South Carolina Department of Employment and Workforce

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

-SCDEW Mission Statement

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Section I – Executive Summary

1. Purpose, Mission, Vision, and Values

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

The South Carolina Department of Employment and Workforce (DEW), hereafter referred to as the Agency, is responsible for securing gainful employment for South Carolina citizens, finding employees for companies, providing unemployment insurance (UI) 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 have. As the leading workforce development and labor exchange entity in the state, the Agency continually adapts to new technology and the demands of 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.

The Agency is also the state administrative entity for the federal Workforce Investment Act (WIA) programs. In this role, the agency works with the State Workforce Investment Board (SWIB), as well as the 12 Local Workforce Investment Boards (LWIBs) and staff in carrying out services and training to meet the needs of both job seekers and businesses.

Customer satisfaction is the primary focus of the Agency. The Agency strives to be the leading workforce development and labor exchange system in the nation. 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 is promoted both internally and externally.
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. The Agency maintains a diverse, professional, well-trained, motivated, and dedicated workforce.
8. As a steward of public funds, the Agency ensures 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 new UI tax system to align revenue inflows with benefit payment outflows and provide for loan repayments to the federal government within five years.
2. Successfully moved 95% of all unemployment claimants to either a debit card or direct deposit for their weekly benefits, which dramatically decreased printing and mailing costs.
3. Expanded partnership with the SC Business One Stop (SCBOS) by moving our partial claims filing system to their web portal. Received over $35.5 million in UI taxes through the SCBOS web portal for businesses filing their quarterly wage and contribution reports.

4. Purchased new software to detect and automate adjudication of unemployment benefit overpayments to replenish trust fund dollars.
5. Improved audit functions by: implementing a risk-based audit approach to ensure that resources are devoted to the highest risk areas of the agency; establishing an Audit charter; rewriting policies and procedures to strengthen internal controls and ensure the procurement card program met guidelines; and implementing a Fraud Abuse and Waste Reporting System.
6. Expanded “Going Green Initiative” to include a new recycling contract, Successful Spring Clean-Up Day, and implemented measures to document recycling efforts and volume.
7. Successfully amended prior year IRS tax returns and submitted official IRS abatement requests, resulting in the forgiveness of approximately $4M in IRS penalties and interest assessed due to the actions of former ESC staff.
8. Issued first ‘clean’ trust fund financial statement audit in over five years by implementing adequate internal controls, replacing several outdated manual accounting processes and procedures, and bringing current delinquent reconciliations and required financial reports.
9. Acquired MOU with the SC Attorney General’s Office for joint fraud prosecutions.
10. Met U.S. Department of Labor’s (USDOL) time lapse guidelines to have hearings held and decisions completed within sixty days of the appeal being filed.
11. Met or exceeded all USDOL performance goals for the WIA program and the Wagner-Peyser/Labor Exchange (WP) program; integrated WP, Trade Adjustment Assistance (TAA) and WIA program participant and service data into a single data management and service delivery system (Virtual OneStop).
12. Per Legislative Audit Council recommendation, the Agency divested itself of one-stop center operations across the state. LWIBs chose new one-stop operators.
13. Transitioned the TAA program from a decentralized operation through 12 local workforce areas (LWIAs) to a centralized operation administered through Agency staff across the state, resulting in increased program efficiency.
14. Implemented a certification process for the 12 LWIBs across the state to increase community collaboration and input, and build the capacity of local boards to better understand and meet the needs of businesses and job seekers in their regions.
15. Exceeded all National Jobs for America’s Graduate (JAG) program standards for Return to School Rate, Graduation Rate, Employment Placement Rate and Postsecondary Education Placement Rate. Expanded the JAG-SC program to five new sites.
16. Created Business Services Department to promote integration of services and resources, broaden scope of services delivered, and increase efficiency in serving businesses.
17. Enhanced social networking and communication with partners. Developed and implemented the *Palmetto Workforce Connection* Blog, and the monthly *Insights* publication.
18. Work Opportunity Tax Credit program issued $77,310,600 in tax incentives to businesses.
19. Recognized nationally by both the U.S. Department of Commerce and the USDOL for Agency expertise and collaborative partnerships regarding Layoff Aversion strategies.
20. Initiated a new leadership development program that entails quarterly leadership training for managers and supervisors and implemented a new staff development program.

3. Key Strategic Goals for Present and Future Years

1. Increase the number of applicants, UI claimants, and veterans entering employment.
2. Increase the customer satisfaction of both businesses and job seekers using our services and increase the market penetration level of businesses using our services.

3. Reestablish the solvency of the UI Trust Fund and maintain an adequate balance to weather both minor and major economic recessions.
4. Meet or exceed all federal and state performance measures for Bureau of Labor Statistics and USDOL grant deliverables and performance measures for WIA, TAA, WP, and UI programs.
5. Increase local capacity and accountability through LWIB and One-Stop certification standards.
6. Increase efficiency in delivering UI benefits to eligible SC citizens through a new Benefit Payment System, increased use of direct deposit and debit cards, introduction of a call center, and implement new system to reduce overpayment and increase collections of overpayments.
7. Implement a new branding strategy for our state's One-Stop centers.
8. Expand our partnership with the SCBOS system to provide business friendly services for payment of UI taxes and correspondence with agency.
9. Continue to increase the effectiveness and efficiency of internal controls through use of integrated audit software; reduce claims processing error rates/ issues identified in BAM audits.
10. Increase prosecutions and public exposure to reduce UI fraud.
11. Decrease energy usage by 20 percent by 2020; currently reduced energy costs by 7.6 percent.
12. Full SAP implementation for both UI and Administration accounting and reporting.
13. Develop the implementation plan for the Treasury Offset Program (IRS) to secure the federal income tax refund of claimants who have been overpaid.
14. Conduct Business Impact Analysis to ensure contingency plans and risk mitigation strategies are in place; develop an IT portfolio as identified in the IT strategic plan.
15. Improve succession planning, onboarding program, and automation of HR forms/internal processes. Establish one point of time entry for employees to eliminate redundant processes.

4. Key Strategic Challenges

1. The ongoing recession's impact on the business community and the labor force.
2. The continuing high cost associated with unemployment benefits that have resulted in an outstanding loan to the federal government of over $960 million as of June 30, 2011.
3. Adapting staffing patterns and funding to changing program priorities.
4. Meeting performance standards with large workloads related to high levels of unemployment.
5. The loss of experienced staff and training new employees to handle the workload; recruiting and retaining qualified data processing staff to implement new programs and maintain legacy systems; and lack of management/leadership skills among some agency supervisory staff.
6. Providing increased agency audit coverage with limited staffing resources.
7. Restructuring departments to meet growing agency needs, technology advancements and ensuring business practices are developed to provide accountability for all areas. o
8. Availability of SAP consultants/programming resources and limitations of agency IT department's knowledge of legacy system inner-workings and DOL requirements.
9. Eliminate the subpoena backlog; maintain 10 day subpoena wait time.
10. Greater automation process for appeals to improve tracking of case aging and time lapse.
11. Federal funding cuts and impact on statewide programs, training opportunities and services.
12. Continued transition of local One-Stop center operations (i.e. resource sharing, functional supervision, integrated services, cross training, process improvements, funding, staffing.)
13. Funding for IT initiatives and automation initiatives.
14. Day-to-day operational issues often take priority over long-term strategic goals.
15. Communicating to businesses and the public the services our Agency offers and increasing their utilization.

5. Use of the Accountability Report to Improve Organizational Performance

The Accountability Report serves as a starting place for the Agency's strategic planning process. The directors of each of the Agency's six divisions assess the needs of our common stakeholders as well as the design of the Agency's programs to meet those needs. The Accountability Report is a tool used to capture the Agency's strengths and opportunities for improvement. It promotes 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.

Section II – Organizational Profile

The Agency's main goal is to match job seekers with employers quickly and effectively; we offer a variety of services to assist both groups. The Agency is also responsible for the payment of UI benefits, the collection of unemployment taxes, job placement, job training, federal employment statistics, and state oversight of the Workforce Investment Act programs.

The Agency works in concert with the federal government to preserve national economic stability. Funding comes from the federal government and payroll taxes paid by businesses. These funds underwrite the UI program and public employment service. The Agency is also an active partner with business and industry, working with businesses to minimize tax rates, working to reduce the time that any worker remains unemployed, and matching jobseekers to job orders. The Agency works 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 in South Carolina.

1. Main Products and Services and Primary Methods of Delivery

In each of the 12 workforce areas across the state, direct services are delivered through One-Stop centers. Multiple workforce partners and agencies provide services to both job seekers and businesses by coordinating activities and aligning resources. LWIBs have oversight responsibility for the one-stop centers. In the past, the Agency had operated one-stop centers in nine of the 12 workforce areas. During last year, the Agency divested itself of the operator role in all local areas, but staff continues to provide direct services in each of the one-stop centers. The Agency, along with the SWIB, oversees the one-stop workforce system in the state.

- **Job Seeker Services -** Individuals seeking employment have use of all services available to them in their job search. Job seekers can receive services through a local one-stop center and access services virtually with the SC Virtual OneStop system (VOS). Using VOS, job seekers can build a resume, search a statewide jobs database, research labor market information, and find career information and guidance. VOS also matches job seekers with current job openings based on skills and qualifications and can refer qualified individuals to an employer for interviewing. Each one-stop center is equipped with a resource area designed to give customers 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 access to employer information. Information is available regarding training services as well as referrals to other agencies and services designed to help individuals who are returning to/or entering the workforce.

- **Employer Services -** Businesses have access to a full array of services to assist them with their workforce needs.
  - **Labor Exchange Services**: provides businesses with customized recruiting services to find the most qualified candidates for their labor needs.
  - **Virtual OneStop System (VOS):** provides online access to our statewide database, where businesses can post job opportunities, search for qualified candidates, and research labor market information.
  - **Rapid Response:** provides businesses and impacted workers with short-term, early intervention and immediate assistance with layoffs and/or closures affecting ten or more workers.
  - **Economic Development:** brokers services and resources for the business community, develops strong relationships among regional stakeholder groups, and works directly with state and local partners on recruitment efforts.
  - **Labor Market Information (LMI):** collects, analyzes, and publishes information about South Carolina's labor force, including employment and unemployment data, industry and occupational projections, wage information, and demographic information.
  - **Work Opportunity Tax Credit (WOTC):** provides a federal tax credit incentive to businesses for hiring individuals who have predetermined barriers to employment.
  - **S.C. Occupational Information System (SCOIS):** provides up-to-date educational and career information to S.C. schools and other educational sites to assist educators in developing curriculum standards and long range academic achievement plans for students, building the workforce pipeline to meet businesses long-term workforce needs.
  - **Federal Bonding:** provides Fidelity Bonds for "at-risk," hard-to-place job seekers for the first six months of employment at no cost to the job applicant or the employer.
  - **Customized Training:** provides financial assistance to businesses for the training of new or incumbent workers to ensure their workforce remains competitive.

- **Administering the Unemployment Insurance (UI) Program -** The UI system is funded through state and federal taxes paid by employers to assist workers who may become unemployed through no fault of their own. Workers may apply for UI benefits in several ways – by visiting the nearest workforce center (WFC), electronically via the Internet, by telephone, or through the worker's employer (if still job-attached). After the initial application is taken, the employer is notified of the claim. After statements are taken from the applicant and the employer as to the reason for separation, an eligibility determination is issued. Either party who disagrees with the determination may initiate an appeal. Each claimant's eligibility is reviewed periodically while receiving benefits.

- **Administering the Workforce Investment Act (WIA)** - The Workforce Investment Act is the nation's principal workforce development legislation, providing funds to address the employment and training needs of dislocated workers, adults and low income youth. The funding for WIA, which comes from USDOL, provides support to individuals to increase their education, training, employment, earnings, and job retention. The ultimate goal is to improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of South Carolina and the nation. As the State WIA administrative entity, the Agency provides guidance, training, and technical assistance to the state's 12 Local Workforce Investment Areas (LWIAs) and is responsible for the oversight, monitoring, and compliance of WIA grant funds.

- **Administering the Trade Adjustment Assistance (TAA) Program** - The Trade Adjustment Assistance Program is a federal workforce program providing aid to workers who lose their jobs due to foreign trade. During 2010, USDOL initiated the requirement that the TAA program must be operated by State merit staff. Subsequently, operation and administration of the TAA program was moved to the Agency. Prior to November 2010, LWIAs operated the program in conjunction with the locally-operated WIA program. The Agency is responsible for providing direct services to TAA participants as well as managing TAA fiscal and administrative functions.

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 (LMI)
Businesses	Assistance with specialized recruitment services, federal tax credits, customized training, dislocation services, and LMI
Local Workforce Investment Boards/Local Workforce Investment Areas	Guidance, training, and technical assistance in implementing the WIA program and workforce system operations
Universities, colleges, technical schools, and other educational entities	Leveraging of federal workforce dollars and services with other state and local funding to develop and implement short-term and long-term solutions for employers and job seekers
One-stop partners, both private and public	Collaboration in assisting businesses and individuals in receiving workforce services through the one-stop system; access to labor market information

3. Key Stakeholders (other than customers)

- State and local economic development associations and alliances
- Federal, state, and local government agencies
- Chambers of Commerce
- The Governor and other elected officials

4. Key Suppliers and Partners

- Businesses
- Mandated One-Stop Partners
- Training providers
- Federal, state and local government agencies
- Manufacturing Extension Partnership (MEP)
- State and Local Economic Development
- Local Workforce Investment Boards

5. Operation Locations

Job seeker and business services are provided through 56 One-Stop centers across the state serving all 46 counties. The number of centers and their location are determined by each of the 12 local workforce investment boards. In addition to maintaining some one-stop centers, the Agency maintains two Administrative Offices and a Supply Facility.

6. Number of Employees/Employee Categories

The Agency had a total of 1,203 employees as of June 30, 2011.

- 8 Unclassified Employees
- 887 Full-Time Employees
- 297 Temporary Grant Employees
- 11 Temporary Employees

7. Regulatory Environment

- The Agency operates under S.C. Code Annotated Title 41, Chapters 27 through 41, which were significantly modified by Act 93 (Ratified June 8, 2011) and Act 106 (Ratified June 22, 2011) in the South Carolina General Assembly.
- The Agency is required to comply with instructions, regulations, and performance criteria promulgated by USDOL in carrying out provisions of the Federal Unemployment Tax Act (FUTA), WIA, TAA, Wagner-Peyser, Veterans, Migrant and Seasonal Farm Workers and other legislative initiatives designed to serve and improve the American workforce.

8. Performance Improvement Systems

- Local Workforce Investment Board Standards – a certification process for the 12 LWIBs across the state to increase community collaboration and input and build the capacity of local boards to better understand and meet the needs of businesses and job seekers in their regions.
- One-Stop Certification Standards – a certification process that outlines expectations for the management of one-stop centers and a consistent, standard delivery of services to job seekers and employers.
- Veteran Assessment Tool – spreadsheet populated with data from our online Virtual OneStop System, which provides the programmatic information needed for analysis of the Jobs for Veterans state grants.
- Claimant Reemployment Assessment – developing a service delivery strategy that will categorize UI claimants based upon various marketability factors (education level, job history, most recent occupation), and then prescribe a service plan that is more tailored to their individual needs.

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 throughout the organization and with customers and stakeholders, as appropriate 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 in conjunction with the governor's office to effectively implement the vision and goals set forth for the Agency. Weekly executive staff 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. This ensures constant communication pertaining to the short and long-term direction of the Agency. Additionally, senior leadership holds monthly area managers' meetings to provide direct contact and ensure a consistent message is delivered to all front line managers.

1.1b - 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. Employee expectations are set forth in the planning stage and are evaluated annually by his/her direct superior and upper level management. Reviews of departments and divisions are also in place. In order to provide Agency employees with the skill sets needed to serve our customers, the senior leadership team continues to place emphasis on information sharing and training. Managers are strongly encouraged to present feedback on all ideas and directives. Targeted training is provided to staff to address any performance deficiencies and to replicate best practices.

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.

1.1d - All employees are expected to adhere to a high standard of ethical behavior. 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 sign an acknowledgement form certifying that they understand the issues involved. The Agency's online Human Resource Manual further details ethical behavior in its policies. Employees are encouraged to report unethical 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. Customer service improvements are ongoing.

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 WFC 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 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 of state and federal level legislation, which would affect services to the public. Senior leadership continually reviews current trends and labor market data to stay abreast of issues impacting the Agency's service to the public.

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: monthly updates on the overall budget status of the divisions, departments and reviews within the Agency; consistent consultation with the Agency's legal department on compliance with 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 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.

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. 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 - Regular updates allow senior leaders 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 employee feedback. As a result, senior leadership made improvements in day-to-day operations and services where appropriate. Weekly division meetings have provided an avenue for assessing modifications 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 regular meetings, discusses possible replacements and recruitment strategies for known retirements, resignations and vacancies when 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.

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

***1.9* -** The maximum development of our employees is of prime concern to the Agency. It is an important function of employment, management and supervision at all levels of the agency. The training department manages all aspects of Employee Development and Leadership Development.

Employee Development includes internal training classes, external training classes, and conferences attended by all Agency employees. Leadership Development includes access to quarterly Leadership Institute Forums, Monthly Leadership Institute Newsletters, and specialized departmental training at management request.

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 the Agency 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 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 engage the workforce by recognizing best practices. 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.

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 frequent opportunities to participate in forums, presentations, and other functions hosted by various community organizations including state and local chambers of commerce, industry trade associations, and individual employers. These offer an opportunity to hear direct feedback from some of our most important stakeholders on opportunities the agency has to improve and what areas of the organization are providing the assistance these groups need. Staff are encouraged to be involved in programs that will provide exposure for the Agency and the services provided to job seekers, businesses, and the community at large. In addition, the Agency participates in 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 Agency's Mission and Vision statements serve as the foundation upon which strategic planning is developed. When completing strategic planning, the Agency includes the input from customers; LWIBs; 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

In July of 2010, the state's unemployment rate stood at 11.0% with 237,321 South Carolinians considered officially unemployed. By July of 2011, the rate had decreased to 10.5% and the number of unemployed had declined to 226,768.

While economic development efforts in South Carolina continued to grow jobs, the rate of growth has not returned the state to levels of employment seen prior to the recession. To complicate matters, the mismatch between the skills required for the new jobs and the 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.

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 for unemployment benefits in effect, 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 recessionary period will not return. Businesses 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 for a large portion of the unemployed; and (2) there is no quick fix for these problems. UI, labor exchange activities occurring in the WFCs 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.

The Agency's recent reorganization has provided opportunities to objectively evaluate the Agency's mission and vision and make a number of process improvement changes. During this last year, the Agency divested itself of one-stop center management. This transition allows the Agency to concentrate on its core mission in connecting job seekers and businesses. The Agency will continue to be a vital workforce partner in each local one-stop center, and will work with center operators in ensuring coordination of activities and alignment of resources.

The Agency is also pursuing a variety of automation initiatives to improve the integrity of our programs as well as to provide better customer service. Automation will improve efficiency and effectiveness within the agency and allow for faster and easier collaboration with partner agencies and other stakeholders. The US Department of Labor has shown their commitment to modernization with a variety of funding efforts which the Agency has leveraged to provide: new debit card program, an automated benefit overpayment detection system, and new online portals for the unemployed, job seekers, and employers.

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

The Agency continues to emphasize restraint on budgetary issues. A conservative approach to internal budgetary management of programs has resulted in the Agency being fiscally sound during a time when many state employment agencies in the country have fallen upon hard times. Collaboration, paired with cost effective, high performance service, continues to be the backbone of financial resource management within the Agency.

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. Legislation passed in the late spring of 2011 to modify employer UI taxes and reduce benefit payments will aide in restoring solvency and stability of the UI Trust Fund.

From a societal perspective, the Agency and the State face a variety of challenges many of which are exacerbated by the current economic situation. The following are a few of the major societal issues which will have the highest impact on the Agency's strategic planning: high unemployment; business failures; higher UI tax rates on businesses; rural versus metro location; the employee skills gap; immigration; disparity in income; educational resources; and access to services. The Agency is dependent upon Federal funding and the federal budget remains of concern.

2.1c - Shifts in technology or the regulatory environment

The Agency continues to emphasize prompt, courteous, and professional service to our customers. At every viable opportunity, technology is used and developed to provide improved access to information and services for our customers. A key element in strategy development is method of delivery with a concentration on providing customers with as much self-service as possible. 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 is 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 the increased emphasis on supervisory and management training, will continue. The key to prompt, professional, and courteous service continues to be well-trained staff.

During this fiscal year, the Agency continued to make use of temporary grant employees. These employees can help manage the workload associated with the record level of unemployment in our state while maintaining the HR flexibility the Agency needs as our state continues to recover. The Agency accomplished the recruitment, hiring, and training of these staff through implementation of Agency contingency plans.

As the economy begins to improve and workload declines, the Agency has plans in place to properly pare down temporary staff while maintaining a high level of service to our customers.

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 customers 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. In addition, the Agency is conducting a total review of its Business Continuity/Disaster Recovery plans. The first step in this process is the completion of a Business Impact Analysis to prioritize the systems, hardware, and resources that will be called into action if/when a service delivery impact event occurs.

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 that might impact service to our customers.

The Agency communicates with staff through internal media, training, and staff meetings to keep employees 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. 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. The Agency designed action plans to accomplish strategic objectives. These Agency's key action plans/initiatives are:

- Communicate to business groups, committees, and other employer organizations at the state and local levels the upcoming changes to the UI system to ensure their full understanding of the Agency's plans to restore the trust fund to solvency.
- Facilitate continuous improvement and provide technical assistance to LWIBs in developing a one-stop branding strategy and surveys for job seeker and employers and implementing One-Stop Certification Standards and Local Workforce Investment Board Standards.
- Enhance core services by ensuring that knowledgeable staff provides prompt, professional, and courteous workforce services to our customers.
- Improve on all federal and state performance measures for the WIA, the TAA, and UI programs.
- Focus on staff development to include recruitment, retention, and training of staff.
- Continue to provide timely, accurate, and professional customer service while increasing the efficiency of their delivery.

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 developed at the division level address strategic goals and objectives. Operational action plans are developed using input from customers, front-line staff, program staff, partnering agencies, and management. The Agency tracks performance related to these goals through data based management tools. We serve a wide range of customers, including federal, state, and local funding entities; businesses, and the average citizen.

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. The Agency 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 electronically. Divisional and departmental objectives and plans, including performance measures, are essential parts of this management system. The Agency's electronic newsletter, *DEWsletter,* provides 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. Weekly divisional staff meetings are focused on performance-related issues and output. Project management at the departmental and unit levels offers 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 is one of continuous improvement. The Agency considers input from all levels of the organization as a part of an ongoing environmental scanning process.

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 10-11 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
E&T	To increase the number of applicants, UI claimants, and veterans entering employment.	An automated service delivery program is being developed that will assess and categorize UI claimants based on a set of variables and prescribe services tailored to their individual needs. Increased data at intake will increase our ability to find gainful employment for all job seekers	7.1 a-1 Pg. 38 7.2 a-2 Pg. 38 7.3 a-3 Pg. 39
	To increase the customer satisfaction of both businesses and job seekers using our services.	Surveys measuring customer satisfaction of businesses and job seekers have been developed and will be launched next year. Feedback will identify process improvement needs and shape future plans and goals.	#2, Pg. 3 7.2, Pg. 43
	To renew focus on businesses and business services	A Business Services Department was established to address the needs of businesses. Local Business Services Teams will include a cross-section of state agencies to provide specialized services to businesses in their areas. A Business/Employer Services Certification program is being developed to give workforce professionals the knowledge to provide effective services to the SC business community.	#16, Pg. 3
	To complete a review of each local workforce board against the state	The review of each LWIB is in progress; 6 of 12 have been completed. A Review Team comprised of a	#5, Pg. 4

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related 10-11 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
	adopted standards.	representative from the SWIB, economic development, education, and business is reviewing each local board.	
	To meet or exceed all federal and state performance measures for the WIA, TAA, WP and Veterans programs.	Required reporting at both the state and federal level keep all programs accountable for performance measures.	#4, Pg. 4 7.1a-4
	To implement the One-Stop Certification standards to ensure accountability, efficiency, and customer services.	The One-Stop Certification standards have been approved by the SWIB and distributed to all LWIBs. A self-assessment tool is being used to determine technical assistance and training needs to assist each center in meeting the standards.	#5, Pg. 4
	To integrate workforce services through a single data system used by businesses, job seekers and staff across multiple programs.	The Virtual One-Stop (VOS) system launched in August 2010 integrated the information collected in VOS and the JobLink system to allow for a single portal for all job seekers and businesses to use. The Agency continues to enhance the system and ensure it is customer friendly. A module has been added to collect WorkKeys scores of VOS registrants for better job matching.	#11, Pg. 3
	To implement a new branding strategy for our state's One-Stop centers.	Consultants have completed a new branding strategy to increase recognition of services available to both job seekers and businesses; branding launch scheduled for August 2011.	#7, Pg. 4

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related 10-11 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
UI	To reestablish the solvency of the UI Trust Fund and maintain an adequate balance to weather both minor and major economic recessions.	The SC General Assembly passed additional legislation in the late spring of 2011 modifying the UI Tax System. Careful monitoring of the new system, which better matches revenue to payout levels, should enable trust fund solvency by 2015.	#3, Pg. 4
	To increase efficiency in delivering UI benefits to eligible SC citizens through a new Benefit Payment System; increased use of direct deposit and debit cards; offer improved self-service options; and procurement of a new system to reduce overpayment and increase collections of overpayments.	SC continues to work with three neighboring states on designing a new benefit system to improve on legacy systems and increase Agency efficiencies. The Agency has completed the migration to either direct deposit or debit cards. A new web portal is increasing claimants' ability to access services without interacting with agency staff. The Agency acquired BARTS software to aid with identifying overpayments to benefit recipients.	#4, Pg. 3 #6, Pg. 4 7.1 b-1 Pg.42 7.1 b-2 Pg.42 7.1 b-3 Pg.43 7.1 b-4 Pg.43
	To strengthen and expand our partnership with the SCBOS to allow for additional electronic services designed to improve efficiency and effectiveness.	Employers can now file not only their quarterly wage and contribution reports through SCBOS but also their partial, job-attached claims for unemployment with new features planned to come online in the upcoming months.	#3, Pg. 2 #8, Pg. 4
Admin. Support	To engage the entire Agency in succession planning to ease the burden of long-term employee retirement.	Human Resources is pursuing this goal via internal policies and procedures.	#15, Pg. 4

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related 10-11 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
	To continue the Agency's efforts to reduce energy consumption by 20% by 2020.	The Agency has received stimulus funding to refit lighting fixtures to energy efficient units. Thermostat controls, windows, water heaters, etc. are being replaced with energy efficient models.	#11, Pg. 4
	Full SCEIS (SAP) implementation for both Unemployment Insurance and Admin Accounting & Reporting.	Requested SCEIS team resources in order to program indirect cost allocation. Contacted the Commonwealth of Pennsylvania and received their documentation related to the customization of their SAP system.	#12, Pg. 4
Division of IT	Research alternative IT support models that enhance the delivery of IT services, control costs, and avoid technology obsolesces.	Implement and complete: the Business Impact Analysis to facilitate a Business Continuity/Disaster Recovery Plan; the Desktop Virtualization Pilot project; and other hosted IT services.	#20, Pg. 4
	Develop an Agency wide IT portfolio for management committee to review, approve, prioritize and monitor to ensure effective use of limited IT resources.	A review of options on the development of a project approval/denial process has begun. This was pointed out as a major need of the Agency in the IT strategic plan developed in conjunction with the Keane Group.	#14, Pg. 4

Category 3.0 Customer Focus

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

3.1 – The Agency determines its customers by its mission and goals. The Agency's mission is to provide quality, customer-driven workforce services that promote financial stability and economic growth. This is accomplished through many services and offerings to various customer groups.

Job seekers and UI claimants are key customers. They require access to job referrals, training, supportive services, and labor market information that will prepare them for work.

Businesses are also a key customer. This group needs assistance with specialized recruitment services, federal tax credits, customized training, dislocation services, and labor market information. Every employer is a potential customer who expects a level of service that meets the highest customer service standards. We solicit recommendations directly from the business community to develop services that will meet their needs. In doing so, the workforce system is becoming more employer-driven.

As the state's administrative entity for the Workforce Investment Act, the Agency serves the twelve local workforce investment boards and their areas. LWIBs require guidance, training, and technical assistance in implementing the WIA program and workforce system operations.

One-stop partners are a key customer for the Agency as well. Workforce partners depend on the Agency to collaborate on efforts to assist businesses and individuals receiving workforce services through the one-stop system. They also need the Agency to offer workforce intelligence through the available labor market information. Universities, technical colleges, and other educational entities also look to the Agency for the same type of information while leveraging federal and state funding and services to develop and implement short and long-term solutions for employers and job seekers.

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. Collaboration and input from our partnering organizations in the One-Stop Workforce System 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 and telephone, written, and web-based surveys. The Agency has a Business Services Department that through collaboration with state and local partners, facilitates communication to and feedback from the business community.

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. During this period, the Agency transitioned from SC JobLink to the SC Virtual OneStop System (VOS) for process integration and improved customer service. VOS provides 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. Job seeker and employer customers alike have created secure accounts. This allows job seekers to maintain their resumes, search current job listings, apply for jobs, and track positions for which they have applied. Employers maintain current job openings, review resumes of job seekers, and track the number of applicants that apply for their job openings. VOS allows either telephone or email support for immediate feedback, should the user encounter any problems.

UI claimants may choose to establish internet claims or to file in person at one of the Agencies many Workforce Centers. The Agency provides an IVR system for claimants to file their weekly certifications by telephone or internet. The Agency has a toll-free UI phone number to assist interstate claimants with difficulties they might be experiencing as well as a help desk located in the Central Office in Columbia for in-state inquiries. Customers may also send emails to ask questions or report problems on various topics to one of our many group emails.

The Agency has a complaint management system that includes ES and UI complaint processes, as well as an Equal Opportunity Officer and State Monitor Advocate to handle complaints. UI fraud complaints are reported through a toll-free fraud hotline or via the Internet at dew.sc.gov. The Agency continues to staff the UI customer help desk to facilitate 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. Benefit Accuracy Measurement (BAM) performs sampling to determine customer satisfaction on both paid and denied UI claims. There are approximately 70 different national measures in place to evaluate UI systems, with 12 core measures that require submission of a corrective action plan to USDOL, a stakeholder, if not met. These multiple measures allow the Agency to monitor itself and track performance improvements.

To measure customer satisfaction, a Job Seeker Survey and an Employer Survey were developed and will be implemented next year. Information from these surveys will be shared with local workforce investment areas and their one-stops as a tool for recognition and improvement. In addition, Agency employees who serve on LWIBs, along with business leaders, educational representatives, and local elected officials, are made aware of pertinent customer/stakeholder information that require attention. Agency staff also attend monthly meetings of LWIA Administrators to learn of and address issues and concerns.

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 – Every month, the Business Services Department facilitates statewide meetings with all 12 of the local workforce area business services teams. New and best practices are highlighted, barriers are discussed and strategic planning occurs. In addition, 225 business services representatives from across the state are currently participating in the Business and Employer Services Professional Training to ensure they provide services relevant to the business community’s needs.

Customer/stakeholder feedback guides the level and delivery of services. Agency staff and local WIBs 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. More frequent training designed to improve both performance and customer service is planned as workload continues to fall from its peak during the recession. Ongoing training is conducted in the use of VOS to assist local staff in serving their job seeker and business customers. Local users provide input in ensuring ease of use and suggesting program enhancements.

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, dew.sc.gov, provides access to information on jobs, training, UI, LMI and other workforce development services, partners, and resources in three clicks.

The Agency, along with other government entities and public and private organizations, participates in the SCBOS, www.scbos.sc.gov. The SCBOS is a centralized destination for businesses seeking to secure various licenses, registrations and permits as well as to file required reports and pay specific taxes. 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 improvement in the partnership between government entities and the private sector and has proven to be convenient and cost-effective. The Agency expects this partnership to continue to grow with increased services becoming available over the next fiscal year.

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 available to build relationships with customers and stakeholders. The Agency has a number of projects in various stages of concept, planning, and implementation to improve these relationships. An example of a recent successful project is the Agency's establishing a system to allow employers to file a UCB 114 ("employer filed claims") through SCBOS. Additional ways the Agency works to meet and exceed customer expectations are:

- A toll-free number for weekly UI claims certification.
- The Employer Accounts IVR System, providing recorded information on establishing a new employer account, to include general liability requirements and other account information.
- The Automated Clearinghouse System and SCBOS partnership allowing employers to submit quarterly contribution reports electronically.
- Extended hours and out-stationed personnel accommodate businesses and job seekers.
- Programs specifically dealing with veterans/disabled veterans, youth, those needing adult education and literacy activities, senior adults, and others.
- Outreach efforts providing Agency services to migrant and seasonal farm workers.
- Specialized services provided to individuals who are Limited English Proficient.
- Assistive technology equipment to assist those with barriers.

The Agency also builds positive relationships with its workforce customers and stakeholders by recognizing exemplary WIA performance and achievement of Local Workforce Investment Areas, partners, and participants. During the annual Workforce Symposium, the State Workforce Investment Board makes awards in the following categories: W. Perry Gaines Outstanding Private Sector Volunteer; Joe A. Young Outstanding Local Workforce Investment Board; Outstanding One-Stop Center; Outstanding One-Stop Employee Center; WIA Youth Achievement; and Outstanding WIA Alumnus. During the symposium, the annual Palmetto Workforce Partnership Awards Ceremony also takes place to recognize companies throughout South Carolina who foster economic development through collaboration with state workforce initiatives. These awards are given to the top three employers (large, medium, and small) in the state.

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 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.

USDOL measures the WIA programs against nine common performance measures and annual negotiated goals for each measure. WIA programs across the state are evaluated quarterly against these goals. Program expenditures are also analyzed on a monthly basis against fund utilization goals established by the State WIB. The State WIB develops an annual Incentive Policy which awards funds to those workforce areas exceeding USDOL performance and expenditure targets. The TAA program is evaluated against three USDOL performance measures on a state-level basis.

The Agency monitors progress through various reporting systems. Management reviews reports at various intervals to ascertain progress in meeting organizational objectives. Structured reports provide staff with actual data 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 and UI programs. The Agency requires specialized departments to provide supervision of these programs. The services provided include:

- 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.

In the last year, the Agency migrated Wagner-Peyser data into the same data management system as WIA and TAA program data (VOS). VOS is an internet-based, real-time system used throughout the state for USDOL workforce programs. Staff developed a series of Ad Hoc Reports for program management purposes, and provides specialized reports upon request. These reports, along with quarterly performance reports, assist staff in evaluating data quality, federal compliance, and process improvements.

In the last year, the Agency received a grant through the USDOL's Workforce Data Quality Initiative to partner with the SC Office of Research and Statistics, the SC Department of Education, the SC Department of Social Services and SC Department of Vocational Rehabilitation to contribute Agency program data to the Statewide Longitudinal Data System for analysis and program evaluation 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 achieves its goals. Since the Agency is undertaking new and expanded roles, developing new outcome measures is critical to demonstrate effectiveness. The Agency will use internal measures of success for those strategies that affect internal operations such as strategies to improve communication and improve the Agency's workforce. The Agency will assess new management policies and make improvements based on the results. Examples of such indicators include the following:

- The degree to which the Agency meets its strategic goals
- The satisfaction level among customers and stakeholders
- The effectiveness of an integrated workforce system
- The provision of relevant operational financial data to program managers
- The effective utilization of automated systems
- The assessment of staffing allocations to achieve optimum results
- The achievement of executive staff's management agenda

Other key measures include all required USDOL performance goals. Reports are submitted to USDOL weekly, quarterly, and annually to assess various aspects of the programs administered by the Agency. Any measures that fail to meet the acceptable level of performance, as established by USDOL, are subject to review and plans are initiated to improve their outcomes.

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

4.4 – The Agency 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 the Agency to the seven other states within our region. Internally, we compare similar offices at local levels to provide an informative overview of performance.

The State Workforce Investment Board has adopted a five-year strategic plan that defines focus areas and corresponding strategies to guide the State's WIA program and workforce system. The plan is designed to support operational and strategic decision making and ensure that the workforce system encompasses the following elements:

- customer focus;
- integration of resources and services;
- communication with internal and external stakeholders;
- accountability and innovation; and,
- collaboration and partnership to promote economic development, education, and business growth.

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

4.5 - The Agency 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 for the accountability necessary to make effective decisions.

Wagner-Peyser, WIA and TAA data are maintained in a secure environment in the VOS database. Data integrity is ensured through the following:

- A series of Ad Hoc Reports and specific data queries that identify action required on the part of local workforce staff;
- Trained members of a performance and reporting team that assist staff across the state;
- On-going reviews and evaluation of data against USDOL reporting requirements;
- Follow-up on error reports and resolution of data discrepancies; and,
- Statewide annual data validation reviews.

UI program data used to create reports for USDOL undergoes data validation on a schedule established by the National Office. June 2011 was the due date for the state's most recent UI Data Validation project. Passing the DV ensures that accurate information is being collected and supplied to the USDOL as well as internal senior management. Access to confidential UI data is controlled by our IT security team through the use of unique user names and passwords.

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. 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 uses organizational knowledge to accomplish the collection, transfer and maintenance of accumulated employee knowledge; as well as the identification and sharing of best practices through a systematic approach to discover, understand and use knowledge to achieve organizational objectives. Specifically:

- Identifying & Collecting: Knowledge Audit/Inventory, Knowledge Mapping, Best Practices, Documenting Processes, and Expert Interviews
- Storing: Document Repositories, Document Management Systems, and Databases
- 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., personal interaction/sharing of 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, media avenues and Agency publications. The Agency is continuously striving to disseminate and transfer pertinent knowledge throughout all program areas and departments.

Within the WIA and TAA programs, staff utilizes on-going analysis of fiscal and participant data, as well as programmatic and financial monitoring, to identify best practices and technical assistance needs. Workforce development initiatives in other states are researched for possible replication within South Carolina. Best practices are also identified and shared through venues such as:

- Our annual Workforce Development Partnership Symposium
- Regional and national USDOL-sponsored training forums;
- Monthly meetings with local Workforce Administrators; and,
- Monthly conference calls/webinars with local VOS data coordinators and TAA coordinators.

Within the UI program, staff participate in regional and national training programs sponsored by the USDOL and the National Association of State Workforce Agencies (NASWA) which promotes knowledge transfer and the identification of state best practices for a variety of different areas within the program. An annual training conference is held with representatives from the various Workforce Centers located throughout the state to update staff on legislative, policy, and procedural changes as well as to elicit feedback on areas that may need additional attention. The UI program can be complicated and hard to master without extensive hands-on training with other more experienced colleagues. The Agency encourages this peer-to-peer style of learning.

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 organizes work according to the six divisions. Recruiting and onboarding quality candidates are crucial first steps in talent management. 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 and promoting a high performance culture

The Agency provides pre-recorded and live E-Learning sessions to meet the needs of work schedules. Our E-Learning Modules include basic Microsoft Office Desktop Products, Professional Development classes, and Just-in-Time Leadership Training.

5.1b - To promote cooperation, initiative, empowerment, teamwork, innovation, and Agency organizational culture, the Agency places a strong emphasis on a balanced workforce. An analysis of the Agency's workforce by EEO Category reveals that over 80% of the Agency's workforce is dedicated to customer service job duties during PY'10 (*See Figure 5.1-1*).

5.1-1 EEO Category	10-11 Workforce	EEO Category	10-11 Workforce
(E1) Executive	1.34%	(E4) Safety	0.22%
(E2) Professional	82.24%	(E6) Office/Clerical	7.04%
(E3) Technician	8.60%	(E7) Skilled	0.56%

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

5.2 - Senior leadership communicates the Agency's vision and goals through regular division, department, and unit meetings. Weekly division meetings provide direction. Senior leadership holds monthly area managers' meetings to ensure a consistent message to all front line managers in a group setting who share this information with front-line employees. Senior leaders provide instant written communication and promote feedback through email.

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 through the Agency's Internal Audit and Quality Assurance Unit are also in place. Employee feedback has been vital in improving many work processes, programs, and initiatives sponsored by the Agency.

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 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 identifying applicants who are a good fit for the organization, competition for the same applicants, and high turnover in entry level one-stop center positions. 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 key 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 at a desired level in the shortest possible time. The Agency has migrated to the State's online recruiting system, *NEOGOV*. This system enables the Agency hiring officials to have access to a broad pool of candidates as all vacancies are posted on the Internet.

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 legislation (i.e., Federal Emergency Extended Unemployment Compensation, the State's Extended Benefits (EB) program, and the American Recovery and Reinvestment Act (ARRA)). 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, assessing customers for training, paying UI 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, debit card 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 throughout the year and increase productivity.

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, TAA, Administration & Support, etc.*).

We offer Quarterly Leadership Institute forums on hot topics that enable supervisors, managers, directors, administrators and executives to build an organizational culture that will stand in these uncertain times. Our forums are attended by managers and directors from all over the state of South Carolina. The competitive advantage for our model is the opportunity for real-time learning and networking with leaders that face similar challenges. We also utilize the Leaders as Teachers model where our executive leadership plays an integral role in role modeling, developing and delivering content. In addition, the Agency recently sponsored leaders for Certified Public Manager training.

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 and signs 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, online tools etc.). 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. 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 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.

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. Training is aligned with the organization's goals and mission. The Agency conducts assessments to determine the strengths and weaknesses of staff in meeting goals and completing action plans. This analysis involves identifying the workforce competencies and skills that are necessary to support goal attainment. Performance issues 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's management training program 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. Evaluation of the effectiveness of training is measured both quantitatively and qualitatively. 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*) 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. 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?***

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

Specific factors that have positively affected employee well-being, satisfaction, and motivation include: effective employee 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; individual and group recognition; benefits; communications; job security; compensation; and equal opportunity.

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.

The Agency enhances its work climate for the well-being, satisfaction, and motivation of 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; retiree benefits (*including extended health care*); and special recognition at the individual or group level for performance above and beyond specified job duties.

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 the Agency involves the documentation of job functions so a successor is able to take over the job without having to reinvent the major components of the job. The Agency's workforce succession plan includes the identification of key individuals in the Agency that are eligible to retire and then documenting the major job functions and responsibilities of their jobs so that their "legacy" will not be lost. The Agency is implementing the universal review date of a combined position description and EPMS to ensure information remains relevant.

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. During PY10, the Agency continued to contract with security companies to provide security officers in offices with a need. 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 comply 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 core competencies vital to the fulfillment of the agency’s mission are determined by the mission itself, as well as requirements set forth by USDOL. As the employment agency for South Carolina, the Agency provides high quality job skills training for unemployed residents, and connects job seekers with employers in need of their services. The LMI program provides relevant and timely labor market information. The UI Division ensures claims for UI benefits are processed in an expedient and accurate manner to eligible workers who become unemployed through no fault of their own. UI taxes are billed and collected by the Tax Department.

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, businesses, 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 its business processes and performance levels as measured by USDOL. 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**'s** key processes, as they relate to its core competencies, consist of the following:

Core Competency	Associated Key Processes
Train unemployed residents and facilitate their re-employment	• Provide training and assistance to adults and youths through a variety of Federally-funded programs, such as Veterans Services. • Maintain and promote VOS, an online employment database designed to match hiring employers with qualified jobseekers
Provide relevant and timely labor market information	• The LMI program compiles and publishes employment statistics, job forecasts, wages, demographics, and other labor market information to help public and private organizations, researchers, and others better understand today's complex workforce.
Process claims for UI benefits in an expedient and accurate manner	• Claims are reviewed by the Benefit Accuracy Measurement and Benefit Payment Control units for accurate documentation, correct determination of benefits due and to detect claimant fraud.
Accurate and timely billing and collection of employer unemployment taxes	• The agency's Tax Performance System (TPS) Auditor reviews employer tax computations, invoicing and collections to ensure accuracy and proper internal controls.

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 the 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, and identity theft and fraud detection/protection.

The Agency continues to incorporate new technology, cost controls, and other efficiency factors by:

- Implementation of Debit Cards for payment of UI benefits to claimants, decreasing substantial check processing, bank and mailing costs as a result.

- Implementation of a secure web based claimant portal resulting in self service password reset without use of SSN. Additional self service options are being researched.

- Rewriting the initial claims system to automate interfaces with the Social Security Administration (SSA), SCBOS, and other systems. This will ensure more accurate information is gathered, resulting in faster determinations for claims.

- Conducting a total review of Agency's Business Continuity/Disaster Recovery plans. Completing a Business Impact Analysis is the first step to prioritize the systems, hardware, and resources called into action if/when a service delivery impact event occurs.

- Completing and implementing programming changes for updates/changes to UI Benefits, the reduction of State paid weeks from 26 to 20, and changes to the SC Employer Tax system.

- Implementing On-Point Technologies "BARTS" software which automates the capturing, processing, and controlling of overpaid UI claims.

- Implementing SIDES, a web-based system that allows electronic transmission of UI information requests from UI agencies to multi-state employers and Third Party Administrators (TPAs), as well as transmission of responses with the requested information.

- Improving collaboration with SCBOS, allowing employers to file and pay UI quarterly taxes via electronic funds transfer, provide online job attached claims filing, and online information exchange about claimant "reason for separation".

- Installing Voice over Internet Protocol telephone system through the state reducing monthly telephone charges by approximately $12,000 per month.
- Upgrading IVR software to handle new segment of telephone filers, saving nearly $40,000 per month in forms, printing, and mailing costs.

- Implementation of new Web based network and internet security training.

- Constructing a portal that will securely allow Agency employees access to sensitive data and comply with State/Federal, SSA and IRS regulations.

- Establishing web-based communication between UI and VOS to complete a registration in VOS when a customer files a UI claim online.

The Agency is actively researching the possibility of outsourcing some of its IT services to the SC Department of State Information Technology and to other IT vendors. The services include email, printing, and hosting of our data center hardware. This research will lead to a better understanding of total costs and the opportunity to ensure we are getting the best return on our IT investments.

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 utilizes various data cross matches with databases including, but not limited to, the Social Security Administration and the National Directory of New Hires.

BAM data is used by agency management to identify and reduce recurrent types of claims processing errors and improve processes employed to review, approve and pay UI claims. Fraudulent claims identified through BAM and BPC reviews are pursued rigorously, to ensure that unemployment benefits are paid only to residents who are qualified to receive them. Likewise, errors in the billing and collection of employer taxes that are identified by the TPS Auditor are communicated to Tax Department management. Corrections of errors are made, as well as improvements to processes where warranted.

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 customer feedback as to what improvements should be made. These include:

- **Agency Line Staff Personnel Suggestions -** Agency line staff personnel meet with job seekers and businesses on a regular basis. They have a good understanding of our customers' requirements and communicate those requirements to WFC managers and Agency executives. These ideas and comments are used in meetings and surveys described below.
- **Employer Surveys and Meetings -** Businesses are sent surveys asking them to rate our services and asking for recommendations for improvement. Local Agency staff are assigned to businesses in their areas, and regularly meet with them to seek their counsel.
- **Job Seekers -** Job seekers evaluate the service they receive when they are in our offices, and some are sent customer satisfaction surveys. This information is collected and evaluated.
- **Agency Executives -** Agency executives use the above information when discussing customer suggestions and recommendations for improvements in weekly executive staff meetings.
- **Internal Audit –** The Internal Audit department performs process reviews on a regular basis, and provides recommendations to executive management for improvements to those processes.

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 provides human resources services, accounting and procurement, supply and inventory and other support services to agency staff.
The Division of Information Technology (IT) provides comprehensive support of all of the Agency's information technology systems and equipment. IT management has (and continues to) play a proactive role in the continual improvement in technology utilized by the agency and has made great strides toward the goal of automating paper-intensive processes.

The Internal Audit and Quality Assurance Division provides audit coverage through the Internal Audit Department to ensure that agency internal controls are adequate and effective, and that assets are protected. The Department also frequently performs reviews of key work processes and makes recommendations for process improvements to upper agency management.

The UI program is continually monitored by the Benefit Accuracy Measurement (BAM) Department and Tax Performance System (TPS) Auditor. BAM Auditors draw samples of unemployment insurance claim files, perform investigations, and analyze data to assess the accuracy of UI payments and denial determinations. The TPS Auditor evaluates the accuracy of employer unemployment tax assessments and collection of amounts due, as well as the adequacy of internal controls over the same. Results of BAM and TPS Audits are shared with UI management to promote improvements in processes and controls.

The majority of Employment and Training Division programs are supported by the Virtual OneStop Data Management System. Performance goals are negotiated with USDOL and actual performance is tracked and reported. Program Management Ad Hoc Reports allow staff to evaluate participation and program effectiveness.

The South Carolina General Assembly also has input into the Agency's performance. Per legislation passed in the spring of 2010, the Agency will be required to undergo an audit by the Legislative Audit Council (LAC) on an ongoing basis through the end of 2018. Areas found to be in need of improvement by the LAC are quickly addressed by Agency management and communication with the staff in local offices.

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

6.7 - Guidance from USDOL is used in determining technology requirements and strategic initiatives to 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

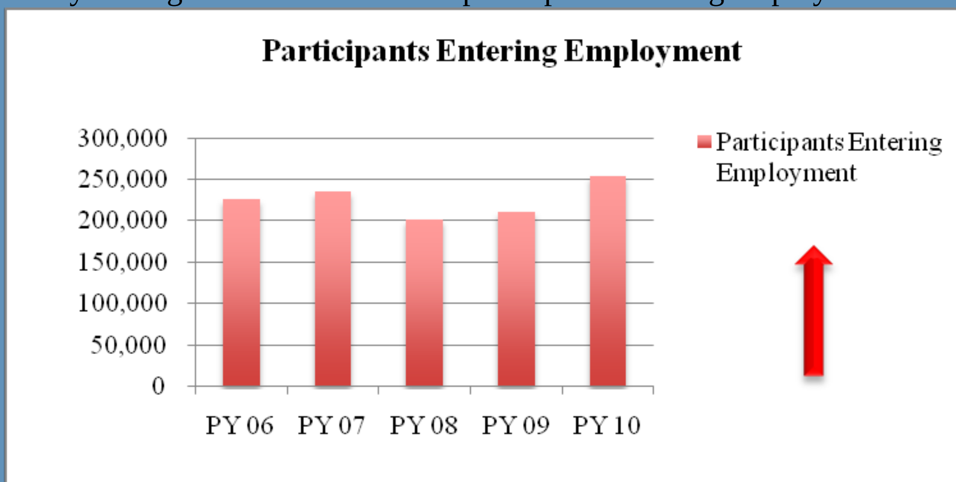
The Agency's Employment and Training Division is responsible for administering and managing several Federal workforce programs and services to include Wagner-Peyser, WIA, and Veterans Services. Key customer groups include job seekers and businesses. The Wagner-Peyser program offers job seekers assistance with finding employment while the Workforce Investment Act program provides training assistance and supportive services. Businesses utilizing workforce services can receive Incumbent Worker Training assistance, layoff aversion assistance through Rapid Response services, and the Work Opportunity Tax Credit (WOTC).

JOB SEEKERS

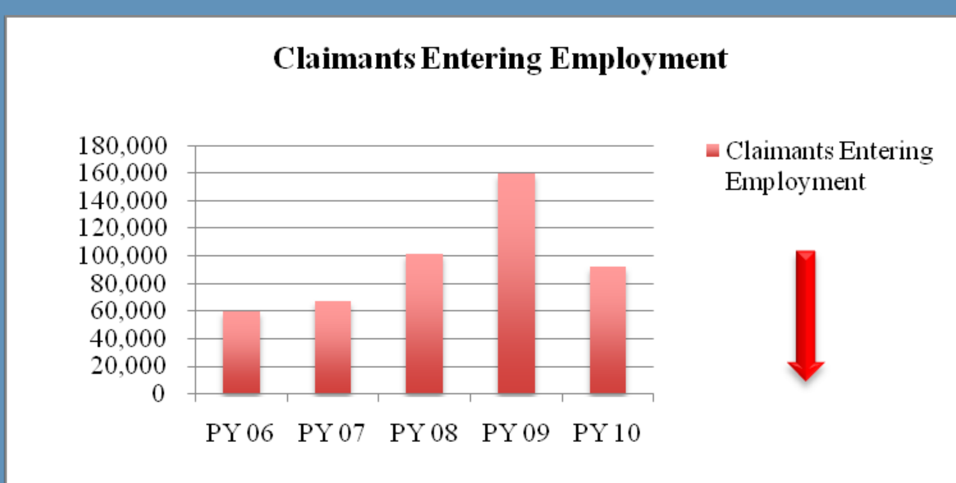
Wagner-Peyser/Labor Exchange Services - The primary objective of the Wagner-Peyser, or labor exchange program, is to assist individuals in obtaining employment. During the last program year there were 488,907 participants enrolled for this purpose. The sluggish economy contributed to low growth of jobs in program year 2010, but there was a significant (21%) increase from the previous year in the number of participants entering employment in the quarter following their exit from the program. The increase was due in part to the large number of individuals exiting Wagner-Peyser.

Two closely monitored groups of customers are those receiving UI benefits (claimants) and veterans. In PY'10, 92,565 claimants entered employment in the quarter after exiting the labor exchange program. A total of 18,709 veterans also went to work in the quarter following their program exit. These numbers represent 46% of the total exiting claimants and veterans.

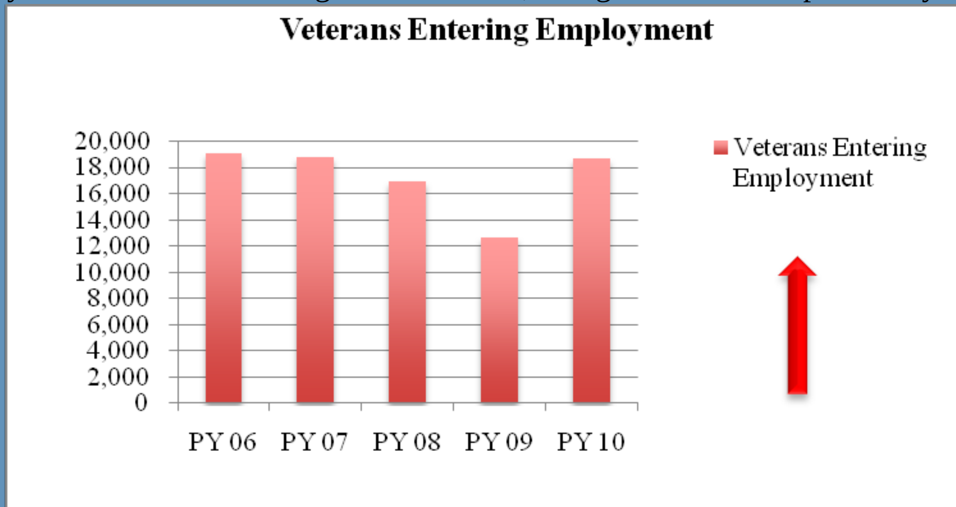
7.1a-1 Participants Entering Employment: This graph depicts the number of participants who entered employment in the first quarter after exiting the labor exchange program. This increase marked the second consecutive year of gains in the number of participants entering employment.



7.1a-2 Claimants Entering Employment: This graph depicts the number of claimants who entered employment in the first quarter after exiting the labor exchange program. A significant decrease in the number of claimants exiting the program contributed to the decrease of those entering employment this program year.



7.1a-3 Veterans Entering Employment: This graph depicts the number of veterans who entered employment in the first quarter after exiting the labor exchange program. The number of veterans entering employment rebounded in Program Year 2010, rising 48% from the previous year.



Jobs for America's Graduates-South Carolina - JAG-SC delivered dropout prevention services and employability skills training to 1,018 students at 24 high schools across the state.

- The programs sustained a 97% return to school (retention) rate among all 2009-2010 non-seniors entering the fall 2010 term.
- The class of 2010-2011 served 106 seniors who achieved a 94% graduation rate.
- An additional 241 youth from the class of 2009-2010 received post-secondary follow-up services Final outcomes included a 60% Civilian Job Placement Rate, a 63% Further Education Rate, a 93% Full-time Placement Rate, and an 88% Total Positive Placement Rate, reflecting participants positively engaged in either school, work, or military service.
- JAG-SC was recognized as:
  - a "5-of-5" Top Performing State for exceeding and documenting all five of the National JAG Performance Goals;
  - serving one of the most diverse populations; and
  - maintaining one of the highest Participant Contact Rates of 98%.

Trade Adjustment Assistance (TAA) – In 2010, USDOL implemented a merit staffing requirement for the TAA program. Prior to this new regulation, the TAA program was operated by the Local Workforce Investment Areas (LWIA). Program staff was employed by the local administrative entity or their contractors. On December 1, 2010, the Agency took over operations of TAA. We hired case managers to serve participants and accounts payable staff to take care of training provider and vendor invoices and participant training benefits. Continuous improvements in customer service, policies and procedures, and program operation have helped Agency staff to provide efficient and effective service across the state.

Workforce Investment Act - The economic downturn and high unemployment have created difficult conditions for the Workforce Investment Act (WIA). Participation increased significantly in Program Year (PY) 2009 due to the infusion of ARRA American Recovery and Reinvestment Act (ARRA) funds. In PY'10 the participation numbers began to readjust down to pre-ARRA levels as those funds were expended. Participation levels in PY'10 were as follows:

- Adults 14,669
- Dislocated Workers 10,407
- Youth 4,891

The program has continued to meet or exceed all USDOL performance measures. As shown in 7.1a-4, the state exceeded the goal in seven of nine performance measures and met the goal in the two remaining measures in PY'10.

7.1a-4 Performance Measures - WIA	**Customer Group**	**State Goal**	**State Actual**
Placement in Employment or Education	**Youth (14-21)**	**61.0**	**61.0**
Attainment of Degree or Certificate	**Youth (14-21)**	**55.0**	**56.2**
Literacy or Numeracy Gains	**Youth (14-21)**	**45.0**	**48.7**
Entered Employment Rate	**Adults**	**60.0**	**59.7**
	DW	**64.0**	**68.2**
Retention Rate	**Adult**	**82.0**	**83.0**
	DW	**87.8**	**88.3**
Average Earnings	**Adult**	**9,613**	**10,279**
	DW	**12,400**	**14,526**

Light Blue Shaded = met* the goal. Dark Blue Shaded = exceeded** the goal

*USDOL defines met as performance outcomes between 80% -100% of the negotiated goal.

**USDOL defines exceeded as performance outcomes above 100% of the negotiated goal.

WorkReadySC – This statewide Career Readiness Certificate program awarded more than 25,000 certificates in PY'10, bringing the total number of certificate holders in the state to over 155,000. South Carolina ranks 2nd in the nation for the number of Career Readiness Certificates awarded. Some 340 employers in the state now utilize the certificate in their hiring processes.

BUSINESSES

Incumbent Worker Training (IWT) – As an effort to keep businesses and workers competitive, IWT grants provide resources for training needed due to expansion, new technology, retooling, new services/product lines, new organizational structuring or as part of a layoff aversion strategy. The results of this initiative are as follows in 7.1a-5:

7.1a-5 IWT	PY06	PY07	PY08	PY09	PY10
# Workers Served *	7,068	4,697	5,096	10,551	4,889
Jobs Saved *	5,651	1,385	1,657	2,341	1,353
Jobs Created *	524	608	429	783	234
Funds Expended	$2,209,504	$2,290,481	$1,859,062	$2,746,704	$1,990,158
Return on Investment **	$29.94/$1	$10.59/$1	$15.29/$1	$17.15/$1	$12.03/$1

* Data reported by the businesses themselves.
** Although the jobs encompassed a wide range of salaries, the ROI was calculated based on minimum wage.

Rapid Response – When businesses are forced to downsize, Rapid Response services are provided to both company management and the employees affected. Layoff aversion potential is first explored with management to minimize or even prevent the need for layoffs. However, when layoffs are inevitable, the goal of Rapid Response services is to reduce the period between unemployment and suitable reemployment for South Carolina workers. An experienced team of state and local workforce staff provide the impacted worker with on-site reemployment services, assistance with resume writing and preparation for interviews, career counseling, available job information, and referral to partnering programs.

- During PY10, 141 businesses were provided assistance with downsizing, and services were provided to the workers impacted by the loss of 6,927 positions. Successful layoff aversion strategies resulted in over $1,000,000.00 in savings to the UI Trust Fund.

Work Opportunity Tax Credit – As an incentive for hiring and training workers who are faced with reemployment barriers, businesses can earn a federal tax credit.

- During PY10, 33,825 Work Opportunity Tax Credit Certifications (WOTC) were issued, adding up to $77,310,600 in potential tax savings for SC businesses.

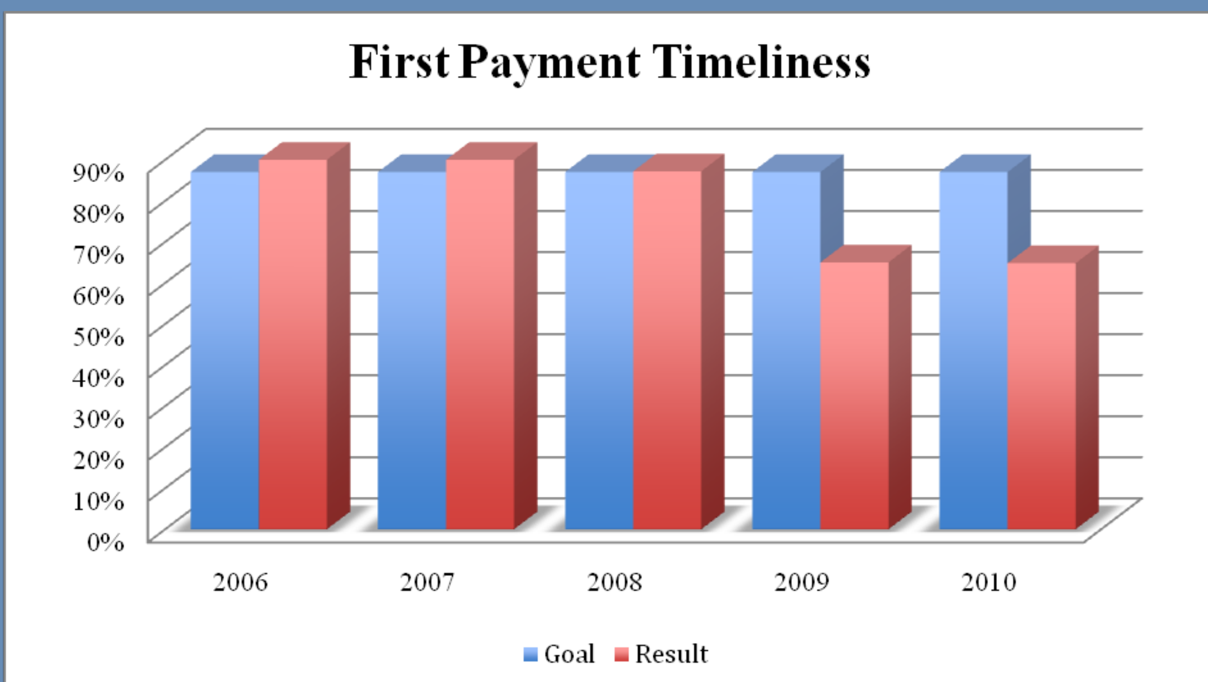
7.1b – Unemployment Insurance (UI)

Due to the high workloads caused by continued high unemployment in the state, the UI program has struggled to meet performance criteria for the Core Measures and Secretary's Standards as set by USDOL for UI related activities (Tax, Benefits, and Appeals).

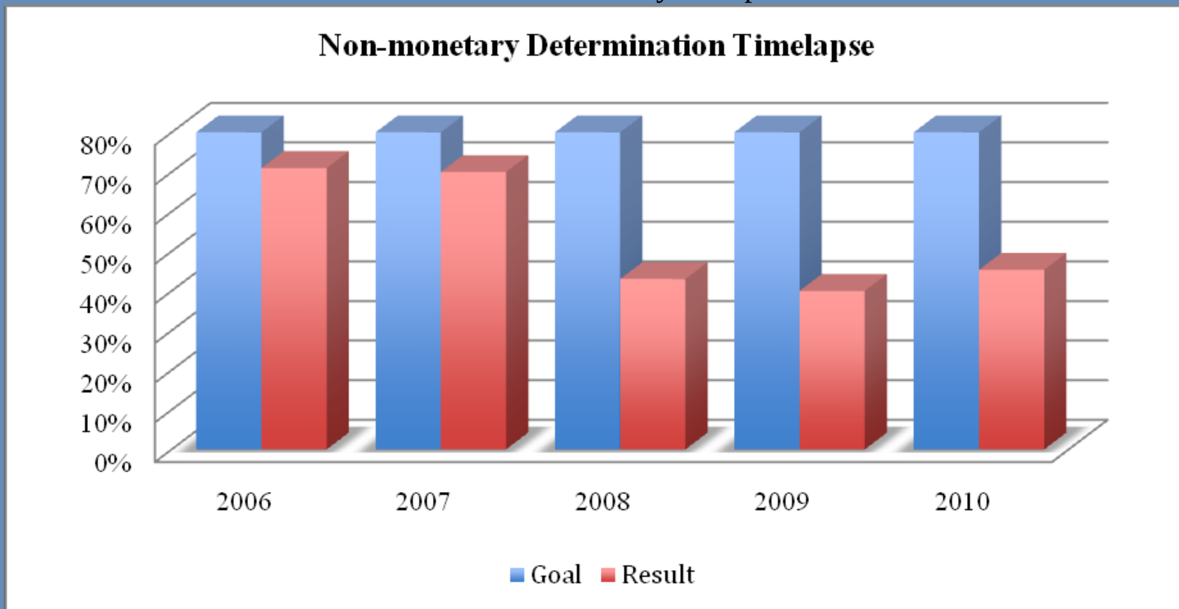
7.1b-1 Payment of Claims – The UI mission is to promote economic and employment stability and relieve the hardships of unemployment through the payment of employer financed insurance benefits to eligible unemployed individuals. The program objective is the accurate determination of employer liability, customer friendly UI 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 2006 - June 2007	304,464
	July 2007 - June 2008	292,661
	July 2008 - June 2009	545,137
	July 2009 - June 2010	386,818
	July 2010 – June 2011	310,528
Total Weeks Claimed		
	July 2006 - June 2007	1,998,836
	July 2007 - June 2008	1,964,982
	July 2008 - June 2009	4,206,476
	July 2009 - June 2010	4,331,564
	July 2010 – June 2011	2,992,594

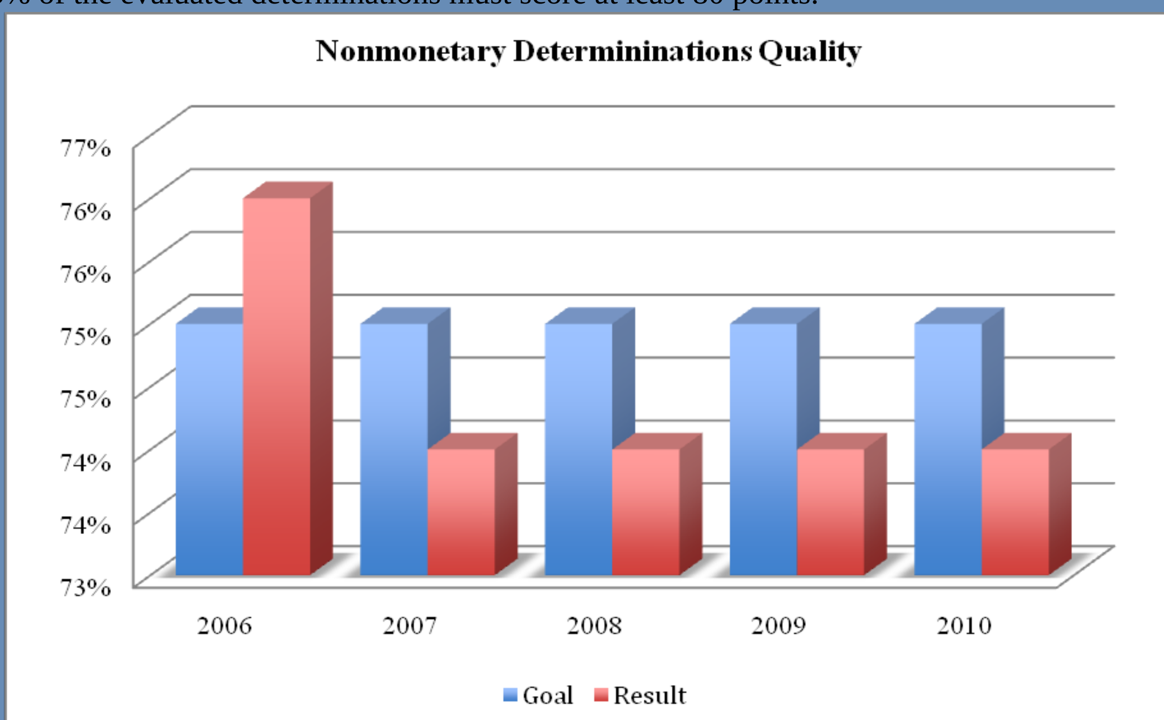
7.1b-2 First Payment Timeliness: Payment should be made within 14 days of the first claim week-ending date after the waiting week has ended. The criterion for this measure is 87% of first payments being made timely.



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.



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.



***7.2 Customer Satisfaction* -** The Agency is implementing a comprehensive customer satisfaction survey.

***7.3 Financial Performance* -** Appendix IV

***7.4 Workforce* -** The Agency is establishing methods of measuring the development of our workforce.

***7.5 Organizational effectiveness/operational efficiency* -** The Agency is in the restructuring process to improve effectiveness and operational efficiency.

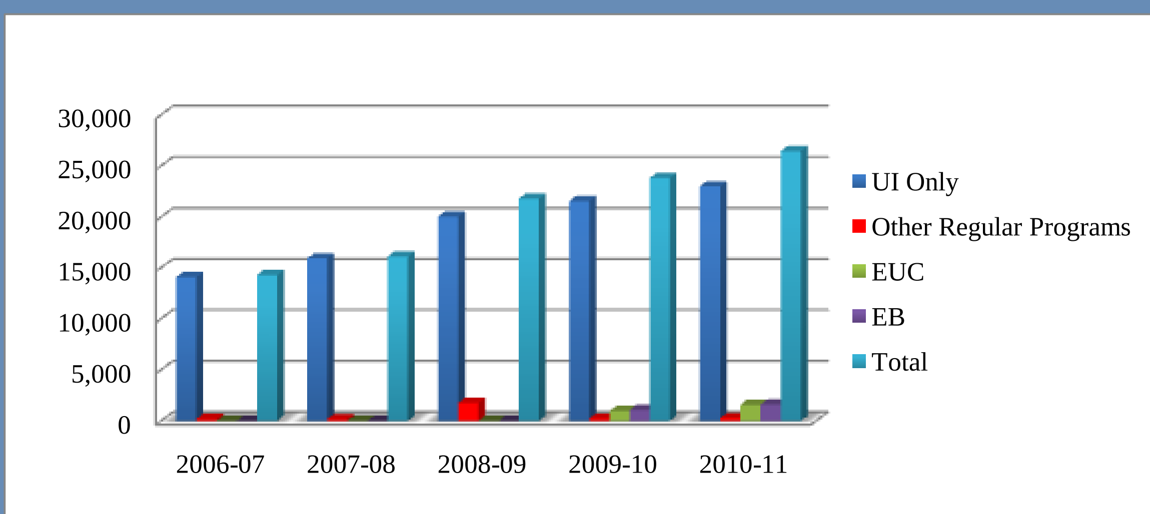
7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

USDOL sets desired levels of achievement for handling UI 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. These due rights are protected by the Appellate Division.

The Appellate Division includes an Administration Unit, the Appellate Panel, the Legal Department, Higher Authority Appeals, Lower Authority Appeals and Records Release Unit. The Administration Unit oversees the Appellate Panel's time and attendance, manages the Records Release Unit, the Legal Department, Higher Authority Appeals Department, and Lower Authority Appeals Department. The Legal Department employs attorneys who represent the Agency and provides legal support and advice to the Agency's divisions. It also oversees the Records Release Unit. The Appellate Panel, with Higher Authority Appeals (HAA) Support, and Lower Authority (LA) Appeals are responsible for handling appeals in unemployment compensation and trade cases, as well as cases involving tax liability and employment status. In addition, the Agency recently reorganized the Appellate Division splitting off Higher Authority Appeals from the Legal Department.

Lower Authority (LA) Appeals Workload – Since 2001, the LA Appeals caseload steadily increased. Since 2008, the LA caseload has peaked over 20,000 and continues to rise. Figure 7.6-1 shows the annual number of appeals received over the last five years.

7.6-1 Lower Authority Appeals Received: From 2008-09 to 2010-11, we have had an additional 21.35% increase, a workload increase of 85.25% since 2006-07.



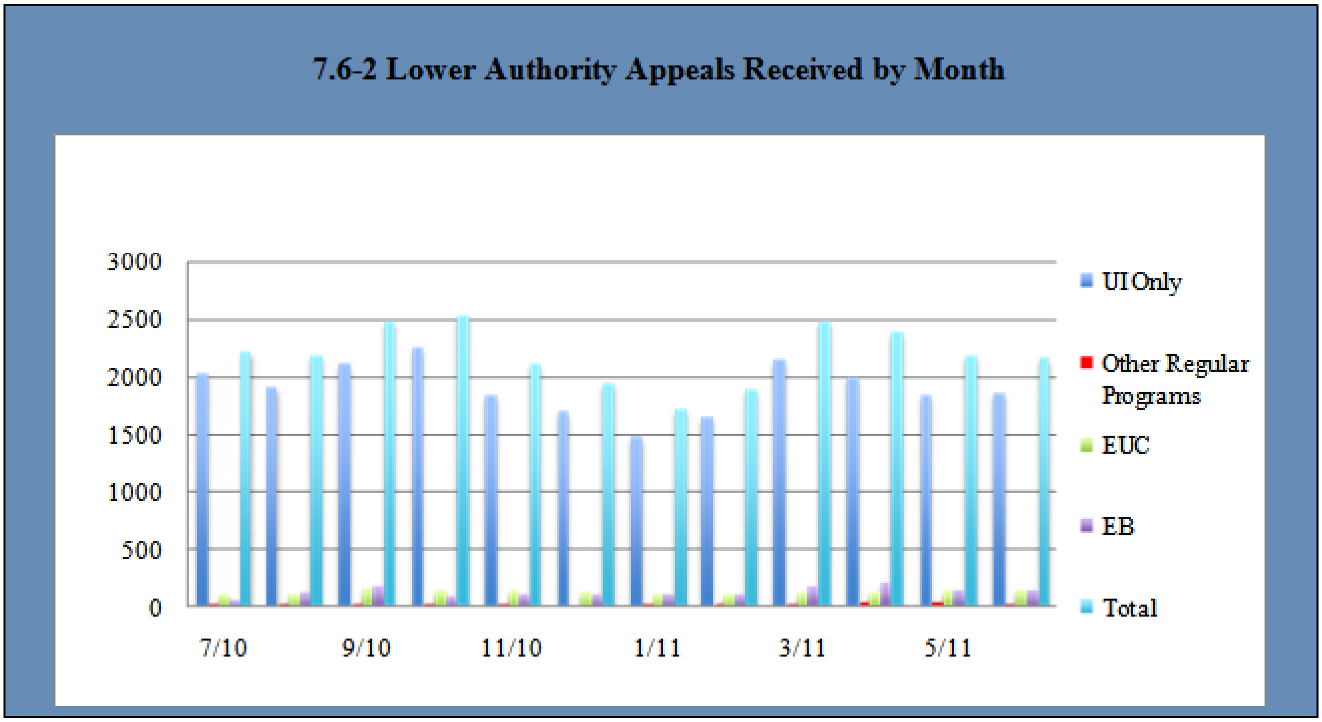
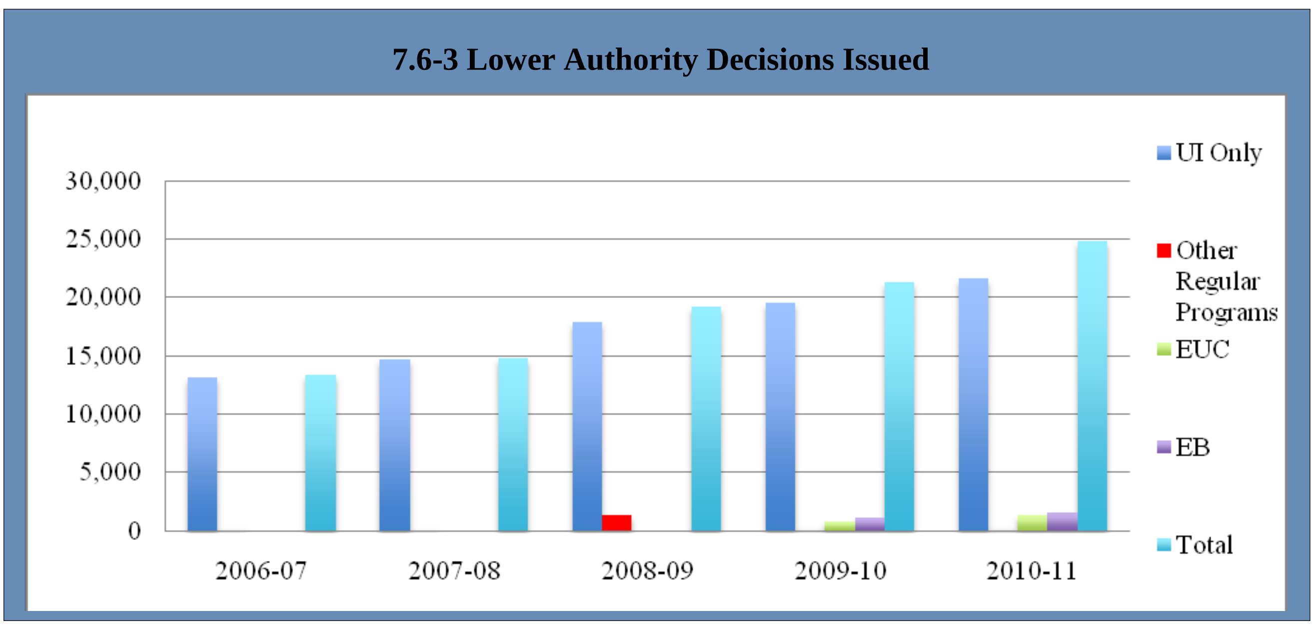


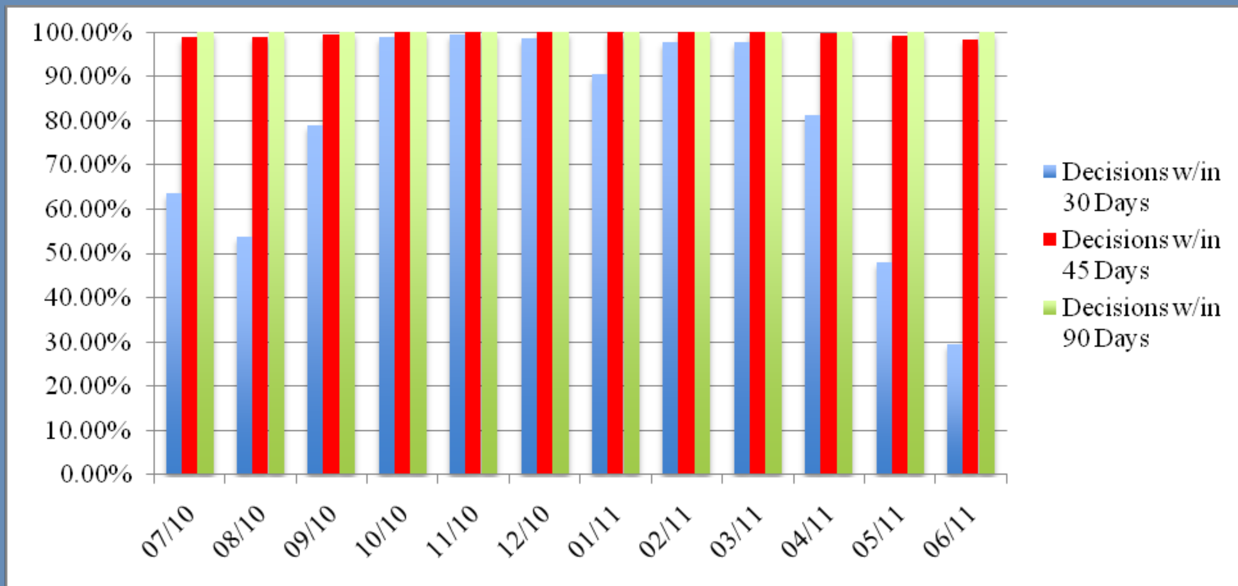
Figure 7.6-2 shows the number of appeals received each month from July 2010 through June 2011. It shows a spike in October, a winter decrease, followed by higher numbers for the last five months of the reporting period. The rise and fall of EUC and EB appeals is attributable to changes in federal law.



The USDOL 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.

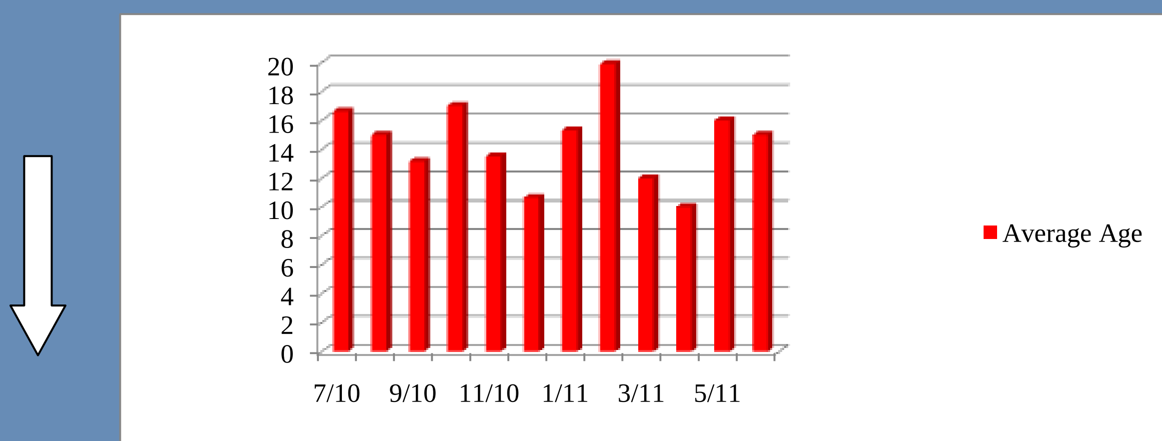
The Appellate Division's reorganization in early 2011, along with the increasing caseload and the loan of seasoned personnel to the HAA Department, resulted in a drop in LA Appeal time lapse.

7.6-4 Lower Authority Time Lapse



7.6-4 demonstrates the traditional measure of the time it takes from the date an appeal is filed to a decision is issued. USDOL also measures the average age of pending cases to evaluate case aging. For LA Appeals, the standards are 30, 45, and 90 days.

7.6-5 Average Age of Lower Authority Pending Cases



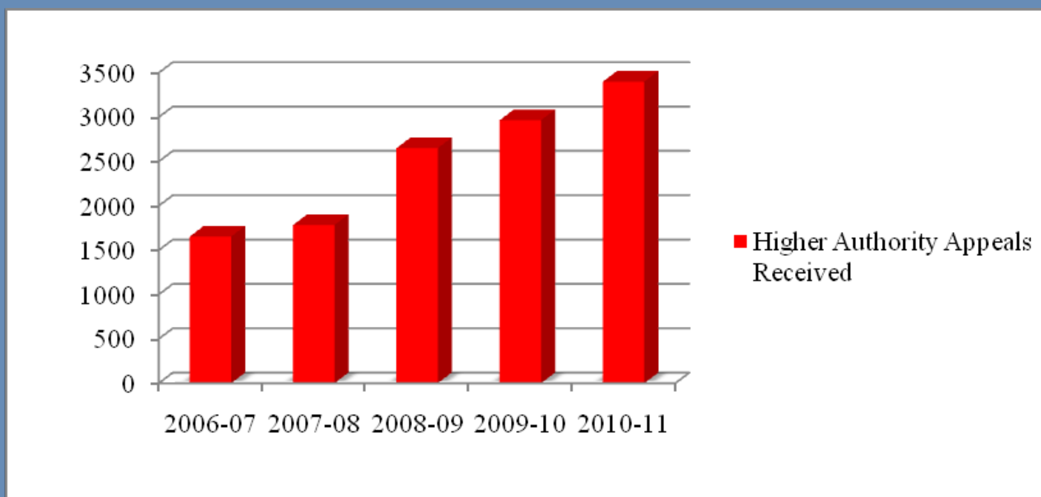
USDOL also measures the average age of pending cases to evaluate case aging. For the reporting period, we have an average age of less than 14.4 days as illustrated in 7.6-5.

Quality Measures - USDOL 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 2010 through June 2011 shows Lower Authority scoring 96.4%.

Higher Authority Appeals Workload - Employers and claimants who are dissatisfied with the results of Lower Authority decisions have the legal right to appeal. The Appellate Panel reviews each case on the basis of the record created before the hearing officers. However, the Appellate Panel, 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.

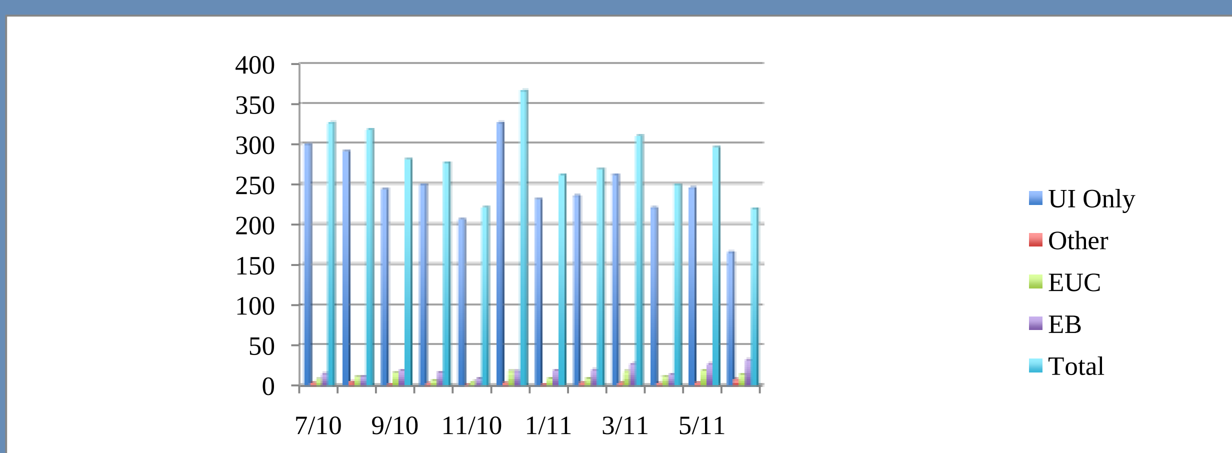
Since the number of cases heard and decided by LA Appeals remains high, the Higher Authority workload also remains elevated from less than 1,200 appeals received in 2000-01 to 3,401 cases in 2010-11. This increase is comparable to the increase experienced by LA Appeals and shows an increase of 94.67% from 2006-07. (See Figure 7.6-6)

7.6-6 Higher Authority Appeals Received

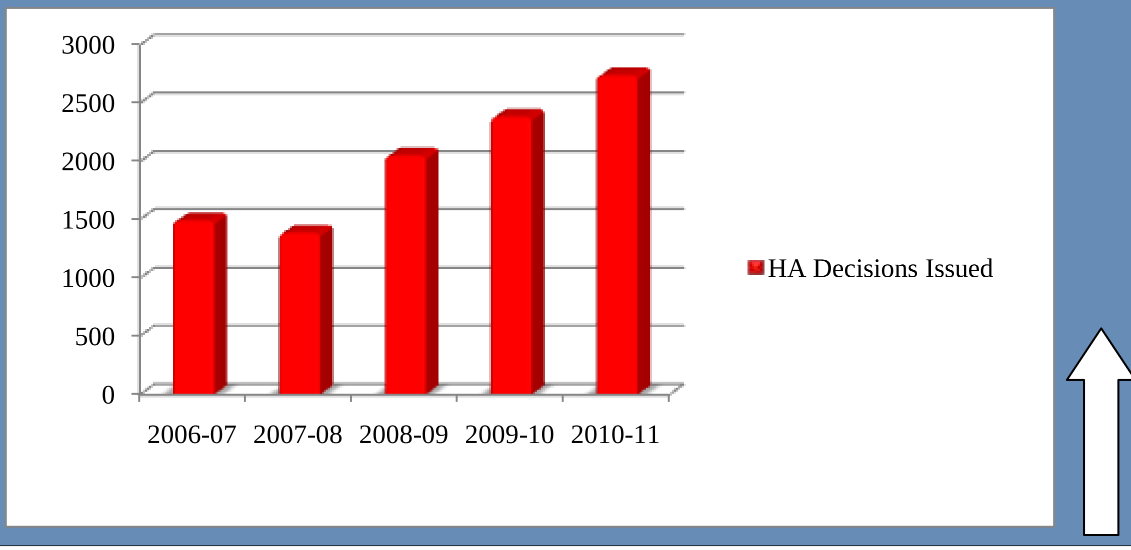


Examining the number of monthly appeals for 2010-11 shows continued elevated levels in the winter months. (See Figure 7.6-7)

7.6-7 Higher Authority (HA) Appeals Received by Month and Program

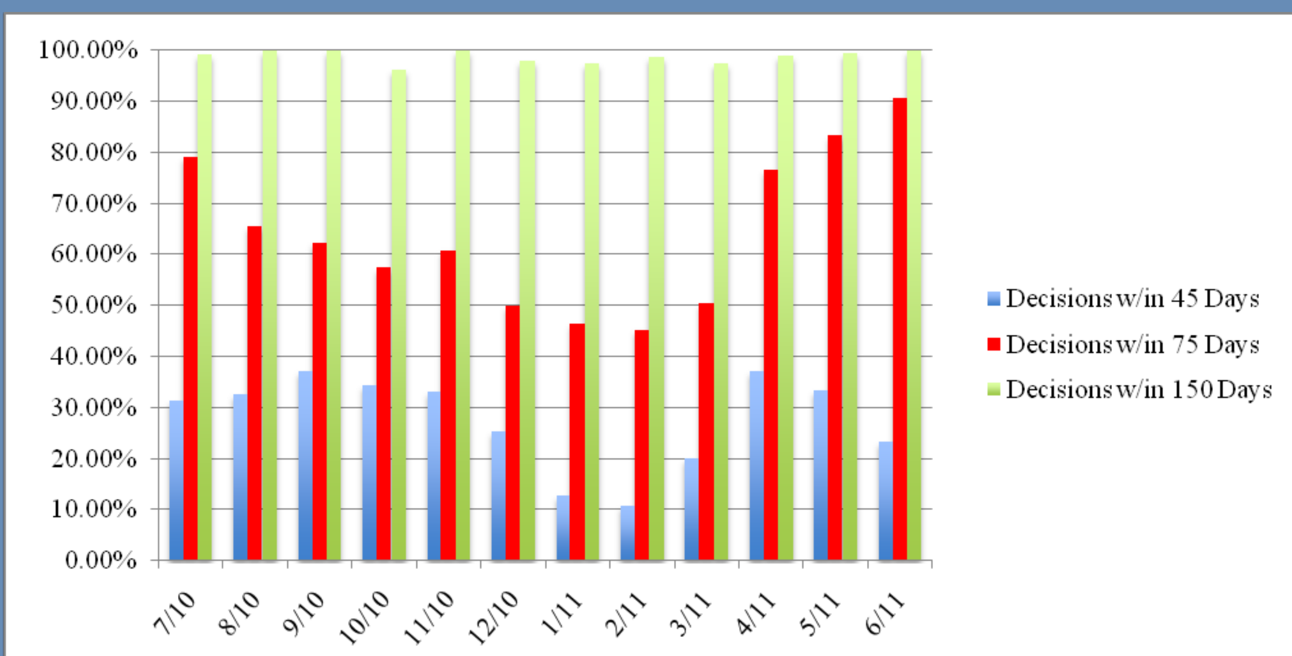


7.6-8 Higher Authority Decisions Issued



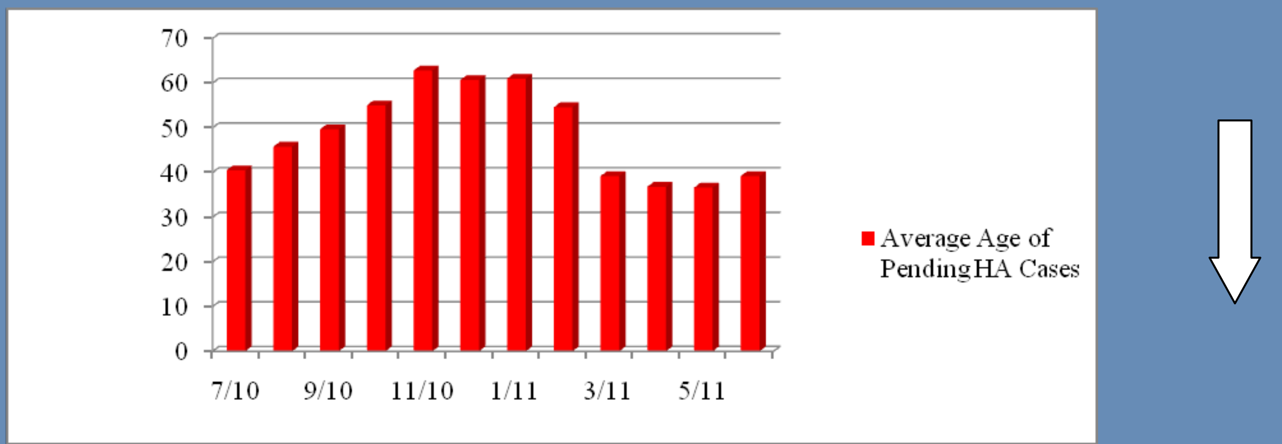
Higher Authority Timeliness - To encourage prompt resolution of appeals, USDOL sets the desired level of achievement for Higher Authority Appeals at deciding 50% within 45 days, 80% within 75 days, and 95% within 150 days. We are not meeting the 45-day goal. However, we met the 75-day goal beginning with the May 2011 reporting period. We are consistently meeting the 150-day goal.

7.6-9 Timeliness Measures of Higher Authority Decisions



As a further measure of timeliness, USDOL also tracks the average age of pending cases. The desired level of achievement is at or below 40 days.

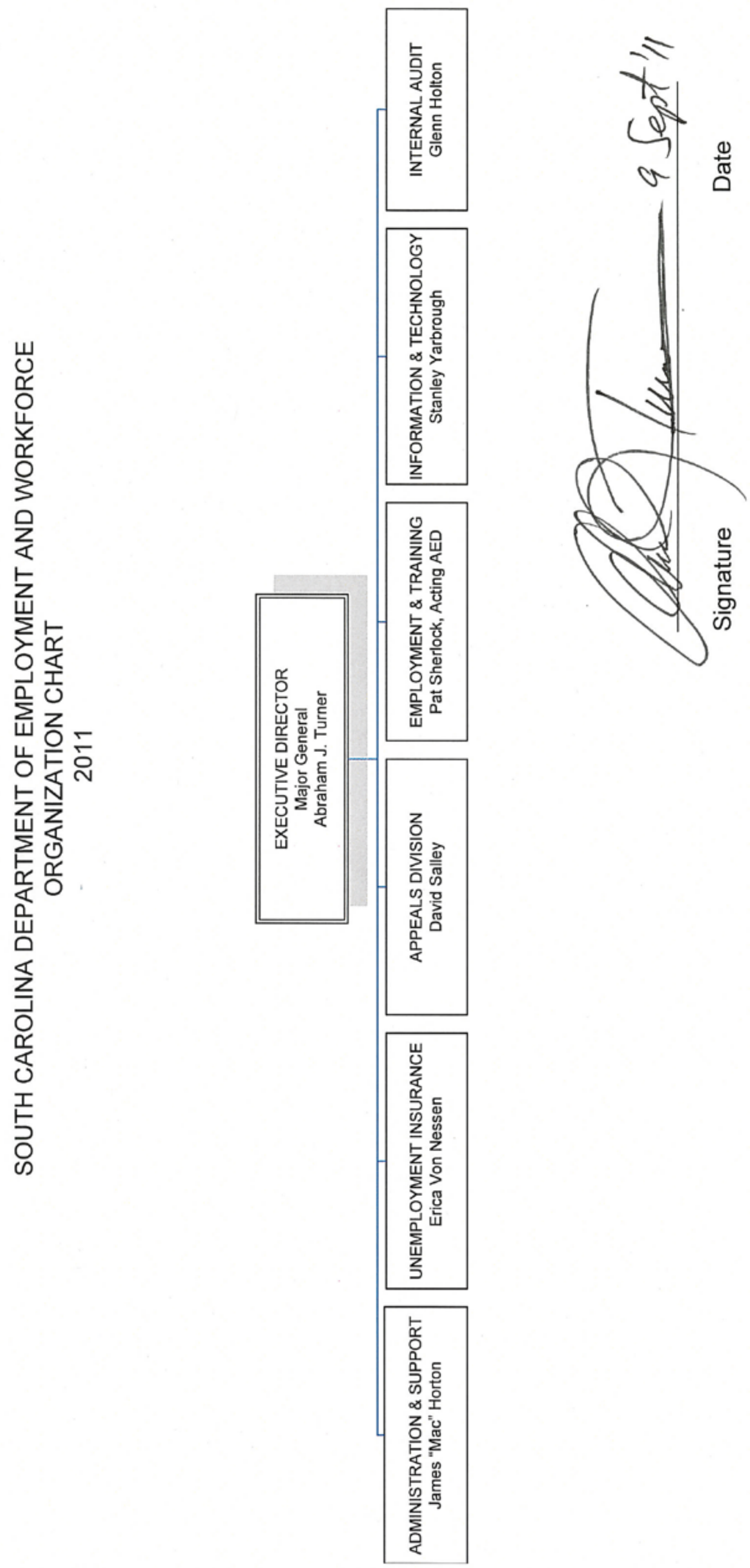
7.6-10 Average Age of Higher Authority Pending Cases



The increase in workload initially prevented us from making the progress anticipated in reducing the average age and becoming "current" in deciding Higher Authority appeals. However, since adding additional staff we have met the standard since the March 2011 reporting period.

Overview - Higher Authority Appeals and Lower Authority Appeals continue to effectively handle elevated workloads, address staffing issues, and meet the expectations of the Department and our clients.

Appendix I – Organizational Structure



Appendix II – Expenditure/Appropriations Chart

Accountability Report Appropriations/Expenditure Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 09-10 Actual Expenditures		FY 10-11 Actual Expenditures		FY 11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$ 48,130,798	$ 225,706	$ 43,353,448	$ 214,642	$ 50,901,630	$ 289,777
Other Operating	$ 24,781,716	$ 206,159	$ 21,366,473	$ 177,181	$ 60,686,092	$ 88,667
Special Items						
Permanent Improvements						
Case Services	$ 10,783,558		$ 11,837,739		$ 2,522,579	
Distributions to Subdivisions	$ 397,882		$ 74,437,704		$ 69,754,663	
Fringe Benefits	$ 14,129,866	$ 69,383	$ 13,332,968	$ 53,014	$ 16,448,639	$ 21,209
Non-recurring						
Total	$ 98,223,820	$ 501,248	$164,328,332	$ 444,837	$ 200,313,603	$ 399,653

Other Expenditures

Sources of Funds	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		
Bonds		

Appendix III – Major Program Areas

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures	FY 10-11 Budget Expenditures	Key Cross References for Financial Results*
I Admin	To provide executive leadership and administrative services for the Agency.	**State:** 0.00 **Federal:** 12,141,246.00 **Other:** 2,106,807.00 **Total:** 14,248,053.00 **% of Total Budget:** 14.5%	**State:** 0.00 **Federal:** 9,110,303.62 **Other:** 1,295,200.18 **Total:** 10,405,503.80 **% of Total Budget:** 6.3%	Appendix II Pg. 51 Appendix IV Pg. 53
II E&T	To provide for the matching of job seekers with employers who need workers.	**State:** 0.00 **Federal:** 19,217,008.00 **Other:** 24,254,192.00 **Total:** 43,471,200.00 **% of Total Budget:** 44.0%	**State:** 0.00 **Federal:** 15,036,789.65 **Other:** 12,711,845.93 **Total:** 27,748,635.58 **% of Total Budget:** 16.9%	7.1a-1 Pg. 38 7.1a-2 Pg. 38 7.1a-3 Pg. 39
III UI	To provide for assessing and collecting Unemployment Insurance Taxes. Oversees the filling of unemployment claims and benefit payments.	**State:** 0.00 **Federal:** 37,968,279.00 **Other:** 2,017,573.00 **Total:** 39,985,852.00 **% of Total Budget:** 41.0%	**State:** 0.00 **Federal:** 41,417,741.29 **Other:** 648,688.11 **Total:** 42,066,429.40 **% of Total Budget:** 25.7%	7.1b-1 Pg. 42
IV WIA	To assist businesses in meeting their needs for skilled workers and provide individuals with access to training that helps them prepare for work.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	**State:** 0.00 **Federal:** 68,779,230.94 **Other:** 208,145.88 **Total:** 68,987,376.82 **% of Total Budget:** 42.2%	Appendix IV Pg. 53 7.1a-4 Pg. 40
V Trade	Provides reemployment services to workers adversely impacted by increased imports or by a shift in production of services to another country.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	**State:** 0.00 **Federal:** 14,674,840.08 **Other:** 0.00 **Total:** 14,674,840.08 **% of Total Budget:** 8.6%	Appendix IV Pg. 53

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

VI SCOIS	To provide information to improve the way young people and adults plan careers, make educational training decisions and find jobs.	**State:** 501,248.00 **Federal:** 0.00 **Other:** 17,466.00 **Total:** 518,714.00 **% of Total Budget:** 0.5%	**State:** 444,836.57 **Federal:** 0.00 **Other:** 709.81 **Total:** 445,546.38 **% of Total Budget:** 0.3%	

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

Appendix IV – Financial Performance

7.3 - Financial Performance

State Appropriation	$433,307.00
Other Operating	5,465.00
Contracts	3,790,129.00
Consortium Contracts	51,711.00
Trade Adjustment Assistance (TAA)	269,299.00
TAA Allowances	5,972,399.00
Contingency Assessment Fund	7,278,675.00
Subsidized Transition Employment Program (STEP)	726,898.00
Child Support Intercept	9,572.00
Parking Fees	58,012.00
Stimulus Contracts - ARRA	1,765,117.00
Employment Services	10,338,402.00
Unemployment Insurance	48,944,141.00
Special Administration Fund	1,305,871.00
Disabled Veterans Outreach Program (DVOP)	966,450.00
Bureau of Labor Statistics (BLS)	1,182,830.00
ES Reimbursement Grant	240,617.00
Local Veterans Employment Representative (LVER)	1,318,265.00
Disability Program Navigator	5,228.00
TRA	7,769,835.00
TRA Pass Thru	5,403,266.00
Workforce Investment Act (WIA) Cluster	2,235,258.00
WIA Cluster Pass Thru	62,823,805.00
Technical Assistance /Training	627,405.00
Employment Services - Stimulus ARRA	987,342.00
SC Commerce/LMI	187,749.00
TOTAL	**$164,697,048.00**

Appendix V - Accountability Report Acronyms

ADA	Americans with Disabilities Act
ARRA	American Recovery and Reinvestment Act
BAM	Benefit Accuracy Measurement
BPC	Benefit Payment Control
E&T	Employment and Training
EB	Extended Benefits
EPMS	Employee Performance Management System
EUC	Emergency Unemployment Compensation
HR	Human Resources
IRS	Internal Revenue Service
IT	Information Technology
IVR	Interactive Voice Response
JAG-SC	Jobs for America's Graduate-South Carolina
LA	Lower Authority
LAC	Legislative Audit Council
LMI	Labor Market Information
LWIA	Local Workforce Investment Areas
LWIB	Local Workforce Investment Board
MMO	Materials Management Office
MOU	Memorandum of Understanding
NASWA	National Association of State Workforce Agencies
PY	Program Year
RFI	Request for Information
RFP	Request for Proposal
ROI	Return on Investment
SAP	Systems, Applications, and Products
SCBOS	South Carolina Business One Stop
SCEIS	South Carolina Enterprise Information System
SCOIS	S.C. Occupational Information System
SHRM	Society for Human Resource Management
SSA	Social Security Administration
SSN	Social Security Number
SWIB	State Workforce Investment Board
TAA	Trade Adjustment Assistance
TPS	Tax Performance System
UCB	Unemployment Claims Benefit
UI	Unemployment Insurance
USDOL	U.S. Department of Labor
VOS	Virtual OneStop
VoIP	Voice of Internet Protocol
WFC	Workforce Center
WIA	Workforce Investment Act
WIB	Workforce Investment Board
WP	Wagner-Peyser
WOTC	Work Opportunity Tax Credit