



THE SOUTH CAROLINA
DEPARTMENT *of* ADMINISTRATION

Law Enforcement Compensation Analysis

February 2022

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LAW ENFORCEMENT COMPENSATION ANALYSIS EXECUTIVE SUMMARY — FEBRUARY 2022

SCOPE

The recommendations contained in this analysis apply to all Class I Law Enforcement Officers (Class I – LE) serving in positions within the Law Enforcement and Public Safety Classification (JC Series) and performing law enforcement functions and the training of law enforcement officers. It also includes law enforcement officers at the SC Criminal Justice Academy in non-law enforcement classifications.

APPROACH

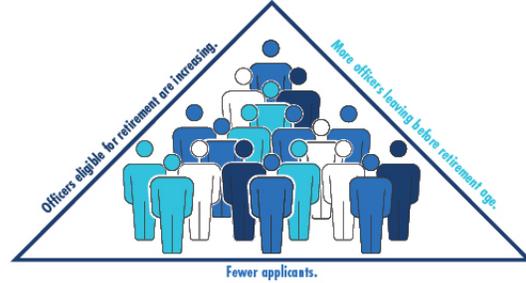
DSHR partnered with state agencies who employ law enforcement officers to discuss recruitment and retention challenges and to determine the underlying issues that contribute to recruitment and retention difficulties. DSHR met with impacted agencies to discuss the challenges for recruiting and retaining officers. State law enforcement leadership confirmed the information DSHR gathered, which reflected high turnover and decreased law enforcement applicants, was consistent with their experiences. DSHR compiled the provided suggestions into this analysis with a focus on those that law enforcement leaders believed would be most impactful.

FINDINGS

The challenges South Carolina state agencies with law enforcement components face are in line with those facing law enforcement organizations across the nation. “The Workforce in Crisis, and What Police Agencies Are Doing About It,” a 2019 study conducted by the Police Executive Research Forum (PERF), defined these challenges as the Triple Threat.



TRIPLE THREAT FACING LAW ENFORCEMENT



DSHR’s findings mirror the PERF-defined threats:

1. Fewer people are applying to become police officers.
2. More officers are leaving their departments — and, in many cases, leaving the policing profession — well before they reach retirement age.
3. A growing number of current officers are becoming eligible for retirement.

15.63%
OF ALL OFFICERS ARE ELIGIBLE TO RETIRE WITHIN 5 YEARS

444
VACANT POSITIONS
AS OF JANUARY 2022

APPLICATIONS DOWN
25.6%

COMPENSATION RECOMMENDATIONS

- Adjust compensation for state agency law enforcement positions because compensation currently lags behind other law enforcement competitors.
- Based on comparative data, DSHR recommends the greater of either a minimum starting salary of \$43,500 or a 5% increase for all law enforcement officers at agencies currently below the new recommended minimum.
- Additionally, DSHR recommends revised pay plans for the following agencies above the new recommended minimum salary structures — State Law Enforcement Division, the South Carolina Department of Public Safety, the South Carolina Department of Natural Resources, and the South Carolina Probation, Parole and Pardon Services.
- The recommended minimums for those agencies are as follows for certified officers:
 - SLED: \$50,500 minimum salary
 - DPS: \$48,000 minimum salary
 - DNR: \$46,500 minimum salary
 - PPP: \$44,500 minimum salary

Commensurate increases were then extended through the rank structure at each agency.

TOTAL ANNUAL COST OF COMPENSATION RECOMMENDATIONS = \$17.9 M

INCREASES BY AGENCY			
	CURRENT SALARY	NEW SALARY	TOTAL INCREASE WITH FRINGE
DMH	5,244,067	5,563,240	456,418
DNR	15,084,431	17,197,455	3,021,593
DPS	61,004,392	66,418,469	7,742,132
DHEC	640,475	673,121	46,684
PPP	19,428,837	20,539,284	1,587,932
SLED	21,955,116	25,256,668	4,721,212
CJA	3,797,726	3,987,607	271,533
DJJ	905,509	959,082	76,614
TOTAL	128,060,553	140,594,926	17,924,118

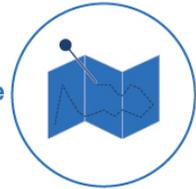
In addition to the recommend increase, DSHR identified five additional components to help recruit and retain law enforcement officers to state government.

OTHER TOTAL COMPENSATION RELATED OPTIONS



Student loan repayment assistance funds

Relocation reimbursement allowance



Geographical differential pay

Bonuses



Provide uniform cleaning pay supplement

CONCLUSION

The reasons state agencies are struggling with recruitment and retention of qualified law enforcement officers are multi-faceted. They include, but are not limited to:

- Compensation.
- Public perception of the occupation.
- The current labor market.
- The hazardous nature of the occupation.

Compensation alone cannot solve the high vacancy rate and low applicant flow for state government law enforcement positions, but it is the only factor that employers can directly influence. Increasing the competitiveness of base compensation, as well as the total compensation package of officers, will improve the ability of state agencies to compete for the best candidates.

Section Two — Introduction

By letter dated Jan. 3, 2022, Governor Henry McMaster requested that the South Carolina Department of Administration's Division of State Human Resources (DSHR) undertake a complete compensation analysis of all law enforcement positions in the state. DSHR was asked to evaluate the current compensation package for officers at all state agencies (excluding institutions of higher learning) and to conduct market studies to determine the competitiveness of those compensation packages.¹ Governor McMaster requested that DSHR provide recommendations to the General Assembly and his office for changes, as appropriate, to the compensation packages for all positions in the law enforcement classifications in state agencies. The goal of these recommendations is to increase the competitiveness of law enforcement salaries in state government while promoting consistency and equity between state agencies.

Scope

The recommendations contained in this analysis apply to all Class I Law Enforcement Officers serving in positions within the Law Enforcement and Public Safety Classification (JC Series) and performing law enforcement functions. This analysis also applied to South Carolina Criminal Justice Academy Training (CJA) Coordinators and Training Directors who are Class I Law Enforcement Officers. CJA's mission is to provide both mandated basic and advanced training to law enforcement officers across the state and to maintain a continuous certification process to ensure only the most qualified persons are sanctioned to enforce its laws. Based on the mission of the agency, it is imperative that CJA be able to recruit and retain highly qualified and experienced senior law enforcement officers with diverse skills and training.²

Note: The recommendations presented in this analysis are not intended to replace any general increases passed by the General Assembly, step increases officers would otherwise receive through their agency's pay plans, or performance increase plans. In addition, if these recommendations to increase the base compensation of law enforcement officers are implemented, the effective date should be prior to the effective date for any general increase that may also be provided.

Approach

DSHR partnered with non-higher education state agencies (Appendix II contains a list of participating agencies) who employ law enforcement officers to discuss recruitment and retention challenges and to identify the underlying issues that contribute to recruitment and retention difficulties. DSHR met with impacted agency heads and human resources directors Jan. 24, 2022, to discuss the challenges they face recruiting and retaining officers and present preliminary data on key human resources metrics regarding law enforcement officers in state government. During this meeting, state law enforcement leadership validated that the information DSHR gathered, which reflected high turnover and decreased law enforcement applicants, was consistent with their experiences recruiting and retaining officers. DSHR conducted a subsequent meeting Feb. 10, 2022, to present recommendations to address these challenges. Based on the feedback provided during this meeting, DSHR compiled the provided suggestions into this analysis with a focus on those that law enforcement leaders believed would be most impactful. The group met for a final meeting Feb. 17, 2022, to review the final recommendations and finalize the analysis. Additionally, DSHR staff reviewed internal and external compensation data with a particular focus on South Carolina data. For a complete list of the data reviewed, please refer to Appendix III.

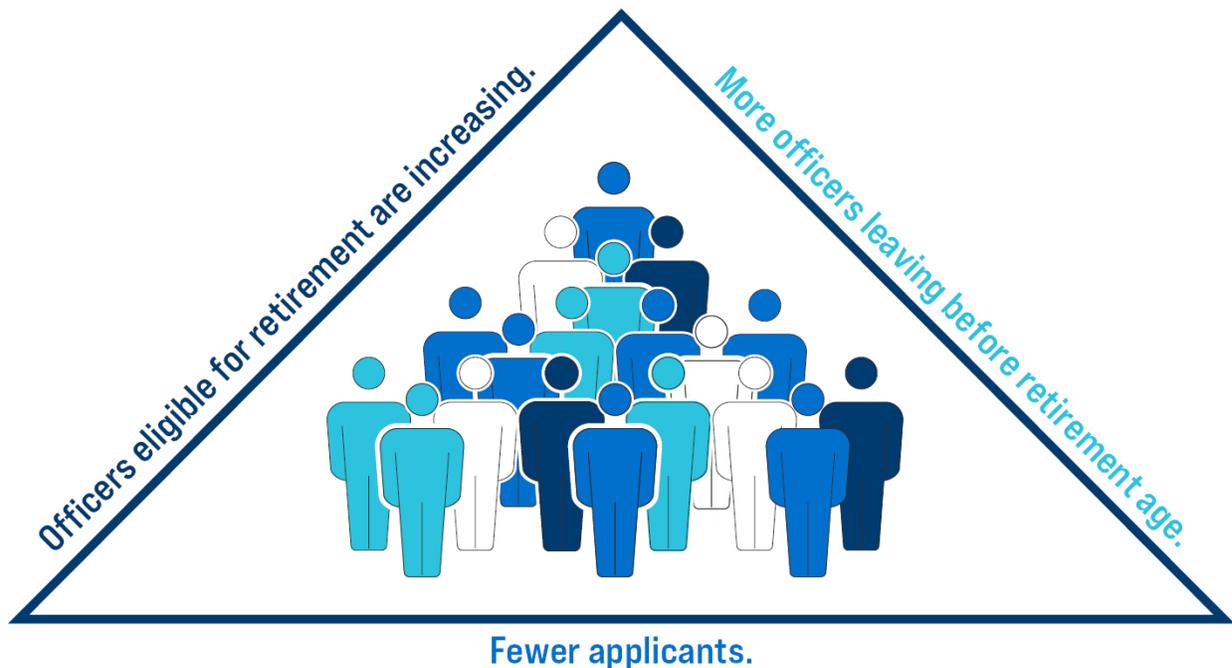
¹ To view Governor McMaster's letter, refer to Appendix I.

² CJA employee data is not included in the data provided and fiscal impact of changes other than the base pay adjustments. For example, CJA instructors are not included in vacancy and turnover rate data or the cost of student loan repayment and bonuses.

Section Three — Findings

The challenges South Carolina state agencies with law enforcement components face are in line with those facing law enforcement organizations across the nation. “The Workforce in Crisis, and What Police Agencies Are Doing About It,” a 2019 study conducted by the Police Executive Research Forum (PERF), defined these challenges as the Triple Threat.

Triple Threat Facing Law Enforcement



DSHR’s findings mirror the PERF-defined threats outlined above:

1. Fewer people are applying to become police officers.
2. More officers are leaving their departments — and, in many cases, leaving the policing profession — well before they reach retirement age.
3. A growing number of current officers are become eligible for retirement.

In addition, a recent PERF Special Report states that law enforcement chief executives reported:

- “[i]ncreases in resignations were more significant. Agencies reported an overall 18% increase in the resignation rate in 2020-21, compared to 2019-20.”
- “[i]ncreases in retirements were even larger. Among all responding police departments, there was a 45% increase in the retirement rate. (In small departments, a small number of retirements may result in a high

percentage increase in the retirement rate. But even in the largest agencies, with 500 or more officers, the retirement rate increased by 27%.)"

These findings also align with the findings of a 2021 Vacancy Survey conducted by the South Carolina Sheriffs' Association and other law enforcement organizations which found that approximately 18.8% of all full-time positions in the Police Officer Retirement System (PORS) were vacant. Additionally, one of the questions posed in the survey was "why is your agency struggling to fill vacancies." According to the report, the most common responses were pay, competition with the private sector, competition with surrounding agencies, benefits, burn out and public scrutiny.

The stress of understaffed departments negatively impacts the officers on the job. When discussing the law enforcement staffing challenges and the impact on officers, LAPD Chief Michael Moore was quoted as saying "They're worn out. They're frustrated. They're tired. They're feeling fatigued, and they're saying they're looking for options outside the profession."³



As of January 2022, there were **444 vacant positions** in the Law Enforcement and Public Safety Classifications for state government. This is a **18.32% vacancy rate**.

Analysis revealed that these vacancies were largely the result of a sharp decrease in available qualified applicants and the loss of current employees to local law enforcement agencies and the private sector.

Other Key Findings:



25.6% — The average number of applicants who've applied is down by 25.6% since FY 18.



39% — The percentage of officers who left state government between July 1, 2017–June 30, 2021, to work for another public entity in law enforcement positions.



15.63% — The percentage of current officers who are currently eligible to retire or will be eligible to retire in five years.

³ Source: <https://www.police1.com/police-recruiting/articles/why-law-enforcement-is-facing-unprecedented-challenges-in-hiring-and-keeping-recruits-pFiTKCXrne6ccNfB/>

- The average number of applicants for law enforcement positions in state government is down 25.6% since FY 18:
 - FY2017-18 = 7,724
 - FY2020-21 = 5,743
- Over the last four full fiscal years, on average, 259 officers have separated each year.
- Given the current economic and employment situation there is every reason to believe this trend will continue.
- Retirement is impacting numbers.⁴
 - Currently, 6.65%, or 133, law enforcement and public safety employees are eligible for retirement based on state service.
 - Another 8.95% or 179 employees will reach eligibility in five years or less.
- Separation reasons revealed that most employees were leaving state government for other public entities or the private sector, and very few moved between state agencies. In particular, in FY 2020–21 only 15 employees moved from a law enforcement position in one state agency to another position in another state agency.
 - PEBA data indicates that 39% of law enforcement officers who separated from state government went to work for non-state South Carolina public-sector employers in law-enforcement positions and another 6% went to work for non-state South Carolina public-sector employers in non-law enforcement positions.

As noted in the PERF report, “fewer applicants, more resignations, and a looming retirement bubble...comes at a time when many agencies are already short-staffed.”

Interviews with officers who recently left state service and officers who continue to serve confirm that the PERF-defined “triple threat” is impacting South Carolina:

- From a recent exit interview: “Private sector jobs also match or pay more than county/municipality officer positions without the risk of being shot or harmed. The gain verses (*sic*) the risk is just not there for new hires with college degrees. They can easily find an online job paying the same as an entry level officer/agent and work from home.”
- From another recent exit interview when asked for suggested changes, the officer responded: “Higher pay to retain, [recruit] the best talent.”
- From another recent exit interview: “I believe the pay raise was great but we can’t be stuck there for another 20 years. You need to look at cost of living more and do pay raises from there. Also look at different regions. It costs a lot more to live on the coast then it does to live in the Upstate.”
- From a recent exit interview: “[S]alary needs to be on pace with surrounding states as does retirement.”
- From a recent exit interview: “Regional salary increases based on locality and cost of living.”
- A recent DPS climate survey revealed that nearly 48% of employees indicated they had considered leaving their job in the last year. When asked why they were considering leaving, 58% indicated “Compensation/Salary.” While this survey included civilian employees in addition to law enforcement officers, 74% of respondents were officers.

⁴ This data is based on state service. However, a review of retirement eligibility based on all service provided consistent numbers.

Section Four — Recruitment and Retention Challenges Increasing for Law Enforcement Positions

High Vacancy Rate

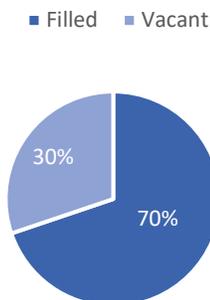
The first question this analysis seeks to address is whether there is a staffing shortage among the state’s law enforcement officers. While anecdotal data supported this contention, DSHR reviewed the actual number of vacant positions in the Law Enforcement Officer classifications and validated it. As can be seen in the following charts, there are a large number of vacant positions among the most utilized law enforcement classifications.

The number of vacant positions presents agencies with these challenges:

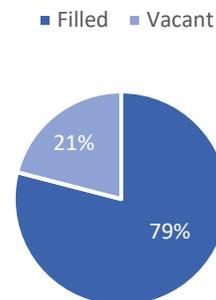
- Difficulties accomplishing their mission.
 - This finding was consistent with the PERF report which found that “the number of full-time sworn officers in U.S. Law Enforcement agencies declined by more than 3 percent between 2013 and 2016. The number of officers per capita is down 10 percent since 1997.”
- Longer hours and stress for employees already working under difficult conditions.
 - The longer hours and increased stress contribute to increased turnover.

The charts below detail the vacant positions of the three most utilized law enforcement classifications and entry-level probation and parole law enforcement officers. For a full list of vacant positions by agency please refer to Appendix IV.

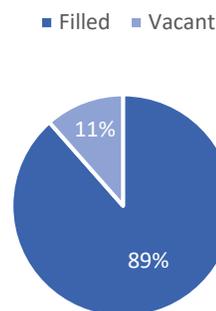
Law Enforcement Officer I



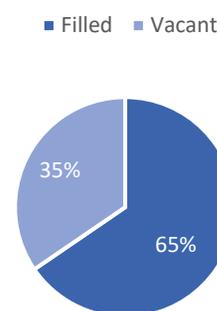
Law Enforcement Officer II



Law Enforcement Officer III



Probation & Parole Law Enforcement Officer I



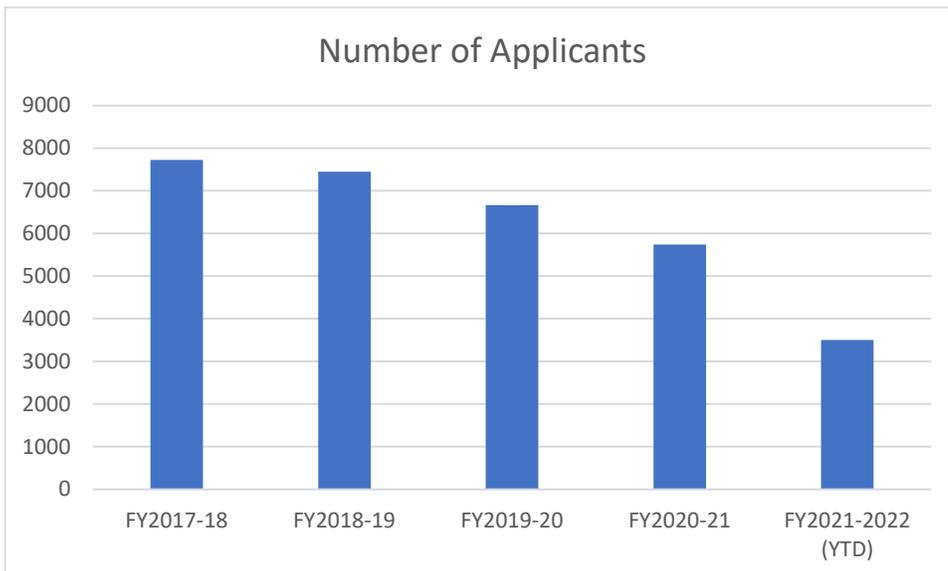
Threat One — Fewer people are applying to become police officers.

South Carolina state agency data is consistent with the PERF report’s finding that fewer people are applying for police officer positions.

Specifically, PERF found that **63%** of agencies that responded to their survey said that applicants for police officer positions had decreased either significantly or slightly over the last five years.

The chart below shows the number of applicants for law enforcement positions across all classifications decreased by **1,981** between FY 18 and FY 21. For additional information please refer to Appendix V.

Despite these challenges, law enforcement agencies have reduced their time to hire over the last four fiscal years (see Appendix VI). The notable decrease in the time to hire indicates that state agencies have changed their internal processes to improve the likelihood of successfully hiring a quality candidate. Despite these improvements, vacancy rates are increasing due to factors other than time to hire.



This chart shows the number of applications received each fiscal year.

The number of applications received fell by 25.6% from FY18–FY21.

Threat One — Impacts

- The decrease in the number of applicants impacts agencies’ ability to hire qualified officers. As the number of applicants falls, the ability to find qualified applicants becomes even more difficult. In a review of applications received by SLED from July 1, 2017–January 2022, 41.5% of applicants were not qualified.
 - This will only become more urgent as the qualifications for today’s officers expand.

As noted in the PERF report, “officers must be comfortable with new technologies” as cybercrime increases and they are “increasingly being asked to deal with social problems, such as untreated mental illness, substance abuse, and homelessness. As a result, the skills, temperament, and life experiences needed to succeed as an officer are becoming more complex.”

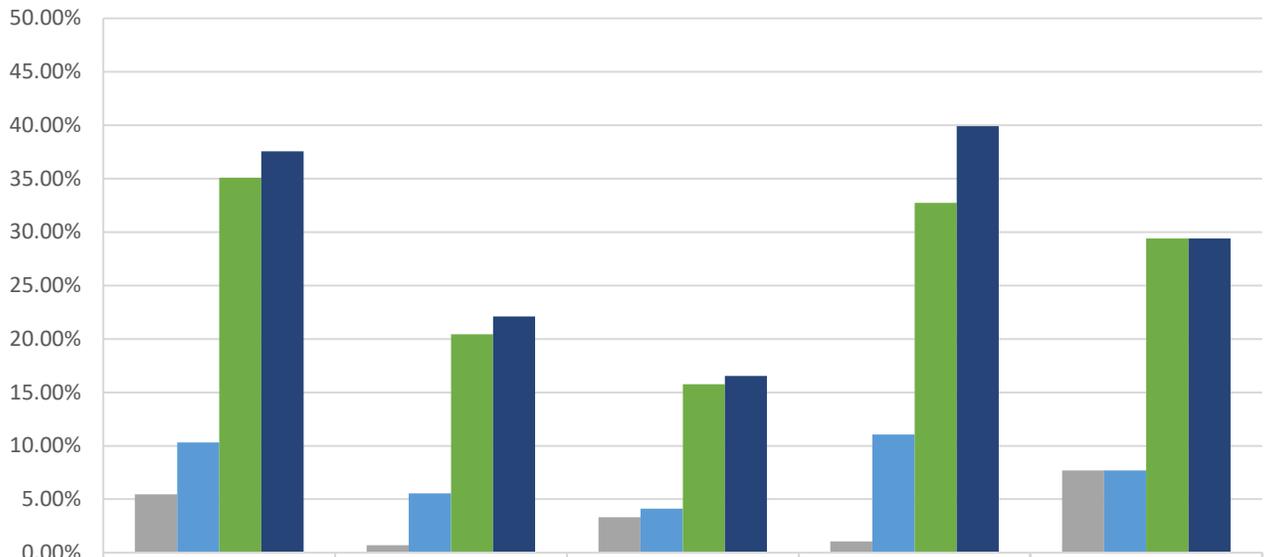
Threat Two — More officers are leaving their departments — and, in many cases, leaving the policing profession — well before they reach retirement age.

South Carolina state agency data is also consistent with the PERF report’s finding that more officers are leaving their department with many leaving the profession altogether.

The following chart provides the number and percentage of officers who separate within the first five years of their employment for the three most utilized Law Enforcement Officer classifications and two entry-level Probation and Parole Law Enforcement Officer classifications.

Most concerning are the number of officers leaving from entry-level positions of Law Enforcement Officer I and II and Probation and Parole Law Enforcement Officer I and II. This is consistent with the PERF report’s findings that most voluntary resignations (69%) occur within the first five years of employment.

LAW ENFORCEMENT TURNOVER



	LAW ENFORCEMENT OFFICER I JC10	LAW ENFORCEMENT OFFICER II JC20	LAW ENFORCEMENT OFFICER III JC30	PROBATION AND PAROLE LAW ENF OFFICER I JC32	PROBATION & PAROLE LAW ENF OFFICER II JC33
■ ≤ 90 Day Turnover	5.47%	0.69%	3.31%	1.05%	7.69%
■ ≤ 1 Year Turnover	10.31%	5.56%	4.13%	11.05%	7.69%
■ Turnover ≤ 3 Years	35.08%	20.44%	15.75%	32.74%	29.41%
■ Turnover ≤ 5 Years	37.57%	22.10%	16.54%	39.91%	29.41%

Threat Two — Impacts

- High turnover early in officers' careers is costly to agencies as officers leave after the cost for training is incurred.
- As officers leave, the pipeline for new leadership dwindles.

For additional information concerning officer turnover please refer to Appendix VII.

DSHR next looked at where officers were going after leaving state government to determine if they were leaving law enforcement positions altogether. The data indicates that officers are not moving between state agencies in significant numbers, with less than 20 officers transferring between state agencies annually on average during the last four fiscal years.

PEBA data indicates that 39% of law enforcement officers who separated from state government went to work in law enforcement positions for non-state South Carolina public-sector employers and 6% went to work for non-state South Carolina public-sector employers in non-law enforcement positions. Of particular concern is that officers in entry level positions are leaving state agencies to serve as officers in county and municipalities at a much higher percentage than average. For additional information refer to Appendix VIII.

Percentage of employees in entry-level positions who left state agencies for other public sector law enforcement positions.

- Law Enforcement Officer I — 43.37%
- Law Enforcement Officer II — 40.45%
- Probation and Parole Law Enforcement Officer I — 41.18%
- Probation and Parole Law Enforcement Officer II — 24.49%

While the data related to retirement contributions revealed that many officers were going to other South Carolina law enforcement departments, many were not. The remaining officers, approximately half, are presumed to be moving out of the state, leaving the labor market, or going to the private sector. Based on the current private sector salary data, it is DSHR's presumption that a majority of these employees are going to positions within the private sector. This is consistent with the PERF report's findings that one of top reasons provided for leaving during exit interviews was to pursue a career outside of law enforcement.

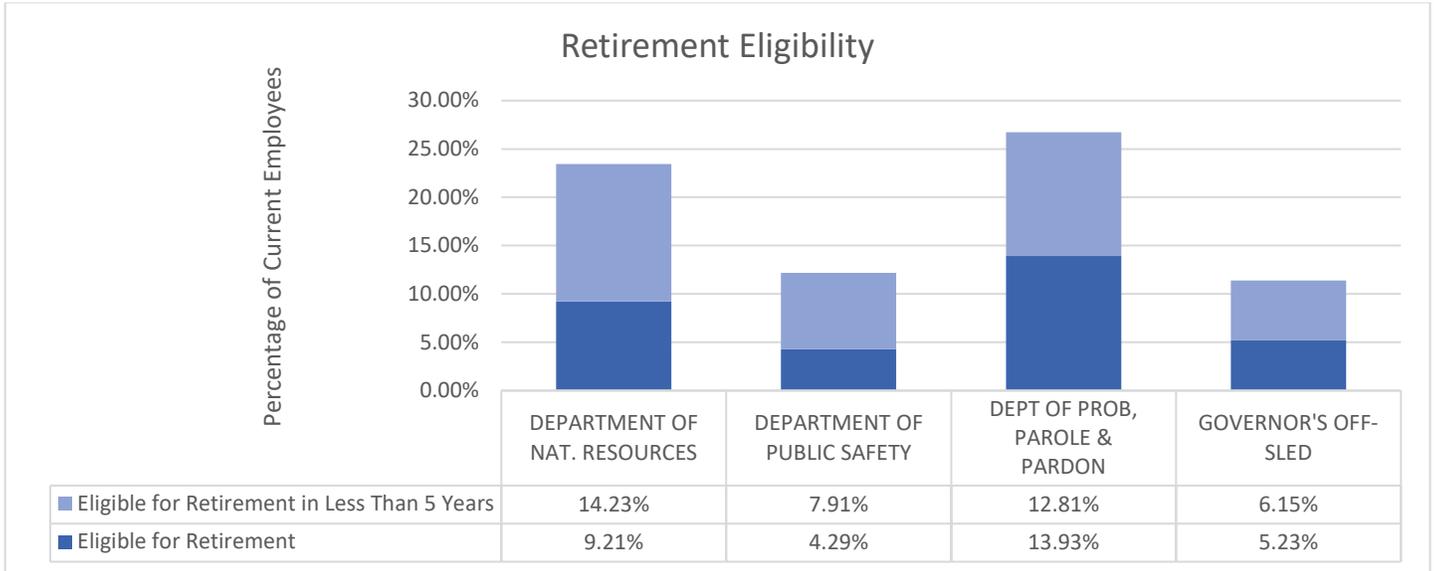
Threat Three — A growing number of current officers are becoming eligible for retirement.

South Carolina agency data indicates that the current number of law enforcement and public safety employees eligible for retirement based on their state service is 6.65%, or 133 employees, with another 8.95%, 179 employees, reaching eligibility in five years or less⁵.

⁵ This data is based on state service. However, a review of retirement eligibility based on all service provided consistent numbers.

This chart reflects the number of officers currently eligible for retirement (dark blue) or approaching retirement eligibility (light blue) for the four agencies indicated.

As demonstrated here, some agencies have a higher than average number of employees who are at risk for leaving the agency due to retirement in the near future.



Threat Three — Impacts

- As officers retire, it is difficult to find replacements given the high vacancy rate among officers and a decreasing applicant pool. The result is more vacant positions which impact the ability of agencies to provide needed services.
- As experienced officers leave, they take valuable institutional knowledge gained through experience with them. Knowledge gained from experience is often difficult to capture and transition to other officers.

Section Five — Compensation for State Agency Law Enforcement Positions Lags Behind Competitors

Once DSHR confirmed the number of applicants had fallen and officers were leaving state government, or the profession altogether, the next step was to determine what could be done to increase the competitiveness of state agencies in the recruitment of law enforcement officers. DSHR determined that the key to recruiting and retaining officers is to ensure the compensation is comparable to and competitive in the relevant labor markets.

Public Sector Data

Salary data from various public employers including local, state and federal agencies was reviewed to determine how entry level officer salaries for state agencies compared.

This effort revealed that compensation for state agency officers lags behind local departments, neighboring states and the federal government, in some cases by as much as \$5,000–\$10,000. For example, the minimum salary at the Greenville County Sheriff's Office is \$47,812. A complete summary of this data can be found in Appendix IX.

Private Sector Data

As noted previously, approximately half of officers who leave state government do so to take positions in the private sector. This is a national trend as evidenced by the PERF report's findings that one of the most popular reasons given for leaving provided during exit interviews is to pursue a career outside law enforcement.

Therefore, it is important that state agency salaries be competitive with private sector positions that require comparable education and experience. To evaluate the private sector employment climate of South Carolina, DSHR reviewed the December 2021 issue of South Carolina Data Trends published by the South Carolina Department of Employment and Workforce (DEW). This data is the most reliable South Carolina private sector data currently available from DEW.⁶

South Carolina Data Trends states that “[i]n December 2019 the average South Carolina private sector worker earned \$23.56 per hour; this equates to an annualized salary of \$49,004.80. Two years later, in December 2021, this figure increased to \$27.36 per hour; this equates to an annualized salary of \$56,908.80. This represents an increase of 7.9%. If anything, this understates the increase in earnings, as our state's workers have taken on slightly more hours than before the pandemic and are earning 8.8% more per week.” Some economic sectors saw much larger increases, with leisure and hospitality wages increasing by 14.6% and Educational and Health Services increasing by 18.3%. The increases also differed by Metropolitan Area. For example, Columbia wages increased by 3.5% with Myrtle Beach seeing a 21.8% increase.

Average SC Private Sector Worker Salaries

Dec. 2019 = \$23.56 per hour (\$49,004.80 annualized)

Dec. 2021 = \$27.37 per hour (\$56,908.80 annualized)

DSHR reviewed a sampling of current job openings to identify examples of private sector positions currently posted in South Carolina that have a starting wage of at least \$18 per hour (this equates to an annualized salary of \$37,440) and require little or no previous experience or advanced education. Copies of these job postings are available upon request.

⁶ The latest version of the Occupational Employment and Wage Statistics (OEWS) Program Report was released by DEW in May 2021 and included data from 2020. According to DEW there has been significant wage growth in the last year and DEW expects that many jobs have seen an increase in wages since 2020 making the May 2021 report a poor source for current compensation data.

These positions all advertised a starting salary of at least \$18 per hour (\$37,440 annualized).

Some of these positions also provided paid leave and benefits.

It is important to note that these positions do not have the inherent risks associated with serving as a law enforcement officer.

Spectrum Call Center Employee	Domino's Pizza Delivery Driver	Bellhop Mover
Town Tasks Warehouse Associate	Apexx Warehouse Worker	LifeQuotes.com Remote Customer Service Employee
UPS Warehouse Worker	All's Well Health Care Services Treatment Coordinator	Avolta Power Entry Level Marketing
Lamar Advertising Company Billboard Installer	Target Warehouse Operations	US Foods Night Warehouse Worker
FedEx Freight Handler	Taziki's Café Cashier	Buc-ees Gift/Merchandise Associate

Section Six — Recommended Changes to Law Enforcement Compensation

Based on the review of the data presented, DSHR makes the following recommendations to increase the recruitment and retention of officers. DSHR believes the recommendations suggested are necessary to address the critical shortage of officers in state government and to be competitive with the private sector, counties and local municipalities. As noted in the PERF report “[w]ith increased job options available, job seekers can be more discerning when pursuing a career. Therefore, policing has to be more competitive in seeking applicants than ever before while also accounting for the changes in the profession.”

Base Compensation Changes⁷

New Minimum Salary = \$43,500.

New Minimum Salary Determination Process

To be competitive, DSHR recommends that the minimum base salary for all Class I Law Enforcement Officers (Class I – LE) in Law Enforcement and Public Safety Job Classifications (JC Series) and performing law enforcement functions be increased to **\$43,500**. This salary is comparable to the average salary of a cross-section of South Carolina Law Enforcement agencies in six South Carolina major labor markets by population size, **\$43,477⁸**. This is the lowest salary point that will allow state agencies to effectively compete for officers. **All Class I – LE officers will receive a salary increase sufficient to reach at a minimum \$43,500, or 5%, whichever is greater.** The increase for employees with salaries higher than \$43,500 is necessary to avoid salary compression and to ensure seasoned officers are retained.

To arrive at the minimum base salary for all Class I – LE officers, DSHR consulted law enforcement agencies, the South Carolina Sheriffs’ Association, and other law enforcement partners to identify a source that contains current law enforcement salary data. No single source exists that maintains this data. Therefore, DSHR had to rely on multiple sources to conduct a market survey of current law enforcement salaries in the state. In particular, it pulled salary data from the Municipal Association of South Carolina Annual Compensation Report and the South Carolina Association of Counties FY 2022 Wage and Salary Report. Additionally, several DSHR human resources professionals validated the information in those surveys, to the best of their ability, against public information shared on public sector law enforcement websites and added salary data from entities that did not participate in the surveys.

The salary data from all three sources was merged to provide a comprehensive look at entry level salaries for C1- LE officers across approximately 46 public sector law enforcement employers in South Carolina. The entities ranged from small towns like Belton and Irmo to large counties like Greenville. The average entry level salary for all C1 – LE officers was \$41,377 across all of these entities. To better approximate the average salary of law enforcement entities in the primary labor markets, the data set was then narrowed to only include police departments in six South Carolina major labor markets by population size:

- Columbia and surrounding areas
- Aiken/North Augusta

⁷ The recommendations presented in this analysis are not intended to replace any general increases passed by the General Assembly, step increases officers would otherwise receive through their agency’s pay plans, or performance increase plans. In addition, if these recommendations to increase the base compensation of law enforcement officers are implemented the effective date should be prior to the effective date for any general increase that may also be provided.

⁸ For additional information for local law enforcement salaries please refer to Appendix IX.

- Charleston and surrounding areas
- Greenville, Spartanburg, and surrounding areas
- York/Rock Hill
- Horry County/Myrtle Beach

As noted above, the average salary in these labor markets is **\$43,477**. It is important to note that several counties and municipalities in the state have starting salaries significantly higher than this average. For example, the City of Greenville recently raised its minimum starting salary to **\$47,515**.

New Minimum Salaries for Law Enforcement Officers at Four Agencies

After DSHR established an average statewide entry level salary for C1 – LE officers in the state and set a minimum recommended salary for law enforcement officers, it next evaluated the appropriate salaries. The functions and roles performed by the law enforcement agencies who employ the largest number of certified law enforcement officers (the State Law Enforcement Division, the South Carolina Department of Public Safety, the South Carolina Department of Natural Resources, and the South Carolina Probation, Parole and Pardon Services) are unique from law enforcement positions in counties and municipalities.

Many of the positions at these agencies require a degree or special training/certifications. Therefore, the most appropriate comparators for these agencies are the equivalent agencies in other states. DSHR reviewed the starting and average salaries for comparable state agencies in the Southeast (Georgia, Alabama, North Carolina, Kentucky, and Tennessee) compiled by the National Compensation Association of State Governments (NCASG). To view data for state comparators, view Appendix IX.

Comparison States:

Alabama Georgia

North Carolina Tennessee

Kentucky

DSHR also analyzed comparative data shared by the law enforcement agencies. Based on these data sources, DSHR established minimum recommended salaries for the four law enforcement agencies by calculating the median between the actual average of the states and the actual minimum of the states’ entry level salaries. Next, DSHR developed recommended revised pay plans starting from the recommended minimums. The new recommended minimums are:

- State Law Enforcement Division — **\$50,500**
- South Carolina Department of Public Safety — **\$48,000**
- South Carolina Department of Natural Resources — **\$46,500**
- South Carolina Department of Probation, Parole and Pardon Services — **\$44,500**

The next series of charts provides a summary of the recommended pay plans for the State Law Enforcement Division, the South Carolina Department of Public Safety, the South Carolina Department of Natural Resources, and the South Carolina Department of Probation, Parole and Pardon Services.

State Law Enforcement Division

Class Code and Band	State Class Title	Rank	Service Requirements	Current Minimum	Proposed Minimum	% Difference	Current Average Salary	New Average Salary	% Difference
JC20/05	Law Enforcement Officer II	Special Agent I	0 years	\$38,000	\$50,500	32.89%	\$38,692	\$50,500	30.52%
JC20/05	Law Enforcement Officer II	Special Agent I , Crime Scene, bachelor's degree	0 years	\$40,970	\$54,445	32.89%	\$40,970	\$54,445	32.89%
JC20/05	Law Enforcement Officer II	Special Agent I , Crime Scene, master's degree	0 years	\$42,970	\$57,103	32.89%	\$42,970	\$57,103	32.89%
JC30/06	Law Enforcement Officer III	Special Agent II	3 years	\$43,700	\$58,075	32.89%	\$46,663	\$58,075	24.46%
JC30/06	Law Enforcement Officer III	Special Agent III	6 years	\$48,070	\$63,882	32.89%	\$52,509	\$63,882	21.66%
JC40/07	Law Enforcement Officer IV	Senior Special Agent	10 years	\$51,500	\$68,440	32.89%	\$64,683	\$69,792	7.90%
JC40/07	Law Enforcement Officer IV	Lieutenant	Promotion	\$72,000	\$82,128	14.07%	\$76,159	\$83,347	9.44%
JC50/08	Law Enforcement Officer V	Captain	Promotion	\$82,000	\$93,535	14.07%	\$89,374	\$96,324	7.78%
AH50/08	Program Manager II	Major	Promotion	\$94,000	\$107,219	14.06%	\$102,539	\$110,376	7.64%
AH55/09	Program Manager III	Major	Promotion	\$94,000	\$107,219	14.06%	\$122,772	\$128,911	5.00%
		Other *					\$138,250	\$145,162	5.00%
<p>* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency. A 5% salary increase was calculated for each of these positions.</p>									

South Carolina Department of Public Safety

Class Code and Band	State Class Title	Rank	Service Requirements	Current Minimum	Proposed Minimum	% Difference	Current Average Salary	New Average Salary	% Difference
JC10/04	Law Enforcement Officer I	Trooper/Officer Trainee	0	\$44,075	\$48,000	8.9%	\$44,075	\$48,000	8.9%
JC10/04	Law Enforcement Officer I	Trooper/Officer Trainee	3 years SC service	\$46,125	\$50,232	8.9%	\$46,125	\$50,232	8.9%
JC20/05	Law Enforcement Officer II	Trooper 1st Class/Officer 1st Class	3 years with DPS	\$46,125	\$50,232	8.9%	\$46,125	\$50,232	8.9%
JC20/05	Law Enforcement Officer II	Lance Corporal	5 years	\$49,385	\$53,783	8.9%	\$49,385	\$53,783	8.9%
JC20/05	Law Enforcement Officer II	Lance Corporal (+3 Years)	8 years	\$51,215	\$55,776	8.9%	\$51,322	\$55,799	8.7%
JC20/05	Law Enforcement Officer II	Master Trooper/Officer	10 years	\$53,045	\$57,769	8.9%	\$53,045	\$57,769	8.9%
JC20/05	Law Enforcement Officer II	Master Trooper/Officer (+3 Years)	13 years	\$55,697	\$60,657	8.9%	\$55,697	\$60,657	8.9%
JC20/05	Law Enforcement Officer II	Master Trooper/Officer (+5 Years)	15 years	\$58,349	\$63,545	8.9%	\$58,394	\$63,557	8.8%
JC30/06	Law Enforcement Officer III	Corporal	Promotional Process	\$62,434	\$67,994	8.9%	\$62,401	\$67,994	9.0%
JC30/06	Law Enforcement Officer III	Sergeant	Promotional Process	\$66,804	\$72,753	8.9%	\$66,804	\$72,753	8.9%
JC30/06	Law Enforcement Officer III	First Sergeant	Promotional Process	\$71,480	\$77,846	8.9%	\$71,480	\$77,846	8.9%
JC40/07	Law Enforcement Officer IV	Lieutenant	Promotional Process	\$76,177	\$82,961	8.9%	\$76,193	\$82,961	8.9%
JC50/08	Law Enforcement Officer V	Captain	Appointed by Agency Director	\$87,567	\$95,365	8.9%	\$87,569	\$95,365	8.9%
JC50/08	Law Enforcement Officer V	Major	Appointed by Agency Director	\$96,548	\$105,146	8.9%	\$96,548	\$105,146	8.9%
		Other *		n/a	n/a	n/a	\$102,028	\$107,129	5.0%
<p>* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency. A 5% salary increase was calculated for each of these positions.</p>									

South Carolina Department of Natural Resources

Class Code and Band	State Class Title	Rank	Service Requirements	Current Minimum	Proposed Minimum	% Difference	Current Average Salary	New Average Salary	% Difference
JC20/05	Law Enforcement Officer II	Officer	0 years	\$39,206	\$46,500	18.6%	\$39,220	\$46,500	18.6%
JC20/05	Law Enforcement Officer II	Private 1st Class	2 years	\$43,126	\$51,150	18.6%	\$43,498	\$51,150	17.6%
JC20/05	Law Enforcement Officer II	Private 1st Class plus 2 years	4 years	\$47,438	\$56,265	18.6%	\$48,018	\$56,301	17.2%
JC20/05	Law Enforcement Officer II	Lance Corporal	6 years	\$49,809	\$59,078	18.6%	\$49,137	\$59,078	20.2%
JC20/05	Law Enforcement Officer II	Lance Corporal plus 4 years	10 years	\$52,299	\$62,032	18.6%	\$51,292	\$62,032	20.9%
JC20/05	Law Enforcement Officer II	Lance Corporal plus 9 years	15 years	\$54,913	\$65,133	18.6%	\$55,011	\$65,206	18.5%
JC20/05	Law Enforcement Officer II	Lance Corporal plus 14 years	20 years	\$57,658	\$68,390	18.6%	\$56,415	\$68,390	21.2%
JC30/06	Law Enforcement Officer III	Staff Sergeant	4 years; promotion process	\$47,180	\$55,955	18.6%	\$61,973	\$65,410	5.5%
JC30/06	Law Enforcement Officer III	1st Sergeant	4 years; promotion process	\$58,905	\$69,861	18.6%	\$65,037	\$70,772	8.8%
JC40/07	Law Enforcement Officer IV	Lieutenant	5 years; promotion process	\$64,796	\$76,848	18.6%	\$74,149	\$78,734	6.2%
JC40/07	Law Enforcement Officer IV	Captain	6 years; promotional process	\$73,771	\$87,492	18.6%	\$84,634	\$89,786	6.1%
JC50/08	Law Enforcement Officer V	Major	3 years supervisory experience; promotion process	\$83,581	\$99,127	18.6%	\$96,812	\$101,652	5.0%
JC50/08	Law Enforcement Officer V	Lt. Colonel	3 years supervisory experience; promotion process	\$92,244	\$109,401	18.6%	\$106,430	\$111,752	5.0%
		Other *		n/a	n/a	n/a	\$60,576	\$63,605	5.0%
* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency. A 5% salary increase was calculated for each of these positions.									

South Carolina Department of Probation, Parole and Pardon Services

Class Code and Band	State Class Title	Rank	Current Minimum	Proposed Minimum	% Difference	Current Average Salary	New Average Salary	% Difference
JC32/04	Probation and Parole Law Enforcement Officer I	Probation and Parole Agent non-certified	\$40,000	\$43,500	8.8%	40,000	43,500	8.8%
JC33/05	Probation and Parole Law Enforcement Officer II	Probation and Parole Agent certified	\$41,000	\$44,500	8.5%	41,000	44,500	8.5%
JC34/05	Probation and Parole Law Enforcement Manager I	DV Supervisor	\$44,280	\$48,060	8.5%	45,432	48,681	7.2%
JC34/05	Probation and Parole Law Enforcement Manager I	Probation and Parole Supervisor	\$44,280	\$48,060	8.5%	48,596	51,602	6.2%
		Other *	n/a	n/a	n/a	49,641	52,123	5.0%

The chart below summarizes the compensation recommendations for all agencies.

Detailed information can be found in Appendix X.

Agency	Impacted Positions	Current Salary	New Salary	Increase	Fringe (43%)	Total Increase
South Carolina Department of Mental Health	110	\$5,244,067	\$5,563,240	\$319,173	\$137,245	\$456,418
South Carolina Department of Natural Resources	283	\$15,084,431	\$17,197,455	\$2,113,024	\$908,569	\$3,021,593
South Carolina Department of Public Safety	1,118	\$61,004,392	\$66,418,469	\$5,414,077	\$2,328,055	\$7,742,132
South Carolina Department of Health and Environmental Control	13	\$640,475	\$673,121	\$32,646	\$14,038	\$46,684
South Carolina Department of Probation, Parole and Pardon Services	406	\$19,428,837	\$20,539,284	\$1,110,447	\$477,485	\$1,587,932
State Law Enforcement Division	362	\$21,955,116	\$25,256,668	\$3,301,552	\$1,419,660	\$4,721,212
Law Enforcement Training Council (aka Criminal Justice Academy)	63	\$3,797,726	\$3,987,607	\$189,881	\$81,652	\$271,533
South Carolina Department of Juvenile Justice	21	\$905,509	\$959,082	\$53,573	\$23,041	\$76,614
Total	2,376	\$128,060,553	\$140,594,926	\$12,534,373	\$5,389,745	\$17,924,118

The implementation of these increases to the base salary for the law enforcement officers at these eight agencies would result in a salary increase for **2,376** positions⁹ with a total annual cost of **\$17,924,118**.

Additional Notes:

- Twenty-three employees were included to receive a 5% increase in the recommended plan. However, at their current classifications and pay bands, these 23 employees are not eligible for a salary increase because receipt of it would take their salary above the applicable pay band. DSHR included the 5% increases for these employees in the cost estimates and recommends agencies review these positions individually to determine if reclassification is appropriate.
- Seventy-three employees from the following agencies will not receive increases because the agency minimums are already higher than the recommended new suggested minimums. Since the minimum salaries at these agencies are not impacted, additional increases are not needed to address salary compression.
 - Department of Corrections
 - Department of Education
 - Department of Revenue
 - Department of Social Services
 - Museum Commission
 - School for the Deaf and the Blind

Additional agency pay plans can be found in Appendix XI.

Addition to State Law Enforcement Classifications

Currently the Law Enforcement and Public Safety (JC) classifications include positions in pay bands 4-8. Agencies have requested that a pay band 9 position, Law Enforcement Officer VI, be created to provide a career path for senior-level officers. Employees currently in senior-level positions are in other pay band 9 non-Law Enforcement and Public Safety Job Classifications. One example is the Program Manager III. DSHR anticipates that these employees will move laterally into the Law Enforcement VI classification. The cost of increases for these employees have already been included in the fiscal impact provided previously.

Examples of work performed by employees in this classification include the following:

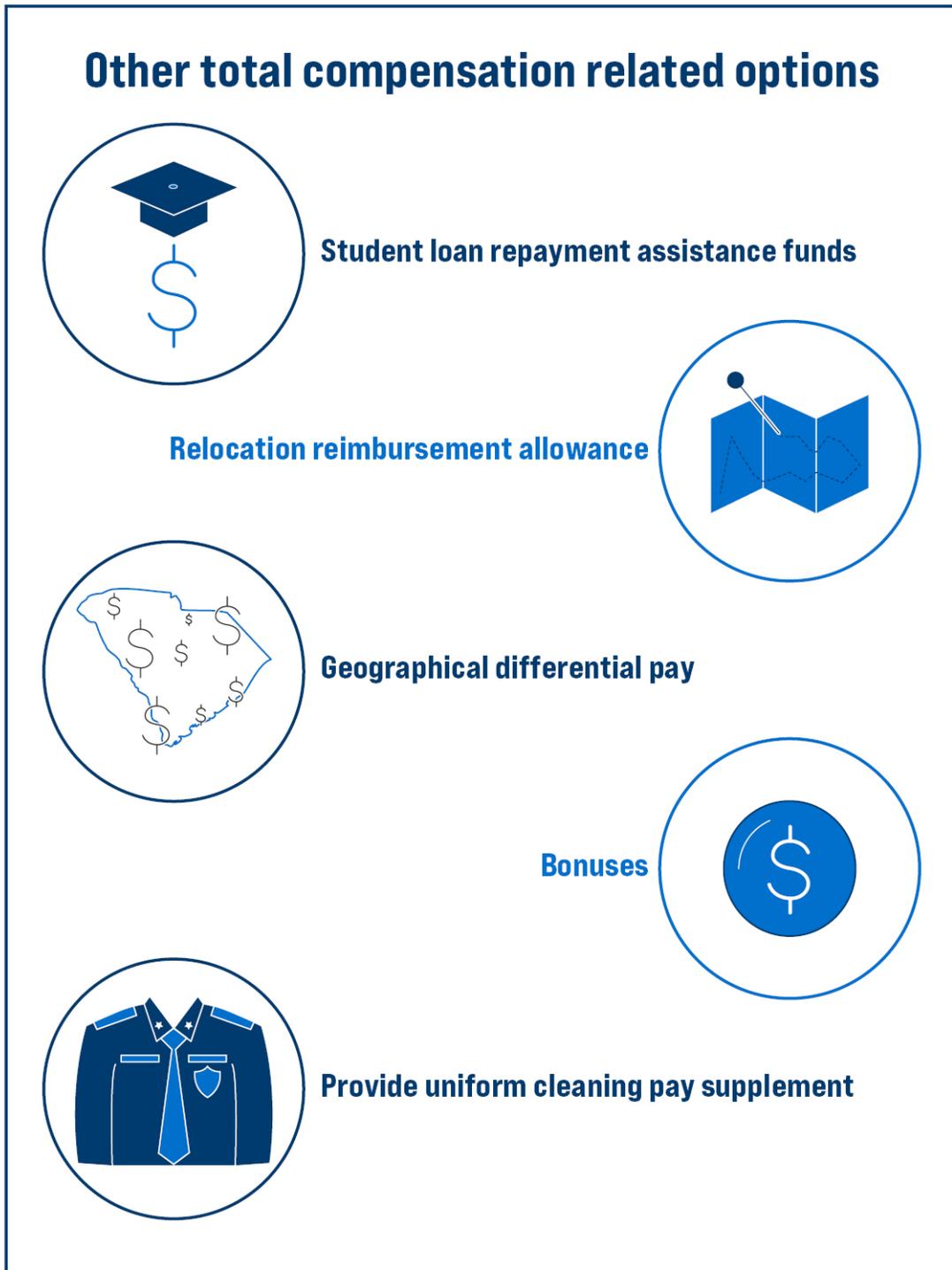
- Plans, coordinates and directs administrative activities and/or field operations.
- Explains orders, messages and decisions to law enforcement personnel; advises personnel of changes in laws, regulations, policies and procedures.
- Selects, supervises and evaluates law enforcement personnel.
- Drafts orders, policies and procedures relative to the area of responsibility.
- Monitors expenditures and ensures proper utilization of personnel and resources.
- Develops strategic plans and long-range projections for personnel, equipment and facilities.

The complete class specification can be found in Appendix XII.

⁹ This includes vacant positions based on the expectation that increasing compensation will result in more filled positions.

Section Seven — Other Total Compensation Related Options

In addition to the recommended base salary increases, DSHR identified five additional components to help recruit and retain law enforcement officers at state agencies.



Recommendation: Provide Student Loan Repayment Assistance Funding

Student Loan Repayment Assistance is a sought-after benefit that has arisen from the unprecedented student loan debt of people entering the workforce today. According to a November 2021 CNBC article, **60% of South Carolina graduates** have some debt with an **average debt of \$32,635**. While there is a Federal Public Service Loan Forgiveness Program, the requirements for this program mean that many employees do not qualify for assistance, particularly those early in their careers. The PERF report noted that student loan forgiveness was a popular incentive being offered in an effort to recruit officers. DSHR does not have data on the number of law enforcement agencies offering student loan repayment. However, as a basis for comparison, according to the 2019 USC study, 24.2 % of municipalities, 4.2% of sheriff’s offices and 25% of campus agencies offer tuition reimbursement.

As the PERF report noted, “[s]tudent loan forgiveness could attract candidates who otherwise would feel a need to enter a higher paying career to pay off student loans.”

Offering student loan repayment improves the ability to recruit new officers and tying the repayment to a service commitment can help retain officers, particularly in the beginning of their careers when they are vulnerable to being lured away by other departments.

Student Loan Repayment is currently available through the Critical Employee Recruitment and Retention Program¹⁰ but agencies do not receive funding to provide this repayment.

Cost Estimate: This is based on the average number of officers employed by the applicable agencies for FY 2020-2021 (2,036) assuming 30% of employees (611 employees) qualify for reimbursement:

Annual Repayment Maximum	Annual Total Cost
\$7,500.00	\$4,582,500
\$5,000.00	\$3,055,000

Cost Estimate: This is based on the average number of officers employed by the applicable agencies for FY 2020-2021 (2,036) assuming 50% of employees (1,018 employees) qualify for reimbursement:

Annual Repayment Maximum	Annual Total Cost
\$7,500.00	\$7,635,000
\$5,000.00	\$5,090,000

¹⁰ Student loan repayment is currently offered as part of the Critical Employee Recruitment and Retention Program. Under this program state agencies may enter into an agreement with employees to repay them for their outstanding student loans associated with completion of a degree. Agencies may pay these employees up to 20% of their outstanding student loan or \$7,500, whichever is less, each year over a five-year period. Payments are made directly to the employee at the end of each year of employment.

At the agency's discretion, a service commitment may be required between the employee and the agency. The service commitment would require the employee to work two years with the agency for each year of student loan repayment. If the employee separates before the completion of the service agreement, the employee would be expected to repay the agency on a pro-rata basis.

Note: The previous charts provide cost estimates, as there is no way to know how many applicants or already employed officers would need student loan repayment assistance.

DSHR recommends that the Critical Employee Recruitment and Retention Proviso (117.63) of the 2021-2022 Appropriations Act be expanded to designate all employees in law enforcement and public safety classifications (JC Series) as Critical Employees for purposes of the Critical Employee Recruitment and Retention Program without additional approval from DSHR.

For additional information refer to Appendix XIII.

Recommendation: Provide Relocation Reimbursement or Allowance (In-state and out-of-state)

DSHR recommends that agencies have the option to provide relocation assistance to in-state applicants to:

- Increase the pool of applicants agencies could draw from.
- Help agencies who have difficulty recruiting for particular locations. This benefit could be limited to situations where the employee would have to relocate due to an agency’s residency requirement or based on the distance between the job assignment and the new employee’s residence (for example 100 miles). The PERF report noted that relocation assistance was a popular incentive being offered in an effort to recruit officers.
 - *Example: Newly-hired employees who have to relocate to comply with an agency residency requirement will be provided \$5,000 in relocation assistance. This assistance is only offered for positions identified as critical or hard-to-fill.*

Cost Estimate — Projected cost based on percentage of employees who qualify¹¹:



Expanding the relocation reimbursement to include in-state moves would require a change to Section 8-11-135 of the South Carolina Code of Laws.¹²

¹¹ This is based on the number of new hires in 2021 (218).

¹² Section 8-11-135 of the South Carolina Code of Laws allows state agencies to pay up to \$5,000 for the cost of moving the personal and household effect for newly-employed personnel if the agency can demonstrate that paying these costs is necessary to fill the position and the new employee's place of residence is outside of the State of South Carolina at the time of employment by the agency.

Recommendation: Geographical-Differential Pay

State Human Resources Regulations give DSHR the authority to approve Market or Geographic Differential Pay for classifications of employees in the entire agency or any portion of the agency. Determining salary level based on the cost of living in the applicable area improves competitiveness in the relevant labor market. The benefits of geographical-based pay include:

- Positively impacting the ability to recruit and retain officers, particularly in areas with a high cost of living.
- Increasing the applicant pool for areas with a lower cost of living but where recruitment is difficult. DSHR recommends that this benefit be offered when the officer is subject to a residency requirement. Currently, the South Carolina Law Enforcement Division, the South Carolina Department of Probation, Parole and Pardon Services, the South Carolina Department of Public Safety (DPS) and the South Carolina Department of Natural Resources include a residency requirement for most officers.
- Differentiating the state from other employers, as this benefit is not widely used.

Cost Example: Officers who work in Berkeley, Charleston, Greenville, Horry, Lexington, Richland, Spartanburg and York Counties will be provided an additional \$3,000 in salary. The agency most impacted, DPS, estimates that this will apply to 325 officers resulting in a total annual cost of \$975,000.

This option is already available to agencies and would require no change to State Law or Regulations.

Recommendation: Provide Bonuses



The ability to provide bonuses allows agencies to provide monetary incentives to officers without incurring the future liability of increasing an officer's base pay.

Under the Critical Employee Recruitment and Retention Program, agencies may provide bonuses of up to \$10,000 per year.

Agencies could implement these bonuses in a way that most impacts their ability to recruit and retain officers. These bonuses may include sign-on bonuses, retention bonuses and referral bonuses.

Cost Estimate: Agencies do not receive funding for the Critical Employee Recruitment and Retention Program. The estimated annual cost to fully fund \$10,000 in bonus funds for officers would be \$20,360,000.¹³

DSHR recommends that the Critical Employee Recruitment and Retention Proviso (117.63) of the 2021-2022 Appropriations Act be expanded to designate all employees in law enforcement and public safety classifications (JC Series) as Critical Employees for purposes of the Critical Employee Recruitment and Retention Program without additional approval from DSHR.

For additional information refer to Appendix XIII.

¹³ This cost estimate is based on the average number of officers employed in the 2020–2021 Fiscal Year (Number of officers — 2,036).

Recommendation: Provide Uniform Cleaning Pay Supplement¹⁴

The cost to clean and maintain a uniform can be expensive over the course of the year. This is a cost that most non-officer employees do not have. Providing a uniform cleaning pay supplement allows for:

- A low-cost benefit that can improve employee morale and employee retention.
- An opportunity to differentiate state agencies from other organizations. Providing a supplement to care for uniforms is consistent with the agency practice of providing uniforms to officers.

Cost Example: Officers would be provided a salary supplement of \$60.00 per month to compensate them for the cost of cleaning their uniforms. The annual cost based on the average number of officers in FY 2020-21 (2,036) would be \$1,465,920.

No change to State Law or Regulation would be required.

Additional Suggestions

Agencies are encouraged to implement the changes below where appropriate. Additional recruitment and retention option available to agencies can be found in Appendix XIV.

Employee Assistance Programs (EAP)

The South Carolina Law Enforcement Assistance Program (SCLEAP) is a unique partnership between SLED, the South Carolina Department of Natural Resources, the South Carolina Department of Public Safety, and the South Carolina Department of Probation, Parole and Pardon Services.

SCLEAP offers programs and services in the areas of critical incident stress management, post critical incidents, sudden traumatic loss, alcohol rehabilitative services, suicide intervention and prevention, post deployment programs, behavioral health for first responders, etc. SCLEAP serves more than 17,000 state and local officers as well as non-sworn employees and all family members. Some agencies supplement the care provided by SCLEAP with an additional EAP Provider.

The service provided by EAP providers is more important than ever as law enforcement officers face a stressful and difficult work environment that impacts the officers and their family. An EAP can provide support to officers and their families related to mental and emotional well-being. This support could help retain employees who may otherwise choose to leave the agency or profession. Therefore, DSHR recommends providing increased funding for the SCLEAP Program, funding to provide a supplemental EAP, or both.

Discount Childcare Options

The South Carolina Department of Social Services (DSS) offers assistance finding and paying for childcare services, including care outside of normal working hours provided by friends and family. Information about the DSS Program can be found in Appendix XV.

¹⁴ According to the U.S. Department of Labor a policy requiring that employees must wear clean uniforms while on duty is a convenience and benefit to the employer. As such, the cost of the laundering and pressing of the garment is a cost of doing business that may not be imposed on the employees if doing so would reduce their wages below minimum wage. See 29 C.F.R. §§ 531.3(d)(2), 531.32(c), 531.35. While the salaries of officers are generally sufficient to prevent the cost of caring for a uniform to result in reducing their wages below minimum wage, providing this supplement would ensure agencies comply with this rule.

Section Eight — Structural Issues Beyond the Scope of This Analysis

This section includes items in the Governor’s Executive Budget and also raised by Law Enforcement Leadership that require changes in law and are beyond the scope of this analysis.

Reduce or Remove the Earnings Limitation for Officers Who Retire Under the South Carolina Police Officers Retirement System (PORS) and Return to Covered Employment

Officers who retire before they reach age 57 and return to covered employment are subject to a \$10,000 per year earnings limitation. Critical needs school resource officers are exempted from this limitation by proviso. Removing or changing this limitation for other officers would require a change to state law. H. 4918, introduced in the House Feb. 3, 2022, would increase the earnings limitation to \$50,000, so long as at the time of reemployment, the retired member is working in a non-administrative capacity. Law enforcement agencies indicated addressing the earnings limitation for officers would positively impact their staffing challenges. The fiscal impact of implementing any changes to the earnings limitation would be determined by the South Carolina Public Employee Benefit Authority.

Exempt retirement income for first responders (including law enforcement officers)

This exemption would apply to retired law enforcement, peace officers and firefighters who participate in PORS. The fiscal impact of implementing this change would be determined by the appropriate entity. The Governor’s Budget estimates the cost of this exemption would be \$10,717,000.

Section Nine — Conclusion

The reasons state agencies are struggling with recruitment and retention of qualified law enforcement officers are multi-faceted. In addition to compensation, numerous factors including public perception of the occupation, the current labor market and the hazardous nature of the occupation all impact agencies' ability to recruit and retain officers. The "Triple Threat" of fewer people applying to be police officers, officers leaving the profession before retirement and the high number of employees approaching retirement discussed throughout this analysis is creating a critical shortage of officers.

While compensation alone cannot solve the high vacancy rate and low applicant flow for state government law enforcement positions, it is the only factor that employers can directly influence. Increasing the competitiveness of base compensation, as well as the total compensation package of officers, will improve the ability of state agencies to compete for the best officers in the state and decrease the vacancy rate.

Being a law enforcement officer comes with risks and hazards not faced in other professions and the services provided by these officers is critical to the safety and security of citizens. Providing competitive salaries which allow officers to serve while also providing for themselves and their families will make a significant, meaningful difference in the lives of the men and women who have chosen to dedicate themselves to the profession.

Appendices

Appendix I – Governor McMaster’s Letter



HENRY McMASTER
GOVERNOR

January 3, 2022

The Honorable Marcia Adams
Executive Director
Department of Administration
1200 Senate Street, Suite 460
Columbia, SC 29201

Dear Director Adams,

Law enforcement officers protect South Carolina citizens and their property, promote justice, and enhance our communities. Law enforcement officers at our state agencies provide essential services including, but not limited to, conducting investigations on behalf of the state, promoting safety at our state’s prisons, and protecting our state’s natural resources.

Therefore, recruiting and retaining top law enforcement officers for our state agencies is critical. Currently 442 positions in law enforcement classifications (18%) in state agencies, excluding higher education institutions, are vacant. While the number of overall law enforcement positions has remained relatively consistent, the number of vacant law enforcement positions has increased by 23% from this time five years ago. This has impacted the ability of state agencies to effectively serve the citizens of South Carolina and provide vital law enforcement services.

Law enforcement officers throughout our state and, in particular, in our state agencies must be compensated properly and competitively. This year, several state agencies including the Department of Probation, Parole & Pardon Services and the Department of Natural Resources have made budget requests to increase the compensation of their law enforcement officers. However, if increases for these agencies and others are not appropriated strategically, it will only further disparities among our state agencies and potentially cause more turnover as state agencies compete for officers.

The role of the Department of Administration’s Division of State Human Resources (DSHR) is, in part, to work with agency customers to ensure excellence in human resources by providing our state’s leaders with guidance on personnel related matters. DSHR is empowered by Proviso

The Honorable Marcia Adams
January 3, 2022
Page Two

117.158 of the Appropriations Act to encourage consistency in human resources compensation decisions and to support data driven decisions regarding expenditure of funds for personnel in state government.

Based on the role and authority of DSHR, I am requesting that DSHR undertake a complete compensation analysis of all law enforcement positions in the state. DSHR is expected to evaluate the current compensation package for officers at all state agencies (excluding institutions of higher learning) and conduct market studies to determine the competitiveness of those compensation packages. Based on these findings, DSHR shall provide recommendations to the General Assembly and my Office for changes, as appropriate, to the compensation packages for all positions in the law enforcement classifications in our state agencies. The recommendations should increase the competitiveness of law enforcement salaries in state government while promoting consistency and equity between state agencies.

It is my understanding that DSHR has begun to implement the recommendations of the Classification and Compensation System Study Project Report completed in 2016 and is in the process of retaining both additional staff and a consultant to accelerate completion of this project. Conducting a compensation analysis of law enforcement officers should be prioritized and completed expeditiously to allow the General Assembly and my office to evaluate and, where appropriate, act on the recommendations during the current budget process.

Thank you for your leadership and service to the citizens of South Carolina.

Yours very truly,



Henry McMaster

Appendix II – Participating Agencies

Agencies included in the Law Enforcement Compensation Study:

- Criminal Justice Academy
- Department of Corrections
- Department of Health and Environmental Control
- Department of Juvenile Justice
- Department of Natural Resources
- Department of Probation, Parole and Pardon Services
- Department of Public Safety
- Department of Revenue
- Department of Social Services
- South Carolina Law Enforcement Division

Appendix III – Data Reviewed

State Agency Data

- Average Salary of Law Enforcement Classifications by Agency and Classification
- Average Salary of Law Enforcement Classifications by Agency and Pay Band
- Average Position Vacancy Time by Agency and Classification
- Turnover by Tenure
- Applicant Flow for Last Five Fiscal Years
- Time to Hire by Classification
- Employee Separation by Reason (this includes identifying employees who move between state agencies)
- Average Tenure at Separation
- Retirement Eligibility of Current Employees
- Current Rank Structure
- Working Conditions (vehicle use, uniform provisions, etc.)
- Exit Interview Data
- State law and Regulations related to hiring law enforcement officers
- Information from Agency and Human Resource Directors

External Data

- Law enforcement officers who left state government agencies but are active in PORS or SCRS (this would indicate the employee left employment at a State Agency to work for a local government)
- Compensation Information from local South Carolina municipalities and county governments
- Federal Law Enforcement Compensation Data
- Common non-base pay incentives provided to law enforcement officers
- National Association of State Personnel Executives (NASPE) data
- South Carolina 2019 Law Enforcement Census issued by the University of South Carolina Department of Criminology and Criminal Justice
- Police Chief and Sheriff's Association Survey Data
- Recent Actions Related to Law Enforcement Officers in Neighboring States
- Private Sector Compensation Data
- Available Childcare Support
- South Carolina Data Trends published by the South Carolina Department of Employment and Workforce (DEW)
- Various South Carolina Job Postings
- Police Executive Research Forum (PERF) Report — “The Workforce in Crisis, and What Police Agencies Are Doing About It
- 2021 PERF Special Report: Survey on Police Workforce Data Trends
- 2021 South Carolina Sheriff's Association Vacancy Survey results

Appendix IV – Vacant Positions by Agency

		Total JC Positions	Count of Vacant Positions
DEPARTMENT OF CORRECTIONS		42	5
JC20	LAW ENFORCEMENT OFFICER II		5
DEPARTMENT OF MENTAL HEALTH		110	42
JC10	LAW ENFORCEMENT OFFICER I		37
JC20	LAW ENFORCEMENT OFFICER II		5
DEPARTMENT OF NAT. RESOURCES		283	44
JC20	LAW ENFORCEMENT OFFICER II		40
JC30	LAW ENFORCEMENT OFFICER III		3
JC40	LAW ENFORCEMENT OFFICER IV		1
DEPARTMENT OF PUBLIC SAFETY		1125	215
JC10	LAW ENFORCEMENT OFFICER I		65
JC20	LAW ENFORCEMENT OFFICER II		107
JC30	LAW ENFORCEMENT OFFICER III		39
JC40	LAW ENFORCEMENT OFFICER IV		3
JC50	LAW ENFORCEMENT OFFICER V		1
DEPARTMENT OF REVENUE		25	2
JC10	LAW ENFORCEMENT OFFICER I		1
JC30	LAW ENFORCEMENT OFFICER III		1
DEPARTMENT OF SOCIAL SERVICES		7	2
JC20	LAW ENFORCEMENT OFFICER II		1
JC40	LAW ENFORCEMENT OFFICER IV		1
DEPT OF PROB, PAROLE & PARDON		446	87
JC32	PROBATION AND PAROLE LAW ENF OFFICER I		38
JC33	PROBATION & PAROLE LAW ENF OFFICER II		36
JC34	PROBATION & PAROLE LAW ENF MANAGER I		10
JC35	PROBATION & PAROLE LAW ENF MANAGER II		2
JC36	PROBATION & PAROLE LAW ENF MANAGER III		1
GOVERNOR'S OFF-SLED		357	32
JC10	LAW ENFORCEMENT OFFICER I		1
JC20	LAW ENFORCEMENT OFFICER II		7
JC30	LAW ENFORCEMENT OFFICER III		19
JC40	LAW ENFORCEMENT OFFICER IV		5
PUBLIC SERVICE COMMISSION		1	1
JC30	LAW ENFORCEMENT OFFICER III		1
SC DEPT JUVENILE JUSTICE		27	14
JC10	LAW ENFORCEMENT OFFICER I		8
JC20	LAW ENFORCEMENT OFFICER II		6
Grand Total			444

This chart reflects the number of vacant positions by agency and job classification January 2022.

Appendix V – Applications Received

Class Code	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
JC10	4,283	3,733	3,201	2,400	1,142
JC20	1,753	2,035	909	1,283	1,063
JC30	1,582	1,693	1,906	1,632	928
JC32	1,362	1,451	1,233	1,016	561
JC33	319	383	802	559	475
JC34	71			28	49
JC35	64	65	104	62	16
JC36				1	
JC40	98	79	233	189	137
JC50	64	78	28	44	35

This chart provides the number of applications received by fiscal year and classification. The titles for the relevant classifications are provided below.

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Statewide	7,724	7,447	6,670	5,743	3,504
YoY Δ		▼ (277)	▼ (777)	▼ (927)	

Key

JC10	LAW ENFORCEMENT OFFICER I
JC20	LAW ENFORCEMENT OFFICER II
JC30	LAW ENFORCEMENT OFFICER III
JC32	PROBATION AND PAROLE LAW ENF OFFICER I
JC33	PROBATION & PAROLE LAW ENF OFFICER II
JC34	PROBATION & PAROLE LAW ENF MANAGER I
JC35	PROBATION & PAROLE LAW ENF MANAGER II
JC36	PROBATION & PAROLE LAW ENF MANAGER III
JC40	LAW ENFORCEMENT OFFICER IV
JC50	LAW ENFORCEMENT OFFICER V

Appendix VI – Time to Hire

Fiscal Year	Class	Average Time to Hire in Days	Number of Hires	Number of Job Postings
2017-2018	JC10	82.0	11	8
2017-2018	JC20	116.3	24	18
2017-2018	JC30	133.3	107	36
2017-2018	JC40	64.0	22	16
2017-2018	JC50	38.5	4	4
Fiscal Year	Class	Average Time to Hire in Days	Number of Hires	Number of Job Postings
2018-2019	JC10	104.3	16	11
2018-2019	JC20	73.4	37	21
2018-2019	JC30	90.1	88	48
2018-2019	JC40	76.3	20	18
2018-2019	JC50	47.3	8	8
Fiscal Year	Class	Average Time to Hire in Days	Number of Hires	Number of Job Postings
2019-2020	JC10	96.0	34	15
2019-2020	JC20	80.1	24	24
2019-2020	JC30	75.3	138	64
2019-2020	JC40	40.0	27	18
2019-2020	JC50	55.3	10	10
Fiscal Year	Class	Average Time to Hire in Days	Number of Hires	Number of Job Postings
2020-2021	JC10	115.0	7	5
2020-2021	JC20	63.2	30	29
2020-2021	JC30	41.7	104	101
2020-2021	JC40	21.8	35	35
Fiscal Year	Class	Average Time to Hire in Days	Number of Hires	Number of Job Postings
2021-2022	JC10	66.0	7	7
2021-2022	JC20	22.5	9	9
2021-2022	JC30	58.7	67	63
2021-2022	JC40	32.3	14	14
2021-2022	JC50	19.5	3	3

The time to hire reflected here is from the date the position is posted until an offer is extended.

Appendix VII – Turnover Data

This chart provides the turnover rate by agency and classification during the first year of employment.

	New Hires	Separations ≤ 90 Days	Separations > 90 Days ≤ 1 Year	Separations > 1 Year	≤ 1 Year Turnover
JC10 LAW ENFORCEMENT OFFICER I	640	35	5.47%	66	10.31%
2017-2018	187	11	5.88%	19	10.16%
2018-2019	158	8	5.06%	19	12.03%
2019-2020	112	8	7.14%	10	8.93%
2020-2021	138	4	2.90%	16	11.59%
2021-2022	45	4	8.89%	2	4.44%
JC20 LAW ENFORCEMENT OFFICER II	144	1	0.69%	8	5.56%
2017-2018	26			4	15.38%
2018-2019	32			1	3.13%
2019-2020	32			3	9.38%
2020-2021	30				
2021-2022	24	1	4.17%		
JC30 LAW ENFORCEMENT OFFICER III	121	4	3.31%	5	4.13%
2017-2018	30			2	6.67%
2018-2019	27	2	7.41%	1	3.70%
2019-2020	24			1	4.17%
2020-2021	24	1	4.17%	1	4.17%
2021-2022	16	1	6.25%		
JC32 PROBATION AND PAROLE LAW ENF OFFICER I	190	2	1.05%	21	11.05%
2017-2018	45			7	15.56%
2018-2019	49	2	4.08%	5	10.20%
2019-2020	50			6	12.00%
2020-2021	20			3	15.00%
2021-2022	26				
JC33 PROBATION & PAROLE LAW ENF OFFICER II	13	1	7.69%	1	7.69%
2017-2018	2	1	50.00%		
2018-2019	2				
2019-2020	1			1	100.00%
2020-2021	5				
2021-2022	3				
JC34 PROBATION & PAROLE LAW ENF MANAGER I	1			1	100.00%
2017-2018	1			1	100.00%
JC35 PROBATION & PAROLE LAW ENF MANAGER II	1				
2021-2022	1				
JC40 LAW ENFORCEMENT OFFICER IV	7			1	14.29%
2019-2020	1				
2020-2021	1				
2021-2022	5			1	20.00%
JC50 LAW ENFORCEMENT OFFICER V	3			1	33.33%
2017-2018	1			1	100.00%
2021-2022	2				

This chart provides the turnover rate by agency and classification during the five years of employment.

		New Hires	Separations ≤ 3 Years	Turnover ≤ 3 Years	Separations ≤ 5 Years	Turnover ≤ 5 Years
JC10	LAW ENFORCEMENT OFFICER I	724	254	35.08%	272	37.57%
JC20	LAW ENFORCEMENT OFFICER II	181	37	20.44%	40	22.10%
JC30	LAW ENFORCEMENT OFFICER III	127	20	15.75%	21	16.54%
JC32	PROBATION AND PAROLE LAW ENF OFFICER I	223	73	32.74%	89	39.91%
JC33	PROBATION & PAROLE LAW ENF OFFICER II	17	5	29.41%	5	29.41%
JC34	PROBATION & PAROLE LAW ENF MANAGER I	1	1	100.00%	1	100.00%
JC35	PROBATION & PAROLE LAW ENF MANAGER II	2		0.00%	1	50.00%
JC40	LAW ENFORCEMENT OFFICER IV	7	1	14.29%	1	14.29%
JC50	LAW ENFORCEMENT OFFICER V	3	1	33.33%	1	33.33%
Grand Total		1285	392	30.51%	431	33.54%

Appendix VIII – Former State Agency Officers Still Participating in PORS/SCRS

The chart below provides detailed data concerning the law enforcement officers who left state agencies but continue to actively contribute to PORS or SCRS. Employees who contribute to PORS (39%) have continued to work as law enforcement officers for counties and local municipalities.

Group	Total			Total Employees Considered for Percentages	Total Working SCRS	Total Working PORS	Percentage		Total Percentage Working
	Total Employees	Deceased	Retirements				Working SCRS	Working PORS	
JC10	314	2	3	309	15	134	5%	43%	48%
JC20	247	4	65	178	9	72	5%	40%	46%
JC30	136	0	67	69	1	23	1%	33%	35%
JC32	87	1	1	85	11	35	13%	41%	54%
JC33	79	1	29	49	5	12	10%	24%	35%
JC34 35 36	33	0	19	14	0	2	0%	14%	14%
JC40	86	1	69	16	0	3	0%	19%	19%
JC50	36	1	30	5	0	1	0%	20%	20%
Grand Total	1018	10	283	725	41	282	6%	39%	45%

Notes: Some of the 283 retirements listed may be included in the working SCRS or PORS totals
This graphic includes all law enforcement separations from July 1, 2017 to June 30, 2021.

Appendix IX – Data reviewed to determine competitive salary

Local data: DSHR consulted law enforcement agencies, the South Carolina Sheriffs' Association, and other law enforcement partners to identify a source that contains current law enforcement salary data. No single source exists that maintains this data. Therefore, DSHR had to rely on multiple sources to conduct a market survey of current law enforcement salaries in the state. In particular, it pulled salary data from the Municipal Association of South Carolina Annual Compensation Report and the South Carolina Association of Counties FY2022 Wage and Salary Report. Additionally, several of its human resources professionals validated the information in those surveys, to the best of their ability, against public information shared by public sector law enforcement websites and added salary data from entities that did not participate in the surveys.

The salary data from all three sources was merged together to provide a comprehensive look at entry level salaries for C1- LE officers across approximately 46 public sector law enforcement employers in South Carolina. The entities ranged from small towns like Belton and Irmo to large counties like Greenville. The average entry level salary for all C1 – LE officers was \$41,377. To better approximate the average salary of law enforcement entities in major municipalities, the data set was then narrowed to only include police departments in six large metropolitan areas in South Carolina:

- Columbia and surrounding areas
- Aiken/North Augusta
- Charleston and surrounding areas
- Greenville, Spartanburg and surrounding areas
- York/Rock Hill
- Horry County/Myrtle Beach

Looking only at the available salary data from those six large metropolitan areas in South Carolina, the average entry level for a C1 – LE officer in those entities was \$43,477.

Several counties and municipalities in the state pay significantly above this average. For example, the City of Greenville has recently raised its minimum starting salary to \$47,515. However, DSHR believed the average salary in those six large metropolitan areas was an appropriate comparator for state agency law enforcement positions.

The following chart provides detailed information concerning local entry-level law enforcement (major counties and municipalities) officer salaries for South Carolina's six large labor markets by population.

Department Name	Minimum Salary
Greenville County Sheriff's Office	\$47,812.00
City of Greenville Police Department	\$47,515.00
Forest Acres	\$47,292.00
North Charleston	\$46,074.00
Town of Summerville Police Department	\$45,218.53
City of Charleston Police Department	\$45,116.68
Rock Hill Police Department	\$45,000.00
City of Columbia Police Department	\$44,925.61
City of West Columbia Police Department	\$44,147.56
City of Myrtle Beach Police	\$44,000.00
Fort Mill	\$43,935.00
Greer	\$43,933.00
Town of Lexington Police Department	\$43,865.00
Aiken County Government	\$43,730.22
North Myrtle Beach Police	\$43,180.00
City of Aiken	\$42,910.40
Surfside Beach	\$42,070.00
City of Spartanburg Police Department	\$41,724.80
Horry County Sheriff's Department	\$41,447.00
York County Sheriff's Office	\$41,000.00
Spartanburg County Sheriff's Office	\$39,427.00
Irmo	\$38,000.00
Cayce Dept. of Public Safety	\$37,661.80
Average Certified Officer Starting Salary	\$43,477.63

The following chart provides detailed information concerning local entry-level law enforcement (major counties and municipalities) officer salaries for all counties and municipalities reviewed.

Department Name	Minimum Salary
Greenville County Sheriff's Office	\$47,812.00
City of Greenville Police Department	\$47,515.00
Forest Acres	\$47,292.00
North Charleston	\$46,074.00
Town of Summerville Police Department	\$45,218.53
City of Charleston Police Department	\$45,116.68
Rock Hill Police Department	\$45,000.00
City of Columbia Police Department	\$44,925.61
City of West Columbia Police Department	\$44,147.56
City of Myrtle Beach Police	\$44,000.00
Fort Mill	\$43,935.00
Greer	\$43,933.00
Town of Lexington Police Department	\$43,865.00
Belton	\$43,768.00
Aiken County Government	\$43,730.22
North Myrtle Beach Police	\$43,180.00
Berkeley County Sheriff's Office	\$43,061.69
City of Aiken	\$42,910.40
City of Beaufort Police Department	\$42,484.00
Kershaw County Sheriff's Office	\$42,200.00
Surfside Beach	\$42,070.00
City of Spartanburg Police Department	\$41,724.80
Horry County Sheriff's Department	\$41,447.00
Lancaster County Sheriff's Office	\$41,059.00
Newberry County Sheriff's Office	\$41,000.00
York County Sheriff's Office	\$41,000.00
Beaufort County Sheriff's Office	\$40,970.00
Newberry County Sheriff's Office	\$40,970.00
Beaufort County Sheriff's Office	\$40,000.00
Georgetown County Sheriff's Office	\$40,000.00
Jackson	\$39,655.00
Spartanburg County Sheriff's Office	\$39,427.00

(Continued)

Beaufort	\$39,100.00
Sumter City Police Department	\$39,100.00
Simpsonville	\$38,839.31
Conway	\$38,521.60
Anderson	\$38,002.00
Irmo	\$38,000.00
Barnwell	\$38,000.00
Sumter County Sheriff's Office	\$38,000.00
Mauldin	\$37,885.20
Cayce Dept. of Public Safety	\$37,661.80
Fairfield County Sheriff's Office	\$37,500.00
Calhoun County Sheriff's Office	\$35,000.00
Union County Sheriff's Office	\$34,220.00
City of Newberry Police Department	\$34,034.00
Average Certified Officer Starting Salary	\$41,377.29

National Compensation Association of State Governments comparisons for Law Enforcement positions in state agencies Southeast states.

NCASG Benchmark Title	State	Actual Average	Actual Lowest	Actual Highest
Highway Patrol Trooper	AL	\$60,040.80	\$45,532.80	\$74,474.40
Highway Patrol Trooper	TN	\$53,674.69	\$37,836.00	\$69,293.95
Highway Patrol Trooper	GA	\$52,583.00	\$52,583.00	\$52,583.00
Highway Patrol Trooper	KY	\$48,076.85	\$43,461.60	\$58,635.36
Highway Patrol Trooper	NC	\$46,756.00	\$34,000.00	\$59,471.00
	Averages	\$52,226.27	\$42,682.68	\$62,891.54

**Median between Actual Avg and Actual
Lowest \$47,454.47**

NCASG Benchmark Title	State	Actual Average	Actual Lowest	Actual Highest
Criminal Investigator	TN	\$67,931	\$55,692	\$86,645
Criminal Investigator	AL	\$64,874	\$47,806	\$80,210
Criminal Investigator	GA	\$51,129	\$40,000	\$67,721
Criminal Investigator	NC	\$48,437	\$43,406	\$52,433
Criminal Investigator	KY	\$44,311	\$40,368	\$48,449
	Averages	\$55,336.30	\$45,454.32	\$67,091.75

**Median between Actual Avg and Actual
Lowest \$50,395.31**

(Continued)

NCASG Benchmark Title	State	Actual Average	Actual Lowest	Actual Highest
Wildlife Officer/Game Warden	AL	\$59,342	\$45,533	\$65,695
Wildlife Officer/Game Warden	TN	\$55,121	\$42,000	\$63,924
Wildlife Officer/Game Warden	NC	\$50,062	\$44,496	\$50,680
Wildlife Officer/Game Warden	GA	\$43,298	\$43,298	\$43,298
Wildlife Officer/Game Warden	KY	\$40,896	\$40,517	\$46,903
	Averages	\$49,743.74	\$43,168.77	\$54,100.13

**Median between Actual Avg and Actual
Lowest \$46,456.26**

NCASG Benchmark Title	State	Actual Average	Actual Lowest	Actual Highest
Probation and Parole Officer	AL	\$49,846	\$41,278	\$62,530
Probation and Parole Officer	GA	\$45,766	\$35,313	\$79,632
Probation and Parole Officer	TN	\$43,978	\$42,408	\$57,168
Probation and Parole Officer	NC	\$43,073	\$34,190	\$62,485
Probation and Parole Officer	KY	\$39,967	\$36,540	\$53,831
	Averages	\$44,525.95	\$37,945.70	\$63,129.18

**Median between Actual Avg and Actual
Lowest \$41,235.82**

Appendix X – Agency Compensation Change Summaries

DEPARTMENT OF MENTAL HEALTH

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

Position Title	Count	Current Salary	New Salary	Increase	Est Fringe Inc.	Total Increase
Job Class Code: JC10						
7341; PSO TRAINEE	2	75,757	79,545	3,788	1,629	5,417
7341; PUBLIC SAFETY OFFICER	2	67,838	71,230	3,392	1,459	4,851
7341; PUBLIC SAFETY TRAINEE	10	390,755	415,748	24,993	10,747	35,740
7342; CERTIFIED PSO	29	1,203,643	1,292,413	88,770	38,171	126,941
7342; CERTIFIED PUBLIC SAFETY OFFICER	17	707,556	759,434	51,878	22,308	74,186
7342; PUBLIC SAFETY OFFICER	1	42,009	44,109	2,100	903	3,003
Job Class Code: JC20						
7353; CORPORAL	16	776,811	819,431	42,620	18,330	60,950
7354; SERGEANT	15	785,526	827,450	41,924	18,026	59,950
7354; SERGEANT/STAFF DEV. & TRAINING	1	55,188	57,947	2,759	1,186	3,945
Job Class Code: JC30						
7357; LIEUTENANT	6	347,425	364,796	17,371	7,468	24,839
7357; LIEUTENANT/SORT ANALYSIS	1	62,060	65,163	3,103	1,334	4,437
7357; LIEUTENANT/SPECIAL INV, OMBUDSMEN	1	58,920	61,866	2,946	1,267	4,213
7357; LIEUTENANT/STAFF DEV. & TRAINING	1	63,723	66,909	3,186	1,370	4,556
7361; CAPTAIN	5	350,147	367,654	17,507	7,528	25,035
7362; FIRE SAFETY OFFICER	1	54,191	56,901	2,710	1,165	3,875
Job Class Code: JC40						
7363; MAJOR/DEPUTY CHIEF	1	94,048	98,750	4,702	2,022	6,724
Job Class Code: JC50						
JC50; LAW ENFORCEMENT OFFICER V	1	108,470	113,894	5,424	2,332	7,756
DEPARTMENT OF MENTAL HEALTH Total:						
	110	5,244,067	5,563,240	319,173	137,245	456,418

DEPARTMENT OF NAT. RESOURCES

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

Position Title	Count	Current Salary	New Salary	Increase	Est Fringe Inc.	Total Increase
Job Class Code: JC20						
LCPL - LEO II	35	1,719,810	2,067,730	347,920	149,608	497,528
LCPL - LEO II 10	20	1,025,849	1,240,640	214,791	92,357	307,148
LCPL - LEO II 15	16	880,183	1,043,290	163,107	70,138	233,245
LCPL - LEO II 20	2	112,830	136,780	23,950	10,298	34,248
LE OFFICER II	1	51,039	53,591	2,552	1,097	3,649
OFFICER - LEO II	42	1,647,240	1,953,000	305,760	131,460	437,220
PFC - LEO II	46	2,000,892	2,352,900	352,008	151,350	503,358
PFC - LEO II +2	35	1,680,626	1,970,540	289,914	124,664	414,578
Job Class Code: JC30						
1ST SGT - LEO III	35	2,276,299	2,477,024	200,725	86,309	287,034
LAW ENFORCEMENT OFFICER III	1	52,471	55,095	2,624	1,128	3,752
LCPL - LEO III	1	70,035	73,537	3,502	1,506	5,008
LE COMMUNICATIONS MANAGER	1	58,370	61,288	2,918	1,255	4,173
SGT- LEO III	12	714,197	756,324	42,127	18,114	60,241
STAFF SERGEANT LEO III	1	70,964	74,512	3,548	1,526	5,074
STAFF SGT - LEO III	7	463,295	486,459	23,164	9,961	33,125
Job Class Code: JC40						
CAPTAIN	7	594,609	630,793	36,184	15,559	51,743
LIEUTENANT	14	1,047,400	1,106,055	58,655	25,222	83,877
LT - LEO IV	2	138,991	153,696	14,705	6,324	21,029
OUTRACH CAPTAIN	1	82,466	87,492	5,026	2,161	7,187
Job Class Code: JC50						
LT COLONEL	1	106,430	111,752	5,322	2,288	7,610
MAJOR	3	290,435	304,957	14,522	6,244	20,766
DEPARTMENT OF NAT. RESOURCES Total:						
	283	15,084,431	17,197,455	2,113,024	908,569	3,021,593

DEPARTMENT OF PUBLIC SAFETY

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

Position Title	Count	Current Salary	New Salary	Increase	Est Fringe Inc.	Total Increase
Job Class Code: AH55						
Chief	1	114,490	120,214	5,724	2,461	8,185
Lieutenant Colonel	2	226,818	238,158	11,340	4,876	16,216
Job Class Code: JC10						
Officer	3	138,375	150,696	12,321	5,298	17,619
Officer less than 3 yrs	42	1,851,150	2,016,000	164,850	70,896	235,746
Officer Trainee less than 3 yrs	8	352,600	384,000	31,400	13,504	44,904
Trooper	2	92,250	100,464	8,214	3,532	11,746
Trooper less than 3 years	180	7,933,500	8,640,000	706,500	303,840	1,010,340
Trooper Trainee less than 3 years	36	1,586,700	1,728,000	141,300	60,768	202,068
Job Class Code: JC20						
Lance Corporal	162	8,000,370	8,712,846	712,476	306,342	1,018,818
Lance Corporal +3	60	3,079,300	3,347,938	268,638	115,500	384,138
Master Officer	17	901,765	982,073	80,308	34,527	114,835
Master Officer +3	9	501,273	545,913	44,640	19,197	63,837
Master Officer +5	4	233,396	254,180	20,784	8,936	29,720
Master Trooper	52	2,758,340	3,003,988	245,648	105,612	351,260
Master Trooper +3	19	1,058,243	1,152,483	94,240	40,527	134,767
Master Trooper +5	61	3,562,206	3,877,029	314,823	135,357	450,180
Officer First Class	13	599,625	653,016	53,391	22,958	76,349
Trooper First Class	109	5,027,625	5,475,288	447,663	192,494	640,157
Job Class Code: JC30						
Admin. Sergeant	1	66,804	72,753	5,949	2,558	8,507
Corporal	169	10,545,705	11,490,986	945,281	406,504	1,351,785
DPS Sergeant	1	66,804	72,753	5,949	2,558	8,507
First Sergeant	26	1,858,480	2,023,996	165,516	71,162	236,678
Law Enforcement Officer III-DPS Officer	1	66,804	70,144	3,340	1,436	4,776
Sergeant	71	4,743,084	5,165,463	422,379	181,618	603,997

Job Class Code: JC40

Lieutenant

41 3,123,905 3,401,401 277,496 119,318 396,814

Job Class Code: JC50

Captain

21 1,838,944 2,002,665 163,721 70,397 234,118

Major

7 675,836 736,022 60,186 25,879 86,065

DEPARTMENT OF PUBLIC SAFETY Total: 1,118 61,004,392 66,418,469 5,414,077 2,328,055 7,742,132

DEPT OF HEALTH AND ENV CONTROL

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

Position Title	Count	Current Salary	New Salary	Increase	Est Fringe Inc.	Total Increase
Job Class Code: JC20						
LAW ENFORCEMENT OFFICER II exp	5	210,471	220,995	10,524	4,525	15,049
LAW ENFORCEMENT OFFICER II no exp	1	38,500	41,047	2,547	1,095	3,642
Job Class Code: JC30						
LAW ENFORCEMENT OFFICER III	5	250,427	262,948	12,521	5,385	17,906
Job Class Code: JC40						
LAW ENFORCEMENT OFFICER IV	1	66,625	69,956	3,331	1,432	4,763
Job Class Code: JC50						
LAW ENFORCEMENT OFFICER V	1	74,452	78,175	3,723	1,601	5,324
DEPT OF HEALTH AND ENV CONTROL Total:	13	640,475	673,121	32,646	14,038	46,684

DEPT OF PROB, PAROLE & PARDON

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

Position Title	Count	Current Salary	New Salary	Increase	Est Fringe Inc.	Total Increase
Job Class Code: JC32						
P&P AGENT (Cert)	56	2,296,000	2,492,000	196,000	84,280	280,280
P&P AGENT (Non-Cert)	18	720,000	783,000	63,000	27,090	90,090
Job Class Code: JC33						
DV AGENT	30	1,271,295	1,334,860	63,565	27,338	90,903
FUGITIVE INVESTIGATOR	2	80,747	84,785	4,038	1,736	5,774
MENTAL HEALTH AGENT	4	172,416	181,037	8,621	3,707	12,328
P&P AGENT	70	2,944,548	3,091,783	147,235	63,303	210,538
P&P AGENT (ACCREDITATION)	1	63,524	66,700	3,176	1,366	4,542
P&P AGENT (GOC)	1	43,260	45,423	2,163	930	3,093
P&P AGENT (ISC)	2	89,408	93,878	4,470	1,922	6,392
P&P AGENT (ITAC)	7	290,930	305,477	14,547	6,254	20,801
P&P AGENT (PE)	15	782,027	821,129	39,102	16,813	55,915
SEX OFFENDER AGENT I	20	863,035	906,189	43,154	18,557	61,711
SEX OFFENDER AGENT II	10	396,476	416,301	19,825	8,526	28,351
SEX OFFENDER AGENT III	18	759,710	797,697	37,987	16,336	54,323
VICTIM ADVOCATE II	4	233,928	245,624	11,696	5,029	16,725
Job Class Code: JC34						
ASSISTANT AIC	10	536,577	563,406	26,829	11,536	38,365
DV SUPERVISOR	5	227,158	243,404	16,246	6,984	23,230
FIELD TRAINING OFFICER	5	231,133	242,690	11,557	4,969	16,526
ITAC SUPERVISOR	2	92,855	97,498	4,643	1,996	6,639
PAROLE/PARDON INVESTIGATOR SUPERVISOR	2	123,107	129,262	6,155	2,647	8,802
PROBATION AND PAROLE SUPERVISOR	45	2,186,822	2,322,069	135,247	58,153	193,400
PROBATION AND PAROLE SUPERVISOR - ISC	1	48,821	51,262	2,441	1,050	3,491
REGIONAL PROGRAM ADMINISTRATOR	5	266,136	279,442	13,306	5,722	19,028
RISK MANAGEMENT TRAINING SPECIALIST	1	53,118	55,774	2,656	1,142	3,798
SPECIAL OPS AGENT	1	63,524	66,700	3,176	1,366	4,542
UNIT COORDINATOR (COURT & SPEC SERVICES)	1	55,071	57,825	2,754	1,184	3,938

UNIT COORDINATOR (SUPERVISION SERVICES)	2	85,886	90,181	4,295	1,847	6,142
Job Class Code: JC35						
AGENT IN CHARGE II (ITAC)	1	68,596	72,026	3,430	1,475	4,905
AGENT IN CHG I (SMALL)	19	1,129,080	1,185,534	56,454	24,274	80,728
AGENT IN CHG II (MEDIUM)	16	1,005,172	1,055,429	50,257	21,612	71,869
BODY WORN CAMERA MANAGER	1	73,124	76,780	3,656	1,572	5,228
DV MANAGER	1	69,305	72,770	3,465	1,490	4,955
ISC/SPECIALTY COURT COORDINATOR	1	65,210	68,470	3,260	1,402	4,662
MANAGER IN CHARGE - MEDIUM	2	128,194	134,603	6,409	2,756	9,165
MENTAL HEALTH PROGRAM MANAGER	1	51,185	53,744	2,559	1,100	3,659
P & P LE MANAGER II	1	62,333	65,450	3,117	1,340	4,457
P&P LE MANAGER II - UTILITY AGENT	1	55,283	58,047	2,764	1,189	3,953
P&P LE MANAGER II (TRAINING)	1	65,829	69,120	3,291	1,415	4,706
PP LE MGR II (RESOURCES & SANCTIONS MGR)	1	77,298	81,163	3,865	1,662	5,527
QUALITY ASSURANCE COMPLIANCE OFFICER	1	61,618	64,699	3,081	1,325	4,406
RISK MANAGEMENT SUPERVISOR	1	70,999	74,549	3,550	1,526	5,076
SEX OFFENDER MANAGER	1	56,598	59,428	2,830	1,217	4,047
SPECIAL OPERATIONS SUPERVISOR	1	58,899	61,844	2,945	1,266	4,211
Job Class Code: JC36						
AGENT IN CHARGE III (LARGE)	4	287,988	302,386	14,398	6,191	20,589
DIR OF EMERGENCY OPERATIONS & FIELD PROG	1	90,075	94,579	4,504	1,937	6,441
DIRECTOR OF ACCREDITATION MANAGEMENT	1	76,234	80,046	3,812	1,639	5,451
DIRECTOR OF CONTINUOUS IMPROVEMENT	1	73,624	77,305	3,681	1,583	5,264
INTERSTATE COMPACT ADMINIST	1	66,846	70,188	3,342	1,437	4,779
P&P LE MANAGER III	1	67,344	70,711	3,367	1,448	4,815
P&P LE MANAGER III (PROJ CPL ADMSTR)	1	65,157	68,415	3,258	1,401	4,659
P&P LE MANAGER III (TRAINING INSTRUCTOR)	1	76,078	79,882	3,804	1,636	5,440
REGIONAL DIRECTOR	5	347,215	364,577	17,362	7,465	24,827
Job Class Code: JC50						
ASSOC DIR FOR OFFENDER SUPERVISION & ENF	1	99,954	104,952	4,998	2,149	7,147
ASST. DEPUTY DIR. FOR ENFORCEMENT SVCS	1	102,087	107,191	5,104	2,195	7,299
DEPT OF PROB, PAROLE & PARDON Total:						
	406	19,428,837	20,539,284	1,110,447	477,485	1,587,932

GOVERNOR'S OFF-SLED

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

Position Title	Count	Current Salary	New Salary	Increase	Est Fringe Inc.	Total Increase
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Job Class Code: AH50

Major (C1)

67,243

Job Class Code: AH55

Assistant Chief (C1)

9,884

Major (C1)

17,556

Job Class Code: JC20

Special Agent I

253,271

Special Agent I - CS Ba

96,345

Special Agent I - CS Ma

20,210

Job Class Code: JC30

Special Agent II

746,999

Special Agent II (CRA)

36,326

Special Agent III

2,127,200

Special Agent III (PCTF)

19,514

Job Class Code: JC40

Lieutenant

506,521

Lieutenant (C3)

6,345

Lieutenant, Admin

52,510

Sr Special Agent

552,831

Sr Special Agent (CRA)

9,692

Job Class Code: JC50

Captain

184,508

Captain (C3)

14,257

4,721,212

GOVERNOR'S OFF-SLED Total:

4,721,212

LAW ENFORCEMENT TRAINING COUNCIL (CJA)

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

Position Title	Count	Current Salary	New Salary	Increase	Est Fringe Inc.	Total Increase
Job Class Code: AG43						
INSTRUCTOR/TRAINING COORDINATOR II	1	51,250	53,812	2,562	1,102	3,664
Training Coord I/Instructor	2	105,062	110,315	5,253	2,259	7,512
Training Coordinator I/Instructor	35	1,872,125	1,965,727	93,602	40,253	133,855
Job Class Code: AG44						
Training Coordinator II/Instructor	9	575,848	604,640	28,792	12,380	41,172
Job Class Code: AG46						
Training Director	16	1,193,441	1,253,113	59,672	25,658	85,330
LAW ENFORCEMENT TRNING COUNCIL Total:		63	3,797,726	189,881	81,652	271,533

SC DEPT JUVENILE JUSTICE

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

Position Title	Count	Current Salary	New Salary	Increase	Est Fringe Inc.	Total Increase
Job Class Code: JC10						
PUBLIC SAFETY - CERTIFIED	2	83,160	87,318	4,158	1,788	5,946
PUBLIC SAFETY OFFICER - TRAINEE	12	453,600	476,280	22,680	9,756	32,436
Job Class Code: JC20						
PUBLIC SAFETY SERGEANT	5	251,555	264,135	12,580	5,410	17,990
Job Class Code: JC30						
PUBLIC SAFETY LIEUTENANT	1	55,342	58,109	2,767	1,190	3,957
Job Class Code: JC50						
CHIEF OF PUBLIC SAFETY	1	61,852	73,240	11,388	4,897	16,285
SC DEPT JUVENILE JUSTICE Total:						
	21	905,509	959,082	53,573	23,041	76,614

	Count	Current Salary	New Salary	Increase	Est Fringe Inc.	Total Increase
Grand Total:	2,376	128,060,553	140,594,926	12,534,373	5,389,745	17,924,118

Appendix XI – Additional Agency Pay Plans

South Carolina Department of Health and Environmental Control

Class Code and Band	State Class Title	Rank	Current Minimum	Proposed Minimum	% Difference	Current Average Salary	New Average Salary	% Difference
JC20/05	LAW ENFORCEMENT OFFICER II	Public Safety Trainee (Non-Certified)	\$38,500	\$41,047	6.6%	\$38,500	\$41,047	6.62%
JC20/05	LAW ENFORCEMENT OFFICER II	Certified Public Safety Officer	\$40,800	\$43,000	5.4%	\$42,094	\$44,199	5.00%
	Other *		n/a	n/a	n/a	\$55,929	\$58,726	5.00%
* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency.								
A 5% salary increase was calculated for each of these positions.								

South Carolina Department of Juvenile Justice

Class Code and Band	State Class Title	Rank	Current Minimum	Proposed Minimum	% Difference	Current Average Salary	New Average Salary	% Difference
JC10/04	LAW ENFORCEMENT OFFICER I	Public Safety-Trainee	37,800	39,545	4.62%	37,800	39,690	5.00%
JC10/04	LAW ENFORCEMENT OFFICER I	Public Safety-Certified	41,580	43,500	4.62%	41,580	43,659	5.00%
JC20/05	LAW ENFORCEMENT OFFICER II	Public Safety Sergeant	50,311	52,634	4.62%	50,311	52,827	5.00%
JC30/06	LAW ENFORCEMENT OFFICER III	Public Safety Lieutenant	55,342	57,897	4.62%	55,342	58,109	5.00%
JC50/08	LAW ENFORCEMENT OFFICER V	Chief of Public Safety	70,008	73,240	4.62%	61,852	73,240	18.41%
* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency.								
A 5% salary increase was calculated for each of these positions.								

South Carolina Department of Mental Health

Class Code and Band	State Class Title	Rank	Current Minimum	Proposed Minimum	% Difference	Current Average Salary	New Average Salary	% Difference
JC10	Law Enforcement Officer I	Public Safety Trainee (Non-Certified)	\$36,364	\$39,273	8.0%	\$39,076	\$41,575	6.4%
JC10	Law Enforcement Officer I	Certified Public Safety Officer	\$40,000	\$43,500	8.8%	\$41,558	\$44,595	7.3%
JC20	Law Enforcement Officer II	Corporal	\$42,000	\$45,360	8.0%	\$48,551	\$51,214	5.5%
JC20	Law Enforcement Officer II	Sergeant	\$44,100	\$47,628	8.0%	\$52,545	\$55,337	5.3%
JC30	Law Enforcement Officer III	Lieutenant	\$45,863	\$49,532	8.0%	\$59,125	\$62,082	5.0%
JC30	Law Enforcement Officer III	Captain	\$47,697	\$51,512	8.0%	\$70,029	\$73,531	5.0%
JC40	Law Enforcement Officer IV	Major	\$56,044	\$60,527	8.0%	\$94,048	\$98,750	5.0%
JC50	Law Enforcement Officer V	Chief	\$65,564	\$70,809	8.0%	\$108,470	\$113,894	5.0%
	Other *		n/a	n/a	n/a	\$39,557	\$41,535	5.0%
* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency.								
A 5% salary increase was calculated for each of these positions.								

Appendix XII – Law Enforcement VI Class Specification

Law Enforcement Officer VI

Class Code

JC55

General Nature of Work

Plans, analyzes and directs the command of operations of assigned divisions within law enforcement.

Guidelines for Class Use/Distinguishing Characteristics

This is the classification for a senior officer, typically a major, lieutenant colonel or a colonel. responsible for exercising command and control over a particular unit or division. This classification can also be used by senior officers that analyze threats and combat terrorism.

Examples of Work

Plans, coordinates and directs administrative activities and/or field operations. Explains orders, messages and decisions to law enforcement personnel; advises personnel of changes in laws, regulations, policies and procedures. Selects, supervises and evaluates law enforcement personnel. Drafts orders, policies and procedures relative to the area of responsibility. Monitors expenditures and ensures proper utilization of personnel and resources. Develops strategic plans and long-range projections for personnel, equipment and facilities.

Knowledge, Skills and Abilities

Knowledge of proper law enforcement officer behavior and role. Knowledge of modern law enforcement techniques and procedures. Knowledge of how to collect and preserve evidence. Knowledge of the legal rights of both suspects and law enforcement personnel. Knowledge of the laws one is responsible for enforcing. Knowledge of the functions and interrelationships of other law enforcement agencies. Knowledge of personnel and fiscal practices in state government. Skill in the operation of law enforcement vehicles, weapons and communications equipment. Ability to correctly evaluate situations and make good decisions. Ability to effectively interview witnesses and suspects. Ability to represent the agency effectively in dealings with the public. Ability to read and comprehend written materials. Ability to write clearly and effectively. Ability to plan, organize and review work activities. Ability to lead, guide, train, advise and assist subordinates in a manner conducive to high professional standards, full performance and good morale. Ability to build and maintain effective and harmonious working relationships among agency employees and other law enforcement organizations to ensure an integrated and cooperative law enforcement effort.

Special Requirements

Certification by the Law Enforcement Training Council in accordance with Section 23-23-40 of the Code of Laws of South Carolina 1976. Some positions require a commercial driver's license. Senior Commissioned Officer ranking.

Minimum Requirements

A bachelor's degree and experience supervising law enforcement personnel at a public law enforcement agency.

Fed Category E1

Band 09

Salary: Minimum: \$75,256.00 **Midpoint:** \$107,247.00 **Maximum:** \$139,238.00

Appendix XIII – Suggested Change to the Critical Employee Recruitment and Retention Proviso

DSHR also suggests that the Critical Employee Recruitment and Retention Proviso be expanded to designate all employees in law enforcement and public safety classifications (JC Series) as Critical Employees for purposes of the Critical Employee Recruitment and Retention Program without additional approval from DSHR.

Designate all employees in law enforcement and public safety classifications (JC Series) as Critical Employees for purposes of the Critical Employee Recruitment and Retention Program without additional approval from DSHR.

The General Assembly amended Section 117.63 (Critical Employee Recruitment and Retention) of the 2021-2022 Appropriations Act to allow state agencies to spend state, federal, and other sources of revenue to permit the following to aid in recruiting and retaining workers in critical needs jobs:

- Lump sum bonuses
- Paid educational leave
- Student loan repayment
- Tuition reimbursement

This expansion be accomplished through an amendment to the current proviso or inclusion of a new proviso. Agencies receive no special funding for this program; instead, agencies deciding to use the program must use funds from their existing budgets.

Appendix XIV – Recruitment and Retention Options Available to Agencies

The following options are currently available to agencies and require no changes to State Law or Regulations. Agencies are encouraged to use these options as appropriate.

Shift Differentials

- State Human Resources Regulations give DSHR the authority to approve the additional payment of a shift differential for classifications of employees in the entire agency or any portion of the agency assigned to an evening, night, weekend, rotating, or split shift. Under this rule, differentials could be provided for working weekends, nights or other less desirable shifts. According to the 2019 USC study, 3.2% of municipalities, 4.2% of sheriff's offices and 16.7% of campus agencies offer shift differentials. This benefit is not widely offered and would be a way to differentiate the state from other employers.
 - *Cost Estimate: If all non-exempt officers were provided an additional \$.75 per hour for hours worked outside of Monday through Friday, 8:30am – 5pm, the estimated annual cost would be \$620,817.48. This cost is based on the total number of hours worked that would have resulted in a shift differential for the month of January 2022 and then applying this amount to an annual basis.*

Special Assignment Pay

- State Human Resources Regulations give DSHR the authority to approve additional compensation to classifications of employees in the entire agency or any portion of the agency for periods of time when he or she is on special assignment. Agencies are encouraged to use this option strategically. Premium pay could be provided for a challenging or less desirable work locations or job assignments.
 - *Example: An agency provides \$1,500 per year salary supplement for an employee assigned to a Community Relations Program.*

Tuition Reimbursement

- Providing reimbursement to employees who pursue education related to the criminal justice field is very attractive to candidates who do not have college degrees. The benefits to the agency include the ability to recruit and retain employees while also producing internal candidates for leadership positions. According to the 2019 USC study, 24.2 % of municipalities, 4.2% of sheriff's offices and 25% of campus agencies offer tuition reimbursement.

State Human Resources Regulations permit tuition reimbursement in accordance with guidelines published by DSHR. The critical employee recruitment and retention program expanded the guidelines to permit reimbursement of up to 10 credit hours per semester and to allow probationary employees to receive tuition reimbursement. If the employee fails to successfully complete the class, the employee will be required to repay the agency. At the agency's discretion, a service commitment may be required between the employee and the agency. The service commitment would require the participant to work two years with the agency for every one full academic year in which tuition assistance is received. If the employee separates before the completion of the service agreement, the employee would be expected to repay the agency on a pro-rata basis. A similar expanded tuition reimbursement program could be provided to officers and DSHR recommends that all employees in law enforcement and public safety classifications (JC Series) be deemed eligible for this benefit without additional approval from DSHR.

Education Pay Incentive

- Providing higher salaries to employees based on their education increases the ability to recruit and retain employees but, similar to tuition reimbursement, also produces internal candidates for leadership positions. According to the 2019 USC study, 33.9 % of municipalities, 33.3% of sheriff's offices and 58.3% of campus agencies offer education pay incentives. This is currently permitted under the state compensation rules and agencies are encouraged to use this option strategically.
 - *Example: The starting salary of officers will be adjusted as follows based on the applicable degree so long as the course of study is related to law enforcement:*
 - *Associate Degree – 4%*
 - *Bachelor's Degree – 10%*
 - *Master's Degree – 17%*

Field Training Officer Incentive

- Offering a monetary incentive for employees who serve as training officers provides the opportunity to retain highly skilled officers while ensuring new employees receive quality training. According to the 2019 USC study, 19.4 % of municipalities, 16.7% of sheriff's offices and 16.7% of campus agencies offer field training incentives.
 - *Example: Officers will be provided \$5,000.00 per year in addition to their annual salary while serving as a Field Training Officer.*

Special Skill Incentives

- Offering a monetary incentive for employees who obtain a needed skill (for example K-9 officer skills, advanced weapons training or the ability to speak another language) provides the opportunity for agencies to target the skills most needed in their agency. According to the 2019 USC study, 1.6 % of municipalities, 8.3% of sheriff's offices and 0% of campus agencies offer special skill incentives. Since this type of incentive does not appear to be widely available, this is an opportunity for state agencies to differentiate themselves as an employer of choice.
 - *Example: An agency may provide officers who have completed advanced weapons training an additional \$5,000.00 per year.*

Equipment Upgrades (Including Cell Phone and Safety Equipment)

- All employees want to work with the most up-to-date equipment. Law Enforcement Officers are no different and look for opportunities that equip them with the tools they need to be effective and safe.

Permit Officers to Live Outside of Assigned Work Area (Officers would be required to live in South Carolina)

- Providing officers with more options concerning where to live can allow officers to choose areas with a lower cost of living, a better education system or closer to family. Where feasible, allowing this flexibility can improve recruitment and retention. Agencies would incur no cost to offer this option with the possible exception of increased agency vehicle use if employees were permitted to take their vehicles home. This option would have to be balanced against the needs of the agency to have officers available to timely respond when needed.

Training in Special Skills

- All employees, including law enforcement officers, look for opportunities to improve and expand their skills. Providing these training opportunities improve employee recruitment and retention and provide a higher skilled workforce.
 - *Cost Estimate: Training costs of \$1,000 per officer results in an annual cost of \$2,036,000 based on the average number of officers employed in fiscal year 2020-2021.*

Shift Choice Based on Seniority

- One challenge in the recruitment and retention of officers is the need to have staff available at all times. Allowing shift choice based on seniority, when possible, can help retain employees as they look forward to more attractive shift options as their careers progress. Generally, shifts are assigned on a rotating or as-needed basis. Agencies would incur no cost to offer this option.

Affordable Housing Support

- Identify apartment complexes and housing divisions that offer incentives or discounts to law enforcement officers because a law enforcement presence in the community is desirable. This would require some effort to identify and solicit these options but would not be a cost to the agency. This may be particularly useful in areas with a high cost of living. The PERF report noted that housing assistance was a popular recruiting incentive.

Child Care Assistance Available through the SC Voucher Program

The SC Voucher program (formerly known as “ABC Vouchers”) provides assistance to eligible families to help address the high costs of child care. Voucher payments are made directly to child care providers. Maximum weekly payments vary by categories of care (centers, family child care homes, etc.), urban or rural settings, ages of children served, and quality level of the child care provider.

In October 2020, DSS began offering child care assistance (vouchers) for working parents. In order to qualify, families must meet the following eligibility criteria:

- Child(ren) must be between 0 and 12 years of age (age 13 through age 18 for children with special needs).
- Parent(s) must be working at least 15 hours per week or in school or a training program. *Note: For two-parent households, both parents must meet this requirement.*
- Family’s gross income must be at or below 300% of the federal poverty level (e.g., the income limit for a family of four is \$79,500 annually).

Family Size	Monthly	Annual
1	\$0 - \$3,220	\$0 - \$38,640
2	\$0 - \$4,335	\$0 - \$52,260
3	\$0 - \$5,490	\$0 - \$65,880
4	\$0 - \$6,625	\$0 - \$79,500
5	\$0 - \$7,760	\$0 - \$92,120
6	\$0 - \$8,895	\$0 - \$106,740

Child care vouchers will be authorized for 52 weeks from the point of approval. There is no copay at this time.

Child care providers must be enrolled in the ABC Quality program to receive SC Voucher payments for eligible children. Parents can search for providers in their area on www.scchildcare.org, and may choose any one of the following types of child care settings:

- Licensed child care centers (serves 13 or more children).
- Licensed or registered family child care homes (serves no more than 6 children within a residence occupied by the operator).
- Licensed group child care homes (serves 7-12 children within a residence occupied by the operator).

Family, Friend and Neighbor Providers

Under the federal rules, parents who receive SC Voucher assistance may choose to use a family, friend, and neighbor (FFN) child care provider. FFN providers are unregulated and are not required to meet licensing or regulatory requirements. FFN providers are authorized to care for one child or sibling group in their home or the child’s home.

For Law Enforcement and other first responders who need child care outside traditional hours (8:00 am – 6:00 pm, Monday – Friday), FFN providers may be the most viable option, particularly in less populated areas of the state.

To qualify as an FFN child care provider, individuals must:

- be 21 years of age or older;

- complete comprehensive fingerprint-based background checks on the provider and other household members 15 years and older (satisfactory SLED, FBI National and state sex offender registry check and Central Registry and database check);
- complete Health and Safety Preservice Online training;
- have current CPR/First Aid training; and
- complete 7-12 hours of additional training throughout the year (*new requirement beginning May 2022*).

Potential Options for Law Enforcement Personnel

1. Supplement for Licensed and Registered Child Care Providers Serving Children of Law Enforcement Personnel (SC Voucher clients)

Under this option supplemental grants would be paid to child care providers serving children of law enforcement personnel to help pay more of the total cost of child care services. Qualifying providers would be eligible for a supplement (up to \$30 per week) to cover the difference between the subsidy rate and what the provider charges to the general public. These supplements are designed to ensure children continue to receive high quality child care, incentivize more child care providers to offer services during non-traditional hours (e.g., overnight, weekends), and to prevent law enforcement personnel from having to pay more out-of-pocket for child care expenses.

Estimated annual cost:

Number of Households	Number of Children	Supplement Amount (per week)	Number of Weeks	Annual Cost Per Child	Total Annual Cost
1,222*	2,444*	\$30	52	\$1,560	\$3,812,640
<p><i>* Assumes 50% of law enforcement personnel (1,222 households) would potentially qualify for SC Voucher assistance.</i></p>		<p><i>Based on average of two qualifying children per household.</i></p>			

2. Supplement for FFN Providers Serving Children of Law Enforcement Personnel (SC Voucher clients)

Under this option supplemental grants would be paid to family, friend, and neighbor (FFN) child care providers serving children of law enforcement personnel. Qualifying providers would be eligible for a supplement (up to \$50 per week) on top of the SC Voucher subsidy rate for FFN providers. The purpose of these supplements would be to assist law enforcement personnel with child care expenses and provide additional incentive for potential FFN providers.

Estimated annual cost:

Number of Households	Number of Children	Supplement Amount (per week)	Number of Weeks	Annual Cost Per Child	Total Annual Cost
367*	734*	\$50	52	\$2,600	\$1,908,400
<p><i>* Assumes 30% of qualifying households (367) would choose to use a FFN provider.</i></p>		<p><i>Based on average of two qualifying children per household.</i></p>			

3. Dedicated Customer Service/Expedited Eligibility for Law Enforcement Personnel

Under this option, the Department of Social Services (DSS) would provide the means to expedite SC Voucher eligibility for law enforcement personnel. Specifically, the agency would designate a child care eligibility worker to process the applications and create a dedicated customer service contact for law enforcement to help applicants find child care providers in their area.