Accountability Report Transmittal Form

Agency Name: <u>South Carolina Department of Probation, Parole and Pardon Services</u>

Date of Submission: <u>September 15, 2011</u>

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FY 2011

ACCOUNTABILITY REPORT

South Carolina Department of Probation, Parole and Pardon Services

KELA EVANS THOMAS DIRECTOR

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Section I – Executive Summary

The South Carolina Department of Probation, Parole, and Pardon Services (SCDPPPS) faced broad challenges as all phases of the Omnibus Crime Reduction and Sentencing Reform Act of 2010 took effect. In addition to focusing energy and resources to implementing this critical legislation, concerted efforts were made to continue to provide essential services in support of the Department's mission and related public safety initiatives. The commitment to and quest for excellence was not waived and mission critical services were sustained. To provide these services, the Department works in close collaboration with local, state, and federal agencies, non-profit organizations, the General Assembly, the Cabinet, as well as the Governor and her staff.

- Supervising offenders to successfully complete their Court or Board ordered periods of supervision; and assist with successful integration back into the community.
- Assisting victims of crime; including oversight of restitution payments
- Supporting and conducting Parole Board hearings.
- Providing assistance to other law enforcement and emergency response organizations in support of homeland security, natural disaster response activities, and special events requiring law enforcement augmentation.
- Educating the community about new initiatives and projects

Department's Mission Statement
The mission of the South Carolina Department of Probation, Parole and Pardon Services is to:
- *Prepare* offenders under our supervision toward becoming productive members of the community;
- *Provide* assistance to the victims of crimes, the courts and the Parole Board; and to
- *Protect* public trust and safety.

Department's Vision
To be recognized nationally as a catalyst for positive change in the lives of offenders, a force for public safety, a leader in victim services, and a responsible steward of public funds.

Department's Values
- Honesty and Integrity
- Dignity and Respect
- Diversity and Equal Opportunity
- Openness and Teamwork
- Innovation and Performance Excellence
- Accountability

Embracing Our Values
To encourage staff to embrace our values, there are plans to have a set of values is highlighted monthly in the Director's Weekly Updates. This emphasis will bring our values to the forefront of our daily operations in an effort to hold ourselves accountable to what we have proclaimed to hold true as an Agency. In addition, the values will be posted in a prominent location on the Intranet for our review and reflection, as we go about realizing our vision.

Major Achievements Through Partnerships and Community Outreach FY2011
The Department continues to provide a variety of initiatives that enhance offender supervision reentry, and accountability in the community. These initiatives are primarily supported by the Department's strong focus on enhancing offender success, and an expanding network of integrated partnerships with service and treatment providers.

- Pursuant to SC Code of Laws §24-21-490, the Department disbursed $5,869,663.56 to victims of crime.

- Monitored 255 new participants in the Ignition Interlock Device Program. This represents a 50% increase in population from the previous fiscal year.

- Supervised 456 new offenders with Global Positioning Satellite (GPS); with an additional 136 incarcerated offenders that will require GPS monitoring upon release.

- Operated a 24/7 statewide response GPS Operations Center (GOC) for all GPS alerts. The GOC processed more than 95,402 tracking alert messages, an increase of 38%.

- Supervised 1,254 sex registry offenders at the end of the fiscal year. Of these, 922 were actively supervised for a sex offense and more than 790 participated in treatment.

- Conducted seven comprehensive workshops on expungements and pardons to assist offenders in clearing their records.

- Conducted nine workshops on establishing an "On the Outside" Mentoring Program to assist offenders with community reentry and adjustment.

- Collected 6,393 DNA samples.

- As first responders, staff participated in five hurricane\natural disaster exercises with multiple agencies; and five special operation security details with multiple agencies and five tabletop exercises with South Carolina Highway Parole Troops 1, 6, and 7.

- Supervised offenders that contributed 198,063 hours of public service work. Calculated minimum wage of $7.25 per hour, contributes $1,435,957 worth of labor to the state.

- Delivered an agency-wide overview of mandates in preparation for full implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010.

- Transitioned Department to the South Carolina Enterprise Information System (SCEIS)

- Submitted arrearage accounts to SC Department of Revenue and collected $101,735.

- Hired 34 staff members who fill mission-critical positions and to comply with Sentencing Reform directives.

In addition, the Department provided reentry assistance to offenders integrating back into the community through the following programs:

- Referred 851 new adult offenders to GED and other high school equivalency programs and 823 for employment/vocational services.

- Referred 4921 new offenders for substance abuse services.

- Supervised 59 offenders paroled to the Parole Employment Program (PEP).

- Coordinated the release of 70 offenders to parole supervision through Self Paced In-class Education (S.P.I.C.E.), an increase of 34% participation.

- Coordinated the transfer of 993 offenders to other states and processed 1,721 from other states to South Carolina.

- Conducted 2,915 new residence investigations, 4309 new field investigations to process the release of 2,728 eligible offenders to legislatively mandated special release programs.

Key Strategic Goals for Present and Future Years
- To effectively meet our mission responsibilities
- To effectively implement all programs and requirements of the Omnibus Crime Reduction and Sentencing Reform Act
- To enhance community outreach
- To focus on leadership development and excellence
- To deliver quality services to our customers and stakeholders
- To optimize our financial resources and to be fiscally responsible
- To provide for organizational growth and a capable, satisfied and diverse workforce

Key Strategic Challenges
The Executive Management Team (EMT) will continue to identify ways to preserve mission-critical services concurrent with implementing necessary budget reductions and preserving human resources. At the end of FY 2011, 327 Probation and Parole Agents carried active caseloads. With an increase in Legislative mandates for the Department, key challenges revolved around the state and national economic environment. They included:
- Implementing Mandated Legislation
- Providing statewide public safety
- Maintaining responsive offender supervision standards, to accomplish diverse demands
- Maximizing partner relationships
- Enhancing Offender Success
- Filling critical-need positions

How is the accountability report used to improve organizational performance?
The Accountability Report is a vital tool that serves as an annual assessment for measuring the internal and external organizational performances. The Report is accessible via the Department's

website. It is a principal vehicle for aligning goals and objectives in relation to the Department's strategic planning and integrated performance review processes.

Section II – Organizational Profile

The Executive Management Team, led by the Director, is the primary entity that guides the Department's policy and decision making. The organizational structure consists of three divisions and the Office of Executive Programs. Each section within these divisions all serve to support the mission of the Department. The following locations: 46 county offices; four county satellite offices (Beaufort, Berkeley, Dorchester, and York); and, a headquarters facility in Columbia, South Carolina is maintained. The Department is staffed with 327 caseload carrying Agents, an additional 58 sword Agents, and 201 non-Agent staff.

Figure A-1
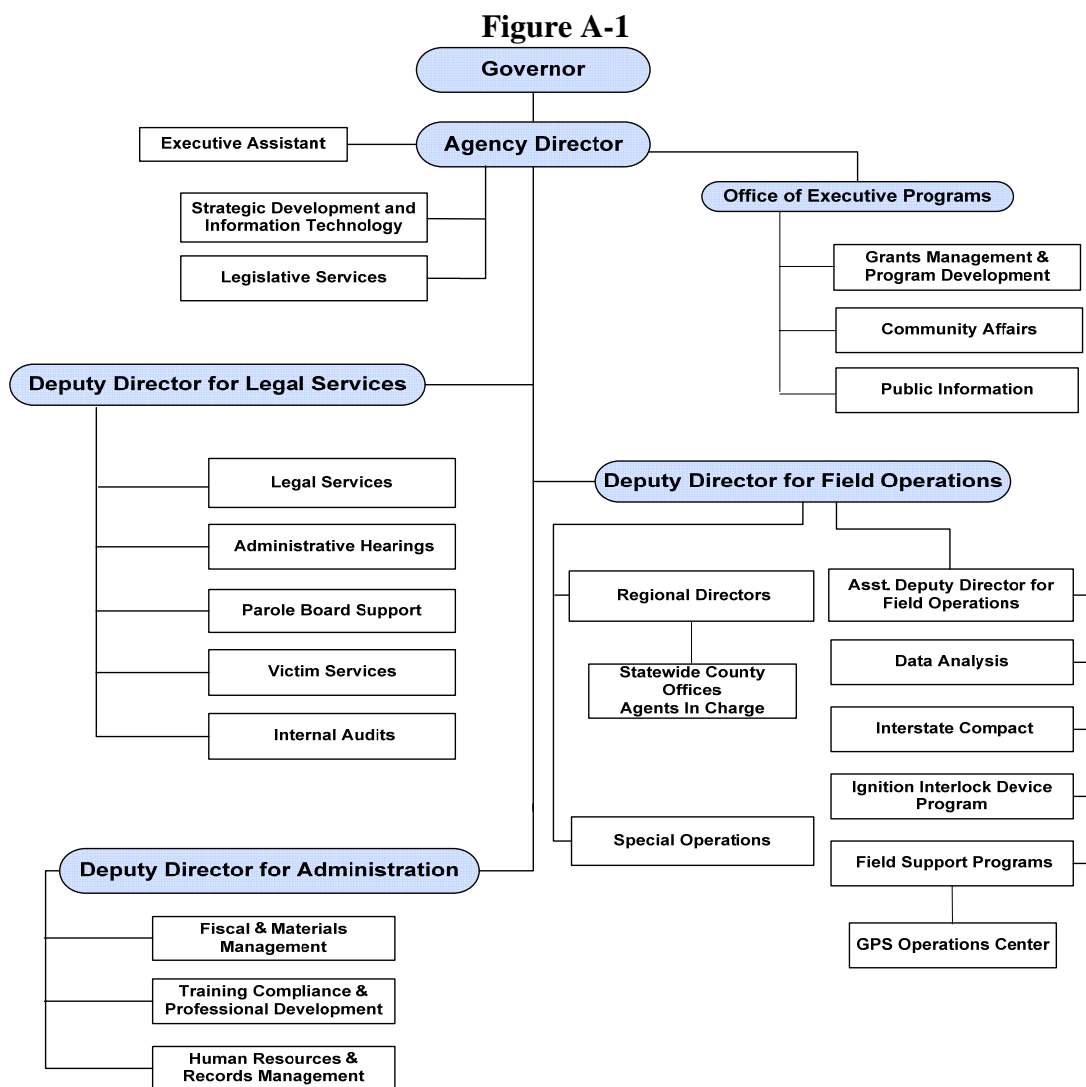
Key Customer Groups, Key Services and Key Service Requirements

Table A-2 illustrates a sample listing of key customer segments, services and requirements. There is inclusive strategic planning to incorporate and perform the services identified in keeping with the Department's mission.

Table A-2

Section	Key Customers	Key Services
Field Operations	Offenders; Law Enforcement; General Public; SCDPPPS Staff ; Victims/Victim Families; Offenders/Offender Families	Field supervision requirements; home visits; intervention; warrant service; residence verifications; collection of fees; correspondence; technology initiatives (GPS, Mapping, Tablets, Live Scan); training; preparation of offender related documentation
Interstate Compact	State Interstate Compact & Field Offices; State Law Enforcement Agencies; Federal, State & Local Agencies; General Public	Timely and accurate processing of Interstate Compact offender transfer requests, communications to and from SC, response to offender violations, special case inquiries, and requests for assistance.
Special Operations	Employees	Special operations planning, training and coordination; information requests/records; safety plans/equipment; fugitive apprehension and extraditions, emergency planning and management, 800Mhz radio programming and maintenance.
	Federal and State Agencies, Law Enforcement Organizations;	
Victim Services	Victims; other Criminal Justice Agencies, Employees	Correspondence and other communications; documentation in support of parole hearings, victim awareness training
Field Programs	Employees; Law Enforcement Federal, State, and Local Agencies	Correspondence; YOA residence verifications; YOA release cases: YOA revocation and termination orders; certificates; review violation documentation: presenting violations to hearing officers
Legal Services	Employees	Training; Legal Advisement and Representation
	Judiciary, Legislature & Attorneys	Training; Detail Summaries; Court Presentations; Seminars
	General Public; Offenders	Respond to Case Inquiries and Correspondence
Hearing Section	Employees	Training; Orders of Continuation; Detailed Summaries
	Board of Parole and Pardons	Training; Findings for Revocation Cases;
	Judiciary	Training and Detailed Summaries
	Offenders	Respond to Case Inquiries and Correspondence; Hearings
	SC Dept. of Corrections	Order of Revocations and Detailed Summaries
Parole Board Support Services	Board of Parole and Pardons	Detailed Summaries, Investigation Reports, Recommendation Request, and Training, Video Site Coverage, Notification of Hearing Results, Examiners conduct interviews with inmates, conduct releases, and Training
	Attorneys	Respond to Inquiries and Correspondence
	Current and Former Offenders	Provide Hearing Notification and Respond to Inquiries
Public Information	Media; General Public; Federal, State, and Local Agencies Employees;	Provide Parole Hearing Dates and results; offender information; respond to inquiries and correspondence; web-site support; Respond to Inquiries
Community Affairs	EMT, Employees, General Public	Community liaison; market Department, cultivate partnerships, provide ongoing trainings for "On the Outside" Mentoring program, Conduct statewide seminars on Expungements & Pardons, Support S.P.I.C.E. initiatives
Human Resources	Employees	Job applicant screening; drug testing; classification and compensation; benefits counseling/services; EPMS management; disciplinary/grievance processing; training, recertification
	General Public	Job applicant support processes; drug testing; classification and compensation information; benefits information
	SC State Human Resources Division, Budget & Control Board	HR data reporting; EPMS reporting; disciplinary/grievance reporting; EEO reporting, applicant database, NEOGOV, South Carolina Enterprise Information System (SCEIS)
	State Agencies	Job applicant services; database reporting
Administration	Employees, Legislature, Comptroller General, Victims, General Public, Other State Agencies	Financial reporting, offender management, information technology, employee training, C-1 certification tracking, materials and supplies management; payment of restitution monies;
Grants Management	EMT, Employees, Legislature, State Agencies	Grant Administration; research and Statistical reporting; executive support for key Departmental initiatives
Office of Executive Programs	EMT, Employees; Federal, State, and Local Agencies	Strategic Planning; Accountability reporting, and Implementation; Facilitation; Performance Improvement/ Business Excellence Consultation/Training
Ignition Interlock Device Program	SC Drivers, DMV, DAODAS, General Public, Attorneys, Highway Safety Groups; Law Enforcement	Implement and monitor the Ignition Interlock Device Program (IID)

Table A-3
Key Services and How They are Delivered

Key Services	Method Delivered
Offender Supervision	Field Agents monitor offender's adjustment according to level of supervision and standards.
Sex Offender Management	Field Agents supervise sex offenders with active sex offenses and those offenders currently under supervision for an offense that is not a sex offense, but are required to register as a sex offender for a previous offense. Supervision contact standards are based on the offender's risk assessment score.
Special Operations	Pre-designated Agents provide law enforcement augmentation for special operations\events: Martin Luther King Day, Myrtle Beach Bike Week Festival, Southern Legislative Conference, Governor's Inauguration, traffic evacuation, security, traffic evacuation and support due to natural and man-made disasters.
Parole Board Operations	Parole and Records staff prepares packets of documentation for Parole Board Hearings and other administrative support services.
Victim Services	Victim Services, Finance and Accounting staff ensure that there are notifications of Board Hearings, Board administrative support, and payments of victim restitution.
Ignition Interlock Device Program	IID's are mounted to the dashboard of the driver's vehicle and wired into the vehicle's ignition/electrical system. Drivers are required to blow into the device prior to starting the vehicle. The data is collected and downloaded at an authorized dealer and transmitted for review by IID assigned staff.
Community Affairs	The Office of Community Affairs serves as the Department's liaison to the community, state government, and other local agencies and coalitions. This is accomplished through the Speaker's Bureau, career fairs, civic meetings, and workshops.
Office of Public Information	The office serves as the central point of contact for all media and other public information requests and concerns. Information is provided to the public per the Freedom of Information Act.

Key Stakeholder Groups

Key Stakeholders are the citizens of South Carolina and other states that are not direct customers, but are affected by the products and services provided by the Department. These include local, state and national professional associations in which the Department actively participates by holding officer positions, conducting workshops, or providing other essential support. Close partnerships are maintained with county law enforcement offices, entities of the criminal justice system, South Carolina's educational institutions and service provider organizations.

Key Suppliers and Partners

The Department conducts business with a variety of suppliers/vendors. They include: Team IA (records management systems), NWN Corporation (web-based information management), National Interlock Systems, Inc. and SmartStart, Inc. (Ignition Interlock Devices); Medtox and FirstLab (drug testing supplies and services), (drug testing supplies), BI Inc. (electronic monitoring equipment and services); Satellite Tracking Of People (STOP) and Omnilink Systems (global positioning systems and services); HP (computer, printers and supplies); and, the State of South Carolina (state telephone system, fleet, liability insurance, and rent). Additionally, non-profit organizations, the faith based community contribute significantly to the Department's efforts in addressing offender needs through collaborative partnerships, referral services, short term housing and life skills related training.

Key Partners

Table A-4 provides a sample of the Department's key partners.

Table A-4

State Law Enforcement Division	S.C. Department of Vocational Rehabilitation
S.C. Department of Public Safety	S.C. Budget and Control Board
S.C. Department of Juvenile Justice	S.C. Commission for the Blind
S.C. Department of Corrections	S.C. School for the Deaf and Blind
U. S. Probation Office	U. S. Marshal's Service
S.C. Department of Mental Health	State Office of Victim Assistance (SOVA)
S.C. Department of Disabilities and Special Needs	S.C. Department of Employment and Workforce
S.C. Department of Social Services	S. C. African American HIV/Aids Council
S.C. Department of Education	University of South Carolina
S.C. Department of Alcohol and Other Drugs Services	S.C. Army National Guard
S.C. Technical Colleges	Local Law Enforcement Authorities
SC Statistical Analysis Center	U. S. Bureau of Alcohol, Firearms and Tobacco

Regulatory Environment

The Department is a Cabinet appointed Agency, reporting directly to the Governor. It is required to abide by all state government human resource, Comptroller General, Emergency Management, and ethics related performance and reporting requirements. Additional requirements include those pertaining to Occupational of Safety and Health Administration (OSHA), Americans with Disabilities Act (ADA), and other health, safety, and environmental regulations.

Performance Improvement System

The Office of Executive Programs located in the Director's Office is dedicated to performance improvement, strategic planning, building partnerships, and program development. In addition a

team-based environment provides cross-functional input and recommendations on key initiatives (see Table 5.1-1). This office also includes Grants Management and the Office of Public Information. The Strategic Plan contains action items and timelines to address organizational improvement initiatives, and also assigns process owners who have responsibility for tracking the completion of these initiatives. A quarterly review process of performance indicators and measures provides management with regular updates.

Expenditures/Appropriations Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 09-10 Actual Expenditures		FY 10-11 Actual Expenditures		FY 11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$ 26,839,510	$ 10,720,621	$ 22,315,941	$12,524,703	29,571,444	$13,989,263
Other Operating	$ 6,115,823	$ 5,609,604	$ 6,833,071	$ 641,205	10,994,411	$ 295,001
Special Items	$		$		1,530,296	1,530,296
Permanent Improvements	$		$			
Case Services	$ 16,670	$	$ 18,404	$	$ 107,425	
Distributions to Subdivisions	$		$			
Fringe Benefits	$ 8,816,617	$ 3,855,614	$ 8,835,005	$ 4,240,653	9,690,847	4,656,371
Non-recurring	$		$			
Total	$ 41,788,620	$ 20,185,839	$ 38,002,421	$17,406,561	51,894,423	20,470,931

Other Expenditures

Sources of Funds	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures
Supplemental Bills	$ 1,896,619	$3,394,626
Capital Reserve Funds		
Bonds		

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures		FY 10-11 Budget Expenditures		Key Cross References for Financial Results*
15050000	Offender Supervision: To supervise offenders under the Department's jurisdiction.	**State:** 9,699,459.16 **Federal:** 215,615.36 **Other:** 25,433,632.74 **Total:** 35,348,707.26 **% of Total Budget:**	 84.6%	**State:** 13,038,209.23 **Federal:** 2,912,507.62 **Other:** 15,341,988.34 **Total:** 31,292,705.19 **% of Total Budget:**	 82.3%	Fig. 7.3-3 Fig. 7.3-4
15051000	Sex Offender Monitoring: To place offenders ordered by the Court to GPS monitoring under the Sex Offender Accountability and Protection of Minors Act of 2006.	**State:** 3,223,815.02 **Federal:** 0.00 **Other:** 50,081.58 **Total:** 3,273,896.60 **% of Total Budget:**	 7.8%	**State:** 2,012,858.51 **Federal:** 0.00 **Other:** 0.00 **Total:** 2,012,858.51 **% of Total Budget:**	 5.3%	Fig. 7.1-5
15150500, 15152000 & 15153000	Residential Services: To provide life skills training and employment for high risk offenders under a highly structured residential setting.	**State:** 0.00 **Federal:** 0.00 **Other:** 35,536.60 **Total:** 35,536.60 **% of Total Budget:**	 0.1%	**State:** 0.00 **Federal:** 0.00 **Other:** 42,236.00 **Total:** 42,236.00 **% of Total Budget:**	 0.1%	Fig. 7.3-2
15200000	Parole Board: The Board has the sole responsibility for granting or denying parole and pardons, revoking, modifying or re-hearing paroles and making recommendations on petitions for reprieves and commutations referred by the Governor.	**State:** 653,013.79 **Federal:** 0.00 **Other:** 463,696.87 **Total:** 1,116,710.66 **% of Total Budget:**	 2.7%	**State:** 512,608.79 **Federal:** 0.00 **Other:** 628,123.95 **Total:** 1,140,732.74 **% of Total Budget:**	 3.0%	
15050000	Victims Services: To provide crime victims with information and notification concerning offenders on probation, parole and appearing before the Parole Board.	**State:** 0.00 **Federal:** 0.00 **Other:** 301,162.94 **Total:** 301,162.94 **% of Total Budget:**	 0.7%	**State:** 0.00 **Federal:** 8,886.83 **Other:** 266,071.34 **Total:** 274,958.17 **% of Total Budget:**	 0.7%	Fig . 7.3-1

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

Administration, Legal, Audit, Records Management, Human Resources, Community Affairs, Spice Program, Ignition Interlock and Sentencing Reform.

| Remainder of Expenditures:				
	State: 1,149,428.70 **Federal:** 85,514.08 **Other:** 477,663.12 **Total:** 1,712,605.90 **% of Total Budget:**	 4.1%	**State:** 1,896,293.93 **Federal:** 0.00 **Other:** 1,342,635.86 **Total:** 3,238,929.79 **% of Total Budget:**	 8.5%

* 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.

Section III – Elements of Malcolm Baldrige Criteria

## Category 1 Senior Leadership, Governance, and Social Responsibility

1.1 How do senior leaders set, deploy and ensure two-way communicate throughout the organization and with customers and stake holders, as appropriate for : (a) short and long term direction and organizational priorities; (b) performance expectations; (c) organizational values; and (d) ethical behavior?

a) Two-way communication is set through short and long term goals determined by the Director and her Executive Management Team (EMT). The EMT is comprised of the Deputy Directors of Administration, Field Operations, and Legal Services. To insure compliance a Leadership Meeting with the EMT, Divisional managers and staff from a cross section of all divisions is held. All managers are responsible for conveying information to staff through their chain of command which consists of Divisional Managers and Agents-In-Charge. Other correspondence is sent conveyed through e-mails, regularly scheduled staff meetings, and

Figure 1.1-1
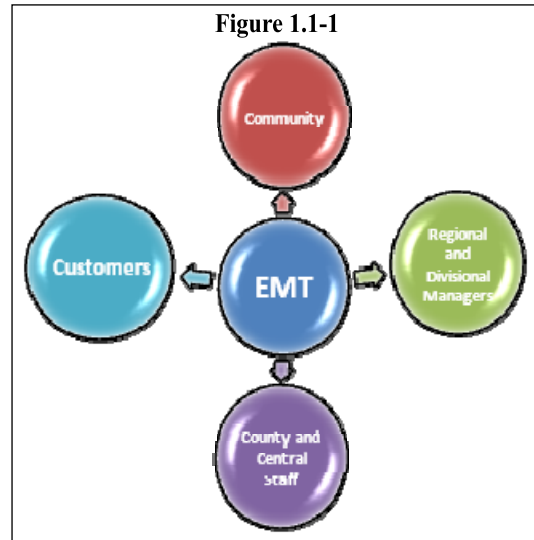
weekly updates from the Director and the Director's blog. These approaches provide for two-way communication between all levels of the Department with a quick response to issues or concerns of interest to the Department's external and internal customers. Periodic visits are also made to county offices. The strategic plan serves a guide for setting organizational priorities as well as long and short-term direction. This further enhances the Department's efforts to correlate performance measures with short and long-term strategic goals.

b) Performance expectations are articulated by supervisors and are reinforced through the EPMS process. Performance expectations and work objectives are identified in the Planning Stage for the coming year. Any incident of non-conformance is addressed in writing, verbally, or through the progressive discipline policy.

Figure 1.1-2

c) Organizational values are part of the strategic planning process, and applied to divisions. They are honesty and integrity, dignity and respect, diversity and equal opportunity, openness and teamwork, innovation and performance excellence, and accountability.
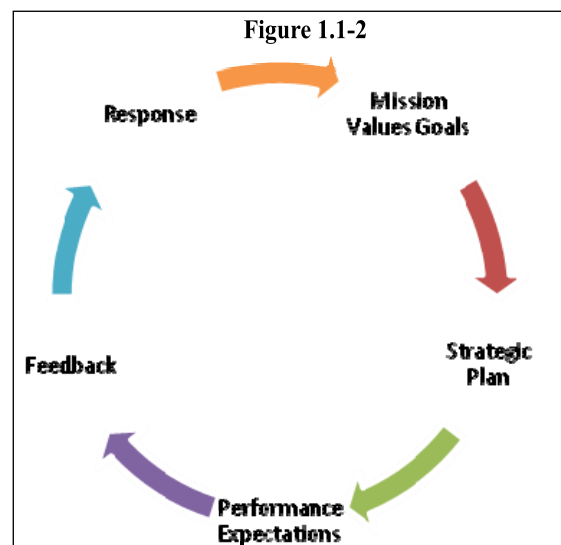
d) Ethical behavior and expectations are addressed as part of New Employee Orientation and Training (NEOT). The State Government Ethics and Accountability Act provide clear procedures for investigating grievances and initiating disciplinary actions. The State Ethics Commission requires specified officials and public employees to file Statements of Economic Interest while the South Carolina Bar maintains ethics requirements for all practicing attorneys. In addition, the Human Resources Office conducts exit interviews with departing employees, the results of which are analyzed for organizational improvement opportunities. These procedures and requirements help insure that ethical guidelines are followed.

1.2 How do senior leaders establish and promote a focus on customers and other stakeholders?

Senior leaders support the Department's Strategic Plan which provides the primary emphasis and direction for each division's focus on customer service. Key service requirements (Table A-2) are routinely reviewed at Divisional Manager meetings and also with local managers and supervisors. Strategies include well defined supervision protocols for offenders, timely service of legal process, the accurate and timely collection of offender restitution payments to victims and the completion of pre-parole investigations for the Board of Paroles and Pardons. In addition, the Public Information Office, Internet web site and published phone numbers for all office functions provide readily available customer access to the Department.

1.3 How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?

The Department interfaces with numerous entities on a daily basis including but not limited to the judiciary, state and local law enforcement, victims, partners, and the general public. Our ability to effectively supervise offenders, respond to the victim needs, and other customers can and does have a direct impact on the well being of South Carolina's citizens. The Office of Executive Programs in concert with the Office of Community Affairs maintains contact with the public to disseminate information in a timely manner.

We have also added a Joint Strategic Planning Team that will compile survey results on how the Department will implement Evidence-Based Practices to meet the demands of the Omnibus Crime Reduction and Sentencing Reform Act of 2010 given the present structure and culture.

1.4 How do senior leaders maintain fiscal, legal, and regulatory accountability?

The Department uses a multiple stage review of proposed budgets, authorization for purchases and routine communications to insure fiscal, legal and regulatory accountability. These include validation of financial information accuracy through internal and external audits, including internal audits, audits by the State Auditor's Office, and crosschecks by the Comptroller General's Office. Regulatory requirements and issues are reviewed by central office senior management, the Department's legal staff, regional, and local managers in special training sessions. Regulatory requirements that come under the purview of the Office of Occupational Safety and Health Administration (OSHA) have been met without any significant discrepancies noted.

1.5 What performance measures do senior leaders regularly review to inform them on needed actions?

Senior leadership reviews program costs that include offender supervision, drug test results, warrant service status, absconder actions, sex offender information collection, admissions and closures, parole rates, administrative hearings, restitution payments to victims, delinquent account collections and internal auditing results. Additional measures include customer requests for assistance and information, employee turnover rates, employee training completion and satisfaction data.

1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization including the head of the organization and the governance board/policy making body? How do their personal actions reflect a commitment to organizational values?

The Employee Performance Management System (EPMS) process and dialogue between Executive, Divisional Managers provides the primary method for obtaining feedback on management effectiveness. Other methods include feedback obtained through personal contact between managers and employees, through staff meetings, exit interviews, and discussions held at leadership related training classes. Divisional retreats provide an additional method for communicating management performance results. Also the Director's Blog and weekly updates allow staff to receive information and comment on its content.

1.7 How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

The Director, the Executive Management Team, and the Human Resources Office and Office of Executive Programs focus on the workplace for retention and future growth and development. Senior leaders identify future potential leaders and actively promote their participation in leadership development programs, table top exercises, and leadership and management conferences.

1.8 How do senior leaders create an environment for performance improvement, and the accomplishment of strategic objectives?

Each office is charged with creating, promoting, and fostering a work environment that is known for its professionalism, effectiveness, efficiency, and productivity. The Strategic Plan, regional AIC meetings, Strategic Planning Team meetings, legislative mandates, and communication with the Office of the Governor set the pathway for Department priorities. These priorities are communicated via the chain of command of the SCDPPPS Management System (See Figure A-1).

1.9 How do senior leaders create an environment for organizational and workforce learning?

Senior leaders and management often notify staff of training opportunities through the monthly publication of Training Announcements and Monthly Information (TAMI) and encourage staff participation. The Department's on-the-job training process provides new employees with hands-on training in a controlled and supervised environment. Professional associations are promoted and staff is allowed time off to attend conferences. Training

announcements from external professional entities are also disseminated. Additionally, the Intranet has enabled training to be received at the workstations without ever having to leave the office.

1.10 **How do senior leaders engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?**
The Director has implemented a Weekly Update and Blog to inspire and motivate staff to take a more active role in the decision making process. Staff is recognized and rewarded through Public Service Recognition Week, Probation and Parole Officers Week, Agent and PPP Graduation Ceremonies, Retirement Ceremonies for retiring staff members, Annual Department Awards Program, State Service Awards, CODE – Connecting our Deployed Employees, Blood Drives, Harvest Hope – feeding the hungry service project, Health Fair, Wellness Walks, Health Screening, Retirement Seminars, and a holiday gathering to show appreciation for their contributions.

1.11 **How does 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 improving these communities.**
Joint-partnership and community volunteerism is strongly supported and encouraged to assist offenders with successful reentry; thereby creating opportunities for strengthened family relationships, education, and future employment. Initiatives include the S.P.I.C.E Program, the Learn and Earn Program, the Parole Employment Program, as well as partnerships with service and community organizations and state agencies such as the SC Department of Vocational Rehabilitation and the SC Department of Alcohol and Other Drug Abuse Services. In addition to enhancing successful offender supervision, these initiatives will also help lower the state's recidivism rate and improve offender unemployment rates. The Office of Community Affairs serves as the Department's liaison for community outreach. With a direct focus to heighten public awareness about the duties and responsibilities of the Department, partnerships are cultivated for support and services. The Public Information Office responds to media inquiries, including Freedom of Information Act and general public requests.

Community outreach includes the March of Dimes, United Way, and Community Health Charities campaigns; Red Cross blood drives, Lunch Buddy Program, and Court Appointed Special Advocates (CASA) for abused and neglected children. Many employees hold membership in the American Probation and Parole Association, the South Carolina Probation and Parole Association, the National Association of Blacks in Criminal Justice, American Correctional Association, the South Carolina Correctional Association, the South Carolina Law Enforcement Officers Association, the Fraternal Order of Police, the South Carolina Victim Assistance Network, the South Carolina Quality Forum, the South Carolina State Government Improvement Network and many other programs designed to improve our communities and quality of life for the citizens of our state.

<u>**Category 2 Strategic Planning**</u>

2.1 What is your Strategic Planning process, including key participants, and how does it address: (a) your organization's strengths, weaknesses, opportunities and threats; (b) financial, regulatory, societal and other potential risks; (c) shifts in technology, and customer preferences; (d) workforce capabilities and needs; (e) organizational continuity in emergencies; (f) your ability to execute the strategic plan?

The Department's Strategic Plan is an annual required review by all staff. Input is solicited and conveyed through the chain of command. This serves as valuable input for regularly updating the Strategic Plan. Updates and changes to the Plan are devised after sanctioned by the Director and her Executive Management Team.

a. **Organization's strengths, weaknesses, opportunities and threats**
The Director, EMT, and divisional managers review the Department's progress toward achieving its strategic goals and objectives. Audits, office self assessments, and internal surveys ensure alignment with the Department's mission. In addition, the Governor's directives and initiatives, key legislative and customer service requirements, and feedback provide insight for the process based upon priorities.

b. **The financial, regulatory, societal and other potential risks**
Optimizing our financial resources is our commitment to the staff, the citizens of the state, and our external customers. However, ongoing challenges and external factors beyond our purview, requires creativity and adaptability. We continue to explore grant opportunities to address budgetary shortfalls.

c. **Shifts in technology and customer preferences**
Systems updates are essential to daily operations. We have fully integrated SCEIS, began addressing innovative records management processes, and made enhancements to our offender management system to better assist Agents with supervision strategies. Our remote videoconferencing sites in Charleston and Spartanburg allow victims to participate in the parole process without having to drive to Columbia. Victims also have access to the Department's websites to search for hearing dates and hearing results. To meet the needs of our customers, we must enhance our technology for communication purposes and responding in a timely manner.

d. **Workforce capabilities and needs**
The most valuable asset of an organization is its staff. At the Department, staff opinions and suggestions are solicited and valued. Two-way communication is attributed to the Department's vitality and motivation. Needs are addressed in a timely manner and reviewed by the Director and her EMT for rewarding, budget permitting.

e. **Organizational Continuity in Emergencies**
As a first responder, designated staff is trained and equipped to assume duties as required. An Emergency Preparedness Plan has been made available for review. We employ an automated phone alert system and use technology to communicate to staff during emergency situations. Each county office location has access the Department's email

system and Intranet in an effort to maintain two-way communications during emergencies.

f. Ability to execute the strategic plan
The Office of Executive Program oversees the strategic planning process and develops reports for management. Updates to the plan are disbursed to keep staff abreast of changes and expectations. All staff is required annually to review the Strategic Plan.

2.2 How do your strategic objectives address the strategic challenges you identified in your Executive Summary?
The strategic objectives are devised with a conscientious look at all levels of the Department addressing their needs. These include daily operations, budget, initiatives, and technology.

2.3 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?
The Office of Executive Programs along with the Strategic Planning Team work to coordinate updates regarding Strategic Plan Action. Updates are then recorded on The Strategic Plan Tracking Matrix. The Matrix lists all of the action items along with the lead person assigned to each action item, corresponding measures and the timeline for completion. All employees can view The Strategic Plan via the Department's Intranet. An annual review is required in conjunction with their annual performance evaluation process.

2.4 How do you communicate and deploy your strategic objectives, action plans and related performance measures?
All employees have full access to the Strategic Plan maintained on the Department's Intranet. This information and related performance measures can be viewed at any time.

2.5 How do you measure progress on your action plans?
Action plans are routinely reviewed at the office, Division, and Department level, with financial resources allocated on prioritized and fund availability. Human Resource requirements are addressed in the same manner. Action Plan timelines and results are tracked through monthly and quarterly management reviews of key performance measures.

2.6 How do you evaluate and improve your strategic planning process?
The Strategic Planning Matrix has proved very useful in evaluating how well the Department accomplishes its goals of completing and maintaining action items. The Matrix is available to all Executive Management Team members for review at any time. This allows management to evaluate the progress of the implementation of the Strategic Plan.

Table 2.6-1

Strategic Planning			
Program Number and Title	**Supported Strategic Planning Goal/Objective**	**Related FY 10 and Beyond** (Key Agency Action Plan/Initiative(s) Timeline for Accomplishing the Plan)	**Key Cross References for Performance Measures**
1.5.4	To maximize our support and services to the victims of crime.	Collect ordered restitution from offenders and distribute to victims within 30 business days of collection.	Fig. 7.3-1
3.5.2	To link the EPMS process to the Strategic Plan.	Implement a system for annual documentation by each PPP staff member that the Strategic Plan has been reviewed with them by their supervisor.	Cat. 5.5
1.1.4	To provide for appropriate and effective supervision and intervention strategies that promotes offender accountability.	Validate the new Workload Model to include a monthly reporting process. Conduct annual reviews on the effectiveness of measure.	Cat. 7
6.3.4	To provide comprehensive, meaningful employee training and knowledge management systems utilizing up-to-date techniques and technology.	Develop a methodology that supports employee development and growth through cross training and mentoring relationships. Conduct annual reviews on the effectiveness of measure.	Cat. 4.7
5.1.1	To be responsible and accountable in the management of all of the Department's financial resources.	Ensure that a strong internal control structure and assessment process is in place to maintain sound accounting controls. Conduct periodic reviews on the effectiveness of measure.	Cat. 1.4
4.2.1	To determine the needs and expectations of our customers and to utilize their feedback for continuous improvement.	Develop a methodology for obtaining service satisfaction feedback from the Department's key customer segments. Include a methodology for incorporating this feedback into the service development and design process. Conduct annual reviews on the effectiveness of measure.	Cat. 7.2
2.1.1	To continuously evaluate, develop and implement innovative technology to improve the quality and effectiveness of service delivery while minimizing cost.	Expand LiveScan implementation based on available grant funding. Expansion to all office locations completed in June 2010.	Cat. 4.2

2.7 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 on the website.
The Strategic Plan is available at http://www.dppps.sc.gov/Strategic%20Plan-WEB.pdf.

Category 3 – Customer Focus

3.1 How do you determine who your customers are and what their key requirements are?
Customers are identified through legislation that defines the Department's mission, as well as the Governor and her Cabinet, the General Assembly, and our own Policies and Procedures. Key customers include Offenders, Victims, Criminal Justice Organizations, the Parole Board, partner organizations, other State Government Agencies including Emergency Response Agencies, individuals affected by the Interstate Compact statute, and all citizens who are

direct recipients of the Department's services. Customers for the Department are more precisely segmented as related to the type of services provided by each section (Table A.2).

3.2 How do you keep your listening and learning methods current with changing customer/business needs and expectations?

The senior leadership supports and encourages staff to make contact with constituent groups to understand their concerns and expectations. They can either address those concerns or forward them through the chain of command. Key customer expectations, and an analysis of strengths and areas for improvement are addressed through the Department's assessment and improvement planning processes. For example, the Office of Victim Services uses several approaches to obtain information from victims to improve services. In addition to attending parole hearings and listening to victim's concerns, victims may submit letters, e-mails, a videotape, or petitions on their behalf. A "Suggestions/Comments" box is placed in the victims waiting area to provide an additional source for obtaining customer information.

The multiple partnerships with law enforcement, service provider organizations, and the regularly updated Department website provide further listening and learning opportunities. Additional methods for listening and learning are described in Table 3.2-1, with customer access methods described in Table 3.2-2.

Table 3.2.1

Listening & Learning	Approach & Processes
Department Web Site	Internal Investigations
Solicitor's Association	Focus Groups
General Sessions Court Judges	Surveys
Summary Court Judges	Suggestion Process
Municipal Association	Policy & Procedures Review Process
Association of Counties	
Victims Association	
General Assembly	
Faith Community	
Senior Management & Line Staff	
Direct Calls	
General Public	

Table 3.2-2

Enabling Customer Access	
Access Mechanism	**How Determined**
County & Satellite Offices	Customer Feedback
Dedicated Personnel: Victim Coordinators, Emergency & Special Operations, Volunteer Coordinators, PSE Coordinators	Customer Feedback; Strategic Direction Inputs
Print and Electronic Media	Available & Emerging Technology; Customer needs; Rapid and ease of access
Voice mail, E-mail, Fax, Mobile Phones	Available Technology

3.3 What are your key customer access mechanisms and how do these access mechanisms enable customers to seek information, conduct business and make complaints?

A majority of our customers are offenders supervised in the community. Agents often make home visits to the offender's house not only to ensure they are living in a safe environment free from any criminal activity and because some offenders might not have ready transportation to the offices. Appointments are made with regard to the offender's work schedule so that office visits and employment appointments are maintained. Victims are another group of key customers that the Department works hard to provide information to and access mechanisms for them to conduct business. The Office of Victim Services sends out regular surveys to victims asking about their experience at a parole hearing. The Department's website also provides access mechanisms in which customers can obtain information about upcoming parole hearings, phone numbers and county office locations as well as supervision strategies. The Office of Public Information also has a link on our website where customers are given an e-mail address and phone number if they are seeking information or wish to file a complaint.

3.4 How do you measure customer/stakeholder satisfaction and dissatisfaction and use this information to improve?

The Department measures customer satisfaction and mission accomplishment using a variety of methods. These include post exercise/emergency response evaluations, focus groups, training evaluations, and through daily communications with customers. For example, the Special Operations Section measures customer satisfaction through discussions and post-emergency response or exercise evaluations with agencies following joint operations. A general staff review of overall Department performance and lessons learned is also added. The Office of Victim Services measures customer satisfaction from victims following their attendance at parole hearings. Informal methods used by individual sections within the Department include the analysis of e-mail messages, voice mail, and written correspondence.

Depending on the scope and complexity of any customer dissatisfaction issues, improvement actions may be addressed within just one section, a Division, or throughout the entire Department. Issues requiring action and coordination by more than one Division are frequently addressed by a cross-functional team that is formed and empowered by the EMT to research and recommend service improvements (see Cat.5.1). Once improvement recommendations are approved, applicable policies are either formulated or adjusted.

3.5 How do you use information and feedback from customers/stakeholders to keep services and programs relevant and provide for continuous improvement?

The Department's sections use a variety of approaches to improve existing and develop new services. These include formal process improvement committees and teams, and informal methodologies that may be addressed by simple process changes within a section. Examples of cross–functional committees and teams include the Communication Committee, the Multi-Department Ignition Interlock Device Program Implementation Team, and the Training Advisory Council (Table 5.1-1).

Customer input is forwarded to our Department's cross-functional Policy and Procedures Committee and the primary process owner for review and comment. Once the initial review

is completed the proposed change recommendation is forwarded by e-mail to the Committee to comment for final review. Recommendations are forwarded to senior managers. An annual policy review process, managed by this committee, uses this same method to ensure policy currency. Another example is the Training Compliance and Professional Development Office's use of end of course evaluations and cross-functional Design a Curriculum (DACUM) panels to modify existing or to create new lesson designs. These panels are comprised of customers, instructors, curriculum design experts, and supervisors/managers. Informal input from customers may also be used to improve services such as suggested modifications to automated information or scheduling of classes.

3.6 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.

Each office views its customers based on the type of services provided (Table A-2). In the Field Operations Division great care is given to ensure solid and productive partnerships with local law enforcement entities and service providers. Regular meetings are held at the county level to maintain two-way communication and for information sharing. Senior staff or designees meet with Sheriffs and Police Chiefs to facilitate cooperative relationships. Special Operations serves a similar function in relation to federal law enforcement to ensure good lines of communication, coordination of effort and execution of plans, especially concerning the apprehension of fugitives in our state and throughout the United States, as well as security operations related to Homeland Defense.

Additionally, the Office of Victim Services' Victims Advisory Council meets quarterly, with victims and victim advocates from across the state to share information. Led by the Department's Director, the State Council for Interstate Compact meets bi-annually to monitor compliance with national policies and processes. Networking and relationship building is encouraged through participation in professional associations, training activities, and initiatives related to Public Safety and Homeland Security.

In general, relationships with customers and partners are nurtured and monitored as our Department participates in many initiatives (see Executive Summary – Major Achievements) designed to improve the future of current offenders. We also participate in joint emergency operations and homeland defense activities, participate in information sharing activities on best practices, and in joint training events on both the state and national level.

Category 4 – Measurement, Analysis and Knowledge Management

4.1 How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

Key measures are determined by the Director in consultation with EMT. These measures are related to key mission requirements, special operations, financial performance, customer service, and Agent workload distribution and a zero-based budget budgeting process. Other measures are based on performance tracking requirements, and include those levied by Departmental policies and procedures, laws and regulations including the S.C. Code of Laws, and the published procedures and practices of the Board of Paroles and Pardons. Key

measures related to offender supervision, financial, and HR related performance, supported by real time database information and Department wide access provide essential information at all Department levels to support fact-based decision making (see 4.2).

4.2 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 and information used to provide support with decision making is available through the Department's integrated computer databases. These include the Offender Management System (OMS), Parole Information Center (PIC), the Automated Information Management System (AIMS) and the South Carolina Enterprise Information System (SCEIS). The Department also maintains data and information linkages with the National Crime Information Center (NCIC), and the National Law Enforcement Telecommunications System (NLETS). Access is restricted and controlled by employee computer linkages and passwords.

To support organization wide data and information needs related to offender supervision, the Division of Field Operations developed key performance measures and targets for Home Visits, Warrant Service, Absconded Offenders, Pre-Parole Investigations, Drug Testing and Financial Collections. Measures are further segmented into 12 specific performance indicators. The database contains real-time information that can be segmented by region, county size (based on offender population within a county), individual counties, and by an Agent's badge number. This information is made available to Agents, supervisors, and managers when applicable. Other automated systems such as the OMS and PIC systems, the use of laptop technology in the courtroom, directly supporting courtroom hearings and the GPS system provide real-time information on offenders, offender electronic tracking (for certain offender groups), and the Parole Board's decision making processes.

The SCEIS system serves as the primary data and information source for the Accounting and Finance, Budget, Materials Management Offices, and the Training Compliance and Professional Development sections. For these areas, a combination of database analysis and spreadsheets provide current information related to fiscal and materials management information needs or training data.

Additional examples include the Special Operations Section that reviews processes and service effectiveness to make improvements in operations. One example is the study on radio system compatibility between our Department's Agents and the Sheriff's Departments. In other areas, the Office of Training Compliance and Professional Development uses information obtained from AIMS to determine training requirements and course completions. These systems provide an effective blend of data and information to support decision making at every level of the Department.

4.3 What are your key measures, how do you review them, and how do you keep them current with organizational service needs and direction?

Key measures are reviewed at meetings by Divisional Managers, Executive Management Team and the Department's Director. As the Department's needs and direction changes (typically mandated by new legislation) so do the measures of performance.

With the passing of the 2010 Omnibus Crime Reduction and Sentencing Reform Act, comprehensive training, new protocol and practices implementations have been the driving focus for this year's priority goal and objective. Technical Assistance was received from the National Institute of Corrections to train executive managers, Divisional Managers and the Agent-In-Charge of each county office on utilizing Evidence-Based Practices (EBP). Upon completion of the training for managers, Field operations staff developed and training module on the Sentencing Reform Act and delivered to all staff in a series of 12 training sessions. The course was deemed mandatory for all staff to ensure that the mission and focus of the Department in relation to adopting EBP and initiatives was delivered statewide. The Training Compliance and Professional Development section is developing an EBP training plan to follow the initial training of the Actuarial Risk Assessment. Training on this assessment tool is tentatively set to begin in November 2011.

4.4 How do you select and use key comparative data and information to support operational and strategic decision making and innovation?
The Department and its Divisions are an integral part of a variety of national networks in which they identify performance measures that are common to its mission. Once selected measurements begin to serve as standard benchmarks to promote best practices and improvements. Use of comparative data from other jurisdictions on parole investigations, supervision violations, and the application of technology for supervision serve a basis for creating guidelines with "promising practices". Innovative ideas related to the Department's mission and objectives are reviewed and adopted, as deemed appropriate.

4.5 How do you ensure data integrity, reliability, timeliness, accuracy, security and availability for decision making?
Each office within the Department performs unique and complementary tasks. All are interrelated in support of the Department's mission and public safety related initiatives. To support mission accomplishment, the Department created and maintains an integrated computer network that incorporates multiple linked databases. The statewide computer network, supported by a variety of servers, provides daily access and current information for decision making via databases including the Offender Management System (OMS), Parole Information Center (PIC), Automated Information Management System (AIMS), and the South Carolina Enterprise Information System (SCEIS), a comprehensive and integrated financial and employee management system. The OMS houses information on 372,284 offenders, of which 44,782 made up the year-end jurisdictional count that included offenders on active supervision, in federal custody, institutionalized, being supervised out of state, or have absconded. The PIC contains 171,026 records on current or former inmates and shares certain data elements on offenders between our Department's offices and the SC Department of Corrections.

AIMS tracks training records and includes a database and application for the tracking of the Department's weapons, armored vests, and radios. AIMS also tracks mileage and maintenance records for the Department's fleet of vehicles. Accuracy and completeness for all of the Department's databases is determined through daily, weekly, and monthly data reports that are reviewed by management, supervisors, and data users.

Data integrity and availability is ensured through a variety of methods. These include computer tape back-ups, remote storage of data files and fireproof boxes in the Department's county office locations, back-up power supplies for all computers, mirrored files on servers, and a three–tier virus detection process including the workstation, server, and firewalls. SCDPPPS maintains a high level of security through the use of multiple layers of security. Security of victim, offender, and employee personally identifiable information is a top priority for the agency's IT staff. In the protection of information and systems, the IT staff employs leading edge technology, techniques, and procedures. Juniper Networks' security provides core security components for the Department. Juniper's SSG line of firewalls provide a strong frontline defense for the core of the network along with Juniper's network access control product to secure end user access to information. The Department also relies on one-time password hardware tokens to offer remote user access to the network and the agencies offender management system.

4.6 How do you translate organizational performance review findings into priorities for continuous improvement?
Priorities for improvement are discussed and determined during meetings between the Director and the EMT and also as part of Leadership meetings. Managers report progress on Strategic Action Items and division events. This review process supports a consistent focus on continuous improvement.

4.7 How do you collect, transfer, and maintain organizational and employee knowledge assets? How do you identify, share and implement best practices, as appropriate?
The Department uses a variety of methods to insure that valuable employee knowledge is shared, transferred, and maintained. Primary methods include on the job training, cross-training, peer mentors, succession planning and staff meetings. Within the Agent career field, Agents-in-Charge (AIC) of county offices follow intensive on the job training policies and guidelines while also instituting cross-training initiatives.

In response to anticipated retirements contingency plans are developed. Also, to insure that best practices are regularly shared, statewide Agent-in-Charge (AIC) meetings, conference calls and written correspondence is maximized. Strategies with proven results are adopted.

To help maintain and protect organizational knowledge the Office of Executive Programs has published 41 White Papers designed to record information on key Departmental initiatives. This documentation provides vital historical information that may otherwise be lost as employees retire or leave the Department for other employment opportunities.

Category 5 – Workforce Focus
5.1 How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation and your organizational culture?
The Department's strategic planning process combined with its focus on teamwork and emphasis on organizational values helps strengthen employee collaboration, cooperation,

innovation and high performance throughout the Department. The linkage of staff's Action Plans to the planning stage directly supports high performance and mission accomplishment.

In addition, team empowerment and employee involvement enhances understanding of the Department's mission and goals. The selection process of team members ensures diversity, technical experience, representation from all areas of the Department relevant to the task at hand. Each team has an assigned team leader and facilitator, and is given a written "charge."

Information regarding the work of teams, and related knowledge sharing, is provided via all level meetings, the Department's newsletter and through email, as appropriate. This focus on organizational values will further enhance the culture of the Department.

Table 5.1-1 provides a listing of current cross-functional teams and their respective tasks.

Table 5.1-1

Team	Task (Charge)
Annual Awards Committee	This committee was established to develop a process for and coordinate the activities for the Annual Employee and Section/Office Awards.
Communications Committee	This committee exists to review and update current processes for a more streamlined way of communicating within the Department and among its' employees.
Evidenced-Based Practices Team	This team was created to train all staff on evidenced-based practices and protocols and to provide an overview of the Sentencing reform.
Informer Planning Committee	This Team is designated to review submissions and plan for each issue of the Department's newsletter called "The Informer".
Multi-Agency Ignition Interlock Device Program Implementation Team	This committee exists to coordinate with the Department of Motor Vehicles and the Department of Alcohol and Other Drug Abuse to implement the ignition interlock device provisions of the Prevention of Underage Drinking and Access to Alcohol Act of 2007
Pandemic Influenza Team	This team was established to conduct research and make recommendations regarding a Department Pandemic Influenza Plan.
Probation, Parole & Community Supervision Week Planning Team	This team was established to coordinate statewide activities during Probation, Parole & Community Supervision Week.
Public Service Recognition Week Planning Team	This team was established to coordinate statewide activities during Public Service Recognition Week.
Strategic Planning Team	This team was established to review the Department's Strategic Plan on an ongoing basis adding new action items as needed.
Training Advisory Council	This Council exists to develop innovative training sessions and classes that would promote leadership and human development for all classifications within the Department.
Volunteer and Intern Committee	This committee was assembled to review and revamp the existing Volunteer and Intern program within the Department. The committee was charged with making revisions to the existing policy and identifying new methods for recruiting volunteers and interns.
Workplace Safety Committee	The Department maintains a dedicated Special Operations section that addresses safety and security concerns and initiatives, as well as emergency operations and recovery throughout the various statewide locations.

5.2 How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs and locations?

The Department's Intranet is accessible statewide through internet connection. The Intranet is a secure website available only to staff that houses information such as the quarterly newsletter, a calendar for Department related events and Parole Board Hearings. A message from the Department Director and training modules can be housed here.

5.3 How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.

The Department applies comprehensive workforce planning strategies that serve to recruit, hire, place and retain qualified employees and administers a fair and equitable recruitment and hiring process. This process involves internal and external announcement of vacant positions which may be filled through internal promotion and by way of external new hires. The Human Resources Office is the principal area that is responsible for recruitment efforts towards hiring potential candidates interested in employment. The Human Resources Office in conjunction with the Offices of Community Affairs and Public Information coordinates the participation at various career fairs. Employment recruitment brochures and fact sheets are given at these events. The Department also asks its senior managers, employees, and customers for recommendations on prospective employees and encourages all to be ambassadors for the Department as a vital recruitment tool. Vacant positions are posted and as applicants apply for the openings; their application material is screened for qualification purposes in meeting the minimum training and experience. The Department utilizes a team or panel approach for interviewing to ensure that it is demographically representative to bolster a fair and equitable selection process. Once a candidate is selected, the new employee orientation begins immediately, after which the "on the job training" process is initiated.

The organizational culture lends itself to respect all employees, which are its most valuable assets. As a powerful retention mechanism, On-The-Job Training is provided to all employees and Basic Training is provided to staff that perform the primary mission of the Department. Additionally, there are on-going professional development opportunities available to staff at all levels in preparation for leadership and management roles. The training occurs day-to-day as well as in formalized training opportunities. In that the Department supports promoting from within it has employed knowledge transfer as an approach to maintaining the Department's institutional framework and workforce planning needs. SCDPPPS has implemented career paths for both Agent and non-Agent staff. Defined opportunities for professional growth have also been made available to employees through the existence and creation of committees, teams, taskforces and councils. Those employees who demonstrate leadership qualities are asked to participate and provide their input. The Department recognizes employee achievements, along with annual awards; the Department continues to acknowledge the invaluable daily contributions that employees make through informal methods at the office level along with statewide observance of Probation, Parole and Community Supervision Week, and State Employees Recognition Day.

5.4 How do you access your workforce capacity and capacity needs, including skill competencies and staffing levels?

The workforce capability of the Department is supported by the collective abilities of its employees. Staff serves as the first line ambassadors to educate customers and business partners. Additionally, supervisors are trained to identify skills that employees have versus the skills that they need, to accomplish the expected outcome of the job that they perform. An ongoing training plan is developed to determine skill set, competencies and steps to improvement. The Department's priority is the focus to ensure performance expectations.

As turnover occurs in the Department, needs assessments are conducted to redefine necessary training in order to make the next occupant of the position successful and determine whether additional training is needed. A determination is also made as to what level of knowledge, skills and abilities a candidate should possess when they are selected for a position.

The Department has created opportunities to engage its customers to determine their needs and values. The Department has sought after and attained partnerships, coalitions and agreements with federal, state and local agencies toward the goal of making the Department stronger in the law enforcement arena. Continuous efforts are made to enhance the Department's image and raise awareness regarding our role in the community. This ongoing effort is a necessary response to the unique and largely misunderstood combination of casework and law enforcement duties at the local level that is at the heart of our core mission.

The Department has a process in place for determining staffing levels. A primary staffing concern relates to caseload Agents and these staffing levels are determined on the basis of differential time requirements related to the level of risk and need as assessed by the offender classification process. This also includes and accounts for ancillary requirements such as investigations, violations and court monitoring. Staffing levels for non-Agent staff are reviewed periodically to ensure that levels are sufficient to provide adequate support in the various disciplines (finance, information technology, training, and program management) that provide support to field staff.

5.5 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?
The Department used dashboard methods in the form of indicators to monitor high performance. The Executive Management Team has a comprehensive plan to employ evidenced-based practices to align EPMS performance levels with the Strategic Plan. An open-door policy throughout the Department allows each employee timely access to his/her supervisor to whom they can go immediately with questions or suggestions, allowing everyone to contribute to the overall work system and the Department's strategic goals.

5.6 How does your development and learning system for leaders address the following: (a) development of personal leadership attributes; (b) development of organizational knowledge; (c) ethical practices; and (d) your core competencies, strategic challenges, and accomplishment of action plans.
(a) The courses address the assessment and characteristics of personal leadership and learning styles to involve or reach all staff. (b) Courses are developed based on organizational needs and incorporate with emphasis on the Department's mission and value

statements. Basic level courses as well as leadership initiatives are continuously updated based on organizational and policy changes. (c) The Ethics for Community Corrections, Human Resources Practices, and Agent Basic Training courses all specifically address ethical issues for staff. The information used to revise current, or develop new, courses is based on best practices. Through the use of practical scenarios and the Criminal Justice Academy course approval process, courses address ethical decision making for staff. (d) Much of the "Hands-On" Training for staff is conducted by subject matter experts who are either specially trained in the course information or who have gained the necessary knowledge through the actual performance of the duties and tasks discussed in the course. As strategic challenges and action plans change, additional training is developed to provide the knowledge and skills to those individuals who will need to address the new initiatives.

5.7 How do you identify and address key development training needs for your workforce, including job skills training, performance excellence training, diversity training, management/ leadership development, new employee orientation and safety training?
The Department uses a variety of information sources to determine training needs. Training requirements for C-1 certified law enforcement officers are determined by the SC Criminal Justice Academy. The Office of Victim Services and all Victim Service Coordinators receive annual training directives from the Office of Crime Victims' Ombudsman/Office of Victim Services education and Certification. Results of internal and external audits instigate additional and revised training protocols in several areas. Employees are always encouraged to partake of elective training and professional development opportunities. Additional training needs identified by management to support leadership and job skills development and performance improvement initiatives are used.

The Department's training council makes recommendations to EMT and the Strategic Planning Team based on feedback from employees. EPMS review cycles and the Department's existing integrated personnel information database (AIMS), serve to track training accomplishments and each employee's professional development progress. Additionally, and the Department's Volunteer and Intern Program creates a pool of interested applicants who may potentially fill positions as they become available.

The Department currently relies on Level I end-of-class training evaluations to provide feedback on training effectiveness. However, future plans include an expansion to Levels II and III, which will provide post training feedback from the training participant and supervisor on the application of training at the workplace. The planned progression to Levels II and III are incorporated in the Department's Strategic Plan as Action Items.

5.8 How do you encourage on the job use of new knowledge and skills?
Managers often encourage the use of new knowledge and skills by assigning employees tasks or jobs that relate to their newly acquired skills. For example, if an employee has just completed cashier training the supervisor might assign that employee to work as a cashier several times a week. Management also strives to encourage employees to use knowledge in skills in their day to day duties and integrate new knowledge into existing jobs.

5.9 How does employee training contribute to the achievement of your action plans?

An important action item for the year was the implementation of the Fiscal/Materials Management and Human Resources components of the SCEIS system. The process of coordinating and providing training opportunities to all staff statewide took considerable time and effort, to train employees on the internally workings of the new system, the transition was a success. Training Compliance and Professional Development scheduled times and locations and responded to calls for assistance from staff.

5.10 How do you evaluate the effectiveness of your workforce and leader training and development systems?

The effectiveness of the leadership's system is evaluated through the use of end of course evaluations, action plan follow-ups, delayed course evaluations, and year end assessments. Also, additional training is implemented to address issues as they arise.

5.11 How do you motivate your workforce to develop and utilize their full potential?

We provide administrative leave and make every attempt to budget for external training and professional development opportunities for staff. Completion of internal and external training courses and events are recorded in employee training profiles. This is intended to encourage learning, improve quality, customer and employee satisfaction, and performance levels.

The formal method for developing and motivating employees is through the Employee Performance Management System (EPMS). As part of the EPMS process, each employee and his/her supervisor jointly develop a Planning Stage that identifies key job tasks, responsibilities, and performance expectations.

Informal methods include the availability of flexible work schedules, administrative leave for attendance at external training, recognition at staff at public meetings and luncheons, and encouraging and supporting employees to work on inter-divisional and inter-Department team projects. Additional recognition opportunities include State Employee Recognition Day, National Public Service Recognition Week, Probation, Parole and Community Supervision Week and the Annual Awards program.

5.12 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 measures such as employee retention and grievances?

The EPMS process, internal surveys, and intra-office discussions, provide primary feedback on employee well being, satisfaction and motivation. Routine work issues are discussed during normal staff meetings and as specific issues arise. These issues are addressed with care to foster a team environment and to assure that all team members' perspectives are valued and considered. If external assistance is needed, supervisors may refer employees to Vocational Rehabilitation Department's Job Retention Services or request the assistance of staff chaplains for personal counseling. Information is also obtained through the state grievance process, and exit interviews with departing employees. Examples of services that are made available to employees that promote and support employee well-being, satisfaction, and motivation are depicted in Table 5.12-1.

Table 5.12-1

Products and Services made available to employees to enhance well-being, satisfaction, and motivation	
• Law Enforcement safety equipment • Tuition Assistance Program • Medical Services for Staff • Chaplaincy Program (SC LEAP) • Prevention Partner Workshops • Employee/Volunteer Recognition • Smoke free Workplace • TB Testing & Hepatitis B Testing	• Drug Testing • Health Screenings • American Disabilities Act Accommodations • Caregivers Workshops • Informer and Intranet Health Articles • Spring Wellness Walk • Job Retention Services (JRS) • Professional Development Opportunities

Source: SCDPPPS HR

5.13 How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

The Department provides career opportunities for employees with regards to budget constraints. Employees are provided room to grow, both personally and professionally and, to develop their careers. Each step provides new job challenges, increased pay levels and, training and development opportunities. Promotional opportunities are posted for all staff to review and they are encouraged to seek application.

With the retirement of experienced staff, the challenge has been to recruit and place staff in critical mission areas. The Director works with this Human Resources Office, the Executive Management Team and Senior Managers to focus on workplace and succession planning initiatives to recruit competent and qualified employees as well as restructure resources while retaining existing talent for bridging knowledge gaps.

In order to maintain responsive offender supervision standards, the Department has established (through the use of critical workload indicators) a minimum baseline of Probation and Parole Agent staff to help forecast Agent manpower needed to accomplish the diverse demands placed on these staff statewide. The commitment in establishing this baseline staffing level was to ensure that this level was maintained to provide adequate support for the mission-critical work our Agents perform. The Agent baseline number of 385 is a 20% decrease from last year due to attrition and a hiring freeze. SCDPPPS has employed knowledge transfer as an approach to maintaining the Department's institutional framework.

The Training Council plays an active role in the Department's efforts to improve services by providing input and making suggestions for operational changes and training and by acting as a channel for communication to SCDPPPS staff. The Council also aids in the training process by developing and implementing innovative training avenues. On line training through the Dell Learning System allows employees who are unable to attend training outside of the office to take courses and receive credits.

5.14 How do you maintain a safe, secure, and healthy work environment (Include your workplace preparedness for emergencies and disasters)?

Maintaining workforce safety and security is a major area of focus for Executive Leadership. The Department maintains a dedicated Special Operations section that addresses safety and

security concerns and initiatives, as well as emergency operations and recovery throughout the various statewide locations. Emergency plans for protecting employees during normal work and emergency operations, including building evacuations, have been developed and are reviewed by all employees on an annual basis. Periodic reviews of emergency response plans and related exercises serve to validate these plans. Supporting county office safety plans and specially trained employees are in place to assist with any incidents as a result of interaction with offenders or in response to security, fires or hazardous weather conditions. The Department also maintains a designated Workplace Safety Officer, a Workplace Safety Committee, and has written Safety Policies.

Health in the workplace is promoted in a variety of ways (Table 5.14-1). Annual updates regarding communicable diseases are provided to all staff.

Table 5.14-1

Sample of Wellness Programs Made Available to the Department's Employees	
• Preventative Health Screening • Stress Management Workshop • Diabetes Education workshop • Tobacco Management Seminars • Prostate Health Workshop • Club Sugar-Diabetes Self Management Conference • Spring Wellness Walk • Chronic Disease Self Management Program	• Fit for Life Seminar • Kidneys to Life Workshop • Monthly Health Tips are posted on the Department's Intranet • Health Articles in the Department's, *The Informer* • Quarterly publications of the Department's Drug Free Newsletter, *The Forum* • Caregivers Seminar • Colorectal Cancer Awareness
Source: SCDPPPS HR	

Employee Health screenings are frequently offered to employees statewide at a minimal cost including breast and prostate cancer screenings and flu shots. Free health workshops are available and health information is distributed from the Budget and Control Board's sponsored Prevention Partners group. In addition, tests employees for HBV, TB and for illegal drug use. An annual Agent fitness assessment (Policy 135) and the expansion of fitness related programs for Agents further enhance employee health. In addition, the use of flexible work schedules helps employees to balance personal and professional lives, reduce work related stress and contribute to emotional health and well-being.

Category 6 – Process Management

6.1 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?
The Department evaluates what services our key customer segments needs and then works toward those services in determining the core competencies of the organization. The Department responds to warrant alerts through its 10-Minute Hits system. During the fiscal year, 100 percent of hits were answered. The average response time was less than four minutes. This collaboration with the National Crime Information Center, demonstrates the Department's vigilance and dedication to ensuring the public's safety.

Providing assistance to the victims of crime is also part of the Department's mission. Ensuring effective and open communication with victims becomes one of the Department's core competencies in providing services to those victims of crime.

6.2 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?

The Department's key business processes are aligned with core mission requirements and special operations support needs (see mission statement in Executive Summary; Table 6.2-1). Using a structured and systematic approach, a cross-functional Policy and Procedures Team, that includes representation from every division reviews all recommendations for new and existing policies. Prior to finalization, draft policies are forwarded to employees for review and input. This input is considered as well as budgetary, human resource, technology requirement, and the goals of the Department's Strategic Plan. Once finalized, responsibility and accountability for each policy is ensured through the assignment of a senior manager as the process owner. Process owners are responsible for defining and documenting the process purpose; identifying and understanding customer requirements; developing appropriate measures and controls to assure compliance as well as forming and prioritizing process improvement teams (Table 5.1-1), as needed, to effect further improvements.

Table 6.2-1

Core Mission Processes and Requirements	
Mission Process	**Process Requirements**
Offender Supervision	Conduct supervision contacts for offender compliance with general and special conditions.
Pre-Parole Investigations	Conduct investigations to prepare case summaries for consideration by the SC Board of Paroles and Pardons
Restitution	Monitor, track, and enforce payments
Fines	Monitor, track, and enforce payments
Fees	Monitor, track, and enforce payments
Offender Drug Testing	Identify offender drug usage and respond to positive tests
Sex Offender Management	Utilize enhanced program strategies in an effort to reduce the likelihood of future sexual victimization.
Warrant Service	Attempt to serve warrants within 30 days of issuance. Total warrants served was 12,711
Interstate Compact	Respond to transfer requests, and violation reports on South Carolina offenders being supervised in other states within required time frames
DNA Collections	Collect DNA samples from required offenders monthly until completed; then maintain currency
Electronic Monitoring	Deploy required electronic monitoring/GPS units.
Agent Safety	Successfully qualify/certify Agents in firearms, PPCT, and physical requirements
NCIC Hits Response	Respond to all "HITS"/inquiries within the required time frames (10 minutes for immediate; 24 hours for routine)
Ignition Interlock Device Program	Monitor and respond to IID data, maintain program.

Communication on policy changes is accomplished through staff meetings and e-mail notifications. In addition, a mandatory annual policy review process ensures process reviews and currency/validity checks for all existing policies.

Continuous improvement methods and initiatives, including the results of the Department's SWOT analysis and the use of the annual accountability report to identify and prioritize organizational improvement opportunities, provide additional approaches for enhancing Departmental effectiveness and efficiencies.

6.3 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?
The Department is committed to the process of linking organizational knowledge and new technology with customer requirements. Initiatives include: the use of videoconferencing to conduct parole hearings and to support the Youthful Offender Violations process; and, employee staff meetings at which evolving customer needs are discussed and acted upon. Several training modules are delivered electronically

6.4 How does your day-to-day operation of these processes ensure meeting key performance requirements?
Although day-to-day operation and delivery processes vary by section, instant access to a variety of databases, including OMS, PIC, and AIMS are used by managers and staff to review up-to-date information on the Department's key processes. Information provided by these databases is supplemented in weekly and monthly reports including those that are used to track financial expenditures, offender information, the timeliness of victim notifications, training completion and recertification requirements. Any problems or challenges with the data systems are identified, placed in a queue, categorized, tracked, and addressed through the Information Technology Section's Help Desk response system (Fig. 6.4-1).

Figure 6.4-1
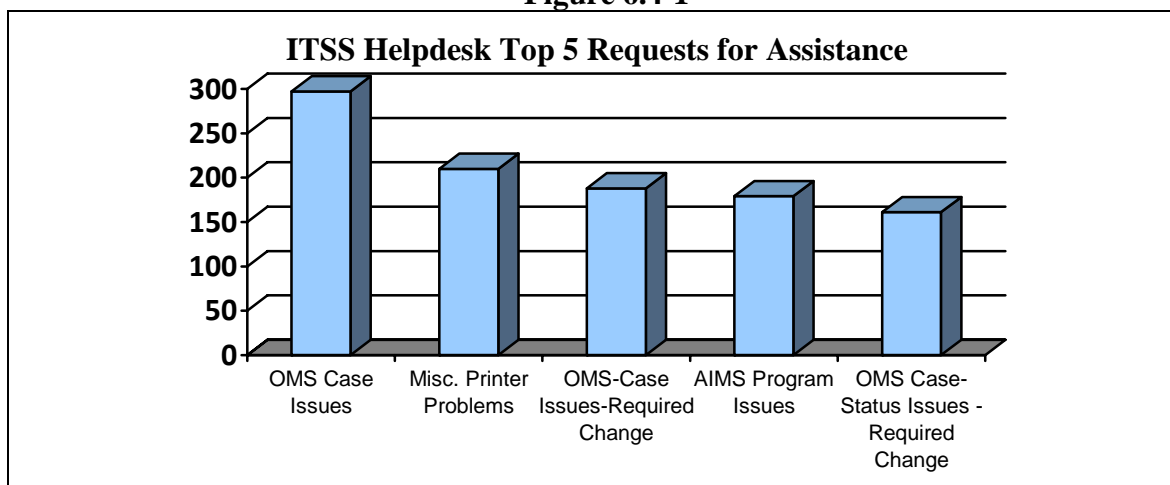
In addition, the Department's Operations Command Center provides instantaneous status reports and communications via telephones, hand held radios, and e-mail regarding special

operations during routine and emergency exercises. This approach provides flexible response and assures that performance requirements are met on an appropriate and timely basis.

Supplementing instant access to database information, the Department's Divisions maintain sets of written policies and protocols that guide managers and employees in their day-to-day operations. The combination of policies, protocols, technology, and regular reviews of performance measures provides significant assurance that day-to-day operations meet key performance requirements.

6.5 How do you systematically evaluate and improve your key product and service related work processes?

The two systematic primary components of the Department's approach toward improving service related processes are its Policy and Procedures Review, and the use of cross-functional teams to develop and improve existing processes (Table 5.1-1).

6.6 What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?

Key support processes are an integral part of the Department's mission. The primary support processes are housed in the Administrative Services Division, Office of Executive Programs, and the Legals Services Division. Key support processes for the Administrative Services Division (Figure 6.6-1) include budget and finance, human resources, database management, network support, procurement services, fleet management, records management, training, and Parole Board support. Customer requirements for support processes, as defined in the Department's Strategic Plan, are to provide a safe environment, timely and accurate response, flexible access, professionalism, and quality in services and products. Service related processes are improved through the Department's formal design and delivery process methodology, or through informal methods within each division.

Figure 6.6-1

Source: SCDPPPS
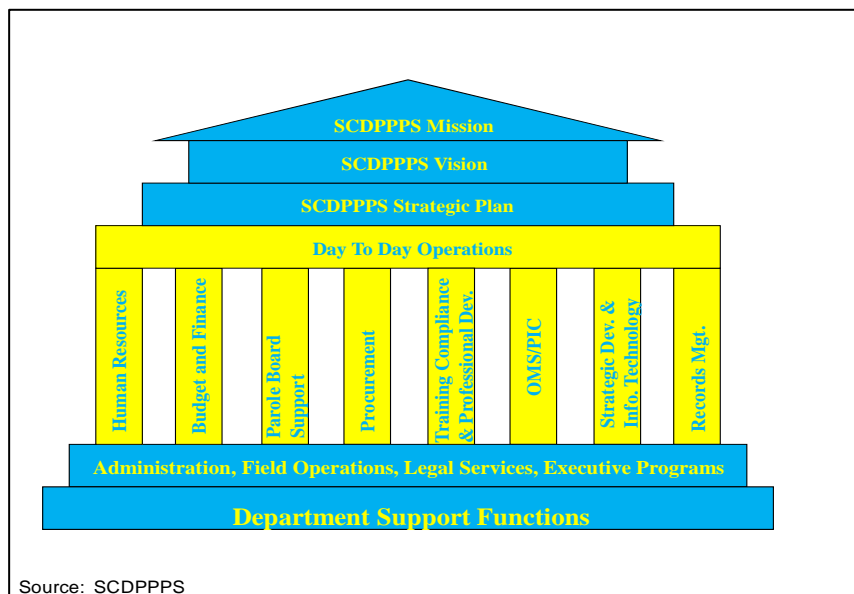
6.7 How does your organization determine the resources needed to meet current and projected budget and financial obligations?

Programs are developed utilizing a Program Development Model including conducting research to identify best practices for new initiatives. A zero based budget process is implemented and is utilized annually to develop budgets for each division and for the agency as a whole. Historical expenditures and revenues are considered, however, appropriate justification is required for any increase or additional requests for personnel services. Exceptions must be approved by the Director. The Executive Management Team reviews the recommendations for resource allocation and makes decisions based on global Department priorities.

<div align="center">

Category 7 – Results

</div>

7.1 What are your performance levels and trends for 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?

The Department's balanced performance measures yield an effective and comprehensive view of the impact of offender supervision across the state and down to the county and Agent level. These measures include: Offender supervision (Figures 7.1-1 – 7.1-10); Special Operations Operational Participation/Results (Figure 7.1-11), Victim Services results (Figures 7.1-12 – 7.1-14), and Legal Services (Figures 7.1-15 – 7.2-2).

The number of home visits that occurred in FY11 is illustrated in Figure 7.1-1. Policy requires that home visits be conducted based on the level of supervision. This data is captured at the Agent, county, region and state levels, thus allowing first line supervisors as well as the Director to examine how the state is managing this vital contact with offenders.

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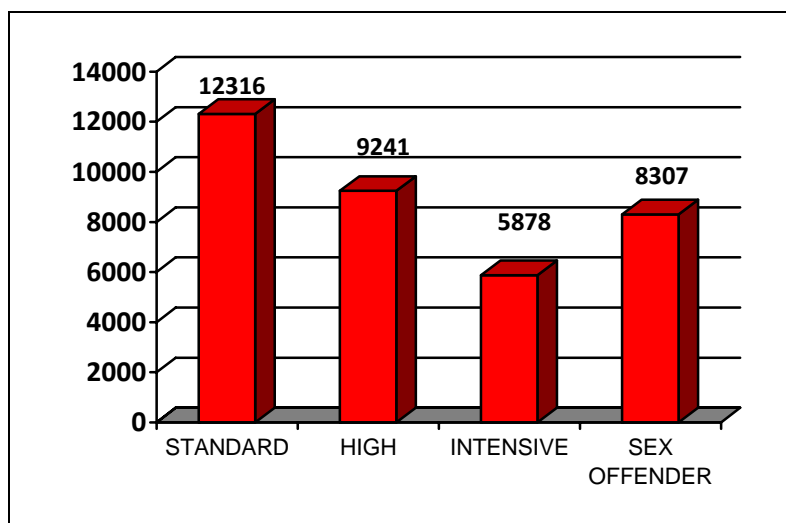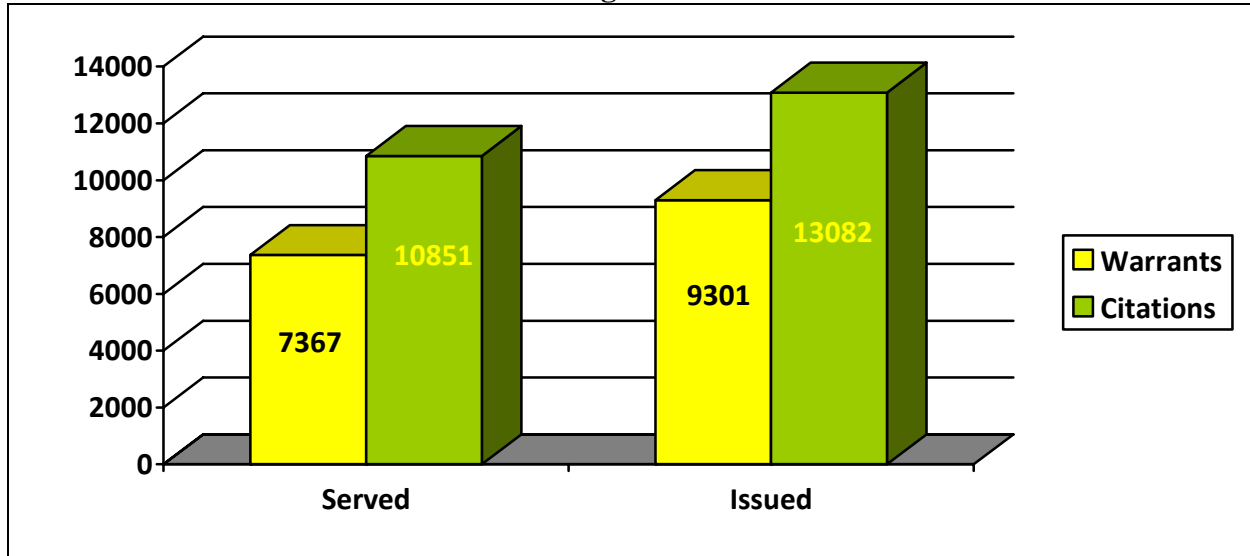
Figure 7.1-1

</div>

Figure 7.1-2 depicts the number of warrants and citations that were issued and served during FY11. When offenders fail to comply with the conditions of supervision, and do not respond

to verbal or written warnings, depending on the seriousness of the violation, a warrant or citation is issued. A total of 18,218 warrants/citations were served.

Figure 7.1-2

Applying the Department's mapping technology to its Sex Offender Management initiative allows the mapping of sex offenders by county (Figure 7.1-3). Additionally, updated copies of the sex offender map are available on the Department's website.
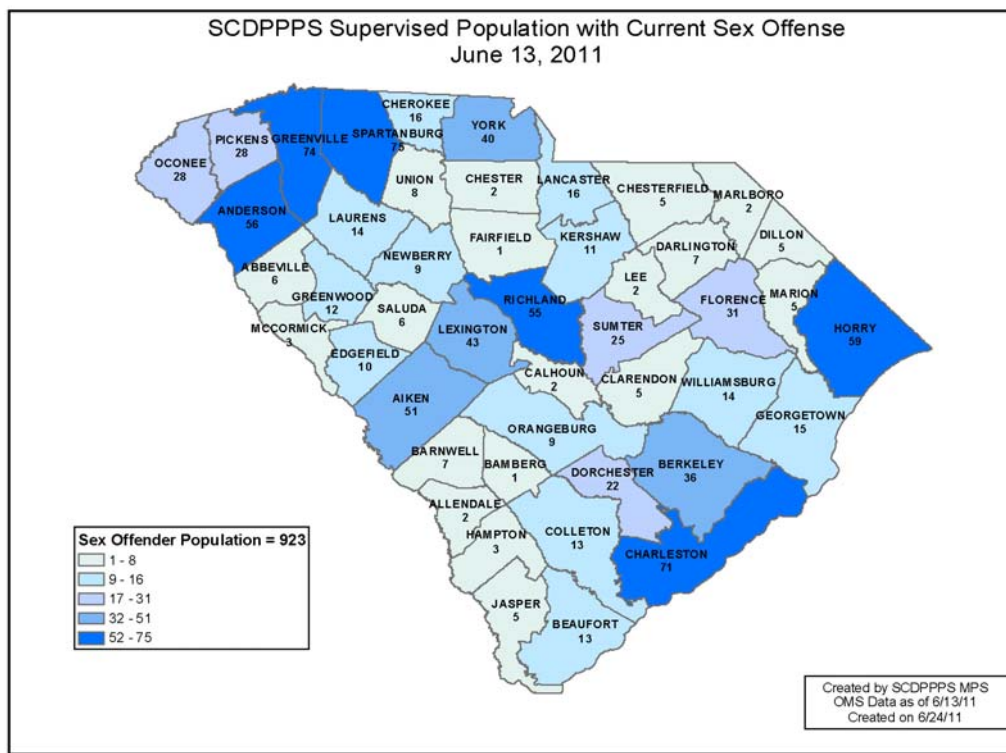
Figure 7.1-3

Figure 7.1-3 depicts the number of sex offenders with a current sex offense. The total number of offenders required to register with the South Carolina Sex Offender Registry was 1,254 at the end of FY11. This type of administrative tracking enables the Department to ensure accurate and timely information about sex offenders.

Figures 7.1-4 and 7.1-5 depict the offender population and Agent allocation since 2007.
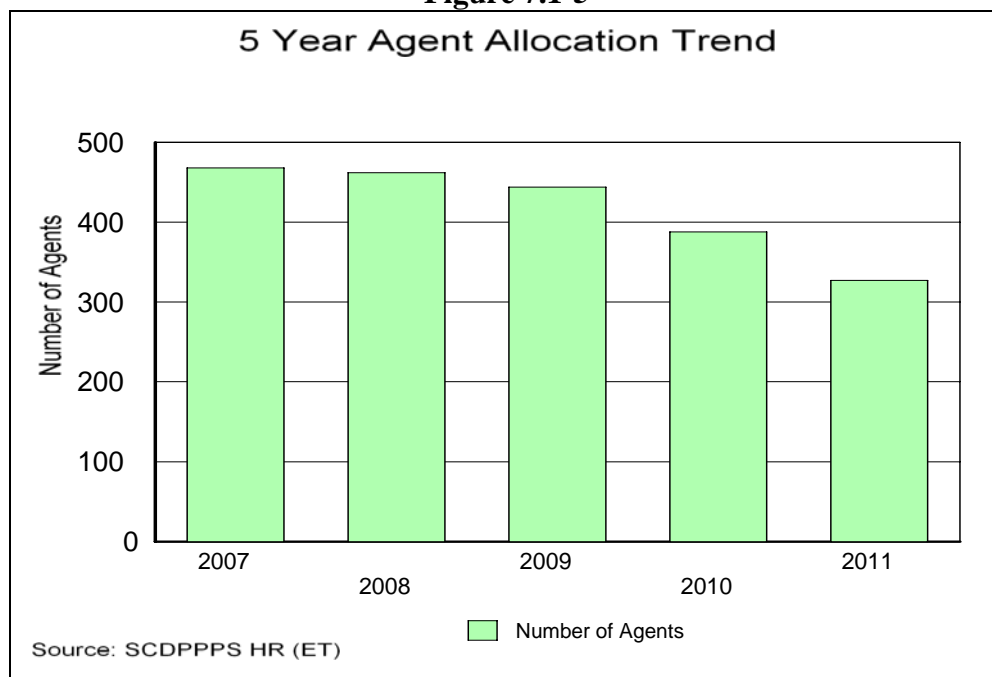
Figure 7.1-4
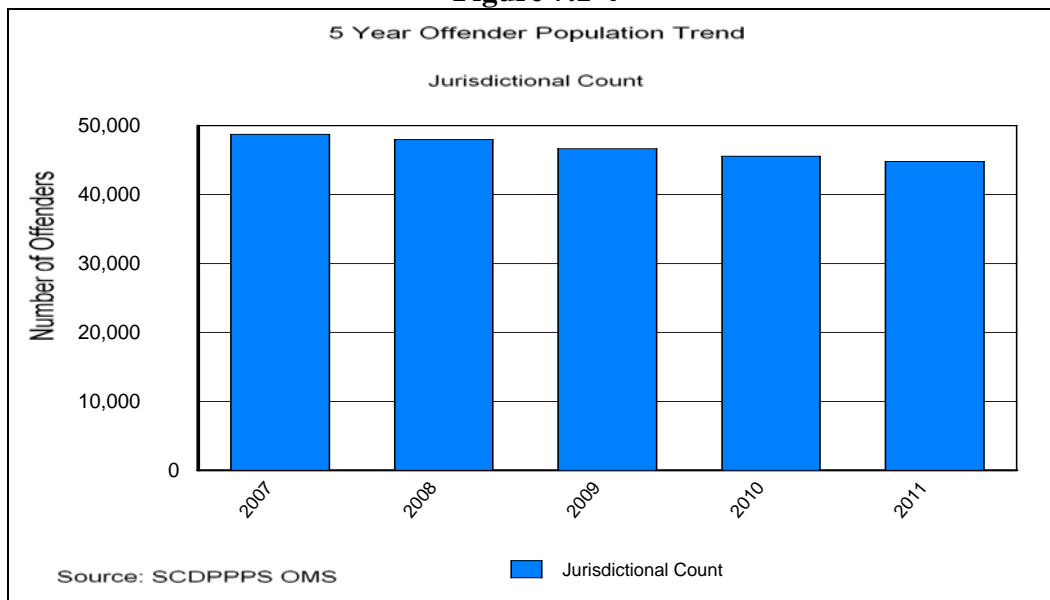
Figure 7.1-5

Table.7.1-6 shows admissions by program. The counties of Charleston, Greenville, Richland and Spartanburg account for 34% of all admissions.

Table 7.1-6
FY 10 TOTAL ADMISSIONS BY PROGRAM TYPE

COUNTY	PROBATION	% PROBATION	PAROLE	% PAROLE	YOA	% YOA	TOTAL
ABBEVILLE	58	75%	17	22%	2	3%	77
AIKEN	366	77%	65	14%	43	9%	474
ALLENDALE	34	65%	5	10%	13	25%	52
ANDERSON	553	84%	61	9%	47	7%	661
BAMBERG	43	69%	9	15%	10	16%	62
BARNWELL	73	72%	10	10%	19	19%	102
BEAUFORT	220	77%	35	12%	32	11%	287
BERKELEY	347	78%	40	9%	58	13%	445
CALHOUN	47	82%	5	9%	5	9%	57
CHARLESTON	1,096	81%	126	9%	132	10%	1,354
CHEROKEE	192	83%	24	10%	14	6%	230
CHESTER	133	84%	17	11%	8	5%	158
CHESTERFIELD	130	83%	19	12%	7	4%	156
CLARENDON	111	78%	19	13%	12	8%	142
COLLETON	198	92%	4	2%	13	6%	215
DARLINGTON	231	80%	36	12%	23	8%	290
DILLON	53	65%	14	17%	14	17%	81
DORCHESTER	305	79%	30	8%	52	13%	387
EDGEFIELD	119	83%	14	10%	10	7%	143
FAIRFIELD	89	88%	10	10%	2	2%	101
FLORENCE	491	77%	78	12%	67	11%	636
GEORGETOWN	133	69%	44	23%	16	8%	193
GREENVILLE	1,775	87%	177	9%	87	4%	2,039
GREENWOOD	284	81%	49	14%	16	5%	349
HAMPTON	44	67%	8	12%	14	21%	66
HORRY	685	79%	123	14%	61	7%	869
JASPER	81	69%	17	14%	20	17%	118
KERSHAW	107	80%	17	13%	10	7%	134
LANCASTER	248	86%	26	9%	14	5%	288
LAURENS	331	88%	31	8%	13	3%	375
LEE	53	78%	10	15%	5	7%	68
LEXINGTON	604	83%	73	10%	54	7%	731
McCORMICK	37	82%	2	4%	6	13%	45
MARION	122	76%	27	17%	12	7%	161
MARLBORO	65	71%	14	15%	12	13%	91
NEWBERRY	162	86%	15	8%	12	6%	189
OCONEE	150	82%	17	9%	17	9%	184
ORANGEBURG	357	80%	45	10%	44	10%	446
PICKENS	355	87%	37	9%	16	4%	408
RICHLAND	717	71%	209	21%	91	9%	1,017
SALUDA	63	82%	10	13%	4	5%	77
SPARTANBURG	1,076	84%	125	10%	84	7%	1,285
SUMTER	285	70%	65	16%	58	14%	408
UNION	189	89%	14	7%	9	4%	212
WILLIAMSBURG	110	76%	25	17%	10	7%	145
YORK	646	77%	118	14%	72	9%	836
TRANSITIONAL	2	8%	19	73%	5	19%	26
STATE TOTAL	**13,570**	**80%**	**1,955**	**12%**	**1,345**	**8%**	**16,870**

Figure 7.1-7 displays the closure rates based on those same types of supervision.

Figure 7.1-7

Closure Rates By Type
FY 2011

Source: SCDPPPS Quarterly Stats (ET)
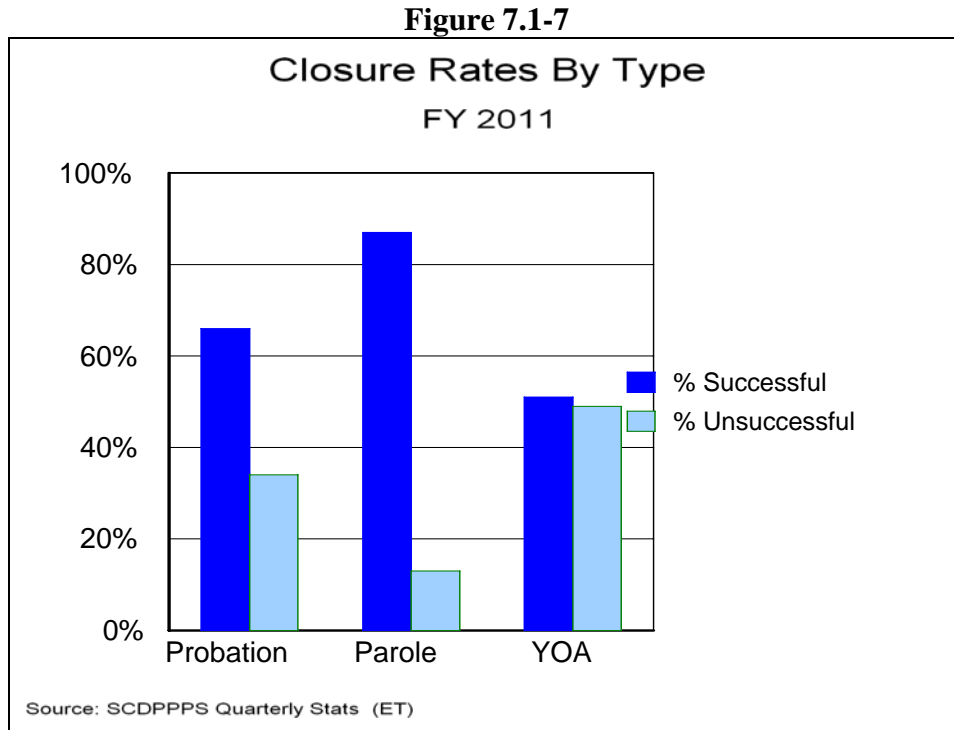
The Department conducts baseline-drug tests on all new admissions. During this fiscal year, 95,119 individual drug tests were conducted on 18,291 offenders. Of those offenders tested, 6,472 were positive for marijuana, cocaine, opiates, amphetamines, benzodiazepines, or barbiturates, which resulted in more than 8,100 treatment referrals and other response actions. Figure 7.1-8 reflects the number of offenders tested and positive results.

Figure 7.1-8

Offender Drug Testing

Source: SCDPPPS OMS

38
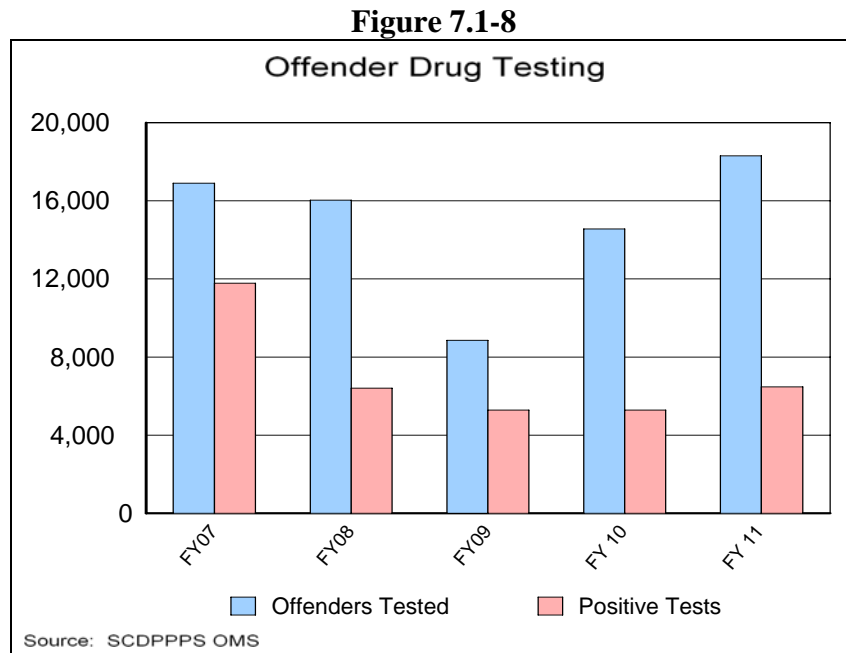
The Special Operations Section participated in five special operation\security details. The Department provided 118 Agents to these special operations with a total of 2733.25 hours worked and 30,049 miles driven in agency vehicles.

In addition, the Special Operations Section participated in the SCEMD/Hurricane exercises. The Department supplied 56 Agents to these efforts with a total of 431 hours worked and 10,870 miles driven in agency vehicles.

Table 7.1-9
FY11 Special Operations Deployments and Exercises

EVENT	DATE(S)	LOCATION	TOTAL STAFF	TOTAL HOURS
SECURITY DETAILS				
Southern Legislative Conference Assisted SLED, Charleston and North Charleston Police Departments	07/26 – 8/4/2010	Charleston, SC	30	1187.5
Medal of Honor Association Assisted SLED and Charleston PD	10/01/2010	Charleston, SC	6	83
2011 Governor's Inauguration Assisted SLED and Bureau of Protected Services	01/12/2011	Columbia, SC	19	182.5
2011 MLK Day Security Detail #1001 Assisted SLED and the Columbia PD	01/18/2011	Columbia	13	69.5
2011 Myrtle Beach Bike Festival Assisted SLED and Myrtle Beach PD	5/26 – 30/2011	Myrtle Beach, SC	50	1210.75
SCEMD Hurricane Table Top Exercise	10/25 – 26/2010	Myrtle Beach, SC	1	16
FEMA\SCEMD Earthquake Exercise	05/16/2011	Columbia, SC	1	4
Governor's Hurricane Exercise	05/23/2011	Columbia, SC	3	13.5
SCEMD\SCDPS Hurricane Full Scale Exercise	06/7/2011	Statewide	50	392.5
SCEMD SERT Hurricane Exercise	06/8/2011	Columbia	1	5
TOTAL:			**174**	**3164.25**

The decline in requests for assistance and information by victims (Figure 7.1-10) is primarily due to the Office of Victim Services' increased coordination with county solicitors and public education on the parole process through written materials and public presentations.
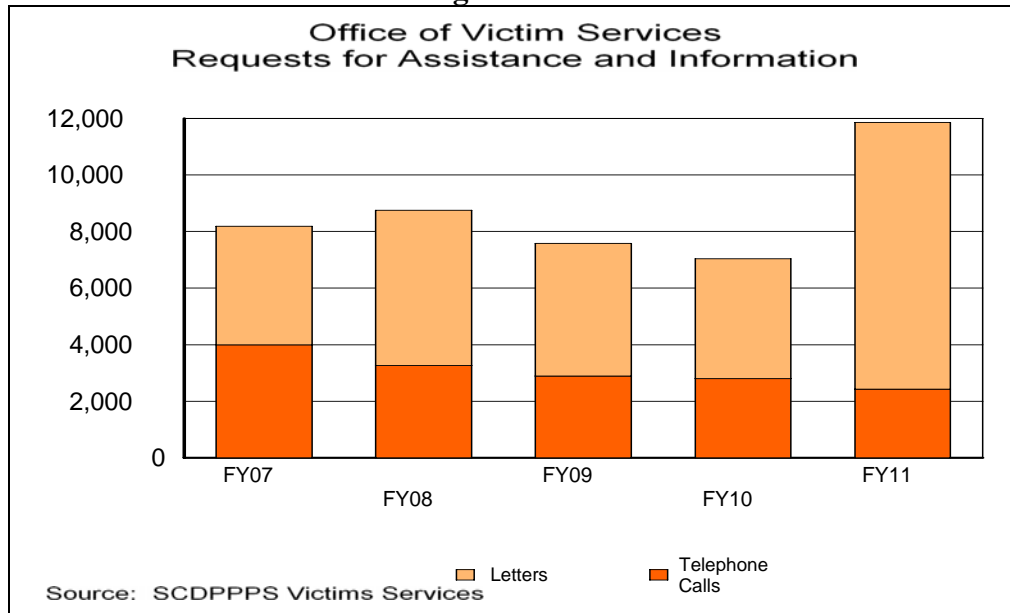
Figure 7.1-10

Office of Victim Services
Requests for Assistance and Information

Source: SCDPPPS Victims Services

Figure 7.1-11 denotes the number of statements/notification requests received over the last five years.

Figure 7.1-11

Office of Victim Services 10 Year Trend

Number of Victim Impact Statements plus
Number of Notification Requests Received
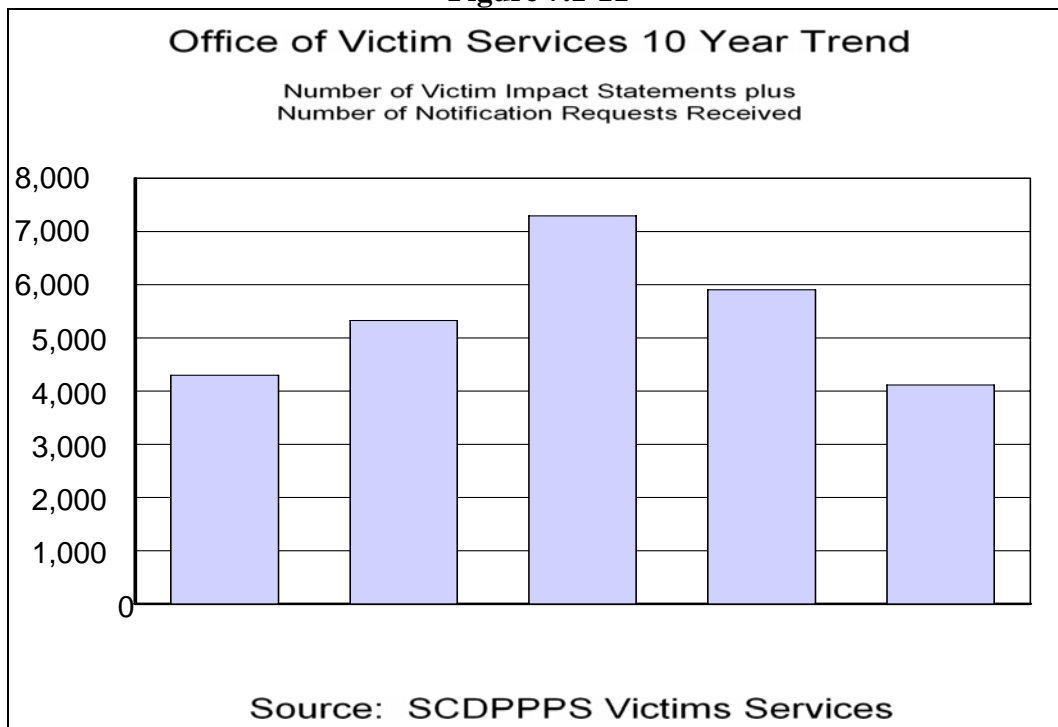
Source: SCDPPPS Victims Services

Figure 7.1-12 depicts the impact of victim opposition on parole rejections. The Parole Board heard 3983 parole cases. Of those cases, 934 were violent and 3049 were nonviolent.
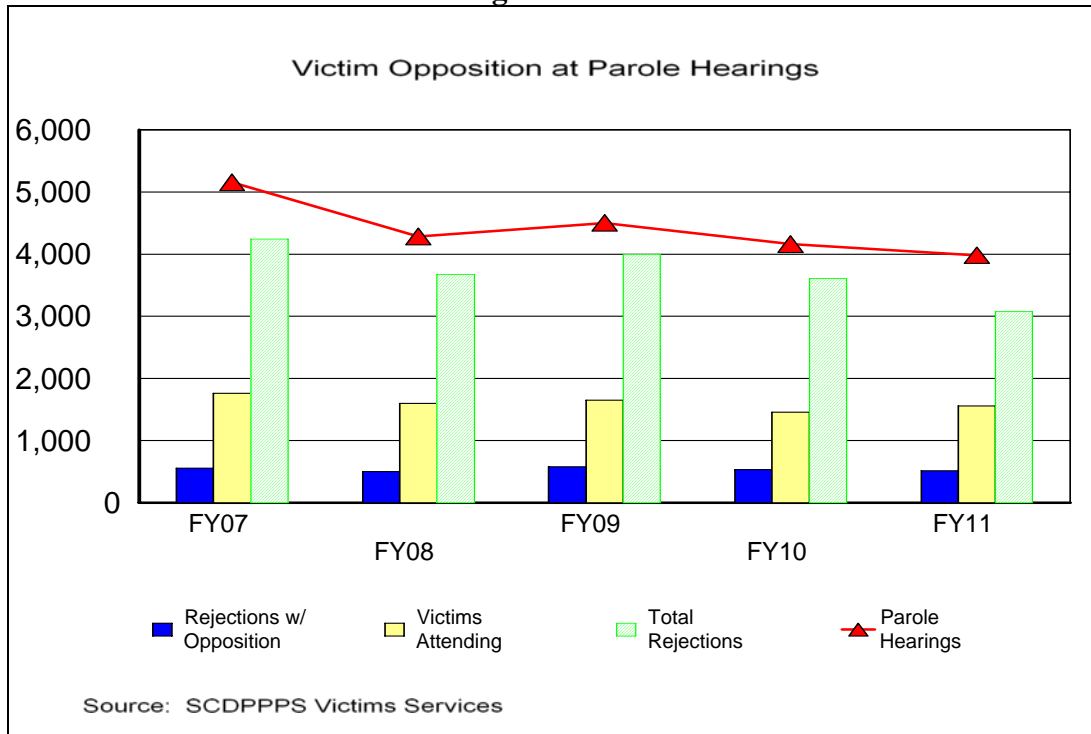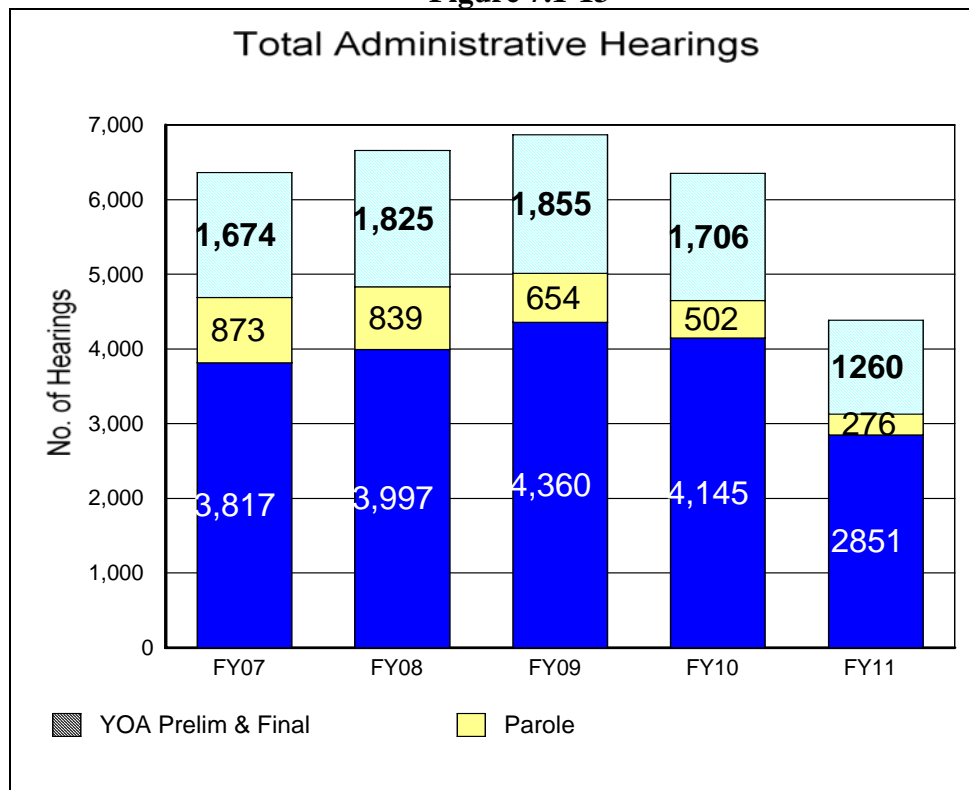
Figure 7.1-12

Victim Opposition at Parole Hearings

Legend:
- Rejections w/ Opposition
- Victims Attending
- Total Rejections
- Parole Hearings

Source: SCDPPPS Victims Services

Figure 7.1-13 depicts the number and types of administrative hearings conducted by the Hearing Section.

Figure 7.1-13

Total Administrative Hearings

	FY07	FY08	FY09	FY10	FY11
(top)	1,674	1,825	1,855	1,706	1260
(middle)	873	839	654	502	276
(bottom)	3,817	3,997	4,360	4,145	2851

Legend:
- YOA Prelim & Final
- Parole

7.2 What are your performance levels and trends for the key measures of 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 organization?

While the Department provides services to a variety of customer segments, offenders and crime victims, constitute two of the largest groups. Other segments include attorneys, judges, law enforcement organizations, and state government agencies. Customers from the various segments routinely correspond with the Department to seek information or request assistance.

The Office of Victims Services' primary customers are the victims of crime. During FY 11, this section provided information, assistance, and emotional support to 1560 victims, their family members and friends as they were attending Parole Board hearings. In addition, the section responded to 2527 phone calls, 97% of which were returned within 24 hours of initial contact. The staff notified in writing 13,171 victims of upcoming Parole Board hearings to provide them the opportunity to attend these sessions. When surveyed, 79 respondents provided information (Table 7.2-2) on the section's performance.

Table 2.2-2

Victim Services Survey Results (Partial Sample of Questions Asked)		Based on 5 point Likert Scale 1 = Strongly Disagree
Received notification letter	4.83	2 = Disagree
Received helpful directions	4.80	3 = Neutral
Was greeted promptly and courteously	4.86	4 = Agree
Hearing process was explained to me	4.84	5 = Strongly Agree
Questions were answered by staff	4.81	
Waited longer than expected (see Note)	2.37	Note: For this question the most favorable response would be a "1"
Treated courteously and professionally	4.92	on the Likert Scale, as opposed to a
Given chance to speak to Parole Board	4.96	"5."

7.3 What are your performance levels for your key measures on financial performance, include measures of cost confinement, as appropriate.

The Department has very finite resources to bring to bear on the challenges it faces in conducting its mission critical activities. Financial data is continuously reviewed. Figure 7.3-1 shows the total dollar amount of restitution payments collected and disbursed to victims. The Department disbursed $6,086,866 to victims during FY11. $70,256.958 in restitution payments have been disbursed to victims since FY99.

Figure 7.3-1

Fiscal Management Victim Restitution Payments
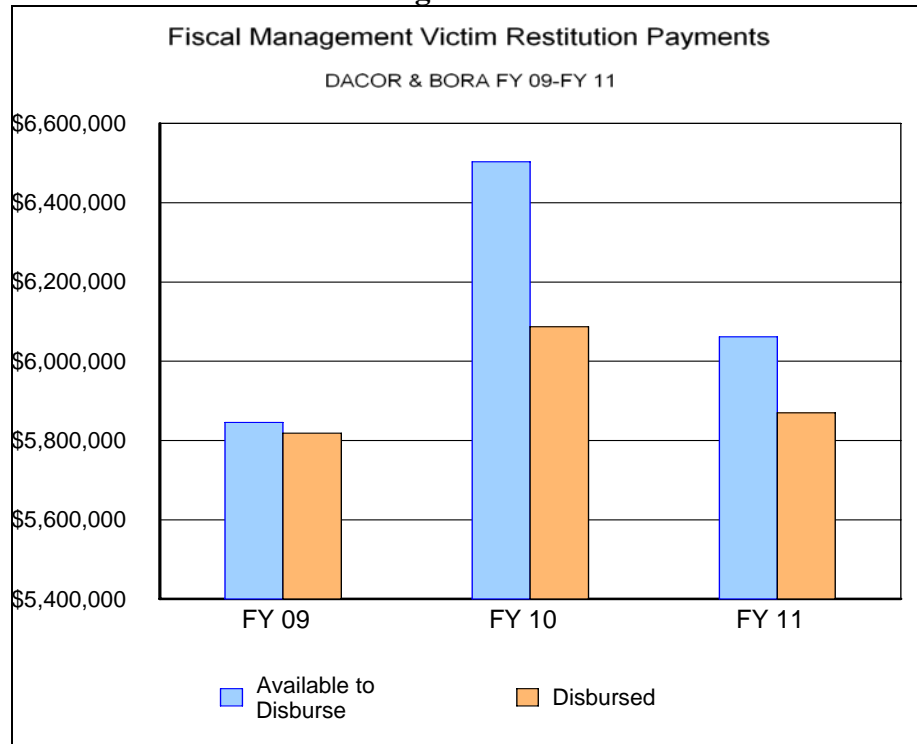
DACOR & BORA FY 09-FY 11

Figure 7.3-2 shows fees collected during administrative violations hearings. Offenders pay fees and fines as an alternative to revocation. The decrease in monies collected was due, in part, to the decrease in hearings conducted because of attrition of hearing officers.

Figure 7.3-2

Delinquent Offender Account Collections
Administrative Violation Hearings

Source: SCDPPPS Hearings Section
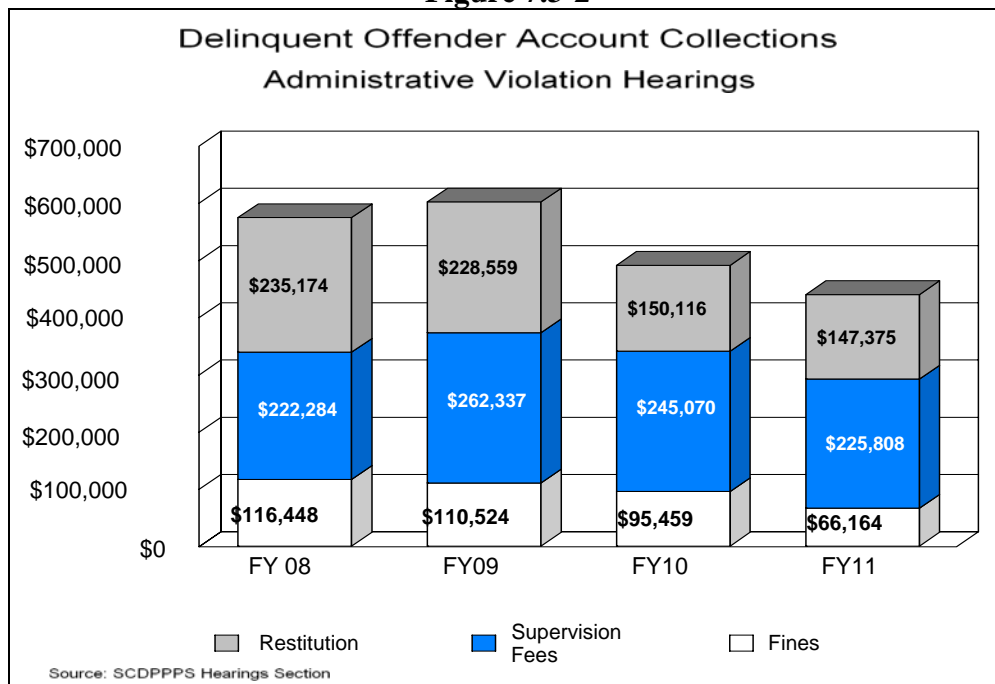
The Fiscal Management section submitted 9,918 arrearage accounts to South Carolina Department of Revenue for collection during FY11 as part of the Setoff Debt Collection program. The Department received payment on 949 accounts. Figure 7.3-3 reflects collections since 2006.
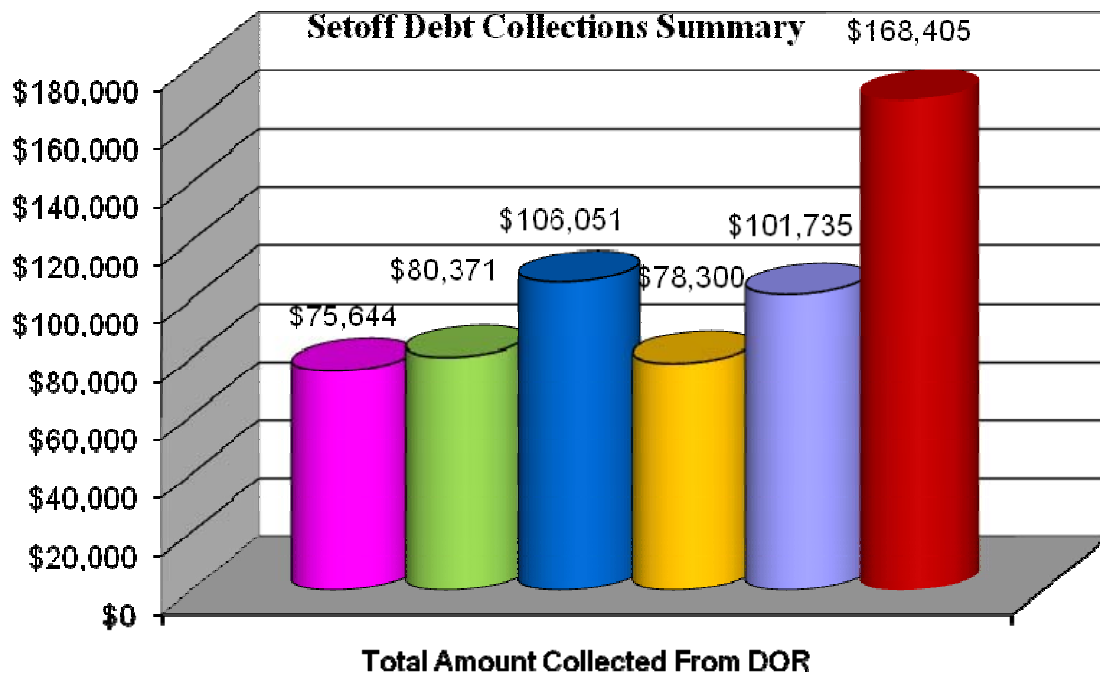
Figure 7.3-3

Figure 7.3-4 shows the cost to supervise offenders.

Table 7.3-4

| Daily Supervision Costs	
Standard Supervision	$3.08
High Supervision	$3.72
Intensive Supervision	$6.04
Intensive Supervision w/ Electronic Monitoring	$8.33
Sex Offender Supervision	$11.37
Sex Offender Supervision w/ GPS	$17.50
Offenders on Track	$14.70

Figure 7.3-5 illustrates the number of disbursement checks issued during the fiscal year.

7.4 What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including

leaders, workforce retention, workforce climate including workplace health, safety, and security?

The Department considers employee turnover as an important measure of employee satisfaction (Figure 7.4-1). Specific measures reviewed include employee turnover by classification, Agent turnover by classification, Agent turnover by reason, non-Agent turnover by reason.

Figure 7.4-1

Figure 7.4-2

45
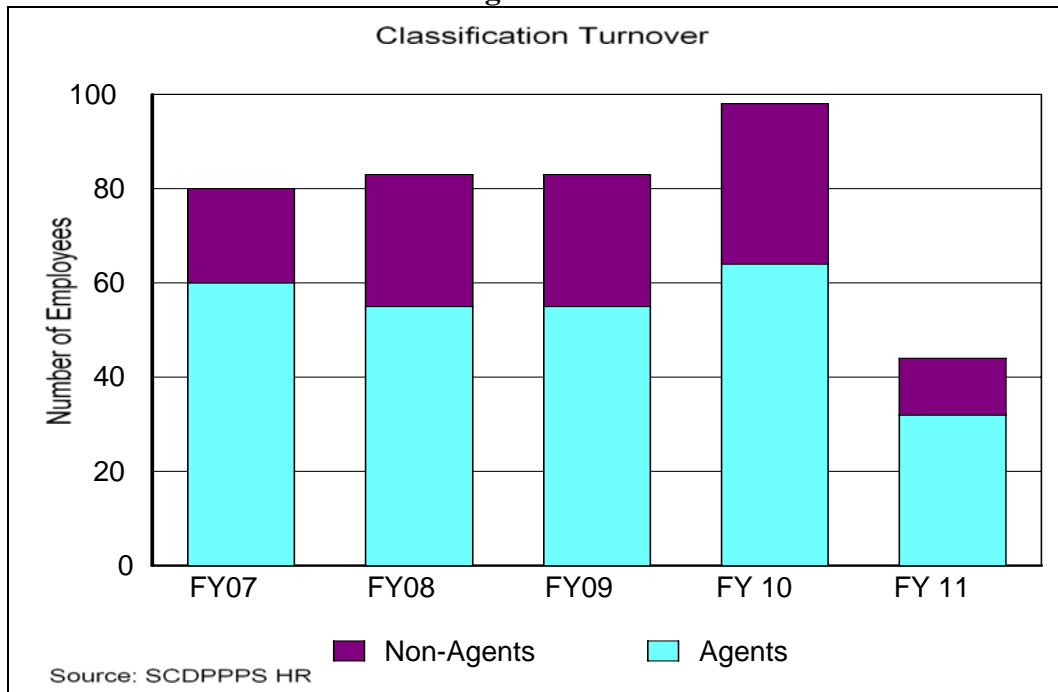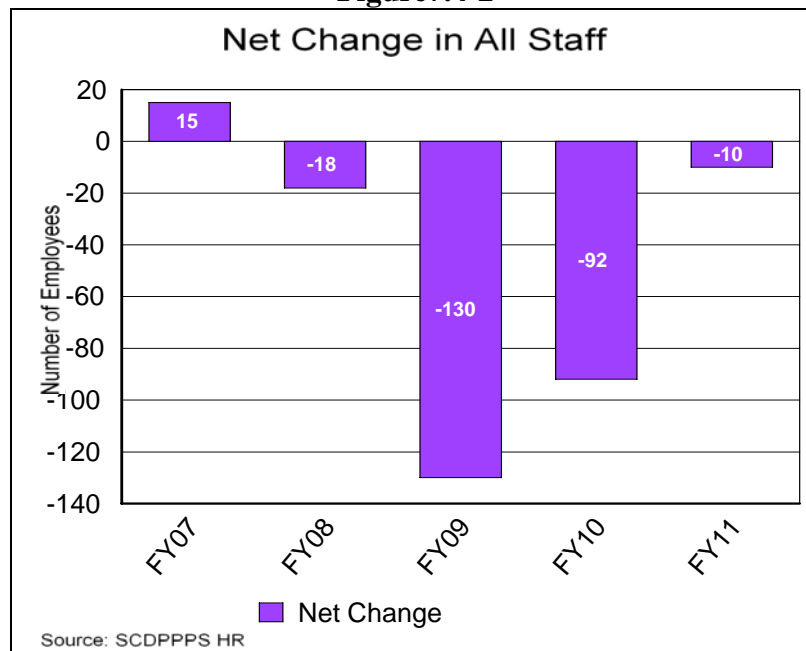
7.5 What are your performance levels and trends for the key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvement to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?

A major component of the Department's organizational effectiveness is linked to its Director, Executive Management Team and the implementation of the Strategic Plan. Key mission requirements, special operations, and customer service is placed at the forefront. These key customers and services provided are noted in Tables A-2 and A-3. The Department's Strategic Plan contains timelines and action items that continuously address organizational improvement initiatives with process owners to measure effectiveness and efficiency. For example: 100% of PPP staff now has the ability to securely access essential information and data from remote locations, using Department provided notebooks, while in the conduct of daily operations. This functionality alone will improve work productivity and performance.

7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

The Department did not have any regulatory violations or significant findings by external auditors during the fiscal year.

Glossary of Acronyms

ACT	Agent Career Track
ADA	American Disabilities Act
AIC	Agent in Charge
AIMS	Department Information Management System
APPA	American Probation and Parole Association
CASA	Court Appointed Special Advocates
CODE	Connecting Our Deployed Employees
DACUM	Design a Curriculum
DNA	Deoxyribonucleic Acid
DPS	Department of Public Safety
EBP	Evidence-Based Practices
EMT	Executive Management Team
EPMS	Employee Performance Management System
GED	General Equivalency Degree
GOC	GPS Operations Center
GPS	Global Positioning Satellite
HBV	Hepatitis B Virus
HR	Human Resources
ICAOS	Interstate Commission for Adult Offender Supervision
ICOTS	Interstate Compact Offender Tracking System
IIDP	Ignition Interlock Device Program
ISC	Interstate Compact
JAG	Justice Assistance Grants
NCIC	National Crime Information Center
NEOT	New Employee Orientation Training
NLETS	National Law enforcement Telecommunications Systems
OMS	Offender Management System
OSHA	Occupational Safety and Health Administration
PIC	Parole Information System
PEP	Parole Employment Program
PPP	Probation, Parole and Pardon
SCDPPPS	South Carolina Department of Probation, Parole, and Pardon Services
SCDC	South Carolina Department of Corrections
SCEIS	South Carolina Enterprise Information System
SLED	State Law Enforcement Division
SPICE	Self Paced In-class Education
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TAMI	Training Announcements and Monthly Information
OSHA	Occupation, Safety, and Health Administration
TB	Tuberculosis
YOA	Youthful Offender Act