

RESTRUCTURING & SEVEN-YEAR PLAN

State Accident Fund

Date of Submission: *March 31, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	Harry B. Gregory Jr.	06/11/2004	hgregory@saf.sc.gov
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Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):

(Type/Print Name):

Harry B. Gregory Jr.

If applicable, Board/Commission Chair
(Sign/Date):

(Type/Print Name):

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. In 1943 the State Workers' Compensation Fund was created as a division of the South Carolina Industrial Commission.
2. In 1947, the establishment of the State Workers' Compensation Fund was permanently codified by Sections 42-7-10 through 42-7-100 of the 1976 Code of Laws of South Carolina.
3. The State Workers' Compensation Fund was established as a separate agency in 1974.
4. On July 1, 1993, as part of government restructuring enacted by the legislature, the State Workers' Compensation Fund was renamed the State Accident Fund.
5. On July 1, 2013 the South Carolina Workers' Compensation Uninsured Employers' Fund was established within the State Accident Fund in accordance with Section 42-7-200.

B. Purpose, Mission and Vision

1. Purpose:
 - a. The State Accident Fund is charged with the administration of the workers' compensation program for all state agencies. Creation of the Fund centralized the administration of workers' compensation claims within a single agency, as the State effectively "self-insured" its workers' compensation coverage in the same manner as most large private businesses.
 - b. On July 1, 2013 there was established, within the State Accident Fund, the South Carolina Workers' Compensation Uninsured Employers' Fund. This fund ensures payment of workers' compensation benefits to injured employees whose employers failed to acquire necessary coverage as required by the Workers' Compensation Act .
2. Mission:
 - a. The State Accident Fund's mission is provide a cost effective guaranteed workers' compensation market for state agencies, other government entities and, when in the best interest of the State, businesses in the private sector.
 - b. The South Carolina Workers' Compensation Uninsured Employers' Fund's mission is to ensure payment of workers' compensation benefits to injured employees whose employers have failed to acquire necessary coverage for employees in accordance with the provisions of the law.
3. Vision: The South Carolina State Accident Fund will be a recognized leader in the field of workers' compensation insurance and the insurer of choice for governmental entities.

C. Key Performance Measure Results

1. The measures of mission effectiveness were at the most favorable level since tracking started over ten years ago. The “Number of Fines Paid” (Figure 5.1.1) and the “Amount Paid in Fines” (Figure 5.1.2) were at the lowest recorded level. There were no audit findings (Figure 5.1.3) on the annual independent audit.
2. The agency’s measures of mission efficiency continued to compare very favorably to private sector data. The agency’s “Administrative Cost Ratio” (Figure 5.2.1), “Average Medical Costs per Claim” (Figure 5.2.2) and the “Average Indemnity Cost per Claim” (Figure 5.2.3) remained well below the industry average for private workers’ compensation insurance carriers in the state.
3. Customer satisfaction remained high as indicated by “Results of Annual Customer Survey” (Figure 5.3.1), “Retention Rate for Voluntary Accounts” (Figure 5.3.3), and the “Retention Ratio for Voluntary Accounts” (Figure 5.3.4).
4. Measures of workforce engagement indicate a significant decrease in “Turnover Rate” (Figure 5.4.1) while nearly half of survey participants ranked the agency’s work environment as “Better than Most” or “Best”. Other measures (Figure 5.4.3 & 5.4.4) have remained relatively stable.
5. Operational/work system performance measures indicated that cycle time for initial compensability decisions (Figure 5.5.1) and bill processing (Figure 5.5.2) continue to sustain the gains they achieved over the years and the “Percentage of Accounts Audited Within 180 Days” remained at 100% for the third consecutive year.
6. During fiscal year 2014, the actual and/or estimated savings from vender partnerships for medical management, pharmacy bill cost containment programs and subrogation services were \$9,610,628.

ORGANIZATIONAL PROFILE

II. Organizational Profile

Created in 1947 by an Act of the General Assembly [1947(45) 147], the State Accident Fund (formerly the State Workers' Compensation Fund) is one of twenty-seven state sponsored workers' compensation insurance funds. The State Accident Fund is a highly specialized organization. The agency provides a guaranteed, cost effective source of workers' compensation insurance for government entities regardless of their loss experience, level of risk, or other unique characteristics. In addition, though it does not currently market itself to private business, the agency is prepared to offer private businesses, as necessary, the same quality coverage and services.

1. **Key Deliverables:** The agency has three key processes that create value for our customers. These processes deliver services directly to the policyholders. Each of the processes and their related services are listed below:

Claims Management

- Claim management services.
- Recoveries from third parties.
- Recoveries from the Second Injury Fund.
- Medical case management.
- Rehabilitation services.
- Technical training for human resources and workers' compensation staff.
- Legal services.

Premium Calculation and Collection

- Training and assistance in preparing the documentation required for premium calculations.
- Training and information on the NCCI premium determination process.
- Premium audits and on-site consultations.

Safety and Loss Control Consultation

- Safety and loss control training and consultation.
- Courtesy inspections.

2. **Key Customers:** The State Accident Fund's key customers are its policyholders and their employees.

The agency's policyholders can be segmented into two distinctly different groups. The first and largest group, over 500 accounts, consists of municipal and county governments, special purpose districts, other local government organizations, and over 40 volunteer fire departments.

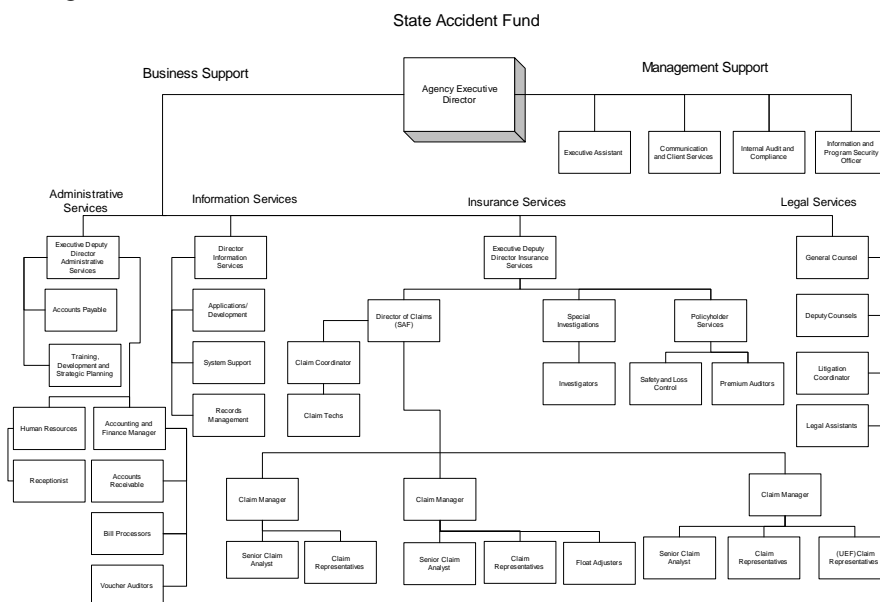
Their participation is voluntary, but the Fund acts as the assigned risk provider for these non-state accounts.

The second distinct group is made up of state agencies, representing widely diverse employers in terms of the nature of work and level of risk.

3. The agency's key stakeholders include the taxpayers of the state of South Carolina and several private businesses. Included in this group are merchants that provide medications and durable medical equipment, medical practices that treat injured employees, private law firms that provide legal services, and other businesses that provide services to the agency or our customers.
4. Key Partner Agencies: The Workers' Compensation Commission is the agency that has the greatest impact on the agency's mission.
5. Performance Improvement Systems: The agency uses various performance measures that are reported on a weekly, monthly, quarterly, or annual basis. They include process times, industry benchmarks, actuarial review, employee input, and customer surveys. The results of these measures are compiled and reported to agency staff. The agency management team reviews these measures as they become available.

The agency management team reviews the relevant measures and actionable items are investigated and reviewed. Opportunities for improvements in systems and processes are assigned to members of the management team, departments, or special teams as necessary. Recommendations from these teams are reported back to the agency management team for adoption or integration into the strategic plan.

6. Organizational Structure:



Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

7. Oversight Body: The agency/director reports to the Governor and members of the legislature.
8. Major Program Areas: The State Accident Fund has two major program areas. The first program is the administration of the state's workers' compensation program. The second is the administration of the South Carolina Workers' Compensation Uninsured Employers' Fund.
9. Emerging Issues: The key strategic challenges facing the agency are related to retention of management and improvement to the agency's case management system. The deficit in salaries of agency managers as compared to their counterparts in the private sector makes knowledge retention difficult. Key staff members are often recruited by other providers in the industry.

The agency's current case management system was developed over 15 years ago and though it has received periodic patch upgrades, the system is no longer providing expected efficiencies. The replacement of this system will likely be costly and time consuming, but necessary to reduce operating costs and provide the highest level of customer support and service to our stakeholders.

ORGANIZATIONAL PROFILE

III. Laws (Statutes, Regulations, Provisos)

The State Accident Fund's enabling legislation is Title 42, Chapter 7 of the South Carolina Code of Laws. The agency is also responsible for the provisions set forth in Title 42, Chapter 1. As a workers' compensation insurance provider the Fund complies with Chapter 67, of the Code of Regulations.

IV. Reports and Reviews

Various statutes, regulations, and provisos include reporting requirements that require information to be submitted on a regular basis. The agency identified ten (10) annual reports, three (3) quarterly reports, and one (1) monthly report. In most cases the information is submitted to a designated office (e.g. Executive Budget Office) or agency (e.g. Human Affairs) and then submitted to the appropriate legislative entity.

The State Accident Fund is audited annually by an independent audit firm contracted by the State Auditor's Office. The agency's internal controls include separation of duties, monthly management reports that are reviewed by the Management Committee, and an internal claim audit program that reviews a sample of claims from each adjuster annually. An independent

actuary also performs an annual review of the agency’s performance results. The agency does not have an internal auditor.

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

A. Results of Agency’s Key Performance Measurements

Mission Effectiveness

The agency’s key performance measurements of mission effectiveness are all based on regulatory compliance. The agency records the number and amount of fines paid to the Workers’ Compensation Commission. This information is reported to the agency director on a weekly basis. The Workers’ Compensation Commission does not track the number fines paid by each carrier, therefore comparative data is not available. The agency’s performance in this area has shown significant improvement in recent years. Data for the last 10 years is shown in Figure 5.1.1 and Figure 5.1.2.

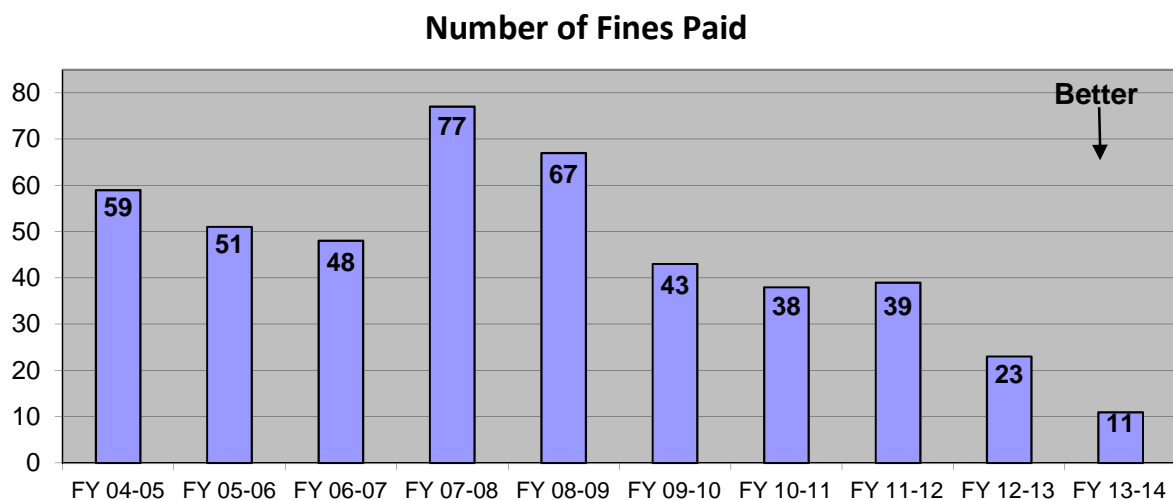


Figure 5.1.1

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

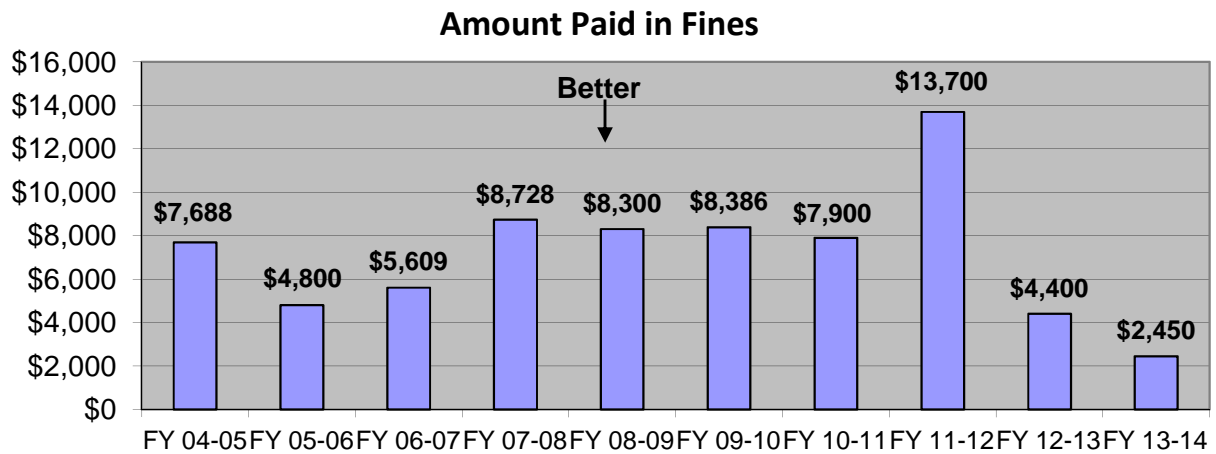


Figure 5.1.2

Note: The fine amount was increased 100% in FY 11-12.

The agency is audited annually by an independent audit firm contracted by the State Auditor. The agency tracks the number of audit findings to determine regulatory compliance. Figure 5.1.3 shows the number of audit findings for the last 10 years.

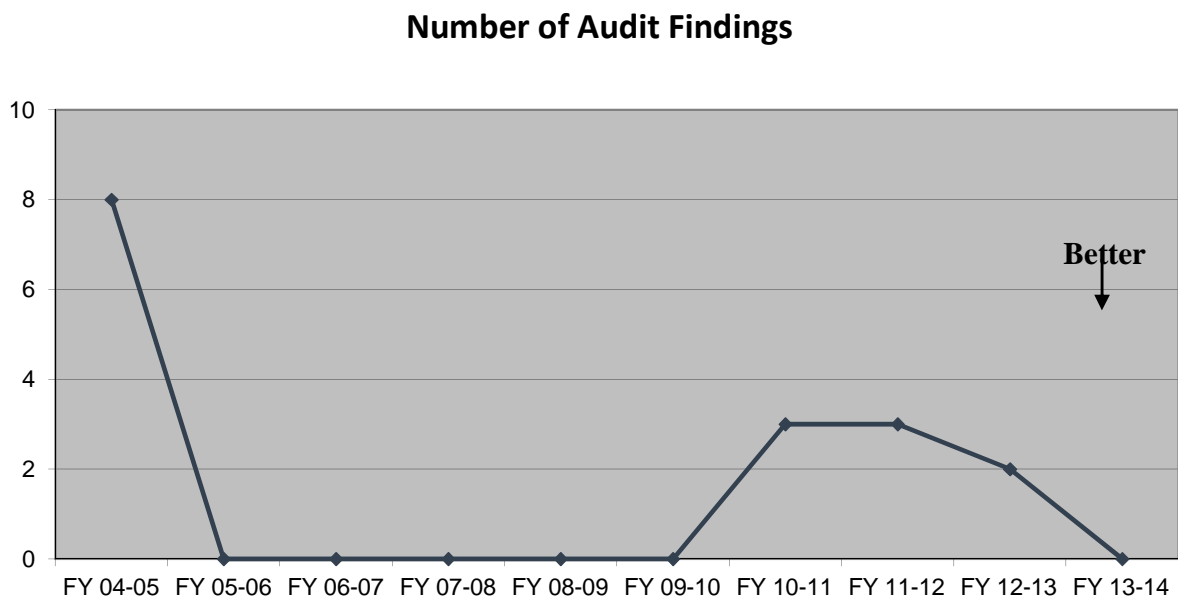


Figure 5.1.3

Mission Efficiency

The agency compares its results with the other workers' compensation carriers in the state to determine mission efficiency. A standard industry measure of an insurance carrier's efficiency is the "Administrative Cost Ratio." It represents the percentage of premium spent on

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administration and not paid out in benefits. Figure 5.2.1 shows the State Accident Fund's Administrative Cost Ratio, as determined by our actuaries, Bickerstaff, Whatley, Ryan, and Burkhalter, Consulting Actuaries, is less than half of the average for private sector carriers in the state as reported by National Council on Compensation Insurance (NCCI).

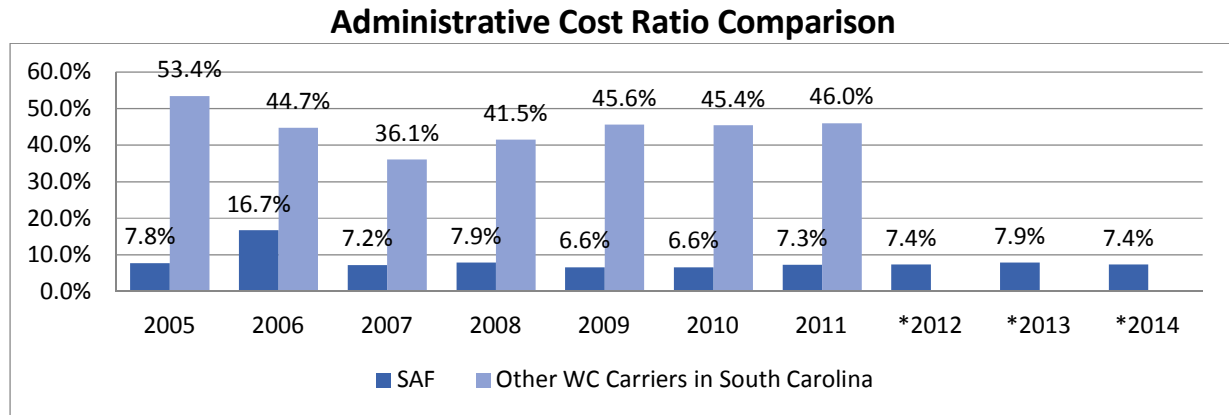
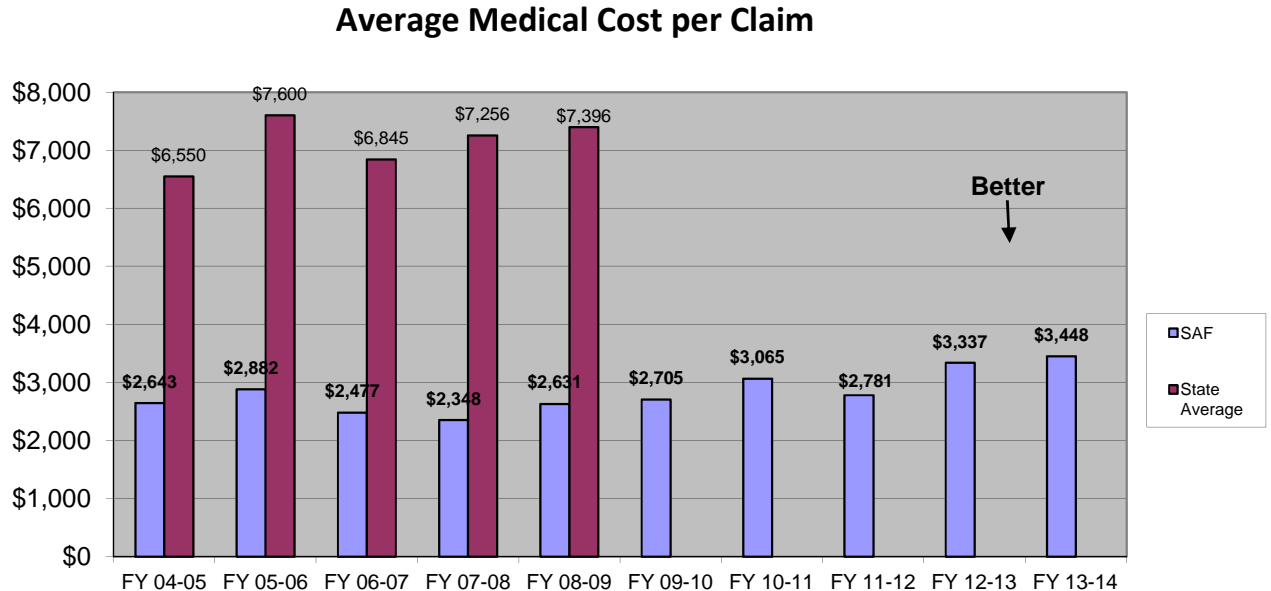


Figure 5.2.1

**Note: NCCI Data not available for CY 2012-2014.*

To measure claim handling efficiency, the agency uses NCCI data to conduct a comparison of State Accident Fund's average medical and indemnity costs per claim with the average for other carriers in the state (Figure 5.2.2 and Figure 5.2.3). The most recent data shows the average medical cost of claims was almost 64% lower than the industry average.



Note: SAF FY is July-June; NCCI years are policy year based.

Figure 5.2.2

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The average indemnity cost per claim is shown in Figure 5.2.3. The agency's average was 63% below the average for private industry.

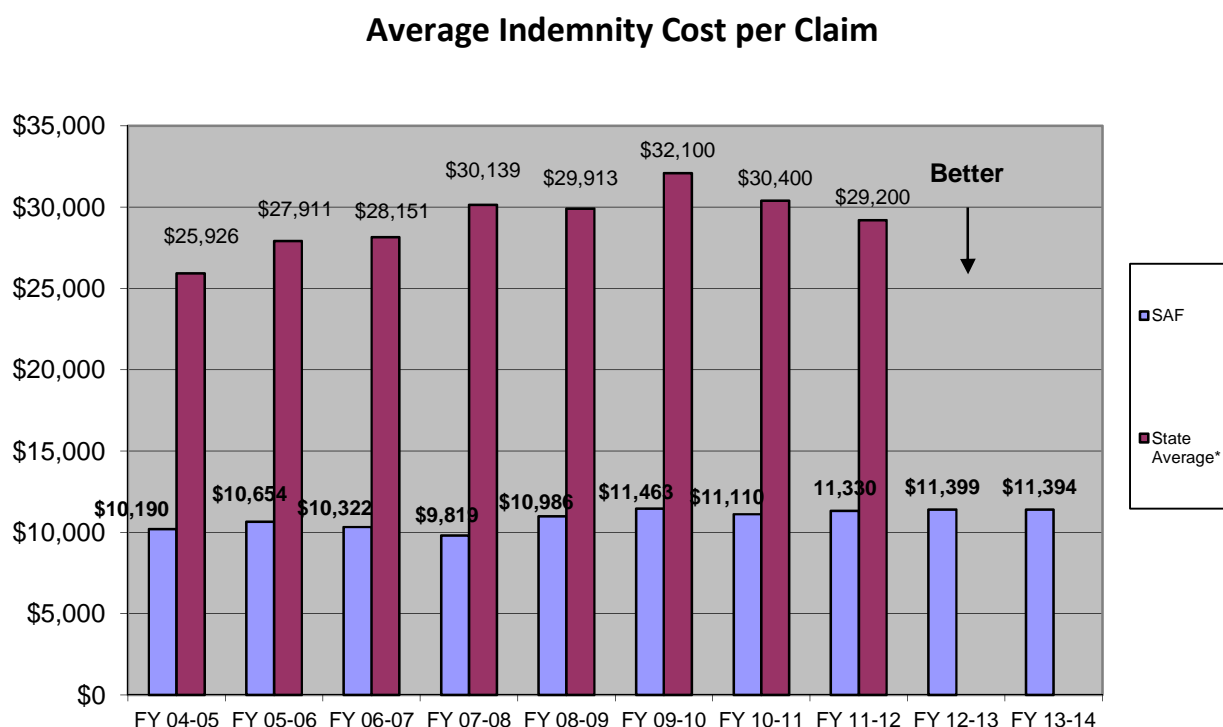


Figure 5.2.3

Quality (Customer Satisfaction)

The State Accident Fund has conducted a customer survey annually since 1994 to measure customer satisfaction. It is designed to perform two tasks simultaneously. First, open-ended questions are used to determine customer expectations and gather recommendations on improving current services. Then each customer evaluates the agency's performance using a four-point Likert Scale. Additional space is provided for written comments. This information is compiled, trends are noted, and both the raw data and the refined scores are distributed to the staff.

The agency uses the percentage of positive responses to determine trends. The results for the last 14 years are shown in Figure 5.3.1

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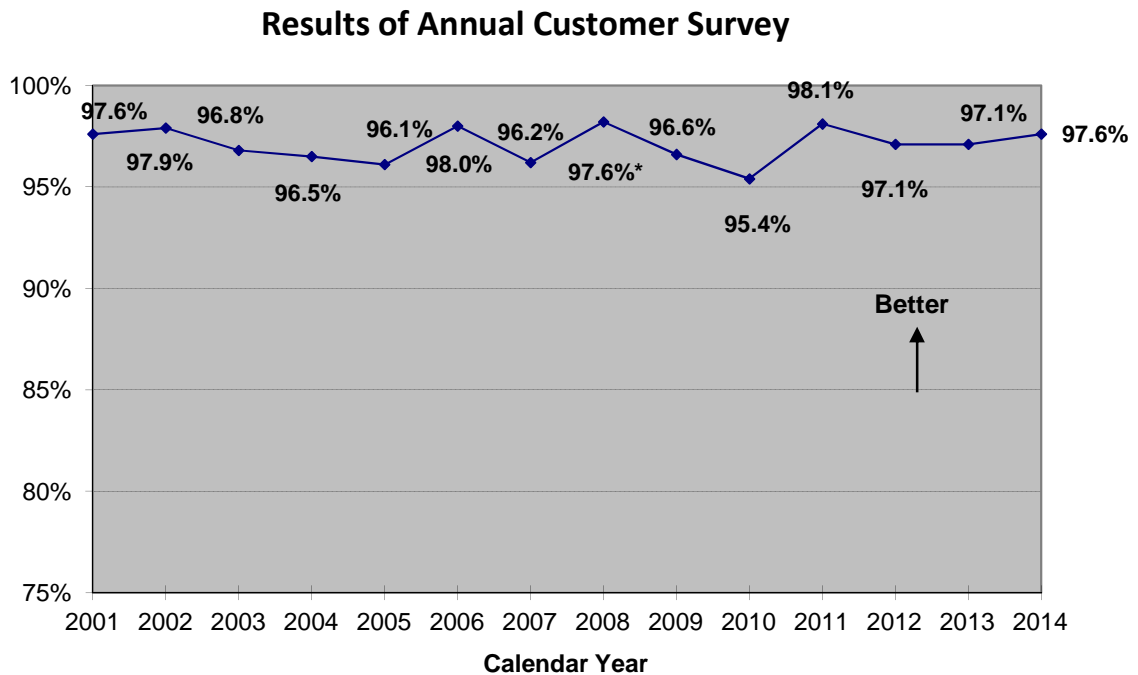


Figure 5.3.1

(*Note: The survey was redesigned in 2001 and the number of scored questions was reduced from 36 to 10.)

The agency compares its customer satisfaction scores against the American Customer Satisfaction Index, produced by the American Society for Quality. The index is nationally recognized and provides industry specific measures of customer satisfaction. The results of the agency's customer survey are converted to a comparable scale of 0-100 and then measured against the industries' indexes. This allows the agency to determine trends in both the public sector, as well as the insurance industry. The results of this comparison are shown in Figure 5.3.2.

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Customer Satisfaction Compared to the American Consumer Satisfaction Index

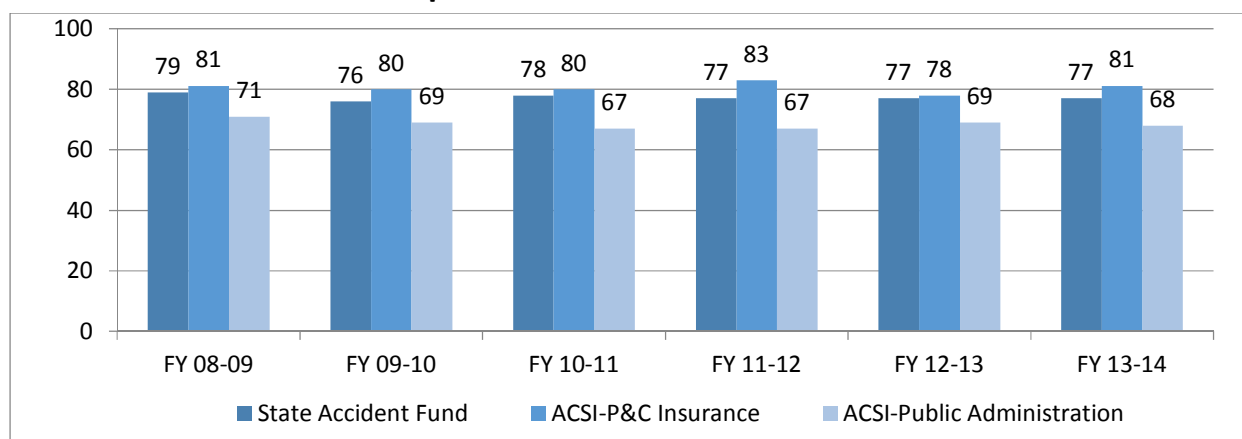


Figure 5.3.2

Approximately 79% of the agency's policyholders are county and municipal government entities. Included in this group are a variety of municipal and county government organizations, special purpose districts, other local government organizations, and over 40 volunteer fire departments and 30 volunteer rescue squads throughout the state. While their participation is voluntary, over 500 of these accounts chose the State Accident Fund. Repeat business is often times the best measure of customer satisfaction. The agency measures the percentage of voluntary accounts that renew their coverage each year. This measure is called the retention rate and is shown in figure 5.3.3.

Retention Rate for Voluntary Accounts

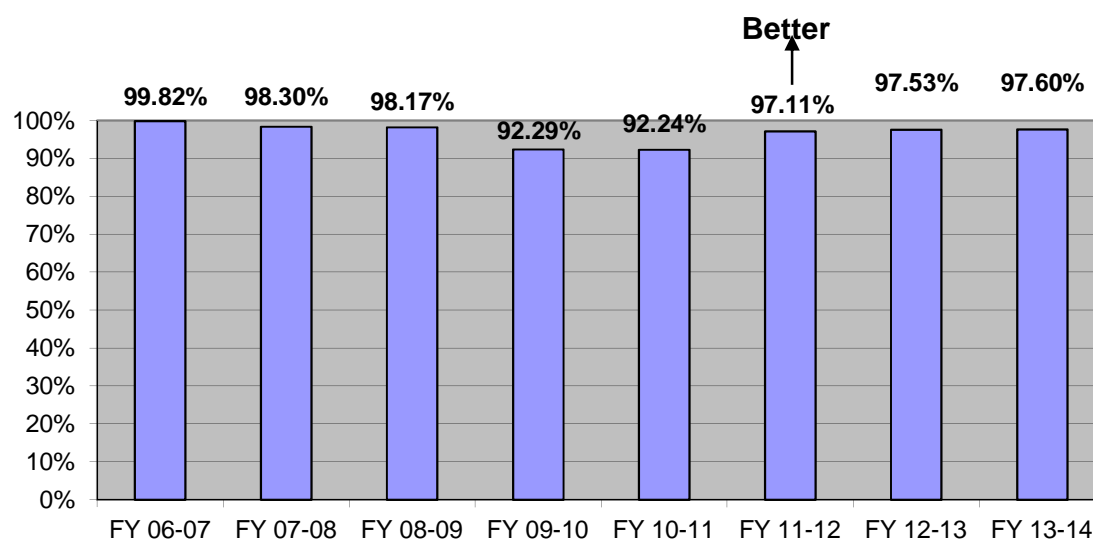


Figure 5.3.3

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The agency also measures the percentage of premium from voluntary accounts that renew each year. This measure is called the Retention Ratio and is shown in figure 5.3.4.

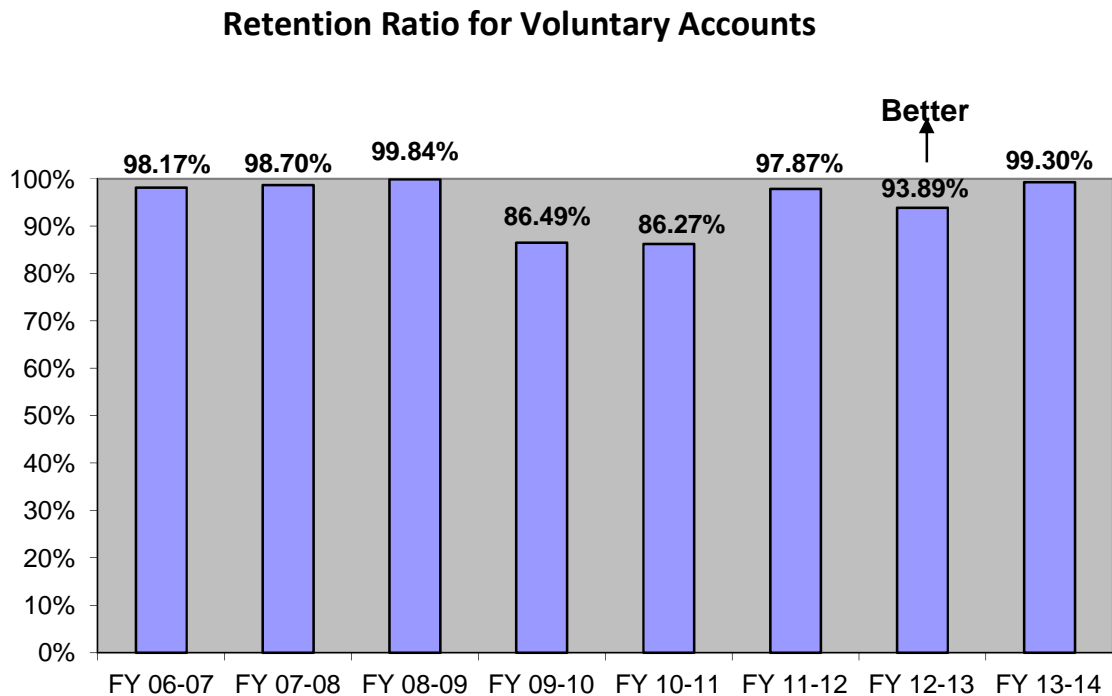


Figure 5.3.4

Workforce Engagement

A key measure of employee satisfaction is the turnover rate shown in Figure 5.4.1. The rate is determined by dividing the number of filled positions by the number of employees who have departed the organization. The agency uses data from the Bureau of Labor Statistics to compare its current turnover rate with the rates for both “Government” and the “Finance” industry. The chart below shows the agency has compared favorably to the national averages in recent years.

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Turnover Rate

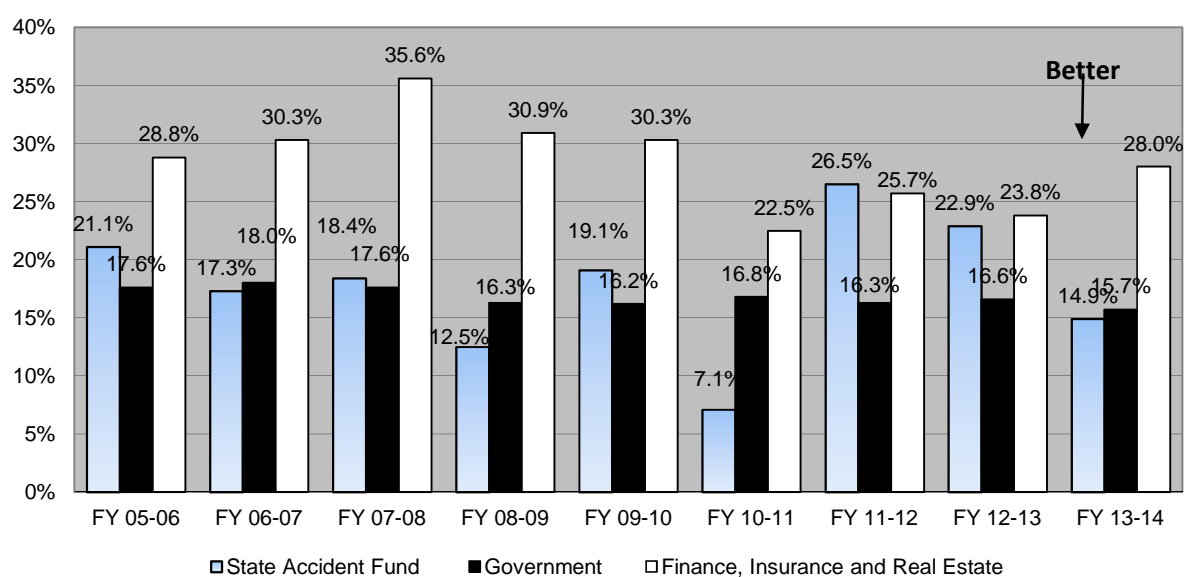


Figure 5.4.1

The agency also conducts an annual Employee Satisfaction Survey. The results of the questions that deal directly with employee satisfaction are shown in Figures 5.4.2 and 5.4.3.

Percentage of Employees Who Ranked the Agency's Work Environment as "Better Than Most" or "Best"

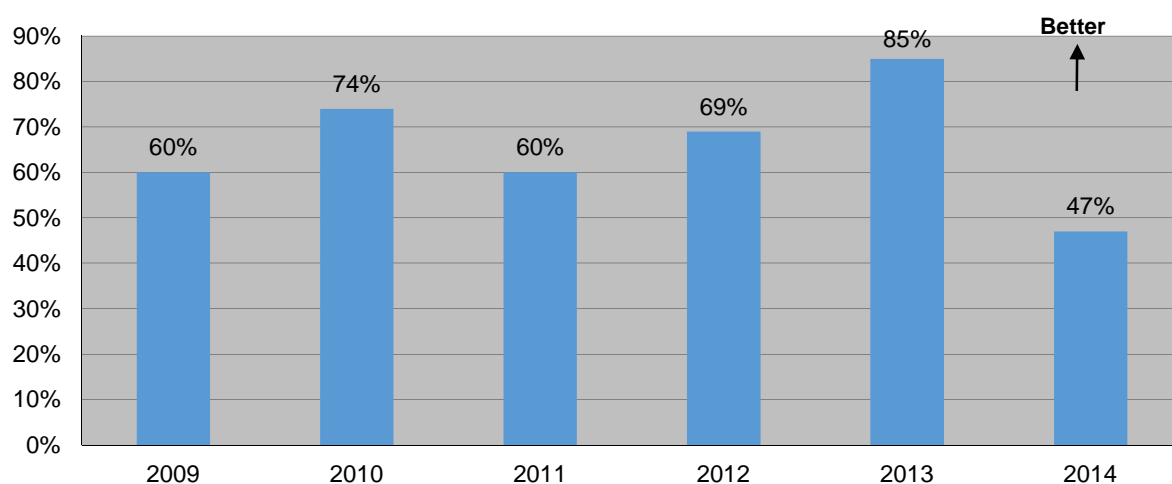


Figure 5.4.2

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Percentage of Employees Who Ranked These Organizational Characteristics as Either "Good" or "Excellent"

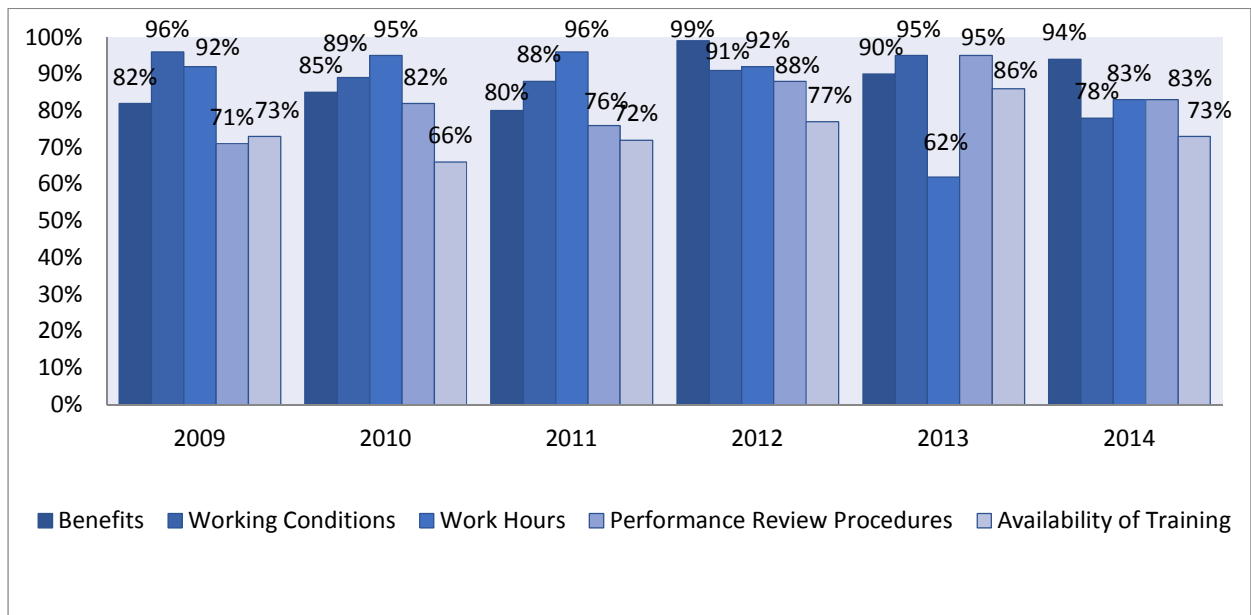


Figure 5.4.3

The agency measures employee development and training by tracking the average hours of formal classroom training attended by each employee. Included in this measure are professional seminars, conferences, and other formal classroom training programs (Figure 5.4.4).

Average Number of Hours of Classroom Training

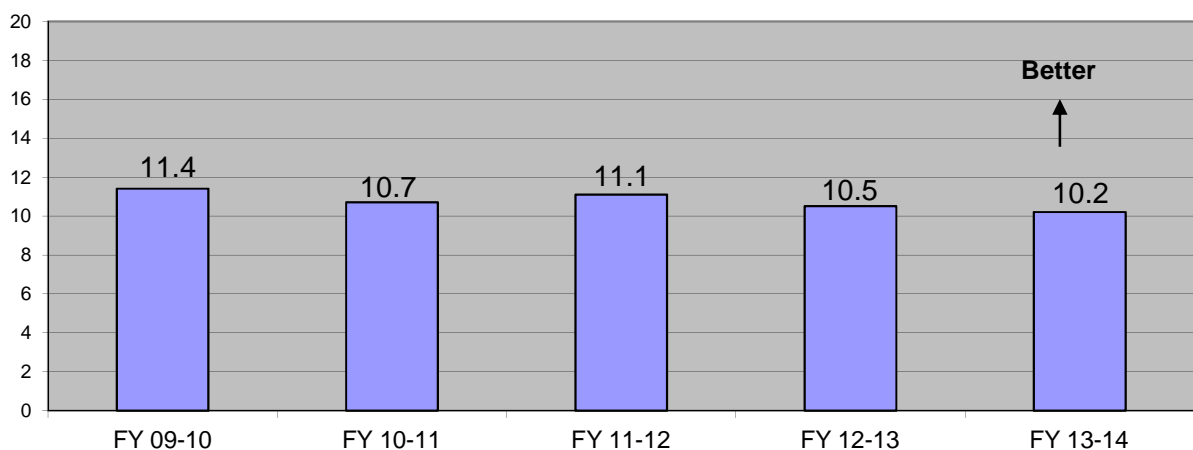


Figure 5.4.4

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Operational/Work System Performance

Surveys and interviews with our customers have shown they all have similar expectations. Among these are the timely processing of claims, premium estimates and audit adjustments.

The director monitors on a weekly basis the average number of days to make an initial compensability decision. The result for the last 10 years is shown in Figure 5.5.1.

Average Number of Days to Make Initial Compensability Decisions

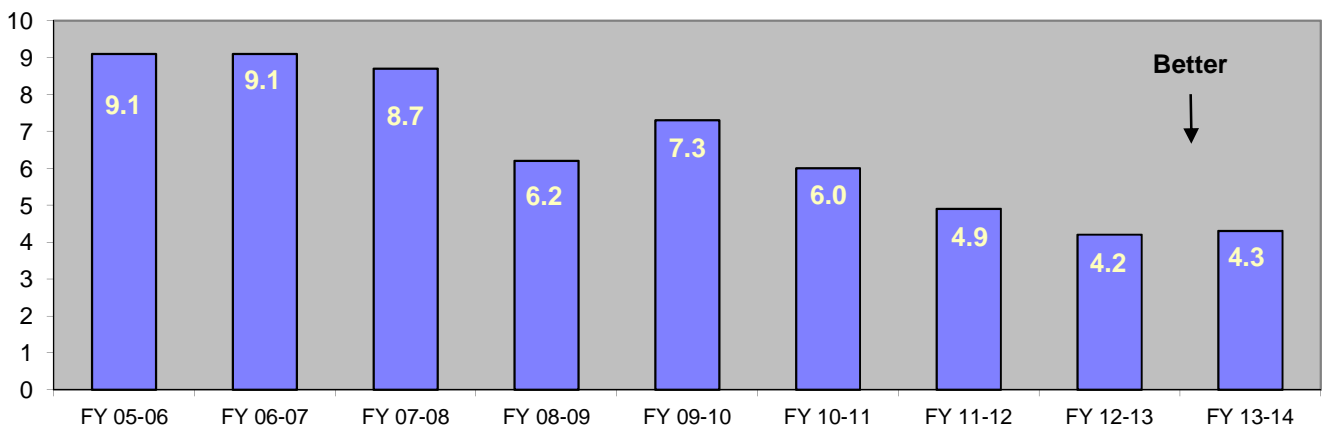


Figure 5.5.1

Customers, injured workers, and suppliers all want their bills paid in a timely manner. Rebilling creates rework and adds no value. This measure tracks the percentage of bills processed within thirty days of the date of receipt. In fiscal year 07-08 the measure was refined to show all bills including those processed by our partners. The data is shown in Figure 5.5.2.

Percentage of Bills Processed Within 30 Days of Receipt

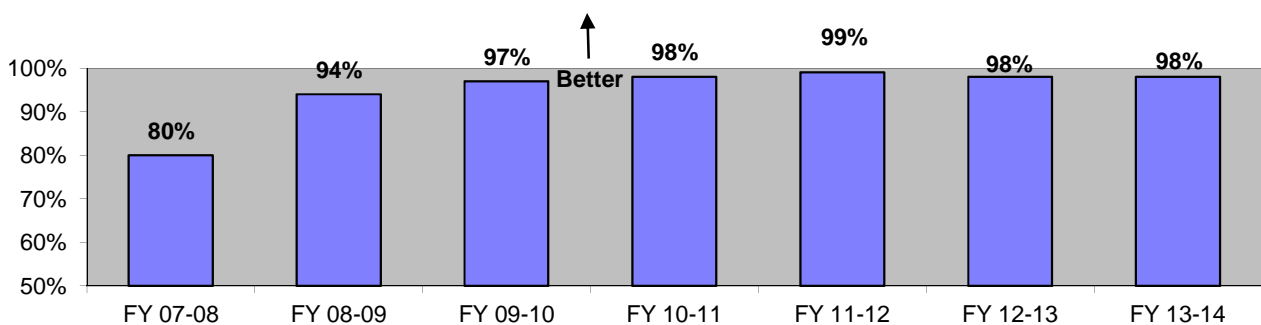


Figure 5.5.2

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Another measure used to monitor the Premium Determination and Collection Process is the percentage of accounts audited within 180 days after the end of the policy period. This information is reported to the director on a monthly basis. The results are shown in Figure 5.5.3

Percentage of Accounts Audited Within 180 Days

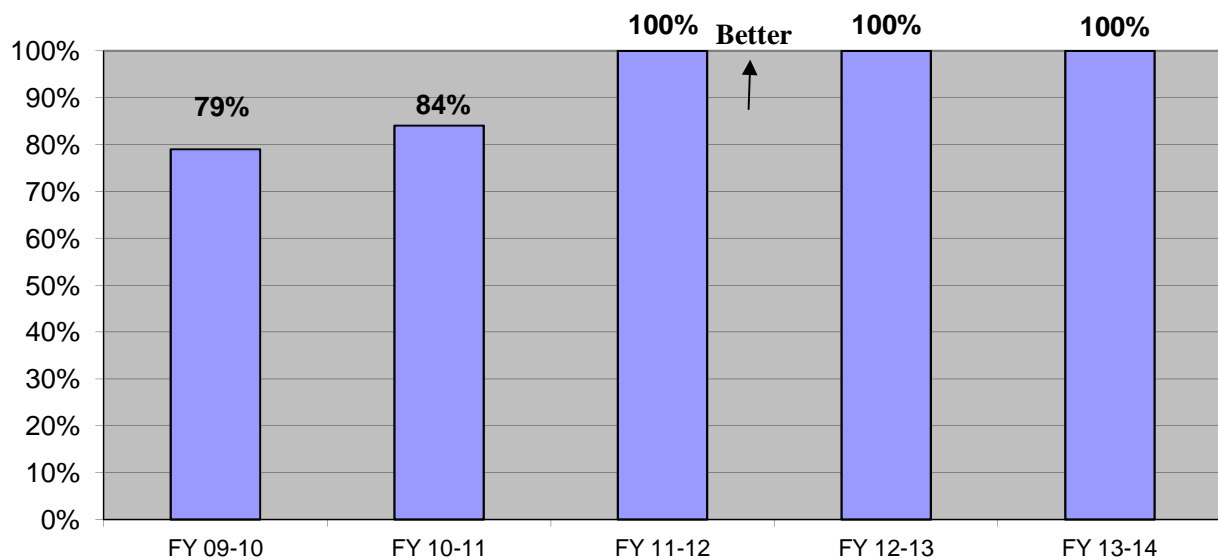


Figure 5.5.3

The agency continued to explore and expand efforts to improve cost and service efficiencies through vendor partnerships for a number of programs. During the reporting period, the actual and/or estimated saving from these programs were:

- Medical Services / Charge Review \$ 1,010,222
- Pharmacy Services \$ 2,788,943
- Subrogation Recoveries \$ 1,076,095
- Physical Therapy Services \$ 453,242
- Second Injury Fund Recoveries \$ 4,282,126

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

B. Most Critical Performance Measures

All of the performance measures identified in this report are critical. They relate directly to our customers expectations. Listed below are the three performance measures that provide the most accurate measure of performance:

1. Results of Annual Customer Survey
2. Administrative Cost Ratio Comparison
3. Claim Cost Comparison

C. Databases/Document Management

The State Accident Fund uses the following databases/document management programs.

1. The agency's claims and policy management systems uses an Oracle database.
2. The agency uses IBM Content Manager for imaging and document management.
3. The agency's accounting system uses MS SQL Server.

D. Recommended Restructuring

The agency has no restructuring recommendations at this time.

SEVEN-YEAR PLAN

VI. Seven-Year Plan

A. General

The agency's plan is based on the implementation new technology and expansion of own successful vender partnership program to reduce costs and increase the level of service to our customers and stakeholders.

B. Current/Recommended Actions

1. Replacement of the current case management system.
 - a. The State Accident Fund's current case management system was developed over 15 years ago and though it has received periodic upgrades, the system is no longer providing expected and needed efficiencies. The replacement of this system will likely be costly and time consuming, but necessary to reduce overall operating costs and provide the highest level of support and service to our customers and stakeholders.
 - b. The replacement of the current claim management system will result in reduced maintenance and upgrade costs, more efficient payment of claim related expenses, and better communications with stakeholders.
 - c. No legislative action is required to implement this action.
 - d. The agency will work with the Information Technology Management Office to procure a new case management system in accordance with the South Carolina Consolidated Procurement Code.
 - e. The estimated completion date for this action is 2018.
2. Implement an Electronic Fund Transfer system.
 - a. Replace the current paper based check system of paying bills with an Electronic Fund Transfer system.
 - b. The implementation of an Electronic Fund Transfer system for the payment of claim related bills will reduce administrative costs associated with procurement of check stock, printing, and postage.
 - c. No legislative action is required to implement this action.
 - d. The agency will meet with the Office of the State Treasurer, the Comptroller General, and other affected state agencies to plan, design, and implement an Electronic Funds Transfer program.
 - e. The estimated completion date for this action is 2018.

3. Implement Video Conferencing.
 - a. Use video conferencing for meetings, investigations, mediations, and to deliver training to our policyholders.
 - b. The use of video conferencing will reduce both travel costs and travel time. The time and money saved will allow the agency to improve and increase services without the need for additional personnel.
 - c. No legislative action is required to implement this action.
 - d. The agency will meet with other agencies that have experience using video conference as a medium to deliver training and develop a plan.
 - e. The estimated completion date for this action is FY 2016.
4. Identify opportunities to recover the costs of servicing Uninsured Employer Fund claims.
 - a. Explore options/possibilities/feasibility of outsourcing certain recovery services of the Uninsured Employers Fund.
 - b. Outsourcing debt collection services could potentially increase the percentage of claim related costs recovered from responsible employers. This could reduce the amount of earmarked funds required to support this program.
 - c. No legislative action is required to implement this action.
 - d. The agency will work with the S.C. Budget and Control Board's Materials Management Office to solicit proposals for the debt collection services associated with the Uninsured Employers Fund.
 - e. The estimated completion date for this action is FY 2016.
5. Continue to leverage advances in technology to increase efficiency in claim reporting, investigation, handling, monitoring and resolution.

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?

The top three strategic objectives that will have the biggest impact on the agency's effectiveness in accomplishing its mission are:

- a. Replacement of the current case management system.
 - b. Implement Video Conferencing.
 - c. Increase recoveries from noncompliant employers to offset costs of servicing Uninsured Employer Fund claims.
2. What are the fundamentals required to accomplish the objectives?

The agency will work with Procurement Services to properly identify requirements and issue solicitations.

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

<http://www.saf.sc.gov/>

4. Is there any additional information the agency would like to provide the Committee or public?

The agency's performance improvements over the last ten years have positioned it as the leading provider of workers' compensation coverage in the state. This accomplishment, as documented on the agency website and throughout this report, is the result of a determined effort to excel in performance, quality service, and efficiency on the behalf of employers, employees, and the taxpayers of South Carolina.

5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
 - a. Complete the Process – 85 Hours
 - b. Complete this Report – 22.5 Hours
6. Please complete the **Personnel Involved Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved."

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart . If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."
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CHARTS APPENDIX

VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart _____	22
Historical Perspective Chart _____	23
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Major Program Areas Chart _____	31
Legal Standards Chart _____	32
Agency Reporting Requirements Chart _____	33
Internal Audits Chart _____	34
Personnel Involved Chart _____	35

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Agency Name: State Accident Fund
Agency Code: R12
Agency Section: Section 75

Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
State Accident Fund	1.B. Purpose, Mission and Vision	Fiscal Year 2013-2014 Accountability Report	FY 2013-14 Accountability Reports - Submission Form	Executive Budget Office	Annually
State Accident Fund	1.B. Purpose, Mission and Vision	Restructuring Report and Cost Savings Plan	Description of Current Program	Office of Senate Oversight	Annually
State Accident Fund	1.C. Key Performance Measure Results	Fiscal Year 2013-2014 Accountability Report	Performance Measures Template	Executive Budget Office	Annually
State Accident Fund	3. Laws (Statutes, Regulations, Provisos)	Fiscal Year 2015-2016 Agency Budget Report	Enabling Authority	Executive Budget Office	Annually
State Accident Fund	5.A. Result of Key Performance Measurements	Fiscal Year 2013-2014 Accountability Report	Performance Measures Template	Executive Budget Office	Annually
State Accident Fund	6. Seven Year Plan	Restructuring Report and Cost Savings Plan	Cost Saving and Increased Efficiency	Office of Senate Oversight	Annually

Agency Name: State Accident Fund

Agency Code: R12

Agency Section: Section 75

Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years**. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
State Accident Fund	2013	Establishment of the South Carolina Workers' Compensation Uninsured Employers Fund within the State Accident Fund.	The agency's original mission did not change. It acquired an additional mission.

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parenthesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
State Accident Fund	4/17/1947	The State Accident Fund is charged with the administration of the workers' compensation program for all state agencies. Creation of the Fund centralized the administration of workers' compensation claims within a single agency, as the State effectively "self-insured" its workers' compensation coverage in the same manner as most large private businesses.	Provide a cost effective guaranteed workers' compensation market for state agencies, other government entities and, when in the best interest of the state, businesses in the private sector.	The South Carolina State Accident Fund will be a recognized leader in the field of workers' compensation insurance and the insurer of choice for governmental entities.	42-7-10, 42-7-40, 42-7-50, 42-7-60, 42-7-70
State Accident Fund	7/1/2013	This fund is created to ensure payment of workers' compensation benefits to injured employees whose employers have failed to acquire necessary coverage for employees in accordance with provisions of this section.	Ensure payment of workers' compensation benefits to injured employees whose employers have failed to acquire necessary coverage in accordance with provisions of Title 42.	The South Carolina State Accident Fund will be a recognized leader in the field of workers' compensation insurance and the insurer of choice for governmental entities.	4-7-200

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should link the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
State Accident Fund	1	Claim management services	1	Telephone, Email, Mail, Website, Private Contractors			Replacement of the current case management system. Implement Video Conferencing.	I. Administration: Workers' Compensation Insurance and II. Uninsured Employers' Fund
State Accident Fund	2	Recoveries from third parties		Private Contractor				I. Administration: Workers' Compensation Insurance and II. Uninsured Employers' Fund
State Accident Fund	3	Recoveries from the Second injury fund		Private Contractor				I. Administration: Workers' Compensation Insurance and II. Uninsured Employers' Fund
State Accident Fund	4	Medical case management		Private Contractors				I. Administration: Workers' Compensation Insurance and II. Uninsured Employers' Fund
State Accident Fund	5	Rehabilitation services		Private Contractors				I. Administration: Workers' Compensation Insurance and II. Uninsured Employers' Fund
State Accident Fund	6	Training for workers' compensation staff		In Person				I. Administration: Workers' Compensation Insurance
State Accident Fund	7	Legal services	2	In Person, Private Contractors			Replacement of the current case management system. Implement Video Conferencing.	I. Administration: Workers' Compensation Insurance and II. Uninsured Employers' Fund
State Accident Fund	8	Training and assistance in preparation of documentation for premium calculations		In Person				I. Administration: Workers' Compensation Insurance
State Accident Fund	9	Training on the NCCI premium determination process		In Person				I. Administration: Workers' Compensation Insurance
State Accident Fund	10	Premium audits and on-site consultation	3	In Person			Replacement of the current case management system. Implement Video Conferencing.	I. Administration: Workers' Compensation Insurance
State Accident Fund	11	Safety and loss control training and consultation		In Person				I. Administration: Workers' Compensation Insurance
State Accident Fund	12	Courtesy inspections		In Person				I. Administration: Workers' Compensation Insurance

Agency Name: State Accident Fund

Agency Code: R12

Agency Section: Section 75

Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
State Accident Fund	1	Governor	Effective and efficient delivery of services	All
State Accident Fund	2	Legislature	Effective and efficient delivery of services	All
State Accident Fund	3	Workers' Compensation Commission	Compliance with laws and regulations	Claim management services. Legal Services.
State Accident Fund	4	Policyholders	Competitive rates. Low claim costs. Timely processing of claims, premium estimates and audit adjustments. Availability of customized services to support unique requirements and organizational structure. Willingness to write coverage and provide service to small accounts which pay a minimum premium.	All
State Accident Fund	5	Injured workers	Fair treatment. Quality medical care. Timely payment of lost wages and related expenses.	Claim management services. Medical case management. Rehabilitation services.
State Accident Fund	6	Uninsured employers	Low claim costs. Timely processing of claims.	Claim management services. Legal Services.

Key Stakeholder Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
State Accident Fund	1	Taxpayers	Effective and efficient delivery of services	All
State Accident Fund	2	Medical Providers	Open Communications and prompt payment of bills	Claim management services
State Accident Fund	3	Manage Care Companies	Open Communications and prompt payment of bills	Claim management services. Medical case management
State Accident Fund	4	Other Private Contractors	Open Communications and prompt payment of bills	Recoveries from third parties. Recoveries from Second Injury Fund. Medical Case Management. Rehabilitation Services.

Agency Name: State Accident Fund

Agency Code: R12

Agency Section: Section 75

Key Partner Agencies Chart

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
State Accident Fund	Workers' Compensation Commission (WCC)	The Workers' Compensation Commission is responsible for administering the workers' compensation law in South Carolina.	Number and amount of fines paid. Figures 5.1.1 and 5.1.2	I. Administration: Workers' Compensation Insurance and II. Uninsured Employers' Fund

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuisances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
State Accident Fund	Not Applicable									

Agency Name: State Accident Fund
 Agency Code: R12
 Agency Section: Section 75

Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
State Accident Fund	Not Applicable							

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisos listed in the Laws Section of this report, which they satisfy. Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Note:

-Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.
-Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other	Federal	TOTAL	General	Other	Federal	TOTAL		
State Accident Fund	I. Administration: Workers' Compensation Insurance	Provide workers' compensation insurance services to policyholders in accordance with established laws.	% of Total Budget:	\$3,831,467 80.5% of Total Budget:	% of Total Budget:	\$3,831,467 80.5% of Total Budget:	% of Total Budget:	\$3,534,753 71.7% of Total Budget:	% of Total Budget:	\$3,534,763 71.7% of Total Budget:	Figures 5.1.1, 5.1.2, 5.1.3, 5.2.1, 5.2.2, 2.2.3, 5.3.1, 5.3.2, 5.3.3, 5.3.4, 5.4.1, 5.4.3, 5.4.4, 5.5.1, 5.5.2, and 5.5.3	42-7-20, 42-7-30, 42-7-40, 42-7-50, 42-7-60, 42-7-65, 42-7-67, 42-7-70, 42-7-80, 42-7-90, 42-7-100, 42-7-210, 42-1-490, 42-1-500, and 38-55-530,
State Accident Fund	II. Uninsured Employers' Fund	Provide payment of workers' compensation benefits to injured employees whose employers failed to acquire necessary coverage for employees in accordance with the provisions of Title 42.	% of Total Budget:	% of Total Budget:	% of Total Budget:	% of Total Budget:	% of Total Budget:	\$392,175 7.9% of Total Budget:	% of Total Budget:	\$392,175 7.9% of Total Budget:	Figures 5.1.3, 5.2.1, 5.4.1, 5.4.2, 5.4.3, 5.4.4, and 5.5.2.	42-7-200, 42-7-210, 42-7-310, 42-7-320, and 42-1-415,
State Accident Fund	III. Employee Benefits	Provide employer contributions in compliance with state and federal law.	% of Total Budget:	\$925,939 19.5% of Total Budget:	% of Total Budget:	\$925,939 19.5% of Total Budget:	% of Total Budget:	\$1,007,779 20.4% of Total Budget:	% of Total Budget:	\$1,007,779 20.4% of Total Budget:		

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

5050000 Land and Buildings Not Applicable
3000000 Toll Operations Not Applicable

Remainder of Expenditures:								
	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget

None.

INSTRUCTIONS: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
State Accident Fund	1	42-7-10.	State	Establishment of the State Accident Fund.
State Accident Fund	2	42-7-20.	State	Describes the administration of the fund and the selection of the director.
State Accident Fund	3	42-7-30	State	Legal representation for fund; extra legal services; fees and expenses.
State Accident Fund	4	42-7-40	State	Application to State.
State Accident Fund	5	42-7-50	State	Subdivisions of State; optimal participation.
State Accident Fund	6	42-7-60	State	Officers and employees covered by article.
State Accident Fund	7	42-7-65	State	Average weekly wage designated for certain categories of employees.
State Accident Fund	8	42-7-67	State	Benefits for State and National Guard members.
State Accident Fund	9	42-7-70	State	Rates and premiums.
State Accident Fund	10	42-7-80	State	Payment of awards; notice of intention to contest award.
State Accident Fund	11	42-7-90	State	Expenditures from fund.
State Accident Fund	12	42-7-100	State	Fund director may insure liability.
State Accident Fund	13	42-7-200	State	Workers' compensation Uninsured Employers' Fund; claims; collection powers; reimbursement agreements; funding.
State Accident Fund	14	42-7-210	State	Transfers from general fund to State Accident Fund authorized.
State Accident Fund	15	42-7-310	State	Establishment, purpose, administration, funding and staff of Second Injury Fund
State Accident Fund	16	42-7-320	State	Termination of Second Injury Fund; schedule.
State Accident Fund	17	42-1-415	State	Representation of coverage; reimbursement from Uninsured Employers' Fund
State Accident Fund	18	42-1-490	State	Payments to claimant-inmates of State Department of Corrections.
State Accident Fund	19	42-1-500	State	County or municipal prisoners
State Accident Fund	20	38-55-530	State	Designated the State Accident Fund as an authorized agency under Article 5. Insurance Fraud and Reporting Immunity.
State Accident Fund	21	Regulation 67-201	State	Sets forth the requirement to maintain coverage files and defines the agency as being a employer's representative.
State Accident Fund	22	Regulation 67-210	State	Designates the State Accident Fund as a party to be served for hearing requests.
State Accident Fund	23	Regulation 67-405	State	Sets forth the requirement for the State Accident Fund to file reports for coverage, notices of termination and all reports and documents required under the Act.
State Accident Fund	24	Regulation 67-416	State	Requires the State Accident Fund to report coverage, accident, and claims information to the Commission using electronic interchange standards prescribed by the Commission.
State Accident Fund	25	Regulation 67-417	State	Stipulates that the Commission may conduct on-site examinations of the State Accident Funds claim files.

INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document; log into or open program, enter data and click submit; etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report; approx. total amount of time to complete the report and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	Cost to Complete Report			Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email; receive)	Format in which Report Template is Sent to Agency	Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.)	Format in which Agency Submits Completed Report (word, excel, web)
											# of Staff Members Needed to Complete Report	Approx. Total Amount of time to Complete Report	Approx. total Cost to Agency to Complete (considering staff time, etc.)					
State Accident Fund	1	2014 Other Funds Survey	SC Revenue and Fiscal Affairs Office	Unknown	Used in Budget Preparation	2012	Every two years	37	October	November	1	3 hours	\$220.59	TBD	Email	Word and Excel	Email	Word & Excel
State Accident Fund	2	Accident Report	State Fleet	Unknown	State Fleet Management	Unknown	Quarterly	30	January, April, July, October	January, April, July, October	1	.5 hours	\$36.97	TBD	Download From Web	PDF	Mail	Printed Form
State Accident Fund	3	Accountability Report	Executive Budget Office	1-1-810	To provide the Governor and General Assembly with information that supports their analysis of the budget and also ensure that the Agency Head Salary Commission has a basis for its decisions	1998	Annually	75	June-July	September	12	90 hours	\$6,617.70	TBD	Email	PDF, Word, and Excel	Hand delivered and Email	Word, PDF, Electronically
State Accident Fund	4	Agency Budget Plan	Executive Budget Office	11-11-30	Budget Preparation	2006	Annually	42	August	October	2	6 hours	\$441.18	TBD	Email	Word	Email, mail, and SCEIS	Word, Excel, PDF, and SCEIS
State Accident Fund	5	Agency Restructuring and Seven-Year Plan Report	House Legislative Oversight Committee	1-30-10(G)	Periodic Review of Agency Programs	2015	Annually	29	March	March	4	107.5 hours	\$7,848.55	TBD	Email	Word and Excel	Email and mail	Word, Excel, & PDF
State Accident Fund	6	Annual IT Plan	Division of Technology	11-35-1580	Assessing the need for and use of information technology	1986	Annually	30	September	October	1	8 hours	\$588.00	TBD	Receive notice that it is available online	Web based form	Click submit on web based form	Web based form
State Accident Fund	7	Bank Account Transparency and Accountability	Executive Budget Office	Proviso 117.88		2011	Annually	30	September	October	1	1 hour	\$73.53	TBD	Email	Excel	Email	Excel
State Accident Fund	8	Debt Collection Report	Executive Budget Office	Proviso 117.37	Determine amount of outstanding debt		Annually	30	January	February	1	0.5 hours	\$36.77	TBD	Email	Word	Email	Word
State Accident Fund	9	Deficit Monitoring	Executive Budget Office	Proviso 117.86	Budget Management		Quarterly	7	January	February	1	0.5 hours	\$36.77	TBD	Email	PDF	Email	Email
State Accident Fund	10	Financial Audit	State Auditors Office	11-7-20	Preparation of the CAFR	1943	Annually	90	N/A	September	3	225 hours	\$16,544.25	CAFR	N/A	N/A	Email	Word
State Accident Fund	11	Mileage Report	State Fleet	1-11-280	Report mileage for each vehicle		Monthly	10	Monthly	Monthly	1	1 hour	\$73.53	TBD	Available after 1st of the month	Word & Web Based Form	Web Based From & Mail	Word and Web Based Form
State Accident Fund	12	Minority Business	Governor's Office of Small and Minority Business	11-35-5240	The General Assembly takes this leadership role in setting procedures that will result in awarding contracts and subcontracts to minority business firms in order to enhance minority capital ownership, overall state economic development and reduce dependency on the part of minorities.		Quarterly	30	January, April, July, October	January, April, July, October	2	2 hours	\$147.06	TBD	Recurring	Word & Web Form	Web Based From & Mail	Printed Form
State Accident Fund	13	Report to the General Assembly	Human Affairs Commission	1-13-110	Affirmative Action	1978	Annually	32	September	October	1	2 hours	\$147.06	TBD	Email	Word and Excel	Email and mail	Word & Excel
State Accident Fund	14	Restructuring Report and Cost Savings Plan	Office of Senate Oversight	1-30-10(G)	Periodic Review of Agency Programs	2015	Annually	70	November	January	2	6 hours	\$441.18	TBD	Email	Word	Email and mail	Word
State Accident Fund	15	Travel Report	Comptroller General's Office	Proviso 117.28	Travel		Annually	8	September	September	1	1 hour	\$73.53	TBD	Email	TXT	Email	Word

INSTRUCTIONS: Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits; individuals responsible for hiring the internal auditors; individuals to whom internal auditors report; the head internal auditor; general subject matters audited; the individual or body that makes decision of when internal audits are conducted; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; # of months it took for shortest audit; # of months for longest audit; average number of months to complete an internal audit; and date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

Note: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head Internal Auditor	General subject matters audited	Who makes decision of when an internal audit is conducted	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity)
State Accident Fund	No dedicated internal auditors at this time, but does utilize state appointed auditor and contracted actuary.														

Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
State Accident Fund	Gerald Murphy	803-896-5870	gmurphy@saf.sc.gov	Administration	Executive Deputy Director Administrative Services	Overall responsible for the report	Drafted the report.
State Accident Fund	Steve Flowers	803-896-5848	sflowers@saf.sc.gov	Information Services	Director Information Services	V.B	Provided the list of all electronic databases and document management systems the agency uses. Provided information for Agency Reporting Requirements.
State Accident Fund	David Andrews	803-896-5044	dandrews@saf.sc.gov	Administration	Director of Training/Benefits Coordinator	I.C, IV, and V.A	Provided data and information. Provided data for Agency Reporting Requirements, Also, converted final document to PDF.
State Accident Fund	Janice Harmon	803-896-5872	jharmon@saf.sc.gov	Administration	Accounting and Finance Manager	II and V.A.	Provided data and information. Provided data for Agency Reporting Requirements,