

South Carolina Department of Public Safety



Staff Inspection Report

South Carolina Highway Patrol Troop Three

July 1, 2015

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South Carolina Highway Patrol – Troop Three
July 1, 2015

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Attachment 1: DPS LE-030: Staff Inspection Checklist
Attachment 2: Organizational Analysis Charts

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Executive Summary

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

Scope

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

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

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

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

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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 Three Headquarters is located in Greenville, South Carolina, in the western part of the state. Greenville is the largest town in the troop with a population of 58,409. The county is comprised of 451,225 with a demographic compilation of 73% white and 18% black.

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

- Post A: **Anderson**
- Post B: **Oconee/Pickens**
- Post C: **Greenville**
- Post D: **Spartanburg**

Troop Three currently maintains approximately 130 sworn officers (Trooper – Captain) and two administrative staff. The troop currently has one post commander vacancy. Troop Three is operating at 53% of the Personnel Allocation Model.

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Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, April 6, 2015. 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 3 personnel, Capt. Michael Warren, Lt. S. A. Stankus, Lt. D. E. Dickerson, Lt. S. A. Craven, F/Sgt. M. C. Carson (Post A), F/Sgt. Rickie Sabb (Post B), F/Sgt. D. L. Banister (Post C), and Sgt. T. R. Witt (Post D).

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

- Post A: **Anderson** Lt. M. A. Mars, Troop 2
- Post B: **Oconee/Pickens** Lt. N. W. King, Troop 7
- Post C: **Greenville** Lt. G. T. Levine, Troop 1
- Post D: **Spartanburg** Lt. R. H. Sapp, Troop 4

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, April 10, 2015. IIP's provide a brief overview of their findings to the attendees that included the aforementioned Troop 3 staff.

It was conveyed during the conference that Troop 3 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.

Troop Three Headquarters

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

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. Lieutenant Stankus explained the proper procedures for troopers entering TR-310's into the report beam and the procedures for supervisors approving the TR-310 reports with the first and second tier in report beam being completed in Troop 3. A review of the collision records reporting system indicates that all TR-310 reports in Report Beam are handled properly within each Post.

2. Cash Receipts

Not Applicable.

3. Employee Training Reports

Compliance. Employee Training records are maintained through ACADIS. A lieutenant receives an email notifying him that a trooper has training and he forwards the information on to the post commander for scheduling. The Training Lieutenant is notified anytime a trooper cannot attend training as per DPS Policy 300.26 Training and Attendance.

4. Evidence / Property Storage Room / Documentation

The Troop Headquarters had no evidence entered into the evidence area assigned to them. Personnel do maintain an entry and exit log should evidence need to be stored in headquarters.

5. Evidence Destruction / Documentation

Not Applicable.

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

Not Applicable.

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7. Secondary Employment Policy Compliance

Compliance. Headquarters staff is familiar with the SCDPS secondary employment policy. Through the inspection, it was confirmed that when a trooper submits a secondary employment request and thus approved, a copy is maintained within his/her personnel file.

RECOMMENDATION(S):

A file for secondary employments request forms should be established in order to easily and timely eliminates files that are past the retention period (2 years). As the files are arranged at the present, it would require the person to search every personnel file in order to extract secondary employment forms and thereby ensure compliance with the retention schedule.

Seven (7) personnel files were inspected and outside employment forms dated back to 2003 were in four (4) of the seven files. The other three (3) files had forms dating back to 2008. Files should be purge to ensure compliance with retention schedule of three years (3).

8. Agency Property Accountability / Inventory Control

Compliance. A review indicated that vehicle maintenance records, property transfers and property inventories are filed together and retained for two (2) years within a folder labeled property inventory.

RECOMMENDATION(S):

It is recommended that the troop create a separate file for vehicle maintenance records and property transfers. In addition, when equipment is transferred, attach the property transfer receipt and maintain a copy of property inventories for two years.

Purge the file for documentation past the two (2) year retention period.

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. Summons books are secured in a locked room with limited access and are issued in numerical order as per SCDPS Policy 300.29. Troop 3 Headquarters personnel traffic summons books are audited quarterly and bond money is checked monthly via the SCDPS Line Inspection Report. When issued, summons books are logged into a written log that documents the summons numbers, issue date, recipient and date completed. Summons books are also logged into the HP Console and a receipt is printed and provided with the summons books to be signed by the recipient. The Administrative Sergeant files the receipts as they are returned and logs the date completed.

12. Ticket Tracking

Compliance. The Troop 3 Headquarters system to request and receive ticket books works as follows; Summons Books are requested through the electronic mail by 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 summons book will have a receipt attached that is signed and dated by the receiving trooper. This receipt is then returned to the Troop Headquarters where filed (envelop) alphabetically by the trooper's name. If the receipt is not returned, the Administrative Sergeant will email a reminder to ensure the return of the receipt.

When the tickets are returned after being disposed of, the agency enforcement records copy is filed in numerical order inside the corresponding envelope and the other copies are distributed to the respective agencies. These summonses are maintained for (3) three years and then, boxed up and sent to Blythewood to be archived and ultimately destroyed.

Tickets that are adjudicated that had been held for trial (exceeding 3 years) were placed in a box labeled "Tickets Beyond Three Years" and at the end of the calendar year forwarded to Blythewood to be archived and ultimately destroyed.

13. Body Armor Replacement Date

Compliance. A review of the body armor procedures revealed that the body armor is inspected annually at in-service training and during line inspections where the expiration date is noted on the monthly line inspection form. According to staff personnel, any reported issues with body armor are addressed through Patrol Supply.

14. Child Custody Procedures

Not in Compliance. Child Custody Transfers were securely kept in a file drawer in the administrative assistant's office. When a child endangerment case is made and/or a child custody transfer takes place, the documentation is forwarded to the Troop Headquarters to the Lieutenant, who then forwards the information on to Captain M. J. Gamble, patrol headquarters, per SCDPS Policy 300.19.

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When the file was reviewed, there was documentation in place and all forms inspected were properly signed and reviewed. Approximately 10 packets in the file contained dates ranging from 2008 to 2015. The DPS console indicated there were 152 Child Endangerment cases made in Troop 3 from 1/1/2012 to 4/6/2015 covering the described retention period. The file inspected contained substantially less than 152 packets indicating all files had not been sent to Troop 3 Headquarters.

RECOMMENDATION(S):

Policy 300.19 VI. CHILD PROTECTION: B – DPS Policy states, When a Child Endangerment charge is made, an SCDPS Incident Report and a Child Custody Transfer Report (DPS-LE-015) will be completed, and the local DSS representative will be notified and provided with both reports within 24 hours. In addition each of the aforementioned reports will be submitted to the DPS liaison, appointed by the director, for DSS within three business days.

1. Recommend the lieutenant audit the number of child endangerment cases against what the console indicates and ensure compliance from each post;
2. Recommend that all packets older than three (3) years be purged per retention the schedule.

15. Juvenile Procedures

Not in Compliance. A review of the storage and security of the juvenile files determined that the files were not maintained in a confidential manner as described per South Carolina Code of Law 63-19-2030 (juvenile files are to be housed separately from other records); specifically, there were four files in the same file drawer. The other files were labeled: Job Shadowing Information, Other road closures, DOT, and Annexation Documentation.

The existing documentation for juveniles was in place and all forms were properly signed and reviewed. The lieutenant was very familiar with the juvenile procedures and taking a juvenile into custody; although, he stated this is a rare occurrence.

RECOMMENDATION(S):

Maintain the security of all juvenile records by ensuring they are stored separately from all other records.

16. Juvenile Custodial Release Forms

Compliance. The inspection revealed that here were Juvenile Custodial Release Forms on file where juveniles had been released to DSS Custody, a responsible adult or legal guardian. All forms had the proper information and signatures in place from the officer

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and the receiving DSS personnel or responsible adult/legal guardian. The forms were secured in the administrative assistance office in a locked file drawer.

17. Line Inspections

Line Inspection Files

Compliance. The inspection revealed that monthly line inspections are properly conducted and the documentation is maintained at headquarters.

Witnessed Line Inspection – Headquarters

Compliance. The IIP observed a line inspection on Sgt. J. N. Bradley conducted by Lt. S. A. Stankus on Monday April 6, 2015 and the following was noted: Lieutenant Stankus did an excellent job inspecting Sergeant Bradley's equipment. He was very thorough in checking for serviceable equipment, cleanliness, serial numbers and expiration dates on all equipment. No deficiencies were noted during this inspection.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. A review of the headquarters files indicates that all operations are properly planned, organized, executed and documented. In addition, proper approval for the safety checkpoints is conducted.

19. EPMS (Probationary, Annual)

Compliance. All troop 3 personnel files contain a folder for performance ratings. All EPMS's are performed according to the established reporting cycle. Each rating was signed and reviewed prior to being issued to the employee. Several probationary and annual Trooper-F/Sgt. EPMS's were reviewed that exceeded the retention period.

RECOMMENDATION(S):

Files can be purged to coincide with the retention schedule of three (3) years.

20. Disciplinary Action Records

Compliance. Disciplinary action records are maintained within the troopers personnel file. The files are stored in a secured room with limited access. Disciplinary actions are performed in accordance with DPS Policy 400.08. Supervisors consult with the department's Office of Human Resources prior to imposing any corrective action or attempting to resolve any disciplinary matter.

Several forms were dated back since 2002.

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RECOMMENDATION(S):

Files can be purged to coincide with the retention schedule of two (2) years.

21. Victim / Witness Files – Secure

Compliance. TAVA files are received from the post and maintained in the Troop Headquarters. The investigating trooper explains the TAVA forms to the victim and secures the appropriate signatures indicating the information has been explained. Victims and witnesses are treated with compassion and dignity and all TAVA files are kept secured under lock and key in the administrative assistant's office. The forms are forwarded to the Victim Advocate in Blythewood for follow-up by electronic means.

Victim and witness information is not given to the media or the public except in accordance with SCDPS policy. Victim / Witness information is stored in a secured file for three years as prescribed by the SChP General Records Retention Schedule.

22. Use of Force Reports (Supervisory Review)

Compliance. The inspection revealed that Troop 3 Headquarters had three (3) years of use of force reports on file. Selected files were reviewed from calendar years 2012, 2013, and 2014. Use of Force reports were all reviewed by supervisors from the post and the troop level. Signatures were in place to ensure that the use of force was necessary and reasonable to effect a lawful arrest. Policy and procedural violations were properly documented.

The files are secured in the troop file room with limited access to essential personnel.

23. Pursuit Reports (Supervisory Review)

Compliance. Troop 3 Headquarters had three (3) years of pursuit reports on file. Written reports are submitted by troopers after involvement in pursuits. The reports are 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.

Reviewed during the inspection were the following: one (1) foot pursuit and one (1) vehicle pursuit from 2012; two (2) vehicle pursuits from 2013, 2014; and one (1) vehicle and one (1) foot pursuit from 2015. The reports were reviewed by the post commander or sergeant for completeness and adherence to SCDPS Policy. Reports are then submitted to Troop 3 Headquarters for review and proper handling by the lieutenant and captain. The reports are then forwarded to their assigned major at DPS Headquarters.

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24. Prisoner Transport

Compliance. SCDPS policy as related to prisoner transport is followed throughout the troop. Lieutenant Stankus explained the proper procedures for transporting prisoners, per DPS Policy, to include handcuffing and searching the prisoner for weapons and contraband prior to transport.

25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

Compliance. Subpoenas are forwarded to the Troop Headquarters where they are reviewed by a lieutenant and forwarded to the Office of General Counsel to be reviewed and returned for service. Each subpoena is provided to the post commander and ultimately provided to the trooper. An email is then sent to the lieutenant indicating compliance by the trooper.

27. RADAR Proficiency

Compliance. Troopers are responsible for their own recertification through PowerDMS. When certificates for recertification are received, the trooper forwards a copy to the Administrative Specialist. The Administrative Specialist then files the certificates in a folder labeled certificates within the troopers personnel file.

It is incumbent upon the trooper and the SMD instructor to ensure the proficiency is completed within the appropriate timeframe and returned to Lieutenant Stankus. The proficiency results are then reviewed, approved/signed the captain and forwarded to patrol training for submission to the Criminal Justice Academy.

RECOMMENDATION(S):

Files can be purged to coincide with the retention schedule.

28. Records Retention

Compliance. All records that are on the 2006 record retention schedule to include retention periods in the troop and post were inspected and the following was noted: all files are present within the troop filing system. Selected files have been noted throughout this report that can be purged to coincide with the records retention period.

RECOMMENDATION(S):

Identify files that can be purged to coincide with the retention schedule.

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29. Wrecker Inspections

Compliance. The troop lieutenant maintains all wrecker files to include inspections and disciplinary actions for a period of three (3) years. The inspection noted that all files are maintained according to post and assigned zone location. All inspection forms and fee sheets are signed and dated by the wrecker services owner and by the inspecting supervisor. Disciplinary actions are documented and tracked to ensure compliance to regulations and DPS Policy and for progressive disciplinary action for repeat violations.

30. Miscellaneous Forms / Procedures

Ishmael tickets – There was no system in place to track Ishmael tickets.

RECOMMENDATION(S):

When tickets are received in Troop Headquarters from the DMV, it is recommended that the troop create a tracking system to ensure the tickets (Ishmael) received from the court and returned from the DMV are accounted for. When the trooper receives the ticket, ensure he/she re-enters the ticket into the console. When the ticket is signed off, re-submit the ticket on a transmittal.

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B. FACILITIES

1. General Appearance and Upkeep

Compliance. The building was neat and clean; it was well-maintained and had adequate space for all employees. The building was secure and had key coded access to limit who has access to the office space.

2. Timely Reporting of Needed Maintenance

Compliance. Maintenance is handled by the property owner of the building. Randy Flank, SCDPS maintenance staff, completes minor repairs to the building.

3. OSHA/ Fire Codes

Compliance. All OSHA paperwork and documents were placed in a common area available to be seen and read by all personnel. The building exit routes were clearly posted indicating how to exit the building in case of emergency. All exits were clearly marked.

4. Building Evacuation Route – posted

Compliance. The building exit routes were clearly posted in conspicuous locations indicating how to exit the building in case of emergency.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguishers are inspected and signed off monthly by the building maintenance custodian or Sergeant Bradley. All fire extinguishers were inspected and signed off, 4/2/15.

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 Three / Post A
Anderson**

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

A: DOCUMENTS AND PROCEDURES

An inspection of the Troop Three; Post A (Anderson) Office was conducted from April 6 – 10, 2015. Present during the inspection was F/Sgt. Michael Carson (Post Commander).

1. Collision Records

Compliance – The inspection revealed that all collision reports are filed electronically. First Sergeant Carson demonstrated the ability to effectively retrieve collision reports. The Post Corporals are responsible for the first approval of their assigned subordinates. First Sergeant Carson and Sergeant Carter are responsible for the second approval of all collision reports. If the supervising corporal is off-duty, the sergeants will conduct the first approval.

Post A has a filing system for Fatal Collisions and Felony DUI reports. When a report is completed it is filed in a cabinet at the post office. The completed report is sent to the Troop Three Headquarters for approval. Troop Headquarters will send notification back to the post that the fatal packet has been approved.

The post supervisors will coordinate with the Multidisciplinary Accident Investigation Team when utilized. All photographs are stored electronically. All items such as statements, incident reports, and copies of search / arrest warrants, Miranda warning waivers, criminal history, driver license records, and investigating officer notes are maintained with the fatal packet and Felony DUI reports.

2. Cash Receipts

Not Applicable.

3. Employee Training Reports

Compliance – The employee Training Reports were located in the post office, hard copies. Each report is sent via email and inter-office mail to Troop Headquarters. The review also noted that training reports are maintained electronically.

All training reports were within FTO guidelines.

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4. Evidence / Property Storage Room / Documentation

Not In Compliance – An inspection of Post A revealed that the Evidence / Property Storage is adequately secured but is not of sufficient size. The evidence room is a locker that is located within a secured supply room. Evidence seized is secured in the locker.

The primary evidence custodian, Sergeant T. W Carter, presented the evidentiary items requested during inspection. All evidence randomly inspected was present, properly labeled, and secured. Marijuana evidence is stored by year within the evidence locker. Alcohol is stored, within the evidence room, secured within the evidence locker.

The CEF Troop 3 / Post A Evidence Inventory Sheet was used for the inspection. The IIP requested eighteen pieces of evidence dating from 2013 thru 2015. All evidence was accounted for and logged properly. The sign-in book was checked for accuracy and it was noted the most recent sign-in date was March 15, 2015. When reviewing the quarterly inspection, it was determined that the first quarter inspection was completed on March 29, 2015. The sign-in book had no documentation showing someone entering into the evidence room on this date.

The evidence refrigerator is located in the supply room. The review of the evidence shows that all evidence was logged in properly. The review found that evidence was not being logged out properly. The evidence log had several logged out dates missing. The log had several pieces of evidence being logged in; however, did not show who logged it out or what date it was logged out.

It was determined that only the supervisors have access to the evidence refrigerator. The trooper notifies the supervisor when he/she has blood or urine to be logged into the evidence refrigerator. The trooper signs the evidence over to the supervisor utilizing a chain of custody form. The supervisor then logs the item into the evidence refrigerator.

Evidence Destruction / Documentation paperwork was incomplete. The evidence custodian had documentation showing closed case reports dating back from 2002. Closed case files are stapled to the chain of custody destruction form. January 2013 chain of custody forms were not with the closed case file and not accounted for.

RECOMMENDATION(S):

1. An evidence log should be created – categorizing the different types of evidence (blood or urine, drugs, alcohol, weapons, other, etc.)
2. All movement of evidentiary items must be notated or recorded properly on the evidence log by an evidence technician. This would help with the integrity of the evidence.

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3. Ensure all paperwork is completed correctly and detailed completely per SCDPS policy.

5. Evidence Destruction / Documentation

Not In Compliance – The DVD / videotapes are labeled, issued, and stored in a separate cabinet in the supply room. The DVD / videotapes pending destruction are also stored in the cabinet. Videotape chain of custody and destruction documentation is stored in a cabinet in the sergeant's office. Post A maintains an electronic log of when the DVD / videotapes were issued and destroyed.

When inspecting the videotape chain of custody and destruction documentation, it was found that there were multiple forms filled out incompletely. The form would show transport from the trooper to the supervisor; however, the form did not show transfer from the supervisor to the evidence locker.

A large majority of the forms did not show when the tape was destroyed, who destroyed it, and if it was viewed before it was destroyed.

RECOMMENDATION(S):

The evidence custodian must ensure all movement of evidentiary items are notated or recorded on the evidence log. The videotape chain of custody and destruction documentation, completed by the evidence custodian, must include: location of storage, date logged in / out, who logged the evidence in and/or out, and who destroyed the evidence.

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

Compliance – Each required inspection was accounted for and presented. This included for 2014: (4) Quarterly Inspections, (1) Unannounced Inspection, and (1) Annual Inspection.

7. Secondary Employment Policy Compliance.

Compliance - Secondary Employment requests are made by post personnel annually and maintained at the post office. The 2015 secondary employment forms are housed electronically. The 2013 and 2014 are stored in the trooper's personnel file.

8. Agency Property Accountability / Inventory Control

Not In Compliance – The property inventory sheets are maintained in the troopers personnel file. The inspection did not reveal any property inventory sheets for 2013.

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RECOMMENDATION(S):

Property Inventory Sheets should be stored in the post office for a period of two (2) years.

9. Purchasing and Procurement Compliance + P – Card

Not Applicable.

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, the supervisor receives verification of policy compliance for submission to the proper court. The monetary amount is then recorded on the line inspection.

A random review of line inspections completed on subordinate personnel revealed supervisors are complying with procedures pertaining to Traffic Summons Book and Bond Money, monthly. The post also has a bond sheet to document when bond money is received and when the money is turned over to the courts.

12. Ticket Tracking

Compliance - Supervisory personnel conduct Summons Ticket Audits on subordinate personnel. All undisposed summons tickets are audited quarterly. The summons ticket audits are forwarded to the troop office for review. A copy of each Summons Ticket Audit is maintained in the post office.

RECOMMENDATION(S):

When conducting summons ticket audits, unissued tickets should be audited, also. This process will ensure all tickets are accounted for.

13. Body Armor Replacement Date

Compliance - The body armor replacement date is notated on the line inspection completed monthly. All post 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.

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14. Child Custody Procedures

Compliance - All personnel have been notified of the new “Child Custody Transfer” policy. A review revealed the required documents were properly completed; the documents were filed and stored in a cabinet in the first sergeant’s office. The cabinet was locked and secured.

The post is maintaining the 2015 child custody transfer documentation electronically.

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 retained at the post level for a period of three (3) years.
3. Juvenile records should not be stored electronically.

15. Juvenile Procedures

Compliance. The post commander properly 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 personnel. The post commander properly explained the procedure for arresting a juvenile.

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 office for a period of three (3) years.
3. Juvenile should not be stored electronically.

16. Juvenile Custodial Release Forms

Not Applicable.

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17. Line Inspections

Compliance. Monthly line inspections are conducted on all uniformed personnel and stored in the post office, electronically. A review of random line inspections revealed that supervisors are properly documenting equipment malfunctions and vehicle damage. The review also determined the process is documented when the equipment and vehicle was repaired.

The IIP observed a line inspection on Trp. M. R. Ridgeway by Cpl. D. A. Rieser. Trooper Ridgeway had recently been assigned to Corporal Rieser's shift. Trooper Ridgeway had also been assigned a new patrol vehicle; therefore, Corporal Rieser was properly documenting the new serial numbers for Trooper Ridgeway's equipment for the first time. Trooper Ridgeway had previously removed an equipment duffel bag from his patrol vehicle while attending CERT training. Trooper Ridgeway informed Corporal Rieser that the following items were not in the duffel bag: chemical protective mask, first aid kit, eye protection, and ear protection. After the inspection Trooper Ridgeway was able to retrieve the missing items.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance - The post commander maintains a list of approved safety checkpoint locations within the post. The list also consists of pre-existing locations. Locations are identified considering volume of traffic, collisions, DUI arrests, input from the other law enforcement agencies (Law Enforcement Network – LEN), and prior safety checkpoint results. Post-checkpoint data is collected and documented on Form SCHP-E-008. Statistics are collected for each approved checkpoint. Statistics are collected and documented monthly utilizing SCHP-E-007.

19. EPMS (Probationary, Annual)

Compliance - EPMS reviews are stored with the personnel files located within the post commander's office. The post commander stated EPMS reviews are retained for the length of an employee's career. The post commander presented a probationary EPMS and an annual EPMS.

RECOMMENDATION(S):

Files may be purged.

20. Disciplinary Action Records

Compliance. There are no disciplinary actions kept in the post. When minor procedural violations are determined, the violations are documented on Form DPS-LE-014 (Uniform Administration Form). The supervisor reviews the procedural violation with the trooper.

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The supervisor and trooper sign and date the form. The troop office is also advised when procedural violations occur.

21. Victim / Witness Files – Secure

Compliance – The Victim / Witness Files are filed at the post office. The files are also attached to the pertaining case file. When TAVA forms are completed they are forwarded to the troop office. Troop personnel provide them to the State’s Victim Advocate. There is also a copy of the form, provided to Detention Center personnel, for the County Victim Advocate.

RECOMMENDATION(S):

The file should be retained by calendar year and must be separated from the case files.

22. USE OF FORCE REPORTS (Supervisory Review)

Compliance. The inspection revealed that the post commander maintains all Use of Force (UOF) reports and related documentation for a period of three (3) years. The reports are stored in the post commander’s office. Each report inspected was properly reviewed by both the post commander and the troop lieutenant. Both reviewing supervisors affixed their signature. Policy and procedural violations are properly documented.

23. Pursuit Reports (Supervisory Review)

Compliance. The inspection revealed that 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. All pursuit reports are properly documented and reviewed by both the post commander and the troop lieutenant. Both reviewing supervisors affixed their signature. Policy and procedural violations are properly documented.

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. He properly explained the procedure for transporting prisoners of the opposite sex and juveniles. He further explained the need for searching the transport vehicle for contraband immediately after transporting a prisoner. Finally, the post commander properly explained the procedural requirement of notifying the telecommunications center, notifying the on-call commander and completing an incident report when a prisoner escapes.

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25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

It was determined that subpoenas are mailed directly to the post personnel utilizing the post office address. Subpoenas from Magistrates Court are emailed to the troopers and the first sergeant. The sergeant makes copies and saves/stores each subpoena electronically.

RECOMMENDATION(S):

The post commander should implement a tracking system to ensure subpoenas are managed to include appearance by the subpoenaed personnel. Copies of subpoenas should be emailed to the Office of General Counsel.

27. RADAR Proficiency

Compliance – The troopers are notified through the training lieutenant when the expiration of radar certifications are approaching. The supervising lieutenant notifies the troopers as a reminder to complete their recertification.

Troopers are responsible for their own recertification through PowerDMS. It is incumbent upon the trooper and the SMD instructor to have the proficiency completed within the appropriate time frame and to ensure the documentation is forwarded back to the training lieutenant. The proficiency is then reviewed and signed off on by the captain who submits to patrol training for submission to the Criminal Justice Academy. Certificates are filed electronically at the post office.

28. Records Retention

Several files are maintained for an extended time beyond the retention period.

RECOMMENDATION(S):

It is permissible to purge files to coincide with the retention schedule.

29. Wrecker Inspections

Compliance - The post commander maintains all wrecker inspections. A random review of wrecker inspections for a period of three years revealed that the reports are stored in the post office and that all inspection reports are properly documented and filed. The wrecker inspections indicate the revisions in procedures and prices that have taken place on the wrecker policy.

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30. Miscellaneous Forms / Procedures

Not Applicable.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. The building is dated and there is a critical need for additional office space. Some of the supervisors' offices are in the troopers' workroom. Supervisors lack the privacy to carry out certain supervisory responsibilities and some of the supervisors have to share office space.

The evidence room is located within the supply room. The building itself is shared with the Department of Motor Vehicles (DMV). The bathroom is shared with the DMV employees and the general public.

RECOMMENDATION(S):

Post A would benefit from a new office which would be consistent with other DPS offices. It would enhance the personnel in carrying out supervisory responsibilities, and create a more cohesive working environment overall.

2. Timely Reporting of Needed Maintenance

Compliance. The post commander explained that the facility maintenance is handled by the owner of the building; departmental maintenance staff complete minor repairs.

3. OSHA

Compliance. All OSHA literature and contact information was properly posted. The postings were accessible to all personnel.

4. Building Evacuation Route – posted

Compliance. The building evacuation route is posted in the office.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguishers are inspected and signed off monthly by the building maintenance custodian.

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6. Defibrillator

Not Applicable.

7. First Aid Kit

Compliance. The post commander provided a stocked first aid kit that is maintained within the post office file room.

8. Other

Not Applicable.

Troop Three / Post B Oconee / Pickens

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

A: DOCUMENTS AND PROCEDURES

An inspection of the Troop Three / Post B (Oconee/Pickens) office was conducted with F/Sgt. Rickie Sabb and Sgt. M. L. Pelfrey present.

1. Collision Records

Compliance. The TR-310 is initiated when a trooper generates a report in Report Beam. The sergeant and first sergeant were the only supervisors instructed to approve TR-310's in the Report Beam. All hit and run collisions are maintained online through the Highway Patrol intranet (blue page). Fatality packets are properly stored in the first sergeant's office including a synopsis of the investigation and the next of kin information.

2. Cash Receipts

Not applicable.

3. Employee Training Records

Compliance. The training records that were reviewed were maintained online as well as in the troopers personnel file. The post commander forwards the employee training records to the training unit upon completion.

RECOMMENDATION(S):

The 2010 training records can be purged. The retention for employee training records is one (1) year in the post.

4. Evidence / Property Storage Room / Documentation

Compliance. An inspection of the Post B evidence room was conducted with the primary evidence custodian, First Sergeant Sabb and the secondary evidence custodian, Sergeant Pelfrey. The inspection revealed the following: the Evidence / Property Storage Room is of sufficient size and is adequately secured. First Sergeant Sabb and Sergeant Pelfrey presented the evidentiary items requested during inspection. All evidence randomly inspected was present, properly labeled, and secured. Marijuana evidence is securely stored within the evidence room in a locked cabinet. Alcohol is stored and secured within the evidence room in a locked cabinet that provides a secondary security measure.

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All evidence was present and accounted for. There was no blood or urine evidence present at the time of this inspection; however, when blood or urine is collected, it is collected according to SCDPS Policy 300.15 whereby it is locked inside the evidence room in a lockable refrigerator.

DVD / videotapes are kept in a locked supply room that is only accessible to corporals and above within Post B. DVD / videotape logs are separated by teams / squads. DVD / videotapes pending destruction are stored in the sergeant's office inside a metal cabinet along with the videotape chain of custody and destruction documentation.

5. Evidence Destruction / Documentation

Compliance. All paperwork (chain of custody, closed case, etc.) was present and retained for the proper retention period. DVD / videotape destruction is completed every four (4) months utilizing the landfill in Greenville County.

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

Compliance. All forms were present and retained for the proper retention period. Storage evidence logs were maintained from 2008 to present. Chain of custody reports were retained from 2004 to present in a separate log book. Closed case reports were retained from 2003 to present.

7. Secondary Employment Policy Compliance

Compliance. The inspection revealed that secondary employment forms were properly maintained and filed in the first sergeant's office from 2014 to present.

RECOMMENDATION(S):

Per the retention schedule, secondary employment request(s) should be kept on file in post for three (3) years.

8. Agency Property Accountability / Inventory Control

Compliance. The inspection revealed that property transfers and equipment inventories are on file. Property is maintained and receives preventative maintenance as required.

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 the procedures for summons books as follows: Troopers send request for traffic summons books, via email, to the administrative officer, Sergeant Bradley (Troop Headquarters). The summons book, to include a receipt, is placed in the trooper's in-box. When the trooper receives the summons book(s), the receipt is signed and returned to Sergeant Bradley.

A bond money log is housed in the post office. The process to ensure each trooper's summons book is audited monthly for bond money includes having each supervisor sign the aforementioned log by each trooper's name, post audit. It was determined that no bond money was in possession at the time of this inspection

RECOMMENDATION(S):

The bond money log can be eliminated due to the SCDPS Line Inspection Checklist (item 16) that requires the monthly inspection of bond money.

12. Ticket Tracking

Compliance. Unissued tickets are checked and documented on ticket audits.

13. Body Armor Replacement Date

Compliance. The body armor replacement date is notated on the line inspection which is 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, has his body armor readily available.

14. Child Custody Procedures

Compliance. A procedure is in place that requires a trooper to complete an incident report and a child custody transfer when taking custody of a child. Once the incident report and child custody transfer form is completed, a copy of the summons ticket is attached and sent to the troop headquarters. A copy of the documentation is maintained in the first sergeant's office in a locked file cabinet.

The supervisor responding to the child custody incident is responsible for contacting the local Department of Social Services (DSS) on-call representative to report the incident.

15. Juvenile Procedures

Compliance. The first sergeant has a locked file cabinet specifically for juvenile records. It was witnessed that these records are separated from any other files and are labeled correctly. The juvenile records file contained child custody cases and SLED underage

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alcohol-related accident investigation requests. All incidents filed were dated from 2012 to present.

16. Juvenile Custodial Release Forms

Not Applicable.

17. Line Inspections

Compliance. The IIP observed a line inspection conducted on Trp. J. S. Hovis by Sergeant Pelfrey on April 7, 2015. The following was noted: Sergeant Pelfrey did an excellent job inspecting Trooper Hovis' equipment. He was very thorough in checking for serviceable equipment, cleanliness, serial numbers, and expiration dates on all equipment. No deficiencies were noted during this inspection.

Copies of line inspection forms are maintained in the first sergeant's office. The forms were dated from 2014 to present. It was noted that there were no deficiencies identified on several months of inspections.

RECOMMENDATION(S):

DPS Policy 300.10 Line & Staff Inspections Section IV. LINE INSPECTION - D. Follow-Up states, each supervisor conducting a line inspection shall ensure that corrective action has been taken including steps to correct deficiencies discovered as a result of the inspection.

The post commander must ensure that supervisors properly report discovered deficiencies, to include properly documenting when the discovered deficiencies have been corrected.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. The inspection noted that all operations are properly planned, organized, executed, and documented. All forms are filed in first sergeant's office, dated from 2013 to present. The safety checkpoint file also contains the necessary empirical data.

19. EPMS (Probationary, Annual)

Compliance. An inspection of the files noted that EPMS documentation is stored with the employee's personnel file and is located within the first sergeant's office. Several 2014 performance ratings were inspected and all reports were signed by the employee, the supervisor conducting the review (rater), and the reviewing supervisor.

RECOMMENDATION(S):

It is permissible to purge files that are past the retention period of three (3) years.

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20. Disciplinary Action Records

Compliance. The inspection revealed that all disciplinary action records are maintained within each trooper's personnel file.

RECOMMENDATION(S):

It is permissible to purge the files past the retention period of one (1) year (within the post).

21. Victim / Witness Files – Secure

Compliance. It was noted that victim advocate forms are sent to the SCHP victim advocate by the investigating trooper. Qualifying events are fatalities, Felony DUI cases, and any personal injury (coded as a "3") when documented on a collision report. Compassionate Guides are provided to a fatality victim's family.

22. Use of Force Reports (Supervisory Review)

Compliance. A review of the files indicated that Use of Force (UOF) reports are maintained for a period of three (3) years. There were only two (2) UOF reports dated 2014; and one (1) UOF report for 2015, thus far. All reports were in compliance.

23. Pursuit Reports (Supervisory Review)

Compliance. A review of the files indicated that pursuit reports are maintained for a period of three (3) years. An inspection was conducted on one (1) written report. The report was in compliance with policy and procedure.

24. Prisoner Transport

Compliance. The sergeant explained to the IIP that the proper procedure for transporting prisoners, per DPS Policy, including handcuffing and searching the prisoner for weapons and contraband prior to transport.

25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

Compliance. A review of the criminal subpoena process revealed that each subpoena is logged properly by the sergeant to include; defendant, court date, and time. The subpoena is delivered to the trooper's in-box. A copy of the subpoena is signed by the trooper and is returned to the sergeant. This process ensures proof that the trooper received notification of the subpoena. Civil subpoenas are delivered directly to each trooper.

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27. Radar Proficiency Certification/ Recertification

Compliance. The inspection revealed that radar certificates are stored electronically through each trooper's ACADIS access. A copy is also maintained in each trooper's personnel file.

28. Records Retention

Compliance. A review of files associated with this inspection revealed that all files are retained as required by the records retention schedule.

29. Wrecker Inspections

Compliance. All applications of towing services requesting to participate on the Highway Patrol's wrecker rotation list are delivered to the post commander to inspect. All inspections are conducted by the first sergeant and the sergeant. The inspection documentation is maintained in the first sergeant's office, filed by zone and county. Once inspected, the completed applications are returned to the troop office.

30. Miscellaneous Forms / Procedures

Not Applicable.

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 is aware of the proper procedure for reporting needed maintenance to include who specifically to contact for needed maintenance.

3. OSHA / Fire Codes

Compliance. All OSHA documentation and contact information was properly posted in the troopers' 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.

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5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguishers were properly inspected.

6. Defibrillator

Not applicable.

7. First Aid Kit

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

8. Other

Not Applicable.

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**Troop Three / Post C
Greenville**

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

A. DOCUMENTS AND PROCEDURES

An inspection of Troop Three, Post C was conducted from April 6 – 10, 2015. Present during the inspection was F/Sgt. D. L. Banister and Sgt. W. M. Hiott.

1. Collision Records

Compliance. A review of collision records indicated the following: a TR-310 accident report is initiated by the investigating trooper via the Report Beam. (The computerized system used to generate and maintain accident reports.) After a trooper submits the completed report, each corporal checks their team's initial reports for accuracy, completeness, etc. The sergeant, first sergeant or lieutenant verifies the corporal's reports, i.e., second approvals. Each corporal follows up with any rejected reports to ensure the reports are resubmitted properly and in a timely manner.

The post sergeant maintains the fatal packet files within his office for an indefinite retention period. Once the entire fatal packet is completed, a copy is sent to the troop headquarters. Sergeant Hiott is responsible for amending all TR-310 reports pertaining to the fatal packets.

Two fatal packets (Coxie, Danny T., 5-1-13 and Vento, Gentry, 7-11-14) were inspected and both were thorough and complete containing the proper information and signatures. Witness statements were recorded and written on sworn affidavits. Photos were placed on the Troop 3 server, online. When the completed report is sent to the troop headquarters, Lieutenant Stankus sends a receipt memorandum to the post commander. All hit and run investigations are maintained and followed up on by the supervisors and the post commander. The captain and executive officer (Lieutenant Stankus) are updated regularly on the progress of all hit and run collisions.

RECOMMENDATION(S):

Ensure the CAD number is recorded correctly when downloading the photos online (example: 15GW123456). Purge the files for compliance with the retention schedule.

2. Cash Receipts

Not Applicable.

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3. Employee Training Reports

Compliance. The post commander maintains all employee training records within a file in his office for a period of one (1) year or more. All of the basic classes (91-96) records were reviewed. The files were completed and signed properly. The post commander then forwards the employee training records to Lieutenant Stankus in the troop headquarters who forwards all employee training records from troop three to patrol training.

RECOMMENDATION(S):

These files can be purged. The retention for employee training records is one year in the post.

4. Evidence / Property Storage Room / Documentation

Not in Compliance. An inspection of the Post C evidence room was conducted with the primary evidence custodian, Sergeant Hiott. The inspection revealed the following: the Evidence/ Property Storage Room is of sufficient size and is adequately secured. Sergeant Hiott presented the evidentiary items requested during inspection. According to Corporal R. Frick at the Central Evidence Facility, there were approximately 463 pieces of evidence stored in troop three on April 7, 2015. All evidence logged in for Trooper C. L. Lee (31 pieces) and Trooper F. W. Marlow (10 pieces) randomly inspected were present, properly labeled, and secured. Case 15GV011253HP23 was not logged into the evidence locker by the evidence custodian.

Marijuana evidence is securely stored within the evidence room in a locked metal cabinet. Alcohol is stored, within the evidence room, secured in a locked cabinet that provides a secondary security measure. All evidence was present and accounted for. There was no blood or urine evidence on hand at the time of this inspection; however, when blood or urine is collected, it is done so according to SCDPS Policy 300.15 VII; C. Blood or urine samples shall be stored in an authorized refrigerated storage area until transported to a laboratory for analysis; D. Blood or urine samples shall be transported for analysis to SLED or other approved laboratories within (72) hours of collection; and E. The arresting officer shall maintain a copy of the Chain of Custody and all analysis documentation with the original case file.

The Greenville City Police Department analyzes the majority of the Post C drug evidence.

The inspection revealed that there was no log-in required when a trooper delivers evidence in the mailbox (drop box) located in the workroom; the trooper is only required to place the chain of custody with the evidence upon deliver to the mailbox.

When a trooper obtains blood and/or urine evidence, a supervisor must meet the trooper at the office to secure the evidence in the refrigerator locker located in the evidence room.

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The MAIT team (Cpl C. M. Burgess, Evidence custodian) shares the evidence room and only has access to one wall locker within the evidence room. (That wall locker was not inspected.)

According to Shannon Rea at SCDPS Headquarters, twelve (12) personnel have electronic access to the evidence room. We were able to account for ten (10) of the twelve (12).

DVDs / videotapes are secured within the evidence room and a supervisor must issue DVDs / videotapes when requested. The labels are placed on the DVDs / videotapes at the time of issue. DVDs / videotapes pending destruction are stored within the vacant sergeant's office along with the videotape chain of custody and destruction documentation. DVDs / videotapes are not reviewed randomly as outlined in the SCDPS policy.

RECOMMENDATION(S):

A sign in log (DPS-LE-009) should be made available for the trooper to complete when the evidence is first delivered into the evidence mailbox. This process will ensure accountability of the evidence being placed in the box by the trooper.

The refrigerator locker should be kept in the workroom. This will give the trooper the option to secure blood / urine evidence without waiting for a supervisor (same as the recommended system for drug evidence).

Contact Shannon Rea and review/revise personnel to ensure only authorized personnel have access to the evidence room.

A random portion of all DVDs / videotapes should be reviewed before destruction, per SCDPS policy.

5. Evidence Destruction / Documentation

Compliance. The primary evidence custodian, Sergeant Hiott maintains all paperwork (chain of custody, closed case, etc.) and secures the documentation within the evidence room. All forms and documentation was present and retained for the proper retention period of three (3) years.

RECOMMENDATION(S):

Purge files and remove old files and documentation past the three (3) year retention period.

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

Compliance. Sergeant Hiott presented the 2012-14 quarterly, unannounced and annual inspection paperwork for inspection; minor deficiencies were noted: 2013 3rd quarter inspection dated September 14, 2014, (line #3) on page 2, was not signed. On March 21, 2013 an unannounced and quarterly inspection was conducted on the same date (a follow-up, unannounced inspection was completed on December 13, 2013).

RECOMMENDATION(S):

Ensure all inspection paperwork is properly complete before filing.

SCDPS Policy 300.15 Section XXII, 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. (i.e., a quarterly inspection and an unannounced or annual inspection cannot be conducted at the same time).

7. Secondary Employment Policy Compliance.

Compliance. The inspection revealed that the post commander maintains a copy of all outside employment request forms within the post for a retention period of at least three (3) years. Some older secondary employment request forms were on file in the post since the trooper's hire date. The first sergeant is familiar with the SCDPS policy pertaining to secondary employment.

RECOMMENDATION(S):

Purge files per the retention schedule. Secondary employment requests should be kept on file in post for three (3) years.

8. Agency Property Accountability / Inventory Control

Compliance. Property transfers and equipment inventories are on file since each trooper was hired.

RECOMMENDATION(S):

The files can be purged. Retention period is two (2) years in post.

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. The inspection revealed the process for item # 11 as follows: troopers send requests for traffic summons books via email to Sergeant Bradley (troop headquarters); the summons book with a receipt is then placed in the trooper's in-box. When the trooper receives the summons books, he/she signs the receipt and returns it to Sergeant Bradley who provides his signature on an identified log indicating the trooper has received the requested summon books.

Supervisors conduct monthly line inspections on all uniformed personnel. Each summons book is inspected to verify if bond money was collected.

The inspector-in-place noted that there was no bond money possessed by personnel at the time of this inspection.

12. Ticket Tracking

Compliance. Inspected documentation revealed that ticket audits are conducted quarterly by each trooper's first line supervisor (corporal) to account for all unissued tickets and to determine any cases that are still pending. The post commander maintains copies of all ticket audits within a file in his office.

The trial officer copies of the Uniform Traffic Ticket are placed in a box located in the troopers' work room. Each copy is delivered to the magistrate's office within (72) hours.

13. Body Armor Replacement Date

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

14. Child Custody Procedures

Compliance. All personnel have been notified of the new SCDPS Child Custody Transfer policy / procedures. All child custody transfer paperwork is properly maintained at the post in a secured file cabinet separate from other files.

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15. Juvenile Procedures

Compliance. After interviewing the post commander, it is clear that he is familiar with the SCDPS policy on juvenile procedures. All juvenile files are properly maintained at the post location in a secured file cabinet separate from other files.

16. Juvenile Custodial Release Forms

Compliance. All Juvenile Custodial Release Forms are kept at the post in a secured file cabinet separate from other files and are retained for a period of three (3) years.

17. Line Inspections

Compliance. On Tuesday April 7, 2015, The IIP observed a line inspection conducted on L/Cpl. C. J. LaDue by Cpl. J. B. Cannon. The following was noted: Corporal Cannon did an excellent job inspecting his subordinate's equipment, radar logs, ticket books, etc. He was very thorough in checking for serviceable equipment, cleanliness, serial numbers and expiration dates on all equipment. No deficiencies were noted during this inspection.

While inspecting the 2013-15 line inspection forms, all documented non-compliance issues were properly addressed and when the issue was corrected, the line item was properly initialed and dated.

Line inspections forms are stored, both in a file and online, and maintained for two (2) years.

RECOMMENDATION(S):

During monthly line inspections, ensure supervisors inspect fire extinguishers for the proper charge and also, ticket books for any collected / receipted bond money.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. The records inspected revealed that all operations are properly planned, organized, executed and documented. Selective enforcement forms are filed in the post commander's office for the retention period one (1) year.

RECOMMENDATION(S):

Supervisors are permitted to purge the files; one (1) year retention for item #18 at the post.

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19. EPMS (Probationary, Annual)

Compliance. The IIP observed that EPMS documents are stored with the employees' personnel files, located within the post commander's office, for a retention period of three (3) years or more. The IIP inspected a 2012-15 probationary and an annual EPMS (Genco) and a 2013-15 probationary and an annual EPMS (Gaylord). All reports inspected were signed by the employee, the supervisor conducting the evaluation (rater), and the reviewing supervisor (reviewer).

RECOMMENDATION(S):

It is permissible to purge the files that exceed the retention period of three (3) years.

20. Disciplinary Action Records

Compliance. Disciplinary records are maintained for a retention period of two (2) years or more. The reports are stored in the trooper's personnel file within the post commander's office. Several personnel files from 2013, 2014 and 2015 were inspected. All disciplinary records were properly reviewed and signed by the trooper.

RECOMMENDATION(S):

It is permissible to purge the files that exceed the retention period of one (1) year in the post.

21. Victim / Witness Files – Secure

The IIP observed that all victim advocate files are maintained in a secure file drawer within the post commander's office for a retention period of three (3) years or more. The process includes victim advocate forms being forwarded to the SCHP victim advocate by the investigating trooper. Compassionate Guides are provided to the victim's family primarily the day of the collision or as soon as possible after a fatal collision.

RECOMMENDATION(S):

It is permissible to purge the files. TAVA documentation must be kept 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 or more. The reports are stored in the post commander's office. Two (2) written reports, from each calendar year (2013-15) were inspected. All reports were properly documented, reviewed, and approved (signatures affixed) by both the post commander and the troop lieutenant. Policy and / or procedural violations were properly documented, if applicable.

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23. Pursuit Reports (Supervisory Review)

Compliance. Pursuit reports are maintained for a period of three (3) years or more. The reports are stored within the post commander's office. Two (2) written reports, from each calendar year (2013-15) were inspected. All pursuit reports were properly documented and reviewed by both the post commander and the troop lieutenant with their signatures affixed. Policy and / or procedural violations were properly documented, when applicable.

24. Prisoner Transport

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

25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

Compliance. All subpoena maintenance records are maintained by the troop headquarters. The post commander is notified of out of state subpoenas which are notated on the schedule to ensure appearance by the subpoenaed trooper.

RECOMMENDATION(S):

The post commander should implement a tracking system to ensure subpoenas are managed and complied with.

27. RADAR Proficiency

Not in Compliance. Certificates are not on file at the post.

RECOMMENDATION(S):

Radar certifications should be maintained in the post to be in compliance with the three (3) year retention.

28. Records Retention

Compliance. However, multiple files can be purged.

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RECOMMENDATION(S):

Purge files that contain documentation that exceed the designated retention period.

29. Wrecker Inspections

Compliance - Lieutenant Dickerson is in charge of the wrecker inspections in the troop. All applications from wrecker services requesting to tow for the division are sent to the post commander. The post commander thoroughly inspects the wrecker service to ensure compliance with divisional specifications.

The completed application is returned to Lieutenant Dickerson whereby wrecker services that successfully pass the initial (new) or renewal inspection will be placed on the rotation list beginning January 1st of the following year. Wrecker service complaints are handled by the post commanders or Lieutenant Dickerson only.

30. Miscellaneous Forms / Procedures

Not Applicable.

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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 of the Office of Facilities Management or the building maintenance personnel.

3. OSHA

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

4. Building Evacuation Route – posted

Compliance. The building evacuation route was properly posted.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguishers are inspected and signed off monthly by the building maintenance custodian or Sergeant Bradley. All fire extinguishers were inspected and signed off 4/2/15.

6. Defibrillator

Not Applicable. The building is not equipped with a defibrillator.

7. First Aid Kit

Compliance. The first aid kit is maintained within the Post C evidence room.

RECOMMENDATION(S):

The first aid kit needs to be placed in the work room accessible to anyone that may require medical assistance while visiting the office.

8. Other

Not Applicable.

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**Troop Three / Post D
Spartanburg**

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

A: DOCUMENTS AND PROCEDURES

An inspection of the Troop 3 / Post D (Spartanburg) Office was conducted from April 6 – 10, 2015. Post D has a vacancy for post commander. Present during the inspection was Sgt. T. R. Witt – acting post commander.

1. Collision Records

Compliance. - Collision reports are filed electronically and entered into the Report Beam by each trooper. Corporals log in online, check their respective teams and generally approve the initial reports. The sergeant will verify the corporals' reports and approve the second tier. If the sergeant approves the initial report, then the lieutenant will approve the second tier.

Sergeant Witt demonstrated how reports are reviewed and submitted. Post D (Spartanburg) did not have any hit and run collisions over the past twenty-four (24) months. Felony hit and run collisions are coordinated through the troop supervisors with the assistance of the MAIT (Multi-disciplinary Accident Investigation Team). All hit and run collisions are documented and managed through the administrative console and updated at least every fourteen (14) days. At the end of each month a letter is sent to the troop commander outlining any additional progress on the collision.

The fatal collision files were inspected and found to be in order. The files have been verified for accuracy and updated as additional documentation is received. Photographs are saved to the troop folder on the administrative console page and are stored under the CAD number assigned to the collision.

2. Cash Receipts

Not Applicable.

3. Employee Training Records

Compliance. The assigned FTO completes and submits Field Training and Evaluation Program Reports as required. The FTO documents acceptable behavior addresses deficiencies and recommends corrective actions. Supervisors also complete a Supervisors Observation Report which is submitted along with the End of Phase Counseling Report documenting the Provisional Trooper has passed all phases and completed the Field Training Program.

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Performance appraisals are completed prior to the end of the probationary period and are maintained in the trooper's personnel file along with their training reports and retained for one year.

4. Evidence / Property Storage Room / Documentation

Compliance. A thorough inspection of the evidence facility was conducted with the Evidence Custodian Cpl. B.J. Shaw. The evidence room was properly secured and the drug locker and blood/urine refrigerator was inside the evidence room, properly secured. Evidence items were not properly documented on the Central Evidence Facility (CEF) evidence log printed from Police Central on 4/6/2015. There were seven (7) items on the CEF Log that were not in the evidence locker or the blood / urine evidence storage refrigerator; two (2) Blood kits from 2009, three (3) Marijuana cases from 2009 and one (1) from 2011, and one (1) narcotic (Cocaine) case from 2010.

All noted issues were immediately addressed or corrected by Corporal Shaw. CEF Supervisor, F/Sgt. Mendel Rivers was notified and after investigating, determined there was a computer error that had the items indicating being located in both the Post Temporary Storage and in CEF's storage area. Copies of the closed case reports were sent to CEF and the CEF evidence log was corrected. The evidence had been entered twice into the CEF System and the duplicate entry was the one left on the CEF log sheet. The written evidence log in the drug locker and the log on the blood / urine refrigerator were accurate with the evidence witnessed as present in the locker and refrigerator.

Videotapes/ DVDs are securely stored and maintained. Disposed of videotapes /DVDs are documented and the paperwork is retained for the proper time period. The videotape log had the appropriate signatures of the troopers who received videotapes/ DVDs. Videotape monitor reports were maintained and retained for the proper time period.

While the post had several videotape / DVD monitor reports, they were not complying with policy related to viewing a portion of every videotape / DVD as evidenced by comparing the number of issued videotapes / DVDs and the number of videotape / DVD monitor reports.

RECOMMENDATION(S):

DPS Policy 300.15 – Evidence states, Sections: VI, A. EVIDENCE TECHNICIAN; all property and evidence shall be stored in an authorized storage area except when needed for court, analysis, or proper disposal. A log shall be maintained to record entry into the authorized storage area. [84.1.1 (a)] [84.1.2] and; XVIII, E. REPORTING AND MARKING states; files shall be maintained on all evidence and property. Written records on drug evidence shall be maintained for a minimum of five years.

While this policy does not specifically state the use of the Police Central Program, CEF Evidence Log, CEF training instructs all custodians they are to specifically use this log to inventory and inspect their evidence lockers. While

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the policy refers to a log or written log, these two documents must coincide if they are to be filed / maintained together.

Continually self-audit CEF evidence logs for existing cases to ensure they are properly accounted for. Also, to update written logs accordingly, maintain five (5) years of evidence logs in the same location for easy access and to have a clearly defined system in place to track disposition of items so they can be checked off the evidence log.

DPS Policy 300.06 Audio Video Recordings states: Section, IX, A. REVIEW OF RECORDINGS; portions of each recording will be randomly reviewed on a regular basis by a supervisor prior to the disposal of the recording. The review shall take place after the officer has turned the recording in with no pending court action. In the event of an inquiry or complaint, a supervisor may enter the chain of custody of a recording on a pending or active case in order to conduct the appropriate review.

5. Evidence Destruction / Documentation

Compliance. When Audio and Video tapes are treated as evidence, form DPS-LE-027, Audio/Video recording chain of custody is attached to the tape. Tapes are held for 90 days after all cases have been disposed of, then the tape is randomly reviewed and destroyed.

When Marijuana cases are disposed of, a closed case report is submitted and the case/evidence is sent to or picked up by CEF. The Chain of custody is completed and attached to the case/evidence. The closed case report is attached and maintained for five (5) years.

The paperwork (chain of custody, closed case, etc.) was present and retained for the proper period (5 years). Chain of custody and evidence destruction forms for 2010, 2011, 2012, 2013 and 2014 were in the file. The inspection material from each year that was reviewed indicated that all documentation had the proper signatures and all were logged correctly.

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

Compliance. Evidence inspection forms for 3 years (2012, 2013 and 2014) were accounted for with the exception of the 4th quarter of 2012. All other quarterly, annual, unannounced and custodial changes were properly completed and signed by the appropriate custodians and inspectors and retained for the proper retention period. The missing forms were retrieved from the troop headquarters and the file was then found in compliance. Also, in this file were monthly inspection forms that post personnel were completing and forwarding to the troop headquarters. The forms were ultimately forwarded to CEF.

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RECOMMENDATION(S):

Review all previous evidence inspection paperwork to ensure compliance. Maintain an accurate complete file for three (3) years. File the monthly inspections forms separately to assist with maintaining the required inspection file neat and orderly.

7. Secondary Employment Policy Compliance

Compliance. Sergeant Witt is familiar with the SCDPS policy on secondary employment and copies inspected are maintained according to the file retention schedule. Employees resubmit their request annually. All files are properly reviewed and signed. The original requests forms are forwarded and maintained at the troop headquarters.

8. Agency Property Accountability / Inventory Control

Compliance. The inspection revealed that all Property Inventory Sheets and Property Transfers are signed by the appropriate personnel, filed, and retained for two (2) years. Further, all sensitive items are accounted for.

The documentation is sent to troop headquarters and ultimately forwarded to the Agency's Inventory Control and Records Manager. Any missing items or items no longer in the custodian's possession are accounted for with a property transfer form. If the item is determined to be lost or stolen, a lost-stolen-destroyed affidavit is completed detailing the circumstances. The affidavit is notarized and forwarded to Patrol Supply.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable.

10. Telecommunication Centers

Not Applicable.

11. Traffic Summons Book / Bond Money

Compliance. Summons Books are requested through electronic mail by sending a request to the office Sergeant (Sergeant Bradley) who will complete the request and inter-office the summons books, with the attached receipt, to the requesting trooper. When the trooper receives the summons books, they complete the attached receipt and make a copy to be maintained in the Post. The original receipt is returned to Sergeant Bradley for maintenance.

Supervisors inspect each trooper monthly in conjunction with their monthly Line Inspection to determine if bond money has been collected. This information is documented on both a Bond Sheet and on the monthly Line Inspection form.

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RECOMMENDATION(S):

To eliminate a duplication of effort, it is recommended to discontinue the use of the bond sheet. The identical information is captured on the line inspection form that is signed and dated by the employee.

12. Ticket Tracking

Compliance. Post Supervisors audit all undisposed and unissued tickets when performing quarterly ticket audits on Troopers. Summonses are visually inspected and undisposed summonses are checked for accuracy. During the audit, troopers explain why any outstanding cases have not been disposed of.

A copy of the audit is forwarded to the troop headquarters.

13. Body Armor Replacement Date:

Compliance. Body armor is inspected annually at in-service and during monthly line inspections as identified via the inspection of item #17. Any defects or damage is noted and the body armor is taken immediately to patrol supply for inspection. The expiration date is noted on the monthly line inspection form. Any reported issues with body armor will be addressed through Patrol Supply.

14. Child Custody Procedures

Compliance. Sergeant Witt is familiar with the SCDPS policy of documenting and reporting of Child Endangerment cases and Child Custody Procedures. A review of his files for Child Custody and Child endangerment found them to be in proper order. The files were stored under lock and key and maintained separately from all other files.

Sergeant Witt was able to explain the new Child Custody procedures and a signature acknowledgement sheet was in the Post D office acknowledging this topic had been discussed and reviewed by all Post D Troopers.

15. Juvenile Procedures

Compliance. Sergeant Witt is familiar with the SCDPS policy relating to the handling of juveniles. Courtesy summons are issued to juveniles in lieu of taking them into custody according to DPS Policy and SC Law. Juvenile files are kept confidential under lock and key and are separate from all other files.

Sergeant Witt stated the post has had no interactions that required the arrest or detention of a juvenile.

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16. Juvenile Custodial Release Forms

Compliance. The IIP observed that juvenile files are stored in Sergeant Witt's office under lock and key, separate from all other files. Sergeant Witt stated that to his knowledge, there has been no interaction with juveniles that would require a custodial release form; therefore there was no paperwork on file of a document titled Juvenile Custodial Release Form. It is the IIP's contention that this is referring to the Child Custody Transfer Form DPS-LE-015.

17. Line Inspections

Not in Compliance. The IIP observed a line inspection conducted on TFC E. T. Haden by Cpl. B. J. Shaw on Monday April 6, 2015. Corporal Shaw thoroughly inspected Trooper First Class Haden's equipment and vehicle. All serial numbers were confirmed and expiration dates were within compliance.

The only issue that was noted was that TFC Haden could not locate his issued five (5) extra rounds for his (.38) revolver. TFC Haden did locate the ammunition shortly after the conclusion of the inspection.

The IIP noted that line inspections were maintained in the post for one (1) year. While inspecting the line inspections on file the following issues of non-compliance were noted:

- 1/13/14- E.T. Haden- Vehicle was not inspected – no explanation in the remarks or comment section was made to indicate why the inspection did not occur.
- 1/21/14 – K.W. McDaniel's – Inspection form was not signed or dated.
- 1/25/14- J.D. Cannon – Badges were ordered from supply; Cannon was missing a shirt badge; no corrected date was indicated.
- 2/5/14 – R.B. Thornton – Body Condition (Glass/Paint); Checked C and NI with the remark Windshield small crack. No corrected date or initials included in the report.
- 2/14/14 – S.R. Snow – Body Condition shows NC; Collision 2/14/14- Not corrected or initialed.
- 2/9/15 – J.M. Gardner – Chemical protective mask – Not sealed and no remarks as to if a replacement was ordered. The data master was expired with no date corrected.
- 2/10/15 – S.R. Snow – SMD expired; no date corrected.
- 2/27/15- G.L. Elder – Chemical protective mask – New filter ordered 2/27, no expiration date or corrected date.

RECOMMENDATION(S):

DPS Policy 300.10 Line & Staff Inspections Section IV. LINE INSPECTION - D. Follow-Up

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1. Each supervisor conducting a line inspection shall ensure that corrective action has been taken including steps to correct deficiencies discovered as a result of the inspection. [41.3.2] [53.1.1 (c) (e)]

Sergeant Witt did provide a file that was separate from the line inspections that was labeled, “Corrected Line Inspections”. The file contained several line inspections that had been corrected, but it was a copy of the original and the original was not corrected. Sergeant Witt was advised to properly correct the original file; thus, eliminating a need to maintain a separate file for corrected line inspection forms.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. The IIP noted during the inspection that all check points, saturations patrols, and special assignments are properly planned and conducted according to accepted police procedures in accordance with SCDPS Policy. Pre-checkpoint reports (SCHP-E-008A) and Post Checkpoint Report (SCHP-E-008B) are completed describing the enforcement purposes and reason for choosing the location and detailing the officers present, total officer hours, number of arrest made and the number of tickets and warnings written. Empirical Data is filed to support the locations and reasons for the checkpoints. All checkpoint locations have been plotted and approved. The post will be continually evaluating this topic for effectiveness and updating accordingly as new data is gathered.

19. EPMS (Probationary, Annual)

Compliance. All EPMS reviews are conducted according to SCDPS Policy and filed in the employee’s personnel file for three (3) years. The IIP reviewed the following EPMS reviews: D.R. Crump 2014, B.M. Bastian 2012, B.N. Corn 2013, T.E. Nance 2014, and R.J. Mangum 2013. Each review was signed by the supervisor rating the officer and the supervisor conducting the review. The trooper affixes his/her signature only after the rating has been approved.

All EPMSs are reviewed for accuracy and fairness in the rating. There were several older reviews that can be removed from personnel files dated 2009, 2010 and 2011.

RECOMMENDATION(S):

In reviewing EPMS files, there were several files that needed to be purged (2009, 2010 and 2011). These files were removed by Sergeant Witt and all files were brought up to retention standards.

20. Disciplinary Action Records

Compliance. Records of disciplinary action are filed in the trooper’s personnel file in accordance with SCDPS Policy. The files were securely locked and access is restricted.

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Further, disciplinary actions are discussed with the troopers and each trooper is given appropriate improvement strategies to help them become successful.

21. Victim / Witness Files – Secure

Compliance. Supervisors or the investigating trooper issues Compassionate Guides to fatality victim's family. TAVA forms are completed by the investigating troopers for violations of Hit and Run with Death or Personal Injury, Reckless Homicide, Reckless Driving, DUI, Felony DUI, Etc. The forms are explained and initialed by the victim indicating what was explained. The form is also signed and dated and a copy is provided to detention center personnel if the violator is incarcerated.

Victims and witnesses are treated with compassion and dignity. 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. The completed forms are sent through the troop headquarters to the victims advocate at SCDPS headquarters.

22. Use of Force Reports (Supervisory Review)

Compliance. Uses of force reports are reviewed by supervisors to ensure that the use of force was necessary and reasonable to effect a lawful arrest. It was noted that three (3) years of Use of Force reports were on file and the reports are stored in the post commander's office. The IIP reviewed written reports from 2012, 2013 and 2014; all reports were properly documented and all supervisory reviews were acknowledged by signatures from the Post Commander and the Lieutenant.

23. Pursuit Reports (Supervisory Review)

Compliance. The IIP noted that there were three (3) years of pursuit reports on file. The process of reporting pursuits is as follows: when a trooper is involved in a pursuit, the trooper completes a DPS incident report documenting the incident. The report is reviewed by the pursuit supervisor to ensure that the pursuit was conducted in accordance with SCDPS Policy and that emergency vehicles were operated in a manner prescribed by law. The pursuit supervisor completes a Pursuit Report and also reviews the video of the pursuit. The reports are then reviewed by the Post Commander or Sergeant for completeness and adherence to SCDPS Policy. Reports are then submitted to the troop office for review and proper handling by the Lieutenant. The IIP noted that all required signatures were affixed.

24. Prisoner Transport

Compliance. While interviewing post personnel, it was determined that individuals are under legal custody when transported by SCDPS troopers. 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. No such incidents had occurred and there was no paperwork documenting any

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incidents with prisoner transport.

25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

Compliance. When a subpoena is received by a trooper, the document is provided to the post sergeant who forwards it to the troop headquarters and ultimately, to the Office of General Counsel.

A copy of the subpoena is retained by the post sergeant who ensures the trooper is scheduled to appear in court. The trooper and his/her corporal signs acknowledging receipt of the subpoena and the sergeant is notified by email upon completion of the appearance in court.

27. Radar Proficiency

Compliance. It was observed that radar proficiencies (documents) are maintained by the training lieutenant in troop headquarters. RADAR/LIDAR logs are maintained individually electronically by each certified Trooper.

As noted in Item #17, the IIP observed the radar log of TFC Haden during his line inspection.

Each post corporal maintains a sheet for their squad personnel that contain all required certifications and expiration dates. This process ensures compliance with recertification.

28. Records Retention

Compliance. It was noted during the inspection that files are kept secured and are maintained in accordance with SCDPS Policy and the applicable retention schedule. Files are neat and orderly. The files had only minor incidents of information that needed to be purged; most files were up to date.

RECOMMENDATION(S):

Purge files according to DPS file Retention schedule annually.

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

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procedures dealing with suspicious persons and bomb threats.

30. Miscellaneous Forms / Procedures

Not Applicable.

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B. FACILITIES

1. **General Appearance and Upkeep**

Compliance. Building is clean, organized and well-maintained. The building is properly secured at all times. There is a noticeable lack of document storage space in this facility.

2. **Timely Reporting of Needed Maintenance**

Compliance. Maintenance is reported in a timely manner to the facilities manager at DMV. Randy Flack, SCDPS, will attend to minor issues that need addressing.

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 post sergeant and the inspection tags are initialed for compliance.

6. **Defibrillator**

Not Applicable. Building is not equipped with a defibrillator.

7. **First Aid kit**

Compliance. First Aid kit is maintained in the hallway and was stocked.

8. **Other**

Not Applicable.

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GENERAL INFORMATION

Headquarters – The troop headquarters is located in Greenville. Via interviews, it was determined that many of the priorities within the troop were consistent. There were indicators that communication amongst staff personnel was inconsistent and/or lacking. Supervisor/Management/Civilian staff is generally appreciated by the Captain for their job performance.

Troop 3 / Post A consists of Anderson County. Post A is currently operating at sixty-two (62%) manpower. There are twenty-six (26) sworn officers – four (4) supervisors and twenty-two (22) non-supervisory personnel. The post office is located in Anderson County. Interviews were conducted with ten (10) of the eighteen (18) assigned personnel. Interviews were conducted as follows: [Supervisor personnel four (4); Non-supervisory Personnel: fourteen (14)] for a sampling of sixty-nine (69%) of the personnel assigned to Post A.

Troop 3 / Post B consist of Oconee and Pickens Counties. Post B is currently operating at forty-nine (49%) manpower allocation with twenty-three (23) total sworn officers – six (6) supervisory personnel. The Post B Office is located in Pickens County. Interviews were conducted with seventeen (17) of the twenty-three assigned personnel [Supervisory personnel: (6); Non-supervisory personnel: (11)] for a sampling of seventy-three (73%) percent of the total personnel assigned to Post B.

Troop 3 / Post C consist of Greenville County. Post C is currently operating at fifty-nine (59%) manpower allocation with forty-four (44) total sworn officers (excluding one on military leave) – six (6) supervisory personnel. The Post C Office is located in Greenville County. Interviews were conducted with twenty-four (24) of the forty-four assigned personnel [Supervisory personnel: (6); Non-supervisory personnel: (18)] for a sampling of fifty-five (55%) percent of the total personnel assigned to Post C.

All supervisors appear to be on board with the mission of SCDPS and the Troop regarding fatality reduction. Supervisors regularly review the progress of their team to ensure all personnel are working to contribute to the core mission.

Some of the priorities that were noted as focal points while interviewing the Supervisor/Management staff were time management. Supervisors make every effort to help the troopers manage their time wisely. Turning the negativity from changes in leadership at the post level into a positive was noted. Low manpower is a big issue however, most of the troopers appear to work hard and keep somewhat of a positive attitude.

Gaining trust and rebuilding confidence in the troopers was a constant challenge. Positive performance is rewarded mostly verbally from supervisors. The captain sends a letter to troopers with high DUI arrests. The trooper's name with the most DUI arrests each year is placed on a plaque located at the entrance to the office. Whenever possible, the supervisor will give time off. When dealing with troopers that exhibit substandard

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enforcement activity, the supervisors meet face to face with the trooper and discuss all possible issues that maybe leading to the performance problem. A course of actions will be crafted to include counseling for personal issues or an individual enforcement plan to assist in correcting the underlying issues.

Troop 3 / Post D consist of Spartanburg County. Post D is currently operating at fifty-nine (59%) manpower allocation with thirty-eight (38) total sworn officers (excluding one on military leave) – six (6) supervisory personnel. The Post D Office is located in Spartanburg County. Interviews were conducted with sixteen (16) of the thirty-eight assigned personnel [Supervisory personnel: (2); Non-supervisory personnel: (14)] for a sampling of forty-two (42%) percent of the total personnel assigned to Post D.

The top priorities, and where the post senior leadership focuses most of their attention on, were keeping moral up and overall traffic enforcement. Their focus on the troopers included communicating with them the importance of why they do what they do; i.e., protecting the community and their families. For the corporals, the priority was to assist the sergeant with the administrative duties therefore, keeping things running smoothly.

Rewarding positive performance is accomplished by telling the troopers that they are doing a good job and periodically removing them from wreck call so they can just focus on proactive enforcement activity. Giving the troopers time off whenever possible or letting them go in early is also an example of rewarding positive performance. Further, conveying to them how important they are to the operation is a positive reinforcement method.

Addressing issues of substandard enforcement activity was achieved by meeting with the employee and discussing any underlying problems that may be affecting their work performance. Further, providing in-house counseling and continuous video operation are methods to address substandard performance. If unsuccessful after receiving clear instructions and expectations and, after the prescribed timeframe has elapsed, disciplinary action for substandard performance is initiated.

MORALE

Post A: The overall assessment of morale is fair.

Positive: The troopers all were very high on the Post Supervisors. They felt they could go to them with any questions or problems. They felt that information from Patrol Headquarters, Troop Headquarters, and the post was communicated through the chain of command adequately. The troopers felt that the post was headed in the right direction in fulfilling the agency mission. They all mentioned that they were rewarded through letters, emails, and conversation from the Captain and Post Commander. Several troopers mentioned that the first line supervisors work with them in concert with enforcement and investigation. In addition, several troopers commented that the vehicle situation in the post has improved.

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Negative: Everyone interviewed mentioned manpower while several included comments that troopers were resigning due to low manpower and low pay. Several troopers felt that the Highway Patrol should focus on retaining current troopers instead of recruiting. In addition, several troopers felt that there are no rewards after the rank of Lance Corporal, except for the opportunity for a promotion.

Most everyone interviewed was disappointed in the disciplinary actions of late. They felt that troopers were being written up for minimal violation and not given second chances; locally and throughout the state. Some troopers mentioned that they were afraid to do their job because of all the disciplinary actions being imposed.

Further, several troopers commented on the duration to obtain ordered supplies.

Other topics mentioned include a majority of supervisory troopers interviewed made mention that no more than two troopers can be at a restaurant at a time. It was felt that break/meal times were the only time the troopers could fellowship together. Also, several mentioned that they were being treated like children by having to turn their camera on to show that they were turning around at the county line. Finally, the troopers felt that the organization was asking for more while employing fewer personnel to perform the job.

The overall assessment from the interviews was good with some room to improve. All troopers have a good working relationship, and some personal relationships, with the local agencies. There is somewhat of a family atmosphere in Post B; but, only within the shift. The troopers have confidence in the supervisors and feel they can talk with them without reservations. A majority of troopers interviewed stated they feel pressured to produce the same amount of activity, such as DUI arrests and tickets, as the troopers in Greenville, but are working in a less-traveled and a slower paced post.

The trooper's relationship with the troop level personnel appears to be good. The supervisor / trooper relationship has gotten better after recent promotions within the post. The troopers feel they have a true open door policy at the post level. The troopers really like the addition of the new post commander, but they do feel that he has no say about the operations within Post B because of the heavy influence, hands-on approach of the lieutenant. Most of the time, appreciation comes in the form of an email or in passing; very little one on one counseling type information for doing good.

Post C - The overall assessment on morale from the interviews was low. Contributing factors include the relationship between the troopers and the Sheriff's Department - rated as neutral. In part, Post C personnel do not work together with the aforementioned department regarding checkpoints or speed, seat belt, and DUI initiatives.

The troopers have a good working and some personal relationships with the Greenville City Police Department and the North Carolina Highway Patrol.

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The troopers feel the corporals do what they can sometime to take care of them to include being available. The troopers feel they can talk with the first line supervisors to include receiving feedback. The supervisors expressed their desire to meet the needs of their troopers while ensuring that they are appreciated.

The atmosphere in Greenville appears to be strictly a working relationship; very few have relationships with their co-workers after working hours. There has not been a post/county Christmas party or any type of social gathering in several years. The Post Commander is described by some supervisors and troopers as unapproachable. The troopers have confidence in the supervisors and feel that they can talk with them without reservations however, they feel the supervisors are always in the office and do not work side by side with them especially when calls for service are high.

The trooper's relationship with the troop level personnel is good. They appreciate the fact that the upper level supervisors will come out and work with them when they get backed up with calls. The supervisor / trooper relationship is getting better after recent promotions within the post. Troopers appreciate the monthly emails the Captain sends at the end of each month. Most of the time, appreciation comes in the form of an email or in passing with very little one on one type counseling for doing well.

The lack of quality equipment is frustrating to Post C personnel. This issue is compounded when their car or equipment requires maintenance by agency staff in Columbia. In part, the travel/repairs consume a full day which has ultimately lead to criticism when their activity is low. Further, some feel that troopers with high DUI arrest are the only ones that get recognized.

Post D – Overall moral is Good; there was a very obvious sentiment that moral and the overall operations was very different approximately a year earlier. For example, most of the troopers made the comment that the post condition was really good presently, but in the past there was a lot of mistrust of supervision and many felt there were obvious internal clicks that were always back stabbing each other. But with the current staff, they all described a much improved and fairer atmosphere.

The most positive comment expressed was that the supervisors do care about them and they are always available if they need anything to include discussion. Troopers expressed that they had very good supervisors who are knowledgeable; they also trust their supervisors.

The supervisors expressed their desire to meet the needs of their troopers to ensure they felt appreciated while understanding the importance of having mutual trust and open dialogue. Further, the troopers like the fact that the corporals spend time with them off duty. It was concluded that this type of leadership builds a strong bond with the team.

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COMMUNICATION

Post A – Communication was fair between the Troop and Post Offices. Information is conveyed through the chain of command by meetings, emails, phones, and immediate supervisors. It was noted that the troopers receive feedback through conversations with supervisors, monthly activity audits and EPMSs. The troopers did feel that they were being kept abreast of most Highway Patrol related matters.

Several troopers mentioned that they felt certain things are done differently from post to post.

There is a good communication base for effectiveness within the post.

Post B – Information is adequately passed down through the chain of command mostly via email, by phone or during post and / or team meetings. 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 very good communications based on the effectiveness of the mission being accomplished within the post.

Post C - Information is adequately communicated through the chain of command mostly via email but also via phone or during post and/or team meetings. Troopers are aware of updated maps located in the post office identifying locations of fatal collisions. Normally, effective feedback is shared with troopers via EPMS reviews or monthly, based solely on total activity.

Based on the effectiveness of the mission being accomplished within the post, there is good overall communication and everyone feels they are receiving the information they need. Communication between the troop supervision and the post personnel varies from fair to good.

The First Sergeant and/or Sergeant attend the Post Commander's meeting with the Captain and Lieutenants and the information received is provided to the Corporals. The Corporals relay the information to their troopers.

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, troopers said that it is common knowledge where fatal crashes are occurring and what the causes are; normally the troopers work those identified areas and try to make an impact on fatalities.

According to the troopers, communication from the troop headquarters is good. They feel the necessary information is received in order for them to conduct their jobs. In the event

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the troopers have questions, the Captain and Lieutenants have an open door policy; the troop and post office is housed in the same building/floor.

The Captain sometimes recognizes troopers for doing a good job with their activity. Troopers feel the command staff understand the challenges in the field regarding activity and manpower and troopers trust the command staff is doing what they can to address the issues.

Most meetings are informal and/or conducted only to pass along information from Target Zero briefings.

Post D - Overall communication is good and most everyone feels they are getting the information they need. The primary method for sharing information is through email and secondarily through meetings. 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, a board is available that displays fatal crash locations.

At the beginning of each shift, troopers are apprised, via their corporals, of specification locations needing enforcement attention. Troopers are supplied with the weekly wrap that further provides fatality collision locations and their causation factors.

Post meetings are conducted after each supervisor's meeting with the information being provided to the trooper via their corporals. Most meetings with supervisors and troopers are informal. The troopers feel they get all the information they need to do their jobs.

A positive communication method is the captain's atta-boy letters recognizing troopers for their efforts in monthly activity.

The only negative issue with communication regards being provided explanations on mandates. The primary issue was being mandated to activate the video camera while rerouting at the county line. This mandate results in the troopers sensing they are not trusted to do their job properly. In conclusion, troopers expressed a desire to have the troop commander explain the reasoning behind this particular mandate.

JOB SATISFACTION

Post A - Most of the troopers take pride in their job. Further, they are satisfied with their job and understand its purpose. Most feel that they make a difference in the community by the work that they perform.

The aforementioned is in part due to the personality of their supervisors. Lately, supervisory staff is working with the troopers, making a positive difference.

The IIP concluded that the job satisfaction in this post is good.

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Post B - Most of the troopers interviewed were satisfied with their job. For the most part they feel they are making a difference in the community and the job they do is appreciated. A lot of troopers express that the community really appreciates them and are big supporters of the Highway Patrol which in turn gives them great satisfaction.

Post C - Most of the troopers interviewed were fulfilling their lifelong dream of being a State Trooper. For the most part they feel they are making a difference in the community and the job they do is appreciated. This conclusion is in part from citizens in the community occasionally telling them good job or unknown citizens purchasing their meal.

Most troopers appreciate receiving recognition from management for what they do although the recognition is enforcement-based only. The overall level of job satisfaction among those interviewed was good.

Post D - Job satisfaction is excellent to good overall. Everyone feels they are making a difference in their assigned area and that the job they do impacts people's lives in a positive manner.

Troopers stated they hear a lot of positive feedback from citizens in that they are appreciated; this includes appreciation for a trooper's visibility within the community. The troopers also expressed they like the support and care they get from their supervision. The troopers like the recognition for the top DUI activity as well as the award being provided at the Christmas Party. All the recognition makes the troopers feel appreciated.

The supervisors advised that they receive satisfaction from seeing their troopers succeed and they desire to help their subordinates develop.

In conclusion, it was conveyed that a trooper's job is very stressful at times however; it is very satisfying and worth the stress when results of helping and comforting citizens is visualized.

OPERATIONAL EFFECTIVENESS

Post A - The overall operational effectiveness in the post is good. Most of the troopers felt they have access to the necessary resources to perform their job. They mentioned the vehicle situation in the post is the best it has been in a long time.

A large percentage of the troopers interviewed complained about the Telecommunication Center. Problems with telecommunications began occurring when the Greenwood TCC relocated to Greenville. Troopers feel the TCC Operators are not as familiar with the post area as they should be. Further, it was noted that TCC Operators take an extended

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time to answer and ultimately provide needed information. Their complaints relate to officer safety issues especially during the nightshift.

In conclusion, troopers felt that all the posts worked good to help each other due to low manpower; this conclusion includes post supervision.

Post B – The overall operational effectiveness of post B 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) and lengthy DI investigations are a concern. The majority of the troopers understood the communication center move from Greenwood to Blythewood however; they feel the results are horrible. There were several issues of concern: TCC operators don't answer the radio a lot of times especially on nightshift and TCC operators aren't familiar with the area compared to the TCC operators that were in Greenville.

Post C - The overall operational effectiveness of Greenville 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, lengthy DI investigations and low manpower are some things that effect the operation of the post. The majority of the troopers feel the communication center being located in the same building/floor is a positive. Some troopers would like to see the working relationship among all agencies in Greenville County improve and ultimately that they become united with a focus on problematic areas within the county.

Post D - Operational effectiveness was rated as good. A positive aspect was the special enforcement events such as directed patrols and line patrols. The LEN and cross troop enforcement events work well when they are scheduled. Troopers feel it is very helpful with their enforcement mission in being more visible however; in most days, the current manpower level causes difficulty in responding promptly with the call volume.

Troopers expressed they would like to see more emphasis on DUI enforcement events and interstate speeding enforcement. They also appreciate the supervisors when they work collisions alongside them. The supervisors stated they reward hard work by assigning a trooper to a shift of proactive enforcement patrol while responding to that trooper's collision calls. This effort allows rewarded troopers to write activity that they are generally not able to perform due to the high volume of calls for service.

Many troopers are very pleased with the computer connectivity to help with getting information that will ultimately relieve the TCO's. Further, many troopers expressed they are pleased with the communications operations in the Greenville TCC. They felt like the TCC does the best job they can under the massive call volume received. The troopers try and understand that the operators may not always know the area (Post D); however, this lack of knowledge can be frustrating for the troopers.

The Troopers feel they have a great relationship with the Command Staff and rated their overall Supervision/Leadership good to excellent. They feel that the supervision is very

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knowledgeable and that they understand current situations because supervision works side-by-side with Post D troopers and therefore, witness what the troopers face daily.

Troopers really appreciate it when they see a lieutenant at a collision scene or an enforcement event.

SUMMARY/ CONCLUSION

Post A – The IIP's summary of Post A is good. The IIP noted that the troopers work in a good environment and understand/support the mission of the Highway Patrol. There were no major issues were noted during the inspection however; there were some morale issues identified. The morale issues were identified due to low manpower and high call volume and most of the morale issues where directed toward Troop and Patrol Headquarters.

For the most part the supervisors and troopers have a good working relationship. They describe the post supervisor as the best they have had in some time. The IIP felt that with the supervisor in place, Post A is headed in the right direction. It was concluded that once the manpower issue is addressed, morale will improve.

Post B - Overall Post B is in good shape. No major issues were detected during the inspection or interviews. Generally speaking, all Troopers interviewed support all aspects of target zero (DUI, Speeding, Seat Belt and Pedestrian contacts enforcement). Supervisors were appreciative of the job the troopers were doing. With the exception of feeling pressured to have the same activity such as DUI's, and tickets as troopers in the Greenville Post, Post B overall morale appears good with room to improve. The troopers are working well together. Communications appears to be good. For the most part the troopers feel they are making a difference in the community and the job they do is appreciated. The overall effectiveness of post B is good. A percentage of troopers feel they do have access to the resources needed to perform their assignment.

Post C - Overall Troop 3 / Post C is operating effectively. Job Satisfaction was rated highest and many expressed how they felt and also how they were treated. No major issues were detected during the inspection or interviews. Generally speaking, all Troopers interviewed support all aspects of target zero (DUI, Speeding, Seat Belt and Pedestrian contacts enforcement).

Supervisors were appreciative of the job the troopers were doing. The personnel feel the supervisors do what they can to take care of them. They displayed trust and felt their supervisors were competent. The personnel feel communication is good throughout the Post and they get the information and have the resources they need to perform their jobs. They are satisfied with their job and feel they do make a positive difference in the community.

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The troopers of Troop 3 / Post C have a positive attitude and are satisfied with their jobs. Morale is low in the Post. Some issues are out of the trooper's control (manpower, pay, equipment, etc.). Troopers said they want to feel appreciated for what they do (more pats on the back, being told thank you, etc.)

The IIP would recommended having an open discussion to search for methods to create more of a family working relationship environment.

The IIP rated Troop 3/Greenville as fair to good.

Post D – Overall Troop 3 is operating effectively. The Quality of Management, Supervision and Leadership and Job Satisfaction was rated highest and many expressed how they trusted their supervision and felt their efforts did make a difference. The personnel feel the command staff really cares about them and they understand the pressure they are under even though supervisors continue to push activity. Troopers trust their supervisors and feel each is extremely competent.

The personnel feel communication is good throughout the Troop and all expressed they get the information they needed to perform their jobs. The troopers are all satisfied with their job and feel they do make a positive difference in their community.

The Staff Inspection went very well and many things were learned. The Post office was very well organized and the Sergeant made himself available, when needed. The personnel, both sworn and non-sworn, have a very positive attitude and are very satisfied with their jobs. Morale, Communication and Operational Effectiveness are all very good. Overall, the IIP would rate Troop 3/Post D as good to excellent in all categories.

TROOP 3
Headquarters
STAFF INSPECTION
January 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.0

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

MORALE = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)			2=6	2=6
FAIR (2)			1=3	1=3
POOR (1)				
TOTAL			3=9 3.0	3=9 3.0

JOB SATISFACTION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)			2=6	2=6
FAIR (2)				
POOR (1)				
TOTAL			3=10 3.3	3=10 3.3

TROOP 3
 Headquarters
 STAFF INSPECTION
 January 2015

OVERALL COMMUNICATION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)			2=8	2=8
GOOD (3)				
FAIR (2)			1=2	1=2
POOR (1)				
TOTAL			3=10	3=10 3.3

OPERATIONAL EFFECTIVENESS = 3.7

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)			2=8	2=8
GOOD (3)			1=3	1=3
FAIR (2)				
POOR (1)				
TOTAL			3=11 3.7	3=11 3.7

TROOP 3
 Post A – ANDERSON
 STAFF INSPECTION
 January 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 2.8

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		2 = 8		2 = 8
GOOD (3)	11 = 33	1 = 3		13 = 36
FAIR (2)	2 = 4			2 = 4
POOR (1)	1 = 1	1 = 1		1 = 2
TOTAL	14 = 38 2.7	4 = 12 3.0		18 = 50 2.8

MORALE = 2.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	4 = 12	1 = 3		5 = 15
FAIR (2)	7 = 14	2 = 4		9 = 18
POOR (1)	3 = 3	1 = 1		4 = 4
TOTAL	14 = 29 2.1	4 = 8 2.0		18 = 37 2.1

JOB SATISFACTION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3 = 12	4 = 16		7 = 28
GOOD (3)	10 = 30			10 = 30
FAIR (2)	1 = 2			1 = 2
POOR (1)				
TOTAL	14 = 44 3.1	4 = 16 4.0		18 = 60 3.3

TROOP 3
 Post A – ANDERSON
 STAFF INSPECTION
 January 2015

OVERALL COMMUNICATION = 2.7

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1 = 4		1 = 4
GOOD (3)	10 = 30	2 = 6		12 = 36
FAIR (2)	3 = 6	1 = 2		4 = 8
POOR (1)	1 = 1			1 = 1
TOTAL	14 = 37 2.6	4 = 12 3.0		18 = 49 2.7

OPERATIONAL EFFECTIVENESS = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1 = 4	2 = 8		3 = 12
GOOD (3)	12 = 36	2 = 6		14 = 42
FAIR (2)	1 = 2			1 = 2
POOR (1)				
TOTAL	14 = 42 3.0	4 = 14 3.5		18 = 56 3.1

TROOP 3 – Greenville
 Post B – Oconee
 STAFF INSPECTION
 April 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16	1=4		5=20
GOOD (3)	7=21	4=12		11=33
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	11=37 3.3	6=18 3.0		17=55 3.2

MORALE = 2.7

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4			1=4
GOOD (3)	7=21	3=9		10=30
FAIR (2)	3=6	3=6		6=12
POOR (1)				
TOTAL	11=31 2.8	6=15 2.5		17=46 2.7

JOB SATISFACTION = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	2=8		5=20
GOOD (3)	7=21	4=12		11=33
FAIR (2)				
POOR (1)	1=1			1=1
TOTAL	11=34 3.0	6=20 3.3		17=54 3.1

TROOP 3 – Greenville
 Post B – Oconee
 STAFF INSPECTION
 April 2015

OVERALL COMMUNICATION = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12			3=12
GOOD (3)	6=18	6=18		12=36
FAIR (2)	2=4			2=4
POOR (1)				
TOTAL	11=34 3.0	6=18 3.0		17=52 3.0

OPERATIONAL EFFECTIVENESS = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16			4=16
GOOD (3)	7=21	5=15		12=36
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	11=37 3.3	6=17 2.8		17=54 3.1

TROOP 3 – Greenville
 Post C – Greenville
 STAFF INSPECTION
 April 6-10, 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	5=20	1=4		6=24
GOOD (3)	13=39	4=12		17=51
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	18=59 3.3	6=18 3.0		24=77 3.2

MORALE = 2.5

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4			1=4
GOOD (3)	9=27	2=6		11=33
FAIR (2)	8=16	3=6		11=22
POOR (1)		1=1		1=1
TOTAL	18=47 2.6	6=13 2.2		24=60 2.5

JOB SATISFACTION = 3.4

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	7=28	3=12		10=40
GOOD (3)	11=33	3=9		14=42
FAIR (2)				
POOR (1)				
TOTAL	18=61 3.4	6=21 3.5		24=82 3.4

TROOP 3 – Greenville
 Post C – Greenville
 STAFF INSPECTION
 April 6-10, 2015

OVERALL COMMUNICATION = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	5=20			5=20
GOOD (3)	11=33	5=15		16=48
FAIR (2)	2=4			2=4
POOR (1)		1=1		1=1
TOTAL	18=57 3.2	6=16 2.7		24=73 3.0

OPERATIONAL EFFECTIVENESS = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	5=20	1=4		6=24
GOOD (3)	11=33	3=9		14=42
FAIR (2)	2=4	2=4		4=8
POOR (1)				
TOTAL	18=57 3.2	6=17 2.8		24=74 3.1

TROOP 3 – Greenville
 Post D – Spartanburg
 STAFF INSPECTION
 April 6-1, 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	8=32	1=4		9=36
GOOD (3)	6=18	1=3		7=21
FAIR (2)				
POOR (1)				
TOTAL	14=50 3.6	2=7 3.5		16=57 3.6

MORALE = 2.9

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	11=33			11=33
FAIR (2)	2=4	1=2		3=6
POOR (1)				
TOTAL	14=41 2.9	2=6 3.0		16=47 2.9

JOB SATISFACTION = 3.4

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	7=28	1=4		8=32
GOOD (3)	6=18	1=3		7=21
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	14=48 3.4	2=7 3.5		16=55 3.4

TROOP 3 – Greenville
 Post D – Spartanburg
STAFF INSPECTION
April 6-1, 2015

OVERALL COMMUNICATION = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16			4=16
GOOD (3)	8=24	2=6		10=30
FAIR (2)	1=2			1=2
POOR (1)	1=1			1=1
TOTAL	14=43 3.1	2=6 3.0		16=49 3.1

OPERATIONAL EFFECTIVENESS = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16			4=16
GOOD (3)	9=27	2=6		11=33
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	14=45 3.2	2=6 3.0		16=51 3.2

Staff Inspection Chart

	Quality of Management / Supervision / Leadership	Morale	Job Satisfaction	Overall Communication	Operational Effectiveness
Post A - Anderson	2.8	2.1	3.3	2.7	3.1
Post B - Oconee/Pickens	3.2	2.7	3.1	3.0	3.1
Post C - Greenville	3.2	2.5	3.4	3.0	3.1
Post D - Spartanburg	3.6	2.9	3.4	3.1	3.2