



South Carolina Department of Public Safety

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GOVERNOR

LEROY SMITH
DIRECTOR

November 13, 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 final 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.

Your June 5, 2018 letter requested that the department include the implementation status of all recommendations in future updates. Insofar as the department has provided several responses to the House Legislative Oversight Committee Recommendations since November 13, 2017, the department will refer to some of those responses to avoid duplication. For ease of reference those responses include:

- Response to Committee's Recommendations dated October 6, 2017 ("October Response");
- First Quarterly Update dated February 13, 2018 ("February Response");
- Second Quarterly Update dated May 9, 2018 ("May Response");
- Response to Committee Follow-Up Questions dated July 6, 2018 ("July Response");
- Third Quarterly Update dated August 10, 2018 ("August Response"); and
- Request for Information dated October 30, 2018 ("RFI").

SAFETY, HIRING, RECRUITMENT, AND RETENTION

- 1. Ensure the appropriate division head is involved in the hiring process. Ensure policies outline clearly which personnel provide input at which stages of the hiring process.**

The department previously addressed this recommendation in detail in the July Response. The department does not see the need to make further changes to SCDPS Policy 400.02 (Commissioned Law Enforcement Officer Application and Selection Process) at this time.



SOUTH CAROLINA HIGHWAY PATROL



STATE TRANSPORT POLICE



BUREAU OF PROTECTIVE SERVICES



IMMIGRATION ENFORCEMENT UNIT



2. Research the cost and feasibility of implementing a career path for agency employees.

Implementation of this plan is critically dependent on additional legislative funding. A copy of the proposed career path plan is attached to this report.

3. Track applicable data to determine which recruiting methods are effective in obtaining applicants with the temperament and ability to successfully complete appropriate Criminal Justice Academy courses. Include this data in the agency's Accountability Report each year.

Through the third quarter of this year, the Patrol received a total of 1,252 applications that met minimum qualifications. This represents an increase of 50 additional applications as compared to the same point in time last year.

In the July Response, the agency provided additional requested information concerning the various methods used to track the success of recruiting efforts.

The SCHP began using a new survey in February 2018 to track the effectiveness of recruiting efforts. This survey is completed after applicants have completed the administrative review phase (background questionnaire, credit checks, criminal records check, etc.). These applicants are considered to be serious applicants with quality credentials given the rigorous examination that they have undergone to reach this phase of the hiring process.

Thus far, 192 applicants have completed the survey. Results from the survey show that SCHP recruiters are having a positive impact by making contact with quality applicants and following up with them through the process. Of the 184 applicants who responded to the question regarding contact with a recruiter, 74% indicated that they had spoken with a recruiter either before applying or during the application process.

The survey also tracks the manner in which these applicants learned about jobs with the SCHP. These applicants indicated the following about how they learned about career opportunities:

Advertising:	4%
Social Media:	9%
Career Fair:	6%
Word of Mouth:	45%
Website:	42%

4. Revisit policy which automatically disqualifies job applicants with visible tattoos.

SCDPS Policy 200.10 (Dress Code) was revised and became effective September 27, 2017.

5. Update the agency's Personnel Allocation Model to conform to national standards.

The Highway Patrol has completed its review and the revised Personnel Allocation Model (PAM) was approved by the Director on October 19, 2018. The agency will implement the revised PAM on January 1, 2019. A copy of the final report was provided along with the agency's RFI.

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

The Highway Patrol Executive Command Staff has completed a final report which assesses the 10 hour shift pilot program. The SCHP has recommended that the 12-hour work schedule remain in effect for field enforcement personnel. The final report is attached to this report.

EQUIPMENT REPLACEMENT

7. Request a permanent line item, which identifies funding for the equipment replacement schedules, in the General Appropriations Act.

As stated in the October Response, the agency requested the following sums in its FY 2018 budget submission:

- \$5,443,083 for law enforcement equipment, specifically vehicles, in-car video cameras, radars, portable radios, mobile radios, and TASERS;
 - The agency received a portion of these funds (\$939,600) dedicated to in-car video cameras
- \$1,006,000 to support a 4 year rotation for laptops/desktop computers; and
 - The agency did not receive these funds.
- \$88,000 to support a 5 year rotation for network infrastructure equipment (routers, switches, wireless access points).
 - The agency received \$88,000.

For the FY19 budget submission, the agency asked for recurring funding to purchase the following equipment items:

- \$538,272 for Rugged Laptop Lifecycle Replacement-The agency did not receive new funding in the FY 2018-2019 General Appropriations Bill for this request; however, the re-allocation of internal/existing funding will allow us to purchase these items on a recurring basis;
- \$1,591,950 for Highway Patrol Radio Rotation-The agency did not receive any new funding in the FY 2018-2019 General Appropriations Bill for this request; however, the agency is requesting \$1,783,434 in its FY 2019-2020 budget submission for the Highway Patrol Radio Rotation;
- \$223,398 for Highway Patrol Radar Rotation-The agency did not receive any new funding in the FY 2018-2019 General Appropriations Bill for this request; however, the agency is requesting \$223,400 in its FY 2019-2020 budget submission for the Highway Patrol Radar Rotation;
- \$82,523 for Highway Patrol Body Armor for New Patrol Class-The agency received an additional \$82,523 in recurring funds to purchase Body Armor for new patrol classes in the FY 2018-2019 General Appropriations Bill; and
- \$100,000 to purchase Tasers-The agency received an additional \$100,000 in recurring funds to purchase Tasers in the FY 2018-2019 General Appropriations Bill.

8. Develop a computer and technology replacement cycle; include this information in the agency's budget request.

Reallocation of internal funding has allowed the department to implement a four (4) year lifecycle replacement plan for laptops. The agency will continue to make budget requests as needed to support future technology needs.

APPLYING POLICIES CONSISTENTLY

9. Implement the agency's existing Alcohol and Drug Deterrence Policy and perform random and post-accident drug testing of agency employees.

SCDPS Policy 200.04 (Alcohol and Drug Deterrence Program) was revised and the Alcohol and Drug Deterrence Program SOP was implemented beginning May 1, 2017. A copy of each was provided to the Committee as part of the July Response.

10. Revise the agency's Residency Policy to have clear standards of which employees are required, and which are not required, to live within various requisite distances from their troop headquarters or their assigned post. Apply Residency Policy consistently.

As described in detail in the July Response, the department revised SCDPS Policy 300.47 (Residency Requirements for Commissioned Law Enforcement Officers) effective August 1, 2017. The department does not see the need to make further revisions to its residency policy at this time.

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).

The Audio-Video Monitor Report has been updated to include the reason the supervisor is reviewing a video. As previously discussed in the agency's May Response, the agency investigated the feasibility of tracking this information on the console, but found that it was impossible given the technological limitations of the activity console.

12. Review the policies and format of the corrective action plans submitted by Troop Commanders in response to Staff Inspection Reports. Ensure these plans include deadlines and appropriate follow up.

The agency included fields to document action items' implementation dates on its staff inspection report templates.

COMMUNICATION AND MORALE

13. Distinguish between the number of active troopers and number of troopers who are still in training when reporting data.

The agency includes the number of active troopers and number of troopers who are still in training when reporting data.

14. Restructure the agency so both the Office of Professional Responsibility and Human Resources Office report to the Legal Department, whose attorneys are subject to requirements of legal ethics and rules of professional responsibility to remain licensed to practice law, then the Director.

The agency has chosen not to implement this recommendation for the reasons discussed in its October Response. Furthermore, the July Response summarized the multitude of measures in place to ensure that information reported by the Human Resource Office is accurate.

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

As discussed in detail in the department's February Response, the agency has implemented a variety of methods by which employees can provide anonymous feedback. The agency deployed suggestion boxes in all field offices and at headquarters in November 2017. Since the implementation of the suggestions boxes, the department has received 163 suggestions, and these suggestions were forwarded to the appropriate Division Directors for consideration.

Additionally, the department created a Law Enforcement Advisory Committee Program which allows employees to provide feedback to a local representative who then brings the feedback to one of eleven local committees for discussion. Following the discussion at the local committee level, a state committee convenes to hear feedback from each local committee. Division Directors or designees are present at these state committee meetings to listen to proposed ideas. Each local committee has met three times this year thus far, once in January/February, once in April/May, and once in July/August. The state committee has convened twice this year (March 28, 2018 and June 28, 2018). The third quarter state committee meeting scheduled for September 25, 2018 was disrupted by Hurricane Florence and Hurricane Michael efforts; however, the fourth quarter meeting agenda for December 13, 2018 has been amended to include third quarter item discussions.

As further discussed in the July Response, the agency has implemented a number of suggestions that arose from the suggestion box and advisory committee process to include dress code changes, creation of the Criminal Interdiction Unit, and purchase of tourniquets for officers.

As a follow up to the agency's July response, the agency has purchased and equipped each troop/region and post office location with vehicle battery jump boxes. Additionally, the agency is in the process of coordinating with Prison Industries to provide generic business cards for all DPS law enforcement officers.

16. Have an outside entity perform a leadership climate and employee morale survey of the agency beginning this year and once every three years thereafter. Require agency leadership to generate and follow through with improvement plans based upon the results of the surveys.

The agency is favorable to having an outside entity perform a leadership climate and employee morale survey of the agency every three (3) years. If the agency chooses to have such a study performed, it will select a vendor based on those who are qualified.

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.

The director and command staff of the various SCDPS divisions continue to participate in ride-alongs with road troopers/officers, field activities, and meetings with road troopers/officers within their respective post/areas which provide a firsthand view of the daily challenges faced by the officer working the road.

FOCUSING ON ITS PRIMARY MISSION

18. Transfer the Illegal Immigration Enforcement Unit to the State Law Enforcement Division.

The department will support the decision made by the General Assembly.

19. Transfer grants programs unrelated to highway safety (i.e., criminal justice, juvenile justice, and crime victims) to another agency.

The Victim Services Grant Programs have been transferred to the Office of the Attorney General. The department will support the General Assembly's decision in regard to the remaining Grant Programs.

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.

As discussed in the February Response, agency personnel worked with the Department of Administration (SCEIS) to develop improvements to administrative processes related to time and leave. The Payroll and Leave team continues to train time administration staff in methods to reduce their workload. This project is expected to be completed by March 2019 and projected to result in annual savings of approximately \$6,500 (see July Response).

In the July Response, the agency reported the efforts of the Office of Human Resources to collect data electronically needed to request federal reimbursements for natural disasters. This new plan was used during Hurricane Florence and Hurricane Michael and reduced the amount of administrative time associated with processing overtime for the storms.

ANALYZING AND UPDATING INFORMATION

21. Research the costs involved in the agency producing reports from the Multi-Disciplinary Accident Investigation Team and private sector industry standards related to amounts charged for this type of information to determine appropriate charges for these reports.

The department researched private industry accident reconstruction company charges and included this information in the previously-provided July Response.

22. Revise S.C. Code § 23-6-187, relating to witness fees for troopers, trained in Advanced Accident Investigation, testifying in civil matters, to allow the agency to adjust the amount it charges each year with inflation.

As stated in the October Response, the department has no objection to this recommendation and would recommend that the current rate of \$135.00 per hour, adopted in 2009, be adjusted concomitantly with the proposed change.

23. Revise S.C. Code § 23-6-20, relating to establishment of the agency, to remove references to transfers of divisions and, instead, require the agency to maintain a list of its divisions.

As stated in the October Response, the department has no objection to this recommendation. However, the department notes that Title 23, Chapter 6 does not contain any express provision creating the State Transport Police. To the extent that § 23-6-20 is amended as proposed utilizing the "as outlined in this chapter," an additional amendment may be necessary to include the State Transport Police.

The department's [website](#) outlines a brief history of the agency including the various divisions that have made up agency over its history.

24. Update S.C. Code § 23-6-30, relating to the duties and powers of the agency, to remove a reference to a training program now provided by the Criminal Justice Academy.

As stated in the October Response, the department has no objection to this recommendation to the extent that S.C. Code § 23-6-30(5) refers to the training program operated by the Criminal Justice Academy. However, the department would not want an amendment that potentially eliminates the department's ability to train its officers through its own training division.

25. Revise S.C. Code § 23-6-50, relating to an annual audit, carrying funds into the next fiscal year, and retention of revenue to meet the agency's expenses, to remove outdated references and allow the agency to expend certain funds for drug testing.

As stated in the October Response, the department has no objection to this recommendation.

FOLLOW UP

26. Provide an update, in an approved format, once a quarter from April 3, 2017, until April 3, 2018, or the Committee re-visits the need for the updates.

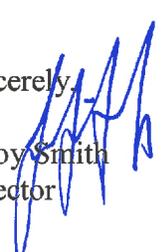
To date, the agency has provided 4 quarterly updates to include this report in addition to the July Response, the RFI, and additional other inquiries from the Committee.

27. Provide the Committee an update every 30 days about the status of payments to subgrantees (i.e., crime victim service providers grant requirements).

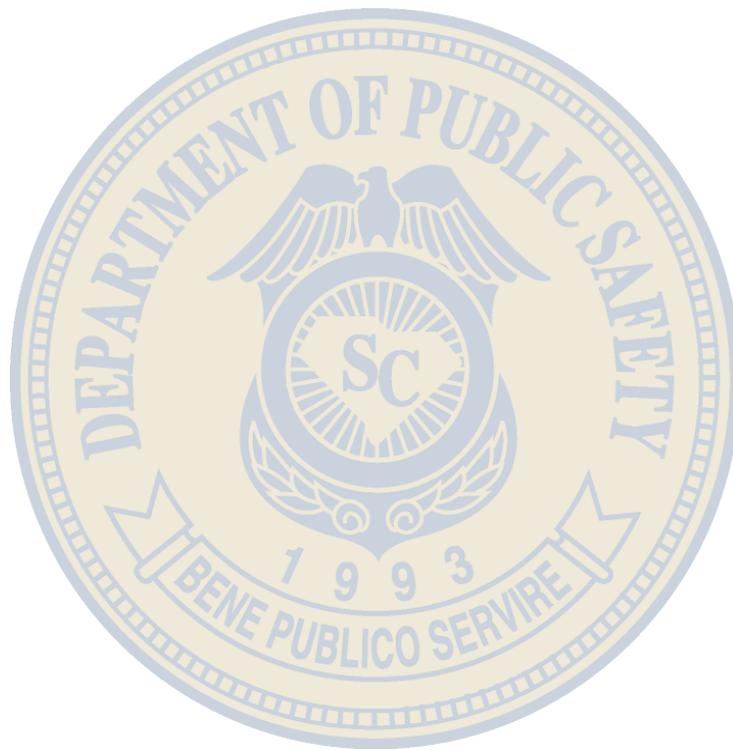
The department provided the first of these reports on April 17, 2017 and continued to send these reports on a monthly basis through July 1, 2017 when these functions were transferred to the Office of the Attorney General.

Sincerely,

Leroy Smith
Director



South Carolina Department of Public Safety



Law Enforcement Officer Career Path

Proposed November 13, 2018

As SCDPS strives to ensure the safety of South Carolina citizens and visitors, its law enforcement personnel resources are diminishing in terms of trained, experienced troopers and officers accepting more lucrative offers from the private sector and other federal, state, and local law enforcement agencies. While the Department has made great strides in retaining law enforcement officers, its best efforts have resulted in merely attempting to maintain its workforce rather than growing it.

Each time the department loses a seasoned trooper or officer, it loses years of quantifiable experience, and tens of thousands of dollars in training. The department, state government, and South Carolina citizens all benefit from retention and maintenance of SCDPS' current qualified and well-trained law enforcement officers. It is important to place as many troopers and officers as possible on South Carolina roadways and other assigned locations; however, it is even more significant for these troopers and officers to be competent, experienced, and knowledgeable.

It is the priority of the South Carolina Department of Public Safety (SCDPS, Department, or DPS) to retain its current knowledge and experience base by providing a career path and retention plan for its law enforcement officers. In 2004, the South Carolina Highway Patrol proposed its 2004 budget to the governor with a priority of funding the "Highway Patrol Pay Realignment Plan." The plan would have re-aligned salaries throughout all ranks and provided a career path for supervisors and non-supervisors. However instead of realigning salaries, the final budget contained a 3% across-the-board increase for all state employees and a legislative mandate requiring the (then) Budget and Control Board to convene a study of the southeastern average pay for all law enforcement officers. In 2005, the Department of Public Safety proposed a "DPS Commissioned Officers Career Path and Retention Plan" which detailed the impact of attrition on SCDPS and offered a professional career development and compensation realignment plan as a method of retaining its current law enforcement personnel. The final budget contained a 3% salary increase for all state employees and a 7% salary increase for all South Carolina law enforcement personnel. The across-the-board increase was helpful; however, it did not address the professional career development that is crucial to retention. The current salary structure is based on the June 2, 2016 "SCDPS Law Enforcement Officer Salary Structure" (Attachment B).

The "SCDPS Law Enforcement Proposed Career Path" spreadsheet (Attachment A) addresses the retention challenges currently faced by the department by creating a career path for each trooper or officer that provides the option of continuing service to the public as a supervisor or non-supervisory employee. This document re-examines the SCDPS Law Enforcement Officer Salary Structure (Attachment B) and proposes a professional career development and compensation realignment in four (4) phases:

- Phase I: Conduct financial research in regard to budgetary feasibility of the plan.
- Phase II: Re-structure the current rank system to reflect proposed South Carolina State Employee Pay Bands.
- Phase III: Include necessary appropriations in future budget requests to the legislature.
- Phase IV: Upon receiving the necessary budget, implement proposed law enforcement salaries in accordance with employee's completed years of employment with SCDPS with qualifying performance review scores for the remaining 20 years of service time.

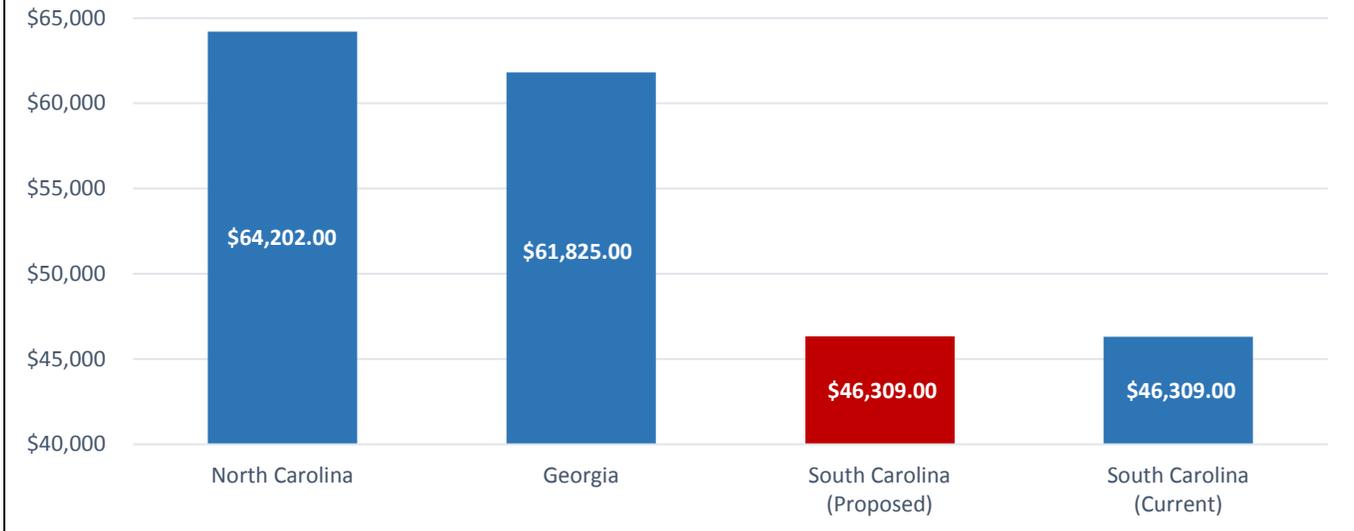
In its current form, the SCDPS Law Enforcement Officer Salary Structure (Attachment B) does not provide for a regular salary increase after an officer's time-in-grade promotion to Lance Corporal which occurs with five (5) years of satisfactory service. Pay increases after those five (5) years of satisfactory service are therefore dependent on promotion. The proposed career path would provide regular pay increases to all officers, regardless of whether they were promoted or not. Promoted officers would continue to receive pay increases as a result of the assumption of greater responsibility, but the proposed career path seeks to provide previously non-existent pay increases to the officer who is satisfied to continue serving in his/her current law enforcement role based on completed years of service with the agency.

The entry level salary for an SCDPS officer is somewhat in line with South Carolina’s bordering states (North Carolina and Georgia); however, unlike other southeastern states surveyed, SCDPS does not provide a comparable salary as officers progress in their careers nor does it provide an option for regular salary increases after a trooper/officer reaches his/her maximum rank (included below are snapshots of law enforcement officer salaries [currently and under proposed career path] during various milestones in an officer’s career as compared to the North Carolina State Highway Patrol [NCSHP] and Georgia State Patrol [GSP]).



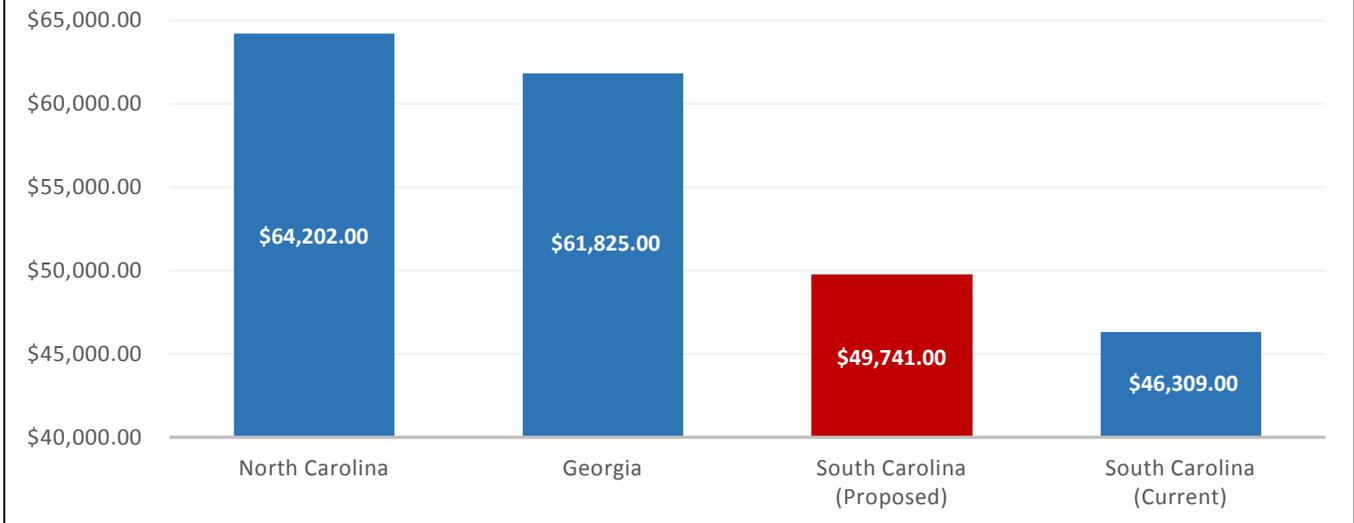
As depicted above, SCDPS’ entry level salary is comparable to entry level salaries of NCSHP and GSP. Increasing the salary at this milestone in 2015 assisted SCDPS in attracting, recruiting, and selecting more qualified prospective law enforcement officers.

Law Enforcement Officer Salary (7 Years of Service)



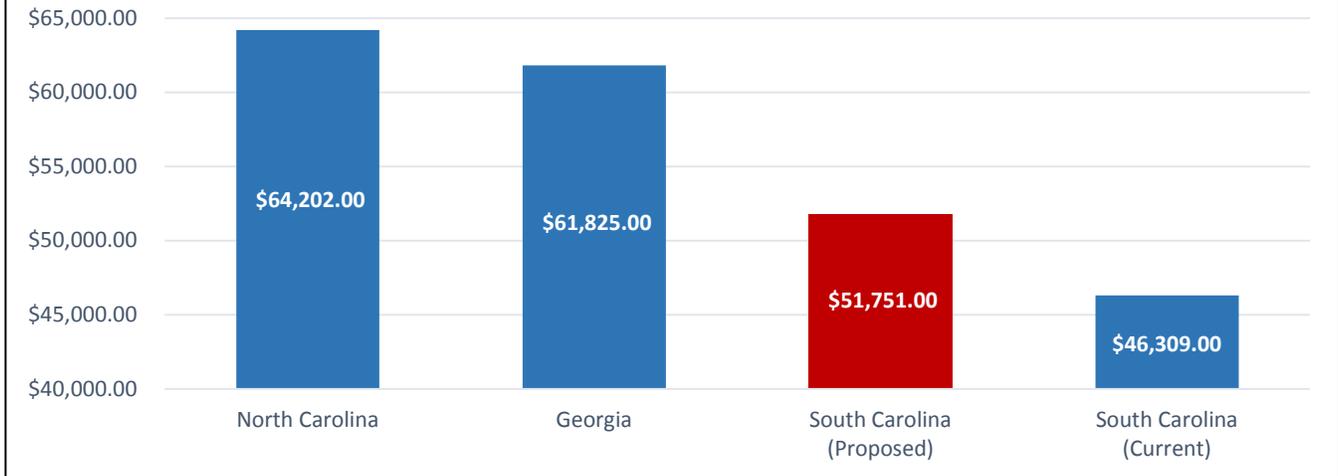
However, at seven (7) years, NCSHP and GSP field officers reach their maximum salaries and receive no further increases along the course of their careers. Over this first seven (7) year period, the initial salary gap between SCDPS and the bordering states only grows larger. Having reached the rank of Lance Corporal, the current and proposed salary at seven (7) years remains \$46,309. This places SCDPS at a disadvantage as SCDPS officers, despite their time-in-grade increases, are still not being competitively compensated.

Law Enforcement Officer Salary (10 Years of Service)



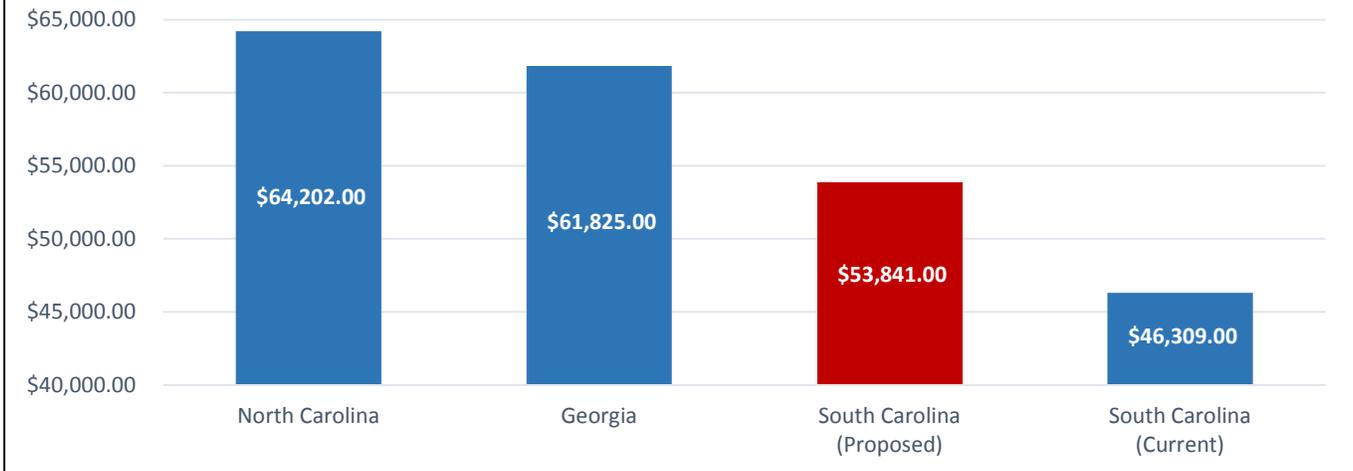
With the proposed implementation of the Master Trooper rank, an SCDPS field officer will reach a salary of \$49,741 after ten (10) years of completed service with the agency.

Law Enforcement Officer Salary (15 Years of Service)



At 15 years of satisfactory service, an SCDPS field officer has achieved a salary of \$51,751 with the SCDPS Law Enforcement Proposed Career Path (Attachment A). Although still not in line with NCSHP and GSP, the SCDPS law enforcement officer's salary would be more comparable. In the SCDPS Law Enforcement Officer Salary Structure's (Attachment B) current form, an officer's salary remains \$46,309 at this point. GSP and NCSHP officers are still earning the same maximum salary as they earned after 7 years of service.

Law Enforcement Officer Salary (20 Years of Service)



At 20 years of satisfactory service, a field officer following the SCDPS Law Enforcement Proposed Career Path (Attachment A) would earn a salary of \$53,841. In the SCDPS Law Enforcement Officer Salary Structure's (Attachment B) current form, an officer's salary remains \$46,309 after 20 years of service. GSP and NCSHP officers are still earning the same maximum salary as they earned after 7 years of service.

Law Enforcement Officer Salary (26+ Years of Service)



After 26 years of service, an SCDPS field officer has reached his/her maximum salary of \$60,587 which, although lower than GSP and NCSHP, is more competitive with both neighboring states' salaries. In the SCDPS Law Enforcement Officer Salary Structure's (Attachment B) current form, an officer's salary remains \$46,309 after 30 years of service

Without this proposed career path or legislatively-implemented cost of living increase(s), this would be the final scheduled salary increase for field officers barring successful participation in the promotional process.

The proposed career path salary provides an opportunity for troopers/officers to receive pay increases and the ability to maximize pay closer to retirement. As indicated in the attached chart, each rank's entry salary is in line with the previously-implemented June 2, 2016 SCDPS Law Enforcement Officer Salary Structure (Attachment B). However, through the proposed plan, law enforcement officers benefit from standardized step increases after 10 years of service. The proposed career path considers one (1) year of service to be 12 months of continuous service for which an employee has received an overall "satisfactory" or higher rating on his/her Employee Performance Management System (performance review).

A Trainee would be hired at and enter the South Carolina Criminal Justice Academy with a salary of \$42,100 if he/she has been previously certified (for three [3] or more consecutive years), and \$38,273 if he/she is non-certified. After successfully completing the 16-week training period, the Trainee will be designated as a Trooper/Officer. After three (3) years in this position, the Trooper/Officer will be promoted to Trooper/Officer First Class and his/her salary, if non-certified, will be adjusted to \$42,100. After two (2) years as a Trooper/Officer First Class (five [5] years of SCDPS service overall), the employee will be promoted to Lance Corporal receiving a salary increase to \$46,309. From this position, the employee may choose to continue as a Lance Corporal until he/she receives a time-in-grade promotion after five (5) years to a Master Trooper/Officer receiving a salary increase to \$49,741. Should a Lance Corporal or Master Trooper/Officer decide at any time to apply for a promotion to become a Corporal, he/she may do so as long as he/she has met the time-in-grade requirements as a Master Trooper/Officer or Lance Corporal. If the employee chooses not to pursue the supervisory route, he/she will remain a Master Trooper/Officer receiving the two (2) and four (4) percent increases indicated on the attached chart and ultimately reaching his/her maximum salary after 26 years of service; or

Should the employee decide to apply for the promotional process, he/she will continue to receive the two (2) and four (4) percent increases as indicated on the attached chart for his/her current rank until he/she attains the position of the

next highest rank or reaches maximum pay at his/her current rank. He/she would enter the next highest rank with the salary that corresponds with his/her years of service with the department.

The attached SCDPS Law Enforcement Proposed Career Path (Attachment A) proposes an overall 21.8% increase from entry level Master Trooper/Officer salary to maximum salary that can be achieved at that rank; an overall 25.71% increase from entry level salary to maximum salary that can be achieved for the ranks of Corporal, Sergeant, First Sergeant, and Lieutenant within each rank; and an overall 19.51% increase from entry level salary to maximum salary that can be achieved for the ranks of Captain and Major within each rank.

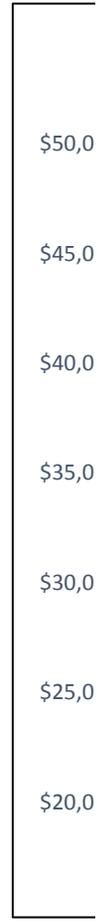
Currently, other than cost of living increases provided by the legislature, an SCDPS officer must apply for promotion to a supervisory position to increase his/her salary—which may not suit selective skill sets, be desirable due to the increased workload, or be feasible due to a limited number of positions. Oftentimes, upon reaching their highest desired ranks, officers are lured away from the department by more lucrative offers since the trooper/officer can no longer advance financially within SCDPS. The inability to retain experienced officers is costing the department an estimated \$150,149.04 for each separated law enforcement officer (\$75,074.52 [est.] spent to train and equip the departing SCDPS officer, and \$75,074.52 [est.] spent to train and equip his/her replacement).

Implementation of the proposed career path will create a professional career development program that will ultimately result in job satisfaction and increased productivity. This path will also provide the department with a sound tool to recruit and retain applicants. It will also remedy salary inequities and promote salary advancements that will lead to maximum pay after 26 years of service—therefore increasing law enforcement officer retention. The impact of this career path for supervisors and non-supervisors will lead to qualified and competent enforcement along with effective managers and leaders. More significantly, the public will benefit from an organization with an elevated level of experience and knowledge within its ranks.

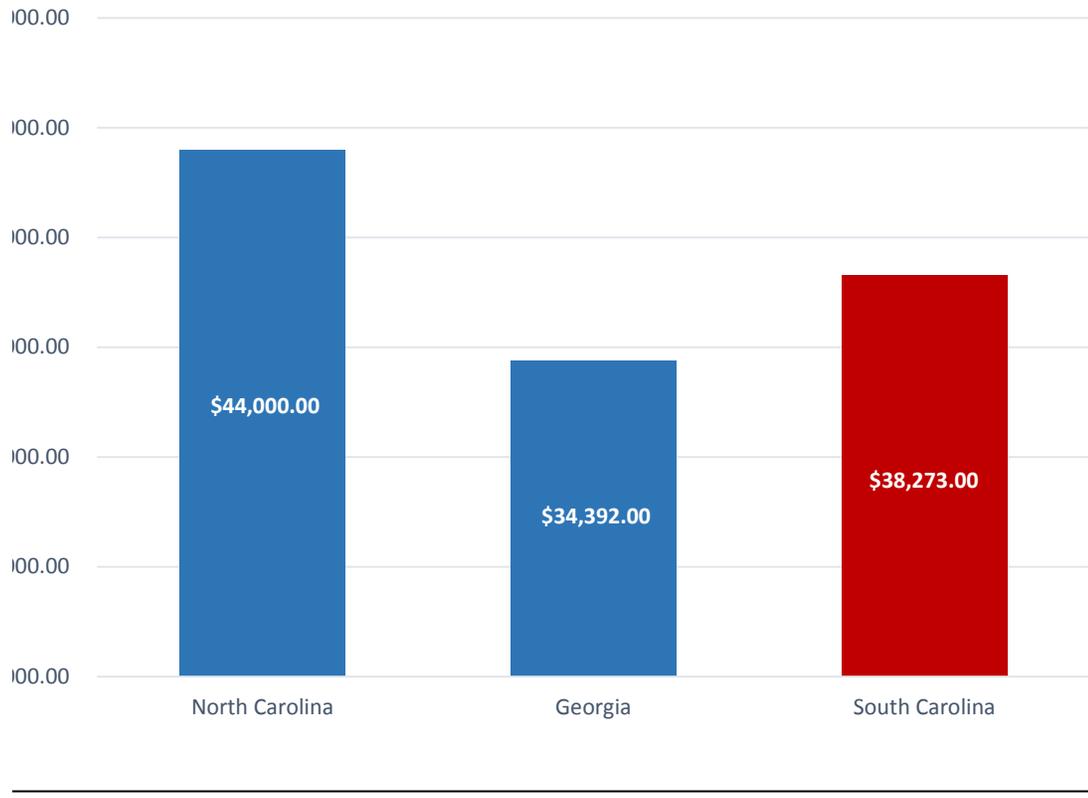
SCDPS Law Enforcement Proposed Career Path (Attachment A)

Years of Law Enforcement Service with DPS	Position					% Increase	Position				% Increase	Position		% Increase
	Band Range: \$26,988 - \$49,932		Band Range: \$32,838 - \$60,760				Band Range: \$39,960 - \$73,935		Band Range: \$48,622 - \$89,956			Band Range: \$59,161 - \$109,457		
	Trooper / Officer Trainee (Band 4)	Trooper / Officer (Band 5)	Trooper / Officer First Class (Band 5)	Lance Corporal (Band 5)	Master Trooper/Officer (Band 5)		Corporal (Band 6)	Sergeant (Band 7)	F. Sergeant (Band 7)	Lieutenant (Band 7)		Captain (Band 8)	Major (Band 8)	
Entry	\$38,273 (Non-Certified) \$42,100 (Certified)	\$38,273 (Non-Certified) \$42,100 (Certified)	\$ 42,100	\$ 46,309	\$ 49,741		\$ 53,173	\$ 59,885	\$ 64,531	\$ 69,177		\$ 80,535	\$ 88,795	
1		\$38,273 (Non-Certified) \$42,100 (Certified)												
2		\$38,273 (Non-Certified) \$42,100 (Certified)												
3		\$38,273 (Non-Certified) \$42,100 (Certified)												
4		*** Discipline	\$ 42,100											
5			\$ 42,100											
6			*** Discipline	\$ 46,309			\$ 53,173	\$ 59,885						
7				\$ 46,309			\$ 53,173	\$ 59,885	\$ 64,531	\$ 69,177				
8				\$ 46,309			\$ 53,173	\$ 59,885	\$ 64,531	\$ 69,177		\$ 80,535	\$ 88,795	
9				\$ 46,309			\$ 53,173	\$ 59,885	\$ 64,531	\$ 69,177		\$ 80,535	\$ 88,795	
10				\$ 46,309			\$ 53,173	\$ 59,885	\$ 64,531	\$ 69,177		\$ 80,535	\$ 88,795	
11				*** Discipline	\$ 49,741		\$ 55,300	\$ 62,280	\$ 67,112	\$ 71,944	4%	\$ 82,146	\$ 90,571	2%
12					\$ 49,741		\$ 55,300	\$ 62,280	\$ 67,112	\$ 71,944		\$ 82,146	\$ 90,571	
13					\$ 50,736	2%	\$ 56,406	\$ 63,526	\$ 68,454	\$ 73,383	2%	\$ 83,789	\$ 92,382	2%
14					\$ 50,736		\$ 56,406	\$ 63,526	\$ 68,454	\$ 73,383		\$ 83,789	\$ 92,382	
15					\$ 51,751	2%	\$ 57,534	\$ 64,797	\$ 69,824	\$ 74,851	2%	\$ 85,464	\$ 94,230	2%
16					\$ 51,751		\$ 57,534	\$ 64,797	\$ 96,824	\$ 74,851		\$ 85,464	\$ 94,230	
17					\$ 52,786	2%	\$ 58,684	\$ 66,092	\$ 71,220	\$ 76,348	2%	\$ 87,174	\$ 96,115	2%
18					\$ 52,786		\$ 58,684	\$ 66,092	\$ 71,220	\$ 76,348		\$ 87,174	\$ 96,115	
19					\$ 53,841	2%	\$ 59,858	\$ 67,414	\$ 72,644	\$ 77,875	2%	\$ 88,917	\$ 98,037	2%
20					\$ 53,841		\$ 59,858	\$ 67,414	\$ 72,644	\$ 77,875		\$ 88,917	\$ 98,037	
21					\$ 55,995	4%	\$ 62,253	\$ 70,111	\$ 75,550	\$ 80,990	4%	\$ 90,695	\$ 99,998	2%
22					\$ 55,995		\$ 62,253	\$ 70,111	\$ 75,550	\$ 80,990		\$ 90,695	\$ 99,998	
23					\$ 57,115	2%	\$ 63,498	\$ 71,513	\$ 77,061	\$ 82,609	2%	\$ 92,509	\$ 101,998	2%
24					\$ 57,115		\$ 63,498	\$ 71,513	\$ 77,061	\$ 82,609		\$ 92,509	\$ 101,998	
25					\$ 59,399	4%	\$ 64,768	\$ 72,943	\$ 78,602	\$ 84,262	2%	\$ 94,360	\$ 104,037	2%
26					\$ 59,399		\$ 64,768	\$ 72,943	\$ 78,602	\$ 84,262		\$ 94,360	\$ 104,037	
27					\$ 60,587	2%	\$ 66,063	\$ 74,402	\$ 80,174	\$ 86,967	2%	\$ 96,247	\$ 106,118	2%
28					\$ 60,587		\$ 66,063	\$ 74,402	\$ 80,174	\$ 86,967		\$ 96,247	\$ 106,118	
29					\$ 60,587		\$ 66,063	\$ 74,402	\$ 80,174	\$ 86,967		\$ 96,247	\$ 106,118	
30					\$ 60,587		\$ 66,063	\$ 74,402	\$ 80,174	\$ 86,967		\$ 96,247	\$ 106,118	
					21.80% increase		25.710% increase					19.51% Increase		

North Carolina	\$	44,000.00
Georgia	\$	34,392.00
South Carolina	\$	38,273.00



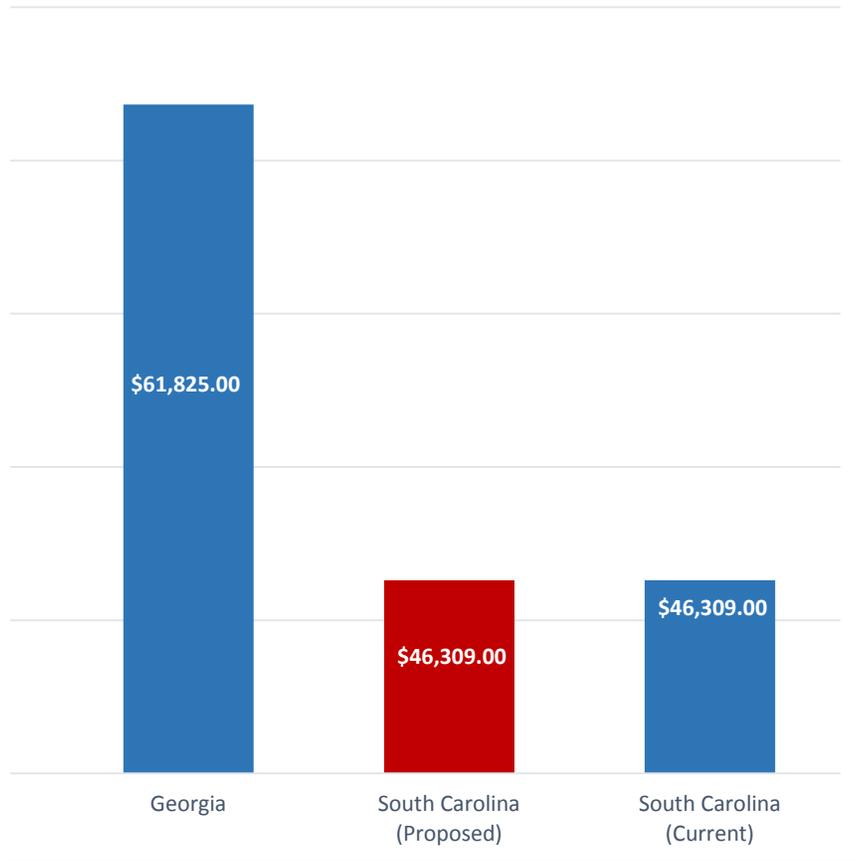
Entry Level Law Enforcement Salaries



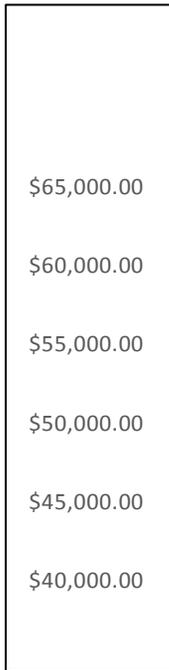
North Carolina	\$	64,202.00
Georgia	\$	61,825.00
South Carolina (Proposed)	\$	46,309.00
South Carolina (Current)	\$	46,309.00



Law Enforcement Salaries (7 Years of Service)



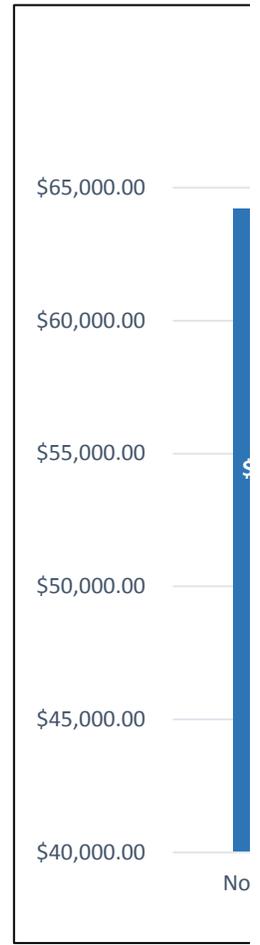
North Carolina	\$	64,202.00
Georgia	\$	61,825.00
South Carolina		
(Proposed)	\$	49,741.00
South Carolina		
(Current)	\$	46,309.00



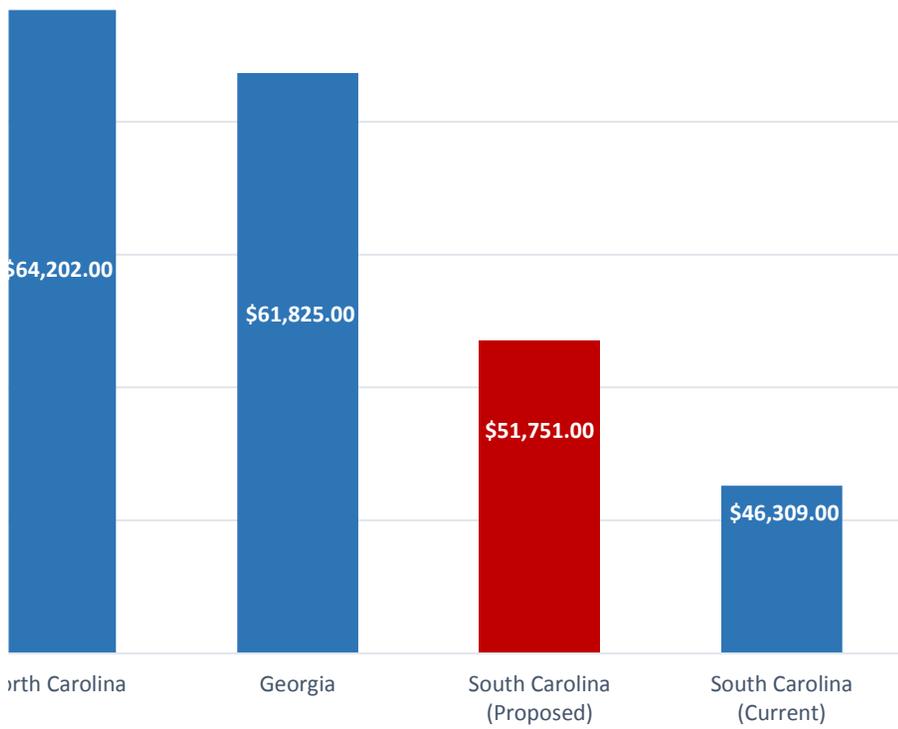
Law Enforcement Salaries (10 Years of Service)



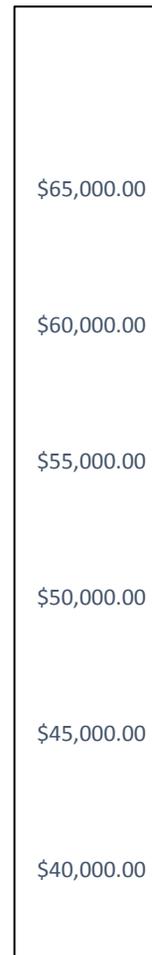
North Carolina	\$	64,202.00
Georgia	\$	61,825.00
South Carolina (Proposed)	\$	51,751.00
South Carolina (Current)	\$	46,309.00



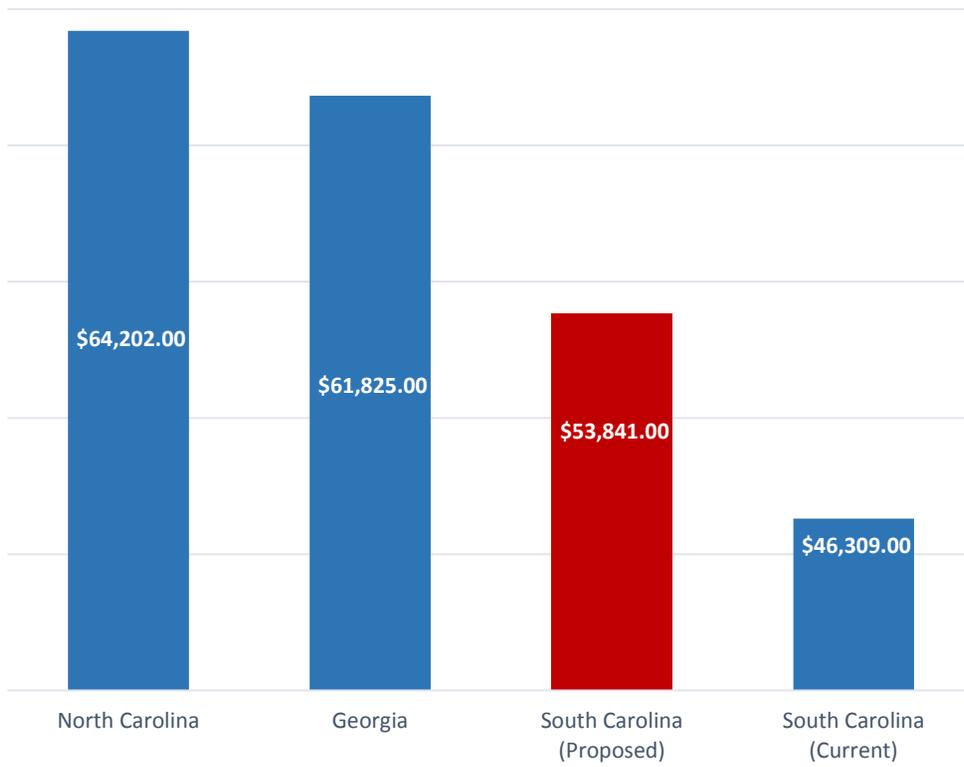
Law Enforcement Salaries (15 Years of Service)



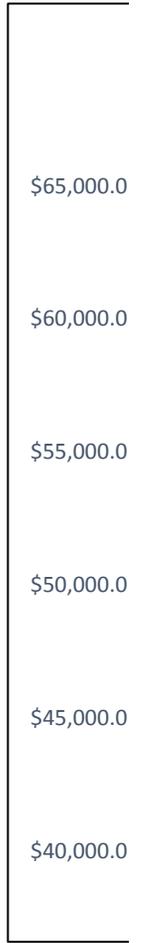
North Carolina	\$	64,202.00
Georgia	\$	61,825.00
South Carolina (Proposed)	\$	53,841.00
South Carolina (Current)	\$	46,309.00



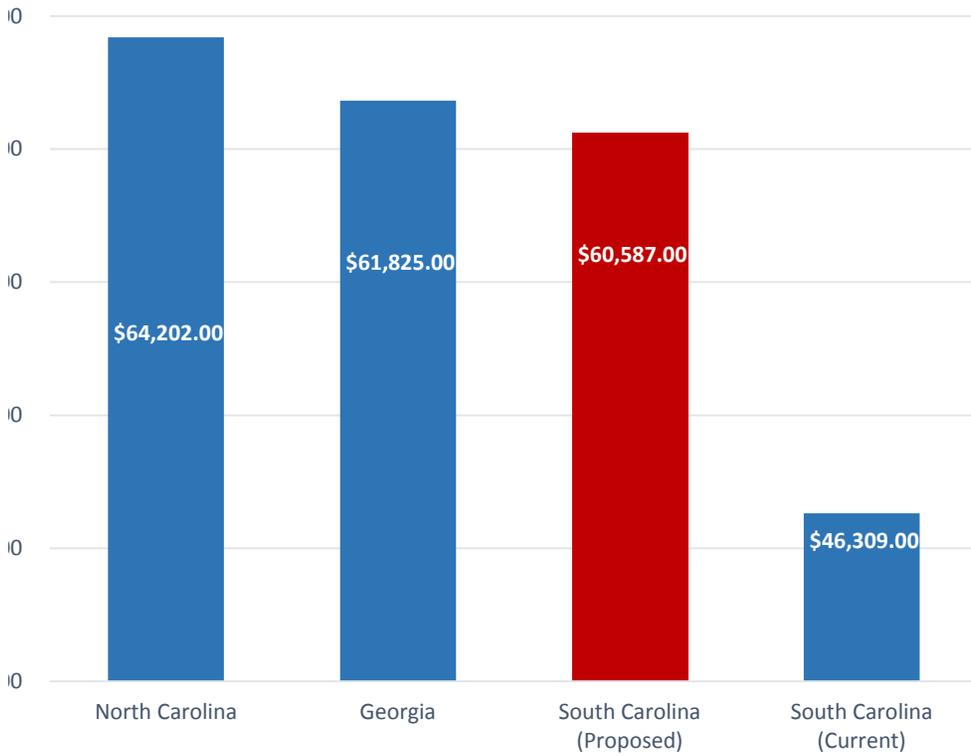
Law Enforcement Salaries (20 Years of Service)



North Carc	\$	64,202.00
Georgia	\$	61,825.00
South Carolina (Proposed)	\$	60,587.00
South Carolina (Current)	\$	46,309.00



Law Enforcement Salaries (30 Years of Service)



Attachment B

**SCDPS Law Enforcement Officer Salary Structure
(Effective June 2, 2016)**

<u>Class Code/Band</u>	<u>State Title</u>	<u>Rank</u>	<u>Salary Range/Increase</u>	<u>Comments</u>	<u>Requirements</u>
JC10/04	Law Enforcement Officer I	Trooper/Officer Trainee* (Non Certified, Certified Candidates with less than 3 years of active law enforcement exp and Out of State Candidates) ENTRY LEVEL	\$38,273 (base salary)	After Graduation from CJA 0% increase; rank change to Trooper/Officer	High School Diploma or GED/21 years of age
JC10/04	Law Enforcement Officer I	Trooper/Officer Trainee* (Prior to DPS hire – Certified with 3 years or more of active law enforcement exp in South Carolina) ENTRY LEVEL	\$42,100 (base salary)	After training 0% increase; rank change to Trooper/Officer; Will not be eligible for rank pay increase for five (5) years	High School Diploma or GED/21 years of age
JC20/05	Law Enforcement Officer II	Trooper/Officer 1 st Class	\$42,100		Serve 3 years as Trooper/Officer
JC20/05	Law Enforcement Officer II	Lance Corporal	\$46,309		Serve 5 years from Hire Date

All Ranks above Lance Corporal are awarded through a Promotional Process. Positions must be posted and applicants are interviewed and tested.

<u>Class Code/Band</u>	<u>State Title</u>	<u>Rank</u>	<u>Salary Range/Increase</u>	<u>Comments</u>	<u>Requirements</u>
JC30/06	Law Enforcement Officer III	Corporal	\$53,173		Promotional Process
JC30/06	Law Enforcement Officer III	Sergeant	\$59,885		Promotional Process
JC30/06	Law Enforcement Officer III	First Sergeant	\$64,531		Promotional Process
JC40/07	Law Enforcement Officer IV	Lieutenant	\$69,177		Promotional Process
JC50/08	Law Enforcement Officer V	Captain	\$80,535		Appointed by Agency Director
JC50/08	Law Enforcement Officer V	Major	\$88,795		Appointed by Agency Director
AH55/09	Program Manager III	Lt. Colonel/Chief	N/A	Increase to Lt. Colonel/Chief (Determined by Director)	Appointed by Agency Director
UA03/00	Deputy Director	Colonel	N/A	Increase to Colonel (Determined by Director)	Appointed by Agency Director

Note: Update to career path will be made upon Cost of Living Increases.



SOUTH CAROLINA HIGHWAY PATROL ACTION MEMORANDUM

SUBJECT: Final recommendation for the SCHP Ten Hour Shift Pilot Project								DATE: November 9, 2018					
TO: Director Leroy Smith				THROUGH:				FROM: Colonel C. N. Williamson					
ACTION REQUIRED: Review/Approve/Return								PRIORITY: <input type="checkbox"/> Low <input checked="" type="checkbox"/> Normal <input type="checkbox"/> High					
SUMMARY: Please find attached the final recommendation for the SCHP Ten Hour Shift Pilot Project.													
CONCURRENCES:													
	LTC	Major R-1	Major R-2	T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9	T-10
Initials													
Date													
	Major SO	Major Admin	Major OSAPI	Budget	Employ Unit	ETMU	Liaison Unit	MR	Office of PPA	RM	Special Ops	TCC	TRN
Initials													
Date													
COMMENTS:													

Approved

Not Approved

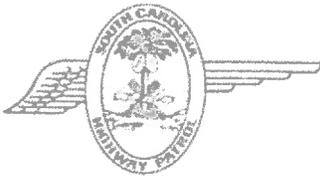
C. N. Williamson 11/9/18
Colonel Signature and Date

COMMENTS:	<p>RECEIVED DIRECTOR'S OFFICE <i>1813924</i> NOV 09 2018</p>
	Referred to _____ Action Required _____ Final Action _____

Approved

Not Approved

[Signature] 11/09/2018
Director Signature and Date



COURTESY - EFFICIENCY - SERVICE

SC DEPARTMENT OF PUBLIC SAFETY
Leroy Smith, Director

HIGHWAY PATROL
Colonel Christopher N. Williamson, Commander

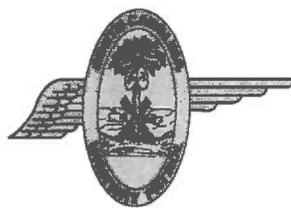
MEMORANDUM

TO: Director Leroy Smith
FROM: Colonel C. N. Williamson *CNW*
DATE: November 9, 2018
SUBJECT: Final Recommendation for the SCHP Ten Hour Shift Pilot Project

The six-month pilot program that was implemented from April 1, 2018 to September 30, 2018 to test the feasibility of conducting field enforcement operations in 10-hour shifts has been completed. Upon completion, the committee, along with participants from the two participating Highway Patrol troops (Troops Five and Six), has recommended that the 12-hour work schedule remain in effect for field enforcement personnel. Attached you will find an Executive Summary that outlines their findings.

As Commander of the Highway Patrol, I concur with the overall recommendation of the committee and the participating troops and recommend that the SCHP remain under the 12-hour shift rotation for field enforcement personnel.





South Carolina Highway Patrol

Ten Hour Shift Pilot Project

November, 2018

Executive Summary

After assuming command of the South Carolina Highway Patrol, Colonel C. N. Williamson assigned a committee of subject matter experts (SME's) to review and revise the Highway Patrol's personnel allocation model (PAM) in order to develop a more realistic and efficient process for both assigning and managing existing resources. The committee employed experienced based methodology for identifying priority of effort and allocating required resources for delivering essential traffic safety and law enforcement services. The resulting PAM is based on the maximum number of personnel allowed by the Patrol's current budget (850) that is distributed among the Patrol's operational divisions in accordance with a five year trend focused on calls for service, enforcement activity, and personnel assignments. The PAM is complemented with both current and proposed improvements in technology and personnel management for the purpose of creating an improved work environment and encouraging greater work efficiency.

Better Managing Allocated Personnel

A key aspect of properly allocating personnel involves the more efficient use of assigned resources. The SCHP has recently implemented changes to its employment processes and basic training program that are expected to allow the Patrol to more effectively keep pace with higher attrition rates. In addition to these changes, the SCHP continues its migration to electronic ticketing and collision reporting systems as well as a consolidated case management system, which are expected to both enhance the Patrol's delivery of essential public safety services and reduce hours spent by troopers in completing administrative duties. To better account for increases in special assignments –especially natural disasters – the Patrol implemented changes to its hurricane evacuation plan that emphasize more efficient use of both personnel resources and technology. Finally, the SCHP has undertaken a pilot project to explore more efficient distribution of manpower through the use of ten hour work shifts.

The Ten Hour Shift

In order to maximize coverage with fewer available resources, the Patrol migrated to a twelve-hour shift rotation in the early 2000's. The move to twelve-hour shifts was based on the assumption that available staffing could be increased by utilizing a rotation of four operational periods as opposed to six operational periods as required by the former eight-hour shift model. Additionally, this change in work shifts allowed for more rest days, which was expected to improve working conditions and encourage retention. Experience has proven, however, that attrition rates continue to rise and anecdotal evidence seems to suggest that the physical strain of working twelve continuous hours over an extended period of time – despite the increased number of rest days – may actually promote attrition.

A proposed remedy to this situation is a ten-hour shift rotation. Models for this work schedule were developed by SCHP supervisory personnel in Troops 5 and 6 in consultation with the SCDPS Office of Human Resources and a pilot program was implemented for a six month trial period on April 1, 2018. Under the trial models, personnel are assigned to ten hour work days 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:** Anecdotal information provided by personnel previously assigned to both ten-hour shifts and twelve-hour shifts suggests that they experienced 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.

During the six month trial phase, supervisory personnel from the respective Troops conducted monthly evaluations of the work schedule – to include surveys of participating personnel – and made adjustments to work hours and/or shift rotations for the purpose of accommodating concerns and/or addressing work inefficiencies. A final assessment of the pilot project was conducted on October 18, 2018 and the following are the findings and recommendations from this review.

- The work schedule used during the first three months – April 1st through June 30th – of the pilot project was a conventional ten hour rotation format that divided personnel into six teams and utilized three overlapping shifts on both sides of the work schedule. These trends were identified:
 - Double days often fell on days when the work load did not require the additional staffing.

- Adjusting double days within the established work schedule proved burdensome to both to supervisors and troopers.
 - Existing staffing levels are insufficient to effectively distribute personnel among the six total shifts, especially when accounting for leave, training, and special assignments.
 - Personnel previously assigned to the twelve hour shift rotation were accustomed to more frequent rest days to include weekends and the ten hour shift proved difficult for them in adjusting their personal/family lives to the ten hour schedule.
 - Supervisors rotated among the shifts in order to provide adequate supervisory coverage, which created inconsistencies in leadership expectations for the troopers; in addition, even when fully staffed with four corporals per post, it was difficult to provide consistent 24 hour supervisory coverage.
 - Daily shift overlaps were particularly effective in providing adequate patrol coverage on court days.
 - Assignment to midnight shift was only required every third month, which minimized the negative physical impacts – specifically sleep deprivation – inherent to this shift.
 - Troopers had the opportunity to work with other coworkers within their assigned post with whom they do not work in the twelve hour rotation, which encouraged greater camaraderie within the respective Posts.
- For the final three months of the pilot project – July 1st through October 31st – the supervisors were permitted to use a hybrid schedule rotation format similar to the format used with the twelve hour shift rotation. This format divided personnel into four teams. Each work day consisted of two teams divided into three working ten hour shifts (day, split, and night). This format incorporated one day each week when all personnel were scheduled to work. This schedule format was more familiar to the personnel participating in the pilot project. This schedule yielded these findings:
 - The numbers of rest days and off weekends were more consistent with the twelve hour rotation and, as such, more familiar and adaptable for the assigned personnel.
 - This design was more familiar to supervisory personnel and, as such, easier to manage.

- While double days and shift overlaps were essentially eliminated, the use of the split shift during the night shift rotation was particularly effective in providing patrol coverage during peak hours.
- The midnight shift rotation remained at every three months, which continued to minimize the negative physical impacts – specifically sleep deprivation – inherent to this shift.
- Troopers had the opportunity to work with other coworkers within their assigned post with whom they do not work in the twelve hour rotation, which encouraged greater camaraderie within the respective Posts.

At the conclusion of the ten-hour shift pilot program, the committee members met with participating personnel from each of the two (2) piloting field troops during the month of October. During the meeting, pilot program participants provided unanimous feedback advising against further implementation of the ten hour work schedule. Although the ten hour shift has promise for providing more efficient use of personnel by ensuring optimal patrol coverage, it was determined current staffing levels do not favor the implementation of this work schedule. It was noted that, even with fully staffed troops, the ten hour shift would be ineffective in providing twenty-four hour patrol coverage in smaller posts. Ultimately, the twelve hour shift with the use of overlapping split shifts during peak hours remains the most effective work schedule for the South Carolina Highway Patrol. In consideration of the pilot participants' valuable feedback, and after the committee's overall assessment, the committee recommends the twelve hour shift rotation remain the preferred work schedule for personnel assigned to field enforcement unless otherwise directed.