AGENCY NAME:	Department of Employment and Workforce	
AGENCY CODE:	R600	SECTION:

Fiscal Year 2015-16
Accountability Report

SUBMISSION FORM

AGENCY MISSION	The mission of the South Carolina Department of Employment and Workforce (DEW) is to promote and support an effective, customer-driven workforce system that facilitates financial stability and economic prosperity for employers, individuals, and communities.

AGENCY VISION	South Carolinians will view the South Carolina Department of Employment and Workforce as an efficient, transparent, customer-friendly partner in providing quality workforce solutions.

Please state yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

RESTRUCTURING RECOMMENDATIONS:	Executive Director Stanton believes providing a working environment that invites new ideas and promotes a healthy lifestyle is essential for the agency to successfully achieve its goals and strategies. Part of her plan is the development of an agency growth and development model for divisions to foster better service for the agency's customers and to provide career paths for employees to help address staff retention. The agency recently created career paths for it Workforce Economic Development (WED) division that through the restructuring, duties were aligned allowing for cross training which increases efficiencies. This effort also reduces duplication in the workflow process. This strategy also provides a clear career path for division's employees. The agency is taking this approach to its other divisions to streamline and improve the workflow process.

Please identify your agency's preferred contacts for this year's accountability report.

	Name	*Phone*	*Email*
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I have reviewed and approved the enclosed FY 2015-16 Accountability Report, which is complete and accurate to the extent of my knowledge.

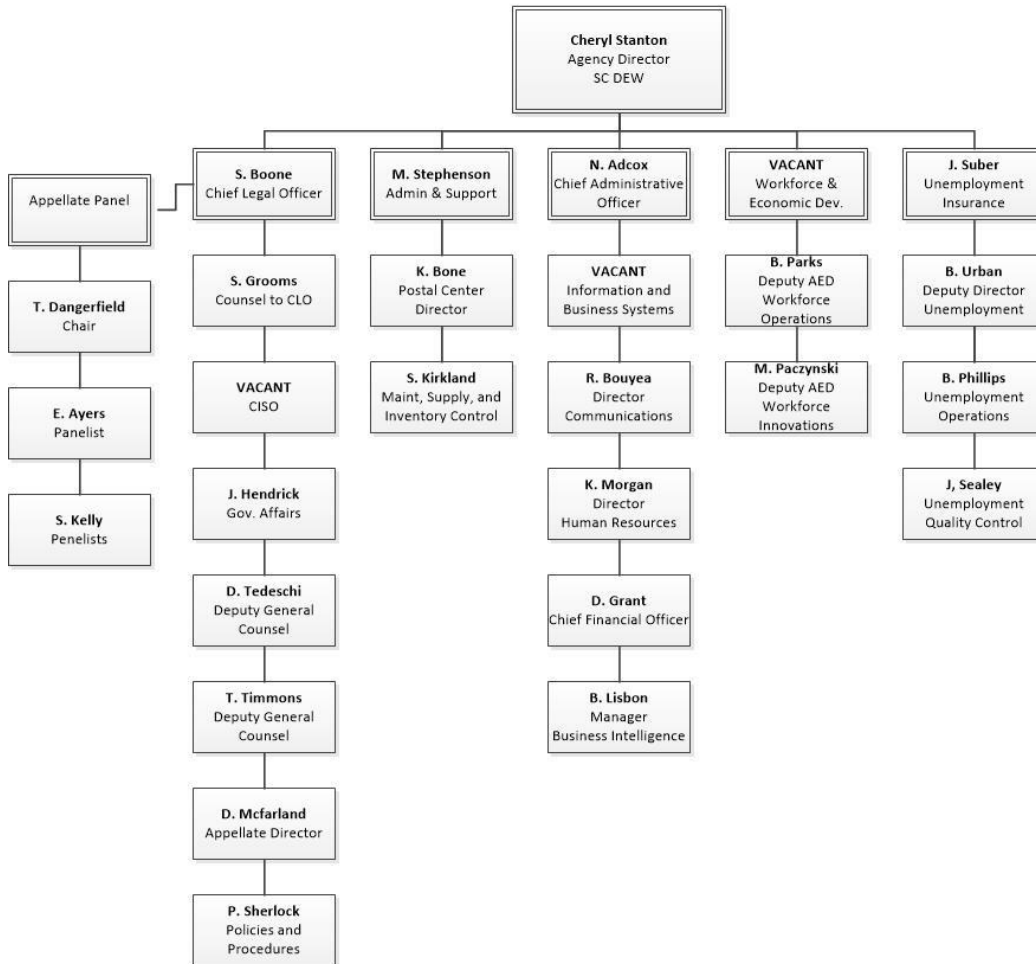| **AGENCY DIRECTOR** *(SIGN AND DATE)*:	*Cheryl M Stanton* 9/15/2016
(TYPE/PRINT NAME):	Cheryl M. Stanton

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

AGENCY'S DISCUSSION AND ANALYSIS

Organization

SC Department of Employment and Workforce
9/15/2016

Summary

During Fiscal Year 2015-16, South Carolina's workforce picture has brightened considerably. The state's unemployment rate had dropped to a 15-year low, as a record number of people, nearly 2.2 million, were working across the state. The state's unemployment rate for veterans remains one of the lowest in the nation. To help those seeking employment, the agency provided nearly 5 million services to more than 1 million individuals, placing more than 109,000 into jobs. DEW also has developed partnerships to help match people to jobs, provide training and access to educational programs. One initiative DEW is launching is the SC Talent Pipeline, also known as Sector Strategies, to ensure that businesses have a pool of ready and skilled workers to fill their positions. Working hand-in-hand with

this initiative is the SC Work Ready Communities program. Recently South Carolina became the first state in the nation to have all counties certified as Work Ready Communities. This lets existing and future employers know that each county's workforce has the skills needed to fill and perform their jobs. The agency also was able to cut Unemployment Insurance taxes for the second consecutive year saving taxpayers more than $151 million over that period. The agency is also able to rebuild the Trust Fund while providing the tax relief and by aggressively collecting overpayments. For the coming year, DEW continues to build upon the strategic and operational planning of the previous fiscal year. Having previously established and approved a strategic plan, this fiscal year was about communicating the plan, executing the previously identified action items and receiving feedback about additional items needed. The agency identified five major areas of focus and incorporated them into the strategic plan. These focus areas are 1) Security, 2) Mission, 3) Employees, 4) Customer Service and 5) Efficiency.

Security

DEW has taken a broad and holistic approach the issue of security. Information Systems, while a critical component of a security program, are not our only focus.

The physical safety and security of our employees and stakeholders is also very important to the agency. DEW has worked diligently to provide 24 hour security monitoring and surveillance, as well as armed security guards before, during, and after normal business hours. This security detail manages the logging of visitors and ensures that all individuals who enter central office facilities have a legitimate need or right to be there. Ongoing staff training and education seeks to reinforce the importance of information security best practices, including physical safeguards, clearly visible IDs, proper handling of sensitive printed data, and the necessity of reporting any perceived deviations from best practice or relevant policies.

The Security First initiative provides information and tips to employees around topics such as physical security, email phishing, secure data handling, how to reduce the risk of malicious network attacks, social engineering, and safe browsing. The Security First initiative has been incorporated into weekly discussions with the agency's divisional leadership to discuss current events and information security developments that could potentially impact the agency.

The agency is in the process of revamping the manner in which it provides data access. Reviews have been initiated on agency systems to ensure that users only have access to the data/information that they need to perform their specific duties. Newly implemented systems are designed and configured to ensure that they integrate the necessary controls to sufficiently segregate data classes and control data access.

The agency continues to review and improve its Business Continuity plan. Most recently, the plan was successfully utilized in a limited capacity during the statewide flooding of October 2015. This plan outlines a comprehensive strategy to accommodate the people, processes, and technology that ensure the availability and integrity of agency data, business processes, and services are maintained and restored within maximum allowable timelines. Ancillary to this effort, a major milestone was reached for the agency with the turn up of a remote disaster recovery and data replication site. All of the agency's mission critical applications and data are replicated to a warm recovery site located in Clemson South Carolina. Synced data and applications at this location can quickly get the agency up and running in the event of a loss of the main data center.

Finally, DEW continues to partner with and utilize the resources provided by the Department of Administration's Department of Technology Operations. DEW also takes advantage of the multiple monitoring and alerting services that the Division of Information Security has made available. Partnership with the DIS also facilitates the implementation of new security related technologies and policies as they are developed and made available to state agencies.

Mission

To uphold the agency's mission to promote and support an effective, customer-driven workforce system that facilitates financial stability and economic prosperity for employers, individuals, and communities, DEW has taken several steps to help the citizens of South Carolina including providing funds to help people recover from the historic flood of 2015, helped people find jobs, provided training to help businesses retain workers and provide businesses with a pool of qualified workers to support economic development.

Following the historic flooding in October 2015, DEW applied for disaster funding to arrange temporary work for unemployed workers, assist with clean-up efforts, and provided access to essential services and support for citizens affected by the storm. The agency was able to award $3,223,968 in federal funds to support assistance in 24 counties. DEW's employees and partners worked hard to make process and system changes to support citizens in need.

EvolveSC was developed from a concept and implemented to a fully operational program under the guidance and support of the State Workforce Development Board (SWDB). Thirty-seven employers received a portion of the $740,862 available SWDB appropriated funding, providing training to 831 new and incumbent workers.

SWDB provides direction to DEW and the workforce system on workforce development issues, particularly those pertaining to the Workforce Innovation and Opportunity Act. The board is comprised of a majority of business leaders. Other members include legislators of the S.C. Senate and House of Representatives, local elected officials, workforce partners and representatives of community-based organizations. Members of the board are appointed by and serve at the pleasure of the governor. SWDB was reconstituted to align membership with the workforce, economic development, education and non-profit partners that represent the state's workforce development system, and to comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA). As a result, 20 new members have been added to the board and were provided orientation and training. New members were paired with a tenured board member to develop a mentoring relationship. SWDB strongly supports and promotes registered apprenticeships. The board developed and deployed an initiative to provide apprenticeship opportunities for priority populations. As a result, SWDB awarded:

- $148,200 to TriCounty Technical College to provide apprenticeship opportunities in highway construction for at least 72 ex-offenders.
- $119,000 to the Charleston Metro Chamber of Commerce to provide apprenticeship opportunities in high growth industries for at least 68 youth with barriers to employment.

Based on the needs of various identified populations, SWDB's Board Governance committee established the Priority Populations committee. The Committee Charter is based on strengthening South Carolina's workforce system through strategies and policies that ensure priority populations – youth, ex-offenders, veterans, low-income and individuals with disabilities – are served.

Under the leadership and vision of SWDB and the South Carolina Chamber of Commerce, two separate symposiums, one held by the Chamber of Commerce for businesses and the other by SWDB, were merged, saving the state $40,000. The state chamber hosted the symposium with the State Workforce Development Board as a major sponsor. This fostered an environment for businesses and the workforce community to talk directly about South Carolina's workforce challenges and initiatives, as approximately 200 participants equally representing businesses and the workforce system attended. The agency has improved the availability of key economic information that is provided to internal and external stakeholders. This year, the agency made available more than 1,200 customized data analysis reports available to external workforce, economic development and education partners. This was an increase of 20 percent in the number of reports from the last reporting period. The agency also made available more than 13,000 performance and reporting data analysis reports to internal agency users representing a 300 percent increase over the previous year.

Working collaboratively with other agencies and organizations is important to the agency in order to meet its goals. This year, South Carolina began a transformative approach to talent development, the S.C. Talent Pipeline, by aligning key partners including economic development, education and workforce around the same goal of creating an ongoing, skilled supply chain for growing industries. Regional, industry-focused methods to building skilled workforces, based on data, are one of the most effective ways to ensure partners are working toward the same goals and addressing the talent needs of businesses. As part of this initiative, DEW, the S.C. Department of Commerce, the S.C. Department of Education and the State Technical College System partnered to address the talent pipeline gap.

In 2014, DEW and the S.C. Department of Corrections (SCDC) developed a pilot program where a case manager from DEW was placed onsite with laptops and materials to assist qualified returning citizens in work-skills training. Ninety days prior to release, ex-offenders begin a one-hour class each day, that includes mock interviews, resume assistance, basic computer skills, introduction to the SC Works system, job search tactics and soft skills. As of June 30, 2016, 694 inmates have enrolled in the program and 511 have completed it.

Recently, South Carolina became the first state in the nation to have all counties certified as Work Ready Communities. The S.C. Work Ready Communities (SCWRC) initiative is a means to measure the quality and capability of a county's workforce. County representatives provide leadership, planning and implementation, local businesses officially support the initiative, and individuals undergo the WorkKeys assessment testing in order to receive a National Career Readiness Certificate (NCRC). NWRC also provides a job profiling asset. Companies can have jobs within their businesses profiled, at no cost. This helps match the skills and skill levels needed for current and future positions with an individual's corresponding WorkKeys tests.

The agency also has partnered with the S.C. National Guard on Operation Palmetto Employment to help veterans find work after they are discharged. Last year, South Carolina's unemployment rate for veterans was 4.3 percent, one of the nation's lowest, and DEW placed 8,000 veterans into jobs.

Employees

On a daily basis, DEW strives to promote and encourage employee engagement, development, and safety. The agency relies on employees to carry out the agency's mission as well as help the agency improve the quality and efficiency of the services provided. It is often said that an organization is only

as good as its people. DEW works hard to ensure our stakeholders are supported by a highly trained and motivated workforce.

Director Stanton conducts Listening Tours that provides an opportunity for critical communication, feedback and interaction. Over the last year, she met with frontline staff and managers no less than 63 times which provided invaluable interaction at all levels of the organization. DEW also committed to better training and evaluation of employees and leaders as a part of our goals and spent considerable time during the fiscal year on staff training. It is critical to the success of the agency that all employees have clear direction along with the tools necessary to perform their duties.

The state's Unemployment Insurance (UI) program hosted its first annual UI Symposium focused on the delivery of the department's training and integrity efforts to agency staff. Among the efforts highlighted during the symposium were the agency's development and implementation planning of the Southeast Consortium Unemployment Insurance Benefits Initiative (SCUBI) and the Tax Modernization Initiative, both of which will improve upon the agency's technology and business practices. These initiatives also will notably enhance employers and citizens of South Carolina's customer service experience with the agency.

DEW updated the EMPS program to a full life-cycle platform for employee accountability and engagement. This effort updated the EPMS process, the policy, and associated forms so that managers have the tools to more appropriately rate employee performance in alignment with agency goals.

A centrally located e-learning tool was implemented to provide training and guidance for both new and seasoned managers. This Manager's Toolkit provides managers with short, on-demand resources on relevant topics. These topics include interviewing candidates, managing employee time tracking and leave, and performance reviews.

In order to promote a healthier work environment, the agency completed 11 Working Well activities. These activities were taken from the Prevention Partners guidelines and included Walking Maps of the local area, partnering with a local farm to provide fresh produce on site, and encouraging water intake by setting challenge goals.

DEW moved to a completely tobacco-free campus in August 2016. The agency provided support and assistance to employees who wished to quit using tobacco by making smoking secession resources and classes available. Every effort was made to help affected employees prepare and transition to a completely tobacco-free workplace.

Customer Service

DEW has focused on enhancing customer service so all internal and external stakeholders receive a high quality of service when interacting with the agency. DEW leadership still views improving Customer Service a top goal of the agency.

DEW developed and delivered six full days of Framework customer service training sessions for staff. To date, 80 percent of all employees have completed all six days of training. Over the past two years, the remaining 20 percent of employees – the majority of whom were hired after the program began – have begun the program. Agency leadership training has been ongoing to support the culture.

To foster better customer service delivery, DEW developed a transition plan and executed the roll out of the Workforce and Economic Development Division's Local Operations department. Development included review of classification, compensation, change management and manager support mechanisms. The agency also developed a training model for the transition to include manager

training, baseline training for all staff, and job specific training. The agency is currently working on career paths for the Unemployment Insurance (UI) division.

Under the guidance and financial support of the State Workforce Development Board, the Business Engagement initiative was deployed with each local workforce area having a specific engagement goal. Statewide, the agency engaged 11,635 businesses in FY 15-16, surpassing its goal of 10,000 by 116%. The agency also provided 4,686,643 services, ranging from job searches to training programs to placement services and much more, to 1,003,959 individuals through the Wagner Peyser program. The agency has invested in a state-of-the-art contact center platform to improve efficiency and provide a higher quality of service to its constituents. This environment includes a new Interactive Voice Response (IVR) unit that is quickly and easily updated when circumstances require immediate action. The platform will eventually allow the Contact Center to open new channels of support. These channels include Chat, SMS and email. A key feature to be rolled out will be the capability for Virtual Hold. This allows a caller to keep their place in line without having to stay on the phone. When an agent is ready to help them, they are contacted via the number they have provided.

Efficiency

DEW strives to consistently increase organizational efficiencies to maximize available resources and taxpayer dollars; for instance over the last three fiscal years, the unemployment insurance funding decreased by 22%, or $7 million. Nevertheless, the agency showed marked improvement in its progress toward meeting federal standards imposed on the agency. The agency works to measure and improve key performance indicators in an effort to provide services in a timely and cost efficient manner.

First DEW must meet or exceed the U.S. Department of Labor Standard of 87 percent of claimants receiving their first payment within 14 to 21 days after the claim week ending date. DEW was able to exceed this standard achieving a 91 percent deliverable. This represents a 5 percent increase over previous rating periods, at the same time meeting quality metrics despite receiving less money to process a claim. The agency also surpassed the 21-day nonmonetary determination standard achieving a 83 percent deliverable, the nonmonetary separation quality standard with a 83.5 percent deliverable, and the nonmonetary nonseparation quality standard with a 91.4 percent deliverable.

Also both Lower Authority and Higher Authority appeals greatly exceed DOL standards for time lapse and case age. Lower Authority's 30- and 45-day time lapse are 93.1 percent and 98.9 percent, respectively. DOL standards are 60 percent for 30 days and 80 percent for 45 days. Likewise, Higher Authority's 45- and 75-day time lapse are 63.6 percent and 96.7 percent, respectively. DOL standards are 50 percent for 45 days and 80 percent for 75 days.

The average age of the Lower Authority pending appeals is 16.9 days topping DOL's 30-day standard. Higher Authority's average age of pending appeals is 35.1 days exceeding DOL's 40-day standard.

DEW saw an increase tax collection rate of improper payments through involuntary wage withholdings of 86 percent over the last rating period. To improve collection processes, the agency developed internal mechanisms to communicate more effectively with S.C. employers to withhold wages, including the automation of Employer Involuntary Wage Requests, which was a manual process.

Since the governor announced the stated goal of reducing energy use buy 20 percent by 2020, DEW has decreased energy use by more than 50 percent. The agency continues to look for and find opportunities to further reduce energy usage.

DEW has identify and place surplus properties on the state surplus list. In the past year, DEW has sold eight properties with proceeds of more than $5.7 million. Eleven other facilities and one parcel of land are currently for sale.

As the agency become more efficient, it is able to realize savings. This coupled with fewer people filing for unemployment is allowing the state to rebuild the Trust Fund. The agency also was able to cut Unemployment Insurance taxes for the second consecutive year saving taxpayers more than $151 million over that period. The agency also is aggressively making sure the right people are receiving the right benefits. In FY 15-16, DEW collected 31 percent more in overpayments than it detected, all of which helps to keep the Trust Fund solvent. As of June 30, 2016, the Trust Funds balance was $456.9 million.

Risk Assessment and Mitigation Strategies

Like all government agencies, the issue that could potentially have the highest impact of the citizens of South Carolina is a breach of stakeholder data. A breach would financially affect the state and the public. It would also harm the state's and agency's integrity by calling into question how data was being handled, in turn, destroying public trust.

This concern is why the agency's No. 1 goal is to protect and safeguard stakeholder data. As part of the agency's strategy, DEW is unifying its information security program, conducting privacy impact assessments monthly on selected business processes, eliminating full claimant Social Security numbers from benefit reporting, transitioning from using SSN as an identifier for claimant data and replace it with a claimant ID number, and formulating high impact security awareness messaging program for internal and external stakeholders. The agency also is ensuring that appropriate controls have been built into all information systems and programs, enhancing privacy training for all employees, and providing system access to agency staff on a need-to-know basis.

To avoid this issue from becoming a crisis, the General Assembly could:

1. Continue to support, through awareness, statewide security initiatives.
2. Fund statewide security initiatives.
3. Ensure all in the Legislature supports the concept of security.

The second issue that could have a high impact on the citizens is another recession. As we experienced during the Great Recession was the impact on the Trust Fund. The state had to borrow and pay back nearly $1 billion to the federal government. The agency is rebuilding the fund to be able to withstand a deep recession and is conscious of the impact on businesses. We have taken a balanced approach between what the business community pays into the Trust Fund relative to what is needed to maintain its integrity and stay on the path to solvency.

To avoid this issue from becoming a crisis, the General Assembly could:

1. Ensure the Trust Fund rebuild under Regulation 47-501 is left intact.
2. Pass the work search regulation being proposed.
3. Provide adequate administration funds are in reserve to permit timely and efficient expansion of personnel to ensure spikes in unemployment claims result in the right claimants being paid and improper payments being detected and prevented.

Agency Name:	SC Department of Employment and Workforce				N/A - New - New Metric	Fiscal Year 2016-17
					N/A - Complete - Goal Completed or tracking not feasible	Accountability Report
Agency Code:	R600		Section:			Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Maintaining Safety, Integrity and Security	Protect and safeguard the security and privacy of stakeholder data
S		1.1			Coordinate all efforts to refine and publish comprehensive polices, procedures, and standards
O			1.1.1		Unify the Information Security Program
O			1.1.2		Develop an agency Privacy Program
O			1.1.3		Develop guidelines for role based administration of enterprise systems (% Users)
O			1.1.4		Conduct privacy impact assessments monthly on selected business processes
S		1.2			Ensure confidentiality, integrity, and availability of agency information systems
O			1.2.1		Eliminate full claimant SSN from benefit reporting
O			1.2.2		Transition from using SSN as index identifier in all claimant data and replace with claimant ID number
O			1.2.3		Ensure appropriate controls have been built into all information systems and programs
O			1.2.4		Provide system access on a need-to-know basis to agency personnel
S		1.3			Security Aware Employees and Partners
O			1.3.1		Formulate high impact security awareness messaging program for internal and external stakeholders
O			1.3.2		Formulate operational test scenarios with which to conduct spot checks among agency staff
O			1.3.3		Enhance InfoSec and Privacy training for all employees
G	2			Public Infrastructure and Economic Development	Facilitate a workforce system that fosters financial stability and economic prosperity
S		2.1			Develop and issue policy and technical guidance addressing federal compliance and continuous improvement
O			2.1.1		Develop and issue WIOA guidance regarding the state infrastructure funding mechanism and Program Year 2017 MOU/RSA
O			2.1.2		Develop and issue WIOA guidance regarding SC Works operator procurement
O			2.1.3		Develop and issue WIOA guidance regarding SC Works centers and SC Works delivery system certification standards
O			2.1.4		Develop standard Terms and Conditions for WIOA grant execution
S		2.2			Meet and/or exceed performance measures established by federal and state laws and regulations
O			2.2.1		Complete SCUBI Implementation in South Carolina
O			2.2.2		Develop policies and procedures to be Compliant with UIPL 1-16 (Due Process for FIRE)
O			2.2.3		UI Federal Measures
O			2.2.4		Veteran Performance Measures
O			2.2.5		Meet or exceed all LMI related deliverables as prescribed by DOL/ETA by Sept. 2017
O			2.2.6		Appeals/Legal Federal Measures
O			2.2.7		BAM Federal Measures
O			2.2.8		TAA, WP, and JAG
S		2.3			Increase engagement of Priority Populations
O			2.3.1		Increase Employment outcomes of Priority Populations
O			2.3.2		Expand the # of reentry programs to correctional sites
O			2.3.3		Obtain funding for JAG College Success pilot
S		2.4			Improving effectiveness of Business Engagement
O			2.4.1		Increase the number of Job Profiles
O			2.4.2		Increase the number of work-based learning and training opportunities
O			2.4.3		Engage economic developers and local chambers
S		2.5			Increase employment
O			2.5.1		Implement Maintenance Criteria for SC Work Ready Communities
O			2.5.2		Facilitate Level II resume training
O			2.5.3		Increase soft skills curriculum availability statewide

#	Description							
160	Enterprise projects Completed on time	N/A - New	N/A - New	>=90%				5.5.4
161	Develop, design and implement a process for planning audits and federal fiscal/program monitoring engagements including budgeted hours and dollars	N/A - New	N/A - New	100%				5.6.4
162	Create and implement a monthly rollforward for overpayment receivable for fiscal year	N/A - New	N/A - New	100%				5.7.1
163	Develop a program to produce an accounts payable aging report at monthend for reconciliation to FARS and for AP and Management review.	N/A - New	N/A - New	100%				5.7.2
164	Develop and produce a monthly balance sheet and statement of revenues, expenditures and changes in fund balances for the Agency Administrative Fund.	N/A - New	N/A - New	100%				5.7.3
165	Reconciliation/Process implementation to balance SCEIS/FARS by Fund, Cost Center and Grant	100%	65%	100%				5.7.4
166	UI RJM quarterly review, via producing a report comparing the actual hours/costs vs. amounts approved in the planning targets for the FY.	N/A - New	N/A - New	100%				5.7.5
167	Develop Appeals Handbook	N/A - New	N/A - New	Yes				5.8.1
168	Develop higher authority and lower authority tax appeals Standard Operating Procedure (SOP document	N/A - New	N/A - New	Yes				5.8.2
169	Legal Insurance Reimbursement Process - Document process and develop service levels	N/A - New	N/A - New	Yes				5.8.3
170	Review all FIRE policies and procedures and modify as needed	N/A - New	N/A - New	Yes				5.8.4
171	Re-Write Purchasing Card and Procurement Manual by February 28, 2017	N/A - New	N/A - New	100%				5.8.5
172	Create and launch a plan to develop a Finance policies and procedures manual.	N/A - New	N/A - New	100%				5.8.6
173	Develop Grants Oversight Committee and Grants Management Policy in order to streamline grant management, reporting and oversight throughout the agency, and hold a kickoff meeting to review the draft policy roles and charter document by March 31, 2016.	100%	100%	N/A - Complete	16-Mar	Internal tracking of milestones	Percent of tasks completed	5.6.1
174	By October 31, 2015, produce a dashboard incoporating detailed customer traffic data and related financial data to be used as a decision-making tool for management, and present recommended baseline metrics for approval.	100%	100%	N/A-Complete	15-Oct	Internal tracking of milestones	Percent of tasks completed	5.1.12
175	By October 31, 2015, produce a monthly report customized for each agency supervisor that details actual staff time-charging, compares that information to budgeted/slotted funding, and includes plain-language guidance for management to use in monitoring staff time-charging to various funding sources.	100%	90%	100%	15-Oct	Internal tracking of milestones	Percent of tasks completed	3.2.7
176	Purchasing process automation	66%	5%	50%	Jan. 2017	Imlementation RFP Project Management	Percent of tasks completed	5.8.5
177	Trust Fund Debt as of 6/30	0	0	0	June 30th	US Treasury, Monthly	Debt as of June 2014 and June 2015	5.2.3
178	Average Number business days from receipt of invoice to entry for operating expenses (DEW a/p)	3	2.62	3	June 30th	Internal Tracking Sheet	Total # days / total # invoices	5.2.4
179	Average Number business days from receipt of invoice to entry for travel reimbursements (DEW a/p)	3	1.54	3	June 30th	Internal Tracking Sheet	Total # days / total # travel reimb. Requests	5.2.4
180	General accounting month-end closing (Number business days)	8	8	8	May 31st	FARS	General accounting month-end closing (# business days)	5.2.5
181	% of timesheets requiring amendment	< 1%	0.80%	< 1%	June 30th	Manual tracking	% of amended timesheets / total timesheets submitted	5.2.6
182	% of transactions out of balance - SCEIS vs. FARS	1.81%	0.80%	< 1%	June 30th	Business Objects report (FARS/SCEIS)	Absolute # of transaction-level variances per month / total transactions	5.2.7
183	RFD processing time (Number business days)	2.83	1.38	3	June 30th	Manual tracking	# business days between RFD receipt and funds disbursement	5.2.8
184	Avg. Finance FSR processing time (Number business days)	8.29	1.27	7	June 30th	Manual tracking	# business days from receipt of FSR until reviewed and finalized by Finance	5.2.9
185	Purchase requisition to PO issuance lead-time (Number business days)	6.26	9.29	5	June 30th	Manual tracking	Avg # business days between PR receipt and PO issuance	5.2.10
186	% of PRs sent back to requestor for additional information	9.50%	2.40%	8.00%	June 30th	Manual tracking	Purchase requisition needing additional information (%)	5.2.11
187	Number of PO's unmatched between SCEIS and FARS	118	49	< 25	June 30th	Business Objects report (FARS/SCEIS)	Absolute # of unmatched POs at month end	5.2.12
188	Financial Status lead time (Number business days after month-end close)	4	4	N/A - Complete	June 30th	Manual tracking	# business days between month-end close and receipt of financial status summary report	5.2.13

189	Financial Status revision time (Number business days after initial status received)	1	0	N/A - Complete	June 30th	Manual tracking	# business days between receiving initial report and approving final report	5.2.14
190	UI accounting general ledger monthly closing (Number business days)	6	6	N/A - Complete	May 31st	UI General Ledger	# business days between month-end and closing the month in the UI Accounting general ledger	5.2.15
191	Review RSA agreements for potential cost-savings and reductions in net disbursed amounts.	1,211,000	326,522	325,000			Calculation Method: Total net billings to and from each local area as outlined in the RSA.	5.2.16
192	Incorporate 75% of all report requests (Internal and External) info Footprints by December 2017	N/A - New	N/A - New	75%				4.3.4
193	Number of Students with access to SCOIS	742,325	753,485	N/A - Complete				2.2.3
194	Num,bner of educational sites with access to SCOIS	1270	1298	N/A - Complete				2.2.4
195	% Claimants completing online work search	100%	92%	N/A - Complete				2.2.5
196	% New Employer Accounts Established within 90 Days	70%	87%	70%				2.2.6
197	% Contribution Reports Filed through SCBOS	50%	42%	50%				2.2.7
198	% Wage Reports Filed through SCBOS	50%	42%	50%				2.2.8
199	% Tax Payments received through SCBOS	50%	29.80%	50%				2.2.9
200	% Contributory Reports Filed Timely	100	93%	100%				2.2.10
201	Non-Monetary Time Lapse	80%	88%	80%				2.2.11
202	Quality Score Separation Issues	75%	88%	75%				2.2.12
203	Quality Score Non-Separation Issues	75%	98%	75%				2.2.13
204	% of Claimants Exhausting Benefits	<30%	28.6	<30%				2.2.14
205	Average duration of UI benefits	< 10 weeks	12.2 Weeks	< 10 weeks				2.2.15