+
South Carolina Department of Motor Vehicles

2011-2012 Accountability Report

Transmittal Form

Agency Name: South Carolina Department of Motor Vehicles

Date of Submission: September 14, 2012

Agency Director: Kevin A. Shwedo

Agency Director's email: Kevin.Shwedo@scdmv.net

Agency Contact Person: Jeffrey Sanderson

Agency Contact Person's email: jeffrey.sanderson@scdmv.net

Agency Contact's Telephone Number: 803-896-9010

Table of Contents

I.   **Executive Summary**

I.1   Purpose, Mission, Vision and Values:

Purpose: The Department of Motor Vehicles exists to serve the citizens of South Carolina.

Mission: The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.

To accomplish this mission, SCDMV will administer South Carolina's motor vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.

Vision: SCDMV is a model state agency delivering exceptional customer service and promoting efficient business processes, professional employees, innovative technology and strategic partnerships.

Values: Committed, Competent and Courteous.

I.2   Major Achievements from the Past Year

During Fiscal Year 11-12, the agency successfully accomplished the following:

- **Developed an Employee Recognition and Awards Program.** To date, the agency has recognized more than 500 employees with a *Director's Coin of Excellence* that personifies the agency's values for Competent, Committed and Courteous performance. Additionally, the agency recognized twelve *Employees, Supervisors and Managers of the Month* for accomplishments "*above and beyond*" that which was expected of normal duty operations. Lastly, the agency developed a five-level award program designed to recognize excellence in performance and service including the agency's Achievement Award, Commendation Award, Meritorious Service Award, the Governor's Distinguished Service Award and the Governor's Exemplary Service. These five levels of awards will provide the agency and the Governor the means to provide meaningful, nominally priced awards for exceptional performance. In addition, the agency displays recognition boards in the lobby highlighting the recognition of its employees. SCDMV also installed a board designed to honor deceased employees.

- **Implemented Registrations with Barcodes** In October 2011, the department started printing barcodes on vehicle registrations issued by the SCDMV over the counter, via the SCDMV website or printed in batch for Counties in support of the SCDPS SC Accident and Ticket Tracking System (SCCATTS).

- **Electronic Accident Report.** A web services interface to the SCCATTS DB was implemented in March 2012 to electronically receive accident reports entered by SCDPS HP and STP as well as a growing number of local law enforcement agencies. This process included the ability of the DMV Accident Entry unit to review the reports online and release them to our core system to update driver records. This has significantly reduced manual data entry, improved the accuracy of the reported data and allowed us to comply with Federal CDL reporting requirements.

- **Centralized Grant Management.** As a result of discussions and recommendations the September 2011 Senior Leader Offsite, the Grants Management Branch, formed in October 2011, manages branch had nine grants with awards totaling $5,042,945.71. Six awards of $2,579,077.71 are designated for CDLIS/CDLPI and three awards of $2,463,868 are designated for Driver License Security. Requested but not yet awarded is an additional $1,055,183 in grant funding for improving the education of Examiners and Third Party Testers, Fraud Detection and Prevention; for the creation of a parent/teen driving safety booklet; for the replacement of 95 DLIPC camera towers at field offices; and for the repaving, resurfacing or repainting of seventeen Commercial Driver License Field Office Test Sites and other ancillary support items.

- **Managed Fixed Assets**. The Agency's Fixed Assets valuation for 2012 was $74,544,158, (BLDG/land/Improvements $29,730,114 and Equipment, Software, etc. $44,814,044).

- **Developed an Internal Incident Reporting Program.** The program provides a means of immediate notification for Department related incidents including the following:

  o Loss, theft, corruption, or any violation of the integrity of our data or database systems.
  o Death and or serious injury to a DMV employee.
  o The unplanned closure of any DMV office or potential suspension of service to the public for greater than 2 hours.
  o An unplanned outage of the DMV website rendering it inoperable during normal business hours of operation.
    o Theft or loss of control of DMV funds or resources.
    o Any complaint from a citizen involving criminal or ethical wrongdoing by a DMV employee.
    o Media inquiry involving any potentially negative publicity regarding DMV conduct, operations, or services.
    o Loss of HVAC, water, or sewer capability at any SCDMV office potentially exceeding four hours.

- **Implemented Disaster Relief Procedures and Reporting**. The SCDMV established procedures for securing personnel, state equipment and for communicating during disaster situations. The agency, in cooperation with the Emergency Management Division, began an aggressive planning phase dedicated to Hurricanes. Specifically, SCDMV has a fully resourced Contact/Call Center which can easily handle over 6K calls per day. In joint talks with SCEMD, SCDMV will turn over the Contact/Call center to SCEMD (SCDMV will man the facility during normal working hours) to assist with evacuation planning and execution.

- **Reduced Customer Wait Time.** Human Resources recruited and **hired 83 Temps** within **one month** (March) for the top 15 highest transaction producing field offices to help reduce the Customer Wait Times.

- **Developed and Facilitated HR Training for Headquarters and Field Office Managers.** The agency synchronized the efforts of both the Office of Human Resources and the Office of Training and Change Management to deliver management training specifically related to state and agency human resource policies and regulations. Specific topics included policies relating to Leave and Attendance, Family Medical Leave Act, Worker's Compensation, Employee Performance Management and Progressive Discipline/Corrective Action. By continuously enhancing our managers' and supervisors' knowledge, skills and abilities in these areas, the agency both increased its managers' confidence in personnel management, as well as reduced recurring disciplinary actions by 15%. This training is provided as part of the Manager's Training class that was implemented in October 2011. To date, there have been five training classes and a total of 69 managers who have successfully completed the training

- **Successfully implemented online transactions for International Registration Plan and International Fuel Tax** allowing motor carriers to obtain their credentials online. Currently being used by approximately 300 carriers.

- **Held Amnesty Week (March, 2012) for drivers with select license suspensions.** Drivers who lost their driving privileges for suspensions and met certain conditions were able to reduce or clear the remaining time of their suspensions during that week.

- **Successfully implemented law requiring identification for the titling and registration of vehicles.** Customers with SC credentials can title and register with their SC credential. Customers with out of state or foreign credentials must provide additional proof that the vehicle is housed at least 6 months a year in SC.

- **Expanded use of integrated National Motor Vehicle Titling Information System.** This system allows agencies like SCDMV to quickly verify a paper title with electronic data obtained from the state that issued the title.

- **Issued seven new specialty plates for non-profit organizations**

- **Made approximately 70 plates "on demand".** Leveraging our digital plate capabilities has reduced the stored inventory of field offices. Customers put in their order for a specialty plate, and the plate is mailed directly to the customer within five to seven business days.

- **Changed process for issuing commission plates.** Changed process to issue annual renewal stickers where possible, instead of new plates for the approximately 1100 commission plates issued each year, for an average annual savings of $6600.

- **Changed process for issuing Official and Legislative plates**. Plates used to be pre-manufactured for all senators and representatives. The digital plate process now allows SCDMV to make plates only if they are required, with a 3-day turnaround. In FY 2012, we manufactured 250 legislative plates instead of pre-manufacturing about 800 plates, for an average annual savings of $5500.

- **Implemented a new customer queuing system (Q-Flow).** Successfully completed the implementation of a new customer queuing system (Q-Flow) in all field offices (67) in May 2012. The Q-Flow system allows the Department to track customer wait times, service times, and employees work statuses on a real-time basis. The system also provides historical data which can be used to view specific customer tickets, employee productivity and customer service trends.

- **Successfully completed the implementation of the Public Information Video system (PIVS) in 2/3 of our field offices.** These offices include the offices with the highest customer traffic volume. The system is comprised of televisions installed in each office upon which the queuing system numbers display along with public information, entertainment and advertising video.

- **Expanded the functionality of the Automobile Liability Insurance Reporting System (ALIR).** We have built the infrastructure to provide law enforcement officers with the ability to verify insurance in real-time at a traffic stop in the future.

- **Enhanced Facial Recognition System.** The Department of Motor Vehicles increased the size of the image repository to more than 6.3 million photographs and adds approximately 5 thousand new images daily through a new extract process as a means to detect/deter fraud and assist law enforcement agencies with investigations.

- **Expanded the available county locations for registration and decals.** Allendale and McCormick join 29 other county offices by offering SC citizens access to vehicles registration and decals.

- **Optimized the Recycle Program**. The SCDMV generated $62,000 in revenues through the sale of scrap aluminum during FY12, while reducing its environmental footprint. SCDMV's enhanced recycle program includes the utilization of (grant funded) industrial grade shredders that increase efficiency, safety and security for SCDMV's destruction and disposal of hard drives, license plates, driver's licenses (DL) and DL supplies.

- **Saved the State of South Carolina $121,941 by participating, testifying and presenting evidence to oppose unemployment compensation claims.** The agency's goal was to prove that employees were terminated for cause (including behavior and/or performance issues) or voluntarily resigned from their positions. Based on supporting documentation/evidence collected and sent to the Department of Employment Workforce (DEW) or presented at unemployment hearings held at DEW, unemployment benefits for former employees of the agency were reduced and in some cases denied. The agency's charges for benefits paid decreased from $294,315 in FY 10-11 to $172,374 in FY 11-12.

- **Achieved a 91.7% goal attainment for Equal Employment Opportunity Commission (EEOC)/Affirmative Action (AA) purposes.**

- **Reduced Worker's Compensations Premiums.** Over the past year, the SCDMV achieved a 16% reduction in workers' compensation premiums, and a 6% reduction is projected for FY 2012-2013. The agency has recouped $219,453 from the Second Injury Fund for Fiscal Year 2011-2012 and continues to be aggressive in reducing claim costs.

- **The agency began an intern/cooperative education student and volunteer program.** Through synchronized efforts and partnerships with Vocational Rehabilitation and no less than seven various university and college internships and non-paid work related programs (such as VetSuccess), the

Agency has employed or assisted in marketing for employment 35 individuals. These work experiences provided interns, cooperative education students, and volunteers with real work experience while working for a public sector employer. Of the 12 VetSuccess employees, 11 individuals were accepted for permanent full-time positions. Of those employees, four individuals were placed in SCDMV positions. Eight interns completed our program: seven from Midlands Technical College and one from the University of South Carolina. SCDMV has placed one of the technical college interns in a temporary paid position at SCDMV. Of two volunteers, one was placed in a permanent full time position at SCDMV.

- **Redesigned and re-missioned the Office of Integrity and Accountability to serve as the Department's Inspector General, as well as the locus for the Department's regulatory functions.** The mission of the Inspector General is to provide a range of support services to include assistance, investigations, investigative inquiries, inspections, as well as teaching and training. Additionally, the Inspector General will develop a detailed inspection plan for gathering information, analyzing data, identifying root causes of any deficiencies, and recommending possible solutions. Lastly, the Dealer Licensing program was moved under this office to consolidate investigative and audit functions in the agency.

- **Met with every Cabinet Member and Department Head**. Sharing best practices with each Cabinet Member and Department Head fosters cooperative relationships across the state.

- **Visited four Division or Department of Motor Vehicle Executive Directors within the United States**. Sharing best practices with other state Division or Department of Motor Vehicles eliminates waste in resources and fosters rapid implementation of time-tested initiatives.

- **Visited 70 Field Office locations and facilitated the relocation or closure of 3 offices.** The Executive Director's visits to 100% of the field offices provided him the means to communicate one-on-one with each SCDMV employee. This in-depth process validated the self-worth of each employee, captured their recommendations and provided a means to implement necessary change for more efficient operations.

- **Optimize the use of Websites and Social Media.** The Department expanded its use of websites and social media venues such as Facebook and Twitter to communicate SCDMV procedural changes, recognize employees, highlight Department successes and inform those we serve.

- **Revitalized the SCDMV Facilities Management Maintenance Program**. The program refines the use of the work order system to provide confidence and credibility in repair, maintenance and services of 67+ field offices and SCDMV Headquarters.

- **Pilot for Third Party Tester program**. Developed class D third party tester program with implementation rollout in the fall of 2012. The agency had a total of 34 driving schools participate.

- **Developed a plan for public and private high schools to voluntarily administer the class D beginner's permit test.**

- **Developed a plan to offer road test appointments in all 67 field offices. Final implementation is scheduled for fall, 2012.**

I.3   Key Strategic Goals for the Present and Future Years. The Executive Director developed the strategic goals for the South Carolina Department of Motor Vehicles by assessing the mission and goals of the Department. Specific Strategic goals include the following:

- Provide secure and valid credentials to South Carolina citizens in an expeditious manner,
- Improve accountability of Titles and Registration through both technological advances and strict internal controls,
- Meeting the professional and personal needs of the Department of Motor Vehicle employees through recognition and education,
- Leverage technology to enhance efficient and effective processes to eliminate internal and external error rates,
- Establish appropriate fiscal controls to ensure accountability of states resources, through auditing and oversight management to ensure compliance and physical and personal stewardship,
- Constantly review law, policies and regulations to improve public safety and consumer protection by ensuring relevance and support of State priorities through effective legislative engagement,
- Build and foster strong and positive working relationships among all Department, Agencies, Commissions, and State entities to create a more effective working environment by mitigating cumbersome bureaucratic processes with effective communications and partnership,
- Leverage Strategic Communications through community partnerships and by developing engagement plans to enhance the services of those we serve.

SCDMV key strategic goals for this year and future years are to continue to review and improve current processes, allowing for a higher level of efficiency in providing accurate, quality customer service in a professional, courteous manner. Specific strategic goals include the following:

SCDMV specific objectives include:
- Reduce or eliminate critical physical security failures at field operating sites and potential IT catastrophic failures,
- Leverage technology to create a more effective organization,
- Reduce waste, eliminate redundancy, improve customer service and decrease wait times by leveraging technology and best business practices,
- Continue to expand the staff recognition program and strategic communications plan to adequately recognize the undervalued public servants at the SCDMV,
- Implement the "Photo up-front" strategy,
- Continue enhancement to provide a more secure credential, including validating source documents,
- Provide online capability for customers to replace or exchange their license plates for about 100 different plate classes that have no membership requirements,
- Expand Electronic Vehicle Registration capabilities to additional vendors, dealers and other entities.

Specified and Implied Tasks for SCDMV:
- Administer South Carolina's motor vehicle driver licensing and titling laws
- Implement new programs as required by new legislation
- Establish standards for and issue driver licenses and identification cards to those qualified
- Provide identification that is universally recognized as secure and valid
- Create, record and renew registration and titling of vehicle ownership
- Enforce all laws pertaining to the purchase, sale and exchange of motor vehicles in the State
- License and inspect SC motor vehicle dealers and wholesalers
- Establish select agents within the Inspector General's Office as commissioned law enforcement constables

- Administer Motor Carrier International Registration, interstate fuel tax agreements, compliance and federal audits
- Administer the Commercial Driver License program and ensure compliance with federal and state laws
- Receive adjudication data that will be used to accurately update driver records
- Maintain driver histories of drivers, providing accurate records for customers, courts and law enforcement
- Maintain title histories of vehicles, providing accurate records for customers, courts and consumers
- Maintain strict controls to ensure the accurate collection and timely distribution of all revenues
- Strive for excellence in public service, make our services more convenient for our customers
- Ensure the integrity and privacy of our records by addressing all complaints and reports of fraud through the Office of Inspector General
- Maintain public trust and confidence in the quality and integrity of services
- Maintain Fiscal responsibility
- Examine new technologies and business practices that will reduce wait times and improve customer service
- Commitment to continuous improvement, innovative use of technology solutions, empowerment of employees, collaboration through teamwork, cultivate work environment on trust, respect, support and recognition
- Increase efficiency and effectiveness of Customer Contact Center.

I.4   Key Strategic Challenges

Key strategic challenges include:
- **Balancing Public's Needs for Safety and Security**
  A driver's license or identification card functions both as an authority to drive as well as the primary identity document for most citizens. The challenge exists in the requirements to protect individuals' privacy while creating a more secure credential. The SCDMV must take all means available to protect its citizens from fraud.

- **Reduced Staffing**
  Senior leaders continue to meet departmental goals with reduced staffing. The impact of the four year hiring and pay freezes handicaps the department's ability to man its departments to meet the needs of South Carolina citizens. The Department hired temporary employees to reduce customer wait times during peak, surge periods without impacting overall budget requirements.

- **Training**
  Training personnel and providing quick and easy access to new and updated information and resources with limited funding. These challenges were met by using our web-based knowledgebase, internet, and intranet all of which are available on employee desktops. Furthermore we implemented Wednesday morning training sessions that have provided an opportunity to improve standardization and conducted required training such as security awareness and fraudulent document recognition.

- **Unfunded Mandates and 2001 fees freeze**
  Projects derived from legislative mandates require additional personnel and funding to implement. Projects are implemented with limited resources and budget. SCDMV is a non-appropriated agency and survives on fee generation to resource its operational budget.

I.5   Use of Accountability Report to Improve Organizational Performance
The FY2011-2012 Accountability Report is a self-assessment on the health of SCDMV and will be used as a means to project its vision and goals for 2013.

II   Organizational Profile

II.1   Key Products, Services and Delivery Methods

II.2   Key Customer Groups and their Key Requirements/Expectations

SCDMV provides more than 400 different products and services to the general public and to business and governmental entities such as insurance companies, financial institutions, county tax offices, law enforcement, vehicle dealers, the legislature, judges and court administrators, federal and state agencies, as well as to other states and counties.

Because SCDMV is focused on providing superior customer service, these products and services are delivered through multiple service channels, including face-to-face service in our customer service centers, mail-in and web services, and call center operations.

Our web services are constantly expanding so that customers can avoid a trip to a local SCDMV office. There is increasing demand for automated means of providing data and services to our individual and business customers.

Customer Groups	Products and Services
General Public	**Driving Credentials** • More than 20 different types and functions of driver's licenses, beginner's permits and ID card credentials. **Vehicle Plates** • 394 different vehicle plate classes, including regular and specialty plates. **Motor Vehicle Records** • Title history, plate history and vehicle ownership history. **Titles** • Original, duplicate, transfer, salvage and junk, and lien processing. **Registration Certificates and Decals** • More than 10 different product types and functions. **Other** • Permanent and temporary handicapped placards with a photo of customer. • Temporary license plates and golf cart permits.
Motor Carriers	**Plates, Registrations, Certificates and Taxes** • International Registration Plan certificates, apportioned plates and Certificates of Compliance. • Collection and administration of International Fuel Tax through International Fuel Tax Agreement (IFTA). • Administration of Unified Carrier Registration (UCS) for Motor Carriers.
Auto Dealers	Vehicle titles, registration and tags for vehicles sold through dealers Dealer tags and licenses Dealer licensing, inspection and oversight Electronic Vehicle Registration Program (EVR)
S.C. Counties	Development and maintenance of interface with counties that enable transfer of vehicle information between counties and SCDMV. Biennial Renewal Program - Joint program between SCDMV and Counties enabling customers to pay county vehicle taxes and renew vehicle registration in one transaction.

	County issuance of decals and registrations - web-based program enabling counties to issue registration renewal decals directly in county offices to mutual customers.
	Suspension of driver license and vehicle tags for non-payment of taxes.
General Assembly	Implement legislative laws that impact the agency and provide quality customer service to the citizens of SC.
Businesses (insurance companies, attorneys, financial institutions, information management commercial entities, commercial vehicle industry and employers)	Vehicle history information Direct Access Network enabling commercial account customers to purchase SCDMV information Web services with insurance industry and information resellers.
Law Enforcement and Judicial Entities	Vehicle history information Assistance with criminal investigations. Direct interface with Law Enforcement by providing access to SCDMV Information System for Driver License View and allowing the interchange of vehicle information. Response to requests for vehicle information needed for criminal and civil court proceedings.
Other County, State and Federal Agencies	Collection of vehicle sales tax and remission to SC Department of Revenue (DOR). Collection and compliance review of Heavy Vehicle Use Tax and distribution to IRS. Provide access to review and enter accident report information and limited vehicle information to SC Department of Transportation (DOT). Suspension and clearance of driver's license for non-payment of child support. Collection and maintenance of Alcohol and Drug Safety Program (ADSAP) information for SC Department of Alcohol and Other Drug Abuse Services (DAODAS). Participation in the Ignition Interlock Device program with DAODAS and SC Department of Probation, Parole and Pardon Services. Suspension and clearance of driver's license and tags for court-ordered civil proceedings related to accidents (non-payment of judgments, installment agreements, etc.). Coordinate motor voter issues in preparation for elections with the State Election Commission. Administration and reporting for Federal Motor Carrier Safety Administration.

Our key customers expect their products and services to be delivered on time, within budget and scope and in accordance with customers and stakeholders expectations and requirements.

Close collaboration between SCDMV functional areas ensures that accurate information, processing times, and delays are communicated promptly to the customer.

II.3 Key Stakeholder Groups
The agency's key stakeholders include employees, law enforcement, insurance companies, financial institutions, public and private educational institutions, driving schools, commercial vehicle industry, automobile sales industry, the Governor's Office and General Assembly, and federal, state and local government agencies.

II.4 Key Suppliers and Partners
The key suppliers and partners to the Department of Motor Vehicles include other state agencies; city, county and federal government; the judicial system; local, regional and national associations; eligible vendors and contractors; the legislature; law enforcement at the local, state and federal levels; financial institutions; insurance companies; and automobile dealers.

II.5 Operating Locations

The agency's operations are headquartered at 10311 Wilson Boulevard, Blythewood, SC. After closing the field office in Santee on February 2, 2012, the SCDMV has **67** field offices throughout South Carolina.

Abbeville	Aiken	Allendale
Anderson	Bamberg	Barnwell
Batesburg	Beaufort	Belton
Bennettsville	Bishopville	Bluffton
Blythewood	Camden	Charleston (Leeds Ave.)
Charleston (Lockwood Blvd.)	Charleston (East Cooper)	Charleston (Dealer Central)
Charleston (Ashley Oaks)	Chester	Chesterfield
Columbia (O'Neil Court)	Columbia (Shop Road)	Conway
Darlington	Dillon	Edgefield
Florence	Fort Mill	Fountain Inn
Gaffney	Georgetown	Greenville (University Ridge)
Greenville (Saluda Dam Road)	Greenwood	Greer (Dealer Central)
Hampton	Irmo/Ballentine	Kingstree
Ladson	Lake City	Lancaster
Laurens	Lexington	Manning
Marion	McCormick	Moncks Corner
Myrtle Beach	Newberry	North Augusta
North Myrtle Beach (Little River)	Orangeburg	Pickens
Ridgeland (Dealer Central)	Rock Hill (Hands Mill Rd.)	Saluda
Spartanburg (Southport Rd.)	Seneca	Spartanburg (Fair Forest Rd.)
Sumter	St. George	St. Matthews
Winnsboro	Union	Walterboro
Woodruff		

II.6 Number of Employees

On June 30, 2012, the agency's workforce consisted of the following:

Classified: 1,314
Unclassified: 5
Temporary: 105
Temporary Grant: - 0

II.7 Regulatory Environment

SCDMV operates under the regulation of many federal and state authorities.

Occupational Health and Safety Regulations:
- U.S. Department of Labor
- South Carolina Department of Labor, Licensing and Regulation
  S.C. Occupational Safety and Health Administration (OSHA)

Accreditation, Certification or Registration Requirements:
- International Registration Plan (IRP)

Industry Standards:
- Federal Motor Carrier Safety Administration (FMCSA)
  Federal Motor Carrier Safety Regulations, 49 CFR
- Department of Homeland Security
  U.S. Citizenship and Immigration Services (USCIS)
  Transportation Security Administration (TSA)
- American Association of Motor Vehicle Administrators (AAMVA)
- National Highway Traffic Safety Administration (NHTSA)
- International Fuel Tax Administration Agreement (IFTA)

Environmental, Financial, and Product Regulations:
- Internal Revenue Services (IRS)
- SC Code of Laws Title 56
- SC Budget and Control Board

SCDMV is audited by many of the entities listed above and is expected to comply with all regulations applicable to its operations. In addition, DMV is regulated by federal and state laws and regulations.

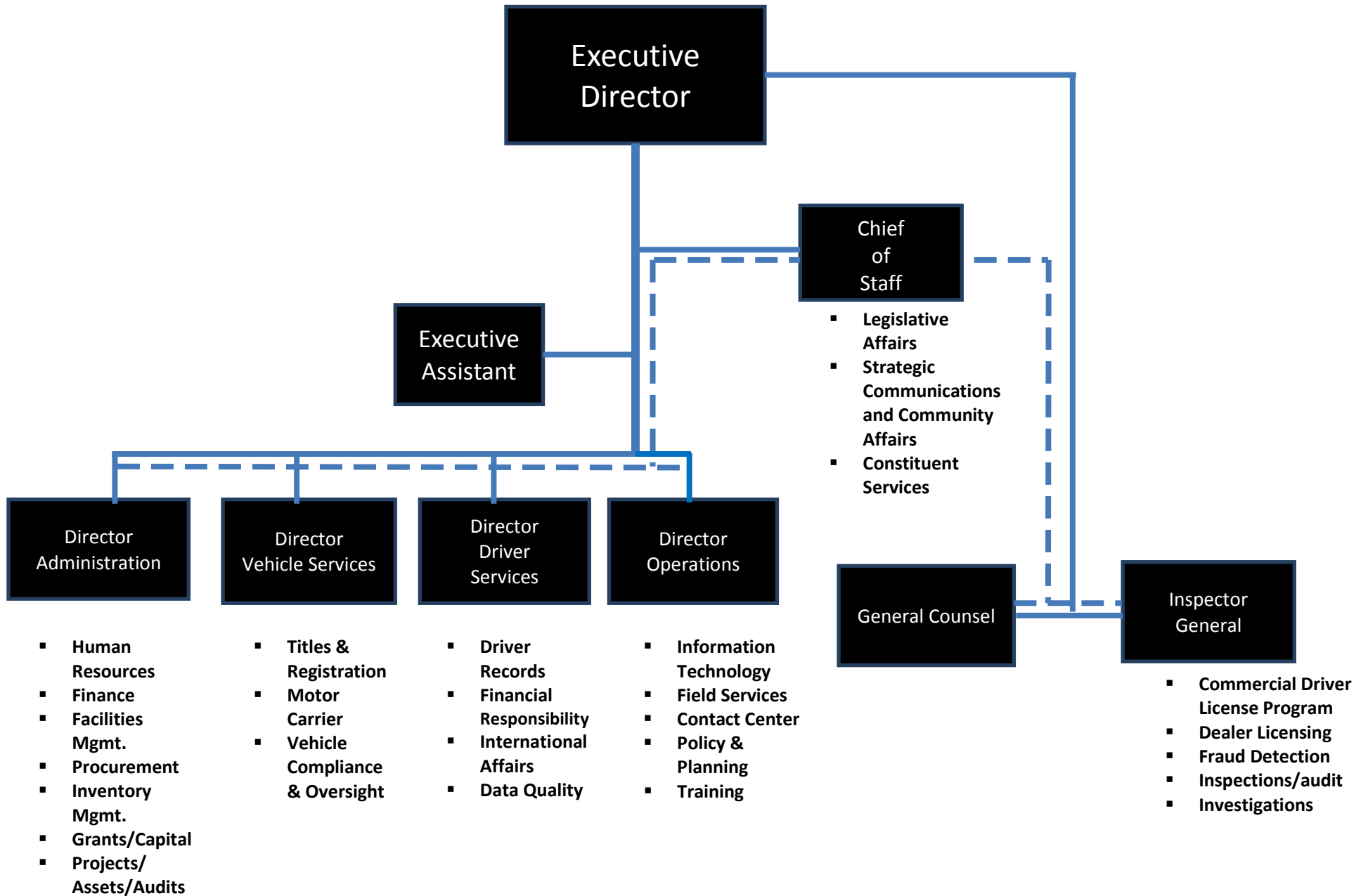## II.8   Performance Improvement System(s)

- Conduct GAP Analysis to assess "As Is" processes and to determine "To Be" processes to increase total quality management.

- Integrate change management plan to effectively manage, monitor, and control requirement changes.

- Initiate Risk Management Analysis to effectively determine project/organizational risk and develop risk response strategies and contingency plans.

- Centre Call Management System (CMS) is the product used to collect all the telephone statistics for the Contact Center.

- Q-Flow System is used to monitor and track wait times, transaction times and employee productivity.

- Office of Inspector General utilizes a case tracking program to maintain information about internal affairs, fraud, field administration, identity theft, general correspondence and information request cases received by the office. Units also submit weekly and monthly statistics regarding specific recurring assignments. Processes are evaluated on an as-needed basis as problems or available improvements arise. After a change is implemented, end user feedback is solicited to determine if additional changes are necessary to ensure successful processing.

- South Carolina Enterprise Information System (SCEIS) is the statewide system developed to consolidate all state agency financial, procurement and human resources/payroll records into one central system. This system was developed to eliminate redundancies, reduce paper handling and provide more efficient processing all of which is expected to result in significant savings.

- Training evaluations completed by participants are used to make improvements in the agency's methods of developing and delivering training. Also, the assessment scores that participants earn are used as indicators to evaluate performance. SCDMV's minimum passing score on all assessments is 80%. If an

inordinate number of participants score below minimum, adjustments to the training are made and participants are re-trained to get to the passing score.

- SCDMV visits other state-level Department or Division of Motor Vehicle offices to capture "best practices." Senior leaders also regularly contact their counterparts in other jurisdictions to improve communication and share current issues.

II.9   Organizational Structure

See organizational chart on next page.

Executive Director

Chief of Staff
- **Legislative Affairs**
- **Strategic Communications and Community Affairs**
- **Constituent Services**

Executive Assistant

Director Administration
- **Human Resources**
- **Finance**
- **Facilities Mgmt.**
- **Procurement**
- **Inventory Mgmt.**
- **Grants/Capital**
- **Projects/ Assets/Audits**

Director Vehicle Services
- **Titles & Registration**
- **Motor Carrier**
- **Vehicle Compliance & Oversight**

Director Driver Services
- **Driver Records**
- **Financial Responsibility**
- **International Affairs**
- **Data Quality**

Director Operations
- **Information Technology**
- **Field Services**
- **Contact Center**
- **Policy & Planning**
- **Training**

General Counsel

Inspector General
- **Commercial Driver License Program**
- **Dealer Licensing**
- **Fraud Detection**
- **Inspections/audit**
- **Investigations**

II.10 Expenditures/Appropriations Chart

Major Budget Categories	FY 2011 Appropriations Act		FY 2011 Actual Expenditures		FY 2012 Appropriations Act		FY 2012 Actual Expenditures	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$38,364,533	$0	$35,391,362	$0	$38,095,076	$0	$34,883,902	$0
Other Operating	$28,120,267	$0	$19,890,987	$0	$29,066,577	$0	$20,930,174	$0
Special Items	$4,000,000	$0	$2,267,485	$0	$4,000,000	$0	$2,230,041	$0
Permanent Improvements	$0	$0	$630,248	$0	$0	$0	$789,687	$0
Case Services	$0	$0	$0	$0	$0	$0	$0	$0
Distributions to Subdivisions	$0	$0	$0	$0	$0	$0	$0	$0
Fringe Benefits	$13,060,298	$0	$12,815,582	$0	$13,355,445	$0	$12,751,189	$0
Non-recurring	$0	$0	$0	$0	$0	$0	$0	$0
Total	**$83,545,098**	**$0**	**$70,995,664**	**$0**	**$84,517,098**	**$0**	**$71,584,993**	**$0**

Other Expenditures		
Sources of Funds	FY 10-11 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bills	0	0
Capital Reserve Funds	0	0
Bonds	0	0

II.11   Major Program Areas Chart – Major Program Areas:

Program Number and Title	Major Program Area Purpose (Brief)	FY11 Budget Expenditures		Key Cross References for Financial Results*	FY12 Budget Expenditures		Key Cross References for Financial Results*
	Department of Motor Vehicles (During FY04, the Department of Motor Vehicles was not broken out into different Major Program Areas).	**State:** 0 **Federal:** 0 **Other:** 0 **Total:** 0 **% of Total Budget:**	0.00% 0.00% 0.00% 0.00%		**State:** 0 **Federal:** 0 **Other:** 0 **Total:** 0 **% of Total Budget:**	0.00% 0.00% 0.00% 0.00%	
I. Administration 01000000	Includes: Administrative Support Services, Communications and Constituent Services, General Counsel, Director's Office and agency Operations Support activities such as Planning, Policy and process development, Training and Change Management.	**State:** 0 **Federal:** 659,123 **Other:** 6,102,836 **Total:** 6,761,959 **% of Total Budget:**	0.00% 0.93% 8.60% 9.52%	SCEIS, ZBD, 08/05/11	**State:** 0 **Federal:** 804,840 **Other:** 6,577,334 **Total:** 7,382,174 **% of Total Budget:**	0.00% 1.12% 9.19% 10.31%	SCEIS, ZBD, 07/31/12
IIA1.Customer Service Centers 10102000	Includes all 68 field offices, providing full range of customer services and products.	**State:** 0 **Federal:** 0 **Other:** 26,734,972 **Total:** 26,734,972 **% of Total Budget:**	0.00% 0.00% 37.66% 37.66%	SCEIS, ZBD, 08/05/10	**State:** 0 **Federal:** 0 **Other:** 26,863,731 **Total:** 26,863,731 **% of Total Budget:**	0.00% 0.00% 37.53% 37.53%	SCEIS, ZBD, 07/31/12
IIA2. Customer Service Delivery 10103000	Includes all alternative customer service delivery centers at headquarters: Call Center, Mail In Titles and Registration, Alternative Media	**State:** 0 **Federal:** 0 **Other:** 2,235,832 **Total:** 2,235,832 **% of Total Budget:**	0.00% 0.00% 3.15% 3.15%	SCEIS, ZBD, 08/05/11	**State:** 0 **Federal:** 0 **Other:** 2,230,488 **Total:** 2,230,488 **% of Total Budget:**	0.00% 0.00% 3.12% 3.12%	SCEIS, ZBD, 07/31/12
IIB. Driver Services 10200000	Includes: Compliance, Customer Records, Financial Responsibility, Dealer Licensing, Administrative Hearings, Document Review and Fraud Detection, Driver Improvement	**State:** 0 **Federal:** 609,247 **Other:** 6,533,624 **Total:** 7,142,871 **% of Total Budget:**	0.00% 0.86% 9.20% 10.06%	SCEIS, ZBD, 08/05/11	**State:** 0 **Federal:** 144,302 **Other:** 6,974,245 **Total:** 7,118,547 **% of Total Budget:**	0.00% 0.20% 9.74% 9.94%	SCEIS, ZBD, 07/31/12
IIC. Vehicle Services 10300000		**State:** 0 **Federal:** 0 **Other:** 6,895,321 **Total:** 6,895,321 **% of Total Budget:**	0.00% 0.00% 9.71% 9.71%	contains plate replacement SCEIS, ZBD, 08/05/11	**State:** 0 **Federal:** 0 **Other:** 7,007,390 **Total:** 7,007,390 **% of Total Budget:**	0.00% 0.00% 9.79% 9.79%	contains plate replacement SCEIS, ZBD, 07/31/12
IID.Technology & Product Development 10400000		**State:** 0 **Federal:** 81,139 **Other:** 7,697,741 **Total:** 7,778,880 **% of Total Budget:**	0.00% 0.11% 10.84% 10.96%	SCEIS, ZBD, 08/05/11	**State:** 0 **Federal:** 324,186 **Other:** 7,117,601 **Total:** 7,441,787 **% of Total Budget:**	0.00% 0.45% 9.94% 10.40%	SCEIS, ZBD, 07/31/12
Contributions 95050000	**Contributions**	**State:** 0 **Federal:** 2,146 **Other:** 12,813,436 **Total:** 12,815,582 **% of Total Budget:**	0.00% 0.00% 18.05% 18.05%	SCEIS, ZBD, 08/05/11	**State:** 0 **Federal:** 1,075 **Other:** 12,750,113 **Total:** 12,751,189 **% of Total Budget:**	0.00% 0.00% 17.81% 17.81%	SCEIS, ZBD, 07/31/12
Capital Projects 99000000	**Capital Projects**	**State:** 0 **Federal:** 0 **Other:** 630,248 **Total:** 630,248 **% of Total Budget:**	0.89% 0.89%	SCEIS, ZBD, 08/05/11	**State:** 0 **Federal:** 0 **Other:** 789,687 **Total:** 789,687 **% of Total Budget:**	1.10% 1.10%	SCEIS, ZBD, 07/31/12

III   Malcolm Baldrige Criteria

Category 1 – Senior Leadership, Governance, and Social Responsibility

1.1   Communicating Short and Long Term Direction

a.   Short and long-term direction and priorities

SCDMV's Executive Director sets the overall direction for the agency and communicates his vision and plans to senior leaders during weekly executive staff meetings and in each region.

Senior leaders hold weekly executive meetings to review issues and initiatives and to share challenges facing their departments.

Executive Director and senior leaders hold quarterly Town Hall meetings at the agency's Headquarters building to convey information and to discuss key issues affecting the agency. All employees are invited to attend after working hours to meet and interact with senior leaders.   At SCDMV's first quarterly meeting on June 7, 2011, topics for discussion included building improvements, employee awards and recognition, agency restructure, upcoming employee and media events, the potentiality for a mandated furlough, and other budget constraints and impacts. At the end of the meeting, employees are given the opportunity to ask the Executive Director and senior leaders questions about the direction and the priorities of the agency.

Executive Director along with three employees visit field offices every Monday to meet employees and to share plans, actions and developments taking place within the agency.

Senior leaders also communicate agency and department short and long term goals to managers and supervisors during weekly, monthly and quarterly staff meetings. Every two months, managers and supervisors travel to Headquarters for a four hour meeting to receive information regarding issues affecting the agency and their departments. Information such as updates to legislation, financial direction, and human resources regulation and benefits changes are discussed at those meetings.

Managers and supervisors communicate agency, department and unit goals to employees during weekly staff meetings.

Senior leaders also communicate to all employees through Newsbreak articles sent via email.

Senior leaders communicate to customers and stakeholders at conferences, meetings and on and off-site visits.

Senior leaders communicate agency and department short and long term goals to the media by holding press conferences, sending out media releases and updating the agency's website--media section.

Senior leaders will attend an off-site meeting in August 2012 to finalize the agency's organization, strategic plans, and future priorities.

b.	Performance expectations

Senior leaders and managers are responsible for communicating expectations for performance as well as reviewing tasks to ensure that employees are successfully meeting their objectives. Discussions during staff meetings, emails, or face-to-face interactions are all designed to ensure that employees understand what is expected of them and that they are equipped to successfully complete their assigned tasks.

Executive Director communicates performance expectations to senior leaders during weekly executive staff meetings.

Senior leaders and management communicate performance expectations in individual meetings with employees.

Senior leaders and managers also utilize the state's Employee Performance Management Systems (EPMS) to set individual employee expectations. Employees in full time equivalent positions are given an EPMS planning stage at the beginning of each rating period. Managers and supervisors meet with each employee and review job functions (which include job duties and success criteria), objectives, and performance characteristics/competencies and communicate performance expectations.   With the full support of the agency Executive Director, Directors provided weekly updates on the status of all employees on the universal review date of February 16, 2012. The Human Resource Department processed more than 995 evaluations or 99% of its total performance evaluations on time, February 17, 2011 through February 17, 2012. The only ones that were not processed were employees on medical leave that were not going to return within 90 days of the due date. SCDMV had a "meets by default" rate of approximately .20%.

The agency's rewards and recognition program plays a role in promoting positive performance expectations. The rewards and recognition program was developed to reward and recognize employees who are committed, competent and courteous. Every month, senior leaders nominate and select managers, supervisors and employees who are model employees and display the three characteristics mentioned above. The Agency added Volunteer of the Month and an Employee Memorial Board to its existing Recognition Program.

A ceremony led by the Executive Director and senior leaders is held to announce the recipients of the awards. The staff members who display the three characteristics of the model employees are given special parking spaces and coins to recognize their overall performance and achievements. The recipients of the awards also have their pictures made with the Executive Director and senior leaders. Their pictures are placed on the agency's Facebook page and their names are placed on the agency's Wall of Fame.

To date, the agency has recognized more than 500 employees with a *Director's Coin of Excellence* that personifies the agency's values for Competent, Committed and Courteous performance. Additionally, the agency recognized twelve *Employees, Supervisors and Managers of Month* for accomplishments "*above and beyond"* that which was expected of normal duty operations. Lastly, the agency developed a five-level award program designed to recognize excellence in performance and service including the agency's Achievement Award, Commendation Award, Meritorious Service Award, the Governor's Distinguished Service Award and the Governor's Exemplary Service. These five levels of awards will provide the agency and the Governor the means to provide meaningful, nominally priced awards for exceptional performance. In addition, the agency displays recognition boards in the lobby highlighting the recognition of its employees. SCDMV also installed a board designed to honor deceased employees.

The Office of Training and Change Management and Field Services offer new hires for customer service positions six weeks of extensive training on customer service, driver services and vehicle services transactions. As a result of the training, new hires are immediately able to assist customers in shorter time frames than with previous new employee training. The Office of Training and Change Management has implemented several

enhancements to the New Employee Training (NET) program. The length of NET increased from nine days to twelve days allowing for training on Fraudulent Document Recognition and ensuring that adequate time was available to cover all necessary driver services and vehicle services transactions. Additionally, mid-course tests on driver and vehicle services were incorporated to help determine each participant's retention of training information. Customer Service enhancements were also incorporated and included the addition of the mock transactions module that provides new employees the opportunity to test their customer service skills in intense role play scenarios. In these mock transactions, seasoned veterans from field offices act as difficult customers in scenarios that are designed to challenge and prepare new employees for the rigors of front counter field office work. To date, 76 new employees have been trained in this new, more intense version of new employee training.

c. Organizational values

SCDMV values are set by the Executive Director and senior leaders. The agency statement of values is "Your SCDMV -- Each a Role Model – Competent, Committed, Courteous!" Our values are communicated and located throughout the agency. The values are displayed on emails, employee pins and walls on each floor of the Headquarters building.

Senior leaders play an essential role in helping employees understand the organizational values.

Accountability, ownership, accuracy, and courteous behavior toward external customers and co-workers are the keys to a successful SCDMV employee.

Managers and supervisors work with employees to answer questions and provide resources and training that will assist employees to succeed in their positions.

SCDMV also expects employees to adhere to the agency's values at work and away from work.

d. Ethical behavior

Upon taking the oath of office or performing official responsibilities, the Executive Director and Directors are required to file statements of economic interests with the State Ethics Commission.

Written policies, which include references to applicable state ethics laws, are made available to all employees and this information is covered during new employee training.

Senior leaders and all employees are required to read and adhere to the guidelines in SCDMV's Ethical Conduct Policy. The Ethical Conduct Policy is straightforward and provides general and practical guidelines in order to avoid the appearance of impropriety by employees. All ethics violations are investigated by the Office of Inspector General. Violations relating to unethical behavior and conduct are addressed through the corrective action process.

Employees with outside employment are required to annually submit a Request for Outside Employment Form to their Directors and the Human Resources Office to gain approval to work outside of the agency. The requests are reviewed and granted approval as long as the outside employment does not create a conflict of interest.

1.2   Promoting Focus on Customers and Other Stakeholders

Senior leaders establish and promote a focus on customers and stakeholders by scheduling and participating in meeting with stakeholders to elicit their expectations and requirements. SCDMV conducts regular meetings with key stakeholders such as county officials, insurance industry representatives, law enforcement, the trucking industry, manufactured housing stakeholders, Electronic Lien and Title (ELT) System and Electronic Vehicle Registration (EVR) providers, State Election Commission and the dealer industry.

Senior leaders formed partnerships with other state agencies such as the Department of Public Safety, the Department of Insurance, Department of Natural Resources, Department of Corrections and Department of Probation, Parole and Pardon Services in order to better serve our mutual stakeholders.

Senior leaders routinely meet with representatives from the banking establishments, legal community, law enforcement and commercial purchases of SCDMV information to determine methods of providing more and better services to these stakeholders.

SCDMV relies heavily on Constituent Services, a department division devoted and focused on resolving customer issues and complaints.

SCDMV communicates to the general public and stakeholders any changes that would affect them directly or indirectly.

Training is also provided for employees and stakeholders.

Training tools that include games and videos that present information in a casual and often humorous way have been very effective in assisting employees to view situations from a customer's viewpoint.

1.3   Current and Potential Impact on Customers

All decisions guiding this organization are influenced by their impact on our customers. Most of the public must interact with the SCDMV and we often form the public's perception of how well state government delivers its services. Therefore, SCDMV's guiding principles are grounded in meeting the needs of our customers.

The agency addresses current and potential impacts on the public of its products, services, and operations in a variety of ways. These impacts are evaluated through legislative, regulatory, policy-making and related processes.

External and internal risks are identified and quantitative and qualitative risk analyses are performed to determine the probability of the risks occurring and the impact it would have on the agency and the general public.

Every new initiative or enacted legislation is evaluated for its impact on our customers, particularly on those customers who must visit a SCDMV office. Project teams work to ensure that changes meet the requirements of the law.

Senior leaders have key partnerships with stakeholders and will conduct surveys with stakeholders to determine the impact.

1.4 Maintaining Fiscal, Legal, and Regulatory Accountability

Senior leaders ensure compliance with federal and state laws and regulations by establishing formal policies, procedures and processes that detail the manner in which transactions should be performed. Policies, procedures and processes are developed in order to minimize the possibility for fraudulent activity.

Periodic audits and peer reviews are conducted internally as well as externally by federal agencies and other entities such as IRS, IFTA, IRP and FMCSA to ensure compliance with state and federal laws and regulations.

Senior leaders ensure that operating expenditures are reviewed and approved according to established guidelines.

1.5 Key Performance Measures Regularly Reviewed by Senior Leaders

Senior leaders routinely review office and online transactions, identified errors, backlogs, wait times, call center activity and customer feedback tools to measure the agency's performance, responsiveness and customer service levels.

1.6 Using Organizational Performance Review Findings and Employee Feedback

Through use of accountability reporting, senior leaders can monitor and respond to trends indicating systemic rather than individual performance problems. Senior leaders also use internal and external performance reviews, along with employee feedback, to improve our services to the public as part of our continuous improvement process.

The Director of Administration exercises an internal auditing schedule to monitor financial management process to ensure compliance with rules, regulations and laws.

The review findings are instrumental along with employee feedback to determine where additional training is needed and to set realistic goals and shift workloads. Identified problems are addressed through development and delivery of weekly training sessions for all customer-contacting individuals. The aim is to provide consistency and accuracy in the processing of the transactions that could lead to errors.

1.7 Promoting and Participating in Succession Planning and Leadership

Senior leaders recognize future agency leaders through their performance of job duties, dedication to customer service and commitment to achieving the agency's goals.

Senior leaders provide direct reports and employees with opportunities to participate in training programs such as Certified Public Manager (CPM) and Supervisory Practices.

Senior leaders prepare employees for success by encouraging training, mentoring and documentation of processes.

The agency conducts a two-day monthly manager training class for field and headquarters managers and supervisors. The class is focused on specific HR policies such as leave and attendance, FMLA, EPMS, and progressive discipline. The second day of the class focuses on developing managerial skills such as mentoring, time management and dealing with difficult customers and employees.

The agency implemented an intern/cooperative education student and volunteer program. Senior leaders will offer non-paid work opportunities to interns, cooperative education students, and volunteers when they are not in school or have been approved by their school for a cooperative education absence and VETSuccess candidates. The purpose of this program is to provide interns, cooperative education students and volunteers with real work experience while working for a public sector employer. Program participants will work on special projects for various departments in the agency

1.8 Creating an Environment for Performance Improvement and Strategic Accomplishments

Executive Director holds weekly executive staff meetings with senior leaders to communicate direction and to discuss challenges facing the agency. Senior leaders are required to bring ideas for improvement to those meetings for discussion and consideration.

Senior leaders hold weekly staff meetings with their direct reports to allow for the interchange of ideas and communication of objectives. Follow up on assigned tasks are discussed at those meetings to ensure that tasks assigned are completed.

Managers and supervisors hold staff meetings with their employees to discuss backlogs and progress. Suggestions for improvement are also discussed and if feasible, implemented to improve productivity.

1.9 Creating an Environment for Organizational and Workforce Learning

Senior leaders create an environment for organizational and workforce learning by supporting leadership conferences and workshops for professional development. Senior leaders make training available for their employees. Work schedules are adjusted to accommodate training.

SCDMV has a training department dedicated to developing and delivering training curriculums. Many of these curriculums are specific to SCDMV processes, while others address more general skills.

The Office of Human Resources works closely with the Training and Change Management Office to deliver management training specifically related to state and agency human resource policies and regulations. SCDMV implemented one hour weekly training sessions designed to focus on employee training and to address the needs and concerns of our customers.

In the future, SCDMV will conduct one hour weekly training sessions based on customer feedback. The training sessions will be designed to address the needs and concerns of our customers.

1.10 Communicating, Empowering, Motivating and Rewarding Workforce

Senior leaders encourage managers and other direct reports to take initiative and make decisions within the scope of their responsibilities.

Managers and supervisors provide employees with the tools needed to perform the assigned job or task.

The agency developed a rewards and recognition program to reward and recognize employees who are committed, competent and courteous. Every month, senior leaders nominate managers, supervisors and employees who are model employees and display the three characteristics mentioned above.

1.11   Supporting and Strengthening the Community

Senior leaders and employees are committed to supporting and strengthening the agency and state community and the community at large. Senior leaders and employees attend and make presentations at business and customer meetings, serve on committees and panels and participate in charitable events.

Senior leaders routinely serve as guest speakers at state and national trade organizations and serve on intra-agency committees and task forces aimed at providing shared services to mutual constituencies.

Executive Director supports the International Board of American Association of Motor Vehicle Administrators.

Senior leaders attend quarterly meetings with ADSAP and Court Administration and present information to the attendees.

SCDMV has active membership on DSIT's IT Solutions Committee, DPS/OHS Traffic Record Coordinating Committee and in South Carolina Strategic Highway Safety Plan (SHSP) Working Group.

Executive Director encourages senior leaders to interact on a regular and ongoing basis with customers and stakeholders in the community.

Management also participates in Prison Outreach programs to ensure a smooth transition back into society.

Management attended community events in Allendale, Marion and Marlboro counties. The purpose of attending these events is to explain the requirements customers need in order to obtain ID cards, driver's licenses, vehicle registrations, etc. Customers were also provided information on the Department's Motorvoter and Donate Life programs.

Employees in Driver Services go to high schools and administer beginner's permit testing to eligible high school students.

The agency actively supports and encourages its employees to participate in charitable events for the Walk for Life, the United Way Campaign, the March of Dimes, and American Red Cross. Priorities are determined by the agency's ability to participate and make valuable contributions. The SCDMV had $9,468 in contributions to the 2011 United Way Campaign.

SCDMV sponsors and hosts quarterly Red Cross Blood Drives.

Sponsored workshops on Breast Cancer awareness and detection and Heart Health through Palmetto Health Richland

Sponsor annual mammography bus program through the Palmetto Health Breast Center to provide quick and convenient mammograms for employees.

Sponsored SC ID Day to provide transportation to citizens needing assistance with obtaining a state issued identification card (not an annual event).

Participates in SCDMV Employee Recognition Day sponsored by the Capital City Blowfish.

Each Christmas season, the agency purchases gifts for 25-30 children at the Carolina Children's Home.

SCDMV actively supports the VetSuccess federal program to help veterans return to the workforce.

SCDMV partners with the Donate Life foundation to register citizens for the organ donor registry.

SCDMV partners with the SC Election Commission to register citizens to vote.

Category 2 – Strategic Planning

2.1   **Strategic Planning Process**
The agency's strategic plan was developed as soon as DMV became its own agency in June 2003. The Executive Director and senior leaders met in a series of planning meetings to formulate an agency mission and develop the plan. At the beginning of each fiscal and calendar year, senior staff reviews key strategies and validates the agency's mission.

    a. Your organizations' strengths, weaknesses, opportunities and threats;
    Strengths:
- Loyal, dedicated and tenured employees
- Employee Recognition Programs
- Situational awareness and cooperative sharing of business practices across the SCDMV, with other SC Agencies and with Departments from other states.

    Weaknesses and or challenges of the Department:
- Budget constraints
- Unfunded Mandates
- Technology gaps

    Opportunities:
- Social Media
- Implementation of Technological advances
- Partnership development

    Threats to Operations:
- Fraud
- Limited Resources

    b. Financial, regulatory, societal and other potential risks;
- Non-Appropriated, revenue generating agency
- Unfunded mandates

    c. Shifts in technology and customer preferences;
- Ability to resources technological advances
- New partnerships with third parties for processing DMV transactions

    d. Workforce capabilities and needs;

- Revamped New Employee Training
- Re-emphasized CSR Training
- Expanded Manager training

- o Conducting Examiners Training program for standardization
- o Conducting International Training
- o Beginning Jan 12 will execute statewide training on Wednesdays from 8:30-9:30

    e. Organizational continuity in emergencies;
- o Emergency Notification On-line
- o Serious Incident Reporting Program
- o Notification through key and essential employees
- o Cyclic Fire Drills
- o Technology and communications earmarked for emergencies and tragedy response operations

The Department has developed guidelines for relaying emergency situations through the proper chain of command. In the event of office closings due to hazardous weather or other uncontrollable events, the agency has a list of essential personnel who are required to report for duty.

    f. Your ability to execute the strategic plan.
- o Annual planning sessions with executive staff
- o Key message development for front line employees
- o Strategic Project Management Oversight

2.2   **Addressing Strategic Challenges through Strategic Objectives**

Strategic objectives are designed to take into account the strategic challenges that are identified during initial planning sessions. Certain objectives may be added to address specific challenges in an effort to mitigate their impact.

SCDMV's Project Management Office was disbanded and decentralized down to the Director level in September 2011. Directors took ownership for addressing strategic challenges and for ensuring that the right resources allocated to strategic projects.

2.3   **Developing and Tracking Action Plans that Address Key Strategic Objectives**

Action plans are developed based upon the objective itself. Ensuring that tasks are assigned to subject matter experts or that subject matter experts are available for team leaders is one of the simplest, but most effective, strategies we utilize.

2.4   **Communicating and Deploying Strategic Objectives, Action Plans and Performance Measures**

SCDMV communicates and deploys strategic objectives, action plans, and related performance measures by facilitating joint application development meetings with stakeholders.

Internal communications have focused on top-down distribution through senior leaders to their line managers.

As part of our strategic initiatives for the coming year, we will continue to improve internal communications of our strategic plan and its associated action plans and performance measures to front line employees.

Senior leaders meet with managers and other direct reports to discuss future goals and initiatives and to inform them as to other action plans or directives.

2.5   Measuring Progress of Action Plans

The agency utilizes various performance measures to determine if they are making progress on its action plans.

Progress measurements are tailored to the specific action plan because each action plan has different deliverables. For instance, an action plan for conducting security assessments at field offices could address developing a checklist for the assessment itself, visiting each field office, compiling the results, and taking any needed follow-up action. Assuming the objectives are clearly defined, progress is measured by team leaders reporting the status and projected end date for completing each associated task.

Senior leaders receive progress reports on action plans related to strategic projects.

2.6   Evaluation and Improvement of Strategic Planning Process

The agency evaluates its strategic planning process by measuring how successful it is in achieving the plan's goals and objectives and completing associated strategic projects.

Our strategic planning process is designed to be continually evolving so that it can be tweaked or, conversely, overhauled to make it effective for us at any given time. We are always looking for ways that we can improve the process to be sure that it addresses all of our business needs and complements the agency's comprehensive planning.

2.7   Strategic Plan.

The agency has a simple three faceted Strategic Plan for the next 3-5 years.
   A.   The Agency must drastically increase its web presence and transactions. Wherever possible (and in full accordance with South Carolina State law) SCDMV will move as many transactions as possible to our website. This provides our citizens the opportunity to obtain our services without visiting our branch offices.
   B.   The Agency must provide our citizens with timely service coupled with overall superior customer service. The Agency has established a 20 minute Average Initial Wait Time as our standard for all customers across the state. We will resource, train, and manage all our operations to meet this standard.
   C.   Finally, SCDMV makes a commitment to developing and training leaders who understand and embrace these strategic challenges.

Category 3 – Customer Focus

3.1   Key Customers and Stakeholders

SCDMV defines a customer as any individual or entity that contacts the agency for information or service. This definition includes the general public, business customers, law enforcement, members of the General Assembly, the Governor, the Lieutenant Governor, and other state and federal agencies. Key requirements for these customers are based on the type of transaction or information they are seeking.

Because of the many types of services SCDMV provides, the agency has more contact with South Carolina citizens than most other state agencies; and that contact is generally maintained throughout that customer's life.

SCDMV provides licensing services for drivers, registration and titling services for vehicles, and research and information services for law enforcement and business customers.

3.2   Meeting Changing Needs

Listening and learning are part of the overall communication process. Most of our assigned tasks and functions deal with subject matters that are constantly, by their nature, changing to reflect larger trends. Gathering useful information that is manageable, accurate, and understandable is an important part of listening and learning; we try to adapt to the needs of our customers where possible.

Access Mechanism	Description	Customer Interaction
SCDMV Field Offices	SCDMV has 67 field offices throughout the state.	Allows customers to visit Mon, Tues, Thurs, Fri. 8:30 a.m. – 5:00 p.m. and 9:30 – 5:00 pm on Wed. to ask questions and obtain SCDMV products and services. Six offices are open on two Saturdays/month from 8:30 a.m. until 1:00 p.m.
Web Site	SCDMV offers 10 transactions to the general public and 32 transactions to authorized customers (law enforcement, auto dealers, insurance companies, county government, etc.).	Through our web site, customers can conduct many of the transactions that are offered in our field offices such as: • renew ID • change address • pay reinstatement fees • obtain a certified driving record • get a duplicate registration • obtain duplicate license • driver points and status • verify payment plan eligibility • provide an Emergency Contact • complete a registration renewal "Member Service" transactions allow authorized users the ability to conduct business transactions with our agency and provide law enforcement with critical information and photos on a 7X24 basis.
Business Partners	SCDMV has expanded our system to interface and exchange data with several of our key stakeholders to provide one stop shopping for our mutual customers; examples include County Auditor/Treasurer, Automotive Dealers, SC Banks/ Credit Unions, Financial Organizations	SCDMV has streamlined and automated several key processes with our stakeholders to replace antiquated, manual business processes. The result is that customers can now receive select products and services from SCDMV without having to visit one of our offices. For example, taxpayers in 31 counties can now obtain the registration document and license plate decals directly from their county treasurer when they pay their property taxes. Banks and other financial organizations can apply for titles and liens electronically instead of completing paper forms and sending runners to file paperwork in our offices. Auto dealers can electronically apply for titles and registration documents and issue regular license plates directly from their dealership showrooms.
Mail	SCDMV offers products and services via regular mail and has a dedicated staff to support email communications	SCDMV allows customers to obtain select services through the mail. Customers can request driving records, apply for title, apply to renew their registration and renew their driver license. SCDMV also supports interaction with customers via email. SCDMV responds to customer questions, comments and complaints via email.
Telephone	SCDMV's Contact Center receives an average of 4,600 calls per day.	Contact Center employees answer calls to assist vehicle owners and drivers. These employees answer questions and provide assistance in obtaining SCDMV products and Services.

Fraud Hotline	SCDMV's Fraud hotline offers customers and/or employees a confidential way to report allegations of misconduct and fraud	The most common method of fraud detection is a tip by an employee, customer, vendor or anonymous source.

A variety of methods are used to determine key customer requirements, needs and changing expectations. Senior leaders uses customer feedback obtained through web contact in the Alternative Media Unit; correspondence and telephone calls received through the Office of Strategic Communications and Community Affairs and the Office of Constituent Services; telephone calls received through the SCDMV Call Center; and customer survey forms. Data collected through these means is logged and tracked through completion. This data is used to identify problems and concerns, recognize service excellence, and report solutions to issues affecting the customers.

Senior leaders hold meetings with key customers and stakeholders to ascertain their needs and perspectives.

Senior leaders also monitor customer comment cards to determine how to better service our customers.

3.3   Key Customer Access Mechanisms

Customers are served in person, through the website and by telephone. Customers have a venue to express their concerns and experiences. Customers can contact the SCDMV by mail, online through website, visiting field offices or calling the Office of Constituent Services.

3.4   Measuring Customer Satisfaction

Senior leaders measure customer and stakeholder satisfaction and dissatisfaction by providing stakeholders the opportunity to thoroughly assess and test products and services. Stakeholders are provided an opportunity to formally approve or disapprove products and services based on the requirements that are met.

For individual customers, the primary method for measuring customer satisfaction is through direct customer complaints or letters of appreciation. Whenever a complaint is lodged, the appropriate group determines whether the complaint represented an anomaly or whether it was indicative of a systemic problem. If a systematic problem, a cause and effect analysis is needed to define the actual problem and determine what's causing it, before jumping to a solution. Systemic changes are implemented, if necessary.

Senior leaders also hold ongoing feedback meetings with large stakeholders such as counties, dealers, trucking industry, salvage yards, insurance companies, driver training schools and fleets to determine their satisfaction.

Senior leaders and managers review field office survey/comment cards and make contact with the customer for resolution and/or appreciation.
Senior leaders use feedback from customers and stakeholders to reward or coach employees.

3.5   Using Customer/Stakeholder Feedback

SCDMV uses customer and stakeholder feedback and information as a barometer for agency performance.

Information collected from customers and stakeholders is used to determine service trends, enhance employee training, address agency communication needs and develop policies and processes. Employees at all levels are committed to providing exceptional services to customers and exceeding their expectations.

This type of feedback is a valuable resource for developing a better understanding of customer and stakeholder needs. It is evaluated to determine if changes to products, services and processes are required.

The agency maintains close contact with its customers and stakeholders to ensure the collection of vital information needed to improve services. Most of our new products/services emanate directly from conversations and strategic sessions with business stakeholders.

SCDMV's website solicits customer feedback through an online survey, making it easier for customers to voice their opinions and offer suggestions.

Senior leaders meet regularly with key customers and stakeholders to resolve issues and improve services. Both customer and stakeholder feedback play an important role in agency decision-making regarding policies and processes. Senior leaders are held accountable for customer satisfaction and must effectively deal with and resolve customer complaints.

3.6   **Building Positive Relationships**

SCDMV's goal is to provide quality customer service to our customers and stakeholders.

Positive relationships among customers and stakeholders are built through our professionalism and customer service; it is sustained as they see that we go the extra mile to assist them. There are certain requirements that must be met because of laws or regulations, but where possible we exhibit flexibility to try to find ways to meet the needs of each customer.

Senior leaders take every opportunity to communicate positively with customers, listen to their concerns and provide assistance that is valuable to the customer.

By responding to customer concerns as detailed in 3.4 and 3.5 above, SCDMV has built a relationship of trust with stakeholders that allow them to feel that the agency is listening to them and responding to their concerns.

SCDMV's focus on quality customer service and "the personal touch" has helped the agency build positive relationships with both customers and stakeholders.

Senior leaders frequently make personal contact with customers who have difficulty understanding requirements or who report inadequate action on the part of the agency.

The agency frequently participates in stakeholder meetings, conferences and special events to address their needs and concerns.

Senior leaders meet with the South Carolina Auditors, Treasurers and Tax Collectors (SCATT) quarterly to discuss ways the agencies can work together to provide better services to S.C. citizens.

SCDMV established a County Hotline to provide county officials with an immediate response to their concerns. The agency has also worked with counties to issue registration and decals in county offices.

SCDMV partnered with members of the insurance industry and developed an automated liability insurance reporting system (ALIR) that allows insurance companies to report mid-term policy cancellations online rather than manually. This functionality has expanded to include the processing of other types of transactions as well.

SCDMV has formed a partnership with the State Election Commission and provides support to SEC employees on Election Day to ensure that voters that registered through the Department's Motorvoter program were able to vote.

Category 4 – Measurement, Analysis and Knowledge Management

4.1   **Determining Measurable Operations, Processes and Systems**

SCDMV uses several performance management tools to measure, analyze and improve organizational performance.

SCDMV implemented a new customer queuing system (Q-Flow) and this system tracks initial wait time, service times and total process time. It also helps to measure employee productivity, identify processing bottlenecks, identify areas needing additional training, office staffing requirements and enhanced reporting on field office reporting.

The Contact Center utilizes CentreVu Call Management System (CMS) to collect telephone statistics. The statistics identified as Key Performance Indicators are closely monitored and collected for historical comparisons.

The agency successfully switched from the HRIS and SAMS payroll legacy (internal) systems to the SCEIS Business Warehouse. We have been successful in extracting and building SCDMV reports from this system to give senior leaders real time data to manage their areas.

Tracking emanates both from strategic goals (data that's captured for accountability plan, for example) as well as for performance measurement (individual employee reports to compare performance among employees).

Phoenix transaction processing system affords senior leaders the opportunity for measuring volumes and transaction efficiency and effectiveness.

The Office of Inspector General implemented Quality Assurance Operations to improve the effectiveness of the South Carolina Commercial Driver's License Program by providing consistency in CDL issuance programs and to detect and prevent fraudulent activities through better CDL program management and oversight practices.

4.2   **Selection and Analysis of Data/Information for Decision Making and Innovation**

As an agency that provides products and services to all of our state citizens on a frequent basis, our primary performance goals are related to the speed, accuracy, security and efficiency of our services. We attempt to capture data related to these goals and use the information to identify operational weaknesses and improve operations.
As in any organization, the key to success is to capture relevant data, present it to decision makers in a meaningful manner and use the data to make business decisions.

Data analysis plays a critical role in making business decisions at SCDMV. For example, data that we obtain from our core SCDMV application allows us to analyze:

- The total number of transactions processed
- The types of transactions that are processed
- The length of time required to process transactions
- The number of transactions processed by each employee
- The statewide average time to complete a certain type of transaction

Managers at different levels of our agency have access to this data and review this information to make decisions related to employee staffing and training, among other things. We also analyze errors made by our employees and customers in an effort to identify the underlying reason for the error. As a result of this analysis, senior leaders and managers may decide that additional training in a certain area is needed.

Senior leaders may also find that our policies, processes or forms need to be simplified and improved.

4.3   Key Measures

Current key measures used by the Department of Motor Vehicles in making choices and decisions affecting the Agency and the citizens of South Carolina include the following:

- Number of customer service windows staffed daily per field office
- Customer wait times per field office
- Total number of customer transactions performed daily per field office
- Total number of online transactions performed daily
- Total phone calls received in call center
- Backlog volume
- Total number of customer complaints per field office
- Total revenue received and expenses incurred for selected periods
- Total products delivered
- Number of employees trained and types of training delivered
- Various driver and vehicle transaction error rates

4.4   Using Data/Information Analysis

Senior leaders select and use key comparative data based upon its reliability and accuracy as well as the usefulness of the information.

Senior leaders utilize various measurement tools including transaction volumes by office, statewide demographic projections and customer feedback to chart strategic goals in conjunction with mission objectives. For example: Field Administration uses Q-Flow to determine office wait times.

All data sources used to collect information regarding driver- and vehicle-related issues are actively used by senior leaders and outside sources as allowed by law to make decisions and choices. This same information is provided in a timely manner to all legislative bodies requesting such data. SCDMV has ready access to benchmarking tools from other states that are then used by the agency to determine its own performance. Specific agencies that provide comparative statistics include: American Association of Motor Vehicle Administrators (AAMVA), National Highway Traffic Safety Administration (NHTSA); and Federal Motor Carrier Safety Administration (FMCSA).

4.5   **Ensuring Data Integrity, Timeliness, Accuracy, Security and Availability**

SCDMV ensures data integrity, timeliness, accuracy, security and availability over all SCDMV data and information.

The agency's database is accessible only through the use of authorized log-in and password features. Additionally, audit trails are maintained to identify all users accessing the system. Multiple edits and validations have been integrated into the system to ensure all required data is obtained based on the specific transaction processed. Through internal testing of software maintained in its database and interaction with software vendors regarding virus deterrence and firewall development, data protection and availability is ensured to senior leaders. SCDMV continuously focuses on information technology to ensure data is accurate and is provided to senior leaders in a timely manner. The system automatically produces transaction reports on a daily, weekly or monthly basis that are readily available for senior leaders' review of performance.

In the coming year, we aim to significantly expand and formalize the management reporting and review system to increase our ability to measure operation efficiency and effectiveness.

4.6   **Translating Organizational Performance into Priorities for Continuous Improvement**

SCDMV translates performance review findings into operation improvements through a process where reviews are conducted, findings are documented and shared with managers, improvement plans are created and additional follow up reviews are conducted to ensure that original findings have been properly addressed.

Through the input and questions we get from both our employees and our customers, we continue to enhance the functionality of agency systems such as Phoenix and the products/services provided to our external customers.

4.7   **Managing Organizational and Employee Knowledge**

Workforce and organizational knowledge are often the products of experience. Where possible, we work to document the information amassed by employees and make it available to others. This is done through writing agency-wide policies or procedures, internal guidebooks, or collaborating with Training and Change Management (TCM) to develop curricula for various classes. While there is no substitute for hands-on experience, there is a lot that can be gained by sharing basic information about processes or practices. In addition, during process evaluations we reach out to other business units or agencies to share ideas and brainstorm ways we can make the process as a whole more efficient, especially in light of the fact that most of our agency functions are inter-related.

The agency also seeks information from our counterparts in other states through direct contact or AAMVA surveys.

The agency's intranet Operational Newsbreak and email are the primary vehicles through which information is shared with all employees. Employee recognition, helpful tips and other general information can be found on the Agency's Facebook page.

The Office of Policy and Planning is charged with providing employees with Operational Newsbreak articles and up-to-date policies, procedures, and business processes.

Senior leaders conduct information sharing/training sessions of key policies/procedures and processes at all field office manager meetings.

Training and Change Management is charged with determining the best means for delivering training updates, whether through formalized classes or through written training directives.

Category 5 – Workforce Focus

5.1   **Organizing and Measuring Work**
Senior leaders provide training to managers and employees to enhance skill levels.
Employees are given the opportunity to cross train with other employees in their department or in other areas of the agency. Managers and supervisors use the EPMS process to communicate performance expectations, provide guidance and constructive feedback and evaluate employees. The Human Resource Office meets with employees to solicit feedback through surveys. The goal is to obtain information that will be useful in measuring job satisfaction and employee morale.

5.2   **Effective Communication and Knowledge Sharing**
Human Resources Managers meet weekly with Field Administration management team and monthly with senior leaders to review human resources measurements.
Human resources development training needs are identified for senior leaders and Field Administration. Training is conducted once a quarter with Field Office Managers. Regional Meetings with Headquarters' managers are held on a quarterly basis. Information such as benefit changes and new program updates to policies is sent to the Office of Strategic Communications & Community Affairs to distribute to all employees. Human Resources related information is placed on the Agency's Intranet.

5.3   **Recruitment and Retention of Employees**
The Human Resources Office receives requests to post vacancies and appoint employees from senior leaders. Agency positions are posted externally and/or internally. Positions are posted externally through NEOGOV. Applicants utilize NEOGOV to complete applications and electronically submit them to agencies such as SCDMV. Through NEOGOV, the agency receives on average 400-800 applications for customer service positions.

Senior leaders and the Human Resources Office utilize a diverse team approach with the selection and interview process to fill vacancies for management positions. The agency notifies the South Carolina Department of Employment and Workforce (DEW) of all job openings. All job openings are registered with DEW. The agency also unites with the Employer Partnership to communicate job needs. Former or current military members can view and apply for SCDMV jobs through a link on the Employer Partnership's website.

The agency's Employment and Recruitment Manager, along with other managers, attends and participates in career fairs at colleges and universities located throughout South Carolina.

Human Resources conducts reference checks, background checks and works with managers to determine salaries to offer applicants.

Through synchronized efforts and partnerships with Vocational Rehabilitation and no less than seven various university and college internships and non-paid work related programs (such as VetSuccess), the Agency has employed or assisted in marketing for employment 35 individuals. These work experiences provided interns, cooperative education students, and volunteers with real work experience while working for a public sector employer. Of the 12 VetSuccess employees, 11 individuals were accepted for permanent full-time positions. Of those employees, four individuals were placed in SCDMV positions. Eight interns completed our program: seven from Midlands Technical College and one from the University of South Carolina. SCDMV has placed

one of the technical college interns in a temporary paid position. Of two volunteers, one was placed in a permanent full time position at SCDMV.

5.4   Assessment of Workforce Capability and Capacity Needs

Senior leaders accesses its workforce capability and capacity needs through a variety of measures. Employees who are leaving the agency are given exit interview forms to complete and return. The form is provided to the employees to gain information about their experiences and tenure with SCDMV. The responses are reviewed and forwarded to appropriate personnel for action.

The agency uses employee surveys to solicit feedback from current employees regarding concerns, morale and working conditions. The information obtained is used to determine training needs and job satisfaction.

The Human Resources Office maintains vacancy reports and meets with senior staff to ensure critical staffing levels are met.

5.5   EPMS Supporting High Performance

The agency requires all managers and supervisors to develop employee performance appraisals for all permanent status employees. The appraisals are used to communicate acceptable and unacceptable performance. The agency has a universal review date of February 17. The majority of the employees are evaluated prior to or on the universal review date.

5.6   Development and Learning System for Leaders

The Office of Training and Change Management provides process and skills based training that gives those in leadership positions the ability provide guidance to their employees and make informed decisions on policies and procedures that impact customers and stakeholders. This training is combined with periodic management training provided by the Office of Human Resources on such topics as EPMS, Time Administration, and Position Description Development. In addition, when funds allow, we identify supervisors and managers who show great potential and allow them to participate in APM and CPM certification programs. We currently have two managers who will be participating in the 2011-2012 CPM program.

5.7   Key Developmental and Training Needs Identification

Training needs are identified and determined by customer feedback, management input, process changes and legislative mandates. One of the hallmarks of our training endeavors is the intensive six-week new employee training program that we have developed. It has proven successful in yielding well-trained, highly professional, customer service representatives that are better prepared to assist customers in a shorter time frame than with previous new employee training programs.

5.8   Encouraging Use of New Knowledge and Skills

On the job use of knowledge and skills is encouraged by involving process owners and users in the development and implementation of training. In addition, we realize that training is not just an event but a process. Therefore, we provide all training participants with the contact information of trainers and subject matter experts who provide on-going support and guidance with newly acquired knowledge and skills. Furthermore, we provide training aids and reference materials that are readily accessible even when assisting customers.

5.9   **Contribution of Employee Training to Achievement of Action Plans**
The various training programs and events that are conducted by the Office of Training and Change Management are designed to provide employees with practical knowledge and skills that are necessary for accomplishing their job related goals. In turn, this directly impacts SCDMV's plan for assisting all customers and stakeholders in an efficient and professional manner.

5.10   **Effectiveness of Workforce/Leader Training and Development Systems**

The agency measures the effectiveness of workforce/leader training and development systems in three main ways.   Evaluations from training participants, test scores from training events and improvement in employee performance are used as measures to determine effectiveness. All participants in training sessions are asked to complete training evaluations. The evaluations let us know if our training approaches and methods are effective. The feedback and suggestions received are instrumental in making improvements to our training methods. When tests are given as part of a training event, the minimum passing score is 80% and the overwhelming majority of our participants achieve 80% or higher. The Office of Training and Change Management staff solicits feedback from business units and work areas to determine if employee performance meets expectations or has improved as a result of any training they have received. When necessary, follow-up or refresher training is provided to reach desired employee performance levels.

5.11   **Motivating Employees**
The agency provides the following incentives or benefits to encourage employees to perform at their full potential:

- Employee Appreciation Week activities which included the following: an employee cook-off, an employee lunch/dance and a day designated for Director's to recognize their employees
- Designated parking spaces for employee, manager and supervisor of the month
- Employee Recognition Boards
- Five levels of Departmental Awards to recognize excellence in performance and service
- Flexible Work Schedules
- Casual Fridays
- Employee Appreciation and Service Pins
- Donated tickets to various events throughout the state
- Opportunities for career advancement within the agency
- Free parking
- On-site cafeterias and dining areas
- Free access to crushed ice machines
- On-site vending machines
- On-site opportunity for health and fitness walks

Benefits and incentives listed above are available to every SCDMV employee.

5.12   **Effective Management of Career Progression and Succession Planning**

Career development opportunities are provided as budget allows. Career development plans were developed for employees in the agency's largest division. The plans were ultimately placed on hold for budgetary purposes. The Human Resources Office develops and provides reports to managers which track employees who are eligible for retirement and/or TERI within five (5) years.

5.13   **Maintaining a Safe and Healthy Work Environment**

SCDMV is committed to providing a safe, secure and healthy work environment for all employees. The agency took the following measures to ensure safe, professional and functionally working facilities:

- Maintains a list of essential employees to active and use during natural disasters
- Enforces the use of vehicle decals to ensure employees are authorized to enter the front gate of the complex and to park in authorized areas
- Issues all employees identification badges, dual purposed for building access
- Enforces the wear of identification badges to ensure only authorized employees are in authorized areas inside of agency buildings
- Mandates for all visitors to sign-in at the receptionist desk and to wear the visitor's badges as a means to track visitors who are non-departmental employees
- Offers mammography services to employees annually
- Provides access to first aid kits and blood pressure monitors
- Provides provision within Workplace Violence Policy that enforces zero tolerance for personnel engaging in behavior associated with workplace violence
- Establishes evacuation plans for implementation and activation during emergencies
- Maintains a list of employees and managers who are trained as First Responders and in blood borne pathogen
- Ensures all offices have installed safety alarms
- Conducted a security assessment for each field office
- Tightened headquarters security by locking all entrance doors leading to work areas assessable only by employee badge.
- Implemented an Active Shooter policy

In FY11-12, the agency will take on the following initiatives to maintain a safe and healthy work environment: expand agency's OSHA certification training; complete ADA renovations; install physical security enhancements; improve air quality testing in facilities; expand training in risk assessment and train safety teams to evaluate and complete workstation ergonomic studies.

Category 6 – Process Management

6.1   **Organizational Core Competencies**

Our core competencies, or "areas of greatest expertise," are determined in large part by our designated function. As a government agency, we were created by statute and many of our key responsibilities are prescribed by SC Code of Laws. As such, we have no real competition because in most areas we are the only entity with the authority to issue products such as driver's licenses, titles, etc. Therefore, the knowledge and expertise needed to properly issue these documents is a core competency. Another core competency is maintaining and understanding driver and vehicle records, since the agency is the legal repository of these documents. In addition, because we have field offices throughout the state, we have designed and implemented an effective communication network to ensure that all of our field offices are issuing products in a consistent, uniform manner.

Senior leaders developed a network of key design and delivery processes for the products and services we provide to our employees and citizens of the state. These key processes are based upon the Agency's mission and the major strategic goals of management and are defined as delivering services directly to external customers.

Key processes are delivered across multiple program areas and distribution channels, and utilize various technologies to provide value to our customers. Through direct contact and input from user groups and constituent-based surveys of customers that use the products and services of these delivery processes, the SCDMV is able to maintain changing customer and legislative requirements.

Program Area	Service Channel	Key Processes
Operations	• Geographically distributed face to face customer service centers • Web-based transactions • Mail-in transactions • Customer Call Center	• Issue driving credentials and ID cards • Process international customer driver services (17 offices) • Process lien information • Issue vehicle registration • Reinstate driver and vehicle records • Administer driver knowledge and skills tests • Provide motor vehicle records • Issue IFTA and IRP credentialing to motor carriers (6 offices) • Issue and renew dealer licenses
Vehicle Services	• Direct customer service • Mail-in transactions • Automated interface transactions	• Process requests for vehicle records • Issue titles and process title lien requests • Perform title and vehicle research • Oversee biennial registration and process exceptions • Administer program and process transactions for IRP • Administer program and process transactions for IFTA • Administer programs and process transactions for single state registration system

Driver Services	• Direct customer service
	• Mail-in transactions
	• Automated interface transactions
		• Maintain driver record information
		  ○ Add adjudicated tickets
		  ○ Clear suspensions
		  ○ Add accident data
		• Perform driver record research
		• Process and maintain medical exclusion information
		• Oversee uninsured motorist program
		• Administer the non-commercial driver training and third party tester schools oversight program

Inspector General	• Direct customer service	• Process dealer licensing applications • Perform dealer licensing inspections • Administer commercial driver training and third party tester schools oversight program

6.2   Key Work Processes that Produce, Create or Add Value

SCDMV uses statutory requirements to guide the development of key processes. The agency develops policies that reflect legal requirements and support those processes. Key policies and processes are documented and are available to employees via the agency's intranet and customers via the agency's public web site. Employees are trained on the agency's key processes and management has instituted a system for continuous review and improvement. Additionally, SCDMV has an Office of Inspector General to ensure compliance with policies and processes.

6.3   Incorporating Organizational Knowledge

SCDMV uses various inputs to determine process improvements. Many of our most innovative improvement initiatives are initiated through AAMVA conferences that showcase key products and services germane to our industry. We take a proactive role in proposing legislation that not only will meet the needs of our customers, but also will streamline the administration of the law. Similarly, we structure many of our Requests for Proposals (RFP) to solicit new and innovative solutions to technical and process challenges. Finally, our employees are an invaluable source of process improvement suggestions and senior leaders actively solicits input from employees on all levels; and many of these suggestions are operationalized into system processes and agency procedures.

6.4   Meeting Key Requirements through Day-to-Day Operations

SCDMV constantly monitors business processes and undertakes improvements as detailed above.

6.5   Systematically Evaluating and Improving Key Product and Service Processes

As previously mentioned, much of our evaluation comes from customer input. We also research and discuss best service delivery practices with other states through our trade association (AAMVA). Through this network of SCDMV professionals, states learn from each other and can measure our internal processes against successful practices in other states. Equally, the Executive Director visited four states and opened dialogue with three states to discuss and capture best practices from each Department or Division of Motor Vehicles.

SCDMV evaluates and improves our key product and service related processes in one of several ways. Internal reviews of our field office and headquarters operations are conducted by our Internal Audit office. Another method of evaluating our processes is through the solicitation and use of customer feedback.

6.6 Key Support Processes

DMV defines support processes as those internal agency processes that are required to support key core business processes aimed at external customers. Some key support processes include:

- Information Technology
    - o Maintain an information technology system that supports core processes
    - o Provide technical help desk support to employees
- Communications
    - o Maintain and implement internal and external communications plans
- Constituent Services
    - o Provide ombudsman services, including tracking and follow-up of requests for assistance from external customers
- Training and Change Management
    - o Develop and maintain training materials supporting training curricula
    - o Communicate official agency operational changes to employees
- Human Resources
    - o Maintain employee benefits, classification and compensation
- Financial Services

- o Maintain control over budget, accounting and fixed assets
- Procurement Services
  - o Process requisitions and purchase orders
- Resource Management
  - o Maintains all facilities statewide
  - o Operates mail, fleet and warehouse services

The primary input for support process improvement is the voice of our customers and our employees. The agency realizes that a key element in any superior system is the people who function within the system. SCDMV feels that systems aimed at supporting employees should be as efficient as those for our external customers, so that our employees can focus on doing their job, not on what the job is doing to them.

6.7   Determining Resources Needed to Meet Budget and Financial Obligations

The Department of Motor Vehicles is a non-appropriated, revenue generating Department with the exceptions of federally funded grants. It is through the development of the Executive-level budget review process that the Department of Motor Vehicles was able to generate $262 million in revenues, disperse $188 million in revenues to numerous State Agencies and special interest groups, all while allocating $74 million necessary to meet operations and payroll obligations throughout the DMV. The success of this budgeting process has been the ability to absorb approximately $3 million in unplanned fiscal requirements including, but not limited to, the resourcing for a universal, state-directed cost of living increase, increases in employer match benefits, additional server capacity, maintenance for DMV field offices, and changes generated from legislation. An annual audit, conducted by The Hobbs Group (contracted through the SC State Auditor's Office) cited no findings and lauded SCDMV as the best in the state for fiscal management and payroll operations. Moreover, the Agency completed its Fiscal Yearend Closeout processes one day before the scheduled deadline and without any errors. Both the Budget and Control Board and the Comptroller General's Office lauded DMV for their excellence in close-out procedures.

Procurement operations for the agency included the processing of 25 bid solicitations, 1,180 purchase orders, 200 new and miscellaneous contracts, and 2,450 procurement card transactions. Additionally, SCDMV drove 924,138 accident free miles.

Senior leaders analyze prior year expenditures and revenue estimates for the upcoming year when determining resources needed to meet financial obligations.

Category 7 – Results

Products and Services Results

Motor Carrier Services/International Registration Plan (IRP)

The charts below show the total number of transactions or services performed for IRP.

Active Accounts

	FY10	FY11	FY12
Value	5,502	5,113	4,687

Renewed Accounts

	FY10	FY11	FY12
Value	4,962	4,525	4,270

New Accounts

	FY10	FY11	FY12
Value	540	670	643

Audits Conducted

	FY10	FY11	FY12
Value	172	143	163

Active Apportioned Vehicles

	FY10	FY11	FY12
Value	20,491	20,523	21,148
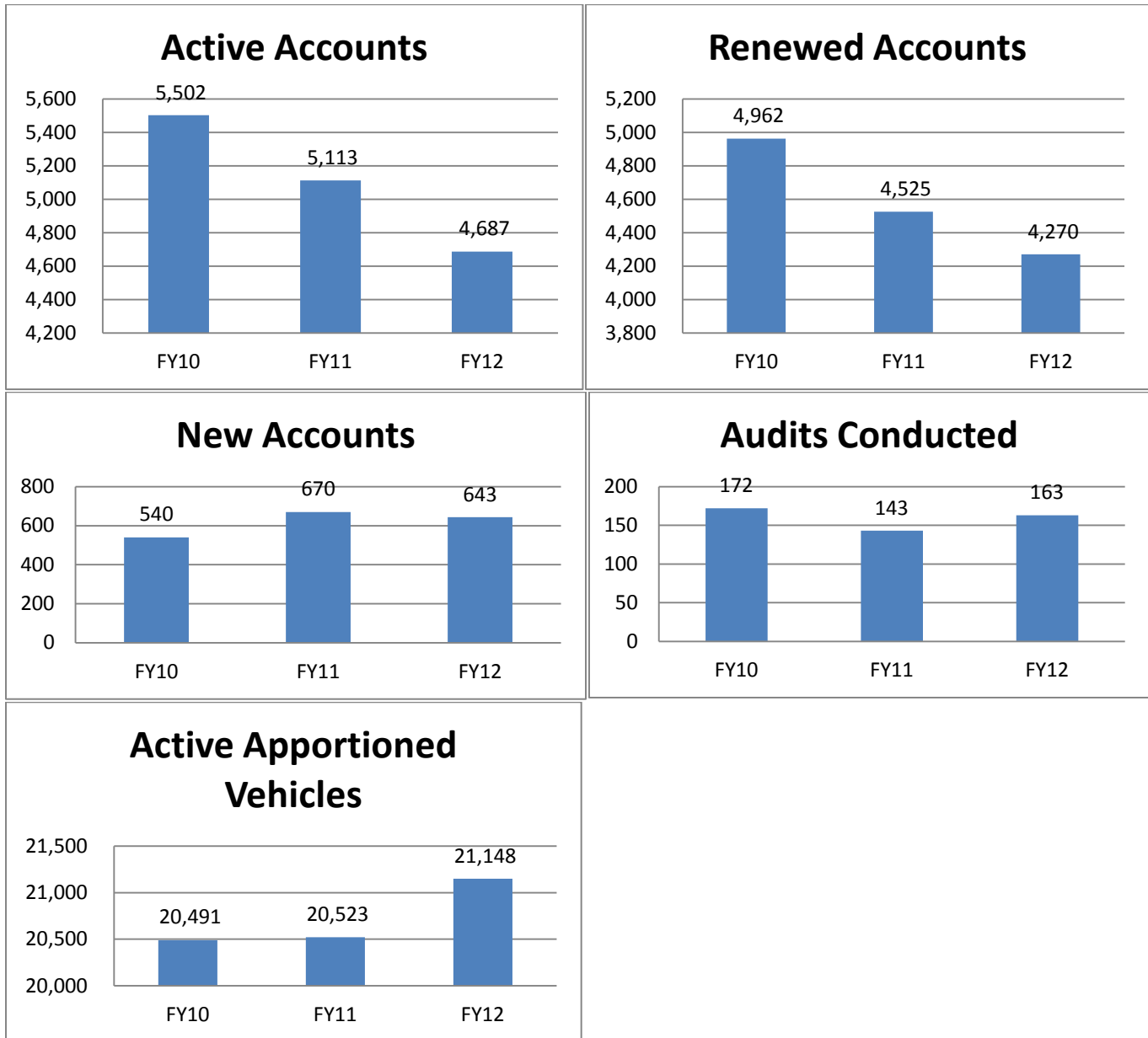
Motor Carrier Services/International Fuel Tax Agreement (IFTA)

The charts below show the number of transactions or services performed for IFTA.

Quarterly Filings

Fiscal Year	Filings
FY10	14,494
FY11	14,334
FY12	13,970

Decals Issued

Fiscal Year	Decals
FY10	25,156
FY11	27,808
FY12	28,146

Active Accounts

Fiscal Year	Accounts
FY10	3,691
FY11	3,618
FY12	3,490

Audits Conducted

Fiscal Year	Audits
FY11	112
FY12	129
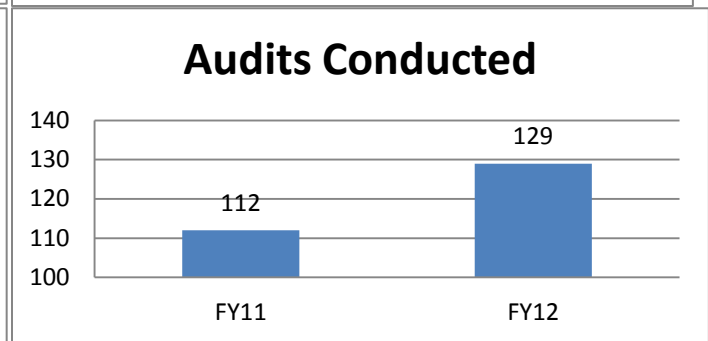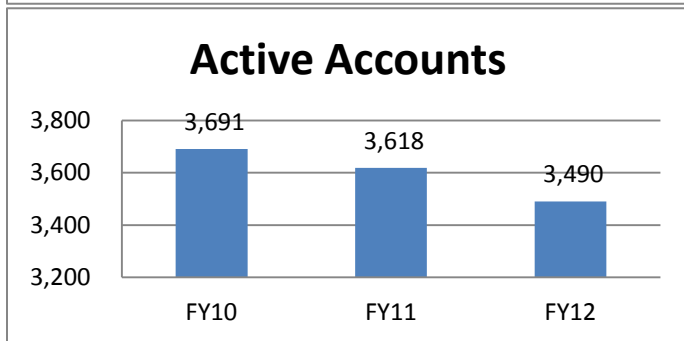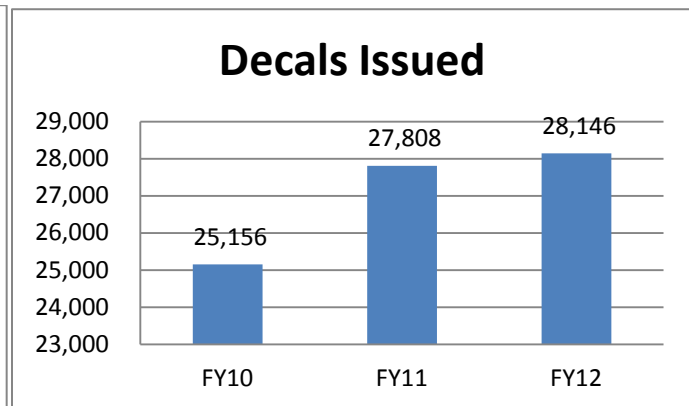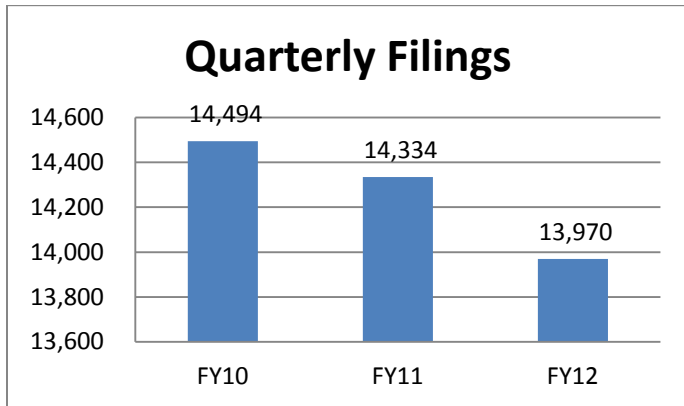
The chart below show the number of Unified Carrier Registration active accounts in Motor Carrier Services.

Active Accounts

Fiscal Year	Accounts
FY10	2,194
FY11	3,668
FY12	3,864
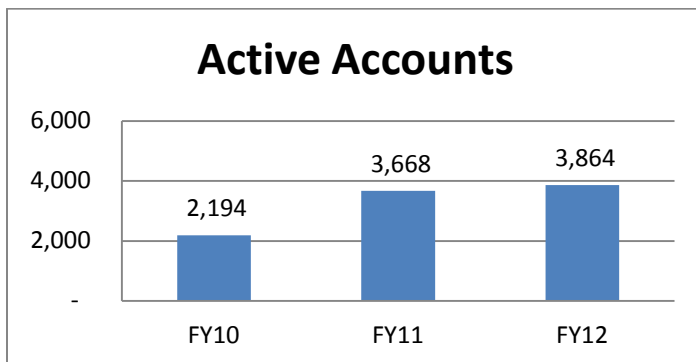
The charts below show the number of Certificate of Compliance (new and active) accounts in Motor Carrier Services.

New Accounts

	FY10	FY11	FY12
	57	72	103

Active Accounts

	FY10	FY11	FY12
	1,533	1,618	1,267
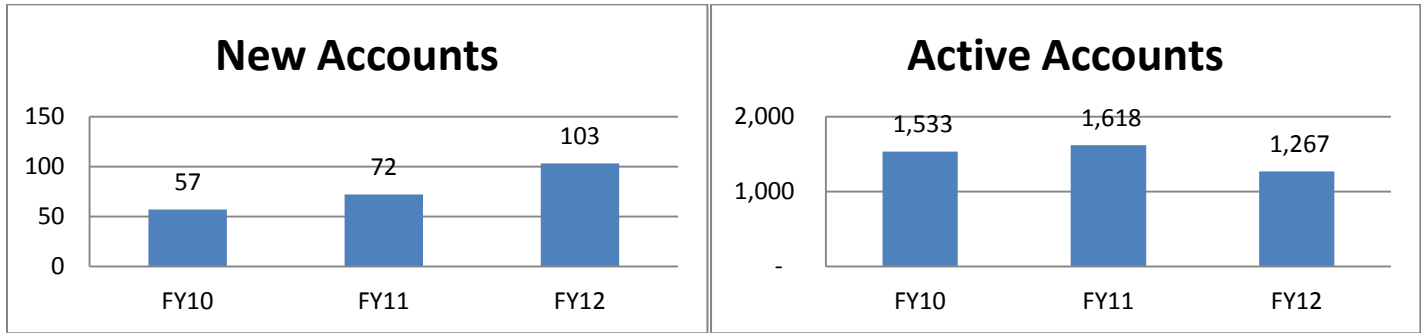
High School Knowledge Test Administration

The charts below show the total number of students tested and the total number of high schools participating in the program.

High School Students Tested

	FY10	FY11	FY12
	15,412	16,808	12,864

High Schools Participation

	FY10	FY11	FY12
	147	149	171
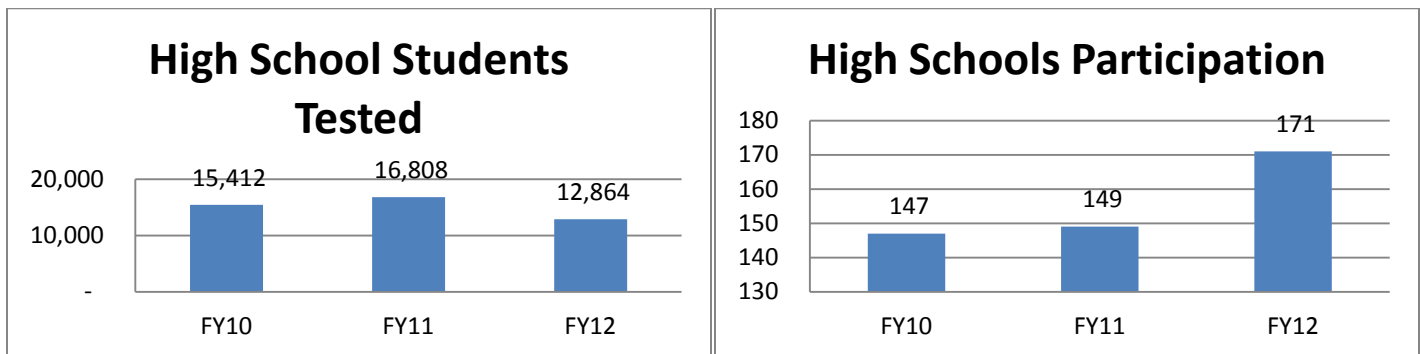
International Customer Transactions

The chart below shows the number of credentials processed for international customers. There continues to be decreases in the number of non-US citizens receiving credentials. The applicants' inability to obtain valid/current immigration documents and DMV's ability to better detect and prevent fraud are key factors in the decline.

Credentials Processed

	FY10	FY11	FY12
	30,000	28,313	29,572
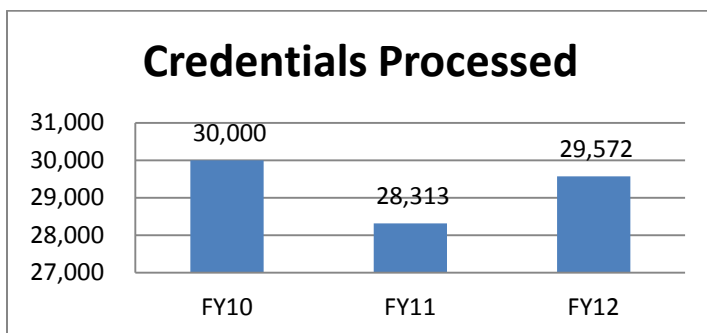
Insurance Cancellations

The charts below show statistics comparing FY10, FY11 and FY12 cancellation notices received electronically and responses to the cancellation notices (FR4a) reported electronically. During FY11, SCDMV began to verify insurance for vehicles at time of renewal through the VIN file.

FR4 Insurance Cancellations Received

FY	Value
FY10	560,166
FY11	529,982
FY12	586,501

Electronic Insurance Responses to Cancellation

FY	Value
FY10	113,719
FY11	127,899
FY12	145,906
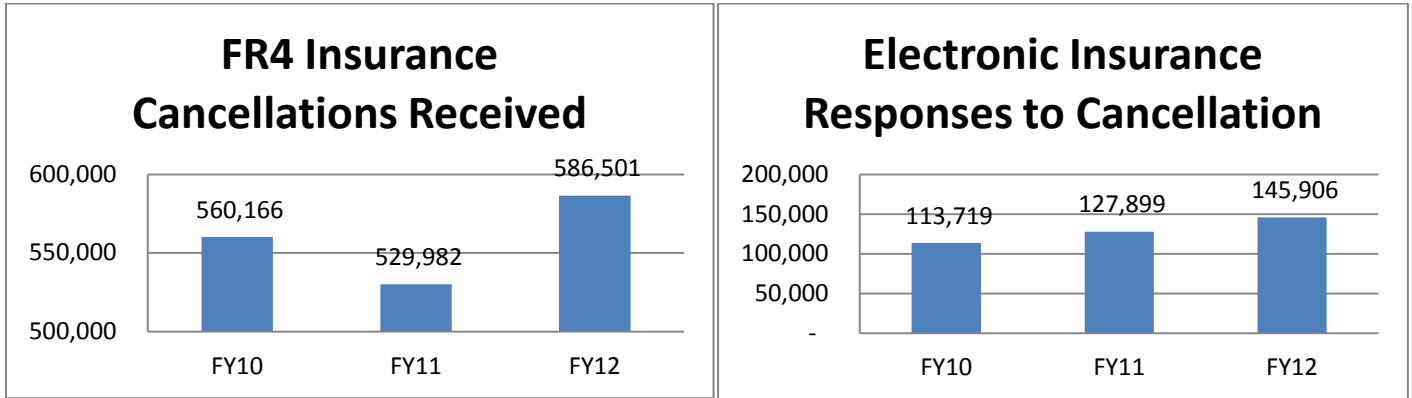
Driver Services Transactions

The charts below shows the number of customer compliance transactions processed in FY10, FY11 and FY12.

Uniformed Traffic Tickets Processed

FY	Value
FY10	1,521,818
FY11	1,649,198
FY12	1,442,866

Sale of Accident Reports by Mail

FY	Value
FY10	51,170
FY11	48,763
FY12	50,137

Other Insurance Related Suspensions

FY	Value
FY10	45,536
FY11	80,551
FY12	89,978

Number of Accident Reports Keyed

FY	Value
FY10	156,631
FY11	145,130
FY12	154,527
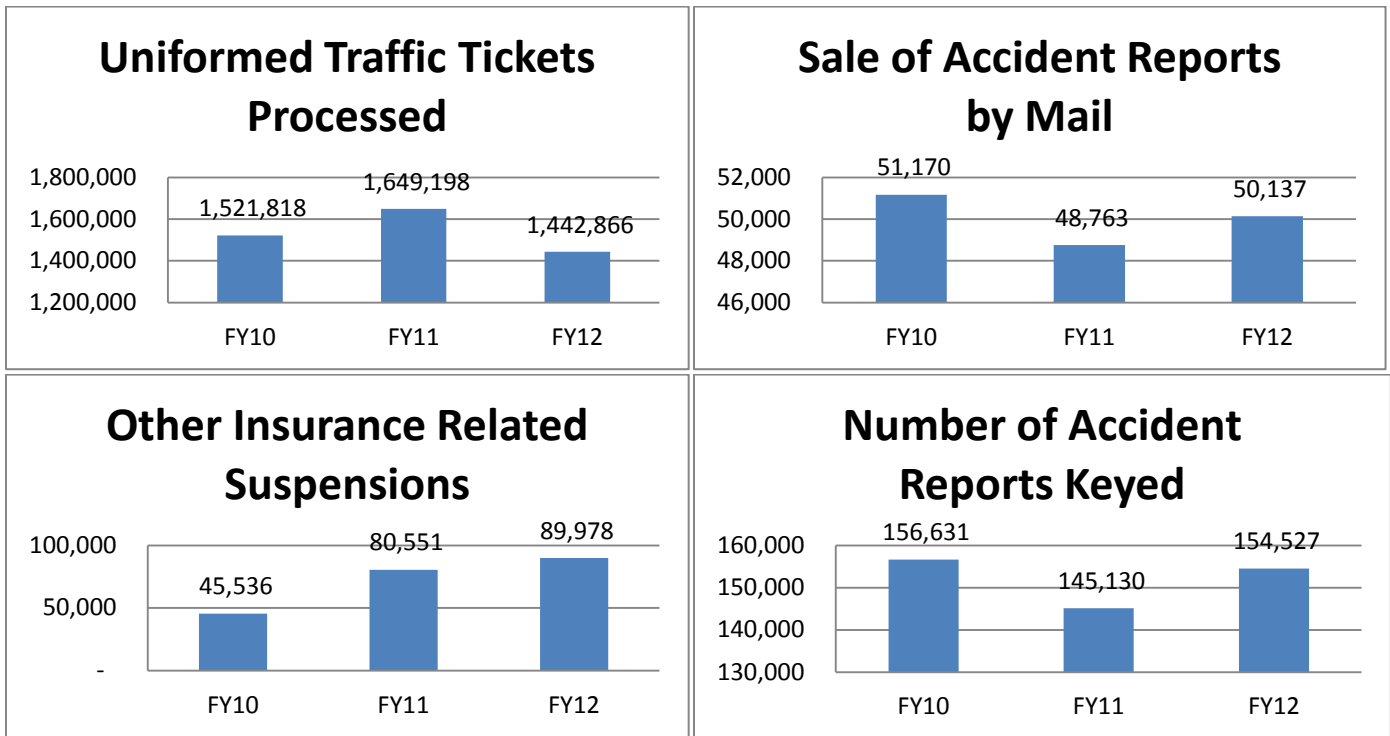
Driver License Suspensions Processed

	FY10	FY11	FY12
	211,634	210,813	179,773
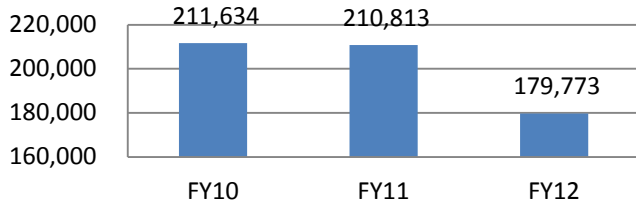
Amnesty Week - March 5 - 10, 2012

Suspensions (cleared) | # Customers Issued License | # Customers participating
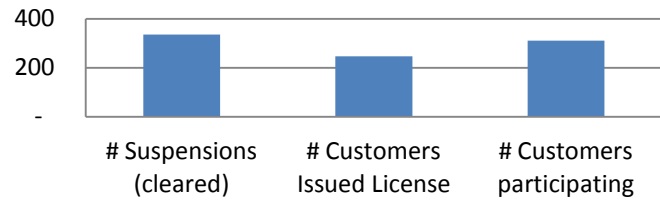
Payment Plan Enrollment Activity

	Enroll	Complete	Default
FY11	4,113	150	316
FY12	7,187	4818	6810
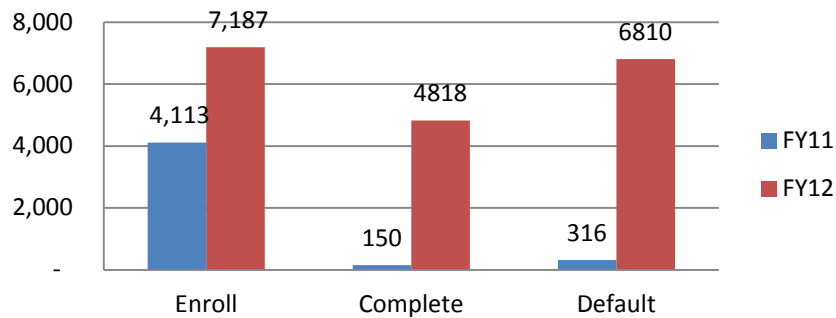
SC DMV Transactions

The charts below show the total number of SCDMV transactions for the last three (3) fiscal years.

Revenue Transaction Count

Transaction Type	FY10	FY11	FY12
DL Renewal	2,721	742	0
Duplicate DL	8,537	8,904	8,107
Pay Reinstatement Fee	11,879	14,342	15,729
Modify DL	27,124	28,613	29,270
Complete Registration	9,459	11,103	12,548
Driver MVR	3,543,051	3,706,790	3,857,167
Renew ID	1,004	1,067	0
Duplicate Registration	7,127	7,134	6,867
Registration printed at county	572,018	1,154,492	1,133,486
Driver MVR's thru portal	1,996,906	2,008,254	2,026,304
Driver MVR's to public via web	18,781	21,001	22,976
Driver MVR's for non-LE accounts	65,773	98,224	95,627

Non-Revenue Transaction Count

Transaction Type	FY10	FY11	FY12
Miscellaneous Inquiry	242,611	284,395	497,878
ALIR	80,476	98,354	109,803
Vehicle Inquiry	374,363	437,298	528,198
Change of Address	68,615	71,304	79,620
Driver Status/Points	326,421	359,971	375,466
Payment Plan Inquiry	0	6,843	11,381
County Vehicle Inquiry	21	14	12
County Driver Inquiry	11	8	8
Driver MVR's for Law Enforcement	1,461,591	1,579,211	1,712,260

Customer Focused Results

Communications

The information below shows the number of media requests for information.

MONTH	FOIA REQUESTS	GENERAL INFORMATION REQUESTS	FACEBOOK RESPONSES	MVN AD APPROVALS	PUBLICATION REVIEWS	WEB CHANGE REQUESTS	TOTAL REQUESTS	MEDIA RELATED REQUESTS	% MEDIA RELATED
July 2011	21	21	2	0	0	4	48	15	31.3%
August 2011	2	27	15	1	0	5	50	13	26.0%
September 2011	6	88	1	0	0	1	96	52	54.2%
October 2011	5	19	19	4	0	5	52	7	13.5%
November 2011	8	23	28	3	1	2	65	19	29.2%
December 2011	4	19	19	2	2	1	47	11	23.4%
January 2012	18	43	14	0	1	11	87	31	35.6%
February 2012	6	54	20	1	0	5	86	35	40.7%
March 2012	15	26	12	0	2	6	61	16	26.2%
April 2012	9	13	3	1	1	2	29	6	20.7%
May 2012	8	12	2	1	0	1	24	4	16.7%
June 2012	10	8	9	18	0	0	45	6	13.3%
TOTAL	112	353	144	31	7	43	690	215	31.2%

COMMUNICATIONS FOR AGENCY PROJECTS			NEW OR REVISED AGENCY PUBLICATIONS	
ADA Web Compliance		Title/Registration ID Requirement	DMVB-37, ID Theft Brochure	
Auto Test Project		Vet Success	Recruiting Brochure (New)	
Baker Conference Room		Violent Offenders		
Breast Cancer Awareness		Wait Times on the Web	MEDIA RELATIONS	
Blowfish Event at Capital City Stadium (2)			39 Press Releases/Media Advisories	
Carolina Children's Home			3 Press Conferences	
Class D Third Party Tester Pilot				
Customer Service Appreciation Week			BULLETINS	
Driver Suspension Eligibility Week			22 Law Enforcement Bulletins	
Driver Manual Sales			1 Dealer Bulletin	
Director's Walk				
Employees Award Presentations				
Employee Appreciation Week				
Fort Mill Dealer Office				
HQ Town Hall Meetings				
ID Card Day				
Lancaster Office Move				
Motorvator Newsletters				
O'Neil Court Office Move				
Parent-Teen Grant Request				
Public Information Phone System (SCEMD)				
Q-Flow Office Updates				
Red Cross Blood Drives				
Road Test Appointments Pilot				
Santee Office Closing				
SCDMV Video Design				

Constituent Services

In FY12, the Office of Constituent Services handled approximately 3,650 complex customer inquiries received from members of the Executive and Legislative branches, as well as, elevated issues within the department. In FY11, Constituent Services handled approximately 3,234 customer inquiries.

HQ Titles and Registration System

	FY 2012	Avg/month
Help Desk Calls Handled	32,047	2,671
Total NMVTIS Codes Reviewed and Resolved	56,062	4,672
Title Transactions	210,803	17,567
Registration Transactions	81,267	6,772
Research Transactions	44,640	3,720
Total HQ Title and Reg Transactions	**424,819**	**35,402**

ACTIVE STATEWIDE REGISTRATIONS AS OF 6/30/12	
Truck-Motorized vehicle to carry cargo	957,824
Common Carrier	3,241
Government Bus	11,242
Trailer-Non-motorized vehicle to carry cargo	168,090
Private Passenger	2,794,880
Low Speed Vehicle	880
A 2 or 3 wheel motorized cycle	112,239
OTHER	4,247
TOTAL	**4,052,643**

Total Plate Classes by Type

1	**COLLEGE**	28
2	**FRATERNITY/SORORITY**	7
3	**SPECIAL AUTH BY LEGIS.**	50
4	**SPECIAL - Non-Profit**	34
5	**DEALER**	5
6	**SPECIALTY VEHICLES**	31
7	**MILITARY**	19
8	**OFFICIAL/GOVT**	30
9	**REGULAR**	5
10	**COMMISSION/ELECTED OFFICIALS**	185
	TOTAL	394

Financial Performance Results

Appropriations versus Actual Expenditures

The table below details financial performance by measuring appropriations versus expenditures.

	2010			2011			2012		
	Original Appropriation	Adjusted Appropriation	YTD Expenditure	Original Appropriation	Adjusted Appropriation	YTD Expenditure	Original Appropriation	Adjusted Appropriation	YTD Expenditure
0114				0	0	0	0	0	0
0158				0	0	0	0	0	0
0160				0	0	0	0	0	0
0170				0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
1201	0			0	0	0	0	0	0
1300				0	0	0	0	0	0
0700				0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0
0114	110,504	110,504	108,379	110,504	110,504	102,290	110,504	110,504	110,504
0158	37,212,779	36,391,377	33,812,880	35,081,939	35,060,938	32,684,812	34,905,766	34,663,466	32,798,615
0159	0	0	0	0	0	0	0	0	
0160	454,016	352,586	283,970	352,586	352,587	241,306	259,302	344,010	333,557
0170	2,643,599	2,634,149	1,331,660	1,551,643	1,572,643	1,205,389	1,551,643	1,191,902	563,137
	40,420,898	39,488,616	35,536,889	37,096,672	37,096,672	34,233,797	36,827,215	36,309,881	33,805,812
1201	28,357,922	27,115,423	13,687,963	24,457,786	23,707,786	14,846,903	24,457,786	24,457,786	16,522,709
6100	4,000,000	4,000,000	2,259,323	4,000,000	4,000,000	2,267,485	4,000,000	4,000,000	2,230,041
1300	11,915,837	11,581,446	11,468,592	12,628,396	12,628,396	12,390,496	12,897,853	13,415,187	12,358,913
0700	0	4,381,541	1,476,865	0	630,248	630,248	0	789,923	789,687
Earmarked	84,694,657	86,567,026	64,429,633	78,182,854	78,063,102	64,368,929	78,182,854	78,972,777	65,707,162
0158	1,273,885	1,647,255	1,609,001	1,216,345	1,216,346	1,111,835	1,216,345	1,216,345	1,030,854
0160	0	28,016	27,477	28,016	28,015	28,015	28,016	28,016	28,015
0170	94,028	94,028	21,529	23,500	23,500	7,395	23,500	23,500	5,164
	1,367,913	1,769,299	1,658,007	1,267,861	1,267,861	1,147,245	1,267,861	1,267,861	1,064,033
1201	3,295,455	4,537,473	3,856,812	3,184,481	3,934,481	3,704,896	3,158,791	3,158,791	3,148,194
1300	405,247	1,271,015	1,288,939	431,902	431,902	422,940	457,592	457,592	391,201
Restricted	5,068,615	7,577,787	6,803,758	4,884,244	5,634,244	5,275,080	4,884,244	4,884,244	4,603,429
0158	9,728	21,411	12,971	0	0	0	0		
0170	78,572	239,380	110,866	0	25,749	10,320	0	19,667	14,056
	88,300	260,790	123,837	0	25,749	10,320	0	19,667	14,056
1201	418,510	2,315,062	1,773,573	478,000	2,131,017	1,339,188	1,450,000	1,427,745	1,259,272

	2010			2011			2012		
	Original Appropriation	Adjusted Appropriation	YTD Expenditure	Original Appropriation	Adjusted Appropriation	YTD Expenditure	Original Appropriation	Adjusted Appropriation	YTD Expenditure
1300	36,338	89,992	36,136	0	5,235	2,146	0	2,588	1,075
Federal	543,148	2,665,844	1,933,546	478,000	2,162,000	1,351,655	1,450,000	1,450,000	1,274,403
0114	110,504	110,504	108,379	110,504	110,504	102,290	110,504	110,504	110,504
0158	38,496,392	38,060,042	35,434,851	36,298,284	36,277,284	33,796,646	36,122,111	35,879,811	33,829,469
0159				0	0	0	0	0	0
0160	454,016	380,602	311,447	380,602	380,602	269,322	287,318	372,026	361,572
0170	2,816,199	2,967,557	1,464,056	1,575,143	1,621,892	1,223,104	1,575,143	1,235,069	582,356
	41,877,111	41,518,705	37,318,733	38,364,533	38,390,282	35,391,362	38,095,076	37,597,409	34,883,902
1300	12,357,422	12,942,453	12,793,667	13,060,298	13,065,533	12,815,582	13,355,445	13,875,367	12,751,189
0700	0	4,381,541	1,476,865	0	630,248	630,248	0	789,923	789,687
6100	4,000,000	4,000,000	2,259,323	4,000,000	4,000,000	2,267,485	4,000,000	4,000,000	2,230,041
1201	32,071,887	33,967,958	19,318,349	28,120,267	29,773,284	19,890,987	29,066,577	29,044,322	20,930,175
Total Agency	90,306,420	96,810,656	73,166,937	83,545,098	85,859,346	70,995,664	84,517,098	85,307,021	71,584,993

Budget Measures

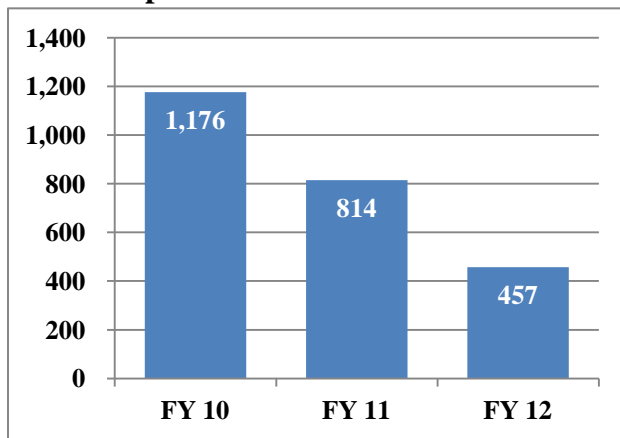The charts below show the number of budget, interdepartmental, and cash transfers performed during the last three fiscal years.

Budget Transfers

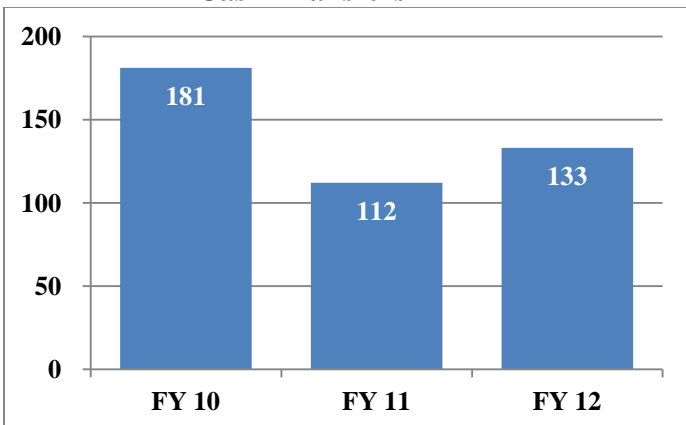| FY 10	FY 11	FY 12
214	202	252
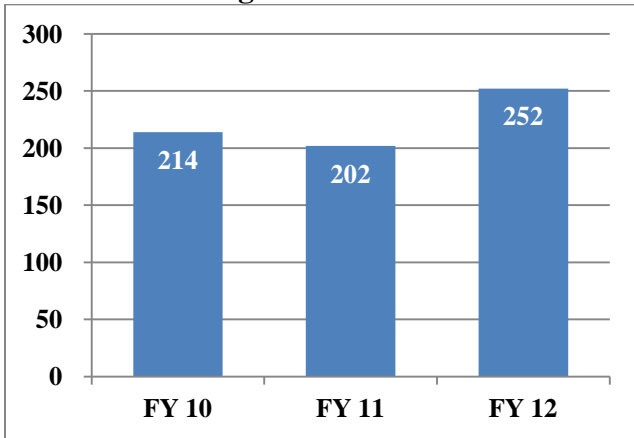
Interdepartmental Transfers

FY 10	FY 11	FY 12
1,176	814	457

Cash Transfers

FY 10	FY 11	FY 12
181	112	133

Accounting Measures

The charts below show the number of refund vouchers and vouchers (accounts payable) processed during the last three fiscal years.

Refund Vouchers

FY 10	FY 11	FY 12
66,433	56,877	55951

Vouchers Processed by Accounts Payable (non-refund)

FY 10	FY 11	FY 12
8,350	8,608	7,780
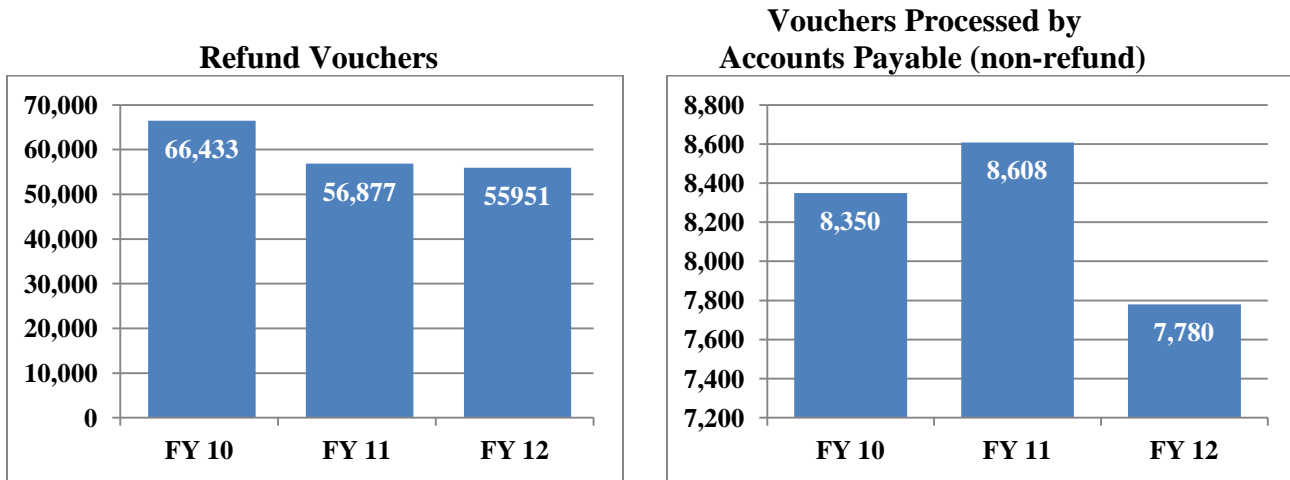
Workforce Results

Education Levels of Employees

Some College	2 yr Degree	4 yr Degree	> 4 yr Degree
248	105	165	18
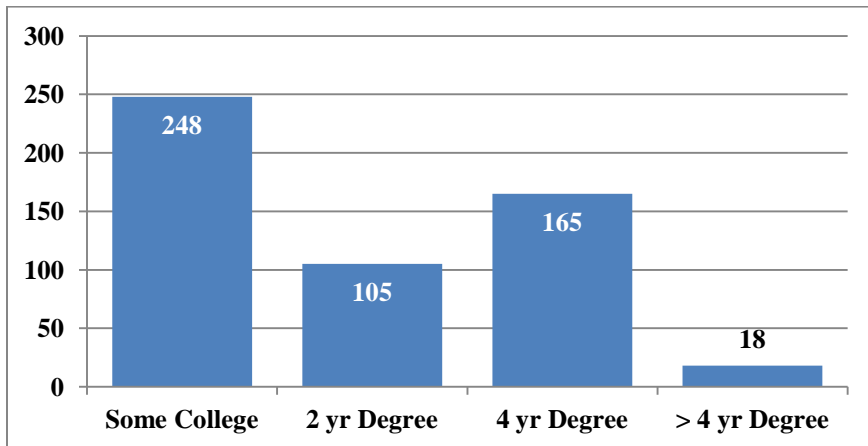
The charts below show the agency's turnover count and turnover rate for the last three (3) fiscal years. The agency has low turnover.

Agency Turnover Employee Count
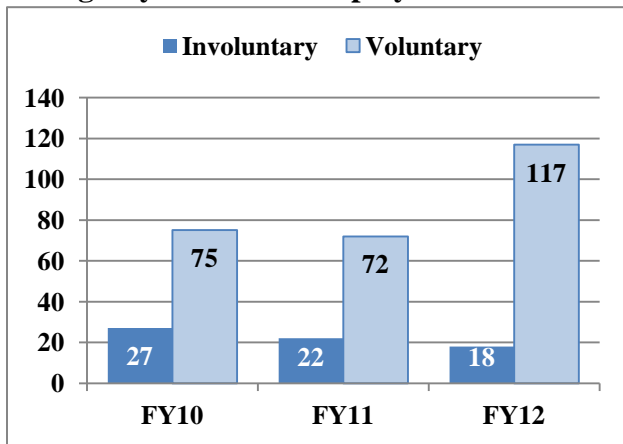
Agency Turnover Rate
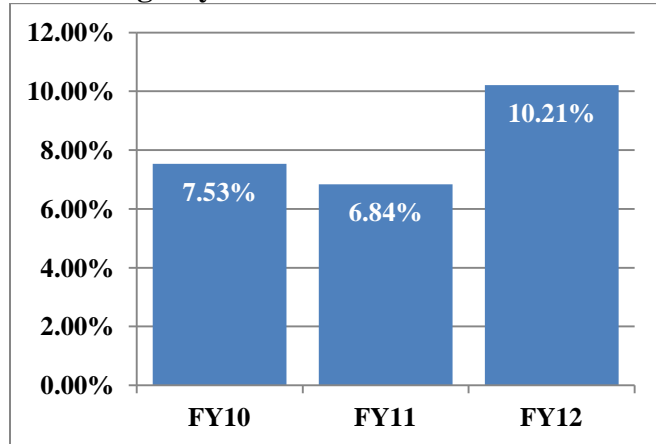
The charts below show the average number of employees employed with SCDMV.

Workforce Average
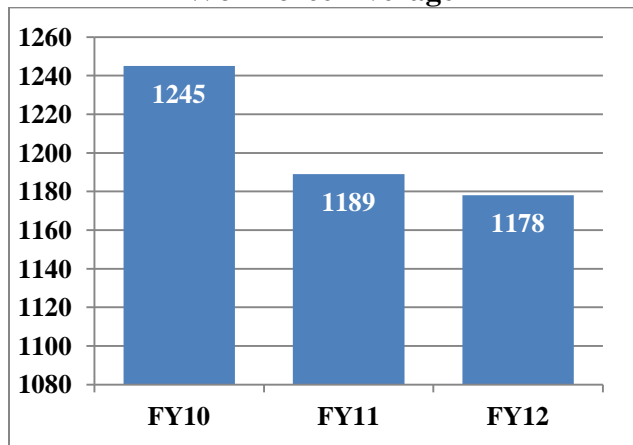
Filled FTE Average
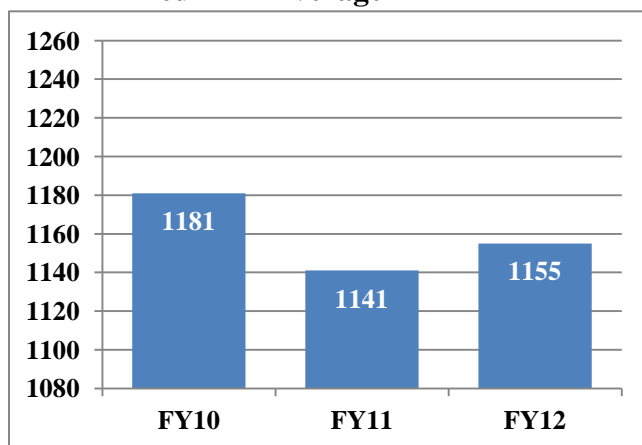
Worker's Compensation

The table below shows the number of workers compensation lost time claims.

Fiscal Year	Total Claims	Total Lost Time in Work Weeks	Amount Paid	Total Claims Settled
FY 10	2	31.71	$8,156.00	8
FY 11	6	19.43	$6,022.83	2
FY 12	4	23.2	$187,000.00	6

EEO Goals

The agency's goal attainment in promoting a diverse workforce for FY 09-10 was 91.5% and in FY 10-11 was 91.7%. EEO goals are reported on federal fiscal year basis. FY12 figures will be available in October 2012.

Leadership and Social Responsibility Results

The chart below shows contributions made by employees to charitable organization within the community.

Charitable Gifts

Deduction Code	Number of Employees	Name	Amount Given
2200	49	United Way Assoc of SC	$ 9,468.00
2202	9	Friends of State Museum	$ 408.12
2207	26	Comm Health Charities SC	$ 1,515.16
		TOTAL	$11,391.28

Organizational Effectiveness/Operational Efficiency Results

The charts below show the number of calls and transactions processed in the Contact Center to include Alternative Media.

Contact Center

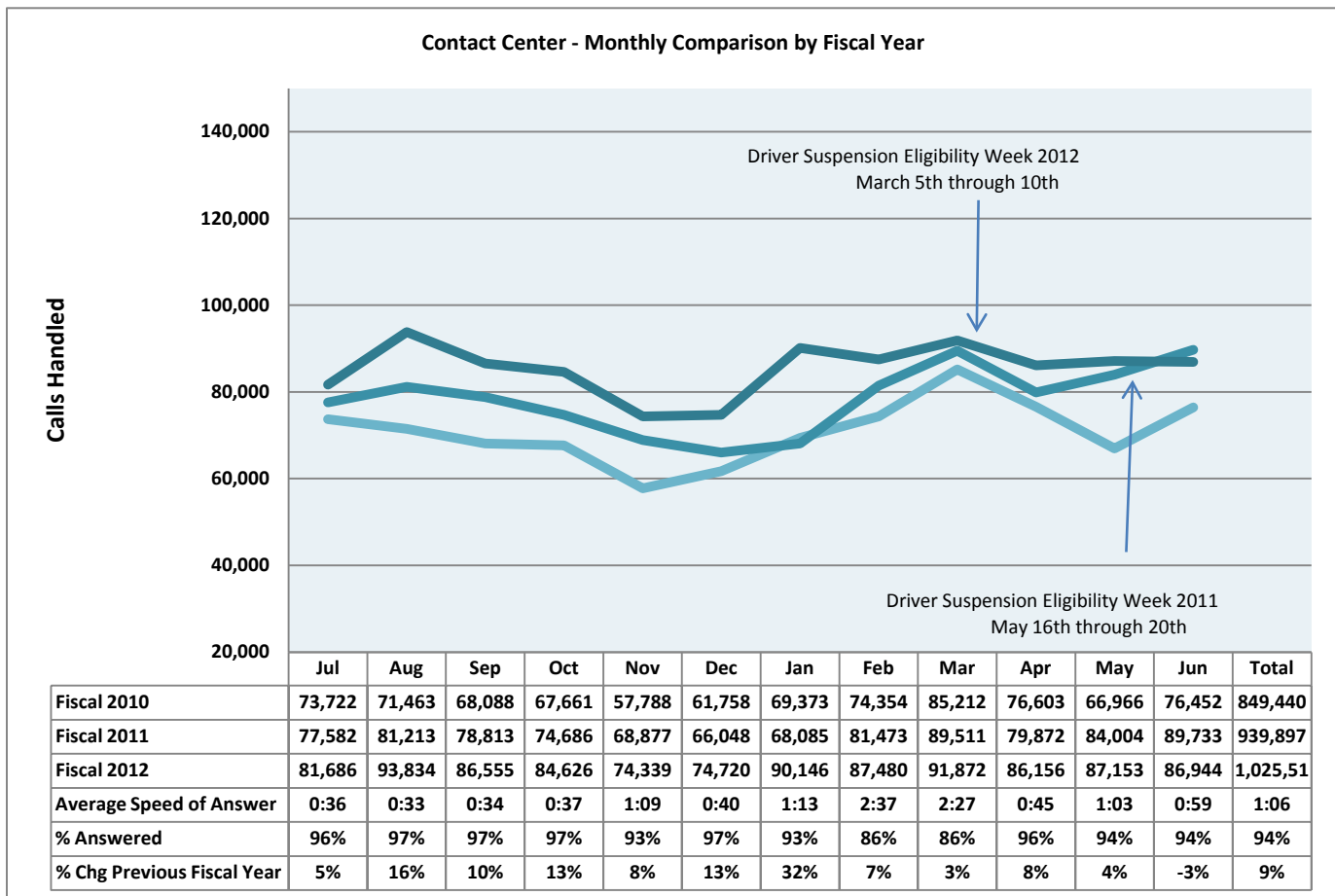Contact Center - Monthly Comparison by Fiscal Year

Driver Suspension Eligibility Week 2012
March 5th through 10th

Driver Suspension Eligibility Week 2011
May 16th through 20th

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Fiscal 2010	73,722	71,463	68,088	67,661	57,788	61,758	69,373	74,354	85,212	76,603	66,966	76,452	849,440
Fiscal 2011	77,582	81,213	78,813	74,686	68,877	66,048	68,085	81,473	89,511	79,872	84,004	89,733	939,897
Fiscal 2012	81,686	93,834	86,555	84,626	74,339	74,720	90,146	87,480	91,872	86,156	87,153	86,944	1,025,51
Average Speed of Answer	0:36	0:33	0:34	0:37	1:09	0:40	1:13	2:37	2:27	0:45	1:03	0:59	1:06
% Answered	96%	97%	97%	97%	93%	97%	93%	86%	86%	96%	94%	94%	94%
% Chg Previous Fiscal Year	5%	16%	10%	13%	8%	13%	32%	7%	3%	8%	4%	-3%	9%

Alternative Media

Alternative Media - Monthly Comparison by Fiscal Year

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals:
Fical 2011	13,852	15,978	15,348	13,728	12,456	13,506	14,322	18,334	20,921	18,870	18,517	18,409	194,241
Fiscal 2012	16,777	23,162	21,392	18,988	22,650	23,145	23,570	23,966	24,445	22,567	24,465	29,812	274,939
% Change	21%	45%	39%	38%	82%	71%	65%	31%	17%	20%	32%	62%	42%