

Law Enforcement Training Council



September 15, 2009
South Carolina Criminal Justice Academy
2009 Accountability Report

Accountability Report Transmittal Form

Agency Name Law Enforcement Training Council

Date of Submission September 14, 2009

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Section I – Executive Summary

The South Carolina Police Academy was created in 1968 when the South Carolina State Legislature allotted \$30,000 to the South Carolina Law Enforcement Division (SLED). In 1970, the Training Act was enacted, which established the South Carolina Law Enforcement Training Council, and the South Carolina State Legislature created the South Carolina Criminal Justice Academy. In 1993 the Academy became a division of the South Carolina Department of Public Safety. On May 30, 2006 legislation reestablished the Criminal Justice Academy (CJA) as a separate agency.

1. **Organization’s stated purpose, mission, vision, and values:**

Purpose: Train law enforcement personnel.

Mission: To train criminal justice personnel by providing mandated training and a continuous certification process.

Vision: To foster a safer environment for the citizens of South Carolina through a prepared criminal justice population.

Values: Quality education system; more cost effective open and accountable government; more competitive business environment.

2. **Major achievements for past year:**

- a. Training – A 8% increase in the number of Basic Training Course offerings (from 96 up to 104) with a 5% decrease in total number of attendees (126 fewer) students attending training. The increase in number of offerings is result of more limited duty and Tele-Communications Officer classes, as well as “special basic”, special testing, etc., opportunities. The decrease in the number of attendees is result of declining demand and decrease in Basic Law Enforcement class size in the current economic recession. Reserve training shows a decrease of 27% from FY07-08; possibly offset by an increase in Limited Duty training as an alternative.
- b. Standards & Testing - Participated in the Physical Ability Tests Workshop at the 114th International Association of Chiefs’ of Police (IACP) Annual Conference in New Orleans, LA. Collaborate with the Richland County Sheriff’s Department, the South Carolina Alzheimer’s Association and the Commonwealth of Virginia Department of Criminal Justice Service in the development of a distance learning-based course of training on Alzheimer’s Training for Emergency First Responders and Search Management for Missing Memory-Impaired Individuals.
- c. Media/Library – Increased broadcast dates from 134 to 135 in FY09.
- d. Capital Improvement – Converted old Facilities Shop to two classrooms for Basic Jail Training and E-911 training as well as office space for instructional staff. Completed preliminary design work on project to expand training capabilities by constructing new dormitory, classroom building, new gymnasium and a dining hall. Installed new target system on Rifle Deck and Weapons Ranges #1 and #2. Installed wireless

computer access in Dorms. Installed new energy efficient boiler in energy facility, replacing three smaller, inefficient boilers.

- e. Food Services & Student Housing – Addition of full breakfast offered on Monday morning to replace the continental breakfast. Replacement of old and out-dated equipment to include two refrigerators and one stack-oven.

3. **Key strategic goals for the present and future years:** Increase the amount of training given to certified law enforcement personnel in South Carolina.
4. **Key strategic challenges:** Increase the amount of training given to law enforcement in South Carolina with increasing costs of goods and service and limited funds.
5. **How the accountability report is used to improve organizational performance:** Used to see where the Academy has been and plan where the Academy is going in the future.

Section II – Organizational Profile

1. **Organization’s main products and services and the primary methods by which these are delivered:** Basic and Advanced Mandated Training – classroom instruction.
2. **Key customers groups and their key requirements/expectations:** Law enforcement in South Carolina.
3. **Key stakeholder groups:** Law Enforcement Agencies in South Carolina.
4. **Key suppliers and partners:** South Carolina Vendors and Law Enforcement Agencies in South Carolina.
5. **Operating locations:** SC Criminal Justice Academy, 5400 Broad River Road, Columbia, SC.
6. **Number of employees segmented by employee category:** 120.25 total positions
 - a. Executive Director – 1 position
 - b. Classified – 112.25 positions
 - c. Grant – 4 positions
 - d. Temporary – 3 positions
7. **The regulatory environment under which organization operates:** State and Federal Laws.
8. **Performance improvement system(s):** Employee Performance and Management System
9. **Organizational structure:** Attachment 1 – Organizational Chart and Attachment 2 – Organizational & Staffing Utilization
10. **Expenditures/Appropriations Chart:** Attachment 3
11. **Major Program Areas Chart:** Attachment 4

Section III – Elements of Malcolm Baldrige Criteria

Category 1 – Senior Leadership, Governance, and Social Responsibility:

1. **How do senior leaders set, deploy, and ensure two-way communication for:**
 - a) **short and long term organizational direction and organizational priorities:** Director Hubert Harrell meets with the executive staff of the Academy on a weekly basis. Executive staff are charged with facilitating program plans to accomplish Agency goals, as well as establishing appropriate division goals and objectives. Leaders share information through staff meetings as well as e-mails.
 - b) **performance expectations:** Completion of the planning stage and annual Employee Performance and Management System (EPMS) is a joint effort between supervisors and employees to address individual and agency goals. Supervisors are encouraged to request and give feedback.
 - c) **organizational values:** Reporting, safety initiatives, enforcement/prevention techniques and continuous improvement are aligned with core values at the Academy. Managers instill these values through strategic planning, including employee involvement at all levels; staff meetings; marketing efforts and other communication tools, such as the Intranet and distributing material and displaying posters throughout the Academy.
 - d) **ethical behavior:** Human Resources are developing a poster on the Ethics Policy to be displayed throughout the Academy. An article on State Ethics was included in the Agency's quarterly news letter which was distributed to law enforcement agencies throughout South Carolina. Training on State Ethics was provided at the Agency and 25 employees and 32 Chief of Police attended.
2. **How do senior leaders establish and promote a focus on customer and other stakeholders?** Routine communication with the legislature and other state agencies facilitate feedback. Major conferences and meetings establish forums to address customer needs and trends. Upstate, Midlands and Low Country steering committees serve to advise the Academy.
3. **How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?** The Academy provides training, crucial to the competence of law enforcement personnel statewide, is continually reviewed and revised. All law enforcement candidates are appropriately tested before serving in law enforcement.
4. **How do senior leaders maintain fiscal, legal, and regulatory accountability?** Court fine revenue and expenses are tracked for accurate reports to the Law Enforcement Training Advisory Council and the Academy Director. Grant operations are subject to audits by state and federal regulatory agencies.

Information Technology approves all technical purchases to ensure compliance and processes the transfer and surplus of technical equipment to include the secure removal of all data prior to disposal.

5. **What performance measures do senior leaders regularly review to inform them on needed actions?** Enforcement activity/reports; financial reports, compensation studies (to determine inequities); customer satisfaction data; key strategic measures; and data tracking by the various divisions of the Academy.
6. **How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body?** Human Resources mails Exit Interview Forms to former employees to identify weaknesses and trends. The Academy's employee Relations representative meets with employees and acts as liaison with directors. How do their personal actions reflect a commitment to organizational values? Senior leaders make every effort to acknowledge and recognize employee contributions and encourage employee involvement, reminding them that they are CJA Ambassadors to the public, as well as with each other.
7. **How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?** CJA's three-level leadership program provides comprehensive training for law enforcement. Senior leaders actively promote opportunities for employee growth. Mentoring and cross-training have begun in some divisions allowing managers to better assess additional training needs to develop employees for future leadership roles. Employees at all levels, particularly mid-level managers, are involved in decision-making activities. Funds have been earmarked for training of staff in their various areas of expertise.
8. **How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?** Senior leaders give recognition to staff who implements way to improve performance in their work areas. Employee suggestions are used to help monitor and gauge planning and development.
9. **How do senior leaders create an environment for organizational and workforce learning?** Speakers are brought on campus to provide training to Academy personnel. These courses are offered during lunch breaks in the cafeteria or late afternoon in the lecture hall. Employees are given time from their work schedule to attend training.
10. **How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization?** The Director has an open door policy for all Academy employees to bring their concerns and suggestions

for discussion. Senior Managers meet with their staff in groups and individually on a regular basis. **How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?** Senior Management recognizes staff accomplishments and Agency meetings, in media releases and in the quarterly news letter.

11. **How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improve these communities.** Senior leaders promote continuous improvement, accomplishment and innovation by involving employees at all levels in strategic planning and problem solving. Increased emphasis is being placed on keeping employees informed regarding policies and changes, as well as empowering and equipping them to do their jobs and holding them accountable. Individuals and program areas are rewarded for initiative shown in meeting agency goals, problem solving and recommendations resulting in cost savings and/or increased efficiency.

Category 2 – Strategic Planning:

1. **What is your Strategic Planning process, including key participants, and how does it address:**
 - a. **your organizations’ strengths, weaknesses, opportunities and threats:** Director Harrell believes the CJA Strategic Plan should be concise and flexible and comprise broad, overarching goals.
 - b. **financial, regulatory, societal and other potential risks:** Ongoing challenges affect capacity to meet critical needs and expectations. Exploring funding sources is essential to meet mounting
 - c. **shifts in technology, and customer preferences:** The Agency must respond to a changing regulatory environment regarding funding and the effects on planning for training and other programs. Financial and Human Resource staffs are participating in the design and implementation of the State’s new financial management system that will automate all budget, accounting, procurement, supply and receiving functions.
 - d. **workforce capabilities and needs:** The Director places tremendous importance on employees and their contributions. The challenge remains to recruit and retain qualified personnel, as well as address training needs, transfer of knowledge and succession planning.
 - e. **organizational continuity in emergencies:** As a first responder, key employees have cell phones and access to laptops to manage duties while away from the office in case of an emergency.
 - f. **your ability to execute the strategic plan:** The Director and executive staff oversees the strategic planning process, trains and informs management and liaisons, develops reports for the Law Enforcement Training Council.

2. **How do your strategic objectives address the strategic challenges you identified in your Executive Summary?** Attachment 5 – Strategic Planning
3. **How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?** Resources are allocated based on several factors including demands of customers/stakeholders related to purpose of the Academy to train law enforcement personnel; external circumstances, which may warrant funding to address responding to emergency situations; proposals for additional staffing and/or other resources that justify needs based on mission goals stated in action plans and data collected through enforcement, security risks, and operational needs.
4. **How do you communicate and deploy your strategic objectives, action plans and related performance measures?** Along with written directives, e-mails, and meetings, the Intranet is used as a communication tool. Division Plans serve to monitor progress for reporting to the Director. Data regarding projects is posted and feedback is requested. Several divisions post information on the Agency's website, serving as a convenient, effective method to share relevant data and activities. The budget process requires a breakdown by priority of operating and personnel services needs. The Finance Section, along with the Agency Director and Executive Staff, allocate resources based on relevance to strategic goals, availability of state and alternative funding sources.
5. **How do you measure progress on your action plans?** Plans will be flexible and reevaluated regularly to ensure they remain aligned with the Agency's strategic goals.
6. **How do you evaluate and improve your strategic planning process?** The Agency Director and Executive Staff review program goals and accomplishments throughout the year and implement changes to improve as the year progresses.
7. **If the agency's strategic plan is available to the public through the agency's internet homepage, please provide a website address for that plan.** Plans are to have the Agency's strategic plan on its webpage at www.sccja.org in the near future.

Category 3 – Customer and Market Focus

1. **How do you determine who your customers are and what their key requirements are?** Key customers and stakeholders are listed in Section II. Along with efforts and initiatives discussed throughout this report, relevant legislative mandates affect key requirements related to the Agency's mission – to train criminal justice personnel by providing mandated training and a continuous certification process.

2. **How do you keep your listening and learning methods current with changing customer/business needs and expectations?** Inquiries and feedback are monitored and used to identify problems and determine what is done well. Monitoring e-mails, faxes, phone calls and comments on the web site helps maintain rapport with customers. Collaborative partnerships, including those with other states, allow CJA to keep abreast of changing needs and expectations.
3. **What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?** Customers have access to CJA's certification database and course calendar on its webpage at www.sccja.org.
4. **How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?** CJA uses course critiques to measure student satisfaction of training, facilities and experience at CJA.
5. **How do you use information and feedback from customers/stakeholders to keep services and programs relevant and provide for continuous improvement?** CJA continues using performance-based activities, such as job task analyses, field reviews, training evaluations, participation in the Regional Training Steering Committees, the Training Officer Association, Chief's Association, and the Sheriff's Association to keep abreast of current needs.
6. **How do you build positive relationships with customers and stakeholders to meet and exceed their expectations?** Indicate any key distinctions between different customer and stakeholder groups. Directly serving students, CJA's efforts affect the entire law enforcement community. CALEA accreditation sets them apart and enhances public confidence.

Category 4 – Measurement, Analysis, and Knowledge Management

1. **How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic and objectives and action plans?** CJA is guided by CALEA standards and the Training Act and Regulations; activities are reviewed/refocused according to current income level. Feedback from the law enforcement community/stakeholders in terms of injuries, responses, and complaints helps identify operational processes in need of measurement, review or evaluation.
2. **How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?** Data collection and analysis are a continuous process and results are consistently reviewed by management staff and influence decision making affecting intra-agency and interagency operations and subsequent delivery

of services. Statistics from manpower studies and budget analyses help gauge pending operations and projects.

3. **What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions?** CJA's key measures consist of (1) number of officers trained and certified annually, and (2) the number of in-service training opportunities for recertification compliance for the total law enforcement community.
4. **How do you select and use key comparative data and information to support operational and strategic decision making and innovation?** The Director and management use the sources and tools regarding customer service, internal and external assessments, best practices, and technology to support decision making. This data is proactively sought and used in a timely manner by staff responsible for research and implementation of legislative mandates and other process changes.
5. **How do you ensure data integrity, reliability, timeliness, accuracy, security and availability for decision making?** A system of checks and balances, required entries and monitoring tools enables the Certification and Compliance area to ensure data quality, reliability, completeness and availability. Along with expertise and leadership of the Agency Director and senior management, the Finance Section assures accurate financial/operational data by using internal controls and reports, as well as audit reviews, to verify data is accurate and managed effectively.
6. **How do you translate organizational performance review findings into priorities for continuous improvement?** CJA uses job task analysis and needs assessments from in-state law enforcement sources. Membership in the International Association of Directors of Law Enforcement Standards and Training provides a network of reference data with other Academies and POST organizations based on compilation of sourcebook and reciprocity guidelines among states.
7. **How do you collect, transfer, and maintain organizational and workforce knowledge (knowledge assets)? How do you identify, share and implement best practices, as appropriate?** Agency Policies and Procedures are posted on a shared drive for access by the entire staff. Cross training, desk manuals, mentoring, training and in-service programs are among methods used to collect, maintain and transfer knowledge, enhance emergency response and build a foundation network of experienced, cooperative-minded employees. How do you identify and share best practices? As part of a network of state and national organizations that search for best practices, CJA shares knowledge and reviews programs on an ongoing basis.

Category 5 – Workforce Focus

1. **How does management organize and measure work to enable your workforce to:**
 - 1) **develop their full potential, aligned with the organization’s objectives, strategies, and action plans?** Grant opportunities are explored to support training needs and partnerships are promoted.
 - 2) **promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?** Along with informal recognition, Director Harrell plans a quarterly news letter to give senior leaders the opportunity to acknowledge the efforts and service of their employees- fostering an environment where employees feel appreciated and valued.
2. **How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations?** Give examples. Director Harrell supports team approach to addressing needs at the Academy from legal assistance to grant applications.
3. **How does management recruit, hire, place, and retain new employees?** Describe any barriers that you may encounter. Changing needs and funding limitations continue to present new challenges. Director Harrell provides hands-on leadership and empowerment, organizational restructuring to improve internal customer service, opportunities for growth and enhanced communication and recognition efforts.
4. **How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?** Director Harrell and management staff identify employees’ skills and abilities and utilize them in teams to address needs of the Academy. Management promotes employees within the Organization when their skills and abilities match those required for the job function. Employees are sent for further training to maintain expertise and certification in their professional fields.
5. **How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?** Employees are involved in the annual planning/performance review, and supervisors are encouraged to communicate expectations through discussions and informal reviews, as well. As the primary tool used to measure performance, the EPMS notes achievements, evaluates performance against success criteria, and points out areas for improvement. EPMS training is offered to educate supervisors in using the EPMS as a management, coaching and communication tool.
6. **How does your development and learning system for leaders address the following:**

- a. **development of personal leadership attributes** – The Director and Executive Staff mentors and communicates with managers its expectations.
 - b. **development of organizational knowledge** – Cross training is stressed and certifications emphasized at all levels in the agency.
 - c. **ethical practices** – State Ethic Classes will be offered at least once per year for staff to attend and an article on ethics will be published in the Academy’s quarterly news letter.
 - d. **your core competencies, strategic challenges, and accomplishment of action plans?** The Director and management staff will keep employees informed on status of the Academy’s strategic plan and areas needing improvement.
7. **How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?** CJA continually assesses and revises curricula-with a number of programs viewed as models among peers. Managers encourage employees to seek out and participate in training, and effectiveness is measured by use of new skills on the job.
8. **How do you encourage on the job use of new knowledge and skills?** Employees are evaluated on the annual EPMS use of their skills and knowledge acquired through training.
9. **How does employee training contribute to the achievement of your action plans?** Employee training adds skills and knowledge to the Academy workforce which provides for a better instructor pool that pass the training onto the law enforcement officers of the state.
10. **How do you evaluate the effectiveness of your workforce and leader training and development systems?** Time studies, error reports and customer complaints are methods used by the Academy to evaluate effectiveness of its workforce.
11. **How do you motivate your workforce to develop and utilize their full potential?** Academy management uses praise, recognition and EPMS to motivate the Academy workforce.
12. **What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation? How do you use other measurers such as employee retention and grievances? How do you use this information?** Human Resource and other divisions review

exit interview forms to identify retention concerns, as well as satisfaction. The number of grievances, as well as root problems, is monitored to ensure appropriate action is taken. Information and formal reviews, absenteeism, turnover and job performance reflect satisfaction and motivation to some degree.

13. **How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?** Managers promote from within the Academy when possible to build careers and keep qualified employees. Cross training is stressed to cover areas where employees are close to retirement. Management has used consultants when outside expertise is needed to fill in gaps at the academy.
14. **How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)** Hearing and lead tests are given to employees who work on the ranges to monitor their health. Facilities are monitored to ensure appropriate safety measures are taken and safety initiatives are coordinated, including inspecting equipment/facilities, implementing life safety programs, monitoring major support systems (such as fire detection and fire alarms).

Category 6 – Process Management

1. **How do you determine, and what are your organization’s core competencies, and how do they relate to your mission, competitive environment, and action plans?** Efforts to redesign processes and organizational structure are in place to reduce duplication of effort and ensure optimal efficiency and effectiveness- ultimately making better use of state dollars. Collaborate efforts involve customers, stakeholders, contractors and others. Focusing on improving communication and technology (particularly in law enforcement) ensures optimal service and capacity.
2. **How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?** As the training facility for law enforcement in the state, CJA fulfills the training needs of the South Carolina law enforcement community.
3. **How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?** CJA continuously explores new ways to enhance efficiency and effectiveness. Through assessment of organizational structure, policies/procedures, and goals, the Director is initiating programs/changes to make the best use of the Academy’s resources and expertise.

4. **How does your day-to-day operation of these processes ensure meeting key performance requirements?** Human Resources and Finance collaborate to ensure new policies and initiatives are implemented according to legal and regulatory requirements. Sections follow operational plans, guidelines, and schedules required by state and federal regulatory agencies, as well as funding authorities. Management is responsible for ensuring employees comply with policies and that performance requirements are met.
5. **How do you systematically evaluate and improve your key product and service related work processes?** CJA has several sites throughout the state equipped to receive and deliver advanced/specialized training in local jurisdictions where officers live and work. Workshops are held to train and refresh new and current training officers in certification and compliance processes and to get feedback concerning the impact on the law enforcement community throughout the state.
6. **What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?** Managers are reviewing, updating and refining the desk top procedures in their area to streamline and assist with job functions.
7. **How does your organization determine the resources needed to meet current and projected budget and financial obligations?** Managers submit budget requests to the Director each year. The budget requests are reviewed and evaluated and budgets set to meet those goals. Managers are given monthly finance reports to monitor their budgets and make decisions as emergencies arise.

Category 7 – Key Results

7.1. What are your performance levels and trends for your key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations? CJA follows the highest standards in training law enforcement officers in the state. National CALEA accreditation, involving an experienced team reviewing mission accomplishment, key measures and performance levels, assures quality training to support the Agency's mission of serving the public through education, prevention and enforcement. Student feedback is used in planning; evaluations from students consistently indicate excellent ratings.

7.2. What are your performance levels and trends for your key measures on customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization's products or services)? How do your results compare to those of comparable organizations? Training Summary Trend – Attachment 6

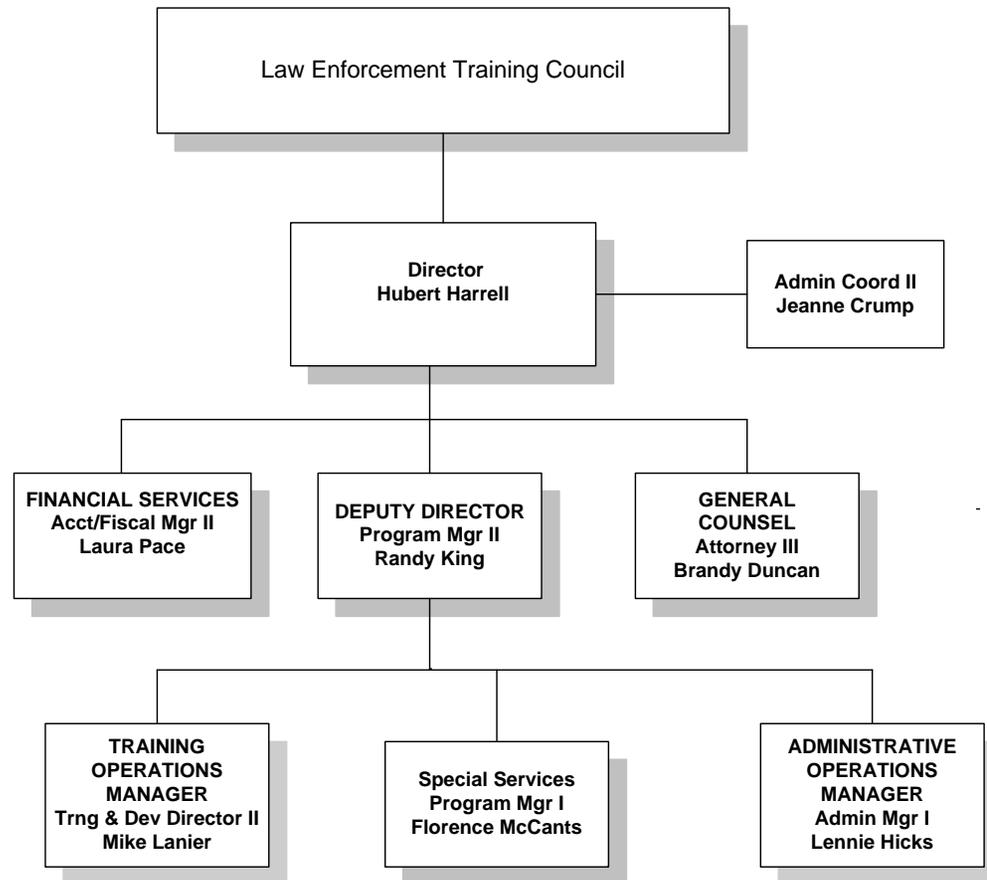
7.3. What are your performance levels for your key measurers on financial performance, including measures of cost containment, as appropriate? CJA focuses on alternative funding sources while streamlining and cutting back to essential activities – resulting from increased demands.

7.4. What are your performance levels and trends for your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, and workforce climate including workplace health, safety, and security? A three-level leadership program for law enforcement has been implemented by CJA, as well as supervisory training developed in conjunction with Highway Patrol.

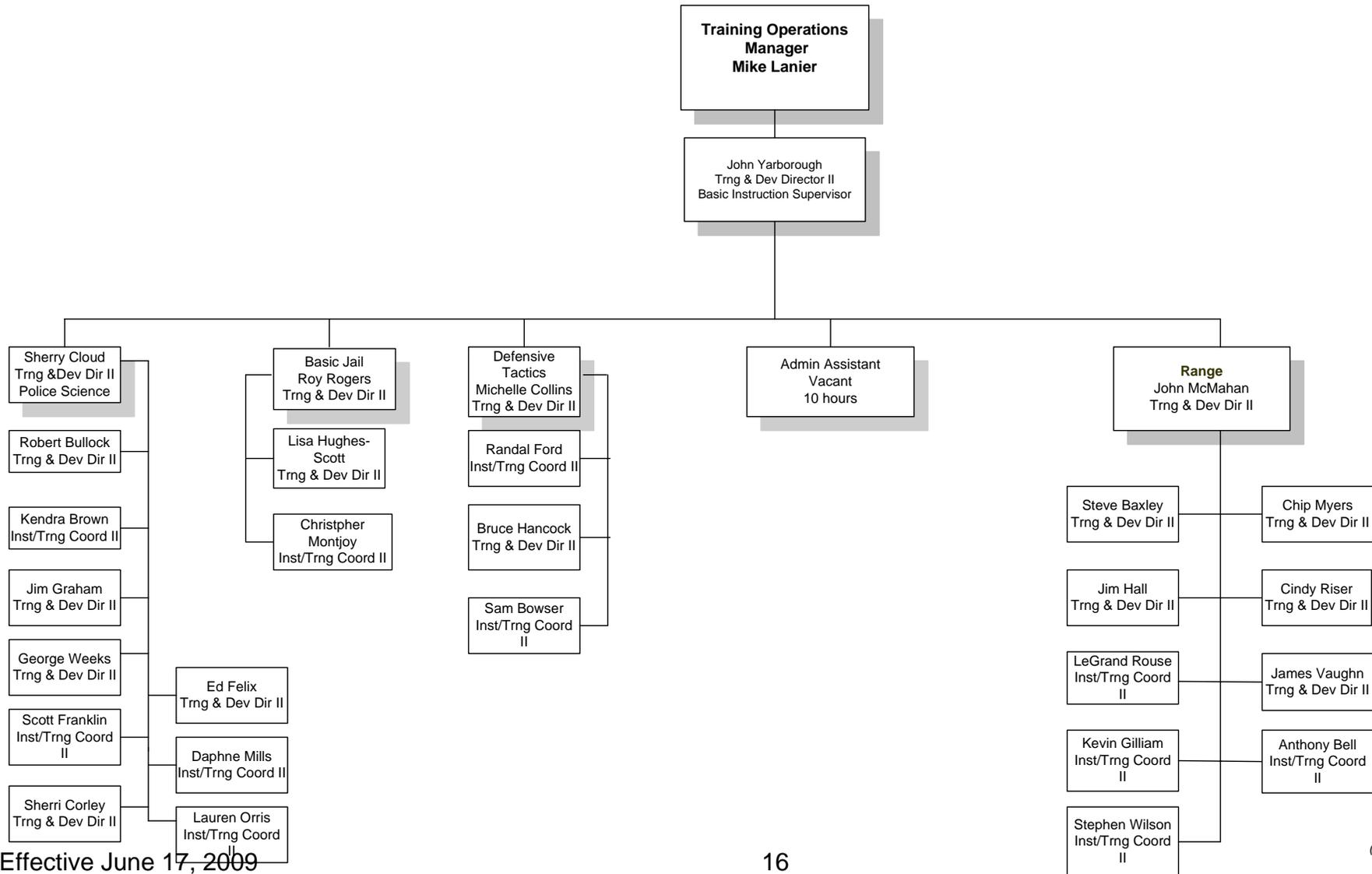
7.5. What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following; product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)? CJA focuses on processes to reduce workloads. Managers utilize employee and customer input to improve on its' operations.

7.6. What are your performance levels and trends for the key measures of regulatory/legal compliance and community support? The Agency is heavily regulated in the law enforcement arena as well as grants administration. CJA complies with numerous educational standards, including CALEA requirements, in training law enforcement students statewide.

South Carolina Criminal Justice Academy

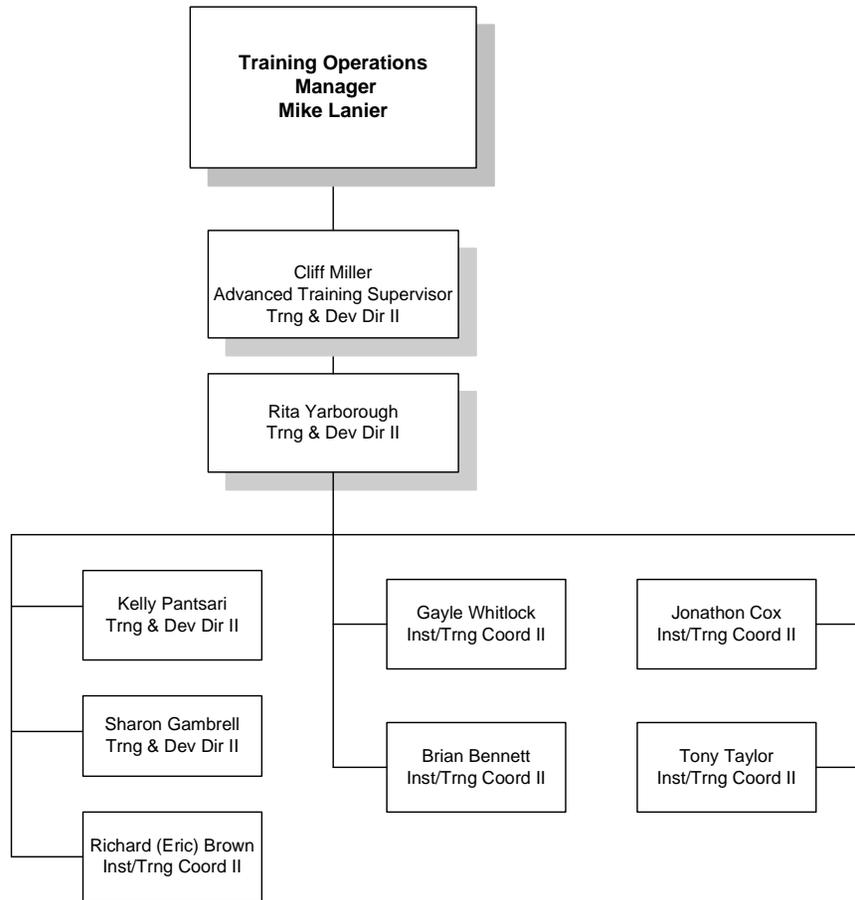


Basic Training

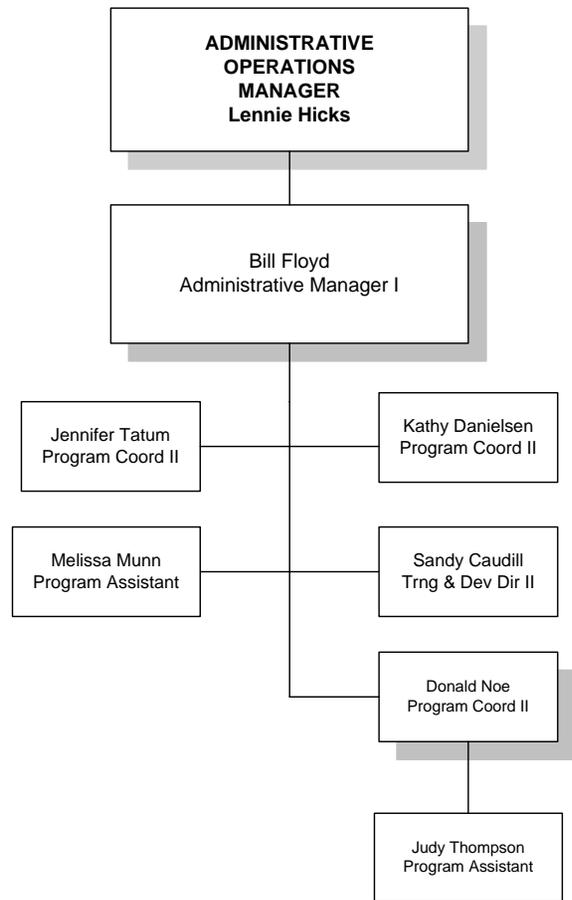


Effective June 17, 2009

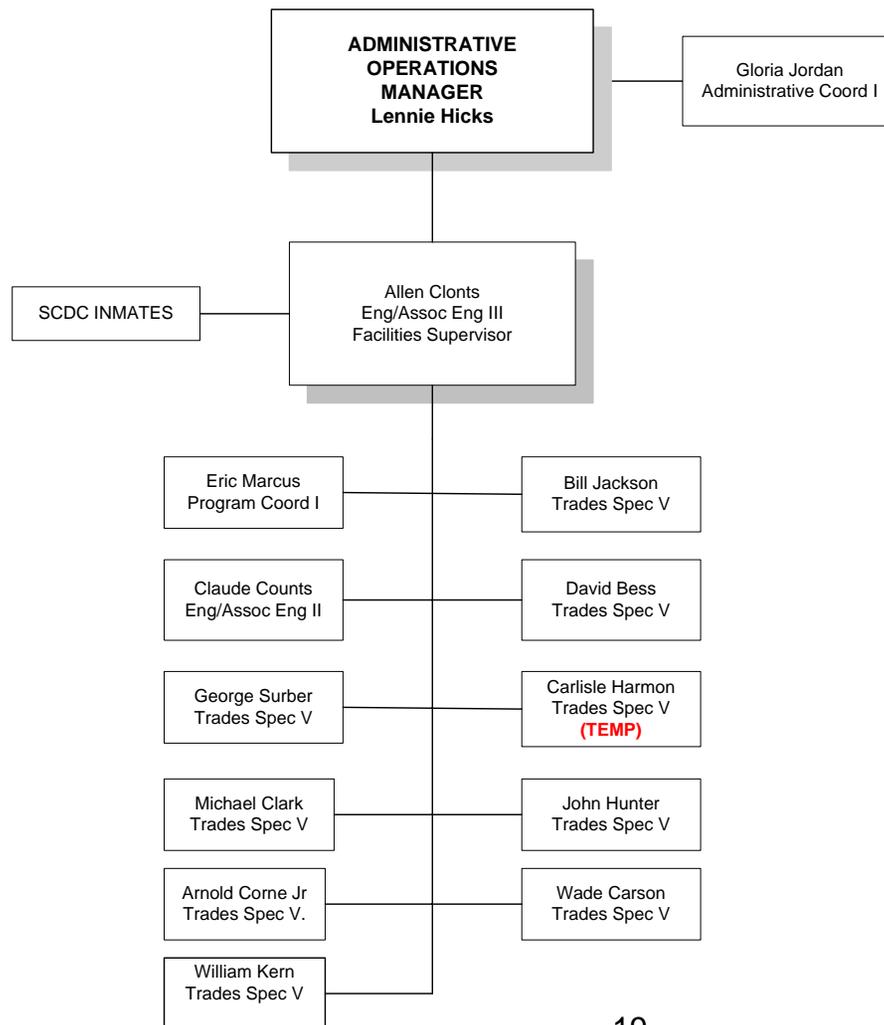
Advanced Training



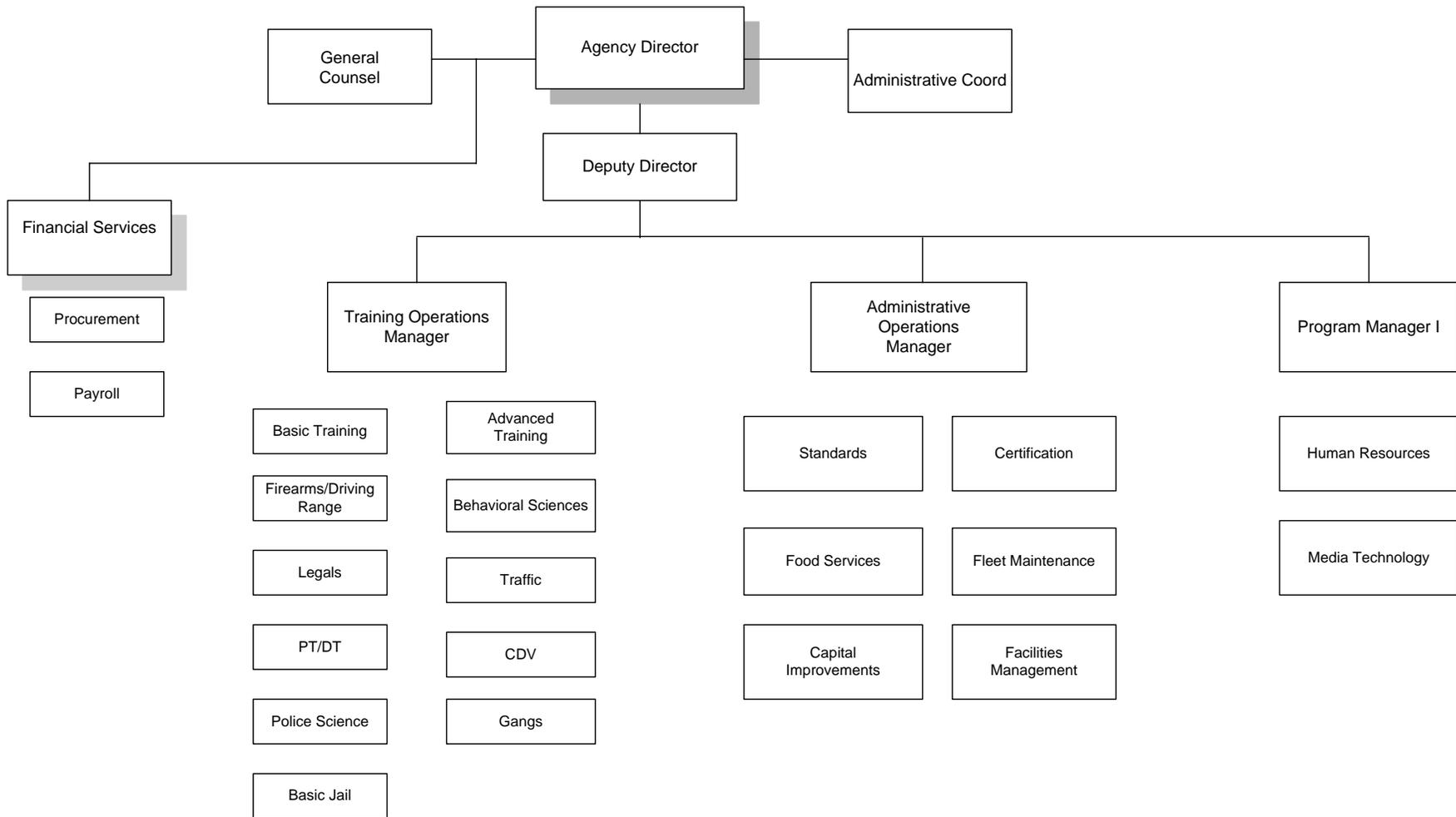
Standards and Testing



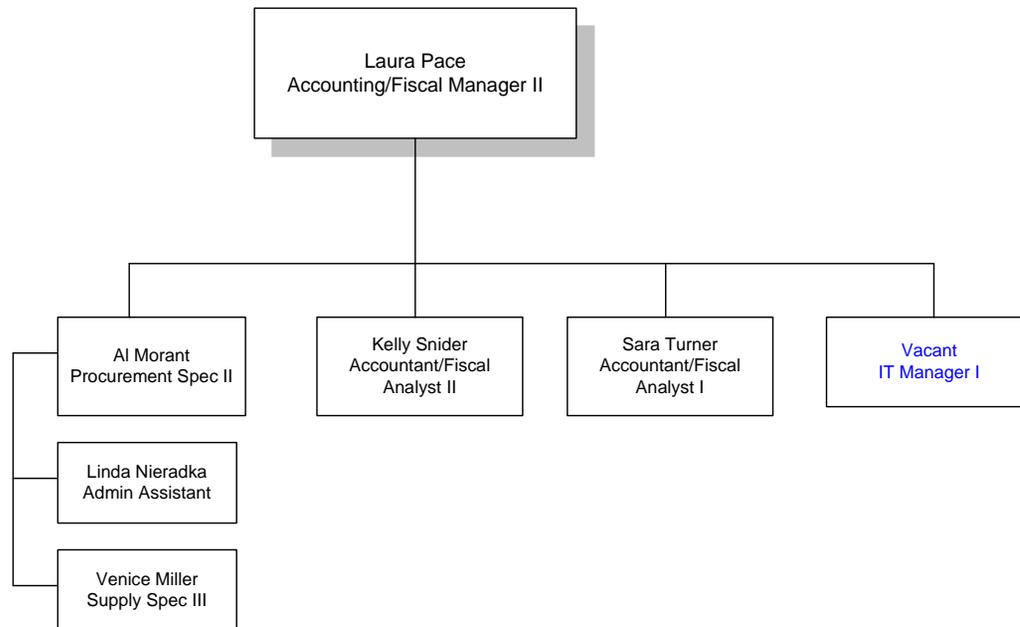
Facilities Management



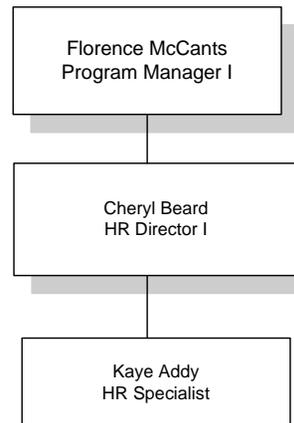
SOUTH CAROLINA CRIMINAL JUSTICE ACADEMY ORGANIZATIONAL CHART



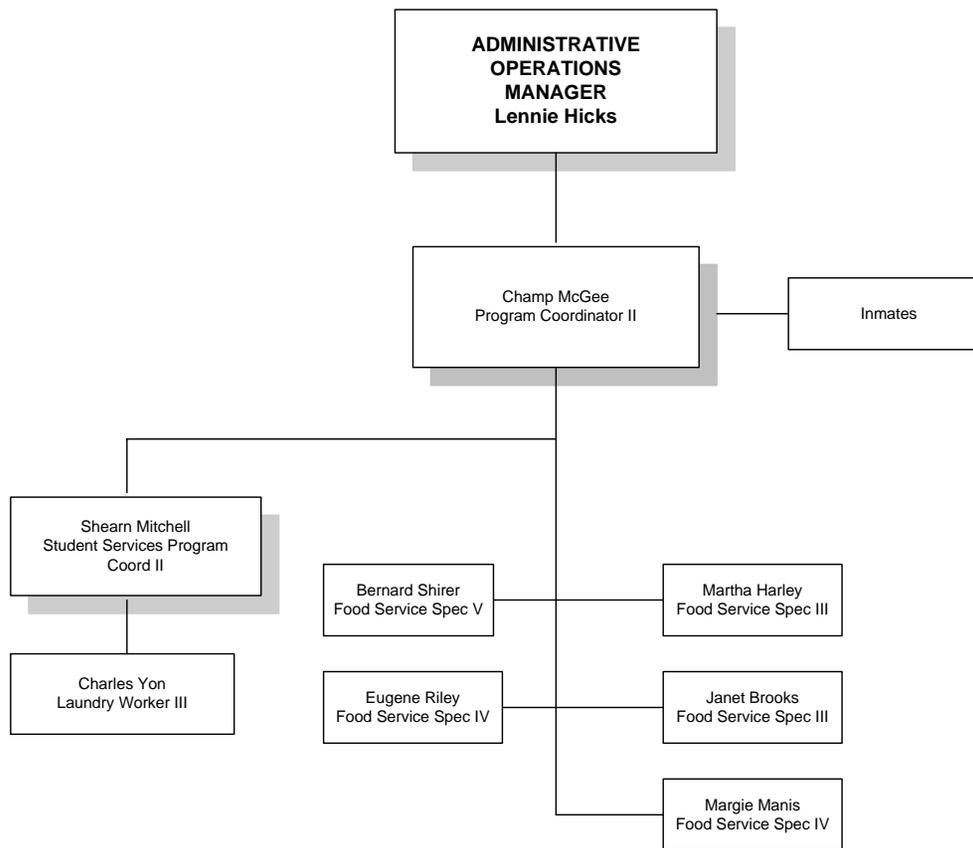
Financial Services



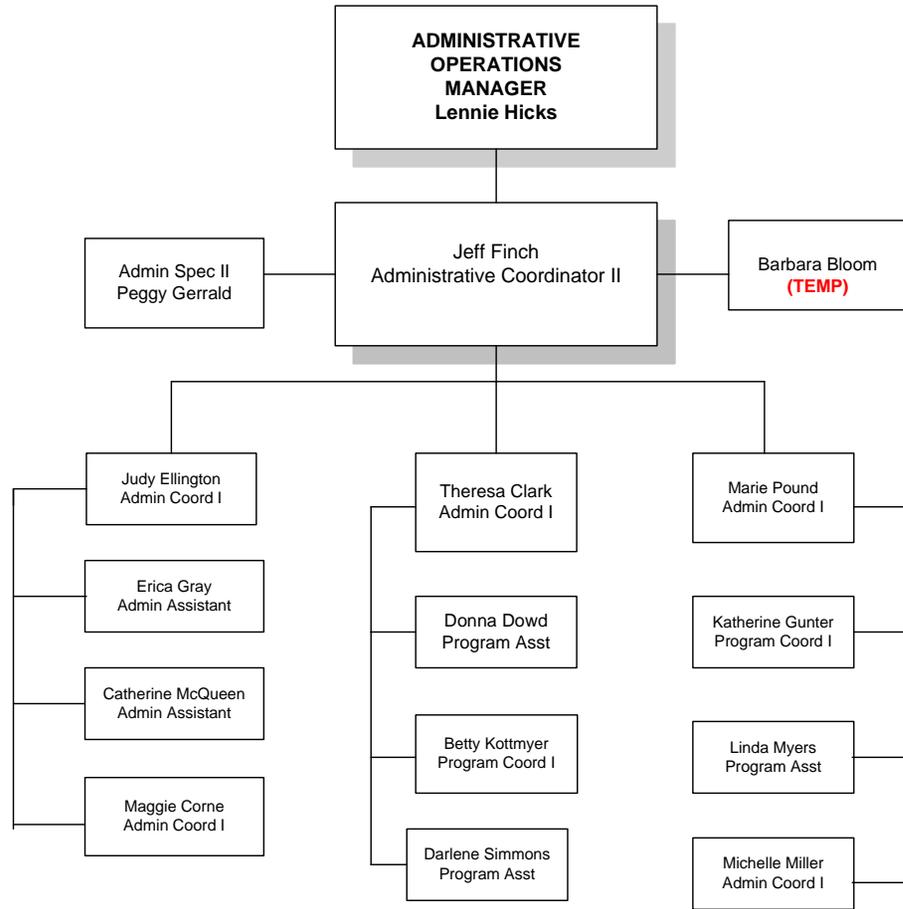
Office of Human Resources



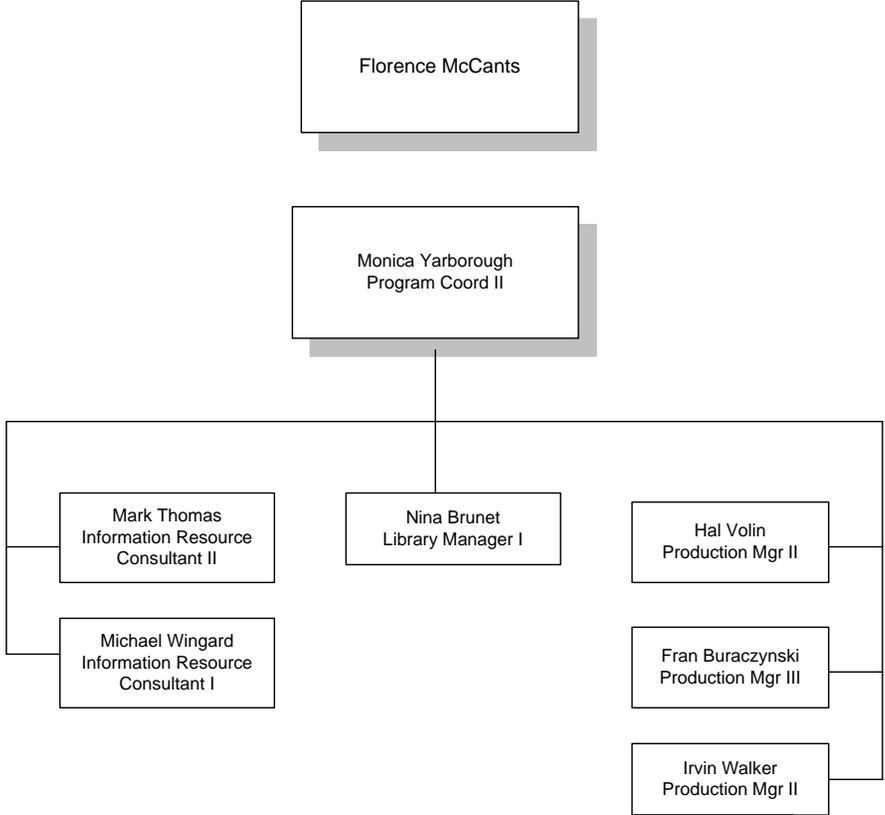
Food Service



Admissions, Certification and Compliance



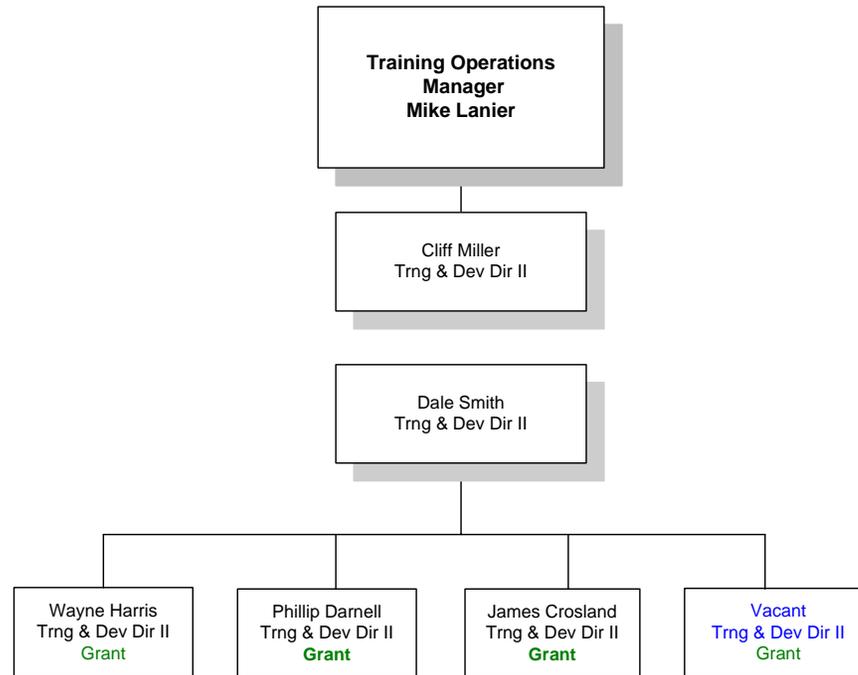
Media/Technology



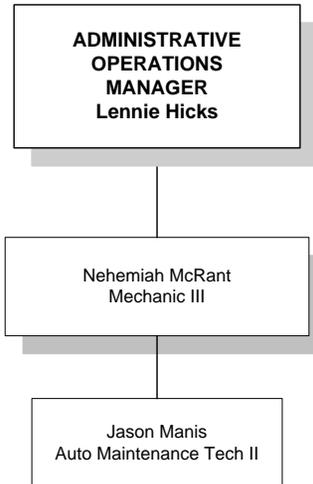
Advanced Training



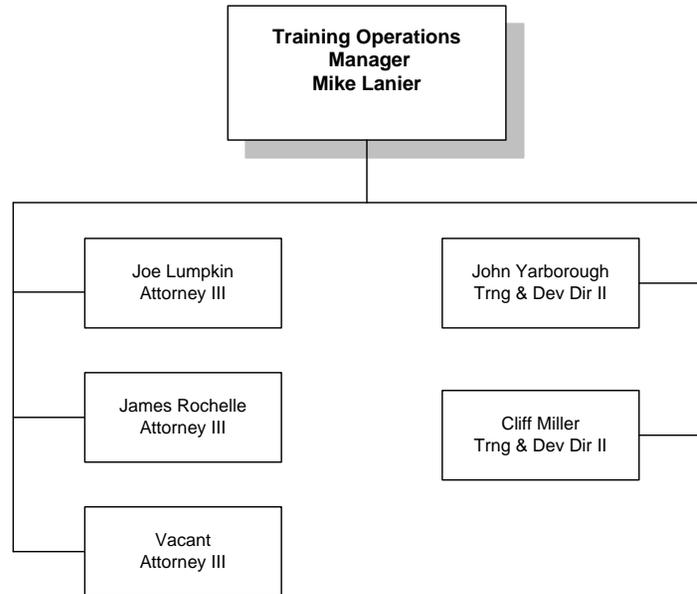
Advanced Training



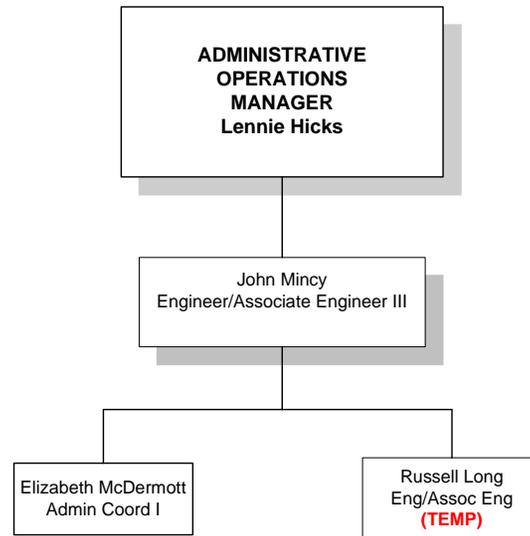
Fleet Management



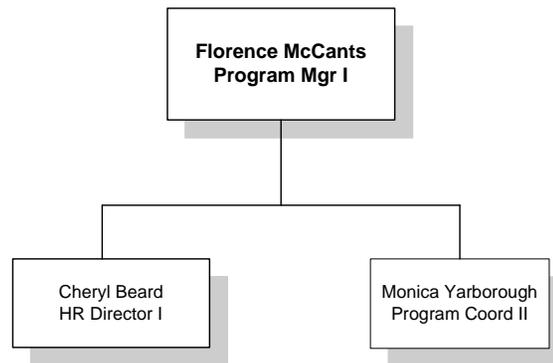
BasicTraining



Capital Improvements

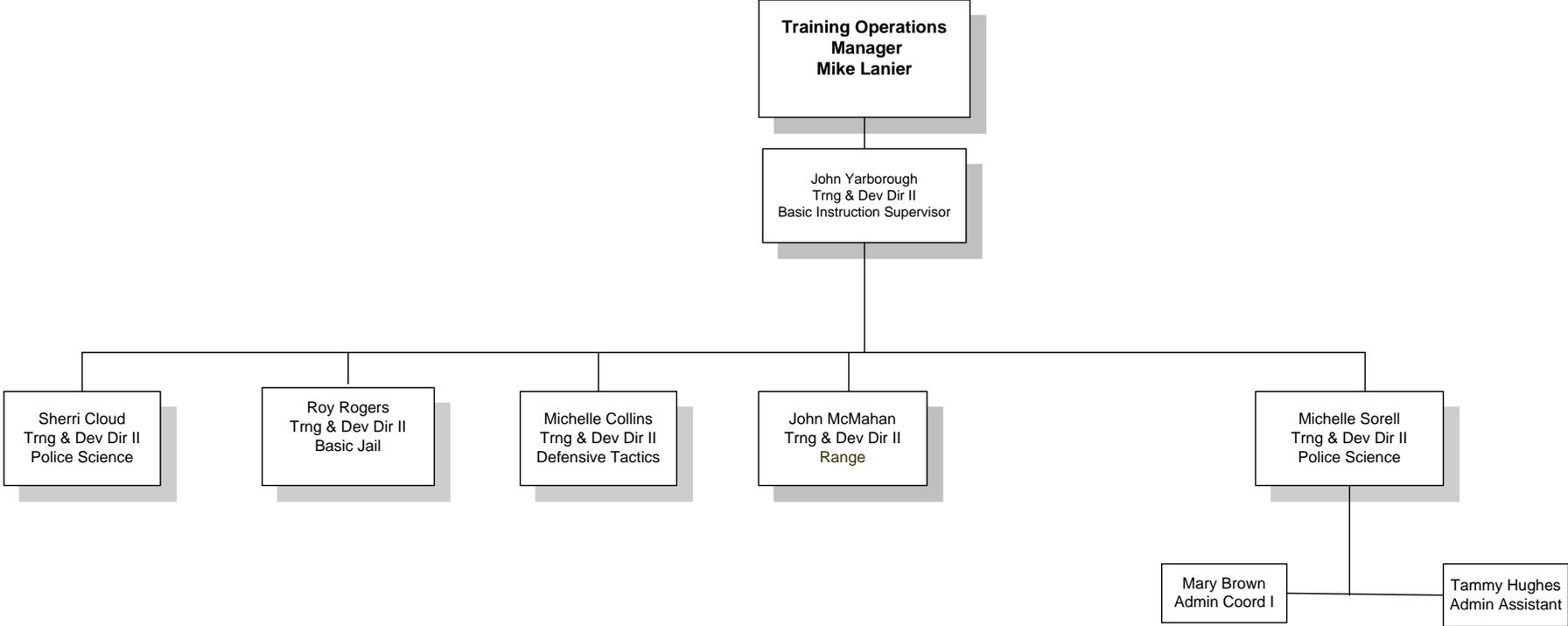


Special Services



(E) Exempt Employee

Basic Training



ORGANIZATIONAL & STAFFING UTILIZATION

REPORT OF SOUTH CAROLINA CRIMINAL JUSTICE ACADEMY



August 18, 2003
Revised July 9, 2009

CRIMINAL JUSTICE ACADEMY STAFF JUSTIFICATION

Updated July 9, 2009

Hubert F. Harrell – Director

The Director of the Criminal Justice Academy works under the general supervision of the Law Enforcement Training Council. The Director provides oversight and direction to ensure that the Academy's mission to provide mandated training and certification mandates is met. He is accountable for all local, state, federal and training act mandates. He is responsible for all management, operational and administrative functions associated with training initiatives and Academy operations. The primary responsibilities of the Director are developing and guiding agency strategies provide leadership, direction and organizational vision. He is liaison to city, county, state and federal law enforcement agencies and law enforcement organizations and entities. The Academy currently has 117 employees.

Randy King - Deputy Director

The Deputy Director works under the general supervision of the Director, and oversees all of the day-to-day activities and operations of the Criminal Justice Academy pursuant to the direction and vision established by the Director. He provides assistance to the Director in formulating policy, procedure, and direction for the Criminal Justice Academy; ensures compliance with State laws, rules and regulations; establishes policies and procedures for the Academy under the direction and approval of the Director; ensures effective and efficient utilization of the Division's resources in relation to training, public service, and overall administration. The Deputy Director supports the Director by establishing and maintaining open lines of communication with all personnel and by acting for the Director when he is unavailable, to ensure the continued efficient and effective operation of the Criminal Justice Academy. This position has the authority to make decisions on both administrative and operational matters when the Director is unavailable. Responsible for direct supervision of 3 employees and indirect supervision of 114 employees.

Jeanne Crump - Administrative Coordinator to the Director

Coordinates complex administrative functions of the Director's Office to include serving as liaison for the Director with the Deputy Director, Division Directors, managers, supervisors, state and federal officials, members of the General Assembly, County Sheriffs, City Police and other local and state agencies. Prioritize daily activities and keep Director abreast of any matters of special interest. Assists Director by planning and coordinating logistics of council meetings, internal meetings, external meetings, public hearings and other engagements. Coordinates appointments and speaking events calendar for Director. Manage day-to-day activities of the Director's Office. Maintains, manages and monitors files and a records system to include maintaining a correspondence tracking system of the incoming/outgoing correspondence to the Director and/or office and ensuring appropriate action and timely response. Assists Director in planning, implementing and coordination of special projects or programs and prepares reports.

Screens telephone inquiries to include forwarding calls to appropriate areas, determining priority calls; answering routine inquiries, determines the purpose of the call and ensures follow-up calls are made. This position works closely on a daily basis with Chiefs, Sheriffs and the various law enforcement associations to provide information and data on requests from their respective agencies.

Brandy Duncan - General Counsel

General Counsel works directly under the general supervision of the Director providing legal advice and counsel to the Academy and its officials through the preparation of legal memoranda and written and oral presentations. Reviews and makes recommendations to the Director on all legal issues regarding certification eligibility, as well as the certification appeals process. Represents the Agency in all eligibility appeals throughout the judicial process; disciplinary and grievance issues and litigates appeals from administrative decisions in trial and appellate courts and criminal and civil litigation. Reviews and analyzes all proposed legislation that impacts law enforcement. Advises South Carolina law enforcement officials regarding the South Carolina Training Act and its application and responds to other legal inquiries. Represents the Director on legal issues which impact the Law Enforcement Training Council. Conducts legal research and preparation of legal opinions, prepares and drafts contracts agreements, pleadings and other legal documents. Assists with conducting legal training in the Basic Law Enforcement and Basic Jail training programs.

Financial Services

Laura Pace - Accounting/Fiscal Manager II

This position reports directly to the Academy Director and is responsible for planning, developing, implementing and directing accounting policies and procedures for the Criminal Justice Academy to ensure that the agency operates within all generally accepted accounting procedures and within all requirements of governmental accounting/auditing standards and keeps agency management advised on any financial impact with the potential for a significant impact. Directs the development, implementation, modification and maintenance of financial management system that supports the needs and directives of the agency. Advises agency department heads about the financial impact of their program decisions and coordinates the implementation of all new programs within the financial management system. Directs and supervises the financial management staff which includes: general accounting, budgeting, auditing, financial reporting, accounts payable, accounts receivable, payroll accounting system (SAMS), grants administration, capital projects, capital assets, fixed assets, procurement management, warehouse, supplies, fleet management and student store. Represents and serves as the agency liaison with the Comptroller General's Office, State Treasurer's Office, State Auditor's Office, Budget and Control Board, Legislatures and other management staff members as needed. Coordinates and directs the required information/record exchange necessary during internal and external financial audits to ensure accurate and complete financial information is maintained and utilized in the financial audit and reports. Monitors and adjusts financial controls within the agency to maintain and protect the integrity of all financial records. Advises agency

managers/department heads of any unusual problems that exist in the financial operations of their areas. Coordinates and reviews the preparation of financial reports. Monitors the regular distribution of this information to all department heads and meets to discuss financial concerns/issues. This position directly supervises 3 employees and indirectly 2 employees.

Accounts Payable

Sara Turner - Accountant/Fiscal Analyst I

Assists with the input of financial data into the agency's internal system (SAMS) and analyzes the financial information for completeness and accuracy. Perform professional accounting duties which include posting, updating and preparing summary financial and statistical reports for the agency's account payables. Assist with the procurement section in monitoring open purchase orders. Manages the procurement card accounts, schedules and coordinates travel. Coordinate the collection and reconciliation of overpayments for submission to the State Treasurer's Office.

Accounts Receivable, Payroll & Grants

Kelly Snider – Accountant/Fiscal Analyst II

Assists in the input of financial data into the agency's payroll system and analyzes the financial information for completeness and accuracy. Perform professional accounting duties which include posting, updating and preparing summary financial and statistical reports for the Agency. Assist in the production of the Agency's payroll to include monitoring internal controls to ensure confidentiality of information and monitoring the payroll system for integrity of the input data. Responsible for entering and researching data as required. Coordinate the collection and reconciliation of overpayments for submission to the State Treasurer's Office. Prepares monthly requests for payment reports for each grant

Procurement

Albert Morant – Procurement Specialist II

Manage the warehouse, procurement, fleet management, inventory control and records, mail services and the supply and equipment in providing support to the Agency and Divisions within the agency to meet their mission requirements. This person ensures compliance with all required laws, rules and regulations and policy procedures within areas of responsibilities. Works with the senior management to ensure support requirements are provided for the Agency to perform its mission and advise them on issues and recommended action to take. Directly supervises 2 employees.

Vennie Miller – Supply Specialist III

Responsible for running the Academy's store and staff's supply room to include stocking inventory, purchase and selling of goods, money collection, security and preparation of related reports and documents. Issue controllable items to new employees and tracks these items in the database. Keeps a record of items returned, lost or awarded to departing staff. Records and tracks fixed assets. Coordinates and tracks print shop requests through the Department of Corrections. Assist with the Academy's year-end

Financial Management Closing Packages for supply inventories and capital asset equipment.

Linda Nieradka – Administrative Assistant

Assist with the warehouse, procurement, fleet management, inventory control and records, mail services and the supply and equipment in providing support to the Academy and divisions within the agency to meet their mission requirements. Acts as the Academy's courier making pickups and delivers to various CJA offices, Treasure's Office, Comptroller General's Office, Budget & Control Board's Office and other State Agency's on a regular basis. Assist the Procurement Specialist in reviewing requisitions, getting price quotes and creating purchase orders. Assist with tracking fuel cards, vehicle disposal, maintenance, motor pool, billing, accident files, defensive driving and safety programs. Assist in maintaining the warehouse, fleet management, non-law enforcement supply, mail services, inventory control of equipment and capital assets, records management and surplus property. Manage the Academy's cell phones by purchasing new phones as needed, training employees on usage, monitoring and distributing monthly phone bills.

Administrative Operations Unit

Lennie Hicks – Administrative Manager I

This position reports to the Deputy Director. Directs and manages the day-to-day operations of all Administration functions at the Academy. Responsible for the following areas: Standards & Testing, Certification and Compliance, Food Services, and Facilities Management, Fleet Management and Capital Improvements to include new construction as well as renovations. Provides assistance to the Deputy Director in formulating policy, procedure and direction for the Academy; ensures compliance with State laws, rules and regulations; and ensures effective and efficient utilization of the Administrative resources in relation to staff and public service and overall administration. This position directly supervises 6 employees, and indirectly 42 employees. Also responsible for indirectly supervising 45 inmates workers.

Food Services

Clarence McGee - Program Coordinator II

This position reports directly to the Administrative Operations Manager and is responsible for planning, organizing, directing and overseeing the total Food Services Program for the Criminal Justice Academy. Responsible for all food service accommodations for a central state law enforcement/criminal justice training facility, which serves all components of the criminal justice system, to include law enforcement officers, judges, and magistrates of South Carolina as well as CJA staff. This supervisor plans all CJA menus and oversees the food service staff in ordering supplies, preparation and service of approximately 248,000 meals annually, and other special luncheons and breaks as needed and required. He is also responsible for closely monitoring food service contracts, budget expenditures and encumbrances; he coordinates both CJA inventories annually, performs EPMS plans and evaluations for the food service employees. This supervisor performs all necessary administrative duties for the CJA Food Services Unit including the printing and distributing of menus, encumbering invoices, leave tracking,

and all correspondence related to this unit. This program manager is responsible for and coordinates the daily supervision of 15 – 17 inmate employees in compliance with SCDC regulations and requirements. Directly supervises 6 employees and indirectly supervises 1 employee.

Bernard Shirer - Food Services Specialist V

Plan, organize and directs the purchase and storage of food supplies and oversees the maintenance of food service equipment and facilities. Establishes standards for production, quality, sanitation (to include oversight of inspections) and maintenance; ensures standards are maintained; inspects dry stores and refrigerated food to ensure optimum storage conditions. Determines requirements for personnel, equipment, supplies and food; assists with budget preparation for the food services area; requisitions and purchases equipment, supplies and food. Plans and reviews to ensure a balanced diet within established cost standards. Establishes training programs; supervises, instructs and counsels employees.. Teaches and demonstrates correct techniques of food prep for maximum palatability and appearance and minimum waste. Oversees Food Services Hazardous Materials compliance program and perform H.M.C.P./Bloodborne Pathogens training annually for staff. Supervises 5 employees in the absence of the Food Service Supervisor.

Eugene Riley - Food Service Specialist IV - 1st Shift

Assists Food Service Administrator in planning a balanced nutritional menu for Breakfast and Dinner for Academy Students, staff and inmates. Responsible for the budget preparation and application for his particular section of food service and assumes same responsibility of operations in the Food Service Administrator's absence. Maintain issue and usage records. Supervises the preparation and serving of breakfast and lunch. Helps insure that high quality and sanitation requirements are met. Assigns Inmates to job position and oversees Inmate training during shift. Distributes Inmate apparel and reorders. Directly supervises several Inmates as well as staff cooks.

Janet Brooks - Food Service Specialist III - 1st Shift

Supervises preparation of food as well as food service personnel. Also supervises the orientation of new kitchen help. Insures that standards of sanitation are maintained. Works with other supervisors and food service directors. Inspects quantity of supplies maintained in storage areas. Works with Food Service Program Manager to produce all the pull sheets for grocery items based on the number of persons to be feed and ensures that the groceries and perishables are available, rotated and ready when all cooks need them. This supervisor is responsible for the preparation of two (2) meals daily for Academy students, instructors, visitors and staff.

Martha Harley - Food Service Specialist III - 2nd Shift

Supervises and assists in the preparation of foods to be served and the actual service of two meals daily. Prepares alternate meals daily for supper to eliminate leftovers and give student body more options. Assists with inventory control. Supervises and ensures the cleanliness of all utensils and equipment on the food serving line as well as the kitchen and food storage areas. Responsible for her assigned area of Food Service inspections

two times per week with inspection sheets turned in and needed improvements completed. Supervises trustees in food preparation and kitchen procedures. Supervises and maintains safety standards in the kitchen. Supervises and ensures implementation of accident and fire prevention procedures. Plans salad and hot bar menus around meal menus with as little duplication as possible. Trains inmate staff in procedures and preparation of salad items and recipes. Oversees kitchen operation on pm (2nd) shift in the absence of the afternoon shift leader.

Margie Manis - Food Service Specialist IV - 2nd Shift

Ensures that supper and alternate meals are prepared and ready for Academy Students, inmates and staff. Uses expertise in helping control cost, efficient use of left over's to ensure fiscal responsibility. Assume responsibility of kitchen oversight after 1:00 pm when first shift Food Service Managers leave. Trains Inmates in food preparation procedures as well as standard operation procedures, insuring the proper preparation of items for entrée and diet entrée. Acts as special diets coordinator for any student with specific dietary requirements. Makes recommendations as to the placement of Inmate employees and makes specific assignments on shifts as needed. Works with Food Service Managers to determine quantities of food needed for the following weeks/menus based on the history of the menu's popularity and acceptance. Orders food requirements for current day's meal. Verifies food requirements for the following weeks. Maintains order in kitchen and dining facility, assuring neat, courteous and prompt service during shift. Implements and maintains high standards of safety and fire prevention. Manages kitchen (responsible for one meal daily (Supper) on the second shift; entirely responsible for meal being ready and served on time.

Housing

Shearn Mitchell - Student Service Program Coordinator II

Responsible for room assignments, random inspections, issuing demerits, linen exchange, and coordinates with facilities maintenance for weekly janitorial and cleaning as well as maintenance and repair work orders for the Academy student dorms. She mediates and resolves disciplinary matters involving the student body. This employee is responsible for monitoring staff and visitor parking and also serves as a "lost and found" for items left behind or dropped in the rooms and on the property. The supervisor is "on-call". From time-to-time the supervisor is responsible for transporting inmates and oversees operation of an in-house laundry facility. Directly supervises 1 employee.

Charles Yon - Laundry Worker III

Oversees the issue of clean linen to each student; exchanges dirty linen for clean on a weekly basis. Makes sure all students return their linen upon completion of each class. Check empty dormitory rooms for clean mattress pads, pillows, service locker, desk, chest of drawers and maintenance deficiency before new students arrive. Submits work orders to Facilities Maintenance. Operates an in-house laundry facility; counts and stores all clean linen.

Facilities Management

Bruce Clonts – Engineer/Associate Engineer II

This position reports directly to the Administrative Service Manager and has overall responsibility and oversight for the Facilities Support Section. Directly supervises the Facilities Management Unit. Also provides after hours emergency response to the security system alarms. Serves as a liaison with construction on renovation projects. Directly supervises 12 employees and 45 inmates.

Gloria Jordan – Administrative Coordinator I

Provides administrative support for the Facilities Support section, responsible for scheduling all fleet vehicles for the Academy, serves as liaison for Blue Ridge Security Systems and handles personnel records for the Section. She serves as the office manager keeping track of purchase orders, work orders, leave requests, schedules, and invoices from vendors.

Bill Jackson – Traces Specialist V

Supervises inmate staff, provides transportation for inmate staff to and from correctional facility, performs maintenance, housekeeping and grounds keeping duties as required. Operates heavy equipment for construction projects and assists the ground, custodial and maintenance staff with the use of inmates. Assists in planning, supervising and assigning work to maintenance, grounds, custodial and construction crews comprised of inmates. Performs accurate inmate counts and security checks periodically throughout the day. Maintains accurate vehicle logs on a daily basis. Performs daily vehicle inspections and takes appropriate action to ensure assigned vehicles are operable and safe. Conducts weekly safety meetings and training with assigned inmate staff.

Mike Clark - Trades Specialist V

Supervises inmate staff, provides transportation for inmate staff to and from correctional facility, performs maintenance, housekeeping and grounds keeping duties as required. Operates heavy equipment for construction projects and assists the ground, custodial and maintenance staff with the use of inmates. Assists in planning, supervising and assigning work to maintenance, grounds, custodial and construction crews comprised of inmates. Performs accurate inmate counts and security checks periodically throughout the day. Maintains accurate vehicle logs on a daily basis. Performs daily vehicle inspections and takes appropriate action to ensure assigned vehicles are operable and safe. Conducts weekly safety meetings and training with assigned inmate staff. Serves as locksmith and key controller.

Arnold Corne - Trades Specialist V

Supervises inmate staff, provides transportation for inmate staff to and from correctional facility, performs maintenance, housekeeping and grounds keeping duties as required. Operates heavy equipment for construction projects and assists the ground, custodial and maintenance staff with the use of inmates. Assists in planning, supervising and assigning work to maintenance, grounds, custodial and construction crews comprised of inmates. Performs accurate inmate counts and security checks periodically throughout the day. Maintains accurate vehicle logs on a daily basis. Performs daily vehicle inspections and takes appropriate action to ensure assigned vehicles are operable and safe. Conducts weekly safety meetings and training with assigned inmate staff.

David Bess - Trades Specialist V

Supervises inmate staff, provides transportation for inmate staff to and from correctional facility, performs maintenance, housekeeping and grounds keeping duties as required. Operates heavy equipment for construction projects and assists the ground, custodial and maintenance staff with the use of inmates. Assists in planning, supervising and assigning work to maintenance, grounds, custodial and construction crews comprised of inmates. Performs accurate inmate counts and security checks periodically throughout the day. Maintains accurate vehicle logs on a daily basis. Performs daily vehicle inspections and takes appropriate action to ensure assigned vehicles are operable and safe. Conducts weekly safety meetings and training with assigned inmate staff.

John Hunter - Trades Specialist V

Supervises inmate staff, provides transportation for inmate staff to and from correctional facility, performs maintenance, housekeeping and grounds keeping duties as required. Operates heavy equipment for construction projects and assists the ground, custodial and maintenance staff with the use of inmates. Assists in planning, supervising and assigning work to maintenance, grounds, custodial and construction crews comprised of inmates. Performs accurate inmate counts and security checks periodically throughout the day. Maintains accurate vehicle logs on a daily basis. Performs daily vehicle inspections and takes appropriate action to ensure assigned vehicles are operable and safe. Conducts weekly safety meetings and training with assigned inmate staff.

George Surber - Trades Specialist V

Supervises inmate staff, performs maintenance, housekeeping and grounds keeping duties as required. Operates heavy equipment for construction projects and assists the ground, custodial and maintenance staff with the use of inmates. Assists in planning, supervising and assigning work to maintenance, grounds, custodial and construction crews comprised of inmates. Performs accurate inmate counts and security checks periodically throughout the day. Conducts weekly safety meetings and training with assigned inmate staff.

Wade Carson - Trades Specialist V

Supervises inmate staff, performs maintenance, housekeeping and grounds keeping duties as required. Operates heavy equipment for construction projects and assists the ground, custodial and maintenance staff with the use of inmates. Assists in planning, supervising and assigning work to maintenance, grounds, custodial and construction crews comprised of inmates. Performs accurate inmate counts and security checks periodically throughout the day. Conducts weekly safety meetings and training with assigned inmate staff.

Vernon Counts - Engineering/Associate Engineer II

Vernon is our certified Master Electrician who, as a private contractor over 30 years ago, wired the Academy during construction. Vernon is thoroughly familiar with the Academy equipment and serves as one of our on-call, after-hours technicians. In addition to electrical and mechanical duties, Vernon is cross-trained as a plumber and possesses a CDL for transportation of inmates by bus should the need arise.

Eric Marcus - Program Coordinator I

Serves as Inmate Coordinator. His primary duties include liaison with SCDC to recruit inmates for CJA crews, handle inmate issues as they arise and provide inmate transportation. Eric is also cross-trained in housekeeping and janitorial duties.

William Kern – Trades Specialist V

Supervises inmate staff, provides transportation for inmate staff to and from correctional facility, performs maintenance, housekeeping and grounds keeping duties as required. Operates heavy equipment for construction projects and assists the ground, custodial and maintenance staff with the use of inmates. Assists in planning, supervising and assigning work to maintenance, grounds, custodial and construction crews comprised of inmates. Performs accurate inmate counts and security checks periodically throughout the day. Maintains accurate vehicle logs on a daily basis. Performs daily vehicle inspections and takes appropriate action to ensure assigned vehicles are operable and safe. Conducts weekly safety meetings and training with assigned inmate staff.

Carlisle Harmon – Temporary Employee

This employee works part-time hours and his duties include the morning transportation of inmates from the institution to the Academy by bus. Carlisle will also work on weekends, when needed, with an inmate crew to perform those tasks which cannot be accomplished while the building is occupied, such as cleaning carpet and painting.

Fleet Maintenance

Nehemiah McRant – Mechanic III

This position reports directly to the Administrative Operations Manager. Directly supervises the acquisition, use and maintenance of the fleet of training vehicles. Nehemiah is the Master Mechanic who maintains the fleet of approximately 75 used Highway Patrol and STP cruisers which are utilized by Basic Law Enforcement trainees in driver training. Nehemiah also maintains four used school buses which transport our trainees to and from our range complex. Each Basic class also utilizes these vehicles for a week of practical problems conducted on the range complex. Directly supervises 1 employee.

Jason Manis - Mechanic II

Assists the Mechanic III in the maintenance and repair of our vehicle and bus fleet used for training. Perform all routine maintenance such as brakes, tires, tune-ups, diagnostic work, etc. The only maintenance not performed in-house is transmission rebuilding

Capital Improvement

John Mincy – Eng/Assoc Eng III

Administers the Capital Improvements and Compliance Programs which include the selections of architectural and engineering services, coordination with A/E firms for the planning, approvals, bidding, design, specifications, contracts and construction administration. Prepares and administers the execution of strategic planning through

APIP and OPIP processes. Appears before Joint Bond Review Committee and Budget and Control Board. Directly supervises 2 employees.

Elizabeth McDermott – Administrative Coordinator I

Provides administrative assistance to the Engineer. Assist with the preparation of the strategic planning through APIP and OPIP processes. Prepares all SPIRS Part 1 and II forms, Comptroller General’s forms and other Academy forms related to capital improvement projects. Answers the phone for the Engineer’s office and forwards calls to appropriate person. Schedules meetings. Maintains files, prepares correspondence and receives and distributes mail.

Russell Long – Temporary employee

Assist with administers the Capital Improvements and Compliance Programs which include the selections of architectural and engineering services, coordination with A/E firms for the planning, approvals, bidding, design, specifications, contracts and construction administration. Assist with the preparation and administering the execution of strategic planning through APIP and OPIP processes. Appears before Joint Bond Review Committee and Budget and Control Board.

Standards & Testing

Bill Floyd – Administrative Manager I

This position reports directly to the Administrative Operations Manager and is responsible for managing and administering instructional standards, research and testing. Supervises and provides assistance in the evaluation, validation, revision and implementation of training curricula and testing programs; lesson plans, administrative procedures and the establishment and implantation of program standards. Directs the administration of all assessment instruments, testing functions and testing policies for this unit. Assists in the coordination, development and conduct of periodic agency service delivery validation research and data collection processes including advanced training needs assessment, mandated primary areas of certification training job-tasks analyses. Manages the budget for this unit. Directly supervises 5 employees and indirectly supervises 1 employee.

Research & Development

Katherine M. Danielsen – Administrative Coordinator I

This individual serves as assistant to the Manager of Instructional Standards and Support (ISS) and performs a myriad of duties to include lesson plan proofing and preparation, internal and external lesson plan tracking, manual development for mandated classes, budget activities to include tracking expenditures by unit employees, instructor training, lesson plan cataloging and staff development. This employee also administers the Reserve program and assists SLED with the Constable program. The employee works closely with the ISS Manager on special projects and confidential activities. She is responsible for personnel files and leave records for the section and serves as a general backup for all ISS non-technical activities.

Jennifer Tatum – Program Coordinator II

Responsible for the management of external lesson plan / training material approval processes including, but not limited to, both SC departmental training programs and external Institutional Provider training programs to ensure the quality of both. Maintains information / data related to the credentialing of Institutional Providers (both governmental entities and “for profit” training. Assists in the development and administration of the job-task analyses for curriculum validation, various training needs assessments, various research efforts (e.g., assisting instructional staff, etc.), conducts data collection and analysis / interpretation while conducting appropriate related administrative activities and in the development of Academy policy / procedure and related accreditation (CALEA) functions. Assists in the development and administration of academic articulation agreements between the Academy and institutions of higher learning (both public and private). Assists in the research, development of agency and section policy, procedure and academic accreditation.

Melissa Munn – Administrative Assistant

Assists in the development and administration of the job-tasks analyses for curriculum validation, various training needs assessments, and various research efforts assisting instructional staff, conducts data collection and analysis / interpretation while conducting appropriate related programmatic / administrative activities. Operates test bank by generating tests, grading tests, generating reports, entering and dropping questions and printing item banks. Assists in the research and development of agency and section policy, procedure and academic accreditation.

Sandy Caudill – Training & Development Director II

Responsible for the management of external lesson plan / training material approval processes including, but not limited to, both SC departmental training programs and external Institutional Provider training programs to ensure the quality of both. Maintains information / data related to the credentialing of Institutional Providers (both governmental entities and “for profit” training. Assists in the development and administration of the job-task analyses for curriculum validation, various training needs assessments, various research efforts (e.g., assisting instructional staff, etc.), conducts data collection and analysis / interpretation while conducting appropriate related administrative activities Assists in the development and administration of academic articulation agreements between the Academy and institutions of higher learning (both public and private).

Testing

Donald F. Noe - Program Coordinator II

Responsible for oversight of above activities and employees who perform the activities. This individual is responsible for the daily technical aspects of the Unit. The employee holds a Masters Degree in Criminal Justice with emphasis on research and statistics. The job requires a high level of computer and software skills in order to construct and maintain non-biased tests as well as to score and evaluate scoring trends. The employee is experienced in instruction concerning software applications, item writing and test application. Directly supervises 1 employee.

Judy F. Thompson – Instructor/Training Coordinator I

This position is required to be highly skilled and, though reporting to the Program Coordinator II, works independently for the most part. She is charged with software responsibilities and self-directed program evaluations. She performs duties specific to Academic Testing such as proctoring tests and training proctors, grading tests, reporting results, and maintaining organized testing files, and proofing and preparing test booklets for instructor use.

Certification & Compliance

Jeffery Finch – Administrative Coordinator II

This position reports directly to the Administrative Operations Manager. Directs the functions, processes and staff of the Admissions, Certification and Compliance programs to include budget, staff supervision, project scheduling and management. Oversees day-to-day operation of the Admissions, Certification and Compliance section and services. Acts as primary contact person with CJA administration as well as South Carolina law enforcement clientele involving certification and compliance issues. Responsible for implementation and enforcement of the Training Act and Regulations governing law enforcement certification eligibility and for ensuring eligibility for re-issuance of certification for South Carolina law enforcement officers, as required by law and regulation. Coordinates with Misconduct Administrator, General Counsel and Director in reviewing officer misconduct and/or criminal history and the resulting suspension and/or withdrawal of certification. Advises and informs Academy administrators with respect to certification policies and procedures and makes presentations as requested and required. Oversees and directs CJA Admissions operation to include registration and enrollment for basic and advanced training programs. Directly supervises 5 employees and indirectly supervises 9 employees.

Barbara Bloom – Temporary Employee

Assists the Administrative Coordinator II with the interpretation and implementation of the Law Enforcement Training Act and Regulations, the guidance in planning and developing of the Master Training Schedule, developing short and long-range plans, registration of Law Enforcement students and planning and implementing policies and programs in compliance with the Academy's mission.

Peggy Gerrald – Administrative Specialist II

Performs as CJA receptionist, receives and routes Academy calls and visitors. Monitors information center activities and collects statistical data. Receives and distributes incoming and outgoing mail and central supply distribution (small office items). Stamps and routes certification mail to appropriate staff and performs daily media research for instances of officer misconduct. Assists advanced/specialized training in preparing mail-outs, making calls, preparing rosters, etc. Processes MRN (Mandatory Retraining Notification) reports and updates officer data file. Creates LETS officer (database) files following registration. Assists in preparation and mailing of letters, certificates, cards, etc.

Admissions

Judy Ellington – Administrative Coordinator I

Supervises the Admissions Unit. Coordinates and provides administrative support to the Advanced/Specialized Training Unit to include Advanced Training programs, Datamaster, Regional Training matters and assists with the Advance Training Catalog and slot allocations for the field. Monitors and updates the LETS for Advanced Training courses and assists Chief's, Sheriff's and Training Officers with routine Training matters to include Web access and course registration. Enters courses and sessions into LETS. Enters pass/fail grade into LETS and submits final results of course to Certification. Oversees all administrative duties for DMT certification and DMT re-certification & Radar/Radar re-cert courses. Directly supervises 3 employees.

Erica Gray – Administrative Assistant

Responsible for the enrollment and processing of CJA Advanced/Specialized course offerings, enrollment of traditional career-track courses, and Telecourses. Coordinates DataMaster certification and recertification processing. Assists with enrollment of CJA Advanced training requests, assignment of necessary grade results, and produces all required correspondence involving confirmation letters and certificate preparation through the Law Enforcement Training System (LETS) database. Primary contact in facilitating additional advanced training requests from law enforcement agencies throughout SC. Provides daily administrative support for Regional and Field Training Officers programs.

Catherine McQueen – Administrative Assistant

Responsible for the day-to-day scheduling of all CJA facilities through the Law Enforcement Training System (LETS) including classrooms, dormitory rooms and meals. Produces and distributes weekly CJA court events schedule and calendar. Receives requests and confirms assignment CJA facility and resources. Coordinates meal ticket distribution for all classes and prepares and posts all classroom signs for current events and activities at the CJA facility. Participates in all basic class registrations and prepares all basic student candidate ID photo's using the EPISUITE software.

Maggie Corne – Administrative Coordinator I

Coordinates and supports the Advanced/Specialized Training Program to specifically include facilitation and coordination of admissions, monitoring and compliance within the Leadership and Master Instructor programs. Assists Chief's, Sheriff's and Training Officers with advanced and specialized training needs and requests. Enforces and implements the training laws, regulations, guidelines and policies of the Academy and the Law Enforcement Training Council. Screens, registers and enrolls students in compliance with pre-requisite criteria, policies and guidelines. Provides data entry into the LETS system.

Compliance

Marie Pound – Administrative Coordinator I

Supervises the Compliance Unit. Responsible for the processing of mandatory retraining notification for law enforcement recertification reports (MRN forms) and supports

instructor certification renewal and revocation. Processes PCS (Personnel Change-In-Status) reports of hire/separation and performs follow-up and guidance to law enforcement agencies and officers in need of assistance. Coordinates the screening of AFIS (Automated Fingerprinting) ID systems hits from SLED and initiates and monitors follow-up with local departments. Prepares decertification letters for SCDC Correctional officers failing to comply with in-service training requirements. Reviews required documentation for law enforcement training candidates at monthly CJA on-site Registration. Liaisons with law enforcement administrators and training officers throughout SC, interprets and implements the Training Act and Regulations. Assists and supports, as needed, in misconduct tracking and monitoring. Directly supervises 3 employees.

Katherine Gunter –Program Coordinator I

Oversees the day-to-day operation of law enforcement recertification renewal, involving processing MRN (Mandatory Retraining Notifications), Non-compliance notification (Reminder letters, Orders of Expiration). Responsible for generating all Recertification Letters for all South Carolina law enforcement (Class 1, Class 1 LECO, Class 2 and Class 3). Processes complex PCS (Personnel Change-In-Status) Reports involving unfavorable separation, military leave, administrative and sick leave. Liaison and contact for law enforcement security and/or training contract employment. Serves as primary contact for recertification inquiries for South Carolina law enforcement agencies as well as CJA Instructor Re-Accreditation. Reviews and accepts all grade results for all CJA Basic, Advanced and Regional Training in the LETS (Law Enforcement Training System).

Linda Myers – Program Assistant

Performs receptionist duties for certification assisting callers and visitors with requests and services; performs registration follow-up as needed and required, setting up files and checking documentation for completeness. Processes mandatory retraining notifications for law enforcement recertification reports (MRN forms) as well as PCS (Personnel Change-In-Status) reports of hire/separation for data entry, filing and follow-up. Prepares documentation for Micro Fiche / Global imaging, and scans and prints documents and files for storage, retrieval and distribution as needed. Performs routine administrative support duties for Certification staff/programs and completes special projects as assigned. Liaisons with law enforcement administrators and training officers throughout SC, interprets and implements the Training Act and Regulations. Backs up front desk (CJA Receptionist) as needed.

Michelle Miller –Administrative Coordinator I

Coordinates CJA Record Retention efforts to include inventory, retention and disposal; liaisons with Archives and History. Assists and provides back-up support for Facility Scheduling & Utilization. Processes PCS (Personnel Change-In-Status) reports, follows up for missing documentation, and issues Certification Letters for Class 1, 2 and 3 officers. Participates in all on-site registrations providing assistance with document review and approval. Provides assistance and back-up as needed for CJA Transcript requests, VA assistance, subpoenas and FOIA's. Provides assistance with preparation of documentation for Micro Fiche / Global imaging, and scans and prints documents and

files for storage, retrieval and distribution as needed. Liaisons with law enforcement administrators and training officers throughout SC, interprets and implements the Training Act and Regulations Oversees and/or manages the Academy's record retention including ensuring that retention schedules are up-to-date and approved by the Department of Archives. Maintains an access database of Academy records.

Registration

Theresa Clark – Administrative Coordinator I

Supervises the Registration Unit. Primary coordinator and facilitator for basic training candidates; reviews and approves documentation for acceptability and compliance. Interprets and implements SC Training Act and Regulations as well as CJA policies governing certification for Class 1, 2, 3 and Class 1 LCO. Coordinates with Standards and facilitates certification policies and guidelines for Reserve and Reserve Detention officers. Performs Livescan fingerprinting data entry, receives SLED and FBI results and coordinates follow-up processing of all basic candidates for training and certification. Prepares and forwards registration candidates for misconduct and/or legal review to confirm eligibility for training and certification. Coordinates preparation of Certificate of Certification and Attestation of Compliance letters for all basic graduates. Liaisons with law enforcement administrators and training officers throughout SC, interprets and implements the Training Act and Regulations. Directly supervises 3 employees.

Donna Dowd –Program Assistant

Performs routine registration of new candidates for training to include LETS data entry and/or research, performs registration follow-up as needed and required, building and cross-referencing files and checking documentation for completeness and compliance. Performs LIVESCAN data entry for fingerprint submission, receives SLED and FBI results and follows-up processing of all basic candidates for training and certification. Prepares and forwards registration candidates for misconduct and/or legal review to confirm eligibility for training and certification; follow-up with departments. Preparation of Certificate of Certification and Attestation of Compliance letters. Liaisons with law enforcement administrators and training officers throughout SC, interprets and implements the Training Act and Regulations. Backs up front desk (CJA Receptionist) as needed.

Darlene Simmons -- Program Assistant

Responsible for assimilating all certification records which have been requested by subpoena, FOI, etc. as well as official CJA Transcript requests by departments, colleges and universities. Coordinates billing and receiving of monies through CJA Financial Office. Manages the day-to-day responsibilities for the VA Educational Assistance Program, involving presentations, form preparation and audits. Oversees responsibilities of CJA employee On-the Job Training Program. Liaisons with officers, departments, and POSTS in others states; collects documentation and initiates training reviews for previously-certified law enforcement officers. POST (Police Officer Standards and Training) Verification of SC training and certification for out-of-state and local law enforcement contract employees. Responsible for Orientation and Live-Scan fingerprinting at all on-site CJA Registrations. Performs classroom presentations for all

graduating CJA basic officers involving recertification requirements. Liaisons with law enforcement administrators and training officers throughout SC, interprets and implements the Training Act and Regulations

Bette Kottmyer – Program Coordinator I

Responsible for providing direct oversight of the Misconduct Program. Researches and prepares reviews for all candidates with possible legal disqualifiers for law enforcement training and certification; serves as liaison with Chiefs, Sheriffs, and Agency Directors throughout the State to ensure that reporting procedures are followed in their respective agencies regarding the proper and timely handling of background checks of new hires, and the timely reporting of unfavorable terminations; coordinates with law enforcement administrators and training officers to facilitate reporting and eligibility needs between law enforcement departments and the CJA. She also assists with legal research and drafting of legal documents.

Special Services

Florence McCants – Program Manager I

Plans, coordinates and manages the equal employment opportunity program including investigating allegations of discrimination, recommending appropriate action, and preparing position statements for the SCHAC and EEOC in response to charges based on Title VII, ADA, Civil Rights Act of 1991, Age Discrimination Act, FLSA and other Federal/State EEO/ AA legislation. Prepares and maintain statistical reports on SCCJA workforce. Generates EEO quarterly reports and responds to requests for information from compliance and/or regulatory agencies. Serves as a recruiter for the law enforcement community. Responsibilities include going to job fairs, public relations with colleges, tech schools and other entities. Serves as liaison with chiefs, sheriffs, and training officers to enhance recruiting efforts throughout the state. Maintains statistical data for recruiting purposes. Reviews incoming applications to ensure applicants meet the requirements of the position. Reviews selections made by supervisors/managers to ensure best qualified individual was selected for the position. Serves as liaison with House and Senate on matters regarding Academy initiatives as well as statewide issues impacting law enforcement. Serves as Public Information Officer and serves as the Academy's public relations contact. Directly supervises 2 employees and indirectly supervises 7 employees

Human Resources

Cheryl Beard – Human Resources Director I

This position reports directly to the Program Manager I for Special Services. This employee is responsible for developing, coordinating and directing a comprehensive human resource program to include, recruiting and employment, classification and compensation, employee/employer relations, training and development, benefits, HR information systems and records. This employee will ensure that accurate documentation is maintained and all HR information and payroll salary actions, as well as all new hires, are keyed into the HRIS System. This employee is also responsible for maintaining the internal SAMS system and review of daily reports. This employee is responsible for workers' compensation, salary actions, position descriptions, classification of positions,

FLSA, grievances, disciplinary actions, reduction in force, employee performance management system (EPMS), dual employment, overtime, leave transfer program, resignations and maintaining all personnel records, including leave records. She is also responsible for maintaining the e-Leave System (leave & attendance), handling FMLA and military leave. She will be responsible for drafting policies related to HR, assists in developing agency-wide policies, strategic planning, accountability report and tort liability report. Provides reports as requested by Director or Staff. Directly supervises 1 employee.

Kaye Addy – Human Resources Specialist

This employee is responsible for reviewing and processing all forms related to insurance, retirement and payroll changes. Counsels employees concerning benefits, retirement, payroll deductions and other related benefits information. Conducts new hire orientation and processes appropriate paperwork for new hires. Administers COBRA to employees. Assists with terminating and retiring employees. Reconciles the insurance bill from the Employee Insurance Program. Sends out student certification letters to employees. Coordinates annual /open enrollment activities. Conducts training as it relates to benefits. Maintains the e-Leave System; making changes as needed to employee leave records and entering new employees into the system. Maintains FMLA files and sends out correspondence to employees requesting FMLA. Assists with workers' compensation and classification and compensation. Post positions, reviews applications, sends applications to appropriate hiring manger and closes out position on the NeoGov applicant system.

Media/IT

Monica Yarborough – Program Coordinator II

Supervises the media and IT unit. Operates CJA taping and broadcast facilities for the distribution of all CJA satellite delivered programming. Televises approximately 150 scheduled teleclass and telecourse offerings per year and additional special programming as needed. Produces all studio-based programming segments for video, CD ROM, and web delivered instruction. Carries out all instructors training for on-camera presentation; develops all video graphics; plans and develops all studio-based presentation set-ups, carries out system maintenance; and maintains program and signal quality through coordination with SCETV's master control operations. Responsible for the duplication of all Academy developed CD's and DVD's for distribution to students, staff, and law enforcement agencies in the state. Directly supervises 6 employees.

Hal Volin – Production Manager II

Operates CJA taping and broadcast facilities for the distribution of all CJA satellite delivered programming. Televises approximately 150 scheduled teleclass and telecourse offerings per year and additional special programming as needed. Produces all studio-based programming segments for video, CD ROM, and web delivered instruction. Carries out all instructors training for on-camera presentation; develops all video graphics; plans and develops all studio-based presentation set-ups, carries out system maintenance; and maintains program and signal quality through coordination with SCETV's master control operations.

Fran Buraczynski – Production Manager III

Responsible for the development of telecourses and teleclasses for satellite delivery to include mandated programming such as Legal Update (and its semi-annual revisions) and the annual CDV Update. Numbers of new programs vary annually according to need, length, and complexity. Production involves the coordination of lesson plan content to the requirements of the video medium, establishment and execution of production schedules, coordination and use of technical production resources, and acquisition and scheduling of required outside resources such as police vehicles, officers, attorneys, judges, legislators, specialized presenters, and facilities, etc. Responsible for the overall content and flow of the final instructional program.

Irvin Walker – Production Manager I

Same as all of the above technical and production duties for #2, but primarily responsible for mandated programming such as Datamaster and Radar Recertification. Develops time sensitive programming, special video based programming as identified and approved by CJA administration, and videotapes as required for general classroom instructional support.

Nina Brunet - Library Manager I

Responsible for the operation of the CJA Library. Duties include collection development; the maintenance and updating of the library's collection catalog; research for instructional development for staff and Law Enforcement agency training officers; establishment of cooperative resource efforts with national, federal, private, and nonprofit training and resource organizations and agencies; and the establishment of interlibrary loan agreements and systems to keep collection costs down. Carries out daily library operations to include patron service, circulation, and collection management. Operates library's videotape lending operation for Law Enforcement agency training officers which includes videotape and DVD booking, mailing, receiving, cleaning, and evaluation. Fulfills special Audio Visual equipment needs for the instructional staff, and maintains and operates various wireless audio systems in large classroom and teaching facilities.

Mark A. Thomas - Information Resource Consultant II

This position directs the development, design, maintenance and security for all the informational systems and communication at the Agency. Completes the Agency's yearly IT plan in coordination with Agency management and CIO's office. Approves all IT purchases. Assists in maintaining the Agency's IT inventory control. Supervises 1 employee.

Michael H. Wingard – Information Resource Consultant I

This position is responsible for producing a comprehensive, functional website for the Agency. Maintains the website to remain current and relevant to Agency programs and initiatives. Develops and produces web-based CD-ROM training

Training Operations

Mike Lanier - Training Operations Manager – Training & Dev Director II

This position is responsible for implementing daily operations of the Training Operations Section, which includes the Basic Training, Basic Instruction, Ranges (Weapons/Driving) and Advanced Training (Leadership, Master Instructor, Gangs, CDV and Traffic Safety). The Training Operations Manager provides leadership and direction to unit managers, ensures the day-to-day activities of the units within his span of authority are enforced, provides assistance as needed to the Deputy Director, provides direction and administration of Academy programs, and serves as a liaison with other state, federal, county and city agencies. Responsible for overseeing the delivery and validation processes for all training material with-in this unit. Assigns and schedules instructors within the various disciplines; assigned to supervise the legal instructors; evaluates instructors assigned to the unit to ensure instructional and curriculum quality. Directly supervises 5 employees and indirectly supervises 41 employees.

Legals

Joe Lumpkin – Instructor / Attorney III

Attorney assigned to conduct legal training in the Basic Law Enforcement and Basic Jail training programs. Coordinates, develops and presents legal update training through video presentation bi-annually. He reviews Academy lesson plans for accurate legal content. He updates legal training material and assist with curriculum validation in assigned areas.

James Rochelle – Instructor / Attorney III

Attorney assigned to conduct legal training in the Basic Law Enforcement and Basic Jail training programs. Coordinates, develops and presents legal update training through video presentation bi-annually. He reviews Academy lesson plans for accurate legal content. He updates legal training material and assist with curriculum validation in assigned areas.

Vacant – Attorney III

Attorney assigned to conduct legal training in the Basic Law Enforcement and Basic Jail training programs. Coordinates, develops and presents legal update training through video presentation bi-annually. Reviews Academy lesson plans for accurate legal content. Updates legal training material and assist with curriculum validation in assigned areas.

Basic Training

John Yarborough – Training & Development Director II

Responsible for the day-to-day activities in the Basic Training Unit which consist of Police Science, Basic Jail, PT/DT and Range. Works with supervisors to make sure training is updated and new training classes are developed and implemented. Ensures mandated training is updated and class schedules are maintained. Responsible for making sure that instructors are available to teach scheduled classes. Oversees the CADRE program. Directly supervises 4 employees and indirectly supervises 23 employees.

Michelle Sorell – Training & Development Director II

This position reports directly to the Basic Training Supervisor. Provides oversight of Basic program student affairs. Manage daily student affairs to include: student dismissals, student medical and injuries, student enrollment, recycles and attendance. Conduct timely and thorough student discipline investigations with summary and recommendation made to the Training Operations Manager. Ensure timely and complete setup, practice sessions and execution of Basic Law Enforcement and Basic Jail graduations. Respond in a timely manner to all related basic training FOIA and subpoenas. Directly supervises 2 employees.

Mary Brown – Administrative Coordinator I

Responsible for preparing, maintaining, dissemination of all Basic Law Enforcement rosters, identification documents, associated materials for mandated Basic Law Enforcement training classes and assist with registration. Orders and prepares associated class materials, and designs materials required for the graduation ceremonies. Schedules officers for registration and assign them to Basic Law and Special Basic classes; prepares correspondence for proficiency failures and other dismissals.

Tammy Hughes – Administrative Assistant

Responsible for preparing, maintaining, and dissemination of all Basic Jail and Limited Duty Rosters, identification documents and associated materials for mandated Basic Jail and Limited Duty training classes. Orders and prepares associated class materials, and designs materials required for the graduation ceremonies. Schedules officers for registration and assigns them into Basic Jail or Limited Duty classes. Prepares correspondence on proficiency failures and other dismissals. Schedules guest instructors for Basic Law Enforcement weeks 4 & 9 to ensure credit is given for instructor recertification.

Police Science Unit

Sherry Cloud – Training & Development Director II -

This position reports directly to the Basic Training Supervisor. Functions as team leader to supervise the Police Science Unit and direct the development and updating of lesson plans, curriculum research and oversight of instruction in the areas of Basic Law Enforcement, Basic Tele-Communications, Basic Detective, Basic Narcotics and Basic Forensic training. Manages the delivery of classroom and hands-on instructional assignments. Instructor is assigned to conduct basic and advanced training for School Resource Officers (SRO) and basic law. Oversees and ensures the accurate updating and preparation of all student training material and aids. She updates training material and assist with curriculum validation in assigned area and provides backup instruction for the Basic Law Enforcement classes. Enforces student discipline polices. Directly supervises 9 employees.

Robert Bullock – Training & Development Director II

Assigned to conduct classes in basic patrol operations, tactics, procedures and problem based learning. Additionally, he provides training in the area of gang activity and

behavior. The instructor updates training material and assist with curriculum validation processes in assigned areas.

Kendra Brown – Instructor/Training Coordinator II

Instructor develops and updates lesson plans, researches curriculum content and provides primary and back-up instruction in the basic law enforcement training program, advanced training program, basic telecommunications training program, basic and advanced SRO training program and basic jail training program.

Jim Graham – Training & Development Director II

Conducts training in the Basic Law Enforcement program in the areas of crime scene physical evidence, fingerprinting, defensive tactics, officer survival, gangs, building tactics, vehicle tactics and problem based learning. He conducts advanced training classes in investigations and narcotics and coordinates the Basic Coroners Death Investigation School. He updates training material and assist with curriculum validation in assigned areas.

George Weeks – Training & Development Director II

Instructor is assigned to develop and conduct training on Crime Scene Investigations for line officers, investigators and crime scene technicians. He also instructs the fingerprint classes and crime scene classes in the basic program. Additionally, he assists with the Basic Detective Course and provides backup instruction in the basic training program.

Scott Franklin – Training & Development Director I

Conducts training in the Basic Law Enforcement program in the areas of crime scene physical evidence, fingerprinting, child abuse, criminal domestic violence, interviewing, report writing, building tactics, terrorism awareness and problem based learning. He conducts advanced training classes in investigations and narcotics. He updates training material and assist with curriculum validation in assigned areas.

Sherri Corley – Training & Development Director II

Assigned to conduct classes in basic patrol operations, tactics, procedures and problem based learning. The instructor updates the training material and assist with curriculum validation processes in assigned areas.

Edwin Felix – Training & Development Director II

Instructor is assigned to conduct basic training for Tele-Communication Officers (E-911). Other duties include back-up and primary instructional responsibilities in the areas of vehicle tactics, building tactics and patrol operations. His bilingual skills enabled him to develop a survival Spanish class for law enforcement and he updates training material and assist with curriculum validation in assigned areas. Teaches Spanish skills for Tele-Communicators.

Lauren Orris – Criminology Instructor II

Conducts training in the Basic Law Enforcement program in the areas of stress management, written communications, tactical communications, diverse communities

and crisis intervention problem based learning. Additionally, instructor provided training on management and application of FTO programs. She provides back-up instruction in the basic law enforcement legal training program and updates training material and assist with curriculum validation in assigned areas.

Daphne Mills – Instructor/Training Coordinator II

Instructor develops and updates lesson plans, researches curriculum content and provides primary and back-up instruction in the basic law enforcement training program, advanced training program, basic telecommunications training program and basic jail training program.

Physical Tactics /Defensive Tactics Unit

Michelle Collins – Criminology Instructor IV

This position reports directly to the Basic Training Supervisor. Instructor supervises the Physical Training Defensive Tactics Unit and is assigned to conduct physical training and defensive tactics training for the Basic Law Enforcement program. She is a certified Instructor Trainer in the PPCT System and provides certification and recertification training for all defensive tactics related courses offered by the Academy. She monitors the condition of all physical training equipment assigned to the Academy to ensure proper maintenance. She updates training material and assists with curriculum development and validation in assigned areas. Directly supervises 3 employees.

Bruce Hancock – Training & Development Director II

Instructor is assigned to conduct physical training and defensive tactics training for the Basic Law Enforcement program. He is a certified Instructor Trainer in the PPCT System and provides certification and recertification training for all defensive tactics related courses offered by the Academy. He monitors the condition of all physical training equipment assigned to the Academy to ensure proper maintenance. He updates training material and assists with curriculum development and validation in assigned areas.

Randal Ford – Instructor/Training Coordinator II

Instructor researches, develops and updates training curriculum and conducts defensive tactics and police tactics training to basic law enforcement and basic jail training programs. Provides hands-on training and testing in assigned areas of responsibility. Serves as a member of Cadre.

Sam Bowser – Instructor/Training Coordinator II

Instructor develops and updates lesson plans, researches curriculum content, and provides instruction in police patrol tactics and procedures, and defensive tactics to include ground defense and OC.

Basic Jail Unit

Roy Rogers – Training & Development Director II

This position reports directly to the Basic Training Supervisor. Instructor supervises the Jail Training Unit and is assigned to conduct training in the three (3) week Basic Jail

Training Program. Each instructor is cross-trained and is capable of teaching all subject related material. Additionally, he assist with the defensive tactics training, building tactics training and problem bases learning in the Basic Law Enforcement Program. He updates training material and assist with curriculum validation in assigned areas. Directly supervises 2 employees.

Lisa Hughes – Training & Development Director II

Instructor is assigned to conduct training in the three (3) week Basic Jail Training Program. Each instructor is cross-trained and is capable of teaching all subject related material. She updates training material and assist with curriculum validation in assigned areas.

Christopher Montjoy – Instructor/Training Coordinator II

Instructor is assigned to conduct training in the three (3) week Basic Jail Training Program. Each instructor is cross-trained and is capable of teaching all subject related material. He updates training material and assist with curriculum validation in assigned areas.

Range Unit

John McMahan – Training & Development Director II

This position reports directly to the Basic Training Supervisor. This position is responsible for supervising assigned personnel and overseeing the delivery and validation processes for all training material with-in this section. Schedules the use of all ranges, assigns and schedules instructors within to conduct classes in driver training, firearms training for revolvers, semiautomatic pistols, and shotguns for basic law enforcement; and advanced classes such as Driving Instructor School, Firearms Instructor School, and Select-Fire/Precision Rifle training. Assigned to conduct classes in all areas with-in this section; and serves as liaison for all state agency in-service programs involving range activities. Develops, designs and implements all associated documentation, such as lesson plans, testing instruments, courses of fire, etc. Cross trained in all areas of driving instruction for basic and advanced classes. Certified operator of the Firearms Training System equipment utilized in basic law enforcement. Directly supervisors 9 employees.

Cindy Riser – Training & Development Director II

Assigned to conduct classes in firearms training for revolvers, semiautomatic pistols, and shotguns for basic law enforcement and advanced classes such as Firearms Instructor School. Serves as liaison for all state agency in-service programs involving range activities. Develops, designs and implements all associated documentation, such as lesson plans, testing instruments, courses of fire, etc. Cross trained in all areas of driving instruction for basic and advanced classes. Certified operator of the Firearms Training System equipment utilized in basic law enforcement.

Byron Myers – Training & Development Director II

Assigned to conduct classes in firearms training for revolvers, semiautomatic pistols, and shotguns for basic law enforcement and advanced classes such as Firearms Instructor School, and Select-Fire/Precision Rifle training. Serves as liaison for all state agency in-

service programs involving range activities. Develops, designs and implements all associated documentation, such as lesson plans, testing instruments, courses of fire, etc. Cross trained in all areas of driving instruction for basic and advanced classes. Certified operator of the Firearms Training System equipment utilized in basic law enforcement.

James Vaughan – Training & Development Director II

Assigned to conduct classes in driver training for basic law enforcement and advanced classes such as Driver Instructor School. Serves as liaison for all state agency in-service programs involving range activities. Develops, designs and implements all associated documentation, such as lesson plans, testing instruments, driving courses, etc. Cross trained in all areas of firearms instruction for basic and advanced classes. Certified operator of the Firearms Training System equipment utilized in basic law enforcement.

James Hall – Training & Development Director II

Assigned to conduct classes in driver training for basic law enforcement and advanced classes such as Driver Instructor School. Serves as liaison for all state agency in-service programs involving range activities. Develops, designs and implements all associated documentation, such as lesson plans, testing instruments, driving courses, etc. Cross trained in all areas of firearms instruction for basic and advanced classes. Certified operator of the Firearms Training System equipment utilized in basic law enforcement.

Steve Baxley – Training & Development Director II

Assigned to conduct classes in driver training for basic law enforcement and advanced classes such as Driver Instructor School. Serves as liaison for all state agency in-service programs involving range activities. Develops, designs and implements all associated documentation, such as lesson plans, testing instruments, driving courses, etc. Cross trained in all areas of firearms instruction for basic and advanced classes. Certified operator of the Firearms Training System equipment utilized in basic law enforcement.

LeGrand Rouse, III – Instructor/Training Coordinator II

Assigned to conduct classes in firearms training for revolvers, semiautomatic pistols, and shotguns for basic law enforcement and advanced classes such as Firearms Instructor School, and Select-Fire/Precision Rifle training. Serves as liaison for all state agency in-service programs involving range activities. Develops, designs and implements all associated documentation, such as lesson plans, testing instruments, courses of fire, etc. Cross trained in all areas of driving instruction for basic and advanced classes. Certified operator of the Firearms Training System equipment utilized in basic law enforcement.

Kevin Gilliam – Instructor/Training Coordinator II

Assigned to conduct classes in firearms training for revolvers, semiautomatic pistols, and shotguns for basic law enforcement and advanced classes such as Firearms Instructor School, and Select-Fire/Precision Rifle training. Serves as liaison for all state agency in-service programs involving range activities. Develops, designs and implements all associated documentation, such as lesson plans, testing instruments, courses of fire, etc.

Cross trained in all areas of driving instruction for basic and advanced classes. Certified operator of the Firearms Training System equipment utilized in basic law enforcement.

Anthony Bell – Instructor/Training Coordinator II

Assigned to conduct classes in all areas of driving instruction for basic and advanced classes. Cross trained to conduct classes in firearms training for revolvers, semiautomatic pistols and shotguns for basic law enforcement and advanced classes such as Firearms Instructor School and Select-Fire/Precision Rifle training.

Stephen Wilson – Instructor/Training Coordinator II

Develops lesson plans, researches curriculum content and provides instructional blocks for basic officers, in-service training and seminars dealing with law enforcement functions in firearms and drivers training. Performs duties as coach and safety officer during classroom and range instruction, serving as primary instructor or assistant instructor during weapons firing for qualification. Performs as instructor during computerized firearms training. Researches weapons tactics that officers may encounter or utilize during the performance of their official duties and ensure lesson plans are continuously updated as necessary to reflect current issues and philosophies. Serves as primary instructor on the cover and concealment course as needed.

Advanced Training Unit

Cliff Miller – Training & Development Director II

Responsible for supervising and directing the day-to-day activities of the Advance Training Unit. This unit includes CDV/Behavioral Science and Traffic Safety. Works with supervisors to make sure training is updated and new training classes are developed and implemented. Ensures mandated training is current and class schedules are maintained. Responsible for making sure that the instructors are available to teach scheduled classes. Directly supervises 2 employees and indirectly supervises 10 employees.

CDV/Behavioral Science Unit

Rita Yarborough – Training & Development Director II

This position reports directly to the Advanced Training Supervisor. Supervises assigned personnel and conducts training in the Basic Law Enforcement program in the areas of criminal domestic violence, juveniles, child abuse, elder abuse, sexual assault, hazardous material and crisis intervention problem based learning. She updates training material and assist with curriculum validation in assigned areas. Directly supervises 7 employees.

Kelly Bush Pantsari – Criminology Instructor III

Primary responsibilities are to conduct training in specialized areas to include the following programs: 40-hour School Resource Officers (SRO), 40-hour Aggressors, Victims, and Bystanders (AVB) program. Conduct 20 days of instructor observations for certification of officers. She has designed a new 40-hour Advanced SRO training program. Instruct in the Basic Instructor Development course and teach in Basic Law Enforcement in areas of victimology, diverse communities, criminal domestic violence,

missing persons and practical problems. Responsible for the coordination and oversight of the CJA's Forensics section.

Sharon Gambrell – Training & Development Director II

Primary responsibilities are to conduct training in specialized areas to include the following programs: Jail and law enforcement supervision, Basic Instructor Development and Specific Skills.

Richard Brown – Instructor/Training Coordinator II

Develops and provides classroom instruction in the Behavioral Science Unit. Researches and develops curriculum. Performs instructional duties in the following assigned classes: Basic Instructor Development, Specific Skills, leadership and supervisory courses.

Criminal Domestic Violence Unit

Gayle Whitlock – Instructor/Training Coordinator II

Researches, develops and presents structured law enforcement CDV training programs to basic law enforcement officers, investigators and other groups as assigned. Conducts classroom instruction in Basic Law Enforcement and Specialized/Advanced Training which also include distance learning instruction in referenced areas of expertise. Performs research and develops materials and coursework that addresses new investigative techniques that are legally defensible, procedurally and tactically sound in areas of CDV to include: CDV Dynamics, CDV Law Enforcement Officer Response, Harassment/Stalking, Child Abuse, Elder/Vulnerable Adult Abuse, Elderly Domestic Violence, Juvenile Procedures and Sexual Assault. Provides updates concerning the mentioned areas to local agencies via electronic format on an as needed basis.

Brian Bennett – Instructor/Training Coordinator II

Researches, develops and presents structured law enforcement CDV training programs to basic law enforcement officers, investigators and other groups as assigned. Conducts classroom instruction in Basic Law Enforcement and Specialized/Advanced Training which also include distance learning instruction in referenced areas of expertise. Performs research and develops materials and coursework that addresses new investigative techniques that are legally defensible, procedurally and tactically sound in areas of CDV to include: CDV Dynamics, CDV Law Enforcement Officer Response, Harassment/Stalking, Child Abuse, Elder/Vulnerable Adult Abuse, Elderly Domestic Violence, Juvenile Procedures and Sexual Assault. Provides updates concerning the mentioned areas to local agencies via electronic format on an as needed basis.

Gang Unit

Jonathon Cox - Instructor/Training Coordinator II

Researches, develops and presents law enforcement training programs to basic law enforcement officers, investigators and other groups as assigned. Conducts classroom instruction in Basic Law Enforcement and Specialized/Advanced Training which also include distance learning instruction in referenced areas of expertise. Performs research and develops materials and coursework that addresses new investigative techniques that are legally defensible, procedurally and tactically sound in areas of gang related

organized crime/techniques, graffiti, sign language, culture, behavior trends, publications, language, threat identification, prosecution, etc.; this includes traveling to communicate / “ride along” with agencies that have gang units and gang related problems and partnerships with SLED, local and regional gang task forces to maintain a focal point for instructional material. Maintenance of intelligence database to be shared with local agencies.

Tony Taylor - Instructor/Training Coordinator II

Researches, develops and presents law enforcement training programs to basic law enforcement officers, investigators and other groups as assigned. Conducts classroom instruction in Basic Law Enforcement and Specialized/Advanced Training which also include distance learning instruction in referenced areas of expertise. Performs research and develops materials and coursework that addresses new investigative techniques that are legally defensible, procedurally and tactically sound in areas of gang related organized crime/techniques, graffiti, sign language, culture, behavior trends, publications, language, threat identification, prosecution, etc.; this includes traveling to communicate / “ride along” with agencies that have gang units and gang related problems and partnerships with SLED, local and regional gang task forces to maintain a focal point for instructional material. Maintenance of intelligence database to be shared with local agencies.

Traffic Safety Unit

Dale Smith – Training & Development Director II

This position reports directly to the Training Operations Manager. Primary responsibilities include; the oversight of the entire Traffic Safety Division, providing training in the Basic Law Enforcement curriculum as well as highly specialized areas. These topic areas are DUI Detection and Standardized Field Sobriety Testing, Speed Measurement Devices, Safe and Legal Traffic Stops (SALTS), Datamaster Certification, At-Scene Traffic Collision Investigation, Technical / Advanced Traffic Collision Investigation, and Traffic Collision Reconstruction. Responsibilities in Basic Law Enforcement include: hazardous material, traffic collision investigation and DUI recognition. He is also responsible for the management of the rejuvenated TSO (Traffic Safety Program) as well as the planning oversight of the annual Traffic Safety Officer banquet. Directly supervises 3 employees.

Wayne Harris – Training & Development Director II (GRANT POSITION)

Responsible for the development and instruction of all courses identified in the Traffic Safety Officer Program (All courses mentioned above). Research and modify training materials and programs. Assist with conducting annual Traffic Safety Officer and Traffic Safety Instructor conferences.

Jim Crosland – Training & Development Director II (GRANT POSITION)

Responsible for the development and instruction of all courses identified in the Traffic Safety Officer Program (All courses mentioned above). Research and update training materials and programs. Assist with conducting annual Traffic Safety Officer and Traffic Safety Instructor conferences.

Phillip Darnell – Training & Development Director II (GRANT POSITION)

Responsible for the development and instruction of all courses identified in the Traffic Safety Officer Program (All courses mentioned above). Research and update training materials and programs. Assist with conducting annual Traffic Safety Officer and Traffic Safety Instructor conferences.

Vacant – Training & Development Director II (GRANT POSITION)

Responsible for the development and instruction of all courses identified in the Traffic Safety Officer Program (All courses mentioned above). Research and update training materials and programs. Assist with conducting annual Traffic Safety Officer and Traffic Safety Instructor conferences.

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 4,865,200	\$ 315,497	\$ 5,245,003	\$ 518,147	\$ 5,591,868	\$ 579,189
Other Operating	\$ 4,001,266	\$ 290,810	\$ 3,692,713		\$ 8,153,367	
Special Items	\$ 5,443,000					
Permanent Improvements						
Case Services						
Distributions to Subdivisions						
Fringe Benefits	\$ 1,532,935	\$ 111,237	\$ 1,595,634	\$ 160,678	\$ 1,625,583	\$ 165,629
Non-recurring						
Total	\$ 15,842,401	\$ 717,544	\$ 10,533,350	\$ 678,825	\$ 15,370,818	\$ 744,818

Other Expenditures

Sources of Funds	FY 07-08 Actual Expenditures	FY 08-09 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds	\$ 1,704,588	\$ 1,977,984
Bonds		

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross References for Financial Results*
I. Administration	Registrar Activity, Media/Library Activity, Standards and Testing Activity, Food Service Activity, Facilities Planning & Maintenance Activity, Administration and Certification/Non-Compliance	State: 67,564.02 Federal: Other: 4,281,513.66 Total: 4,349,077.68 % of Total Budget: 25%	State: 72,550.56 Federal: Other: 3,797,147.76 Total: 3,869,698.32 % of Total Budget: 31%	7.3, 7.5, 7.6
II. Training	Training - Basic, Mandated Activity, Advanced/Specialized Activity, Range Operations Activity, Student Housing Activity, Homeland Security Activity.	State: 538,742.86 Federal: 513,169.00 Other: 3,107,398.32 Total: 4,159,310.18 % of Total Budget: 24%	State: 445,596.85 Federal: 1,190,818.16 Other: 3,209,680.32 Total: 4,846,095.33 % of Total Budget: 39%	7.1, 7.2, 7.4, 7.6
III. Employee Benefits	Employer Contributions	State: 111,237.29 Federal: 46,146.98 Other: 1,375,550.11 Total: 1,532,934.38 % of Total Budget: 9%	State: 160,678.00 Federal: 52,683.51 Other: 1,382,271.99 Total: 1,595,633.50 % of Total Budget: 13%	7.4, 7.6
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Capital Projects of \$1,977,983.99 and the Certification Automation Project of \$221,922.06

Remainder of Expenditures:	State: Federal: Other: 7,505,666.00 Total: 7,505,666.00 % of Total Budget: 42%	State: Federal: Other: 2,199,906.05 Total: 2,199,906.05 % of Total Budget: 17%
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* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 08-09 and beyond Key Agency Action Plan/Initiative(s) and Timeline for Accomplishing the Plan(s)	Key Cross References for Performance Measures*
I. Administration	Provide monitoring and facilitation of certification and compliance laws, regulations and guidelines. Support, review and determination of eligibility or ineligibility for certification as a law enforcement officer in	Significant overall upgrade, supplement and replacement of automation and technology is in progress to more efficiently collect and monitor employment, training and certification and compliance of more than 16,000 active law enforcement officers.	7.3, 7.5, 7.6
II. Training	Law Enforcement personnel are provided validated entry level training designed to instruct knowledge, skills and abilities for the purpose of certifying law enforcement professionals.	Agency will provide 42 basic level classes. These courses are designed to provide 2,100 to 2,200 training slots producing 1,800 - 1,900 successful graduates annually.	7.1, 7.2, 7.4, 7.6

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

CRIMINAL JUSTICE ACADEMY

TRAINING SUMMARY

FY 2000 - 2009

O= Offerings																							
A= Attendees																							
	FY 99/00		FY 00/01		FY 01/02		FY 02/03		FY 03/04		FY 04/05		FY 05/06		FY06/07		FY07/08		FY08/09		Increase	%	
	O	A	O	A	O	A	A	A	O	A	O	A	O	A	O	A	O	A	O	A	Decrease		
Law Enf Basic/CJA	78	2275	74	2168	77	1956	89	2229	77	1804	77	1816	90	2165	93	2348	96	2498	104	2372	-126	5%	
Law EnfBasic/Field	13	296	10	245	11	330	11	213	9	197	11	223	9	125	11	249	11	174	11	127	-47	27%	
In Service Courses	248	4125	318	4527	444	8449	298	5376	147	2759	191	2107	77	1166	***	165	2299	134	3474	493	10399	6925	199%
Corrections *	8	171	12	123	8	98	2	23	0	0	0	0	0	0		4	79	3	36	0	0		
Supervisory/Management	10	213	10	195	6	96	9	181	4	58	8	157	5	143		11	215	5	117	20	445	328	280%
Judicial	22	646	25	698	14	236	6	139	2	56	1	18	1	13	****	0	0	1	24	0	0		
Instructor	27	436	36	590	44	636	32	443	35	587	31	548	36	593		34	583	49	773	42	691		
Instructor Recertification	6	57	6	59	8	76	6	45	5	64	7	112	2	30		8	85	7	114	4	57		
Guest Instructor	55	465	58	544	65	551	65	413	59	416	47	445	43	407		50	444	52	524	51	616		
External	181	11581	137	10774	125	11252	101	7341	18	5271	14	4909	22	6454		23	6028	17	3109	22	8761		
Distance Learning	101	3151	106	6048	81	3632	120	3154	96	2265	51	1808	152	2748	***	53	1512	26	1617	20	1073		
Special Operations	566	13606	513	12368	417	11976	609	15676	411	8528	517	12437	401	10538		385	12265	315	11716	192	9035		
Regional									140	3841	265	6997	318	5991		205	3660	276	4540	38	571	-3969	87%
TOTAL	1315	37022	1305	38339	1300	39288	1348	35233	1003	25846	1220	31577	1156	30373		1042	29767	992	28716	997	34147	5431	19%
PAT																16	1037	17	1107	17	932		
(*) During the year 2003-2006, there are no numbers for Corrections because PPP Upgrade to C1 completed																							
FY 05/06:																							
Report run date 7/19/06 - results not usually complete and final until after July 31.																							
(***) Radar Cert and Recert were all moved into more appropriate category from In-Service (showing decrease) to Distance Learning (showing increase)																							
FY 06/07:																							
(****) No numbers for Judicial due to transfer of administrative support:																							
FY07-08:																							
A 6% increase in mandated Basic training attendees																							
A 51% increase in number of in-service attendees, - in spite of fewer courses offered.																							
A 32% increase in number of instructors trained, and an increase of 15 additional instructor courses offered (44%)																							
*****Decline of 48% in External courses reported - legal update videos, misc. videos, etc., in the field (resignation of employee who tracked)																							
Decline of 4% in Special Operations - state, federal, and private vendor in-service training.																							
A 24% increase in Regional training attendees over 06-07; but a 24% decrease in 05-06 attendees reported																							

