

*South Carolina  
Employment Security Commission  
2007 - 2008 Accountability Report*



*“To provide quality, customer-driven workforce services that promote financial stability and economic growth”*

*-SCESC Mission Statement*

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## **Section I – Executive Summary**

### **1. Purpose, Mission, Vision, and Values**

*The mission of the South Carolina Employment Security Commission is to provide quality, customer-driven workforce services that promote financial stability and economic growth.*

The South Carolina Employment Security Commission (SCESC), also referred to as the Agency, is responsible for paying unemployment insurance benefits, collecting unemployment taxes, finding jobs for people, finding employees for companies, and collecting and disseminating state/federal employment statistics. While these functions have not changed significantly over the past decade, customer needs and service delivery methods have. As the leading workforce development and labor exchange agency in the State, SCESC continually adapts to the demands of new technology and the global economy. Our main goal is to match job seekers with employers quickly, efficiently, and effectively, and we offer a variety of services to assist both groups.

The thrust of our focus can be summarized in two words: customer satisfaction. We believe in customer service and effective results. The vision of the Employment Security Commission is to be recognized as the leading workforce development and labor exchange agency in South Carolina. Our vision is based on the following values:

1. The customer comes first.
2. All employees will be partners in change and provide meaningful input into the improvement of the Agency's operations.
3. Key results and performance will be linked to long-term planning.
4. Open communication, both internal and external, is promoted.
5. The latest technology and resources will be used to enhance customer service.
6. New opportunities to build public and private partnerships will be sought.
7. SCESC will maintain a diverse, professional, well-trained, motivated, and dedicated workforce.
8. As a steward of public funds, SCESC will ensure the fiscal integrity and accountability of the Agency and the programs it administers.

### **2. Major Achievements from the Past Year**

1. Continued the implementation of the Government Management, Accountability, and Performance (GMAP) within the Agency with emphasis on engaging frontline staff and non-supervisory personnel in the process.
2. Established and implemented SC JobLink (SCJL). SCJL is a web-based workforce development system that provides job seekers, employers and workforce development professionals with tremendous flexibility and capacity for accessing, tracking, and reporting job searches and employer services.
  - SCJL project – web based system – successfully up and running January 22, 2008.
  - Conducted training statewide for SCJL – internally and regionally.
  - Conducted SCJL training for Vocational Rehabilitation partners.

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3. Facilitated the transition of the Trade Adjustment Assistance program to the South Carolina Department of Commerce.
  - Contracted with 8 Local Workforce Investment Act (LWIA) areas to provide Trade Adjustment Assistance to customers.
  - Contracted with 7 LWIA areas to pay transportation payments to trade customers and payments to training vendors.
  - Implemented check writing system for Trade Transportation payments for these 7 LWIA areas.
4. Met negotiated Wagner Peyser performance standards for the year.
5. Increased end of year contracts total – WIA and Trade \$18,824,014.26 up from \$11,534,397 the prior year.
6. Implemented on-line company applications for Nestle and Fuji.
7. Initiated and completed DBTAC DVD project – DVD created and distributed to 700 employers promoting the hiring of applicants with disabilities.
8. Developed and implemented a training tool for new Area Directors.
9. Created and implemented a Workforce Center Evaluation tool to accommodate increased emphasis on performance management and GMAP.
10. Established a partnership with JobCentral. JobCentral is a national clearinghouse for job listings.
  - Established Internet job search system with JobCentral for use during period from cessation of America’s Job Bank to implementation of SCJL.
  - Implemented the transmission of ESC job orders to JobCentral.
11. Held two employment expos in conjunction with the State Newspaper, each serving 50+ employers and over 3,000 job seekers.
12. Co-sponsored and participated in over 15 job fairs serving businesses and job seekers from across South Carolina.
13. Coordinated planning and logistics for the Palmetto Workforce Partnership awards involving over twenty sponsors and honoring over 150 businesses. Over 500 people attended this year’s morning workshops and awards luncheon.
14. Hosted quarterly meetings of the State Employer Council to discuss workforce issues relevant to South Carolina. At the local level, local employer councils, consisting of an average of 35 members, are now functioning in each area of the state.
15. Maintained 611 South Carolina Occupational Information System (SCOIS) sites statewide to include the provision of 91 training sessions for 655 individuals on system use and related career development activities.
16. Completed development and piloted the “SCOIS Climb K-5” on-line career development system for elementary school students.
17. Provided technical support to assist in the transition of the LMI Core Products and Services Grant to the Department of Commerce.
18. Met and/or exceeded all deliverables under the Bureau of Labor Statistics grant programs.
19. Teamed with the US Department of Labor and the SC Farm Bureau to create a new alien training DVD to provide guidance for H2A employers.
20. Opened the new Beaufort Workforce Center in December 2007. The grand opening on March 7, 2008 was attended by over 150 guests from the community.
21. Expanded the Hampton Workforce Center to include space for meetings and computers. The project was completed in June 2008.

22. Recognized by the International Association of Workforce Professionals, the Veterans Service Department received an award for its service to veterans.
23. Exceeded negotiated placement and wage standards for the Homeless Veteran Reintegration Grant by placing 91 homeless veterans into employment (goal was 77) at an average salary of \$9.79 per hour (goal was \$9.00).
24. The Communications Department began, as part of a grant-partnership, a two-year initiative documenting via video documentary the progress of the Saluda County Hispanic Workforce Training Project.
25. The Unemployment Insurance Division (UI) implemented online registration and reporting capability for employers.
26. UI consistently met or exceeded all but one performance measure set forth by USDOL.
27. UI provided claims taking training to local workforce center staff.
28. UI planned and developed programs to provide Direct Deposit capability to claimants for their benefit payments.
29. Lower Authority Appeals' performance ranked number one in the nation as to 30 day time lapse throughout the year.
30. UI staff prevented hundreds of claims from being paid because of invalid Social Security Numbers. This represents a savings to the Agency of \$8,413,392 since 2003.
31. The Department of Information Technology finalized a program for the Extended Unemployment Compensation package passed by Congress and implemented through SCESC beginning July 12, 2008. This implementation was accomplished by Systems and Programming staff with a minimum of problems and in record time.
32. The Imaging Management team provided critical input and programming assistance in the creation of the new BenClaim program. The new software package will repair all problems with the prior version and will allow employer-filed UI claims to be processed more quickly and efficiently.

### **3. Key Strategic Goals for Present and Future Years**

1. Increase the number of employers listing job openings.
2. Increase the number of applicants employed.
3. Increase the number of applicants placed as a result of staff assisted services.
4. Increase the percentage of UI claimants returning to/entering employment.
5. Increase the percentage of veterans returning to/entering employment.
6. Meet or exceed Federal performance standards on all UI related activities.
7. Implement Direct Deposit and Debit Cards for benefit payments.
8. Develop an automated Trade Readjustment Act payment process.
9. Develop an integrated Disaster Unemployment Assistance program.
10. Begin efforts to secure funding for a new UI Benefit payment system.
11. Implement new check processing system (Check 21) in order to eliminate the need for submitting paper checks to banks.
12. Provide employers with the ability to pay taxes with a credit card.
13. Exceed all mandated grant deliverables.
14. Continue to develop and expand the customer base for grant and fee-generating services.

#### **4. Key Strategic Challenges**

1. Meeting Federal performance standards with increasing workloads and reduced staff.
2. Obtaining and maintaining experienced IT staff.
3. Reduced Federal grant funds.
4. Loss of staff with multiple years of program experience and knowledge due to retirement.
5. Funding and programmatic changes.

#### **5. Use of Accountability Report to Improve Organizational Performance**

The Accountability Report serves as the foundation of the Agency's strategic planning process. This process involves the assessment of our customers' needs, the design of Agency programs and the implementation of services as set forth in the plan. An ongoing evaluation of performance measured against established benchmarks and standards will be performed. A primary function of the Accountability Report is to inform. The Accountability Report serves to promote continuous improvement within the Agency and its programs by clearly communicating our organizational mission, goals and objectives to employees, other state agencies, partnering organizations and customers.

### **Section II – Organizational Profile**

Our Agency is the leading workforce development and labor exchange agency in the State. SCESC is responsible for the payment of UI benefits, the collection of unemployment taxes, job placement, and federal employment statistics. Our main goal is to match job seekers with employers quickly and effectively, and we offer a variety of services to assist both groups.

The Agency works in concert with the federal government to preserve national economic stability. Funds come from payroll taxes paid by employers. These funds underwrite the UI program and public employment service. The Agency is also an active partner with business and industry, working with employers to hold down tax rates, and working hard to reduce the time that any worker is out of a job. At the state and local levels, special employer advisory committees actively work with the Agency to ensure that all programs are designed to meet the needs of business, and to ensure that the private sector has a strong voice in issues affecting employment and training provided to South Carolinians.

#### **1. Main Products and Services and Primary Methods of Delivery**

- **Job Seeker Services**

Individuals seeking employment have full use of all services available to them in their job search. Job seekers who register with a SCESC Workforce Center are included in a database of available job seekers and matched with current job openings in the area. The system also refers qualified individuals to the employer for interviewing. Each workforce center is equipped with a resource area designed to give applicants self-service access to the latest technology for Internet job searches, the best resources for producing professional resumes, tools to evaluate their work skills and needs, and access to employer information. Information is also available to all applicants regarding training services, as well as referrals

to other agencies and services designed to help individuals who are returning to/entering the workforce.

- **Employer Services**

Employers have access to a full array of services to assist them with their workforce needs. Employers are encouraged to list job openings with SCESC, which builds a database of job listings in the State. A job matching system is in place to match applicants with employers based on the requirements of the job. Specialized services such as recruiting, screening, and scheduling interviews of potential applicants are provided to employers. Employers experiencing or anticipating layoffs may receive additional services to help prepare their workforce for the separation. These services may include group orientations, on-site registrations, or on-site filing for UI benefits.

- **Administering the Unemployment Insurance Program**

The UI system is funded through an unemployment insurance tax levied against employers, to assist workers who may become unemployed. Workers who are unemployed or partially unemployed may apply for UI benefits. Application for benefits can be accomplished several ways – by visiting the nearest workforce center, electronically via the Internet, by telephone, or by the worker's employer (if he or she is still job-attached). After the initial application is taken, the employer is notified of the claim being filed. Statements are taken from the applicant and the employer as to the reason for separation and then a determination is issued. Should either party disagree with the decision, they may initiate an appeal process. Once the benefit year begins, claimants file weekly by phone or by mail. Each claimant's status will be reviewed periodically as he or she continues to receive benefits.

- **One-Stop Workforce Center Operation**

WIA legislation provided that at least one comprehensive one-stop workforce center be designated in each of the twelve Workforce Investment Areas in the State. The workforce center coordinates with various other agencies (partners) to provide the full array of services required under WIA. Additional sites (satellite locations) can be established, if the need is determined by the Workforce Investment Board (WIB) in that area. The entity that operates a comprehensive workforce center or satellite location is determined by a competitive bidding process. Each area WIB seeks bids from those entities that can operate a one-stop workforce center. There are a total of 54 one-stop workforce centers in the State, 18 of which are comprehensive sites and 36 of which are satellite sites. Of the 18 comprehensive one-stops the Agency currently operates 15. In addition, of the 36 satellite sites, the Agency operates twenty-three. In the satellite offices, all basic services are provided. Additional services may be available on a limited basis.

- **Labor Market Information Services**

Our Agency, in conjunction with the Bureau of Labor Statistics (BLS), provides a broad array of statistical data. The data provided are for use by job seekers, employers, educators, planners, economists, students, and others. Data are presented in publications, articles, news releases, pamphlets, and the Internet. Special data requests are often received. Types of data available include unemployment statistics, recent industrial employment numbers, occupational data, and wage survey results.

- **South Carolina Occupational Information Coordinating Committee (SCOICC)**  
 SCOICC is also housed in the Agency and operates SCOIS. This system was designed to address the need for career and educational information in the State. It is available in all workforce centers, all school districts, and various other sites. Users may access this web-based career system that offers resources to assess their skills and interests. SCOIS assessments are matched with potential career clusters and occupations. Additionally, the user may review all available information pertaining to that occupation and locate facilities that offer the specific training required.
- **Other Specialized Services**  
 Certain segments of the workforce also receive specialized services in the workforce centers. Veterans are given preference with registration, referrals to job listings, and have designated program specialists to assist them. The Agency also monitors the employment and living arrangements of migrant and seasonal farm workers very closely. In addition, the USDOL has designated SCESC as the coordinator for the Foreign Labor, Federal Bonding Program, Work Opportunity/Welfare-to-Work Federal Tax Credit, and Navigator programs.
- **Economic Development Services**  
 The Agency is one of the main providers of data to economic development agencies around the State. The Agency distributes data on the general economic status of the State to various colleges and universities, as well as the general public, on a monthly basis. Companies considering relocation to South Carolina can find the data needed to make an informed decision.

**2. Key Customers and Their Key Requirements/Expectations**

Customer	Requirements/Expectations
Job seekers and UI claimants	Access to job referral and placement assistance, access to training and supportive services, and access to labor market information
Businesses	Access to placement assistance and labor market information
Universities, colleges, technical schools, and other educational entities	Access to labor market information and SCOIS information
One-stop partners' organizations, both private and public	Regulatory requirements, economic stability, access to training and supportive services, and access to labor market information

**3. Key Stakeholders (other than customers)**

Workforce Investment Boards (WIBs)	Chambers of Commerce
State and local economic developers	USDOL
Federal, state, and local government agencies	Elected officials



#### 4. Key Suppliers and Partners

Businesses  
One-Stop Partners  
USDOL

Workforce Investment Boards (WIBs)  
Federal, state, and local government agencies

#### 5. Operation Locations

- *35 Workforce Centers serving all forty-six counties*

Abbeville	Clinton	Hartsville	Rock Hill
Aiken	Coastal	Kingstree	Seneca
Anderson	Columbia	Lancaster	Spartanburg
Barnwell	Florence	Lexington	Summerville
Beaufort	Gaffney	Liberty	Sumter
Bennettsville	Georgetown	Marion	Union
Camden	Greenville	Moncks Corner	Walterboro
Charleston	Greenwood	Newberry	Winnsboro
Chester	Hampton	Orangeburg	

- *15 Itinerant Points*

Allendale	Denmark	Gray Court	Ridgeland
Bishopville	Dillon	Greer	Saluda
Chesterfield	Eastover	Manning	York
Darlington	Edgefield	McCormick	

- *2 Administrative Offices and a Supply Facility*

C. Lem Harper, Sr. Building, Columbia  
Robert E. David Building, Columbia  
Supply Warehouse, Columbia

#### 6. Number of Employees/Employee Categories

At the end of FY 08, SCESC had a total of 1,203 employees

- 3 Elected and 4 Unclassified Employees
- 876 Full-Time Employees
- 226 Temporary Grant Employees
- 94 Temporary Employees

#### 7. Regulatory Environment

- The Agency operates under the South Carolina Employment Security Law, S.C. Code Annotated Title 41, Chapters 27 through 41.

- The Agency is required to comply with instructions and regulations promulgated by the USDOL in carrying out provisions of the Federal Unemployment Tax Act (FUTA), the Workforce Investment Act, the Trade Act, and other legislative initiatives designed to serve and improve the American workforce.

## **8. Performance Improvement Systems**

- Quarterly workforce center productivity reports that rank each workforce center
- Report to the USDOL regarding Common Measures
- Random sampling of workforce centers is conducted annually to receive feedback from employers and applicants
- Internal utilization of the GMAP process
- Federal Performance System for UI activities - Government Performance and Responsibility Act

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

### **Category 1.0 Senior Leadership, Governance, and Social Responsibility**

*1. How do senior leaders set, deploy, and ensure two-way communication for: a) short and long term organizational direction and organizational priorities, b) performance expectations, c) organizational values, and d) ethical behavior.*

**1.1a** - Senior leadership provides and encourages effective communication throughout the organizational structure. They continue to work toward effectively communicating the vision and goals set forth for the Agency primarily through division, department, and unit meetings. Weekly division meetings provide opportunities for overall direction to be set and monitored. Subsequent meetings on the division, department, and unit level allow this information to be shared with front-line employees, thus ensuring consistent communication on the short and long term direction of the Agency. Senior leadership holds quarterly area managers' meetings to provide direct contact and a consistent message to all front line managers at one time.

**1.1b** - Senior leadership also has adopted the Government Management Accountability and Performance (GMAP) system for the Agency. GMAP is used as a tool to analyze current goals and performance measures and make adjustments based on strategic planning.

Additionally, key organizational goals and priorities are set and communicated through weekly division and department meetings and through the development of annual action plans. Continued communication on key priorities occurs in weekly meetings and through consistent communication between senior leadership and staff. Divisions, departments, units, and employees are required to evaluate their individual roles and progress toward accomplishing Agency goals. Also, using the technology at hand, senior leaders provide written communication and promote feedback through the use of email.

Performance expectations are clearly defined and communicated to individual employees and departments. The use of the EPMS allows employees to know what is expected of them and how they

will be evaluated on their job performance. Reviews of departments and divisions are also in place. Division, departmental, and unit meetings continue to communicate short-term performance expectations and also serve as frequent progress reviews.

**1.1c** - The Agency's organizational values are based on the following: promoting total employee involvement, producing superior products, seeking additional public and private partnerships, promoting greater use of technology, anticipating and accepting change, encouraging teamwork, and striving for increased community involvement. Senior leadership communicates the importance of these values to employees throughout the fiscal year. Where possible, employees are encouraged and empowered to strategize, suggest, and improve work processes. Employee feedback has been vital in improving many work processes, programs, and initiatives sponsored by the Agency. As a result, employee feedback and assessment remain vital parts of determining future direction for the Agency.

In order to provide Agency employees with the skill sets needed to better serve our customers, the senior leadership team continues to place emphasis on information sharing and training. The implementation of GMAP has allowed employees at all levels of the organization to focus on duties and tasks that directly impact Agency performance while allowing management the opportunity to focus on best practices as well as areas that need improvement. Targeted training is provided to staff to address any performance deficiencies and to replicate best practices.

**1.1d** - Standards for ethical behavior are communicated to each employee upon hiring. Employees are given a written copy of the Guide for State Employees developed by the State Ethics Commission. Employees then sign an acknowledgement form certifying that they understand the issues involved. The Agency's Human Resource Manual further details ethical behavior.

## ***2. How do senior leaders establish and promote a focus on customers and other stakeholders?***

**1.2** - Senior leadership continues to actively promote a focus on customers by reinforcing improved customer service as one of the Agency's overall goals. Senior leadership continues to evaluate Agency programs, services, organizational structure, and financial resources in order to ensure that services are meeting the needs of customers and are continually being improved. Enhancements to customer service continue to be implemented.

## ***3. How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?***

**1.3** - Senior leadership continues to examine and address the current and potential impact of Agency services on the economy and the population of South Carolina. During FY 07, we continued extended workforce center hours in some areas to better serve the public during the economic recovery. More local decision-making authority for public service improvement is also encouraged. Senior leadership traveled to the various satellite offices around the state to talk with employees and customers served by the Agency. This direct feedback allows senior leaders to have direct interaction with those needing Agency services. Senior leadership continues to actively monitor, offer advice on and impact legislation at the state and federal level, which would affect services to the public. The Executive Director is Past President of the National Association of State Workforce Administrators, a major

influence in labor policies. Senior leadership also continually reviews current trends and labor market data to stay abreast of issues impacting the Agency's service to the public.

***4. How do senior leaders maintain fiscal, legal, and regulatory accountability?***

**1.4** - Senior leaders maintain fiscal, legal, and regulatory accountability by consistently reviewing the current state of the Agency. This review includes: frequent updates on the overall budget status of the divisions, departments and reviews within the Agency; consistent consultation with the Agency's legal department on adherence to state and federal legislation; and frequent communication with state and federal officials to report on the Agency's adherence to guidelines established to operate the programs entrusted to the Employment Security Commission. In addition, the Agency's Internal Audit and Review Department and the external auditors report performance and other findings to the senior leadership.

***5. What performance measures do senior leaders regularly review to inform them on needed actions?***

**1.5** - Organizational measures reviewed by senior leadership include the following: customer satisfaction; mission accomplishment; human resource effectiveness; procurement effectiveness; process management; asset management effectiveness; administrative support effectiveness; employee satisfaction and involvement; staff development; and local and federal grant effectiveness. These measures are reviewed through written reports, and through weekly and quarterly department and division meetings.

***6. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to organizational values?***

**1.6** - By receiving regular updates on the state of the Agency and employee concerns, senior leaders are able to adjust and modify their leadership strategies to maximize overall effectiveness. Over the past year, senior leadership continued to take action on a wide range of issues identified through regular meetings and through employee feedback. As a result, senior leadership has addressed specific issues and made improvements in day-to-day operations and services where appropriate. Weekly division meetings have provided an avenue for these modifications to be assessed for practicality and overall effectiveness. This strategy continues to facilitate a more integrated approach for delivering services by breaking down barriers between departments.

***7. How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?***

**1.7** - Senior leadership, through monthly meetings, discusses possible replacements for known retirements, resignations and vacancies as soon as they are identified. Additionally, senior leaders identify potential leaders, early in their careers, and monitor their progress for possible additional training and assignments. Through the encouragement of senior leadership, the Agency established

leadership training for team leaders. Senior managers with executive potential are cultivated through greater involvement in the planning and development of further training objectives.

***8. How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives?***

**1.8** - Senior leaders maintain an “open door” policy that allows and fosters sharing ideas up and down the authority chain. This sharing encourages leaders to look critically at the status quo and when needed, make changes or explain why no changes are necessary. In this way, senior leadership keeps all employees energized and thoughtful in suggesting improvements in the accomplishment of the agency objectives. In addition, the Agency has a very active Employee Suggestion Program.

***9. How do senior leaders create an environment for organizational and workforce learning?***

**1.9** - All supervisors are required to attend training development to reinforce skills needed for the day to day management of their respective departments. Each office has both internal and external customers. Due to the varied needs of their customers each cost center is encouraged to develop training to insure both individual and staff development.

***10. How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high job performance throughout the organization?***

**1.10** - Senior leaders communicate with the entire workforce through Agency email. Personnel visits are also conducted with staff throughout the State. Recognition is given promptly and publicly to all employees through employee appreciation events and training conferences. These events consist of, at a minimum, a luncheon and awards ceremony with the Agency Commissioners and Executive Director.

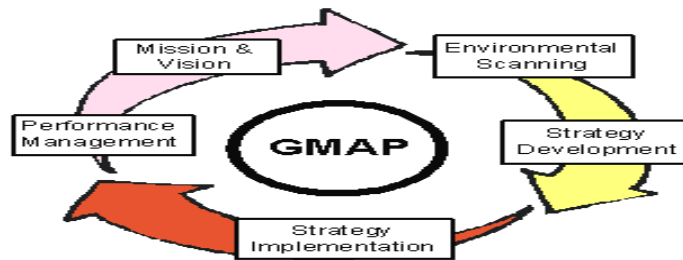
***11. How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.***

**1.11** - The Agency and its senior leadership actively support and strengthen communities by strongly encouraging employee involvement in civic clubs, chambers of commerce, workforce investment boards, economic development groups, and various other community oriented groups or committees. The Agency has established a state-wide employer council and each local office is encouraged to establish one for its area. Senior leaders are active members of the state-wide council and senior management level leaders participate in local area councils. For local area directors, the Agency provides assistance with organizational membership fees. Staff are encouraged to be involved in programs that will provide exposure for ESC and the services provided to job seekers, businesses, and the community at large. In addition, the Agency participates in and sponsors local and regional job fairs to provide assistance within various communities around the state.

## **Category 2.0 Strategic Planning**

*1. What is your strategic planning process, including key participants, and how does it address: a) your organization's strengths, weaknesses, opportunities and threats; b) financial, regulatory, societal and other potential risks; c) shifts in technology, regulatory, societal and other potential risks, and customer preferences; d) workforce capabilities and needs; e) organizational continuity in emergencies; and f) your ability to execute the strategic plan.*

2.1 - The core of the Agency's strategic planning process is GMAP. The traditional strategic planning model as illustrated below is utilized.



The Agency's Mission and Vision statements serve as the foundation upon which strategy is developed. Environmental scanning is the process by which both the external and internal environments are studied to identify strengths, weaknesses, opportunities, and threats also known as SWOT. A variety of methodologies are used to provide input to this analytical process. These include the input from customers, local and State Employer Councils, local WIBs, local workforce partners, local, state, and federal elected officials, and the use of local, state, national and global economic and labor market information. Strategy development occurs at the division level with final approval resting with the Agency's Executive Director. Strategic implementation is a coordinated effort involving all divisions with primary emphasis on "front line" operations in both the local workforce centers and in Central Office cost centers. Performance management and evaluation are ongoing efforts at all levels of the Agency. Evaluation ultimately leads to a refocus on mission and vision to ensure consistency and the continuous improvement/strategic planning process begins again.

### **2.1a - Organization's SWOT**

FY 08 was marked by change and challenges from both the internal and external environment. Changes in program structure and operational roles brought about through the transfer of the Core Products and Services Grant and the Trade Program from the Agency to the SC Department of Commerce created a host of challenges related to transitional issues. In addition, declining economic conditions nationwide and in South Carolina placed increased pressure on the Agency's Unemployment Insurance program as well as the statewide labor exchange system. SCESC continued to focus on both tactical and contingency planning to address the challenges presented by changing conditions outside of the control of the Agency.

The changes in program ownership during the year required the reengineering of operational processes. Priority was placed on facilitating a seamless transition for customers. The reengineering of many of the work processes was ongoing as the Agency adapted to the changing administrative and programmatic roles that emerged during the year.

In FY 08 the State continued to experience high levels of in-migration as job seekers from other states came to SC looking for work. Mass layoffs in textiles and the manufacturing sector in general continued as well. By the latter half of the year, problems in the housing and banking industries resulted in a significant downturn in the construction industry and related employment. Job growth in SC slowed, but continued to outpace the majority of the nation. To complicate matters, the supply and demand equation for workers often resulted in a mismatch between the skills required for the new jobs and skills possessed by those looking for work. These circumstances added significantly to the operational challenges faced by the labor exchange system in South Carolina.

In FY 08 the Agency continued the implementation of GMAP. The purpose of GMAP is twofold. First, it forces each department to look at what it measures to make sure that what is being measured is tied to the Agency's strategic goals. Secondly, it provides management with a measuring stick to compare performance indicators to ensure the effective management of Agency resources and the attainment of operational goals. FY 08 priorities were to implement GMAP at the lowest levels within the Agency.

In January 2007, department heads presented their GMAP indicators to the Executive Director in an open forum. Indicators were based on performance through December 2006. In April 2007, over 50 departmental presentations were made to the Commission and Executive Director on department, division, and Agency performance through March 31, 2007. In April 2008, the annual GMAP strategic planning and performance review session was held involving executive leadership and Agency department heads. GMAP has now become an integral part of the entire Agency's continuous improvement and performance management processes. The Agency continues to use GMAP to measure those performance and accountability issues which are mission critical.

### **2.1b - Financial, regulatory, societal, and other potential risks**

The Agency continues to emphasize restraint on budgetary issues. A conservative approach to budget management has resulted in the Agency being fiscally sound during times when many state employment agencies in the country have fallen upon hard times. Collaboration and cost effective high performance service continue to be the backbone of financial resource management. Contract and grant revenues grew for the second straight year. Much of this success can be attributed to the performance management aspects of GMAP.

On the regulatory front, legislated change at the state or national level is always a possibility. The Agency closely monitors pending legislation and proposed rules, and works with elected officials at both the state and national levels to advise them of potential impacts on services to our state's businesses and citizens.

From a societal perspective, the Agency and the State face a variety of challenges; many of these exacerbated by the current economic conditions. The following are just a few of the societal issues

which impact Agency strategy formulation: rural versus metro, the skill gap, immigration, in-migration, disparity in income, educational resources and access to services.

### **2.1c - Shifts in technology or the regulatory environment**

The Agency continues to emphasize prompt, courteous and professional service to our customers. Where possible, technology is being used and developed to provide improved access to information and services for our customers. A key element in strategy development is method of delivery. The increased use of technology in operational and administrative cost centers is always explored with primary consideration given to the customer and to cost. Technology is a major consideration in almost all strategic decisions. Regulatory issues were discussed in **2.1b**.

### **2.1d - Workforce capabilities and needs**

The Agency's human resources are our most valuable asset. As such, training and development of our employees has been a priority. New strategy implementation means changing the way we do business. This can only be accomplished through a well trained workforce. Certification programs for front line staff as well as increased emphasis on supervisory and management training implemented in the past few years will continue into the future. The key to prompt, professional and courteous service continues to be well trained staff.

### **2.1e - Organizational continuity in emergencies**

During a year of change, challenges and opportunities, continuity in operations has been achieved through contingency planning and the sharing of resources across departments and divisions. Keeping the commitment to customer at the forefront, the Agency has challenged employees to do whatever it takes to get the job done. In many cases this meant working temporarily in other cost centers or changing work hours. Agency resources were focused on immediate need with a commitment to meeting deliverables and to customer satisfaction.

### **2.1f - Ability to execute the strategic plan**

The key to implementation of the strategic plan is focus, accountability and communication.

The executive committee meets weekly to discuss strategic priorities and implementation issues. Meetings at the division and department level are held on a weekly basis to emphasize strategic goals and identify internal strengths, weaknesses, and any changes in the external environment which might impact the Agency.

GMAP continues to provide accurate and timely information on performance and accountability issues related to goals, objectives and benchmarks. Integration of GMAP at the lowest levels of the organization allows management to pinpoint and address performance issues.

Open communication with staff through internal media, training and staff meetings are used to keep the Agency workforce informed of changing strategic priorities and progress toward organizational goals.



***2. How do your strategic objectives address the strategic challenges you identified in your Executive Summary?***

**2.2** - The Agency's challenges represent both external threats and internal weaknesses identified in the strategic planning process. Strategic objectives were developed from opportunities and strengths identified in the process to address these challenges. Tactical plans, directly related to the organization's strategic challenges, were implemented in an effort to achieve optimum performance. Through the use of SWOT analysis and the input of our customers, we systematically identified new challenges and opportunities. Changes in the external environment necessitated the reprioritization of objectives to better address challenges and opportunities. These challenges and opportunities were the driving force behind strategy development. Strategic objectives are established and integrated in the Agency's GMAP. The Agency's action plans were designed to accomplish strategic objectives.

The Agency's strategic objectives are:

- Increase the number of employers listing job openings.
- Increase the number of applicants employed.
- Increase the number of applicants placed as a result of staff assisted services.
- Increase the percentage of UI claimants returning to/entering employment.
- Increase the percentage of veterans returning to/entering employment.
- Exceed all federally mandated performance goals.
- Improve the accuracy and timeliness of employer tax information.
- Reduce the cost and improve the security and timeliness of benefit payments to UI claimants.
- Exceed all mandated grant deliverables.
- Continue to develop and expand the customer base for grant and fee-generating services.

The Agency's key action plans/initiatives are:

- Build strong community relations by participating in business groups, committees, and other civic minded organizations at the state and local level.
- Have continuous improvement in our one-stop operations by leveraging services and resources and taking the initiative to include and engage local partners in the process.
- Enhance core services by ensuring that knowledgeable staff provides prompt, professional, and courteous workforce services to our customers.
- Improve contract performance by meeting or exceeding contract performance goals at all levels of the organization.
- Focus on staff development to include recruitment, retention, and training of staff.
- Continue to monitor, assess performance, and take corrective actions when necessary, in all areas which are included in the performance measurements established by the USDOL.
- Continue to provide timely, accurate, and professional customer service.

***3. How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?***

**2.3** - The Agency's strategic goals can be identified by division. It is at the division level that tactical plans are developed to address strategic goals and objectives. Through the use of input from customers, front-line staff, program staff, partnering agencies, and management, operational action

plans are developed. These tactical plans are established using SMART (Specific, Measurable, Action-oriented, Relevant, Time bound) goals. Performance related to these goals is tracked through the GMAP process. GMAP focuses on those indicators most closely related to customer need. We serve a wide range of customers, including federal, state, and local funding entities; businesses, and the average citizen who visits one of our workforce centers seeking services.

The vast majority of Agency funding comes from federal dollars. Program specific funds are used to support related strategic and operational goals and objectives. These goals and objectives are incorporated into plans required by the funding source.

***4. How do you communicate and deploy your strategic objectives, action plans, and related performance measures?***

**2.4** - The Agency's overall strategic plan, including objectives, action plans, and performance measures, were disseminated to the various divisions and departments through the GMAP process. Divisional and departmental objectives and plans, to include performance measures, were essential parts of this management system. GMAP tied individual performance beginning at the planning stage of the EPMS to departmental, division, and Agency performance. An electronic newsletter, *On the Job*, was used to provide employees with pertinent information on Agency initiatives and performance.

***5. How do you measure progress on your action plans?***

**2.5** - Meeting performance deliverables and customer satisfaction are the keystones to management practices at the Agency. GMAP has provided the Agency with a methodology and means to track progress at all levels of the organization. Weekly divisional staff meetings focused on performance-related issues and output. Project management at the departmental and unit levels provided valuable performance-related information and benchmarks that were shared at the divisional level to ensure open communication and collaboration.

***6. How do you evaluate and improve your strategic planning process?***

**2.6** - The Agency's strategic planning process as illustrated and described in **2.1** is a continuous improvement process. Weekly meetings at the divisional level were followed by weekly meetings of the executive committee. Input from all levels of the organization is considered as a part of an ongoing environmental scanning process.

Quarterly and annual GMAP sessions tracked performance toward strategic and operational objectives and served as a forum to explore "cause and effect" scenarios that relate to operational challenges.

Changes in the economy, program funding and program responsibilities were all unexpected challenges that were successfully met by having a flexible on-going strategic planning process within the Agency.

**7. If the Agency's strategic plan is available to the public through the Agency's Internet homepage, please provide an address for that plan on the website.**

2.7 - The strategic plan is currently not available through the Agency's Internet homepage.

**STRATEGIC PLANNING**

<b>Program Number and Title</b>	<b>Supported Agency Strategic Planning Goal/Objective</b>	<b>Related FY 07-08 Key Agency Action Plan/Initiatives</b>	<b>Key Cross References Performance Measures</b>
II ES	To increase the number of employers listing job openings.	Established and implemented a web-based workforce development system that links job seekers and employers.  <i>Best Practice example:</i> Implemented SC JobLink (SCJL) on 1-22-08 and conducted statewide training internally and regionally to Agency staff and partner organizations.	7.1a-1, p. 38 7.1a-2, p. 38
	To increase the number of applicants employed.	Leveraged services and resources to maximize efforts to increase applicants employed.  <i>Best Practice example:</i> Leveraged local resources in excess of \$11 million during PY 07 to support program staff, technology and workforce services.	7.1a-3, p. 39 7.1a-4, p. 39 7.1a-5, p. 40
	Increase the number of applicants placed as a result of staff assisted services.	Placed a renewed emphasis on prompt, professional and courteous service to applicants with a focus on individual staff and local workforce center accountability.  <i>Best Practice example:</i> Created and implemented a new Workforce Center Evaluation tool to accommodate increased emphasis on accountability and GMAP.	
	To increase the percentage of claimants returning to/entering employment.	Focused on matching claimants' skill sets with jobs in the community through targeted Job Fairs, Expos and other job development activities.	

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		<p><i>Best Practice example:</i> Winnsboro Job Fair on February 19, 2008 involved 22 employers and resulted in over 120 impacted workers finding jobs.</p>	
	To increase the percentage of veterans returning to/entering employment.	<p>Improved veteran contract performance by meeting or exceeding contract performance goals. Exceeded both placement and wage-at-placement goals.</p> <p><i>Best Practice examples:</i> Homeless Veteran Reintegration Grant.</p>	
III UI	To exceed all federally mandated performance goals related to the unemployment insurance program.	<p>Established and implemented core training program to instruct workforce center staff on various facets of claims taking.</p> <p><i>Best Practice Example:</i> Completed data validations on all UI populations.</p>	<p>7.1b-2, p. 42 7.1b-3, p. 43 7.1b-4, p. 44</p>
	To improve the accuracy and timeliness of employer tax information.	<p>Continued efforts to resolve programming errors existing in Tax System.</p> <p><i>Best Practice Example:</i> Implemented internet registration and reporting.</p>	
	To reduce the cost and improve the security and timeliness of benefit payments to UI claimants.	<p>Developed direct deposit and debit card process for unemployment benefits.</p> <p><i>Best Practice Example:</i> Developed procedures for these processes.</p>	<p>#28, p. 4 #29, p. 4 #30, p. 4 7.1b-2, p. 42</p>
II LMI	To exceed all mandated grant deliverables.	<p>Exceeded grant deliverables BLS programs through increased emphasis on accountability and performance under GMAP.</p> <p><i>Best Practice Example:</i> Received national and regional recognition for improvements in the QCEW program.</p>	# 18, p. 3
	To continue to develop and expand the	Expanded the customer base for eTRACK services and successfully	

	customer base for grant and fee-generating services.	developed and marketed area and county profiles.  <i>Best Practice Example:</i> Hampton County profile in support of local economic development.	
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**Category 3.0 Customer Focus**

***1. How do you determine who your customers are and what their key requirements are?***

**3.1** - The Agency’s external customers and their key requirements are determined by federal and state legislation that defines the services the Agency provides as well as customer eligibility guidelines. Their key requirements include job referral, placement assistance, access to unemployment insurance benefits, access to training and supportive services, and services involving labor market information.

Customer requirements are based on individual needs for employment-related information and services. Customers include: businesses; state, federal and local government agencies; universities, colleges, technical schools and other educational entities; economic development officials; chambers of commerce; workforce investment boards; one-stop partner organizations (private and public); the legislature; and the general public. Although concentration is on South Carolina citizens, information and services are available through web-based applications that provide access to employment and labor market information to any individual or company.

The USDOL provides program funding and determines many of our service areas. Primary performance measures and deliverables are specified through contracts and grants with USDOL.

***2. How do you keep your listening and learning methods current with changing customer/business needs and expectations?***

**3.2** - The Agency’s listening and learning methods and customer/business expectations are kept current with changing customer/business needs through continuous communication and feedback. The state and local employer councils continue to provide valuable input from the end-users of our State’s public employment service. Collaboration and input from our partnering organizations in our one-stop workforce centers allow us to tailor our programs to meet the specific requirements of each local area and its customers’ needs. Agency staff participate in local chambers of commerce, civic organizations, and Society for Human Resource Management (SHRM). Attendance at national and state conferences also keeps us attuned to the best business practices in customer service.

Customer comments are solicited on a regular basis through a variety of efforts, such as in-person solicitation; telephone; written and web-based surveys.

The Agency has employer representatives who maintain contact with local businesses to facilitate communication and feedback. These employer representatives provide information on Agency services which include, but are not limited to:

- Building working relationships
- Providing technical assistance by interpreting applicable policies/procedures/regulations
- Explaining reporting requirements
- Answering general questions about the Agency and the services available
- Developing job listings
- Obtaining job orders

The Agency facilitates employer relations by participating in employer education seminars. State and local employer councils are used to solicit feedback from employers.

In all areas, the Agency strongly encourages open lines of communication so that its listening and learning methods stay current in order to serve its customers' needs and expectations.

***3. What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?***

**3.3** - The Agency has multiple customer access mechanisms in place. The Agency has recently implemented the South Carolina JobLink system to provide our customers with immediate, web-based access to job listings; job search assistance; training providers; real-time labor market information; and links to community resources and other government agencies. Customers may create their own secure accounts. This allows job seekers to maintain their resume, search current job listings, apply for jobs, and track positions they have applied for. Employers are able to maintain current job openings, review resumes of job seekers, and track the number of applicants that have applied for their job openings. Both customers and employers may access these features on-line or by contacting/visiting a local workforce center for assistance. SC JobLink allows for either telephone or email support, for immediate feedback, should the user encounter any problems. SC JobLink provides detailed web-based customer satisfaction surveys.

UI claimants may choose to establish internet claims or to file in person. The Agency provides an Interactive Voice Response system for claimants to file their weekly certifications by telephone. The Agency is currently implementing a toll-free UI phone number to assist claimants with difficulties they might be experiencing. Customers may send emails to ask questions or report problems.

The Agency has a complaint management system that includes a state monitor advocate, migrant affairs liaison, and Equal Employment Opportunity (EEO) officer to handle complaints, as well as Employment Service (ES) and UI complaint processes. UI fraud complaints may be reported through a toll-free fraud hotline or via the Internet at [www.sces.org](http://www.sces.org). Offices are staffed with specialists to assist with complaint intake and resolution.

***4. How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?***

**3.4** - The Agency continually evaluates customer feedback that guides the level and delivery of services. Quality Control (QC) sampling is performed to determine customer satisfaction on both paid and denied unemployment insurance claims. There are approximately seventy different national measures in place to evaluate UI systems, with twelve core measures that require submission of a

corrective action plan to USDOL, a stakeholder, if not met. These many measures allow the Agency to monitor itself, and track performance improvements. SC JobLink provides detailed surveys with survey roll-up features that can be customized to establish mechanisms for continuous improvement based on statistics. The LWIBs establish general policy guidelines for the operation of one-stop workforce centers in their specific areas. Agency employees serve on these boards, along with business leaders, educational representatives, and local elected officials, to convey pertinent customer/stakeholder information and customize services in that area.

The Agency places priority on customer service. Structural changes (universal access) have been made to better serve customers. Toll free numbers and fax-on-demand features have been added to provide easy access to information. Agency products and brochures, developed by LMI, are evaluated by the customers who receive these services. Employees are cross-trained in various program areas to handle customer requests more efficiently. All customer complaints receive individual attention and follow-up.

***5. How do you use information and feedback from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?***

**3.5** - The Agency evaluates feedback obtained from customer/stakeholder surveys to keep services or programs relevant and provide for continuous improvement. The level and delivery of services are guided by customer/stakeholder feedback. Agency staff and LWIBs meet, evaluate, and determine the best possible services and operation design to meet the needs of the business community, program participants, and a skilled workforce. Program and performance data are reviewed by management to aid in service or program modifications. Annual UI training is provided to local office staff to improve customer service, incorporating feedback from customers. E&T has provided quarterly training on the SC JobLink system and the reports the system generates. Additional training is provided as needed. The Agency regularly monitors each area to ensure understanding of and compliance with governing federal regulations and local area policies. The Agency strives to satisfy customer/stakeholder needs by providing information, forms, and services electronically. The Agency's web site, [www.sces.org](http://www.sces.org), provides access to information on ES, UI, LMI and links to other workforce development services and partners.

The Agency, along with other government entities and public and private organizations, participates in the South Carolina Business One Stop (SCBOS), [www.scbos.com](http://www.scbos.com). The SCBOS is a centralized destination for businesses seeking to secure various licenses, registrations and permits. This website offers customer service for business owners, reducing the logistical scrambling it takes for businesses to remain in compliance with state law. This is a great accomplishment of the partnership between government entities and the private sector and has proven to be convenient and cost-effective.

***6. How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer and stakeholder groups.***

**3.6** - The Agency has numerous services and accommodations available to build and bridge relationships with customers and stakeholders by providing a variety of products and services. The Agency continues to improve the delivery of services for customers and stakeholders. Some examples are:

1. **A toll-free number for weekly unemployment insurance claims** – eliminates long distance telephone calls for claimants.
2. **Employers can respond to unemployment insurance fact-finding requests via telephone or fax** – convenient and time efficient.
3. **Employers can respond to requests for separation information by email** – time and cost efficient.
4. **The Employer Accounts Interactive Voice Response (IVR) System** – provides recorded information on establishing a new employer account, including general liability requirements and other employer account information.
5. **The Automated Clearinghouse (ACH) System** – allows employers to submit quarterly contribution reports electronically.
6. **The Agency and the Center for Accelerated Technology Training (CATT), continue to enhance the training application process by providing a web-based application** – allows 24 hour access to the application, via the Internet, to in-state and out-of-state customers.
7. **Extended hours and out-stationed personnel** – accommodates businesses and job seekers.
8. **The Agency operates programs specifically dealing with specialized groups** – this aids customers such as veterans, disabled veterans, youth, Native Americans, those needing adult education and literacy activities, senior adults, and the Spanish-speaking communities.
9. **Outreach efforts** – provides Agency services to migrant and seasonal farm workers.
10. **Federal Bonding Program** – sponsored by the USDOL, it serves as an incentive to employers to hire high-risk, special applicant groups.
11. **Statewide Job Fairs** – sponsored by the Agency, Agency partners, workforce development boards, and private entities. These fairs bring employers and job seekers together in a “win-win” situation.
12. **The Agency’s LMI Department** – provides specialized data upon request.
13. **Specialized services** – provided to Limited English Proficient individuals and those covered by the Americans with Disabilities Act (ADA).
14. **The Disability Program Navigator Initiative, sponsored jointly by the USDOL and the Social Security Administration, has been implemented in several One-stop Workforce Centers around the State** – Navigator staff facilitate universal access to the One-Stop system for persons with disabilities by addressing the needs of people with disabilities who are seeking training and employment. Navigator staff are instrumental in the development of relationships with partners, other service systems, and linkages and collaboration with employers, employer organizations, and community service providers.
15. **Assistive technology equipment has been purchased to assist those with barriers** – accommodations have been provided for the technologically savvy customers, and for those customers still preferring paper documents.
16. **The Agency is a major participant in state and local employer councils** – these councils continue to grow and work toward common priorities. Their feedback is essential to the continuous improvement of the Agency services offered statewide.

The Agency tracks new applicants and renewals, as well as applicants placed and applicants employed. Increased emphasis on supportive services has resulted in increased referrals of applicants to partner services prior to job referral and placement. These services improve the likelihood of a positive outcome for the customer.



Efforts to build positive relationships include recognition, through nominations and awards, to those providing outstanding service and for those with outstanding achievements. These nominations and awards are provided by the International Association of Workforce Professionals (IAWP) and Workforce Investment Areas. IAWP is a professional organization that compares best practices of workforce entities.

For the fifth year in a row, the SC Chapter of IAWP was named the #1 chapter in the country. In addition, the chapter received seven International awards, including:

- Individual Award of Merit (first place)
- Individual Unemployment Insurance Award (first place)
- Individual Service to Veterans (first place)
- Group Unemployment Insurance Award (second place)

The Chapter also received perfect scores in:

- Educational Activities - training, scholarships, conferences
- Professional Practices - chapter awards, community services, chapter promotion
- Communications - newsletter, website, printed items
- Legislative Activities - information sharing on issues affecting the workforce system

Workforce Investment Area awards recognize exemplary performance and achievement of Local Workforce Investment Areas, partners, and participants and encourage all levels to work together to achieve objectives. During PY 07, the Agency received the following WIA award:

- **The Outstanding One-Stop Center Award** - Columbia ESC Workforce Center  
The Outstanding One-Stop Center Award was established by the State Workforce Investment Board to recognize a One-Stop Center that provides high quality workforce development services to employers and individuals seeking employment, job training or related career advancement. The center must have demonstrated exemplary attention to the core principles, including universal access, customer choice, and partner agency integration.

The Agency also participates in the Palmetto Workforce Awards. These awards recognize the top three employers (large, medium and small) in the state. The nominations, from all twelve workforce areas, are voted on by the State Employer Council.

**Carolina Works**, an Agency sponsored video series aired monthly on SCETV, is designed to highlight the accomplishments of South Carolina's Workforce Development System. This series builds positive relationships with customers and stakeholders by demonstrating success stories. It has been an ongoing collaboration with workforce system stakeholders, such as SC Department of Commerce, Vocational Rehabilitation, Commission for the Blind, Department of Social Service, SC Technical College System, State Department of Consumer Affairs as well as other state and local entities.

## **Category 4.0 Measurement, Analysis, and Knowledge Management**

*1. How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?*

**4.1** - The USDOL establishes measurement systems for all employment security agencies throughout the United States and measures are set for the various funded programs within the Agency. Senior leadership, after ensuring compliance with USDOL mandates, further defines which operations, processes, and systems to measure. In some program areas the Agency participates with other states, consortiums, and private companies in the establishment of common solutions to meet the operations and process system measurements as defined. These measures are part of the Agency's overall strategic plan.

Progress is monitored through various reporting systems throughout the Agency. Management reviews reports at various intervals to ascertain progress in meeting organizational objectives. Reports are structured to provide staff with desirable outcome goals in each measured area so progress can be readily followed.

***2. How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision and innovation throughout your organization?***

**4.2** - Operational data are continually utilized in making programmatic decisions for E&T, UI and LMI programs. Specialized departments such as UI Technical Services and E&T Technical Services are utilized to provide supervision to these programs. Services provided include, but are not limited to:

- Interpretation and dissemination of federal regulations and directives
- Preparation and distribution of procedures, policy manuals, and forms
- Evaluations, training, and/or special studies conducted as necessary

Operational data gathered from individual program areas are currently available to senior leadership, managers, and end-users on request. This data is reviewed weekly, monthly, quarterly, and annually, based on various programmatic requirements, and is used for decision-making purposes.

***3. What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions?***

**4.3** - The key measure is how effectively the Agency's activities achieve its goals. Since the Agency is undertaking new and expanded roles, our work to develop new outcome measures is critical in demonstrating our effectiveness. As we develop these new measures, the Agency will use internal measures of success for those strategies that affect internal operations such as the strategies to improve communication and improve its workforce. We will survey employees to determine the impact of management policies that support them and make improvements based on the results. Examples of such indicators are:

- The degree to which the Agency meets its strategic goals
- Increasing the satisfaction level among employees and customers
- Providing program managers with better financial operational data
- Ensuring that automated systems are utilized effectively
- Ensuring the Agency has "the right people in the right place" to achieve optimum results
- Meeting the executive staff's management agenda
- Ensuring the needs of Agency employees are met through the various Agency departments

***4. How do you select and use key comparative data and information to support operational and strategic decision making and innovation?***

**4.4** - South Carolina is compared to the other 49 states (and to the other employment entities in Washington, D.C., Puerto Rico, and the Virgin Islands) by USDOL, which "grades" the performance of each agency in various programs. This measurement system defines the data that must be collected to provide performance reporting to USDOL. The Agency is also compared to the seven other states within our region. Internally, we compare similar offices at local levels to provide an informative overview of performance, with awards given to the best at each level.

***5. How do you ensure data integrity, timeliness, accuracy, security, and availability for decision-making?***

**4.5** - Within SCESC, internal operations data are reviewed by management to ensure that accurate indicators of services are provided. Controls are also in place which provide for security of confidential data and ensure that only designated staff have access to this information. Through established monitoring systems, the quality, reliability, timeliness, and availability of data are reviewed to ensure accuracy in accountability necessary for decision making.

***6. How do you translate organizational performance review findings into priorities for continuous improvement?***

**4.6** - Performance review findings are translated into measurable outcomes relative to each program area. As each program area is monitored, staff can ascertain whether goals and objectives are being met. Within SCESC, continuous improvement is always a priority. Performance data are reviewed regularly by senior leadership, managers and end-users. Accurate operational data allow staff to evaluate performance and analyze areas needing priority attention. Consistent reporting allows this process to provide an accurate overview throughout the program year on meeting organizational goals and objectives.

***7. How do you collect, transfer, and maintain organizational and employee knowledge (knowledge assets)? How do you identify and share best practices?***

**4.7** - The Agency utilizes organizational knowledge to accomplish the collection, transfer and maintenance of accumulated employee knowledge, identification and sharing of best practices through a systematic approach of discovering, understanding and using knowledge to achieve organizational objectives. Specifically:

1. **Identifying & Collecting:** Knowledge Audit/Inventory, Knowledge Mapping, Best Practices, Documenting Processes, and Expert Interviews
2. **Storing:** Document Repositories, Document Management Systems, and Databases
3. **Transferring:** On-the-Job Training, Job Aids, Debriefings, Cross-Training, Mentoring, Modeling, Communities of Practice (diverse groups), and Knowledge Fairs

The basic concept of Knowledge Transfer Methods is to utilize the most effective strategies (*i.e., utilize personal interaction/sharing of learned knowledge*) as opposed to strategies that are least effective (*i.e., heavy documentation – little personal interaction*). Best practices are shared through organizational meetings, technical assistance guidance, media avenues and Agency publications. The Agency is continuously striving to disseminate and transfer pertinent knowledge throughout all program areas and departments. Assessment and accountability efforts have continued through GMAP.

**Category 5.0 Workforce Focus**

***1. How does management organize and measure work to enable your workforce to: a) develop to their full potential, aligned with the organization’s objectives, strategies, and action plans: and b) promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?***

**5.1a** - Management tends to organize work according to program areas (*i.e., E&T, WIA, UI, LMI, Administration & Support, etc.*). From there, the emphasis to build a powerful workforce with high performance employees requires finding the right people with the right skills and continuing to develop them to meet the Agency’s objectives, strategies, and action plans.

Finding and onboarding quality candidates are crucial first steps in talent management, but the bulk of the Agency’s emphasis occurs throughout the remaining employment life cycle. The goal of management is to cultivate and develop employees by using such activities as:

- Aligning employees’ skills and performance with Agency goals and objectives
- Reducing competency gaps
- Assessing employee performance against measurable objectives
- Identifying and developing high-potential employees for key positions
- Retaining top performers

In an attempt to provide more successful career paths for top performers and better business results for the Agency, supervisors are trained to utilize performance management tools that are ongoing, competency-driven evaluation processes.

**5.1b** - To promote cooperation, initiative, empowerment, teamwork, innovation, and Agency organizational culture, the Agency places a strong emphasis regarding a balanced workforce. Specifically, a HRM analysis of the Agency’s workforce by EEO Category reveals that over 80% of the Agency’s workforce is dedicated to customer service job duties (*See Figure 5.1-1*).

<b>Figure 5.1-1</b>			
<b>EEO Category</b>	<b>FY 08 Workforce</b>	<b>EEO Category</b>	<b>FY 08 Workforce</b>
(E1) Executive	0.57%	(E4) Safety	0.23%
(E2) Professional	81.89%	(E6) Office/Clerical	8.31%
(E3) Technician	8.54%	(E7) Skilled	0.46%

***2. How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs and locations? Give examples.***

**5.2** - Senior leadership provides and encourages effective communication within the organizational structure by communicating the Agency's vision and goals through regular division, department, and unit meetings. Weekly division meetings provide opportunities for overall direction to be set and monitored. Senior leadership holds quarterly area managers' meetings to ensure a consistent message to all front line managers in a group setting. Subsequent meetings on the division, department, and unit level allow this information to be shared with front-line employees, thus ensuring consistent communication on the short and long term direction of the Agency.

Senior leadership adopted the GMAP process for the Agency. GMAP is used as a tool to analyze current goals and performance measures and make adjustments based on strategic planning. Since December 2006, GMAP sessions are generally held on a quarterly basis throughout the Agency, to include department head presentations of their GMAP indicators to the Executive Director in an open forum. In April 2008, Agency presentations were made by Senior Management, ES Field Supervisors, and HRM Department staff to the Commission and Executive Director regarding their performance over the past twelve months. GMAP is an ongoing process within the Agency as a continuous process to measure those issues that are mission critical (i.e., community relations, strategic planning, EO/Affirmative Action goals, etc.).

Additionally, key organizational goals and priorities are set and communicated through weekly division and department meetings and through the development of annual action plans. Continued communication on key priorities occurs in weekly meetings and through consistent communication between senior leadership and staff. Divisions, departments, units, and employees are required to evaluate their individual roles and progress toward accomplishing Agency goals. Also, using the technology at hand, senior leaders provide instant written communication and promote feedback through the use of email.

On an individual level, performance expectations are clearly defined and communicated to employees within each Agency department. One tool is the EPMS, which provides employees written expectations and goals on which their job performance will be evaluated. Reviews of departments and divisions are also in place.

The Agency's organizational values are based on the following: promoting total employee involvement, producing superior products, seeking additional public and private partnerships, promoting greater use of technology, anticipating and accepting change, encouraging teamwork, and striving for increased community involvement. Senior leadership communicates the importance of these values to employees throughout the fiscal year. Where possible, employees are encouraged and empowered to strategize, suggest, and improve work processes. Employee feedback has been vital in improving many work processes, programs, and initiatives sponsored by the Agency. As a result, employee feedback and assessment remain vital parts of determining future direction for the Agency.

In order to provide Agency employees with the skill sets needed to better serve our customers, the senior leadership team continues to place emphasis on information sharing and training. The implementation of GMAP has allowed employees at all levels of the organization to focus on duties

and tasks that directly impact Agency performance while allowing management the opportunity to focus on best practices as well as areas that need improvement. Targeted training is provided to staff to address any performance deficiencies and to replicate best practices.

***3. How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.***

**5.3** - Recruiting begins with a clear definition of the qualifications desired in a prospective employee. This helps to ensure that the employee selection process includes knowing what type of employee is to be considered and that expectations are clearly stated and practiced. Interviewing officials are provided with training on the hiring process, to include legal interviewing techniques, reference checks, etc. The overall goal is to find and retain the right person who will thrive and grow a career in the Agency's environment committed to customer service. Once placed, it is the manager's job to maintain an employee's motivation through achievement, personal development, job satisfaction and recognition on an individual/group basis.

The typical recruitment barriers include shortage of qualified applicants, competition for the same applicants, and difficulty finding and identifying applicants. Three significant challenges the Agency faces in today's economy are engaging and retaining new hires beyond the orientation phase of employment, maximizing their productivity as quickly as possible, and maximizing the return on investment in the hiring process. The Agency's onboarding programs seem to be a key component in successfully meeting these challenges, such as engaging new hires, reaffirming their employment decision, acclimating them into the Agency's culture, and preparing them to contribute to a desired level in the shortest possible time.

***4. How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?***

**5.4** - Agency workforce capacity needs are driven by such extraneous factors as the State's economy, unemployment rates, and Federal legislation (i.e., Emergency Extended Unemployment Compensation Act of 2008). Estimating the future volume of work is somewhat more challenging than estimating skills and competencies needed because the Agency's core functions (i.e. *paying unemployment insurance benefits, collecting unemployment taxes, finding jobs for people, finding employees for companies, and collecting and disseminating state/federal employment statistics*) have not changed significantly over the past decade. However, customer needs and service delivery methods (i.e., internet claims, direct deposit, etc.) have resulted in more technological skills and competencies required of our job duties.

Assessing staffing levels consists of an educated guess based upon data collected in an environmental scan. At its most basic level, workforce supply is the current workforce plus available funding for new hires less projected separations at some specific date in the future.

***5. How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?***

**5.5** - High performance is supported by the EPMS. Through use of the EPMS, the Agency strives to improve supervisor-employee communication. The EPMS also serves as the primary tool for management to document employee performance and increase productivity. The main goal is to increase the overall effectiveness and productivity of the Agency by improving the work performance of its individual employees. Generally, an evaluation session is a time for accountability, for assigning consequences with actions, for detecting flaws and making improvements, and for planning future goals.

To achieve high levels of performance, employees must first understand the mission of the Agency. In the planning stage, the employee and his/her supervisor review the employee's position description for accuracy and understanding. At this time, the position description can be updated or modified. During the planning stage, an employee may ask for the supervisor's expectations and express his/her own expectations. The supervisor or the employee may also recommend a performance objective to be accomplished over the course of the rating period. The employee and the supervisor should meet to discuss the employee's progress at some point during the rating period.

**6. How does your development and learning system for leaders address the following?**

- a. development of personal leadership attributes;**
- b. development of organizational knowledge;**
- c. ethical practices;**
- d. your core competencies, strategic challenges, and accomplishment of action plans?**

**5.6a** - The Agency's development of personal leadership attributes can be linked to three variables:

- Individual learner characteristics (i.e., future, new, or advanced)
- The quality and nature of the leadership development program
- Genuine support for behavioral changes by Agency management

The Agency recognizes employees have differing levels of leadership potential/abilities and that certain personal characteristics tend to be more successful according to Agency programs (*i.e., E&T, UI, WIA, LMI, Administration & Support, etc.*).

The Agency understands that leadership should be developed by strengthening the connection between, and alignment of, the efforts of individual leaders and the programs/systems through which they influence organizational operations. A combination of classroom style training and networking/cross-training has been effective in helping leaders learn to lead well.

**5.6b** - Succession planning is an important factor in the development of "high potentials" to effectively take over the current leadership when their time comes to exit their positions. This type of leadership development usually requires the extensive transfer of an employee between departments. Because of the many programs that the Agency administers, it usually requires multi-program knowledge and on-the-job experience to build a future leader.

**5.6c** - Standards for ethical practices are communicated to each employee upon hiring, to include: (1) a printed copy of the Guide for State Employees developed by the State Ethics Commission for which they sign an acknowledgement form certifying their understanding of the issues involved, and

(2) are given further written details of expected ethical behavior (i.e., Agency's Human Resource Manual). Other features of the Agency's development and learning system for leaders include ethics training (i.e., HR Supervisory Practices) and the use of auditors (both internal and external) to assist with assessing performance compliance and reporting findings. Supervisors are encouraged to develop open and professional relationships with their subordinate staff to observe ethical practices and/or behaviors and provide timely feedback.

**5.6d** - The EPMS is a critical component used in addressing the Agency's core competencies, strategic challenges, and the accomplishment of the Agency's action plans. The EPMS process allows employee performance to be evaluated and measured based on divisional goals outlined in the GMAP process. This provides an environment that fosters discussion, allows opportunities for corrective action, and improves overall performance.

***7. How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?***

**5.7** - The Agency frequently identifies and addresses employee training needs by assessing current work needs and projecting future courses of action to meet those needs. Development of core curriculum is influenced by this process. Training needs are also developed through communication between employees and their supervisors. Individual employee goals are matched with the Agency's overall mission and goals. Employee self-motivation is a key factor in developing successful training programs. The ultimate goal is to develop a workforce that is diverse, knowledgeable, skilled, and motivated. Specifically, the Agency prioritizes training needs that revolve around programmatic skills and knowledge, management/leadership development, human resource management practices, anti-harassment training, diversity training, and office safety procedures.

During FY 2007-2008, the Agency sponsored numerous workforce training opportunities for employees covering job skills, performance, diversity, safety, etc. For example, there were 434 participants in the management/leadership development sessions focusing on supervisor training, HRM practices, leadership skills, and GMAP.

***8. How do you encourage on the job use of new knowledge and skills?***

**5.8** - The Agency encourages employees to use new knowledge and skills by identifying proper uses of these new abilities and by providing opportunities for employees to use them on a continuous and consistent basis. Specifically, employees may be allowed to familiarize themselves with the materials based on their individual learning style. Supervisors and appropriate management team members are available to answer questions and provide regular feedback on their progress. If needed, supervisor intervention may be necessary to allow employees time to work through problems to develop viable solutions on their own.

***9. How does employee training contribute to the achievement of your action plans?***

**5.9** - Training and employee development are a critical part of the Agency's strategic planning process. Through the Agency's recently implemented GMAP process, performance and



accountability are linked directly to employee performance and customer satisfaction. Clearly defined goals and deliverables at the departmental level provide clear direction to staff and ensure accountability at the personal level. Performance issues, when they arise, are addressed through corrective action and contingency plans, which typically focus on employee training and development. The provision of prompt, professional, and courteous service continues to be the standard for Agency personnel. This can only be accomplished through having a well-trained, confident workforce.

**10. *How do you evaluate the effectiveness of your workforce and leader training and development systems?***

**5.10** - The Agency has implemented a statewide management training program which has created a consistent method of training supervisors at various levels. Managers and supervisors all received the same information and training, which promoted cohesiveness in the entire Agency's management structure as well as provide opportunities for the use of the "train-the-trainer" concept. The HRM Department has created a sound strategic plan to continue this type of training for management and supervision at all levels. Evaluation of the effectiveness of training is monitored by the HRM Department as well as upper management conferences such as the GMAP Conference held annually to discuss management concerns and progress. GMAP goals, accomplishments, as well as opportunities for improvement are communicated to frontline staff on an ongoing basis. This communication provides feedback and promotes and facilitates corrective action.

**11. *How do you motivate your workforce to develop and utilize their full potential?***

**5.11** - The Agency encourages and motivates all employees to develop and utilize their full potential in alignment with the Agency's goals and objectives. In support of human resource policies, the Agency consistently promotes a balanced workforce and encourages the attainment of affirmative action goals. The Agency makes collaborative efforts to build and maintain an environment conducive to performance excellence and full participation, along with personal and organizational growth.

Work systems and job design are developed with employees' contributions (*including managers and supervisors*) to ensure that work processes support the Agency's action plans and related human resource plans. Effective communication, cooperation, and knowledge/skill sharing across work functions, units, and locations promote and encourage individual initiative and self-directed responsibility.

Staff training and development is utilized to encourage employees to reach their full potential. Education and training opportunities provided by the Agency support the accomplishment of key organizational action plans and address organizational needs. This includes building knowledge, skills, and abilities, while contributing to improved employee performance and development, including leadership development of employees. Training begins with the orientation of new employees. Knowledge and skills are reinforced on the job and superior performance that brings credit to the Agency is recognized. Education and training are constantly evaluated and improved; taking into consideration organization and employee performance, employee development and learning, leadership development objectives, and other relevant factors.

***12. What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?***

**5.12** - The Agency maintains a work environment that supports the satisfaction, well-being, and motivation of its employees by addressing the following areas:

Work Environment: The Agency maintains a safe and healthy work environment. Employee well-being factors such as health, safety, diversity and ergonomics are addressed in improvement activities. Key measures and targets for each of these environmental factors are developed and employees take part in establishing these measures and targets.

Specific factors that have positively affected employee well-being, satisfaction, and motivation include: effective employee problem or grievance resolution; safety factors; opportunities for employees to express their views of management; employee training, development, and career opportunities; employee preparation for changes in technology or the work organization; work environment and other work conditions; workload; cooperation and teamwork; recognition; benefits; communications; job security; compensation; and equal opportunity.

Employee Support Services: The Agency builds and enhances its work climate for the well-being, satisfaction, and motivation of all employees through the following: counseling; career development and employability services; recreational or cultural activities; non work-related education; leave for family responsibilities; work safety training; flexible work hours; and retiree benefits (*including extended health care*).

Employee Satisfaction: Measures and/or indicators of well-being, satisfaction, and motivation include safety, absenteeism, turnover, grievances, other job actions, insurance costs, workers' compensation claims, and results of surveys.

All assessment methods and measures used to gather information on the well-being of the workforce are evaluated and modified as needed in order to maintain a system of continuous improvement. Employee feedback and assessment are vital processes in determining future direction for the Agency.

***13. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?***

**5.13** - One phase of succession planning at SCESC involved the documentation of job functions so that the successor is able to take over the job without having to reinvent the major components of the job and the major duties were documented. The Agency's workforce succession plan involved the identification of key individuals in the Agency that were eligible to retire and then documenting the major job functions and responsibilities of their jobs so that their "legacy" was not lost. With the loss of experienced, knowledgeable personnel over the last several years, and with more to follow, it was of utmost importance that the Agency address this matter in order to meet the challenges of the future and provide quality services to the citizens of South Carolina.

***The Basic Approach***

1. Identify Agency Targets	<i>Mission &amp; Objectives</i>
2. Identify Who You Have	<i>Current Workforce Profiles; Future Outlook</i>
3. Identify Who You Need	<i>Future Outlook; Future Workforce Profiles</i>
4. Close the Gaps	<i>Workforce Strategies</i>
5. See If It All Works	<i>Evaluate Workforce Strategy</i>

***14. How do you maintain a safe, secure, and healthy work environment? (Include your workforce preparedness for emergencies and disasters.)***

**5.14** - The Agency maintains a safe and healthy work environment through written safety policies and procedures for the workplace. In addition, a safety manual is provided and ongoing training is held for employees. All buildings have “Right to Know Centers”. Safety inspections of the facilities and operations are scheduled regularly. Agency personnel with special expertise are involved with inspections when appropriate. Information contained in safety policies and procedures includes general office safety and security, and specific staff actions that are necessary in an emergency (i.e., evacuation routes and communication plans).

Each floor of the Robert E. David Building has a safety officer and an assistant safety officer. These Agency personnel are highly trained in safety policies and procedures. New employees are introduced to the safety policies and procedures during their initial orientation session. The Agency facilities must comply with Occupational Safety and Health Administration (OSHA) standards and facilities are periodically inspected for compliance. All Agency buildings are in compliance with the ADA. In addition, the buildings have been tested for air quality, water quality, and asbestos.

**Category 6.0 Process Management**

***1. How do you determine, and what are your organization’s core competencies, and how do they relate to your mission, competitive environment, and action plans?***

**6.1** - The USDOL is the regulatory agency which determines the core competencies of the Employment Security Commission. This Agency’s three areas of greatest expertise consist of UI, E&T, and LMI programs. The UI division provides unemployment benefits to eligible workers who become unemployed through no fault of their own, and meet certain other eligibility requirements. The E&T and LMI programs provide high quality job training, employment, labor market information, and income maintenance services through workforce development systems.

Through the effective management and operation of 35 workforce centers and 15 itinerant locations that serve the 46 counties of the State, the Agency strategically provides quality, customer-driven workforce services that promote financial stability and economic growth to our state and local workforce customers. Our customer base consists of claimants, job seekers, employers, and the community in general.

***2. How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?***

**6.2** - The Agency strives to constantly improve upon business processes and performance levels, as measured by USDOL, in the areas of UI and E&T administration. The expediency, accuracy, and quality with which these services are provided are the determining factors between being a successful or a very successful organization.

The Agency has several tools in place to ensure that correct processes are used. For example, the use of various statistical reports, surveys conducted in the workforce centers, and regular meetings with the workforce center leadership, all work to ensure that the business processes are used and are working effectively. Each of these tools incorporates customer feedback and real field-data from the lowest level, which reinforces those core competencies of providing our customers with effective management and operation of UI and E&T services.

***3. How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?***

**6.3** - The Agency continues to experience reductions in funding necessary to provide mission critical services to our customers. By staying current with the industry best practices and by leveraging emerging technologies, the Agency has been able to provide a high quality of service, to which our customers are accustomed, while reducing staffing levels and re-training/re-allocating where required and acceptable.

The Agency is committed to growing its systems and services so that we respond and work well with the changing needs of our customers. In response to this, the Agency continues to research and secure on-line, self-service applications that integrate into current systems to provide greater ease of use, more accurate completion of customer required forms, identity theft detection/protection, and detection of fraud.

Additional areas in which the Agency continues to incorporate new technology and cost controls and other efficiency factors are:

- Increased use of File Transfer Protocol (FTP) for transfer of mission-critical data
- Increased participation of electronic funds transfer application for employers' quarterly taxes
- Increased participation of employer wage reporting and claims filing systems
- Evaluation of the Agency's software, hardware, and workstations for ADA customers
- Extended operational hours to accommodate customer access and services
- Partnerships with major employers for statewide job fairs and business expositions
- Expanded utilization of media (radio, television, and newsprint) as service delivery tools
- Continued use of transition centers at or near mass layoff sites to facilitate filing of unemployment insurance benefits and assist in securing new employment

The Agency continues to streamline system backup and recovery procedures in order to facilitate the extending hours in the workforce centers when necessary. By minimizing the need for long system downtime for batch, back-end processing and backup procedures, the Agency has been able to increase availability of critical systems in areas throughout the State where a workforce event occurs.

***4. How does your day-to-day operation of these processes ensure meeting key performance requirements?***

**6.4** - Daily reviews of detailed reports are conducted to ensure accuracy of processing. Corrective action plans are implemented and tracked in place to address errors. The Agency is a leader in the region and nation in the areas such as prompt and accurate processing of claims and registrations. The Agency utilizes various data cross matches with databases including, but not limited to, the Social Security Administration and the National Directory of New Hires.

This information is shared among the Agency leadership on a weekly and monthly basis, and then recorded into the GMAP process.

***5. How do you systematically evaluate and improve your key product and service related work processes?***

**6.5** - We have several methods of evaluating our products and services, and getting suggestions from our clients as to what improvements should be made. These include:

**1. Agency Line Staff Personnel Suggestions**

Agency line staff personnel meet with job seekers and employers on a regular basis. As a result, they have a good understanding of our customers' requirements. They communicate the requirements to workforce center managers and agency executives. These ideas and comments are used in meetings and surveys described below.

**2. Employer Surveys and Meetings**

Employers are sent surveys asking them to rate our services and asking for recommendations for improvement. Local agency staff are assigned to employers in their areas, and regularly meet with them to seek their counsel.

**3. Job Seekers**

Job seekers are asked to evaluate the service they receive when they are in our offices, and some are sent customer satisfaction surveys. This information is collected and evaluated.

**4. Agency Executives**

Agency executives use the above information when discussing customer suggestions and recommendations for improvements.

***6. What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?***

**6.6** - The Division of Administration and Support provides the core support services that allow the Agency to operate efficiently and effectively. This Division is primarily responsible for the management of the Agency's technological resources, ensuring that both management and front line employees have the tools needed to meet or exceed all grant and contract performance standards.

The LMI Department has continued to emphasize and improve customer service. Modifications were made to facilitate better customer performance such as continued emphasis on providing information, support, and marketing efforts to workforce centers and workforce investment boards, prompt

response to data and information requests, and significant progress in the modernization of the mass layoff statistical program.

The UI program is continually monitored by the QC Department. QC performs various regular audits on the practices of the Agency's administrative and workforce centers. Weekly and annual reviews are conducted to ensure USDOL compliance. Reports, statistics, and graphs are generated to notify management of problem areas. Recommendations for training, modifications, and improvements are forwarded, with follow-ups by UI Technical Services made as needed. This quality control function is a valuable tool in the Agency's efforts to improve overall performance in the UI program.

E&T is monitored by the USDOL, which requires specific reports and information on a regular basis. These reports are evaluated by USDOL, which uses them to generate process improvements and achieve better performance. The Agency also uses this data to evaluate its performance.

The USDOL provides regular input into the Agency's continuous improvement process. The input comes in the form of corrective action or mandated improvements and unfunded mandates or suggested improvements. The Agency takes appropriate action on both funded and unfunded mandates in an effort to improve performance. In addition, input received through customer feedback is factored into process improvement.

***7. How does your organization determine the resources needed to meet current and projected budget and financial obligations?***

**6.7** - Executive leadership is a strong proponent for GMAP. This tool is updated on a regular basis and is communicated throughout senior leadership, enabling appropriate strategic financial planning to be reached in a timely manner. Guidance from the USDOL is used in determining technology requirements and strategic initiatives that should be targeted. Other factors considered when making budget and financial decisions include appropriated funds, normal capital expenditures, overhead expenses, and required emergency funds.

**Category 7.0 Results**

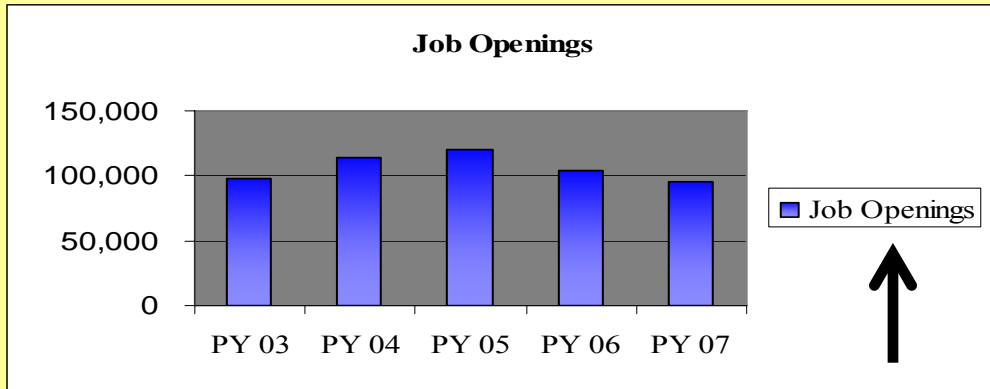
***7.1a Mission Accomplishment - Employment and Training***

**Job Openings and Services Provided to Customers**

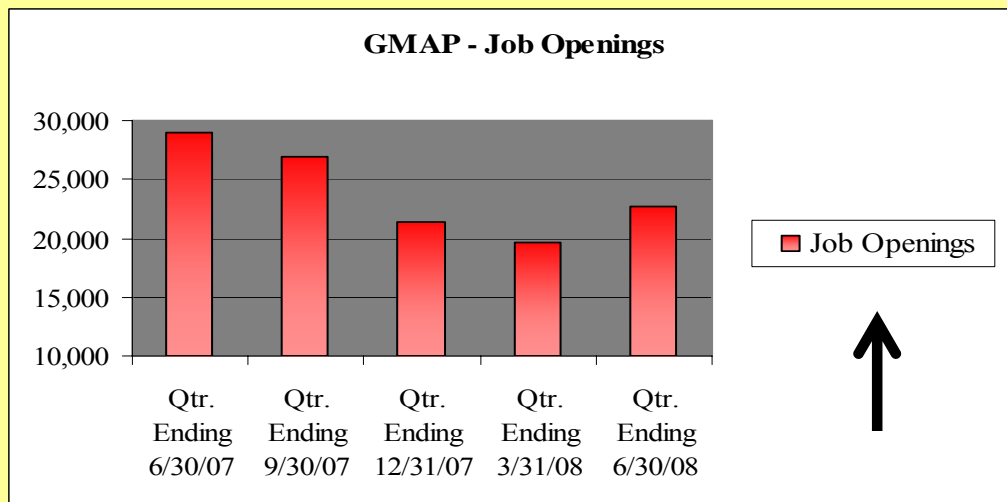
The primary objective of the Agency's labor exchange is to assist individuals in obtaining employment. During the last program year, 403,988 individuals participated in the labor exchange program for this purpose. Of the 335,845 who exited the program, 70%, or 235,085 individuals, were employed during the first quarter following their exit.

Two groups of customers that are monitored closely are those receiving UI benefits (claimants) and veterans. During PY 07, 67,241 claimants entered employment within 90 days of exit from the labor exchange program. This number was 73% of the total exiting claimants. For veterans, the entered employment rate was 71% as 18,827 went to work in the quarter immediately following their program exit.

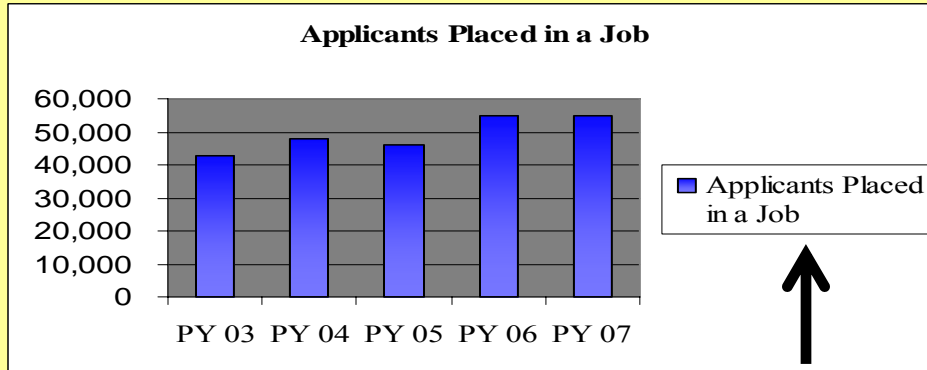
**7.1a-1 Job Openings (Request for workers):** This graph depicts South Carolina Job Openings posted with our agency, by program year. Mirroring the sluggish economy, the number of openings received declined for the second year in a row.



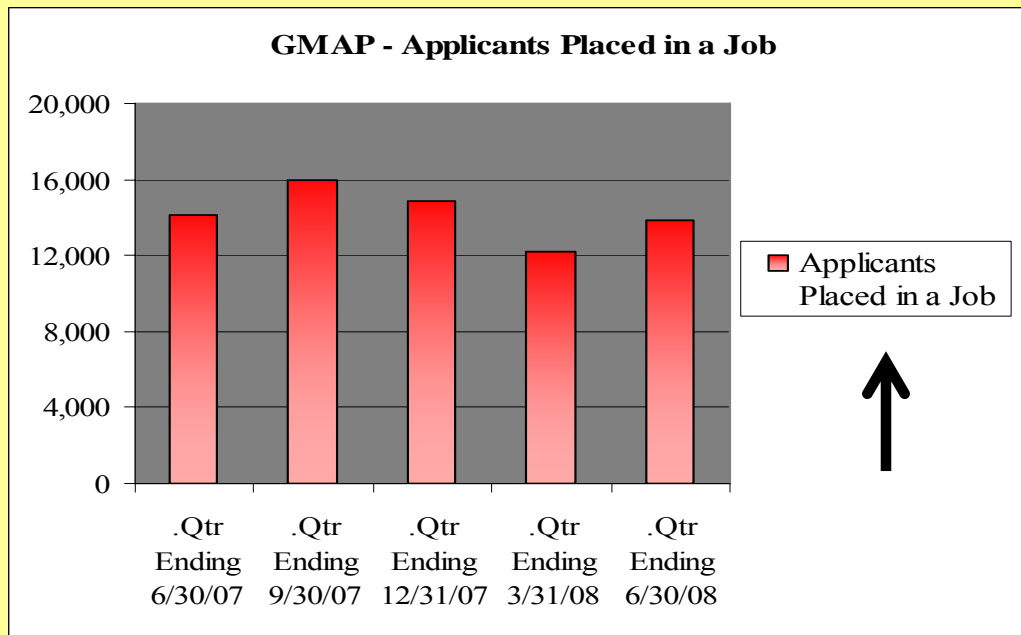
**7.1a-2 Job Openings (Request for workers):** This graph depicts South Carolina job openings posted with our Agency, by quarter, after implementing GMAP. After suffering through consecutive quarters of declining openings, the Agency increased openings received in the most recent quarter.



**7.1a-3 Applicants Placed in a Job:** This graph depicts the number of registered applicants who were placed in a job by our agency, by program year. Our goal is to increase the overall placement numbers yearly. Despite the economic slowdown, the number of applicants placed was 55,023, a slight increase from the previous program year.

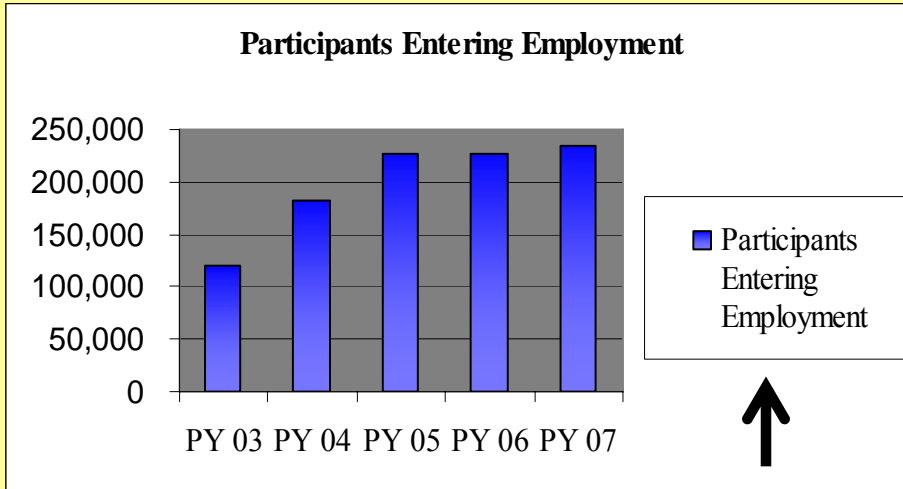


**7.1a-4 Applicants Placed in a Job:** This graph depicts the number of registered applicants who were placed in a job by our agency, by quarter. For quarter ending 6/30/08, the number of applicants placed was 13,808, an increase of approximately 2,597 from the previous quarter.

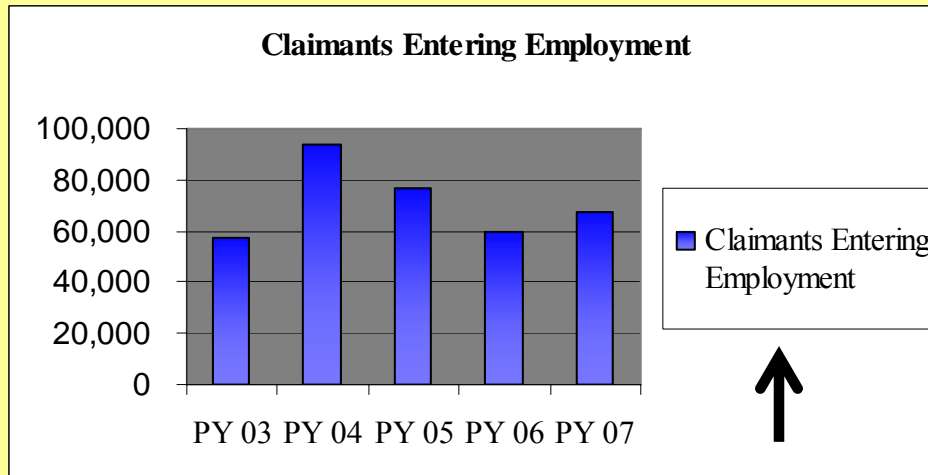




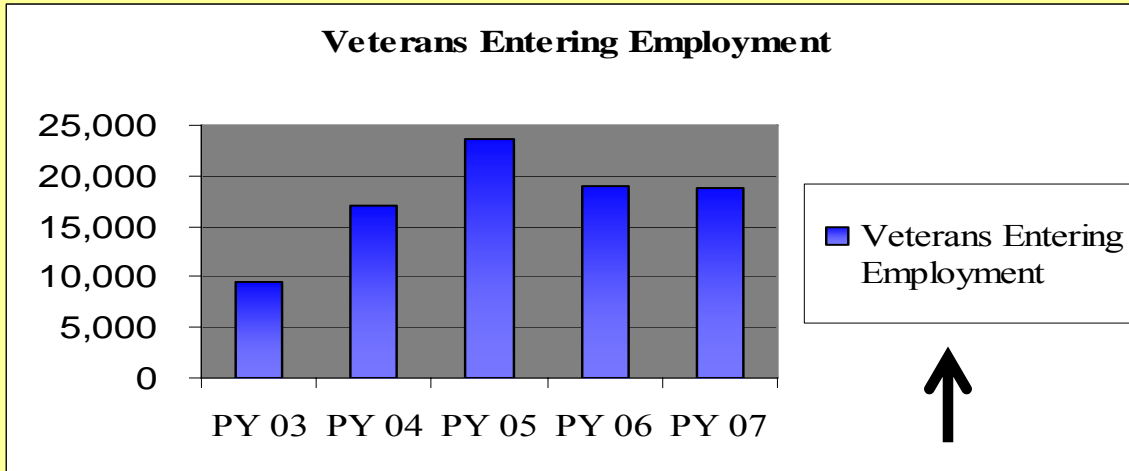
**7.1a-5 Participants Entering Employment:** This graph depicts the number of participants that entered employment in the first quarter after exiting the labor exchange program. PY 07 marked the highest level since this measurement was implemented.



**7.1a-6 Claimants Entering Employment:** This graph depicts the number of claimants that entered employment in the first quarter after exiting the labor exchange program. After three years of decline, PY 07 showed an increase of over 7,500 claimants entering employment.



**7.1a-7 Veterans Entering Employment:** This graph depicts the number of Veterans that entered employment in the first quarter after exiting the labor exchange program. A decline in the number of Veteran participants led to the decline in the number entering employment in PY 07.



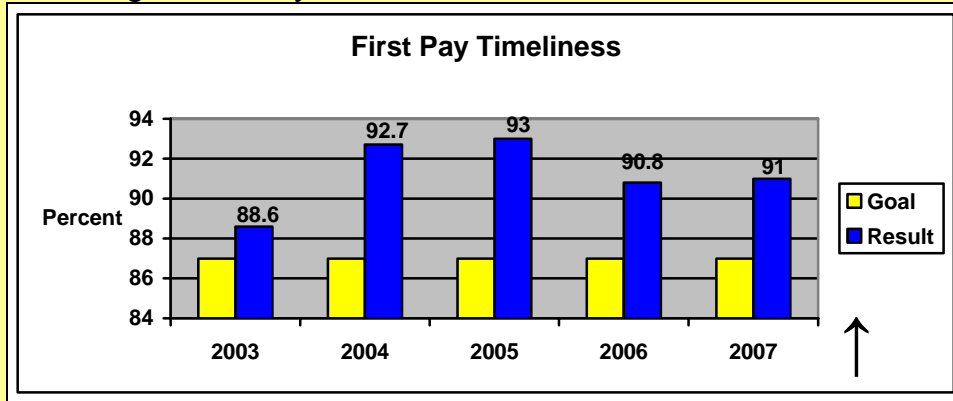
**7.1b - Mission Accomplishment - Unemployment Insurance (UI)**

Consistently met or exceeded all but one performance standard (over seventy) set by USDOL for UI related activities (Tax, Benefits, and Appeals).

**7.1b-1 Payment of Claims:** The program’s mission is to promote economic and employment stability and relieve the hardships of unemployment through the payment of employer financed insurance benefits to eligible unemployed individuals. The program’s objective is the accurate determination of employer liability, customer friendly unemployment insurance claims services, quality determinations of initial and continuing claimant eligibility, timely benefit payments on a continuing basis, and quality control programs to ensure efficient and effective program performance.

Total Initial Claims	July 2003 - June 2004	347,884
	July 2004 - June 2005	313,629
	July 2005 - June 2006	299,975
	July 2006 - June 2007	304,464
	July 2007 - June 2008	292,661
Total Weeks Claimed	July 2003 - June 2004	2,437,820
	July 2004 - June 2005	2,129,960
	July 2005 - June 2006	1,515,302
	July 2006 - June 2007	1,998,836
	July 2007 - June 2008	1,964,982

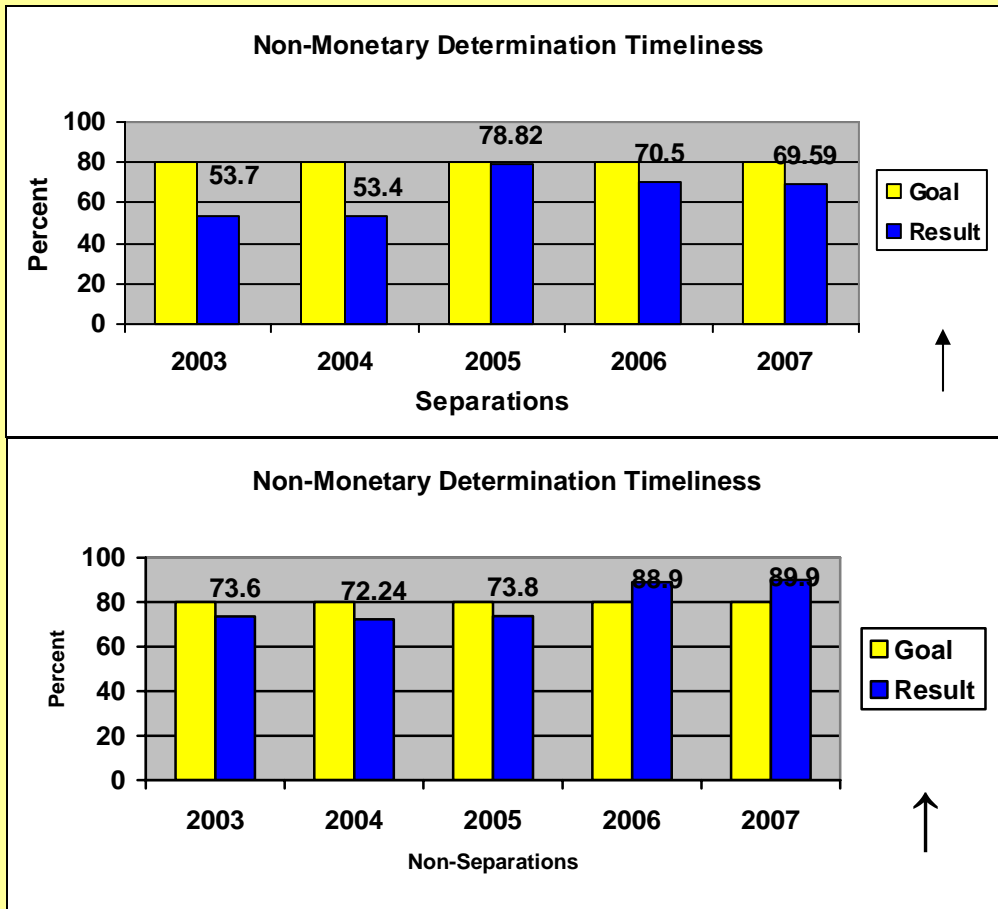
**7.1b-2 First Payment Timeliness:** Payment should be made within 14 days of the first claim week-ending date after the waiting week has ended. The criterion for this measure is 87% of first payments being made timely.



**For First Payment Timeliness:**

The 2003 S.C. score was the 23<sup>rd</sup> highest in the country.  
 The 2004 S.C. score was the 34<sup>th</sup> highest in the country.  
 The 2005 S.C. score was the 17<sup>th</sup> highest in the country.  
 The 2006 S.C. score was the 19<sup>th</sup> highest in the country.  
 The 2007 S.C. score was the 21<sup>st</sup> highest in the country.

**7.1b-3 Non-monetary Determination Timeliness:** The eligibility determination should be made within 14 days of detecting an “issue” during a claim series (non-separation) and within 21 days for issues detected when the initial claim is filed (separation). “Issues” are anything that has potential to affect a claimant’s past, present, or future benefits rights. The criterion is 80% of the issues will be handled within the 14 or 21 day time period.



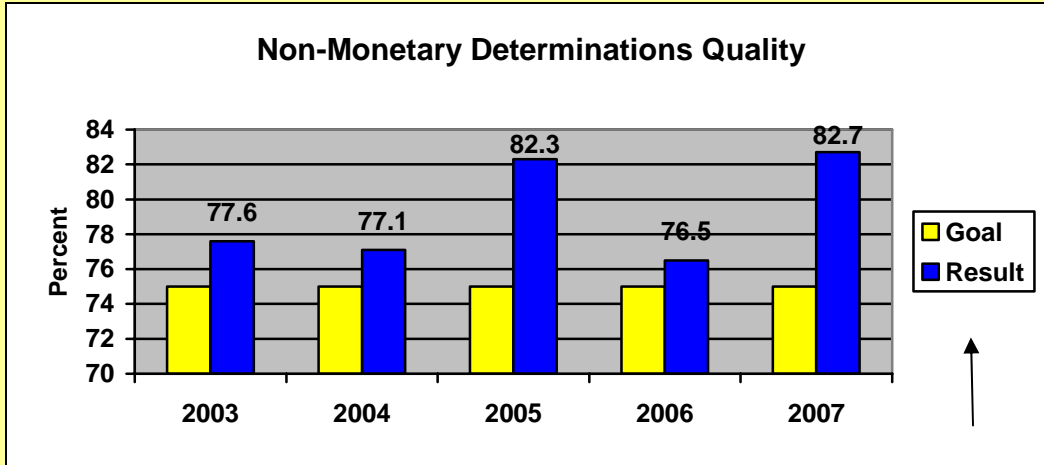
**For Separation Determination Timeliness:**

The 2003 S.C. score was the 42<sup>nd</sup> highest in the country.  
 The 2004 S.C. score was the 28<sup>th</sup> highest in the country.  
 The 2005 S.C. score was the 13<sup>th</sup> highest in the country.  
 The 2006 S.C. score was the 32<sup>nd</sup> highest in the country.  
 The 2007 S.C. score was the 32<sup>nd</sup> highest in the country.

**For Non-separations Determination Timeliness:**

The 2003 S.C. score was the 22<sup>nd</sup> highest in the country.  
 The 2004 S.C. score was the 29<sup>th</sup> highest in the country.  
 The 2005 S.C. score was the 32<sup>nd</sup> highest in the country.  
 The 2006 S.C. score was the 20<sup>th</sup> highest in the country.  
 The 2007 S.C. score was the 24<sup>th</sup> highest in the country.

**7.1b-4 Non-Monetary Determinations Quality:** Samples of eligibility determinations are evaluated using federal guidelines to ensure proper decisions are made. The criterion for this is 75% of the evaluated determinations must score at least 80 points.

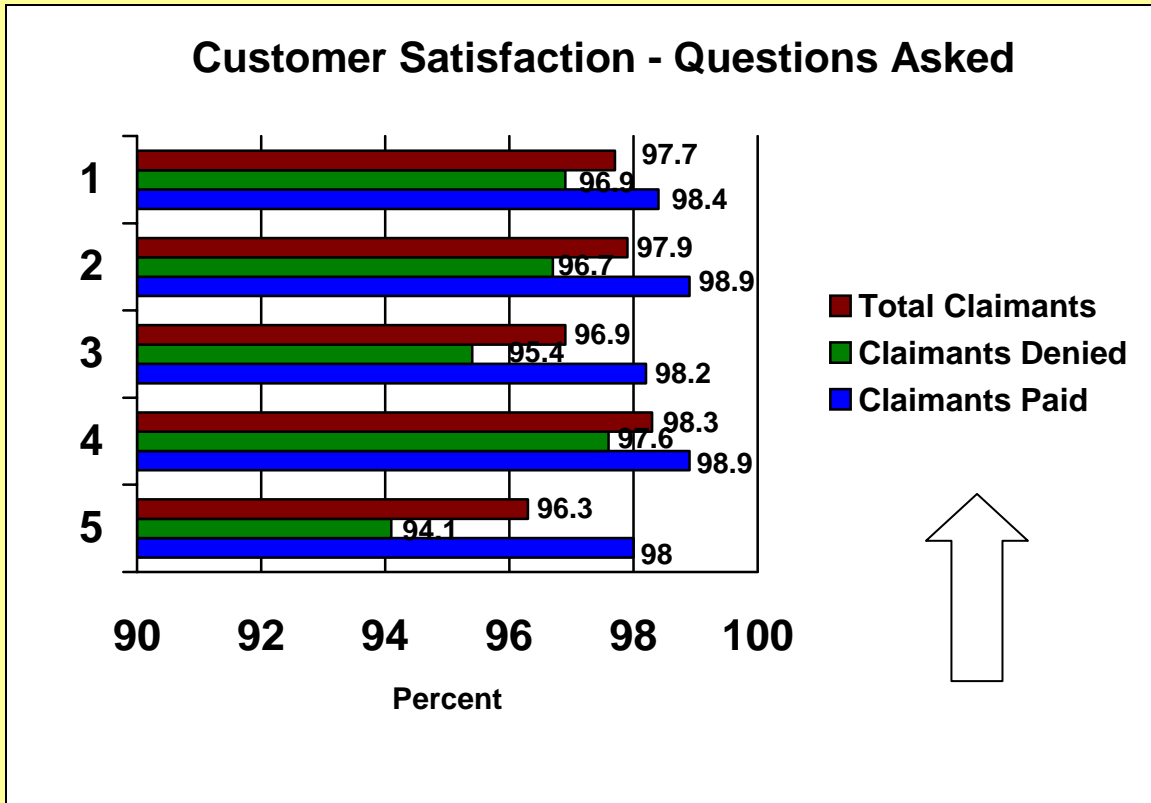


**For Non-Monetary Determinations Quality:**

- The 2003 S.C. score was the 26<sup>th</sup> highest in the country.
- The 2004 S.C. score was the 23<sup>rd</sup> highest in the country.
- The 2005 S.C. score was the 44<sup>th</sup> highest in the country.
- The 2006 S.C. score was the 25<sup>th</sup> highest in the country.
- The 2007 S.C. score was the 13<sup>th</sup> highest in the country.

**7.2-1 Customer Satisfaction:** Percent positive responses to questions asked during Quality Control investigations of sampled cases. (Based on 3,309 total responses as of July 2008. Survey began July 5, 2004.)

1. Were you treated courteously and professionally?
2. Were forms easy to understand and complete?
3. Were you given adequate instructions?
4. Were you given an opportunity to ask questions?
5. Were your questions answered?



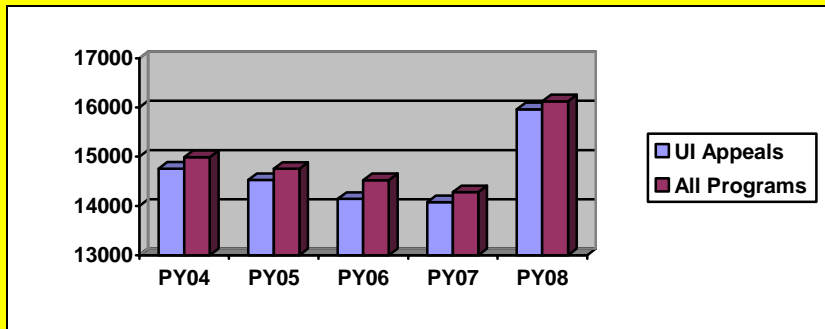
**7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?**

The Legal Department employs three attorneys who represent the Commission and provide legal support and advice to the Agency’s divisions. It also manages and oversees the Commission Appeals Unit and Lower Authority Appeals. These units are responsible for handling appeals in unemployment compensation cases as well as cases involving tax liability and employment status.

The United States Department of Labor sets desired levels of achievement for handling appeals so that decisions on claimants’ entitlement to unemployment compensation will be made in a timely manner after fair hearings that protect the parties’ due process rights.

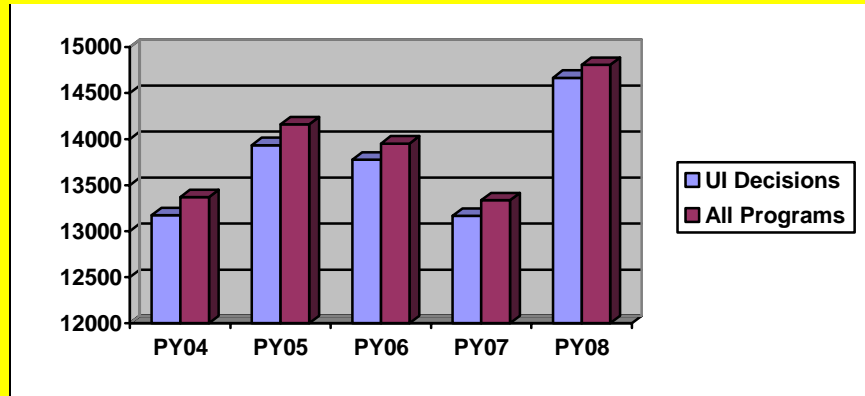
**Workload** - Over the past several years the Lower Authority Appeals case load increased from eight to ten thousand annual cases (in PY01) to over fourteen thousand annual cases (from PY02 forward).

**7.6-1 Lower Authority Appeals Received:** This graph depicts the annual number of appeals received over the last five years during which elevated numbers have continued. In PY08, there were 15,961 UI Appeals received and 16,126 appeals in all programs which is an increase of over 1,800 cases from PY07.



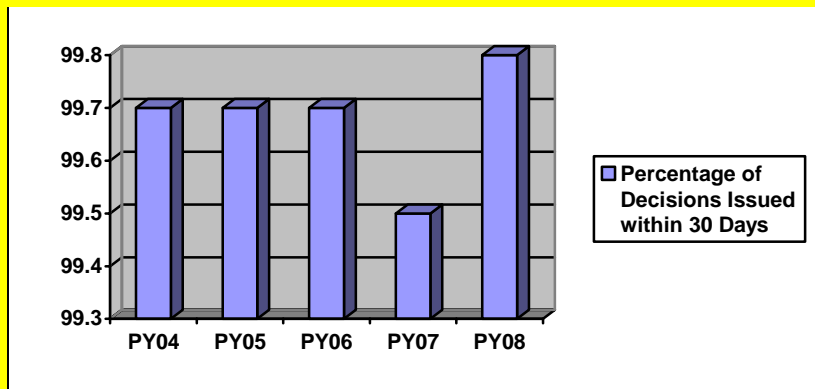
**Timeliness** - In spite of a continuing elevated caseload (the five-year average is up 145% over PY01), Lower Authority continues to lead Region 3 in issuing almost all of its decisions within thirty days. We continue to issue more than 13,000 decisions annually, up from fewer than 10,000 decisions issued in PY01.

**7.6-2 Lower Authority Decisions Issued:** This graph depicts the annual number of decisions issued over the last five years. PY08 represents a new peak with 14,666 UI decisions issued and a total of 14,806 decisions issued across all programs.



The Department of Labor’s desired level of achievement is for 60% of decisions to be issued within 30 days of the appeal-filed date and for 80% to be issued within 45 days of the appeal filed date.

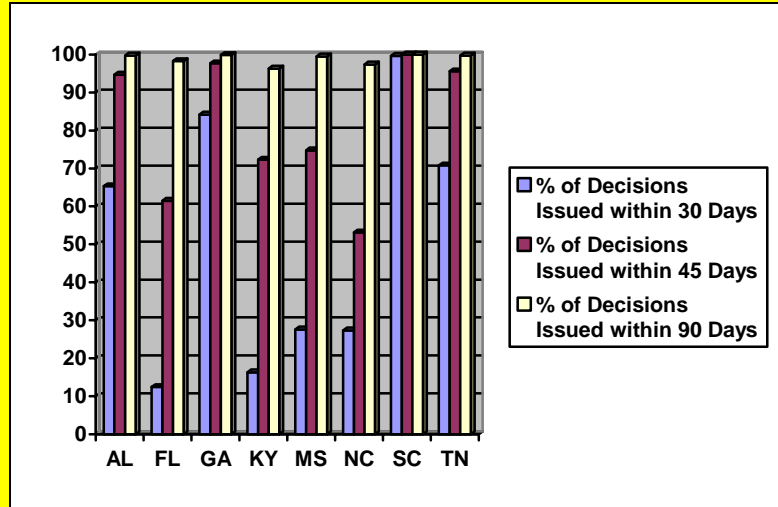
**7.6-3 Percentage of Decisions issued within 30 Days:** This graph shows that Lower Authority Appeals has exceeded the Department of Labor goals by issuing nearly 100% of its decisions within 30 days of the date the appeal was filed.



The most recent regional numbers are for April 1, 2007 through March 31, 2008.

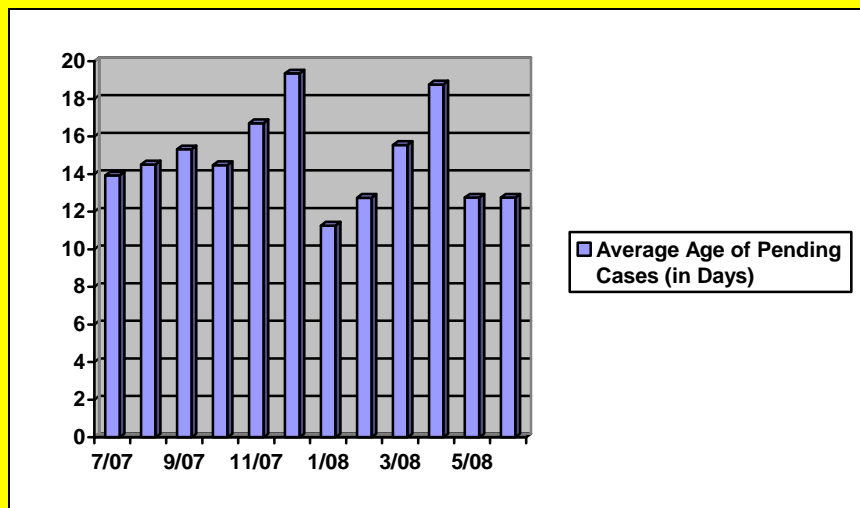


**7.6-4 Regional Time Lapse Percentages:** This graph shows Lower Authority Appeals leads Region 3 in all the timeliness measures for decisions issued. South Carolina reached 99.7% within 30 days, 100% within 45 days, and 100% within 90 days.

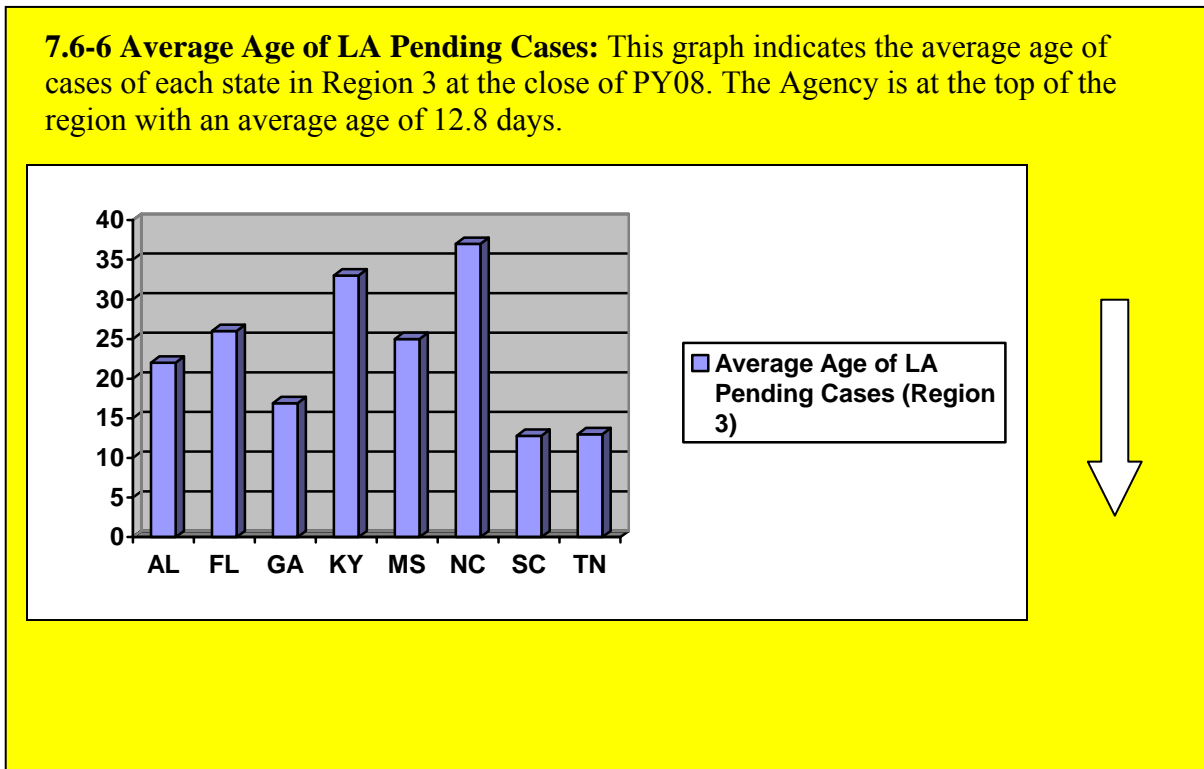


In addition to the traditional measure of the time it takes to hear a case and issue a decision, the USDOL has begun measuring the age of pending cases. For Lower Authority Appeals, the proposed standard is 30 days.

**7.6-5 Average Age of Pending Cases:** We began tracking case age in January 2006. This graph shows that we have done an exceptional job by this measure as well.



The Agency is at the top of the region for case aging at the close of the program year. (Graph 7.6-6)

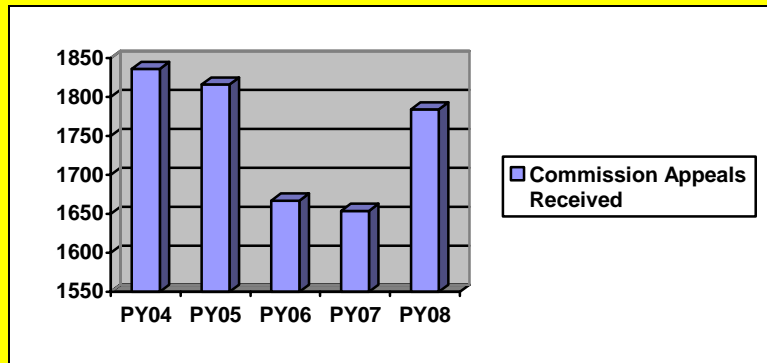


Quality Measures - The Department of Labor requires that 80% of appeals must pass with scores of at least 85%. Lower Authority has continued to score well on the quality measures. The Regional data from July 2007 through March 2008 shows Lower Authority at 100%.

Commission Appeals - Employers and claimants who are dissatisfied with the results of Lower Authority decisions have the legal right to appeal to the Commission. The Commission reviews each case on the basis of the record created before the hearing officers. However, the Commission, by law, is the Agency's final finder of fact. Therefore, not only can it reach different legal conclusions, it can also make its own assessment on the credibility and weight of the testimony and other evidence presented.

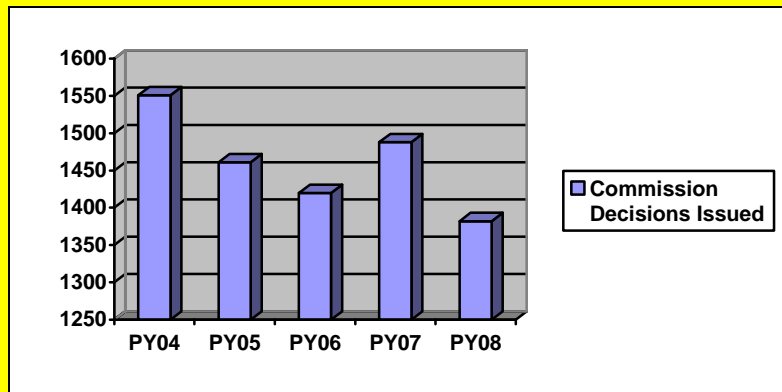
Workload - Since the number of cases heard and decided by Lower Authority Appeals remains high, the Commission workload also remains elevated going from less than 1,200 appeals received in PY01 but since then averaging over 1,750 cases annually. The average for the five years after PY01 shows an increase of over 145%, which is comparable to the increase experienced by Lower Authority Appeals. (See Graph 7.6-7) It also bears noting that appeals increased over the last six months of the program year. Overall, PY08 reverses the trend of slight decreases that we have seen over the previous four years.

**7.6-7 Commission Appeals Received:** The Agency received 1,784 Commission appeals in PY08.



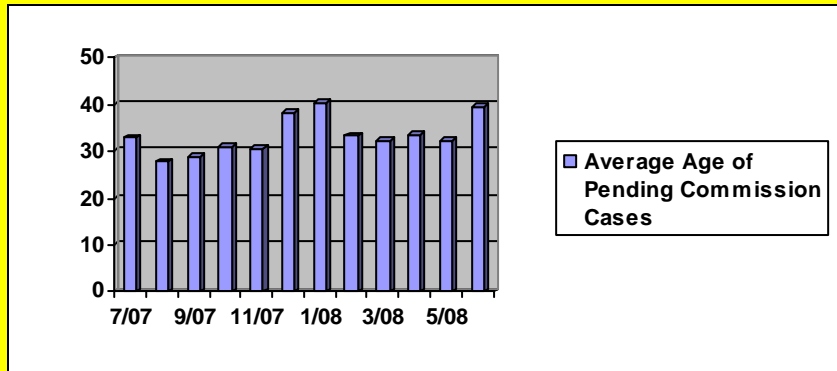
The increase in appeals received has directly affected the number of decisions issued and, these, too, (as shown in Table 7.6-8) have decreased slightly though we do not appear to be returning to pre-PY01 levels. There was a slight increase in decisions issued in PY07 over PY05 and PY06. The increase in appeals received over the last six months will show up as an increase in decisions issued for PY09.

**7.6-8 Commission Decisions Issued:** There were 1,382 Commission decisions issued in PY08.



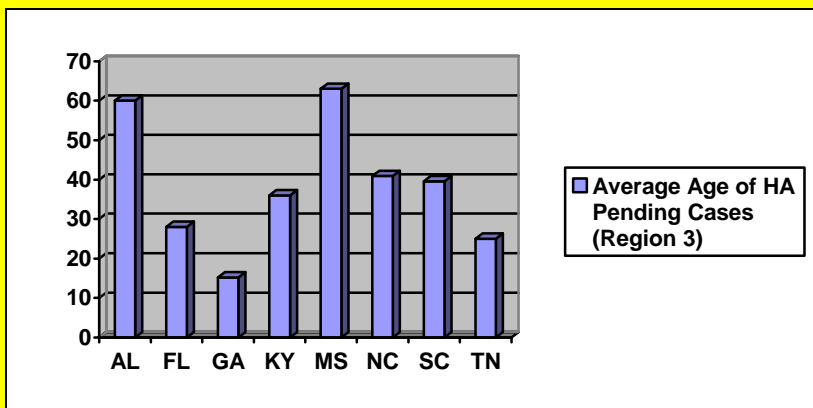
Commission Timeliness - To encourage prompt resolution of appeals, the Department of Labor sets the desired level of achievement for Higher Authority Appeals at 50% within 45 days, 80% within 75 days, and 95% within 150 days. We are not meeting the 45-day goal but have improved to 44.5% in PY 08. However, we have met the 75-day goal of 80% with 88.06% in PY 08. In addition, we have exceeded the 150-day goal, issuing 99.9% of decisions within 50 days. As of April 1, 2007 through March 31, 2008, we remain last in the region in 45-day time lapse. We have overtaken Alabama and are closing in on Kentucky and North Carolina in the 75-day goal. In the 150-day goal, we are in a virtual tie at the top with Florida, Georgia and Tennessee.

**7.6-9 Average Age of Pending Commission Cases:** Under the new federal standard measuring the average age of pending cases, we have been able to reduce the average age of our pending cases to meet the federal guideline of 40 days.



In Region 3, we rank fifth, just ahead of North Carolina and just behind Kentucky (Graph 7.6-10). It is realistic to expect us to approach the performance of Florida and Tennessee as we begin to work on reducing the backlog of pending cases.

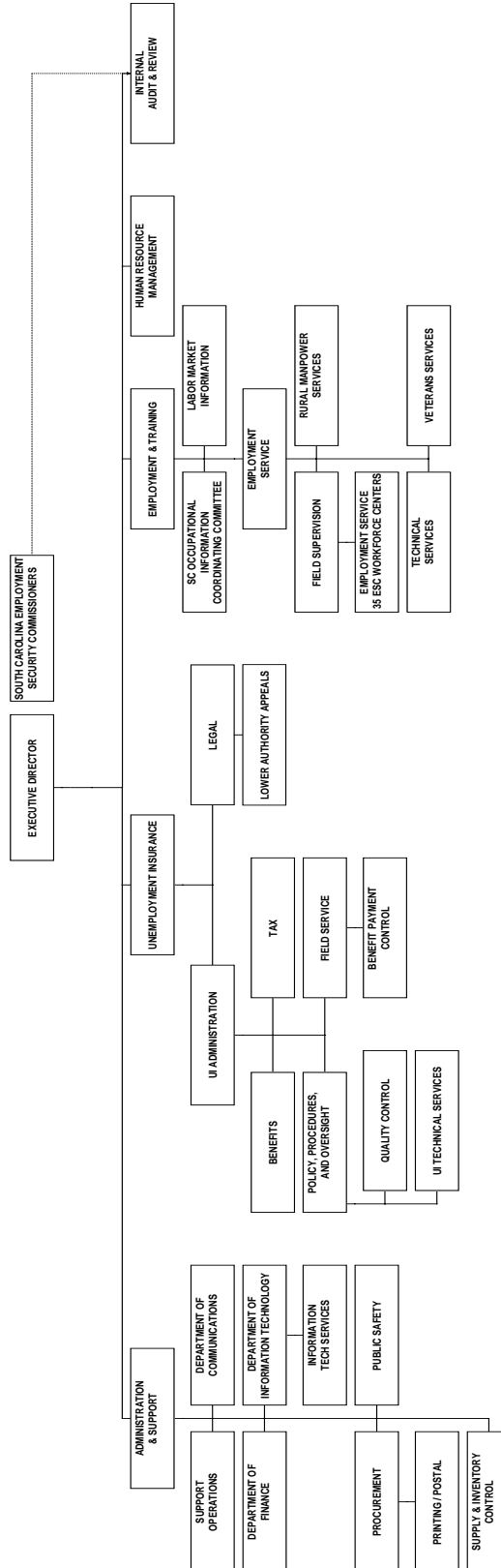
**7.6-10 Average Age of HA (Commission) Pending Cases:** This graph shows the Agency's performance in relation to other states in Region 3. The Agency's average case age in this category is 39.6 days.



Overview - Commission Appeals and Lower Authority Appeals continue to do a good job handling an elevated workload, dealing with staffing problems, and meeting the expectations of the Commissioners and our clients.

## Section IV: Appendix I - Organizational Structure

### SOUTH CAROLINA EMPLOYMENT SECURITY COMMISSION ORGANIZATIONAL CHART JUNE 30, 2008



**Appendix II - Expenditures/Appropriations Chart**

**Accountability Report Appropriations/Expenditures Chart**

**Base Budget Expenditures and Appropriations**

Major Budget Categories	FY 06-07 Actual Expenditures		FY 07-08 Actual Expenditures		FY 08-09 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$38,442,532		\$39,930,004	\$153,209	\$52,642,605	
Other Operating	\$13,351,790	\$441,247	\$14,877,811	\$622,896	\$22,304,035	\$803,724
Debt Services	\$357,108		\$319,997		\$357,108	
Permanent Improvements	\$732,203		\$502,163			
Case Services	\$6,561,227		\$8,480,693		\$1,200,000	
Distributions to Subdivisions	\$108,700		\$417,192		\$92,000	
Fringe Benefits	\$10,981,839		\$11,862,464	\$44,824	\$15,109,005	
Non-recurring						
<b>Total</b>	<b>\$70,535,399</b>	<b>\$441,247</b>	<b>\$76,390,324</b>	<b>\$820,929</b>	<b>\$91,704,753</b>	<b>\$803,724</b>

**Other Expenditures**

Sources of Funds	FY 06-07 Actual Expenditures	FY 07-08 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds	\$ 933,189	
Bonds		

**Appendix III - Major Program Areas Chart**

**Major Program Areas**

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross References for Financial Results*
I Admin	To provide executive leadership and administrative services for the Agency.	State: 0.00 Federal: 6,790,426.00 Other: 1,752,509.00 Total: 8,542,935.00 % of Total Budget: 12%	State: 0.00 Federal: 7,958,689.00 Other: 1,728,598.00 Total: 9,687,287.00 % of Total Budget: 13%	Appendix II, p. 53 Appendix IV, p. 55
II ES	To provide for the matching of job seekers with employers who need workers	State: 0.00 Federal: 13,167,980.00 Other: 11,284,628.00 Total: 24,452,608.00 % of Total Budget: 34%	State: 0.00 Federal: 14,326,604.00 Other: 15,216,646.00 Total: 29,543,250.00 % of Total Budget: 39%	# 23, p. 4 7.1a - 3, p. 39 7.1a - 4, p. 39
III UI	To provide for assessing and collecting Unemployment Insurance taxes. Oversees the filing of unemployment claims and benefit payments.	State: 0.00 Federal: 34,886,127.00 Other: 1,730,994.00 Total: 36,617,121.00 % of Total Budget: 51%	State: 0.00 Federal: 29,390,860.00 Other: 6,946,569.00 Total: 36,337,429.00 % of Total Budget: 47%	# 30, p. 4 7.1b - 1, p. 41
IV SCOIS	To provide information to improve the way young people and adults plan careers, make educational training decisions and find jobs.	State: 441,248.00 Federal: 0.00 Other: 290,677.00 Total: 731,925.00 % of Total Budget: 1%	State: 820,930.00 Federal: 0.00 Other: 0.00 Total: 820,930.00 % of Total Budget: 1%	# 15, p. 3 # 16, p. 3
<b>Below: List any programs not included above and show the remainder of expenditures by source of funds.</b>				
<b>Remainder of Expenditures:</b>		State:	State:	
1. SCEIS Implementation - Col 1 - Other		Federal: 187,510.00	Federal:	
2. Cap Proj - Col 1 - Federal & Other		Other: 936,489.00	Other:	2,150.00
3. Cap Proj - Col 2 - Other		Total: 1,123,999.00	Total:	
		% of Total Budget: 2%	% of Total Budget:	0%

\* 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.

## Appendix IV - Financial Performance

### 7.3 - Financial Performance

#### Agency Revenue 2007 - 2008

State Appropriation	\$823,157.00
Other Operating	\$298,982.00
Contracts	\$9,759,864.00
Consortium Contracts	\$115,322.00
Trade Adjustment Assistance (TAA)	\$3,243,514.00
TAA Allowances	\$4,253,856.00
Contingency Assessment Fund	\$7,483,666.00
Media Services	\$3,731.00
Child Support Intercept	\$5,461.00
Parking Fees	\$55,265.00
Capital Projects - Other Funds	\$2,150.00
Reed Act Funds	\$18,046.00
Employment Services	\$10,186,336.00
Unemployment Insurance	\$31,322,280.00
Special Administration Fund	\$1,469,678.00
Disabled Veterans Outreach Program (DVOP)	\$1,310,455.00
Bureau of Labor Statistics (BLS)	\$1,416,897.00
ES Reimbursement Grant	\$336,356.00
Local Veterans Employment Representative (LVER)	\$1,664,252.00
Reintegration of Homeless Veterans into Labor Force	\$146,871.00
Disability Program Navigator	\$676,395.00
Trade Adjustment Assistance Training	\$4,341,604.00
Less Carry-In Federal	<u>-\$2,206,830.00</u>
<b>Total</b>	<b><u>\$ 76,727,308.00</u></b>



## Appendix V - Accountability Report Acronyms

<b>ACH</b>	Automated Clearinghouse
<b>ADA</b>	Americans with Disabilities Act
<b>BENCLAIM</b>	Benefit Claims (filed by employers)
<b>BLS</b>	Bureau of Labor Statistics
<b>CATT</b>	Center for Accelerated Technology Training
<b>CY</b>	Calendar Year
<b>DBTAC</b>	Disability and Business Technical Assistance Center
<b>DVD</b>	Digital Video Disc
<b>E &amp; T</b>	Employment and Training
<b>EEO</b>	Equal Employment Opportunity
<b>EPMS</b>	Employee Performance Management System
<b>ES</b>	Employment Service
<b>eTrack</b>	Employment Tracking system
<b>FTP</b>	File Transfer Protocol
<b>FUTA</b>	Federal Unemployment Tax Act
<b>FY</b>	Fiscal Year
<b>GMAP</b>	Government Management, Accountability and Performance
<b>HA</b>	Higher Authority (Commission)
<b>HRM</b>	Human Resource Management
<b>H2A</b>	Temporary agricultural guest worker program
<b>IAWP</b>	International Association of Workforce Professionals
<b>IT</b>	Information Technology
<b>IVR</b>	Interactive Voice Response
<b>LA</b>	Lower Authority
<b>LMI</b>	Labor Market Information
<b>LWIB</b>	Local Workforce Investment Board
<b>OSHA</b>	Occupational Safety and Health Administration
<b>PY</b>	Program Year
<b>QC</b>	Quality Control
<b>SCANS</b>	Secretary's (of Labor) Commission on Achieving Necessary Skills
<b>SCBOS</b>	South Carolina Business One Stop
<b>SCESC</b>	South Carolina Employment Security Commission
<b>SCETV</b>	South Carolina Educational Television
<b>SCJL</b>	South Carolina JobLink
<b>SCOICC</b>	South Carolina Occupational Information Coordinating Committee
<b>SCOIS</b>	South Carolina Occupational Information System
<b>SHRM</b>	Society for Human Resource Management
<b>SMART</b>	Specific, Measurable, Action-oriented, Relevant, Time bound
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, Threats
<b>UI</b>	Unemployment Insurance
<b>USDOL</b>	United States Department of Labor
<b>WIA</b>	Workforce Investment Act
<b>WIB</b>	Workforce Investment Board