

South Carolina Department of Public Safety



Staff Inspection Report

South Carolina Highway Patrol Troop Two

January 16, 2015

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Attachment 1: DPS LE-030: Staff Inspection Checklist

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Executive Summary

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

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 inconsistent statewide.

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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 Troop or Post. 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.

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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.

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

Authority

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

Overview

Troop Two Headquarters is located in Greenwood, South Carolina, in the western part of the state. Greenwood is the largest town in the troop with a population of 23,000. The county is comprised of 69,000 with a demographic compilation of 65% white and 35% black.

In addition to Headquarters, Troop Two has three Posts; the county in bold indicates the post headquarters location.

- Post A: Laurens/**Newberry**
- Abbeville/**Greenwood**
- Edgefield/McCormick/**Saluda**

Troop Two currently maintains approximately 55 sworn officers (Trooper – Captain) and two administrative staff. The troop currently has one post commander vacancy. Troop Two is operating at 62% of the Personnel Allocation Model.

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Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, August 11, 2014. Attendees included the Inspector-in-Charge (IC), Major J. D. Moore of the Office of Strategic Services, Accreditation, Policy and Inspections; Region I Major M. S. Wright, Troop 2 personnel, Lt. M. F. Mars, Lt. D. D. Kelly, F/Sgt. T. E. Stone, Post C, and Sgt. J. T. Morf, active post commander, Post A. Also in attendance were representatives from Troops 1 and 3 that were invited to witness the conference in order to prepare for their troop's future staff inspection.

The IIP's were introduced and provided their post of responsibility as noted below:

- Post A: Laurens/Newberry Lt. R. H. Sapp, Troop 4
- Post B: Abbeville/Greenwood Lt. S. A. Stankus, Troop 3
- Post C: Edgefield/McCormick/Saluda Lt. G. T. Levine, Troop 1

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

The Exit Conference was conducted on Friday, August 15, 2014. IIP's provide a brief overview of their findings to the attendees that included Major Wright, Troop 2 Commander, Capt. D. W. Yongue, Lieutenant Mars, First Sergeant Stone, Sergeant Morf and First Sergeant C. M. May, Post C.

It was conveyed during the conference that Troop Two staff were very accommodating while providing the IC and the IIP's with exceptional courtesy and respect.

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

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Troop Two Headquarters

IIP's utilized the attached form, DPS LE-030 (Staff Inspections)

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. A review of the collision reports indicated that all TR-310 reports are managed through the use of the report beam. The Troop headquarters administrative sergeant reviews all post second approvals. All hit and runs collision reports are maintained via the intranet (blue page) and a follow up letter is sent to the Captain each month updating any follow up investigation information. Supervisors are not required to complete a statement overviewing the fatality investigation and the investigation trooper provides a very brief statement. There is no documentation indicating the location of collision photos. The assessment did not reveal any documentation as to the location of collision photos (online).

RECOMMENDATIONS:

In some cases, a more detailed fatality statement by the investigating trooper including location of photos (CAD number), all contributing factors (weather, condition of roadway, etc.).

2. Cash Receipts

Not Applicable

3. Employee Training Reports

Compliance. A review of the training reports revealed that the Field Training Officer (FTO) completes and submits the training reports as required, documenting acceptable behavior and addressing deficiencies and recommending corrective actions. Performance appraisals are completed prior to the end of the probationary period and are maintained in the troopers personnel file along with their training reports. The reports are retained for one year.

4. Evidence / Property Storage Room / Documentation

Compliance. The drug locker in Troop Two headquarters is shared with the MAIT team. All evidence was properly documented in police central and accounted for. Evidence documentation was retained for the proper time period.

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A detailed review of the evidence/property room revealed that all paperwork (chain of custody, closed case, etc.) were present and retained for the proper retention period. Video tapes/DVD are properly maintained, disposed of and documented. All documentation/paperwork were retained for the proper time period (DUI Team only).

5. Evidence Destruction / Documentation

Compliance. Evidence destruction documentation, for at least the previous five years was stored in the Post Commander's Office. Some of the older files were boxed/stored but assessable. At headquarters, all paperwork (chain of custody, closed case, etc.) were present and retained for the proper period. Video tapes/ DVDs are properly maintained, disposed of, documented and paperwork retained for the proper time period (DUI Team only).

RECOMMENDATION(S):

1. Maintain five (5) years of Chain of Custody and Evidence Destruction forms in an organized filing system for easy access.
2. Purge files and remove old paperwork past retention period.

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

Compliance. Each required inspection was accounted for and presented. All Quarterly inspections to evaluate evidence functions were documented and filed according to SCDPS Policy. All Unannounced Inspections were performed as directed. All Annual audits were conducted by a supervisor not directly connected with the evidence /property functions. Custodial Changes were documented and evidence/property audited according to SCDPS Policy.

7. Secondary Employment Policy Compliance

Compliance. Headquarters staff are familiar with the secondary employment policy. The files for secondary employment are maintained at the post level. The requests are properly approved and maintained. Employees submit secondary employment requests annually.

8. Agency Property Accountability / Inventory Control

Compliance. Property transfers inspected are filed and retained for the proper time period however, some property transfers reports are missing that apply to maintenance records.

RECOMMENDATION(S):

Create a file for vehicle maintenance records. Attach the property transfer documentation when equipment is transferred.

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9. Purchasing and Procurement Compliance + P-Card

Not Applicable

10. Telecommunication Centers

Not Applicable

11. Traffic Summons Book / Bond Money

Compliance. Summons books are maintained in a secured area and stored sequentially. Summons Books are logged into a written log when issued that documents the summons numbers, date issued, issued to and the date completed. They are also logged into the console and a receipt is printed and sent with the summons books to be signed by the recipient and returned. The sergeant files the receipts as they are returned. The only identified weakness in the system was that there was not a sufficient tracking mechanism to accurately track when the receipts were returned to ensure the summons books had actually been received by the Trooper. The date completed section of the written log was not completed to indicate when the summons books had been received and the receipt returned. Sergeant Fairey indicated that if there was a question he could go back and pull the receipt on file, but the question was posed how he knew that he had received the receipt.

RECOMMENDATION(S):

To write on the log sheet under date completed when the receipt was signed for and returned in order to have a quick reference as to whether or not the book was received and when, without having to look for the filed receipt not knowing if it was ever sent back to headquarters.

12. Ticket Tracking

Compliance. The inspection indicated that the majority of the tickets were accounted for however, there was an unissued ticket that was unaccounted for on the ticket audit.

RECOMMENDATION(S):

1. Make sure all tickets are on the audit to include unissued tickets.
2. Utilizing the issued summons ticket log, the headquarters administrative sergeant should issue summons tickets upon request by Troop Two personnel. The receiving personnel should sign and return the summons book receipt. The Sergeant should log the date the signed receipt is returned to the Troop Office. This will ensure that the summons book is received by the subordinate personnel.

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13. Body Armor Replacement Date

Compliance. A review of the Body Armor procedures revealed that the armor is inspected during monthly line inspections and the expiration date noted. The body armor replacement dates are also inspected at annual in-service training by personnel from Patrol Supply.

14. Child Custody Procedures

Compliance. The inspector reviewed the juvenile files and determined that Child Custody transfers are maintained in the troop headquarters and filed separately from other files. The files are secured in the troop commander's office under lock and key. The newly revised Child Custody Procedures have been adopted and are in place.

15. Juvenile Procedures

Compliance. A review of the documentation relating to juvenile procedures indicates that all files are kept in the Captain's office separate from other files as required. Details regarding the procedures are noted in this report under each post, A – C.

16. Juvenile Custodial Release Forms

Not Applicable

17. Line Inspections

Line Inspection Files

Compliance. Monthly line inspections conducted are maintained at headquarters, including 2012, 2013, and 2014 (to date). Some line inspections have no noted deficiencies for several months. A couple of deficiencies noted needed follow-up and to ensure the date of correction is noted and initialed.

RECOMMENDATION(S):

Ensure noted deficiencies are corrected and initialed by the inspected trooper.

Witnessed Line Inspection – Headquarters

Not in compliance. Lt G. T. Levine observed a line inspection on Sgt. C. L. Fairey conducted by Lieutenant Mars on Tuesday August 12, 2014 and the following was noted: did not check all serial numbers; did not check for patrol issued ammo (all three weapons); did not spray OC; and damage was noted during the June inspection.

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The supervisor conducting the inspection needs to ask and check for bond money. Some line inspections have no deficiencies for several months and the couple line inspections where deficiencies were noted needs to be followed-up and ensure the date of correction is noted and initialed.

RECOMMENDATION(S):

Recommendations are noted in the above paragraph.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. A review of the headquarters files indicates that all operations are properly planned, organized, executed and documented. The list of safety checkpoint locations is approved by the Troop Lieutenant. Post-checkpoint data is collected and documented on Form SCHP-E-008. Statistics are collected for each approved checkpoint. Statistics are collected and documented, utilizing SCHP-E-007, monthly for each county.

19. EPMS (Probationary, Annual)

Compliance. All Troop Two personnel files contain a folder for each employee's EPMS. In addition, all EPMS's are performed according to the established EPMS reporting cycle. Also, all EPMS's are reviewed prior to being issued to the employee. All reviews inspected were signed by the employee, the supervisor conducting the review, and the signature of the reviewing supervisor.

RECOMMENDATION(S):

Purge the files after surpassing the retention period.

20. Disciplinary Action Records

Compliance. The inspection revealed that disciplinary action records are properly maintained in the trooper's personnel file.

21. Victim / Witness Files – Secure

Compliance. The inspection noted that Victim and Witness information is maintained online when TAVA information is relayed to the Troop headquarters. The supervisor or investigating trooper issues the compassionate guide and a log is maintained on line. All files are secured with privileges that do not allow unauthorized access.

22. Use of Force Reports (Supervisory Review)

Compliance. Use of Force reports are completed any time there is a discharge of a firearm, any action is taken that results in the death or serious injury of another person,

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any time lethal or non-lethal weapons are used in a use of force situation, and when a trooper has been assaulted, even if force was not used against the assailant. Uses of force reports are reviewed by Supervisors to ensure that the use of force was necessary and reasonable to effect a lawful arrest.

A Use of Force Report by L/Cpl. W.C. West that occurred October 3, 2011 was reviewed. The report was submitted in a timely fashion and was complete. The report had been reviewed by all appropriate supervisors and forwarded to the patrol headquarters for review and proper handling.

23. Pursuit Reports (Supervisory Review)

Compliance. Written reports are submitted by Troopers after involvement in pursuits and they are reviewed by the pursuit supervisors to ensure that the pursuit was conducted in a manner that is within SCDPS Policy and emergency vehicles are operated in a manner described by law. The reports are then reviewed by the Post Commander or Sergeant for completeness and adherence to SCDPS Policy. Reports are then submitted to Troop Two headquarters for review and proper handling.

24. Prisoner Transport

Compliance. SCDPS policy as related to prisoner transport is followed throughout the troop. Transports are monitored through video review and review of use of force and pursuit reports. The headquarters command staff ensures individuals are cared for and secured in accordance with DPS Policy while under legal custody until delivered to the detention facility.

25. Legal Process Forms – for service of warrants

Compliance. A review of the forms indicates that all documentation was properly completed and maintained. Further, each warrant was properly served.

RECOMMENDATION(S):

Determine the purpose and the need for the form. Determine if the requirement should remain on the Staff Inspection Checklist.

26. Subpoena Maintenance

Compliance – Headquarters. Subpoenas are forwarded to the troop headquarters and received to Lieutenant Mars. Each subpoena is then forwarded to the Office of General Counsel and the Highway Patrol state headquarters.

The Post Commander schedules the trooper's attendance and ensures compliance with the subpoena.

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27. RADAR Proficiency

Compliance. Radar proficiencies are maintained by the Training lieutenant in the Troop headquarters. A review of documentation and procedures regarding radar proficiency indicated that all personnel utilizing speed measuring devices are certified and recertified.

Specifically, Lieutenant Mars is informed by patrol training on the expiration of Radar Certifications and he in turn notifies the troopers as a reminder to complete their recertification. Radar Proficiency is scheduled by Lieutenant Mars and the Honor Code waiver is explained and signed. It is ultimately the responsibility of the trooper to ensure he completes his recertification and it is incumbent upon the trooper and the SMD instructor to ensure the proficiency completed within the appropriate time frame. The proficiency is then returned to the Lieutenant to be reviewed and signed by the Captain and ultimately submitted to patrol training for submission to the Criminal Justice Academy.

28. Records Retention

Compliance. The file maintenance portion of the staff inspections revealed that all files are retained in a secure manner and maintained in accordance with SCDPS Policy and the applicable retention schedule.

29. Miscellaneous Forms / Procedures

Compliance. Personnel first report of injury reports and supervisory notification forms along with policy/procedural acknowledgement forms are maintained according to SCDPS policy and the current retention schedule. Personnel are familiar with policies and procedures dealing with suspicious persons and bomb threats.

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B. FACILITIES

1. General Appearance and Upkeep

Compliance. Headquarters was well-maintained. The facility was neat, clean, and orderly. The facility was properly secured at all times.

2. Timely Reporting of Needed Maintenance

Compliance. The roof has an area observed resulting from a water leak. The troop sergeant confirmed that the proper protocol was followed to report the maintenance issue.

Maintenance issues are reported in a timely manner to the Facilities Manager, Randy Flack. Departmental maintenance staff completes the necessary repairs.

3. OSHA

Compliance. All OSHA literature and contact information was properly posted in the trooper's work room. The postings were accessible to all personnel.

4. Building Evacuation Route – posted

Compliance. Building evacuation routes are posted in the troopers work area diagramming building exits.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguishers are inspected and signed off monthly by the office sergeant. All fire extinguisher tags are properly inspected and initialed.

6. Defibrillator

Not Applicable – Building is not equipped with a defibrillator.

7. First Aid Kit

Compliance. First Aid kits are maintained and stocked.

8. Other

Not Applicable

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**Troop Two Post A
Newberry/Laurens**

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A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. Post A had no felony hit and run collisions within the past 24 months. The acting post commander explained their system of following up on felony hit and run investigations. Specifically, documenting any leads that were provided and then, coordinating with the MAIT Team in an attempt to identify the vehicle. This process would include crafting a BOLO sheet for distribution. From there, the post personnel would track any leads, ensure follow up, and create a file for lead sheets for documentation purposes. All active hit and runs are maintained through the administrative console and a follow up letter is sent to the Captain each month that includes updates/additional information. All active hit and runs are updated every 14 days, unless placed in the cold case file.

Collision reports are entered into the Report Beam by the troopers. Each corporal will log in and check their teams initial reports; the sergeant reviews/approves the corporal's reports. The troop headquarters administrative sergeant reviews all post second approvals.

Fatal Collisions files are in order and have been maintained for accuracy to include and additional documentation that is received. Photographs are housed on the troop folder, located on the Blue console page, under the CAD number assigned to the collision.

2. Cash Receipts

Not Applicable

3. Employee Training Reports

Compliance. Each Field Training Officer (FTO) completes and submits training reports as required, documenting acceptable behavior and addressing deficiencies and recommending corrective actions. Performance appraisals are completed prior to the end of the probationary period and are maintained in the troopers personnel file along with their training reports for a retention period of one year.

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4. Evidence / Property Storage Room / Documentation

Not in Compliance. The drug locker was properly secured however, evidence was not properly documented on the evidence log on case 14GW000580HP30. In detail, on 1/5/14 the case was logged under the name of Latrina Wardlaw but the chain of custody contained the name of Travion Cook.

Evidence logs, for 2011, 2012 and 2013 were in the file, but 2009 and 2010 were boxed and stored in the attic. The evidence log showed case 13GW135865HP36 made by S/Trp. M.L. Barnett on a Marcus Williamson in evidence however the inspection revealed that the evidence was not available and had been disposed of/forwarded to CEF on January 30 2014 containing 1.25 grams of marijuana.

Video tapes/ DVD are properly maintained, disposed of, and paperwork retained for the proper time period. The video tape log was missing the signatures of the troopers who received the tapes or DVD's. Video monitor reports were maintained and retained for the proper time period. All addressed issues were immediately corrected by Sergeant Morf

RECOMMENDATION(S):

DPS Policy 300.15 – Evidence Section XVIII, sub-section C States, Evidence Technicians may refuse any property or evidence that has not been properly tagged, labeled, or packaged until officers comply with departmental standards. [84.1.1 (c) (d)]

Closely check evidence log with chain of custody to ensure accuracy of biographical information, i.e., that it matches. Continually self-audit evidence logs for existing cases to ensure they are properly accounted for. Update written logs accordingly and maintain five (5) years of evidence logs in the same location for easy access. Also, have a system in place to track the disposition of items so they can be checked off the evidence log.

5. Evidence Destruction / Documentation

Compliance. The inspection revealed that all paperwork (chain of custody, closed case, etc.) were present and retained for the proper period. Chain of custody and evidence destruction forms for 2011, 2012 and 2013 were in the file but destructions forms for 2009 and 2010 were boxed and stored in the attic, but were accessible.

RECOMMENDATION(S):

Maintain five (5) years of Chain of Custody and Evidence Destruction forms in an organized filing system for easy access.

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

Compliance. Each required inspection was accounted for and presented save the Annual inspection in 2012 and an Unannounced inspection in 2013. These missing forms were retrieved from troop headquarters and the file is currently up to date. All inspection forms were retained for the proper period.

RECOMMENDATION(S):

DPS Policy 300.15 Section XXII – Inspections, sub-section G states, an annual audit of property in the division's custody shall be conducted by a supervisor, as designated by the deputy director, not routinely or directly connected with the property and evidence function. The audit will consist of a comparison between the property, property records and the authorized storage area log to establish the complete paper trail, location of the items or final disposition of the items. Results of the audit, including any deficiencies, must be documented in a written report and submitted to the troop or unit commander and the Central Evidence Facility. [84.1.6 (c)]

It is also recommended that all previous paperwork is reviewed to ensure compliance. Also, it is recommended that the evidence custodian maintains an accurate complete file for three (3) years in the same location for ease of access.

7. Secondary Employment Policy Compliance

Compliance – A review of the files indicate that all secondary employment records are required initially by the employee and employees resubmit their request annually. The requests are properly approved and maintained.

8. Agency Property Accountability / Inventory Control

A review of the files indicated that Property Inventory Sheets are completed annually and maintained according to the current retention schedule for two (2) years. Property Transfers are filed and retained for two (2) years.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable

10. Telecommunication Centers

Not Applicable

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11. Traffic Summons Book / Bond Money

Compliance. The inspection revealed that Post A has a good system in place to request and receive ticket books. This process is completed by utilizing electronic mail thereby sending a request to the office sergeant and the lieutenant who will complete the request and inter-office the summons books to the requesting trooper.

The supervisors inspect each trooper monthly to determine if the trooper has bond money. The supervisor's determination is documented on the monthly line inspection form.

12. Traffic Summons Book / Bond Money

Compliance. Via interviews and documentation reviews, the inspection noted that supervisory personnel conduct Summons Ticket Audits on subordinate personnel quarterly. All pending and unissued summons tickets are audited. All summons ticket audits are forwarded to the troop office.

13. Body Armor Replacement Date

Compliance. Body armor is inspected at each trooper's annual in-service training as well as during monthly line inspections. The line inspection forms inspected revealed that the body armor replacement date (expiration date) is noted on the inspection report. Any reported issues with body armor are addressed through Patrol Supply, if necessary.

14. Child Custody Procedures

Compliance. The acting post commander did not have any instances where files needed to be maintained however, he was familiar with department policy regarding documenting and reporting of Child Endangerment cases and Child Custody Procedures. He was able to explain the new Child Custody procedures and a signature acknowledgement sheet was in the Post A office indicating the topic had been discussed and reviewed by all Post A troopers.

15. Juvenile Procedures

Compliance. Via interview and file reviews, it was determined that Post A had no occurrences where personnel arrested and detained a juvenile. The acting post commander is familiar with the SCDPS policy relating to the handling of juveniles. He further understands juvenile files are to be maintained in a locked/secure file and separate from all other files.

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16. Juvenile Custodial Release Forms

Compliance. Via interview and file reviews, it was determined that Post A had no occurrences where personnel arrested and detained a juvenile. The acting post commander is familiar with the SCDPS policy relating to the handling of juveniles. He understands Juvenile files are to be kept locked up and separate from all other files.

17. Line Inspections

Compliance. A review of the monthly line inspections indicated that inspections were conducted on all uniformed personnel, are the documents were properly stored in the post office, including 2012, 2013, and 2014 (to date).

Witnessed Line Inspection – Post A

Not in Compliance. The IIP observed a line inspection on Trp. M. A. Gabriele conducted by Cpl. T. L. Hunter on Wednesday August 13, 2014 and the following was noted: the fire extinguisher had been used but was not documented on the line inspection; the inspected trooper was asked about bond money but the corporal did not look in the summons book to inspect written summons or ensure the possession of any bond money.

RECOMMENDATION(S):

DPS Policy 300.10 Line & Staff Inspections Section IV, sub-section A, 2. Enforcement Vehicles states; at the beginning of each shift, officers shall perform a safety inspection of the vehicle to include ensuring operational readiness of all emergency equipment.

Sub-section D states that DPS law enforcement divisions will periodically audit summons books to ensure the correct amount of bond has been received and to account for any outstanding tickets. [82.3.4 (b)]

It is also recommended that supervisors document all deficiencies for follow up and correction and inspect written summons tickets to verify the presence of bond money.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. This item was reviewed via a file review and interview and revealed that all check points, saturations patrols, and special assignments are properly planned and conducted according to accepted police procedures and in accordance with SCDPS Policy and Procedure. Statistics are collected for each approved

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checkpoint. Statistics are collected and documented utilizing SCHP-E-007, monthly for each county.

19. EPMS (Probationary, Annual)

Compliance. The inspection revealed that all EPMS's are conducted according to SCDPS Policy, and filed in each trooper's personnel file for three (3) years. Each review is signed by the supervisor rating the officer and the supervisor conducting the review. The trooper signs acknowledgement after the rating has been approved by the rating and reviewing supervisors.

20. Disciplinary Action Records

Compliance. A review of the records of disciplinary action determined that the records are filed according to SCDPS Policy and contained within the troopers personnel file.

21. Victim / Witness Files – Secure

Compliance. Supervisors or the investigating trooper issues compassionate guides to fatality victim's family. Victims and witnesses are treated with compassion and dignity and all TAVA files are kept secured under lock and key. Victim and witness information is not given to the media or the public except in accordance with SCDPS policy.

22. Use of Force Reports (Supervisory Review)

Compliance. Use of Force reports are completed when there is a discharge of a firearm; after any action is taken that results in the death or serious injury of another person; after lethal or non-lethal weapons are used in a use of force situation; and when a trooper has been assaulted even if force was not used against the assailant.

Use of force reports inspected revealed that each report is reviewed by supervisors, through the chain of command, to ensure that the use of force was necessary and reasonable to affect a lawful arrest. Three (3) years of Use of Force reports were on file.

23. Pursuit Reports (Supervisory Review)

Compliance. Written reports are submitted by troopers after involvement in pursuits. Pursuit reports inspected revealed that each pursuit report is reviewed by the pursuit supervisor to ensure that the pursuit was conducted in a manner that is within SCDPS Policy and that emergency vehicles are operated in a manner prescribed by law. The reports are then reviewed by the post commander or sergeant for completeness and adherence to SCDPS Policy. Policy and procedural violations are properly documented. Reports are then submitted to the Troop Two

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headquarters for review and proper handling. Three (3) years of Pursuit Reports were on file.

24. Prisoner Transport

Compliance. As explained during the inspection, when individuals are under legal custody and transported by SCDPS troopers, the troopers follow all applicable SCDPS policies and procedures when transporting individuals. Written reports are submitted when individuals escape during transport detailing the circumstances of the escape.

25. Legal Process Forms – for service of warrants

Compliance. Legal Process forms were presented to the IIP. Each form is properly completed and submitted to the appropriate supervisor when warrants are served. The forms are retained for a period of one (1) year.

26. Subpoena Maintenance

Compliance. When a subpoena is received by a trooper, it is provided to the sergeant who then forwards the subpoena to the troop headquarters. A representative from headquarters is responsible to ensure the subpoena is provided to the SCDPS Office of General Counsel.

A copy of the subpoena is retained by the Sergeant who ensures the trooper is scheduled to appear.

27. RADAR Proficiency

Compliance. Radar proficiency documentation is maintained in troop headquarters by the troop two lieutenant responsible for training records. It is the primary responsibility of the individual trooper to ensure they complete their recertification prior to the expiration date. RADAR/LIDAR logs are maintained individually and electronically by each certified trooper.

A specific observation of Trooper M. A. Gabriele's radar proficiency recertification was noted during his line inspection.

28. Records Retention

Compliance. A visual review indicated that Post A files are secured and maintained in accordance with SCDPS Policy and applicable retention schedule.

29. Miscellaneous Forms / Procedures

Compliance. Personnel first report of injury reports and supervisory notification forms along with policy/procedural acknowledgement forms are maintained

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according to SCDPS policy and the current retention schedule. Personnel are familiar with policies and procedures dealing with suspicious persons and bomb threats.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. Building is kept clean, organized and is well maintained. The building is properly secured at all times.

2. Timely Reporting of Needed Maintenance

Compliance. Maintenance is reported in a timely manner to the Facilities Manager Randy Flack.

3. OSHA/ Fire Codes

Compliance. All OSHA literature and contact information is properly posted in the troopers work area, accessible to all personnel.

4. Building Evacuation Route – posted

Compliance. Building evacuation routes are posted in the troopers work area diagramming building exits.

5. Fire Extinguisher Inspection Tags

Compliance. Fire Extinguishers are inspected monthly by the Sergeant and the inspection tags are initialed for compliance.

6. Defibrillator

Not Applicable. Building is not equipped with a defibrillator.

7. First Aid kit

Compliant. First Aid kit is maintained in the bathroom and was stocked.

8. Other

Not Applicable

Troop Two Post B Greenwood/Abbeville

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance - All collision reports are on file electronically. First Sergeant May demonstrated the ability to effectively retrieve collision reports. Post B has not investigated a felony hit and run collision in the last eighteen (18) months. Felony hit and run collision investigations are coordinated through the troop supervision with the assistance of MAIT (Multi-disciplinary Accident Investigation Team).

Post B has investigated six (6) fatal collisions, to date, in 2014. One (1) investigation is pending. The remaining five (5) fatal collision investigations are filed in the Post Commander's Office. Each file reviewed contained the proper documentation. Photographs are stored electronically.

2. Cash Receipts

Not Applicable

3. Employee Training Records

Not In Compliance – All Employee Training Reports are stored in the supply room (Room 102) and not in the employee's personnel file as required.

RECOMMENDATION(S):

Policy 300.13 V; F – DPS Policy states, the respective division shall maintain performance evaluations and related documentation as part of personnel files.

1. Employee Training Records (FTO Reports) should contain documentation of required ride-a-longs, conducted by the Corporal, Sergeant / First Sergeant, and Lieutenant.
2. Employee Training Records should be secured and maintained as personnel files.

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4. Evidence / Property Storage Room / Documentation

Not In Compliance - The Post B Evidence / Property Storage Room is of sufficient size and is adequately secured. The secondary evidence custodian, First Sergeant C. R. May, presented the evidentiary items requested during the inspection.

All evidence randomly inspected was present, properly labeled, and secured. Marijuana evidence is openly stored in the evidence room. Alcohol is stored, within the evidence room, secured in a locked cabinet that provides a secondary security measure. Blood evidence logged into the evidence room, dated and collected on August 9, 2014, was stored in the Evidence Refrigerator on the date of inspection. A review of the evidence log indicated two (2) additional occurrences, during 2014, of the same policy violation.

DVD / Videotapes are labeled, issued, and stored in the supply room (102). DVD / Videotapes pending destruction are stored in the supply room (102). Videotape Chain of Custody and destruction documentation is filed and stored separately in the Post Commander's Office.

RECOMMENDATION(S):

Policy 300.15 VII; D – DPS Policy states, blood or urine samples shall be transported for analysis to SLED or other approved laboratories within 72 hours of collection.

1. All blood or urine evidence should be transported to CEF within 72 hours.
2. An evidence log should be created – categorizing the different types of evidence (blood or urine, drugs, alcohol, weapons, other, etc.)
3. Recommend SCDPS Policy 300.15, not specifically addressing the proper use of secondary security measures be re-evaluated to mandate the following: Storage of controlled substances utilizing the secondary security measure. Storage of alcohol and any other evidence openly in the evidence room.
4. Recommend SCDPS Policy 300.15, requiring transport of blood / urine evidence for analysis, within 72 hours be re-evaluated. When properly stored in an approved, secured, refrigerated evidence locker, determine the evidentiary value or need for the required timeframe versus a timeframe permitting a single evidence transport per (40) hour work week. Manpower requirements and cost-effectiveness of multiple transports versus compromising evidentiary value.
5. All returned, stored videotapes should have attached a Form DPS-LE-027 (Video Chain of Custody) until destruction is complete.

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5. Evidence Destruction / Documentation

Compliance. Evidence destruction documentation inspected revealed that for at least the previous five years, the documentation was stored in the Post Commander's Office.

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

Compliance. Each required inspection was accounted for and presented. This included for 2013: (4) Quarterly Inspections, (1) Unannounced Inspection, and (1) Annual Inspection; 2014: (2) Quarterly, (1) Unannounced, (1) Custodial Change Inspection. All Unannounced Inspections were performed as directed. All Annual audits were conducted by a supervisor not directly connected with the evidence /property functions. Custodial Changes were documented and evidence/property audited according to SCDPS Policy.

7. Secondary Employment Policy Compliance

Not In Compliance. Secondary Employment requests are not stored in the Post B Office.

RECOMMENDATION(S):

1. Secondary Employment Requests should be filed and stored in the Post B Office for a period of three years.
2. Determine the need for Secondary Employment Requests to be filed at the Post level.

8. Agency Property Accountability / Inventory Control

Not In Compliance. Equipment Inventory Reports for 2013 were properly stored in the First Sergeant's Office. Equipment Inventory Reports for 2014 were not stored in Post B.

RECOMMENDATION(S):

Property Inventory Sheets should be stored in the Post B Office for a period of two (2) years.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable

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10. Telecommunication Centers

Not Applicable

11. Traffic Summons Book / Bond Money

Compliance. Supervisors conduct monthly line inspections on all uniformed subordinates. The inspection requires a check of each summons book to verify bond money collected. If collected and possessed by the inspected subordinate, verification of policy compliance for submission to the proper court and the monetary amount is recorded on the line inspection.

RECOMMENDATION(S):

Recommend SCDPS create and maintain a monthly “bond sheet” form. The bond sheet form would require the monetary amount possessed by the Post B subordinate to be recorded, signed by the subordinate, and initialed by the supervising (Inspecting) officer - monthly. This form, separate from the line inspection form, would become part of the required End of Month reports.

12. Traffic Tracking

Compliance. Supervisory personnel conduct Summons Ticket Audits on subordinate personnel quarterly. All pending and unissued summons tickets are audited. All summons ticket audits are forwarded to the Troop Office.

13. Body Armor Replacement Date

Compliance. The body armor replacement date is notated on the line inspection completed monthly. All Post B personnel, except the Post Commander when performing administrative duties, are mandated to wear issued body armor. The post commander, when performing administrative duties, maintains body armor in the tactical cover, in the patrol vehicle – readily available.

14. Child Custody Procedures

Not In Compliance. All personnel have been notified of the new “Child Custody Transfer” policy. A single occurrence has been documented in 2014. The documents filed are not stored separate from adult files. Juvenile files require Troop Level Retention per the Troop Two Commander.

RECOMMENDATION(S):

Policy 300.19 XI; D – DPS Policy states, officer’s records of children must be kept separate from records of adults and not open to public inspection.

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1. Juvenile records and files must be secured and stored separately from records and files of adults.
2. Juvenile records and files should be stored in the Post B Office for a period of three (3) years.

15. Juvenile Procedures

Compliance. The post commander explained the procedure for both a child custody transfer and a juvenile arrest. The new child custody transfer policy has been provided to all Post B personnel. The post commander properly explained the procedure for arresting a juvenile. The documents filed are not stored separate from adult files. Juvenile files require Troop Level Retention per the Troop Two Commander.

RECOMMENDATION(S):

Policy 300.19 XI; D – DPS Policy states, officer’s records of children must be kept separate from records of adults and not open to public inspection.

1. Juvenile records and files must be secured and stored separately from records and files of adults.
2. Juvenile records and files should be stored in the Post B Office for a period of three (3) years.

16. Juvenile Custodial Release Forms

Not Applicable

17. Line Inspections

Compliance. Monthly line inspections, conducted on all uniformed personnel, are stored in the Post B Office, including 2011, 2012, 2013, and 2014 (to date). Of the line inspection forms reviewed, inspection forms were observed with “computer-generated pre-checked” ratings. Inspection forms were observed with multiple-checked ratings. An inspection form was observed with no rating indicated for one item.

The post commander, First Sergeant C.R. May, performed a line inspection on Lance Corporal W.C. Bishop. The line inspection was conducted in compliance with policy, to include physically checking all issued equipment (weapons checks, serial number verifications, all required equipment, sensitive items (badges), and summons books (bond money)). A copy of the line inspection was provided with the Post B report.

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RECOMMENDATION(S):

1. The line inspections ratings should not be “pre-checked” utilizing the computer prior to conducting the line inspection.
2. The Post Commander should review all line inspections, on a monthly basis, to ensure compliance.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. The post commander maintains a list of approved Safety Checkpoints within Post B. The list consists of pre-existing locations identified considering volume of traffic, collisions, DUI Arrests, and prior safety checkpoint results. The list of safety checkpoint locations is approved by the troop lieutenant (Lt. D.D. Kelley). Post-checkpoint data is collected and documented on Form SCHP-E-008. Statistics are collected for each approved checkpoint. Statistics are collected and documented, utilizing SCHP-E-007, monthly for each county.

19. EPMS (Probationary, Annual)

Compliance. EPMS reviews are stored with the personnel files located within the Post Commander’s Office. The Post Commander presented a 2014 Probationary Review (Ruff); a 2014 Annual Review (Bishop); a 2013 Annual Review (Robertson); and a 2012 Annual Review (Robertson). All reviews inspected were signed by the employee, the supervisor conducting the review, and the signature of the reviewing supervisor.

20. Disciplinary Action Records

Not Applicable – Files are maintained at the troop headquarters.

21. Victim / Witness Files – Secure

Not In Compliance. The post commander informed this inspector Compassionate Guides are provided to the victim’s family primarily the day of (or) within forty-eight (48) hours of the collision. The post commander maintains an electronic file recording the date, recipient, issuing personnel, and any follow-up information. The TAVA documentation is forwarded to the Troop Two office. The post commander does not maintain a file within Post B.

RECOMMENDATION(S):

The post commander should maintain a secure file, within Post B, of all TAVA documentation for a period of three (3) years.

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22. Use of Force Reports (Supervisory Review)

Compliance. The post commander maintains all use of force reports and related written documentation for a period of three (3) years. The reports are stored in the post commander's office.

The post commander presented two written reports from 2012, one written report from 2013, and one written report from 2014. All use of force reports are properly documented and reviewed by both the post commander and the troop lieutenant (Both reviewing supervisors affix signatures.) Policy and procedural violations are properly documented.

23. Pursuit Reports (Supervisory Review)

Compliance. The post commander maintains all pursuit reports and related written documentation for a period of three (3) years. The reports are stored in the post commander's office. The post commander presented one written vehicle pursuit report from 2012, one written foot pursuit report from 2013, and one written vehicle pursuit report from 2014. All pursuit reports are properly documented and reviewed by both the post commander and the troop lieutenant (Both reviewing supervisors affix signatures.) Policy and procedural violations are properly documented.

24. Prisoner Transport

Compliance. Lance Corporal W.C. Bishop explained the proper procedure for transporting prisoners, per DPS Policy, to include handcuffing and searching the prisoner for weapons and contraband prior to transport. Lance Corporal Bishop properly explained the procedure for transporting prisoners of the opposite sex and juveniles. Lance Corporal Bishop properly explained the procedure if/when a prisoner escapes.

25. Legal Process Forms – for service of warrants

Compliance. The post commander presented legal process forms dating from 2011-2014. The forms are stored in the post commander's office.

26. Subpoena Maintenance

Not in Compliance. Post B personnel operate in an "on-call" status. Post B does not have an established system to manage subpoenas to ensure appearance by the subpoenaed personnel.

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RECOMMENDATION(S):

The post commander should implement a tracking system to ensure subpoenas are managed to include appearance by the subpoenaed personnel.

27. RADAR Proficiency

Compliance. All personnel utilizing speed measuring devices are certified and recertified. The post commander presented RADAR / LIDAR certifications for Senior Trooper B.M. Lynch. The post commander presented his personal 2013 and current 2014 RADAR / LIDAR logs. Post B Personnel maintain RADAR / LIDAR logs individually.

28. Records Retention

Not In Compliance. Multiple files / forms are currently maintained at the troop office only. The current record retention schedule specifically requires the files / forms be maintained at the Post level.

RECOMMENDATION(S):

SCDPS should re-evaluate, amend, and update the Records Retention schedule. The current Record Retention schedule was last revised in 2006. The use of forms, and the specific retention of forms, are not properly defined and are inconsistently interpreted by supervising personnel.

29. Miscellaneous Forms / Procedures

Compliance. The post commander maintains First Report of Injury Reports for a period of three (3) years. The post commander presented reports demonstrating that personnel report injuries or medical emergencies to the supervising officer. The reports were dated 2010, 2011, 2012, 2013, and 2014. The post commander maintains all Signature / Acknowledgement forms for a period of three (3) years. The post commander presented reports dated 2010, 2011, 2012, 2013, and 2014.

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B. FACILITIES

1. General Appearance and Upkeep

Compliance. The Post B office appeared well-maintained. The facility was neat, clean, and orderly. The facility was properly secured at all times.

2. Timely Reporting of Needed Maintenance

Compliance. The post commander properly explained the process utilized to timely report maintenance needs. The post commander's point of contact for all maintenance issues is Randy Flack, Office of Facilities Management.

3. OSHA

Compliance. All OSHA literature and contact information was properly posted in the trooper's work room. The postings were accessible to all personnel.

4. Building Evacuation Route – posted

Not in Compliance. All routes leading in and out of the building were unobstructed. The evacuation route(s) were not posted.

RECOMMENDATION(S):

The post commander should properly post the evacuation route(s) in plain view at multiple locations within the Post B office.

5. Fire Extinguisher Inspection Tags

Compliance. All fire extinguisher tags are properly inspected and initialed.

6. Defibrillator

Not Applicable

7. First Aid Kit

Compliance. The post commander provided a first aid kit maintained within the Post B office.

8. Other

Not Applicable

**Troop Two Post C
McCormick/Edgefield/Saluda**

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. Each corporal reviews/approves their team's initial reports. The sergeant or first sergeant reviews reports submitted for approval and previously reviewed by each corporal. The troop headquarters administrative sergeant reviews all of the trooper's second approvals.

All hit and run collisions are maintained via the SCHP intranet (blue page) and a follow up letter is sent to the troop captain each month updating any progress. No documentation was noted to indicate the location of online photos.

RECOMMENDATION(S):

Ensure a more detailed statement by the investigating trooper including location of photos (CAD number), and all contributing factors (weather, condition of roadway, etc.).

2. Cash Receipts

Not applicable

3. Employee Training Records

Compliance. Training reports were reviewed. The inspection revealed that all reports are maintained in the troopers personnel file and retained for a period of one year.

4. Evidence / Property Storage Room / Documentation

Not in compliance. The drug locker is not properly secured. All evidence was properly documented in police central, accounted for and retained for the proper time period. Video tapes/ DVD are properly maintained, disposed of, documented and paperwork retained for the proper time period. Video monitor reports indicated no violations (minor and/or major) for several months in 2013 and 2014 based on the reports reviewed.

RECOMMENDATION(S):

1. Recommend another lock and bolt on the drug locker.
2. There should be a retention period of at least five years on video tape chain of custody after DVD's/ VHS tapes has been disposed of.

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5. Evidence Destruction / Documentation

Compliance. All paperwork (chain of custody, closed case, etc.) were present and retained for the proper period.

RECOMMENDATION(S):

Purge files and remove old paperwork past retention period.

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

Compliance. Missing one report for an unannounced inspection conducted on August 6, 2014 by Lt D. D. Kelly. The report was located and filed accordingly. All other inspection forms were present and retained for the proper period.

7. Secondary Employment Policy Compliance

Not in compliance. The post commander is familiar with the SCDPS policy. However, no request forms are kept at the post.

RECOMMENDATION(S):

Per the retention schedule, keep secondary employment request on file in post for three years.

8. Agency Property Accountability / Inventory Control

Compliance. Property transfer are filed and retained for the proper time period.

9. Purchasing and Procurement Compliance + P-Card

Not applicable

10. Telecommunication Centers

Not applicable

11. Traffic Summons Book / Bond Money

Compliance. The inspection revealed that Post C has a good system in place to request and receive ticket books. Receiving summons books is accomplished through the electronic mail by sending a request to the office Sergeant and the Lieutenant who will fill the request and inter-office the summons books to the requesting trooper. Supervisors conduct monthly line inspections on all uniformed subordinates. The inspection requires a check of each summons book to verify bond money collected. If collected and

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possessed by the inspected subordinate, verification of policy compliance for submission to the proper court and the monetary amount is recorded on the line inspection.

The inspected revealed that no bond money was present.

12. Ticket Tracking

Compliance. Supervisory personnel conduct Summons Ticket Audits on subordinate personnel quarterly. All pending and unissued summons tickets are audited. Unissued ticket are checked and documented on ticket audits.

13. Body Armor Replacement Date:

Compliance. The body armor replacement date is notated on the line inspection that is completed monthly. All Post C personnel, except the post commander when performing administrative duties, are mandated to wear issued body armor. When the post commander is performing administrative duties, his body armor is readily available.

14. Child Custody Procedures

Compliance. All personnel have been notified of the new “Child Custody Transfer” policy.

15. Juvenile Procedures

Compliance. The post commander is familiar with the SCDPS policy.

16. Juvenile Custodial Release Forms

Not in compliance. The post commander is familiar with the SCDPS policy however, there were three juvenile custodial release forms kept with files that were not juvenile files.

RECOMMENDATION(S):

Policy 300.19 XI; D – DPS Policy states, officer’s records of children must be kept separate from records of adults and not open to public inspection.

1. Juvenile records and files must be secured and stored separately from records and files of adults.
2. Juvenile records and files should be stored in the Post B Office for a period of three (3) years.

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17. Line Inspections

Compliance. Monthly line inspections, conducted on all uniformed personnel, are stored in the Post B Office, including 2011, 2012, 2013, and 2014 (to date). Of the line inspection forms reviewed, inspection forms were observed with “computer-generated pre-checked” ratings.

RECOMMENDATION(S):

The line inspections ratings should not be “pre-checked”, utilizing the computer, prior to conducting the line inspection.

Witnessed Line Inspection – Post C

Not in compliance. I observed a line inspection on L/Cpl J. T. Edwards conducted by Sgt Q. D. Hallman on Tuesday August 12, 2014. The following was noted as not being inspected by the supervisor: serial numbers, the mask or filter, fire extinguisher (to see if it was fully charged), badge numbers, ticket book (for overdue green copies), bond money or patrol issued ammo (all three weapons). Also, the OC canister was not test sprayed nor was a dry shoot of the taser conducted.

Note an inspection was conducted on the same trooper the day before.

RECOMMENDATION(S):

1. Consider doing a thorough line inspection more often to ensure serial numbers are correct along with the serviceability of equipment.
2. The Post Commander should review all line inspections, on a monthly basis, to ensure compliance.
3. Document all non-compliance issues then once the correction has been made, initial and date when corrected.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. A review of the post files indicates that all operations are properly planned, organized, executed and documented. Statistics are collected and documented, utilizing SCHP-E-007, monthly for each county.

19. EPMS (Probationary, Annual)

Compliance. EPMS reviews are stored with the personnel files located within the Post Commander’s Office. The IIP inspected a 2014 Probationary and Annual EPMS. All reports were signed by the employee, the supervisor conducting the review, and the reviewing supervisor.

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RECOMMENDATION(S):

Purge the files that are past the retention period.

20. Disciplinary Action Records

Compliance. Disciplinary action records are kept in the trooper's personnel file.

21. Victim / Witness Files – Secure

Not in compliance. The Sherriff's Department victim advocate works hand in hand with SCHK victim advocate. Compassionate Guides are provided to the victim's family primarily the day of the collision or as soon as possible. The TAVA documentation is forwarded to the Troop Two office.

RECOMMENDATION(S):

The post commander should maintain a secure file, within Post C, of all TAVA documentation for a period of three (3) years.

22. Use of Force Reports (Supervisory Review)

Compliance. Use of Force reports are maintained for a period of three (3) years. The reports are stored in the trooper's personnel file within the post commander's office. The IIP inspected two written reports that were both in compliance to include being properly documented and reviewed by both the post commander and the troop lieutenant

RECOMMENDATION(S):

Duplication of video monitoring video report; (concur/do not concur on the statement should replace multiple video monitoring reports)

23. Pursuit Reports (Supervisory Review)

Compliance. Pursuit reports are maintained for a period of three (3) years. The reports are stored in the trooper's personnel file within the Post Commander's Office. The IIP inspected one written report that was in compliance which included being properly documented and reviewed by both the post commander and the troop lieutenant.

24. Prisoner Transport

Compliance. The post commander explained the proper procedure for transporting prisoners, per DPS Policy, to include handcuffing and searching the prisoner for weapons and contraband prior to transport.

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25. Legal Process Forms – for service of warrants

Compliance. The inspection revealed that warrants are maintained in a file until served, and then a legal process form is attached to a copy of the warrant and forwarded to the troop headquarters.

26. Subpoena Maintenance

Compliance. All subpoena maintenance records are maintained by the troop headquarters personnel. Post C does not have an established system to manage subpoenas to ensure appearance by the subpoenaed personnel.

RECOMMENDATION(S):

The Post Commander should implement a tracking system to ensure subpoenas are managed and complied with.

27. Radar Proficiency Certification/ Recertification

Compliance. Certificates are on file.

28. Records Retention

Compliance. Multiple files need to be purged to be in compliance with the retention schedule.

RECOMMENDATION(S):

Purge the files that are past the retention period.

29. Miscellaneous Forms / Procedures

Compliance.

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B. FACILITIES

1. General Appearance and Upkeep

Compliance. The facility was neat, clean, orderly and properly secured at all times.

2. Timely Reporting of Needed Maintenance

Compliance. The post commander's point of contact for all maintenance issues is Randy Flack.

3. OSHA/ Fire Codes

Compliance. All OSHA documentation and contact information was properly posted in the trooper's work room and accessible to all personnel.

4. Building Evacuation Route- posted

Compliance. All evacuation route(s) leading in and out of the building were adequately posted.

5. Fire Extinguisher Inspection Tags

Not in Compliance. One of the three fire extinguishers did not receive a monthly inspection with signatures affixed.

RECOMMENDATION(S):

Post commander or his designee should be responsible for inspecting all fire extinguishers then sign and date the inspection tag on a monthly basis.

6. Defibrillator

Not applicable.

7. First Aid Kit

Compliance. The first aid kit maintained within the post C office.

8. Other

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General Information.

Troop Two / Post A consist of Laurens and Newberry Counties. Post A is currently operating at fifty-nine (59%) manpower allocation with twenty-two (22) total sworn officers – five (5) of the twenty-two are supervisory personnel. The Post A Office is located in Newberry County. Interviews were conducted on nine (9) of the twenty-two staff assigned personnel. [Supervisory personnel: (2); Non-Supervisory personnel (7) for a sampling of forty one (41%) of the total personnel assigned to Post A.

Troop Two / Post B consist of Abbeville and Greenwood Counties. Post B is currently operating at ninety-four (94%) manpower allocation with seventeen (17) total sworn officers – five (5) of the seventeen are supervisory personnel. The Post B Office is located in Greenwood County. Interviews were conducted with seven (7) of the seventeen assigned personnel [Supervisory personnel: (3); Non-supervisory personnel: (4)] for a sampling of forty-one (41%) percent of the total personnel assigned to Post B.

Troop Two / Post C consist of Edgefield, McCormick and Saluda Counties. Post C is currently operating at sixty-four (64%) manpower allocation with fifteen (15) total sworn officers – six (6) of the fifteen are supervisory personnel. The Post C Office is located in Saluda County. Interviews were conducted with seven (7) of the fifteen assigned personnel [Supervisory personnel: (3); Non-supervisory personnel: (4)] for a sampling of forty-seven (47%) percent of the total personnel assigned to Post C.

Morale. The overall morale within Troop 2 is described as good. The personnel assigned to the troop present a positive atmosphere. Of the personnel randomly interviewed, the majority describe an environment that has fostered personal friendships / relationships that exist outside of the workplace. The troopers feel the supervisors do what they can to take care of them and supervisors are available if needed. There is the feeling that the troopers can talk with their supervisors any time and that they will get some sort of feedback.

Personnel describe the desire to be viewed as “elite” in the law enforcement community. The lack of quality equipment versus the quantity of equipment and the lack of tools or resources, such as connectivity, are viewed as preventing the department from obtaining such a status.

Some of the priorities that were noted as focal points while interviewing the Supervisor/ Management staff was turning the negativity from changes in leadership at the post level into a positive; getting the troopers to buy into and support all aspects of target zero (DUI, Speeding, Seat Belt and Pedestrian contacts enforcement) with seat belt initiatives being the biggest challenge. The low number of manpower was tolerable but the supervisors desired to gain the trust of the troopers to include rebuilding confidence amongst the troopers.

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The troopers know what is required and if they have low activity in the beginning of the month and are told they are not doing a good job, they feel they are micromanaged by being audited on the 15th of each month.

Talking with the troopers and letting them know the job they do is appreciated, giving pats on the back for good performance, treating the troopers like they would like to be treated, interacting face to face regularly and giving incentives (days off, give annual leave during difficult times, etc.) when possible were some of the things the staff were incorporating into the management style to assist in the rebuilding process. When dealing with troopers that exhibit substandard enforcement activity, the staff meets and discuss all possible issues that maybe leading to the problem then plan a course of actions to include counseling for personal issues or individual enforcement plan to assist in correcting the underline issues.

Communication.

Headquarters: Communication in the Troop Headquarters is described as excellent. The personnel (Sworn and non-sworn) describe the communication as “free flowing” utilizing the chain of command and an open door policy. The primary method of communicating is electronic mail (e-mail). Subordinates describe supervisory personnel as approachable and positive.

Post A: Overall communication is good and most everyone feels they are getting the information they need. The primary way information is communicated is via email then secondarily, through face to face meetings. The communication process was explained is that the sergeant attends a meeting with the captain and lieutenants and passes on the acquired information to the corporal who then meets with his troopers. This process allows for questions to be asked and answered directly and in person.

Statistical data and enforcement plans are normally relayed through email or in a meeting just prior to the enforcement event. In regard to being kept informed of crash prone locations and causation factors, it is common knowledge where fatal crashes are occurring and the cause; it is understood where to concentrate enforcement activity.

Communication from the Troop headquarters is good according to the troopers. It is felt that they receive the proper information to do their jobs and if they have questions, the Captain and Lieutenants have an open door policy and are approachable. A positive is the Atta-boy letters that are sent out by the captain to recognize troopers for doing a good job on activity for that month. A negative was they feel detached from the Troop headquarters in that they only see the captain at headquarters or when he attends the annual post meeting. The troopers feel the troop command staff does not truly understand how things really are out in the field, in particular to activity and the shortage of manpower.

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Most meetings with supervisors or troopers are informal and individual only to pass along information from Target Zero briefings.

Recommendation – Post A

The Sergeant / Post Commander have regular post meetings to enhance communication with the troopers and the supervisors. The meetings give everyone a chance to get together to fellowship and strengthen their bonds with one another. Further, encourage the captain and lieutenant to attend as many meetings as possible in each post to engage with the troopers on a regular basis.

Post B: Communication within Post B, with few exceptions is described as excellent. Assigned personnel consistently describe the main method of communication as electronic mail (e-mail). The post commander only schedules two (2) mandatory meetings per year that require attendance by all assigned personnel. The troop commander and the troop lieutenant assigned to the Post attend both of these meetings. The post commander and the supervisory personnel are described as approachable and available to the non-supervisory personnel. Communication between the troop supervision and the Post personnel varies in description from good to excellent.

Post C: Information is adequately passed down through the chain of command mostly via email or by telephone; no post meetings have occurred within the last year. Troopers are aware of updated maps located in the post office identifying locations of non-alcohol and alcohol related fatalities and alcohol related accidents. Normally effective feedback is shared with troopers via EPMS or monthly based on total activity. There is a very good communications based on the effectiveness of the mission being accomplished within the post. However, information when emailed does not always reach the Troopers because of internet availability.

Job Satisfaction.

The personnel assigned are satisfied with their job and feel they are making a difference. Personnel describe a personal satisfaction with the job. All personnel (supervisory and non-supervisory) interviewed, feel like their efforts make a positive difference. Personnel describe written correspondence received from the Troop Commander providing individual recognition based on job performance each month. Most personnel appreciate receiving the recognition. Personnel conclude that the recognition is enforcement-based only. The overall level of job satisfaction rates between good and excellent. A small percentage feels that upper level supervision make their job difficult which reduces their overall job satisfaction.

Some troopers would like more support in the court system and most expressed interest in having a prosecutor, especially for DUI cases. It is concluded that troopers are at a distinct disadvantage in prosecuting their magistrate level cases while being opposed by a professional trained litigator. Further, the inundation of motions followed by the dismissal of DUI cases is a concern. As a result, troopers become disheartened; they love their jobs and desire to see justice administered. One trooper stated that it is a very

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stressful job sometimes but when you see how you can help people and comfort them in a time of need it is very satisfying and worth all the stress faced. “Being part of the highway patrol makes me feel special”.

The supervisors receive satisfaction from seeing their staff succeed. They further enjoy witnessing their growth and development.

Overall, personnel are satisfied with their jobs; however, personnel (sworn and non-sworn) describe scenarios - having not achieved career goals. The goals are described as promotions (sworn and non-sworn) or lack of financial incentives (sworn and non-sworn).

Operational Effectiveness.

Operational effectiveness was rated as Good.

In Headquarters, overall, the operational effectiveness is described as good to excellent. Personnel (sworn and non-sworn) describe obstacles that are viewed as preventing a more effective operation. The computer server is noticeably slow. This is described as creating untimely delays in completing tasks or relaying information. There is duplication in processes such as SCEIS that are time consuming across the entire Troop. Supervisory personnel are described as knowledgeable with a desire to excel. The Lieutenants are viewed as flexible, adaptive, and field-experienced. The Troop Commander is viewed as attentive to detail with significant administrative strengths; however, personnel describe the one weakness of the Troop Commander as the “lack of field experience”.

In Post A, a positive aspect was the special enforcement events such as GAS, LIFE and the LEN and cross troop enforcement events. Many feel troop-wide that they can be more helpful in being more visible in areas that lack enforcement due to the seemingly over emphasis on seat belt enforcement. They expressed a request for more emphasis on DUI enforcement events and interstate speeding enforcement. They understand the need for seat belt enforcement but many feel they are relegated to being in the area of the city limits in order to satisfy the (20) seat belt citations per month. The lack of patrolling in the county on secondary roadways was expressed as troopers feel they are not being able to do their job as they see it.

Another issue was the bi-weekly audits; many feel this is unnecessary for the majority, as they know what they need to have at the end of the month but are not given the opportunity to patrol as they would like to address areas they know need enforcement. i.e., they have to constantly worry about having enough seat belts. They see this as an operational issue and do not think the command staff understands exactly what is going on daily in the field. Many would like to see the connectivity come sooner to help with the delay of information and help the dispatch situation. Many expressed a great improvement with the communications piece after moving to Greenville TCC. They felt like they were mistreated by the Greenwood TCC and that many of the dispatchers had

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bad attitudes. The Troopers feel they have a great relationship with the Command Staff and rated their overall Supervision/Leadership good to excellent.

Operational effectiveness, rated as good, was the second lowest rated category within Post B. Personnel consistently describe an overwhelming emphasis placed on seatbelt enforcement. Personnel communicate an understanding of the importance of the enforcement of the seatbelt law; however, personnel described other areas of responsibility that are unaddressed or inadequately addressed due to the time needed to meet seatbelt enforcement expectations. Personnel communicated an enforcement expectation prescribing twenty (20) seatbelt citations and (50) warning citations be issued. Personnel describe the emphasis not as affecting moral; moreover, as negatively affecting the operational effectiveness of the Post.

Personnel indicate there is a lack of an understanding of the SCEIS system – which creates duplicate or triplicate work. Personnel are still completing paper timesheets in addition to SCEIS. Personnel describe the need for connectivity in order to improve efficiency in completing routine job tasks.

The overall effectiveness of post C is good. A percentage of troopers feel they do have access to the resources needed to perform their assignment. However, equipment issues (high mileage cars, outdated computers, etc.), low manpower (creating skeleton teams) are some things that effect the operation of the post.

Summary / Conclusion.

Overall Troop Two is operating effectively. The Quality of Management, Supervision and Leadership was rated highest and many expressed how they felt they were treated like a family. The personnel feel the command staff really cares about them. They displayed trust and felt their supervisors were extremely competent. The personnel feel communication is good throughout the Troop and they all expressed they get the information they needed to perform their jobs.

The inspection of Troop Two could have greatly benefited from a revised Retention Schedule and a clear set of Standard Operating Procedures (SOP) as many of the deficiencies were minor and could have been and were eliminated by having a clear SOP in place. It would benefit SCDPS greatly to revise the Retention Schedule and perform training for each supervisor on the SOP and Staff Inspection process to improve consistency and similarity throughout the State. The personnel of Troop Two, sworn and non-sworn, have a very positive attitude and are very satisfied with their jobs. Moral is good in the Post and Communication is Good. Operational Effectiveness is suffering from what is viewed as an over emphasis on seat belt activity. Overall, Troop Two rated as Good in all categories.

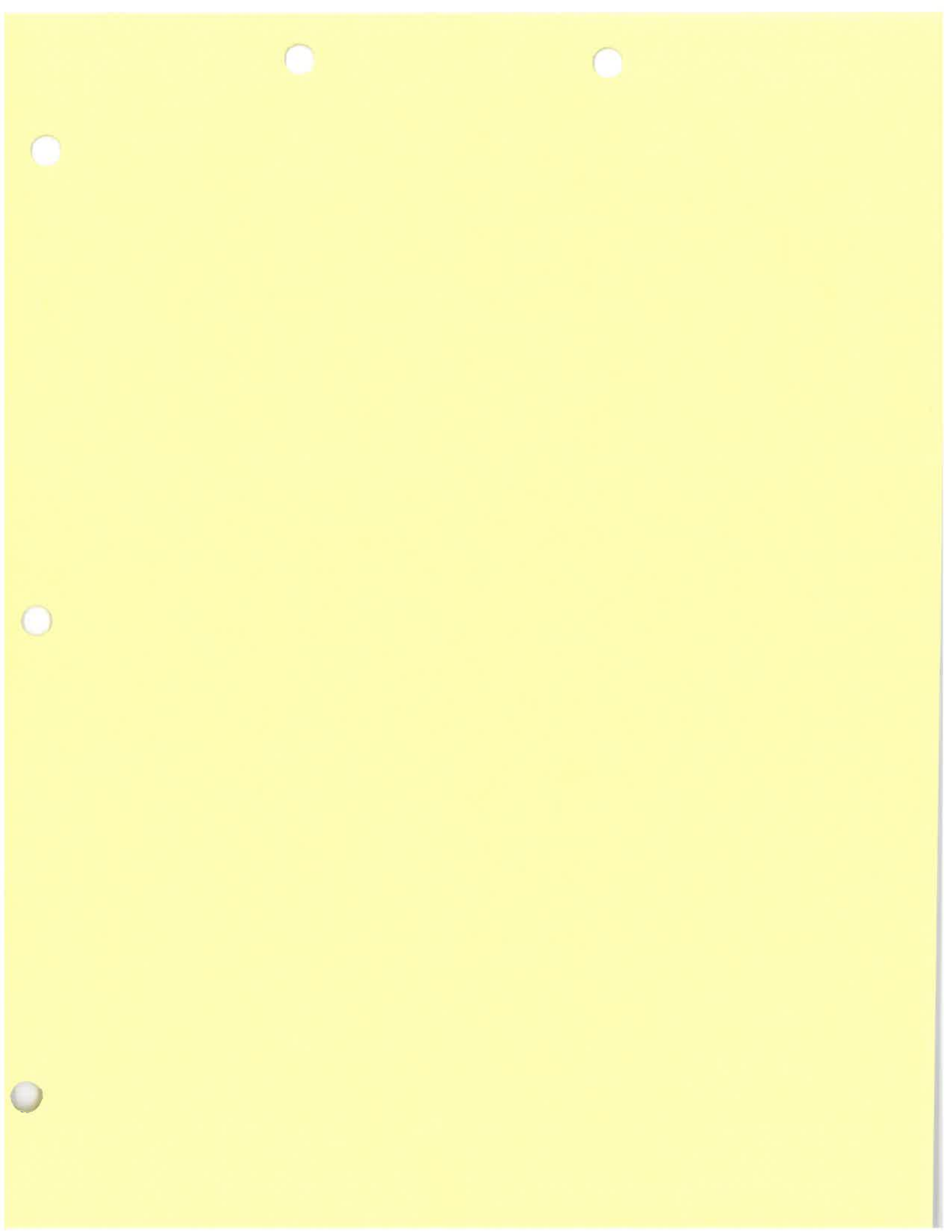
Each post appears to present an environment that would easily permit the assigned personnel to comply with all defined Staff Inspection requirements. Personnel (supervisory and non-supervisory) possess a positive, proactive attitude. Also, personnel communicate a personal and professional satisfaction with their job. Operational

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Effectiveness was compromised due to personnel repeatedly identifying the method of enforcement related to the seatbelt law.

Generally speaking, all Troopers support all aspects of target zero (DUI, Speeding, Seat Belt and Pedestrian contacts enforcement). Supervisors were concerned with low manpower, regaining trust, rebuilding confidence in the troopers and seat belt initiatives being the biggest challenge. Morale appears good with room to improve. The troopers are working well together.

For the most part, the troopers feel they are making a difference in the community and the job they do is appreciated.



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).

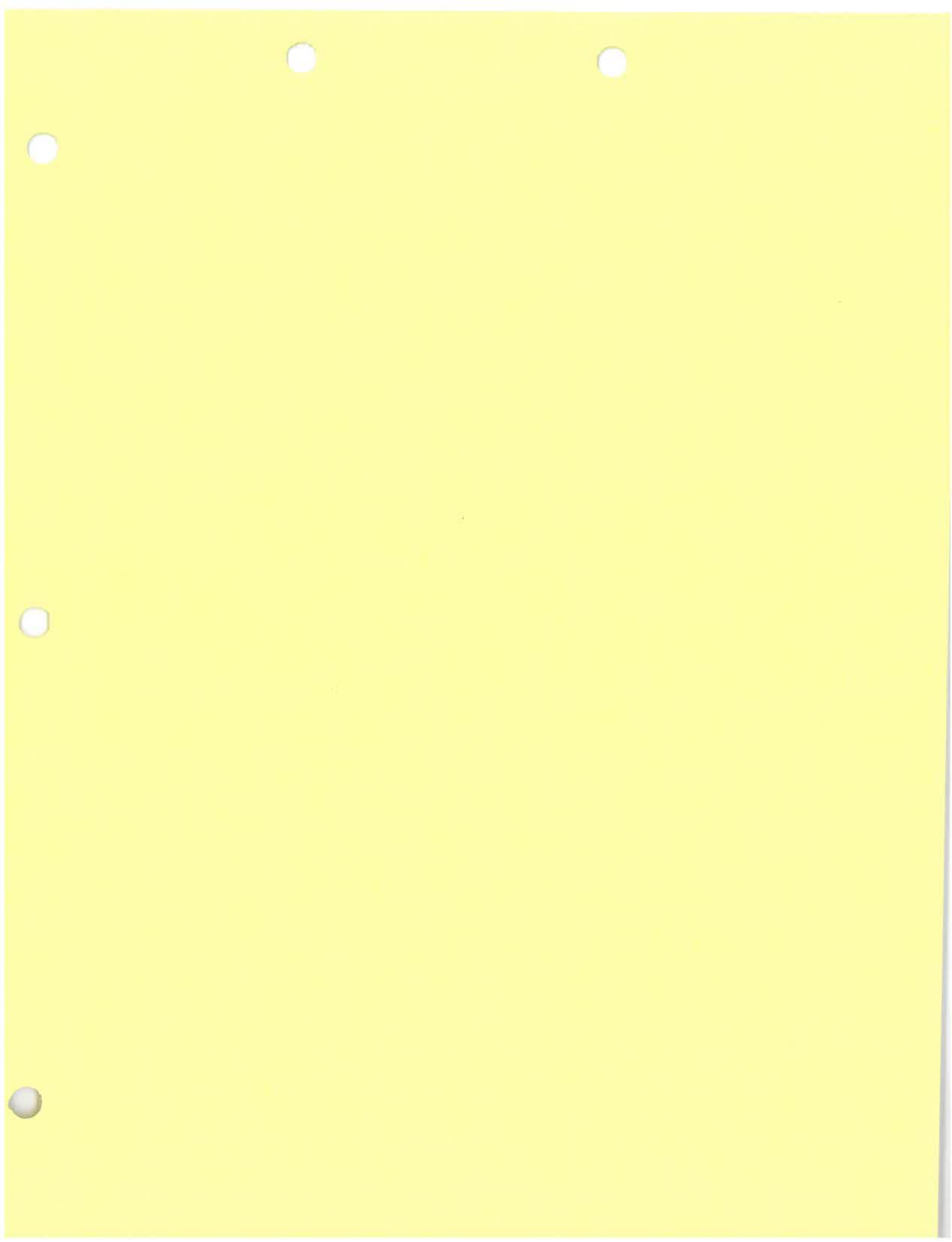
Comments/Remarks: Noted in the "INSPECTIONS CHECKLIST SUMMARY" section. Each comment and/or remark is to be listed by the appropriate checklist letter and number of the item.

Staff Inspection Checklist

Location: _____ Date: _____ Inspector: _____

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

B. FACILITIES					C	NC	NA	NI	Remarks/Corrective Action	Date Corrected	Initials
1.	General Appearance and Upkeep	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
2.	Timely Reporting of Needed Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
3.	OHSA/ Fire Codes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
4.	Building Evacuation Route – posted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
5.	Fire Extinguisher Inspection Tags	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
6.	Defibrillator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
7.	First Aid Kit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
8.	Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						



TROOP 2 POST A – Newberry/Laurens
STAFF INSPECTION
August 2014

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.4

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	2=8		4=16
GOOD (3)	4=12	1=3		5=15
FAIR (2)				
POOR (1)				
TOTAL	6=20	3=11		9=31 3.4

MORALE = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4			1=4
GOOD (3)	4=12	3=9		7=21
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	6=18	3=9		9=27 3.0

JOB SATISFACTION = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8			2=8
GOOD (3)	3=9	3=9		6=18
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	6=19	3=9		9=28 3.1

TROOP 2 POST A – Newberry/Laurens
STAFF INSPECTION
August 2014

OVERALL COMMUNICATION = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	1=4		3=12
GOOD (3)	3=9	2=6		5=15
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	6=19	3=10		9=29 3.2

OPERATIONAL EFFECTIVENESS = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4			1=4
GOOD (3)	4=12	3=9		7=21
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	6=18	3=9		9=27 3.0

TROOP 2 POST B - Abbeville/Greenwood
STAFF INSPECTION
 August 2014

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	1=4		4=16
GOOD (3)	1=3	2=6		3=9
FAIR (2)				
POOR (1)				
TOTAL	4=15 3.8	3=10 3.3		7=25 3.6

MORALE = 2.7

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	3=9	2=6		5=15
FAIR (2)	1=2	1=2		2=4
POOR (1)				
TOTAL	4=11 2.8	3=8 2.6		7=19 2.7

JOB SATISFACTION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	3=9	2=6		5=15
FAIR (2)				
POOR (1)				
TOTAL	4=13 3.3	3=10 3.3		7=23 3.3

TROOP 2 POST B - Abbeville/Greenwood
 STAFF INSPECTION
 August 2014

OVERALL COMMUNICATION = 3.7

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	2=8		5=20
GOOD (3)	1=3	1=3		2=6
FAIR (2)				
POOR (1)				
TOTAL	4=15 3.8	3=11 3.7		7=26 3.7

OPERATIONAL EFFECTIVENESS = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	4=12	3=9		7=21
FAIR (2)				
POOR (1)				
TOTAL	4=12 3.0	3=9 3.0		7=21 3.0

TROOP 2 POST C – Edgefield/McCormick/Saluda
STAFF INSPECTION
August 2014

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	1=4		4=16
GOOD (3)	1=3	2=6		3=9
FAIR (2)				
POOR (1)				
TOTAL	4=15 (3.8)	3=10 (3.3)		7=25 (3.6)

MORALE = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	4=12	3=9		7=21
FAIR (2)				
POOR (1)				
TOTAL	4=12 (3.0)	3=9 (3.0)		7=21 (3.0)

JOB SATISFACTION = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	2=6	2=6		4=12
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	4=12 (3.0)	3=10 (3.3)		7=22 (3.1)

TROOP 2 POST C – Edgefield/McCormick/Saluda
STAFF INSPECTION
August 2014

OVERALL COMMUNICATION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	3=9	2=6		5=15
FAIR (2)				
POOR (1)				
TOTAL	4=13 (3.3)	3=10 (3.3)		7=23 (3.3)

OPERATIONAL EFFECTIVENESS = 3.4

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12			3=12
GOOD (3)	1=3	3=9		4=12
FAIR (2)				
POOR (1)				
TOTAL	4=15 (3.8)	3=9 (3.0)		7=24 (3.4)

Staff Inspection Chart

	Quality of Management / Supervision / Leadership	Morale	Job Satisfaction	Overall Communication	Operational Effectiveness
SCHP Troop Two					
Post A - Newberry/Laurens	3.4	3.0	3.1	3.2	3.0
Post B - Abbeville/Greenwood	3.6	2.7	3.3	3.7	3.0
Post C - Edgefield/McCormick/Saluda	3.6	3.0	3.1	3.3	3.4

