



Commission on Accreditation for
Law Enforcement Agencies, Inc.
13575 Heathcote Boulevard
Suite 320
Gainesville, Virginia 20155

Phone: (703) 352-4225
Fax: (703) 890-3126
E-mail: calea@calea.org
Website: www.calea.org

September 26, 2016

Mr. Lewis J. "Jackie" Swindler
Director
South Carolina Criminal Justice Academy
5400 Broad River Road
Columbia, SC 29212-3540

Dear Mr. Swindler:

CALEA Accreditation represents a commitment to professional excellence. The work of your organization toward attaining this internationally recognized credential is indicative of sound leadership, as well as practitioner support of adherence to standards.

The report accompanying this transmittal is provided only to the chief executive officer and represents observations and findings from the most recent standards-based review of the organization. It is important to review this document in its entirety with specific attention to any matter indicating compliance concerns, required policy/practice adjustments, or outcomes not reflective of the intent of standards. The Commission will use this document as the primary resource in considering your organization for accreditation. To that end, you or a qualified representative(s) should be prepared to address information contained in this report and respond to inquiries by Commissioners

The South Carolina Criminal Justice Academy is scheduled for a Review Committee Hearing at the next Commission Conference in Charleston Area, South Carolina on November 5, 2016. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

CALEA is *The Gold Standard for Public Safety Agencies* and we are honored to have your organization participate in this highly regarded process.

Sincerely,

Signature Redacted

W. Craig Hartley, Jr.
Executive Director



South Carolina Criminal Justice Academy Assessment Report



2016

**South Carolina Criminal Justice Academy
Assessment Report
July 24 - 27, 2016**

Table of Contents

Section		Page
A	Agency name, CEO, AM	3
B	Assessment Dates	3
C	Assessment Team	3
D	Program Manager & Type of Assessment	3
E	Community and Agency Profile	3
	Community Profile	3
	Agency Profile	4
	Demographics	5
	Future Issues	6
	CEO Biography	7
F	Public Information Activities	7
	Telephone Contacts	7
	Correspondence	7
	Media Interest	7
	Public Information Material	8
	Community Outreach contacts	8
G	Essential Services	9
	(Chapters 1 – 3)	9
	Direction and Authority	9
	Mission Statement	9
	Risk Management	10
	Organizational Integrity	11
	(Chapters 4-5)	13
	Human Resources	13
	Grievances	15
	Discipline	17
	Recruitment, Selection, Promotion	18
	(Chapters 6-8)	18
	Instructional Systems	21
	Facilities and Equipment	22
	Instructors	23

	(Chapter 9)	25
	Orientation	25
	Safety	26
	Student Responsibility	26
H	Standards Issues	27
I	20 Percent Standards	27
J	Future Performance/Review Issues	27
K	Standards Summary Table	27
M	Summary	28

A. Agency name, CEO and AM

South Carolina Criminal Justice Academy
5400 Broad River Road
Columbia, SC 29212

Mike Lanier, Deputy Director
Captain Lauren Orris, Accreditation Manager

B. Dates of the On-Site Assessment:

July 24 – 27, 2016

C. Assessment Team:

1. Team Leader: Philip J. BACA
Chief of Police (Retired)
Commerce City Police Department
7887 E. 60th Avenue
Commerce City, CO 80022
(303) 271-5439
2. Team Member: Ted LEMAY
Lieutenant (Retired)
Avon Police Department
60 W. Main Street
Avon, CT 06001

D. CALEA Program Manager and Type of On-site:

John Gregory

Initial accreditation, Public Safety Training Academy, 2nd edition

Number of authorized personnel: 120

The agency uses PowerDMS.

The following report reflects the initial assessment of the agency. All files were reviewed by the Assessment Team via the PowerDMS system.

E. Community and Agency Profile:

1. Academy Client profile

With a population of over 4.8 million people, South Carolina is among the country's 10 fastest-growing states and much of that growth is on the coast. The state employs more than 18,000 police and sheriff's deputies.

The South Carolina Law Enforcement Training Council (SCLETC) advises and provides direction to the Executive Director of the South Carolina Criminal Justice Academy (SCCJA) on training, eligibility, and service standards for South Carolina law enforcement and other public safety professionals. The council's ultimate goal is to ensure the highest level of safety for the citizens of South Carolina.

SCCJA has worked to improve the professional capabilities of South Carolina's law enforcement and public safety professionals since 1968. With the assistance of 120 dedicated employees and the Executive Director, the SCLETC's eleven members play a pivotal role in helping the SCCJA develop training and compliance standards for more than 18,000 peace officers and their 324 respective agencies.

The intent of the state General Assembly was to create a facility and a governing council to maximize training opportunities for law enforcement officers and criminal justice personnel, to coordinate training, and set standards for the law enforcement and criminal justice service.

2. Academy profile.

In 1968, the state General Assembly created the South Carolina Criminal Justice Academy to provide facilities and training for all officers from state, county, and local law enforcement agencies and for other designated persons in the criminal justice system. Correctional officers and other personnel employed or appointed by the South Carolina Department of Corrections are also trained by the Academy. Administration of the Academy is vested in a Director who is responsible for selection of instructors, course content, maintenance of physical facilities, recordkeeping, supervision of personnel, scheduling of classes, enforcement of minimum standards for certification, and other matters as may be agreed upon by the Training Council. The Director is hired by and responsible to the Training Council. Basic and advance law enforcement training is required to be provided at the training facility.

Classes began in 1972 at the Academy's current location at 5400 Broad River Road. The new structure had 186 beds, eight classrooms, and a dining facility. In 1974, a 1.3-mile driving range was added. In 1976 through 1978, the Academy added a garage to support the driving range, a classroom at the driving range, and several buildings donated by Fort Jackson to create a practical problems village. In 1979, a three-story dormitory wing and a two-story office building which contained a library and teaching courtroom were added.

In 1993, government restructuring occurred and the Academy became a Division of the newly-formed South Carolina Department of Public Safety (SCDPS). The Academy

Director became a deputy director within the SCDPS structure. The South Carolina Law Enforcement Training Council, which oversaw Academy operations to this point then became an advisory council.

In 2006, the legislature voted to separate the Academy from SCDPS establishing the Academy as a stand-alone agency overseen once again by the SCLETC. In 2008, Hubert Harrell was selected as Director. A detailed review, evaluation and re-focusing of priorities and re-organization of programs, staffing, delivery and facilities to support the increase demand for training occurred. A five dollar proviso on all traffic summons' was passed to assist in these measures. With the money generated, plans were made to increase the training by building a Basic Training Village complex.

The Academy has come a long way since it opened its doors in 1968. Under the leadership of Director Hubert Harrell and Deputy Director Mike Lanier, the initial four week voluntary program has now become a mandated twelve week program. The thirty-student arrangement has grown to 70 students per class. On average the Academy graduates 15 law enforcement classes and 12 basic detention classes annually which adds approximately 1,700 to 1,900 officers across the state each year.

Today, the Academy rests on 293 acres, has a total of 21 classrooms, two gyms, two weight rooms, a defensive tactics training room, two cafeterias, a media studio, library, and 550 beds. The Academy is a centralized training facility; as such, it serves as the POST and is responsible for all mandated law enforcement training in South Carolina.

3. Demographics

The demographic composition of the service area and academy are represented in the following table:

	Service Population		Available Workforce		Current Employees		Current Female Employees	
	#	%	#	%	#	%	#	%
Caucasian	3,060,000	66%	1,567,000	69%	98	82%	37	31%
African-American	1,290,684	28%	574,000	25%	22	18%	9	8%
Hispanic	235,682	5%	104,000	4%	0	0	0	0
Other	38,998	1%	41,000	2%	0	0	0	0
Total	4,625,364	100%	2,286,000	100%	120	100%	46	39%

This is the initial assessment of the agency. The academy demographics indicate that African Americans and Hispanics are under represented by approximately 7% and 4% respectively. The most recent recruitment plan, which was last updated in March 2016, has five targeted project goals with specific objectives to assist in meeting those goals.

Each objective has an action plan designed to meet the objectives. Action steps included scheduling academy tours with students who attend local colleges; sending out mailings and engaging in follow-up campaigns to enlist female and minority recruits to other colleges and universities, as well as posting all open positions on the academy's Facebook page.

4. Future issues

Mobile Training Teams – Statewide

This in-service training program would focus on all perishable skills (firearms, ACT, driving). Surveys, comments from law enforcements CEO's, FTO's and other in-service commentaries have persuaded the SCCJA to pursue this type of training based on the needs and lack of continuous training in these particular areas.

Expand the Basic Law Enforcement Training Program (BLE)

SCCJA staff have already prepared a written proposal to the Training Council to expand the current 12 week basic program to 15 weeks. The purpose is to improve those skills necessary for today's law enforcement officers; enhance and improve oral and written communication, enhance de-escalation skills in volatile situations and prevent escalation in volatile situations, and to develop empathy training and relationship building in the local community. Additionally, the plan is to create new programs for advanced training along similar lines to improve communication and public relation skills.

Funding Mechanism to Improve Basic and Advanced Training

Currently SCCJA uses a fines and fees funding program for law enforcement training, which dates back a number of years. The challenge with this program is that it is inconsistent in terms of total revenue provided. The fines and fees change each year and are difficult to collect from agencies within the state, which makes it a very inefficient funding source. Additionally, the issuance of traffic tickets and other related summons's are on a downward trend. Monies from fines and fees are disbursed to SCCJA on a monthly basis and vary widely month to month. Because of this variation and the downward trend, it has been exceedingly difficult to budget for new programs and improvements to the basic training program as well as planning improvements to the physical facilities at the Academy. Without a permanent and reliable funding source the Academy will not be able to meet its current mission of providing new and innovative programs which can best serve the community.

5. CEO biography

Mike Lanier currently serves as the Deputy Director for the South Carolina Criminal Justice Academy, where he supervises the daily operation and administration of all

divisions within the agency. Since the position of Director is currently vacant and yet to be filled, Mr. Lanier is acting as the interim Director and is fully authorized to oversee four major sections: Administrative Operations, Training Operations, Facilities Operations, and Accreditation.

Mr. Lanier has been employed by the Academy since 1983, where he has instructed classes in several areas to include hostage negotiation, driving and firearms, defensive tactics, patrol tactics, field training, and management. Mr. Lanier has served the Academy in several capacities to include the Police Science Unit Manager, Basic Training Coordinator, and Training Operations Manager before accepting his current position.

Mr. Lanier has been a certified law enforcement officer in South Carolina since 1974, beginning his career at Columbia Police Department. He received his Associate's degree from Midlands Technical College in 1987 and is a graduate of The American Academy of Certified Public Managers. Mr. Lanier retired from the Army National Guard in 2001 with 31 years of active and reserve service.

F. Public Information Activities:

Public notice and input are corner stones of democracy and CALEA accreditation. This section reports on the academy clients opportunity to comment on their training academy and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Telephone Contacts

On Monday July 25, between the hours of 2:00 p.m. and 4:00 p.m., the public and agency employees had the opportunity to telephone the Assessment Team and provide comments. Five calls were received to show support for the Academy's accreditation. All of the comments reflected the agency's willingness to assist other agencies concerning any training issue.

b. Correspondence

Thirteen letters from local and state law enforcement entities supporting SCCJA's accreditation were received by the Assessment Team.

c. Media Interest

The Assessment Team received no media inquiries.

d. Public Information Material

On July 11, 2016, an electronic informational letter was sent to all media contacts throughout South Carolina. The informational letter was also emailed to the following groups: the South Carolina Law Enforcement

Training Council, the Palmetto State Law Enforcement Officers' Association, the South Carolina Police Chiefs' Association, the South Carolina Sheriffs' Association, the South Carolina Training Officers' Association, the South Carolina Law Enforcement Officers' Association, and the South Carolina PAC.

Public Notice was also posted throughout the Academy in classrooms, dorms, and hallways. Every in-session training class (advanced and basic) was given a briefing on the upcoming CALEA assessment.

e. Academy Client Outreach Contacts

During the on-site the Assessment Team conducted nearly two dozen interviews with agency employees and academy client users. The consistent message from all of those interviewed was that the staff and employees of SCCJA were helpful, professional and knowledgeable regarding training issues and always willing to give the extra effort to serve law enforcement personnel throughout South Carolina.

Peace officers, new recruits, training officials, elected sheriffs, and local chiefs made up the bulk of those interviewed. All agreed that SCCJA continues to look into the future keeping a pulse on the national issues regarding law enforcement and designing and presenting those subject areas that are most current and helpful in preparing law enforcement to do its job.

During the on-site visit the Assessment Team observed two in-service classes; a School Resource Officer Training Class and a Basic Legal Issues class. The environment was professional, well-coordinated and planned and it appeared the students were fully engaged in the learning process.

SCCJA's academy grounds were also showcased which included on-site inspections of the driving track, the firearms range, and scenario training houses. The Assessment Team was also able to inspect the classroom facilities and staff office space.

G. Essential Services

Credentialing, Organization, Direction and Authority (Chapters 1-3)

It is the mission of the South Carolina Criminal Justice Academy to foster and uphold prescribed laws and regulations by providing mandated basic and advanced training to criminal justice personnel and maintain a continuous certification process to ensure that only the most qualified persons are sanctioned by the state to serve.

There is no credentialing program by which the SCCJA must abide. State legislation confers the responsibility for credentialing and certifying all peace officers in South Carolina on the SCCJA. However, all employees of SCCJA who function as instructors must be certified and successfully complete the approved Instructor Development Course.

SCCJA maintains a database to track the instructor certifications of all instructors assigned to the Academy. Under no circumstance is an employee permitted to conduct any training without requisite training and certification.

Prior to beginning an entry level training program, all recruits must have a documented criminal history check. SCCJA policy disqualifies applicants who have felony convictions, domestic violence convictions, or have been dishonorably discharged from the military.

A written directive available to all personnel describes the Academy's organizational structure and functions. The Academy organizational structure is well documented in its organizational charts. Supervisory and non-supervisory members of the Academy may have several assignments, however all personnel are responsible to only one supervisor for each assignment. Within all levels of the SCCJA, authority is delegated by supervisors to responsible members to make decisions necessary for the effective execution of their duties. Each organizational component is under the direct authority of only one supervisor.

Every employee within the Academy who is expected to perform a specific task is delegated the necessary amount of authority to perform that task. All employees to whom authority has been delegated are held accountable for its use.

The relationship between the SCCJA and client agencies is statutorily clear. All law enforcement agencies within the state of South Carolina must certify its sworn employees at the SCCJA. It is the sole certification and training entity in the state.

All Academy property including facilities, whether owned, leased or borrowed may only be utilized to conduct official department business unless authorized by the Director. Department owned lockers assigned to members of the Academy may be inspected at any time during an official SCCJA investigation. It is Academy policy to extend this directive to include the inspection of offices and desks assigned to all employees. SCCJA employees are advised there is no personal expectation of privacy concerning Academy lockers, offices and desks. Additionally, Academy employees are advised they have no expectation of privacy when utilizing Academy computer systems.

The Accreditation Manager is responsible for ensuring that all CALEA standards and Academy policies are followed and in compliance. In order to achieve this goal, an administrative reporting system has been established to alert the Accreditation Manager as appropriate. The objective is to alert the individual responsible for submitting a

report, review, inspection or analysis that the item is due. The system helps to ensure that the practices are documented and completed in a timely manner.

Risk Management Program

The Risk Management and Needs Assessment programs are the responsibility of the Facilities Operations Manager and/or designee. The responsibilities of the Risk Management/Needs Assessment coordinator are to analyze, track, control, and prevent loss through a process of risk identification and to provide for a proper learning environment through periodic needs assessments.

The Facilities Operations Manager or designee conducts weekly meetings with Facilities staff and regularly performs safety inspections throughout Academy facilities to determine deficiency or need in classroom space, office space, and other facilities located on Academy grounds. Building and fire code violations are also noted.

The Facilities Operations Manager works with a standing committee known as "The Academy Safety Committee". Once completed, a safety and needs assessment report is forwarded to the Director. The minutes of Safety Committee meetings can be found on the Academy's computer site.

The Facilities Operations Manager conducts an annual review of conditions that affect risk, workers' compensation issues, and liability issues. These annual reviews are forwarded to the Deputy Director for review and action required.

The Academy Safety Committee meets once a quarter to coordinate all risk management and needs assessment activities for the Academy including, but not limited to, the following:

To identify the sources of informational data from which risk management and needs assessment analyses can be developed i.e., worker's compensation reports, internal incident reports, building inspection reports, Department of Health and Environmental Control (DHEC) and Occupational Safety and Health Administration (OSHA) reports, on-site inspections [conducted quarterly at a minimum] and work order reviews.

The Capital Improvements Manager serves as the Academy Safety Officer and co-chair of the Safety Committee. This position is responsible for forwarding information pertaining to training site inspections and safety hazards by those serving as training safety officers to the Facilities Operations Manager. The Academy Safety Officer is also responsible for ensuring that procedures for the hazardous training areas applicable to OSHA compliance are reviewed annually. The review addresses safety issues and recommends any changes.

At all high risk training sessions, the on-site supervisor serves as the safety officer. In a supervisor's absence, the senior on-site instructor or instructor assigned to the program

serves as safety officer. The safety officer has the authority to discontinue all activities that are hazardous in nature.

The safety officer is required to immediately report through the chain of command any uncorrectable hazard to the appropriate supervisor who will then report to the Academy Safety Officer. Uncorrected documented incidents must be reported to the Deputy Director. A training supervisor or designee is responsible and accountable for overseeing the specific training exercise and ensuring that all participants (staff and students) are adhering to all stated safety procedures and remains on-site until the conclusion of the training session.

Organizational Integrity

Number of External Complaints	
	2015
Complaint	1
Sustained	1
Not Sustained	0
Unfounded	0
Exonerated	0
Number of Internal Complaints	
	2015
Complaint	4
Sustained	2
Not Sustained	1
Unfounded	0
Exonerated	1

The SCCJA requires an investigation of all citizen complaints, including anonymous complaints, against the Academy or its personnel. It also addresses citizen inquiries concerning Academy regulations, policies, and procedures, actions taken by Academy personnel in the performance of their duties and any other issues that involve the Academy and its personnel.

Internal Affairs is responsible for conducting complaint investigations in accordance with policy, as well as conducting any administrative investigations assigned by the Director. The Internal Affairs Office is also responsible for coordinating, supervising and assisting in complaint investigations conducted by the Office of Human Resources. Internal Affairs provides an internal investigating system where objectivity, fairness and justice

are guaranteed by an impartial investigation and review. The Internal Affairs Office answers directly to the Academy Director.

Complaints that involve allegations that relate to use of force or any incident involving serious injury or death; allegations of criminal conduct; conduct involving moral turpitude; vehicle accidents of a major nature involving Academy personnel; or complaints that require extensive investigation and/ or out of town travel are referred directly to the Internal Affairs Office.

Complaints involving allegations that relate to serious criminal activity; allegations where the Director, Deputy Director, or Internal Affairs Office may have a conflict of interest; or circumstances when more effective resources are necessary are referred to an appropriate outside agency.

The Internal Affairs Section conducts an annual review of all complaints received and forwards the results to the Academy Director. Regardless of the type of complaint, policy requires that all investigations be completed within 45 working days, unless extenuating circumstances exist and only then with the approval of the Academy Director.

Internal Affairs is responsible for maintaining accurate records of all complaints against the Academy and its personnel. Internal Affairs keeps the complainant informed at all stages of the investigation. Once the complaint has been resolved, Internal Affairs ensures that the complainant is notified regarding the findings of the investigation. Internal Affairs notifies any employee who is under investigation. The notification is in writing and identifies the nature of the investigation and the employee's rights and responsibilities relative to the investigation.

Internal Affairs is responsible for maintaining accurate records of all complaints against the Academy and its personnel. All records maintained by Internal Affairs are considered confidential and only those person(s) authorized by the Director or Deputy Director has access to these records. In order to protect the confidentiality of files and related paperwork associated with an official investigation conducted by Internal Affairs, the documents are stored in locked file cabinets, or other similar storage areas, within locked offices.

During the last week of December the Internal Affairs Commanding Officer prepares an administrative report reviewing all complaints investigated during the previous year and forwards the results to the Director no later than January 10 each year.

Administration of the Academy is vested in the Director who is responsible for selection of instructors, course content, maintenance of physical facilities, recordkeeping, supervision of personnel, scheduling of classes, enforcement of minimum standards for certification, and other matters as may be agreed upon by the Training Council. The Director is hired by and responsible to the Training Council.

Academy policy mandates that all employees conduct themselves at all times in accordance with the standards contained in its policy. The Code of Conduct is intended to provide clear guidance, setting forth stringent and uniform standards of office conduct. Strengthening public confidence and trust in government requires the highest standard of conduct; therefore, some rules reach beyond the State Ethics Act to create a higher level of accountability.

Academy employees and instructors receive biennial ethics/code of conduct training concerning professional responsibilities, dilemmas, and temptations relevant to Academy policy, procedure, and regulations set forth by the South Carolina State Ethics Commission.

Human Resources, Recruitment and Selection (Chapters 4-5)

The Academy recognizes that a variety of personal or medical problems may adversely affect an employee's health, family life, or workplace performance/behavior. Its policy is designed to promote and maintain an Employee Assistance Program (EAP) that provides employees with the opportunity to receive confidential professional assistance. To maintain privacy and confidentiality, the Academy works with one outside organization: South Carolina Vocational Rehabilitation Department (VocRehab).

Personal and health information an employee shares with VocRehab remain confidential and secure unless the employee officially authorizes the release of this information to specified representatives of the Academy. Any information an employee shares affecting national security or posing a threat to the employee or another individual, criminal behavior and child or elder abuse is reportable to appropriate authorities.

Utilizing EAP resources does not affect an employee's chances of career advancement. In most cases, employees and their dependents will deal directly with the EAP provider, which does not reveal the user's identity to the Academy unless specifically authorized by the employee.

Employees are encouraged to apply for VocRehab services on their own; however, the Academy's Office of Human Resources may make a referral when an employee requests a medical accommodation or when performance or behavior issues may be the result of a disability. There is no cost to employees for initial consultations with VocRehab, however, VocRehab may refer employees to outside healthcare providers that require payment for additional consultations.

Supervisors are responsible for detecting and attempting to correct employees' unsatisfactory workplace behavior and/or performance. The EAP program available through the Academy is intended to serve as a resource to assist employees and improve job performance. It is not designed to replace any normal supervisory or disciplinary procedure.

Per policy, every member of the Academy is evaluated pursuant to the provisions of the performance evaluation system. All performance appraisals are prepared in writing by the employee's supervisor who has direct experience or knowledge of the work being performed.

The appraisal is reviewed by the next higher-level supervisor, unless the rater is the agency head, prior to the appraisal being discussed with the employee. The final appraisal must bear the signature of the rater, the reviewer and the employee, if possible. If the employee declines to sign the appraisal, a notation is made on the performance appraisal. The employee's signature is an acknowledgement that the review has been discussed with the employee. It does not indicate the employee's agreement with the contents.

Any employee, who disagrees or has concerns with a review, has the right to rebut in writing, the performance review, its contents or the rating. The rebuttal is placed in the employee's official personnel file. All performance appraisals become a permanent part of the employee's official personnel file. Upon request, the agency must furnish the employee with a copy of the performance appraisal with copies of all pertinent attachments including the form completed at the time of the planning stage and the final appraisal form.

New managers and/or supervisors are given training on the Employee Performance Management System (EPMS) as soon as possible after their placement into a supervisory position. Supervisors are encouraged to provide performance feedback to employees throughout the review period. An unofficial mid-year review is encouraged to facilitate communication between raters and employees.

In addition, various options are available to the rater in conducting performance management. A rater may gather feedback to prepare the appraisal document and conduct unofficial appraisals more frequently than required by Academy policy.

When an employee moves within the Academy or when there is a change in supervision, the current or former supervisor completes a performance appraisal and discusses it with the employee prior to the employee moving or the supervisor's leaving. This appraisal is considered as the "closeout" appraisal.

Policy requires that all employees be given an annual appraisal no more than ninety calendar days prior to the employee's review date.

Each covered employee who has been demoted, promoted or reclassified must be evaluated prior to the completion of a six-month trial period in the position. The trial review date marks the beginning of a new performance period.

If during the performance period an employee is considered "Unsuccessful" in any essential job function or objective which significantly impacts performance, the rater is required to provide to the employee a written "Warning Notice of Substandard Performance." The warning notice provides for an improvement period of no less than 30 days and no more than 120 days.

The Academy has created several awards to acknowledge and reward individuals who have dedicated much of their career to the advancement of South Carolina Law Enforcement and the Academy to include: Employee of the Year, Instructor of the Year (Basic and Advanced), Manager/Supervisor of the Year, and Director's Award for Outstanding Contribution.

The SCCJA has established a system for tracking and reviewing incidents of risk to the Academy and the involved employees. To this end, its Early Warning Systems (EWS) is used as a means to evaluate, identify, and assist employees who exhibit signs of performance and/or stress related problems. The Early Warning System is not an investigative function, but serves as a means for supervisory personnel to guide Academy employees to perform at their best level. EWS reviews of an employee do not become a part of an employee's personnel file.

Grievances

The SCCJA grievance policy is one which has been approved by the South Carolina Department of Administration/Office of Human Resources. The State Employee Grievance Procedure Act provides that each state agency and department of state government establish an employee grievance procedure for employees. The Act further provides that an employee has the right during the grievance and appeal process to a representative, which may include legal counsel. If the Academy employee chooses legal counsel, it is at their expense.

The purpose of the grievance policy is to provide a means whereby employees who feel that they have been subject to an adverse employment action may obtain an administrative review without delay and be assured of a prompt, orderly and fair response to the grievance or appeal without fear of restraint, interference, coercion, or retaliation.

An employee, who wishes to file a formal grievance must notify the Academy's Human Resources Office to initiate a formal grievance. The employee must initiate the grievance with the Academy's Office of Human Resources within 14 calendar days of the effective date of the action or 14 calendar days from when the employee was notified of the action, whichever is later. The Academy's Human Resources Director or designee reviews the grievance to determine whether the matter involves a grievance as defined by the Act.

Per policy, a Notification of Receipt of Grievance Review Request is mailed to the covered employee within five calendar days from the date the Academy receives the Grievance Review Request. If it is determined that the matter is not grievable, that determination will be the final decision, which may be appealed to the State Human Resources Director.

If it is determined that the matter is grievable, the Academy Director or designee schedules and conducts a conference with the covered employee, normally within 15 calendar days from the date the matter is determined grievable. The covered employee is notified of the date and time of the conference in writing. The conference allows the opportunity to present their position to the Academy Director or designee. The Academy Director or designee will notify the covered employee of the decision in writing normally within 25 calendar days. The decision constitutes the Academy's final decision.

The internal time periods of the Academy grievance procedure and the 45 calendar day period for action by the Academy cannot be waived except by mutual written agreement of both parties.

Failure by the Academy to issue a final decision within 45 calendar days from the date the grievance is initially filed with the Academy is considered an adverse decision. The Act provides for an appeal of a grievance beyond the Academy to the State Human Resources Director. Any employee may appeal the final decision of the Academy Director or designee. The appeal must be in writing and submitted to the State Human Resources Director within 10 calendar days of receipt of the Academy's final decision or 55 calendar days from the initial date the grievance was filed within the Academy, whichever occurs later.

The Academy's Human Resources Director (or designee) has the responsibility to prepare a report of all grievances and submit it to the Academy Director for annual review.

Formal Grievances

Grievances	2015
Number	1

There was only one grievance filed during this assessment process. All steps of the grievance policy were followed, including two steps in the appellate process. Ultimately, it was determined that the employee did not have a grievable issue.

Discipline

Supervisors and employees are encouraged to seek resolution of workplace disputes through their supervisory line of authority first; however, if that option is not realistic given the elements of the dispute, both supervisors and employees are encouraged to contact the Human Resources Director for assistance with employee relations matters.

Supervisors are encouraged to initially use the most effective informal method of discipline (such as training and counseling) based on employee performance unless the action requires a formal disciplinary measure. Employee reprimands may be applied at any supervisory level.

Disciplinary actions imposed for unacceptable conduct are generally progressive in nature with consideration given to the severity of the conduct, the number of times it has occurred, and any previous counseling. The SCCJA's progressive discipline policy does not apply to non-covered employees (e.g., probationary, temporary, temporary grant, time-limited project employees and employees exempt from the State Employee Grievance Procedure Act) who may be disciplined at the Director's discretion.

Employees, except those non-covered employees, receiving disciplinary action have grievance and appeal rights available to them as outlined in Employee Grievance Policy.

Any disciplinary or performance-based action which can be grieved through the Academy Grievance or the State Employee Grievance Procedure must be reviewed by the Director prior to the action being taken unless the seriousness of the violation or deficiency calls for immediate action. In all cases of immediate action, consultation with the Academy's Office of Human Resources is required. All performance-related problems are addressed by the guidelines established in the Employee Performance Management System (EPMS).

The Academy's Office of Human Resources maintains all official Academy disciplinary action files. For progressive disciplinary action purposes, supervisors may maintain copies of official corrective actions taken against employees. Internal Affairs files are maintained in the Internal Affairs Office.

Personnel Actions	
	2015
Suspension	2
Demotion	0
Resign In Lieu of Termination	2
Termination	0
Other	0
Total	4

Recruitment / Selection / Promotion

The SCCJA is an equal opportunity employer and fully complies with all applicable federal, state, and local laws in the area of non-discriminatory employment. Directives strictly prohibit discrimination and harassment against employees and applicants on the

basis of race, color, religion, sex, national origin, disability, age, military status, or veteran status.

In March 2016, the SCCJA revised the recruitment plan and is currently developing operational strategies to fulfill the mandates of the revised plan. One improvement strategy has been accomplished through utilizing the South Carolina computer software program NEOGOV, which posts all open state government job positions and is the starting point for the employment application process.

The Human Resources Manager has overall responsibility for implementation and operations of the recruitment plan. In 2015, the SCCJA reported to the South Carolina General Assembly that it had not met its diversity hiring goals. The South Carolina Human Affairs Commission requested clarification and the reasons why those diversity goals had not been met. In its response the Academy mentioned that there were no promotional opportunities during this time period and that the positions which were open as job vacancies required a Class 1 peace officer certification. The only applicants for those positions were white males, which resulted in a lack of diversified candidates for the selection process.

The response to the Human Affairs Commission also mentioned that with a limited budget it was difficult to attract qualified personnel while competing with other statewide agencies. The SCCJA demonstrated its outreach efforts by providing an academy tour and meeting with students attending the Citadel; mailing vacancy notices to other colleges and universities in South Carolina; posting of positions on the SCCJA Facebook page; mailing outreach letters and position notices to minority organizations, and utilizing the Academy website to link with the state NEOGOV system.

All job postings contain the appropriate information regarding the qualifications, duties and responsibilities, the selection process, various testing procedures, and expected duration of the process. The process for positions requiring Class 1 Officer status include background investigation, personal references, medical documentation meeting the requirements for South Carolina State Constables, and a criminal record check.

All records of the process are maintained in accordance with South Carolina record retention laws and all material used in the selection process is appropriately stored in secure locations. New employees are provided an orientation, using a checklist to ensure that all material and appropriate documents are provided. New employees are placed in probationary status for a period of 12 months and can be terminated for poor performance as determined by the performance review program.

Instructor Selection Activity (2015)

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of Workforce Population
Caucasian/Male	73	7	10%	69%
Caucasian/Female	17	1	6%	
African-American/Male	31	0	0	25%
African-American/Female	10	0	0	
Hispanic/Male	0	0	0	4%
Hispanic/Female	0	0	0	
Other	11	0	0	2%
Total	142	8	6%	100%

Non- Instructor Selection Activity (2015)

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of Workforce Population
Caucasian/Male	104	0	0%	69%
Caucasian/Female	473	6	1.3%	
African-American/Male	101	2	2%	25%
African-American/Female	813	0	0%	
Hispanic/Male	0	0	0%	4%
Hispanic/Female	0	0	0%	
Other	16	0	0%	2%
Total	1507	8	.53%	100%

The promotion process is straight forward and includes past performance reviews, an oral interview panel and interview with the director, who makes the selection. During the self-assessment period there were no promotions made within the Academy. The promotion policy was revised in 2016 with some modifications to clarify and expand minimum qualifications for promotional positions. The revised promotion policy and process has not been used to this date. Promoted personnel are placed on a six month probation and provided the appropriate training necessary for performance at the new level. The last promotional testing was conducted in 2014 and included six candidates from the agency. Documents demonstrated that additional training was provided after the promotion consistent with the new duties assigned.

Instruction Systems, Program Development, Training Support (Chapters 6-8)

Instructional Systems Policy

The SCCJA instructional system consists of five components: Analysis, Design, Development, Implementation and Evaluation. Each component has it specific responsibility and guidelines to perform as necessary. The overall system is consistent with best practices of institutional learning, coupled with field application and testing.

The basic academy training is based on the most recent (2014) Job Task Analysis (JTA) for police officers. The most recent JTA review indicated the need for additional crime scene training and resulted in additional hours being added to the curriculum. The police officer basic training class is 12 weeks. Prior to 2011 the period was nine weeks and increased to 12 based on an in-depth review, evaluation and assessment of then current training and needs for additional training into the future.

All training classes are based on appropriate lesson plans that are reviewed bi-annually. All instructors are certified, which requires training in methods of instruction from an approved provider. The legal section continually reviews changes in state law and court decisions from state and federal courts to ensure that training is consistent with current law. Changes in police practices, legislative mandates and court decisions that may have an impact on any training are incorporated into the lesson plans as soon as possible, not waiting for the two year scheduled review. The testing unit continually monitors testing results to ensure that training is in accordance with the approved lesson plans.

Facilities and Equipment

The SCCJA uses several methods of training from classroom lecture, practical skills application, hands on testing (driving) to scenario based exercises. These methods are continually under review and evaluation to ensure quality of presentation and positive outcomes. Student evaluations provide valuable feedback and are reviewed for each basic and advanced class as well as each training module. The evaluations are an important tool used by the Academy to measure the quality of training and level of learning. The evaluation instruments ask for numerical ratings (1 to 5) and written comments or a combination thereof. The feedback received by the Academy has resulted in many adjustments to classroom presentations, expansion of topical areas and additional subjects. Class evaluations were carefully considered during the last JTA review in 2014.

The SCCJA has a state of the art production studio which assists instructors in preparation of class presentations and online training modules for advanced and recertification training. The studio produces about 300 computer and video segments each the year. Studio assistance is not just provided to the Academy but also to other training organizations, which present training for South Carolina law enforcement

personnel. Stage settings include the use of a green wall, conference room and podium setting with large projection/video screens. Professional production type lighting and cameras are used to record the segment or presentation. The segment is then reviewed and edited as needed to complete a professional presentation.

Online modules are formatted for use and provide feedback to the student. Online training records are part of the ACADIS training system. Officers are assigned online modules by the academy training officer and the system records the officer's name, date, time (start/finish) and the score of any tests included in the module. All Training Officers are notified of the completion and results for their assigned personnel.

The instruction and training provided by the Academy for both basic and advanced meets the needs of the South Carolina law enforcement officers. The basic training program provides the recruit with the basic knowledge and skills needed to begin a career in policing. The same also holds true for the other vocations of detention and communications.

Instructors

Instructors at the Academy are certified by the Certification and Compliance Section in accordance with the South Carolina Training Act and must be a Class 1 officer pursuant to South Carolina law. Instructors must meet minimum qualifications established by the Training Council under state law and regulation. Educational qualifications include a Bachelor's degree or a combination of higher education and work experience or be recognized as a subject matter expert. Each instructor must maintain certification as a Class 1 officer and any other the appropriate training for teaching specific subjects at the Academy.

All instructors are required to be trained in the adult learning techniques and have attended an Instructor Development or Methods of Instruction course from an approved organization. The Academy also provides this training through its advanced training unit.

Instructors are responsible for preparing lesson plans for each class taught. Those plans must be reviewed and approved prior to teaching. Lesson plans are updated as necessary due to changes in best practices, statutory mandates and case law decisions. Each plan is reviewed every two years but can be revised sooner if necessary.

The instructor to student ratio is based on the subject matter and style of instruction. Classroom lectures may include as many as 50 students and one instructor. Practical skills, scenario based exercises, firearms and driving are assigned a lower ratio, i.e. 1 instructor to 4 students for driving. In addition, safety officers are also assigned to monitor training and have the authority to stop training for safety concerns which may be observed during the training session.

All instructors are subject to the annual performance review program as well as unannounced reviews and monitoring by supervisors. Instructors are graded on subject matter knowledge, preparedness, presentation, and student's response to the instructor. Several documents were reviewed demonstrating the process and forms used for this evaluation program. Each instructor meets with the reviewing supervisor and is provided a written copy of the review. This review process is incorporated into the employee's annual evaluation program.

All academy instructors are responsible for their class, not only in providing quality instruction but for student welfare. This includes safety measures which may be needed for student health and to prevent or address misconduct by students directed at academy staff or other students.

Training Administration

The SCCJA operates under the guidance and direction of the South Carolina Law Enforcement Training Council (SCLETC). As mentioned, the Academy provides basic training for law enforcement, detention and communications.

A recent needs survey, 2015, was sent to all agencies employing all classes of law enforcement officers in South Carolina. The survey was directed to the agency CEO and training officer. The Academy received a 40% return rate. The overall rating received on a scale of 1 to 10 was 8.3. Additional comments were also received regarding the training presented in the basic and advanced courses. The results of the survey were presented in a comprehensive report, which addressed both positive and negative issues raised. A section of the report (Academy Response and Remedy), addressed concerns, discussed funding, scheduling issues and existing plans for improvements, which included plans for the construction of a "shoot house." The needs survey provided excellent feedback to the Academy from their client agencies. The SCCJA administration welcomed the feedback as valuable suggestions and saw it as an opportunity to improve training, facilities and operations.

Each year the Academy publishes a training catalog listing scheduled classes and starting dates for each recruit session. Advanced classes provide a brief description of the topic, duration of class, registration requirements, pre-requisites, and cost. When appropriate, physical fitness levels, physical dangers, and necessary equipment, which may not be provided by the academy is also identified. All registration for online and advanced training is managed through the ACADIS portal and is the responsibility of each department training officer.

All academy and student training records are maintained and stored in accordance with the South Carolina Record Retention laws. All physical records are kept in secure areas with limited access. Computerized training records are maintained in the ACADIS system as well as by individual departments. The ACADIS system is a secure system

and records of personnel can only be accessed by the department training officer or an individual officer.

The Academy computer system is tightly controlled through use of frequently changing user passwords. The system is backed-up on a regular schedule with off-site storage of backed-up media. Computers available for student use are tightly controlled and monitored. Student computers are strictly used for research and for class oriented projects or the completion of class assignments.

The current operating system used by the Academy is Microsoft Windows 7. The Academy is attempting to obtain funding for an operating system upgrade in the near future. Per policy, there are strict prohibitions on software use and any additional programs or software cannot be installed without system manager approval. Protection is in place for the system to guard against computer viruses and unauthorized external access. There have been no incidents where the system rules were violated. No unauthorized access has been detected during the most recent system review conducted by the Academy. Computer users are advised at the time of employment and reminded periodically that the system is not for personal use and there should be no expectation of privacy by users.

The SCCJA is located on a large campus in the Columbia, SC metropolitan area where several other state government facilities are located. Nearby is a medium security corrections facility. Several closely supervised inmates act as trustees and perform services at the Academy and are involved in food preparation, building cleaning, grounds maintenance and vehicle maintenance and repair. All visitors and attendees must register at the main desk and are provided identification badges which must be worn at all times while at the Academy. Access to some areas are controlled by an electronic system of card readers and passcodes. As a state law enforcement agency access to the state criminal justice databased is provided and persons qualified may use the system for appropriate reasons.

The needs assessment is accomplished by survey, internal inspections and in-house committees. The Safety Committee, Office of Facilities Management and Capital Improvement Committees meet independently to consider issues which relate to safety, security and providing a proper learning environment. The Academy is proactive through the Safety Committee in identifying deficiencies, starting the process for approval and completion of necessary replacements and repairs. Recently the driving track was resurfaced, air handlers were replaced and the HVAC system upgraded. Due to the October 2015 storm activity, which resulted in heavy rains and flooding, modifications were made to enhance the campus drainage system.

The Academy has a library available for students containing cataloged books and periodicals for research and study. The library houses several computer stations for research and other learning resources which complement both basic and advanced training courses.

Student Welfare (Chapter 9)

Orientation

The SCCJA provides training for a number of public safety personnel. Police officers, detention officers, communication operators and highway patrol officers, at the recruit and advanced levels attend the academy. The facility can accommodate over 300 residential students with clean accommodations and cafeteria services. The most recently constructed dormitory has the appearance of modern hotel. All residential students are provided information regarding the policies, rules and regulations and code of conduct regarding expected behavior during their stay at the Academy. Each recruit class attends an orientation where the Basic Training Rules and Regulations Manual is distributed and reviewed. This manual outlines information concerning instructors, health and medical contacts, dormitories, student responsibilities, personal conduct rules, fire and emergency protocols and testing procedures.

Advanced training students, having attended the academy before, are provided an Orientation and Rules document to refresh their memory. All attendees are required to sign an acknowledgement form after receiving orientation document. Due to the location of the facility and the duration of training, most attendees for advanced classes elect to reside at the academy. Recruits attending basic training classes are required to reside at the academy, arriving Sunday evening and remaining until the end of Friday's training. Recruits are not allowed to leave the facility during the week without permission, however advanced training attendees are permitted to do so without limitations.

Instructors for the various classes provide the attendees information regarding goals of the instruction, class schedule, proficiency and skill requirements, and testing methods when appropriate. Training activities, which occur outside the classroom and subject to weather conditions, are conducted and limited using a five category heat index. The index is referred to the Work/Rest Table. The heat categories range from 78 to 90 degrees. Each category is further defined as light work, moderate work and hard work with guidelines regarding rest and water intake. When temperatures drop to 36 degrees Fahrenheit or lower, additional restrictions apply. Additional adverse weather shelters are available and identified during recruit and advanced class orientation.

Safety

Classes requiring a high level of physical activity or high risk training where there is a possibility of injury, are supervised by one or several instructors designated as safety officers. The safety officer has the authority to halt training activity if there is a perceived danger or risk of injury. The Academy does not conduct training in the areas of fire suppression, motorcycle/bicycle operation, marine, K-9 or aquatic training. The safety officer manual was recently revised 2015 and scheduled for annual review by the

Academy Safety Committee. The Safety Committee is composed of Academy staff and supervisors and is a component of the Academy Risk Management program.

Student Responsibility

Instructors are charged with the responsibility of maintaining an orderly class environment conducive to learning. All instructors have the authority and responsibility to remove disruptive and non-participating students. The rules and regulations identify the sanctions that may apply, from warning to dismissal from the Academy. In the event of dismissal, a recruit, depending upon the incident, may be refused re-admittance until all recruit classes that were in attendance at the time of the incident have graduated.

***Code of Conduct Actions**

	2015
Verbal Warnings	2
Written Reprimands	3
Suspensions	2
Termination/Expulsion	0
Other	0
TOTAL	7

*The verbal warnings and written reprimands indicated in the above chart were administration rule violations. The suspensions involved conduct unbecoming an officer issues.

H. Standards Issues:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying academy policies and directives, creating documentation, and an alteration of the physical plant.

This section does not apply.

I. 20 Percent Standards:

CALEA academies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The academy is free to choose which standards it will meet based on their unique situation.

The academy was in compliance with 81% of applicable other-than mandatory (O) standards.

J. Future Performance / Review Issues

This section does not apply.

K. Table: Standards Summary:

Mandatory (M) Compliance	127
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	21
(O) Noncompliance	0
(O) Elect 20%	5
Not Applicable	6
 TOTAL	 159

L. Summary:

The South Carolina Criminal Justice Academy is a full service academy providing state-of-the-art training for South Carolina's law enforcement officers. It offers both entry-level, advanced and in-service training for thousands of students each year. The Academy also functions as the certifying and credentialing entity for all law enforcement officers statewide.

Each basic academy class has 70 students per class with a new class starting every three weeks. On average the Academy graduates 15 law enforcement classes and 12 basic detention classes annually which adds approximately 1,700 to 1,900 officers across the state each year.

The Academy rests on 293 acres, has a total of 21 classrooms, two gyms, two weight rooms, a defensive tactics training room, two cafeterias, a media studio, library, and 550 beds. The facility serves approximately 18,000 officers across the State representing some 324 agencies. The Academy is a centralized training facility; as such, it serves as the POST entity and is responsible for all mandated law enforcement training in South Carolina.

In addition to its general in-service training courses, the Academy also provides an extensive supervisory and leadership training program for the state's law enforcement supervisors, managers, and executives employees.

All standards were found to be in compliance. All Academy files were very well organized and well documented. There were no standards issues.

All of the comments concerning the Academy were positive, stressing cooperation, professionalism and caring. Academy students expressed their sense of commitment

Academy personnel have for them. These sentiments express the spirit of CALEA – providing and promoting positive interactions between the Academy and the law enforcement personnel it trains.

In 2015, a needs survey was sent to all agencies employing all classes of law enforcement officers in South Carolina. The survey was directed to each agency CEO and assigned training officers. The SCCJA received a 40% return rate. The overall rating received on a scale of 1 to 10 was 8.3. The results of the survey were presented in a comprehensive report, which addressed both positive and negative issues raised.

Additionally, the curriculum and teaching methods at the Academy have moved away from the lecture based learning and toward interactive problem solving. The training for recruits and veterans alike emphasizes hands-on, scenario based training that places officers in simulated situations and tests their ability to think on their feet.

Based on our interviews and observations during the on-site, the Assessment Team unanimously agreed that the leadership, dedication and professionalism of the South Carolina Criminal Justice Academy and staff is of the highest caliber.

Philip J. BACA

Signature Redacted

Team Leader

September 22, 2016