

## Summary Information

Total Recommendations	74	Total Recommendations without estimated dates	
Total Recommendations for DJJ Action/Response	68	Total Recommendations with past estimated dates	
Total Recommendations for Other Entities' Action/Response	6		
Total Completed as of 2/1/2017	46		
% of Recommendations for DJJ Action/Response Completed	68%		
Total Recommendations that DJJ does not agree	0		

### Coding Guide

White	Pending completion or under consideration		DJJ=Department of Juvenile Justice			
Green	Completed		ASD=Administrative Services Division			
Blue	Recommendation addressed to more suitable entities		CSD=Community Services Division			
Grey	DJJ does not intend to implement recommendation		ESD=Educational Services Division			
Yellow	Under consideration		GA=General Assembly			
			JPB=Juvenile Parole Board			
			LO=Legal Office			
			OIG=Office of Inspector General			
			PPD=Planning and Program Division			
			RSD=Rehabilitative Services Division			
#	Div	Recommendation	Response		Est Comp or Start Date	Act Comp Date

### Training and Certification of Juvenile Correctional and Detention Officers

1	ASD	The S.C. Department of Juvenile Justice should immediately submit its juvenile correctional officer training curriculum to the S.C. Criminal Justice Academy for approval by the Law Enforcement Training Council.	DJJ accepts this recommendation and training curriculum has been submitted.	2/3/2017	2/3/2017
2	ASD	The S.C. Department of Juvenile Justice should work with the S.C. Criminal Justice Academy to incorporate material from the academy's Basic Detention curriculum into its own training program for juvenile correctional officers, particularly in the areas of defensive countermeasures, spontaneous knife defense, tactical handcuffing, and pressure point control.	DJJ accepts this recommendation.	2/3/2017	2/3/2017



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3	ASD RSD	The S.C. Department of Juvenile Justice should ensure that all officers assigned to work at the juvenile detention center attend the three-week Basic Detention training at the S.C. Criminal Justice Academy as soon as the academy can accommodate them.	DJJ accepts this recommendation.	1/19/2017	On-going
<b>Handling of Major Disturbances at DJJ Facilities</b>					
4	DJJ	The S.C. Department of Juvenile Justice should enter into memorandums of agreement with the S.C. Law Enforcement Division and the S.C. Department of Corrections to outline coordinated responses to major disturbances at any DJJ facilities and the sharing of resources during these incidents.	DJJ accepts this recommendation and already has an MOA with SLED.	3/1/2017	
5	OIG RSD	The S.C. Department of Juvenile Justice should implement a policy to establish clear guidelines to determine at what point outside assistance should be requested.	DJJ accepts this recommendation.	2/7/2017	2/10/2017
6	OIG	The S.C. Department of Juvenile Justice Office of Inspector General should ensure that its communications division employees record all details of communications and responses during major disturbances at any DJJ facilities.	DJJ accepts this recommendation.	1/19/2017	1/19/2017
<b>Investigation of a Juvenile's Death at a Wilderness Camp</b>					
7	OIG	The S.C. Department of Juvenile Justice Office of Inspector General should fully cooperate with, and actively assist, local and state law enforcement agencies investigating the death of a juvenile in the custody of the agency	DJJ accepts this recommendation.	1/19/2017	1/19/2017
8	OIG	The S.C. Department of Juvenile Justice should revise its policy to include the death of juveniles in agency custody who are placed in contracted, residential facilities.	DJJ accepts this recommendation.	2/6/2017	2/3/2017
9	OIG	The S.C. Department of Juvenile Justice should revise its policy to apply to the death of any juvenile in agency custody regardless of whether declarations of death or signs of life occur on or off DJJ property.	DJJ accepts this recommendation.	2/6/2017	2/3/2017
<b>DJJ Police Department</b>					



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10	OIG	The S.C. Department of Juvenile Justice should disband its police department and consider reassigning police officers to supervisory juvenile correctional officer positions based on their training and experience.	This recommendation is under consideration.	TBD	
11	OIG	The S.C. Department of Juvenile Justice should enter into memorandums of agreement with state and local law enforcement agencies to establish that these law enforcement agencies are the first responders to incidents that cannot be handled by juvenile correctional officers.	This recommendation is under consideration.	TBD	

#### **Prison Rape Elimination Act (PREA) Compliance**

12	PPD	The S.C. Department of Juvenile Justice should seek assistance from the National PREA Resource Center and/or other states that have achieved full PREA compliance in order to develop staffing plans for all of its facilities.	DJJ accepts this recommendation.	2/6/2017	On-going. National PREA Resources has been contacted.
13	PPD RSD ASD	The S.C. Department of Juvenile Justice should ensure that any requests for funding for additional officers need to be in compliance with the staff-to-juvenile ratios prescribed in the juvenile facility standards and that they are accurate and based on actual needs.	DJJ accepts this recommendation.	6/30/2017	
14	PPD	The S.C. Department of Juvenile Justice should provide annual reports to the General Assembly detailing its efforts to become PREA-compliant and provide timelines for meeting all of the standards for juvenile facilities	DJJ will follow the instructions for reporting PREA information or compliance progress as proscribed by the General Assembly.		

#### **Implementation of Security Audit Recommendations at BRRC**

15	DJJ	The S.C. Department of Juvenile Justice should implement all of the recommendations made by the auditors from Correctional Consulting Services, LLC by June 30, 2017, and provide written justification to the General Assembly for any recommendations that have not been implemented by this date.	This recommendation is under consideration.	TBD	
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#### **Broad River Road Complex (BRRC) Facilities**



#	Div	Recommendation	Response	Est Comp or Start Date	Act Comp Date
16	OIG ASD	The S.C. Department of Juvenile Justice should relocate the perimeter fence at the Broad River Road Complex to isolate the administrative areas from the rest of the campus and reduce the number of staff who must drive into the secured complex.	This recommendation is under consideration.	TBD	
17	PPD	The S.C. Department of Juvenile Justice should abandon its practice of maintaining three separate "campuses" at the Broad River Road Complex and recognize the entire facility as one campus.	DJJ accepts this recommendation.	7/1/2017	
18	LO DJJ ASD	The S.C. Department of Juvenile Justice should consider selling underutilized property on Shivers Road to the S.C. Department of Corrections or another entity.	Decisions regarding property of cabinet agencies is now being handled by the Department of Administration. DJJ intends to follow the Department of Administration's master plan and will pass this recommendation to the Department of Administration for consideration.		

#### **Security Policies at BRRC**

19	RSD	The S.C. Department of Juvenile Justice should review all security-related policies related to the Broad River Road Complex and ensure that they are updated to reflect current practices and the current population of the facility.	DJJ accepts this recommendation.	3/31/2017	
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#### **Compliance with Security Policies at Evaluation Centers**

20	RSD	The S.C. Department of Juvenile Justice should review all security policies and procedures for its three regional evaluation centers and the juvenile detention center and make necessary revisions to reflect current practices and populations.	DJJ accepts this recommendation.	3/31/2017	
21	RSD OIG	The S.C. Department of Juvenile Justice Office of Inspector General or Division of Rehabilitative Services should test compliance with security policies and procedures at local facilities at least annually.	DJJ accepts this recommendation. Note: three DJJ employees from the Division of Rehabilitative Services completed a week-long National Institute of Corrections training in conducting security audits and have begun audits of DJJ secure facilities to test compliance with security policies and procedures.	1/25/2017	On-going

#### **Recruiting Correctional Officers**



#	Div	Recommendation	Response	Est Comp or Start Date	Act Comp Date
22	ASD	The S.C. Department of Juvenile Justice should track the results of its participation in job fairs and other recruitment efforts to include, at a minimum the sponsor, event date, targeted occupational group, number of contacts, number of applicants, and number of successful new hires.	DJJ accepts this recommendation.	2/3/2017	On-going
23	ASD	The S.C. Department of Juvenile Justice should use those results to target recruitment venues that are most likely to attract qualified candidates.	DJJ accepts this recommendation.	2/3/2017	On-going
24	ASD	The S.C. Department of Juvenile Justice should ensure that its recruitment efforts extend beyond the Columbia metropolitan area.	DJJ accepts this recommendation.	1/19/2017	1/19/2017

#### **Turnover Among Correctional Officers**

25	ASD	The S.C. Department of Juvenile Justice should review its staff listing to ensure that job class codes are consistent with internal position titles.	DJJ accepts this recommendation.	2/1/2017	On-going
26	ASD	The S.C. Department of Juvenile Justice should implement internal controls to ensure that DJJ staff update classification codes whenever positions are reclassified.	DJJ accepts this recommendation.	2/1/2017	On-going
27	ASD	The S.C. Department of Juvenile Justice should take steps to ensure that all data related to current and former employees are accurate.	DJJ accepts this recommendation.	2/1/2017	On-going
28	ASD	The S.C. Department of Juvenile Justice should establish internal controls in its human resources division in order to minimize the risk of inaccurate employee data.	DJJ accepts this recommendation.	2/1/2017	On-going
29	ASD	The S.C. Department of Juvenile Justice should, annually, calculate a turnover rate that is based on average staff size at the beginning and end of the period for which a rate is being computed.	DJJ accepts this recommendation.	2/1/2017	On-going



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30	ASD	The S.C. Department of Juvenile Justice should annually recalculate and monitor its turnover rates for correctional officers and other occupational groups for which retention is a problem.	DJJ accepts this recommendation.	2/1/2017	On-going
31	ASD	The S.C. Department of Juvenile Justice should annually analyze turnover rates to identify problem areas and use that information to focus its recruitment and retention efforts.	DJJ accepts this recommendation.	2/1/2017	On-going
<b><u>Correctional Officer Salaries</u></b>					
32	ASD	The S.C. Department of Juvenile Justice should identify all information it will need to evaluate its strategy for reducing employee turnover, such as age, years of service, education background, work experience, and salary.	DJJ accepts this recommendation.	2/1/2017	On-going
33	ASD	The S.C. Department of Juvenile Justice should audit its employee records to ensure that its human resources staff have an employee roster that is accurate, current, and complete.	DJJ accepts this recommendation.	6/30/2017	
34	ASD	The S.C. Department of Juvenile Justice should assume the responsibility to ensure that the human resources data it uses in any analysis, derived from any source including South Carolina Enterprise Information System (SCEIS/SAP®), is complete and accurate.	DJJ accepts this recommendation.	1/19/2017	1/19/2017
35	ASD	The S.C. Department of Juvenile Justice should track the disciplines of study in which degrees are earned to determine, over time, whether employees who earn degrees in certain fields are more likely to stay with the agency than those receiving degrees in other fields of study.	DJJ accepts this recommendation.	2/1/2017	2/1/2017
<b><u>Office of Inspector General</u></b>					
36	OIG	The S.C. Department of Juvenile Justice should properly dispose of surplus law enforcement equipment.	DJJ accepts this recommendation.	2/28/2017	2/8/2017
<b><u>Use of Funds – Financial Activity</u></b>					



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37	ASD	The S.C. Department of Juvenile Justice should be more consistent in recording financial transactions in order to improve the agency's ability to manage costs.	DJJ accepts this recommendation.	2/1/2017	On-going
<b>Capital Assets</b>					
38	OIG ASD	The S.C. Department of Juvenile Justice should have an independent audit of the agency's fixed assets.	DJJ accepts this recommendation.	TBD	
39	OIG ASD	The S.C. Department of Juvenile Justice should enforce its capital assets policy to include the appropriate signature and dating of forms, as well as unannounced, random audits by the internal auditor and/or the Office of the State Auditor.	DJJ accepts this recommendation for the Internal Auditor to conduct such audit on 2/6/2017; however, DJJ does not control the audit functions of the Office of the State Auditor.	2/6/2017	On-going. Audit started 2/6/2017.
40	ASD	The S.C. Department of Juvenile Justice should continue to work with the South Carolina Enterprise Information System to resolve the outstanding construction in progress assets.	DJJ accepts this recommendation.	12/31/2016	12/31/2016
<b>Retirement Incentive and Voluntary Separation Programs</b>					
41	DJJ	The S.C. Department of Juvenile Justice should forego any employee separation program(s) involving correctional officers and other employee groups difficult to recruit.	DJJ accepts this recommendation.	1/19/2017	1/19/2017
<b>Retirement System Eligibility</b>					
42	GA	The General Assembly should consider amending S.C. Code of Laws Title 9: Retirement Systems regarding participation in the Police Officer's Retirement Systems to clarify positions considered "peace officers."	This recommendation is addressed to the General Assembly, not DJJ.		
43	GA	The General Assembly should amend S.C. Code of Laws Title 9: Retirement Systems to require the S.C. Public Employee Benefit Authority to provide oversight regarding employees entering the state retirement system, including, but not limited to, verification of membership requirements before enrolling an employee into a state retirement plan.	This recommendation is addressed to the General Assembly, not DJJ.		



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44	GA	The General Assembly should consider whether the S.C. Board of Juvenile Parole should be included with the S.C. Department of Mental Health, S.C. Department of Corrections, and the S.C. Department of Juvenile Justice in considering whether any of its employees qualify as being eligible for the Police Officer's Retirement System.	This recommendation is addressed to the General Assembly, not DJJ.		
45	ASD	The S.C. Department of Juvenile Justice should complete a comprehensive review of all staff, including the S.C. Board of Juvenile personnel, regarding retirement system eligibility based on the requirements of state law.	DJJ accepts this recommendation.	3/31/2017	

#### **Oversight of Juvenile Services**

46	ESD CSD	The S.C. Department of Juvenile Justice should implement a policy that defines a procedure for periodic monitoring of the instruction of juveniles at the wilderness camps to ensure that juveniles are being taught by staff who possess certifications required by state law.	DJJ accepts this recommendation.	2/7/2017	2/6/2017
47	ESD	The S.C. Department of Juvenile Justice should develop a system, based on policy, for monitoring the instruction of juveniles placed at the camps that includes random visits, a checklist for items to monitor, and a review of the documentation of the qualifications of instructional staff.	DJJ accepts this recommendation.	2/7/2017	2/6/2017
48	ESD	The S.C. Department of Juvenile Justice should ensure that the information from all site visits are stored in a way that is accessible and secure for the purpose of conducting follow-up and detecting trends that could necessitate the need for DJJ to take corrective action.	DJJ accepts this recommendation.	1/19/2017	1/19/2017
49	ESD	The S.C. Department of Juvenile Justice should develop and maintain a roster of certified teachers that includes name, teacher certification number, date of certification, state where certification was last issued, area of certification and any other information necessary to document qualifications required by state law.	DJJ accepts this recommendation.	1/19/2017	1/19/2017



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50	ESD ASD	The S.C. Department of Juvenile Justice should audit its staffing data to ensure that the information stored by the South Carolina Enterprise Information System (SCEIS) is correct.	DJJ accepts this recommendation.	2/8/2017	2/8/2017
51	ESD	The S.C. Department of Juvenile Justice should schedule and conduct unannounced visits to the wilderness camps specifically to monitor the instruction of juveniles.	DJJ accepts this recommendation.	2/6/2016	On-going. Visit started 2/6/2016.
52	CSD ESD	The S.C. Department of Juvenile Justice should arrange to receive, from schools attended by juveniles placed in group homes, reports of educational progress.	DJJ accepts this recommendation.	1/19/2017	On-going
53	ESD	The S.C. Department of Juvenile Justice should develop a system to identify those juveniles in alternative placements who are not making adequate progress.	DJJ accepts this recommendation.	1/19/2017	1/19/2017
54	ESD	The S.C. Department of Juvenile Justice should require, as part of its contracts with wilderness camp service providers, that the department will have access to student growth test results.	DJJ accepts this recommendation.	5/1/2017	
<b>Case Management</b>					
55	CSD	The S.C. Department of Juvenile Justice should allocate sufficient resources to more thoroughly review the contacts recorded in the Juvenile Justice Management System (JJMS) in order to determine whether, in fact, a problem exists in failing to document, and whether that failure is merely a clerical failure or indicative of more systemic problems of oversight within the community.	DJJ accepts this recommendation.	1/2/2017	On-going
56	CSD	The S.C. Department of Juvenile Justice's director, deputy director for community services, and regional administrators should be notified of the results of all reviews of county office compliance with agency policy.	DJJ accepts this recommendation.	8/2/2016	On-going



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57	CSD	The S.C. Department of Juvenile Justice should incorporate the results of a review of a county office's compliance with DJJ policy into an improvement plan for the county, when deficiencies are identified, complete with a description of the problem, strategies aimed at improving performance, and a timetable for corrective action and follow-up.	DJJ accepts this recommendation.	1/2/2017	On-going

#### **Juvenile Caseloads**

58	JPB	The S.C. Department of Juvenile Justice should increase the use of video conferencing for juvenile parole hearings.	DJJ consulted with the Juvenile Parole Board who indicates that they will begin utilizing video conferencing for youth housed at SCDC beginning in March 2017.	3/1/2017	
58	LO	(Same as above)	DJJ accepts this recommendation.	1/19/2017	On-going
59	LO	The S.C. Department of Juvenile Justice should adhere to its policy requiring nine members on the Release Authority.	DJJ accepts this recommendation.	1/26/2017	1/26/2017
60	CSD	The S.C. Department of Juvenile Justice should consider upgrading community equipment that would improve staff safety, including, but not limited to, cellular phones.	DJJ accepts this recommendation.	9/15/2016	On-going
61	CSD	The S.C. Department of Juvenile Justice should complete a manual audit of the Juvenile Justice Management System caseload data.	DJJ accepts this recommendation.	2/1/2017	On-going
62	CSD	The S.C. Department of Juvenile Justice should monitor juvenile cases and work with county solicitors to ensure that juveniles do not languish in the system without receiving rehabilitative support services when needed.	DJJ accepts this recommendation.	4/1/2017	

#### **Performance-based Standards (PbS)**

63	PPD	The S.C. Department of Juvenile Justice should determine whether the data collected through Performance-based Standards are consistent with what DJJ needs to collect to identify problems and make improvements in its secured facilities.	DJJ accepts this recommendation.	1/19/2017	1/19/2017
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#	Div	Recommendation	Response	Est Comp or Start Date	Act Comp Date
64	PPD	The S.C. Department of Juvenile Justice should use the data collected through Performance-based Standards to analyze trends, alter operational strategies, and determine areas of improvement in staff training.	DJJ accepts this recommendation.	1/19/2017	1/19/2017
65	PPD	The S.C. Department of Juvenile Justice should reduce the number of site coordinators at BRRC to one for the entire Broad River Road Complex.	DJJ accepts this recommendation.	3/31/2017	
66	PPD	The S.C. Department of Juvenile Justice should continue to cross-check event reports with daily shift reports to ensure that critical information affecting security is not overlooked.	DJJ accepts this recommendation.	1/19/2017	1/19/2017

#### **Operation and Oversight of Community Residence Programs**

67	CSD	The S.C. Department of Juvenile Justice should develop an objective tool to measure outcomes of juveniles placed in the camps.	DJJ accepts this recommendation.	5/1/2017	
68	CSD	The S.C. Department of Juvenile Justice should include outcome measures expected of all contracted camps and programs in its contracts.	DJJ accepts this recommendation.	5/1/2017	
69	CSD	The S.C. Department of Juvenile Justice should include penalties for camps and programs which do not meet the established outcome measures in its contracts.	DJJ accepts this recommendation.	5/1/2017	
70	CSD	The S.C. Department of Juvenile Justice should implement a written policy to require the camps to check the complaint boxes weekly and relay significant issues to DJJ.	DJJ already has a written policy that requires camp facility managers to submit Juvenile Grievance Forms within 24 hours of receipt.	5/22/2015	5/22/2015
71	CSD	The S.C. Department of Juvenile Justice needs to clarify, in written procedures, protocol to follow in the event of an escape and clearly communicate them to camp staff.	DJJ accepts this recommendation.	5/1/2017	
72	CSD	The S.C. Department of Juvenile Justice needs to formalize its monitoring process and have camp management acknowledge its understanding of a juvenile escape protocol.	DJJ accepts this recommendation.	5/1/2017	



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73	CSD	The S.C. Department of Juvenile Justice should include penalties in its contracts for failure to follow established escape protocol.	DJJ accepts this recommendation.	5/1/2017	
74	OIG PPD CSD	The S.C. Department of Juvenile Justice needs to capture statistical data such as the number of escapes and sexual assaults at all DJJ facilities.	DJJ accepts this recommendation.	9/1/2017	