

**2004-2005 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 Law. 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. During state fiscal year 2004-2005, the South Carolina Human Affairs Commission successfully completed 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.

3. 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; (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 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.

4. The state’s financial situation over the past several fiscal years and the resulting state budget reductions reduced the Commission’s state appropriations by a cumulative total of over 43%. 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. Receipt of the agency’s share of the “Maybank funds” helped stabilize the Commission’s state appropriations at the reduced level to which they had declined over the preceding several years but were not sufficient to restore the agency’s ability to address the continuing, growing impact of the prior reductions on the agency’s legitimate needs.

During October, 2000, the Commission lost a key investigative staff member who could not subsequently be replaced due to financial constraints. 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 Commissioner be reassigned to other staff members, all of whom already had full time responsibilities, without the ability to properly compensate them for what is now required of them. 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 levels and crippling attainment of the goal to enhance those services. 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. During state fiscal year 2002-2003, both the agency’s Legal Counsel and another productive Intake Officer left state government; the responsibilities of the former Legal Counsel were reassigned to the only other staff member who is an attorney, and the critical responsibilities he had been performing were reassigned as additional duties to other employees. The 2003-2004 budget reduction experienced by the agency was addressed by the imposition of an agency-wide five-day furlough, the cumulative result of which was to effectively shut the agency down for a period equal to the furlough period. On March 1, 2004, an experienced Investigator was transferred to the Intake Division to reinforce the agency’s ability to provide timely intake services; however, due to financial constraints he could not be replaced in investigations, and the agency’s complaint resolution capacity suffered a corresponding reduction increasing the demands and pressures on the remaining investigative staff.

Staff turnover in state fiscal year 2005-2006 alone will equal that described in the preceding paragraph. Exclusive of any other departures due to any other reasons, at least nine staff members (out of the agency’s total staff of 43) will leave during the fiscal year due to retirement. The retiring employees will include two Division Directors, the agency’s Accounting Manager,

the Human Resources Manager, the Procurement Specialist, a Technical Services Program Coordinator, two Investigators, and the agency's Receptionist. These positions remain funded, and will be filled. However, the loss of so many senior individuals will certainly have a significant impact on agency operations until their replacements are fully "up to speed." Loss of the two experienced, productive Investigators will cost the agency approximately \$9,000 per month in lost federal contract funds due to the loss of production capacity. The lost capacity will not be immediately replaced by filling the vacancies, since the new Investigators will have to be trained and "brought up to speed", and even then they are unlikely to attain the productivity levels of their predecessors during the fiscal year or much less offset the loss of funds during what will remain of that year.

Filling the nine soon-to-be-vacated positions will maintain current capacity; it will not address critical identified staffing needs which have had to remain unresolved due to budget reductions. Those which are deemed to be of the most urgent priority will be addressed in the agency's request for state appropriations in the 2006-2007 budget, as will the office space and equipment required for these positions.

Due to the magnitude and the corresponding loss of resources, the cumulative impact of the series of budget reductions experienced by the Commission required the elimination of all expenditures not absolutely essential to basic day-to-day operations at a subsistence level. This eliminated the ability to fulfill many of the agency's longstanding strategic goals, including enhancing the agency's complaint resolution capacity, building staff fluency in either Spanish or American Sign Language, and providing the legitimate professional development opportunities which are critical to the future of the agency.

The adverse impact carried over to the agency's ability to meet its information technology needs, which has a direct effect on efficiency, effectiveness and productivity. For example, the agency's currently installed personal computers have been in use for approximately six years, well beyond the three-to-five year life span recommended by the Budget and Control Board's Chief Information Officer. Increasing failures, software issues and corresponding service/repair expenses have reached the point where these issues are truly critical. Accordingly, the replacement and upgrading of the agency's information technology equipment and services will be addressed in the Commission's 2006-2007 budget request.

Certain basic costs of doing business are external and not under the complete control of this or any other agency. Once such cost is rent. The rent on the agency's office space will increase during state fiscal year 2006-2007, and this will be addressed in the agency's budget request.

5. The Commission uses the accountability report to improve organizational performance in both retrospective and prospective perspectives. The agency utilizes the report as a vehicle to review and assess its performance over the preceding state fiscal year, to identify trends, and to determine opportunities for improvement and critical needs. The agency also uses the report as a key basis for organizational planning to help determine how to effectively and efficiently meet its responsibilities with available resources and to set corresponding priorities.

Section II – Business Overview

1. The Commission currently employs forty-three (43) individuals in full-time positions and one temporary employee (employed under a HUD Hispanic-outreach grant). The agency does not have any part-time 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	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$1,894,132.	\$1,198,021.	\$1,754,586.	\$971,590.	\$1,656,279.	\$1,033,182.
Other Operating	\$428,637.	\$223,097.	\$344,806.	\$184,944.	\$540,205.	\$321,014.
Special Items	\$	\$	\$	\$	\$	\$
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$517,924.	\$326,305.	\$464,645.	\$249,529.	\$529,842.	\$351,430.
Non-recurring	\$	\$	\$217,840.	\$	\$	\$
Total	\$2,840,693.	\$1,747,423.	\$2,781,877.	\$1,406,063.	\$2,726,326.	\$1,705,626.

Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$0.	\$0.
Capital Reserve Funds	\$0.	\$0.
Bonds	\$0.	\$0.

4. Major Program Area Chart

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 03-04 Budget Expenditures			FY 04-05 Budget Expenditures			Key Cross References for Financial Results*
		State:			State:			
I. Administration	To provide administrative direction, control and support for the agency.	State:	375,109		State:	569,587		7.1
		Federal:			Federal:			
		Other:	9,80		Other:	33,497		
		Total:	384,914		Total:	603,084		
		% of Total Budget:		14%	% of Total Budget:		22%	
II. Consultive Services	To provide technical services, training, affirmative action reporting and community relations consulting services.	State:	544,193		State:	206,161		7.2d-1
		Federal:			Federal:			7.2e-1
		Other:	90,391		Other:	122,057		7.2f-1
		Total:	634,584		Total:	328,218		7.2g-1
		% of Total Budget:		22%	% of Total Budget:		12%	
III. Compliance Programs	To provide intake, referral, investigative, mediation and complaint resolution services.	State:	501,815		State:	380,786		7.2a-1
		Federal:	263,125		Federal:	267,737		7.2b-1
		Other:	538,330		Other:	692,339		7.2c-1
		Total:	1,303,270		Total:	1,340,862		
		% of Total Budget:		46%	% of Total Budget:		48%	
IV. Employer Contributions		State:	326,306		State:	249,529		
		Federal:	42,842		Federal:	52,639		
		Other:	148,777		Other:	207,545		
		Total:	517,925		Total:	509,713		
		% of Total Budget:		18%	% of Total Budget:		18%	

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

Remainder of Expenditures:	State:			State:			
	Federal:			Federal:			
	Other:			Other:			
	Total:			Total:			
	% of Total Budget:			% of Total Budget:			

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

5. The agency’s key customer segments 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 and/or affirmative action program assistance; the Legislature, which requires and receives the annual report on the affirmative action status of state agencies prepared by the Commission; local communities which receive assistance in developing local issue resolution capabilities; and the EEOC and the HUD, which receive the results of the Commission's complaint resolution efforts.

6. The Commission's key stakeholders (other than customers) are the general citizenry, both individual and corporate, of South Carolina; the Governor and the Legislature; other organizations which share the Commission's interest in the well-being of and the quality of life in the state; and the members of the agency's staff.

7. The agency's key suppliers are the taxpayers of South Carolina; the agencies and organizations which serve as referral resources; the organizations which provide the Commission with information and other assistance; and the vendors from which the agency purchases goods and services.

8. 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 members and other resources, managing the agency, and carrying out policy as set by the Commission Members.

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

The Administration 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; Human Resources; Public Affairs; Purchasing; and an Executive Assistant to the Commissioner 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 complaint investigation/resolution services; the Fair Housing Division, which provides fair housing complaint investigation/resolution services; and Mediation Services, which provides professional mediation assistance to Complainants and Respondents seeking to resolve complaints of employment discrimination without a formal investigation of the merits.

The Consultative Services Unit, the second of the agency's principle 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 EEO training to state agencies and other

entities, assists state agencies with the development of affirmative action plans, prepares the annual report to the Governor and the Legislature on the status of state agencies' affirmative action plans, and conducts compliance reviews and impact studies annually for state agencies.

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) necessary to provide the services required of each of the respective divisions.

Section III – Elements of the Malcolm Baldrige Award Criteria

Category 1 – Leadership

1.a) Short-term 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; 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 (Commission Members). Deployment occurred through the participation of the staff, and ultimately of the board, in the identification and adoption of these 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 members.

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 (except for unusual years such as will be experienced by the agency during state fiscal year 2005-2006) mean that unless organizational knowledge is captured and protected and every appropriate opportunity is taken to train and develop staff resources, the agency will suffer significant losses as long-serving staff members retire (as nine will in 2005-2006) 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 the other members of the management team, 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;

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 maintain fiscal, legal and regulatory accountability by maintaining familiarity with the applicable standards; insisting that the spirit as well as the letter of such standards be fulfilled; carefully reviewing – and acting on, if necessary – the results of all fiscal and operational audits, reoccurring and special reports, contract performance reviews, and related documents; and holding the responsible personnel accountable for compliance.

4. Senior leaders regularly review a number of key performance measures, including monthly and annual total final actions attained (by individual Investigators and by overall total); final action totals divided by type; on a monthly and an annual basis, average processing time by individual Investigators as well as overall; customer service input 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.

5. 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.

6. 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 and other issues related to its utilization by the agency and by our customers which are identified are brought to the attention of our landlord and followed up as necessary to ensure resolution.

7. 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.

8. 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, and has regularly been recognized by both for its pacesetter levels of overall participation and per-capita giving. In 2003, the Commission was selected by the United Way of the Midlands as the “Spirit of the Midlands Award” winner. Many members of the staff participate as volunteers 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, it was necessary to terminate the membership during state fiscal year 2001-2002 due to the 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 commission’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 strategic 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 needs, expectations, goals and plans commensurate with the agency’s capacity and resources 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 update of the strategic plan is appropriate.

2. The Commission’s eight strategic objectives 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; (c) to substantially enhance the level of support provided to assist local communities in developing their own means 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 historic dependence of this state agency on federal funds.

3. The Commission twice sought approval of a budget proviso which would enable it to charge training fees to other state agencies comparable to those charged by certain other state agencies for training services provided by them to their fellow state agencies and to retain those fees for Commission operations; unfortunately, both efforts were unsuccessful. A number of key action plans/initiatives were developed in support of each of the other seven key strategic objectives. However, the loss of over 43% of the agency's state appropriations due to the series of state budget reductions over the past several years meant that the resources required to implement the action plans/initiatives have not been available.

4. Action plans addressing key strategic objectives are developed by the topic team(s) focused on 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 on the status of the strategic plan to the Commissioner and to the Commission Members.

5. 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 that could be made prior to the loss of the necessary state appropriations; and by frequent informal conversations regarding the strategic plan and its elements.

Category 3 – Customer Focus

1. 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.

2. 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, associates in professional organizations, etc.); participating in related training activities; and reviewing available related literature.

3. 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.

4. Customer/stakeholder satisfaction is measured through the content of letters and telephone calls received and face-to-face conversations; through informal feedback received by the Commissioner and others during and after public meetings and programs; and through news reports regarding the agency.

5. Positive relationships are built with customers and stakeholders by recognizing that each is a fellow human being with legitimate interests and concerns and treating each in that manner regardless of the services the agency is able to render; by ensuring that all services are rendered in at least the same genuinely courteous, professional manner that every Commission staff member would expect in a customer/stakeholder role and consistently at no less than the qualitative standards required by the agency; by ensuring that all understand the parameters within which the Commission must work, the standards with which the agency 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/stakeholder has to say; by responding in a timely and substantive manner to contacts and concerns; and by ensuring that each customer/stakeholder knows that his/her honest input, whether positive or negative, is welcome and will receive appropriate consideration.

Category 4 – Measurement, Analysis, and Knowledge Management

1. Operations, processes and systems are selected for measurement based on generating the information necessary to ensure compliance with the requirements of state law, 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. Key measures utilized by the agency include monthly and annual total final actions attained (by individual Investigators 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 input 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.

3. Data integrity, timeliness, accuracy, security 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.

4. 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 analysis are disseminated within the agency depending on their level and intended purpose.

5. 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.) assessment, 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.

6. The Commission utilizes various means to manage organizational knowledge for the collection, transfer and maintenance of accumulated employee knowledge and the identification and sharing of best practices. These means include information-sharing in meetings at all organizational levels; creation and maintenance of up-to-date policies, procedures and documents (training manual, etc.); and backup of organizational knowledge systems to ensure against catastrophic loss.

Category 5 – Human Resources

1. Employees are encouraged and motivated to develop and utilize their full potential 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 their bases 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 professional practitioner.); through agency-supported attendance at professional conferences and programs; and through agency-supported participation in formal professional 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 Resources Development Services Unit of the Budget & Control Board's Office of Human Resources, successful completion of which leads to receipt of the nationally recognized Certified Public Manager professional credential. Currently, four agency staff members have earned the CPM credential. Due to budget reductions, the agency has not been able to fund the cost for additional staff members to participate in the CPM program or, for that matter, in other professional development opportunities at a significant level for several years.)

The agency's strategic plan includes a comprehensive approach to addressing the agency's short and long-term development 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 the 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 such performance 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. A professionally developed survey of agency employees was to be conducted by the Human Resources 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 Commission'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 while in the office by the individual he/she came to see; 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, and has regularly been recognized by both for its pacesetter levels of overall participation and per-capita giving. In 2003, the United Way of the Midlands selected the Commission as the recipient of the "Spirit of the Midlands" Award. Many members of the 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.

Category 6 – Process Management

1. The Commission's key processes that produce, create or add value for our customers are those for discrimination complaint intake, investigation and resolution 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 the provision of training services; and for community relations consulting services. These processes contribute to the agency's success by

enabling the provision of the services mandated by the state laws implemented by the agency to the citizens of South Carolina.

2. Organizational knowledge is incorporated into process design and delivery through the participation, both formal and informal, of and the ongoing solicitation of input from all affected personnel.

New technology is incorporated into the agency's design and delivery systems through identification of opportunities to qualitatively and quantitatively enhance operational activities through the application of 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 and at what cost the new skills/knowledge can be obtained; development of the necessary training/learning opportunities; monitoring the incorporation process, the new technology and the overall affected system(s) to identify and address unanticipated problems; and maintenance of predecessor ("legacy") 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 impacts 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.

Cost controls and other efficiency and effectiveness factors are incorporated through identification of applicable costs and assessment of those costs in light of agency priorities; detailed budgeting and regular review of budget and variance reports; ongoing monitoring of actual vis-à-vis expected results, with corrective action taken in a timely manner; comparison of activities and performance with those of comparable agencies; and an agency-wide emphasis on identifying opportunities for continuous improvement in every activity and area.

3. The Commission's key processes include built-in "checks and balances" (approval, monitoring, review, 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.

4. The Commission's key support processes are administration, fiscal, 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.).

5. 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

points for all matters affecting specific relationships (for example, the Procurement Officer for vendor contacts, the Executive Assistant to the Commissioner for EEOC and HUD contacts). The designated points of contact are responsible for developing and maintaining the relationships necessary to manage and support the respective interactions and processes.

Category 7 – Results

7.1 Performance levels and trends for key measures of customer satisfaction:

- a) Input from Complainants is disproportionately received from those individuals whose complaints result in findings, based on the evidence gathered during the investigation of their complaints of discrimination, 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) Input from Respondents appears to be received 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.

7.2 Performance levels and trends for key measures of mission accomplishment and organizational effectiveness:

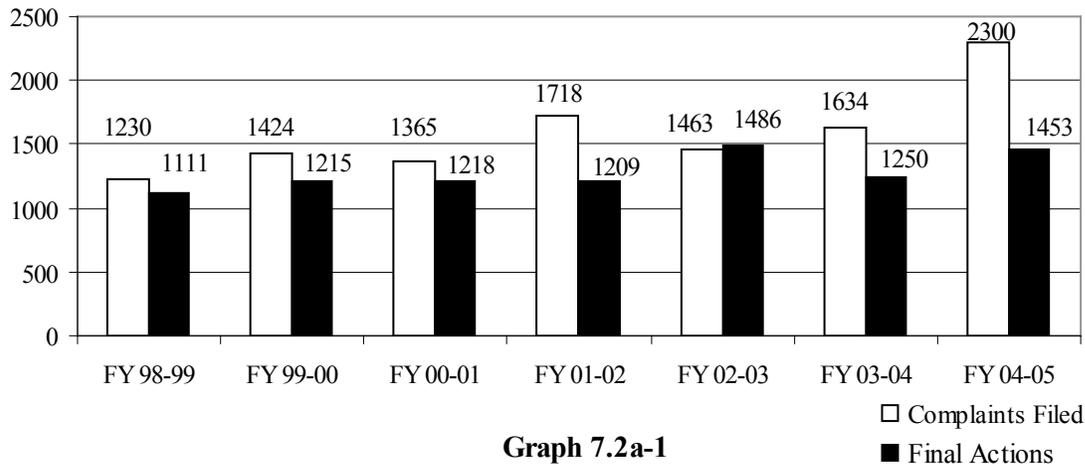
- a) The Commission’s complaint processing begins with the intake process. The Intake Division is the first point of contact with the agency for individuals seeking to file complaints of unlawful discrimination or otherwise seeking information regarding the potential to do so. The intake process includes initial contact (in person, by telephone, mail or by e-mail), obtaining relevant information from the potential Complainant, review and assessment of that information, referral of individuals to other appropriate agencies or resources if the information provided does not indicate a matter subject to the Commission’s jurisdiction and such alternatives are available to address the issues presented, preparation of a formal complaint of discrimination in those instances in which a cause of action subject to the agency’s jurisdiction is indicated, entering the new complaint into the agency’s caseload, and transfer of the newly filed complaint for processing. During state fiscal year 2004-2005, the agency’s Intake Division received approximately 27,000 inquiries, of which 2,148 were referred to other agencies or resources and 1,702 resulted in the filing of formal complaints of unlawful discrimination subject to the Commission’s jurisdiction.

During state fiscal year 2004-2005, a total of 2,300 new complaints of employment discrimination were filed with the commission (including complaints initially filed with the EEOC and transferred to the Commission for processing), representing an increase of 666 complaints over state fiscal year 2003-2004. A total of 1,453 final actions (including 101 final

actions attained as the result of successful mediations) were attained during the fiscal year. The agency's average processing time increased to 173 days during the fiscal year from 158 days during the preceding fiscal year, but remained seven days below the agency's goal of 180 days. The increase in average processing time is directly attributable to the additional demands the increased caseload placed on the investigative staff which did not increase in size. The 1,453 final actions attained during 2004-2005 generated a total of \$726,500 in EEOC contract funds which were critical to the continued viability of the agency.

Graph 7.2a-1 which follows presents the number of complaints of employment discrimination filed and the number of final actions attained during each of the last seven 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 the new high of 2,300 during state fiscal year 2004-2005, and that the number of final actions remained relatively stable throughout the period until the significant increase during state fiscal year 2002-2003 – a total almost equaled during 2004-2005 – despite the stable or declining resources available for complaint processing during that seven fiscal year period. The agency is staffed to produce 864 final actions per year at current qualitative standards; the performance attained beyond that level is attributable to the extraordinary dedication and hard work of the investigative staff, and a level of output which will decline significantly (with a corresponding decline in EEOC contract funds generated) when the productivity of the two Investigators scheduled to retire during the 2005-2006 state fiscal year is lost.

Employment Discrimination Complaints Filed and Final Actions Attained



Graph 7.2a-1

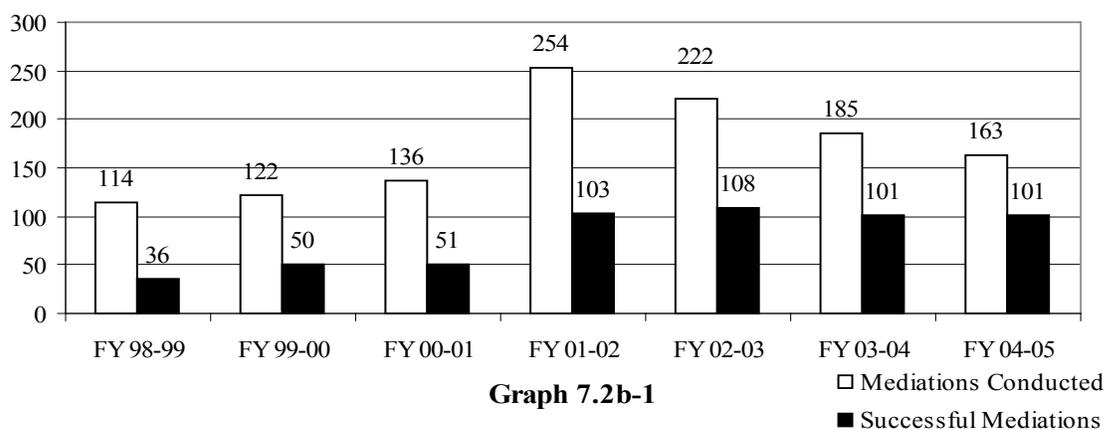
The Commission attained a total of 8,942 final actions during the seven state fiscal years presented by the preceding graph. It should be noted that during this seven-year period, no final action attained by the South Carolina Human Affairs Commission was overturned by the EEOC, and that only one final action was overturned by any court, whether state or federal. (That one final action was overturned on appeal by the United States Fourth Circuit Court of Appeals based on evidence which was not available during the Commission's investigation of that complaint.) 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.

Since the creation of the South Carolina Human Affairs Commission in 1972, the agency has attained final actions in 25,482 complaints of employment discrimination. During that same period, settlements with a total monetary value of \$21,267,528 have been attained.

The final aspect of employment discrimination complaint processing is the right of a Complainant to proceed to litigation if he/she does not attain the relief sought through the administrative process. Attorneys representing either Complainants or Respondents in such litigation regularly request copies of the investigative file regarding the matter under litigation. These requests, under either the South Carolina Human Affairs Law or the Freedom of Information Act, totaled 246 in 2002, 200 in 2003, and 310 in 2004. The requests, which require significant time and effort for response, are handled by two individuals, the agency's Legal Counsel (the agency's only attorney) and the Legal Secretary in addition to their many other responsibilities.

b) During state fiscal year 2004-2005, a total of 163 mediations were conducted. A total of 101 of these mediations were successful in attaining resolutions of the subject complaints. Graph 7.2b-1 which follows presents data on the number of mediations conducted and the number of successful resolutions attained during the last seven state fiscal years. Three points are immediately apparent from the information presented in the graph. First, the number of successful mediations has remained relatively constant (in excess of 100) over the most recent four fiscal years. Second, the percentage of mediations which resulted in successful resolutions was consistent at around 40%+ over the four fiscal years from 1999-2000 through 2002-2003 (41%, 37.5%, 40.6% and 48.6%, respectively). Third, although the number of mediations conducted over the period of the four most recent fiscal years declined from a high of 254 in fiscal year 2001-2002 to 163 in fiscal year 2004-2005, the rate of successful mediations as a percentage of mediations conducted consistently increased over that four-year period (40.6%, 48.6%, 54.6% and over 61.9%, respectively). The record of successful mediation resolutions, in both absolute and relative terms, over the most recent four state fiscal years is attributable to the increased knowledge of and interest in the mediation process on the part of both Complainants and Respondents, as well as the professionalism and skills of the Commission's mediation staff.

Employment Discrimination Complaint Mediation Activity

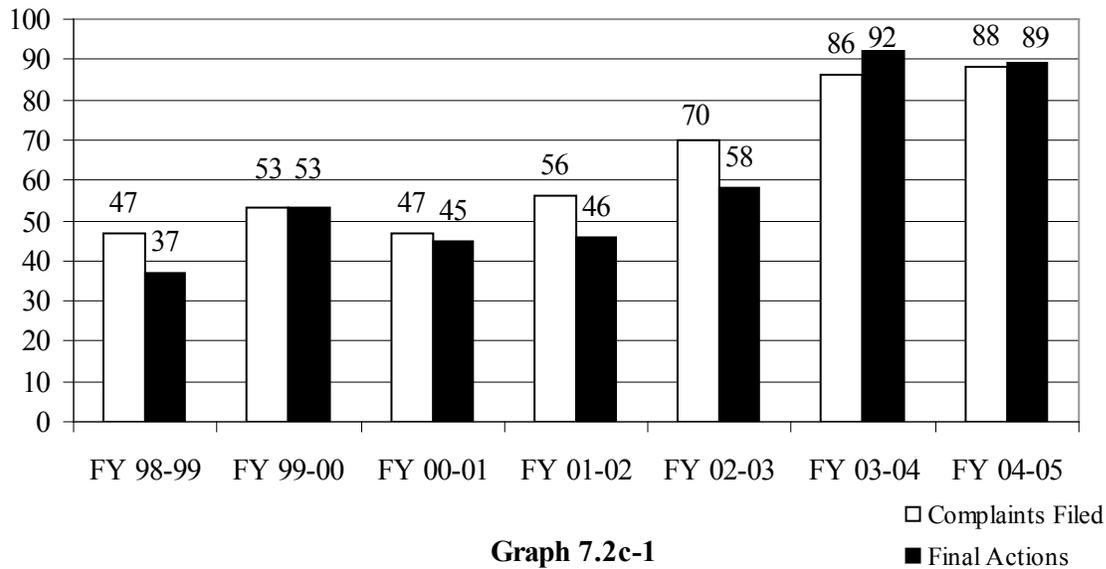


c) During state fiscal year 2004-2005, a total of 88 complaints of fair housing discrimination were filed with the Commission, and final action was attained on 89 complaints. The 89 final actions generated \$160,200 in HUD contract funds which were critically needed for agency operations.

Graph 7.2c-1 which follows reveals two key points. First, both the number of fair housing complaints filed and the number of final actions attained remained generally stable during the first four reported state fiscal years. Second, over the four most recent fiscal years the number of

fair housing complaints filed has steadily increased as did the number of final actions until the slight decrease (three final actions) in 2004-2005.

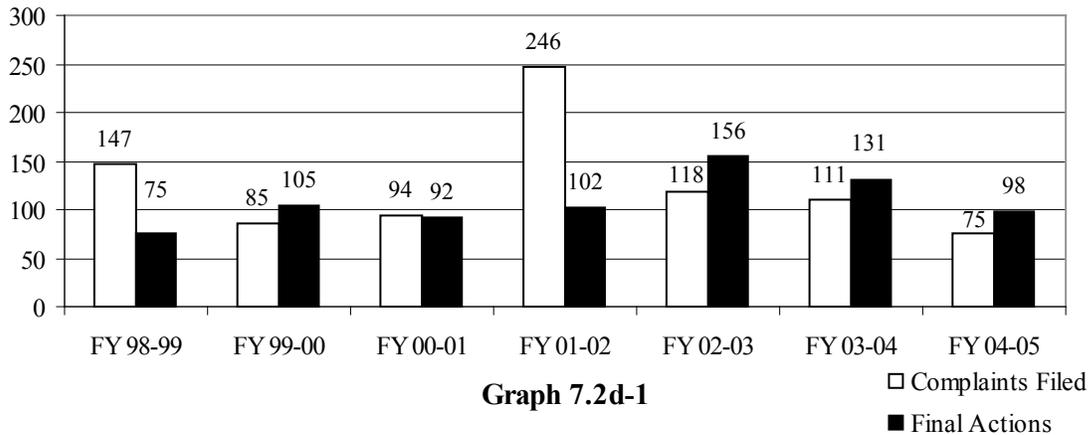
Fair Housing Complaints Filed and Final Actions Attained



Graph 7.2c-1

d) A total of 75 new complaints of discrimination in other than employment or housing were filed with the Commission during state fiscal year 2004-2005. During the year, a total of 98 final actions on such complaints were attained by the Community Relations Division. Graph 7.2d-1 presented below reveals that both the number of such complaints filed and the number of final actions attained has varied substantially over the seven-year period.

90(e) Complaints Filed and Final Actions Attained

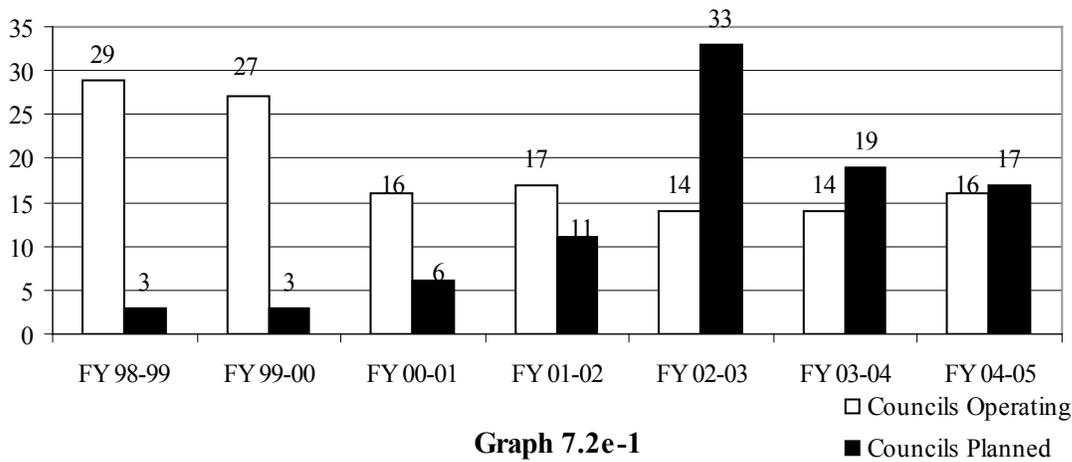


Graph 7.2d-1

e) During state fiscal year 2004-2005, a total of 16 local community relations councils chartered by the Commission were operational within the state, and 17 more councils were in the planning and development stage. Graph 7.2e-1 which follows presents the number of operational community relations councils and the number of councils in planning and development during each of the last seven state fiscal years. The number of operational councils declined from a high of 29 in state fiscal year 1998-1999 to a low of 14 during both 2002-2003 and 2003-2004 due to

the need to reorganize a number of councils, and then increased by two operational councils in 2004-2005.

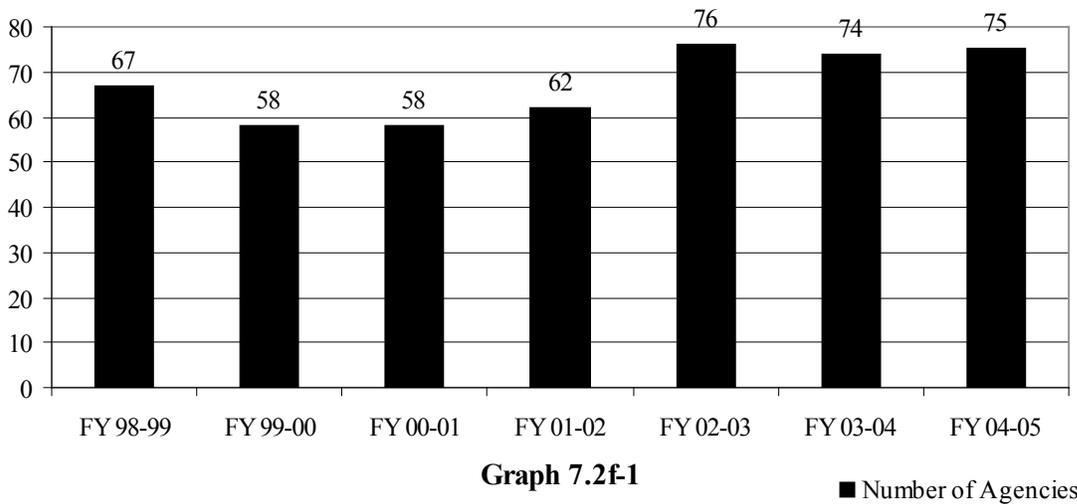
Operating and Planned Community Relations Councils



Graph 7.2e-1

f) Seventy-five (75) state agencies (97.4% of 77 reporting agencies) attained at least 70% of their affirmative action goals during state fiscal year 2004-2005. Graph 7.2f-1 below reflects that the number of state agencies attaining this standard has been generally stable over the most recent three fiscal years following two years of increase.

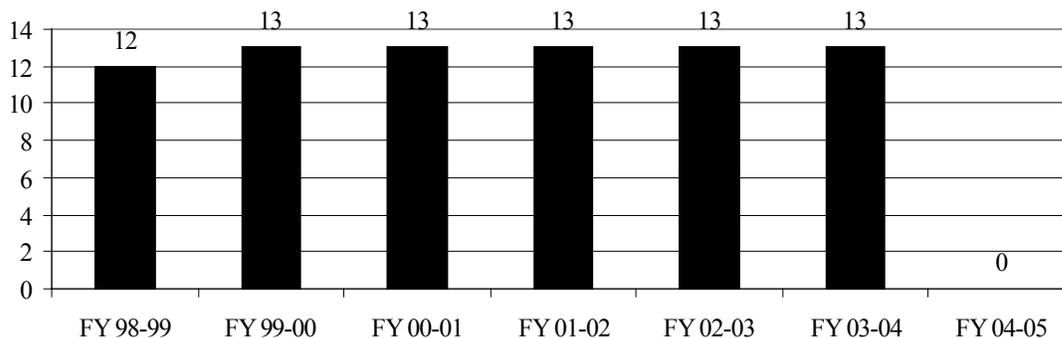
State Agencies Attaining 70% of Their Affirmative Action Goals



Graph 7.2f-1

g) Graph 7.2g-1 which follows depicts the number of state agencies which earned exemption from the Commission’s affirmative action reporting requirements during each of the past seven state fiscal years due to having attained their affirmative action goals. The number of such agencies holding exemptions remained perfectly stable at 13 during the five state fiscal years of 1999-2000, 2000-2001, 2001-2002, 2002-2003 and 2003-2004. During state fiscal year 2004-2005, all agencies – including those which had previously been exempted – were required to prepare and file new affirmative action plans using the 2000 Census data; it is for this reason that the graph reflects a “0” for 2004-2005.

**Number of Exempted Agencies Exempted from Affirmative Action
Reporting Requirements**



Graph 7.2g-1 ■ Number of Exempted Agencies

During state fiscal year 2004-2005, the agency's Division of Staff Development, Training and Technical Services conducted 40 seminars and 2 forums during which training was provided to a total of 1,663 participants representing state government, local government and the private sector. For purposes of comparison, total training opportunities presented and total participants by state fiscal year were: 2001-2002 (71 and 3,821), 2002-2003 (69 and 2,938), and 2003-2004 (50 and 1,582). It must be noted that during the three most recent state fiscal years, the Division staff members had the additional part-time duty of providing mediation services (to supplement the work of the agency's one full-time Mediator), and they have done so quite successfully. Accordingly, the training figures presented represent the continuation of a remarkable level of performance for a group of five persons who are also charged with responsibility for carrying out the agency's affirmative action consulting and reporting activities, including preparation of the annual report on the affirmative action status of state agencies required by the Legislature.

7.3 Based on audit reports and monitoring of budget data (actual to planned), the Commission continues to control expenditures within budget levels while seeking to maintain service levels across the diverse set of responsibilities assigned to the agency by the various laws it administers.

7.4 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 strongly suggests that employee dedication and commitment have not wavered, although it would be unrealistic to claim that morale has not eroded under the ongoing negative reinforcement attributable to financial difficulties, the actions taken to address them, and the lack of opportunities for career growth. Indeed, what the agency accomplished in a positive vein as reflected in this report is attributable solely to the dedicated efforts of its employees on behalf of the people of South Carolina. Employee involvement in terms of charitable and civic participation has not evidenced any decline. The agency's financial constraints have, as previously noted, eliminated 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.

7.5 Based on available information, the agency's performance levels for measures of regulatory/legal compliance are high, trends are stable, and there are no indicators of actual or potential non-compliance. All input from the greater state community indicates that the agency continues to enjoy a broad, firm base of community support except among a portion of those individuals whose complaints did not result in decisions in their favor (a frequently very vocal group), individuals who would like to see the agency move from its legitimate role as a neutral fact-finder to that of advocate, and those who oppose the principles for which the agency stands.