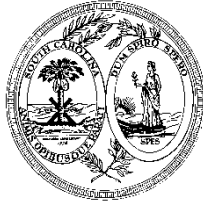


**State of South Carolina**  
**Department of Probation, Parole and Pardon Services**

**HENRY McMASTER**  
Governor



**JERRY B. ADGER**  
Director

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June 4, 2021

The Honorable Chris Wooten  
Subcommittee Chair  
Legislative Oversight Committee  
South Carolina House of Representatives  
Post Office Box 11867  
Columbia, SC 29211

Dear Representative Wooten:

We at the South Carolina Department of Probation, Parole and Pardon Services are in receipt of your letter dated May 13<sup>th</sup> titled "Follow up to May 6, 2021 Subcommittee meeting."

Enclosed, please find responses to the questions posed by the Legislative Oversight Law Enforcement and Criminal Justice Subcommittee regarding testimony provided to the Subcommittee in the May 6<sup>th</sup> Agency Overview presentation.

As we continue the review process in the upcoming months, we look forward to the opportunity to provide more information to the Subcommittee about our agency programs and procedures.

SCDPPPS remains dedicated to complete transparency as we present to the Subcommittee about the many ways our staff strives to prepare, provide and protect South Carolina.

If you have any further questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "J.B. Adger".

Jerry B. Adger  
Director



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*South Carolina Department of Probation, Parole and Pardon Services*  
**Responses to questions submitted May 13<sup>th</sup> by the  
Legislative Oversight Law Enforcement and Criminal Justice Subcommittee  
following the May 6<sup>th</sup> Agency Overview Presentation**

***Parole Board***

**1. Do parole boards in other states have separate staff?**

There are Parole Boards throughout the United States who operate as independent agencies, with support staff who report to the Board or the Board's designee. There are also Boards who operate as quasi-judicial bodies, supported by staff from external designated agencies.

**2. Are there any potential real or perceived conflicts of interest that exist in PPP personnel serving as staff for the Parole Board?**

The agency is not currently aware of perceived conflicts of interest stemming from PPP personnel serving as staff for the South Carolina Board of Pardons and Paroles. The agency has enacted policies, which remove subjective information from parole/pardon case summary packets and prohibit recommendations from Department employees in both the parole and pardon processes. Further, the agency works to preserve and respect the Board's autonomous decision-making authority through continued training and systemic efforts to prevent ex-parte communication.

**3. What would the agency estimate as pros and cons of the parole board having its own staff, separate from PPP staff?**

The agency estimates the benefits of designated PPP staff providing support and services to the SC Board of Pardons and Paroles to include the following. These benefits would be considered negative impacts surrounding the Board having its own staff, separate from PPP staff.

- Cost savings to the state of SC- Of the states where we know the Parole Board operates as independent agencies with staff, the Board employs a number of skill types, including attorneys, business and research analysts, hearing officers, administrative law judges, clerical staff, IT specialists, institutional investigators, victim services staff, human resources, budget/finance, records, and executive staff. In addition, the Boards who operate as independent agencies have full-time Board members and many have alternate members as well.
- Coordinated and consistent transition of inmates from the SC Department of Corrections to PPP supervision
- Coordinated and consistent scheduling of violation hearings before the SC Board of Pardons and Paroles for offenders who have violated the terms of supervision, as ordered by the Board

The agency cannot estimate the benefits of the South Carolina Board of Pardons and Paroles having its own staff, separate from PPP staff. With permission, we can poll the SC Board members for their personal opinions regarding this question.

**4. Please explain the issues the agency sought to resolve through centralization and delegation to 18 investigators. How has the agency gauged the success with which the**



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**centralization and delegation has resolved, or assisted in addressing, those issues.**

The agency, through centralizing the parole/pardon investigation processes sought to provide a consistent, quality product to the Board regarding inmates being considered for parole and applicants requesting pardon from the State. The success of this initiative is demonstrated by the decrease of problems reported by the Board members as well as a decrease in the number of successful challenges to the parole and pardon processes. Finally, this initiative has helped to eliminate a backlog of cases to be considered by the Board and has resulted in some lessening of time between the pardon application and the hearing date.

**5. Do victims have the option to testify from home using technology (e.g., Zoom, Microsoft Teams, etc.) or must they travel to a video conferencing site?**

Yes. Victims have the option to virtually attend parole/pardon hearings via WEBEX meeting software from any device and any location. They do not have to travel to video conferencing sites.

### ***Leadership Training***

**6. How was the agency informed of the leadership training opportunity at Clemson University?**

Director Adger previously attended the leadership training offered by Clemson University Youth Learning Institute when he was the Deputy Director at South Carolina Department of Juvenile Justice (SCDJJ). Director Adger felt that the training inspired trust, effective communication, efficient teamwork and the ability to resolve conflict. Director Adger's vision of a leadership team at PPP is to help change the culture of the agency by motivating staff and supporting the agency's mission. In addition, he wanted the agency to be recognized as one of the best in the business.

In the fall of 2016, Director Adger contacted and then met with the Executive Director of Clemson University's Youth Learning Institute (YLI) about leadership training for the PPP Executive Management Team.

**7. Please provide a brief explanation of the leadership training at Clemson including, but not limited to, topics addressed, cost (total and per person), and whether the agency would recommend other state agency directors and their executive teams participate in similar training in the future.**

The PPP Leadership Professional Development Training is a customized exercise designed to develop strategies, goals, and objectives for continuous improvement. The development process included creative hands-on activities, think shops, and training to encourage professional team success. After careful review of all the training offered by YLI, PPP selected two different training sessions that would meet the identified needs of the Executive Management Team (10 members). The first group, EMT attended YLI's leadership training in March of 2017.

#### **First Session Topics:**

- Functional Team Development – Improved goal-setting, team problem-solving and intentional team collaboration skills.
- True Colors – Various personality styles were assigned colors to allow staff to better understand professional and personal relationships.



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- Strengthening People Skills – Effective communication on an interpersonal level, managing conflict positively and working together with ethics and integrity.
- Supervising Millennials – How to best engage, supervise and understand Millennials and what they value most.
- Stress and Time Management – Handling stress using “HeartMath,” time management tools and other techniques.
- Teambuilding – Participants engaged in fun activities to promote trust and teambuilding efforts.

#### **Fees and Costs:**

This 3-day, 2-night leadership training was provided for an all-inclusive rate of \$300 per person for a total of \$3,000. The cost included food and lodging, professional development training with two trainers, materials and supplies and use of the facility (classroom meeting space, common areas and the use of Wi-Fi).

The Director and Executive Management Team felt that the Leadership Professional Development Training offered by Clemson’s Youth Learning Institute (YLI) would be beneficial for other sections within the agency. PPP signed a Site Use Agreement with YLI for the following dates and specific managers and sections to attend:

- Regional Directors and Agents-In-Charge – April 2017 & May 2017
- Information Technology Services Section – June 2017
- Victim Services Section – August 2017 & November 2017
- Parole Examiners – October 2017

#### **Second Session Topics:**

- Functional Team Development
- True Colors
- Strengthening People Skills
- Supervising Millennials
- Functional Team Development
- Excelling as a Manager or Leader – Positive ways to inspire, guide and lead your team, ways to manage unwanted behavior, ideas to recruit and develop great employees, and a challenge to plan your professional future to leave the legacy you want.

#### **Fees and Costs:**

This 3 day/2-night leadership training was provided for an all-inclusive rate of \$285.71 per person for a total of \$6,000. The cost included food and lodging, professional development training with two trainers, materials and supplies and use of facility (classroom meeting space, common areas and the use of Wi-Fi).

In July of 2018, the expanded Executive Management Team (14) received training offered by YLI on Conflict Resolution and Strength Discovery.

For continuous growth and development, PPP managers and all staff were encouraged to participate in the Professional Development Training opportunities to strengthen business



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practices. The YLI trainings were conducted at the PPP Headquarters. The trainings were offered from July 1, 2018 to June 30, 2019:

- Strength Discovery
- Conflict Resolution
- Management and Communication
- True Colors
- Follow up Conferences (all groups)

#### **Fees and Costs:**

The grand total cost for all of these training sessions was \$61,500, which included training sessions, the trainers and travel and supplies.

Training is an investment. Investment in your staff is one modality to successful planning. We highly recommend that other state agency directors and their executive teams participate in similar training for future professional growth and development.

**8. Please explain the type of leadership training provided/available/required of the executive management team and/or other personnel at the agency, its frequency, and why the agency believes it is important.**

At PPP, our internal leadership training includes our: Strategic Leadership Academy and Fundamentals of Leadership Training.

#### **Strategic Leadership Academy**

PPP partnered with the Crime and Justice Institute (CJI) at Community Resources for Justice (CRJ) to train front-line supervisors and mid-level managers in the Supervisory Leadership Academy (SLA), and to build internal capacity within PPP to train additional groups of leaders. The training has been expanded to accept applicants in non-supervisory roles. Since its inception, the name has been changed to the Strategic Leadership Academy.

The Strategic Leadership Academy (SLA) serves as an essential component of our long-term commitment to be an evidence-based organization that protects public safety and reduces the risk of recidivism. SLA goes well beyond general management and leadership skills. Challenges presented by the transformation to Evidence Based Practices will prepare leaders on how to successfully support the changes we will face in the future.

The SLA is a rigorous Leadership Development Program that consists of a total of 12 days. It is designed to deliver to a cohort of participants in six two-day sessions over a period of six months. The various sessions build upon each other and the cohort remains together throughout the entire six months. This format also encourages the building of internal alliances and a support network for the participants.

**The Fundamentals of Leadership** is the PPP introductory leadership training. Here, we introduce our trainees to the key fundamentals of leading others by reviewing our agency's definition of leadership and our agency's Leadership Philosophy. This training helps build quality supervisor methodology through improved communication, conflict resolution, and business acumen.



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The Fundamentals of Leadership explores the basic foundation of effective leadership. At PPP, we believe you do not have to hold a title of manager to be a leader; we are all leaders in life. Whether you are trying to deliver business objectives, support a colleague, or participate in or lead a project, you are in a position of leadership.

This engaging 4-hour training focuses on how to: influence others, inspire others to perform, deliver results, and build trusting working relationships with those around you.

The members of the Executive Management Team have access to these leadership trainings. In addition, they have been required to complete other strength-based leadership training through our Clemson Youth Learning Institute partnership.

At PPP, we teach that the development of middle managers will strengthen and develop future leaders, provide experience, and cultivate transfer of knowledge within the agency. Succession planning and work force development will sustain the agency while maintaining a plan of action. This investment in staff will create endless lines of communication.

**9. What advice does the agency head have for any individuals newly appointed to serve as the director of an agency in state government?**

- a. Assess the agency by accomplishments, community relations and partnerships.
- b. Assess the strengths, weakness, opportunities and threats of the agency.
- c. Create a Plan of Action with timelines and benchmarks.
- d. Develop strong succession planning and workforce development.
- e. Establish a functional Strategic Planning Committee.
- f. Cultivate leaderships and relationships.
- g. Gain a clear understanding of the mission and then effectively carry it out.
- h. Develop relationships with stakeholders (i.e., the General Assembly, Legislators)
- i. Gain a good understanding of the agency culture and how it can be improved.

***Personnel***

**10. Of the employees voluntarily separating from the agency (see slides 56 and 57 - e.g., reasons such as personal, transferred to other state agency, employment outside state government), has the agency performed any analysis to determine if turnover is higher under certain managers, in certain parts of the state, or if there are any other common characteristics?**

Although the agency does not perform specific analysis to determine if turnover is higher under certain managers or in certain parts of the state, the Human Resources Office does calculate the annual turnover and retention rates for all staff on a monthly basis. For more specific information, we also track the annual turnover rate and retention rates for employees classified as Probation and Parole Agents and non-agents. The annual turnover rate for the Offender Supervision Specialist is also tracked on a monthly basis. This information is provided to the Director and Chief Deputy Director on a semi-annual basis for review.

Most of the employees that separate from the agency are Probation and Parole Agents (JC32-JC36 classification), which is understandable given these positions make up over half of our agency's workforce. Non-agent positions make up all the other positions not classified as Probation and Parole Agents. An analysis was done on how long agents stayed from the time



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period of July 2018 through June 2020. During that time period 100 Probation and Parole Agents left the agency for any particular reason:

- 43 agents left within 3 years
- 65 agents left within 6 years, and
- 73 agents left within 10 years.

Using these numbers, **73% of agents that left from July 2018 through June 2020, left within 10 years of hire with the agency.** This information was shared with the Director and was used as a basis for our budget request for the Sworn Officer Performance Pay Plan.

An analysis was also done to find out where our agents go when they leave for another employer. For the time period of FY'16 through FY'20, 62 Probation and Parole Agents separated from the agency that told us specifically where they were going:

- 21 agents went to another state agency
- 13 went to county government
- 10 went to the federal government
- 3 went to municipal government, and
- 15 went to another entity (includes unknown employer outside state government, private sector, nonprofit, etc).

The Department places high value on the feedback from its separating staff. Therefore, upon receipt of an employee separation notice with a confirmed separation date, the Human Resources Office will send an email to separating employees inviting them to participate in an exit interview. Employees are advised of two available options. Employees can take the confidential Exit Interview Questionnaire that is provided to them via a web link. Alternatively, employees may request to have a face-to-face interview with a member of Human Resources. During the face-to-face interview, the employee is asked a standard set of questions and given a chance to discuss their concerns. In the event that a separating employee cannot be notified by email prior to leaving the agency, a hard copy Exit Interview Questionnaire (Form 1027) will be mailed to the employee's home address.

Exit Interview information received from separating employees is summarized by the Human Resources Office semi-annually and distributed to the Director, Chief Deputy, and the Office of Professional Responsibility.

- 11. To help distinguish between executive functions and administration on slide 37 of the agency's overview presentation, as there is an asterisk that indicates executive includes all remaining agency FTEs, please list the positions the agency includes within "Executive" and the positions the agency includes within "Administration."**

This slide reflects the divisions within the organization chart. (See attached spreadsheet titled "Question 11 May 6 LOC Titles in Admin and Exec.")

- 12. Please provide a copy of the agency Succession Planning Guideline.**  
(See the attached document titled, "Succession Plan Guidelines, Definitions and Obstacles.")

- 13. Please provide the total cost to the agency per officer prior to January 2015 and currently, including a breakdown of each element of the total cost (e.g., salary, fringe, body armor, vehicle, etc.).**

See the below chart with the agent cost side-by-side comparison.



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Agent Cost FY 21				Agent Cost FY 15			
Recurring				Recurring			
Salary			\$36,700	Salary			\$33,000
Fringe			\$17,249	Fringe			\$12,861
Vehicle Lease			\$10,372	Vehicle Lease			N/A
Axon Taser Program			\$680	Axon Taser Program			N/A
Body Worn Camera			\$1,080	Body Worn Camera			N/A
Cell Phone			\$480	Cell Phone			N/A
Total Recurring			\$66,561	Total Recurring			\$45,861
Non-Recurring				Non-Recurring			
Furniture			\$900	Operating			\$13,201
Computer			\$2,047				
Duty Equipment			\$12,310				
LE Vehicle Package			\$1,934				
Total Non-Recurring			\$17,192	Total Non-Recurring			\$13,201
Total Cost			\$83,753	Total Cost			\$59,062

**14. Does the agency calculate total operational costs for each employee, like it does for officers, when estimating the cost for the employee when requesting additional employees?**

Yes, the agency does include operational cost for each employee; however, non-agent employees do not require the same amount of equipment as that of an agent.

**15. Please explain the direct and indirect pros and cons to including costs, other than only salary and fringe, when calculating total cost per employee.**

As a state agency, it is essential to operate within the guidelines of the appropriated budget. Therefore, calculating the total cost per employee will provide an accurate account for better planning and forecasting of the agency's overall budget.

(Pros) Including cost other than salary and fringe provides:

- A more accurate depiction of what it costs to hire a full-time FTE position.
- Better budget planning and allocation.
- More accurate cost prediction of each program and service.

Cons of including the cost other than salary and fringe are:

- The process of calculating the all-inclusive cost can be labor intensive.
- Time required to gather support documentation.
- Calculations cannot be used to control cost.
- May require some estimation of projected future cost.
- Impact budget planning & forecasting.

**16. Is the agency aware of other agencies that calculate total operational costs for an employee, instead of only salary and fringe when requesting additional employees? If so, please state which agencies.**



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Yes. SLED also includes operational costs in its calculation for additional employees in its budget decision packages.

**17. Whom does internal investigations in small county offices (e.g., those with less than ten employees) as it would seem employees in those offices may not be as likely to tell on each other if something is going wrong?**

All county offices- regardless of size- are subject to internal investigations conducted by the Office of Professional Responsibility (OPR) Director Jeff Harmon or OPR Investigator Melvin Warren. Both aforementioned staff members are nationally certified Internal Affairs Investigators through the Public Agency Training Council. (These are 3-year certifications.) When a concern or issue is reported by a small county office or large county office, the issue is reported to the Director by OPR. The Director has the sole discretion to authorize investigations.

Jeff Harmon has 27 years of experience with PPP. He conducts investigations in the northern part of the state. Melvin Warren is a former Major at Department of Public Safety (DPS). He has 34 years of experience at DPS, and two years of work history at PPP. He conducts investigations in the southern part of the state.

***Funding***

**18. Please state the number and type of FTE positions funded by other funds prior to January 2015 and the positions that are currently funded by other funds as indicated in slide 50 of the agency's overview presentation.**

In 2015, other funds authorization was 309 FTEs. (See attached files labeled "FTE Authorization Chart FY 2016" and "FTE Authorization Chart FY 2020.") Currently, the agency's total authorized FTEs are: 603 in state authorization and 171 in other authorization, for a total of 774 FTEs.

Slide 50 denotes that on December 14, 2020, 83 positions were filled with other funds and 626 were filled with state funds. At the time the data was extracted, the agency temporarily moved 71 FTEs from other funds to State Carry Forward Funds due to the agency's shortfall in "other" revenue collection. These FTEs were temporarily moved in an effort to make payroll. Had the agency not moved the funding, the number of filled positions at that time would have been 154 in other funds and 555 in State funds, for a total of 709 filled positions at that time. The numbers would have increased the percent in other funds from 12% to 21% and from state appropriations from 88% down to 78%.

**19. Why did the agency believe it was important to reduce the number of FTE positions funded by other funds?**

Following the successful implementation of sentencing reform, PPP has revoked fewer offenders for minor violations- such as not paying probation supervision fees- and thus, the Agency's "Other Fund" revenues have declined by 25% since 2015. During the pandemic, PPP's revenue decreased by 18%. The amount of revenue that will be received from other funds in any given fiscal year is always unknown. Working with undetermined revenue amounts can create challenges when planning expenditures.



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**20. Does the agency believe any agency FTE positions should rely on funding from other funds? If so, which ones? If not, why not?**

The agency's preference would be to have all FTEs and operating needs funded with state appropriated dollars. This is our most static and reliable funding source. The agency's other funds have continued to decline over the years.

However, the agency is charged with the task of collecting fees from offenders and is fortunate to receive a percentage of the collection fees and fines as defined in the Omnibus Crime Act. The amount of revenue that will be received from both of these sources in any given fiscal year is always uncertain. Working with uncertain revenue amounts can complicate the budget planning process as we continue to strive to provide services to offenders and the public. Some of the agency's programs are self-sufficient and operate solely on "Other Revenue" sources. Those programs include the Ignition Interlock Device Program, Sex Offender Monitoring Program and DACOR (Department Administered Court Ordered Restitution).

**21. Please briefly explain the aspects of agency operations reliant upon other funds prior to January 2015 and the aspects of agency operations currently reliant upon other funds.**

Prior to January 2015, the agency appropriations were primarily salaries and contributions. In FY 2007, the agency received funding to support the Sex Offender Monitoring program. The salary, fringe and operating budget was put into its own funded program in an effort to identify program-specific costs. The Parole Board Program included a small "other" operating budget to be used to support the Parole Board's travel expenses. Other than these two areas, the agency's overall appropriations primarily supported over half of its classified positions. The agency had to rely on other funds to support all of its other operating expenses. Between 2008 to 2010, the entire state suffered significant budget reductions, which impacted the agency's state appropriation. Subsequently, the agency received funding in FY 2011 as a result of the Sentencing Reform Act of 2010 to provide additional positions to PPP and recurring Information Technology support to implement Sentencing Reform requirements.

Currently, the agency's other operating expenditures are supported by both state appropriations and other funds revenue. However, the other funds revenue has decreased over the years as the size of our offender population has decreased. The increase in state funding over the past several years has enabled the agency to weather the unexpected changes in other funds revenue, especially during the pandemic.

**22. What aspects of operations would the agency recommend as reasonable to be reliant on other funds and which are not, and why?**

Ideally, all agency programs would be supported by stable state appropriations. At a minimum, all agency programs that impact our core mission should be supported by state dollars. Other Funds are used to support the agency's operations while reducing the cost of state appropriations. Currently, some of our programs that operate strictly and rely on "Other Revenue" sources include the aforementioned Ignition Interlock Device Program and the Sex Offender Monitoring Program.

Additionally, the cost allocation method allows the Department to rely on other funds by cost sharing expenditures in areas such as information technology, building rental, agency-wide data charges, insurance premiums, worker's compensation and miscellaneous agency-wide non-recurring expenses. The costs associated to specific mission-related activities or revenue



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can support the vehicle lease, county office overhead cost, and other associated recurring cost.

**23. Information from slide 73 of the agency overview presentation indicates the agency is receiving over \$11 million more in fiscal year 2019-20 than in fiscal year 2016-17.**

**Where is the agency spending these additional funds?**

(See the attached document titled “New Agency Funding Expenditure Chart.”)

**Accreditation**

**24. Approximately, how much did it cost the agency to become accredited, including direct costs from CALEA and internal agency costs?**

The initial direct cost to become accredited was \$16,740. Internal agency costs include the salary and fringe of the Accreditation Manager, which was \$78,281, and \$11,845 for CALEA conference registration- for a total of \$106,866. During the initial process, PPP only had one staff person. Currently, this section includes three staff members.

**25. Approximately how much does it cost annually for the agency to remain accredited, including direct costs from CALEA and internal agency costs?**

Direct annual costs consist of maintaining CALEA certification at \$5,530 per year. Internal costs include the Office of Accreditation staff salaries and fringe at \$232,038. Direct and internal costs total approximately \$237,568.

**26. What is the agency’s opinion of the pros and cons to becoming nationally accredited?**

Significant labor was involved in the initial accreditation process, and the agency underwent a necessary shift in culture and expectations. However, the pros of becoming accredited far outweigh the cons. Our accreditation process has resulted in many positive changes for the Department and has made us a better, more efficient and more professional law enforcement agency. Specific improvements that the Department has gained through accreditation include:

1. Increased consistency in practices throughout all 46 counties
2. Improved processes for dissemination of new and revised policies, to include tracking of receipt by all employees
3. Increased accountability for adhering to written directives
4. Increased transparency regarding business practices, activities, and statistical data
5. Refinement of many law enforcement processes, to include evidence/property storage
6. Continuous review of all use of force incidents, to include evaluation of appropriate utilization of force, training and equipment needs, and agent safety
7. Improved documentation of incidents involving both offenders and the public
8. Increased training for all employees
9. Written directives defining aspects of the agency and procedures that were less clearly outlined prior to accreditation
10. Clarification of our role as law enforcement officers, with emphasis on the duties, responsibilities, and hazards associated with that role
11. Pride in knowing that our agency is recognized by the national accrediting body as a professional organization that consistently adheres to the best practices in the law enforcement arena.



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Adding state-level accreditation through the South Carolina Law Enforcement Accreditation (SCLEA) has also ensured that the Department is in compliance with standards that specifically address South Carolina statutes and regulations.

**27. When agency personnel testified the agency received state accreditation, from whom did the agency receive the “state accreditation”?**

South Carolina Law Enforcement Accreditation (SCLEA) is the official South Carolina state accrediting body and is responsible for administrative tasks associated with accreditation. Standards for the program are developed from multiple sources, including South Carolina State Law, stakeholder expertise, and best business practices. The standards are designed to be attainable for all South Carolina agencies, regardless of size. Examples of other state accredited entities include the Cayce Department of Public Safety, Greenwood County Sheriff's Office, Lexington County Sheriff's Department, Lexington Medical Center Department of Public Safety, Lexington Police Department and the Spartanburg Police Department.

***Body Cameras***

**28. How many body cameras does the agency have currently?**

The agency has 220 Body Worn Cameras (BWC). Of the 220 cameras, 200 BWCs have been assigned to caseload carrying agents. The remaining 20 are utilized for replacements, special assignments, or other law enforcement events. This includes assisting other state and local law enforcement agencies with major events as a part of the Emergency Support Function. Such functions are Myrtle Beach Memorial Day, Labor Day Weekends, Statehouse Security Details, Hurricane Lane Reversal, etc.

**29. How many body cameras are necessary to ensure each individual at the agency who needs one, has one?**

An additional 175 cameras are required for Field Agents and Supervisors to be at a 1:1 ratio.

**30. How does the agency prioritize which individuals at the agency have a body camera now, since there are not enough for everyone?**

In order to maximize the documentation of each offender interaction, body worn camera (BWC) assignments were prioritized based on caseload contacts. Specialized caseload agents, including Domestic Violence Agents (27), Sex Offender Agents (53), Fugitive (2) and Field Training Officers (5) were the priority, as their field interaction/contact standards are higher than traditional caseload agents. The five Regional Directors, based on their intimate knowledge of their county offices, chose how the remaining BWCs were assigned.

***Collaboration with Other Agencies***

**31. Please explain ways in which the agency collaborates with the Department of Mental Health.**

The South Carolina Department of Mental Health (SCDMH) serves as the primary referral source for offenders exhibiting symptoms of mental illness or those court-ordered to treatment. Offenders are sent to the appropriate outpatient community mental health center



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or Morris Village for inpatient substance use treatment.

SCDMH, in 2020, provided the *LivingWorks Start* suicide prevention training to all PPP staff free of charge. There are ongoing discussions related to cross-agency training opportunities. PPP participates in Mental Health Court, where available, and both agencies work together to monitor the Not Guilty By Reason of Insanity (NGRI) population.

Since March of 2020, SCDMH and PPP have held quarterly meetings with both agency directors to continue the discussions on interagency collaboration, including the upcoming PPP specialized mental health caseload program. The program includes a component where a staff member will be shared by both agencies to assist in the assessment, referral, treatment, support court, and other elements of specialized mental health supervision. This staff member will also be a resource for other offenders in need of services.

**32. Are there any additional ways in which the agency would like to collaborate with the Department of Mental Health?**

SCDMH has had success in embedding clinician staff into law enforcement agencies. PPP could benefit from such a resource by embedding a clinician into larger county offices to provide direct services to offenders without the need for an external referral.

**33. Please explain any other areas or processes in which the agency would like to collaborate with other entities in state government.**

PPP currently collaborates with many entities in state government including State Law Enforcement Division (SLED) and the South Carolina Department of Corrections (SCDC). Our relationships are predicated upon statutory duties as well as offender, victim, and public safety needs. Therefore, we encompass a large customer base whose services support our mission. To date, we have not encountered an entity or process where collaboration has not been embraced.

**Miscellaneous**

**34. Please explain the Budget Panel the agency created to foster increased collaboration.**

The budget panel consisted of six members from a cross section of agency divisions. The panel was implemented in 2015 in an effort to more accurately account for budgetary expenditures, promote accountability and transparency to all agency cost centers, and to ensure financial integrity is maintained throughout the organization.

**35. Please provide copies of presentations the Director or others conducted internally at the agency related to the agency budget and explain the benefits of making those presentations internally.**

(See attached documents labeled “Budget Training PowerPoint” and “Projected Annual Revenue and Expenditures.”) The benefits of a regular budget presentation promotes transparency and accountability, fosters trust in the organization, and allows the department staff to know exactly what it costs to operate within their perspective areas. Once a year, the agency budget is shared agency-wide with all employees.

**36. Please explain the following about PowerDMS (i.e., policy management software):**

- a. **Initial cost to purchase; \$35,000**
- b. **Annual cost to maintain; \$9,305.28**



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c. **Aspects of the system utilized by PPP;**

The PowerDMS platform includes three modules, all of which are utilized by the Department: Policy Management, Accreditation Management, and Training Management.

- The **Policy Management Module** provides a secure repository for managing our Policy and Procedure Manual. Upon issuance by the Director, written directives are published in PowerDMS and distributed to all employees for review and acknowledgement. Employee signatures on each policy are tracked by the system. The Policy Management Module is available through the PowerDMS Mobile application, which provides instant access to all written directives via agency-issued mobile devices.
- The **Accreditation Management Module** has replaced the use of paper files for CALEA accreditation assessments by providing a streamlined electronic format for managing compliance documentation. Assessment files are assembled within the Accreditation Management Module, which connects with the Policy Management Module to allow a simplified method of uploading written directives into the files. Use of this Module has allowed CALEA to alter its process to include annual web-based reviews to verify ongoing compliance with standards.
- The **Training Management Module** allows the Training, Compliance and Professional Development Division (TCPD) to create, distribute, and track electronic training courses; keep records of trainings and certifications; track mandatory training requirements and due dates; and create tests to validate understanding of course materials. It functions as the Department's primary employee training records system. The Training Management Module has proven even more essential during the COVID-19 pandemic, providing an online method to complete mandatory trainings while adhering to social distancing guidelines.

d. **How PPP was made aware of the system;**

The Training Director researched several systems when the State of South Carolina transitioned to the South Carolina Enterprise Information System (SCEIS) system for Human Resources and Finance functions. It was clear that it was not feasible to maintain the training portion of the "Agency Management System" that was built by the PPP Information Technology section. The training portion of the SCEIS system was extremely expensive and only 3-4 agencies were interested in purchasing that particular piece. The Highway Patrol was utilizing the PowerDMS system because it was designed for law enforcement. Later, after a one-on-one tutorial, a demonstration and several conversations with the South Carolina Highway Patrol IT section, PPP made the decision to purchase the license for PowerDMS.

e. **Why and when PPP invested in the system; and**

PPP needed a learning management system (LMS) to maintain training records for staff. The PowerDMS system was designed for law enforcement and after researching other options, it was determined that PowerDMS was the right fit for PPP. Although it was not known at the time, this is the system that is mandated by CALEA for the collection of proofs. PPP originally procured PowerDMS in July 2011.

f. **Whether the system is utilized for training, etc. of Parole Board members.**

Yes.



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**37. Does the agency have a case management software? If so, please state the software utilized and the information tracked in the software.**

The case management software utilized by PPP for offender supervision is called the *Offender Management System- New EXperience in Technology*, or “OMS Next” for short. This is totally customized software that has been developed and upgraded over several years by our staff and outside companies. OMS Next tracks all offender data and offender contacts with PPP Staff. The agency would be happy to arrange a demonstration of OMS Next.

**COVID**

**38. What aspects of the agency were able to operate the same or better when employees were working virtually during COVID?**

Regarding aspects of the Department that were able to operate better when employees were working virtually, the Field Operations Division made a successful transition to a “virtual office” model for offender contacts, which involved probation agents significantly increasing home visits while decreasing office visits as they worked to determine offender compliance with conditions of supervision. This benefitted offenders by reducing the time and gas they had to use to make office visits, eliminating transportation challenges they faced trying to get to our offices, and reducing disruptions to their employment. In addition, the Administration Division continued to expand and operate the Department’s virtual/online payment system for offender fees, which increased fee collections. In addition, virtual meetings seemed to be conducted more efficiently than many of the in-person meetings held before the pandemic.

In regard to aspects of the Department that were able to operate the same when employees were working virtually during COVID, all Divisions had varying levels of success with functions that rely entirely on computer use and/or internet access, in cases where that access was already available or could be made available from a remote location. One example of these functions is how attorneys in the Office of General Counsel were able to conduct day-to-day research, drafting, and editing of pleadings for ongoing litigation. Another example was our agency receptionist, who was able to answer, direct, and or transfer all incoming calls remotely.

**39. What aspects of the agency worked better when the employees were in the office as opposed to working virtually?**

Due to the confidential nature of the information involved, many aspects of the Department’s day-to-day functioning required that employees work in the office as opposed to working virtually during COVID. Criminal Justice information is subject to strict confidentiality protocols covering both the digital use of the information and the physical location where the information may be accessed. Similarly, victim information, financial records, employee records, and information related to internal audits and investigations must be secure and handled in the Department’s central office. In the same vein, confidential offender records must be secure and handled in the Department’s county offices all across the state. All of this means that these records must be housed in secure buildings with restricted access, and that employees must refrain from removing the records for use in an unsecured location, such as a home office. The Department also runs a secure 24/7 GPS operations center based in SLED’s Fusion Center where employees track offender movement and compliance, a



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function that could not be performed virtually.

**40. Are any employees still working virtually?**

Yes. Employees who were working virtually pre-pandemic continue to do so. With some notable exceptions, such as field agents who continue to work under the virtual office model, most other employees who were working from the office have returned to the office pursuant to the return-to-work directives from the Governor's Office and the Department of Administration.

**41. Would the agency consider allowing some positions to be virtual full time or part of the time in the future?**

Yes. The Department is in the process of reviewing telecommuting request from certain individuals or sections of the agency where the employees spend a significant portion of their working time outside of a physical office. This includes parole examiners, parole investigators, and employees in the office of professional responsibility. Depending in part on anticipated guidance from the Department of Administration, PPP will soon make a decision on whether to allow those positions to be virtual full time or part time, and it will review other positions going forward.

***Future Presentations***

Please ensure the agency covers the following topics in additional detail in future agency presentations:

- Department Administered Court Ordered Restitution (slide 86 in agency overview presentation); and.
- Ignition Interlock Devices



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## Staff Positions grouped as Executive v. Administration

Included in the Department of Probation, Parole, and Pardon Services' (PPP) May 28, 2021 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's May 13, 2021, letter to PPP: "11. To help distinguish between executive functions and administration on slide 37 of the agency's overview presentation, as there is an asterisk that indicates executive includes all remaining agency FTEs, please list the positions the agency includes within "Executive" and the positions the agency includes within "Administration." This slide reflects the divisions within."

In addition to providing the information in this document, PPP provided the following response:

- This slide reflects the divisions within the organization chart. (See attached spreadsheet titled "Question 11 May 6 LOC Titles in Admin and Exec.")

## Administration Division

Organization Unit	Internal Title
TRUST ACCOUNTING	ADMIN MONITORING PROGRAM ASSISTANT
HR - CLASS & COMP	HR MANAGER I
REVENUE & GENERAL LEDGER	REVENUE ACCOUNTANT II
RECORDS MANAGEMENT SERVICES	RECORDS ANALYST II
ADMINISTRATION DIVISION	PROJECT MANAGER I
PROPERTY MGMT & WAREHOUSE	SUPPLY MGR (SENIOR)
PROPERTY MGMT & WAREHOUSE	PROCUREMENT OFFICER II (SENIOR)
INFORMATION TECHNOLOGY	NETWORK & SYSTEMS ADMINISTRATOR I
INFORMATION TECHNOLOGY	SYSTEMS PROGRAMMER/DEVELOPER III
CUSTOMER & TECHNICAL SERVICES	IT TECHNICIAN II
RECORDS MANAGEMENT SERVICES	RECORDS ANALYST III
TRUST ACCOUNTING	TRUST ACCOUNTING MANAGER
INFORMATION TECHNOLOGY	IT SECURITY SPECIALIST/ANALYST I
PROPERTY MGMT & WAREHOUSE	PROCUREMENT MANAGER I
BENEFITS	BENEFITS MANAGER
FIXED ASSET/GRANT	FIXED ASSET/GRANT ACCOUNTANT
HUMAN RESOURCES & RECORDS	DIRECTOR OF HUMAN RESOURCES & RECORDS
OFFENDER ACCOUNT REVIEW/COLLECTIONS	OFFENDER ACCOUNT REVIEW/COLLECTIONS MGR
FISCAL MANAGEMENT	ACCTG/FIS MGR II (ASST DEP DIR FOR ADMIN
TRUST ACCOUNTING	FISCAL TECH II
TRUST ACCOUNTING	ACCOUNTANT (JOURNEY I)
HR - VOLUNTEERS AND INTERNS	P & P LE MANAGER II
CUSTOMER & TECHNICAL SERVICES	IT CONSULTANT I
APPLICATION DEVELOPMENT	APPLICATION DEVELOPMENT MANAGER
HR - CLASS & COMP	HR MANAGER I
ACCOUNTING SERVICES	ACCOUNTANT
INFORMATION TECHNOLOGY	DATABASE ADMINISTRATOR II
PROCUREMENT	PROCUREMENT OFFICER III
RECRUITMENT	HR MANAGER II
ADMINISTRATION DIVISION	PROJECT ADMSTR (GRANTS)
HR - CLASS & COMP	HR MANAGER II
REVENUE & GENERAL LEDGER	REVENUE ACCOUNTANT
ACCOUNTING SERVICES	ACCOUNTING SERVICES MANAGER
ADMINISTRATION DIVISION	DEPUTY DIRECTOR FOR ADMINISTRATION
ADMINISTRATION DIVISION	ACCOUNTING/FISCAL MANAGER I (BUDGET DIR)
PAYROLL & LEAVE	PAYROLL & LEAVE MANAGER
RECRUITMENT	HR MANAGER I
CUSTOMER & TECHNICAL SERVICES	ASST. CIO (CUSTOMER & TECHNICAL SERVICES
TRUST ACCOUNTING	ADMIN MONITORING PROGRAM ASSISTANT
INFORMATION TECHNOLOGY	SYSTEMS PROGRAMMER/DEVELOPER II
ACCOUNTING SERVICES	ACCOUNTANT/FISCAL ANALYST II
OFFENDER ACCOUNT REVIEW/COLLECTIONS	OFFENDER ACCOUNT SPECIALIST
PROCUREMENT	DIR OF PROPERTY MGMT & PROCUREMENT
TRUST ACCOUNTING	TRUST ACCOUNTING SUPERVISOR
RECORDS MANAGEMENT SERVICES	RECORDS ANALYST II



PROPERTY MGMT & WAREHOUSE	PROCUREMENT OFFICER II
PROCUREMENT	PROCUREMENT MGR I
OFFENDER ACCOUNT REVIEW/COLLECTIONS	OFFENDER ACCOUNT SPECIALIST
IT - CIO	IT MANAGER II (CIO)
APPLICATION DEVELOPMENT	BUSINESS ANALYST
RECORDS MANAGEMENT SERVICES	RECORDS ANALYST II
RECRUITMENT	HUMAN RESOURCES SPECIALIST
PROPERTY MGMT	PROCUREMENT MANAGER I
IT - CIO	ADMINISTRATIVE ASSISTANT
INFORMATION TECHNOLOGY	DATABASE ADMINISTRATOR
PROPERTY MGMT & WAREHOUSE	PROGRAM ASSISTANT
INFORMATION TECHNOLOGY	NETWORK TECH II
TRUST ACCOUNTING	ADMIN MONITORING PROGRAM ASSISTANT
RECRUITMENT	HUMAN RESOURCES ASSISTANT
CUSTOMER & TECHNICAL SERVICES	IT SERVICES SPECIALIST III
CUSTOMER & TECHNICAL SERVICES	PROJECT MANAGER I
CUSTOMER & TECHNICAL SERVICES	IT TECHNICIAN III
INFORMATION TECHNOLOGY	SYSTEMS PROGRAMMER/DEVELOPER III
PROPERTY MGMT & WAREHOUSE	PROCUREMENT SPECIALIST I
CUSTOMER & TECHNICAL SERVICES	IT TECHNICIAN III

## Executive Division

Organizational Unit	Internal Title
PAROLE BOARD SUPPORT	DATA ENTRY SPECIALIST
PAROLE BOARD SUPPORT	DATA ENTRY SPECIALIST
VICTIM SERVICES	ADMINISTRATIVE ASSISTANT
INTERNAL AUDITS	INTERNAL AUDITOR
INTERNAL AUDITS	INTERNAL AUDITS MANAGER
RISK MANAGEMENT	DIRECTOR OF PRIVACY & RISK MANAGEMENT
TRAINING	TRAINING & DEV DIR II
PAROLE/PARDON INVESTIGATOR (TEAM I)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM II)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM I)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM II)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM I)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM I)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM II)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM I)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM II)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM I)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM II)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM II)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM I)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM II)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM I)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM II)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM I)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM II)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE/PARDON INVESTIGATOR (TEAM I)	OSS - PAROLE/PARDON INVESTIGATOR
PAROLE BOARD SUPPORT	PROGRAM ASSISTANT
PAROLE BOARD SUPPORT	PROGRAM ASSISTANT
CONTINUOUS IMPROVEMENT	EFFICIENCY OFFICER
PROGRAM PLANNING & DEVELOPMENT	OFFENDER SERVICES COORDINATOR
PAROLE BOARD SUPPORT	PAROLE COORDINATOR
VICTIM SERVICES	PAROLE/PARDON HEARINGS COORDINATOR
VICTIM SERVICES	PROGRAM COORDINATOR I
PAROLE BOARD SUPPORT	PROGRAM COORDINATOR I (PARDON COORD.)
RISK MANAGEMENT	RISK MANAGEMENT DATA SPECIALIST
RISK MANAGEMENT	RISK MANAGEMENT SPECIALIST
VICTIM SERVICES I	VICTIM SERVICES SUPERVISOR
PAROLE BOARD SUPPORT	MANAGER IN CHARGE OF OBSS
PAROLES, PARDONS & RELEASE SERVICES	PROGRAM COOD. II - PAROLE RELEASE COORD.
PAROLES, PARDONS & RELEASE SERVICES	PROGRAM COORD II - PAROLE RELEASE COORD
TRAINING	PROGRAM COORDINATOR II (TRAINING)
PROGRAM PLANNING & DEVELOPMENT	PROGRAM DATA ANALYST
VICTIM SERVICES II	PROJECT ADMSTR (VICTIMS)
MENTAL & BEHAVIORAL HEALTH SERVICES	REHABILITATION AND TRAINING COORDINATOR
REHABILITATIVE SERVICES	REHABILITATIVE SERVICES MANAGER
PAROLES, PARDONS & RELEASE SERVICES	RELEASE COORDINATOR
TRAINING	TRAINING COORDINATOR

[illegible]

MGR IN CHARGE-INVESTIGATE/EXAM (TEAM I)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM I)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM I)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM II)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM I)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM I)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM II)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM II)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM I)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM II)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM II)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM I)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM II)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM II)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM II)	P&P AGENT (Parole Examiner)
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM II)	P&P AGENT (Parole Examiner)
VICTIM SERVICES II	VICTIM ADVOCATE II
VICTIM SERVICES I	VICTIM ADVOCATE II
VICTIM SERVICES II	VICTIM ADVOCATE II
VICTIM SERVICES II	VICTIM ADVOCATE II
DOMESTIC VIOLENCE PROGRAM	DV SUPERVISOR
DOMESTIC VIOLENCE PROGRAM	DV SUPERVISOR
DOMESTIC VIOLENCE PROGRAM	DV SUPERVISOR
DOMESTIC VIOLENCE PROGRAM	DV SUPERVISOR
DOMESTIC VIOLENCE PROGRAM	DV SUPERVISOR
TRAINING	FIELD TRAINING OFFICER
TRAINING	FIELD TRAINING OFFICER
TRAINING	FIELD TRAINING OFFICER
TRAINING	FIELD TRAINING OFFICER
TRAINING	FIELD TRAINING OFFICER
PAROLE/PARDON INVESTIGATOR (TEAM II)	PAROLE/PARDON INVESTIGATOR SUPERVISOR
PAROLE/PARDON INVESTIGATOR (TEAM I)	PAROLE/PARDON INVESTIGATOR SUPERVISOR
RISK MANAGEMENT	RISK MANAGEMENT SPECIALIST
DOMESTIC VIOLENCE PROGRAM	DV MANAGER
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM II)	MANAGER IN CHARGE - MEDIUM
MGR IN CHARGE-INVESTIGATE/EXAM (TEAM I)	MANAGER IN CHARGE - MEDIUM
TRAINING	P&P LE MANAGER II (TRAINING)
CONTINUOUS IMPROVEMENT	QUALITY ASSURANCE COMPLIANCE OFFICER
RISK MANAGEMENT	RISK MANAGEMENT SUPERVISOR
TRAINING	P&P LE MANAGER III (TRAINING INSTRUCTOR)
DEPT OF PROB, PAROLE & PARDON	AGENCY DIRECTOR
CHIEF DEPUTY DIRECTOR	CHIEF DEPUTY DIRECTOR
DIRECTOR'S OFFICE ADMIN	ADMINISTRATIVE COORDINATOR
DIRECTOR'S OFFICE ADMIN	ADMIN ASST III
DIRECTOR'S OFFICE ADMIN	PROGRAM ASSISTANT
DIRECTOR'S OFFICE ADMIN	ADMINISTRATIVE SPECIALIST II

## Succession Plan Guidelines, Definitions, and Obstacles

Included in the Department of Probation, Parole, and Pardon Services' (PPP) May 28, 2021 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's May 13, 2021, letter to PPP: "12. Please provide a copy of the agency Succession Planning Guideline."

In addition to providing the information in this document, PPP provided the following response:

- (See the attached document titled, "Succession Plan Guidelines, Definitions and Obstacles.")



# 4

## Concepts

Definition of Succession Planning

Knowledge Management Key Terms

Obstacles to Knowledge Management

## Succession Planning Defined

A deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement.

- Ensures that employees are recruited and developed to fill each key role.
- Ensures that we operate effectively when individuals in critical roles leave.
- May be used for managerial positions or unique or hard-to-fill roles.
- Align bench strength for replacing critical roles.
  - The organization's preparedness to replace departing staff in critical roles.
  - People who are ready to step into a role with seamless transition.

*"Succession Planning: Preparing for the Future."* Handout. Retirement System Investment Commission. Columbia, SC. n.d. Print.

# Knowledge Management Key Terms

**Explicit Knowledge:** knowledge that is easily documented. Examples include policies, procedures, SOPs, flowcharts, and training manuals.

**Implicit Knowledge/Tacit Knowledge:** knowledge gained through experience that cannot be easily documented. Examples include mentoring, cross-training, and storytelling.

**Knowledge Management (KM):** the process of creating, acquiring, sharing and managing knowledge.

**Knowledge Retention:** the process of documenting both explicit and implicit knowledge contained within an organization.

**Knowledge Transfer:** the implementation of a process to facilitate sharing of knowledge among employees.

**Mentoring:** a process in which experienced employees provide assistance to less experienced employees allowing these less experienced employees access to their knowledge.

**Cross-Training:** to train to be proficient at different, usually related, skills, tasks, or jobs.

**Job Rotation:** the practice of moving employees between different tasks to promote experience and variety.

**Backup:** help or support; a person who can be called upon if necessary; a reserve.

**Storytelling:** having employees present narratives of situations they have faced over some period of time which enables fellow employees share the lessons learned from a real-life scenario.

**Knowledge Directory:** identifying the knowledge held by employees. Examples include identifying employees who speak other languages or hold certifications in areas that may benefit the agency.

*"Knowledge Management: A Guide to Capturing and Using the Knowledge of Your Employees."*  
Handout. SC Budget and Control Board, Human Resources Division. Columbia, SC. n.d. Print.

## Knowledge Management (KM) Obstacles

**Lack of Time:** This is perhaps the most often cited reason agencies are unable to implement a KM process. First, don't tackle everything at once. Break the KM process into small chunks which will allow employees to work and finish tasks quickly. Second, spread the work around. A single process assigned to each person will have little impact on an employee's workload. Finally, focus on the time that will be saved once a KM process is in place. With a successful KM process in place, employees will have access to information faster and easier which should save time.

**Lack of Resources:** Lack of resources may mean lack of people to implement and take part in a KM process or lack of physical resources necessary to record and retrieve knowledge. Lack of personnel really translates into lack of time and can be addressed using the techniques described above. A lack of resources may also mean there are limited options available to provide incentives to employees to participate in KM efforts. If this is the case, non-monetary incentives such as employee recognition, praise, and increased job opportunities can be used.

**Hoarding of Knowledge:** This is perhaps the hardest obstacle to address. Some employees are compelled to jealously protect the knowledge they hold because they believe it provides them some power or job protection. Depending on how entrenched this belief is for your employees, you may have to address this as a broader cultural issue before you can move forward. It is important to stress all of the benefits of KM, particularly those that benefit the employee, such as: opportunities to improve processes; the chance to be rewarded for sharing knowledge; reduction in training time for new employees; a chance to share their wisdom. Along with explaining the benefits of a KM process, it is important to make sure everyone knows they are expected to participate in this process as part of their normal job duties.

**Lack of Trust:** Like knowledge hoarding, this particular obstacle may require that extensive cultural changes be undertaken. Employees have to feel confident that an agency is not documenting the knowledge they hold just to make it easier to terminate them. Employees also have to feel comfortable sharing experiences without being made to feel incompetent or threatened. Finally, agencies have to ensure that employees are aware of their impact on the agency's success as they share their knowledge and participate in the KM process.

**Lack of Support for the KM Process:** As stated previously, without the support of all levels within an organization, it is nearly impossible for an initiative to be successful. It's important to address each of the obstacles mentioned above with agency leadership and gain full buy-in before rolling out a KM process.

*"Knowledge Management: A Guide to Capturing and Using the Knowledge of Your Employees."*  
Handout. SC Budget and Control Board, Human Resources Division. Columbia, SC. n.d. Print.

## FTE Authorization Chart FY 2016 and FY 2020

Included in the Department of Probation, Parole, and Pardon Services' (PPP) May 28, 2021 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's May 13, 2021, letter to PPP: "18. Please state the number and type of FTE positions funded by other funds prior to January 2015 and the positions that are currently funded by other funds as indicated in slide 50 of the agency's overview presentation."

In addition to providing the information in this document, PPP provided the following response:

- In 2015, other funds authorization was 309 FTEs. (See attached files labeled "FTE Authorization Chart FY 2016" and "FTE Authorization Chart FY 2020.") Currently, the agency's total authorized FTEs are: 603 in state authorization and 171 in other authorization, for a total of 774 FTEs.
- Slide 50 denotes that on December 14, 2020, 83 positions were filled with other funds and 626 were filled with state funds. At the time the data was extracted, the agency temporarily moved 71 FTEs from other funds to State Carry Forward Funds due to the agency's shortfall in "other" revenue collection. These FTEs were temporarily moved in an effort to make payroll. Had the agency not moved the funding, the number of filled positions at that time would have been 154 in other funds and 555 in State funds, for a total of 709 filled positions at that time. The numbers would have increased the percent in other funds from 12% to 21% and from state appropriations from 88% down to 78%.





## S.C. Department of Probation, Parole & Pardon Services

### FY 2015-16 FTE Information

	Authorized FTE's			Filled FTE's			Vacancies		
Program	State	Other	Program Total	State	Other	Program Total	State	Other	Program Total
Administration	20	14	34	20	12	32		2	2
Offender Supervision	256	278	534	213	262	475	43	16	59
Sex Offender Monitoring	54	0	54	53	0	53	1	0	1
Sentencing Reform	52	0	52	51	0	51	1	0	1
Re-entry Centers	0	6	6	0	4	4		2	2
Parole Board Operations	9	11	20	9	11	20			0
<b>Agency Total</b>	<b>391</b>	<b>309</b>	<b>700</b>	<b>346</b>	<b>289</b>	<b>635</b>	<b>45</b>	<b>20</b>	<b>65</b>

**Note:**

*As of December 31, 2014: Forty-eight (48) positions are being actively recruited (29 C-1 agents and 19 non-agents) of the sixty-five (65) vacancies. The number of staff employed at SCDPPPS has remained fairly stagnant due to recruitment and retention challenges. Agency turnover rates remain at about 11%. At this time, SCDPPPS does not request deletions of FTE's.*



# S.C. Department of Probation, Parole & Pardon Services

## FY 2019-20 FTE Information

Program	Authorized FTE's			Filled FTE's				Vacancies		
	State	Other	Program Total	State	Other	Federal	Program Total	State	Other	Program Total
Administration	21	34	55	17	25	0	42	4	1	5
Offender Supervision	446	116	562	441.5	99.5	0	541	39.75	8	47.75
Sex Offender Monitoring	54	0	54	51.5	1	0	52.5	4.25	0	4.25
Sentencing Reform	52	0	52	25.5	3	0	28.5	2	0	2
Re-entry Programs	0	6	6	3	4	0	7	0	0	0
Parole Board Operations	30	15	45	28	13	0	41	1	2	3
<b>Agency FTE Total</b>	<b>603</b>	<b>171</b>	<b>774</b>	<b>566.5</b>	<b>145.5</b>	<b>0</b>	<b>712</b>	<b>51</b>	<b>11</b>	<b>62</b>
Temporary Employees				3.2	6	0.8	10			
Parole Board			0	6	0	0	6			
<b>Agency Employee Total</b>	<b>603</b>	<b>171</b>	<b>774</b>	<b>575.7</b>	<b>151.5</b>	<b>0.8</b>	<b>728</b>	<b>51</b>	<b>11</b>	<b>62</b>

## New Agency Funding Expenditure Chart

Included in the Department of Probation, Parole, and Pardon Services' (PPP) May 28, 2021 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's May 13, 2021, letter to PPP: "23. Information from slide 73 of the agency overview presentation indicates the agency is receiving over \$11 million more in fiscal year 2019-20 than in fiscal year 2016-17. Where is the agency spending these additional funds?"

In addition to providing the information in this document, PPP provided the following response:

- (See the attached document titled "New Agency Funding Expenditure Chart.")

**#23. Information from slide 73 of the agency overview presentation indicates the agency is receiving over 11 million more in FY 2019-20 than in Fiscal year 2016-17. Where is the agency spending these additional funds?**

<b>1 Realignment and Increase of Offender Supervision Program</b>	<b>8,051,834</b>
<b>2 Re-Entry Facilities Closed</b>	<b>(432,190)</b>
<b>3 Expansion of Offender Supervision Specialist &amp; Pre Parole Investigation</b>	<b>953,913</b>
<b>4 Increase to Sex Offender Monitoring Program</b>	<b>913,937</b>
<b>5 Increase to Vehicle Support Plan</b>	<b>1,483,951</b>
<b>6 Federal Smart Probation Grant in FY 17. Unavailable in FY 20</b>	<b>(248,768)</b>
<b>7 One time funds for Offender Training spent in FY 17/unavailable in FY 20</b>	<b>(33,208)</b>
<b>8 Increase in personnel expenditures along with an increase in Employer Contributions.</b>	<b>484,258</b>
<b>Total Agency Increases from FY 17 to FY 20</b>	<b>11,173,727</b>

## Budget Training PowerPoint

Included in the Department of Probation, Parole, and Pardon Services' (PPP) May 28, 2021 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's May 13, 2021, letter to PPP: "35. Please provide copies of presentations the Director or others conducted internally at the agency related to the agency budget and explain the benefits of making those presentations internally."

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- (See attached documents labeled "Budget Training PowerPoint" and "Projected Annual Revenue and Expenditures.") The benefits of a regular budget presentation promotes transparency and accountability, fosters trust in the organization, and allows the department staff to know exactly what it costs to operate within their perspective areas. Once a year, the agency budget is shared agency-wide with all employees.



Budget Training For New  
Managers  
Given by Virginia Camp





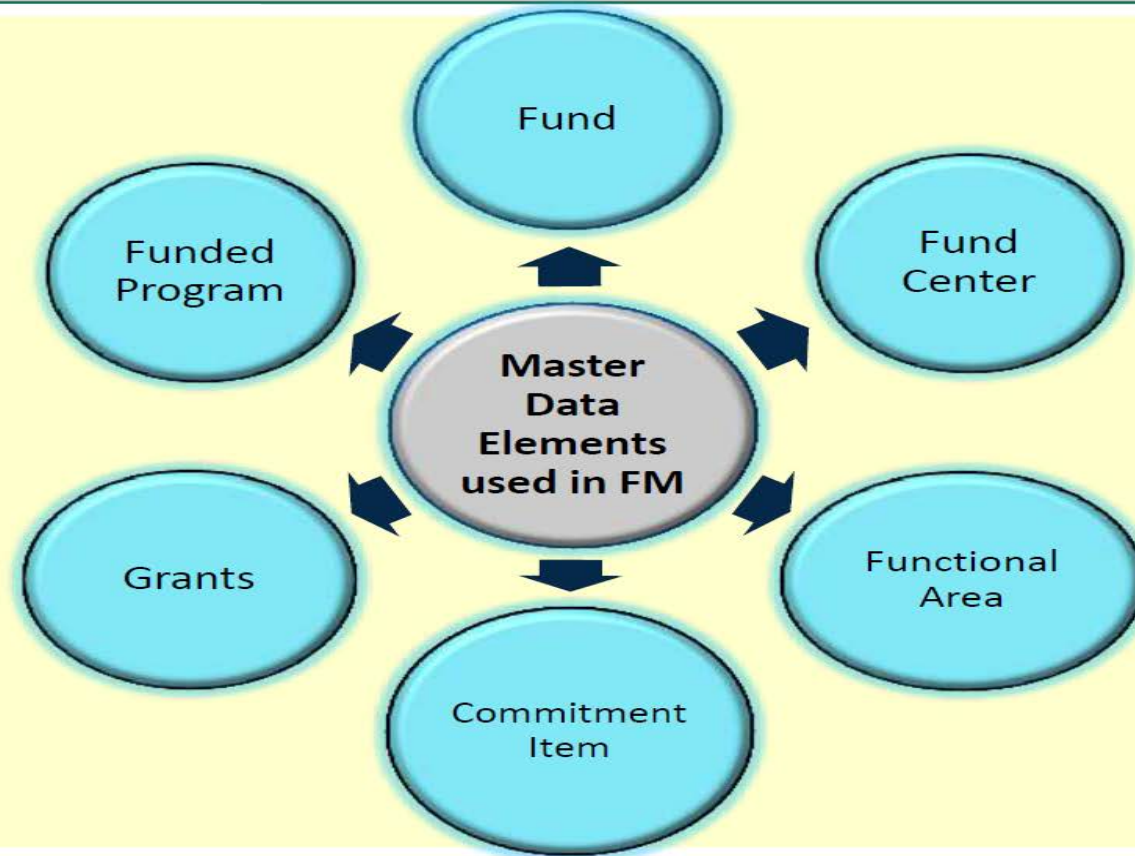
# Objective

- Recognize and understand the use of Functional Area
- Recognize and understand the use of Funds Center
- Recognize and understand the use of Commitment
- Item
- Recognize and understand the use of Funds
- Run report in (ZFMBUD) Budget Reconciliation Report



# Funds Management Master Data

## Funds Management Master Data





# Fund

## Fund



---

A self-balancing set of accounts for specific activities.

---

A complete set of books can be created for each fund.

---

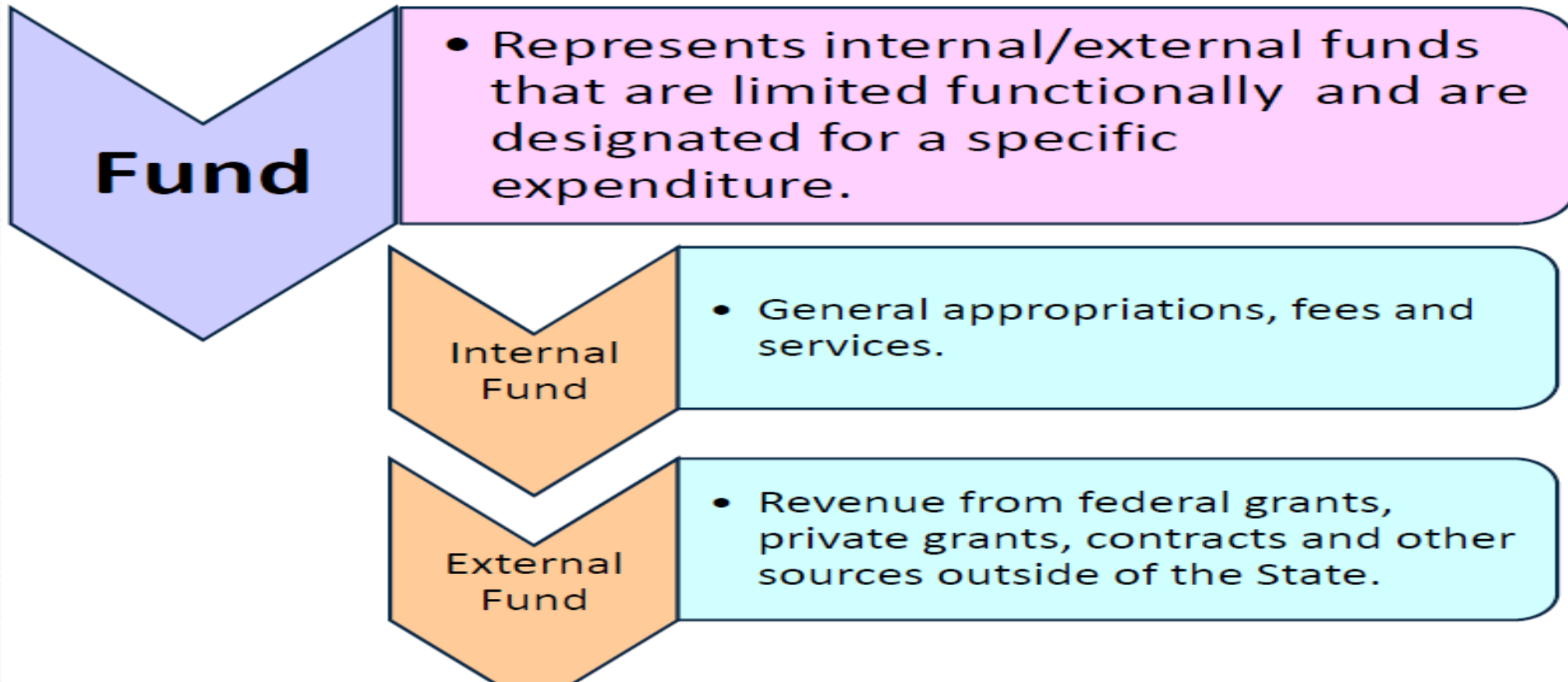
Used for tracking, controlling and reporting on available financial resources.

---

A full set of financial statements is possible for each fund.

# Fund

## Fund





# Fund

## Fund



Internal  
Fund

- **General State Fund - 10010000**

External Fund

- **Federal Fund – 50550000**

# Fund Description

- General Fund -10010000
- 

## Other Funds

- 30350000- Operating Revenue
- 32690000- Supervised Furlough Revenue
- 39480000- Omnibus Crime Act

## Restricted Revenue

- 32730000 – DACOR – Admin Fee
- 34650000 – Sex Offender Monitoring
- 34L80000 – Ignition Interlock

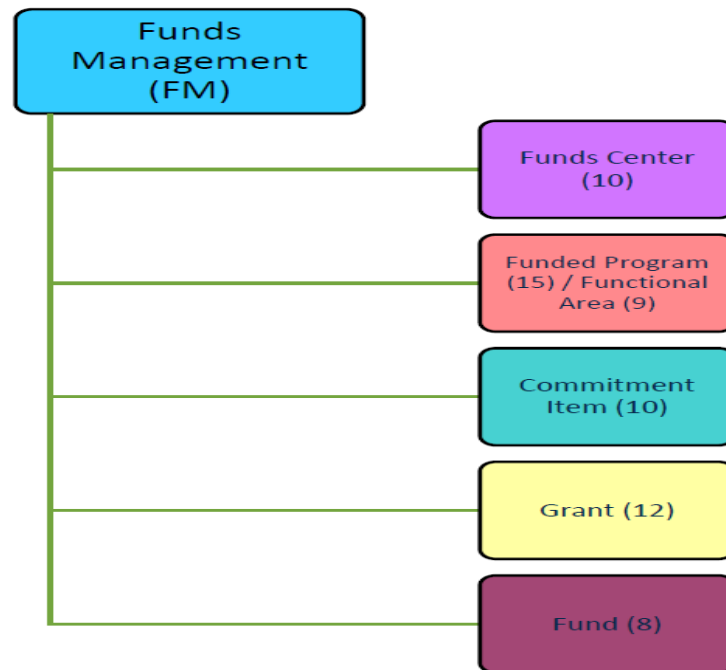
## Federal Fund

- 50550000



# SCEIS FM Data Structure & Integration

## SCEIS FM Data Structure & Integration



# Fund Category & Number range

## Fund Category and Number Range



Fund Category	Number Range
General Fund Expenditure	<b>1</b> 00000000-199999999
General Fund Revenue	<b>2</b> 00000000-299999999
Earmarked Fund	<b>3</b> 00000000-399999999
Restricted Fund	<b>4</b> 00000000-499999999
Federal Fund	<b>5</b> 00000000-599999999

First number indicates Fund Category



# Fund Center or Cost Center

## Fund Center



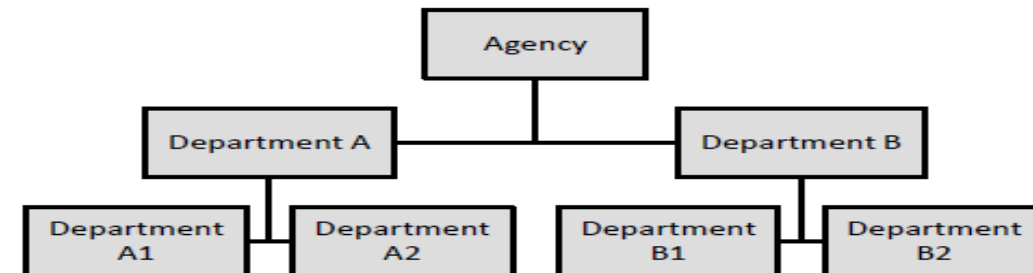
### Fund Centers

Represent organizational units for which budgets are created.

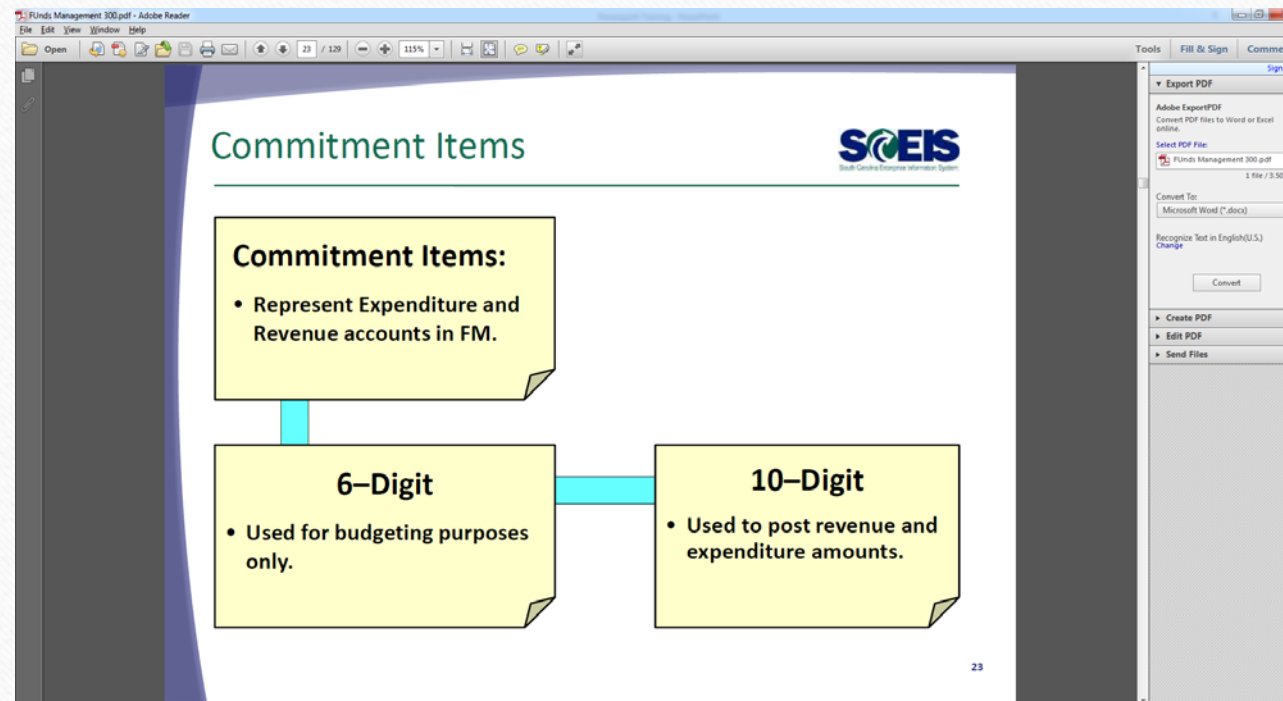
Are arranged in hierarchies with the Agency represented at the top level.

Are assigned to a manager for tracking their budget activity for their area or department.

Are the equivalent of a cost center in the Controlling module.

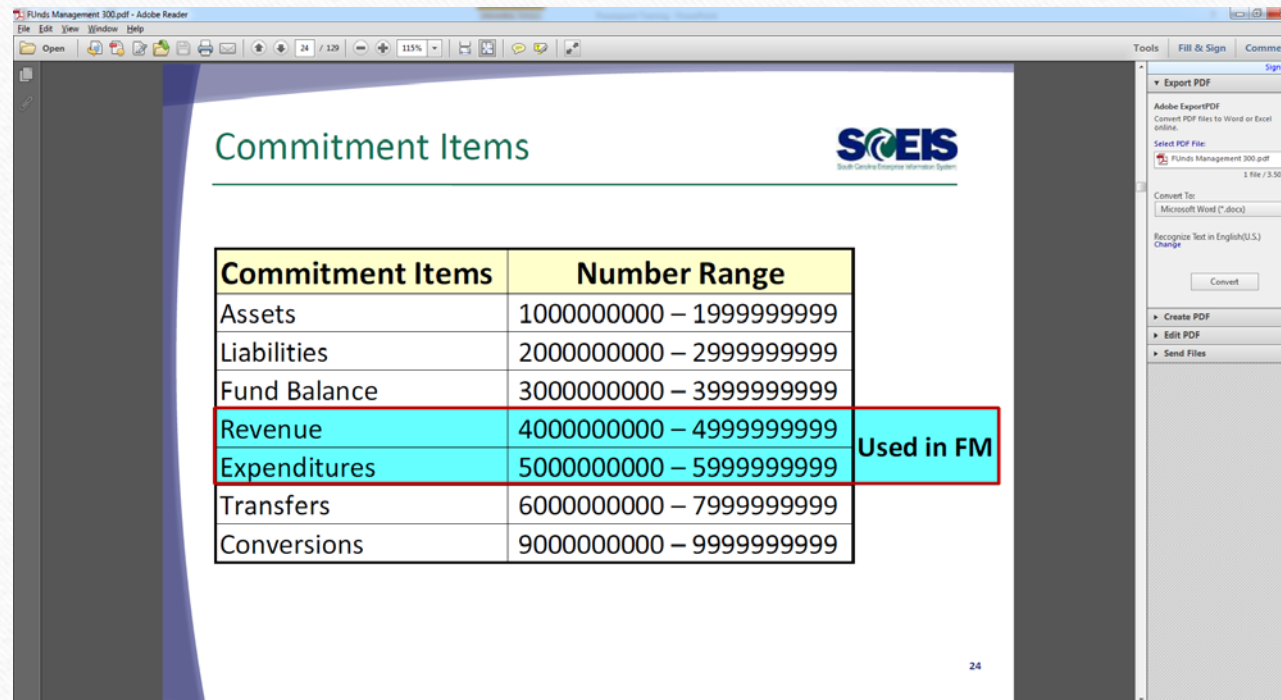


# Commitment items/General Ledger Code





# Commitment Item



Commitment Items

SOEIS  
South Omaha Enterprise Information System

Commitment Items	Number Range
Assets	1000000000 – 1999999999
Liabilities	2000000000 – 2999999999
Fund Balance	3000000000 – 3999999999
Revenue	4000000000 – 4999999999
Expenditures	5000000000 – 5999999999
Transfers	6000000000 – 7999999999
Conversions	9000000000 – 9999999999

Used in FM

24

# FREQUENTLY USED BUDGET (EXPENDITURE) CODES

- What is Budget? Budget is comprised of State Appropriations and Budget Authorization (Other Funds)
- State Appropriation is given to the agency is whole.
- To spend the Budget Authorization amount the agency must collect the revenue or have the cash in the bank.

## Personal Service:

- 501014 Executive Director
- 501058 Classified Positions
- 501060 Unclassified Positions
- 501070 Other Personal Service
- 501047 Parole Board

## Employer Contributions:

- 513000 Employer Contributions

## Other Operating:

- 512001 Other Operating (with sub categories and examples)
- 502000 Contractual Services: Maintenance
- 503000 Supplies : Office Supplies, Printing ie 5030010000 –Office Supplies 5030030000 Printing
- 504000 Fixed Charges: Leases, Dues
- 505000 Travel: Conferences, Mileage, Meals
- 506000 Assets: Car Purchases, Equipment over 5K

## Debt Service:

- 508000 Debt Service

## Public Assistance Payments (for offenders):

- 511000 Case Services



# Functional Area

- Used in FM to group budgeting and accounting activities by their functions.

## Functional Area



## Functional Area Code

**F030\_AA00**

Business Area

Functional Area
















# ZFMBUD – Budget Reconciliation report

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# ZFMBUD –Transaction

## State of SC Agency Report: Selection

			Variation		Output Parameters...		Data Source...		Extract Parameters...		Reports...
Fiscal Year - FI Period											
Fiscal Year		2016									
Period		16									
Agency Level Details											
Grant											
Or value(s)			to								
Fund											
Or value(s)		39480000	to								
Funds Center											
Or value(s)		N080AAS010	to								
Commitment Item											
Or value(s)		500000000000	to	5999999999							
Functional Area											
Or value(s)			to								
Funded Program											
Or value(s)			to								

# Agency Report

## Bud Vs. Actual - Funded Programs

State of SC Agency Report

Date: 03/29/2016

Page: 1 / 1



### Reports

- Bud Vs. Actual - Funded Programs
- Bud Vs. Actual - Fund Centers

Fiscal Year

2016, Period, 9

Fund/Group

10010000,303500

Functional Area/Group \*

Funded Program/Group

\*

Year of Cash Effectivity

Fund Center / CmmtItem	tem	Current Budget	MTD Expenses	YTD Expenditure	Encumbrances	Remaining Balan
5020090000	TELEPHONE & TELEGRAPH		37.00	344.21		344.21-
5020090004	STATE- LG DIST T&T		1.56	2.91		2.91-
5020110001	DATA TRANS LINE-FAX		24.62	222.36		222.36-
5020120000	CELLULAR PHONE SVCS		329.00	1,634.57	450.34	2,084.91-
5021330000	CONTR-GOVT/NONPRFIT			64,508.51		64,508.51-
5030010000	OFFICE SUPPLIES		2.24	525.11		525.11-
5031030000	"MAINT, PARTS, PAINT			5.69		5.69-
5032410000	MED/SCIENT/LAB SUPP			1.46		1.46-
5033990000	OTHER SUPPLIES			104.17		104.17-
5040050000	RENTAL-CONT RENT PMT				837.00	837.00-
5040070000	RENT-ST OWNED R PROP			508,642.70		508,642.70-
5041020000	FEES AND FINES			68.75		68.75-
5050010000	IN ST-MEALS-NON-REP			59.00		59.00-
5050070000	IN ST-REGISTR FEES			130.00		130.00-
5051540000	LEASED CAR-ST OWNED		186.71	1,699.48		1,699.48-
512001	OTHER OPERATING	610,202.60				610,202.60-
* FdsCtr/CmmtItem		610,202.60	581.13	577,948.92	1,287.34	30,966.34

### Variation: Characteristics

- Functional Area
- Fund
- Funds Center
- Grant
- Funded Program

### Variation: Fund

- \* Fund
- 30350000 OPERATING REVENUE
- 39480000 OMNIBUS CRIM ACT1985





## Projected Annual Revenue and Expenditures

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**FY 21 SC PPP Projected Expenditures and Revenue**  
**Personnel/EC Expenditures thru 2/16. Operating/CS thru 1/31.**

	1		2	3	4	5	6	7	8	9
	State Funds		State Carryforward	Operating Revenue	Supervised Furlough Revenue	Dacor - Adm Fee	Sex Offender Monitoring	Ignition Interlock	Omnibus Crime Act	Total Funds
<b>Fund</b>	<b>10010000</b>		<b>10010021</b>	<b>30350000</b>	<b>32690000</b>	<b>32730000</b>	<b>34650000</b>	<b>34L80000</b>	<b>39480000</b>	
<b>Brght Forward Bal</b>	-		3,233,523	789,594	283,669	525,063	107,559	539,742	390,034	5,869,184
<b>Revenues</b>				3,321,945	532,771	681,101	148,317	358,850	5,982,214	11,025,198
<b>or Budget</b>	45,167,062									45,167,062
<b>Available Funding</b>	45,167,062		3,233,523	4,111,539	816,440	1,206,164	255,876	898,592	6,372,248	62,061,444
<b>Expenditures</b>	(43,395,063)	1	(3,082,591)	(4,896,418)	(753,225)	(1,130,790)	(161,631)	(510,890)	(6,719,304)	(60,649,912)
<b>Adjustment</b>										
<b>Ending Balance</b>	<b>1,771,999</b>		<b>150,932</b>	<b>(784,879)</b>	<b>63,215</b>	<b>75,374</b>	<b>94,245</b>	<b>387,702</b>	<b>(347,056)</b>	<b>1,411,532</b>
DACOR 32730000										(75,374)
Sex Off Mon 34650000										(94,245)
Ign Inter 34L80000										(387,702)
<b>Available Funding</b>	<b>1,771,999</b>		<b>150,932</b>	<b>(784,879)</b>	<b>63,215</b>				<b>(347,056)</b>	<b>854,211</b>

1 Not included in State Funds is Proviso budget/expenditures for Alston Wilkes and Offender Job Training