

**2001-2002 Accountability Report  
of the  
South Carolina Human Affairs Commission**

**Section I – Executive Summary**

1. The mission of the South Carolina Human Affairs Commission is to prevent and eliminate discrimination because of race, religion, color, national origin, age, sex, disability and (in housing) familial status, and to foster mutual understanding and respect among all people of the state. This mission is mandated by the South Carolina Human Affairs Law of 1972, as amended; the South Carolina Fair Housing Law; and the Equal Enjoyment and privileges to Public Accommodations Act. Accomplishing the agency's mission is supported and driven by a commitment to a set of seven core values – accountability, customer service, fairness, integrity, loyalty, professionalism and teamwork – developed during a planning process which involved virtually every member of the Commission's staff.

The Commission seeks to prevent discrimination by providing training to both the public and the private sectors, assisting local communities in developing the means to address issues locally, and providing assistance to state agencies on meeting their affirmative action obligations as established by the Legislature. The Commission works to eliminate discrimination through receipt, investigation and resolution of complaints of discrimination in employment, housing and public accommodations.

2. The Commission's key strategic goals are (a) to increase the number of discrimination complaint resolutions attained, while reducing the average processing time and maintaining the qualitative standards which have consistently ensured the agency's actions withstand review by other relevant authorities, thereby providing our customers with timely, effective customer service; (b) to obtain the ability to enable Commission-provided training to generate a level of resources commensurate with its actual demand and value, thereby enabling the agency to better fulfill its preventative role, particularly during a period of declining state resources; (c) to substantially enhance the level of support provided to assist local communities in developing their own means (for example, community relations councils) to address issues arising in and of concern to the communities; (d) to develop Spanish language fluency among a sufficient number of staff members to enable the Commission to serve the increasing number of Spanish-speaking residents who seek our services; (e) to develop fluency in American Sign Language among a sufficient number of staff members to ensure that we are able to properly serve hearing-impaired customers; (f) to provide professional development opportunities appropriate to position and performance for staff members to meet the agency's responsibility as an employer to develop our most valuable resource in order to enable individuals to reach their maximum potential to serve the state and its people, and to contribute to retention of employees of the caliber and performance which are critical to attaining and maintaining "an agency of excellence"; (g) to ensure that the agency obtains and retains the resources (financial, personnel, facilities and equipment) required to serve our customers at the qualitative and quantitative levels expected by the Legislature as well as our customers; and (h), to attain full state funding for the agency, thereby stabilizing the Commission's financial structure and reducing the dependence of this state agency on federal funds and the control which often accompanies such dependency.

3. Due to the state's financial situation, the agency's state appropriation for 2001-2002 was reduced by 15.65%, part of a series of reductions over the past several state fiscal years which as of the reduction of the agency's 2002-2003 budget now total over 20%. These reductions have dealt damaging blows to an already small agency which has never experienced funding and resource levels commensurate with the level of statewide responsibilities which have been mandated for it over the years. The impact of these reductions has been particularly evident in terms of personnel, the key resource which is essential in carrying out the agency's responsibilities as established by the Legislature.

During October, 2000, the Commission lost a key investigative staff member who could not subsequently be replaced due to financial constraints; the loss of that individual's performance and productivity increased the workloads of the remaining staff members and made the agency's ability to maintain established levels and timeliness of complaint processing even more tenuous. The budget reduction imposed on the agency in state fiscal year 2000-2001 required that the agency's sole Deputy Commissioner position (vacated by the retirement of the former incumbent) be left unfilled, requiring in turn that many of the duties and responsibilities of the former Deputy be reassigned to other staff members, all of whom already have full time responsibilities, without the ability to properly compensate them for what is now required of them, while other duties may simply no longer be possible to perform. Budget reductions also required a reduction-in-force of two filled FTEs, resulting in the loss of two individuals formerly employed in the Community Relations Division, reducing the agency's ability to continue to assist local communities at established service levels and crippling attainment of the goal to enhance those services. And, during state fiscal year 2001-2002, one of the agency's most productive Intake Officers left state government to accept a higher salary and anticipated greater career opportunities offered by an agency of local government; once again, the Commission was unable to fill the resulting vacancy due to budgetary constraints.

Due to its magnitude and the corresponding loss of resources, the cumulative impact of the series of budget reductions experienced by the Commission has required the elimination of all other expenditures not absolutely essential to basic day-to-day operations at a subsistence level. This has eliminated the ability to enhance the agency's complaint resolution capacity, build staff fluency in Spanish and in American Sign Language, and to provide most of the legitimate professional development opportunities which are critical to the future of the agency, effectively closing the door on pursuit of the agency's strategic goals for better serving the people of South Carolina.

The cumulative loss of approximately 20% of the agency's state appropriations has created a situation which increasingly endangers the agency's ability to recruit as well as retain the exceptionally motivated high performers who are essential to maintaining and enhancing the Commission's performance levels. The direct, and obvious, results are likely to be a decrease in the agency's ability to render to the people of South Carolina the services mandated by the Legislature at the level expected by the Legislature, and an increasing exposure of the State to federal intervention in those complaints which the Commission lacks the resources to address.

4. During state fiscal year 2001-2002, the South Carolina Human Affairs Commission maintained productivity in complaint processing, successfully completing one contract with the U. S. Equal Employment Opportunity Commission (EEOC) for employment discrimination complaint resolutions and another with the U. S. Department of Housing and Urban Development

(HUD) for fair housing complaint resolutions, and subsequently progressed well into new contracts with each of the two federal agencies. The Commission provided training opportunities to public and private sector employers across South Carolina, and worked with county and local governments, private organizations and interested citizens to address a variety of concerns which did not involve employment or housing issues.

## Section II – Business Overview

1. The Commission currently employs forty-five individuals in full-time positions. The agency does not currently have any part-time or temporary employees.
2. The Commission's offices are located at 2611 Forest Drive, Suite 200, Columbia, South Carolina 29204. The agency does not have any other operating locations.
3. Expenditures/Appropriations Chart

### Base Budget Expenditures and Appropriations

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	2,235,444	1,797,873	2,017,488	1,537,147	1,849,368	1,443,822
Other Operating	641,080	317,153	439,120	205,531	547,643	298,094
Special Items						
Permanent Improvements						
Case Services						
Distributions to Subdivisions						
Fringe Benefits	563,218	443,940	534,151	401,595	497,822	383,258
Non-recurring						
<b>Total</b>	<b>3,439,742</b>	<b>2,558,966</b>	<b>2,990,759</b>	<b>2,144,273</b>	<b>2,894,833</b>	<b>2,125,174</b>

### Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	0	0
Capital Reserve Funds	0	0
Bonds	0	0

4. The agency's key customers are the individuals who file complaints of discrimination (Complainants); the Respondents against which such complaints are filed; the attorneys representing these parties; individuals who contact the agency for information and/or referral who do not subsequently file complaints of discrimination; the agencies, organizations and individuals receiving training services; local communities which receive assistance in developing local issue resolution capabilities; the EEOC and the HUD, which receive the results of the Commission's complaint resolution efforts; and the Governor and the Legislature.

5. The agency's key suppliers are the taxpayers of South Carolina; the Governor and the Legislature; and the vendors from which the agency purchases goods and services.

6. The Commission's major products and services are information, referral services and complaint intake services; complaint investigations and resolutions; training services; the annual report on the affirmative action status of state agencies required by the Legislature; assistance provided to state agencies regarding their affirmative action status and efforts; services rendered to local communities to assist them in developing the means to address issues locally; and participation in the state's A-95 circular review process to determine whether the related funding requests comply with the anti-discrimination provisions of state law.

7. The agency's employed staff functions under the guidance of a fifteen-member board of citizens (Commission Members) appointed by the Governor. The Commission Members serve as the policy-making body of the agency, serve in an oversight capacity for agency operations, and review and approve findings and decisions regarding complaints of employment discrimination filed against agencies of state government. The Commission Members recommend and the Governor appoints an agency head, the Commissioner, who is the agency's chief executive officer. The Commissioner is ultimately responsible for daily operations, including hiring, assigning staff and other resources, managing the agency, and carrying out board policy.

The agency's structure is divided into three general areas: The Administration Unit, the Compliance Programs Unit and the Consultative Services Unit.

The Administrative Unit is composed of the Office of the Commissioner and the elements which provide staff support to the agency and to the line elements. The staff elements include Fiscal, Information Resources, Legal Counsel, Personnel, Public Affairs, Purchasing, and an Executive

Assistant to the Commissioner for Internal Affairs who provides coordinating services for various agency elements and activities.

The Compliance Programs Unit, one of the agency's two principle line elements, is composed of the Intake Division, which provides intake, information and referral services; three divisions - Age and Disability, Private Sector, and Public Sector - which provide employment discrimination investigation/resolution services; the Fair Housing Division, which provides fair housing complaint investigation/resolution services; and Mediation Services.

The Consultative Services Unit, the second of the agency's principal line elements, is composed of two divisions. The Community Relations Division works with local communities as previously described, provides public accommodations complaint investigation/resolution services, and conducts the agency's A-95 circular review process. The Division of Staff Development, Training and Technical Services provides training to state agencies and other entities, assists state agencies in addressing their affirmative action-related efforts, and prepares the annual report on the affirmative action status of state agencies as required by the Legislature.

Each of the line divisions is composed of a Division Director and the professional staff (Intake Officers, Investigators, Community Relations Consultants and Technical Services Consultants) required to provide the services required of each respective division.

### **Section III – Elements of the Malcolm Baldrige Award Criteria**

#### **Category 1 – Leadership**

1. a) Short-term direction and long-term direction are set through consultation with Commission Members (the entire board and/or committees of the board, as appropriate), the agency's management team, and other staff members as appropriate on a case-by-case basis. These consultations incorporate input received from the Governor, the Legislature, the EEOC, the HUD, and constituent groups. Direction is deployed through the members of the management team; promulgation of necessary policies and procedures; and by goals, objectives and standards required to implement the decisions establishing direction. Direction is communicated through a variety of means intended to maintain an ongoing flow of two-way communications, including agency staff meetings; issuance of memoranda and written guidance if necessary; use of the agency's internal newsletter; division-level staff meetings; and day-to-day communications by all members of the management team with staff as well as with peers.

b) Performance expectations are set by management in consultation with affected staff members based on review of the agency's responsibilities, goals and objectives; assessment of anticipated resource levels; review of current performance levels and opportunities for improvement; assessment of external factors which may impact the agency in the reasonably foreseeable future; and prioritization of activities in light of demand for services and the supply of resources available. Performance expectations are deployed through agency policy and, to the individual level, through performance evaluation criteria and standards. Performance expectations are communicated through staff meetings at the agency and division levels, through various forms of written guidance, and through individual meetings (both formal and informal) of management with staff members.

c) Organizational values were identified during the agency's first strategic planning effort, a process which involved virtually every agency staff member. The extensive discussions over a period of many weeks resulted in the identification of seven overarching values, which were then reviewed, discussed and approved by the agency's board. Deployment occurred through the participation of the staff, and ultimately of the board, in the identification and adoption of the values. These values are communicated and reinforced through publication, through referral to them by the Commissioner and by members of the management team during staff meetings and one-on-one conversations, and by their conspicuous display in the agency's board room which is regularly used by all staff elements.

d) Empowerment and innovation are "set" through management's recognition of the knowledge, skills and abilities of all agency staff members; its emphasis on responsibility and accountability; its appreciation for creativity, enthusiasm and responsibly exercised initiative; its commitment to providing opportunities for professional growth and development; and its acceptance of good-faith mistakes and failures as learning opportunities which are inevitable in a dynamic, participatory environment. Empowerment and innovation are deployed through the chief executive's emphasis to management of his expectations for such an approach, by his personal modeling of that approach, and by management's parallel implementation of that approach. Empowerment and innovation are communicated by active solicitation of ideas and input; by timely consideration of suggestions, by implementation of approved recommendations, and by feedback regardless of the action taken; by actively seeking to provide opportunities for decision-making, supporting those efforts but not "taking over" either the process or the decision; by working with staff members to help them learn from the decision-making experience; and by acknowledging and appreciating initiative, input and legitimate decision-making even when the results are less than optimal.

e) Organizational and employee learning are set by the agency's commitment to improvement and recognition that improvement is founded on attaining, maintaining and increasing knowledge at both the organizational and the individual levels; by the agency head's affirmative commitment to developing a true learning organization; by widespread intra-staff awareness of the agency's history of support for professional growth and development; and by the recognition that the agency's low turnover, low growth and long tenure of staff members mean that unless organizational knowledge is captured and protected and every appropriate opportunity is taken to train and develop staff resources, the agency will begin to suffer significant losses as long-serving staff members retire or otherwise leave the agency to pursue career growth and other opportunities. Organizational and employee learning are deployed through efforts to ensure that policies, procedures and practices are properly documented and kept up-to-date; that best practices are identified, documented and shared; that even day-to-day activities, as well as unique situations, are viewed as learning opportunities; and that every member of the staff is encouraged to share his/her insights, experiences and "lessons learned" (what did not work, as well as what did; to what effect; and why). Organizational and employee learning are communicated through agency and division staff meetings, through publications, and through ongoing vertical and horizontal interactions.

f) Ethical behavior is set through the identification and reinforcement of the agency's mission, vision and values; through the formal requirements of the state ethics law; through the

Commissioner's personal emphasis on ethical standards and conduct; and by the agency's emphasis on accountability and responsibility. Ethical behavior is deployed through the staff's participation in identification of the agency's values; through posting the formal requirements of the state ethics law; and through the agency head's modeling, and that of management, of the expected standards and conduct. Ethical behavior is communicated through publication and display of the agency's mission, vision and values; through staff training on the requirements of the state ethics law; through presentation and discussion of ethical standards and conduct in agency staff meetings and in personal interactions; and by acknowledging and reinforcing behavior which exemplifies such standards and conduct.

2. The agency's senior leaders establish and promote a focus on customers through a variety of means. These means include customer service training for managers and staff; defining and discussing many relationships in terms of customers (rather than only in more distant, impersonal terms like "Complainant" or "Respondent") in order to raise and enhance awareness; raising and discussing customer/customer service topics and issues during agency and division staff meetings; reviewing customer input (letters, etc.) and available customer satisfaction measures (surveys, etc.); talking with (face-to-face, telephone) customers; sharing observations, assessments and recommendations with staff members on both a group and an individual basis; and recognizing and expressing appreciation for staff members' efforts to serve customers in a manner at least consistent with the agency's expectations.

3. Senior leaders regularly review a number of key performance measures, including monthly and annual total final actions attained (by individual Investigator and by overall total); final action totals divided by type; on a monthly and an annual basis, average processing time by individual Investigator and overall; customer service surveys received from Complainants and Respondents; training requests; the number of attendees, and the training evaluations received from attendees; reports from the agency's Fiscal Officer regarding adherence to the agency's budget and expenditure goals, etc.; and the occurrence of any unusual or unanticipated events which reflect or otherwise impact on performance.

4. Organizational performance review findings and employee feedback are reviewed and discussed during regular and special meetings of the management team to assess their content, analyze their meaning and determine how they may best be used to improve leadership and managerial effectiveness. Individuals who receive feedback from staff members are encouraged to take advantage of that feedback as a positive resource, to consider its applicability and potential benefit, and to share the lessons learned with the other members of the agency's leadership.

5. The Commission addresses the current and potential public impact of our products, programs, services and operations by ensuring staff members are properly trained to fulfill their duties and responsibilities; by monitoring adherence to standards; by constantly seeking methods to improve performance while at least maintaining current standards; by welcoming input and constructive criticism from both external and internal sources; and by stressing during staff meetings and other interactions the impact that our actions have on concerns, interests and even the lives of our fellow South Carolinians. Regarding the current and potential impact of facilities-related issues, the agency monitors the maintenance of our one facility, any problems which are identified, and other issues related to its utilization by the agency and by our customers; brings these matters to the attention of our landlord; and follows up as necessary to ensure resolution.

6. Senior agency leadership sets key organizational priorities for improvement by viewing, and encouraging others to view, every current policy, procedure, practice, approach and past level of performance as temporary and amenable to improvement; by stressing every staff member's responsibility for helping to identify opportunities for improvement and means to achieve improvement; by welcoming input and constructive criticism from all sources, external as well as internal; by reviewing key performance measures seeking indicators of areas for potential improvement; by reviewing and discussing potential opportunities for improvement during staff as well as management team meetings to ensure maximum input, synergy and buy-in; by assessing opportunities in terms of identifiable benefits, costs and urgency in view of available resources to provide a basis for prioritization; by welcoming participation in the decision-making process; and by utilizing empowered teams to the maximum extent possible to address improvements and how to attain them.

7. Senior leadership and the agency actively support and strengthen the community through various avenues of service. The agency annually participates in the United Way of the Midlands campaign and the Community Health Charities of South Carolina (formerly known as the Good Health Appeal) campaign. Many members of the agency's staff participate in the local Meals On Wheels program. Information is regularly shared with staff members regarding upcoming charitable and civic activities; they are encouraged to participate consistent with their interests and responsibilities. The agency head personally and on a regular basis encourages staff members to take active, positive roles in the community through charitable, civic and service organizations, programs and activities. As an organization, the Commission maintained a membership in the Greater Columbia Chamber of Commerce for a number of years; unfortunately, during state fiscal year 2001-2002 it was necessary to terminate the membership due to financial constraints arising from budget reductions experienced by the agency. Areas of formal agency emphasis are identified and determined by considerations of scope, relationship to state government, commitment of resources, and the breadth of staff interest.

## **Category 2 – Strategic Planning**

1. The agency's strategic planning process is conducted by a strategic planning team composed of individuals representing every area of the agency. The team, which was formerly chaired by the agency's then-Deputy Commissioner, is charged with overall responsibility for development of the strategic plan. The strategic planning team is supplemented by a number of topic-specific teams, each of which is charged with developing the specific details of and implementation approaches for its particular broad strategy area. The strategic planning team and the topic teams were assisted by the Center for Governance of the University of South Carolina's Institute of Public Affairs in developing the agency's first strategic plan, thereby ensuring that this first strategic planning effort appropriately identified capabilities, needs and expectations commensurate with the agency's capacity at that time. That first plan identified and addressed a number of areas of long-standing agency needs and opportunities for improvement. The agency is now approaching the point at which a thorough review and major update of the strategic plan is appropriate.

2. Action plans addressing key strategic objectives are developed by the topic team(s) addressing the particular objective. The plans are then reviewed by the strategic planning team for

conformance with the overall strategic plan. Once such plans are accepted by the strategic planning team, they are submitted to the Commissioner; if approved, they are incorporated into the overall strategic plan. Action plans are tracked by the topic teams which develop them; progress (or the lack thereof, and the reasons therefore) is reported by the respective topic team chairs to the strategic plan coordinator, who reports to the Commissioner and to the Commission Members on the status of the strategic plan.

3. Strategic objectives, action plans and performance measures are communicated and deployed by the virtual agency-wide participation in their development; by publication (including to all members of the staff) of the strategic plan, the subsidiary action plans and the related performance measures; by the participation of many staff members in tracking and reporting on action plans; by participation of staff members in implementation efforts; and by frequent informal conversations regarding the strategic plan and its elements.

### **Category 3 – Customer Focus**

1. The Commission's key customers and stakeholders are the individuals who file complaints of discrimination (Complainants); the Respondents against which such complaints are filed; the attorneys representing these parties; the individuals who contact the agency for information and/or referral who do not subsequently file complaints of discrimination; the agencies, organizations and individuals receiving training services; local communities which receive assistance in developing local issue resolution capabilities; the EEOC and the HUD, which receive the results of the Commission's complaint resolution efforts; and the Governor and the Legislature. The key stakeholders not included in the preceding list are the Commission Members, the employees of the agency, and those non-governmental organizations (for example, the NAACP) which have an active interest and take an active role in the matters which are subject to the agency's jurisdiction.

2. Customers are identified based on their receipt of the Commission's products and/or services. The key requirements of these customers are determined by the products and/or services they seek from the agency; from their input regarding the products and/or services sought and those received; and from their suggestions regarding other products and/or services which they believe the agency might provide.

3. Listening and learning methods are kept current with changing customer/business needs by observing the methods employed by other agencies and organizations; by being sensitive to indicators that the effectiveness and/or efficiency of present methods may be decreasing; by being receptive to input from customers, suppliers and stakeholders which may help enhance our methods even if indicators have not suggested possible decreasing effectiveness and/or efficiency of present methods; actively seeking the benefit of the observations, experience and expertise of other professionals (trainers, contracted technical service personnel, etc.); participating in related training activities; and reviewing available related literature.

4. Information received from customers and stakeholders is reviewed by managers individually, and reviewed and discussed during agency management meetings to ensure it is thoroughly understood and that its ramifications and potential for contributing to the agency's improvement efforts are identified. Means to address the information to attain its potential benefits are identified, along with the resource commitments which will be necessary, the potential

impacts (both positive and negative) on other areas and activities, and the relationship of the information and its potential benefits to the Commission's priorities. Potentially affected staff elements, as well as those which may have relevant expertise, are brought into the process during the assessment phase to help ensure that neither opportunities nor pitfalls are overlooked. If it is determined that the information has identified an opportunity for improvement, the evaluation has led to selection of a means to achieve that benefit, the cost of that means is justified by the benefit expected to result, the necessary resources are available or can be transferred from less productive uses, and the improvement is consistent with the agency's priorities, then with the Commissioner's approval, implementation is planned and carried out.

5. Customer satisfaction is measured through surveys of Complainants and Respondents; through the content of letters and telephone calls received and face-to-face conversations with customers; through informal feedback received by the Commissioner and others during and after public meetings and programs; and through news reports regarding the agency. Non-employee stakeholder satisfaction information is received through each of the previously listed means except Complainant and Respondent surveys. Employee stakeholder satisfaction information is received through direct contact, through written input, and from day-to-day observation of performance, attendance, demeanor and related indicators. (NOTE: A professionally developed employee survey was to be conducted by the Human Resource Development Services unit of the Budget & Control Board's Office of Human Resources pursuant to the Commission's strategic plan. However, due to the expense involved and the agency's financial constraints, it has been necessary to place that effort on hold.)

6. Positive relationships are built with customers by recognizing that each is a fellow human being with legitimate interests and concerns and treating each in that manner regardless of the services we are able to render to that customer; by ensuring that all services are rendered to each customer in at least the same genuinely courteous, professional manner that we would expect in a customer role and consistently at no less than the qualitative standards required by the agency; by ensuring that the customer understands the parameters within which we must work, the standards with which we must comply, the scope – and the limits – of the agency's jurisdiction, the processes and procedures used, and the “what” and the “why” of what is done; by genuinely listening to and hearing what the customer has to say; by responding in a timely and substantive manner to customer contacts and concerns; and by ensuring that each customer knows that his/her honest input, whether positive or negative, is welcome and will receive appropriate consideration. Positive relationships with non-employee stakeholders are built by means which parallel those previously listed regarding customers. Positive relationships are built with employee stakeholders by recognizing and treating them as fellow professionals with an equal stake and interest in the success of the agency; by actively seeking and responding to their input; by welcoming their creativity, initiative and efforts to play even greater roles in the agency and by seeking to provide them with opportunities for contribution and participation; by ensuring that performance standards are job-related and clearly understood, and that performance is accurately measured and consistently evaluated; by recognizing and acknowledging each individual's respective contribution to the agency and its success; by seeking to ensure that each individual receives recognition, benefits and rewards commensurate with the level of performance attained; by proactively working to support and provide opportunities for professional growth and development; and by earning a reputation for commitment to and looking out for the legitimate interests and concerns of employees.

#### **Category 4 – Information and Analysis**

1. Operations, processes and procedures are selected for measurement based on generating the information necessary to ensure compliance with the requirements of state laws, regulations, rules and reporting requirements; the information necessary to track performance in terms of the areas of program activity defined pursuant to the laws the agency enforces, the jurisdiction granted by those laws and the responsibilities assigned to the agency to carry out the legislative intent embodied in those laws; the information necessary to track performance pursuant to the agency's contractual obligations and to meet the reporting requirements of those contracts; and the information necessary to respond to special reports and requests for information.

2. Data quality, reliability, completeness and availability for decision-making are ensured by assuring that clear, shared definitions of data types and their elements are maintained and adhered to; by defining the acceptable source(s) for data of each type; by assigning authority and responsibility for data entry, maintenance and modification; by verifying data through comparison with source documents, inventories, reconciliation of variance reports, and other means as appropriate; and by maintaining data in secure yet accessible, mutually supporting systems (computer, hard copy) available for use as needed.

3. Data/information analysis is used to provide effective support for decision-making through the accurate, timely generation of routine, recurring reports regarding program areas, units and the performance of individual staff members; of information indicating variances from expected levels of performance and identifying the source(s) of those variances; of the information required to support projects, special reports and responses to non-routine requests for information; and to provide the information for ad hoc reports and to support other agency activities (for example, contract negotiations). The data/information to be included in a particular instance is determined by the need to be addressed and the level of analysis to be conducted. The results of data/information are disseminated within the agency depending on their level and intended purpose. (For example, analyses of agency and unit performance and financial reports are available to all staff members, in contrast to analyses prepared for individual performance evaluation purposes.)

4. Comparative data and information are selected and used to provide legitimate, meaningful bases for intra-agency (for example, comparing the agency's current performance trends with those during a comparable previous period) and inter-organizational (comparing the agency's performance with that of other agencies or organizations with comparable jurisdiction/responsibility, areas of activity, staffing/resource levels, etc.) assessments, for planning purposes, to support resource allocation/modification decisions, for reporting and control purposes, and to support other activities such as contract negotiations. The selection decisions are made based on the need to be addressed, the level of analysis required, the criticality of the comparative data and information to the decision to be made or the purpose to be served, the accessibility of the information, and the cost of the information compared to the benefit it will provide.

## Category 5 – Human Resource Focus

1. Employees are encouraged and motivated by a variety of means including accurate evaluation of performance based on clear and consistently applied performance standards; recognition of and appreciation for each individual's contribution to the agency's success; by seeking to ensure that each individual receives recognition, benefits and rewards commensurate with the level of performance attained; by actively seeking and responding to their input; by providing opportunities for participation, learning, and broadening the base of experience; by working to support and provide opportunities for professional growth and development; by maintaining a well-earned reputation for commitment to and looking out for the legitimate interests and concerns of employees; and by treating each employee as a fellow professional and stakeholder in the success of the agency.
2. Key developmental and training needs are identified through day-to-day supervisory observation, interaction and work product review; through formal performance assessment; through input received from employees regarding their interests and career goals; and through assessment of the agency's goals, current and anticipated needs, and the potential impact of external factors (new legislative mandates, demographic changes, budget reductions, etc.) on the agency's operations and resources.

Key developmental and training needs are addressed through on-the-job training in position-specific skills; providing opportunities for employees who are proficient in their current positions to assume additional, higher-level or more demanding responsibilities or to gain experience in the activities of other positions and/or other units; through formal training provided in-house (for example, training conducted by the agency's personnel on using the agency's EEOC-provided Charge Data System software) and by outside trainers (The agency, for example, provided mediation training to selected staff members conducted by a recognized practitioner.); through agency-supported attendance at professional conferences and programs; and through agency-supported participation in professional development (including management/leadership development) programs presented by various educational institutions and other organizations. (An example of the last item is the Certified Public Manager program, presented by the Human Resource Development Services unit of the Budget & Control Board's Office of Human Resources, which leads to receipt of the nationally recognized Certified Public Manager professional credential. Currently, four agency staff members have earned the CPM credential, one of whom received the credential during state fiscal year 2001-2002. Due to budget reductions, the agency will not be able to fund the cost necessary for others to participate in the program in the foreseeable future.)

The agency's strategic plan includes a comprehensive approach to addressing the agency's short and long-term developmental and training needs; however, the state's financial constraints and the resultant reductions of the agency's budget have ended these efforts at least for the foreseeable future to the extent that there is anything more than a *de minimus* cost involved to the agency unless the employee is willing and able to pay most if not all of the cost to participate. The agency's inability to make needed investments, especially in professional development activities and specifically in management/leadership development, can reasonably be expected to have short-term (for example, loss of high performers who can no longer expect either financial compensation growth commensurate with their performance and role or opportunities for

professional growth which might offset financial considerations at least to some degree) and long-term (for example, reduced ability to compete for and successfully recruit the future high achievers who will be critically necessary to any realistic effort to do even “more with less” and to replace those who have departed and those who will do so) adverse impacts on the agency which will become increasingly severe.

3. The agency’s employee performance management system supports high performance by unambiguously defining standards for levels of performance; by accurately measuring actual performance and consistently evaluating actual performance in terms of the applicable standards; by providing performance feedback to employees on annual, monthly and even daily bases; by providing immediately available support to assist in overcoming obstacles to performance improvement; by ensuring that employees are made aware of and reminded of their actual potential for high performance and that that potential is recognized by others; and by recognizing and acknowledging individual and group performance achievement, thereby reinforcing the performance efforts which led to the accomplishment.

4. Employee well being, satisfaction and motivation are assessed and measured through direct contact (conversations, verbal input received from employees, etc.), written input received from employees, and day-to-day observation of performance, attendance, demeanor and related indicators. As previously noted, a professionally developed survey of agency employees was to be conducted by the Human Resource Development Services unit of the Budget & Control Board’s Office of Human Resources pursuant to the Commission’s strategic plan; however, due to the expense involved and the agency’s financial constraints, the survey effort has been placed on hold.

5. The Commission maintains a safe and healthy work environment by monitoring conditions of our one facility, identifying areas of need, bringing these matters to the attention of our landlord, and conducting appropriate follow-up; by controlling access to our offices (electronically controlled locks on entrance doors which can only be activated by the receptionist or by a staff member using his/her individual key card) and by requiring that all visitors sign in, wear a visitor identification tag, and be escorted by the individual he/she came to see while in the office; and by participating in the state’s Carolina Healthstyle program.

6. The South Carolina Human Affairs Commission is involved in the community at both the agency and the individual staff member level. The agency participates in the annual campaigns of the United Way of the Midlands and of the Community Health Charities of South Carolina (formerly known as the Good Health Appeal). Many members of the agency’s staff participate in the local Meals On Wheels program. Information is regularly shared with staff members regarding upcoming charitable and civic activities; they are encouraged to participate consistent with their interests and responsibilities. The agency head personally and on a regular basis encourages staff members to take active, positive roles in the community through charitable, civic and service activities. As an organization, the Commission maintained a membership in the Greater Columbia Chamber of Commerce for a number of years; unfortunately, it was necessary to terminate the membership as of state fiscal year 2001-2002 due to financial constraints arising from budget reductions experienced by the agency.

## **Category 6 – Process Management**

1. The key design and delivery processes for the agency's products and services are those for discrimination complaint intake and investigation services, for affirmative action consulting services (including preparation of the annual report on the affirmative action status of state agencies as required by the Legislature), for training services, and for community relations consulting services.

New technology is incorporated into these design and delivery systems through identification of opportunities to qualitatively and quantitatively enhance operational activities through the application of the new technology; evaluation of what impacts, if any, the new technology will have on other systems currently in use within the agency and what actions may be required to address such impacts; assessment of what new skills/knowledge will be required to implement the new technology and how/where/at what cost the new skills/knowledge can be obtained; development of a plan and a schedule for the coordinated implementation of the new technology; provision of the necessary training/learning opportunities; monitoring the incorporation process, the new technology and the overall affected system to identify and address unanticipated problems; and maintenance of predecessor systems, if any, during a testing/transition phase.

Changing customer and mission-related requirements are incorporated into the agency's design and delivery systems through assessment of the present and anticipated future impact of those changes on the agency's systems, capacities and resources; assessment of how the changes may be incorporated in a manner which, at worst, does not reduce current levels of effectiveness and efficiency, and preferably enhances those levels; evaluation of what modifications in agency policies, procedures and activities will be necessitated due to incorporation; development of a plan and a schedule for an orderly incorporation process; and monitoring of the incorporation process and its results to identify needed adjustments.

2. The agency's key production/delivery processes include built-in "checks and balances" (monitoring, review, approval and reporting processes) which ensure that day-to-day operation meets key performance requirements, and that problems which may detract from meeting those requirements are identified and can be addressed before becoming serious enough to endanger compliance.

3. The Commission's key support processes are administration, finance and accounting, information resources, legal counsel, personnel, and procurement. The performance of these processes is reviewed on ongoing formal and informal bases by the Commissioner as well as the staff members who fulfill the respective roles. The processes are improved and updated based on the resultant opportunities for improvement identified, as well as based on both input received from and requirements established by other relevant agencies (Comptroller, IRM, OHR, etc.).

4. Key supplier/contractor/partner interactions and processes are managed and supported to improve performance through designation of specific agency personnel as the agency's contact point for all matters affecting specific relationships (for example, the Procurement Officer for vendor contacts, the Executive Assistant to the Commissioner for Internal Affairs for EEOC contacts, and the Director of the Fair Housing Division for HUD contacts). The designated

contacts are responsible for developing and maintaining the relationships necessary to manage and support the respective interactions and processes.

### **Category 7 – Business Results**

1. Performance levels and trends for key measures of customer satisfaction:

a) Complainant surveys are disproportionately returned by individuals whose complaints result in findings which are not in their favor. These individuals consistently state their dissatisfaction with the decision, and often comment that the process was not “fair” (although they were informed when filing that the role of the Commission is to conduct impartial, objective investigations and to issue decisions based solely on the evidence).

b) Respondent surveys appear to be returned on a more representative basis. Respondents frequently note that the Commission’s processing is more timely than that of other similar agencies with which they have experience and, regardless of the nature of the decision issued, often cite in positive terms the agency’s objectivity, professionalism and courtesy.

c) Training participants provide input using a questionnaire which, in addition to seeking narrative comments regarding the training received, provides ranking scales (1 = below average, 3 = average, 5 = exceptional) for five key measures. The pattern of responses based on these numerical rankings has consistently been an average of “4” on both the individual elements and overall.

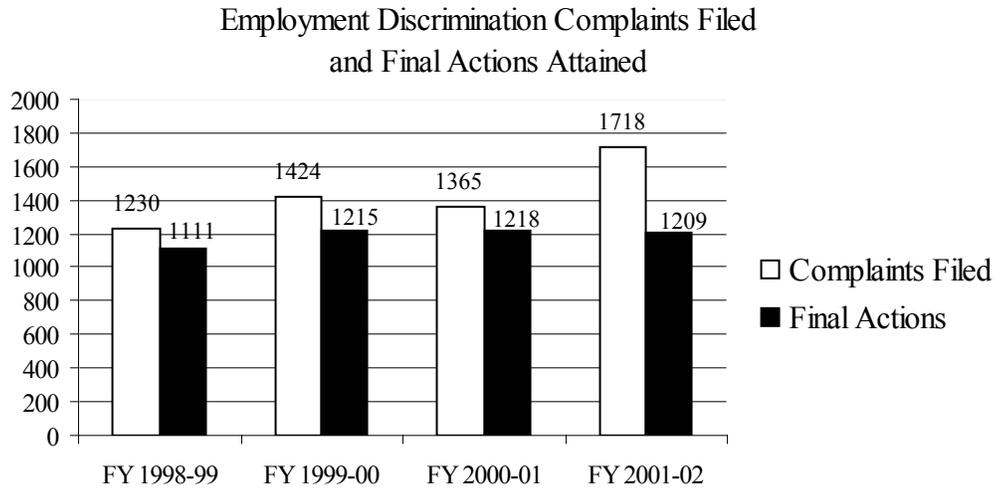
2. Performance levels and trends for key measures of mission accomplishment:

a) During state fiscal year 2001-2002, a total of 1,718 new complaints of employment discrimination were filed with the Commission, representing an increase of 353 complaints filed over the number filed during state fiscal year 2000-2001. A total of 1,209 final actions (including those final actions attained as the result of successful mediations) were attained with an average processing time of 141 days (in comparison with the agency’s standard of an average of no more than 180 days). This level of performance in terms of final actions (which was significantly higher than the basic level the agency was staffed to produce during the period while maintaining current qualitative standards) parallels that attained during state fiscal years 1999-2000 and 2000-2001.

Graph 1 below presents the number of complaints of employment discrimination filed and the number of final actions attained during each of the last four state fiscal years. The graph reveals that the number of complaints filed has varied from a low of 1,230 in state fiscal year 1998-1999 to a high of 1,718 during state fiscal year 2001-2002, and that the number of final actions has remained relatively stable throughout the period, which has been characterized by stable or declining resources available for complaint processing.

The Commission attained a total of 4,753 final actions during the period of four state fiscal years presented by Graph 1. It should be noted that during this four-year period, no final action attained by the South Carolina Human Affairs Commission was overturned by either the EEOC or any court, state or federal. This point is particularly significant, since it reflects the quality,

thoroughness and professionalism embodied in the agency’s complaint processing and the resultant final work product.



Graph 1

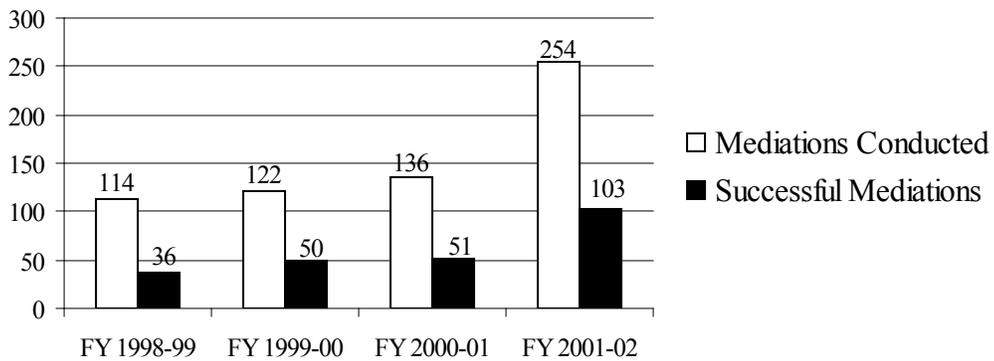
The duties of both the investigative staff and the intake staff were modified during May 2002 by the assignment of additional duties. Investigators were assigned to conduct intake and the related data entry on a part-time basis, and Intake Officers were assigned to investigate complaints of employment discrimination on a part-time basis. Investigators now spend one day on intake (telephone calls, walk-ins, etc.) during a rotation cycle and carry intake caseloads in addition to their investigative caseloads, and Intake Officers now carry investigative caseloads in addition to carrying out their regular intake responsibilities. The goals envisioned for this cross-training and broadening of responsibilities are to enhance skill levels and job content and ultimately increase productivity in both intake and investigations with currently available staff while helping insulate the agency from the adverse impact of loss of staff in either area.

During the second half of state fiscal year 2001-2002, the Commission provided mediator certification training to a total of eleven staff members in addition to the agency’s full-time Mediator; four of these staff members are employed outside the Compliance Programs Unit. Conducting mediations of employment discrimination complaints on a part-time basis has been assigned as an additional duty for these eleven staff members. This training and assignment of additional responsibilities is intended to enhance skill levels and job content, to increase the capacity of the agency to provide mediation services, and to increase the number of complaints which are resolved through the mediation process without the necessity for costly and time-consuming formal investigations, and thereby contributing to the agency’s complaint processing capacity.

During state fiscal year 2001-2002, a total of 254 mediations were conducted. A total of 103 of these mediations were successful in attaining resolutions of the subject complaints. Graph 2 below presents data on the number of mediations conducted and the number of successful resolutions attained during the last four state fiscal years. Two points are immediately apparent

from the information presented in the graph. First, the percentage of mediations which resulted in successful resolutions has been consistent at around 40% over the most recent three state fiscal years (41%, 37.5% and 40.6%, respectively). Second, both the number of mediations conducted and the number of successful resolutions attained increased significantly during state fiscal year 2001-2002; these increases were probably attributable to the increasing knowledge of and interest in the mediation process on the part of both Complainants and Respondents, as well as the agency's enhanced capacity to offer mediation services.

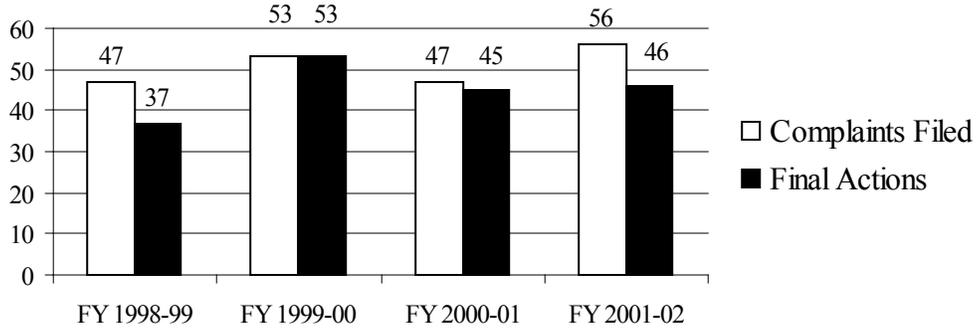
Employment Discrimination Complaint Mediation Activity



Graph 2

During state fiscal year 2001-2002, a total of 56 complaints of fair housing discrimination were filed with the Commission, and final action was attained on 46 complaints. Graph 3 below reveals that both the number of fair housing complaints filed and the number of final actions attained have remained generally stable over the past four state fiscal years.

Fair Housing Complaints Filed and Actions Attained

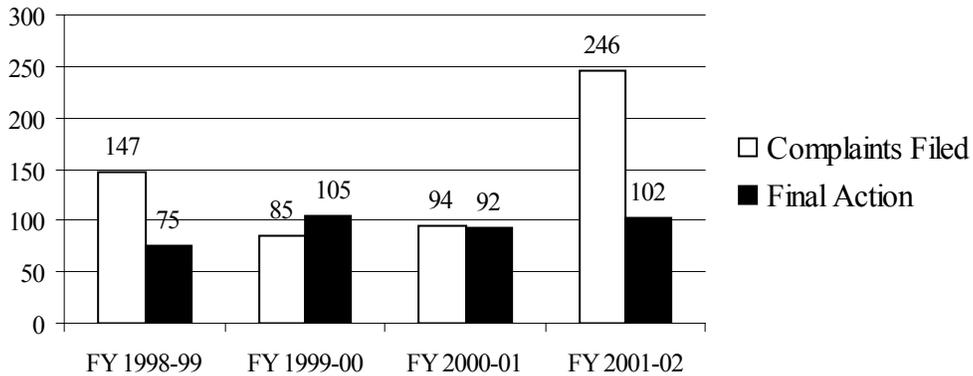


Graph 3

A total of 102 investigations of complaints of discrimination in other than employment or housing were completed by the agency’s Community Relations Division during state fiscal year 2001-2002. During the year, a total of 246 such complaints were filed with the Commission.

Graph 4 presented below reflects that the number of such complaint investigations completed has remained relatively constant over the past three state fiscal years. In contrast, the number of new complaints filed increased substantially during state fiscal year 2001-2002 after remaining generally stable during the two preceding state fiscal years.

90(e) Complaints Filed and Final Actions Attained

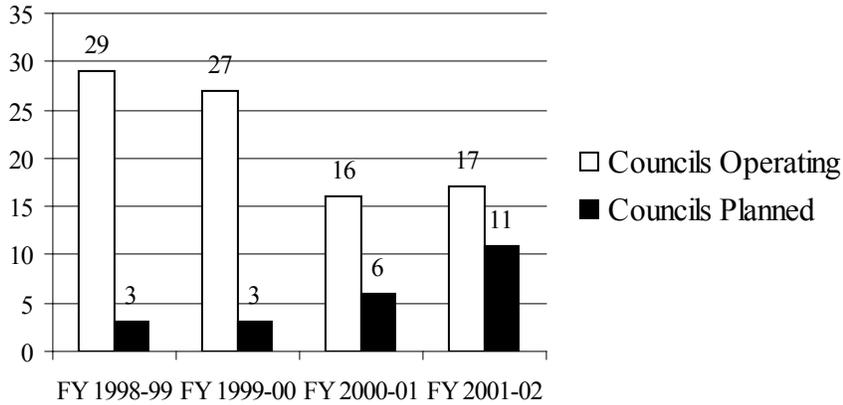


Graph 4

During state fiscal year 2001-2002, a total of 17 local community relations councils chartered by the Commission were operational within the state, and 11 more councils were in the planning and development stage. Graph 5 presents the number of operational community relations councils and the number of councils in planning and development during each of the last four state fiscal years. The number of operational councils declined from a high of 29 in state fiscal year 1998-1999 to a low of 16 in state fiscal year 2000-2001 due to the need to reorganize a number of councils.

During this four-year period, the number of councils in the planning and development stage has grown from 3 to 11 during the most recent state fiscal year.

Operating and Planned Community Relations Councils

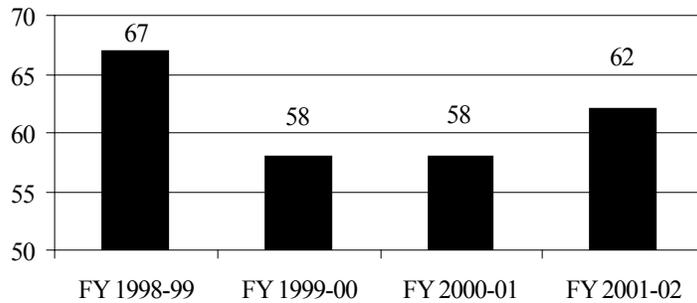


Graph 5

Sixty-two (62) state agencies attained at least 70% of their affirmative action goals during state fiscal year 2001-2002. A total of 13 state agencies earned exemption from the Commission’s affirmative action reporting requirements during the year because they had attained their affirmative action goals.

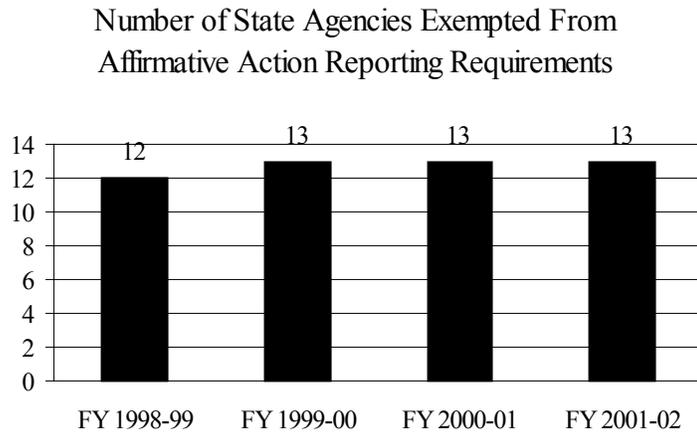
Graph 6 below reflects that the number of state agencies attaining at least 70% of their affirmative action goals has, overall, remained relatively stable over the past four state fiscal years.

State Agencies Attaining 70% of Their Affirmative Action Goals



Graph 6

Graph 7 presented below depicts the number of state agencies exempted from the Commission’s affirmative action reporting requirements during each of the last four state fiscal years due to their attainment of their affirmative action goals. The number of such agencies has remained stable throughout the period.



Graph 7

During state fiscal year 2001-2002, the agency’s Division of Staff Development, Training and Technical Services conducted 71 workshops and seminars during which training was provided to a total of 3,821 participants representing state government, local government and the private sector. The total number of participants represented an increase of 4.8% over the preceding state fiscal year’s total of 3,645 participants. These figures represent the continuation of a remarkable level of performance for a group of five persons (most of whom are now also actively involved on a part-time basis in mediation) who are also charged with responsibility for carrying out the agency’s affirmative action consulting and reporting program, including preparation of the report on the affirmative action status of state agencies required annually by the Legislature.

3. Since the agency’s financial constraints have prevented the Commission from proceeding with the planned employee survey, formal measures of employee satisfaction are not available at this time. However, it should be noted that the agency has thus far maintained its established level of performance despite the adverse consequences of repeated budget reductions, which suggests that employee satisfaction has at least remained stable as employees have worked to carry out their responsibilities during the state’s period of financial distress. Indeed, what the agency accomplished as reflected in this report was attributable solely to their dedicated efforts on behalf of the people of South Carolina. Employee involvement, in terms of both charitable/civic participation and engagement with the agency itself, has not evidenced any decline. The agency’s financial constraints have also placed comparable constraints on agency-supported employee development efforts other than those which can be provided at virtually no cost or those for which employees are willing and able to pay for themselves; if it continues, this inability to make appropriate investments in staff development will adversely affect both the agency’s future and the legitimate expectations of its cadre of professional public servants, particularly the most marketable, those with sustained levels of particularly high performance.

4. Based on observation and agency experience, the agency's performance levels for measures of supplier/partner performance are acceptable, and the trends are positive.

5. Based on available information, the agency's performance levels for measures of regulatory/legal compliance and citizenship are high and trends are stable.

6. The budget reductions experienced by the agency have been particularly hard blows to a small agency with already limited resources and major statewide responsibilities. The agency has made major reallocations of available resources and substantial reductions in expenditures to ensure continued compliance with state fiscal management requirements while striving to maintain the levels of service expected by our customers and required by the legislative mandates which have not been lessened even as the resources provided for meeting them have been reduced.