

**FY 2010**

**ACCOUNTABILITY REPORT**



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

**SAMUEL B. GLOVER  
DIRECTOR**

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## **Section I – Executive Summary**

The South Carolina Department of Probation, Parole, and Pardon Services (SCDPPPS) faced broad challenges as concerted efforts were implemented to continue to provide essential services in support of the Department’s mission and related public safety initiatives. Despite the “budget shortfalls” and challenges with staff reduction, the commitment to and quest for excellence was not waived and mission critical services were sustained.

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

To provide these services the Department works in close collaboration and with the strong commitment of other officials and organizations, including the Governor and his staff, the General Assembly, Cabinet and other agencies, state boards and commissions, as well as public, private, and non-profit organizations.

### **Department’s Mission Statement**

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

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

### **Department’s Vision**

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

### **Department’s Values**

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

## **Major Achievements FY2010**

The Department continues to take a lead role in providing a variety of initiatives that enhance offender supervision and accountability while also helping offenders successfully reenter their communities and the workplace. 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.

- Entered Phase Two of the Ignition Interlock Device Program. At the end of FY10, 4572 drivers were eligible for the program
- Monitored 344 offenders with Global Positioning Satellite (GPS) with 115 offenders incarcerated who will require GPS monitoring upon release
- Operated a 24/7 statewide response GPS Operations Center (GOC) for all GPS alerts. The GOC processed more than 60,000 tracking alert messages during the FY
- Refined the automated Offender Management System (OMS) to allow Agents in the field web-based access for additional work outside of the office in the community
- Installed an automatic Release Parole Information Center (PIC) Module to support release programs that allows the ability to identify, organize, manage and create release certificates for over 200 offenders released monthly to PPP supervision
- Completed Phase 4 to outfit all county locations with Livescan digital fingerprinting stations that created offender fingerprints and submits them electronically to SLED
- Monitored 2,114 sex registry offenders. Of these, 1,259 sex registry offenders are under active supervision and 809 have been referred for treatment.
- Conducted 20 comprehensive workshops for "On The Outside" Mentoring Program
- Collected 5,750 DNA samples
- Participated in three tabletop exercises with the South Carolina Highway Parole Troops 1, 6, and 7
- Supervised offenders that contributed 199,056 hours of public service work to the state. Calculating these hours at minimum wage (\$7.25) per hour, offenders contributed \$1,443,156 worth of labor to organizations within our state
- Conducted Lunch and Learn Workshops for staff
- Transitioned to the South Carolina Enterprise Information System (SCEIS)
- Submitted arrearage accounts to SC Department of Revenue and collected \$101,735

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

- Referred 2,003 offenders for GED services and 1,397 for employment/vocational services as part of the Learn and Earn Initiative
- Referred 8100 offenders for substance abuse services
- Supervised 78 inmates paroled to the Parole Employment Program (PEP)
- Coordinated the release of 58 offenders to parole supervision through Self Paced In-class Education (S.P.I.C.E.)
- Coordinated the transfer of 888 offenders to other states and processed 1,682 from other states to South Carolina
- Performed 3,000 residence investigations and 3,300 field investigations for the 2211 offenders of five legislative mandated special release programs

#### **Key Strategic Goals for Present and Future Years**

- To effectively meet our mission responsibilities
- To maximize the availability and utilization of the Department's Information Management Systems
- To continuously improve our processes
- To deliver quality services to our customers and stakeholders
- To optimize our financial resources and to be fiscally responsible
- To provide for organizational growth and a capable, satisfied and diverse workforce

#### **Key Strategic Challenges**

A constituted effort will continue by the Executive Management Team (EMT) to identify ways to preserve mission-critical services concurrent with implementing necessary budget reductions and preserving human resources. The number of Probation and Parole Agents was reduced to 388 by the close FY10. With an increase in Legislative mandates for the Department, key challenges will revolve around the state and national economic environment. They included:

- A continued hiring freeze and low salary structure
- Budget shortfalls and Mandatory furloughs
- Separated probationary staff and reduction of temporary staff
- To provide statewide public safety
- Maintaining responsive offender supervision standards, to accomplish the diverse demands
- Maximizing partnerships
- Agent turnover/Agent retention
- Enhancing Offender Success
- Broadening Technology Usage

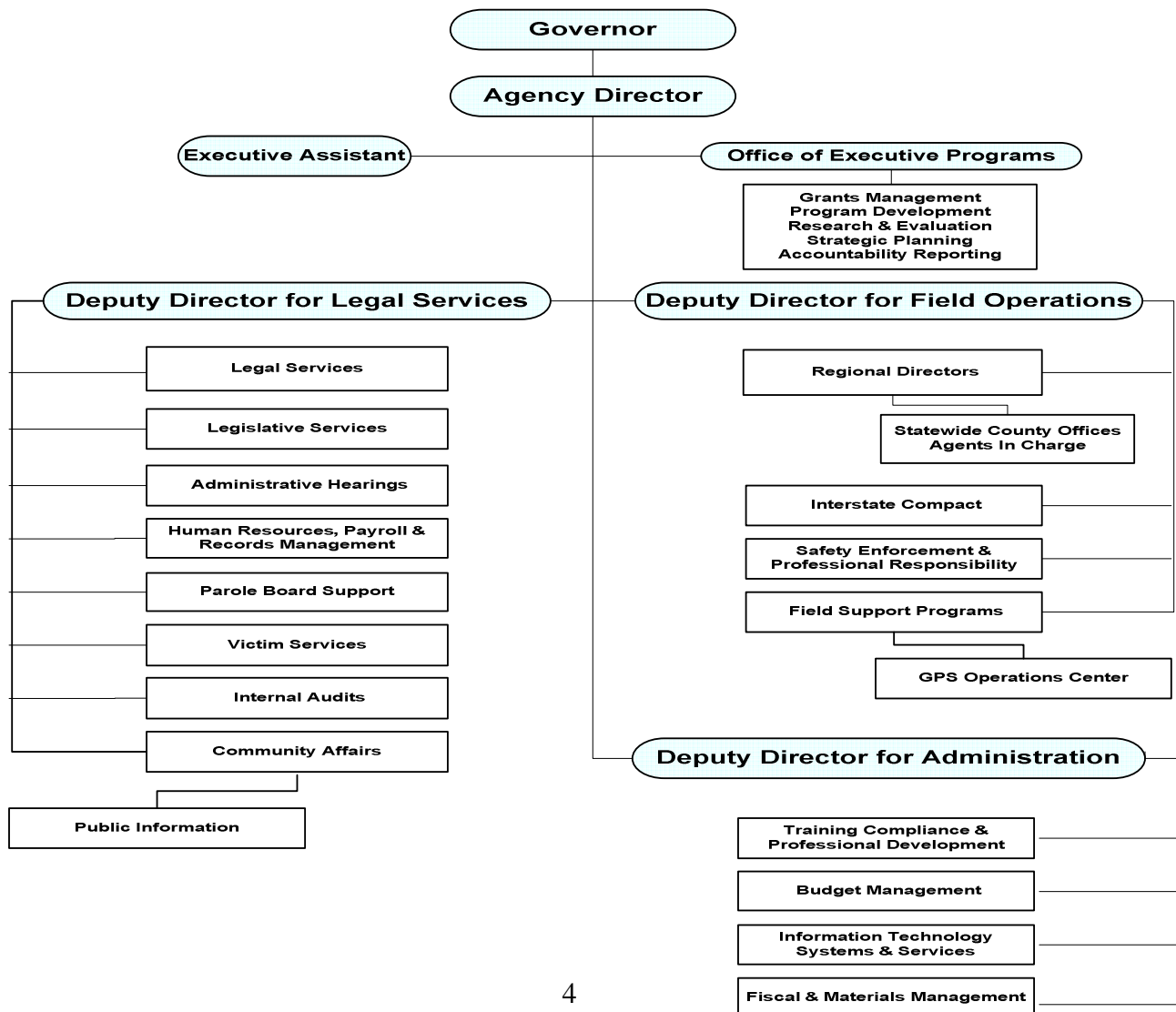
**How is the accountability report used to improve organizational performance?**

The Accountability Report is a vital tool that serves as an annual assessment for measuring organizational performance and setting improvement initiatives. The primary vehicle for setting these initiatives is the Department’s strategic planning and integrated performance review processes. This by design will document continuous improvement.

**Section II – Organizational Profile**

The Director and the Executive Management Team is the primary entity that guides the Department’s policy and decision making. The SCDPPPS’ organizational structure consists of three Divisions and the Office of Executive Programs (see Figure A-1). Each section within these Divisions is distinctively different, but all serve to support the mission of the Department. The Department maintains the following operating locations to support its mission and service related requirements: 46 county offices; four county satellite offices (Beaufort, Berkeley, Dorchester, and York); and, a Headquarters facility in Columbia, South Carolina.

**Figure A-1**  
**South Carolina Department of Probation, Parole and Pardon Services**  
 March 2010



## Key Customer Groups, Key Services and Key Service Requirements

The primary customer products/services are: Safe Environment; Timely and Accurate Response; Flexible Access; Professionalism; and Quality in Service and Products (SCDPPPS Strategic Plan). Table A-2 provides a sample listing of key customer segments and key services.

**Table A-2**

Section	Key Customers	Key Services
Field Operations	Offenders; Law Enforcement Organizations; General Public SCDPPS Staff and Managers Victims/Victim Families Offenders/Offender Families	Field supervision requirements; home visits; intervention; warrant service; residence verifications; collection of fees; correspondence; technology initiatives (GPS, Mapping, Tablets, Live Scan); correspondence and other communications; training; preparation of offender related documentation
Interstate Compact	State Instate Compact & Field Offices; State Law Enforcement Agencies; Federal, State & Local Agencies General Public	Timely and accurate processing of Interstate Compact offender transfer requests, communications to and from SC, response to offender violations, special case inquiries, and requests for assistance.
Special Operations	Federal and State Agencies and Law Enforcement Organizations;	Special operations assistance; information requests/records; safety plans/equipment; special operations training; fugitive apprehension
Victim Services	Victims; other Criminal Justice Agencies	Correspondence and other communications; payment of restitution monies; documentation in support of parole hearings
Programs	Employees; Law Enforcement Federal, State, and Local Agencies	Correspondence; YOA residence verifications; YOA release cases; YOA revocation and termination orders; certificates; review violation documentation: presenting violations to hearing officers
Legal Services	Employees	Training; Legal Advisement and Representation
	Judiciary, Legislature & Attorneys	Training; Detail Summaries; Court Presentations; Seminars
	General Public; Offenders	Respond to Case Inquiries and Correspondence
Hearing Section	Employees	Training; Orders of Continuation; Detailed Summaries
	Board of Parole and Pardons	Training; Findings for Revocation Cases; Video Site Coverage
	Judiciary	Training and Detailed Summaries
	Offenders	Respond to Case Inquiries and Correspondence; Hearings
	SC Dept. of Corrections	Order of Revocations and Detailed Summaries
Parole Board Support Services	Board of Parole and Pardons	Detailed Summaries, Investigation Reports, Recommendation Request, and Training
	Attorneys	Respond to Inquiries and Correspondence
	Current and Former Offenders	Provide Hearing Notification and Respond to Inquiries
Public Information	Media; General Public; Federal, State, and Local Agencies Employees;	Provide Parole Hearing Dates and results; offender information; respond to inquiries and correspondence; web-site support; Respond to Inquiries
Community Affairs	EMT, Employees, General Public	Community liaison; market Department, cultivate partnerships
Human Resources	Employees	Job applicant screening; drug testing; classification and compensation; benefits counseling/services; EPMS management; disciplinary/grievance processing; training, recertification
	General Public	Job applicant support processes; drug testing; classification and compensation info. benefits info.
	SC State Office of Human Resources	HR data reporting; EPMS reporting; disciplinary/grievance reporting; EEO reporting
	State Agencies	Job applicant services; database reporting
Administration	Employees, Legislature, Comptroller General, Victims, General Public, Other State Agencies	Financial reporting, offender management, information technology, employee training, C-1 certification tracking, materials and supplies management
Grants Administration	EMT, Employees, Legislature, State Agencies	Grant Administration; research and statistics; executive support for key Departmental initiatives
Office of Executive Programs	EMT, Employees	Strategic Planning; Office Action Planning; Performance/Business Improvement Systems Planning, and Implementation; Facilitation
	Employees; Federal, State, and Local Agencies	Performance Improvement/ Business Excellence Consultation/Tng.; Panel of Judges for Governor's Quality Award

**Table A-3**

**Key Services and How They are Delivered**

<b>Key Services</b>	<b>Method Delivered</b>
<b>Offender Supervision</b>	Field Agents monitor offender’s adjustment according to level of supervision and standards.
<b>Special Operations</b>	Pre-designated Agents provide law enforcement augmentation for special operations\events: Martin Luther King Day, traffic evacuation and support due to natural and man-made disasters.
<b>Parole Board Operations</b>	Parole and Records staff prepares packets of documentation for Parole Board Hearings and other administrative support services.
<b>Victim Services</b>	Victim Services, Finance and Accounting staff ensure that there are notifications of Board Hearings, Board administrative support, and payments of victim restitution.

**Key Stakeholder Groups**

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

**Key Suppliers and Partners**

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



## Key Partners

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

**Table A-4**

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

Table A-5 illustrates the decline in total number of employees.

**Table A-5**

	Authorized	Filled (FY 2007)	Filled (FY 2008)	Filled (FY 2009)	Filled (FY 2010)
<b>Classified</b>	848	751	753	672	581
<b>Unclassified</b>	4	4	4	4	4
<b>Contract</b>	N/A	24	22	3	4
<b>Total</b>	852	779	779	679	589

## Regulatory Environment

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

## Performance Improvement System

The Office of Executive Programs which is located in the Director’s Office is dedicated to performance improvement that is available to provide overall guidance and direction on key performance improvement initiatives. In addition a team-based environment provides cross-functional input and recommendations on key initiatives (see Table 5.1-1). The Department’s strategic plan is based on the results of Department-wide focus groups and a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis which provided input to strategic direction. The Strategic Plan contains action items and timelines to address organizational improvement initiatives, and also assigns process owners who have responsibility for tracking the completion of these initiatives. A quarterly review process of performance indicators and measures provides senior management regular updates on progress made.

## Expenditures/Appropriations Chart

### Base Budget Expenditures and Appropriations

Major Budget Categories	FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act		FY 10-11 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 30,589,178	\$ 16,018,730	\$ 25,538,051	\$ 11,967,603	\$ 28,559,711	\$13,989,263
Other Operating	\$ 11,058,468	\$ 1,685,799	\$ 8,364,303	\$ 195,001	\$ 10,566,603	\$ 295,001
Special Items	\$	\$	\$		\$	
Permanent Improvements	\$	\$	\$		\$	
Case Services	\$ 126,849	\$ 19,424	\$ 107,425	\$	\$ 107,425	\$
Distributions to Subdivisions	\$		\$		\$	
Fringe Benefits	\$ 10,148,739	\$ 5,314,263	\$ 9,282,135	\$ 4,447,659	\$ 9,325,166	\$ 4,490,690
Non-recurring			\$		\$	
<b>Total</b>	\$ 51,923,234	\$ 23,038,216	\$ 43,291,914	\$ 16,610,263	\$ 48,558,905	\$18,774,954

### Other Expenditures

Sources of Funds	FY 09-10 Actual Expenditures
Supplemental Bills	\$ 1,896.619
Capital Reserve Funds	\$
Bonds	\$

## Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 08-09 Budget Expenditures	FY 09-10 Budget Expenditures	Key Cross References for Financial Results*
15050000	Offender Supervision: To supervise offenders under the Department's jurisdiction.	<b>State:</b> 15,128,478.13 <b>Federal:</b> 296,688.00 <b>Other:</b> 20,198,788.16 <b>Total:</b> 35,623,954.29 <b>% of Total Budget:</b> 77.9%	<b>State:</b> 9,598,781.74 <b>Federal:</b> 299,861.78 <b>Other:</b> 24,554,576.43 <b>Total:</b> 34,453,219.95 <b>% of Total Budget:</b> 84.6%	Fig. 7.3-3 Fig. 7.3-4 Fig. 7.3-5
15051000	Sex Offender Monitoring: To place offenders ordered by the Court to GPS monitoring under the Sex Offender Accountability and Protection of Minors Act of 2006.	<b>State:</b> 4,626,654.56 <b>Federal:</b> 0.00 <b>Other:</b> 0.00 <b>Total:</b> 4,626,654.56 <b>% of Total Budget:</b> 10.1%	<b>State:</b> 3,361,654.92 <b>Federal:</b> 0.00 <b>Other:</b> 1,017.65 <b>Total:</b> 3,362,672.57 <b>% of Total Budget:</b> 8.3%	Fig. 7.1-4 Fig. 7.1-5
15150500 15152000 & 15153000	Residential Services: To provide life skill training and employment for high risk offenders under a highly structured residential setting.	<b>State:</b> 0.00 <b>Federal:</b> 0.00 <b>Other:</b> 2,048,937.35 <b>Total:</b> 2,048,937.35 <b>% of Total Budget:</b> 4.5%	<b>State:</b> 0.00 <b>Federal:</b> 0.00 <b>Other:</b> 35,331.80 <b>Total:</b> 35,331.80 <b>% of Total Budget:</b> 0.1%	Fig. 7.3-2
15200000	Parole Board: The Board has the sole responsibility for granting or denying parole and pardons, revoking, modifying, or rehearing paroles and making recommendations on petitions for reprieves and commutations referred by the Governor.	<b>State:</b> 715,137.43 <b>Federal:</b> 0.00 <b>Other:</b> 532,080.00 <b>Total:</b> 1,247,217.43 <b>% of Total Budget:</b> 2.7%	<b>State:</b> 642,596.83 <b>Federal:</b> 0.00 <b>Other:</b> 447,801.35 <b>Total:</b> 1,090,398.18 <b>% of Total Budget:</b> 2.7%	Fig. 7.3-1 Fig. 7.3-4 Fig. 7.3-6
15050000	Victims Services: To provide crime victims with information and notification concerning offenders on probation, parole and appearing before the Parole Board.	<b>State:</b> 0.00 <b>Federal:</b> 0.00 <b>Other:</b> 245,474.70 <b>Total:</b> 245,474.70 <b>% of Total Budget:</b> 0.50%	<b>State:</b> 0.00 <b>Federal:</b> 0.00 <b>Other:</b> 301,162.94 <b>Total:</b> 301,162.94 <b>% of Total Budget:</b> 0.7%	

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

Legal, Records, Administration, Human Resource Development, Research, Public Information

<b>Remainder of Expenditures:</b>	<b>State:</b> 1,261,325.37 <b>Federal:</b> 0.00 <b>Other:</b> 699,190.91 <b>Total:</b> 1,960,516.28 <b>% of Total Budget:</b> 4.3%	<b>State:</b> 1,159,125.22 <b>Federal:</b> 0.00 <b>Other:</b> 345,414.83 <b>Total:</b> 1,504,540.05 <b>% of Total Budget:</b> 3.7%
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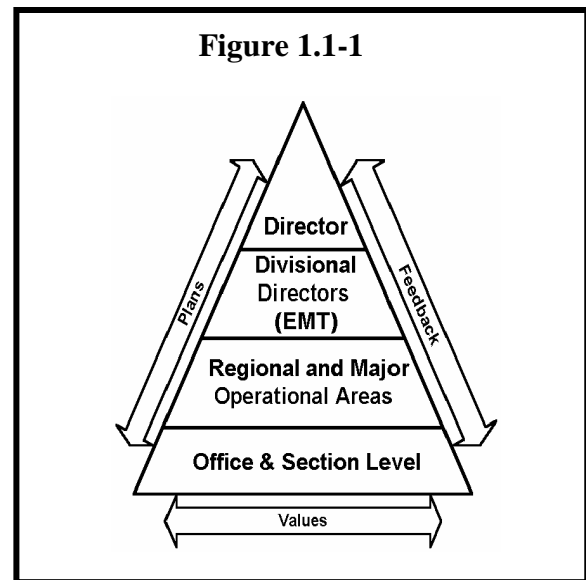
\* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

### Section III – Elements of Malcolm Baldrige Criteria

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

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

a) Short and long term goals are determined by the Executive Management Team (EMT) which is led by the Department's Director. The EMT is comprised of the Deputy Directors of Administration, Field Operations, and Legal Services. All managers are responsible for conveying all information to staff through their chain of command which consists of Divisional Managers and Agents-In-Charge to insure compliance EMT uses quarterly meetings with Divisional managers, e-mails on important topics from the Director and regularly scheduled staff meetings. These approaches provide for two-way communication between all levels of the organization and enable a quick response to issues or concerns of interest to the Department's external and internal customers. Periodic visits are also made to field offices. The strategic plan serves to help set organizational priorities as well as long and short-term direction. This further enhances the Department's efforts to correlate performance measures with short and long-term strategic goals.



- b) Performance expectations are articulated by supervisors and are reinforced through the EPMS process. Performance expectations and work objectives are identified in the Planning Stage for the coming year. Any incident of non-conformance is addressed verbally, in writing, 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.
- d) Ethical behavior and expectations are addressed as part of New Employee Orientation and Training (NEOT). The State Government Ethics and Accountability Act provide clear procedures for investigating grievances and initiating disciplinary actions. The State Ethics Commission requires specified officials and public employees to file Statements of Economic Interest while the South Carolina Bar maintains ethics requirements for all practicing attorneys. In addition, the Human Resources Office conducts exit interviews with departing employees, the results of which are analyzed for organizational

improvement opportunities. These procedures and requirements help insure that ethical guidelines are followed.

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

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

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

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

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

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

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

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

**1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization including the head of the organization and**

**the governance board/policy making body? How do their personal actions reflect a commitment to organizational values?**

The Employee Performance Management System (EPMS) process and corresponding dialogue between Executive, Divisional Managers provides the primary method for obtaining feedback on management effectiveness. Other methods include feedback obtained through routine one-on-one dialogue between managers and employees, through staff meetings, exit interviews, and discussions held at leadership related training classes. Divisional retreats provide an additional method for communicating management performance results.

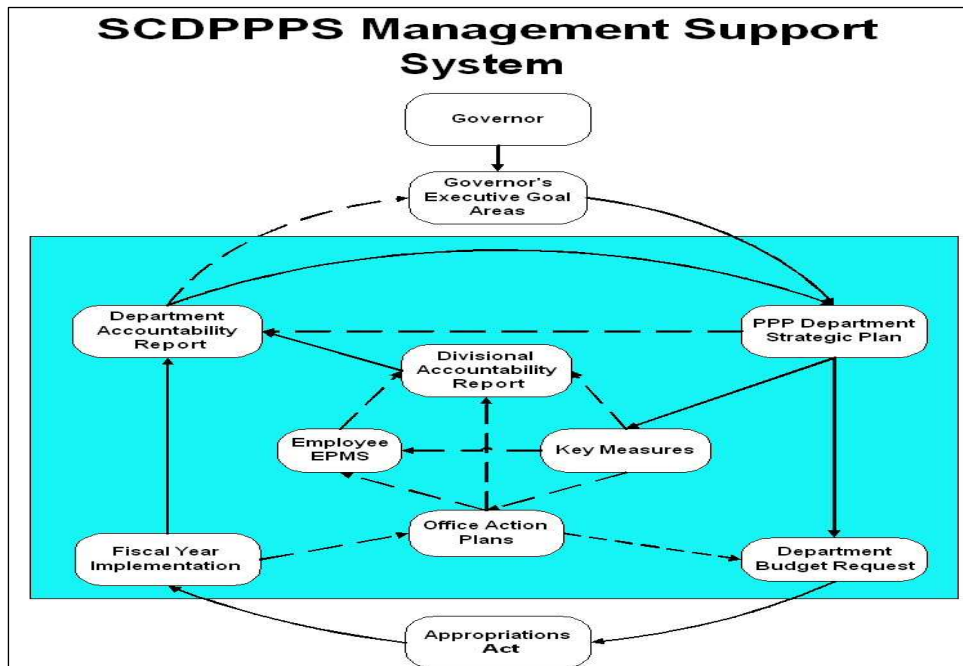
**1.7 How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?**

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

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

Each office is charged with creating, promoting, and fostering a work environment that is known for its professionalism, effectiveness, efficiency, and productivity. The Strategic Plan, legislative mandates, and communication with the Office of the Governor set the pathway for Department priorities. These priorities are communicated via the chain of command of the SCDPPPS Management System.

**Figure 1.8-1**



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

Senior leaders and management often notify staff of training opportunities and encourage staff to participate if possible. Senior leaders promote professional associations and allow staff members time off to attend conferences. Additionally, the Intranet has enabled staff to receive training at their workstations without every having to leave the office.

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

The Director has worked closely with the Executive Management Team to identify ways to inspire and motivate staff statewide to approach their work with renewed creativity and innovation. Noteworthy recognition activities include Public Service Recognition Week, Probation and Parole Officers Week, Agent and PPP Graduation Ceremonies, Retirement Ceremonies for retiring staff members, Annual Department Awards Program, State Service Awards, CODE – Connecting our Deployed Employees, Blood Drives, Harvest Hope – feeding the hungry service project, Health Fair, Wellness Walks, Health Screening, Retirement Seminars, and a holiday gathering to show staff appreciation for contributions.

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

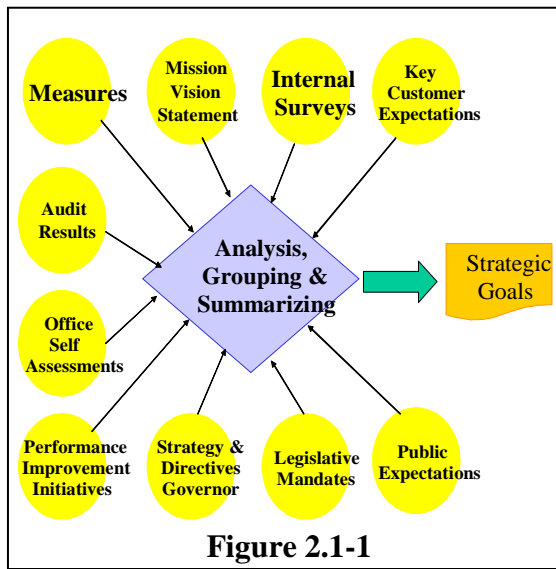
Joint-partnership and community volunteerism is strongly supported and encouraged by senior leadership to assist offenders with successful reentry; thereby creating opportunities for strengthened family relationships, education, and future employment. Initiatives include the Learn and Earn Program, the Parole Employment Program, as well as partnerships with other organizations (see Organizational Profile; Major Achievements). In addition to enhancing successful offender supervision, these initiatives will also help lower the state's recidivism rate and improve offender unemployment rates. The Office of Community Affairs serves as the Department's liaison to the community, state government, and other local agencies. With a direct focus to heighten public awareness about the duties and responsibilities of the Department, partnerships are cultivated for support and wrap around services. The Public Information Office responds to media inquiries, including Freedom of Information Act and general public requests.

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

## 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?**

**(a-f)** The Department's Strategic Plan uses a wide variety of information sources and inputs. These include the Governor's directives and initiatives, the Governor's Cabinet, enabling legislation, key legislative and customer service requirements, and feedback provided by the Department's employees (Figure 2.1-1).



**Figure 2.1-1**

Quarterly EMT reviews of the Department's progress towards achieving its strategic goals and objectives, ensures planned alignment with mission requirements, customer needs, financial and human resource needs, risk management, partnership needs and initiatives. Reporting of action plan results to the EMT and Division Managers provides opportunities for mid-stream adjustments, and serves as a valuable input for regularly updating the Strategic Plan.

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

The Department's key strategic challenges, confirmed via the SWOT analysis, are addressed by Action Items as follows:

- **Agent turnover/Agent retention past the seven year point** – strengthening of team-based environment; increased Agent participation in decision making processes; continuation of technology enhancements to support Agent work processes; increased application of employee satisfaction surveys; increased emphasis on cross-training; and increased emphasis on providing training opportunities.
- **Enhancing offender success** – increased emphasis on tracking community reintegration initiatives and recidivism; increased emphasis on offender referral sources (i.e. substance abuse counseling; employment assistance, mental health and sex offender treatment, and assistance towards completing high school education requirements)
- **Maximizing application of technology** – Continued emphasis on pursuing relevant grants; broadening availability of Internet for staff use; strengthening capabilities of computer network, including enhanced database usability and integration; and continuation of GPS, LiveScan and other technology related initiatives.



Note: Although Agent salary concerns were identified as a key strategic challenges (low salary structure when compared to competing employers), these concerns continue to be addressed through appropriate government channels.

**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 Strategic Planning Team worked within their respective divisions to coordinate updates regarding Strategic Plan Action on The Strategic Plan Tracking Matrix. The Matrix lists all of the action items along with the lead person assigned to each action item, corresponding measures and the timeline for completion. The Strategic Plan was made available electronically to all staff throughout the organization via placing it on a shared computer drive, the Internet and the Department's Intranet. All employees are required to review yearly the Strategic Plan in conjunction with their annual performance evaluation process.

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

All employees have full access to the Strategic Plan maintained on the Department's Intranet. This information and related performance measures can be viewed at any time.

**2.5 How do you measure progress on your action plans?**

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

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

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

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

**Table 2.7-1**

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

**Category 3 – Customer Focus**

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

Customers are identified through legislation that defines the Department's mission, as well as the Governor and his Cabinet, the General Assembly, and our own Policies and Procedures. Key customers include Offenders, Victims, Criminal Justice Organizations, the Parole Board, partner organizations, other State Government Agencies including Emergency Response Agencies, individuals affected by the Interstate Compact statute, and all citizens who are direct recipients of the Department's services. Customers for the Department are more precisely segmented as related to the type of services provided by each section (Table A.2).

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

The Department’s senior leadership strongly supports and encourages employees at all levels to take advantage of every contact with constituent groups to understand their concerns and expectations, and to either address those concerns or, if outside of their span of control, to forward them to the Department’s senior leadership. Key customer expectations, and an analysis of strengths and areas for improvement are addressed through the Department’s assessment and improvement planning processes. For example, the Office of Victim Services uses several approaches to obtain information from victims to improve services. In addition to attending parole hearings and listening to victim’s concerns, victims may submit letters, e-mails, a videotape, or petitions on their behalf. A “Suggestions/Comments” box is placed in the victims waiting area to provide an additional source for obtaining customer information.

The multiple partnerships with law enforcement and service provider organizations, and the regularly updated Department website provide further listening and learning opportunities. Additional methods for listening and learning are described in Table 3.2-1, with customer access methods described in Table 3.2-2. The Field Operations Division maintains primary responsibility to enhance responsiveness and to maintain proper protocol.

**Table 3.2.1**

<b>Listening &amp; Learning</b>	<b>Approach &amp; Processes</b>
Department Web Site Regional Conferences Solicitor’s Association General Sessions Court Judges Summary Court Judges Municipal Association Association of Counties Victims Association General Assembly Faith Community Senior Management & Line Staff Direct Calls Complaints	Internal Investigations Focus Groups Surveys Suggestion Process Policy & Procedures Review Process

**Table 3.2-2**

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

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

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

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

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

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

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

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

In addition to the wide use of teams and committees, formal process changes suggested through customer input are forwarded to our Department's cross-functional Policy and

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

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

Each office views its customer base somewhat differently 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 with the respective county level organizations to maintain and improve lines of communication and briefings to allow the Department to understand local law enforcement needs, and also to share with them an understanding of our constantly evolving operations. Senior staff members meet with Sheriffs and Police Chiefs to facilitate cooperative relationships. Special Operations serves a similar function in relation to federal law enforcement to ensure good lines of communication, coordination of effort and execution of plans, especially concerning the apprehension of fugitives in our state and throughout the United States, as well as security operations related to Homeland Defense.

Additionally, the Office of Victim Services' Victims Advisory Council, which meets quarterly, consists of 13 victims and victim advocates from across the state. They provide feedback on how the Department can enhance its services to victims. Relationship building is further reinforced in all offices through participation in cross-Department committees, participation in professional associations, by assisting individual offenders, or by assisting other agencies in the support of their mission, training activities, or the state's initiatives related to Public Safety and Homeland Security.

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

**Category 4 – Measurement, Analysis and Knowledge Management**

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

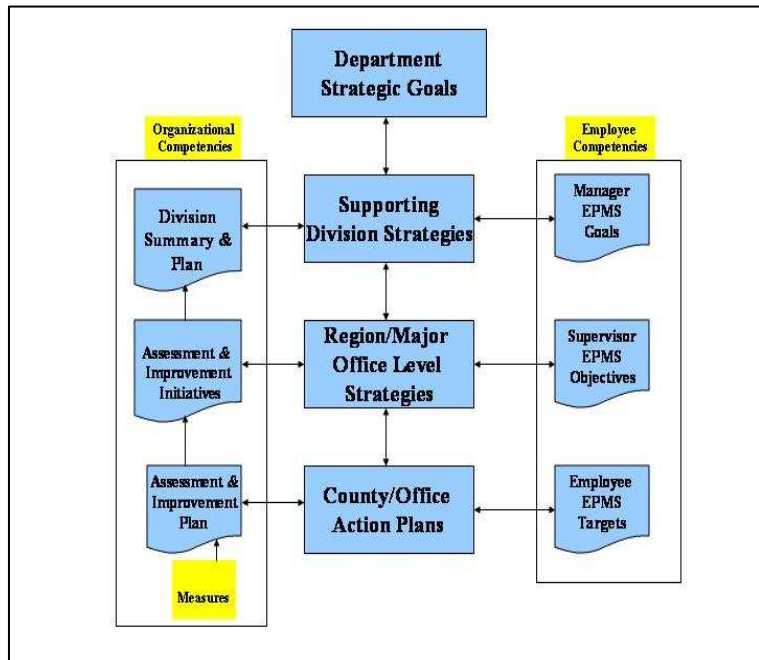
Key measures are determined by the Director in consultation with senior leaders. These measures are related to key mission requirements, special operations, financial performance, customer service, and Agent workload distribution. Other measures are based on performance tracking requirements, and include 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 HR related performance, supported by real time database information and Department wide access provide essential information at all organizational levels to support fact-based decision making (see Cat. 4.2).

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

A majority of the data and information used to support daily decision making is made available through the Department’s integrated computer databases. These include the Offender Management System (OMS), Parole Information Center (PIC), the State Department Budgeting, Accounting, and Reporting (SABAR) system, and the Department’s Automated Information Management System (AIMS). The Department also maintains data and information linkages with the national crime network information systems such as the National Crime Information Center (NCIC), and the National Law Enforcement Telecommunications System (NLETS). Access is on a need-to-know basis and controlled by individual employee computer linkages and passwords.

**Figure 4.2-2**

To support organization wide data and information needs related to offender supervision, the Division of Field Operations developed key performance measures and targets for Home Visits, Warrant Service, Absconded Offenders, Pre-Parole Investigations, Drug Testing and Financial Collections. Measures are further segmented into 12 specific performance indicators. The primary supporting database contains real-time information that can be segmented by region, by county size (based on offender population within a county), by individual counties, and by an Agent’s badge number. This information is made available to



Agents, supervisors, and managers based on a need-to-know basis. Other automated systems such as the OMS and PIC systems, the use of laptop technology in the courtroom, directly supporting courtroom hearings and the GPS system provide real-time information on offenders, offender electronic tracking (for certain offender groups), and the Parole Board’s decision making processes.

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

Additional examples include the Special Operations Section that routinely reviews all of its operations, processes and systems. The section's staff members continuously study and measure service effectiveness to make improvements in operations. One example is the study on radio system compatibility between our Department's Agents and the Sheriff's Departments. In other areas, the Office of Training Compliance and Professional Development uses information obtained from AIMS to determine training requirements and course completions. This combination of real-time offender database management, linkage to national information networks, in-house databases, and manual development of spreadsheets and other analyses methods provides an effective blend of data and information to support decision making at every level of the organization. With the transition of all employees to SCEIS, expected productivity and efficiency will increase.

#### **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?**

The main key measures are reviewed at quarterly meetings by all Divisional Managers, Executive Team Members and the Department Director. As the Department's needs and direction changes (typically mandated by new legislation) so do the measures of performance. For example, with the implementation of new levels of supervision for sex offenders, new measures were developed to train pertinent information related to sex offender supervision. Another example includes GPS monitoring of offenders. When a state law was passed which required specific sex offenders to be monitored by GPS it became imperative to track this information. The number of offenders on GPS at any given time as well as information about the equipment used to monitor these offenders has been collected.

The Department tracks statewide indicators of field performance that include financial arrearages, home visits, DNA collections, offender drug testing, information collected relevant to sex offenders under supervision, phone calls, letters, restitution payments and other victim information. We also track parole rates both violent and non-violent as well as the number of revocations, cases heard, contacts and requests for information.

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

The Department and its Divisions are an integral part of a variety of national networks in which they constantly work to identify performance measures that are common to its mission. Once selected measurements begin to serve as standard benchmarks within the profession, it will better position the Department to identify best practices and improvements. Use of comparative data from other jurisdictions has been difficult. In many instances comparisons are difficult to achieve due to disparate mission requirements, jurisdictional authority and responsibility, and decentralized organizations. However, the Department does review a multitude of practices from other states including parole investigations, supervision

violations, and the application of technology for supervision purposes. It also compares its law enforcement core training and operational procedures to the recommended standards used by the South Carolina Criminal Justice Academy and the South Carolina Highway Patrol. Innovative ideas related to the Department's mission and objectives are reviewed and adopted, as deemed appropriate.

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

Each office within the Department performs unique and complementary tasks. All are interrelated in support of the Department's mission and public safety related initiatives. To support mission accomplishment the Department created and maintains an integrated computer network that incorporates multiple linked databases. The statewide computer network, supported by a variety of servers, provides daily access and current information for decision making via databases including the Offender Management System (OMS), Parole Information Center (PIC), Automated Information Management System (AIMS), and the State Agency Budgeting, Accounting, and Reporting (SABAR) system, a comprehensive and integrated financial management system. The OMS, with information on 362,723 offenders, of which approximately 45,577 make up the jurisdictional count, and PIC with 165,324 records on current or former inmates, share certain data elements on offenders between our Department's offices and the Department of Corrections. The AIMS database provides immediate access to our Department's employees on information including leave balances, salary and withholding data, emergency notification information, and training records. This system was further expanded to include a database and application for the tracking of the Department's weapons, armored vests, and radios. AIMS also supports the online ordering of supplies through the Procurement Section, and the tracking of mileage and maintenance records for the Department's fleet of vehicles. Accuracy and completeness for all of the Department's databases is determined through daily, weekly, and monthly data reports that are reviewed by management, supervisors, and data users.

Data integrity and availability is ensured through a variety of methods. These include computer tape back-ups, remote storage of data files and fireproof boxes in the Department's county office locations, back-up power supplies for all computers, mirrored files on servers, and a three-tier virus detection process including the workstation, server, and firewalls. Additional security is provided by personal passwords, and location security measures at the Department's Central Office, county offices, and remote data storage locations.

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

Priorities for improvement are discussed and determined during weekly management meetings between the Director and the EMT and also as part of quarterly meetings with Divisional Managers. Managers also track and report progress on Strategic Action Items. This review process supports a consistent focus on continuous improvement.

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



The Department uses a variety of methods to insure that valuable employee knowledge is shared, transferred, and maintained. Primary methods include on the job training, cross-training, peer mentors, succession planning and staff meetings. Within the Agent career field, Agents-in-Charge (AIC) of county offices follow intensive on the job training policies and guidelines while also instituting cross-training initiatives. For example, select Agents are cross-trained to fill in as cashiers within their county offices (to assist, as needed, with the collection of fines, fees, and restitution payments made by offenders). In response to anticipated retirements during the next five years, each Divisional Manager within Field Operations was tasked with developing a succession plan for key roles within their respective areas of responsibility. Also, to insure that best practices are routinely shared, whether offender supervision related or administrative, the Field Operations Division routinely includes best practices as part of its statewide Agent-in-Charge (AIC) meetings. At these meetings AIC's from throughout the state share work methods and supervision strategies from their own offices that they found to produce significantly improved results.

To help maintain and protect organizational knowledge the Office of Executive Programs has published 40 "white papers," designed to record information on key Departmental initiatives. This documentation provides vital historical information that may otherwise be lost as employees retire or leave the Department for other employment opportunities.

#### **Category 5 – Workforce Focus**

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

The Department's strategic planning process combined with its focus on teamwork and emphasis on organizational values helps strengthen employee collaboration, cooperation, innovation and high performance throughout the Department. For example, the planned linkage of Action Plans to each employee's planning stage directly support high performance and mission accomplishment. In addition, the expanded use of teams supports individual and team empowerment, employee involvement and enhanced understanding in the Department's work, and improved work processes. In the majority of cases, teams are cross-functional in nature, with team members being selected by the Director and EMT. The selection process of team members ensures diversity, technical experience, representation from all areas of the Department relevant to the task at hand. Each team has an assigned team leader and facilitator, and is given a written "charge."

Information regarding the work of teams, and related knowledge sharing, is provided via Divisional Managers meetings, regional AIC meetings, staff meetings, and the Department's newsletter and through email, as appropriate. It is anticipated that the focus on organizational values and the expanded use of teams will further enhance the culture of the Department.

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

**Table 5.1-1**

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

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

The Department developed an Intranet that is accessible throughout the state via Internet connection. The Intranet is a secure website available only to staff that houses information such as the quarterly newsletter, a calendar for Department related events and Parole Board hearings. The Intranet is a means of communication for all staff that access at locations throughout the state. For example, a message from the Department Director might be posted to the intranet for staff to read. Also included on the Intranet are the dozens of training modules that employees can complete at their own pace and range from topics such as creating a template to programming computer code.

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

The Department applies comprehensive workforce planning strategies that serve to recruit, hire, place and retain qualified employees and administers a fair and equitable recruitment and hiring process. This process involves internal and external announcement of vacant positions which may be filled through internal promotion and by way of external new hires. The Human Resources Office is the principal area that is responsible for recruitment efforts

towards hiring potential candidates interested in employment. The Human Resources Office in conjunction with the Office of Community Affairs and the Office of Public Information coordinates the Department's representation, attendance and participation at various career fairs. Employment recruitment brochures and fact sheets are given at these events. The Department also asks its senior managers, employees, former employees and customers for recommendations on prospective employees and encourages all to utilize "word of mouth" as a vital recruitment tool. Vacant positions are posted and as applicants apply for the openings; their application material is screened for qualification purposes in meeting the minimum training and experience. The Department utilizes a team or panel approach for interviewing to ensure that it is demographically representative to bolster a fair and equitable selection process. Once a candidate is selected, the new employee orientation begins immediately, after which the "on the job training" process is initiated.

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

The Department's primary barrier to recruitment and retention efforts is not being able to offer salaries competitive to other law enforcement and state entities for approximately 341 mission staff positions. Additionally, the state benefits packages are sometimes viewed as not being comparable to the private sector and other employers. Although rare, other barriers to recruitment and retention that have been identified through the Exit Interview process are the commute, family obligations and conflict with the immediate supervisor.

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

The workforce capability of the Department is evaluated based on the collective abilities of its employees. The competencies are reflected in the ability to integrate the knowledge and skills of staff to its customers and business partners. Additionally, supervisors are trained to identify skills that employees have versus the skills that they need, to accomplish the expected outcome of the job that they perform. Once it is detected what skills are needed, a plan is developed to determine the skills and competencies. This is followed by

acknowledging deficiencies and seeking necessary training and steps for improvement. These competencies are also identified to augment existing skills. In order to assist employees in understanding the priorities of the Department, ongoing training is conducted to ensure that the focus stays on the skills attainment for performance excellence.

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

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

Bearing in mind economies of scope and scale, workload profiles have been developed to identify volume of work and the span of control for the determination of staffing levels. The Department's primary staffing concern relates to Agents engaged in offender supervision. Agent staffing levels are determined on the basis of differential time requirements related to the level of risk and need as assessed by the offender classification process. This also includes and accounts for ancillary requirements such as investigations, violations and court monitoring. Staffing levels for non-line staff are reviewed periodically to ensure that staffing levels are sufficient to provide adequate support that meets appropriate standards of performance in the various disciplines (finance, information technology, training, etc.) that provide support to line staff.

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

The EPMS process, linked "Action Items" and management's open-door policy provide an effective forum for ongoing feedback between supervisors and employees and strategic plan goal accomplishment. Work related "Action Items" are included in the EPMS Planning Stage and the supervisor and/or office manager routinely works with the employee throughout the year to monitor progress toward those goals. An open-door policy throughout the Department allows each employee timely access to his/her supervisor to whom they can go immediately with questions or suggestions, allowing everyone to contribute to the overall work system and the Department's strategic goals.

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

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

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

To determine training needs the Department uses a variety of information sources. The EPMS process, training requirements for C-1 police officer, Victim Coordinators, Legal, certification requirements, safety for field office personnel, and training needs identified by management to support leadership and job skills development and performance improvement initiatives are used.

As part of the EPMS process, training needs are assessed through individual interactions between supervisors and employees. Follow-up EPMS review cycles and the Department's existing integrated personnel information database (AIMS), serve to track training accomplishments and each employee's professional development progress. For other categories of employees, office managers and their employees together identify training needs. This includes temporary employees such as high school students that work for the Department in summer jobs in coordination with the Columbia Urban League; and, college students that work as interns. With the revitalization of the Volunteer Intern Program, there has been a noted increase in individuals wanting to get experience or have an in-road for potential employment.

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

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

Managers often encourage the use of new knowledge and skills by assigning employees tasks or jobs that relate to their newly acquired skills. For example, if an employee has just completed cashier training the supervisor might assign that employee to work as a cashier

several times a week. Management also strives to encourage employees to use knowledge in skills in their day to day duties and integrate new knowledge into existing jobs.

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

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

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

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

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

Employees are provided opportunities to develop and utilize their full potential through both formal and informal mechanisms. Each is intended to encourage learning, improve quality, customer and employee satisfaction, and performance levels.

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

Informal methods include the availability of flexible work schedules, attendance at external training courses offered by other state agencies and the State Training Consortium, workshops and seminars (limited by funding availability), recognition at staff and public meetings, luncheons, and encouraging and supporting employees to work on inter-divisional and inter-Department team projects. Special celebrations and recognition events held throughout the Department as part of national Probation, Parole and Community Supervision Week provide additional recognition opportunities.

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

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

are made available to employees that promote and support employee well-being, satisfaction, and motivation are depicted in Table 5.12-1.

**Table 5.12-1**

<b>Products and Services made available to employees to enhance well-being, satisfaction, and motivation</b>
<ul style="list-style-type: none"> <li>• Law Enforcement safety equipment</li> <li>• Tuition Assistance Program</li> <li>• Medical Service for Agents</li> <li>• Chaplaincy Program (SC LEAP)</li> <li>• Prevention Partner Workshops</li> <li>• Employee/Volunteer Recognition</li> <li>• Smoke free Workplace</li> <li>• TB Testing &amp; Hepatitis B Testing</li> <li>• Drug Testing</li> <li>• Health Screenings</li> <li>• American Disabilities Act Accommodations</li> <li>• Job Retention Services (JRS)</li> </ul>
Source: SCDPPPS HRM

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

As a result of the state budget cuts, PPP has suspended career progression for employees as it relates to our employee pay plans. However, as employees retire or as turnovers occur qualified employees are allowed to compete for vacant promotional opportunities. As the budget allows the Department to do so, it will resume its career progression and pay plan. The Department manages effective career progression through the development of a classification and compensation structure for all employees in bands three (3) and four (4) and for all employees that are classified in the “JC30s” job classification series also known as our Probation and Parole Agent Career Track (ACT). Within these career paths, employees are provided room to grow, both personally and professionally and, to develop their careers. Each step in the established career paths provides new job challenges, increased pay levels and, training and development opportunities.

The band three (3) and four (4) classification structure encompasses five Band 3 and 4 Non-Agent Levels within the Band 3 and 4 Non-Agent Career Track. The Department's Human Resource Office tracks staff progression through Band 3 and 4 Non-Agent Career Track. The transition to Entry, Journey I, Journey II and Senior status is based on the attainment of the required time in the Band 3 and 4 Non-Agent Career Track, the completion of all required training, and a "Meets Performance Requirements" or above on each job duty on the "EPMS" performance appraisal coincident with, or immediately preceding, the employee's attainment of the required service time.

Previously, for employees in the Agent Career Track, salary increases occurred at one year (Entry Agents), two years (Journey I Agents), five years (Journey II Agents), seven years (Senior I Agents), ten years (Senior II Agents), fourteen years (Senior III Agents), seventeen years (Veteran I Agents), and twenty years (Veteran II Agents). Salary increases were contingent upon successful completion of annual Core Training and a rating of “Meets” or

above on each job duty of the EPMS Evaluation form. However, this has been suspended due to the economical challenges of the Department.

In order to maintain responsive offender supervision standards, the Department has established (through the use of critical workload indicators) a minimum baseline of Probation and Parole Agent staff to help forecast Agent manpower needed to accomplish the diverse demands placed on these staff statewide. The commitment in establishing this baseline staffing level was to ensure that this level was maintained to provide adequate support for the mission-critical work our Agents perform. The Agent baseline number of 388 is a 20% decrease from last year due to attrition and a hiring freeze. SCDPPPS has employed knowledge transfer as an approach to maintaining the Department's institutional framework. The Director works with this Human Resources Office, the Executive Management Team and Senior Managers to focus on workplace and succession planning initiatives to recruit competent and qualified employees as well as restructure resources while retaining existing talent for bridging knowledge gaps. Although, all agencies have begun feeling the effects of the "brain drain" PPP bolsters workforce and succession planning and meeting the needs of its workforce by offering employee mentoring, telecommuting and, alternative and flexible work scheduling.

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

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

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

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



**Table 5.14-1**

<b>Sample of Wellness Programs Made Available to the Department’s Employees</b>	
<ul style="list-style-type: none"> <li>• Preventative Health Screening</li> <li>• Stress Management Workshop</li> <li>• Diabetes Education workshop</li> <li>• Tobacco Management Seminars</li> <li>• Prostate Health Workshop</li> <li>• Club Sugar-Diabetes Self Management Conference</li> <li>• Chronic Disease Self Management Program</li> </ul>	<ul style="list-style-type: none"> <li>• Fit for Life Seminar</li> <li>• Kidneys to Life Workshop</li> <li>• Monthly Health Tips are posted on the Department’s Intranet</li> <li>• Health Articles in the Department’s, <i>The Informer</i></li> <li>• Quarterly publications of the Department’s Drug Free Newsletter, <i>The Forum</i></li> <li>• Caregiving Seminar</li> <li>• Colorectal Cancer Awareness</li> </ul>
Source: SCDPPPS HRM	

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

**Category 6 – Process Management**

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

The Department evaluates what services our key customer segments needs and then works toward those services in determining the core competencies of the organization. For example, providing offenders, our biggest customer segment, with access to alcohol and drug treatment might be one of the Department’s core competencies. With 36% of our drug tests resulting in a positive presence of drugs, assisting those offenders in treatment becomes an area of the Department’s greatest expertise. In doing so, this core competency supports the Department’s mission to prepare offenders toward becoming productive members of the community.

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

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

The Department’s key business processes are aligned with core mission requirements and special operations support needs (see mission statement in Executive Summary; Table 6.2-1). Using a structured and systematic approach, a cross-functional Policy and Procedures Team, that includes representation from every division reviews all recommendations for new and existing policies. Prior to finalization, draft policies are forwarded to employees for review and input. This input is considered as well as budgetary, human resource, technology

requirement, and the goals of the Department’s Strategic Plan. Once finalized, responsibility and accountability for each policy is ensured through the assignment of a senior manager as the process owner. Process owners are responsible for defining and documenting the process purpose; identifying and understanding customer requirements; developing appropriate measures and controls to assure compliance as well as forming and prioritizing process improvement teams (Table 5.1-1), as needed, to effect further improvements.

**Table 6.2-1**

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

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

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

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

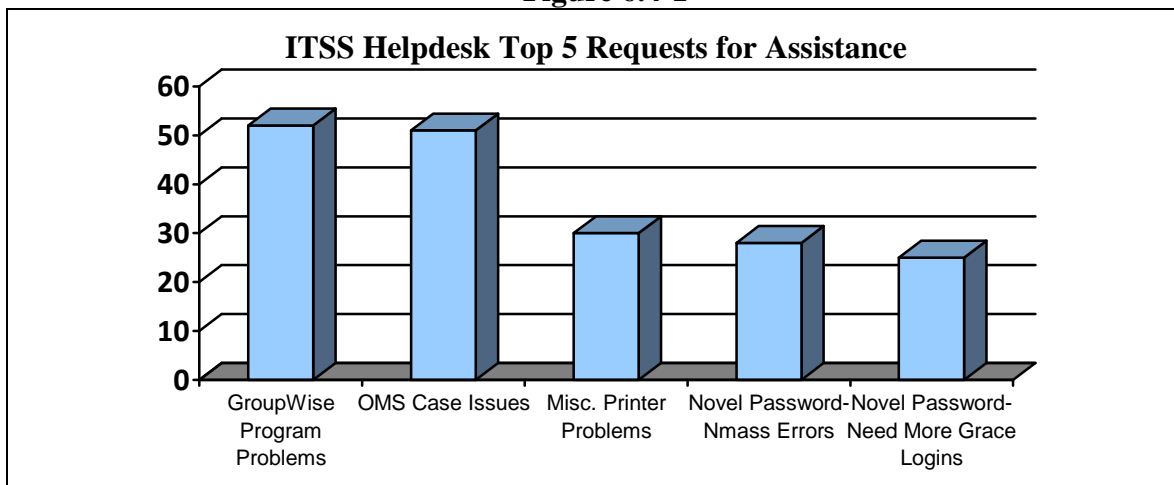
The Department is committed to the process of linking organizational knowledge and new technology with customer requirements. Initiatives include: the use of videoconferencing to conduct parole hearings and to support the Youthful Offender Violations process; and,

employee staff meetings at which evolving customer needs are discussed and acted upon (see achievements section: GPS, sex offender management initiatives, laptops in courtrooms, etc.). The completed SWOT analysis and resulting integration of the SWOT analysis results into the strategic “Action Planning” process provides a key avenue for aligning customer requirements with the Department’s team-based process design and delivery methodology.

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

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

**Figure 6.4-1**



In addition, the Department’s Operations Command Center provides instantaneous status reports and communications via telephones, hand held radios, and e-mail regarding SORT operations during routine and emergency exercises. This approach provides flexible response and assures that performance requirements are met on an appropriate and timely basis.

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

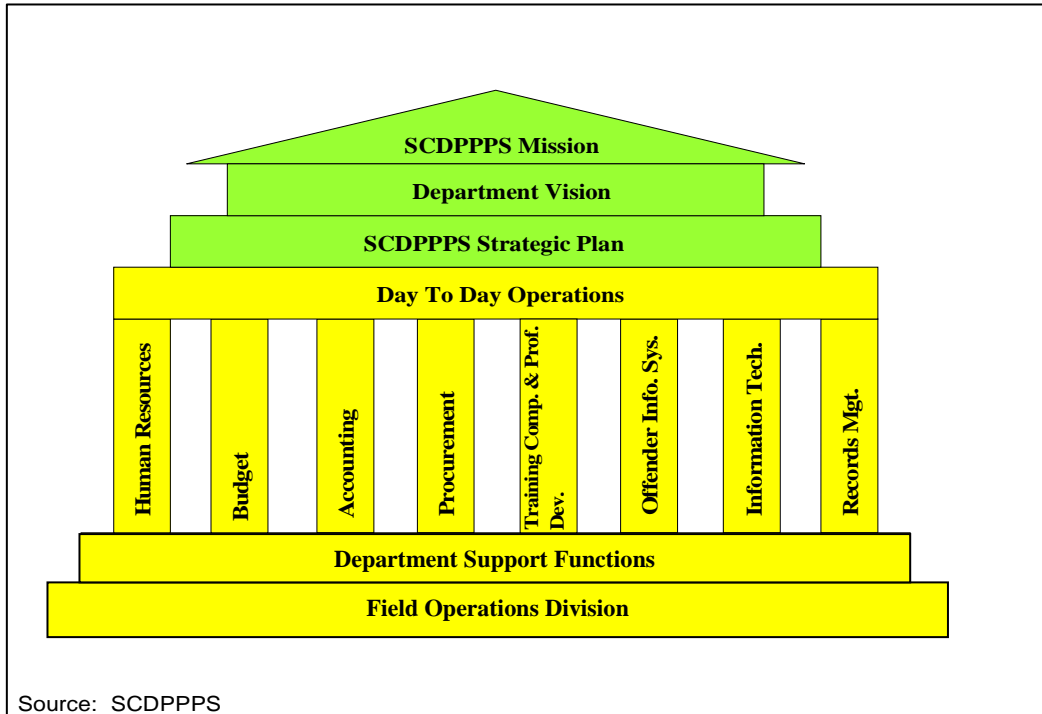
**6.5 How do you systematically evaluate and improve your key product and service related work processes?**

The two systematic primary components of the Department’s approach toward improving service related processes are its Policy and Procedures Review (Cat. 6.1), and the use of cross-functional teams to develop and improve existing processes (Table 5.1-1).

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

Key support processes are an integral part of the Department and vital to mission success. The primary support processes are housed in the Administrative Services Division, Office of Executive Programs, and the Legals Services Division. Key support processes for the Administrative Services Division (Figure 6.6-1) include budget management, financial management and services, human resources, database management, IT network support, procurement services, fleet management, records management services, recruiting and hiring services, benefits counseling and services and training. 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 (see Question 6.1), or through informal methods within each section or office. The Department does not distinguish between support requirements for its external and internal customers.

**Figure 6.6-1**



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

Programs are developed utilizing a Program Development Model including conducting research to identify best practices for new initiatives. The Department utilizes grant monies available for new/pilot projects which are time-specific and allows for evaluating options in establishing new programs. The Department assembles a team of Department staff with the expertise to evaluate, analyze and project resource needs (Divisional Managers and technical staff). The Executive Management Team reviews the recommendations for resource allocation and makes decisions based on global Department priorities.

**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 Legal Services (Figures 7.1-15 – 7.2-2).

The number of home visits that occurred in FY10 is illustrated in Figure 7.1-1. Policy requires that home visits be conducted based on the level of supervision. This data is captured at the Agent, county, region and state levels, thus allowing first line supervisors as well as the Director to examine how the state is managing this vital contact with offenders. In FY10, there was greater difficulty maintaining the level of standard for all groups due to the decrease in manpower resources. As a result, contact standards were amended.

**Figure 7.1-1**

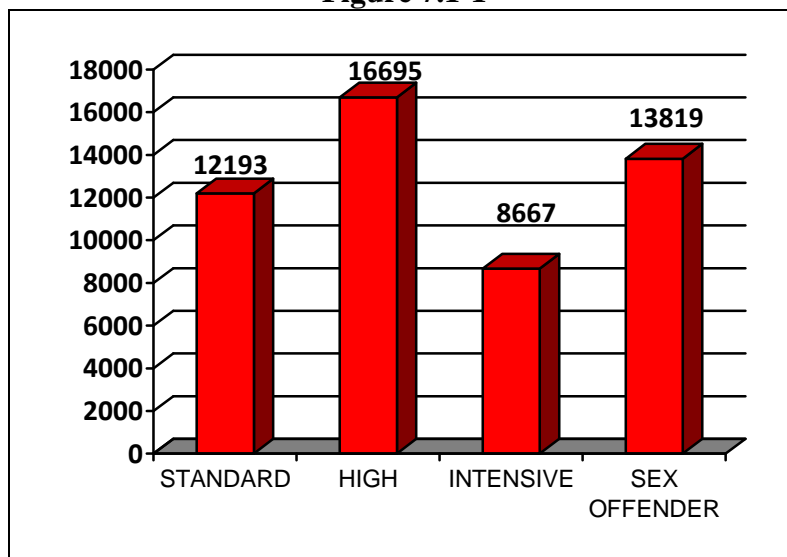
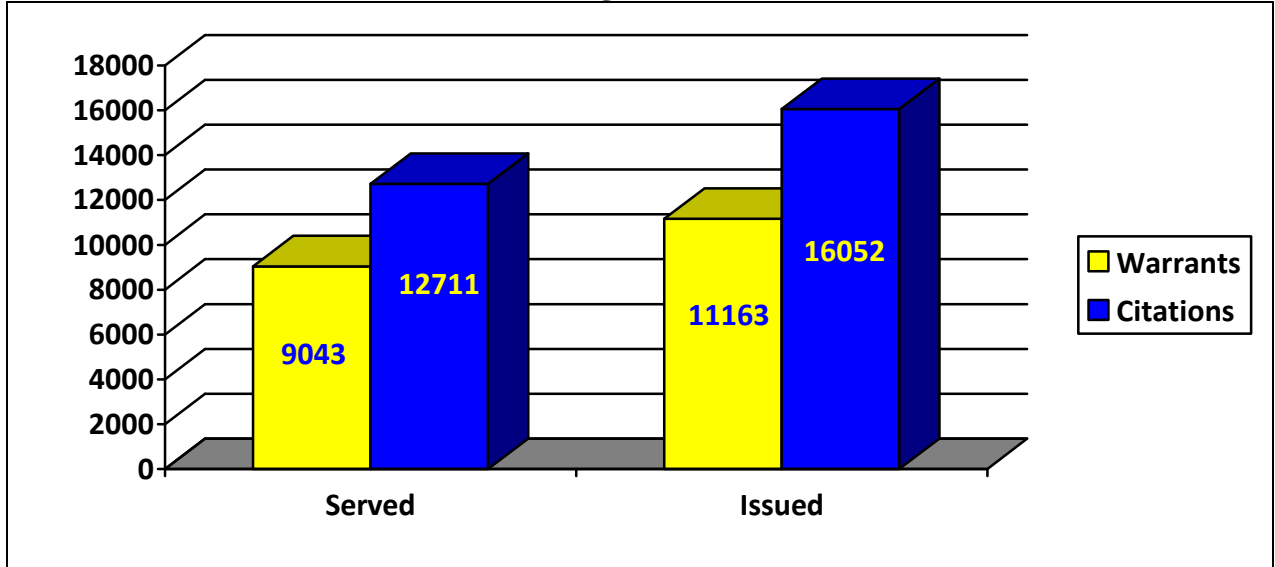


Figure 7.1-2 depicts the number of warrants and citations that were issued and served during FY10. When offenders fail to comply with the conditions of supervision, and do not respond to verbal or written warnings, depending on the seriousness of the violation, a warrant or citation is issued. A total of 21,754 warrants/citations were served.

**Figure 7.1-2**



Applying the Department’s mapping technology to its Sex Offender Management initiative allows the mapping of sex offenders by county (Figure 7.1-3). This mapping is also available on a micro scale, allowing the Department to depict sex offender residences by city or by street location. Additionally, updated copies of the sex offender map are available on the Department’s website.

**Figure 7.1-3**

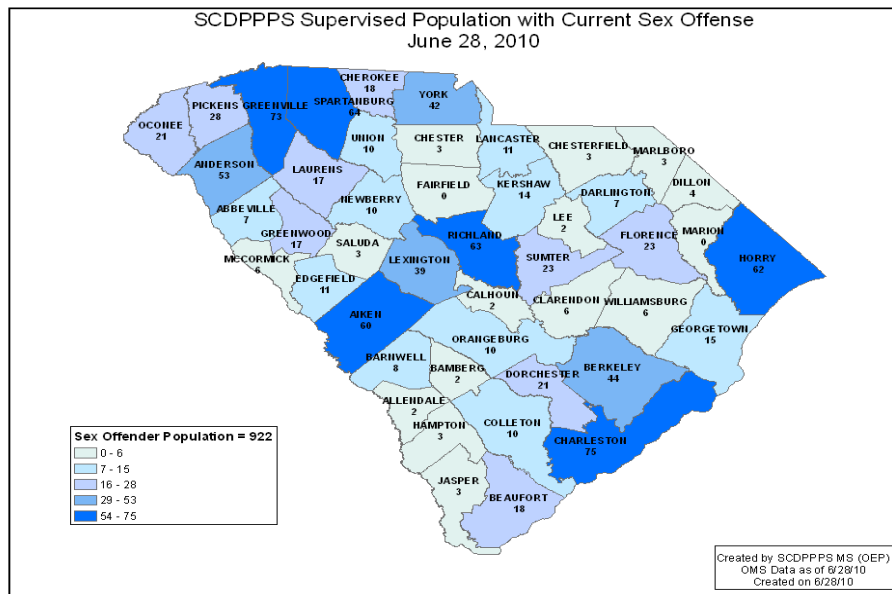
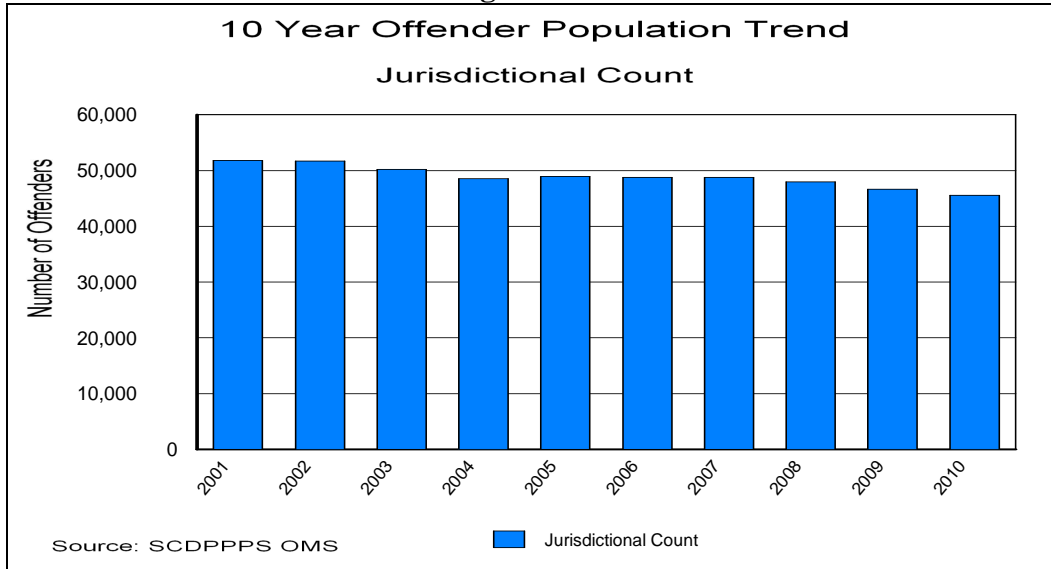


Figure 7.1-3 depicts the number of sex offenders with a current sex offense. The total number of offenders required to register with the South Carolina Sex Offender Registry was 2,114 at the end of FY10. This type of administrative tracking enables the Department to ensure accurate and timely information about sex offenders.

Figure 7.1-4 depicts a slight downward trend in the offender population since 2001. While there was an increase in Agents from 2005 to 2007 as a result of hiring previously unfilled positions, those gains have been lost due to budget reductions, hiring freezes and attrition.

**Figure 7.1-4**



**Figure 7.1-5**

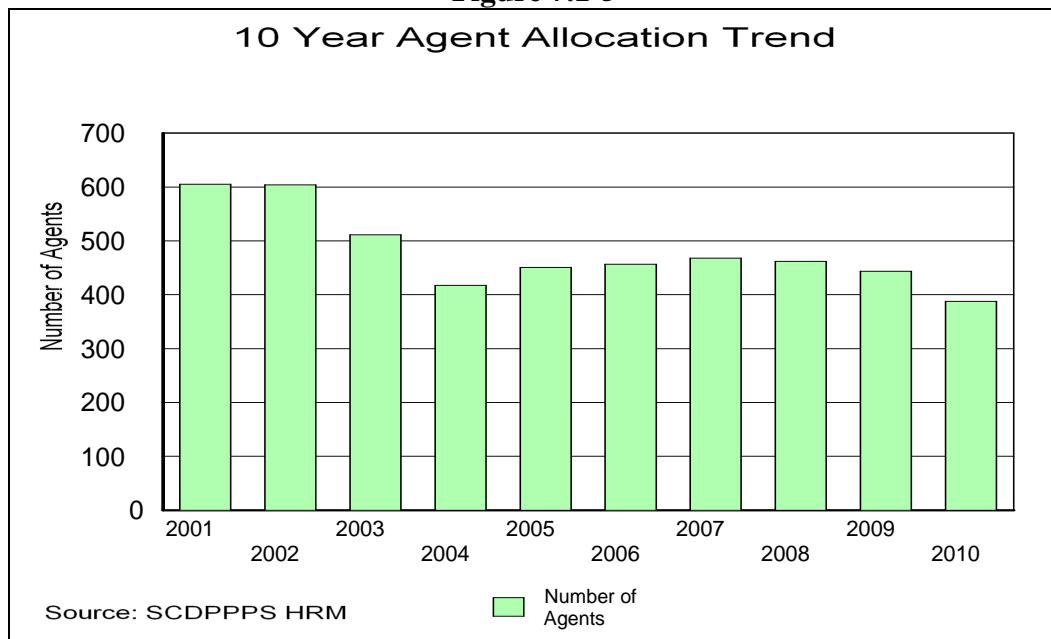


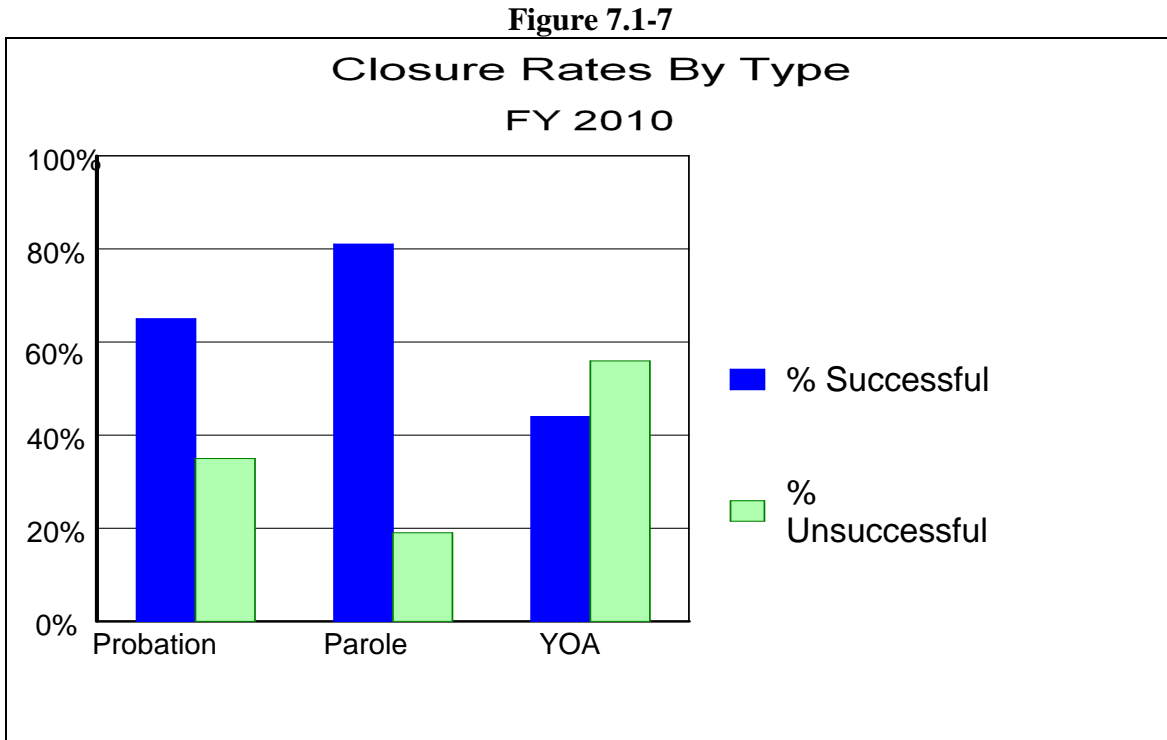
Table.7.1-6 shows admissions by program. The counties of Charleston, Greenville, Richland and Spartanburg account for 33% of all admissions.

**Table 7.1-6**

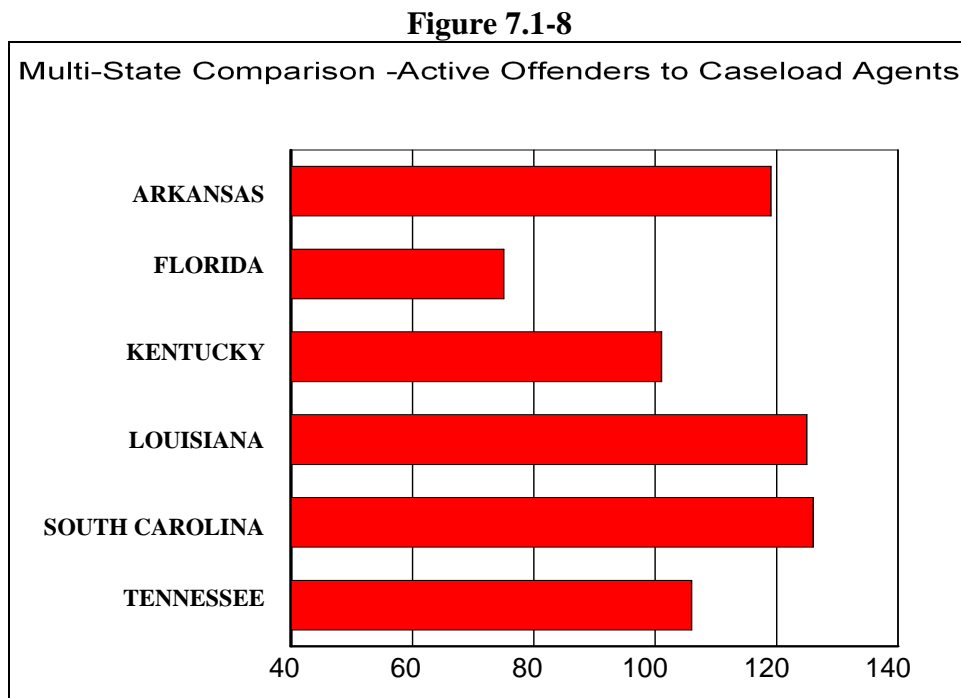
FY 10 TOTAL ADMISSIONS BY PROGRAM TYPE							
COUNTY	PROBATION	% PROBATION	PAROLE	% PAROLE	YOA	% YOA	TOTAL
ABBEVILLE	120	92%	9	7%	2	2%	131
AIKEN	469	82%	57	10%	47	8%	573
ALLENDALE	25	63%	2	5%	13	33%	40
ANDERSON	663	84%	86	11%	37	5%	786
BAMBERG	64	88%	3	4%	6	8%	73
BARNWELL	95	81%	11	9%	11	9%	117
BEAUFORT	292	81%	33	9%	34	9%	359
BERKELEY	456	81%	41	7%	66	12%	563
CALHOUN	44	85%	4	8%	4	8%	52
CHARLESTON	1,235	84%	98	7%	134	9%	1,467
CHEROKEE	253	84%	26	9%	23	8%	302
CHESTER	88	72%	16	13%	19	15%	123
CHESTERFIELD	93	79%	16	14%	8	7%	117
CLARENDON	146	88%	6	4%	13	8%	165
COLLETON	152	85%	11	6%	16	9%	179
DARLINGTON	149	75%	23	12%	26	13%	198
DILLON	87	81%	11	10%	10	9%	108
DORCHESTER	291	78%	29	8%	51	14%	371
EDGEFIELD	84	84%	14	14%	2	2%	100
FAIRFIELD	61	80%	7	9%	8	11%	76
FLORENCE	507	78%	59	9%	84	13%	650
GEORGETOWN	235	82%	30	10%	23	8%	288
GREENVILLE	1,447	87%	136	8%	82	5%	1,665
GREENWOOD	243	85%	20	7%	23	8%	286
HAMPTON	65	78%	8	10%	10	12%	83
HORRY	820	85%	106	11%	40	4%	966
JASPER	105	81%	6	5%	18	14%	129
KERSHAW	112	83%	15	11%	8	6%	135
LANCASTER	282	89%	19	6%	16	5%	317
LAURENS	300	87%	24	7%	21	6%	345
LEE	61	86%	8	11%	2	3%	71
LEXINGTON	463	80%	81	14%	36	6%	580
McCORMICK	40	89%	4	9%	1	2%	45
MARION	89	71%	14	11%	23	18%	126
MARLBORO	86	76%	13	12%	14	12%	113
NEWBERRY	165	87%	17	9%	7	4%	189
OCONEE	273	87%	20	6%	20	6%	313
ORANGEBURG	373	80%	47	10%	47	10%	467
PICKENS	411	90%	25	5%	22	5%	458
RICHLAND	938	76%	182	15%	108	9%	1,228
SALUDA	75	83%	11	12%	4	4%	90
SPARTANBURG	1,135	85%	114	9%	92	7%	1,341
SUMTER	376	79%	62	13%	39	8%	477
UNION	165	91%	6	3%	11	6%	182
WILLIAMSBURG	107	74%	22	15%	16	11%	145
YORK	693	83%	77	9%	64	8%	834
TRANSITIONAL	1	2%	20	41%	28	57%	49
STATE TOTAL	<b>14,434</b>	<b>83%</b>	<b>1,649</b>	<b>9%</b>	<b>1,389</b>	<b>8%</b>	<b>17,472</b>



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

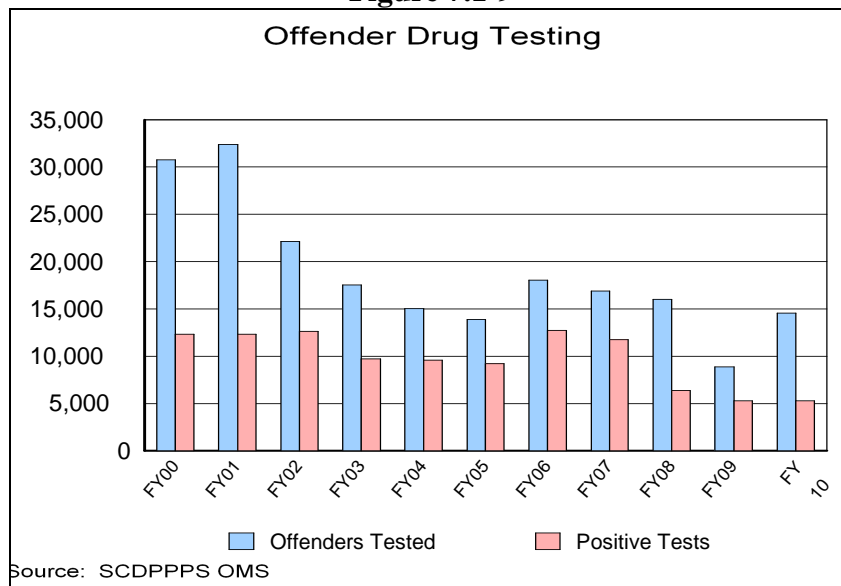


The Agent caseload comparison against five other states (Figure 7.1-8) is based on Agent level staff with active caseloads. Data was gathered through an internet search and telephone interviews. South Carolina's caseload data comparison is as of June 30, 2010.



During FY10, the Department implemented a new drug deterrence strategy that requires baseline testing for all new admissions. During the FY10, 14,093 offenders were admitted. An additional 54,500 maintenance-based tests were conducted on the same population to serve as a deterrent for future drug use. A total 36% of those offenders tested were positive for substance abuse, which resulted in more than 7,800 treatment referrals. This funding will allow the Department to maintain its drug testing detection and deterrence efforts for all new admissions, inclusive of other high risk populations that are at risk for recidivism when engaged in substance abuse (e.g. sex offenders, violent offenders). Figure 7.1-9 reflects the number of new admissions tested and positive results.

**Figure 7.1-9**



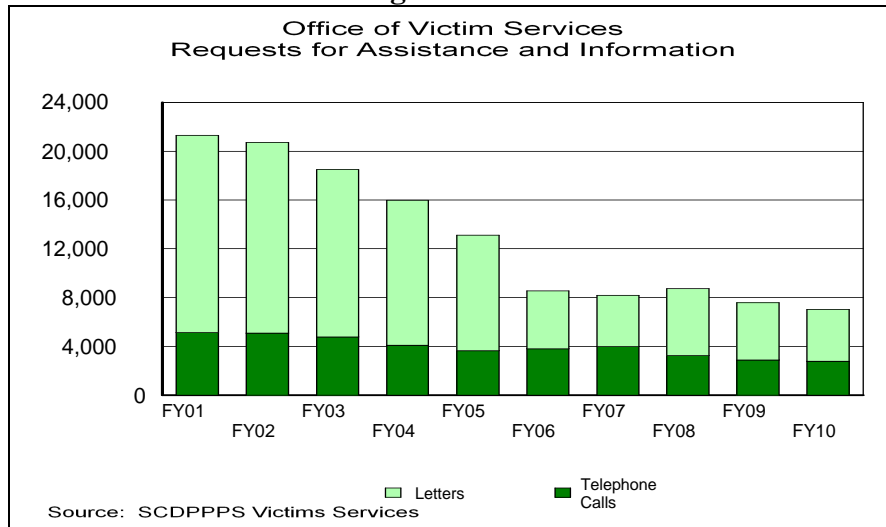
The Special Operations Section of the Field Operations Division participated in four exercises conducted by the SC Emergency Management Division and the SC Highway Patrol Division of the SC Department of Public Safety. These exercises included three table-top exercises in Troops 1, 6, and 7 of the SC Highway Patrol and the SCEMD statewide full scale exercise in support of the State’s hurricane traffic evacuation plan. A total of 52 agents participated in these exercises with a total of 414.5 man-hours worked and 10,303 miles driven in agency vehicles. They also augmented local, state, and federal law enforcement organizations in fugitive arrests, security details, and with repatriation of United States citizens from Haiti following the devastating earthquake which included participation in the US Marshal’s fugitive sex offender operation where a number of fugitive sex offenders have been located and apprehended. At least 4 agents have participated in crime suppression operations in Colleton County by assisting SLED, the Colleton County Sheriff’s Department and Walterboro PD. In January, the Department deployed a total of 13 agents to assist SLED and the Columbia PD with the security detail for the annual Martin Luther King Day at the Dome event. For these events, the department contributed a total of 19 agents to these efforts with a total of 78.5 hours worked.

**Table 7.1-10  
FY10 Special Operations Deployments and Exercises**

EVENT	DATE(S)	LOCATION	TOTAL STAFF	TOTAL HOURS	TOTAL MILEAGE
<b>SECURITY DETAILS</b>					
Colleton County Crime Suppression Detail	11/13/2009	Colleton County (Walterboro)	2	20	254
2010 MLK Day Security Detail #1001	1/18/2010	Columbia	13	50.5	224
<b>EMERGENCY OPERATIONS</b>					
Repatriation of US Citizens from Haiti	2/2/2010	SCEMD-Columbia	1	8	30
<b>SCEMD EXERCISES</b>					
SCDPS Troop 6 Hurricane Table-Top Exercise	3/16/2010	Charleston	1	8	210
SCDPS Troop 7 Hurricane Table-Top Exercise	3/25/2010	Orangeburg	1	6	88
SCDPS Troop 1 Hurricane Table-Top Exercise	4/12/2010	Columbia	1	2	10
SCEMD/SCDPS Hurricane/WMD Full Scale Exercise #10002	6/14-16/2010	Columbia Orangeburg Charleston	49	389.5	9995
<b>TOTAL:</b>			<b>68</b>	<b>493</b>	<b>10,811</b>

The decline in requests for assistance and information by victims (Figure 7.1-11) is primarily due to the Office of Victim Services' increased coordination with county solicitors and public education on the parole process through written materials and public presentations.

**Figure 7.1-11**



The significant increase in the number of victim impact statements/notification requests received (Figure 7.1-12) is primarily due to the Office of Victim Services' initiative to improve the coordination process with county solicitors.

**Figure 7.1-12**

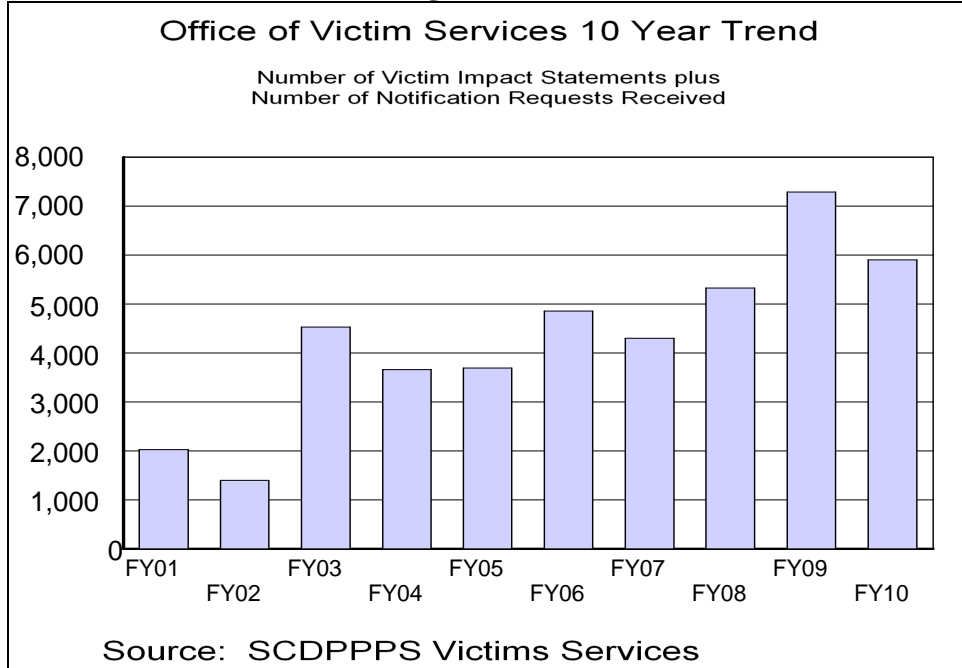


Figure 7.1-13 depicts the impact of victim opposition on parole rejections. The Parole Board heard 4,164 parole cases. Of those cases, 1,023 were violent and 3,141 were nonviolent.

**Figure 7.1-13**

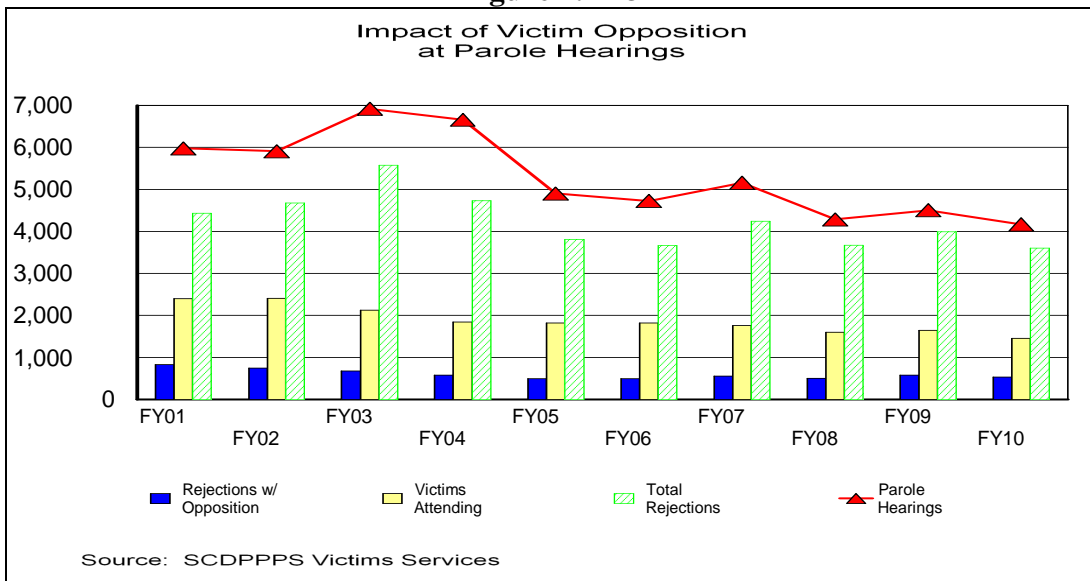
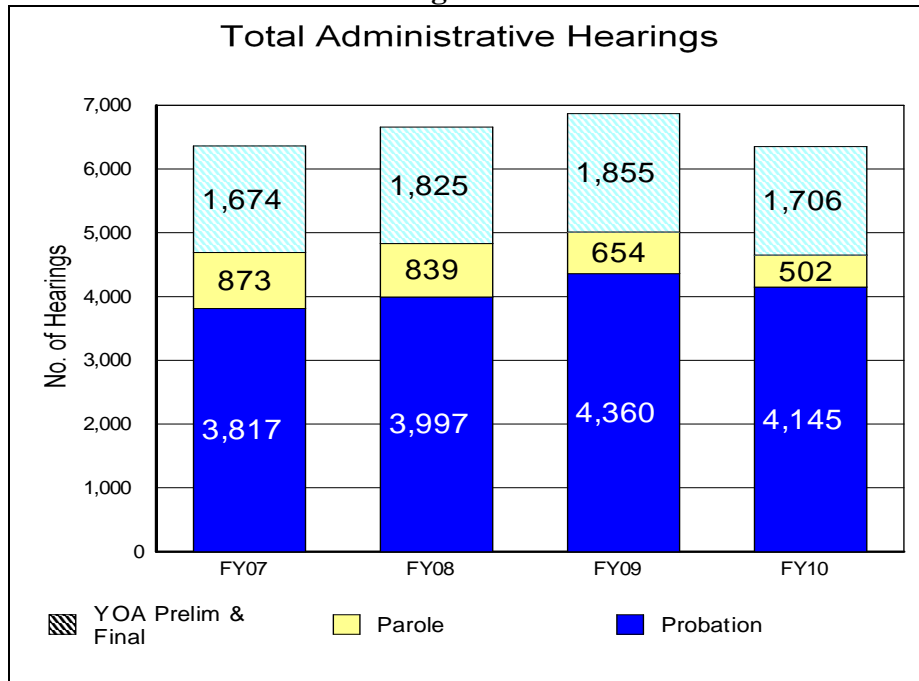


Figure 7.1-14 depicts the number and types of administrative hearings conducted by the Hearing Section.

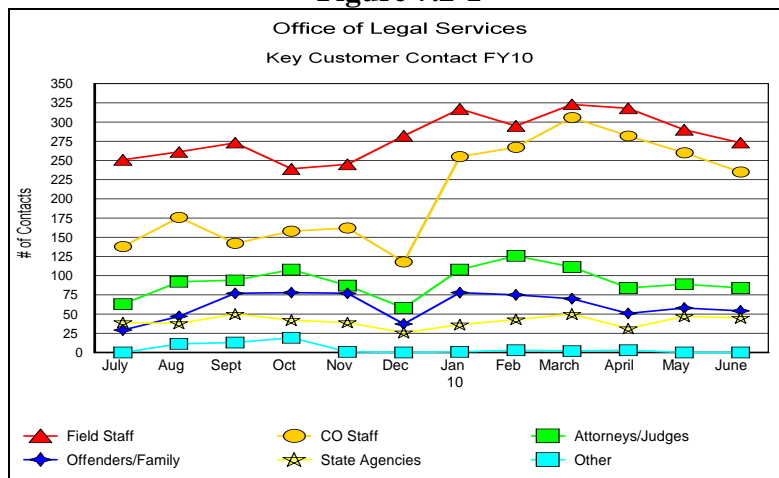
**Figure 7.1-14**



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

While the Department provides services to a variety of customer segments, offenders and crime victims, constitute two of the largest groups. Other segments include attorneys, judges, law enforcement organizations, and state government agencies. Customers from the various segments routinely correspond with the Department to seek information or request assistance. Figure 7.2-1 depicts the number of contacts from several key customer groups serviced by the Legal Services Division.

**Figure 7.2-1**



The Office of Victims Services' primary customers are the victims of crime. During FY10, this section provided information, assistance, and emotional support to 1,457 victims, their family members and friends as they were attending Parole Board hearings. In addition, the section responded to 2,867 phone calls, 97% of which were returned within 24 hours of initial contact. The staff notified in writing 15,184 victims of upcoming Parole Board hearings to provide them the opportunity to attend these sessions. When surveyed, 449 respondents provided information (Table 7.2-2) on the section's performance.

**Table 2.2-2**

<b>Victim Services Survey Results (Partial Sample of Questions Asked)</b>		Based on 5 point Likert Scale 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
Received notification letter	4.83	Note: For this question the most favorable response would be a "1" on the Likert Scale, as opposed to a "5."
Received helpful directions	4.70	
Was greeted promptly and courteously	4.69	
Hearing process was explained to me	4.73	
Questions were answered by staff	4.69	
Waited longer than expected (see Note)	2.50	
Treated courteously and professionally	4.77	
Given chance to speak to Parole Board	4.82	

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

The Department has very finite resources to bring to bear on the challenges it faces in conducting its mission critical activities. Financial data is continuously reviewed. Figure 7.3-1 shows the total dollar amount of restitution payments collected and disbursed to victims. The Department disbursed \$6,086,866 to victims during FY10. \$70,256.958 in restitution payments have been disbursed to victims since FY99. The decreases in payments in FY 09 and FY10 are due to restitution center closures precipitated by budget reductions.

**Figure 7.3-1**

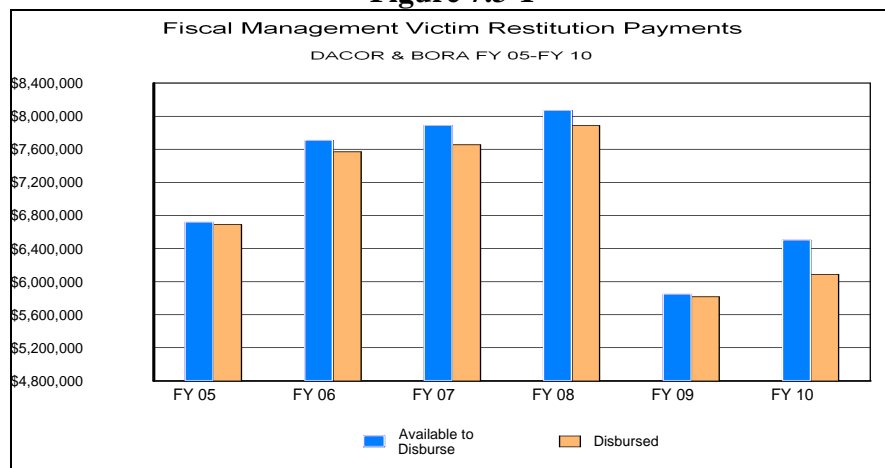
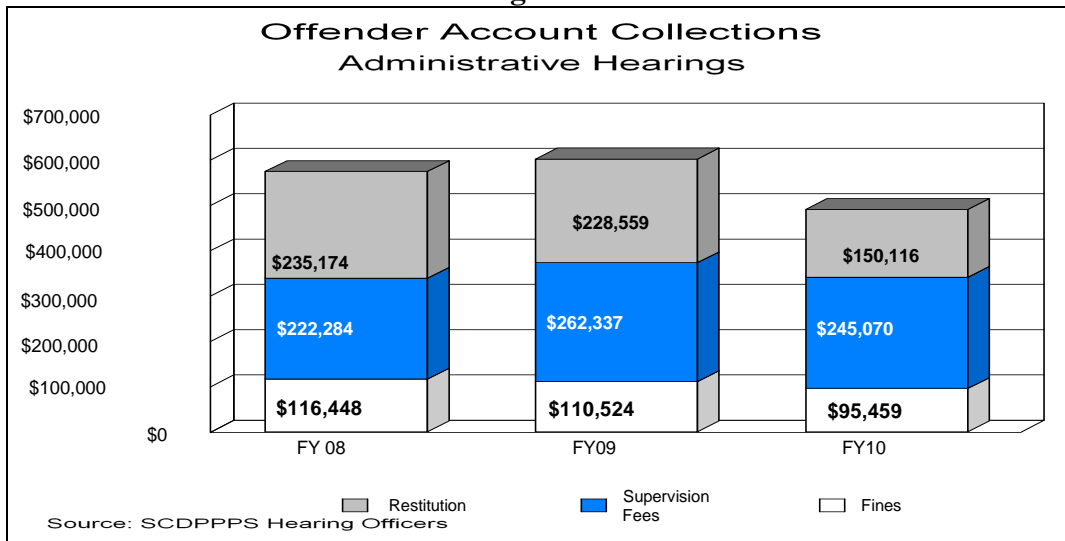


Figure 7.3-2 shows fees collected during administrative violations hearings. Offenders pay fees and fines as an alternative to revocation. The decrease in monies collected was due, in part, to the decrease in hearings conducted because of attrition of hearing officers.

**Figure 7.3-2**



The Fiscal Management section submitted 8,842 arrearage accounts to South Carolina Department of Revenue for collection during FY10 as part of the Setoff Debt Collection program. The Department received payment on 686 accounts. Figure 7.3-3 reflects collections since 2006.

**Figure 7.3-3**

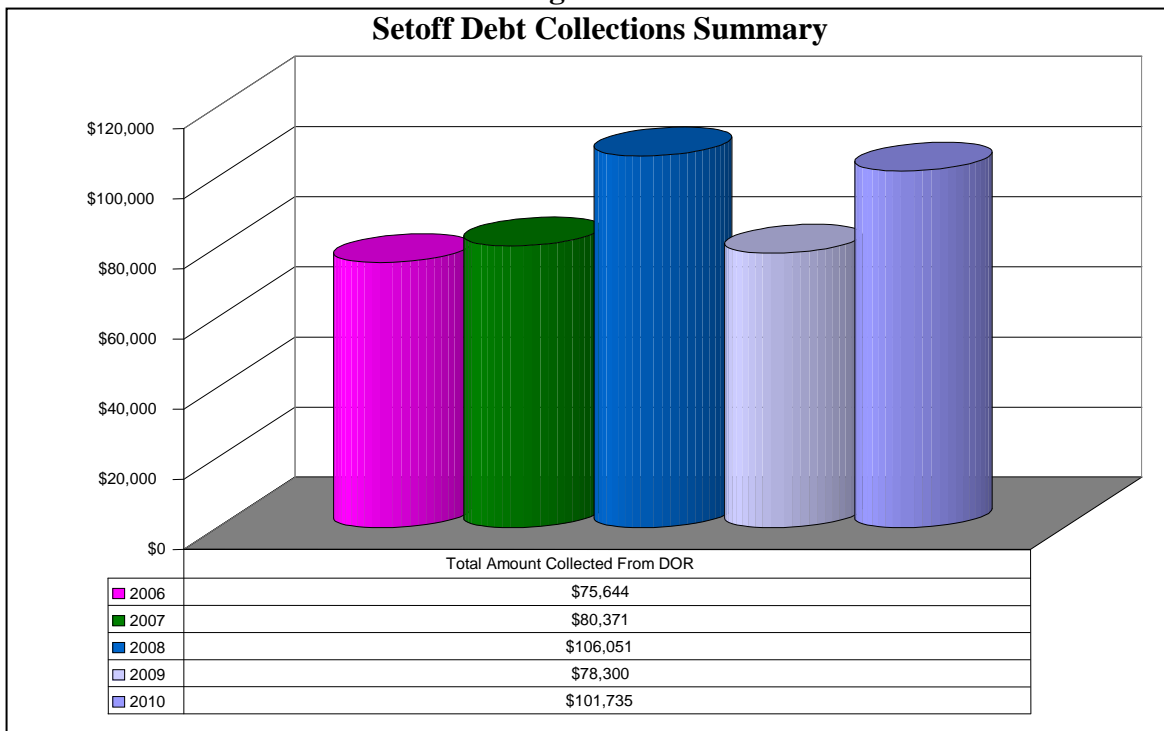


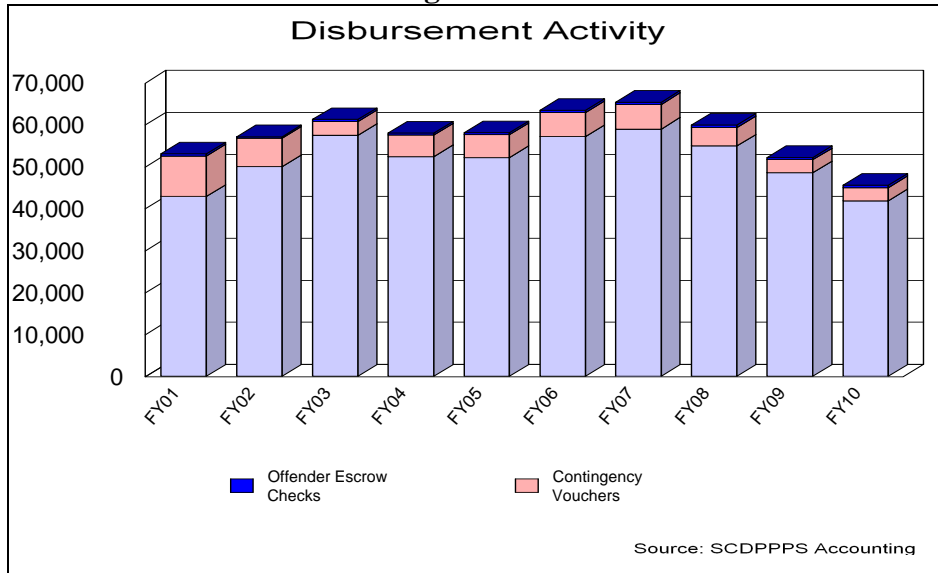
Figure 7.3-4 shows the cost to supervise offenders.

**Table 7.3-4**

Daily Supervision Costs	
Standard Supervision	\$3.15
High Supervision	\$3.75
Intensive Supervision	\$8.77
Intensive Supervision w/ Electronic Monitoring	\$11.40
Sex Offender Supervision	\$8.89
Sex Offender Supervision w/ GPS	\$18.19

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

**Figure 7.3-5**



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

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



**Figure 7.4-1**

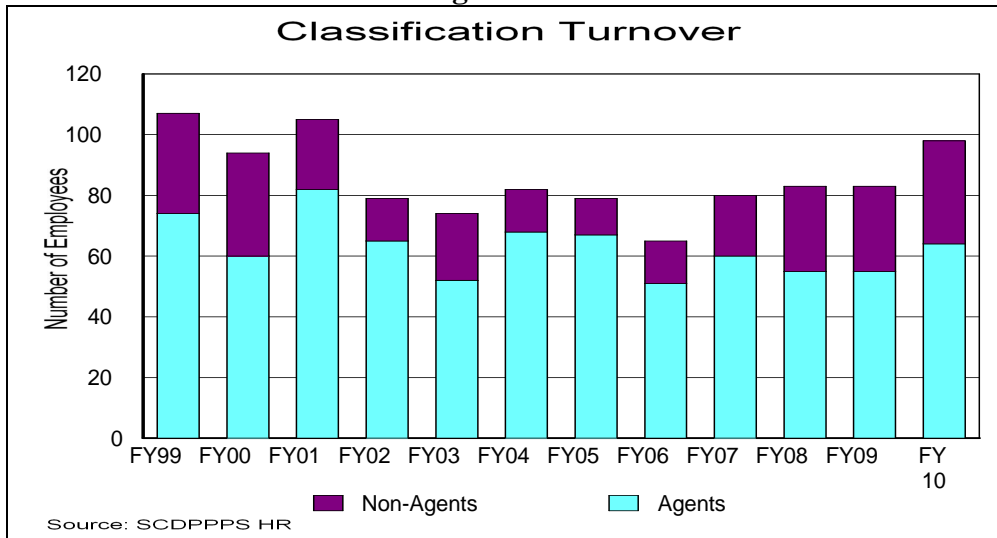
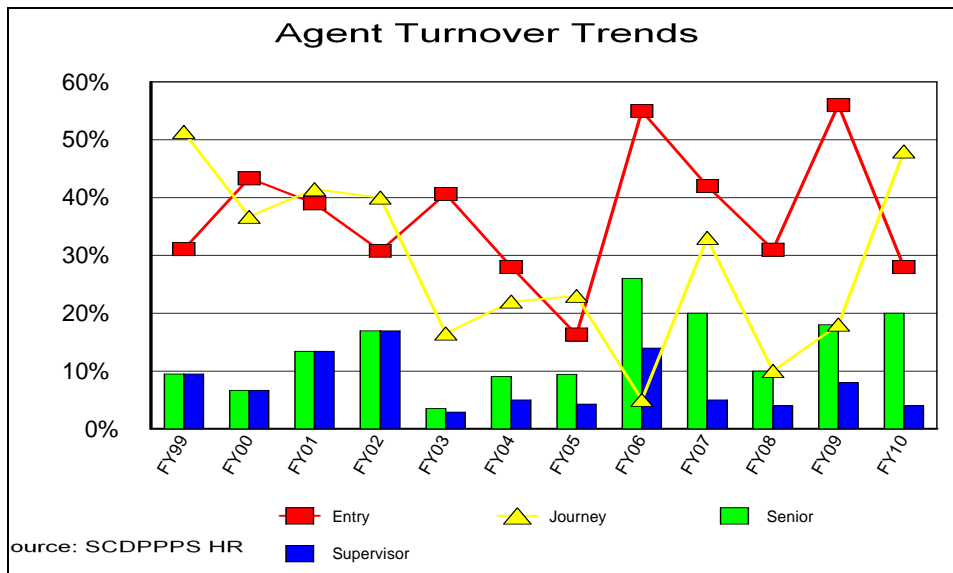


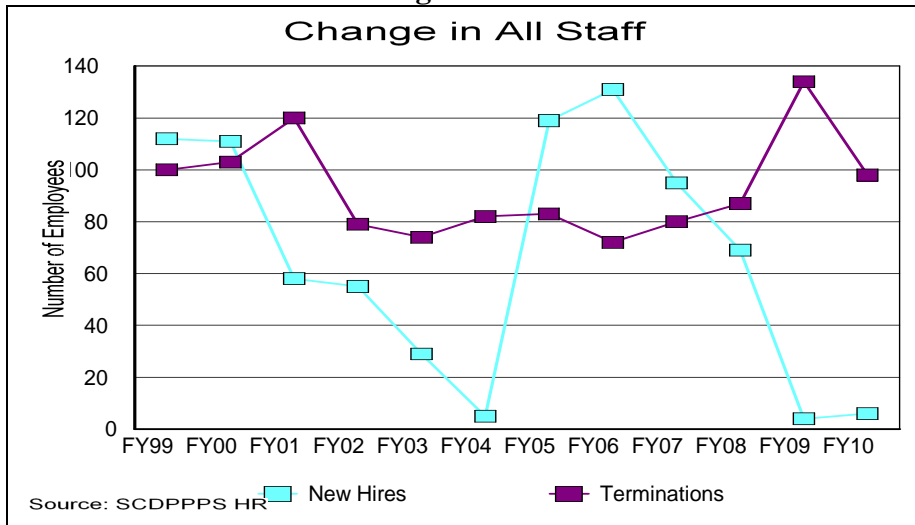
Figure 7.4-2 depicts the turnover rate for Agent levels.

**Figure 7.4-2**

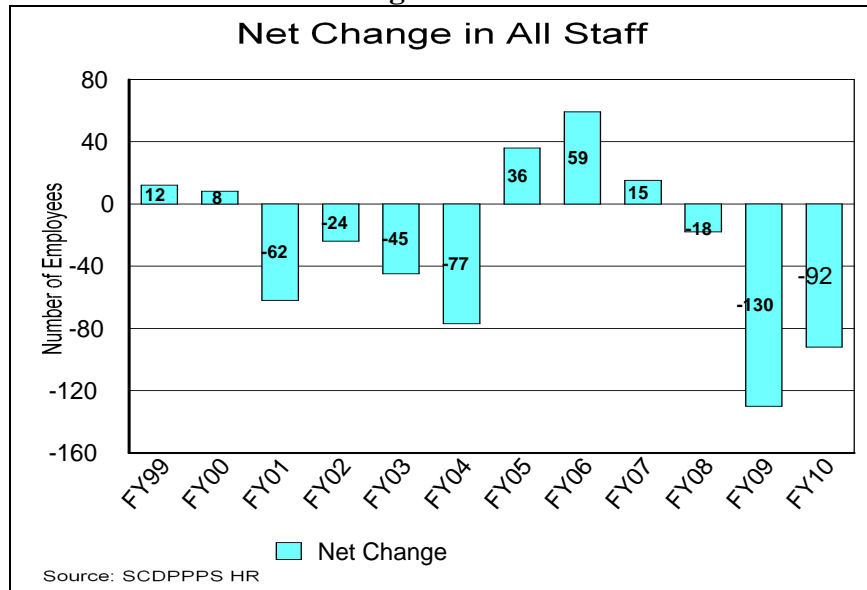


Figures 7.4-3 and 7.4-4 represent the effects of the economic challenges the Department faced during the fiscal.

**Figure 7.4-3**



**Figure 7.4-4**



**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 FY10, 388 employees were C-1 certified.

During FY10, TCPD either provided or recorded 241 training sessions. Of these, 413 employees completed “End of Course” surveys. Responses were as follows: 93% of the respondents rated the courses as either “Excellent,” or “Above Average;” 99% either “Strongly Agreed,” or “Agreed” that the teaching methods used in class facilitation improved their learning, and 96% “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 continuously address organizational improvement initiatives with process owners to measure effectiveness and efficiency. For example: 100% of PPP staff now has the ability to securely access essential information and data from remote locations, using Department provided notebooks, while in the conduct of daily operations. This functionality alone will improve work productivity and performance.

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

The Department did not have any regulatory violations or significant findings by external auditors during the fiscal year. In the area of Equal Employment Opportunity, the Department received a rating of 74.7%. This was a direct result of "no hiring" opportunities because of the budget cuts.

## **Glossary of Acronyms**

ACT	Agent Career Track
ADA	American Disabilities Act
AIC	Agent in Charge
AIMS	Department Information Management System
APPA	American Probation and Parole Association
CASA	Court Appointed Special Advocates
DACUM	Design a Curriculum
DNA	Deoxyribonucleic Acid
DPS	Department of Public Safety
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
ITSS	Information Technology Systems and Services
JAG	Justice Assistance Grants
NCIC	National Crime Information Center
NEOT	New Employee Orientation Training
NLETS	National Law enforcement Telecommunications Systems
OMS	Offender Management System
OSHA	Occupational Safety and Health Administration
PIC	Parole Information System
PEP	Parole Employment Program
PPP	Probation, Parole and Pardon
SABAR	State Agency Budgeting, Accounting, and Reporting System
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
SORT	Special Operations Response Team
SPICE	Self Paced In-class Education
SWOT	Strengths, Weaknesses, Opportunities, and Threats
OSHA	Occupation, Safety, and Health Administration
TB	Tuberculosis
YOA	Youthful Offender Act