

SOUTH CAROLINA COMMISSION FOR THE BLIND

2000-2001 ANNUAL ACCOUNTABILITY REPORT

Section I: Executive Summary

The Annual Accountability Report for 2000-2001 demonstrates the success the Commission for the Blind has experienced with increasing referrals to the programs, increasing the number of consumers being served, improving the quality of services to consumers and increasing the levels of accountability effectiveness and efficiency throughout the agency.

The major achievements from the past year reflect a strong emphasis on quantity and quality of services to the blind and severely visually impaired citizens of the state. The largest of the services programs, vocational rehabilitation, increased referrals to the program by 81% and pursued services plans with a substantial percentage of the individuals referred. The other direct services programs experienced similar growth and expansion. In addition to the number of individuals served, there was also a significant expansion of services offered to consumers in all of the services areas. For example, assistive technology was made available to participants in the older blind independent living program. Expansions were focused on new or different training programs, explorations in vocational pursuits, increased quality of life services and increased independence for consumers.

The mission of the South Carolina Commission for the Blind is to provide quality, individualized vocational rehabilitation services, independent living services, prevention services and children's services competitive employment, social and economic independence and increased quality of life for blind and visually impaired South Carolinians. The pursuit of this mission is driven by the value placed in the skills abilities, potential and dignity of the population served by the agency. It is also driven by other values including talented and committed staff, progressive, effective leadership, fiscal and human resources, support of the community and the Legislature, employers receptive to employing our consumers and collaboration with other organizations.

There are six (6) strategic goals that also drive the pursuit of the agency mission. Because the goal of vocational rehabilitation is competitive employment, the number one goal of the agency is to increase the number of competitive placements for consumers. The second strategic goal is to increase independence of consumers in the home and in the community. The third goal is to prevent blindness and stabilize and/or restore vision. This goal crosses program and age lines. The fourth strategic goal is to provide the human resource leadership, guidance and tools necessary to accomplish the mission on the agency. The fifth strategic goal is to provide the administrative leadership necessary to ensure accountability, effectiveness and efficiency. And the sixth goal is to implement a comprehensive information system that encompasses the organizational knowledge, management and strategic levels.

Opportunities that will affect the agency's ability to fulfill our mission include an improved image of the agency in the community. Leadership by a governing board that is committed to quality and expanded services to consumers and by administrative leadership that has the same focus has created a positive community profile for the agency that enhances the ability of the agency to attract qualified staff, increased numbers of consumers and support of the community. Another opportunity that has enhanced the agency's ability to fulfill our mission is relationships developed with private industry. These relationships have created opportunities for competitive employment for an increased number of consumers.

The greatest barrier to fulfilling the agency mission is, and will continue to be, a decrease in funding. Shortages in funding for the past year have been absorbed in administrative costs, and consumer services have not been adversely affected. Shortages in funding will have a negative impact on staff training in the years ahead, and this training shortage, will have an obvious negative impact on the quality of services to consumers.

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Section II: Business Overview

Chapter 25, beginning with Section 43-25-10 of the South Carolina Code establishes the South Carolina Commission for the Blind and charges the Commission with responsibility for providing a program of vocational rehabilitation services, independent living services, prevention program and a children's services program. In keeping with this mandate from the General Assembly, the Commission has developed and maintained these programs for South Carolina's blind and severely visually impaired citizens.

The Commission currently has one hundred seventy-seven filled positions. This number includes FTEs, grant positions and temporary positions. Direct services staff includes counselors, instructors, placement specialists, health professionals, assistive technology specialists, orientation and mobility specialists, assistants and drivers. The remaining positions include financial managers, maintenance workers, clerical, entry-level managers, mid level managers, human resource specialists, an attorney, senior managers and executive level managers.

The Commission's headquarters are in Columbia at 1430 Confederate Avenue. This complex also includes the Ellen Beach Mack Rehabilitation Center, the Technical Services Division and the Projects with Industry operations. The Columbia District Office is at the same location. We also have district offices in Greer, Greenville, Spartanburg, Greenwood, Aiken, Conway, Florence, Charleston, Orangeburg and Walterboro. Services provided by staff assigned to the district offices include vocational rehabilitation services, independent living services, prevention services, low vision services and services to children.

Appropriations and expenditures are summarized on the following page.

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

	99-00 Actual Expenditures		00-01 Actual Expenditures		01-02 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$4,743,504	\$2,220,153	\$5,010,087	\$2,113,682	\$5,210,878	\$2,097,829
Other Operating	\$1,912,595	\$ 675,993	\$1,635,355	\$ 763,950	\$2,267,297	\$ 600,720
Special Items	\$ 290,799	\$ 276,642	\$ 147,953	\$ 146,196	(\$ 391,386)	(\$391,386)
Permanent Improvements	\$ 133,000	\$0	\$0	\$0	\$0	\$0
Case Services	\$1,522,858	\$ 584,068	\$2,269,397	\$1,022,683	\$2,318,432	\$ 963,932
Distributions to Subdivisions	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$1,243,054	\$ 547,002	\$1,378,888	\$ 581,649	\$1,264,712	\$ 526,765
Non-recurring	\$ 412,293	\$ 412,293	\$ 126,196	\$126,196	\$ 34,829	\$ 34,829
Total	\$10,258,103	\$4,716,151	\$10,567,876	\$4,754,356	\$3,226,587	\$3,832,689

Other Expenditures

Sources of Funds	99-00 Actual Expenditures	00-01 Actual Expenditures
Supplemental Bills	\$412,293	\$126,196
Capital Reserve Funds	\$0	\$9,095
Bonds	\$0	\$0

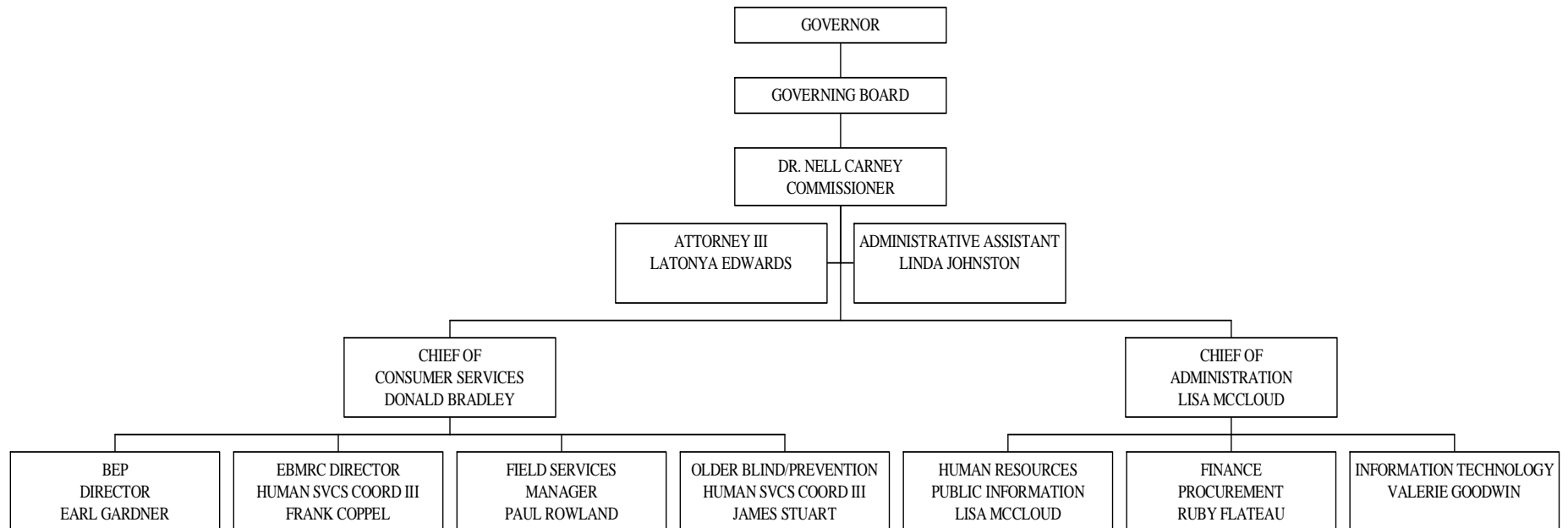
Key customers for the Commission programs are: the working age blind and severely visually impaired individuals who are working age and can benefit in terms of employment from the provision of vocational rehabilitation services, children who are blind or severely visually impaired between the ages of birth and three years and children who are attending school, multi-impaired blind individuals and older citizens who are blind or severely visually impaired and in need of independent living services. Individuals who are in need of medical eye care and who meet specific financial criteria are also customers of the Commission.

Key suppliers of the services are the direct services staff, certain medical personnel, a variety of training programs including colleges and universities, technical assistance providers, public and private sector employers and community services programs.

Services and products of the Commission are: guidance and counseling, orientation and mobility instruction, Braille instruction, home management training, self help skills training, remedial education, evaluation and assessment, low vision services, physical restoration services, job coaching, books and supplies, assistive technology, independent business training, medications, vision screening, parent counseling, vocational counseling, vocational training and case management. Individuals may receive any number of these services from the Commission provided the individual assessment indicates need for the services. The major product of the Commission is rehabilitated, trained employment ready individuals.

The organizational structure of the Commission begins with the Board of Commissioners appointed by the Governor. The board is composed of four (4) blind or visually impaired individuals and three who are not blind or visually impaired. The Board of Commissioners has policy-making responsibility. The board also recruits and hires the Commissioner who is responsible for the day-to-day operations of the agency. The executive management team includes the Commissioner, Chief of Consumer Services and Chief of Administration. A Senior Management Team and a Mid-level Management Team have been designated by the Commissioner. An organizational chart is provided on the following page.

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Section III: Elements of Malcolm Baldrige Award Criteria

Category-1: Leadership

The Board of Commissioners, the Commissioner, and selected senior staff met with staff in all district offices and with groups in headquarters to discuss issues and determine what the short and long term direction should be. Information and ideas from these meetings were assembled and deployed to all staff in the form of policy issuances, goals and objectives and program directives.

Performance expectations in the organization are established with full input of individual staff and communicated in writing in a planning document signed by both parties. The performance expectations for the total organization are set by the Board of Commissioners and communicated throughout the organization through the strategic management plan.

Organizational values are communicated through policy dissemination and in face-to-face meetings with staff. Staff are empowered with budgeting that allows enough funding to accomplish the performance expectations. Empowerment of staff is also the result of the creation of a working environment that encourages innovation and creativity.

Leadership advances organizational learning by involving all levels of staff in development of new policies, strategic planning, budget planning and preparation and involvement in community activities. Individual learning occurs as a result of leadership communicating opportunities for improvement and by encouraging full participation in relevant/available training.

The leadership of the organization sets and deploys standards of ethical behavior by serving as role models for the organization maintaining the highest ethical standards of behavior. Standards of ethical behavior are also deployed through policy issuances.

A focus of customer services has been set by verbal communication from the Board of Commissioners. This same customer service focus has been further established with the mission and vision statements of the organization. The focus on customer services is maintained with individual performance standards, strategic plan, action plans and policies. The focus is maintained through evaluations and corrective action plans.

Key performance measures include: number of referrals to programs, number of individuals served by programs, case management standards, number of competitive placements and customer satisfaction. Organizational performance review findings are used by senior leadership to determine what changes need to be made in the leadership

approach to enhance organizational performance. Leadership asks the question: “What can the leadership do to improve organizational performance?” The answers to this question are developed into written communications in the form of procedures, policies, or other directives.

The current impact on the public of the services provided by the programs of the agency are positive. When blind or severely visually impaired individuals are placed in competitive employment they are removed from public assistance roles. When adequate independent services are provided, these services often result in individuals remaining in the home instead of being placed in a nursing facility. The impact is financial. Positive financial impact is assessed with data. The associated risks are possibility of injury of consumers while in training. Such risk is examined at the time services are planned.

Senior leadership sets priorities for improvement through organizational performance evaluation. Priorities for improvement are communicated through clear policy and procedure issuances.

Areas of emphasis for community involvement are based on: the mission of the organization, the need to collaborate with other organizations and the needs of the community. Community involvement is achieved through service on interagency committees, participation in community efforts such as United Way and the Red Cross Blood Drive. Collaboration with other state agencies reduces the risk of duplication of services, provides exchange of useful information and creates opportunities for joint endeavors such as grant funding.

Category-2: Strategic Planning

The strategic planning process began with an examination of the current status of the organization. The mandates from the funding sources were also included in the pre-planning. The organization's history and record of services were also considered in the pre-planning. Participants in strategic planning included all staff who had program or operational responsibilities. Customer needs and expectations were the highest priority in the planning process. To determine needs and expectations, meetings between staff and customers were held. Through an open door policy, customers were encouraged to communicate needs and expectations.

The mandates of funding sources played a major role in the strategic planning process. For example, with more than 50% of the organization's funding coming from a federal source that restricted the use of the funding, risks associated with loss of the funding had to be considered. Societal and community economic impact were considered in the planning process, and it was determined that no risk existed and that certain strategies would have a positive impact on the community.

The strategic planning process included an in-depth analysis of the existing human resources and needs for additional human resources. A significant result of the analysis was an indication that the organization needed to be reorganized to strategically utilize existing human resources. The reorganization did take place, and the strategic plan was developed accordingly. The organization's capabilities to provide services to customers is closely linked to the analysis of human resources since most of the services provided to customers are delivered by staff.

The operational capabilities of the organization were analyzed to determine capacity, and the outcome included changes in some operational policies and procedures. Suppliers and contractors were examined to determine parameters. Public and private sector employers were identified as our partners, and it was determined that this pool of partners was limitless.

Action plans are developed by the staff responsible for each specific services and operational area. The action plans are reviewed and revised by the executive management team. Self-tracking takes place on a quarterly basis, and results in a written report. Reports are reviewed by senior managers.

The objectives, action plans and organizational performance measures are communicated throughout the agency in writing and become the basis for setting individual performance standards for all employees of the agency. Objectives, action plans and performance measures are deployed through case services standards, employer relations, policies and procedures and clear statements of agency mission and values.

Category-3: Customer Focus

The estimated population of blind and visually impaired individuals residing in South Carolina is between 10,000 and 12,000. In FY 2000-2001, the Commission served 4,480 blind or severely visually impaired individuals, approximately 40% of the total population in the state. The national average percentage of this disability group receiving rehabilitation is 30%. Not all blind or severely visually impaired individuals need services provided by the Commission. In addition, some of the population could not benefit from the types of services provided by the Commission.

Who becomes a customer of the Commission is determined by eligibility criteria, which varies from program to program. In the programs funded with Federal revenue, the eligibility criteria is dictated through program regulations. In state funded programs eligibility criteria is developed by the leadership of the Commission. Key requirements for our customers are determined by medical, skills, and psychological assessment and evaluation.

Listening and learning methods are kept current by various staff attending conferences and seminars that are focused on services delivery in the specific areas relevant to the organization's programs. Certain staff also maintain contact with providers of services such as assistive technology, Braille products, current instructional methods and relevant research. Staff at all levels stay current with the literature in the field of rehabilitation for the blind and severely visually impaired. The information gathered through these activities is applied to program planning, expansion and improvement.

Information from customers is analyzed and given consideration in all services planning. Various staff, including the Commissioner, attend advocacy group meetings, consumer group meetings and meet with individual customers to listen to the issues, concerns and needs. This information is shared with the decision-making teams in the organization, and it becomes part of the planning process.

Customer satisfaction is measured with consumer satisfaction surveys, random telephone inquiries and communication with consumers at all staff levels.

Positive relationships are built with customers through face-to-face communications. The Commissioner and other executive staff spend time with customers. The nature of our services requires that direct services providers establish rapport with the customers as part of the services plan implementation.

Category-4: Information and Analysis

The operations and processes to be measured are identified through a quarterly evaluation of all agency functions. The quarterly evaluation is outlined in the strategic plan. From the quarterly evaluations, indicators of substandard organizational performance are identified. The operations and processes identified become the targets for further measurement and analysis. For example, the Vocational Rehabilitation Program was demonstrating substandard performance with low referrals and low numbers of placements. The quality assurance operation targeted four major functions in the program and gathered extensive data, which was used to identify causes for substandard performance. Corrective action plans were developed and implemented, and performance for the program improved.

Data quality, reliability and completeness is determined by comparison with other similar information including some of the historical data of the organization. Assurance of the availability of the data is verified by writing performance standards for individuals who are responsible for providing data to the decision-makers. The strategic plan also addresses the quality, reliability and availability of data.

Both internal and external data drive much of the decision making in the organization. Internal data is used to determine when and where to strategically place staff, expand programs, decrease programs and initiate new programs. For example, internal data about customer participation in two programs played a major role in the decision to discontinue the programs: and external data was used to expand services in another program.

Selection and utilization of comparative data is limited to the fields of information that are relevant to the role and function of the agency. The fields of information most often used are blindness, rehabilitation, medical eye care, placement, staffing, affirmative action, staff training and populations studies. Comparative data is used to measure organizational performance, staff performance, utilization of fiscal resources, utilization of human resources, need for additional programs and services and budget development.

Category-5: Human Resources Focus

The Board of Commissioners hired a new Agency Director in March of 2000. After a review and analysis of the agency's operations, reorganization was implemented in August 2000. The reorganization aligned departments in broad areas of Consumer Services and Administration. The goal of the agency's reorganization is to increase the focus of consumer service to the blind citizens of South Carolina. In addition the reorganization helps minimize barriers of communication within the agency. The agency has an administration and district office located in Columbia. In addition, there are district offices located in Aiken, Charleston, Conway, Florence, Greenville, Greenwood, Greer, Orangeburg, Rock Hill, Spartanburg and Walterboro. The staff includes 139 employees with permanent status, 19 grant employees and 19 temporary employees statewide.

The hiring and selection process for the agency was reviewed and updated during the year. The agency's recruiting sources include the Internet, State Career Center, Job Service, and Universities and Colleges throughout the state. Our recruitment efforts include participation at college and community career fairs contact with South Carolina State University's Rehabilitation department. All applicants being interviewed are subject to additional interviews by executive management. Currently, new hires come to the administrative offices to complete necessary paperwork, receive an overview of benefits, agency tour, etc. The new orientation program is currently being reviewed for improvement in the upcoming year. The Agency Director reviews applications of recommended new hires. The agency continues to participate in the internship program with S. C. State University. Several interns applied for and were hired for positions with the agency during the year. The increase of diversity is a major goal in the strategic plan. Importance of improving statistics was discussed with senior management.

The agency is assisting the Vocational Rehabilitation Counselors in receiving a Masters Degree in Vocational Rehabilitation Counseling through a federally funded training grant. We currently have three counselors enrolled in programs across the country. While achieving this goal is a national standard, we feel this will increase our counselors' knowledge, understanding and professionalism in working with consumers. A great emphasis has been placed on ensuring consistency and understanding of procedures. We conducted several in house training sessions. The trainers have included the Agency Director, Executive and Senior Management and Georgia State University representatives. We are currently conducting an agency wide needs assessment so that the agency can provide the necessary training and skill development programs for our employees. In addition, the Training and Development Director meets with managers to determine training needs from the manager's point of view. Computer classes are offered

on a regular basis in which employees voluntarily can attend. These classes include Internet, Microsoft Word, Excel, and Powerpoint.

The agency uses the Employee Performance Management System for employee evaluations and feedback. An emphasis has been placed on staff to utilize the system to communicate to employees concerning performance. The managers are communicated on a 90-60-30 day reminder schedule of upcoming evaluations. Employees are given merit increases based on the performance rating. The agency also utilizes performance increases to reward employees. With the implementation of an agency strategic plan, the success criteria for staff are starting to be linked to specific goals and objectives. In an effort to assist supervisors and managers with the understanding of the process an in house training curriculum is being developed and should be implemented during the upcoming year.

There has been an increased awareness on facility maintenance and safety during the year. It will continue to be a goal during the upcoming year. Efforts will be made to develop pertinent training to reduce the agency's workers compensation claims.

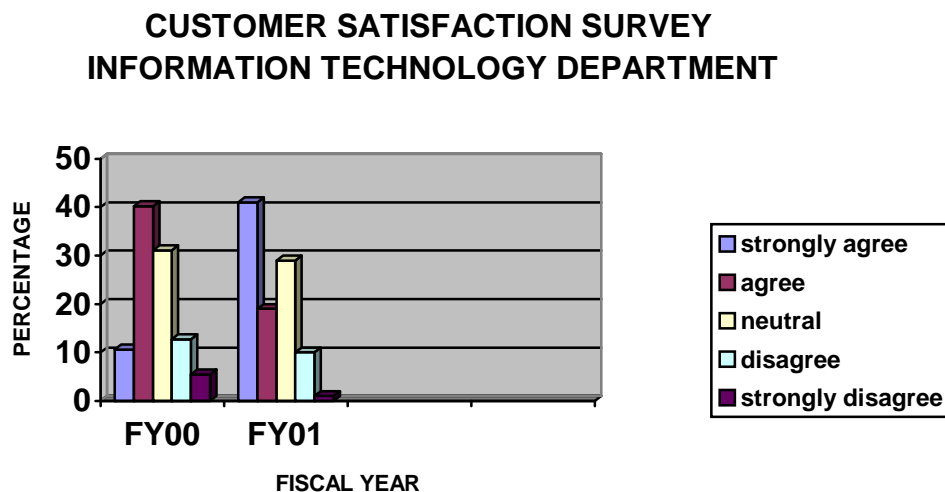
On an annual basis the agency conducts a formal staff meeting. This meeting includes a recap of the current state of the agency as well as previous accomplishments and achievements of employees and the agency during the year. In addition the agency recognizes employees with 10, 20 and 30 years of service at the meeting with the presentation of service pins and certificates. Upon retirements, the agency recognizes the employee at an informal gathering to present certificates, pins and congratulations. The service and retirement achievements are submitted to the local newspapers. The agency participated in Public Service Recognition Week in May 2001. Each employee was presented with a certificate from the agency's Board of Commissioners, Commissioner and Executive Management. The week also included banners and computer notification of the week. Donuts, coffee and juice for all employees statewide was also served.

The agency conducts annual customer service surveys and use the results to improve communication and performance. An additional source of employee well being is the exit interview conference. Also, grievance statistics are used as a measure of employee satisfaction.

The agency actively participates by liaison representation with several community organizations in addition to encouraging employee participation. These include United Way, American Red Cross, Community Health Charities, Prevention Partners, Salvation Army, Juvenile Diabetes, United Negro College Fund, S. C. Coalition Against Domestic Violence and Sexual Assault and Southeast Disability and Business Technical Assistance Center.

Category-6: Process Management

The support processes of the agency include finance and procurement, information, technology, building services and administration. These areas function with the understanding that the customer base is the consumer services departments of the agency. The reorganization of the agency in August 2000 assisted with clarifying the relationship of consumer services and administration. The finance and procurement areas produce monthly budgeting information and is instrumental in timely purchases of equipment/supplies for consumers. The Building Services area was created due to a growing concern of facility maintenance as well as safety. The department works well with all of the agency's locations statewide. The Administration focuses on making timely decisions to facilitate and expedite employees being able to serve the consumers. The information technology area not only supports the computer system statewide for the agency, but also maintains the client information system for all consumer programs. The information captured in the client information system assists the consumer programs to manage the caseloads of their consumers. In addition, the information is used as an accountability and reporting tool. The information technology department conducts in house computer training in Microsoft Word, Excel, and Powerpoint. In addition, training is conducted on the use of the client information system. The information technology department also works closely with the consumer services department with developing modifications to the system in order to ensure it is effective and efficient for their needs. Customer Satisfaction survey results indicates a positive response from the Information Technology Department.



Process management for direct services is charged to the Quality Assurance Unit and the office of Chief of Consumer Services. Quality assurance is responsible for tracking the document requirements of direct services delivery. This function has resulted in review of all itineraries and daily activity reports from direct services staff and review of 30% of case documentation. Reports from quality assurance are used to formulate corrective action plans and evaluate staff performance.

The trends in process management are an increase in efficiency that may continue if resources are available to replace systems and add human resources to fully staff these functions.

Category-7: Results

The Key measures for customer satisfaction were increased referrals to the four services areas, increased number of individuals served in all of the services areas, increases in the number of individuals placed in competitive employment, increased number of individuals trained in the special training programs. The accompanying graph will show increased performance in all of the key measures. In addition, the organization established a process for assuring quality of services will remain at a satisfactory level with the increases in numbers of individuals being referred and served. With the increases in numbers of individuals being served, it has been necessary to expand services. In the Older Blind Independent Living program, assistive technology training and residential rehabilitation center training have been added. In the Vocational Rehabilitation Program, the partnerships with private industry have been expanded to include a training center that will focus on tele-communications. The Children's Services Program has been expanded to include transitional services and work activity training. In the Prevention of Blindness, vision screening is now being provided in the rural counties.

The trends for key measures in customer satisfaction include a shift from traditional training to technical/computer training that will allow customers to compete in educational settings and in the labor market, increase independence in the home and the community and improve the quality of life. Through partnership with a private sector employer, the newly completed tele-communications center will address the training trends and increase opportunities for competitive employment. Another trend from the key measures is increased demand for the provision of assistive technology to individual customers. This fiscal year, more resources were directed toward this demand, and the trend will continue.

With changes in the eligibility criteria for services and the expansion of services, it can be assumed that referrals to the services programs will continue and that increased numbers of individuals will receive services from the agency.

Mission Accomplishment

The key measures for mission accomplishment are increases in the economic social independence of blind and severely visually impaired population of the state. Based on the performance levels for the key measures for customer satisfaction, the performance levels for mission accomplishment are at acceptable levels. For example, in vocational rehabilitation, the number of competitive placements rose from 124 to 156 indicating a growth of approximately 26% in the competitive placements. It is a valid assumption that the increased competitive placements led to increased economic and social independence. Following is the competitive placement graph.

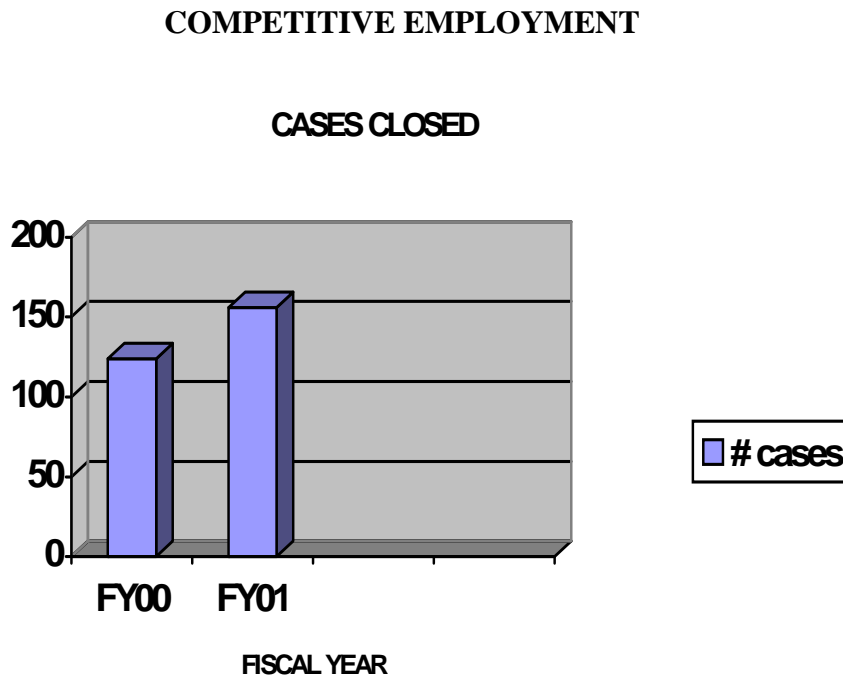


Figure 1. There was a 26% increase in cases closed.

BUSINESS RESULTS-CONSUMER SERVICES

VOCATIONAL REHABILITATION PROGRAM

Survey results indicate consumers are 89-90% satisfied with the way the agency worked with them in developing and providing a plan of rehabilitation services. In addition there was a 83% to 89% satisfaction with the services received in correlation to helping the consumer perform present work, homemaking or other duties.

REFERRALS

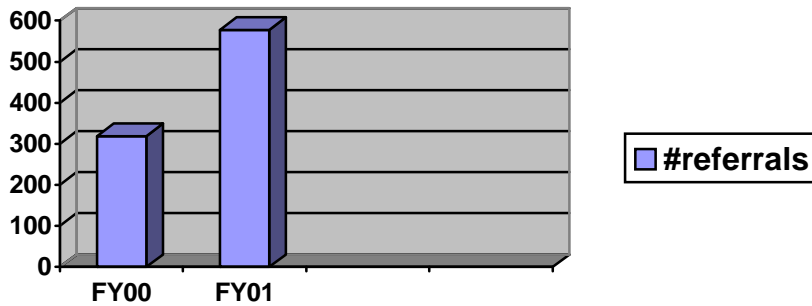


Figure 1. There was a 81% increase in referrals during the year.

CASES SERVED

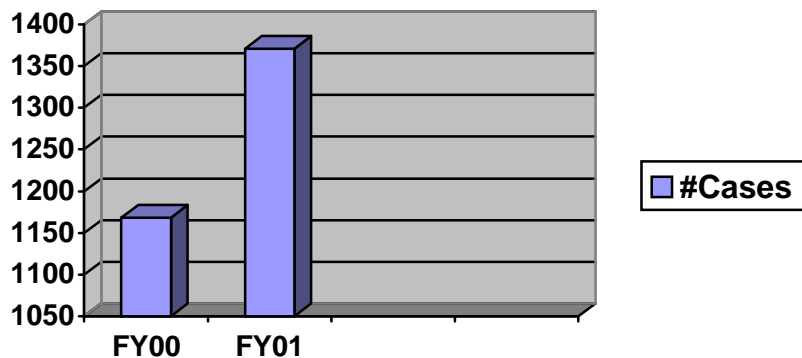


Figure 2. There is an increase of 17% in consumers served.

OLDER BLIND-INDEPENDENT LIVING

REFERRALS

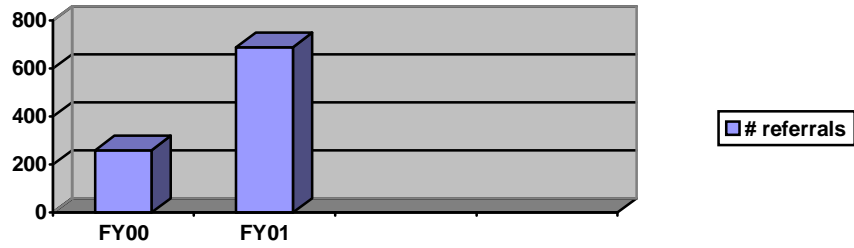


Figure 4. There was a 164% increase in referrals.

CASES SERVED

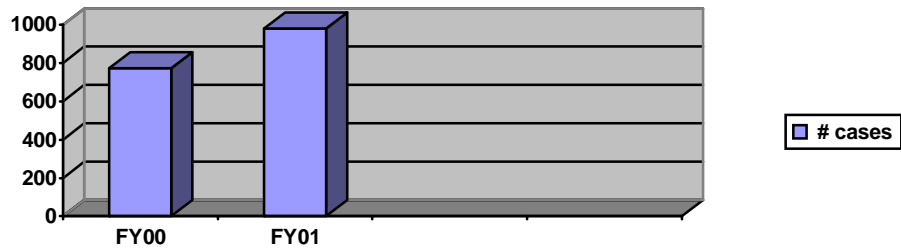


Figure 5. There was a 27% increase in cases served.

PREVENTION OF BLINDNESS

REFERRALS

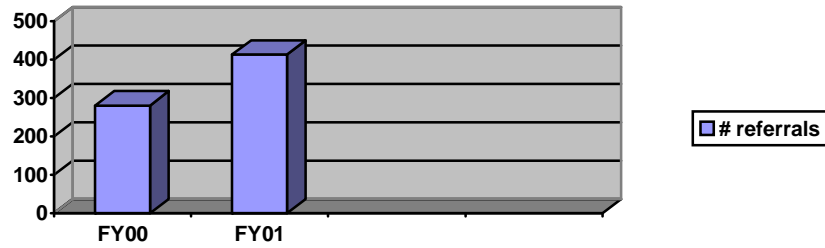


Figure 1. There is a 47% increase in referrals to the program.

CASES SERVED

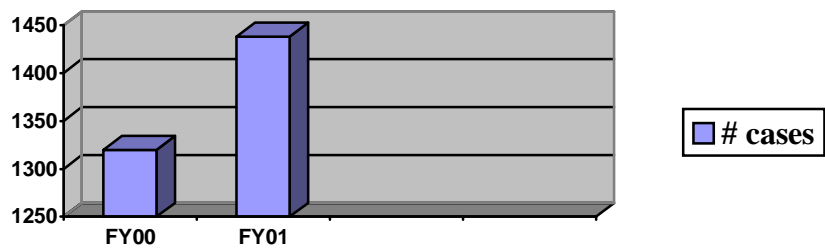


Figure 2. There is an increase of 9% in cases served.

CHILDREN SERVICES

REFERRALS

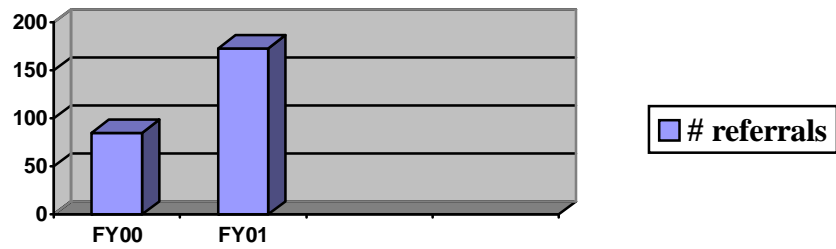


Figure 1. Referrals increased by 104%.

CASES SERVED

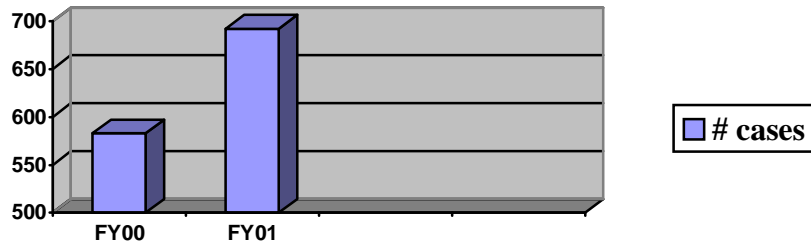


Figure 2. The number of cases served increased by 19%.

SPECIAL TRAINING PROGRAMS

REHABILITATION CENTER

CONSUMERS SERVED



Figure 1. There was an increase of 13% in consumers served.

TECHNICAL SERVICES DIVISION

REFERRALS

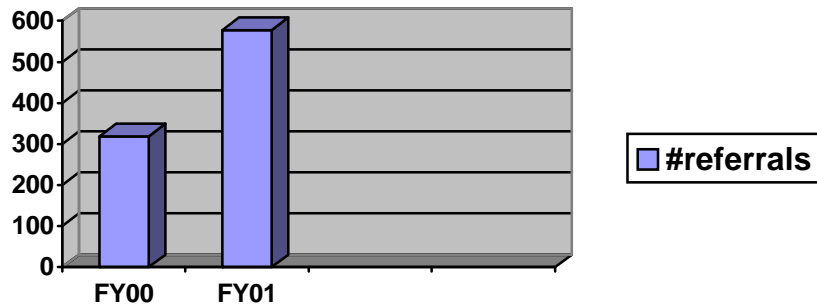


Figure 2. Based on an estimated figure for fy00, there was an increase of 189% in consumers served.

The obvious trends from the performance levels in measures to accomplish the mission of the agency are: an increased willingness by employers to hire blind and severely visually impaired individuals, greater opportunities for disabled populations to remain in the community and to integrate socially and greater coordination between organizations serving the population of individuals with disabilities. These trends imply that in the years ahead the agency mission may be modified to include an initiative to increase efforts to identify additional individuals who want and can benefit from the services provided by the Commission.

Within the key measures for accomplishing the agency mission there exists the hidden value of increased quality of life for the population served by the Commission. Increased quality of life necessarily enhances the economic and social independence of each individual served by the services programs.

Human Resource Results

The agency hired a total of 27 employees in full time positions with permanent status during fiscal year 2001. Of the total applicant pool of 597, 50% were minority and 66% were female. The chart below indicates an increase of minority and female hires to applicant pool from last year.

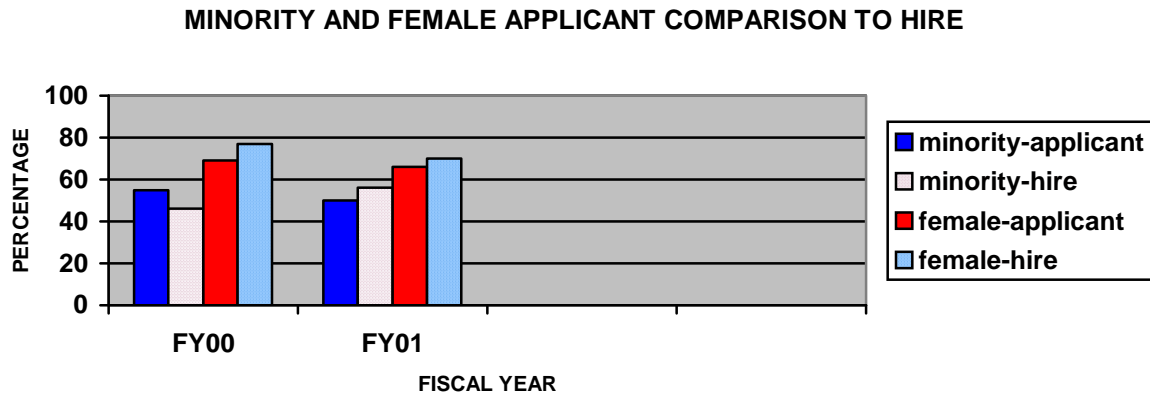


Figure 1

There were two (2) grievances files internally and appealed with the State Human Resources Director. However, the two (2) issues were not grievable under the Greivance Act.

There were fifteen compensable workers compensation claims during the year, which was an increase from last fiscal year. An analysis of the claims will be done to determine training needs.

The agency was able to provide 407 training opportunities, both internally and externally, for staff members during the year.

With a focus on communication of items of interest to employees, the Human Resources Department communicated approximately 38 items to employees during the year. Some of these items included monthly leave status reports, insurance (life, disability, etc) information, Human Resources Newsletter, retirement information, legislative changes, 401k match for Deferred Compensation, Carowinds ticket and Belk Department store sale for government employees.

The agency regularly participates in blood drives with the American Red Cross. There were four (4) blood drives held during the year.

Customer Satisfaction Survey results indicates a satisfaction with the services delivered from the Human Resources Department.

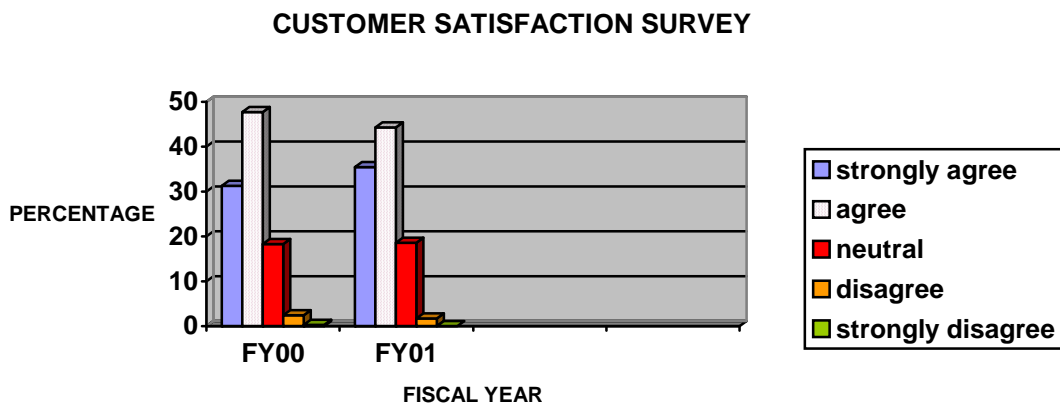


Figure 2

Suppliers/Contracts/Partners

The key suppliers for services provided by the Commission are the direct services staff of the agency. The key performance measures for the suppliers are the same measures as the measures for customer satisfaction: increases in referrals, increases in numbers of individuals served, improved quality of services and expanded services. The performance levels for suppliers are acceptable. The agency currently has 25 contracts, and all contractors have performed satisfactorily over the past year. Partners include employers and other agencies with other missions. Key measures of performance for partners are improved relationships. For this reporting period, have improved as indicated by the number of competitive placements and other opportunities available to the population the agency serves.

Regulatory Compliance

The key measures for regulatory and legal compliance are no non-compliance citations. The performance level is above average. There have been no noncompliance citations in the reporting period. The trend from this performance is a continued compliance with the continued employment of full time legal council who has responsibility for ongoing review and research to ensure compliance.

Financial Management

The agency had both a state and federal financial audit conducted during the year. These audits resulted in only one exception for the state audit and no exceptions on the federal audit.

The benchmark for budget forecast/analysis reports is less than a 5% variance. For fiscal year 2001, forecasted expenditures were within 1% of actual expenditures.

The percent of errors in reconciliation of accounts is less than 10%.

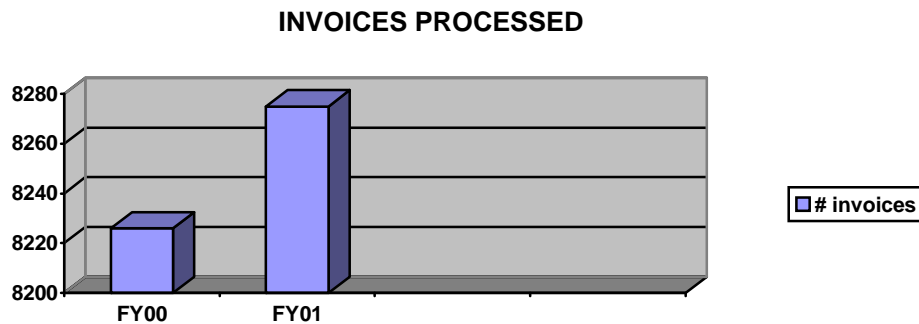
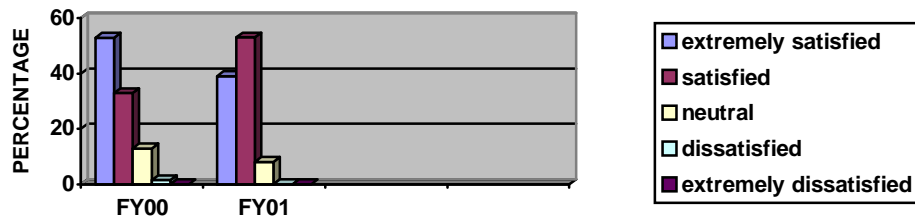


Figure 1. 99% of invoices processed were done within 30 days.

CUSTOMER SATISFACTION SURVEY FISCAL DEPARTMENT



With satisfactory performance levels in financial management and a declining appropriation, trends will necessarily be greater accountability and greater efficiency