

AGENCY NAME:	STATE AUDITOR		
AGENCY CODE:	F270	SECTION:	105

Fiscal Year 2020–2021 Accountability Report

SUBMISSION FORM

I have reviewed and approved the data submitted by the agency in the following online forms:

- Reorganization and Compliance
- Strategic Plan Results
- Strategic Plan Development
- Legal
- Services
- Partnerships
- Report or Review

I have reviewed and approved the financial report summarizing the agency’s budget and actual expenditures, as entered by the agency into the South Carolina Enterprise Information System.

The information submitted is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	Signature on file.
(TYPE/PRINT NAME):	George L. Kennedy, III

BOARD/CMSN CHAIR (SIGN AND DATE):	
(TYPE/PRINT NAME):	

FY 2020-2021 Agency Accountability Report
Reorganization and Compliance Responses:

These responses were submitted for the FY 2020-2021 Accountability Report by the

STATE AUDITOR'S OFFICE

Primary Contact:

First Name	Last Name	Role/Title	Phone	Email Address
George	Kennedy	State Auditor	803-832-8929	gkennedy@osa.sc.gov

Secondary Contact

First Name	Last Name	Role/Title	Phone	Email Address
Cindy	Hoogenboom	Director of Administration	803-832-8294	choogenboom@osa.sc.gov

Agency Mission

To promote trust and confidence in South Carolina state government.

Adopted in: 2016

Agency Vision

Making a positive impact by working with state entities to ensure transparency and accountability, and enabling them to achieve meaningful impact.

Adopted in: 2016

Recommendations for reorganization requiring legislative change.

No

Please list significant events related to the agency that occurred in FY 2020-2021.

Month Started	Month Ended	Description of Event	Agency Measures Impacted	Other Impacts

Does the agency intend to make any other major reorganization to divisions, departments, or programs to allow the agency to operate more effectively and efficiently in FY 2021-22?

Note: It is not recommended that agencies plan major reorganization projects every year. This section should remain blank unless there is a need for reorganization.

No

Is the agency in compliance with S.C. Code Ann. § 2-1-220, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? See also S.C. Code Ann. § 60-2-20.

Yes

If not, please explain why.

Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 20-1-10 through 20-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

Yes

Does the law allow the agency to promulgate regulations?

No

Please list the law number(s) which gives the agency the authority to promulgate regulations.

Has the agency promulgated any regulations?

Is the agency in compliance with S.C. Code Ann. § 1-22-120(J), which requires an agency to conduct a formal review of its regulations every five years?

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Purpose, Organization and Major Responsibilities

The Office of the State Auditor (OSA) serves as the independent audit function for the State of South Carolina. The OSA is organized into three service delivery divisions, State Agency, Medicaid and Internal Audit Services, and is supported by an Administration division.

State Agency Division - Composed of approximately 13 permanently assigned audit professionals, this division has 4 core responsibilities:

1. Annual audit of the State’s Annual Comprehensive Financial Report (ACFR) as prepared by the Office of the Comptroller General.
2. Annual audit of the Schedule of Expenditures of Federal Awards (Single Audit).
3. Attestation engagements of each state agency not separately audited, which are focused on internal controls.
4. Attestation engagements of county and municipal treasurers, county clerks of court, magistrates, and municipal clerks of court to ensure that the imposition, collection and remittance of court fines, fees and assessments are in accordance with applicable state laws.

Medicaid Division - Composed of approximately 13 permanently assigned audit professionals, this division performs attestation engagements of financial and statistical reports filed by providers of Medicaid services, primarily nursing facilities. These engagements, performed under contract with the South Carolina Department of Health and Human Services (DHHS), determine if the reimbursement rate based on costs claimed for reimbursement by the provider are free from material misstatements based on South Carolina’s State Plan for Medical Assistance, the applicable contract between DHHS and the Medicaid provider and all applicable state and federal laws and regulations. The contract agreement with DHHS requires that an engagement be performed on each provider facility at least once every 4 consecutive cost reporting periods.

Internal Audit Services Division – Composed of approximately 7 audit professionals, this division focuses on providing services to the South Carolina Department of Transportation (SCDOT) and performs independent and objective assurance and consulting activities designed to add value or improve SCDOT’s operations. The division assists in accomplishing strategic objectives and mission by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

Administration Division – Composed of approximately 6 administrative professionals who provide accounting, budgeting, human resource, purchasing, technology, word processing and other administrative support for the agency.

In addition to the permanently assigned staff in the State and Medicaid divisions, 18 staff float between divisions to provide teams with flexibility to scale team size to fit the needs of the engagement. Three positions are agencywide resources not assigned to a division.

Analysis of the Agency

OSA continues to focus on implementing initiatives designed to improve productivity and utilization, increase our value, develop and retain staff and maintain a strategic focus.

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Major Accomplishments

The following accomplishments relate to the agency's core mission:

- The audit of the CAFR for fiscal year June 30, 2020, performed jointly with CliftonLarsonAllen, LLP (CLA), a national public accounting firm, was completed November 13, 2020, the date mutually agreed to with the Office of the Comptroller General. The total cost for CLA's services was \$335,500, which was reimbursed by state agencies.
- The audit of the State's Schedule of Expenditures of Federal Awards (Single Audit) for fiscal year ended June 30, 2020 was completed March 31, 2020. Covering compliance with laws and regulations for over \$8.4 billion in federal award expenditures, the single audit engagement required nearly 17,000 hours to complete in addition to the assistance provided by various state agencies and for the first time since 2011 was completed without assistance from a contracted third party.
- Completion of 48 agreed-upon procedures engagements for state agencies covering fiscal years 2019 and 2020.
- Completion of 67 reports covering 43 healthcare providers receiving Medicaid reimbursement. Medicaid receivables of \$5.4 million to date have been established based on these engagement findings.
- Through contract with three certified public accounting firms, completion of 30 agreed-upon procedures engagements of county and municipal courts.
- Completion of 6 internal audit reports related to SCDOT.

Other significant accomplishments and initiatives:

Productivity and Utilization

- Productivity and effectiveness have increased by utilizing technology, by refining our everyday processes and by filling open positions as quickly as possible. We measure utilization (productive time/total time) for approximately 42 auditors who averaged 74% of their time, or over 55,000 total hours, worked directly on audit engagements in fiscal year 2021.
- Continued effective remote work with little to no impact to production, realizing staff utilization of 75.16% for quarters 1 – 3 of fiscal year 2021 (COVID remote work period) compared to 73.72% for the same period in fiscal year 2020 (comparable period prior to COVID).
- Assured the staff time not charged to audit engagements is spent productively on training, development and other beneficial activities, including leave.
- Continue to build resources which allow us to insource work which was previously contracted.
- OSA staff performed the audit of the State's expenditures of federal awards for fiscal year 2020 without the assistance of an external CPA firm for the first time since fiscal year 2011. This eliminated \$650,000 of audit fees paid by state agencies.

Assuring Value for Those We Serve

- Continuously seek feedback from stakeholders on how we can better add value to the work we perform.
- Through planning meetings with agency staff, continue to encourage them to use OSA as a resource to help them address agency risk.

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- Continue to realize value in Medicaid audit services provided to DHHS. Over the last 5 fiscal years, our Medicaid Division has identified amounts for recovery equal to over 3.3 times the cost of the attest services provided.
- Continue to build a trusted advisor role between our internal audit team and SCDOT leadership.
- Began internal discussions about the role OSA could play in facilitating enhanced internal audit activities across State agencies, particularly for smaller agencies that cannot support a full-time internal audit function.
- Exploring opportunities to recover costs of our engagements from state agencies for at least the statewide audits to provide more certainty for funding these activities.

Developing and Managing A Professional Workforce

- Continue to reinforce teamwork, accountability and feedback as core elements of our culture.
- Created a new approach to employee onboarding, including assigning a coach to ensure the new hire receives the support they need to be successful in their first year and beyond.
- Onboarded three employees remotely, and successfully delivered technical training using Zoom and Microsoft Teams.
- Continue to encourage staff to challenge legacy thinking through process improvement.
- Continue to emphasize the importance of professional certification by continuing our bonus plan. We now have 24 staff with a CPA or other relevant professional certification, 11 more than in fiscal year 2016.
- Managed turnover for fiscal year 2021 to approximately 17%, which is higher than normal, but which also included retirements of three long-term employees.
- Use volunteer service such as delivering meals for Meals on Wheels, working at Harvest Hope and serving meals at Transitions to build comradery among our teams while serving our community.

Responding to Change by Maintaining a Strategic Focus

- Received funding for fiscal year 2022 to implement phase one of our strategy to replace major agency-hosted software applications with cloud-based solutions.
- Realized significant progress in implementing basic data analytics capabilities to streamline financial analysis and testing and to provide more robust audit insights.
- Initiated an agency strategic planning process to develop major initiative for focus in the coming years.

Managing Agency Resources Effectively

- Continuing to be a good steward of the OSA's resources by investing in the tools that assist us in working more efficiently and effectively.
- Managed OSA's budget conservatively and with accountability.
- Proactively seeking opportunities to make OSA leaner with minimal disruption to workflow.

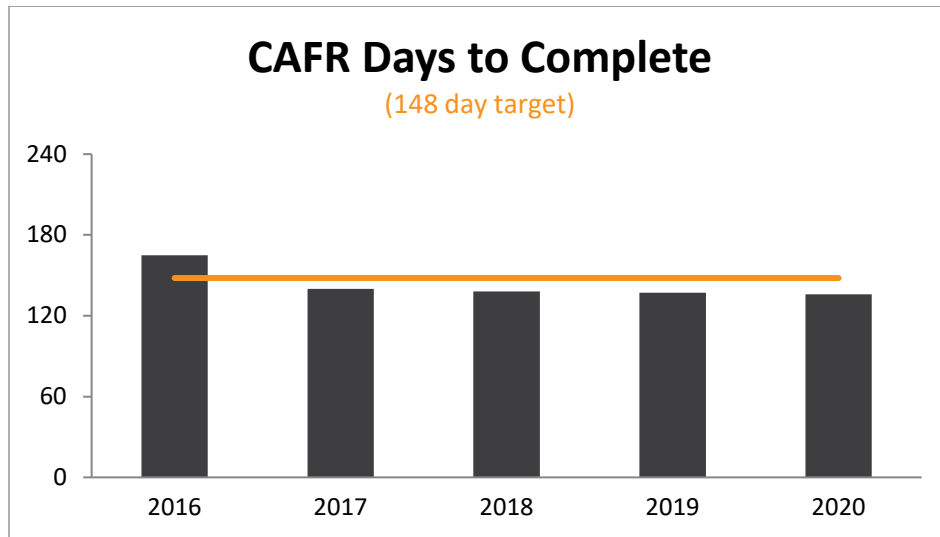
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Performance Comparison to Prior Years

Audit of the State’s CAFR

The State’s CAFR for fiscal year 2020 was issued 136 days after fiscal year end, meeting the goal issue date agreed to with the Office of the Comptroller General. As illustrated in Figure 1, better planning, efficiencies and closer coordination with the Comptroller General’s staff have led to the report being issued within a reasonable expectation. The goal for fiscal year 2021 is to issue the CAFR within 135 days of fiscal year end.

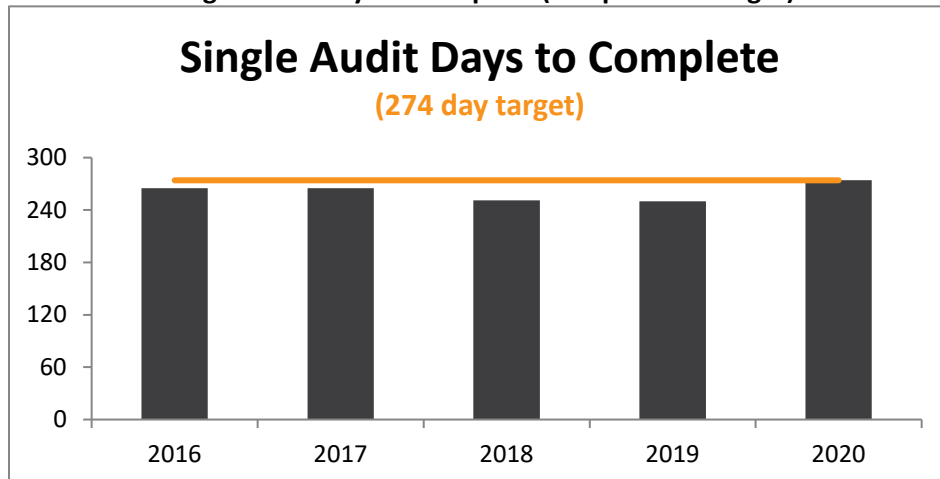
Figure 1
CAFR Days to Complete (compared to target)



Audit of Expenditures of Federal Awards (Single Audit)

The Single Audit for fiscal year 2020 was completed in 275 days, meeting the 275 day (March 31) internal goal for issuance. Due to challenges of auditing during a pandemic, the US Office of Management and Budget granted an automatic deadline extension to September 30, 2021. OSA pushed to issue by the internal date in order to minimize the impact on work already scheduled for the remainder of the year.

Figure 2
Single Audit Days to Complete (compared to target)

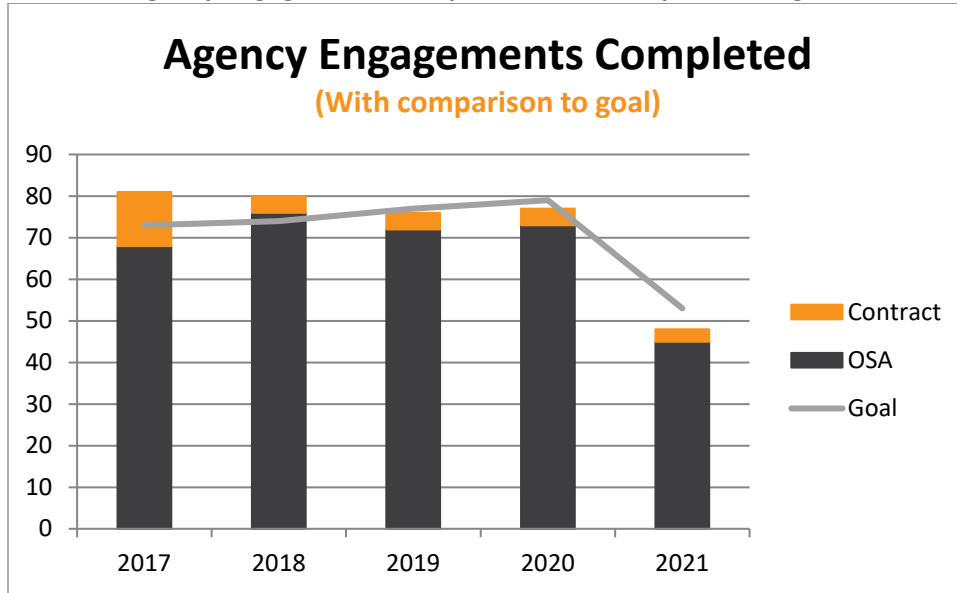


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Agency Engagements Completed

An attest engagement should be completed for each agency annually. These engagements are primarily performed between March and September for the prior fiscal year (e.g. FYE 6/30/20 engagements are performed during March to September 2021). Figure 3 illustrates all engagements completed during the fiscal year. The goal was decreased from prior years because of the impact of insourcing the single audit engagement.

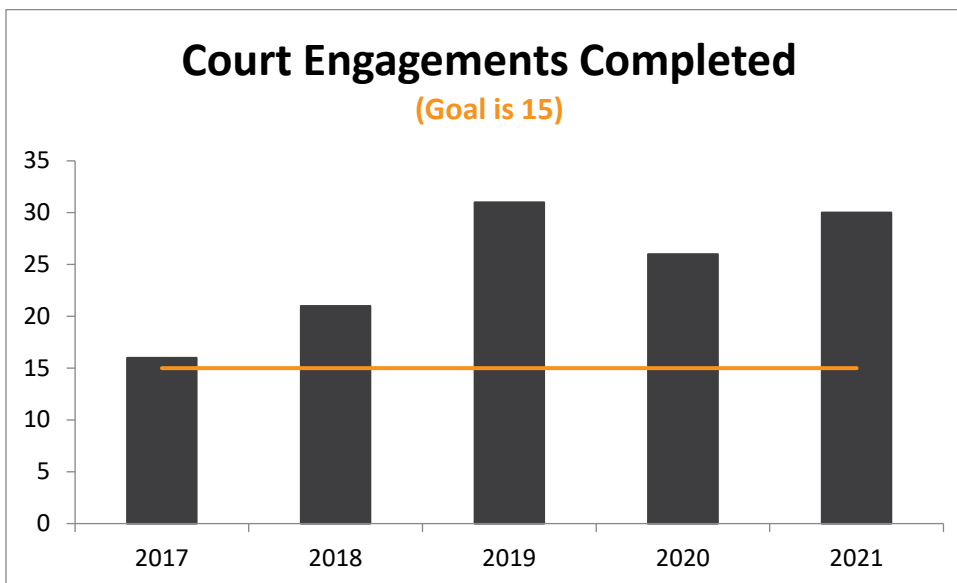
Figure 3
Agency Engagements Completed (With comparison to goal)



Court Engagements

For fiscal year 2021, 30 court engagements were issued, exceeding our goal of 15.

Figure 4
Court Engagements Completed (Goal = 15)

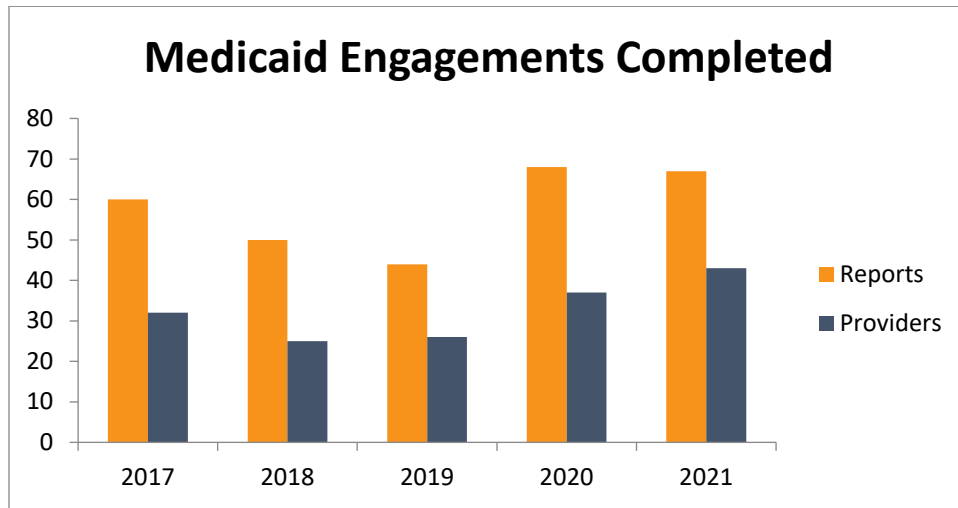


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Medicaid Engagements Completed

For fiscal year 2021, reports for 67 Medicaid engagements were issued, covering 43 healthcare providers. Our contract with the DHHS requires that an engagement be conducted for each nursing home provider at least once every four consecutive reporting periods. Report issuance numbers can vary greatly between fiscal years due in large part to work related to large chain operations and length of engagements.

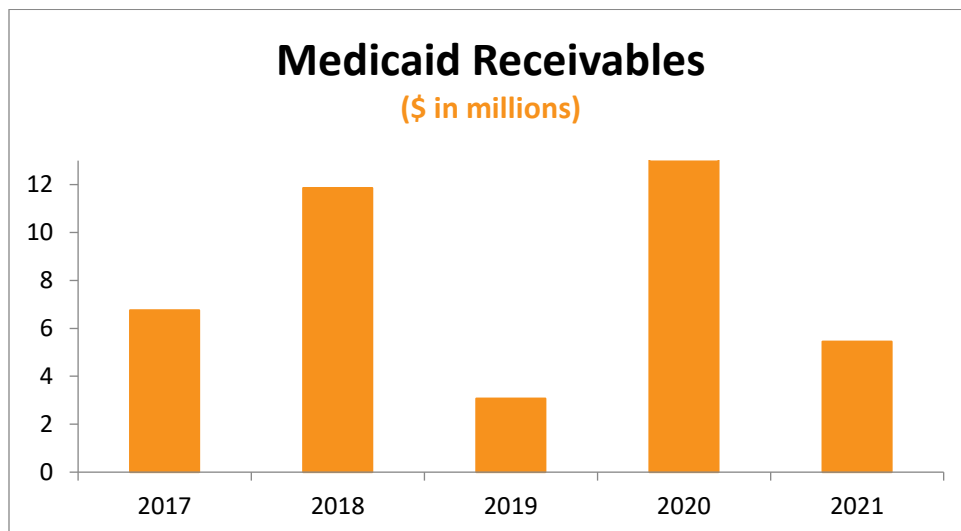
**Figure 5
Medicaid Engagements Completed**



Medicaid Receivables Identified

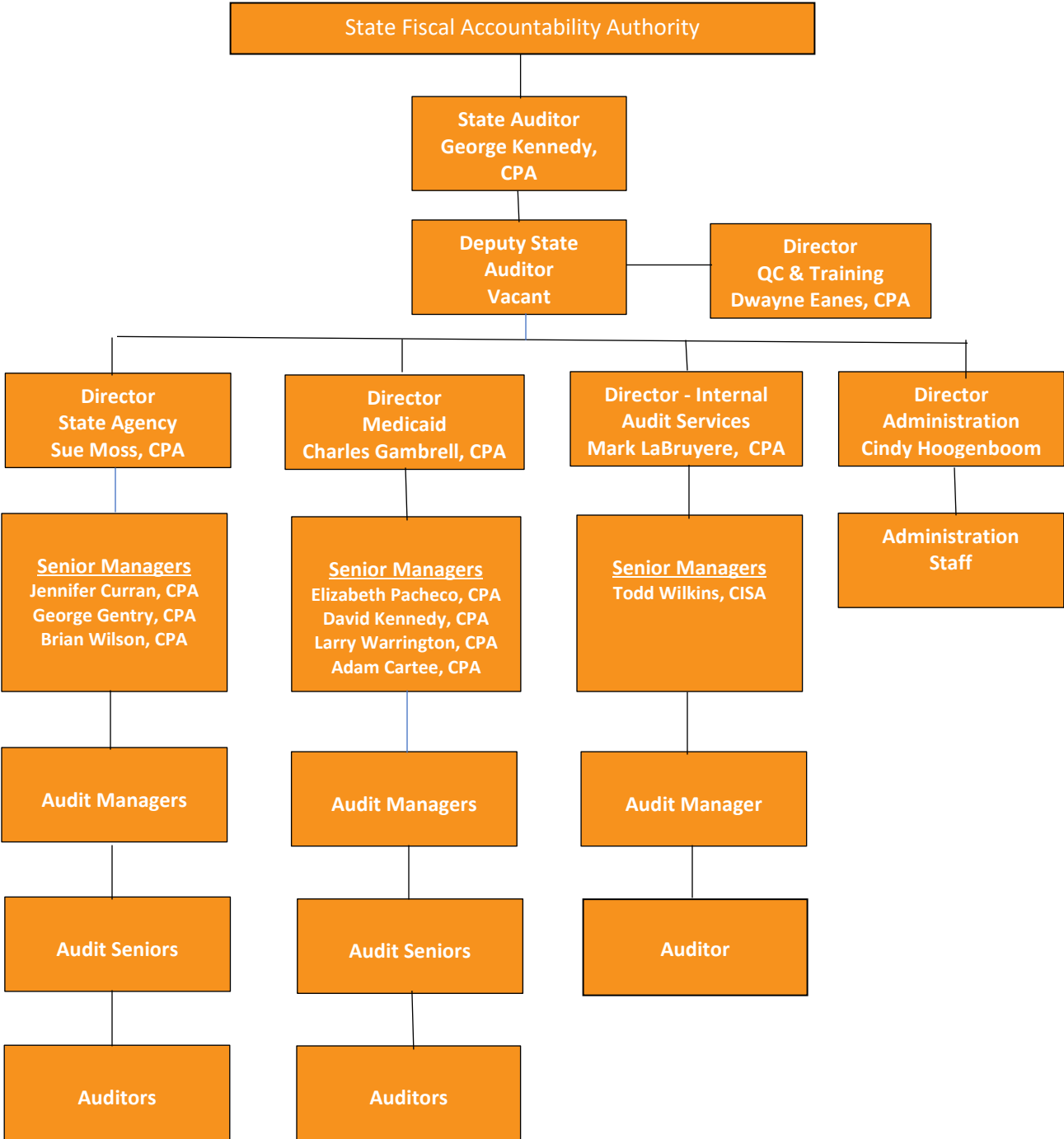
For fiscal year 2021, Medicaid receivables in the amount of \$5.4 million to date have been established by DHHS, based on our findings in reports issued. As illustrated in Figure 6, Medicaid receivables can vary significantly from one year to the next. These receivables are not predictive and have no direct correlation to the number of reports issued. The degree of provider compliance with program rules and regulations when reporting cost claimed for reimbursement will always be the determining factor in the amounts established.

**Figure 6
Medicaid Receivables Identified (\$ in 000)**



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Organization Chart – as of 8/15/2021



FY 2020-2021 Agency Accountability Report
FY2020-21 Strategic Plan Results:

These responses were submitted for the FY 2020-2021 Accountability Report by the
STATE AUDITOR'S OFFICE

Goal Deliver services which strengthen transparency and accountability

Strategy 1.1

Statewide Enterprise Objective

Assure our deliverables are timely and meaningful to users

Government and Citizens

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.1.1	Audit of the State's CAFR completed by target date - number of days past due	0	0	0	Count (whole number)	Maintain	State Fiscal Year (July 1 - June 30).	Days issued beyond goal	Report date	osa.sc.gov/reports	The State of SC, debt markets, debt rating services, citizens	Timely and reliable financial information	0500.000000.000	Target date set by the Comptroller General was met
1.1.2	Audit of the State's Schedule of Expenditures of Federal Awards by target date - number of days past due	0	0	0	Count (whole number)	Maintain	State Fiscal Year (July 1 - June 30).	Days issued beyond goal	Report date	osa.sc.gov/reports	The State of SC, Federal awarding agencies, citizens	Timely and reliable compliance information	0500.000000.000	Internally set date 6 months in advance of federal requirement
1.1.3	Attest engagements of state agencies (including those contracted) completed by 6/30 of following year	77%	70%	63%	Percent	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Number completed/Total available to be completed	Internal records	osa.sc.gov/reports	State agency management, citizens	Confidence that agency internal controls are operating effectively	0500.000000.000	Did not meet due to additional resources needed for the single audit

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STATE AUDITOR'S OFFICE

Goal														Deliver services which strengthen transparency and accountability
Strategy										1.2	Statewide Enterprise Objective			
Maintain our reputation for independence, integrity and objectivity										Government and Citizens				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
1.2.1	Number of engagements selected for internal quality inspection		9	8	8 Count	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Number inspected	Internal records	QA Director records	OSA management	Confidence that OSA's system of quality assurance is effective	0500.000000.000	

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Goal Deliver services which strengthen transparency and accountability														
Strategy 1.3										Statewide Enterprise Objective				
Provide effective internal audit services for SCDOT										Government and Citizens				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
1.3.1	Reports issued during the fiscal year	15	6	6	Count	Maintain range	State Fiscal Year (July 1 - June 30).	Number issued	Report date	osa.sc.gov/reports	SCDOT Audit Committee, SCDOT management, citizens	Accountability for productivity	1015.000000.000	
1.3.2	Presentations to the Audit Committee	7	4	5	Count	Maintain range	State Fiscal Year (July 1 - June 30).	Presentations made	Audit cmtee minutes	https://www.scdot.org/inside/inside-commission-resources.aspx	SCDOT Audit Committee, SCDOT management, citizens	Accountability for communication	1015.000000.000	
1.3.3	Evaluation of internal audit division by the Audit Committee	0	4	0	Rank	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey average - 4 pt scale	Audit cmtee minutes	Not applicable	SCDOT Audit Committee, SCDOT management	Effectiveness of Internal Audit	1015.000000.000	
1.3.4	Evaluation of internal audit division by SCDOT management	3.96	3	3.38	Rank	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey average - 4 pt scale	Customer surveys	Customer surveys located on internal server	SCDOT Audit Committee, SCDOT management	Effectiveness of Internal Audit	1015.000000.000	
1.3.5	Verify that audit report management action plans (MAPs) were implemented	75%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	MAPs verified/Total MAPs	Internal records	Quarterly reports provided to management located on internal server	SCDOT Audit Committee, SCDOT management, citizens	Management accountability for Management Action Plans	1015.000000.000	
1.3.6	Internal audit staff job satisfaction (average score)	0	3	4.5	Rank	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey average - 5 pt scale	Survey results	Results of job satisfaction surveys located on internal server	SCDOT Audit Committee, SCDOT management	Recruiting, retention, value delivery	1015.000000.000	

Goal Develop and maintain a professional, high-performing and engaged workforce

Strategy 2.1 Statewide Enterprise Objective

Increase employee knowledge, skills and engagement Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.1.1	Percent of staff with professional certification	55.0%	50.0%	44.4%	Percent	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Certified staff/Total staff	Internal records	Certification records located on internal server	OSA management	Staff with credentials needed to qualify for leadership positions	0500.000000.000	
2.1.2	Number of staff who have completed Certified Professional Managers program	6	7	7	Count	Equal to or greater than	State Fiscal Year (July 1 - June 30).	CPMs on staff	Internal records	Certification records located on internal server	OSA management	Staff who have invested in scaling up their management skills.	0500.000000.000	

Goal Develop and maintain a professional, high-performing and engaged workforce														
Strategy 2.2										Statewide Enterprise Objective				
Monitor productivity and performance										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.2.1	Average hours per agency attestation engagements completed	275	225	227	Ratio	Equal to or less than	State Fiscal Year (July 1 - June 30).	Total hours/Engagements completed	SCEIS	Agency time records on agency server	OSA management and clients	Measure of efficiency and use of resources	0500.000000.000	
2.2.2	Average hours per Medicaid attestation engagements completed	393	400	424	Ratio	Equal to or less than	State Fiscal Year (July 1 - June 30).	Total hours/Engagements completed	SCEIS	Agency time records on agency server	OSA management and clients	Measure of efficiency and use of resources	0500.000000.000	

Goal Develop and maintain a professional, high-performing and engaged workforce														
Strategy 2.3										Statewide Enterprise Objective				
Maintain a strong campus recruiting strategy										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.3.1	Average open positions during the year	2.32	3	3	Ratio	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Average FTE/Authorized FTE	SCEIS	Agency recruiting records on agency servers.	OSA management and staff	Hire qualified applicants for open positions as quickly as possible.	0500.000000.000	
2.3.2	On-campus recruiting events attended during the year	7	2	5	Count	Maintain range	State Fiscal Year (July 1 - June 30).	Number of events attended	Internal records	Recruiting records located on internal server	OSA management	Measure of effort in campus recruiting	0500.000000.000	

Goal														Develop and maintain a professional, high-performing and engaged workforce			
Strategy										2.4				Statewide Enterprise Objective			
Create an environment that is recognized as a workplace of choice										Education, Training, and Human Development							
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes			
2.4.1	Percent of employees that are other than white males	64.3%	70.0%	63.5%	Percent	Maintain	State Fiscal Year (July 1 - June 30).	As percent of total FTE's	SCEIS	Personnel records	OSA management	Diverse workforce	0500.000000.000				
2.4.2	Employee turnover	10.60%	10.00%	17.32%	Percent	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Separated employees/Average FTE	SCEIS	Personnel records	OSA management	Measure of ability to retain employees	0500.000000.000				

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Goal: Develop and maintain a professional, high-performing and engaged workforce														
Strategy: 2.5 Manage agency's workforce effectively											Statewide Enterprise Objective			
											Education, Training, and Human Development			
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.5.1	% of employees with 3 or more documented coaching sessions	97%	100%	100%	Percent	Maintain	State Fiscal Year (July 1 - June 30).	As percent of all employees in coaching program	Internal records	Personnel records	OSA audit staff	Timely performance feedback	0500.000000.000	
2.5.2	Percent of auditors in Manager position	14.3%	15.0%	15.5%	Percent	Maintain	State Fiscal Year (July 1 - June 30).	Managers/Total auditors	Internal records	Personnel records	OSA management	Staff who are promoted to a management position	0500.000000.000	

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Goal Manage agency's resources effectively, prudently and with accountability	Statewide Enterprise Objective
Strategy 3.1	Government and Citizens
Assure an agile business operation	

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.1.1	Manage agency spending to within 90% of budget	89.2%	90.0%	87.0%	Percent	Maintain	State Fiscal Year (July 1 - June 30).	General fund spending actual/budget	SCEIS	Financial records	OSA management	Accountability for resouces	0100.000000.000	
3.1.2	Increase workforce utilization	74.4%	75.0%	74.0%	Percent	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Chargeable hours/total hours	SCEIS	Time records on internal servers	OSA management	Accountaility for utilization	0500.000000.000	Due to less travel during COVID and more open positions

Goal Manage agency's resources effectively, prudently and with accountability

Strategy 3.2 **Statewide Enterprise Objective**

Respond to change by maintaining a strategic focus Government and Citizens

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.2.1	Develop one in-house training to reduce overall training costs	0	1	1	Count (whole number)	Complete	State Fiscal Year (July 1 - June 30).	Number completed as determined by the agency.	Internal records	Training records on internal servers	OSA audit staff	Tailored training	0500.000000.000	

FY 2020-2021 Agency Accountability Report
FY2021-22 Strategic Plan:

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Goal Deliver services which strengthen transparency and accountability

Strategy 1.1 **Statewide Enterprise Objective**

Assure our deliverables are timely and meaningful to users Government and Citizens

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.1.1	Audit of the State's CAFR completed by target date - number of days past due	0	0		Count (whole number)	Maintain	State Fiscal Year (July 1 - June 30).	Days issued beyond goal	Report date	osa.sc.gov/reports	The State of SC, debt markets, debt rating services, citizens	Timely and reliable financial information	0500.000000.000	
1.1.2	Audit of the State's Schedule of Expenditures of Federal Awards by target date - number of days past due	0	0		Count (whole number)	Maintain	State Fiscal Year (July 1 - June 30).	Days issued beyond goal	Report date	osa.sc.gov/reports	The State of SC, Federal awarding agencies, citizens	Timely and reliable compliance information	0500.000000.000	
1.1.3	Attest engagements of state agencies (including those contracted) completed by 6/30 of following year	63%	70%		Percent	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Number completed/Total available to be completed	Internal records	osa.sc.gov/reports	State agency management, citizens	Confidence that agency internal controls are operating effectively	0500.000000.000	

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Goal Deliver services which strengthen transparency and accountability														
Strategy 1.2										Statewide Enterprise Objective				
Maintain our reputation for independence, integrity and objectivity										Government and Citizens				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
1.2.1	Number of engagements selected for internal quality inspection	8	9		Count	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Number inspected	Internal records	QA Director records	OSA management	Confidence that OSA's system of quality assurance is effective	0500.000000.000	

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Goal Deliver services which strengthen transparency and accountability														
Strategy 1.3 Provide effective internal audit services for SCDOT										Statewide Enterprise Objective Government and Citizens				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
1.3.1	Reports issued during the fiscal year	6	5		Count	Maintain range	State Fiscal Year (July 1 - June 30).	Number issued	Report date	osa.sc.gov/reports	SCDOT Audit Committee, SCDOT management, citizens	Accountability for productivity	1015.000000.000	
1.3.2	Presentations to the Audit Committee	5	3		Count	Maintain range	State Fiscal Year (July 1 - June 30).	Presentations made	Audit cmtee minutes	https://www.scdot.org/inside/inside-commission-resources.aspx	SCDOT Audit Committee, SCDOT management, citizens	Accountability for communication	1015.000000.000	
1.3.3	Evaluation of internal audit division by the Audit Committee	0	4		Rank	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey average - 4 pt scale	Audit cmtee minutes	Not applicable	SCDOT Audit Committee, SCDOT management	Effectiveness of Internal Audit	1015.000000.000	
1.3.4	Evaluation of internal audit division by SCDOT management	3.38	3		Rank	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey average - 4 pt scale	Customer surveys	Customer surveys located on internal server	SCDOT Audit Committee, SCDOT management	Effectiveness of Internal Audit	1015.000000.000	
1.3.5	Verify that audit report management action plans (MAPs) were implemented	100%	100%		Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	MAPs verified/Total MAPs	Internal records	Quarterly reports provided to management located on internal server	SCDOT Audit Committee, SCDOT management, citizens	Management accountability for Management Action Plans	1015.000000.000	
1.3.6	Internal audit staff job satisfaction (average score)	4.5	4		Rank	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey average - 5 pt scale	Survey results	Results of job satisfaction surveys located on internal server	SCDOT Audit Committee, SCDOT management	Recruiting, retention, value delivery	1015.000000.000	

Goal: Develop and maintain a professional, high-performing and engaged workforce														
Strategy: 2.1										Statewide Enterprise Objective				
Increase employee knowledge, skills and engagement										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.1.1	Percent of staff with professional certification	44.4%	50.0%		Percent	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Certified staff/Total staff	Internal records	Certification records located on internal server	OSA management	Staff with credentials needed to qualify for leadership positions	0500.000000.000	
2.1.2	Number of staff who have completed Certified Professional Managers program	7	7		Count	Equal to or greater than	State Fiscal Year (July 1 - June 30).	CPMs on staff	Internal records	Certification records located on internal server	OSA management	Staff who have invested in scaling up their management skills.	0500.000000.000	

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Goal Develop and maintain a professional, high-performing and engaged workforce														
Strategy 2.2										Statewide Enterprise Objective				
Monitor productivity and performance										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.2.1	Average hours per agency attestation engagements completed	227	225		Ratio	Equal to or less than	State Fiscal Year (July 1 - June 30).	Total hours/Engagements completed	SCEIS	Agency time records on agency server	OSA management and clients	Measure of efficiency and use of resources	0500.000000.000	
2.2.2	Average hours per Medicaid attestation engagements completed	424	400		Ratio	Equal to or less than	State Fiscal Year (July 1 - June 30).	Total hours/Engagements completed	SCEIS	Agency time records on agency server	OSA management and clients	Measure of efficiency and use of resources	0500.000000.000	

Goal Develop and maintain a professional, high-performing and engaged workforce
Strategy 2.3 **Statewide Enterprise Objective**

Maintain a strong campus recruiting strategy Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.3.1	Average open positions during the year	3	2		Ratio	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Average FTE/Authorized FTE	SCEIS	Agency recruiting records on agency servers.	OSA management and staff	Hire qualified applicants for open positions as quickly as possible.	0500.000000.000	
2.3.2	On-campus recruiting events attended during the year	5	5		Count	Maintain range	State Fiscal Year (July 1 - June 30).	Number of events attended	Internal records	Recruiting records located on internal server	OSA management	Measure of effort in campus recruiting	0500.000000.000	

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Goal Develop and maintain a professional, high-performing and engaged workforce														
Strategy 2.4 Create an environment that is recognized as a workplace of choice										Statewide Enterprise Objective Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.4.1	Percent of employees that are other than white males	63.5%	70.0%		Percent	Maintain	State Fiscal Year (July 1 - June 30).	As percent of total FTE's	SCEIS	Personnel records	OSA management	Diverse workforce	0500.000000.000	
2.4.2	Employee turnover	17.3%	10.0%		Percent	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Separated employees/Average FTE	SCEIS	Personnel records	OSA management	Measure of ability to retain employees	0500.000000.000	

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Goal Develop and maintain a professional, high-performing and engaged workforce														
Strategy 2.5 Manage agency's workforce effectively										Statewide Enterprise Objective Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.5.1	% of employees with 3 or more documented coaching sessions	100%	100%		Percent	Maintain	State Fiscal Year (July 1 - June 30).	As percent of all employees in coaching program	Internal records	Personnel records	OSA audit staff	Timely performance feedback	0500.000000.000	
2.5.2	Percent of auditors in Manager position	15.5%	15.0%		Percent	Maintain	State Fiscal Year (July 1 - June 30).	Managers/Total auditors	Internal records	Personnel records	OSA management	Staff who are promoted to a management position	0500.000000.000	

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Goal Manage agency's resources effectively, prudently and with accountability

Strategy 3.1 **Statewide Enterprise Objective**

Assure an agile business operation Government and Citizens

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.1.1	Manage agency spending to within 90% of budget	87%	90%		Percent	Maintain	State Fiscal Year (July 1 - June 30).	General fund spending actual/budget	SCEIS	Financial records	OSA management	Accountability for resouces	0100.000000.000	
3.1.2	Increase workforce utilization	74%	75%		Percent	Equal to or greater than	State Fiscal Year (July 1 - June 30).	Chargeable hours/total hours	SCEIS	Time records on internal servers	OSA management	Accountaitly for utilization	0500.000000.000	

Goal Manage agency's resources effectively, prudently and with accountability

Strategy 3.2 Respond to change by maintaining a strategic focus

Statewide Enterprise Objective

Government and Citizens

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.2.1	Develop one in-house training to reduce overall training costs	1	1	1	Count (whole number)	Complete	State Fiscal Year (July 1 - June 30).	Number completed as determined by the agency.	Internal records	Training records on internal servers	OSA audit staff	Tailored training	0500.000000.000	

FY 2020-2021 Agency Accountability Report

Budget Responses:

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			FY 2020-21 Expenditures (Actual)				FY 2021-22 Expenditures (Projected)			
State Funded Program Number	State Funded Program Title	Description of State Funded Program	General	Other	Federal	TOTAL	General	Other	Federal	TOTAL
0500.000000.000	Audits	Audit services to include statewide and agency-specific engagements as well as services provided to SCDHHS	\$2,540,443.00	\$1,446,922.00		\$3,987,365.00	\$2,505,369.00	\$2,310,029.00		\$4,815,398.00
9500.050000.000	State Employer Contributions	Fringe benefit employer contributions	\$1,088,663.00	\$311,727.00		\$1,400,390.00	\$1,268,872.00	\$269,610.00		\$1,538,482.00
1015.000000.000	Internal Audit Services	Internal audit services for SCDOT	\$578,315.00			\$578,315.00	\$600,833.00			\$600,833.00
0100.000000.000	Administration	Accounting, budgeting, human resource, purchasing, technology and other administrative support	\$332,848.00			\$332,848.00	\$410,514.00			\$410,514.00

FY 2020-2021 Agency Accountability Report

Legal Responses:

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Description	Purpose	Law Number	Jurisdiction	Type	Notes
Annual audit of federal programs	Report our agency must/may provide	105.1	State	Proviso	
Carryover Medicaid funds	Not related to agency deliverable	105.2	State	Proviso	
Fraud identified referred to Inspector General	Report our agency must/may provide	105.3	State	Proviso	
Annual audit of court fees and fines	Report our agency must/may provide	105.4	State	Proviso	
Submission of schedule of federal program expenditures to OSA	Not related to agency deliverable	117.97	State	Proviso	Schedules are used in statewide single audit
Audit reports	Report our agency must/may provide	11-7-30	State	Statute	
Access to records	Not related to agency deliverable	11-7-35	State	Statute	
Fiduciary audit of the Public Employee Benefit Administration	Report our agency must/may provide	9-4-40	State	Statute	
Medicaid engagements under contract with DHHS	Report our agency must/may provide	11-7-40	State	Statute	
Guarantee of independence	Not related to agency deliverable	11-7-45	State	Statute	
Service on board or commission	Not related to agency deliverable	11-7-50	State	Statute	
Use of certified public accountants	Requires a service	11-7-55	State	Statute	Use of CPA firms to provide audit services
Reimbursed audit costs	Requires a service	11-7-60	State	Statute	Reimbursement of cost of CPA firm services
Sources of revenue per State Constitution	Not related to agency deliverable	11-27-70	State	Statute	
Access to confidential information - payroll deducted contributions	Not related to agency deliverable	8-11-94	State	Statute	
Selection of assistants	Not related to agency deliverable	11-7-10	State	Statute	
Transfer to State Fiscal Accountability Authority	Not related to agency deliverable	1-11-20	State	Statute	
Annual audits of state agencies	Report our agency must/may provide	11-7-20	State	Statute	
Periodic audits - courts	Report our agency must/may provide	11-7-25	State	Statute	
Annual audit - regional transportation authorities	Report our agency must/may provide	12-28-2725	State	Statute	
Authority to contract for auditing services	Not related to agency deliverable	11-35-1250	State	Statute	
Annual audit - Rural Infrastructure Authority	Report our agency must/may provide	11-37-240	State	Statute	
Authorization of general obligation debt	Report our agency must/may provide	11-51-110	State	Statute	
Audit of contributed funds	Report our agency must/may provide	11-9-110	State	Statute	
Prohibition of disclosure	Not related to agency deliverable	12-54-240	State	Statute	
Annual audit - Department of Commerce	Report our agency must/may provide	13-1-50	State	Statute	
Periodic audits - courts	Report our agency must/may provide	14-1-210	State	Statute	
Annual audit - DPS	Report our agency must/may provide	23-6-50	State	Statute	
Annual audit - Medical Malpractice Fund	Report our agency must/may provide	38-79-470	State	Statute	
Annual audit - Jobs - Economic Development Fund Act	Report our agency must/may provide	41-43-260	State	Statute	
State Treasurer may direct audit of courts	Report our agency must/may provide	44-53-450	State	Statute	
Independent audit of trust funds - DHEC	Report our agency must/may provide	44-96-165	State	Statute	
Periodic examination of the Compact Commission	Report our agency must/may provide	50-5-2720	State	Statute	
Chief internal auditor for SC Department of Transportation	Requires a service	57-1-360	State	Statute	Internal audit services for SCDOT
Annual audit - Education Assistance Authority	Report our agency must/may provide	59-115-180	State	Statute	

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Description	Purpose	Law Number	Jurisdiction	Type	Notes
Fiscal practices for state agencies acting as a local education authority	Report our agency must/may provide	59-20-95	State	Statute	
Fiduciary audit of the Retirement System Investment Commission	Report our agency must/may provide	9-16-380	State	Statute	

**FY 2020-2021 Agency Accountability Report
Services Responses:**

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Description of Service	Description of Direct Customer	Customer Name	Others Impacted By the Service	Agency unit providing the service	Description of agency unit	Primary negative impact if service not provided
Assurance and attestation services	Government of the State of SC	Government of the State of SC	Debt markets, Federal government, citizens	State	Assurance and attestation engagements statewide and agency specific	Access to debt and to federal funding sources could be reduced
Attestation services	Government of the State of SC	Government of the State of SC	SC local governments	State	Attestation engagements of court fines, fees and assessments	Unidentified errors in collection of fines, fees and assessments
Attestation services	SC Department of Health and Human Services	SC Department of Health and Human Services	Federal Department of Health and Human Services	Medicaid	Attestation engagements of financial and statistical reports	Unidentified errors in Medicaid cost reimbursements
Internal audit services	SC Department of Transportation	SC Department of Transportation	Citizens	Internal Audit	Internal audit services	Reduced confidence in SCDOT

Agency Partnerships Responses:

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Name of Partner Entity	Type of Partner Entity	Description of Partnership
Various CPA firms	Private Business Organization	Contract assurance services
Law firm specializing in Medicaid	Private Business Organization	Legal services
SC DHHS	State Government	Program documentation and technical support

FY 2020-2021 Agency Accountability Report
Reports Responses:

These responses were submitted for the FY 2020-2021 Accountability Report by the
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Report Name	Law Number (If required)	Summary of Information Requested in the Report	Most Recent Submission Date	Reporting Frequency	Type of Entity	Method to Access the Report	Direct access hyperlink or agency contact