

House Legislative Oversight Committee  
Request for Information about Committee Recommendations, 2019

Agency Responding	Public Safety, Department of (DPS)
Submission Date	10/20/2019

		Agency Responses					
Recommendation Number	Recommendations to Agency and Implementation Notes on File with Legislative Oversight Committee as of August 2019	Status of Implementation	Actual or Anticipated Date of 100% Completion	Estimated Net Financial Savings, Realized or Anticipated, in the 5 Years Following Implementation*	Non-Financial Benefits Realized or Anticipated from Implementing Recommendation	Non-Financial Drawbacks Realized or Anticipated from Implementing Recommendation	Additional Comments (optional)
Report Rec #01	<p>AGENCY: Ensure the appropriate division head is involved in the hiring process. Ensure policies outline clearly which personnel provide input at which stages of the hiring process</p> <p>IMPLEMENTATION: In its 2018 Request for Information, the agency indicated it believes the recommendation is unnecessary. According to the agency, it evaluated its Policy 400.02 (Commissioned Law Enforcement Officer Application and Selection process) to consider changes that would include additional involvement of Law Enforcement Division directors in the final hiring decision, and did not see the need to make further changes to the policy. The agency states implementation of this recommendation would possibly result in duplicative review of each candidate insofar as the Division Directors recommend hiring each candidate sent to the director for final approval. For additional details see the Committee's study report and the agency's October 6, 2017 letter to the Committee.</p>	Not Started - No plans to implement	N/A	N/A	N/A	Implementation of this recommendation would possibly result in duplicative review of each candidate insofar as the Division Directors recommend hiring each candidate sent to the director for final approval.	Each Law Enforcement Division (LED) has responsibility for managing the recruitment, application, and selection process of potential employees for their respective Division pursuant to SCDPS Policy 400.02 (Commissioned Law Enforcement Officer Application and Selection Process). Pre-selection activities include receiving the applications; testing and applicant processing; polygraph examinations; background investigations; and Selection Review Boards (SRB). The SRB is composed of officers selected by the applicable LED commander. Following its review, the SRB recommends applicants to the LED commander for review and selection. All LED commanders or their assigned staff coordinate with the Office of Human Resources throughout the application process before the applications are forwarded with his/her recommendations to the Director's office for final approval. The Director relies heavily on the recommendations made by the LED commanders in evaluating applicants; however, as the Director of the agency, he retains the authority for final approval of each applicant. The agency has evaluated the role LED commanders play in the hiring process and believes that their role is significant. The department does not see the need to make further changes to SCDPS Policy 400.02.
Report Rec #02	<p>AGENCY: Research the cost and feasibility of implementing a career path for agency employees</p> <p>IMPLEMENTATION: The agency indicated it is in the process of implementing this recommendation in its 2018 Request for Information. The agency anticipates implementation by November 2018. The agency states personnel are working diligently to formulate a career path that is feasible with the department's annual budget in hopes of increasing law enforcement officer retention and morale. The agency anticipates incurring costs to implement a proposed career path plan with cost savings realized if the plan is able to retain an experienced workforce. For additional details, see the agency's October 6, 2017 letter to the Committee and the agency's letters to the Committee between February and November 2018.</p>	Partially Implemented	The agency completed and implemented the Master Trooper/Officer portion of the Law Enforcement Career Path on July 1, 2019. The agency developed a Law Enforcement Career Path Retention Plan that includes all ranks within its law enforcement divisions. The agency submitted a budget request for the funding necessary to implement the Law Enforcement Career Path Retention Plan on September 20, 2019. The current Master Trooper/Officer Career Path and proposed Law Enforcement Career Path Retention Plan are attached hereto.	With the implementation of the Master Trooper/Officer Career Path, the agency has begun to realize cost savings associated with retaining a more experienced workforce. Going forward, the agency hopes to realize additional cost savings with the implementation of the Law Enforcement Career Path Retention Plan (if funded).	The department hopes that retaining more experienced officers will result in a more experienced workforce and increased morale.	As the department has not yet implemented the Law Enforcement Career Path Retention Plan, one possible negative could be related to funding and budget constraints.	N/A

Recommendation Number	Recommendations to Agency and Implementation Notes on File with Legislative Oversight Committee as of August 2019	Status of Implementation	Actual or Anticipated Date of 100% Completion	Estimated Net Financial Savings, Realized or Anticipated, in the 5 Years Following Implementation*	Non-Financial Benefits Realized or Anticipated from Implementing Recommendation	Non-Financial Drawbacks Realized or Anticipated from Implementing Recommendation	Additional Comments (optional)
Report Rec #03	<p>AGENCY: Track applicable data to determine which recruiting methods are effective in obtaining applicants with the temperament and ability to successfully complete appropriate Criminal Justice Academy courses. Include this data in the agency's Accountability Report each year</p> <p>IMPLEMENTATION: The agency indicated it is in the process of implementing this recommendation in its 2018 Request for Information. The agency anticipates implementation by September 15, 2019. The agency states it tracks the success of its recruiting efforts at multiple stages of the application process. As law enforcement applicants move through the process of becoming a trooper/officer, the pool of successful candidates becomes smaller and smaller, and the department takes an opportunity to evaluate which recruiting methods are most fruitful. In terms of benefits, the agency hopes that tracking recruiting data will result in the most effective recruiting program and an increase in quality applicants from which to choose. By identifying better applicants, the agency hopes to reduce turnover. For additional details, see the agency's letters to the Committee between February and November 2018.</p>	Complete	9/15/2019	N/A	Tracking recruiting data allows the agency to develop an effective recruiting program that increases the quality of applicants from which to choose. By identifying better applicants, the Department hopes to reduce turnover. Additionally, the agency is able to evaluate the effectiveness of varying recruiting efforts and adjust accordingly.	N/A	The Department tracks the success of its recruiting efforts at multiple stages of the application process. As law enforcement applicants move through the process of becoming a trooper/officer, the pool of successful candidates becomes smaller and smaller, and the department takes an opportunity to evaluate which recruiting methods are most fruitful. For additional information on how this information is tracked, please reference the agency's August 2018 response to the Committee. Additionally, the agency's 2018 Year End Recruiting Summary, 2019 First Quarter Report, and 2019 Second Quarter Report are attached hereto.
Report Rec #05	<p>AGENCY: Update the agency's Personnel Allocation Model to conform to national standards</p> <p>IMPLEMENTATION: The agency indicated it is in the process of implementing this recommendation in its 2018 Request for Information. The agency anticipates implementation by January 2019. According to the agency, as of February 2018, Highway Patrol had completed the necessary research and revised the agency's Personnel Allocation Model, with the draft under review for potential implementation. In terms of benefits, the agency states implementing the recommendation would allow the agency to efficiently assign resources statewide. For additional details see the agency's letters to the Committee between February and November 2018.</p>	Complete	1/1/2019	N/A	Implementing the recommendation allowed the department to assign resources statewide efficiently.	N/A	The Highway Patrol Division completed the revisions to the PAM. Personnel assignments were determined utilizing the revised PAM on January 1, 2019.
Report Rec #06	<p>AGENCY: Review industry best practices on trooper fatigue under various shift changes</p> <p>IMPLEMENTATION: The agency indicated it is in the process of implementing this recommendation in its 2018 Request for Information. The agency anticipates implementation by November 30, 2018. According to the agency, a 10-hour pilot program for the Highway Patrol was implemented April 1, 2018 and was completed September 30, 2018. The Highway Patrol Executive Command staff is assessing the program and anticipates a final report by November 13, 2018 to be included in the agency's 4th quarter report to the Committee along with a decision regarding overall implementation. Since the completion of the pilot program, all participating locations have returned to 12-hour shifts. For additional details, see the agency's letters to the Committee between February and November 2018.</p>	Complete	11/30/2018	N/A	N/A	N/A	A 10-hour pilot program for the Highway Patrol was implemented April 1, 2018 and completed September 30, 2018. The Highway Patrol Executive Command staff assessed the program and the agency provided the analysis in its 4th quarter report to the LOC along with a decision regarding overall implementation. In accordance with the findings, all participating locations have returned to 12-hour shifts. A copy of the Ten Hour Shift Pilot Project Summary is attached.
Report Rec #14	<p>AGENCY: Restructure the agency so both the Office of Professional Responsibility and Human Resources Office report to the Legal Department, whose attorneys are subject to requirements of legal ethics and rules of professional responsibility to remain licensed to practice law, then the Director</p> <p>IMPLEMENTATION: Agency indicated it will not complete this recommendation in its 2018 Request for Information. The agency states in part, its Office of Human Resources is subject to audits from a number of outside regulatory bodies which monitor its compliance with applicable law. Also, the agency states its Office of Strategic Services, Accreditation, Policy, and Inspections (OSAPI) provides oversight over all divisions within the agency, including the Office of Human Resources. For more detail, see the agency's 2018 Request for Information response, as well as its letters to the Committee in August and October 2017.</p>	Not Started - No plans to implement	N/A	N/A	N/A	The proposed restructuring would potentially jeopardize the attorney/client privilege that exists between the OGC and OHR and OPR staff. Additionally, under such an arrangement, attorneys could become witnesses to certain OHR and OPR matters, thereby making them witnesses for purposes of legal proceedings associated with the matters.	SCDPS' Office of Human Resources is subject to audits from a number of outside regulatory bodies which monitor its compliance with applicable law. For more detail, see the Agency's August response to the Committee. The Department's Office of Strategic Services, Accreditation, Policy, and Inspections (OSAPI) also provides oversight over all divisions within the agency, including the Office of Human Resources. As an accredited agency through CALEA, the Office of Human Resources is required to submit proofs on a variety of topics in order to demonstrate compliance with Department policy. These materials are evaluated by the CALEA coordinator within OSAPI. Additionally, OSAPI has an internal auditor on staff who is available to conduct audits of the divisions within the agency, including the Office of Human Resources. Finally, the agency has an informal system of checks and balances within its structure to verify the accuracy of reported information. All divisions within the agency, including the Office of Human Resources, often work collaboratively on projects. This results in information being shared between divisions which is evaluated by colleagues.

Recommendation Number	Recommendations to Agency and Implementation Notes on File with Legislative Oversight Committee as of August 2019	Status of Implementation	Actual or Anticipated Date of 100% Completion	Estimated Net Financial Savings, Realized or Anticipated, in the 5 Years Following Implementation*	Non-Financial Benefits Realized or Anticipated from Implementing Recommendation	Non-Financial Drawbacks Realized or Anticipated from Implementing Recommendation	Additional Comments (optional)
Report Rec #17	<p>AGENCY: Require Troop Commanders and Supervisors in the Blythewood Office, including the Director, to spend one day per month on the road to stay abreast of troopers' daily activities</p> <p>IMPLEMENTATION: The agency indicated it is in the process of implementing this recommendation in its 2018 Request for Information. According to the agency, the director and command staff of the various SCDPS divisions continue to participate in ride-alongs with officers which provide a firsthand view of the daily challenges faced by the officers working the road and allow the director and various command staff to receive useful feedback and keep their fingers on the pulse of the climate in the field in areas ranging from process improvement to employee morale. Furthermore, as the Director, Deputy Directors (Colonels, Chiefs, Commanders), supervisors assigned to the Blythewood Office, and Administrative Command personnel regularly travel throughout the state in attendance, support, or command of numerous field operation assignments. [e.g., holiday enforcement, special duty assignments (bike weeks, state house rallies), promotional ceremonies, awards ceremonies (HP Trooper of the Year, HP TCO of the Year, STP Officer of the Year, BPS Officer of the Year, Public Servant of the Year), Highway Dedications for fallen troopers, emergency management operations (winter storms, hurricanes, floods, etc.), media-related events (e.g., highway safety campaigns)], they are given opportunities to interact with officers while gaining insight into their daily activities. Lastly, the department has regionalized many of its promotional and recognition ceremonies. This provides an opportunity for command staff to interact with officers at the local level while reducing the amount of time that those officers have to travel to headquarters. The director and law enforcement commanders' field presence has resulted in greater engagement of field personnel. In regards to financial impact, the agency states participating in ride-alongs and field operation assignments takes the director and command staff away from their administrative duties. However, the agency believes the benefits of this participation far outweigh the associated costs. For additional details about the revised report see the agency's October 6, 2017 letter to the Committee and the agency's letters to the Committee between February and November 2018.</p>	In Progress	Ongoing	N/A	<p>The director and command staff of the various SCDPS divisions continue to participate in ride-alongs and field visits with officers which provide a firsthand view of the daily challenges faced by the officers working the road and allow the director and various command staff to receive useful feedback and keep their fingers on the pulse of the climate in the field in areas ranging from process improvement to employee morale. Furthermore, as the Director, Deputy Directors (Colonels, Chiefs, Commanders), supervisors assigned to the Blythewood Office, and Administrative Command personnel regularly travel throughout the state in attendance, support, or command of numerous field operation assignments. [e.g., holiday enforcement, special duty assignments (bike weeks, state house rallies), promotional ceremonies, awards ceremonies (HP Trooper of the Year, HP TCO of the Year, STP Officer of the Year, BPS Officer of the Year, Public Servant of the Year), Highway Dedications for fallen troopers, emergency management operations (winter storms, hurricanes, floods, etc.), media-related events (e.g., highway safety campaigns)], they are given opportunities to interact with officers while gaining insight into their daily activities. Lastly, the department has regionalized many of its promotional and recognition ceremonies. This provides an opportunity for command staff to interact with officers at the local level while reducing the amount of time that those officers have to travel to headquarters.</p> <p>The director and law enforcement commanders' field presence has resulted in greater engagement of field personnel.</p>	Participating in ride-alongs, field visits, and field operation assignments takes the director and command staff away from their administrative duties, but the benefits of this participation far outweigh the associated costs.	N/A
Report Rec #20	<p>AGENCY: Coordinate a meeting with the division of State Human Resources and other agencies which may have similar scheduling situations, (e.g., Department of Juvenile Justice; Department of Corrections; and Department of Social Services), to discuss ways to reduce the amount of time necessary to enter and update personnel hours in the South Carolina Enterprise Information System</p> <p>IMPLEMENTATION: The agency indicated it is in the process of implementing this recommendation in its 2018 Request for Information. The agency anticipates implementation by March 1, 2019. For additional details about the revised report see the agency's letters to the Committee between February and November 2018. In terms of benefits, the agency state's its personnel's workload in regard to using the SCEIS timekeeping system has been reduced and streamlined. Also, the agency's ability to track working time attributed to hazardous weather, special events, and other projects has improved. In future years, the agency anticipates the following financial savings: (A) \$6,438 (est.) saved annually based on Civilian Employees completing Law Enforcement Time Administration Duties; (B) In the event of natural disasters: (i) \$1,878 (est.) saved annually based on Law Enforcement Officers no longer completing paper time sheets; (ii) \$2,278 (est.) saved annually based on Law Enforcement Supervisors no longer completing time administration duties; (iii) \$5,549 (est.) saved annually based on Human Resources and Finance Personnel no longer completing time administration duties; and (iv) \$9,704 (est.) projected savings per disaster.</p>	Complete	3/1/2019	<p>The agency continues to realize manpower savings associated with time entry. The agency previously provided the following estimates as to the annual savings based on these revised processes, and continues to realize similar savings during natural disasters or other significant events.</p> <p>\$6,438 (est.) saved annually based on civilian employees completing law enforcement time administration duties.</p> <p>This revised process also results in savings in the event of natural disasters:</p> <p>*\$1,878 (est.) saved annually based on law enforcement officers no longer completing paper time sheets</p> <p>*\$2,278 (est.) saved annually based on law enforcement supervisors no longer completing time administration duties</p> <p>*\$5,549 (est.) saved annually based on human resources and finance personnel no longer completing time administration</p>	DPS personnel's workload in regard to using the SCEIS timekeeping system has been reduced and streamlined. The agency's ability to track working time attributable to hazardous weather, special events, and other projects continues to improve.	N/A	N/A

Notes:  
 \* If implementation of a recommendation will result in a net cost to the agency, please include that as a negative number in column E.

# **South Carolina Department of Public Safety**



**Request for Information Attachments**

# **South Carolina Department of Public Safety**



## **Recommendation 2**

### **Attachment 1**

<b>AGENCY NAME:</b>	Department of Public Safety		
<b>AGENCY CODE:</b>	K050	<b>SECTION:</b>	63

**FORM B1 – RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	<b>1</b>
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	<b>Master Trooper/Officer Rank</b>
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	<b>General: \$711,200</b> <b>Federal:</b> <b>Other:</b> <b>Total: \$711,200</b>
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*What is the net change in requested appropriations for FY 2018-19? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>NEW POSITIONS</b>	<b>0</b>
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*Please provide the total number of new positions needed for this request.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
	<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority # _____

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input checked="" type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
	<input type="checkbox"/>	Government and Citizens

<b>AGENCY NAME:</b>	Department of Public Safety		
<b>AGENCY CODE:</b>	K050	<b>SECTION:</b>	63

**ACCOUNTABILITY OF FUNDS**

This request is directly related to Strategy 2.1, which is to attract, recruit and retain a professional workforce. The addition of the Master Trooper/Officer Rank would aid in the retention of experienced law enforcement officers and contribute to the reduction of overall collisions, serious injuries and fatalities while also increasing the annual seat belt usage.

*What specific agency objective, as outlined in the agency's accountability report, does this funding request support? How would this request advance that objective? How would the use of these funds be evaluated?*

**RECIPIENTS OF FUNDS**

These funds will be primarily received by non-supervisory law enforcement officers who have served ten or more years with the Department of Public Safety.

*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

**JUSTIFICATION OF REQUEST**

Since 1994, the Department of Public Safety has encouraged employee retention within its law enforcement divisions through a career path program. This program involves the reclassification of non-supervisory law enforcement officers through three pay steps during the first five years of employment: Trooper/Officer from 1-3 years; Trooper First Class/Officer First Class from 3-5 years; and Lance Corporal at 5 years. While this system accounts for non-supervisory law enforcement officer retention through five years of service, the only means for pay advancement beyond five years is by promotion to supervisory ranks. To encourage retention of experienced non-supervisory law enforcement employees beyond five years, the Department of Public Safety is proposing the creation of the Master Trooper/Officer rank at attainment of ten years of employment as a law enforcement officer with the agency. This additional rank will incentivize experienced officers to remain with the agency and provide each division a greater depth of skills in key non-supervisory positions that include critical skill instructors, field training officers, collisions reconstructionist, criminal interdiction experts, K-9 handlers, etc.

A law enforcement officer who obtains a rank of Master Trooper/Officer will receive a \$3,432 salary increase over the previous rank of Lance Corporal. After including employer contributions (48%), the total cost the agency would incur is an estimated \$5,080 per officer. The addition of the Master Trooper/Officer rank to the career path will affect approximately 140 employees. The salary ranges of the other ranks will remain the same.

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*



Attachment A

**SCDPS Law Enforcement Officer Career Path – Effective July 1, 2019**

CLASS CODE BAND	STATE TITLE	RANK	SALARY RANGE/INCREASE	COMMENTS	REQUIREMENTS
JC10/04	Law Enforcement Officer I	Trooper/Officer Trainee*  (Non-Certified, Certified Candidates with less than 3 years of active law enforcement experience & Out of State Candidates) <b>ENTRY LEVEL</b>	\$39,038 (base salary)	After Graduation from CJA 0% increase; rank change to Trooper/Officer	High School Diploma or GED/21 years of age
JC10/04	Law Enforcement Officer I	Trooper/Officer Trainee*  (Prior to DPS hire – Certified with 3 years or more of active law enforcement experience in South Carolina) <b>ENTRY LEVEL</b>	\$42,942 (base salary)	After training 0% increase; rank change to Trooper/Officer; Will not be eligible for rank pay increase for five (5) years	High School Diploma or GED/21 years of age
JC20/05	Law Enforcement Officer II	Trooper/Officer 1 <sup>st</sup> Class	\$42,942		Serve 3 years as Trooper/Officer
JC20/05	Law Enforcement Officer II	Lance Corporal	\$47,235		Serve 5 years from Hire Date
JC20/05	Law Enforcement Officer II	Master Trooper/Officer	\$50,736		Serve 10 years from DPS Hire Date

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

CLASS CODE BAND	STATE TITLE	RANK	SALARY RANGE/INCREASE	COMMENTS	REQUIREMENTS
JC30/06	Law Enforcement Officer III	Corporal	\$54,236		Promotional Process
JC30/06	Law Enforcement Officer III	Sergeant	\$61,083		Promotional Process
JC30/06	Law Enforcement Officer III	First Sergeant	\$65,822		Promotional Process
JC40/07	Law Enforcement Officer IV	Lieutenant	\$70,561		Promotional Process
JC50/08	Law Enforcement Officer V	Captain	\$82,146		Appointed by Agency Director
JC50/08	Law Enforcement Officer V	Major	\$90,571		Appointed by Agency Director
AH55/09	Program Manager III	Lt. Colonel/Chief	N/A	Increase to Lt. Colonel/Chief (Determined by Director)	Appointed by Agency Director
UA03/00	Deputy Director	Colonel	N/A	Increase to Colonel (Determined by Director)	Appointed by Agency Director

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



# **South Carolina Department of Public Safety**



## **Recommendation 2**

### **Attachment 2**

<b>AGENCY NAME:</b>	Department of Public Safety		
<b>AGENCY CODE:</b>	K050	<b>SECTION:</b>	63

## FORM B1 – RECURRING OPERATING REQUEST

**AGENCY PRIORITY**

*Provide the Agency Priority Ranking from the Executive Summary.*

**TITLE**

*Provide a brief, descriptive title for this request.*

**AMOUNT**

*What is the net change in requested appropriations for FY 2020-21? This amount should correspond to the total for all funding sources on the Executive Summary.*

**NEW POSITIONS**

*Please provide the total number of new positions needed for this request.*

**FACTORS ASSOCIATED WITH THE REQUEST**

**Mark "X" for all that apply:**

<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
<input type="checkbox"/>	Non-mandated program change in service levels or areas
<input checked="" type="checkbox"/>	Proposed establishment of a new program or initiative
<input type="checkbox"/>	Loss of federal or other external financial support for existing program
<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
<input type="checkbox"/>	IT Technology/Security related
<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #

**STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES**

**Mark "X" for primary applicable Statewide Enterprise Strategic Objective:**

<input type="checkbox"/>	Education, Training, and Human Development
<input type="checkbox"/>	Healthy and Safe Families
<input checked="" type="checkbox"/>	Maintaining Safety, Integrity, and Security
<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens

**ACCOUNTABILITY OF FUNDS**

This request is directly related to the South Carolina Department of Public Safety's (SCDPS or Department) Strategy number 2.1: "Attract, recruit, and retain a professional workforce." The implementation of a Path Retention Plan would aid in the retention and potential growth in the number of experienced law enforcement officers and contribute to the reduction of overall collisions, serious injuries and fatalities while also increasing the annual seat belt usage.

*What specific strategy, as outlined in the FY 2019-20 Strategic Planning and*

<b>AGENCY NAME:</b>	Department of Public Safety		
<b>AGENCY CODE:</b>	K050	<b>SECTION:</b>	63

*Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

**RECIPIENTS OF FUNDS**

Funding would be received by all law enforcement officers and allocated based on the predetermined eligibility criteria of satisfactory service time in rank. All current law enforcement officers would be compensated, based on total years of satisfactory service with the department. New law enforcement officers, upon retaining employment with the department, would be compensated as they progress through their careers with the department.

*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

**JUSTIFICATION OF REQUEST**

As SCDPS strives to ensure the safety of South Carolina citizens and visitors, its law enforcement personnel resources are diminishing in terms of trained, experienced troopers and officers who are accepting more lucrative offers from the private sector and other federal, state, and local law enforcement agencies. Each time the department loses a seasoned trooper or officer, it loses years of quantifiable experience, and thousands of dollars in training costs. The department, state government, and South Carolina citizens all benefit from the retention of troopers and officers who are competent, experienced, and knowledgeable.

The proposed career path retention plan would initially increase the starting salary of a non-certified law enforcement trainee to \$43,000 (pre-certified trainee to \$45,000). Upon the successful completion of basic training at the Criminal Justice Academy, and three (3) total years of satisfactory service with the department, a trooper/officer will advance (based on time in rank) to the rank of Trooper/Officer First Class and achieve a salary of \$45,000. Upon the completion of two (2) additional years of satisfactory service with the department, a Trooper/Officer First Class will advance (based on time in rank) to the rank of Lance Corporal and achieve the current salary of \$47,235. After five (5) total years of satisfactory service as a Lance Corporal and without advancing to a supervisory rank, a trooper/officer will advance (based on time in rank) to the rank of Master Trooper/Officer and achieve the current salary of \$50,736. A trooper/officer holding the rank of Master Trooper/Officer would receive a 5% increase after completing 15 total years of satisfactory service with the department, a 7% increase after completing 20 total years of satisfactory service with the department, and another 7% increase after completing 25 total years of satisfactory service. At any time during his/her career, an eligible Lance Corporal or Master Trooper/Officer may participate in the promotion process. A trooper/officer who successfully achieves a supervisory rank would fall into the predetermined salary coinciding with the rank achieved and his/her satisfactory years of satisfactory service with the department. Throughout his/her career, a trooper/officer holding the rank of Corporal, Sergeant, First Sergeant, or Lieutenant would receive a 2% increase upon completing 10 total years of satisfactory service with the department, a 5% increase after completing 15 total years of satisfactory service, an additional 5% increase after completing 20 total years of satisfactory service, and another 7% after completing 25 total years of satisfactory service with the department. Upon achieving the rank of Captain or Major, a trooper/officer would also achieve the predetermined salary coinciding with his/her years of satisfactory service with the department. The ranks of Captain and Major would receive a 3% increase after 15 total years of

AGENCY NAME:	<b>Department of Public Safety</b>		
AGENCY CODE:	<b>K050</b>	SECTION:	<b>63</b>

satisfactory service with the department, a 5% increase after 20 total years of satisfactory service, and another 5% after 25 total years of satisfactory service. This model places all ranks at their highest potential earnings upon completing 25 total years of satisfactory service with the department.

Implementation of the proposed career path retention plan will create a professional career development program that will ultimately result in job satisfaction and increased productivity. This career path retention plan will also provide the department with a sound tool to recruit and retain applicants. It will also remedy salary inequities and promote salary advancements that will lead to maximum pay after 25 years of service—therefore increasing law enforcement officer retention. The impact of this career path retention plan for supervisors and non-supervisors will lead to qualified and competent enforcement along with effective managers and leaders. More significantly, the public will benefit from an organization with an elevated level of experience and knowledge within its ranks.

If requested funds are not received to implement a Career Path Retention Plan, the department would continue losing law enforcement officers to private sector and other federal, state, and local law enforcement agencies that are providing more lucrative offers. This will result in lower law enforcement staffing levels which would render the department unable to provide the highest standard of law enforcement services to South Carolina citizens and those traveling on South Carolina roadways. Less visibility of law enforcement on roadways and decreased commercial enforcement to protect the integrity of vital infrastructure (roads, bridges, etc.) could potentially result in an increase in traffic collisions, injuries and fatalities. Diminishing law enforcement manpower would also affect various South Carolina complexes (Governor’s Mansion, courthouses, State House grounds, etc.) with fewer officers present to patrol and secure these areas. Furthermore, criminal activity by illegal immigrants throughout the state could increase, endangering all South Carolina citizens.

This Career Path Retention Plan will be phased in over a six (6) year period. Our initial budget request of \$4,418,657 will fund the implementation cost for the first year. However, subsequent budget requests will be submitted over the next five (5) fiscal years to fully fund the incremental increases associated with the attainment of additional qualified service time for which a trooper/officer would receive a percentage based pay increase.

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

### SCDPS Law Enforcement Proposed Career Path (Attachment A)

Years of Law Enforcement Service with DPS	Position					% Increase	Position				% Increase	Position		% Increase
	Band Range: \$26,988 - \$49,932		Band Range: \$32,838 - \$60,760				Band Range: \$39,960 - \$73,935		Band Range: \$48,622 - \$89,956			Band Range: \$59,161 - \$109,457		
	Trooper / Officer Trainee (Band 4)	Trooper / Officer (Band 5)	Trooper / Officer First Class (Band 5)	Lance Corporal (Band 5)	Master Trooper/Officer (Band 5)		Corporal (Band 6)	Sergeant (Band 7)	F. Sergeant (Band 7)	Lieutenant (Band 7)		Captain (Band 8)	Major (Band 8)	
Entry	\$43,000 (Non-Certified) \$45,000 (Certified)	\$43,000 (Non-Certified) \$45,000 (Certified)	\$ 45,000	\$ 47,235	\$ 50,736		\$ 54,236	\$ 61,083	\$ 65,822	\$ 70,561		\$ 82,146	\$ 90,571	
1		\$43,000 (Non-Certified) \$45,000 (Certified)												
2		\$43,000 (Non-Certified) \$45,000 (Certified)												
3		\$43,000 (Non-Certified) \$45,000 (Certified)												
4		*** Discipline	\$ 45,000											
5			\$ 45,000											
6			*** Discipline	\$ 47,235			\$ 54,236	\$ 61,083						
7				\$ 47,235			\$ 54,236	\$ 61,083	\$ 65,822	\$ 70,561				
8				\$ 47,235			\$ 54,236	\$ 61,083	\$ 65,822	\$ 70,561		\$ 82,146	\$ 90,571	
9				\$ 47,235			\$ 54,236	\$ 61,083	\$ 65,822	\$ 70,561		\$ 82,146	\$ 90,571	
10				\$ 47,235			\$ 54,236	\$ 61,083	\$ 65,822	\$ 70,561		\$ 82,146	\$ 90,571	
11			*** Discipline	\$ 50,736			\$ 55,321	\$ 62,305	\$ 67,138	\$ 71,972	2%	\$ 82,146	\$ 90,571	
12				\$ 50,736			\$ 55,321	\$ 62,305	\$ 67,138	\$ 71,972		\$ 82,146	\$ 90,571	
13				\$ 50,736			\$ 55,321	\$ 62,305	\$ 67,138	\$ 71,972		\$ 82,146	\$ 90,571	
14				\$ 50,736			\$ 55,321	\$ 62,305	\$ 67,138	\$ 71,972		\$ 82,146	\$ 90,571	
15				\$ 50,736			\$ 55,321	\$ 62,305	\$ 67,138	\$ 71,972		\$ 82,146	\$ 90,571	
16				\$ 53,273	5%		\$ 58,087	\$ 65,420	\$ 70,495	\$ 75,571	5%	\$ 84,610	\$ 93,288	3%
17				\$ 53,273			\$ 58,087	\$ 65,420	\$ 70,495	\$ 75,571		\$ 84,610	\$ 93,288	
18				\$ 53,273			\$ 58,087	\$ 65,420	\$ 70,495	\$ 75,571		\$ 84,610	\$ 93,288	
19				\$ 53,273			\$ 58,087	\$ 65,420	\$ 70,495	\$ 75,571		\$ 84,610	\$ 93,288	
20				\$ 53,273			\$ 58,087	\$ 65,420	\$ 70,495	\$ 75,571		\$ 84,610	\$ 93,288	
21				\$ 57,002	7%		\$ 60,991	\$ 68,691	\$ 74,020	\$ 79,350	5%	\$ 88,841	\$ 97,952	5%
22				\$ 57,002			\$ 60,991	\$ 68,691	\$ 74,020	\$ 79,350		\$ 88,841	\$ 97,952	
23				\$ 57,002			\$ 60,991	\$ 68,691	\$ 74,020	\$ 79,350		\$ 88,841	\$ 97,952	
24				\$ 57,002			\$ 60,991	\$ 68,691	\$ 74,020	\$ 79,350		\$ 88,841	\$ 97,952	
25				\$ 57,002			\$ 60,991	\$ 68,691	\$ 74,020	\$ 79,350		\$ 88,841	\$ 97,952	
26				\$ 60,992	7%		\$ 65,261	\$ 73,499	\$ 79,202	\$ 84,905	7%	\$ 93,283	\$ 102,850	5%
27				\$ 60,992			\$ 65,261	\$ 73,499	\$ 79,202	\$ 84,905		\$ 93,283	\$ 102,850	
28				\$ 60,992			\$ 65,261	\$ 73,499	\$ 79,202	\$ 84,905		\$ 93,283	\$ 102,850	
29				\$ 60,992			\$ 65,261	\$ 73,499	\$ 79,202	\$ 84,905		\$ 93,283	\$ 102,850	
30				\$ 60,992			\$ 65,261	\$ 73,499	\$ 79,202	\$ 84,905		\$ 93,283	\$ 102,850	
					20.21% increase*						20.33% increase			13.56% increase

# **South Carolina Department of Public Safety**



## **Recommendation 3**

### **Attachment 1**



# South Carolina Highway Patrol

Recruiting: End of the Year Summary for 2018

January 8, 2019

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## EXECUTIVE SUMMARY

Recruiting qualified people to become law enforcement officers has always been and will continue to be a very challenging task for law enforcement (LE) agencies. The South Carolina Highway Patrol (SCHP) is no stranger to this challenge. In our state, there continues to be a limited pool of those who desire and/or are qualified to be State Troopers and we are competing with other agencies within the state for that limited pool of interested applicants. Historically the Highway Patrol has always attracted those that wanted to be a trooper since they were young. The challenge is not recruiting them, but recruiting those that haven't considered being troopers as a possible career path.

To address this problem, the South Carolina Highway Patrol needs to continue to build relationships with colleges, universities and our military partners as well as agencies such as SC Works that have and support law enforcement programs and have access to those interested in a career in LE. The SCHP needs to use these partnerships and contacts to continue to have our recruiters attend career fairs, visit the campus for LE events and offer to present information to the criminal justice students as well as transitioning soldiers who desire to work in LE.



As we continue to utilize our Recruitment Strategic Plan in 2018, we utilized our own employees as recruiters (RSP-G1,O1.1,S1.1.3) and continued to track those referrals. During this year, the recruiters were given 28 referrals from DPS and HP staff by email, and also our internal notification system on our intranet page, referred to as the Blue Page and ranged from Troopers to civilian staff. Of the 28 referrals, 11 applied and were considered for a position. The table below represents the 11 applicants referred and where they made it in the employment process (EP). Active applicant means that they are still in the EP to be considered for a future basic class. Awaiting secondary application to continue in the EP means that they have applied online and haven't yet returned the secondary application to continue in the EP. This could be due to several reasons however the Employment Unit (EU) continues to reach out to those applicants to encourage them to return that application to continue in the EP.

2	Hired for a Basic Class
1	Active in the EP for Basic Classes
3	Withdrew from the EP after applying
4	Failed a step in the EP after applying
1	Awaiting secondary App. to continue in EP
11	TOTAL

Another way we track our employee's referrals is on the initial online state application. The applicant can list a name of someone who assisted in them deciding to apply. We received 261 applicants who fell into this category and this represents approximately **15%** of the total applications we received in 2018.

In 2018, the SCHP Recruiters, Lance Corporal Brown and Lance Corporal Griggs, visited **228** universities/colleges and technical schools, **23** military installations, **19** elementary/middle/high schools, **101** career fairs, **27** community events, and visited **92** workforce partners throughout the year. These varied from career fairs, to partnership events, recruiter invites to local HP offices and presentations on numerous college campuses. All of these visits and interactions not only provided possible applicants, but also yielded valuable networking with other businesses, agencies and colleges.

The recruiter's track those who attended any career fair, presentation or any function we attended in 2018. We did this by having a sign in roster or an information sheet on the table at each event. This gives us an idea of those that we directly influenced to apply and start the employment process.

The stats below demonstrate a breakdown of **195** applicants that applied as a result of one-on-one communication at functions we have attended. This also represents other forms of communication we assisted them with while applying in 2018 and where their application is in the EP.

14	Hired for a Basic Class
15	Active Applicant for Future Basic or BLE Class
28	Withdrew after Applying
22	Awaiting Secondary Application to continue in EP
116	Failed Employment Process
195	TOTAL

Sources of the 195 Applications:

7	Military Career Fair/Veterans Event
16	University/College Career Fair/Event
12	Police One Job Posting
10	Recruiter Open invites/Meet a Recruiter Events
150	Email a Recruiter (We received over 630 emails)
195	TOTAL

As we started this journey in the beginning of 2018 we set to achieve a goal of 15%-18% minority trooper trainees in the Basic Patrol Classes by 2019. The table

below represents the classes hired in 2018 (HP Basic #'s 103,104, 105, and 106. BLE Classes for Non-Certified 679-694), which was a total of **148** Trooper Trainees that were approved for hire in 2018. As you will see we have surpassed the goal we set for 2019 in 2018 of achieving 15%-18% of minority trooper trainees in the patrol classes.

5	04%	Females (1- BF,5- WF,0 -HF)
32	22%	Males (28- BM, 3- HM, 1-AM)
<b>37</b>	<b>25%</b>	Total in 2018

Some of the problems encountered in the recruiting of qualified applicants for the SCHP in 2018 included but were not limited to the following.

1. There were only 2 recruiters to cover every recruiting event (We were able to use CRO's when more than 2 events arose at the same time).
2. Hurricane Florence hit the east coast in September and caused the recruiting unit to be deployed, this caused the recruiters to cancel or miss recruiting events.
3. Continued negative national public opinion of LE.
4. Unfortunately not everyone we speak with signs our roster sheet at events we attend. This makes it difficult to track exact numbers of those that attended an event and applied due to the recruiter's efforts.

The potential of creating dialogue with everyone they meet during events and places traveled to is a great way for them to spread the word that the SCHP is hiring. Talks and presentations at colleges allow us to reach a large target audience of those interested in the LE field. We continue to strengthen our network and dialogue by participating in future career fairs at colleges, universities and military installations and build stronger bonds with our community partners. The agency currently has two recruiters; therefore we need to continue to use our employees to assist in our recruiting efforts. All of our employees can play a vital role in our daily efforts through their relationships within their communities.

## Recruiting Survey

In 2018, we began a new initiative to better understand where our applicants come from. After the PAT test, during the hiring orientation, SCHP staff conducted an anonymous survey that the applicant voluntarily filled out. We began the survey after the start of the year, so the data reflects Quarters 2-4. Next year the data will reflect the entire year. The results of those surveys are listed below and the data will be used to help drive recruitment efforts in 2019.

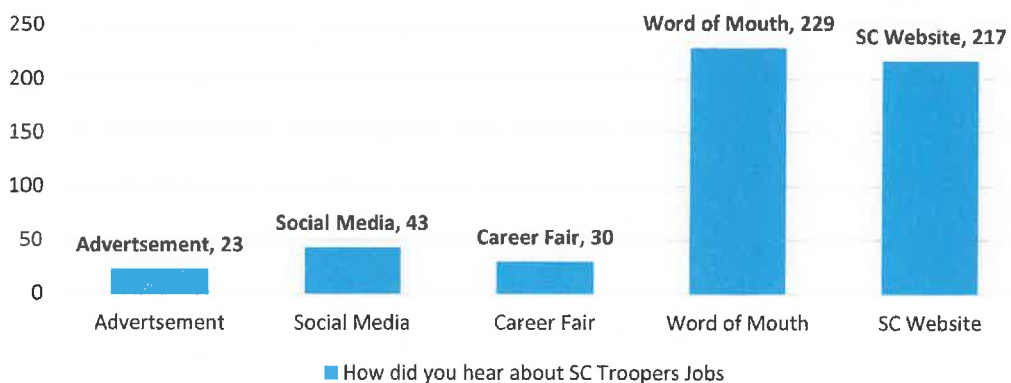
### 2018 after PAT Recruitment Survey Results

(Started 2/28/18- 4t Qtr)

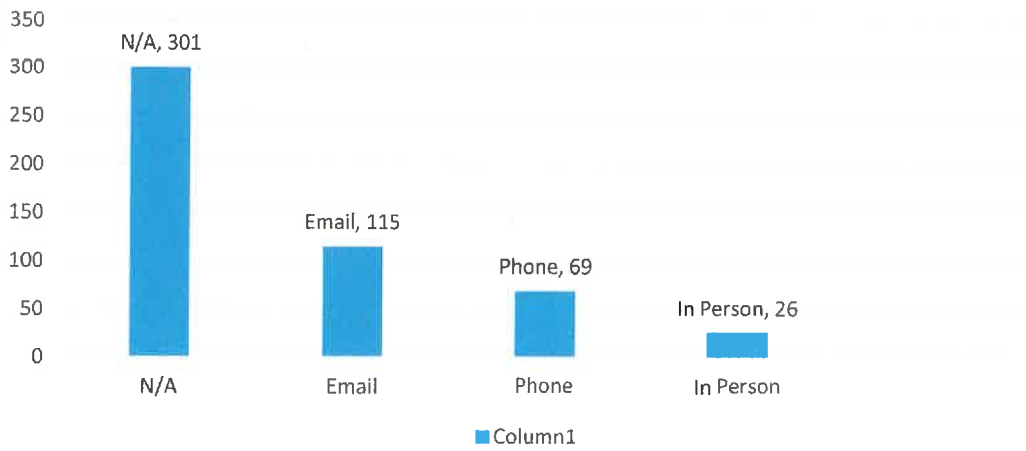
Total Survey: 431 Participants (from 63 PAT Test)

\* Some candidates choose not to answer every question

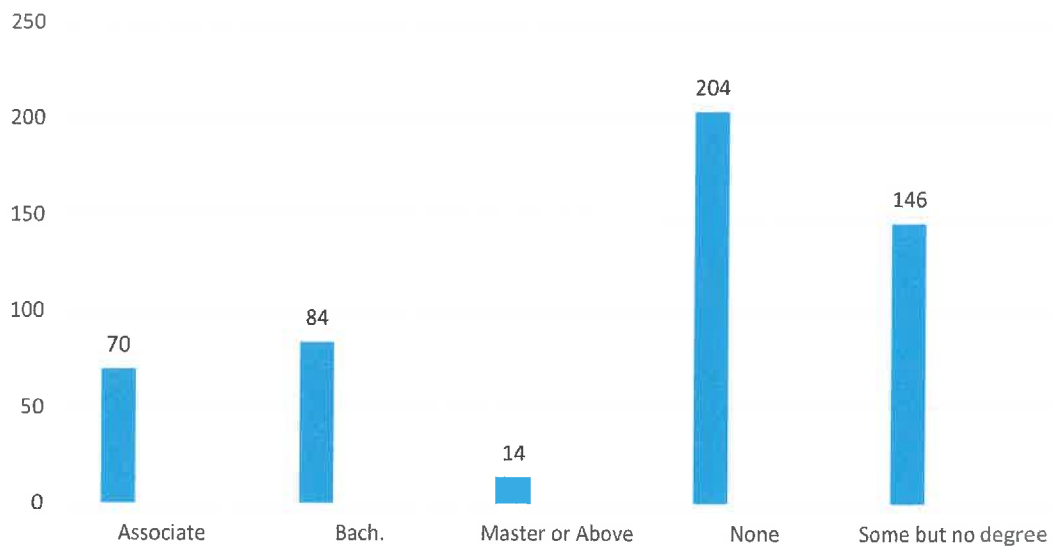
#### Q1- How did you hear about SC Troopers Jobs



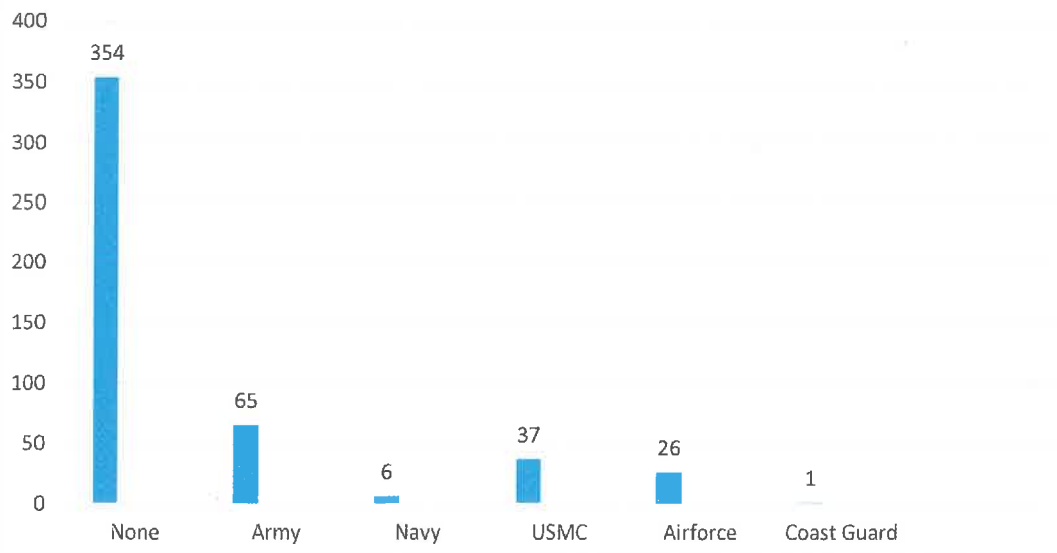
### Q2-Spoke to a Recruiter before applying



### Applicant Education Level



## Military



# **South Carolina Department of Public Safety**



## **Recommendation 3**

### **Attachment 2**



**South Carolina Department of Public  
Safety South Carolina Highway Patrol**

**First Quarter 2019: January, February and March Recruiters  
Activity Report**

**Number of Applications 1<sup>st</sup> Qtr**

**2019- 432**

**Vs**

**2018- 538**

## Table of Contents

### Part 1 - Process Evaluations

University/College Visits.....	Pg. 4
Community Partner/Career Center Visits.....	Pg. 6
Military Installations Visited.....	Pg.6
Non-College Career Fairs/ Job Fairs .....	Pg. 7
Middle / High Schools Visited.....	Pg. 7
Community Events.....	Pg.8
Training/other .....	Pg. 8
Social Media.....	Pg. 9
Advertising Trooper Position .....	Pg.9/10

### Part 2- Process Outcomes

After PAT Survey 1st Quarter.....	Pg.11
2019 Total Survey Results.....	Pg.11
Problems Encountered.....	Pg.15
Recommendations.....	Pg.15
Spin-off Activities .....	Pg.15

## (Process Evaluations)

### Universities / Colleges Visited (RSP-G1 and G2):

1-14-19 Morris College

1-14-19 Central Carolina Technical College (Sumter)

1-14-19 Central Carolina Technical College (Manning)

1-16-19 Francis Marion University

1-16-19 Florence-Darlington Technical College

1-23-19 University of South Carolina Career Fair

1-23-19 Midlands Technical College

1-24-19 Columbia College

1-29-19 Spartanburg Methodist College

1-29-19 USC Upstate

1-29-19 Spartanburg Community College

1-29-19 Wofford College

1-29-19 Converse College

1-31-19 USC Aiken

1-31-19 Aiken Technical College

2-5-19 North Greenville University Criminal Justice Career Fair

2-5-19 Bob Jones University Career Fair

2-6-19 South University

2-8-19 NC State University Career Fair

2-8-19 Augusta University Career Fair

2-11-19 Benedict College

2-12-19 Southern Wesleyan University Career Fair

2-12-19 Morris College Career Fair

2-14-19 Claflin College Career Fair

2-15-19 Benedict College Awareness Career Fair

2-20-19 USC Aiken Career Fair

2-23-19 South University Wellness Fair

2-26-19 Miller-Motte Career Fair

2-27-19 Clemson University Career Fair

2-27-19 Spartanburg Vet Career Fair

2-27-19 College of Charleston Career Fair

3-4-19 Allen University

3-6-19 3<sup>rd</sup> Annual Horry-Georgetown Career Fair

3-6-19 USC Lancaster Career Fair

3-6-19 Florence-Darlington Tech Career Fair

3-7-19 South Carolina State University

3-7-19 Orangeburg-Calhoun Technical College

3-8-19 Charleston Southern University

3-12-19 ECPI Palmetto State Job Fair

3-12-19 Georgia Southern University Career Fair

3-13-19 College Of Charleston Career Fair

3-14-19 Tri County Technical College

3-14-19 Clemson University

3-14-19 Anderson University

3-19-19 Low Country Beaufort Career Fair

3-20-19 Francis Marion University Career Fair

3-20-19 Greenville Technical College

3-20-19 Bob Jones University

3-21-19 Darlington Career Fair

3-21-19 Piedmont Technical College Career Fair

3-21-19 USC Criminal Justice Career Fair

3-26-19 Central Carolina Technical College Career Fair

3-26-19 Orangeburg Calhoun Technical College Career Fair

3-27-19 Columbia College Career Fair

3-27-19 North Greenville Career Fair

3-28-19 Winthrop University Career Fair

3-29-19 Johnson C. Smith University

## Community Partner/ Career Centers Visited (RSP- G1 and G2)

1-11-19 Orangeburg SC Works

1-15-19 Florence SC Works

1-18-19 SC Works Bamberg

1-22-19 Lexington Co SC Works

1-25-19 Charleston Co SC Works

2-11-19 Sumter Co SC Works

2-21-19 Darlington SC Works

3-14-19 Bamberg Job Corp Center

## Military Installations Visited (RSP-G1 and G2)

1-11-19 Ft. Jackson

1-15-19 McEntire Joint National Guard

2-11-19 Parris Island Marine Corps Base

3-8-19 Orangeburg National Guard Armory

3-8-19 Shaw Air Force Base

3-15-15 Hartsville National Guard Armory

## Non-College Career/Job Fairs Visited on (RSP-G1 and G2):

1-23-19 Horry County SC Works Career Fair

2-14-19 CHEC Career Expo

3-12-19 ECPI Palmetto State Career Fair

3-19-19 SC Works Low Country Readiness Fair

3-21-19 Darlington County Career Fair

3-21-19 SC Works Career Fair Piedmont Tech

3-22-19 Florence County Vocational Rehab Career Fair

## Middle / High Schools Visited:

2-11-19 Edisto Elementary Career Day

2-11-19 Orangeburg Technology Center

3-1-19 Lake City High School Career Fair

3-15-19 Dorchester Career and Technology Center

3-19-19 Ellen Woodside Elementary Career Day



## Community Events:

- 1-10-19 9<sup>th</sup> SCLLEN Meeting
- 1-11-19 12<sup>th</sup> SCLLEN Meeting
- 1-23-19 2<sup>nd</sup> SCLLEN Meeting
- 1-23-19 7<sup>th</sup> SCLLEN Meeting
- 1-23-19 15<sup>th</sup> SCLLEN Meeting
- 2-7-19 Summerville SCLLEN Meeting

## Training/Other:

- 1-1-19 Holiday Enforcement
  - 1-7-19 Stress Management Training
  - 1-8/9-19 Governors Inauguration
  - 1-14-19 Recruiting Unit Meeting
  - 1-16-19 Grants Workshop
  - 1-24-19 HQ Meeting
  - 2-19-19 CRO Unit Meeting
  - 2-20-19 HQ Recruiter Interviews
  - 2-21-19 Mock Interview Coker College
  - 2-22-19 HQ Recruiter Interviews
  - 2-26-19 HQ Recruiter Interviews
  - 3-28-19 CRO Unit Meeting
- Assisting with PAT/ND testing and OIB (Jan, Feb and March)

## Social Media (RSP-G1):

Facebook: Total number of Followers- 17,077

Twitter: Currently have 805 Followers

Instagram: Currently 227 Followers

## **Facebook Campaign Ad Stats**

The SC Highway Patrol Recruiting Unit did a Facebook recruiting campaign ad which began on February 10, 2019 and concluded on March 11, 2019. Total budget spent was \$4,250 and the campaign featured 4 different slides that were split evenly - two link clicks and also two reach objectives. The campaign generated over 7,000 clicks and reached 412, 955 people during a 4-week time frame. During that time period, there was an increase in State Applications by a total of 22 applications compared to the same time in 2018.

## HP Recruiting Website Results

**1 Year Prior (February 10 – March 10, 2018)**  
([scdps.sc.gov/careers/sctrooper](http://scdps.sc.gov/careers/sctrooper))

Page views: 1,747

Unique Page views: 433

**30 Days Prior (January 9 – February 9, 2019)**  
([scdps.sc.gov/careers/sctrooper](http://scdps.sc.gov/careers/sctrooper))

Page views: 4,377

Unique Page views: 2,490

**HP Recruiting Social Media Ad Run Dates (February 10 – March 10, 2019)**  
([scdps.sc.gov/careers/sctrooper](http://scdps.sc.gov/careers/sctrooper))

Page Views: 13,338 (+8,961)

Unique Page views: 9,094 (+6,604)

There was an increase of 8,961 views to our agency website ([www.scdps.sc.gov/careers/sctrooper](http://www.scdps.sc.gov/careers/sctrooper)). Additionally, there was also an increase of 6,604 unique page views compared to the previous 30 days before the campaign went live.

## After PAT Survey Results

During this Quarter, a survey was conducted of the applicants that made it to the PAT test. This survey was conducted to gather data to determine what types of applicants our agency is receiving, and to determine how to better deploy our recruiting resources in the future. **Some applicants did not answer every question.**

Here are the results of the  
**Recruiting Survey from 2019-1st Quarter:**

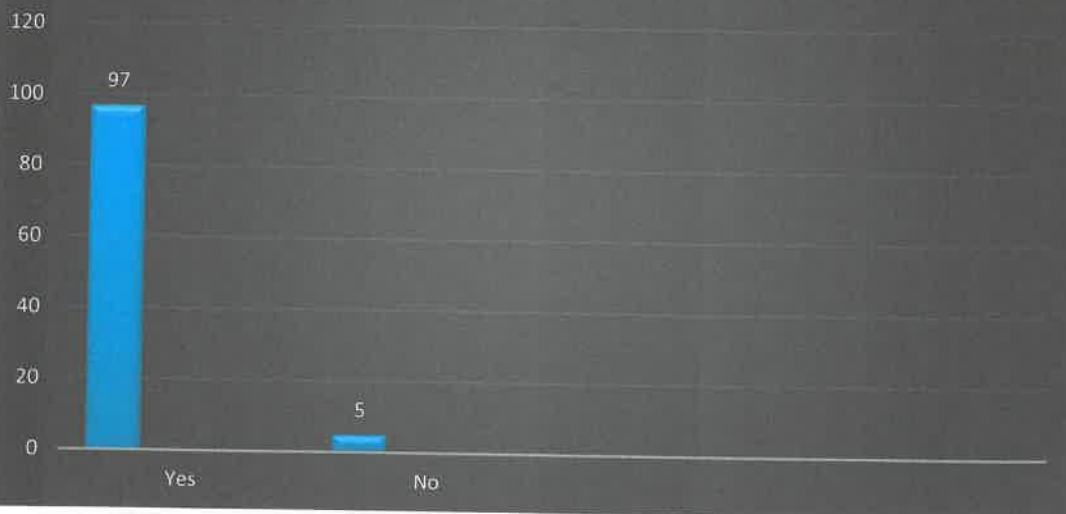
**13** Total Surveys were done during this time period.

**159** applicants participated in the Survey.

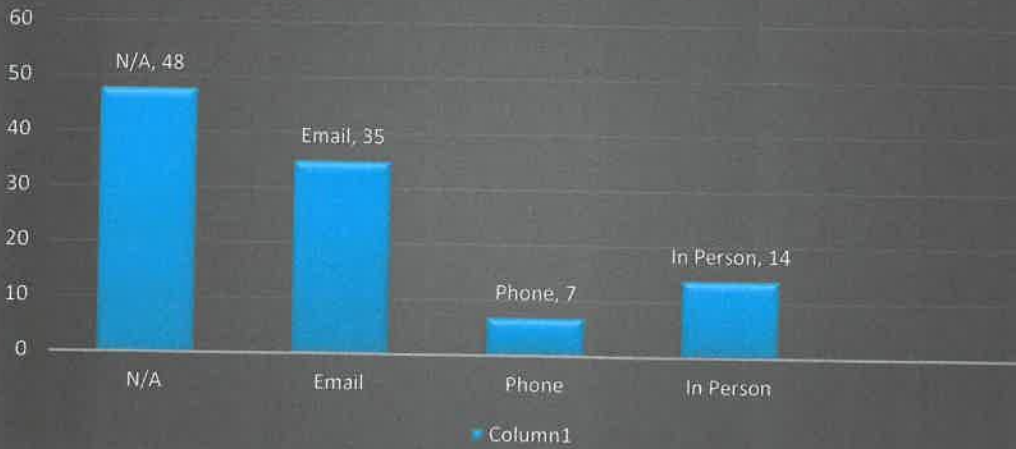
### Q1- How did you hear about SC Troopers Jobs



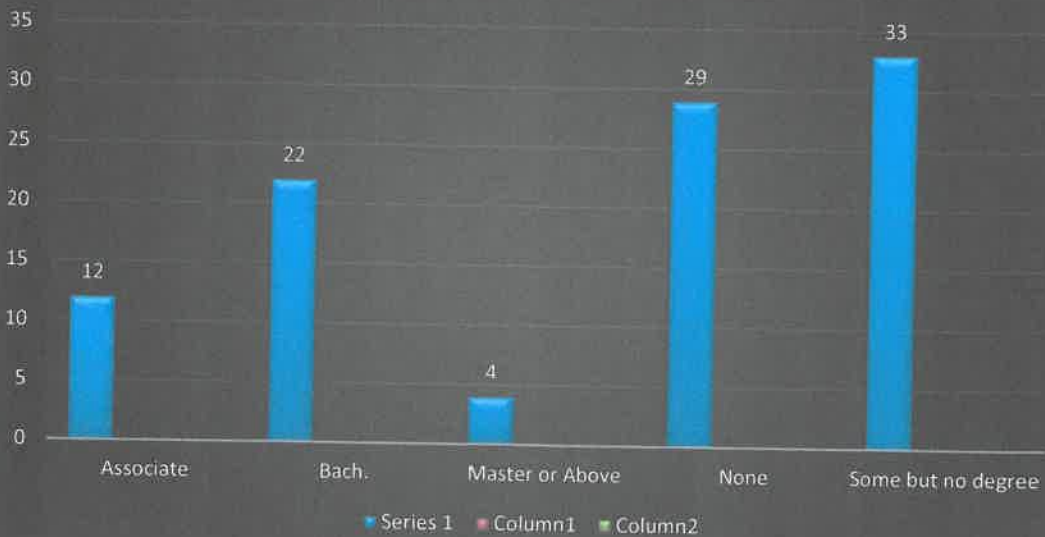
### Q2- Have you visited the SC Highway Patrol Recruiting Website

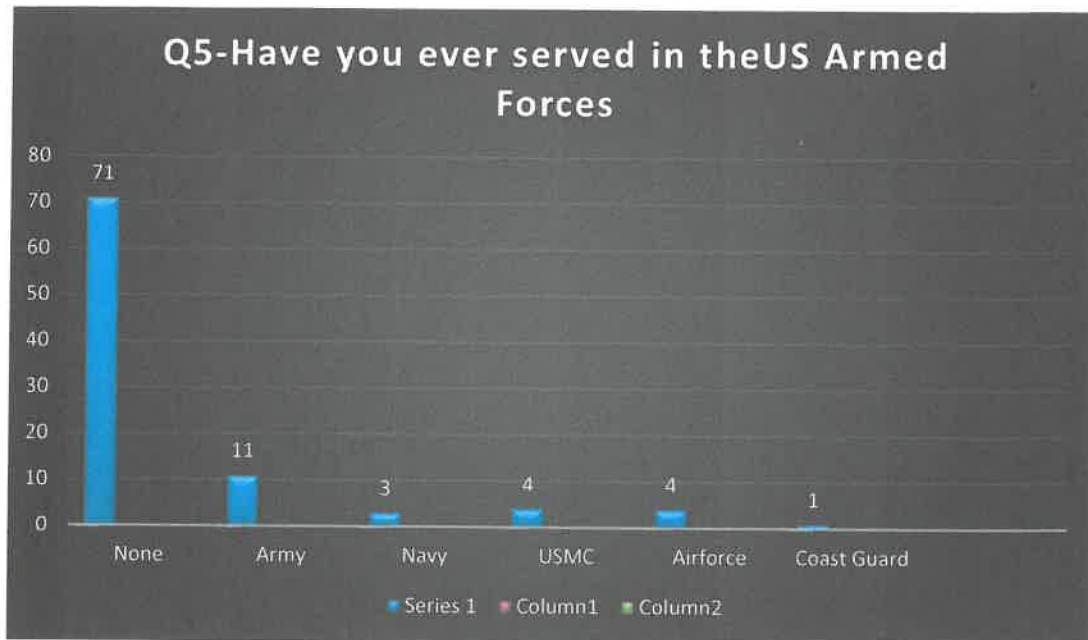


### Q3-Spoke to a Recruiter before applying



### Q4-Applicant Education Level





### Advertising Trooper Position:

Police One Posting- Received 9 alerts of interested applicants that were contacted.

We also have active posting with the Discover Policing, Fort Jackson Job Readiness Center, Columbia College, Citadel College, Newberry College, Presbyterian College, North Eastern Technical College, SC Works and numerous other colleges through Purple Briefcase and Handshake sites.

# South Carolina Department of Public Safety

## South Carolina Highway Patrol

### (Outcome Evaluations)

#### January – March 2019: First Quarter Report

- I. Problems Encountered:
  - a. Continued view of law enforcement nationwide is negative and makes it more difficult than normal to recruit applicants into the field.
  - b. The unit started the year off with 2 recruiters. L/Cpl. Greg Griggs last event was January 26, 2019. L/Cpl. Delvin Brown was the only recruiter from that date until March 12, 2019. The unit added upstate recruiter L/Cpl. Mitchell Ridgeway.
  - c. Other local law enforcement agencies are increasing starting salaries to rival or even surpass ours.
  
- II. Recommendations:
  - a. Continue to coordinate recruitment meetings throughout the state to reach more applicants, and use social media presence to assist in advertising those meetings to increase the attendance of applicants.
  - b. Conduct additional college presentations and continue to build partnerships with colleges, universities and technical schools.
  - c. Continue using the community relations officers to assist us in our recruiting efforts by utilizing their community reach efforts and partners to reach more applicants.
  - d. Continue networking with other law enforcement recruiters to find career/job fairs and potential applicants who are interested in SCHP.
  - e. Conduct more formal and informal training with line and field personnel on how to recruit as a "Total Recruitment Agency."
  
- III. Spin-off Activities:
  - a. TCOs (Dispatchers) started to attend events with the recruiters in hopes of increasing their applications to fill positions statewide.



# **South Carolina Department of Public Safety**



## **Recommendation 3**

### **Attachment 3**

**South Carolina Department of Public  
Safety South Carolina Highway Patrol**

**Second Quarter 2019: April, May and June Recruiters  
Activity Report**

**Number of Applications 2<sup>nd</sup> Qtr**

**2019- 342**

**Vs**

**2018- 460**

## Table of Contents

### Part 1 - Process Evaluations

University/College Visits.....	Pg. 4
Community Partner/Career Center Visits.....	Pg. 6
Military Installations Visited.....	Pg.6
Non-College Career Fairs/ Job Fairs .....	Pg. 7
Middle / High Schools Visited.....	Pg. 7
Community Events.....	Pg.8
Training/other .....	Pg. 8
Social Media.....	Pg. 9
Advertising Trooper Position .....	Pg.9/10

### Part 2- Process Outcomes

After PAT Survey 1st Quarter.....	Pg.11
2019 Total Survey Results.....	Pg.11
Problems Encountered.....	Pg.15
Recommendations.....	Pg.15
Spin-off Activities .....	Pg.15

## (Process Evaluations)

### Universities / Colleges Visited (RSP-G1 and G2):

- 4-1-19 Forrest College
- 4-2-19 Newberry Career and Resource Fair
- 4-3-19 Coastal Carolina Career Fair
- 4-4-19 Central Carolina Technical College Career Fair (Manning)
- 4-4-19 Charleston Southern University Career Fair
- 4-9-19 Erskine College
- 4-10-19 York Tech Employer Spotlight
- 4-10-19 Winthrop University
- 4-11-19 Midlands Technical College
- 4-11-19 Columbia Women's College
- 4-12-19 Piedmont Tech Career Fair
- 4-16-19 University of South Carolina Aiken Career Fair
- 4-16-19 Aiken Technical College
- 4-17-19 Committee for Military Career Fair
- 4-17-19 Savannah State University Career Fair
- 4-18-19 Hire SC Greenville Career Fair
- 4-23-19 Bluff Road Armory Career Fair

4-24-19 USC Sumter Career Fair  
4-24-19 Central Carolina Technical College  
4-24-19 South University Career Fair  
4-25-19 Laurens County Job Fair  
4-26-19 Webster University Career Fair  
4-26-19 Midlands Technical College  
4-26-19 South University  
5-1-19 Camp Lejeune Military Career Fair  
5-1-19 Spartanburg County Job Fair  
5-3-19 Pee Dee Job Fair  
5-3-19 Mauldin HS Career Fair  
5-7-19 13<sup>th</sup> Annual Veterans Career Fair at Ft. Gordon  
5-9-19 York County Career Fair  
5-15-19 Orangeburg-Calhoun Tech Advisory Board  
5-16-19 Tri-County Technical College  
5-16-19 Southern Wesleyan University  
5-20-19 Claflin University  
5-22-19 Sumter County Job Fair  
5-23-19 Low country Technical College Career Fair  
5-31-19 Miller-Motte Tech Advisory Board  
6-1-19 Rock Hill Career Fair  
6-11-19 Ft. Jackson Summit Career Fair

6-12-19 Conway Veterans Career Fair

6-17-19 USC Gamecocks Networking Event

6-20-19 Greenville Career Fair

6-21-19 Sumter County Job Fair

### Community Partner/ Career Centers Visited (RSP- G1 and G2)

5-29-19 Anderson SC Works

6-5-19 Spartanburg SC Works

6-18-19 Rock Hill SC Works DPS Hiring Event

6-19-19 Spartanburg SC Works DPS Hiring Event

6-20-19 Greenville SC Works

6-20-19 Florence SC Works DPS Hiring Event

6-21-19 Sumter Co SC Works DPS Hiring Event

6-24-19 Beaufort SC Works DPS Hiring Event

6-25-19 Charleston SC Works DPS Hiring Event

6-26-19 Camden SC Works DPS Hiring Event

6-26-19 Anderson SC Works DPS Hiring Event

6-27-19 Richland SC Works DPS Hiring Event

6-27-19 Greenville SC Works DPS Hiring Event

6-28-19 SC Works Orangeburg DPS Hiring Event

6-28-19 SC Works Newberry DPS Hiring Event

## Military Installations Visited (RSP-G1 and G2)

5-1-19 Camp Lejeune Marine Corps

5-7-19 Fort Gordon Army Base

5-23-19 McEntire Air National Guard Station

6-11-19 Ft. Jackson Military Base

6-24-19 Parris Island Marine Corps

6-28-19 Orangeburg National Guard Armory

## Non-College Career/Job Fairs Visited on (RSP-G1 and G2):

4-2-19 Newberry Career and Resources Fair

4-4-19 Clarendon County Job Fair

4-25-19 Laurens County Job Fair

5-1-19 Spartanburg County Career Fair

5-9-19 York County Job Fair

6-1-19 Rock Hill Job Fair

6-12-19 Conway Veterans Job Fair

6-21-19 Sumter County Job Fair

## Middle / High Schools Visited:

- 4-10-19 Ridgeview High School Career Day
- 4-11-19 Ashley Ridge High School Career Day
- 5-3-19 Mauldin High School Career Fair
- 5-6-19 T.L. Hanna High School
- 5-23-19 McCormick Elementary Career Day
- 5-31-19 Clinton Middle School Career Day

## Community Events:

- 4-23-19 4<sup>th</sup> SCLLEN Meeting
- 5-2-19 1<sup>st</sup> SCLLEN Meeting
- 5-3-19 14<sup>th</sup> SCLLEN Meeting
- 5-8-19 2<sup>nd</sup> SCLLEN Meeting
- 6-24-19 Touch a Truck Edgefield
- 6-22-19 Palmetto State Armory (Columbia)
- 6-29-19 Palmetto State Armory (Anderson)

## Training/Other:

- 4-4-19 In-Service Field Training
- 4-12-19 Greenville Tech Advisory Board
- 4-19-19 Fallen Trooper Memorial
- 4-23-19 Special Olympics Softball Tournament



5-8-19 Headquarters Recruiting Meeting

5-14-19 In-Service Classroom

5-15-19 Law Enforcement Luncheon

5-15-19 OC Tech Advisory Board

5-27-19 Memorial Day Road Enforcement

5-31-19 Miller-Motte Tech Advisory Board

6-11-19 HP Graduation

Assisting with PAT/ND testing and OIB (April, May and June)

### Social Media (RSP-G1):

**Facebook:** Total number of Followers- 17,077

**Twitter:** Currently have 805 Followers

**Instagram:** Currently 227 Followers

## After PAT Survey Results

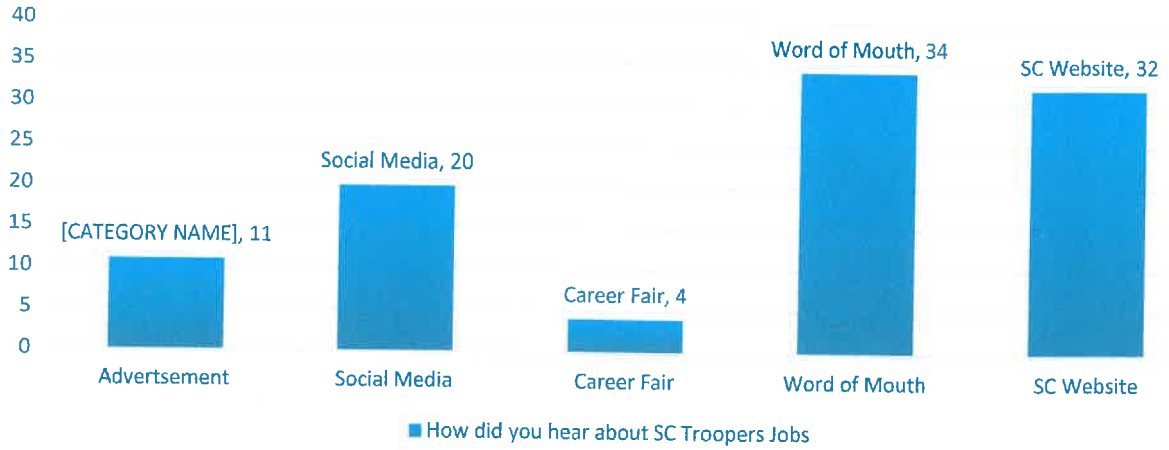
During this Quarter, a survey was conducted of the applicants that made it to the PAT test. This survey was conducted to gather data to determine what types of applicants our agency is receiving, and to determine how to better deploy our recruiting resources in the future. **Some applicants did not answer every question.**

Here are the results of the  
**Recruiting Survey from 2019-2nd Quarter:**

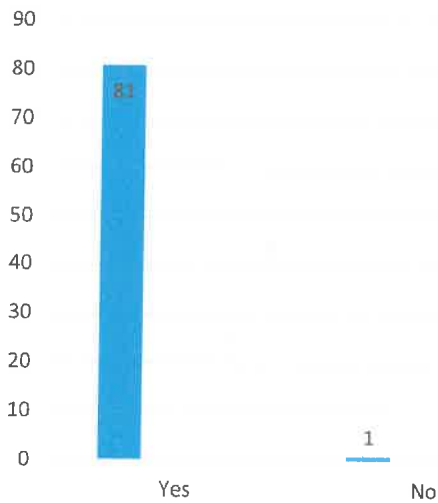
**13** Total Surveys were done during this time period.

**73** applicants participated in the Survey.

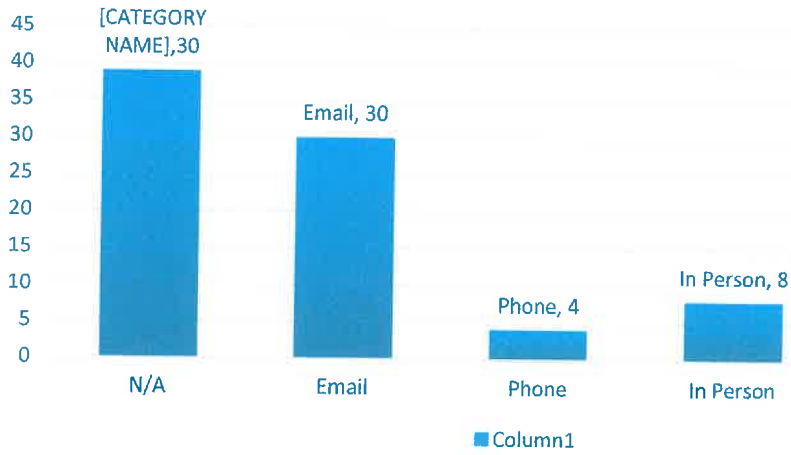
### Q1- How did you hear about SC Troopers Jobs



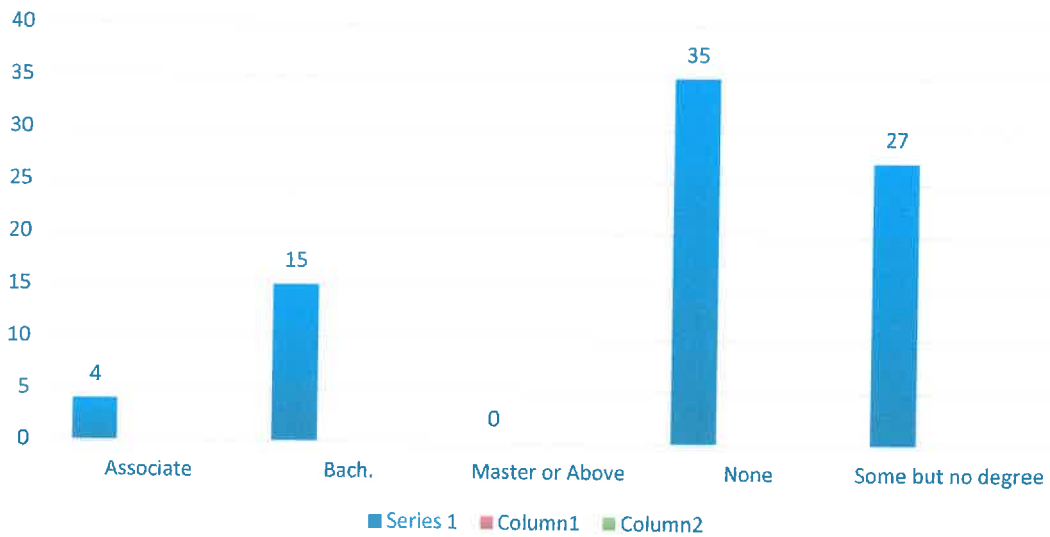
### Q2- Have you visited the SC Highway Patrol Recruiting Website

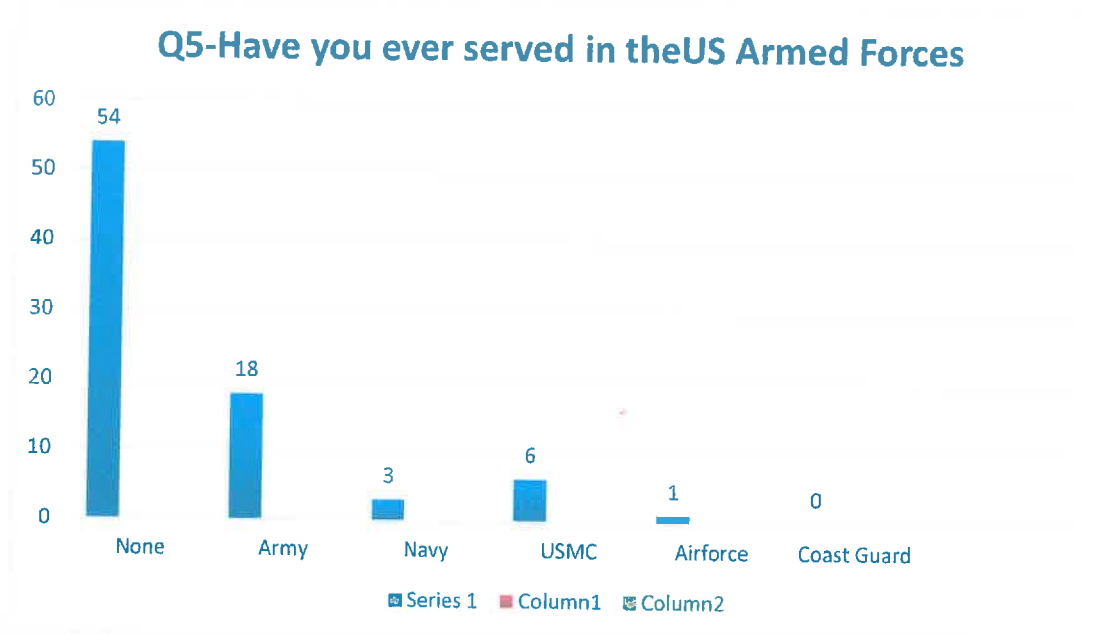


### Q3-Spoke to a Recruiter before applying



### Q4-Applicant Education Level





### Advertising Trooper Position:

Police One Posting- Received 9 alerts of interested applicants that were contacted.

We also have active posting with the Discover Policing, Fort Jackson Job Readiness Center, Columbia College, Citadel College, Newberry College, Presbyterian College, North Eastern Technical College, SC Works and numerous other colleges through Purple Briefcase and Handshake sites.

# South Carolina Department of Public Safety

## South Carolina Highway Patrol

### (Outcome Evaluations)

#### April – June 2019: Second Quarter Report

- I. Problems Encountered:
  - a. Continued view of law enforcement nationwide is negative and makes it more difficult than normal to recruit applicants into the field.
  - b. The unit started the year off with 2 recruiters. L/Cpl. Greg Griggs last event was January 26, 2019. L/Cpl. Delvin Brown was the only recruiter from that date until March 12, 2019. The unit added upstate recruiter L/Cpl. Mitchell Ridgeway.
  - c. Other local law enforcement agencies are increasing starting salaries to rival or even surpass ours.
  - d. Starting March 1<sup>st</sup> Recruiters started tracking only qualified applicants that met minimum qualifications.
  
- II. Recommendations:
  - a. Continue to coordinate recruitment meetings throughout the state to reach more applicants, and use social media presence to assist in advertising those meetings to increase the attendance of applicants.
  - b. Conduct additional college presentations and continue to build partnerships with colleges, universities and technical schools.
  - c. Continue using the community relations officers to assist us in our recruiting efforts by utilizing their community reach efforts and partners to reach more applicants.
  - d. Continue networking with other law enforcement recruiters to find career/job fairs and potential applicants who are interested in SCHP.
  - e. Conduct more formal and informal training with line and field personnel on how to recruit as a "Total Recruitment Agency."
  
- III. Spin-off Activities:
  - a. TCOs (Dispatchers) started to attend events with the recruiters in hopes of increasing their applications to fill positions statewide.

# **South Carolina Department of Public Safety**



## **Recommendation 6**

### **Attachment 1**



SC DEPARTMENT OF PUBLIC SAFETY

Leroy Smith, Director

HIGHWAY PATROL

Colonel Christopher N. Williamson, Commander

MEMORANDUM

TO: SCHP ALL

FROM: Colonel C. N. Williamson *cnw*

DATE: November 15, 2018

SUBJECT: Ten-Hour Work Shift Pilot Project -- Final Assessment

Upon assuming command of the South Carolina Highway Patrol last year, I appointed a committee of subject matter experts to review the Highway Patrol's personnel allocation model and make recommendations for more efficient management of existing resources and delivery of services. As part of this objective, the committee provided oversight of the division's participation in a six-month pilot program to explore the feasibility of converting field operations to 10-hour work shifts. This pilot project was implemented in Troops Five and Six from April 1, 2018 to September 30, 2018. During this period, troopers were scheduled to work 10-hour shifts instead of the normal 12-hour shift rotation.

The team assigned to this project was tasked with identifying assessment criteria, monitoring productivity measures, and assessing the viability of the 10-hour shift models that were developed by supervisory personnel in Troops Five and Six, in consultation with the SCDPS Office of Human Resources. Under the trial models, personnel were assigned to 10-hour work days and rotated among three shifts—day shift, evening shift, and midnight shift—every 28 days.

Throughout the six-month trial phase, supervisory personnel from the respective troops conducted monthly evaluations of work schedules, surveyed participating personnel, and made adjustments to schedules as needed to accommodate concerns and address work inefficiencies. Committee members analyzed enforcement activity data and reviewed feedback from personnel within the participating troops. For the final three months of the project, a hybrid schedule rotation was implemented in order to facilitate adaptability by troop personnel.

While there were some promising benefits of migrating to a 10-hour shift rotation, the SCHP test program yielded predominantly unfavorable results.





Ten-Hour Work Shift Project

November 15, 2018

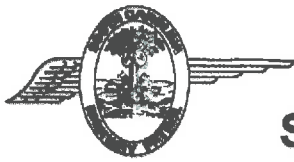
Page Two

At the conclusion of the pilot program, the committee members met with personnel from each of the participating troops. These representatives unanimously advised against implementation of the 10-hour work schedule. Based on all information derived from this pilot project, the review committee's recommendation is that the 12-hour shift remains the most effective work schedule for the South Carolina Highway Patrol.

With the goal of creating the safest work environment for our troops and encouraging greater work efficiency, this pilot project was a prudent effort to examine the real-world effects of migrating to 10-hour shift rotations. I would like to thank the committee and the participating troops for their great work with this project. As a historically progressive organization, the South Carolina Highway Patrol will continue to pursue more excellent ways of delivering public safety and law enforcement services.

After careful review of all aspects of the test program, I concur with the overall assessment of the designated committee and troop participants. I am therefore directing that the South Carolina Highway Patrol will not adopt the 10-hour work schedules at this time, and will continue to operate with 12-hour shift rotations for field enforcement personnel.

CNW/vlc



## SOUTH CAROLINA HIGHWAY PATROL ACTION MEMORANDUM

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

**Approved**

**Not Approved**

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

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

**Not Approved**

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



**SC DEPARTMENT OF PUBLIC SAFETY**

Leroy Smith, Director

**HIGHWAY PATROL**

Colonel Christopher N. Williamson, Commander

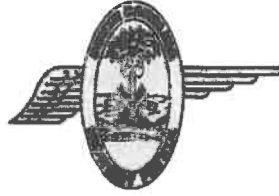
MEMORANDUM

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

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

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





# **South Carolina Highway Patrol**

## **Ten Hour Shift Pilot Project**

**November, 2018**

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### **Executive Summary**

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

### **Better Managing Allocated Personnel**

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

## The Ten Hour Shift

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

A proposed remedy to this situation is a ten-hour shift rotation. Models for this work schedule were developed by SChP supervisory personnel in Troops 5 and 6 in consultation with the SCDPS Office of Human Resources and a pilot program was implemented for a six month trial period on April 1, 2018. Under the trial models, personnel are assigned to ten hour work days and rotate among three shifts – day shift, evening shift, and midnight shift – every twenty-eight (28) days. The expected benefits of the ten-hour shift rotation include:

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

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

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

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

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

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