Accountability Report Transmittal Form

Agency Name: <u>SC Department of Probation, Parole and Pardon Services</u>

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Department of Probation, Parole, and Pardon Services

Accountability Report
Fiscal Year 2006-2007

Section I – Executive Summary

The S.C. Department of Probation, Parole, and Pardon Services (SCDPPPS) provides a variety of essential services in support of the Department's mission and related public safety initiatives. These include:

- Supervising and assisting offenders to successfully complete their court mandated 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.

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.

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

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.

Values
- Honest & Integrity
- Dignity & Respect
- Diversity & Equal Opportunity
- Openness & Teamwork
- Innovation & Performance Excellence
- Accountability

Major Achievements FY2006-07
The Department continues to provide a lead role in 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 providers.

- **Sex Offender Management:** Throughout 2006, in an effort to improve public safety through the management and treatment of sex offenders, the Department established a comprehensive Sex Offender Management Program (SOMP). New strategies focused on the national "containment approach" model outlined by the Center for Sex Offender Management. This program provides for enhanced contact standards, a sex offender specific risk assessment tool, polygraph evaluations and a mandatory treatment component. During the year, Sex Offender Agents conducted more than 37,000 contacts (home visits, office visits, employment contacts, and treatment contacts) with the sex offender population. Fifty polygraph examinations have been conducted. The SOMP requires that all staff involved in the direct supervision of sex offenders to participate in annual training that is related to this population. During this year 186 Supervision Agents completed a two day SOMP training course.

- **Global Positioning Satellite (GPS) Technology**: In 2006, the legislature passed the Sex Offender Accountability and Protection of Minors Act (Jessie's Law), mandating that the Department operate an active electronic surveillance program to monitor the movement of all offenders meeting the requirements of Jessie's Law. Since that time 80 offenders have been placed on GPS monitoring pursuant to Jessie's Law. More than 400 staff have participated in extensive training to meet the requirements of GPS and Jessie's Law.

  In June 2006, the Governor signed into law special sex offender legislation. Named "Jessie's Law," this legislation elevated mandatory sentencing for sex offenders and mandate Global Positioning Satellite (GPS) monitoring for sex offenders convicted of certain crimes. This legislation also gives the Department jurisdiction of all offenders placed on GPS. As of June 30, 2007, the Department was supervising approximately 1,233 registered sex offenders (946 for an active sex offense).

- **LiveScan:** This grant project has enabled the Department to purchase electronic fingerprinting equipment for placement in our county offices. The equipment digitally scans fingerprints, supports the electronic integration of offender photos and allows for information integration into the Department's OMS database. In addition, it enables the digital transmission and sharing of prints with other law enforcement entities anywhere in the state or nation in a timely and accurate manner. As of June 30, 2007, LiveScan devices have been installed within 25 counties received Live Scan devices, and training for staff in these counties has been completed. Third year grand funding was recently received for 14 additional units.

- **Agent Basic:** The Department appointed a team to review the Agent Basic training manual and to provide updated materials and suggestions for improving this training. The team recommended and implemented a more balanced approach (emphasis on both law enforcement and rehabilitation of offenders) to basic training for Probation and Parole Agents. The current SCDPPPS Agent training consists of two days of orientation, three weeks of Probation/Parole Agent training at the SC Criminal Justice Academy (CJA), nine weeks of basic Law Enforcement training at the CJA and on-going on the job training.

- **Radios:** In June 2007, the Department was notified that it had received a federal grant which would allow the Department to upgrade approximately 59 field radios from analog

to digital capabilities. This upgrade allows for Agents in the field to have greater interoperability with all other law enforcement officers.

- **SCDPPPS Offender Management System:** Completed in June 2007, the Department's revamped offender management system (OMS) implemented recommendations from the field staff in ways to improve the old system as well as making it more user friendly. As a web-based system, OMS allows Agents greater ease while inputting data as well as making it easier for data analyst to query the system. Staff training on the new OMS began in April 2007 and is on-going to ensure that each staff member working with offender information has the opportunity to receive training on the new system.

- **Strategic Planning Team:** The Department undertook a structured process of updating the existing strategic plan though facilitated discussions in each major functional area of the Department to identify short and long term goals and objectives in support of the organization's mission and vision. Feedback from all levels of staff obtained through facilitated statewide focus group sessions was utilized by the Department's Strategic Planning Team to prepare an updated Strategic Plan. The revised plan included key strategic goals and associated strategies for attaining these goals. The team also proposed action items for goals and strategies for approval by the Department's Executive Management Team prior to implementation.

- **Victim Videoconferencing:** A grant funded initiative to provide remote video-conferencing access in Charleston County for victims attending parole and pardon hearings. Services include required notifications, accompaniment, response to questions and explanation of the outcome of the hearing. Remote videoconferencing affords victims an option to access Parole Board Hearings without having to travel to Columbia. This program will expand to the upstate in 2007.

- **Workload Review Team:** The Workload Review Team began working in 2005 – 2006 to incorporate the many changes made within the field into the workload model which is used to manage and allocate resources. Work was completed on the updated model (setup and program code writing) in 2006 – 2007. Divisional staff members were designated to coordinate data to regularly update the workload report and allow for monthly revision of the report. The workload initiative will be validated using expertise from the University of South Carolina in 2007 – 2008.

In addition to the Department's various initiatives listed above, it is also providing significant assistance towards helping released offenders integrate back into the community.

- **Learn and Earn:** This is a collaborative effort between SCDPPPS and the Department of Education (SCDOE) to support the attainment of a GED by qualified offenders under probation/parole supervision. The Department considers this an important initiative since more than 30% of offender's have less than an 11th grade education. The Department operates programs that are designed to provide for offender needs and services. These include Vocation/Employment programs, Educational Programs such as Learn and Earn, and a Service Referral network for services such as substance abuse and sex offender treatment referrals. During the fiscal year, 2029 offenders were referred for GED services; 1138 offenders were referred for employment/vocational services; more than

6000 offenders were referred for substance abuse services; 547 offenders were referred for sex offender treatment services.

- **Parole Employment Program (PEP):** The Department coordinated the establishment of the PEP in partnership with the SC Vocational Rehabilitation Department (SCVRD). This program is designed to provide vocational and rehabilitation services and employment placement assistance to all eligible inmates being paroled who have very limited prospects for employment. Approximately 99 inmates were paroled to the PEP during FY2006-07.

- **Self Paced In Class Education (S.P.I.C.E.):** S.P.I.C.E is an inmate education and employment initiative with a partnership of the South Carolina Department of Corrections (SCDC), the South Carolina Department of Probation, Parole and Pardon Services (SCDPPPS) and the Greenville, Piedmont, and Trident Technical Colleges designed to reintegrate the offender back into society. During the fiscal year, 42 offenders were released to parole supervision with SPICE participation requirements.

Additional achievements:
- The Field Operations Division is continuing to collect blood samples from which DNA can be derived, in support of the national DNA database initiative. As a result, more than 7,852 samples have been collected during FY2006-07.
- During FY2006-07, offenders supervised by the Department contributed more than 450,000 hours of public service work at government and non-government agencies. Calculating these hours at minimum wage ($5.15) per hour, offenders contributed $2,317,500 worth of labor to organizations within our state.
- The Interstate Compact Section of the Field Operations Division coordinated the processing 746 offender transfer requests from South Carolina to other states and the processing of 956 offender transfer requests from other states to South Carolina. A specialized unit of Probation and Parole Agents has been created within the Interstate Compact Services Section of the Field Operations Division to supervise and monitor all South Carolina offender cases transferred to other states for supervision. This unit enables South Carolina to respond to issues reported by other states in a very timely and consistent manner.
- The Field Operations Division jointly coordinated five legislatively mandated special release programs to affect inmate release from incarceration to supervision. During the fiscal year 1,142 inmates were admitted to supervision who were sentenced under the Youthful Offender Act; 1,391 were granted conditional parole; 692 to the Community Supervision Program; 63 to the Supervised Furlough IIA program; and, 412 to the Shock Incarceration Program, 42 inmates were admitted to supervision under the Juvenile Parole program (17+ years of age).
- The Special Operations Section of the Field Operations Division coordinated the Department's initiative to become National Incident Management System (NIMS) compliant. This initiative, and completion of related training programs, qualifies the Department for requesting Homeland Security Grant funding. NIMS provides a consistent template for supporting and coordinating government and non-government activities in response to Homeland Security incidents and initiatives.
- The Special Operations Section of the Field Operations Division participated in 16 exercises conducted by the SC Emergency Management Division. These included

exercises in support of hurricane evacuation traffic management, post-hurricane security deployments, and shelter security. The Department expended $20,135.96 in support of these exercises during FY2007.

- The Special Operations Section of the Field Operations Division augmented state law enforcement organizations to provide essential security in support of the National Governors Association (NGA), the Governor's Inauguration, the Democratic Party Presidential Debate, the South Carolina Democratic Party Dinner and Convention, the Republican Party Dinner and Debate, Martin Luther King Day at the Dome, the Memorial Day Bike Festival at Myrtle Beach. The Department contributed a total of 269 Agents to these efforts (7,709 work hours).

- The 98th Annual Meeting of the National Governors Association (NGA) was held in August in Charleston in 2006. The Department deployed a total of 42 Agents to assist SLED and other state and local law enforcement agencies with the security of the nation's governors and their families. SCDPPPS Agents participated in training conducted by the US Secret Service to prepare them for their specific details. The event was operated under the guidelines of the National Incident Management System (NIMS).

- SCDPPPS Agents are at high risk for encountering methamphetamine labs while performing day to day duties such as offender home visits. The Department was awarded a technical assistance grant from the National Institute of Corrections (NIC) to develop and deliver methamphetamine training for field Agent staff statewide. This training addressed the identification of methamphetamine labs and included safety issues for responding to situations where methamphetamine labs are encountered. A national Consultant conducted on-site work with SCDPPPS's training staff in September of 2006 to prepare volunteer trainers to conduct this important training statewide. The first of several training sessions was delivered in December.

- The Department utilized money generated through grant-funded projects to support the procurement of equipment which produces newly-designed employee identification cards. Employee photographs were generated using LiveScan technology (also grant-funded) to create the new credentials that were distributed statewide to staff in July/August of 2007.

- During tax year 2006, the Department submitted 4,761 arrearage accounts for collection to the SC Department of Revenue. Of this total the Department received payment on 612 accounts for a total of $83,818.

- On the national level, the Department's Interstate Compact Administrator has served as the chair of the Interstate Compact for Adult Offender Supervision (ICAOS) National Commissions, Training, Education and Public Relations Committee, and assisted in the development and delivery of training curriculum to probation and parole officers, Commissioners and judges.

- The Director established an Offender Intake Focus Group comprised of field and central resource staff. This team will be reviewing offender intake protocols statewide and providing input into the development of a more comprehensive and uniform approach to this important facet of offender supervision.

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

Opportunities and Barriers

Improved funding allocations for 2007 and success in obtaining grant monies have directly supported improvements in filling Agent vacancies, the procurement of needed equipment, continuing upgrades in the technology infrastructure, and improvements in the currency, security and usability of the Department's data base systems.

One area that the Department will continue to closely monitor is the turnover rate within the Agent career field. As Agents become C-1 certified, they automatically become eligible for additional employment opportunities in law enforcement organizations outside of the Department.

How is the accountability report used to improve organizational performance?

The accountability report serves as an annual assessment for measuring organizational performance and for setting improvement initiatives. The primary vehicle for setting these initiatives is the Department's strategic planning process and integrated quarterly performance review process.

Section II – Organizational Profile

SCDPPPS is the only Department in South Carolina that has jurisdictional authority to provide supervision for 49,000 adult offenders on probation, parole, community supervision, supervised furlough and adult offenders under youthful offender supervision. The Department is also charged with conducting investigations for offenders who are eligible for parole or those who make application for pardons. The Department supervises the criminal offender population released to the community from institutional programs, or deemed suitable for community placement by the courts of General Session, the Board of Probation, Parole and Pardons, and the general citizenry of the state.

A major component of this unique mission is placing the needs of the victim community at the forefront. The capacity to place offenders in our residential facilities to ensure that gainful employment produces significant returns by way of restitution payments and other monetary obligations. Additionally, the Department's mandate to provide and administer court ordered restitution through the collection and disbursement of millions of dollars annually contributes directly to the well-being of our citizenry.

Key Services and the primary methods by which they are delivered.

Offender Supervision – Agents within county offices; a variety of offender supervision protocols (all 46 counties)

Special Operations – Specially selected Agents within county offices and Central Office Special Operations Staff; law enforcement augmentation for special events (i.e. Bike Week, Martin Luther King Day), Hurricane Relief (i.e. law enforcement augmentation for lane reversal operations, shelter security).

Residential Programs – Residential Center staff in coordination with providers of referral services (i.e. drug and alcohol counseling, employment assistance).

Parole Board Operations – Parole and Records Section office staffs; preparation of documentation for Parole Board Hearings and other administrative support services.

Victim Services – Victim Services staff, finance and accounting staff; victim notifications of Board Hearings, Board administrative support, payments of victim restitution.

Key Customers, Key Services and Key Service Requirements

The primary customer products/services for all key customer segments have been defined as part of the Department's strategic and office action planning process (see Cat. 2). The key service requirements for all customer transactions are: Safe Environment; Timely and Accurate Response; Flexible Access; Professionalism; and, Quality in Service and Products (SCDPPPS Strategic Plan). See Table A-1 below for a sample listing of key customer segments and key services.

Section	Key Customers	Key Services
Field Operations	Offenders; Law Enforcement Organizations; General Public	Field supervision requirements; home visits; intervention; warrant service; residence verifications; collection of fees; correspondence; Residential Services Centers; technology initiatives (GPS, Mapping, Tablets, Live Scan); correspondence and other communications; training; preparation of offender related documentation
Interstate Compact	SCDPPS Staff and Managers Victims/Victim Families Offenders/Offender Families Other State Instate Compact Offices & Field Offices South Carolina State Agencies Law Enforcement Agencies Federal, State and Local Agencies General Public	Timely and accurate processing of ISC correspondence and communications to and from SC, response to special case inquiries, requests for information and/or assistance.
Special Operations	Federal, 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; SC Dept. of Corrections Employees, 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 and 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
	Parole Board	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 (Members)	Detailed Summaries, Investigation Reports, Recommendation Request, and Training
	Attorneys	Respond to Inquiries and Correspondence
	Offenders	Provide Hearing Notification and Respond to Inquiries
Public Information	Media; General Public; Employees	Provide Parole Hearing Dates and results; offender information; respond to inquiries and correspondence; web-site support
	General Public	Provide Information on Parole and Pardon matters, Respond to Inquiries and Correspondence
Human Resources	Employees	Job applicant screening; drug testing; classification and compensation; benefits counseling/services; EPMS management; disciplinary/grievance processing; employee 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
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; Other State Agencies; SC Quality Forum	Performance Improvement/ Business Excellence Consultation/Tng.; State Baldrige Examiner Tng; Panel of Judges for Governor's Quality Award

Table A-1

Key Stakeholders
Key Stakeholders are defined as 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 also include local, state and national professional associations in which employees of the Department actively participate by holding officer positions, conducting workshops, or providing other essential support.

Key Suppliers
The Department conducts business with a large variety of suppliers/vendors, non-profit organizations, and the faith-based community. Our top suppliers/vendors, in terms of business conducted, include the following: Varian (Drug Testing Supplies), BI Inc. (Electronic Monitoring Equipment and Services); iSECUREtrac Corp. (Global Positioning Systems and Services); Lenovo Inc. (Computers); DELL (Computer Rentals); HP (Computer Printers and Supplies); and, the State of South Carolina (examples include, the state telephone system, fleet, liability insurance, and rent). Additionally, non-profit organizations, the faith based community, and the Department's many partners contribute significantly to the Department's efforts in addressing offender needs through numerous relationships, referral services including faith-based services, clothing and incidentals, short term housing and life skills related training.

Key Partners

Table A-2 below provides a sample of the Department's key partners:

Department of Corrections	Department of Vocational Rehabilitation
Department of Public Safety	Budget and Control Board
Department of Juvenile Justice	Commission for the Blind
State Law Enforcement Division	School for the Deaf and Blind
Department of Mental Health	State Office of Victim Assistance (SOVA)
Department of Disabilities and Special Needs	Employment Security Commission
Department of Social Services	African American HIV/Aids Council
Department of Education	University of South Carolina

Table A-2

Note: In addition to the organizations listed above, the Department maintains close partnerships with individual county law enforcement offices, entities of the criminal justice system, SC's educational institutions and health care provider organizations.

Operating Locations
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 counties); three Residential Services Centers (Columbia, Charleston, Spartanburg); and, a Headquarters facility in Columbia, SC.

Total Number of Employees (as of June 30, 2007)

	Authorized	Filled (FY 2005)	Filled (FY 2006)	Filled (FY 2007)
Classified	839	700	735	751
Unclassified	4	6	4	4
Contract	0	13	26	24
Total	843	719	765	779

Regulatory Environment
The Department is a Cabinet Agency, reporting directly to the Governor. It is required to abide by all state government human resource, Comptroller General, 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.

Key Strategic Challenges
A high turnover rate, fueled by relatively low salaries within the Agent career field, as compared to other law enforcement organizations; retention incentives for Agents with more than seven years of service; developing methods for enhancing offender success (reducing recidivism); and maximizing the application of technology.
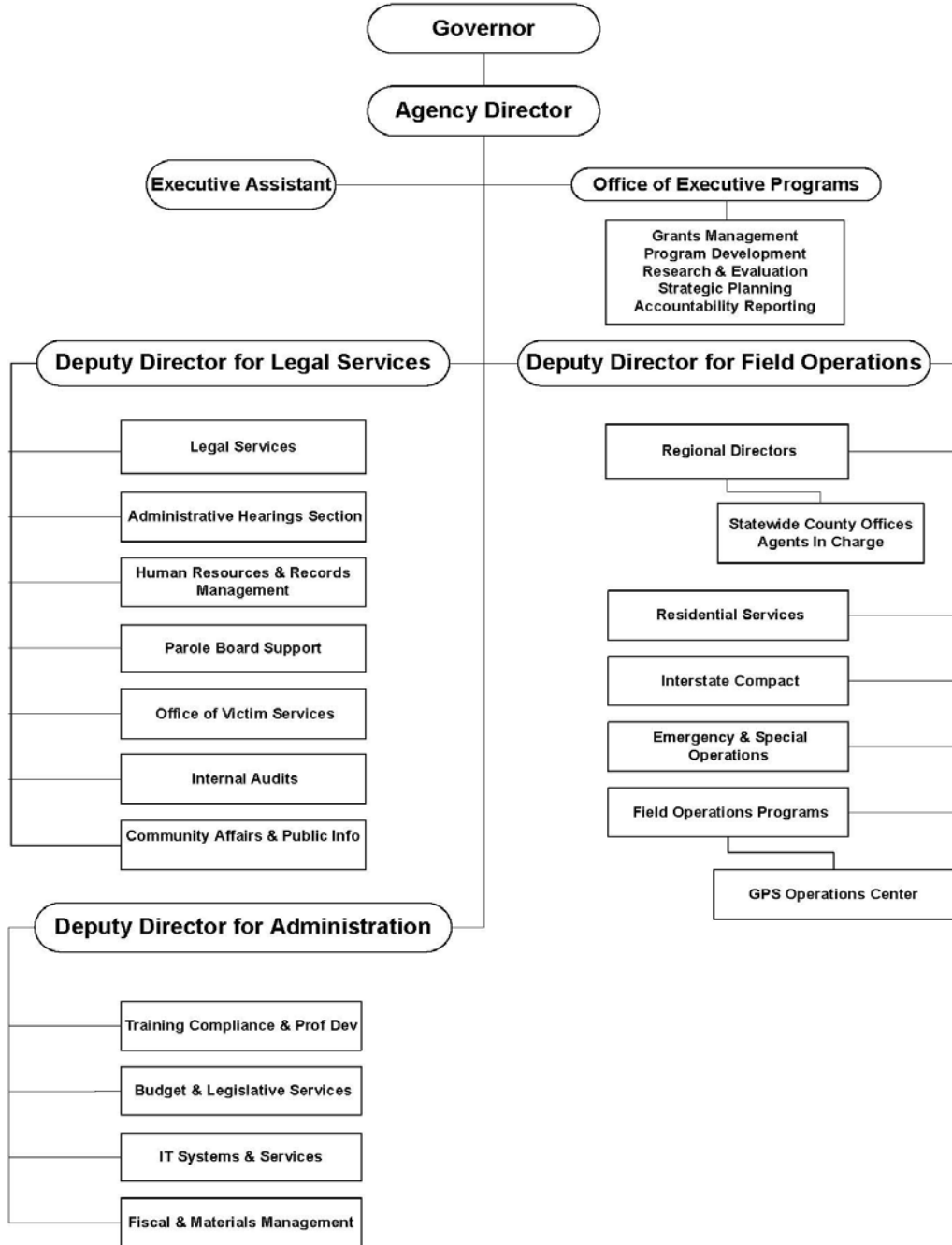
Performance Improvement System
The Office of Executive Programs which is located in the Director's Office is dedicated to performance improvement that is available to provide overall guidance and direction on key performance improvement initiatives. In addition a team-based environment provides cross-functional input and recommendations on key initiatives (see Table 5.1). A recently completed

strategic plan that is based on the results of Department-wide focus group and a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis provided input to strategic direction. It 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.

Organizational Structure

To support its mission, the SCDPPPS' organizational structure consists of three Divisions and the Office of Executive Programs. The Divisions include Field Operations, Legal Services, and Administrative Services (Fig. A-2). Each section within these Divisions is distinctively different, but all serve to support the mission of the Department.

SCDPPPS Organizational Chart

Governor

Agency Director

(Executive Assistant) — **Office of Executive Programs**

Grants Management
Program Development
Research & Evaluation
Strategic Planning
Accountability Reporting

Deputy Director for Legal Services

- Legal Services
- Administrative Hearings Section
- Human Resources & Records Management
- Parole Board Support
- Office of Victim Services
- Internal Audits
- Community Affairs & Public Info

Deputy Director for Field Operations

- Regional Directors
  - Statewide County Offices Agents In Charge
- Residential Services
- Interstate Compact
- Emergency & Special Operations
- Field Operations Programs
  - GPS Operations Center

Deputy Director for Administration

- Training Compliance & Prof Dev
- Budget & Legislative Services
- IT Systems & Services
- Fiscal & Materials Management

Expenditures/Appropriations Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	05-06 Actual Expenditures		06-07 Actual Expenditures		07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$26,298,468	$12,851,378	$27,590,607	$13,931,211	$30,277,068	$15,421,241
Other Operating	$10,431,565	$261,678	$11,248,083	$729,747	$11,342,550	$2,393,203
Special Items	$ -	$ -	$ -	$ -	$ -	$ -
Permanent Improvements	$ -	$ -	$ -	$ -	$ -	$ -
Case Services	$149,832	$6,804	$103,715	$19,424	$104,849	$19,424
Distributions to Subdivisions	$ -	$ -	$ -	$ -	$ -	$ -
Fringe Benefits	$8,931,667	$4,622,009	$8,441,243	$4,357,483	$10,237,647	$5,213,978
Non-recurring	$ -	$ -	$ -	$ -	$ -	$ -
Totals	$45,845,533	$17,741,869	$47,383,648	$19,037,865	$51,912,114	$23,047,846

Other Expenditures

Sources of Funds	05-06 Actual Expenditures	06-07 Actual Expenditures
Supplemental Bills	$ -	$ -
Capital Reserve Funds	$ -	$131,930
Bonds	$ -	$ -

Category 1 Leadership

1.1 How do senior leaders set, deploy and communicate: (a) short and long term direction and organizational priorities; (b) performance expectations; (c) organizational values; (d) empowerment and innovation; (e) organizational and employee learning; and (f) ethical behavior?

(a) Short and long term direction is set by the Governor. The Governor's direction is communicated by the Department's Director to members of the Executive Management Team, and in turn to strategic and Divisional Managers and other employees. Communication methods used include telephonic communications, e-mail, one-on-one meetings, intra-office discussions, staff meetings, and the Employee Performance Management System (EPMS). The Department's strategic plan serves to help set organizational priorities and long, as well as short term direction. When completed in 2007, it included linkages to supporting Office Action Plans and key measures. This approach has further enhanced the current organizational foundation with a comprehensive management

system that links office goals and performance measures to short and long term strategic goals.

To insure compliance, understanding, and effective communication, The Department's Executive Management Team (EMT) uses a variety of approaches. These include Quarterly meetings between the EMT and all Strategic and Divisional managers, e-mails on important topics from the Department's Director to all employees, regularly scheduled intra-divisional management meetings and staff meetings with respective office employees. These approaches provide for bi-directional communication between all levels of the

Fig 1.1-2

Source: SCDPPPS

organization and enable a quick response to issues or concerns of interest to the Department's external and internal customers.
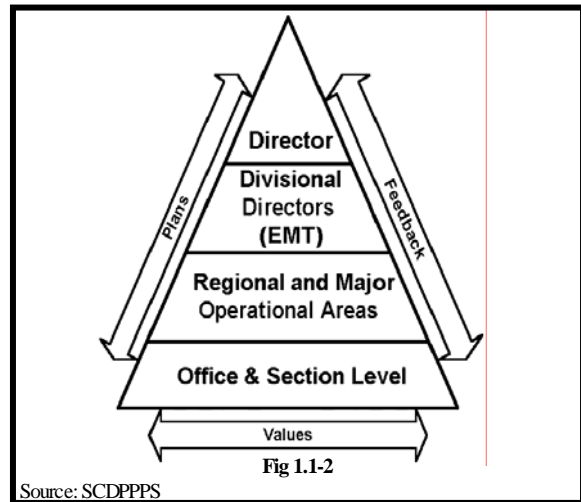
(b) Performance expectations are articulated by the Director and Deputy Directors and are reinforced through the EPMS process. Within each office, employees and their supervisors include specific work objectives and performance expectations in each employee's Planning Stage for the coming year. Any incident of non-conformance is addressed verbally, in writing, or through prescribed state government Human Resource regulations, as appropriate.

(c) Organizational values were developed as part of the Department's strategic planning process, and apply to all of the Department's sections. Key values identified as important to the Department are "Honesty & Integrity, Dignity & Respect, Diversity & Equal Opportunity, Openness & Teamwork, Innovation & Performance Excellence, and Accountability." Individual employee performance expectations towards modeling these values were incorporated in the performance evaluation process during FY2006-07.

(d) Empowerment and innovation is encouraged and supported. At the managerial and supervisory level, strategic, Divisional and office managers are given maximum flexibility to serve their customers quickly, effectively, and efficiently. Managers are expected to transfer empowerment to office staff so that they can work freely within broad guidelines appropriate to their function. Management training on supervisory skills and organizational development topics has been provided to the Department's managers. Innovation is also encouraged within the Department. Any employee may suggest changes to policy, or new ways of doing business, directly to their supervisor, via an electronic template on a shared network drive, or via the cross-functional Agency Policy Review Committee. This process assures a comprehensive review of all submitted suggestions for potential implementation.

(e) Organizational and employee learning is strongly supported by senior management whether by participation in the Cabinet Agency Training Consortium, attendance at in-

house training classes, through programs offered by the Budget & Control Board, the State Government Improvement Network, by attendance at conferences and seminars, by participating in writing this Baldrige-based accountability report, or through training procured through other methods. For example, to increase organizational learning and understanding of the Baldrige criteria select staff from each Division participated in the development of their respective Divisional Accountability Report. This process significantly increased learning and organizational understanding of the performance excellence criteria and supporting methodologies.

(f) Ethical behavior and expectations are addressed as part of New Employee Orientation and specified in Policy 210. In addition, the State Government Ethics and Accountability Act provides 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 Department's Director and Human Resources Office conduct Exit Interviews with departing employees with results 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?
The goals and supporting strategies described in the Department's Strategic Plan provide the primary emphasis and direction for each section's focus on customer service. Key service requirements (Table A.1) are routinely reviewed at Strategic and Divisional Manager meetings and also with local managers and supervisors. Examples for the Field Operations Division include: well defined supervision protocols for offenders, timely service of legal process, the accurate and timely collection of offender restitution payments (to enable victim payments), and the accurate and timely completion of Pre-Parole Investigations for the Board of Paroles and Pardons.

The Department Director's close coordination with the EMT ensures that key customer needs and concerns are expeditiously addressed, whether pertaining to legislative, mission related, performance improvement, or quality of life issues. In addition, the Department's Public Information Office, Internet web page, 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 products, 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 under our jurisdiction, respond to the needs of crime victims, and our many other customers can and does have a direct impact on the well being of South Carolina's citizens. Our ability to address issues of offender accountability is first and foremost and is reflected in our results related to mission accomplishment (Cat. 7.1). Our supporting Offender Management System (OMS) serves as a repository of data on all offenders under the Department's jurisdiction which is kept up to date with the most current offender information, and protected through the use of physical and technological security

systems. Access to this data has been enhanced through the implementation of mobile technology.

Additional methods for obtaining information on program impact and risk factors include information obtained through our State Auditors, Office of Internal Audits, through financial oversight by the Comptroller General's Office and Office of State Budget, through organizational surveys such as our recent "Strengths, Weaknesses, Opportunities, and Threats" (SWOT) analysis that was part of the Department's strategic planning process, through partnerships and collaboration with other law enforcement and government entities, service providers, and during meetings with customers and the general public. In addition, partnerships supporting our law enforcement responsibilities and multiple offender life enhancement initiatives (see Section I, Major Achievements) are carefully managed through our Office of Executive Programs in concert with the Department's Program Coordinators. Issues related to the general public are tracked through press summaries of South Carolina newspapers and a compilation of issues and inquiries received by the Department's Public Information Office. The Department also maintains contact with the public through its website and the media. These methods, in addition to others, provide information that is consumed by a wide range of individuals and entities, and serve as front line tools to minimize risk and to disseminate information in a timely manner.

1.4 How do senior leaders maintain fiscal, legal, and regulatory accountability?
The Department uses a variety of approaches to insure fiscal, legal and regulatory accountability. These include a multiple stage review of proposed budgets, authorization for purchases, budget review at the Strategic and Divisional manager levels, and routine communications by financial staff and legal staff with field staff and strategic and divisional managers. Financial information accuracy is validated 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 during regular scheduled staff meetings, in special training sessions that include required legal training, and through electronic mail if necessary. 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 key performance measures are regularly reviewed by your senior leaders?
Key performance measures reviewed by senior leadership include program cost effectiveness, offender supervision results including home visits, National Crime Information Center (NCIC) Hits (timeliness of response), drug test results, pre-parole investigations, supervision fee collections, warrant service status, absconder actions, and internal auditing results. Additional measures include customer request for assistance and information, minority business utilization statistics, victim restitution paid, bed space utilization for our restitution centers, employee turnover rates, employee training completion and satisfaction data. Our Emergency and Special Operations function also reviews performance data related to the Department's C-1 training initiative, emergency operations including special security deployments, and Special Operations Response Team activities including Homeland Security assistance.

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? How do their personal actions reflect a commitment to the organizational values?

The Employee Performance Management System (EPMS) process and corresponding dialogue between Executive, Strategic and Divisional Managers provides the primary method for obtaining feedback on management effectiveness. Other methods include staff feedback obtained through routine one-on-one dialogue between managers and employees, through staff meetings, exit interview, and feedback obtained from discussions held at leadership related training classes. Divisional retreats provide an additional method for sharing and communicating management performance results. Senior management began the presentation of the Department's values at "New Employee Orientation" training sessions during FY2006-07, as called for by the Strategic Plan.

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

Senior leaders routinely identify future potential leaders and actively promote their participation in leadership development programs, including the Certified Public Manager (CPM) Program, the Budget and Control Board's Executive Institute, and the South Carolina Institute's Executive Leadership Program. During FY2007 one employee was enrolled in the CPM program, one in the Executive Institute, and one in the Executive Leadership Program.

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

Improvement priorities for the Department are set and communicated through the Department's Strategic Plan, legislative mandates, and through communication with the Office of the Governor. These priorities are communicated and reinforced within the Department through weekly EMT meetings, quarterly meetings with all Strategic and Divisional Managers, and weekly, monthly, or quarterly staff meetings within each Division and their respective sections. Reviews of the Department's key measures during these meetings serve to compare desired to actual performance and also address any needed course adjustments.

SCDPPPS Management Support System
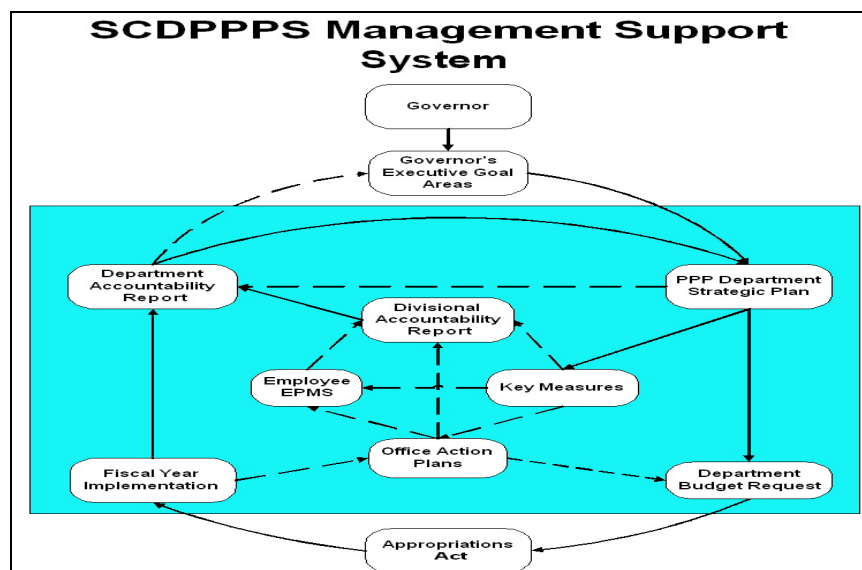
1.9 How does senior leadership actively support and strengthen the communities in which your organization operates? Include how senior leaders and employees contribute to improving these communities?

Giving back to the community through joint-partnership initiatives and community volunteerism is strongly supported and encouraged by senior leadership. Joint partnerships with service providers initiated by the Department's senior leadership help offenders successfully reenter their communities by creating opportunities for strengthened family relationships, education, and future employment. These initiatives include the South Carolina Reentry Interagency Collaborative Team, the Learn and Earn Program, the Parole Employment Program, as well as partnerships with a wide variety of other organizations (see Organizational Profile; Major Achievements). It is expected that in addition to enhancing successful offender supervision, that these initiatives will also help lower the state's recidivism rate and improve offender unemployment rates.

In FY2006-07 the Department created a new division called the Office of Community Affairs. The Office of Community Affairs serves as the Department's liaison to the community, state government, and other local agencies and coalitions. With a direct focus to heighten public awareness about the duties and responsibilities of the Department, this office will cultivate partnerships to support its mission and goals. These collaborative partnerships serve to create pathways that enable the department to effectively implement new initiatives.

The Office of Community Affairs develops strategies to promote positive community support programs, to assist with the reentry of incarcerated men and women, within in South Carolina Department of Corrections prior to release into society.

The Public Information Division is part of the Office of Community Affairs. The Public Information Division responds to all media inquiries, including Freedom of Information Act requests, according to departmental policies; prepare news releases, speeches, brochures and other publications to promote the efforts and missions of the Department; hold promotional news conferences and events; and shares overall responsibility for the Department's web page.

In addition to the many joint-partnership initiatives, the Director, Deputy Directors, Director of Executive Programs and managers throughout the Department actively support the community, with priorities either set by the Governor, the Department's EMT, or through self-initiated participation. The following examples indicate the extent of community support provided by the Department's leadership team and employees: Participation in the United Way Campaign, the March of Dimes' "Buck a Cup" campaign, Community Health Charities, Families Helping Families, Mobile Meals programs, Red Cross blood drives, Sistercare, the Epworth Children's Home, summer camps for children at risk, mentors for troubled children, the Lunch Buddy Program, Habitat for Humanity, the Salvation Army Bell Ringers Program, Lawyers in Scholl, the Court Appointed Special Advocates (CASA) for abused and neglected children, and the law enforcement explorer programs. The Department's employees also actively participate 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, Leadership South Carolina, 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, KEY process steps 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 or the regulatory environment; (d) human resource capabilities and needs; (e) the opportunities and barriers you described in the Executive Summary (question 4); (f) business continuity in emergencies; (g) your ability to execute the strategic plan?

(a-g) The Department is currently updating its Strategic Plan using a wide variety of information sources and inputs. These included the Governor's directives and initiatives, the

Figure 2.1
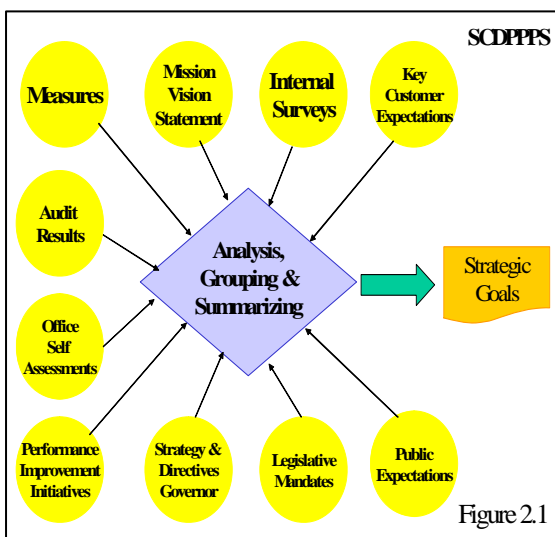
Governor's Cabinet, enabling legislation, key legislative and customer service requirements, and from feedback provided by the Department's employees (Fig. 2.1). To provide structure for the Department's strategic planning process, the Director and EMT formed a cross-functional strategic planning team, with membership from each of the Department's Divisions and the Office of Executive Programs.

Once formed, the team conducted an analysis of the Department's internal strengths and weaknesses, and external opportunities and threats (SWOT). This analysis was conducted via 22 focus group sessions held throughout the state. These sessions incorporated SWOT related survey questions, an organizational values survey, and open discussions on any issues or topics of interest to the participants. Over 150 employees participated in these focus groups.

Following the completion of all focus groups, the Department's Office of Executive Programs aggregated and analyzed all information provided, and reported the results to senior management and the members of the strategic planning team. These results in addition to all other information sources such as audit results, technological changes, human resource issues and initiatives, business continuity issues, the previously described opportunities and barriers (see Executive Summary, Question 4), and the Governor's and legislative mandates were then used by the strategic planning team to help develop the Department's draft strategic goals, strategies, and action items.

Following EMT review, the draft plan will be forwarded to the Department's Strategic and Divisional managers for further review and input. It will then be finalized during a planned management retreat. It is anticipated that the final product will include the assignment of

process owners to each of the Action Items, key measures, as appropriate, and a target timeline. The strategic plan will then be communicated to the Department's staff and linked to the Department's Employee Performance Management System.

Once completed, quarterly EMT reviews of the Department's progress towards achieving its strategic goals and objectives, and related reviews of key measures, will ensure plan alignment with mission requirements, customer needs, financial and human resource needs, risk management, and partnership needs and initiatives. In addition, routine reporting of action plan results to the EMT and Division Managers will provide opportunities for mid-stream adjustments, and will serve as a valuable input for annual full-scale reviews of the Department's Strategic Plan.

2.2 How do you develop and track action plans that address your key strategic objectives and how do you allocate measures to ensure the accomplishment of these plans?
Draft action plans were developed by the strategic planning team, and are based primarily on information provided via the Department's SWOT analysis process (see Question 2.1). During FY2006-07 the updated strategic plan was deployed to all of the Department's offices, action plans were finalized, a review process was established and updates, as necessary, of all existing key measures, and a direct link to each employee's EPMS planning stage. The organization of this process is carried out by means of a Strategic Planning Matrix. The Matrix lists all of the action items along with the lead person assigned to each action item. Appropriate measures were determined for each action item and a timetable was established to ensure each action item was completed/will be completed in a timely manner.

2.3 How do you communicate and deploy your strategic objectives, action plans and related performance measures?
Upon completion of the review process, the Department's Strategic Plan was presented to EMT, Strategic and Divisional Managers, and in turn, to office managers and individual employees. The strategic plan, office action plans, and key related performance measures were made available and maintained on the Department's Intranet web-site during FY2006-07. At present, the Field Operations Division has in place key measures related to offender supervision that directly support our strategic goals and county office plans. These measures provide accountability from Agent, to county, to region, and to the statewide level. The Department's first-line managers and leadership have electronic access to this information and related performance measures 24 hours a day, seven days per week.

2.4 How do you measure progress on your action plans?
Action plans will be routinely reviewed at the office, Division, and Department level, with financial resources allocated on a prioritized basis, based on the availability of funding. Human resource requirements will be addressed in the same manner. Action Plan timelines and results will be tracked through monthly and quarterly management reviews of key performance measures, and through the use of a "Project Queue" process within the Administrative Services Division.

2.5 How do your strategic objectives address the strategic challenges you identified in your Organizational Profile?
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 the Department's community reintegration initiatives and on tracking recidivism; increased emphasis on providing offender referral sources (i.e. alcohol and drug counseling; mental health treatment, sex offender treatment, assistance towards completing high school education requirements; assistance in finding employment; strengthening support by faith-based community).
- **Maximizing application of technology** – Continued emphasis on pursuing relevant grants; broadening availability of internet for Agent 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 where identified as a key strategic challenges (low salary structure when compared to competing employers), these concerns continue to be addressed through appropriate government channels.

2.6 How do you evaluate and improve your strategic planning process?
The Strategic Planning Matrix has proved very useful in evaluating how well the Department has accomplished its goal of completing and maintaining its action items. The Matrix was made available to all Emergency Management Team (EMT) Members for review and/or make additions. Managers can refer to the Matrix at any time to check the process and progress of each action item. The measures assigned to each action item further allow management to evaluation the progress of the implementation of the Strategic Plan. The planning process was improved by assuring each member of the EMT had an appropriate amount of time to review the plan.

2.7 If the Department's strategic plan is available to the public through the Department's internet homepage, please provide an address for that plan on the website.
The updated SCDPPPS Strategic Plan was made be available at www.dpppps.sc.gov during FY2006-07.

Category 3 - Customer and Market Focus

3.1 How do you determine who your customers are and what their key requirements are?
Key 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. For example, the Section of Special Operations' customer segments consist of the following: Municipal Law Enforcement, State Law Enforcement, Federal Law Enforcement, Salvation Army, Red Cross, Out of State Agencies, SORT-Special Operations Response Team, Emergency Operations Agents (Shelter

duty), Emergency Operations Centers, General Public, and other State Agencies. These customers require the Department's assistance in the areas of training, manpower, general and emergency operations management, intelligence sharing and investigatory services. Customer and stakeholder requirements are identified through legislative mandates, the Public Information Office, direct communications with customers, surveys, focus groups, interviews, direct customer feedback via the Internet, participation in forums, monitoring of legislative activity, court proceedings, Parole Board proceedings, workshops, conferences, and observation. Customers for the Department are more precisely segmented as related to the type of services provided by each section (Table A.1).

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. Mission accomplishment, including 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 has also been placed in the victims waiting area to provide an additional source for obtaining customer information.

The Department's multiple partnerships with law enforcement and service provider organizations, and the newly designed 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.

To effectively address complaints, the Department maintains a comprehensive complaint and investigation process to enhance responsiveness and to maintain proper protocol. The Field Operations Division maintains primary responsibility in this area.

Listening & Learning
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

Approach & Processes
Internal Investigations
Focus Groups
Surveys
Suggestion Process
Policy & Procedures Review Process

Table 3.2-1

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

Table 3.2 - 2

3.3 How do you use information from customers/stakeholders to keep services or 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 Sex Offender Management Team, the Referral Directory Committee, and the Pre-parole Investigation Standards Committee (see Table 5.1).

In the 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.

3.4 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 addresses 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, as needed.

3.5 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.

Each office views its customer base somewhat differently based on the type of services provided (Fig. A-1). 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.

Additional examples are provided by the Office of Victim Services' Victims Advisory Council and the Office of Residential Services. The Council, which meets on a quarterly basis, consists of 13 victims and victim advocates from across the state who provide feedback on how the Department can enhance its services to victims. The Office of Residential Services builds relationships through meetings with victims, offenders, and family members, in addition to e-mail, telephone communications and written correspondence. Relationship building is further reinforced, in all offices, through participation in cross-agency 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 – 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 - Information and Analysis

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?

At the Department level, key measures are determined by the Director in consultation with senior leaders. These include measures related to key mission requirements, special operations, financial performance, customer service, and Agent workload distribution. At the Division and section levels measures are based on performance tracking requirements, and include those levied by the Department's senior leadership, published Departmental policies and procedures, laws and regulations
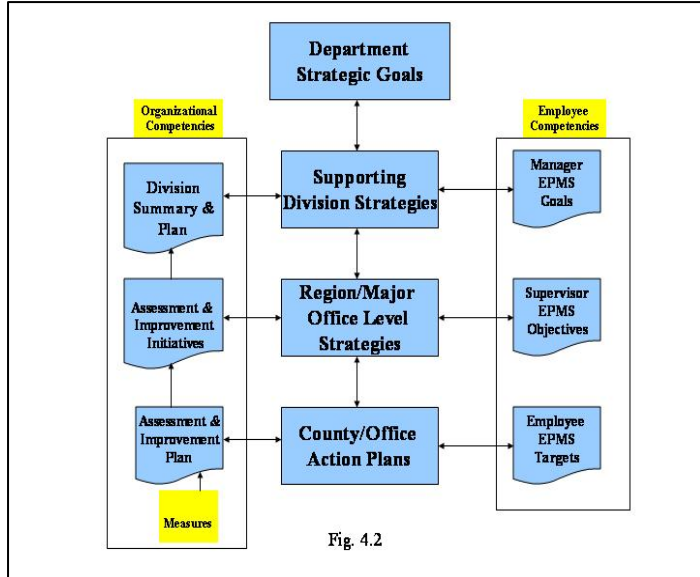
Fig. 4.2

including the S.C. Code of Laws, and the published procedures and practices of the Board of Paroles and Pardons. 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 use data/information analysis to provide effective support for decision making 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 Agency Budgeting, Accounting, and Reporting (SABAR) system, and the Agency 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 System (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.

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, Financial Collections, and Drug Testing. These measures are further segmented into 12 specific performance indicators (Figs. 7.1-1 through 7.1-3, and 7.1-9). The primary supporting database, OMS, 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 system, the use of laptop technology in the courtroom, and the GPS system provide real-time information on offenders, directly supporting courtroom hearings, 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 studies and measures service effectiveness to make improvements. 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. Using primarily manual methods, the Office of Residential Services determines methods of employment strategies that result in the highest levels of offender hiring, to help determine future strategies for our residential programs. 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.

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

Statewide indicators of field performance: arrearage report, home visits, DNA collections, offender drug testing.

Sex Offender Report: information collected relevant to sex offenders under supervision.
Victim Services: phone calls and letters, information provided to victims, restitution payments.
Parole Rates: violent and non-violent rates.
Legal Services: number of revocations and cases heard, contacts and requests for information.
Listed above are the main key measures for the Department. They are reviewed at a quarterly meeting of 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 state law was passed required sex offenders to be monitored by GPS (in some cases) 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.

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. In another example, the Office of Residential Services compares its services to standards set by American Correctional Association (ACA), American Probation and Parole Association (APPA), and the National Institute of Corrections (NIC). 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, timeliness, accuracy, security and availability for decision making?
Each office within the Department performs unique and complimentary 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), Agency 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 330,267 offenders, of which approximately 49,000 who make up the jurisdictional count, and PIC with 142,027

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 his EMT and also as part of quarterly meetings with Strategic and Divisional Managers. Managers also track and report progress on Strategic Action Items. This review process will support a consistent focus on continuous improvement.

4.7 How do you collect, transfer, and maintain organizational and employee knowledge (your knowledge assets)? How do you identify and share best practices?
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 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 Strategic and 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 recently began to publish a several "white papers," designed to record vital historical information on key Departmental initiatives. This documentation will provide needed historical information that may otherwise be lost as employees retire or leave the Department for other employment opportunities. To date, "white papers" have been published on topics

including Sex Offender Management, GPS, Courtroom Technology, and Digital Imaging; all are key Departmental programs and initiatives. A standard template for writing white papers has also been created.

Category 5 – Workforce Focus

5.1 How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired 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 organization. For example, the planned linkage of Action Plans to each employee's planning stage will 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 not only includes consideration for technical knowledge but also for diversity in thinking. In addition, each team has an assigned team leader and facilitator, and is provided a written "charge."

Information regarding the work of teams, and related knowledge sharing, is provided via Strategic and Divisional Managers meetings, regional AIC meetings, staff meetings, 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 organizational culture of the Department.

Table 5.1 below provides a sample of the current cross-functional teams that are in place, and their respective tasks.

Team	Task (Charge)
Agent Recruitment and Retention Team	Research and determine best practices for recruiting and retaining Agents.
Awards and Recognition Team	Develop various avenues and enhance current methods for the Department to recognize outstanding professional performance, both on the job and in the community, in the furtherance of the mission of the Department.
Communications Committee	Review and update current processes for a more streamlined way of communicating within the Department and among its' employees.
Ignition Interlock Device Program	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"
Marketing Team	Develop a multi-prong approach to provide accurate

	and up-to-date information about the mission of the Department. This includes a "Speakers Bureau," brochures, slide presentations and speaker notes in support of external presentations.
Offender Assessment Team	Develop two offender risk instruments that will guide Department staff regarding assessment of offender behavior while under supervision and the parole release program.
OMS Closure Code Team	Update offender closure codes and the process by which offenders are closed. The goal is to provide more accurate and detailed information about the circumstances under which an offender is released.
Professionalism Team	Review and update policies governing dress coeds, conduct in a courtroom and various other external representation in order to maintain the Department's image to the community and other agencies.
Sex Offender Management Team	Conduct research and develop specific protocols, evaluation components, policies, and training requirements for supervising various categories of sex offenders
Strategic Planning Team	Conduct Department-wide SWOT analysis and external research. Develop Department's strategic plan, including linkages to the "Balanced Scorecard," the employee performance evaluation process, and employee training.
Training Advisory Council	Develop innovative training sessions and classes that would promote leadership and human development for all classifications within the Department.
Workload Review Team	Update information on the various duties responsibilities of Agents, and the time necessary to complete them. Used in matching resources against field office workload.

Table 5.1

5.2 How do you evaluate and improve your organization's human resource related processes?

The primary methods used to improve human resource related processes include the following: the integration of SWOT analysis results into the strategic planning process; through routine reviews of applicable policies and procedures; through information obtained from Agents through the Director's visits to the Department's county offices; and through information obtained at staff meetings, workshops, and conferences. Issues identified as important, such as the "Agent Workload" factors are usually assigned to cross-functional teams (Table 5.1) to ensure comprehensive reviews and analysis prior to making process changes.

5.3 How do you identify and address key development and training needs, including job skills training, performance excellence training, diversity training, management/ leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training? How do you encourage on the job use of the new knowledge and skills?

The Department uses a variety of information sources to determine training needs. These include the EPMS process, C-1 police officer training requirements, safety training requirements for field office personnel, training requirements for Victim Coordinators, legal

training and certification requirements, and training needs identified by management to support other job skills development, leadership development, and performance improvement initiatives.

As part of the EPMS process, training needs are assessed through individual interactions between supervisors and employees. Beginning FY200-07, each employee's Planning Stage will include a proposed formal training plan. These plans will be aggregated and analyzed by the Department's Training Compliance and Professional Development office function to help determine and to prioritize training offerings and initiatives. Follow-on 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.

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 Departments Strategic Plan as Action Items.

5.4 How does employee training contribute to the achievement of your action plans?
As action items are developed, a certain number of them will or already have required training to complete the action item. For example, a major action item in the Department's FY2006-07 Strategic Plan was to implement the GPS Monitoring Program. There was a certain amount of training that was involved in this process. Statewide training days were scheduled for Agents to learn about GPS and how the system works. Additionally, the Legals Division was involved in part because new state laws pertaining to the requirements of GPS. Another important action item for the Strategic Plan was the release of the Department's new Offender Management System (OMS). Completed in June 2007, OMS completed replaced the Department's old Offender Information System. The process of training all statewide staff on the new system took considerable time and effort, but the transition was a success. Several divisions participated in the training of employees on the new system. Training Compliance and Professional Development schedules times and locations, while the Department's Information Technology department provided technical assistance and training on the internal workings of the new system. Specialized training was provided for cashiers on the new accounting components of OMS.

5.5 How does your employee performance management system, including feedback to and from employees, support high performance, 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 do you motivate your employees 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) and the Department's annual awards process. 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. Additional formal methods include annual awards such as Employee of the Year, Manager of the Year, Administrative Staff Member of the Year, Agent of the Year, and Office of the Year. Other incentives include tuition reimbursement and pay increases for additional skills and knowledge (limited by funding availability), length of service recognitions, and flexible work hours based on job requirements.

Informal methods include the availability of flexible work schedules, scholarships for attending national conferences, 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-agency 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.

5.7 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?
The EPMS process, internal surveys, and intra-office discussions, provide primary feedback on employee well being, satisfaction and motivation. For example, a statewide SWOT analysis, during spring 2006, that included all of the Department's functions solicited input from a cross-section of employees on work practices and policies, communications effectiveness, and other factors deemed important to employee motivation and satisfaction. Following the SWOT analysis, results were reviewed by senior management. One immediate outcome resulted in improved communications with Field staff.

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'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 Fig. 5.6.

Products and Services made available to employees to enhance well-being, satisfaction, and motivation
• Law Enforcement safety equipment • Tuition Assistance Program • Medical Service for Agents • Chaplaincy Program (SC LEAP) • Wellness Committee • Employee/Volunteer Recognition
Source: SCDPPPS HRM

Table 5.6

5.8 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 5.7). Annual updates regarding communicable diseases are provided to all staff.

Sample of Wellness Programs Made Available to the Department's Employees	
• Preventative Health Screening • Spring Wellness Walk • A Stroke is No Joke! • Diabetes Management Workshop • Something's In the Air (Asthma, Allergies, and Bronchitis) Workshop • American Cancer Society Pink Ribbon Tea (Breast Health) • On the broom or at your desk: Be fit while you sit (Workshop) • Weight Loss Skills Workshop	• Taking Care of your Body Seminar • Caregivers Support Group Seminar • Health at Work Annual Conference • Spring 2007 Avenues Wellness Newsletter • National Wear Red Day (support women's heart disease) • Health Articles in the Department's, *The Informer* • Quarterly publications of the Department's Drug-Free Newsletter, *The Forum*
Source: SCDPPPS HRM	

Table 5.7

Employee Health screenings are frequently offered to employees throughout the state 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. The Department, 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 the Department's Agents further enhance employee health. In addition, the use variable work schedules help employees 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 key processes that produce, create, or add value for your customers and your organization. How do you ensure that 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 6.1). Using a structured and systematic approach, a cross-functional Policy and Procedures Team, that includes representation from every Division including management and staff, reviews all recommendations for new as well as changes to existing policies. Prior to finalization, draft policies are forwarded to all 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 process purpose; identifying customers; understanding customer requirements; documenting the process; developing the appropriate measures and controls as well as assuring that the policies are properly used and controls are properly applied. They are also responsible for forming and prioritizing process improvement teams (Table 5.1), as needed, to effect further improvements.

Field Operations
Core Mission Processes and Requirements

Mission Process	Process Requirements
Offender Home Visits	Conduct offender home visits to verify residence and to assist in the monitoring and enforcing of offender's compliance with general and special conditions.
Pre-Parole Investigations	Prepare investigations to prepare case summaries for consideration by the SC Board of Paroles and Pardons
Restitution	Monitor, track, and enforce payments
Fines	Monitor, track, and enforce payments
Fees	Monitor, track, and enforce payments
Offender Drug Testing	Monitor offender drug usage and respond to positive tests
Sex Offender Management	Implement 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
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 1,000 DNA samples (target) from offenders per month until completed for all current offenders; then maintain currency
Electronic Monitoring	Deploy required electronic monitoring/GPS units as required
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)

Table 6.1

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.

6.2 How do you incorporate organizational knowledge, new technology, changing customer and mission related requirements, 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 revocation 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 recently completed SWOT analysis and resulting integration of SWOT analysis results into the strategic "Action Planning" process provides a key avenue for aligning customer requirement with the Department's team–based process design and delivery methodology.

6.3 How does your day-to-day operation of these processes ensure meeting key performance requirements?
Although day-to-day production 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 by a variety of weekly and monthly reports including those that are used to track financial expenditures, offender information, bed space utilization at our Restitution Centers, the timeliness of victim notifications, and training completion and recertification requirements. Any problems or challenges with the Department's data systems are identified, placed in a queue, categorized, tracked, and addressed through the Information Technology Section's Help Desk response system (Fig. 6.3-1 below).
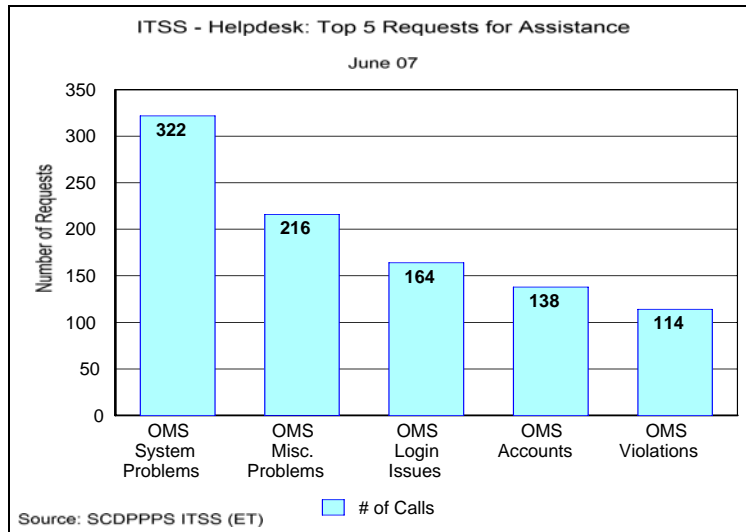
Figure 6.3-1

Top 5 Subjects:
OMS – Case System Problems 322; OMS – Miscellaneous Problems, 216; OMS – Login Issues, 164; OMS – Accounts, 138; OMS – Violations , 114

In another example, the Department's Operations Command Center, provides instantaneous status reports and communications via telephones, hand held radios, and e-mail regarding SORT operations during exercises, and during routine and emergency operations. 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.

6.4 How do you systematically evaluate and improve your key product and service related processes?
The two primary components of the Department's approach towards systematically improving its service related processes are its Policy and Procedures Review process (Cat. 6.1), and its use of cross-function teams to develop new processes or improve existing ones (Table 5.1).

6.5 What are your key support processes, and how do you 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 Division, Office of Executive Programs, and the Legals Division. Key support processes for the Administrative Division (Fig. 6.4-1) 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

35

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.

Source: SCDPPPS   Fig 6.4-1
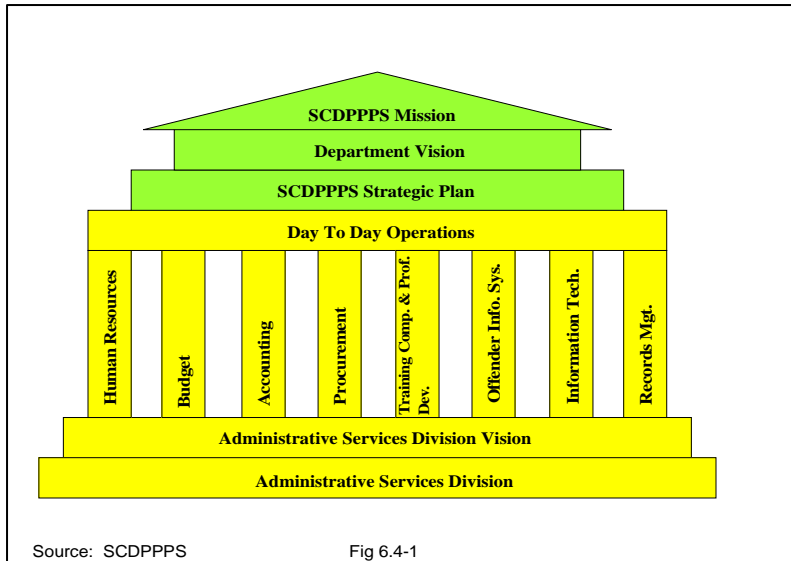
6.6 How does your organization determine the resources needed to meet current and projected budget and financial obligations?

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 agency 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 make decisions based on global Department priorities.

Category 7 – Results

7.1 What are your performance levels and trends for key measures of mission accomplishment?

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 (Figs. 7.1-1 through 7.1-12); Special Operations Operational Participation/Results (Fig. 7.1-13), Residential Services results (Figs. 7.1-14 through 7.1-15), and Victim Services results (Figs. 7.1-16 through 7.1-18).

 Fig. 7.1-1 represents the cumulative totals for all 12 measures and all county offices (see "explanation of codes" for specific measures). The horizontal blocks on Figs. 7.1-1 and 7.1-2 represent 100% increments; the highest attainable score for each measure. This type

segmentation supports the analysis of data between county offices, for each county office, as well as to the Agent level.
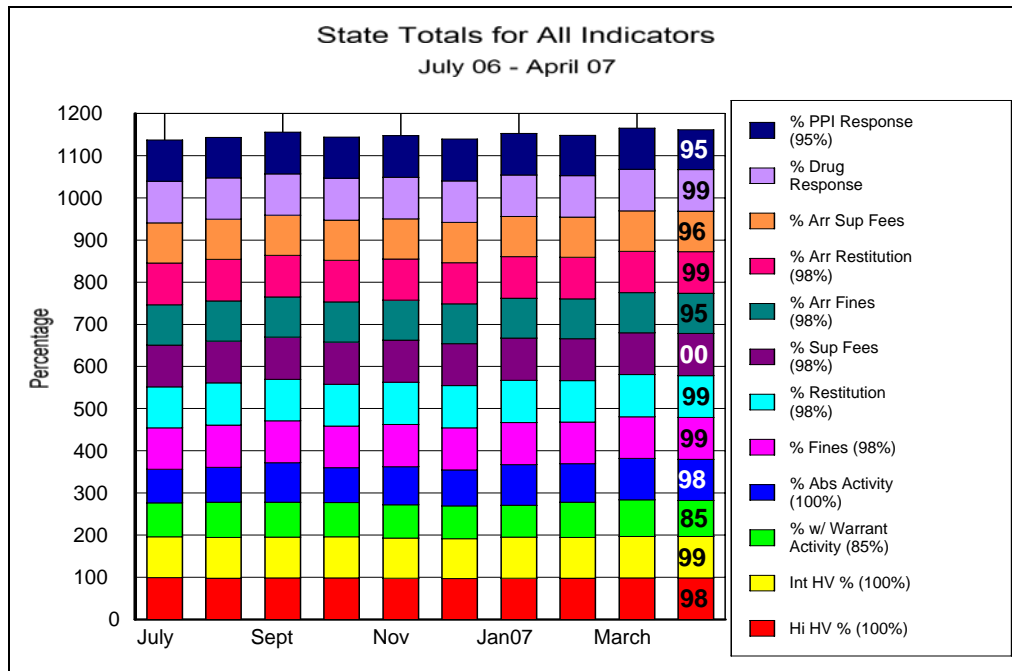
Fig. 7.1-1

% PPI Response – Percentage of pre-parole investigations completed within the 60 day required time frame

% Arr. Restitution – Percentage of restitution accounts less than six payments in arrears out of the total accounts in arrears

% Restitution – Percentage of the initial restitution that is satisfied versus that which has not been satisfied at the time the of a successful case closure

% w/Warrant Activity – Percentage of Warrants issued during the month versus those with a qualifying resolution activity within 30 days of issuance

% Drug Response – Percentage of positive tests or confessions which are responded to by the Agent

% Arr. Fines – Percentage of fine accounts less than six payments in arrears out of the total accounts in arrears

% Fines – Percentage of the initial fine that is satisfied versus that which has not been satisfied at the time of a successful case closure

Int. HV % - Percentage of scheduled Intensive Supervision Home Visits completed monthly

% Arr. Sup Fees – Percentage of supervision fee accounts less than six payments in arrears out of the total accounts in arrears

% Sup Fees – Percentage of the initial supervision fee that is satisfied versus that which has not been satisfied at the time of a successful case closure

% Abs Activity – Percentage of activity on cases in absconded level for the preceding two month period

Hi HV % - Percentage of High Supervision Home Visits Completed (quarterly)

37

Fig. 7.1-2 depicts a comparison of all measures between similar size counties (size based on offender population). Fig. 7.1-3 represents the cumulative totals for all 12 measures segmented for a sample county.
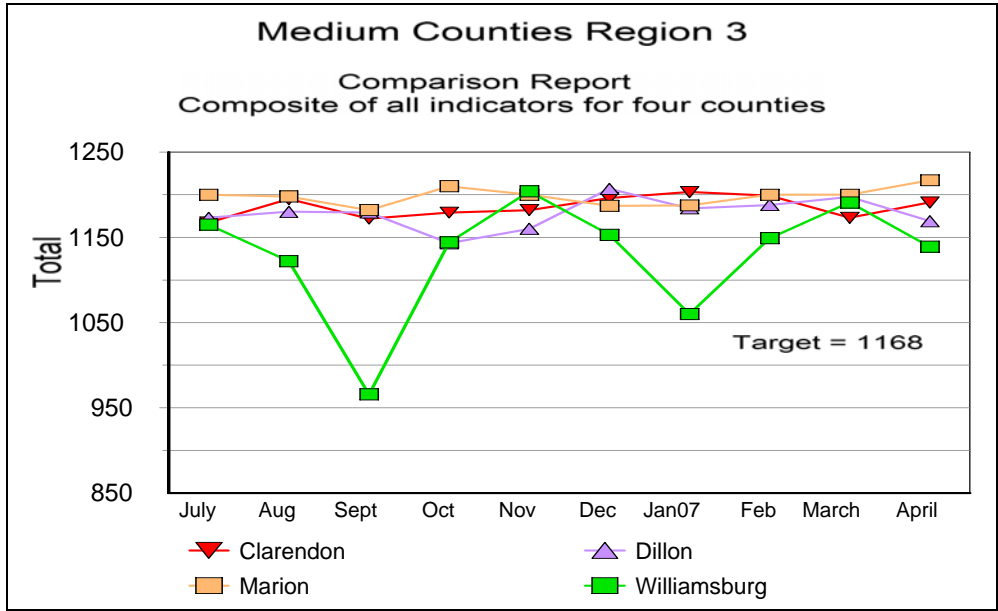
Fig. 7.1-2
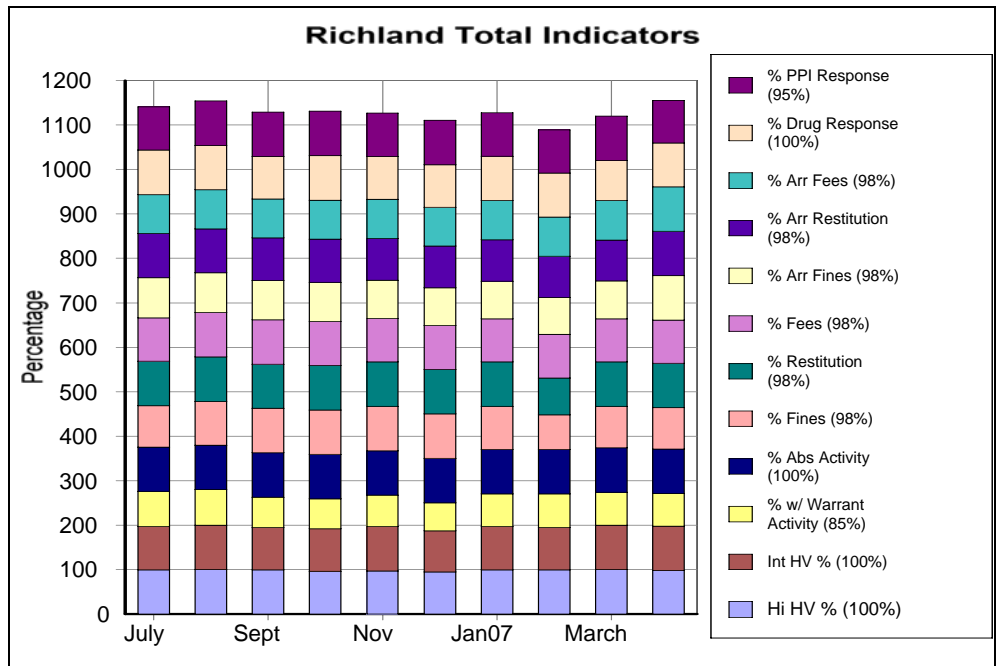
Fig. 7.1-3

Applying the Department's mapping technology to its Sex Offender Management initiative allows the charting of sex offenders by county (Fig. 7.1-4). This charting is also available on a micro scale, allowing the Department to depict sex offender residences by city or by street location.
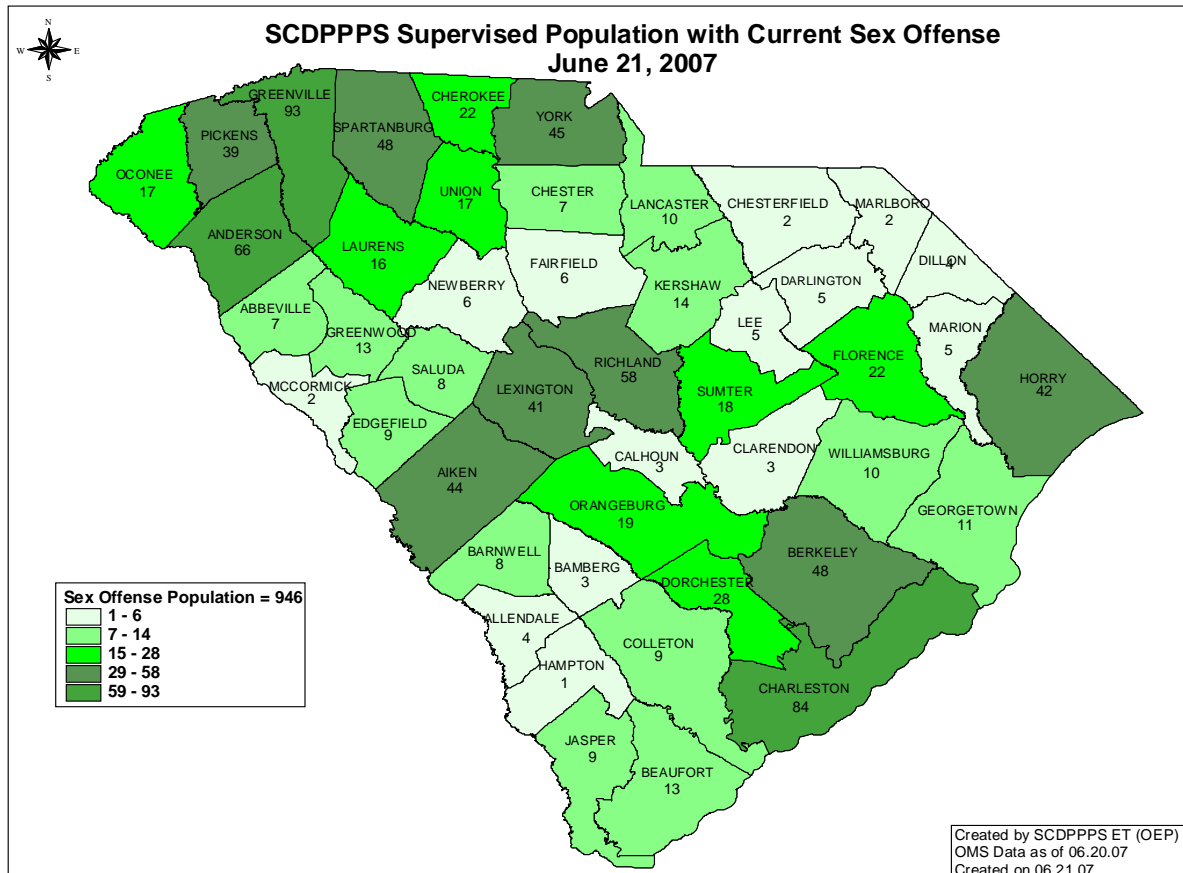
Fig. 7.1-4

Chart 7.1-5 depicts administrative information and documentation completed on sex offenders that have been placed under the Department's jurisdiction. This type of administrative tracking enables the Department to ensure the accurate and timely completion of sex offender case files.
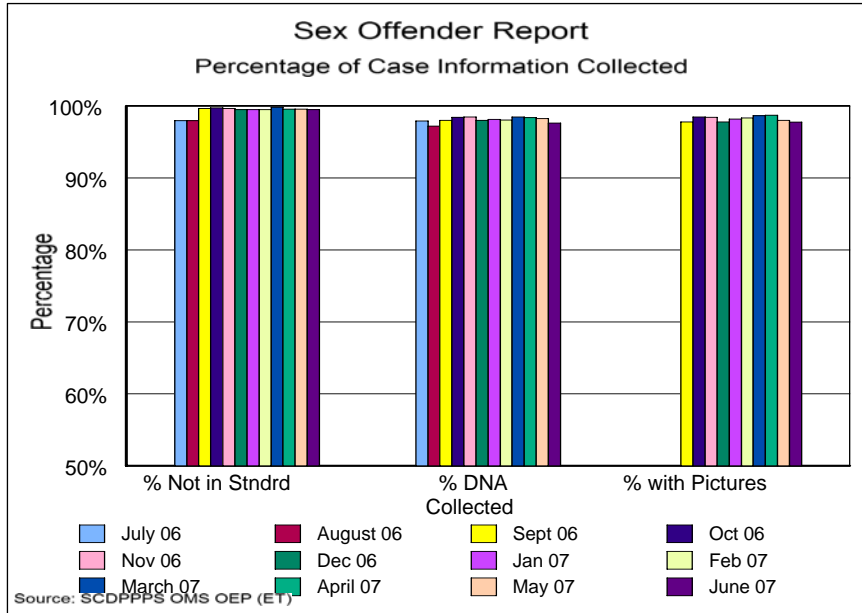
Fig.7.1-5

Offender Resource Trends
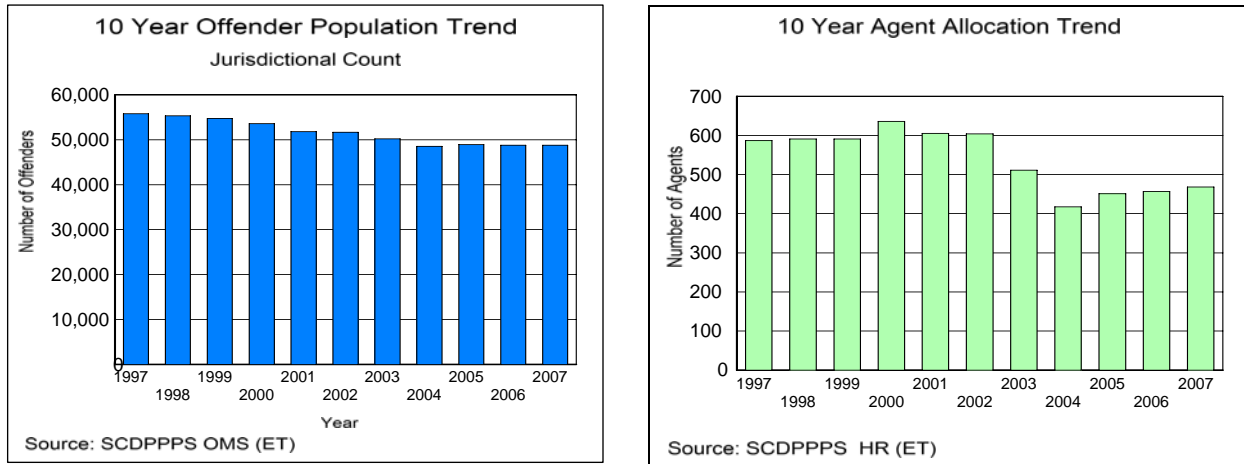
Fig. 7.1-6

Fig. 7.1-6 depicts a slight downward trend in the offender population since 1997. The spike in the Department's Agents during 2000 is due to an organizational realignment that added Hearing Officers and Parole Examiners as a resource to Field Operations. The increase since 2005 is due to the additional hiring of Agents into previously unfilled positions left vacant due to prior year budget reductions. The slightly decreasing trend in the offender population,

and increasing trend in assigned Agents, helps reduce Agent caseloads and increases time available for closer offender supervision.

Fig. 7.1-7 shows two graphs the first, the number of offender admitted to the Department in FY2006-07. The graph indicates the admissions by the different types of orders: Probation, Youthful Offenders, and Parole. The second graph displays the closure rates based on those same types of supervision. As you can see, the unsuccessful closure rates for YOAs (55%) is substantially higher than that of the other type types of supervisions.
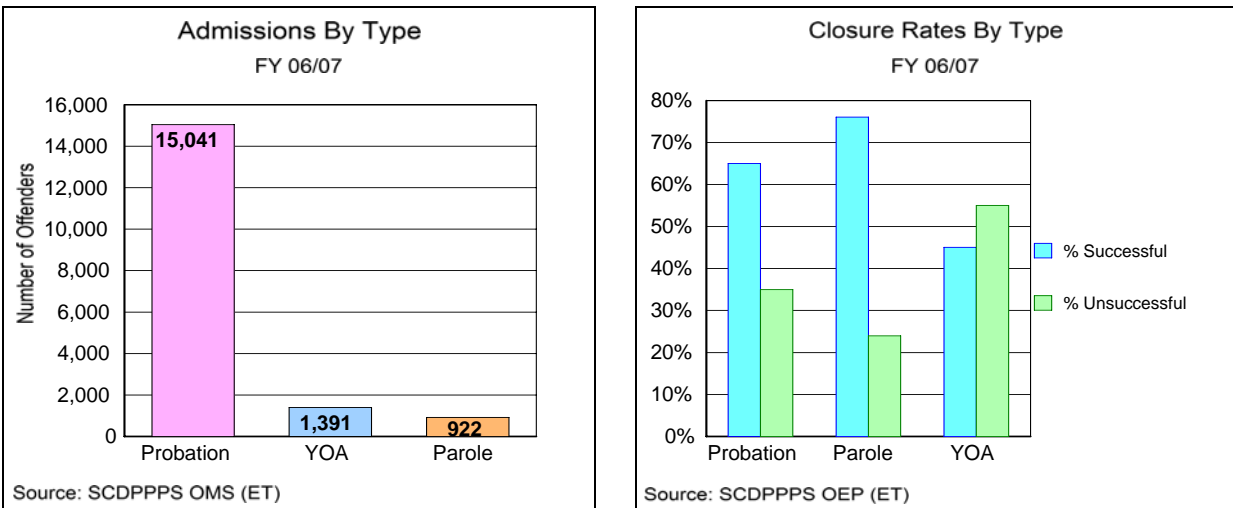
Fig. 7.1-7

The Agent caseload comparison against 12 other states (Fig. 7.1-8) is based on a National Institute of Corrections survey that was completed in 2003 at the request of this Department. The 12 states used for comparative information were the states that responded to the survey. South Carolina's caseload data comparison is as of June 30, 2005. The recent increase in the number of Agents (Fig. 7.1-6) resulted in more comparative number in cases per Agent when compared to other states.

Fig. 7.1-8

41
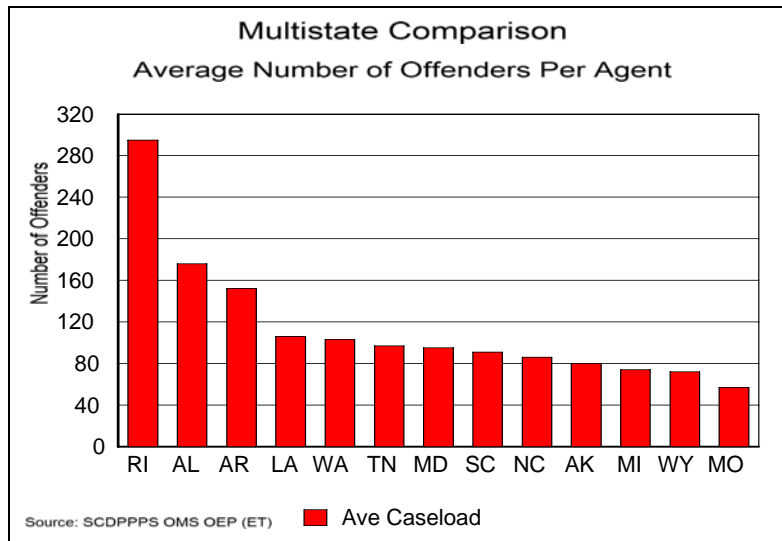
During FY2002, the Department adjusted its programmatic requirements governing drug testing, resulting in the decline between FY2002 through FY2005 (Fig. 7.1-9). The Department initiated a change from testing 100% of offenders to testing only high risk offenders and those identified with a predictable or prior history of drug use. The increase in drug testing for FY2006 is primarily due to increased funding permitting the expansion of offender drug testing back to prior year levels.
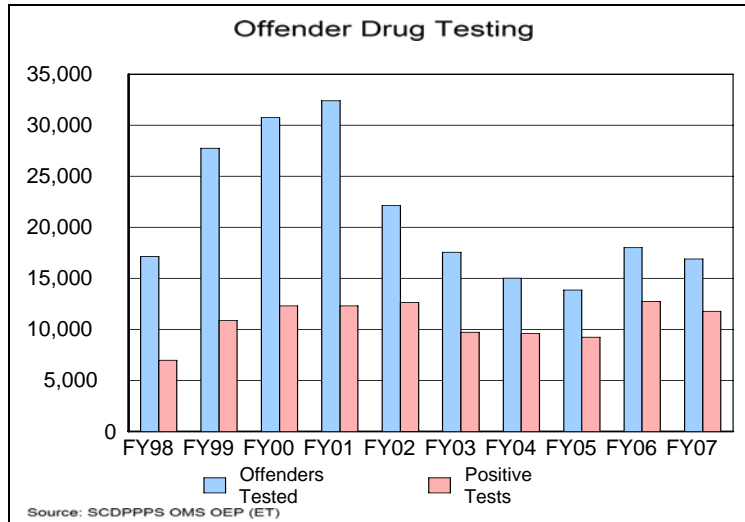
Fig. 7.1-9

Fig. 7.1-10 reflects the Department's aggressive pursuit of intermediate sanctions as opposed to seeking full revocations. These include: home detention, public service employment, or assignment to a restitution center or residential center. A full revocation means that the offender violated the conditions of probation resulting in the judicial imposition of the suspended sentence.
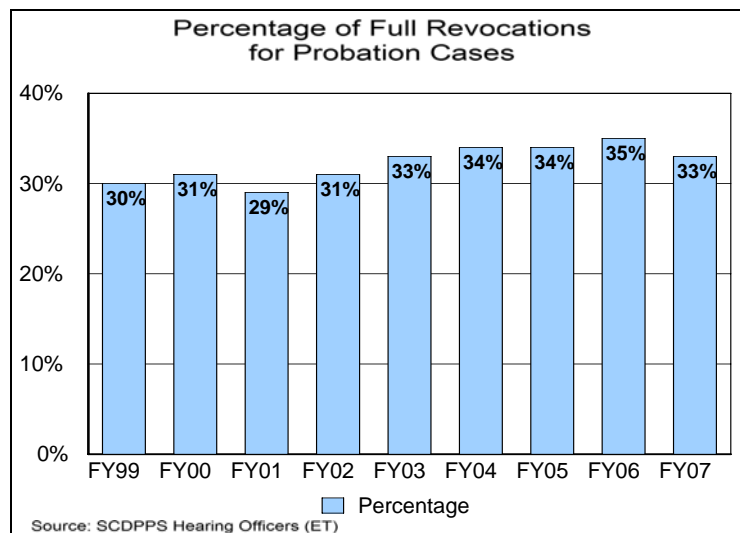
Fig. 7.1-10

If an offender fails to complete his or her term of supervision, it is considered unsuccessful. There are two different ways an offender can fail on supervision: either by committing a technical violation of the terms of his or her supervision or by gaining a new charge. (Fig. 7.1-11).
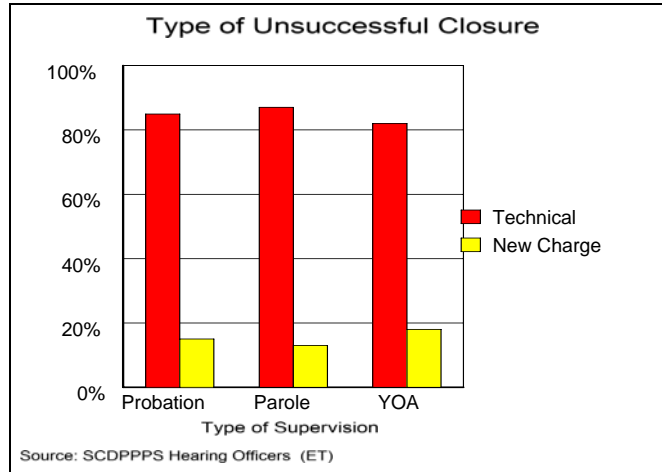
Fig. 7.1-11

In order to better understand the workload requirements of the county offices of the Department, a Taskforce composed of Agent staff members was asked to develop a list of activities that are performed to accomplish the responsibilities of each office. This list was developed into a survey that was sent to a random sample of Agents across the Department. The survey's purpose was to validate the list of activities and to develop times associated with each activity. The model is being used to balance Agent workload between counties.

Emergency and Special Operations: Operational Participation/Results

Special Operations	Participation Level/Results
Nat'l Governor's Association (Security)	44 Staff Members, 2910.5 Hours
Governor's Inauguration	34 Staff Members, 276 Hours
Democratic Party Presidential Debate (Security)	17 Staff Members, 63.5 Hours
Republican Party Dinner/Debate/Convention (Security)	21 Staff Members, 257.25
State v. Bixby (Security)	18 Staff Members, 742.25
Martin Luther King Day (Security)	24 Staff Members, 182 Hours
Memorial Day Bike Festival (Security)	60 Staff Members , 3277.75 Hours
Emergency Operations	**Participation Level**
Tropical Storm Ernesto	5 Staff Members, 165.5 Hours
Drills/Exercises	**Participation Level**
SC Army/Air Nat'l Guard Hurricane Rock Drill	1 Staff Member
Santee Cooper North Dam Failure Tabletop Exercise	1 Staff Member
Hurricane Task Force Meeting	2 Staff Members
HAZMAT TT Exercise	2 Staff Members
Hurricane TT Exercise	2 Staff Members
All ESF TT Exercise	2 Staff Members
Hurricane Statewide Full Scale Exercise	12 Staff Members, 134 Hours

Fig. 7.1-12

The decline in admissions (Fig. 7.1-13) between FY2002 and FY2003 reflects the closure of a restitution center. The declining trend in successful completions through FY2003 was primarily due to the declining economy with reduced opportunities for offender employment. The increase in admissions and successful completions between FY2003 and FY2007 was primarily due to the opening of a new residential center in Columbia, and an increase in accelerated payments of fines, fees, and restitution by residents. The accelerated payments in turn, resulted in a higher turnover, and consequently a higher admissions total.
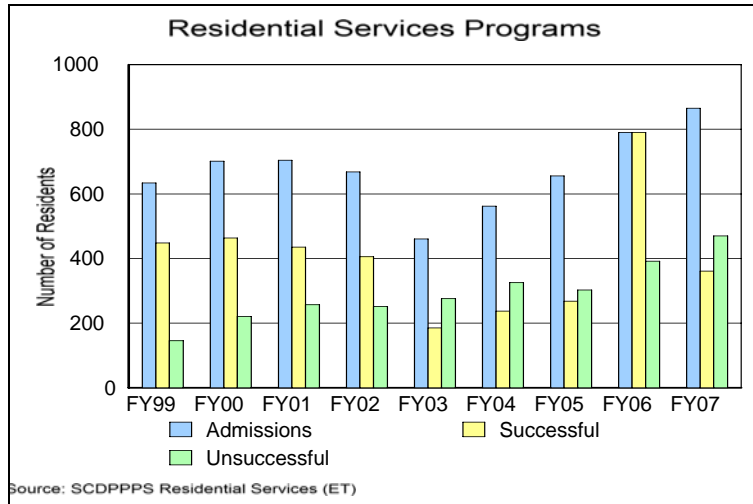
Fig. 7.1-13

Fig. 7.2-14 depicts a slight drop in bed day utilization during FY2004-05. This decrease is primarily attributable due to some bed space being held open to accommodate the transition of female offenders to the new Columbia Residential Center.
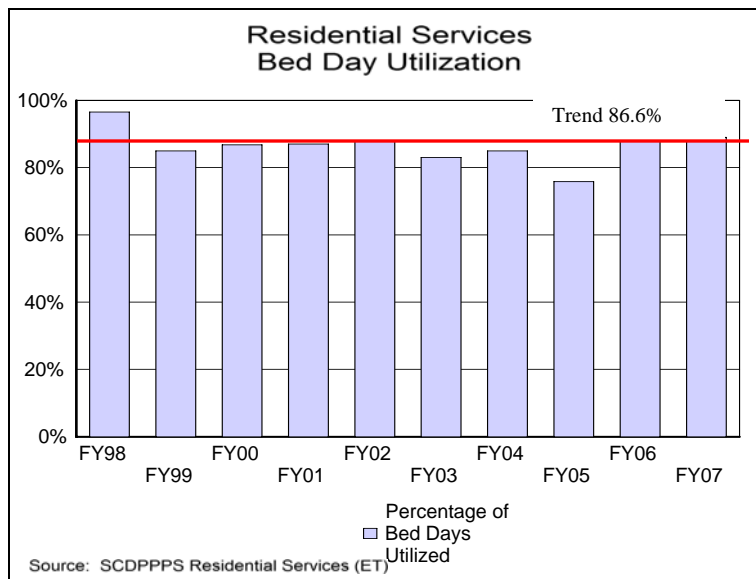
Fig. 7.1-14

The decrease in requests for assistance and information by victims between FY2001 and FY2007 (Fig. 7.1-15) is primarily due to the Truth-in-Sentencing bill which disqualifies many for parole considerations, increased coordination with county solicitors, and increased public education on the parole process by the Office of Victim Services through written materials and public presentations.
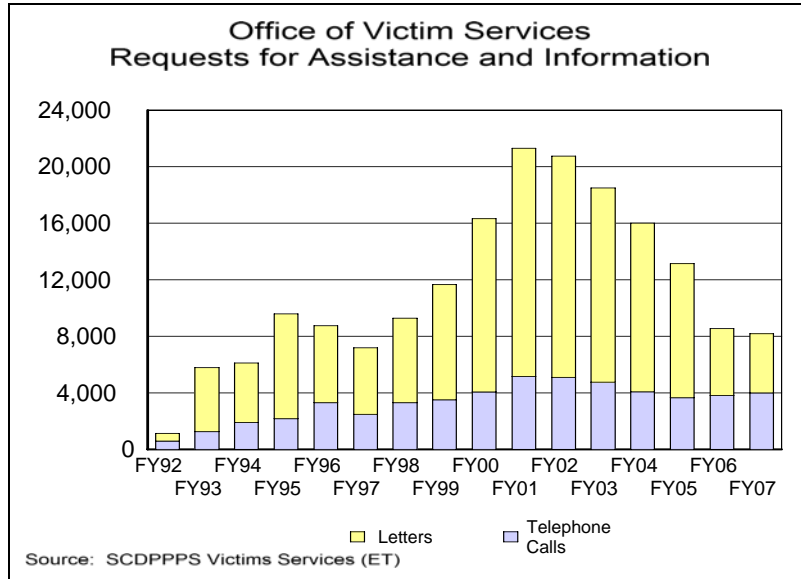

Fig. 7.1-15

The significant increase in the number of victim impact statements/notification requests received (Fig. 7.1-16) is primarily due to the Office of Victim Services' initiative to improve the coordination process with county solicitors.

Fig. 7.1-16

45
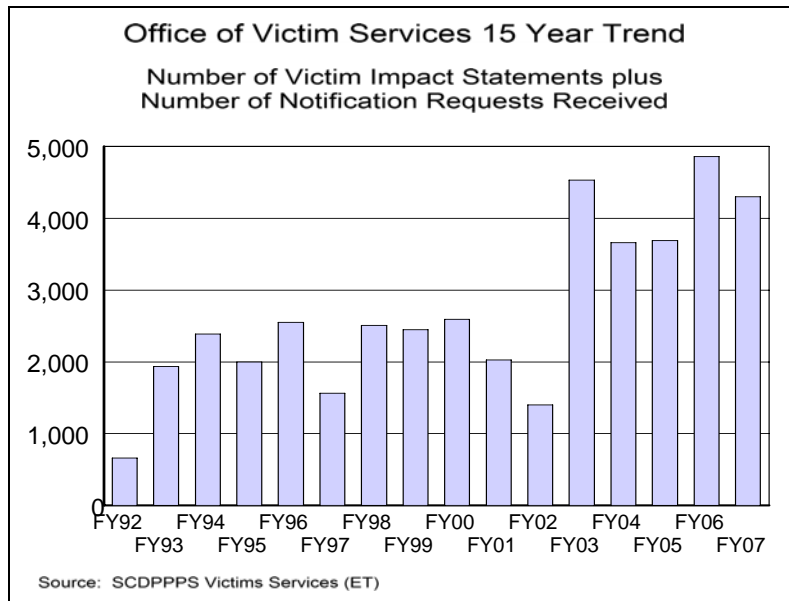
Fig. 7.1-17 depicts the impact of victim opposition on parole rejections.
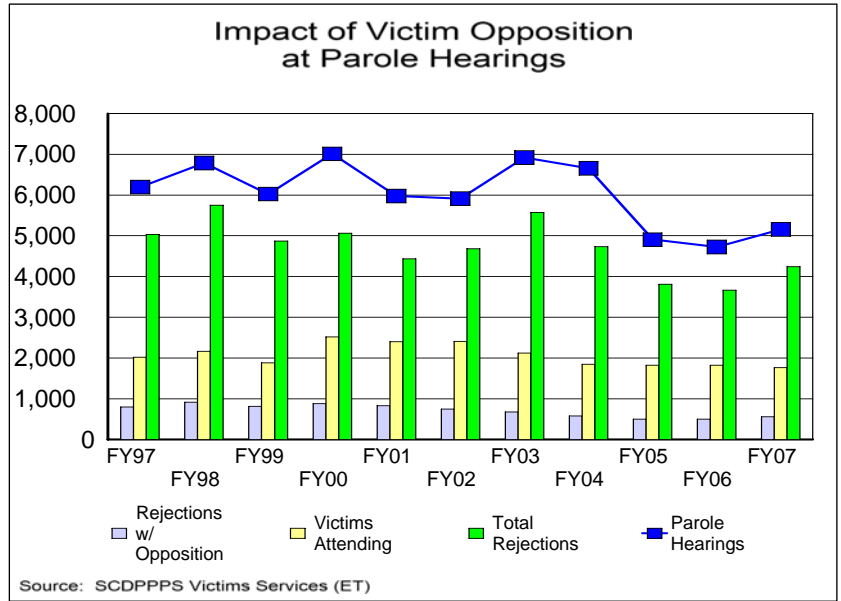Note: The Parole Board considered 5,158 parole case summaries.

Fig. 7.1-17

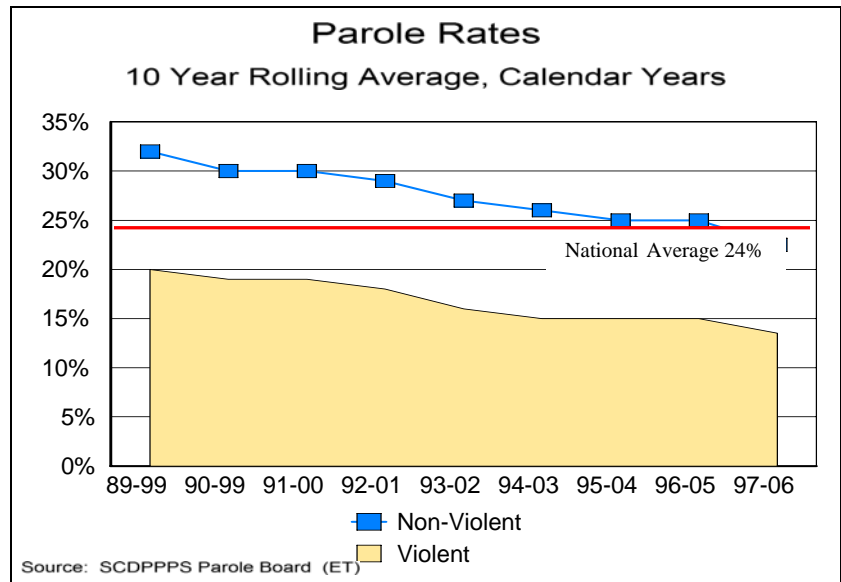Fig. 7.1-18 represents the percentage of Paroles granted compared to the national average.

Fig. 7.1-18

46

7.2 What are your performance levels and trends for the key measures of customer satisfaction?

While the Department provides services to a variety of customer segments, Offenders under the Department's jurisdiction, 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. Fig. 7.2-1 below depicts the number of contacts from several key customer groups serviced by the Legal Services Division.
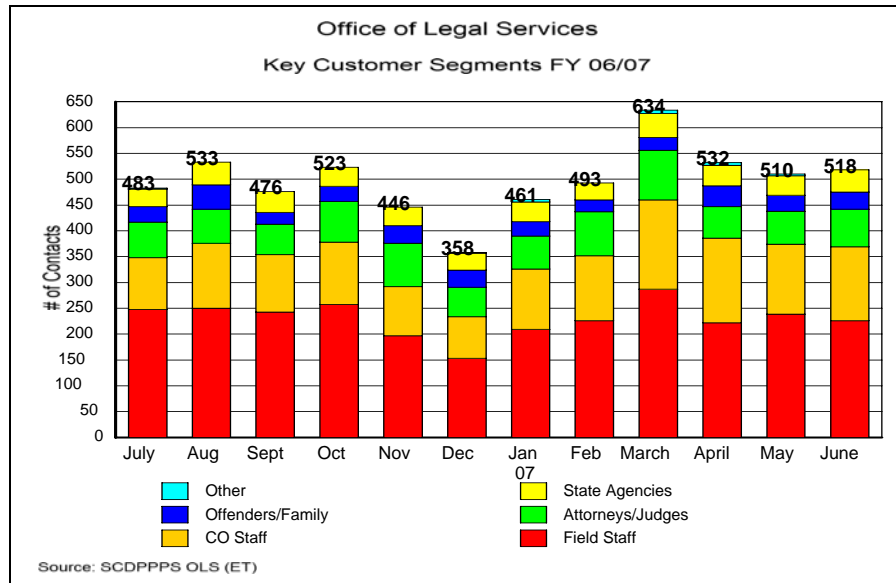

Fig. 7.2-1

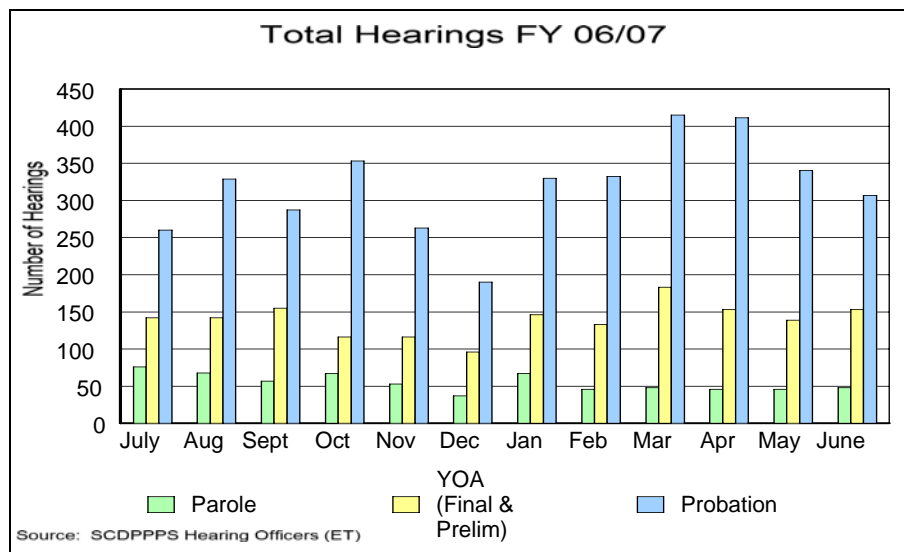Fig. 7.2-2 depicts the number and type of hearings conducted by the Department's Hearing Section.

Fig. 7.2-2

47

The Victims Services Section's primary customers are the victims of crime. During FY2000-07, this section provided information, assistance, and emotional support to over 1,763 victims, their family members and friends as they were attending Parole Board Hearings. The Victim's Services Section, in addition, responded to 3,997 phone calls, 98% of which were returned within 24 hours of initial contact, and notified, in writing, just under 15,000 Victims of upcoming Parole Board hearings to provide them the opportunity to attend these sessions.

Victim Services Survey Results
(Partial Sample of Questions Asked)

1.	Received notification letter	4.90
2.	Received helpful directions	4.88
3.	Was greeted promptly and courteously	4.98
4.	Hearing process was explained to me	4.89
5.	Questions were answered by staff	4.93
6.	Waited longer than expected (see note)	2.13
7.	Treated courteously and professionally	4.96
8.	Given chance to speak to Parole Board	4.92

Based on 5 point Likert Scale
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree
<u>Note:</u> Question number 6 "Waited longer than expected for my case to be heard"; for this question the most favorable response would be a "1" on the Likert scale, as opposed to a "5." This question is a control question on the survey to provide feedback on whether respondents carefully read and responded to each question. Sample size = 117.

7.3 What are your performance levels for the key measures of financial performance, including 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. Also see Fig. 7.3-2.
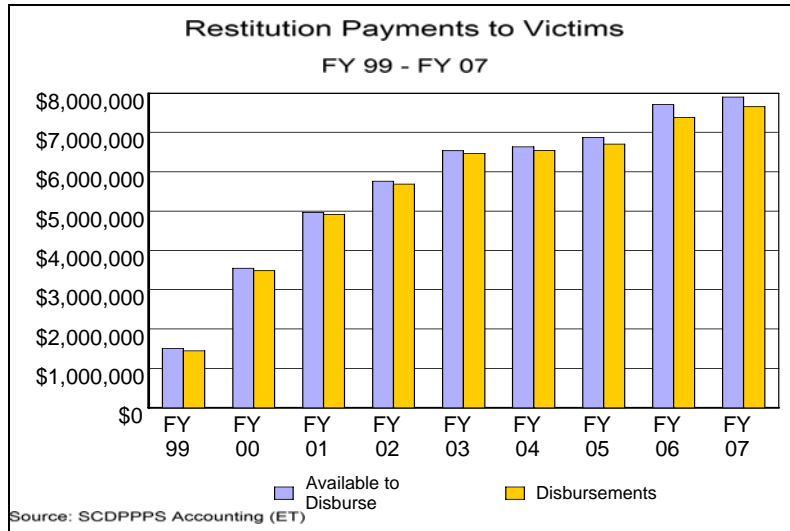

Figure 7.3-1

The Restitution Center program emphasizes victim restoration through offender paid restitution. Offenders must maintain employment and perform unpaid public service, with individual assessments completed against each offender.

The FY2005-07 increase in "Victim Restitution Paid" and "other Monetary Obligations Paid" (Fig. 7.3.2) is primarily due to the opening of a third "all women" Residential Center in Columbia, SC, and increased "turn time" in bed utilization due to an increasing trend of offender's paying off monies owed to secure an earlier release from the residential center.
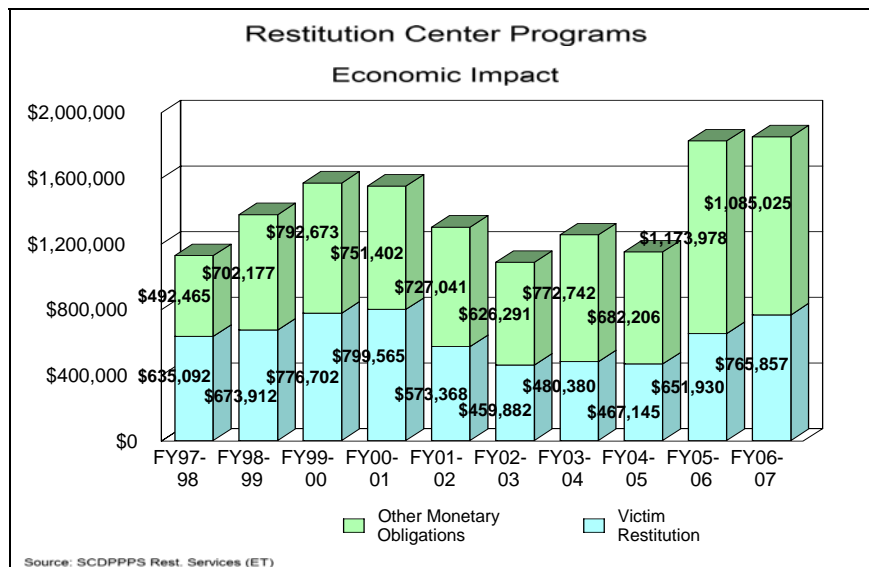

Fig. 7.3-2

Fig. 7.3-3 depicts offender fees collected as a result of administrative violation hearings. These fees and fines were paid by offenders as an alternate option to incarceration. The FY2002-03 to FY2006-07 increase in Restitution payments and decrease in fines is due to increased awareness within the offender population of non-payment consequences. The increase in Supervision Fee collections is due to a $15.00 increase in monthly supervision fees.
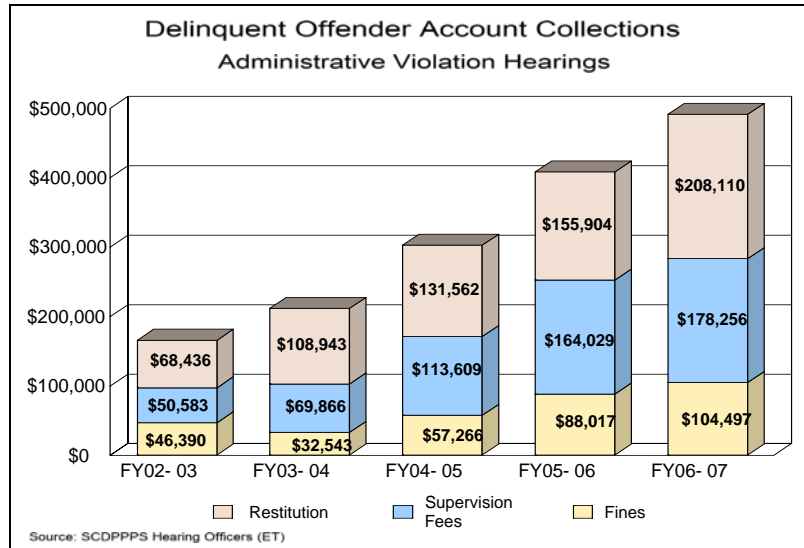

Fig. 7.3-3

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. Total costs by program area, total cost by type, cost of supervision by program area, and disbursement activity for Department administered restitution accounts is critical.

Fig. 7.3-4 compares the cost of supervision from FY2003-04 through FY2006-07.

	FY 2003 - 04	FY 2004 – 05	FY 2005 – 06	FY 2006 – 07
Regular Supervision Costs	$2.61	$2.44	$2.85	**$2.96**
Cost Per Day – All Levels	$3.07	$2.97	$3.75	**$3.84**
Intensive Supervision Costs	$9.49	$10.92	$11.83	**$11.41**
Home Detention without Electronic Monitoring	$12.62	$14.52	$15.74	**$15.18**
Home Detention with Electronic Monitoring	$16.47	$18.37	$17.86	**$17.41**
Residential Services Per Bed Day Costs	$36.89	$35.94	$35.67	**$38.18**
Source: SCDPPPS Cost of Supervision				
SCDC Total Fund Inmate Cost Per Day	$37.13	$38.32	$36.08	**Not available at this time**
Sources Inmate Cost Per Day from SCDC				

Figure 7.3-4

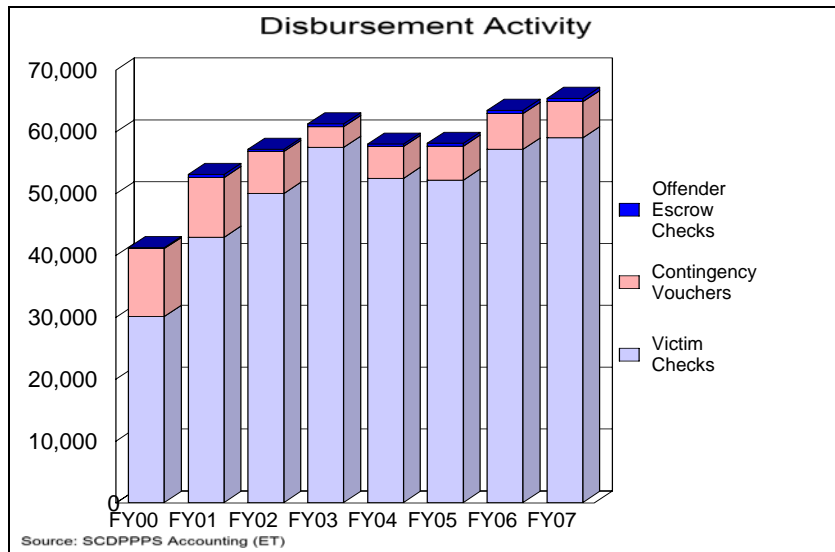Fig. 7.3-5 illustrates the number of disbursement checks issued during the fiscal year by the Department.

Fig. 7.3-5

7.4 What are your performance levels and trends for the key measures of Human Resource Results?

The Department considers employee turnover as an important measure of employee satisfaction (Fig. 7.4-1). Specific measures reviewed include employee turnover by class (administrative and Agent), Agent turnover by classification, Agent turnover by reason, administrative staff turnover by reason.
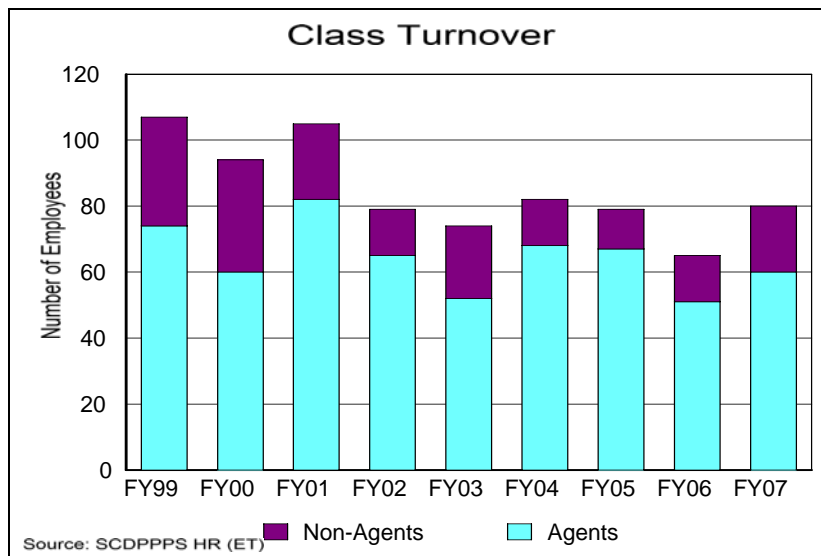

Fig. 7.4-1

Fig.7.4-2 depicts a FY2007 spike in the turnover rate for "Journey Level Agents". This is primarily attributed to a significant transition of Agents to other law enforcement organizations once they become C-1 certified.
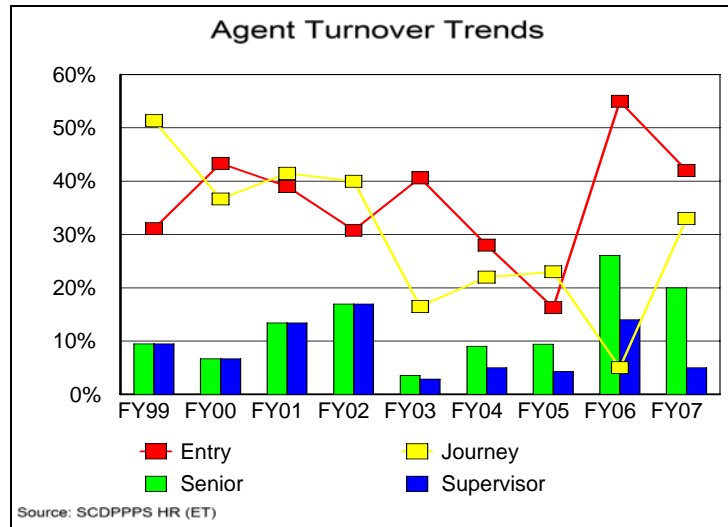

Fig.7.4-2

Figure 7.4-3 represents the effects of recruitment efforts and the milestone pay increases. Recruiting those already C-1 certified and having in place a pay increase based on time with the Department has reduced the number of Criminal Justice Academy failures as well as lowered the number of turnover.
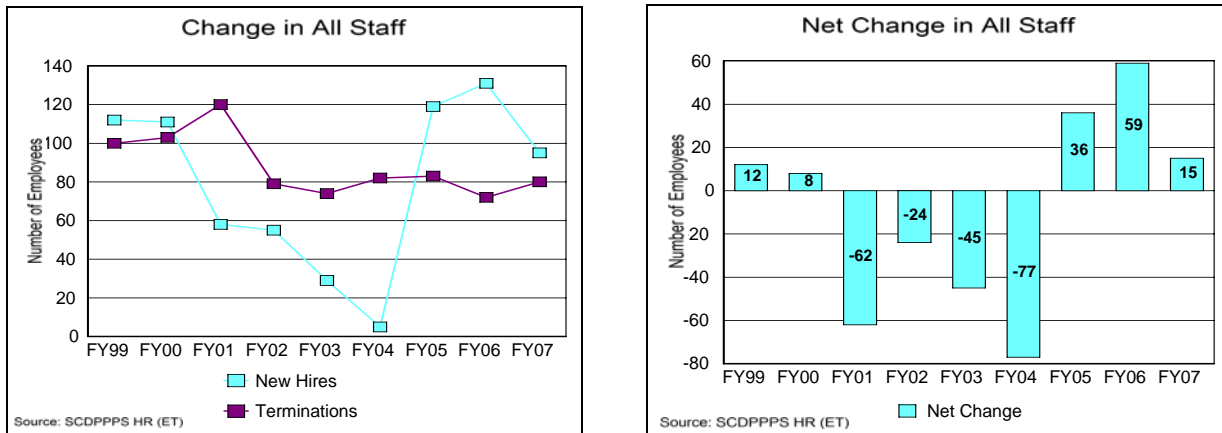

Fig.7.4-3

Employee Training Results:
The primary focus for Training Compliance and Professional Development (TCPD) continues to be on the completion of the Class-1 Law Enforcement certification for all targeted staff and ensuring that certified staff maintained their certification. Currently, 480 Agents are C-1 certified.

During FY2007, TCPD either provided or recorded 484 training sessions. Of these, 957 employees completed "End of Course" surveys. Survey responses were as follows: 88% of the respondents rated the courses as either "Excellent," or "Above Average;" 98% either "Strongly Agreed," or "Agreed" that the teaching methods used in class facilitation improved their learning, and 98% "Strongly Agreed," or "Agreed" that the courses helped to increase their knowledge on the subject matter. 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 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 achieved a rating of 86.3%, placing it in the top half out of 82 state agencies. The Department is also an active participant in improving the communities in which it operates (see Cat 1.9).

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures		FY 06-07 Budget Expenditures		Key Cross References for Financial Results*
15050000	Offender Supervision: To supervise offenders under the Department's jurisdiction.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget**	15,880,506.84 594,290.40 23,126,477.60 39,601,274.84 86.4%	**State:** **Federal:** **Other:** **Total:** **% of Total Budget**	16,896,838.52 349,367.46 23,379,570.61 40,625,776.59 85.7%	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.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget**		**State:** **Federal:** **Other:** **Total:** **% of Total Budget**	230,004.77 0.00 28,058.52 258,063.28 0.5%	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.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget**	0.00 0.00 2,715,892.45 2,715,892.45 5.9%	**State:** **Federal:** **Other:** **Total:** **% of Total Budget**	0.00 0.00 2,932,080.48 2,932,080.48 6.2%	Fig. 7.3-2
15200000	Parole Board: The Board has the sole responsibility for granting or denying paroles and pardons, revoking, modifying, or rehearing paroles and making recommendations on petitions for reprieves and commutations referred by the Governor.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget**	664,897.16 0.00 541,172.25 1,206,069.41 2.6%	**State:** **Federal:** **Other:** **Total:** **% of Total Budget**	728,393.15 0.00 530,992.98 1,259,386.13 2.7%	Fig. 7.1-18 Note
15050000	Victim Services: To provide crime victims with information and notification concerning offenders on probation, parole and appearing before the Parole Board.	**State:** **Federal:** **Other**: **Total:** **% of Total Budget**	0.00 0.00 218,745.64 218,745.64 0.5%	**State:** **Federal:** **Other:** **Total:** **% of Total Budget**	0.00 0.00 213,021.30 213,021.30 0.5%	Fig. 7.3-1 Fig. 7.3-4 Fig. 7.3-6

Below: List any programs not included above and show the remainder of expenditures by source of funds.
Legal, Records, Administration, Training Compliance and Professional Development, Research, Public Information

Remainder of Expenditures:	State:	1,196,465.58	State:	1,182,628.24
	Federal:	0.00	Federal:	0.00
	Other:	907,085.44	Other:	912,691.94
	Total:	2,103,551.02	Total:	2,095,320.18
	% of Total Budget	4.6%	% of Total Budget	4.4%

- 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.

Strategic Planning

Budget Program Number and Title (Appropriations Act)	Supporting Department Strategic Planning Goals/Objectives**	Related FY 06-07 Key Department Action Plan/Initiative(s)	Key Cross References for Performance Measures*
15050000 Offender Supervision	Goals #1 - 5	--Maintain performance at target for key Field Operations indicators --Achieve equitable distribution of Agent caseloads --Increase Successful Closure Rates; supervision success rate --Administer drug tests for all high risk offenders -- Support the state's special operations initiatives --Collect current/delinquent restitution, supervision fees and fines	Figs. 7.1-1 through 7.1-3 Figs. 7.1-4, 7.1-5 Figs. 7.1-6, 7.1-8, 7.1-12 Figs. 7.1-7, 7.1-11 Fig. 7.1-9 Fig. 7.1-13 Fig. 7.3-3
15051000 Sex Offender Monitoring	Goals #1- 5	--To comply with the Sex Offender Accountability and Protection of Minors Act of 2006 --To place offenders ordered by the court on GPS and monitor there actions and ensure compliance with Sex Offender Guidelines	Figs. 7.1-4, 7.1-5
15150500; 15152000 & 15153000 Residential Services	Goals #1 - 5	--Assist offenders in gaining employment --Maintain 95% occupancy level (Residential Centers) --Collect offender restitution payments and fines --Assist offenders towards successful program completion	Fig. TBD Fig. 7.1-15 Fig. 7.3-2 Fig. 7.1-14
15200000 Parole Board	Goals #1 - 5	--Provide case summaries and pardon materials two weeks prior to each scheduled hearing --Address victim opposition --Conduct Parole Board meetings	Fig. TBD Fig. 7.1-18 See Fig. 7.1-18 Note
15050000 Victim Services	Goals #1 - 5	--Provide victims 30 days written notice of Parole Board Hearings; respond timely to telephonic and written inquiries --Disburse restitution payments to victims --Maintain victim satisfaction with services provided by the Department. Service satisfaction to be maintained at 4 points or higher on a 5 point Likert scale (Victim Satisfaction Survey)	Fig. 7.1-16 Figs. 7.3-1, 7.3-6 See Ref. Cat. 7.1

*Charts, graphs, and tables referenced in the "Key Cross References for Performance Measures" column are located in Category 7 of this Annual Accountability Report.
Note: Strategic planning information based on Department's 2006 Strategic Plan.

**Strategic Planning Goals (based on 2003 SCDPPPS Strategic Plan):
    Goal #1: To effectively meet our public safety responsibilities
    Goal #2: To continuously improve our processes
    Goal #3: To deliver quality services to our customers
    Goal #4: To be fiscally responsible
    Goal #5: To provide for personal and organizational growth
Note: Goals # 1-5 support every Major Program Area

Note: The Department has identified and segmented its projected FY2005-06 budget components based on an Activity Based Cost Accounting methodology. Activities have been segmented as follows: Community Supervision—Regular; Community Supervision—Intensive; Victim Services; Residential Programs; Statewide Emergency Operations Support; Parole Board Support; Parole Board; Core Administration

Glossary

ACA	American Correctional Association
AIMS	Agency Information Management System
APPA	American Probation and Parole Association
CASA	Court Appointed Special Advocates
CSOM	Center for Sex Offender Management
DACUM	Design a Curriculum
DAODAS	Department of Alcohol and Other Drug Abuse Services
DMH	Department of Mental Health
DOE	Department of Education
DPS	Department of Public Safety
DSS	Department of Social Services
EMT	Executive Management Team
EPMS	Employee Performance Management System
ESC	Employment Security Commission
GED	General Equivalency Degree
HBV	Hepatitis B Virus
HR	Human Resources
HRS	Human Resources System
HHS	Health and Human Services
ISC	Interstate Compact
IT	Information Technology
NCIC	National Crime Information Center
NIC	National Institute of Corrections

NIMS	National Incident Management System
NLTES	National Law Enforcement Telecommunications System
PIC	Parole Information System
PEP	Parole Employment Program
SABAR	State Agency Budgeting, Accounting, and Reporting System
SCDPPPS	South Carolina Department of Probation, Parole, and Pardon Services
SCDC	South Carolina Department of Corrections
SCDVR	South Carolina Department of Vocational Rehabilitation
SCHP	South Carolina Highway Patrol
SCRICT	South Carolina Reentry Interagency Collaborative Team
SLED	State Law Enforcement Division
SORT	Special Operations Response Team
SWOT	Strengths, Weaknesses, Opportunities, and Threats
OMS	Offender Management System
OSHA	Occupation, Safety, and Health Administration
TB	Tuberculosis
YOA	Youthful Offender Act