MINUTES OF BUDGET AND CONTROL BOARD MEETING

MAY 6 1976

REGULAR SESSION

MOTOR VEHICLE MANAGEMENT DIVISION - Mr. Bob Davis of the Motor Vehicle Management Division appeared before the Budget and Control Board and advised that the agency for which he works has been directed to implement the urban mass transportation administration. He further advised that Federal funds could be made available for the purchase of motor vehicles for certain eleemosynary agencies provided they were purchased by the State through the General Services Division. However, the Attorney General has ruled that State Purchasing cannot purchase these vehicles because the recipients would not be agencies of the State Government. Mr. Davis recommended that the vehicles be purchased but that the title remain with the State of South Carolina. The eleemosynary organizations would be permitted to use the vehicles but would be required to pay for the insurance, maintenance, etc. Board members agreed that the matter deserved further discussion but felt that each member needed time to study the request. Therefore upon a motion by Mr. Mills, which was seconded by Mr. Patterson, the item of business was carried over to a subsequent meeting.

Data pertaining to this matter has been retained in these files and is identified as Exhibit III.

COMPTROLLER GENERAL'S OFFICE - GENERAL OPERATING ACCOUNTS - At the request of Mr. Henry Mills, Mr. L. K. Walton, of the Office of the Comptroller General, explained to the Budget and Control Board that numerous State agencies were permitted to use an accounting device referred to as general operating accounts. These accounts are reflected on the books of the Comptroller General and all types of monies, whether general appropriation, Federal funds or other funds, are co-mingled and vouchers are drawn for

expenditures which bear no indication of the true source of funds.

The Comptroller General's office has advised all agencies that these general operating accounts must be closed as of July 1, 1976, but the following agencies have appealed to the Budget and Control Board for permission to continue their present method of operation.

Adjutant General's Office
Forestry Commission
Department of Social Services
State Agency of Vocational Rehabilitation

Board members unanimously agreed that the matter should be studied further, and requested that the Comptroller General's office and the State Auditor's office make a recommendation at a subsequent meeting.

Data pertaining to this matter has been retained in these files and is identified as Exhibit IV.

There being no further business, the meeting was adjourned at 3:30 p. m.

Tillinghast & Company INC.
ACTUARIES/CONSULTANTS

Tower Place
3340 Peachtree Road, N.E. Atlanta, Georgia 30326
(404) 261-5420

ATLANTA
DALLAS
JACKSONVILLE
LONDON

May 5, 1976

Budget & Control Board
State of South Carolina
Columbia, South Carolina 29201

Gentlemen:

In a letter to Governor Edwards, dated March 29, 1976, Blue Cross/Blue Shield presented arguments for a substantial rate increase on the health insurance coverage for active participants in the standard and expanded plans, and for retired employee coverage. The exact amount of the increase is 44.4% on active employees, and 41% on the retired.

State employees and teachers approximate 100,000 persons. The increase is $5.92 per month and, in the aggregate, $7,104,000 per year. The balance of the premium increase, estimated to be just over $4,000,000, would be borne by participating employees desiring dependent coverage through regular payroll deductions.

The rate increase is predicated on the following projection for the upcoming plan year:

| | |
|---|---|
| Estimated Premium | $25,080,000 |
| Less: Estimated Claims | - 32,000,000 |
| Less: Estimated Expenses | - 2,000,000 |
| Net Deficit | - $ 8,920,000 |
| Establishment of Reserve for terminal maternity | - 2,230,000 |
| Net Deficit | - $11,150,000 |

We made some projections earlier this year, using assumptions somewhat more optimistic than the prevailing opinion in the industry. We assumed a 15% deterioration due to rising prices of medical services and increased utilization of medical services by the insured population. We came up with claims of $34,000,000 for the plan year 1976/1977. Blue Cross/Blue Shield estimates $33,625,000. We do not question the need for a rate increase. Indeed, the rate increase might well have been somewhat greater.

Mr. Sullivan, in his letter, is agreeable to reducing the rate increase to 35.6%, if the provision in the contract providing coverage for maternity and obstetrical claims beyond the termination of the contract were eliminated. This offer needs to be confirmed in somewhat more precise language than that employed in Mr. Sullivan's letter to Governor Edwards. We are presenting the thing the way we think it was intended.

Apparently, this is a matter of great concern to Blue Cross/Blue Shield. They claim that the provision is in the contract by inadvertence, although it seems to us that the language in Mr. Trapnell's 1975 specifications is quite clear.

The question to be resolved is whether or not the Board wishes to let the Blues off the hook -- trading a premium reduction, $2,230,000, for an estimated reduction in liability of a like amount. Without more data, which is available only from Blue Cross, we are unable to put a price tag on this item. However, it is interesting to note that the Travelers values this liability at $1,800,000 as of the end of June, 1976, and at $1,950,000 at the end of June, 1977. On the basis of that estimate by a well-qualified carrier, we suggest that the State agree to the lower rate.

On that basis, the increase per employee is $4.83 per individual, and the aggregate, based on 100,000 insureds, is $5,801,000 annually. The balance of the increase -- $3,114,000 -- would be borne by employees purchasing dependent coverage through regular payroll deductions. The rate increase for those in the retired category would remain the same -- 41%.

On behalf of this firm, thank you again for the confidence the Board has placed in us.

Sincerely,

William P. Perry

WPP:jy

Blue Cross.
Blue Shield.
of South Carolina

Joseph F. Sullivan
President

Columbia, S. C. 29219
803/788-3860

March 29, 1976

The Honorable James B. Edwards
Governor of the State of South Carolina and
Chairman of the South Carolina State Budget and Control Board
Post Office Box 11450
Columbia, South Carolina 29211

Re: Group #00-20000 and Series - Active Employees
Group #00-20099 and Series - Retired Employees

Dear Governor Edwards:

Blue Cross and Blue Shield of South Carolina is providing you with the attached statistical data relative to the State Employee Benefit Program which is provided and administered by this Corporation.

First, the captioned contracts to be renewed for an effective date of July 1, 1976, indicate from an actuarial standpoint that the active employee group is in need of a 44.4% rate increase, while the retired employee group is in need of a 41.0% rate increase. The reports are attached which explain these actuarial computations by which the percentages were determined. Recently your staff has been furnished reports for the last three years that substantiate the need for the increase. Also attached are rate sheets with the new rates to be effective July 1, 1976.

Please note that terminal maternity is included in these calculations. We have previously discussed the terminal maternity liability with members of your staff. Our discussion centered on the fact that the specifications for a contract beginning July 1, 1975, did not include a request that we provide this benefit. Through oversight and due to the prior contract issued by this Corporation, we inadvertently included this benefit in your current contract effective July 1, 1975. Elimination of this item from the contract would allow the State to reduce the active employees rate increase beginning July 1, 1976, by 8.8%. If the State should desire to eliminate this liability, we will be glad to recompute the rates for the renewal.

We have not increased the rates on Plan "C" due to lack of experience for the period beginning October 1, 1975, when the benefit was first written.

Sincerely,

Joseph F. Sullivan

Joseph F. Sullivan, President

JFS:snl/7

COMPUTATION OF RENEWAL RATING

STATE OF SOUTH CAROLINA

CONTRACT YEAR 7/1/76 - 6/30/77

CONTENTS


| | |
|---|---|
| Exhibit I | Computation of Renewal Rating - Active Employees |
| Exhibit II | Basis of Computation |
| Exhibit III | July 1, 1976 Renewal Rates - Active Employees |
| Exhibit IV | Computation of Renewal Rating - Retired Employees |
| Exhibit V | July 1, 1976 Renewal Rates - Retired Employees |


3/29/76

Exhibit I

COMPUTATION OF RENEWAL RATING
STATE OF SOUTH CAROLINA - ACTIVE EMPLOYEES
CONTRACT YEAR 7/1/76 - 6/30/77

| | | |
|---|---|---|
| Premium Income at Present Rates | $25,079,508 | |
| Estimated Claims Expense | 31,996,296 | |
| Administration | 1,998,918 | |
| Gain or (Loss) at Present Rates | ($ 8,915,706) | 35.6% |
| Terminal Maternity Reserve* | 2,229,236 | |
| Net (Loss) Without Rate Increase | ($11,144,942) | 44.4% |
| Additional Income Needed | $11,144,942 | |
| Gain or (Loss) for Contract Year | $ -0- | |
| Over-all Rate Increase Needed | 44.4% | |

*If the Terminal Maternity Benefit is eliminated from the Contract, this expense can be removed from this report and from the resultant renewal rates calculated.

3/29/76

# BASIS OF COMPUTATION

Income - Actual Income for period 2/1/75 through 1/31/76 adjusted to annualize the rates in effect since 7/1/75.

Estimated Claims Expense - Claims incurred and paid for the period 2/1/75 through 1/31/76, plus estimated incurred but not paid for the same period, were projected through 6/30/76 and then cost trended for the Contract Year 7/1/76 through 6/30/77.

Administration - Computed to be 5.88% of Premium Income based on new rates in effect 7/1/76.

Terminal Maternity (Active Employees Only) - Estimated liability as of 6/30/77.

3/29/76

Exhibit III

STATE OF SOUTH CAROLINA

ACTIVE EMPLOYEES

July 1, 1976 Renewal Rates

| Plan A | Present Rates | New Rates |
|---|---|---|
| Employee | $13.58 | $19.60 |
| Employee + Spouse with Maternity | 27.00 | 38.98 |
| Employee + Child(ren) no Maternity | 19.58 | 28.28 |
| Full Family with Maternity | 33.00 | 47.66 |
| Employee + Spouse (State Employees) | 28.62 | 41.32 |
| Full Family (State Employees) | 34.62 | 50.00 |

| Plan B | | |
|---|---|---|
| Employee | $14.58 | $21.06 |
| Employee + Spouse with Maternity | 29.78 | 43.00 |
| Employee + Child(ren) no Maternity | 21.30 | 30.76 |
| Full Family with Maternity | 37.22 | 53.74 |
| Single with Maternity | 16.34 | 23.60 |
| Employee + Child(ren) with Maternity | 23.06 | 33.30 |

| Plan C | | |
|---|---|---|
| Employee no Maternity | $13.58 | $13.58 |
| Full Family | 33.00 | 33.00 |
| Employee + Spouse with Maternity | 27.00 | 27.00 |
| Employee + Child(ren) no Maternity | 19.58 | 19.58 |
| Employee + Spouse (State Employees) | 28.62 | 28.62 |
| Full Family (State Employees) | 34.62 | 34.62 |

3/29/76

COMPUTATION OF RENEWAL RATING
STATE OF SOUTH CAROLINA - RETIRED EMPLOYEES
CONTRACT YEAR 7/1/76 - 6/30/77

| | | |
|---|---|---|
| Premium Income at Present Rates | $1,228,281 | |
| Estimated Claims Expense | 1,630,325 | |
| Administration | 101,852 | |
| Gain or (Loss) at Present Rates | ($ 503,896) | 41.0% |
| Additional Income Needed | $ 503,896 | |
| Gain or (Loss) for Contract Year | $ -0- | |
| Over-all Rate Increase Needed | 41.0% | |

3/29/76

STATE OF SOUTH CAROLINA

RETIRED EMPLOYEES

July 1, 1976 Renewal Rates

| | Present Rates | New Rates |
|---|---|---|
| Employee | $11.28 | $15.90 |
| Spouse | 11.28 | 15.90 |
| Child(ren) | 5.12 | 7.22 |

With Optional Extended Benefit

| | | |
|---|---|---|
| Employee | $13.08 | $18.44 |
| Spouse | 13.08 | 18.44 |
| Child(ren) | 6.00 | 8.46 |

3/29/76

EXHIBIT II
May 6, 1976

State of South Carolina
BUDGET AND CONTROL BOARD
PERSONNEL DIVISION
1205 Pendleton Street
Columbia, South Carolina 29201

Jack S. Mullins, Ph.D.
Director

April 27, 1976

803-758-3334

TO: MEMBERS OF THE STATE BUDGET AND CONTROL BOARD

The State Employee Grievance Committee held hearings on March 4, 16, 17, and April 8 and 9, 1976, on the appeal of Mr. R. H. Bucknell, Jr., against the Department of Social Services for "retraction of all allegations, reinstatement of previous position with all back pay and benefits retroactive, dismissal of those who conspired against me and my subordinate employees - mainly Mr. Frank Potts, Mr. Sam Griswold, Mr. Harrison Rearden, and that those who had knowledge of this or aided or abetted the practice be fully admonished, and that management guarantee a work environment for all employees free of harassment and intimidation." The State Grievance Committee met on April 20, 1976, and rendered its decision, a copy of which is attached.

Enclosed, also, is a copy of the case records along with the decision at each level of appeal within the agency's grievance procedure.

The State Employee Grievance Committee hearing was recorded and can be transcribed for review by members of the Board should such be desired.

Under the Grievance Act, the Board has fifteen (15) days in which to render its decision dating from April 28, 1976.

It is the desire of the State Employee Grievance Committee that no indication of the Committee's action be made public or released to the parties until the Board has rendered its decision or elects to permit the Committee's decision to take effect after fifteen (15) days. Therefore, your confidence in the interim would be greatly appreciated.

I attended the hearings on March 4, 16, 17, and April 8 and 9, 1976. I will be happy to appear before the Board to answer any questions.

If we may be of further assistance prior to your meeting to deliberate your action, please let us know.

Sincerely,

Jack S. Mullins

Jack S. Mullins
Director

994

JSM:gm

Enclosures

State of South Carolina
BUDGET AND CONTROL BOARD
PERSONNEL DIVISION
1205 Pendleton Street
Columbia, South Carolina 29201

Jack S. Mullins, Ph.D.
Director

803-758-3334

TO: Budget and Control Board Members

FROM: Jack S. Mullins Jack S. Mullins

SUBJECT: Summary of facts and recommendation to the Budget and Control Board

DATE: April 27, 1976

Appeal of: R. H. Bucknell vs. Department of Social Services

The State Employee Grievance Committee convened on March 4, 1976, to hear the grievance of R. H. Bucknell vs. the Department of Social Services. In addition to the March 4th date, the Committee also heard the grievance on March 16, 17, 1976, and April 8, 9, 1976.

The hearing was recorded, and transcripts can be made available upon request of the Board. Mr. Anthony W. Mixon attended most of the hearing as my designee, and I attended portions when my time schedule allowed.

Mr. Bucknell was employed by the Department of Social Services as Director of Administrative Services on September 9, 1970. On October 10, 1975, Mr. Bucknell was advised that he was being reassigned to Administrative Support Services. Mr. Bucknell was dismissed on October 13, 1976, for insubordination, in that he was charged with having lied to the Commissioner and having improperly used agency personnel and resources. Specifically, Mr. Bucknell was accused of sending

correspondence and information to the County Welfare Directors with the following cover information attached:

A. "(1) The memo will get all Board Members names. (2) The letter will lull them to sleep. THEN - He will attempt to lull the legislature "TO CONTROL COUNTIES" WAKE UP!"

B. "FOR INFORMATION TO YOU, YOUR BOARD AND YOUR DELEGATION. IF THEY PULL THIS OFF...YOU HAVE HAD IT."

The data transmitted were policy and organizational materials.

The events leading up to the accusation and eventual dismissal are as follows:

1. The county directors received the information described above anonymously. The Director of the Darlington County Department notified his superior who in turn notified the Columbia Office.

2. The Commissioner assigned the agency counsel and Dr. Sam Griswold to investigate this matter as well as reported "leaks" of information concerning the agency's internal operations. A secretary in the department suggested that they look at the carbon ribbon on the various typewriters, since a legible imprint of what was typed would remain on them. This was done, and the carbon ribbon containing the information was found on a typewriter belonging to Mr. Bucknell's secretary.

3. Mr. Bucknell's secretary, Elease Crewell, was questioned and admitted typing the materials at Mr. Bucknell's direction. (This is on tape and was also testified to before the Committee.) Another secretary in Mr. Bucknell's office, Ms. Jonni Cooper, was questioned and admitted to photocopying and mailing the information at Mr. Bucknell's direction. (This is also on tape and was testified to before the Committee.)

4. Mr. Bucknell was confronted with the allegations by Dr. Ellis and denied that he had directed the secretaries to type and mail out the materials. Dr. Ellis advised Mr. Bucknell that there was sufficient proof to

substantiate that Mr. Bucknell had done so. Dr. Ellis asked Mr. Bucknell to resign. He refused, and Dr. Ellis fired him. The dismissal was for insubordination in the form of lying to the Commissioner, and improper use of agency personnel and equipment.

Mr. Bucknell called twenty-eight witnesses in presenting his case. The most significant witnesses were his secretaries who repeated that they had typed, duplicated and mailed the materials at Mr. Bucknell's direction. The other witnesses were used to attempt to substantiate a constitutional case of illegal interrogation of his secretaries, illegal search and seizure of his office, denial of due process, and violation of his rights under the Fifth Amendment of the U. S. Constitution.

The first witness in the agency's case was Mr. R. H. Bucknell. Under examination Mr. Bucknell denied that he had seen the mailed materials or that he had ordered them typed and mailed. However, he would not deny that the secretaries' testimonies were true. The agency brought out the fact that both the procedure under which Mr. Bucknell's grievance was heard in the agency and the code of conduct under which he was dismissed were developed by Mr. Bucknell, who was then challenging it. Other witnesses for the agency were Dr. Ellis, who testified to the dismissal interview and the events leading to it; the agency counsel, Mr. Frank Potts, who assisted in the investigation; and the Director of the Darlington County Welfare Department, who testified to receiving the materials in question.

The grievant summed up his case by charging the following:

1. He was denied due process.
2. The agency had illegally obtained evidence.
3. He was not advised of his rights under the Fifth Amendment.
4. He was fired without a suspension for investigation.
5. He was not given a pre-hearing prior to dismissal.
6. The agency "watered down" the grievance procedure.

7. The agency did not follow progressive discipline.

8. He requested re-instatement to his former position.

The agency's summation was the following:

1. The materials and letters were in fact received by the counties.

2. The carbon ribbons were found on Mr. Bucknell's secretary's typewriter.

3. Mrs. Crewell, Mr. Bucknell's secretary, stated on tape and under oath that she typed the materials under his direction.

4. Mr. Bucknell directed Ms. Cooper to photocopy and mail the materials.

5. Are the offenses grounds for action as stringent as dismissal? That's for the Committee to decide.

6. The searching of offices and the removal of the typewriter ribbons violated no one's rights since it was all state property.

7. The Fifth Amendment does not require the reading of rights in employee-employer relationships. The requirement is required for criminal offenses only.

8. Mr. Bucknell did in fact direct the typing and mailing of the materials, he did in fact lie to the Commissioner, and he did improperly use agency resources.

Based on the following reasons, I recommend that the Budget and Control Board accept the recommendation of the State Employee Grievance Committee to uphold the agency's dismissal of Mr. Bucknell:

1. Mr. Bucknell's secretaries testified both under oath before the State Grievance Committee and in taped agency interviews that they typed and mailed the materials to the counties at Mr. Bucknell's request.

2. Mr. Bucknell did not attempt to discredit his secretaries's testimonies, and he would not say, under direct examination, that their testimonies were untrue.

3. Based on testimony given at the hearing, Mr. Bucknell is guilty of

violating the agency code of conduct for both insubordination and misuse of agency personnel and equipment by directing the typing and mailing of materials and lying to the Commissioner regarding such.

4. After reviewing the agency's internal procedures and witnessing the grievant's treatment during the state level hearing, it is my opinion that he was given full due process.

5. Although not listed as a charge, information was brought out in the hearing that Mr. Bucknell violated agency policy by giving himself merit increments without the approval of his superiors.

6. The offices searched for the typewriter ribbons are all state property and do not fall under private property rights.

7. Advising of rights under the Fifth Amendment is indeed a guarantee for persons accused of criminal offenses and is not applicable in employee-employer relationships.

NOTICE TO BUDGET AND CONTROL BOARD OF GRIEVANCE COMMITTEE ACTION

GRIEVANCE HEARING

APPELLANT'S NAME: R. H. Bucknell, Jr.

JOB CLASSIFICATION: Chief, Administrative Services

AGENCY: Department of Social Services DATE: April 20, 1976

NATURE OF CASE: Termination of employment

FINDINGS AND RECOMMENDATIONS: (use additional pages if necessary.)

Based upon the evidence and testimony with specific reference to the two transcripts* of October 13, the State Employee Grievance Committee upholds Commissioner Ellis in the discharge of Mr. R. H. Bucknell, Jr. as expressed in Dr. Ellis' letter of October 14, 1975.

(Transcripts of Conversation, October 13, 1975, (Reardon, Potts, Griswold, Crewell, Cooper), and Transcript of Dismissal Interview, October 13, 1975, (Ellis, Bucknell, Potts, Floyd, Jackson).)

The Committee finds that Mr. Bucknell did not give any significant evidence to set aside the testimony given in the tapes; that Mr. Bucknell did not take the opportunity to resign; that overall Mr. Bucknell had proper hearings within the department even though some time limits were not adhered to; that the Commissioner

(continued on next page)

For the Committee Robert H. Stonebraker Date Apr. 21, 1976
COMMITTEE CHAIRMAN

---

ACTION BY BUDGET AND CONTROL BOARD

DECISION AND COMMENTS: (Use reverse side or additional pages if necessary.)

For the Board _____ Date _____
STATE PERSONNEL DIRECTOR

1000

FORM GC 106-Revised 1975

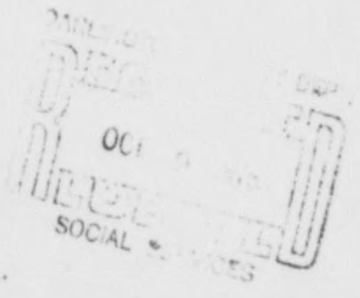
under the regulations of the Department had ample authority to take such action, especially for an employee who headed one of the major divisions of the agency; and that most of the many issues raised by Mr. Bucknell pertaining to due process and constitutional rights were not germane to the issues of his case.

EXH. I

Exhibit -

FOR INFORMATION TO YOU, YOUR BOARD AND YOUR DELEGATION.

IF THEY PULL THIS OFF---YOU HAVE HAD IT!



State vs County Administration

Currently the Department of Social Services is structurally a county-administered, State-supervised system. The county DSS offices are relatively autonomous units and are not directly answerable to the State Department. County Boards hire and fire the county director and establish county operating policy.

Were I asked to identify the single aspect of Departmental structure which most inhibits effective administration of Departmental programs, it would have to be the lack of control the State Department has over the county departments.

This lack of control expresses itself in terms of:

1. Inconsistent application of State-wide policy;
2. Use of unauthorized forms and methods of record keeping;
3. Incomplete or modified implementation of State programs and requirements.

This situation results in significant difficulties in administration. It is extremely difficult to implement standard corrective action procedures to lower error rates in assistance payments; the recently publicized audit difficulties result from this lack of control; the State Department is unable to hold county departments responsible for their administration of the various programs; referral of suspected fraud cases for investigation is inhibited and delayed; and last, overall accountability in the administration and delivery of services is severely inhibited.

In the interest of good administration, I respectfully request that this Committee consider an amendment to the Welfare Act which would give the State Department direct authority over the county director and the county departments. This would serve to streamline the provision of services, insure accountability, and permit a uniform, timely, and controlled implementation of State policy.

Received in Court, Oct...
October 10. Brought
back to State ob...
October 10.

Exhibit 3

Exhibit -

(1) The Memo will get all Board Member names.

(2) The letter will lull them to sleep.

THEN-

He will attempt to lull the legislature

"TO CONTROL COUNTIES"

WAKE UP!

SOUTH CAROLINA DEPARTMENT OF SOCIAL SERVICES
POST OFFICE BOX 1520
COLUMBIA, SOUTH CAROLINA 29202

October 7, 1975

Memorandum No. 75 - 93

TO: DISTRICT DIRECTORS
COUNTY DIRECTORS

SUBJECT: County Boards of Social Services

When Act No. 237 of the 1975 Acts, Part II, Section 13, became effective on June 10, 1975, it provided for a total membership of seven members for each County Board of Social Services and also provided the Governor with the appointing authority for County Boards. We have been able to update our County Board membership in some instances but not in each county.

County Boards are a vital part of our total organization and we need a current list of all members. I am, therefore, asking that you furnish me your County Board's membership along with their addresses and expiration dates. I am also requesting that you furnish me with additions/deletions as they occur in the future.

I would like to call your attention to the importance of submitting to my office minutes of County Board meetings regularly. These minutes contain information which is very important to us in administering the program.

Thank you for your cooperation in this and in all matters.

Cordially yours,

R. Archie Ellis
Commissioner

RAE-h

As you may have noted in today's press, this department has recommended a wide ranging state of legislation for consideration by the General Assembly. The House Committee on Medical, Military, Public and Municipal Affairs seemed very receptive to this agency's many proposals regarding the efficient implementations of federal laws and the improved delivery of social services to the people of this State.

You are of course concerned with the potential effect these recommendations may have regarding the operations of your department. Both the recent HEW report prepared by Commissioner Carleson as well as the latest audit by the State Auditor strongly suggest that this Department inaugurate some rather substantial administrative changes. The State Social Services Board recently approved a reorganization of the State Department of Social Services to insure a more effective and efficient administration of the various programs for which we are responsible and to allow the State Department the ability to more appropriately assist and direct program administration at the service delivery level. Your aid and cooperation in this effort is essential if we hope to accomplish our objectives in meeting our obligations to our clients.

The trend of public welfare on the federal level is expressing itself more and more, through regulation and law in terms of program accountability. Such accountability is being expressed not only in fiscal terms but also in terms of program accomplishments and administration. New regulations and laws have clauses which levy heavy monitary penalties on states which fail to comply, sometimes in minute detail, in the uniform application of program regulations. The will require increased administrative responsibility and accountability throughout this Department from my office to the county worker in the field. This environment necessitates a very close working relationship between the county and the State since even one county's performance may have a detrimental effect upon the entire system. As a result, the General Assembly has been asked to clarify and more specifically delineate State and county roles

and functions. We solicit your support in this effort since the County Boards will always have an important and integral role in the provision of assistance and services to the people of our State.

For your information, I am attaching a copy of my brief remarks to the House committee. I would greatly appreciate any suggestions you might have on this and other areas where we might improve our ability to serve.

Cordially,

R. Archie Ellis

October 14, 1975

Mr. R. H. Bucknell
Route 2
Lake Murray
Columbia, South Carolina 29210

Dear Mr. Bucknell:

This is to confirm the conversation held in my office yesterday just before noon.

The termination of your employment from this agency was effective as of noon yesterday and two weeks salary, accrued leave, etc. will of course be provided you.

Following are two reasons for your termination, either one of which I consider warrant the action I have taken:

1. Lying to me about knowledge and action taken with respect to the performance of your job and tasks assigned subordinates under your control.

2. Improper use of agency personnel and resources in the furtherance of an act of insubordination that was intended to undermine the policies and programs of this agency as publically announced by me.

Refusing to cooperate crews to do what they did & [illegible] of greater [illegible]

1009

I regret having to take this action, however, your conduct as an employee left me with no alternative.

Sincerely,

R. Archie Ellis
Commissioner

RAE/la

bcc: Julian H. Gignilliat, Esquire
1202 Barringer Building
Columbia, S. C. 29201

I regret having to take this action, however, your conduct as an employee left me with no alternative.

Sincerely,

R. Archie Ellis
Commissioner

RAE/la

bcc: Julian H. Gignilliat, Esquire
1202 Barringer Building
Columbia, S. C. 29201

October 17, 1975

Mr. R. H. Bucknell
Route 2
Lake Murray
Columbia, South Carolina 29210

Dear Mr. Bucknell:

Please be advised that you have the right to appeal my decision to terminate your employment with this agency. Should you desire further information about your rights under the established appellate procedures, please contact Mr. Manny George at the above address or by phone at 758-2254.

Sincerely,

F. Archie Ellis
Commissioner

RAE/la

bcc: Julian H. Gignilliat, Esquire
1202 Barringer Building
Columbia, S. C. 29201

# EMPLOYEE GRIEVANCE APPLICATION FORM

(THIS FORM TO BE COMPLETED BY THE EMPLOYEE INITIATING THE APPEAL)

Employee's Name R. H. BUCKNELL JR.

1. Have you been a permanent employee for at least six (6) months? YES

2. Have you complied fully with the grievance policies and procedures within your agency? YES

3. Have you received a final decision from your agency? YES

(IF YOUR ANSWER IS "YES" TO THE THREE QUESTIONS ABOVE AND YOU WISH TO APPEAL THE DECISION OF YOUR AGENCY TO THE SOUTH CAROLINA STATE EMPLOYEE GRIEVANCE COMMITTEE, YOU MAY DO SO BY COMPLETING THIS FORM.)

APPELLANT'S NAME: R. H. BUCKNELL JR.

JOB CLASSIFICATION: FORMER - CHIEF, ADMINISTRATIVE S[illegible]

AGENCY: S. C. DEPARTMENT OF SOCIAL SER[illegible]

HOME ADDRESS: RT 7, LEXINGTON COLA S.C. 29[illegible]

TELEPHONE: 781-1360

## GRIEVANCE

STATEMENT OF FACTS INVOLVED:

(Be as specific as possible as to names, dates and location. Continue on additional page or pages if necessary.)

(1) FAILURE OF THE DEPT. OF SOCIAL SERVICES TO PROPERLY ADJUDICATE GRIEVANCE UNDER OFFICIAL GRIEVANCE PLAN WHICH AS APPROVED IS PART OF STATE LAW, (2) FAILURE OF DEPT OF SOCIAL SERVICES TO COMPLY WITH FEDERAL 1345 (DSS GRIEVANCE PLAN) (3) FAILURE OF DEPT TO SUBSTANTIATE CHARGES, ETC

RELIEF SOUGHT:

THAT RELIEF REQUESTED IN ORIGINAL GRIEVANCE LETTER, DTD OCT 20, 1975 ON FILE WITH THE S. C. DEPT OF SOCIAL SERVICES

Signature R. H. Bucknell (APPELLANT) Date Jan 3, 1976

Original (white) returned to State Personnel Division
Copy (blue) retained by Employee Complainant

1012

FORM GC 101—1M Sept—1971

C. C.

JAN 16

S. C. ST
PERSONNEL

January 14, 1976

Dr. Jack S. Mullins, Director
State Personnel Division
Suite 436, Edgar A. Brown
Office Building
1205 Pendleton
Columbia, S. C. 29201

Dear Dr. Mullins:

This will acknowledge receipt of Form GC 101 dated January 3, 1976, wherein I requested a hearing before the State Employee Grievance Committee.

As requested in your letter, I am delineating below the Statement of Facts Involved and the Relief which I am seeking:

1. The Statement of Facts Involved:

I allege that my termination of employment was an act of improper dismissal and that it has destroyed my career status and/or continuing employment with the State. (Reference Section 2 and Section 3 of State Act #1025, May 14, 1974.)

2. Relief Sought:

(1) Retraction of all allegations

(2) Reinstatement to my previous position with all back pay and benefits retroactive.

(3) (Dismissal) of those who conspired against me and my subordinate employees -- mainly Mr. Frank Potts, Mr. Sam Griswold, Mr. Harrison Rearden, and that those who had knowledge of this or aided or abetted the practice be fully admonished.

NOTE

(4) That management guarantee a work environment for all employees free of harassment and intimidation.

I will appreciate your expeditious handling of this matter. If I can provide additional information, please call on me.

Sincerely,

R. H. Buchanan, Jr.
Route 2
Lake Murray
Columbia, S. C. 29210

1013

Enclosure: Original Form GC 101

South Carolina
Department of Social S

January 29, 1976

Dr. Jack S. Mullins, Director
State Personnel Division
1205 Pendleton Street
Columbia, South Carolina 29201

Dear Dr. Mullins:

This is in response to your letter of January 20, regarding grievance appeal of Mr. R. H. Tucknell, Jr.

Enclosed as requested is summary of grievant's employment record, copies of performance appraisals, copy of findings and determination of each step of agency grievance procedures and other supporting documents.

Sincerely,

M. J. George
Personnel Director

MJG/gdp

Enclosures



P. O. Box 1520 / Columbia, South Carolina 29202 / (803) 758-3244

FORM —

## PERSONNEL SERVICE RECORD CARD

| FUND | PROGRAM | POSITION TITLE | ANNUAL SALARY | BI-WEEKLY SALARY | GR/ST | NATURE OF ACTION | EFFECTIVE DATE |
|---|---|---|---|---|---|---|---|
| 60 | ADMIN SERVICES | Director Administrative Services | 14,750 | 567.30 | 23 | Prov. | 9/27/71 |
| " | " | " " " | " | " | " | Perm. | 7/1/71 |
| " | " | " " " | 15,490 | 595.76 | " | Incr. | 3/12/73 |
| " | " | " " " | 16,265 | 625.57 | " | " | 3/25/72 |
| " | " | " " " | 16,855 | 648.26 | " | Gen. Inc. | 7/1/74 |
| " | " | " " " | 18,119 | 696.88 | " | Increments 7% | 7/1/73 |
| | | | (paid | retroactive | | 6/15/73-6/29/73 payroll) | |
| " | Admin Serv Prsnl | " " " | 19,222 | 739.30 | " | Gen. Inc. | 6/29/74 |
| " | " | " | 20,664 | 794.76 | " | Inc 7½% (retro 8/9/74 | 7/1/74 |
| " | " | " | 22,110 | 850.38 | 32 | Gen Inc | 6/28/75 |
| | (retro. on 8/9/74 payroll) | | | | | | |
| " | " | " | 22,963 | 883.19 | " | Gen. Inc. | 6/27/75 |
| " | " | " " " | 22,963 | 883.19 | " | Term; 39 days A.L. | 10/13/75 |

final pay 10/31-11/13 for 35½ days (given two weeks Notice With Pay) Terminated 10/23/75(cof) and given two weeks notice with pay through 10/27/75(bof); 3½ days annual leave used to authorize pay through 10/30/75. Paid 35½ days lump sum payment for balance of accrued annual leave on 10/31-11/13 payroll.

| MARITAL STATUS | SEX | SOCIAL SECURITY NUMBER | | | NAME AS SHOWN ON SOCIAL SECURITY CARD | ADDRESS |
|---|---|---|---|---|---|---|
| ☐S ☐D ☐M ☐WIDOWED | M | 000 118 | 00 12 | 0000 1434 | | |

| VETERANS STATUS | RACE W | RACE B | RACE O | LAST NAME | FIRST NAME | MIDDLE INITIAL | DATE OF BIRTH (MO/DAY/YEAR) | PLACE OF BIRTH | U.S. CITIZEN (IF BIRTH IN FOREIGN COUNTRY) |
|---|---|---|---|---|---|---|---|---|---|
| D | X | | | Bucknell, Jr., O. F. | | | 01 30 22 | | |

SOUTH CAROLINA

DEPARTMENT OF SOCIAL SERVICES

REPORT OF EMPLOYEE'S PERFORMANCE EVALUATION

Regular (X); Interim ( ); Probationary-1st ( ) 2nd ( ) 3rd ( )

Name (MR.) [redacted] R. H. Duckmall, Jr. Position Title Director, Administrative Services

Bureau of Finance and Management Services — DIVISION
Administrative Services — COUNTY
— UNIT
— DISTRICT OFFICE

Date assigned to present position 9-9-70 Employment date 9-9-70

As of _____ based on performance during period from 3-9-72 to 3-9-73

## GUIDELINES

*Section* I: PERFORMANCE EVALUATION CHARACTERISTICS

This section describes several job performance and personal characteristics. Rate the performance of this employee on those pertinent characteristics contained in this section for the period under review. Be objective and do not let your rating of one factor influence your rating of another. Each characteristic to be evaluated has five degrees or levels of achievement by which it may be measured. Each level is defined for your use with examples of performance which may be accepted as characteristic of that level. If the employee job performance or level of achievement generally corresponds to the example cited, check that particular box. You may, however, use your own words, which in your opinion, would better describe the employee's performance and insert them in the appropriate box or attach them on a separate page with proper reference.

The five rating levels to be used are defined as follows:

| ACHIEVEMENT LEVEL | EVALUATION SYMBOL | DEFINITION |
|---|---|---|
| Meritorious | ME | Highly superior performance; work is characterized by unusual accomplishments. Completely reliable. |
| Above Standard | (AS) | Better than normally acceptable performance; work frequently exceeds normal job requirements. |
| Satisfactory | S | Work is satisfactory and acceptable but seldom exceeds normal job requirements. |
| Marginal | M | Work is satisfactory in some respects but does not fully meet normal job requirements. Immediate improvements anticipated. |
| Unsatisfactory | U | Poor performance; work below job requirements. Improvement not anticipated. |

Evaluated by [signature] Date 5/28/73

Viewed by [signature] Date 5/29/73

Reviewed with employee _____ Date _____

(EMPLOYEE SIGNATURE)

1016

Section I-A

PERFORMANCE EVALUATION CHARACTERISTICS

| | Unsatisfactory | Marginal | |
|---|---|---|---|
| KNOWLEDGE OF WORK<br>The extent to which the employee has grasped all elements of the work assignment, the degree to which the required skills and procedures have been mastered. | Demonstrates little or no understanding of work assignment and/or seems unable to master the skills required. | Learns work assignment slowly. Requires much instruction and guidance. Attainment of required skills is marginal. Needs further training. | Has ... of the ... assig... |
| ORGANIZING and PLANNING<br>Effectiveness in systematically planning work assignments and achieving desired results with minimum waste or duplication of effort. | Unable to plan effectively or to complete tasks within reasonable periods of time. Needs detailed instructions. | Demonstrates only occasional capacity to organize and plan work assignments effectively. Frequently does things the hard way with waste of time and effort. | Gener... work c... need ... duplic... |
| RELATIONSHIP with CLIENTS<br>Extent to which employee establishes and demonstrates professional relationship with clients. | Often loses control and becomes authoritative without regard for client's feelings. | Sometimes shows lack of respect and imposes own values. Needs to be cautioned as to self control and awareness of others. | Shows ... respon... and ... client's ... control ... circums... |
| RELATIONSHIPS with OTHERS<br>The capacity with which the employee works in harmony with others and gains the respect, confidence, and cooperation of clients, other agencies, and outside public contacts. | Has poor relationships with others. Is sullen, argumentative, officious, belligerent, or completely withdrawn. Makes little or no effort to improve the person to person relationships. | Relationships with others are not as harmonious as they should be. Tends at times to exhibit impatience, unruliness, or tactlessness. Is occasionally the object of complaints so far as conduct is concerned. Needs counseling from time to time. | Usually ... ... and ... confid... |
| COOPERATION<br>The extent to which the employee cooperates with supervisors, associates, and others for whom work is performed. | For the most part is uncooperative and undependable. Resents suggestions from supervisor and refuses to assist others when requested. | May be cooperative with supervisor and helpful to others on occasion. In general however, prefers to be left alone. | Makes ... operative ... and to ... |
| QUALITY OF OUTPUT<br>Degree to which employee's output is thorough, accurate, and meets quality standards. | Work of poor quality. Must be checked constantly and often redone. | Quality of work below average. Only occasionally meets acceptable standards. | Quality ... Occasi... ... |
| PRODUCTIVITY<br>Measurement of the volume of work accomplished and rate of progress on assignments. | Very slow worker. Quantity of output is well below average of others in the same class. | Works slowly. Only occasionally achieves rate of production which is considered average. | ... |
| JUDGMENT<br>Extent to which the employee's actions and decisions are appropriate and are based upon sound reasoning and common sense. | Uses little reasoning or common sense in deciding course of action. Judgment cannot be relied upon. | Frequently makes decisions and takes action without good reason. Needs some prodding to verify facts, think things through, and consider consequences before making a decision or taking action. | ... |
| DEPENDABILITY<br>The extent to which the employee can be relied upon to meet work schedules and fulfill responsibilities and commitments. | Can seldom be relied upon to meet work schedules without constant surveillance. Tends to frequent tardiness and abuse of leave privileges. | Occasionally may be relied upon to complete work assignments within prescribed schedules. Needs frequent prodding. Occasionally is late in reporting to work or in keeping appointments. Requires more pushing than should be necessary. | ... |
| INITIATIVE<br>The determination and energy displayed in overcoming obstacles within the scope of the job, in finding solutions to problems and in keeping productively occupied. | Almost never initiates action on the job without specific instructions. Work effort stops when an obstacle is encountered until outside assistance is offered. | Occasionally takes initiative in the performance of assigned duties but leans heavily on others to find solutions to problems. | ... |

| ...tory | Above Standard | Meritorious | U | M | S | AS | ME |
|---|---|---|---|---|---|---|---|
| ...dge of duties ...satisfy require... ...ee of skill is ...respects. | Has thorough knowledge of all aspects of work assignment and performs with high degree of skill. | Exceptionally well informed. Knowledge and skill are superior and exceed position requirements. | | | | ✓ | ✓ |
| ...nd organizes ... achieves de... ...ly occasional | Consistently organizes and plans work well and achieves desired results with a high degree of efficiency. | Is outstanding in planning and organizing work which contributes to a superior level of achievement. | | | ✓ | | |
| ... professional ...its awareness ...of need for ...Is usually in ...under varying | Is very effective in person to person relationships. Is almost always in full control of himself even under the most trying circumstances. Displays tact, warmth, integrity and flexibility. Secures client involvement in working on his problems in his way. | Is exceptional in every way in respect to person to person relationships and in exhibiting professional competence. Consistently able to work with client in terms of his capacity and goals. | | | | ✓ | |
| ...well with fel... ...ts, and others ...pect and con... | Is very effective in person to person relationships. Is almost always in full control of himself even under the most trying circumstances. Displays tact, warmth, and integrity. Commands respect, confidence, and cooperation from all quarters. | Is exceptional in every way in respect to person to person relationships and is a very definite asset to the image of the office. | | | ✓ | | |
| ...ort to be co... ... instructions, ... as needed. | Can always be depended upon to cooperate fully and in good spirit. Is an excellent team worker. | Goes out of the way to make himself available whenever and wherever needed. Is a superior team worker who inspires loyalty and cooperativeness in others. | | | ✓ | | |
| ...s satisfactory. ...dard with only ...be redone. | Work is thorough, accurate, and generally above the quality requirements. | Is consistently thorough. Produces work of highest quality. Rarely makes mistakes. | | | | ✓ | |
| ...factory. Meets ... standards. | Fast worker. Rate of progress on assignments and volume of output is above average. | Exceptionally rapid worker. Volume of output is consistently well above the average of others in the same class. | | | | | |
| ...sonable deci... ...sions. In gen... ...sible. | Is perceptive and logical. Can be relied upon to secure and evaluate facts correctly and make decisions or take action with a minimum of error. | Actions and decisions reflect consistent logical thinking and exceptional reasoning. | | | ✓ | | |
| ...e and can be ...responsibili... ...es. Time and ...satisfactory. | Can always be depended upon to meet schedules and commitments. Makes special effort to be punctual and to complete assignments in advance of deadlines. | Extremely conscientious in meeting work schedules and in fulfilling responsibilities and commitments. Can always be depended upon regardless of circumstances. | | | ✓ | | |
| ...can be per... ...of duties ...efulness in ... | Displays considerable energy and makes ahead on own initiative to complete assignments. Demonstrates much resourcefulness and originality. | Consistently initiates action, finds solutions to problems, and keeps work moving. Is creative and innovative. | | | | ✓ | |

Section 1-B

## ADDITIONAL PERFORMANCE EVALUATION CHARACTERISTICS FOR MANAGEMENT AND/OR SUPERVISORY PERSONNEL

| | Unsatisfactory | Marginal | |
|---|---|---|---|
| MANAGEMENT OF TIME<br>Demonstrated performance in the ability to manage his (her) time and the time of his subordinates. | Shows little or no ability to make effective use of his (her) own time. Permits subordinates to waste time on unimportant matters. | Has difficulty in budgeting time properly. Judgement in establishing work priorities often is faulty, resulting in time being misspent both by the employee and his (her) subordinates. | Usually budgets time properly, establishes priorities in accordance with importance of duties. |
| MANAGEMENT OF PEOPLE<br>Demonstrated performance in assigning, controlling and developing subordinates, gaining their loyalty, respect, and support and in exercising supervision. | Shows little capacity to supervise subordinates. Has difficulty in securing or makes little effort to secure their support and respect. Lacking in ability to train or to counsel others. | Record of supervising, training, and counseling subordinates is spotty. Leadership qualities are below average. | Maintains employee morale, gains loyalty of subordinates, secures their support. |
| DELEGATION of AUTHORITY<br>Demonstrated performance in distributing work load and in delegating responsibility and authority for its accomplishment without loss of control. | Either displays a marked reluctance to delegate to subordinates, preferring to retain all authority and responsibility in his own hands, or delegates unwisely to the extent that he loses control. | Occasionally uses poor judgement in delegating authority and responsibility or in distributing work load among subordinates. | Generally delegates responsibility, distributes work load, coordinates activities, keeps informed of progress, maintains control. |
| ORIGINALITY IMAGINATION<br>Demonstrated performance in doing original thinking and exercising imagination in devising new or improved methods of work. | Displays little imagintion. Resists new ideas. Clings to obsolete methods or accepts a routine method as only procedure. | Only occasionally demonstrates originality or imagination. Looks to others for new ideas. Needs to be prodded. | Originates practical improvements in methods, techniques, work output, reducing costs, or increasing efficiency. |
| DECISION MAKING<br>Demonstrated performance in the capacity to make valid and timely decisions. | Is indecisive. Tends to vacillate or may jump to conclusions and make hasty and unfounded decisions. | Is slow in making decisions, which occasionally are faulty. Has tendency to be influenced by external pressures. Does not always have all of the facts properly assembled and evaluated prior to making decisions. Sometimes leans on others for assistance in the decision making process. | Exercises good judgement in making decisions. Occasionally may be hasty but generally bases decisions on sufficient facts. |

## OTHER PERFORMANCE EVALUATION CHARACTERISTICS

| | Unsatisfactory | Marginal | Satisfactory |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |

| ...tory | Above Standard | Meritorious | U | M | S | AS | ... |
|---|---|---|---|---|---|---|---|
| ...ctive use of ...'s evaluation ...s exerted over ...s of subordi- | Ability to make the best use of own time and of the time of subordinates is above average. Generally speaking, is well organized and maintains effective controls. | Demonstrates outstanding ability in managing of his (her) own time and the time of his (her) subordinates. | | | ✓ | | |
| ...ery supervisor- ...Does adequate ...al developing ...alls commands ...ppart. | Is very effective in managing and supervising. Is proficient in training and developing subordinates, recognizing their strengths and weaknesses and helping them to become more proficient. Makes effective use of skills and talents of subordinates. | Is an outstanding manager and supervisor. Demonstrates superior skill in training, developing, and utilizing subordinates to achieve the best results possible. | | | ✓ | | |
| ...s authority and ...ers wisely and ...ad among sub- ...way as to ac- ...tives. Instances ...dgment in as- ...ing are infre- | Demonstrates considerable skill in recognizing the capacities and limitations of subordinates in discharging responsibility and exercising authority. Knows when and to whom to delegate. Only rarely commits a misjudgment in this respect. | Demonstrates an unusual capacity to balance assignments, work loads, and delegations of authority among his subordinates and himself. Achieves the best possible results in accomplishing objectives without loss of control. | | | ✓ | | |
| ...ces new ideas ... willing to try ...dopt new tech- ... to increasing ...uality, reduc- ...ing overall ef- | Makes frequent contributions of ideas. Is imaginative and alert to try new methods. Possesses originality. | Is highly creative and imaginative. Makes significant contributions to the improvement of work processes and overall efficiency. | | | | ✓ | |
| ...nd valid. ...her slow ... at decisions, ... this area gen- ...able standards. | Demonstrates noticeable ability to arrive at timely decisions which are logical and well supported by fact or reason. Only occasionally are decisions overruled by higher authority. | Is unusually perceptive, clear thinking, and decisive. Makes rapid, sound decisions but is keen in sensing when caution may be well advised. Almost never are decisions seriously questioned or reversed. | | | | ✓ | |

...MED NECESSARY BY EVALUATOR AND/OR REVIEWER

| ...tory | Above Standard | Meritorious | U | M | S | AS | ... |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

*Section* II: RATING PERSON'S SUMMARY OF EMPLOYEE EVALUATION AND RECOMMENDATIONS

This section is to be used to record a narrative summary of your evaluation of the employee and to make specific recommendations for career progress as well as for salary increase, promotion, or other change. Be as specific as possible, objective and open-minded.

After all factors have been rated, determine your overall evaluation of the employee's performance for the period under review, recognizing that the relative importance or weight of the factors varies from position to position, and check the appropriate box in the summary appraisal.

1. Discuss employee's strengths and positive qualities: Very likable individual. Has knowledge of Federal State Personnel laws & rules to get Practical Knowledge of Personnel Administration.

2. Discuss employee's weaknesses and negative qualities: Due to inexperience at Cabinet Work he ranks a little below average but should benefit with experience.

3. To what extent has there been improvement in previously noted weak factors: Improving satisfactorily on this point.

4. What action is recommended to assist employee to improve his performance and potential? He is qualified for promotion to this office.

*5. Does employee appear content with his own progress in the work he is doing? Yes.

If answer is "no" what action is recommended to meet his needs? Duties to undertake with others.

*6. What is the employee's general attitude toward his evaluation? Good.

7. Recommendations for salary increase, promotion, or other changes:

___✓___ Recommended for annual salary increase. 7½% at appropriate time.

_____ Not recommended for annual salary increase.

_____ Recommended for merit salary increase.

_____ Recommend consideration for promotion when vacancy occurs.

_____ Performance unsatisfactory in present position. Recommend:

Transfer _____ Reason _____

Other _____ Reason _____

EVALUATION SUMMARY

Within the scope of his (her) present duties and responsibilities, indicate (circle) your overall evaluation of the performance of this employee. In doing this, bear in mind:

(a) The rating assigned on all individual factors in *Section* I. U M S (X) XS

(b) The differing importance of factors from position to position.

Employee's Comments: I appreciate this evaluation. It will be discussed and my office

10-21

DPW-432

# STATE DEPARTMENT OF PUBLIC WELFARE
COLUMBIA, S. C.

# REPORT OF EFFICIENCY RATING

REGULAR (X); INTERIM ( )
PROBATIONARY—1st ( ); 2d ( )

4/13/72
1 yr
S/

As of ..... based on performance during period from 3/9/71 to 9/30/71

Mr. R. H. Bucknell, Jr. (Name of employee) — Director, Administrative Services (Position)

Administrative Services (Division) — (County) — (Unit) — (District office)

| ON LINES BELOW MARK EMPLOYEE | | CHECK ONE |
|---|---|---|
| V if adequate<br>— if weak<br>+ if outstanding | 1. Underline the elements which are especially important in the position.<br>2. Rate only on elements pertinent to the position.<br>a. Do not rate on elements in italics except for employees in administrative, supervisory, or planning positions.<br>b. Rate administrative, supervisory, and planning employees on all elements pertinent to the position whether in italics or not.<br>3. Before rating, become thoroughly familiar with instructions in the rating manual. | Administrative, supervisory, or planning ..... ☑<br>All others ..... ☐ |

NA (1) Maintenance of equipment, tools, instruments.
NA (2) Mechanical skill.
V (3) Skill in the application of techniques and procedures.
V (4) Presentability of work (appropriateness of arrangement and appearance of work).
+ (5) Attention to broad phases of assignments.
V (6) Attention to pertinent detail.
V (7) Accuracy of operations.
V (8) Accuracy of final results.
+ (9) Accuracy of judgments or decisions.
+ (10) Effectiveness in presenting ideas or facts.
+ (11) Industry.
V (12) Rate of progress on or completion of assignments.
V (13) Amount of acceptable work produced.
V (14) Ability to organize his work.
V (15) Effectiveness in meeting and dealing with others.
+ (16) Cooperativeness.
V (17) Initiative.
+ (18) Resourcefulness.
+ (19) Dependability.
V (20) Physical fitness for the work.
+ (21) *Effectiveness in planning broad programs.*
V (22) *Effectiveness in adapting the work program to broader or related programs.*
+ (23) *Effectiveness in devising procedures.*
V (24) *Effectiveness in keeping up work and establishing standards of performance for subordinates.*
+ (25) *Effectiveness in directing, supervising, and checking the work of subordinates.*
+ (26) *Effectiveness in instructing, training, and developing subordinates in the work.*
V (27) *Effectiveness in promoting high working morale.*
V (28) *Effectiveness in determining space, personnel, and equipment needs.*
V (29) *Effectiveness in setting and obtaining adherence to time limits and deadlines.*
+ (30) *Ability to make decisions.*
+ (31) *Effectiveness in delegating clearly defined authority to act.*

STATE ANY OTHER ELEMENTS CONSIDERED

..... (A) .....
..... (B) .....
..... (C) .....

| STANDARD<br>Deviations must be explained on reverse side of this form | Adjective rating | Numerical rating |
|---|---|---|
| All underlined elements marked plus, and no element marked minus | Excellent | 1 |
| A majority of underlined elements marked plus, and no element marked minus | Very good | 2 or 3 |
| All underlined elements marked at least with a check, and minus marks fully compensated by plus marks, or a majority of underlined elements marked at least with a check, and minus marks on underlined elements over-compensated by plus marks on underlined elements | Good | 4, 5, or 6 |
| A majority of underlined elements marked at least with a check, and minus marks not fully compensated by plus marks | Fair | 7 or 8 |
| A majority of underlined elements marked minus | Unsatisfactory | 9 |

Adjective rating

Rater ..... VG .....

Reviewer VG

1022

On the whole, do you consider the conduct of this employee to be satisfactory? Yes ..... (See back of sheet)

Rated by ..... (Signature of rating officer) Deputy Director (Title) 4/13/72 (Date)

Reviewed by ..... (Signature of reviewing officer) State Director (Title) 4/17/72 (Date)

Rating approved by efficiency rating committee ..... Report to employee .....

DPW-432

STATE DEPARTMENT OF PUBLIC WELFARE
COLUMBIA, S. C.

# REPORT OF EFFICIENCY RATING

REGULAR ( ); INTERIM ( )
PROBATIONARY—1st (X); 2d ( )

As of 2/19/71 based on performance during period from 9/9/70 to 3/9/71

Mr. R. H. Bucknell, Jr. (Name of employee) — Director, Administrative Services (Position)

Admn. Services (Division) — (County) — (Unit) — (District office)

ON LINES BELOW MARK EMPLOYEE

V if adequate
— if weak
+ if outstanding

1. Underline the elements which are especially important in the position.
2. Rate only on elements pertinent to the position.
   a. Do not rate on elements in *italics* except for employees in administrative, supervisory, or planning positions.
   b. Rate administrative, supervisory, and planning employees on all elements pertinent to the position whether in *italics* or not.
3. Before rating, become thoroughly familiar with instructions in the rating manual.

CHECK ONE:

Administrative, supervisory, or planning ..... [X]
All others ..... [ ]

NA (1) Maintenance of equipment, tools, instruments.
NA (2) Mechanical skill.
V (3) Skill in the application of techniques and procedures.
V (4) Presentability of work (appropriateness of arrangement and appearance of work).
V (5) Attention to broad phases of assignments.
V (6) Attention to pertinent detail.
V (7) Accuracy of operations.
V (8) Accuracy of final results.
V (9) Accuracy of judgments or decisions.
+ (10) Effectiveness in presenting ideas or facts.
V (11) Industry.
V (12) Rate of progress on or completion of assignments.
V (13) Amount of acceptable work produced.
V (14) Ability to organize his work.
V (15) Effectiveness in meeting and dealing with others.
+ (16) Cooperativeness.
V (17) Initiative.
V (18) Resourcefulness.
+ (19) Dependability.
V (20) Physical fitness for the work.

V (21) *Effectiveness in planning broad programs.*
+ (22) *Effectiveness in dividing the work program to greater or lesser extents.*
V (23) *Effectiveness in securing procedures.*
+ (24) *Effectiveness in laying out work and establishing standards of performance for subordinates.*
+ (25) *Effectiveness in directing, assessing, and guiding the progress of the work.*
+ (26) *Effectiveness in motivating, training, and developing subordinates to do work.*
V (27) *Effectiveness in promoting high working morale.*
+ (28) *Effectiveness in determining space, personnel, and equipment needs.*
+ (29) *Effectiveness in getting and obtaining acceptance to time limits and deadlines.*
+ (30) *Ability to make decisions.*
+ (31) *Effectiveness in delegating clearly defined authority to act.*

STATE ANY OTHER ELEMENTS CONSIDERED

(A)
(B)
(C)

STANDARD
Deviations must be explained on reverse side of this form

| | Adjective rating | Numerical rating |
|---|---|---|
| All underlined elements marked plus, and no element marked minus | Excellent | 1 |
| A majority of underlined elements marked plus, and no element marked minus | Very good | 2 or 3 |
| All underlined elements marked at least with a check, and minus marks fully compensated by plus marks, or—a majority of underlined elements marked at least with a check, and minus marks on underlined elements over-compensated by plus marks on underlined elements | Good | 4, 5, or 6 |
| A majority of underlined elements marked at least with a check, and minus marks not fully compensated by plus marks | Fair | 7 or 8 |
| A majority of underlined elements marked minus | Unsatisfactory | 0 |

Adjective rating

Rater VO

Reviewer

On the whole, do you recommend the conduct of this employee to be satisfactory? Yes (See back)

Rated by [signature] (Signature of rating official) — State Director (Title) — 3/19/71 (Date)

Reviewed by (Signature of reviewing official) — (Title) — (Date)

Rating approved by efficiency rating committee (Date) — Report to employee (Adjective rating) (Date)

1023

Grievance File Index To Tabs

Tab A: Request for informal meeting with supervisor.

1. Supervisors response to letter.

Tab B: Grievance - Step I.

1. Part I - A Supervisor's report.
2. Part I - B Supervisor's worksheet - 1.
3. Part I - C Supervisor's worksheet - 2.
4. Part II Supervisor's report of decision.
5. Supervisor's cover letter to Part II.
6. Supervisor's letter of advice to E.R.S.

Tab C: Grievance - Step II.

1. Part III - Appeal to Step II.
2. Part IV - Recommendation of E.R.S.
3. Administrative officer's cover letter to Part IV.

Tab D: Grievance - Step III.

1. Part III - Appeal to Step III (by letter dated 12-4-75).
2. Letter of 12-5-75 from Philip C. Grose acknowledging request to move to Step III.
3. Memo of 12-9-75 from Philip G. Grose regarding appointment of State Office Grievance Committee.
4. Transcript of Hearing by Grievance Committee.
5. Part V - Recommendation of Grievance Committee.
6. Cover letter from Grievance Committee Chairman to the Administrative office.
7. Part VII - Decision of Commissioner.
8. Letter from Administrative Officer advising Mr. R. N. Bucknell of Grievance Committee's decision.

Tab E: Transcript of Conversation, October 13, 1975, with Administrative Support Services Staff.

Tab F: Transcript of Dismissal Interviews, October 13, 1975. 1025

Tab G: Personnel Actions Regarding Mr. R. N. Bucknell and Personnel Data from Personnel File.

October 21, 1975

Mr. Robert D. Floyd
Deputy Commissioner
Bureau of Support Services
S. C. Department of Social Services
P. O. Box 1520
Columbia, S. C. 29202

Dear Mr. Floyd:

This is to advise that under the provision of DSS Grievance Regulation 1300, which is part of State Law, I am formally initiating a grievance against you as my supervisor and the Department of Social Services for violating my Constitutional (Civil) rights, illegally gained information utilized in my termination, threatening me and others in an arbitrary and capricious manner, along with mismanagement and other various grievable items.

I am requesting an informal meeting with you at your earliest convenience and am further requesting that all replies in this grievance be made in writing.

Sincerely,

R. H. Bucknell
Route 2
Lake Murray
Columbia, S. C. 29210

1027

South Carolina
Department of Social Services

R. Archie Ellis
Commissioner

October 22, 1975

Mr. R. H. Bucknell
Route 2, Lake Murray
Columbia, South Carolina 29210

Dear Mr. Bucknell:

Thank you for your letter of October 21 requesting a meeting with me as your immediate supervisor concerning your grievance. This letter confirms our telephone conversation at 4:00 p.m. this afternoon concerning our appointment for 9:30 a.m., October 23.

I will be happy to work with you on this matter.

Sincerely yours,

Robert D. Floyd, ACSW
Deputy Commissioner
Bureau of Support Services

RDF/lb

# EMPLOYEE GRIEVANCE REPORT - PART I-A
## SUPERVISOR'S REPORT OF REQUEST FOR INFORMAL MEETING

INSTRUCTIONS

To be completed by the Supervisor at the time of the employee's request for a scheduled informal meeting.
Prepare 3 copies: Original - Supervisor; 1st copy - Grievant; 2nd copy - Employee Relations Specialist.

| EMPLOYEE'S NAME (Last, First, Middle Initial) | JOB TITLE |
|---|---|
| BUCKNELL, R. H. | Chief, Administrative Support Services Div. |
| ORGANIZATION | 09/09/75 — DATE OF EVENT 10/[illegible]/75 |
| Bureau of Support Services | AGENCY: S. C. Dept. of Social Services — PRESENT JOB Position at [illegible] of termination was Chief, Administrative Support Services Division |

1. DESCRIPTION OF COMPLAINT (If complaint was presented in writing, attach a copy)

On October 22, 1975, at 11:00 a.m., Mr. R. H. Bucknell personally appeared before me and presented to me an original copy of his complaint dated October 22, 1975 (copy attached).

2. CORRECTIVE ACTION OR PERSONAL RELIEF SOUGHT BY EMPLOYEE

Complaintant seeks relief from the alleged violation of his constitutional (civil) rights leading to his termination of employment.

1050

| 3. DATE AND TIME REQUEST PRESENTED | 4. DATE SCHEDULED FOR INFORMAL MEETING |
|---|---|
| October 22, 1975, at 11:00 a.m. | October 23, 1975, at 9:30 a.m. |
| DATE: October 23, 1975 | TITLE OF SUPERVISOR: Deputy Commissioner, Bureau of Support Services |
| | SUPERVISOR'S SIGNATURE: [signature] |

# EMPLOYEE GRIEVANCE REPORT - PART I-B
## SUPERVISOR'S WORKSHEET - 1

INSTRUCTIONS

To be completed by the Supervisor prior to the scheduled informal meeting.
Prepare 2 copies: Original - Employee Relations Specialist; Copy - Supervisor.

| EMPLOYEE'S NAME (Last, First, Middle Initial) | JOB TITLE | ORGANIZATION |
|---|---|---|
| BUCKNELL, R. H. | Chief, Administrative Support Services Division | Bureau of Support Services |

1. NAMES, TITLES, AND ORGANIZATIONS OF PERSONS TALKED TO OTHER THAN EMPLOYEE (Such as staff specialists, higher level supervisors, other involved employees, etc.)(Attach brief summary of what each had to say.):

Mr. Joel Lawson-Employee Relations Specialist. I only asked him to give me procedural advice in this matter, nothing else.

2. LIST AGENCY REGULATIONS INVOLVED:

Dept. of Social Services, S. C. Manual of Personnel Administration, Volume III, Chapter 13[illegible] gulation for Grievance and Appeal, dated July 1, 1974.

3. IN SIMILAR INCIDENTS, WHAT HAS BEEN THE PRACTICE IN YOUR ORGANIZATION?

To follow the procedure as established in DSS Manual of Personnel Administration, Volume [illegible] Chapter 1300.

4. DESCRIBE EMPLOYEE'S PAST RECORD IF IT IS A CONSIDERATION:

No consideration given to employee's record prior to the morning of October 13, 1975.

5. LIST CORRESPONDENCE, DOCUMENTS, FORMS, ETC., PERTINENT TO THE COMPLAINT (Attach copies of each):

Mr. R. H. Bucknell's letter of October 21, 1975.
Mr. Robert D. Floyd's letter of October 22, 1975.
Employee Grievance Report - Part 1-A

6. OTHER PERTINENT INFORMATION:

On the afternoon of October 10, 1975, Mr. R. H. Bucknell was orally assigned by the Commissioner to the Bureau of Support Services to serve in the position of Chief of Administrative Support Services Division. Mr. Bucknell was terminated from employment while serving in his capacity at 11:33 a.m. Monday, October 13, 1975.

1051

| DATE | TITLE OF SUPERVISOR | SUPERVISOR'S SIGNATURE |
|---|---|---|
| October 23,1975 | Deputy Commissioner | |

# EMPLOYEE GRIEVANCE REPORT - PART I-C
## SUPERVISOR'S WORKSHEET - 2

INSTRUCTIONS

To be completed after the informal meeting and prior to the Supervisor making a decision, as an aid in the decision-making process. Prepare 2 copies: Original - Employee Relations Specialist; Copy - Supervisor.

| EMPLOYEE'S NAME (Last, First, Middle Initial) | JOB TITLE | ORGANIZATION |
|---|---|---|
| BUCKNELL, R. H. | Chief, Administrative Support Services Division | Bureau of Support Services |

1. DATE OF INFORMAL MEETING: October 23, 1975, 9:30 a.m.

2. NAMES AND TITLES OF PERSONS PRESENT AT MEETING (Attach summary of what each had to say):

Mr. R. H. Bucknell and Mr. Robert D. Floyd

Mr. Bucknell presented an informal discussion concerning his grievance. Mr. Floyd's role was only a fact finding one.

3. DETAILED DESCRIPTION OF INCIDENT/PRACTICE (Location, time, date, persons involved) AND RESULTING GRIEVANCE (If presented in writing, attach signed copy):

After our informal discussion, it became apparent to me (Mr. Floyd) that this grievance is more indepth than I had anticipated or had knowledge of. Copy of original grievance letter is attached. From conversation, it appears that more evidence may be presented if this [illegible] continues.

4. CORRECTIVE ACTION OR PERSONAL RELIEF SOUGHT BY EMPLOYEE:

Mr. Bucknell reported to me during our informal discussion that he felt his civil rights had been violated without due process and that management deliberately violated good administrative practices by interrogating his subordinates to obtain certain information used in his termination. He is requesting a verified true copy of the tape transcript on 10/13/75 during the proceedings of his dismissal. He also alleges management [illegible] in the development of [illegible] used in his dismissal. [illegible] comments made during [illegible] lead me to believe that [illegible] grievable items may be [illegible] at a later date.

5. LIST ANY NEW FORMS OR DOCUMENTS PERTINENT TO THE GRIEVANCE (Attach copies of each):

NONE

6. NAMES AND TITLES OF PERSONS TALKED TO SINCE THE MEETING (Attach summary of what each had to say):

NONE

7. OTHER PERTINENT INFORMATION:

It is the feeling of this Supervisor that this case is much deeper in depth and [illegible] in scope than I realized or had any knowledge of.

1032

| DATE | TITLE of Supervisor | SUPERVISOR'S SIGNATURE |
|---|---|---|
| 10/23/75 | Deputy Commissioner, Bureau of Support Services | |

# EMPLOYEE GRIEVANCE REPORT - PART II
# SUPERVISOR'S REPORT OF DECISION

INSTRUCTIONS

To be completed by the Supervisor after relating his decision to the employee.
Prepare 2 Copies: Original - Employee Relations Specialist; Copy - Supervisor.

| EMPLOYEE'S NAME (Last, First, Middle Initial) | JOB TITLE | ORGANIZATION |
|---|---|---|
| BUCKNELL, R. H. | Chief, Administrative Support Services Division | Bureau of Support Services |

4. STATE DECISION:

It is the decision of this Supervisor that since I did not discharge the grievant, I am in no position to take corrective action in this case. After our informal discussion, it appears to me that the grievant's requests transcend my responsibility and authority since he was technically under my supervision for only three hours and three minutes prior to his dismissal On October 13, 1975. It has become apparent to me that most of the grounds used in this employee's termination took place prior to his being officially transferred to my Bureau on the evening of October 10, 1975, at 5:30 p.m. Since I have no knowledge of what transpired prior to his being transferred to my Bureau, I cannot adequately respond to his grievance.

| 2. DATE DECISION RELATED TO EMPLOYEE: | 3. WAS DECISION RELATED IN WRITING TO EMPLOYEE? (If so, attach a copy): |
|---|---|
| October 24, 1975 | Decision was related in writing (copy of letter attached). |

5. BRIEFLY DESCRIBE EMPLOYEE'S REACTION:

Since the grievant was not in my presence at the time he received my official letter of my decision, I have no way of knowing his reaction. It should be noted, however, that during my informal interview with him, he was a gentleman in all respects.

1033

| DATE | TITLE OF SUPERVISOR | SUPERVISOR'S SIGNATURE |
|---|---|---|
| October 24, 1975 | Deputy Commissioner, Bureau of Support Services | |

South Carolina Department of Social Services

P. Archie Ellis
Commissioner

October 24, 1975

Mr. R. H. Bucknell
Route 2, Lake Murray
Columbia, South Carolina 29210

Dear Mr. Bucknell:

This is in response to your informal grievance meeting which was held in my office on October 23, 1975, at 9:30 a.m. I do appreciate your promptness and forthright expressions concerning your grievance.

In light of the information you provided to me in writing supplemented by our conversation during your visit, I am of the opinion that corrective action on my part in connection with your grievance transcends my authority and responsibility. I do feel it is my duty and responsibility to point out to you that if you are not satisfied with my decision, you have the right and privilege to proceed to Section 1330.3, Step III, of the Grievance Procedure as outlined in the South Carolina D. S. S. Manual of Personnel Administration.

Should you decide to pursue this matter further, you should contact Mr. George Nichols, Director of District IV, who has been appointed by the Commissioner to serve as the official Employee Relations Specialist for your case.

In response to your request for a copy (transcript) of the proceedings which took place during the time of your termination, please be advised that presently this is still on tape and has not been transcribed.

I am enclosing four copies of Part III of the Employee's Grievance Report for your use. If I can be of further assistance to you in this matter, please contact me.

Sincerely yours,

Robert D. Loyd, ACSW
Deputy Commissioner
Bureau of Support Services

RDF/lb

Enclosures

1034

South Carolina
Department of Social Services

R. Archie Ellis
Commissioner

October 29, 1975

Mr. George S. Nichols, Jr., Director
District IV
Post Office Box 510
Florence, South Carolina 29501

Dear Mr. Nichols:

You are aware that Mr. R. H. Bucknell has placed a formal grievance against our Department concerning his recent dismissal. Mr. Bucknell personally delivered to me a letter dated October 21, 1975, requesting an informal grievance meeting. This was granted by me, and we met on October 23, 1975, at 9:30 a.m.

According to the DSS South Carolina Manual on Personnel Administration, Volume III, Chapter 1300, he and I have followed the appropriate procedure concerning his request.

Enclosed are copies of the Employee Grievance Report Part I-A with attachments, Part I-B with attachments, Part I-C with attachments, and a copy of Part II. Attached to Part II is a copy of my decision concerning Mr. Bucknell's grievance.

I am certain that Mr. Bucknell will be in contact with you concerning this matter.

Sincerely yours,

Robert D. Floyd, ACSW
Deputy Commissioner
Bureau of Support Services

RDF/lb

Enclosures

# EMPLOYEE GRIEVANCE REPORT - PART III
## APPEAL

INSTRUCTIONS

Continue items on additional sheets of plain white paper, when necessary. Key continued comments to Item Number to be continued.
Identify each additional sheet with employee's name - Last, First, and Middle Initial.
For STEP II: Prepare 3 copies: Original - Employee Relations Specialist; 1st copy - Supervisor; 2nd copy - Grievant.
For STEP III: Prepare 4 copies: Original - Employee Relations Specialist; 1st copy - Chief, Administrative Services Division; 2nd copy - Supervisor; 3rd copy - Grievant.

| EMPLOYEE'S NAME (Last, First, Middle Initial) | JOB TITLE |
|---|---|
| BUCKNELL, R.H. | Chief, Administrative Support Srvs Div. |
| ORGANIZATION: Bureau, Support Services | 02/09/20 [illegible] 10/1?/? |
| | AGENCY: S.C. Dept of Social Services |
| | [illegible] of termination Chief, Supt Supp Div |

1. GIVE FULL EXPLANATION OF GRIEVANCE:

1. Violation of my Civil Rights in that "due" process" was not afforded me. (14th Amendent U.S. Constitution)
2. That I was illegally termiated by an employee who was not my supervisor. (this is on tape)
3. Management deliberately violated accepted management principles by by-passing me as supervisor to interrogate forcibly subordinate employees
4. Management used intimadation, coercion, threats, and collusion to secure evidence that was illegally obtained and used.
5. Bribing employees to furnish evidence.
6. Management aided and abetted in a conspiracy to secure information from subordinates in an attempt to defame.
7. Retribution taken against me for assisting fellow employee in processing a Grievance (Violation of State Act #1025 dated May 14, 1974)
8. Termination handled arbitrarily and capriciously by management in that I was subjected to undgnified treatment.

(Continued page #2)

2. DESCRIBE IN DETAIL THE CORRECTIVE ACTION OR PERSONAL RELIEF SOUGHT:

1. Retraction of all allegations.
2. Re-instatement to my previous position with all backpay and benefits retroactive.
3. Dismissal of those who conspired against me and my subordinate employees...mainly Mr Frank Potts, Mr Sam Griswold, Mr Harrison Reard

(Continued page [illegible])

3. STATE REASONS FOR REFERRING TO THE NEXT STEP:

Failure to obtain satisfaction in Step #1

(See letter Mr Floyd dated October 24, 1975)

| 4. I WISH TO PURSUE THE GRIEVANCE TO (Check appropriate Step indicated below): | 5. DATE: October 28, 1975 |
|---|---|
| [X] Step II [ ] Step III | b. [illegible] |
| DATE: | SIGNATURE: |
| TITLE: | |

(Paragraph #1 Continued

9.Denial of rights to contact elected Representatives of local, state and federal government
10.Denial of my rights to enter on State property and if I did so I was to report to Room #601 and be escorted by Mr R.Floyd(On tape of Oct 13,1975)
11.Action taken against me was taken due to Political Affiliation/ Opinion and is a violation of Agency Affirmative Action Policy. This is a discriminatory practice.

Paragraph #2 Continued

3 cont. and that those who had knowledge of this or aided and/or abetted the practice be fully admonished.

4.That management guarantee a WORK environment for all employees free of harrasment and intimadation.

MR GEORGE NICHOLS

RECEIVED
OCT 2 0 1975

# EMPLOYEE GRIEVANCE REPORT - PART IV
## RECOMMENDATION OF EMPLOYEE RELATIONS SPECIALIST

INSTRUCTIONS

Prepare 4 copies: Original - Grievant; 1st copy - Supervisor; 2nd copy - Chief, Administrative Services; 3rd copy - Employee Relations Specialist.

| GRIEVANT'S NAME (Last, First, Middle Initial) | JOB TITLE | ORGANIZATION |
|---|---|---|
| Bucknell, R.H. | Chief, Administrative Support Services Div. | S.C. Department of Social Services |

1. LIST ANY DOCUMENTS, FORMS, CORRESPONDENCE, ETC., PERTINENT TO THE CASE (Attach copies of each):
Letter Appointing ERS
Job Description-Director, Administrative Services
Position Questionnaire-Chief, Administrative Support Services Division
Personnel File
Personnel Record Card
Transcript of Dismissal Interview, October 13, 1975
Transcript of Conversation, October 13, 1975

2. DATE(S) OF MEETING(S) AND NAMES OF PERSONS PRESENT:

30 OCT 75 (Columbia)
Albert D. Kay
R. Archie Ellis
R.D. Floyd

30 OCT 75 (Telephone)
R.H. Bucknell

? OCT 75 (Lake Murray)
R.H. Bucknell

31 OCT 75 (Columbia)
R.D. Floyd
R. Archie Ellis
Frank Potts
Sam Griswald
Harrison Reardon

3 NOV 75 (Columbia)
H.F. Jackson
R.D. Floyd

4 NOV 75 (Telephone)
R.H. Bucknell

6 NOV 75 (Lake Murray)
R.H. Bucknell

7 NOV 75 (Columbia)
R. Archie Ellis

13 NOV 75 (Columbia)
A.D. Kay
M.J. George

17 NOV 75 (Columbia)
J.W. Lawson

19 NOV 75 (Columbia)
J.W. Lawson
M.J. George

3. RECOMMENDATION:

a. Advise Grievant by letter that the Commissioner has the proper authority in accordance with applicable laws and regulations to:
   (1) Direct employees of the Agency.
   (2) Maintain efficiency of operations entrusted to him.
   (3) To dismiss any employee for just cause.
   (4) Take whatever action may be necessary to carry out the mission of the Agency.

b. Advise Grievant of Commissioner's statement that Grievant was dismissed for just cause.

c. ERS recommends that a Committee outside of the Agency hear this case due to unusual circumstances involved should you elect to pursue this grievance. These are:
   (1) The Commissioner would be both a witness before a State Office Grievance Committee and also the approving authority of the results of such a hearing.
   (2) Most of the high ranking officers of the Agency are involved in some way.

d. Advise Grievant that the next step for him would be through the State Grievance Committee if he so chooses.

| DATE | TITLE | SIGNATURE |
|---|---|---|
| NOV 75 | EMPLOYEE RELATIONS SPECIALIST | George D. Richardson |

| DATE RECEIVED | GRIEVANT'S SIGNATURE |
|---|---|
| 26 NOV 75 6:30 pm | |

1059

South Carolina
Department of Social Services

R. Archie Ellis
Commissioner

November 26, 1975

Mr. R.H. Bucknell, Jr.
Route 2, Lake Murray
Columbia, South Carolina 29210

Dear Mr. Bucknell:

Enclosed please find Part IV, Grievance Form of the Department of Social Services Grievance Procedure. You will notice the recommendation of the Employee Relations Specialist.

I have discussed your grievance with the Employee Relations Specialist. In an attempt to be entirely fair, I urge you to accept the recommendations of the Employee Relations Specialist.

Please be advised that the Commissioner, South Carolina Department of Social Services, acted within the purview of his authority when he dismissed you for what he believed to be just cause. The Commissioner has the responsibility to maintain the efficient operations of the Agency and to determine methods, means and personnel by which such operations are to be conducted.

It is our intent to represent all parties fairly and equitably in grievance matters. In the event you wish to continue this grievance, the normal procedure would be to appear before a State DSS Grievance Committee; However, this is not a normal situation. In this case, the Commissioner would be both the Aggrieved and Approving Authority of such a committee. This would be an untenable position for both you and the Commissioner. If it is your desire, the Employee Relations Specialist recommends that a committee outside of DSS hear your case due to the unusual circumstances involved. If you choose to move on with the grievance procedure, whatever your election, please contact this office without delay.

Yours truly,

Philip G. Crone, Jr.
Administrative Officer

PGC/s

cc: C. S. Nichols, Jr.

1040

In place of Part III: Appeal (to step III)

December 4, 1975

Philip G. Grose, Jr.
Administrative Officer
S. C. Department of Social Services
P. O. Box 1520
Columbia, S. C. 29202

Dear Mr. Grose:

This will acknowledge your letter of November 26, 1975, relative to the recommendation of the Employee Relations Specialist and the decision rendered by your office.

Please be advised that this letter was delivered to me in person by Mr. George Nichols at 6:30 p.m. on the written date. At that time there was a short discussion with Mr. Nichols who was told to advise you that the recommendation and decision was not acceptable and that I wanted to continue to Step III of the Grievance Procedures. Since it was late and the next day being Thanksgiving, Mr. Nichols was requested to advise you on Friday and in no event later than December 1, 1975. This he informed me he would do.

In the absence of any word from him or your office, please be advised that this is my official notice to move to Step III of the Department Grievance System utilizing the Department Grievance Committee.

Your continued advising me of the status of this case is appreciated.

Sincerely,

R. H. Bucknell, Jr.
Route 2 Lake Murray
Columbia, S. C. 29210

cc: Mr. Robert D. Floyd
Mr. George S. Nichols, Jr.

CONFIDENTIAL

Mr. George S. Nichols, Jr.
Director, District IV
S. C. Department of Social Services
P. O. Box 510
Florence, S. C. 29501

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South Carolina
Department of Social Services

R. Archie Ellis
Commissioner

December 5, 1975

Mr. R. H. Bucknell, Jr.
Route 2 Lake Murray
Columbia, S. C. 29210

Dear Mr. Bucknell:

This will acknowledge your letter of December 4, 1975, relative to the recommendation of the Employee Relations Specialist.

Since it is your decision to move to Step III of the Department Grievance System utilizing the Department Grievance Committee, please be advised that a hearing has been scheduled for you on Tuesday, December 16, 1975, at 1:30 P. M. in Room 310, North Tower.

Sincerely,

Philip G. Grose, Jr.
Chief Deputy Commissioner

PGG:p

cc: Mr. R. D. Floyd
Mr. George S. Nichols, Jr.

South Carolina Department of Social Services

R. Archie Ellis
Commissioner

December 9, 1975

To: See Distribution

Subject: Appointment of Grievance Committee

Pursuant to authority contained in the Department of Social Services Regulation for Grievance and Appeal, Paragraph 1335 and 1335.1 (a), a State Office Grievance Committee is hereby appointed to review and hear the grievance submitted by Mr. R. H. Bucknell, Jr.

Committee membership is as follows:

Thomas K. Barnes, Jr., Director, District I, voting member
Furman V. Harvey, Food Stamp Supervisor, District V, voting member
Dianne D. Henderson, Public Assistance Division, voting member
Bennie L. Hilliard, Finance Division, voting member
Susan R. Durst, Bureau of Human Services, voting member
George S. Nichols, Jr., Employee Relations Specialist, (non-voting) member

The committee will convene on Tuesday, December 16, 1975, in Room 624 of North Tower, Columbia, South Carolina, according to the following schedule:

| Time | Purpose |
|---|---|
| 10:30 am | Orientation to Procedures |
| 1:30 pm | Hearing |

Instructions for the conduct of the hearing and committee responsibilities are enumerated in enclosure 1, beginning at paragraph 1335 and continuing through paragraph 1340.4.

The contents of grievance files are confidential and information therein released only on a need-to-know basis.

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Please arrange your schedule in order to participate in the committee hearing.

Sincerely,

Philip G. Grose, Jr.
Chief Deputy Commissioner

chh

Enclosure: Regulation for Grievance and Appeal, DSS

Distribution: Thomas K. Barnes, Jr.
Furman V. Harvey
Dianne D. Henderson
Donnie L. Hilliard
Susan N. Durst
George S. Nichols, Jr.

Transcript of Grievance Committee Hearing of December 16, 1975

Appeal of the Objection, Determination, and Methods Used Instituted by Mr. R. H. Bucknell, Jr. against South Carolina Department of Social Servi being held in Columbia, South Carolina this 16th day of December 1975. A record is being made of the hearing. Testimony of witnesses shall be under oath or affirmation. For the record, my name is Thomas K. Barnes, Jr. and other members of the Department's Employee Grievance Committee present are: Mr. Furman R. Haynes, Ms. Diane D. Henderson, Mr. Donnie L. Hillaird, Mrs. Susan M. Hurst, Mr. George S. Nichols, Jr. All parties involved are present, there are none absent to my knowledge and there are none that are excused. The Appellant is not accompanied by any agency employee.

Your attention is called to the fact that this hearing will be conducted as informally as is compatible with inequitable presentation of both sides of the case. I am the Chairman of the Committee and it is my duty to take whatever action is necessary to insure any equitable, orderly and expeditious hearing. We will not be bound by strict rules of evidence. In the event a member of this Committee objects to a decision to accept evidence, the majority vote of the Committee will govern. If either party of the case feels compelled to offer an objection, it will be noted in the record for subsequent consideration.

A file comprising of Appellant employment record with the Agency in records, and papers pertinent to this appeal has been furnished members of the Committee by the Employee Relations Specialist. This file is entered into the record as the Committee's Exhibit. Normally the Appellant will present his case first and if he so desires may make an opening statement before the presentation of the case or present any documentary evidence in support of his appeal. Thereafter the Appellant may call and examine witnesses in support of his case. After the Appellant has completed his presentation the aggrieved will present its case which may be preferrenced by any oral statement it may wish to make. Thereafter it may call and examine witnesses in support of its case. Each side will be given the opportunity at the appropriate time to ask questions of the witness. The chairman or any member of the Committee may direct questions to any party at any time during the proceedings. Before closing the hearing, the Chairman will allow both parties to present a brief summary or closing statement if they so desire. Rebuttal to the closing statements is not permissible. I wish to point out that only testimony in evidence pertinent to the grounds on which the appeal is based will be allowed. Testimony or evidence which is repetitive or cumulative in nature will not be permitted. Are there any questions by either party? Are all parties to the case to testify in this hearing present?

??: Asking me or . . .

Chairman: Asking both. You have anybody that's going to testify.

??: No.

Chairman: Witnesses are asked not to discuss this case either before or after testifying until they are excused. This is not intended to preclude either party to the case from entering into discussion without their respective witnesses. Witnesses are to remain available after testifying until they are excused by the Chairman or with the consent of both parties. After the opening statement, witnesses should remain in the hearing room except when called to testify. After hearing the appeal the Committee will report its findings and decision to the Administrative Officer as soon as possible and in no case let it in 10 days from return to the Grievance Committee. The Administrative Officer will expeditiously for-

case to the Commissioner. The Commissioner, after reviewing the case, will submit copies of the final decision as soon as possible but no later than five (5) days to the Administrative Officer, who will furnish the copies to the Employee and Chairman of the Grievance Committee. Copies of the proceedings will be distributed to the Appellant, the EES for Agency files, Grievance Committee Chairman , and the Commissioner. I'll now ask the Notary Public to administer an oath to all parties involved.

Notary Public: This oath will include all witnesses, the Appellant, the Aggrieved, and the Hearing Committee. Will everyone please stand. Please raise your right hand. Do you members of the Hearing Committee, the Appellant, the Aggrieved, the witnesses and all others participating in this hearing swear that you will tell the truth, the whole truth, so help you God?

All: We do.

Notary Public: Please be seated.

Chairman: We will now proceed with the hearing. The Appellant may begin.

R. Bucknell: I am Mr. R. H. Bucknell, Jr., formerally the Chief of Administrative Services for the Department of Social Services. (The series is listed in Step 2 of my Grievance that was filed on October 28, 1975.) To date, 56 days later contrary to the regulations in the State Law, none of the agreeable items have been answered nor has any explanation of such been given to which: 1. the violation of my civil rights that no due process was ever afforded me or . . . . .

2. that I was illegally terminated by an employee who was not my supervisor, this being recorded on tape, 3. management deliberately violating accepted management principles by bypassing me as a supervisor to interrogate forcibly subordinate employees, 4. management used intimidations, coercions, threats, and seclusion to secure evidence that was illegally obtained and used, 5. [illegible] employees to furnished evidence, 6. managment aided and abetted in a conspiracy to secure information from subordinates in an attempt to defame and cause [illegible] tion, 6, no 7. retribution taken against me for assisting fellow employees in processing a grievance, which was a violation of State Act 1025 dated May [illegible] 8. Termination was handled arbitrary and capriciously by management in that I was subjected to undignified treatment as a division chief, 9. the denial of my rights to contact elected representatives of local state and federal government. 10. denials of my rights to enter on to State property and if I did so, I must report to Room 607 and be escorted any where in this building by Mr. R. [illegible] that also is on tape, 11. action taken against me was due to political [illegible] of opinion and is a violation of the direct Affirmative Action Policy. I asked for correction action as follows:

Note →

1. A retraction of the allegations, which was a simple thing to do.

2. Reinstatement to my previous position with all back pay benefits which [illegible] retroactive.

2. 3. Dismissal of all thoses who conspired against me and my subordinate [illegible] mainly three unnamed individuals. And that those who had [illegible] or aided and abbetted the practice be fully admonished and

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4. That management guarantee a work environment for all employees which [illegible] free of harassment and intimidation. And I want you to [illegible] to the Relations Specialist and ask that he consider all these and that he [illegible]

and he ask Dr. Ellis to call me or allow me to talk to Dr. Ellis to see what we can do about correcting this. Is that correct?

??: That is correct.

Bucknell: And he could not see Dr. Ellis or did not feel fit to do this. And that is where we stand today. Now in return for this correction that I had asked for, I received a letter in the mail dated November 26, 1975.

> Dear Mr. Bucknell: Enclosed please find Part IV of the Grievance Form of the Department of Social Services Grievances Procedure. You will notice the recommendation of the Employee Relations Specialist. I have discussed your Grievance with the Employee Relations Specialistin an attempt to be entirely fair. I urge you accept the recommendation of the Employee Relations Specialist. Please be advised that the Commissioner of the South Carolina Department of Social Services acted within his purview of his authority when he dismissed you for what he believed to be just cause. The Commissioner has the responsibility to maintain the efficient operations of the Agency and to determine the methods, the means, and the personnel by which such operations are to be conducted. ((very familiar phrase; I think I wrote it.)) It is our intent to represent all parties fairly and equitably in grievance matters. In the event you wish to continue this grievance the normal procedure would be to appear before a State DSS grievance committee. However, this is not a normal situation. In this case the Commissioner would be both the aggrieved and the approving authority of such a committee. This would be an untenable position for both you and the Commissioner. If it is your desire the employee relations specialist recommends that a committee outside of DSS hear your case due to the unusual circumstances involved. If you choose to move on with the grievance procedure however, whatever (unintelligle), please contact this office without delay." Which I did, through Mr. Nichols which was the day before Thanksgiving. And I guess, in his consideration for me and my consideration for him, knowing he had to go quite time, I said,"If you are working Friday, please notify Mr. Grose that I will go to the next step. In any event, let's not go beyond Monday so that they can make plans for the thing, which I think happened."

Bucknell: Well, several days went by and I failed to hear from him. So I wrote the letter requesting that this.....As a matter of fact I went to Dec. 4 and I wrote Mr. Grose, "Please be advised that this letter was delivered to me by Mr. [illegible] at 6:30 at night..I appreciate it.. and that I told him what I wanted to [illegible] and in the absence of any word from your office, please be advised that this is my official notice, to move to the next step. And then, a day later, the acknowledgement of the letter saying that "since this is your decision, the hearing will be held in room 310, and then changed to this date by telephone conversation with Mr. Nichols.

Mr. Bucknell : All I had asked was for a simple hearing within house and yet I, it appears, seem to be the only one who have not voiced an opinion in this whole situation, neither verbally to any member or employee of the Department, nor to any of the press, where others have ... and I want to discuss this with the Commissioner to find out what the situation is, and yet this has not been granted me.

Mr. [illegible] : I now proceed [illegible]. In no event ... the fourteenth amendment to the Constitution is something that benefits all of us, and I hope we're all aware of what the situation was, because the gri

plan in this department on personal management program were developed - and I had a big hand in developing them - with a lot of background ability insuring that everybody had that fair right, and I quote it for you. It reads in Section I that "all persons born or naturalized, and so forth - - that no state shall make or enforce any law or action that shall abridge the privilege or the immunities of the citizenship, deprive any person without ... due process of law, or deny any person within the jurisdiction the equal protection of the law." Now this applies even more so directly in Grant-aided agencies like this one than it does in any other agency because of the acceptance of federal funds. And there again, that these would just about basically ...
In addition, the Handbook of Personnel Management written by Mr. George E. Nelsy (?) on page 215, states that the "protection of individuals necessarily include their rights to be free from molestation or threats while at work, on their way to and from and in their home, regardless (break in tape) for the individual rights is one of the greatest distinguishing forms of our government. Individual rights should be free from invasion by anyone, the personal rights of individuals and their protection should be the concern of government agencies against invasion from any source. Law is not the monopoly of any one person, section, group or class, and should be equally enforced with respect to all." I have been a proponent of that, and it feels that I'm coming out on the short stem of the stick by the Constitution of the United States. Now on page (56) of the Bureau of National Affairs, booklets called "Grievance Guides" is the following statement: " The general rule is that an employer may not discipline an employee for what he does. As one arbitrator explained, to do so would constitute an invasion of the employee's personal life by the employer and would place the employer in the position of sitting in judgment on neighborhood morals in matters which should be left to civil officers. Now it in my contention that disciplinary action taken in the name of the agency was unwarranted and unnecessary. On page 203 of the Handbook of Personnel Management by Mr. Nelsy, it goes on further to state that "discipline means bringing under control. It carries the implication that if certain things are not done in a specified manner, there will be some form of correction. It ... meaning also includes the administering of that correction. But, this is most important - the purpose of any correction should always be to impress upon the individual or individuals the necessity for doing things in a certain prescribed way and not to exact retribution or vengeance. Discipline, too, is part of the training process. Its purpose is to (unable to understand because of rustling of papers in microphone). arbitrarily and capricious... that there's no reason ... they just acted at their whim, and there are no facts behind action. By arbitrary and capricious, I mean that on October 13th, Dr. [illegible] interrogated me at length and ( ) manner. On page 4 of the Handbook of Personnel Management, Dr. Nelsy states "careful and thoughtful consideration should be given to the probable effects such rules, notices, and such practices will have on the feelings of all concerned, not individuals. Nothing should be done of any worker which will take away any of his feelings of pride and self-respect. There should be nothing which will prevent him from maintaining that sense of dignity which everyone so ardentally desires. Arbitrary orders without explanation, criticisms in front of others, rules or practices which seem to imply suspicions as to one's honesty; to be required to submit to the use of force or something from a person's self-respect and builds up a resentment against individuals in management.

Now, I can assure you that I have twenty pages here, all typed up and ready to roll, and I'm not doing that for many, many reasons. There are too many personalities involved here and I still intend to keep this within house, as far as you people want it to. This was all changed by a telephone call

Begin leave 8/22/1976





this morning about 9:05 from the employee relations specialist. Intimidation. Employers, unions, or employment agencies have the responsibility to maintain an environment free of harrassment, intimidation, insults, or ridicule. I propose that management has discriminated against me in that the established E&S grievance regulation has not been followed in my case. To wit: normally appointed E&S specialist was not used, and the substitute, Mr. George Nichols, was assigned at the request of the agency or the agrieved, and I was not even afforded to agree or disagree with the action. Now I have no qualms against Mr. Nichols... he and I happen to be rather close ... over the years we've come a hard way, such as I have with most of you people in here too ... some of the newer ones I do not know. But the question is, are we following the state law... are we following the guideline... are we following the things that some people seem to think they can change at the whim and the will of themselves. This is all we're asking here, and this is what this is all about.

Mr. Nichols was selected by management, in this case, Dr. Ellis, or Mr. Greene. This request by the aggrieved was acted upon by management. Since Mr. Nichols was selected by management, against whom I am in grievance, I believe it is a fair assumption on my part to feel that Mr. Nichols could not do an honest job. And some of the things he has said and done make me believe this. It has to be ... it's normal, and I appreciate that. Because I think at one time I was considered a rather expert in this field of employee relations.

Now the Bureau of National Affairs Weekly Leave (cannot understand) Report in May of 1975 states that the essence of discrimination is treating of one employee in a different manner than another would be treated. Also, on page 312 of the Handbook it states: "The worker has a right to a hearing with his interest protected by representatives of his own choice if he believes that he has been dealt with unfairly, and in any phase of his relationship with his employer. I charge that that was not considered at all. And to go back to the Constitution of the United States in Section I.. the Fourteenth Amendment to the Constitution, it says that every employee shall get due cause hearing, and I have yet to get this - not after the fact, before the fact, You don't shoot somebody and then try to revive them. You talk with them, you discuss it, and then you do something. None of this has been done.

Please note that in paragraph 3 of Memorandum Number 72-43, it is June 6 1975, subject Affirmative Action Policy, it states: "The Commissioner will assure that any complaints of discrimination are handled fairly and expeditiously without prejudice through the normal channels of handling grievances and appeals. And all of a sudden we change them. The Commissioner further states, "We therefore will continue to direct our employment and personnel practices toward insuring truly equal opportunities for everyone, and we intend that all practices relating to recruiting, hiring, training, compensations, promotions, treatment on the job, and all other personnel practices, will be free from discrimination."

I don't think I have told you people anything new, other than what's been given to you in the form of rules, guidelines, and memorandums.

The Bureau of National Affairs Weekly Labor Arbitration Report of May 1, page 3, it states: "The essence of discrimination is treating one employee in a different manner than any other employee would be treated." Now, this

management has been insensitive to my requests contained in memorandums, but they've totally ignored what I asked for - just a simple little hearing - and I get an answer back saying ... nothing. Now, if that's what management is all about, something has been radically wrong.

Now, I invite your attention to the personal relief sought in my expanded Part III that has been sent to you people. Now, the reason that I made these additions to that personal aggrievance was that management failed to appreciate the seriousness of the incident. And again I am saying, if somebody would ask a simple question when these things occur, that's all it would take to settle it. That's all we're talking about here, is the mechanics and the mechanisms by which things are accomplished. Management altered the established grievance procedure and injected persons not normally privileged to grievance information and relieved the normally appointed ERS, and the administrative officer failed to accept and act upon all aspects of my grievance, and engage in a game of semantics to (unintelligable) of my allegations by totally ignoring the fact that I had (unintelligable) a serious grievance against the Department. Now, I have followed these procedures explicitly throughout this entire experience. And I did this fully well knowing that an attorney was consulted by the Department who advised that I should continue in-house action, and even the Department advised against it. Now, this concludes my opening statement.

Mr. : Okay, we appreciate your opening statement, Mr. Bucknell, but could we get down to specifics as it relates to the eleven points in your grievance. I think what we need to be interested in here would be facts from you as relates to these eleven points.

Due to the fact that this case is going to litigation along with another case, I don't feel I can talk to you except for the things that I have given to you in factual documented form, that you have to this point.

Chairman: Well, we want to hear, you know, on these eleven points only.

Bucknell: Well, you have them right there, and I think they're all a matter of record within the agency of what has happened in those fourteen points, either on tape or by the people who participated and then can given them to you. But for me to go into this now would be a violation of what is going to happen in court. The same reason that Dr. Ellis can not participate.

Now, I would like to ask Dr. Ellis to step in, if he wants to.

Chairman: We were not aware that you wanted Dr. Ellis here, and to my knowledge I don't think Dr. Ellis is in town. Is this correct? You did not furnish us with a list of witnesses.

Bucknell: I wasn't even asked to until yesterday.

Chairman: Therefore, we were not prepared, we didn't know who to.. who to have available to you.

Bucknell: It is not important. It is not important. That is not a question of conflict. The question of my being here... and you do have the reason for it, and I think it's up to the Committee to do. What I have given you and what they have given you to participate in this dealings is that this

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point... as I say there are other legal actions going, and I just cannot ... I've been asked not to .. just like Dr. Ellis. Ellis comes down and says that I cannot comment due to the fact that the attorney general told him not to comment, and my attorney has told me not to comment, so I have not.

Chairman: Do you have any further comments to make?

Bucknell: Not at this point.

Chairman: Okay, at this time then the Committee would like to hear from the Agency. Mr. Lipscomb;

Mr. Lipscomb: Thank you, Mr. Chairman. I would to begin by saying that Dr. Ellis would be willing to testify and has so apprised me, and will be available for testimony on Thursday. In the event that you wish to recess the hearing and reconvene on Thursday. In terms of responding to the grievance which Mr. Bucknell has filed against the Agency, and the eleven points taken under consideration in this Part III, the Agency stands on its statement which the Commissioner made to Mr. Bucknell at the time that the termination took place. We concur totally in the recommendations that were made by the ERS after due research into the question, and have no additional information to present other than that that already been furnished to the Committee by the ERS.

Chairman: Mr. Bucknell, do you have any closing statements to make?

Bucknell: Yes, I have a closing statement. Mr. Chairman, I do not want to involve others in the agency, so I will continue with my closing statement first. Mr. Chairman and members of this committee, I realize that you have been subjected to a long dissertation here by me and others. All this conglomeration must be weighed to come up with a decision here. It is an awesome task, as your decision is going to effect the future of your fellow employees, and who knows, even you people. I never dreamed that I .. that because I assisted a young employee that I would be doing the same thing a few months later. All I ask is that you be objective and fair in your in your deliberation. Consider the facts that you have heard and honestly evaluate them, and I am sure that you will make a fair decision. Can you realize the impression this case is going to make on your fellow employees, other state agency employees, and the public at large? The state grievance law was implemented to give you, me, and others a fair and impartial hearing to ensure that underhanded tactics do not go on in grievance procedures, and I was the leader in that drive for a state grievance law. Do you know that this department has had approximately 25 grievances, and not one ... It is unbelievable ... not one has gone in favor of an employee. What a track record. Remember the following carefully: (1) The fourteenth amendment to the Constitution of the United States, Section 1, states: "due process is given before the fact, not after." You don't arbitrarily and capriciously terminate employment and then build up a case to protect the agency or any group. You should think about that. (2) (When individuals are terminated, they are not terminated by third parties.) It is the responsibility of the immediate supervisor. Think about that. Can you imagine in 1985 having your employees interrogated by others without your knowledge? This does not show good sense, not also good management practices. And then is all part of an investigation that's on file with the Attorney General's office. Consider it before you sign your name to any pieces of paper as part of this hearing. Can you realize employees under no being interrogated, taped, and told not to discuss it - one way or the other - nor to talk to no one about it

That's also on tape. Can you imagine supervisors bribing employees "Tell me this and you will not be fired... tell me that and I'll see that you're promoted." This is 1975. The things that we all fought for in this country don't appear to be true anymore. They go on right around us. Can you imagine other employees in the division being interrogated to find out about my personal life. And that's on tape, and people have made statements to this effect.. and I think you'll find that on file with one of the two investigations that this department purportedly had done. (Can you imagine employees being told not to ride to work with a supervisor in this day and age?) Can you believe this? Can you imagine assisting an employee with a grievance and being told by a staff member in the hallway: "This'll do you no good. This is going to be your downfall." Think about it... you're participating with me right now. Can you imagine being called in and accused of writing a report - a 30 page report - of which you didn't have the slightest bit of knowledge and saying so, and saying we'll look into it further and see if you're telling the truth, not knowing what the people were talking about. For example, can you imagine being called in by the Commissioner who said: "you were watched on such and such a date. Monday, what were you doing for 39 minutes with so and so. Tuesday, what were you doing for 17 minutes with so and so. Wednesday, what were doing for one hour with that person. Thursday, what were you doing for 42 minutes with that person. And on Friday, what were you doing with 56 minutes with that person." And I said, "I don't even know what the devil you're talking about." "I have a right to know because I run this place." And I said, "yes, you would have a right to know if I knew what you were talking about. I will check it out and tell you what it was all about." And did you know, that on that Monday was the day that I told somebody to represent me at a task ... excuse me... at a task force meeting. Because my finger was infected and I was in the doctor's office for two hours. And did you know that on Tuesday, I had to go back for that same period of 17 minutes in that doctor's office downtown where he cut my finger open again. And did you know on that Wednesday at 5:00 when I was accused of this there was a staff meeting in this department and I called Dr. Ellis' office and says, "I'll have to be excused. Mr. Joe Lowe will represent me because I've got to get to the doctor immediately." All the times these minutes ... I'm being accused. And I can't imagine somebody telling somebody where they were on these certain periods of time. I think that's one of the lowest forms of humiliation I've had to put up with. And the truth is, nobody knew what was going on for those periods of time. Can you imagine being told not to enter this building, unless you report to Mr. Lloyd's office and he will escort you throughout? The state building, paid with my taxes, your taxes... (an employee of this department, who doesn't know up from down) tells me that. Matter of record - two or three. This is what you're putting ... an area free from harassment, intimidation ... this is where you work.

Can you imagine an employee being questioned about my political affairs and say: "What does so and so promise you? And what does so and so promise?" This is on record, too. I don't believe these things are going on, but they're all a matter of official record. I believe without question that people can see that I have been treated differently. I ask you, members of this hearing committee, how you would feel, what would you do with such subversive methods, discrimination and threats, harrassments, and so forth. Isn't this a ridiculous environment in which you, as employees, must have to work? It's no thing to think about... unless you buy this stuff. Now, I is gaining a wild reputation as the worst place to work in the state govern I know it, and you know it, and not because of you people... because of the way things are being handled. Is there any doubt as to why this group

wife?

transit (?), ... they pick up on it. I have heard it said, and have read it that in the opinion of others, the agency needs some honesty. Just some plain honesty and some good management practices, and the problems are over with... and I have to agree with them. And when you vote your conscience in this hearing, I want you to remember one thing ... just the word honesty. I don't care about anything else. I can sleep with what you people do if you're honest with yourself. I have nothing to hide. No matter how some people may attempt to sway your vote, I want you to remember, it's your vote... make it an honest one. That's all I ask. It's regrettable that we cannot work in an environment free of harrassment and intimidation because of the paranoia that's swept through this place.

Honestly, don't you find this a bit irregular. We are all mature people. Isn't it time we shift this veil (?) of artificiality in the open about things and each other and judge us on our work and our abilities and not on what people want or want you to say or do. Amazing, isn't it? An agency of this type with the talent aboard... and I believe I had a big hand in putting much of this talent aboard and in the positions that they now occupy. I don't recall who said ... Booker T. Washington, or Carver... could've been General MacArthur for all I know... but there was a statement that was made, people should start remembering - those should not be free who are afraid to fight and die for what they believe is right. And I've done it all my life, and I don't intend to stop. I've done it for others, and I've done it for myself. But, remember that. If you believe it, fine. If you don't believe it, forget everything I've said. Even as late as ten minutes ago, before this hearing started, out in the hallway, I was told ... and this is amazing... now, I could care less ... someone else is supposed to be your board chairman today. I says, I don't even know who the board chairman is... although I did, but I fibbed... because he told me at 9:05.. I asked him. I said, by the way, who's on the board. But, I didn't think it was the person's information. But that person was told not to do it, because probably the decisions that would have to be made or changed would not be those types that those persons could make. Isn't it amazing that I've come here as a friend of the play. This is utterly ridiculous. I know I don't know how this (unintelligible), why it starts, or why it should be started. It just isn't right. Now, I've stated the corrective action that I am seeking. It's all written out there for you. They were all done honestly and the with the intent of keeping this and everything else in-house as far as I possibly can. It has not been, nor never will be my nature to go outside anything. And I think most of you here know me quite well.

Now, I asked the ERS to discuss this with Dr. Ellis and was told they were not relevant. And Dr. Ellis could not be touched or found and he couldn't be run down. I believe as a board you can see the direction this thing is taking.

Now, my grievance was filed on October 21st, and today's the 16th. Now, that's 56 days later. Now, that's contrary to all the rules and guidelines in the state law, and our plan is an approved plan as part, and became part of the state plan when we had it approved. If, for information you people don't it, it's (unintelligible) and the originals are downstairs as part of the law. So, they're breaking laws all the way down the line. I'm not fighting I'm just giving that to you for information. If you going do it, do it

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Now, I hope you vote only as your conscience dictates - independently and right ... just as though you were sitting in my place. That's all I'm ... think about it... do it honestly. You may be sitting on this side of the next week. Thank you very much.

Chairman: Thank you, Mr. Bucknell. Mr. Lipscomb, do you have any closing comments?

Mr. Lipscomb: Mr. Chairman, I would like about five minutes before I make my closing comments.

( ): Can I put this on a stop or a pause.

Chairman: Yes, go ahead. About five minutes.

(Recess) (No other recorded comments on Side 1 of tape)

Mr. Lipscomb: Thank you very much for the brief recess, Mr. Chairman. I was taking the time to refresh my memory with regard to some of the material which I understand the board has been furnished with. To wit: the transcript of the termination interview of Mr. Bucknell, and also other information. I think that ... of course, I was not at the session when it was held... but, it was my understanding that this is a true copy of the information that was discussed in that session. The ... Mr. Bucknell has brought to you the notion that it was an after-the-fact discussion. I think we can see in referring to pages 1 and 2 of this transcript, that Mr. Bucknell was brought in, in fact, to discuss this particular matter ... was brought up to him in very clear terms and he was shown copies of the actual material which he allegedly had sent out. So there was, in fact, a discussion of this matter with him prior to the time that he was terminated. With regard to the third party termination.. that is someone terminating Mr. Bucknell's employment other than his supervisor,.. I think that we would readily stipulate that the Commissioner terminated Mr. Bucknell, rather than Mr. Floyd, who was his official supervisor in the agency at this point in time.

Now, I would refer you to pages 4 and 5 again, in the transcript, and I quote the next to the last piece on the bottom of the page: "Ellis: (Well, I'm going to have to fire you and you will be given a documentation of it within the next 36 to 48 hours. On the basis that I spoke to you, and it is on the tape, for gross insubordination, for what I consider to be a sign (?) on the basis of irrefutable evidence that I have in my possession, in an effort to obstruct the smooth going - on-going of this agency." I don't think there is much question if you take that and the statement made by Ellis again at the top of Page 5: "We will be made available to you (pause). (Mr. Ellis mumbles into his telephone.) It would be smoother if you would resign, but if you won't I'm going to ask Mr. Floyd and Mr. Potts to go with you to the office to clean out your desk, please. I will give you two week's notice that will be given you in pay and you can collect your annual leave." I think it is clear that Ellis did terminate Mr. Bucknell in this matter, and it is my understanding this tape is available if the committee should desire to hear it.

Note

With regard to bribing employees, Mr. Bucknell may be aware of information which I do not have, but based on the information which I do have, I can see no indication that any employees were bribed. This simply does not come up in the material. The normal

The normal channels question, I would stipulate, is a situation where procedures that usually would have been followed were not followed. This is not a normal situation in that the IRS specialist was an employee of Mr. Bucknell and answered directly to him. The Commissioner was the approving official in this instance, which makes this an unusual circumstance as far as having the

on the outcome of this particular hearing. The situation was further clouded by the fact that Mr. Bucknell had been transferred from his position which he had held with the agency for some time, on the previous Friday prior to the time that this termination interview took place, and Mr. Floyd in his official records ... the informal hearing which was held between he and Mr. Bucknell indicates that he had only supervised Mr. Bucknell for some 3 hours and 3 minutes. The only persons really not directly involved in this situation were persons that were outside the purview of the particular bureaus that had been involved with Mr. Bucknell.

In an effort to try to be as unbiased as possible, and to ensure that it was an unbiased approach to this hearing today, Dr.Ellis appointed me as the representative of the agency because I had not been directly involved in any of these activities up to this point in time. The other information that Mr. Bucknell has alluded to in his concluding statement, I do not have any information upon which to make any assessment; therefore, will not respond to that. The agency will stipulate again that the hearing is being held later than it normally would have been. This is due to circumstances... the ERS person in this case did the best that he could under the constraints upon which he had to work, with a normal work load, etc., and brought the matter to this conclusion as rapidly as he could. I'll be glad to answer any questions by the board, but I think this concludes any official closing statement that I would have.

Chairman: Does any committee member have any questions of either party?

Hearing none then, I ask ... thank Mr. Bucknell for coming today and Mr. Lipscomb, and excuse them. Then ask the committee to remain.

(Unintelligible) call back?

Not if we excuse them. If you'd like either one of them to remain to call back for further questions, fine. But, other than that, they will be excused and we'll deliberate.

Mr. Lipscomb: Mr. Chairman, am I to understand that Mr. Bucknell does not want Dr. Ellis to appear as a witness.

Chairman: Do you want Mr. Bucknell to appear as a witness... I mean, Dr. Ellis?

Mr. Bucknell: Not at this time, no.

Chairman: Does any committee member want either party to remain available for questions later this afternoon?

Committee member (Hilliard ): Mr. Chairman.

Chairman: Yes sir.

Committee member: I just have one question that I would ask of Mr. Bucknell. In your opening statement, Mr. Bucknell, you said that you wouldn't -- were going to elaborate to any extent because of consequences in the future. closing statement. You have on our minds to consider the charges that you have here in voting, but in doing so, there is a big gap here for us to even vote

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each side ... and, is this hearing just a prelude to something else, or what?

Mr. Bucknell: Depending on what you people do, it could be, because the tape that he referred to on October 13, at 11:33 a.m. was after the fact, and the press had been led to believe that something had happened to me at 10:30 a... and the copy of the tape that you people are working from is already documented is a false tape that was handed to Mr. Nichols that was changed at the time he sent me a copy. So there's a lot of things could happen, depending on what people do. I'm keeping this in-house... this is what I'm saying. I want you people to keep it in-house... whatever you believe is what I think you should do. I know what position you're in ... I even believe that Mr. Lipscomb understands the position that they're in.

Committee member ( ): I can appreciate the position that I'm in. Personally, I can't speak for the board as a whole, but ...

The evidence that we have here is what we are to act upon, but we cannot go into the details because of something that's gonna happen in the future, as you said, then I would have to ask you this. Why are we gonna keep it in-house, and then we not gonna open inside the house.

Bucknell: You can open it up inside the house ...however, for the simple reason that I've just led you to believe, because I firmly believe in rules and regulations, closing statements are not to be argued. You close out, and that ends it. But when you ask me that question, I just gave you information that you should go back and look at that tape on October 13th, where I was present where they said certain things, and find out if that is a true tape that you're reading there. Because the tape that they gave me a copy of, they had to go back and check themselves, and somebody says, no, that is not so and so's voice... he did not say that. Now, that's documented already in another hearing. All I'm saying to you people here is - be careful. I think that's what I'm saying.

Committee Member: I have no further questions.

Chairman: Any other questions by any committee member? Mr. , any questions.

Committee member: No, thank you.

Chairman: Does any committee member want either party to remain for further questions this afternoon?

Committee member: ( ) If... I'd like to say if we're to make a decision based upon Mr. Bucknell's grievances and also his personal relief sought, then I think that I would have further questions to ask before I could even [illegible] kind of decision. I... from the information we've been given and the [illegible] questions on that information, I would like to hear your side of it... I would like to hear exactly what it is that's different (unintelligible) ... we're to make a decision based on information that you have that's different ... this information in this file.

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Mr. Bucknell: I do not want to put words into your mouth, but you have a decision to make here, ... now, whether you're going to vote for me or vote for them, or vote to go elsewhere is up to you. I cannot put words in your

mouths, is what I'm trying to say to you here. Because if I say anything here, I may be bringing you into something I don't want you into. or you may be doing something that would circumvent something else from happening. You have to make a decision on what you have, whether a ruling should be made here ...

Committee Member: So you're telling us that what we have is information that you agree with totally.

Bucknell: Absolutely not.

Committee Member: And you're not going to tell us anything different.

Bucknell: I cannot, because I'm gonna go elsewhere if I don't get what I want out of this place. I had asked for a hearing with the Commissioner to discuss this ...

Committee Member: Did you not ask for a hearing with this Committee?

Bucknell: Yes, I did... hoping that you people will get me there through him.

Committee Member: Then you don't want these things to pass ... uh ...

Bucknell: I didn't want that originally. That was the basis for a grievance for him to discuss with the Commissioner, and yet to this date, I have no answer to even what's there... is what I'm telling you. Nothing has been done. This is the first concrete step that this grievance has taken... right here... and I had to force it.

Chairman: Mr. Bucknell: I think what's concerning some of the committee members... if I'm hearing what you are saying correctly, and please correct me if I'm wrong here... you are not prepared to elaborate on any of these 11 points today, other than as they're outlined here. Is that correct?

Bucknell: I may be forced to elaborate at a later date, sir.

Chairman: Okay

Bucknell: Depending on what you people do.

Chairman: Yes sir. Any other questions by the committee?

Committee Member: We're not allowed to close ... to question his closing statement, is that correct?

Chairman: No, no rebuttals to closing statements. Once again, does any committee member want these two parties to remain available this afternoon for further questions.

Committee Member: I do.



Chairman: Okay, then, I would ask Mr. Bucknell please to be available this afternoon, and Mr. Lipscomb, would you available (unintelligible) please? We'll excuse y'all now, and ask the committee to remain to discuss what we've heard today. Thank you both for coming.

(  ): Mr. Barnes, are you going into deliberation now, because if you are, I can be excluded.

Chairman: Yes.

(  ): unintelligible.

End of recorded session.

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# EMPLOYEE GRIEVANCE REPORT - PART V
## RECOMMENDATION OF GRIEVANCE COMMITTEE

INSTRUCTIONS
...pare 2 copies: Original - Commissioner; Copy - Employee Relations Specialist

| ...LOYEE'S NAME (Last, First, Middle Initial) | JOB TITLE | ORGANIZATION |
|---|---|---|
| Bucknell, R. H. | Chief, Administrative Services | S.C. Department of Social Services |

... RECOMMENDATION:

It is the unanimous decision of the Department of Social Services State Grievance Committee that:

1. Mr. R. H. Bucknell, Jr. refused on 12-16-75 to give any details or specific information to support the eleven alleged statements in his grievance. Therefore, the committee does not have enough information on which to render a decision.

2. The Committee feels that both parties are in an untenable position by a State Department of Social Services Committee hearing this grievance.

It is the recommendation of this committee that the appellant pursue his grievance to the next step in the grievance procedure.

...LIST ANY DOCUMENTS, ITEMS, CORRESPONDENCE, ETC., PERTINENT TO THE CASE (Attach copies of each. Include transcript):

none- transcript attached

| ...DATE OF HEARING: | ...DATE SIGNED BY COMMITTEE: |
|---|---|
| December 16, 1975 | 12-16-75 |

1061

...SIGNATURES OF COMMITTEE:

[signature] [signature] [signature]

[signature] [signature]

51

E. Archie Hite
Commissioner

December 16, 1975

Mr. Philip C. Grone, Jr.
Administrative Office
S.C. Department of Social Services
P.O. Box 1520
Columbia, South Carolina 29202

Dear Mr. Grone:

The State Office Grievance Committee appointed by your memorandum dated December 9, 1975, met on December 16, 1975, and heard the grievance submitted by Mr. E. H. Bucknell, Jr.

Attached is part V of the grievance report which gives the decision of the committee.

For your convenience, attached is Employee Grievance Application Form, should the appellant desire to pursue his grievance.

Sincerely,

Thomas K. Fowles
Chairman

CC: Mr. George S. Nichols - EMS

TKB:djs

1062

# EMPLOYEE GRIEVANCE REPORT - PART VII

## DECISION OF COMMISSIONER

INSTRUCTIONS

Prepare 3 copies: Original - Grievant; 1st copy - Supervisor; 2nd copy - Employee Relations Specialist.

| EMPLOYEE'S NAME (Last, First, Middle Initial) | JOB TITLE | ORGANIZATION |
|---|---|---|
| Bucknell, R. H. | Chief, Administrative Support Services Division | Bureau of Support Services |

DECISION:

In accordance with the Department of Social Services Employee Grievance and Appeals Procedure, a committee was appointed to conduct a hearing concerning your grievance. The hearing in which you participated was conducted in Columbia, South Carolina on December 16, 1975.

I have carefully reviewed your grievance along with all related documents and the record of the committee hearing. After considering all the facts and the recommendation of the Grievance Committee, it is my decision to accept the conclusions and recommendations of the Grievance Committee. (See Part V).

The prerogative of appealing this decision to the State Grievance Committee rests with you. Should this be your desire you have my authorization to proceed according to the prescribed guidelines.

1063

| DATE | SIGNATURE OF COMMISSIONER: |
|---|---|
| 12/19/75 | R. Clarke Tice |
| | Richard Clarke Tice, Commissioner |
| DATE: | IF GRIEVANT'S SIGNATURE |
| | |

December 23, 1975

M. H. Buckmell, Jr.
Route 2, Lake Murray
Columbia, South Carolina 29210

Dear Mr. Buckmell:

The State Office Grievance Committee has rendered a decision relative to the hearing on your appeal held December 16, 1975. This decision has been appropriately reviewed and is being forwarded, along with all materials upon which the decision(s) relative to all proceedings have been based, for your consideration.

Should you desire to pursue your grievance to the next step in the grievance procedure we are attaching for your convenience a copy of the Employee Grievance Application form.

Sincerely,

Philip C. Cross, Jr.
Administrative Officer

cc: Mr. George S. Nichols, Jr. - ERS

PCC

Attachments

Transcript of Conversation, October 13, 1975

Present: Harrison Reorden
Frank Potts
Sam Griswold
Elease Crewell
Jonni Cooper (Entering Page 10)

Potts....Taped.

Potts... You know everybody here don't you?

Crewell....I don't think I know.

Potts....Sam Griswold.

Griswold....Sam Griswold.

Crewell....I've seen him.

Rearden....I'm probably the least known around this place.

Griswold....Do you have (sound of cigarette lighter).

Potts....We have a rather delicate matter we want to discuss with you today. I guess I should warn you at the outset that -- O.K. two things: If you do something for someone, knowing that what you did is wrong, illegal, or improper, you are equally liable as they are for what you've done. If you do something for someone upon their direction, not knowing, not aware that what was done is wrong, or improper, or illegal, you're not held liable for something like that. So, basically put, you might have done any number of things but as long as you didn't know what you were doing, or at least didn't know the extent of what you were doing, you cannot be held responsible for it. And one other thing. We're going to ask you some questions. If you fail to give full answers, complete answers, and correct answers truthful answers -- not correct insofar as what we want to hear, but truthful answers, you will be fired. As far as we're concerned, you will walk out of here and walk out the front door, and not to return.

If you answer our questions truthfully, if you knew what was going on, if you were not aware of the seriousness of what you were doing, then I don't think that any disciplinary action will be taken. If you were aware of the seriousness of what was going on, I'm inclined to believe, and I cannot speak for the commissioner, but I'm inclined to believe that you would not be terminated simply because you were truthful, which is the most important aspect. But that -- for not being truthful -- you would be fired. I lay it on to you -- you will be fired and terminated. Am I clear? Do you have any questions about what I'm telling you?

Crewell....Yeah. Well, who - who is to say if I am telling the truth -

1065

5c

Potts...Well, what it comes down to is .....

Crewell..(.It's whether I make you believe me or not.)

Potts....No. We have several items in our possession that will verify and corroborate whatever you tell us. But that doesn't matter. If we can prove that you were not being truthful, then you will be fired. Is that understood? In other words if we have sufficient proof to show that you were not being truthful, you will be fired.

Sam, why don't you get some of the material anyway. I think it's worthwhile -- so that she can understand what we're talking about.

Rearden....There are but two things at stake here really, and that's truthfulness, number one and justice, you know, number two. (And justice can only come by way of the truth.)

Potts....Now, tell me. Have you ever typed any personal material for either yourself or Mr. Bucknell?

Crewell....Yes, I have done some for me and some for Mr. Bucknell.

Potts....Would you care to tell me about it?

Crewell....I've done some.....

Potts....Say in the past week and a half, two weeks, three weeks.

Crewell....Oh, the past week and a half?

Potts....Or three weeks or four weeks or a month.

Crewell....I remember typing something on a piece of paper once. I can't say that was personal.

Potts....What would that be?

Crewell....To me it sounded like a joke, really.

Potts....Would you care to tell me about it?

Crewell....I can't remember the exact words. It was sort of a note saying for your information or something -- just to get -- just to keep you informed. I mean to let you be informed or something on that line.

1067

Griswold....Who told you to do this?

Crewell....Mr. Bucknell.

Potts....Would this--let me come down to it. "For information, To You, Your Board, and Your Delegation. If they pull this off, you have had it."

Crewell...(Yeah) no E

Potts....Is that what you typed? Please, we're taping you, if you would speak up and answer to us.

Crewell....Yeah.

Potts....Who told you to type that?

Crewell....Mr. Bucknell.

Potts....Was that sent to Robert Paisley of the Greenville News, Margaret O'Brien, Rob Hitt, Robert McAllister, Jim Sughrue, Henry Eason, Carroll Campbell.

Crewell...(Some) of the names I remember using.

Potts....Do you remember typing: "He was dying in the hospital. September 10, 1975? ? Ellis claimed no jobs to be eliminated, no one fired, no loss in pay. What does this look like?" Do you remember typing that?

Crewell....Yeah.

Potts....(Who told you to type that?)

Crewell....Mr. Bucknell.

Griswold....Could you speak up again? You said Mr. Bucknell--

Crewell....Yes.

Griswold....asked you to type that?

Potts..."It appears that this is more political collusion. [illegible] Classifi[illegible] say no jobs and no salaries allowed to be given withou[illegible] been officially first."

Crewell....Read that one again.

Potts....Here. Why don't you read it.

Potts....That, do you remember typing that?

Griswold....(inaudible.)

Rearden....I think you should read it for the record though.

Crewell...(It appears this is more political collusion. State Classification plan say no jobs and no salaries are allowed to be given without having approved officially first. Yeah.)

Potts....Who told you to type that?

Crewell....Mr. Bucknell.

Potts....O.K. (inaudible) Do you remember typing this? "The memo will get all board member names. The letter will lull them to sleep. THEN, we will attempt to lull the Legislature "TO CONTROL COUNTIES" WAKE UP!!! Would you like to look at that? Do you remember typing that--what I've just read?

Crewell....Yeah, I think that was on that paper. Uh-huh.

Potts....Who had you type that?

Crewell....Mr. Bucknell.

Potts....Now, do you remember who that was sent to? Any of these--this letter you've just seen? Can you specify--go down the list and tell us where it was sent.

Crewell...(Miss O'Shea)

Potts....Now if any of these names on that list are incorrect--you know that should not be there just go ahead. Just name the ones you remember being correct--that were being sent. For instance, do you remember those articles being sent to Carroll Campbell?

Crewell....Yeah.

Potts....Mr. Bucknell? Did he instruct you to send them to Carroll Campbell?

Crewell....Yeah--well, I'm taking for granted that these were sent to him. Now I typed these address labels. I didn't put anything in the envelopes.

Potts....I see.

Crewell....I typed these up, but I did not - I did not put anything in any envelopes.

Rearden....Yeah. At whose direction did you type the address labels?

Crewell....Mr. Bucknell's.

Rearden....O.K.

Potts....Did you, at any time, get any address labels to county directors or anything like that?

Crewell....Yeah. Well, we usually keep them, but we were out.

Rearden....Where did you.....

Griswold.....Where did you get them?

Crewell....From payroll. Because they always have some when we don't.

Potts....Who did you get them from in payroll?

Crewell....From Mary Hinton.

Potts....Now, did you ever type addresses to county directors within this past week, week and a half?

Crewell....Just the ones that weren't correct on the labels.

Potts....I see. How many mailings did you make to county directors?

Crewell....I prepared one list.

Rearden....Was that supposedly all encompassing, meaning all forty-six?

Crewell....I assume so.

Potts....Did you make any copies of any of the material you typed that we're discussing right now?

Crewell....No. I don't usually make copies.

Potts....Who would have done that?

Crewell....Possibly the other girl that works with me.

1070

Rearden....Who is she?

Crewell...Jonni Cooper

Potts....Why don't we get her up here Sam?

Griswold....O.K. Do you remember typing -- "you may have a big story c... your hands. What would you do if you didn't receive a check for thre...

Crewell....Yeah.

Griswold....Who asked you to type that?

Crewell....Mr. Bucknell.

Potts....Who was that sent to?

Crewell....Now I - I don't know who that went to.

Griswold....Have you ever sent things to Mr. Robert Paisley, the Greenville New...

Crewell....This stuff .... I typed the address. I took -- I assume that's what went in.

Potts....Tell me, have you ever sent things, or typed Carroll Campbell's address before, or sent things to Carroll Campbell?

Crewell....Back a while, yes.

Potts....What did you send Carroll Campbell at that time?

Crewell....I - I don't know because he'd have me type up an envelope - and for him...

Potts....How often did you do this?

Crewell....It wasn't often.

Potts....Have you ever received a phone call from Carroll Campbell's o...

Crewell....Not that I recall. Maybe back a long time ago, but .

Potts....By the way, we appreciate your freely discussing this with us a... know.

Crewell....Well, I don't have a choice.

1071

Potts....No, you don't but I'll be very honest -- not as far as being truthful with it. You're really honest though. I think this information will be useful to us. We're trying to find out where these things have been going outside of the agency. Why materials like this are being sent and who has been getting them and who is composing them too, I guess. And a number of items have come out of this agency that we're interested in. We're interested in knowing about them. Now within the past say four or five months, do you remember ever typing up addresses or sending and ... particular news people, board members, county directors, other than routine correspondence. Remember any correspondence that was not routine?

Crewell....Well, if it wasn't - I probably wouldn't known what it was because he just asked me to type up a label.

Potts....Did you ever type something or put anything together about the Pledge of Allegience, Dr. Ellis, or anything like that?

Crewell....No.

Griswold....You've indicated that some time ago you have sent some things to Carroll Campbell, or at least.....

Crewell....That I typed some labels.

Griswold....typed envelopes. Has that been going on for a while? Not often perhaps, but over a period of time?

Crewell....Well, it hadn't been that often. You know, maybe every once - I'd say maybe three or four times over a span of something like a couple of months.

Potts....Do you ... you don't do much copying for Mr. Bucknell I take it then.

Crewell....No.

Potts....O.K. Why don't we get -- what is her name, Jackie?

Crewell....Joani.

Potts....Why don't we get her up here.

Griswold....What's her name?

Potts....So that she can at least.....

Griswold....Jottie? Jottie.....

Crewe'l....Johnnie.

Griswold....Johnnie, Johnnie what?

Crewell....Cooper.

Griswold....Johnnie Cooper.

Potts....What's Manny George's number? Do you know?

Rearden....225.

Crewell....He doesn't have one. The phones ring in my office.

Potts....O.K. Well, what would that number be?

Crewell....2254. (Mr. Potts dialed number.)

Potts....It's busy. Is there another number down there?

Crewell....2489.

Potts....Were you aware at the time you were doing this that -- in other words. Let me understand you, did it appear to be a joke to you when you typed these things for Mr. Bucknell?

Crewell....Yeah, because I don't really know that much about what's going on.

Rearden....I recognize that you said at the outset that you thought you had typed some things that seemed to be a joke on there.

Potts....(Speaking on phone) Yeah, well O.K. I'll get her. No I'll get her. You hang on I'll get her.

Potts....She's been called to Bucknell's office.

Griswold....Yes.

Potts....Why don't you confirm what we've just done to make sure - to make sure it's understood.

Griswold....O.K. Let's try and go over it one more time. Now as a joke, or at least you thought it was a joke, you do remember typing, at the direction of Mr. Bucknell, "For your information, To You, Your Board, and You in delegation: If they pull this off, you've had it?"

1073

Crewell....Yes.

Griswold....You do remember typing, at the direction of Mr. Bucknell, "[illegible] dying in the hospital. September 10 1975? Ellis claimed no jobs [illegible] be eliminated, no one fired, and no loss of pay. What does this look like?"

Crewell....Yeah.

Griswold....At the direction of Mr. Bucknell you remember typing, "It appears this is more political collusion. State classifications plans say no salaries allowed to be given without having approved officially first?"

Crewell....Yes.

Griswold....You do remember typing, at the direction of Mr. Bucknell, "(1) the memo will get all board members, (2) the letter will lull them to sleep, then he will attempt to lull the Legislature to control counties. Wake up."

Crewell....Yes. Un-huh.

Griswold....O.K. You do remember typing a series of addresses to Robert Paisley of the Greenville News, Margaret O'Shea, Rob Bitt, Robert McAllister, Jim Sughrue, Henry Eason, and Carroll Campbell.

Crewell....Uh-huh.

Griswold....Could you.....

Crewell...I typed up one set. Yes.

Griswold....O.K. Do.....

Crewell....To those names.

Griswold....O.K. You do remember typing, "You may have a big story [illegible] hands. What would you do if you didn't receive a check for three months" at the direction of Mr. Bucknell?

Crewell....Yes.

Griswold....You have, on several occasions, for the past few months typed envelopes to Carroll Campbell at the direction of Mr. Bucknell?

Crewell....Yes.

Griswold....You did get a listing of the county directors on address labels, at the direction of Mr. Bucknell. from finance - Carrie Hinton

Crewell....Yeah.

Rearden....And what was the lady's name you got those labels from?

Griswold....You got the labels from whom in Finance?

Crewell....No Payroll.

Rearden....Payroll.

Griswold....Payroll. O.K. Payroll. Who was the lady you got those from?

Crewell....Mary Hinton.

Griswold....Mary Hinton. O.K.

Potts....This is being taped and as I explained to Elease, failure....we'll make it short, if you have any questions about what I'm talking about - failure to answer any questions regarding performance of your job - what was done in the agency while you're performing your job - you will be terminated immediately for it. Fired, if you fail to answer truthfully and completely. Do you know what I'm talking about?

Cooper....Uh-huh.

Potts....This is only regarding your job, and what was done while you were an employee at the Department. (Pause) Did you copy any materials at the direction of Mr. Bucknell? (Mr. Potts and Dr. Griswold discuss copy material) Would you get that so that she can take a look at it?

Potts....Life is interesting, isn't it?

Crewell....Depends on what you call interesting.

Griswold....O.K. You have in front of you copies of a blank sheet of paper. The only thing on it is, For your information, To you, Your friend, and Investigation: If they pull this off, you've had it. Do you remember copying this?

Cooper....Yes, I do.

Potts....Would you speak up please. We're taking this down on tape. We're trying ... Who instructed you to copy that?

1075

Cooper....Mr. Bucknell.

Potts....How many copies did he ask you to make of it?

Cooper....I don't even remember.

Potts....Do you remember approximately what day he asked you to copy this on?

Cooper....No, I sure don't.

Potts....Was it last week, the week before?

Cooper....Somewhere around there.

Potts....Did you - what did you do with it after you copied it?

Cooper....I gave it to him.

Potts....Do you have any rough idea if we're talking about, are we talking about twenty copies, are we talking forty copies, fifty copies ... sixty copies, hundred copies?

Cooper....I think it was sixty.

Griswold....Sixty copies.

Cooper....Uh-huh.

Griswold....Do you remember copying this attachment that was on it? State versus County Administration?

Cooper....I wouldn't have read anything that long. I just copy things.

Griswold....Here's a second sheet of paper. On it it has"(1) The memo will [illegible] all board members names. (2) The letter will lull them to sleep. The [illegible] will attempt to lull the Legislature to control counties. Wake up." Do you remember copying that?

Cooper....Yes, I do.

Griswold....Who directed you to copy it?

Cooper....Mr. Bucknell.

Griswold....How many copies did you make of that?

Cooper....About sixty.

Griswold....About sixty. Were these the attachments that were on it?

Cooper....I have no idea.

Griswold....O.K.

Potts....Did you do any mailings for Mr. Bucknell?

Cooper....I just mailed some envelopes to the counties.

Potts....To the counties. Were they typed addresses or were they stickers on them, or what?

Cooper....They were labels.

Potts....When did you do that?

Cooper....It's been in the last couple of weeks.

Potts....Do you know what was inside them?

Cooper....No.

Potts....You didn't do any folding or any inserting of any material inside these envelopes.

Cooper....No. I stapled some things together.

Potts....What was the cover part of it?

Cooper....These two.

Potts....These two things. You didn't fold them, you didn't put them in an... at all.

Cooper....Yeah, I folded them.

Potts....Did you put them in envelopes?

Cooper....Uh-huh.

Potts....What envelopes?

Cooper....Just plain white envelopes.

Potts....Did they have addresses on them?

Cooper....Uh-huh.

Potts....Who were those addressed to?

Cooper....The counties.

Potts....This is both of them?

Cooper....Uh-huh.

Potts....Were both addresses--did they have labels on them, or were any of the addresses typed?

Cooper....They were labels.

Potts....So let me go over this again. At Mr. Bucknell's direction, you copied both sets of materials referring to"(1) This memo will get all board members names"being the first sentence of that one, cover sheet. And this one"For Information, To You, Your Board, and Your Delegation." You copied the materials, stapled them together, folded them, inserted them in envelopes with address labels on them to county directors. Is that correct?

Cooper....Yes.

Potts....Plain white envelopes.

Cooper....Uh-huh.

Potts....What did you do with them then? Once you put them in the envelopes did you seal the envelope?

Cooper....Uh-huh.

Potts....Once the envelopes were sealed, what did you do with them then.

Cooper....Took them to the mailroom.

Criswold....Who did you give them to in the mailroom?

Cooper....Mr. Paulison.

Potts....Does Mr. Paulison know they were from Mr. Bucknell?

Cooper....Did he know they were for him?

Potts....From Mr. Bucknell for mailing?

Cooper....I'm sure he did. He knows I work for him.

Potts....Did you make any comments to Mr. Paulison at that time?

Cooper....No, I didn't.

Rearden....Did you physically carry them down there?

Cooper....Yes.

Rearden....You didn't leave them on the table, you handed them to him personally?

Cooper....I took them to him.

Griswold....Who told you to take them down there?

Cooper....Mr. Bucknell.

Potts....Was it a rather large stack when you came out with it. Mr. Paulison made no comment, just, he received them. Is that all? Did you hand them to him personally?

Cooper....Yes.

Griswold....Did you give him any instruction at all?

Cooper....No, I just gave them to him and told him--asked him to have them stamped.

Potts....What other materials within the past month and a half, other than normal business materials, that you would recognize as being a part of the Food Stamp Manual, for instance, have you copied for Mr. Bucknell?

Cooper....You want to know what I've copied for him?

Potts....Well, other than--

Griswold....Anything out of the ordinary, or that looked like this, or that was strange.

Cooper....Everything is ordinary to me. I don't go--he asked me to copy these, and I copies them. I don't take time to read them.

Griswold....O.K.

Potts....All right. Did he personally have you do all this with this mailing? Did he personally request you to make this mailing?

Cooper....Yes.

Potts....How did he say it? What did he say to you at the time? Do you remember off hand? Did he say have these copied, have these mailed?

Cooper....He just said run me sixty copies.

Potts....How about the putting them in the envelopes, and stapling them together? I mean, you know, just staple them, put them together, put them in the envelopes and mail them?

Cooper....Yeah. What else could he say?

Potts....Did he tell you not to talk to anyone about it?

Cooper....No sir.

Rearden....Let me ask--in addition to--

Crewell....Well, we don't know anything about--

Rearden....Read that list Sam. Do you have any recollection of mailings going to those--

Griswold....Do you all have any recollection of this or other mailings that Mr. Bucknell might have made to Robert Paisley of the Greenville News, Mr. Robert O'Shea of the Columbia Record--

Potts....You don't remember that at all?

Cooper.... _____ names. (Several speak at once.)

Griswold....You don't know any of these names? How about [illegible] Campbell

Cooper....Now, sometimes when Elease has been out--this has been mo... ago--I may have sent something to Mr. Campbell.

Potts....Do you remember sending things to Mr. Campbell at that time?

Cooper....About--I think only about once.

Potts....Do you remember what it was?

Cooper....No. It was when I first started working here.

Rearden....How long have you been here?

Cooper....Since January.

Potts....Now. I can change it a little bit. O.K. Did--I don't remember her name. This is the--Frances, Frances Haltiwanger. Do you know that she brought a letter to Mr. Bucknell that went out in one of the mailings? Are you familiar with the letter?

Cooper....No. Frances doesn't come up to Mr. Bucknell's office.

Rearden....Where does Frances work?

Crewell....In Personnel, but Manny doesn't allow them in his [Bucknell's] office.

Potts....Do we have any other questions you think we might need to--to elaborate on?

Griswold....I don't think so.

Potts....O.K. I will caution you now that this is not to be discussed with ... in this agency at all, or outside this agency. Now you work for Mr. ... You may consider this an instruction from the Commissioner, not to ... cuss this with anyone in this agency, and until you hear differently fr... you're not to do so. Now we really appreciate your coop...ation.

Crewell....Well now, like we're in the middle. Suppose Mr. Bucknell sa... going to fire us if we don't tell him.

Potts....Mr. Bucknell will not fire you.

Griswold....Mr. Bucknell will not have that authority.

Potts....That's right. Do not worry about that.

1061

Rearden....I want to give you an assurance on that too.

Potts....Don't worry about that--at all.

Griswold....If you'd rather not go down to Mr. Bucknell's office--

Potts....We can arrange for that too. Would you rather not do that, because you're obviously uptight, and you know, we don't want you to be freaked out on this thing.

Griswold....You've cooperated with us. You're in no danger.

Potts....No. You have no problems.

Crewell....I'd rather go home.

Potts....O.K.

Griswold....Let us get your phone number. Have you got a pencil.

Potts....Look, is there--Sam, O.K.

Crewell....I don't like doing things behind people's back.

Potts....I don't either. And you know what has happened?

Griswold....Mr. Bucknell has done many, many things behind people's back.

Potts....That is the problem. You know, I mean. You know--

Crewell....I don't know what he was doing, or what.

Potts....I know.

Griswold....We know.

Potts....That's all right. Don't worry about it.

Griswold....No problem.

Potts....Hey--

Griswold....You've got a job, you've got a position here. You were only carrying out the instructions of your boss.

Potts....That is what is indicated now.

Griswold....No problem.

Rearden....If you'll recall Frank's opening remarks, you know, your security is built in truthfulness.

Potts....That's right. As long as you are truthful.

Rearden....You have nothing to worry about.

Griswold....So--

Rearden....And if at this point you've still got an opportunity--if at this point you have erred in your testimony, you want to correct it, you know, you've got that chance. If this is the truth, leave it be.

Rearden....Your security lies in truthfulness at this moment.

Potts....That's all. You don't--

Crewell....Well, I have no reason to lie up here.

Griswold....That's good.

Potts....You know, it's just that--being very honest, as long as you're truthful, you have no problems.

Rearden.....That applies to both of you.

Griswold....Absolutely. So you have no reason--

Rearden....No sir.

Griswold....To be afraid. No reason to worry about your job, or anything.

Potts....You know, that is not--we are not after anyone. What we were after is finding out who sent this. Now if you had done this on your own and decided that you were going to play a little joke with every county director--these were county directors they were sent to--if you decided you were going to play a little joke on your own, I'm afraid you probably would have lost your job. As it is you have indicated you did this at someone else's instructions.

Crewell....Well, what is it anyway?

Griswold....Well, it must not seem significant to you.

Potts....You know, that's right. It must not be important to you.

Griswold....It's not.

Potts....So don't worry about it.

Crewell....Well, what harm could it do by the counties getting it?

Griswold....Well--

Potts....Well, that's not for us to go into. You know what I mean. Really. But you don't have to worry about it.

Griswold....That's right.

Potts....That's not a problem.

Griswold....Don't worry about it.

Potts....As long as you were not aware of what was going on, what was being done, then there is no problem. And you know, just being straight and truthful is all that is necessary. I mean, you know, we did not bring you in here threatening you, ask you anything. I told you that if you were not truthful, and you did not answer the questions, you could be terminated for that. Which is--that is it. You have no problems.

Griswold....Both of you.

Crewell....Certainly if you tell one untruth they can fire you.

Potts....Pardon?

Crewell....Dr. Ellis fires you if you tell one untruth.

Griswold....That's not true.

Potts....No. That's not true. But, you see your employer--

Griswold....Your employer has the right--

Potts....To question you.

Griswold....To know what you do--

Potts....What went on.

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Griswold....On your job.

Potts....And you're required--you know you have to answer the man truthfully. Otherwise, it would be worthless having him as an employer. Just, you know--

Cooper....Well, suppose he had told--if he had told us not to say anything about this, we were still supposed to say it?

Potts....Well, the Commissioner-you may assume that his [Bucknell's] order, not to say anything about this, had been overridden. You have no problem with that. You are not violating his order at this point. You know--(Pause)

Griswold....You just don't have anything to worry about.

Rearden....I don't know how much faith you have in what I've said, and how much credence you lend to it, but I continue to say your security lies in truthfulness. That's plain and simple. If you've told the truth you have nothing to worry about.

Griswold....When you've spoken to us you can consider yourself as having spoken at the order of the Commissioner.

Potts....Here.

Griswold....So, you're in no--as a matter of fact, you know, you're in a better shape than you were before. Because you have cooperated with us, you have assisted us and that's commendable. We appreciate it.

Potts....Can I ask you another question while we're at it? Did you ever type Mr. Bucknell's bills, personal statements, things like that?

Crewell....No.

Potts....O.K. You know, you want to go home today?

Crewell....Yes.

Potts....O.K. Can we get your phone number, please?

Crewell....353-2671. (Pause)

Griswold....O.K.

Potts....Thank you Elease.

Crewell....Did you get her from Mr. Bucknell's office?

Potts....Yes, I did. (Pause)

Rearden....Is there any problem with that?

Crewell....Well, he's going to be up--he's going to want to know what she was doing up here.

Potts....Well--

Griswold....He won't find out.

Potts....She won't be talking to him right now. You know, if you want to stay today. You will not go back down to there.

Cooper....Isn't Mr. Bucknell our boss?

Griswold....Not anymore.

Potts....Well, he's not your boss, now.

Cooper....Why not?

Potts....He was transferred.

Cooper....And I'm transferred away from him?

Potts....That's right. Well,--why,--Elease, do you want to go home now?

Crewell....Well I hate to leave her.

Potts....O.K. Why does that upset you?

Cooper....Because he's my boss. I've worked with him for nine months. Do you think I feel something for him?

Potts....Yes. (Pause) I'm sorry. I'm sorry this had to happen. I'm sorry that we had to ask you these questions. They're not pleasant.

Cooper....Where am I staying? Under Mr. George?

Crewell....I cannot work for Mr. George.

Cooper....I cannot stay in this agency around Mr. George.

Potts....All right. That is--that is fine. You know, if you want to transfer somewhere else, I'm sure there is no problem at all.

Cooper....I can't stay under Mr. George for the time being. He'll make t[illegible]

Rearden....Well, all that can be worked out.

Potts.....Would you like--would you like--if you want to--I'll tell you what. You can have a choice at this point. If you want to go home today, you can go home. If you want to stay here in my office and do some typing and work up here, I'd be happy to have you. You know, I mean, you can go where you'd like, really.

Cooper....Mr. Bucknell's not our boss from now on?

Potts....Well, what happened was he was transferred on Friday, Friday evening, I think.

Rearden....That's right.

Potts....And Elease was transferred with him. You were not. And that determination was to be made later. O.K.?

Cooper....Why wasn't I?

Potts....Well, the decision was made that Elease would just be transferred with him at that point.

Crewell....To where?

Potts....Well, he's down in room--room 412, I think right now. He's no longer up in, you know, his old office.

Crewell....Why? He's changed jobs or something? I mean--

Potts....Sort of. He has, I understand, a lot of what he was doing before, but he just has a different function in this agency right now.

Cooper....Is he Chief of Administrative Services?

Potts....No, there is no such thing as Administrative Services right now. He has been transferred to another type of job. He's in the Administrative Support--

Crewell....This new system, is that what this is?

Rearden....Yes, this is part of it.

Potts....Part of--part of the reorganization. But, you know, if you'd like to stay up here, you're quite welcome to. You know, that is not important at this point.

(The tape machine was turned off. Elapsed time 36 minutes.)

CONDUCT REPORT

(This report is to be used to give the employer the facts of the case regarding the employee's conduct for each answer "No" given on a full statement of the particulars in which the employee's conduct has not been satisfactory.)

(Signature)

EXPLANATION OF DEVIATIONS FROM STANDARD

(Signature)

Transcript of Dismissal Interview, October 23, 1975

Present:

R. Archie Ellis
R. H. Bucknell
Frank Potts
R. D. Floyd
H. F. Jackson

Ellis Hi Buck.

Bucknell Yes sir.

Ellis Come in and have a seat. Buck, I wanted to ask you about two or three things, and there is a tape recorder and it is on.

Bucknell I don't think you should do that though, should you?

Potts Yes sir.

Bucknell Why?

Potts Because we want a tape recording of this conversation. You are aware of it, everybody here is aware of it.

Bucknell I don't have to agree with the tape recorder do I?

Potts Yes sir.

Bucknell All right. (These words were hard to understand as they were spoken in very low tones.) What I say you can all take and use it.

Potts We will. (Pause)

Ellis I want the tape recorder on and I could wish that you would agree to it.

Bucknell I will agree to it, sir.

Ellis O. K.

Bucknell At your wishes.

Ellis All right. I've got some material, Buck, that I want to ask you about.

Bucknell All right, sir.

Ellis One is a batch of material that went to the committee on...

Potts Last week some time. Within the past two weeks.

Ellis Last week. There's a cover page on it for your [illegible] information to you, your board, and your delegation. "If they pull this off, you have had it." And attached to it is an incorrect copy of the statement which I made to the Military.

Municipal and Public Affairs Committee. It went out through the mail room and on our postage meter. Can you tell me anything about it?

Bucknell If I can I will.

Ellis All right, sir. (Pause)

Bucknell I know nothing about it. Never seen it.

Ellis You've never seen it.

Bucknell No sir.

Ellis All right.

Potts You have never seen those words before or anything like that?

Bucknell No sir.

Ellis All right. Another one the next day: "The memo will get all board members membered names. The letter will lull them to sleep, then he will attempt to lull the legislature to control counties. Wake up!" Attached is Memorandum Number 74-93 to the County Directors, and the District Directors asking for the changes in the boards as they are appointed by the Governor, and a copy of a letter which I wrote to the Chairman of the Board -- Boards-- County Boards without the heading on it. Do you know anything about this one?

Bucknell May I see it, sir?

Ellis Yes.

Bucknell I'm sure I don't -- what you've said... (Transaction of paper.) This I am aware of. I got a copy of this Thursday or Friday.

Potts That's the memorandum, right? How about the cover page? Have you ever seen anything like that with those words before? Or anything like that?

Bucknell No. (Pause) No sir, I have not seen this document per se.

Ellis All right...

Potts Now wait a minute...

Ellis Wait a minute. Not the document, but I mean the cover page.

Potts Have you ever seen those words like that before on a page like that?

Bucknell No sir.

Ellis Do you recognize this as being our postage meter -- of the agency?

Bucknell No sir, I do not recognize it as such. I don't know of such. I mean it's a postage meter. If it's ours I don't know -- I'd have to check things to know, you know, if it was ours.

Ellis You don't know the number of our postage meter?

Bucknell I do not. No sir, I do not.

Potts Have you communicated with Carroll Campbell within the past month? In any manner shape or form?

Bucknell No. No sir, I have not communicated with Carroll Campbell in the last three months. Maybe more.

Potts Really? Did you ever ask your secretary to type an address to Carol Campbell or anything like that?

Bucknell Not to my knowledge. No. I may have, but... No.

Potts Certainly not within the past two weeks. Would that be correct?

Bucknell That I don't know. But I have had no communication with Carroll Campbell.

Potts Any way. You haven't sent him anything. (Chairs were moved at this time, and voices could not be understood clearly.) ...in the last two weeks to any of the County Directors?

Bucknell No sir.

Potts Have you ordered anything sent to any of the County Directors?

Bucknell No sir.

Potts I think that's sufficient.

Ellis Well Buck, I - I have irrefutable evidence to the contrary. I cannot believe that what you've told me is the truth because of this irrefutable evidence. Therefore, I'm giving you the opportunity to resign your position if you will. (Pause)

Bucknell I have no reason to resign, sir.

Ellis Well, I consider this activity gross insubordination and an effort to block the effective and smooth work of the agency, and I have one option. (Pause)

1093

Potts I think Dr. Ellis also considers that you lied to him. Directly lied to him about what you've done in this agency as an employee of this agency by your answers here today -- according to the evidence he is in possession of.

Bucknell This evidence hasn't been made available to me.

Potts No sir. The questions were made to answer. You answered them in the negative.

Bucknell I want due process is all I'm asking here. I don't even know what you're talking about. You're the people who seem to be doing it. Not me. I walked in here Friday evening with a clear conscious, was asked to do something, I did it, started this morning. And all of a sudden I'm looking for my employees. Starting Saturday, after I was told something Friday, I find out that the employees weren't here, I questioned it. I _____ back with you. I believe I... No, I did not talk to you. I talked with Griswold who told me something different. This morning I was asked by you not to say a word to anyone, which I haven't spoken to anyone. They came in this morning and all of a sudden my employees are being interrogated for things. And that's all I know of it.

Potts One more time. You have no knowledge of any of this material?

Bucknell I have not participated in what you're talking about Mr. Potts.

Potts Thank you.

Bucknell Unless you have some other information...

Potts Thank you.

Bucknell ...that you are willing to bring forth.

Potts Only you would know. Thank you.

Ellis All right, Buck. I again offer you the opportunity to resign.

Bucknell Sir, unless you are going to make me an option here, I don't know. You just say you offer the opportunity to me. I don't intend to resign, sir, because I've done nothing.

Ellis Well, I'm going to have to fire you. And you will be given a documentation of it within the next [illegible] hours... (Pause) ...on the basis that I spoke to you, and it is on the tape, for gross insubordination; for what I consider to be lying on the basis of irrefutable evidence that I have in my possession; and an effort to obstruct the smooth going -- going of this agency.

Bucknell All I will ask is to make it available to me.

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Ellis — It will be made available to you. (Pause. Dr. Ellis answered his telephone.) It would be smoother if you would resign, but if you won't, then I'm going to ask Mr. Floyd and Mr. Potts to go with you to your office to clear out your desk, please. (Pause) I will give you two weeks notice. It will be given to you in pay and you can collect your annual leave. (Pause)

Bucknell — I can't believe you're doing this. I will ask for everything you had. What you have said to start with.

Ellis — I will send you a detailed, ~~one, two, three, basis for this~~ but as of now it's on the basis of what you've said to me this morning. (Pause)

Bucknell — While we're talking, I'd like to ask a question.

Ellis — All right.

Bucknell — Matter of fact I had told this gentleman that I wanted to see you immediately today.

Floyd — I relayed that to the Commissioner.

Bucknell — What did the Commissioner say of it?

Ellis — Pardon?

Bucknell — That I wanted to see you.

Ellis — Well, I had no reaction to it.

Floyd — He... You know, you were in my office when he called me down here; and is this something that you want to take up with him at this point?

Bucknell — Not now. No. He has set the groundwork.

Floyd — Well...

Ellis — You did not say you wanted to see me; you said you wanted to Floyd.

Bucknell — No, I said I wanted to see you, sir.

Ellis — Oh, you wanted to see me. Oh, I'm sorry. I didn't realize the message was in that form.

Floyd — He, you know, just hasn't had time to see you or anybody else really, this morning.

Potts — I understand you're representing someone in a grievance right now.

Bucknell No sir. I am not representing. I am assisting the person. (Mumbling -- could not be understood.)

Potts You would like to continue to do that.

Bucknell Absolutely.

Potts Because you know that even as a citizen you can... At this point... I understand at this point you have been terminated, so... This is to take effect immediately I understand?

Ellis Immediately. That's correct.

Potts If you wish to do this as a citizen you're quite free to do so. I'm sure no one will want to stop you from doing that. I think we would ask that you have no communication with any employee of this agency during their working hours -- while they are performing their job, except insofar as it relates to the function of this grievance and assisting this individual with representation. And other than that you would not be on these premises. The minute you have nothing to do with the grievance you will remove yourself from the premises.

Bucknell Are you agreeing with that, Doctor?

Ellis Yes sir.

Bucknell And that's on the tape?

Ellis Yes sir.

Bucknell And that will be made available to me also.

Potts Right.

Ellis Yes sir.

Potts Unless you have business here as a citizen. In which case you'll be expected to direct your business through the appropriate channels. And being a past employee of this agency I would -- this point I would suggest that you refrain from disturbing employees. When I say disturbing -- if you want to discuss matters with them regarding this situation or something like that, I believe Mr. Floyd might be the appropriate one to do. But channel all of your requests through him. Make sure that is aware that you are coming over to the agency during working hours and will discuss certain things with employees -- if you want to have meetings with them or something like that. Make sure that they are directed through Mr. Floyd so that he is aware of your presence here in the building, and the person you're going to be seeing, and what you're going to be doing.

1096

Bucknell This... I am to assume this is still a state building?

Potts Yes, it is.

Bucknell Is this... Is he speaking for you, sir?

Ellis He's speaking for the agency.

Bucknell No, is he speaking for you, though?

Ellis He's speaking for the agency, Buck. The termination is effective immediately. The two weeks will be given to you in pay.

Bucknell As of when, sir?

Ellis As of now. (Pause)

(Jackson) During the process of... (This sentence could not be clearly understood.)

Ellis Oh, you mean when will the money be delivered?

Bucknell No, no, no.

Ellis Oh, you mean when it started.

Bucknell Started.

Ellis As of now. That's correct. Right. As of noon today. (Pause)

Potts (Could not be understood clearly. It sounded like Mr. Potts' voice.)

Ellis That's right. I'm sorry.

Bucknell I'm - I'm awfully sorry that you did this, sir.

Ellis I'm sorry too.

Bucknell I'm awfully sorry. But please, I want a copy of what you've here. My memory for...

Ellis: I did not want to see the wa lie, but

1097

State Office — II. — Purchasing — II

Director Administrative Services — $2,963 $583.19 — Full — 10/13

General Operations — Admn Service-Personnel — / —

TYPE OF APPOINTMENT: PROBATIONARY ____ PROMOTION PROBATION ____ PERMANENT ____ EXEMPT ____ TEMP ____ MISC ____

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| PROMOTION | ____ | RESIGNATION | ____ | APPOINTMENT PROBATION | ____ | TO LEAVE W/OUT PAY | ____ |
| DEMOTION | ____ | RETIREMENT | ____ | TO BE LEAVE W/ PAY | ____ | REINSTATEMENT | ____ |
| STEP INCREASE | ____ | SUSPENSION | ____ | FROM ED LEAVE W/ PAY | ____ | RE-EMPLOYMENT | ____ |
| SALARY REDUCTION | ____ | TERMINATION | XX | TO ED LEAVE W/OUT PAY | ____ | TRANSFER | ____ |
| ____ | ____ | ____ | ____ | FROM ED LEAVE W/OUT PAY | ____ | DEMOTION | ____ |

IF EMPLOYEE IS BEING TERMINATED, IS RE-EMPLOYMENT RECOMMENDED YES ____ NO X

REMARKS: REASON FOR PROPOSED ACTION

Terminated for cause. 39 days Annual leave. Final pay 10/31-11/13 for 35½ days. Given two weeks Notice With Pay from 10/13/75(Fri) through 10/27/75(Mon). Used 5½ days annual leave to authorize pay through 10/30/75. Paid 35½ days lump sum payment for balance of accrued annual leave on 10/31-11/13/75(Fri).

SECTION II - [illegible]

| FROM: | TO: |
|---|---|
| CO. OFFICE - DIVISION | CO. OFFICE - DIVISION |
| POSITION TITLE | POSITION TITLE |
| TYPE - APPOINTMENT | TYPE - APPOINTMENT |
| HOURLY SALARY | HOURLY SALARY |
| PROGRAM ASSIGNED | PROGRAM ASSIGNED |
| FUNDS FOR SALARY | FUNDS FOR SALARY |
| FUNDS FOR TRAVEL | FUNDS FOR TRAVEL |
| CODE CHANGE | BASE CHANGE |

SECTION III - SOURCE OF FUNDS FOR BUDGET APPROPRIATIONS

FUNDS FOR COUNTY SHARE SALARIES:

| | | | |
|---|---|---|---|
| P. A. - [illegible] | COUNTY PAYMENT FUND | FEDERAL P. A. | FEDERAL |
| P. A. - SERVICES (ADULT) | P. A. - [illegible] | FEDERAL P. A. | DATA EN |
| C & F SERV - [illegible] | P. A. - SERVICES (ADULT) | FEDERAL SOCIAL | RES & S |
| C & F SERV - SERVICE | C & F SERVICE | FEDERAL H. A. | FEDERAL |
| FOOD STAMP | FOOD STAMP | FEDERAL [illegible] | SURPLUS |
| EMERGENCY SERVICE | COUNTY ADMINISTRATION | FEDERAL [illegible] | PUBLIC |
| COUNTY ADMINISTRATION | | TRAINING [illegible] | ADMIN. |
| [illegible] | OTHERS: | SPECIAL FUNDS: | |
| MEDICAL CARE - SPEC. | | PUBLIC [illegible] | |
| CHILDREN'S SERV. PROJ. | | MENTAL [illegible] | |
| | | [illegible] | |

IF LOCALLY PAID, EXPLAIN

[illegible]

(SIGNATURE OF COUNTY HEAD)

(COUNTY BOARD CHAIRMAN OR VICE CHAIR)

1098

South Carolina Department of Social Services
POST OFFICE BOX 1520
COLUMBIA, SOUTH CAROLINA 29202

September 2, 1975

Memorandum

To: Mr. Horace F. Jackson
Deputy Commissioner
Bureau of Finance & Management
From: The Commissioner

Subject:

Attached you will find copies of August 20 and September 2 memoranda to Mr. Bucknell. I want both of these placed in his personnel file.

R. Archie Ellis
Commissioner

RAE:wj

Attachments

1099

South Carolina Department of Social Services
POST OFFICE BOX 1520
COLUMBIA, SOUTH CAROLINA 29202

September 2, 1975

PERSONAL

Memorandum

To: Mr. R. H. Bucknell, Jr., Chief
Administrative Services

From: The Commissioner

Subject: Follow-up Requests

Reference is made to my memo to you dated August 20, 1975, in which I stated to you:

"There have been repeated follow-ups of correspondence sent to your office by Mr. Jackson, but to no avail. My office must have copies of answers to these letters so that they may be returned to the files in entirety. Established procedures cannot be ignored, and since many attempts by Mr. Jackson's office have gone unanswered, I am personally making this request."

I cannot understand your silence in the face of that memorandum. If you have answered these letters over your signature or over my signature and signed them, I demand a copy. Also, I demand to know why you have decided that these letters did not deserve to be answered.

This must be cleared up to my satisfaction on or before 5:00 p.m. on Septembe Wednesday of this week.

R. Archie Ellis
Commissioner

RAE:wj

August 20, 1975

Mr. R. H. Bucknell, Jr., Chief
Administrative Services

The Commissioner

Follow-up Requests

My office periodically follows up on correspondence distributed to Mr. Jackson's Bureau which, in turn, is handled by his Divisions. There have been repeated follow-ups of correspondence sent to your office by Mr. Jackson, but to no avail. My office must have copies of answers to these letters so that they may be returned to the files in entirety. Established procedures cannot be ignored, and since many attempts by Mr. Jackson's office have gone unanswered, I am personally making this request.

Attached are copies of letters dating back to the first of this year. I would like to have these cleared by your office by August 29. Your secretary may work with Mrs. Jacobs if necessary; however, we want a copy of the letter that answers each inquiry. Please have these researched in the next week and finalized by the date indicated.

R. Archie Ellis
Commissioner

RAE:j

cc: Mr. Horace Jackson, Deputy Commissioner

# (Special)

| | | | |
|---|---|---|---|
| NAME | [illegible] | DATE | JULY [illegible] |
| STREET | [illegible] | SOCIAL SECURITY | [illegible] |
| CITY AND STATE | [illegible] | RETIREMENT | [illegible] |
| DEPARTMENT | SOCIAL SERVICES DEPT. | DEPARTMENT | [illegible] |
| DEPARTMENT NUMBER | 06 V 01 | | |

| | DIVISION | DIVISION NAME | ACCOUNT | ACCOUNT |
|---|---|---|---|---|
| | 01 00 00 | 01 | SOC SERV-REGULAR SALARY | 5021 00 |
| | 02 00 00 | | GENERAL OPERATIONS 75-76 | 5021 01 |
| | | | AMOUNT OF GENERAL INCREASE | |
| | | | NEW BI-WEEKLY SALARY | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

PERSONNEL INFORMATION

JOB CLASSIFICATION CODE-------- J02436
JOB CLASSIFICATION TITLE------- DIR ADMIN SVCS

TAX INFORMATION

MARITAL STATUS--------- M
PERSONAL EXEMPTIONS----- 0 ADDITIONAL FED'L W/H-------
STATE EXEMPTIONS-------- 0 ADDITIONAL STATE W/H-------

VOLUNTARY DEDUCTIONS

76 BLUE C-055 $.23

PAYMENT TYPE

11 STATE PAYMENT TRANSACTION CODE---1102

92

1103

| | | |

93

1104

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 41.0 | 07-01-69 | 07-01-69 | | | 22111 | 22,111 | 22,111 | 06-22-74 | 04-13-75 | |

EMPLOYEE INFORMATION

| NAME | S. S. NUMBER | SEX | RACE | NAT. | EDUC. | DATE OF BIRTH | RETIREMENT NO. | ADDR. CHANGE | JOB TITLE | |
|---|---|---|---|---|---|---|---|---|---|---|
| | [redacted] | M | 01 | M | 16 | 01-06-12 | 2606016 | | | |

EMPLOYEE WORK HISTORY

| | EFFECTIVE DATE | NOA | AGENCY | CLASS CODE | GRADE | STEP | ANNUAL EQUIVALENT | PERF | F/P |
|---|---|---|---|---|---|---|---|---|---|
| | 01-06-74 | 01 | 280 | 2-04-031 | 23 | 3 | 20,684 | 04 | F |
| | 07-01-73 | 08 | 280 | 2-04-031 | 23 | 3 | 19,222 | 04 | F |
| | 04-10-73 | 01 | 280 | 2-04-031 | 23 | 3 | 18,119 | | F |
| | 08-06-72 | 01 | 280 | 2-04-031 | 23 | 3 | 16,055 | 04 | F |
| | 07-01-71 | 08 | 280 | 2-04-031 | 23 | 3 | 15,265 | | F |
| 906 | 03-10-71 | 01 | 280 | 2-04-031 | 23 | 3 | 15,490 | | F |
| 907 | | | | | | | | | |
| 908 | | | | | | | | | |
| 909 | | | | | | | | | |
| 910 | | | | | | | | | |

FILE VIA: REPLACE / CORRECT / CAL CT / TERMIN / DELETE

| | EMPLOYEE NO. | DISTRICT | MISC. 2 | MISC. 3 | MISC. 4 | MISC 5 | ACCESSION SOURCE |
|---|---|---|---|---|---|---|---|
| | | | 811 | 812 | 813 | 814 | UNSOLICITED APPLICATION |

REMARKS

REASON

REASONS FOR SALARY CHANGE

1

2

PERFORMANCE

BRIGHLEY

SIGNATURE FOR THE BOARD

CS-2

# PERSONNEL ACTION

(Specify)

JULY

EMPLOYEE JR. A M

DATE 015

61 2 LANE MURRAY

EFFECTIVE DATE 11 12 1984

COLUMBIA SC 29210

EMPLOYEE NUMBER 235910

SOCIAL SERVICES DEPT OF

PRESENT RATE 441.00

06 0 01

| EFFECTIVE DATE | DEPARTMENT | ACCT NO | PER SALARY |
|---|---|---|---|
| 01 09 00 | 01 | GENERAL OPERATIONS 73-74 | 8321 00 |
| 01 09 00 | | GENERAL OPERATIONS 74-75 | 8321 00 |
| | | AMOUNT OF GENERAL INCREASE | |
| | | NEW ANNUAL SALARY | |
| | | NEW BI-WEEKLY SALARY | |

PERSONAL INFORMATION

JOB CLASSIFICATION CODE------- 204031

JOB CLASSIFICATION TITLE------ DIR ADMSTV SRVS

TAX INFORMATION

MARITAL STATUS--------- M

FEDERAL EXEMPTIONS----- 0 ADDITIONAL FEDERAL W/H----

STATE EXEMPTIONS------- 0 ADDITIONAL STATE W/H----

VOLUNTARY DEDUCTIONS

26 BLUE CROSS 9.23

ENTITLEMENT TYPE

01 STATE ENTITLEMENT TRANSACTION CODE---

1105

STATE OF SOUTH CAROLINA

# PERSONNEL ADVICE AND INFORMATION SHEET

ON INFORMATION

| AGENCY NAME | AGENCY CODE | CLASSIFICATION TITLE | CLASS CODE | SLOT | ORG. FUNC. | FOC. CAT. | GRADE | HRS. | WORK SCHED. | MAINT. |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | |

| PAY PLAN | PAY RATE | ANNUAL EQUIVALENT | DATE CREATED | OPEN DATE 651 | DATE LAST SALARY CHANGE | FORM DATE | SOURCE OF FUNDS: STATE 532 | FEDERAL 535 | OTHER 534 | COUNTY 212 | COUNTY CODE | CITY | CITY CODE | UNIT/SUBUNIT |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | | | |

EE INFORMATION

| NAME 810 | S. S. NUMBER 802 | SEX 705 | M. S. 706 | RACE 707 | DATE OF BIRTH 653 | LAST HIRE DATE 654 | ADJ. HIRE DATE 656 | JOB DATE 655 | REVIEW DATE 657 | RESIDENCE 770 | EDUC. 712 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | |

EE WORK HISTORY

| EFFECTIVE DATE | REAS | AGENCY | CLASS CODE | GRADE | STEP | ANNUAL EQUIVALENT | PERF | F/P | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | 905 |
| | | | | | | | | | 906 |
| | | | | | | | | | 907 |
| | | | | | | | | | 908 |

| EFFECTIVE DATE | REAS | AGENCY | CLASS CODE | GRADE | STEP | ANNUAL EQUIVALENT |
|---|---|---|---|---|---|---|
| | | | | | | |

E USE

| DISTRICT 317 | ADDL. BENEFITS 310 | MISC. 2 811 | MISC. 3 812 | MISC. 4 813 | FIELDS CHANGED |
|---|---|---|---|---|---|
| | | | | | |

OTHER INFORMATION

| JOB FOR EMPLOYEE | CODE 210 | ADD. INC. 559 | PERCENT INC. | ACCESSION SOURCE | CODE 214 | TERMINATION REASON | CODE 215 | EFFECTIVE DATE 652 |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | |

AGENCY EXPLANATIONS:

TRANSACTION CODE

☐ FILL VACANCY ☐ SALARY C...

☐ REPLACEMENT ☐ TERMINATE

BE PAID FROM THE STATE BUDGET AND

105

96

2841 Cliffside Circle
Columbia, S. C. 29209
May 29, 1974

Mr. Bucknell
P. O. Box 1520
Columbia, S. C. 29202

Dear Mr. Bucknell:

I was in Columbia on May 24, 1974, and thought of stopping by your office to thank you for everything you have done for Bennie and me but my time was limited. I am very excited about my position as Adult Service Supervisor, and I am looking forward to working in Winnsboro, District III office.

Bennie has spoken of you with the highest respect and through his many conversations about you I feel as if I know you personally. Bennie has expressed great satisfaction, and enthusiasm in working in his present position.

I feel very confident that I will have many wonderful and challenging experiences in the Department of Social Services, and I hope to see you in the very near future.

Sincerely,

Willow G. Blocker

(Mrs.) Willow G. Blocker

1107

STATE DEPARTMENT OF PUBLIC WELFARE
POST OFFICE BOX 1520
COLUMBIA, SOUTH CAROLINA 29202

August 31, 1973

Memorandum

To: Mr. R. H. Bucknell

From: Jim Cromer

Subject: Flow Chart for Purchase of Social Service

I want to thank you, Mr. Keisler and his staff for the rush job on the photostats of the above subject. I know this job placed an extra burden on your staff, but the results will be beneficial to our section.

JEC/ba
CC: Mr. Jackson
Mr. Keisler

(... 7-71)

( ... Services)

Bureau of Finance & Management ... | NAME: E. H. Bucknell, Jr. | 118 17

Dir. Admin. Services | SALARY: $19,222 ANNUAL $ 739.30 BIWEEKLY | Full | Jun

General Operations | Personnel | / | /

DATE OF APPOINTMENT: PROBATIONARY ____ PROBATION EXTENDED ____ PROMOTION ____ EXTRA TEMPORARY ____ REINSTATE ____

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| ... | ____ | RESIGNATION | ____ | APPOINTMENT EXPIRED | ____ | TO LEAVE W/OUT PAY | ____ |
| ... | ____ | RETIREMENT | ____ | TO ED LEAVE W/ PAY | ____ | REINSTATEMENT | ____ |
| ... | ____ | SUSPENSION | ____ | FROM ED LEAVE W/ PAY | ____ | RE-EMPLOYMENT | ____ |
| ... | ____ | TERMINATION | ____ | TO ED LEAVE W/OUT PAY | ____ | TRANSFER | ____ |
| ____ | ____ | ____ | ____ | FROM ED LEAVE W/OUT PAY | ____ | INCREASE | ____ |

EMPLOYEE IS BEING TERMINATED, IS RE-EMPLOYMENT RECOMMENDED YES____ NO____

REMARKS: REASON FOR PERSONNEL ACTION

General Salary Adjustment

SECTION II - CHANGE OF STATUS

| FROM: | | TO: | |
|---|---|---|---|
| OFFICE - DIVISION | | CO. OFFICE - DIVISION | |
| POSITION TITLE | | POSITION TITLE | |
| ... - APPOINTMENT | | TYPE - APPOINTMENT | |
| WEEKLY SALARY | 696.88 | BIWEEKLY SALARY | 739.30 |
| ... ASSIGNED | | PROGRAM ASSIGNED | |
| ... PAY SALARY | | PAYING PAY SALARY | |
| ... FOR TRAVEL | | PAYING FOR TRAVEL | |
| ... CHANGE | | NEXT CHANGE | |

SECTION III - SOURCE OF FUNDS FOR SALARY ...

FOR COUNTY OFFICE SALARIES:

... - GEN. FUND
... - SERVICES (ACCT)
... P SHARE - GENERAL
... P SHARE - NR INC
... SHARE
... SERVICE
... ADMINISTRATION

COUNTY PAYING FUND:
P. A. - ...
P. A. - SERVICES (ACCT)
C A P SERVICES
FOOD STAMP
COUNTY ADMINISTRATION

FUNDS FOR ...:
FEDERAL P. A.
FEDERAL ...
FEDERAL ...
FEDERAL P. A.
FEDERAL C.A.
TRAINING C.A.

FUNDS FOR ...:
... - GEN.
... - SERV
... - CAP
... - CAP

OTHERS:

SPECIAL ...:
PUBLIC ...
MEDICAL ... - M.A.
PUBLIC ...

... - SPEC.
... FED. FUND

LOCALLY PAID, SPECIFY

1109

Title: ...

(SIGNATURE OF COUNTY ...)

(SIGNATURE OF APPOINTING OFFICER)

(SIGNATURE OF ...)

(REV. 7-71)

BOARD OF COUNTY COMMISSIONERS
OF [illegible] COUNTY
RECOMMENDATION FOR PERSONNEL ACTION

SECTION I - [illegible]

Automotive Services — EMPLOYEE: P. H. Pannell, Jr. [illegible]
(COUNTY OFFICE) (FIRST NAME) (MIDDLE INITIAL) (LAST NAME) (SOCIAL SECURITY)

Motor Maintenance Services — ANNUAL: $13,119 — BIWEEKLY: $ 504.23 — TYPE OF PAY PERIOD: Bi-Weekly — EFFECTIVE: April [illegible]
(TITLE OF POSITION)

Journal Operations — Maintenance Services — / /
(SALARY CODE (SEE SEC.III)) (PRIMARY ASSIGNMENT (SEE SEC. III)) (SLOT NO.) (TRAVEL CODE (SEE [illegible]))

1ST APPOINTMENT: PROBATIONARY ____ PROBATION EXTENDED ____ PERMANENT ____ EXEMPT ____ PROVISIONAL ____ TEMPORARY ____ EMERGENCY ____

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| [illegible]TION | ____ | RESIGNATION | ____ | APPOINTMENT EXPIRED | ____ | TO LEAVE W/OUT PAY | ____ |
| [illegible]TION | ____ | RETIREMENT | ____ | TO ED LEAVE W/ PAY | ____ | [illegible] | ____ |
| [illegible]INCREASE | X | SUSPENSION | ____ | FROM ED LEAVE W/ PAY | ____ | [illegible] | ____ |
| [illegible]Y REDUCTION | ____ | TERMINATION | ____ | TO ED LEAVE W/OUT PAY | ____ | [illegible] | ____ |
| ____ | ____ | ____ | ____ | FROM ED LEAVE W/OUT PAY | ____ | [illegible] | ____ |

EMPLOYEE IS BEING TERMINATED, IS RE-EMPLOYMENT RECOMMENDED YES ____ NO ____

[illegible]: REASON FOR PERSONNEL ACTION

Above satisfactory service - 7½ increment recommended

SECTION II - CHANGE OF STATUS

| FROM: | TO: |
|---|---|
| OFFICE - DIVISION | CO. OFFICE - DIVISION |
| [illegible]TION TITLE | POSITION TITLE |
| [illegible] - APPOINTMENT | TYPE - APPOINTMENT |
| [illegible]LY SALARY 473.26 | BIWEEKLY SALARY 504.23 |
| [illegible]M ASSIGNED | PROGRAM ASSIGNED |
| [illegible] FOR SALARY | FUNDS FOR SALARY |
| [illegible] FOR TRAVEL | FUNDS FOR TRAVEL |
| [illegible] CLASSIF | [illegible] GRADE |

SECTION III - SUBJECT TO BEING FOR PERSONNEL ASSIGNMENTS ONLY

[illegible]S FOR COUNTY OFFICE CHANGES:

[illegible] - ADMINISTRATIVE
[illegible]. A. - ASSISTANT
[illegible]. A. - SECRETARIAL (ACCTG)
[illegible] C & P SHOP - GENERAL
[illegible] & P SHOP - W/ IRC
[illegible]
[illegible]
[illegible]

COUNTY ADMINISTRATION
P. A. - ASSISTANT
P. A. - SECRETARIAL (ACCTG)
C & P SERVICES
FOOD SERVICE
COUNTY ADMINISTRATION

FINANCE P. A.
FINANCE M. V.
FINANCE [illegible].
FINANCE M. A.
FINANCE GEN
TRAINING CTR

FUNDS FOR [illegible]
GENERAL
DATA [illegible]
[illegible] & STATISTICS
[illegible]
[illegible] & CPS
SUPPLY SYSTEM
ADMIN. SERV.

OTHER:

SPECIAL FUNDS:
PUBLIC DEF CAPITAL
HEALTH CENTERS - F.H.
TURNER FARM [illegible].

OTHER:

[illegible]

1110

JOB: _____

(SIGNATURE OF DEPARTMENT HEAD) (PERSONNEL [illegible])

SOUTH CAROLINA

DEPARTMENT OF SOCIAL SERVICES

REPORT OF EMPLOYEE'S PERFORMANCE EVALUATION

Regular (X); Interim ( ); Probationary-1st ( ) 2nd ( ) 3rd ( )

Name R. H. Bedingfield, Jr. Position Title Director, Administrative Serv

Bureau of Finance and Management Services Administrative Services

DIVISION COUNTY UNIT DISTRICT OFFICE

Date assigned to present position 9-9-70 Employment date 9-9-70

As of _____ based on performance during period from 3-9-72 to 3-9-73

## GUIDELINES

*Section* I: PERFORMANCE EVALUATION CHARACTERISTICS

This section describes several job performance and personal characteristics. Rate the performance of this employee on those pertinent characteristics contained in this section for the period under review. Be objective and do not let your rating of one factor influence your rating of another. Each characteristic to be evaluated has five degrees or levels of achievement by which it may be measured. Each level is defined for your use with examples of performance which may be accepted as characteristic of that level. If the employee's performance or level of achievement generally corresponds to the example cited, check that particular box. You may, however, use your own words, which in your opinion, would better describe the employee's performance and insert them in the appropriate box or attach them on a separate page with proper reference.

The five rating levels to be used are defined as follows:

| ACHIEVEMENT LEVEL | EVALUATION SYMBOL | DEFINITION |
|---|---|---|
| Meritorious | ME | Highly superior performance; work is characterized by unusual accomplishments. Completely reliable. |
| Above Standard | (AS) | Better than normally acceptable performance; work frequently exceeds job requirements. |
| Satisfactory | S | Work is satisfactory and acceptable but seldom exceeds normal job requirements. |
| Marginal | M | Work is satisfactory in some respects but does not fully meet normal requirements. Immediate improvements anticipated. |
| Unsatisfactory | U | Poor performance; work below job requirements. Improvement not anticipated. |

Evaluated by [signature] Date 5/24/73

Reviewed by [signature] Date 5/25/73

Reviewed with employee _____ Date _____

(EMPLOYEE SIGNATURE)

1111

Section V-A

PERFORMANCE EVALUATION CHARACTERISTICS

| | Unsatisfactory | Marginal |
|---|---|---|
| KNOWLEDGE OF WORK<br>The extent to which the employee has grasped all elements of the work assignment, the degree to which the required skills and procedures have been mastered. | Demonstrates little or no understanding of work assignment and/or seems unable to master the skills required. | Learns work assignment slowly. Requires much instruction and guidance. Attainment of required skills is marginal. Needs further training. |
| ORGANIZING and PLANNING<br>Effectiveness in systematically planning work assignments and achieving desired results with minimum waste or duplication of effort. | Unable to plan effectively or to complete tasks within reasonable periods of time. Needs detailed instructions. | Demonstrates only occasional capacity to organize and plan work assignments effectively. Frequently does things the hard way with waste of time and effort. |
| RELATIONSHIP with CLIENTS<br>Extent to which employee establishes and demonstrates professional relationship with clients. | Often loses control and becomes authoritative without regard for client's feelings. | Sometimes shows lack of respect and imposes own values. Needs to be cautioned as to self control and awareness of others. |
| RELATIONSHIPS with OTHERS<br>The capacity with which the employee works in harmony with others and gains the respect, confidence, and cooperation of clients, other agencies, and outside public contacts. | Has poor relationships with others. Is sullen, argumentative, officious, belligerent, or completely withdrawn. Makes little or no effort to improve the person to person relationships. | Relationships with others are not as harmonious as they should be. Tends at times to exhibit impatience, unfriendliness, or tactlessness. Is occasionally the object of complaints so far as conduct is concerned. Needs counseling from time to time. |
| COOPERATION<br>The extent to which the employee cooperates with supervisors, associates, and others for whom work is performed. | For the most part is uncooperative and undependable. Resents suggestions from supervisor and refuses to assist others when requested. | May be cooperative with supervisor and helpful to others on occasion. In general however, prefers to be left alone. |
| QUALITY OF OUTPUT<br>Degree to which employee's output is thorough, accurate, and meets quality standards. | Work of poor quality. Must be checked constantly and often redone. | Quality of work below average. Only occasionally meets acceptable standards. |
| PRODUCTIVITY<br>Measurement of the volume of work accomplished and rate of progress on assignments. | Very slow worker. Quantity of output is well below average of others in the same class. | Works slowly. Only occasionally achieves rate of production which is considered adequate. |
| JUDGMENT<br>Extent to which the employee's actions and decisions are appropriate and are based upon sound reasoning and common sense. | Uses little reasoning or common sense in decisions course of action. Judgment cannot be relied upon. | Frequently makes decisions and takes action without adequate facts. Needs some help to verify facts, think through and consider consequences before making a decision or taking action. |
| DEPENDABILITY<br>The extent to which the employee can be relied upon to meet work schedules and fulfill responsibilities and commitments. | Can seldom be relied upon to meet work schedules without constant surveillance. Tends to frequent tardiness and abuse of leave privileges. | Occasionally needs follow up to complete assignments within prescribed deadlines. Needs frequent prodding to complete or report on assignments. Keeping supervisor informed of progress on assignments needs improvement. |
| INITIATIVE<br>The determination and energy displayed in performing duties within the scope of the job, to | Almost never initiates action on the job without specific instructions. Work effort flags when an obstacle is encountered and will | Occasionally [illegible] performance of duties. Needs to be told what needs to be done. |

| y | Above Standard | Meritorious | U | M | S | I |
|---|---|---|---|---|---|---|
| e of duties ery requires of skill in ects. | Has thorough knowledge of all aspects of work assigned and performs with high degree of skill. | Exceptionally well informed. Knowledge and skill are superior and exceed position requirements. | | | | ✓ |
| organizes believes de- occasional | Consistently organizes and plans work well and achieves desired results with a high degree of efficiency. | Is outstanding in planning and organizing work which contributes to a superior level of achievement. | | | ✓ | |
| rofessional awareness need for usually in r varying | Is very effective in person to person relationships. Is almost always in full control of himself even under the most trying circumstances. Displays tact, warmth, integrity and flexibility. Secures client involvement in working on his problems in his way. | Is exceptional in every way in respect to person to person relationships and in exhibiting professional competence. Consistently able to work with client in terms of his capacity and goals. | | | | ✓ |
| with fel- and others t and con- | Is very effective in person to person relationships. Is almost always in full control of himself even under the most trying circumstances. Displays tact, warmth, and integrity. Commands respect, confidence, and cooperation from all quarters. | Is exceptional in every way in respect to person to person relationships and is a very definite asset to the image of the office. | | | ✓ | |
| to be co- structions, needed. | Can always be depended upon to cooperate fully and in good spirit. Is an excellent team worker. | Goes out of the way to make himself available whenever and wherever needed. Is a superior team worker who inspires loyalty and cooperativeness in others. | | | ✓ | |
| tisfactory. with only redone. | Work is thorough, accurate, and generally above the quality requirements. | Is consistently thorough. Produces work of highest quality. Rarely makes mistakes. | | | | |
| y. Meets dards. | Fast worker. Rate of progress on assignments and volume of output is above average. | Exceptionally rapid worker. Volume of output is consistently well above the average of others in the same class. | | | | |
| ble deci- s. In pro- e. | Is perceptive and logical. Can be relied upon to secure and evaluate facts correctly and make decisions or take action with a minimum of error. | Actions and decisions reflect consistent logical thinking and exceptional reasoning. | | | ✓ | |
| and can be sponsibili- Basic and sfactory. | Can always be depended upon to meet schedules and commitments. Makes special effort to be punctual and to complete assignments in advance of deadlines. | Extremely conscientious in meeting work schedules and in handling responsibilities and commitments. Can always be depended upon regardless of circumstances. | | | ✓ | |
| to per- of duties, follows in | Displays considerable energy and moves ahead on own initiative to complete assignments. Demonstrates much resourcefulness and originality. | Constantly identifies issues, finds solutions to problems, and keeps work moving. Is creative and innovative. | | | | |

Section 1-B

## ADDITIONAL PERFORMANCE EVALUATION

FOR MANAGEMENT AND/OR SUPERVISORY PERSONNEL

| | Unsatisfactory | Marginal |
|---|---|---|
| MANAGEMENT OF TIME<br>Demonstrated performance in the ability to manage his (her) time and the time of his subordinates. | Shows inability or slowness to make effective use of his (her) own time. Permits subordinates to waste time on unimportant matters. | Has difficulty in budgeting time properly. Has not yet established new work patterns effectively. Lacks, resulting in some losses in output both by [illegible] and his (her) subordinates. |
| MANAGEMENT OF PEOPLE<br>Demonstrated performance in assigning, controlling and developing subordinates, gaining their loyalty, respect, and support and in exercising supervision. | Shows little capacity to supervise subordinates. Has difficulty in securing or makes little effort to secure their support and respect. Lacking in ability to train or to counsel others. | Record of supervising, training, and counseling subordinates is spotty. Leadership qualities are below average. |
| DELEGATION of AUTHORITY<br>Demonstrated performance in distributing work load and in delegating responsibility and authority for its accomplishment without loss of control. | Either displays a marked reluctance to delegate to subordinates, preferring to retain all authority and responsibility in his own hands, or delegates unwisely to the extent that he loses control. | Occasionally uses poor judgment in delegating authority and responsibility or in distributing work load among subordinates. |
| ORIGINALITY IMAGINATION<br>Demonstrated performance in doing original thinking and exercising imagination in devising new or improved methods of work. | Displays little imagination. Resists new ideas. Clings to obsolete methods or accepts a routine method as only procedure. | Only occasionally demonstrates originality or imagination. Looks to others for new ideas. Needs to be prodded. |
| DECISION MAKING<br>Demonstrated performance in the capacity to make valid and timely decisions. | Is indecisive. Tends to vacillate or may jump to conclusions and make hasty and unfounded decisions. | Is slow in making decisions, which occasionally are faulty. Has tendency to be influenced by external pressures. Does not always have all of the facts properly assembled and evaluated prior to making decisions. Sometimes leans on others for assistance in the decision making process. |

OTHER PERFORMANCE EVALUATION CRITERIA

| | Unsatisfactory | Marginal |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

| | Above Standard | Meritorious | U | M | S | |
|---|---|---|---|---|---|---|
| ...ive use of ... makes mis- control over ... of subordi- | Ability to make the best use of own time and of the time of subordinates is above average. Especially specialties, is well organized and maintains effective controls. | Demonstrates outstanding ability in management of his (her) own time and the time of his (her) subordinates. | | | ✓ | |
| ... supervisor- ...ses adequate ... developing ...s commands ...port. | Is very effective in organizing and supervising. Is proficient in training and developing subordinates, recognizing their strengths and weaknesses and helping them to become more proficient. Makes effective use of skills and talents of subordinates. | Is an outstanding manager and supervisor. Demonstrates superior skill in training, developing, and utilizing subordinates to achieve the best results possible. | | | ✓ | |
| ...uthority and ...s widely and ... among sub- ...ey as to ac- ...es. Instances ...ment in as- ...g are infre- | Demonstrates considerable skill in recognizing the capabilities and limitations of subordinates in discharging responsibility and exercising authority. Knows when and to whom to delegate. Only rarely commits a misjudgment in this respect. | Demonstrates an unusual capacity to balance assignments, work loads, and delegations of authority among his subordinates and himself. Achieves the best possible results in accomplishing objectives without loss of control. | | | ✓ | |
| ...es new ideas ...lling to try ...pt new tech- ...to increasing ...lity, reduc- ...g overall ef- | Makes frequent contributions of ideas. Is imaginative and alert to try new methods. Possesses originality. | Is highly creative and imaginative. Makes significant contributions to the improvement of work processes and overall efficiency. | | | | ✓ |
| ...d valid ... slow ... sions, ... gen- ...e standards. | Demonstrates noticeable ability to arrive at timely decisions which are logical and well supported by fact or reason. Only occasionally are decisions overruled by higher authority. | Is unusually perceptive, clear thinking, and decisive. Makes rapid, sound decisions. Has been in sensing when caution may be well advised. Almost never are decisions seriously questioned or reversed. | | | | ✓ |

...ED NECESSARY BY EVALUATOR AND/OR REVIEWER

| ...ry | Above Standard | Meritorious | U | M | S | |
|---|---|---|---|---|---|---|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

1115

*Section* II: RATING PERSON'S SUMMARY OF EMPLOYEE EVALUATION AND RECOMMENDATIONS

This section is to be used to record a narrative summary of your evaluation of the employee and to make recommendations for career progression as well as for salary increase, promotion, or other changes. Be as specific and objective and open-minded.

After all factors have been rated, determine your overall evaluation of the employee's performance for the review, recognizing that the relative importance or weight of the factors varies from position to position. Check appropriate box in the summary appraisal.

1. Discuss employee's strengths and positive qualities: [illegible]

2. Discuss employee's weaknesses and negative qualities: [illegible]

3. To what extent has there been improvement in previously noted weak factors: [illegible]

4. What action is recommended to assist employee to improve his performance and potential? [illegible]

*5. Does employee appear content with his own progress in the work he is doing? [illegible]

If answer is "no" what action is recommended to meet his needs? [illegible]

*6. What is the employee's general attitude toward his evaluation? [illegible]

7. Recommendations for salary increase, promotion, or other changes:

___ Recommended for annual salary increase. [illegible]

___ Not recommended for annual salary increase.

___ Recommended for merit salary increase.

___ Recommend consideration for promotion when vacancy occurs.

___ Performance unsatisfactory in present position. Recommend:

Transfer _____ Reason _____

Other _____ Reason _____

EVALUATION SUMMARY

Within the scope of his (her) present duties and responsibilities, indicate (circle) your overall evaluation of performance of this employee. In doing this, bear in mind:

(a) The rating assigned on all individual factors in *Section* I. U M S (AS)

(b) The differing importance of factors from position to position.

Employee's Comments: [illegible]

1116

...ial (Rev. 7-71)

...

Section I - [illegible]

Administrative Services — EMPLOYEE: B. H. Inskeep, Jr. — [illegible]
(Name of Division) (First) (Initial) (Last) (Jr., Sr., etc.) SOCIAL SE...

Director, Adm. Services — SALARY: $16,035 Annual $ 640.26 Biweekly — Full — July
TITLE OF POSITION PART OR FULL TIME ...

General Operations — Administrative Services — [illegible] — TRAVEL FUND
PLANT FUND (Use Sec III) PRIMARY ASSIGNMENT (Use Sec III) SHIFT NO.

TYPE OF APPOINTMENT: PROBATIONARY ___ PROBATION EXTENDED ___ PERMANENT PROVISIONAL ___ EXEMPT TEMPORARY ___ EMERGENCY ___

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| PROMOTION | ___ | RESIGNATION | ___ | APPOINTMENT EXPIRED | ___ | TO LEAVE W/OUT PAY | ___ |
| DEMOTION | ___ | RETIREMENT | ___ | TO ED LEAVE W/PAY | ___ | REINSTATEMENT | ___ |
| STEP INCREASE | ___ | SUSPENSION | ___ | FROM ED LEAVE W/PAY | ___ | RE-EMPLOYMENT | ___ |
| SALARY REDUCTION | ___ | TERMINATION | ___ | TO ED LEAVE W/OUT PAY | ___ | TRANSFER | ___ |
| ___ | ___ | ___ | ___ | FROM ED LEAVE W/OUT PAY | ___ | DECEASED | ___ |

EMPLOYEE IS BEING TERMINATED, IS RE-EMPLOYMENT RECOMMENDED? YES ___ NO ___

REMARKS: REASON FOR PERSONNEL ACTION

General Increase

Section II - CHANGE OF STATUS

| FROM: | TO |
|---|---|
| COUNTY - DIVISION | CO. OFFICE - DIVISION |
| JOB TITLE | POSITION TITLE |
| TYPE - APPOINTMENT | TYPE - APPOINTMENT |
| BIWEEKLY SALARY 625.57 | BIWEEKLY SALARY 640.26 |
| FUNDS FOR SALARY | FUNDS FOR SALARY |
| FUNDS FOR TRAVEL | FUNDS FOR TRAVEL |

Section III - [illegible]

FUNDS FOR COUNTY OFFICE SALARIES:

| GENERAL FUNDS | SPECIAL FUNDS |
|---|---|
| [illegible] | [illegible] |
| M - MAINTENANCE | Multi Cities - Sptn. |
| S - SERVICES | Consumer Educ. Fund. |
| P SERV - GENERAL | OTHER: |
| P SERV - WE INC | |
| STAMP | |
| TRAFFIC SERVICE | |
| TY ADMINISTRATIVE | |
| [illegible] | |
| M - MAINTENANCE | |
| S - SERVICES | |
| P SERVICES | |
| STAMP | |
| TY ADMINISTRATIVE | |

FUNDS FOR STATE OFFICE SALARIES:

| GENERAL FUNDS | SPECIAL FUNDS |
|---|---|
| FINANCE P. A. | Data Processing |
| FINANCE M. V. | MIS & Statistics |
| FINANCE PROP. | Procurement |
| FINANCE P. A. | Supplies & Svc. |
| FINANCE GEN. | Motor Vehicle |
| TRAFFIC GEN. | Admin. Serv. |
| P. A. - PATH | C & P Services |
| P. A. - SERV. | C & P Services |
| P. A. - LIC. | C & P Services |
| P. A. - GEN. | Food Stamp |
| QUAL CON-F.S. | Economic Opp. |
| QUAL CON-GEN. | Medical Funds |

FUNDS - COUNTY TRAVEL - GENERAL OPERATING - CO. SPECIAL FUNDS OR [illegible]

[illegible]
(CHAIRMAN OF COUNTY BOARD)

(COUNTY DIRECTOR OR DIVISION CHIEF)

(DATE RECEIVED)

1117

(443) (REV. 7-71)

Administrative Services — EMPLOYEE: E. H. Bucknell, Jr. — 118 12 16

Dir. Admin Services — SALARY: $ 16,205 ANNUAL $ 625.57 BIWEEKLY — Full — March

General Operations — Adm. Services — / /

TYPE OF APPOINTMENT: PROBATIONARY ____ PROBATION EXTENDED ____ PERMANENT ____ PROVISIONAL ____ EXEMPT TEMPORARY ____ EMERGENCY ____

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| PROMOTION | ____ | RESIGNATION | ____ | APPOINTMENT EXPIRED | ____ | TO LEAVE W/OUT PAY | ____ |
| DEMOTION | ____ | RETIREMENT | ____ | TO ED LEAVE W/ PAY | ____ | REINSTATEMENT | ____ |
| % INCREASE | 2.5 | SUSPENSION | ____ | FROM ED LEAVE W/ PAY | ____ | TRANSFER | ____ |
| SALARY ADJUSTMENT | ____ | TERMINATION | ____ | TO ED LEAVE W/OUT PAY | ____ | DEATH | ____ |
| ____ | ____ | ____ | ____ | FROM ED LEAVE W/OUT PAY | ____ | RETIRED | ____ |

EMPLOYEE IS BEING TERMINATED, IS RE-EMPLOYMENT RECOMMENDED YES____ NO____

REMARKS: REASON FOR PERSONNEL ACTION

Satisfactory service.

SECTION II - CHANGE OF STATUS

| FROM: | TO: |
|---|---|
| P. O. - DIVISION | CO. OFFICE - DIVISION |
| POSITION TITLE | POSITION TITLE |
| TYPE - APPOINTMENT | TYPE - APPOINTMENT |
| WEEKLY SALARY $595.76 | BIWEEKLY SALARY $625.57 |
| TEAM ASSIGNED | PROGRAM ASSIGNED |
| FUND FOR SALARY | FUNDS FOR SALARY |
| FUNDS FOR TRAVEL | FUNDS FOR TRAVEL |
| JOB CHANGE | NAME CHANGE |

SECTION III - SOURCE OF FUNDS FOR HIGHER CLASSIFICATION PAY

FUNDS FOR COUNTY OFFICE SALARIES:

GENERAL FUND
P. A. - ADMINISTRATION
P. A. - SERVICES (ADULT)
C & I SERVICES
FOOD STAMP
COUNTY ADMINISTRATION

FEDERAL P. A.
FEDERAL M. H.
FEDERAL EDUC.
FEDERAL H. A.
FEDERAL DHR
TRAINING CTR

OTHER:

STATE FUNDS
PUBLIC HEALTH SERVICES
MENTAL HYGIENE - M.H.
MENTAL HEALTH M.R.

OTHER:

IF LOCALLY PAID, SPECIFY

APPROVED:

1118

108

DPW-432

STATE DEPARTMENT OF PUBLIC WELFARE
COLUMBIA, S. C.

# REPORT OF EFFICIENCY RATING

As of ..... based on performance during period from 3/9/71 to 9/30/71

Mr. R. H. Bucknall, Jr. — Director, Administrative Services
(Name of employee) (Position)

Administrative Services — ..... — .....
(Division) (County) (Unit) (District office)

| ON LINES BELOW MARK EMPLOYEE | | CHECK ONE |
|---|---|---|
| V if adequate<br>— if weak<br>+ if outstanding | 1. Underline the elements which are especially important in the position.<br>2. Rate only on elements pertinent to the position.<br>*a.* Do not rate on elements in *Italics* except for employees in administrative, supervisory, or planning positions.<br>*b.* Rate administrative, supervisory, and planning employees on all elements pertinent to the position whether in *Italics* or not.<br>3. Before rating, become thoroughly familiar with instructions in the rating manual. | Administrative, supervisory, or planning ..... ☐<br>All others ..... ☐ |

NA (1) Maintenance of equipment, tools, instruments.
NA (2) Mechanical skill.
V (3) Skill in the application of techniques and procedures.
V (4) Presentability of work (appropriateness of arrangement and appearance of work).
+ (5) Attention to broad classes of assignments.
V (6) Attention to pertinent detail.
V (7) Accuracy of operations.
V (8) Accuracy of final results.
+ (9) Accuracy of judgments or decisions.
+ (10) Effectiveness in presenting ideas or facts.
+ (11) Industry.
V (12) Rate of progress on or completion of assignments.
V (13) Amount of acceptable work produced.
V (14) Ability to organize his work.
V (15) Effectiveness in meeting and dealing with others.
+ (16) Cooperativeness.
V (17) Initiative.
+ (18) Resourcefulness.
+ (19) Dependability.
V (20) Physical fitness for the work.

+ (21) *Effectiveness in planning broad programs.*
V (22) *Effectiveness in adapting the work program to broader or revised programs.*
+ (23) *Effectiveness in developing policies.*
V (24) *Effectiveness in [illegible] and carrying out policies.*
+ (25) *Effectiveness in [illegible] and coordinating the work [illegible].*
+ (26) *Effectiveness in [illegible] training, and [illegible] subordinate staff.*
V (27) *Effectiveness in [illegible] high standards.*
V (28) *Effectiveness in determining space, personnel, equipment needs.*
V (29) *Effectiveness in setting and obtaining adherence to time limits and deadlines.*
+ (30) *Ability to make decisions.*
+ (31) *Effectiveness in [illegible] clearly defined [illegible] to staff.*

STATE ANY OTHER ELEMENTS CONSIDERED

..... (A) .....
..... (B) .....
..... (C) .....

STANDARD
Deviations must be explained on reverse side of this form

| | Adjective rating | Numerical rating |
|---|---|---|
| All underlined elements marked plus, and no element marked minus | Excellent | 1 |
| A majority of underlined elements marked plus, and no element marked minus | Very good | 2 or 3 |
| All underlined elements marked at least with a check, and minus marks fully compensated by plus marks, or a majority of underlined elements marked at least with a check, and minus marks on underlined elements overcompensated by plus marks on underlined elements | Good | 4, 5, or 6 |
| A majority of underlined elements marked at least with a check, and minus marks not fully compensated by plus marks | Fair | 7 or 8 |
| A majority of underlined elements marked minus | Unsatisfactory | 9 |

Adjective rating: VG

Numerical rating: 1.9

On the whole, do you consider the conduct of this employee to be satisfactory? Yes ..... (Yes or No)

1119

Rated by ..... Deputy Director ..... 9/30/71
(Name of rating official) (Title) (Date)

Reviewed by ..... State Director ..... 9/30/71
(Name of reviewing official) (Title) (Date)

Rating approved by efficiency rating committee ..... Report to employee .....

1120

EN [illegible] 24—[illegible]—11-55
ST [illegible]

INDIVIDUAL RECORD OF [illegible]CE
FOR THE YEAR 19 [illegible]

ACCUMULATED LEAVE, JAN. 1, 19[illegible]
Annual: [illegible]
Sick: [illegible]

| | JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | | | | | | 1 | | | | | | | 1 |
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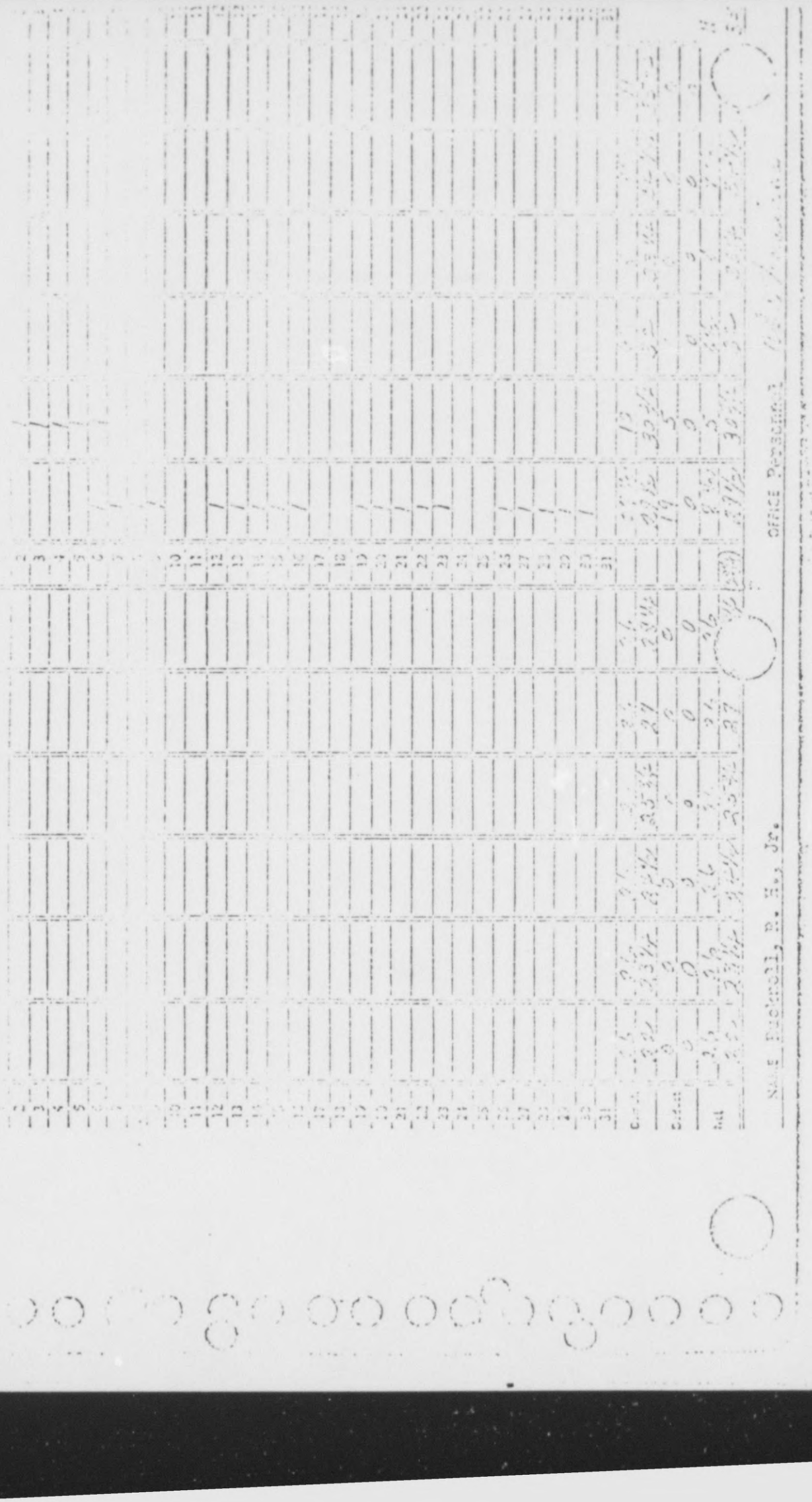
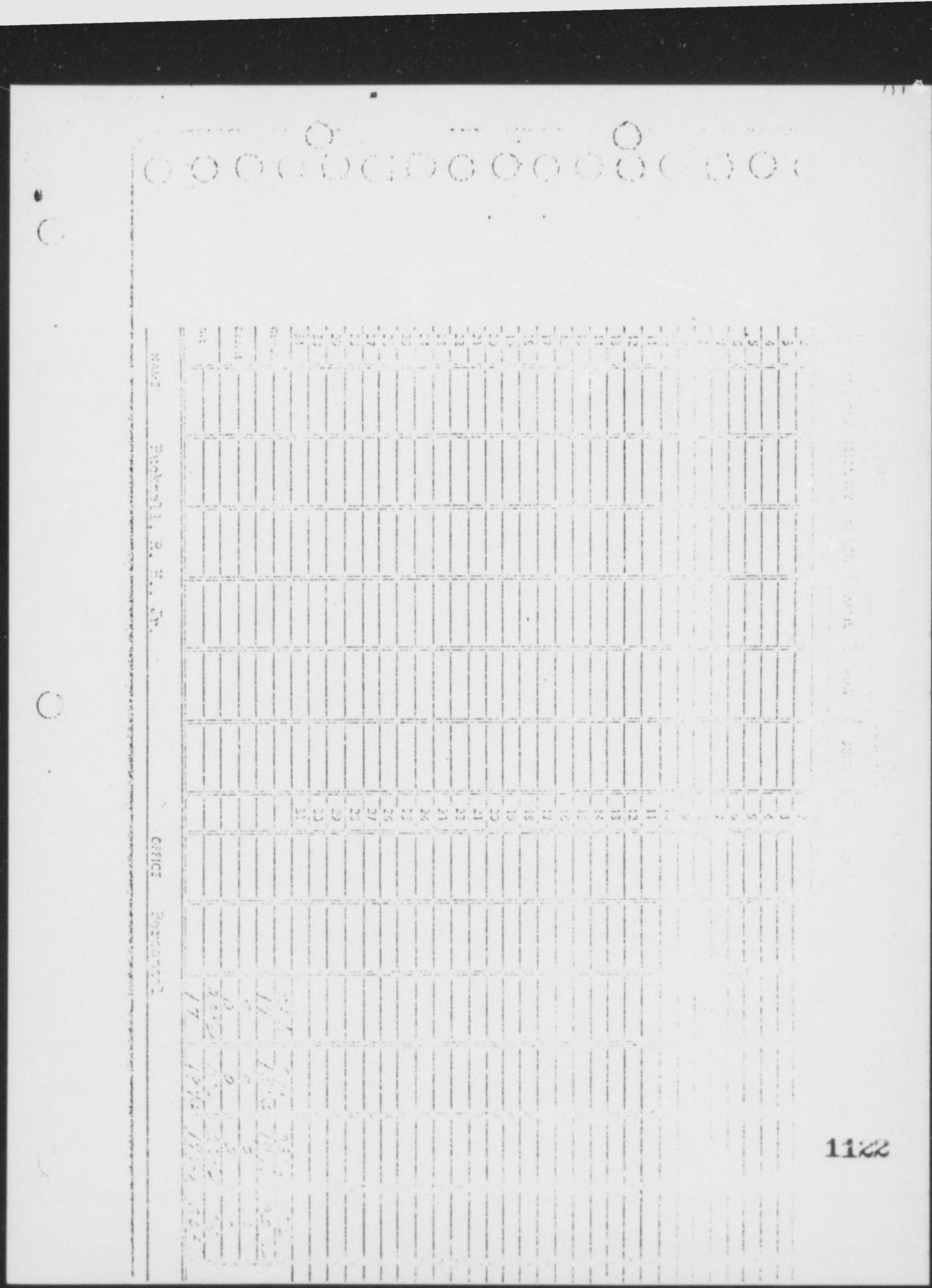
| 30 | | | | | | | 30 | | | | | | | 30 |
| 31 | | | | | | | 31 | | | | | | | 31 |
| | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | | |
| | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | |
| | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | |
| | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | |
| | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | |


OFFICE Pembroke
Nate Pickrell, P.O. Box, Jr.



DPW MC-1, Rev. 6-61

Date Filed

Identi

MERIT SYSTEM COUNCIL

S. C. DEPARTMENT OF PUBLIC WELFARE

Pa

Do Not Write Here

# APPLICATION AND STATEMENT OF QUALIFICATIONS FOR MERIT SYSTEM EXAMINATIONS

## INSTRUCTIONS TO APPLICANTS

Fill out this application on the typewriter or in ink.

Read carefully each question and give all the information requested. Questions left blank or improperly filled out may be for your disqualification. Be sure to fill in all blanks calling for your name and address.

All statements are subject to investigation and verification. Any false statement in this application will be cause for its rejection removal of your name from register, or dismissal from the service.

Before appointment, applicants may be required to pass a satisfactory physical examination.

You will be notified of the time and place of examination when your eligibility has been determined.

---

Date 2 JUNE, 1969

ADMINISTRATIVE MANAGEMENT
(Title of the position for which you are applying)

1. What is the date of your birth? JAN 30, 20
(Month, day of month, year)

2. Where were you born? (a) NEW YORK
(State or territory, if American born)

(b)
(Country, if foreign born)

3. Are you a citizen of the United States? YES
(Yes or no)

If not a native-born citizen, explain how and when you acquired citizenship

4. Marital status: Single ( ), Married (X), Widowed ( ), Divorced ( ), Separated ( ).

5. Sex: Male (X), Female ( ).

6. Are you in good physical condition, free from any physical defect, and fully capable of performing the duties of the position for which you are applying? YES

Describe fully any physical defect or disability you may have GLASSES, CORRECTED TO 20/20

7. Have you ever been discharged or forced to resign from a position? NO
(Yes or no)

If your answer is "yes," give name and address of employer, date of your discharge or forced resignation, and the reason therefor

8. Will you accept employment anywhere in the

If your answer is "no," state acceptable

COLUMBIA (BASE - WI
TRAVEL AS REQUIRE

9. Will you accept temporary appointment for

Three months? NO One month?
(Yes or no)

10. Have you any objection to the Merit System ing inquiry of your present employer regar acter, qualifications, etc.? NO, IF AFTER THE FACT.
(Yes

11. Have you ever been arrested, or summoned defendant, or indicted, or convicted, or fi oned, or placed on probation or has any been filed, or have you ever been ordered eral for alleged breach or violation of a regulation or ordinance whatsoever? N
(Yes

If so, list all the cases (giving minor t a separate sheet, in each case your age at the time the place offense or violation occurred, (a) the facts of the case, (b) the findings of the court, and (c) the penalty or explanation, (d) the present position.

12. Can you provide a car for official use in which a car is necessary?

13. Have you ever served in the Armed Forces during the period of

If you wish to claim veteran preference, state copy of your discharge papers and any evidence to support your claim.

VETERAN - CLAIMS PREF
NO - DISCHARGED

14. SOCIAL SECURITY NO.

1123

The form below will be mailed to you if you are found to be eligible for examination. PLACE ONLY YOUR NA DRESS ON IT.

CATION: Answer carefully and completely. If you were not graduated from high school or college, indicate the high school credits earned and the semester hour credits received in college. List professional s

| Schools Attended | Circle last grade completed | Attended from (Mo. Yr.) | Attended to (Mo. Yr.) | Major subjects | Graduate or last year attended; degree and date received | Name and location of |
|---|---|---|---|---|---|---|
| Elementary | 1 2 3 4 5 6 (7) | — | 34 | ELEMENTARY | DIPLOMA | [illegible] PARIS, NEW |
| High school | 8 9 10 (11) | 35 | JUN 37 | COLLEGE ENTRANCE | DIPLOMA | ROME [illegible] ROME, NEW |
| Night school | SEE | RESUME | AS ATTACHED | HERETO | | |
| Business or trade school | SEE | RESUME | AS ATTACHED | HERETO | | |
| College or university | 1 2 3 (4) | SEP 30 | MAY 40 | PRE-CHEMISTRY | BS CHEM. | SYRACUSE UNIVERSITY SYRACUSE, NEW |
| Graduate work college or university | [illegible] | RESUME | AS ATTACHED | HERETO | | |
| Other | SEE | RESUME | AS ATTACHED | HERETO | | |

XPERIENCE. In the space below give a complete statement of your work history in chronological order that is, begin with earliest experience. Under "description of duties" following each position, give such information as specific duties performed, supervisory and administrative responsibilities held; reports, research projects, surveys, etc., prepared.

1 month year
From SEP 69
To PRESENT
Total months worked [illegible]

Establishment SC STATE, DIVISION OF PERSONNEL 700 KNOX ABBOTT DRIVE, CAYCE, S.C. (Name) (Address)
Supervisor DR. T.B. ELLIS, DIRECTOR (Name) (Address)
Title of your position CLASSIFICATION & COMP. ANALYST
Annual Ent. $ GRA I. $

Description of duties: RESPONSIBLE FOR CLASSIFYING AND COMPENSATING EMPLOYEES EMPLOYED BY S.C. STATE, MAKE REVIEWS, REPORTS AND RECOMMENDATIONS FOR CHANGES IN [illegible] ASSIST IN THE IMPLEMENTATION OF CLASSIFICATION PLAN RECOMMENDATIONS THERE FOR

2 month year
From DEC 68
To JUL 69
Total months worked [illegible]

Establishment DIXIECRAFT CURBS INC. 1616 HENDERSON ST. COLA S.C. (Address)
Supervisor MR RAY BERRY CHAIRMAN OF BOARD COLA, S.C. (Name) (Address)
Title of your position STATE MANAGER
Annual Ent. $ 15 .

Description of duties: OVERALL RESPONSIBILITY FOR SUCCESS OF A PROGRAM IN THE STATE OF SOUTH CAROLINA. RESPONSIBLE FOR EMPLOYMENT, DIRECTION, EMPLOYING, INTERVIEWING AND [illegible] OF PERSONNEL, RECOMMENDED PATHS DIRECTLY [illegible]

A
month year
From JUL 67
To DEC 68
Total months worked 18

Establishment LEE-PACK LEAD OPPORTUNITY AGENCY
(Name) 3764 ASSEMBLY ST COLA, S.C. (Address)
Supervisor FOR FAM AVAIL
(Name) 1420 LADY ST COLA S.C. (Address)
Title of your position PROGRAM COORDINATOR

Annual salary
Entrance $ 10 600
Last $ 14 500

Description of duties: COORDINATE, PLAN AND PARTICIPATE IN THE OVERALL PROGRAM. DIRECT CONTACT AND COORDINATION WITH A WIDE VARIETY AGENCY STAFFS, PRIVATE AND PUBLIC PROFESSIONAL AND VOLUNTEER COMPETENCES.

B
month year
From DEC 66
To JUL 67
Total months worked 7

Establishment TRANSPORTATION UNLIMITED INC
(Name) 5441 PARADISE ROAD LAS VEGAS, NEV. (Address)
Supervisor MR ANTHONY PITCH, PRESIDENT
(Name) (Address)
Title of your position GENERAL MANAGER

Annual salary
Entrance $ 14500
Last $ 16 000

Description of duties: OVERALL RESPONSIBILITY FOR ALL PHASES OF MANAGEMENT INSURE, OPERATIONAL AND FINANCIAL SUCCESS OF CORPORATION LEFT TO RELOCATE TO SOUTH CAROLINA FOR FAMILY REASONS

C
month year
From AUG 63
To DEC 66
Total months worked 40

Establishment CLARK COUNTY CIVIL DEFENSE AGENCY
COURT HOUSE LAS VEGAS, NEVADA
(Name) (Address)
Supervisor MR LOU LAFONTA CHAIRMAN, BOARD OF COMMISSIONERS
(Name) (Address)
Title of your position EXECUTIVE DIRECTOR

Annual salary
Entrance $ 12,0
Last $

Description of duties: RESPONSIBLE FOR PLANNING, IMPLEMENTING, DIRECTING INSTRUCTING OF THE OVERALL EMERGENCY PLANNING OPERA RECEIVED PRESIDENTIAL CITATION. LEFT FOR ADVANCEMENT IN PRIVATE SECTOR.

C
month year
From APR 41
To MAY 63
Total months worked 22 YRS

Establishment U.S. ARMY
DEPT OF DEFENSE, WASHINGTON, D.C.
(Name) (Address)
Supervisor VARIED
(Name) (Address)
Title of your position RETIRED - PERMANENT MAJOR

Annual salary
Entrance
Last $ 15,0

Description of duties: OVERALL DUTIES OF MILITARY ASSIGNMENTS RANGING FROM PRIVATE TO MAJOR. ENCOMPASSING PERSONNEL, LOGISTICS, MANAGEMENT, COMMUNICATIONS, INTELLIGENCE AND COMMUNICATIONS.

1125

NOTE: If additional space is required, continue your entries on a separate sheet arranged as above.

In order to assist the Merit System Council in planning a timely, please tell me how you learned of this examination.

.X. By inquiry at Examination office
..... In a newspaper article
..... From a friend
..... By poster in a public place
..... Over radio
.X. Other FILED BY RECORD
(Specify)

File this application with: Merit System Supervisor
State Department of Public Welfare
Room 608, Rutledge Building
1429 Senate Street
Columbia, S. C.
Telephone 758-2224

P. O. Box 1520
Columbia, S. C. 29202

1120

116

1127

Name BUCKNELL R. H. (JR.)
(Last) (First)

Mailing Address RT 2 LAKE MURRAY 772-2455
(Street and Number or R. F. D.)

COLUMBIA LEXINGTON
(City or Post Office) (County)

IN FILLING THE ABOVE BLANKS TYPEWRITE OR PRINT IN INK. Be sure to notify the Merit System Supervisor of any change in your address.
(Over)

DPW MC-4a

## ADMISSION TO EXAMINATION
### MERIT SYSTEM COUNCIL

Identification Number _____
(Do Not Write Here)

Applicant fill in:

R.H. BUCKNELL JR
(Name)

RT 2 LAKE MURRAY
(Street and Number)

COLUMBIA, S.C. 29210
(City and State)

117

1128

Give the names and addresses of three persons, not employers or relatives, who have knowledge of your character, experience, and ability:

| Name | Present address | How long has he known you? |
|---|---|---|
| MR C. HALES L FENNESSY | 20 BARRE ST CHARLESTON, S.C. | 5 |
| COL EMMIT SMITH | 226 WADE HAMPTON BLDG COLA S.C. | 20 |
| MR LON LAWSON | 1557 BRENNAN R.D. COLA, S.C. | 15 |

I CERTIFY that all the information given herein is true and complete to the best of my knowledge and belief.

Date JUNE (Month) 2 (Day), 1969 (Year)

Signature [signature] (Application not signed may be cause for its rejection)

This is your authority to take examination for _____ (Position)

ADMISSION TO WRITTEN EXAMINATION

Date _____ Hour _____

Place _____

_____ Examiner

Applicant's signature:

_____ (Sign in presence of Examiner)

ADMISSION TO PERFORMANCE TEST

Date _____ Hour _____

Place _____

_____ Examiner

Applicant's signature:

_____ (Sign in presence of Examiner)

| | | | | | |
|---|---|---|---|---|---|
| | | | | | |

| (STREET — ROUTE) | (CITY) | (COUNTY) |
|---|---|---|
| 26 Le Moyne | Columbia, SC 29210 | Lexington |

EDUCATIONAL TRAINING

| | | | |
|---|---|---|---|
| 1 2 3 4 5 6 7 8 | | | |
| 9 10 11 12 | | | |
| 1 2 3 4 | | | |

| | | | | |
|---|---|---|---|---|
| EID | | 09 | 10 | |
| | B | 111 | 12 | 1129 |

NAME: S. H. [illegible], Jr.

SERVICE RATINGS

| DATE | TYPE | RATING | DATE | TYPE | [illegible] | DATE | TYPE | [illegible] | DATE |
|---|---|---|---|---|---|---|---|---|---|
| 7-12-[illegible] | | [illegible] | | | | | | | |
| 5-1-73 | S | NS | | | | | | | |
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PRIOR SERVICE

| FROM | TO | POSITION | LOCATION | YRS. | MOS. | DAYS |
|---|---|---|---|---|---|---|
| | | | | | | |
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EMERGENCY DATA

NAME:
ADDRESS:
RELATION:
PHONE:

S. C. RETIREE
ACTIVE ( ) NUMBER:
RETIRED ( ) TITLE:

PAY INCREMENT DUE

| F/Y | MONTH | DAY | F/Y | MONTH | DAY | F/Y | MONTH | DAY | F/Y |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
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| | | | | | | | | | |

FORM —

PERSONNEL SERVICE RECORD CARD

Key

| ORG. CODE | FUND | PROGRAM | POSITION TITLE | ANNUAL SALARY | BIWEEKLY SALARY | GR/ST | NATURE OF ACTION |
|---|---|---|---|---|---|---|---|
| A-5 | 00 | ADMIN SERVICES | Director Administrative Services | 31,790 | 567.30 | 22 | Perm. |
| " | " | " | " " " | " | " | " | Perm. |
| " | " | " | " " " | 15,420 | 529.75 | " | Temp. |
| " | " | " | " " " | 16,290 | 626.57 | " | " |
| " | " | " | " " " | 16,836 | 647.53 | " | Temp. |
| " | " | " | " " " | 18,177 | 699.[illegible] | " | [illegible] |
| | | | | (mid-1 | [illegible] | [illegible] | [illegible] |
| " | " | Admin Serv Pgmmg | " " " | 19,228 | 739.50 | " | [illegible] |
| " | " | " | " | 20,064 | 771.78 | " | Temp. [illegible] |
| " | " | " | " | 22,110 | 850.38 | 22 | [illegible] |
| | | retro. on 8/2/74 payroll) | | | | | |
| " | " | " | " " | 27,563 | 1060.19 | " | [illegible] Inc. |
| " | " | " | " " " | 27,963 | 1075.50 | " | Perf. [illegible] |

Final pay 10/31-11/13 for 35½ days (given two weeks notice with pay thru 10/31/75(?)) and given two weeks notice with pay thru 10/31/75(?) [illegible] days annual leave used to authorize pay through 10/31/75. Paid 35½ days [illegible] payment for balance of accrued annual leave on 10/31-11/13 payroll.

1150

STATE OF SOUTH CAROLINA

| CLASS TITLE | CLASS CODE |
| --- | --- |
| Director, Administrative Services | 2-81-4 |

(Note: The examples of work listed in this class specification are not necessarily descriptive of any one position in the class. In addition, the omission of listed duties does not exclude them from the class if they are logically consistent with the level of difficulty and responsibility common to all positions in this class.

In order to be considered for employment in a position in this class, an applicant must have the state minimum education and experience acceptable for entrance as outlined in the State Personnel Division. Selection for employment into the class will be made from those qualified as evidenced by appropriate examination procedures.)

Function:

Under limited supervision assists agency head in planning and directing all administrative services of a large state agency or institution with responsibility for formulation of broad policies and long term programs.

Examples of Work Performed:

Develops and establishes policies and procedures for operation of administrative services, including fiscal, personnel and purchasing functions for an agency or institution.
Evaluates programs and activities to ensure compliance with agency or institutional procedures, departmental policies and laws that affect administrative functions.
Recommends organizational changes and assists in formulation of internal program policies and programs relating to financial resources and administrative management.
Approves preparation of budgets and maintains controls on budget activities for all departments and divisions.
Administers agency or institution personnel services activities.
Determines needs and approves requests for equipment and special supplies.
Coordinates flow of work of all administrative divisions.
Performs related duties as required.

Required Knowledge, Skills and Abilities:

Thorough knowledge of principles and practices of public and business administration.
Thorough knowledge of modern office procedures, practices and equipment.
Thorough knowledge of personnel, purchasing and accounting practices and procedures.
Ability to plan and direct fiscal and business services.

Minimum Training and Experience:

A bachelor's degree and eight (8) years experience in accounting, business administration management, three (3) years of which must have been in a managerial capacity.

11:1

# STATE OF SOUTH CAROLINA

## POSITION QUESTIONNAIRE

1. Agency Name
   S.C. Department of Social Services
   Organization
   Administrative Support Services Division
   Subdivision (if any) and County
   Columbia — Richland — South Carolina
   Post Office — County — State
   Chief, Administrative Services Division
   Suggested Title — Classification Code
   Deputy Commissioner, Administration
   Supervisor's Title (Name, if none applicable)

| Permanent | Temporary | Number of months |
|---|---|---|
| ☒ Full Time | ☐ Full Time | of temporary |
| ☐ Part Time | ☐ Part Time | employment —N/A— |

Reason for Request:
☐ New Position
☐ Reclassification Request
☐ Requested by State Personnel Division
☒ Chief, Administrative Support Services

FOR PERSONNEL DIVISION USE ONLY

Approved Class _____
Class Code _____ Agency Code _____
Slot Code _____
Approved _____ Date _____

7. Description of Position
A. General Responsibilities:

Under limited supervision, plans and directs the Administrative Support Services Division of the Department of Social Services; performs duties governed generally by broad instruction, objectives and policies involving frequently changing conditions and problems.

B. Specific Duties

1. Plans, develops, and establishes policies and procedures for operation of the Administrative Support Services Division.
2. Supervises the planning, development and administering of the Records Management, Printing Services, Supply Services and the Support Services Section which includes mail and distribution, building custodial activities and coordinator of space authorization within the State Office Building.
3. Coordinates work flow of all sections within the Division.
4. Evaluates the activities of the Administrative Support Services Division to ensure compliance with Department of Social Services procedures as well as State and Federal laws.
5. Recommends organizational changes and assists in formulation of internal policies relating to the Administrative Support Services Division.
6. Monitors requests for printing and supply items normally stocked by the Supply Section.
7. Performs related duties as required.

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POSITION QUESTIONNAIRE (cont'd)

8. Machines or Equipment Operated; Indicate Per Cent of Time Spent on Each

Not Applicable

9. Working Conditions: Indicate Number of Hours in Work Week Plus any other Factors which Describe the Conditions Under

Good Working Conditions
40 Hours - 2105

10. Supervision Received; Describe How Your Work is Reviewed by Your Supervisor.

Limited supervision through conferences and consultations with Deputy Commissioner of Bureau of Support Services

11. Relationships or Contacts with Others, Exclude Supervisor and Those Supervised.

| Title | Freq. of Contact | Title | Freq. of Contact |
|---|---|---|---|
| District Directors | Freq. | Deputy Commissioners | |
| County Directors | Freq. | State Officials | |
| Division Chiefs | Freq. | Federal Officials | |

12. Supervisory Responsibilities: List the Number, Titles and Organization of Employees Supervised.

| A. Organization Unit | No. of Emp. Supervised | B. Job Titles of Three Highest Level Subordinates |
|---|---|---|
| Administrative Support Services Division | | 1. Purchasing & Supply Mgr. II |
| | | 2. Records Analyst III |
| Total No. of Emp. Supervised | 39 | 3. Printing Services Mgr. |

PART II TO BE COMPLETED BY IMMEDIATE SUPERVISOR

13. Qualifications

A. Minimum General Education
Bachelors Degree

B. Specialized Education or Training
Masters Degree Desirable

C. Minimum Work Experience
8 years in administrative management, 3 years of which must have been in managerial capacity.

D. Special Skills or Abilities Required: Extensive knowledge of accepted practices, principles and procedures relating to State operations. Extensive knowledge of Social Programs. Ability to plan, organize, and Direct the Division of Administrative Services

14. Supervisor's Comments on Description of Employee Duties

Adequate description above.

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DPC-401 (Rev. 10-69)

SOUTH CAROLINA DEPARTMENT OF PUBLIC WELFARE
COLUMBIA, SOUTH CAROLINA
RECOMMENDATION FOR PERSONNEL ACTION

SECTION I - NOTICE OF APPOINTMENT OR CHANGE IN EMPLOYMENT

FROM: Administrative Services (COUNTY DEPARTMENT OR DIVISION) EMPLOYEE: Jo (FIRST NAME) H. (MIDDLE INITIAL)

Director, Administrative Services (TITLE OF POSITION) (CLASSIFICATION OF TYPE OF PROGRAM TO EMPLOYEE ASSIGNED, FROM SECTION III-B)

SALARY: General Operations (SOURCE OF FUNDS, FROM SECTION III-A) BI-WEEKLY $525.76 ANNUAL $13,669.76 (BI-WEEKLY SALARY) (ANNUAL SALARY) November 30, 1971 (EFFECTIVE DATE)

TRAVEL EXPENSE: (SOURCE OF FUNDS, FROM SECTION III-A) 238-24-2131 (SOCIAL SECURITY ACCOUNT NUMBER FROM SOCIAL SECURITY CARD)

TYPE OF APPOINTMENT: PROBATIONARY ☐ PROVISIONAL ☐ TEMPORARY ☐ EMERGENCY ☐

| | | | | | |
|---|---|---|---|---|---|
| TRANSFER | ☐ | REINSTATEMENT | ☐ | APPOINTMENT EXPIRED | ☐ |
| PROMOTION | ☐ | DEMOTION | ☐ | SALARY REDUCTION | ☐ |
| SALARY ADVANCE | ☒ | TERMINATION | ☐ | LEAVE WITHOUT PAY | ☐ |
| SUSPENSION | ☐ | RESIGNATION | ☐ | | |

IF EMPLOYMENT IS BEING TERMINATED, IS REEMPLOYMENT RECOMMENDED? YES ☐ NO ☐

REMARKS: (SEARCH FOR PERSONNEL ACTION OR ANY NECESSARY REMARKS)
Satisfactory monthly increment

SECTION II - CHANGE IN STATUS

| ITEM | FROM PRIOR STATUS | TO CURRENT STATUS |
|---|---|---|
| DIVISION OR DEPARTMENT | | |
| TITLE OF POSITION | | |
| TYPE OF APPOINTMENT | | |
| AMOUNT OF SALARY | $507.00 | $525.76 |
| SOURCE OF FUNDS - SALARY (FROM SEC. III-A) | | |
| SOURCE OF FUNDS - TRAVEL (FROM SEC. III-A) | | |
| PROGRAM TO WHICH EMPLOYEE ASSIGNED - (FROM SEC. III-B) | | |
| NAME CHANGE | | |

SECTION III - INFORMATIONAL STATISTICAL DATA

A - CLASSIFICATION FOR SOURCE OF FUNDS FOR SALARY AND TRAVEL

NAME OF FUND

STATE ADMINISTRATION
FOOD STAMP PROGRAM
CHILD WELFARE SERVICE-FEDERAL
WORK EXPERIENCE PROJECTS-FEDERAL
COUNTY EXPENSE FUNDS ON DEPOSIT WITH STATE TREASURER
DISBURSED BY COUNTY FROM COUNTY APPROPRIATED FUNDS
T-SQUARE

B - CLASSIFICATION OF TYPE OF PROGRAM TO WHICH EMPLOYEE ASSIGNED

NAME OF [illegible]

PUBLIC ASSISTANCE
CHILDREN AND FAMILY SERVICES-CWEST
FOOD STAMP
MEDICAL ASSISTANCE PROGRAM
QUALITY CONTROL
HOMEMAKER SERVICE
WORK EXPERIENCE AND TRAINING PROGRAM
T-SQUARE PROGRAM

APPROVED: [illegible] (CHAIRMAN OF COUNTY BOARD)

[illegible] (COUNTY DIRECTOR OR DIVISION HEAD) [illegible] (STATE OFFICE)

DATE: 2/24/72

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FORM DPW-AAA

STATE DEPARTMENT OF PUBLIC WELFARE
COLUMBIA, SOUTH CAROLINA

February 22, 1971

Mr. R. H. Buckmell, Jr.
c/o State Department of Public Welfare
Columbia, South Carolina

Dear Mr. Buckmell:

PERMANENT APPOINTMENT

This is to certify that you have successfully completed the probationary period as ~~Director, Administrative Services~~ (Position) under Merit System regulations and have been given permanent appointment in that position effective March 9, 1971.

Sincerely yours,

R. [illegible]

State Director

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PS-401 (Rev. 10-66)

SOUTH CAROLINA DEPARTMENT OF PUBLIC WELFARE
COLUMBIA, SOUTH CAROLINA
PERSONNEL ACTION REQUEST

SECTION I - TO BE COMPLETED BY THE PERSONNEL OFFICER

FROM: Administrative Services (NAME OF DEPARTMENT OR DIVISION)

EMPLOYEE: _____ (FIRST NAME) _____ (MIDDLE INITIAL) _____

Director, Administrative Services (TITLE OF POSITION)

(CLASSIFICATION OF TYPE OF POSITION TO WHICH EMPLOYEE IS ASSIGNED, FROM SECTION III-C)

SALARY: General Operations (SOURCE OF FUNDS, FROM SECTION III-A)

| BI-WEEKLY | ANNUAL |
|---|---|
| $567.32 | $14,750 |
| SALARY | |

May 9, 1971 (EFFECTIVE DATE)

TRAVEL EXPENSE: _____ (SOURCE OF FUNDS, FROM SECTION III-A)

[illegible] SOCIAL SECURITY ACCOUNT NO. (FROM SOCIAL SECURITY CARD)

(DEPARTMENT APPOINTMENT)

TYPE OF APPOINTMENT: PROBATIONARY ☐ PROVISIONAL ☐ TEMPORARY ☐ EMERGENCY ☐

| | | | | | |
|---|---|---|---|---|---|
| TRANSFER | ☐ | REINSTATEMENT | ☐ | APPOINTMENT EXPIRED | ☐ |
| PROMOTION | ☐ | DEMOTION | ☐ | SALARY REDUCTION | ☐ |
| SALARY ADVANCE | ☐ | TERMINATION | ☐ | LEAVE WITHOUT PAY | ☐ |
| SUSPENSION | ☐ | RESIGNATION | ☐ | | |

IF EMPLOYMENT IS BEING TERMINATED, IS REEMPLOYMENT RECOMMENDED? YES ☐ NO ☐

REMARKS: (REASON FOR PERSONNEL ACTION OR ANY NECESSARY REMARKS)
Successful completion of the probationary period.

SECTION II - CHANGE OF STATUS

| ITEM | FROM PRIOR STATUS | TO CURRENT STATUS |
|---|---|---|
| DIVISION OR DEPARTMENT | | |
| TITLE OF POSITION | | |
| TYPE OF APPOINTMENT | Provisional | Permanent |
| AMOUNT OF SALARY | | |
| SOURCE OF FUNDS - SALARY (FROM SEC. III-A) | | |
| SOURCE OF FUNDS - TRAVEL (FROM SEC. III-A) | | |
| PROGRAM TO WHICH EMPLOYEE ASSIGNED - (FROM SEC. III-D) | | |
| NAME CHANGE | | |

SECTION III - INFORMATIONAL REFERENCE DATA

A - CLASSIFICATION FOR SOURCE OF FUNDS (FOR SALARY AND TRAVEL)

NAME OF FUND

STATE ADMINISTRATION
FOOD STAMP PROGRAM
CHILD WELFARE SERVICE-FEDERAL
WORK EXPERIENCE PROJECTS-FEDERAL
COUNTY EXPENSE FUNDS ON DEPOSIT WITH STATE TREASURER
DISBURSED BY COUNTY FROM COUNTY APPROPRIATED FUNDS
T-SQUARE

B - CLASSIFICATION OF [illegible] (IF APPLICABLE)

NAME OF F[illegible]

PUBLIC ASSISTANCE
CHILDREN AND FAMILY SERVICES - CWS
FOOD STAMP
MEDICAL ASSISTANCE PROGRAM
QUALITY CONTROL
HOMEMAKER SERVICE
WORK EXPERIENCE AND TRAINING PROGRAM
T-SQUARE [illegible]

APPROVED: _____ (LOCATION OF DUTIES ISSUE) _____ (DEPARTMENT HEAD)

_____ (COUNTY DIRECTOR OR DIVISION CHIEF) _____ (STATE DIRECTOR)

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DATE: 2/22/71

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LPW-312

STATE DEPARTMENT OF PUBLIC WELFARE
COLUMBIA, S. C.

REPORT OF REGULAR ( ) BELOW ( )
PROBATIONARY ( ) ABOVE ( )

# EFFICIENCY RATING

As of 3/29/71 based on performance during period from 9/2/70 to 3/9/71

Mr. E. H. Bucknell, Jr. Director, Administrative Services
(Name of employee) (Title)

Aiken Aiken County [illegible]
(District) (County) (Unit) (Institution, etc.)

| ON LINES BELOW MARK EMPLOYEE | | CHECK ONE |
|---|---|---|
| V if adequate<br>— if weak<br>+ if outstanding | 1. Underline the elements which are especially important in the position.<br>2. Rate only on elements pertinent to the position.<br>*a.* Do not rate on elements in *italics* except for employees in administrative, supervisory, or planning positions.<br>*b.* Rate administrative, supervisory, and planning employees on all elements pertinent to the position whether in *italics* or not.<br>3. Before rating, become thoroughly familiar with instructions in the rating manual. | Administrative, supervisory, planning ☐<br>All others ☐ |

NA (1) Maintenance of equipment, tools, instruments.
NA (2) Mechanical skill.
N (3) Skill in the application of techniques and procedures.
V (4) Presentability of work (appropriateness of arrangement and appearance of work).
V (5) Attention to broad phases of assignments.
V (6) Attention to pertinent detail.
V (7) Accuracy of operations.
V (8) Accuracy of final results.
V (9) Accuracy of judgments or decisions.
+ (10) Effectiveness in presenting ideas or facts.
V (11) Industry.
V (12) Rate of progress on or completion of assignments.
V (13) Amount of acceptable work produced.
V (14) Ability to organize his work.
V (15) Effectiveness in meeting and dealing with others.
+ (16) Cooperativeness.
V (17) Initiative.
V (18) Resourcefulness.
+ (19) Dependability.
V (20) Physical fitness for the work.

V (21) Effectiveness in [illegible] program.
+ (22) Effectiveness in [illegible]
V (23) Effectiveness in [illegible]
+ (24) Effectiveness in [illegible]
+ (25) Effectiveness in [illegible]
+ (26) Effectiveness in [illegible]
V (27) Effectiveness in [illegible]
+ (28) Effectiveness in [illegible]
+ (29) Effectiveness in [illegible]
+ (30) Ability to [illegible]
+ (31) Effectiveness in [illegible]

STATE ANY OTHER ELEMENTS CONSIDERED

(A)
(B)
(C)

| STANDARD<br>Deviations must be explained on reverse side of this form | Adjective rating | Numerical rating | Adjective rating |
|---|---|---|---|
| All underlined elements marked plus, and no element marked minus | Excellent | 1 | V? |
| A majority of underlined elements marked plus, and no element marked minus | Very good | 2 or 3 | |
| All underlined elements marked at least with a check, and minus marks fully compensated by plus marks, or a majority of underlined elements marked at least with a check, and minus marks or exceptional elements not compensated by plus marks on underlined elements | Good | 4, 5, or 6 | |
| A majority of underlined elements marked at least with a check, and minus marks not fully compensated by plus marks | Fair | 7 or 8 | |
| A majority of underlined elements marked minus | Poor | | |

On the whole, do you consider the employee to be satisfactory? Yes (Yes or No)

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Rated by [illegible] State Director 3/29/71
(Signature of rating official) (Title) (Date)

Reviewed by
(Signature of reviewing official) (Title) (Date)

Rating approved by efficiency rating committee (Date) Report to employee (Address of employee) (Date sent)

CONDUCT REPORT

(Only one item is to be entered in each space. If any item is the same as that shown on the previous report, enter the word "Same." In each space where a deviation from the standard is noted, the explanation is to be entered in the space provided.)

(Signature)

EXPLANATION OF DEVIATIONS FROM STANDARD

(Signature)

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September 10, 1970

Dr. R. Archie Ellis
State Director
State Department of Public Welfare
P. O. Box 1520
Columbia, South Carolina 29202

Dear Archie:

Please be advised that Mr. R. H. Bucknell, Jr. terminated his services from the South Carolina Personnel Division on September 8, 1970.

Mr. Bucknell will transfer nineteen and one half (19½) days of annual leave and sixteen and one fourth (16¼) days of sick leave.

Please see that this information is part of his permanent file. Thank you.

Yours truly,

F. E. Ellis
State Director of Personnel

FEE:mlm

DPA-431 (Rev. 10-61)

STATE OF NORTH DAKOTA DEPARTMENT OF PUBLIC WELFARE
PERSONNEL ACTION REPORT
(INSTRUCTIONS FOR COMPLETION ON REVERSE SIDE)

SECTION I - EMPLOYMENT DATA (TO BE COMPLETED BY LOCAL AGENCY)

FROM: General Administration (COUNTY DEPARTMENT OR DIVISION) EMPLOYEE: [illegible] (FIRST NAME) (MIDDLE INITIAL)

Dir., Administration Services (TITLE OF POSITION) (CLASSIFICATION OF TYPE OF PROGRAM TO WHICH EMPLOYEE IS ASSIGNED, FROM SECTION III-B)

SALARY: General Operations (SOURCE OF FUNDS, FROM SECTION III-A) | EFFECTIVE | ANNUAL | [illegible] SALARY | September 9, 1 (EFFECTIVE DATE)

TRAVEL EXPENSE: (SOURCE OF FUNDS, FROM SECTION III-A)

[illegible] SOCIAL SECURITY ACCOUNT (FROM SOCIAL SECURITY CARD)

TYPE OF APPOINTMENT: PROBATIONARY ☐ PROVISIONAL ☑ TEMPORARY ☐ EMERGENCY ☐

| | | | | | |
|---|---|---|---|---|---|
| TRANSFER | ☐ | REINSTATEMENT | ☐ | APPOINTMENT EXPIRED | ☐ |
| PROMOTION | ☐ | DEMOTION | ☐ | SALARY REDUCTION | ☐ |
| SALARY ADVANCE | ☐ | TERMINATION | ☐ | LEAVE WITHOUT PAY | ☐ |
| SUSPENSION | ☐ | RESIGNATION | ☐ | | |

IF EMPLOYMENT IS BEING TERMINATED, IS REEMPLOYMENT RECOMMENDED? YES ☐ NO ☐

REMARKS: (REASON FOR PERSONNEL ACTION OR ANY NECESSARY REMARKS)

SECTION II - CHANGE OF STATUS

| ITEM | FROM PRIOR STATUS | TO CURRENT STATUS |
|---|---|---|
| DIVISION OR DEPARTMENT | | |
| TITLE OF POSITION | | |
| TYPE OF APPOINTMENT | | |
| AMOUNT OF SALARY | | |
| SOURCE OF FUNDS - SALARY (FROM SEC. III-A) | | |
| SOURCE OF FUNDS - TRAVEL (FROM SEC. III-A) | | |
| PROGRAM TO WHICH EMPLOYEE ASSIGNED - (FROM SEC. III-B) | | |
| NAME CHANGE | | |

SECTION III - INFORMATIONAL AND STATISTICAL DATA

A - CLASSIFICATION FOR SOURCE OF FUNDS (NOT TO BE COMPLETED BY LOCAL AGENCY)

NAME OF FUND

STATE ADMINISTRATION
FOOD STAMP PROGRAM
CHILD WELFARE SERVICES-FEDERAL
WORK EXPERIENCE PROGRAMS-FEDERAL
COUNTY EXPENSE FUNDS ON DEPOSIT WITH STATE TREASURER
DISBURSED IN COUNTY FROM COUNTY APPROPRIATED FUNDS
T-SQUARE

B - CLASSIFICATION OF TYPE OF PROGRAM TO WHICH EMPLOYEE IS ASSIGNED

NAME OF PROGRAM

PUBLIC ASSISTANCE
CHILDREN AND FAMILY SERVICES (CWS)
FOOD STAMP
MEDICAL ASSISTANCE PROGRAM
QUALITY CONTROL
HOMEMAKER SERVICE
WORK EXPERIENCE AND TRAINING PROGRAM
T-SQUARE PROGRAM

APPROVED: [illegible] (CHAIRMAN OF COUNTY BOARD) [illegible] (WITNESSED BY)

[illegible] (COUNTY DIRECTOR OR DIVISION CHIEF) [illegible] (STATE DIRECTOR)

DATE: September 9, 1970 [illegible] N/A

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ANNIVERSARY DATE: 9-9-70

# INDIVIDUAL RECORD OF ABSENCE
## FOR THE YEAR 19 70

| Day of Month | JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | Day of Month | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | | | | | | 1 | | | | | | |
| 2 | | | | | | | 2 | | | | | | |
| 3 | | | | | | | 3 | | | | | | |
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| 27 | | | | | | | 27 | | | | | | |
| 28 | | | | | | | 28 | | | | | | |
| 29 | | | | | | | 29 | | | | | | |
| 30 | | | | | | | 30 | | | | | | |
| 31 | | | | | | | 31 | | | | | | |
| Days Worked | | | | | | | | | | | | | |
| Days Off | | | | | | | | | | | | | |
| Sick Leave | | | | | | | | | | | | | |
| Annual Leave | | | | | | | | | | | | | |

NAME Bucknell, R. H., Jr. OFFICE Administrative Services

NAME Bushnell, R. H., Jr.

OFFICE Admin. Services

EXHIBIT III
MAY 6, 1976

STATE OF SOUTH CAROLINA
BUDGET AND CONTROL BOARD
DIVISION OF MOTOR VEHICLE MANAGEMENT
300 GERVAIS STREET
COLUMBIA, S. C. 29201

ALLAN J. SPENCE
DIRECTOR
PHONE: (803) 758-7816

AGENDA ITEMS
May 6, 1976

Seek approval from the Board to allow State Purchasing to solicit bids and purchase vehicles for the 1975 Urban Mass Transportation Administration 16 (B) 2 Grant (UMTA).

Background: Division of Motor Vehicle Management was directed to implement UMTA 16 (B) 2 as evident by the letter from Division of Administration dated December 22, 1975. Division of Motor Vehicle Management proceeded as if the responsibility as well as the authority to complete the Grant was given to DMVM. The Grant is more than a year old. After discussion with General Services and others it appears this might not be the proper approval. The Attorney General had ruled that State Purchasing could not purchase because the recipients are ellemosynary agencies. However, we (DMVM) recommend that the State hold title to the vehicles for the duration of the contract which would make State Purchasing eligible to obtain those vehicles. These vehicles would be titled to: Division of Motor Vehicle Management, UMTA.

EXHIBIT II
MAY 6, 1976

STATE OF SOUTH CAROLINA

OFFICE OF THE COMPTROLLER GENERAL

COLUMBIA

HENRY MILLS

TO: Members of the Budget and Control Board

FROM: Henry Mills, Comptroller General

SUBJECT: General Operating Accounts

DATE: May 6, 1976

During the past ten years, the increase in the volume of vouchers and the increase in Other Funds, mainly Federal, and due to the original design limitation of our present voucher system (one voucher for each account charged) this office has not been able to record all the necessary detail on each Agency's expenditures. The above limitation made it necessary for the Budget and Control Board to authorize more General Operating Accounts each year. These General Operating Accounts have served the Agencies well but have caused a lack of detailed financial information to be available at the State level.

The need for more accurate financial information for decision-making coupled with an increase in inquiries as to detailed expenditures from all fronts has caused this office to change the accounting procedures on vouchers submitted.

Effective July 1, 1976, this change will allow agencies to pay vendors from a maximum of six accounts per voucher. These accounts may consist of General Fund Accounts, Special Accounts, or a mixture of both.

During November of 1975, all Agencies using General Operating Accounts were briefed in full on the mechanics of this system and told that after June 30, 1976, no Agency would be allowed to utilize General Operating Accounts unless they had specific approval from the Budget and Control Board. Subsequently, the following Agencies requested permission to continue using General Operating Accounts:

Adjutant General's Office
Forestry Commission
Department of Social Services
State Agency of Vocational Rehabilitation

These Agencies gave varying reasons for being unable to comply; mainly, the cost of changing internal accounting procedures and their inability to identify the source of funds at the time of payment.

This office requests that if any exception is made that this Board should approve and establish a time when these Agencies would be required to submit all detail on expenditures.

bpg

E N D