qualified and little time needed for training, etc.)
    - Hire date
    - Authorized signature and date of approval



5. To determine whether actions are approved prior to the hire date of the applicant.
6. To determine whether actions are true new hires, or whether another action code, such as promotion, demotion, or transfer is appropriate.
7. To determine whether recommendations from previous audits have been implemented.

VI. Findings:

1. The agency was able to produce its copy of the hire above minimum delegation agreement.
2. This section summarizes the documentation for each hire above minimum action. There were a total of 25 hire above minimum actions audited.
  - **Completed Application Including Employment Dates** –100% or 25 out of the 25 actions audited had a completed application including employment dates.
  - **Title/Class (including internal title)** – 100% or 25 out of the 25 actions audited had the title/class.
  - **Pay Band/Salary Range** -100% or 25 out of the 25 actions audited had the pay band and salary range.
  - **Proposed Salary Above Minimum** - 100% or 25 out of the 25 actions audited had the proposed salary and percentage above minimum.
  - **Average Salary Data** - 100% or 25 out of the 25 actions audited had average salary data.
  - **Justification Statement of HAM** - 100% or 25 out of the 25 actions audited had an adequate justification statement.
  - **Approval Date on or Prior to Hire Date** - 100% or 25 out of the 25 actions audited had the approval date on or prior to the hire date.
  - **Authorized Signature & Approval Date** - 100% or 25 out of the 25 actions audited had an authorized signature and/or approval date.
  - **New hires coded appropriately** - 100% or 25 out of the 25 actions audited were coded correctly as a new hires.

VII. Recommendations:

- ^ **Completed Application including Employment Dates** - No Recommendations.
- ^ **Title/Class (including internal title)** - No Recommendations.
- ^ **Pay Band/Salary Range** -No Recommendations.
- ^ **Proposed Salary Above Minimum** - No Recommendations.
- ^ **Average Salary Data** No Recommendations.
- ^ **Justification Statement of HAM** - No Recommendations.
- ^ **Approval Date on or prior to Hire Date** No Recommendations.

- ^ Authorized Signature & Approval Date - No Recommendations.
- ^ Did Employee Come from Other State Agency - No Recommendations.
- ^ Delegation Contract on File - No Recommendations.

VII. Summary:

It appears that the decisions made by the agency during this audit period regarding reclassification actions are sound. The agency is in compliance with the hire above minimum delegation agreement. To further strengthen your salary justification, explain how the data included in the analysis was used to determine the specific salary recommended.