Department of Probation, Parole, and Pardon Services

Accountability Report
Fiscal Year 2008-2009

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

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

Major Achievements FY2008-09
The Department continues to take a lead role in providing a variety of initiatives that enhance offender supervision and accountability while also helping offenders successfully reenter their communities and the workplace. These initiatives are primarily supported by the Department's strong focus on enhancing offender success, and an expanding network of integrated partnerships with service providers.

- **Ignition Interlock Device Program:** Governor Sanford signed the "Prevention of Underage Drinking and Access to Alcohol Act" into law in June of 2007 which mandated an Ignition Interlock Device Program (IIDP) in South Carolina. The new program is administered by SCDPPPS, SCDMV and SCDAODAS, with SCDPPPS as the lead Agency. Since the inception of the IIDP, approximately 2000 people were ordered by the court to participate in the IIDP as of the close of FY08-09. The focus of this program during the fiscal year was on finalizing and implementing needed adjustments to the Department's automated system in order to monitor those sentenced to the IIDP. An IIDP press event was held at the PPP central office in Columbia in December 2008 to highlight the program and capacity of the IID technology.

- **Global Positioning Satellite (GPS) Operations Center:** The use of GPS was implemented by the Department in 2005 and is currently used as a critical tool in the supervision of sex offenders in the community. Since implementation more than 550 offenders have been monitored using GPS by the Department. As of June 30, 2009, there are more than 260 offenders actively being monitored on GPS and more than 100 offenders currently incarcerated that will require GPS monitoring upon release. An essential part of the GPS program is the GPS Operations Center (GOC). The GOC is a 24/7 operation that serves as the first line of response for all GPS alerts for the state. The GOC received and processed more than 39,000 tracking alert messages during the FY.

- **Pilot Mapping Project:** The use of geographic information systems (GIS)/mapping can be used in many ways to increase the efficiency of monitoring offenders in the community and to support Field Agents. Initially, mapping was used to identify geographic clusters of sex offenders and violent offenders. However, the use of mapping was explored for the purpose of increasing the efficiency of home visits. Phase 1 of the pilot project was initiated in the summer of 2007 in Spartanburg County. Zones and sub-zones were identified and initial results have shown the zones to be stable with minimum transfer of Agents between zones. Caseloads were reassigned according to the zones and a single Agent is assigned to a respective zone. That Agent is responsible for that caseload as well as learning the resources available in the zone. A Justice Assistance Grant (JAG) was submitted to request funding to complete and expand the effort.

- **White Papers:** The Department has undertaken a multitude of significant initiatives over the years and it has retained information about these initiatives through a variety of methods. Some programs are documented through storage of paper files (correspondence, printed reports, statistics, etc.) Information and data regarding other projects is stored electronically. Some endeavors are remembered by key staff involved with the initiative, but there may be little paper or electronic information retained in an organized manner about the specific project or program. In an effort to formalize a process for retaining this important historical information, Director Glover implemented a process for PPP "White Papers" to be created, approved and saved on the Department's Intranet. For the Department's purposes, a "White Paper" is a brief report that documents the Department's position, philosophy, and activities associated with a specific initiative. In FY09, Department White Papers were completed and installed on the Department's Intranet for reference and use by Agency staff.

- **Department Automation and Technology:** During FY09, the Department continued fine-tuning the automated Offender Management System (OMS). Agency users have web-based access to the new OMS system, and Agents in the field have enhanced mobile technology that allows for additional work outside of the office in the community. In July of 2008 the Department rolled out the new web-based PIC (Parole Information Center) application. PICweb was a companion application to OMS, and this transition to web-based PIC brings PPP closer to the goal of having all inmate and offender applications fully integrated. Web-based PIC underwent an extensive design and development phase which included over six months of testing by subject matter experts. This testing was followed by a two and a half month period of user acceptance testing which has allowed users statewide to test PICweb for any outstanding issues as well as attend training and practice the duties of their position in order to gain a level of comfort with PICweb. Refinements were made to the PIC throughout the fiscal year.

  PPP continues to be a leader in using technology in the community-based supervision of offenders. PPP's approaches bolster the offender monitoring process while also assuring effective, efficient oversight that is in the best interests of victims and community safety. These advances include: digital imaging; LiveScan, mobile technology (tablet computers that function like a desk-top computer when the Agent is in the office, but allows a component of the system to function as a portable computer tablet for use when the Agent is in the field), Ignition Interlock, Electronic Monitoring, GPS, mapping, and videoconferencing.

- **Sex Offender Management Program**: This program was introduced in January 2006 and incorporates the "Containment Approach" model to enhance the supervision of the sex offender population. The program emphasizes a team approach to supervision, using input from treatment providers, trusted family members, employers, and other law enforcement entities to supervise the offender. In addition, special conditions of supervision and risk assessment tools were established that are designed specifically for the supervision of sex offenders. The Department also established a treatment model designed to support the Containment Approach. The treatment model includes a requirement for polygraphs for certain sex offenders. As of June 30, 2009, there were 2,051 sex registry offenders under the Department's jurisdiction. Of these, there were 1,220 sex registry offenders under active sex offender supervision.

In addition to the Department's various initiatives listed above, it has also provided reentry assistance to offenders integrating back into the community through the following programs.

- **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 55% of offenders have an 11th grade education or less. 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, 2,063 offenders were referred for GED services; 1,178 offenders were referred for employment/vocational services; more than

8800 offenders were referred for substance abuse services; 863 offenders were referred for sex offender treatment services.

- **Parole Employment Program (PEP):** The Department established 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 69 inmates were paroled to the PEP during the FY.

- **Self Paced In-class Education (S.P.I.C.E.)**
  The Self Paced In-class Education (S.P.I.C.E.) Program is an education and employment initiative with a faith-based community partnership between SCDC, SCDPPPS and the Technical Colleges. Participating inmates in the S.P.I.C.E. program have both an institutional and parole supervision component which provides for seamless transition to the community. During the fiscal year 66 offenders were released to parole supervision with S.P.I.C.E. participation requirements. A total of 136 participated in the program during the fiscal year. This number included inmates who volunteered for the Program and those who participated upon reentry. At the end of the fiscal year, 74% were employed.

- **"On The Outside" Mentoring Program**
  The "On the Outside" Mentoring Program links adult mentors with non-violent inmates. The Department identifies and works with community and faith-based mentoring partners. These partners are matched with the offender while in prison so that the relationship between the mentor and offender will grow and facilitate the reentry process. The Office of Community Affairs conducted extensive training sessions during the FY09 for these community partners and organizations to encourage participation in the Mentoring Program.

Additional achievements:
- The Director communicated regularly with national Directors of Probation, Parole and Community Supervision organizations throughout the past year to discuss management strategies in the probation and parole arena. Directors within this network exchanged information, strategies and best practices related to offender supervision to include guidelines for the supervision of high risk offender populations, special offender populations, fundamental supervision methodologies, etc. Information on strategies such as violation sanctions, criminal justice technologies, reentry programs, etc., was communicated among this association of community supervision executives.

- The Director held regular weekly EMT meetings to facilitate communication and team building within the Department's highest level management team, to chart the course for the Department making progress toward its strategic goals and objectives, to conduct problem-solving at the executive level. The Director conducted these meetings with other members of the Executive Management Team. The Department's Divisional Managers met quarterly over the past year. The quarterly meetings gave managers the opportunity for information sharing and reporting on progress related to special projects, Strategic Plan Action Items and key operational indicators.

- The Department has 46 county offices and four regions of the state. Regular meetings of the four Regional Directors and 46 County Agents-in-Charge were conducted during the past year to facilitate communication at all levels throughout the state and to provide a more measurable and cost efficient way to supervise offenders.

- The Office of Community Affairs coordinated an effort to promote the Volunteer and Intern Program toward the goal of providing citizens, high school and college students throughout the state the opportunity to meet the special needs of offenders, such as education, faith-based, etc., while supporting SCDPPPS offices with valuable resources for augmenting staff services.

- 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 7,050 samples were collected during the FY.

- During the FY, offenders supervised by the Department contributed 263,210 hours of public service work at government and non-government agencies. Calculating these hours at minimum wage ($6.55) per hour, offenders contributed $1,724,025 worth of labor to organizations within our state.

- As part of the national Interstate Compact for Adult Offender Supervision enacted June 19, 2002, the law established national and state advisory councils. Their mission was to guide the transfer of offenders in a manner that promotes effective supervision strategies consistent with public safety, offender accountability and victims' rights. The state councils were charged with overseeing the intrastate affairs dealing with the Compact and to act as an advocate for seeking resources, resolving disputes and conducting training. The South Carolina Council is chaired by Sam Glover, Director of PPP and met during the fiscal year.

- The Interstate Commission for Adult Offender Supervision (ICAOS) implemented an electronic database project designated the Interstate Compact Offender Tracking System (ICOTS). ICOTS is a web-based application that allows member states to facilitate all interstate compact business processes and other case based activities. The rules of the Interstate Compact were not substantially affected by the implementation of ICOTS, but the actual workflow and business processes of the Compact have been enhanced. PPP began ICOTS training for Department staff in September 2008 in an effort to come onboard with the national web-based system.

- The Interstate Compact Section of the Field Operations Division coordinated the processing of 1,074 offender transfer requests from South Carolina to other states and processed 1,675 from other states to South Carolina. A specialized unit of Probation and Parole Agents continues to monitor outgoing offender cases, at present count, 1,253 cases. The Interstate Commission for Adult Offender Supervision implemented the nationwide use of ICOTS, Interstate Compact Offender Tracking System, a web based offender tracking program. Statewide training related to the ICOTS system has been completed and well as advanced ICOTS training in numerous county offices. The task of handling any and all interstate compact matters is much less cumbersome; the system is

virtually paperless, which enables states to respond very quickly to any interstate compact matter.

- On the national level, the Department's Interstate Compact Administrator continues to serve on the Compliance Committee of the Interstate Compact for Adult Offender Supervision (ICAOS) National Commission. This committee is responsible for monitoring compliance by member states with the terms of the Compact and the Commission's rules by developing appropriate enforcement procedures for the Commission's consideration.

- The Field Operations Division jointly coordinated five legislatively mandated special release programs to affect inmate release from incarceration to supervision. During the fiscal year 1,214 inmates were admitted to supervision who had been sentenced under the Youthful Offender Act; 949 to the Community Supervision Program; 43 to the Supervised Furlough IIA program; and 375 to the Shock Incarceration Program. Forty-five (45) inmates were admitted to supervision under the Juvenile Parole program (17+ years of age). To accomplish the releases, Department staff performed more than 3,000 residence investigations and more than 3,300 field investigations.

- The Special Operations Section of the Field Operations Division participated in four exercises conducted by the SC Emergency Management Division. These included exercises in support of the hurricane evacuation traffic management and a full scale exercise in the event that weapons of mass destruction are utilized in our state. A total of 51 Agents participated in these exercises. The Department expended $60.75 in support of these exercises during FY09.

- Grant funding under the national Justice Assistance Grant (JAG) program was cut significantly and due to this reduction, PPP's 2008-2009 applications were not funded under this program. PPP did receive grant awards under the Victims of Crime Act (VOCA). These grants funded the Charleston and Spartanburg Remote Videoconferencing projects. The grantor amounts for both grant applications were reduced (due to a decrease in funding at the federal level). For the Charleston project, PPP requested $42,358 and received $34,142. For the Spartanburg project, PPP requested $10,429 and received $6,800. The grant funding available for this endeavor, exists to support needs of victims throughout the state. The Department continues to utilize video-conferencing for parole hearings requiring coordination between SCDC and PPP prior to and during each hearing. The Agency will continue to seek additional funding to expand this Program to three additional sites across the state.

- During tax year 2008, the Department submitted 7,139 arrearage accounts for collection to the SC Department of Revenue. Of this total the Department received payment on 532 accounts for a total of $78,300.34.

Key Strategic Goals for Present and Future Years
- To effectively meet our mission responsibilities
- To maximize the availability and utilization of the Department's Information Management Systems
- To continuously improve our processes

- To deliver quality services to our customers and stakeholders
- To optimize our financial resources and to be fiscally responsible
- To provide for organizational growth and a capable, satisfied and diverse workforce

Key Strategic Challenges
The Department's key challenges revolve around the state and national economic environment. The Executive Management Team (EMT) reviewed and prioritized the Department's legislatively mandated missions as it implemented strategies to address budget reductions during the fiscal year. During FY09, the Department's EMT implemented a series of budget reductions in response to an increasingly declining economic environment in order to preserve critical services and human resources. PPP continued to identify ways to preserve mission-critical services concurrent with implementing necessary budget reductions. The Department implemented both personnel and programmatic reductions during the fiscal year to comply with legislatively imposed budget cuts and budget shortfalls.

During the year, the Department implemented a mandatory furlough, separated probationary staff from the payroll, and also reduced the number of temporary staff in an effort to reduce overall operational costs. In addition, the Department continued a hiring freeze in response to budget shortfalls.

The Department's primary mission is to provide for the public's safety through the effective supervision of offenders on probation and parole in the state. In order to maintain responsive offender supervision standards, the Department has established (through the use of critical workload indicators) a minimum baseline of Probation and Parole Agent staff is needed to accomplish the diverse demands placed on these staff statewide (the baseline number is 484 Probation and Parole Agents). Due to attrition and separating probationary staff from PPP employment, the number of Probation and Parole Agents was reduced to approximately 400 by the close of FY 08–09.

The Charleston Residential Center was closed in December 2008 due to budgetary limitations. Subsequently, the PPP Columbia and Spartanburg Residential Centers were both closed in February of 2009 as a result of the austere fiscal environment. During the previous three fiscal years, admissions for the three Restitution Centers had average more than 800 offenders per year with a successful program completion rate of 71%.

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 performance review process.

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Section II – Organizational Profile

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SCDPPPS is the only Agency in South Carolina that has jurisdictional authority to provide supervision for approximately 47,000 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 apply 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, or the Board of Probation, Parole and Pardons.

A major component of this unique mission is placing the needs of the victim community at the forefront. The Department's mandate to provide and administer court/board ordered restitution holding offenders accountable, results in the collection and disbursement of millions of dollars annually which 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 – There are 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).

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

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

Key Customer Groups, Key Services and Key Service Requirements
The primary customer products/services for all key customer groups 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.

Residential Programs – As a part of the multi-staged response to the state's economic challenges, actions to close residential facilities began in the fall of 2008. As a result, the Charleston Residential Center was closed in December 2008. As the challenges continued to mount, the Columbia Residential Center (an all female facility) and the Spartanburg Residential Center were closed in February of 2009.

Section	Key Customers	Key Services
Field Operations	Offenders; Law Enforcement Organizations; General Public SCDPPS Staff and Managers Victims/Victim Families Offenders/Offender Families	Field supervision requirements; home visits; intervention; warrant service; residence verifications; collection of fees; correspondence; technology initiatives (GPS, Mapping, Tablets, Live Scan); correspondence and other communications; training; preparation of offender related documentation
Interstate Compact	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 Stakeholder Groups
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 and Partners
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: National Interlock Systems, Inc and SmartStart (Ignition Interlock Devices); 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
Department of Alcohol and Other Drugs Services	S.C. Army National Guard
S.C. Technical Colleges	

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 service 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); and, a Headquarters facility in Columbia, SC.

Total Number of Employees (as of June 30, 2009)

	Authorized	Filled (FY 2006)	Filled (FY 2007)	Filled (FY 2008)	Filled (FY 2009)
Classified	848	735	751	753	672
Unclassified	4	4	4	4	4
Contract	0	26	24	22	3
Total	852	765	779	779	679

Regulatory Environment

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

Performance Improvement System

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

Organizational Structure

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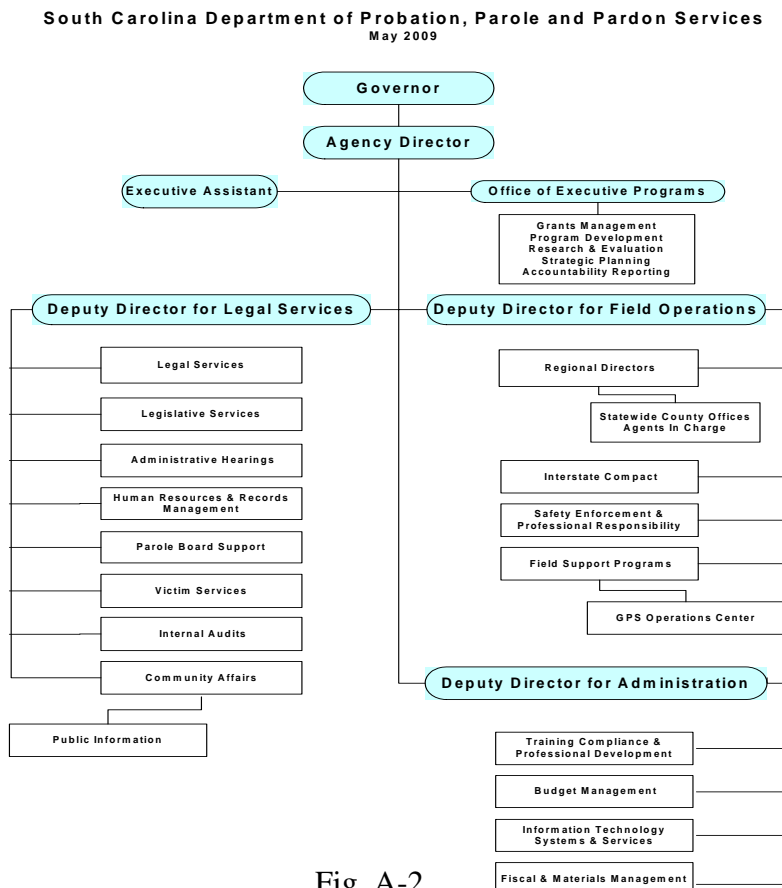

South Carolina Department of Probation, Parole and Pardon Services
May 2009

Fig. A-2

Expenditures/Appropriations Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Appropriations Act		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$ 29,788,584	$ 16,532,758	$ 30,589,178	$ 16,018,730	$ 25,538,051	$ 11,967,603
Other Operating	$ 10,591,372	$ 1,765,146	$ 11,058,468	$ 1,685,799	$ 8,364,303	$ 195,001
Special Items	$ 62,604	$ -	$ -		$ -	
Permanent Improvements	$ -	$ -	$ -		$ -	
Case Services	$ 74,535	$ 19,424	$ 126,849	$ 19,424	$ 107,425	$ -
Distributions to Subdivisions	$ -	$ -	$ -		$ -	
Fringe Benefits	$ 9,734,305	$ 5,351,987	$ 10,148,739	$ 5,314,263	$ 9,282,135	$ 4,447,659
Non-recurring			$ -		$ -	
Total	$ 50,251,400	$ 23,669,315	$ 51,923,234	$ 23,038,216	$ 43,291,914	$ 16,610,263

Section II – Elements of Malcolm Baldridge Criteria

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

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; and (d) 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 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 strategic plan also serves to help set organizational priorities and long, as well as short term direction. 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 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 two-way communication between all levels of the organization and enable a quick response to issues or concerns of interest to the Department's external and internal customers.

b) Performance expectations are articulated by the Director and Deputy Directors and are reinforced through the EMPS 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 are incorporated in the performance evaluation process.

Fig 1.1-1

Source: SCDPPPS
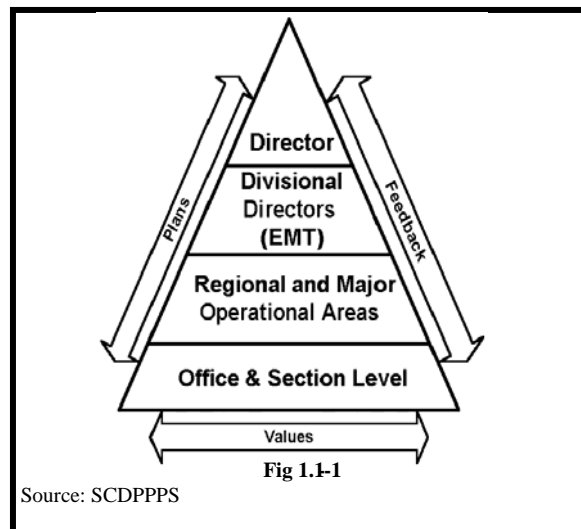
d) Ethical behavior and expectations are addressed as part of New Employee Orientation and specified in Policy 210. In addition, the State Government Ethics and Accountability Act provides clear procedures for investigating grievances and initiating disciplinary actions. The State Ethics Commission requires 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, the results of which are analyzed for organizational improvement opportunities. These procedures and requirements help insure that ethical guidelines are followed.

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

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 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 the "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, the media and the Office of Community Affairs. 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 Divisional manager levels, and routine communications by financial staff and legal staff with field staff 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 do senior leaders regularly review to inform them on needed actions?

Key performance measures reviewed by senior leadership include program cost, offender supervision results including home visits, drug test results, warrant service status, absconder actions, sex offender information collection, admissions and closures, parole rates, administrative hearings, restitution payments to victims, delinquent account collections and internal auditing results. Additional measures include customer request for assistance and information, victim restitution paid, 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 including the head of the organization and the governance board/policy making body? How do their personal actions reflect a commitment to the organizational values?

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

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

The Director worked with the Human Resources Office and the Executive Management Team to focus on workplace and succession planning initiatives. The Department continuously offers supervisory skills training (HR practices, communication, conflict resolution, etc.) but all Agencies have begun feeling the affects of the "brain drain" that budget and retirement incentives have imposed. This year, the EMT continued to focus on workforce planning efforts in an interest to maintain institutional knowledge, develop core competencies in staff, and to attract and retain needed expertise.

Senior leaders routinely identify future potential leaders and actively promote their participation in leadership development programs. Our Department's Director serves with other Law Enforcement leaders in the state on South Carolina Law Enforcement Training Council, attended the State Executives of Parole and Probation Network conference, the Executive Policy Retreat on Sentencing and Corrections, the Interstate Compact for Adult Offender Supervision Annual Meeting, and the Executives in Probation and Parole Forum

during past fiscal year. Other members of senior management also participate in succession planning and development of future organizational leaders by conducting table top exercises for Critical Major Incident planning, attending executive education programs at the Moore School of Business for leadership and management and participating in orientation for Circuit Court Judges and the Annual Law Update Conference.

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

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 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.
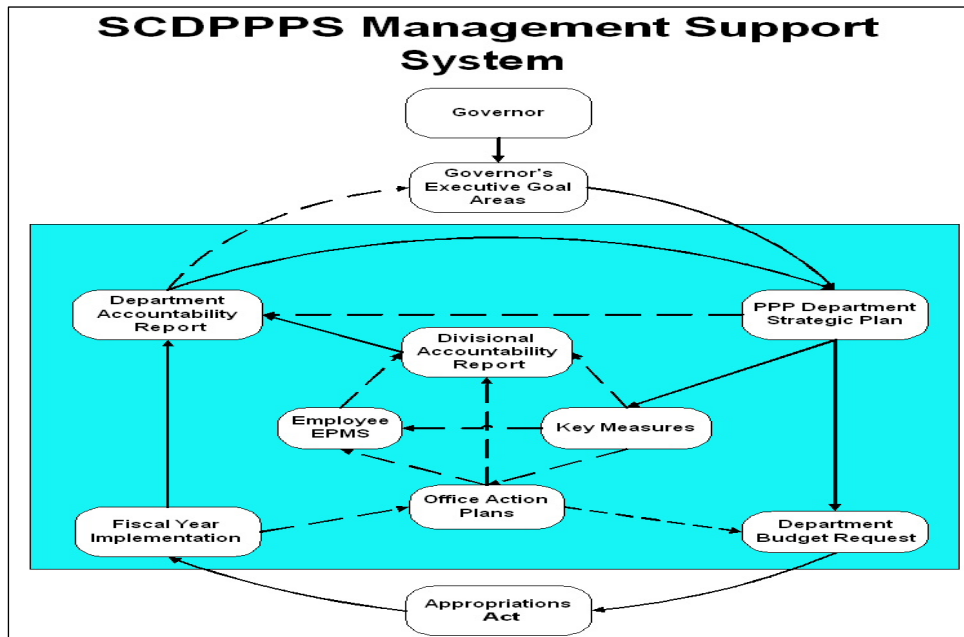

Figure 1.8-1

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

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

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

16

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

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

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 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, these initiatives will also help lower the state's recidivism rate and improve offender unemployment rates.

The Office of Community Affairs serves as the Department's liaison to the community, state government, and other local agencies 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 and assists with the reentry of incarcerated men and women, within in South Carolina Department of Corrections prior to release into society.

The Public Information Section is part of the Office of Community Affairs. The Public Information Section responds to all media inquiries, including Freedom of Information Act requests, according to Departmental policies; prepares 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 School, 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 (National and South Carolina Chapter), 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, regulatory, societal and other potential risks and costumer preferences; (d) workforce capabilities and needs; (e) organizational continuity in emergencies; (f) your ability to execute the strategic plan?
(a-f) The Department's Strategic Plan uses a wide variety of information sources and inputs. These include the Governor's directives and initiatives, the Governor's Cabinet, enabling legislation, key legislative and customer service requirements, and feedback provided by the Department's employees (Fig. 2.1).
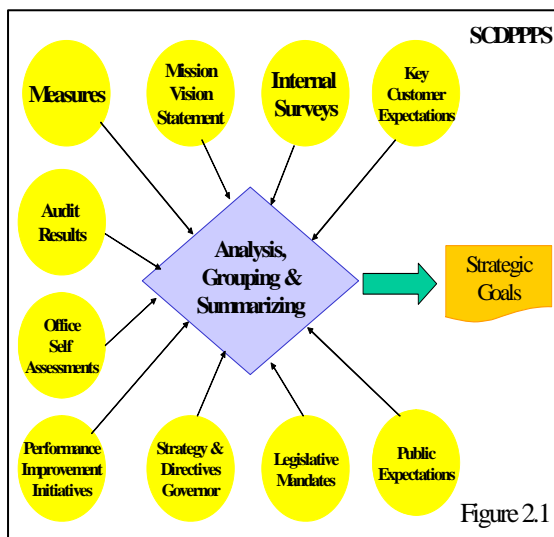

Figure 2.1

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 regularly updating the Department's Strategic Plan.

2.2 How do your strategic objectives address the strategic challenges you identified in your Executive Summary?
The Department's key strategic challenges, confirmed via the SWOT analysis, are addressed by Action Items as follows:

- **Agent turnover/Agent retention past the seven year point** – strengthening of team-based environment; increased Agent participation in decision making processes; continuation of technology enhancements to support Agent work processes; increased application of employee satisfaction surveys; increased emphasis on cross-training; and increased emphasis on providing training opportunities.

- **Enhancing offender success** – increased emphasis on tracking 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 were identified as a key strategic challenges (low salary structure when compared to competing employers), these concerns continue to be addressed through appropriate government channels.

2.3 How do you develop and track action plans that address your key strategic objectives and how do you allocate measures to ensure the accomplishment of these plans?
During the fiscal year, the members of the Strategic Planning Team worked within their respective divisions of the organization to coordinate updates regarding Strategic Plan Action Items. Divisional Managers and members of the Executive Management Team coordinated with key staff regarding Strategic Plan Action Items and updated the Strategic Plan Tracking Matrix used by PPP managers to monitor progress related to Action Items. The Strategic Plan Tracking Matrix lists all of the action items along with the lead person assigned to each action item, corresponding measures and the timeline for completion. The Strategic Plan was made available electronically to all staff throughout the organization via placing it on a shared computer drive, the Internet and the Department's Intranet. PPP employees statewide were required to review the Strategic Plan in conjunction with their annual performance evaluation process.

2.4 How do you communicate and deploy your strategic objectives, action plans and related performance measures?
Upon completion of the review process, the Department's Strategic Plan was presented to EMT, 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. 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.

2.5 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.

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 Executive 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 a website address for that plan on the website.

The updated SCDPPPS Strategic Plan is available at www.dpppps.sc.gov.

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 08-09 and beyond Key Agency Action Plan/Initiative(s) and Timeline for Accomplishing the Plan(s)	Key Cross References for Performance Measures*
1.5.4	To maximize our support and services to the victims of crime.	Collect ordered restitution from offenders and distribute to victims within 30 business days of collection.	7.3-1
3.5.2	To link the EPMS process to the Strategic Plan.	Implement a system for annual documentation by each PPP staff member that the Strategic Plan has been reviewed.	pg. 19
5.1.2	To be responsible and accountable in the management of all of the Department's financial resources.	Develop a methodology and tracking process for ensuring accountability of the Department's financial related actions.	7.3-2
6.3.4	To provide comprehensive, meaningful employee training and knowledge management systems utilizing up-to-date techniques and technology.	Review and evaluate the effectiveness and application of the Department's training courses. Include an annual review process on the application of new skills and learnings on the job.	7.4-1
4.2.1	To determine the needs and expectations of our customers and to utilize their feedback for continuous improvement.	Develop a methodology for obtaining service satisfaction feedback from the Department's key customer segments. Include a methodology for incorporating this feedback into the service development and design process.	pp.49-50
1.2.1	To support the successful reintegration of offenders into the community.	Develop a systematic approach and defined methodology for tracking the Department's offender program initiatives.	pp.3-4
1.1.1	To provide for appropriate and effective supervision and intervention strategies that promote offender accountability.	Develop and track a defined set of key performance indicators (measures) related to supervision effectiveness and offender accountability. Conduct annual reviews on the effectiveness of measures.	7.1-1 7.1-2 7.1-4
1.1.6	To provide for appropriate and effective supervision and intervention strategies that promote offender accountability.	Implement a 24/7 Monitoring Center.	p.2
1.7.2	To effectively support special and emergency public safety operations.	Provide Department personnel and equipment and support the primary agency in carrying out all related special and emergency service duties as mandated. Track the number of personnel and employee hours provided by type of event supported.	7.1-10 pp.46-47

* 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.

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, Agencies in other states, 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 regularly updated Department website provide further listening and learning opportunities. Additional methods for listening and learning are described in Table 3.2-1, with customer access methods described in Table 3.2-2.

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

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

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

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

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

3.5 How do you use information and feedback 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 Communication Committee, the Multi-Department Ignition Interlock Device Program Implementation Team, and the Training Advisory Council (see Table 5.1 for a complete list).

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

3.6 How do you build positive relationships with customers and stakeholders to keep services and programs relevant and provide for continuous improvement? Indicate any key distinctions between different customer and stakeholder groups.
Each office views its customer base somewhat differently based on the type of services provided (Table A-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.

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

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

Category 4 – Measurement, Analysis and Knowledge Management

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

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 including the S.C. Code

Fig. 4.2

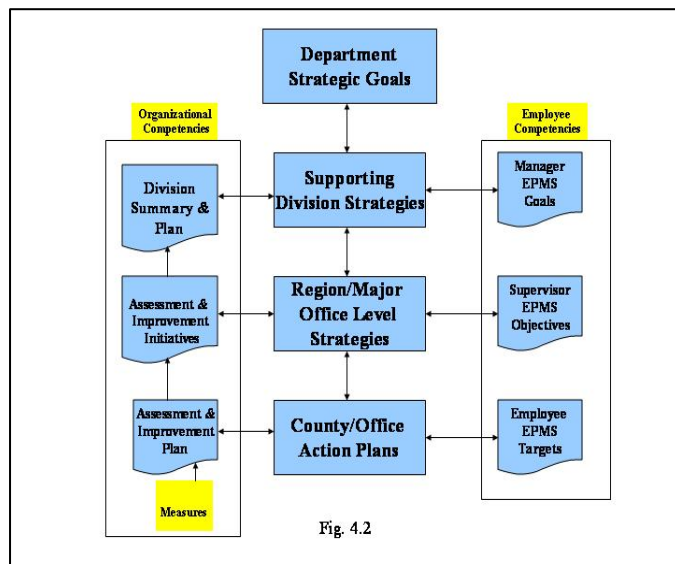of Laws, and the published procedures and practices of the Board of Paroles and Pardons. Key measures related to offender supervision, financial, and HR related performance, supported by real time database information and Department wide access provide essential information at all organizational levels to support fact-based decision making (see Cat. 4.2).

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

A majority of the data and information used to support daily decision making is made available through the Department's integrated computer databases. These include the Offender Management System (OMS), Parole Information Center (PIC), the State Department Budgeting, Accounting, and Reporting (SABAR) system, and the Department's Automated Information Management System (AIMS). The Department also maintains data and information linkages with the national crime network information systems such as the National Crime Information Center (NCIC), and the National Law Enforcement

Telecommunications System (NLETS). Access is on a need-to-know basis and controlled by individual employee computer linkages and passwords. During the fiscal year, the Department made plans to transition to the South Carolina Enterprise Information System (SCEIS).

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 systems, the use of laptop technology in the courtroom, directly supporting courtroom hearings and the GPS system provide real-time information on offenders, offender electronic tracking (for certain offender groups), and the Parole Board's decision making processes.

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

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

4.3 What are your key measures, how do you review them, and how do you keep them current with organizational service needs and direction?
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 a state law was passed which required specific sex offenders to be monitored by GPS it became imperative to track this information. The number of offenders on GPS at any given time as well as information about the equipment used to monitor these offenders has been collected.

4.4 How do you select and use key comparative data and information to support operational and strategic decision making and innovation?
The Department and its Divisions are an integral part of a variety of national networks in which they constantly work to identify performance measures that are common to its mission. Once selected measurements begin to serve as standard benchmarks within the profession, it will better position the Department to identify best practices and improvements. Use of comparative data from other jurisdictions has been difficult. In many instances comparisons are difficult to achieve due to disparate mission requirements, jurisdictional authority and responsibility, and decentralized organizations. However, the Department does review a multitude of practices from other states including parole investigations, supervision violations, and the application of technology for supervision purposes. It also compares its law enforcement core training and operational procedures to the recommended standards used by the South Carolina Criminal Justice Academy and the South Carolina Highway Patrol. Innovative ideas related to the Department's mission and objectives are reviewed and adopted, as deemed appropriate.

4.5 How do you ensure data integrity, reliability, timeliness, accuracy, security and availability for decision making?
Each office within the Department performs unique and complementary tasks. All are interrelated in support of the Department's mission and public safety related initiatives. To support mission accomplishment the Department created and maintains an integrated computer network that incorporates multiple linked databases. The statewide computer network, supported by a variety of servers, provides daily access and current information for decision making via databases including the Offender Management System (OMS), Parole Information Center (PIC), Automated Information Management System (AIMS), and the State Agency Budgeting, Accounting, and Reporting (SABAR) system, a comprehensive and integrated financial management system. The OMS, with information on 335,910 offenders, of which approximately 47,000 make up the jurisdictional count, and PIC with 157,228 records on current or former inmates, share certain data elements on offenders between our Department's offices and the Department of Corrections. The AIMS database provides immediate access to our Department's employees on information including leave balances, salary and withholding data, emergency notification information, and training records. This system was further expanded to include a database and application for the tracking of the Department's weapons, armored vests, and radios. AIMS also supports the online ordering of supplies through the Procurement Section, and the tracking of mileage and maintenance records for the Department's fleet of vehicles. Accuracy and completeness for all of the Department's databases is determined through daily, weekly, and monthly data reports that are reviewed by management, supervisors, and data users.

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

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

Priorities for improvement are discussed and determined during weekly management meetings between the Director and the EMT and also as part of quarterly meetings with Divisional Managers. Managers also track and report progress on Strategic Action Items. This review process 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 (AIC) of county offices follow intensive on the job training policies and guidelines while also instituting cross-training initiatives. For example, select Agents are cross-trained to fill in as cashiers within their county offices (to assist, as needed, with the collection of fines, fees, and restitution payments made by offenders). In response to anticipated retirements during the next five years, each Divisional Manager within Field Operations was tasked with developing a succession plan for key roles within their respective areas of responsibility. Also, to insure that best practices are routinely shared, whether offender supervision related or administrative, the Field Operations Division routinely includes best practices as part of its statewide Agent-in-Charge (AIC) meetings. At these meetings AIC's from throughout the state share work methods and supervision strategies from their own offices that they found to produce significantly improved results.

To help maintain and protect organizational knowledge the Office of Executive Programs has published 40 "white papers," designed to record 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.

Category 5 – Workforce Focus

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

The Department's strategic planning process combined with its focus on teamwork and emphasis on organizational values helps strengthen employee collaboration, cooperation, innovation and high performance throughout the 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 ensures diversity, technical experience, representation from all areas of the Department relevant to the task at hand. 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 Divisional Managers meetings, regional AIC meetings, staff meetings, and the Department's newsletter and through email, as appropriate. It is anticipated that the focus on organizational values and the expanded use of teams will further enhance the 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)
Communications Committee	This committee exists to review and update current processes for a more streamlined way of communicating within the Department and among its' employees.
The Informer Newsletter Planning Team	This Team was designated to review submissions and plan for each issue of the Department's newsletter called "The Informer".
Multi-Agency Ignition Interlock Device Program Implementation Team	This committee exists to coordinate with the Department of Motor Vehicles and the Department of Alcohol and Other Drug Abuse to implement the ignition interlock device provisions of the "Prevention of Underage Drinking and Access to Alcohol Act of 2007"
Pandemic Influenza Team	This team was established to conduct research and make recommendations regarding a Department Pandemic Influenza Plan.
Probation, Parole & Community Supervision Week Planning Team	This team was established to coordinate statewide activities during Probation, Parole & Community Supervision Week.
Public Service Recognition Week Planning Team	This team was established to coordinate statewide activities during Public Service Recognition Week.
Strategic Planning Team	This team was established to review the Department's Strategic Plan on an ongoing basis adding new action items as needed.
Training Advisory Council	This Council exists to develop innovative training sessions and classes that would promote leadership and human development for all classifications within the Department.
Volunteer and Intern Committee	This committee was assembled to review and revamp the existing Volunteer and Intern program within the Department. The committee was charged with making revisions to the existing policy and identifying new methods for recruiting volunteers and interns.
Workplace Safety Committee	The Department maintains a dedicated Special Operations section that addresses safety and security concerns and initiatives, as well as emergency operations and recovery throughout the various statewide locations.

Table 5.1

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

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

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

The Department applies comprehensive workforce planning strategies that will serve to recruit, hire, place and retain competent and qualified employees. PPP administers a fair and equitable recruitment and hiring process. This process involves internal and external announcement of vacant positions which may be filled through internal promotion and by way of external new hires. The PPP Human Resources Office is the principal area that is responsible for recruitment efforts towards hiring potential candidates interested in employment at SCDPPPS. The Human Resources Office coordinates the Department's representation, attendance and participation at various career fairs. In collaboration with the Office of Public information the Human Resources office is also responsible for Department employment recruitment brochures. The Department also asks its senior managers, employees, former employees and customers for recommendations on prospective employees and encourages all to utilize "word of mouth" as a vital recruitment tool. Vacant positions are posted and as applicants apply for the openings; their application material is screened for qualification purposes in meeting the minimum training and experience. The Department utilizes a team or panel approach to the interview process to ensure that it is demographically representative to bolster a fair and equitable selection process. Once a candidate is selected the process of integrating employees into their new work environment begins with new employee orientation after which the "on the job training" process is initiated.

As a powerful retention mechanism the organizational culture lends itself to respect for all employees as one of the organizational values that is reflected in the culture of this organization. The Department provides basic training to the staff members that perform the primary mission of the Department as well as on-the job training for all employees. Additionally, there are on-going professional development opportunities available to staff at all levels in preparation for leadership and management roles. The training occurs day-today as well as in formalized training opportunities. In that PPP looks to its employees with respect to "promoting from within" for internal vacancies, the Department has employed knowledge transfer as an approach to maintaining the Department's institutional framework and workforce planning needs. SCDPPPS has implemented career paths for both Agent and non-Agent staff. Defined opportunities for professional growth have also been made available to employees through the existence and creation of committees, teams, taskforces and councils. Those employees who demonstrate leadership qualities are asked to participate and provide their input. The Department recognizes employee achievement but due to the

economic challenges the Department has faced this past year, it has suspended the awards process. PPP continues to acknowledge the invaluable daily contributions that employees make but through informal, office level methods.

PPP's primary barrier to our recruitment and retention efforts is not being able to offer salaries competitive to other law enforcement entities for our approximately 480 mission staff positions. Regarding the remainder of PPP's workforce for positions of an administrative nature, although turnover is not as high, our main barrier is also an issue of not having competitive salaries. Additionally, the state benefits packages are sometimes viewed as not being comparable to other employers. Although rare, other barriers to recruitment and retention that have been identified through PPP's Exit Interview process are commute, family obligations and conflict with immediate supervisor.

5.4 How do you access your workforce capacity needs, including skill competencies and staffing levels?
The workforce capability of PPP is evaluated based on the collective abilities of its employees. The competencies are reflected in the Department's ability to integrate the knowledge and skills of staff inward to the Department as well as outward to its customers and business partners. Inward to the Department, the divisional units within the organizational structure integrate and coordinate to accomplish the mission of the Department. One example of this is how PPP has integrated the use of the Information Technology section to enhance the ability of the workforce to fulfill the mission. Additionally, supervisors are trained to identify skills that employees have versus the skills that they need, to accomplish the expected outcome of the job that they perform. Once it is detected what skills are needed, a plan is developed to determine the skills and competencies. This is followed by acknowledging deficiencies and seeking necessary training and steps for improvement. These competencies are also identified to augment existing skills. In order to assist employees in understanding the priorities of the Department, ongoing training is conducted to ensure that the focus stays on the skills attainment for performance excellence.

Lastly, because our positions are strategically designed, as turnover occurs in the Department, needs assessments are conducted to redefine necessary training in order to make the next occupant of the position successful and determine whether or not additional training is needed. A determination is also made as to what level of knowledge, skills and abilities a candidate should possess when they are selected for a position at Probation, Parole and Pardon Services.

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

Bearing in mind economies of scope and scale, workload profiles have been developed to identify volume of work and the span of control for the determination of staffing levels at PPP. The Department's primary staffing concern of relates to Probation and Parole Agents

engaged in offender supervision. Agent staffing levels are determined on the basis of differential time requirements related to the level of risk and need as assessed by the offender classification process. This also includes and accounts for ancillary requirements such as investigations, violations and court monitoring. Staffing levels for non-line staff are reviewed periodically to ensure that staffing levels are sufficient to provide adequate support that meets appropriate standards of performance in the various disciplines (finance, information technology, training, etc.) that provide support to line staff.

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

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

5.7 How do you identify and address key development 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. Each employee's Planning Stage includes a proposed formal training plan. These plans are aggregated and analyzed by the Department's Training Compliance and Professional Development (TCPD) office function to help determine and to prioritize training offerings and initiatives. Follow-up EPMS review cycles and the Department's existing integrated personnel information database (AIMS), serve to track training accomplishments and each employee's professional development progress. For other categories of employees office managers and their employees together identify training needs. This includes temporary employees such as high school students that work for the Department in summer jobs in coordination with the Columbia Urban League; and, college students that work as interns.

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

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

Managers often encourage the use of new knowledge and skills by assigning employees tasks or jobs that relate to their newly acquired skills. For example, if an employee has just completed cashier training his or her supervisor might assign that employee to work as a cashier several times a week. Management also strives to encourage employees to use knowledge in skills in their day to day duties and integrate new knowledge into existing jobs.

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

As action items are developed, a certain number of them will or already have required training to complete the action item. For example, each C-1 certified Agent must maintain their certification. There is a certain amount of training that was involved in this process. Additionally, the Legals Division was involved in part because new state laws passed each year by the state Legislature. An important action item for the Strategic Plan was the release of the Department's PIC component of Offender Management System (OMS). The process of training all statewide staff on the new PIC system took considerable time and effort, but the transition was a success. Several divisions participated in the training of employees on the new system. TCPD scheduled times and locations, while the Department's Information Technology Department provided technical assistance and training on the internal workings of the new system. Additional specialized training was provided for cashiers during the fiscal year.

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

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

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

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

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

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

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

The EPMS process, internal surveys, and intra-office discussions, provide primary feedback on employee well being, satisfaction and motivation. Routine work issues are discussed during normal staff meetings and as specific issues arise. These issues are addressed with care to foster a team environment and to assure that all team members' perspectives are valued and considered. If external assistance is needed, supervisors may refer employees to Vocational Rehabilitation Department's Job Retention Services or request the assistance of staff chaplains for personal counseling. Information is also obtained through the state grievance process, and exit interviews with departing employees. Examples of services that are made available to employees that promote and support employee well-being, satisfaction, and motivation are depicted in Table 5.6.

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)
• Prevention Partnership Workshops
• Employee/Volunteer Recognition
• Smoke free Workplace
• TB Testing & Hepatitis B Testing
• Drug Testing
• Health Screenings
• American Disabilities Act Accommodations
• Job Retention Services (JRS)
Source: SCDPPPS HRM

Table 5.6

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

The Department manages effective career progression through the development of a classification and compensation structure for all employees in bands three (3) and four (4) and for all employees that are classified in the "JC30s" job classification series also known as our Probation and Parole Agent Career Track (ACT). Within these career paths, employees are provided room to grow, both personally and professionally and, to develop their careers. Each step in the established career paths provides new job challenges, increased pay levels and, training and development opportunities.

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

The ACT has evolved and has been enhanced over the past 25+ years toward the goal of recruiting and retaining its Agent workforce. The Department monitors Agent job classifications and job functions in an effort to ensure that positions are classified consistent with assigned job duties and responsibilities.

The ACT encompasses nine Probation and Parole Agent levels within the Probation and Parole Agent Career Track as noted below. The transition to Entry, Journey I and II and Senior Agent is based on the attainment of the required time in the Agent Career Track, the completion of all required training, and a "Meets Performance Requirements" on each job duty on the Employee Performance Management System (EPMS) performance appraisal coincident with, or immediately preceding, the employee's attainment of the required service time.

Previously, for employees in the Agent Career Track, salary increases occurred at one year (Entry Agents), two years (Journey I Agents), five years (Journey II Agents), seven years (Senior I Agents), ten years (Senior II Agents), fourteen years (Senior III Agents), seventeen years (Veteran I Agents), and twenty years (Veteran II Agents). Salary increases were contingent upon successful completion of annual Core Training and a rating of "Meets" or above on each job duty of the EPMS Evaluation form. However, this has been suspended due to the economical challenges of the Department.

In order to maintain responsive offender supervision standards, the Department has established (through the use of critical workload indicators) a minimum baseline of Probation and Parole Agent staff to help forecast Agent manpower needed to accomplish the diverse demands placed on these staff statewide. The commitment in establishing this baseline staffing level was to ensure that this level was maintained to provide adequate support for the mission-critical work our Agents perform. The Department during this fiscal year fell substantially under the Agent baseline due to attrition and hiring freeze.

The Department has employed knowledge transfer as an approach to maintaining the Department's institutional framework. The Director works with this Human Resources Office, the Executive Management Team and Senior Managers to focus on workplace and succession planning initiatives. We continue to apply comprehensive workforce planning strategies, to include forecasting, that will serve to recruit competent and qualified employees as well as restructure resources while retaining existing talent.

Additionally, a foundation for active, on-going professional development opportunities has is in place to prepare staff at all levels for leadership roles as well as for bridging knowledge gaps. The Department also continuously offers supervisory skills training (HR practices, communication, conflict resolution, etc.). Although, all agencies have begun feeling the affects of the "brain drain" that budget and retiring employees have imposed, a continued focus has been placed on workforce planning efforts in an interest to maintain institutional knowledge, develop core competencies in staff, and to attract and retain needed expertise.

Other ways that PPP bolsters workforce and succession planning is through identifying and meeting the needs of its workforce by offering employee mentoring, telecommuting and, alternative and flexible work scheduling.

Finally, the Department has created a PPP Training Council that was established by the Director and is comprised of leaders in the Department who have demonstrated a personal commitment to developing and/or delivering meaningful and professional training in the past. The purpose of the PPP Training Council is to monitor and assist in the development of a comprehensive training program that will be pertinent to all staff in the areas of Career Development, Law Enforcement, Professional Development and Leadership.

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

Health in the workplace is promoted in a variety of ways (Table 5.7). Annual updates regarding communicable diseases are provided to all staff.

Sample of Wellness Programs Made Available to the Department's Employees	
• Preventative Health Screening • Stress Management Workshop • American Cancer Society Pink Ribbon Tea • Diabetes Education workshop • Tobacco Management Seminars • Peak Performance Workshop • Kidney Screening	• Allergies and Asthma Workshop • Desktop Fitness Workshop • Monthly Health Tips are posted on the Department's Intranet • 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 organization's core competencies and how do they relate to your mission, competitive environment and action plans?
The Department evaluates what services our key customer segments needs are and then works toward those services in determining the core competencies of the organization. For example, providing offenders, our biggest customer segment, with access to alcohol and drug treatment might be one of the Department's core competencies. With 40% of our drug tests resulting in a positive presence of drugs, assisting those offenders in treatment becomes an area of the Department's greatest expertise. In doing so, this core competency supports the Department's mission to prepare offenders toward becoming productive members of the community.

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

6.2 How do you determine and what are your key work processes that produce, create, or add value for your customers and your organization and how do they relate to your core competencies?
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 policies as well as changes to existing policies. Prior to finalization, draft policies are forwarded to employees for review and input. This input is considered as well as budgetary, human resource, technology requirement, and the goals of the Department's Strategic Plan. Once finalized, responsibility and accountability for each policy is ensured through the assignment of a senior manager as the process owner. Process owners are responsible for defining 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	Identify offender drug usage and respond to positive tests
Sex Offender Management	Utilize enhanced program strategies in an effort to reduce the likelihood of future sexual victimization.
Warrant Service	Attempt to serve warrants within 30 days of issuance. Total warrants served
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.

6.3 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 hearings and to support the Youthful Offender Violations process; and, employee staff meetings at which evolving customer needs are discussed and acted upon (see achievements section: GPS, sex offender management initiatives, laptops in courtrooms, etc.). The completed SWOT analysis and resulting integration of the SWOT analysis results into the strategic "Action Planning" process provides a key avenue for aligning customer requirements with the Department's team–based process design and delivery methodology.

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

Although day-to-day 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, 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).
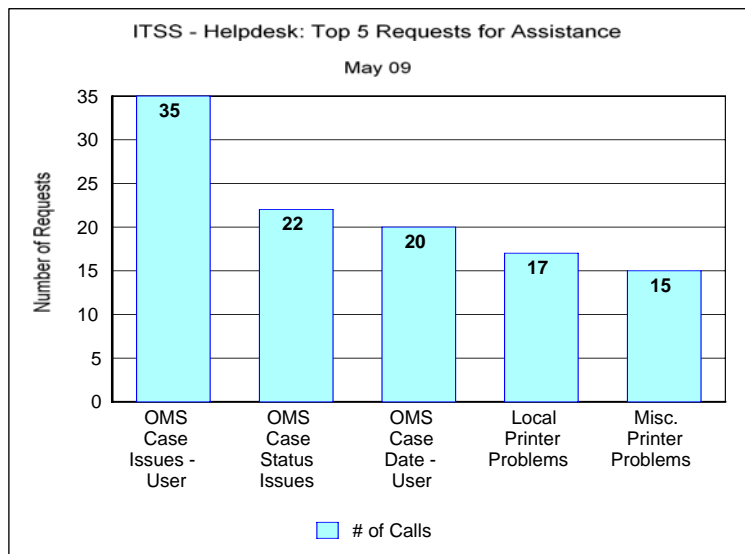

Figure 6.3-1

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.

6.5 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-functional teams to develop new processes or improve existing ones (Table 5.1).

6.6 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 Services Division, Office of Executive Programs, and the Legals Services Division. Key support processes for the Administrative Services 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 counseling and services and training. Customer requirements for support processes, as defined in the Department's Strategic Plan, are to provide a Safe Environment, Timely and Accurate Response, Flexible Access, Professionalism, and Quality in Services and Products. Service related processes are improved through the Department's formal design and delivery process methodology (see Question 6.1), or through informal methods within each section or office. The Department does not distinguish between support requirements for its external and internal customers.
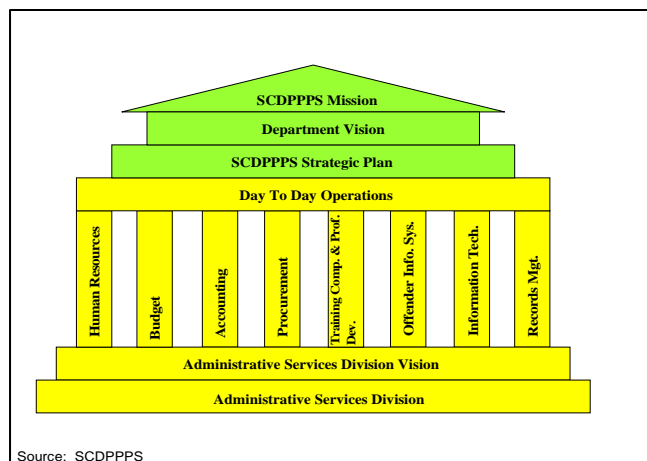
Figure 6.4-1

40

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

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

Category 7 – Results

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

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

Fig. 7.1-1 represents the percentage of home visits that occurred from FY06 to FY09. Policy requires that these home visits be conducted based on the level of supervision. This data is captured at the Agent, county, region and state levels, thus allowing first line supervisors as well as the Director to examine how the state is managing this vital contact with offenders. In the summer of 2006, PPP implemented statewide training on enhanced sex offender protocols that established a higher level of standard of contact for this group of offenders. This was implemented without the benefit of additional manpower resources. The end result was that home visit contacts suffered slightly in order to maintain the expected levels of contact with sex offenders. In FY 09, it became more difficult to maintain the level of standard for all groups. With decreasing manpower resources, it has been difficult to maintain the contact standards established by policy as demonstrated by the graphs in Figure 7.1-1.
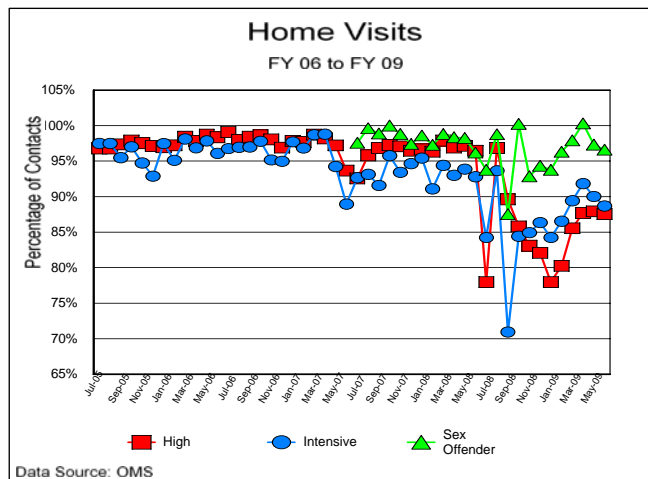

Fig. 7.1-1

Fig. 7.1-2 depicts the number as well as the percentage of warrants and citations that were served/withdrawn from FY06 to FY09. When offenders fail to comply with the conditions of supervision, and do not response to verbal or written warnings, depending on the seriousness of the violation, a warrant or citation is issued. Over the past two fiscal years, the number of warrants/citations has increased. Even with a decrease in manpower, the percentage of warrants/citations has increased as well.
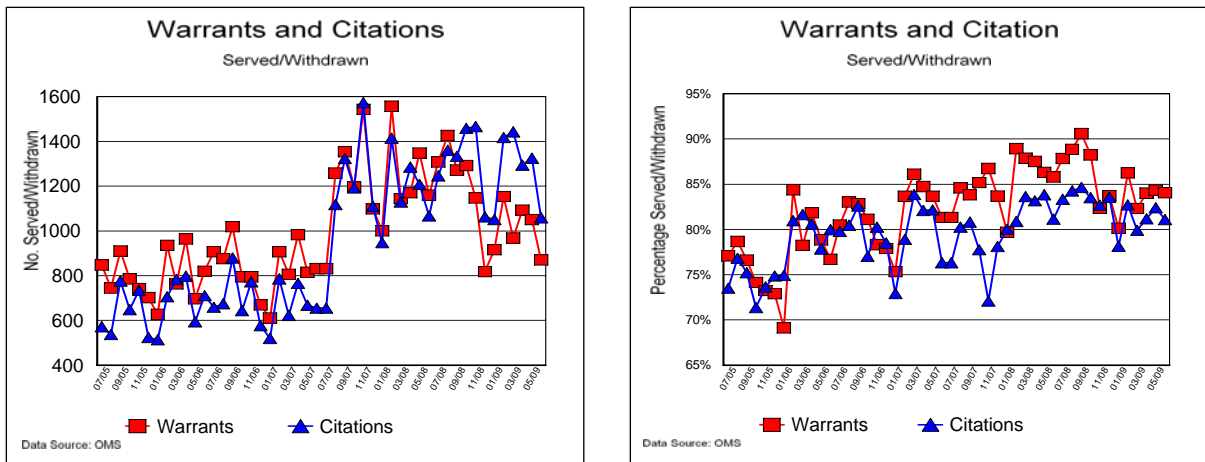

Fig. 7.1-2
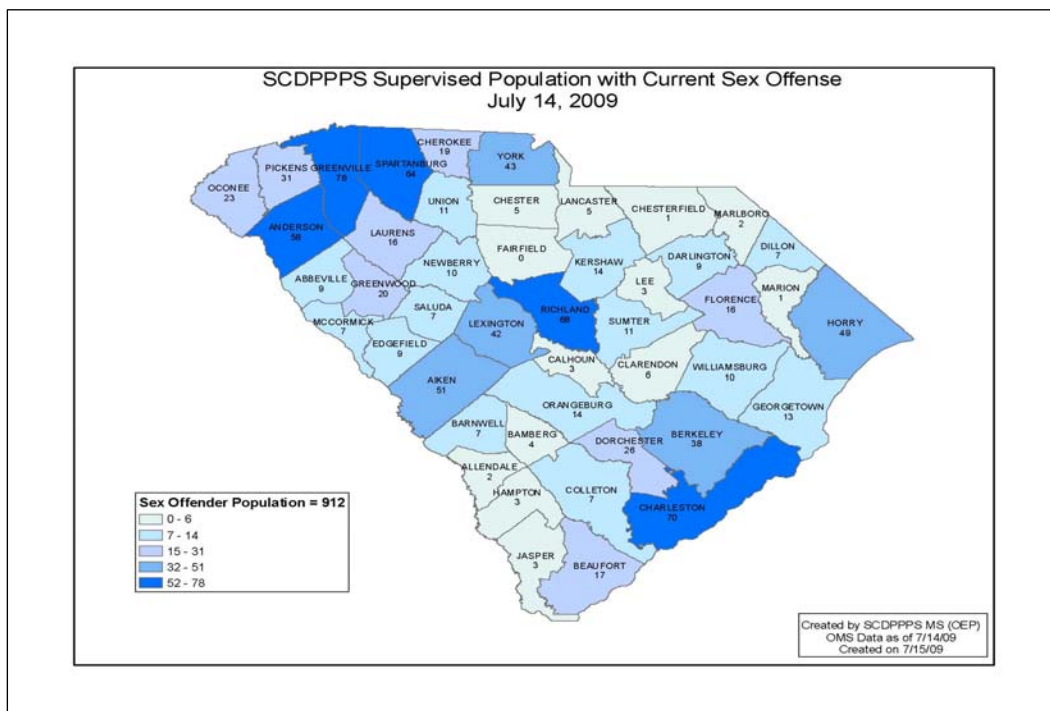
Fig. 7.1-3

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

Chart 7.1-4 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 information about sex offenders.
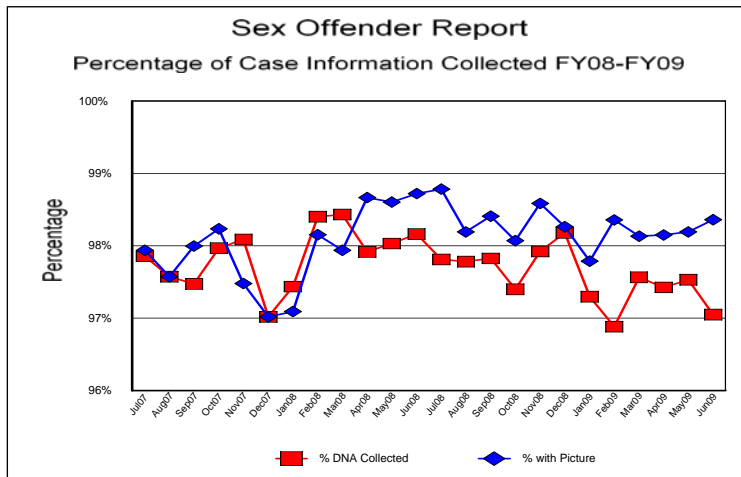
Fig.7.1-4

Fig. 7.1-5 depicts a slight downward trend in the offender population since 1999. 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. While there was an increase in Agents from 2005 to 2007 as a result of hiring previously unfilled positions, those gains have been lost due to budget reductions in 2008 and 2009.

Fig. 7.1-5

Fig. 7.1-6 shows two graphs; the first graph represents the number of offenders admitted to the Department in FY08 and FY 09. 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, admissions and closures are similar.
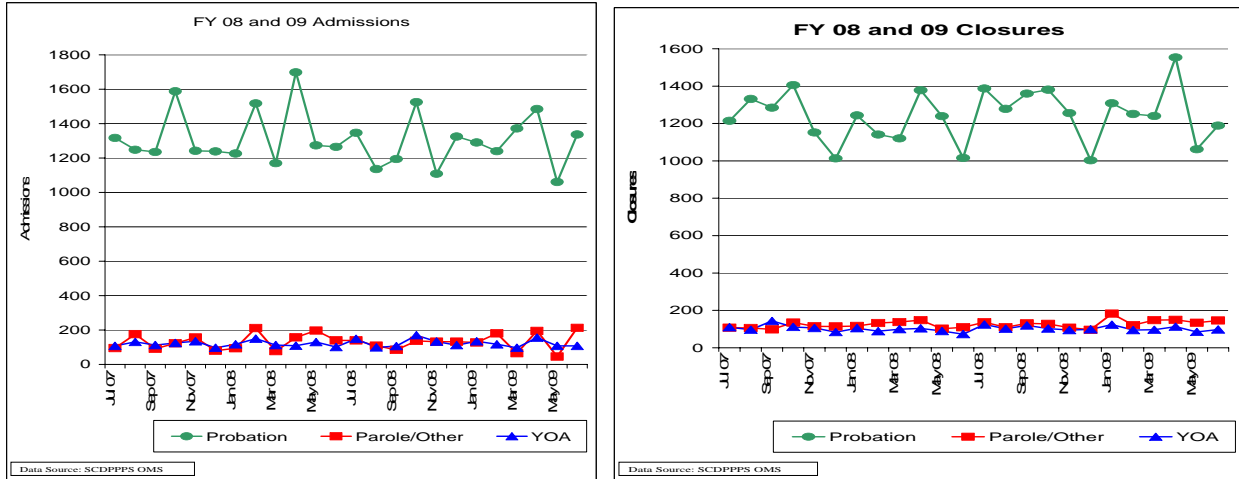

Fig. 7.1-6

The Agent caseload comparison against 5 other states (Fig. 7.1-7) is based on direct contacts made by this Department. The 5 states used for comparative information were the states that responded to the telephone contacts. South Carolina's caseload data comparison is as of June 30, 2008.
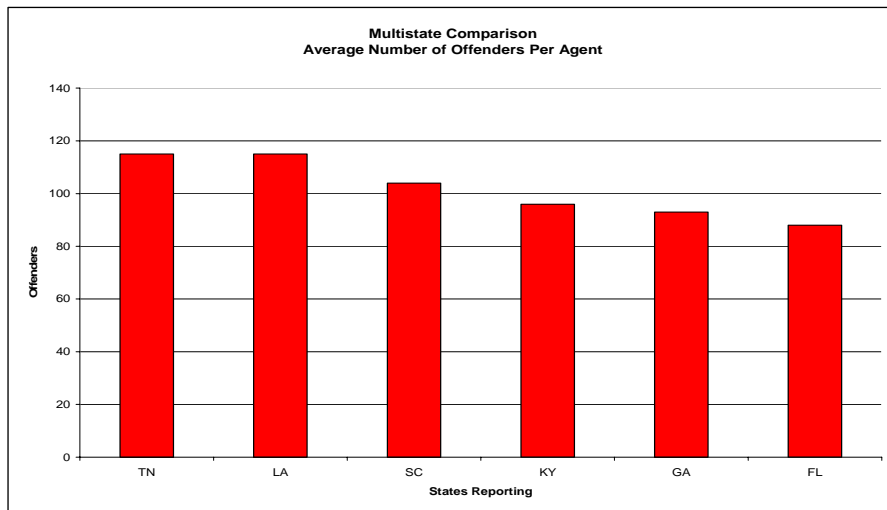
Fig. 7.1-7

During FY2002, the Department adjusted its programmatic requirements governing drug testing, resulting in the decline between FY2002 through FY2005 (Fig. 7.1-8). During this time the Department initiated a change from testing 100% of offenders to court/board mandated testing and identified high risk offenders with a prior history of drug use. The increase in drug testing for FY2006 to FY 2008 is primarily due to increased funding

permitting the expansion of offender drug testing back to prior year levels. However, in FY 09, the number tested was reduced in response to the economic challenges.
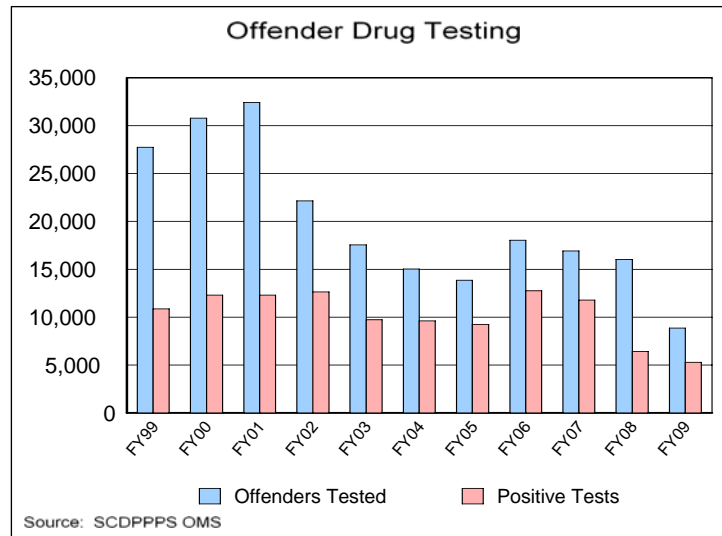
Offender Drug Testing

Fig. 7.1-8

Fig. 7.1-9 reflects the Department's aggressive pursuit of intermediate sanctions as opposed to seeking full revocations. These include: home detention, or public service employment. A full revocation means that the offender violated the conditions of probation resulting in the judicial imposition of the suspended sentence.

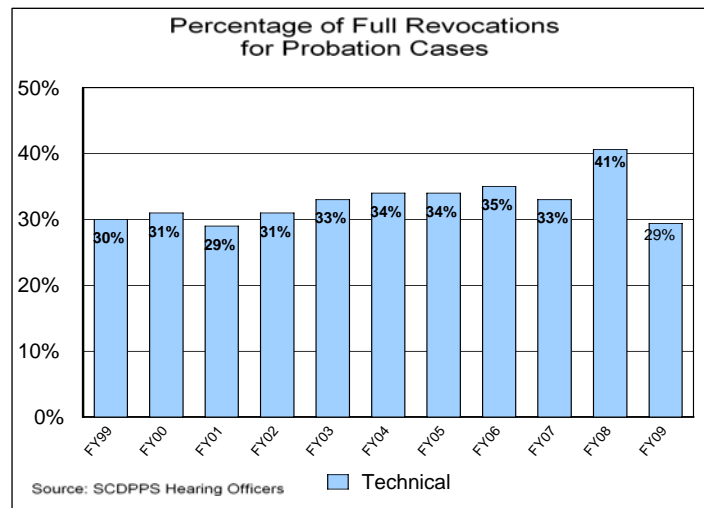**Percentage of Full Revocations for Probation Cases**

Fig. 7.1-9

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 committing a new crime. The types of closures have been relatively consistent over the past five years.

The Special Operations Section of the Field Operations Division participated in four exercises conducted by the SC Emergency Management Division. These included exercises in support of the hurricane evacuation traffic management and a full scale exercise in the event that weapons of mass destruction are utilized in our state. A total of 51 Agents participated in these exercises.

The Special Operations Section of the Field Operations Division augmented state, federal and local law enforcement organizations in fugitive arrests, murder investigations, security details and with Tropical Storm Hannah. These included participation in the United States Marshals Service Fugitive Safe Surrender Program when a total of 389 fugitives were arrested in Columbia to include 28 offenders under the Department's supervision. At least 15 Agents assisted the Colleton County Probation Office, SLED and others in the murder investigation of a Colleton County Deputy. Agents assisted in providing security in the annual King Day at the Dome event in Columbia in January. The Department contributed a total of 82 Agents to these efforts (1,454 work hours). In September, the Special Operations Section was placed on alert as Tropical Storm Hannah posed a threat to the South Carolina coast. A total of 6 Agents worked 110 hours during this alert.

FY 2008 - 2009 SPECIAL OPERATIONS ACCOUNTABILITY REPORT INFORMATION

EVENT	DATE(S)	LOCATION	TOTAL STAFF	TOTAL HOURS	TOTAL MILEAGE
SECURITY DETAILS					
Fugitive Safe Surrender #09001	7/9-12/09	Columbia	53	1140	4878
Colleton County Murder Investigation Assistance	8/6-8/08	Walterboro	15	253	1906
2009 MLK Day Security Detail #09004	1/19/09	Columbia	14	61	388
EMERGENCY OPERATIONS					
Tropical Storm Hannah #09002	9/2-6/08	Various	6	110.5	694
SCEMD EXERCISES					
Alternate EOC Hurricane Exercise	2/11/09	Columbia	2	6.5	75
SCEMD Hurricane TTX	3/11/09	Columbia	2	16	72
SCEMD WMD FSE #09005	6/3 & 4/09	Columbia	2	30	142
SCDPS Hurricane FSE #09006	6/11/09	Columbia Orangeburg Charleston	45	479	9976
TOTAL:			139	2096	18131

Fig. 7.1-10

The decline in requests for assistance and information by victims beginning in FY03 (Fig. 7.1-11) is primarily due to 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.
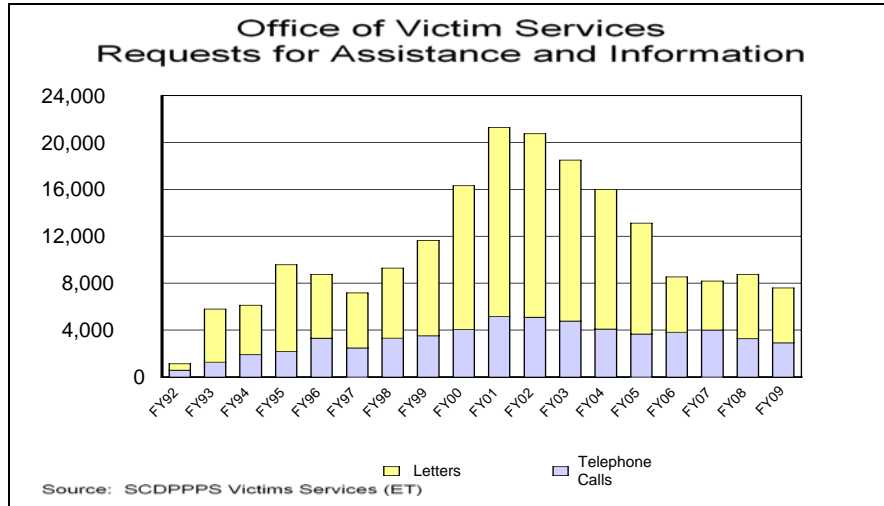

Fig. 7.1-11

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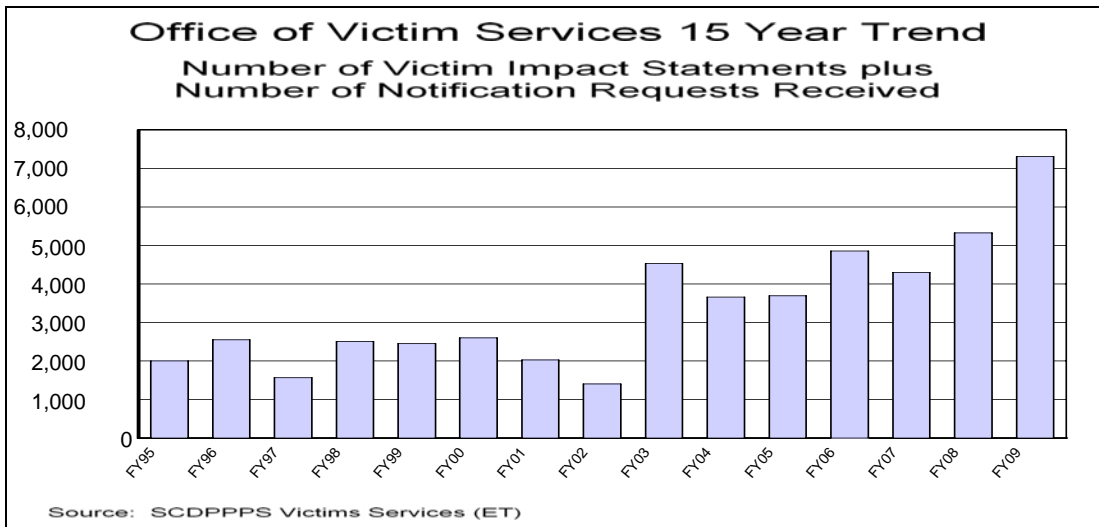

Fig. 7.1-12

Fig. 7.1-13 depicts the impact of victim opposition on parole rejections.
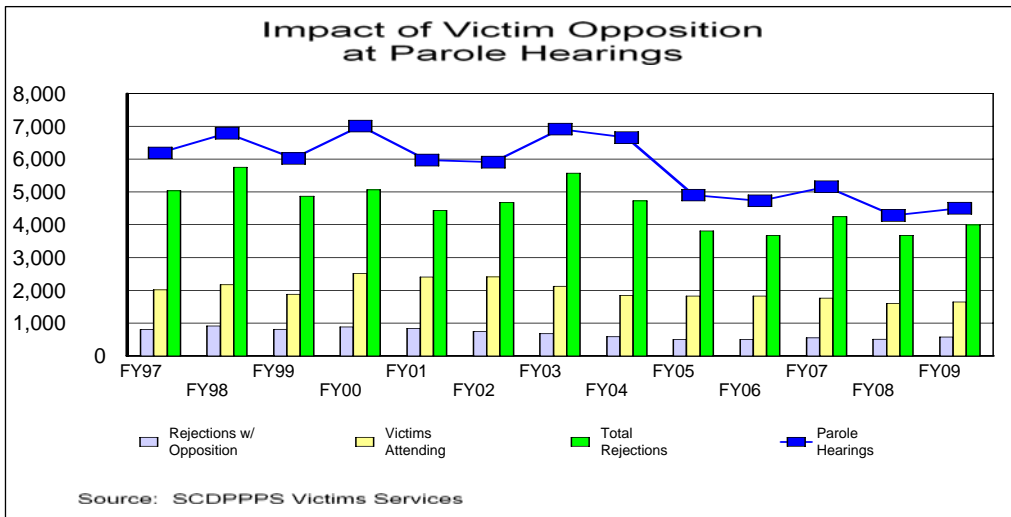Note: The Parole Board considered 4,504 parole case summaries.

Fig. 7.1-13

Fig. 7.1-14 represents the percentage of inmates, violent and non-violent, granted conditional parole during FY09 compared to the national average.
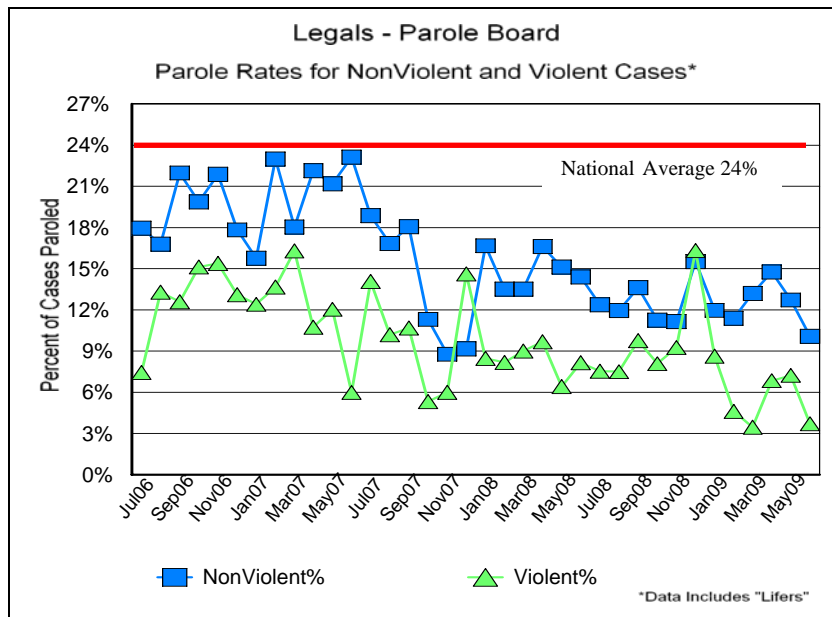

Fig. 7.1-14

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.
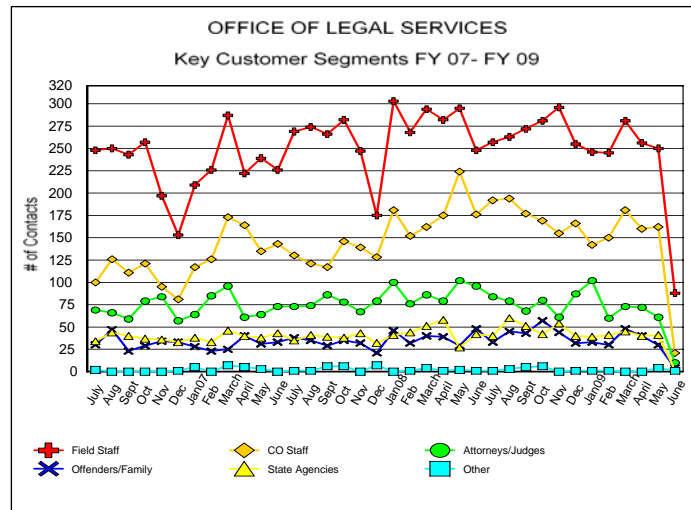

Fig. 7.2-1

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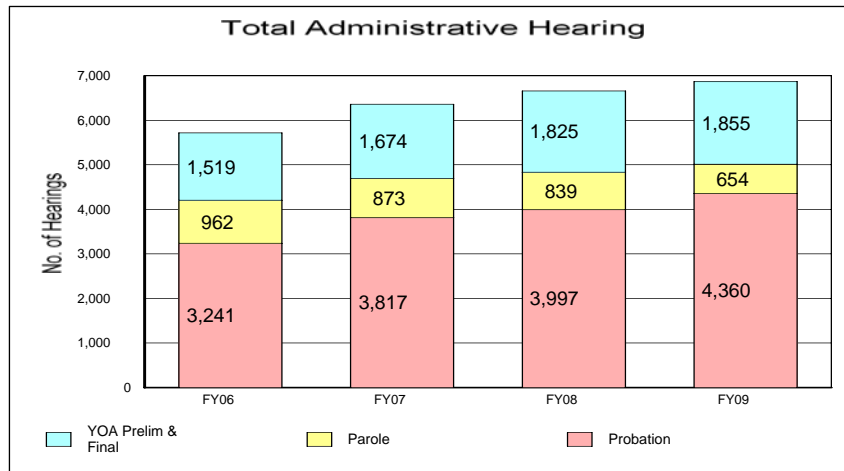

Fig. 7.2-2

The Office of Victims Services' primary customers are the victims of crime. During FY09, this section provided information, assistance, and emotional support to 1,649 victims, their family members and friends as they were attending Parole Board Hearings. The Victim's Services Section, in addition, responded to 2,889 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	4.78
2.	Received helpful directions	4.72
3.	Was greeted promptly and courteously	4.78
4.	Hearing process was explained to me	4.57
5.	Questions were answered by staff	4.78
6.	Waited longer than expected (see note)	1.00
7.	Treated courteously and professionally	4.68
8.	Given chance to speak to Parole Board	4.78

Based on 5 point Likert Scale
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Note: 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 = 83.

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

The Department has very finite resources to bring to bear on the challenges it faces in conducting its mission critical activities. Financial data is continuously reviewed.

Figure 7.3-1 shows the total dollar amount of restitution payments collected and disbursed to victims. Also see Fig. 7.3-2.
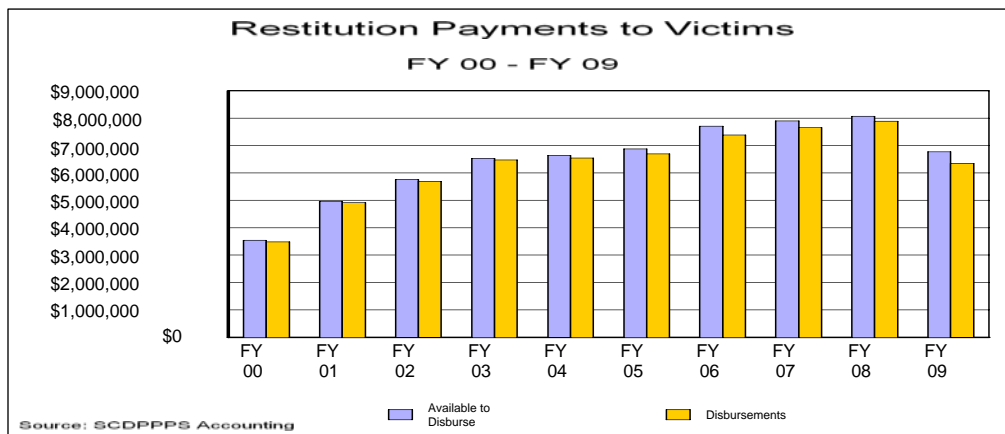

Figure 7.3-1

Fig. 7.3-2 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 FY04 to FY09 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 during this same time is partially due to an increase in monthly supervision fees.
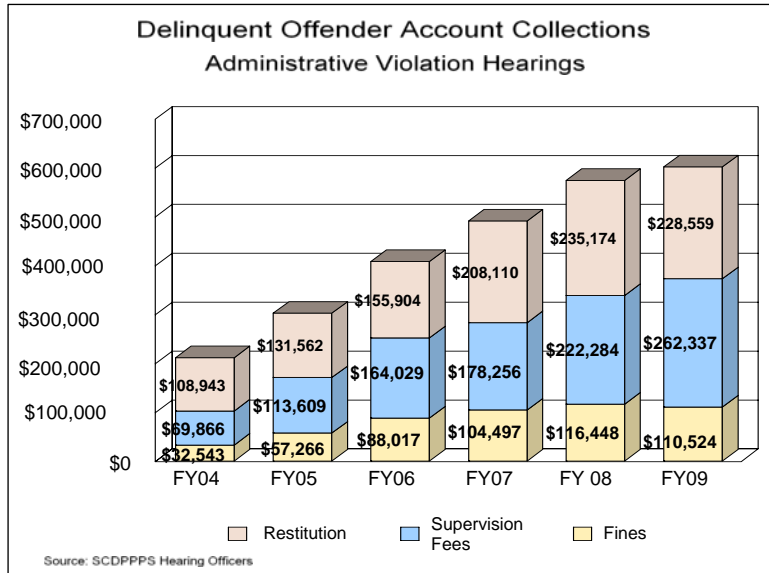

Fig. 7.3-2

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. 7.3-3 shows the cost for FY2009.

Daily Supervision Costs 2008	
Standard Supervision	$3.15
High Supervision	$3.75
Intensive Supervision	$8.77
Intensive Supervision w/ Electronic Monitoring	$11.40
Sex Offender Supervision	$8.89
Sex Offender Supervision w/ GPS	$18.19

Figure 7.3-3

Fig. 7.3-4 illustrates the number of disbursement checks issued during the fiscal year by the Department.

Fig. 7.3-4

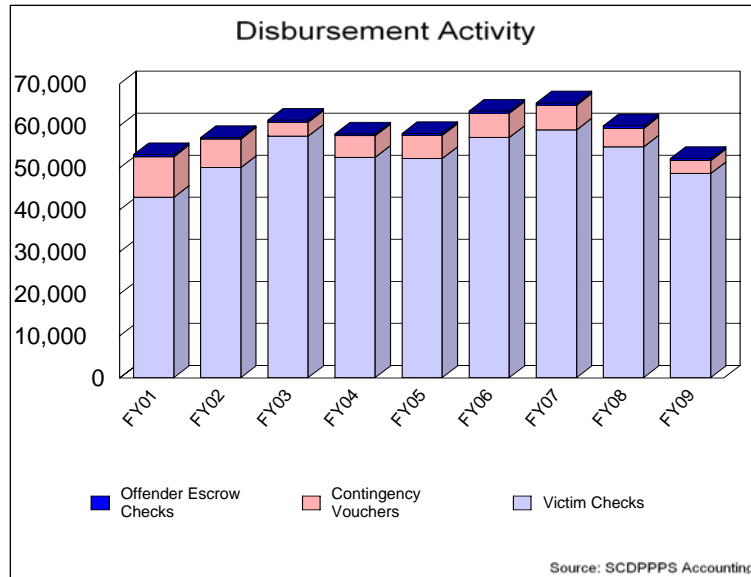## 7.4 What are your performance levels and trends for the key measures of Human Resource Results?

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.
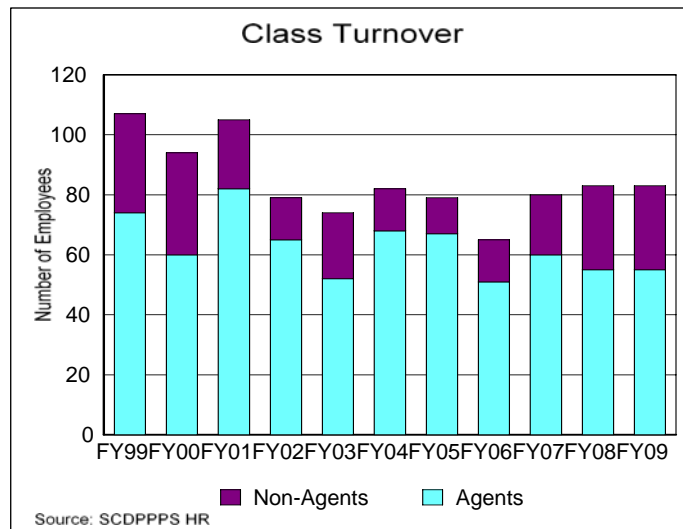

Fig. 7.4-1

Fig.7.4-2 depicts a FY2009 spike in the turnover rate for "Entry Level Agents". This is primarily attributed to a termination of all probationary staff in response to budget reductions that occurred during FY 09.
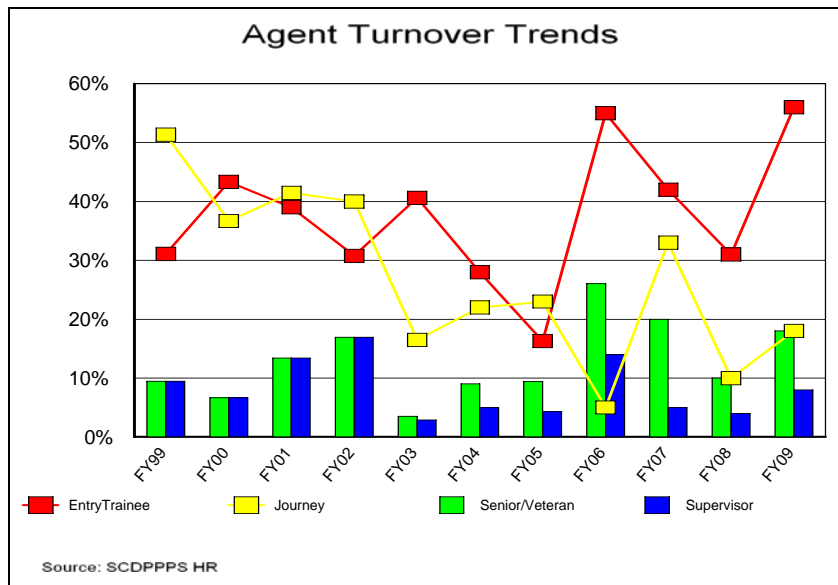
Fig.7.4-2

Figure 7.4-3 represents the effects of the economic challenges that the Department faced during FY 09 which resulted in no new hires as well the termination of all probationary employees.
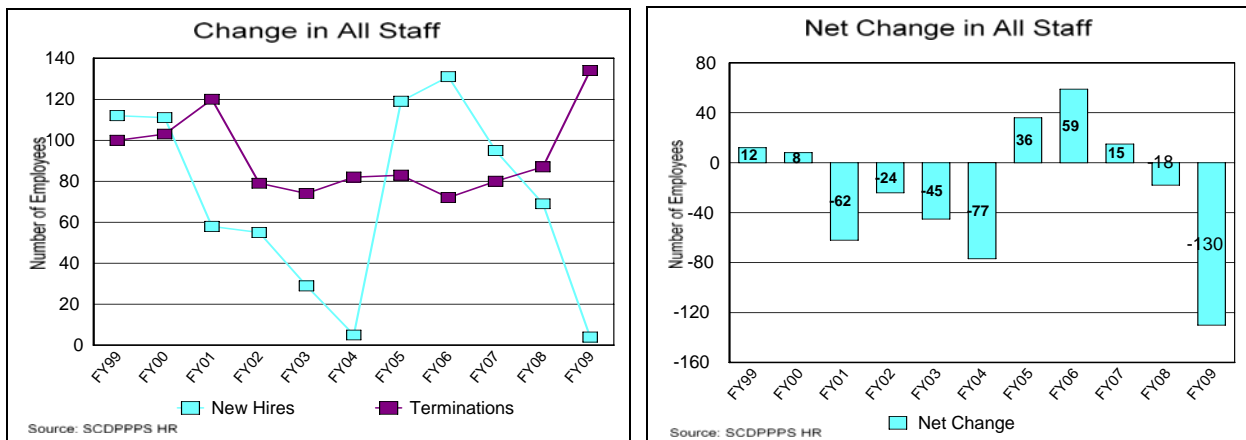
Fig.7.4-3

Employee Training Results:

Training Compliance and Professional Development (TCPD) continues to focus on the completion of the Class-1 Law Enforcement certification for all targeted staff and ensures that certified staff maintains their certification. Currently, 446 employees are C-1 certified.

During FY09, TCPD either provided or recorded 226 training sessions. Of these, 534 employees completed "End of Course" surveys. Survey responses were as follows: 77% of the respondents rated the courses as either "Excellent," or "Above Average;" 100% either

"Strongly Agreed," or "Agreed" that the teaching methods used in class facilitation improved their learning, and 96% "Strongly Agreed," or "Agreed" that the courses helped to increase their knowledge on the subject matter. 99% 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 received a rating of 77%. This was a direct result of "no hiring" opportunities because of the budget cuts.

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures		FY 08-09 Budget Expenditures		Key Cross References for Financial Results*
15050000	Offender Supervision: To supervise offenders under the Department's jurisdiction.	State:	17,650,051.74	State:	15,128,478.13	
		Federal:	501,715.72	Federal:	296,688.00	Fig. 7.3-3
		Other:	21,312,384.20	Other:	20,198,788.16	Fig. 7.3-4
		Total:	39,464,151.66	Total:	35,623,954.29	Fig. 7.3-5
		% of Total Budget:	85.7%	% of Total Budget:	77.9%	
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:	3,870,599.16	State:	4,626,654.56	
		Federal:	0.00	Federal:	0.00	Fig. 7.1-3
		Other:	0.00	Other:	0.00	Fig. 7.1-4
		Total:	3,870,599.16	Total:	4,626,654.56	
		% of Total Budget:	0.5%	% of Total Budget:	10.1%	
15150500 15152000 & 15153000	Residential Services: To provide life skill training and employment for high risk offenders under a highly structured residential setting.	State:	0.00	State:	0.00	
		Federal:	0.00	Federal:	0.00	
		Other:	3,106,649.68	Other:	2,048,937.35	
		Total:	3,106,649.68	Total:	2,048,937.35	
		% of Total Budget:	6.2%	% of Total Budget:	4.5%	
15200000	Parole Board: The Board has the sole responsibility for granting or denying parole and pardons, revoking, modifying, or rehearing paroles and making recommendatins on petitions for reprieves and commutatins referred by the Governor	State:	835,497.41	State:	715,137.43	
		Federal:	0.00	Federal:	0.00	Fig. 7.3-1
		Other:	455,874.63	Other:	532,080.00	Fig. 7.3-4
		Total:	1,291,372.04	Total:	1,247,217.43	Fig. 7.3-6
		% of Total Budget:	2.7%	% of Total Budget:	2.7%	
15050000	Victim Services: To provide crime victims with information and notification concerning offenders on probation, parole and appearing before the Parole Board.	State:	0.00	State:	0.00	
		Federal:	0.00	Federal:	0.00	
		Other:	245,474.70	Other:	245,474.70	
		Total:	245,474.70	Total:	245,474.70	
		% of Total Budget:	0.5%	% of Total Budget:	0.50%	

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

Remainder of Expenditures:	**State:**	1,313,166.67	**State:**	1,261,325.37
	Federal:	0.00	**Federal:**	0.00
	Other:	959,985.62	**Other:**	699,190.91
	Total:	2,273,152.29	**Total:**	1,960,516.28
	% of Total Budget:	4.4%	**% of Total Budget:**	4.3%

- 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 08-09 and beyond Key Department Action Plan/Initiative(s) And Timeline for Accomplishing the Plan(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 7.1-2 Figs. 7.1-3, 7.1-4 Figs. 7.1-5, 7.1-7, Figs. 7.1-6, 7.1-10 Fig. 7.1-11 Fig. 7.1-8 Fig. 7.1-12 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 their actions and ensure compliance with Sex Offender Guidelines	Figs. 7.1-3, 7.1-4 Fig. 7.1-1
15200000 Parole Board	Goals #1 - 5	--Address victim opposition --Conduct Parole Board meetings	Fig. 7.1-13 See Fig. 7.1-13 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. 7.1-13 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 Strategic Plan.

**Strategic Planning Goals:
    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 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

ACT   Agent Career Track

ADA   American Disabilities Act

AIC   Agent in Charge

AIMS   Department Information Management System

APPA   American Probation and Parole Association

CASA   Court Appointed Special Advocates

CSOM   Center for Sex Offender Management

DACUM   Design a Curriculum

DAODAS   Department of Alcohol and Other Drug Abuse Services

DMH   Department of Mental Health

DNA   Deoxyribonucleic Acid

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

GOC   GPS Operations Center

GPS   Global Positioning Satellite

HBV   Hepatitis B Virus

HR   Human Resources

HRS	Human Resources System
HHS	Health and Human Services
ICAOS	Interstate Commission for Adult Offender Supervision
ICOTS	Interstate Compact Offender Tracking System
IIDP	Ignition Interlock Device Program
ISC	Interstate Compact
IT	Information Technology
JAG	Justice Assistance Grants
NCIC	National Crime Information Center
NIC	National Institute of Corrections
NIMS	National Incident Management System
NLTES	National Law Enforcement Telecommunications System
OMS	Offender Information System
OSHA	Occupational Safety and Health Administration
PIC	Parole Information System
PEP	Parole Employment Program
PPP	Probation, Parole and Pardon
SABAR	State Agency Budgeting, Accounting, and Reporting System
SCDAODAS	South Carolina Department of Alcohol and Other Drug Abuse Services
SCDMV	South Carolina Department of Motor Vehicles
SCDPPPS	South Carolina Department of Probation, Parole, and Pardon Services
SCDC	South Carolina Department of Corrections
SCDVR	South Carolina Department of Vocational Rehabilitation
SCEIS	South Carolina Enterprise Information System

SCHP	South Carolina Highway Patrol
SCRICT	South Carolina Reentry Inter-Department Collaborative Team
SLED	State Law Enforcement Division
SORT	Special Operations Response Team
SPICE	Self Paced In-class Education
SWOT	Strengths, Weaknesses, Opportunities, and Threats
OMS	Offender Management System
OSHA	Occupation, Safety, and Health Administration
TB	Tuberculosis
YOA	Youthful Offender Act