

MEMORANDUM

TO: The Honorable Mark Sanford The Honorable Andre Bauer The Honorable David H. Wilkins
 Governor of the State of South Carolina Lieutenant Governor of South Carolina Speaker of the House

FROM: _____

 Jesse Washington, Jr., Commissioner

RE: “Status of State Agencies’ Affirmative Action Plans”

DATE: February 1, 2003

Section 1-13-110 of the South Carolina Code of Laws, as amended, states that:

“Each State agency shall develop an Affirmative Action Plan to assure equitable employment for members of minorities (race and sex) and shall present such Plans to the Human Affairs Commission. On or before February 1 of each year, the Human Affairs Commission shall submit a report to the General Assembly concerning the status of the Affirmative Action Plans of all State agencies. If any Affirmative Action Plans have been disapproved, the report shall contain the reasons for such disapproval. If the General Assembly takes no action within sixty (60) days on those Plans which have been disapproved, the action of the Human Affairs Commission shall be final.”

In keeping with these requirements, it is my pleasure to present to you the 2003 Report to the General Assembly that examines the progress State government has made towards achieving the goal of Equal Employment Opportunity (EEO).

As I am now in my third year as Commissioner of the State Human Affairs Commission (SCHAC), I feel that it is the appropriate time to reevaluate state government agencies’ affirmative action plans to determine whether a particular plan should be retained, revised or exempted. SCHAC regulations and procedures require that plans be designed to meet the standards in our manual, The Blueprint.

These standards are consistent with the principles of merit and fairness, as well as, federal standards and judicial interpretation. I believe that by applying these principles we can at the same time actively pursue an inclusive government workforce and a strong economy for us all.

If you have questions about our report or need additional information, please contact me. I have also asked Mary Dunlap Snead, Director of Technical Services and Training, to assist with any questions you may have if I am not available.

Copy: Legislative Printing and Information Technology Resources
 Agency and Commission Heads

ABOUT THIS REPORT

This report addresses the status of affirmative action in South Carolina state government agencies. In order to understand the report, you must understand what affirmative action is and is not, and what the Human Affairs Commission can and cannot do to implement affirmative action in state government.

What is Affirmative Action?

Affirmative action is a process or management tool used by employers to eliminate the current and lingering effects of prior discrimination. It is a process that is used to achieve equal employment opportunity for all race/sex groups in a workforce through educational, training and/or recruitment programs. Affirmative Action has been upheld by the U.S. Supreme Court as a permissible method to reach the goal of fair employment and is not to be used as a quota system for a preference program. In fact, affirmative action programs should, when implemented correctly, eliminate preference.

An Affirmative Action Plan (AAP) sets employment goals for minorities and women whose representation in the workforce is less than would reasonably be expected based on availability estimates of the qualified labor pool. The plan also names the positive (affirmative) steps the employer will take to recruit and employ qualified minorities and women. If followed, the AAP becomes the guide for a program that should result in fair employment for all race/sex groups, including white males.

The goals component of the plan is not designed to be, nor should it be interpreted to be, permitting unlawful preferential treatment or quotas for persons of any race or sex. Rather, the goals are used as benchmarks to measure the effectiveness of affirmative action efforts to eliminate and prevent discrimination.

An AAP approved by SCHAC means only that the plan meets our standards for an acceptable planning document. If the plan is not followed, the state employer has merely met paper compliance obligations under the SC Human Affairs Law but has failed to voluntarily implement a program.

The SCHAC mandate is to monitor recruitment, hiring and promotion practices in state agencies, not to tell state agencies whom to hire or promote. SCHAC offers training for employers on the state law, harassment prevention, techniques for recruiting, hiring and promoting without discriminating, and other issues.

An AAP and program will not immunize an agency against charges of discrimination. An agency can have the very best written AAP but still be susceptible to charges of discrimination. However, the procedures incorporated in AAPs encourage consistent, non-discriminatory actions that would help prevent discrimination.

This report includes employment data on state agencies with 15 or more employees.

Exempt Agencies:

There are two benefits for agencies that have become exempt. First, reducing unnecessary paperwork requirements is in keeping with our policy at the Commission. Second, an agency that has no underutilization of minorities or women has no legal basis for instituting affirmative action steps to eliminate the underutilization. Affirmative Action programs are used to eliminate racial/gender imbalances in the workplace, not to maintain.

Thirteen (13) state agencies have been exempted from SCHAC's affirmative action reporting requirements. Exemptions can be granted to agencies that achieve availability for minorities and women at all levels of their workforces and exhibit the principles of equal employment opportunity. Even though SCHAC continues to monitor these agencies, they are not required to submit written AAPs or progress reports when in an exempt status.

The agencies that have been exempted in the past from our reporting requirements are:

**Accident Fund, State
Appellate Defense, Office of
Arts Commission
Attorney General
Comptroller General
Consumer Affairs, Department of
Election Commission**

**Higher Education, Commission on
Housing Authority, State
Insurance Commission
Low Country, Technical College of the
State Board of Financial Institutions
Williamsburg Technical College**

What is an Affirmative Action Plan?

An Affirmative Action Plan (AAP) is a written document outlining the positive steps an agency will take to achieve equal employment opportunity for all race/sex groups in its workforce based on the availability of *qualified* individuals. Each plan approved by the Commission was constructed according to standards contained in The Blueprint, a manual developed by SCHAC to guide agencies in preparing their plans.

The statistical portion of an AAP analyzes the employment patterns for black males, black females and white females. All other racial/ethnic groups are combined. Any race or ethnic group that exceeds two percent of the population based on census data in South Carolina will have a separate analysis. While white males are not depicted in the Availability, Underutilization, or Goals Met columns they are statistically included.

Each plan approved by SCHAC contains the following information:

- Section A—Policy Statement
- Section B—Responsibilities for Implementation
- Section C—Policy Dissemination
- Section D—Utilization and Availability Analyses
 1. Workforce Analysis
 2. Job Group Analysis
 3. Availability Analysis
 4. Underutilization Analysis
- Section E—Goals
- Section F—Identification of Problem Areas and Corrective Actions
- Section G—Internal Audit and Reporting Systems
- Section H—Affirmative Action Plan Support Documents

Job Group Analysis

The Job Group Analysis combines job titles within an agency that have similar job content, wage rates and upward mobility. This analysis is very important because it forms the foundation for the availability analysis, identification of underutilization and establishment of benchmarks. The Job Groups are frequently the same as the EEO Categories.

Availability Analysis

The availability analysis is used to determine the percentage of minorities or women who are qualified to perform the various jobs within each job group. The availability analysis is based on both internal and external employment data. The most important point to remember about this analysis is that it is an estimate of the qualified labor pool, not just the general population or civilian labor force. It serves as a useful benchmark against which the agency can be compared in order to determine underutilization.

Determining Underutilization

After the availability analysis is completed a comparison is made of the current workforce (Job Groups) and the available workforce. When the percentage of women or minorities employed in a particular job group is less than what would reasonably be expected based on a qualified labor pool (adjusted availability), the agency must project a goal (SCHAC has established as a general guideline that underutilization exists if representatives of a particular race/sex group are less than 90 percent of Availability estimates).

Goals

Agencies project goals to eliminate any underutilization. The goals should not be confused with quotas. They are not rigid and inflexible quotas, but targets that are reasonably attainable through good faith efforts. The goals are temporary and should only be used when problems exist. They create neither a floor nor a ceiling for the hiring of employees.

The goals component of the plan is not designed to be, nor may it lawfully be, interpreted as permitting unlawful preferential treatment or quotas. Rather, the goals are designed as benchmarks to measure the effectiveness of the plans to eliminate and prevent discrimination. These goals are realistically established based on the availability of qualified applicants.

In seeking to achieve goals, an agency is never required to hire unqualified people, or to hire a person of a particular race or sex. The use of goals is consistent with merit selection principles.

Please refer to pages 24 - 30 for more detailed explanations of the guidelines used for this report.

STATUS OF AFFIRMATIVE ACTION PLANS **APPROVED AGENCIES**

The agencies listed below have developed affirmative action plans in accordance with Section 1-13-110 of the South Code of Laws of 1997, as amended. Each plan approved by the Commission was constructed according to standards contained in The Blueprint.

Adjutant General's Office
Agriculture, Department of
Alcohol and Other Drug Abuse Services
Archives and History, Department of
Auditor's Office, State
Blind, Commission for the
Budget and Control Board
Commerce, Department of
Corrections, Department of
Deaf and Blind, School for the
Disabilities and Special Needs, Department of
Education, Department of
Educational Television Commission
Executive Policy and Programs, Office of
Forestry Commission
Francis Marion University
Governor's School for Science and Mathematics
Health and Environmental Control
Health and Human Services, Department of
John de la Howe School
Juvenile Justice, Department of
Labor, Licensing and Regulation, Department of
Law Enforcement Division, State
Library, State
Mental Health, Department of
Natural Resources, Dept. of

Parks, Recreation and Tourism
Ports Authority, State
Probation, Parole and Pardon Services
Public Safety, Department of
Public Service Authority (Santee Cooper)
Public Service Commission
Revenue, Department of
Second Injury Fund
Social Services, Department of
Technical College, Aiken
Technical College, Central Carolina
Technical College, Horry-Georgetown
Technical College, Trident
Transportation, Department of
Treasurer's Office, State
University of South Carolina (Total System)
Vocational Rehabilitation, Department of
Workers' Compensation Commission

STATUS OF AFFIRMATIVE ACTION PLANS
PENDING APPROVAL AGENCIES

The agencies listed below are in the process of revising or developing affirmative action plans in accordance with Section 1-13-110 of the South Code of Laws of 1997, as amended, but have not yet been approved. They may have had plans approved in the past, but have not completed updated plans.

Clemson University
Citadel, The
Coastal Carolina University
College of Charleston
Education Lottery, South Carolina
Employment Security Commission
Governor's School for Arts and Humanities
Lander University
Medical University of Hospital Authority
MUSC
Museum, State
Patriots Point
Ports Authority
Secretary of State
SC State University

Tech. and Comp. Education, State Board for
Technical College, Denmark
Technical College, Florence-Darlington
Technical College, Greenville
Technical College, Midlands
Technical College, Northeastern
Technical College, Orangeburg-Calhoun
Technical College, Piedmont
Technical College, Spartanburg
Technical College, Tri-County
Technical College, York
Winthrop University

STATUS OF AFFIRMATIVE ACTION PROGRAMS

Level of Goal Attainment

The charts on pages 8 through 14 depict the level of goal attainment achieved by non-exempt agencies.

Chart A: Percentage Level of Goal Attainment Ranked from Highest to Lowest

Chart B: Percentage Level of Goal Attainment Ranked by Alphabetical Order

Chart C: Percentage Level of Goal Attainment Ranked by Agency Size (15 - 100)

Chart D: Percentage Level of Goal Attainment Ranked by Agency Size (101 - 500)

Chart E: Percentage Level of Goal Attainment Ranked by Agency Size (501 and 1000)

Chart F: Percentage Level of Goal Attainment Ranked by Agency Size (1001 and up)

Chart G: Percentage Level of Goal Attainment Ranked from Highest to Lowest among Colleges and Universities

Chart H: Percentage Level of Goal Attainment Ranked from Highest to Lowest among Technical Colleges

Additionally, the levels of goal attainment have been noted on the bottom of each agency's chart in Section VI.

LEVEL OF GOAL ATTAINMENT: This was calculated by adding the percent of goal achieved and dividing by the total number of goals established. If an agency achieved the adjusted availability, it was credited with reaching 100 percent. Wherever a 0* was indicated, that particular goal was not calculated for, nor against the agency, and is not included in the calculation.

Summary of the Status of the State Government Workforce

Pie Chart: Agency Heads from state agencies with 15 or more employees by race/sex.

Table I: Pay Bands effective June 2, 2001 (no increase occurred to Pay Bands in 2002).

Table II: Distribution of the state's workforce by race, sex and pay band as of October 1, 2002.

Table III: Number and percent change within pay bands by race/sex between October 1, 2001 and October 1, 2002.

Table IV: Distribution of the state's workforce by number, percent, race, sex and pay in \$1,000 increments effective October 1, 2002.

- South Carolina state government decreased in size for the second straight year (down 1,540 positions). Proportionally, there were only small changes to the percent distribution of employees in the state's pay bands (see Table III.).
- Women represented 57.7 percent of the state's workforce, yet they accounted for 66 percent of the decrease in state government; minorities represented 34.9 percent of the workforce and 37.3 percent of the decrease.
- While no significant changes occurred in the State's workforce numbers during the reporting period, it should be noted that opportunities or change (promotions or new hires) did occur over 3,000 times in the top two job categories.
- State agencies reported a total of 190 new hires or promotions in the Executive and Administrative Categories (includes E1, C1, C2, T1 job categories). Females did not fare as well as males. For example, males represented 62.2 percent of the new positions while females represented 37.9 percent of the new positions.
- Whites were employed in 74.2 percent of the positions and black and other minorities were employed in 25.9 percent of the positions.

Executive or Administrative New Hires/Promotions

White Males	Black Males	Other Males	White Females	Black Females	Other Females	Total
91	25	2	50	18	4	190
47.9%	13.2%	1.1%	26.3%	9.5%	2.1%	

- Females and minorities fared better in the new hires within the Professional Job Category with 68.6% and 30.5% respectively.

Professional New Hires/Promotions

White Males	Black Males	Other Males	White Females	Black Females	Other Females	Total
679	190	25	1306	603	52	2855
23.8%	6.7%	0.9%	45.7%	21.1%	1.8%	

- The salary gap for females and minorities is significant in most of the job categories. For example, the weighted mean salary for males in the E1-Executive Category is \$64,886. By contrast, the weighted mean salary for females in the same category is \$57,654. The weighted mean salary for white employees is \$63,056 and \$56,840 for black employees.

Understanding the Report

Pages 54 through 294 provide an evaluation of each agency's progress towards meeting its goals over a one-year period (October 1, 2001 through September 30, 2002). We have provided an explanation of the numbers appearing on each chart and an explanation for all abbreviations used in the report. For additional information, contact the Technical Services and Training Division at 737-7800.

Section One: Equal Employment Opportunity (EEO) Category Codes

This section has codes for groups of employees that perform jobs having similar work content, pay rates and promotional opportunities. State agencies use codes E1 through E8. Four-year colleges and universities use codes E1 through E8 and C1 through C9. Technical education colleges use codes E1 through E8 and T1 through T5. When the number of employees assigned to a category is so small as to prohibit establishing goals, more than one EEO category may be combined to create a larger group of employees. Goals would then be established for the larger group. A general description of the kinds of jobs assigned to each EEO code follows:

E1) Executives:

Includes all employees whose assignments require meeting with the agency head or a designee to set agency policies that affect both internal and external statewide operations. Incumbents are expected to exercise discretion and independent judgement when assessing policy needs and ensuring that policies created are in line with state and federal laws, rules and regulations. Includes all persons whose assignments require the performance of work directly related to management policies and the general business operations of the agency or institution. Persons must perform the above functions and should report directly to the agency director or deputy director. Includes directors, deputy directors, department heads, division directors, regional directors, district directors and unclassified administrative managerial positions.

NOTE: Supervisory personnel of the professional, technical, clerical, skilled craft, and service/maintenance workforce will be reported within the specific categories of the personnel they supervise unless they set broad policies described above.

E2) Professionals:

Includes all employees required to possess specialized and theoretical knowledge that is usually acquired through college training or work experience and other training that provides comparable knowledge. Includes personnel specialists, social workers, doctors, registered nurses, systems analysts, accountants, counselors, teachers, police captains and lieutenants, classified professional non-faculty employees and kindred workers.

E3) Technicians:

Includes employees required to possess a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes computer programmers and operators, draftspersons, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, technicians (medical, dental, electronic, physical sciences), assessors, inspectors, police and fire sergeants and kindred workers.

E4) Protective Services:

Includes employees entrusted with public safety, security and protection of the public from destructive forces. Includes police, patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers and kindred workers.

E5) Paraprofessionals:

Includes employees who perform some of the duties of a professional or technician in a supportive role and who usually require less formal training and/or experience than normally required for professional or technical positions. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes library assistants, administrative assistants, research assistants, medical aides, child support workers, police auxiliary, welfare service aides, recreation assistants, homemaker's aides, home health aides, and kindred workers.

E6) Secretary/Clerical:

Includes employees responsible for internal and external communication, recording and retrieval of data and/or information and other paper work required in an office. Includes bookkeepers, messengers, office machines operators,

clerk-typists, stenographers, court transcribers, secretaries, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, and kindred workers.

E7) Skilled Craft:

Includes employees performing jobs that require special manual skill and thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machinists, carpenters, compositors and typesetters and kindred workers.

E8) Service/Maintenance:

Includes workers performing duties related to the upkeep and care of buildings, facilities, or grounds. Workers in this group may operate machinery. Includes chauffeurs, laundry and dry cleaning operators, truck drivers, bus drivers and garage laborers, custodial personnel, gardeners and grounds keepers, refuse collectors, construction laborers and kindred workers.

C1) Executive (Non-Academic):

Includes all unclassified employees whose assignments require primary responsibility for management of the institution, or a customarily recognized area or subdivision thereof. Includes persons who work in non-academic administrative support positions requiring the performance of work directly related to management policies or general business operations of the institution, department or subdivisions, etc. It is assumed that assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgement, and to direct the work of others. Includes officers holding such titles as Vice-President Administration, Vice-President Financial Management, Executive Assistant to the President, Director of Libraries, Director of Development and Alumni, Director of Athletics and kindred workers.

C2) Executives (Academic):

Includes all unclassified employees whose assignments require primary responsibility for management of the institution, or a customarily recognized department or subdivision thereof. Includes persons who work in academic administrative support positions requiring the performance of work directly related to management policies or general business operations of the institution, department or subdivision, etc. It is assumed that assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgement, and to direct the

work of others. Includes officers holding such titles as Vice President/Academic Affairs, Deans, and Executives of academic departments (chairperson, head, or the equivalent) if their principal activity is administration.

C3) Professors:*

C4) Associate Professors:*

C5) Assistant Professors:*

C6) Instructors:*

C7) Lecturers:*

*C3 through C7 includes all unclassified employees whose specific purpose is to provide instruction, research, or public service as a principal activity (or activities), and who hold academic titles of professors, associate professors, assistant professors, instructors, lecturers or the equivalent of any one of these academic ranks. Included in this category are deans and executive officers of academic departments (chairperson, head or the equivalent) if their principal activity is instructional. Student teachers and research assistants are not included.

C8) Other (Academic):

Includes all unclassified employees whose specific assignments are temporary in nature and/or who provide specialized professional support to the academic departments. Includes visiting persons with academic rank, Research Associates, Teaching Associates and kindred workers.

C9) Other (Non-Academic):

Includes all unclassified employees whose specific assignments would require either college graduation or experience of such kind and amount as to provide a comparable background. Persons placed in this category are considered professionals and would otherwise be reported under (E2), except that they are unclassified, under a different pay plan, and work in an institution of higher learning. Includes Directors, Athletic Coaches, Residents, Program Coordinators and kindred workers.

T1) Executives (Unclassified Institutional Officers):

Includes unclassified employees whose assignments require very broad executive management and policy-making responsibility on institution-wide areas. Includes persons who work in positions requiring the performance of work directly related to management of policies or general business operations of the institution. It is assumed that assignments in this category customarily and regularly require the incumbent to exercise broad policy making, high level decision making, and very independent and discretionary judgement. They also direct the work of high level professions. Includes officers holding such titles as President, Executive Vice-President, Vice-President Education, Vice-President Business, Vice-President Student Affairs and Vice-President Development.

T2) Managerial (Unclassified Level II Education Support Personnel):

Includes unclassified employees whose assignments require very broad management and policy-making responsibility on an institution-wide basis of a customarily recognized and very broad division or larger unit. Includes people who work in positions that require the performance of work directly related to the management of the institution or division. It is assumed that assignments in this category customarily and regularly require the incumbent to exercise high level decision making and highly independent judgement, and to direct the work of mid-upper level administrators. Includes positions holding such titles as Dean of Instruction, Dean of Continuing Education, Dean of Students, Dean of Learning Resources II and Educational Support Manager II.

T3) Faculty/Administrative/Teaching:

Includes all unclassified employees whose assignments require both responsibility for management of a customarily recognized academic division/department and whose other assignments are made for the purpose of providing instruction, conducting research, providing learning resources or performing public service. Includes academic deans, assistant deans, division chairpersons, department heads, librarians, program coordinators, and other faculty positions, if their responsibilities are both administrative and instructional or administrative only.

T4) Faculty/Teaching:

Includes all unclassified employees whose specific assignments customarily are made for the purpose of conducting instruction. Includes instructors and vocational teachers. Does not include student teachers or research assistants.

T5) Professionals (Unclassified Level I Educational Support Personnel):

Includes all unclassified employees whose assignments require the direction and supervision of major related sections/departments. Includes positions titled Educational Support Manager I, Assistant Dean of Students, Assistant Dean of Continuing Education and Dean of Learning Resources I.

Section Two: Workforce Totals

The information provided in Section Two shows the race/sex totals by number (#) and percentage (%) of persons employed in each EEO category as of September 30, 2002. For purposes of the report, the following race/sex categories are used:

WM	=	White Males	OF	=	Other Minority Females
BM	=	Black Males	T	=	Total
OM	=	Other Minority Males	#	=	Number
WF	=	White Females	%	=	Percentage
BF	=	Black Females	*	=	Underutilization less than one whole person

The information showing in the number (#) blocks of section 2 and 5 was provided by each agency, college or university or technical school and was reviewed for accuracy by agency representatives prior to the writing of this report. The percentage (%) of each race/sex group was computed by dividing the number (#) of each race/sex group by the total number (#) of persons in the EEO category.

Section Three: Adjusted Availability

Availability is an estimate of the percentage of the workforce you reasonably could expect to be employed based on the employer's analysis of the qualified labor pool. Availability estimates are reported for three groups: black males, white females and black females. Availability is established for any minority group exceeding two percent of the relevant labor market. In the 1990 census data, no other minority group met the two percent threshold. The Availability is then adjusted to a rate that is within 90.0 percent of what would be expected (a fluctuation of 10 percent). The Availability adjustment is to allow for the possibility that the current workforce disparities may not be statistically significant. Historically, there has not been a pattern of undertulization of white males in employer workforces. However, to determine the availability of white males, one can total the availability percentages shown in Column 3 for any EEO category and subtract the total from 100 percent; the difference will be white male availability (must be adjusted down by ten percent).

Section Three displays the percentage of people available in the labor market with the qualifications to perform the duties and responsibilities of the positions assigned to the EEO category. The percentages are taken from each agency's affirmative action plan.

Section Four: Underutilization

These figures are a comparison of the Adjusted Availability (Section Three) percentages, and the actual workforce (Section Two) percentages. If the current workforce is less than the Adjusted Availability, then underutilization exists. The underutilization is expressed as a percentage. If there is no underutilization a "No" appears in the block.

In any job group where the percent of underutilization is so small that it would compute to less than one whole person, an asterisk will appear in the appropriate block indicating that no goals are required.

This process is based on statistical fact, not its cause. However, the SCHAC recognizes that the mathematical comparison between availability and the current workforce should not be the sole consideration in determining underutilization. Other reasons can be discussed with SCHAC.

Section Five: New Hires and Promotions 10/01/01 – 9/30/2002

This section displays by race and sex the number (#) and percentage (%) of persons who were hired or promoted between October 1, 2001 and September 30, 2002. The information was obtained and calculated in the same manner as the information in Section Two. Transactions counted in Section Five include positions filled by means of new hires, internal promotions, promotions involving moving from one state agency to a higher job grade in another state agency, reinstatements and transfers from one state agency to another.

The reclassification of an already filled position is not counted in Section Five.

Section Six: Goals Met

When an agency has achieved the Adjusted Availability displayed on the form for a race/sex group, a YES is indicated in the appropriate block. If not, the percentage (%) achieved is displayed. The overall percent of the goals achieved is noted at the bottom of each agency's chart. (See Page Seven to determine how to calculate.)

The percentage of goals achieved is calculated by dividing the percent employed (in Section Two) by the percent available (in Section #3).

In race/sex groups where underutilization is less than one whole person, an asterisk will appear in the appropriate blocks.

Effective 6/2/01

STATE OF SOUTH CAROLINA

PAY BANDS

TABLE I

BAND	MINIMUM	MIDPOINT	MAXIMUM
01	\$ 10,712	\$ 16,485	\$ 22,259
02	\$ 14,644	\$ 20,869	\$ 27,094
03	\$ 17,819	\$ 25,394	\$ 32,969
04	\$ 21,679	\$ 30,893	\$ 40,108
05	\$ 26,378	\$ 37,591	\$ 48,804
06	\$ 32,099	\$ 45,742	\$ 59,386
07	\$ 39,055	\$ 55,654	\$ 72,254
08	\$ 47,519	\$ 67,717	\$ 87,915
09	\$ 57,817	\$ 82,392	\$104,967
10	\$ 70,348	\$100,248	\$130,149

