October 15, 1998

Mr. R. Lester Boles, Jr., Director
Budget and Control Board
Office of the State Budget
1122 Lady Street
Columbia, South Carolina 29201

Dear Mr. Boles,

I am pleased to present The South Carolina Department of Probation, Parole, and Pardon Services Accountability Report for fiscal year 1997-98. My vision, in approaching this year's report, was to create a practical, consistent and systematic process to measure and report compliance with laws, policies, and procedures, in all areas of the Department, and to ensure this is being done in a positive environment fostering continuous improvement and innovation.

Using the Department's Strategic Plan and the Malcolm Baldridge National Quality Award Criteria as a foundation, each division, with a team of employees, completed a comprehensive and systematic self assessment of its performance during FY 97-98. The Department's Quality Office, Office of Internal Audit, and Administrative Services Division provided technical assistance and consultation services to staff and managers throughout the process. The final product is a consensus of our organization's performance on meeting our legislative mandates and progress on our strategic plan.

For information or assistance regarding this report, please contact Mr. Sandy Gibson, Office of Internal Audit, at (803) 734-9258.

Sincerely,

Stephen G. Birnie
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Executive Summary

Fiscal year 1997-98 was a remarkable, innovative and productive year for the Department characterized by significant systems improvements, and enhancements to service delivery capabilities. Indeed the challenges were tremendous. Yet through sound planning and leadership at all levels of the organization, we excelled. During FY 1997-98, three key areas were pursued to enable the Department to achieve these business results.

First, an integrated communications network objective was established through the development of a supporting organizational infrastructure. Each of our five regions created a Regional Quality Council, composed of a cross-section of managers and staff with each addressing regional issues and quality improvement suggestions. In addition, the Director held monthly-extended staff meetings where each employee provided information to one another on specific ongoing activities within the agency.

A second initiative involved the Senior Management of the agency in reviewing and updating the Strategic Plan. Our Strategic Plan is a living and viable product which will serve to further enhance our focus on achieving our vision of the future.

The third component addressed our organization’s ability to accomplish our public safety responsibility. Included in that responsibility is the duty to identify and respond to the violation of conditions of probation and parole that have been imposed. The Department has engaged in many activities that are intended to enhance our effectiveness in this area. These efforts include:

** Improving our training, concerning the use of force for front line agent staff;

** Providing additional safety equipment to front line agent staff;

** Continuous review of our arrest techniques and providing additional training in this area;

** Stressing the identification and proper handling of all violations; Our department was recognized as a leader, a “BEST PRACTICE” in its violations process by the American Correctional Association. Though we lead in this area, we are striving to improve this vital part of the violations process. This recognition will be included in the American Correctional Associations new book, *Best Practices: Excellence in Corrections* to be presented at the 128th Congress of Corrections.

** Cooperating with other law enforcement agencies concerning the sharing of appropriate information and the apprehension of offenders who violate the order of the Courts of General Sessions or Parole Board.

These initiatives are designed to focus on fostering quality as a method for achieving a successful work environment, improving efficiency, and enhancing customer relations.
By focusing on quality, we have been more efficient in complying with legislative mandates. We are the only state agency mandated by the General Assembly to provide community supervision of criminal offenders placed on probation by the Court, released from prison by the Board of Paroles and Pardons, or released through early release programs. Sixty percent of all criminal offenders (38,782) under the state’s jurisdiction are under the supervision of our Department. As the number of criminal offenders continues to grow, we have had to take specific measures to manage our responsibilities within our available resources. We have consolidated county operations to eliminate certain supervisory positions, sought alternative and less costly methods of extraditing offenders, and created unique partnerships with other agencies to work on issues of common interest. These partnerships allow for the best utilization of resources in a variety of circumstances. Examples of our present efforts include:

** Working in partnership the U.S. Marshal’s Service on the identification and return of absconded offenders;

** Developing a criminal offender substance abuse strategy with S. C. Department of Corrections (SCDC), the S. C. Department of Alcohol, and Other Drug Abuse Services (SCDAODAS);

** Partnering with the Department of Juvenile Justice and the Aiken County Detention Center to allow for the cooperative use of our Electronic Monitoring technology;

** Coordinating efforts with the U.S. Immigration and Naturalization Service and SCDC to identify illegal aliens;

** Participation in a Drug Court program with the Judges and Solicitor of the Eleventh Circuit;

** Discussing methods for coordinating certain efforts and identifying fleeing felons; with the Department of Social Services (DSS);

** Producing Job Fairs with support from Vocational Rehabilitation, DSS and other entities in order to facilitate employment for released offenders;

** Utilizing a private sector company to accomplish long distance extraditions;

** Continuing to work cooperatively with SCDC and the Budget and Control Board’s Office of Information Resources to expand the parole video conferencing system.

The Department is also mandated to operate a variety of community supervision programs for criminal offenders. Some of these programs include restitution centers, a community control center, and public service employment. In 1998, the value of those Public Service hours totaled 6.6 million dollars computed at minimum wage. We have also recognized the many challenges raised by the illegal use of drugs among offenders and the need for treatment within the offender.
population. Based on this recognition, we implemented a pilot project to determine the incidence of illegal drug use among probationers leaving court and Youthful Offenders leaving a correctional facility. The results of the pilot project demonstrated the need to implement a zero-tolerance policy which has now been implemented statewide.

Finally, the Department is authorized upon request to conduct pre-sentence investigations for use by the court as well as pre-parole and pre-pardon investigations for the Board of Paroles and Pardons. To succeed in this endeavor we have implemented an automation process that will allow the Parole and Pardons division to become a more efficient and cost effective division.
Vision For The Future

To be the best criminal justice organization in South Carolina. We will achieve our vision through a clear understanding of our mission, unwavering application of our values, and total commitment to quality, continuous improvement, and the strategies within the Strategic Plan.

Mission

The Department of Probation, Parole and Pardon Services strives ...

To appropriately supervise those offenders who are placed under the Department’s jurisdiction;

To investigate cases, assemble information, and make sound recommendations for use by the courts and Board of Paroles and Pardons, to assist them in their decision-making processes;

To promote public safety;

To accomplish this mission, The Department of Probation, Parole and Pardon Services will:

Develop, operate and evaluate a variety of community sanctions and supervision capacities for offenders under the Department’s jurisdiction;

Provide assistance to victims to include keeping them informed of the status of their respective cases;

Enhance the public’s awareness of the Department’s mission, vision and policies;

Develop, implement and review policies and procedures to ensure that the aforesaid is properly accomplished.
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<tr>
<th>Our Customers</th>
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<tr>
<td>VICTIMS</td>
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<td>GENERAL PUBLIC</td>
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<td>BOARD OF PAROLES AND PARDONS</td>
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<td>COLLEGES AND UNIVERSITIES</td>
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<td>FEDERAL GOVERNMENT</td>
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<td>JOB APPLICANTS</td>
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<td>LAW ENFORCEMENT AGENCIES</td>
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<td>NATIONAL AND LOCAL ASSOCIATIONS</td>
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<td>OTHER STATE AGENCIES</td>
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<td>PUBLIC ATTORNEYS</td>
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<td>PUBLIC SCHOOLS</td>
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<td>GOVERNOR</td>
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<td>OUR EMPLOYEES</td>
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<td>CLERKS OF COURT</td>
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<td>COUNTY AND CITY GOVERNMENTS</td>
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<td>HUMAN RESOURCE AGENCIES</td>
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<td>JUDGES &amp; SOLICITORS</td>
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<td>LEGISLATURE</td>
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<td>OFFENDERS</td>
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<td>OUT OF STATE AGENCIES</td>
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<td>PUBLIC AND PRIVATE RESEARCHERS</td>
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<td>APPLICANTS FOR PARDONS</td>
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*Agency Accountability Report
FY 97-98*
Leadership System

The Director is actively and personally involved with the senior managers of the Department in setting directions and developing and maintaining an effective performance-oriented leadership system for Probation, Parole and Pardon Services. Those systems and components are illustrated below:

**Strategic Planning** (See Appendix C For Agency Strategic Plan 1998)

- Department’s strategic planning team used customer survey and focus groups to develop department’s strategic plan. The Department benchmarked the following agency’s strategic plans: S.C. Department of Revenue; S.C. State Accident Fund; Military Airlift Command; and Air Combat Command;

- Department’s Executive Managers completed a comprehensive review of the Strategic Plan;

  --Established division level teams to develop and implement activities and measures for each of the Strategic Plan’s strategies and key divisional activities;

  --Developed and implemented a Performance Measurements Workshop for personnel involved at the division level in developing activities and measures for the Strategic Plan’s strategies;

  --97% of employees participating in a survey conducted by external performance auditors report that they understand how the goals and objectives of their work unit fit into the agency’s purpose.

**Quality Infrastructure** (See appendix A For Infra-Structure Diagram)

- Department Quality Council, representing a cross section of department, meets monthly to review improvement suggestions and recommend programs and training;

  --Established five Regional Quality Councils, representing a cross section of regional staff and managers each addressing regional issues and quality improvement suggestions;

  --Regional Councils linkage established to Departmental Quality Council;

  --Team Leaders of each Regional Council attend Departmental Council Meetings.

  --Over 120 employee suggestions were reviewed by the Quality Councils.

  --Prioritization matrices being utilized to assist with employee hiring;
--Team Activity:

--- Administrative Support Staff Curriculum Design Team: Developed comprehensive training for administrative personnel including safety training.

--- Pre-Parole Process Improvement Team: Cost savings identified through improved procedures and elimination of unnecessary administrative requirements in the pre-parole process.

--- Multi-Agency Quality Improvement Team: In a first of its kind initiative, the Department of Probation, Parole and Pardon Services, Budget and Control Board, and the Department of Corrections provided team members to study and implement recommendations that resulted in cost savings of over $60,000 to the state in reduced travel and associated man-hours. This effort involved the implementation of teleconferencing technology for the Parole Board.

--Regional Teams Chartered:

--- Violations Procedures Team: Reviewing policies and procedures related to the Departments Violations Process,

--- Travel Reimbursement Team: Gathering information on travel reimbursement procedures used by other state agencies, to assess departmental procedures and recommend improvements to the current process;

--- Interstate Compact Team: To review policies and procedures, to recommend process improvements to enhance customer service and systems efficiency.

Management Meeting and Communications System

- Executive Managers Meetings, weekly status meetings with Director, Deputy Directors, General Counsel, & Legislative Liaison. Progress is measured through minutes and tracking activity on action plans and reviewing performance measures;

- Director’s Staff Meetings, monthly status meetings with Internal Audit, Public Information, General Counsel, Legislative Liaison, Quality Office, & Victim’s Services. Progress is measured through minutes and tracking activity on action plans and reviewing performance measures;

- Expanded Senior and Divisional Manager’s Meeting for the purpose of reporting progress and trends on key/critical business measurements;

Agency Accountability Report
FY 97-98
--100% of the employees surveyed by the external performance auditors reveal that they understand whom to contact when they have questions concerning policy and procedures.

--76% of those employees also report that they receive feedback regarding their performance on a regular basis.

--99% of employees participating in a survey conducted by external auditors report that the agency’s purpose has been clearly communicated.

**Quality Audit Services**

- Director chartered a Quality Improvement Team in January 1998 to develop and implement an Internal Quality Audit System. That team completed its work and reported its recommendations on August 7, 1998;

- Office of Internal Audit was established prior to July 1, 1998;

- Direct linkage established with the Department’s Quality Office.

**Policy and Procedures Management System**

- Updated in 1997-98;

- All employees have On-line access to the Department’s Policies and Procedures as well as on-line capability to submit suggestions for improvements;

- Policy and Procedure Committee, representing cross section of employees, reviews all policies and procedures and all employee suggestions for improvement submitted;

- On-Line Employee Suggestion Bulletin Board reports progress and status of employee suggestions and is accessible by all employees, via their desk top computers.

**Sponsorship and Involvement with Community**

- Police Cadet Academy supported and encouraged by the Director.

- Field Services Deputy Director served as member of the Advisory Board for the National Law Enforcement and Corrections Technology Center; Assists as guest lecturer at the University of South Carolina’s College of Criminal Justice; guest speaker to the Executive Leadership Group of the Department of Corrections.

- Paroles and Pardons Deputy Director serves as the Vice President of the National Association of Blacks in Criminal Justice (SCNABCJ); board representative for Probation to the South Carolina Correctional Association (SCCA); Served as Co-Chair of the program committee for the 24th Annual National Conference and Training Institute of the
National Association of Blacks in Criminal Justice; Committee member for Congress of the American Correctional Association.

- General Counsel conducts annual training for Judges as well as training for South Carolina Public Defenders and South Carolina State Bar.

**Employee and Team Recognition**

- Annual Regional and Statewide Awards program recognizes employee’s who excel and best epitomize the Department’s Core Values and strive for achievement of the organization’s vision. These awards include: Department Employee of the Year, Department Supervisor of the Year, Department Agent of Year, and Department Administrative Support Staff Member of the Year, as well as Regional Awards for Employee, Supervisor, Agent and Administrative Support Staff of the Year.

- Chartered an Employee Recognition Team to study and make specific recommendations for the improvement and enhancement of the Department’s Awards and Recognition Program.

- Quality improvement teams recognized at Annual Awards Meeting

**Director Customer Visits:**

- The Director conducted over 470 customer (internal and external) visits during FY 97-98 to learn of customer concerns and issues regarding department operations, management practices and services.

**Leadership, Training and Other Initiatives**

- Director attended the Executive Institute (S.C. Budget and Control Board);

- The Department’s Deputy Directors attended a University of South Carolina world-wide teleconference on Leadership;

- The Department’s Staff Development and Training Office developed and implemented a Leadership curriculum designed to focus on the development of leadership skills for all levels of supervisors and managers throughout the department (see appendix B);

- Quality director served as Vice Chairperson at the SC Quality Network Association; Team Leader for Development of Measurements Guide for use by all state agencies. Over 50 classroom slots offered to other agencies free of charge;

- Modeled use of Multi-Agency trainers to conduct classes to promote inter-agency cooperation, growth and learning;
– Agency participation in the Governor’s Excel Institute; One mid-level manager graduated this Fiscal Year;

– Participates and supports the Associate Public Manager and Certified public Manager Program, encouraging employee participation; Presently have 6 staff enrolled;

– Developed an in-house Leadership Development curriculum, (see attachment B)
Customer Focus and Results

The Department has identified its customers as part of the Strategic Planning Process and has provided increased focus towards enhancing systems for measuring customer expectations and levels of satisfaction with agency services.

Customer Key Measures and Processes

- Office of Victim Services (OVS) significantly increased victim contacts over the past 9 years. (See Chart)

- During 1998, OVS initiated plans to identify customer expectations and to determine the level of quality of services provided.

- The OVS has not received a formal complaint to date, referred through the Victim’s Ombudsman Office (Office of the Governor)

- Skill training requirements and elective training requirements determined by Agency mission, advice to staff, management, judges, lawyers and offenders, determined by needs assessments.

- The agency implemented it’s WEB site in September, 1997; as of June 30, 1998 over Sixteen Thousand (16,000) customer “HITS” have been recorded. Weekly Parole Hearings are posted to the WEB site to allow for greater and immediate public and media access to case schedules.
Complaint Processes

- Standards require all customer complaints receive prompt and immediate responses.

- Implementation of additional measurements will identify any failure to resolve customer complaints effectively and promptly.

Internal Quality Audit Process

- The Internal Quality Audit process will employ self-assessment methods as well as customer focus groups as a means of gathering data to assist managers to pro-actively address issues in work performance, problem and cause analysis and customer satisfaction.

- The Office of Internal Audit designed and is implementing a comprehensive customer satisfaction survey to be used in conjunction with service delivery. Results will be tracked, trended and published to all customers via agency local area network.

- A main focus of the Office of Internal Audit is to identify innovations and Best Practices that will result in improved quality of services;

- Customer Commitment Pledge developed and published to all customers. Results of surveys will be compared against these standards as well as benchmarked against industry standards and other government agencies.
**Business Results**

The Department has begun to develop and implement a systematic approach to the collection, analysis reporting of trend data on key performance and financial systems to facilitate process and product improvements. Those measures are illustrated below:

**Partner Results:**

- Partnership with the U.S. Marshal's Service to identify and return absconded offenders results in significant savings of time, effort and resources allowing Probation and Parole Agents to allocate more time to offender supervision.

- SCDPPPS and S.C. Department of Juvenile Justice collaborated to provide for the cooperative use of the Department's Electronic Monitoring technology with juvenile offenders.

- Developing a criminal offender substance abuse strategy with SCDC and SCDAODAS.

- Producing Job Fairs with support from Vocational Rehabilitation, DSS and other entities in order to facilitate employment for released offenders.

- Coordinating certain efforts and identifying fleeing felons with the Department of Social Services.

**Program Performance (Financial, Workforce and Agency Specific Results):**

The following illustrates the key business, operational and financial results for Department’s key goals and programs.

**Program Name: Offender Supervision**

**Program Ranking:** 1

**Program Cost:** $32,033,997

**Program Goal:** To appropriately supervise those offenders who are placed under the Department’s jurisdiction and to promote public safety.

**Program Objective(s):**

1. To engage in selective interventions that are calculated to reduce the likelihood of future criminal conduct by the adult criminal offenders placed under our jurisdiction.
2. To appropriately address all violations of the conditions of supervision that may be committed by offenders under our jurisdiction.

3. To make the best utilization of our available resources in meeting the challenges presented by the supervision of adult criminal offenders.

Performance Measures:

(1) Inputs
Active Offenders (7/1/97) 38,782
Admissions (FY 97-98) 17,954
Active Offenders (6/30/98) 37,127
Number of Probation and Parole Agents (6/30/98) 472

(2) Outputs:
*Number of Offender Drug Tests Administered 108,959
Active Public Service Employment Accounts during FY 97-98 20,013

(3) Outcomes:
Offender Case Closures (FY 97-98) 19,609
Successfully Completed Supervision 13,445
Supervision Revoked 6,164

*Number of Offenders Drug Tested 17,151
Number of Offenders Testing Positive 6,978

*Individual offenders are drug tested "for cause" and randomly. During the testing session or episode, the offender may be tested for one or more drugs. Each "drug panel" utilized equals a drug test conducted. The # of individual offenders tested during the year was 17,151. The # of "drug panels" utilized on these 17,151 offenders was 108,959. Of the 17,151 offenders tested during the year, 6,978 tested positive for one or more drugs. The Department recently initiated baseline testing for all new offenders at the onset of their supervision. As a result of this effort the numbers reported for the next fiscal year will substantially increase.

Number of Public Service Employment Hours Completed by Offenders (FY 97-98) 1,301,454
Investment to the Community from Public Service Employment Hours completed by Offenders (FY 97-98) $6,640,649
Number of Violation Hearings Conducted 14,116
(4) Efficiency:

- 27,741 warrants and citations issued
- 73% Service Rate for warrants and citations during FY 97-98

- Comparison of Drug Tests Conducted FY 96-97 to FY 97-98 Change in the Number of Drug Tests Conducted (Comparing FY 96-97 to FY 97-98) % Change in the Number of Drug Tests Conducted (Comparing FY 96-97 to FY 97-98) +61,823 +131%

- Comparison of Public Service Employment Hours Completed by Offenders FY 96-97 to FY 97-98 Change in the Number of PSE Hours Completed (Comparing FY 96-97 to FY 97-98) % Change in the Number of PSE Hours Completed (Comparing FY 96-97 to FY 97-98) +673,276 +107%

Program Name: Parole and Pardon Operations

Program Ranking: 2

Program Cost: $2,577,064

Program Goal: To prepare cases, assemble information, and make sound recommendations for use by the Board of Paroles and Pardons, to assist them in their decision making process.

Program Objective(s):

1. To deliver timely and accurate information to the board.

2. To notify victim, sheriffs, solicitors, judges and inmates of upcoming parole and pardon hearings.

3. To prepare and execute release certificates.

4. To provide administrative review of information and prepare documents on offenders eligible for early release and community supervision programs.
5. To schedule and staff all parole, pardon and adult revocation and Youthful Offender Act revocation hearings.

Performance Measures:

Inputs:
- Inmates eligible for parole: 9,194
- Inmates eligible for early release or other community supervision: 1,880

Outputs:
- Number of parole and pardon case summaries prepared: 9,194
- Number of hearing scheduled and staffed: 116
- Number of parole and pardon notifications: 51,089
  \[\text{(Notices sent to Victims, Concerned Citizens, Judges, Solicitors, Law Enforcement and Inmates. 70\% of the notices are to Victims and Concerned Citizens)}\]

Outcomes:
- Number of offenders paroled or released to a community supervision program: 2,325

**Program Name: Columbia and Spartanburg Restitution Centers**

Program Ranking: 3

Program Cost: $1,896,991

Program Goal: To appropriately supervise those offenders placed in the Department’s statutorily created Restitution Centers and to promote public safety.

Program Objectives:

1. To require offenders to be gainfully employed.

2. To distribute the monies earned by offenders in this program to victims who are owed restitution, and to distribute monies to others consistent with court orders (fines, child support, etc.).
Performance Measures:

(1) Inputs:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Total</th>
<th>Columbia</th>
<th>Spartanburg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity of the Restitution Centers</td>
<td>124</td>
<td>60</td>
<td>64</td>
</tr>
<tr>
<td>Offender Population on 7/1/97</td>
<td>116</td>
<td>59</td>
<td>57</td>
</tr>
<tr>
<td>Offender Population on 6/30/98</td>
<td>115</td>
<td>54</td>
<td>61</td>
</tr>
<tr>
<td>Total Number of Admissions (FY 97-98)</td>
<td>399</td>
<td>169</td>
<td>230</td>
</tr>
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</table>

(2) Outputs:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Total</th>
<th>Columbia</th>
<th>Spartanburg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Offenders Discharged (FY 97-98)</td>
<td>404</td>
<td>179</td>
<td>225</td>
</tr>
<tr>
<td>Total Wages Earned</td>
<td>$1,283,948</td>
<td>$599,889</td>
<td>$684,059</td>
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(3) Outcomes:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Total</th>
<th>Columbia</th>
<th>Spartanburg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victim Restitution Paid</td>
<td>$492,453</td>
<td>$223,802</td>
<td>$268,651</td>
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<tr>
<td>Other Monetary Obligations Paid</td>
<td>$635,092</td>
<td>$318,023</td>
<td>$317,069</td>
</tr>
<tr>
<td>% of Bed days Utilized</td>
<td>96.5%</td>
<td>94%</td>
<td>99%</td>
</tr>
<tr>
<td>Successful program completions</td>
<td>295</td>
<td>149</td>
<td>146</td>
</tr>
<tr>
<td>Unsuccessful program discharges</td>
<td>109</td>
<td>30</td>
<td>79</td>
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(4) Efficiency:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Total</th>
<th>Columbia</th>
<th>Spartanburg</th>
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</thead>
<tbody>
<tr>
<td>Amount of Total Monies Paid Out (Comparing FY 96-97 to FY 97-98)</td>
<td>+$53,375</td>
<td>+$35,075</td>
<td>+$20,300</td>
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<td>% Change in Total Monies Paid Out (Comparing FY 96-97 to FY 97-98)</td>
<td>+51.2%</td>
<td>+7%</td>
<td>+4%</td>
</tr>
<tr>
<td>Operational Costs of the Program</td>
<td>+2.28%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>% Change in Bed days Utilized (FY 96-97 to FY 97-98)</td>
<td>+4.0%</td>
<td>+1%</td>
<td>+7%</td>
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Program Name: Community Control Center

Program Ranking: 4

Program Cost: $896,483

Program Goal: To appropriately supervise those offenders placed in the Department’s statutorily created Community Control Center and to promote public safety.

Program Objective(s):

1. To provide a controlled, structured and regimented environment for adult criminal offenders who are placed in the program.
2. To provide offenders who are placed in the program with intensive and highly focused interventions that are intended to reduce the likelihood of future criminal conduct.

Performance Measures:

(1) Inputs:
- Capacity of the Community Control Center: 48 beds
- Offender Population on 6/30/97: 48
- Offender Population on 6/30/98: 48
- Total Admissions to the program (FY 97-98): 161

(2) Outputs:
- Total Offender Discharges: 156
- Intervention Treatment Services Delivered: 153,065
  (Number of Intervention Hours Delivered
   Times the Number of Participating Offenders)
- Criminal Thinking/Cognitive Skills: 49,335
- Substance Abuse Intervention: 41,745
- Education: 25,300
- Life Skills: 25,300
- Vocational Rehabilitation: 11,385
- Weekly Intervention Treatment Services Delivered to Offenders: 56-62 Hours/Week
- Criminal Thinking: 19.5
- Substance Abuse Intervention: 16.5
- Education (Offender without a “GED”): 10
  (Offender with a “GED”): 4
- Life Skills: 10
- Vocational Rehabilitation: 6

(3) Outcomes:
- Public Service Hours Completed by Offenders: 17,648

(4) Efficiency:
- Change in the Number of Intervention Treatment Service Hours Delivered (FY 96-97 to FY 97-98): +22,025
- % Change in the Number of Intervention Treatment Service Hours Delivered (FY 96-97 to FY 97-98): +16%
- Change in the Operational Costs of the Program: +1%
**Program Name: Parole and Pardon Board Operations**

Program Ranking: 5

Program Cost: $348,553

Program Goal: To consider statutorily eligible inmates for parole and statutorily eligible individuals who apply for pardons.

Program Objective(s):

1. To review information in advance of parole and pardon hearings.
2. To conduct hearings.
3. To make decisions on parole or pardon on those cases presented.

Performance Measures:

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<th>Inputs:</th>
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<tr>
<td>Number of parole cases reviewed (including 878 waivers)</td>
<td>9,194</td>
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<tr>
<td>Number of pardon cases reviewed</td>
<td>189</td>
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<tr>
<th>Outcomes:</th>
<th></th>
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<tbody>
<tr>
<td>Number of paroles granted</td>
<td>1,113</td>
</tr>
<tr>
<td>Number of pardons granted</td>
<td>99</td>
</tr>
</tbody>
</table>

Efficiency:

Board cost per case review. $37.15

**Program Name: Central Office -- Victim Services Program**

Program Cost: $344,455

Program Goal: To keep victims informed about the status of offenders under the Department’s supervision and those who are considered for a parole or pardon by the Parole Board.

Program Objective(s):

1. To notify victims of parole or pardon hearings.
2. To notify victims of any post-sentence hearings initiated by the Department.
3. To render assistance to victims attending parole or pardon hearings.
(4) To notify victims, upon request, of the results of a specific parole or pardon hearing.

(5) To respond to victims' telephone calls in a timely manner.

(6) To disseminate accurate information to victims.

Performance Measures:

Inputs:

Victims Services receives approximately 259 victim notification requests, 330 telephone calls and 565 letters of opposition per month.

Outputs:

Last year, over 2000 victims attended the parole hearings. Also, 500 victims who could not attend the hearing were notified of the results of the hearing.

Quality:

The Office of Victim Services has not received any complaints regarding the level or quality of services provided.
Appendix A

Quality Infrastructure
The Quality Infrastructure was developed to enhance intra-departmental communications and to link and coordinate organizational improvement initiatives throughout the state. It also serves to provide linkage to other state agencies through the SC State Quality Network Association. The Department's Quality Council membership is comprised of representatives from each of our regional quality councils, our policy and procedures committee, the audit section, the training council, our Executive Management Team (EMT), and a representative from each of our Department's Divisions. The Department's Strategic Plan is maintained by the Quality Council.
Leadership Curriculum
Executive Management Team
Leadership Development Curriculum

Overview Training:

Worldwide Leadership Teleconference, "Lessons in Leadership", Oct. 1997; (Completed)

Internal/External Focus (Theory and Application):

Stephen Covey's "7 Habits of Highly Effective People", Starting January 1999; CEQA Training (3 days)

"We Care" Behavioral Styles Training, Starting March 1998; DPPPS Training (1 day)

Daniel Management Center's "Leadership Through People Skills" course; USC, (5 days), or Daniel Management Center's "Leadership Competencies for the 21st Century" course, (5 days); dates TBD

"Leadership and Performance Management" Training, 1999, (TBD); (3 days)

"360 Feedback", Fall 1999; CEQA Training
Division Managers
Leadership Development Curriculum

Internal/External Focus: (Theory and Application)

Stephen Covey's "7 Habits of Highly Effective People", Starting Jan. 199; DPPPS Training; (3 days)

"We Care" Behavioral Styles, Starting March 1998; DPPPS Training (1 day)

Associate Public Manager’s Program, Starting May 1998; DPPPS/CEQA; 90 classroom hours.

"Leadership and Performance Management" Training; 1999, TBD; (2 days)

"360 Degree Feedback", Fall 1999, CEQA Training
Managers and Supervisors
Leadership Development Curriculum
(Does not include Divisional Managers)

Internal/External Focus: (Theory and Application)

"We Care" Behavioral Styles, May 1998; DPPPS Training (1 day)

"Seven Habits of Highly Effective People", Starting Jan. 1999
DPPPS Training (4 days)

Associate Public Manager’s Program; Starting May 1998;
DPPPS/CEQA Training; 90 classroom hours

"Leadership and Performance Mgm't" Training, DPPPS, 1999,
(3 days)

“360 Degree Feedback”, Fall 1999, CEQA Training
Appendix C:

Strategic Plan
Introduction

QUALITY IMPROVEMENT - What is it?

Quality improvement is a structured system for meeting and exceeding customer needs and expectations. Quality is a way of doing business, not merely a program that an organization sets in motion and then walks away from. Rather, it is an ongoing form of organizational management that encompasses all levels of the organization in a focused, continuous effort to provide products and services that satisfy customer demands.

South Carolina Department of Probation, Parole and Pardon Services

Vision:

TO BE THE BEST CRIMINAL JUSTICE ORGANIZATION IN SOUTH CAROLINA

We will achieve our vision through a clear understanding of our mission, unwavering application of our values, and total commitment of quality, continuous improvement, and the strategies specified in this plan.

WHY IS QUALITY SO IMPORTANT TO THE S.C. DEPARTMENT OF PROBATION, PAROLE AND PARDON SERVICES?

The Department of Probation, Parole and Pardon Services is committed to the structured quality improvement process, to continuously improve service to its customers, promote an innovative work force and increase productivity.
The S.C. Department of Probation, Parole and Pardon Services (SCDPPPS) continues to incorporate quality into all aspects of Department operations. Most notably, the Department established an organizational infrastructure to help support implementation of quality efforts; classes were conducted to familiarize staff with the quality philosophy; and numerous Quality Improvement Teams were chartered.

The purpose of this booklet is to communicate the Department's Strategic Plan. This plan sets forth the goals, and strategies the Department will pursue to reach those goals, and the milestones we must achieve along the way. The following pages discuss in detail the key elements of our Strategic Plan, how our goals and strategies were determined, and what you can do to help realize our vision---to be the best criminal justice organization in South Carolina.

Planning For the Future...

THE STRATEGIC PLANNING PROCESS

The Strategic Planning Process is a quality-based procedure used to set landmarks for an organization's future and to draft a strategic plan for actually getting to those points. Beginning in April 1994, DPPPS used this process to evaluate who we, as a Department, are; what we are here to do; and what we want to become. In other words, the Strategic Planning Process helped us answer questions like, "What is our mission? What are our goals? And, What strategies should we employ to help us reach those goals?"

The strategies for the Strategic Plan were developed after many months of work and after receiving input from employees representing all sectors of the Department. Randomly-selected staff from across the state participated in a series of "focus groups," during which they responded to survey questions and openly discussed departmental processes, activities and concerns. Comments, opinions and suggestions from the focus groups were combined with nationally-recognized quality criteria to build a foundation for our new plan for this Department's future.

This booklet is designed to share with you the goals strategies, vision, mission and overall future plan that resulted from the focus group meetings. The Strategic Plan is yours, your coworkers'--it is a plan that belongs to each of us.

The strategic planning process provides a viable tool to measure progress toward achieving organizational goals and objectives, and to help make decisions based upon facts and data.
THE TEAM

In April 1994, to develop a singular focus for the Department's future and an integrated system for reaching our objectives, the Executive Management Team (composed of the Department Director and the Deputy Directors for the Divisions of Field Services, Administrative Services, and Paroles and Pardons) appointed a Strategic Planning Team. Team members, representing all divisions including management and non-management, were named from each of the Department's three divisions and the Executive Office.

The EMT empowered the Strategic Planning Team to analyze the Department's mission; to develop a list of values which will govern the way the Department does business; and to draft the vision for our future. In order to fully meet the magnitude of these challenges, the Strategic Planning Team agreed to operate in accordance with recognized quality improvement techniques--employing teamwork, quality improvement tools and employee participation.

Prior to beginning their work, many team members attended the Department's quality-oriented "Teams and Tools" training. Through this course, they learned the fundamentals of team-based quality improvement, including the systematic approaches to problem solving, and the proper use of quality improvement tools and techniques.

Some team members also completed the Department's Quality Improvement Facilitator Training, in which they learn the fundamental skills necessary for successfully accomplishing the various phases of process analysis.

THE CHARTER - Empowering Staff

The Strategic Planning Team's initial task was developing a charter---a written agreement between the team and the EMT which empowered the Strategic Planning Team to develop the Department's future plan, complete with proposals for our mission, vision, goals, strategies, values and beliefs, and a system for measuring our progress. The charter also specified the development of a training plan, which equips and encourages all employees to fully participate in the quality improvement process. To achieve this objective, the Department formed and chartered a Quality Training Council.

Empowered by the charter, team members began the Strategic Planning Process by carefully analyzing the Department's existing mission.

To complement the mission, the Strategic Planning Team established specific goals and
strategies. The team identified the Department's customers, analyzed critical processes, and began to develop a measurement system. They also drafted a vision statement, a set of values and a "Quality Bill of Rights" for all Department employees.

WHERE ARE WE NOW, IN RELATION TO WHERE WE WANT TO BE?

The Strategic Planning Team's recommendations for the Department's mission, vision, values and Quality Bill of Rights were fully endorsed by the Executive Management Team.

Based on that endorsement, the team knew exactly where the Department wanted to be in the future. But, they were faced with yet another question, "Where are we today in relation to our vision?" It was a question the team could not answer on its own. "Gap analysis" information was required before the team could develop the goals and strategies to move the Department toward its vision.

To collect gap analysis information, the team developed a survey and administered it to randomly--selected groups of Department employees. Focus groups were composed of representatives from throughout the Department. Seven focus groups met, with each session facilitated by Strategic Planning Team members. Confidentiality was guaranteed during and after each session. And input--both positive and negative-- was accepted and respected.

Conducting the Survey

Focus group participants were asked to complete a written survey on issues relating to leadership, quality and communication. Each group's survey responses were immediately compiled and feedback was provided to each group on the same day. Participants then engaged in focused, facilitated discussions on the issues they'd addressed in the survey.

The participants also were informed that the survey would be used to formulate goals and strategies for the Strategic Plan.
Mission

To appropriately supervise those offenders who are placed under the Department's jurisdiction;

To investigate cases, assemble information, and make sound recommendations for use by the Courts and Board of Paroles and Pardons, to assist them in their decision-making processes;

To promote public safety;

To accomplish this mission, the Department of Probation, Parole and Pardon Services will:

- Develop, operate and evaluate a variety of community sanctions and supervision capacities for offenders under the Department's jurisdiction;
- Provide assistance to victims to include keeping them informed of the status of their respective cases;
- Enhance the public's awareness of the Department's mission, vision and policies;
- Develop, implement and review policies and procedures to ensure that the aforesaid properly accomplished.

Vision

To be the best criminal justice organization in South Carolina.

We will achieve our vision through a clear understanding of our mission, unwavering application of our values, and total commitment to quality, continuous improvement, and the strategies in this plan.
Values

Our values reflect who we are and the things for which we stand. We are committed to demonstrate these values to ourselves and to those we serve.

Integrity:

Creating trust;
Doing what is right;
Being honest and maintaining the highest standards of ethical conduct.

Fairness:

Treating people fairly, with dignity and respect;
Advocating and demonstrating equal opportunity;
Balancing organizational needs with individual needs and interests.

Teamwork:

Being a team player;
Communicating openly and effectively;
Empowering people and demonstrating leadership.

Quality:

Doing things right the first time;
Exceeding expectations;
Commitment to continuously improving our processes.

Accountability:

Protecting the public's trust;
Being responsible for our actions;
Making decisions based on facts and data.
Goals and Strategies

Public Safety

1.0 Goal

To effectively meet our public safety responsibilities regarding the supervision of criminal offenders.

We will employ the most appropriate methods, within our resources, for meeting our offender supervision responsibilities.

Strategies:

1.1 Improve our methods concerning offender intake, case planning and supervision activities.

We will effectively utilize our resources to determine significant barriers that the offender must overcome in order to successfully complete supervision, and we will organize our supervision interactions to best address these barriers.

1.2 Employ more effective techniques for holding offenders accountable in meeting their supervision requirements.

We will make the best use of our staff resources and technologies to improve our system for determining and responding to offender non-compliance.

1.3 Improve the effectiveness of our violation responses.

We will develop and employ more effective violation response techniques that are both swift and appropriate to the circumstances of the offender and the violation.
Public Safety

2.0 Goal

To provide necessary investigative information to appropriate entities in a timely manner.

Strategies:

2.1 Develop and utilize the most efficient and effective methods for providing investigative information.

We will make the best use of our staff resources and technologies so that we can provide timely and accurate information to appropriate entities.

2.2 Streamline the gathering, organizing, and presentation of parole related information so that we make the best use of our resources.

We will implement systems that improve efficiency and effectiveness of our parole processes.

Leadership, Training & Human Resources

3.0 Goal

To develop our human resources

The success of the Department of Probation, Parole and Pardon Services is directly related to our ability to attract and retain talented, capable, committed employees.

Without these knowledgeable professionals, we cannot achieve any of the other goals outlined in our strategic plan.
Strategies:

3.1 Develop a comprehensive program for job skills and quality training.

We will identify the skills and experience necessary to provide quality services for our customers. We will then develop a comprehensive training program to teach these skills to our employees.

3.2 Develop specific disaster preparedness training.

We will develop plans and procedures that will enhance the safety of our employees and protect our resources.

3.3 Develop a Leadership Training Program.

We will develop leadership skills to prepare employees for present and future responsibility.

3.4 Provide and encourage opportunities for professional and personal growth.

We will ensure that our staff is well-trained and that employees are able to meet the demands of their positions and levels of responsibility. We will develop departmental policies which will provide equitable access to training offered inside and outside the Department.

3.5 Promote employee empowerment.

We will expand authority and accountability to enable employees to participate in the decision-making process.

3.6 Recognize employee excellence.

Employees need to be recognized for their work-related achievements. We will accomplish this through a process of continuous recognition of employee excellence.
3.7 Develop an organizational culture that helps employees function to the best of their abilities.

This culture will include an appreciation for diversity, effective leadership, open communication, workforce cooperation, shared decision-making, flexibility, and acknowledgment of both effort achievement.

Information & Analysis
(Measurements)

4.0 Goal

To develop, implement & maintain the use of measurements, including an assessment mechanism

We will define desired outcomes, ways to measure them and track their progress.

Strategies:

4.1 Implement a measurement system that defines desired outcomes, includes a tracking process, and an assessment mechanism.

We will identify key components of processes.

4.2 Identify critical work processes and develop standardized methods for measurements.

We will consolidate and plot data, analyze trends, and use this information in the decision-making process.

4.3 The Department will develop a comprehensive internal audit function.

We will maintain an audit function to audit financial and process matters.
Quality Results &
Customer Satisfaction

5.0 Goal

To provide quality customer services

We will consistently strive to meet and exceed our responsibilities to supervise offenders and provide accurate information to the Board and to meet our other customer needs and expectations.

Strategies:

5.1 Determine the needs and expectations of the customer.

We will take the initiative to find out from our customers what they need and want, and not assume that we know their best interests.

5.2 Implement standardized procedures to respond to customer concerns.

We will ensure that all inquiries are responded to fairly, consistently and in a timely manner throughout the Department.

5.3 Demonstrate our Department's values to all customers through our actions.

We will move toward excellence and match our words with our actions and deeds.

5.4 Share and combine resources with federal, state, local, and private organizations to improve services.

We will provide an environment that fosters a collaborative effort between organizations.
We will develop effective interagency efforts to address specific aspects of offender management, supervision and other areas of common interest.

We will continue to explore methods to improve services for offenders in the human services delivery system.

Communications

6.0 Goal

To improve Departmental Communications

Effective communication excellence is achieved through trust and the free exchange of ideas throughout the Department regardless of lines of authority.

Strategies:

6.1 Maintain open communication with our staff.

We will ensure that communication with our staff runs vertically, diagonally and horizontally.

6.2 Maintain open communication with our external customers.

We will ensure that customers are effectively informed of the Department's goals, policies, legislative mandates, and other initiatives.

We will continue to enhance our abilities to educate, inform and meet our responsibilities towards the public.

We will continue to explore methods for meeting our responsibilities to victims.

We will create a defined and focused means for providing information to the public.
6.3 **Enhance use of information technology.**

We will use technologies and information systems to help us improve our processes and strengthen communications.

We will continue to automate our workplace and processes with an emphasis placed on information management.

We will continue to work toward the automation and integration of the pre-parole and parole processes; continue to expand the availability of personal computers as resources allow; continue to explore ways to access and transmit automated information; explore the use of teleconferencing as an efficient means of communicating effectively; and implement and enhance records management retention techniques to include forms management.

6.4 **Implement communication processes that are responsive to employee needs.**

We will address employee concerns in a timely and consistent manner.

**Fiscal Management**

**7.0 Goal**

To **effectively use financial resources in support of the Department's activities and responsibilities**

We will be accountable in managing our financial resources through the development, prioritization, allocation and execution of our budget.

**Strategies:**

7.1 **Link fiscal resources to the Strategic Plan**

We will determine the costs of implementing the strategies, set priorities and allocate resources to implement the Strategic Plan.
7.2 Include staff in Department budget development and management.

We will engage supervisors and managers in the budget development and fiscal management process to include budget formulation, setting priorities and effectively using our resources.

Continuous Improvement

8.0 Goal

To continuously improve our departmental processes

We will improve our work processes in order to maximize our resources and customer satisfaction.

Strategies:

8.1 Implement the Strategic Plan.

We will develop procedures to measure our success in following the strategies specified in this plan.

8.2 Implement processes that improve the quality of work.

We will identify those areas that directly impact timely and accurate service and systematically address improvement needs.

8.3 Use quality techniques as the basis for improvement.

We will employ the quality philosophy to achieve our mission, vision, goals and strategies.

8.4 Continuously improve the planning process.

We will improve the methodology by which we set priorities for our work.
8.5 Develop efficient work processes.

We will analyze work process to determine the most effective, appropriate and efficient work practices.

We will periodically review the goals and strategies specified in this plan in order to improve efficiency and customer services.

Quality Bill of Rights

The Quality Bill of Rights supports the creation of an environment of trust and cooperation throughout the Department of Probation, Parole and Pardon Services. It encourages each member of the Department to initiate responsible actions that will contribute to safety, quality and productivity. The sensible exercise of these rights will result in improved products and services.

Each member of the Department of Probation, Parole and Pardon Services shall have the following Quality Rights:

The Right
to challenge business as usual;

The Right
to be heard; and

The Right
to expect commitment to quality.
Quality Infrastructure

To further enhance an already sound quality implementation strategy, the Department has strengthened its quality infrastructure.

An Executive Steering Group (composed of the Executive Management Team and the Quality Management Director) directs quality-related policy.

A Quality Council is charged with executing the policy, making recommendations for quality initiatives and overseeing the implementation process. Membership is rotated on a periodic basis.

Quality Focal Points, designated in each of the Department's five regions, will conduct training, serve as team facilitators and assist the Quality Council and Regional Directors in quality related matters.

As an Employee of DPPPS
WHAT IS MY ROLE IN QUALITY?

We all share responsibility in supporting the components of this Strategic Plan. Everyone's support is essential to ensure success in reaching our vision for the future.

Managers and supervisors, in particular, must become thoroughly familiar with this Strategic Plan and their role in its implementation. It is their responsibility to review each goal and supporting set of strategies, and assist their division or section in developing more specific strategies and action items as they apply to their respective function. It is also their responsibility to provide assistance in developing suitable measurements, as appropriate.

Customers

A CUSTOMER:

One who receives our products or services.
Customers of the Department of Probation, Parole and Pardon Services are:

- Victims
- General Public
- Board of Paroles and Pardons
- Colleges and Universities
- Federal Government
- Job Applicants
- Law Enforcement Agencies
- National and Local Associations
- Other State Agencies
- Public Attorneys
- Public Schools
- Governor
- Our Employees
- Clerks of Court
- County and City Governments
- Human Resource Agencies
- Judges & Solicitors
- Legislature
- Offenders
- Out of State Agencies
- Public and Private Researchers
- Applicants for Pardons

ELEMENTS OF THE STRATEGIC PLAN

Mission

Our mission statement is based on the legislation that created our Department. It reflects our primary responsibilities and a general description of how we will accomplish them.

Vision

Our vision depicts the type of organization we intend to be in the future. By consistently applying our values and following the goals and strategies set forth in this plan, we will achieve our vision.

Agency Accountability Report
FY 97-98
Values

Our statement of values represents our guiding principles as we carry out our mission and pursue our vision for the future. We intend to demonstrate these values in our daily interactions with our customers, both internal and external.

Goals

We have identified six concerns that we must address to achieve our vision. These are our organization's priorities, against which we will ultimately measure our progress.

Strategies

Each of our six goals is supported by strategies that more specifically describe actions we must take to help achieve our goals.

Action Items

These are specific actions that are planned and carried out to support our strategies and goals. They are normally planned by sections and divisions, and should be measurable. Action items planned within sections may be consolidated or standardized within the respective division, whenever appropriate. Action items may be published as a supporting document to this Strategic Plan.

Quality Bill of Rights

The Quality Bill of Rights is a recognition of our responsibility to each of our employees. Through honoring these rights, we will contribute to safety, quality and productivity, and improved products and services to our customers. It is every employee's responsibility to honor these rights.

Glossary

Add Value

Used in association with assessing processes. The term means that steps in a process should each contribute to the end product and the satisfaction of the customer.
Charter

A contract with a process owner that serves as a guide for the team's efforts. A charter reflects a definition of the problem to be addressed, the scope of the team's empowerment, direction and control, names of the team members, and specifies an end date.

Continuous Improvement

The ongoing monitoring of processes to determine if they function as desired and if they can be improved.

Customer

The recipient or user of the outputs of your work efforts (products or services).

Data

Information or a set of facts presented in a descriptive form.

Empowerment

Management allowing the workforce to improve processes based upon the individual's expertise. Accountability, authority, and responsibility are placed at the lowest levels in the organization.

Gap Analysis

A process by which to assess the difference between an organization's vision of the future and its current status. The process usually involves a survey or other data collection method.

Goal

A statement of direction that is attainable, tangible, measurable, and specific.

Measurement

The process of comparing results to requirements or a desired state. A quantitative estimate of performance.

Agency Accountability Report
FY 97-98
Mission

A description of the organization's business or purpose.

Process

A way of doing things, a systematic way of producing a product or delivering a service.

Process Owner

"The person who... has the authority or ability to make changes in the he process as required, and manages the process end-to-end so as to ensure optimal overall performance". (AT&T)

Quality Bill of Rights

A commitment to employees.

Quality Improvement

A way of improving processes to better meet customer needs and requirements.

Quality Improvement Team

Cross functional team which is chartered by the process owner to address complex problems and develop solutions that will positively impact that organization.

Quality Steering Group

Directs quality related policy; comprised of the Department Director, the Executive Management Team and the Quality Director

Strategic Plan

The way an organization plans to achieve their goals.

Strategies

Similar to objectives; a way to accomplish goals.
Team

A group of individuals who must work together to attain their individual and organization objectives.

Values

Principles, standards or qualities regarded as worthwhile or desirable.

Vision Statement

Positive statement that represents the ideals, hopes and dreams of the organization.

NOTE: ORDER OF THE MATERIALS

Vision
Mission
Goals
Values
History
Glossary