

FY 2013

ACCOUNTABILITY REPORT



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

**KELA EVANS THOMAS
DIRECTOR**

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Section I – Executive Summary

The South Carolina Department of Probation, Parole, and Pardon Services (SCDPPPS) has had a very productive year. The Department provided community supervision to an average daily population of 47,529 jurisdictional offenders. With the implementation of evidence-based practices, new supervision strategies, and enhanced partnerships these notable results were accomplished. Concerted efforts were made to continue to provide essential services in support of the Department’s mission and related public safety initiatives. To provide these services, the Department works in close collaboration with local, state, and federal agencies, non-profit organizations, the Legislature, the Governor and her staff to achieve the following goals:

- Leadership and Professional Development
- Cyber Security Enhancements and Training for All Staff
- Officer Safety and Security Improvements
- Recruitment and Retention Strategies for All Staff; and
- Strengthening our Community Partnerships.

Department’s Mission Statement

The mission of the South Carolina Department of Probation, Parole and Pardon Services is to:

- ***Prepare*** offenders under our supervision toward becoming productive members of the community;
- ***Provide*** assistance to the victims of crimes, the courts and the Parole Board; and to
- ***Protect*** public trust and safety.

Department’s Vision

Our vision is to be recognized nationally as a catalyst for positive change in the lives of offenders, a force for public safety, a leader in victim services, and a responsible steward of public funds.

Department’s Values

- Honesty and Integrity
- Dignity and Respect
- Diversity and Equal Opportunity
- Openness and Teamwork
- Innovation and Performance Excellence
- Accountability

Department’s Diversity Statement

The South Carolina Department of Probation, Parole and Pardon Services (PPP) values and embraces the uniqueness of its employees and customers. In an effort to foster an organizational culture of acceptance and inclusiveness, PPP commits itself to empowering all employees to express their experiences and perspectives in a safe and mutually respectful environment. To generate enthusiasm in reaching organizational benchmarks of productivity and performance, PPP supports training and development processes that promote an environment conducive to interaction and the exchange of ideas, thereby building a foundation of cultural competency.

Major Achievements in FY 2013

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

- Completed 17,633 Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) risk/needs assessments.
- Received \$238,315.15 in pass-through grant funding for the Justice Reinvestment Initiative to develop and implement evidence-based sanctions and incentives matrices.
- Awarded \$500,000 by the Bureau of Justice Assistance to implement a SMART Probation program to provide intense leadership training for front-line managers.
- Received a Justice Assistance Grant (JAG) in the amount of \$328,500 to automate the agency's records and forms management system.
- Instituted a Hiring Practices Taskforce to review practices and policies to implement an Evidence-Based Practices (EBP) approach to recruitment and hiring process.
- Facilitated the first Leadership Development class for staff.
- Conducted over 2,000 Parole Hearings where COMPAS was used as a supporting tool for the Parole Board.
- Disbursed \$5,480,376 to victims of crime. This is a total disbursement of \$87,465,791 in restitution payments to victims since FY 1999.
- Monitored 971 participants in the Ignition Interlock Device Program.
- GPS Operations Center (GOC) processed more than 102,234 tracking alert messages.
- Supervised 1,225 sex registry offenders at the end of the fiscal year. Of these, 934 were actively supervised for a sex offense and 704 participated in treatment.
- Participated in seven hurricanes, natural disaster and hazmat exercises and in three special operation security details with multiple agencies.
- Offenders contributed 189,915.67 hours of public service work. Calculated minimum wage of \$7.25 per hour, contributes \$1,376,888.61 worth of labor to the state.
- Submitted arrearage accounts to SC Department of Revenue through the Setoff Debt Program and collected \$317,182.03.
- Coordinated the transfer of 797 offenders to other states and processed 1,573 of offenders into South Carolina.

- Granted 337,010 days of Compliance Credits for offenders to be removed from supervision prior to their original supervision end date.
- Convened an Administrative Hearings Taskforce to review the violations process in terms of administrative sanctions and the role of Administrative Hearing Officers.
- S.P.I.C.E. program saw 147 participants; of that number 48 were paroled to S.P.I.C.E. We continue to have a 95% community success rate.
- Presented at the Summit of Effective Responses to Violations of Probation and Parole Supervision in New Orleans, Louisiana.
- Job Titles/Classification Codes Team was assembled to align current job titles /codes and pay bands for C-1 personnel to those used by other law enforcement agencies.
- Established a Cyber Security Task Force to view, create and implement security policies, procedures and practices to facilitate compliance with state guidelines. Developed Cybervetting Guidelines and standard operating procedures for new hires.

Key Strategic Goals for Present and Future Years

- To develop and implement practices, programs, and strategies that are evidence-based
- To enhance community outreach
- To focus on leadership development and excellence
- To deliver quality services to our customers and stakeholders
- To optimize our financial resources and to be fiscally responsible
- To provide for organizational growth and a qualified workforce

Key Strategic Challenges

The Executive Management Team (EMT) will continue to identify ways to preserve mission-critical services concurrent with implementing necessary protocols and practices, while preserving human resources. Key challenge included:

- Providing statewide public safety
- Maintaining responsive offender supervision standards, to accomplish diverse demands
- Maximizing community partnerships
- Enhancing offender success
- Filling critical-need positions
- Retention of staff

How is the accountability report used to improve organizational performance?

The Accountability Report is a vital tool that serves as an annual assessment for measuring the internal and external organizational performances. The Report is accessible via the Department's website. It is a principal vehicle for aligning goals and objectives in relation to the Department's strategic planning and integrated performance review processes.

Section II – Organizational Profile

The Executive Management Team is comprised of the Department’s Director, Deputy Directors of Administration, Field Operations, and Paroles and Pardons. Together, they are the primary entity that guides the Department’s policy and decision making. The Department is directed by Kela E. Thomas who was appointed by Governor Nikki Haley in 2011 and serves as a member of her Cabinet. Mrs. Thomas has overall responsibility for the Department, supervises all staff functions, and ensures that all policies and procedures are followed. The Director's Office includes the Offices of Executive Programs and External Affairs. The Department is comprised of three divisions: Field Operations, Administrative Services, and Paroles and Pardons. Each section with these divisions all serve to support the mission of the Department.

The Department is the third largest state law enforcement agency in South Carolina. It is charged with the community supervision of offenders placed on probation by the Court and paroled by the State Board of Paroles and Pardons, as well as those on Youthful Offender Release from the South Carolina Department of Corrections. Offenders are supervised according to a wide range of strategies that are designed to give them the opportunity to succeed while protecting community safety.

Key Customer Groups, Key Services and Key Service Requirements

Table A-2 and A-3 illustrates a sampling of key customers, services and modalities of delivery.

**Table A-1
Key Services and How They are Delivered**

Key Services	Method Delivered
Director’s Office	The Office of Executive Programs serves as the Department’s liaison to the community, state government, and other local agencies and coalitions. This is accomplished through the Speaker’s Bureau, career fairs, civic meetings, and workshops. Victim Services staff ensure that notifications of Board Hearings, Board administrative support, and payments of victim restitution is dispersed. The Office of External Affairs serves as the central point of contact for all media and other public information requests. Public information is circulated through the website and media releases.
Field Operations	Field Agents monitor offender’s adjustment according to level of supervision, standards, and evidence-based practices. Designated Agents provide augmentation for special operations and events: Governor’s Open House Holiday, Martin Luther King Day, Myrtle Beach and Memorial Day Bike Festival. In addition, assistance is provided for security, traffic evacuation, and support during natural and man-made disasters. IID’s are monitored for compliance. Research and Evaluation Analysts coordinate research and data management projects through the use of statistical models for short-term and long-term processes and program evaluations.
Administration	The Office of Fiscal and Materials Management is responsible for the pay out of victim restitution and collection of debt set-off. This section also prepares reports for dissemination to the Legislature and other concerned entities. The Human Resources office apprises staff of state guidelines and policies via email; administers the reading comprehension tests for potential employees. The Strategic Development and Information Technology section utilizes the Department’s network to deliver data, safety protocols and other information.
Paroles and Pardons	The Office of General Counsel represents the Department in all legal matters, distributes written case updates or legislation affecting the Department via e-mails and interactive annual Legals update for C-1 staff. The Office of Internal Audit conducts audit of fiscal policy compliance and provide feedback to internal stakeholders regarding audit results. Parole case summaries are downloaded to each Parole Board member’s iPad prior to hearings. The Administrative Hearings section offers annual training.

Table A-2

Section	Key Customers	Key Services
Field Operations	Offenders, Law Enforcement, General Public; Employees, Victims	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation
Interstate Compact	Offenders, Employees, General Public, All Law Enforcement entities	Timely and accurate processing of Interstate Compact requests; correspondence; special case inquiries; assistance requests
Special Operations	Employees; Other Law Enforcement entities, Federal and State Agencies	Special operations training; fugitive apprehension and extraditions, safety and emergency planning; program and maintain 800Mhz radio, safety training (firearms, defensive tactics, arrest scenario)
Victim Services	Victims; other Criminal Justice Agencies, Employees	Correspondence and other communications; documentation in support of parole hearings, victim awareness training
Field Programs	Employees; Law Enforcement Federal, State, and Local Agencies	Supervision technology (EM, GPS, Field Search), specialized supervision, compliance monitoring, creation of community resources, and offender sanctions
Office of General Counsel	Employees, Judiciary, Legislature & Attorneys, General Public; Offenders	Training; legal advisement and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence
Office of Internal Audit	EMT, Divisional Managers, staff Offenders, General Public	Assure adherence to Agency and State fiscal policy, regulation and laws; provide feedback to management and staff for quality improvement; indicate training needs
Hearings Section	Employees, Board of Parole and Pardons, Judiciary, Offenders, SCDC	Training; Continuation Orders; Administrative Sanctions; Detailed summaries; Revocation findings; Hearings; Revocation Orders; Ignition Interlock Appeals, Case Inquiry Responses & Correspondence
Parole Board Support Services	Parole Board, Attorneys, Current and Former Offenders	Parole and Pardon Case Coordination; Support to Board of Pardons & Pardons; detailed summaries, investigation reports, recommendation requests, training, video site coverage, notification of hearing results, interviews with inmates, releases; respond to inquiries and correspondence; Provide hearing notification
Executive Programs	EMT, Employees, General Public, Federal, State, and Local Agencies	Strategic planning; division support; annual reporting and implementation; program facilitation; performance improvement/business excellence consultation/training
Public Information	Media; General Public; Federal, State, and Local Agencies Employees	Respond to media and public inquiries; provide offender information on parole hearing dates and results; FOIA requests; web-site support
Community Affairs	EMT, Employees, General Public, Federal, State, and Local Agencies	Community liaison; market department's initiatives and projects, cultivate and enhance partnerships, conduct statewide seminars on expungements and pardons, support S.P.I.C.E. initiatives
Grants Management	EMT, Employees, Legislature, State Agencies	Grant Administration; Provide research and statistical reporting; provide executive support for key departmental initiatives
Human Resources	Employees, General Public, SC State Human Resources Division, Budget & Control Board, State Agencies	Job applicant screening; applicant data base reporting; drug testing; classification and compensation; benefits counseling/services; EPMS management and reporting; disciplinary/ grievance processing and reporting; training, recertification; Job applicant support processes; benefits information; HR data reporting;; EEO reporting, NEOGOV;
Administration	Employees, Legislature, Comptroller General, Victims, General Public, Other State Agencies	Financial reporting, records management employee training, C-1 certification tracking, materials and supplies management; payment of restitution monies;
Ignition Interlock Device Program	SC Drivers, State Agencies, Law Enforcement, Highway Safety Groups, Attorneys	Implement and monitor the Ignition Interlock Device Program (IID)
Evidence Based Practices Programs	Employees, Offenders, Victims, Federal, State, and Local Agencies, Law Enforcement, Legislature	Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies
Strategic Dev. & Inform. Technology	EMT, Employees, Federal, State, and Local Agencies	Offender Management System, information technology, Parole Information Center, network security, forms management
Training Compliance and Professional Development	EMT, Employees, Other State Agencies	In-service and Professional Development Training, C-1 certification tracking, records management for employee training, conference and external training coordination, hurricane deployment lodging

Key Stakeholder Groups

Key Stakeholders are the citizens of South Carolina and other entities that are influenced by the Department's services. These include local, state and national professional associations in which the Department actively participates by holding officer positions, conducting workshops, or providing other essential support. Close partnerships are maintained with county, state, and federal law enforcement, the criminal justice system, the Legislature, South Carolina's educational institutions and service provider organizations.

Key Suppliers

The Department conducts business with a variety of suppliers/vendors. They include: Team IA (software solutions), WestLaw and NorthPoint, NWN Corporation (web-based information management), LifeSafer Interlock (SC) Ltd, Guardian Interlock, and Smart Start, Inc. (Ignition Interlock Devices); Medtox and FirstLab (drug testing supplies and services), BI Inc. (electronic monitoring equipment and services); Satellite Tracking Of People (STOP) and Omnilink Systems (global positioning systems and services); HP (computer, printers and supplies); Transformation and Consulting and Leadership Development, LLC and, the State of South Carolina (state telephone system, fleet, liability insurance, and rent).

Key Partners

Table A-3 provides a sample of the Department's key partners.

Table A-3

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

Additionally, non-profit organizations, the faith based community contribute significantly to the Department's efforts in addressing offender needs through collaborative partnerships, referral services, short term housing and life skills related training.

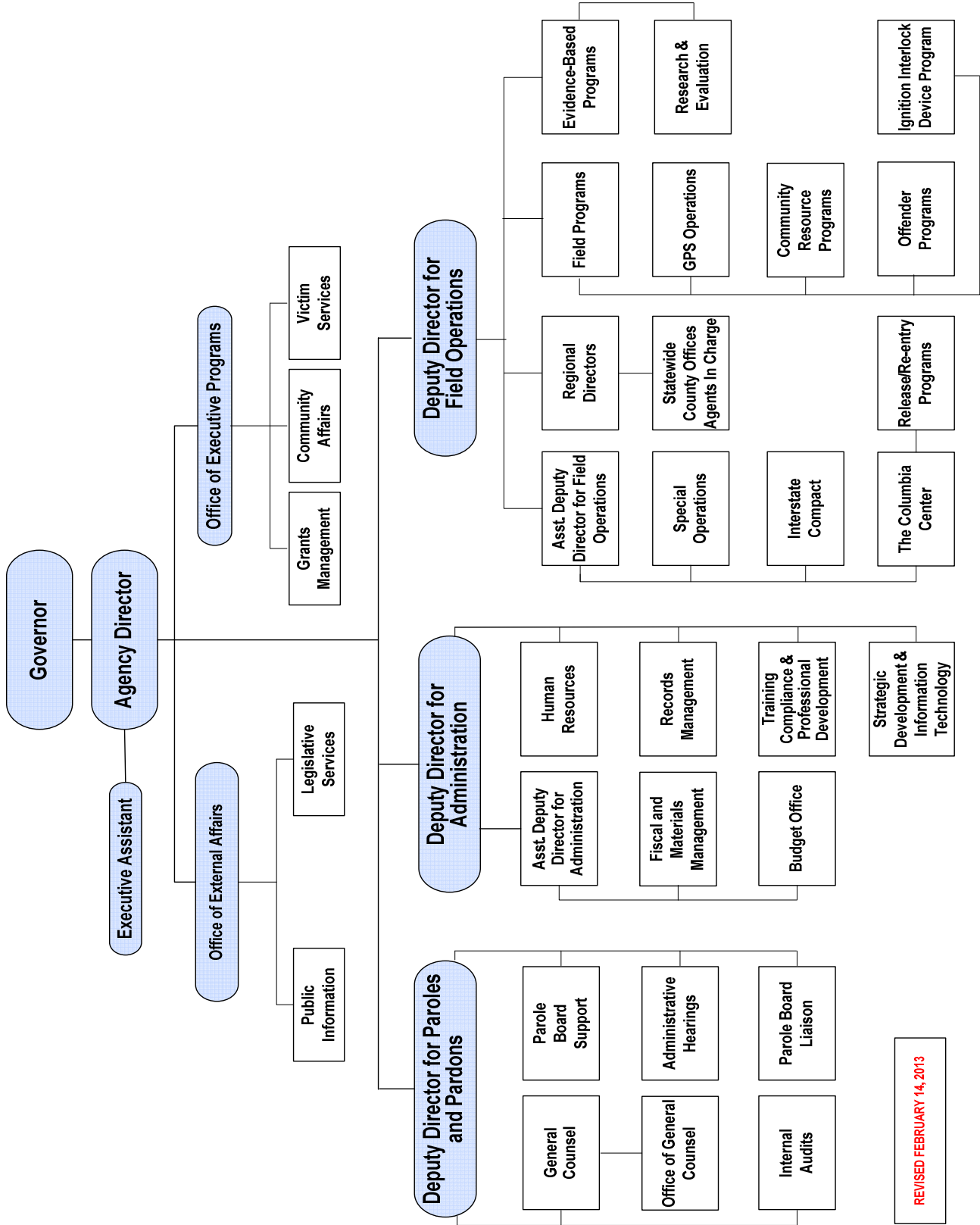
Operating Locations

The Department maintains a headquarters facility in Columbia, South Carolina along with 46 county offices and four county satellite offices (Beaufort, Berkeley, Dorchester, and York). Staff is maintained permanently at the courthouses in Greenville, Charleston and Columbia.

Number of Employees

The Department is staffed with 579 employees, which includes 573 classified positions, 4 unclassified positions, and 2 contract positions. Of this total, 342 are caseload carrying Agents.

**Figure A-1
Organizational Structure**



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Regulatory Environment

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

Performance Improvement System

The Office of Executive Programs located in the Director’s Office is dedicated to performance improvement, strategic planning, building partnerships, and program development. In addition a team-based environment provides cross-functional input and recommendations on key initiatives (see Table 5.1-1). This office also includes Grants Management and the Office of Public Information. The Strategic Plan contains action items and timelines to address organizational improvement initiatives, and also assigns process owners who have responsibility for tracking the completion of these initiatives. The Research and Evaluation section provides a quarterly review of performance indicators and measures provides management with regular updates.

**Table A-4
Base Budget Expenditures and Appropriations**

Major Budget Categories	FY 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$22,682,303	\$12,499,437	23,655,670	13,922,098	30,190,875	14,608,694
Other Operating	\$7,688,349	\$ 1,454,593	8,744,247	2,374,684	12,021,195	1,501,785
Special Items						
Permanent Improvements						
Case Services	\$ 9,820		22,920		427,425	340,000
Distributions to Subdivisions						
Fringe Benefits	8,294,234	7,126,896	8,873,921	5,469,759	10,326,313	5,291,837
Non-recurring						
Debt Services	\$109,875		53,409		53,409	
Total	\$38,784,582	\$21,080,926	41,350,167	21,766,541	52,965,808	21,742,316

**Table A-5
Other Expenditures**

Sources of Funds	FY 11-12 Actual Expenditures	FY 12-13 Actual Expenditures
Supplemental Bills	\$3,394,626	
Capital Reserve Funds	\$162,560	\$299,270.53

**Table A-6
Major Program Areas**

Program Number and Title	Major Program Area Purpose (Brief)	FY 11-12 Budget Expenditures	FY 12-13 Budget Expenditures	Key Cross References for Financial Results*
1500.050100.000 Offender Supervision	Offender Supervision: To supervise offenders under the Department's jurisdiction.	State: 8,036,735 Federal: 42,488 Other: 13,454,667 Total: 21,533,890 % of Total Budget: 55.3%	State: 9,410,442 Federal: 327,487 Other: 12,537,758 Total: 22,275,687 % of Total Budget: 53.9%	Fig. 7.3-3 Fig. 7.3-4
1500.051000.000 Sex Offender Monitoring	Sex Offender Monitoring: To place offenders ordered by the Court to GPS monitoring under the Sex Offender Accountability and Protection of Minors Act of 2006.	State: 3,679,230 Federal: 0 Other: 5,901 Total: 3,685,131 % of Total Budget: 9.5%	State: 3,900,698 Federal: 0 Other: 0 Total: 3,900,698 % of Total Budget: 9.4%	Fig. 7.1-5
Residential Services 1500.053000.000 1500.150500.000 1500.050200.000	Residential Services: To provide life skill training and employment for high risk offenders under a highly structured residential setting.	State: 0 Federal: 0 Other: 37,526 Total: 37,526 % of Total Budget: 0.1%	State: 0 Federal: 0 Other: 174,842 Total: 174,842 % of Total Budget: 0.4%	Fig. 7.3-2
1501.200000.000 Parole Board Operations	Parole Board: The Board has the sole responsibility for granting or denying parole and pardons, revoking, modifying, or rehearing paroles and making recommendations on petitions for reprieves and commutations referred by the Governor	State: 502,467 Federal: 0 Other: 529,992 Total: 1,032,458 % of Total Budget: 2.7%	State: 510,094 Federal: 0 Other: 632,720 Total: 1,142,814 % of Total Budget: 2.8%	
1500.050100.000 Offender Supervision	Victims Services: To provide crime victims with information and notification concerning offenders on probation, parole and appearing before the Parole Board.	State: 0 Federal: 2,723 Other: 209,076 Total: 211,799 % of Total Budget: 0.5%	State: 0 Federal: 4,580 Other: 209,856 Total: 214,436 % of Total Budget: 0.5%	Fig. 7.3-1
1500.052000.000 Sentencing Reform	Sentencing Reform: The South Carolina General Assembly passed the Omnibus Crime Reduction and Sentencing Reform ACT 2010 for the purpose to reduce recidivism, provide fair and effective sentencing options, employ evidence-based practices for smarter use of correctional funding, and improve public safety.	State: 1,529,725 Federal: 0 Other: 767,655 Total: 2,297,380 % of Total Budget: 5.9%	State: 2,211,265 Federal: 0 Other: 2,211,265 Total: 2,211,265 % of Total Budget: 5.3%	
9500.050000.000 Employer Contributions	Contributions for all programs. Sex Offender Monitoring contributions is allocated in the actual program.	State: 6,123,173 Federal: 103,381 Other: 1,064,033 Total: 7,290,588 % of Total Budget: 18.7%	State: 4,668,993 Federal: 28 Other: 3,404,134 Total: 8,073,155 % of Total Budget: 19.5%	
above and show the remainder of expenditures by source of funds.				
Administration, Legal, Audit, Records Management, Human Resources, Community affairs, Spice Program and Agent Equipment				
		FY 11-12	FY 12-13	
Remainder of Expenditures:		State: 1,209,596.00 Federal: 0.00 Other: 1,648,139.00 Total: 2,857,735.00 % of Total Budget: 7.3%	State: 1,065,048.00 Federal: 0.00 Other: 2,292,221.00 Total: 3,357,269.00 % of Total Budget: 8.1%	
* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.				
		38,946,507	41,350,166	100%

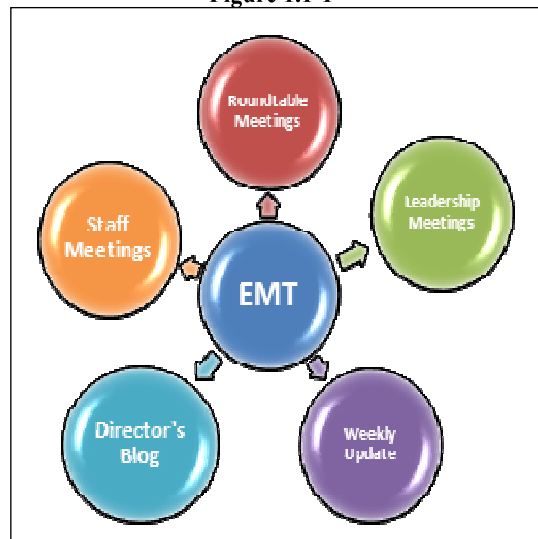
Section III – Elements of Malcolm Baldrige Criteria

Category 1 Senior Leadership, Governance, and Social Responsibility

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

a) Senior leaders at SCDPPPS ensure two-way communication **Figure 1.1-1**

through a series of strategies designed to facilitate open and honest interaction among staff at all levels. The Director, Executive Management Team (EMT), and the Assistant Deputy Directors conduct weekly Roundtable meetings to discuss Department issues and concerns. Each member of the EMT is responsible for sharing information with their divisional managers, with the understanding that each manager will convey details to staff through their chain of command. Quarterly, the director holds a Leadership Meeting with the EMT, Divisional Managers and selected staff from a cross section of all divisions. Other correspondence is sent through e-mails and regularly scheduled divisional staff meetings.



Each Friday, the Director e-mails a weekly update of community outreach efforts, accomplishments, and congratulatory comments to all staff. In addition, the Director's Blog gives employees another venue to pose questions to her, seek clarification, or share ideas. These approaches provide for two-way communication between all levels of the Department with a quick response to Department's external and internal customers. The Director and EMT conduct periodic visits to county offices. The strategic plan serves as a guide for setting organizational priorities for long and short-term direction. This further enhances the Department's efforts to correlate performance measures with short and long-term strategic goals.

- b) Performance expectations are articulated by supervisors and are reinforced through the EPMS process. Performance expectations and work objectives are identified annually through a Planning Stage for the coming year. Any incident of non-conformance is addressed in writing, verbally, or through the progressive discipline policy.
- c) Organizational values are part of the strategic planning process, and applied to divisions. They are honesty and integrity, dignity and respect, diversity and equal opportunity, openness and teamwork, innovation and performance excellence, and accountability. These organizational values are reinforced in the Director's Weekly Update message.

- d) Ethical behavior and expectations are addressed as part of New Employee Orientation and Training (NEOT). Additionally, each employee attended a mandatory training on professionalism in the workplace which covered several areas of ethical behavior. The State Government Ethics and Accountability Act provide clear procedures for investigating grievances and initiating disciplinary actions. The State Ethics Commission requires specified officials and public employees to file Statements of Economic Interest while the South Carolina Bar maintains ethics requirements for all practicing attorneys. Also, the Human Resources Office conducts exit interviews with departing employees. These results are analyzed for organizational improvement and to ensure compliance and to meet ethical guidelines requirements.

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

Senior leaders support the Department's Strategic Plan which provides the primary emphasis and direction for each division's focus on customer service. Key service requirements (Table A-1) are routinely reviewed at quarterly Leadership Meetings and other department meetings. Strategies include well defined supervision protocols for offenders, the timely collection of offender restitution payments to victims, updates on division accomplishments, and new program initiatives and projects. The Department's Internet website publishes phone numbers, addresses and directions to all office locations for easy customer access to locations.

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

The Department interfaces daily with numerous entities including but not limited to the judiciary, state and local law enforcement, victims, partners, and the general public. Our ability to effectively supervise offenders, respond to the victim needs, and other customers can and does have a direct impact on the wellbeing of South Carolina's citizens. The Office of Executive Programs in concert with the Offices of General Counsel, and External Affairs maintains contact with the public to educate them about Department goals and missions.

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

The Department uses a multiple stage review of proposed budgets, authorization for purchases and routine communications to insure fiscal, legal and regulatory accountability. These include validation of financial information accuracy through internal and external audits, audits by the State Auditor's Office, and crosschecks by the Comptroller General's Office. Regulatory requirements and issues are reviewed by the EMT and the Office of General Counsel. The Department complies with the regulatory requirements that come under the purview of the Office of Occupational Safety and Health Administration (OSHA).

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

The Department has implemented Data Analyses to Reduce Recidivism (DARR) and Evidence Based-Practices as a new approach to measure the validity and success of Department's goals and supervision strategies. Quarterly meetings are held to share the successes of current practices. Additional measures tracked by senior managers include

customer requests for assistance and information, employee turnover rates, employee training completion and satisfaction data.

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

The Department's performance reviews are conducted by the Governor, the Agency Head Salary Review Committee and the Legislative Audit Council. These reviews measure how well the Department is meeting its goals and developing innovative processes to comply with its mission. Senior managers use these reviews to channel their vision for the agency. The EMT holds employees accountable to meet goals and enhance processes. As a result of the reviews, senior managers obtain feedback through personal contact between managers and employees, through staff meetings, exit interviews, and discussions held at leadership related training classes. The findings of reviews lead senior management to focus on ways to improve internal processes. Divisional retreats provide an additional method for communicating management performance results. Also the Director's Blog and Weekly Update allow staff to receive information and comment on its content.

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

The Director, Executive Management Team, Human Resources Office, and the Office of Executive Programs focus on the workplace for retention and future development. Senior leaders identify potential leaders and actively promote their participation in leadership development programs, table top exercises, Speaker's Bureau and Leadership management conferences. In addition, the Training Compliance and Professional Development (TCPD) section developed and facilitated its first Leadership Development class for all staff. During the training, participants from all areas of the Department examined the fundamentals of leadership and enhanced their ability to be effective leaders.

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

Each office and section is charged with creating, promoting, and fostering a work environment that is known for its professionalism, effectiveness, efficiency, and productivity. The Strategic Plan, AIC meetings, legislative mandates, and communication with the Office of the Governor set the pathway for Department priorities. These priorities are communicated via the Department's chain of command (See Organizational Profile).

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

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

Training announcements from external professional entities are also disseminated. Additionally, the Intranet has enabled training to be received at individual workstations. The TCPD section offers Lunch and Learn training sessions across the state. Many employees hold membership in the American Probation and Parole Association, the South Carolina Probation and Parole Association, the National Association of Blacks in Criminal Justice, American Correctional Association, the South Carolina Correctional Association, the South Carolina Law Enforcement Officers Association, the Fraternal Order of Police, the South Carolina Victim Assistance Network, the South Carolina Quality Forum, and many other programs designed to promote professional and personal development.

1.10 How do senior leaders engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

The Director has implemented a Weekly Update and a Blog to motivate staff to take a more active role in the decision making process. Staff is recognized and rewarded through Public Service Recognition Week, Pre-trial, Probation and Parole Community Week, Agent and PPP Graduation Ceremonies, Retirement Ceremonies for retiring staff members, Annual Department Awards Program, State Service Awards, CODE- Connecting our Deployed Employees, and a holiday gathering to show appreciation for their contributions.

1.11 How does senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce and the organization contribute to improving these communities.

The Offices of Executive Programs, External Affairs and General Counsel are the Department's liaisons for community outreach. With a direct focus to heighten public awareness about the duties and responsibilities of the Department; initiatives and projects; partnerships are cultivated for support and services. The Public Information Office responds to media inquiries, Freedom of Information Act and general public requests.

Joint-partnership and community volunteerism is strongly supported and encouraged to promote community engagement. Community outreach includes the March of Dimes, United Way, and Community Health Charities campaigns; Red Cross blood drives, Harvest Hope Food Drive, Lunch Buddy Programs, Wellness Walks, Health Screening, Retirement Seminars, and the newly established county offices clothing closets.

Category 2 Strategic Planning

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

The Department's Strategic Plan is an annual required review by all staff. Input is solicited and conveyed through the chain of command. This serves as valuable input for regularly

updating the Strategic Plan. Updates and changes to the Plan are devised after sanctioned by the Director and the Executive Management Team.

a. Organization’s strengths, weaknesses, opportunities and threats

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

b. The financial, regulatory, societal and other potential risks

Optimizing our financial resources is our commitment to the staff, the citizens of the state, and our external customers. We explore grant opportunities to supplement funding.

c. Shifts in technology and customer preferences

Systems updates are essential to daily operations. We have fully implemented an automatic records management system and COMPAS- a “Risk and Needs Assessment” instrument. The Board of Pardons and Paroles members have been issued an I-PAD for preparation work and reading case studies. Our remote videoconferencing sites in Charleston and Spartanburg allow victims to participate in the parole process without having to drive to Columbia. Victims also have access to the Department’s websites to search for hearing dates and hearing results.

d. Workforce capabilities and needs

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

e. Organizational continuity in emergencies

As a first responder, designated staff is trained and equipped to assume duties as required. The Emergency Preparedness Plan is revised frequently to employ and the use of technology to communicate to staff during emergency situations. Each county office location has access to the Department’s email system and Intranet in an effort to maintain two-way communications during emergencies. Key Managers are trained in the National Incident Management System (NIMS) for Emergency Incident Command.

f. Ability to execute the strategic plan

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

2.2 How do your strategic objectives address the strategic challenges you identified in your Executive Summary?

The strategic objectives are devised with a conscientious look at all levels of the Department addressing their needs. These include daily operations, budget, initiatives, and technology.

2.3 How do you develop and track action plans that address your key strategic objectives and how do you allocate resources to ensure the accomplishment of your action plans?

The Office of Executive Programs works to coordinate updates regarding Strategic Plan action items. Updates are then recorded on The Strategic Plan Tracking Matrix. The Matrix lists all of the action items along with the lead person, corresponding measures and the timeline for completion. All employees can view The Strategic Plan via the Department’s Intranet. An annual review is required for accountability of the Strategic Plan.

2.4 How do you communicate and deploy your strategic objectives, action plans and related performance measures?

All employees have full access to the Strategic Plan which can be reviewed at any time.

2.5 How do you measure progress on your action plans?

Action plans are routinely reviewed at the senior level. Action Plan timelines and results are tracked through quarterly management reviews of key performance measures.

2.6 How do you evaluate and improve your strategic planning process?

The Strategic Planning Matrix has proven very useful in evaluating how well the Department completes and maintains action items. The Matrix is available to the EMT for review at any time to evaluate the progress of the implementation of the Strategic Plan.

Table 2.6-1

Strategic Planning			
Program Number and Title	Supported Strategic Planning Goal/Objective	<u>Related FY 13 and Beyond</u> (Key Agency Action Plan/Initiative(s) Timeline for Accomplishing the Plan	Key Cross References for Performance Measures
1.5.4	To maximize our support and services to the victims of crime.	Collect restitution from offenders and distribute to victims within 30 business days of collection.	Fig. 7.3-1
3.5.2	To link the EPMS process to the Strategic Plan.	PPP staff will review the Strategic Plan annually for updates and changes.	Cat. 5.5
1.1.4	To provide supervision by standards and identify intervention strategies that promotes offender accountability.	Conduct quarterly reporting process of DARR to monitor and measure its effectiveness.	Cat. 7
6.3.4	To provide employee training utilizing up-to-date techniques and technology.	Develop cross training that supports employee development and growth. Conduct annual reviews on the effectiveness of measure.	Cat. 4.7
2.1.1	To continuously evaluate, develop and implement innovative technology to improve the quality and effectiveness of service delivery while minimizing cost.	Automate the Records and Forms Management Systems to include paperless records storage of closed files and paperless active case files with signature pads.	Cat. 6.2

2.7 If the agency’s Strategic plan is available to the public through the agency’s internet homepage, please provide a website address for that plan on the website.

The Strategic Plan is available at <http://www.dppps.sc.gov/Strategic%20Plan-WEB.pdf>.

Category 3 – Customer Focus

3.1 How do you determine who your customers are and what their key requirements are?

Customers are identified through legislation that defines and support the Department’s mission, goals and objectives. Key customers include offenders, victims, criminal justice organizations, the Parole Board, partner organizations, local, state, and federal government agencies, judicial system members, service providers, individuals affected by the Interstate Compact statute, and all citizens who are direct recipients of the Department’s services. Customers for the Department are more precisely segmented as related to the type of services provided by each section (Table A.2).

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

The senior leadership supports and encourages staff to make contact with constituent groups to understand their concerns and expectations. Staff can either address those concerns or forward them through the chain of command. An analysis of strengths and areas for improvement are addressed through the Department’s assessment and improvement planning processes.

The multiple partnerships with service providers, law enforcement entities, criminal justice associations, and the community outreach provide further listening and learning opportunities. Additional methods for listening and learning are described in Table 3.2-1, with customer access methods described in Table 3.2-2.

Table 3.2.1

Listening & Learning	Approach & Processes
Solicitor’s Association	Internal Investigations
All Court Judges and Associations	Focus Groups
Victims Associations	Surveys
South Carolina General Assembly	Suggestion Process
Faith Community	Policy & Procedures Review Process
Direct and General Public Calls	Department Committees and Task Forces

Table 3.2-2

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

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

A majority of our customers are offenders supervised in the community. By statute, offenders have continual contact with Probation and Parole Agents during supervision. Victims are another group of key customers that the Department provides information to and access mechanisms for them to conduct business. The Department's website also provides access mechanisms in which customers can obtain information about upcoming parole hearings, contact numbers and county office locations as well as supervision strategies. The website has a link for customers to e-mail or call for information, or to support or oppose the parole of an offender.

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

The Department measures customer satisfaction and mission accomplishment using a variety of methods. For example: the Special Operations Section measures customer satisfaction through discussions and post-emergency response or exercise evaluations with agencies following joint operations. Informal methods used by individual sections include the analysis of e-mail messages, voice mail, and written correspondence.

Depending on the scope and complexity of any customer's dissatisfaction issues, improvement actions are instituted. Issues requiring action are addressed by the EMT and applicable policies are amended or new procedures are implemented.

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

The Department's sections use a variety of approaches to improve existing and develop new services. These include formal process improvement teams, and informal methods that may be addressed by simple process changes within a section. Examples of cross-functional teams include the Annual Awards Committee, the Absconded Offenders Team, Gender-Based Supervision Strategies Task Force, Victim Services Task Force, Administrative Hearings Committee, Job Titles / Classification Codes Team, and the Hiring Practices Task Force (Table 5.1-1).

Customer input is forwarded to our Department's Policy and Procedures Committee and the primary process owner for review and comment. This input is used to improve internal and external training. Once the initial review is completed, the proposed change is forwarded by e-mail to the Committee for final review and comment. All recommendations are forwarded to the EMT for approval. An annual policy review process, managed by this committee, uses this same method to ensure policy currency.

3.6 How do you build positive relationships with customers and stakeholders to meet and exceed their expectations? Indicate any key distinctions between different customer and stakeholder groups.

Each office views its customers based on the type of services provided (Table A-2). In the Field Operations Division great care is given to ensure solid and productive partnerships with local law enforcement entities and service providers. Regular meetings are held at the

county level to maintain two-way communication and for information sharing. Senior staff or designees meet with Sheriffs and Police Chiefs to facilitate cooperative relationships. Special Operations serves a similar function in relation to federal law enforcement to ensure good lines of communication, coordination of effort and execution of plans, especially concerning the apprehension of fugitives in our state and throughout the United States, as well as security operations related to Homeland Defense.

Additionally, the Director is a member of the South Carolina Law Enforcement Training Council, which consists of representative from various law enforcement entities throughout the state. Led by the Department's Director, the State Council for Interstate Compact meets bi-annually to monitor compliance with national policies and processes. Networking and relationship building is encouraged through participation in professional associations, training activities, and initiatives related to Public Safety and Homeland Security.

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

Category 4 – Measurement, Analysis and Knowledge Management

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

Key measures are determined by the Director in consultation with the EMT. These measures are related to key mission requirements, special operations, financial performance, customer service, and Agent workload distribution. Other measures are based on performance tracking requirements, and include those levied by Departmental policies and procedures, laws and regulations including the S.C. Code of Laws, and the published procedures and practices of the Board of Pardons and Paroles. Key measures related to offender supervision, financial, and human resources related performance, supported by real time database information and Department wide access provide essential information at all Department levels to support fact-based decision making.

4.2 How do you select, collect, align and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?

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

To support organization wide data and information needs related to offender supervision, the Division of Field Operations developed key performance measures through DARR:

targets for administrative sanctions, citations and warrants issued and served, compliance revocations, and new offense revocations. Data are also collected on home visits, public service employment, absconded offenders, pre-parole investigations, drug testing and financial collections. The database contains real-time information that is segmented by county size (based on offender population within a county), individual counties, and by an Agent's badge number. Other automated systems such as the OMS and PIC, the use of laptop technology in the courtroom, directly supporting courtroom hearings and the GPS system provide real-time information on offenders, offender electronic tracking (for certain offender groups), and the Parole Board's decision making processes.

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

In other areas, the Office of Training Compliance and Professional Development uses information obtained from the Automated Information Management System (AIMS) to determine training requirements and course completions. AIMS tracks training records and includes a database and application for the tracking of the Department's weapons, armored vests, radios and mileage and maintenance records for the vehicles. Accuracy and completeness for all of the Department's databases is determined through daily, weekly, and monthly data reports that are reviewed by management, supervisors, and data users. These systems provide an effective blend of data and information to support decision making at every level of the Department.

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

Key measures are determined by the Director and the EMT annually. They include offender supervision, special operations participation, victim services, legal services, fiscal management, and human resources. Management continually reviews and revises these measures throughout the fiscal year during quarterly Leadership Meetings and weekly Roundtable meetings.

4.4 How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

The Department is an integral part of a variety of national networks that identify performance measures that support our mission. Once selected, measurements serve as standard benchmarks to promote best practices. Use of comparative data from other jurisdictions on parole investigations, supervision violations, and the application of technology for supervision serve a basis for creating guidelines with "promising practices". Innovative ideas related to the Department's mission and objectives are reviewed and adopted, as deemed appropriate.

4.5 How do you ensure data integrity, reliability, timeliness, accuracy, security and availability for decision making?

The Department created and maintains an integrated computer network that incorporates multiple linked databases. The statewide computer network provides daily access and current information for decision making via internal and external databases. The OMS houses information on 392,232 offenders, of which 47,529 made up the year-end jurisdictional count that included offenders on active supervision, in federal custody, institutionalized, being supervised out of state, or have absconded. The PIC contains 181,916 records on current or former inmates and shares certain data elements on offenders between our Department's offices and SCDC.

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

4.6 How do you translate organizational performance review findings into priorities for continuous improvement?

Priorities for improvement on Strategic Action Items and division events are discussed during meetings between the Director, the EMT and divisional managers.

4.7 How do you collect, transfer, and maintain organizational and employee knowledge assets? How do you identify, share and implement best practices, as appropriate?

Primary methods include on the job training, cross-training, peer mentors, succession planning, and staff meetings. Also, to ensure that best practices are regularly shared, policies are reviewed annually, statewide Agent-in-Charge (AIC) meetings, conference calls and written correspondence are maximized. Strategies with proven results are adopted.

To help maintain and protect organizational knowledge the Office of Executive Programs has published two White Papers during fiscal year, bringing the total to 50, and made requests for five more. White Papers are designed to record information on key Departmental initiatives and provide vital historical information that may otherwise be lost as employees separate from the Department.

Category 5 – Workforce Focus

5.1 How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation and your organizational culture?

The Department’s strategic planning process focuses on organizational values, employee collaboration, and high performance. In addition, team empowerment and employee involvement enhances understanding of the Department’s organizational culture. The selection process of team members ensures diversity, technical experience, representation from all areas of the Department relevant to the task at hand. Each team has an assigned team leader and facilitator, and is given a written “charge.” Information regarding the work of teams, and related knowledge sharing, is provided in staff meetings, the Director’s weekly update, the Department’s newsletter and through other correspondence, as appropriate.

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

Table 5.1-1

Team	Task (Charge)
Annual Awards Committee	This committee was established to develop a process for and coordinate the activities for the Annual Employee and Section/Office Awards.
Communications Committee	This committee reviewed and update current processes for a more streamlined way of communicating within the Department and among its’ employees.
Informer Planning Committee	This Team is designated to review submissions and plan for each issue of the Department’s newsletter called “The Informer”.
Pre-trial Probation, Parole & Supervision Planning Team	This team was established to coordinate annual statewide activities during Pre-trial Probation, Parole & Supervision Week.
Public Service Recognition Week Planning Team	This team was established to coordinate statewide activities during Public Service Recognition Week.
Strategic Planning Team	This team was established to review the Department’s Strategic Plan on an ongoing basis adding new action items as needed.
Training Advisory Council	This Council developed innovative training sessions and classes that promote leadership and human development for all classifications.
Volunteer and Intern Committee	This committee was assembled to review and revamp the existing Volunteer and Intern program, revise the existing policy, and identify new methods for recruiting volunteers and interns.
Workplace Safety Committee	The Department maintains a dedicated Special Operations section that addresses safety and security concerns and initiatives, as well as emergency operations and recovery throughout the various statewide locations.
Administrative Hearing Committee	This committee was assembled to review and improve the existing Administrative Hearings process, make revisions to the existing policy, and identify improvements to professionalism on both sides of the Hearings process.
Hiring Practices Task Force	This team was assembled to implement an Evidence-Based Practices approach to the hiring process. The task force was responsible for reviewing and evaluating current departmental hiring practices/processes, researching “best practices” for hiring qualified staff and making recommendations to Executive Management Team for improvements.
Job Titles/Classification Codes Team	This team was assembled to align current job titles/codes and pay bands for C-1 personnel to those used by other law enforcement agencies in the state. Additionally, the team was charged with researching the possibilities of the agency implementing a C-3 classification for staff that were previously C-1 but are no longer able to maintain their certification.
Victim Services Team	This team was formed to look at more efficient ways to better serve victims.
Gender-Based Supervision Task Force	This task force is developing supervision strategies for female offenders.
Parole Matrix Task Force	Charged with aligning the Parole Matrix with EBP and COMPAS Assessment results and incorporating that alignment into the Parole Examination Summary presented to the Board of Pardons and Paroles

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

The Department's Intranet is accessible statewide through internet connection. The Intranet is a secure website available only to staff that houses information such as the Director's Blog, quarterly newsletter, a calendar for Department related events and Parole Board Hearings. A message from the Department Director and training modules are housed there. Also, the Director e-mails her Weekly Update to staff every Friday.

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

The Department has established the Hiring Practices Task Force to implement an evidence-based practices approach to hiring process. The most important objective of the hiring process is to recruit, hire, place and retain the most qualified employees. Employees hired must share the same vision, goals, and philosophies as the Department. The Task Force is responsible for reviewing and evaluating current Departmental hiring practices/processes, researching best practices for hiring qualified staff and making recommendations to EMT for improvements. This effort is in support of fair employment practices and ensures the Department adheres to equal employment standards for new hires and for selections for promotional opportunities. This process involves internal and external announcement of vacant positions which may be filled through internal promotion and by way of external new hires. The Office of Executive Programs in conjunction with, local Agents-In-Charge and Public Information coordinates the participation at various career fairs. Employment recruitment brochures and fact sheets are distributed at these events. All staff are encouraged to be ambassadors for the Department. Vacant positions are posted and as applicants apply for the openings; their application material is screened for qualification purposes in meeting the minimum training and experience. The Department utilizes a panel approach for interviewing to ensure that it is demographically representative to bolster a fair and equitable selection process. Once a candidate is selected, the new employee orientation begins immediately, after which the "on the job training" process is initiated.

The organizational culture lends itself to respect all employees, which are its most valuable assets. A major barrier to recruiting and retaining the number of qualified staff needed to support daily operations, is the Department's challenge of competing with other law enforcement agencies and their entry level salaries. Career paths for both Agent and Non-Agent staff have been established. Specifically, the Agent Pay Plan has been re-implemented as an Agent retention mechanism. Those employees who demonstrate leadership qualities are asked to participate and provide their input on various teams, task forces and councils. The Department created a leadership development training module for staff interested in seeking promotional opportunities.

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

The workforce capability of the Department is supported by the collective abilities of its staff; they serve as first line ambassadors to educate customers and business partners. An ongoing training plan is utilized to refine skill set, competencies and steps to improvement. As turnover occurs, needs assessments are conducted to limit staff shortage. The

Department has a process in place for determining staffing levels. A primary staffing concern relates to caseload Agents and these staffing levels are determined by caseload size and geographical location. Staffing levels for non-Agent staff are reviewed periodically to ensure that levels are sufficient to provide adequate support in the various disciplines (finance, information technology, training, and program management).

5.5 How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work, and contribute to the achievement of your action plans?

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

5.6 How does your development and learning system for leaders address the following: (a) development of personal leadership attributes; (b) development of organizational knowledge; (c) ethical practices; and (d) your core competencies, strategic challenges, and accomplishment of action plans.

- a. Cross Training and Individual Training Plan information is available on the Intranet to assist supervisors in growing their staff to the next level. Leadership opportunities have been provided to staff through the attendance at quarterly leadership meetings. The Training Section specifically provides leadership opportunities in the following areas:
 - Training Teams for course development
 - Training for Trainers courses
 - Representation on the Agency Training Council
 - Leadership Development Workshops
- b. Courses incorporate with emphasis on the Department's mission and value statements. Basic level courses as well as leadership initiatives are continuously updated based on organizational and policy changes.
- c. The Ethics for Community Corrections, Human Resources Practices, Supervisory and Agents- In-Charge Orientation Training courses all specifically address ethical issues for staff. The information used to revise current, or develop new, courses is based on best practices. Through the use of practical scenarios and the Criminal Justice Academy course approval process, courses address ethical decision making for staff. Ethical practices is addressed in "Professionalism: The Workplace and Beyond" training which has been incorporated into "Agent Basic Strategic Training and COMPAS Tutorial" (ABSTRACT) Courses. The State Employee Code of Ethics and the Law Enforcement Code of Ethics is also addressed in the course.
- d. As strategic challenges and action plans change, additional training is developed to provide the knowledge and skills to those individuals who will need to address the new

initiatives. The Supervisory and Agents-In-Charge courses include organizational overviews, including core competencies, values, and action items of the Strategic Plan.

5.7 How do you identify and address key development training needs for your workforce, including job skills training, performance excellence training, diversity training, management/ leadership development, new employee orientation and safety training?

The Department uses a variety of information sources to determine training needs. Training requirements for C-1 Certified Law Enforcement Officers are determined by the SC Criminal Justice Academy. The Office of Victim Services and all Victim Service Coordinators receive annual training directives from the Office of Crime Victims' Ombudsman/Office of Victim Services Education and Certification. Results of internal and external audits instigate additional and revised training protocols in several areas. Employees are always urged to engage in elective training and professional development opportunities. Management will identify additional training needs identified to support leadership, job skills development, and performance improvement initiatives. Training needs for the workforce may be mandated by state legislation or determined to be needed through employee suggestions or existing training feedback.

5.8 How do you encourage on the job use of new knowledge and skills?

Managers encourage the use of new knowledge and skills by assigning employees tasks or jobs that relate to their newly acquired skills. In addition, employees who acquire new knowledge or learn new skills are asked to share those skills with staff. Management also directs employees to use their knowledge and skills in day to day operations.

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

The Department's actions plans for employee training included the implementation of Fundamentals of Leadership, a new module in the Professionalism: Beyond the Workplace course on Social Media and the Preventing Discrimination: Equal Opportunity Employment training. The Leadership training was offered to staff interested in growth and development of personal and interpersonal skills; with a focus on preparing leaders and building from within the Department. The Social Media module was provided to all staff for the understanding of the appropriate use in the workplace and to establish guidelines to avoid social media disasters. Supervisors received mandatory training on Equal Opportunity Employment to reiterate the appropriate protocols for hiring, developing a positive workplace environment, and for creating new programs. Another important action item for the year was the full implementation of all components of the COMPAS risk/needs assessment tool. The course is being offered quarterly for newly hired Agents.

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

All training is evaluated with end-of-course questionnaires, annual assessments, action plan follow-ups, and delayed course evaluations. Additional training is implemented as identified by management or through employee suggestions.

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

Management employs a combination of formal and informal strategies to motivate employees. Formal strategies include budgeting for external training and professional development opportunities and utilizing the Employee Performance Management System (EPMS). As part of the EPMS process, the employee works with the supervisor to develop a Planning Stage for the coming year. The Planning Stage serves as a contract between the employee and his or her supervisor that identifies job duties, responsibilities, and performance expectations. Informal methods include offering flexible work schedules; recognition of staff at agency meetings and luncheons; congratulatory comments in the Director’s Weekly Update; and encouraging and supporting employees to work on Department team projects and initiatives. Additional recognition is given during National Public Service Recognition Week, Pre-trial, Probation, Parole and Supervision Week, and the Annual Awards program.

5.12 What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances?

Workforce well-being, satisfaction, and motivation are discussed in one-on-one meetings with supervisors during office visits or scheduled meetings. General work-related concerns are discussed during staff and Leadership meetings to determine the most appropriate course of action. The Human Resource office serves as a clearinghouse for health and personal development information. Several state entities offer an array of products and services to employees that are designed to promote and support employee well-being, satisfaction, and motivation. Examples are listed in Table 5.12-1. If external assistance is needed, supervisors may refer employees to the South Carolina Vocational Rehabilitation Department’s Job Retention Services or request the assistance of staff chaplains for personal counseling. Information is also obtained through the state grievance process, and exit interviews with departing employees.

Table 5.12-1

Available Products and Services for Employees	
<ul style="list-style-type: none"> • Law Enforcement Safety Equipment • Medical Services and Treatment • Chaplaincy Program (SC LEAP) • Prevention Partner Workshops • Employee/Volunteer Recognition • Smoke Free Workplace • Drug Free Newsletter • Health Policy Updates 	<ul style="list-style-type: none"> • Preventive Health Screenings and Testing • American Disabilities Act Accommodations • Caregivers Workshops • Informer and Intranet Health Articles • Job Retention Services (JRS) • Professional Development Opportunities • Wellness and Awareness Activities • Health Management Programs

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

In response to challenges with retention and succession, the Department convened a task force to review current practices. With the separation of experienced staff, the challenge has been to recruit and place staff in mission critical areas. The Director, in conjunction with the Human Resources Office, the Executive Management Team and Senior Managers, focuses on workplace and succession planning initiatives to recruit competent and qualified

employees as well as restructure resources while retaining existing talent for bridging knowledge gaps. Promotional opportunities are posted for all staff to review and they are encouraged to seek application.

To maintain responsive offender supervision standards, the Department through the use of critical workload indicators established a minimum baseline to help forecast Agent manpower needed to accomplish statewide demands. The commitment in establishing this baseline staffing level was to ensure that this level was maintained to provide adequate support for the mission-critical work our Agents perform. The caseload-carrying Agent staffing number was 342 for the fiscal year; employed knowledge transfer is an approach to maintaining the Department's institutional framework.

The Training Council plays an active role in the Department's efforts to improve services by providing input and making suggestions for operational changes and training and by acting as a channel for communication to staff. The purpose of the Training Council is to assist and advise with the development of a comprehensive training program that will be pertinent to all staff in the areas of career development, law enforcement, leadership, and professional development.

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

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

Health in the workplace is promoted in a variety of ways (Table 5.12-1). Employee Health screenings are frequently offered statewide at a minimal cost including breast and prostate cancer screenings and flu shots. Free health workshops are available and health information is distributed from the Budget and Control Board's sponsored Prevention Partners group. In addition, the Department tests employees for HBV, TB and for illegal drug use. The use of flexible work schedules can aid employees in balancing their personal and professional lives, reduce work related stress and contribute to emotional health and well-being.

Category 6 – Process Management

6.1 How do you determine, and what are your organization's core competencies and how do they relate to your mission, competitive environment and action plans?

The Department considers its core competencies to be offender supervision, victim services, Parole Board support, public information and community outreach, special operations, and research and data analysis. The Department has made the shift to an evidence-based

organization to ensure supervision strategies and offender program services are consistent with empirically proven practices to reduce risk and recidivism. The Department continues to embrace using science to drive decisions through the integration and use of evidence-based practices in all aspects of its operations. To improve the fidelity of programs and processes, the Department developed an evaluation plan as a quality assurance mechanism to monitor the measures and outcomes of new programs and supervision strategies.

6.2 How do you determine and what are your key work processes that produce, create, or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?

The Department’s key work processes are supervising offenders, providing services to victims of crime, supporting hearing procedures, strategic planning, responding to media and other public information requests, developing community partnerships, collecting, analyzing, and protecting Department data and information. Process owners are responsible for defining and documenting the process purpose; identifying and understanding customer requirements; developing appropriate measures and controls to assure compliance. The EMT will form and direct process teams based on Department priorities (see Table 5.1-1). For example, using a structured and systematic approach, a cross-functional Policy and Procedures Team reviews all recommendations for new and existing policies. Continuous improvement methods and initiatives, including the results of the Department’s Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and the use of the annual accountability report to identify and prioritize organizational improvements and provide additional approaches for enhancing Departmental effectiveness and efficiencies.

Table 6.2-1

Key Work Processes and Requirements	
Key Work Process	Process Requirements
Supervising Offenders	Conduct supervision through the use of Evidence-based Practices; utilize enhanced program strategies to bolster offender supervision success; develop strategies for specialized populations; comply with procedures and guidelines of the Interstate Commission for Adult Offender Supervision (ICAOS); deploy court ordered electronic monitoring/GPS equipment; Successfully qualify/certify Agents in firearms, PPCT, and physical requirements; Identify offender drug usage and respond to positive tests; issue and serve warrants and citations.
Serving Victims	Provide direct services to victims including notifications, restitution collection and disbursements, and support during hearing processes. Monitor, track, and enforce payments.
Hearing Procedures	Provide investigative and functional support to the SC Board of Pardons and Paroles; prepare case summaries for parole and pardon consideration; conduct and manage the administrative hearing process.
Strategic Planning	Identify areas that we must address to achieve our vision. These are our organization’s priorities, against which we will ultimately measure our progress. Each goal is supported by strategies that more specifically describe processes we must put in place to help achieve our goals.
Media and Public Information	Adhere to the guidelines of the Freedom of Information Act; provide general information about the Department, as requested.
Data and Information	Develop and maintain web-based data management systems for offender, parole, and employee data and information; employ state-of-the-art networking strategies to protect and share electronic data.

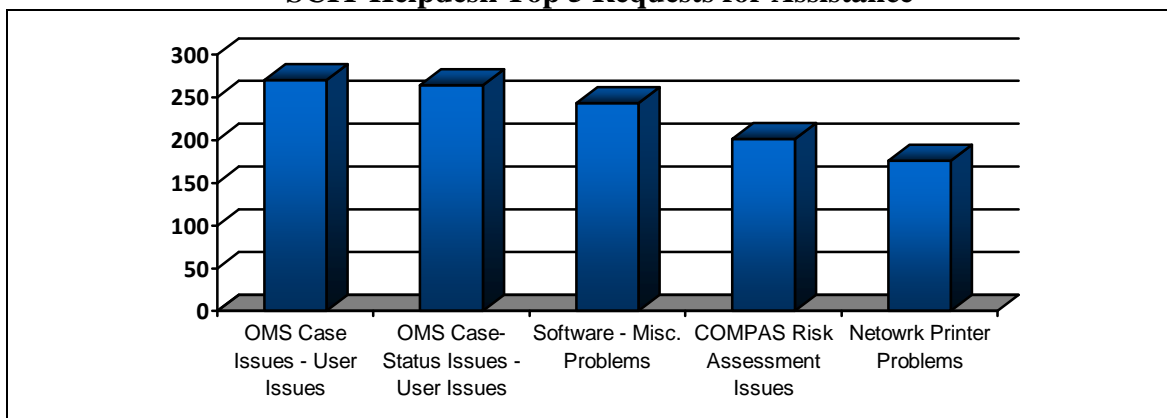
6.3 How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors such as cycle time into process design and delivery?

The Department is committed to the process of linking organizational knowledge and new technology with customer requirements. New initiatives this fiscal year include the development of an automated forms and records management system. The automated systems were designed to improve the effectiveness and efficiency of data and document storage and retrieval. Several training modules are delivered electronically or delivered regionally to cut travel costs and other expenses.

6.4 How does your day-to-day operation of these processes ensure meeting key performance requirements?

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

**Figure 6.4-1
SCIT Helpdesk Top 5 Requests for Assistance**



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

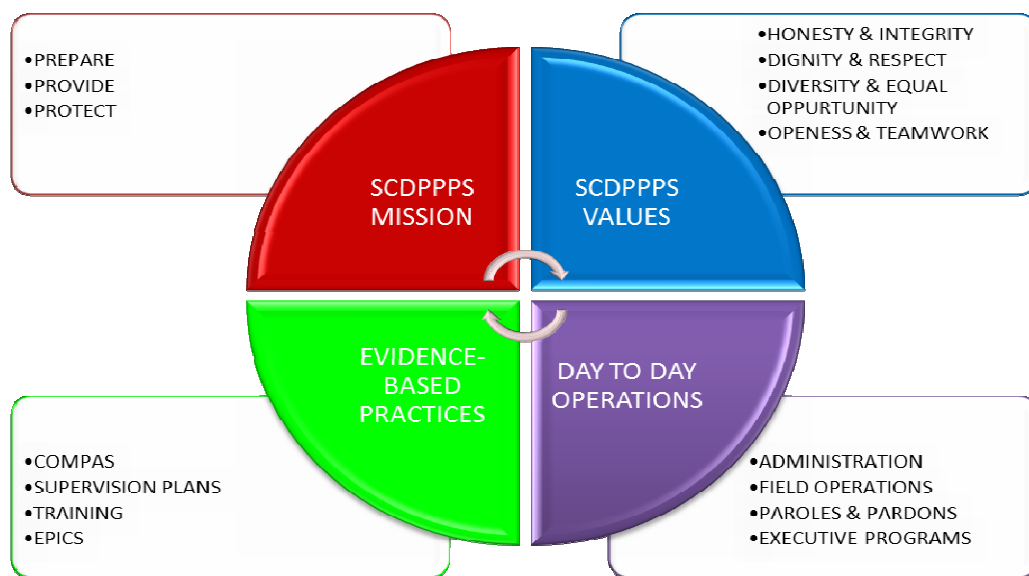
6.5 How do you systematically evaluate and improve your key product and service related work processes?

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

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

The Department’s key support processes include its mission, our values, and the procedures for day-to-day operations, all of which are stand on a foundation of Evidence-based Practices. Customer requirements for support processes, as defined in the Department’s Strategic Plan, are to provide a safe environment, timely and accurate response, flexible access, professionalism, and quality in services and products. Service related processes are improved through the Department’s formal design and delivery process methodology, or through informal methods within each division.

**Figure 6.6-1
Key Support Processes**



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

The Executive Management Team reviews the recommendations for resource allocation and makes decisions based on global Department priorities. Programs are developed by conducting research to identify best practices for new initiatives. Historical expenditures and revenues are considered, however, appropriate justification is required for any increase or additional requests for personnel services. Exceptions must be approved by the Director.

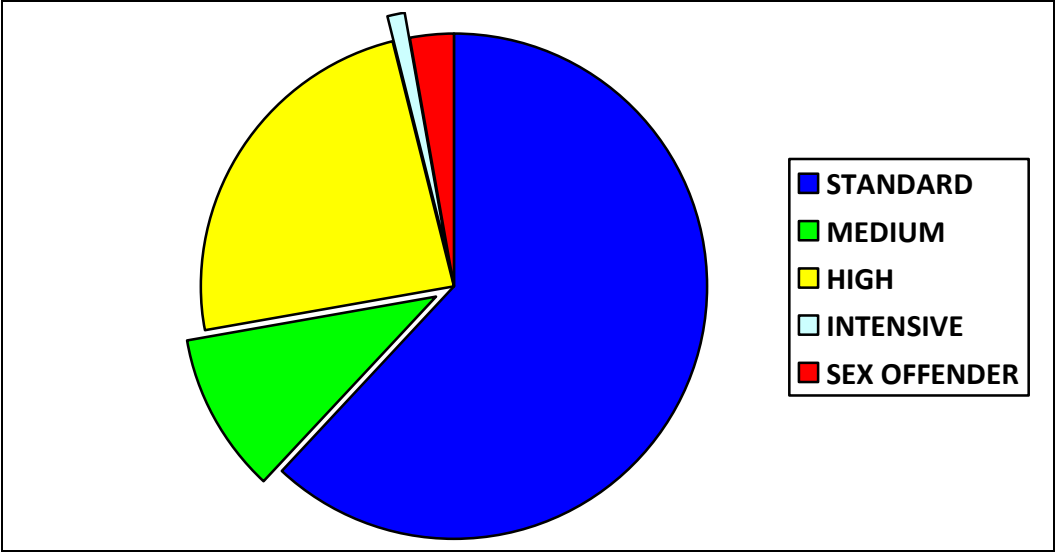
Category 7 – Results

7.1 What are your performance levels and trends for key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?

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

Figure 7.1-1 illustrates the active offender population as of June 30th. The Department maintains five supervision levels: Standard (20,963), Medium (3,439), High (8,152), Intensive (375), and Sex Offender (913). The Medium Supervision Level was not captured until the 3rd quarter of the fiscal year. This accounts for the low number.

Figure 7.1-1
Active Offender Population



The number of home visits that occurred in FY13 is illustrated in Figure 7.1-2. Policy requires that home visits be conducted based on the level of supervision. This data is captured at the Agent, county, region and state levels, thus allowing first line supervisors as well as the Director to examine how the state is managing this vital contact with offenders.

Figure 7.1-2
Home visits by Offender Supervision Levels

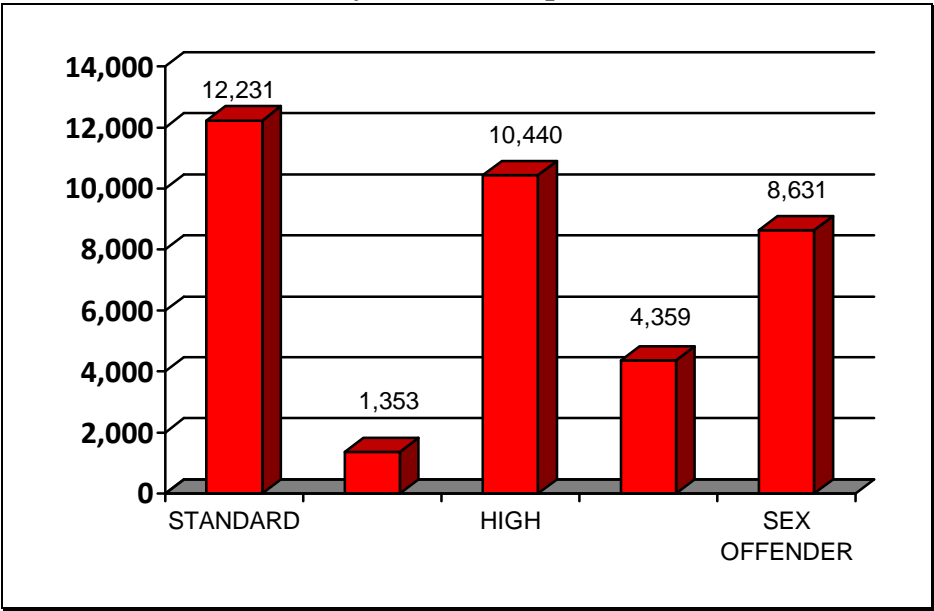
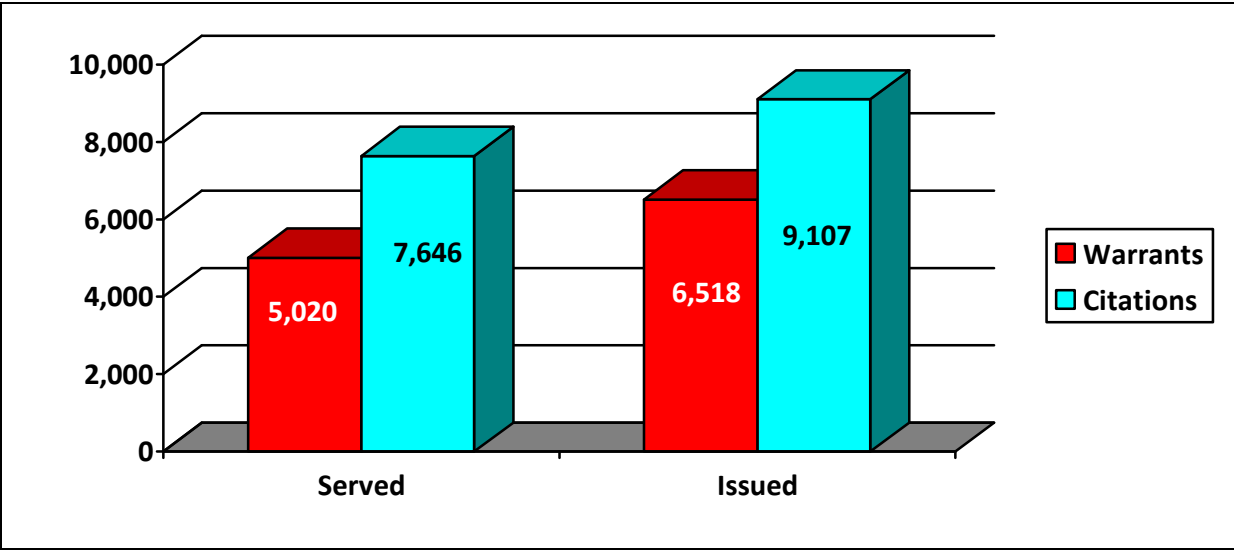


Figure 7.1-3 depicts the number of warrants and citations that were issued and served during the fiscal year. When offenders fail to comply with the conditions of supervision, and do not respond to verbal or written warnings, depending on the seriousness of the violation, a warrant or citation is issued. Probation and Parole Agents will attempt to serve warrants within 30 days of issuance. When traditional efforts to locate offenders are exhausted, the Department will collaborate with other law enforcement for assistance with apprehending absconded offenders. The Department developed a Most Wanted page on its website and often works with local media with similar pages and programs. A total of 12,866 warrants/citations were served. From FY 2010 to FY 2012, there was a reduction in the number of offenders who were admitted to SCDC as the result of Compliance Revocations of 1,114.

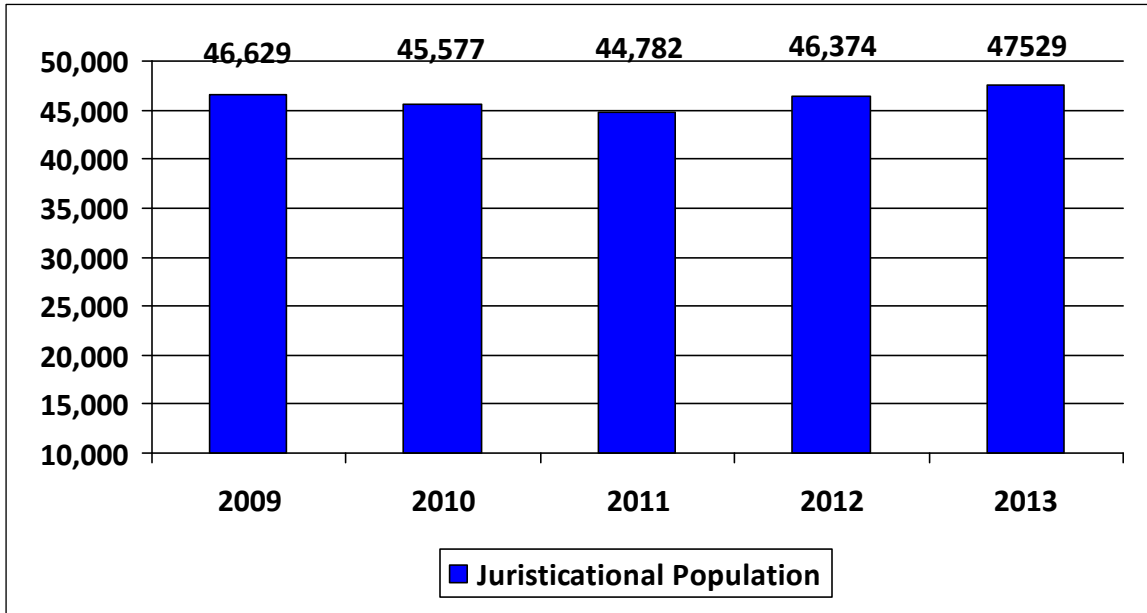
**Figure 7.1-3
Process Served and Issued**



Applying mapping technology to Sex Offender Management allows for mapping by county. Updated copies of the sex offender map are available on the Department’s website. Figure 7.1-4 depicts that the number of offenders with a current sex offense on July 23rd was 874. However, the number of offenders with a current sex offense at the end of the fiscal year was 913. These numbers fluctuate daily due to case closures and new admissions. At the end of FY13, 1,187 offenders were required to register with the South Carolina Sex Offender Registry. This type of administrative tracking enables the Department to ensure accurate and timely information about sex offenders.

Figures 7.1-5 and 7.1-6 depict the offender population and Agent allocation since 2009.

**Figure 7.1-5
5 Year Offender Population Trend**



**Figure 7.1-6
5 Year Agent Allocation Trend**

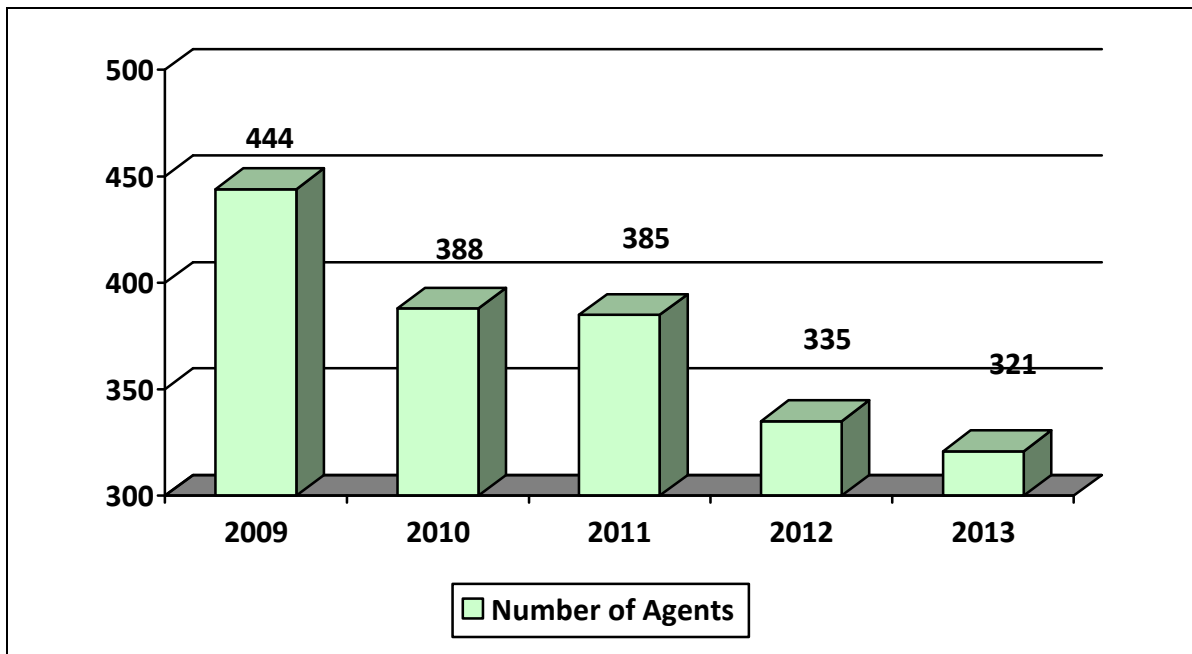


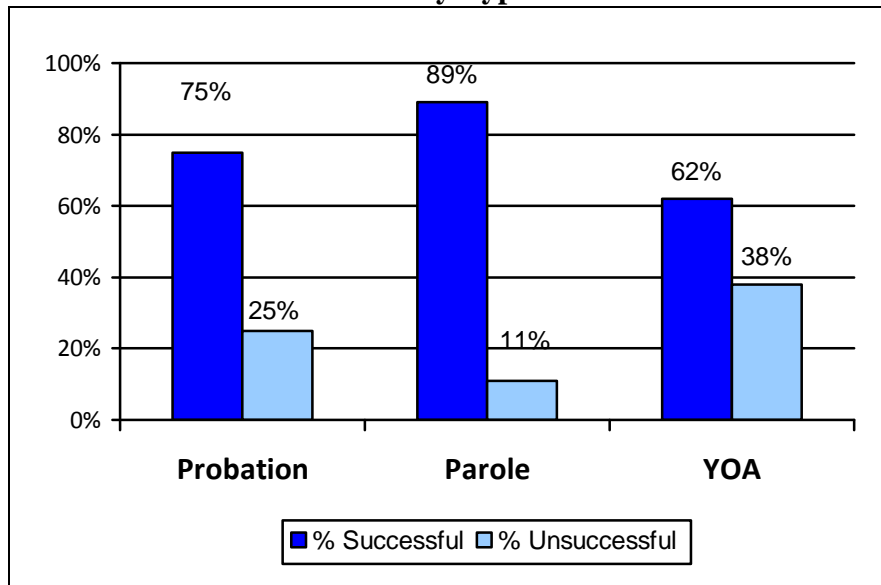
Table.7.1-7 shows admissions by program. The counties of Charleston, Greenville, Richland and Spartanburg account for 35.2% of all admissions.

Table 7.1-7

FY 13 TOTAL ADMISSIONS BY PROGRAM TYPE							
COUNTY	PROBATION	% PROBATION	PAROLE	% PAROLE	YOA	% YOA	TOTAL
ABBEVILLE	99	93%	7	7%	1	1%	107
AIKEN	349	81%	71	16%	12	3%	432
ALLENDALE	13	81%	1	6%	2	13%	16
ANDERSON	613	88%	68	10%	17	2%	698
BAMBERG	49	91%	5	9%	0	0%	54
BARNWELL	69	86%	6	8%	5	6%	80
BEAUFORT	206	86%	20	8%	14	6%	240
BERKELEY	425	89%	35	7%	19	4%	479
CALHOUN	38	86%	4	9%	2	5%	44
CHARLESTON	1,142	86%	140	10%	53	4%	1,335
CHEROKEE	312	89%	26	7%	12	3%	350
CHESTER	132	86%	19	12%	3	2%	154
CHESTERFIELD	49	72%	15	22%	4	6%	68
CLARENDON	120	87%	13	9%	5	4%	138
COLLETON	147	88%	10	6%	11	7%	168
DARLINGTON	166	80%	29	14%	12	6%	207
DILLON	112	83%	11	8%	12	9%	135
DORCHESTER	287	87%	25	8%	17	5%	329
EDGEFIELD	151	91%	12	7%	3	2%	166
FAIRFIELD	84	84%	10	10%	6	6%	100
FLORENCE	582	86%	72	11%	23	3%	677
GEORGETOWN	126	70%	36	20%	18	10%	180
GREENVILLE	1,836	91%	141	7%	36	2%	2,013
GREENWOOD	172	80%	33	15%	9	4%	214
HAMPTON	36	72%	9	18%	5	10%	50
HORRY	685	82%	114	14%	34	4%	833
JASPER	74	80%	16	17%	3	3%	93
KERSHAW	120	85%	18	13%	3	2%	141
LANCASTER	212	86%	28	11%	7	3%	247
LAURENS	238	84%	27	9%	20	7%	285
LEE	84	88%	7	7%	5	5%	96
LEXINGTON	590	84%	88	13%	24	3%	702
McCORMICK	35	90%	3	8%	1	3%	39
MARION	140	84%	20	12%	7	4%	167
MARLBORO	56	73%	15	19%	6	8%	77
NEWBERRY	148	87%	13	8%	10	6%	171
OCONEE	200	88%	21	9%	5	2%	226
ORANGEBURG	410	85%	51	11%	20	4%	481
PICKENS	516	94%	26	5%	7	1%	549
RICHLAND	872	80%	172	16%	45	4%	1,089
SALUDA	77	87%	10	11%	2	2%	89
SPARTANBURG	1,460	89%	142	9%	31	2%	1,633
SUMTER	363	80%	72	16%	20	4%	455
UNION	169	85%	22	11%	7	4%	198
WILLIAMSBURG	149	82%	22	12%	10	6%	181
YORK	812	85%	114	12%	34	4%	960
TRANSITIONAL	3	4%	42	58%	27	38%	72
STATE TOTAL	14,728	86%	1,861	11%	629	4%	17,218
Percentages may not add to 100% due to rounding.							

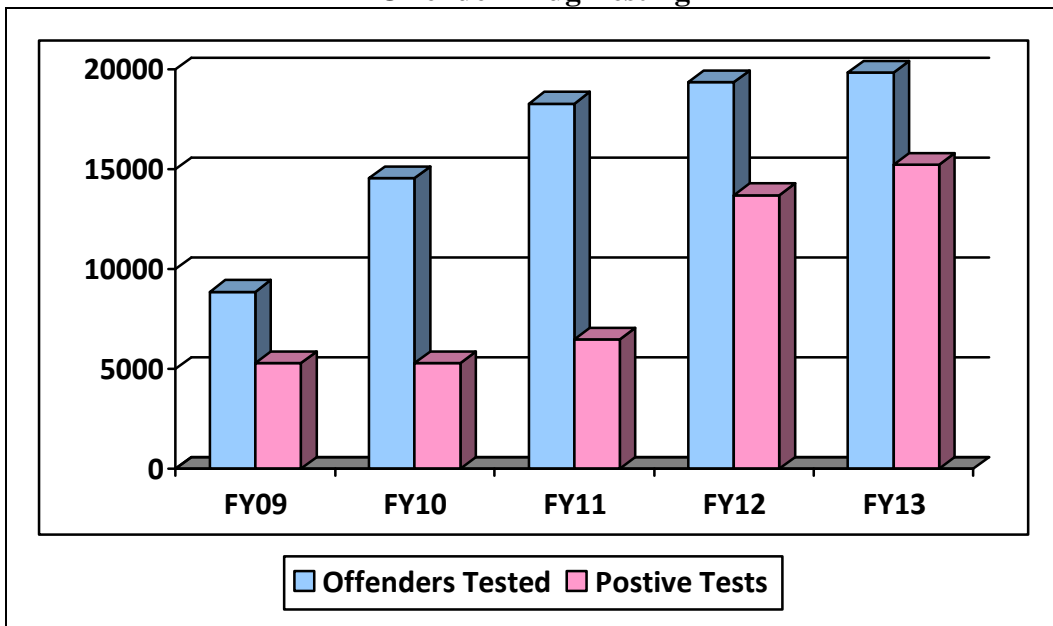
Figure 7.1-8 displays the closure rates based on those same types of supervision.

**Figure 7.1-8
Closure Rates by Type – FY 2013**



The Department conducts baseline-drug tests on all new admissions. During this fiscal year, 151,818 individual drug tests were conducted on 19,841 offenders. Of those offenders tested, 15,233 were positive for marijuana, cocaine, opiates, amphetamines, benzodiazepines, PCP, methadone, methamphetamines, or barbiturates, which resulted in more than 10,897 treatment referrals and other response actions. Figure 7.1-9 reflects the number of offenders tested and positive results.

**Figure 7.1-9
Offender Drug Testing**



The Department participated in and assisted with three special operation/security details. The Special Operations Section planned and coordinated the effort for 46 Agents (with a total of 1,379.75 hours worked and 2,780 miles driven in agency vehicles. The Department also deployed 57 Agents to seven hurricane/natural disaster hazmat exercises for a total of 551 hours worked and 11,879 miles driven in agency vehicles.

**Table 7.1-10
FY13 Special Operations Deployments and Exercises**

EVENT	DATE(S)	LOCATION	TOTAL STAFF	TOTAL HOURS	TOTAL MILES
Governor's Holiday (Christmas) Open House Security Detail Assisted SLED and Bureau of Protective Services	12/10/2012	Columbia, SC	2	7.5	375
MLK Day Security Detail Assisted SLED and Columbia PD	01/21/2013	Columbia, SC	12	81.5	1399
Governor's Earthquake Seminar	02/08/2013	West Columbia, SC	2	6	54
SCEMD Severe Weather Incident Response Seminar	03/11/2013	West Columbia, SC	1	3	21
SCEMD SERT Hurricane Table Top Exercise	04/11/2013	West Columbia, SC	1	5	28
Governor's Hurricane Table Top Exercise	04/30/2013	West Columbia, SC	2	8	56
SCDPS Hurricane Table Top Exercise	05/14/2013	Blythewood, SC	1	8	30
SCEMD Haz/Mat Full Scale Exercise	05/20/2013	West Columbia, SC	1	7	25
Myrtle Beach Bike Festival Security Detail Assisted the Myrtle Beach PD	05/23 - 27/2013	Myrtle Beach, SC	31	1290.75	10,006
SCEMD Hurricane Full Scale Exercise	06/07- 6/2013	Blythewood, SC Columbia, SC Orangeburg, SC Charleston, SC	49	514	11,665
TOTAL:			102	1,930.75	23,659

The Office of Victim Services (OVS) is committed to providing quality services to the victims of crime. The office's primary responsibility is to assist victims of crimes committed by offenders who are under the supervision of the Department. By providing comprehensive, responsive service, OVS can ease the frustration and anxiety that often accompanies the parole and probation processes. There was a slight increase in the requests for assistance and information by victims (Figure 7.1-11) when compared to the previous fiscal year.

**Figure 7.1-11
Victim Services Requests for Assistance and Information**

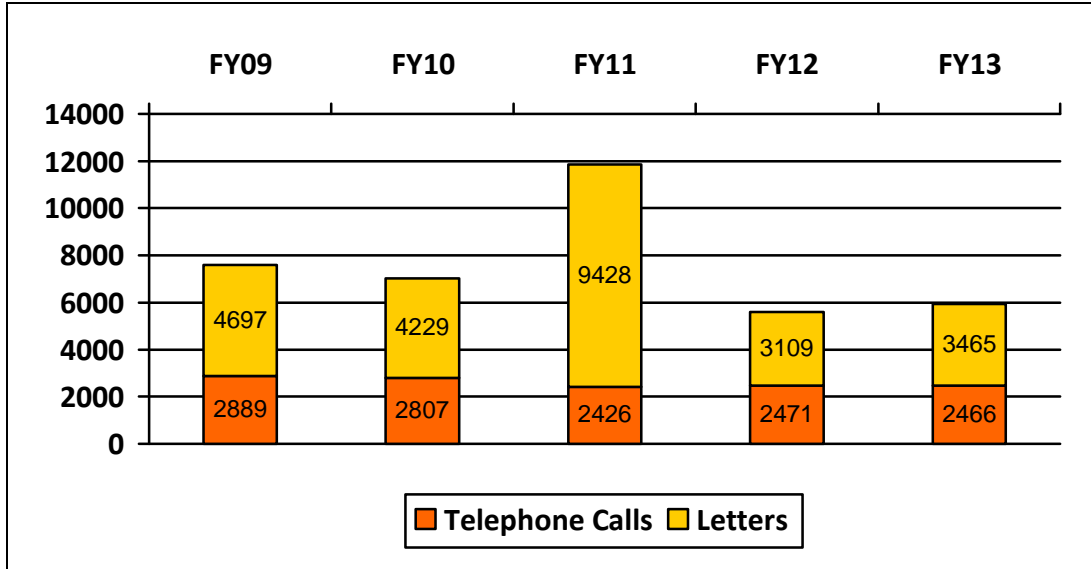


Figure 7.1-12 shows that number of Parole Notification Letters mailed to registered victims over the last five years. Victims must be registered with the Office of Victim Services to receive notifications of hearings or releases. The number of notifications directly correlates with the number of hearings conducted each year.

**Figure 7.1-12
Parole Notifications Sent to Registered Victims**

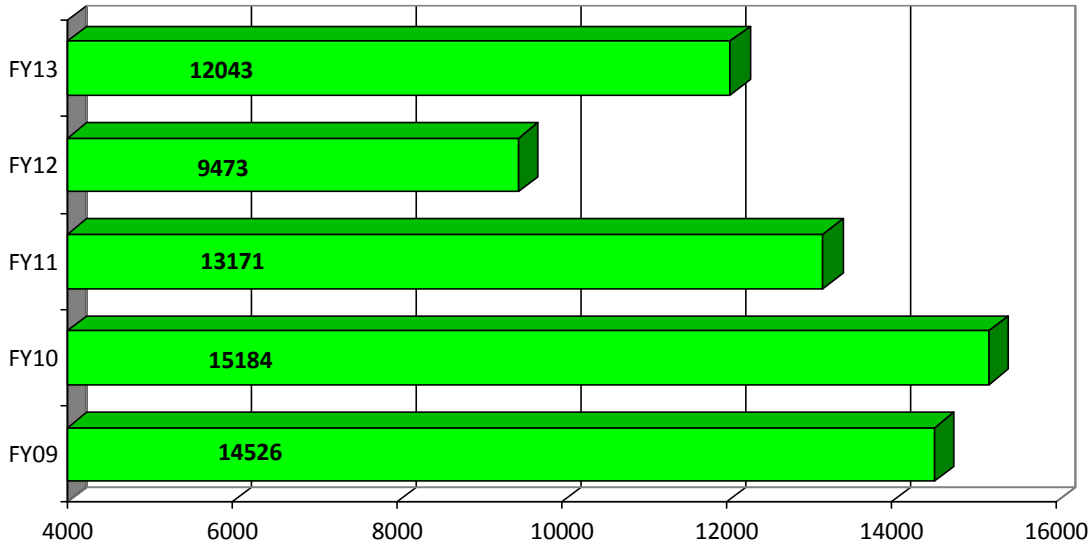


Figure 7.1-13 provides the trend for receiving victim impact statements and/or victim information. The 5,969 Victim Impact Statements/Notifications received last year are a combination of requests received from victims and victim service providers (i.e. solicitors, SCDC, Attorney General). These requests are then processed. The contact information is

entered into the Department's Parole Information Center (PIC) so that victims can be notified of parole hearings or releases. This reflects the Departments' continuous commitment to reaching for victims so that they will be informed about the status of their cases by providing comprehensive, responsive service.

Figure 7.1-13
Office of Victim Services 5-Year Trend
Number of Victim Impact Statements and Notification Requests Received

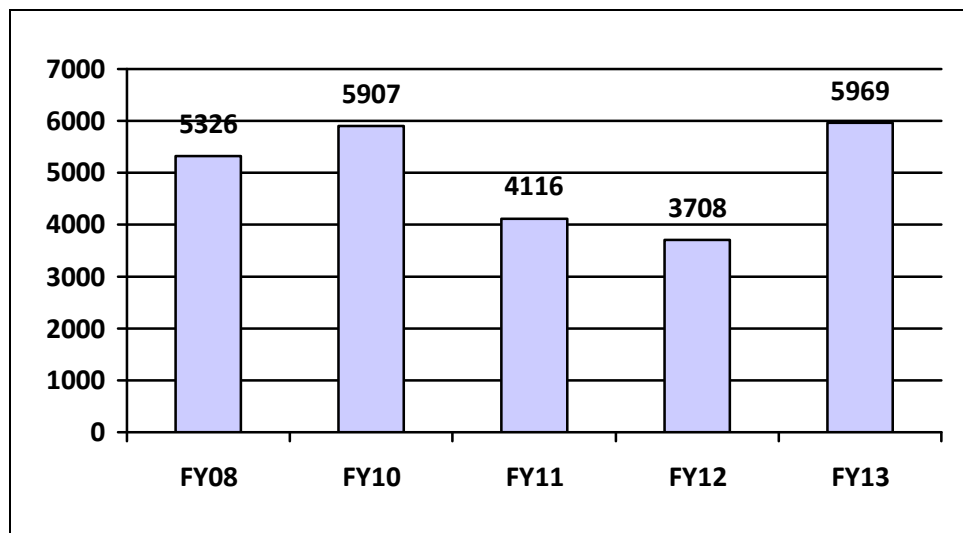


Figure 7.1-14 depicts the impact of victim opposition on parole rejections. The Parole Board heard 3,761 parole cases during the fiscal year. Of those cases, 1,046 were violent and 2,715 were nonviolent. Victims attended 581 hearings during the fiscal year. Parole was granted to only 24 inmates, 555 were denied parole, and two hearings were repeat cases.

Figure 7.1-14
Parole Hearings with Victim Opposition

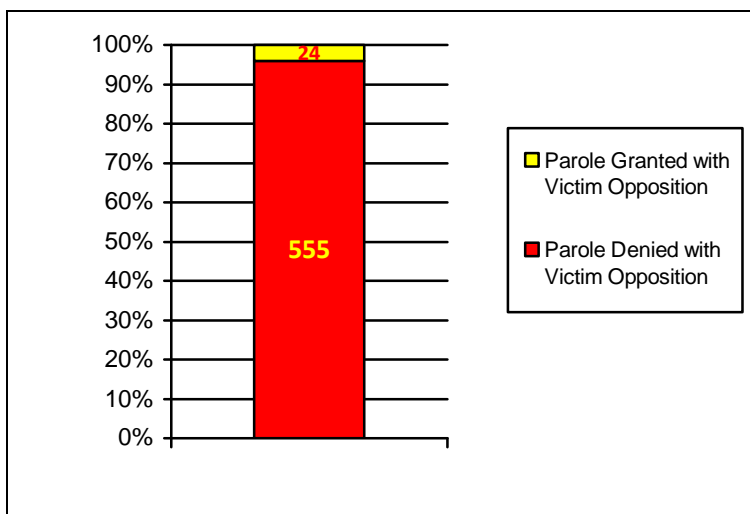
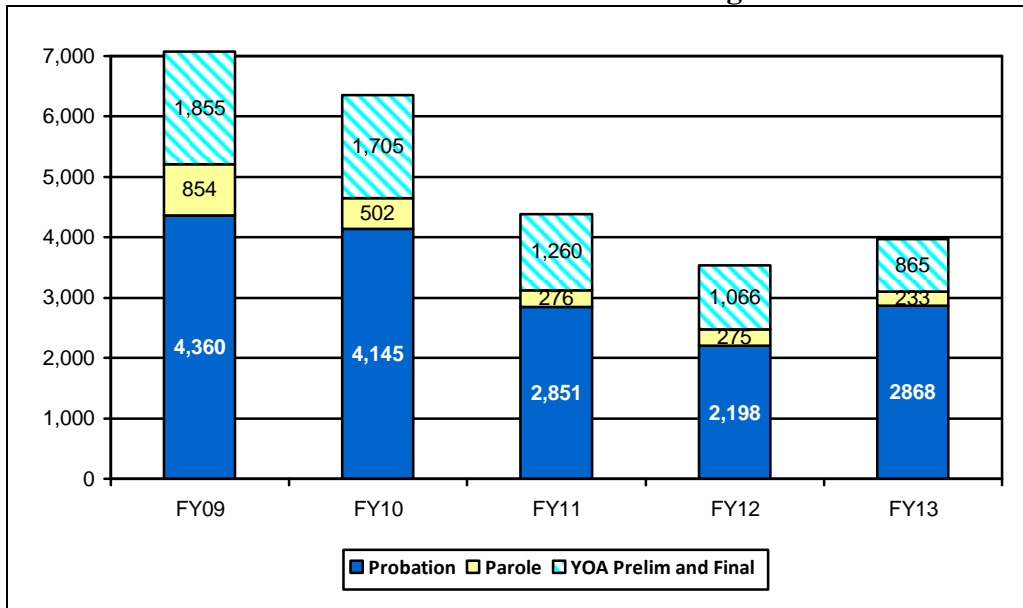


Figure 7.1-15 depicts the types of administrative hearings conducted by the Hearing Section.

**Figure 7.1-15
Total Administrative Hearings**



During FY 13, there has been an increase in the number of cases heard. The Hearing Section conducted 4,123 Administrative Hearings with 2812 (68%) being continued under supervision and collected a total of \$39,8152.89. These funds were distributed as follows: \$162,838.99 to Supervision Fees, \$37,232.80 in Court ordered fines and, \$198,081.10 in Restitution. Over all case types heard, 66% were continued under supervision while 72% of all probation cases were continued. This has a direct effect on the Courts' workload and admissions into prison. Employing the principles of Evidence Based Practices and the effective utilization of the Administrative Hearing process holds offenders accountable for their behavior while in the community in an effort to make them productive tax payers instead of tax burdens to the citizens of the state.

**Table 7.1-16
Analysis by Type of Case**

HEARING TYPE	CONTINUED	RECOMMENDED FOR REVOCATION	TOTAL CASES
PROBATION	2,068	800	2,868
PAROLE PRELIMINARY	180	53	233
COMMUNITY SUPERVISION	122	26	148
SUPERVISED RE-ENTRY	5	1	6
SUPERVISED FURLOUGH	3	0	3

HEARING TYPE	CONTINUED	RECOMMENDED FOR REVOCATION	REMOVED	TOTAL CASES
YOA PRELIMINARY	58	52	0	110
YOA FINAL	376	0	379	755

Key customer satisfaction is valued by the Department and the Hearing section. The chain of command is utilized to evaluate current satisfaction or dissatisfaction with the Hearing Section's services. That information is processed to implement additional strategies to improve services.

7.2 What are your performance levels and trends for the key measures of customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization's products or services)? How do your results compare to those of comparable organization?

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

The Office of Victim Services' primary customers are the victims of crime. During FY 13, this office provided information, assistance, and emotional support to 1,696 victims, their family members and friends as they were attending Parole Board hearings. In addition, the office responded to 2,466 phone calls, 98% of which were returned within 24 hours of initial contact. Victim calls are typically in response to victim notifications re: initial receipt of victim information/victim registration, parole hearings and inmate releases to supervision in the community. In addition, victims often contact OVS regarding restitution and other issues with the conditions of supervision. The staff notified in writing 12,043 victims of upcoming Parole Board hearings to provide them the opportunity to attend these sessions.

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

The Department has finite resources to consider when facing challenges in conducting its mission critical activities. Financial data is continuously reviewed. Figure 7.3-1 shows the total dollar amount of restitution payments collected and disbursed to victims. The Department disbursed \$5,480,376 to victims during FY13. This is a total disbursement of \$87,465,791 in restitution payments to victims since FY 1999.

**Figure 7.3-1
Fiscal Management Victim Restitution Payments**

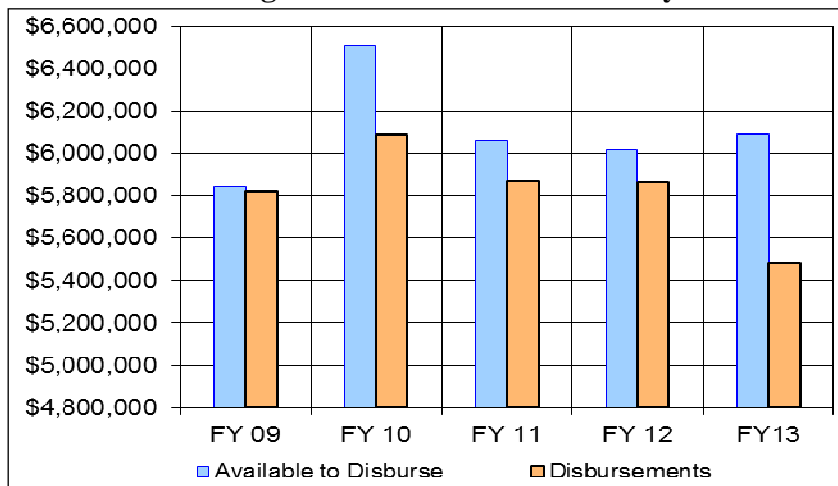
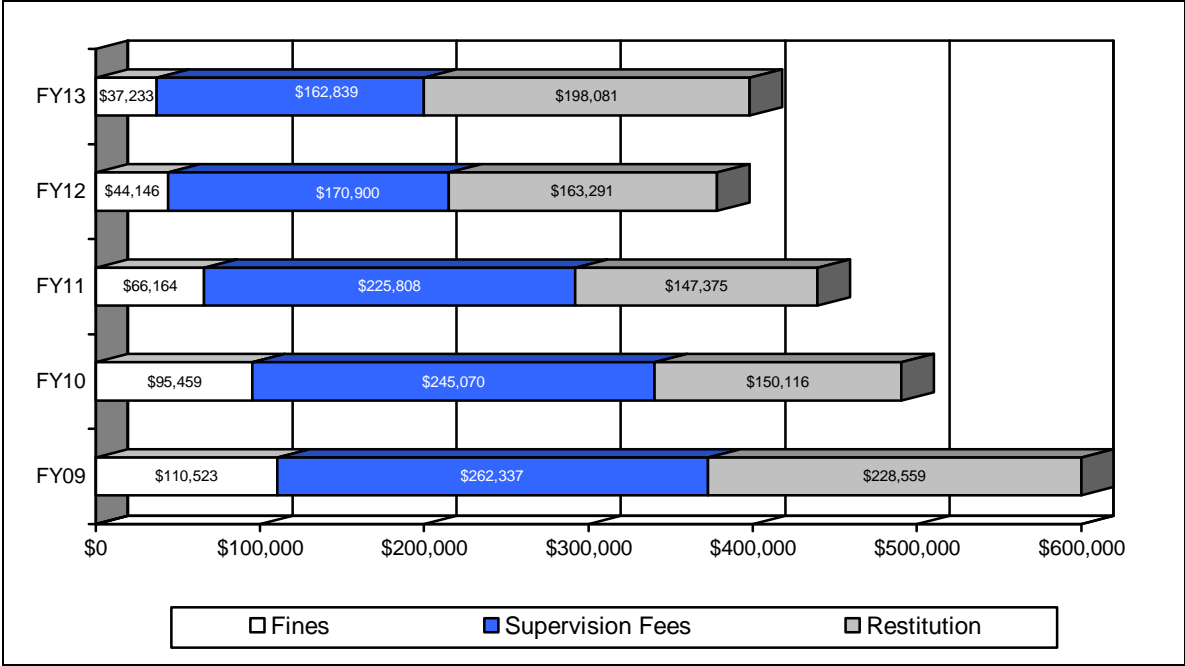


Figure 7.3-2 shows fees collected during administrative violations hearings. Offenders pay fees and fines as an alternative to revocation. The decrease in monies collected was due, in part, to the decrease in hearings conducted because of attrition of hearing officers.

**Figure 7.3-2
Delinquent Offender Account Collections
Administrative Violation Hearings**



The Fiscal Management section submitted 14,210 arrearage accounts to South Carolina Department of Revenue for collection during FY13 as part of the Setoff Debt Collection program. The Department received payment on 1,606 accounts. Figure 7.3-3 reflects collections since 2009.

**Figure 7.3-3
Setoff Debt Collections Summary**

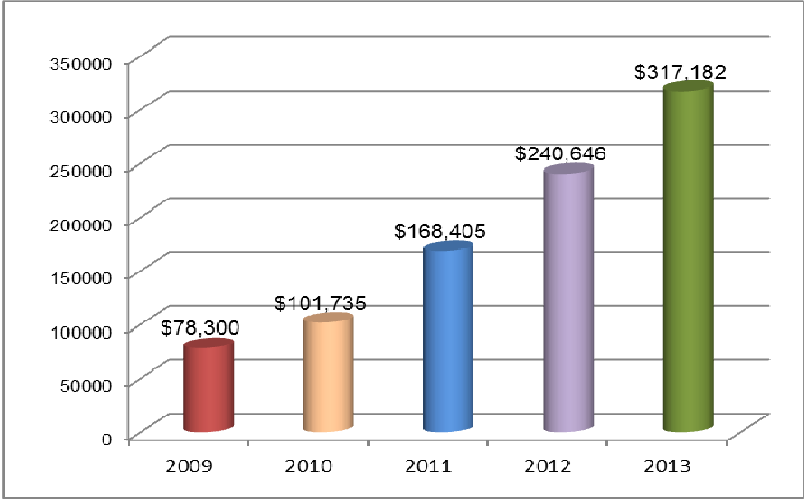


Table 7.3-4 shows the cost to supervise offenders.

Table 7.3-4

Daily Supervision Costs FY 2012	
Standard Supervision	\$2.72
High Supervision	\$2.98
Intensive Supervision	\$4.74
Intensive Supervision w/ Electronic Monitoring	\$8.74
Sex Offender Supervision	\$12.36
Sex Offender Supervision w/ GPS	\$21.13
Offenders on Track	\$18.55

Table 7.3-5 show the Ignition Interlock Revenue, Expenditures and Fund Balance.

Table 7.3-5

Ignition Interlock Fund Revenue, Expenditures and Fund Balance		
FY 2013 Beginning Cash Balance	\$	249,929
Revenue	\$	198,101
Expenditures	\$	(135,416)
FY13 Ending Cash Balance	\$	312,614

7.4 What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

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

**Figure 7.4-1
Classification Turnover**

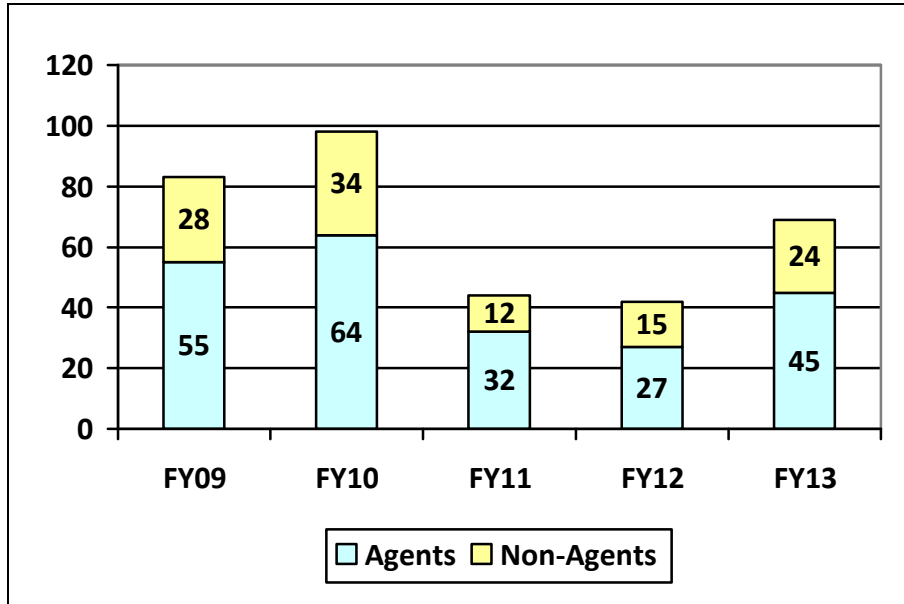
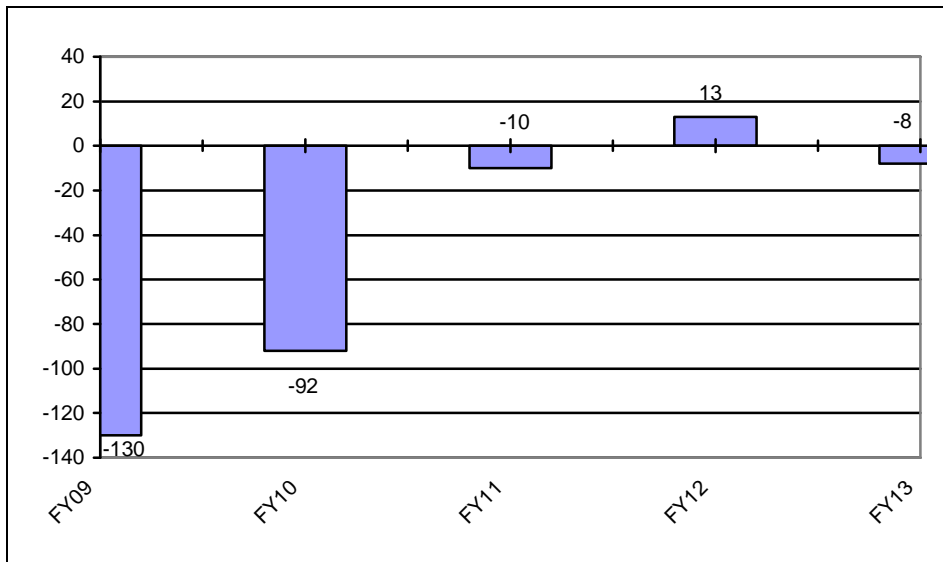


Figure 7.4-2 illustrates the change in staff for the last five fiscal years.

Figure 7.4-2
Change in Staff



Workplace Health, Safety, and Security

The Department’s Human Resources Office is diligent in promoting healthy living for employees. Staff receives announcements for local and statewide health screenings, fitness activities as well as a standing “To Your Health” article in the Department’s newsletter, and monthly Intranet Health articles.

Employee Safety is paramount to the mission of the Department. Safety Plans are displayed and periodic fire drills are conducted as well as office inspections. The Special Operations Section is responsible for compiling a list of CPR and First Aid certified employees.

All county office locations have rigorous security procedures and this fiscal year, the Department's Central Offices implemented its security measures.

Employee Training Results

Training Compliance and Professional Development (TCPD) continues to focus on the completion and maintenance of the Class-1 Law Enforcement certification for all targeted staff. At the end FY13, 378 employees were C-1 certified. Training was provided for recorded 350 training sessions. Of these, 1626 surveys "End of Course" surveys were completed. Responses were as follows: 91% of the respondents rated the courses as either "Excellent," or "Above Average;" 97% either "Strongly Agreed," or "Agreed" that the teaching methods used in class facilitation improved their learning, and 98% "Strongly Agreed," or "Agreed" that the courses helped to increase their knowledge on the subject matter; and 98% of respondents stated that they would recommend these courses to others.

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

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

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

Three audits were conducted during the past fiscal year: Legislative Audit Council (LAC), State of South Carolina Information Security Risk Assessment, and Procurement.

The Legislative Audit was completed with recommendations for action items. Each item has been reviewed and the appropriate responses with corrective measures have been given for compliance. The Audit results were shared with all staff internally on the PPP net and staff was referred to the Legislative Audit Council's website for full disclosure of the audit.

The Procurement Audit findings have been discussed with the Fiscal Management section of the Department and corrective actions have been taken for compliance.

The Information Security Risk Assessment was conducted in an effort to provide assistance in the implementation of a statewide information security (INFOSEC) program and assistance identifying and addressing serious information security vulnerabilities. The agency is currently working closely with the Department of State Information Technology to address the vulnerabilities identified. The Cyber Security audit was conducted in an effort to minimize the volatility of the potential breach of confidential information. The agency is working with the Department of State Information Technology. Internally, we have created the Cyber Security Task to view and re-define practices, processes, and protocol of the agency. The Department reviewed all regulations pursuant to Executive Order and the core mission of the Department with respect to our customers was not compromised and we will continue to enhance efficacy in daily operations.

Glossary of Acronyms

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