

*South Carolina
Department of Employment and
Workforce*



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

-SCDEW Mission Statement

Section I – Executive Summary

1. Purpose, Mission, Vision, and Values.....2
2. Major Achievements from the Past Year2
3. Key Strategic Goals for Present and Future Years.....4
4. Key Strategic Challenges.....4
5. Use of Accountability Report to Improve Organizational Performance.....5

Section II – Organizational Profile

1. Main Products and Services and Primary Methods of Delivery5
2. Key Customers and Their Key Requirements/Expectations7
3. Key Stakeholders7
4. Key Suppliers and Partners8
5. Operation Locations8
6. Number of Employees/Employee Categories8
7. Regulatory Environment8
8. Performance Improvement Systems.....8
9. Organizational Structure (Appendix I).....52
10. Appropriations/Expenditures Chart (Appendix II)53
11. Major Program Areas Chart (Appendix III)54

Section III – Elements of Malcolm Baldrige Criteria

Category 1. Senior Leadership, Governance, and Social Responsibility.....9
Category 2. Strategic Planning13
Category 3. Customer Focus20
Category 4. Measurement, Analysis, and Knowledge Management24
Category 5. Workforce Focus.....28
Category 6. Process Management34
Category 7. Results.....39

Section IV – Appendices

Appendix I Organizational Structure.....52
Appendix II Expenditure/Appropriations Chart.....53
Appendix III Major Program Areas Chart54
Appendix IV Financial Performance55
Appendix V Accountability Report Acronyms56

Section I – Executive Summary

1. Purpose, Mission, Vision, and Values

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

The South Carolina Department of Employment and Workforce (DEW), the Agency, is responsible for securing gainful employment for South Carolina citizens, finding qualified employees for the state's businesses, providing unemployment insurance (UI) benefits to eligible claimants, collecting unemployment taxes from liable businesses, and compiling and disseminating state/federal employment statistics to the general public.

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

While the core mission of the Agency has remained unchanged, the Agency must continually adapt to new technology and the demands of an ever changing global economy and national employment landscape. Our primary goal is to match job seekers with businesses in the most efficient and effective manner possible. In pursuit of this goal, we offer a variety of services to assist both corporate and private citizens. This vision is based on the following values:

1. We put the customer first.
2. We encourage all employees to provide meaningful input regarding improvement of the Agency's operations.
3. We link key results and performance with long-term planning.
4. We maintain open communication both internally and externally.
5. We strive to use the latest technology and resources to enhance customer service.
6. We seek new opportunities to build public and private partnerships.
7. We maintain a diverse, professional, well-trained, motivated, and dedicated workforce.
8. We ensure the fiscal integrity and accountability of the Agency programs.

2. Major Achievements from the Past Year

1. Successfully recalculated state UI tax rates in response to General Fund appropriations which provided tax relief to thousands of the state's businesses.
2. Completed installation of a new software system that will help to detect and automate adjudication of unemployment benefit overpayments which will help to replenish the state trust fund.
3. In partnership with the SC Attorney General's office, successfully prosecuted several individuals who had received unemployment benefits fraudulently and received indictments against many others.
4. Expanded the Agency's services to businesses through the initiation of a series of Business Roundtables to allow the state's businesses to provide feedback on the Agency's performance and initiatives. Integrated services to employers through enhanced partnerships developed by

South Carolina Department of Employment and Workforce 2011-2012 Accountability Report

- Business Service Team. Services offered to employers include customized job order entry, matching job requirements with job seeker experience, skills and other attributes, helping with special recruitment needs, and assisting employers analyze hard-to-fill job orders.
5. Successfully applied for and received approval from the Department of Labor to avoid increased Federal Unemployment Taxes (FUTA) for 2011 associated with South Carolina's continued outstanding federal unemployment loans.
 6. Continued and expanded a variety of training programs and educational opportunities for Agency staff including "boot camp" sessions for baseline services, a certification program for employees in their respective areas, a new supervisory development program, the state Certified Public Manager program, and a School After Work bachelor's degree program. The Business and Employer Services Certification Program, an in-depth professional education program that promotes the delivery of consistent, comprehensive, and high-quality services to business was also implemented; 144 Agency and partner staff have obtained the professional certification.
 7. Exceeded all National Jobs for America's Graduates (JAG) program standards for Return to School Rate, Graduation Rate, Employment Placement Rate and Postsecondary Education Placement Rate.
 8. Partnered with the SC Department of Social Services (DSS) to deliver activities designed to assist Supplemental Nutrition Assistance Program (SNAP) recipients find jobs. Established a Memorandum of Agreement (MOA) with DSS that placed 12 Employment and Training Coordinators in 12 SC Works Centers to serve SNAP Able-Bodied Adults Without Dependents (ABAWDs) in finding employment. SC Works Centers in this test group have served over 3,000 customers to date.
 9. South Carolina was one of four states chosen to participate in the ACT Certified Work Ready Communities (CWRC) Academy to build a framework for community-based workforce development and drive economic growth.
 10. In conjunction with the Local and State Workforce Investment Boards (LWIBs/SWIB), rolled out the new brand for the workforce system: The "SC Works" branding initiative showcases the local workforce centers as the premiere locations for job seekers and employers.
 11. Launched a new web portal for unemployment benefit claimants to file initial claims, make weekly certifications, perform job searches, and perform many other services to help citizens get back to work.
 12. Initiated or completed a number of technology projects including: outsourced Agency printing to the Department of State Information Technology (DSIT) resulting in operational cost savings; increased network line speeds to field offices; delivered streaming video to field offices; and implemented a communication strategy to address auto answering of some calls.
 13. Met or exceeded all USDOL performance goals for the WIA program and the Wagner-Peyser/Labor Exchange (WP) program.
 14. Completed review of the 12 LWIBs against the LWIB Certification Standards, with six LWIBs earning *High-Performing Board* status.
 15. The SWIB was reconstituted by the Governor to add majority business representation, along with the addition of two members from the SC House and two members from the Senate.
 16. Transferred the USDOL Workforce Information Grant from the Department of Commerce to DEW's Labor Market Information (LMI) Department, which included establishing the Workforce Intelligence Unit to provide LMI services and products to businesses, job seekers, researchers and the general public.
 17. Enhanced social networking and communication with partners. Developed and implemented the *Palmetto Workforce Connection* Blog and the monthly *Insights* publication. Created a

- marketing plan which included radio announcements and billboard advertisements about the Veteran's Program.
18. Issued \$49,061,093 in tax incentives to businesses through the Work Opportunity Tax Credit (WOTC) program.
 19. Recognized nationally by both the U.S. Department of Commerce and the USDOL for Agency expertise and collaborative partnerships regarding layoff aversion strategies.
 20. Collaborated with state and national partners on the Hiring our Heroes free hiring fair for employers and veteran/military spouse job seekers.
 21. Finalized the Agency's stimulus energy grant and successfully completed the project.

3. Key Strategic Goals for Present and Future Years

1. Increase the number of applicants, UI claimants, and veterans entering employment.
2. Increase the customer satisfaction of both businesses and job seekers using workforce services and increase the market penetration level of businesses using our services. Continue to increase effectiveness, efficiency and output based on customer demand and feedback.
3. Repay all outstanding unemployment loans from the federal government by 2015 and restore the UI Trust Fund to a level sufficient to withstand both minor and major economic recessions.
4. Meet or exceed all federal and state performance measures for Bureau of Labor Statistics and USDOL grant deliverables and performance measures for WIA, TAA, WP, and UI programs.
5. Reduce the number of improper payments to unemployed claimants by continuing the work of the Agency's integrity task force and increase prosecutions and public exposure to reduce UI fraud.
6. Improve Agency succession planning and onboarding program.
7. Implement full SAP for both UI and Administration accounting and reporting including a single point of entry for all staff time eliminating duplication of effort.
8. Increase local capacity and accountability through LWIB and SC Works certification standards.
9. Expand the knowledge of LMI products and services across multiple platforms and users.
10. Implement a new Quarterly Census of Employment and Wages System by 2014.
11. Incorporate more social media tools to increase brand awareness.
12. Increase outreach to Veterans about services provided through Veteran Services; increase employer awareness about the Veteran Services program.
13. Increase efforts to facilitate referrals to training, monitor system-wide measures of cross-program referrals, and ensure that performance measures under Wagner-Peyser are aligned with WIA and support other training services.
14. Conduct program performance monitoring to ensure appropriate technical support staff training needs are addressed and provide staff training to increase necessary transferable workforce skills to close the gap on workforce needs and job seeker skills gaps.
15. Increase collaboration across federally-funded employment and training programs to increase the full range of services to participants and maximize energy of collaboration between state and local organizations to put South Carolinians back to work.
16. To increase security measures of Personally Identifiable Information (PII) maintained by the Agency.
17. To continue the Agency's efforts to reduce energy consumption by 20% by 2020.

4. Key Strategic Challenges

1. The slow economic recovery continues to have a negative impact on the ability of unemployed individuals to find jobs.
2. Federal funding cuts and impact on statewide programs, training opportunities and services.
3. Adapting staffing patterns and funding to changing program priorities and declining federal funding.
4. Meeting performance standards with large workloads related to high levels of unemployment.
5. The loss of experienced staff and training new employees to handle the workload; recruiting and retaining qualified data processing staff to implement new programs and maintain legacy systems; and lack of management/leadership skills among some agency supervisory staff.
6. Communicating to businesses and the public the services our Agency offers (such as LMI products and services) and increasing their utilization.
7. Day-to-day operational issues often take priority over long-term strategic goals.

5. Use of the Accountability Report to Improve Organizational Performance

The Accountability Report serves as a starting place for the Agency's strategic planning process. The directors of each of the Agency's six divisions assess the needs of our common stakeholders as well as the design of the Agency's programs to meet those needs. The Accountability Report is a tool used to capture the Agency's strengths and opportunities for improvement. It promotes continuous improvement within the Agency and its programs by clearly communicating our organizational mission, goals, and objectives to employees, other state agencies, partnering organizations and customers.

Section II – Organizational Profile

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

The Agency works in concert with the federal government to promote state and national economic stability. The federal government provides all Agency administrative funding while unemployment benefits are funded through payroll taxes paid by businesses.

1. Main Products and Services and Primary Methods of Delivery

In each of the 12 workforce areas across the state, direct services are delivered through SC Works centers. Multiple workforce partners and agencies provide services to both job seekers and businesses by coordinating activities and aligning resources. LWIBs have oversight responsibility for the SC Works centers. In the past, the Agency had operated workforce centers in nine of the 12 workforce areas. By July 2011, the Agency had divested itself of the operator role in all local areas, but Agency staff continues to provide direct services in each of the SC Works Centers. The Agency, along with the SWIB, oversees the SC Works workforce system in the state.

- **Job Seeker Services** - Job seekers can receive services through a local SC Works Center and access services virtually with the SC Works Online Services system (SCWOS). Using SCWOS, job seekers can build a resume, search a statewide jobs database, research labor market information, and find career information and guidance. SCWOS also matches job seekers with current job openings based on skills and qualifications and can refer qualified individuals to an employer for interviewing. Each SC Works Center is equipped with a resource area designed to give customers self-service access to the latest technology for internet job searches, the best resources for producing professional resumes, tools to evaluate their work skills, and access to employer information. Information is available regarding training services as well as referrals to other agencies and services designed to help individuals who are returning to or entering the workforce.
- **Employer Services** - Businesses have access to a full array of services to assist them with their workforce needs.
 - **Labor Exchange Services:** provides businesses with customized recruiting services to find the most qualified candidates for their labor needs.
 - **SC Works Online Services (SCWOS):** provides online access to a statewide database where businesses can post job opportunities, search for qualified candidates, and research labor market information.
 - **Rapid Response:** provides businesses and impacted workers with short-term, early intervention and immediate assistance with layoffs and/or closures affecting ten or more workers.
 - **Labor Market Information (LMI):** collects, analyzes, and publishes information about South Carolina's labor force, including employment and unemployment data, industry and occupational projections, wage information, and demographic information.
 - **Work Opportunity Tax Credit (WOTC):** provides a federal tax credit incentive to businesses for hiring individuals who have predetermined barriers to employment.
 - **S.C. Occupational Information System (SCOIS):** provides up-to-date educational and career information to SC schools and other educational sites to assist educators in developing curriculum standards and long range academic achievement plans for students, building the workforce pipeline to meet businesses' long-term workforce needs.
 - **Federal Bonding:** provides Fidelity Bonds for "at-risk," hard-to-place job seekers for the first six months of employment at no cost to the job applicant or the employer.
 - **SC Business One Stop (SCBOS):** a web portal that allows businesses to connect to Agency services such as filing wage and contribution reports online, establishing an employer account, and responding to requests for information on the reason for an employee's unemployment.
- **Administering the Unemployment Insurance (UI) Program** - The UI system is funded through state and federal taxes paid by employers to assist workers who may become unemployed through no fault of their own. Workers may apply for UI benefits in several ways – by visiting the nearest SC Works center, electronically via the Internet, by telephone, or through the worker's employer (if still job-attached). After the initial application is taken, the employer is notified of the claim. After statements are taken from the applicant and the employer as to the reason for separation, an eligibility determination is issued. Either party who disagrees with the determination may initiate an appeal. Each claimant's eligibility is reviewed periodically while receiving benefits.

- Administering the Workforce Investment Act (WIA)** - The Workforce Investment Act is the nation’s principal workforce development legislation, providing funds to address the employment and training needs of dislocated workers, adults and low income youth. The funding for WIA, which comes from USDOL, provides support to individuals to increase their education, training, employment, earnings, and job retention. The ultimate goal is to improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of South Carolina and the nation. As the State WIA administrative entity, the Agency provides guidance, training, and technical assistance to the state’s 12 Local Workforce Investment Areas (LWIAs) and is responsible for the oversight, monitoring, and compliance of WIA grant funds.
- Administering the Trade Adjustment Assistance (TAA) Program** - The Trade Adjustment Assistance (TAA) program is a federal workforce program created to provide support to workers who have been adversely impacted by increased imports, a shift of production, or a service that moved to another country. It is administered by the U.S. Department of Labor and implemented by each individual state. TAA provides impacted workers with benefits and support to obtain the skills and resources needed to compete for jobs in today's economy. The Agency is responsible for providing direct services to TAA participants as well as managing TAA fiscal and administrative functions.

2. Key Customers and Their Key Requirements/Expectations

Customer	Requirements/Expectations
Job seekers and UI claimants	Access to job referral and placement assistance, access to training and supportive services, and access to labor market information (LMI); timely delivery of unemployment benefits, if eligible
Businesses	Assistance with understanding unemployment issues, specialized recruitment services, federal tax credits, customized training, dislocation services, and LMI
Local Workforce Investment Boards/Local Workforce Investment Areas	Guidance, training, and technical assistance in implementing the WIA program and workforce system operations
Universities, colleges, technical schools, and other educational entities	Leveraging of federal workforce dollars and services with other state and local funding to develop and implement short-term and long-term solutions for employers and job seekers
SC Works partners, both private and public	Collaboration in assisting businesses and individuals in receiving workforce services through the SC Works system; access to LMI

3. Key Stakeholders (other than customers)

- The Governor
- State and local economic development associations and alliances
- Federal, state, and local government agencies
- Chambers of Commerce
- The South Carolina General Assembly
- Other elected officials

4. Key Suppliers and Partners

- Businesses
- Mandated one-stop (SC Works Center) partners
- Training providers
- Federal, state and local government agencies
- Manufacturing Extension Partnership (MEP)
- State and Local Economic Development
- Local Workforce Investment Boards

5. Operation Locations

Job seeker and business services are provided through 56 SC Works Centers across the state serving all 46 counties. The number of centers and their location are determined by each of the 12 local workforce investment boards. The Agency also maintains two Administrative Offices and a Supply Facility in Columbia.

6. Number of Employees/Employee Categories

The Agency had a total of 1,211 employees as of June 30, 2012.

- 7 Unclassified Employees
- 900 Full-Time Employees
- 267 Temporary Grant Employees
- 37 Temporary Employees

7. Regulatory Environment

- The Agency operates under S.C. Code Annotated Title 41, Chapters 27 through 41.
- The Agency is required to comply with instructions, regulations, and performance criteria promulgated by USDOL in carrying out provisions of the Federal Unemployment Tax Act (FUTA), WIA, TAA, Wagner-Peyser, Veterans, Migrant and Seasonal Farm Workers and other legislative initiatives designed to serve and improve the American workforce.
- The agency carries out its duties through the Executive Director who is appointed by the Governor and serves as a member of the Cabinet.

8. Performance Improvement Systems

The Executive Director evaluates each division's performance during regularly scheduled meetings. Senior leaders in each division set and monitor specific goals for their respective areas. Division chiefs work with their program managers to improve performance at every level.

- Local Workforce Investment Board Standards – a certification process for the 12 LWIBs across the state to increase community collaboration and input and build the capacity of local boards to better understand and meet the needs of businesses and job seekers in their regions.
- SC Works Certification Standards – a certification process that outlines expectations for the management of SC Works Centers and implementation of a consistent standard delivery of service to job seekers and employers.
- Veteran Assessment Tool – spreadsheet populated with data from the online SCWOS system that provides the information needed for analysis of the Jobs for Veterans state grants.
- Standard Operating Procedure for Follow Up of Positive Referrals – As a result of the Veteran Services Department's efforts to effectively follow up on veteran job referrals and employer job orders, a standard operating procedure has been developed. The policy ensures that all partners in the South Carolina workforce system provide priority service to veterans. This effort will ensure timely follow up and accurate documentation of positive referral results.
- Claimant Reemployment Assessment – a service delivery strategy under development that will categorize UI claimants based upon various marketability factors (education level, job history, most recent occupation), and then prescribe a service plan that is more tailored to their individual needs.

Section III – Elements of Malcolm Baldrige Criteria

Category 1.0 Senior Leadership, Governance, and Social Responsibility

1. *How do senior leaders set, deploy, and ensure two-way communication throughout the organization and with customers and stakeholders, as appropriate for: a) short and long term organizational direction and organizational priorities, b) performance expectations, c) organizational values, and d) ethical behavior?*

1.1a – Senior leadership provides and encourages effective communication throughout the organizational structure. They continue to work in conjunction with the Governor's office to effectively implement the vision and goals set forth for the Agency. Weekly executive staff meetings provide opportunities for overall direction to be set and monitored. Subsequent meetings on the division, department, and unit level allow this information to be shared with front-line employees. This ensures constant communication pertaining to the short and long-term priorities of the Agency.

In addition to these meetings, the Executive Director holds quarterly town hall meetings to update all employees on current initiatives and the future goals and direction of the agency. These meetings are held at the agency's headquarters and are streamed live statewide for all agency staff to view.

1.1b - Performance expectations are clearly defined and communicated to individual employees and departments. The use of the Employee Performance Management System (EPMS) allows employees to know what is expected of them and how they will be evaluated on their job performance. Employee

expectations are set forth in the planning stage and are evaluated annually by his/her direct supervisor and upper level management. Reviews of departments and divisions are also in place. In order to provide Agency employees with the skill sets needed to serve our customers, the senior leadership team continues to place emphasis on information sharing and training. Managers are strongly encouraged to present feedback on all ideas and directives. Targeted training is provided to staff to address any performance deficiencies and to replicate best practices. In addition, a new hire orientation was implemented this year and is required for all new employees. This ensures all employees entering the agency are aware of the performance standards and priorities of the agency.

1.1c - The Agency's organizational values are based on the following: promoting total employee involvement, producing superior products, seeking additional public and private partnerships, promoting greater use of technology, anticipating and accepting change, encouraging teamwork, and striving for increased community involvement. Senior leadership communicates the importance of these values to employees throughout the fiscal year with particular emphasis placed on quarterly agency-wide "town hall" meetings. Where possible, employees are encouraged and empowered to strategize, suggest, and improve work processes. The Executive Director maintains an "open-door" policy and employee feedback has been vital in improving many work processes, programs, and initiatives sponsored by the Agency.

1.1d - All employees are expected to adhere to a high standard of ethical behavior. All new employees are required to attend a one-day training course in which standards for ethical behavior are communicated. Employees are also given a written copy of the Guide for State Employees developed by the State Ethics Commission. Employees sign an acknowledgement form certifying that they understand the issues involved. The Agency's online Human Resources Manual further details ethical behavior in its policies. Employees are encouraged to report unethical behavior.

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

1.2 - Senior leadership actively promotes a focus on customers by reinforcing improved customer service as one of the Agency's overall goals. Senior leadership continually evaluates Agency programs, services, organizational structure, and financial resources in order to ensure that services are meeting the needs of customers. While customer service improvements are ongoing, the agency recently implemented a customer service training program required for all agency employees regardless of the position served. In addition, those employees who work directly with employers were required to complete a Business Services training course. The program was designed to better enhance customer service to employers and their subsequent satisfaction.

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

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

1.3 - Senior leadership continues to examine and address the current and potential impact of Agency services on the economy and the population of South Carolina. The Agency continued extended SC Works Center hours in some areas to better serve the public during the economic recovery. More local decision-making authority for public service improvement is encouraged. Senior leadership travels to offices around the state to talk with employees and customers served by the Agency. This direct

feedback allows senior leaders to have direct interaction with those needing Agency services. Senior leadership actively monitors and advises on the impact of state and federal level legislation changes, which may affect services to the public. Senior leadership continually reviews current trends and labor market data to stay abreast of issues impacting the Agency's service to the public.

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

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

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

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

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

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

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

1.7 - Senior leadership, through regular meetings, discusses possible replacements and recruitment strategies for known retirements, resignations and vacancies when they are identified. Through the encouragement of senior leadership, the Agency established both supervisory development and leadership training programs for selected personnel. Senior managers with executive potential

are cultivated through greater involvement in the planning and development of further training objectives.

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

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

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

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

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

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

1.10 - Senior leaders engage the workforce by recognizing best practices. Personnel visits are also conducted with staff throughout the state. Recognition is given promptly and publicly to all employees through employee appreciation events, monthly awards ceremonies, and training conferences.

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

1.11 - The Agency and its senior leadership actively support and strengthen communities by strongly encouraging employee involvement in civic clubs, chambers of commerce, workforce investment boards, economic development groups, and various other community oriented groups or committees. The Agency has frequent opportunities to participate in forums, presentations, and other functions hosted by various community organizations including state and local chambers of commerce, industry trade associations, and individual employers. These offer an opportunity to hear direct feedback from some of our most important stakeholders on opportunities the Agency has to improve and what areas of the organization are providing the assistance these groups need. Staff are encouraged to be involved in programs that will provide exposure for the Agency and the services provided to job seekers, businesses, and the community at large. In addition, the Agency participates in local and regional job fairs to provide assistance within various communities around the state.

Category 2.0 Strategic Planning

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

2.1 - The Agency uses the foundation that all goals must be progressive, measurable, and sustainable to better align its resources with the Agency's Mission and Vision statements.

During the strategic planning process, the Agency solicits input from a variety of stakeholders including both internal and external customers; LWIBs; local workforce partners; and local, state, and federal elected officials. Strategy development occurs at the division level with final approval resting with the Agency's Executive Director. Strategic implementation is a coordinated effort involving all divisions with primary emphasis on "front-line" operations in both the local workforce centers and in Central Office cost centers.

Training and development of our employees is essential to ensuring our strategic planning efforts result in measurable and sustainable achievements. Certification programs for front line staff, as well as the increased emphasis on supervisory and management training, will continue to play a vital role in the delivery of prompt, professional, and courteous services.

The key to implementation of the strategic plan is focus, accountability and communication. Performance management and evaluation are ongoing efforts at all levels of the Agency. Evaluation ultimately leads to a refocus on mission and vision to ensure consistency and continuous improvement.

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

2.2 – The Agency's driving principals of sustainability, measurability, and progressiveness help leadership when attempting to shape the appropriate responses to the strategic challenges identified in the planning process. The Agency's challenges represent both external threats and internal weaknesses identified in the strategic planning process. Keeping in mind the Agency's core mission and vision, the following key action plans/initiatives have been developed:

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

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

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

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

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

2.4 - The Agency's overall strategic plan, including objectives, action plans, and performance measures, are disseminated to the various divisions and departments electronically. Divisional and departmental objectives and plans, including performance measures, are essential parts of this management system. The Agency's electronic newsletter, *DEW'sletter*, and online blog provide employees with pertinent information on Agency initiatives and performance.

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

2.5 - Meeting performance deliverables and customer satisfaction are the cornerstones to management practices at the Agency. Weekly divisional staff meetings are focused on performance-related issues and output. Project management at the departmental and unit levels offers valuable performance-related information and benchmarks which are shared at the divisional level to ensure open communication and collaboration.

A series of standard reports are submitted weekly, monthly, quarterly, and annually to USDOL, which ensures that the Agency is aware of its performance on key federal goals. Ongoing communication with USDOL on these measures helps the Agency maintain awareness on any at risk projects, initiatives, and plans.

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

2.6 - The Agency's strategic planning process is one of continuous improvement. The Agency considers input from all levels of the organization as a part of an ongoing environmental scanning process.

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

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

STRATEGIC PLANNING

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related 10-11 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
E&T	To increase the number of applicants, UI claimants, and veterans entering employment.	An automated service delivery program is being developed that will assess and categorize UI claimants based on a set of variables and prescribe services tailored to their individual needs. Increased data at intake will increase our ability to find gainful employment for all job seekers.	7.1 a-1 Pg. 40 7.1 a-2 Pg.40 7.1 a-3 Pg. 41 #1, Pg. 4
	To increase the customer satisfaction of both businesses and job seekers using our services.	Surveys measuring customer satisfaction of businesses and job seekers have been developed. Feedback will identify process improvement needs and shape future plans and goals.	#2, Pg. 4 7.2
	To continue to focus on businesses and business services	Local Business Services Teams, which include a cross-section of state agencies to provide specialized services to businesses in their areas, have been formed. A Business/Employer Services Certification program was developed to give workforce professionals the knowledge to provide effective services to the SC business community.	#6, Pg. 3 #6, Pg. 5 7.1a
	To complete a review of each local workforce board against the state adopted standards.	A review of each LWIB has been completed. A Review Team comprised of a representative from the SWIB, economic development, education, and business conducted a review of each local board.	#14, Pg. 3 #8, Pg. 4

South Carolina Department of Employment and Workforce 2011-2012 Accountability Report

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related 10-11 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
	To meet or exceed all federal and state performance measures for the WIA, TAA, WP and Veterans programs.	Required reporting at both the state and federal level keep all programs accountable for performance measures.	#4 Pg. 4 7.1a
	To implement the One-Stop Certification standards to ensure accountability, efficiency, and customer services.	The SC Works Certification Standards have been approved by the SWIB and distributed to all LWIBs. All LWIBs have completed the self-assessment which is being used to determine technical assistance and training needs.	#8 Pg. 4
	To continue enhancements to SCWOS, a single data system used by businesses, job seekers and staff across multiple programs.	The Agency continues to enhance the system and ensure it is customer friendly. A module has been added to collect WorkKeys scores of SCWOS registrants for better job matching.	#1, Pg. 4 #2, Pg. 4
	To implement the Certified Work Ready Communities (CWRC) Initiative, a multi-agency initiative to empower counties with actionable data and specific workforce goals that drive economic growth.	Through CWRC we will learn of individual skill levels and identify skills gaps that may need to be addressed through foundational and occupational training. Counties meeting workforce goals can apply for recognition as a Certified Work Ready Community. Technical assistance will be provided to communities interested in pursuing the CWRC designation. Counties have until June 2014 to meet their National Career Readiness Certificate goals established by the State Leadership Team.	#9, Pg. 3 #15, Pg.4 7.1a

South Carolina Department of Employment and Workforce 2011-2012 Accountability Report

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related 10-11 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
	To reduce the number of citizens receiving public assistance from SNAP that are ABAWD by providing them with dedicated employment assistance services.	An MOA between the Agency and DSS has been established to leverage resources and get South Carolinians back to work. This will be accomplished through weekly workgroup meetings, site visits, staff training, service model development, placement and integration of DSS Employment and Training Coordinators into the SC Works Centers.	#8, Pg. 3 #15, Pg. 4
	To increase the number of veterans entering employment.	Collaborated with various partners in offering the Hiring our Heroes job fair for employers and veteran/military spouse job seekers. Partners included Chambers of Commerce, Fort Jackson, The Army Career and Alumni Program, SC National Guard, U.S. Army Reserve, SC Committee for Employer Support of the Guard and Reserve, the Employer Partnership of the Armed Forces, Army Community Services and the State Media Company.	#1, Pg. 4 #12, Pg. 4 #4, Pg. 5 #5, Pg. 5 7.1a-3
UI	To reestablish the solvency of the UI Trust Fund and maintain an adequate balance to weather both minor and major economic recessions.	The SC General Assembly has modified the UI tax system to better match revenue to payout levels which should enable trust fund solvency by 2015.	#3 Pg. 4

South Carolina Department of Employment and Workforce 2011-2012 Accountability Report

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related 10-11 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
	<p>To increase efficiency and competency in delivering UI benefits to eligible SC citizens.</p>	<p>SC continues to work with three neighboring states on designing a new benefit system to improve on legacy systems and increase Agency efficiencies. The SC General Assembly has passed new legislation to make eligibility more restrictive, and the Agency has initiated statewide training on the new laws for staff at all levels of the claims process. A UI Certification program is being implemented to verify and quantify a base knowledge of UI policies and procedures at all staff levels for all Agency programs.</p>	<p>7.1 b-1 Pg. 44 7.1 b-2 Pg. 44 7.1 b-3 Pg. 45 7.1 b-4 Pg. 45</p>
	<p>To improve self-service options for claimants</p>	<p>A new web portal is increasing claimants' ability to access services without interacting with agency staff. The implementation of a customer self-service fact-finding application on the web portal is planned by the end of 2012 to reduce the need for scheduled interviews. Claimants are now required to make one of their four weekly work search contacts through the SCWOS system, thereby providing weekly verification of job search, but also introducing them to the self-service options available for reemployment.</p>	<p>#11, Pg. 3</p>

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related 10-11 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
	To renew focus on integrity to reduce overpayment and increase collections of overpayments.	The Agency formed an integrity task force and strategic plan to help prevent, detect, and collect overpayments, and many of the integrity initiatives have begun. The Agency has partnered with the SC Attorney General’s office to increase fraud prosecutions and convictions.	#5, Pg. 4 6.4, Pg. 37
	To strengthen and expand the Agency’s partnership with the SCBOS to allow for additional electronic services designed to improve efficiency and effectiveness.	Employers may file not only their quarterly wage and contribution reports through SCBOS but also their partial, job-attached claims for unemployment. Employers can now also use SCBOS to receive and respond to Agency requests for wage and separation information on claims filed.	3.5, Pg. 23 3.6, Pg. 23
Admin. Support and Operations	To increase security measures of Personally Identifiable Information (PII) maintained by the Agency.	A plan is being implemented to incorporate control measures to ensure adequate internal controls are in place for the security of PII.	#16, Pg. 4
	To continue the Agency’s efforts to reduce energy consumption by 20% by 2020.	The Agency retrofit lighting fixtures with energy efficient units. Thermostat controls, windows, water heaters, etc. are continuing to be replaced with more energy efficient models. The Agency received approval from the Budget and Control Board for two energy efficient projects to replace the chiller and convert pneumatic controls to Direct Digital Control.	#17, Pg. 4

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related 10-11 Key Agency Action Plan/Initiatives	Key Cross References Performance Measures
Division of IT	Research alternative IT support models that enhance the delivery of IT services, control costs, and avoid technology obsolesces.	Developing off-site Disaster Recovery Solution with Clemson University as the provider; continuing Desktop Virtualization project; and researching other hosted IT solutions.	#12, Pg. 3 6.3, Pg. 36 6.6, Pg. 38 6.7, Pg. 39

Category 3.0 Customer Focus

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

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

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

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

As the state’s administrative entity for the Workforce Investment Act (WIA), the Agency serves the 12 local workforce investment boards and their areas. LWIBs require guidance, training, and technical assistance in implementing the WIA program and workforce system operations.

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

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

3.2 - Agency listening and learning methods and customer/business expectations are kept current with changing customer/business needs through continuous communication and feedback. Collaboration

and input from our partnering organizations in the One-Stop Workforce System allows us to tailor our programs to meet the specific requirements of each local area and its customers' needs. Agency employees participate in local chambers of commerce, civic organizations, and the Society for Human Resource Management (SHRM). Attendance at national and state conferences also keeps us attuned to the best business practices in customer service.

The Agency solicits customer comments on a regular basis through a variety of efforts, such as in-person solicitation and telephone, written, and web-based surveys. The Agency has a Business Services Department that, through collaboration with state and local partners, facilitates communication to and feedback from the business community. The Agency recently started hosting monthly Business and Industry Roundtables to establish and enhance its relationship with the business community and gather real-time feedback about services and needs. Attendees have included business and trade organizations such as the SC Chamber of Commerce, SC Bankers Association, and the SC Economic Development Association. Additional roundtables are being planned monthly around the state.

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

3.3 - The Agency has multiple customer access mechanisms in place. During this period, the Agency transitioned to the SCWOS for process integration and improved customer service. SCWOS provides our customers with immediate, web-based access to job listings; job search assistance; training providers; real-time labor market information; and links to community resources and other government agencies. Job seeker and employer customers alike have created secure accounts. This allows job seekers to maintain their resumes, search current job listings, apply for jobs, and track positions for which they have applied. Employers maintain current job openings, review resumes of job seekers, and track the number of applicants that apply for their job openings. SCWOS allows either telephone or email support for immediate feedback, should the user encounter any problems. Customers who want access to workforce related information can go to www.scworks.org.

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

The Agency has a complaint management system that includes ES and UI complaint processes, as well as an Equal Opportunity Officer and State Monitor Advocate to handle complaints. UI fraud complaints are reported through a toll-free fraud hotline or via the Internet at dew.sc.gov. The Agency continues to staff the UI customer help desk to facilitate complaint intake and resolution.

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

3.4 - The Agency continually evaluates customer feedback that guides the level and delivery of services. There are approximately 70 different national measures in place to evaluate UI systems, with

12 core measures that require submission of a corrective action plan to USDOL if not met. These multiple measures allow the Agency to monitor itself and track performance improvements.

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

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

In regards to our online labor exchange system, SC Works Online Services (SCWOS), there is a Customer Satisfaction Survey that is used to help with continuous improvement of the site. The survey asks questions relating to whether the site is easy to use, whether it has met a user's needs, and the specific reasons as to why the user came to the website. We use this information, along with other feedback we receive from staff, to enhance functionality and customer friendliness of SCWOS.

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

3.5 – Every month, the Business Services Department facilitates statewide meetings with all 12 of the local workforce area business services teams. New and best practices are highlighted, barriers are discussed and strategic planning occurs. The Agency recently started hosting monthly Business and Industry Roundtables to establish and enhance its relationship with the business community and gather real-time feedback about services and needs. Attendees have included business and trade organizations such as the SC Chamber of Commerce, SC Bankers Association, and the SC Economic Development Association. Additional roundtables are being planned monthly around the state.

Information and guidance from the State Workforce Investment Board (SWIB) is also used to enhance and/or modify services. The Board provides feedback from the perspective of business owners from around the state and partners in the workforce system. This information is used in determining relevant and new services. In addition, the SC Works Management Committee of the SWIB is holding regular meetings with local WIBs to gain feedback on how the workforce system and service delivery can be improved. As a result of feedback, the Agency has increased communications with customers/stakeholders through social media and publications.

The Agency also uses feedback and surveys from customers and staff who use SCWOS to make improvements to the system. The Agency is working on a number of different enhancement requests with our vendor to improve the website and further meet the needs of staff, job seekers, and employers. We also use this feedback to help provide ongoing technical assistance and to determine appropriate training to ensure services are being recorded correctly in the system.

Customer/stakeholder feedback guides the level and delivery of services. Agency staff and local WIBs meet, evaluate, and determine the best possible services and operation design to meet the needs of the business community, program participants, and a skilled workforce. Management reviews program and performance data to aid in service or program modifications. To improve customer service, local office employees receive annual UI training that incorporates feedback from customers. More frequent training designed to improve both performance and customer service is planned as workload continues to fall from its peak during the recession. Ongoing training is conducted in the use of SCWOS to assist local staff in serving their job seeker and business customers. Local users provide input to ensure ease of use and suggest program enhancements.

The Agency regularly monitors each area to ensure understanding of and compliance with applicable federal regulations and local area policies. The Agency strives to satisfy customer/stakeholder needs by providing information, forms, and services electronically. The Agency's web site, dew.sc.gov, provides access to information on jobs, training, UI, LMI and other workforce development services, partners, and resources.

The Agency, along with other government entities and public and private organizations, utilizes SCBOS services, www.scbos.sc.gov. SCBOS is a centralized destination for businesses seeking to secure various licenses, registrations and permits as well as to file required reports and pay specific taxes. This website offers customer service for business owners, reducing the logistical scrambling it takes for businesses to remain in compliance with state law. This is a great improvement in the partnership between government entities and the private sector and has proven to be convenient and cost-effective. The Agency expects this partnership to continue to grow with increased services becoming available over the next fiscal year.

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

3.6 - The Agency has numerous services available to build relationships with customers and stakeholders. The Agency has a number of projects in various stages of concept, planning, and implementation to improve these relationships.

The Agency recently started hosting monthly Business and Industry Roundtables to establish and enhance its relationship with the business community and gather real-time feedback about services and needs. Attendees include key customers and stakeholders such as the Manufacturing Extension Partnership, SC Chamber of Commerce, SC Bankers Association, the SC Economic Development Association, and many others. In addition, in each SC Works Center, a dedicated Employer Service Telephone Line has been implemented to provide direct access and assistance for employers seeking SC Works Center services. This phone line facilitates SC Works Center staff in providing businesses with timely assistance with programs and services.

The Agency Executive Director represents the Governor on the State Workforce Investment Board, a Governor appointed board consisting of majority business owners and leaders. This board membership allows the Agency to build positive relationships with employers from around the state as well as key workforce partners.

Additional ways the Agency works to meet and exceed customer expectations are:

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

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

Category 4.0 Measurement, Analysis, and Knowledge Management

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

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

“UI Performs” is the UI program’s performance management system administered by USDOL. UI operations are comprised of benefit determinations and payments, appeals, wage reporting and tax collection, and trust fund management. The UI Performs system of oversight includes two performance tracking categories. The first category is Core Measures, which monitor key activities which have uniform national Acceptable Levels of Performance (ALPs). In the second category, USDOL maintains Management Information data to facilitate analysis of performance and to assist in planning corrective activities when necessary. UI program performance is also measured by certain Secretary Standards in regulation and statutory requirements outlined in the Government Performance Results Act (GPRA).

USDOL measures the WIA programs against nine common performance measures and annually negotiated goals for each measure. WIA programs across the state are evaluated quarterly against these goals. Program expenditures are also analyzed on a monthly basis against fund utilization goals established by the SWIB. The SWIB develops an annual Incentive Policy which awards funds to those

workforce areas exceeding USDOL performance and expenditure targets. Due to federal funding reductions, incentives cannot be awarded in the coming year. However, the Agency and the SWIB will continue to evaluate and assist local workforce areas in achieving performance and expenditure targets. The TAA program is evaluated against three USDOL performance measures on a state-level basis.

The Agency monitors progress through various reporting systems. Management reviews reports at various intervals to ascertain progress in meeting organizational objectives. Structured reports provide staff with actual data in each measured area so progress can be determined.

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

4.2 - Operational data are continually utilized in making programmatic decisions for E&T and UI programs. The Agency requires specialized departments to provide supervision of these programs. The services provided include:

- interpretation and dissemination of federal regulations and directives;
- preparation and distribution of procedures, policy manuals, and forms; and,
- evaluations, training, and/or special studies conducted as necessary.

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

SCWOS, an internet-based, real-time system used throughout the state for USDOL workforce programs, has data collection and report capabilities. Staff have access to a series of Ad Hoc Reports for program management purposes, and specialized reports are available upon request. These reports, along with quarterly performance reports, assist staff in evaluating data quality, federal compliance, and process improvements.

Through the Workforce Data Quality Initiative grant from USDOL, the Agency has partnered with the SC Office of Research and Statistics (ORS), the SC Department of Education (SCDE), the SC Department of Social Services (DSS), and the SC Vocational Rehabilitation Department (SCVR) to contribute Agency program data to the Statewide Longitudinal Data System for analysis and program evaluation purposes.

The Agency has completed the following items in relation to this grant:

- Fully integrated the Provider Services module in the Agency's data management system, SCWOS;
- Entered into a memorandum of understanding with ORS that requires the Agency to provide quarterly data extracts from the Wagner-Peyser, WIA, and TAA programs;
- Established a contract with ORS for statistical analysis of workforce data and any established linkages with data from other agencies and organizations. The Agency has also met with ORS to discuss development of their data cube;
- Attended the Statewide Longitudinal Data Systems Grant Program Best Practices Conference in November 2011.

The Agency is currently establishing linkages between workforce data and data from DSS and SCVR. The Agency is also an ongoing participant in the Statewide Data Longitudinal Systems workgroup, which includes representatives from ORS, DSS, SCDE, the Commission on Higher Education, and the Department of Corrections.

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

4.3 - The key measure is how effectively the Agency achieves its goals. Since the Agency is undertaking new and expanded roles, developing new outcome measures is critical to demonstrate effectiveness. The Agency will use internal measures of success for those strategies that affect internal operations such as strategies to improve communication and improve the Agency's workforce. The Agency will assess new management policies and make improvements based on the results. Examples of such indicators include the following:

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

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

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

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

The SWIB is in the process of developing a five-year Integrated Workforce Plan as required by USDOL. The plan is designed to support operational and strategic decision making and ensure that the workforce system encompasses the following elements:

- cross-program strategies;
- partnerships;
- integration and leveraging of resources and services;
- policy alignment;
- services to targeted populations;

- services to employers; and,
- Wagner-Peyser Agricultural Outreach.

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

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

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

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

UI program data used to create reports for USDOL undergoes data validation on a schedule established by the National Office. June 2012 was the due date for the state's most recent UI Data Validation project. Passing the DV ensures that accurate information is being collected and supplied to the USDOL as well as internal senior management. Access to confidential UI data is controlled by our IT security team through the use of unique user names and passwords.

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

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

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

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

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

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

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

- Annual Workforce Development Partnership Symposium
- Regional and national USDOL-sponsored training forums;
- Monthly meetings with local Workforce Administrators;
- Regular conference calls/webinars/meetings with local SCWOS data coordinators; and
- Quarterly staff development and training of TAA Workforce Specialists.

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

Category 5.0 Workforce Focus

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

5.1a - Management organizes work according to the six divisions. Recruiting and onboarding quality candidates are crucial first steps in talent management. The goal of management is to cultivate and develop employees by using such activities as:

- Aligning employees' skills and performance with Agency goals and objectives
- Reducing competency gaps

- Assessing employee performance against measurable objectives
- Identifying and developing high-potential employees for key positions
- Retaining top performers and promoting a high performance culture

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

5.1b - To promote cooperation, initiative, empowerment, teamwork, innovation, and Agency organizational culture, the Agency places a strong emphasis on a balanced workforce. An analysis of the Agency’s workforce by EEO Category reveals that over 80% of the Agency’s workforce is dedicated to customer service job duties during PY’11 (*See Figure 5.1-1*).

5.1-1 EEO Category	11-12 Workforce	EEO Category	11-12 Workforce
(E1) Executive	2.75%	(E4) Safety	0.33%
(E2) Professional	80.75%	(E6) Office/Clerical	7.92%
(E3) Technician	7.70%	(E7) Skilled	0.55%

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

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

Each Agency department establishes clearly defined performance expectations and communicates them to individual employees within the department. The EPMS provides employees with written expectations and goals on which their job performance will be evaluated. Reviews of departments and divisions through the Agency’s Internal Audit and Quality Assurance Unit are also in place. Employee feedback has been vital in improving many work processes, programs, and initiatives sponsored by the Agency.

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

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

The typical recruitment barriers include identifying applicants who are a good fit for the organization, competition for the same applicants, and high turnover in entry level DEW SC Works Center positions. Three significant challenges the Agency faces are engaging and retaining new hires beyond the orientation phase of employment, maximizing their productivity as quickly as possible, and maximizing the return on investment in the hiring process. The Agency's onboarding programs seem to be key in successfully meeting these challenges, such as engaging new hires, reaffirming their employment decision, acclimating them into the Agency's culture, and preparing them to contribute at a desired level in the shortest possible time. The Agency has migrated to the State's online recruiting system, *NEOGOV*. This system enables the Agency hiring officials to have access to a broad pool of candidates as all vacancies are posted on the Internet.

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

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

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

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

5.5 - High performance is supported by the EPMS. Through use of the EPMS, the Agency strives to improve supervisor-employee communication. The EPMS serves as the primary tool for management to document employee performance throughout the year and increase productivity.

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

5.6a - Development of personal leadership attributes can be linked to three variables:

- Individual learner characteristics (*i.e., future, new, or advanced*)
- The quality and nature of the leadership development program
- Genuine support for behavioral changes by Agency management

The Agency recognizes employees have differing levels of leadership potential/abilities and that certain personal characteristics tend to be more successful according to Agency programs.

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

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

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

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

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

5.7 - The Agency frequently identifies and addresses employee-training needs by assessing current work needs and projecting future courses of action to meet those needs. This process influences development of the core curriculum. Training needs are developed through formal needs assessment as well as communication between employees and their supervisors. Individual employee goals are matched with the Agency's overall mission and goals. Employee self-motivation is a key factor in developing successful training programs. The ultimate goal is to develop a workforce that is diverse, knowledgeable, skilled, and motivated. Specifically, the Agency prioritizes training needs that revolve around programmatic skills and knowledge; management/leadership development; human resources practices; anti-harassment training; diversity training; and office safety procedures.

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

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

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

5.9 - Training and employee development are a critical part of the Agency's strategic planning process. Training is aligned with the organization's goals and mission. The Agency conducts assessments to determine the strengths and weaknesses of staff in meeting goals and completing action plans. This analysis involves identifying the workforce competencies and skills that are necessary to support goal attainment. Performance issues are addressed through corrective action and contingency plans, which typically focus on employee training and development. The provision of prompt, professional, and courteous service continues to be the standard for Agency personnel and is accomplished through having a well-trained, confident workforce. Agency employees attend annual job-specific training that supports technical job functions and organizational goals.

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

5.10 - The Agency's management training program has created a consistent method of training supervisors at various levels. Managers and supervisors all receive the same information and training, which promotes cohesiveness in the entire Agency's management structure as well as provides opportunities for the use of the "train-the-trainer" concept. Evaluation of the effectiveness of training is measured both quantitatively and qualitatively. Goals, accomplishments, and opportunities for improvement are communicated to frontline staff on an ongoing basis. This communication provides feedback and promotes and facilitates corrective action. Online training provides competency assessments to identify knowledge gaps and address transfer of training.

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

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

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

Staff training and development is utilized to encourage employees to reach their full potential. Education and training opportunities provided by the Agency support the accomplishment of key

organizational action plans and address organizational needs. This includes building knowledge, skills, and abilities while contributing to improved employee performance and development, including leadership development of employees. Training begins with the orientation of new employees. Knowledge and skills are reinforced on the job and superior performance that brings credit to the Agency is recognized. Continuous improvement in education and training is achieved through consideration of organizational and individual performance, objectives focused development, and other relevant factors. Employees are encouraged to utilize resources on the Agency’s intranet. Agency information and training courses can be accessed by all employees.

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

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

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

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

The Agency enhances its work climate for the well-being, satisfaction, and motivation of employees through the following: counseling; career development and employability services; recreational or cultural activities; non work-related education; leave for family responsibilities; work safety training; flexible work hours; retiree benefits; and special recognition at the individual or group level for performance above and beyond specified job duties.

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

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

The Basic Approach	
1. Identify Agency Targets	Mission & Objectives
2. Identify Who You Have	Current Workforce Profiles; Future Outlook

3. Identify Who You Need	Future Outlook; Future Workforce Profiles
4. Close the Gaps	Workforce Strategies
5. See If It All Works	Evaluate Workforce Strategy

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

5.14 - The Agency maintains a safe and healthy work environment through written safety policies and procedures for the workplace. During FY11, the Agency continued to contract with security companies to provide security officers in offices with a need. In addition, a safety manual is provided and ongoing training is held for employees. All buildings have “Right to Know Centers”. Safety inspections of the facilities and operations are scheduled regularly. Agency personnel with special expertise are involved with inspections when appropriate. Information contained in safety policies and procedures includes general office safety and security, and specific staff actions that are necessary in an emergency (i.e., evacuation routes and communication plans).

Each floor of the Central Office Complex has a First Responders safety officer and an assistant safety officer. These Agency personnel are highly trained in safety policies and procedures. New employees are introduced to the safety policies and procedures during their initial orientation session. The Agency conducts annual drills that are monitored by the SC Budget and Control Board and Homeland Security to ensure compliance. The Agency facilities must comply with Occupational Safety and Health Administration (OSHA) standards and facilities are periodically inspected for compliance. In addition, the buildings have been tested for air quality, water quality, and asbestos.

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

Category 6.0 Process Management

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

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

The Agency strategically provides quality, customer-driven workforce services that promote financial stability and economic growth to our state and local workforce customers. Our customer base consists of claimants, job seekers, businesses, and the community in general.

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

6.2 - The Agency strives to constantly improve its business processes and performance levels as measured by USDOL. The expediency, accuracy, and quality with which these services are provided are the determining factors between being a successful or a very successful organization. The Agency’s key processes, as they relate to its core competencies, consist of the following:

Core Competency	Associated Key Processes
Facilitate access to training services and assistance and re-employment/employment of the unemployed and underemployed	<ul style="list-style-type: none"> • Provide training services and assistance to adults and youths through a variety of Federally-funded programs, such as Veterans Services, and through LWIBs. • Maintain and promote SCWOS, an online employment database designed to match hiring employers with qualified job seekers.
Support businesses in their recruitment, retention, and expansion efforts	<ul style="list-style-type: none"> • Provide businesses with job order and candidate matching services through SCWOS. Workforce resources such as OJT, IWT and apprenticeships are leveraged to businesses that struggle with skills gaps for their existing workforce as well as address skills gaps if qualified candidates are not readily available when expanding.
Provide relevant and timely labor market information	<ul style="list-style-type: none"> • The LMI program compiles and publishes employment statistics, job forecasts, wages, demographics, and other labor market information to help public and private organizations, researchers, and others better understand today’s complex workforce.
Ensure that unemployment insurance claims are processed expediently and accurately.	<ul style="list-style-type: none"> • A comprehensive training and certification program is provided to all UI staff to ensure they are knowledgeable of Agency and DOL policies and procedures related to claims processing. • Several control processes are in place to detect and correct claim fraud and overpayments, including a sophisticated cross-matching application (BARTS). • Claims are reviewed by the Benefit Accuracy Measurement (BAM) and Benefit Payment Control (BPC) units for accurate documentation, correct determination of benefits due and to detect claimant fraud.
Accurate and timely billing and collection of employer unemployment liabilities	<ul style="list-style-type: none"> • The Tax Performance System (TPS) Auditor reviews employer tax computations, invoicing and collections to ensure accuracy and proper internal controls. • The Automated Tax System generates statements of account balances which are sent to the employers. • The Delinquent Accounts Unit conducts several collection activities such as: investigations, telephone calls, and mailing various collection correspondences.

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

6.3 - By staying current with the industry best practices and by leveraging emerging technologies, the Agency has been able to provide the high quality of service to which our customers are accustomed, while reducing staffing levels and re-training/re-allocating where required and acceptable.

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

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

- Requesting and receiving \$1.9 million in USDOL Supplemental Budget Requests for implementing Fraud and Overpayment Detection systems and strategies.
- Establishing an Information Technology Office of Information Security (OIS) in order to ensure secure handling of claimant and employer information.
- Beginning development of the Treasury Offset Program (TOP) in preparation for requesting an intercept of federal tax refunds when fraudulent overpayments have occurred.
- Implementing a claimant/employer educational campaign to inform both groups of their responsibilities related to fraud and overpayments during the unemployment claims process.
- Implementing a training certification program for UI staff to improve timeliness and accuracy in handling unemployment claims.
- Beginning development of an online fact-finding system for use by UI local staff to collect specific separation information from claimants for use by central office adjudication staff, thus standardizing and expediting the claims process.
- Converting several applications from expensive mainframe software to a less expensive server-based platform with a projected savings in software licensing costs of \$2.1 million over the next seven years.
- Completing the UI Benefits feasibility study and beginning the RFP phase in the replacement of the current benefits system, as a member of a four-state consortium.
- Started converting Agency printing of claimant and employer mailers to the SC Department of State Information Technology (DSIT) printing services.
- Improved network speed to all offices and incorporated Video Conferencing, thereby enhancing training, delivering vital information and reducing travel costs.

- Started Virtual Desktop implementation to: improve information security; replace antiquated technology at a reduced cost; drastically improve remote IT support services model; and, allow for more flexible and innovative solutions in the future.

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

6.4 - Daily reviews of detailed reports are conducted to ensure accuracy of processing. Corrective action plans are implemented and tracked in place to address errors. The Agency utilizes various data cross matches with databases including, but not limited to, the Social Security Administration State Directory of New Hires and the National Directory of New Hires.

South Carolina integrity activities are in place to prevent, detect, reduce, and recover improper UI payments in the UI Program. The integrity action plan has placed focus on the prevention and recovery of detected overpayments of benefits and tax debits through staffing and technology tools. We have automated some adjudications of overpayments with the implementation of BARTS software. Working with the Attorney General's Office, the Agency has prosecuted and publicized convictions of fraudulent claimants to deter further overpayments. A special project team has been established to work "cold case" benefits overpayments and tax debits.

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

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

6.5 - Agency management utilizes information collected from a variety of sources to constantly evaluate and enhance the effectiveness and efficiency of our processes, including:

- **Agency Line Staff Personnel Suggestions** - Agency line staff personnel meet with job seekers and businesses on a regular basis. They have a good understanding of our customers' requirements and communicate those requirements to managers and Agency executives. These ideas and comments are used in meetings and surveys described below. The Agency's Executive Director has an "open door" policy and encourages Agency staff to meet with him when they have ideas or concerns.
- **Business and Industry Roundtable** - The Agency recently started hosting monthly Business and Industry Roundtables to establish and enhance its relationship with the business community and gather real-time feedback about services and needs. Attendees have included business and trade organizations such as the SC Chamber of Commerce, SC Bankers Association, and the SC Economic Development Association. Additional roundtables are being planned monthly around the state.

- **Employer Surveys and Meetings** - Businesses are sent surveys asking them to rate services and provide recommendations for improvement. Local Agency staff are assigned to businesses in their areas and regularly meet with them to seek their counsel.
- **Business Services Teams** – Local business services teams, which include business services representatives from across various agencies, have been established around the state to share information, best practices, and how workforce services and processes can be improved.
- **Job Seekers** - Job seekers evaluate the service they receive when they visit SC Works Centers through electronic customer satisfaction surveys. Information is shared with local Workforce Investment Boards and SC Works Centers to assist in continuous improvement efforts.
- **Customer Satisfaction Survey** - Customer and staff feedback from this survey is used to enhance and make modifications to the SCWOS system.
- **Agency Executives** - Agency executives use the above information when discussing customer suggestions and recommendations for improvements in weekly executive staff meetings.
- **Internal Audit** – The Internal Audit Department performs process reviews on a regular basis and provides recommendations to executive management for improvements to those processes.
- **External Auditors** – The Agency utilizes recommendations received in reports from a variety of external audit entities to strengthen and improve its operations. These include: the LAC, USDOL, Social Security Administration, and Internal Revenue Service.
- **USDOL** – The Agency receives on a regular basis feedback and statistics from the USDOL that it uses to evaluate and improve the services it provides.
- **Other States' Employment Agencies** – Agency management maintains close ties to its counterparts in other states and uses this established network frequently to learn and implement best practices.

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

6.6 - The Divisions of Human Resources, Finance, Office of General Counsel, and Administration and Support provide the core support services that allow the Agency to operate efficiently and effectively. These Divisions provide supply and inventory, staffing recommendations, legal analysis, and other support services to agency staff. The Division of Information Technology (IT) provides comprehensive support of all of the Agency's information technology systems and equipment. IT management has played, and continues to play, a proactive role in the continual improvement in technology utilized by the agency and has made great strides toward the goal of automating paper-intensive processes.

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

The majority of Employment and Training Division programs are supported by the SC Works Online Services data management system. Performance goals are negotiated with USDOL and actual performance is tracked and reported. Program Management Ad Hoc Reports allow staff to evaluate participation and program effectiveness, as well as data quality.

The Internal Audit Department provides audit and consulting services to the Agency management team, to ensure that Agency internal controls are adequate and effective and that assets are protected. The Department also frequently performs reviews of key work processes and makes recommendations for process improvements. The annual audit plan is based on an agency-wide risk assessment that is performed each year.

The South Carolina General Assembly also has input into the Agency's performance. Per legislation passed in the spring of 2010, the Agency will be required to undergo an audit by the Legislative Audit Council (LAC) on an ongoing basis through the end of 2018. Agency management welcomes the input of the LAC auditors and will continue to use its recommendations to improve the services offered.

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

6.7- Guidance from USDOL is used in determining technology requirements and strategic initiatives to be targeted. Other factors considered when making budget and financial decisions include appropriated funds, normal capital expenditures, overhead expenses, and required emergency funds.

Category 7.0 Results

7.1a - Employment and Training

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

Job Seekers

Wagner-Peyser/Labor Exchange Services - The primary objective of the Agency's Wagner-Peyser, or labor exchange program, is to assist individuals in obtaining employment. During the last program year there were 426,815 participants enrolled for this purpose. This number represents a 16% decline from the previous program year. The drop in participants is partially responsible for the significant (27%) decrease from the previous year in the number of participants entering employment in the quarter following their exit from the program.

Two closely monitored groups of customers are those receiving UI benefits (claimants) and veterans. In program year 2011, 92,648 claimants entered employment in the quarter after exiting the labor exchange program. A total of 14,023 veterans also went to work in the quarter following their program exit. These numbers represent 49% of the total exiting claimants and 50% of the exiting veterans.

Figure 7.1a-1 Participants Entering Employment: This graph depicts the number of participants that entered employment in the first quarter after exiting the labor exchange program. This decrease marked the first downturn after two consecutive years of gains in the number of participants entering employment.

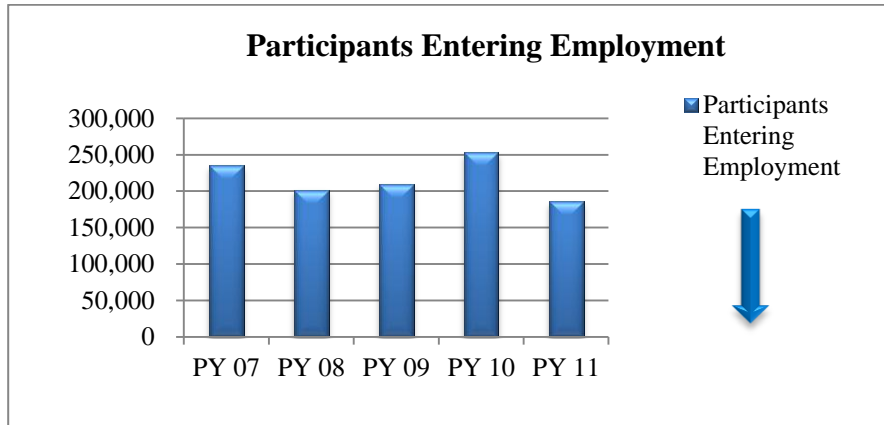


Figure 7.1a-2 Claimants Entering Employment: This graph depicts the number of claimants who entered employment in the first quarter after exiting the labor exchange program. A slight increase in the number of claimants entering employment was noted despite a decrease in the number of claimants exiting the program.

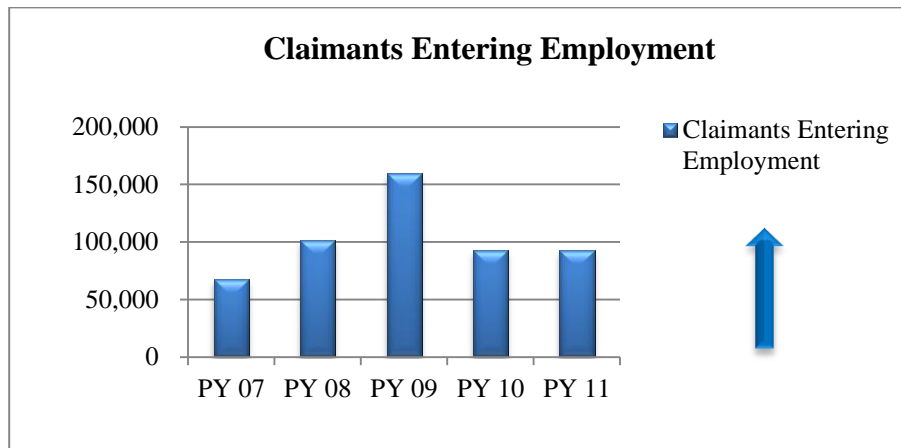
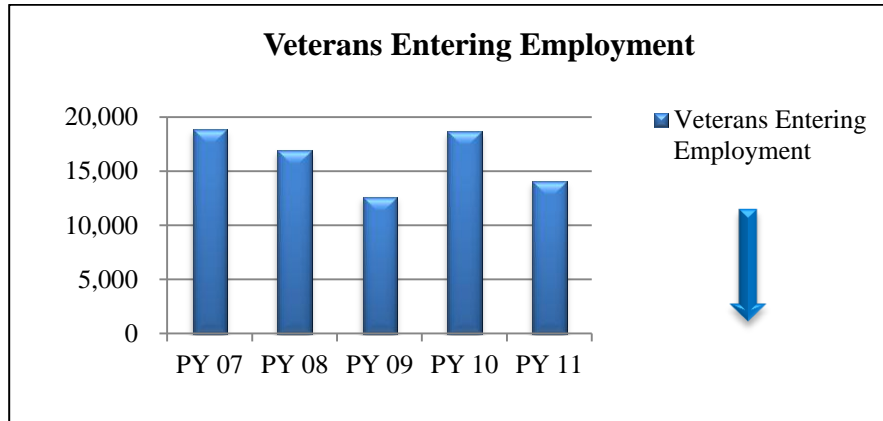


Figure 7.1a-3 Veterans Entering Employment: This graph depicts the number of veterans who entered employment in the first quarter after exiting the labor exchange program. The number of veterans entering employment dropped in Program Year 2011, due in large part to the significant decline in the number of individuals exiting the program.



Jobs for America's Graduates-South Carolina - JAG-SC delivered dropout prevention services and employability skills training to 1,127 students at 23 high schools across the state and one middle school in Hampton County.

- The programs sustained a 95% return to school (retention) rate among all 2010-2011 non-seniors entering the fall 2011 term.
- The class of 2011-2012 served 285 seniors who achieved a 94% graduation rate.
- An additional 106 youth from the class of 2010-2011 received post-secondary follow-up services. Final outcomes included a 64% Civilian Job Placement Rate, a 62% Further Education Rate, a 96% Full-time Placement Rate, and a 91% Total Positive Placement Rate, reflecting participants positively engaged in either school, work, or military service.
- JAG-SC was recognized as:
 - a “5-of-5” Top Performing State for exceeding and documenting all five of the National JAG Performance Goals;
 - a top five performer for graduation rate, positive outcome rate, and full-time job rate;
 - maintaining one of the highest Participant Contact Rates of 100%; and
 - JAG-SC students at Colleton County High School were recognized for creating an original song entitled the “JAG Anthem” which has been approved and adopted by the National JAG program as its theme song.

Trade Adjustment Assistance (TAA) – As an integral part of the Business Services Department, the TAA Program is able to successfully align employer needs with comprehensive workforce solutions. In the past year, TAA has collaborated with several workforce system partners to develop customized training programs, hold career fairs, and co-sponsor job fairs. Most notably, collaboration and engagement with the ASSIST To Work consortium colleges will lead to greater exposure of TAA program benefits to potentially eligible customers and further facilitate a well-rounded service approach to reemployment. This has expanded our ability to engage workers early, be responsive to employer and employee needs, and reduce unemployment time frames to a minimum.

Workforce Investment Act (WIA) - Over the past two years, participation in the state’s Workforce Investment Act program has steadily declined, largely due to reductions in Federal program funding. The number of participants in WIA decreased for all three customer groups in Program Year (PY) 2011.

Customer Group	PY’10*	PY’11
Adults	14,669	10,460
Dislocated Workers	10,407	6,278
Youth	4,891	3,902
<i>*Numbers provided in last year’s Accountability Report were preliminary; final numbers are provided here.</i>		

Although WIA participation has declined, South Carolina exceeded all nine USDOL performance goals in PY’11 as shown in 7.1a-4.

Figure 7.1a-4 Performance Measures – WIA

	Customer Group	State Goal	State Actual
Placement in Employment or Education	Youth (14-21)	61.0	64.9
Attainment of Degree or Certificate	Youth (14-21)	55.0	66.4
Literacy or Numeracy Gains	Youth (14-21)	45.0	51.7
Entered Employment Rate	Adults	60.0	65.4
	DW	64.0	72.2
Employment Retention Rate	Adult	82.0	85.4
	DW	87.8	91.4
Six Month Average Earnings	Adult	9,613	10,511
	DW	12,400	14,993

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

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

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

Certified Work Ready Communities (CWRC) Initiative - South Carolina is one of four states participating in the first ACT CWRC Academy, an intensive year-long series of workshops and

trainings for state-level leadership teams on how to build Certified Work Ready Communities. CWRC is an initiative to empower counties and states with actionable data and specific workforce goals that drive economic growth. The vision for the CWRC initiative is to link education and workforce development together and align to the economic needs of the state and communities. CWRC participating states are leveraging the National Career Readiness Certificate (NCRC™), a work readiness credential, to measure and close the skills gap and educating individuals and businesses on the value of an NCRC and community certification.

- In PY'11 more than 15,000 individual certificates were awarded bringing the total number of certificate holders in the state to over 165,000.
- South Carolina ranks 2nd in the nation for the number of National Career Readiness Certificates awarded.

Businesses

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

- During PY'11, 148 businesses were provided assistance with downsizing, and services were provided to the workers impacted by the loss of 7,491 positions.

Rapid Response- Incumbent Worker Training (IWT) - In recognition of the many benefits that accrue to workers, businesses, taxpayers, and communities when layoffs are averted, USDOL has increased state and local flexibility in using WIA funds to address training needs of employed workers as a layoff aversion tool. A recent waiver approved by USDOL authorizes use of up to 20% of state set-aside Rapid Response funds for IWT, as part of a layoff aversion strategy.

The primary goal of Rapid Response - Incumbent Worker Training is to provide whatever assistance we can to retain valued members of our business and industrial communities through a thriving, viable workforce. Secondly, the goal is to continue to grow the skills of the workforce in preparation for future business and industrial needs.

- In PY'11, a total of \$537,941 of Rapid Response funds were committed to the use of South Carolina businesses as an integral part of layoff avoidance strategies.
- 10 businesses in six of the state's 12 LWIAs received training grants to update the skill sets of employees while boosting the competitive health of the respective employers.

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

- During PY'11, 18,684 WOTC Certifications were issued, adding up to \$49,061,093 in potential tax savings for SC businesses.

7.1b – Unemployment Insurance (UI)

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

Figure 7.1b-1 Payment of Claims: The UI mission is to promote economic and employment stability and relieve the hardships of unemployment through the payment of employer financed insurance benefits to eligible unemployed individuals. The program objective is the accurate determination of employer liability, customer friendly UI claims services, quality determinations of initial and continuing claimant eligibility, timely benefit payments on a continuing basis, and quality control programs to insure efficient and effective program performance.

Total Initial Claims		
	July 2007 - June 2008	292,661
	July 2008 - June 2009	545,137
	July 2009 - June 2010	386,818
	July 2010 – June 2011	310,528
	July 2011 - June 2012	278,714
Total Weeks Claimed		
	July 2007 - June 2008	1,964,982
	July 2008 - June 2009	4,206,476
	July 2009 - June 2010	4,331,564
	July 2010- June 2011	2,992,594
	July 2011 – June 2012	2,402,387

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

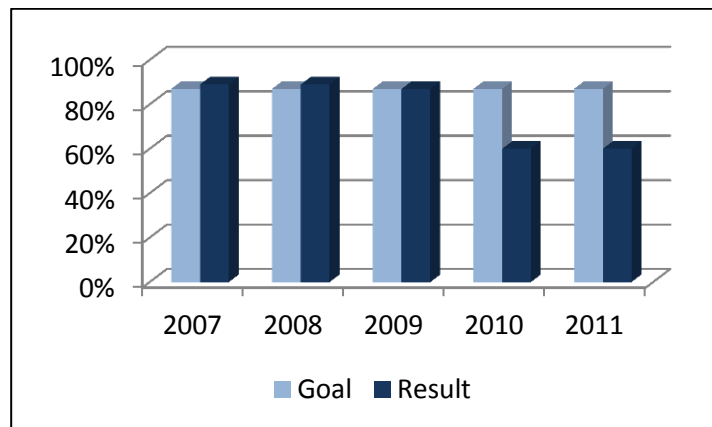


Figure 7.1b-3 Non-Monetary Determination Timeliness: The eligibility determination should be made within 14 days of detecting an “issue” during a claim series (non-separation) and within 21 days for issues detected when the initial claim is filed (separation). “Issues” are anything that has potential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

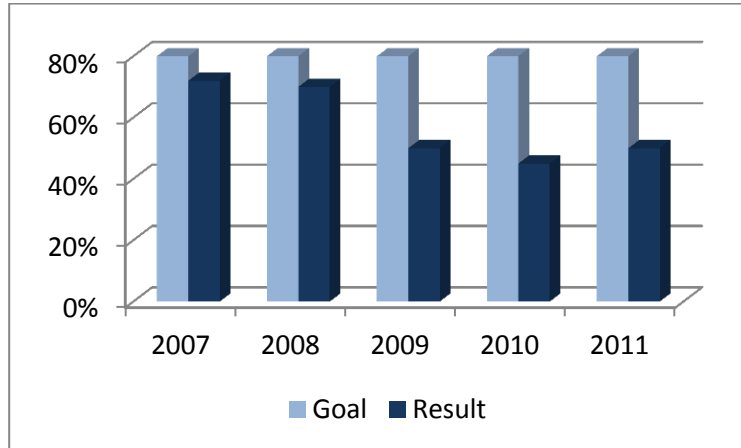
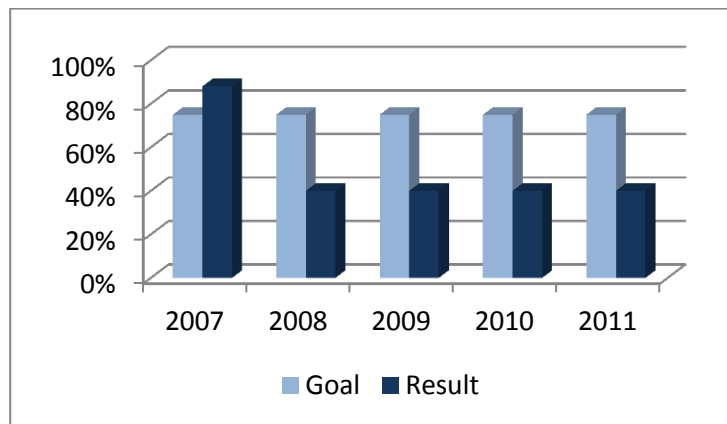


Figure 7.1b-4 Non-Monetary Determinations Quality: Samples of eligibility determinations are evaluated using federal guidelines to ensure proper decisions are made. The criterion for this is 75% of the evaluated determinations must score at least 80 points.



7.2 Customer Satisfaction - The Agency has implemented two customer satisfaction instruments, targeting both job seeker and business customers served by the SC Works Centers. The results are made available to the LWIBs and center operators to assist in continuous improvement efforts. Feedback is sought on the availability, accessibility and effectiveness of resources, the responsiveness and expertise of staff, and overall customer satisfaction.

7.3 Financial Performance - Appendix IV

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

7.5 Organizational effectiveness/operational efficiency - The Agency is restructuring to improve effectiveness and operational efficiency.

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

USDOL sets desired levels of achievement for handling UI appeals so that decisions on claimants’ entitlement to unemployment compensation will be made in a timely manner after fair hearings that protect the parties’ due process rights. These due process rights are protected by the Appellate Division.

In 2011, the Agency reorganized the Appellate Division by splitting off Higher Authority Appeals from the Legal Department. A second reorganization of this division occurred in early 2012 when the Office of General Counsel, formerly the Legal Department, and the Subpoena/Records Release Unit were separated from the Appellate Division. The Appellate Division now includes an Administration Unit, the Appellate Panel, Higher Authority Appeals (HAA), and Lower Authority Appeals (LAA). The Administration Unit oversees the Appellate Panel’s time and attendance, HAA Department, and LAA Department. The Appellate Panel, with HAA Support, and LAA are responsible for handling appeals in unemployment compensation and trade cases, as well as cases involving tax liability and employment status. The Office of General Counsel is responsible for defending the agency’s final decisions in appeals to courts of competent jurisdiction. The Office of General Counsel employs attorneys who represent the Agency in appellate proceedings and provides legal support and advice to the Agency’s divisions. Questions regarding legal compliance are referred to the Office of General Counsel. The Office of General Counsel also oversees the Records Release Unit.

Lower Authority Appeals (LAA) Workload – Since 2001, the LAA caseload began to steadily increase. Since 2008, the LAA caseload has peaked over 20,000 and remains high. Figure 7.6-1 shows the annual number of appeals received over the last five years.

Figure 7.6-1 Lower Authority Appeals Received: The Agency saw a workload increase of 85.25% from 2006-07 to 2010-11, however, a slight reduction occurred in 2011-12.

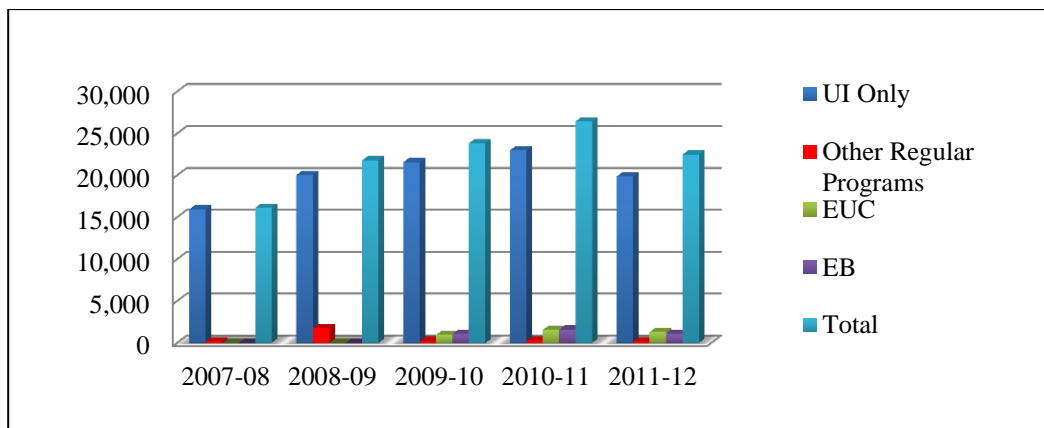


Figure 7.6-2 Lower Authority Appeals Received by Month and Program: The number of appeals received each month shows a spike in August 2011, then a decrease over the next few months, followed by another uptick in March 2012. The sharp decline in EB appeals at the end of the reporting period is because S.C. ‘triggered off’ EB and that program is no longer available at this time.

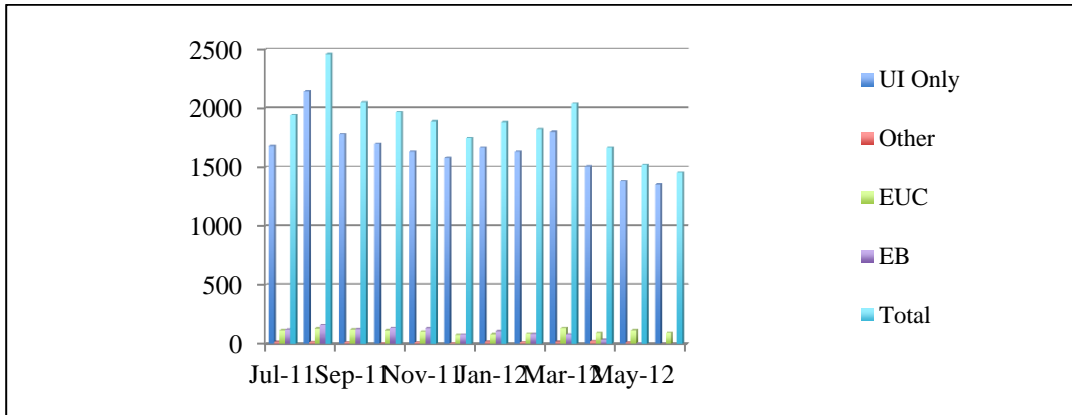
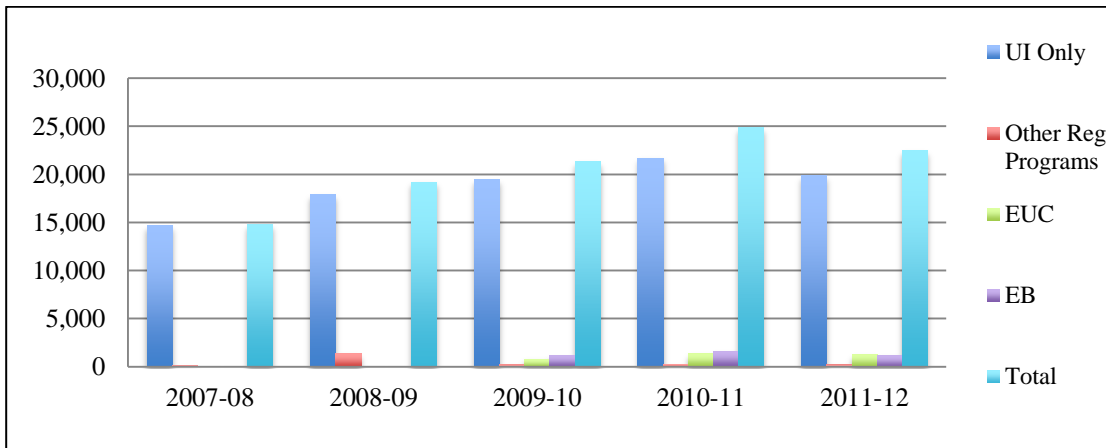


Figure 7.6-3 Lower Authority Appeals Decisions Issued: LAA decisions issued by UI program type over the last five years.



Time lapse is the traditional measure of the time it takes from the date an appeal is filed to when a decision is issued. USDOL also measures the average age of pending cases to evaluate case aging. For LAA, the standards are 30, 45, and 90 days. The USDOL desired level of achievement is for 60% of decisions to be issued within 30 days of the appeal-filed date and for 80% to be issued within 45 days of the appeal-filed date.

Figure 7.6-4 Lower Authority Appeals Time Lapse: The program year began with 30 day time lapse well below USDOL standards due to high workload and a loan of personnel to HAA. However, LAA was able to rebound and meet the standards for nine months out of the year.

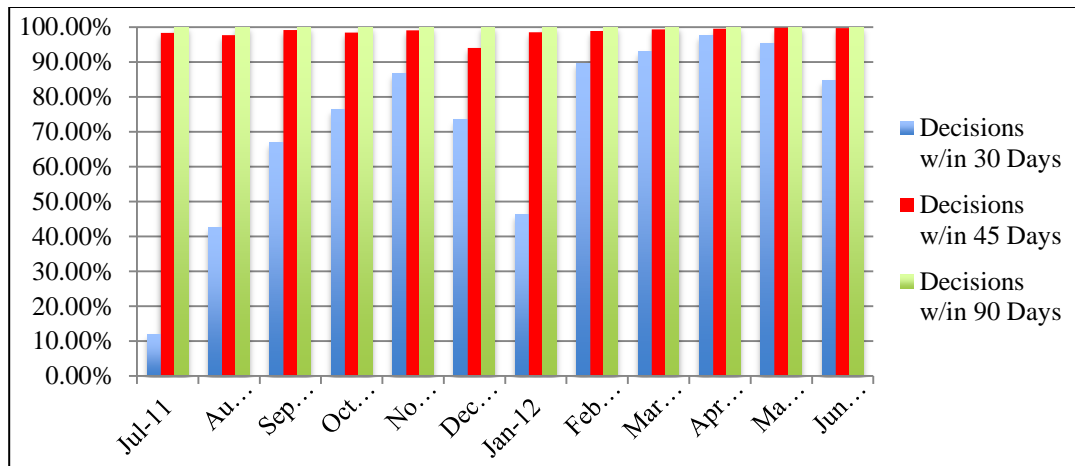
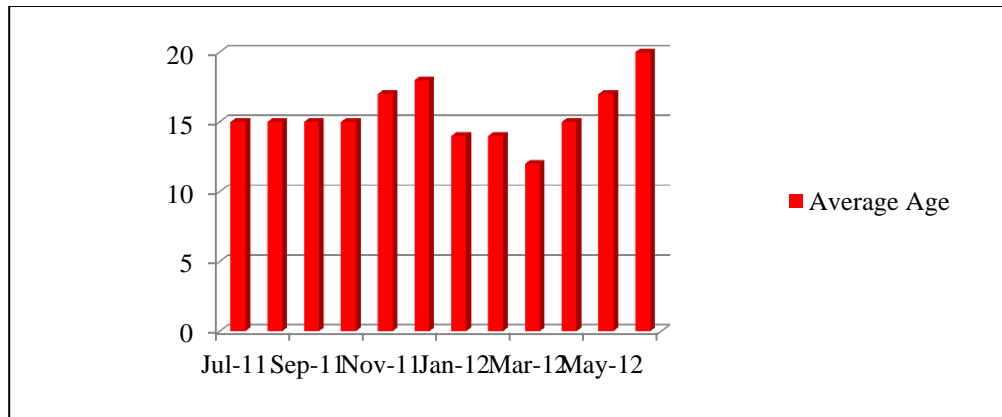


Figure 7.6-5 Average Age of Lower Authority Appeals Pending Cases: USDOL also measures the average age of pending cases to evaluate case aging. For the reporting period, the Agency experienced an average age of less than 15.6 days.



Quality Measures - USDOL requires that 80% of appeals must pass with scores of at least 85%. Lower Authority Appeals has continued to score well on the quality measures. The Regional data from July 2011 through June 2012 shows Lower Authority Appeals scoring 95.0%.

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

Figure 7.6-6 Higher Authority Appeals Received: As the number of cases heard and decided by LAA remains high, the HAA workload also remains elevated from less than 1,200 appeals received in 2000-01 to 3,347 cases in 2011-12. This increase is comparable to the increase experienced by LAA and shows an increase of 87.61% from 2007-08.

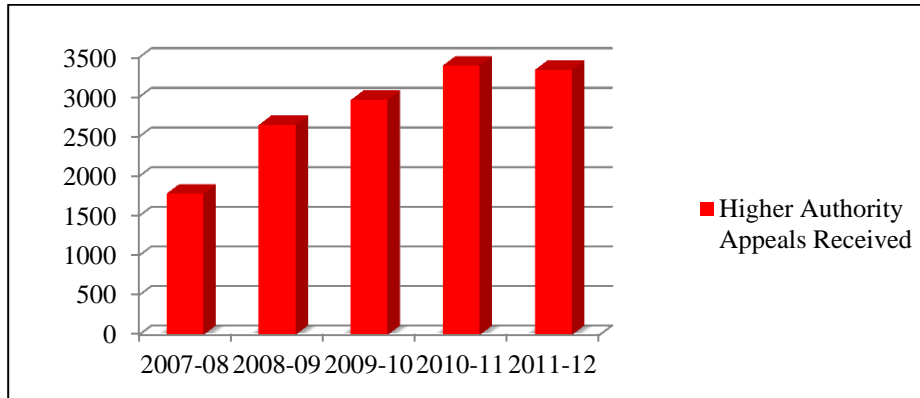


Figure 7.6-7 Higher Authority Appeals Received by Month and Program: The number of monthly appeals for 2011-12 shows a spike of new appeals in the summer months followed by relatively consistent new appeals totals.

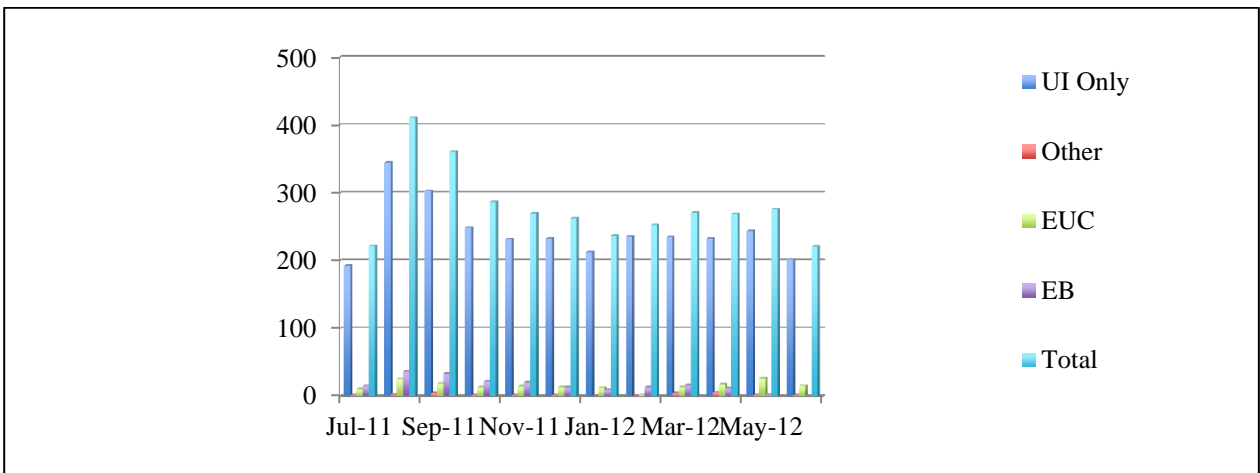


Figure 7.6-8 Higher Authority Appeals Decisions Issued: The increase in appeals received has directly affected the number of decisions issued and these, too, have increased dramatically (100%) over the last five years.

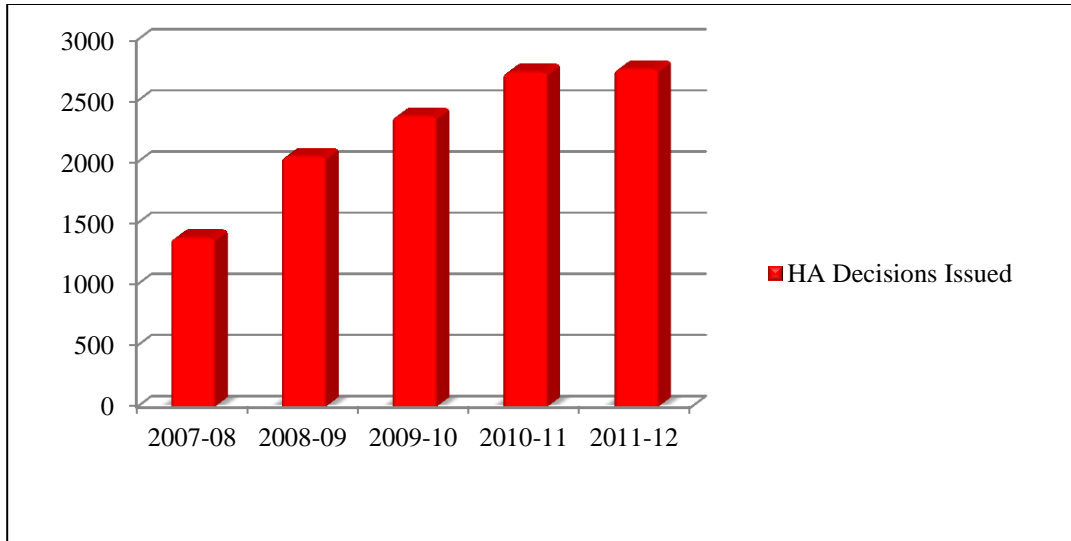


Figure 7.6-9 Timeliness Measures of Higher Authority Appeals Decisions: To encourage prompt resolution of appeals, USDOL sets the desired level of achievement for HAA at deciding 50% within 45 days, 80% within 75 days, and 95% within 150 days. The Agency’s performance in all metrics has improved dramatically over the last year. HAA has exceeded USDOL goals in all categories every month beginning with the August 2011 reporting period.

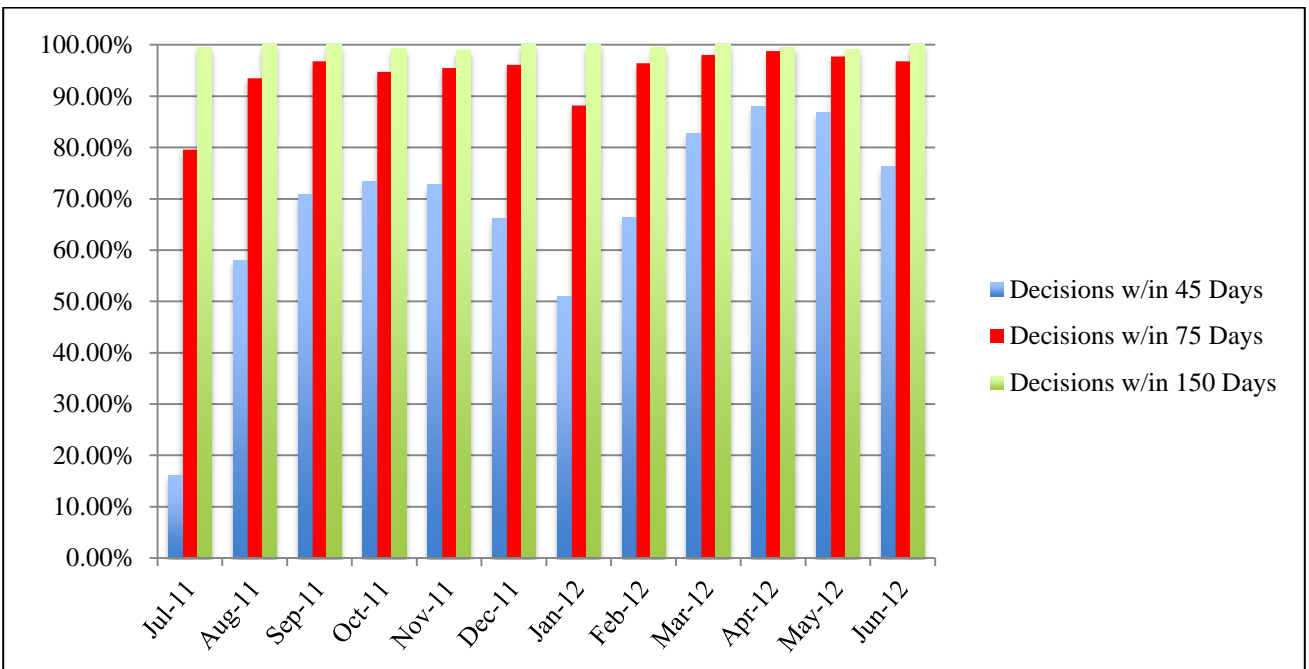
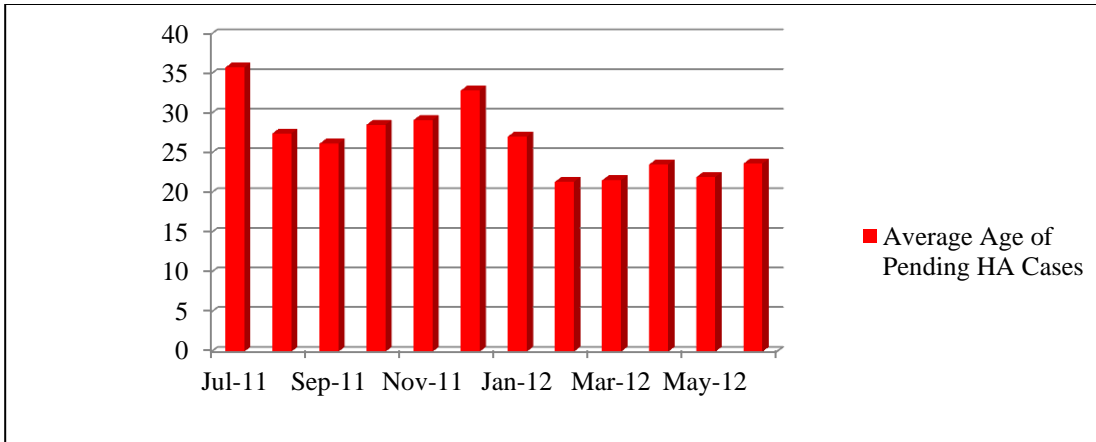


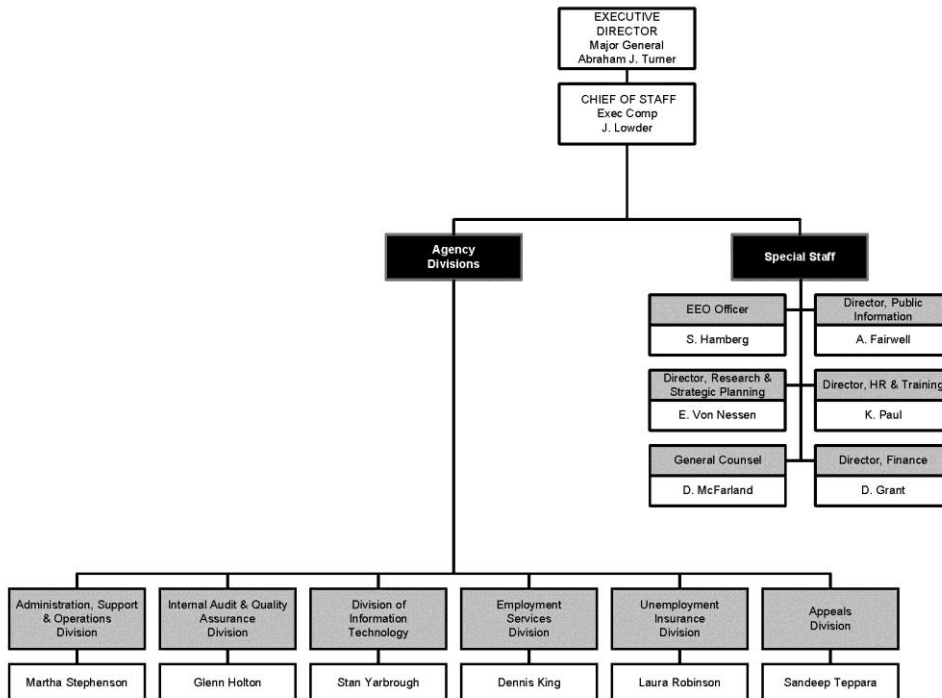
Figure 7.6-10 Average Age of Higher Authority Pending Cases: As a further measure of timeliness, USDOL also tracks the average age of pending cases. The desired level of achievement is at or below 40 days.



Higher Authority Appeals exceeded the USDOL goal of keeping the average age of a pending appeal below 40 days. HAA has shaved over 10 days off its average case age since July 2011 and has maintained an average case age below 24 days every month beginning with the February 2012 reporting period.

Appendix I – Organizational Structure

SC Department of Employment and Workforce
Organizational Chart
2012



Appendix II – Expenditure/Appropriations Chart

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 10-11 Actual Expenditures		FY 11-12 Actual Expenditures		FY 12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 43,353,448	\$ 211,642	\$ 40,474,424	\$ 250,586	\$ 50,901,630	\$ 289,777
Other Operating	\$ 21,366,473	\$ 177,181	\$ 20,793,813	\$ 40,769	\$ 60,686,092	\$ 32,973
Special Items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Permanent Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Case Services	\$ 11,837,739	\$ -	\$ 7,587,952	\$ -	\$ 2,522,579	\$ -
Distributions to Subdivisions	\$ 74,437,704	\$ -	\$ 51,841,665	\$ -	\$ 69,754,663	\$ -
Fringe Benefits	\$ 13,332,968	\$ 53,014	\$ 13,606,943	\$ 55,500	\$ 16,452,874	\$ 25,444
Non-recurring	\$ -	\$ -	\$ -	\$ -	\$ 30,790,650	\$ 30,790,650
Total	\$ 164,328,332	\$ 441,837	\$ 134,304,797	\$ 346,855	\$ 231,108,488	\$ 31,138,844

Other Expenditures

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

Appendix III – Major Program Areas

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures	FY 11-12 Budget Expenditures	Key Cross References for Financial Results*
I Admin	To provide executive leadership and administrative services for the Agency.	State: 0.00 Federal: 9,110,303.62 Other: 1,295,200.18 Total: 10,405,503.80 % of Total Budget: 6.3%	State: 0.00 Federal: 8,114,395.26 Other: 1,421,653.41 Total: 9,536,048.67 % of Total Budget: 6.2%	Appendix II Pg. 53 Appendix IV Pg. 55
II ES	To provide for the matching of job seekers with employers who need workers.	State: 0.00 Federal: 15,036,789.65 Other: 12,711,845.93 Total: 27,748,635.58 % of Total Budget: 16.9%	State: 0.00 Federal: 14,070,714.63 Other: 4,366,429.47 Total: 18,437,144.10 % of Total Budget: 13.2%	7.1a-1 Pg. 40 7.1a-2 Pg. 40 7.1a-3 Pg. 41
III UI	To provide for assessing and collecting Unemployment Insurance Taxes. Oversees the filing of unemployment claims and benefit payments.	State: 0.00 Federal: 41,417,741.29 Other: 648,688.11 Total: 42,066,429.40 % of Total Budget: 25.7%	State: 0.00 Federal: 41,994,269.65 Other: 198,511.84 Total: 42,192,781.49 % of Total Budget: 27.1%	7.1b-1 Pg. 44
IV WIA	To assist businesses in meeting their needs for skilled workers and provide individuals with access to training that helps them prepare for work.	State: 0.00 Federal: 68,779,230.94 Other: 208,145.88 Total: 69,007,376.82 % of Total Budget: 42.2%	State: 0.00 Federal: 54,258,048.48 Other: 162,394.75 Total: 54,420,443.23 % of Total Budget: 38.6%	Appendix IV Pg. 55 7.1a-4 Pg. 42
V Trade	Provides reemployment services to workers adversely impacted by increased imports or by a shift in production of services to another country.	State: 0.00 Federal: 14,674,840.08 Other: 0.00 Total: 14,674,840.08 % of Total Budget: 8.6%	State: 0.00 Federal: 9,330,970.32 Other: 0.00 Total: 9,330,970.32 % of Total Budget: 14.7%	Appendix IV Pg. 55
Below: List any programs not included above and show the remainder of expenditures by source of funds.				
VI SCOIS	To provide information to improve the way young people and adults plan careers, make educational training decisions and find jobs.	State: 444,836.57 Federal: 0.00 Other: 709.81 Total: 445,546.38 % of Total Budget: 0.3%	State: 346,854.63 Federal: 0.00 Other: 0.00 Total: 346,854.63 % of Total Budget: 0.2%	

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

Appendix IV – Financial Performance

7.3 - Financial Performance

Agency Revenue 2011 - 2012

State Appropriation	\$348,194.00
Other Operating	4,740.00
Contracts	54,615.00
Consortium Contracts	35,882.00
Contingency Assessment Fund	8,558,860.00
Child Support Intercept	8,030.00
Parking Fees	58,264.00
Stimulus Contracts - ARRA	89,816.00
Employment Services	9,179,260.00
Unemployment Insurance	46,715,652.00
Special Administration Fund	1,776,495.00
Disabled Veterans Outreach Program (DVOP)	1,716,496.00
Bureau of Labor Statistics (BLS)	1,057,786.00
ES Reimbursement Grant	493,716.00
Local Veterans Employment Representative (LVER)	1,587,216.00
Disability Program Navigator	56,877.00
TRA	5,412,988.00
WIA Cluster	2,360,589.00
WIA Cluster Pass Thru	37,790,075.00
Interest Surcharge	30,456,304.00
SC Commerce/LMI	<u>340,251.00</u>

TOTAL \$148,102,106.00

Appendix V - Accountability Report Acronyms

ABAWDs	Able-Bodied Adults Without Dependents
BAM	Benefit Accuracy Measurement
BPC	Benefit Payment Control
CWRC	Certified Work Ready Communities
DEW	South Carolina Department of Employment and Workforce
DSIT	Department of State Information Technology
DSS	Department of Social Services
E&T	Employment and Training
EB	Extended Benefits
EPMS	Employee Performance Management System
FUTA	Federal Unemployment Taxes
HAA	Higher Authority Appeals
HR	Human Resources
IT	Information Technology
IWT	Incumbent Worker Training
IVR	Interactive Voice Response
JAG-SC	Jobs for America's Graduate-South Carolina
LAA	Lower Authority Appeals
LAC	Legislative Audit Council
LMI	Labor Market Information
LWIA	Local Workforce Investment Areas
LWIB	Local Workforce Investment Board
MOA	Memorandum of Agreement
NASWA	National Association of State Workforce Agencies
OJT	On-the-Job Training
ORS	South Carolina Office of Research and Statistics
PII	Personally Identifiable Information
PY	Program Year
RFP	Request for Proposal
SAP	Systems, Applications, and Products
SNAP	Supplemental Nutrition Assistance Program
SCBOS	South Carolina Business One Stop
SCDE	South Carolina Department of Education
SCOIS	South Carolina Occupational Information System
SCVR	South Carolina Vocational Rehabilitation Department
SCWOS	South Carolina Works Online Services
SWIB	State Workforce Investment Board
TAA	Trade Adjustment Assistance
TPS	Tax Performance System
UI	Unemployment Insurance
USDOL	U.S. Department of Labor
WIA	Workforce Investment Act
WIB	Workforce Investment Board
WP	Wagner-Peyser
WOTC	Work Opportunity Tax Credit