



SCDC POLICY

NUMBER: *HR-11.12*

TITLE: POST/SHIFT ASSIGNMENTS

ISSUE DATE: SEPTEMBER 11, 2023

RESPONSIBLE AUTHORITY: DIVISION OF HUMAN RESOURCES

POLICY MANUAL: *HUMAN RESOURCES*

SUPERSEDES: ADM-11.12: MAY 1, 2008; JULY 1, 2004

RELEVANT SCDC FORMS/SUPPLIES: 19-138

ACA/CAC STANDARDS: *5-ACI-1C-04*

STATE/FEDERAL STATUTES: *§35.108(e); §36.105(e); Equal Employment Opportunity Act Sections 703 and 704*

THE LANGUAGE USED IN THIS POLICY DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THIS POLICY DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS. THE AGENCY RESERVES THE RIGHT TO REVISE THE CONTENTS OF THIS POLICY, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.

PURPOSE: To prescribe uniform guidelines *and responsibilities* governing post and shift assignments and days off for all personnel employed at the South Carolina Department of Corrections.

POLICY STATEMENT: In order to promote the safety and security of the Agency, the public, employees, and inmates; to ensure adequate supervision of all inmates; and to meet the operational needs of institutions and divisions/offices, the Agency will develop and implement consistent and uniform procedures *and responsibilities* governing post and shift assignments and days off for SCDC employees. These procedures will conform with applicable state and federal human resources regulations, American Correctional Association Standards, and Agency policies. Shift changes and shift assignments (whether voluntary or involuntary) for all SCDC employees will always be made in full compliance with the Equal Employment Opportunity Act and the Americans with Disabilities Act. Shift assignments are not considered grievable issues under Agency human resources regulations. (4-ACRS-2A-03, 4-ACRS-2A-04, 4-ACRS-2A-05, 4-4051)

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SPECIFIC PROCEDURES:

1. POST CHART:

1.1 A Master Post Chart shall be developed by the Office of the Deputy Director of Operations for each facility detailing identified posts by name, days and hours of operation, post priority and applied relief factor for each post. The Master Post Chart will be maintained by the Director, Special Projects.

1.2 An annual review of the Master Post Chart shall be conducted by the Warden, Regional Director, or Director, Special Projects. Recommended changes requires submission on the memorandum detailing positions for deletion, additions, or other modifications to posts as appropriate.

1.3 Post Hours: All Master Post Charts will clearly state the hours of duty for each specific post. The standard scheduled hours for any specific post will normally be either 8 or 12 hours for one shift. Wardens may request by memorandum exceptions to the 8 or 12 hour during the annual review or at other times as applicable (e.g., 10-hour/4-day workweeks).

1.4 Post Days: All Master Post Charts will clearly state the number of days each post is designated to be manned. The standard number of days for any specific post will normally be either 5 or 7 days. Duties requiring less than 5 days are normally considered to be tasks, not posts, and will be considered when assessing the overall posting needs of the facility. Wardens may request by memorandum exceptions to the 5 or 7 day schedule during the annual review or at other times as applicable.

1.5 Post Priorities/Staffing Levels: All Master Post Charts will clearly state the priority of each post designated to be manned. Post priority determines a staffing level and establishes posts that must be manned at all times and those that may be pulled by Shift Supervisors in order to provide coverage elsewhere in the facility, reduce overtime, or to be designated as A or B Team responders. Staffing Levels and Post Priorities are:

(1) Critical Staffing Level: Critical staffing levels provide for minimal or no programs, have restrictive or lockdown operational characteristics, and meets only custody and control, staff and inmate safety and public protection requirements. A post designated as critical (C) should never be pulled unless there are exigent circumstances (i.e., a riot, a disturbance, or other emergency). Overtime should be utilized to fill these posts as they are considered critical to the safety and welfare of the general public, staff and inmates.

(2) Essential Staffing Level: Essential staffing levels provides the ability to conduct normal operations. Programs, education, and work activities may be scaled back as necessary when an essential post is pulled. A post designated as essential (E) may be pulled if coverage is needed in a higher priority area. Essential post assignments should be prioritized with overtime authorized based on population requirements and duration of reduced staff availability.

(3) Important Staffing Level: Important staffing levels provide coverage that when manned on an irregular basis does not adversely affect facility operations. A post designated as important (I) shall be the first posts pulled for any reason. These posts should be designated as A and B Team Responders. Overtime is normally never authorized to fill these posts.

1.6 Shift Relief Factor: A standard agency wide security staffing relief factor formula is the calculated numerical multiplier applied to the number of posts identified to produce the numbers of staff needed to ensure coverage. The relief factor is a formula based on staff absences for vacations, holidays, personal days, sick leave, workers' compensation leave, training days, military leave, and other factors. The shift relief factor

shall be updated every year. A three-year average is utilized in the shift relief factor computation. All post charts will clearly state the relief factor for each designated post, determined by the number of hours per day, the number of days per week, and the actual need to replace the post when the assigned officer is unavailable.

1.7 Changes to the Post Chart: Temporary changes to the institutional post chart staffing pattern or creation of additional posts to meet short term operational needs may be approved by the Warden or Regional Director as follows. Wardens may approve short term post chart changes for a period not to exceed 30 days. Regional Directors may approve short term changes that exceed 30 days but not to exceed 90 days. All short-term changes exceeding 90 days must be approved by the Deputy Director of Operations, and should not exceed a total of 12 months from the original date the change was initially identified. Written justification detailing the need, post hours, and expected duration of the temporary post should be submitted through the chain-of-command to the appropriate approving authority and maintained on file for a period of three years.

2. POST ASSIGNMENTS AND RESPONSIBILITIES:

2.1 Post Assignments:

2.1.1 Post assignments will be made in compliance with the Post Chart as identified above. Should any Warden desire to make a revision to the Post Chart, s/he will be required to forward the proposed revision through the Director, ***Special Projects*** to the ***Deputy*** Director of ***Operations*** for final approval prior to making the revision.

2.1.2 Contingent upon institutional needs, post assignments may be made on a day-to-day basis for those employees who have not been assigned to a mandatory post or to any other post deemed essential by the Warden (e.g., control room, contraband control, etc.).

2.1.3 Post assignments (other than those deemed essential by the Warden) may be rotated wherever possible to ensure that security personnel gain experience in all areas of the institution, and to ensure a change in post assignment, especially during the 12 hour work day. (4-ACRS-2A-03, 4-ACRS-2A-04, 4-ACRS-2A-05, 4-4051)

2.2 Responsibilities:

2.2.1 *Schedule Managers are required to complete the post assignment planning for all Security Staff two (2) weeks prior to the start of the next 28-day cycle.*

2.2.2 *Schedule Managers are required to manage and maintain actual Security Staff post assignments and durations to within a one (1) hour threshold. This includes post assignment adjustments for partial, split, and multiple post assignment shifts. This includes work schedule adjustments for early in/out and late in/out exceptions.*

2.2.3 *Security Staff are required to work their scheduled post assignment and duration as planned unless directed otherwise by a Schedule Manager at the Home Institution. This includes arriving early/late for scheduled post assignments, leaving early/late for post assignments, and arriving for an unscheduled shift.*

2.2.4 *Security Staff are required to utilize the Kronos Time Clocks to record their working time for their shift and assigned post.*

2.2.5 *Majors are required to monitor Security Staff post assignment durations and manage Security Staff overtime levels within acceptable thresholds. They are responsible for implementing corrective actions with Security Staff that work unauthorized shift schedules and durations.*

2.2.6 *Majors are required to monitor Security Staff Time Clock punch errors and implement corrective actions with Security Staff as required.*

2.2.7 Security Staff Supervisors are required to review and approve/reject Security Staff leave requests on a timely basis and ensure that approval plans do not compromise the critical post assignment staffing level thresholds outlined in the Post Charts maintained by the Director of Special Projects.

3. SHIFT ASSIGNMENTS FOR SECURITY EMPLOYEES:

3.1 Initial Shift Assignments:

3.1.1 Selection for initial shift assignment will be based on operational requirements and the need to fill existing vacancies. When feasible, consideration will be given to employee preference.

3.1.2 Most employees will be assigned to 12 hour shifts, with rotating days off. In some instances, employees may be assigned to 8 hour shifts depending upon their post assignment.

3.1.3 Employees in probationary status will be given an initial shift assignment by the Warden/designee; however, these employees may be reassigned by the Warden or an approved designee if required during their probationary period contingent upon the needs of the institution. Newly hired employees should not exceed 40 hours a week until the beginning of the first 28 day cycle following the completion of basic training.

3.2 Voluntary Changes:

3.2.1 Because of frequently unpredictable changes in both operational requirements and institutional needs, the Warden/designee has the authority to reallocate available resources, to include changes to shift and/or days off assignments, as required.

3.2.2 When vacancies occur in shift assignments, notices will be posted in centralized, conspicuous locations within the institution so that eligible **Security Staff** can be notified and can apply for the shift opening if they are interested. When institutional shift briefings are held, a verbal announcement should be made for at least three (3) consecutive work days

3.2.3 Vacancies will be filled based on, but not limited to, the following criteria:

- o Current classification band/level;
- o Length of employment;
- o General experience and qualifications;
- o Job experience related to the specific need; and
- o Demonstrated ability.

3.2.4 Interested personnel must immediately submit a written request for consideration. SCDC Form 19-138, "Employee Shift Change Within Same Institution," will be used for this purpose. The Warden/designee may review employment files of those requesting a shift change and make a selection based on the factors cited in Section 3.2.3, above. Individual interviews with applicants may be conducted, but are not mandatory.

3.2.5 Voluntary changes to days off may be made at the discretion of the Warden/designee and based upon institutional requirements.

3.2.6 An employee's shift assignment (8 to 12 hour or 12 to 8 hour) should be effective at the beginning of a 28 day cycle.

3.3 Involuntary Changes: In the event that a shift vacancy cannot be filled by a voluntary change request, the Warden/designee may make changes in shift and/or days off assignments under the following conditions:

Upon written approval of the Warden/Designee the senior security officer may temporarily or permanently change an employee's shift assignment in order to accommodate an institutional and/or operational need. In such

cases, the senior security officer will select from a list of qualified security personnel to be determined through the following steps:

3.3.1 Description of the specific needs relevant to assignment; identification of special skills; degree of experience required; and duration of assignment, i.e., whether temporary or permanent.

3.3.2 Determination if the need can be satisfied by realignment of personnel.

3.3.3 From the list of qualified personnel who meet the criteria noted in Section 3.2.3, above, the employee with the least SCDC continuous service will transfer first.

3.4 Emergency Assignment: During emergency situations or unforeseen circumstances (e.g., hospital coverage, etc.), the Warden/designee may approve emergency, involuntary changes in shift assignment and/or days off without advance written notice. Changes of this nature should not exceed 15 calendar days.

3.5 Performance Management:

3.5.1 Although changes in shift assignment and/or days off must not be made arbitrarily or for punitive reasons, the Warden/designee will have the authority to exercise discretion in dealing with personnel whose job performance or behavioral problem indicates that the employee is not suited for an existing assignment or whose personal circumstances necessitate a change in assignment.

3.5.2 In situations that require involuntary assignment change for more effective employee placement, or for more efficient operation of the institution, the employee must be given at least 14 calendar days written advance notice, and one or all of the following documents must be provided:

(NOTE: The Warden may request, in memorandum form, a waiver of the 14 day advance notice of a reassignment in situations where it may be considered to be not in the best interest of the Agency because of security or other reasons to have the employee remain on the assignment for an additional 14 days. A waiver of the advance notice requirement must be approved, in writing, by the Division Director of Human Resources or designee.)

3.5.3 Documented evidence of counseling with subject employee that offers proof of effort to identify and correct undesirable performance; Refer to SCDC policies relative to employee performance management system or progressive employee corrective action for information on counseling an employee.)

3.5.4 A written statement (in memorandum or letter form) prepared by the employee's supervising official to the Warden or an approved designee recommending that an involuntary change in assignment be considered in lieu of a more severe alternative, i.e., progressive employee discipline/employee corrective action.

3.5.5 A written recommendation (in memorandum or letter form) from the supervising official that an involuntary change in assignment is necessary to correct a specific problem, to separate individuals who develop a personal relationship that interferes with job performance, or to provide a change in work environment for an employee whose job performance indicates a change in assignment would be desirable.

3.5.6 Changes implemented to address a performance problem must be in compliance with SCDC policy related to the employee performance management system, except when the change is made as part of a specific corrective action to maintain security and control as deemed necessary by the Warden/designee.

3.6 Temporary Assignment: With the exception of emergency situations, the Warden or an authorized designee may approve a temporary involuntary change in an employee's shift assignment and/or days off provided that the employee is given 48 hours advance written notice of the scheduled change. Changes of this nature should not exceed 30 calendar days unless an extension is requested in writing by the **Office of the Inspector General (OIG)** or designee pursuant to an on-going investigation.

3.7 Permanent Assignment:

3.7.1 The Warden/designee may approve permanent, involuntary changes in shift assignment and/or days off. When changes of this nature are made, written notice of the impending reassignment must be received by the employee 14 calendar days in advance of the proposed reassignment, except in cases where the change in assignment is a part of specific corrective action to maintain security and control as deemed necessary by the Warden/designee. (See Section 3.5, above.)

3.7.2 Employees who have made permanent, involuntary shift and/or days off changes, and who wish to be considered for return to their initial assignment, may compete for any subsequent vacancies with other qualified personnel as described in *Sections 3.2.2 through 3.2.6*, above.

3.7.3 The scheduling supervisor will be responsible for ensuring proper accountability of hours within the 28 day cycle (hours worked, leave taken, and holidays observed) when making shift changes.

4. SHIFT ASSIGNMENTS FOR NON-SECURITY EMPLOYEES:

4.1 **Initial Shift Assignments:** Initial shift assignments and work time will be based on operational requirements as specified on the Job Vacancy Announcement and/or as determined by the appropriate supervisor.

4.2 **Changes in Shift Assignments:** Because of frequently unpredictable changes in operational requirements and institutional and divisional/office needs, the Warden, Division Director, **Deputy** Director of Operations, or his/her designee will be authorized to reallocate available resources, to include changing shift assignments, work

4.3 **Temporary Assignment:** The Warden, Division Director, **NOTE:** Only in extreme circumstances may the 48 hour advance notice be waived. Any such waiver must be documented and a copy must be forwarded to the Division Director of Human Resources.)

4.4 **Permanent Assignment:** The Warden, Division Director, **Deputy** Director of Operations, or designee may approve permanent, involuntary changes in shift assignment and/or days off. When changes of this nature are made, written notice of the impending reassignment must be received by the employee 14 calendar days in advance of the proposed reassignment. (NOTE: A waiver of the advance notice requirement due to an extreme emergency must be approved, in writing, by the Division of Human Resources or designee.)

5. DEFINITIONS:

Post Assignment refers to the job or duty assignment given an employee at each institution, i.e., housing unit officer, key control officer, control room officer, etc., in compliance with the Post Chart.

Schedule Manager refers to the employee assigned to plan and manage Security Staff post assignments using the current computer application toolset.

Shift Assignment refers to the work schedule (primarily (12) hour shifts or, in some instances, eight (8) hour shifts) given to all SCDC employees.

SIGNATURE ON FILE

s/Bryan P. Stirling, Director

Date of Signature

