

# **South Carolina Department of Public Safety**



## **Staff Inspection Report**

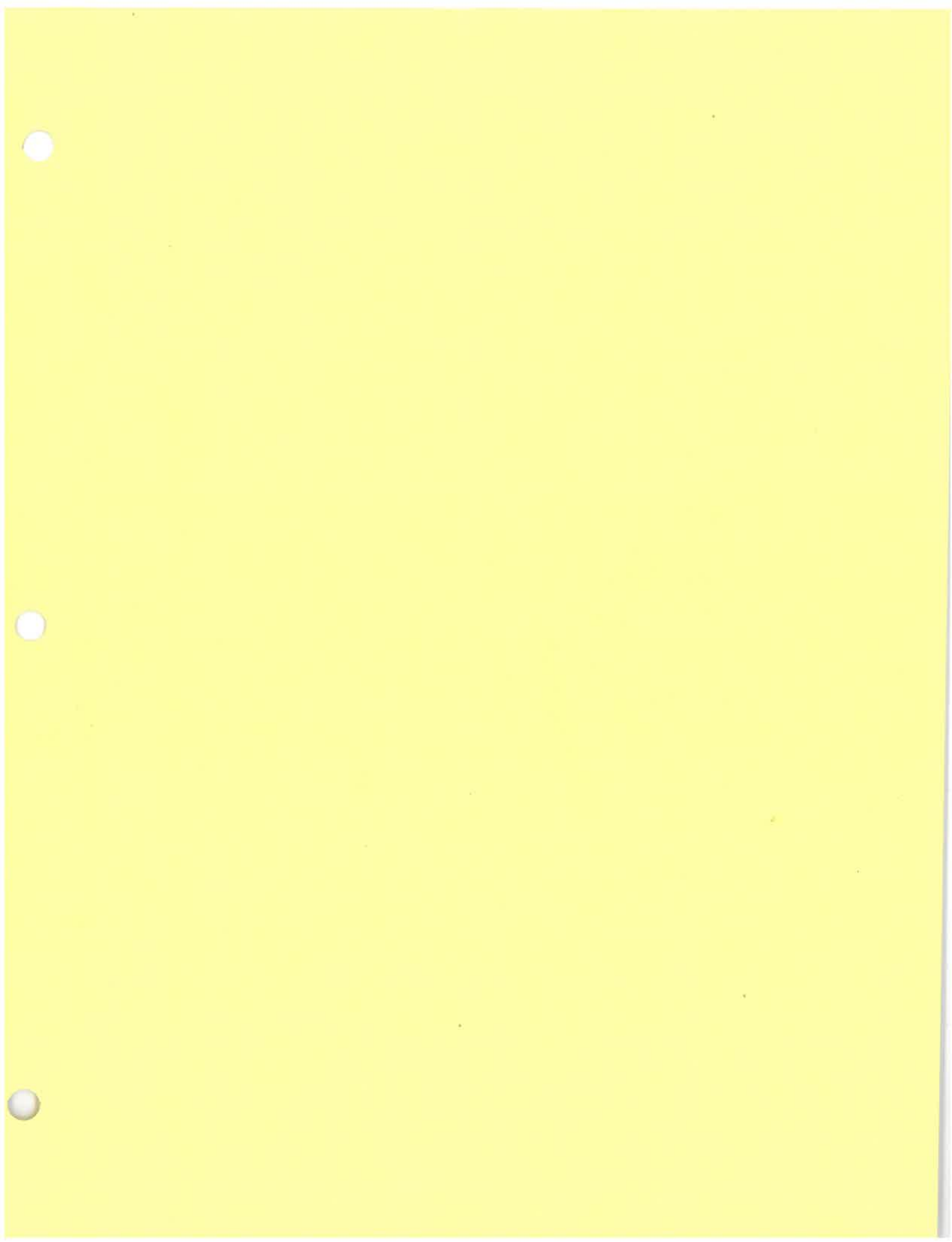
**South Carolina State Transport Police**

**Regions 1-3**

**2013-2015**

*Major J. D. Moore  
Office of Strategic Services, Accreditation, Policy and Inspections  
10311 Wilson Boulevard  
Blythewood, South Carolina 29016*





# **South Carolina Department of Public Safety**



## **Staff Inspection Report**

**South Carolina State Transport Police**

**Region One**

**September 22-24, 2015**

*Major J. D. Moore  
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South Carolina State Transport Police – Region One  
September 22-24, 2015

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**Executive Summary**

The Staff Inspection of State Transport Police (STP) Region One (Richland) revealed minimum issues that were either non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, were in compliance and within department policy and procedures.

**Scope**

Staff Inspections exist to review the administrative and operational efficiency of the inspected component. The process may be accomplished through reviews of relative reports and other documentation, observation of various operations, and interviews with appropriate personnel. Staff Inspections include, but are not limited to, the following areas:

- a. Facilities and Equipment
- b. Policies and Procedures
- c. Files and Records
- d. Personnel and Management

Selected command level division personnel serve as Inspectors-in-Place (IIP) and conduct the assessment of division operations and activities. The inspection identifies inconsistencies and problematic areas as well as exceptional findings. Specifically, IIP's are responsible for identifying and determining if:

- Established operating standards are understood and applied.
- Deviations from operating standards are identified and analyzed.
- Results are consistent with established goals and objectives and whether the operations or programs are performed as planned.
- Procedures are cost efficient.
- Procedures are duplicated.
- Procedures are consistent statewide.

Listed below are examples of areas reviewed and inspected by the Inspectors-in-Place.

- Collision Records/Cash Receipts
- Employee Training Records
- Evidence/Property Room Administration
- Secondary Employment Policy Compliance
- Agency Property/Inventory Control
- Purchasing and Procurement Compliance
- Telecommunication Centers

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In addition, the Scope of the inspection involves interviewing a minimum of 25% of the respective region. Interview questions are characterized under the following topics:

- Quality of Management/Supervisory Leadership
- Morale
- Job Satisfaction
- Overall Communication
- Operational Effectiveness

Information obtained from the interviews are captured and calculated in the enclosed report.

**Objectives**

Staff Inspections exist to ensure the reliability and integrity of information; compliance with policies, procedures, plans, laws and regulations; safeguarding of assets; economical and efficient use of resources; and accomplishment of established objectives and goals for operations or programs.

The primary objectives of staff inspections consist of the below:

1. Be conducted in a complete, thorough and impartial manner.
2. Provide a mechanism for evaluating the quality of law enforcement operations to ensure control and continuity is being maintained.
3. Assist all levels of management in the effective discharge of their responsibilities.
4. Identify weaknesses and recommend corrective measures to provide operational and administrative guidance.
5. Ensure compliance with statutes, regulations, policy, procedures, programs and accreditation standards.
6. Ensure uniformity to recognize procedures deserving of consideration for possible agency-wide implementation.
7. Identify employees for recognition for noteworthy accomplishments; identify employees that are not contributing to the agency's mission.

**Sampling Methodology**

Staff Inspections are to be administered at minimum, every three (3) years. The inspection will include the current calendar year and up to the previous two (2) calendar years. Inspected documents will include a minimum of ten (10) percent from each identified item located under the Section entitled, Scope; as well as, items listed in the Staff Inspection Checklist, DPS LE-030.

In addition, a minimum of 25% of each inspected area will be interviewed utilizing a series of identified questions. Information obtained from the interviews are captured and calculated in the enclosed report.

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Further, a Line Inspection is conducted on one (1) non-supervisory trooper and documented on the Line Inspection Checklist, DPS LE-029. The Line Inspection is witnessed by the IIP.

**Authority**

Staff Inspection's authority is derived from South Carolina Code of Laws 23-6-20 and Department of Public Safety Policy 300.12, Line and Staff Inspections. In addition, authority is derived from the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

**Overview**

Region One Headquarters is located in Irmo, South Carolina (Lexington County). The majority of Region One is located in and adjacent to the Midlands area of the state. Region One currently maintains twelve (12) sworn officers (Sergeant - Officer).

**Introduction**

The Staff Inspection was initiated with an Entrance Conference on Wednesday, August 19, 2015. Attendees included the Inspector-in-Charge (IC), Major J. D. Moore of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); Captains J.D. Price and R.G. Shell; Lieutenants T.A. Walker and R.N. Cloud; Sergeant D.D. Wilson, and Corporal C.C. McKellar.

Lieutenant D.M. Dill was introduced as the IIP.

The Entrance Conference provided the platform to ensure each attendee was apprised of the purpose of the inspection. Further, details about the activities as outlined in the Section entitled, Scope, was also reviewed.

The Exit Conference was conducted on Friday, September 25, 2015. The IIP provided a brief overview of his findings to the attendees. The attendees included the aforementioned Region One staff (excluding Captain R.G. Shell and Lieutenant T.A. Walker).

It was conveyed during the exit conference that the Region One staff was very accommodating while providing the IC and the IIP with exceptional courtesy and respect.

Attendees received all recommendations by the IIP in a very professional manner. Further, attendees were positive with their questions and remarks. The overall environment demonstrated an understanding of the inspection process, reception to the inspector's findings and the willingness to ensure the division maintains consistent operations while adhering to policies and procedures. In particular, the byproduct of staff

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inspections, uniformity, was conveyed by Region One staff members as vital for the future of the State Transport Police division.



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**State Transport Police - Region One**

An inspection of the Region One Office was conducted from September 22-24, 2015. Present during the inspection was Region Supervisor, Sergeant D.D. Wilson, and Corporal C. McKellar. Both supervisors provided documentation of requested items and answered questions pertaining to policy and procedures.

**A: DOCUMENTS AND PROCEDURES**

**1. Collision Reports**

**Compliance** - The region sergeant was interviewed concerning collision investigation procedures and file maintenance. The region sergeant was familiar with collision investigation procedures and policies. The region sergeant displayed knowledge of the Reportbeam Program and the ability to search and retrieve collision reports - filed electronically.

The region maintains records of Significant Crash Reports (SCR) involving commercial motor vehicles. SCR's are maintained electronically on the State Transport Police (STP) network I-Drive. SCR's are completed when officers respond to collision scenes to conduct inspections on commercial motor vehicles or commercial motor vehicle drivers involved in serious collisions.

**2. Cash Receipts**

**Not Applicable.**

**3. Employee Training Records**

**Compliance** - The region training files were well-maintained and organized. The files were located in the sergeant's office in a secure file cabinet. Each officer in the region had an individual file containing training records and certificates.

**Finding** - The region had two qualifying officers with Field Training Officer (FTO) reports for the inspection period (2013, 2014, and 2015). The FTO packet for Officer Pickering was missing the FTO's signature (L/Cpl. C. Chan) on sixteen (16) reports. The same packet was missing the supervisor's signature on the final report.

**RECOMMENDATION(S):**

All training reports shall be properly signed by the trainee, FTO, and supervisor.

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**4. Evidence/Property/Storage/Documentation**

**Compliance** - An inspection of the Region One evidence room was conducted with the primary evidence custodian, Sgt. D.D. Wilson. The Evidence / Property Storage room is of sufficient size and is adequately secured. At the time of the inspection there was no evidence stored in the evidence room. There is not an evidence refrigerator in the evidence room. The region sergeant advised that evidence requiring refrigeration, based on an agreement with the State Law Enforcement Division (SLED), is stored at SLED.

**5. Evidence Destruction / Documentation**

**Compliance** - The evidence documentation and destruction process was discussed with the region sergeant. Evidence documentation files were organized and up to date. Copies of chains of custody forms and closed case reports were maintained in the region office.

**6. Evidence Inspections (Quarterly, Annual, Unannounced, Custodial Change)**

**Compliance** - A review of the required inspection forms included:

2013: (4) Quarterly Inspections, (1) Unannounced Inspection; (1) Annual Inspection; and (1) Custodian Change Inspections;

2014: (4) Quarterly Inspections, (1) Unannounced Inspection; (1) Annual Inspection;

2015: (3) Quarterly Inspections, and (1) Annual Inspection.

**7. Secondary Employment Policy Compliance**

**Compliance** - Copies of officers' requests to engage in secondary employment are maintained in the region office. Each request is retained in each officer's personnel file.

**8. Agency Property Accountability and Inventory Control**

**Compliance** - Inventory Control documents for 2014 and 2015 are maintained in the region office for each individual officer.

**9. Purchasing and Procurement Compliance (P-Card)**

**Compliance** - The region sergeant is issued a Procurement Card (P-Card) utilized to purchase essential items for daily operations. Such items include, but are not limited to, power inverters for patrol vehicles, creepers, and miscellaneous office supplies. Receipts for items purchased are signed by the cardholder and returned to STP Headquarters for review and retention. The region sergeant maintains a file for receipts of purchases made with the P-Card.

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**10. Telecommunications Centers**

**Not Applicable.**

**11. Traffic Summons Book / Bond Money**

**Compliance** - The region sergeant is familiar with summons book audits and bond money policies and procedures. Summons book audits are conducted on a monthly basis in the region in conjunction with the line inspection.

**12. Ticket Tracking**

**Compliance** - The Region One system to request and receive ticket books works as follows: Summons books are requested through the field Lieutenant. Region supervisors will then retrieve the summons books from STP Headquarters. Region supervisors will issue summons books to officers upon request. Summons books will be issued with a receipt and a transmittal tracking sheet attached. The officers will sign and return the summons book receipt. The receipt is maintained in a region file identified by the summons book series. Once all citations in a summons book have been disposed, officers will submit a completed transmittal tracking sheet. The transmittal tracking sheet will be attached to the original summons book receipt. Supervisors review the information for accuracy. Once approved, summons tickets are submitted to the ticket processing unit at STP Headquarters.

When conducting summons book audits, the region supervisors utilize the STP Console and summons book transmittals to ensure citations are processed appropriately.

**13. Body Armor Replacement Date**

**Compliance** – Sergeant D.D. Wilson explained that the expiration date on issued body armor is checked and documented on the line inspection on a monthly basis. The region commander, when performing administrative duties, maintains body armor in the tactical cover, in the patrol vehicle – readily available. Additionally, STP Officers may remove body armor, when worn using the outside cover, while actively engaged in:

- a. Level 1 commercial vehicle inspections.
- b. Size and weight enforcement using portable scales.

Due to these exceptions, many of the officers utilize the outer cover when wearing body armor.

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**14. Child Protective Custody Procedures**

**Compliance** - Sgt. D.D. Wilson stated there have been no incidents, within the region, requiring child custody procedures during this inspection period (2013, 2014, and 2015). Sgt. Wilson is familiar with Policy 300.19 (Juvenile Operations). A juvenile file is maintained, separate from all other files, in a locked file drawer.

**15. Juvenile Procedures**

**Compliance** - Sgt. D.D. Wilson stated there have been no incidents, within the region, requiring juvenile procedures during this inspection period (2013, 2014, and 2015). Sgt. Wilson is familiar with Policy 300.19 – Juvenile Operations. A juvenile file is maintained, separate from all other files, in a locked file drawer.

**16. Juvenile Custody Release Forms**

**Not Applicable.**

**17. Line Inspections**

**Compliance** - Three months of line inspections were reviewed for each year of the inspection period (2013, 2014, and 2015). The files were well-maintained and organized according to date. The line inspections are conducted on a monthly basis in a uniformed manner. Items not in compliance were noted and corrected deficiencies were properly documented.

Monthly line inspections, conducted on all uniformed personnel, are stored in the region office. Retention included 2013, 2014, and 2015 (to date). The majority of the line inspections were complete and accurate; however, there were some incidents of items not being checked or not being documented as checked on the line inspection. Additionally, there were instances of multiple boxes being checked for a single item. Specific examples of these issues were communicated with the region sergeant.

The Region Commander, Sgt. D.D. Wilson, performed a line inspection on Cpl. C. McKellar. The line inspection was conducted in compliance with policy, to include physically checking all issued equipment [weapons checks, serial number verifications, all required equipment, sensitive items (badges), and summons books (bond money)].

**RECOMMENDATION(S):**

The region commander should review all line inspections, on a monthly basis, to ensure compliance.

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**18. Safety Checkpoint Documentation (Statistical Data)**

**Not Applicable** - STP does not conduct safety checkpoints due to the focus on commercial vehicle enforcement; however, Region One provided retained documentation concerning “Hands Across the Border” checkpoints that included STP officers.

**19. EPMS (Probationary, Annual)**

**Compliance** - EPMS reviews are stored with the personnel files located within the region commander’s office. All reviews inspected were signed by the employee, the supervisor conducting the review, and the reviewing supervisor.

EPMS records were inspected for two officers (G.S. Pickering and C. Chan) for the inspection period (2013, 2014, and 2015). A probationary EPMS was reviewed for Officer G.S. Pickering, dated December 18, 2013. Officer G.S. Pickering was assigned to this position on May 17, 2013.

**20. Disciplinary Action Records**

**Compliance** - The region sergeant maintains a copy of counseling sessions in the officer’s individual personnel file. Three (3) counseling sessions were maintained for the inspection period.

**21. Victim / Witness Files – Secure**

**Not Applicable.**

**22. Use of Force Reports (Supervisory Review)**

**Compliance** - The region presented the only use of force (UOF) incident that occurred during the inspection period. The incident was dated 06/19/2015. The documentation reviewed was complete and accurate, to include required signatures documenting the proper regional and supervisory review.

**23. Pursuit Reports (Supervisory Review)**

**Compliance** - Region One did not have any documented occurrences of a pursuit during the inspection period (2013, 2014, and 2015). The region supervisors are familiar with the pursuit policy and the required reporting procedures.

**24. Prisoner Transport**

**Compliance** - Sgt. Wilson explained the Prison Transport Procedures practiced in the region. Sgt. Wilson is knowledgeable of and properly explained the prisoner transport policy (300.07 Prisoner Transport) and procedures to include: (1) transporting a person of

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the opposite sex or juveniles and (2) providing beginning and ending odometer readings when transporting the previously mentioned subjects.

**25. Legal Process Form**

**Not Applicable.**

**26. Subpoena Maintenance**

**Compliance** - Sgt. Wilson stated Region One receives subpoenas, places the subpoenas in the officer's individual mailboxes, and notifies the officer, utilizing email or telephone, upon receipt.

RECOMMENDATION(S):

The region commander should establish a subpoena tracking system and procedure to ensure officers comply with subpoenas through the completion of the case.

**27. Radar Logs**

**Compliance** - Radar logs are maintained in a secure file in the sergeant's office. The officers maintain the original radar log on their computers. Officers submit a copy of the log to the region sergeant each month.

**28. Radar Proficiency Certification / Recertification**

**Compliance** - Sergeant Wilson provided copies of the officers' radar certificate and the radar proficiency test(s). Certificates and proficiency test(s) are retained in each officer's personnel file maintained in a secured file cabinet in the sergeant's office. The radar certification expiration date is checked each month in conjunction with the officers' line inspections. The expiration date for each officer's certification is maintained in the training file on STP's I-drive (Lieutenant K.B. Melvin oversees STP training files).

**29. Records Retention**

**Compliance** – Region One maintained a complete file of required records. The retention of records in the region exceeded the requirements specified in the General Record Retention Schedule.

RECOMMENDATION(S):

The region commander should purge files in an effort to maintain an orderly system and allow for sufficient space for proper retention of required files.

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**30. Wrecker Inspections**

**Not Applicable** - Region One officers conduct annual heavy duty wrecker inspections in collaboration with the Highway Patrol. STP specifically inspects the classification of heavy duty wreckers applying for the rotation list. Copies of the inspections are provided to the Highway Patrol for maintenance and retention. Region One does not maintain a file with a hard copy of these inspections; however, these inspections are maintained electronically through the STP's Safetynet Program.

**31. Region Hand Scale Calibration Date**

**Compliance** - Region One maintained copies of the hand scale calibration certificates from the Department of Agriculture (DOA) for each pair of hand scales assigned to the officers in the region. The inspection period includes (2013, 2014, and 2015).

**B: FACILITIES**

**1. General Appearance and Upkeep**

**Compliance:** The region office was clean, well-maintained, and organized.

**2. Timely Reporting of needed Maintenance**

**Compliance:** The office was well-maintained with no evidence of needed maintenance. The region commander is responsible for reporting need maintenance of the facilities through the chain of command to the State Transport Police Program Manager for corrective action to be arranged.

**3. OSHA / Fire Codes**

**Compliance:** Personnel are in compliance with applicable OSHA Laws and Fire Codes. The OSHA employee rights poster is displayed in the copier room directly above the copier which is accessible to all officers in the region.

**4. Building Evacuation Route – Posted**

**Compliance:** The building evacuation route was posted at both the region office and at the Richland Scale House.

**5. Fire Extinguisher Inspection Tags**

**Compliance:** The fire extinguisher inspection tags were up to date at both the office and at the Richland Scale House.

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**6. Defibrillator**

**Not Applicable** - The region office is not equipped with a defibrillator.

**7. First Aid Kit**

**Compliance:** There is a first aid kit at both the region office and at the Richland Scale House.

**8. Weight Station Scale Calibration**

**Not in Compliance** - Certification files for each of the fixed scale facilities (Richland, Lexington, and Aiken) are maintained at the region office. The 2014 Scale Certification was missing for the Richland and Lexington Scale facilities. The 2013 Scale Certification was missing for the Aiken Scale facility.

RECOMMENDATION(S):

The region commander shall maintain a filing system for fixed weight station calibrations. These files shall be retained for three (3) years.



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**General Information:** Region One consists of seven (7) counties: Richland, Lexington, Calhoun, Aiken, Kershaw, Lee, and Sumter Counties. Region One is operating with twelve (12) sworn officers – three (3) of the twelve officers are supervisory personnel. Interviews were conducted with five (5) of the twelve officers assigned to the region [Supervisory personnel: (2); Non-supervisory personnel: (3)] for sampling of forty-one percent (41%) of the personnel assigned to the region.

All personnel are properly educated on the mission of the region – fatality reduction. Subordinates are regularly recognized at the region and headquarters level. Subordinates are recognized from the headquarters level through the “Game Changers Recognition Program” and praise from region supervision in the form of emails or verbal communication. Substandard performance is addressed one on one with the subordinate that is not performing - this may include ride-a-longs. The region commander summarized performance by stating that each of the subordinates within the region is performing at a satisfactory level.

**Morale:** The overall morale within Region One is described as good with ratings from the interviewed personnel ranging from good to excellent. The personnel assigned to the region present a positive atmosphere. The region commander is described in a positive light and the corporals in the region are viewed as proactive, productive and approachable. The supervisors in the region are well-respected, liked, and described as knowledgeable. All personnel interviewed described the quality of supervision in the region as excellent.

**Communication:** Communication within Region One is described as good. Four (4) out of the five (5) officers interviewed rated communication as excellent. Assigned personnel consistently describe the main method of communication as electronic mail (e-mail), phone calls, and region meetings. The personnel advised more important information is communicated multiple ways, usually with email and one on one conversation to ensure the information is received and understood.

**Job Satisfaction:** The personnel assigned to Region One are satisfied with their job. A majority of the personnel describe a personal satisfaction with the job and believe their efforts contribute to the success of the region. The only issue of concern conveyed while discussing job satisfaction was that due to the lack of manpower and the requirement to operate the weight stations officers were not able to conduct enough patrols to effectively address the collision reduction goals. Personnel appreciate the praise for exceptional job performance received from supervisors through emails or verbal communication. Personnel also appreciate the monthly recognition from the headquarters level through the “Game Changers Recognition Program.” The overall level of job satisfaction rates between good and excellent.

**Operational Effectiveness:** Operational effectiveness had an overall good rating in Region One. Personnel consistently indicate they have the access to supplies and information they need to be successful in the mission of STP. The only negative

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comments concerning operational effectiveness dealt with manpower. Due to the lack of manpower and the required staffing of the weight stations, some officers indicated concerns about not spending enough time conducting patrol or special enforcement activities throughout the region. The overall level of operational effectiveness rates between good and excellent.

**Summary / Conclusion:** The supervisory personnel assigned to Region One communicate a desire to excel. During the staff inspection process, the majority of the non-compliance issues were related to record retention and a lack of education concerning specific retention requirements at the region level. The Region One Office presents an environment that would easily permit the assigned personnel to comply with all defined staff inspection requirements. The personnel assigned to Region One (supervisory and non-supervisory) possess a positive, proactive attitude. Interviews during the staff inspection indicate the personnel in Region One have an overall good outlook on all areas discussed in the interview process. All assigned personnel communicate a personal and professional satisfaction with their job.

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**QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 4.0**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3 = 12	2 = 8		5 = 20
GOOD (3)				
FAIR (2)				
POOR (1)				
TOTAL	3 = 12 4.0	2 = 8 4.0		5 = 20 4.0

**MORALE = 3.4**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2 = 8			2 = 8
GOOD (3)	1 = 3	2 = 6		3 = 9
FAIR (2)				
POOR (1)				
TOTAL	3 = 11 3.7	2 = 6 3.0		5 = 17 3.4

**JOB SATISFACTION = 3.2**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1 = 4			1 = 4
GOOD (3)	2 = 6	2 = 6		4 = 12
FAIR (2)				
POOR (1)				
TOTAL	3 = 10 3.3	2 = 6 3.0		5 = 16 3.2

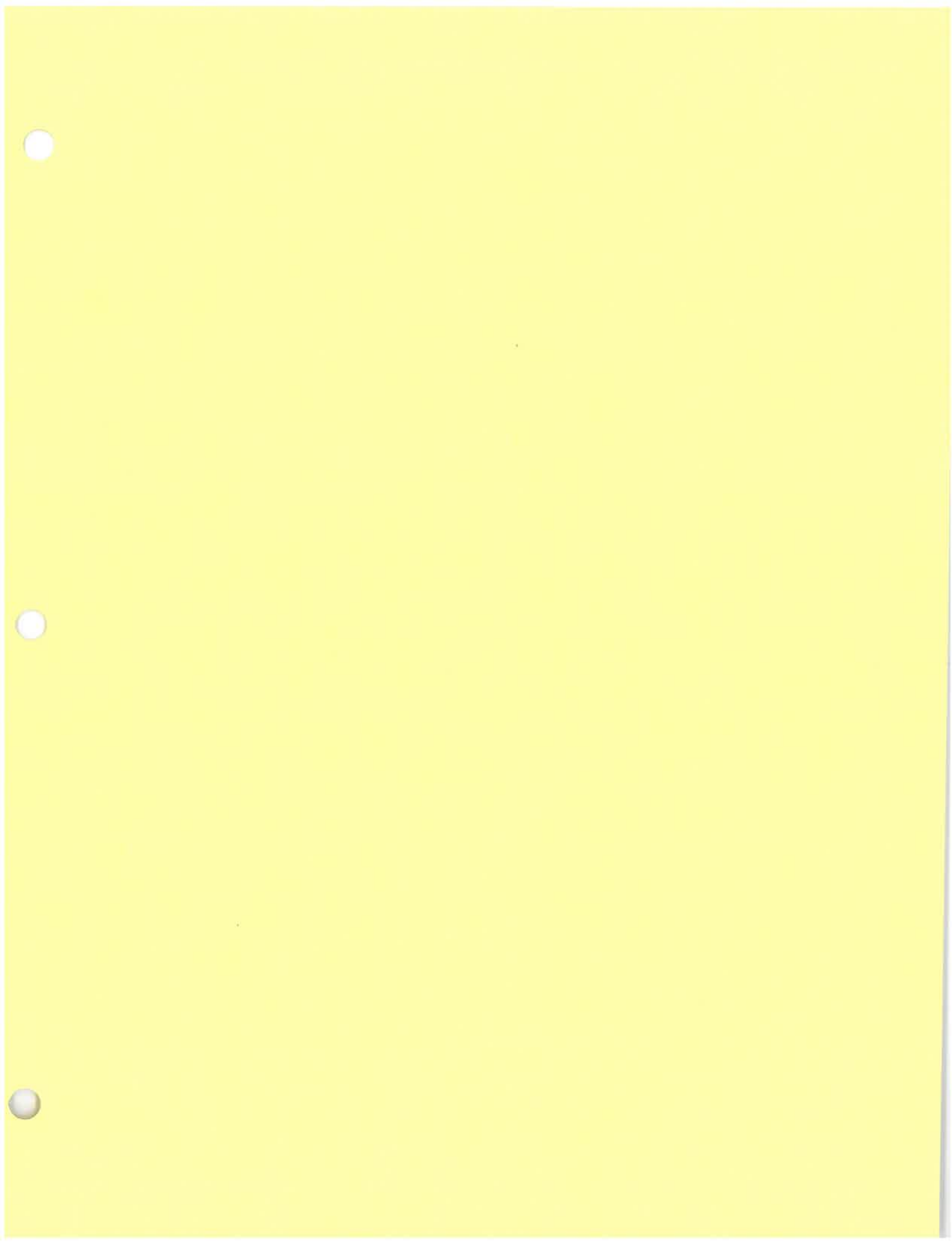
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**OVERALL COMMUNICATION = 3.8**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3 = 12	1 = 4		3 = 12
GOOD (3)		1 = 3		1 = 3
FAIR (2)				
POOR (1)				
TOTAL	3 = 12 4.0	2 = 7 3.5		5 = 19 3.8

**OPERATIONAL EFFECTIVENESS = 3.6**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2 = 8	1 = 4		3 = 12
GOOD (3)	1 = 3	1 = 3		1 = 3
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TOTAL	3 = 11 3.7	2 = 7 3.5		5 = 18 3.6



# **South Carolina Department of Public Safety**



## **Staff Inspection Report**

**South Carolina State Transport Police**

**Region Two**

**October 20-22, 2015**

*Major J. D. Moore  
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Blythewood, South Carolina 29016*



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Staff Inspection Report  
South Carolina State Transport Police – Region Two  
October 20-22, 2015

**Executive Summary**

The Staff Inspection of State Transport Police Region Two (Greenwood) revealed minimum issues that were either non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, were in compliance and within department policy and procedures.

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- a. Facilities and Equipment
- b. Policies and Procedures
- c. Files and Records
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Selected command level division personnel serve as Inspectors-in-Place (IIP) and conduct the assessment of division operations and activities. The inspection identifies inconsistencies and problematic areas as well as exceptional findings. Specifically, IIP's are responsible for identifying and determining if:

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- Results are consistent with established goals and objectives and whether the operations or programs are performed as planned.
- Procedures are cost efficient.
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Listed below are examples of areas reviewed and inspected by the Inspectors-in-Place.

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- Telecommunication Centers



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- Morale
- Job Satisfaction
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- Operational Effectiveness

Information obtained from the interviews are captured and calculated in the enclosed report.

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The primary objectives of staff inspections consist of the below:

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In addition, a minimum of 25% of each inspected area will be interviewed utilizing a series of identified questions. Information obtained from the interviews are captured and calculated in the enclosed report.

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**Authority**

Staff Inspection's authority is derived from South Carolina Code of Laws 23-6-20 and Department of Public Safety Policy 300.12, Line and Staff Inspections. In addition, authority is derived from the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

**Overview**

Region Two Headquarters is located in Greenwood, South Carolina (Greenwood County). The majority of Region Two is located in the piedmont area of the state. Region Two currently maintains twelve (12) sworn officers (Sergeant - Officer).

**Introduction**

The Staff Inspection was initiated with an Entrance Conference on Tuesday, October 20, 2015. Attendees included the Inspector-in-Charge (IC), Captain S.A. Stankus of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); and Corporal R.A. Heitzenrater. (Sergeant V.W. Bryan was on extended leave.)

Lieutenant D.M. Dill was introduced as the IIP.

The Entrance Conference provided the platform to ensure each attendee was apprised of the purpose of the inspection. Further, details about the activities as outlined in the Section entitled, Scope, was also reviewed.

The Exit Conference was conducted on Thursday, November 12, 2015. The IIP provided a brief overview of his findings to the attendees that included Major J.D. Moore and Captain S.A. Stankus (OSAPI); Captain J.D. Price, Lieutenant R.N. Cloud; and Sergeant V.W. Bryan.

It was conveyed during the exit conference that the Region Two staff was very accommodating while providing the IC and the IIP with exceptional courtesy and respect.

Attendees received all recommendations by the IIP in a very professional manner. Further, attendees were positive with their questions and remarks. The overall environment demonstrated an understanding of the inspection process, reception to the inspector's findings and the willingness to ensure the division maintains consistent operations while adhering to policies and procedures. In particular, the byproduct of staff inspections, uniformity, was conveyed by Region Two staff members as vital for the future of the State Transport Police division.

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**State Transport Police - Region Two**

A staff inspection was conducted in State Transport Police Region Two (2), October 20-22, 2015. The Region Commander, Sergeant V.W. Bryan, was absent and unavailable as result of a work-related injury. Corporal R.A. Heitzenrater provided documentation of requested items and answered questions pertaining to policies and procedures. Corporal T.B. Jacobs is the evidence custodian and provided requested documentation and items of evidence.

**A: DOCUMENTS AND PROCEDURES**

**1. Collision Reports**

**Compliance.** Corporal Heitzenrater was interviewed concerning the collision investigation procedures and file maintenance. The region supervisors are familiar with collision investigation procedures and policies. Corporal Heitzenrater displayed knowledge of the Reportbeam Program and the ability to search and retrieve collision reports which are filed electronically.

Region Two also maintains records of Significant Crash Reports (SCR) involving commercial motor vehicles (CMV). These reports are maintained electronically on the State Transport Police's (STP) network I-Drive. SCR's are completed when officers respond to collision scenes to conduct inspections on CMVs or CMV drivers involved in serious collisions.

**2. Cash Receipts**

**Not Applicable.** Region 2 does not utilize cash receipts.

**3. Employee Training Records**

**Compliance.** The region training files were well-maintained and organized. The files were located in the sergeant's office in a secure file cabinet. Each officer in the region had an individual file containing their training records and certificates.

**Finding –** Region Two had two (2) officers with Field Training Officer (FTO) reports for the inspection time period (2013, 2014, 2015). The majority of the FTO reports for Officer M.R. Goff were not maintained in the region. Supervisor Observation Reports from August 13 & 15, 2013, were maintained in the region. FTO reports for Officer T.C. Smallwood were maintained in the region; however, the Daily Observation Reports for November 24 & 25, 2014, were missing the signatures of the probationary officer and the FTO.

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RECOMMENDATION(S):

1. All training reports shall be properly signed by the trainee and the FTO.
2. Complete packets of the FTO reports shall be maintained at the region level for a period of three (3) years.

**Evidence/Property/Storage/Documentation**

**Compliance.** An inspection of the Region Two evidence locker was conducted with the evidence custodian, Corporal T.B. Jacobs. The inspection revealed the evidence storage area in the region office is not ideal due to the limited office space. The evidence storage consists of a four drawer filing cabinet which is secured to the floor and is equipped with locks for each drawer. The file cabinet is located in the officer work area which is assessable to all officers in the region. The evidence log was maintained on top of the evidence filing cabinets and assessable to all officers in the region. The region office does not maintain an evidence refrigerator for blood or urine evidence, but a working agreement exists with the adjacent Greenwood County (Troop Two / Post B) Highway Patrol Office to use the evidence refrigerator in the event evidence is seized, requiring refrigeration.

The Region Two Evidence Inventory Sheet was utilized for the inspection. All evidence inspected was accounted for and logged properly. The sign-in book was checked for accuracy.

RECOMMENDATION(S):

Secure the evidence log in the locked filing cabinet when not in use to prevent unauthorized modifications by persons other than the certified evidence custodians.

**5. Evidence Destruction / Documentation**

**Compliance.** The evidence documentation and destruction process was discussed with Corporal Jacobs. Evidence documentation files were organized and current. Copies of chains of custody forms and closed case reports were maintained in the region. Retention of video disposal documentation included documentation dated 2010-present.

**6. Evidence Inspections (Quarterly, Annual, Unannounced, Custodial Change)**

**Compliance.** A review of the required inspection forms included:

2013: (4) Quarterly Inspections, (1) Unannounced Inspection; (1) Annual Inspection; and (1) Evidence Custodian Change;

2014: (4) Quarterly Inspections, (1) Unannounced Inspection; and (1) Annual Inspection;

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2015: (4) Quarterly Inspections.

The review of the inspection forms revealed all required evidence inspections and inspection documentation was properly retained.

**7. Secondary Employment Policy Compliance**

**Compliance.** Copies of officers' request(s) to engage in secondary employment are maintained in the region.

**8. Agency Property Accountability and Inventory Control**

**Compliance.** Inventory Control documents for 2014 and 2015 are maintained within the region for each officer.

**9. Purchasing and Procurement Compliance (P-Card)**

**Compliance.** The region sergeant is issued a Procurement Card (P-Card) to purchase essential items for daily operations. Such items include, but are not limited to power inverters for patrol vehicles, creepers and miscellaneous office supplies. Receipts for items purchased are signed by the card holder and returned to STP Headquarters for review and retention. The region sergeant properly maintains a file for receipts of purchases made with the P-Card.

**10. Telecommunications Centers**

**Not Applicable.**

**11. Traffic Summons Book / Bond Money**

**Compliance.** The region sergeant is familiar with summons book audits and bond money policies and procedures. Summons book audits are conducted monthly basis in conjunction with the line inspection. A summons audit sheet and accompanying citation console reports are attached.

**12. Ticket Tracking**

**Compliance.** The Region Two system to request and receive ticket books works as follows: Summons books are requested through the field lieutenant. Region supervisors report to headquarters to pick up the summons books assigned to the region. Region supervisors will issue summons book(s) to officers, upon request. The summons book(s) will be issued with a receipt and a transmittal tracking sheet attached. The officers will sign and return the summons book receipt. The summons book receipt is maintained in a region file designated for the specific summons book series assigned to the region by headquarters. Once all citations have been disposed in a summons book, officers will

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submit a completed transmittal tracking sheet that will be attached to the original summons book receipt.

When the adjudicated summons tickets are returned, the officer must complete the applicable information on the summons tracking sheet and submits the citation and tracking sheets to the region supervisors. Supervisors review the information for accuracy. Once reviewed, and approved, citations are submitted to the ticket processing unit at STP Headquarters for proper handling.

During summons book audits the region supervisors utilize the STP Console and summons book transmittals to ensure citations are being controlled and disposed of appropriately.

### **13. Body Armor Replacement Date**

**Compliance.** Corporal Heitzenrater was questioned concerning the procedure for ensuring the body armor replacement date is current. Corporal Heitzenrater advised that the expiration date on the vest is checked and documented on the line inspection on a monthly basis. The region commander, when performing administrative duties, maintains body armor in the tactical cover, in the patrol vehicle – readily available. Department of Public Safety (DPS) Policy 300.01 (Use of Body Armor) states that STP Officers may remove their body armor, when worn using the outside cover, while actively engaged in (a) Level 1 commercial vehicle inspections or (b) size and weight enforcement using portable scales. Due to these exceptions, many of the officers utilize the outer cover for wear of body armor.

### **14. Child Protective Custody Procedures**

**Compliance.** Corporal Heitzenrater was questioned concerning incidents in the region within the inspection period (2013, 2014, and 2015). The region had no qualifying incidents involving child custody procedures, during the inspection period. Corporal Heitzenrater is familiar with juvenile operations and the procedures dealing with taking children into protective custody and when Child Endangerment charges are appropriate.

### **15. Juvenile Procedures**

**Compliance.** Corporal Heitzenrater was questioned concerning any juvenile procedures in the region within the inspection period (2013, 2014, and 2015). There were no incidents within the past three (3) years involving juveniles. Corporal Heitzenrater is familiar with the Juvenile Operations Policy and the procedures for dealing with juvenile offenders. Although there were no qualifying incidents that required the retention of juvenile information during this inspection period, a juvenile file has been established; however, the file was not maintained separate from other files.

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RECOMMENDATION(S):

Juvenile Procedures was rated as compliant based on the fact that the region supervisor was capable of providing a proper explanation of juvenile procedures and there have been no occurrences during this inspection period. Juvenile files must be maintained separate from other files in accordance with South Carolina Department of Public Safety Policy 300.19 (Juvenile Operations) and South Carolina Code of Laws, Sections 63-19-2010 through 63-19-2030; therefore, the region supervisor must make the necessary changes to maintain juvenile files separate from all other files in order to maintain a compliant rating.

**16. Juvenile Custody Release Forms**

**Not Applicable.**

**17. Line Inspections**

**Compliance.** Three (3) months of line inspections were reviewed for each qualifying year of the inspection period (2013, 2014, and 2015). The files were well-maintained and organized according to date. The line inspections are conducted on a monthly basis in a uniformed manner. Items not in compliance were noted and correction information was documented.

Monthly line inspections, conducted on all uniformed personnel, are stored in the region office. The majority of the line inspections were complete and accurate; however, there were some administrative issues, such as (1) items not being checked, (2) items not being documented as checked on the line inspection, or (3) multiple boxes being checked for a single item. Specific examples of these issues were discussed with the region supervisor.

Corporal R.A. Heitzenrater performed a line inspection on Officer D.W. Turner. The line inspection was conducted in compliance with policy, to include physically checking all issued equipment [weapons checks, serial number verifications, all required equipment, sensitive items (badges), and summons books (bond money)].

RECOMMENDATION(S):

The region commander should review all line inspections, on a monthly basis, to ensure completeness and compliance.

**18. Safety Checkpoint Documentation (Statistical Data)**

**Not Applicable.** STP does not conduct safety checkpoints due to the focus on commercial vehicle enforcement.

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**19. EPMS (Probationary, Annual)**

**Compliance.** EPMS reviews are stored with the personnel files located within the region commander's office. All reviews inspected were signed by the employee, the supervisor conducting the review, and the reviewing supervisor.

EPMS records were inspected for two 2 officers (M.R. Goff and T.C. Smallwood) for each year of the inspection period (2013, 2014, and 2015). Each EPMS had been properly reviewed for concurrence before being signed by the employee. A probationary EPMS was reviewed for Officer M.R. Goff, dated December 12, 2013. Officer M.R. Goff was assigned to this position on May 17, 2013.

**20. Disciplinary Action Records**

**Compliance.** The region commander maintains a copy of counseling sessions in the officers' individual personnel files. Two (2) counseling sessions were maintained for the review period.

**21. Victim / Witness Files – Secure**

**Not Applicable.**

**22. Use of Force Reports (Supervisory Review)**

**Compliance.** The region did not have any use of force (UOF) incidents during the inspection period (2013, 2014, and 2015). The region supervisors are familiar with the UOF policy and the required reporting procedures.

**23. Pursuit Reports (Supervisory Review)**

**Compliance.** The region had one (1) occurrence requiring the completion of a pursuit report during the inspection period (2013, 2014, and 2015). L/Cpl. Weathers was involved in a pursuit on September 29, 2015. All required documentation was accurately completed including the required supervisory review. The region supervisors are familiar with the pursuit policy and the required reporting procedures.

**24. Prisoner Transport**

**Compliance.** Corporal Heitzenrater was questioned about prisoner transport procedures in the region. Corporal Heitzenrater is familiar and knowledgeable with the prisoner transport policy and procedures to include, procedures for transporting a person of the opposite sex or juveniles and providing beginning and ending odometer readings when transporting the previously mentioned subjects.



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**25. Legal Process Form**

**Not Applicable.**

**26. Subpoena Maintenance**

**Compliance.** Corporal Heitzenrater was questioned concerning subpoena maintenance and existing procedures. When receiving subpoenas for STP officers, the subpoenas are placed in the subpoenaed officer(s) box and they are notified by email and phone. The officers are responsible for ensuring compliance with the subpoenas.

RECOMMENDATION(S):

The region commander should establish a subpoena tracking system to ensure officers comply with subpoenas through the completion of the case.

**27. Radar Logs**

**Compliance.** Radar logs are not maintained in the region office. The officers maintain a copy of the radar log on their computers. Radar logs are inspected during monthly line inspections.

**28. Radar Proficiency Certification / Recertification**

**Compliance.** Corporal Heitzenrater presented copies of the officers' certificate for radar certification and the road proficiency tests that are maintained in each officer's personnel file. The file is located in a secured file cabinet in the sergeant's office. The radar certification expiration date is checked each month in conjunction with the officer's line inspection. Additionally, the expiration date for each officer's certification is maintained in the training file on STP's (I) Drive (overseen by Lieutenant K.B. Melvin).

**29. Records Retention**

**Compliance.** Region Two maintains records in conjunction with the current General Record Retention Schedule. The region maintained files much longer than the retention schedule requires.

RECOMMENDATION(S):

While this is not being considered a compliance issue, measures should be put in place to purge files in an effort to maintain an orderly filing system and allow for sufficient space for required files.

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**30. Wrecker Inspections**

**Not Applicable.** Region Two Officers conduct annual inspections on heavy duty wreckers in collaboration with the Highway Patrol maintaining the wrecker rotation list. Copies of the inspections are provided to the Highway Patrol for maintenance of the wrecker rotation files. Region Two does not maintain a file with a hard copy of these inspections; however, these inspections are maintained electronically through the STP's Safetynet Program.

**31. Region Hand Scale Calibration Date**

**Compliance.** Region Two maintained copies of the hand scale calibration certificates from the Department of Agriculture for each pair of hand scales assigned to the officers in the region. The retention included the three year inspection period (2013, 2014, and 2015).

**32. Miscellaneous Forms / Procedures**

**Compliance.** A copy of a first report of injury, maintained within the region, and a Policy / Procedure Acknowledgement Sheet, signed by all officers in the region, were both provided for review. Both files are properly maintained.

**B: FACILITIES**

**1. General Appearance and Upkeep**

**Compliance.** The office was very clean, well-maintained, and organized.

**2. Timely Reporting of needed Maintenance**

**Compliance.** The office was well-maintained with no evidence of needed maintenance. The region commander is responsible for reporting need maintenance of the facilities through the chain of command to the State Transport Police Program Manager for corrective action to be arranged.

**3. OSHA / Fire Codes**

**Compliance.** Personnel are in compliance with applicable OSHA Laws and Fire Codes. The OSHA employee rights poster is displayed in the officers work area accessible to all officers in the region.

**4. Building Evacuation Route – Posted**

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**Not in Compliance.** The building evacuation route was posted at the region office; however, a building evacuation route was not posted at the Newberry Weight Station Facility.

RECOMMENDATION(S):

Develop and post a building evacuation route at the Newberry Weight Station Facility.

**5. Fire Extinguisher Inspection Tags**

**Compliance.** The fire extinguisher inspection tags were up to date at both the office and at the Newberry Weight Station.

**6. Defibrillator**

**Not Applicable.** The Region Two office is not equipped with a defibrillator.

**7. First Aid Kit**

**Compliance.** There is a first aid kit at both the region office and at the Newberry Weight Station Facility.

**8. Weight Station Scale Calibration**

**Not in Compliance.** Certification files for each of the fixed scale facilities (Newberry County) are maintained at the region office. The scale certification for 2013 was not accounted for.

RECOMMENDATION(S):

Establish a filing system for fixed weight station calibrations and maintain these files for a three year retention period.

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**General Information:** Region Two consists of seven (7) counties: McCormick, Abbeville, Greenwood, Edgefield, Saluda, Newberry, and Laurens. The region is operating with twelve (12) sworn officers, Three (3) of the twelve are supervisory personnel. Interviews were conducted on six (6) of the twelve officers assigned to the region. The personnel interviewed totaled [Supervisory personnel (3); Non-supervisory personnel (3)] for sampling of fifty percent (50%) of the personnel assigned to the region.

All personnel are properly educated on the mission of the region – fatality reduction. Subordinates are regularly recognized at the region and headquarters level. Subordinates are recognized from the headquarters level through the “Game Changers Recognition Program” and praise from region supervision in the form of emails or verbal communication. Substandard performance is addressed individually with the subordinate that is not performing. This may include ride-a-longs. The region commander summarized the performance of the region by stating that each of the subordinates within the region is performing at a satisfactory level.

**Morale:** The overall morale within the region is described as good with ratings from the interviewed personnel ranging from good to excellent. The personnel assigned to the region present a positive atmosphere. The region commander is described in a positive light and the corporals in the region are viewed as proactive, productive, and approachable. The supervisors in the region are well-respected, liked, and described as knowledgeable. All personnel interviewed described the relationship between the supervisors and subordinates as very good.

**Communication:** Communication within the region is described as good with ratings ranging from fair to excellent. Assigned personnel consistently describe the main method of communication as electronic mail (e-mail) and phone calls. The personnel advised more important information is communicated multiple ways, usually with email and one on one conversation to ensure the information is received and understood. Some personnel describe a lack of communication among supervisors which is evident to the officers in the region.

**Job Satisfaction:** The personnel assigned to Region Two are satisfied with their job. Five (5) of the six (6) employees interviewed rated their level of job satisfaction as excellent. The majority of the personnel interviewed believe their efforts contribute to the success of the region. Personnel appreciate the praise for exceptional job performance received from supervisors through emails or verbal communication. Personnel appreciate the monthly recognition from the headquarters level through the “Game Changers Recognition Program.” The overall level of job satisfaction rates between good and excellent.

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**Operational Effectiveness:** Operational effectiveness had an overall good rating in Region Two. Personnel consistently indicate they have the access to supplies and information needed to be successful in the mission of the STP. The overall level of operational effectiveness rates between good and excellent.

**Summary / Conclusion:** The supervisory personnel assigned to the region communicate a desire to excel. During the staff inspection process, the majority of the non-compliance issues were related to record retention and a lack of education concerning specific retention requirements at the region level. The Region Two Office presents an environment that would permit the assigned personnel to comply with all defined staff inspection requirements. The personnel assigned to the region (supervisory and non-supervisory) possess a positive and proactive attitude. Interviews during the staff inspection indicated the personnel assigned to the region have an overall good outlook concerning all areas discussed in the interview process. All assigned personnel communicate a personal and professional satisfaction with their job.

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**QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.5**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2 = 8	1 = 4		3 = 12
GOOD (3)	1 = 3	2 = 6		3 = 9
FAIR (2)				
POOR (1)				
TOTAL	3 = 11 3.7	3 = 10 3.3		6 = 21 3.5

**MORALE = 3.3**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1 = 4	1 = 4		2 = 8
GOOD (3)	2 = 6	2 = 6		4 = 12
FAIR (2)				
POOR (1)				
TOTAL	3 = 10 3.3	3 = 10 3.3		6 = 20 3.3

**JOB SATISFACTION = 3.8**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3 = 12	2 = 8		5 = 20
GOOD (3)		1 = 3		1 = 3
FAIR (2)				
POOR (1)				
TOTAL	3 = 12 4.0	3 = 11 3.7		6 = 23 3.8

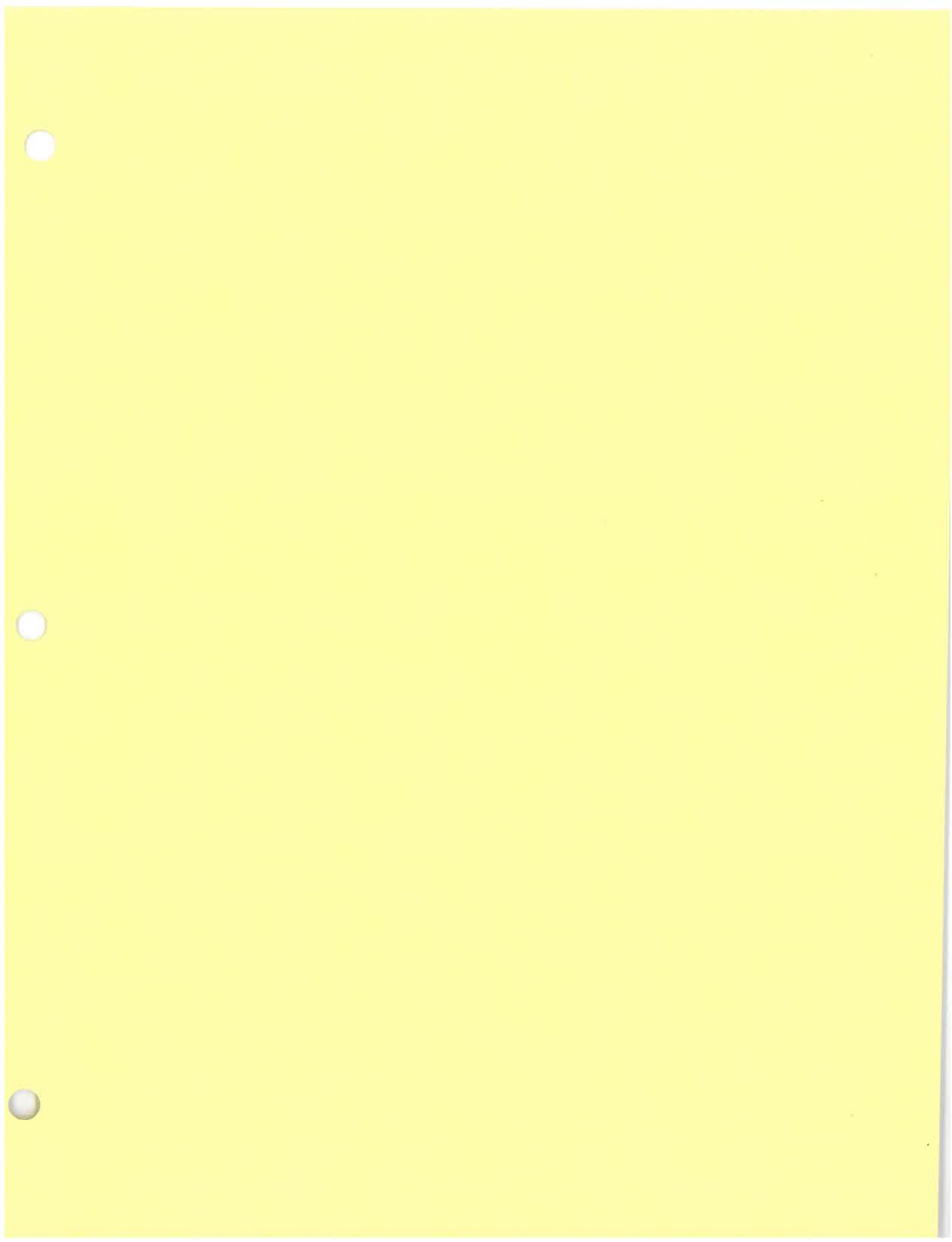
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**OVERALL COMMUNICATION = 3.2**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2 = 8			2 = 8
GOOD (3)		3 = 9		3 = 9
FAIR (2)	1 = 2			1 = 2
POOR (1)				
TOTAL	3 = 10 3.3	3 = 9 3.0		6 = 19 3.2

**OPERATIONAL EFFECTIVENESS = 3.7**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2 = 8	2 = 8		4 = 16
GOOD (3)	1 = 3	1 = 3		2 = 6
FAIR (2)				
POOR (1)				
TOTAL	3 = 11 3.7	3 = 11 3.7		6 = 22 3.7





# **South Carolina Department of Public Safety**



## **Staff Inspection Report**

**South Carolina State Transport Police**

**Region Three**

**September 29, 2015; October 1-2, 2015**

*Major J. D. Moore  
Office of Strategic Services, Accreditation, Policy and Inspections  
10311 Wilson Boulevard  
Blythewood, South Carolina 29016*



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Attachment 1:       DPS LE-030: Staff Inspection Checklists  
Attachment 2:       Organizational Analysis Charts



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**Executive Summary**

The Staff Inspection of State Transport Police Region Three (Greenville) revealed minimum issues that were either non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, were in compliance and within department policy and procedures.

**Scope**

Staff Inspections exist to review the administrative and operational efficiency of the inspected component. The process may be accomplished through reviews of relative reports and other documentation, observation of various operations, and interviews with appropriate personnel. Staff Inspections include, but are not limited to, the following areas:

- a. Facilities and Equipment
- b. Policies and Procedures
- c. Files and Records
- d. Personnel and Management

Selected command level division personnel serve as Inspectors-in-Place (IIP) and conduct the assessment of division operations and activities. The inspection identifies inconsistencies and problematic areas as well as exceptional findings. Specifically, IIP's are responsible for identifying and determining if:

- Established operating standards are understood and applied.
- Deviations from operating standards are identified and analyzed.
- Results are consistent with established goals and objectives and whether the operations or programs are performed as planned.
- Procedures are cost efficient.
- Procedures are duplicated.
- Procedures are consistent statewide.

Listed below are examples of areas reviewed and inspected by the Inspectors-in-Place.

- Collision Records/Cash Receipts
- Employee Training Records
- Evidence/Property Room Administration
- Secondary Employment Policy Compliance
- Agency Property/Inventory Control
- Purchasing and Procurement Compliance
- Telecommunication Centers

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In addition, the Scope of the inspection involves interviewing a minimum of 25% of the respective region. Interview questions are characterized under the following topics:

- Quality of Management/Supervisory Leadership
- Morale
- Job Satisfaction
- Overall Communication
- Operational Effectiveness

Information obtained from the interviews are captured and calculated in the enclosed report.

**Objectives**

Staff Inspections exist to ensure the reliability and integrity of information; compliance with policies, procedures, plans, laws and regulations; safeguarding of assets; economical and efficient use of resources; and accomplishment of established objectives and goals for operations or programs.

The primary objectives of staff inspections consist of the below:

1. Be conducted in a complete, thorough and impartial manner.
2. Provide a mechanism for evaluating the quality of law enforcement operations to ensure control and continuity is being maintained.
3. Assist all levels of management in the effective discharge of their responsibilities.
4. Identify weaknesses and recommend corrective measures to provide operational and administrative guidance.
5. Ensure compliance with statutes, regulations, policy, procedures, programs and accreditation standards.
6. Ensure uniformity to recognize procedures deserving of consideration for possible agency-wide implementation.
7. Identify employees for recognition for noteworthy accomplishments; identify employees that are not contributing to the agency's mission.

**Sampling Methodology**

Staff Inspections are to be administered at minimum, every three (3) years. The inspection will include the current calendar year and up to the previous two (2) calendar years. Inspected documents will include a minimum of ten (10) percent from each identified item located under the Section entitled, Scope; as well as, items listed in the Staff Inspection Checklist, DPS LE-030.

In addition, a minimum of 25% of each inspected area will be interviewed utilizing a series of identified questions. Information obtained from the interviews are captured and calculated in the enclosed report.

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Further, a Line Inspection is conducted on one (1) non-supervisory trooper and documented on the Line Inspection Checklist, DPS LE-029. The Line Inspection is witnessed by the IIP.

**Authority**

Staff Inspection's authority is derived from South Carolina Code of Laws 23-6-20 and Department of Public Safety Policy 300.12, Line and Staff Inspections. In addition, authority is derived from the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

**Overview**

Region Three Headquarters is located in Greenville, South Carolina (Greenville County). Region Three is located in the upstate area of the state. Region Three currently maintains thirteen (13) sworn officers (Sergeant - Officer).

**Introduction**

The Staff Inspection was initiated with an Entrance Conference on Wednesday, August 19, 2015. Attendees included the Inspector-in-Charge (IC), Major J. D. Moore of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); Captains J.D. Price and R.G. Shell; Lieutenants T.A. Walker and R.N. Cloud; and Sergeant B.K. Freeman.

Lieutenant D.M. Dill was introduced as the IIP.

The Entrance Conference provided the platform to ensure each attendee was apprised of the purpose of the inspection. Further, details about the activities as outlined in the Section entitled, Scope, was also reviewed.

The Exit Conference was conducted on Friday, October 2, 2015. The IIP provided a brief overview of his findings to the attendees that included the aforementioned Region Three staff (excluding Major J.D. Moore, Captain R.G. Shell, and Lieutenant T.A. Walker).

It was conveyed during the conference that the Region Three staff was very accommodating while providing the IC and the IIP with exceptional courtesy and respect.

Attendees received all recommendations by the IIP in a very professional manner. Further, attendees were positive with their questions and remarks. The overall environment demonstrated an understanding of the inspection process, reception to the inspector's findings and the willingness to ensure the division maintains consistent operations while adhering to policies and procedures. In particular, the byproduct of staff inspections, uniformity, was conveyed by Region Three staff members as vital for the future of the State Transport Police division.

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**State Transport Police - Region Three**

A staff inspection was conducted in State Transport Police (STP) Region Three (3), September 29 and October 1-2, 2015. The Region Commander, Sergeant B.K. Freeman, provided documentation of requested items and answered questions pertaining to policies and procedures.

**A: DOCUMENTS AND PROCEDURES**

**1. Collision Reports**

**Compliance.** Sergeant B.K. Freeman was interviewed concerning the collision investigation procedures and file maintenance. The region supervisors are familiar with collision investigation procedures and policies. Sergeant Freeman displayed knowledge of the Reportbeam Program and the ability to search and retrieve collision reports which are filed electronically.

Records of Significant Crash Reports (SCR) involving commercial motor vehicles (CMV) are maintained in the region office. These reports are maintained electronically on the STP's network I-Drive. SCR's are completed when officers respond to collision scenes to conduct inspections on CMVs or CMV drivers involved in serious collisions.

**2. Cash Receipts**

**Not Applicable.**

**3. Employee Training Records**

**Compliance.** The region training files were well-maintained and organized. The files were located in the storage room in a secure file cabinet. Each officer in the region had an individual file containing training records and certificates.

A review of the Field Training Officer (FTO) reports revealed the documentation of Trainee K.W. Gibson (2014) the supervisor's signature on an "End of Phase Counseling Session" dated 12/22/2014 was missing. The documentation of Trainee M.A. O'Dell (2013) was missing a supervisor's signature on the "Probationary Officer's Self-Evaluation Form" dated 7/5/2013. The documentation of Trainee J.L. Hudson (2014) was missing the FTO's signature on a "Daily Observation Report" dated 12/9/2014.

**RECOMMENDATION(S):**

All training reports shall be properly signed by the trainee, FTO, and supervisor.

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**4. Evidence/Property/Storage/Documentation**

**Compliance.** An inspection of the Region Three evidence was conducted with the primary evidence custodian, Sergeant B.K. Freeman. The Evidence / Property Storage Room is of sufficient size and is adequately secured. The region does not have an evidence refrigerator for blood or urine evidence, but they do have a working agreement with the Highway Patrol (Troop Three / Post C) Greenville Office to use their evidence refrigerator in the event evidence requiring refrigeration is seized.

The primary evidence custodian presented the evidentiary items requested during inspection. All evidence randomly inspected was present, properly labeled, and secured. The evidence is stored in a filing cabinet equipped with locks for each drawer inside the storage area. The locks deem the evidence only accessible to authorized personnel.

**5. Evidence Destruction / Documentation**

**Compliance.** The evidence documentation and destruction process was discussed with the Sgt. Freeman. Evidence documentation files were organized and current. Copies of chains of custodies and closed case reports were maintained within the region. Video disposal documentation was maintained within the region.

**6. Evidence Inspections (Quarterly, Annual, Unannounced, Custodial Change)**

**Not in Compliance.** A review of the required inspection forms included:

2013: (0) Quarterly Inspections, (1) Unannounced Inspection; (1) Annual Inspection; and (1) Evidence Custodian Change;

2014: (3) Quarterly Inspections, (1) Unannounced Inspection; and (1) Annual Inspection;

2015: (2) Quarterly Inspections. (1) Unannounced Inspection;

All quarterly evidence inspections for 2013 were missing. One (1) quarterly evidence inspection was missing from 2014. The first quarter evidence inspection was not completed for 2015.

**RECOMMENDATION(S):**

In compliance with the South Carolina Department of Public Safety (SCDPS) Policy 300.15 (Evidence), the primary or secondary evidence custodian must complete evidence inspections on a quarterly basis.

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**7. Secondary Employment Policy Compliance**

**Not in Compliance.** Copies of an officer's request to engage in secondary employment are not routinely maintained in the region. Secondary employment request(s) are submitted to headquarters annually and maintained at the STP Headquarters.

RECOMMENDATION(S):

Secondary employment requests shall be maintained at the region level for a three (3) year retention period.

**8. Agency Property Accountability and Inventory Control**

**Compliance.** Inventory control documents for 2014 and 2015 are maintained within the region for each officer.

**9. Purchasing and Procurement Compliance (P-Card)**

**Compliance.** The region sergeant is issued a Procurement Card (P-Card) to purchase essential items for daily operations. Such items include, but are not limited to power inverters for patrol vehicles, creepers, and miscellaneous office supplies. Receipts for items purchase are signed by the card holder and returned to STP Headquarters for review and retention. The region sergeant maintains a file for receipts of purchases made with the P-Card in a file drawer in his desk.

**10. Telecommunications Centers**

**Not Applicable.**

**11. Traffic Summons Book / Bond Money**

**Compliance.** The region sergeant is familiar with summons book audits and bond money policies and procedures. Summons book audits are conducted on a monthly basis in the region in conjunction with the line inspection.

**12. Ticket Tracking**

**Compliance.** The following method is used by the region personnel to request and receive ticket books. Summons books are requested through the field lieutenant. Region supervisors will then report to headquarters to pick up the summons books. Region supervisors will issue summons books to officers, upon request. The summons book(s) will be issued with a receipt and a transmittal tracking sheet attached. The officers will sign and return the summons book receipt which is maintained in a region file designated to the summons book series received into the region by the supervisors. Once all



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citations have been disposed in a summons book, officers will submit a completed transmittal tracking sheet attached to the original summons book receipt.

Once adjudicated and returned, the officer completes the applicable information on the summons tracking sheet and submits the citation and tracking sheets to the region supervisors. Supervisors review the information for accuracy and forward the documents to the ticket processing unit at STP Headquarters.

During summons book audits, the region supervisors utilize the STP Console and summons book transmittals to ensure citations are being accounted for and disposed of properly.

### **13. Body Armor Replacement Date**

**Compliance.** Sergeant Freeman was questioned concerning the procedure for ensuring the body armor replacement date is current. Sergeant Freeman informed this inspector that the expiration date on the vest is checked and documented on the line inspection on a monthly basis. The region commander, when performing administrative duties, maintains body armor in the tactical cover, in the patrol vehicle – readily available. SCDPS policy 300.01 (Use of Body Armor) permits STP Officers to remove body armor, when worn using the outside cover, while actively engaged in (a) Level 1 commercial vehicle inspections and (b) size and weight enforcement using portable scales. Due to these exceptions, many of the officers utilize the outer cover for their body armor.

### **14. Child Protective Custody Procedures**

**Compliance.** Region Three had one (1) incident involving child protective custody procedures stemming from a DUI arrest in 2015. The appropriate charges were filed and a child custody form was completed. Sergeant Freeman is familiar with Juvenile Operations and the procedures dealing with taking children into protective custody and when Child Endangerment charges are appropriate.

### **15. Juvenile Procedures**

**Compliance.** Region Three had two (2) incidents during 2015 dealing with juveniles. One (1) incident dealt with a juvenile offender; one (1) incident dealt with a child protective custody issue. Sergeant Freeman and the region supervisors are familiar with Juvenile Operations and the procedures dealing with juvenile offenders. The juvenile file is maintained in the sergeant's office separate from other files. South Carolina Department of Public Safety Child Custody Transfer Reports are maintained with the file.

### **16. Juvenile Custody Release Forms**

**Not Applicable.**

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**17. Line Inspections**

**Compliance.** Three (3) months of line inspections were reviewed for each year of the inspection period (2013, 2014, and 2015). The files were well-maintained and organized according to date. The line inspections are conducted on a monthly basis in a uniformed manner. Items not in compliance were noted and corrected deficiencies were properly documented.

Monthly line inspections, conducted on all uniformed personnel, are stored in a storage/file room in the region office. The majority of the line inspections were complete and accurate; however, there were several incidents of items not being checked or not being documented as checked on the line inspection. Items were marked NI (Not Inspected) when the items should have been marked NC (Not in Compliance) or NA (Not Applicable). Specific examples of these issues were communicated with the region supervisors.

Sergeant B.K. Freeman performed a line inspection on Officer G.I. Sims. The line inspection was conducted in compliance with policy, to include physically checking all issued equipment [weapons checks, serial number verifications, all required equipment, sensitive items (badges), and summons books (bond money)].

**RECOMMENDATION(S):**

The Region Commander should review all line inspections, on a monthly basis, to ensure completeness and compliance.

**18. Safety Checkpoint Documentation (Statistical Data)**

**Not Applicable.** STP does not conduct safety checkpoints due to the focus on CMV enforcement.

**19. EPMS (Probationary, Annual)**

**Compliance.** EPMS reviews are stored with the personnel files located within the region storage room. All reviews inspected were signed by the employee, the supervisor conducting the review, and the reviewing supervisor.

EPMS records were inspected for two 2 officers (J.F. Brock and J.R. Lollis) for each year of the inspection period (2013, 2014, and 2015). A probationary EPMS was reviewed for Officer J.L. Hudson dated January 30, 2015. Officer Hudson was assigned to this position on August 4, 2014. The reviews were documented properly. Each EPMS had been properly reviewed for concurrence before being signed by the employee. Two (2) of the officers checked did not have a copy of the 2015 EPMS maintained at the region level.

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RECOMMENDATION(S):

EPMS forms shall be maintained at the region level for a three (3) year retention period.

**20. Disciplinary Action Records**

**Compliance.** The region commander maintains a copy of counseling sessions in the officers' individual personnel files. One (1) counseling session was maintained for the reviewed period.

**21. Victim / Witness Files – Secure**

**Not Applicable.**

**22. Use of Force Reports (Supervisory Review)**

**Compliance.** Region Three did not have any use of force (UOF) incidents during the three year inspection period (2013, 2014, and 2015). The region commander is familiar with the UOF policy, procedures and reporting requirements.

**23. Pursuit Reports (Supervisory Review)**

**Compliance.** Region Three had two (2) occurrences requiring the completion of a pursuit report during the inspection period (2013, 2014, and 2015). Written reports are submitted by officers after involvement in pursuits. The reports are reviewed by the pursuit supervisor(s) to ensure that the pursuit was conducted in a manner that is compliant with SCDPS policy. Supervisors ensure that emergency vehicles are operated in a manner described by law. The reports are then submitted to the field enforcement lieutenant and captain at STP Headquarters.

Two (2) vehicle pursuits were presented for review: one (1) that occurred in 2013 and one (1) that occurred in 2015. The reports were properly reviewed and signed by the appropriate region supervisors for completeness and policy compliance through the regions responsibilities.

**24. Prisoner Transport**

**Compliance.** Sergeant Freeman was questioned about the prisoner transport procedures in the region. Sergeant Freeman is familiar and knowledgeable with the prisoner transport policy and procedures to include (a) procedures for transporting a person of the opposite sex or juveniles and (b) providing beginning and ending odometer readings when transporting the previously mentioned subjects.

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**25. Legal Process Form**

**Not Applicable.**

**26. Subpoena Maintenance**

**Compliance.** Sergeant Freeman was questioned concerning subpoena maintenance and procedures established to track subpoenas. The subpoenas are placed in the officers' boxes and the officers are notified by email or telephone. The officers are responsible for ensuring compliance with the subpoenas. The region maintains a file in a secure filing cabinet in the storage room to retain copies of subpoenas.

**27. Radar Logs**

**Compliance.** Radar logs are not maintained in the region office. The officers maintain a copy of the radar log on their computers. Radar logs are inspected during monthly line inspections.

**28. Radar Proficiency Certification / Recertification**

**Compliance.** Sergeant Freeman presented copies of the officers' certificates for radar certification. The radar certification expiration date is checked each month in conjunction with the officers' line inspections. The expiration dates for each officer's certification is maintained in the training file on STP's (I) Drive (overseen by Lieutenant K.B. Melvin).

**29. Records Retention**

**Compliance.** The region maintains records in conjunction with the current General Record Retention Schedule. The region maintained files much longer than the retention schedule requires.

**RECOMMENDATION(S):**

While this is not a compliance issue, measures should be put in place to purge files in an effort to maintain an orderly filing system and allow for sufficient space for required files.

**30. Wrecker Inspections**

**Not Applicable.** Region Three officers conduct annual inspections on heavy duty wreckers in collaboration with the Highway Patrol related to establishing an approved wrecker rotation list. Copies of the inspections are provided to the patrol for maintenance in wrecker rotation files. The region does not maintain a file with a hard copy of these inspections, but they are maintained electronically through the STP's Safetynet Program.

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**31. Region Hand Scale Calibration Date**

**Compliance.** Region Three maintained copies of the hand scale calibration certificates from the Department of Agriculture for each pair of hand scales assigned to the officers. The region presented copies of the hand scale calibration documentation for each year of this inspection period (2013, 2014, and 2015).

**32. Miscellaneous Forms / Procedures**

**Compliance.** Region Three provided a copy of a first report of injury maintained in the region from 2013. Region Three maintains copies of signature acknowledgment forms and related directives in the region office. These forms are maintained on a clipboard which includes signature acknowledgment sheets through 2012.

**B: FACILITIES**

**1. General Appearance and Upkeep**

**Compliance.** The region office was clean, well-maintained and organized.

**2. Timely Reporting of needed Maintenance**

**Compliance.** The office was well-maintained with no evidence of needed maintenance. The region commander is responsible for reporting need maintenance of the facilities through the chain of command to the State Transport Police Program Manager for corrective action to be arranged.

**3. OSHA / Fire Codes**

**Compliance.** Personnel are in compliance with applicable OSHA Laws and Fire Codes. The OSHA employee rights poster is displayed in the officers work area accessible to all officers in the region.

**4. Building Evacuation Route – Posted**

**Not in Compliance.** The building evacuation route was posted at the region office; however, the evacuation route was not posted at the Townville Weight Station Facility on Interstate 85 in Anderson County.

**RECOMMENDATION(S):**

Develop and post a building evacuation route at the Townville Weight Station Facility.

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**5. Fire Extinguisher Inspection Tags**

**Compliance.** The fire extinguisher inspection tags were current at both the region office and the Townville Weight Station Facility.

**6. Defibrillator**

**Not Applicable.** The Region Three office is not equipped with a defibrillator.

**7. First Aid Kit**

**Not in Compliance.** There was not a first aid kit at the region office.

RECOMMENDATION(S):

A First Aid Kit must be placed in the region office in an assessable location for all employees.

**8. Weight Station Scale Calibration**

**Not in Compliance.** Certification files for the fixed scale facilities (Townville Weight Station Facility on Interstate 85 in Anderson County) were maintained for 2014 and 2015; however, the 2013 certification was missing.

RECOMMENDATION(S):

Establish a filing system for fixed weight station calibrations and maintain these files for a three (3) year retention period.

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**General Information:** Region Three consists of five (5) counties: Oconee, Anderson, Pickens, Greenville and Spartanburg Counties. Region Three is operating with thirteen (13) sworn officers and two (2) civilian employees. Three of the 13 sworn officers are supervisory personnel. Interviews were conducted on seven (7) of the 15 employees assigned to the region. The personnel interviewed [Supervisory personnel (2); Non-supervisory sworn personnel: (4) and civilian employee (1)] for a total sampling of forty-six percent (46%) of the personnel assigned to the region.

All personnel are properly educated on the mission of the region – fatality reduction. Subordinates are regularly recognized at the region and headquarters level. Subordinates are recognized from the headquarters level through the “Game Changers Recognition Program” and praise from region supervision in the form of emails or verbal communication. Substandard performance is addressed individually with the subordinate that is not performing - this may include ride-a-longs. The region commander summarized the region by stating that all of the subordinates are performing at a satisfactory level.

**Morale:** The overall morale within the region is described as fair. Morale was the lowest rated category in the region. Personnel in the region describe a lack of communication between supervisors and one corporal’s lack of concern for the officers in the region and lack of approachability as causes of the moral issues. Additionally, some interviewed indicated that all the officers do not work together as a team within the region. The overall level of moral in the region varies from poor to good.

**Communication:** Communication within Region Three is described as fair. Assigned personnel consistently describe the main method of communication as electronic mail (e-mail), phone calls and meetings. The personnel advised more important information is communicated multiple ways, usually with email and one on one conversation to ensure the information is received and understood. Assigned personnel consistently indicate they are well-informed of the most current crash information in the region. Personnel describe a lack of communication among supervisors, which filters down to the remainder of the region as negatively affecting communication. Communication between the region supervision and the region personnel is described by the majority of employees interviewed as good, with one rating of fair.

**Job Satisfaction:** The personnel assigned to Region Three are generally satisfied with their job. Most personnel interviewed described job satisfaction as good. One employee described his level of job satisfaction as fair. All personnel described a personal satisfaction with the job and believe their efforts contribute to the success of the region. Personnel appreciate the praise received from supervisors through emails or verbal communication for exceptional job performance.

**Operational Effectiveness:** Operational effectiveness was rated as fair in Region Three. Personnel consistently indicate they have the access to supplies and information they need to be successful in the mission of the STP. The only negative comments concerning

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operational effectiveness dealt with manpower and a lack of enough LIDARs for conducting traffic enforcement on the interstate. Due to the lack of manpower and the required staffing of the weight station, some officers expressed concerns about not having enough officers to effectively cover the entire region.

**Summary / Conclusion:** The highest rated category in Region Three was the Quality of Supervision / Leadership. The employees generally describe their supervisors as knowledgeable and professional. Job satisfaction and communication were the second highest categories with six out of seven officers interviewed giving a rating of good and one officer giving a rating of poor in each category. The second lowest category was operational effectiveness; many officers identify the lack of manpower to effectively cover the region as a reason for the lower rating in this category. The lowest rated category was morale which can be attributed to a lack of communication between supervisors and an absence of a team environment among coworkers. The Region Three Office presents an environment that would easily permit the assigned personnel to comply with all defined staff inspection requirements.



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**QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.0**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	5 = 15	2 = 6		7 = 21
FAIR (2)				
POOR (1)				
TOTAL	5 = 15 3.0	2 = 6 3.0		7 = 21 3.0

**MORALE = 2.4**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	1 = 3	1 = 3		2 = 6
FAIR (2)	2 = 8			2 = 8
POOR (1)	2 = 2	1 = 1		3 = 3
TOTAL	5 = 13 2.6	2 = 4 2.0		7 = 17 2.4

**JOB SATISFACTION = 2.9**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	4 = 12	2 = 6		6 = 18
FAIR (2)	1 = 2			1 = 2
POOR (1)				
TOTAL	5 = 14 2.8	2 = 6 3.0		7 = 20 2.9

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**OVERALL COMMUNICATION = 2.9**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	4 = 12	2 = 6		6 = 18
FAIR (2)	1 = 2			1 = 2
POOR (1)				
TOTAL	5 = 14 2.8	2 = 6 3.0		7 = 20 2.9

**OPERATIONAL EFFECTIVENESS = 2.7**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	4 = 12	1 = 3		5 = 15
FAIR (2)	1 = 2	1 = 2		2 = 4
POOR (1)				
TOTAL	5 = 14 2.8	2 = 5 2.5		7 = 19 2.7

