

<b>AGENCY NAME:</b>	South Carolina Department of Probation, Parole and Pardon Services		
<b>AGENCY CODE:</b>	N080	<b>SECTION:</b>	066



## Fiscal Year 2013-14 Accountability Report


### SUBMISSION FORM

<b>AGENCY MISSION</b>	<ul style="list-style-type: none"> <li>• <b>Prepare</b> offenders under our supervision toward becoming productive members of the community;</li> <li>• <b>Provide</b> assistance to the victims of crime, the courts and the Parole Board; and to</li> <li>• <b>Protect</b> public trust and safety</li> </ul>
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
<b>PRIMARY CONTACT:</b>	Jodi Gallman	803-734-9284	Jodi.gallman@ppp.sc.gov
<b>SECONDARY CONTACT:</b>	Arnise Moultrie	803-734-7102	Arnise.moultrie@ppp.sc.gov

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN/DATE):</b>		
<b>(TYPE/PRINT NAME):</b>	Kela E. Thomas	September, 15, 2014 Date
<b>BOARD/CMSN CHAIR (SIGN/DATE):</b>		
<b>(TYPE/PRINT NAME):</b>		

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## **AGENCY'S DISCUSSION AND ANALYSIS**

The Department is the third largest state law enforcement agency in South Carolina charged with the community supervision of a daily average of 47,529 jurisdictional offenders, placed on probation by the Court, paroled by the State Board of Pardons and Paroles, and 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 provide the opportunity to succeed while protecting public safety. We embrace the motto: ***Prepare, Provide, Protect.***

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. At the end of FY 2014, the Department was staffed with 632 employees, which included 628 classified positions and 4 unclassified positions, in addition to 23 temporary contract positions. This included 402 caseload carrying Agents.

The Executive Management Team is comprised of the Department's Director, Deputy Directors of Administration, Field Operations, and Pardons and Paroles. Together, they are the primary entity that guides the Department's standards 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 the overall responsibility for the Department, supervises all staff functions, and ensures that all policies, procedures, and protocols are followed.

The Department has had a very productive year. With further implementation of evidence-based practices, new supervision strategies, and enhanced partnerships, several 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. Providing these services requires close collaboration with local, state, and federal agencies, non-profit organizations, the Legislature, and the Governor's office. To achieve the following goals, we implemented several staff-oriented initiatives:

- Leadership and Professional Development
- Cybersecurity 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 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

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**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 retaining human resources. Key challenges included:

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

**Planning Approach for Future Growth and Development**

- Evidenced Based Practices
- Data Analysis for Reducing Recidivism
- Galvanizing our Partnerships
- Streamline and Standardize our Processes
- Evaluate for Success
- Organizational Growth and Workforce Development

The Department is comprised of the Director’s office and three divisions: Field Operations, Administration, and Paroles and Pardons. Each section within these divisions all serve to support the mission of the Department.

<b>Division</b>	<b>Mission Responsibilities</b>
<b>Director’s Office</b>	The Director’s Office includes the Offices of Executive Programs, Community Affairs, Grants Management, External Affairs and Victim Services. Each office serves as liaisons to the community, state government, national agencies and local coalitions. All victim related concerns, media requests, legislative issues, mentoring programs and speaking engagements are arranged through this section. All grant requested funding and monitoring are housed here. Designated and concentrated recruitment and volunteer services operate through this office.
<b>Field Operations</b>	This Division is responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties. As First Responders, we participate in all activities and events that require augmentation of special operations. All Research and Evaluation analysis projects are managed here. The Ignition Interlock Device Program participants are monitored for statutory requirements.
<b>Administration</b>	This Division is responsible for oversight of Training Compliance and Professional Development, Human Resources, Records Management, Fiscal and Materials Management, Budget Services and Strategic Development and Information Technology.
<b>Paroles and Pardons</b>	The Paroles and Pardons Division addresses all legal matters, interprets policies, advises management on issues having legal implications to the Department, provides investigative and functional support to the Board of Paroles and Pardons, and operates the Department’s Administrative Hearings process and Internal Audits functions.

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

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treatment providers. We are also committed to the staff's personal growth and professional development through an array of training protocols and external consultations.

**Major Accomplishments for the 2014 Fiscal Year**

**Director's Office:**

- Secured grant funding in the amount of \$270,600.
- Notified 5,989 Victims of hearings.
- Notified 996 victims of SFIIA release.
- Conducted 25 Pardon Workshops across the state during FY 2014.
- Notified 1,600 victims of Community Supervision release.
- The S.P.I.C.E. program saw 126 participants; of that number 62 were paroled to S.P.I.C.E. Since inception 1,200 offenders have gone through the program, with 503 conditionally paroled. We continue to have a 95% community success rate.

**Division of Field Operations:**

- Completed 17,633 Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) risk/needs assessments.
- Established the Supervisory Leadership Academy. The 27 graduates of this course focused on incorporating leadership strategies into the implementation of evidence-based practices.
- Monitored 1,128 participants in the Ignition Interlock Device Program.
- GPS Operations Center (GOC) processed more than 62,758 tracking alert messages.
- Supervised 1,163 sex registry offenders at the end of the fiscal year. Of these, 860 were actively supervised for a sex offense and 513 participated in treatment.
- Participated in seven hurricanes, natural disaster and hazmat exercises and in three special operation security details with multiple agencies.
- Offenders contributed 164,776.88 hours of public service work. Calculated minimum wage of \$7.25 per hour, contributes \$1,194,632.38 worth of labor to the state. This is a decrease of 13% of service hours.
- Coordinated the transfer of 691 offenders to other states and processed 1,306 of offenders into South Carolina.
- Granted 496,379 days of Compliance Credits for offenders to be removed from supervision prior to their original supervision end date. This is an increase of 47% from the previous fiscal year.
- National presentations by staff included Summit of Effective Responses to Violations of Probation and Parole Supervision in New Orleans, Louisiana.

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**Division of Administration**

- Recruited and hired 118 new employees (89 Agents and 29 Non Agents)
- Developed and revised online training modules on the new Offender Forms Management/OMS Forms module. Training was delivered to over 400 Agents and Human Services Specialist staff.
- Produced a video on the Ignition Interlock Device program to explain the IID Program and the role of law enforcement officers in the enforcement of Emma’s Law.
- Coordinated the Effective Practices in Correctional Settings (EPICS) II Training course for Agents. These supervision techniques and skill sets have proven to reduce recidivism in other agencies and are being used daily when interacting offenders.
- Re-implemented the Agent Career Track pay plan for Agent recruitment and retention.
- Re-implemented a payment plan for Non-Agent Human Services Specialists to attract applicants with qualifications beyond the minimum requirements to improve staff retention and recruitment.
- Streamlined and standardized the Hiring process to address the revolving door of Probation and Parole Agents through the use of centralized hiring.
- Successfully migrated from Novell GroupWise to Microsoft Exchange Server and installed Microsoft Outlook as the email client for users.
- PPP has taken appropriate steps during FY 2014 to inhibit any cyber security vulnerabilities at any access point including users and systems by procuring and implementing new security software, proving training to all staff and by adopting the information security (INFOSEC) program as recommended by Deloitte and Touché and the SC Budget and Control Board, Division of Information Security.
- The Offender Management System (OMS) that manages offender accounts was upgraded. Staff can more efficiently select treatment and service providers within the community.
- The Setoff Debt Program collected \$346,573 during FY 2014.
- Distributed \$6,993,926 to victims of crime in FY 2014. This is a total disbursement of \$94,459,717 in restitution payments to victims since FY 1999.
- A Gender-Based Training curriculum was developed for caseload Agents and supervisors.

**Division of Paroles and Pardons:**

- Trained Parole Examiners on new Summary and COMPAS Review
- Conducted two Parole Board Annual Training
- Six county office comprehensive Audits were conducted during the fiscal year
- Conducted over 3,200 Parole Hearings using COMPAS tool for the Parole Board.

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- Conducted 869 Pardon Hearings. Pardoned 554. (63% Pardoned Rate)
- Conducted 3,920 Administrative Hearings
- Conducted 547 appeals for IID

### Key Partners

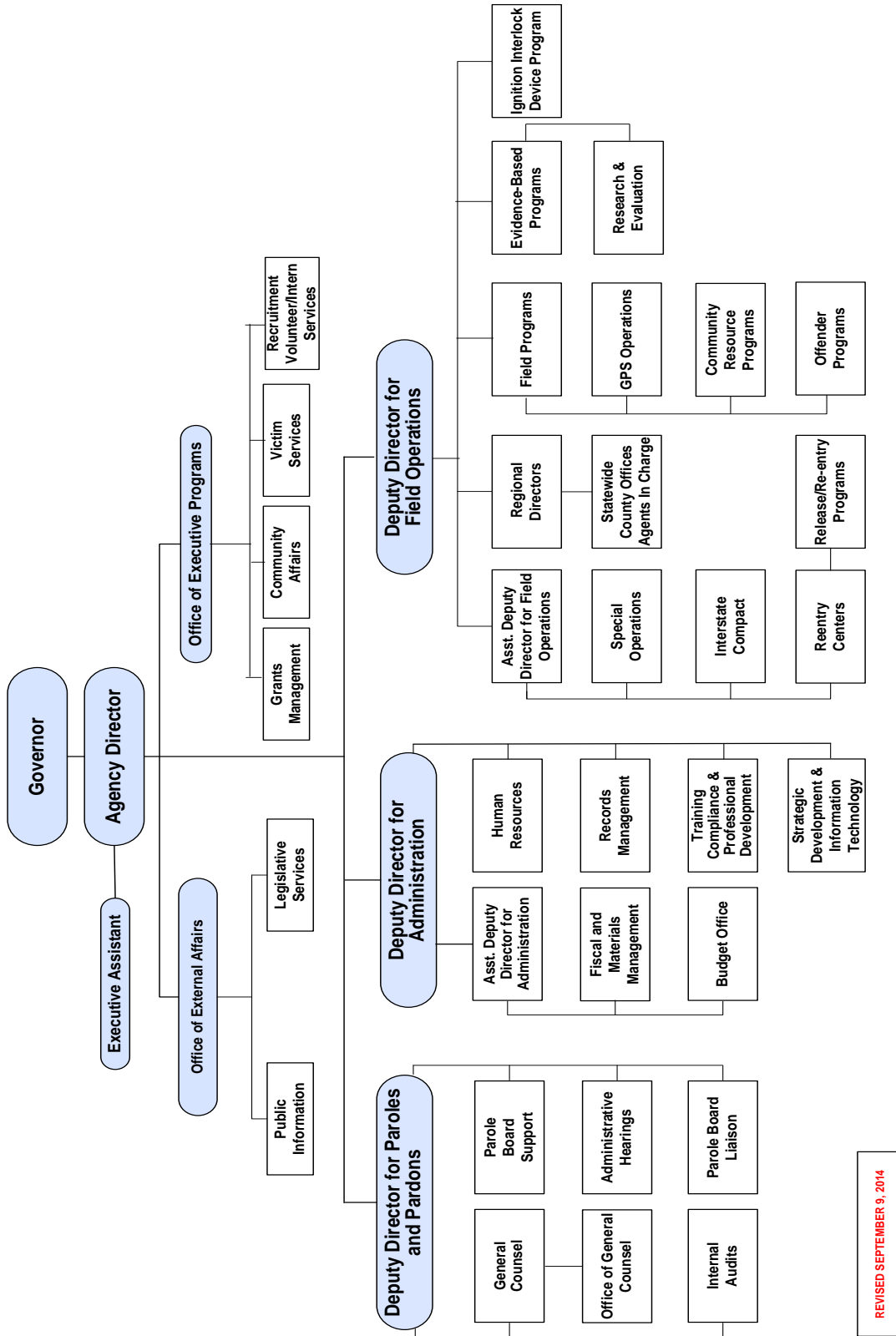
State Law Enforcement Division	S.C. Department of Vocational Rehabilitation
S.C. Department of Public Safety	S.C. Budget and Control Board
S.C. Department of Juvenile Justice	S.C. Commission for the Blind
S.C. Department of Corrections	S.C. School for the Deaf and Blind
U. S. Probation Office	U. S. Marshal’s 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.

Organizational values are part of the strategic planning process, and applied to divisions. The Office of Executive Programs located in the Director’s Office is dedicated to performance improvement, strategic planning, building partnerships, and program development. This office is also responsible for the monitoring and update of the “White Papers”. These two documents contain action items, timelines to address organizational improvement initiatives, and assigned process owners who track the completion of these initiatives. The Research and Evaluation section provides a quarterly review of performance indicators and provides management with regular updates.

The organizational structure of the Department is designed with the chain of command and divisional structure to identify the points of contact for customers and stake holders. The framework of our infrastructure is also designed to address our SWOT Analysis (Strengths, Weakness, Opportunity, and Threats), Core competencies, and strategic building. See diagram below.

South Carolina Department of Probation, Parole and Pardon Services  
SEPTEMBER 2014



REVISED SEPTEMBER 9, 2014

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Strategic Planning Template

Type	Item #			Description
	Goal	Strat	Object	
G	1			<b>To Effectively Meet Our Mission Responsibilities</b>
S		1.1		<b>To provide for appropriate and effective supervision and intervention strategies that promote offender accountability.</b>
O			1.1.1	<i>Implement the Data Analysis to Reduce Recidivism. Develop and track a defined set of key performance indicators (measures) related to supervision effectiveness and offender accountability.</i>
O			1.1.2	<i>Streamline the Agent Performance Management (APM) procedures for supervisors to utilize current information technology tools. Incorporate APM into the Employee Performance Management System.</i>
O			1.1.3	<i>Fully implement Evidence Based Practices and protocols to meet offender needs to reduce recidivism.</i>
O			1.1.4	<i>Implement all components of Correctional Officers Management Profiling for Alternative Sanctions (COMPAS)</i>
S		1.2		<b>To support the successful integration of offenders into the community.</b>
O			1.2.1	<i>Develop a systematic approach for tracking the Department's offender program initiatives.</i>
O			1.2.2	<i>Implement DARR to track recidivism rates of offenders that have completed supervision under our jurisdiction.</i>
O			1.2.3	<i>Expand peer support and methodology to identify and maintain a network of referral sources that will assist offender needs in areas to include employment, education, substance abuse, sex offender treatment, and other counseling services.</i>
S		1.3		<b>To provide accurate and timely information to the Courts, SC Board of Pardons and Pardon and other stakeholders.</b>
O			1.3.1	<i>Provide accurate pre-parole and other investigations for the Parole Examiners within specified timeframes. Track strategic Pre-Parole Investigation indicators to ensure timeliness.</i>
O			1.3.2	<i>Prepare parole case summaries for the SC Pardons and Pardon process within the specified time frames.</i>
O			1.3.3	<i>Conduct pre-sentence investigations as ordered by the Court of General Sessions within specified timeframes pursuant to statutory requirements.</i>
O			1.3.4	<i>Provide routine information to the Court regarding active offenders who appear in General Sessions Court.</i>
S		1.4		<b>To maximize our support and services to the victims of crime.</b>
O			1.4.1	<i>Maintain remote video conference capabilities for all victims of crime.</i>
O			1.4.2	<i>Implement conversion of victim related forms from English to Spanish.</i>
O			1.4.3	<i>Enhance methodology for obtaining information regarding victim satisfaction with the services provided by the Department.</i>



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Type	Item #			Description
	Goal	Strat	Object	
O			1.4.4	Collect ordered restitution from offenders and distribute to victims within 30 days of collection.
S		1.5		<b>To maintain a systematic approach for apprehending fugitives.</b>
O			1.5.1	Explore internal and external "best practices" for apprehending fugitive offenders to include, but not limited to ROCIC (Regional Organized Crime Information Center) investigations and designated fugitive field investigators.
O			1.5.2	Build capacity for a formal process for the submission, selection and posting of the Department's "10 Most Wanted List" to assist in the apprehension of offenders perceived as being dangerous to the community.
O			1.5.3	Evaluate annually the Department's process for entering warrants into the National Crime Information Center (NCIC) database.
S		1.6		<b>To effectively support special and emergency public safety operations.</b>
O			1.6.1	Participate in the South Carolina Emergency Preparedness Operation as mandated by the Governor in three specific areas: Mass Care (ESF-6), Law Enforcement Services (ESF-13), and Evacuation Traffic Management (ESF-16).
O			1.6.2	Provide Department personnel and equipment to augment and support the primary agency in carrying out all related special and emergency service duties as mandated.
O				Track the number of personnel and employee hours provided by type of event supported.
O			1.6.3	Standardize and maintain Special and Emergency Operations standard operating procedures.
O			1.6.4	Conduct "after action" reviews to assess the effectiveness of all Special and Emergency Operations deployments within 30 days of completion.
S		1.7		<b>To actively engage in local, state and federal partnerships.</b>
O			1.7.1	Maintain a current contracts grid that includes all MOAs, MOUs, Letters of Agreement, and contracts.
O			1.7.2	Identify and participate in partnerships with other federal, state and local entities that contribute to the mission of the Department.
S		1.8		<b>To actively promote and market the mission of the Department and its employees.</b>
O			1.8.1	Implement a marketing plan for the Department.
O			1.8.2	Implement a Speaker's Bureau with supporting infrastructure.
O			1.8.3	Implement a Community Outreach initiative.

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Type	Item #			Description
	Goal	Strat	Object	
O			1.8.4	Participate in statewide career fairs to recruit new staff.
O			1.8.5	Implement user friendly changes to the Department's website to be in compliance with ADA requirements.
O			1.8.6	Maintain current and relevant information on the Department's website.
G	2			<b>To Maximize the Availability and Utilization of the Department's Information Management Systems</b>
S		2.1		<b>To continuously evaluate, develop and implement innovative technology to improve the quality and effectiveness of service delivery while minimizing cost.</b>
O			2.1.1	Expand communication while conducting field contacts or assignments.
O			2.1.2	Build an updated system for creating Department employee identification credentials for security and safety measures.
S		2.2		<b>To evaluate and develop application databases for system integration, upgrade or replacement.</b>
O			2.2.1	Conclude and implement completed OMS components to system
O			2.2.2	Develop an implementation timeline to transition from AIMS to an updated system to facilitate administrative support systems.
O			2.2.3	Complete automatic records system for housing of all offender files.
O			2.2.4	Evaluate and develop databases on functionality of current records system and customer feedback.
S		2.3		<b>To provide responsive and effective support for the Department's information management needs.</b>
O			2.3.1	Conduct an annual internal customer feedback survey.
O			2.3.2	Form an ITSS Users Group for the Department, consisting of ITSS and a cross-section of Department staff.
G	3			<b>To Continuously Improve Our Processes</b>
S		3.1		<b>To develop and implement effective work processes that are streamlined, proactive, and responsive.</b>
O			3.1.1	Implement a formal and systematic process for the development, change and review of the Department's policies and procedures. Include a formal process for employee participation in the development and change process.
O			3.1.2	Conduct an annual review of all Department policies and procedures.
O			3.1.3	Implement an agency-wide plan to ensure cross-training for critical job functions.
O			3.1.4	Establish a standard template for Department standard operating procedures and implement SOP development protocols.
			3.1.5	Maintain "White Papers" for each function of the Department to ensure protocols and procedures are followed.

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Type	Item #			Description
	Goal	Strat	Object	
S	3.2			<b>To identify “best practices” in other states and import those to the Department.</b>
O		3.2.1		<i>Establish a methodology for researching, sharing and implementing, as appropriate, best practices using all available resources.</i>
O		3.2.2		<i>Research best practices as a part of the “research and development” phase of all new project and work processes.</i>
S	3.3			<b>To ensure that all Department communications are timely, consistent, professional and responsive to the needs of our employees and stakeholders.</b>
O		3.3.1		<i>Conduct annual employee satisfaction surveys to include questions on the effectiveness of the Department’s internal and external communications processes.</i>
O		3.3.2		<i>Continue the timely (quarterly) publication of The Department’s newsletter, The Informer.</i>
O		3.3.3		<i>Implement the Director’s Blog for timely communication of Department community outreach efforts, initiatives, and projects.</i>
S	3.4			<b>To utilize the Strategic Plan as a prime decision making tool.</b>
O		3.4.1		<i>Incorporate the Strategic Plan into the Department’s annual Accountability Report.</i>
O		3.4.2		<i>Conduct quarterly reviews on status and progress made toward achieving the Department’s strategic goals, strategies, and related action plans.</i>
O		3.4.3		<i>Monitor the Department’s progress towards the achievement of its strategic goals, strategies, and action plans.</i>
O		3.4.4		<i>Place the Strategic Plan on a shared drive with access for all PPP staff.</i>
O		3.4.5		<i>Promote the publication and importance of the Strategic Plan. Develop a methodology for routinely communicating the contents of the Strategic Plan to all employees.</i>
S	3.5			<b>To link the EPMS process to the Strategic Plan.</b>
O		3.5.1		<i>Link all employee EPMS Planning Stages to one or more of the strategies/action items of this strategic plan.</i>
O		3.5.2		<i>Implement a system for annual documentation by each PPP staff member that the Strategic Plan has been reviewed with them by their supervisor.</i>
S	3.6			<b>To use the annual Accountability Report as a tool for setting improvement priorities.</b>
O		3.6.1		<i>Within 60 days of completion of the Department’s annual Accountability Report, form a team to assess the key strengths and opportunities for improvement based on information contained in the report.</i>

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Type	Item #			Description
	Goal	Strat	Object	
O			3.6.2	Department accomplishments and noted outcomes will be published and shared with staff for communicating with the community and other interested parties.
S		3.7		<b>To maintain an effective internal audit function</b>
O			3.7.1	Develop and implement a methodology that will include an annual auditing plan for the Department. Include: a process for tracking audit completions; reporting closure; and a methodology for tracking and reporting common audit findings.
O			3.7.2	Include a methodology for including audit findings in the work process development and review process.
O			3.7.3	Track data on customer and management satisfaction with the auditing process.
G	4			<b>To Deliver Quality Services to Our Customers and Stakeholders</b>
S		4.1		<b>To demonstrate our Department's values through our actions.</b>
O			4.1.1	Include an evaluation component on the Department's organizational values in all employee performance evaluations.
O			4.1.2	Include briefing on the Department's values in all new employee orientation programs. Values should be presented by the Director or a member of the Executive Management Team (EMT).
O			4.1.3	Conduct an annual employee survey to determine the integration of the organizational values into the organization's culture.
S		4.2		<b>To determine the needs and expectations of our customers and to utilize their feedback for continuous improvement.</b>
O			4.2.1	Monitor and obtain service satisfaction feedback from the Department's key customer segments. Include a methodology for incorporating this feedback into the service development and design process.
S		4.3		<b>To employ a systematic process to address and resolve complaints.</b>
O			4.3.1	Enhance the process for systematically collecting, aggregating, and addressing complaints received by the Department. Include a methodology for tracking and reporting recurring complaints, and for tracking response time to the complainant.

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Type	Item #			Description
	Goal	Strat	Object	
G	5			<b>To Optimize Our Financial Resources and to be Fiscally Responsible</b>
S		5.1		<b>To be responsible and accountable in the management of all of the Department's financial resources.</b>
O			5.1.1	<i>Ensure that a strong internal structure and assessment process is in place to maintain sound accounting controls.</i>
O			5.1.2	<i>Develop a methodology and tracking process to assure accountability of the Department's financial related actions.</i>
O			5.1.3	<i>Comply with mandates related to Performance Based Budgeting.</i>
S		5.2		<b>To effectively collect all revenues owed to the Department</b>
O			5.2.1	<i>Enforce, monitor, and track the collection of financial obligations owed to the Department through the Fiscal Management Section and the Division of Field Operations.</i>
S		5.3		<b>To evaluate and pursue financial grant opportunities</b>
O			5.3.1	<i>Develop a methodology for identifying organizational priorities, researching, applying for, and tracking grants that could enhance the Department's operations or services.</i>
O			5.3.2	<i>Track information on the number and type of grants applied for, awarded, and related funding, and operations and/or service enhancements achieved.</i>
S		5.4		<b>To link fiscal resources to the Strategic Plan.</b>
O			5.4.1	<i>Develop and implement a process for identifying, prioritizing, allocating, and tracking financial resources required to achieve strategic action items.</i>
G	6			<b>To Provide for Organizational Growth and a Capable, Satisfied, and Diverse Workforce</b>
S		6.1		<b>To create a work environment and organizational culture that promotes high performance, employee satisfaction, innovation, empowerment, equality, diversity, health, safety and security.</b>
O			6.1.1	<i>Incorporate emphasis on the Department's values into its leadership development initiatives.</i>
O			6.1.2	<i>Create a working atmosphere where employees respect and value each other.</i>
O			6.1.3	<i>Develop and deliver training for all staff addressing diversity issues.</i>
O			6.1.4	<i>Promote and track equal opportunity in all facets of the Department's operations.</i>
O			6.1.5	<i>Promote and track wellness activities for the Department's staff.</i>

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S	6.2			<b>To apply comprehensive workforce planning strategies that will help recruit and retain competent and qualified employees.</b>
O		6.2.1		<i>Ensure a comprehensive methodology for recruiting and retaining employees. Link efforts to the Department's Marketing Plan.</i>
O		6.2.2		<i>Incorporate the recommendations of the Hiring, Recruitment and Retention Team for implementation.</i>
S	6.3			<b>To provide comprehensive, meaningful employee training and knowledge management systems utilizing up-to-date techniques and technology.</b>
O		6.3.1		<i>Develop an annual training plan for each employee. Link training plans to each employee's Planning Stage. Track accomplishment of training plans.</i>
O		6.3.2		<i>Determine employee training needs for inclusion into the Department's annual training catalogue.</i>
O		6.3.3		<i>Ensure that specialized employee job knowledge is transferred prior to separation from employment.</i>
O		6.3.4		<i>Review and evaluate the effectiveness and application of the Department's training courses. Include an annual review process on the application of new skills and learnings on the job.</i>
O		6.3.5		<i>Develop a methodology that supports employee development and growth through cross training and mentoring relationships.</i>
S	6.4			<b>To support and encourage opportunities for professional growth.</b>
O		6.4.1		<i>Encourage employee participation in professional organizations and training sponsored by work related associations.</i>
S	6.5			<b>To employ an effective and systematic approach for recognizing and rewarding employee achievement and excellence.</b>
O		6.5.1		<i>Evaluate the current employee reward achievement program and seek input from employees on ways to improve the process.</i>
O		6.5.2		<i>Conduct a national review of best practices and develop a comprehensive system and rewards mechanisms for recognizing employee achievement and excellence.</i>
O		6.5.3		<i>Plan annually for statewide reward and recognition activities.</i>
O		6.5.4		<i>Encourage methodologies for rewarding and recognizing employees at the local level.</i>



Agency Name: South Carolina department of Probation, Parole and Pardon Services



Fiscal Year 2013-14  
Accountability Report

Agency Code: N080 Section: 066

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Decrease Number of Compliance Revocations	2,626	2,605	N/A	12 MONTHS	DARR-OMS	MONTHLY	ACTUAL	1.1.1
2	Increase the Number of Acturarial Risk and Needs Assessments	17,633	24,933	N/A	12 MONTHS	OMS	MONTHLY	ACTUAL	1.1.4
3	Complete Records Automation Process for Closed Offender Files	31,543	33,500	35,500	12 MONTHS	OMS	QUARTERLY	ACTUAL	2.2.3
4	Conduct Annual review of Agency Policies and Revise Accordingly	8	21	30	12 MONTHS	SCDPPPS Policy and Procedures Committee	MONTHLY	ACTUAL	3.1.1
5	Within 60 days of completion of the Department's annual Accountability Report, form a team to assess the key strengths and opportunities for improvement	1 Team Meetings	2 Team Meeting	4 Team Meetings	12 MONTHS	Director's Office	MONTHLY	ACTUAL	3.6.1
6	Brief All New Employees on the Department's Values during Orientation Classes	69	118	100	12 MONTHS	SCDPPPS Training Section	MONTHLY	ACTUAL	4.1.2
7	Track the Number and Types of Grants Pursued and Awarded	Awarded 6 out of 10	Awarded 5 out of 9	6 out of 6	12 MONTHS	Director's Office	QUARTERLY	ACTUAL	5.3.2
8	Develop and Implement a Supervisory Leadership Academy	0	27	25	12 MONTHS	SCDPPPS Training Section	QUARTERLY	ACTUAL	6.1.1
9	Invite Line Staff to the SCDPPPS Leadership Management Meetings	40	35	40	12 MONTHS	Director's Office	QUARTERLY	ACTUAL	6.1.1
10	Recruit and Retain Employees	0	100	100	12 MONTHS	Director's Office	WEEKLY	ACTUAL	6.2.1



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Fiscal Year 2013-14  
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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	\$ 958,281	\$ 1,120,689	\$ -	\$ 2,078,970	\$ 877,682	\$ 1,100,704	\$ -	\$ 1,978,386	
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction.	\$ 9,517,209	\$ 13,409,612	\$ 327,487	\$ 23,254,308	\$ 9,376,800	\$ 15,602,531	\$ 267,701	\$ 25,247,032	
OFFENDER SUPERVISION: VICTIM SERVICES	To provide crime victim with information and notification concerning offenders on probation, parole and appearing before the Parole Board.		\$ 209,856	\$ 4,580	\$ 214,436		\$ 156,423	\$ 1,013	\$ 157,436	
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.	\$ 3,900,698	\$ -	\$ -	\$ 3,900,698	\$ 3,834,466	\$ 133,380	\$ -	\$ 3,967,846	
RE ENTRY CENTERS	To provide life skills training and employment for high risk offenders under a highly structured-entry setting.	\$ -	\$ 174,842	\$ -	\$ 174,842	\$ -	\$ 369,892	\$ -	\$ 369,892	
PAROLE BOARD OPERATIONS	The Board has the sole responsibility for granting or denying parole and pardons, revoking, modifying or re-hearing paroles and making recommendations on petitions for reprieves and commutations referred by the Governor.	\$ 510,094	\$ 632,720	\$ -	\$ 1,142,814	\$ 582,827	\$ 580,638	\$ -	\$ 1,163,465	
SENTENCING REFORM	The Omnibus Crime Reduction and Sentencing Reform Act of 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 funding.	\$ 2,211,265	\$ -	\$ -	\$ 2,211,265	\$ 3,350,394	\$ -	\$ -	\$ 3,350,394	
STATE EMPLOYER CONTRIBUTIONS	Employer Contributions	\$ 4,668,993	\$ 3,404,134	\$ 28	\$ 8,073,155	\$ 4,752,198	\$ 4,142,464	\$ -	\$ 8,894,662	
AGENT SAFETY EQUIPMENT	Parole Agent Safety Equipment	\$ -	\$ 299,271	\$ -	\$ 299,271	\$ -	\$ 38,170	\$ -	\$ 38,170	