South Carolina
Department of Public Safety
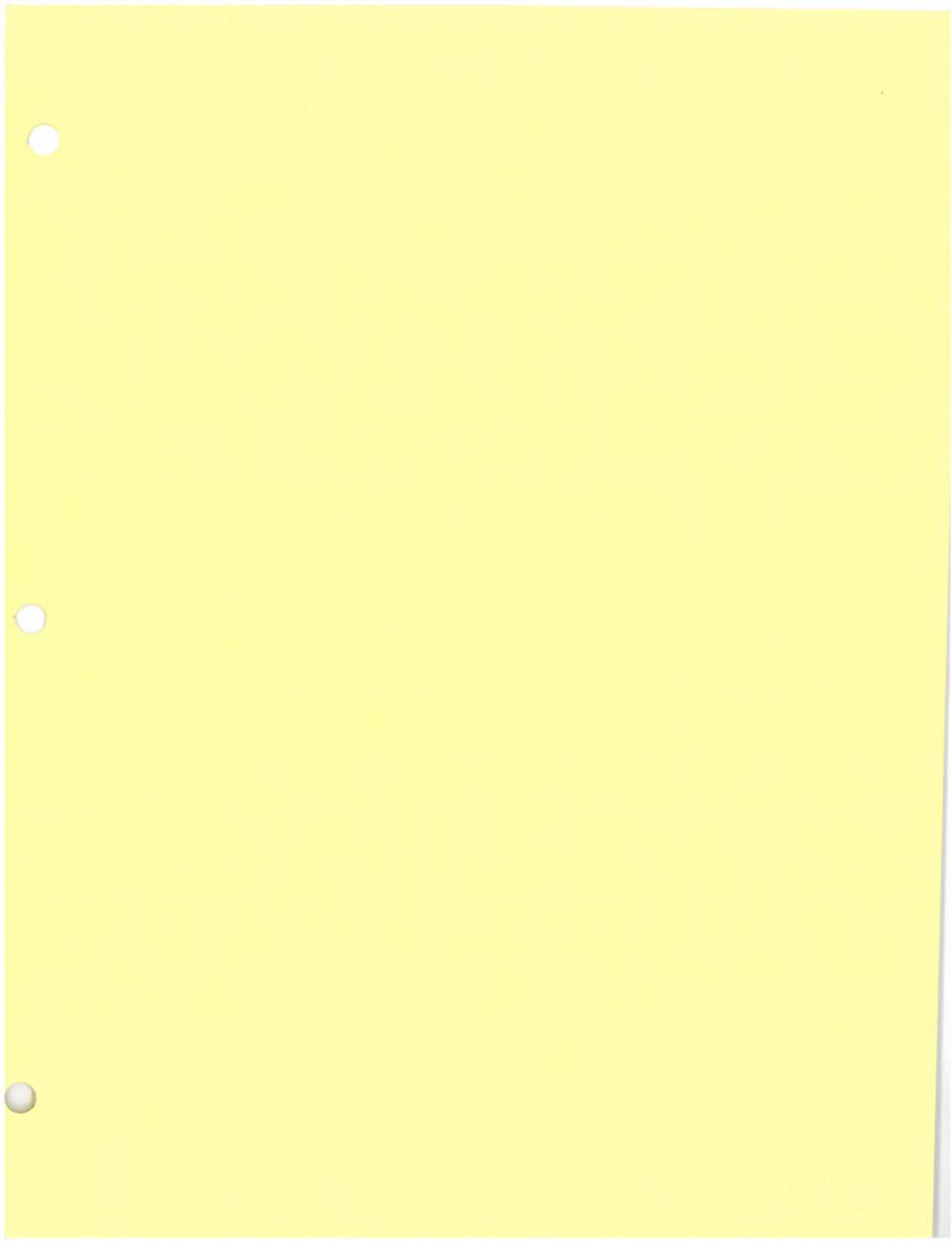
Staff Inspection Report

South Carolina Highway Patrol Communications

Blythewood / Charleston / Florence / Greenville

Major J. D. Moore
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10311 Wilson Boulevard
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South Carolina
Department of Public Safety

Staff Inspection Report

South Carolina Highway Patrol

Communications
(Blythewood TCC)

November 16 & 18, 2015

Major J. D. Moore
Office of Strategic Services, Accreditation, Policy and Inspections
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Staff Inspection Report
South Carolina Highway Patrol Communications
Blythewood TCC
November 16 & 18, 2015

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Blythewood TCC
November 16 & 18, 2015

Executive Summary

The Staff Inspection of the South Carolina Highway Patrol Communications Unit Telecommunications Center (TCC), located in Blythewood, revealed minimum issues that were either non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, were in compliance and within department policy and procedures.

Scope

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

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

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

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

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

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

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

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

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

Objectives

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

The primary objectives of staff inspections consist of the below:

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

Sampling Methodology

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

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

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Authority

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

Overview

The Blythewood TCC is located in Blythewood, South Carolina (Richland County). The Blythewood TCC currently maintains thirty-four (34) non-sworn personnel (Manager – call-takers). Additionally, the Highway Patrol Communications Unit commander, uniformed sergeant, and administrative staff are located within the TCC.

Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, November 2, 2015. The Entrance Conference provided the platform to ensure each attendee was apprised of the purpose of the inspection. Further, details about the activities as outlined in the Section entitled, Scope, was also reviewed.

Attendees included the Inspector-in-Charge (IC), Major J. D. Moore, and Captain S.A. Stankus, both of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); Captain R.L. Ray, Sergeant D.A. McMurray, and TCC Managers Pamela L. Looper and Steven C. Gilchrist (Communications).

TCC Managers Looper and Gilchrist were introduced as the IIPs.

<u>Communications</u>

(Blythewood)

The Blythewood Telecommunications Center (TCC), located at 10311 Wilson Boulevard, Blythewood, South Carolina, was inspected on November 16, 2015, by TCC Managers Pamela M. Looper (Greenville TCC) and Steven C. Gilchrist (Florence TCC). TCC Manager Nicole Bloodgood provided the requested files and dialogue needed to determine compliance. The inspection concluded November 18, 2015.

A. DOCUMENTS AND PROCEDURES

1. Collision Records

Not Applicable. This section does not apply to the Blythewood TCC.

2. Cash Receipts

Not Applicable. This section does not apply to the Blythewood TCC.

3. Employee Training Records

Compliance- Compliance in maintaining employee training records was determined through the inspection of employee training documents and forms kept in the Blythewood Telecommunications Center by the civilian Blythewood Telecommunications Manager. The employee files under review revealed training evaluations were completed during each phase of the Telecommunications training process. All training reports were signed by the trainer and trainee.

4. Evidence/Property Storage Room/ Documentation (Includes DVD Maintenance & Retention)

Not Applicable. This section does not apply to the Blythewood TCC.

5. Evidence Destruction/ Documentation

Not Applicable. This section does not apply to the Blythewood TCC.

6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change

Not Applicable. This section does not apply to the Blythewood TCC.

7. Secondary Employment Policy Compliance

Compliance. Compliance with the South Carolina Department of Public Safety (SCDPS) Outside Employment Policy was determined through the inspection of approved 2014 outside employment forms maintained in the TCC by the TCC manager.

8. Agency Property Accountability/ Inventory Control

Not Applicable. This section does not apply to the Blythewood TCC.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable. This section does not apply to the Blythewood TCC.

10. Telecommunications Centers

Compliance. The Blythewood TCC is the subject of this Staff Inspection Checklist.

11. Traffic Summons Book/ Bond Money Amount

Not Applicable. This section does not apply to the Blythewood TCC.

12. Ticket Tracking

Not Applicable. This section does not apply to the Blythewood TCC

13. Body Armor Replacement Dates

Not Applicable. This section does not apply to the Blythewood TCC.

14. Child Custody Procedures

Not Applicable. This section does not apply to the Blythewood TCC.

15. Juvenile Procedures

Not Applicable. This section does not apply to the Blythewood TCC.

16. Juvenile Custodial Release Forms

Not Applicable. This section does not apply to the Blythewood TCC.

17. Line Inspections

Not Applicable. This section does not apply to the Blythewood TCC.

18. Safety Checkpoint Documentation (Statistical Data)

Not Applicable. This section does not apply to the Blythewood TCC.

19. EPMS (Probationary, Annual)

Compliance. Compliance in maintaining Employee Performance Management System (EPMS) documents (Probationary and Annual) was determined through the inspection of EPMS documents. The review of annual EPMS documents verified proof of compliance through signed and dated planning stages and rated reviews conducted within the time frames of established policy. The review of probationary employee files verified compliance with signed and dated quarterly evaluations conducted within the time frame of established policy. EPMS reviews were stored with the personnel files located within the TCC. All reviews inspected were signed by the employee, the supervisor conducting the review, and the reviewing supervisor or manager.

20. Disciplinary Actions Records

Compliance. Compliance in maintaining disciplinary action records was determined through dialogue with the TCC manager. The inspection of employee files revealed counseling sessions were completed on personnel to document minor disciplinary issues. There were no formal disciplinary action records (Suspensions, Oral Reprimands, Written Reprimands, etc.) presented for review during this inspection.

21. Victim/ Witness Files- Secure

Compliance. Compliance in maintaining victim advocate information was determined through dialogue with the TCC manager; as well as, by reviewing the copy of an email discussing victim advocate contact information.

RECOMMENDATION(S):

Verbiage regarding the victim advocate protocol needs to be incorporated into the TCC Manual of Operations.

22. Use of Force Reports (Supervisory Review)

Not Applicable. This section does not apply to the Blythewood TCC.

23. Pursuit Reports (Supervisory Review)

Not Applicable. This section does not apply to the Blythewood TCC.

24. Prisoner Transport

Not Applicable. This section does not apply to the Blythewood TCC.

25. Legal Process Forms – for service of warrants

Not Applicable. This section does not apply to the Blythewood TCC.

26. Subpoena Maintenance

Not Applicable. This section does not apply to the Blythewood TCC.

27. Radar Logs

Not Applicable. This section does not apply to the Blythewood TCC.

28. Radar Proficiency Certification/Recertification

Not Applicable. This section does not apply to the Blythewood TCC.

29. Records Retention

Compliance. Compliance in maintaining records retention was determined through dialogue with the TCC manager. Retention of records was observed through the operation of the CAD records. Verbiage on maintaining records was observed in the Telecommunications Operator (TCO) Manual of Operations.

30. Wrecker Inspections

Not Applicable. This section does not apply to the Blythewood TCC.

31. Region Hand Scale Calibration Dates

Not Applicable. This section does not apply to the Blythewood TCC.

32. Freedom of Information Act (FOIA) Requests

Compliance. Compliance in responding to FOIA requests was determined through dialogue with the TCC manager. All FOIA requests received by the Blythewood TCC were forwarded to the Office of General Counsel (OGC) for proper handling.

33. Miscellaneous Forms / Procedures:

CALEA Standards (Communications)

Determining compliance with CALEA Standards for the Blythewood TCC was established by reviewing documentation and proofs from the year 2015 - found in the standard operational forms and CAD reports. Additional proofs of compliance were inspected by reviewing the TCO Manual of Operations, through dialogue with the TCC Manager, and through the observation of the operations of the TCC. The following is a synopsis of the review of the Communications Standards:

12.2.2 Policy/ Procedure Manuals Accessible (electronic/ hardcopies)

Compliance. A hard copy of the policy / procedures manuals was inspected. An online copy was observed on the computer system.

41.2.5 BOLO: Missing Adult- procedure for reporting/notification

Compliance. A print out of a missing adult NCIC teletype was inspected showing a Silver Alert (missing senior citizen). The inspection of a 2015 CAD report verified that a TCO properly broadcasted the information.

41.2.6 BOLO: Missing Juvenile-procedure for reporting/notification; Use of Amber Alert

Compliance. A print out of a missing juvenile NCIC teletype was inspected showing an Amber Alert (missing juvenile). The inspection of a 2015 CAD report verified that a TCO did properly broadcast the information.

61.3.1a Highway Deficiencies Complaints: Procedure for referral

Compliance. The inspection of the 2015 CAD report displayed a call for service wherein a traffic light defect had been checked by a trooper. The inspected CAD report illustrated that the South Carolina Department of Transportation (SCDOT) was notified to fix the traffic light deficiency.

61.4.1a Motorist Assistance: Procedures to ensure timely assistance

Compliance. The inspection of a 2015 CAD report displayed a call to assist a motorist was handled by a trooper. The CAD report illustrated the timely assistance of a motorist by reviewing the time of dispatch, time of officer arrival, and time the call was closed by the TCO.

61.4.2 Highway Hazards: Procedures to log and report debris, defects, traffic devices, etc.

Compliance. The inspection of a 2015 CAD report displayed a call pertaining to a tree in the roadway. Notes in the CAD call verified that SCDOT was notified to remove the tree after the tree was checked by the trooper responding to the call.

61.4.3c Wrecker Log Maintenance

Compliance. Wrecker "rotation" logs and wrecker "requested" logs for 2015 were inspected. A CAD report print-out for a single vehicle incident verified that the wrecker rotation list was referenced to designate the tow service utilized.

74.1.3 NCIC Hit and Entry procedures; records

Compliance. A completed report (NCIC Record Entry Report) with SLED NCIC documentation provided proof of compliance. A dialogue with the TCC manager indicated that validation procedures were being followed using online electronic validations.

81.2.1 24hr Toll Free and TDD Phone Access for public

Compliance. An inspection of a print-out displayed the highway patrol website with the toll free number (1-800-768-1501) for the Blythewood TCC. Dialogue with the TCC manager, concerning 24-hour operations, verified compliance. Observation of the information provided on the department website further verified compliance of this standard.

81.2.2 Continuous two-way, 24hr Communication; Procedure for system failure

Compliance. The proof of compliance with continuous two-way (24 hour) communication and procedures for a system failure was determined through an interview with the TCC manager. Radio operations were observed to verify compliance to this standard. Backup radios, walkie-talkies, or the handing of calls by another Highway Patrol TCC would be utilized in the event of a system failure.

81.2.3 CAD: includes control # per incident, name and address of complainant, time of dispatch, type of incident, location, officer identification, officer arrival and return to service times.

Compliance. The inspection of 2015 CAD reports displayed CAD calls that reflected the following information: incident number (control number), date and time call received, name and phone number of complainant, type of incident reported, location of incident reported, display of the primary unit's call number (not name) and any backup unit's call

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number (not name), time of dispatch, time of officer arrival, time officer returned to service ("call closed time"), and CAD disposition code or status of the reported incident.

81.2.4 Procedure for documenting call numbers, fatality information and notification, supervisor notification and response

Compliance. The inspection of a print-out containing the Statewide Call Number List (3 Divisions) and the call number spreadsheet demonstrated proof of compliance in documenting call numbers. The inspection of 2015 CAD reports provided documentation that illustrated (1) more than one trooper responding to a call and (2) a supervisor was called to the scene of a fatality. Proof of compliance was verified by observing the supervisor notification and arrival times on the CAD report. A copy of a list containing each officer's "emergency alarm code" was provided for this inspection.

81.2.5 TCO Resources Available: Officer-in charge, Duty Rosters, Residential Phone Numbers, Visual Maps, Officer Status Indicators, Emergency Call List, Tactical Dispatching Plans

Compliance. An inspection of a print-out displayed proof of residential telephone numbers. A CAD report provided a print-out of an active unit list (located under file/print menu in CAD). A print-out of TCOs' on-line phone numbers for external services was inspected. The list was also observed online in the TCC note files.

81.2.6 Procedures: TCO's response to calls for information or services including referrals; determining if emergency or non-emergency

Compliance. The proof of compliance in responding to calls for service (judging characteristics of the call and informing caller of response) was determined through dialogue with the TCC manager. Observation of the CAD illustrated the priority level that CAD assigned calls based on the type of call. (A call that displays in red on the CAD screen is an urgent call; calls in other colors such as blue, green, or yellow are less of a priority based on the nature of the call.)

81.2.7 Procedures: TCO's response to victim/witness requests for information or services

Compliance. Compliance in maintaining victim advocate information was determined through dialogue with the TCC manager; as well as, proof of compliance inspected by reviewing the copy of an email discussing victim advocate contact information. The TCOs add comments to CAD calls if the victim calls back.

RECOMMENDATION(S):

Victim advocate protocol should be incorporated into the TCO Manual of Operation.

81.2.8 Immediate Playback during continuous recording, Security of Tapes and Retention (30 day min.), procedures for review

Compliance. Compliance in maintaining immediate playback during continuous recording of radios and telephones, security of tapes and retention (30 day minimum) was determined through dialogue with the TCC manager. Further proof of compliance was observed when a TCO demonstrated the playback function at the radio console.

81.2.9 NCIC Equipment, CJIS

Compliance. Compliance in maintaining NCIC Equipment (CJIS) was determined through dialogue with the TCC manager. Further proof of compliance was observed when a TCO demonstrated the use of SNET (NCIC-CJIS) on the computer at the radio console.

81.2.10 Alternative Communications

Compliance. The compliance in maintaining alternative communications was determined through an interview with the TCC manager. Further proof of compliance was verified in the observation of back-up radios at the consoles, hand-held walkie-talkies, backup telephones, and the telephone that could send all calls to another TCC in the state.

81.3.1 Security Measures- Restricted Access; security of antennas and power sources; backup resources

Compliance. Compliance in maintaining security measures with restricted access was achieved through dialogue with the TCC manager. Further proof of compliance was observed with ("authorized only") signs posted on the doors and within the office identifying areas with restricted access.

81.3.2 Monthly/Weekly Alternate Power Source Inspection; Annual full-load test

Not in Compliance. This inspector observed a generator, secured by fencing, that powers the TCC should the center experience a power failure. A copy of the full load test of the generator was not maintained in the TCC.

RECOMMENDATION(S):

A copy of the annual "full load" test shall be obtained from Building Services and maintained in the TCC.

81.3.3 All Calls Handled as Emergencies

Compliance. Compliance was determined through an interview with the TCC manager. All calls are initially handled as an emergency call until the TCO receives dispatch information from the caller. Observation of the CAD illustrated the priority level that CAD assigned calls based on the type of call. (A call that displays in red on the CAD screen is an urgent call; calls in other colors such as blue, green, or yellow are less of a priority based on the nature of the call.)

81.3.4 Multi-Channel/Portable Radio Equipment (fire, ambulance, other law enforcement)

Compliance. Compliance with multi-channel / portable radio equipment was determined through an interview with the TCC manager. Each radio console has the capability to talk two-ways with other law enforcement agencies and local area 911 agencies on regional radio channels. Radio operations were observed to illustrate practical application and further compliance to this standard.

82.1.1 Driver/Criminal Records Information Available 24hrs to personnel; procedures for release of records

Compliance. An inspection of the TCO Manual of Operations defined the procedures for handling driver / criminal records information and the procedures outlining the release of records internally (within the agency) and externally (outside the agency).

82.2.2 CAD: citizen complaints or report of crime, officers dispatched; officer initiated activity, arrests

Compliance. The inspection of a 2015 CAD report displayed a CAD call that reflected the following information: citizen complaint or report of crime (a hit and run collision), troopers dispatched, and notes in the CAD call showing the activities involved in the call.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. Compliance in maintaining the general appearance and upkeep of the office was completed through the observation of the office - citing no obstructions.

2. Timely Reporting of Needed Maintenance

Compliance. Compliance in the timely reporting of needed maintenance was determined through dialogue with the TCC manager. Building and tech support for the agency were the contacts of record for maintenance issues in the TCC facility.

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3. OSHA/ Fire Codes

Compliance. "EXIT" signs were observed posted on signs by the doors of the TCC.

4. Building Evacuation Route – posted

Compliance. The building evacuation route was observed posted on signs by the doors of the TCC.

5. Fire Extinguisher Inspection Tags

Compliance. Compliance in maintaining the fire extinguisher was determined through the observation of the month of inspection (November 2015) on the tag of the fire extinguisher.

6. Defibrillator

Compliance. Compliance in maintaining a defibrillator was determined through the observation of a defibrillator mounted in the hallway outside the TCC, within the building, near the rest rooms

7. First Aid Kit

Compliance. Compliance in maintaining a first aid kit was observed inside the TCC.

RECOMMENDATION(S):

The first aid kit had been used several times and needs to be updated or replaced.

8. Weight Station Scale Calibration

Not Applicable. This section does not apply to the Blythewood TCC.

9. BPS Operations Center

Not Applicable. This section does not apply to the Blythewood TCC.

10. Other

Not Applicable. This section does not apply to the Blythewood TCC.

Staff Inspection Report
South Carolina Highway Patrol Communications
Blythewood TCC
November 16 & 18, 2015

General Information

The Blythewood TCC, located at 10311 Wilson Boulevard, Blythewood, South Carolina, provides dispatched telecommunications support to troopers and other SCDPS law enforcement officers. The TCC provides service to the following thirteen (13) counties in South Carolina: Cherokee, Chester, Chesterfield, Clarendon, Fairfield, Kershaw, Lancaster, Lee, Lexington, Richland, Sumter, Union, and York.

The TCC provides 24-hour (toll free) telephone access within South Carolina combined with 24-hour statewide / nationwide telephone access for citizen's calls. Telephone and radio traffic is recorded for immediate playback and retention. The agency relies heavily on Computer Aided Dispatch (CAD) to capture relevant information related to calls for service. The TCOs screen incoming calls for appropriate response(s). The TCOs dispatch SCDPS law enforcement officers to collision scenes, other calls for service, and provide officers with accurate and timely information necessary to complete the mission of DPS, enhance officer safety, and promote the safety of the motoring public.

Interviews were conducted with fourteen (14) of the thirty-four (34) assigned non-sworn personnel [Supervisory personnel: (4); Non-supervisory personnel: (10)] for a sampling of forty-one percent (41%) of the total full time non-sworn personnel assigned to the TCC.

Interviews with supervisory personnel revealed the top priorities of focus in the TCC were the following: staffing, training new TCOs, and uniformity of operations. Based on interviews with the supervisors and the TCC manager, this TCC remains understaffed due to repeated employee turnover. There are three (3) or more vacant positions in this TCC.

Among the assistant supervisors interviewed, there was a consensus in rewarding positive employee performance through verbal praise, praise emails, and employee of the quarter nominations. The supervisors interviewed stated that substandard work performance is addressed verbally and/or in writing depending on the circumstances and the constancy of the area of weakness.

Morale

Interviews with the supervisory personnel in this assessed area revealed the supervisor / subordinate relationship was good. Supervisors believed the overall morale was good; although morale could be improved if (1) fewer TCOs were calling in sick and (2) more TCOs would answer the call to report to work, on regularly scheduled days off, when requested. The supervisors considered management / supervision / leadership to be good. Supervisors assessed the relations shared between employees and the supervisory / management staff within the TCC as good. Supervisors also described the relationship between the staff as respectful because the employees were willing to work with each

other. The supervisors generally expressed appreciation for the work they perform; however, one supervisor expected appreciation to come in the way of general pay increases and cost of living pay increases.

TCOs interviewed maintained a consensus that morale in the TCC was good. The supervisor / subordinate relationship was described as good; however, personality conflicts, favoritism, and excessive drama were negative factors described as lowering morale among the TCOs. The TCOs believed they were appreciated for the work they performed in the TCC.

Communication

Interviews with the supervisory personnel in this assessed area revealed that information communicated from management to personnel was done several ways: verbal, emails, staff meetings, and policy read / sign documents. The supervisors indicated that their supervisors provided effective feedback (positive and constructive) that helped them improve their job performance and professional development. The supervisors indicated that there was adequate communication between supervisors and subordinates; however, described potential breakdowns in communication related to the timeliness of relayed information. Supervisors rated the overall level of communication in the TCC as good.

Interviews conducted with the TCOs determined that emails, read / sign documents, and meetings was how information was communicated in the TCC. The TCOs indicated that their supervisors provided effective feedback (positive and constructive) that helped them improve their job performance. Although communication was sometimes described as experiencing breakdowns and could improve, communication between supervisors and subordinates was ultimately described as good. One TCO exclaimed that there was not enough time for adequate communication between the supervisor and subordinate during a shift. One suggestion for improvement, made by a TCO, indicated a need for more verbal one on one communication within the TCC.

Job Satisfaction

Interviews with the supervisory personnel in this assessed area concluded that their efforts make a positive difference in the success of the TCC. The supervisors believed the employees were recognized and/or appreciated for their work as noted through verbal (one on one) feedback and email feedback related to job performance. The overall level of job satisfaction for the supervisors and manager was good. Most indicated the positive factors affecting this rating was related to the benefits of helping the public, leading by example, enjoying the work, and paying some bills.

When it comes to job satisfaction, the TCOs interviewed believed that their work efforts made a difference in the success of the TCC. Some TCOs believed they were appreciated and/or recognized for the work they do in the TCC. Appreciation was most commonly recognized as verbal praise (telling them they did a good job). One TCO believed

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recognition / appreciation should come through a pay raise. The TCO stated that "we get more and more troopers, but no pay increases." The TCOs interviewed assessed the level of job satisfaction as good. They liked the work of a TCO; yet, they wanted more pay and opportunities for advancement.

Operational Effectiveness

Interviews with the supervisory personnel in this assessed area revealed that they possessed the resources needed to perform their jobs. Although the overall operational effectiveness was rated as good, there is room for improvement. Areas of concern were communicated as computers (DPS Tech Support needs to be prompt in solving issues) and telephones (less down time as it relates to breakdowns and upgrades).

With respect to directed patrols, such as seat belt enforcement and DUI sobriety checkpoints, the TCC needs advanced notice of this type of activity to properly staff the TCC.

Additional TCOs are needed in general to meet the needs of the troopers. Supervisors believed they were respected enough by their supervision / leadership to do their jobs; however, the supervisors expressed concerns over excessive comp time and the lack of departmental incentives to keep vacant positions filled.

At times the cooperation and coordination between the troop captains is strained. TCOs express concern regarding the blame placed on the TCOs for problems experienced during calls. The services provided by the TCC are perceived by the TCOs as negatively affected by the lack of cooperation from the troopers. From the perspective of the TCOs, the quality of service received from the troopers was described as fair – simply attributed to attitude. One TCO described the correlation between the two as TCOs are the "lifeline" for the troopers - wherein "we serve our purpose and they serve their purpose. We are a team. We cannot have one without the other."

Interviews with the TCOs in this assessed area revealed that the TCOs possessed the resources needed to perform their jobs. TCOs expressed concerns for problems they experienced when the computers malfunctioned. Although the overall operational effectiveness was rated as good, there is room for improvement. Areas of concern were mostly related to staffing the TCC.

TCOs interviewed expressed the need for additional help during special operational periods or directed patrols such as seat belt enforcement and DUI sobriety checkpoints. The TCOs believed they were respected by the supervision / leadership to do their jobs. The TCOs expressed that supervision could be better. One TCO stated that things get overlooked when there is just one supervisor on a shift. The TCOs interviewed believed that "staying on top of things / making needed changes" was the strength of supervision / leadership. One TCO saw a weakness in leadership related to the Communications Captain / Sergeant because neither had experience as a TCO needed to know how things

worked in the TCC. The TCOs interviewed suggested the overall quality of service received from the troopers was good, but mutual respect between the troopers and TCOs was needed. The TCOs felt the troopers could be more professional on the radio.

Summary / Conclusion

The supervisors and the TCC manager described several areas of concern. The areas included a need for upgrades (GEO Mapping, CAD, and computer equipment), a need for expedient communication and a coordinated response plan in the rare instance that a suspicious package is delivered to the DPS Office Complex, and manpower shortages ("Something needs to be done to slow the revolving door of employee turnover.") TCOs interviewed expressed concerns about the need for better communications between the troopers and TCOs, specifically regarding traffic stops.
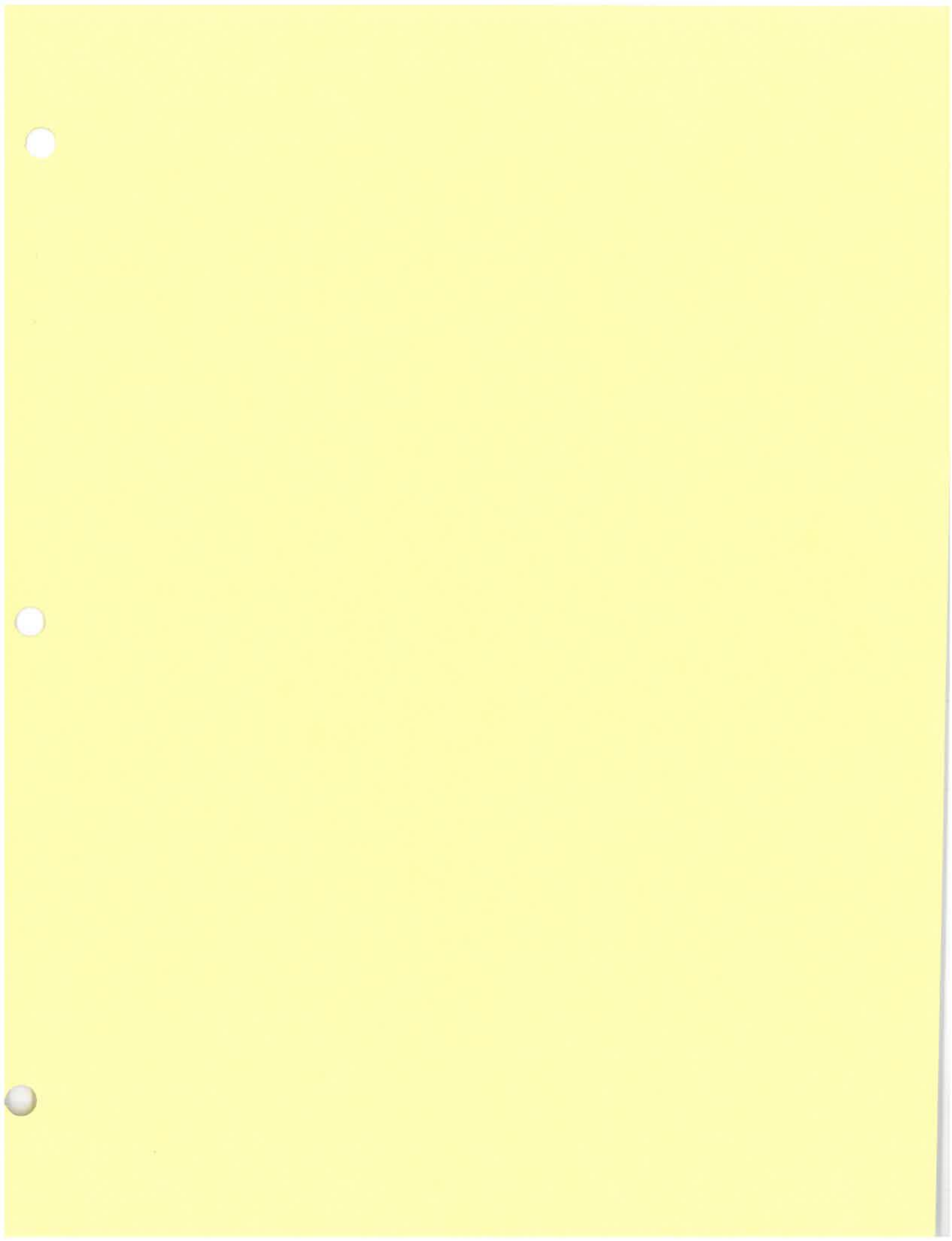
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Department of Public Safety

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(Charleston TCC)

November 30 & December 2, 2015

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Charleston TCC
November 30 - December 2, 2015

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- Collision Records/Cash Receipts
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- Purchasing and Procurement Compliance

- Telecommunication Centers

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

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

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

Objectives

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

The primary objectives of staff inspections consist of the below:

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

Sampling Methodology

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

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

Authority

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

Overview

The Charleston TCC is located in North Charleston, South Carolina (Charleston County). The Charleston TCC currently maintains twenty-four (24) non-sworn personnel (Manager – call-takers).

Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, November 2, 2015. The Entrance Conference provided the platform to ensure each attendee was apprised of the purpose of the inspection. Further, details about the activities as outlined in the Section entitled, Scope, was also reviewed.

Attendees included the Inspector-in-Charge (IC), Major J. D. Moore, and Captain S.A. Stankus, both of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); Captain R.L. Ray, Sergeant D.A. McMurray, and TCC Managers Pamela L. Looper and Steven C. Gilchrist (Communications).

TCC Managers Gilchrist and Looper were introduced as the IIPs.

Communications

(Charleston)

The Charleston Telecommunications Center (TCC), located at 8740 North Park Blvd., North Charleston, South Carolina, was inspected on November 30, 2015 by TCC Managers Pamela L. Looper (Greenville TCC) and Steven C. Gilchrist (Florence TCC). TCC Manager Lisa Lefever presented the requested files and provided dialogue needed to determine compliance. The inspection concluded on December 2, 2015.   .

A. DOCUMENTS AND PROCEDURES

1. Collision Records

Not Applicable. This section does not apply to the Charleston TCC.

2. Cash Receipts

Not Applicable. This section does not apply to the Charleston TCC.

3. Employee Training Records

Compliance. Employee training documents and forms are retained in the TCC by the TCC manager. The employee files inspected revealed training evaluations were completed during each phase of the telecommunications training process. All training reports were signed by the trainer and trainee.

4. Evidence/Property Storage Room/ Documentation (Includes DVD Maintenance & Retention)

Not Applicable. This section does not apply to the Charleston TCC.

5. Evidence Destruction/ Documentation

Not Applicable. This section does not apply to the Charleston TCC.

6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change

Not Applicable. This section does not apply to the Charleston TCC.

7. Secondary Employment Policy Compliance

Compliance. Compliance was verified through the inspection of approved 2014 outside employment forms retained in the TCC by the TCC manager.

8. Agency Property Accountability/ Inventory Control

Not Applicable. This section does not apply to the Charleston TCC.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable. This section does not apply to the Charleston TCC.

10. Telecommunications Centers

Compliance. The Charleston TCC is the subject of this Staff Inspection Checklist.

11. Traffic Summons Book/ Bond Money Amount

Not Applicable. This section does not apply to the Charleston TCC.

12. Ticket Tracking

Not Applicable. This section does not apply to the Charleston TCC.

13. Body Armor Replacement Dates

Not Applicable. This section does not apply to the Charleston TCC.

14. Child Custody Procedures

Not Applicable. This section does not apply to the Charleston TCC.

15. Juvenile Procedures

Not Applicable. This section does not apply to the Charleston TCC.

16. Juvenile Custodial Release Forms

Not Applicable. This section does not apply to the Charleston TCC.

17. Line Inspections

Not Applicable. This section does not apply to the Charleston TCC.

18. Safety Checkpoint Documentation (Statistical Data)

Not Applicable. This section does not apply to the Charleston TCC.

19. EPMS (Probationary, Annual)

Compliance. Compliance was determined through the inspection of random Employee Performance Management System (EPMS) documents. The review of annual EPMS documents verified proof of compliance through signed and dated planning and rating reviews conducted within established time frames. The review of random probationary employee files revealed signed and dated quarterly evaluations were presented to employees within established time frames. EPMS reviews were stored with the personnel files located within the TCC. All reviews inspected were signed by the employee, the supervisor conducting the review, and the reviewing supervisor or manager.

20. Disciplinary Actions Records

Compliance. Compliance in maintaining disciplinary action records was determined through dialogue with the TCC manager. The inspection of employee files revealed counseling sessions were completed on personnel to document minor disciplinary issues. There were no formal disciplinary action records (Suspensions, Oral Reprimands, Written Reprimands, etc.) presented for review during this inspection.

21. Victim/ Witness Files- Secure

Compliance. Compliance in maintaining victim advocate information was determined through dialogue with the TCC manager; as well as, by reviewing the copy of an email discussing victim advocate contact information.

RECOMMENDATION(S):

Verbiage regarding the victim advocate protocol needs to be incorporated into the TCC Manual of Operations.

22. Use of Force Reports (Supervisory Review)

Not Applicable. This section does not apply to the Charleston TCC.

23. Pursuit Reports (Supervisory Review)

Not Applicable. This section does not apply to the Charleston TCC.

24. Prisoner Transport

Not Applicable. This section does not apply to the Charleston TCC.

25. Legal Process Forms – for service of warrants

Not Applicable. This section does not apply to the Charleston TCC.

26. Subpoena Maintenance

Not Applicable. This section does not apply to the Charleston TCC.

27. Radar Logs

Not Applicable. This section does not apply to the Charleston TCC.

28. Radar Proficiency Certification/Recertification

Not Applicable. This section does not apply to the Charleston TCC.

29. Records Retention

Compliance. Compliance in maintaining records retention was determined through dialogue with the TCC manager. Retention of records was observed through the operation of the CAD records. Verbiage on maintaining records was observed in the Telecommunications Operator (TCO) Manual of Operations.

30. Wrecker Inspections

Not Applicable. This section does not apply to the Charleston TCC.

31. Region Hand Scale Calibration Dates

Not Applicable. This section does not apply to the Charleston TCC.

32. Freedom of Information Act (FOIA) Requests

Compliance. Compliance in responding to FOIA requests was determined through dialogue with the TCC manager. All FOIA requests received by the Charleston TCC were forwarded to the Office of General Counsel (OGC) for proper handling.

33. Miscellaneous Forms/ Procedures:

CALEA Standards (Communications)

Determining compliance with CALEA Standards for the Charleston TCC was established by reviewing documentation and proofs from the year 2014 - found in the standard operational forms and CAD reports. Additional proofs of compliance were inspected by reviewing the TCO Manual of Operations, through dialogue with the TCC Manager, and through the observation of the operations of the TCC. The following is a synopsis of the review of the Communications Standards:

12.2.2 Policy/ Procedure Manuals Accessible (electronic/ hardcopies)

Compliance. A hard copy of the policy/procedures manuals was inspected. An online copy was observed on the computer system.

41.2.5 BOLO: Missing Adult- procedure for reporting/notification

Compliance. A print out of a missing adult NCIC teletype was inspected showing a Silver Alert (missing senior citizen). The inspection of a 2015 CAD report verified that a TCO did properly broadcast the information.

41.2.6 BOLO: Missing Juvenile-procedure for reporting/notification; Use of Amber Alert

Compliance. A print out of a missing juvenile NCIC teletype was inspected showing an Amber Alert (missing juvenile). The inspection of a 2015 CAD report verified that a TCO did properly broadcast the information.

61.3.1a Highway Deficiencies Complaints: Procedure for referral

Compliance. The inspection of the 2015 CAD report displayed a call for service wherein a traffic light defect had been checked by a trooper. The inspected CAD report illustrated that the South Carolina Department of Transportation (SCDOT) was notified to correct the traffic light deficiency.

61.4.1a Motorist Assistance: Procedures to ensure timely assistance

Compliance. The inspection of a 2015 CAD report displayed a call to assist a motorist was handled by a trooper. The CAD report illustrated the timely assistance of a motorist by reviewing the time of dispatch, time of officer arrival, and time the call was closed by the TCO.

61.4.2 Highway Hazards: Procedures to log and report debris, defects, traffic devices, etc.

Compliance. The inspection of a 2015 CAD report displayed a call pertaining to a tree in the roadway. Notes in the CAD call illustrated that SCDOT was notified to remove the tree after the tree was checked by the trooper responding to the call.

61.4.3c Wrecker Log Maintenance

Compliance. Wrecker "rotation" logs and wrecker "requested" logs for 2015 were inspected. A CAD report print-out for a single vehicle incident verified that the wrecker rotation list was referenced to designate the tow service utilized.

74.1.3 NCIC Hit and Entry procedures; records

Compliance. A completed report (NCIC Record Entry Report) with SLED NCIC documentation provided proof of compliance. A dialogue with the TCC manager indicated that validation procedures were being followed using online electronic validations.

81.2.1 24hr Toll Free and TDD Phone Access for public

Compliance. An inspection of a print-out displayed the highway patrol website with the toll free number (1-800-768-1506) for the Charleston TCC. Dialogue with the TCC manager, concerning 24-hour operations, verified compliance. Observation of the information provided on the department website further verified compliance of this standard.

81.2.2 Continuous two-way, 24hr Communication; Procedure for system failure

Compliance. The proof of compliance with continuous two-way (24-hour) communication and procedures for a system failure was determined through an interview with the TCC manager. Radio operations were observed to illustrate compliance to this standard. Backup radios, walkie-talkies, the landline phone system, or the handing of calls by another Highway Patrol TCC would be utilized in the event of a system failure.

81.2.3 CAD: includes control # per incident, name and address of complainant, time of dispatch, type of incident, location, officer identification, officer arrival and return to service times.

Compliance. The inspection of 2015 CAD reports displayed CAD calls that reflected the following information: incident number (control number), date and time call received, name and phone number of complainant, type of incident reported, location of incident reported, display of the primary unit's call number (not name) and any backup unit's call

number (not name), time of dispatch, time of officer arrival, time officer returned to service ("call closed time"), and CAD disposition code or status of the reported incident.

81.2.4 Procedure for documenting call numbers, fatality information and notification, supervisor notification and response

Compliance. The inspection of a print-out containing the Statewide Call Number List (3 Divisions) and the call number spreadsheet verified proof of compliance in documenting call numbers. The inspection of 2015 CAD reports provided documentation that reflected the following information: (1) more than one trooper responding to a call and (2) a supervisor was called to the scene of a fatality. Proof of compliance was verified by observing the supervisor notification and arrival times on the CAD report. A copy of a list containing each officer's assigned "emergency alarm number" was provided for purpose of this inspection.

81.2.5 TCO Resources Available: Officer-in charge, Duty Rosters, Residential Phone Numbers, Visual Maps, Officer Status Indicators, Emergency Call List, Tactical Dispatching Plans

Compliance. An inspection of a print-out provided proof of residential telephone numbers. A CAD report provided a print-out of an active unit list (located under file/print menu in CAD). A print-out of TCOs' on-line phone numbers for external services was inspected. The list was also observed online in the TCC note files.

81.2.6 Procedures: TCO's response to calls for information or services including referrals; determining if emergency or non-emergency

Compliance. The proof of compliance in responding to calls for service (judging characteristics of the call and informing caller of response) was determined through dialogue with the TCC manager. Observation of the CAD illustrated the priority level that the CAD assigned calls based on the type of call. (A call that displays in red on the CAD screen is an urgent call; calls in other colors, such as blue, green, or yellow are categorized as less of a priority based on the nature of the call.)

81.2.7 Procedures: TCO's response to victim/witness requests for information or services

Compliance. Compliance in maintaining victim advocate information was determined through dialogue with the TCC manager; as well as, proof of compliance obtained by reviewing the copy of an email discussing victim advocate contact information. The TCOs add comments to CAD calls if the victim(s) calls back.

RECOMMENDATION(S):

Victim advocate protocol should be incorporated into the TCO Manual of Operation.

81.2.8 Immediate Playback during continuous recording, Security of Tapes and Retention (30 day min.), procedures for review

Compliance. Compliance in maintaining immediate playback during continuous recording of radios and telephones, security of tapes and retention (30 day minimum) was determined through dialogue with the TCC manager. Further proof of compliance was observed when a TCO demonstrated the playback function at the radio console.

81.2.9 NCIC Equipment, CJIS

Compliance. Compliance in maintaining NCIC Equipment (CJIS) was determined through dialogue with the TCC manager. Further proof of compliance was observed when a TCO demonstrated the use of SNET (NCIC-CJIS) on the computer at the radio console.

81.2.10 Alternative Communications

Compliance. Compliance in maintaining alternative communications was determined through an interview with the TCC manager. Further proof of compliance was reflected in the observation of back-up radios at the consoles, hand-held walkie-talkies, backup landline telephones, and the telephone that could send all calls to another TCC in the state.

81.3.1 Security Measures- Restricted Access; security of antennas and power sources; backup resources

Compliance. The compliance in maintaining security measures with restricted access was achieved through dialogue with the TCC manager. Further proof of compliance was observed with signs posted on the doors and in the office identifying ("authorized only") areas with restricted access.

81.3.2 Monthly/Weekly Alternate Power Source Inspection; Annual full-load test

Compliance. This inspector observed a generator, secured by fencing, that powers the TCC should the center experience a power failure. A copy of the full load test of the generator was maintained in the TCC.

81.3.3 All Calls Handled as Emergencies

Compliance. Compliance was determined through an interview with the TCC manager. All calls are initially handled as an emergency call until the TCO receives dispatch information from the caller. Observation of the CAD illustrated the priority level that the CAD assigned calls based on the type of call. (A call that displays in red on the CAD

screen is an urgent call; calls in other colors such as blue, green, or yellow are less of a priority based on the nature of the call.)

81.3.4 Multi-Channel/Portable Radio Equipment (fire, ambulance, other law enforcement)

Compliance. The proof of compliance with multi-channel / portable radio equipment was determined through an interview with the TCC manager. Each radio console has the capability to talk two-ways with other law enforcement agencies and local area 911 agencies on regional radio channels. Radio operations were observed to illustrate practical application and further compliance to this standard.

82.1.1 Driver/Criminal Records Information Available 24hrs to personnel; procedures for release of records

Compliance. An inspection of the TCO Manual of Operations defined the procedures for handling driver / criminal records information and the procedures outlining the release of records internally (within the agency) and externally (outside the agency).

82.2.2 CAD: citizen complaints or report of crime, officers dispatched; officer initiated activity, arrests

Compliance. The inspection of a 2015 CAD report displayed a CAD call that reflected the following information: citizen complaint or report of crime (a hit and run collision), troopers dispatched, and notes in the CAD call showing the activities involved in the call.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. Compliance in maintaining the general appearance and upkeep of the office was completed through the observation of the office - citing no obstructions.

2. Timely Reporting of Needed Maintenance

Compliance. Compliance in the timely reporting of needed maintenance was determined through dialogue with the TCC manager. The building and tech support personnel for the agency were the identified contacts provided for maintenance issues in the TCC facility.

3. OSHA/ Fire Codes

Compliance. Compliance was observed in the posting of OSHA literature within the TCC. "EXIT" signs were posted and observed identifying the doors leading out of the TCC.

4. Building Evacuation Route – posted

Compliance. Compliance in posting a building evacuation route was determined through the observation of the evacuation routes posted on signs by the doors of the TCC.

5. Fire Extinguisher Inspection Tags

Compliance. Compliance in maintaining the fire extinguisher was determined through the observation of the month of inspection (November 2015) on the tag of the fire extinguisher.

6. Defibrillator

Not Applicable. There is no defibrillator in the TCC or within the building that houses the TCC.

7. First Aid Kit

Compliance. A first aid kit was observed inside the TCC.

<div align="center">RECOMMENDATION(S):</div>

The first aid kit needs to be updated or replaced.

8. Weight Station Scale Calibration

Not Applicable. This section does not apply to the Charleston TCC.

9. BPS Operations Center

Not Applicable. This section does not apply to the Charleston TCC.

10. Other

Not Applicable. This section does not apply to the Charleston TCC.

Staff Inspection Report
South Carolina Highway Patrol Communications
Charleston TCC
November 30 - December 2, 2015

General Information

The Charleston TCC, located at 8740 North Park Blvd., North Charleston, South Carolina, provides dispatched telecommunications support to troopers and other SCDPS law enforcement officers. The TCC provides service to the following thirteen (13) counties in South Carolina: Aiken, Allendale, Bamberg, Barnwell, Beaufort, Berkeley, Calhoun, Charleston, Colleton, Dorchester, Hampton, Jasper, and Orangeburg.

The TCC provides 24-hour (toll free) telephone access within South Carolina combined with 24-hour statewide / nationwide telephone access for citizen's calls. Telephone and radio traffic is recorded for immediate playback and retention. The agency relies heavily on Computer Aided Dispatch (CAD) to capture relevant information related to calls for service. The TCOs screen incoming calls for appropriate response(s). The TCOs dispatch SCDPS law enforcement officers to collision scenes, other calls for service, and provide officers with accurate and timely information necessary to complete the mission of DPS, enhance officer safety, and promote the safety of the motoring public.

Interviews were conducted with thirteen (13) of the twenty-four (24) assigned non-sworn personnel [Supervisory personnel: (3); Non-supervisory personnel: (10)] for a sampling of fifty-four percent (54%) of the total full time non-sworn personnel assigned to the TCC.

Interviews with supervisory personnel revealed the top priorities of focus in the TCC were the following: staffing, teamwork, and CAD reviews. Based on interviews with the supervisors and the TCC manager, this TCC remains understaffed due to repeated employee turnover. There are numerous vacancies in this TCC.

Among the assistant supervisors interviewed, there was a consensus in rewarding positive employee performance through verbal praise, praise emails, and nominations for the employee of the quarter award. The supervisory interviewees stated that substandard work performance is addressed verbally and/or in writing with quarterly reports; as well as, CAD reviews.

Morale

Interviews with the supervisory personnel related to this assessed area revealed the supervisor / subordinate relationship was good. Supervisors believed the overall morale was good; however, morale could be improved with more staffing resulting in less stress when TCOs call out sick. Supervisors noted the increased amount of stress when multiple radio channels were patched due to manpower issues. The supervisors considered management / supervision / leadership overall to be good. Supervisors stated the relations shared between employees and the supervisory / management staff within the TCC works well because personnel were willing to work with each other. The supervisors receive appreciation for the work they perform; however, several supervisors expected

appreciation to be shown in the form of general pay increases. Supervisors would like to see more acknowledgements for positive performance. For example, when a trooper is acknowledged for doing an outstanding job in a specific incident, the TCO that assisted him / her during the incident should also receive an acknowledgment for their efforts.

The interviews with the TCOs provided a consensus that morale in the TCC was good. The supervisor / subordinate relationship was good. Several TCOs noted that a majority of TCOs work well together; however, favoritism between supervisor(s) and subordinate(s) is a concern. Some of the interviewees did not believe they were appreciated for the work they performed in the TCC and noted that there was not enough done to show they are doing a good job. One TCO noted that work experience was not recognized. Several TCOs that have been employed a short time did feel their work is acknowledged well.

Communication

Interviews with the supervisory personnel related to this assessed area revealed that information communicated from management to personnel was done several ways: verbal, emails, staff meetings, and policy read / sign documents. The supervisors indicated that their superiors provided effective feedback (positive and constructive) that helped them improve their job performance and professional development. The supervisors indicated that there was adequate communication between supervisors and subordinates. The overall level of communication in the TCC was rated as good by the supervisors.

Interviews conducted with the TCOs determined that emails, read / sign documents, and meetings were the methods information was communicated within the TCC. The TCOs reflected that their supervisors provided effective feedback (positive and constructive) that helped them improve their job performance. One interviewee exclaimed that sometimes there is a problem with misinformation.

Job Satisfaction

Interviews conducted with the supervisory personnel related to this assessment revealed that all feel their efforts make a positive difference in the success of the TCC. The supervisors believed the employees were recognized and / or appreciated for their work as noted through both verbal (one on one) and emailed feedback as a result of job performance. The overall level of job satisfaction for the supervisors and the TCC manager was good. Supervisors are career driven. All of the supervisors interviewed expressed that making sure the TCC is run effectively is important to them. Supervisors concluded that there are good people working in the TCC; however, the TCC is not fully staffed. These two factors seem to create disconnect between what "goes on here" and "what is perceived to go on here".

When it comes to job satisfaction, the TCOs interviewed believed that their work efforts made a difference in the success of the TCC. Most interviewees believed they were appreciated and/or recognized for the work they do in the TCC; however, expressed a need for more verbal praise. One interviewee believed "the pay for what we do should be more for the work we do". The interviewees assessed the level of job satisfaction as good. They liked the work; yet, wanted more flexibility with scheduling and recognition for experience.

Operational Effectiveness

Interviews with the supervisory personnel related to this assessed area revealed that they had the resources needed to perform their jobs. Although the overall operational effectiveness was rated as good, there is room for improvement. Some examples of areas needing improvement are, but are not limited to: software - identified as not being updated which results in radio issues ("site trunking" on channels); advanced notice of directed patrols, such as seat belt enforcement and DUI sobriety checkpoints; additional manpower needs, in general, to meet the increasing number of requests made through the TCC due to the increased number of counties serviced by this TCC. Supervisors believed they were respected enough by their supervision / leadership to do their jobs; however, one supervisor expressed concerns over lack of communication. The supervisor's concerns were related to actual job knowledge and a concern that all supervisors are not on the same page.

The cooperation and coordination between the troop captains and the TCC is good; however, the supervisors wished there was more of an understanding regarding the job duties of the other ("there is no face to go with the name and sometimes personality clashes"). One supervisor noted that the troopers try to accommodate them when the TCC asked them to do something. Overall they work well together.

Interviews with the TCOs in this assessment area revealed that they had the resources needed to perform their jobs. TCOs expressed concerns about problems experienced with the CAD and not having GPS to attempt to locate callers. Although the overall operational effectiveness was rated as good, there is room for improvement. The TCC computers are slow. All TCOs interviewed gave special noted attention to the CAD being slow and not being updated with a GPS system. The interviewees believed they were respected by their supervision / leadership to do their jobs; however, several interviewees noted observed favoritism in the TCC. Supervisors were described as not ready to be a supervisor. They noted the supervisors are willing to help them; however, one interviewee saw a weakness in leadership regarding availability; as well as attitude. One interviewee noted the supervisors were "too nice with repeat offenders".

The TCOs interviewed suggested the overall quality of service received from troopers was good.

Summary / Conclusion

The supervisors and TCC manager had no areas of concern that had not been previously addressed in the interview.

One TCO interviewed expressed concerns about better pay for TCOs, as well as, better pay for experience. A concern was raised regarding the ability to re-hire experienced TCOs being negatively affected because there is no incentive for operators who come back to be paid for the years of experience they already possess. There are concerns about the lack of offered overtime. One operator noted that due to the current pay, several operators have to work part-time jobs simply to make ends meet.
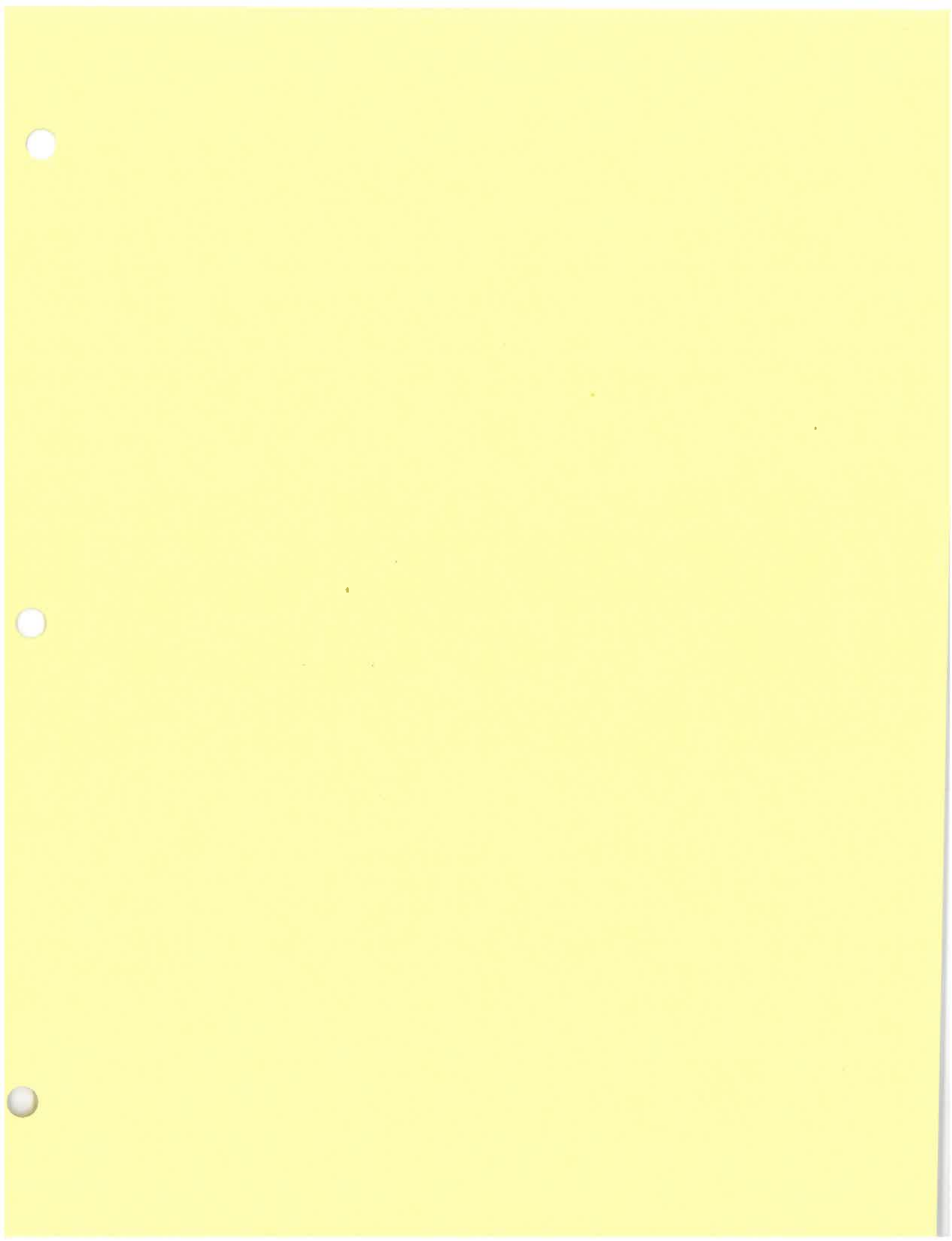
South Carolina
Department of Public Safety

Staff Inspection Report

South Carolina Highway Patrol

Communications
(Florence TCC)

December 1-3, 2015

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

Staff Inspection Report
South Carolina Highway Patrol Communications
Florence TCC
December 1-3, 2015

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Staff Inspection Report
South Carolina Highway Patrol Communications
Florence TCC
December 1-3, 2015

Executive Summary

The Staff Inspection of the South Carolina Highway Patrol Communications Unit Telecommunications Center (TCC), located in Florence, revealed minimum issues that were either non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, were in compliance and within department policy and procedures.

Scope

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

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

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

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

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

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

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

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

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

Objectives

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

The primary objectives of staff inspections consist of the below:

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

Sampling Methodology

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

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

4

Staff Inspection Report
South Carolina Highway Patrol Communications
Florence TCC
December 1-3, 2015

Authority

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

Overview

The Florence TCC is located in Florence, South Carolina (Florence County). The Florence TCC currently maintains twenty-three (23) non-sworn personnel (Manager – call-takers).

Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, November 2, 2015. The Entrance Conference provided the platform to ensure each attendee was apprised of the purpose of the inspection. Further, details about the activities as outlined in the Section entitled, Scope, was also reviewed.

Attendees included the Inspector-in-Charge (IC), Major J. D. Moore, and Captain S.A. Stankus, both of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); Captain R.L. Ray, Sergeant D.A. McMurray, and TCC Managers Pamela L. Looper and Steven C. Gilchrist (Communications).

TCC Manager Pamela L. Looper was introduced as the IIP.

Communications

(Florence)

The Florence Telecommunications Center (TCC), located at 3415 East Palmetto St. Florence, South Carolina, was inspected on December 1, 2015, by TCC Manager Pamela L. Looper (Greenville TCC). TCC Manager Steven C. Gilchrist presented the requested files and provided dialogue needed to determine compliance. The inspection of the Florence TCC concluded on December 3, 2015.

A. DOCUMENTS AND PROCEDURES

1. Collision Records

Not Applicable. This section does not apply to the Florence TCC.

2. Cash Receipts

Not Applicable. This section does not apply to the Florence TCC.

3. Employee Training Records

Compliance. Compliance in maintaining employee training records was determined through the inspection of employee training documents and forms maintained in the TCC by the TCC manager. The employee files inspected revealed training evaluations that were completed during each phase of the TCO training process. All training reports were signed by the trainer and trainee.

4. Evidence/Property Storage Room/ Documentation (Includes DVD Maintenance & Retention)

Not Applicable. This section does not apply to the Florence TCC.

5. Evidence Destruction/ Documentation

Not Applicable. This section does not apply to the Florence TCC.

6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change

Not Applicable. This section does not apply to the Florence TCC.

7. Secondary Employment Policy Compliance

Compliance. Compliance with the South Carolina Department of Public Safety (SCDPS) Outside Employment Policy was determined through the inspection of approved 2014 outside employment request(s) maintained in the TCC.

8. Agency Property Accountability/ Inventory Control

Not Applicable. This section does not apply to the Florence TCC.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable. This section does not apply to the Florence TCC.

10. Telecommunications Centers

Compliance. The Florence TCC, located at 3415 East Palmetto St., Florence, South Carolina, is the subject of this Staff Inspection Checklist.

11. Traffic Summons Book/ Bond Money Amount

Not Applicable. This section does not apply to the Florence TCC.

12. Ticket Tracking

Not Applicable. This section does not apply to the Florence TCC.

13. Body Armor Replacement Dates

Not Applicable. This section does not apply to the Florence TCC.

14. Child Custody Procedures

Not Applicable. This section does not apply to the Florence TCC.

15. Juvenile Procedures

Not Applicable. This section does not apply to the Florence TCC.

16. Juvenile Custodial Release Forms

Not Applicable. This section does not apply to the Florence TCC.

17. Line Inspections

Not Applicable. This section does not apply to the Florence TCC.

18. Safety Checkpoint Documentation (Statistical Data)

Not Applicable. This section does not apply to the Florence TCC.

19. EPMS (Probationary, Annual)

Compliance. A review of annual EPMS documents verified proof of compliance through signed and dated planning stages and rated reviews conducted within the time frame of established policy. A review of probationary employee files verified compliance with signed and dated quarterly evaluations conducted within the time frames of established policy. EPMS reviews were stored with the personnel files located within the TCC. All reviews inspected were signed by the employee, the supervisor conducting the review, and the reviewing supervisor or manager.

20. Disciplinary Actions Records

Compliance. Compliance in maintaining disciplinary action records was determined through dialogue with the TCC manager. The inspection of employee files revealed counseling sessions were completed on personnel concerning minor disciplinary issues. No other formal disciplinary action records (Suspensions, Oral Reprimands, Written Reprimands, etc.) were retained or presented for inspection.

21. Victim/ Witness Files- Secure

Compliance. Compliance in maintaining victim advocate information was determined through dialogue with the TCC manager; as well as proof of compliance verified by reviewing the copy of an email discussing victim advocate contact information.

RECOMMENDATION(S):

Victim advocate protocol needs to be incorporated into the TCO Manual of Operations.

22. Use of Force Reports (Supervisory Review)

Not Applicable. This section does not apply to the Florence TCC.

23. Pursuit Reports (Supervisory Review)

Not Applicable. This section does not apply to the Florence TCC.

24. Prisoner Transport

Not Applicable. This section does not apply to the Florence TCC.

25. Legal Process Forms – for service of warrants

Not Applicable. This section does not apply to the Florence TCC.

26. Subpoena Maintenance

Not Applicable. This section does not apply to the Florence TCC.

27. Radar Logs

Not Applicable. This section does not apply to the Florence TCC.

28. Radar Proficiency Certification/Recertification

Not Applicable. This section does not apply to the Florence TCC.

29. Records Retention

Compliance. Records retention was determined through dialogue with the TCC manager. Compliance regarding retention of records was observed through the inspection of the Computer Aided Dispatch (CAD) records. Verbiage on maintaining records was inspected in the TCO Manual of Operations.

30. Wrecker Inspections

Not Applicable. This section does not apply to the Florence TCC.

31. Region Hand Scale Calibration Dates

Not Applicable. This section does not apply to the Florence TCC.

32. Freedom of Information Act (FOIA) Requests

Compliance. Compliance in responding to FOIA request(s) was determined through dialogue with the TCC manager. All request(s) received by the TCC were forwarded to the Office of General Counsel (OGC) for proper handling.

33. Miscellaneous Forms/ Procedures:

CALEA Standards (Communications)

Determining compliance with CALEA Standards for the TCC was established by reviewing documentation and proofs from the year 2015 - found in the standard operational forms and CAD reports. Additional proofs of compliance were inspected by reviewing the TCO Manual of Operations, through dialogue with the TCC Manager, and through the observation of the actual operations of the TCC. The following is a synopsis of the review of the Communications Standards:

12.2.2 Policy/ Procedure Manuals Accessible (electronic/ hardcopies)

Compliance. A hard copy of the policy / procedures manuals was inspected. An online copy was observed on the computer system.

41.2.5 BOLO: Missing Adult- procedure for reporting/notification

Compliance. A print out of a missing adult NCIC teletype was inspected displaying a Silver Alert (missing senior citizen). The inspection of a 2015 CAD report illustrated where a TCO properly broadcast the information.

41.2.6 BOLO: Missing Juvenile-procedure for reporting/notification; Use of Amber Alert

Compliance. A print out of a missing juvenile NCIC teletype was inspected displaying an Amber Alert (missing juvenile). The inspection of a 2015 CAD report illustrated where a TCO properly broadcast the information.

61.3.1a Highway Deficiencies Complaints: Procedure for referral

Compliance. The inspection of the 2015 CAD report displayed a call for service wherein a traffic light defect had been checked by a trooper. The inspected CAD report verifies that the South Carolina Department of Transportation (SCDOT) was properly notified to repair the traffic light deficiency.

61.4.1a Motorist Assistance: Procedures to ensure timely assistance

Compliance. The inspection of a 2015 CAD report illustrated that a call to assist a motorist was handled by a trooper. The CAD report verified the timely assistance of a motorist by reviewing the time of dispatch, time of officer arrival, and time the call was closed by the TCO.

61.4.2 Highway Hazards: Procedures to log and report debris, defects, traffic devices, etc.

Compliance. The inspection of a 2015 CAD report displayed a call pertaining to a tree in the roadway. Notes in the CAD call verified that SCDOT was properly notified to remove the tree after it was verified by the trooper responding to the call.

61.4.3c Wrecker Log Maintenance

Compliance. "Rotation" wrecker logs and "owner requested" wrecker logs for 2015 were inspected. A CAD report print-out for a single vehicle incident verified that the rotation wrecker list was utilized to assign the tow service.

74.1.3 NCIC Hit and Entry procedures; records

Compliance. A completed report (NCIC Record Entry Report) with SLED NCIC documentation provided proof of compliance. A dialogue with the TCC manager indicated that validation procedures were being followed utilizing online electronic validations.

81.2.1 24hr Toll Free and TDD Phone Access for public

Compliance. An inspection of the Highway Patrol website print-out displayed the toll free telephone number (1-800-768-1505) for the Florence TCC. Dialogue with the TCC manager, regarding twenty-four (24) hour operations, verified compliance. Observation of the information provided by the department online website further verified compliance of this standard.

81.2.2 Continuous two-way, 24hr Communication; Procedure for system failure

Compliance. The proof of compliance with continuous two-way (24-hour) communication and procedures for system failure was determined through an interview with the TCC manager. Radio operations were observed to verify compliance of this standard. Backup radios, walkie-talkies, landline phones, or the handing of calls by another Highway Patrol TCC would be utilized in the event of a system failure.

81.2.3 CAD: includes control # per incident, name and address of complainant, time of dispatch, type of incident, location, officer identification, officer arrival and return to service times.

Compliance. The inspection of 2015 CAD reports displayed CAD calls that reflected the following information: incident number (control number), date and time call received, name and phone number of complainant, type of incident reported, location of incident reported, display of the primary unit's call number (not name) and any backup unit's call

number (not name), time of dispatch, time of officer arrival, time officer returned to service ("call closed time"), and CAD disposition code or status of the reported incident.

81.2.4 Procedure for documenting call numbers, fatality information and notification, supervisor notification and response

Compliance. The inspection of a print-out of the Statewide Call Number List (3 Divisions) and the call number spreadsheet verified proof of compliance in documenting call numbers. The inspection of 2015 CAD reports showed CAD calls that reflected the following information: more than one trooper responding to a call, where a supervisor was called to the scene for a fatality. Proof of compliance was observed by the supervisor notification and arrival times on the CAD report. A copy of a list containing each officer's assigned "emergency alarm number" was provided for purpose of this inspection.

81.2.5 TCO Resources Available: Officer-in charge, Duty Rosters, Residential Phone Numbers, Visual Maps, Officer Status Indicators, Emergency Call List, Tactical Dispatching Plans

Compliance. An inspection of a print-out provided proof of residential telephone numbers. A CAD report provided a print-out of an active unit list (located under file/print menu in CAD). A print-out of TCOs on-line phone numbers for external services was inspected. The list was also observed online in the TCC note files for the Florence TCC.

81.2.6 Procedures: TCO's response to calls for information or services including referrals; determining if emergency or non-emergency

Compliance. The proof of compliance in responding to calls for service (judging characteristics of the call and informing caller of response) was determined through dialogue with the TCC manager. Observation of the CAD illustrated the priority level that CAD assigned calls based on the type of call. (A call that displays in red on the CAD screen is an urgent call. Calls in other colors, such as blue, green, or yellow are categorized as less of a priority based on the nature of the call.)

81.2.7 Procedures: TCO's response to victim/witness requests for information or services

Compliance. Compliance in maintaining victim advocate information was determined through dialogue with the TCC manager; as well as, proof of compliance inspected by reviewing the copy of an email discussing victim advocate contact information. The TCOs add comments to the CAD calls if the victim calls back.

RECOMMENDATION(S):

Victim advocate protocol should be incorporated into the TCO Manual of Operations.

81.2.8 Immediate Playback during continuous recording, Security of Tapes and Retention (30 day min.), procedures for review

Compliance. The compliance in maintaining immediate playback during continuous recording of radios and telephones, security of tapes and retention (30 day minimum) was determined through dialogue with the TCC manager. Further proof of compliance was observed when a TCO demonstrated the playback function at the radio console.

81.2.9 NCIC Equipment, CJIS

Compliance. The compliance in maintaining NCIC Equipment (CJIS) was determined through dialogue with the TCC manager. Further proof of compliance was observed when a TCO demonstrated the use of SNET (NCIC-CJIS) on the computer at the radio console.

81.2.10 Alternative Communications

Compliance. The compliance in maintaining alternative communications was determined through an interview with the TCC manager. Further proof of compliance was reflected in the observation of back-up radios at the consoles, hand-held walkie-talkies, backup telephones, and the telephone that could send all calls to another TCC within the state.

81.3.1 Security Measures- Restricted Access; security of antennas and power sources; backup resources

Compliance. The compliance in maintaining security measures with restricted access was achieved through dialogue with the TCC manager. Further proof of compliance was observed with ("authorized only") signs posted on the doors identifying restricted access areas.

81.3.2 Monthly/Weekly Alternate Power Source Inspection; Annual full-load test

Compliance. A generator that powers the TCC when the TCC experiences a power failure was observed to be secured by a fence. A copy of the "full load" test of the generator was maintained in the TCC.

81.3.3 All Calls Handled as Emergencies

Compliance. The proof of compliance in responding to calls for service (judging characteristics of the call and informing caller of response) was determined through an interview with the TCC manager. All calls are initially handled as an emergency call until the TCO receives dispatch information from the caller. Observation of the CAD verified that the priority level CAD assigned calls were based on the type of call. (A call that

displays in red on the CAD screen is an urgent call; calls in other colors, such as blue, green, or yellow are categorized as less of a priority based on the nature of the call.

81.3.4 Multi-Channel/Portable Radio Equipment (fire, ambulance, other law enforcement)

Compliance. The proof of compliance with multi-channel / portable radio equipment was determined through an interview with the TCC manager. Each radio console has the capability to talk two-ways with other law enforcement agencies and area 911 agencies utilizing regional radio channels. Radio operations were observed to illustrate practical application and further compliance regarding this standard.

82.1.1 Driver/Criminal Records Information Available 24hrs to personnel; procedures for release of records

Compliance. An inspection of the TCO Manual of Operations defined the procedures for handling driver / criminal records information and the procedures outlining the release of records internally (within the agency) and externally (outside the agency).

82.2.2 CAD: citizen complaints or report of crime, officers dispatched; officer initiated activity, arrests

Compliance. The inspection of a 2015 CAD report illustrated a CAD call that reflected the following information: citizen complaint or report of crime (a hit and run collision), trooper(s) dispatched, and notes in the CAD call detailing the activities involved in the call.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. Compliance in maintaining the general appearance and upkeep of the office was completed through the observation of the office - citing no obstructions.

2. Timely Reporting of Needed Maintenance

Compliance. Compliance in the timely reporting of needed maintenance was determined through dialogue with the TCC manager. Building and tech support for the department were the contacts for maintenance issues in the TCC.

3. OSHA/ Fire Codes

Compliance. "EXIT" signs were observed posted by the doors of the TCC. OSHA literature was properly posted outside the TCC doors in the hallway – accessible to all TCC employees.

4. Building Evacuation Route – posted

Compliance. Evacuation routes were observed posted on signs by the doors of the TCC.

5. Fire Extinguisher Inspection Tags

Compliance. Compliance in maintaining the fire extinguisher was determined through the observation of the month of inspection (November 2015) on the tag of the fire extinguisher.

6. Defibrillator

Not Applicable. There is no defibrillator in the TCC.

7. First Aid Kit

Compliance. A first aid kit was maintained and observed inside the TCC.

RECOMMENDATION(S):

The first aid kit needs to be updated or replaced.

8. Weight Station Scale Calibration

Not applicable. This section does not apply to the Florence TCC.

9. BPS Operations Center

Not applicable. This section does not apply to the Florence TCC.

10. Other

Not applicable. This section does not apply to the Florence TCC.

General Information

The Florence TCC, located at 3415 East Palmetto St., Florence South Carolina, provides dispatched telecommunications support to troopers and other SCDPS law enforcement officers. The TCC provides service to the following eight (8) counties in South Carolina: Darlington, Dillon, Horry, Florence, Georgetown, Marion, Marlboro, and Williamsburg. The TCC provides 24-hour (toll free) telephone access within South Carolina combined with its regular 24-hour statewide / nationwide telephone access for citizen's calls. Telephone and radio traffic is recorded for immediate playback and retention. The agency relies heavily on Computer Aided Dispatch (CAD) to capture relevant information related to calls for service. The TCOs screen incoming calls for appropriate response(s). The TCOs dispatch SCDPS law enforcement officers to collision scenes, other calls for service, and provide officers with accurate and timely information necessary to complete the mission of DPS, enhance officer safety, and promote the safety of the motoring public.

Interviews were conducted with nine (9) of the twenty-three (23) assigned non-sworn personnel [Supervisory personnel: (4); Non-supervisory personnel: (5)] for a sampling of forty percent (40%) of the total full time nonsworn personnel assigned to the TCC.

Interviews with supervisory personnel revealed the top priorities of focus for the supervisors in the TCC were staffing and ensuring operators are completing their jobs. Based on interviews with the assistant supervisors and the manager, there was a consensus in rewarding positive employee performance through verbal praise and praise emails; however, one supervisor noted that their supervisors do not offer any type of praise. The supervisors interviewed stated substandard work performance is addressed verbally and/or through email.

Morale

Interviews with the supervisory personnel in this assessed area revealed the supervisor / subordinate relationship was good. Supervisors believed the overall morale was good, although it could be improved with more teamwork and additional incentive to retain employees. The supervisors considered management / supervision / leadership to be good; however, noted some personality issues. Supervisors assessed the relations shared between employees and the supervisory / management staff within the TCC as good and noted they all worked well together. The supervisors generally expressed appreciation to the subordinates for the work they perform; however, one supervisor noted that unless rewarding the Employee of the Quarter award, the supervisors do not feel appreciated.

Interviews with the TCOs indicated overall that morale was good in the TCC; however, issues related to favoritism, attitude, and long hours (with no breaks), were expressed as factors negatively affecting morale. The supervisor / subordinate relationship was viewed as good. Most TCOs believed they were appreciated for the work they performed in the

TCC. One TCO stated that unless noticed by someone outside the TCC, there are times that good work can go unnoticed within the TCC.

Communication

Interviews with the supervisory personnel in this assessed area revealed that information communicated from management to personnel was done several ways: verbal, emails, staff meetings, and policy read / sign documents. The supervisors indicated that their supervisors did not provide effective feedback (positive and constructive) that helped them improve their job performance and professional development until expressed on an EPMS. The supervisors indicated that there was adequate communication between supervisors and subordinates; however, one supervisor stated that sometimes employees were not properly informed. The overall level of communication was good. The negative factors were described as (1) personality conflicts and (2) if a problem exists in only one TCC, the whole unit "pays the price".

Interviews conducted with the TCOs determined that emails, read / sign documents, and meetings was how information was communicated within the TCC. The TCOs stated that their supervisors provided effective feedback (positive and constructive) that helped them improve their job performance.

Job Satisfaction

Interviews conducted with the supervisory personnel in this assessed area concluded that their efforts make a positive difference in the success of the TCC. The supervisors believed the employees were recognized and/or appreciated for their work as noted through verbal feedback, email, and promotions. The overall level of job satisfaction for the supervisors and the manager was good. Each communicated that they enjoy the challenges of the job and like to learn new things. Several noted that the conditions could improve if more was done to retain employees and promote advancement within the TCC.

When it comes to job satisfaction, the TCOs interviewed believed that their efforts made a difference in the success of the TCC. Most TCOs believed they were appreciated and/or recognized for the work they performed in the TCC. Although most believed one form of recognition was the Employee of the Quarter award, one stated that the award was not proper recognition because favoritism factored into the selection of the recipient. The TCOs assessed the level of job satisfaction as good. Those interviewed liked the work of a TCO because of the flexibility of the schedule, getting to help others, the close proximity to home, and the opportunities to always learn.

Operational Effectiveness

Interviews with the supervisory personnel in this assessed area revealed that they possessed the resources needed to perform their jobs. Although the overall operational

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effectiveness was rated as good, there is room for improvement. Those identified areas were related to the computers, the CAD (very slow) - the upgrades made the problem(s) worse, and the telephone equipment (not good).

Regarding directed patrols, such as seat belt enforcement and DUI sobriety checkpoints, the TCC needs advanced notice of this type of enforcement initiative in order to properly staff the TCC. According to one supervisor interviewed, "we get the information too late". Supervisors believed they were respected by the supervision / leadership and trusted to do their jobs; however, the supervisors expressed concerns related to their supervisors lacking the experience necessary to do the manager's job.

The supervisors interviewed believed the director needs to know that no one checks on the TCOs after a critical incident occurs. The director needs to know that overtime pay is needed in the TCC.

The cooperation and coordination between the troop captains is good. The captains get along very well. The quality of service received from the troopers was described as good, but could use some work. The supervisors suggested that an opportunity to put a face with the name may enhance relations between the troop personnel and the TCC. The supervisors encouraged efforts be made to familiarize the law enforcement personnel with the daily operations of the TCC and the job duties performed by the TCOs. The supervisors requested that the post supervisors make an effort to monitor the radio traffic more closely.

Interviews with the TCOs in this assessed area revealed that they had the resources needed to perform their jobs. The TCOs expressed concerns with CAD being slow and the system not able to keep up with the current communication demands. Although the overall operational effectiveness was rated as good, there is room for improvement. One recommendation involved staffing the TCC; not only with TCOs, but with call takers, too. The TCOs believed they were respected by the supervision / leadership and trusted to do their jobs. One TCO noted issues related to privacy when talking with a supervisor. The strength of the leadership was described as a willingness to listen.

The TCOs interviewed suggested the overall quality of service received from the troopers was good; however, the TCOs described the attitudes of some of the troopers, when talking with the TCOs, gives the impression that the troopers view dispatch as the enemy. The TCOs expressed concerns that the post supervisors are aware of these types of incidents; however, fail to intervene and properly address the issue with the troopers.

Summary / Conclusion

The supervisors and the TCC manager described areas of concern not previously discussed during the interviews. Supervisors informed this inspector that salaries for the TCOs are a major concern and need to be addressed. TCC personnel are questioning why the TCOs were not included in the pay raise that the troopers recently received. Retention for the current TCC employees is a concern. Supervisors communicated a need for an incentive to encourage experienced TCOs to return to DPS.

A TCO interviewed discussed concerns regarding the need for better communication between DPS and other agencies. The TCC is experiencing problems with other agencies communicating on our radio channels and interfering with ongoing radio traffic. Additionally, other agency representatives are calling the troopers directly, utilizing personal cell phones, providing information regarding calls for service bypassing the TCC. Salaries were a major concern with the TCOs.
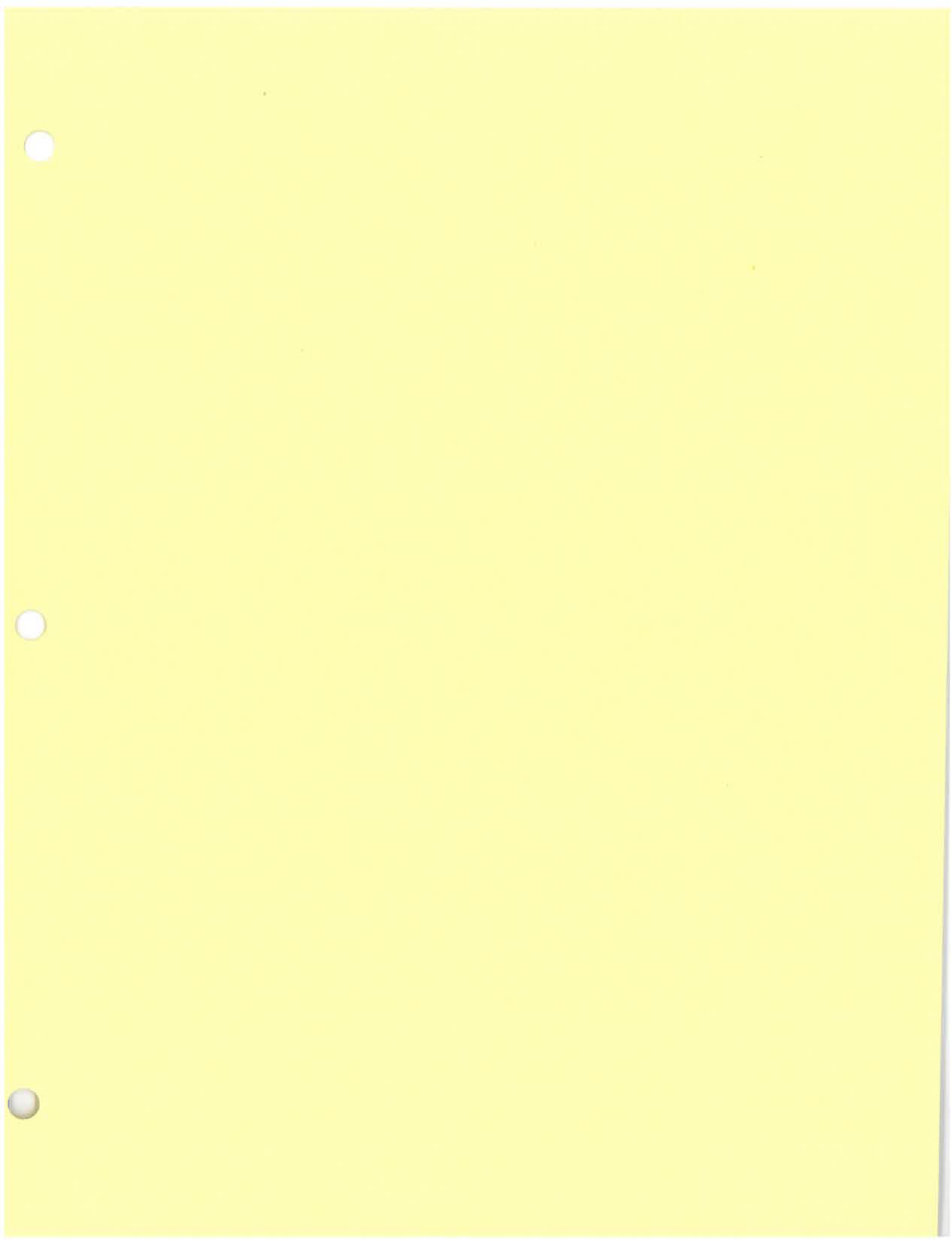
South Carolina
Department of Public Safety

Staff Inspection Report
South Carolina Highway Patrol

Communications
(Greenville TCC)

December 4 & 7, 2015

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

CALEA
THE GOLD STANDARD IN PUBLIC SAFETY

Staff Inspection Report
South Carolina Highway Patrol Communications
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Executive Summary

The Staff Inspection of the South Carolina Highway Patrol Communications Unit Telecommunications Center (TCC), located in Greenville, revealed minimum issues that were either non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, were in compliance and within department policy and procedures.

Scope

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

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

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

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

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

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

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

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

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

Objectives

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

The primary objectives of staff inspections consist of the below:

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

Sampling Methodology

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

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

Staff Inspection Report
South Carolina Highway Patrol Communications
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Authority

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

Overview

The Greenville TCC is located in Greenville, South Carolina (Greenville County). The Greenville TCC currently maintains twenty-six (26) non-sworn personnel (Manager – call-takers).

Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, November 2, 2015. The Entrance Conference provided the platform to ensure each attendee was apprised of the purpose of the inspection. Further, details about the activities as outlined in the Section entitled, Scope, was also reviewed.

Attendees included the Inspector-in-Charge (IC), Major J. D. Moore, and Captain S.A. Stankus, both of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); Captain R.L. Ray, Sergeant D.A. McMurray, and TCC Managers Pamela L. Looper and Steven C. Gilchrist (Communications).

TCC Manager Steven C. Gilchrist was introduced as the IIP.

Communications

(Greenville)

The Greenville Telecommunications Center (TCC), located 33 Villa Road, Greenville, South Carolina, was inspected on December 4, 2015, by TCC Manager Steven C. Gilchrist of the Florence TCC. Captain S.A. Stankus, Office of Strategic Services, Accreditation, Policy, and Inspection (OSAPI) assisted with the inspection. TCC Manager Pamela L. Looper presented the requested files and provided dialogue needed to determine compliance. The inspection of the Greenville TCC concluded on December 7, 2015.

A. DOCUMENTS AND PROCEDURES

1. Collision Records

Not Applicable. This section does not apply to the Greenville TCC.

2. Cash Receipts

Not Applicable. This section does not apply to the Greenville TCC.

3. Employee Training Records

Compliance. Compliance in maintaining employee training records was determined through the inspection of employee training documents and forms maintained in the TCC. The employee files reviewed revealed training evaluations were completed during each phase of the telecommunications training process. All training reports were signed by the trainer and trainee.

4. Evidence/Property Storage Room/ Documentation (Includes DVD Maintenance & Retention)

Not Applicable. This section does not apply to the Greenville TCC.

5. Evidence Destruction/ Documentation

Not Applicable. This section does not apply to the Greenville TCC.

6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change

Not Applicable. This section does not apply to the Greenville TCC.

7. Secondary Employment Policy Compliance

Compliance. Compliance was determined through the inspection of approved 2014 outside employment forms maintained in the Greenville TCC.

8. Agency Property Accountability/ Inventory Control

Not Applicable. This section does not apply to the Greenville TCC.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable. This section does not apply to the Greenville TCC.

10. Telecommunications Centers

Compliance. The Greenville TCC, located at 33 Villa Road Greenville, South Carolina, is the subject of this Staff Inspection Checklist.

11. Traffic Summons Book/ Bond Money Amount

Not Applicable. This section does not apply to the Greenville TCC.

12. Ticket Tracking

Not Applicable. This section does not apply to the Greenville TCC.

13. Body Armor Replacement Dates

Not Applicable. This section does not apply to the Greenville TCC.

14. Child Custody Procedures

Not Applicable. This section does not apply to the Greenville TCC.

15. Juvenile Procedures

Not Applicable. This section does not apply to the Greenville TCC.

16. Juvenile Custodial Release Forms

Not Applicable. This section does not apply to the Greenville TCC.

17. Line Inspections

Not Applicable. This section does not apply to the Greenville TCC.

18. Safety Checkpoint Documentation (Statistical Data)

Not Applicable. This section does not apply to the Greenville TCC.

19. EPMS (Probationary, Annual)

Compliance. The review of annual EPMS documents verified proof of compliance through signed and dated planning and rating reviews within the time frames of established policy. The review of probationary employee files verified compliance with signed and dated quarterly evaluations within the time frames of established policy. EPMS reviews were stored with the personnel files located within the TCC. All reviews inspected were signed by the employee, the supervisor conducting the review, and the reviewing supervisor or manager.

20. Disciplinary Actions Records

Compliance. The inspection of employee files revealed counseling sessions were completed on personnel to address minor disciplinary concerns. No other formal disciplinary action records (Suspensions, Oral Reprimands, Written Reprimands, and etc.) were presented for this inspection.

21. Victim/ Witness Files- Secure

Compliance. Compliance in maintaining victim advocate information was determined through dialogue with the TCC manager; as well as proof of compliance inspected by reviewing the copy of an email discussing victim advocate contact information.

RECOMMENDATION(S):

Verbiage regarding victim advocate protocol should be incorporated into the Telecommunication Operator (TCO) Manual of Operations.

22. Use of Force Reports (Supervisory Review)

Not Applicable. This section does not apply to the Greenville TCC.

23. Pursuit Reports (Supervisory Review)

Not Applicable. This section does not apply to the Greenville TCC.

24. Prisoner Transport

Not Applicable. This section does not apply to the Greenville TCC.

25. Legal Process Forms – for service of warrants

Not Applicable. This section does not apply to the Greenville TCC.

26. Subpoena Maintenance

Not Applicable. This section does not apply to the Greenville TCC.

27. Radar Logs

Not Applicable. This section does not apply to the Greenville TCC.

28. Radar Proficiency Certification/Recertification

Not Applicable. This section does not apply to the Greenville TCC.

29. Records Retention

Compliance. Compliance of the retention of records was observed through the operation of the Computer Aided Dispatch (CAD) records. Verbiage on maintaining records was inspected in the TCC Manual of Operations.

30. Wrecker Inspections

Not Applicable. This section does not apply to the Greenville TCC.

31. Region Hand Scale Calibration Dates

Not Applicable. This section does not apply to the Greenville TCC.

32. Freedom of Information Act (FOIA) Requests

Compliance. All FOIA requests received by the Greenville TCC were forwarded to the South Carolina Department of Public Safety's (SCDPS) Office of General Counsel (OGC) for proper handling.

33. Miscellaneous Forms/ Procedures:

CALEA Standards   (Communications)

Determining compliance with CALEA Standards for the TCC was established by reviewing documentation and proofs from the year 2014 - found in the standard operational forms and CAD reports. Additional proofs of compliance were inspected by reviewing the TCO Manual of Operations, through dialogue with the TCC Manager, and through the observation of the actual operations of the TCC. The following is a synopsis of the review of the Communications Standards:

12.2.2 Policy/ Procedure Manuals Accessible (electronic/ hardcopies)

Compliance. A hard copy of the policy / procedures manuals was inspected. An online copy was observed to be maintained on the computer system.

41.2.5 BOLO: Missing Adult- procedure for reporting/notification

Compliance. A print-out of a missing adult NCIC teletype was inspected displaying a Silver Alert (missing senior citizen). The inspection of a 2014 CAD report confirmed that a TCC operator did properly broadcast the information.

41.2.6 BOLO: Missing Juvenile-procedure for reporting/notification; Use of Amber Alert

Compliance. A print out of a missing juvenile NCIC teletype was inspected displaying an Amber Alert (missing juvenile). The inspection of a 2014 CAD report confirmed that a TCC operator did properly broadcast the information.

61.3.1a Highway Deficiencies Complaints: Procedure for referral

Compliance. The inspection of the 2014 CAD report displayed a call for service wherein a traffic light defect had been checked by a trooper. The inspected CAD report illustrated that the South Carolina Department of Transportation (SCDOT) was notified to correct the traffic light deficiency.

61.4.1a Motorist Assistance: Procedures to ensure timely assistance

Compliance. The inspection of a 2014 CAD report displayed a call to assist a motorist was handled by a trooper. The CAD report illustrated timely assistance of a motorist by reviewing the time of dispatch, time of officer arrival, and time the call was closed by the TCO.

61.4.2 Highway Hazards: Procedures to log and report debris, defects, traffic devices, etc.

Compliance. The inspection of a 2014 CAD report displayed a call pertaining to a tree in the roadway. Notes in the CAD call illustrated that SCDOT was notified to remove the tree after it was checked by the trooper responding to the call.

61.4.3c Wrecker Log Maintenance

Compliance. Wrecker "rotation" logs and wrecker "requested" logs for 2014 were inspected. A CAD report print-out for a single vehicle incident displayed where the wrecker rotation list was referenced to designate the tow service utilized.

74.1.3 NCIC Hit and Entry procedures; records

Compliance. A completed report (NCIC Record Entry Report) with SLED NCIC documentation provided proof of compliance. A dialogue with the TCC manager indicated that validation procedures were being followed using online electronic validations.

81.2.1 24hr Toll Free and TDD Phone Access for public

Compliance. An inspection of a print-out of the highway patrol website displayed the toll free number (1-800-768-1503) for the Greenville TCC. Dialogue with the TCC manager, concerning 24-hour operations, verified compliance. Observation of the information provided by the department online website further verified compliance of this standard.

81.2.2 Continuous two-way, 24hr Communication; Procedure for system failure

Compliance. The proof of compliance with continuous two-way (24-hour) communication and procedures for a system failure was determined through an interview with the TCC manager. Radio operations were observed to illustrate compliance to this standard. Backup radios, walkie-talkies, the landline phone system, or the handing of calls by another Highway Patrol TCC would be utilized in the event of a system failure.

81.2.3 CAD: includes control # per incident, name and address of complainant, time of dispatch, type of incident, location, officer identification, officer arrival and return to service times.

Compliance. The inspection of the 2014 CAD reports displayed CAD calls that reflected the following information: incident number (control number), date and time call received, name and phone number of complainant, type of incident reported, location of incident reported, display of the primary unit's call number (not name) and any backup unit's call number (not name), time of dispatch, time of officer arrival, time officer returned to

11

service ("call closed time"), and the CAD disposition code or status of the reported incident.

81.2.4 Procedure for documenting call numbers, fatality information and notification, supervisor notification and response

Compliance. The inspection of a print-out of the Statewide Call Number List (3 Divisions) and the call number spreadsheet showed proof of compliance of documenting call numbers. The inspection of the 2014 CAD reports provided documentation that reflected the following information: (1) more than one trooper responding to a call and (2) where a supervisor was called to the scene of a fatality. Proof of compliance was verified by observing the supervisor notification and arrival times on the CAD report. A copy of a list containing each officer's "emergency alarm codes" was provided for purpose of this inspection.

81.2.5 TCO Resources Available: Officer-in charge, Duty Rosters, Residential Phone Numbers, Visual Maps, Officer Status Indicators, Emergency Call List, Tactical Dispatching Plans

Compliance. An inspection of a print-out provided proof of residential telephone numbers. A CAD report provided a print-out of an active unit list (located under file/print menu in CAD). A print-out of the TCOs' on-line phone numbers for external services was inspected. The list was also observed online in the TCC note files. TCC personnel utilized Google Earth and SCDOT Online Street Finder for visual maps.

81.2.6 Procedures: TCO's response to calls for information or services including referrals; determining if emergency or non-emergency

Compliance. The proof of compliance in responding to calls for service (judging characteristics of the call and informing caller of response) was determined through dialogue with the TCC manager. Observation of the CAD illustrated the priority level that CAD assigned calls based on the type of call. (A call that displays in red on the CAD screen is an urgent call; calls in other colors, such as blue, green, or yellow are categorized as less of a priority based on the nature of the call.)

81.2.7 Procedures: TCO's response to victim/witness requests for information or services

Compliance. Compliance in maintaining victim advocate information was determined through dialogue with the TCC manager; as well as, proof of compliance obtained by reviewing the copy of an email discussing victim advocate contact information. The TCOs add comments to CAD calls if the victim calls back.

RECOMMENDATION(S):

Victim advocate protocol should be incorporated into the TCO Manual of Operations.

81.2.8 Immediate Playback during continuous recording, Security of Tapes and Retention (30 day min.), procedures for review

Compliance. Compliance in maintaining immediate playback during continuous recording of radios and telephones, security of tapes, and retention (30 day minimum) was determined through dialogue with the TCC manager. Further proof of compliance was observed when a TCO demonstrated the playback function at the radio console.

81.2.9 NCIC Equipment, CJIS

Compliance. Compliance in maintaining NCIC Equipment (CJIS) was determined through dialogue with the TCC manager. Further proof of compliance was observed when a TCO demonstrated the use of SNET (NCIC-CJIS) on the computer at the radio console.

81.2.10 Alternative Communications

Compliance. The compliance in maintaining alternative communications was determined through an interview with the TCC manager. Further proof of compliance was reflected in the observation of back-up radios at the consoles, hand-held walkie-talkies, backup landline telephones, and the telephone that could send all calls to another TCC in the state.

81.3.1 Security Measures- Restricted Access; security of antennas and power sources; backup resources

Compliance. The compliance in maintaining security measures with restricted access was achieved through dialogue with the TCC manager. Further proof of compliance was observed with signs posted on the doors and in the TCC identifying ("authorized only") areas with restricted access.

81.3.2 Monthly/Weekly Alternate Power Source Inspection; Annual full-load test

Not in Compliance. This inspector observed the location of a generator, secured by fencing, that serves to power the Greenville TCC should the center experience a power failure. A copy of the "full load" test of the generator was not kept on file in the TCC.

RECOMMENDATION(S):

A copy of the annual "full load" test shall be obtained from Building Services and kept on file in the TCC.

81.3.3 All Calls Handled as Emergencies

Compliance. The proof of compliance in responding to calls for service (judging characteristics of the call and informing caller of response) was determined through an interview with the TCC manager. All calls are initially handled as an emergency call until the TCO obtains dispatch information from the caller. Observation of the CAD illustrated the priority level that the CAD assigned calls based on the type of call. (A call that displays in red on the CAD screen is an urgent call; calls in other colors, such as blue, green, or yellow are less of a priority based on the nature of the call.)

81.3.4 Multi-Channel/Portable Radio Equipment (fire, ambulance, other law enforcement)

Compliance. The proof of compliance with multi-channel / portable radio equipment was determined through an interview with the TCC manager. Each radio console has the capability to talk two-ways with other local law enforcement and 911 agencies utilizing regional radio channels. Radio operations were observed to illustrate practical application and further compliance regarding this standard.

82.1.1 Driver/Criminal Records Information Available 24-hours to personnel; procedures for release of records

Compliance. An inspection of the TCO Manual of Operations defined the procedures for handling driver / criminal records information and the procedures outlining the release of records internally (within the agency) and externally (outside the agency).

82.2.2 CAD: citizen complaints or report of crime, officers dispatched; officer initiated activity, arrests

Compliance. The inspection of a 2014 CAD report illustrated a call for service that reflected the following information: citizen complaint or report of crime (a hit and run collision), troopers dispatched, and notes in the CAD call detailing the activities involved in the call.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. Compliance in maintaining the general appearance and upkeep of the office was completed through the observation of the office - citing no obstructions.

2. Timely Reporting of Needed Maintenance

Compliance. Compliance in the timely reporting of needed maintenance was determined through dialogue with the TCC manager. The building and tech support personnel for the agency were the identified contacts provided for maintenance issues in the TCC facility.

3. OSHA / Fire Codes

Compliance. Compliance was observed in the posting of OSHA literature within the TCC. "EXIT" signs were posted and observed identifying the doors leading out of the TCC.

4. Building Evacuation Route (posted)

Compliance. Compliance in posting a building evacuation route was determined through the observation of the evacuation routes posted on signs by the doors of the TCC.

5. Fire Extinguisher Inspection Tags

Compliance. Compliance in maintaining the fire extinguisher was determined through the observation of the month of inspection (November 2014) on the tag of the fire extinguisher.

6. Defibrillator

Not Applicable. There is not a defibrillator in the TCC or within the building that houses the TCC.

7. First Aid Kit

Compliance. A first aid kit was observed inside the TCC.

<div align="center">RECOMMENDATION(S):</div>

The first aid kit must be updated or replaced.

8. Weight Station Scale Calibration

Not Applicable. This section does not apply to the Greenville TCC.

9. BPS Operations Center

Not Applicable. This section does not apply to the Greenville TCC.

10. Other

Not Applicable. This section does not apply to the Greenville TCC.

General Information

The Greenville TCC, located at 33 Villa Road, Greenville, South Carolina, provides dispatched telecommunications support to troopers and other SCDPS law enforcement officers. The TCC provides service to the following twelve (12) counties in South Carolina: Abbeville, Anderson, Edgefield, Greenville, Greenwood, Laurens, McCormick, Newberry, Oconee, Pickens, Saluda, and Spartanburg.

The TCC provides 24-hour (toll free) telephone access within South Carolina combined with 24-hour statewide / nationwide telephone access for citizen's calls. Telephone and radio traffic is recorded for immediate playback and retention. The agency relies heavily on Computer Aided Dispatch (CAD) to capture relevant information related to calls for service. The TCOs screen incoming calls for appropriate response(s). The TCOs dispatch SCDPS law enforcement officers to collision scenes, other calls for service, and provide officers with accurate and timely information necessary to complete the mission of DPS, enhance officer safety, and promote the safety of the motoring public.

Interviews were conducted with eleven (11) of the twenty-six (26) assigned non-sworn personnel [Supervisory personnel: (4); Non-supervisory personnel: (7)] for a sampling of forty-two percent (42%) of the total full time non-sworn personnel assigned to the TCC. Interviews with supervisory personnel revealed the top priorities of focus for the supervisors in the TCC as the following: staffing, schedules, compensatory time, complaints on TCOs, adherence to policies and procedures, and CAD reviews. Based on interviews with the supervisors and the manager, the TCC remains understaffed due to repeated employee turnover. There were (8) eight vacancies, in the TCC at the time of this inspection. Rewarding positive employee performance is achieved through verbal praise and praise communicated through email. Substandard work performance is addressed verbally and / or in writing.

Morale

Interviews with the supervisory personnel assessed the supervisor / subordinate relationship as fair. The supervisors believed the overall morale was fair for the following reasons: personnel continue calling in sick due to a slow response to leave request(s), excessive vindictive behavior between some personnel that results in strained relationships between the personnel, the supervisors, and the TCC manager. Personnel informed this inspector that they have observed negative comments made by supervisors concerning job duties; specifically, supervisors discussing supervisory work schedules (regularly required to report to work on scheduled days off). The supervisors did state that some of the personnel try to get along with each other so they could work together as a team. The supervisors considered management / supervision / leadership, overall, to be rated as fair.

Supervisors had mixed views when it comes to employees being recognized for the work they perform in the TCC. One supervisor explained that the TCOs who helped a trooper, recognized for displaying valor, should also receive some mention / recognition related to the assistance the TCO provided during the recognized incident. On the other hand, another supervisor looked at their employment as just a job, stating "…not my entire life and not looking for an award."

The interviews with the non-supervisory personnel maintained a consensus that morale was rated as fair in the TCC. Also, the supervisor / subordinate relationship was fair. Although the TCOs believed they could get along when it was necessary, several TCOs mentioned negative feelings toward the TCC manager and the inability to take time off (being overworked) as reasons for low morale in the TCC. TCOs noted that some of the other TCOs work well together; however, favoritism between supervisor / subordinate relationships (being cast aside or brushed off) contributes to the low morale among others. One interviewee believed personality conflicts between the employees and the supervisory / management staff was a negative factor that lowered morale. Another interviewee suggested the change in management style from the TCC manager that recently retired to the new TCC manager contributed to the low morale. Although some TCOs interviewed believed they were appreciated for the work they performed in the center, others expressed the need for more positive feedback from supervisors and for more respectful behavior from the officers.

Communication

Interviews with the supervisory personnel in this assessment revealed that information communicated from management to personnel was done several ways: verbal, emails, memos, and policy read / sign documents. One subordinate indicated that their supervisor provided effective feedback (positive and constructive) that helped them improve their job performance and professional development. Other supervisors expressed getting feedback while another believed there was no time for feedback. Although two supervisors indicated that there was adequate communication between supervisors and subordinates through constant emails, the other two supervisors advised they wanted quicker response times with emails and more access to all the staff that work in the TCC. From this perspective, the overall level of communication in the TCC was rated as fair. According to the supervisors, the breakdown in communication is mainly attributed to (1) getting a response from emails and (2) responding back to emails when it comes to relating an accurate and clear message to employees.

Interviews conducted with TCOs determined that emails, read / sign documents, and verbal communication was how information was communicated in the TCC. Most TCOs in the interview responded that their supervisors provided effective feedback (positive and constructive) that helped them improve their job performance. One interviewee exclaimed that sometimes there is a problem with the TCC manager providing feedback. The interviewees believed there was adequate communication between the supervisors

and subordinates because they could ask the supervisor questions and send them emails. The interviewees considered the overall level of communications as good operationally between TCOs because the notes placed in the CAD add clarity to the calls being dispatched to a trooper.

Job Satisfaction

Interviews conducted with the supervisory personnel in this assessment believed that their efforts make a positive difference in the success of the TCC. Two supervisors believed the employees were recognized and/or appreciated for their work as noted through verbal (one on one) feedback and emailed feedback regarding job performance. One supervisor expressed the need for more recognition as the TCC has been understaffed for a long time; yet, the day to day operations of the TCC have been sufficiently provided. The TCOs recognize that increases in manpower in the law enforcement divisions do not relate to added TCOs in the TCC. Another supervisor reflected that the TCOs need to know how to get recognized. The overall level of job satisfaction for the supervisors and TCC manager was fair - as they liked helping people; however, one supervisor expressed being tired and burned out due to (1) constantly training new employees due to employee turnover and (2) the differences in demand comparing dispatching for the previous Troop Two TCC and the current Troop Three TCC. The same supervisor added that dealing with the new TCC manager was stressful. One supervisor reflected that there was no support with increased manpower or from supervision.

The TCOs believed that they make a positive difference in the success of the TCC. Some TCOs believed they were appreciated for the work they do while others suggested appreciation should come through overtime pay and verbal praise. The interviewees reflected on the satisfaction with job as being between fair and good as they wanted better pay, more employees staffing the center, and the ability to take time off from work without having to return to work on scheduled days off because of manpower shortages.

Operational Effectiveness

Interviews with the supervisory personnel in this assessment revealed that they had the resources needed to perform their jobs. The supervisors rated the overall operational effectiveness as fair with the staff knowing where the available resources were located in the TCC. The supervisors in the interviews expressed the need for improvement when it comes to the following: increase the processing speed of CAD, update internet access when it comes to tools like reverse 911 or cell tower site information for callers, increase the staffing in the TCC, and develop uniformity for dispatching the two troops serviced by the TCC. In regards to directed patrols such as seat belt enforcement and DUI sobriety checkpoints, the center needs advanced notice of this type of activity to properly staff the TCC. Additional TCOs were needed in general to meet the needs of the troopers. The needed manpower increase is a result of counties added to this TCC after the dispatch consolidation between Troops Two and Three.

Supervisors expressed supervision / leadership strength in working the radio consoles. Conversely, the supervisors reflected on a weakness in being understaffed and having to spend more time doing the work of a TCO working a radio console resulting in no time to supervise. The consensus of supervisors was that there was nothing either good or bad that the Director needed to know about that had not already been discussed in the interviews. The supervisors noted that the troopers worked well with the TCC. One expressed area of concern involved troopers talking over each other on the radio.

Interviews with the TCOs in this assessment revealed that they had the resources needed to perform their jobs; however, they expressed concerns regarding problems they have with the CAD upgrades, computer equipment (often "freezing up"), being understaffed, and the fact that some TCOs show no care for the job. The interviewees advised that being able to get the supervisors to answer their questions was the strength of the supervisors. A common weakness of supervision and leadership remained the inability to staff the center and the inability to cover the shifts. One TCO suggested the weakness in supervision / leadership was the TCC manager. The same TCO stated that the TCC manager plays one employee against another employee, says do what she says because she is the boss, breaks confidentiality from one employee to another by using another employee's name in a complaint, and has "turned the center upside down" since taking over from the previous manager.

The TCOs interviewed suggested the overall quality of service received from the troopers was good. There was nothing more that the Director needed to know other than the emphasis on being understaffed and the need to be able to get time off to relieve job stress.

Summary / Conclusion

One supervisor expressed concern for the following areas that had not been previously addressed in the interview: no incentive for experienced employees to return to work for us, no pay incentives for employees to stay employed with the agency, no pay incentives for employees to go beyond a "meets" rating on the EPMS, and no ability to compete with the starting salaries of other agency or county 911 TCCs.

One TCO interviewed expressed concerns about speeding up the hiring process for new operators and the need for pay raises like the troopers received recently. One TCO believed that the captain over the Communications Unit had already started making good decisions when it came to addressing problems in the Greenville TCC previously stated in the interview.
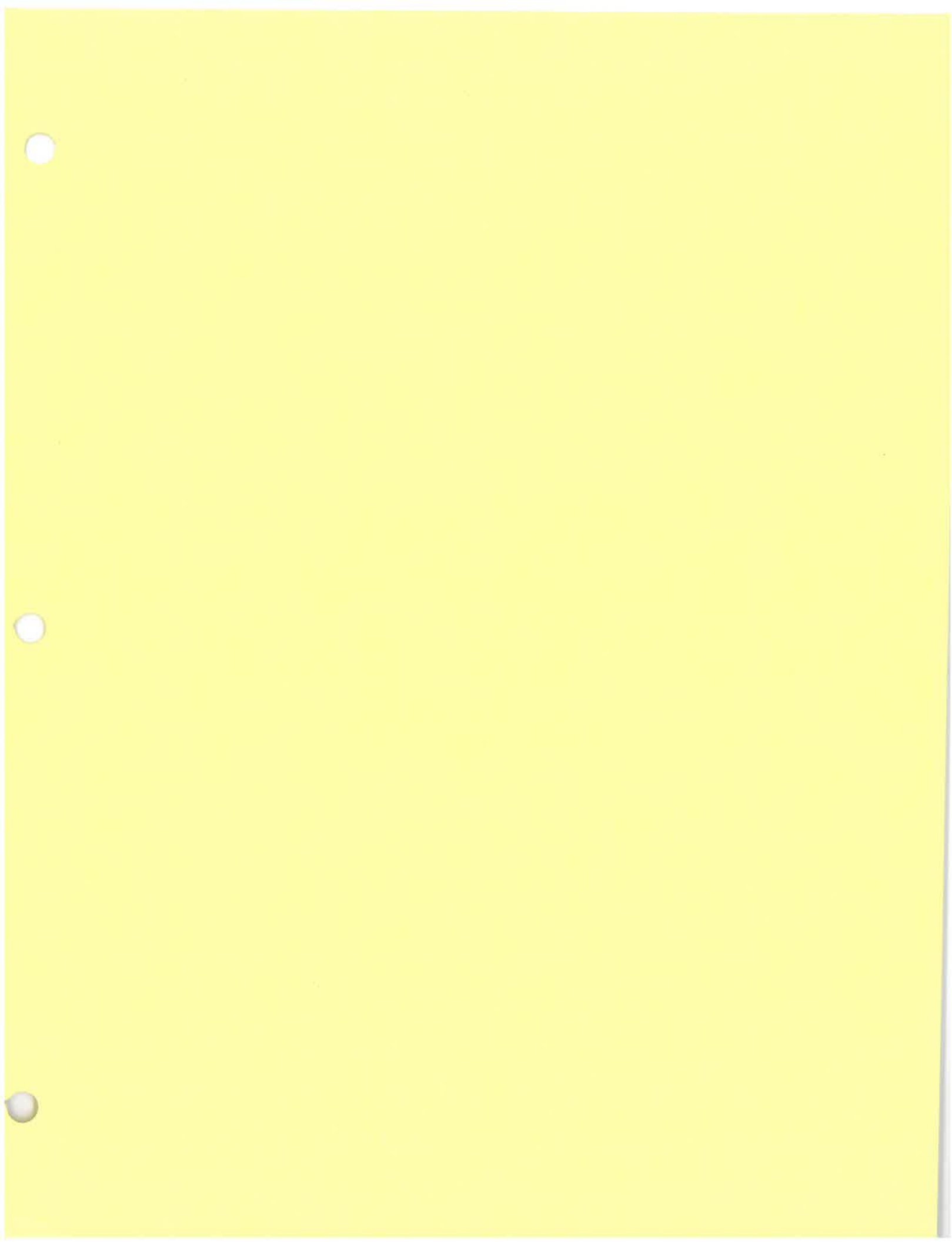
LOCATION: _____ DATE: _____

DEPARTMENT OF PUBLIC SAFETY

ENFORCEMENT DIVISIONS

STAFF INSPECTIONS CHECKLIST COVERSHEET

ENFORCEMENT DIVISIONS INSPECTIONS MODULE

STAFF INSPECTIONS CHECKLIST RATING SYSTEM

KEY TO RATINGS:

"C" - COMPLIANCE: The DPS requirements appear to be met by the Troop/ District/Unit/Post.

"NC" - NOT IN COMPLIANCE: It appears that the DPS requirements are not met or not adequately documented.

"NA" - NOT APPLICABLE: The requirement does not apply to this Troop/ District/Unit/Post, because of function or other reason.

"NI" - NOT INSPECTED: This requirement was not, or could not be inspected or observed by Inspecting Officers. (This is also used during inspections of limited scope such as in Follow-up).

Comments/Remarks: Noted in the "INSPECTIONS CHECKLIST SUMMARY" section. Each comment and/or remark is to be listed by the appropriate checklist letter and number of the item.

Staff Inspection Checklist

Location: _____ Date: _____ Inspector: _____

A: DOCUMENTS AND PROCEDURES	C	NC	NA	NI	Remarks/Corrective Action	Date Corrected	Initials
Collision Records	☐	☐	☐	☐			
2. Cash Receipts	☐	☐	☐	☐			
3. Employee Training Records	☐	☐	☐	☐			
4. Evidence / Property Storage Room / Documentation: (Includes DVD Maintenance & Retention)	☐	☐	☐	☐			
5. Evidence Destruction / Documentation	☐	☐	☐	☐			
6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change	☐	☐	☐	☐			
7. Secondary Employment Policy Compliance	☐	☐	☐	☐			
8. Agency Property Accountability / Inventory Control	☐	☐	☐	☐			
9. Purchasing and Procurement Compliance + P-Card	☐	☐	☐	☐			
10. Telecommunication Centers	☐	☐	☐	☐			
11. Traffic Summons Book / Bond Money Amount	☐	☐	☐	☐			
12. Ticket Tracking	☐	☐	☐	☐			
13. Body Armor Replacement Date:	☐	☐	☐	☐			
14. Child Custody Procedures	☐	☐	☐	☐			
15. Juvenile Procedures	☐	☐	☐	☐			
16. Juvenile Custodial Release Forms	☐	☐	☐	☐			
17. Line Inspections	☐	☐	☐	☐			
18. Safety Checkpoint Documentation (Statistical Data)	☐	☐	☐	☐			
19. EPMS (Probationary, Annual)	☐	☐	☐	☐			
20. Disciplinary Action Records	☐	☐	☐	☐			
21. Victim / Witness Files – Secure	☐	☐	☐	☐			
22. Use of Force Reports (Supervisory Review)	☐	☐	☐	☐			
23. Pursuit Reports (Supervisory Review)	☐	☐	☐	☐			
24. Prisoner Transport	☐	☐	☐	☐			
25. Legal Process Forms – for service of warrants	☐	☐	☐	☐			
26. Subpoena Maintenance	☐	☐	☐	☐			
27. Radar Logs	☐	☐	☐	☐			
28. Radar Proficiency Certification/Recertification	☐	☐	☐	☐			
29. Records Retention	☐	☐	☐	☐			
30. Wrecker Inspections	☐	☐	☐	☐			
31. Region Hand Scale Calibration Date	☐	☐	☐	☐			
32. Freedom of Information Act (FOIA) Requests	☐	☐	☐	☐			
33. Miscellaneous Forms / Procedures	☐	☐	☐	☐			

B. FACILITIES	C	NC	NA	NI	Remarks/Corrective Action	Date Corrected	Initials
1. General Appearance and Upkeep	☐	☐	☐	☐			
2. Timely Reporting of Needed Maintenance	☐	☐	☐	☐			
OHSA/ Fire Codes	☐	☐	☐	☐			
4. Building Evacuation Route – posted	☐	☐	☐	☐			
5. Fire Extinguisher Inspection Tags	☐	☐	☐	☐			

6. Defibrillator	☐	☐	☐	☐				
7. First Aid Kit	☐	☐	☐	☐				
8. Weight Station Scale Calibration	☐	☐	☐	☐				
9. BPS Operations Center	☐	☐	☐	☐				
10. Other	☐	☐	☐	☐				

INSPECTIONS CHECKLIST SUMMARY

Examples / Comments (Indicate by subject and number)

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INSPECTOR(S) SIGNATURE(S):   **DATE:**
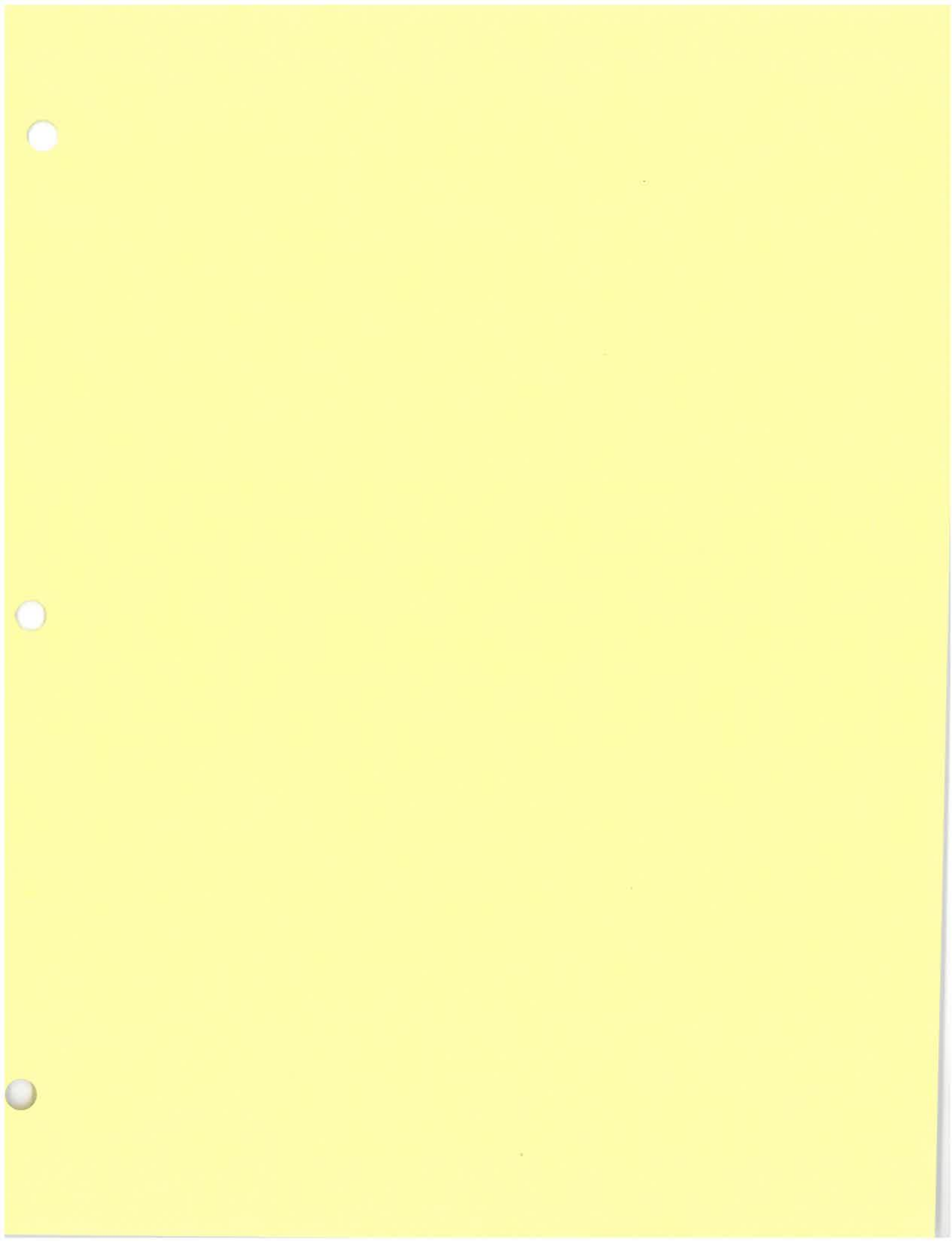
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COMMUNICATIONS

Standard	Item	Initials	Rating	Comments
12.2.2	Policy/Procedure Manuals Accessible (electronic/hardcopies)			
41.2.5	BOLO: Missing Adult Procedure for reporting/notification			
41.2.6	BOLO: Missing Juvenile Procedure for reporting/notification; Use of Amber Alert			
61.3.1a	Highway Deficiencies Complaints: Procedure for referral			
61.4.1a	Motorist Assistance: Procedures to ensure timely assistance			
61.4.2	Highway Hazards: Procedures to log and report debris, defects, traffic devices, etc.			
61.4.3c	Wrecker log maintenance			
74.1.3	NCIC Hit and Entry procedures; records			
81.2.1	24hr Toll Free and TDD Phone Access for public			
81.2.2	Continuous two-way, 24hr Communication; Procedure for system failure			
81.2.3	CAD: includes control # per incident, name and address of complainant, time of dispatch, type of incident, location, officer identification, officer arrival and return to service times			
81.2.4	Procedure for documenting call numbers, fatality information and notification, supervisor notification and response			
81.2.5	TCO Resources Available: Officer-in-Charge, Duty Rosters, Residential Phone Numbers, Visual Maps, Officer Status Indicators, Emergency Call List, Tactical Dispatching Plans			

81.2.6	Procedures: TCO's response to calls for information or services including referrals, determining if emergency or non-emergency			
81.2.7	Procedures: TCO's response to victim/witness requests for information or services			
81.2.8	Immediate Playback during continuous recording, Security of Tapes and Retention (30 day min.), procedures for review			
81.2.9	NCIC Equipment, CJIS			
81.2.10	Alternative Communications			
81.3.1	Security Measures - Restricted Access; security of antennas and power sources; backup resources			
81.3.2	Monthly/Weekly Alternate Power Source Inspection; Annual full-load test			
81.3.3	All Calls Handled as Emergencies			
81.3.4	Multi-Channel/Portable Radio Equipment (fire, ambulance, other law enforcement)			
82.1.1	Driver/Criminal Records Information Available 24hrs to personnel; procedures for release of records			
82.2.2	CAD: citizen complaints or report of crime, officers dispatched, officer initiated activity, arrests			

Rating: Compliance = C; Non Compliance = NC; Not Applicable = NA; Not Inspected = NI

Inspector(s) Name: _____ Date: _____

Additional Comments: _____
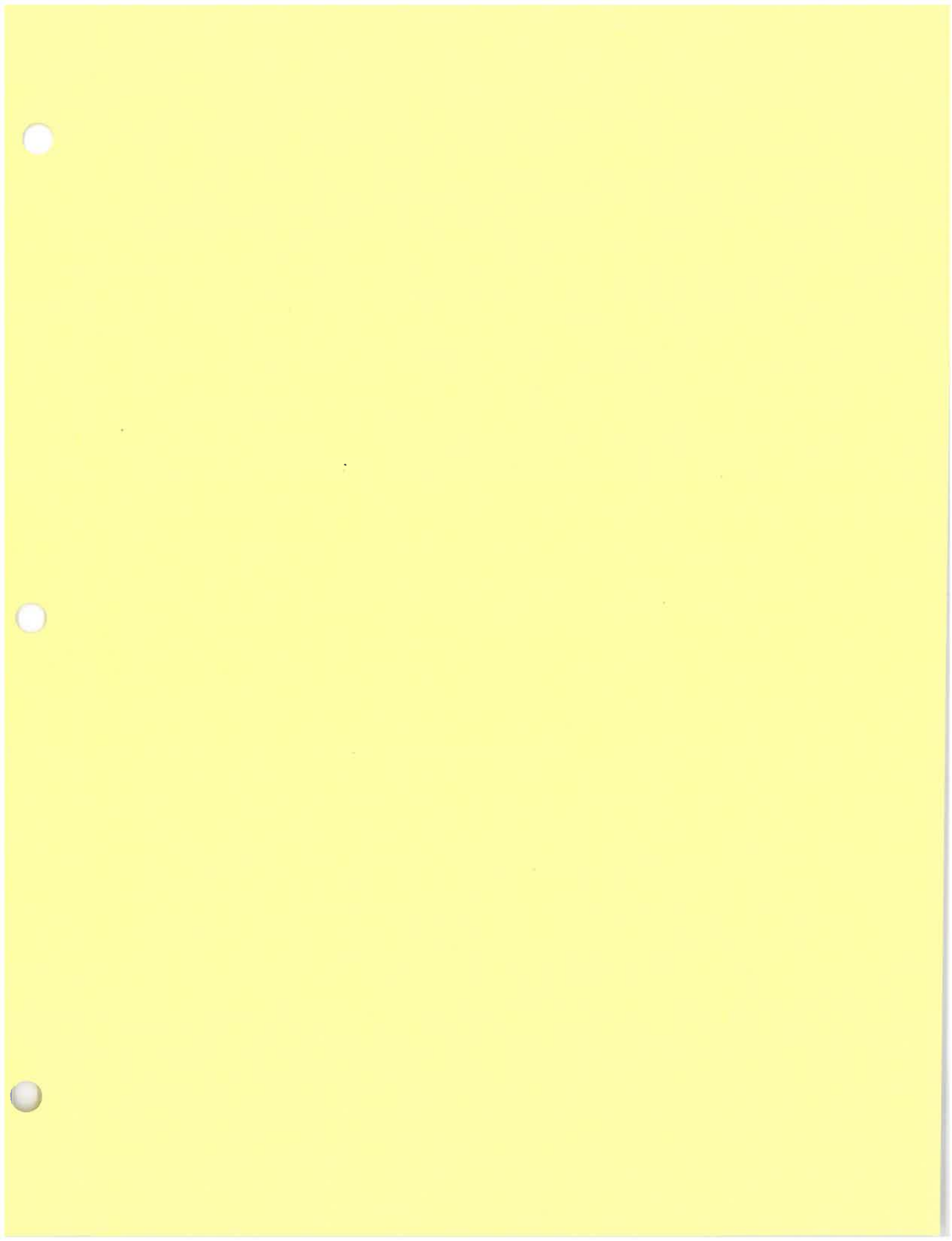
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BLYTHEWOOD TCC
STAFF INSPECTION
November 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.3

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)	1=4		3=12	4=16
GOOD (3)	3=9		7=21	10=30
FAIR (2)				
POOR (1)				
TOTAL	4=13 3.3		10=33 3.3	**14=46** **3.3**

MORALE = 3.3

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)	1=4		4=16	5=20
GOOD (3)	3=9		5=15	8=24
FAIR (2)			1=2	1=2
POOR (1)				
TOTAL	4=13 3.3		10=33 3.3	**14=46** **3.3**

JOB SATISFACTION = 3.4

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)	1=4		4=16	5=20
GOOD (3)	3=9		6=18	9=27
FAIR (2)				
POOR (1)				
TOTAL	4=13 3.3		10=34 3.4	**14=47** **3.4**

BLYTHEWOOD TCC
STAFF INSPECTION
November 2015

OVERALL COMMUNICATION = 3.0

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)	1=4		1=4	2=8
GOOD (3)	2=6		8=24	10=30
FAIR (2)	1=2		1=2	2=4
POOR (1)				
TOTAL	4=12 3.0		10=30 3.0	**14=42** **3.0**

OPERATIONAL EFFECTIVENESS = 3.0

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)			3=12	3=12
GOOD (3)	4=12		4=12	8=24
FAIR (2)			3=6	3=6
POOR (1)				
TOTAL	4=12 3.0		10=30 3.0	**14=42** **3.0**

CHARLESTON TCC
STAFF INSPECTION
November 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.2

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)	1=4		3=12	4=16
GOOD (3)	1=3		7=21	8=24
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	3=9 3.0		10=33 3.3	**13=42** **3.2**

MORALE = 3.0

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)	3=9		8=24	11=33
FAIR (2)			1=2	1=2
POOR (1)				
TOTAL	3=9 3.0		10=30 3.0	**13=39** **3.0**

JOB SATISFACTION = 3.2

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)	1=4		1=4	2=8
GOOD (3)	2=6		9=27	11=33
FAIR (2)				
POOR (1)				
TOTAL	3=10 3.3		10=31 3.1	**13=41** **3.2**

CHARLESTON TCC
STAFF INSPECTION
November 2015

OVERALL COMMUNICATION = 3.1

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)	3=9		9=27	12=36
FAIR (2)				
POOR (1)				
TOTAL	3=9 3.0		10=31 3.1	**13=40** **3.1**

OPERATIONAL EFFECTIVENESS = 2.9

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)	1=4		1=4	2=8
GOOD (3)	1=3		7=21	8=24
FAIR (2)	1=2		2=4	3=6
POOR (1)				
TOTAL	3=9 3.0		10=29 2.9	**13=38** **2.9**

FLORENCE TCC
STAFF INSPECTION
November 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.2

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)			2=8	2=8
GOOD (3)	4=12		3=9	7=21
FAIR (2)				
POOR (1)				
TOTAL	4=12 3.0		5=17 3.4	**9=29** **3.2**

MORALE = 2.9

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)	4=12		2=6	6=18
FAIR (2)			2=4	2=4
POOR (1)				
TOTAL	4=12 3.0		5=14 2.8	**9=26** **2.9**

JOB SATISFACTION = 3.3

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)			3=12	3=12
GOOD (3)	4=12		2=16	6=18
FAIR (2)				
POOR (1)				
TOTAL	4=12 3.0		5=18 3.6	**9=30** **3.3**

FLORENCE TCC
STAFF INSPECTION
November 2015

OVERALL COMMUNICATION = 3.0

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)				
GOOD (3)	4=12		5=15	9=27
FAIR (2)				
POOR (1)				
TOTAL	4=12 3.0		5=15 3.0	**9=27 3.0**

OPERATIONAL EFFECTIVENESS = 2.4

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)	1=4		1=4	2=8
GOOD (3)			1=3	1=3
FAIR (2)	3=6		2=4	5=10
POOR (1)			1=1	1=1
TOTAL	4=10 2.5		5=12 2.4	**9=22 2.4**

GREENVILLE TCC
STAFF INSPECTION
DECEMBER 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 2.3

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)				
GOOD (3)	1=3		3=9	4=12
FAIR (2)	2=4		4=8	6=12
POOR (1)	1=1			1=1
TOTAL	4=8 2.0		7=17 2.4	**11=25** **2.3**

MORALE = 1.9

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)				
GOOD (3)			2=6	2=6
FAIR (2)	3=6		3=6	6=12
POOR (1)	1=1		2=2	3=3
TOTAL	4=7 1.8		7=14 2.0	**11=21** **1.9**

JOB SATISFACTION = 2.5

|	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)	2=6		3=9	5=15
FAIR (2)	1=2		2=4	3=6
POOR (1)	1=1		1=1	2=2
TOTAL	4=9 2.3		7=18 2.6	**11=27** **2.5**

GREENVILLE TCC
STAFF INSPECTION
DECEMBER 2015

OVERALL COMMUNICATION = 2.7

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)			2=8	2=8
GOOD (3)	2=6		4=12	6=18
FAIR (2)			1=2	1=2
POOR (1)	2=2			2=2
TOTAL	4=8 2.0		7=22 3.1	11=30 2.7

OPERATIONAL EFFECTIVENESS = 2.6

	NON-SWORN SUPERVISORS	SWORN SUPERVISORS	NON-SWORN PERSONNEL	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)	1=3		4=12	5=15
FAIR (2)	3=6		2=4	5=10
POOR (1)				
TOTAL	4=9 2.3		7=20 2.9	11=29 2.6
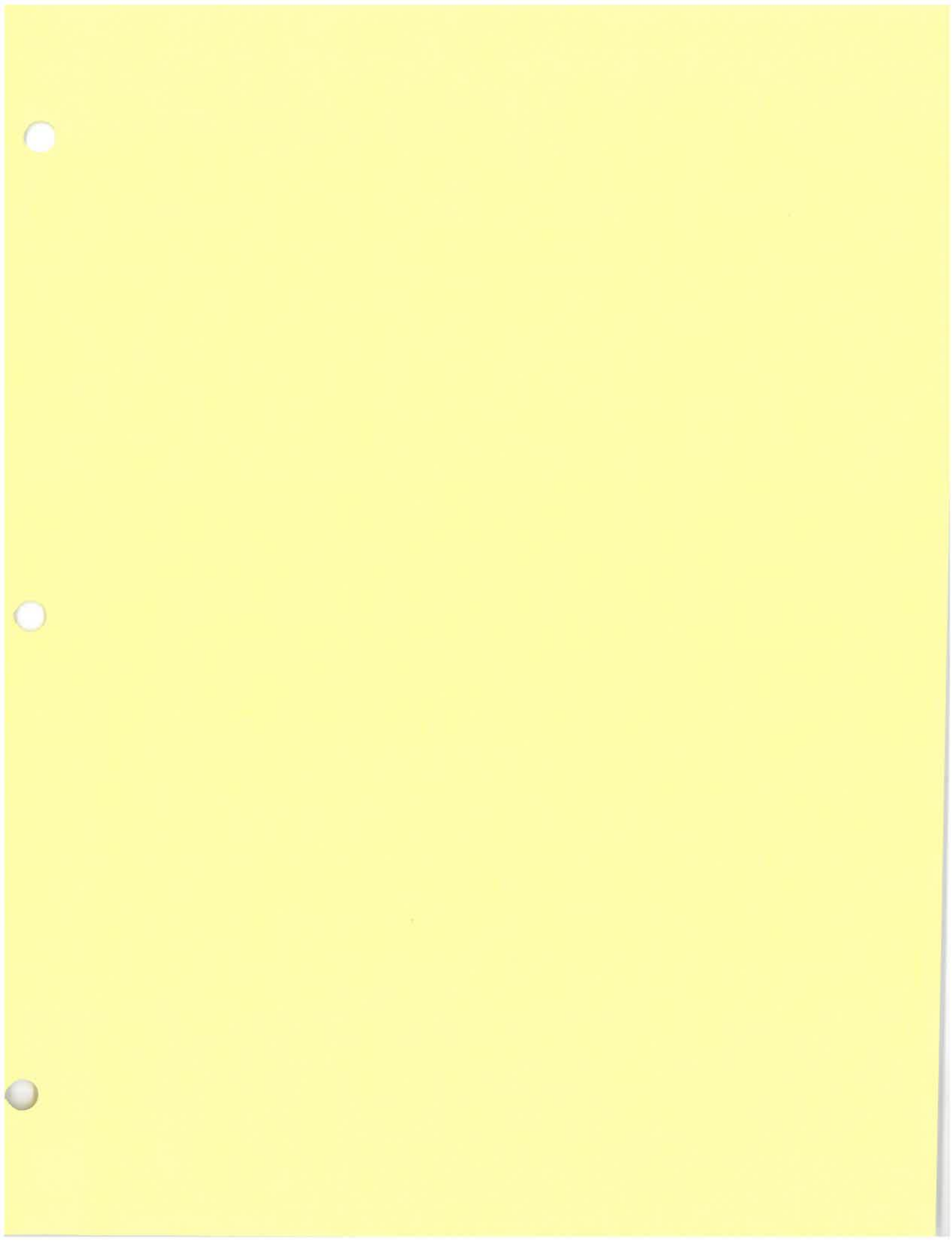
Staff Inspection Chart

SCHP Communications	Quality of Management / Supervision / Leadership	Morale	Job Satisfaction	Overall Communication	Operational Effectiveness
Blythewood TCC	3.3	3.3	3.4	3.0	3.0
Charleston TCC	3.2	3.0	3.2	3.1	2.9
Florence TCC	3.2	2.9	3.3	3.0	2.4
Greenville TCC	2.3	1.9	2.5	2.7	2.6