



South Carolina Workers' Compensation Commission

HLOC

Study Response

2025

August 25

T. Scott Beck, Chairman and Gary M. Cannon, Executive Director

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South Carolina Workers' Compensation Commission House Legislative Oversight Committee Study Response

I. Introduction

Beginning in January 2023, the House Legislative Oversight Committee (HLOC) studied the Commission's application, administration, execution, and effectiveness of the agency's programs, the overall organization and operation of the agency, and conditions necessitating the enactment of new legislation pertaining to the agency. At the conclusion of the study, the HLOC issued a final report containing 18 findings, 6 study-related internal changes, and 10 recommendations.¹

The findings pertained to leadership, budget, compensation coverage, funding, fines, collections, efficiency, security, payment of benefits, filing claims, technology, fraud, legal representation, and staffing. According to the report, "findings note information a member of the public or General Assembly may seek to know or upon which they may desire to act." Five of the findings formed the basis of 6 study-related internal changes that occurred during the study.

The HLOC study report also included 10 recommendations for improvement. These recommendations were based upon the Commission's self-analysis, discussions with Commission personnel during several public legislative hearings, and an analysis of

¹See South Carolina House of Representatives Legislative Oversight Committee, *Workers' Compensation Commission Study Report*, Appendix p. 21 (2024).



information provided to the Committee. At the completion of the study, a final report was issued on March 19, 2024. Several of the findings required the Commission to provide a status update to the Committee within 6 months to 1 year after the adoption of the report. The report was adopted by the General Assembly on August 20, 2024. The information contained in this report is an update on the Commission's progress in effecting the recommendations made by the Committee and a status update on the 6 internal changes implemented during the study period.

II. Progress Update on Internal Changes

Six study-related internal changes were implemented during the study: 1 change relating to executive staff duties, 2 changes relating to finance and budget, 1 regulatory change, 1 internal departmental change, and 1 proviso request. Five of the internal changes resulted from the HLOC findings during the study period.

Internal Change #1: Reducing the Scope of the Executive Director's Job Duties

HLOC finding #2 addressed the expansive scope of the Executive Director's job duties to include chief financial officer, chief procurement officer, and ombudsman. To ensure that the Executive Director could maintain the proper level of programmatic oversight, a vacant human resources manager I position was reclassified to an administrative manager I in August 2023. An existing employee was promoted to fill the new position. That employee became responsible for management of the Commission's human resources program, and management of the financial accounting, budgeting, procurement, and privacy programs. The Executive Director continued to act as the Commission's ombudsman until January 2025, at which time a new employee was hired for the ombudsman role. These changes have enabled the Executive Director to more effectively and efficiently manage agency functions.

Internal Change #2: Self-Insurance Budget Proviso Change

HLOC finding #7 recognized that the Commission had not asked for an increase in the amount of self-insurance tax funds retained from tax collections in nearly a decade. To address the lack of funding for upcoming initiatives and to secure a consistent funding source for employee salaries and benefits, the Commission requested that the legislature delete the budget proviso authorizing the Commission to retain the greater of 50% or \$2.2



million dollars of self-insurance tax revenues in favor of a \$5 million general fund appropriation. In FY25, the Commission received \$3 million in general fund appropriations that was used to pay employee salaries and benefits.

Internal Change #3: Use of GEAR Collections Pilot Program to Increase Fine Collections

HLOC Finding #9 addressed the Commission's ability to effectively assess fines and penalties. During the study, the Department of Revenue initiated a pilot program (GEAR) to assist agencies with recovering fines and penalties assessed against corporate entities. The Commission was accepted into the pilot program on November 13, 2023. During FY25, the GEAR program recovered \$18,613 in outstanding corporate fines and penalties.

Internal Change #4: Updating Indemnity Payment Methods

HLOC Finding #13 noted that a paper check was the current default payment method for workers' compensation indemnity payments. The Commission recognized the inherent inefficiencies in requiring that form of payment and convened an ad hoc committee to study the issue. A proposed regulation was drafted, and a public hearing was held on January 22, 2024. The final regulation was submitted to the General Assembly for review on January 26, 2024. The regulation, making electronic payments the default method of payment for temporary disability and reimbursements, was signed into law on May 31, 2024. It included a provision to allow an employer or an employer's representative to petition the Commission for a two-year extension to continue paying by check upon a showing of hardship by the payer. The two-year period began on May 31, 2024, and continued through FY25. During FY25, the Commission received 42 hardship petitions. Two petitions were withdrawn and 1 was denied.

Internal Change #5: Amendments to Commission Form 19

Internal change #5 was not linked to a finding. The Committee suggested that the Commission's Form 19 (claim closure form) be amended to include language notifying a claimant that even though their claim has been denied, they are responsible for filing for a hearing or taking further action to preserve their right to benefits. In lieu of updating the Form 19, the Commission revised a template form letter sent to claimants with denied claims that now informs them that a denial "does not prevent [them] from making a claim for ... benefits. If [they] wish to pursue a claim, please [contact our claims department]."

Internal Change #6: Hiring Outside Legal Counsel

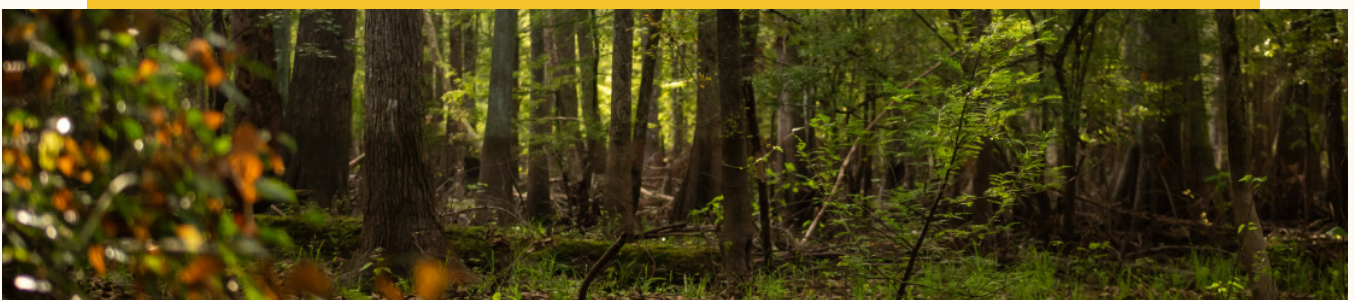
According to Finding #17, the Commission had difficulty obtaining approval from the Attorney General's Office to hire outside legal counsel. This approval is required by S.C. Code Ann. § 1-7-170. Though the agency requested a budget proviso exempting it from the requirements of § 1-7-170, a proviso was not included in the FY25 budget legislation. The Commission's procedures remain at status quo.

III. Recommendations

The 10 recommendations made by the HLOC related to efficiency (3), fraud (1), human resources (2), and modernization of laws (4). Each recommendation and the agency's progress to date is addressed below in the order of appearance in the report.

Recommendation 1: The Committee recommends that the Commission conduct a study to determine the effectiveness of the SCDOR GEAR Pilot program.

The Commission was approved to utilize the GEAR Pilot program to collect outstanding debt from corporate entities in the second quarter of FY24. Prior to its participation in the program, the Commission was unable to collect any outstanding fines and penalties from corporate entities. The Commission received its first return from the GEAR collections program in the first quarter of FY25. Total collections post program implementation was approximately \$18,613, a 100% increase from FY24.



Recommendation 2: Once the Commission's case management system is fully upgraded, the Committee recommends that the Commission conduct a study to evaluate the efficiency of online payment of claims and report the findings to the HLOC within 6 months of publication of this report.

The Commission's case management system is not fully upgraded. There is currently not enough data to conduct a study that would yield sufficient information to assess the effectiveness of the system. The Commission proposes that it conduct a study 18 months after full implementation and will provide the findings to the HLOC.

Recommendation 3: The Committee recommends that the Commission conduct a study to determine the funding needed for Commission security.

At the end of FY24 and beginning of FY25, the Commission coordinated with the South Carolina Department of Procurement Services for assistance with drafting a solicitation for armed security services at the Commission's office in Columbia. As part of the market research for the statement of work, other public procurements and intents to award similar contracts were reviewed to determine approximate cost. Generally, costs ranged from approximately \$40,000 - \$60,000 per year for 3–5-year contracts. The Commission is currently under contract with a vendor to provide armed security services for a total contract value of \$147,420 for a maximum contract period of 3 years (\$49,140/year).

Recommendation 4: The Committee recommends that the Commission post contact information for the Insurance Fraud Division of the South Carolina Department of Insurance conspicuously on the agency's website.

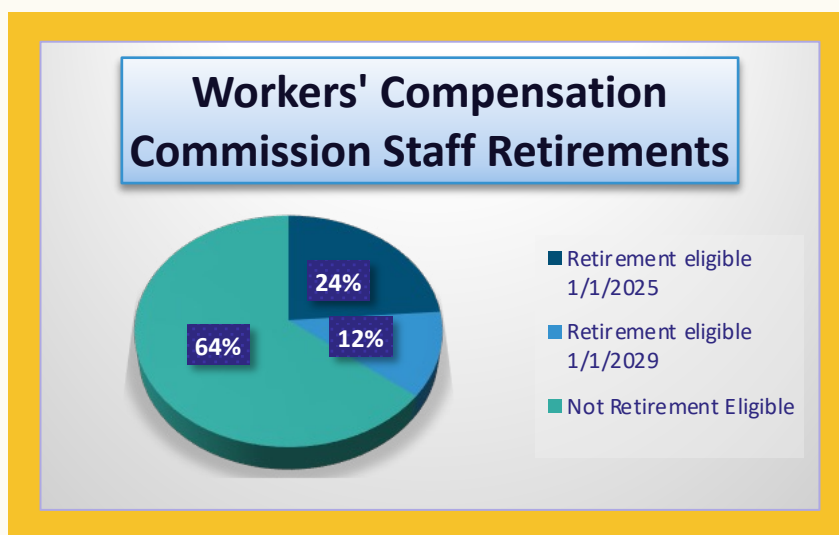
A link to the Department of Insurance, Insurance Fraud Division has been added to the Commission's website. The link can be found in the top right corner of the website.

Though fraud training for the Commissioners was not specifically recommended by the Committee, the Special Assistant Attorney General will conduct a fraud training for the Commissioners on September 16, 2025.

Recommendation 5: The Committee recommends that the Commission identify key positions that may be vacant within the next 5 years and develop a plan for individuals to assume those positions.

The Commission keeps regular statistics on the number of employees eligible for retirement in a calendar year. Commission workforce demographics shape the services it provides and is the driving force impacting the Agency's ability to fulfill its main goal and objective: To provide an equitable and timely system of benefits to injured workers and employers in the most responsive, accurate and reliable manner possible.

During FY25, 42 staff members were responsible for the Commission's administrative functions ranging from legal counsel, information technology, judicial docketing, claims administration, compliance investigations, agency administration, and administration of the self-insurance program. Each of these functions plays a critical role in managing a claim from filing to disposition by a Commissioner.



Of these 42 staff members, 10 became eligible to retire in FY25 (24%). An additional 5 are eligible to retire in 4 years (36%). On average, the 10 staff members who are retirement eligible in FY25 have 31.4 years of state service and 27.8 years of agency service. On average, the 5 staff members who are eligible to retire in 2029, have 20.6 years of state service and 18.7 years of agency service. If each staff member retired as they became eligible, the Commission would lose decades of institutional knowledge and be cripplingly understaffed.

Six of the 10 staff members eligible to retire in FY25 (60%) hold critical positions at the Commission (Executive Director, 2 Commissioner Administrative Assistants, 2 Department or Division Directors, and 1 IT staff member).

Two of the 5 staff members eligible to retire in 4 years (40%) hold critical positions at the Commission (1 Department Head or Division Director and 1 Commissioner Administrative Assistant). There is an immediate need for the Commission to begin succession planning.

To address a potential labor shortage, and as recommended by the HLOC, the Commission has asked each department to create a succession plan that includes identifying staff members to mentor to assume key positions and a plan to recruit for vacant positions in the various departments. Those plans are in progress with an anticipated completion date of August or September 2025.

Recommendation 6: The Committee recommends that the Commission request the Office of State Inspector General (SIG) conduct an employee satisfaction survey.

As recommended, the Commission requested the Office of State Inspector General conduct an employee satisfaction survey. The survey was provided to 44 staff members for completion from January 24, 2025, through February 14, 2025. The results were provided to the Commission on February 18, 2025.

The survey's 64 questions were divided into 8 categories: employment status, onboarding and training, job satisfaction, compensation, opportunities for improvement, work environment, leadership/agency management, and leadership/supervision. Thirty-four staff members responded (77.27%). The full results of the survey are provided in the Appendix.

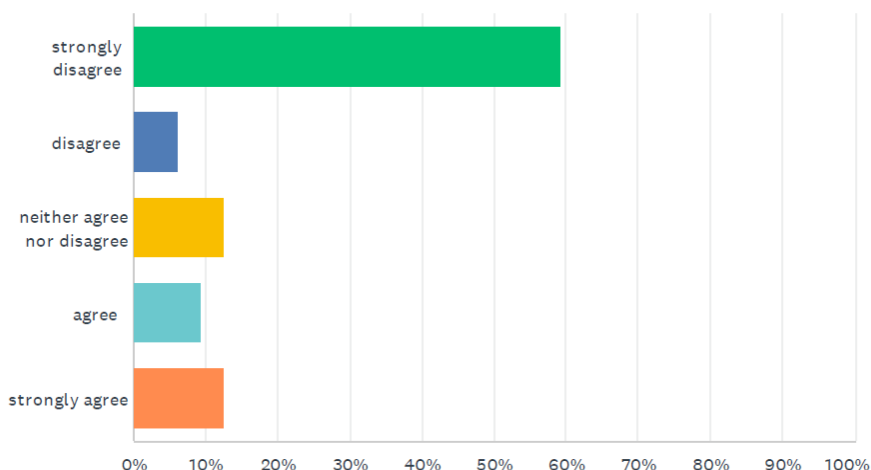
Upon review of the responses, the Commission determined that the largest contributing factor to poor employee morale, poor organizational culture, and lack of confidence in agency leadership is a misunderstanding of the state compensation system.

Of the 32 responses for this survey category, 66% reported dissatisfaction with their salary as compared to the salaries offered by other agencies for similar job classifications.

See Q17. This is consistent with employee opinions nationwide; 1 in 3 employees believe they are underpaid compared to their industry peers.²

Q17 In comparison to other employees holding similar positions in other agencies, I am satisfied with my salary (e.g. salary, bonus, benefits, etc.).

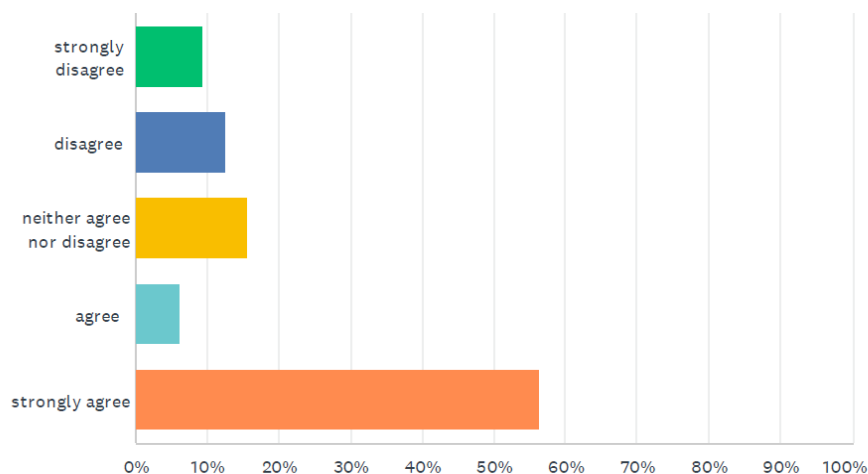
Answered: 32 Skipped: 2



Sixty-three percent of staff members surveyed reported that their salary did not fully compensate them for their workload. See Q18.

Q18 My salary is too low for my experience and the amount of work I do.

Answered: 32 Skipped: 2



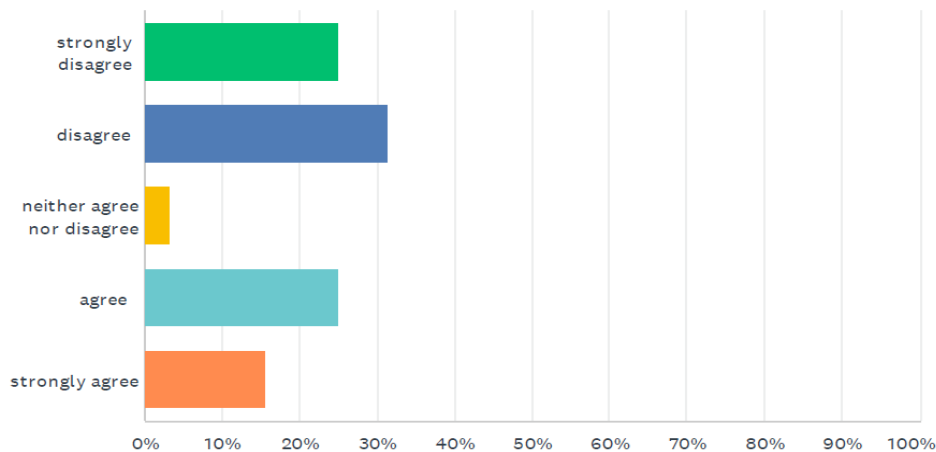
² Mayer, Katherine, Employees Say They are Underpaid, Worry Pay isn't Based on Merit, Society for Human Resource Management (SHRM), March 27, 2025, available at Employees Say They Are Underpaid, Worry Pay Isn't Based on Merit (last accessed April 7, 2025).

In response to these opinions, the Commission compared its current classified employee base salaries to the state average compensation for the class and found that, with very few exceptions, most employees are currently paid between 80% - 120% of the state average compensation for the job class. In addition to comparable salaries, the Commission also provides additional value by paying an increased portion of the employees' PEBA retirement and health benefit costs so that employees can continue to enjoy the same level of benefit coverage and retirement savings despite increasing premiums.

Interestingly, despite reporting dissatisfaction with base compensation, 56% of respondents neither understood how their salary was determined nor considered fringe benefits to be a part of their total compensation package. See Q19 & Q20.

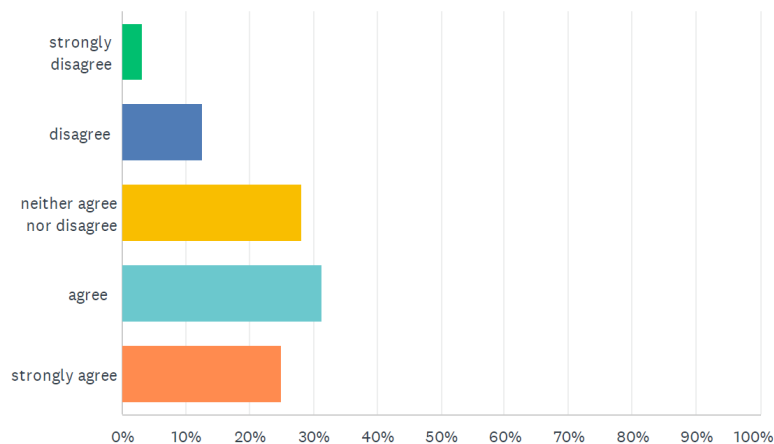
Q19 I understand how my salary is determined.

Answered: 32 Skipped: 2



Q20 I do not consider fringe benefits a part of my overall compensation.

Answered: 32 Skipped: 2





To address this information gap, an all-employee staff meeting was held on May 15, 2025. Employees were provided with information relating to the state classification and compensation system, an anonymized analysis of job classification compa-ratios, and a year-end compensation and benefits statement explaining their full state compensation package.

The Commission seriously considers employee compensation concerns; however, it must also abide by the limits of the state classification and compensation system for the classes of employees it hires. A 2024 National Compensation Association of State Governments (NCASG) salary survey (taken prior to the state's recent classification and compensation reform and the survey) indicated that as a whole, South Carolina (SC) average salary for all benchmark classes was ranked near the bottom of the list, at #34 out of the 42 participating states.³ Only 19% of the states surveyed had a lower state average salary than SC.⁴ In comparison to other state pay increases for classified jobs for the period 2023 – 2024, South Carolina (4.7%) fell below the national average of 5.5%.⁵ In the year 2023 - 2024, South Carolina state employees received a lower pay increase than their state government counterparts in neighboring states (VA, AL, TN, NC, & KY).⁶ This is consistent with the benchmarking analysis provided by the Mercer Study which found that (prior to the state's

³ 2024 NCASG Salary Survey data as reported by DSHR.

⁴ Id.

⁵ Id.

⁶ Id.

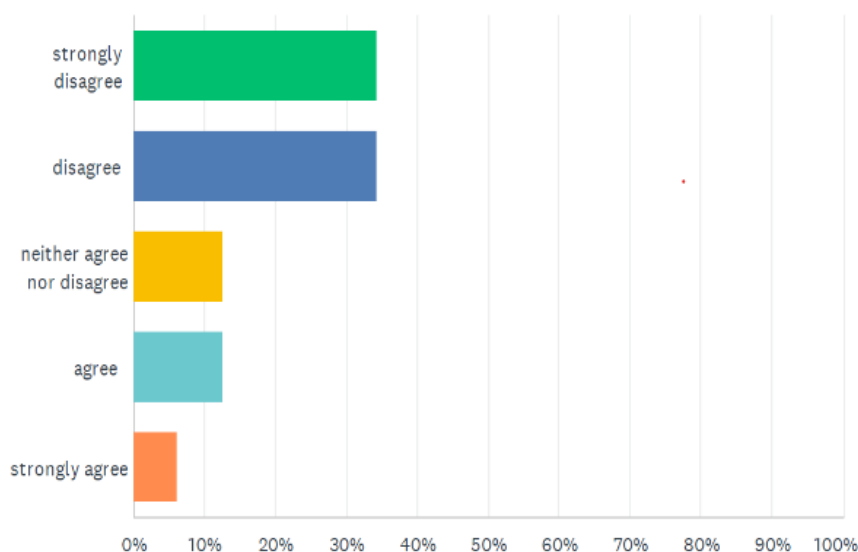
classification and compensation reform) South Carolina aligned most closely to the 25th percentile of the market for base salary.⁷

The Commission believes that employee compensation issues have been addressed at the state level by the implementation of the Mercer Study recommendations in FY26 budget proviso 117.141. State employee salaries were increased to the greater of the minimum of the new state pay grade established by the Department of Administration or 2%. However, an internal, updated salary assessment has been postponed because the effect of the recent statewide classification and compensation reform is unknown at this time.

In addition to dissatisfaction with salary, employees also reported dissatisfaction with opportunities for advancement at the Commission (68%). Even though most employees agreed that they use their abilities and skills at work (73%), 78% percent of employees would like to acquire new skills. See Q21 & Q22.

Q21 I am satisfied with opportunities for career advancement at the agency.

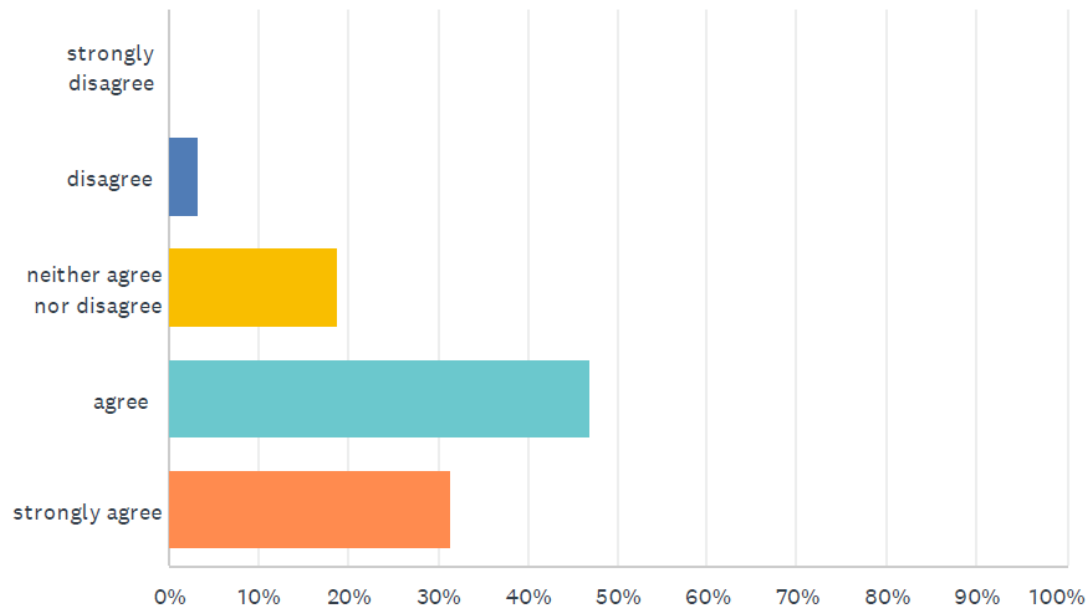
Answered: 32 Skipped: 2



⁷Lia Santos, Ali Boehnlein, Philippe Lamarche, and Brooklyn Schrink, Compensation Study Summary and Outcomes, Mercer, March 2024, p. 36.

Q22 I would like to acquire new skills.

Answered: 32 Skipped: 2



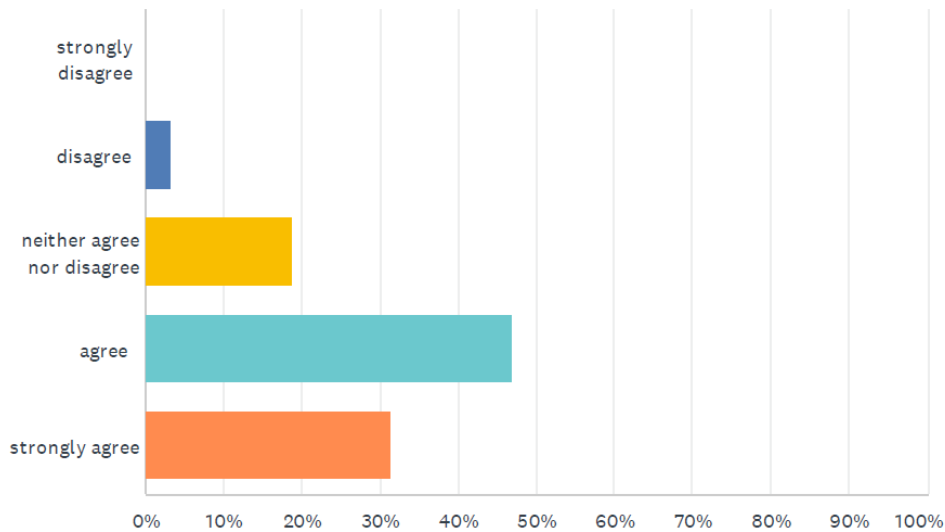
In contrast, the number of employees utilizing the LinkedIn Learning access remains low.⁸ In addition, all job announcements posted for recruitment are emailed to staff. Since June 2024, the Commission awarded 2 merit-based promotions. For 1 position, though the job was posted internally, only 1 staff member applied. The Commission consistently seeks to promote from within if a staff member is qualified to fill a vacancy.

In addition to LinkedIn Learning course offerings and job postings, the Commission has implemented the SuccessFactors Employee Performance Management system to address the perception that excellent performance is not recognized, and employee policies are not applied uniformly. See Q22 & Q33.

⁸In October 2023, an all-agency email was sent to staff notifying them of free LinkedIn Learning access provided by the Department of Administration. Of the 44 employees that received the notification, 9 responded.

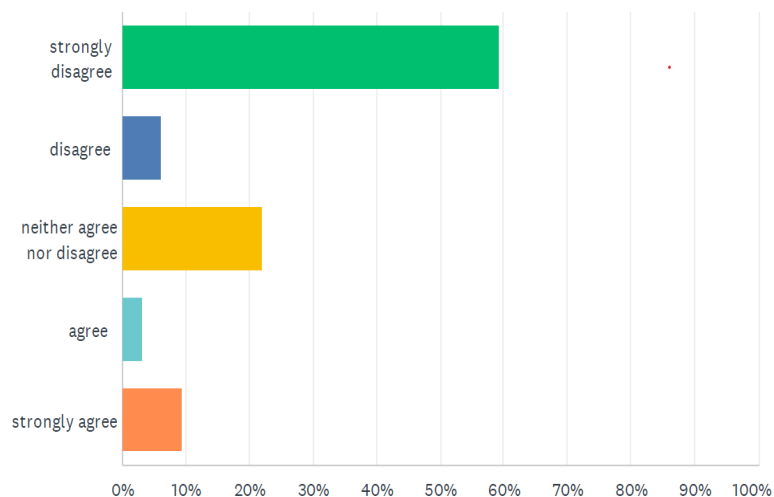
Q22 I would like to acquire new skills.

Answered: 32 Skipped: 2



Q33 Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.

Answered: 32 Skipped: 2



The new EPMS policy and procedure, applicable to all employees covered by the State Employee Grievance Procedure Act, standardizes the employee review process across departments and empowers employees by providing them with the opportunity to highlight exceptional performance through a self-assessment.⁹ It includes a mandatory mid-year review for all employees and an updated rating system. In addition, administer EPMS ratings as part of an all-employee staff meeting in October 2024. The Commission hopes that the new system will alleviate these concerns.

Overall, employees indicated that they were satisfied with other aspects of Commission employment.¹⁰ For example, a majority of staff members surveyed agreed that their co-workers are helpful (62%), professional (64%), competent (69%), supportive (56%), get along (77%), and communicate well (70%). In addition, most employees are proud to work for the SCWCC (58%), are satisfied with their current role and responsibilities (58%), are satisfied with their work hours (90%), agree that the workload is fairly distributed (48%), have positive relationships with their supervisors, and agree that the SCWCC is an inclusive, diverse environment (53%).

Recommendation 7: The Committee recommends the General Assembly consider amending S.C. Code Ann. Regs. 67-206 to clarify that the provisions of this regulation apply only to a claimant filing a claim with the Commission.

The Commission will vote to approve the notice of drafting at the August 2025 business meeting. Provided that the Commission approves the language, a notice of drafting will be transmitted to the Legislative Council in the fall of 2025.

⁹ The Commission evaluates employees using an October 1 universal review date. The updated EPMS policy was made effective in September 2024. At the time of survey, the first round of mid-year reviews was not yet due. The program will enter its second year in October 2025. There is currently no data to determine the effect of this change.

¹⁰ According to the study, 84% of Commission employees agreed that their supervisors provided clear guidance and instructions regarding expectations; 74% agreed that their supervisor lead by example, 80% agreed their supervisor treats people fairly; 90% agreed that their supervisor listened to their concerns; 64% agreed that their supervisor held others accountable; 70% agreed that their supervisor supported efforts to achieve their goals; and 80% trust their supervisor.

Recommendation 8. The Committee recommends that the Commission amend S.C. Code Ann. Regs. 67-411 to provide that an employer files a claim when the employer files a WCC Form 12A with the Commission and that a claim is deemed to have been filed even if the employer's representative subsequently denies the claim.

The Commission will vote to approve the notice of drafting at the August 2025 business meeting. Provided that the Commission approves the language, a notice of drafting will be transmitted to the Legislative Council in the fall of 2025.

Recommendation 9: The Committee recommends the General Assembly consider amending S.C. Code Ann. 1-7-170 to expressly exempt the Commission from the requirement of seeking approval from the Attorney General to engage an attorney on a fee basis.

The Commission is not aware of any pending or enacted legislation that addresses this recommendation.

Recommendation 10: The Committee recommends that the General Assembly should approve the amended S.C. Code Ann. Regs. 67-1602.

As previously stated, the amended Regulation 67-1602 making electronic payment the default form of payment for workers' compensation temporary indemnity payments and expense reimbursement payments became effective on May 31, 2024.

APPENDIX



NEWS

Employees Say They Are Underpaid, Worry Pay Isn't Based on Merit

March 27, 2025 | Kathryn Mayer



As the compensation landscape evolves, new data gives the latest indication that employees are dissatisfied with their pay: 1 in 3 employees in the U.S. say they are underpaid compared to peers in similar roles and industries.

That's according to the [Pay Gaps & Perceptions Report - \(https://zety.com/blog/pay-gaps-perceptions-report \)](https://zety.com/blog/pay-gaps-perceptions-report) from career website Zety, which also found that just 55% of workers feel confident their salary is based on merit rather than gender or other biases.

The findings indicate a deep-seated problem when it comes to pay, and one that can affect organizational success, said Jasmine Escalera, a career expert with Zety.

"When employees don't understand how their pay aligns with their contributions, it can lead to disengagement, lower motivation, and [increased turnover - \(https://www.shrm.org/topics-tools/tools/toolkits/managing-employee-retention \)](https://www.shrm.org/topics-tools/tools/toolkits/managing-employee-retention)," she said. "Employees who feel undervalued are more likely to seek opportunities elsewhere."

Meanwhile, Escalera said, employee uncertainty over pay suggests deeper cultural issues, as many employees may not feel recognized for their efforts.

The new data comes on the heels of [SHRM's BEAM Framework - \(https://www.shrm.org/topics-tools/news/inclusion-diversity/shrms-beam-framework-for-inclusion-aligning-merit-with-organizational-excellence \)](https://www.shrm.org/topics-tools/news/inclusion-diversity/shrms-beam-framework-for-inclusion-aligning-merit-with-organizational-excellence), which stands for Belonging Enhanced by Access Through Merit and was introduced after [President Donald Trump issued his DEI executive orders - \(https://www.shrm.org/advocacy/executive-order-impact-zone \)](https://www.shrm.org/advocacy/executive-order-impact-zone) in January. The BEAM Framework takes a structured approach to

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Dissatisfaction With Pay

The Zety data also mirrors other research that finds employees are feeling increasingly dissatisfied with their pay. Although significant, it isn't much of a surprise, given that plenty of data suggests employees are financially stressed at the same time that employers are pumping the brakes on pay raises.

Emphasizing that point, [a BambooHR report released in December - \(https://www.shrm.org/topics-tools/news/benefits-compensation/pay-raises-shrink-along-with-employee-compensation-satisfaction \)](https://www.shrm.org/topics-tools/news/benefits-compensation/pay-raises-shrink-along-with-employee-compensation-satisfaction) found that one-third of employees (33%) feel negatively about their current financial remuneration — a significant jump from 23% in 2023 — and 50% struggle to make ends meet due to rising costs.

And Payscale's annual compensation report, released earlier this month, also found that [a push and pull is playing out with compensation - \(https://www.shrm.org/topics-tools/news/benefits-compensation/employee-employer-friction-on-compensation-year-of-contention \)](https://www.shrm.org/topics-tools/news/benefits-compensation/employee-employer-friction-on-compensation-year-of-contention) due to a shifting labor market and decreased employee satisfaction over pay.

Some organizations have pulled back on compensation spend, including reducing pay increases (a strategy embraced by 18% of employers), hiring less experienced talent (15%), and lowering salary offers (14%), to take advantage of an employer-friendly labor market, Payscale found. On average, organizations are reducing pay increases by 0.3% — planning for 3.5% pay raises in 2025, compared to the 3.8% given in 2024.

"The employer-employee friction has always been there, but I think it's really been building for the last few years, with compensation at the center of it," Lexi Clarke, chief people officer at Payscale, told SHRM at the time.

These are concerning trends that HR leaders should pay attention to, experts say.

"Pay dissatisfaction is a serious issue that companies must address proactively," Escalera said, adding that Zety's report found that 77% of employees say dissatisfaction with their salary has negatively impacted their productivity or engagement at work. "This directly affects business performance, as disengaged employees are less motivated and productive."

Transparency, Feedback

To help quell employees' feelings of frustration and confusion on pay, employers should consider improving [pay transparency - \(https://www.shrm.org/topics-tools/tools/express-requests/pay-transparency \)](https://www.shrm.org/topics-tools/tools/express-requests/pay-transparency) practices and regularly talking to employees about work, pay, and merit.

"Without regular feedback, employees may question whether their work truly matters or how pay decisions are made," Escalera said. "A lack of clarity around compensation can be demoralizing, affecting both productivity and engagement."

For instance, she said, companies should be clear about performance-based raises. "Merit increases should come with clear, open discussions about how compensation reflects an employee's contributions. Transparent communication helps employees see their impact and feel valued."

Salary transparency is also important, Escalera said, and it's one of the most effective ways to remedy employee confusion about pay. "Employers should implement clear salary bands, openly share them with employees, conduct regular pay audits to identify discrepancies, and ensure performance evaluations are based on measurable outcomes," she said.

Nine in 10 employees say knowing salary ranges for roles in their organization would improve their trust in leadership, the Zety survey found.

"Open communication about pay decisions fosters trust and helps employees feel valued and fairly compensated," Escalera said. "By prioritizing transparency and accountability, companies can bridge the confidence gap and reinforce that salaries are based on merit."

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Comparative State Pay Levels Based on Average Pay for Classified Benchmarks

Rank	State	Average Standard Deviation	Rank	State	Average Standard Deviation
1	CA	1.48	22	NM	-0.12
2	OR	1.36	23	SD	-0.21
3	MA	1.32	24	NE	-0.27
4	IL	1.13	25	IN	-0.27
5	MN	0.97	26	WY	-0.28
6	NJ	0.90	27	AL	-0.33
7	AK	0.86	28	TN	-0.35
8	NV	0.74	29	KS	-0.37
9	WA	0.65	30	MT	-0.39
10	HI	0.53	31	ID	-0.39
11	NY	0.44	32	AZ	-0.52
12	IA	0.37	33	MO	-0.70
13	WI	0.36	34	SC	-0.70
14	OH	0.34	35	KY	-0.70
15	VT	0.33	36	GA	-0.75
16	VA	0.31	37	DE	-0.75
17	CO	0.23	38	LA	-0.77
18	ND	0.23	39	OK	-0.78
19	UT	0.10	40	AR	-0.91
20	PA	0.03	41	WV	-0.92
21	NC	-0.11	42	MS	-1.26

In the 2024 National Compensation Association of State Governments (NCASG) Salary Survey, the state of South Carolina's average salary for all benchmark classes surveyed was ranked 34 out of the 42 participating states SC average salary was at the 19th percentile, meaning 19% of the surveyed states had a lower average salary than SC.

Source: 2024 NCASG Salary Survey

National Compensation Association of State Governments Data

Comparative State Pay Levels Year-Over-Year Increases for Classified Jobs

Average Change from 2023 to 2024:

National Average: 5.5%



Benchmarking Results

Market variance analysis by functional area

25th

The State aligns most closely to the **25th** percentile of the market for base salary

<25th

The State falls below the **25th** percentile of the market for total cash compensation

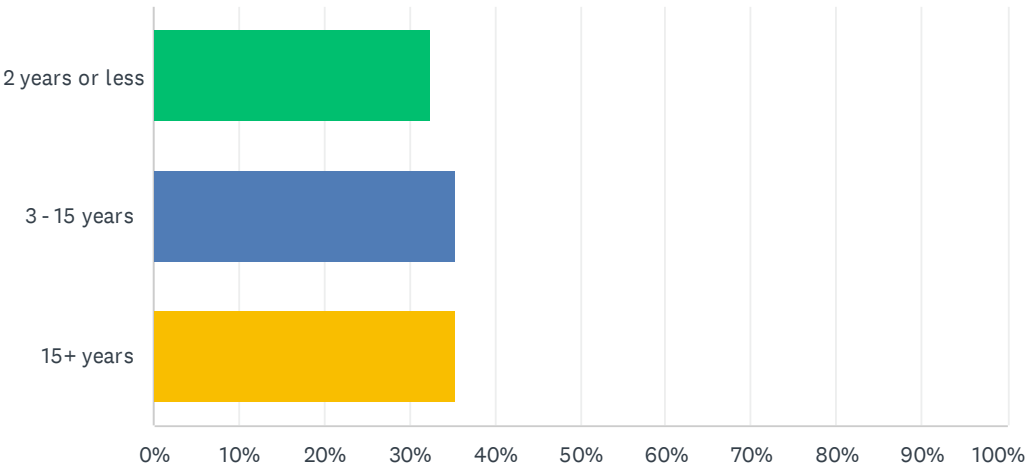
35th

The State falls **between** the **25th** and **50th** percentiles of the market for total remuneration

Function	#EE	Base Salary Variance to Market			Total Cash Compensation Variance to Market			Total Remuneration Variance to Market		
		25th	50th	75th	25th	50th	75th	25th	50th	75th
Administration	12613	-4%	-17%	-31%	-9%	-22%	-33%	0%	-16%	-23%
Agriculture & Natural Resources	532	-5%	-21%	-38%	-12%	-23%	-37%	-1%	-15%	-31%
Education	366	1%	-15%	-32%	-2%	-19%	-31%	2%	-11%	-24%
Health Services	2099	2%	-12%	-26%	-3%	-15%	-27%	2%	-9%	-20%
Human Services	5372	5%	-11%	-28%	-2%	-17%	-30%	3%	-9%	-23%
Information Services	613	-9%	-21%	-35%	-12%	-25%	-36%	-6%	-17%	-28%
Law Enforcement & Regulatory Services	6178	7%	-10%	-28%	2%	-12%	-26%	84%	-6%	59%
Technical Services	1293	0%	-13%	-30%	-7%	-17%	-31%	15%	-12%	-8%
Trade Services	2569	-5%	-15%	-32%	-12%	-21%	-34%	45%	-13%	25%
Overall Average		-2%	-15%	-31%	-7%	-19%	-32%	15%	-13%	-8%

Q1 How long have you worked at the SCWCC?

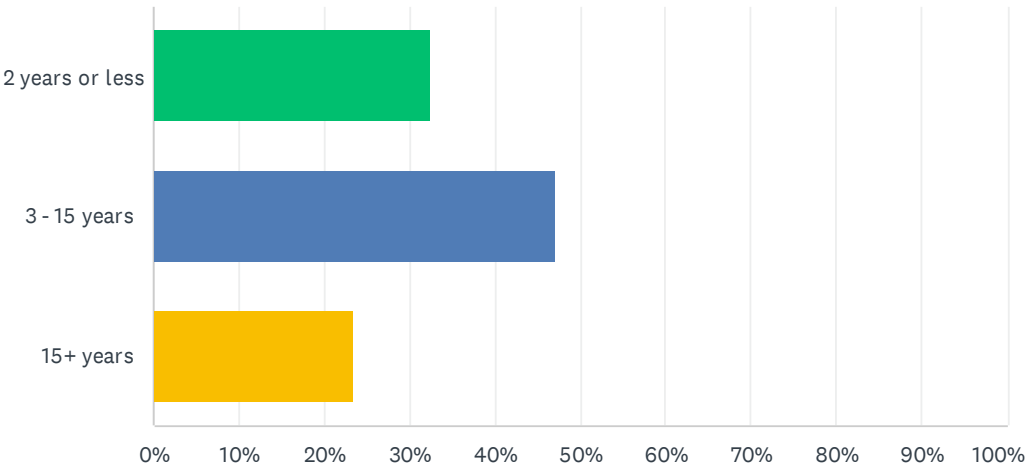
Answered: 34 Skipped: 0



ANSWER CHOICES		RESPONSES	
2 years or less		32.35%	11
3 - 15 years		35.29%	12
15+ years		35.29%	12
Total Respondents: 34			

Q2 How long have you held your current position?

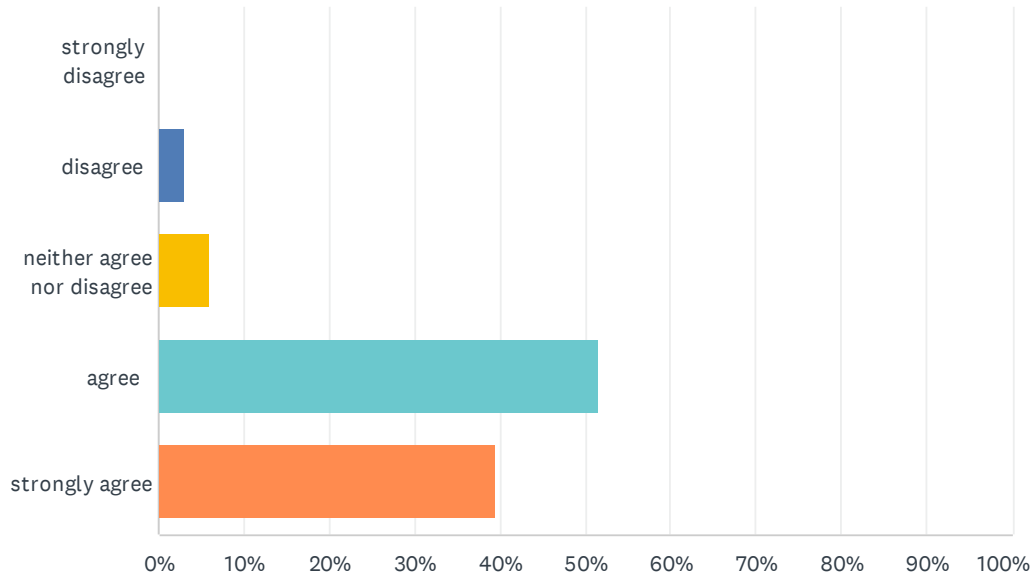
Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES	
2 years or less	32.35%	11
3 - 15 years	47.06%	16
15+ years	23.53%	8
Total Respondents: 34		

Q3 I was advised of important benefits and payroll information during onboarding.

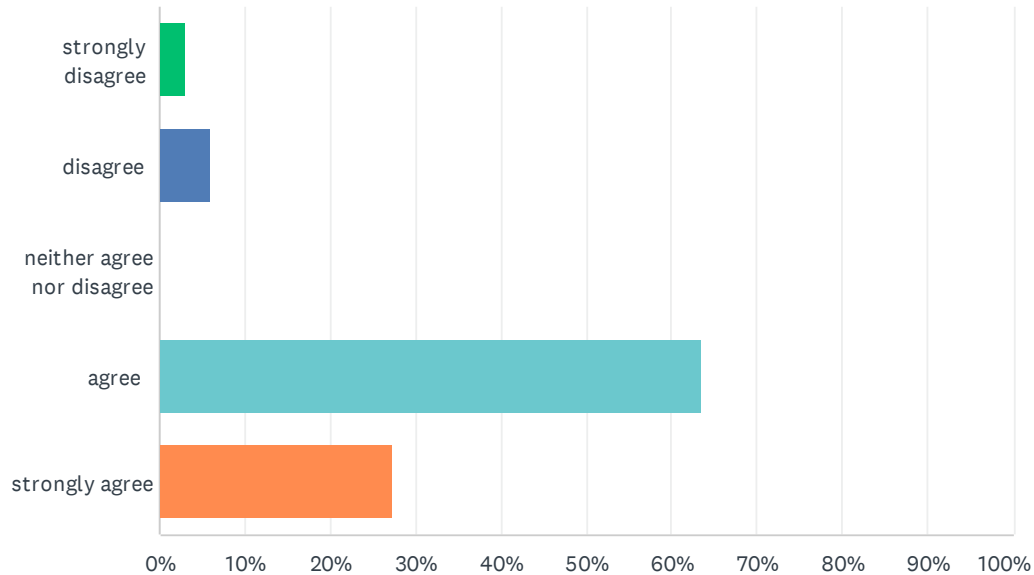
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	3.03%	1
neither agree nor disagree	6.06%	2
agree	51.52%	17
strongly agree	39.39%	13
TOTAL		33

Q4 I was provided the technology tools and equipment needed to perform my job.

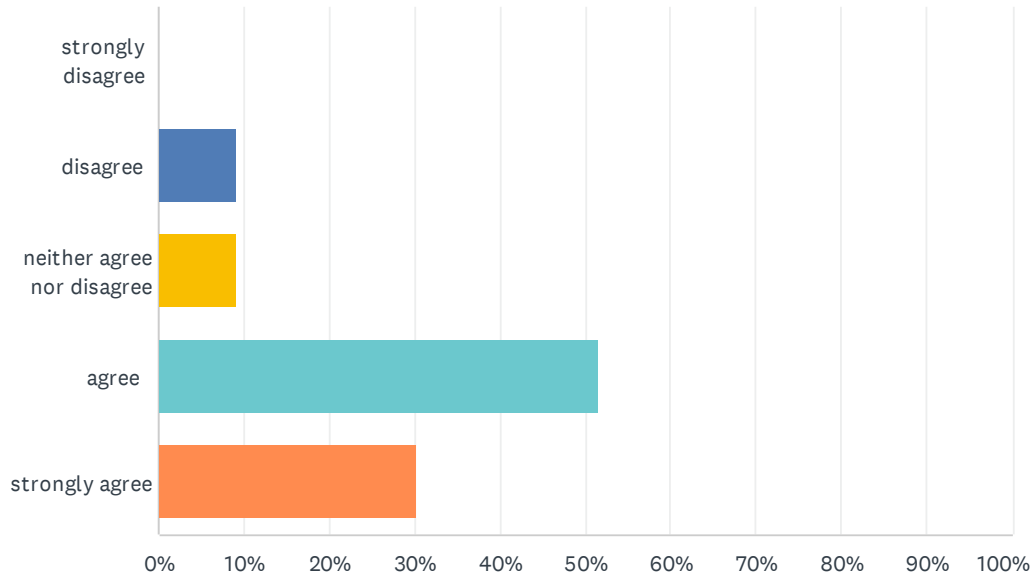
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
strongly disagree	3.03%	1
disagree	6.06%	2
neither agree nor disagree	0.00%	0
agree	63.64%	21
strongly agree	27.27%	9
TOTAL		33

Q5 I was trained on how to use agency systems when I joined the SCWCC.

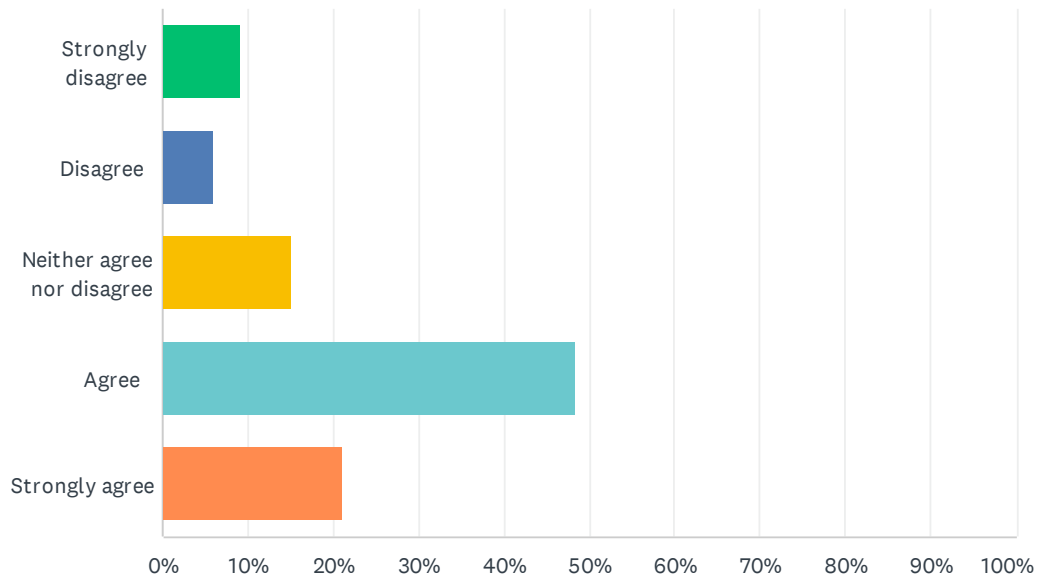
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	9.09%	3
neither agree nor disagree	9.09%	3
agree	51.52%	17
strongly agree	30.30%	10
TOTAL		33

Q6 I was given the proper training to successfully perform my job.

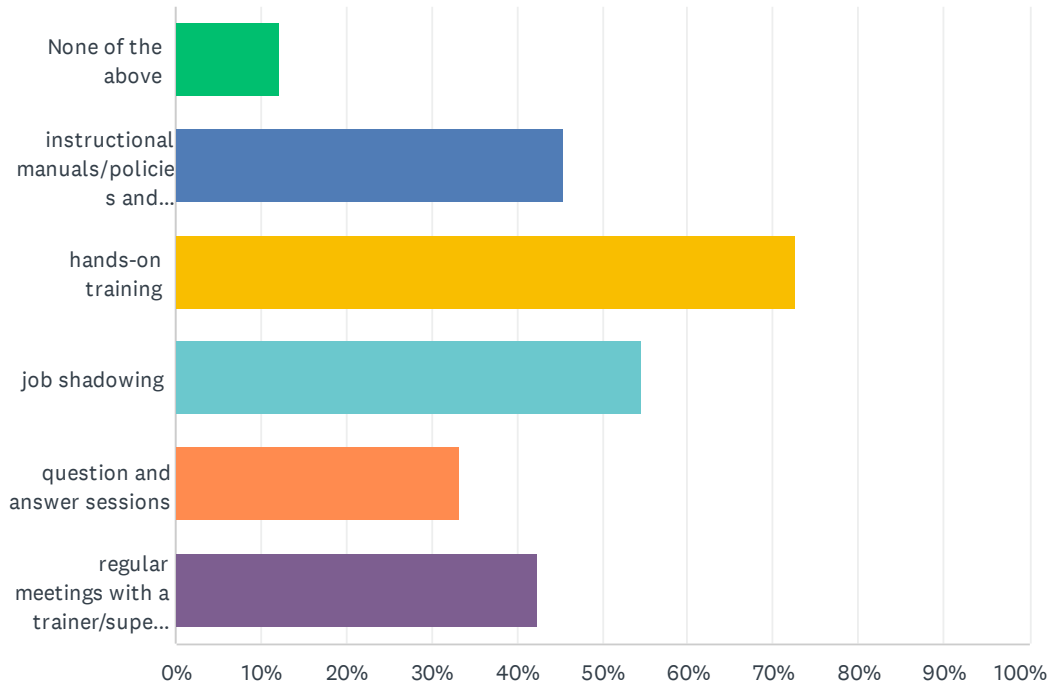
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly disagree	9.09%	3
Disagree	6.06%	2
Neither agree nor disagree	15.15%	5
Agree	48.48%	16
Strongly agree	21.21%	7
TOTAL		33

Q7 Select the type(s) of training you received when you began working at the SCWCC:

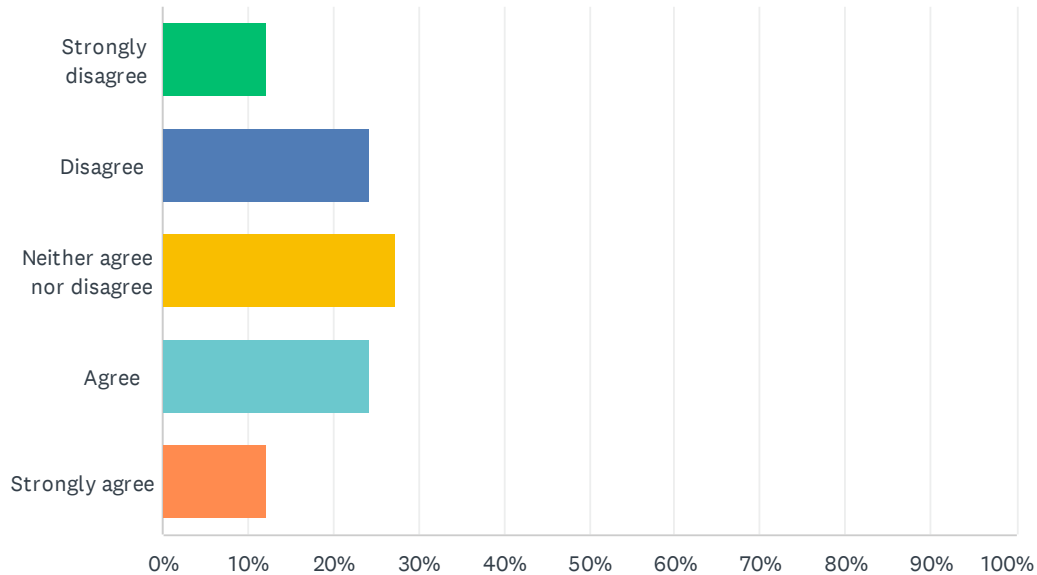
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
None of the above	12.12%	4
instructional manuals/policies and procedures	45.45%	15
hands-on training	72.73%	24
job shadowing	54.55%	18
question and answer sessions	33.33%	11
regular meetings with a trainer/supervisor	42.42%	14
Total Respondents: 33		

Q8 I have the opportunity to receive additional training that will improve my skills and enhance my career opportunities.

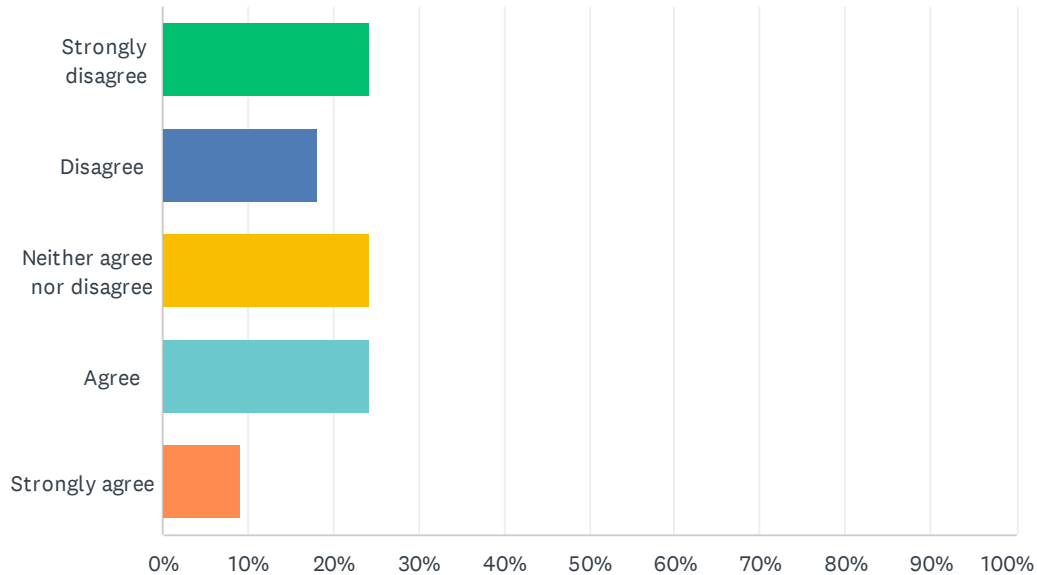
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly disagree	12.12%	4
Disagree	24.24%	8
Neither agree nor disagree	27.27%	9
Agree	24.24%	8
Strongly agree	12.12%	4
TOTAL		33

Q9 I receive regular cross-training on other job duties required for my department.

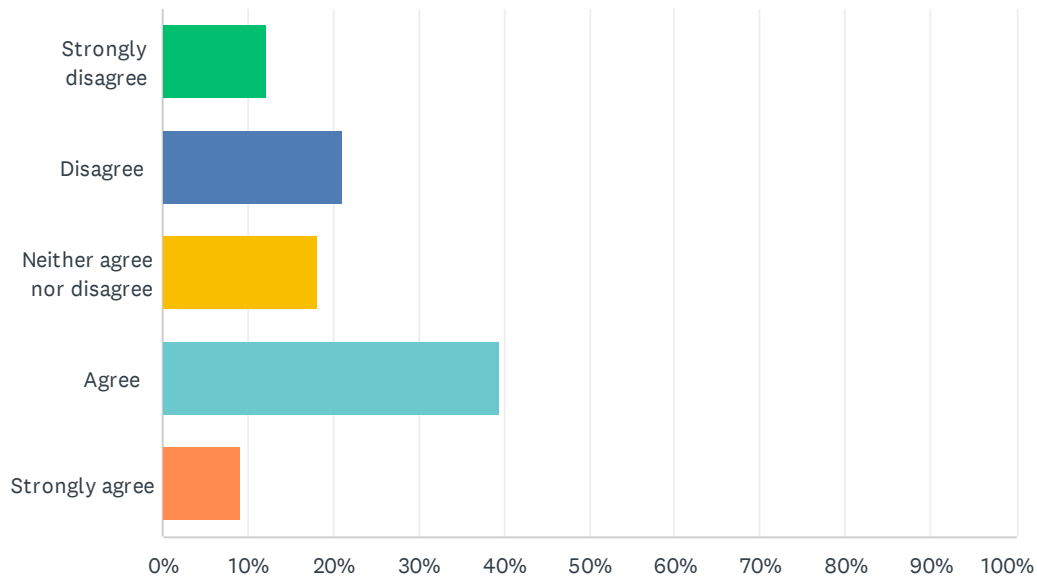
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly disagree	24.24%	8
Disagree	18.18%	6
Neither agree nor disagree	24.24%	8
Agree	24.24%	8
Strongly agree	9.09%	3
TOTAL		33

Q10 I am aware of my department's succession plan.

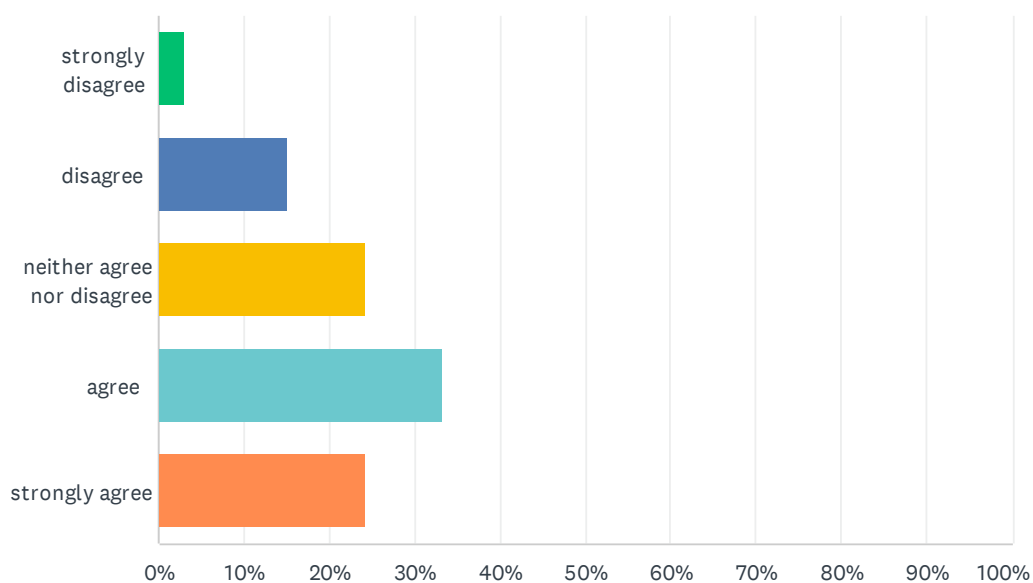
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly disagree	12.12%	4
Disagree	21.21%	7
Neither agree nor disagree	18.18%	6
Agree	39.39%	13
Strongly agree	9.09%	3
TOTAL		33

Q11 I am satisfied with my current role(s) and responsibilities.

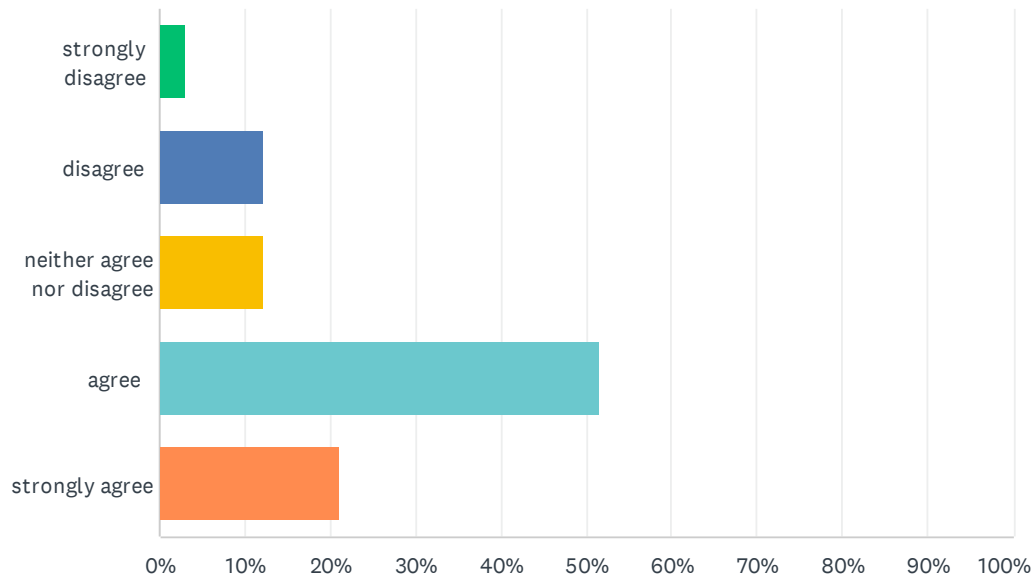
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
strongly disagree	3.03%	1
disagree	15.15%	5
neither agree nor disagree	24.24%	8
agree	33.33%	11
strongly agree	24.24%	8
TOTAL		33

Q12 I have the opportunity to use my abilities and skills.

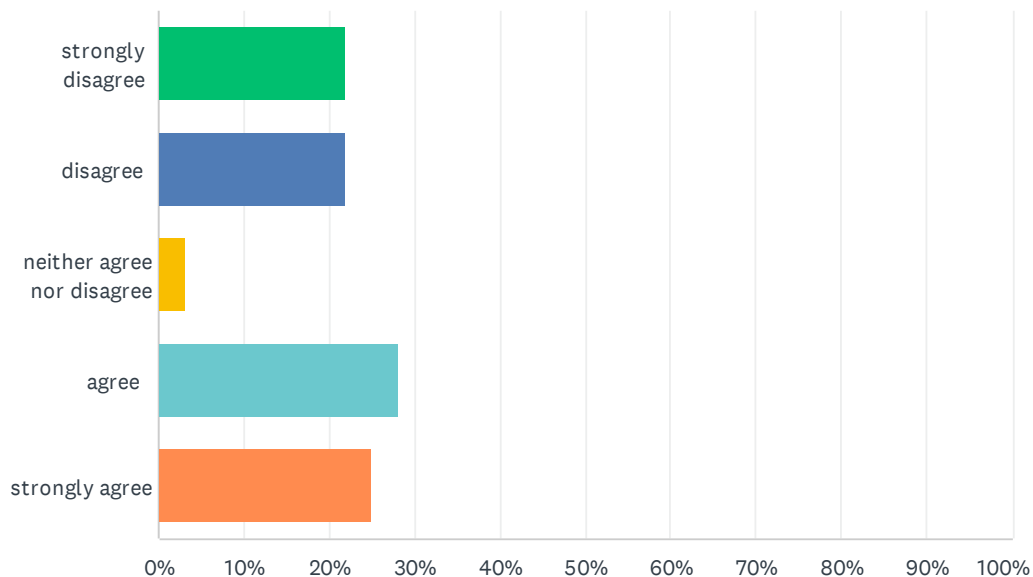
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
strongly disagree	3.03%	1
disagree	12.12%	4
neither agree nor disagree	12.12%	4
agree	51.52%	17
strongly agree	21.21%	7
TOTAL		33

Q13 I feel my job performance is recognized and appreciated by leadership.

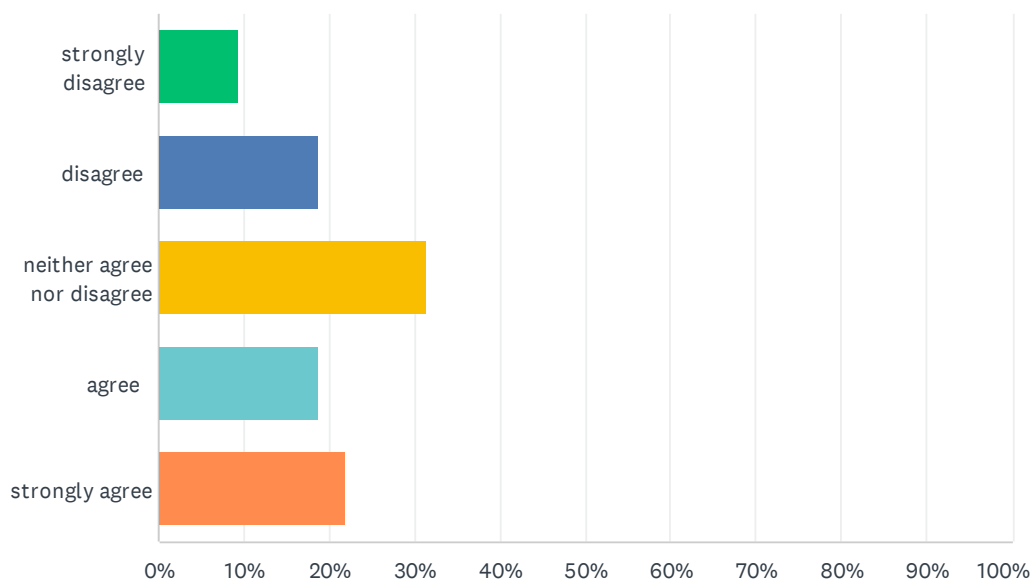
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	21.88%	7
disagree	21.88%	7
neither agree nor disagree	3.13%	1
agree	28.13%	9
strongly agree	25.00%	8
TOTAL		32

Q14 I feel a part of the agency.

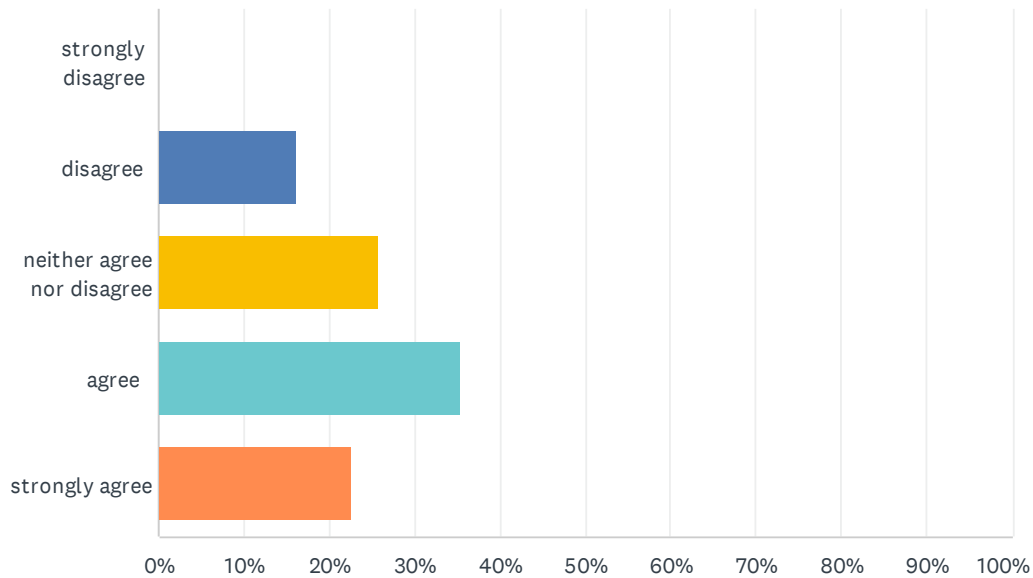
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	9.38%	3
disagree	18.75%	6
neither agree nor disagree	31.25%	10
agree	18.75%	6
strongly agree	21.88%	7
TOTAL		32

Q15 I am proud to work for the SCWCC.

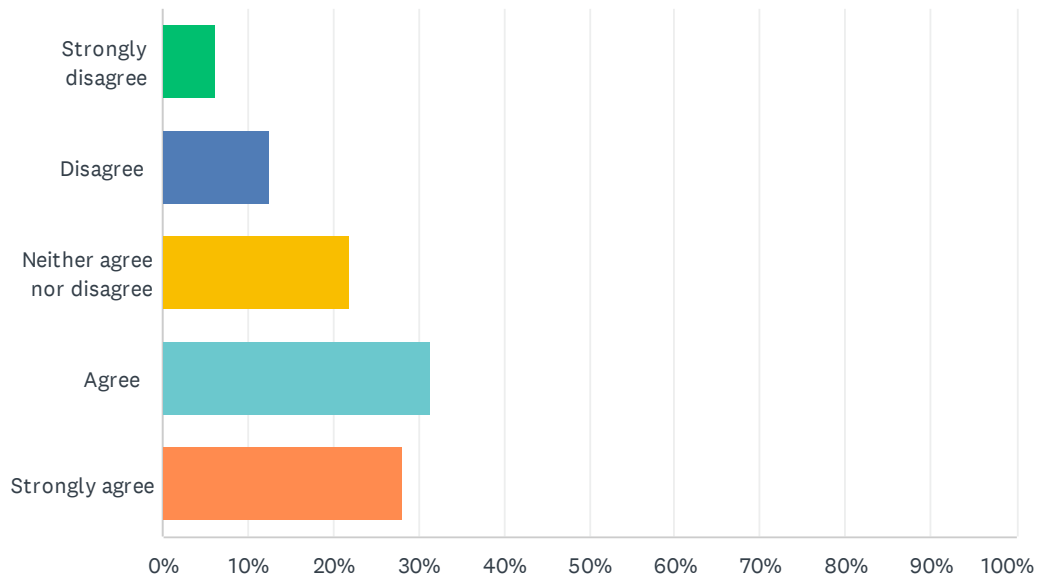
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	16.13%	5
neither agree nor disagree	25.81%	8
agree	35.48%	11
strongly agree	22.58%	7
TOTAL		31

Q16 Overall, I am satisfied with my job.

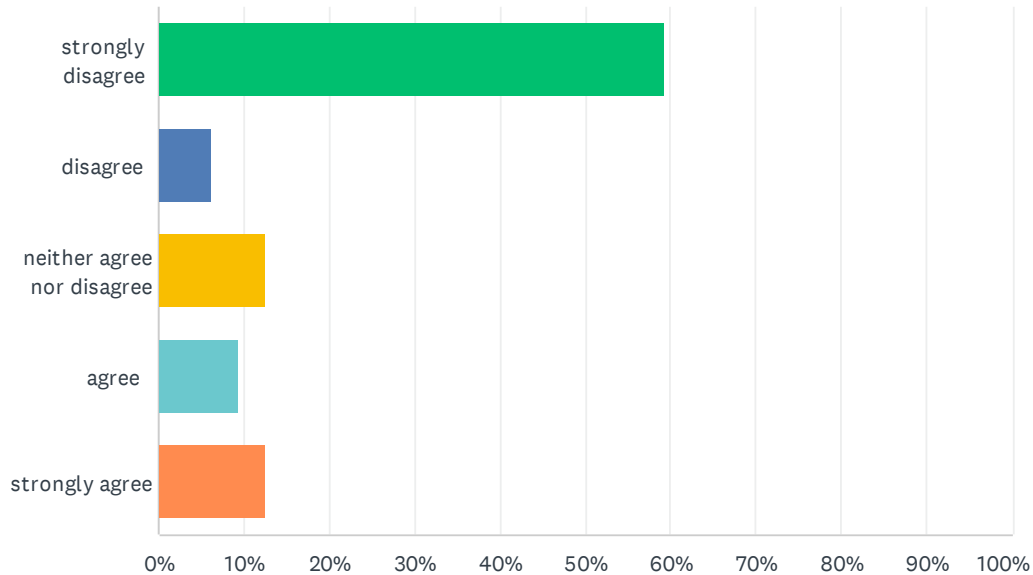
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly disagree	6.25%	2
Disagree	12.50%	4
Neither agree nor disagree	21.88%	7
Agree	31.25%	10
Strongly agree	28.13%	9
TOTAL		32

Q17 In comparison to other employees holding similar positions in other agencies, I am satisfied with my salary (e.g. salary, bonus, benefits, etc.).

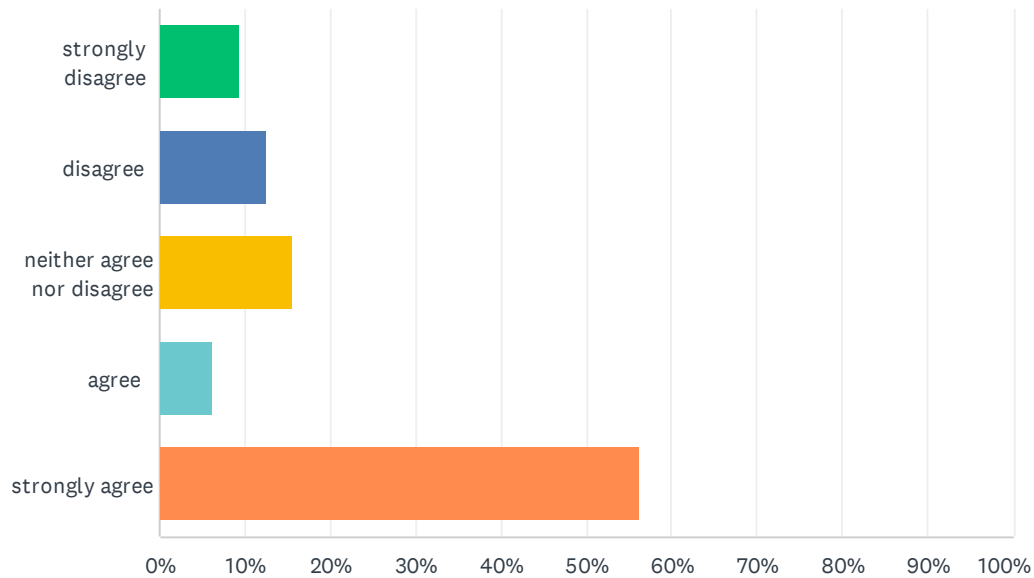
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	59.38%	19
disagree	6.25%	2
neither agree nor disagree	12.50%	4
agree	9.38%	3
strongly agree	12.50%	4
TOTAL		32

Q18 My salary is too low for my experience and the amount of work I do.

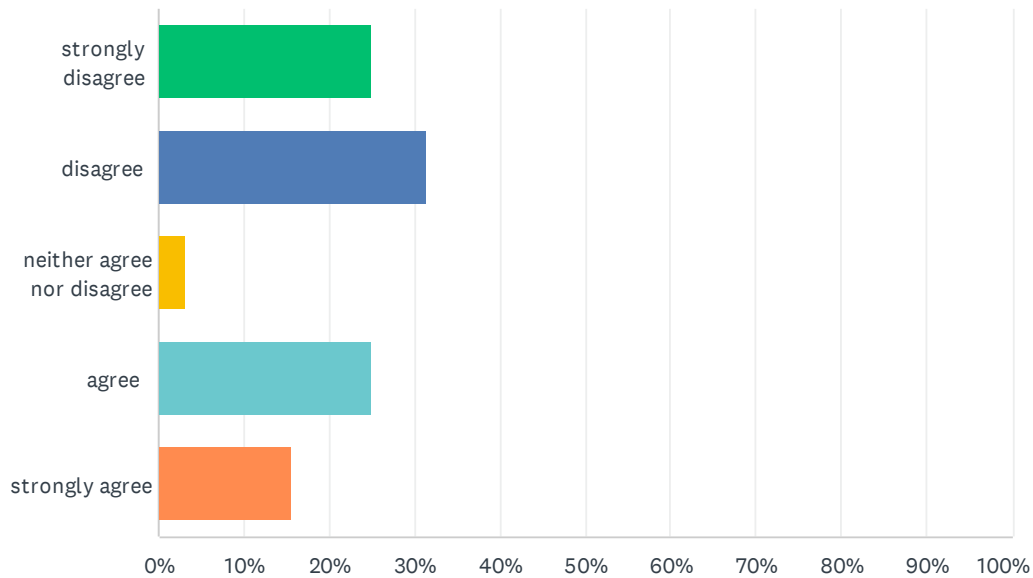
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	9.38%	3
disagree	12.50%	4
neither agree nor disagree	15.63%	5
agree	6.25%	2
strongly agree	56.25%	18
TOTAL		32

Q19 I understand how my salary is determined.

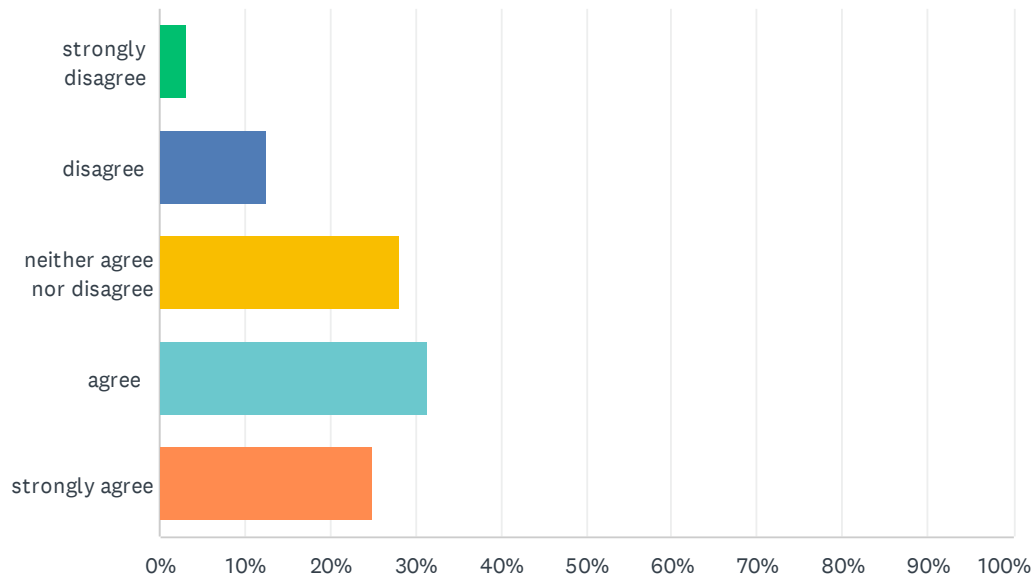
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	25.00%	8
disagree	31.25%	10
neither agree nor disagree	3.13%	1
agree	25.00%	8
strongly agree	15.63%	5
TOTAL		32

Q20 I do not consider fringe benefits a part of my overall compensation.

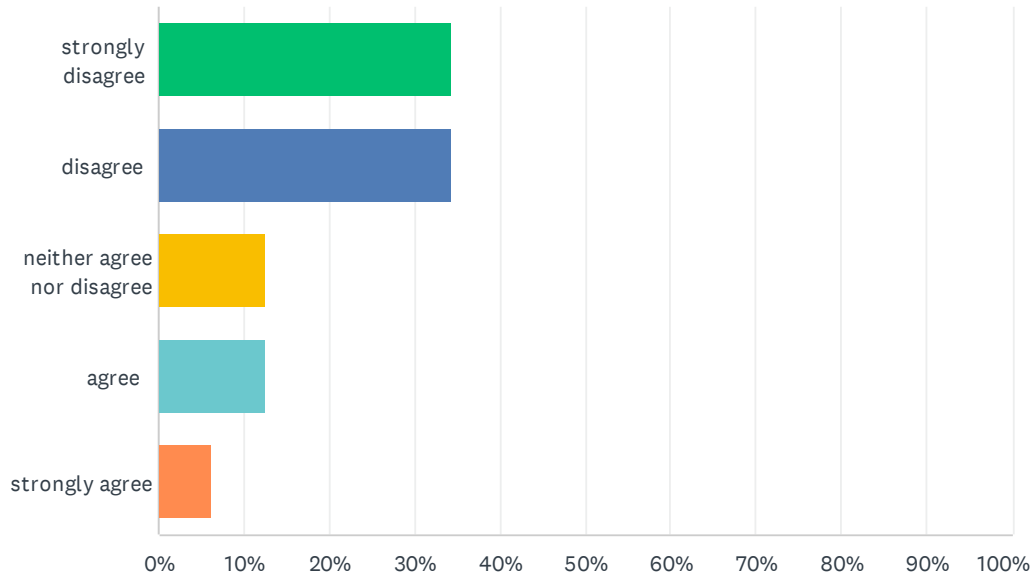
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	3.13%	1
disagree	12.50%	4
neither agree nor disagree	28.13%	9
agree	31.25%	10
strongly agree	25.00%	8
TOTAL		32

Q21 I am satisfied with opportunities for career advancement at the agency.

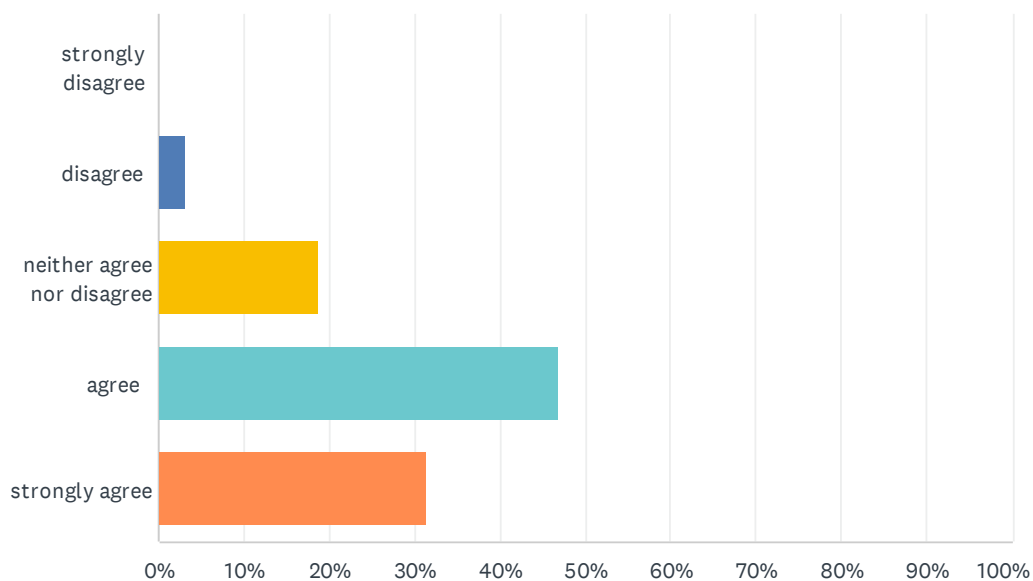
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	34.38%	11
disagree	34.38%	11
neither agree nor disagree	12.50%	4
agree	12.50%	4
strongly agree	6.25%	2
TOTAL		32

Q22 I would like to acquire new skills.

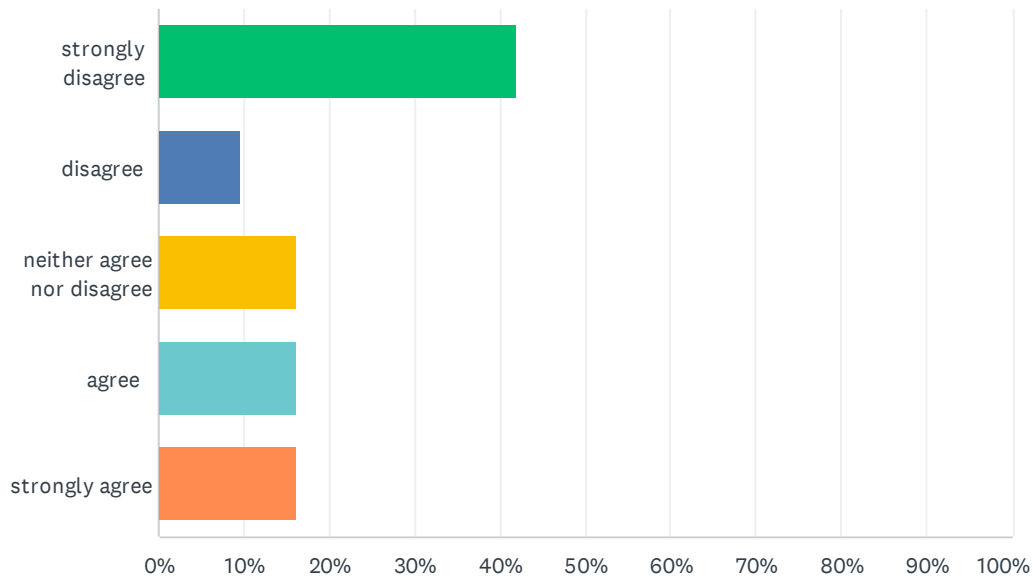
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	3.13%	1
neither agree nor disagree	18.75%	6
agree	46.88%	15
strongly agree	31.25%	10
TOTAL		32

Q23 Excellent performance at the SCWCC is recognized.

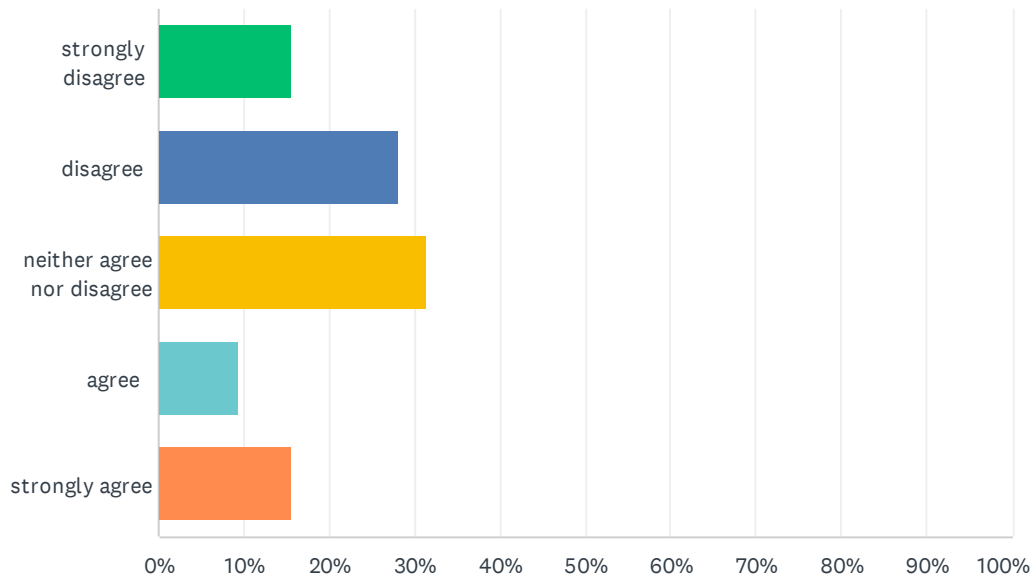
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
strongly disagree	41.94%	13
disagree	9.68%	3
neither agree nor disagree	16.13%	5
agree	16.13%	5
strongly agree	16.13%	5
TOTAL		31

Q24 Individuals who are promoted usually deserve it.

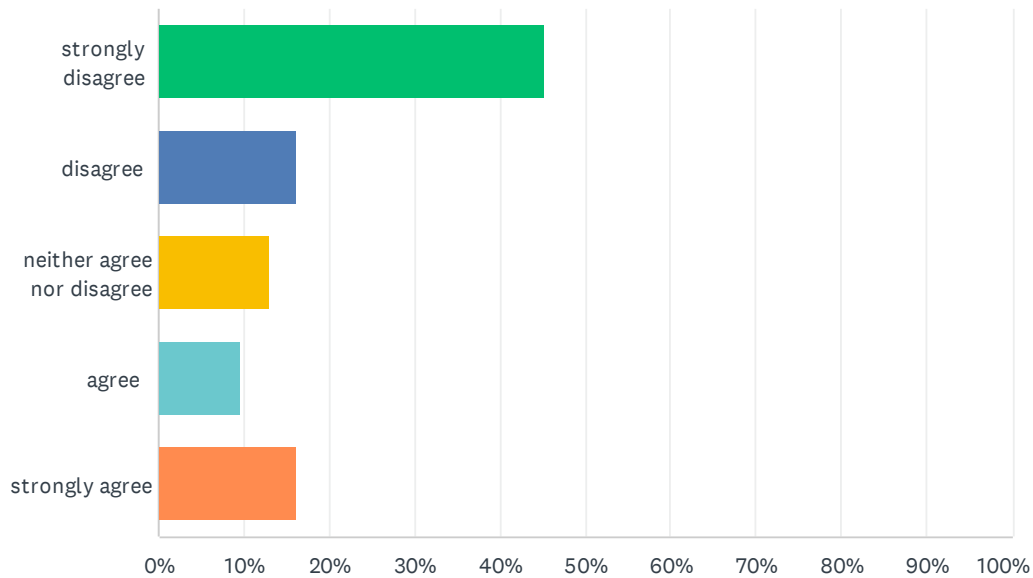
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	15.63%	5
disagree	28.13%	9
neither agree nor disagree	31.25%	10
agree	9.38%	3
strongly agree	15.63%	5
TOTAL		32

Q25 Rewards and recognition are given for doing good work.

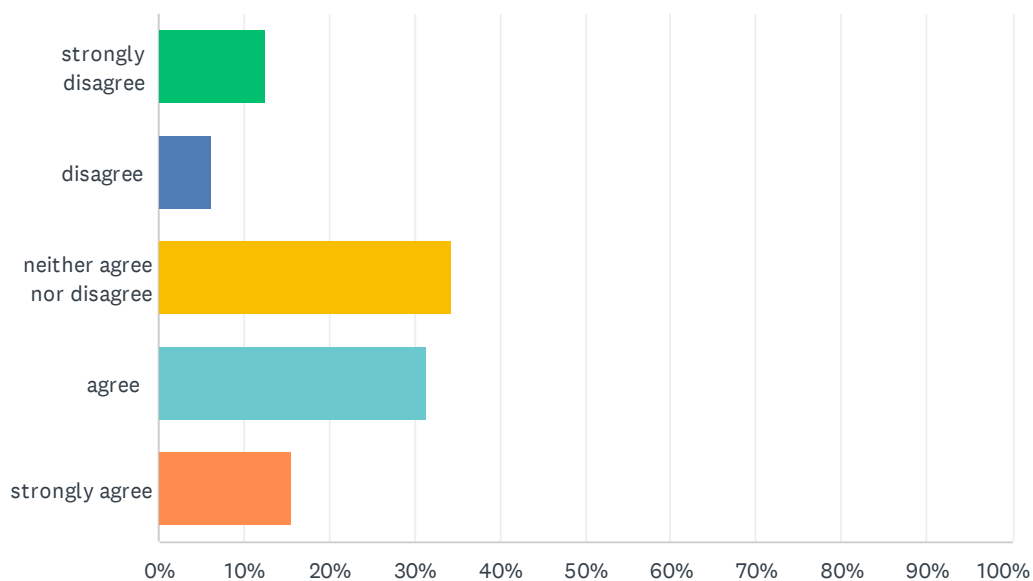
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
strongly disagree	45.16%	14
disagree	16.13%	5
neither agree nor disagree	12.90%	4
agree	9.68%	3
strongly agree	16.13%	5
TOTAL		31

Q26 I see myself working at the SCWCC in 2 years.

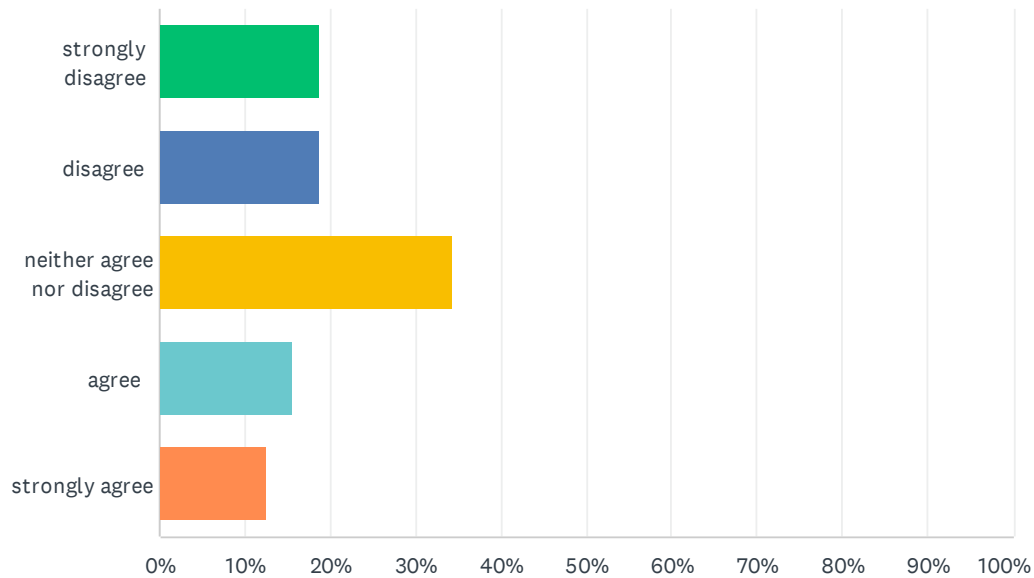
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	12.50%	4
disagree	6.25%	2
neither agree nor disagree	34.38%	11
agree	31.25%	10
strongly agree	15.63%	5
TOTAL		32

Q27 I see myself working at the SCWCC in 5 years.

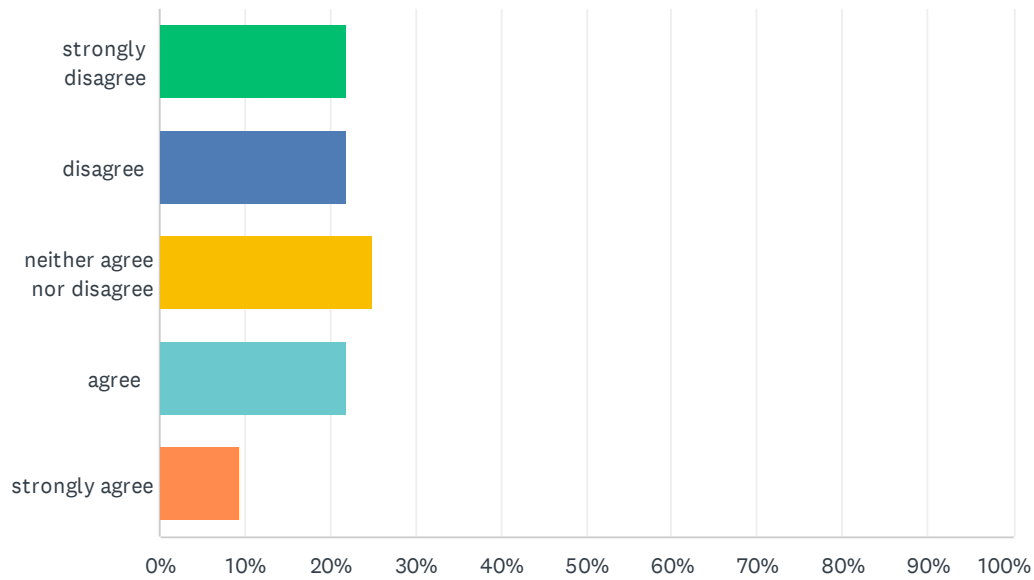
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	18.75%	6
disagree	18.75%	6
neither agree nor disagree	34.38%	11
agree	15.63%	5
strongly agree	12.50%	4
TOTAL		32

Q28 I am currently looking for another job.

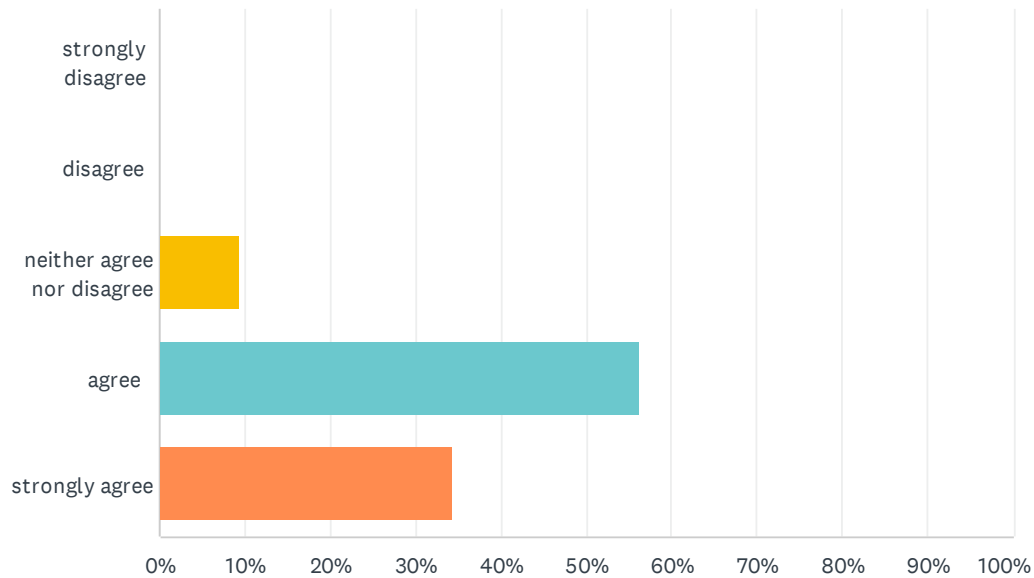
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	21.88%	7
disagree	21.88%	7
neither agree nor disagree	25.00%	8
agree	21.88%	7
strongly agree	9.38%	3
TOTAL		32

Q29 The work hours are satisfactory.

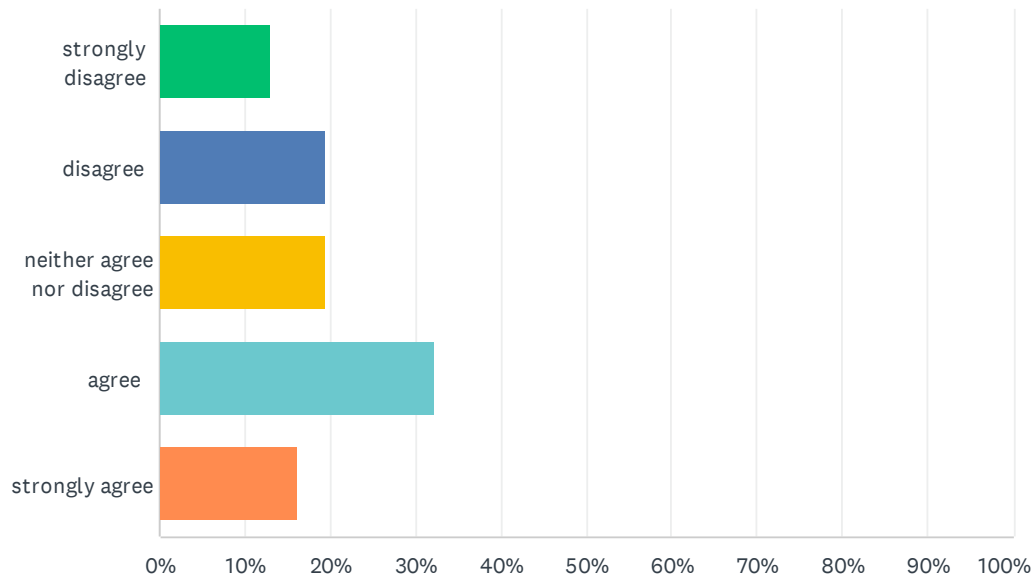
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	0.00%	0
neither agree nor disagree	9.38%	3
agree	56.25%	18
strongly agree	34.38%	11
TOTAL		32

Q30 The workload is fairly distributed.

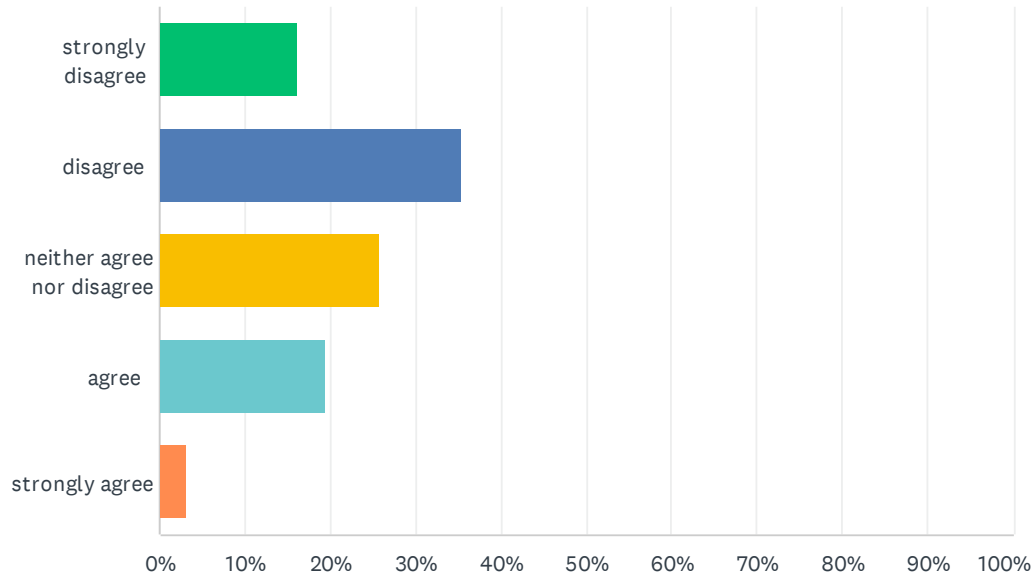
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
strongly disagree	12.90%	4
disagree	19.35%	6
neither agree nor disagree	19.35%	6
agree	32.26%	10
strongly agree	16.13%	5
TOTAL		31

Q31 Too much work is assigned; I am frequently unable to complete all my assigned tasks and cannot do my best work.

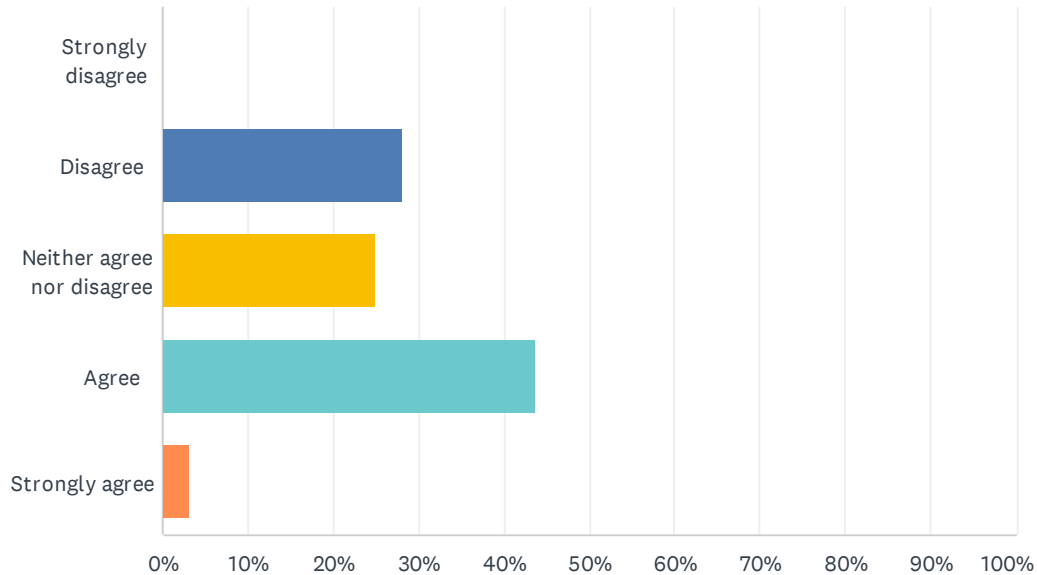
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
strongly disagree	16.13%	5
disagree	35.48%	11
neither agree nor disagree	25.81%	8
agree	19.35%	6
strongly agree	3.23%	1
TOTAL		31

Q32 Procedures are well-defined and documented to ensure work is properly done.

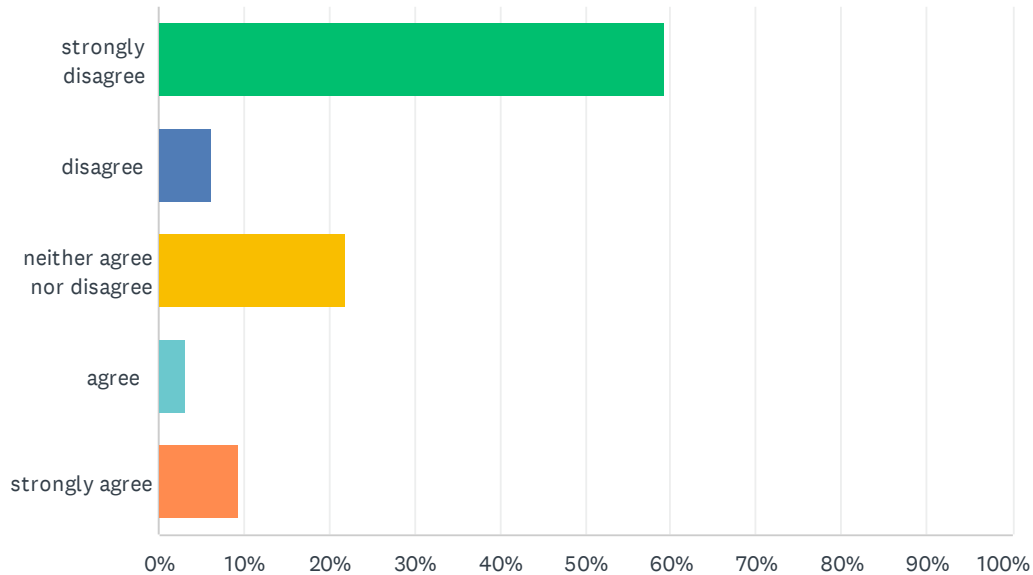
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	28.13%	9
Neither agree nor disagree	25.00%	8
Agree	43.75%	14
Strongly agree	3.13%	1
TOTAL		32

Q33 Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.

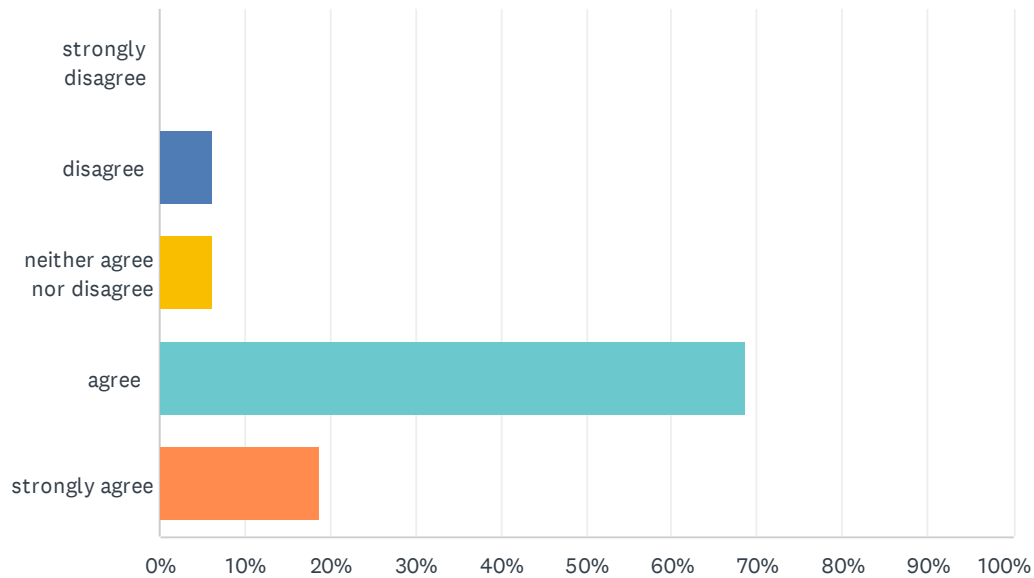
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	59.38%	19
disagree	6.25%	2
neither agree nor disagree	21.88%	7
agree	3.13%	1
strongly agree	9.38%	3
TOTAL		32

Q34 I am given the proper equipment to successfully perform my job.

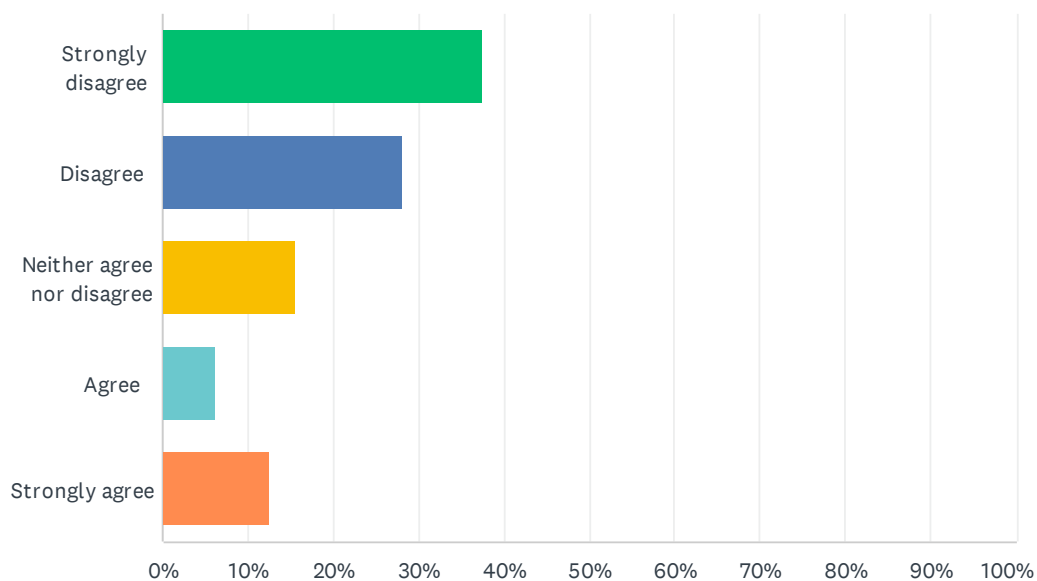
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	6.25%	2
neither agree nor disagree	6.25%	2
agree	68.75%	22
strongly agree	18.75%	6
TOTAL		32

Q35 Office morale is good at the SCWCC.

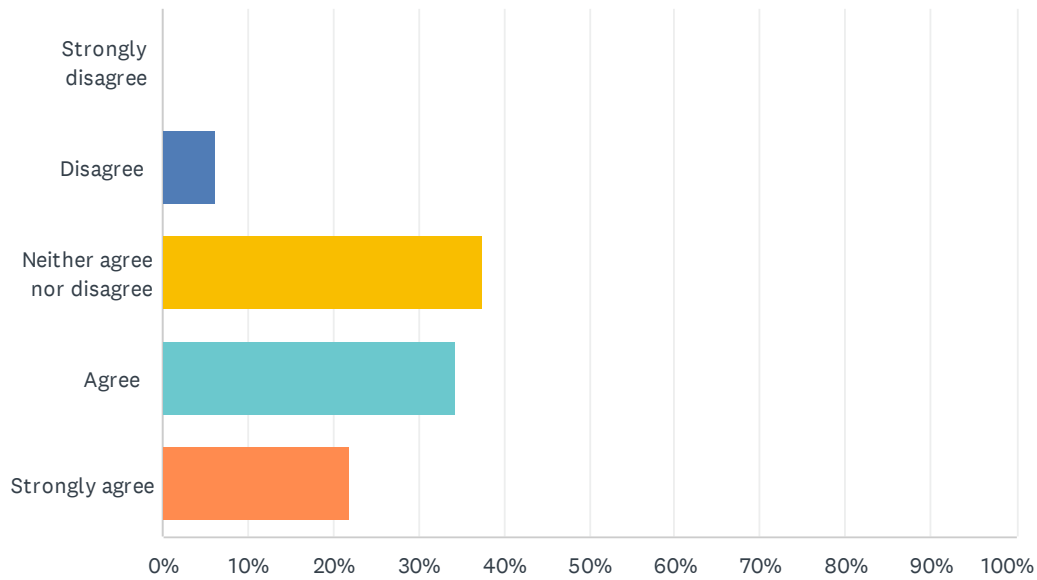
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly disagree	37.50%	12
Disagree	28.13%	9
Neither agree nor disagree	15.63%	5
Agree	6.25%	2
Strongly agree	12.50%	4
TOTAL		32

Q36 I feel supported and valued by my co-workers.

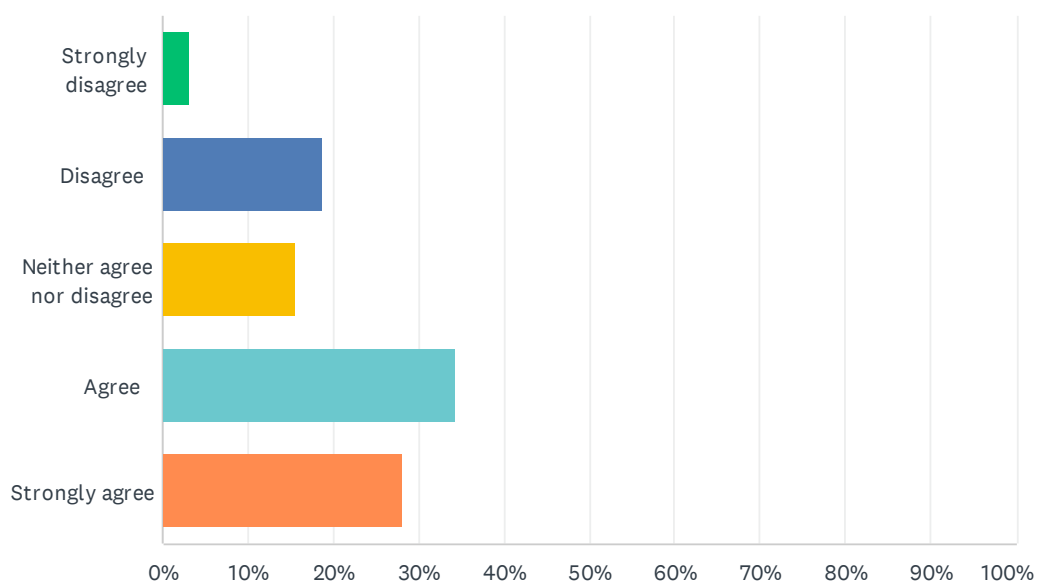
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	6.25%	2
Neither agree nor disagree	37.50%	12
Agree	34.38%	11
Strongly agree	21.88%	7
TOTAL		32

Q37 My co-workers help each other when someone falls behind.

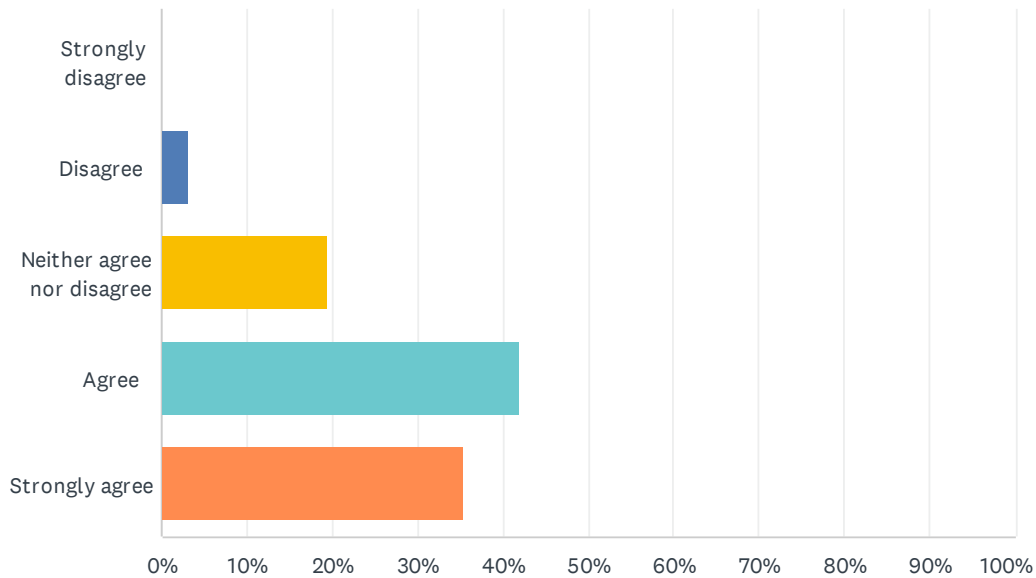
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.13%	1
Disagree	18.75%	6
Neither agree nor disagree	15.63%	5
Agree	34.38%	11
Strongly agree	28.13%	9
TOTAL		32

Q38 People in my area work well together and get along.

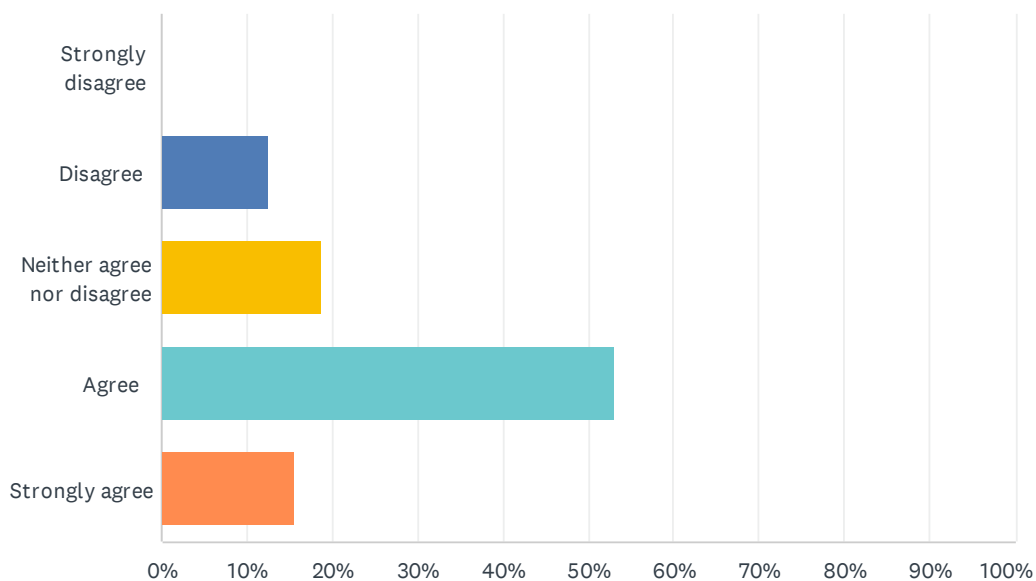
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	3.23%	1
Neither agree nor disagree	19.35%	6
Agree	41.94%	13
Strongly agree	35.48%	11
TOTAL		31

Q39 SCWCC employees are competent and well-trained.

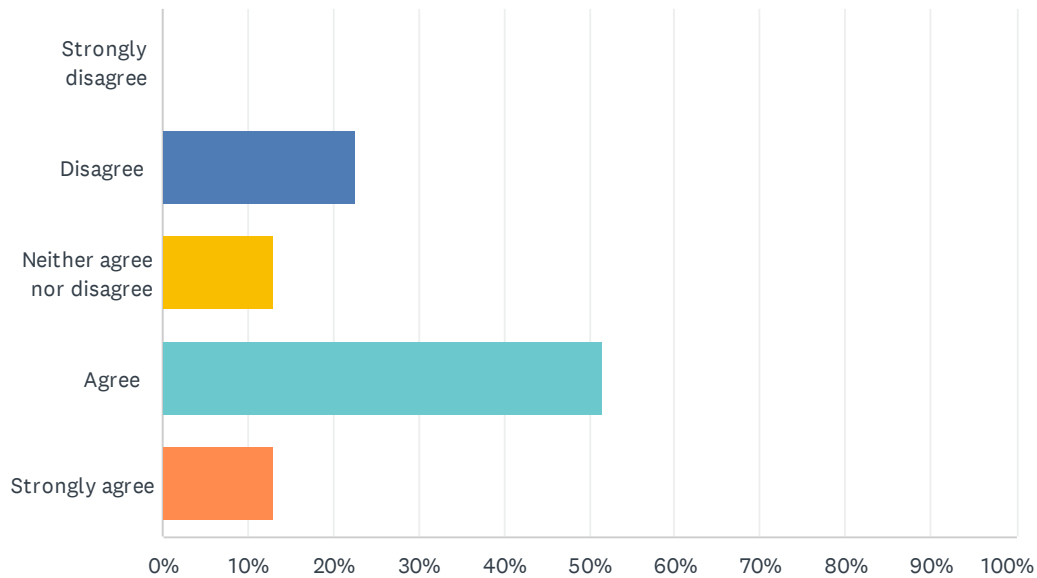
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	12.50%	4
Neither agree nor disagree	18.75%	6
Agree	53.13%	17
Strongly agree	15.63%	5
TOTAL		32

Q40 My co-workers' conduct is professional at all times.

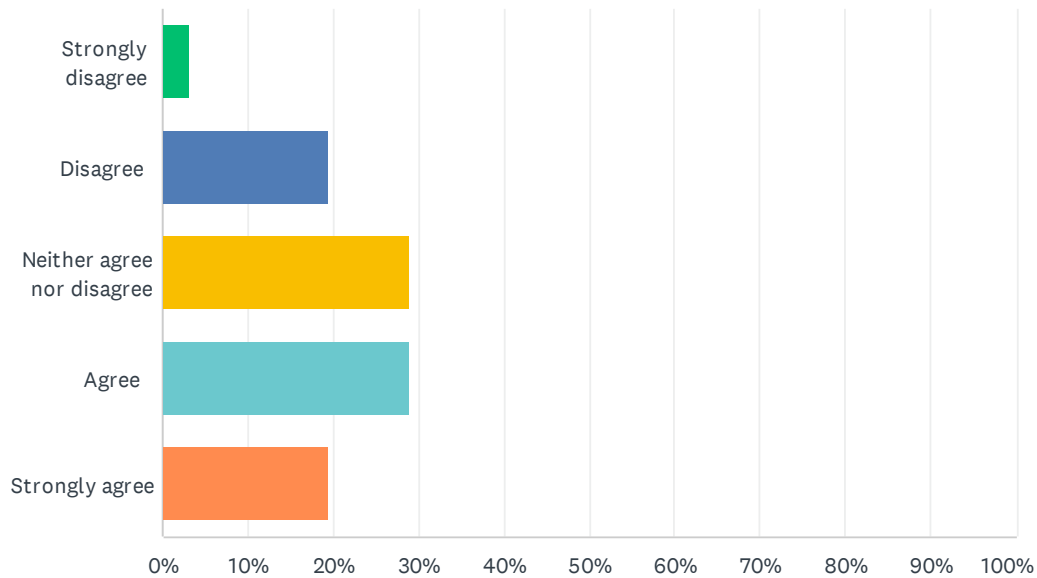
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	22.58%	7
Neither agree nor disagree	12.90%	4
Agree	51.61%	16
Strongly agree	12.90%	4
TOTAL		31

Q41 SCWCC is free of discrimination.

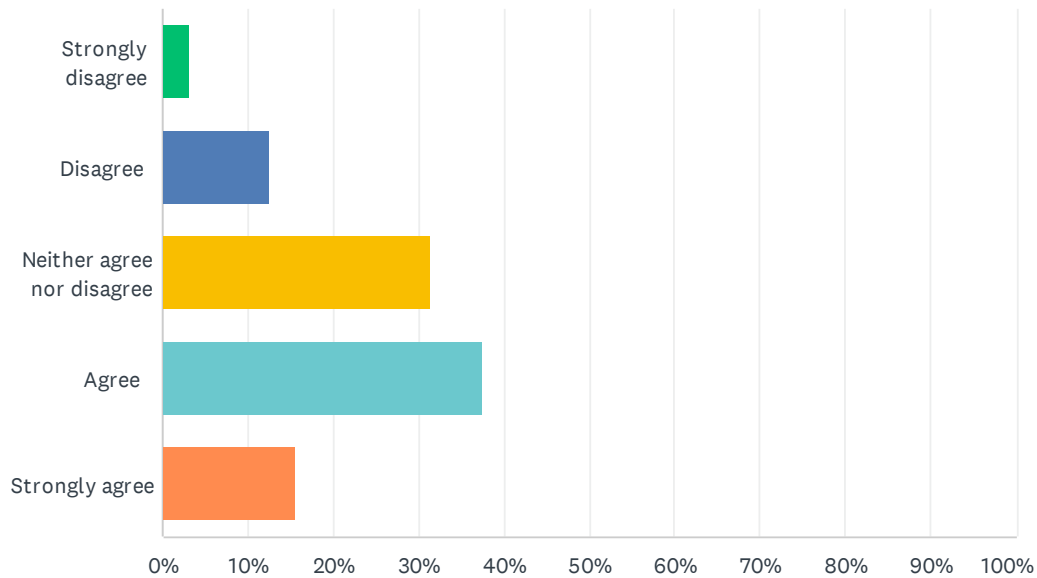
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.23%	1
Disagree	19.35%	6
Neither agree nor disagree	29.03%	9
Agree	29.03%	9
Strongly agree	19.35%	6
TOTAL		31

Q42 SCWCC fosters an inclusive, diverse environment.

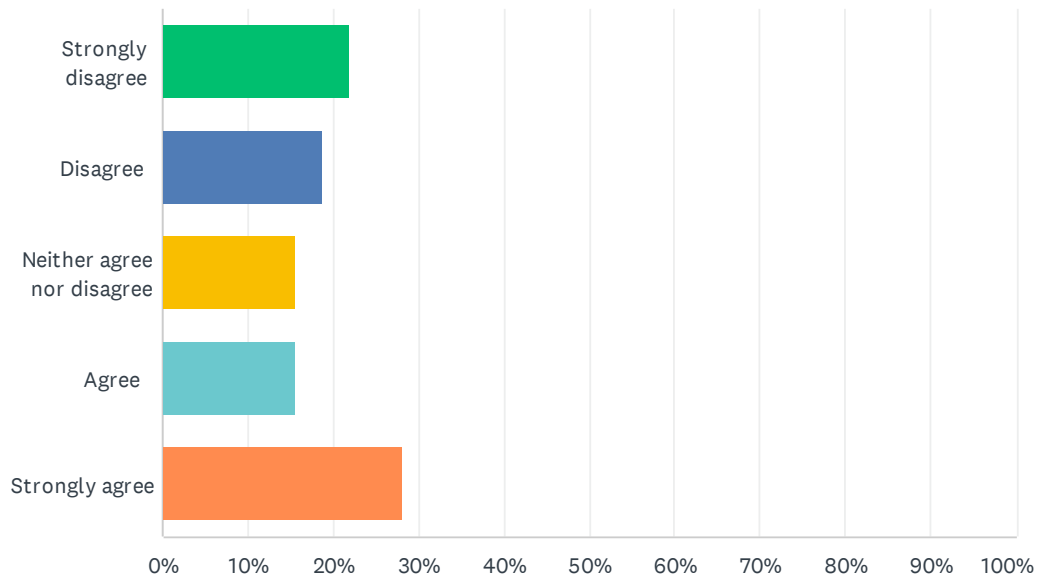
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.13%	1
Disagree	12.50%	4
Neither agree nor disagree	31.25%	10
Agree	37.50%	12
Strongly agree	15.63%	5
TOTAL		32

Q43 I fear retaliation if my identity is disclosed after completing this survey.

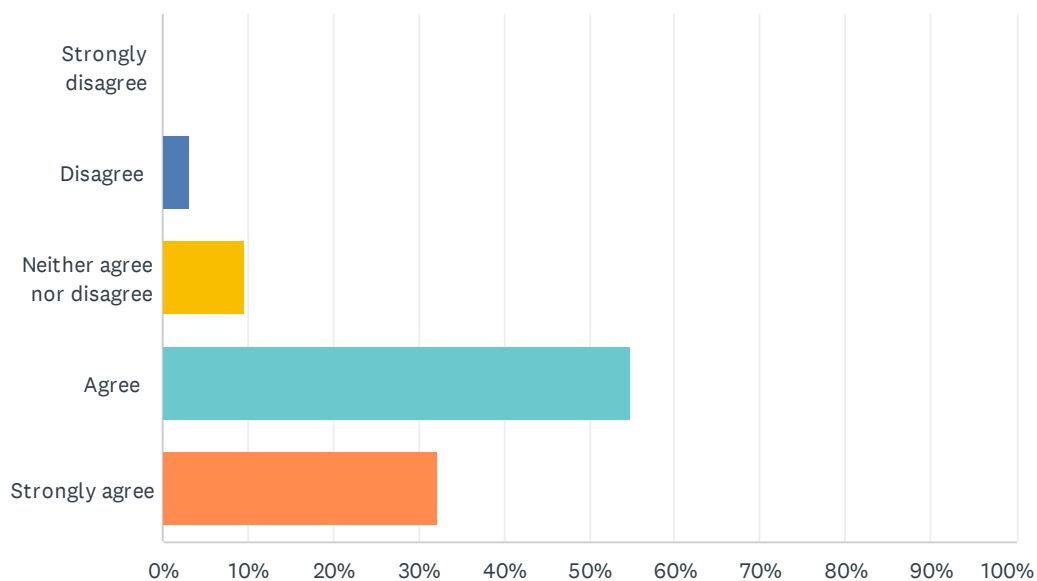
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly disagree	21.88%	7
Disagree	18.75%	6
Neither agree nor disagree	15.63%	5
Agree	15.63%	5
Strongly agree	28.13%	9
TOTAL		32

Q44 I understand the SCWCC's mission.

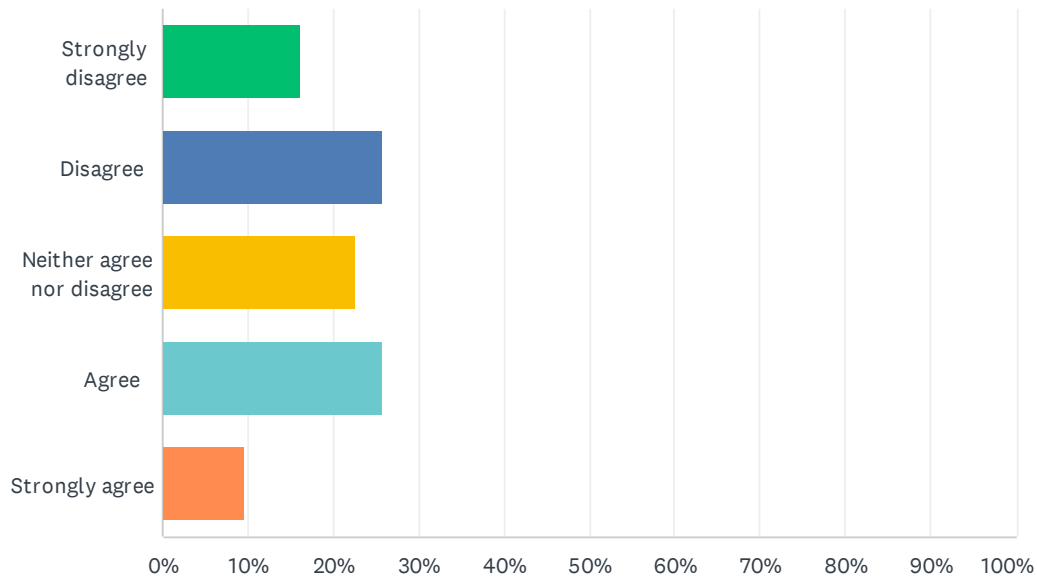
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	3.23%	1
Neither agree nor disagree	9.68%	3
Agree	54.84%	17
Strongly agree	32.26%	10
TOTAL		31

Q45 Agency management informs staff of changes in a timely manner.

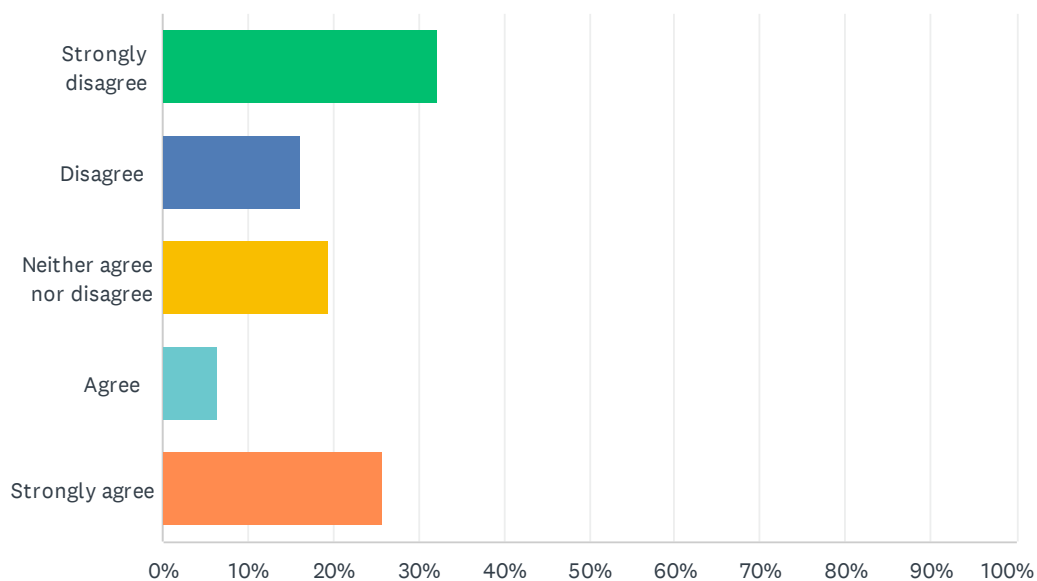
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	16.13%	5
Disagree	25.81%	8
Neither agree nor disagree	22.58%	7
Agree	25.81%	8
Strongly agree	9.68%	3
TOTAL		31

Q46 Agency morale is important to senior leadership.

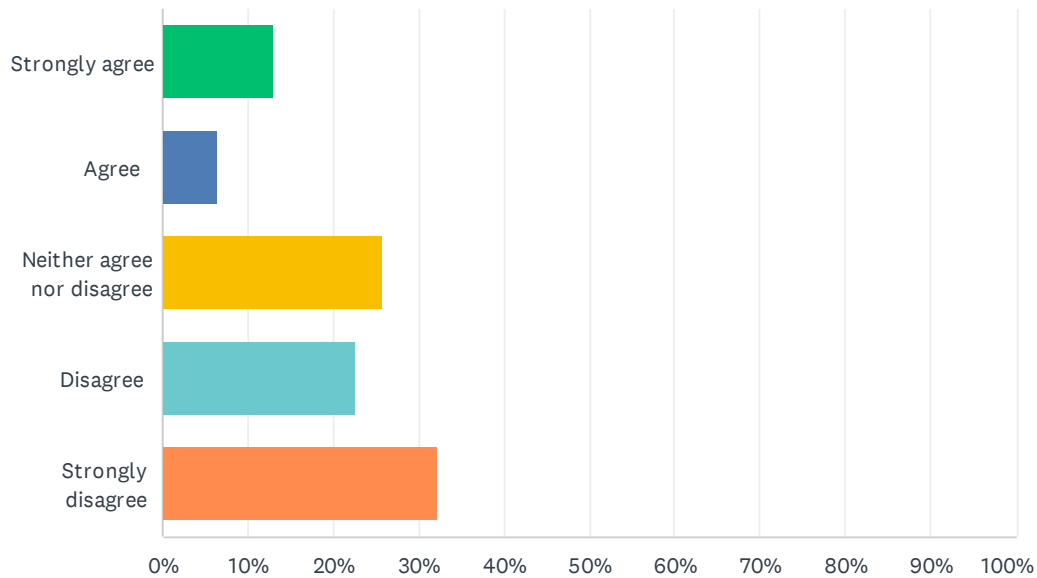
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	32.26%	10
Disagree	16.13%	5
Neither agree nor disagree	19.35%	6
Agree	6.45%	2
Strongly agree	25.81%	8
TOTAL		31

Q47 I have trust and confidence in agency leadership.

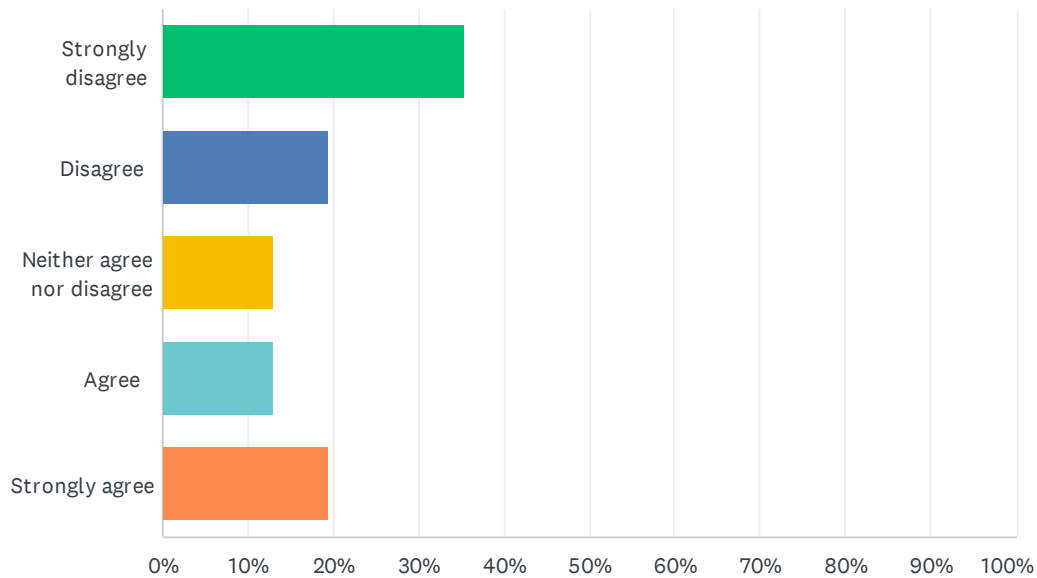
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly agree	12.90%	4
Agree	6.45%	2
Neither agree nor disagree	25.81%	8
Disagree	22.58%	7
Strongly disagree	32.26%	10
TOTAL		31

Q48 Agency leadership is interested in the welfare of its employees.

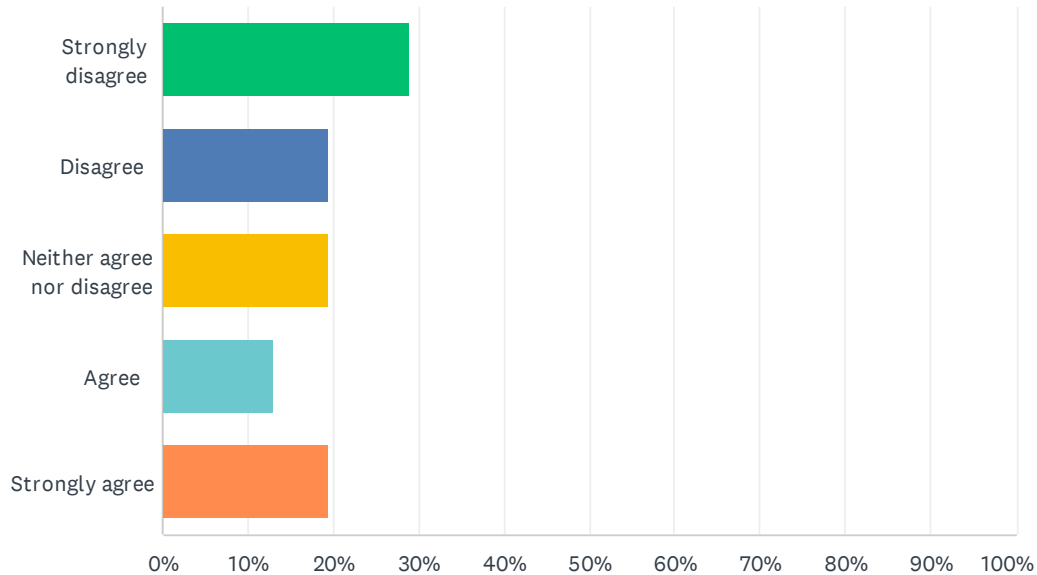
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	35.48%	11
Disagree	19.35%	6
Neither agree nor disagree	12.90%	4
Agree	12.90%	4
Strongly agree	19.35%	6
TOTAL		31

Q49 Agency leadership generally understands the problems I face in my job.

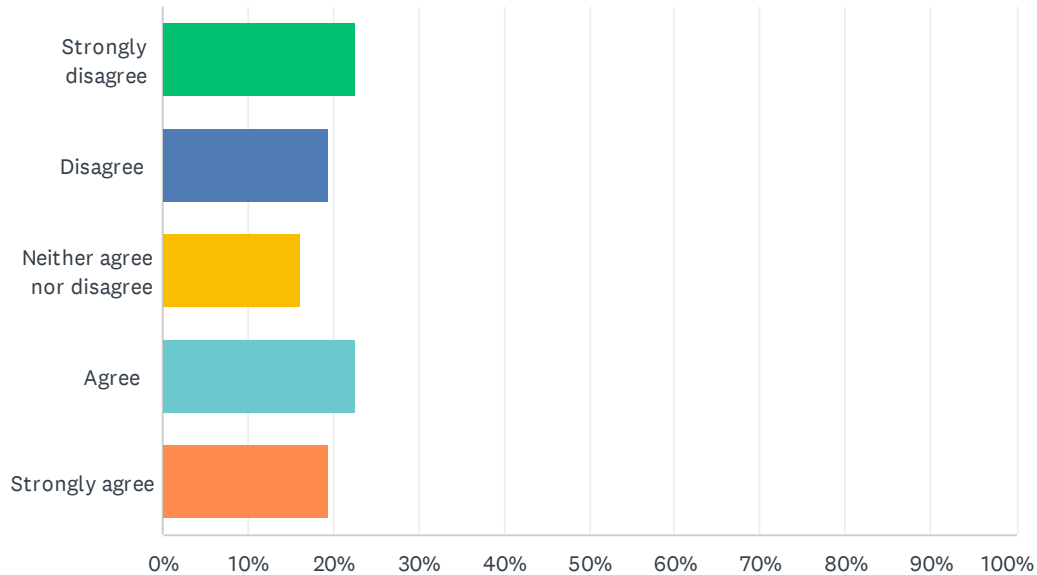
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	29.03%	9
Disagree	19.35%	6
Neither agree nor disagree	19.35%	6
Agree	12.90%	4
Strongly agree	19.35%	6
TOTAL		31

Q50 I have an open line of communication to voice suggestions, concerns, and complaints with SCWCC leadership.

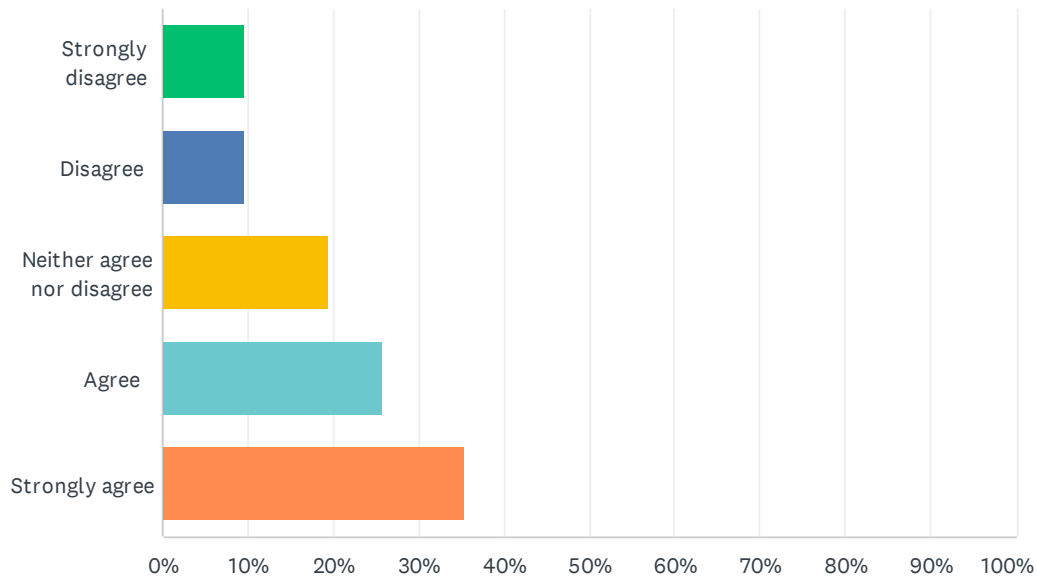
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	22.58%	7
Disagree	19.35%	6
Neither agree nor disagree	16.13%	5
Agree	22.58%	7
Strongly agree	19.35%	6
TOTAL		31

Q51 I feel that the agency's organizational culture needs improvement.

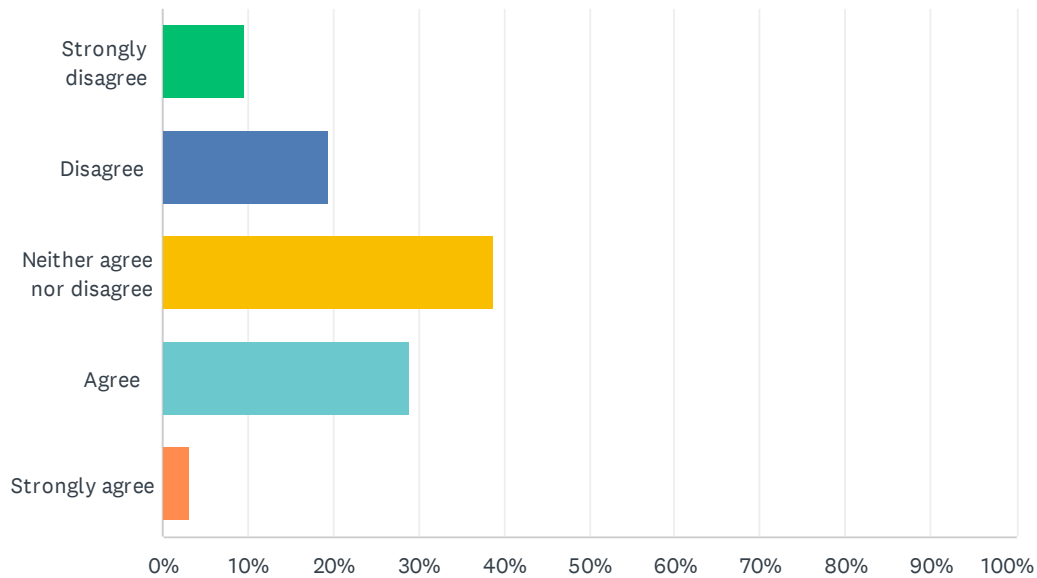
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	9.68%	3
Disagree	9.68%	3
Neither agree nor disagree	19.35%	6
Agree	25.81%	8
Strongly agree	35.48%	11
TOTAL		31

Q52 I am informed of changes relating to my work before they are made.

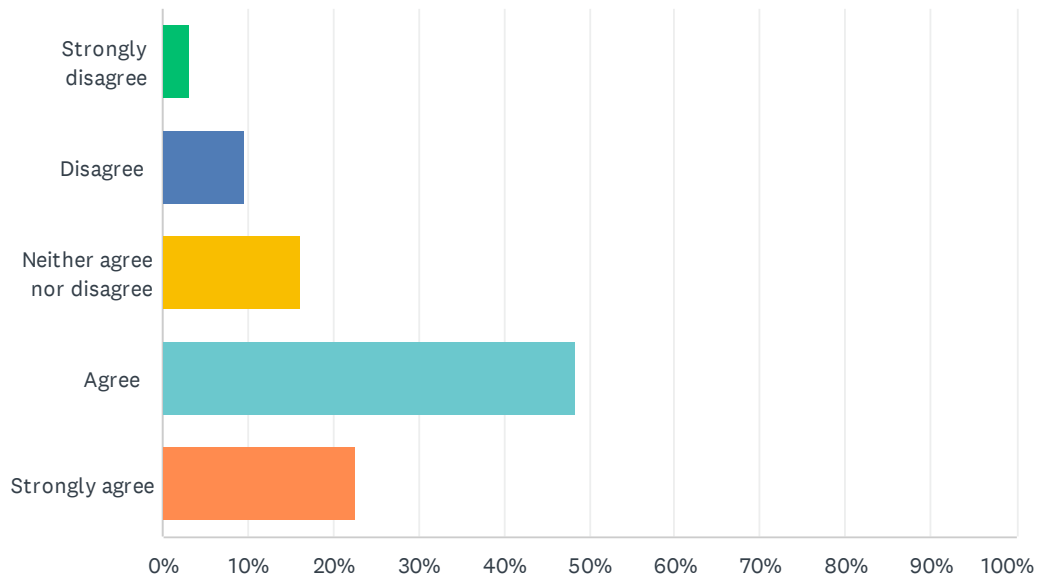
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	9.68%	3
Disagree	19.35%	6
Neither agree nor disagree	38.71%	12
Agree	29.03%	9
Strongly agree	3.23%	1
TOTAL		31

Q53 I am satisfied with communication in my work group.

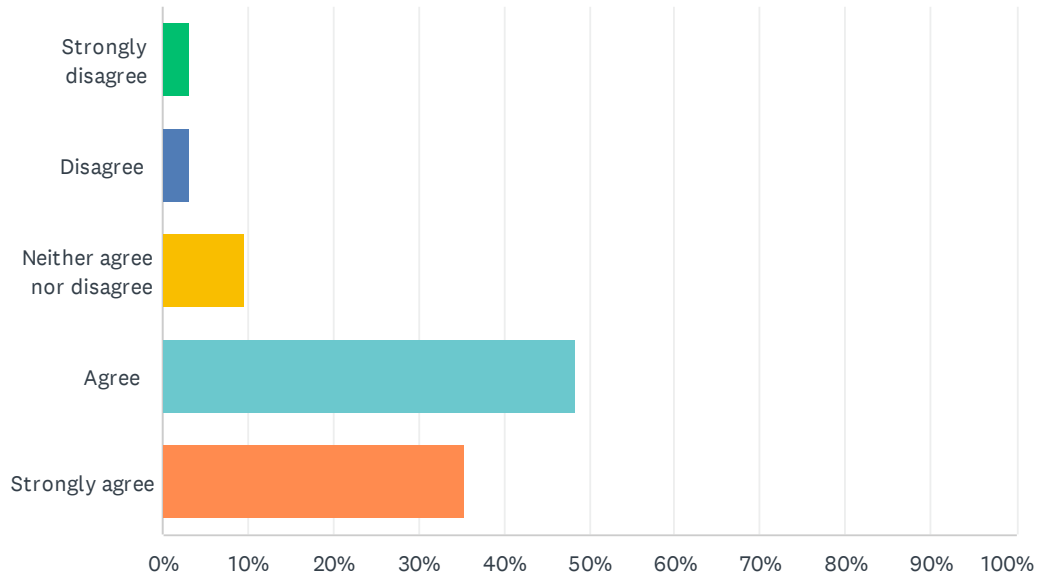
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.23%	1
Disagree	9.68%	3
Neither agree nor disagree	16.13%	5
Agree	48.39%	15
Strongly agree	22.58%	7
TOTAL		31

Q54 My supervisor provides clear guidance and instructions regarding expectations.

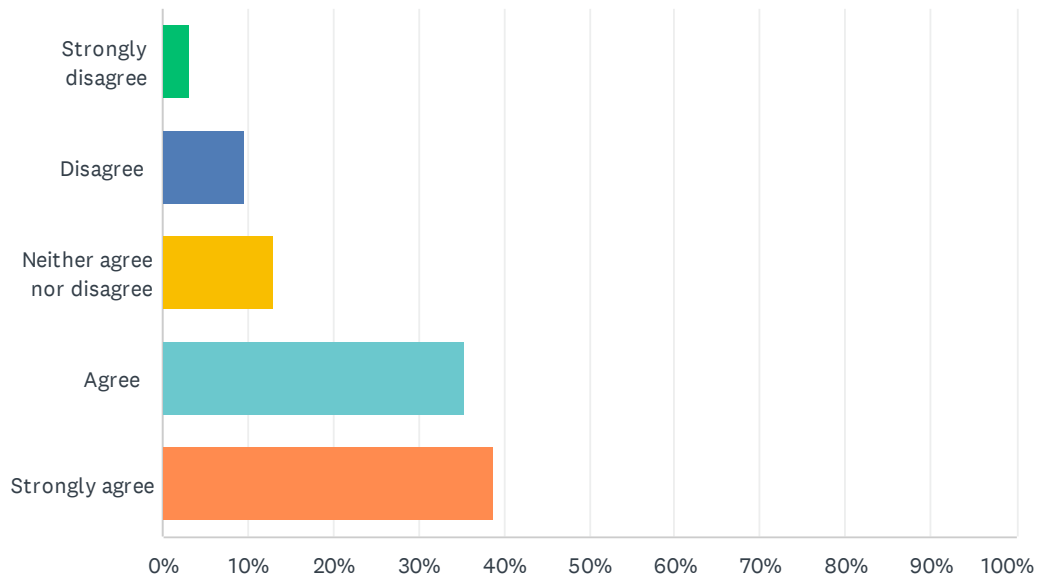
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.23%	1
Disagree	3.23%	1
Neither agree nor disagree	9.68%	3
Agree	48.39%	15
Strongly agree	35.48%	11
TOTAL		31

Q55 My supervisor leads by example.

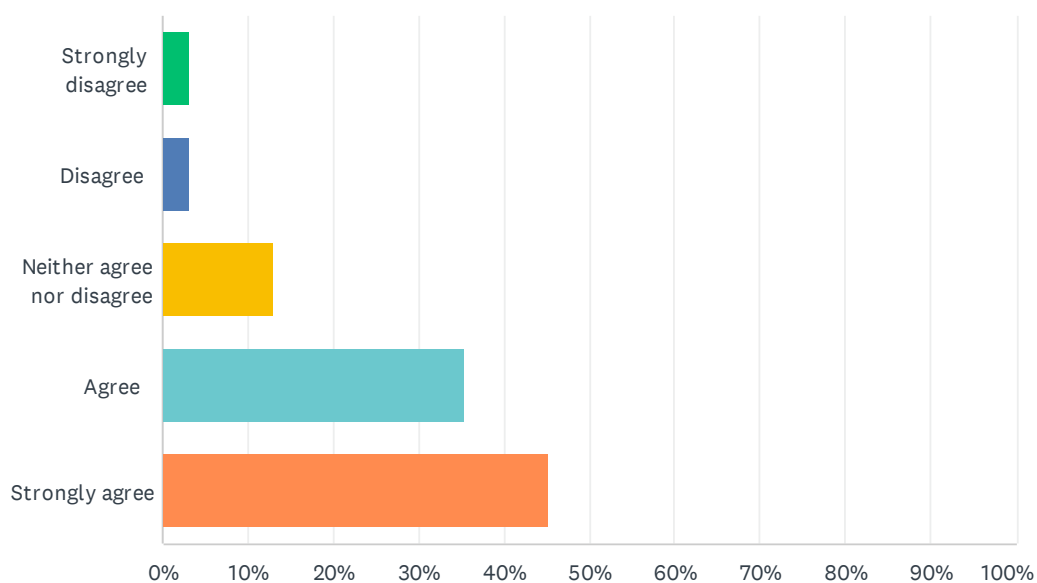
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.23%	1
Disagree	9.68%	3
Neither agree nor disagree	12.90%	4
Agree	35.48%	11
Strongly agree	38.71%	12
TOTAL		31

Q56 My supervisor treats people fairly.

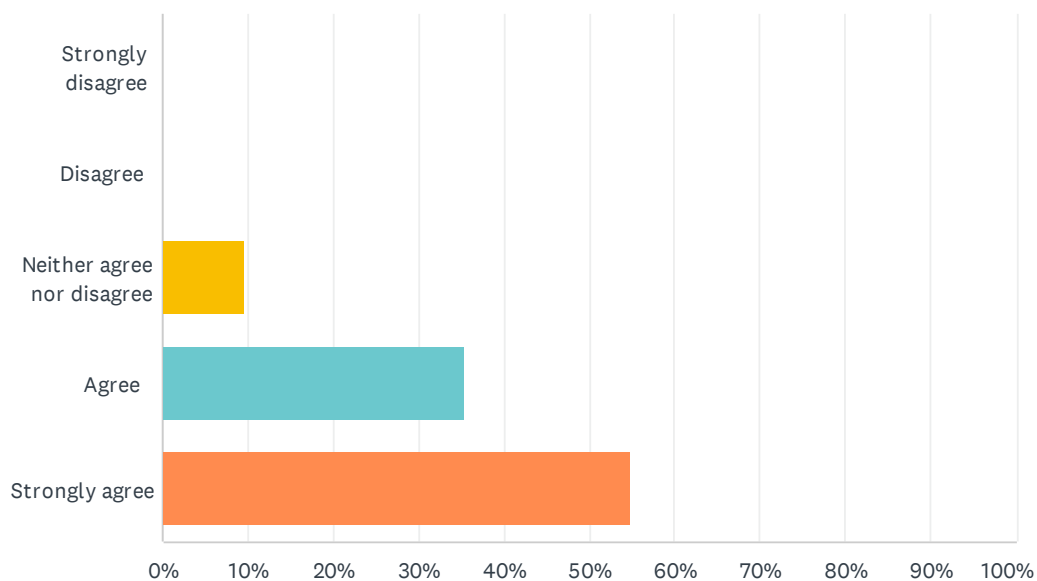
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.23%	1
Disagree	3.23%	1
Neither agree nor disagree	12.90%	4
Agree	35.48%	11
Strongly agree	45.16%	14
TOTAL		31

Q57 My supervisor listens to my concerns.

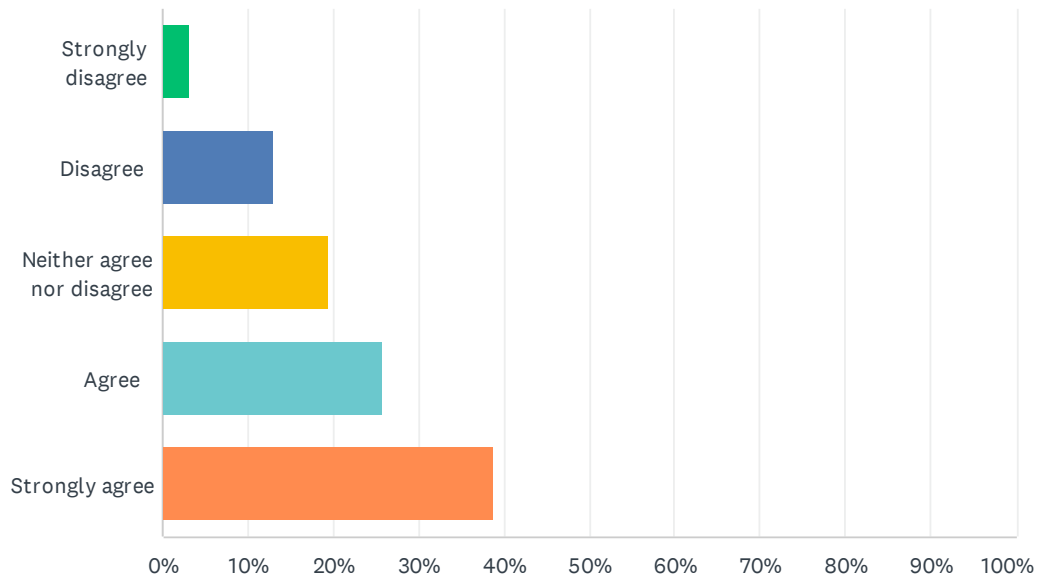
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	0.00%	0
Neither agree nor disagree	9.68%	3
Agree	35.48%	11
Strongly agree	54.84%	17
TOTAL		31

Q58 My supervisor holds others accountable.

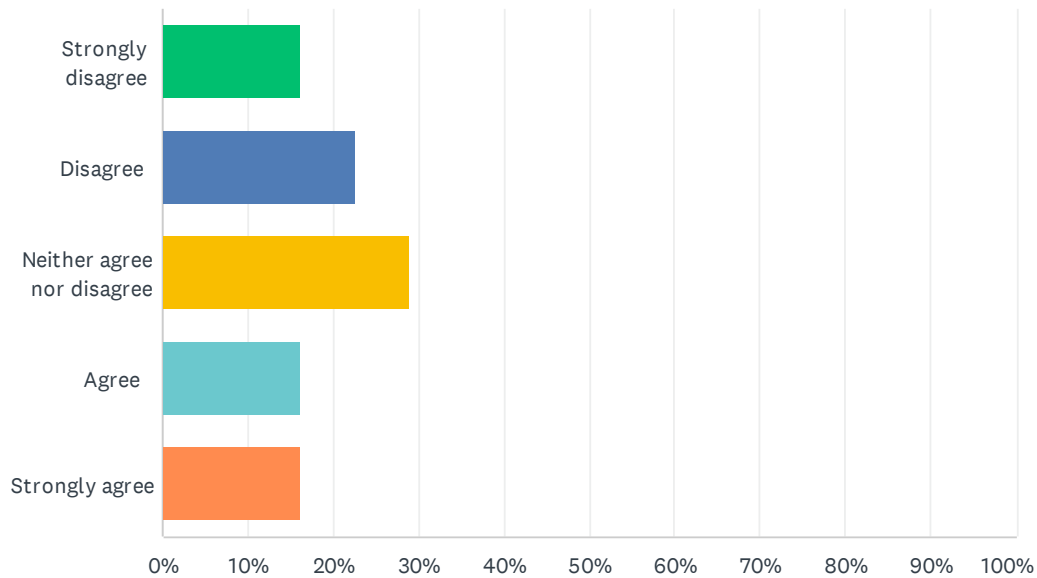
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.23%	1
Disagree	12.90%	4
Neither agree nor disagree	19.35%	6
Agree	25.81%	8
Strongly agree	38.71%	12
TOTAL		31

Q59 My supervisor recommends promotions based on merit.

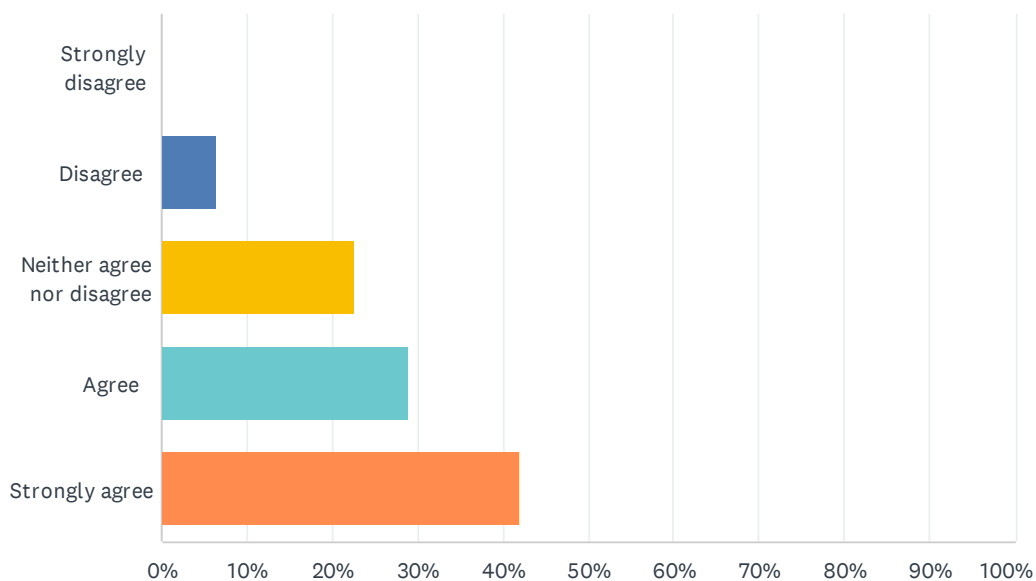
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	16.13%	5
Disagree	22.58%	7
Neither agree nor disagree	29.03%	9
Agree	16.13%	5
Strongly agree	16.13%	5
TOTAL		31

Q60 I feel supported by my supervisor to achieve my goals.

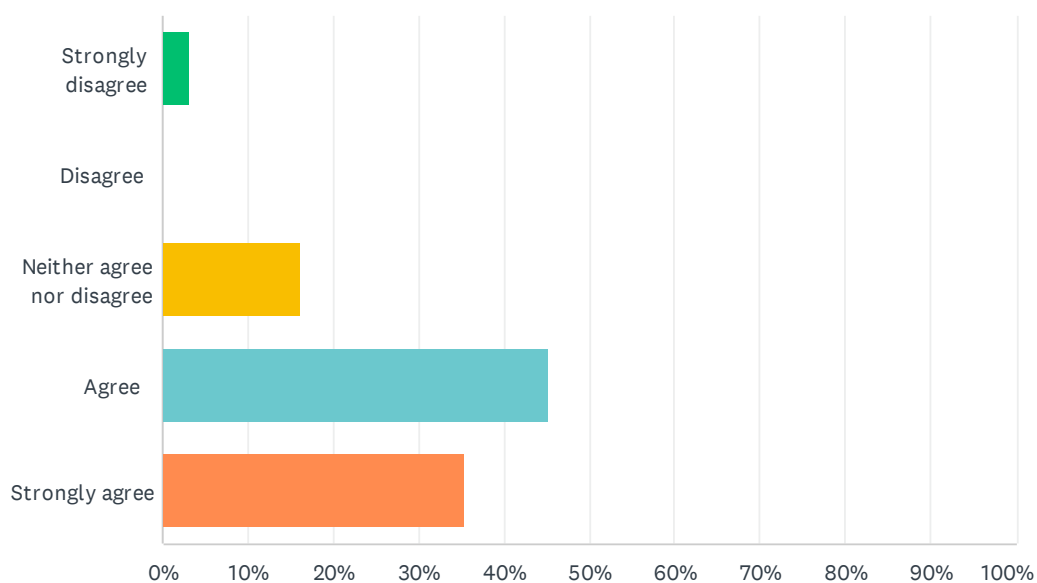
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	6.45%	2
Neither agree nor disagree	22.58%	7
Agree	29.03%	9
Strongly agree	41.94%	13
TOTAL		31

Q61 I trust my supervisor.

Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.23%	1
Disagree	0.00%	0
Neither agree nor disagree	16.13%	5
Agree	45.16%	14
Strongly agree	35.48%	11
TOTAL		31

Q62 What type of employee morale building activities would you like to see SCWCC provide such as birthday or holiday celebrations, employee recognition programs, etc.?

Answered: 26 Skipped: 8

#	RESPONSES	DATE
1	We have morale activities set up for holidays and employee appreciation, we need to be compensated such as a raise for EVERYONE that have not received one recent.	2/14/2025 11:56 PM
2	The Commission already does these things but because of the overall culture of intimidation and dictatorial management style of the chairman, employees really don't get much out of it as far feeling appreciated or up lifted. It would also be nice if the commissioners would maybe try and be more a part of the office itself. They stay on their side of the building and make no effort in getting to know the people who actually keep the agency going.	2/14/2025 11:42 AM
3	We currently recognize holidays, birthdays, and select an employee of the year. Suggestion: provide an avenue to recognize when an employee goes above/beyond.	2/14/2025 8:53 AM
4	There are plenty activities throughout the year we just want to be compensated for the work we do.	2/13/2025 7:04 PM
5	More employee recognition.	2/13/2025 1:37 PM
6	I'm satisfied with the holiday and employee appreciation events our social committee plans.	2/12/2025 11:29 PM
7	maybe a work from home day each week	2/12/2025 10:18 PM
8	These events are currently being done, but they just feel like management is just going through the motions rather than being sincere. Currently at these events upper management rarely addresses the agency.	2/10/2025 8:22 PM
9	Low and mid level employees are underpaid. Recognition programs, which included monetary rewards have been used in the past and are a big help.	2/10/2025 9:42 AM
10	I don't believe it is morale building activities that are needed. I believe fairness in salaries, recognition of good, hard work by way of merit-based pay increases would be the most effective way to improve morale in the agency. Our leadership doesn't believe in or promote merit-based salary increases or longevity-based salary increases. Our leadership puts a "price tag" on positions and doesn't waiver on salary, regardless of performance, experience, or longevity in the position or with the agency. I feel this has been the biggest reason for poor morale at the agency. And it's been this way for many, many years; especially under the current leadership. These issues have been brought to the attention of agency leadership, but leadership has given little to no consideration for change. At the end of the day, it's a fair salary that keeps good employees and keeps the morale good. Acknowledgment of a birthday, a holiday celebration, or simply recognizing an employee, doesn't improve morale. Fair pay for the work required and annual, merit-based salary increases do. And considering our agency for many, many years ends each fiscal year well-under budget, there is opportunity and ability to offer annual salary increases due to the small size of our agency.	2/8/2025 2:34 PM
11	Although we have employee appreciations (which are ok) during the year, I would like to see employees treated fairly across the board when bonuses or salary increases are given, not to just a select few or group.	2/7/2025 11:57 PM
12	I think that we have plenty of gatherings.	2/7/2025 6:59 PM
13	More inclusive events with regards to holiday celebrations and dietary restrictions	2/7/2025 3:49 PM
14	WCC does a great job of recognizing employees	2/6/2025 10:55 PM
15	Create evaluation merit pay. . Quarterly Breakfast or lunches of employees survey choice Flower fund for bereavement.	2/6/2025 8:59 PM

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16	I believe being recognized at the business meeting for birthdays is a waste of the employees time. It does not boost morale. I don't believe that building activities are the reason morale is low. It's low because the employees are not recognized for the work they do and are undervalued. A way to increase morale is to better appreciate the employees through everyday interactions.	2/4/2025 6:50 PM
17	The WCC social committee works to provide nice holiday celebrations, however, most of what they can do is tightly controlled by upper management. The social committee can only do so much to boost morale if they are not allowed to try new things. There are also small changes that could be made to help boost morale. A lot of state agencies dress down on Fridays, but we are not permitted to do so. Even though this is something simple and trivial, it could really boost employee morale. A large majority of our staff have very minimal to no face-to-face interaction with the general public or our stakeholders, we only see each other most days. This is such a simple perk to provide that would cost nothing. The most important thing that could be done to recognize employees is to compensate them accordingly. At the WCC, only a select few receive merit raises or receive raises at all unless it's an across the board raise which is not always given yearly. A lot of our employees are severely underpaid compared to their counterparts. Compensating staff fairly is the best way to show that they are appreciated and to recognize them for their hard work, not just saying it. Our staff put in a great deal of hard work and worked around a lot of challenges during covid, and many did not receive any sort of recognition for that.	1/30/2025 4:19 PM
18	On the whole, our staff is underpaid. I'm not talking about the Department Heads and Commissioners, I'm talking about our rank-and-file staff. \$40,000.00 was a lot of money in 1995, it is not a lot of money in 2025. Starting from the bottom of the org chart, payroll needs to be increased.	1/30/2025 4:11 PM
19	I think a bonus would be good.	1/28/2025 8:27 AM
20	Christmas bonus	1/27/2025 3:57 PM
21	We have all these things but employees do not participate due to how they are treated on a regular basis. The 20-30 year employees have not rec'd raises, unable to retire b/c of salary. Some have retired and got another job and this is the most money they have made in their lives.	1/27/2025 1:11 PM
22	employee recognition programs for the agency and the group, holiday celebrations could be better if it was after work and in a more relax atmosphere, maybe count the actual employees with bonuses and not just upper management	1/27/2025 12:05 PM
23	we do holiday celebrations however, there is not any individual recognition for individuals who are doing their jobs well. The stagnancy of our jobs her, as in there is not an opportunity to grow, or move up positions we do not get raises for staying loyal. People work second jobs to help support themselves and when they have to do tow jobs are they able to fully focus on just one?	1/27/2025 11:30 AM
24	I think the Commission does a great job to build employee morale.	1/25/2025 5:34 PM
25	I think we would all love a raise. The cost of living is not covering our cost of living so we are working two jobs. We do not get merit raises so we have nothing that pushes us to do a better job.	1/24/2025 7:51 PM
26	they provide a cupcake for the employee who has a birthday, which is something new that they have implemented. we have thanksgiving and christmas luncheons but the food is picked solely by the chairman and what he likes to eat without regard to what everyone else would enjoy and it is the same each year, BBQ. we have employee appreciation week that is thrown by the social committee, and I feel like it should be done by the leadership of this agency, in that, it should be financially taken care of by them considering the amount of money that they make.	1/24/2025 3:43 PM

Q63 What, if any, concerns or problems do you have with the SCWCC or challenges you've encountered?

Answered: 28 Skipped: 6

#	RESPONSES	DATE
1	I have a problem with how they compensate who they like, when they like and not everyone because we all deserve a raise and not just a cost of living raise that's provide for all agencies. There was a recent 7% raise to the commissioners, admins, "some" directors, IT, and some attorneys. We all work super hard and to be honest we work a lot harder than others that just push paperwork through. We don't get any compensation that affects how we care for our family just snacks, a few items and food gatherings. Our yearly feedback is exceptional, and we only get a pat on the back or a good job from upper leadership besides the few activities that are done throughout the year for holidays or employee appreciation. There are several employees that have to work "multiple" jobs to meet their livelihood when we shouldn't have to unless we choose to for other needs. There is no justification on why a commissioner admin is making a few dollars off double our salary, it is unfair and shows that no matter how hard we work we are overlooked. The directors do not work together for all departments some are more understanding and flexible than others which is unfair, there motto is we are all family which is true because this our next home. However, if this is the case we should all be on one accord to accommodate each other. It's unfair that the chairman can decide how much he "thinks" you are entitled to be offered after HR has given the pay rate expectations. Our jobs need to be audited with other positions close in proximity to see how much of a difference we are provided and afterwards made a change not just brushed under the table as they have done before. Upper leadership also love to stress how less of employees we have then other state agencies and how great we perform to meet the mission of SCWCC, which should mean we should have more than enough resources for all to be compensated so we don't have to endure hardship. We also have been forced to increase our workload not because our percentages, and goals have not been outstanding compared to previous years but because the upper management decided to increase because of one opinion from an exit interview.	2/14/2025 11:56 PM
2	Biggest problem or concern I see is that senior leadership does not want to provide merit raises. Employees see upper management getting raises repeatedly while no money is ever allocated for giving raises to people who actually do the grunt work. We see new positions being created that feel extraneous. Employees are lucky if we are given a cost of living increase by the state house however this does not even begin to cover how much it costs to live. Again, the employees who do the most work and are in the office everyday are never considered for a raise while commissioners, AAs and staff attorneys and department heads consistently get pay increases.	2/14/2025 11:42 AM
3	Inconsistent communication from a supervisor who's consistently moody.	2/14/2025 4:38 AM
4	Only leadership and their Admins receive raises in the job. Workers are tired and exhausted because they are working two to three jobs while leadership benefits off our backs. Not everyone is recognized for their work only certain individuals that is close with leadership.	2/13/2025 7:04 PM
5	Healthcare insurance is not good at all...too much money has to be paid out of pocket for copays and coinsurance before plan will pay and has caused me to be medical debt. This I hear from my coworkers as well. Then the amount you have to pay for the insurance is not satisfactory if we have to pay so much out of pocket. I have never in 18 or more years had to pay so much out of pocket for healthcare and I've NEVER had medical bills until I got this insurance. The pay for this position should be higher as compared to other compliance jobs. There is no merit increase only an increase every fiscal year that only increases your paycheck maybe 40-50 dollars if that, only to hear that upper management received an additional 7% increase that the regular workers did not. There is no room for advancement so this would not be an agency where I would stay with past 3 years or so. Although I like what I do and the people I work with, the pay and benefits, and no room for advancement are not enough to keep me.	2/13/2025 1:37 PM
6	I do wish that the state would allow agency leaders more flexibility in offering work	2/12/2025 11:29 PM

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incentives/benefits for employees, such as 4-day work weeks in exchange for maintaining excellent and consistent job performance.

7	I am blessed but I do think about coworkers that been with the agency for 20, 30, 40 years and not making at least \$50,000 a year when we have some that's been there less than 10, even 5 years that does. I suggest raises across the board, not just for a few.	2/12/2025 10:18 PM
8	There is no clear path or method for raises. There is no real method to voice concerns without fear of retaliation.	2/10/2025 8:22 PM
9	It is a small agency so there is little opportunity for growth through succession.	2/10/2025 9:42 AM
10	1. Fairness to all employees from agency leadership. Fairness is not distributed equally among all employees. 2. Agency leadership continues to ask more and more of the employees without fair compensation. Studies show that our agency is way behind other South Carolina state agencies when it comes to salaries in the same job classifications. 3. Agency leadership continuously promotes our agency as being able to do two to three times more work with sometimes more than half the number of employees than any other state workers' comp agency in the region but refuses to consider salary increases for its employees to acknowledge their continuous hard work, the volume of work produced, and their dedication to the agency and the state of South Carolina. 4. Agency leadership seems to only look out for a very small, select group of employees when it comes to salary increases. For the overwhelming majority of SCWCC employees, it is left to the legislature to give small cost of living increases in order for SCWCC employees to get salary increases and that simply isn't enough to keep up with the current cost of living; especially considering the amount and volume of work expected and required. This has resulted in very high turnover numbers within the agency as SCWCC employees leave the agency for other state agency jobs that pay much higher salaries, often in the same pay band or classification. 5. Many decisions in the agency are made by agency leadership without fully considering the long-term effects or consulting with the subject matter experts before final decisions are made. 6. Agency leadership is currently the biggest concern, problem, and challenge facing the agency and its employees.	2/8/2025 2:34 PM
11	One concern is that people can get hired to this agency with no experience and their salary surpasses the employees salary that have worked for 20 years plus. It is sad when employees who have worked for 20 years or more and their salaries have not increased passed a certain threshold. I believe that employees should get bonuses, and yearly salary increases to bring them up to a place where they can eventually retire with a decent income. Again, newer employees can come in and surpass (in salary) those who have been loyal and faithful over the years. We don't get merit increases or bonuses from the agency. Employees see and here when others get the bonuses, and salary increases and it causes negative attitudes within the agency. Some may also be afraid to use our comment box for fear of retaliation for having an opinion about something. We've had a suggestion box and comments have been placed in the box in the past but because of a comment, box was taken away.	2/7/2025 11:57 PM
12	I do not have any concerns.	2/7/2025 6:59 PM
13	The salary range for Commissioners' admins is inconsistent	2/7/2025 3:49 PM
14	Nepotism, favoritism, salaries of employees with same position making more. Just found out that friends of mgt were hired over other qualified applicants. These friends were hired in management positions and they received additional raises before other employees that have been here longer. Employees are leaving because they can't advance.	2/7/2025 3:46 PM
15	Employees who have been with the agency for decades are not compensated appropriately. One administrative assistant (AA) makes exceedingly more than the others. It is grossly unmerited. Even though she is the Chairman's AA, the Chairman makes only \$6000 more than the other Commissioners for being Chairman. However, his AA makes \$18,000 more than the other AAs. This has caused a great deal of animosity within the agency. Some employees have been offered and hired in positions where they do not have a college degree nor any experience in the new position.	2/6/2025 10:55 PM
16	Some employees have salary increases based upon who they report too. Small agency limited room for advancement So yearly increase based upon years of service would help even the playing field with new hires at a much higher salary.	2/6/2025 8:59 PM
17	After years of dedication and exemplary work I have never been considered for a merit raise. It doesn't seem that our EPMS reviews have any value. Many employees wages have not kept pace with cost of living pay increases with other state agencies and some employees within	2/4/2025 6:50 PM

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this agency. There is no one to advocate for employee raises at the Commission. There is quite a division at the Commission between leadership and employees. Agency leadership runs the agency by intimidation.

18	The number one concern that I have is that a large portion of our staff are not compensated fairly. It appears that upper management takes care of their direct staff but fails to recognize other departments of the Commission. It speaks volumes that our agency is so small, but a large majority of employees have said they are unhappy. Another concern that I have is the lack of rotational leadership. Term limits help keep organizations up to date. The result of this is evident - low morale and high turnover. The WCC severely lacks in providing professional development opportunities and fostering mentorship. Our staff is severely divided, and I think this has fostered an intimidation factor throughout the agency. I have also encountered some discrimination but am not able to speak to that and remain anonymous. I enjoy working with my coworkers and supervisor, and that is really the only thing that has kept me here this long.	1/30/2025 4:19 PM
19	See no. 62.	1/30/2025 4:11 PM
20	The problem I have with the agency is that the higher-ups get raises, but no one else gets raises. I have the workload of 3 people, but I'm not getting compensated. I have to work two jobs to make it. The cost of living is at an all-time high.	1/28/2025 8:27 AM
21	I don't have any concerns or problems.	1/27/2025 3:57 PM
22	substantial raises to 7 "at will" employees. 2 with over 20 years, 1 with less than 18 months and yet she was hired at 30K, promoted to 50K and then rec'd a raised to 56K. The other 4 were raised at least 10% and each have less that 5 years at SC WCC. The 20-30 year employees have not rec'd any raises but cost of living. Review the staff pay scale. Raises for all employees.	1/27/2025 1:11 PM
23	lack of career growth	1/27/2025 12:05 PM
24	I always hear that cahirman is not liking what is going on IE doors closed but I have not seen him walk the halls consistanly or even greet or get to know us on a personal level, that also goes for all commisioners except Mckaskal. I understand that comissioners are in different regions however even on full commison days they dont take the time to check in with the people who work for them.	1/27/2025 11:30 AM
25	None	1/25/2025 5:34 PM
26	If you do something once to help out, it now becomes an expectation for you to do from now on and additional work that one is not compensated for.	1/25/2025 2:46 AM
27	We are a small agency, we have only had one attorney. Now we have four. We have three people in our Human Resources department. Only one person in that department as well. Hired two security officers. We are holding less hearings and it seems like that money could have gone to their employees. This agency makes a lot of money to create all these new positions.	1/24/2025 7:51 PM
28	telling my supervisor something and my business getting around when i specifically have said during the private meeting that I wanted it confidential.	1/24/2025 3:43 PM

Q64 Please provide recommendations on ways to address concerns within the agency and improve operations (e.g. a suggestion box or an employee advisory group).

Answered: 24 Skipped: 10

#	RESPONSES	DATE
1	A suggestion box is provided but when it comes to the salary it is overlooked, a recent letter was submitted by a coworker, and they mention compensation regarding to the 7% others recently received along with fellow workers time in and out in order to perform job duties and of course everything was address but the compensation. We need to be heard the workers that are making less than 50,000 want to be shown we are appreciated and valued to the company, and they don't want to lose us as an asset. Especially if the agency is benefiting because of the funds, we are bringing into the commission.	2/14/2025 11:56 PM
2	We have a suggestion box but any suggestions that are shared are put on blast as if the person doing the suggesting is out of line. People would fear being a part of an employee advisory group because of the possibility of "putting a target on their backs". I also want to make it clear that in no way has the executive director ever made employees feel unappreciated. He is an excellent leader and always fair.	2/14/2025 11:42 AM
3	We have a suggestion box for employees to share suggestions/concerns and all director/upper management have open door policy. Social committee plans events quarterly.	2/14/2025 8:53 AM
4	None, no one wants to be pushed out their job for voicing their opinions.	2/13/2025 7:04 PM
5	To my knowledge we have a suggestion box...how good does that work? People would probably use it if they felt their concerns would be addressed satisfactorily or with concern. I don't have any recommendations at this time. I usually address my concerns with my director/supervisor.	2/13/2025 1:37 PM
6	N/A	2/12/2025 11:29 PM
7	I believe we've had a suggestion box and people won't use it.	2/12/2025 10:18 PM
8	The agency already has a suggestion box, but nothing is ever placed in there. When it was, the powers that be, felt that it was just complaining and removed it rather than addressing or reviewing the reasons.	2/10/2025 8:22 PM
9	Honestly, agency employees are afraid of speaking up/out or putting recommendations in a suggestion box out of fear of retaliation or repercussions. This is the first real opportunity agency employees have felt somewhat safe to express their concerns anonymously, but there is still some doubt and concern as to whether the participants in this survey will in fact remain anonymous as previously stated and outlined at the outset.	2/8/2025 2:34 PM
10	I'm not sure what an advisory group will do. At this point, the employees who have been at the agency at least 20 plus years should be given salary increases. Anyone working over 25 years, I think their salary should be brought to at least at base of at least \$50,000 so that they would not have to work 2 and 3 jobs to make ends meet.	2/7/2025 11:57 PM
11	Suggestions fall on deaf ears. The Chairman and his AA make most decisions. If the Chairman's AA does not like an employee or finds them difficult, that employee gets fired. If his admin likes an employee, that employee is offered a higher position even if that employee does not have the education or experience.	2/6/2025 10:55 PM
12	Have quarterly agency meetings with all employees to include all the commissioners so top leadership will be aware of the employees concerns and foster an inclusive environment. To recognize all employees within such a small agency..	2/6/2025 8:59 PM
13	An employee advisory group would be a great idea if our concerns were listened to and taken seriously.	2/4/2025 6:50 PM

South Carolina Workers' Compensation Commission (SCWCC) -- Employee Satisfaction Survey

14	The WCC has a suggestion box, but it does not seem to be something that has been very helpful or proactive in improving employee morale. My suggestion would be to compensate employees fairly. Also, the WCC does not utilize the state's telecommuting toolkit. During covid, employees worked from home and some alternated coming into the office. We are currently not able to telecommute at all, even though it worked during covid and other agencies utilize this hybrid schedule. It would also save some employees a lot of expenses - gas, wear and tear on vehicles and work attire. Utilizing this toolkit does not cost the WCC anything. In fact, it could save money since you would be saving on a lot of office space. There are simple perks that could improve the morale here at the Commission. There is such a divide in the agency and upper management seems to be inaccessible.	1/30/2025 4:19 PM
15	See no. 62. Also, let us bring our dogs to work.	1/30/2025 4:11 PM
16	Suggestion box is good	1/28/2025 8:27 AM
17	Suggestion box that we already have is fine with me.	1/27/2025 3:57 PM
18	Review salaries and offer increases to all staff. A computer system that helps the employees. We currently enter data from paper into the system. We process over 12K forms a monthly manually.	1/27/2025 1:11 PM
19	employee advisory board with a representative from each group, meeting with upper management so that our voices can be heard, maybe one on one meeting	1/27/2025 12:05 PM
20	We dont want to be micro managed, but we want a presance that cares about us and that we feel cared about. We want pay that reflects our work loads and our merit as most of the jobs are lateral and not many oppurtunities for growth, a reason why i think a few of us dont stay for long. There is a lack of intrest in the "little people" who are the back bone of this agency. all of our jobs are equally important we can not do our job if someone else isnt doing theirs. so we need to work as a team commisoners included not just as somthing transactional and clinical.	1/27/2025 11:30 AM
21	None	1/25/2025 5:34 PM
22	Suggestion box	1/25/2025 2:46 AM
23	We have a suggestion box and a letter was recently written to the heads of our agency. Only half of the letter was addressed. The letter talked about people taking longer breaks, so now we have to sign a yearly letter addressing our work time. The other complaint was about not getting a raise but that was never talked about.	1/24/2025 7:51 PM
24	we have a suggestion box that is labeled "chairmans suggestion box" I am unsure of anything that is put into that box, if anything, because we all know that nothing is going to change as long as the leadership we have in place does NOT change. The chairman is nice, but his mindset on paying each employee seems like it is based off the 80's, not 2025. If you're a department head, you should be paid as such and on an equal scale across the board. Each job title (program assistant, director, dept head, etc) should be paid the same no matter how long you have been here. especially since the work is split equally.	1/24/2025 3:43 PM