Certified Public Manager Project

Succession Planning, Are We Prepared for The End of TERI and Beyond?

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2/11/2019

Problem Statement

While choosing the subject for my Certified Public Manager (CPM) Project, I was at odds due to my position and purview within the Agency. After careful consideration, I decided to focus my research on succession planning within the South Carolina Department of Social Services (SCDSS) due to the number of workers the Agency would be losing after the ending of the Teacher and Employee Retention Incentive (TERI) Program in addition to the existing high turnover rate plaguing the Agency.

Although the SCDSS knew in advance of the TERI program ending the Agency was ill-prepared for the loss of workers who were retiring, I believed this has had and will have an adverse effect on service delivery. In my current Division at the SCDSS there is no formal succession plan in place when leadership leaves the Agency.

Typically, once an individual notifies the Agency of their intent to leave is when a discussion takes place to determine who could potentially fill the position in the interim until a new candidate is interviewed and hired permanently. Depending on the position, this process of interviewing and hiring can take weeks or months to complete while the needs of the customer are continuing whether the position is filled or not. As with most agencies, a senior staff member may take the lead and often it is that senior staff member who ends up being placed in the position permanently.

Without a formal succession plan, individual units within the Division are often consolidated, resulting in increasing workloads or units being left without leadership and oversight. The way the Agency currently handles vacated positions, the person chosen to take the mantle may not necessarily be the best suited candidate or have the capacity to do what the job

requires to be successful. Not only can this practice be damaging to the Agency by placing the wrong person in positions, it could put the customers SCDSS serves at risk as well.

An article from Workforce states "The goal of succession planning is putting the right people across the organization in the right jobs, doing the right things at the right time." When leadership leaves the Agency without a formal succession plan, they take with them the vast knowledge they acquired throughout the years without imparting it to a successor. When an individual departs, that person typically submits their letter of resignation two to four weeks prior to vacating their position and this gives little time to adequately formulate a plan to ensure a seamless transition. Without a formal succession plan in place, the next person to fill the role is at a disadvantage as they often must piecemeal a plan of action from the ground up.

Vacating a position without a comprehensive succession plan can cause multiple deficiencies within an agency from projects getting shelved indefinitely; or not knowing who to contact for procedural issues. As a result of this it is the customer, dependent on the vital services SCDSS provides, who could ultimately suffer due to potential disruptions to service delivery.

It is imperative that the integrity of the SCDSS mission statement, which is promoting the safety, permanency, and well-being of children and vulnerable adults is not compromised. Similarly to sports coaches having a playbook, an agency like the SCDSS should have a succession plan to ensure its success. The goal of this project is to evaluate if there has been an adverse effect to service delivery after the ending of TERI and if the Agency's lack of succession planning was a contributing factor.

Data Collection

When deciding what data I needed, I wanted to focus on these key points:

- Are processing centers that are involved in the application process meeting their goals?

- Are the staffing volumes adequate to maintain goals on a consistent basis?

- Is the Agency grooming workers to prepare them to move into future leadership roles?

In order to achieve this, I gathered statistical reports from each of the processing centers; some data was not readily available for several of the processing centers because data on staffing volume was not accurately maintained. I also created a survey on Survey Monkey which was disseminated to workers and supervisors in each of those processing centers to determine if the Employee Performance Management System (EPMS) was being utilized efficiently.

The goal of collecting data for this project was to evaluate each of the processing centers within Economic Services to determine if they were meeting their established goals and if not, were there any correlating factors between staffing numbers and/or failing to implement a succession plan.

The Office of Economic Services consists of several processing centers which are broken up into three regions across the state with two additional units housed in the State Office. Each of these processing centers have different roles and goals within the application and renewal process to determine if a client is eligible to receive benefits under the Supplemental Nutrition Assistance Program (SNAP) and/or Temporary Assistance for Needy Families (TANF) program, if these goals are not met it service delivery is potentially impacted.

I analyzed the data to determine if each of the processing centers were meeting their goals and if not, could it be determined if those goals were not being met because of inadequate

staffing numbers due to TERI ending, (which could be resolved by implementing a succession plan) or if there may have been other underlying issues that prevented processing centers from meeting their goals.[1]

Data Analysis

My hypothesis prior to TERI ending on June 18th 2018, and the months following was that the service delivery to clients would be disrupted due to a reduction in workforce. Below are my key findings after analyzing the data from each of the processing centers in Economic Services.

The Scan Center goal is to process 95% of the items received from customers within 24 hours of being delivered by the postal service. After analyzing the data for items processed in 2018 there were three months the Scan Center did not reach the goal of 95% which were during October, November and December.

By analyzing the data, it was determined the Scan Center did not meet the goal in those months due to factors beyond its control. In the month of October, South Carolina experienced several hurricanes that forced the closure of numerous county offices throughout the state, which created a backlog of work to be processed and, because of this backlog the processing rate decreased to 44%. In the months of November and December, the Scan Center was operating with half of its staff due to workers being on annual leave for the holidays, this also created a backlog of work, because of this the processing rate decreased to 82% in November and 73% in December.

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[1] A breakdown of each of the processing centers and their roles are included in the glossary.

Based on data analysis it is evident other contributing factors were the primary causes of the Scan Center not meeting their monthly goal, it also appears there were no correlation between the Agency's lack of succession planning and the Scan Center not meeting their goal. **(APPENDIX A)**

The Maintenance and Finishing Center share the same goals, which is to have a timeliness rate of at least 95% on both SNAP and TANF cases. Timeliness is defined as the time between initially filing an application or renewal and receiving an eligibility determination. The SCDSS has a thirty (30) day service delivery commitment for the SNAP and TANF programs. If an eligibility determination is made within the thirty (30) day timeframe it is processed timely.

The Agency's expectation is that all applications and renewals for SNAP and TANF benefits maintain a timeliness rate of 95%. After analyzing the data, it indicated that the Maintenance and Finishing Center did not met their goals on any given month in 2018. A review of the data also indicated the timeliness rates decreased significantly from May 2018 to August 2018 on TANF cases; the timeliness rates increased in September 2018. The timeliness rates for SNAP cases decreased from June 2018 to July 2018; the timeliness rates increased in August 2018 which may indicate inadequate staffing numbers during those months when TERI ended.

Analyzing this data also pointed out an alarming issue, timeliness goals were not met for the entire year which could mean the 95% timeliness rate may be impractical, there could also be issues with the work process which may need to be reevaluated or the centers were never adequately staffed. Based on the limited data collected it is probable the Agency's lack of having a succession plan played a minor role in the months the timeliness rate decreased in addition to other contributing factors**. (APPENDIX B)**

DSS Connect goals are to decrease the SNAP/TANF abandoned call rate to 40% or lower per month for customers receiving SNAP benefits through the counties and, to decrease the SNAP abandoned call rate to 20% or lower per month for customers receiving SNAP benefits through the Elderly Simplified Application Project (ESAP) or South Carolina Combined Application Project (SCCAP).

After reviewing the data for 2018 it indicated that DSS Connect did not meet the goal of decreasing the SNAP/TANF abandoned call rate to at least 40% in any given month in 2018. After reviewing the data for ESAP/SCCAP abandoned call rate for 2018 it indicated that DSS Connect met its goal six (6) out of twelve (12) months in 2018.

DSS Connect was established in December 2017 and have since been expanding and training its staff, this learning curve is the probable cause of goals not being met in 2018 since the timeliness rates fluctuated with varying staffing numbers throughout the year. **(APPENDIXC)**

Based on employee feedback from the survey 35.22% agreed to some extent that the SCDSS was doing enough to identify and groom employees for future leadership opportunities, 54.31% disagreed and 11.36% were neutral. When ask has a supervisor recommend any trainings to prepare you for career advancement? 56.18% said yes while 43.82% said no. When ask if you ever received an EPMS evaluation 82.02% said yes while 17.98% said no. When supervisors were asked did they conduct the EPMS evaluation last year? 78.57% said yes while 21.43% said no. **(Appendix D)**

Starting this CPM project, my hypothesis was that without leadership or critical personnel, frontline staff would not be able to continuously perform their jobs efficiently or effectively thus creating a disruption to service delivery and succession planning would be needed to keep units in Economic Services functioning. After reviewing all of the data I collected, my findings painted a different picture than my original hypothesis.

After TERI ended there were at least fifteen (15) retirees in various positions from Division Directors to Program Managers who departed the Agency. I discovered that the loss of these positions had such a minuscule impact on Economic Service frontline staff's ability to perform their jobs that it may not be the best course of action for the Agency to implement a full-scale succession plan due to the complexity involved in succession planning. The Agency could however take gradual steps towards implementing a future succession plan.

The SCDSS would fare better by dedicating the time and resources it would take to create a succession plan and use it to focus on other problematic areas, such as finding ways to mitigate the effects of turnover; the recruitment of new employees; and retention of current staff. One of the things that became apparent when analyzing the data was several of the processing centers in Economic Services in addition to DSS Connect were not meeting their production goals consistently which is indicative of issues related to a turnover.

Turnover is inevitable in the workplace, however, there are ways to reduce the impact of turnover. To alleviate the effect of turnover, supervisors in Economic Services need to ensure vital knowledge is documented and preserved, review standard operating procedures to find areas for improvement as well as mapping out critical processes that is specific to the unit they supervise. To ensure employees are cognizant of what is going on in their unit, supervisors will

display statistics on production, standard operating procedures and critical processes on a command board in a common area in their respected units.

Every employee who separates from the Agency will be mailed an exit interview which is returned to the State Director; the exit interview captures information including why the employee left the Agency, whether they liked or disliked working for the Agency and if there was anything that could have been done differently by the Agency to retain the employee.

Due to confidentiality, the information contain within these exit interviews is not obtainable by employees. Executive Management should be reviewing and extracting non-identifying actionable information from these exit interviews so the results can be published and steps taken to identify and combat causes of turnover in the Agency.

The SCDSS has done studies and found the highest turnover rates were between one and three years of employment, the highest rate at the State Office are years one and two. In 2015 the SCDSS requested and received funding from the General Assembly to provide incentive pay for employees who demonstrated longevity with the Agency, as well as tuition reimbursement for designated staff who needed assistance with getting their educational degrees.

The purpose of both of these efforts were to decrease staff turnover, and provide an incentive to SCDSS employees to remain with the Agency; these incentives were given to both full-time and temporary grant employees who reached a qualifying anniversary milestone.

Currently the results to determine if turnover was positively impacted by the employee bonuses and tuition reimbursement programs have not been publicized. Just as with the exit interviews, Executive Management should ensure this information is being properly utilized to

determine if and what effects these incentives have on employee turnover and made available to the employees.

Job recruitment is another area the SCDSS is deficient in, specifically Economic Services. Currently there is not an effective recruitment apparatus in place for the Agency. The primary means to reaching external applicants is job postings on the SC.Gov website or referrals from other employees. One of the primary reasons the SCDSS do not aggressively recruit is due to the rate of pay being lower than other state agencies.

A few things that should be done to increase the recruitment effort is to have members from Human Resources reach out to community vendors, neighboring agencies such as the Department of Mental Health (DMH) and the Department of Health and Environmental Control (DHEC) to inquire on whether SCDSS can participate when they conduct job fairs; or to determine whether Economic Services can host their own job fair at the State Office. There are many cost-effective solutions that could be utilized to promote recruitment, the Agency can use visual aids and/or place signage in front of the building indicating the SCDSS is currently hiring with information on where and how to apply.

Summary and Recommendations

There were signs that service delivery was affected in some months prior to, during and after TERI ended but without having thorough data on the leadership positions loss, it could not be determined if there were any correlating factors between staffing numbers and or the Agency failing to implement a succession plan. After completing this project the results did not produce the expected outcome however the data did highlight other issues that should be addressed.

At its current state, the SCDSS occasionally identifies and provides limited opportunities for employees to advance their knowledge in preparation to move into future leadership roles which is an excellent way to retain staff. Some of the available opportunities are the Nuts and Bolts training, Leadership Academy for Middle Managers and the CPM program.

These opportunities typically come from the recommendation of Executive Management or from self-motivated employees whom show an interest in career advancement and sign up for various courses independently. I do not believe the Agency identifies individuals frequently enough to entice employees to stay devoted to the Agency. Because of this the SCDSS constantly loses high potential employees to the private sector where they are afforded better opportunities at career advancement and better pay while possessing the same qualifications they had at the SCDSS.

When these workers leave, they also take with them institutional knowledge that the Agency failed to capture to pass on to a successor. Because of this frequent turnover, I recommend the Agency explore additional ways to recruit and retain staff. The SCDSS is headed in the right direction by offering bonuses and tuition reimbursement but more should and can be done to be competitive with other state agencies.

I also recommend the Agency adopts a better system of capturing and sharing real time data on staffing numbers, vacancies and turnover so the needs and readiness level of the Agency can be measured accurately, and resources diverted to areas in need.

The ending of the TERI program may not have had the adverse impact on service delivery I believed it would, but one thing is evident, without a secession plan in place the Agency will not be prepared to replace leadership when events like the ending of TERI occur.

APPENDICES

Scan Center timeliness rate compared to staffing volume

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Current Staff	9	9	9	9	9	9	9	9	9	9	9	9
Fully Staffed	12	12	12	12	12	12	12	12	12	12	12	12
Timeliness rate	95%	99%	98%	97%	98%	96%	97%	98%	97%	44%	82%	73%
Timeliness Benchmark	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Current Staff   Fully Staffed   Timeliness rate   Timeliness Benchmark

APPENDIX A

SNAP/TANF Timeliness rates for Intake and Maintenance Center
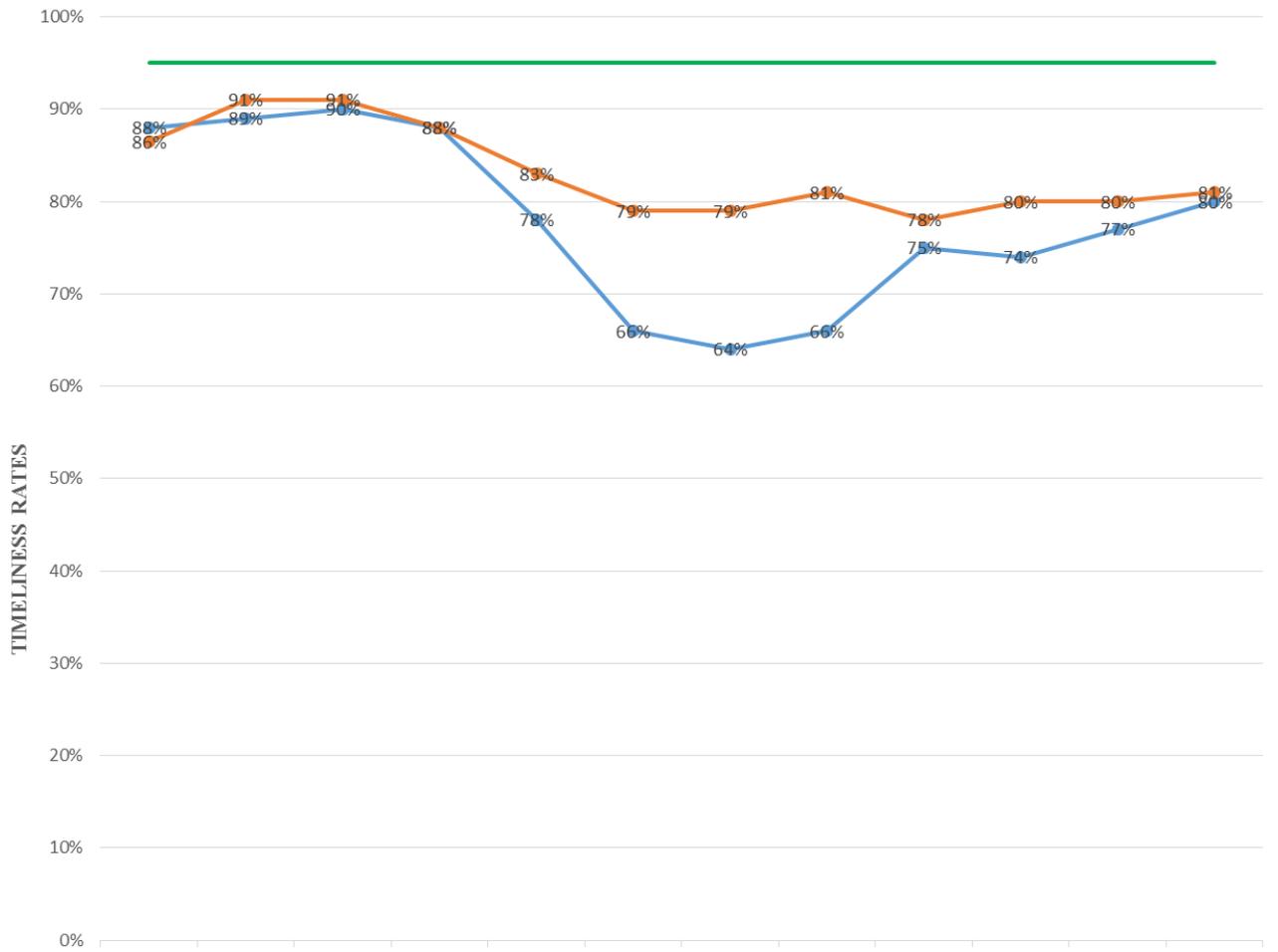
	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
TANF Timeliness	88%	89%	90%	88%	78%	66%	64%	66%	75%	74%	77%	80%
SNAP Timeliness	86%	91%	91%	88%	83%	79%	79%	81%	78%	80%	80%	81%
Benchmark	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

APPENDIX B

SNAP Timeliness by county in Economic Services Finishing and Maintenance Centers 2018												
County	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Abbeville	84.65%	88.11%	91%	90.34%	87.11%	87.33%	86.08%	87.36%	89.54%	21.11%	50.12%	45.94%
Aiken	95.63%	97.31%	96.36%	95.77%	95.55%	87.33%	87.96%	94.89%	92.84%	95.30%	96.16%	94.85%
Allendale	51.99%	96.47%	95.36%	85.52%	48.95%	41.02%	86.28%	84.09%	96.40%	92.05%	93.79%	89.48%
Anderson	80.35%	85.50%	87.23%	87.88%	75.09%	68.36%	69.69%	75.71%	79.12%	77.45%	78.48%	77.33%
Bamberg	88.22%	93.65%	94.65%	97.63%	93.16%	73.84%	54.23%	66.38%	49.49%	41.83%	72.02%	94.41%
Barnwell	94.24%	96.97%	93.34%	95.92%	100%	94.93%	95.48%	89.69%	83.86%	92.34%	96.97%	81.87%
Beaufort	90.92%	93.23%	71.09%	68.61%	79.60%	66.82%	58.89%	82.33%	68.82%	80.35%	79.06%	70.97%
Berkeley				87.93%	69.70%	57.96%	59.30%	66.98%	67.55%	69.55%	68.30%	73.05%
Calhoun	83.74%	83.43%	79.94%	92.79%	89.89%	93.05%	88.30%	80%	95.96%	93.18%	92.44%	85.99%
Charleston				94.45%	91.35%	89.49%	89.48%	88.96%	86.27%	89.43%	90.35%	88.46%
Cherokee	73.06%	83.34%	82.22%	90.32%	82.31%	72.26%	81.01%	76.14%	77.24%	69.39%	63.55%	74.53%
Chester	75.71%	85.78%	83.09%	89.09%	95.73%	94.70%	96.11%	96.77%	96.20%	68.45%	32.44%	29.69%
Chesterfield				89.74%	90.68%	85.39%	78.92%	83.58%	82.73%	87.90%	79.38%	83.51%
Clarendon				83.89%	72.05%	73.39%	77.30%	78.13%	76.12%	81.85%	82.72%	81.59%
Colleton	89.35%	94.21%	96.66%	88.49%	91.79%	78.38%	69.53%	71.51%	64.60%	70.52%	58.85%	63.09%
Darlington				88.46%	72.12%	74.08%	78.95%	71.45%	77.45%	77.38%	73.92%	75.94%
Dillon				92.25%	82.85%	79.19%	84.80%	81.65%	83.76%	84.87%	85.52%	84.34%
Dorchester	68.965	82.83%	86.20%	80.86%	77.73%	73%	83.69%	87.25%	89.55%	92.91%	87.79%	82.28%
Edgefield	93.37%	95.95%	90.60%	98.07%	95.11%	92.08%	89.07%	90.90%	86.97%	93.35%	96.05%	94.51%
Fairfield	94.83%	95.95%	89.33%	90.18%	94.29%	89.34%	85.03%	90.80%	92.98%	61.56%	95.70%	83.80%
Florence				95.60%	90.50%	89.99%	93.04	90.44%	92.10%	93.34%	94.64%	95.50%
Georgetown				84.31%	76.56%	76.21%	70.73%	69.14%	67.60%	75.59%	79.90%	74.42%
Greenville				88.18%	81.48%	79.76%	79.06%	80%	73.22%	75.46%	73.80%	78.57%
Greenwood	78.76%	86.19%	85.47%	65.11%	51.21%	76.09%	61.54%	83.12%	72.07%	67.14%	62.50%	79.61%
Hampton	88.15%	63.52%	65.97%	65%	91.98%	80.99%	90.67%	95.41%	95.84%	94.45%	86.73%	87.10%
Horry				89.46%	81.95%	80.52%	80.13%	80.11%	75.51%	77.27%	62.50%	81.58%
Jasper	97.09%	96.90%	94.53%	95.86%	91.06%	87.11%	89.42%	96.31%	93.05%	93.95%	96.85%	82.96%
Kershaw				81.90%	71.735	65.69%	78.38%	73.93%	69.28%	67.02%	71.12%	79.87%
Lancaster				88.07%	80.30%	77.89%	77.85%	75.23%	78.17%	80.75%	75.81%	79.40%
Laurens	86.12%	89.10%	91.16%	68.34%	66.04%	79.60%	68.68%	86.06%	79.81%	84.94%	85.70%	88.31%
Lee				86.46%	79.29%	75.82%	76.80%	73.04%	75.09%	68.02%	75.83%	73.01%
Lexington	93.98%	95.97%	94.14%	95.24%	94.05%	92.90%	92.59%	93.39%	90.26%	88.34%	87.65%	91.09%
McCormick	97.34%	97.36%	93.09%	98.19%	97.85%	97.06%	96.76%	96.91%	98.24%	98.31%	96.59%	96.83%
Marion				91.60%	76.36%	71.62%	78.46%	74.87%	76.90%	75.13%	73.80%	76.51%
Marlboro				91.70%	82.65%	73.31%	72.63%	67.57%	67%	74.60%	72.49%	85.14%
Newberry	84.64%	95.22%	94.27%	95.44%	91.65%	92.38%	90.64%	93.73%	85.69%	86.82%	74.50%	68.46%
Oconee	71.85%	75.83%	78.92%	78.86%	64.41%	61.42%	70.40%	69.88%	78.11%	77.03%	73.53%	81.88%
Orangeburg				89.37%	80.92%	79.65%	82.56%	79.51%	76.87%	82.61%	78.97%	83.70%
Pickens	76.54%	84.38%	87.26%	85.20%	72.80%	76.80%	69.84%	56.57%	70.09%	66.43%	66.79%	77.47%
Richland	91.76%	93.65%	93.85%	95.10%	92.43%	87.31%	78.94%	85.56%	85.80%	86.70%	91.69%	89.53%
Saluda	73.84%	83.34%	68.66%	94.09%	94.71%	96.30%	96.06%	94.68%	89.22%	94.73%	90.17%	87.16%
Spartanburg	81.56%	86.88%	87.34%	87.98%	78.05%	74.06%	74.67%	71.39%	75.97%	74.19%	74.73%	82.82%
Sumter				89.56%	75.95%	74.19%	75.90%	77.09%	76.09%	81.36%	81.92%	76.49%
Union	83.75%	93.18%	83.20%	96.94%	96.52%	87.94%	71.63%	81.42%	96.45%	69.47%	22.59%	59.38%
Williamsburg				88.72%	83.82%	86.95%	82.52%	82.31%	79.65%	86.30%	81.62%	78.54%
York	80.40%	87.27%	85.85%	96.88%	73.30%	87.94%9	72.94%	74.42%	70.20%	86.10%	71.05%	85.77%

Yellow indicates months counties were not processing SNAP applications Red indicates months counties did not meet 95% timeliness goals Green indicates months 95% timelines goals was met.
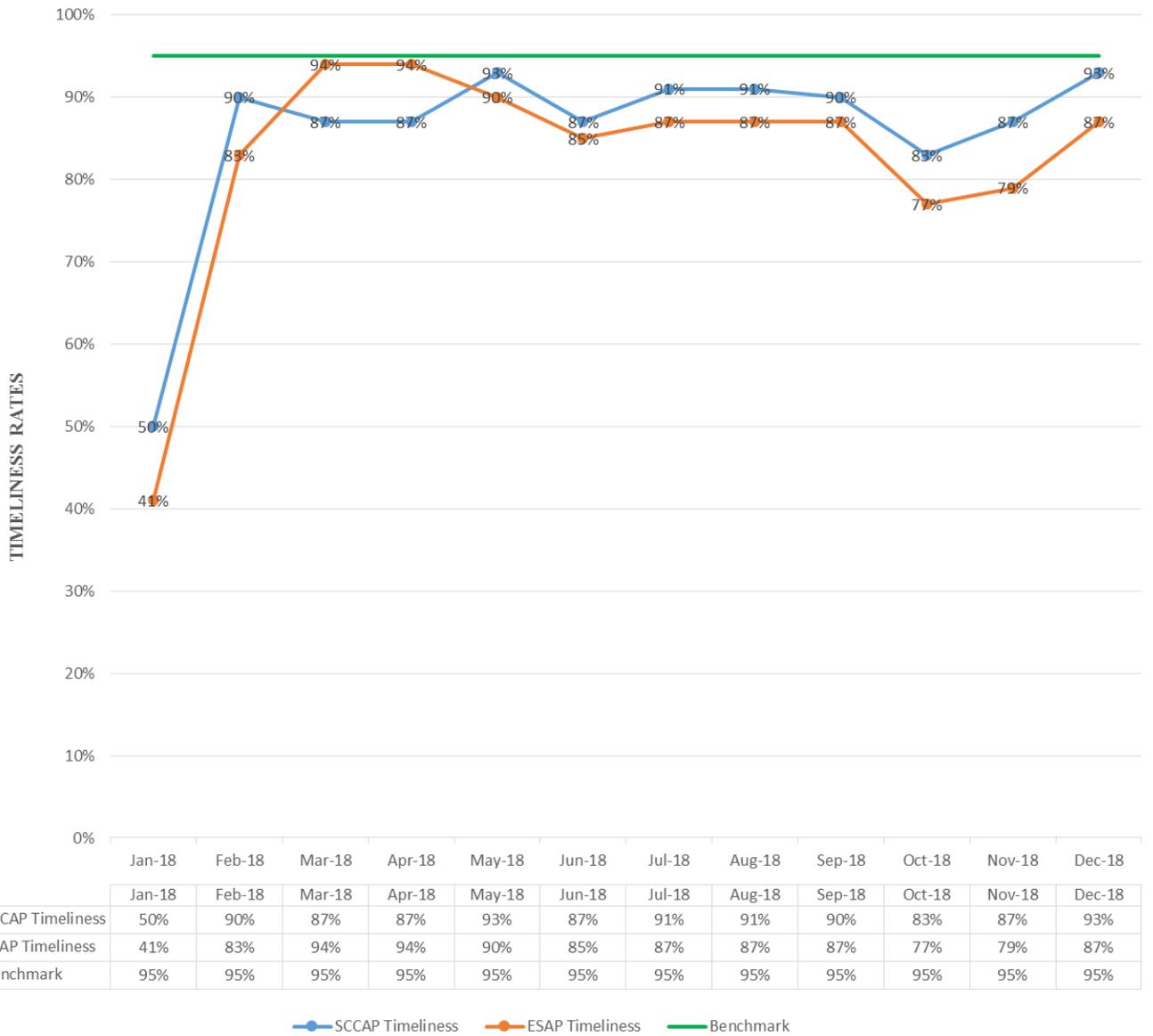
APPENDIX B

County	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
TANF Timeliness by county in Economic Services Finishing and Maintenance Centers 2018												
Abbeville	85.29%	88.52%	91.21%	89.39%	84.21%	89.19%	68.89%	85.94%	91.67%	54.29%	58.34%	38.10%
Aiken												
Allendale												
Anderson	84.07%	84.71%	88.13%	88.89%	82.12%	56.08%	55.63%	69.39%	76.50%	84.27%	82.05%	81.82%
Bamberg												
Barnwell												
Beaufort												
Berkeley				97.96%	69.74%	52.89%	60.51%	65.99%	79.17%	70.34%	52.52%	82.22%
Calhoun												
Charleston				97.75%	83.51%	77.17%	70.69%	77.30%	94.37%	93.38%	96.92%	96.33%
Cherokee	71.26%	86.96%	79.57%	91.53%	74.19%	54.00%	61.40%	61.48%	78.82%	71.27%	72.88%	78.38%
Chester												
Chesterfield				100%	92.31%	55.56%	100%	84.62%	100%	92.50%	86.96%	93.33%
Clarendon				100%	78.26%	75.75%	65.22%	79.56%	81.45%	79.23%	89.57%	77.91%
Colleton												
Darlington				90.00%	71.95%	65.44%	63.87%	61.69%	76.15%	80%	72.18%	78.22%
Dillon				97.44%	80.00%	70.77%	69.39%	63.92%	87.69%	84.34%	88.89%	90.48%
Dorchester												
Edgefield												
Fairfield												
Florence				98.35%	71.73%	45.10%	54.98%	58.97%	97.17%	94.98%	97.07%	96.41%
Georgetown				71.43%	67.39%	79.31%	64.86%	53.23%	83.07%	65.91%	85.88%	75.90%
Greenville				93.94%	86.66%	71.85%	72.86%	68.04%	83.23%	83.25%	85.31%	90.55%
Greenwood	78.68%	87.18%	91.47%	72.60%	38.46%	6.19%	48.15%	79.03%	80.18%	71.19%	69.52%	77.94%
Hampton												
Horry				85.91%	79.88%	77.17%	66.08%	74.07%	83.70%	78.83%	78.04%	84.12%
Jasper												
Kershaw				82.76%	68.43%	65.96%	57.89%	72%	73.01%	72.46%	73.13%	77.78%
Lancaster				100%	71.80%	75.41%	69.57%	68.83%	78.32%	80.26%	77.38%	87.50%
Laurens	81.91%	86.47%	89.18%	73.79%	35.00%	72%	62.50%	85%	88.89%	76.47%	85.85%	86.76%
Lee				84.62%	77.78%	53.66%	64.71%	64.20%	80%	63.63%	79.02%	70.49%
Lexington												
McCormick												
Marion				92.31%	68.75%	69.76%	61.37%	60.60%	81.40%	60.09%	70.11%	60.53%
Marlboro				93.10%	92.31%	76.09%	65.45%	57.90%	85.36%	83.93%	84.21%	89.13%
Newberry												
Oconee	82.90%	82.05%	77.27%	83.64%	72.73%	59.19%	61.73%	65.98%	82.88%	76.23%	75.51%	86.67%
Orangeburg				91.30%	70.71%	66.67%	75.31%	74.87%	83.03%	80.67%	84.78%	86.36%
Pickens	83.33%	89.00%	88.46%	83.05%	84.09%	51.43%	62.71%	58.33%	75.71%	67.74%	66.67%	87.50%
Richland												
Saluda												
Spartanburg	89.02%	86.69%	91.07%	91.28%	74.44%	61.60%	58.43%	62.55%	75.91%	74.15%	74.12%	84.62%
Sumter				94.74%	78.05%	67.14%	62.79%	71.67%	72.49%	75.47%	78.98%	82.09%
Union												
Williamsburg				91.18%	84.00%	72.92%	67.31%	71.62%	82.86%	85.11%	91.67%	83.33%
York												

Yellow indicates months counties were not processing TANF applications Red indicates months counties did not meet 95% timeliness goals Green indicates months 95% timelines goals was met.

APPENDIX B

ESAP/SCCAP Timeliness rates for Intake and Maintenance Center

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
SCCAP Timeliness	50%	90%	87%	87%	93%	87%	91%	91%	90%	83%	87%	93%
ESAP Timeliness	41%	83%	94%	94%	90%	85%	87%	87%	87%	77%	79%	87%
Benchmark	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

SCCAP Timeliness   ESAP Timeliness   Benchmark

APPENDIX B

DSS Connect SNAP/TANF abandoned call rate compared to staffing volume

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Current staff	16	16	19	25	25	25	24	23	21	21	19	18
Fully staffed	27	27	27	27	27	27	27	27	27	27	27	27
SNAP/ TANFAbandoned call rate	87%	63%	60%	54%	51%	53%	49%	54%	51%	50%	46%	45%
SNAP/TANF Abandoned call rate benchmark	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%

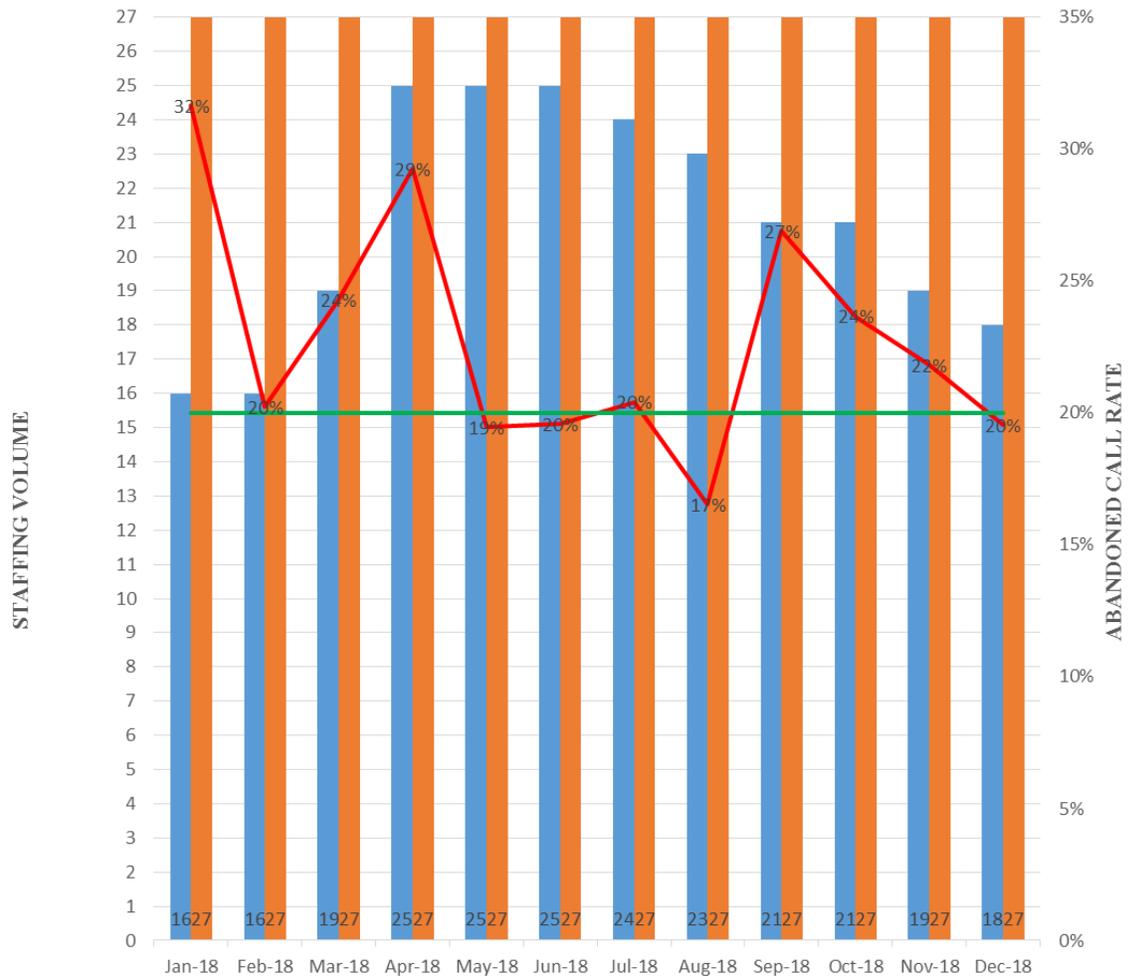Current staff   Fully staffed   SNAP/ TANFabandoned call rate   SNAP/TANF Abandoned call rate benchmark

APPENDIX C

DSS CONNECT MONTHY CALL VOLUME				
MONTH	SNAP/TANF CALLS ANSWERED	PERCENTAGE OF SNAP/TANF CALLS ANSWERED	SNAP/TANF CALLS ABANDONED	PERCENTAGE OF SNAP/TANF CALLS ABANDONED
Jan-18	6,948	12.08%	49958	86.83%
Feb-18	9,934	30.69%	22,438	63.31%
Mar-18	13,297	39.64%	20,244	60.35%
Apr-18	17,398	46.63%	19,915	53.57%
May-18	21,656	49.46%	22,128	50.54%
Jun-18	19,856	46.85%	22,525	53.15%
Jul-18	21,019	50.89%	20,281	49.11%
Aug-18	25,618	53.96%	21,859	46.04%
Sep-18	16,147	50.74%	15,676	49.26%
Oct-18	21,369	50.00%	21,368	50.00%
Nov-18	16,175	46.40%	18,686	53.60%
Dec-18	14,392	45.22%	17,433	54.78%
RED INDICATES MONTHS GOAL WAS NOT REACHED.				

APPENDIX C

DSS Connect ESAP/SCCAP abandoned call rate compared to staffing volume

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Current staff	16	16	19	25	25	25	24	23	21	21	19	18
Fully staffed	27	27	27	27	27	27	27	27	27	27	27	27
ESAP/SCCAPabandoned call rate	32%	20%	24%	29%	19%	20%	20%	17%	27%	24%	22%	20%
ESAP/SCCAPabandoned call rate benchmark	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%

Legend: Current staff, Fully staffed, ESAP/SCCAPabandoned call rate, ESAP/SCCAPabandoned call rate benchmark

APPENDIX C

	DSS CONNECT MONTHY CALL VOLUME			
MONTH	ESAP/SCCAP CALLS ANSWERED	PERCENTAGE OF ESAP/SCCAP CALLS ANSWERED	ESAP/SCCAP CALLS ABANDONED	PERCENTAGE OF ESAP/SCCAP CALLS ABANDONED
Jan-18	2,021	67.61%	946	31.65%
Feb-18	1,640	79.77%	416	20.23%
Mar-18	1,773	75.45%	571	24.30%
Apr-18	1,084	70.76%	448	29.24%
May-18	1,309	80.55%	316	19.45%
Jun-18	1,429	80.42%	348	19.58%
Jul-18	1,271	79.59%	326	20.41%
Aug-18	1,294	83.48%	256	16.52%
Sep-18	1,104	73.11%	406	26.89%
Oct-18	1,397	76.34%	433	23.66%
Nov-18	1,086	78.19%	303	21.81%
Dec-18	1,013	80.46%	246	19.54%
GREEN INDICATES MONTHS GOALS WAS REACHED.				

APPENDIX C

Q3

Have you ever received an EPMS evaluation from your supervisor?
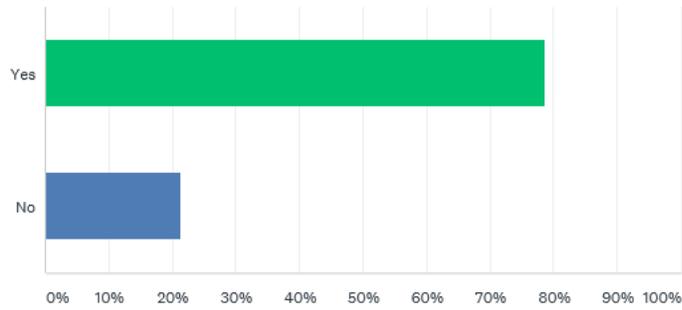
Answered: 89   Skipped: 0
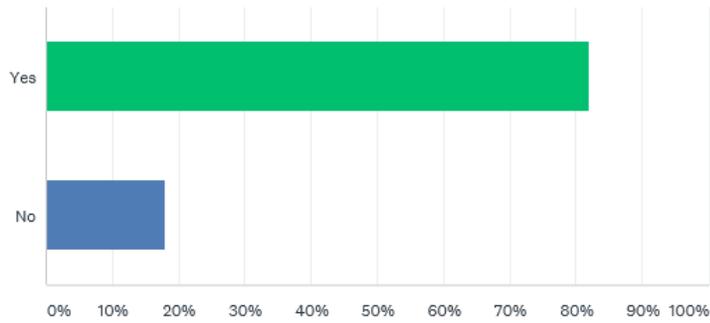
ANSWER CHOICES	RESPONSES	
▼ Yes	82.02%	73
▼ No	17.98%	16
TOTAL		89

APPENDIX D

Q6

Did you conduct the EPMS evaluation for your direct reports last year?

Answered: 89   Skipped: 0

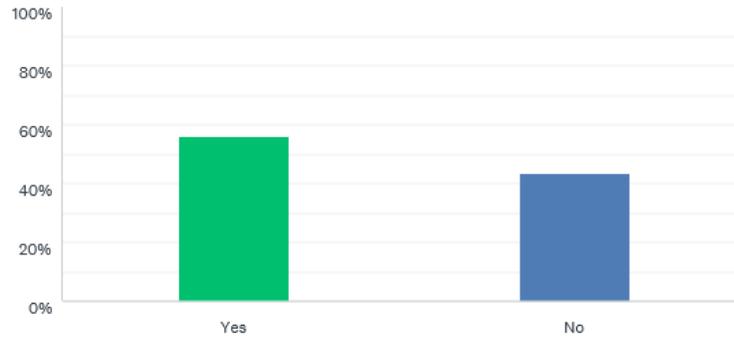| ANSWER CHOICES	RESPONSES	
Yes	78.57%	55
No	21.43%	15
TOTAL		70

One answer choice has been hidden. Show and recalculate

APPENDIX D

Q9

Has your supervisor ever recommend any trainings to you to prepare you for career advancement within the agency?
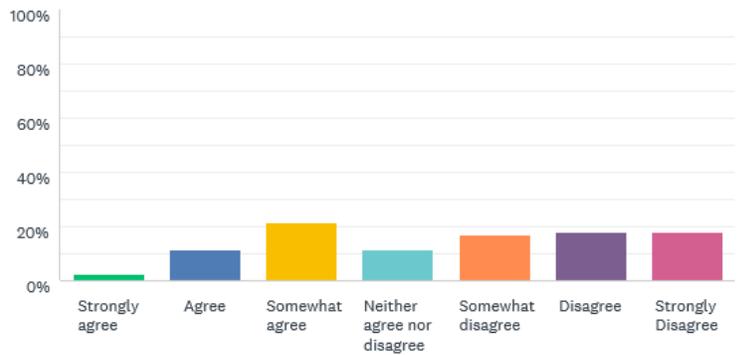
Answered: 89   Skipped: 0

ANSWER CHOICES	▼	RESPONSES	▼
▼ Yes		56.18%	50
▼ No		43.82%	39
TOTAL			89

APPENDIX D

I believe the SCDSS is doing enough to identify and groom employees for future leadership opportunities within the agency.

Answered: 88   Skipped: 1

ANSWER CHOICES	▼	RESPONSES	▼
▼ Strongly agree		2.27%	2
▼ Agree		11.36%	10
▼ Somewhat agree		21.59%	19
▼ Neither agree nor disagree		11.36%	10
▼ Somewhat disagree		17.05%	15
▼ Disagree		18.18%	16
▼ Strongly Disagree		18.18%	16
TOTAL			88

APPENDIX D

GLOSSARY

SNAP: A federal aid program administered by the Food and Nutrition Service (FNS) under the Unties States Department of Agriculture (USDA). This program provides food purchasing assistance for low and no income families living in the United States.

TANF: A federal aid program administered by the State under the United States Department of Health and Human Services (HHS). This program provides cash assistance and supportive services such as child care to families living in the United States.

ESAP: A cooperative effort between SCDSS and the USDA Food and Nutrition Service. This is a federally approved demonstration project that is designed to simplify the application process for elderly households.

SCCAP: A cooperative effort between SCDSS, the USDA Food and Nutrition Service and the Social Security Administration. This is a federally approved demonstration project that is designed to simplify the application process for an SSI applicant who chooses to apply for SNAP benefits.

DTS Help Desk: A triage support center for hardware, software, network, telephone and Share Point issues.

Team Leader: Team leaders are assigned to each region, they provide support to and oversight of performance and service delivery in their assigned counties, Team leaders schedule regional meetings with their assigned counties and visit each county at least once per quarter.

Performance Coach: Performance coaches are assigned to each region, they assist employees in their assigned counties, conduct pre-training for new hires and work with underperforming

workers. Performance coaches visit each of their assigned counties at least once per quarter, and will also schedule visits to counties per request.

Scan Center: The Centralized Scan Center register and scan six-month renewals, annual renewals, applications, reported changes and client complaints for all forty-six (46) counties. The Centralized Scan Center consist of ten (10) workers from the State Office.

Economic Support Intake Center: The Economic Support Intake Center (ESIC) conducts inbound telephone interviews for SNAP and TANF initial applications and annual renewals, processes ready to work cases and determines benefit eligibility resulting from these interviews, and pass cases pending additional information. The Economic Support Intake Center is comprised of eighteen (18) counties and two hundred eighty-four (284) workers. Counties in the Intake Center include: Berkeley, Charleston, Chesterfield, Clarendon, Darlington, Dillon, Florence, Georgetown, Greenville, Horry, Kershaw, Lancaster, Lee, Marion, Marlboro, Orangeburg, Sumter and Williamsburg.

Economic Support Maintenance Center: The Maintenance Center receives registered and scanned six-month SNAP renewals and processes accompanying changes for SNAP/TANF benefits, receives scanned interim reported changes for SNAP and TANF households, process CHIP Alerts for all forty-six (46) counties, and determines updated benefit determination. The Maintenance Center is comprised twenty (20) counties and of one hundred fifty-six (156) workers. Counties in the Maintenance Center include: Aiken, Allendale, Bamberg, Barnwell, Beaufort, Calhoun, Chester, Colleton, Dorchester, Edgefield, Fairfield, Hampton, Jasper, Lexington, McCormick, Newberry, Richland, Saluda, Union, and York.

DSS Connect: DSS Connect provides case status information to SCDSS applicants and clients, records, and disseminates applicant/client reported changes to the local SCDSS offices for processing. DSS Connect consist of nineteen (19) workers from the State Office.