

<p>Commonwealth of Pennsylvania</p>  <p>Pennsylvania Board of Probation and Parole</p>	<p>Volume III Chapter 1</p> <p>Procedure 1.01.01</p>	<p>Date Revised:</p>
<p>Chapter Title GENERAL, POLICY, ACCREDITATION</p>		<p>Date of Issue</p>
<p>Subject POLICY MANAGEMENT SYSTEM</p>		<p>Effective Date 11/01/2006 PUBLIC</p>

I. AUTHORITY

The chairman of the board is granted the authority to “direct the operations of the board and fulfill the functions established by th[e] act... including organizing, staffing, controlling, directing, and administering the work of the staff.”¹

II. PURPOSE

The purpose of this document is to establish procedure for a comprehensive policy management system.

III. APPLICABILITY

This procedure is applicable to all board employees.

IV. DEFINITIONS

All definitions are located in Procedure 1.01.02 – Definitions.

V. POLICY

All required policies/procedures shall be developed in compliance with the standards set forth in this procedure. The standards may be exceeded, but in all cases these standards are the minimum standard that must be achieved. In the event a deviance or variance is required, a written request is to be submitted to the chairman and the policy coordinator by the appropriate custodial director for review and approval prior to implementation. Absent such approval, all procedures set forth herein must be met.

It is the policy of the board to ensure the following:

- A. All staff are provided with guidance through a well-organized body of policy and procedures;
- B. Policy and procedure are developed through a systematic and uniform process;
- C. All policy, procedure or bulletins are properly disseminated;

¹ Act of 1941, P.L. 861, No. 323 § 3 as amended Oct. 9, 1986, P.L. 1424, No. 134.

- D. Policy and procedure manuals, that specify the board's goals and procedures for achieving those goals, are developed and maintained;
- E. All policy and procedures are reviewed annually by appropriate staff and updated as needed;
- F. Policy is made available to staff and the general public and policy relating to parolee supervision is made available to parolees; and
- G. Procedures are made available to all staff.
- H. The agency has structured communication process that facilitates the timely exchange of information with, and between, all levels.
- I. Responsibilities and functions of the agency are specified by law or are administratively defined.
- J. The agency is administered by a single administrative officer whose authority, responsibility, and function are specified by law or whose role is administratively defined by the parent organization.
- K. The agency administrator ensures that the preparation of a mission statement and long-range goals are reviewed at least annually and updated, if needed. The agency documents practical and specific plans to achieve its long-range goals.
- L. The agency administrator, with input from the staff, is responsible for the formation of goals, establishing policies and priorities related to them, and translating the goals into measurable objectives for accomplishment by field staff. This planning process addresses the supervision and service needs of the agency.
- M. The agency administrator reviews the agency's internal policies annually and submits recommended changes to the governing authority or parent agency.
- N. All levels of staff participate in the development and review of the organizational mission, goals, policies, procedures, rules, and regulations.
- O. The agency administrator publishes a report at least biennially that includes goals, objectives, outcome measurements, programs, budget, major developments, and plans. The report also describes services furnished to the courts, releasing authority, offenders and the community.
- P. The qualifications, authority, tenure and responsibilities of the agency administrator are specified by law, rules or regulations, or are otherwise administratively defined.
- Q. The qualifications of the agency administrator are specified in writing by the appointing authority and include, at a minimum, a bachelor's degree, five years of related experience, and demonstrated administrative ability, and leadership.

VI. PROCEDURE

A. Policy/Procedure Management Coordination

The assistant director of the Office of Policy, Legislative Affairs and Communications shall act as the policy coordinator and is responsible for policy and procedures management and coordination for the agency and for maintaining the confidentiality of all correspondence received regarding policy non-compliance issues.

B. Administrative Manuals

1. Organization

The manuals shall be organized in a manner consistent with the organization of the ACA standards. The complete set of administrative manuals consists of three volumes:

a. Legislation

- 1) "Probation and Parole Law," Act of August 6, 1941, P.L. 861, as amended, 61 P.S. §§ 331.1-331.21a, 331.22-331.34a.
- 2) Part II of Title 37 of the Pennsylvania Code, Board of Probation and Parole, Regulations, 37 Pa. Code §§ 61.1-77.2.
- 3) "Megan's Law," Subchapter H of the Sentencing Code, 42 Pa. C.S. §§ 9791-9799.5.
- 4) "DNA Act," Part II of Law and Justice, Title 44 of the Pennsylvania Consolidated Statutes, 44 Pa. C.S. §§ 2301-2336.
- 5) Crime Victims Act, ACT OF NOVEMBER 24, 1998, P.L. 882, as amended, 18 P.S. §§ 11.101-11.5102.
- 6) Interstate Compact for the Supervision of Adult Offenders Act, Act of June 19, 2002, P.L. 377, 61 P.S. §§ 324-324.3.

b. Policy

- 1) Chapter 1 – General, Policy, Accreditation, Board Bylaws
- 2) Chapter 2 – Administration, Management
- 3) Chapter 3 – Case Records, Decisional Processing
- 4) Chapter 4 – Supervision, Reentry
- 5) Chapter 5 – Pardons Investigations
- 6) Chapter 6 – Information Systems, Research, Grants

- 7) Chapter 7 – Professional Responsibility
- 8) Chapter 8 – Victim Services
- 9) Chapter 9 – Sexual Offenders Assessment

c. Procedure

- 1) Chapter 1 – General, Policy, Accreditation
- 2) Chapter 2 – Administration, Management
- 3) Chapter 3 – Case Records, Decisional Processing
- 4) Chapter 4 – Supervision, Reentry
- 5) Chapter 5 – Pardons Investigations
- 6) Chapter 6 – Information Systems, Research, Grants
- 7) Chapter 7 – Professional Responsibility
- 8) Chapter 8 – Victim Services
- 9) Chapter 9 – Sexual Offenders Assessment

2. Distribution

a. Office of Policy, Legislative Affairs and Communications

The policy coordinator's responsibilities shall include, but not be limited to, the following:

- 1) Notify all senior staff members via e-mail of any new policy/procedure, policy/procedure update or revision proposal;
- 2) Post any new policy/procedure, policy/procedure update or revision on the Board's Intranet system approximately two weeks prior to the policy/procedure effective date for access by all staff²; and
- 3) Update the master index to reflect new policy/procedure additions, policy/procedure updates and revisions.

b. Senior Staff

Senior staff shall be responsible for verifying that all staff members reporting to them are aware of any new policy/procedure, policy/procedure update or revision at staff meetings.³

² ACA 3-3019, 3-3020

³ ACA 3-3021, 3-3022

3. Filing of Documents

a. General

All policies, procedures and bulletins shall be filed together by number for easy access and cross-referencing. The order of filing for each section shall be in a reverse chronological order:

- 1) Bulletins;
- 2) Policies;
- 3) Procedures; and
- 4) Handbooks.

b. Archive Files

The policy coordinator is responsible for maintaining an archive file of all rescinded or superseded board policies, procedures, handbooks and bulletins.

C. Needs Assessment

1. It is the responsibility of each board staff member to assess the appropriateness and effectiveness of policies/procedures and assist in identifying the need for new policy/procedure development or the revision of existing policy/procedure. This assessment is not restricted to the annual review process; it is an ongoing process as each employee performs his/her duties.⁴
2. Whenever a staff member believes a need for new policy/procedure development or revision of existing policy/procedure exists, or both, it is the responsibility of that staff member to inform their supervisor. Any recommendation for policy/procedure development/revision shall be done via email or in writing to the staff member's supervisor with a copy to the policy coordinator. All recommendations must include the rationale for the development or revision, or both, proposed. The memo should cite the appropriate directive, section, sub-section or line needing revision or additions and should specifically explain the need for the change, and source, if appropriate.
3. It is the responsibility of that supervisor to ensure that each recommendation received is reviewed and forwarded through the chain-of-command to the custodial director responsible for the pertinent policy/procedure. Each reviewing manager shall denote their review of the information and include a recommendation supporting or opposing the policy/procedure development/revision.

⁴ ACA 3-3019

4. All reports shall be forwarded through the chain-of-command to the custodial director, even if the need for the development or revision, or both, is not agreed with at various levels.

D. Development/Revision Process

1. The custodial director will then submit the proposed revision to the policy coordinator in electronic form using the format described within this procedure utilizing a Word document.
2. When a proposed development/revision is received, the policy coordinator in conjunction with the custodial director shall review the information and prepare a report, along with a recommendation supporting or opposing the development/revision.
3. Using the attached route slip (Attachment A), the policy coordinator will then circulate the proposal, along with comments, to senior staff for review. It is suggested that each member of senior staff complete their review within five business days of receipt.
4. Upon majority agreement of senior staff to implement the change and the chairman's approval, the policy coordinator will advise the custodial director of the approval decision. Any disagreements with the proposed change are to be noted by senior staff on the routing slip.
5. Any extensive modifications to the proposal shall be the responsibility of the custodial director and may restart the approval process.
6. If applicable, the custodial director will advise the original employee and applicable supervisor of the steps that will be taken in regard to the suggested change(s) to the manual.
7. If disapproved, the policy coordinator will notify the custodial director and the individual staff member of the disapproval and the reason(s).
8. If approved, the policy coordinator shall follow the procedure listed below:
 - a. Notify the custodial director of the approval for the development/revision;
 - b. Establish a due date for an initial draft of the new or revised policy/procedure;
 - c. Upon receipt of the initial draft from the custodial director, conduct a review of the initial draft for format and to determine if the intent of the development/revision has been achieved;
 - d. Ensure that all applicable accreditation standards are identified, footnoted and listed in the cross-reference section;

- e. Notify the custodial director and staff of the approved development/revision.

E. Issuance / Notification of Changes

1. Prior to implementation of any change or revision to published policy/procedure, it is the responsibility of the custodial director to notify the appropriate staff of the change. When appropriate, the custodial director will advise probationers/parolees of the new or revised policy/procedure.
2. Upon receipt of the approved revision in final format from the custodial director, the policy coordinator will review the format and issue the update to the manual to all board staff in a timely manner via e-mail. The revised procedure will also be posted on the board's intranet version of the manual.
3. Within five business days of receipt of the change in procedure, supervisors/managers will be responsible for advising their staff of the change to the manual and of their responsibility to become familiar with the change.
4. Supervisors/managers will be responsible for sending an e-mail to the policy coordinator within five business days of the date of the initial notification e-mail from the policy coordinator verifying that the supervisor has made his/her staff aware of updates to the manual.
5. Receipt of notification e-mails by board staff creates a presumption that board staff have read and understood the change(s).

F. Impact Analysis

1. The custodial director shall be responsible for determining if the new or revised policy will have an impact on the board's current or future budgets. If an impact is anticipated, the custodial director shall ensure that the draft document is submitted to the policy coordinator accompanied by a memorandum noting the anticipated fiscal impact.
2. The Office of Administrative Services shall prepare an analysis of the anticipated fiscal impact of the new or revised policy at the request of the custodial director or policy coordinator.

G. Approval of Policies, Procedures, Handbooks and Bulletins

The chairman shall be the approving authority for all policies, procedures and bulletins.

H. Numbering/Format

1. Policy, Procedure, Handbook and Bulletin Numbering

The policy coordinator shall be responsible for assigning policy, procedure and bulletin identification numbers.

a. Policy Numbering

All policies shall be numbered as follows:

- 1) Chapter number shall be first, followed by a period, the section number (01, 02, 03...), followed by a period, and then the procedure number (01, 02, 03...);
- 2) All chapters shall be numbered sequentially within each respective volume;
- 3) All sections shall be numbered sequentially within each respective chapter; and
- 4) All procedures shall be numbered sequentially within each respective section.

Example: The Policy Management System is the first policy in section one of chapter one of volume two. Therefore, the policy number is 1.01.01.

b. Procedure Numbering

Procedures shall be numbered using the same format as policies.

Example: The Policy Management System is the first procedure in section one of chapter one of volume three. Therefore, the procedure number is 1.01.01.

c. Bulletin Numbering

Bulletin shall be numbered using the same format as policies with the addition of hyphenated bulletin number.

Example: The first bulletin issued of the Policy Management System Policy would be 1.01.01-01. Any subsequent bulletins would be numbered sequentially changing the last digit (-02, -03, 04...).

d. Handbook Numbering

Handbooks shall be numbered using the same format as policies with the addition of hyphenated handbook letter.

Example: The first handbook issued of the Policy Management System Policy would be 1.01.01-A. Any subsequent bulletins would be lettered sequentially changing the last digit (-B, -C, -D...).

2. Policy, Procedure, Handbook and Bulletin Format

a. Policy Format

Each policy shall follow a standardized format (Attachment B) that includes the following:

- 1) The approved policy masthead (Attachment C) that indicates the volume number, chapter number, chapter name, section name, policy title, date of issue, date of last revision, effective date and the policy number;
- 2) An authority statement;
- 3) A purpose statement;
- 4) An applicability statement;
- 5) A definition section;
- 6) A policy statement;
- 7) A procedures section;
- 8) A suspension during an emergency statement;
- 9) A rights under this policy statement;
- 10) A release of information and distribution section;
- 11) A cross reference section; and
- 12) Each page is to have a footer that includes the policy number, page number and total number of pages (Example: PBPP Procedure 1.01.01 Page 2 of 3).

b. Procedure Format

Procedures shall follow the same format as policies except that the masthead shall be the approved procedures masthead (Attachment D).

c. Bulletin Format

Each bulletin shall follow a standardized format that includes the following:

- 1) The approved bulletin masthead (Attachment E);
- 2) The bulletin subject;
- 3) The related policy or procedure number, or both;
- 4) The bulletin number;
- 5) Date of issue of the governing policy;

- 6) Approving authority;
- 7) Date of issue and effective date of the bulletin; and
- 8) The body of the bulletin.

d. Handbook Format

Each handbook shall follow a standardized format that includes the following:

- 1) The approved handbook masthead (Attachment F);
- 2) The handbook subject;
- 3) The related policy and/or procedure number(s);
- 4) The bulletin number(s) (if any);
- 5) Date of issue of the governing policy;
- 6) Approving authority;
- 7) Date of issue and effective date of the handbook; and
- 8) The body of the handbook.

I. Style

All policies, procedures and bulletins are to follow the format noted above and modeled in Attachment B. In addition, the following rules are to apply:

1. All font, except that used in footnotes, is to be Arial 11;
2. All footnotes are to be in Arial 10;
3. Bold text is only to be used for language that has been changed from that of the prior version of the same procedure. Bold text is to be converted to normal text upon the policy's next revision;
4. No italics are to be used;
5. All tables, charts, diagrams, and exhibits are to be placed at the end of the document as attachments:
6. Grammar is to conform with the approved style manual unless the style manual conflicts with the above rules, in which case the model format contained herein is to be used.
7. All definitions shall be referenced to Procedure 1.01.02 – Definitions.

8. All text is to be left justified.

J. Compilation

The board's Manual of Operations and Procedures when printed should consist of three volumes with tables of content for each volume. Bulletins and handbooks should be integrated into each volume immediately subsequent to the policy or procedure being changed or explained by means of the bulletin or handbook.

K. Reviews

1. Review System

The policy coordinator is responsible for developing, implementing, and maintaining an annual review system for all agency policies and procedures.⁵ The policy/procedure annual review schedule is listed in Attachment G.

2. Purpose of the Reviews

Each policy/procedure shall be reviewed to determine if the philosophy and goals of the agency have changed since the issuance or last review of the document. These changes could have resulted from enacted legislation, court decision, ACA standards revision, and/or change in budget allocation.

3. Frequency of Reviews

- a. Each board policy/procedure/handbook shall be scheduled for a complete review not less than once each calendar year or as directed by the Chairman.⁶
- b. Written documentation indicating the date and individual(s) conducting the review shall be maintained in a policy/procedure review file or binder both within the policy coordinator's office and the custodial director's office.

L. PBPP Forms

1. General

All forms used on an agency-wide basis to record information, actions, or events shall be numbered and include the "PBPP" prefix.

2. Modification/Revision of Approved Forms

Approved PBPP forms shall not be developed, modified or revised without the approval of the policy coordinator. If a need to develop, modify, or revise

⁵ ACA 3-3019

⁶ ACA 3-3019

a PBPP form is identified, a written report detailing the rationale shall be prepared by the custodial director and submitted to the policy coordinator for review through the designated process.

3. Coordination of Forms

The policy coordinator shall be responsible for the following:

- a. Establishing and maintaining a file of all approved PBPP forms;
- b. Developing or revising, or both, all PBPP forms as needed;
- c. Reviewing or approving, or both, requests for PBPP form modification or revision; and
- d. Coordinating the dissemination of all new or revised PBPP forms to staff for use.

M. Regulatory Review Evaluation

The policy coordinator, in conjunction with the Office of Chief Counsel, is responsible for the following:

1. Reviewing newly developed and revised policies to determine if the policy meets the criteria for regulatory review in that a policy or procedure:
 - a. Directly impacts the public;
 - b. Requires a specific action(s) by a parolee; or
 - c. Is routinely distributed to inmates/parolees.
2. Coordinate preparation of new or amended draft regulations, as needed, for each new or revised policy;
3. Submit the new or amended draft regulations to the senior staff and Chairman for review and comment;
4. Prepare the regulation(s), based upon the comments received for submittal to the Chairman for final review and final approval; and
5. Revise the regulation(s), as needed, based upon direction provided by the Chairman.

VII. SUSPENSION DURING AN EMERGENCY

This procedure may be suspended during an emergency at the sole discretion of the chairman.

VIII. RIGHTS UNDER THIS PROCEDURE

This procedure creates no rights under law.

IX. RELEASE OF INFORMATION AND DISTRIBUTION OF PROCEDURE

- A. This procedure does not contain information that impacts the security of board staff or parolees and may therefore be released to the public.
- B. This procedure is to be distributed to all board staff.

X. CROSS REFERENCES

A. Statutes

1. Federal

None.

2. State

- a. Parole Act, Act of 1941, P.L. 861, No. 323 § 3 as amended Oct. 9, 1986, P.L. 1424, No. 134.

B. PBPP Policies

None.

C. American Correctional Association Standards

- 1. 4-APPFS-3A-29 Channels of Communication
- 2. 4-APPFS-3D-01 General Administration
- 3. 4-APPFS-3D-02 Single Administrative Officer
- 4. 4-APPFS-3D-04 Policy and Goal Formulation
- 5. 4-APPFS-3D-05 Goals, Policies, and Priorities
- 6. 4-APPFS-3D-06 Annual Policy Review
- 7. 4-APPFS-3D-07 Participation
- 8. 4-APPFS-3D-10 Publication
- 9. 4-APPFS-3D-14 Specific Qualifications
- 10. 4-APPFS-3D-15 Minimum Qualifications

D. Management Directives

None.

E. Report of the Reentry Policy Council

None.



ATTACHMENT A
COMMONWEALTH OF PENNSYLVANIA
BOARD OF PROBATION AND PAROLE

1101 South Front Street, Harrisburg, PA 17104

DATE: _____

SUBJECT: Revision to Manual of Operations & Procedures - *Review/Approval Process*

Procedure No. _____
 Procedure Title: _____
 Procedure Subject: _____
 Effective Date: _____

TO: Senior Staff

FROM: _____

The attached revision to the subject procedure is submitted to Senior Staff for review and approval prior to implementation. Please provide comments if you disapprove the revision.

BOARD SECRETARY

Approve Initials _____ Date _____

CHIEF HEARING OFFICER

Approve Initials _____ Date _____

DIRECTOR, POLICY AND LEGISLATIVE AFFAIRS

Approve Initials _____ Date _____

DIRECTOR, COMMUNICATIONS

Approve Initials _____ Date _____

DEPUTY EXECUTIVE DIRECTOR, REENTRY AND QUALITY ASSURANCE

Approve Initials _____ Date _____

DEPUTY EXECUTIVE DIRECTOR, FIELD PROBATION AND PAROLE SUPERVISION

Approve Initials _____ Date _____

DIRECTOR, ADMINISTRATIVE SERVICES

Approve Initials _____ Date _____

CHIEF COUNSEL

Approve Initials _____ Date _____

CHAIRMAN

Approve Disapprove Initials _____ Date _____

ATTACHMENT B

<p>Commonwealth of Pennsylvania</p>  <p>Pennsylvania Board of Probation and Parole</p>	<p>Volume II Chapter ____</p> <p>POLICY ____</p>	<p>Date Revised: ____</p>
<p>Chapter Title ALL CAPS - BOLD</p>		<p>Date of Issue ____</p>
<p>Subject ALL CAPS - BOLD</p>		<p>Effective Date ____</p>

I. AUTHORITY

Cite the part of the Parole Act or other statute that provides the board’s authority to do the actions described within the procedure.

II. PURPOSE

The purpose of this procedure is to...

III. APPLICABILITY

This procedure is applicable to all _____ staff.

IV. DEFINITIONS

First word – explanation.

Second word – explanation

V. POLICY

State the policy or policies the procedure supports (Note: At this time the PBPP does not have official policies, so these statements will be considered as recommendations for policy statements).

VI. PROCEDURE

A. First Action

Overview of first action, if needed, is a general statement that is placed here as a block of text.

1. First step of action

Explanation of first step, if needed.

a. First subpart of first action.

Any overview, or explanation of subpart is to be placed here as a block of text.

1) First item within subpart

Any overview, or explanation of item is to be placed here as a block of text.

2) Second item within subpart

a) First subcategory of second item

Any overview, or explanation, of subcategory is to be placed here as a block of text.

b) Second subcategory of second item

i. First division of category

Any overview, or explanation, of division is to be placed here as a block of text

ii. Second division of category

B. Second Action

VII. SUSPENSION DURING AN EMERGENCY

State whether or not the procedure is suspended during emergencies, and if suspended who has the authority to declare an emergency and suspend the procedure.

VIII. RIGHTS UNDER THIS PROCEDURE

State who has rights under the procedure and what they are.

IX. RELEASE OF INFORMATION AND DISTRIBUTION OF PROCEDURE

State whether the information contained within the procedure is such that it may be released to the public – it does not pertain to security of staff or parolees and does not create rights for parolees.

X. CROSS REFERENCES

A. Statutes

1. Federal

2. State

- B. PBPP Policies
- C. American Correctional Association
- D. Management Directives
- E. Report of the Reentry Policy Council

All type is to be in Arial font size 11, except footnotes, which are to be in Arial 10. No italics are to be used. Underlining is only to be used for words being defined. Bolding is only to be used to show the changes in language between the previous procedure and the current one (such bolding will become normal text when the procedure is next updated). If an action needs broken into steps smaller than the “i” series, the procedure needs to be divided into more than one procedure. No use of columns or tables is to occur in the body of a procedure. All paragraphs are to be left justified.

PLEASE NOTE: ANY TABLES, DIAGRAMS, ETC. ARE TO BE PLACED AT THE END OF THE PROCEDURE ON A BLANK PAGE (USE ‘INSERT – PAGE BREAK’). IN THE BODY TEST, PLEASE REFER TO THE APPROPRIATE FIGURE, I.E. REFER TO TABLE 1; REFER TO DIAGRAM 2.

ATTACHMENT C

<p>Commonwealth of Pennsylvania</p>  <p>Pennsylvania Board of Probation and Parole</p>	<p>Volume II Chapter ____ Policy ____</p>	<p>Date Revised: ____</p>
<p>Chapter Title TAB ONCE – ALL CAPS</p>		<p>Date of Issue ____</p>
<p>Subject TAB ONCE - ALL CAPS</p>		<p>Effective Date ____</p>

ATTACHMENT D

<p>Commonwealth of Pennsylvania</p>  <p>Pennsylvania Board of Probation and Parole</p>	<p>Volume III Chapter ____ Procedure ____</p>	<p>Date Revised: ____</p>
<p>Chapter Title TAB ONCE – ALL CAPS</p>		<p>Date of Issue ____</p>
<p>Subject TAB ONCE - ALL CAPS</p>		<p>Effective Date ____</p>

ATTACHMENT E

<p>Commonwealth of Pennsylvania</p>  <p>Pennsylvania Board of Probation and Parole</p>	<p>Volume III Chapter ____ Bulletin ____</p>	<p>Date Revised: ____</p>
<p>Chapter Title TAB ONCE – ALL CAPS</p>		<p>Date of Issue ____</p>
<p>Subject TAB ONCE - ALL CAPS</p>		<p>Effective Date ____</p>

ATTACHMENT F

<p>Commonwealth of Pennsylvania</p>  <p>Pennsylvania Board of Probation and Parole</p>	<p>Volume III Chapter ____ Handbook ____</p>	<p>Date Revised: ____</p>
<p>Chapter Title TAB ONCE – ALL CAPS</p>		<p>Date of Issue ____</p>
<p>Subject TAB ONCE - ALL CAPS</p>		<p>Effective Date ____</p>

ATTACHMENT G

Chapter &/or Section	Assigned To (Custodial Director)	Review Period
Volume I:		
1.01	Office of Chief Counsel	January 1 to January 31
2.01	Office of Chief Counsel	January 1 to January 31
3.01	Office of Chief Counsel & SOAB	January 1 to January 31
4.01	Office of Chief Counsel & OPPS	January 1 to January 31
5.01	Office of Chief Counsel & OVA	January 1 to January 31
6.01	Office of Chief Counsel & OPPS	January 1 to January 31
Volume II:		
Volume III:		
1.01	Office of Policy, Legislative Affairs & Communications (OPLAC)	January 1 to January 31
1.02	Office of Probation & Parole Services	January 1 to January 31
1.03	Office of Victim Advocate	January 1 to January 31
1.04	OPLAC	January 1 to January 31
1.05	OPLAC	January 1 to January 31
1.06	OPLAC	January 1 to January 31
1.07	OPLAC	January 1 to January 31
1.08	OPLAC	January 1 to January 31
1.09	Office of Probation & Parole Services	January 1 to January 31
2	Office of Administrative Services	February 1 to February 28
3	Office of Board Secretary	March 1 to March 31
4	Office of Probation & Parole Services	April 1 to April 30
5	Office of Probation & Parole Services	May 1 to May 31
6	Office of Probation & Parole Services	June 1 to June 30
7	Office of Professional Responsibility	July 1 to July 31
8	Office of Victim Advocate	August 1 to August 30
9	Sexual Offenders Assessment Board	August 1 to August 30
10	CPPO FETC	August 1 to August 30