

**Accountability Report Transmittal Form**

**FY 2004-2005**

Agency Name: South Carolina State Library

Date of Submission: September 15, 2005

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## Section I – Executive Summary

### I.1. Mission and Values

#### **Mission**

To improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs. The State Library supports libraries in meeting the informational, educational, cultural, and recreational needs of the people of South Carolina.

#### **Values**

- *Quality.* We endeavor to provide services of the highest quality.
- *Knowledge.* We believe that a well-trained and knowledgeable staff is our greatest asset.
- *Freedom of Information.* We believe in the fundamental freedoms inherent in a democratic society and support the Library Bill of Rights and the Freedom to Read Statement.
- *Access to Information.* We believe that all citizens, regardless of socioeconomic, geographic, cultural or educational status, deserve access to quality library and information services.
- *Equitable Treatment.* We believe information services should be delivered in a fair and unbiased manner.

#### **Vision**

To be a major leader in the planning and implementation of effective informational and library services for the people of South Carolina and to be recognized as a vital component of the State's information and education infrastructure.

### I.2. Major Achievements from Past Year (See Section III, Category 7 – Results)

#### **Advocacy**

- Assisted the Association of Public Library Administrators with development of regional library advocacy workshops
- Sponsored 2005 Annual Trustee Institute—topic, library advocacy
- State Library Director and nine South Carolina librarians attended the American Library Association's Legislative Day on Capitol Hill to support the President's request for increased federal funding for libraries
- Supported library legislative issues that included the University of South Carolina, School of Library and Information Science's request for \$1.5 million to establish the Augusta Baker Chair in Childhood Literacy, (first Chair named for an African-American female) and the Commission on Higher Education's request for \$2 million for its electronic library program
- General Assembly approved revision of the State Documents Depository Act to require state agencies to notify the State Library upon publication of an electronic state document and followed with a bill that requires agencies mandated to make reports to the General Assembly to do so electronically

## **Funding**

- DISCUS is funded in the State Library's budget for the first time
- State Aid increased from 82 cents per capita to \$2 per capita for FY 06 funding
- State Library assisted public libraries in obtaining commitments for \$189,704.43 in E-Rate discounts
- State Library administered Gates Foundation Staying Connected Grant for \$217,000 to provide competitive sub grants for advanced technology training of public library staffs
- K-12 Technology Committee committed \$250,000 FY 06 dollars to supplement DISCUS

## **Construction**

- State Library assisted thirteen public libraries with building and renovation projects

## **Staff Development/Continuing Education**

- Sponsored eighty-seven (87) continuing education events for public Library staffs
- State Library staff participated in 85 professional development/continuing education events

## **Marketing/Public Relations(PR)**

- "GOT HOMEWORK?" billboard campaign to promote DISCUS was sponsored by the State Library and the Outdoor Advertising Association of South Carolina
- State Library initiated phase one of a multi-phase project to update its brand identity and to give its newsletter a new look and name, *Serving SC with MORE*

## **Partnerships**

- Partnered with the S.C. Humanities Council and the S.C. Arts Commission to hire a new Literary Arts Programmer for the state (approximately 40% of the position is devoted to adult programming work with the State Library and public libraries)
- Retiring State Librarian Johnson appointed to S.C. Book Festival Advisory Board
- Collaborated with the S.C. Access to Information Technology Coordinating Committee to improve accessibility of state agency web sites
- Served as the primary sponsor of the Palmetto Book Alliance, S.C.'s Library of Congress Center for the Book Affiliate; other sponsors were University of S.C. – School of Library and Information Science and the S.C. Humanities Council

## **Children/Youth Services**

- Participated in a regional cooperative with Georgia, Alabama, Mississippi and Virginia to sponsor statewide vacation reading programs with the theme, "FUNtastic Reading"
- Talking Book Services hosted a "FUNtastic Reading" party for children with disabilities
- State Library Foundation began development of a childhood literacy initiative, in partnership with public library directors and children's librarians

## **Service Improvements**

- Implemented "Ask A Librarian" online chat reference service
- Initiated Phase II of a major website re-design to facilitate delivery of more online services and real-time information
- South Carolina State Library Board successfully recruited Patti J. Butcher to succeed retiring director, James B. Johnson, Jr.
- Governor Mark Sanford appointed two new members to the S.C. State Library Board

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

- **Strategic Initiative A:** Provide information resources and services to meet the needs of the people of South Carolina. **Goals:** (1) Improve quality of and access to State Library collections and services. (2) Serve as the principal agent to assist state government personnel and elected officials in their quest for information and South Carolinians whose access to information is limited due to disabilities. (3) Strengthen and enhance DISCUS.
- **Strategic Initiative B:** Provide statewide programs to support local library services. **Goals:** (1) Ensure that all South Carolinians receive effective and high quality library services through their public library. (2) Promote the development of library programs for the State's children and youth. (3) Provide targeted continuing education programs to train library staffs. (4) Provide technical assistance in planning for and management of library resources and services.
- **Strategic Initiative C:** Serve as the advocate for the contributions that libraries make to education and economic development in South Carolina. **Goals:** (1) Conduct an ongoing marketing campaign to promote State Library resources and services. (2) Promote library services and reading statewide as an integral component of the educational process and as a contributor to the state's economic development.
- **Strategic Initiative D:** Encourage partnerships that enhance statewide delivery of library and information services. **Goals:** (1) Encourage the development of library networks and resource sharing. (2) Cooperate with other agencies to ensure libraries are included in statewide initiatives. (3) Collaborate with key stakeholders to support recruitment and retention of the next generation of librarians.
- **Strategic Initiative E:** Continuously improve State Library operations. **Goals:** (1) Provide and support staff development and training opportunities. (2) Increase effectiveness of operations.

### **I.4. Opportunities and Barriers That May Affect the Agency's Success in Fulfilling It's Mission and Achieving It's Strategic Goals**

#### **Opportunities**

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| <ul style="list-style-type: none"><li>❑ High-tech information climate and emerging new technologies</li><li>❑ Experienced and knowledgeable staff</li><li>❑ Staff approaching retirement; staff departures</li><li>❑ Collaboration/partnership with K-12, public and academic libraries and agencies and organizations with similar objectives</li><li>❑ Availability of federal dollars for specific purposes/grants</li><li>❑ Programs and services with the potential to impact all information seekers</li><li>❑ Information needs of the General Assembly, Governor's Office, and top agency officials</li><li>❑ Administration of State Aid and other state funding for public libraries; past legislative increase in per capita support</li></ul> | <ul style="list-style-type: none"><li>❑ Comprehensive collection of SC state documents and other print and electronic research resources</li><li>❑ New content electronic databases</li><li>❑ Emphasis on centralization and cost efficiencies for state government</li><li>❑ Carryover funds to satisfy existing obligations</li><li>❑ Emphasis on good government for the people of SC</li><li>❑ DISCUS popularity/usage increase</li><li>❑ Consortial purchasing</li><li>❑ Public library building construction/renovation needs</li><li>❑ Targeted promotion of programs and services</li><li>❑ Virtual library 24/7 technologies</li><li>❑ Legislation authorizing collection and preservation of electronic state documents</li></ul> |
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**I.4. Opportunities and Barriers That May Affect the Agency’s Success in Fulfilling It’s Mission and Achieving It’s Strategic Goals - continued**

**Barriers**

- ❑ Inadequate operating budget
- ❑ Lack of development of viable workforce succession plan
- ❑ Small agency with limited resources
- ❑ No unrestricted carryover funds available to the agency
- ❑ High cost of print and electronic research materials/content databases
- ❑ Lack of sufficient funds additional funds for purchase or database products to enhance statewide educational and research offerings
- ❑ Senior staff approaching retirement; staff departures
- ❑ Lottery funds not reauthorized
- ❑ No State Aid minimum grants increase
- ❑ Lack of funds for development of Legislative and Governmental Research Service
- ❑ Unintended negative consequences to smallest counties of the increase in per capita State Aid
- ❑ Financial downturns in small, rural communities
- ❑ Difficulty of recruitment of staff due to non-competitive state salary structure
- ❑ No funds for recruitment of additional degreed professional reference librarians (3 unfunded FTE positions)
- ❑ Lack of construction grant funds for SC public libraries 25-50 years old

**I.5. How the accountability report is used to improve organizational performance**

- Focus the agency’s Management Team on critical needs
- Maintain awareness of Malcolm Baldrige performance excellence criteria
- Coordinate and align strategic planning
- Monitor and document the agency’s progress toward its mission, goals and objectives
- Develop and align improvement strategies
- Disseminate information and communicate progress
- Foster and facilitate collaboration
- Identify and target task force missions
- Identify and prioritize budgetary needs
- Facilitate consensus building
- Identify measurement and evaluation methods

**Section II – Business Overview**

**II.1 Number of Employees**

- The State Library has authorization for 50 full time equivalents (FTEs)
- 22 are federally funded (one is vacant)
- Of the 28 state funded positions, only 23 of these are filled
- The State Library operated the fiscal year with 88% of its authorized staffing needs

## II.2 Operation Locations

The agency operates from two facilities in Columbia, S.C. Administration, Finance and Business Operations, Talking Book Services (its collections and reading room), Library Development Services and meeting facilities, which are available to other library organizations and state government agencies, are located at 1430 Senate Street. Information Services, Collection Management Services, Information Technology Services, the DISCUS Program, collections and other information resources, public reading rooms with computer workstations and other equipment and a fully equipped computer training room are located at 1500 Senate Street.

## II.3 Business Overview – Expenditures/Appropriations Chart

Major Budget Categories	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$1,443,190	\$994,089	\$1,585,0713	\$924,283	\$1,724,318	\$981,154
Other Operating	\$3,803,149	\$2,743,457	\$3,958,990	\$3,272,935	\$2,139,810	\$1,244,715
Special Items	\$	\$	\$	\$	\$	\$
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$6,520,649	\$4,318,260	\$10,248,215	\$3,699,501	\$10,715,098	\$10,095,098
Fringe Benefits	\$409,226	\$277,009	\$469,654	\$275,601	\$483,721	\$276,068
Non-recurring	\$	\$	\$	\$	\$	\$
<b>Total</b>	<b>\$12,176,214</b>	<b>\$8,332,815</b>	<b>\$16,261,931</b>	<b>\$8,172,320</b>	<b>\$15,062,947</b>	<b>\$12,597,035</b>

### Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$829,447	\$0

## II.4 Major Programs Area Chart (See attachment)

## II.5 Key Customer Segments Linked to Key Products/Services

Key Customer Segments	Key Products/Services
Members of the S.C. General Assembly, Governor's Office, other elected officials and state government employees	<ul style="list-style-type: none"> <li>▪ Collections (general and special)</li> <li>▪ Borrowing privileges</li> <li>▪ Reference and research services</li> <li>▪ Training in use of online databases</li> <li>▪ Access to electronic resources, including DISCUS - South Carolina's Virtual Library</li> </ul>
S.C. public library administrators and their staffs	<ul style="list-style-type: none"> <li>▪ State and federal grants management</li> <li>▪ On-site and remote access to electronic resources, including DISCUS</li> <li>▪ Interlibrary loan support</li> <li>▪ Consultant services &amp; advocacy</li> <li>▪ Statewide children's summer reading program</li> <li>▪ Staff development/continuing education</li> </ul>
Other S.C. libraries (school, special, academic)	<ul style="list-style-type: none"> <li>▪ Partnership facilitation</li> <li>▪ Access to DISCUS - South Carolina's Virtual Library</li> <li>▪ Interlibrary loan support</li> </ul>
S.C. citizens with disabilities	<ul style="list-style-type: none"> <li>▪ Recorded, Braille, large print, playback equipment, and online resources</li> <li>▪ Postage-free delivery of materials</li> <li>▪ Readers' advisory with toll-free access</li> <li>▪ Children's summer reading program</li> <li>▪ Disability services referral</li> <li>▪ On site assistive technology</li> </ul>
S.C. citizens of all ages and interests	<ul style="list-style-type: none"> <li>▪ Reference and research services through local public libraries</li> <li>▪ On-site use of collections and services</li> <li>▪ Borrowing through interlibrary loan</li> <li>▪ Collections (general and special)</li> <li>▪ DISCUS</li> <li>▪ Grants research collection and services</li> </ul>

## II.6 Key Stakeholders (Other than Customers)

- ❑ Statewide disability consumer groups (e.g., National Federation of the Blind of South Carolina, American Council of the Blind of South Carolina, etc.)
- ❑ South Carolina State Library Board
- ❑ South Carolina State Library Foundation

## **II.6 Key Stakeholders (Other than Customers) - continued**

### **□ Collaborative entities:**

- Association of Public Library Administrators
- Cultural Visions Council
- First Steps to School Readiness
- Friends of S.C. Libraries
- K-12 Technology Committee
- Palmetto Archives, Libraries, and Museums Council on Preservation
- Palmetto Book Alliance
- Partnership Among S.C. Academic Libraries
- Reach Out and Read S.C.
- S.C. Access to Information Technology Coordinating Committee
- S.C. Arts Commission
- S.C. Association of School Librarians
- S.C. Autism Society
- S.C. Department of Archives & History
- S.C. Department of Education
- S.C. Educational Television
- S.C. Humanities Council
- S.C. Library Association
- S.C. Partnership for Distance Education
- S.C. Society of Certified Public Managers
- Special Libraries Association, S. C. Chapter
- University of S.C. - BEST Center (Books, Evaluation, Selection, Training)
- University of S.C. School of Library and Information Science

## **II.7 Key Suppliers**

### **□ Vendors**

- Office equipment/supplies
  - Library materials
  - Software/Hardware
  - Electronic database content
  - Graphic design
  - Printing
  - Integrated library systems
  - Telecommunications/Networking
  - Cataloging/Materials Processing
  - Staff development and training
  - Minority vendors
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- Institute of Museum and Library Services
  - United States Government Printing Office
  - Library of Congress, National Library Service for the Blind & Physically Handicapped
  - Divisions/departments of the S.C. Budget and Control Board
    - Inter-Agency Mail, Supplies & Surplus Property
    - Facilities Management
    - Office of Materials Management, etc.



## **II.8 Organizational Structure** *(See attachment – Organizational Chart)*

The South Carolina State Library is an independent state agency governed by a board of seven members appointed by the Governor, with one member from each Congressional District and one from the state at large. Members serve five-year terms and may be reappointed.

Title 60, Chapter 1 of the Code of Laws of South Carolina, provides statutory authority for the South Carolina State Library. Originally authorized in 1929 and known as the State Library Board, the public library extension agency was first funded in 1943. It was redesignated the South Carolina State Library with a broad range of responsibilities by Act 464 of 1969. The legislation was recodified, and Act 178 of 1985 authorized new functions.

The Director, appointed by and accountable to the Board of the South Carolina State Library, is responsible for the operation of the agency and is assisted by the Deputy Director. Departmental and program directors work with both to coordinate programs and services, and all make up the agency's Management Team. The Director of the Division of Statewide Library Services coordinates and monitors the activities of Information Services, Collection Management Services, and the DISCUS Program and is responsible for direct supervision of Library Development Services.

### **Major functions concentrated at the administrative level include:**

- Planning, monitoring and evaluating programs and services
- Interpreting governmental regulations and procedures
- Public relations/marketing activities
- Human Resources Management (includes employee relations and benefits administration)
- Administering federal grants, State Aid and other funding that supports public libraries
- Coordinating state and federal reporting activities

### **Finance and Business Operations**

- Provides management of finances, procurement and facilities
- Supports the administration of State Aid, federal grants, and other pass-through funds
- Provides guidance on budgeting and related matters and support for all agency operations

## **DEPARTMENTAL/PROGRAM DESCRIPTIONS**

**Talking Book Services** - Provides free library and information services to citizens with disabilities that include:

- Recorded, Braille and online reading materials and specialized playback equipment
- Postage-free home delivery of materials
- Readers' advisory service with toll-free telephone access
- Summer reading program for children
- Assistive technology and referral to other disability agencies and services

### **Information Technology Services Unit**

- Provides technical and communications support and guidance to the agency and to public libraries; Maintains and enhances the State Library web site
- Coordinates, operates and maintains the South Carolina Library Network—a computer-based communications system that facilitates statewide sharing of library resources

- Coordinates with the Office of the Chief Information Officer the Universal Service Support Mechanism (E-Rate) to provide eligible public libraries and schools with affordable telecommunications access
- Facilitates remote access to State Library electronic resources and DISCUS databases

## **DIVISION OF STATEWIDE LIBRARY SERVICES**

### **Collection Management Services**

- Acquires, catalogs, preserves, and makes available all materials used in the library program
- Maintains the library's collection database
- Provides collection management consultant services to public libraries statewide
- Maintains all collections, general and special

### **Information Services**

- Provides research services to state government agencies, the General Assembly, the Office of the Governor, and to other elected officials
- Provides statewide reference and interlibrary loan services that supplement public library collections and services
- Provides orientation to state government personnel, on State Library services and seminars on accessing electronic information
- Selects materials for inclusion in the library's collections
- Coordinates the South Carolina State Documents Depository system

**Library Development Services** - Provides consultant services to public libraries, Boards of Trustees and library supporters that include:

- Guidance on special library development projects, e.g., public library construction
- Strengthening and supporting statewide Friends of South Carolina Libraries groups
- Obtaining and managing federal and state sub-grants for service improvements
- Advice and guidance on human resources, marketing, children and youth services, adult services, extension services, budgets, library automation, etc.
- Facilitates the development of collaborative partnerships with libraries and related agencies and organizations statewide
- Plans, coordinates and delivers statewide continuing education events and training

### **DISCUS Program**

- Provides state residents with free online access to subscription library databases via schools, colleges and public libraries and via 24/7 home and office access
- Delivers training to library and technology staffs at schools, colleges and public libraries; Provides consulting and technical support services to the same

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

### **Category 1 – Leadership**

#### **1.1. How do senior leaders set, deploy and ensure two-way communication for:**

##### **1.1a. Short and long Term Direction**

The agency's Management Team uses a three-year strategic plan and an annual business plan. (See Section I – Executive Summary and Section II.8 – Organizational Structure) The plans establish priorities, provide guidance to the staff and inform stakeholders. The plans are posted on the agency intranet. Staff are kept informed through quarterly staff meetings, monthly departmental meetings and through email.

### **1.1b. Performance Expectations**

Actions for implementation of the plans are assigned across departmental lines. Progress is monitored at semi-monthly Management Team meetings. Managers link performance appraisal criteria to both plans. The Employment Performance Management System (EPMS) is used.

**1.1c. Organizational Values** (*See Section I.1 – Executive Summary*) The values are at the core of all agency programs and services and serve as the guiding principles of all activities.

### **1.1d. Empowerment and Innovation**

Input is sought from staff during monthly departmental meetings and through informal contacts. Supervisors share staff input with administration through various communication methods. Work teams (Emergency and Safety, Public Relations, Home Page, Staff Development) function in an advisory capacity to the Management Team and provide critical feedback for evaluation of existing programs and services. Team Chairs and key staff participate in Management Team meetings as needed. Administration participates in team and departmental meetings.

### **1.1e. Organizational and Employee Learning**

Supervisors provide ongoing task-specific training and the agency encourages staff participation in CE events. There is a formal orientation program for new employees. The Staff Development Team, chaired by the Continuing Education Coordinator assists administration in determining staff development day training topics and staff recognition events. Survey forms are used to solicit input on usefulness of training, recommendations for future sessions, and how skills obtained will be used in the performance of job responsibilities. For budget planning purposes, administration encourages managers to identify desired training opportunities in advance of budget preparation work.

### **1.1f. Ethical Behavior**

The agency's mission and values provide the ethical framework for its operation. (*See Section I – Executive Summary*) The agency has adopted the Ethical Principles for South Carolina State Government Service and the American Library Association's Code of Ethics. Managers and supervisors are expected to model ethical behavior in the performance of all job responsibilities.

### **1.2. How do senior leaders establish and promote a focus on customers and other stakeholders?** This is done through use of:

- A customer-focused strategic plan
- Monthly departmental meetings where customer needs and concerns are addressed
- Formal user satisfaction surveys that solicit customer input
- Stakeholder advisory committees for feedback on programs and services
- Communication through newsletters, meetings, correspondence, direct contact, etc.
- Agency-sponsored opportunities for customers to network and discuss common management, customer service, program and policy issues

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

- Agency director approves all major budgetary matters
- Fiscal and compliance oversight of all grant programs with the Finance and Business staff
- Adherence to general state administrative policies

- Deputy director is the designated Library Services & Technology Act grants coordinator and attends all required federal meetings
- Strict adherence to all state and federal enabling legislation
  - Code of Laws of SC – Section 60
  - Code of Laws of SC – Title 59
  - US Code of Laws, PL 89-522, PL 104-197, PL 105-128, and PL 104-104, 110 Stat. 56
- Meeting all federal and state reporting requirements which include but are not limited to:
  - Federal government - Institute of Museum and Library Services and Library of Congress, National Library for the Blind and Physically Handicapped
  - State of S.C. Budget & Control Board, Comptroller General’s Office, Office of the State Treasurer, Legislative Audit Council, Office of Human Resources Management, etc.
- Timely processing of vendor payments and public library allocations
- Continuous review of budget accounts and expenditures
- Budget planning discussions (formal and informal)

**1.4 What key performance measures are regularly reviewed by your senior leaders? (Actual results are to be reported in Category 7) *See Section III, Category 4-Measurement, Analysis, and Knowledge Management, 4.1, 4.2 and Category 7 – Results***

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| <ul style="list-style-type: none"> <li>▪ Registered library users</li> <li>▪ Contacts with customers/customer transactions</li> <li>▪ On site library visits</li> <li>▪ Circulation of library materials</li> <li>▪ Electronic database use</li> <li>▪ Web site activity/usage</li> <li>▪ Networking activity</li> <li>▪ Statewide summer reading participation</li> <li>▪ Library Development Services public library site visits, consultations, etc.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Other professional staff (e.g., IT) public library consultations</li> <li>▪ Staff development activities/participation</li> <li>▪ CE participation/evaluation</li> <li>▪ Federal sub-grant outputs/outcomes</li> <li>▪ Agency financial performance</li> <li>▪ DISCUS usage/cost avoidance</li> <li>▪ Public relations activities</li> <li>▪ Collections--items added/withdrawn</li> <li>▪ Staff performance</li> </ul> |
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**1.5. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?**

Organizational performance review findings are incorporated into action steps developed during each annual business planning cycle. Semi-monthly Management Team meetings are used to assess progress toward agency objectives, to discuss employee concerns and organizational performance review findings, to develop strategies for improvement and methods to sustain and build upon proven performance/productivity enhancing mechanisms.

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

- Utilization of advisory committees, public library site visits, electronic discussion lists, online survey instruments, partnership interactions, etc. to obtain customer feedback
- Compilation and monitoring of customer use data
- Continual evaluation of programs and data analysis to determine effectiveness

- Adjustment of the strategic and annual business plans as warranted
- Continued development of effective working relationships with key stakeholder groups

**1.7 How does senior leadership set and communicate key organizational priorities for improvement?**

The strategic and annual business plans are the major documents used to communicate key organizational priorities for the year. Departmental Directors review the annual business plan with staff during departmental meetings, evaluate progress, identify problems that are impeding or may have the potential to impede progress, and then make recommendations (via Management Team meetings or directly to administration) for strategy adjustments. External and internal customers are informed through use of the agency’s web site, intranet, newsletter, memoranda, listservs, informal contacts and meetings. High priority items are communicated through the most effective method available for timely transfer of information.

**1.8. How does senior leadership and the agency actively support and strengthen the community?** *(See Category 5, Human Resources, 5.6)*

Employee involvement in charitable efforts that strengthen communities is encouraged, but not mandated. The agency allows employees to actively promote, advertise and collect donations during work hours. Efforts supported by staff include:

- Annual United Way campaign (monetary donations)
- Harvest Hope Food Bank (food and monetary donations)
- Community Charities Good Health Appeal (monetary donations)
- Nexus Kids (donated agency PCs rejected by state surplus property)

Staff is encouraged to participate in national, state, and local professional organizations related to the mission of the agency. Flexible scheduling and professional leave are used to facilitate membership activities. Many agency partnership and collaborative ventures also support and strengthen communities. For instance, partnerships with the S.C. Autism Society led to the placement of materials and displays in public libraries statewide for autism awareness month and supported the Carolina Chapter of Reforma with its first Latino Summit. Reforma exists to improve delivery of library services to Latinos and the Spanish speaking. *(See Section II Business Overview, II.6)*

The central mandate of the Talking Book Services department automatically connects it to communities across the state, with public education delivered via presentations and exhibits to groups and at events such as:

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| <ul style="list-style-type: none"> <li>▪ Columbia’s Community and Home Health Day</li> <li>▪ Lion’s Club (Socastee Chapter)</li> <li>▪ Blinded Veterans Support Group (Myrtle Beach)</li> <li>▪ Deepwoods Nursing Home Health Day (Lexington)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Greenville County Special Education Department</li> <li>▪ Bethlehem Lutheran Church Senior Adult Group (Irmo)</li> <li>▪ Pee Dee Senior Life Expo (Florence)</li> <li>▪ Seabrook of Hilton Head (retirement community)</li> </ul> |
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Senior leaders support these efforts by budgeting for related travel expenses and promotional items and through allowing flexible work scheduling and compensatory time.

## **Category 2 – Strategic Planning**

### **2.1. What is your Strategic Planning process, including KEY participants, and how does it account for:**

#### **a. Customer needs and expectations** *(See Category 1 – Leadership: 1.1a, 1.1b, and 1.7)*

The agency obtains information about the needs and expectations of its key customers *(See Section II, Business Overview, II.5)* through a variety of methods. *(See Category 1 – Leadership, 1.2)* Assessments made through use and preparation of the accountability report, the agency activity inventory and the agency's budget plan are key processes that set the stage for each year's strategic and annual business planning meetings.

The annual planning process provides a mechanism for alignment of staff and customer expectations. The agency's Management Team *(See Section II – Business Overview, II.8)* annually reviews and updates its three-year strategic plan. *(See Section I, Executive Summary, I.3.)* The agency's mission, vision, values and strategic initiatives are reviewed. Goals are established for the strategic initiatives and then objectives are established to align with goals. This is followed by development of a state fiscal year annual business plan that includes action steps with a quarterly timeline and tasks and responsibilities clearly defined by departments (singularly and collaboratively). The agency director presents both plans to the State Library Board for approval.

Through a series of meetings, the Management Team tracks progress towards its goals and objectives. Input from other staff, obtained by departmental directors, plays a major role in the decision making process. During the last quarter of the fiscal year, determination is made for carryover or elimination of unrealized action items. All factors that related to success or failure are considered during this process.

#### **b. Financial, regulatory, societal and other potential risks**

The adequacy of state appropriated dollars for the enhancement and maintenance of human resources and the development of new programs and services is a primary consideration in the strategic planning process. Guidelines for the use of federal funds are continually monitored for changes that could potentially impact services. Planning includes evaluation of methods for the administration of federal funds to effectively supplement state dollars and to expand partnerships for the benefit of key customers. During the budget planning process there is strict adherence to regulations and guidelines that limit the use of funds to specific expenditure categories. Efficient and responsible use of all funds is always a priority.

#### **c. Human resource capabilities and needs**

*(See Section II, Business Overview, II.1)* Planning for performance excellence, although difficult due to budgetary limitations, is of key concern. *(See Category 5 – Human Resources)* The strategic planning process identifies partner departments for major projects and facilitates maximum use of available staff and talents. Unforeseen staff turnover is always a potential threat to the strategic planning process. The agency still has much succession planning work to accomplish. However, more attention is now being given to identification of talented employees for promotion or movement, so as to maximize use of staff skills and abilities for achievement of agency goals and objectives. For example, when an IT slot became available, a staff member identified for his technological interests was promoted to a position and placed in a technology skills enhancement track at Midlands Technical College. He was also partnered with a veteran IT staff member for on the job training. He now functions as a viable IT staff member.

#### **d. Operational capabilities and needs**

To meet customer needs and expectations, the agency places special emphasis on keeping pace with technological changes. Assessment of the implications of the impact of upgrading or adding new technologies, for improvement of workflow processes and delivery of information, programs and services to customers, is a key part of the strategic planning process.

The percentage of the state appropriated budget available for agency operations is small. Sixty percent (60%) is appropriated to provide State Aid to public libraries, fourteen percent (14%) is designated for rents paid to the Office of General Services, twenty-two percent (22%) is needed for salaries and fringe benefits, leaving only four percent (4%) for all other agency operating expenses. Compensating for this imbalance is a consistent factor in the development of the agency's strategic and annual business plans. (*See Section II, Business Overview, II.2-II.3*)

#### **e. Suppliers/contractor/partner capabilities and needs**

Past performance of suppliers (ability to deliver what was promised, when promised) and reliability of goods and/or services is a consideration during the planning process and significantly affects decisions. Partnerships, long and short term, are sought to help the agency accomplish goals and objectives that cannot be realized independently. Factors that come into play in the assessment and identification of partnerships are numerous, but relevance to agency's mission and needs of its key stakeholder and customer needs are paramount. (*See Section II – Business Overview, II.7*)

#### **2.2 What are your key strategic objectives? (Address in Strategic Planning Chart)**

(*See attached Strategic Planning Chart and Section I – Executive Summary, I.3*)

#### **2.3. What are your key action plans/initiatives? (Address in Strategic Planning Chart)**

(*See attached Strategic Planning Chart and Section I – Executive Summary, I.3*)

#### **2.4 How do you develop and track action plans that address your key strategic objectives? Note: Include how you allocate resources to ensure accomplishment of your action plans.**

(*See Section III, Category 2 – Strategic Planning, 2.1 and Category 1 – Leadership, 1.1a, 1.1b, 1.7, and 2.1a*) Action plans include assignment of lead departments and other staff necessary for accomplishment. A fiscal year timeline for action is included. Departmental directors review action plans with staff. Staff assignments are linked to employee position descriptions. Budgetary, technological, facility and other resources are allocated to meet strategic objectives, e.g., budget planners allocate funds in anticipation of major costs such as technology upgrades.

#### **2.5 How do you communicate and deploy your strategic objectives, action plans and performance measures?**

(*See Section III, Category 1 – Leadership 1.1b, 1.2, 1.5 and 1.7; Category 2 – Strategic Planning, 2.5; Category 3 – Customer Focus, 3.3-3.4*) In addition to the aforementioned, staff is encouraged to provide input about plans and are praised for efforts that result in progress toward goals. Progress reports are presented to the State Library Board during bi-monthly meetings.

#### **2.6. 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.**

<http://www.state.sc.us/scsl/pubs/stplnind.html>

**Category 3 – Customer Focus**

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

Key customers are identified through interpretation of the agency's mission, vision, values, and authorizing legislation. (See Section I – Executive Summary, I.1; Section II – Business Overview, II.5) The agency’s ultimate key customer is any citizen of the state. Some stakeholders communicate customer key requirements through their direct participation in agency boards and committees. Other customer key requirements are determined through various methods. (See Section III – Category 1 – Leadership, 1.2, 1.4 and 1.6) Ultimately, all customers require accurate, current and relevant information resources and services, knowledgeable information professionals and accountability.

<b>Key Customers</b>	<b>Key Requirements</b>
Members of the S.C. General Assembly, Governor’s Office, other elected officials and state government employees	<ul style="list-style-type: none"> <li>▪ Broad range of up-to-date reference, research, and support materials (print and electronic) relevant to agency goals, objectives and statewide initiatives</li> <li>▪ Superior personal service and timely response</li> </ul>
S.C. public library administrators and their staffs	<ul style="list-style-type: none"> <li>▪ Statewide programs and professional consultant services that support delivery of local library services to citizens</li> <li>▪ A centralized collection that eliminates local purchasing of expensive specialized materials</li> <li>▪ Access to a highly skilled research and technical staff for training and research assistance to support local delivery of information services</li> <li>▪ Responsible management of state and federal grant programs for the improvement of local library services</li> </ul>
Other S.C. libraries (school, special, academic)	<ul style="list-style-type: none"> <li>▪ Cooperation that facilitates effective use of funds to provide library and informational services to all persons (above and beyond those that can be provided through one institution)</li> </ul>
S.C. citizens with disabilities	<ul style="list-style-type: none"> <li>▪ Accessible collections and services that support information needs</li> <li>▪ Easy access to personalized one-on-one service from information professionals</li> </ul>
S.C. citizens of all ages and interests	<ul style="list-style-type: none"> <li>▪ Access through local public libraries to State Library collections</li> <li>▪ Access to DISCUS – S.C.’s Virtual Library</li> </ul>



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

Attendance by professional staff at training opportunities, participation in professional associations, and involvement in the agency's collaborative work keep them current on new and established methods for evaluation of the effectiveness of programs and services and of changing and emerging trends. (See *Category 1 – Leadership, 1.1e, 1.2, 1.6 and 1.7; Category 2 – Strategic Planning, 2.1a*) Also, when upgrades are implemented for the agency's technology infrastructure, components that can enhance the process for obtaining customer feedback and other related data are incorporated as feasible.

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

- To pinpoint service areas needing improvement or elimination
- To establish program priorities
- To select library materials that meet user needs
- To assist public libraries with technology planning
- To target federal Library Services and Technology Act sub-grant funds
- To improve training programs
- To facilitate long-range planning
- To establish budget priorities
- To seek technology assistance grants, such as those offered through the Bill and Melinda Gates Foundation, that benefit local public libraries and the communities they serve

### **3.4. How do you measure customer/stakeholder satisfaction?**

(See *Category 4 – Measurement, Analysis and Knowledge Management and Category 7 – Results, 7.1*)

- Personal contact (public services staff communicate customer comments and suggestions)
- Monitoring relevant publications
- Evaluating customer usage statistics and survey/needs assessments results
- Informal networks and professional affiliations
- Monitoring of success in meeting compliance requirements for federal and state entities
- Impact of promotional efforts (e.g., increased customer use of programs, resources, services)
- Efficiency of financial and operational processes for vendor/supplier interactions
- Solicitation of stakeholder feedback (formal and informal)
- User surveys that solicit customer satisfaction feedback
- Customer participation in State Library sponsored training and other events
- Use of online survey mechanisms
- Periodic use of targeted focus groups

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

- One-on-one customer/employee interaction that includes customer friendly service, responsiveness to service needs, and immediate and appropriate follow-up to concerns
- Proactive engagement in collaborative opportunities (See *Section II- Business Overview, II.6*)
- Focus on mission accomplishment (See *Section I, I.1*)

## **Category 4 – Measurement, Analysis and Knowledge Management**

### **4.1. How do you decide which operations, processes and systems to measure for tracking financial and operational performance? Key determining factors are:**

- Correlation with the agency's strategic plan and with budget allocations
- Efficiency and feasibility of data collection—data collected and reported annually must provide an accurate measurement of operational performance (*See Category 4, 4.2*)
- Systems and processes related to customer and stakeholder needs are targeted
- Alignment with data collection standards used by libraries nationwide (the agency is represented on advisory committees to National Center for Educational Statistics and the National Commission for Libraries and Information Science, Federal State Cooperative system for Public Library Data)
- Changes in national data collection trends
- Data not covered in national reports but that reflect improvement of local level library services, e.g., public library financial data (*See Section III, Category 1 – Leadership, 1.4*)
- State/federal compliance regulations determine key measures for financial performance (*See Section III, Category 2 – Strategic Planning, 2.1b*)

### **4.2. What are your key measures? (*See Section III, Category 1 - Leadership, 1.4*)**

- Traditional library measures (number of customers, use of library resources, etc.)
- Financial performance (pass through processing efficiency, BARS data accuracy, etc.)
- DISCUS usage statistics; DISCUS cost avoidance for libraries and schools
- Consulting services activity (site visits, phone contacts, E-Rate participation, etc.)
- Numerical data on all agency programs, services, facilities, and staff
- Customer transactions (all public services functions, e.g., reference questions researched)
- Volunteer service (number and time contributed/cost equivalent)
- Promotional statistics (relationship to increase in usage)
- Networking activity (server availability, file reorgs, virus protection results, etc.)
- Training/Continuing Education (sessions/participants/evaluation)
- Federal grants activity (dollars requested vs. awarded, number of successful programs, etc.)
- Library funding/budgets
- Web statistics (site hits, unique visitors, average visit length, etc.)

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

- Electronic data checks ensure accuracy; data received are reviewed, and consultants contact libraries when data fail established edit checks or manifest other problems.
- Technology measures are in place to ensure network stability, security and backup of critical data.
- Staff position descriptions and EPMS documents include job functions for data compilation/analysis to ensure that appropriate staff time is allocated and to provide a mechanism for timeliness of data collection and publication. Departmental directors and key staff are required to submit monthly reports that include key statistical data.
- Financial data received are reviewed and evaluated by the Director of Finance and Business Operations; determination of accuracy of financial data is accomplished through examination of public library audit reviews, programmatic and financial compliance, detailed checks of all formal financial reports submitted by grants-in-aid recipients, etc.
- Measures are in place to ensure confidentiality when appropriate.

- Data are reported to the National Center for Education Statistics for analysis and publication in *State Library Agencies* and *Public Libraries in the United States*.
- The agency publishes the *Annual Statistical Summary*, which ranks South Carolina's public libraries, and the *Annual Report* that compiles in one source statistics from the State Library, public libraries and academic libraries

**4.4. How do you use data/information analysis to provide effective support for decision making?**

- To determine service adjustments
- To identify and address training and promotion needs for all services
- To determine selection of library materials and to target funds allocated
- To assess the quality and effectiveness of local library services, to determine areas for improvement initiatives and as a basis for long range planning
- To develop a varied calendar of continuing education training events
- To address agency staff development and training needs

**4.5. How do you select and use comparative data and information?** (See Category 4, 4.3)

The State Library uses state comparative data and published national data that are based on national standards and indicators. The agency's *Annual Statistical Summary* of comparative public library data are used by the agency and other libraries to facilitate informed decision making on issues such as budget and personnel management, library construction, etc. The publications, *State Library Agencies* and *Public Libraries in the United States*, allow the agency to compare its services with other state libraries and afford comparisons between South Carolina's public libraries and those of other states. The agency submits data for these publications. The agency collects this data, as well as data unique to its mission and uses and other comparative data and information to:

- Assist with decisions related to the purchasing of resources (print and electronic), the development of continuing education programs and the provision of consulting services
- Project future needs, to make decisions about the allocation of scarce resources, to evaluate the strategic plan and to assist public libraries with the development of local programs and services

**4.6. How do you manage organizational knowledge to accomplish the collection and transfer and maintenance of accumulated employee knowledge, and identification and sharing of best practices?**

Succession and workforce planning have been and continue to be areas in need of more attention. Senior leadership is beginning to examine ways to address this. More staff training opportunities are being identified and cross training across departmental lines is being examined. Staff participation in professional associations serves as the key means of sharing best practices, as does staff involvement with collaborative partnership organizations and agencies. (See Section II, II.6, Section III, Category 2, 2.1c, and Category 5 – Human Resources, 5.1)

**Category 5 – Human Resources**

**5.1. How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?**

(See Section III, Category 1 – Leadership, 1.1d and 1.1e; Category 2- Strategic Planning, 2.1c)

- Identify, provide and support staff development and training opportunities
- Encourage and support employee participation through professional leave and flexible scheduling
- Support cross training
- Provide staff development sessions
- Host staff appreciation events
- Collaborate with the Staff Development Committee to address employee needs and concerns
- Strive to foster a supportive work environment
- Foster promotional opportunities

**5.2. How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?** *(See Section III – Category 1 – Leadership, 1.1e, Category 2 – Strategic Planning, 2.1c, Category 5, 5.5 and Category 7 – Results, 7.4 and 7.5)*

In tandem with the Management Team and the Staff Development Committee that includes the Human Resources Manager, the Continuing Education Coordinator develops sessions for employee enrichment and skill building. Employees and their immediate supervisors assess needs and communicate and identify opportunities for professional growth. Additionally, managerial departmental needs assessments provide information that is used to target continuing education opportunities. Effectiveness of training opportunities is assessed through the use of a staff development evaluation report form and through one-on-one follow up with participants and supervisors.

**5.3. How does your employee performance management system, including feedback to and from employees, support high performance?** *(See Category 2, 2.1c)*

The Employee Performance Management System is used to identify and praise employee accomplishments and to pinpoint performance improvement needs. It is also linked directly to the agency's compensation plan. The agency rewards employees with a record of consistent superior performance. Budgetary constraints dictate when and how often this can be accomplished. Priority is placed on identifying promotional avenues that can be accompanied by salary adjustments or by review of the performance of additional duties—specifically those that significantly impact the agency's ability to meet its goals and objectives. Salary adjustment reviews are undertaken when employees are assigned responsibilities that significantly increase the overall scope and complexity of a position.

**5.4. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?**

- Agency-wide surveys
- Informal communication with supervisors
- EPMS
- A managerial open door policy to encourage communication
- The Staff Development Committee to provide a comfortable venue for employees to communicate concerns
- Joint meetings between the Management Team and various work teams/committees
- Consideration of other formal/informal assessment methods as recommended by the Staff Development Committee

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

- Compliance with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation
- Taking immediate corrective action to eliminate deficiencies if assessed by the Safety Support Unit of the Office of General Services
- Inclusion of safety awareness in the new employee orientation process
- Identification of preventive measures to avoid workplace injuries
- Enforcement of the agency's smoke-free workplace policy
- Immediate corrective action to situations related to an employee's health
- Provision of safety updates, as warranted, to employees
- Selection of key staff for training as specified in the State of South Carolina Emergency Action Plan

Development of an up-to-date disaster preparedness plan is ongoing. The agency's current business plan addresses this need. A reorganized Emergency Preparedness Task Force is charged with reviewing agency safety procedures and developing a plan for elimination of deficiencies. The Management Team will also play a key role in this endeavor.

**5.6. What activities are employees involved with that make a positive contribution to the community? (See Section III, Category 1 – Leadership, 1.8)**

Employees in each department are involved in community projects. Some participate individually and others through group participation with various entities.

Church group activities:

- Bereavement Support
- God's Helping Hands
- Adoption of families for holiday gift giving
- Youth for Christ (missionary support)
- Nursing home visits

Community volunteer service:

- League of Women Voters
- American Legion
- Recycling for Special Olympics and Ronald McDonald House
- Local Hometown Festival Committee and Town Council
- Jewish Cultural Arts Commission
- Local Jewish Women's Groups
- International Fellowship of Christian Jews
- Operation Blessing (adoptions)
- Harvest Hope Food Bank (after school and meal service programs)

Charitable donations

- Oliver Gospel Mission
- The Animal Mission
- Sistercare

**Category 6 - Process Management (Address only the most critical requirements of your organization)**

**6.1 What are your key processes that produce, create or add value for your customers and your organization, and how do they contribute to success.**

### Key Design and Delivery Processes

Core Processes	Sub-Processes	Stakeholders
Research and Reference Services	<ul style="list-style-type: none"> <li>▪ Reference interview</li> <li>▪ Readers Advisory</li> <li>▪ Playback equipment support</li> <li>▪ Collaborative liaisons for service enhancements</li> <li>▪ Interlibrary loan</li> <li>▪ Special format materials lending</li> <li>▪ Question answering</li> <li>▪ Electronic information access training</li> <li>▪ Web site enhancements</li> <li>▪ Voice messaging</li> <li>▪ State-wide toll free access</li> <li>▪ Onsite personal service</li> <li>▪ Referral to other state agencies/organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ State government employees</li> <li>▪ General Assembly members &amp; staff</li> <li>▪ Other elected officials</li> <li>▪ Libraries</li> <li>▪ Blind citizens and those with other qualifying physical disabilities</li> </ul>
Consultant Services	<ul style="list-style-type: none"> <li>▪ Facilities &amp; Technology</li> <li>▪ Human Resources</li> <li>▪ Budget &amp; Grant Services</li> <li>▪ Data collection &amp; synthesis</li> <li>▪ Staff development &amp; training</li> <li>▪ Planning</li> <li>▪ DISCUS support</li> <li>▪ Special populations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public library staffs</li> <li>▪ Public library boards</li> <li>▪ County officials</li> <li>▪ South Carolinians</li> <li>▪ School library staffs</li> <li>▪ College library staffs</li> </ul>
Administrative Services	<ul style="list-style-type: none"> <li>▪ Budget</li> <li>▪ Financial Management</li> <li>▪ Human Resources</li> <li>▪ Procurement</li> <li>▪ Data collection</li> <li>▪ Facilities management</li> <li>▪ Technology</li> </ul>	<ul style="list-style-type: none"> <li>▪ Elected officials</li> <li>▪ State agencies</li> <li>▪ Federal agencies</li> <li>▪ Vendors</li> <li>▪ Public library staffs</li> <li>▪ SC State Library staff</li> </ul>
Collection Management Services	<ul style="list-style-type: none"> <li>▪ Acquire library materials</li> <li>▪ Catalog library materials</li> <li>▪ Maintain library materials</li> <li>▪ Maintain library collection database</li> <li>▪ Preserve library materials</li> </ul>	<ul style="list-style-type: none"> <li>▪ State agencies</li> <li>▪ State agency employees</li> <li>▪ Legislators &amp; staff</li> <li>▪ Governor and other elected officials</li> <li>▪ Libraries</li> </ul>
Continuing Education Services	<ul style="list-style-type: none"> <li>▪ Education, staff development and training</li> <li>▪ Certification of public librarians</li> <li>▪ Data collection</li> </ul>	<ul style="list-style-type: none"> <li>▪ SC State Library staff</li> <li>▪ School technology staffs</li> <li>▪ Public, academic &amp; institutional library staffs</li> <li>▪ Public library boards</li> </ul>
Advocacy and Marketing	<ul style="list-style-type: none"> <li>▪ Public relations</li> <li>▪ Statewide marketing</li> <li>▪ Education</li> <li>▪ Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Libraries</li> <li>▪ Governments</li> <li>▪ Elected officials</li> <li>▪ Citizens</li> </ul>

**Key Design and Delivery Processes - continued**

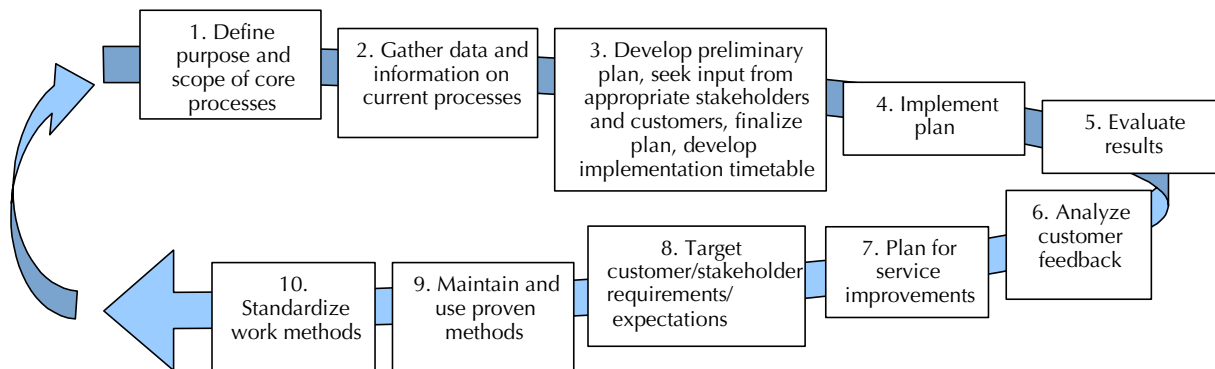
<b>Core Processes</b>	<b>Sub-Processes</b>	<b>Stakeholders</b>
Information Technology Services	<ul style="list-style-type: none"> <li>▪ Technology support</li> <li>▪ WAN/LAN</li> <li>▪ Computer applications</li> <li>▪ Remote access technology</li> <li>▪ Assistive technology</li> <li>▪ Technology planning</li> <li>▪ Web administration</li> <li>▪ ILS and collection database support</li> <li>▪ Technology infrastructure management</li> </ul>	<ul style="list-style-type: none"> <li>▪ State government employees</li> <li>▪ Public libraries</li> <li>▪ Federal agencies</li> <li>▪ State agencies</li> <li>▪ Blind citizens and those with other qualifying physical disabilities</li> <li>▪ SC State Library staff</li> </ul>

**6.2 How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors into process design and delivery?**

Performance metrics such as agenda planning, timeline planning, technology process integration, affinity diagramming and related project/planning formation tools leverage the characteristics of process design and integrates the knowledge of highly skilled staff into the overall performance measures of the agency. These processes allow key staff to be continually responsive to the changing needs of internal and external customers. A continuing challenge for the agency will be to develop optimal organizational controls and measures that balance the agency’s need for responsiveness to changing technology trends and customer needs.

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

The Management Team links all products and services to goals and objectives outlined in its strategic plan. The following model is used:



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

- Finance and Business Operations
- Human Resources Management
- Information Technology Services
- Key Suppliers
- Key Partners

New technologies are continually introduced. These include, but are not limited to the hardware and software upgrades. They enhance access to important information on state and federal government funding changes that directly affect program and service improvements for local libraries. Revision of online forms facilitates data submissions by public library staffs and improves the efficiency of internal administrative procedures. A continual review of the agency's progress in meeting the goals and objectives of its annual business plan provides a mechanism for evaluating and developing strategies for enhancement of these processes as warranted. *(See Section II – Business Overview, II.6, II.7, II.8 and Section III, Category 2 – Strategic Planning, 2.1a-d; Category 7- Results, 7.2)*

Staff monitor automated ordering systems for compatibility with agency systems. These systems support economical purchasing and efficient lending of library materials. Statistics are monitored to verify acceptable turnaround times for materials ordered. Regular contacts are maintained with established library materials suppliers. Continual communication is maintained with key partners/stakeholders. *(See Section III, Category 3 – Customer Focus, 3.5)*

**Category 7 - Results**

7.1. **What are your performance levels and trends for the key measures of customer satisfaction? (A customer is defined as an actual or potential user of your organization's products and services.)** *(See Section III, Category 1 – Leadership, 1.4; Category 3 – Customer Focus, 3.4; and Category 4 – Measurement, Analysis, and Knowledge Management, 4.2, 4.3 and 4.5)*

Various customer satisfaction surveys (formal and informal) are done during each fiscal year. Some surveys focus on different questions each time and are done only periodically. Others, such as training evaluation surveys, are done on a regular basis. Some are done to capture initial evaluations of new programs and services.

- State Library sponsored **training** event participants are asked to complete **evaluation** forms. Of 1,375 FY 05 training participants, 989 completed evaluation surveys. The results follow:

**Chart 7.1-1**

<b>FY 05 Customer Satisfaction – State Library Sponsored Training</b>					
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Improved my understanding of topic	59%	38%	2%	0	1%
Gave me skills and knowledge to use immediately	57%	37%	4%	1%	1%
Support materials helpful	55%	39%	4%	1%	1%
Trainer Effective	67%	29%	2%	1%	1%
	<b>Excellent</b>	<b>Good</b>	<b>Average</b>	<b>Fair</b>	<b>Poor</b>
Overall Evaluation	65%	32%	3%	0	0

- An online pop-up survey was used to gauge initial **customer satisfaction with the agency's virtual reference service** that began September 2004. Results as of the close of FY 05:

83 virtual reference sessions logged with 15 responses
Overall satisfaction 6.82 (7 being the highest)
Questions asked: (1) Where did you hear of the service? (2) Would you recommend it? [14 out of 15 yes] (3) Was the librarian courteous? (4) Was the information helpful? [11 out of 15, yes]



- The agency meets the information needs of local citizens through its **interlibrary loan services** to public libraries. Customer satisfaction is high. The Online Computer Library Center is just one mechanism used to facilitate this process. Its FY 2004 and 2005 reports on usage of the system rank the State Library among the top five lenders to other South Carolina libraries. This ranking reflects only part of the state's interlibrary loan activity. (See *Category 7 – Results, Chart 7.2-2*)
- An online survey of **227 users of the State Library's web site** was done. Respondents were given multiple choices and were asked to select all that applied. The results follow:

58% visit the site monthly, 25% weekly and 11% daily
65% visit for general research, 63% for work related searches, and 44% to use the online catalog
55% found content coverage the strongest asset and 51% rated ease of use the strongest
General comments were positive and expressed satisfaction with the web site improvements.

- **Talking Book Services customer satisfaction surveys** are done every two to three years. The response rates generally range between 22% and 33%, with surveys sent to all registered readers. (See *Category 7 – Results, Graph 7.2-1*)

**Chart 7.1-2**

<b>FY 05 Customer Satisfaction – Talking Book Services</b>			
	<b>1999</b>	<b>2001</b>	<b>2004</b>
<b>Overall Rating of Services</b>			
Excellent	81%	83%	85%
Good	17%	16%	14%
Fair	2%	1%	1%
<b>Satisfied with reading selections</b>			
Yes	93%	96%	98%
No	7%	4%	2%
<b>Playback equipment in good condition</b>			
Yes	72%	89%	94%
No	28%	11%	6%

- For the first time in several years, the agency participated in the **South Carolina State Survey**, a cost-shared random probability survey of citizens ages 18 and older living in South Carolina. Summary FY 05 results follow:

**Chart 7.1-3**

<b>Use of S. C. Public Libraries -- Summary Findings for the SC State Library SC State Survey – Spring 2005</b>		
Respondents Using a Public Library in the Past 12 Months	Going to or calling a library or contacting a library through the Internet	45.2%
Purpose for Using Public Library	Borrow Books	58.3%
	Do Research	32.7%
	Use the Internet	14.4%
Type of Contact with a Public Library in the Past 12 Months	In-Person Visit	44.7%
	Telephoned	18.5%
	Online (Internet)	8.5%
Public Library Use by Respondent Education Level	College Degree	57.1%
	Some College	53.4%
	High School Diploma	37.1%
	Some High School	20.4%

State Aid funds that provide for the improvement of public library services remain a vital resource. South Carolinians continue to use their public libraries for a variety of reasons, but the most frequently mentioned reasons are traditional library services. Almost 60% of respondents who had used the library did so to borrow books and about one-third did so to engage in research.

**7.2 What are your performance levels and trends for the key measures of mission accomplishment and organizational effectiveness?** *See Section I – Executive Summary, I.1, Section II – Business Overview, II.5 and Section III, Category 3 – Customer Focus, 3.1)*

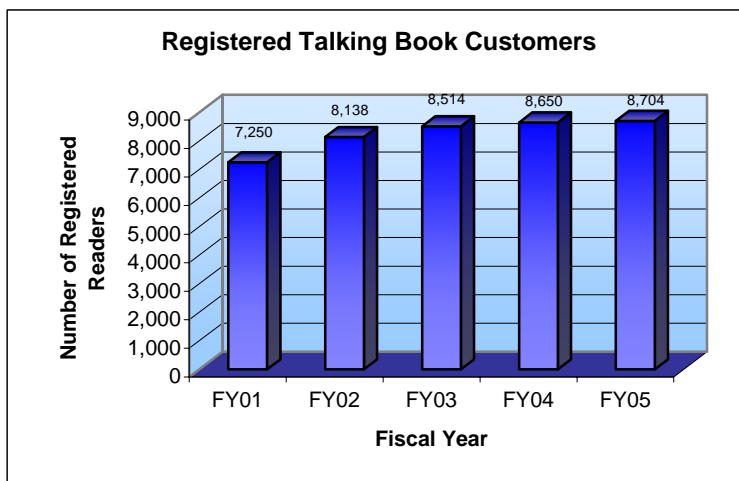
The South Carolina State Library complies with all laws and regulations that govern the agency’s central legal mandate. Services, resources and programs focus on providing all citizens access to libraries and information resources and on providing support to libraries statewide, with particular emphasis on small and medium-sized public libraries and those serving majority disadvantaged populations.

**CUSTOMER SERVICES**

▪ *Citizens with disabilities*

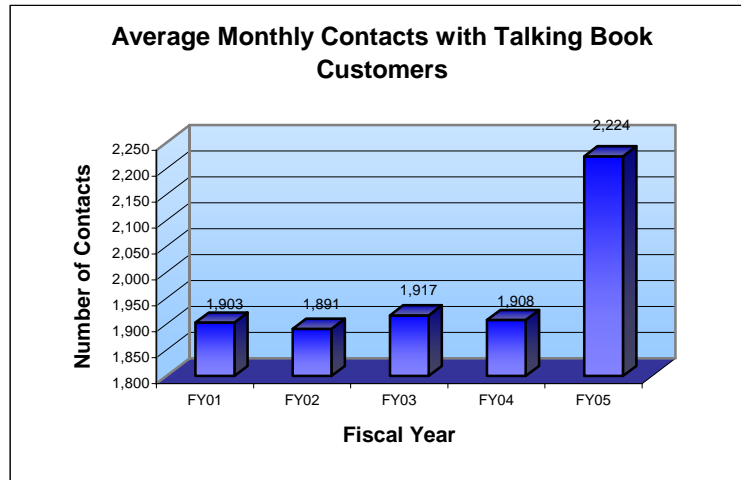
Key results: The State Library actively promotes its Talking Book Services program. In FY 05, 951 new customers were registered, and services were promoted at 36 events across the state. *(See Section III, Category 1 – Leadership, 1.8)* At the end of FY 05, the TBS program had a total of 8,704 registered customers, representing a slight increase over FY 04.

**Graph 7.2 - 1**



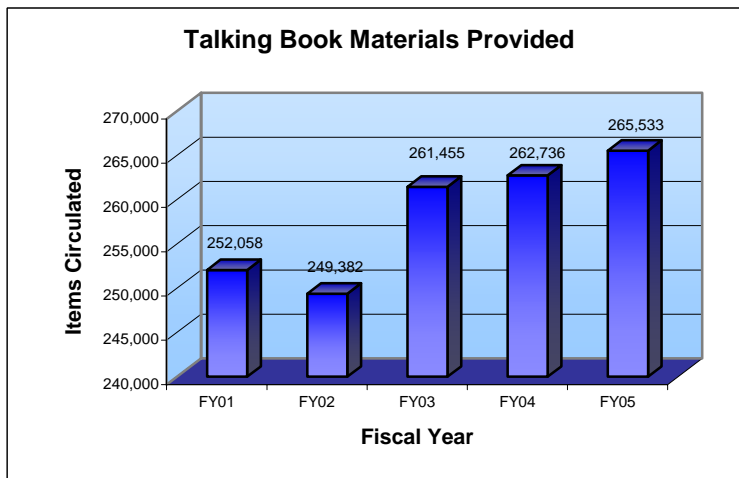
Staff provides a variety of information services that require contact (email, phone, on-site, fax, and regular mail) with customers. The provision of personalized service to customers statewide is a major program priority. The toll-free access provided for customers allowed staff to service 19,908 customer calls during FY 05 (an increase of 19% over FY 04), while approximately 458 TBS customers were on-site for library service and other assistance. Average monthly contacts for FY 05 increased 17% over FY 04.

**Graph 7.2 – 2**



The average talking book circulation per registered customer increased by 3% over FY 04 and the total number of talking book materials provided increased by 1%.

**Graph 7.2 - 3**



**Graph 7.2 - 4**

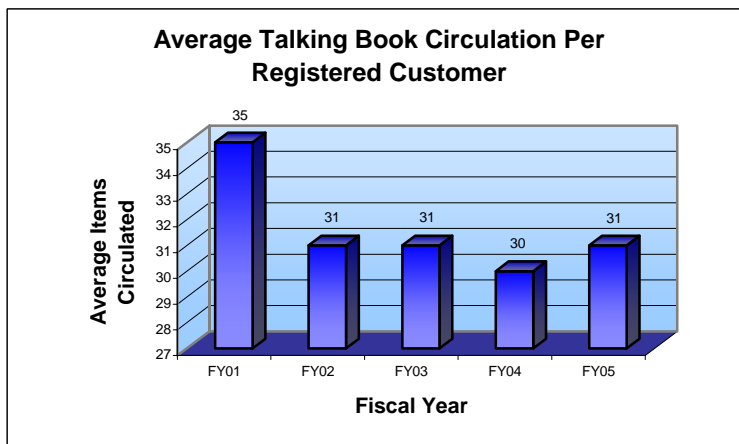


Chart 7.2-1

TALKING BOOK SERVICES COLLECTION STATISTICS				
Materials by Type	Materials Added FY 04	Materials Added FY 05	Materials Held FY 04	Materials Held FY 05
Cassettes	23,598	22,563	303,913	307,257
Discs	16	22	6,403	6,396
Large Print Books	1,051	946	17,377	17,709
Described Videos	51	54	575	615
<b>TOTAL</b>	24,716	23,585	328,268	331,977

Volunteers play a vital role in providing talking book services to citizens. Fifty-three (53) volunteers contributed 2,118 hours of service, representing an estimated dollar value of \$37,162. They assisted with the library's summer reading party for children with blindness, collection weeding, inspection of recorded books, packaging cassette magazines and processing bulk mailings. The Telecom Pioneers continue to function as an integral volunteer group for repair of talking book players, and staff provided customers with 2,175 new or refurbished players. They repaired 1,075 cassette players. The volunteer narrator program was not as productive as in past years, but a core group recorded all issues of *Sandlapper*, *South Carolina Wildlife*, and the TBS newsletter. Revitalization of the volunteer recording program, which produces books by South Carolinians and about South Carolina, is a priority for FY 06.

▪ **State government and other citizens**

Key results: For FY 05, reference services were expanded to include the online virtual reference service "Ask a Librarian." It allows customers to use Internet "chat" features to ask questions of the State Library's reference staff, and to receive real-time assistance in searching the catalog, other databases and the Internet. (See Category 7, 7.1)

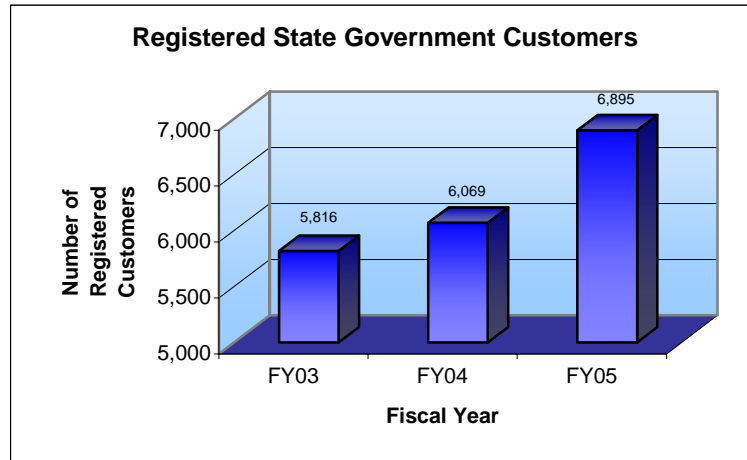
Access to an additional 19 databases was made available for a total of 55, an increase of 21 databases over the FY 04. Customer use of electronic databases includes downloading of full text magazine, newspaper, and encyclopedia articles, both remotely and within the library. Print and audiovisual materials are checked out to state government employees and to the general public through interlibrary loan. Circulation statistics reflect use by state government customers, interlibrary loan use and use of State Library materials on-site.

Chart 7.2-2

FY 2005 Information Services Transactions	
Circulation	Total
State Government Service	10,785
Libraries	17,650
In House Use	12,292
<b>Information Transactions</b>	6,216
<b>Electronic Database Retrievals</b>	26,447

Because Information Services statistical reporting processes were revised for the categories of circulation, information transactions and electronic database retrievals, and because different measures are now used, these data cannot be compared to FY 04 statistics. As such, trend data for all figures now begins with FY 05.

**Graph 7.2 - 5**

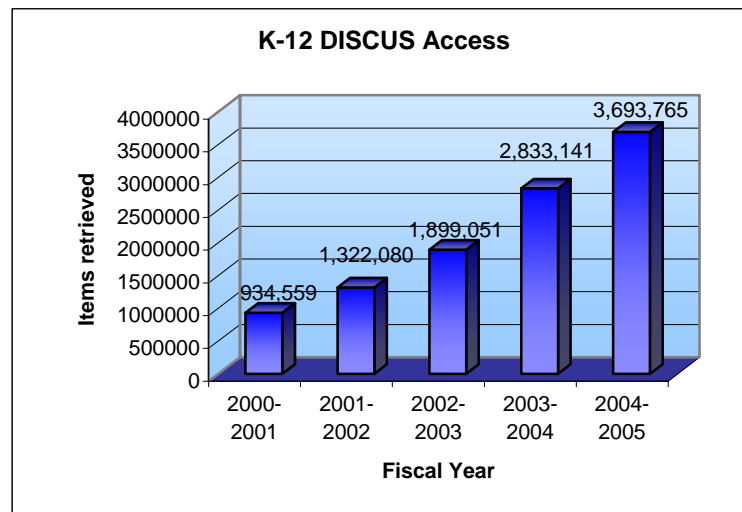


The number of registered State Government customers increased by 13.6% over FY 04.

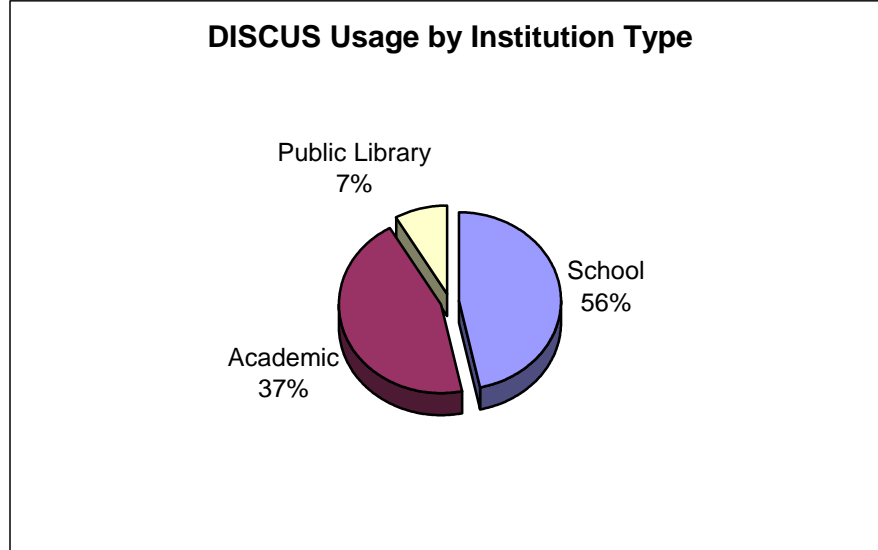
### **DISCUS SERVICES**

Key Results: (See Section II – Business Overview, II.7) Public libraries along with K-12 school media centers and academic libraries receive direct benefit from DISCUS, a \$2,071,000 (excludes salaries) program comprising 13% of agency expenditures. For FY 05, DISCUS was funded by the state's K-12 Technology Initiative (\$2,015,460 was transferred to the State Library for DISCUS through the K-12 Technology Committee), with supplemental funding by the federal Library Services & Technology Act. Through DISCUS, citizens served by small schools and libraries have access to the same high quality resources as those served by larger, more prosperous institutions. In addition, central purchase and coordination of DISCUS continues to allow South Carolina institutions to realize an annual "cost avoidance" in excess of \$23 million.

**Graph 7.2 - 6**



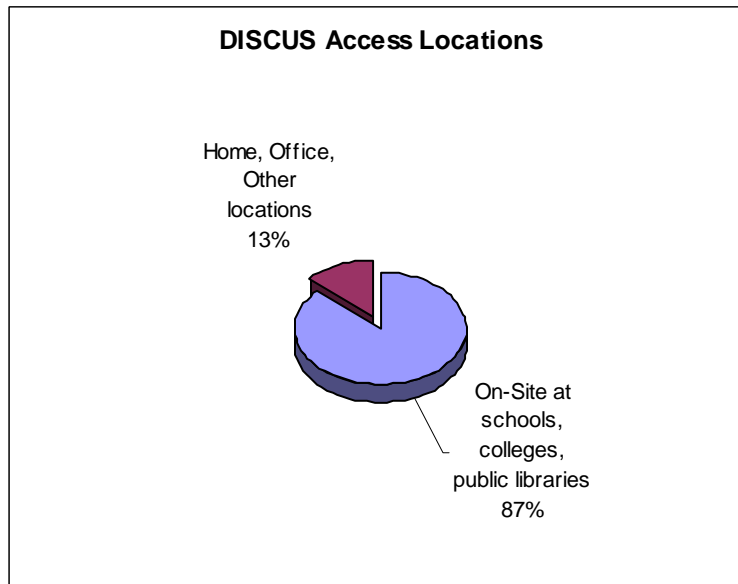
**Graph 7.2 - 7**



DISCUS use by K-12 schools represented 56% of total usage, exceeding use by academics for the second year in a row. A redesign of the DISCUS K-12 Website made the site more user friendly and improved searching capabilities. This re-design and other factors contributed to the continued growth in school usage. Items retrieved by DISCUS K-12 users increased 30% over FY 04.

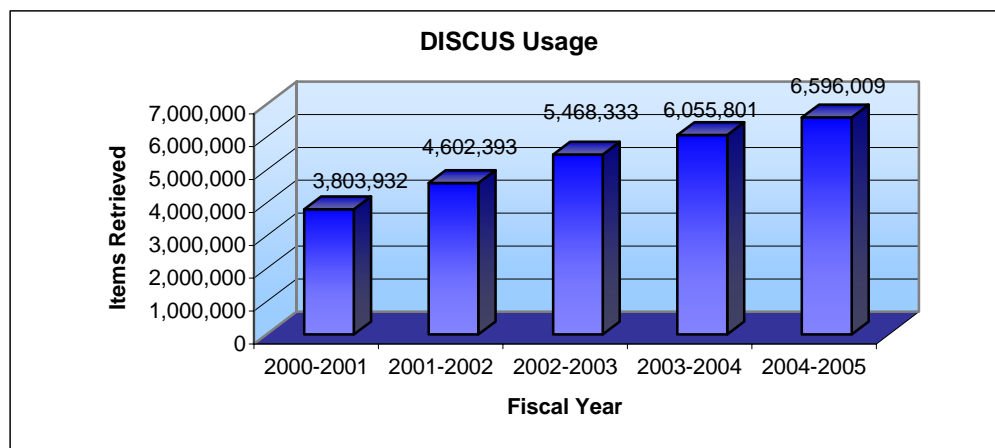
Statewide users access DISCUS at their homes and offices. Customers have 24/7 office/home access to 21 DISCUS databases and 19 Collegiate DISCUS databases. Usage access patterns for FY 05 showed no significant change over FY 04.

**Graph 7.2-8**



South Carolina residents obtained over 6.59 million items through DISCUS, a 9% increase over the previous year. A portion of this growth may be attributed to the successful “*Got Homework? Get DISCUS*” billboard and media campaign. Also more content was included in DISCUS resources. Database upgrades included a move to Gale’s more comprehensive business database, Business & Company Resource Center and the addition of the *Greenville News* to its newspaper resources. Also, a new training class, The State & Other New DISCUS Resources, served as a catalyst to help increase DISCUS database usage. DISCUS group training to public library staffs, new connections made with career vocational and adult education classes, and new DISCUS promotional items all facilitated database usage.

**Graph 7.2 - 9**



The DISCUS “train the trainer” program had 41 sessions with attendance of 494 that included college and public library staffs, school media specialists, and school technology and curriculum resource staffs. Training evaluation surveys reveal that participants continue to rate training sessions as good or excellent. However, DISCUS staffing changes affected the program’s ability to fulfill its training goals for FY 05 resulting in a 41% decrease from the previous year.

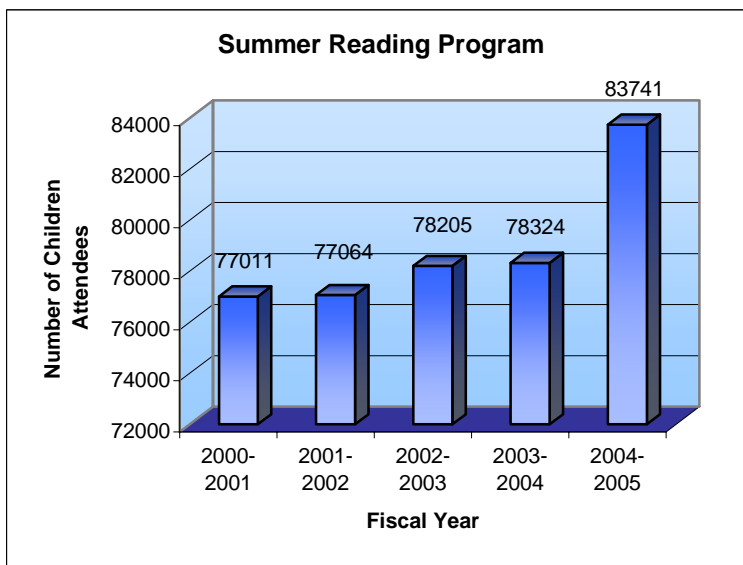
Despite staffing disruptions, a significant plus for the program was the successful hire of a new DISCUS program director. Also, at the close of FY 05, a process had begun for development of plans for recruitment and hire of a full-time DISCUS training instructor and a part-time administrative assistant. Other major DISCUS events included participation with the Partnership Among South Carolina Academic Libraries (PASCAL) planning group to develop action steps for the launch of DISCUS Academic. The DISCUS program director also actively participated on PASCAL’s Consortial Purchasing Committee.

### **CHILDREN AND YOUTH SERVICES**

Key Results: One of the agency’s major contributions to the provision of children’s services is its coordination, through its Library Development Services department, of a statewide summer reading program. The State Library’s sponsorship and coordination of the statewide summer reading program, in conjunction with four other southeastern states and private/public partnerships, has supported and enhanced the state’s literacy initiative. For FY 05, public libraries in Georgia, South Carolina, Alabama, Mississippi and Virginia all sponsored vacation reading programs with the same theme, “FUNtastic Reading.” A photograph of summer reading activities at South Carolina’s Marion County Library appeared in a 2005 issue of *American*

*Libraries.* Across the state, thousands of children participated, attesting to the success of the program in encouraging children to maintain and enhance their reading skills. Approximately 83,591 children (ages 3 to 11) participated in the FY 05 program, with 33,344 of that number completing their library's requirements. This participation represents a 7% increase over FY 04. For the FY 05 teen program, 7,321 teens registered and 2,208 completed requirements.

**Graph 7.2-10**



During FY 05, the youth services consultant was involved in a workshop sponsored by the Lunar and Planetary Institute in Houston, TX (2-day training event with 29 children's librarians participating), story time workshops for Laurens and Dorchester County Libraries, York County Library's annual storytelling event, "Patchwork Tales" and Richland County Public Library's Baker's Dozen (a two-day event in celebration of stories). Consultation was provided to children's librarians on a variety of topics, such as children's library services for Spanish speaking populations.

All active FY04 collaborative partnerships continued in FY05. "Letters About Literature", a reading and writing promotion program of the Center for the Book in the Library of Congress, presented in partnership with Target Stores is just one of these partnerships. In South Carolina, 159 students in grades 9-12 competed on Level III this year.

The State Library's youth services consultant and the agency director participated in the successful recruitment process to hire a Literary Arts Programmer for the state's literary arts partnership between the S.C. State Library, the S.C. Humanities Council and the S.C. Arts Commission. The literary arts partnership also continued its support of the long running "Let's Talk About It" statewide public library reading and book discussion program, with the addition of a new series, Jewish Life and Literature.

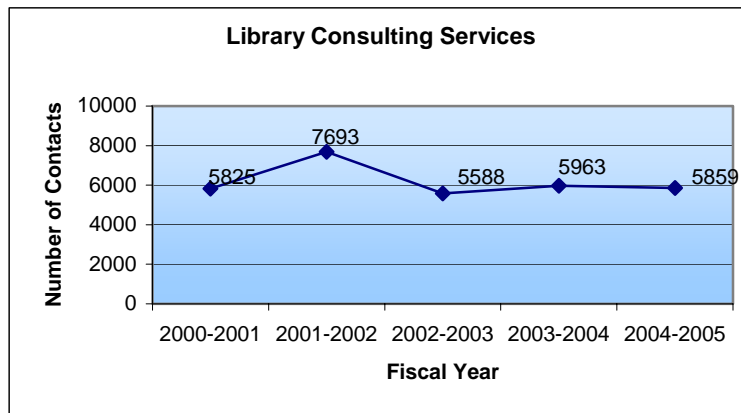
At the close of FY 05, the South Carolina State Library Foundation began planning, after successful focus group sessions with selected public library directors and children's librarians, for development of a major childhood literacy initiative.



## LIBRARY CONSULTING SERVICES

Key Results: (See Section II – Business Overview, II.7) FY 2005 contacts (consultations, site visits, telecommunications, attendance at board meetings, correspondence, and in-house consultations) to public, school, academic, state, and institutional libraries, and other library-related groups decreased somewhat to 5,859. Public library staffs, administrators and trustees were assisted with staffing issues, budget planning, performance appraisals, State Aid reporting, statistical data compilations, public library director recruitments, lottery spending plans, long range plans, building site selection, Board meetings and Board training, technology bids for services, workforce planning, updating facilities studies, web page development/design, wireless access, and more.

Graph 7.2 - 11



## CONTINUING EDUCATION AND OTHER TRAINING SERVICES

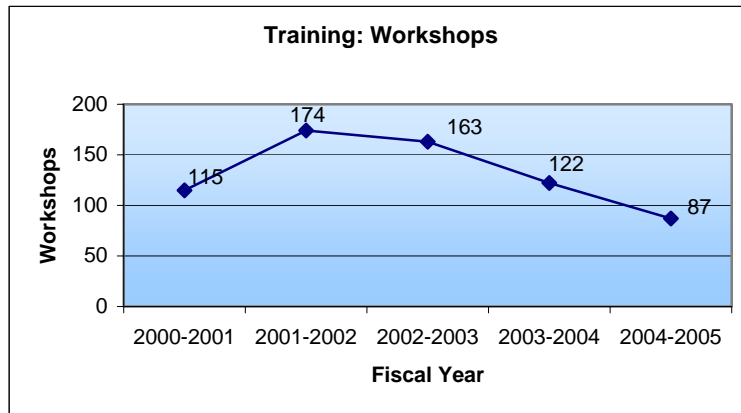
Key Results: The State Library provides a Continuing Education program for school, college, and public libraries, state government employees, and internal staff. In comparison to FY 2004, the number of FY 2005 training events decreased by 29%, with an accompanying decrease of 34% for participants. Factors affecting the reduction include:

- Outsourcing of Gates training
- Reduction in amount of training sessions offered to state employees (a direct result of the reduction in Information Services staff and budget)
- Increase in public library consultant duties for the Continuing Education Coordinator
- DISCUS staffing losses that resulted in fewer training sessions for FY 05
- Feedback from public library staffs in small and medium sized libraries that indicated last year's high number of training offerings created staffing coverage problems

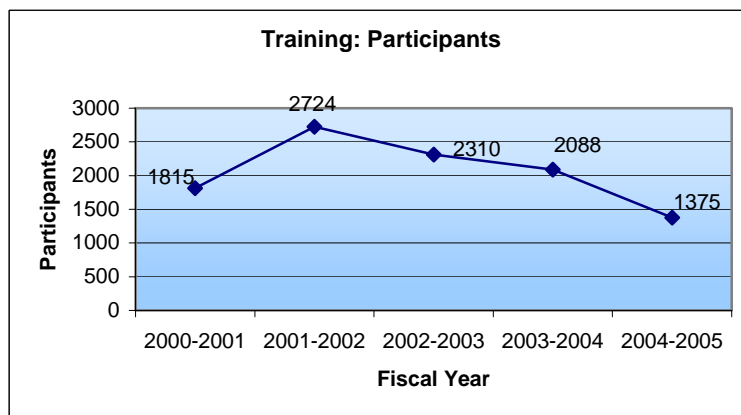
Although an overall reduction in training activities occurred, agency-sponsored training opportunities enhanced the skills of 1,375 employees of school, college, and public libraries and state employees. Public Library staffs attended 87 skills and knowledge enhancing training events on various topics, e.g., Bibliostat Connects (statistical reporting software), Bookmobile Librarians Interest Group, E-Rate (Universal Services), Libris Designs (facilities planning software), QuickBooks, Story Hour workshops, etc. Seventy-eight (78) public library trustees attended the 7<sup>th</sup> Annual Public Library Trustee Institute held in Columbia. (See DISCUS section for more information on training delivery)

A Gates Foundation Staying Connected Grant for advanced technology training provided individual competitive grants for public library technology staffs. Twelve (12) public library staff members from across the state were awarded these training grants that provided courses in advanced networking, computer systems management, network architecture, firewall management, Windows Server maintenance, and advanced web design.

**Graph 7.2 - 12**



**Graph 7.2 - 13**



## COLLECTION MANAGEMENT SERVICES

**Key Results:** The State Library is committed to maintaining appropriate collections of library materials in various formats to supplement the collections of other libraries in the State and to meet the research and information needs of state government.

**Chart 7.2-3**

<b>S.C. STATE LIBRARY COLLECTION STATISTICS</b>				
<b>Materials by Type</b>	<b>Materials Added FY 04</b>	<b>Materials Added FY 05</b>	<b>Materials Held FY 04</b>	<b>Materials Held FY 05</b>
General Collection	5,634	3,255	321,985	324,721
Federal Documents	1,413	1,097	280,482	281,370
State Documents	2,999	3,281	87,979	90,381
Audiovisual	79	18	4,468	4,490
Electronic	37	31	1,027	1,057
Microforms*	15,612	366	648,611	651,629
Periodical Subscriptions	3	6	2,116	2,112
<b>TOTAL</b>	<b>25,777</b>	<b>8,054</b>	<b>1,346,668</b>	<b>1,355,760</b>

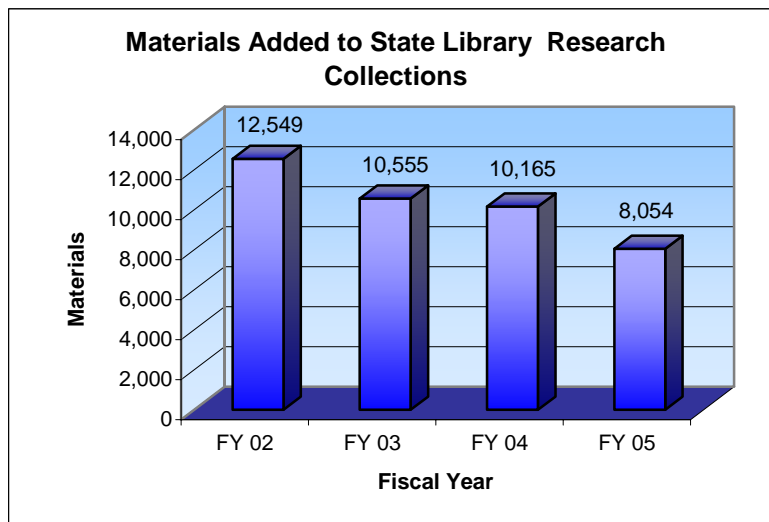
In recent years, state agencies have increasingly been using their web sites to post publications, rather than distributing them in a printed format. While electronic publication makes information widely accessible, preserving that information for use by future researchers becomes more difficult. To address this problem, changes to the state documents depository legislation were enacted. The State Library is now authorized to preserve publications in an electronic format and to make them permanently available (Act 24 of 2005, amends Title 60, Chapter 2, of the *S.C. Code of Laws*). Archiving of electronic formats will begin in FY06. Meetings have been held with the state's depository librarians to discuss selection policies and the needs of the state's depository libraries.

In FY 05, the State Library added 3,281 state documents to its collection bringing the total to 90,381. The South Carolina state documents collection remains the largest repository of official South Carolina state publications. As the number of state documents published in electronic format by state agencies continues to increase, it is anticipated that the number of print materials added to the state documents collection on an annual basis would likewise decline.

During FY 05, the Education Resources Information Center (ERIC) microfiche production ended. This accounts for the 98% drop in new microfilm added and an almost 32% drop in the total number of items added to the collection in FY05. ERIC's digital library of education-related resources opened to the public in September 2004.

During FY 05, 140 last copy fiction titles were added the S.C. Fiction Cooperative Collection, (last copies of older fiction titles from public libraries across the state) bringing that collection to 32,085 items. This collection ensures continued access, through interlibrary loan, to citizens in need of older fiction titles.

**Graph 7.2 - 14**



## **INFORMATION TECHNOLOGY SERVICES**

Key Results: During FY05, an advanced firewall system was implemented to protect against intruders, monitor bandwidth usage, and prevent spam, virus, and other network security attacks. The network was upgraded to a level T-3 access to the Internet. The first phase of the agency's local area network enhancement was completed with the replacement of end of life switches. This project provided increased bandwidth and redundancy and prepares the way for the introduction of new telecommunications technology to provide more services to key customers and stakeholders.

A new module, the Director's Station, to the Sirsi Unicorn Integrated Library System was purchased and installed. It provides the ability to view and manipulate statistical data from the Unicorn server, which is refreshed daily. Management staff will be able to use the data to determine circulation desk scheduling, tailor collection development, track acquisitions, and draw correlations between data sets. Staff will receive training on this module in FY 06.

The SC Electronic Annual Survey Instrument, used to collect statistical data from S.C.'s public libraries, was revamped. The user interface was completely restructured. Added functionalities and validation features ensure ease of use by public library administrators and data accuracy.

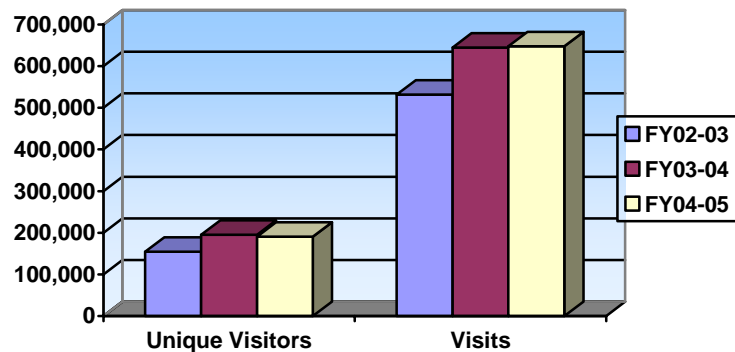
S.C.'s public libraries received commitments for \$189,704 in Universal Service Support Mechanism (E-Rate) discounts for FY05. The Directors of Information Technology Services and Library Development Services held workshops on the E-Rate application process in three locations throughout the state, effectively training 52 individuals in 39 library systems.

The State Library's website, <http://www.statelibrary.sc.gov/>, is the doorway to its virtual reference offerings. Since FY 03, web site visits have increased by 22% and unique visitors by 23%. The decrease in top visited pages (Graph 7.2-17) is due to improved navigation and realignment of content.

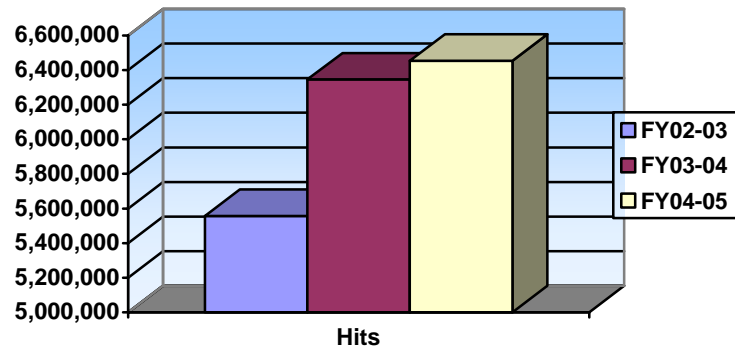
Content is updated on a daily basis, with specialists from each department developing and selecting content and links for the public. New content added includes a Library Facility Planning website that assists public libraries with building projects. It includes facilities planning and constructions, SC Public Library Building Facts, and Library Construction Resources. The State Aid and Funding section was overhauled, with more fillable forms, easier navigation aids and access to previous years' data.

FY	Unique Visitors	Visits
02-03	154,478	531,574
03-04	195,116	644,854
04-05	190,425	647,766

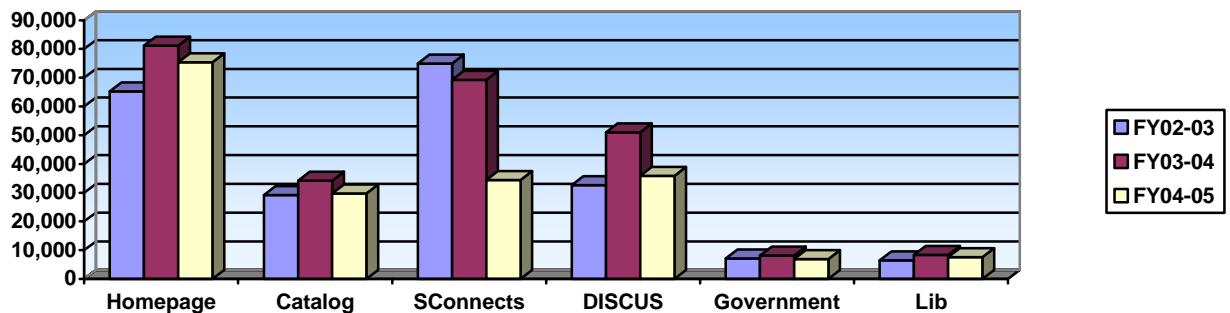
**Graph 7.2-15  
Website Visitors & Visits**



**Graph 7.2-16  
Total Website Hits**



**Graph 7.2-17  
Top Visited Pages**



The State Library remains on the forefront of website accessibility. The web administrator keeps abreast of developments in website design and accessibility and actively participates with the S.C. Accessible Technology Advisory Committee and the S.C. State Government Webmasters Association. Other accomplishments:

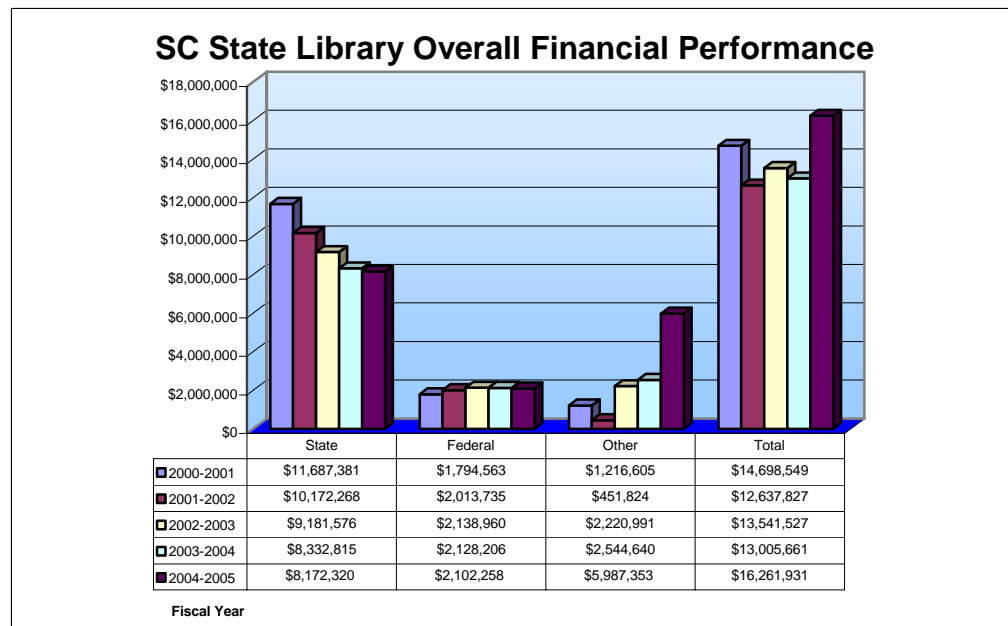
- Interface improvement and usability enhancement for DISCUS and a customized DISCUS favicon
- Logo creation and web page design for “Ask A Librarian” virtual reference service
- Creation of online feedback form to assist Talking Book Services with a user satisfaction survey
- Redesign of the Association of Public Library Administrators and the Friends of S.C. Libraries web sites

FY 05 ended with the initial planning stages for Phase II of a major website re-design, which promises to deliver more library services online as well as real time information

### 7.3 What are your performance levels for the key measures of financial performance?

The State Library’s overall financial performance, particularly as it relates to the administration of appropriated dollars for the benefit of public libraries statewide, remains sound. Total agency expenditures were \$16,261,931, a 15% increase from FY 04. Public libraries along with K-12 school media centers and academic libraries received direct benefit from DISCUS, which comprises 13% of agency expenditures. This includes a general fund appropriation of \$2,015,460 that was transferred to the State Library through the K-12 Technology Committee and \$55,600 in federal LSTA funds. Expenditures cited do not include salaries.

**Graph 7.3 – 1**

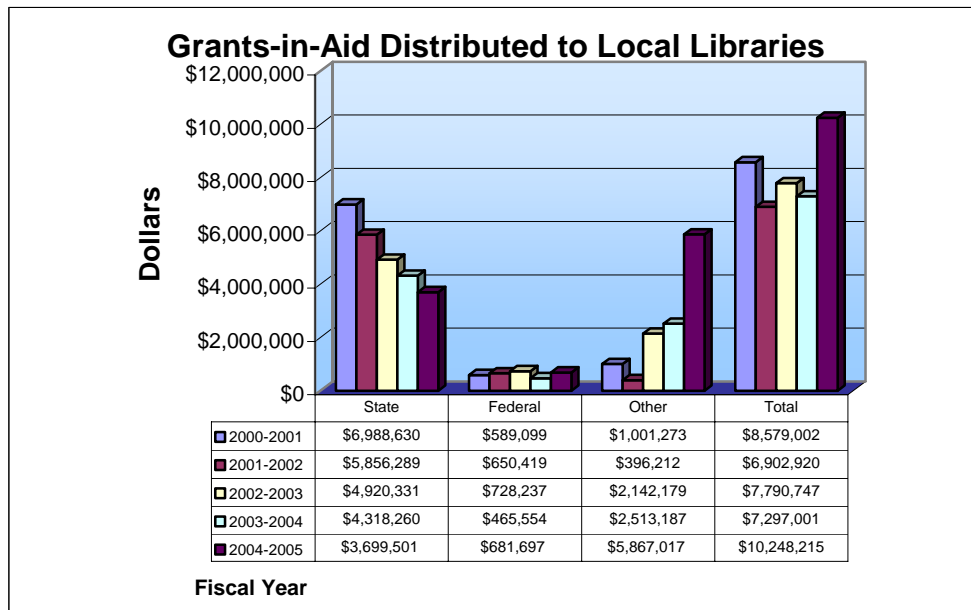


Other expenditures for FY 2005 included education lottery funds of \$5.2 million and \$481,745 in S.C. Department of Revenue Enforced Collections (Proviso 73.17) that supplemented appropriated State Aid. The South Carolina Education Lottery Act provided funds to libraries for technology improvements. Although all public libraries are negatively impacted by the lack of adequate state funding, small and medium sized public libraries, in less economically developed counties, are particularly impacted.

Forty-five percent (45%) of the agency's general fund budget is pass through State Aid to public libraries. In total, public libraries directly received \$10,248,215 through State Aid, federal grants, and the education lottery, representing 63% of agency expenditures.

The South Carolina State Library was awarded a \$217,000 grant by the Bill & Melinda Gates Foundation as part of its technology training grant program. The State Library administered these funds as competitive sub grants for advanced technology training of public library staffs.

**Graph 7.3 - 2**



Improved efficiency in finance and business operations processes is determined through evaluation of a number of factors (both qualitative and quantitative) such as percentage of required reporting activities meeting mandated deadlines, percentage of budget expenditures supporting the agency's strategic plan, public library pass through and vendor payment processing with 5% or less carry forward, compliance with federal/state regulations, successful implementation of support technologies, etc.

During FY 05, improved efficiency was demonstrated through:

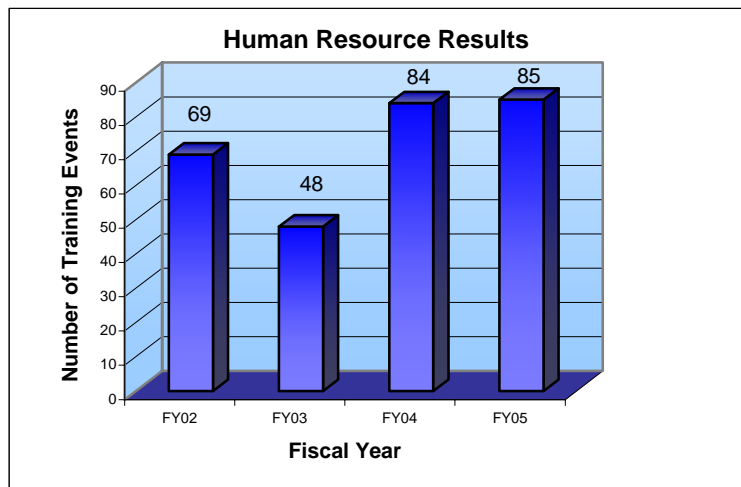
- Establishment of a larger petty cash fund that greatly improved the ability of Information Services staff to meet needs of customers using fee-based services (e.g., photocopying) on site
- E-rate participation that resulted in an 80% reimbursement of agency monthly phone charges
- State procurement card use implementation for small purchases and book vendors purchases, eliminating time consuming manual processes
- Use of several certified minority owned businesses thereby satisfying agency minority utilization goals
- Upgrade of BARS system (general ledger, leave, personnel and fixed assets reports) and participation in blueprinting sessions for conversion from BARS to the SAP system for financial accounting

**7.4 What are your performance levels and trends for the key measures of Human Resource results? (Includes: performance measurement, employee satisfaction, well-being learning and development, employee diversity and retention)**

The State Library utilizes agency-wide surveys to determine effectiveness of training opportunities and the level of staff involvement. Training effectiveness is also assessed through one-on-one follow up with an employee's immediate supervisor. The Employee Performance Management System (EPMS) allows departmental directors to track improvement in performance. Managers and supervisors are expected to conduct EPMS evaluations in a timely manner and to review position descriptions for necessary updates. The Human Resources manager provides supervisors with reminders of upcoming evaluations.

The Continuing Education Coordinator tracks the number of training sessions in which staff participate. For FY 05, agency staff was involved in 85 training events (internal and external) an increase of 1% over FY 04. This increase is due to training associated with the agency's migration to an upgraded integrated library system, but the Management Team's new emphasis on staff development, across departmental lines and at all levels, is now a factor that should result in a larger increase for FY 06.

**Graph 7.4-1**



**Chart 7.4-1**

<b>FY 05 General Staff Development Participation Highlights</b>		
E-Leave Training	Retirement Planning	Communication Skills
Time Management	Emotional Intelligence	Windows XP
<b>FY 05 Job Position Specific Training Highlights</b>		
Photoshop	Grant Proposal Writing	State Accident Fund Training
ADA (Americans with Disabilities Act) Update	HRIS System Training and Procurement Legal Aspects	E-Rate Train-the-Trainers
Library Disaster Planning	Medical Business & Legal Database Training	Virtual Reference
PeopleWare – Intermediate	Collection Development	A+ Operating Systems
Cold Fusion MX	Digital Preservation Workshop	WorldCat Resource Sharing



FY 05 Conference/Professional Association Participation Highlights		
Federal-State Cooperative System for Public Libraries Annual Meeting	SC Library Association Annual Conference	Computers in Libraries Conference and Sirsi Super Conference
SC Association of School Librarians Conference	Annual Continuing Education Forum	Council on Library and Information Resources Digital Assets Management Conference
Library of Congress Center for the Book Annual Meeting	Palmetto Archives, Libraries and Museum Council on Preservation /SC Archival Association Joint Conference	Institute of Museum and Library Services State Programs Conference

Coordinated by the Finance and Business Operations staff, the agency's implementation of the state's E-Leave system translated into immediate employee satisfaction. Staff welcomed this initiative that resulted in the elimination of work intensive manual leave tracking procedures. Staff also reacted enthusiastically to a staff appreciation day event organized by the Staff Development Committee. Lunch and door prizes were provided, new staff received formal introductions, service awards were presented to eight staff members, retirement awards to three, and retiring agency director Johnson was recognized by staff and presented with retirement gifts. More staff development and appreciation events are planned for FY 2006.

New hires in FY 2005 increased the level of diversity for the agency's staff. The S.C. State Human Affairs Commission's February 2005 report cites the agency at 82.4% for its FY 2004 level of attainment in meeting its Affirmative Action goals. It also ranked the agency number 13 out of 18 agencies, staffing size 15-100, for goal attainment. Underutilization of black females at the executive and professional levels remains an issue, as does white females at the clerical/secretarial levels.

The agency experienced employee separations during FY 2006. Exit interviews were sought, but the process is voluntary. Separating employees cited various reasons for leaving such as, unhappy with working conditions (ranging from dissatisfaction with supervision/management to pay rates), family circumstances, desire for better or different job opportunity, and a desire for retirement. Successful new hires, particularly those at the management level, have brought a diverse perspective to the agency and, in some instances, the beginnings of revitalization to their respective departments.

**7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support? Note: For a governmental agency, this question would apply to compliance with laws and regulations other than the agency's central legal mandate. Results of the agency's legal mandate or mission should be addressed in question 7.2.**

*(See Section II – Business Overview, II.8 – Organizational Structure)* The agency adheres to all federal guidelines and regulations that govern its Talking Book Services program and receives consistent Library of Congress, National Library Service for the Blind and Physically Handicapped compliance approval follow up reports, after mandated site visits.

The State Library administers all Library Services and Technology Act Funds in accordance with established federal regulations and continues to serve as the Institute of Museum and Library Services administering agency for the State of South Carolina. Its previous fiscal year state programs report of expenditures, project outcomes (statewide initiatives and sub-grant funding to public libraries) received approval with just one correction request from the Institute of Museum and Library Services.

The agency complies with occupational safety and health rules and regulations adopted by the S.C. Department of Labor, Licensing and Regulation. A comprehensive review of agency financial and personnel files was completed to bring both into compliance with State Records Retention guidelines.

To meet the requirements of the new Employment At-Will Act, the agency's employee handbook was updated with a disclaimer page that was presented for staff signatures.

The State Library is the Certified Technology Plan Approver for SC public libraries for the purposes of the Universal Service Support Mechanism (E-Rate). There are no established formal performance measures for community support. (*See Section III, Category 1 – Leadership, I.8 and Category 5- Human Resources, 5.6*)