South Carolina Employment Security Commission

2008 - 2009 Accountability Report

"To provide quality, customer-driven workforce services that promote financial stability and economic growth"

-SCESC Mission Statement

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Section I – Executive Summary

1. Purpose, Mission, Vision, and Values

The mission of the South Carolina Employment Security Commission is to provide quality, customer-driven workforce services that promote financial stability and economic growth.

The South Carolina Employment Security Commission (SCESC), heretofore referred to as the Agency, is responsible for securing gainful employment for South Carolina citizens, finding employees for companies, providing unemployment insurance benefits, collecting unemployment taxes, and compiling and disseminating state/federal employment statistics. While these functions have not changed significantly over the past decade, customer needs and service delivery methods certainly have. As the leading workforce development and labor exchange agency in the State, SCESC continually adapts to the demands of new technology and the global economy. Our main goal is to match job seekers with employers in the most efficient and effective manner possible. In pursuit of this goal, we offer a variety of services to assist both corporate and private citizens.

Customer satisfaction is the primary focus of the Agency. The SCESC strives to be the leading workforce development and labor exchange in South Carolina. This vision is based on the following values:

1. The customer comes first.
2. All employees are partners in change and are encouraged to provide meaningful input regarding improvement of the Agency's operations.
3. Key results and performance are directly linked to long-term planning.
4. Open communication, both internal and external, is promoted.
5. The latest technology and resources are used to enhance customer service.
6. New opportunities to build public and private partnerships are always sought.
7. SCESC will maintain a diverse, professional, well-trained, motivated, and dedicated workforce.
8. As a steward of public funds, SCESC will ensure the fiscal integrity and accountability of the Agency and the programs for which it is responsible.

2. Major Achievements from the Past Year

1. Implemented South Carolina JobLink reporting to facilitate tracking of stimulus funds and facilitate better tracking of Wagner-Peyser (labor exchange) activities.
2. Expedited the hiring of job developers and referral specialists hired under the American Recovery and Reinvestment Act (ARRA) funds, in many cases reducing the state pool of Unemployment Insurance (UI) claimants.
3. Implemented three federally mandated supplemental benefit programs and one state program (Emergency Unemployment Compensation (EUC), EUC II, Federal Additional Compensation (FAC), and state mandated Extended Benefits (EB)). Paid EUC, its additional tier, and EUC II at the earliest possible time to bolster the economy.
4. Saved over $100,000 in postage by outsourcing mailing services to a private vendor.
5. Reconfigured the Interactive Voice Response (IVR) to process half the claimants on Sunday and the remainder on Monday to balance the volume and avoid system overload.

6. Maintained consistent service levels of UI check processing despite a geometric increase in volume from 35,000 checks per week to 110,000 checks per week.
7. E&T staff assisted in staffing the new customer service facility for Monster Worldwide, Inc. (online employment search engine) in Florence County. The Florence Workforce Center (WFC) accepted over 11,000 applications and placed 225 individuals into employment as of June 2009.
8. Implemented a "triage" approach to service delivery to quickly engage and assist customers, reducing wait time and improving customer satisfaction.
9. Implemented "direct deposit" of unemployment insurance benefits for claimants, thereby delivering the benefits more quickly and at lower cost.
10. Increased end of the year contracts total – Workforce Investment Act (WIA) and Trade Adjustment Assistance increased from $18,824,014.26 to $26,126,550.51 over the fiscal year.
11. The Agency continued to lead the southeastern region in issuing UI lower authority decisions in a timely manner.
12. Instituted placement performance goals for all Workforce Centers based on size and class.
13. Developed and implemented a method of filing weekly claim certifications through the Internet.
14. Co-sponsored the Greenville Job Forum along with Senator David Thomas. This will be replicated across South Carolina in the coming year.
15. Upgraded IVR to allow double the number of UI claimants to access the system at the same time. Average calls per month increased by more than 330,000 from the previous year.
16. Opened the new Myrtle Beach WFC to improve service to the numerous customers in the area.
17. Continued improvements within the Agency, based on Government Management, Accountability, and Performance (GMAP) principles, engaging frontline staff and non-supervisory personnel in the process.
18. The Agency initiated monthly briefings on the Labor Force and the Economy to coincide with monthly press releases on the South Carolina UI rate. Executive staff from the Agency coordinated these communications with representatives from the Department of Commerce, the State Chamber of Commerce, and the Legislature, all of whom were invited and attended regularly. The Communications and IT Departments collaborated to make this information available on the agency web site.
19. Initiated UI reporting and payment capability for employers through the South Carolina Business One Stop (SCBOS).
20. Hosted quarterly meetings of the State Employer Council to discuss workforce issues relevant to South Carolina. Local employer councils, consisting of an average of 35 members, are now functioning in each area of the state.
21. Upgraded security at the Midlands WFC due to increased concerns for customer and employee safety.
22. Met negotiated Wagner-Peyser performance standards for the year.
23. Met and/or exceeded Bureau of Labor Statistics (BLS) grant program deliverables.
24. Increased emphasis on employee training in all Employment and Training (E&T) programs.
25. Implemented "Job Development and Employer Relations Services Skill Builder" training for job developers brought on through stimulus funding statewide.
26. Placed 2,400 migrant and seasonal farm workers in jobs, exceeding expectations and drawing new entrants into the agricultural job market despite less-than-optimal economic conditions.
27. Processed initial UI claims, non-monetary determinations, weeks claimed, and appeals at unprecedented levels.

28. Maintained 953 South Carolina Occupational Information System (SCOIS) sites statewide to include the provision of 52 training sessions for 771 individuals on system use and related career development activities.
29. Developed and piloted the "SCOIS Climb K-5" online career development system for elementary school students. Maintained 361 "SCOIS Climb K-5" systems in 42 counties.
30. Collaborated with Clemson University, the SC Department of Agriculture, and private growers to promote jobs in agriculture via the agency produced television program, Carolina Works.
31. Upgraded Tax component of the new UI Imaging application.
32. Began implementing a program to offer Debit Cards as an option for receiving UI benefits.
33. Successfully planned and facilitated the 2008 National Association of State Workforce Agency (NASWA) Annual Conference in Charleston, S.C.
34. Completed video documentation of the Hispanic Workforce Training project in Saluda County as part of a two-year grant.

3. Key Strategic Goals for Present and Future Years

1. Increase the number of employers listing job openings.
2. Increase the number of applicants employed/placed due to staff assisted services.
3. Increase the percentage of UI claimants returning to employment.
4. Increase the percentage of veterans returning to employment.
5. Continue offering customer friendly ways for employers and claimants to receive services.
6. Exceed all mandated BLS grant deliverables.
7. Continue to expand the Labor Market Information (LMI) Department's customer base for grant and fee-generating services.
8. Meet or exceed all federally mandated performance goals for UI activities
9. Reduce the cost of delivering unemployment benefits to claimants while maintaining quality and customer satisfaction by implementing Debit Cards.
10. Automate the payment process for Trade Readjustment Act (TRA) recipients.
11. Implement the Reemployment Trade Adjustment Assistance (RTAA) Program.
12. Begin efforts to design and secure funding for a new Benefit Payment System.
13. Continue integrity efforts to detect and collect benefit overpayments.
14. Expand online training opportunities for employees concerning Agency policy and procedure to increase accountability.
15. Complete and obtain approval of Agency Energy Conservation Plan.
16. Complete the sale of remaining Agency surplus property (old Orangeburg WFC building).
17. Implement South Carolina Enterprise Information System (SCEIS) accounting/procurement system.
18. Implement a new TRA payment system.
19. Complete Imaging upgrade with the deployment of the new Benefits Imaging application.
20. Security Mandates: Upgrade Central Office Firewall and Central Office Spam filter, install firewalls for all SCESC remote locations, and install secure Wi-Fi access points.

4. Key Strategic Challenges

1. The ongoing recession and the resulting impact on the business community and the labor force.

2. It is estimated that by the end of calendar year 2009, the amount of federal loans received to pay unemployment benefits will total approximately $750 million. A primary challenge will be initiating steps needed to repay the loans and minimize future borrowing.
3. Adapting staffing patterns and funding to changing program priorities.
4. Meeting professional performance standards with increasing workloads related to record high unemployment.
5. Upgrading knowledge, skills, and abilities of employees to meet customer needs.
6. Providing competitive compensation for the talent needed to perform essential functions in the increasingly complex workforce development initiatives.
7. Having qualified and available data processing staff to implement new programs and maintain legacy systems.
8. Loss of valuable, experienced staff due to retirement and the training of new employees to handle the workload.
9. Initiating the energy conservation efforts as listed in the Agency Energy Plan.

5. Use of the Accountability Report to Improve Organizational Performance

The Accountability Report, in conjunction with GMAP, serves as the foundation of the Agency's strategic planning process. The GMAP process involves the assessment of our customer's needs, the design of Agency programs, and the implementation of services. The agency performs quarterly evaluations of performance measured against established benchmarks and standards. The primary function of the annual Accountability Report is to inform. GMAP supports the Agency's ability to do so. Both the annual Accountability Report and GMAP serve to promote continuous improvement within the agency and its programs by clearly communicating our organizational mission, goals, and objectives to employees, other state agencies, partnering organizations, and customers.

The ongoing utilization of GMAP as a responsible management tool ensures accountability is at the forefront of the Agency's strategic and operational planning efforts. GMAP institutionalizes accountability and performance management into the Agency's continuous improvement process.

Section II – Organizational Profile

The Agency is the leading workforce development and labor exchange agency in the State. SCESC is responsible for job placement, the payment of UI benefits, the collection of unemployment taxes, and handling of federal employment statistics. Our primary goal is to match job seekers with employers quickly and effectively, and we offer a variety of services to assist both groups.

The Agency works in concert with the federal government to preserve national economic stability. Funds come from payroll taxes paid by employers. These funds underwrite the UI program and public employment service. The Agency is also an active partner with business and industry, working with employers to hold down tax rates and working hard to reduce the time that any worker is out of a job. At the state and local levels, special employer advisory committees actively work with the Agency to ensure that all programs are designed to meet the needs of business, and to ensure that the private sector has a strong voice in issues affecting employment and training provided to South Carolinians.

1. Main Products and Services and Primary Methods of Delivery

- **Job Seeker Services -** Individuals seeking employment have full use of all services available to them in their job search. Job seekers who register with a SCESC Workforce Center are included in a database of available job seekers and matched with current job openings in the area. The system also refers qualified individuals to the employer for interviewing. Each workforce center is equipped with a resource area designed to give applicants self-service access to the latest technology for Internet job searches, the best resources for producing professional resumes, tools to evaluate their work skills and needs, and access to employer information. Information is also available to all applicants regarding training services, as well as referrals to other agencies and services designed to help individuals who are returning to/entering the workforce.

- **Employer Services -** Employers have access to a full array of services to assist them with their workforce needs. Employers are encouraged to list job openings with SCESC, which builds a database of job listings in the State. A job matching system is in place to match applicants with employers based on the requirements of the job. Specialized services such as recruiting, screening, and scheduling interviews of potential applicants are provided to employers. Employers experiencing or anticipating layoffs may receive services to help prepare their workforce for the separation. Services may include group orientations, on-site registrations, or on-site filing for UI benefits.

- **Administering the Unemployment Insurance Program -** The UI system is funded through an unemployment insurance tax levied against employers, to assist workers who may become unemployed. Workers who are unemployed or partially unemployed may apply for UI benefits. Application for benefits can be accomplished several ways – by visiting the nearest workforce center, electronically via the Internet, by telephone, or by the worker's employer (if he or she is still job-attached). After the initial application is taken, the employer is notified of the claim being filed. Statements are taken from the applicant and the employer as to the reason for separation and then a determination is issued. Should either party disagree with the decision, they may initiate an appeal process. Once the benefit year begins claimants file weekly by phone or by mail. Each claimant's status will be reviewed periodically as he or she continues to receive benefits.

- **One-Stop Workforce Center Operation -** WIA legislation provides that at least one comprehensive one-stop workforce center be designated in each of the twelve Workforce Investment Areas in the State. The workforce center coordinates with various other agencies (partners) to provide the full array of services required under WIA. Additional sites (satellite locations) can be established, if the need is determined by the Workforce Investment Board (WIB) in that area. The entity that operates a comprehensive workforce center or satellite location is determined by a competitive bidding process. Each area WIB seeks bids from those entities that can operate a one-stop workforce center. There are a total of 57 one-stop workforce centers in the State, 18 of which are comprehensive sites and 39 of which are satellite sites. Of the 18 comprehensive one-stops the Agency currently operates 15. In addition, of the 39 satellite sites, the Agency operates twenty-three. In the satellite offices, all basic services are provided. Additional services may be available on a limited basis.

- **Labor Market Information Services -** Our Agency, in conjunction with the BLS, provides a broad array of statistical data. The data provided are for use by job seekers, employers, educators, planners, economists, students, and others. Data are presented in publications, articles, news releases, pamphlets, and the Internet. Special data requests are often received. Types of data available include unemployment statistics, recent industrial employment numbers, occupational data, and wage survey results.

- **South Carolina Occupational Information Coordinating Committee (SCOICC) -** SCOICC is also housed in the Agency and operates SCOIS. This system addresses the need for career and educational information in the State. It is available in all workforce centers, all school districts, and various other sites. Users may access this web-based career system that offers resources to assess their skills and interests. SCOIS assessments are matched with potential career clusters and occupations. Additionally, the user may review all available information pertaining to that occupation and locate facilities that offer the specific training required.

- **Other Specialized Services -** Certain segments of the workforce also receive specialized services in the workforce centers. Veterans are given preference with registration, referrals to job listings, and have designated program specialists to assist them. The Agency also monitors the employment and living arrangements of migrant and seasonal farm workers very closely. In addition, the USDOL has designated SCESC as the coordinator for the Work Opportunity/Welfare-to-Work Federal Tax Credit, Foreign Labor, Federal Bonding Program, and Navigator programs.

- **Economic Development Services -** The Agency is one of the main providers of data to economic development agencies around the State. The Agency distributes data on the general economic status of the State to various colleges and universities, as well as the general public, on a monthly basis. Companies considering relocation to South Carolina can find the data needed to make an informed decision.

2. Key Customers and Their Key Requirements/Expectations

Customer	Requirements/Expectations
Job seekers and UI claimants	Access to job referral and placement assistance, access to training and supportive services, and access to labor market information
Businesses	Access to placement assistance and labor market information
Universities, colleges, technical schools, and other educational entities	Access to labor market information and SCOIS information
One-stop partners' organizations, both private and public	Regulatory requirements, economic stability, access to training and supportive services, and access to labor market information

3. Key Stakeholders (other than customers)

State and local economic developers	WIBs
Federal, state, and local government agencies	Elected officials
Chambers of Commerce	USDOL

4. Key Suppliers and Partners

Businesses	WIBs
One-Stop Partners	USDOL
Federal, state, and local government agencies	

5. Operation Locations

- *36 Workforce Centers serving all forty-six counties*

Abbeville	Clinton	Hartsville	Orangeburg
Aiken	Coastal	Kingstree	Rock Hill
Anderson	Columbia	Lancaster	Seneca
Barnwell	Florence	Lexington	Spartanburg
Beaufort	Gaffney	Liberty	Summerville
Bennettsville	Georgetown	Marion	Sumter
Camden	Greenville	Moncks Corner	Union
Charleston	Greenwood	Myrtle Beach	Walterboro
Chester	Hampton	Newberry	Winnsboro

- *14 Itinerant Points*

Allendale	Denmark	Gray Court	Ridgeland
Bishopville	Dillon	Greer	Saluda
Chesterfield	Eastover	Manning	
Darlington	Edgefield	McCormick	

- *2 Administrative Offices and a Supply Facility*

C. Lem Harper, Sr. Building, Columbia
Robert E. David Building, Columbia
Supply Warehouse, Columbia

6. Number of Employees/Employee Categories

At the end of FY 09, SCESC had a total of 1,428 employees
- 3 Elected and 4 Unclassified Employees
- 872 Full-Time Employees
- 392 Temporary Grant Employees
- 157 Temporary Employees

7. Regulatory Environment

- The Agency operates under the South Carolina Employment Security Law, S.C. Code Annotated Title 41, Chapters 27 through 41.
- The Agency is required to comply with instructions and regulations promulgated by the USDOL in carrying out provisions of the Federal Unemployment Tax Act (FUTA), the Workforce Investment Act, the Trade Act, and other legislative initiatives designed to serve and improve the American workforce.

8. Performance Improvement Systems

- Quarterly workforce center productivity reports that rank each workforce center
- Report to the USDOL regarding Common Measures
- Random sampling of workforce centers is conducted annually to receive feedback from employers and applicants
- Internal utilization of the GMAP process
- Federal Performance System for UI activities - Government Performance and Responsibility Act

Section III – Elements of Malcolm Baldrige Criteria

Category 1.0 Senior Leadership, Governance, and Social Responsibility

1. *How do senior leaders set, deploy, and ensure two-way communication for: a) short and long term organizational direction and organizational priorities, b) performance expectations, c) organizational values, and d) ethical behavior.*

1.1a - Senior leadership provides and encourages effective communication throughout the organizational structure. They continue to work toward effectively communicating the vision and goals set forth for the Agency primarily through division, department, and unit meetings. Weekly division meetings provide opportunities for overall direction to be set and monitored. Subsequent meetings on the division, department, and unit level allow this information to be shared with front-line employees, thus ensuring consistent communication on the short and long term direction of the Agency. Senior leadership holds quarterly area managers' meetings to provide direct contact and a consistent message to all front line managers at one time.

1.1b - Senior leadership also has adopted the GMAP system for the Agency. GMAP is used as a tool to analyze current goals and performance measures and make adjustments based on strategic planning.

Key organizational goals and priorities are set and communicated through weekly division and department meetings and through the development of annual action plans. Continued communication on key priorities occurs in weekly meetings and through consistent communication between senior leadership and staff. Divisions, departments, units, and employees are required to evaluate their individual roles and progress toward accomplishing Agency goals. Senior leaders provide written communication and promote feedback through the use of email.

Performance expectations are clearly defined and communicated to individual employees and departments. The use of the Employee Performance Management System (EPMS) allows employees to know what is expected of them and how they will be evaluated on their job performance. Reviews of departments and divisions are also in place. Division, departmental, and unit meetings continue to communicate short-term performance expectations and also serve as frequent progress reviews.

1.1c - The Agency's organizational values are based on the following: promoting total employee involvement, producing superior products, seeking additional public and private partnerships, promoting greater use of technology, anticipating and accepting change, encouraging teamwork, and striving for increased community involvement. Senior leadership communicates the importance of these values to employees throughout the fiscal year. Where possible, employees are encouraged and empowered to strategize, suggest, and improve work processes. Employee feedback has been vital in improving many work processes, programs, and initiatives sponsored by the Agency. As a result, employee feedback and assessment remain vital parts of determining future direction for the Agency.

In order to provide Agency employees with the skill sets needed to better serve our customers, the senior leadership team continues to place emphasis on information sharing and training. The implementation of GMAP has allowed employees at all levels of the organization to focus on duties and tasks that directly impact Agency performance while allowing management the opportunity to focus on best practices as well as areas that need improvement. Targeted training is provided to staff to address any performance deficiencies and to replicate best practices.

1.1d - Standards for ethical behavior are communicated to each employee upon hiring. Employees are given a written copy of the Guide for State Employees developed by the State Ethics Commission. Employees then sign an acknowledgement form certifying that they understand the issues involved. The Agency's Human Resource Manual further details ethical behavior.

2. *How do senior leaders establish and promote a focus on customers and other stakeholders?*

1.2 - Senior leadership actively promotes a focus on customers by reinforcing improved customer service as one of the Agency's overall goals. Senior leadership continually evaluates Agency programs, services, organizational structure, and financial resources in order to ensure that services are meeting the needs of customers. Improvements to customer service is an ongoing process.

Leadership also encourages participation between selected Agency spokespersons and various media outlets. This participation allows staff to alert customers of services available across the state.

3. *How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?*

1.3 - Senior leadership continues to examine and address the current and potential impact of Agency services on the economy and the population of South Carolina. The Agency continued extended workforce center hours in some areas to better serve the public during the economic recovery. More local decision-making authority for public service improvement is also encouraged. Senior leadership traveled to the various satellite offices around the state to talk with employees and customers served by the Agency. This direct feedback allows senior leaders to have direct

interaction with those needing Agency services. Senior leadership actively monitors, offers advice on and impacts legislation at the state and federal level, which would affect services to the public. The Executive Director is Past President of the National Association of State Workforce Administrators, a major influence in labor policies. Senior leadership continually reviews current trends and labor market data to stay abreast of issues impacting the Agency's service to the public.

Service alerts include Job Forums held in different parts of the state. Job Forums provide an additional opportunity for Agency staff to meet individually with unemployed local residents to provide information and job referrals to local employers who have job openings.

4. *How do senior leaders maintain fiscal, legal, and regulatory accountability?*

1.4 - Senior leaders maintain fiscal, legal, and regulatory accountability by consistently reviewing the current state of the Agency. This review includes: frequent updates on the overall budget status of the divisions, departments and reviews within the Agency; consistent consultation with the Agency's legal department on adherence to state and federal legislation; and frequent communication with state and federal officials to report on the Agency's adherence to guidelines established to operate the programs entrusted to the Agency. The Agency's Internal Audit and Review Department and the external auditors report performance and other findings to the senior leadership. External auditors conduct annual audits on financial statements of Agency operations and the UI Trust fund. Additional audits are conducted when requested by the Executive Director or the Commissioners.

5. *What performance measures do senior leaders regularly review to inform them on needed actions?*

1.5 - Organizational measures reviewed by senior leadership include the following: customer satisfaction; mission accomplishment; human resource effectiveness; procurement effectiveness; process management; asset management effectiveness; administrative support effectiveness; employee satisfaction and involvement; staff development; and local and federal grant effectiveness. These measures are reviewed through written reports, and through weekly and quarterly department and division meetings.

6. *How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to organizational values?*

1.6 - By receiving regular updates on the state of the Agency and employee concerns, senior leaders are able to adjust and modify their leadership strategies to maximize overall effectiveness. Over the past year, senior leadership continued to take action on a wide range of issues identified through regular meetings and through employee feedback. As a result, senior leadership has addressed specific issues and made improvements in day-to-day operations and services where appropriate. Weekly division meetings have provided an avenue for these modifications to be assessed for practicality and overall effectiveness. This strategy continues to facilitate a more integrated approach for delivering services by breaking down barriers between departments.

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

1.7 - Senior leadership, through monthly meetings, discusses possible replacements for known retirements, resignations and vacancies as soon as they are identified. Additionally, senior leaders identify potential leaders, early in their careers, and monitor their progress for possible additional training and assignments. Through the encouragement of senior leadership, the Agency established leadership training for team leaders. Senior managers with executive potential are cultivated through greater involvement in the planning and development of further training objectives.

8. *How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?*

1.8 - Senior leaders maintain an "open door" policy that allows and fosters sharing ideas up and down the authority chain. This sharing encourages leaders to look critically at the status quo and when needed, make changes or explain why no changes are necessary. In this way, senior leadership keeps all employees energized and thoughtful in suggesting improvements in the accomplishment of the agency objectives. In addition, the Agency has a very active Employee Suggestion Program.

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

1.9 **-** All supervisors are required to attend training development to reinforce skills needed for the day to day management of their respective departments. Each office has both internal and external customers. Due to the varied needs of their customers each cost center is encouraged to develop training to ensure both individual and staff development.

Training is provided to designated staff to provide the core competencies required to successfully transact business as a Job Developer or Employer Relations (services) Professional. Staff is trained on the purpose and use of new technologies at SCESC that impact how job development and employers relations services are developed and delivered.

This training will serve as a catalyst/stepping stone for future training in Business and Employer Services Professionals.

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

1.10 - Senior leaders communicate with the entire workforce through Agency email. Personnel visits are also conducted with staff throughout the State. Recognition is given promptly and publicly to all employees through employee appreciation events and training conferences. These events consist of, at a minimum, a luncheon and awards ceremony with the Agency Commissioners and Executive Director.

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

1.11 - The Agency and its senior leadership actively support and strengthen communities by strongly encouraging employee involvement in civic clubs, chambers of commerce, workforce investment boards, economic development groups, and various other community oriented groups or committees. The Agency has established a state-wide employer council and each local office is encouraged to establish one for its area. Senior leaders are active members of the state-wide council and senior management level leaders participate in local area councils. For local area directors, the Agency provides assistance with organizational membership fees. Staff are encouraged to be involved in programs that will provide exposure for ESC and the services provided to job seekers, businesses, and the community at large. In addition, the Agency participates in and sponsors local and regional job fairs to provide assistance within various communities around the state.

Category 2.0 Strategic Planning

1. *What is your strategic planning process, including key participants, and how does it address: a) your organization's strengths, weaknesses, opportunities and threats; b) financial, regulatory, societal and other potential risks; c) shifts in technology, regulatory, societal and other potential risks, and customer preferences; d) workforce capabilities and needs; e) organizational continuity in emergencies; and f) your ability to execute the strategic plan.*

2.1 - The core of the Agency's strategic planning process is GMAP. The traditional strategic planning model as illustrated below is utilized.
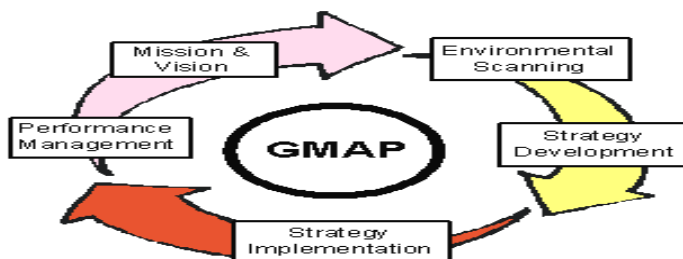
The Agency's Mission and Vision statements serve as the foundation upon which strategy is developed. Environmental scanning is the process by which both the external and internal environments are studied to identify strengths, weaknesses, opportunities, and threats also known as SWOT. A variety of methodologies are used to provide input to this analytical process. These include the input from customers, local and State Employer Councils, local WIBs, local workforce partners, local, state, and federal elected officials, and the use of local, state, national and global economic and labor market information. Strategy development occurs at the division level with final approval resting with the Agency's Executive Director. Strategic implementation is a coordinated effort involving all divisions with primary emphasis on "front line" operations in both the local workforce centers and in Central Office cost centers. Performance management and evaluation are ongoing efforts at all levels of the Agency. Evaluation ultimately leads to a refocus

on mission and vision to ensure consistency and the continuous improvement/strategic planning process begins again.

2.1a - Organization's SWOT

On December 1, 2008, the National Bureau of Economic Research in Princeton, New Jersey announced that the United States had been in a recession since December of 2007. While this was not good news, it came as no surprise to the Agency who had been reporting growing numbers of unemployed, rising unemployment rates, and the ongoing loss of jobs in South Carolina's manufacturing and construction industries throughout calendar year 2008. As a result of the unprecedented levels of unemployment in our state, the Agency's Unemployment Insurance program and labor exchange system experienced severe workload issues as demand for services almost doubled over a twelve month period of time. In an effort to respond to the rapidly changing external environment, the Agency continued to focus on tactical and contingency planning to meet the needs of our customers.

In July of 2008, the state's unemployment rate stood at 6.9% with 149,152 South Carolinians considered officially unemployed. In June of 2009, the rate had climbed to 12.1% and the number of unemployed had grown to 264,957. While economic development efforts in South Carolina continued to grow jobs, the rate of growth could not keep pace with the dramatic loss of jobs within the state. To complicate matters, the mismatch between the skills required for the new jobs and skills possessed by South Carolina's unemployed labor pool resulted in high levels of in-migration as job seekers from other states came to South Carolina looking for work opportunities. This too put upward pressure on the unemployment rate.

The growing skills gap has had and will continue to have a significant impact on structural unemployment in our state. With federal and state extensions on unemployment benefits, we have seen record levels of benefits paid to a growing population facing significant challenges as they attempt to return to employment. Many of the jobs lost during this recessional period will not return. Employers will restructure some jobs and create new hybrid jobs that combine key functions and promote efficiency, productivity and profitability. These changes on the demand side of employment are having a significant impact on the supply side of the labor force. Two things have become apparent: (1) training and education are needed to upgrade skill levels in a large portion of the unemployed; and (2) there is no quick fix for these problems. Unemployment insurance, labor exchange activities occurring in the workforce centers across South Carolina, and workforce development programs will all be stretched to the limit as a part of the economic recovery efforts in South Carolina.

For the period July 1, 2008 through June 30, 2009, the Agency continued to utilize GMAP. The purpose of GMAP is twofold. First, it forces each department to look at what it measures to make sure that what is being measured is tied to the Agency's strategic goals. Secondly, it provides management with a measuring stick to compare performance indicators to ensure the effective management of Agency resources and the attainment of operational goals. Priorities were to implement GMAP at the lowest levels within the Agency.

GMAP is an integral part of the entire Agency's continuous improvement and performance management processes. The Agency continues to use GMAP to measure mission critical performance and accountability issues.

2.1b - Financial, regulatory, societal, and other potential risks

The Agency continues to emphasize restraint on budgetary issues. A conservative approach to budget management has resulted in the Agency being fiscally sound during times when many state employment agencies in the country have fallen upon hard times. Collaboration and cost effective high performance service continue to be the backbone of financial resource management. Contract and grant revenues grew for the third straight year. Much of this success is directly attributable to the performance management aspects of GMAP.

On the regulatory front, legislated change at the state or national level is always a possibility. The Agency closely monitors pending legislation and proposed rules, and works with elected officials at both the state and national levels to advise them of potential impacts on services to our state's businesses and citizens.

From a societal perspective, the Agency and the State face a variety of challenges; many of these exacerbated by the current economic conditions. The following are just a few of the societal issues which impact Agency strategy formulation: high unemployment, business failures, rural versus metro, the skill gap, immigration, in migration, disparity in income, educational resources and access to services.

2.1c - Shifts in technology or the regulatory environment

The Agency continues to emphasize prompt, courteous and professional service to our customers. Where possible, technology is being used and developed to provide improved access to information and services for our customers. A key element in strategy development is method of delivery. The increased use of technology in operational and administrative cost centers is always explored with primary consideration given to the customer and to cost. Technology is a major consideration in almost all strategic decisions. Regulatory issues were discussed in **2.1b**.

2.1d - Workforce capabilities and needs

The Agency's human resources are our most valuable asset. As such, training and development of our employees has been a priority. New strategy implementation means changing the way we do business. The Agency accomplishes this through a well-trained workforce. Certification programs for front line staff, as well as increased emphasis on supervisory and management training implemented in the past few years, will continue into the future. The key to prompt, professional and courteous service continues to be well-trained staff.

During this fiscal year, the Agency hired large numbers of temporary grant employees to help manage the workload associated with the record level of unemployment in our state. The Agency accomplished the recruitment, hiring and training of these staff through implementation of Agency contingency plans.

2.1e - Organizational continuity in emergencies

During a year of change, challenges and opportunities, the Agency achieves continuity in operations through contingency planning and the sharing of resources across departments and divisions. Keeping the commitment to customer at the forefront, the Agency has challenged employees to do

whatever it takes to get the job done. In many cases, this meant working temporarily in other cost centers or changing work hours. The Agency focused resources on immediate need with a commitment to meeting deliverables and to customer satisfaction.

2.1f - Ability to execute the strategic plan

The key to implementation of the strategic plan is focus, accountability and communication.

The executive committee meets weekly to discuss strategic priorities and implementation issues. The Agency holds weekly meetings at the division and department level to emphasize strategic goals and identify internal strengths, weaknesses, and any changes in the external environment which might impact service to our customers.

GMAP continues to provide accurate and timely information on performance and accountability issues related to goals, objectives and benchmarks. Integration of GMAP at the lowest levels of the organization allows management to pinpoint and address performance issues.

The Agency communicates with staff through internal media, training and staff meetings to keep the Agency workforce informed of changing strategic priorities and progress toward organizational goals.

2. *How do your strategic objectives address the strategic challenges you identified in your Executive Summary?*

2.2 - The Agency's challenges represent both external threats and internal weaknesses identified in the strategic planning process. Strategic objectives were developed from opportunities and strengths identified in the process to address these challenges. The Agency utilized tactical plans, directly related to the organization's strategic challenges, in an effort to achieve optimum performance. SCESC systematically identified new challenges and opportunities through the use of SWOT analysis and the input of our customers. Changes in the external environment necessitated the reprioritization of objectives to better address challenges and opportunities. These challenges and opportunities were the driving force behind strategy development. Strategic objectives are established and integrated in the Agency's GMAP. The Agency designed action plans to accomplish strategic objectives. These Agency's key action plans/initiatives are:

- Build strong community relations by participating in business groups, committees, and other civic-minded organizations at the state and local level.
- Provide continuous improvement in our one-stop operations by leveraging services and resources and including and engaging local partners in the process.
- Enhance core services by ensuring that knowledgeable staff provides prompt, professional, and courteous workforce services to our customers.
- Improve contract performance by meeting or exceeding contract performance goals at all levels of the organization.
- Focus on staff development to include recruitment, retention, and training of staff.
- Continue to monitor, assess performance, and take corrective actions when necessary, in areas that are included in the performance measurements established by the USDOL.
- Continue to provide timely, accurate, and professional customer service.

3. *How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?*

2.3 - The Agency identifies strategic goals by division. Tactical plans are developed at the division level to address strategic goals and objectives. Using input from customers, front-line staff, program staff, partnering agencies, and management, operational action plans are then developed. These tactical plans are established using SMART (Specific, Measurable, Action-oriented, Relevant, Time bound) goals. The Agency tracks performance related to these goals through the GMAP process. GMAP focuses on those indicators most closely related to customer need. We serve a wide range of customers, including federal, state, and local funding entities; businesses, and the average citizen who visits one of our workforce centers seeking services.

The vast majority of Agency funding comes from federal dollars. The Agency uses program specific funds to support related strategic and operational goals and objectives. SCESC incorporates these goals and objectives into plans required by the funding source.

4. *How do you communicate and deploy your strategic objectives, action plans, and related performance measures?*

2.4 - The Agency's overall strategic plan, including objectives, action plans, and performance measures, are disseminated to the various divisions and departments through the GMAP process. Divisional and departmental objectives and plans, to include performance measures, were essential parts of this management system. GMAP tied individual performance beginning at the planning stage of the EPMS to departmental, division, and Agency performance. The Agency uses an electronic newsletter, *On the Job,* to provide employees with pertinent information on Agency initiatives and performance.

5. *How do you measure progress on your action plans?*

2.5 - Meeting performance deliverables and customer satisfaction are the keystones to management practices at the Agency. GMAP provides the Agency with a methodology and means to track progress at all levels of the organization. Weekly divisional staff meetings focused on performance-related issues and output. Project management at the departmental and unit levels offer valuable performance-related information and benchmarks, and are shared at the divisional level to ensure open communication and collaboration.

6. *How do you evaluate and improve your strategic planning process?*

2.6 - The Agency's strategic planning process as illustrated and described in **2.1** is a continuous improvement process. Weekly meetings at the divisional level are held, followed by weekly meetings of the executive committee. The Agency considers input from all levels of the organization as a part of an ongoing environmental scanning process.

Quarterly and annual GMAP sessions tracked performance toward strategic and operational objectives and served as a forum to explore "cause and effect" scenarios that relate to operational challenges.

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The Agency successfully met unexpected challenges due to changes in the economy, program funding and program responsibilities by having a flexible on-going strategic planning process within the Agency.

7. *If the Agency's strategic plan is available to the public through the Agency's Internet homepage, please provide an address for that plan on the website.*

2.7 - The strategic plan is currently not available through the Agency's Internet homepage.

STRATEGIC PLANNING

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related 08-09 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
II ES	To increase the number of employers listing job openings.	Established and implemented a web-based workforce development system that links job seekers and employers. *Best Practice Example:* Implemented South Carolina JobLink Reporting to better facilitate tracking of Wagner-Peyser activities	7.1a-1, p. 38 7.1a-2, p. 39 #1, p. 2
	To increase the number of applicants employed.	Leveraged services and resources to maximize efforts to increase applicants employed. *Best Practice Example:* Leveraged local resources in excess of $26 million during 08-09 to support program staff, technology and workforce services.	7.1a-3, p. 39 7.1a-4, p. 40 7.1a-5, p. 40 #7, p. 3
	Increase the number of applicants placed as a result of staff assisted services.	Placed a renewed emphasis on prompt, professional and courteous service to applicants with a focus on individual staff and local workforce center accountability. *Best Practice Example*: Implemented "Job Development and Employer Relations Services Skill Builder" training for job developers brought on through stimulus funding throughout the state.	#2, p. 2 #16, p.3 #25, p.3
	To increase the percentage of claimants	Focused on matching claimants' skill sets with jobs in the community	7.1a-6, p. 41

		returning to/entering employment.	through targeted Job Fairs, Expos and other job development activities. *Best Practice Example*: Co-sponsored the Greenville Job Forum along with Senator David Thomas. This will be replicated across South Carolina in the coming year.	#14, p.3
		To increase the percentage of veterans returning to/entering employment.	Improved veteran contract performance by meeting or exceeding contract performance goals. Exceeded both placement and wage-at-placement goals. *Best Practice Example*: Conducted regional job development and placement training for veteran staff and Area Directors resulting in increased placement activities.	7.1a-7, p. 41
III UI		To exceed all federally mandated performance goals related to the unemployment insurance program.	UI processed initial claims, non-monetary determinations, weeks claimed and appeals at unprecedented levels. *Best Practice Example:* Doubled IVR capability to handle increased number of phone calls each week.	7.1b-2, p. 42 7.1b-3, p. 43 7.1b-4, p. 44 #5, p. 2 #15, p.3
		To improve the accuracy and timeliness of employer tax information.	Expanded use of technology to improve timeliness and accuracy of employer tax information. *Best Practice Example*: Initiated reporting and payment capability for employers through the SCBOS.	#19, p. 3
		To reduce the cost and improve the security and timeliness of benefit payments to UI claimants.	Developed direct deposit and debit card process for unemployment benefits. *Best Practice Example*: Began implementing a program to offer Debit Cards as an option for receiving unemployment benefits.	7.1b-2, p. 42 #9, p. 3 #32, p.4 #6, p. 3 #11, p 3
II LMI		To exceed all mandated grant deliverables.	Exceeded grant deliverables BLS programs through increased emphasis on accountability and performance under GMAP.	#23, p. 3

	Best Practice Example: Successfully implemented new ACES web system in the Industry Employment Statistics Unit.	
To continue to develop and expand the customer base for grant and fee-generating services.	Expanded the customer base for eTRACK services and successfully developed and marketed area profiles and needs assessments. *Best Practice Example*: Prepared Lexington/Richland School District 5 Needs Assessment.	

Category 3.0 Customer Focus

1. *How do you determine who your customers are and what their key requirements are?*

3.1 - The Agency's external customers and their key requirements are determined by federal and state legislation that defines the services the Agency provides as well as customer eligibility guidelines. Their key requirements include job referral, placement assistance, access to unemployment insurance benefits, access to training and supportive services, and services involving labor market information.

Customers dictate their individual needs for employment-related information and services. Customers include: businesses; state, federal and local government agencies; universities, colleges, technical schools and other educational entities; economic development officials; chambers of commerce; workforce investment boards; one-stop partner organizations (private and public); the legislature; and the general public. Although concentration is on South Carolina citizens, information and services are available through web-based applications that provide access to employment and labor market information to any individual or company.

The USDOL provides program funding and determines many of our service areas. Contracts and grants with USDOL specify primary performance measures and deliverables.

2. *How do you keep your listening and learning methods current with changing customer/business needs and expectations?*

3.2 - Our listening and learning methods and customer/business expectations are kept current with changing customer/business needs through continuous communication and feedback. The state and local employer councils continue to provide valuable input from the end-users of our State's public employment service. Collaboration and input from our partnering organizations in our one-stop workforce centers allow us to tailor our programs to meet the specific requirements of each local area and its customers' needs. Agency employees participate in local chambers of commerce, civic organizations, and Society for Human Resource Management (SHRM). Attendance at national and state conferences also keeps us attuned to the best business practices in customer service.

The Agency solicits customer comments on a regular basis through a variety of efforts, such as in-person solicitation; telephone; written and web-based surveys. One example is how our LMI Department tracks usage through Customer Service Request Cards. LMI tracks not only how customers contact the department, whom they contact, and what they receive, but it also routinely sends Customer Satisfaction Survey to users who request assistance with data or products. These surveys ask questions about how clear the information was, how useful and current the data is, how prompt the service was and how cooperative the staff was in providing the information. A scale of 1 to 5 is used with 5 being "ideal."

During July 1, 2008-June 30, 2009, the Agency achieved the following scores:
- Clarity of information: 4.7
- Usefulness of information: 4.7
- How current the data is: 4.6
- Promptness of service: 4.8
- Cooperation of LMI staff: 4.8
- Overall score: 4.7

The Agency has employer representatives who maintain contact with local businesses to facilitate communication and feedback. These employer representatives provide information on Agency services that include, but are not limited to:
- building working relationships;
- explaining reporting requirements;
- answering general questions about the Agency and the services available; and
- providing technical assistance by interpreting applicable policies/procedures/regulations.
- developing job listings;
- obtaining job orders;

The Agency facilitates employer relations by participating in employer education seminars. State and local employer councils provide the Agency with feedback from employers.

In all areas, the Agency strongly encourages open lines of communication so that listening and learning methods stay current and SCESC can meet its customers' needs and expectations.

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

3.3 - The Agency has multiple customer access mechanisms in place. The Agency has the South Carolina JobLink system to provide our customers with immediate, web-based access to job listings; job search assistance; training providers; real-time labor market information; and links to community resources and other government agencies. Customers may create their own secure accounts. This allows job seekers to maintain their resume, search current job listings, apply for jobs, and track positions they have applied for. Employers are able to maintain current job openings, review resumes of job seekers, and track the number of applicants that have applied for their job openings. Both customers and employers may access these features on-line or by contacting/visiting a local workforce center for assistance. SC JobLink allows for either telephone or email support, for immediate feedback, should the user encounter any problems. SC JobLink provides detailed web-based customer satisfaction surveys.

UI claimants may choose to establish internet claims or to file in person. The Agency provides an IVR system for claimants to file their weekly certifications by telephone. The Agency has a toll-free UI phone number to assist interstate claimants with difficulties they might be experiencing. The

Agency is exploring something similar for intra-state claimants. Customers may send emails to ask questions or report problems.

The Agency has a complaint management system that includes Employment Service (ES) and UI complaint processes, as well as an Equal Employment Opportunity (EEO) officer and State Monitor Advocate to handle complaints. UI fraud complaints may be reported through a toll-free fraud hotline or via the Internet at www.sces.org. The Agency staffs offices with specialists to assist with complaint intake and resolution.

4. *How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?*

3.4 - The Agency continually evaluates customer feedback that guides the level and delivery of services. Quality Control (QC) performs sampling to determine customer satisfaction on both paid and denied unemployment insurance claims. There are approximately seventy different national measures in place to evaluate UI systems, with twelve core measures that require submission of a corrective action plan to USDOL, a stakeholder, if not met. These many measures allow the Agency to monitor itself, and track performance improvements. SC JobLink provides detailed surveys with customized survey roll-up features to establish mechanisms for continuous improvement based on statistics. The local WIBs (LWIB) establish general policy guidelines for the operation of one-stop workforce centers in their specific areas. Agency employees serve on these boards, along with business leaders, educational representatives, and local elected officials, to convey pertinent customer/stakeholder information and customize services in that area.

The Agency places priority on customer service. The Agency made universal access structural changes to improve service to customers. The Agency added toll free numbers and fax-on-demand features to provide easy access to information. Customers evaluate the products and brochures developed by LMI. Employees are cross-trained in various program areas to handle customer requests more efficiently. All customer complaints receive individual attention and follow-up.

5. *How do you use information and feedback from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?*

3.5 - The Agency evaluates feedback obtained from customer/stakeholder surveys to keep services or programs relevant and provide for continuous improvement. Customer/stakeholder feedback guides the level and delivery of services. Agency staff and LWIBs meet, evaluate, and determine the best possible services and operation design to meet the needs of the business community, program participants, and a skilled workforce. Management reviews program and performance data to aid in service or program modifications. To improve customer service, local office employees receive annual UI training that incorporates feedback from customers. E&T has provided quarterly training on the SC JobLink system and the reports the system generates. The Agency provides additional training as needed. The Agency regularly monitors each area to ensure understanding of and compliance with governing federal regulations and local area policies. The Agency strives to satisfy customer/stakeholder needs by providing information, forms, and services electronically. The Agency's web site, www.sces.org, provides access to information on ES, UI, LMI and links to other workforce development services and partners.

The Agency, along with other government entities and public and private organizations, participates in the SCBOS, www.scbos.com. The SCBOS is a centralized destination for businesses seeking to secure various licenses, registrations and permits. This website offers customer service for business owners, reducing the logistical scrambling it takes for businesses to remain in compliance with state law. This is a great accomplishment of the partnership between government entities and the private sector and has proven to be convenient and cost-effective. The Agency initiated reporting and payment capability for employers through the SCBOS to continue improving services to our customers.

6. *How do you build positive relationships with customers and stakeholders to meet and exceed their expectations? Indicate any key distinctions between different customer and stakeholder groups.*

3.6 - The Agency has numerous services and accommodations available to build and bridge relationships with customers and stakeholders by providing a variety of products and services. The Agency continues to improve the delivery of services for customers and stakeholders. The Agency has a number of projects in various stages of concept, planning, implementation and maintenance. Some examples of recent projects successfully executed are:
1. Implemented a method of filing weekly UI claim certifications through the Internet – provides additional filing options for claimants.
2. Split UI claims filings between Sunday and Monday – improved claimants ability to file.
3. Direct deposit of UI benefits – provides additional option for claimants.
4. Doubled IVR capability and added phone lines – to handle increased number of phone calls each week.

Additional ways the Agency works to meet and exceed customer expectations are:
1. A toll-free number for weekly unemployment insurance claims - eliminates long distance telephone calls for claimants.
2. Employers can respond to requests for initial separation information by email - time and cost efficient.
3. Employers can respond to unemployment insurance fact-finding requests via telephone or fax – convenient and time efficient.
4. The Employer Accounts IVR System – provides recorded information on establishing a new employer account, including general liability requirements and other employer account information.
5. The Automated Clearinghouse (ACH) System – allows employers to submit quarterly contribution reports electronically.
6. The Agency and the Center for Accelerated Technology Training (CATT), continue to enhance the training application process by providing a web-based application – allows 24 hour access to the application, via the Internet, to interstate and intra-state customers.
7. Extended hours and out-stationed personnel – accommodates businesses and job seekers.
8. The Agency operates programs specifically dealing with specialized groups –aids customers such as veterans, disabled veterans, youth, Native Americans, those needing adult education and literacy activities, senior adults, and the Spanish-speaking communities.
9. Outreach efforts – provides Agency services to migrant and seasonal farm workers.
10. Federal Bonding Program – sponsored by the USDOL, it serves as an incentive to employers to hire high-risk, special applicant groups.

11. Statewide Job Fairs - sponsored by the Agency, Agency partners, workforce development boards, and private entities. These fairs bring employers and job seekers together in a "win-win" situation.
12. The Agency's LMI Department – provides specialized data upon request.
13. Specialized services – provided to Limited English Proficient individuals and those covered by the Americans with Disabilities Act (ADA). Each of our Workforce Centers has a designated ADA Coordinator to ensure that our customers with special needs have information and resources readily available to them.
14. The Disability Program Navigator Initiative, sponsored jointly by the USDOL and the Social Security Administration, has been implemented in several One-stop Workforce Centers around the State – Navigator employees facilitate universal access to the One-Stop system for persons with disabilities by addressing the needs of people with disabilities who are seeking training and employment. Navigator employees are instrumental in the development of relationships with partners, other service systems, and linkages and collaboration with employers, employer organizations, and community service providers.
15. The Agency provides assistive technology equipment to assist those with barriers – providing accommodations for the technologically adept customers and for those customers still preferring paper documents.
16. The Agency is a major participant in state and local employer councils – these councils continue to grow and work toward common priorities. Their feedback is essential to the continuous improvement of the Agency services offered statewide.

Projected goals include establishing a program to offer Debit Cards as an option for receiving UI benefits, thereby reducing overhead associated with printing, distribution, and numerous other expenses tied to traditional checks.

The Agency tracks new applicants and renewals, as well as applicants placed and applicants employed. Increased emphasis on supportive services has resulted in increased referrals of applicants to partner services prior to job referral and placement. These services improve the likelihood of a positive outcome for the customer. The Agency is strongly emphasizing facilitating our unemployed customers return to work.

Efforts to build positive relationships include recognition, through nominations and awards, to those providing outstanding service and for those with outstanding achievements. The International Association of Workforce Professionals (IAWP) and Workforce Investment Areas make nominations and award accordingly. IAWP is a professional organization that compares best practices of workforce entities.

For the sixth year in a row, the IAWP named the SC Chapter of IAWP the #1 chapter in the country. In addition, the chapter received six International awards, including:
- Individual Unemployment Insurance Award (first place)
- Group Unemployment Insurance Award (first place)
- Individual Specialized Customer Service (first place)
- Group Specialized Customer Service (first place)
- Group Award of Merit (second place)
- One-Stop of the Year (second place)

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The SC Chapter also received high scores in:
- Professional Practices - chapter awards, community services, chapter promotion
- Communications - newsletter, website, printed items
- Legislative Activities - information sharing on issues affecting the workforce system

WIA awards recognize exemplary performance and achievement of Local Workforce Investment Areas, partners, and participants and encourage all levels to work together to achieve objectives. During July 1, 2008 through June 30, 2009, the Agency received the following WIA award:
- **The Outstanding One-Stop Center Award - Sumter ESC Workforce Center**
  The State WIB chooses to recognize a One-Stop Center that provides high quality workforce development services to employers and individuals seeking employment, job training or related career advancement. The center must have demonstrated exemplary attention to the core principles, including universal access, customer choice, and partner agency integration.

The Agency also participates in and coordinates the annual Palmetto Workforce Partnership Awards Ceremony that recognizes companies throughout South Carolina who foster economic development through collaboration with state workforce initiatives. These awards recognize the top three employers (large, medium and small) in the state. The nominations, from all twelve workforce areas, are voted on by the State Employer Council.

Carolina Works, an Agency produced video series aired monthly on South Carolina Educational Television (SCETV), is designed to highlight the accomplishments of South Carolina's Workforce Development System. This series builds positive relationships with customers and stakeholders by demonstrating success stories. It has been an ongoing collaboration with workforce system stakeholders, such as SC Department of Commerce, Vocational Rehabilitation, Commission for the Blind, Department of Social Service, SC Technical College System, and the State Department of Consumer Affairs as well as other state and local entities. The show, which is one of the few of its kind in the nation, has been highly praised by the USDOL for its continuing contributions toward educating the public to the mission and accomplishments of the various workforce system partners in South Carolina and the nation. SCETV airs the "Hot Jobs" segment of Carolina Works as a part of their career education instructional network.

Category 4.0 Measurement, Analysis, and Knowledge Management

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

4.1 - The USDOL establishes measurement systems for all employment security agencies throughout the United States and measures are set for the various funded programs within the Agency. Senior leadership, after ensuring compliance with USDOL mandates, further defines which operations, processes, and systems to measure. In some program areas, the Agency participates with other states, consortiums, and private companies in the establishment of common solutions to meet the operations and process system measurements as defined. These measures are part of the Agency's overall strategic plan.

SCESC monitors progress throughout the agency through various reporting systems. Management reviews reports at various intervals to ascertain progress in meeting organizational objectives. Structured reports provide staff with desirable outcome goals in each measured area so progress can be determined.

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

4.2 - Operational data are continually utilized in making programmatic decisions for E&T, UI and LMI programs. The Agency requires specialized departments such as UI Technical Services and E&T Technical Services to provide supervision to these programs. Services provided include, but are not limited to, interpretation and dissemination of federal regulations and directives; preparation and distribution of procedures, policy manuals, and forms; and evaluations, training, and/or special studies conducted as necessary.

Operational data gathered from individual program areas are currently available to senior leadership, managers, and end-users on request. The Agency uses this data, reviewed weekly, monthly, quarterly, and annually, based on various programmatic requirements, for decision-making purposes.

3.   What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions?

4.3 - The key measure is how effectively the Agency's activities achieve its goals. Since the Agency is undertaking new and expanded roles, our work to develop new outcome measures is critical in demonstrating our effectiveness. As we develop these new measures, the Agency will use internal measures of success for those strategies that affect internal operations such as the strategies to improve communication and improve its workforce. We will survey employees to determine the impact of management policies that support them and make improvements based on the results. Examples of such indicators are:
- The degree to which the Agency meets its strategic goals
- Increasing the satisfaction level among employees and customers
- Providing program managers with better financial operational data
- Ensuring that automated systems are utilized effectively
- Ensuring the Agency has "the right people in the right place" to achieve optimum results
- Meeting the executive staff's management agenda
- Ensuring the needs of Agency employees are met through the various Agency departments

4.   How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

4.4 - South Carolina is compared to the other 49 state employment entities (and to other employment entities in Washington, D.C., Puerto Rico, and the Virgin Islands) by USDOL, which "grades" the performance of each agency in various programs. This measurement system defines the data that must be collected to provide performance reporting to USDOL. USDOL compares SCESC to the seven other state entities within our region. Internally, we compare similar offices at local

levels to provide an informative overview of performance, with awards given to the best at each level.

5. *How do you ensure data integrity, timeliness, accuracy, security, and availability for decision-making?*

4.5 - SCESC management reviews internal operations data to ensure that accurate indicators of services are provided. Controls are in place that provide for security of confidential data to ensure that only designated staff have access to confidential information. Through established monitoring systems, the quality, reliability, timeliness, and availability of data are reviewed to ensure accuracy in accountability necessary for decision-making.

6. *How do you translate organizational performance review findings into priorities for continuous improvement?*

4.6 - Performance review findings are translated into measurable outcomes relative to each program area. Staff monitor each program area to ascertain whether goals and objectives are being met. Within SCESC, continuous improvement is always a priority. Senior leadership, managers and end-users regularly review performance data. Accurate operational data allow staff to evaluate performance and analyze areas needing priority attention. Consistent reporting allows this process to provide an accurate overview throughout the program year on meeting organizational goals and objectives.

7. *How do you collect, transfer, and maintain organizational and employee knowledge (knowledge assets)? How do you identify and share best practices?*

4.7 - The Agency utilizes organizational knowledge to accomplish the collection, transfer and maintenance of accumulated employee knowledge, identification and sharing of best practices through a systematic approach of discovering, understanding and using knowledge to achieve organizational objectives. Specifically:

1. Identifying & Collecting: Knowledge Audit/Inventory, Knowledge Mapping, Best Practices, Documenting Processes, and Expert Interviews
2. Storing: Document Repositories, Document Management Systems, and Databases
3. Transferring: On-the-Job Training, Job Aids, Debriefings, Cross-Training, Mentoring, Modeling, Communities of Practice (diverse groups), and Knowledge Fairs

The basic concept of Knowledge Transfer Methods is to utilize the most effective strategies (*i.e., utilize personal interaction/sharing of learned knowledge*) as opposed to strategies that are least effective (*i.e., heavy documentation – little personal interaction*). Best practices are shared through organizational meetings, technical assistance guidance, media avenues and Agency publications. The Agency is continuously striving to disseminate and transfer pertinent knowledge throughout all program areas and departments. Assessment and accountability efforts have continued through GMAP.

Category 5.0 Workforce Focus

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

5.1a - Management tends to organize work according to program areas (i.e., E&T, WIA, UI, LMI, Administration & Support, etc.). From there, the emphasis to build a powerful workforce with high performance employees requires finding the right people with the right skills and continuing to develop them to meet the Agency's objectives, strategies, and action plans.

Finding and onboarding quality candidates are crucial first steps in talent management, but the bulk of the Agency's emphasis occurs throughout the remaining employment life cycle. The goal of management is to cultivate and develop employees by using such activities as:
- Aligning employees' skills and performance with Agency goals and objectives
- Reducing competency gaps
- Assessing employee performance against measurable objectives
- Identifying and developing high-potential employees for key positions
- Retaining top performers

In an attempt to provide more successful career paths for top performers and better business results for the Agency, supervisors are trained to utilize performance management tools that are ongoing, competency-driven evaluation processes.

5.1b - To promote cooperation, initiative, empowerment, teamwork, innovation, and Agency organizational culture, the Agency places a strong emphasis regarding a balanced workforce. Specifically, a HRM analysis for the period July 1, 2008 through June 30, 2009, of the Agency's workforce by EEO Category reveals that over 80% of the Agency's workforce is dedicated to customer service job duties (*See Figure 5.1-1*).

Figure 5.1-1			
EEO Category	**08-09 Workforce**	**EEO Category**	**08-09 Workforce**
(E1) Executive	0.57%	(E4) Safety	0.34%
(E2) Professional	82.08%	(E6) Office/Clerical	8.22%
(E3) Technician	8.33%	(E7) Skilled	0.46%

2. How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs and locations? Give examples.

5.2 - Senior leadership provides and encourages effective communication within the organizational structure by communicating the Agency's vision and goals through regular division, department, and unit meetings. Weekly division meetings provide opportunities for overall direction to be set and monitored. Senior leadership holds quarterly area managers' meetings to ensure a consistent message to all front line managers in a group setting. Subsequent meetings on the division, department, and unit level provide this information with front-line employees, thus ensuring

consistent communication on the short and long-term direction of the Agency. Annual action plans are developed. Divisions, departments, units, and employees are required to evaluate their individual roles and progress toward accomplishing Agency goals. Senior leaders provide instant written communication and promote feedback through email.

The Agency holds quarterly GMAP sessions where department heads present their GMAP indicators to the Executive Director in an open forum. Due to workload demands over this past year, much of this information was communicated electronically through emails and the intranet. The Agency uses GMAP as a continuous process to measure those issues that are mission critical (i.e., strategic planning, EO/Affirmative Action goals, community relations, etc.).

Each Agency department establishes clearly defined performance expectations and communicates them to individual employees within the department. The EPMS provides employees with written expectations and goals on which their job performance will be evaluated. Reviews of departments and divisions are also in place.

The Agency's organizational values are based on the following: promoting total employee involvement, producing superior products, seeking additional public and private partnerships, promoting greater use of technology, anticipating and accepting change, encouraging teamwork, and striving for increased community involvement. Senior leadership communicates the importance of these values to employees throughout the fiscal year. Where possible, employees are encouraged and empowered to strategize, suggest, and improve work processes. Employee feedback has been vital in improving many work processes, programs, and initiatives sponsored by the Agency. As a result, employee feedback and assessment remain vital parts of determining future direction for the Agency.

The senior leadership team continues to place emphasis on information sharing and training to provide employees with the skill sets needed to serve our customers effectively. The implementation of GMAP has allowed employees at all levels of the organization to focus on duties and tasks that directly impact Agency performance while allowing management the opportunity to focus on best practices as well as areas that need improvement. Targeted training is provided to staff to address any performance deficiencies and to replicate best practices.

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

5.3 - Recruiting begins with a clear definition of the qualifications desired in a prospective employee. The Agency provides interviewing officials with training on the hiring process, to include legal interviewing techniques, reference checks, etc. The overall goal is to find and retain the right person who will thrive and grow a career in the Agency's environment of commitment to customer service. Once placed, it is the manager's job to maintain an employee's motivation through achievement, personal development, job satisfaction and recognition on an individual/group basis.

The typical recruitment barriers include shortage of qualified applicants, competition for the same applicants, and difficulty finding and identifying applicants. Three significant challenges the Agency faces are engaging and retaining new hires beyond the orientation phase of employment, maximizing their productivity as quickly as possible, and maximizing the return on investment in

the hiring process. The Agency's onboarding programs seem to be a key component in successfully meeting these challenges, such as engaging new hires, reaffirming their employment decision, acclimating them into the Agency's culture, and preparing them to contribute to a desired level in the shortest possible time.

4. *How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?*

5.4 - Agency workforce capacity needs are driven by such factors as the State's economy, unemployment rates, and Federal legislation (i.e., Emergency Extended Unemployment Compensation Act of 2008, the states Extended Benefits program, and the American Recovery and Reinvestment Act). Estimating the future volume of work is somewhat more challenging than estimating skills and competencies needed because the Agency's core functions (*i.e. finding jobs for people, finding employees for companies, paying unemployment insurance benefits, collecting unemployment taxes, and collecting and disseminating state/federal employment statistics*) have not changed significantly over the past decade. However, customer needs and service delivery methods (i.e., internet claims, direct deposit, etc.) have resulted in more technological skills and competencies required of our job duties.

Assessing staffing levels consists of an educated guess based upon data collected in an environmental scan. At its most basic level, workforce supply is the current workforce plus available funding for new hires less projected separations at some specific date in the future.

5. *How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?*

5.5 - High performance is supported by the EPMS. Through use of the EPMS, the Agency strives to improve supervisor-employee communication. The EPMS serves as the primary tool for management to document employee performance and increase productivity. The main goal is to increase the overall effectiveness and productivity of the Agency by improving the work performance of its individual employees. Generally, an evaluation session is a time for accountability, for assigning consequences with actions, for detecting flaws and making improvements, and for planning future goals.

To achieve high levels of performance, employees must first understand the mission of the Agency. In the planning stage, the employee and his/her supervisor review the employee's position description for accuracy and understanding. At this time, the position description can be updated or modified. During the planning stage, an employee may ask for the supervisor's expectations and express his/her own expectations. The supervisor or the employee may also recommend a performance objective be accomplished over the course of the rating period. The employee and the supervisor should meet to discuss the employee's progress at some point during the rating period.

6. *How does your development and learning system for leaders address the following? a)development of personal leadership attributes; b)development of organizational knowledge; c)ethical practices; d)your core competencies, strategic challenges, and accomplishment of action plans?*

5.6a - Development of personal leadership attributes can be linked to three variables:
- Individual learner characteristics (i.e., future, new, or advanced)
- The quality and nature of the leadership development program
- Genuine support for behavioral changes by Agency management

The Agency recognizes employees have differing levels of leadership potential/abilities and that certain personal characteristics tend to be more successful according to Agency programs (*i.e., E&T, UI, WIA, LMI, Administration & Support, etc.*).

The Agency develops leadership by strengthening the connection between, and alignment of, the efforts of individual leaders and the programs/systems through which they influence organizational operations. A combination of classroom style training and networking/cross-training has been effective in helping leaders learn to lead well.

5.6b - Succession planning is an important factor in the development of "high potentials" to effectively take over the current leadership when the time comes to exit their positions. This type of leadership development usually requires the extensive transfer of an employee between departments. Because of the many programs that the Agency administers, it usually requires multi-program knowledge and on-the-job experience to build a future leader.

5.6c - The Agency communicates Standards for ethical practices to each employee upon hiring. Each employee receives a printed copy of the Guide for State Employees developed by the State Ethics Commission for which they sign an acknowledgement form certifying their understanding of the issues involved. They also are given further written details of expected ethical behavior (i.e., Agency's Human Resource Manual). Other features of the Agency's development and learning system for leaders include ethics training (i.e., Anti-Harassment, HR Supervisory Practices) and the use of auditors (both internal and external) to assist with assessing performance compliance and reporting findings. Supervisors are encouraged to develop open and professional relationships with their subordinate staff to observe ethical practices and/or behaviors and provide timely feedback.

5.6d - The EPMS is a critical component used in addressing the Agency's core competencies, strategic challenges, and the accomplishment of the Agency's action plans. The EPMS process allows employee performance to be evaluated and measured based on divisional goals outlined in the GMAP process. This provides an environment that fosters discussion, allows opportunities for corrective action, and improves overall performance.

7. ***How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?***

5.7 - The Agency frequently identifies and addresses employee-training needs by assessing current work needs and projecting future courses of action to meet those needs. This process influences development of the core curriculum. Training needs are also developed through communication between employees and their supervisors. Individual employee goals are matched with the Agency's overall mission and goals. Employee self-motivation is a key factor in developing successful training programs. The ultimate goal is to develop a workforce that is diverse, knowledgeable, skilled, and motivated. Specifically, the Agency prioritizes training needs that

revolve around programmatic skills and knowledge, management/leadership development, human resource management practices, anti-harassment training, diversity training, and office safety procedures.

During 2008-2009, the Agency sponsored workforce-training opportunities for employees covering job skills, performance, diversity, safety, etc. The Agency provided on-line training courses on various topics to include Anti-Harassment and EPMS. During this time 266 newly hired staff members received a 2-week training certification on all agency and partner programs as well as a 30-day overview of workforce center operations. The Agency has accomplished a number of training initiatives in unemployment insurance, employment services, veteran programs and workforce investment programs during this program year.

8. *How do you encourage on the job use of new knowledge and skills?*

5.8 - The Agency encourages employees to use new knowledge and skills by identifying proper uses of these new abilities and by providing opportunities for employees to use them on a continuous and consistent basis. Specifically, employees may be allowed to familiarize themselves with the materials based on their individual learning style. Supervisors and appropriate management team members are available to answer questions and provide regular feedback on their progress. If needed, supervisor intervention may be necessary to allow employees time to work through problems to develop viable solutions on their own.

9. *How does employee training contribute to the achievement of your action plans?*

5.9 - Training and employee development are a critical part of the Agency's strategic planning process. Through the Agency's GMAP process, performance and accountability are linked directly to employee performance and customer satisfaction. Clearly defined goals and deliverables at the departmental level provide clear direction to staff and ensure accountability at the personal level. Performance issues, when they arise, are addressed through corrective action and contingency plans, which typically focus on employee training and development. The provision of prompt, professional, and courteous service continues to be the standard for Agency personnel and is accomplished through having a well-trained, confident workforce.

10. *How do you evaluate the effectiveness of your workforce and leader training and development systems?*

5.10 - The Agency has a statewide management training program which has created a consistent method of training supervisors at various levels. Managers and supervisors all receive the same information and training, which promotes cohesiveness in the entire Agency's management structure as well as provides opportunities for the use of the "train-the-trainer" concept. The HRM Department has created a sound strategic plan to continue this type of training for management and supervision at all levels. Evaluation of the effectiveness of training is monitored by the HRM Department as well as upper management conferences to discuss management concerns and progress. GMAP goals, accomplishments, and opportunities for improvement, are communicated to frontline staff on an ongoing basis. This communication provides feedback and promotes and facilitates corrective action.

11. *How do you motivate your workforce to develop and utilize their full potential?*

5.11 - The Agency encourages and motivates all employees to develop and utilize their full potential in alignment with the Agency's goals and objectives. In support of human resource policies, the Agency consistently promotes a balanced workforce and encourages the attainment of affirmative action goals. The Agency makes collaborative efforts to build and maintain an environment conducive to performance excellence and full participation, along with personal and organizational growth.

Work systems and job design are developed with employees' contributions (*including managers and supervisors*) to ensure that work processes support the Agency's action plans and related human resource plans. Effective communication, cooperation, and knowledge/skill sharing across work functions, units, and locations promote and encourage individual initiative and self-directed responsibility.

Staff training and development is utilized to encourage employees to reach their full potential. Education and training opportunities provided by the Agency support the accomplishment of key organizational action plans and address organizational needs. This includes building knowledge, skills, and abilities, while contributing to improved employee performance and development, including leadership development of employees. Training begins with the orientation of new employees. Knowledge and skills are reinforced on the job and superior performance that brings credit to the Agency is recognized. Education and training are constantly evaluated and improved; taking into consideration organization and employee performance, employee development and learning, leadership development objectives, and other relevant factors. Employees are encouraged to utilize resources on the Agency's intranet. General Agency related information and various on-line training courses can be accessed by all employees.

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

5.12 - The Agency maintains a work environment that supports the satisfaction, well-being, and motivation of its employees by addressing the following areas:

Work Environment: The Agency maintains a safe and healthy work environment. Employee well-being factors such as health, safety, diversity and ergonomics are addressed in improvement activities. Key measures and targets for each of these environmental factors are developed and employees take part in establishing these measures and targets.

Specific factors that have positively affected employee well-being, satisfaction, and motivation include: effective employee problem or grievance resolution; safety factors; opportunities for employees to express their views of management; employee training, development, and career opportunities; employee preparation for changes in technology or the work organization; work environment and other work conditions; workload; cooperation and teamwork; recognition; benefits; communications; job security; compensation; and equal opportunity.

Employee Support Services: The Agency builds and enhances its work climate for the well-being, satisfaction, and motivation of all employees through the following: counseling; career development and employability services; recreational or cultural activities; non work-related

education; leave for family responsibilities; work safety training; flexible work hours; and retiree benefits (*including extended health care*).

Employee Satisfaction: Measures and/or indicators of well-being, satisfaction, and motivation include safety, absenteeism, turnover, grievances, other job actions, insurance costs, workers' compensation claims, and results of surveys.

All assessment methods and measures used to gather information on the well-being of the workforce are evaluated and modified as needed in order to maintain a system of continuous improvement. Employee feedback and assessment are vital processes in determining future direction for the Agency.

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

5.13 - One phase of succession planning at SCESC involved the documentation of job functions so that the successor is able to take over the job without having to reinvent the major components of the job and the major duties were documented. The Agency's workforce succession plan involved the identification of key individuals in the Agency that were eligible to retire and then documenting the major job functions and responsibilities of their jobs so that their "legacy" was not lost. With the loss of experienced, knowledgeable personnel over the last several years, and with more to follow, it was of utmost importance that the Agency address this matter in order to meet the challenges of the future and provide quality services to the citizens of South Carolina.

The Basic Approach

1. Identify Agency Targets	*Mission & Objectives*
2. Identify Who You Have	*Current Workforce Profiles; Future Outlook*
3. Identify Who You Need	*Future Outlook; Future Workforce Profiles*
4. Close the Gaps	*Workforce Strategies*
5. See If It All Works	*Evaluate Workforce Strategy*

14. *How do you maintain a safe, secure, and healthy work environment? (Include your workforce preparedness for emergencies and disasters.)*

5.14 - The Agency maintains a safe and healthy work environment through written safety policies and procedures for the workplace. In addition, a safety manual is provided and ongoing training is held for employees. All buildings have "Right to Know Centers". Safety inspections of the facilities and operations are scheduled regularly. Agency personnel with special expertise are involved with inspections when appropriate. Information contained in safety policies and procedures includes general office safety and security, and specific staff actions that are necessary in an emergency (i.e., evacuation routes and communication plans).

Each floor of the Robert E. David Building has a safety officer and an assistant safety officer. These Agency personnel are highly trained in safety policies and procedures. New employees are introduced to the safety policies and procedures during their initial orientation session. The Agency conducts annual drills that are monitored by the SC Budget and Control Board and Homeland Security to ensure compliance. The Agency facilities must comply with Occupational Safety and

Health Administration (OSHA) standards and facilities are periodically inspected for compliance. All Agency buildings are in compliance with the ADA. In addition, the buildings have been tested for air quality, water quality, and asbestos.

Agency workforce preparedness also includes responding to a major disaster declaration by the President and FEMA to provide Disaster Unemployment Assistance where needed.

Category 6.0 Process Management

1. *How do you determine, and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?*

6.1 - The USDOL is the regulatory agency that determines the core competencies of the Employment Security Commission. This Agency's three areas of greatest expertise consist of UI, E&T, and LMI programs. The UI division provides unemployment benefits to eligible workers who become unemployed through no fault of their own, and meet certain other eligibility requirements. The E&T and LMI programs provide high quality job training, employment, labor market information, and income maintenance services through workforce development systems.

Through the effective management and operation of 36 workforce centers and 14 itinerant locations that serve the 46 counties of the State, the Agency strategically provides quality, customer-driven workforce services that promote financial stability and economic growth to our state and local workforce customers. Our customer base consists of claimants, job seekers, employers, and the community in general.

2. *How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?*

6.2 - The Agency strives to constantly improve upon business processes and performance levels, as measured by USDOL, in the areas of UI and E&T administration. The expediency, accuracy, and quality with which these services are provided are the determining factors between being a successful or a very successful organization.

The Agency has several tools in place to ensure that correct processes are used. For example, the use of various statistical reports, surveys conducted in the workforce centers, and regular meetings with the workforce center leadership, all work to ensure that the business processes are used and are working effectively. Each of these tools incorporates customer feedback and real field-data from the lowest level, which reinforces those core competencies of providing our customers with effective management and operation of UI and E&T services.

3. *How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?*

6.3 - The Agency continues to experience shortfalls in funding necessary to provide mission critical services to our customers. By staying current with the industry best practices and by leveraging emerging technologies, the Agency has been able to provide a high quality of service, to which our

customers are accustomed, while reducing staffing levels and re-training/re-allocating where required and acceptable.

The Agency is committed to growing its systems and services so that we respond and work well with the changing needs of our customers. In response to this, the Agency continues to research and secure on-line, self-service applications that integrate into current systems to provide greater ease of use, more accurate completion of customer required forms, identity theft detection/protection, and detection of fraud.

Additional areas in which the Agency continues to incorporate new technology and cost controls and other efficiency factors are:
- Upgraded IVR phone lines to allow double the UI claimants to access the system at the same time
- Reconfigured the IVR system to process half the claimants on Sunday and the remainder on Monday to balance the volume and avoid system overload
- Developed and deployed an Internet Weekly Benefit Certification application to allow UI claimants the option of filing online rather than calling in on the IVR
- Implemented Direct Deposit of UI payments for UI claimants, decreasing check processing and mailing cost
- Increased use of File Transfer Protocol (FTP) for transfer of mission-critical data
- Began collaboration with SC Business OneStop to add an online payment engine for employers to file and pay UI quarterly taxes via electronic funds transfer
- Extended operational hours to accommodate customer access and services
- Partnerships with major employers for statewide job fairs and business expositions
- Continued to expand utilization of media (radio, television, and newsprint) as service delivery tools and for keeping claimants and job seekers informed
- Continued use of transition centers at or near mass layoff sites to facilitate filing of unemployment insurance benefits and assist in securing new employment

The Agency continues to streamline system backup and recovery procedures in order to facilitate extending hours in the workforce centers when necessary. By minimizing the need for long system downtime for batch, back-end processing and backup procedures, the Agency has been able to increase availability of critical systems in areas throughout the State where a workforce event occurs.

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

6.4 - Daily reviews of detailed reports are conducted to ensure accuracy of processing. Corrective action plans are implemented and tracked in place to address errors. The Agency is a leader in the region and nation in the areas such as prompt and accurate processing of claims and registrations. The Agency utilizes various data cross matches with databases including, but not limited to, the Social Security Administration and the National Directory of New Hires.

This information is shared among the Agency leadership on a weekly and monthly basis, and then recorded into the GMAP process.

5. *How do you systematically evaluate and improve your key product and service related work processes?*

6.5 - We have several methods of evaluating our products and services, and getting suggestions from our clients as to what improvements should be made. These include:

1. **Agency Line Staff Personnel Suggestions -** Agency line staff personnel meet with job seekers and employers on a regular basis. As a result, they have a good understanding of our customers' requirements. They communicate the requirements to workforce center managers and agency executives. These ideas and comments are used in meetings and surveys described below.
2. **Employer Surveys and Meetings -** Employers are sent surveys asking them to rate our services and asking for recommendations for improvement. Local agency staff are assigned to employers in their areas, and regularly meet with them to seek their counsel.
3. **Job Seekers -** Job seekers are asked to evaluate the service they receive when they are in our offices, and some are sent customer satisfaction surveys. This information is collected and evaluated.
4. **Agency Executives -** Agency executives use the above information when discussing customer suggestions and recommendations for improvements.

6. *What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?*

6.6 - The Division of Administration and Support provides the core support services that allow the Agency to operate efficiently and effectively. This Division is primarily responsible for the management of the Agency's technological resources, ensuring that both management and front line employees have the tools needed to meet or exceed all grant and contract performance standards.
The LMI Department has continued to emphasize and improve customer service. Modifications were made to facilitate better customer performance such as continued emphasis on providing information, support, and marketing efforts to workforce centers and workforce investment boards, prompt response to data and information requests, and significant progress in the modernization of the mass layoff statistical program.

The UI program is continually monitored by the QC Department. QC performs various regular audits on the practices of the Agency's administrative and workforce centers. Weekly and annual reviews are conducted to ensure USDOL compliance. Reports, statistics, and graphs are generated to notify management of problem areas. Recommendations for training, modifications, and improvements are forwarded, with follow-ups by UI Technical Services made as needed. This quality control function is a valuable tool in the Agency's efforts to improve overall performance in the UI program.

E&T is monitored by the USDOL, which requires specific reports and information on a regular basis. These reports are evaluated by USDOL, which uses them to generate process improvements and achieve better performance. The Agency also uses this data to evaluate its performance.

The USDOL provides regular input into the Agency's continuous improvement process. The input comes in the form of corrective action or mandated improvements and unfunded mandates or suggested improvements. The Agency takes appropriate action on both funded and unfunded

mandates in an effort to improve performance. In addition, input received through customer feedback is factored into process improvement.

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

6.7 - Executive leadership is a strong proponent for GMAP. This tool is updated on a regular basis and is communicated throughout senior leadership, enabling appropriate strategic financial planning to be reached in a timely manner. Guidance from the USDOL is used in determining technology requirements and strategic initiatives that should be targeted. Other factors considered when making budget and financial decisions include appropriated funds, normal capital expenditures, overhead expenses, and required emergency funds.

Category 7.0 Results

7.1a Mission Accomplishment - Employment and Training

Job Openings and Services Provided to Customers
The primary objective of the Agency's labor exchange is to assist individuals in obtaining employment. During the last program year, 518,215 individuals participated in the labor exchange program for this purpose. When measuring performance, 63% of the participants that exited the program were employed during the first quarter following their exit.

Two groups of customers that are monitored closely are those receiving UI benefits (claimants) and veterans. During the most recent period, 101,385 claimants entered employment within 90 days of exit from the labor exchange program. This number was 62% of the total exiting claimants. For veterans, the entered employment rate was 66% as 16,904 went to work in the quarter immediately following their program exit.

7.1a-1 Job Openings (Request for workers): This graph depicts South Carolina Job Openings posted with our agency, by program year. Mirroring the sluggish economy, the number of openings received declined for the third year in a row.
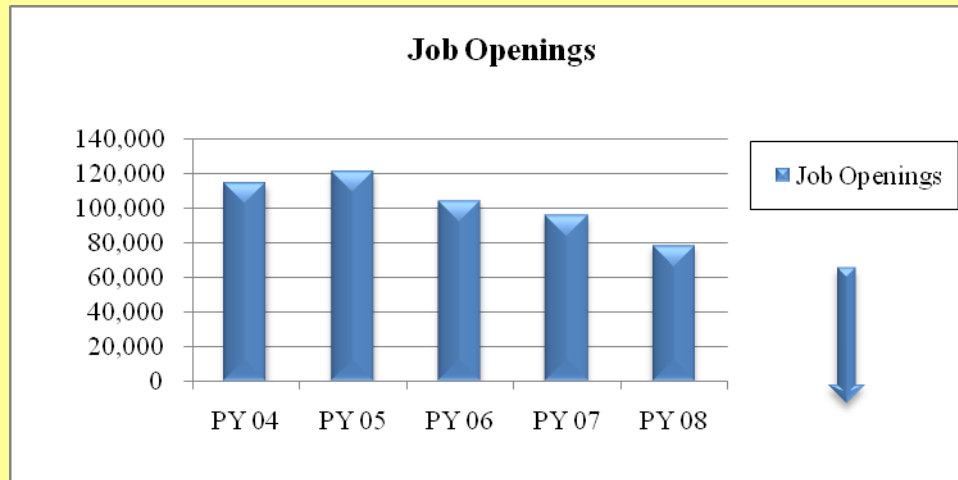
7.1a-2 Job Openings (Request for workers): This graph depicts South Carolina job openings posted with our Agency, by quarter, after implementing GMAP. After suffering three consecutive quarters of declining openings, the Agency increased openings received by 16% in the most recent quarter.
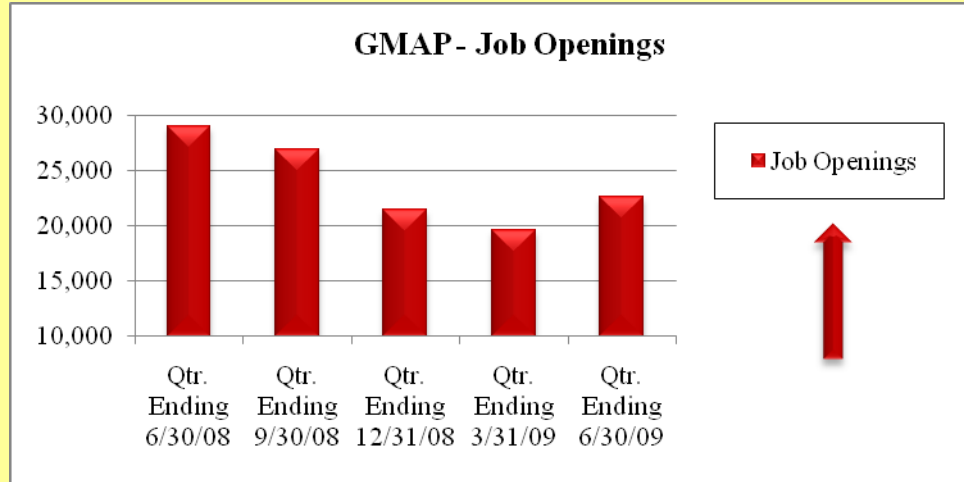

7.1a-3 Applicants Placed in a Job: This graph depicts the number of registered applicants placed in a job by our agency, by program year. Our goal is to increase the overall placement numbers yearly. The economic slowdown experienced in South Carolina during PY 08, resulted in a decrease of applicants placed from the previous program year.
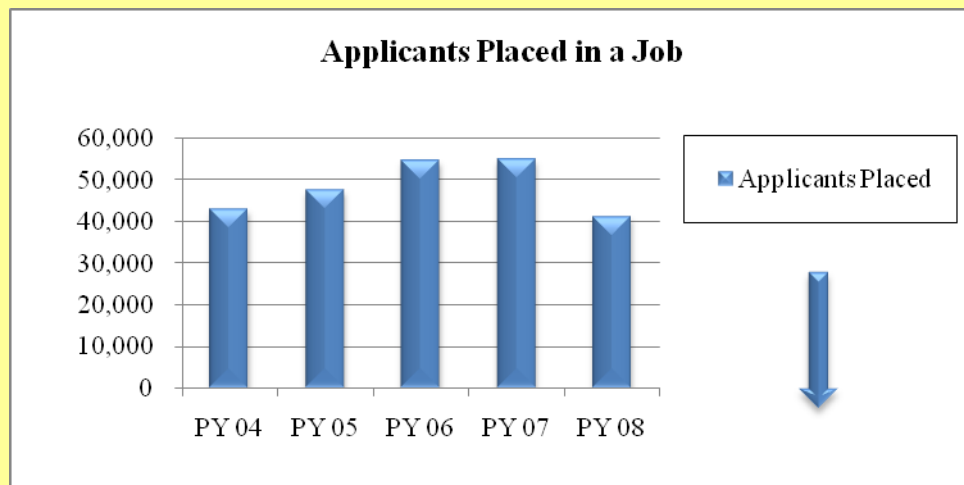
7.1a-4 Applicants Placed in a Job: This graph depicts the number of registered applicants placed in a job by our agency, by quarter. For quarter ending 6/30/09, the number of applicants placed was 13,065, a dramatic increase of 53% from the previous quarter.
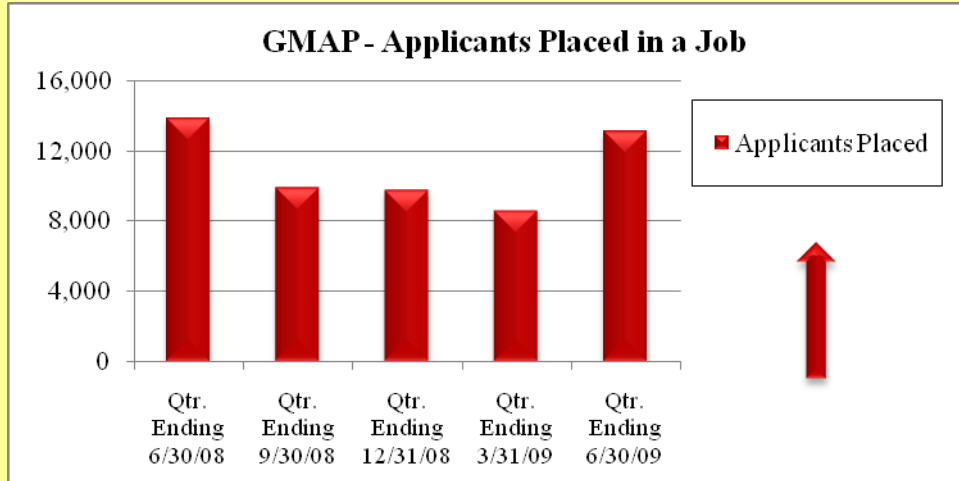

7.1a-5 Participants Entering Employment: This graph depicts the number of participants that entered employment in the first quarter after exiting the labor exchange program. PY 08 figures reflected the ongoing recession as this measurement dropped 15% from the previous year.
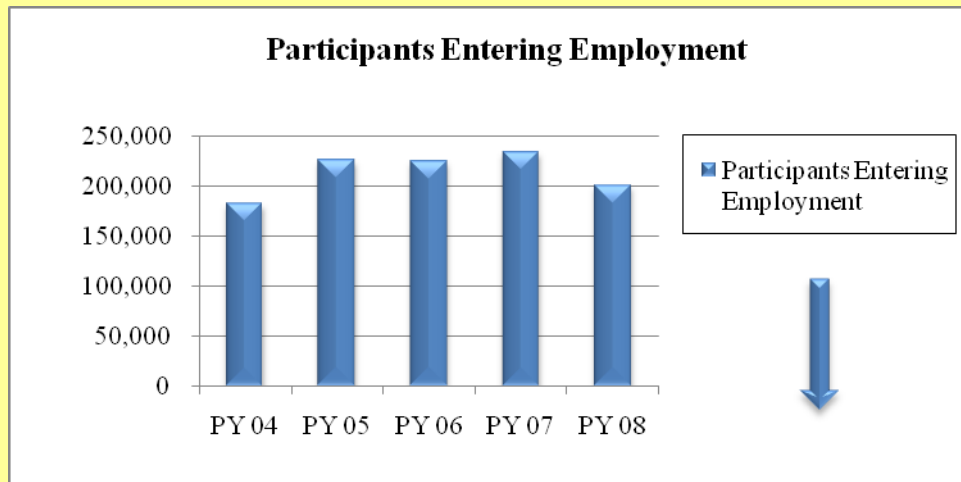
7.1a-6 Claimants Entering Employment: This graph depicts the number of claimants that entered employment in the first quarter after exiting the labor exchange program. PY 08 registered a significant increase of almost 34,000 claimants entering employment. This increase can be attributed to the emphasis placed by the Agency on returning claimants to work.

Claimants Entering Employment
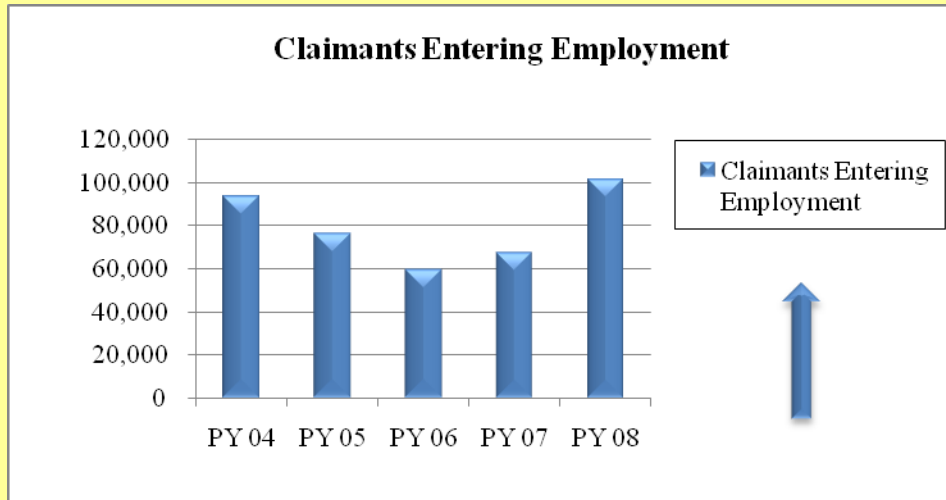
7.1a-7 Veterans Entering Employment: This graph depicts the number of Veterans that entered employment in the first quarter after exiting the labor exchange program. Veterans entering employment declined somewhat in PY 08, reflecting the overall shrinking of job opportunities.

Veterans Entering Employment
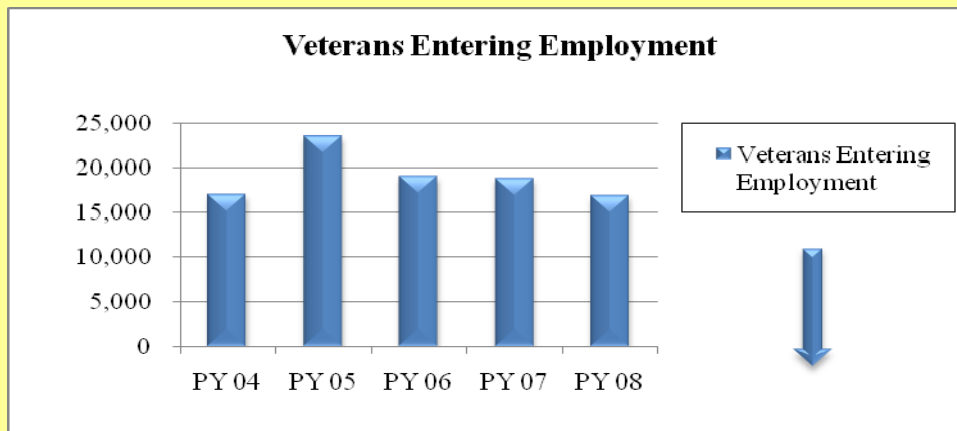
7.1b – Mission Accomplishment –Unemployment Insurance (UI)

The program has consistently met or exceeded all but three of the seventeen performance criteria for the Core Measures and Secretary's Standards as set by USDOL for UI related activities (Tax, Benefits, and Appeals).

7.1b-1 Payment of Claims – The program mission is to promote economic and employment stability and relieve the hardships of unemployment through the payment of employer financed insurance benefits to eligible unemployed individuals.

The program objective is the accurate determination of employer liability, customer friendly unemployment insurance claims services, quality determinations of initial and continuing claimant eligibility, timely benefit payments on a continuing basis, and quality control programs to insure efficient and effective program performance.

Total Initial Claims		
	July 2004 - June 2005	313,629
	July 2005 - June 2006	299,975
	July 2006 - June 2007	304,464
	July 2007 - June 2008	292,661
	July 2008 - June 2009	545,137
Total Weeks Claimed		
	July 2004 - June 2005	2,129,960
	July 2005 - June 2006	1,930,718
	July 2006 - June 2007	1,998,836
	July 2007 - June 2008	1,964,982
	July 2008 - June 2009	4,206,476

7.1b-2 First Payment Timeliness: Payment should be made within 14 days of the first claim week-ending date after the waiting week has ended. The criterion for this measure is 87% of first payments being made timely.
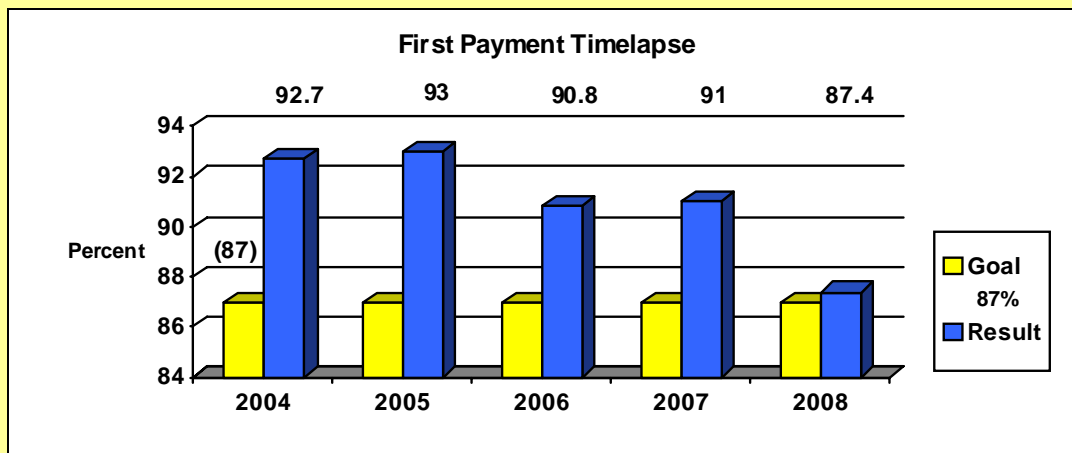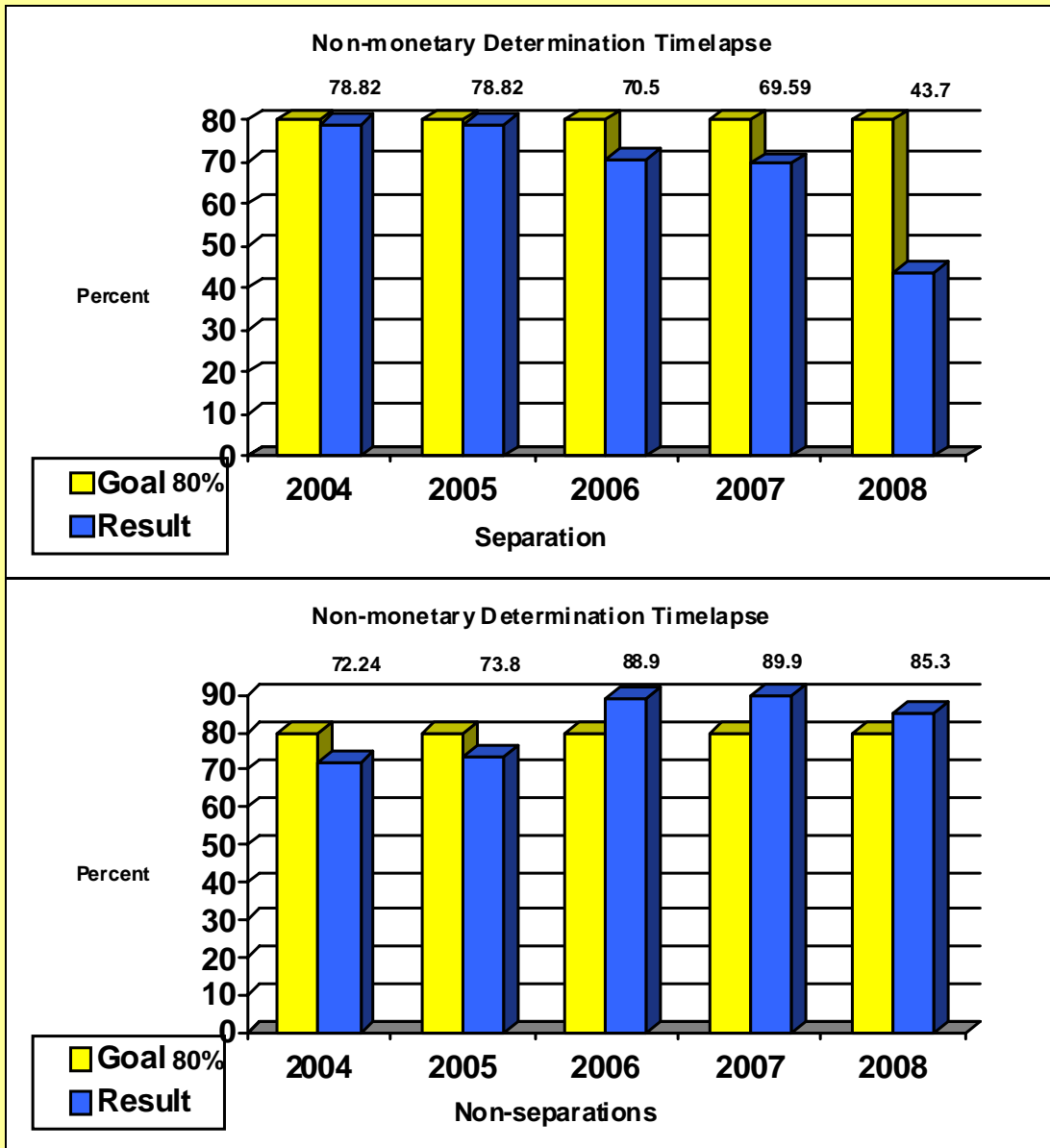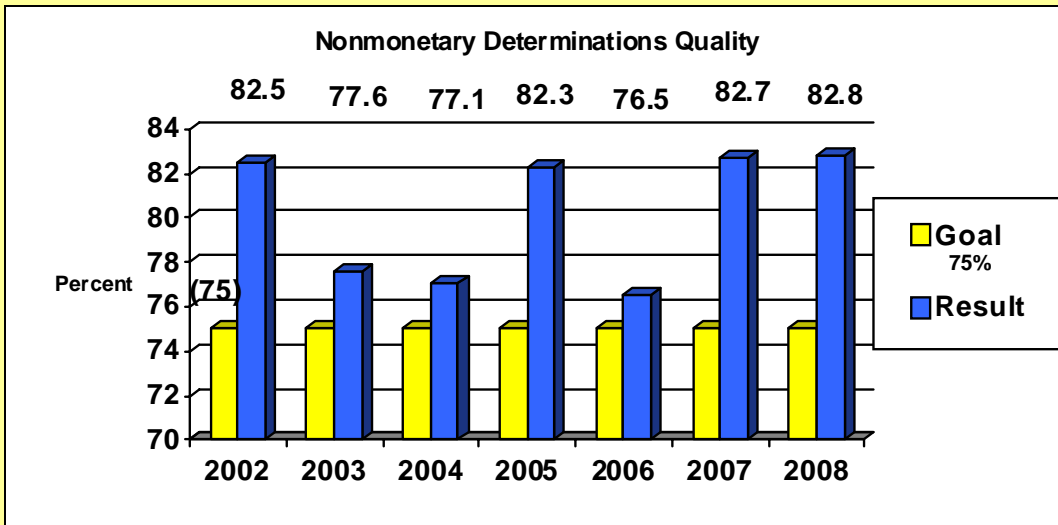

For First Payment Timelapse:
The 2004 S.C. score was the 34th highest in the country.
The 2005 S.C. score was the 17th highest in the country.
The 2006 S.C. score was the 19th highest in the country.
The 2007 S.C. score was the 21st highest in the country.

The 2008 S.C. score was the 28th highest in the country.

7.1b-3 Non-monetary Determination Timeliness: The eligibility determination should be made within 14 days of detecting an "issue" during a claim series (non-separation) and within 21 days for issues detected when the initial claim is filed (separation). "Issues" are anything that has potential to affect a claimant's past, present, or future benefits rights. The criterion is 80% of the issues will be handled within the 14 or 21 day time period.

Non-monetary Determination Timelapse

Separation

	2004	2005	2006	2007	2008
Result	78.82	78.82	70.5	69.59	43.7

Goal 80%

Non-monetary Determination Timelapse

Non-separations

	2004	2005	2006	2007	2008
Result	72.24	73.8	88.9	89.9	85.3

Goal 80%

For Separation Determinations:
The 2004 S.C. score was the 28th highest in the country.
The 2005 S.C. score was the 13th highest in the country.
The 2006 S.C. score was the 32nd highest in the country.

The 2007 S.C. score was the 32nd highest in the country.
The 2008 S.C. score was the 40th highest in the country.

For Non-monetary Determination Timeliness:
The 2004 S.C. score was the 29th highest in the country.
The 2005 S.C. score was the 32nd highest in the country.
The 2006 S.C. score was the 20th highest in the country.
The 2007 S.C. score was the 24th highest in the country.
The 2008 S.C. score was the 18th highest in the country.

7.1b-4 Non-Monetary Determinations Quality: Samples of eligibility determinations are evaluated using federal guidelines to ensure proper decisions are made. The criterion for this is 75% of the evaluated determinations must score at least 80 points.

Nonmonetary Determinations Quality

Year	2002	2003	2004	2005	2006	2007	2008
Result	82.5	77.6	77.1	82.3	76.5	82.7	82.8
Goal	(75)						

Legend: Goal 75%, Result

For Non-monetary Determinations Quality:
The 2004 S.C. score represented the 23rd highest in the country.
The 2005 S.C. score represented the 44th highest in the country.
The 2006 S.C. score represented the 25th highest in the country
The 2007 S.C. score represented the 13th highest in the country.
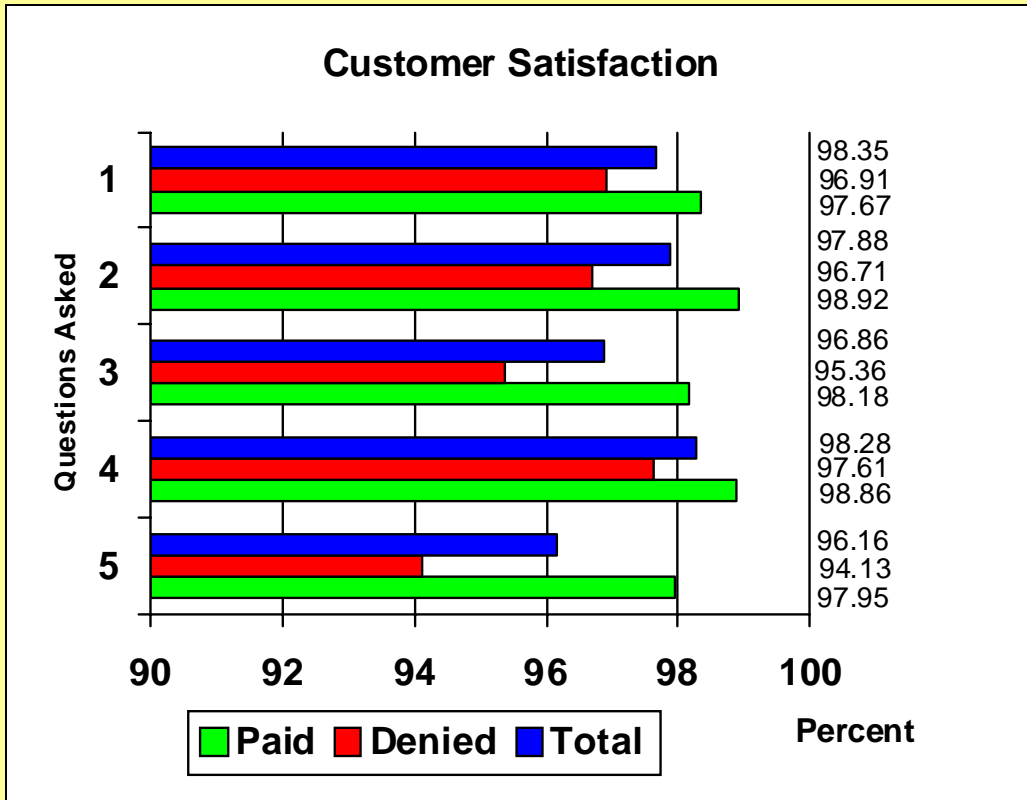The 2008 S.C. score represented the 17th highest in the country

7.2 – Mission Accomplishment –Unemployment Insurance (UI)

The program has benefited from the feedback from its successful Customer Satisfaction Survey. (See 7.2-1) We plan in the ensuing year to build on this success by expanding from covering only claimant information to also include feed back data from our Employer Customers. We will develop and implement procedures and software applications to add Employer Survey responses to the Customer Satisfaction Survey database.

7.2-1 Customer Satisfaction: Percent Positive responses to questions asked during Quality Control investigations of sampled cases.
(Bases on 3,367 total responses as of July 2009. Survey started July 5, 2004).

1. **WERE YOU TREATED COURTEOUSLY AND PROFESSIONALLY**
2. **WERE FORMS EASY TO UNDERSTAND AND COMPLETE**
3. **WERE YOU GIVEN ADEQUATE INSTRUCTIONS**
4. **WERE YOU GIVEN AN OPPORTUNITY TO ASK QUESTIONS**
5. **WERE YOUR QUESTIONS ANSWERED**

Customer Satisfaction

Questions Asked	Paid	Denied	Total
1	97.67	96.91	98.35
2	98.92	96.71	97.88
3	98.18	95.36	96.86
4	98.86	97.61	98.28
5	97.95	94.13	96.16

The average overall positive response has been 97.4%, the goal is 95% or higher.

7.4 What are your performance levels for your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

7.4-1 Absenteeism – Generally defined as an employee's unscheduled failure to report to work, absenteeism creates general disarray and lower productivity. For the purposes of calculating absentee rates, the category of sick leave *(to include family & pool sick leave)* was selected. Other types of leave *(e.g., annual leave, holidays, etc.)* are typically planned absences whereby efforts can be made to avoid delays in scheduled activities. According to general research results of the Bureau of Labor Statistics, the absenteeism rate for most companies should be around 4% barring unusual circumstances.

Employee Absenteeism	FY 07-08	FY 08-09
Fiscal Year Work Hours	2,042,280	2,445,900
Sick Leave Hours Used	99,230.11	92,012.94
% of Time Lost Through Unscheduled Absences	4.9%	3.8%

7.4-2 Employee Turnover – Success of the Agency's efforts to ensure high morale and productivity may be measured, in part, through an analysis of the employee turnover rate. Data has been tracked for six categories as listed below.

Type of Turnover	FY 07-08	FY 08-09
Disability Retirements	0	1
Regular Retirements	39	53
Reduction in Force	0	0
Resignations	45	30
Separations	60	58
Terminations	15	17
Total Turnover	159	159
Avg. # of Full-time Employees	1,098	1,271
Turnover Percentage	14.4%	12.5%

7.4-3   Employee Satisfaction *(Exit Interviews)* – The exit interview is a four-part assessment questionnaire, which enables the Agency to more accurately and more confidentially measure the reasons why employees are leaving. Exit interviews can solidly measure reasons employees are leaving in the following key areas: *Supervision and Management, Work Satisfaction, Workload Distribution and Schedule Flexibility, Salary, Benefits, Training and Development, Career Advancement Opportunities, Organizational Culture, and Organizational and Work Group Communication.* Additionally, the assessment of exit interviews can result in improved Employee Retention/Reduced Turnover and benchmarking against industry norms. The exit interview data is run on a quarterly basis. This on-going feedback allows the Agency to determine and quantify where improvements have had a positive impact, as well as identify where other improvements are needed.

Employee Exits	FY 07-08	FY 08-09
Retirement	59.7%	52.5%
Another Job	27.0 %	27.5 %
Relocated	0 %	5 %
Personal	0 %	7.5%
Other	13.3 %	7.5%
Total	100.0 %	100.0 %

7.4-4

Summary of Employee Exit Questionnaire *Percent of Positive Responses*	FY 07-08	FY 08-09
Understanding of Agency Mission	100.0 %	100.0 %
Request for Information from Management	100.0 %	95.0 %
Management's Response to Employee Requests	81.25 %	77.5 %
Kept Informed of Policies	100 %	95.0 %
Consider Returning	100 %	95.0 %
Duties Explained	100 %	95.0 %
Adequate Training	95.0 %	95.0 %
Workload	77.5 %	72.5 %
Employee/Supervisor Communication	93.75 %	72.5 %
Relationship with Supervisor	93.75 %	67.5 %

Summary of Employee Exit Questionnaire *Percent of Positive Responses*	FY 07-08	FY 08-09
Guidance from Supervisor	70.0 %	62.5 %
Relationships with Co-workers	84.5 %	72.5 %
Advancement Opportunities	42.25 %	42.5 %
Pay for Job	35.0 %	35.0 %
Cooperation and Teamwork	74.25 %	77.5 %
Resolving Problems	76.25 %	62.5%
Working Conditions	68.0 %	77.5%
EPMS Program	63.0 %	37.5 %
Treatment by Management	68.0 %	47.5 %
Recognition on the Job	68.0 %	57.5 %
Communication within Agency	82.5 %	62.5 %
Communication within Office	76.25 %	67.5 %
Orientation Program	74.25 %	67.5 %
Benefits Package	80.5 %	72.5 %

7.4-5 Harmonious Relationships – Interaction between public employers and employees represents a very important factor in the effective and efficient operation of government. A proper forum for the understanding and resolution of employee grievances contributes to the establishment and maintenance of harmony, good faith, and the quality of public service. Agency policy states that the occasional grievance filed should not reflect poorly on either management or the employee filing it. The following chart reflects grievance activity for the fiscal year.

Employee Grievance Activity	FY 07-08	FY 08-09
Total Number of Grievances Filed by Agency Employees	4	3
Non-Grievable Issues/ Grievances Denied	1	1
Grievable Issues / Grievances Accepted	3	2

7.4-6 Affirmative Action – The State Human Affairs Commission publishes an annual report on state agency hiring. This report details each agency's efforts in recruiting, hiring, and promoting individuals in various sex and race demographic categories, and ranks agencies on how closely the proportions of employees reflect the available workforce. The chart below reflects the past three years of the Agency's goal attainment.

Affirmative Action Goal Attainment

	FY 07-08	FY 08-09
Percent of Goal	91.3	90.9
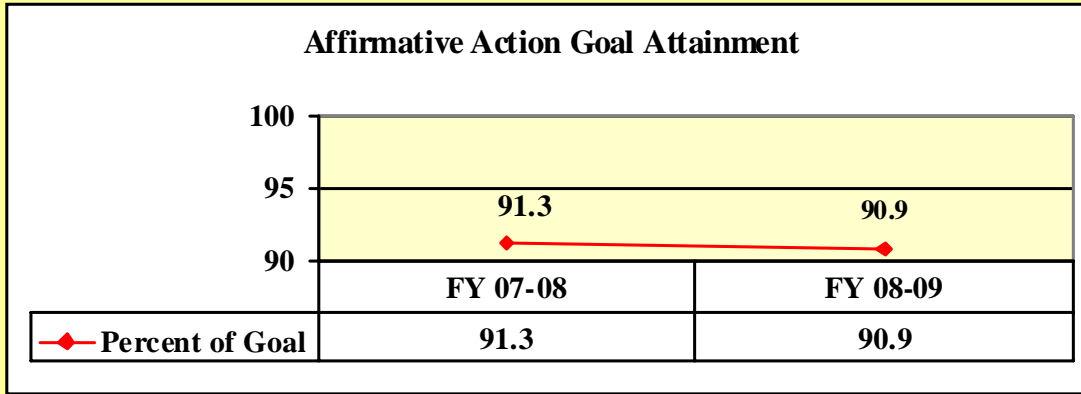
7.4-7 Employee Safety – The Agency encourages and promotes a safe environment for both employees and customers. Supervisors and managers are responsible for ensuring that safety requirements are met. Information on workplace safety is routinely distributed to employees and posted on the Agency bulletin boards. In case of fire, established procedures are in place for the safe evacuation of those employees with physical impairments. The chart below reflects the job-related accidents and/or illnesses that resulted in lost work time for the past fiscal year. An analysis of each claim is done to determine training needs in order to prevent repeat incidents and assess other potential hazards.

Job-Related Accidents/Illnesses	FY 07-08	FY 08-09
Number of Employees	11	13
Days Absent from Work	117	42
Average Number of Days	24	5

7.5. What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance?

Prior to each program year, the Agency negotiates common measures performance levels with the USDOL. The performance levels negotiated are entered employment, employment retention and average earnings.

All measures are negotiated based on statistical data from previous program years. The criteria for the entered employment rate measure are based on the number of participants who are employed in

the first quarter after their exit from a Wagner-Peyser funded program (Job Service). The employment retention rate criteria are based on the number of participants who are employed in both the second and third quarter after exit. And, average earnings criteria are based on the total earnings in the second and third quarters after the exit quarter. These three measures were implemented July 1, 2006, following a review of public comments. The negotiated and actual level of performance for the previous three program years are listed below.

Measure	Program Year	Negotiated Level	Actual Performance Level	Goal within approved 80% of Negotiated
Entered Employment	PY06	66%	68%	X
	PY07	67%	70%	X
	PY08	67.5%	63%	X
Employment Retention	PY06	82.3%	80%	X
	PY07	82.3%	82%	X
	PY08	82.3%	81%	X
Average Earnings	PY06	$10,000	$17,516	X
	PY07	$13,000	$10,862	X
	PY08	$13,500	$10,999	X

7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

The Legal Department employs three attorneys who represent the Commission and provide legal support and advice to the Agency's divisions. It also manages and oversees the Commission Appeals Unit and Lower Authority Appeals. These units are responsible for handling appeals in unemployment compensation cases as well as cases involving tax liability and employment status.

The United States Department of Labor sets desired levels of achievement for handling appeals so that decisions on claimants' entitlement to unemployment compensation will be made in a timely manner after fair hearings that protect the parties' due process rights.

Workload - Since 2001, the Lower Authority (LA) Appeals caseload increased from eight to ten thousand annual cases (in FY01) to over fourteen thousand annual cases (from FY02 forward). Graph 7.6-1 shows the annual number of appeals received over the last five years during which the elevated numbers have continued, capped by the explosion to over twenty thousand appeals brought on by the current recession.

7.6-1 Lower Authority Appeals Received: From June 30, 2008 to June 30, 2009, we had an increase of 25% in UI cases and over 35% in all programs. Of course, this includes two new programs, Federal Emergency Unemployment Compensation and State Extended Benefits.
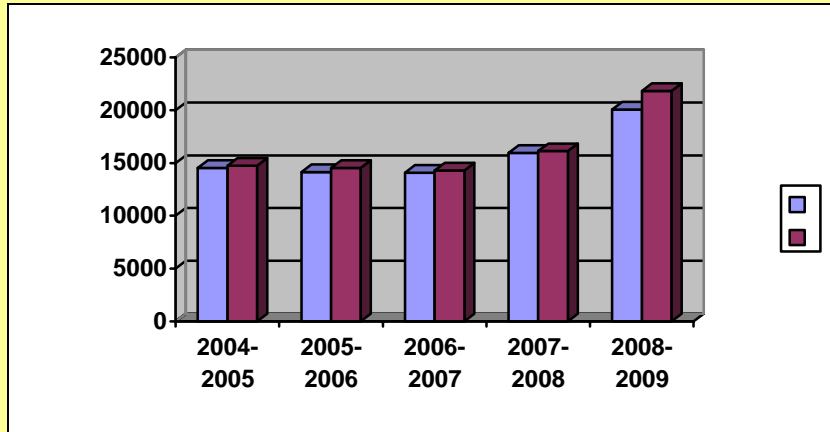

If we analyze appeals received by month, we a see a spike in October followed by consistently higher numbers for the last five months of the fiscal year, see Graph 7.6-2.

7.6-2 Lower Authority Appeals Received by Month: This graph depicts the number of appeals received each month from July 2008 through June 2009.
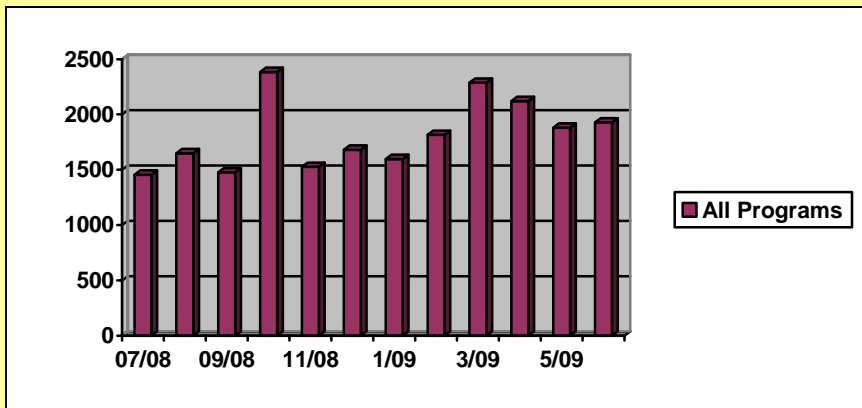
Timeliness. In spite of continuing an elevated caseload, Lower Authority continues to lead Region III in issuing almost all of its decisions within thirty days.

7.6-3 Lower Authority Decisions Issued: This graph shows the number of decisions issued. We are closing in on twenty thousand decisions in the just completed fiscal year, almost double the slightly fewer than ten thousand decisions issued in FY01.
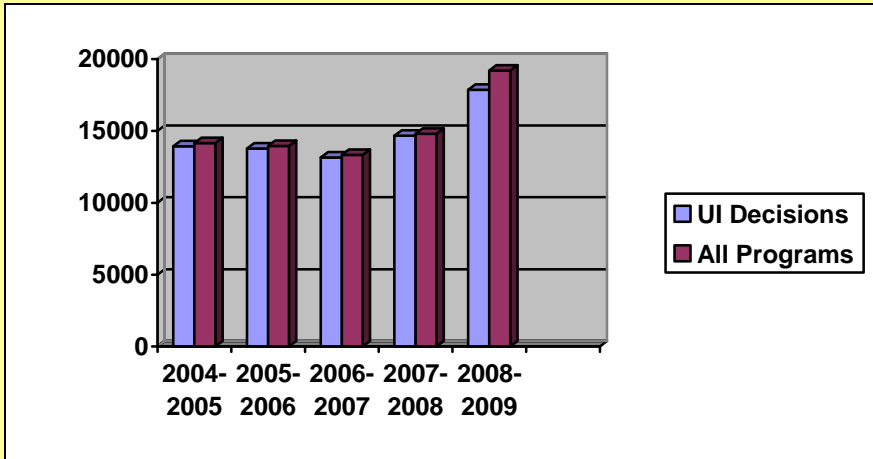

The Department of Labor's desired level of achievement is for 60% of decisions to be issued within 30 days of the appeal-filed date and for 80% to be issued within 45 days of the appeal filed date.

7.6-4 Percentage of Decisions issued within 30 Days: This graph shows that Lower Authority Appeals has exceeded the Department of Labor goals by issuing nearly 100% of its decisions within 30 days of the date the appeal was filed.
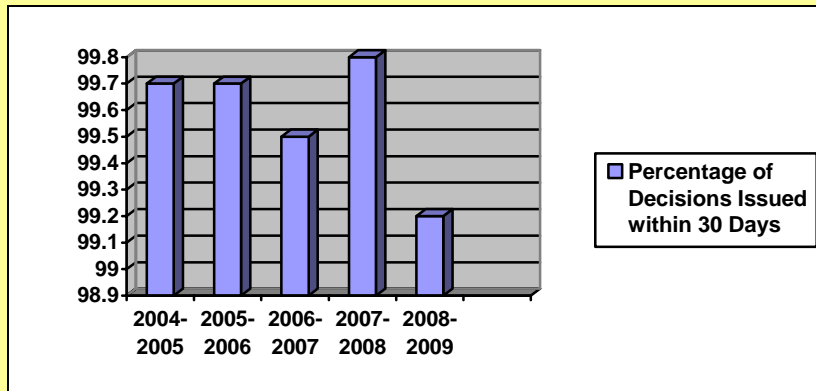

The most recent regional numbers are for the CY through March 31, 2009. They show Lower Authority Appeals leading Region III in all the timeliness measures for decisions issued. (See Graph 7.6-5.)

7.6-5 Regional Time Lapse Percentages: SCESC reaches 99.4% within 30 days, 99.9% within 45 days, and 100% within 90 days. These lower percentages generally throughout the region reflect the increase in workload that began last year.
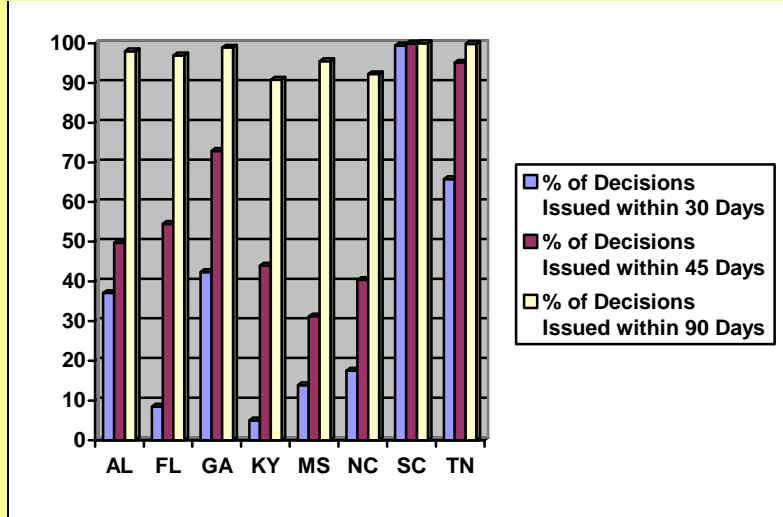

In addition to the traditional measure of the time it takes to hear a case and issue a decision, the Department of Labor has begun measuring the age of pending cases. For Lower Authority Appeals, the proposed standard is 30 days.

7.6-6 Average Age of Pending Cases: We began tracking case age in January 2006. This graph depicts the age, in days, of cases each month in FY09. This graph shows that we have done an exceptional job by this measure as well.
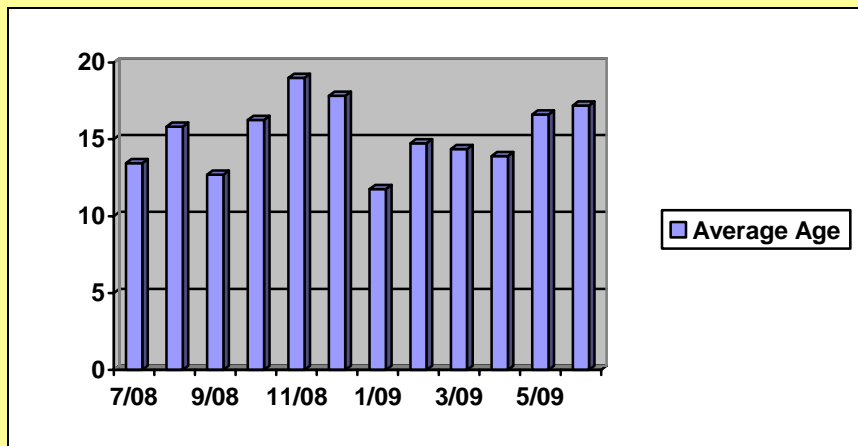
In the region, we continue to resolve cases in a timely manner and are able to avoid accumulating cases for more than thirty days. (Graph 7.6-7)

7.6-7 Average Age of LA Pending Cases (Region 3): This graph indicates the average age of cases of each state in Region 3 from April 1, 2008, through March 31, 2009. The Agency is at the top of the region with an average age of 14.4 days.
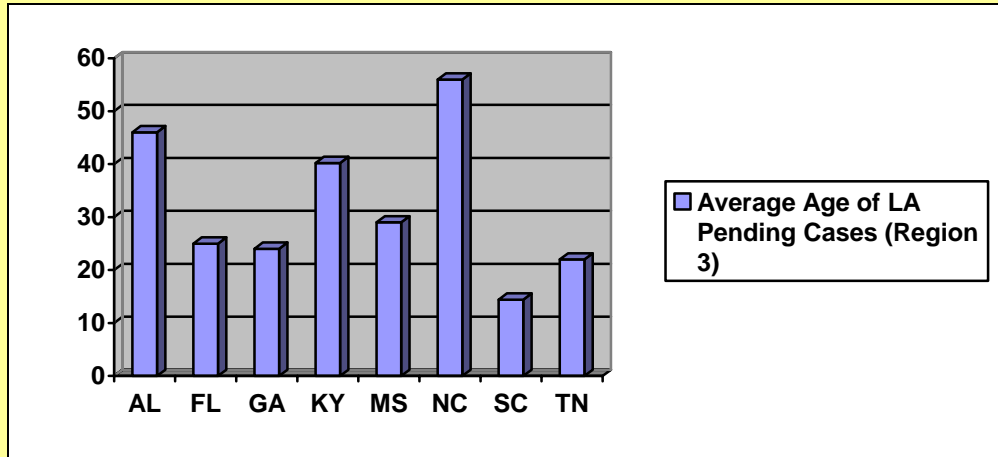

Quality Measures.   The Department of Labor requires that 80% of appeals must pass with scores of at least 85%. Lower Authority has continued to score well on the quality measures. The Regional data from July 2008 through March 2009 shows 100% of Lower Authority cases reviewed passed due process evaluation.

Commission (Higher Authority) Appeals

Employers and claimants who are dissatisfied with the results of Lower Authority decisions have the legal right to appeal to the Commission. The Commission reviews each case on the basis of the record created before the hearing officers. However, the Commission, by law, is the Agency's final finder of fact. Therefore, not only can it reach different legal conclusions, it can also make its own assessment on the credibility and weight of the testimony and other evidence presented.

Workload.   Since the number of cases heard and decided by Lower Authority Appeals remains high, the Commission workload also remains elevated from less than 1,200 appeals received in FY01 to 2,500 cases in the current fiscal year. This increase, although comparable to the increase experienced by Lower Authority Appeals, is a bit more than 48% over FY08. (See Graph 7.6-8.)

7.6-8 Higher Authority (HA) Appeals Received: The Agency received 2,650 HA appeals from 2008-2009.
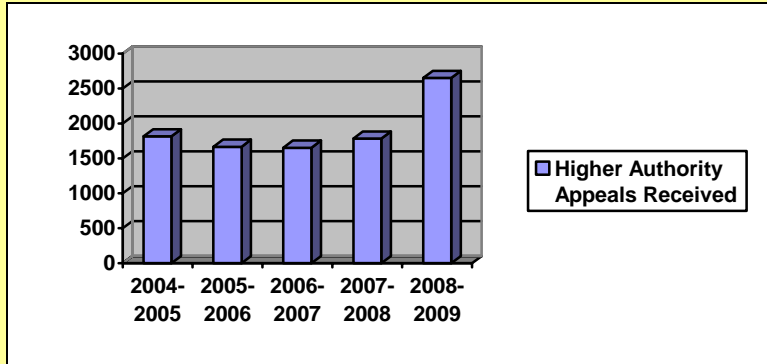
Examining the number of appeals by month for 08-09 shows an increase in the fall months, with a spike in December, followed by a dramatic increase for the last quarter. (See Graph 7.6-9.) The first quarter average of almost 170 appeals a month jumped to an average of 313 appeals a month for the last quarter.
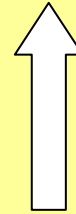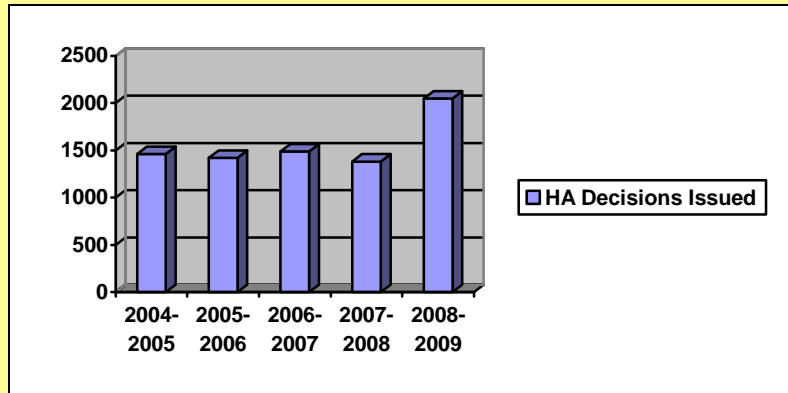
7.6-9 Higher Authority (HA) Appeals Received by Month
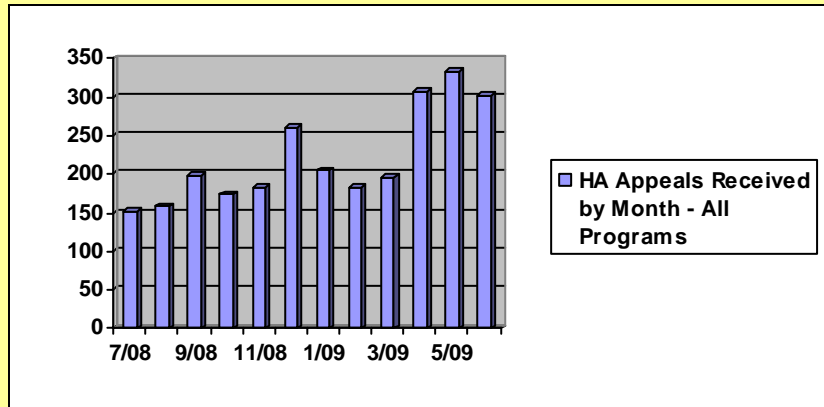
The increase in appeals received has directly affected the number of decisions issued and, these, too, (as shown in Graph 7.6-10) have increased dramatically (over 48%) over FY08.

7.6-10 Higher Authority Decisions Issued: There were 2,049 HA decisions issued in 08-09.


Commission Timeliness. To encourage prompt resolution of appeals, the Department of Labor sets the desired level of achievement for Higher Authority Appeals at 50% within 45 days, 80% within 75 days, and 95% within 150 days. We are not meeting the 45-day goal or the 75-day goal. We are meeting the 150-day goal. As of CY ending March 31, 2008, we remain last in the region in 45-day and 75-day time lapse. As for the 150-day goal, we are tied with Mississippi, ahead of Alabama, and just behind Florida, Georgia, North Carolina, and Tennessee. For the fiscal year ending June 30, 2009, our 150-day time lapse is at 98.83%

7.6-11 Average Age of Pending HA Cases: Under the new federal standard measuring the average age of pending cases, we have met the federal guideline of 40 days for the first two months and the last two months. From December to March, the impact of the recession on our workload can be seen clearly.
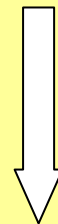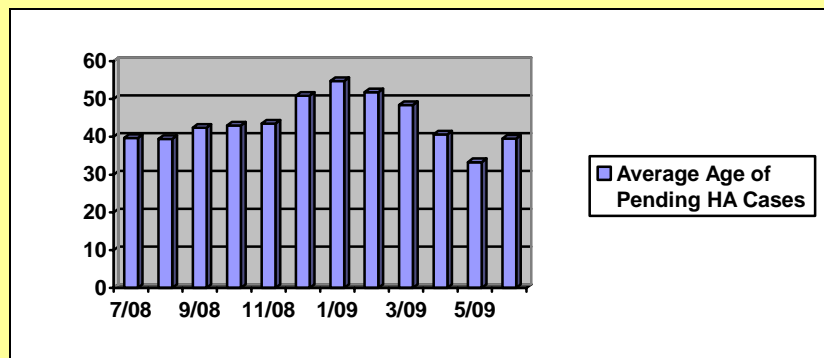
7.6-12 Average Age of Pending HA Cases (Region 3): Within the region, we are not doing as well as we hoped.
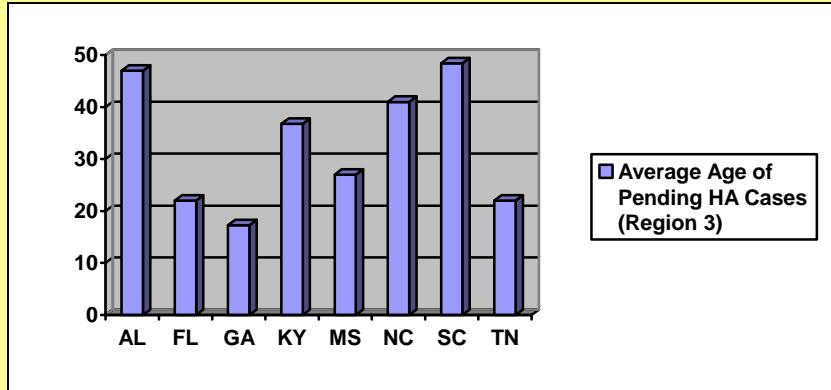
The increase in workload has prevented us from making the progress anticipated in reducing the backlog and becoming "current" in deciding Commission appeals. However, we plan to add staff and hope to improve over the course of the next months.

Overview.   Commission Appeals and Lower Authority Appeals continue to do a good job handling an elevated workload, dealing with staffing problems, and meeting the expectations of the Commissioners and our clients.

Appendix I – Organizational Structure

SOUTH CAROLINA EMPLOYMENT SECURITY COMMISSION
ORGANIZATIONAL CHART
JUNE 30, 2009
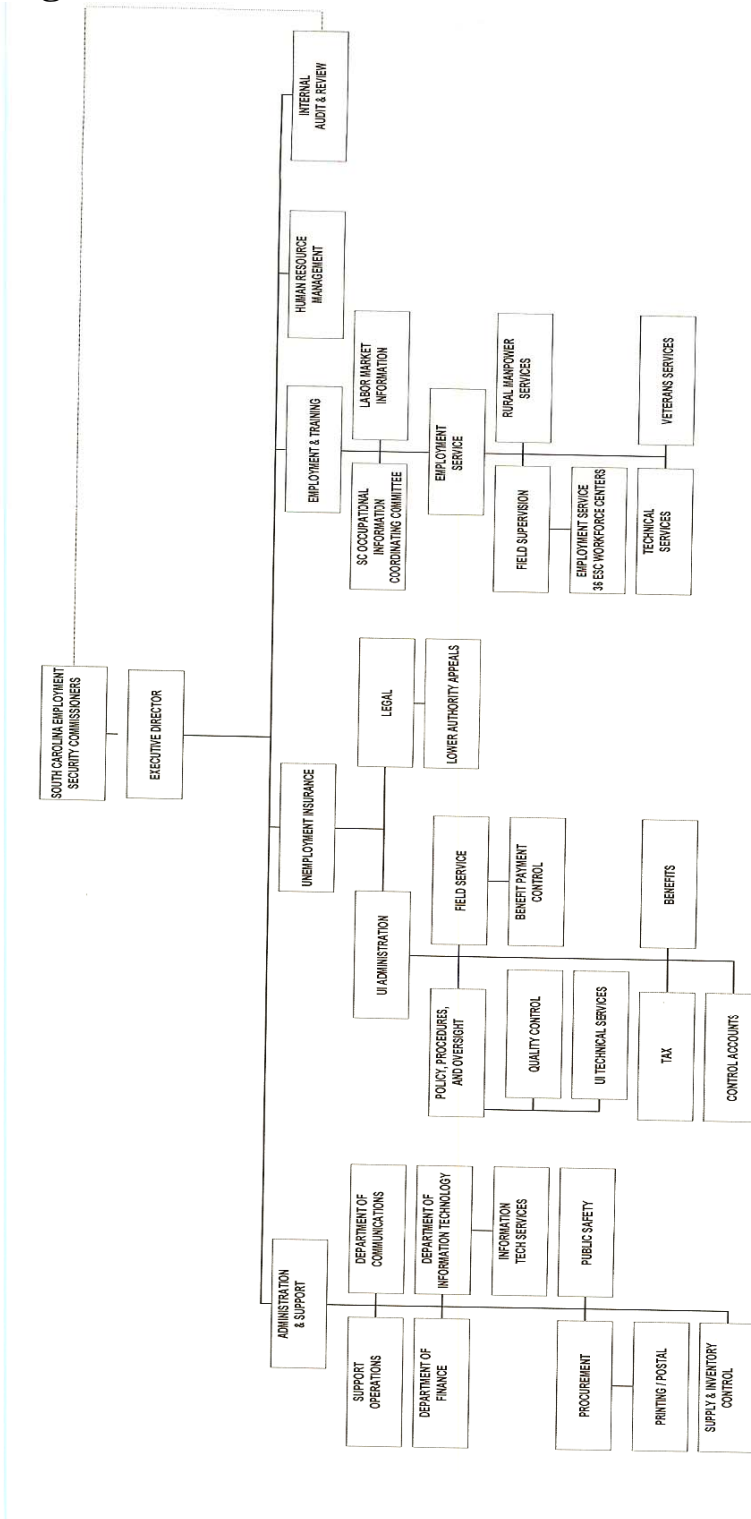
Roosevelt Halley
Approved

Appendix II – Expenditures/Appropriations Chart

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$ 39,930,004	$ 153,209	$ 41,919,525	$ 258,885	$ 48,124,697	$ 449,951
Other Operating	$ 14,877,811	$ 622,896	$ 17,406,006	$ 314,830	$ 15,395,140	$ 79,251
Special Items	$ 319,997					
Permanent Improvements	$ 502,163					
Case Services	$ 8,480,693		$ 9,156,586		$ 23,809,765	
Distributions to Subdivisions	$ 417,192		$ 409,361		$ 92,000	
Fringe Benefits	$ 11,862,464	$ 44,824	$ 12,510,230	$ 78,955	$ 14,275,838	$ 33,273
Non-recurring						
Total	$ 76,390,324	$ 820,929	$ 81,401,708	$ 652,670	$ 101,697,440	$ 562,475

Other Expenditures

Sources of Funds	FY 07-08 Actual Expenditures	FY 08-09 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		$ 933,189
Bonds		

Appendix III – Major Programs Area Chart

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures		FY 08-09 Budget Expenditures		Key Cross References for Financial Results*
I Admin	To provide executive leadership and administrative services for the Agency.	State: Federal: Other: Total: % of Total Budget:	0.00 7,958,689.00 1,728,598.00 9,687,287.00 13%	State: Federal: Other: Total: % of Total Budget:	0.00 7,440,517.00 2,017,362.00 9,457,879.00 12%	Appendix II, p. 59 Appendix IV, p 61
II ES	To provide for the matching of job seekers with employers who need workers	State: Federal: Other: Total: % of Total Budget:	0.00 14,326,604.00 15,216,646.00 29,543,250.00 39%	State: Federal: Other: Total: % of Total Budget:	0.00 14,765,045.00 22,943,905.00 37,708,950.00 46%	#7, p. 3 #22, p. 3 7.1a-3, p. 39 7.1-4, p. 40
III UI	To provide for assessing and collecting Unemployment Insurance taxes. Oversees the filing of unemployment claims and benefit payments.	State: Federal: Other: Total: % of Total Budget:	0.00 29,390,860.00 6,946,569.00 36,337,429.00 47%	State: Federal: Other: Total: % of Total Budget:	0.00 31,435,082.00 2,066,333.00 33,501,415.00 41%	#3, p.2 #5, p. 2 #6, p. 3 #27, p. 3 7.1b-1, p. 42
IV SCOIS	To provide information to improve the way young people and adults plan careers, make educational training decisions and find jobs.	State: Federal: Other: Total: % of Total Budget:	820,930.00 0.00 0.00 820,930.00 1%	State: Federal: Other: Total: % of Total Budget:	652,670.00 0.00 80,795.00 733,465.00 1%	#28, p. 4 #29, p.4
		State: Federal: Other: Total: % of Total Budget:		State: Federal: Other: Total: % of Total Budget:		

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:				
Cap Proj - Other FY 07-08 Cap. Reserve Fund FY 08-09 - Other	State: Federal: Other: Total: % of Total Budget:	2,150.00 0%	State: Federal: Other: Total: % of Total Budget:	933,189.00 0%

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

Appendix IV – Financial Performance

7.3 - Financial Performance

Agency Revenue 2008 - 2009

State Appropriation	$652,670.00
Other Operating	$26,822.00
Contracts	$14,710,415.00
Consortium Contracts	$49,866.00
Trade Adjustment Assistance (TAA)	$201,807.00
TAA Allowances	$6,722,886.00
Contingency Assessment Fund	$4,357,542.00
Media Services	$6,944.00
Child Support Intercept	$6,930.00
Parking Fees	$53,955.00
Stimulus Contracts - ARRA	$50,000.00
Reed Act Funds	$1,738,983.00
Employment Services	$10,984,387.00
Unemployment Insurance	$33,471,546.00
Special Administration Fund	$1,104,277.00
Disabled Veterans Outreach Program (DVOP)	$1,217,243.00
Bureau of Labor Statistics (BLS)	$1,050,062.00
ES Reimbursement Grant	$187,979.00
Local Veterans Employment Representative (LVER)	$1,459,016.00
Reintegration of Homeless Veterans into Labor Force	$222,287.00
Disability Program Navigator	$559,270.00
Technical Assistance /Training	$128,019.00
Employment Services - Stimulus ARRA	$347,900.00
SC Commerce/LMI	$295,872.00
TOTAL	**$79,606,678.00**

Appendix V - Accountability Report Acronyms

ACH	Automated Clearinghouse
ADA	Americans with Disabilities Act
ARRA	American Recovery and Reinvestment Act
BLS	Bureau of Labor Statistics
CATT	Center for Accelerated Technology Training
EB	Extended Benefits
E & T	Employment and Training
EEO	Equal Employment Opportunity
EPMS	Employee Performance Management System
ES	Employment Service
eTrack	Employment Tracking system
EUC	Emergency Unemployment Compensation
FAC	Federal Additional Compensation
FTP	File Transfer Protocol
FUTA	Federal Unemployment Tax Act
FY	Fiscal Year
GMAP	Government Management, Accountability and Performance
HA	Higher Authority (Commission)
HRM	Human Resource Management
IAWP	International Association of Workforce Professionals
IVR	Interactive Voice Response
LA	Lower Authority
LMI	Labor Market Information
LWIB	Local Workforce Investment Board
NASWA	National Association of State Workforce Agency
OSHA	Occupational Safety and Health Administration
PY	Program Year
QC	Quality Control
RTAA	Reemployment Trade Adjustment Assistance
SCBOS	South Carolina Business One Stop
SCEIS	South Carolina Enterprise Information System
SCESC	South Carolina Employment Security Commission
SCETV	South Carolina Educational Television
SCOICC	South Carolina Occupational Information Coordinating Committee
SCOIS	South Carolina Occupational Information System
SHRM	Society for Human Resource Management
SMART	Specific, Measurable, Action-oriented, Relevant, Time bound
SWOT	Strengths, Weaknesses, Opportunities, Threats
TRA	Trade Readjustment Act
UI	Unemployment Insurance
USDOL	United States Department of Labor
WFC	Workforce Center
WIA	Workforce Investment Act
WIB	Workforce Investment Board