



# South Carolina Department of Public Safety

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May 9, 2018

Hon. Wm. Weston J. Newton  
South Carolina House of Representatives  
P.O. Box 11867  
Columbia, SC 29211

Dear Committee Chairman Newton:

In accordance with the Law Enforcement and Criminal Justice Subcommittee's Recommendation No. 26, the South Carolina Department of Public Safety hereby provides its second quarterly update. The recommendation called for updates beginning on April 3, 2017, but the Committee's Study was not approved until November 13, 2017, so the Department has used that date for calculating the time frame in which to provide quarterly updates.

## **Recommendation No. 6**

Review industry best practices on trooper fatigue under various shift changes.

## **Response**

As discussed in the department's previous update, SCDPS implemented a 10-hour shift pilot program in an effort to develop a work schedule that better promotes employee health, safety, and efficiency. This pilot study was implemented for a six month trial period on April 1, 2018 in two posts. Under the pilot program, personnel are assigned to ten-hour workdays and rotate among three shifts – day shift, evening shift, and midnight shift – every twenty-eight (28) days. The expected benefits of the ten-hour shift rotation include:

- Double Days – On a four-day shift rotation, the first and the fourth days will have squads from both sides of the schedule working, which effectively doubles staffing for those days. These overlaps afford opportunities to conduct training and to provide days off – especially for accrued compensatory time – without affecting service delivery and allowing for enforcement specials.
- Overlapping Shifts – By the nature of ten-hour shifts, there is inherent overlap among the day, evening, and midnight shifts, which provides the ability to maximize assigned manpower during peak hours.
- Decreased Work Stress – Studies indicate that personnel previously assigned to both ten-hour shifts and twelve-hour shifts experience greater work satisfaction on the ten-hour rotation. In addition, the ten-hour shift still allows for fewer consecutive workdays and more time off than a conventional eight-hour work schedule.



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During the six-month pilot phase, supervisory personnel from the respective troops will conduct monthly evaluations of the work schedule – to include surveys of participating personnel – and make adjustments to work hours and/or shift rotations for the purpose of accommodating concerns and/or addressing work inefficiencies. At the conclusion of the pilot study, a comprehensive assessment will be performed to determine changes in working conditions – particularly focused on employee satisfaction, officer safety, and the proper handling and response times to call for service.

**Recommendation No. 11**

Update the agency's Audio-Video Monitor Report form to include the reason the supervisor is reviewing a video. Track this information in the activity console (i.e., agency's internal database).

**Response**

The agency previously updated its Audio-Video Monitor Report to include the reason for which a supervisor is reviewing a video. In an effort to adopt the second of the two recommendations, the agency investigated the feasibility of tracking this information in the activity console, but found that it was impossible given the technological limitations of the activity console.

**Recommendation No. 15**

Adopt a process by which employees can provide feedback to the agency anonymously.

**Response**

The agency continues to offer suggestion boxes for all employees to use. SCDPS received a total of 11 suggestions during the month of February and 17 during the month of March. Additionally, the local Law Enforcement Advisory Committees met at various locations during the month of February, and the State Law Enforcement Advisory Committee convened at SCDPS Headquarters on March 28, 2018. SCDPS command staff is currently reviewing meeting minutes from the State Advisory Committee meeting and conducting research in regard to the feasibility of suggestions received. Implementation of the anonymous employee feedback program and local and state advisory committees has been instrumental in initiating dialogue that may result in positive changes within the department.

One such positive change resulting from the suggestion box/advisory committee process is the launch of the Criminal Interdiction Unit (CIU) on April 19, 2018. The CIU will be part of the SCHP division and will consist of at least one team in each troop. Each team will be composed of a CIU canine officer, his or her assigned canine, and a CIU officer. The goal of the CIU will be to patrol the interstate system and other highways to detect and apprehend drug traffickers and other criminal offenders. The agency's canines are currently trained to detect only narcotics, but the CIU canines will also have tracking capabilities. The agency is in the process of filling positions on the CIU from its current ranks.

**Recommendation No. 17**

Require Troop Commanders and Supervisors in the Blythewood Office, including the Director, to spend one day per month on the road to stay abreast of troopers' daily activities.

**Response**

The agency director and Highway Patrol command staff continue to participate in ride-alongs, field activities, or meetings with road troopers within their respective posts around the state on a regular basis to receive useful feedback. This feedback allows the command staff to keep their fingers on the pulse of the climate in the field in areas ranging from process improvement to employee morale.

In addition to the various ceremonies, the department looks forward to celebrating its employees through multiple Employee Appreciation Award ceremonies throughout the state. Instead of celebrating at SCDPS Headquarters only as the department has done in the past, it is branching out to include several local ceremonies throughout the state in an effort to accommodate SCDPS employees' varying locations and schedules. This will allow command staff to spend time with officers in the field.

**Recommendation No. 20**

Coordinate a meeting with the division of State human Resources and other agencies which may have similar scheduling situations (e.g., Department of Juvenile Justice, Department of Corrections, and Department of Social Services), to discuss ways to reduce the amount of time necessary to enter and update personnel hours in the South Carolina Enterprise Information System.

**Response**

The Human Resources team is continuing their efforts to streamline and reduce the workload of Time Administrators (TAs) agency-wide in the SCEIS timekeeping system as well as to improve the agency's ability to track working time attributable to hazardous weather, special events, and other unique projects.

Since the last update, the Office of Human Resources (OHR) has created a process to electronically collect the data needed to request Federal Emergency Management Agency (FEMA) reimbursements for natural disasters. This will eliminate the need for paper timesheets during hurricanes or other significant events saving many hours of manpower both in the field and at the administrative level. This process will be tested in June during the scheduled emergency exercises. If everything goes as expected, the new process will be rolled out for the 2018 hurricane season. Once the testing is complete, the agency will evaluate whether a similar process can be used to track data for other special events such as football games and Bike Weeks.

Employees in the payroll and leave department have begun a year-long project that should reduce the workload of TAs. This will be done by auditing all employees' work schedule rules (WSR) and time entered for a designated period of time. Since the start of the project, the WSR and time have been audited for over 250 employees and training has been provided to 8 TAs. The project is on track to be completed for the entire agency by March of 2019.

Sincerely,



Leroy Smith  
Director