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| AGENCY NAME: | Department of Employment and Workforce | | |
| AGENCY CODE: | R600 | SECTION: | 083 |



Fiscal Year 2013-14 Accountability Report

SUBMISSION FORM

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| AGENCY MISSION | To promote and support an effective, customer-driven workforce system that facilitates financial stability and economic prosperity for employers, individuals and communities. |
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Please identify your agency's preferred contacts for this year's accountability report.

| | <u><i>Name</i></u> | <u><i>Phone</i></u> | <u><i>Email</i></u> |
|---------------------------|--------------------|---------------------|---------------------|
| PRIMARY CONTACT: | Jean Cecil Frick | 803-737-0089 | jfrick@dew.sc.gov |
| SECONDARY CONTACT: | Teesha Trapp | 803-737-0227 | ttrapp@dew.sc.gov |

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

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|--|-------------------|
| AGENCY DIRECTOR (SIGN/DATE): | |
| (TYPE/PRINT NAME): | Cheryl M. Stanton |
| BOARD/CMSN CHAIR (SIGN/DATE): | N/A |
| (TYPE/PRINT NAME): | N/A |

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|---------------------|---|-----------------|------------|
| AGENCY NAME: | Department of Employment and Workforce | | |
| AGENCY CODE: | R600 | SECTION: | 083 |

AGENCY'S DISCUSSION AND ANALYSIS

It is a new day in South Carolina for the Department of Employment and Workforce (DEW). The unemployment insurance trust fund is on a path to solvency in 2015 and more South Carolinians are employed than ever before in the Palmetto State's history. In the last four measured quarters, 157,910 individuals obtained a job using DEW services.

For the first time ever, DEW has a strategic plan to help guide the agency and all of its employees. The strategic plan was developed by the Executive Committee in partnership with the University of South Carolina's Institute for Public Service and Policy Research. Part of developing the strategic plan included updating the agency's mission and vision statements as follows:

Mission Statement: To promote and support an effective, customer-driven workforce system that facilitates financial stability and economic prosperity for employers, individuals and communities.

Vision Statement: South Carolinians will view the South Carolina Department of Employment and Workforce as an efficient, transparent, customer-friendly partner in providing quality workforce solutions.

Unemployment Insurance Trust Fund

Due to the economy continuing to improve and the structure put in place by the General Assembly, DEW is aggressively repaying its loan to the federal government for the unemployment insurance (UI) trust fund. In April 2014, DEW made a \$60 million early payment as a result of nearly \$23 million less in benefits being paid from October 2013 - April 2014 as compared to the same time frame the previous year. This early payment saves South Carolina businesses nearly \$1.4 million in interest. South Carolina is on track to have the federal loan debt paid by the summer of 2015.

In addition, for the third consecutive year, South Carolina businesses paid the lowest possible federal unemployment taxes (FUTA) (0.6 percent per employee) because South Carolina successfully exhibited fiscal responsibility in repaying its debt, resulting in hundreds of millions of savings for South Carolina businesses. South Carolina is the only state in the nation to have avoided the federal credit reduction this many times.

DEW has had an open dialogue with the business community and General Assembly on the best way to rebuild the trust fund once the federal loan is paid off. The agency is promulgating a regulation to rebuild the trust fund for the General Assembly to consider next year, but only after advanced extensive discussion with the business community and legislators about the content of such proposed regulation.

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|---------------------|---|-----------------|------------|
| AGENCY NAME: | Department of Employment and Workforce | | |
| AGENCY CODE: | R600 | SECTION: | 083 |

UI Claims Process

After transforming the way UI services are delivered to claimants and the introduction of the call center concept in June 2013, claimants can now submit their claims through a web portal and Teleclaim system – a fully automated process. Today, the average wait time for a call to the Teleclaim system is about 4 minutes, a wait time that exceeds many industry standards.

DEW exceeded the federal requirement to process claims (Time Lapse) for the fourth consecutive month in June 2014 at 93.84 percent. This federal measure requires the agency to pay 87 percent of eligible claims within 21 days to be considered timely. Year-to-date performance in 2014 is 91.4 percent through June. However, DEW has not sacrificed quality for timeliness as demonstrated by the fact that during the same period of time, DEW exceeded all federal performance goals for quality of claims adjudications.

In April 2014, DEW launched the nation’s first *I-claim* app allowing claimants to file their weekly UI claim with a smartphone. The application also provides geocoding traceability to enhance fraud detection and prevention efforts as well as messaging capabilities to enhance claimant education on their responsibilities while filing.

DEW began work with a vendor in November 2013 to implement a case management solution that will convert the Appeals Division into a nearly paperless environment, as well as streamline the process for claimants and businesses. The solution will automate many lengthy manual processes; improve customer service by making records more accessible and searchable when dealing with constituent inquiries; and save the agency money in time, personnel and materials. The initiative will also enable businesses to file appeals electronically on SC Business One Stop (SCBOS).

DEW continues to work with SCBOS to add features that will allow businesses to submit and view pertinent appeals documents, including proposed appeal exhibits from DEW and claimants. The agency is also working to bring this same functionality to the MyBenefits portal, allowing claimants to also electronically file appeals.

Within the Appeals Division, DEW has raised the requirements for all new hires for appeals hearing officers to hold a Juris Doctorate degree. Additionally, with an influx of appeals submissions over the last 18 months, DEW worked strategically to ensure that appeals cases were heard in a timely fashion by hiring additional temporary hearing officers to help mitigate the impact of the increased number of cases. Furthermore, statute requires DEW to provide seven days notice to interested parties for the date of an appeal hearing. In June 2014, DEW began sending out notices to both claimants and employers providing more advanced notice than the required seven days.

DEW issued a Request for Proposal to review the UI claims process in March 2014. A vendor began work with DEW in July 2014 reviewing the UI claims process to identify areas where changes in process will lead to a reduction in errors and wait times and an increase in consistency of decisions for both claimants and the business community.

| | | | |
|---------------------|---|-----------------|------------|
| AGENCY NAME: | Department of Employment and Workforce | | |
| AGENCY CODE: | R600 | SECTION: | 083 |

Business Process Improvements

DEW has partnered with SCBOS, since 2011, to provide improved services to increase businesses' accessibility to make quick and easy tax filings. Since launching the ability to file and pay quarterly UI taxes online, DEW has experienced an increase in the number of businesses taking advantage of the service from nearly 3,500 reports filed in 2011 to nearly 40,000 reports filed in 2013. In the last fiscal year, DEW has seen a 6.3 percent increase in the number of businesses submitting tax payments through SCBOS. Additionally, there has been a 9.6 percent increase in the number of businesses filing their wage reports through SCBOS.

DEW is also partnering with SCBOS to provide larger payroll providers and Third Party Administrators an easier way to file unemployment wage and contribution reports for a large number of accounts. This will eliminate a large amount of manual work processing paper contribution reports and physical checks. A future project with SCBOS will involve the ability to file amended wage and contribution reports electronically.

In the past year, DEW improved its improper payments recovery and prosecution business process by creating the Fraud, Investigation, Recovery & Enforcement (FIRE) within the Division of Organizational Integrity. This division is focused on audit and detections as well as investigations and collection recovery efforts. For example, DEW increased the use of involuntary wage withholdings from claimants who owe DEW money but have returned to work. DEW has automated the process and increased its collections efforts through involuntary wage withholdings from \$252,641.32 during the period January 1, 2013 through July 15, 2013 to \$1,684,655.44 during the same period in 2014 – a 667 percent increase. Additional collection recovery efforts include DEW lowering the U.S. Department of Treasury Offset Program (TOPS) debt recovery threshold to \$50 from \$500. This action resulted in 15,220 additional claimants with potential federal income tax offsets being submitted for intercept. In fiscal year 2012-2013, DEW collected \$10.91 million from TOPS and increased that collection to \$11.05 million in fiscal year 2013-2014.

South Carolina is also the first state in the nation to partner with a vendor, APPRISS, to cross match claimants in real time who are incarcerated in local and county jails while filing for benefits, and therefore unavailable for work. This program launched in August 2014 and DEW looks forward to reporting on its performance measurements next year.

Workforce and Economic Development

Economic development is the biggest team sport and DEW continuously reaffirms its commitment to playing its part in economic development for South Carolina. In 2014, DEW announced the Workforce and Economic Development Division (WED), illustrating that DEW has a crucial role in promoting business development and retention through South Carolina's competitive workforce. To more effectively and efficiently meet the needs of job seekers and the business community, DEW gathered

| | | | |
|---------------------|---|-----------------|------------|
| AGENCY NAME: | Department of Employment and Workforce | | |
| AGENCY CODE: | R600 | SECTION: | 083 |

feedback from both internal and external stakeholders to cultivate a more strategic approach to delivering services.

DEW continues to lead the state's efforts to create Certified Work Ready Communities. In the past fiscal year, three additional counties, Clarendon, Colleton, and McCormick have become South Carolina Certified Work Ready Communities. Saluda County was announced in July 2014. In the past fiscal year, 7,237 more National Career Readiness Certificates (NCRC) were issued, including an additional 20 platinum certificates over the previous year.

South Carolina was the first state in the country to receive approval from the U.S. Department of Labor to increase the amount of state set-aside Rapid Response funding from 20 percent to 40 percent to be used for Incumbent Worker Training (IWT) to serve existing businesses, setting a precedent for other states to use as well. The Department of Labor has praised South Carolina's efforts on IWT nationally and numerous other states have begun applications to create a similar process.

DEW has also received national recognition for its Jobs for America's Graduates-SC (JAG-SC) program, focused on academic and career readiness skills for high school students. The program has consistently exceeded national standards and the extended graduation rate, which is measured after a one-year follow-up period, was 95.5 percent for the last program year. The program currently serves over 1,100 active high school participants.

In April 2014, South Carolina received a \$1,079,016 Workforce Investment Act (WIA) incentive grant that will be administered by DEW to improve the state's workforce and promote collaboration among workforce and education partners, primarily the South Carolina Department of Education and the South Carolina Technical College System. South Carolina was one of eight states to receive the funds based on the state exceeding WIA and Adult Education performance measures in program year 2012.

DEW also has created customized information packets for businesses that outline the tax credits they are eligible to receive including Work Opportunity Tax Credits (WOTC), federal bonding and On the Job Training reimbursements. These customized reports are a partnership document which includes information not only on DEW, but also the Workforce Investment Act (WIA), technical colleges and Apprenticeship Carolina highlighting all of the business resources available for workforce development.

In the first quarter of fiscal year 2014, South Carolina had the highest number of Trade Adjustment Assistance (TAA) eligible workers who received job search allowances in the nation, illustrating that South Carolina is maximizing the benefits available to ensure people return to work. The goal of the TAA program is to help workers become reemployed in a suitable job as quickly as possible by providing benefits and services tailored to their needs. Individuals who cannot find employment within their local community may be reimbursed for job search activity outside of the designated commute area. Job search allowances cover necessary and reasonable travel and subsistence expenses, varying between 90% and 100% of allowable costs, up to either \$1,250 or \$1,500, depending on the petition number.

DEW coordinated with the Governor's Office and the National Guard to launch Operation Palmetto Employment in February 2014 to create operationpalmettoemployment.sc.gov to serve as a one-stop

| | | | |
|---------------------|---|-----------------|------------|
| AGENCY NAME: | Department of Employment and Workforce | | |
| AGENCY CODE: | R600 | SECTION: | 083 |

employment resource for South Carolina’s military community. DEW’s efforts with the South Carolina veterans community has helped contribute to the unemployment rate for veterans 18 and older dropping to 4.1 percent in March 2013, down from 6.9 percent the same time in 2012. South Carolina has the nation’s sixth lowest veteran unemployment rate.

Customer Service

In June 2014, DEW launched an agency wide customer service program titled, “It’s all about your perspective-Framework.” The program consists of online reinforcement tools, manager toolkits to reinforce the principles daily, performance metrics by unit and EPMS objectives regarding customer service for all employees. In addition, each employee within DEW is required to participate in a six-series cross-functional training program over 18 months to improve their customer service both internally and externally. The training is being conducted by DEW’s internal training team.

DEW’s commitment is to continue to See it. Own it. Work it. DEW it.

Agency Name: South Carolina Dept. of Employment & Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

Program Template

| Program/Title | Purpose | FY 2012-13 Expenditures | | | | FY 2013-14 Expenditures | | | | Associated Objective(s) |
|---------------|---|-------------------------|---------------------|-----------------------|-----------------------|-------------------------|---------------------|-----------------------|-----------------------|---|
| | | General | Other | Federal | TOTAL | General | Other | Federal | TOTAL | |
| I. Admin | To provide executive leadership and administrative services for the Agency. | \$ - | \$ 1,029,287 | \$ 12,790,107 | \$ 13,819,394 | \$ - | \$ 365,088 | \$ 11,605,042 | \$ 11,970,130 | 1.1.1, 1.1.2, 2.1.1, 2.1.2, 2.1.3, 4.1.3, 5.1.1, 5.2.1, 5.2.2, 5.2.3, 5.2.4 |
| II. ES | To provide for the matching of job seekers with employers who need workers. | \$ - | \$ 1,677,892 | \$ 14,559,550 | \$ 16,237,442 | \$ - | \$ 1,293,530 | \$ 12,945,889 | \$ 14,239,419 | 2.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.1.6, 3.1.10, 3.1.11, 3.2.2, 3.2.3 |
| III. UI | To provide for assessing and collecting Unemployment Insurance Taxes. Oversees the filing of unemployment claims and benefit payments. | \$ - | \$ 371,202 | \$ 37,916,110 | \$ 38,287,312 | \$ - | \$ 241,422 | \$ 32,482,257 | \$ 32,723,680 | 2.2.1, 2.2.2, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.4.1, 2.5.1, 2.5.2, 2.5.3, 2.5.4, 2.5.5, 2.5.6, 2.5.7, 2.5.8, 2.5.9, 2.5.10, 2.5.11, 2.5.12, 3.1.1, 3.1.12, 3.1.13, 4.1.1, 4.1.2, 4.2.1, 4.2.2, 4.2.3, 4.2.4 |
| IV. WIA | To assist businesses in meeting their needs for skilled workers and provide individuals with access to training that helps them prepare for work. | \$ - | \$ 207,538 | \$ 45,596,581 | \$ 45,804,118 | \$ - | \$ 931,041 | \$ 43,052,580 | \$ 43,983,620 | 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.1.6, 3.1.7, 3.1.8, 3.1.9, 3.2.1, 3.2.4, 3.2.5, 3.2.6, 3.2.7, 3.2.8, 3.3.3 |
| V. Trade | Provides reemployment services to workers adversely impacted by increased imports or by a shift in production of services to another country. | \$ - | \$ - | \$ 8,788,550 | \$ 8,788,550 | \$ - | \$ - | \$ 7,808,437 | \$ 7,808,437 | 3.1.2, 3.1.3, 3.1.4, 3.1.5 |
| VI. SCOIS | To provide information to improve the way young people and adults plan careers, make educational training decisions and find jobs. | \$ 362,786 | \$ 40,236 | \$ - | \$ 403,022 | \$ 365,389 | \$ 40,587 | \$ - | \$ 405,976 | 3.3.1, 3.3.2 |
| Total | | \$ 362,786 | \$ 3,326,154 | \$ 119,650,898 | \$ 123,339,838 | \$ 365,389 | \$ 2,871,668 | \$ 107,894,205 | \$ 111,131,262 | |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

| Type | Goal | Item # Strat | Object | Description |
|------|------|-----------------|--------|---|
| G | 1 | | | Information security |
| S | | 1.1 | | Ensure appropriate controls have been built into all information systems and platforms |
| O | | | 1.1.1 | Annually review all agency information security policies |
| O | | | 1.1.2 | On-board a Chief Information Security Officer |
| G | 2 | | | Improvements to business processes |
| S | | 2.1 | | Realize full potential of existing resources |
| O | | | 2.1.1 | Reduce associated expenses and improve turnaround time on the resource sharing agreement (RSA) process |
| O | | | 2.1.2 | Ensure buildings identified for consolidation are placed on surplus list to be sold by Budget and Control Board |
| O | | | 2.1.3 | Decrease energy consumption by 20% by year 2020 |
| S | | 2.2 | | Improve improper payment process |
| O | | | 2.2.1 | Reduce the number of improper payments received by claimants |
| O | | | 2.2.2 | Increase in number of claimants completing the online work search |
| S | | 2.3 | | Increase collection rate of taxes owed by businesses |
| O | | | 2.3.1 | Increase the percentage of new accounts established within 90 days |
| O | | | 2.3.2 | Increase the percentage of wage and contribution reports filed through SCBOS |
| O | | | 2.3.3 | Increase the percentage of tax payments received through SCBOS |
| O | | | 2.3.4 | Increase the percentage of contributory reports filed timely |
| S | | 2.4 | | Increase collection rate of improper payments to claimants |
| O | | | 2.4.1 | Increase in amount of overpayments being recovered |
| S | | 2.5 | | Meet and/ or exceed federal and state performance measures |
| O | | | 2.5.1 | Repay all outstanding UI loans by 2015 in an effort to rebuild the trust fund |
| O | | | 2.5.2 | Ensure > 50% of Higher Authority Appeals (HAA) decisions in each month are issued within 45 days of the appeals file date |
| O | | | 2.5.3 | Ensure > 80% of HAA decisions in each month are issued within 75 days of the appeals file date |
| O | | | 2.5.4 | Ensure that the average age of active HAA cases at the end of each month is below 40 days |
| O | | | 2.5.5 | Ensure that Lower Authority Appeals (LAA) meets or exceeds Secretary Standards of 60% of appeals decided within 30 days of the appeal file date |
| O | | | 2.5.6 | Ensure that LAA meets or exceeds Secretary Standards of 80% of appeals decided within 45 days of the appeal file date |
| O | | | 2.5.7 | Ensure that LAA meets or exceeds acceptable levels of performance (ALP) of ≤ 30 days average case age of pending appeals |
| O | | | 2.5.8 | Ensure that LAA meets DOL quality requirements that at least 80% of cases scored are rated 85% or higher |
| O | | | 2.5.9 | Increase the number of unemployment insurance benefit payments meeting the first payment time lapse standards |
| O | | | 2.5.10 | Increase the percentage of unemployment insurance benefit determinations meeting the non-monetary determination time lapse standards |
| O | | | 2.5.11 | Meet or exceed quality score on separation issues |
| O | | | 2.5.12 | Meet or exceed quality score on non-separation issues |
| G | 3 | | | Perform deliberate strategies for exceptional customer service delivery |
| S | | 3.1 | | Increase the number of individuals entering employment |
| O | | | 3.1.1 | Attain a yearly decline in the average duration of unemployment |
| O | | | 3.1.2 | Increase the Workforce Investment Act (WIA), Trade Assistance Adjustment (TAA), Wagner-Peyser (WP) and Veteran entered employment rate |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

| Type | Item # | | | Description |
|------|--------|-------|--------|---|
| | Goal | Strat | Object | |
| O | | | 3.1.3 | Increase the WIA, TAA, WP and Veteran employment retention rate |
| O | | | 3.1.4 | Increase the WIA, TAA, WP and Veteran average earnings |
| O | | | 3.1.5 | Increase percentage of WIA, TAA, WP and Veteran participants who receive training |
| O | | | 3.1.6 | Increase the number of youth placed in employment or education |
| O | | | 3.1.7 | Increase the number of youth who attain a degree or certificate |
| O | | | 3.1.8 | Increase the gains for youth literacy and numeracy |
| O | | | 3.1.9 | Increase the number of positive job referrals |
| O | | | 3.1.10 | Increase the total number of National Career Readiness Certificates (NCRC) issued in each category |
| O | | | 3.1.11 | Increase the total number of customized job fairs facilitated |
| O | | | 3.1.12 | Increase the number of connection and access points for UI filing |
| O | | | 3.1.13 | Monitor initial and weekly claim filings |
| S | | 3.2 | | Increase businesses' use of DEW services |
| O | | | 3.2.1 | Increase the number of businesses served with Rapid Response Incumbent Worker Training (RR IWT) |
| O | | | 3.2.2 | Increase the number of businesses that recognize and support the SC Work Ready Communities (SCWRC) initiative |
| O | | | 3.2.3 | Increase the number of counties meeting SCWRC standards |
| O | | | 3.2.4 | Increase the number of new and repeat business customers in all categories (small, medium, and large businesses) |
| O | | | 3.2.5 | Increase the number of businesses served with on-job-training (OJT) |
| O | | | 3.2.6 | Increase the number of job orders filled |
| O | | | 3.2.7 | Increase the number of businesses issued a Work Opportunity Tax Credit (WOTC) |
| O | | | 3.2.8 | Increase the number of customized data analysis reports (LMI) distributed to workforce, economic development and education partners |
| S | | 3.3 | | Improve relationships with partners |
| O | | | 3.3.1 | Increase the total number of students with access to South Carolina Occupational Information System (SCOIS) |
| O | | | 3.3.2 | Increase the number of educational sites with access to SCOIS |
| O | | | 3.3.3 | Exceed all national Jobs for America's Graduates (JAG) performance measures |
| G | 4 | | | Develop a strategic vision for customer service |
| S | | 4.1 | | Become more efficient |
| O | | | 4.1.1 | Improve the efficiency in the handling of UI calls in the call center |
| O | | | 4.1.2 | Procure and implement a new, modern UI benefits system (SCUBI) by 2017 |
| O | | | 4.1.3 | Develop and launch a six-series customer service training program for all employees to attend |
| S | | 4.2 | | Earn the trust of the public |
| O | | | 4.2.1 | Increase transparency of appeal hearings by providing parties with all appeal documents via online portals |
| O | | | 4.2.2 | Detect and reduce fraud in the unemployment insurance program |
| O | | | 4.2.3 | When fraud is detected, OGC will work with the Attorney General's Office to prosecute those who fraudulently received benefits |
| O | | | 4.2.4 | Balance the goals of restitution and deterrence equally |
| G | 5 | | | Develop employee-manager training |
| S | | 5.1 | | Identify training needs of employees |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

| Type | Item # | | | Description |
|------|--------|-------|--------|--|
| | Goal | Strat | Object | |
| O | | | 5.1.1 | Provide tools for semi-annual progress towards EPMS goals for managers |
| S | | 5.2 | | Increase staff morale and employee satisfaction |
| O | | | 5.2.1 | Conduct Executive Director listening tours from all levels of the organization |
| O | | | 5.2.2 | Increase the number of Workplace Wellness initiatives in place for 2015 |
| O | | | 5.2.3 | Showcase employee success in each monthly DEWsletter |
| O | | | 5.2.4 | Encourage employees to submit suggestions through the Virtual Suggestion box |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

| Performance Measurement Template | | | | | | | | | |
|----------------------------------|--|----------------|----------------|----------------|-----------------------|--|--------------------|---|-------------------------|
| Item | Performance Measure | Last Value | Current Value | Target Value | Time Applicable | Data Source and Availability | Reporting Freq. | Calculation Method | Associated Objective(s) |
| 1 | Annually review agency information security policies | 73% | 75% | 100% | July 1 - June 30 | Automated System, Updated in real time | As Needed | Number of users who have electronically signed the policy/Number of users subject to the policy | 1.1.1 |
| 2 | Hire a Chief Information Security Officer | 0% | 100% | N/A | July 1 - June 30 | SCEIS, Annually | As Needed | Hire has been made and onboarded | 1.1.2 |
| 3 | Enhance RSA process and timeframes | 17% | 42% | 83% | July 1 - June 30 | Fully executed RSAs, Annually | Annually | # of RSAs received by the deadline divided by the total number of workforce investment areas | 2.1.1 |
| 4 | Review RSA expenditures | \$1,758,950.11 | \$1,411,088.45 | \$1,211,000.00 | July 1 - June 30 | Agency accounting system, Daily | Annually | Total RSA annual disbursement | 2.1.1 |
| 5 | Consolidated buildings placed on surplus list | 100% | 100% | 100% | July 1 - June 30 | B&CB Minutes, Monthly | Annually | # of buildings on surplus list divided by # of buildings consolidated | 2.1.2 |
| 6 | Energy consumption reduction | 9,355,612 KWH | 8,645,741 KWH | 9,179,203 KWH | July 1 - June 30 | Facility Dude Program in Finance Dept, Updated Monthly | Annually | Automated Reporting | 2.1.3 |
| 7 | Total Count Overpayment Occurrences Established in Reporting Period | 65,877 | 41,036 | N/A | July 1 - June 30 | Data Warehouse, Daily | Annually & Monthly | SQL Query | 2.2.1 |
| 8 | Number of Claimants with Overpayment Established in Reporting Period | 38,372 | 24,407 | N/A | July 1 - June 30 | Data Warehouse, Daily | Annually & Monthly | SQL Query | 2.2.1 |
| 9 | Total UI Benefit Payments Established as Overpayment | 7% | 6% | < 7.5% | July 1 - June 30 | Data Warehouse, Daily | Quarterly | Manual | 2.2.1 |
| 10 | Overpayment Collection balance Offset in lieu of Collection | 7% | 17% | < 20% | July 1 - June 30 | Data Warehouse, Daily | Quarterly | Manual | 2.2.1, 2.4.1 |
| 11 | Overpayment eligible for wage withholding and placed in Collections | N/A | 20% | > 20% | July 1 - June 30 | Internal Database, Quarterly | Quarterly | Manual | 2.2.1, 2.4.1 |
| 12 | Total Overpayments Established | \$37.69 MM | \$21.61 MM | N/A | July 1 - June 30 | Data Warehouse, Daily | Annually & Monthly | SQL Query | 2.2.1, 4.2.2 |
| 13 | Fraud Overpayment Detected | \$21.34 MM | \$ 11.06 MM | N/A | July 1 - June 30 | Data Warehouse, Daily | Annually & Monthly | SQL Query | 2.2.1, 4.2.2 |
| 14 | % Claimants completing online work search | N/A | 88.30% | 100.00% | November 22 - June 27 | Internal Counts, Daily | Daily | Automated Reporting | 2.2.2 |
| 15 | % New Employer Accounts Established within 90 Days | 88.40% | 89.90% | 70.00% | July 1 - June 30 | USDOL, Quarterly | Quarterly | Automated Reporting | 2.3.1 |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

| Performance Measurement Template | | | | | | | | | |
|----------------------------------|--|----------------------------------|----------------------------------|------------------|--------------------|-------------------------------|--------------------|--|-------------------------|
| Item | Performance Measure | Last Value | Current Value | Target Value | Time Applicable | Data Source and Availability | Reporting Freq. | Calculation Method | Associated Objective(s) |
| 16 | % Contribution Reports Filed through SCBOS | 38.40% | 39.70% | 50.00% | July 1 - June 30 | SCBOS, Quarterly | Quarterly | Computer generated % of the # of reports filed via SCBOS versus the total # of reports filed via all methods available | 2.3.2 |
| 17 | % Wage Reports Filed through SCBOS | 35.20% | 44.80% | 50.00% | April 1 - March 31 | SCBOS, Quarterly | Quarterly | Computer generated % of the # of reports filed via SCBOS versus the total # of reports filed via all methods available | 2.3.2 |
| 18 | % Tax Payments received through SCBOS | 19.50% | 25.80% | 50.00% | July 1 - June 30 | SCBOS, Quarterly | Quarterly | Computer generated % of the # of payments received via SCBOS versus the total # of payments received via all methods available | 2.3.3 |
| 19 | % Contributory Reports Filed Timely | 91.90% | 91.40% | 100.00% | April 1 - March 31 | USDOL, Quarterly | Quarterly | Automated Reporting | 2.3.4 |
| 20 | Total Collections (including Offsets) | \$34.81 MM | \$31.99 MM | N/A | July 1 - June 30 | Data Warehouse, Daily | Annually & Monthly | SQL Query | 2.4.1 |
| 21 | Overpayment Balance reduction per quarter | \$8.23 million (1st Qtr 2014) | \$1.14 million (2nd Qtr 2014) | Positive Balance | Quarterly | ETA 227, Quarterly | Quarterly | Manual | 2.4.1, 4.2.2 |
| 22 | Trust Fund Debt as of 6/30 | -\$531.56 million | -\$396.5 million | 0 | July 1 - June 30 | US Treasury, Monthly | Monthly | Debt as of June 2013 and June 2014 | 2.5.1 |
| 23 | % of HAA Decisions Mailed w/in 45 days | 89.80% | 72.60% | > 50% | July 1 - June 30 | HA10/Internal Counts, Monthly | Monthly | # of case decisions mailed w/in 45 days of the appeal file date divided by # of appeal decisions mailed in that period | 2.5.2 |
| 24 | % of HAA Decisions Mailed w/in 75 days | 98.30% | 98.20% | > 80% | July 1 - June 30 | HA10/Internal Counts, Monthly | Monthly | # of case decisions mailed w/in 75 days of the appeal file date divided by # of appeal decisions mailed in that period | 2.5.3 |
| 25 | Average Age of an Active HAA Appeal | 26.9 days | 20.7 days | < 40 days | July 1 - June 30 | HA10/Internal Counts, Monthly | Monthly | # of days from the file date to the decision date for cases in the period divided by the # of active cases in that period | 2.5.4 |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

| Performance Measurement Template | | | | | | | | | |
|----------------------------------|-------------------------------------|------------|---------------|--------------------|--------------------|-----------------------------------|-----------------|--|-------------------------|
| Item | Performance Measure | Last Value | Current Value | Target Value | Time Applicable | Data Source and Availability | Reporting Freq. | Calculation Method | Associated Objective(s) |
| 26 | 30 Day Time Lapse | 31.30% | 20.40% | ≥60% | June - July | USDOL, Monthly | Monthly | Automated Reporting | 2.5.5 |
| 27 | 45 Day Time Lapse | 79.60% | 85.10% | ≥80% | June - July | USDOL, Monthly | Monthly | Automated Reporting | 2.5.6 |
| 28 | Average Case Age | 26 | 22 | ≤30 days | June - July | USDOL, Monthly | Monthly | Automated Reporting | 2.5.7 |
| 29 | Appeals Quality | 100% | 100% | 80% must score 85% | April - June 30 | USDOL, Quarterly | Quarterly | Manual scoring | 2.5.8 |
| 30 | First Payment Time Lapse | 89.90% | 91.40% | 87.00% | April 1 - June 30 | USDOL, Monthly | Monthly | Computer generated count of all first payment records categorized by Intrastate and Interstate claims payments | 2.5.9 |
| 31 | Non-Monetary Time Lapse | 78.10% | 93.80% | 80.00% | April 1 - June 30 | USDOL, Quarterly | Quarterly | Computer generated count of all nonmonetary determination records for specified categories. | 2.5.10 |
| 32 | Quality Score Separation Issues | 86.00% | 80.00% | 75.00% | April 1 - June 30 | USDOL, Quarterly | Quarterly | Manual scoring | 2.5.11 |
| 33 | Quality Score Non-Separation Issues | 81.30% | 100.00% | 75.00% | April 1 - June 30 | USDOL, Quarterly | Quarterly | Manual scoring | 2.5.12 |
| 34 | % of Claimants Exhausting Benefits | 40.80% | 41.50% | <30% | April 1 - March 31 | USDOL, Quarterly | Quarterly | Automated Reporting | 3.1.1 |
| 35 | Average duration of UI benefits | 12.3 weeks | 12.6 weeks | < 10 weeks | April 1 - March 31 | USDOL, Quarterly | Quarterly | Automated Reporting | 3.1.1 |
| 36 | TAA Entered Employment Rate | 62.80% | 70.10% | 69.90% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of TAA participants who are employed in the 1st quarter after the exit quarter divided by the # of TAA participants who exit during the quarter | 3.1.2 |
| 37 | Veterans Entered Employment Rate | 55.20% | 56.30% | 57.00% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of Veterans who are employed in the 1st quarter after the exit quarter divided by the # of Veterans who exit during the quarter | 3.1.2 |
| 38 | WIA Adult Entered Employment Rate | 70.40% | 72.50% | 69.70% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of WIA enrolled adult participants who are employed in the 1st quarter after the exit quarter divided by the # of WIA adult participants who exit during the quarter | 3.1.2 |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

| Performance Measurement Template | | | | | | | | |
|----------------------------------|---|------------|---------------|--------------|------------------|-----------------------------------|-----------------|--|
| Item | Performance Measure | Last Value | Current Value | Target Value | Time Applicable | Data Source and Availability | Reporting Freq. | Calculation Method Associated Objective(s) |
| 39 | WIA Dislocated Worker Entered Employment Rate | 75.40% | 79.50% | 73.90% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of WIA Dislocated Workers who are employed in the 1st quarter after the exit quarter divided by the # of WIA adult participants who exit during the quarter 3.1.2 |
| 40 | WP Entered Employment Rate | 55.30% | 58.50% | 58.50% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of WP participants who are employed in the 1st quarter after the exit quarter divided by the # WP participants who exit during the quarter 3.1.2 |
| 41 | TAA Employment Retention Rate | 92.50% | 91.60% | 91.10% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of TAA participants who are employed in both the 2nd and 3rd quarters after the exit quarter divided by the # of TAA participants who exit during the quarter 3.1.3 |
| 42 | Veterans Employment Retention Rate | 80.60% | 81.80% | 81.00% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of Veterans who are employed in both the 2nd and 3rd quarters after the exit quarter divided by the # of Veterans who exit during the quarter 3.1.3 |
| 43 | WIA Adult Employment Retention Rate | 85.00% | 85.80% | 86.40% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of WIA adult participants who are employed in both the 2nd and 3rd quarters after the exit quarter divided by the # of adult participants who exit during the quarter 3.1.3 |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

| Performance Measurement Template | | | | | | | | |
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| Item | Performance Measure | Last Value | Current Value | Target Value | Time Applicable | Data Source and Availability | Reporting Freq. | Calculation Method Associated Objective(s) |
| 44 | WIA Dislocated Worker Employment Retention Rate | 91.90% | 92.40% | 91.50% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of WIA Dislocated Workers who are employed in both the 2nd and 3rd quarters after the exit quarter divided by the # of adult participants who exit during the quarter 3.1.3 |
| 45 | WP Employment Retention Rate | 80.60% | 82.70% | 83.90% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of WP participants who are employed in both the 2nd and 3rd quarters after the exit quarter divided by the # of WP participants who exit during the quarter 3.1.3 |
| 46 | TAA Six-Month Average Earnings | \$15,785 | \$16,417 | \$19,436 | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | Total earnings in the 2nd plus the total earnings in the 3rd quarters after the exit quarter divided by the # of TAA participants who exit during the quarter 3.1.4 |
| 47 | Veterans Six-Month Average Earnings | \$14,442 | \$14,971 | \$14,700 | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | Total earnings in the 2nd plus the total earnings in the 3rd quarters after the exit quarter divided by the # of Veterans who exit during the quarter 3.1.4 |
| 48 | WIA Adult Six-Month Average Earnings | \$10,440 | \$11,032 | \$10,514 | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | Total earnings in the 2nd plus the total earnings in the 3rd quarters after the exit quarter divided by the # of WIA adult participants who exit during the quarter 3.1.4 |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

| Performance Measurement Template | | | | | | | | |
|----------------------------------|---|------------|---------------|--------------|------------------|-----------------------------------|-----------------|--|
| Item | Performance Measure | Last Value | Current Value | Target Value | Time Applicable | Data Source and Availability | Reporting Freq. | Calculation Method Associated Objective(s) |
| 49 | WIA Dislocated Worker Six-Month Average Earnings | \$14,673 | \$14,453 | \$15,100 | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | Total earnings in the 2nd plus the total earnings in the 3rd quarters after the exit quarter divided by the # of WIA Dislocated Workers who exit during the quarter 3.1.4 |
| 50 | WP Six-Month Average Earnings | \$11,182 | \$11,732 | \$11,600 | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | Total earnings in the 2nd plus the total earnings in the 3rd quarters after the exit quarter divided by the # of WP participants who exit during the quarter 3.1.4 |
| 51 | Percentage of TAA Participants Who Receive Training | 36.55% | 27.70% | 36.55% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | The # of TAA participants receiving training divided by the total number of TAA participants 3.1.5 |
| 52 | Percentage of WIA Participants Who Receive Training | 36.55% | 33.48% | 36.55% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | The # of WIA participants receiving training divided by the total number of WIA participants 3.1.5 |
| 53 | WIA Youth Placement in Employment or Education | 69.30% | 69.60% | 67.40% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | The # of WIA youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the 1st quarter after the exit quarter divided by the # of youth participants who exit during the quarter 3.1.6 |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

| Performance Measurement Template | | | | | | | | |
|----------------------------------|--|------------|---------------|--------------|------------------|------------------------------------|-----------------|--|
| Item | Performance Measure | Last Value | Current Value | Target Value | Time Applicable | Data Source and Availability | Reporting Freq. | Calculation Method Associated Objective(s) |
| 54 | WIA Youth Attainment of Degree or Certificate | 71.30% | 72.20% | 68.40% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of WIA youth participants who attain a diploma, GED, or certification by the end of the 3rd quarter after the exit quarter divided by the # of youth participants who exit during the quarter 3.1.7 |
| 55 | WIA Youth Literacy or Numeracy Gains | 57.40% | 59.80% | 53.60% | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | # of youth participants who increase one or more education functioning levels divided by the # of WIA youth participants who have completed a year in the program plus the # of youth participants who exit before completing a year in the program 3.1.8 |
| 56 | Number of positive job referrals | 27,063 | 14,087 | 27,063 | July 1 - June 30 | SC Works Online Services, Nightly | Monthly | Automated Reporting 3.1.9 |
| 57 | Number of Bronze NCRCs issued | 6,353 | 7,889 | N/A | July 1 - June 30 | ACT WRC Website, Weekly | Monthly | Automated Reporting 3.1.10 |
| 58 | Number of Silver NCRCs issued | 12,786 | 17,468 | N/A | July 1 - June 30 | ACT WRC Website, Weekly | Monthly | Automated Reporting 3.1.10 |
| 59 | Number of Gold NCRCs issued | 3,279 | 4,278 | N/A | July 1 - June 30 | ACT WRC Website, Weekly | Monthly | Automated Reporting 3.1.10 |
| 60 | Number of Platinum NCRCs issued | 25 | 45 | N/A | July 1 - June 30 | ACT WRC Website, Weekly | Monthly | Automated Reporting 3.1.10 |
| 61 | Number of customized job fairs | 0 | 8 | 20 | July 1 - June 30 | Internal Counts, As Needed | As Needed | Manual count of the number of job fairs conducted 3.1.11 |
| 62 | Number of UI Connection and Access Points | 66 | 167 | 200 | July 1 - June 30 | Internal Counts, Weekly | Weekly | Manual Count of the number of locations established 3.1.12 |
| 63 | Total Initial Claims Filed | 264,447 | 225,420 | N/A | July 1 - June 30 | USDOL, Weekly | Weekly | Automated Reporting 3.1.13 |
| 64 | Total Weeks Claimed | 1,787,530 | 1,365,992 | N/A | July 1 - June 30 | USDOL, Weekly | Weekly | Automated Reporting 3.1.13 |
| 65 | Number of businesses served with RR IWT | 26 | 18 | N/A | July 1 - June 30 | Internal Counts, As Needed | Monthly | Manual scoring 3.2.1 |
| 66 | Businesses supporting SC Work Ready Communities (SCWRC) initiative | 0 | 1,488 | 1,503 | July 1 - June 30 | ACT WRC Website, Weekly | Monthly | Manual count of businesses 3.2.2 |
| 67 | Number of counties meeting SCWRC standards | 0 | 3 | 46 | July 1 - June 30 | SCWRC Internal Database, As Needed | Monthly | Manual scoring 3.2.3 |
| 68 | Number of new and repeat business customers | 3,640 | 3,496 | N/A | July 1 - June 30 | SC Works Online Services, Nightly | Quarterly | Automated Reporting 3.2.4 |

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| Agency Name: | Department of Employment and Workforce |
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| Agency Code: | R600 | Section: | 083 |
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Fiscal Year 2013-14
Accountability Report

| Performance Measurement Template | | | | | | | | | |
|----------------------------------|--|------------|---------------|--------------|------------------|---|-----------------|---|-------------------------|
| Item | Performance Measure | Last Value | Current Value | Target Value | Time Applicable | Data Source and Availability | Reporting Freq. | Calculation Method | Associated Objective(s) |
| 69 | Number of businesses served with OJT | 202 | 142 | 202 | July 1 - June 30 | SC Works Online Services, Nightly | Monthly | Automated Reporting | 3.2.5 |
| 70 | Percentage of Job Orders filled | 31.69% | 21.79% | N/A | July 1 - June 30 | SC Works Online Services, Nightly | Monthly | # of SCWOS positions that have been filled divided by the # of job openings created in SCWOS | 3.2.6 |
| 71 | Number of businesses issued a WOTC | 1,264 | 1,290 | 1,264 | July 1 - June 30 | SC WOTC Database, Weekly | Monthly | Automated Reporting | 3.2.7 |
| 72 | Number of customized data analysis reports (LMI) distributed to workforce, economic development and education partners | 128 | 74 | N/A | July 1 - June 30 | LMI Internal Database, As Needed | Monthly | Manual scoring | 3.2.8 |
| 73 | Number of students with access to SCOIS | 731,679 | 742,325 | 743,067 | August - June | SCOIS CIS System, Nightly | Monthly | Automated Reporting | 3.3.1 |
| 74 | Number of educational sites with access to SCOIS | 1,214 | 1,270 | 1,283 | August - June | SCOIS CIS System, Nightly | Annually | Automated Reporting | 3.3.2 |
| 75 | JAG - Further Education Rate | 56.99% | 62.86% | 30.00% | August - June | JAG e-NDMS, Quarterly | Annually | # Enrolled in Training divided by total number of participants | 3.3.3 |
| 76 | JAG - Graduation Rate | 97.55% | 95.53% | 90.00% | August - June | JAG e-NDMS, Quarterly | Annually | # of Grads divided by # of participants | 3.3.3 |
| 77 | JAG - Total in Full-Time Jobs | 80.11% | 75.42% | 60.00% | August - June | JAG e-NDMS, Quarterly | Annually | Civilian FT employed + FT Military divided by # of Employed Graduates | 3.3.3 |
| 78 | JAG - Total in Full-Time Placement | 94.32% | 94.49% | 80.00% | August - June | JAG e-NDMS, Quarterly | Annually | Civilian FT employed + FT Military + PT Work with School divided by the total # of Employed Graduates | 3.3.3 |
| 79 | JAG - Total Positive Outcomes | 90.68% | 91.69% | 80.00% | August - June | JAG e-NDMS, Quarterly | Annually | # Employed + Full-time Military + FT Students divided by the total # of graduates | 3.3.3 |
| 80 | JAG - Unable to Contact Rate | 0.78% | 0.80% | <5% | August - June | JAG e-NDMS, Quarterly | Annually | # unable to confirm status divided by the total number of participants | 3.3.3 |
| 81 | Total Calls Answered | N/A | 723,632 | N/A | July 1 - June 30 | Avaya CMS Statistics, Daily | Daily | Automated Reporting | 4.1.1 |
| 82 | Average Call Time | N/A | 4 min. 6 sec. | < 5 min | July 1 - June 30 | Avaya CMS Statistics, Daily | Daily | Automated Reporting | 4.1.1 |
| 83 | Abandoned Calls | N/A | 8% | 5% | July 1 - June 30 | Avaya CMS Statistics, Daily | Daily | Automated Reporting | 4.1.1 |
| 84 | SCUBI development | 10% | 15% | 68% | July 1 - June 30 | Project Plan, Schedule, Deliverables - Updated Continuously | Weekly | Percent of project work tasks completed | 4.1.2 |

Agency Name: Department of Employment and Workforce

Agency Code: R600 Section: 083



Fiscal Year 2013-14
Accountability Report

| Performance Measurement Template | | | | | | | | | |
|----------------------------------|---|--------------|---------------|--------------|------------------|---|-----------------|---|-------------------------|
| Item | Performance Measure | Last Value | Current Value | Target Value | Time Applicable | Data Source and Availability | Reporting Freq. | Calculation Method | Associated Objective(s) |
| 85 | Development of six-series customer service training program | N/A | 100% | 0 | July 1 - June 30 | LMS, Daily | Weekly | Production of training materials | 4.1.3 |
| 86 | Launch of six-series customer service training program | N/A | 17% | 68% | July 1 - June 30 | LMS, Daily | Weekly | Portion of series completed | 4.1.3 |
| 87 | Provide parties with appeals documents via online portal | 5% | 46% | 100% | July 1 - June 30 | Project Plan, Schedule, Deliverables - Updated Continuously | Weekly | Percent of project work tasks completed | 4.2.1 |
| 88 | Cases adjudicated as fraud per agency guidelines | 48% | 52% | > 50% | July 1 - June 30 | Data Warehouse | Quarterly | Manual | 4.2.2 |
| 89 | Civil Penalties (38-55-550) | \$ 33,067.00 | \$ 4,128.00 | N/A | July 1-June 30 | Internal Spreadsheets, Varies | Varies | Manual summation of all civil penalty amounts received for the year | 4.2.3, 4.2.4 |
| 90 | Convictions | 10 | 8 | N/A | July 1-June 30 | Internal Spreadsheets, Varies | Varies | Manual count of all convictions for the year | 4.2.3, 4.2.4 |
| 91 | Restitution | \$ 20,405.00 | \$ 68,393.86 | N/A | July 1-June 30 | Internal Spreadsheets, Varies | Varies | Manual summation of all restitution received for the year | 4.2.3, 4.2.4 |
| 92 | Executive Director listening tour | 0 | 25 | 50 | July 1 - June 30 | Internal Tracking Sheet, As Needed | As Needed | Manual count of small group meetings held | 5.2.1 |
| 93 | Workplace Wellness | 0 | 2 | 5 | July 1 - June 30 | Working Well Program, quarterly | Quarterly | Manual count of the number of programs listed on the spreadsheet/report | 5.2.2 |
| 94 | Employees spotlighted for exceptional work | 24 | 24 | 24 | July 1 - June 30 | Internal Tracking Sheet, Monthly | Monthly | Manual count of articles written each year to spotlight employees | 5.2.3 |
| 95 | Virtual Suggestion box | N/A | 69 | N/A | July 1 - June 30 | Internal Tracking Sheet, Daily | Daily | Manual count of submissions received | 5.2.4 |