

## Accountability Report Transmittal Form

Agency Name: South Carolina Commission for Minority Affairs

Date of Submission: September 26, 2001

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*Note: Extension granted due to illness and death of immediate family member.*

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### **SOUTH CAROLINA COMMISSION FOR MINORITY AFFAIRS**

#### **ANNUAL ACCOUNTABILITY REPORT Fiscal Year 2000-2001**

#### **Section I - Executive Summary:**

The Commission for Minority Affairs was created in 1993 and staffed in 1995. Over the past year, most of the agency=s work has centered around broadening our reach to other ethnic groups such as the Hispanics/Latinos and Native Americans, while continuing our work with issues impacting African Americans. Over the past year, the agency accomplished two major goals.

First, the agency wanted to achieve a greater level of credibility and this was accomplished. The Commission was recognized by Governor Jim Hodges and members of the legislature as the appropriate avenue through which to address minority issues. On behalf of the Governor, the Commission facilitated and administratively supported separate task force meetings for representatives from both the Hispanic/Latino and Native American communities. These meetings were held to identify their needs and concerns and are continuing as of the writing of this report. This acknowledgment by elected officials served to bring needed credibility to the agency and also expanded the scope of the Commission=s work. It also afforded the agency the opportunity to build cooperative and supportive partnerships with other ethnic groups, in addition to African Americans. The Commission was able to achieve this level of productivity without added staff and while holding open one vacant position for eight months in anticipation of possible budget cuts in FY 2001-2002. Secondly, the agency wanted to obtain additional funding and staffing so that it could better serve the minority population and accomplish the purpose for which the agency was created. Even through no new monies and staffing were obtained, the Commission=s base budget was one of only a few that was not cut. Therefore, the discussions held with the Governor=s Office and with members of the General Assembly were helpful in convincing both to continue full funding for the agency in spite of severe budget shortfalls. The agency is able to continue its work with the Hispanic and Native American communities, while continuing its work related to the largest minority group in the state, African Americans.

The South Carolina Commission for Minority Affairs has as its mission to serve as a think-tank to provide leadership, focus and direction in addressing problems of deprivation and poverty. According to state statute, the Commission exists to Astudy the causes and effects of the socioeconomic deprivation of minorities and to implement programs necessary to address inequities confronting minorities in the State. The Commission is unique in that it is the only such agency of its kind established in State government whose sole purpose relates to minorities, the issues confronting them, groups representing them, policies/laws affecting them, and initiatives directed toward helping them.

In an effort to achieve its mission, the Board and staff during the Summer of 2000, engaged in a formal strategic planning process for the agency. During those meetings, the above stated mission, as well as values and goals were established for the agency. As the agency carries out its stated mission, the values of the organization represent the guiding principles or the things about which we as a staff care the most. Our intent is to demonstrate these beliefs in all our interactions with others. The work of the South Carolina Commission for Minority Affairs is guided by the following values:

#### Honesty

Honesty and integrity are vital ingredients required to keep the public=s trust. As such, we value honesty and integrity in our research, our publications, and our professional relationships.

#### Excellence

We strive to attain the highest professional and ethical standards as we accomplish our vision and agency mission.

#### Respect

Our relationships with persons interacting with this agency are of primary importance. Our intent is to demonstrate respect for each other and for those we serve.

#### Commitment to Fostering Positive Change

We are committed to fostering positive change where disparities and inequities exist with minorities. Our ultimate goal is for minorities to have a voice, to actively participate in the public policy process, and to benefit from the resources and wealth of this State.

#### Accountability

As an agency, we are accountable and responsible to public policy makers and the citizens of this State. We commit to demonstrating good stewardship over all resources.

#### Customer Satisfaction

We are committed to customer satisfaction that results from providing quality products and services in a timely manner.

As stated earlier, the Board and staff of the Commission engaged in a formal strategic planning process for the agency and set the following goals for FY 2000-2001: 1) adequate and stable base budget funding for the agency; 2) development of an agency that is highly respected for its work and supported by both the Governor and Legislature; 3) creation, implementation, and maintenance of a public relations plan for the agency; 4) evaluation of the usefulness of yearly publications and the need to continue some publications; 5) identification of areas that are contributing factors to socioeconomic deprivation for minorities and produce appropriate publications to reflect the research; 6) serve as a catalyst for the development and implementation of a statewide fatherhood initiative; 7) provide technical assistance to local programs forming fatherhood initiatives; 8) serve as a catalyst to raise the awareness of the impact of adult illiteracy as a contributing factor to socioeconomic deprivation of minorities; 9) make recommendations to the Governor and state legislature regarding programs that will address adult illiteracy; and 10) determine the scope of minority health disparities that exist among South Carolinians and establish collaborative efforts with other entities whose mission it is to improve the health of South Carolinians.

These ten goals guided the work of the Commission during FY2000-2001. However, given the limited staffing of the agency and a desire to set realistic goals for the staff in FY2001-2002, the Executive Director and the two senior program coordinators undertook a comprehensive review of the enabling legislation that created the agency. This review included identifying all mandates set forth in the statute, as well as speaking with current and former legislators to determine their intent when drafting the language for the statute. As a result of this work, ten functional areas were identified in the state statute. We have identified the function to be performed by program areas even though many of the areas currently are not funded or staffed. They are:

## **1. Community Based Services**

Community-Based Services assist local groups implement programs to alleviate socio-economic deprivation in minority and poor communities. Since many of these groups are in their infancy, capacity building is the major focus of the Commission's work. This work includes providing technical assistance and training in the following areas:

- T Organization Building and Sustainability
- T Process for becoming State Chartered
- T Process for applying for 501(C)3 status
- T Qualification and Selection of Board Members
- T Board Training
- T Establishment of mission, goals and objectives
- T Development of Strategic Plan
- T Fiscal Operations, Record-Keeping, and Checks and Balances
- T Personnel Policies and Procedures
- T Staff Development and Training
- T Documentation of Operations and Track Record
- T Community Partnerships
- T Funding Opportunities - State Agencies and Philanthropic Organizations

- T Program Activities and Record-Keeping
- T Program Evaluation and Reporting Requirements
- T Technical Assistance

## **2. Institute for African American Issues**

The Institute for African American Issues responds to the systemic poverty and deprivation among this group, which is evidenced by the disproportional numbers of persons who are undereducated, underskilled, incarcerated, substance abusers, prematurely dying, and are failing to form legitimate family structures that contribute to strong communities. This work includes conducting research and partnering with community-based groups to provide intervention programs at the local level in the following areas:

- T Education Deprivation - K-12 Reform and Adult Literacy
- T Unemployment and Underemployment - Keeping Pace with the New Economy
- T Criminal Justice - Community Intervention, Fair Sentencing, and Disfranchisement
- T Healthy Lifestyles and Communities - Lifestyle Changes Giving Birth To Healthy Families
- T The Impact of Father Absence - (Longitudinal Study and Long Term Implications)
- T Role and Importance of Marriage - (Relationship Between Health and Wealth)

## **3. Community Building and Economic Development Services**

This service provides local minority leaders with research, planning and technical assistance to build a greater economic future as the State experiences economic growth and changes. This work includes training new and current minority leaders about economic development, community development, and how to forecast economic changes and the impact of such changes on minority communities. Additionally, the work may involve varied tasks and projects related to:

- T Research
- T Planning
- T Facilitating Community Meetings
- T Business and Entrepreneurial Enterprise
- T Assisting groups establish Community Development Corporations (CDC=s)
- T Asset Mapping
- T Forecasting future growth and business opportunities
- T Business Resource Information

## **4. Governmental Services**

Governmental Services provides support to elected and appointed leaders, especially minority leaders in positions to advocate for change that benefit minority communities of the State. Specifically, this service monitors the work of the legislature and other governmental bodies that enact laws and regulations that impact minority communities. Additionally, the work may involve varied tasks and projects related to:

- T Providing information to members of the General Assembly
- T Providing information to local governmental officials, whether elected, appointed or hired (County Councils, City Councils, Mayors, School Boards, Planning Commissions, etc)
- T Facilitating Local Planning Meetings
- T Speaking to community-based organizations
- T Hosting Statewide Leadership Conference for Minority Elected and Appointed Officials
- T Legislation Notification System

## **5. Research Services**

Research Services exists to locate and provide critical information needed for decision-making. The goal of Research Services is to create a comprehensive database made-up of information about the State=s minority populations that will be useful to legislators, researchers, and others needing information. The development and distribution of publications that accurately reflect the status of minorities in South Carolina, i.e., their current socio-economic status, needs and expectations are provided through this service. More specifically, the research area provides the following services:

- T WEB PAGE access to critical data and reports
- T Topic specific research and data
- T Analysis and forecasting information
- T Easy to read publications and resource documents

## **6. Institute for Equity and Social Justice**

The Institute for Equity and Social Justice exists to study the actions and behaviors that contribute to the lack of fair and equitable treatment of minorities in the State of South Carolina. The Institute exists to identify problems at both the state and local levels, to build partnerships and implement programs to bring about fair and equitable treatment in all areas of life. More specifically, the Institute seeks to ensure fair and equitable treatment as it related to:

- T Voting and actions covered by the Voting Rights Act
- T Fair and just representation on state and local boards and commissions
- T Studying voting methods that dilute minority voting strength and making recommendations for change
- T Sentencing Guidelines and the application of such guidelines on the minority population
- T Reapportionment
- T Cultural Competency at all levels of Government

## **7. Business Partnership and Community Relations**

The Institute for Business Partnership and Community Relations conducts research and studies to determine the impact of African American and minority buying strength in South Carolina. Research to determine where minorities spend their money and what industries benefit most from minority

buying power is the focus. The research is used to foster business partnerships and community building. More specifically, the Institute seeks to ensure that businesses recognize their social responsibility to give back and work on various tasks to facilitate this process, such as:

- T Publications documenting community partnering and the investment made by company and industry
- T Job training and Internships
- T Sponsorships and scholarships
- T Community programming activities

## **8. Institute for Educational Quality**

The Institute for Educational Quality studies the impact of educational reform in South Carolina and documents how various reform efforts have affected minorities. The Institute seeks to identify and document Abest practices@ that have served poor and minority students well, and provide this information to state and local officials. Additionally, the Institute seeks to identify problems and make Acutting edge@ recommendations to address such systemic issues as:

- T Illiteracy - a contributing factor to poverty
- T Under funding and lack of emphasis on remedial adult learning
- T Digital Divide
- T The Have=s vs. the Have Nots (Equitable School Resources)

## **9. Institute for Hispanic & Latino Issues**

The Institute for Hispanic and Latino Issues acknowledges the changes in demographics of the State of South Carolina and seeks to address specific issues intrinsic to this growing population. Specifically, the Institute conducts research and compiles reports that: (1) document the growth of this population, (2) address their specific needs in order to ensure a high standard of living, and (3) show how the growth in this population will impact the State and its overall economy. The Institute also exists to provide Hispanic/Latino persons with a way to influence public policy and access state services. The Institute=s work involves varied tasks and projects related to:

- T Surveying state agencies to determine the level of culturally competent services
- T Conducting Cultural Competency Training
- T Facilitating the resolution of problems related to obtaining state services
- T Serving as liaison to the Governor=s Office, Legislature and other organizations interested in issues related to the Hispanic/Latino population

## **10. Institute for Indian Affairs**

The Institute for Indian Affairs provides technical assistance and support to the indigenous Indian Tribes present in the State of South Carolina. Additionally, the Institute works with organizations that support Native Americans living in South Carolina. Through the Institute, pertinent issues

related to the needs of this population are documented and presented to policy makers and others capable of affecting change. The Institute=s work involves varied tasks and projects related to:

- T Facilitating meetings of leaders and persons interested in working with Native Americans
- T Providing technical assistance
- T Coordinating meetings with state officials
- T Conducting Cultural Competency Training
- T Facilitating the resolution of problems related to obtaining state services
- T Researching legislation from other states related to issues of importance to Native Americans

As the above information indicates, with only 6 FTE=s assigned to the agency, the Commission is severely understaffed and underfunded to implement fully the mandates set forth in the legislation that created the agency. With that said, the Commission must continue to maintain its current state based budget and over the next several years, continue to incrementally increase the base funding and staffing of the agency. Given the current economic forecast for the state, members of the legislature will be challenged to fully fund the agency while addressing other critical needs of the state. However, if the agency is to effectively fulfill its mission, the agency must receive more state and private funding.

## **Section II - Business Overview:**

The Commission was created in July 1993 and has grown from three positions to six positions. The positions by title are:

- 1) Executive Director
- 2) Administrative Coordinator
- 3) Program Coordinator
- 4) Research Analyst
- 5) Fiscal Technician
- 6) Administrative Specialist

The agency is located at:

6904 North Main Street, Suite 107  
Columbia, South Carolina 29203  
Phone: (803)333-9621  
FAX: (803)333-9627  
[www.state.sc.us/cma](http://www.state.sc.us/cma)

Our key customers are: 1) persons representing the interest of minorities and the minority community; 2) the Governor; 3) members of the legislature; 4) the Board of Commissioners; and 5) all citizens of South Carolina.

Our key suppliers are organizations and persons who serve as custodians of information about the

minority population: 1) Bureau of the Census; 2) Office of Research and Statistics - Budget and Control Board; 3) colleges and universities; 4) members of the minority community; and 5) national and local organizations whose focus is the alleviation of poverty and deprivation.

The Commission provides information through publications and technical assistance. Our major products are publications that inform the reader about minority issues. The purpose of the publications are to inform policy makers, to provide them with accurate information, and to guide them in making good public polices that affect minorities in a positive way, as well as the general population.

The organization is lead by the Executive Director on a daily bases, with oversight provided by a seven-member Board of Commissioners. By statute, the Board is required to meet at least four times a year, or at the call of the chairperson. Because the agency is small, formal departmental breakdowns do not necessarily serve the agency well. Staff personnel informally provides the Executive Director with valuable information regarding their observation of the strengths and weakness of the organization. The Executive Director meets with senior personnel as needed to obtain their input and advice.

### **Accountability Report Appropriations/Expenditures Chart**

#### **Base Budget Expenditures and Appropriations**

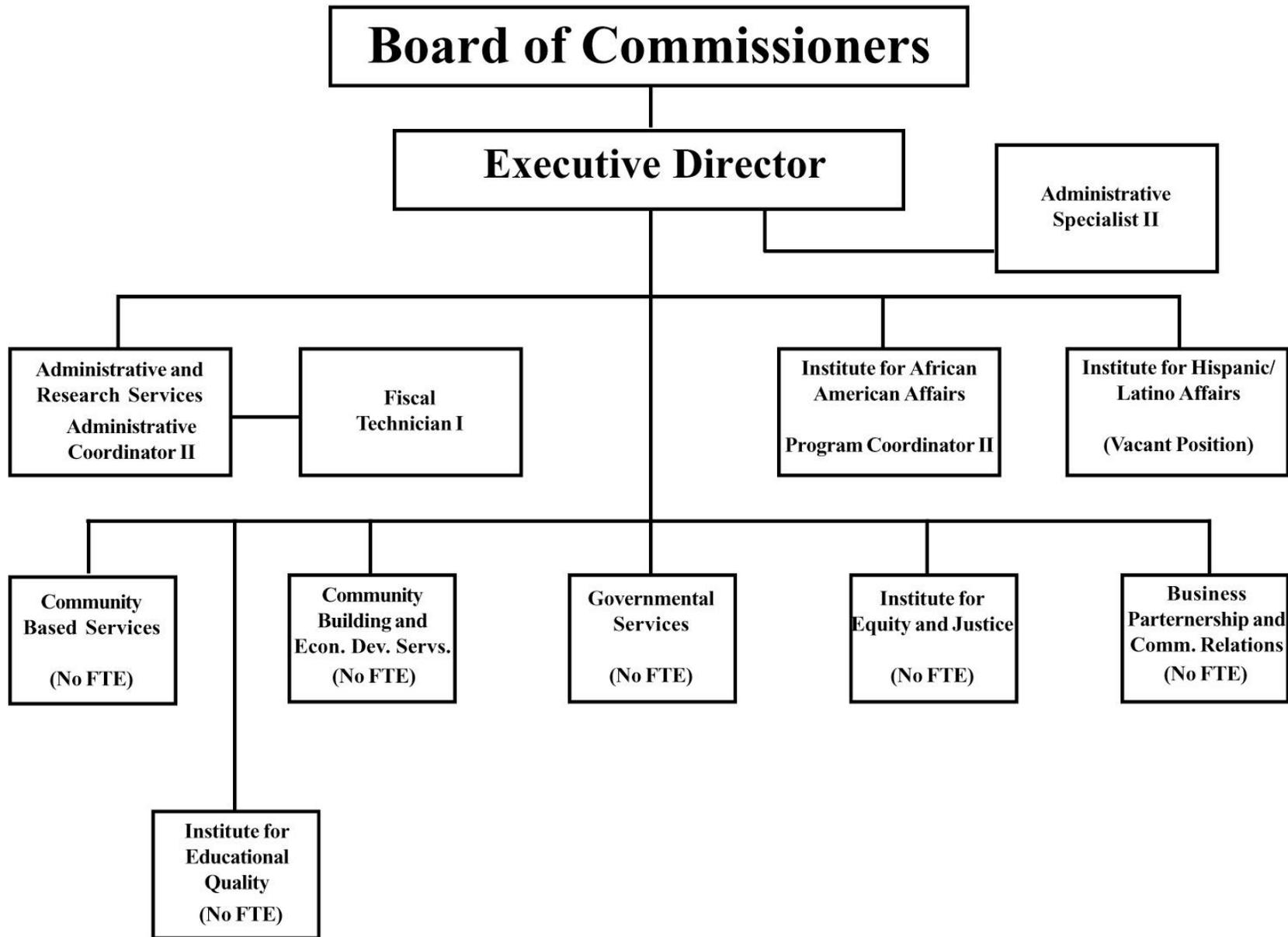
Major Budget Categories	99-00 Actual Expenditures		00-01 Actual Expenditures		01-02 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	209,903.20	209,903.20	197,041.92	197,041.92	221,105.00	221,105.00
Other Operating	105,598.03	105,598.03	146,909.40	146,909.40	164,125.00	164,125.00
Special Items			27,839.81	27,839.81		
Permanent Improvements						
Case Services						
Distributions to Subdivisions						
Fringe Benefits	52,776.91	52,776.91	51,509.44	51,509.44	63,333.00	63,333.00
Non-recurring	28,668.75	28,668.75	25,748.21	25,748.21		
Total	\$ 396,946.89	\$ 396,946.89	\$ 449,048.78	\$ 449,048.78	\$ 447,563.00	\$ 447,563.00



Other Expenditures

Sources of Funds	99-00 Actual Expenditures	00-01 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		24,935.71
Bonds		

Organization Chart  
As of June 30, 2001



## Section III - Elements of Malcolm Baldrige Award Criteria

### Category 1 - Leadership

#### 1. How do senior leaders set, deploy and communicate:

- a) Short and long term direction?
- b) Performance expectations?
- c) Organizational values?
- d) Empowerment and innovation?
- e) Organizational and employee learning?
- f) Ethical behavior?

The Commission for Minority Affairs has a seven-member Board of Commissioners that provides oversight, vision and direction for the agency. Through the development of the agency's strategic plan, the Board members, along with the Executive Director and two program coordinators, determined the short and long term goals of the agency. The information in the strategic plan is regularly reviewed by the Executive Director and the two program coordinators to determine if the agency is on target and if not, why not. Adjustments are made as needed to fulfill the mission of the agency.

Staff members are informed through their individual performance planning documents of their performance expectations and how their performance impacts the successful implementation of the goals set forth in the agency's strategic plan.

As a part of the strategic planning process, all members of the staff were provided with copies of the organizational values and were given opportunity to comment on their appropriateness. These values, as set forth in the strategic plan, reflect the standards for ethical behavior for all employees of the agency, as well as provide guidance to the staff regarding how we are to interact with our customers.

As funds permit, employees are encouraged by the Executive Director to seek training that would enhance their job skills and increase their value to the agency. During the last fiscal year, one senior coordinator completed the Executive Institute, while the Executive Director and both coordinators attended seminars on elements of the Malcolm Baldrige Award Criteria.

In an effort to be more innovative and to better utilize the agency's limited resources, attention was given to providing more information through the agency's WEB sight, by providing better links to information often requested by our customers.

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

We have not had meetings or promoted a campaign internally to promote a focus on our

customers. However, as a part of our strategic planning process, we did determine that more emphasis needed to be placed on a public information campaign to make the public aware of our existence. Because of staff limitations and funding, we have not been able to fulfill this goal and have reestablished it as a goal for FY2001-2002. However, our concern is that if we promote our work to the many customers inclusive in our state statute, we will be overwhelmed with requests for assistance that we will be unable to provide. That is why we currently use the Ad Hoc Committee approach to meeting and gathering information. This way we are able to focus the limited staff support on what our customers want at a given point in time.

Also, our administrative support staff is regularly made aware of the various groups visiting our office and are encouraged to be sensitive to the cultural differences and values of our customers. Additionally, even though the Commission was unable to fill its one vacant position that occurred during the year, the agency was sensitive to the need to ensure diversity in the office. Mr. Tony Perdomo, a University of South Carolina graduate student, was hired temporary/part-time to assist the agency facilitate its work with members of the Hispanic/Latino community. Having a Hispanic person on staff, who we could ask questions of and seek advice from, helped the agency maintain a positive working experience with our newest state populous.

3. What key performance measures are regularly reviewed by your senior leaders? (Actual results are to be reported in Category 7.)

No formal measures have been instituted. However, informally we listen for indications of customer satisfaction, employee satisfaction, and other indications of overall good performance.

4. 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?

We do not have a formal internal performance review process in place. However, the Executive Director listens for and observes interaction among the staff that might indicate leadership concerns related to the management of the agency.

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

The Commission serves as a catalyst to bring about needed change in public policies and programs that affect minorities. We conduct research and present that information to public policy makers and others who can bring about change. Oftentimes, we are not in control of how our research, reports and data are used to impact public policy or how persons may interpret the information presented to them. The media oftentimes presents information in ways that may bring about an unintended result, which may have a positive or negative impact. We can only make sure that the information presented is factual. What happens with it is often out of our control.

6. How does senior leadership set and communicate key organizational priorities for improvement?

The Board of Commissioners is kept abreast of the work of the staff. The Board, through its yearly planning retreat and through the performance evaluation process of the Executive Director, communicates to the Executive Director areas for improvement. The Board members are provided with monthly activity reports to help them stay abreast of what the staff is doing. The recommendations of the Board are shared with the program coordinators and other staff persons affected. The Executive Director regularly reviews the agency's progress with the program coordinators and makes whatever adjustments needed over the course of the year.

7. How does senior leadership and the agency actively support and strengthen the community? Include how you identify and determine areas of emphasis.

Currently, the agency has not identified a cause for which it has committed support. Individual staff persons contribute to the United Way and other charitable organizations of their choice. However, this is a subject that will be presented to staff for consideration.

## **Category 2 - Strategic Planning**

1. What is your Strategic Planning process, including participants, and how does it account for:
  - a. Customer needs and expectations?
  - b. Financial, societal and other risks?
  - c. Human resource capabilities and needs?
  - d. Operational capabilities and needs?
  - e. Supplies/contractor/partner capabilities and needs?

As stated earlier, the Board of Commissioners, the Executive Director and the two program coordinators participated in developing the agency's first strategic plan during the Summer of 2000. The strategic planning sessions were facilitated by Mr. Ed Thomas, Director of the Center of Governance at the University of South Carolina. To assist the group with the development of the Strategic Plan, a Stakeholder and SWOT Analysis was conducted. The Stakeholder Analysis was conducted to identify our customers and to determine their expectations. The group then identified the strengths, weaknesses, opportunities and threats associated with meeting the needs of our customers.

Discussions were held regarding the political risk associated with fulfilling our customer expectations, given the fact that satisfying one customer may not necessarily satisfy all of our customers. Therefore, the agency must be sensitive to all of our customers when attempting to meet the expectations of any one customer.

Early on it was determined that the agency was understaffed and underfunded. The Commission needs to experience growth at a time when other state agencies are being asked to reduce its spending. Given the financial weakness of the state and national economies, our human resource needs are not expected to be fulfilled in the immediate future. However, as a part of our budget

request, we will continually request the General Assembly to fund the agency according to its needs. Until this happens, it is very unlikely that the agency will be able to fulfill its mission in its entirety.

2. How do you develop and track action plans that address your key strategic objectives?

The Commission does not have a formal action plan for each strategic objective. Because of our size and lack of a departmental layout, such is not feasible. However, the staff does meet to discuss how to accomplish our goals and objectives, given changing economic times and other matters that may affect how the agency goes about accomplishing its goals and objectives.

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

Informally through meetings with senior staffers and formally through the performance evaluation document of staff persons.

### **Category 3 - Customer Focus**

1. Identify key customers and stakeholders.

Our key customers and stakeholders are minority ethnic groups, the Governor, the Legislature, local leaders, state agencies and the citizens of the state.

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

Our statute clearly states who we are to serve, namely minorities and their interests. Through on-going meetings with various groups, i.e., African Americans, Hispanics, Native Americans, etc., they

tell us their requirements and expectations. Also, through the formal strategic planning process that the agency undertook, we identified the expectations and requirements of the various groups.

Interaction with these groups throughout the year allows us to update and change the requirements, as their needs and expectations change.

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

By constantly holding community and group meetings, thus keeping the line of communication open. We adjust what we are doing as the need arises.

4. How do you use information from customers/stakeholders to improve services or programs?

If the customer was pleased with our service or assistance, we try to continue or exceed this level of service. Likewise, if they tell us that something we published, for example, used terminology that they felt inappropriate, then we would not use that terminology anymore. This will keep us engaged

with the community and keep the door open for future interaction and delivery of services. We make every effort to be sensitive to their cares and concerns and to respond immediately.

5. How do you measure customer/stakeholder satisfaction?

Because we are in the first phase of finding out what groups want and reporting that information to the Governor and members of the General Assembly, we have not followed-up with a survey to determine the satisfaction of customers based upon the work performed to date. However, we will be sending out satisfaction surveys during the coming year to both the Hispanic and Native American communities.

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

Our positive relationships are built through meeting with and listening to the needs of the groups served by the Commission. We make an effort not to compare groups or to make statements that indicate that one solution fits all. We are culturally and linguistically sensitive to each group and their specific needs. For example, meetings held with the Hispanic community to identify their issues and concerns regarding delivery of state services did not prepare us to address the issues and concerns of Native Americans. We are still meeting with the Native American leaders as of the writing of this report. None of the issues and concerns expressed to date by Native Americans are the same as those expressed by the Hispanic/Latino community. Had we gone in with preconceived ideas, we would have missed the opportunity to specifically meet the needs of our customers.

#### **Category 4 - Information and Analysis**

The Commission has not implemented this part of the Baldrige Criteria. The agency plans to hire an outside consultant to assist with the identification of appropriate measurements of cost effectiveness, efficiency and customer satisfaction.

#### **Category 5 - Human Resources**

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

We encourage employees to take advantage of all opportunities to increase their knowledge. Because this is a small agency, employees are called upon to assist in whatever way they can to keep the work flowing. This provides employees an opportunity to demonstrate skills and abilities that they might not normally get an opportunity to demonstrate in their regular position. This demonstrates initiative and also identifies persons in the organization who might be able to take on additional responsibilities. Employees are encouraged to attend at least one professional development course or conference per year.

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?

We do not have a formal program or staff person who has this as an assigned job function. The Executive Director or supervisor identifies a need and recommends appropriate training to meet the need. The Employee Performance Management System is used to document needed training.

3. How does your employee performance management system, including feedback to and from employees, support high performance?

The system provides valuable input for both the supervisor and the employee. It provides management with information regarding what an employee may need in order to maximize his/her performance.

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

We do not have a formal system. Because we are small, we know when an employee is not satisfied and/or lacks motivation. When we determine that this is the case, we meet with the employee to determine what needs to be done to help the employee be happy, as well as become more productive and motivated. If we can not meet the needs of the employee, we recommend outside help.

5. How do you maintain a safe and healthy work environment?

We provide a clean and secure building at all times. We moved into new office space as of October 2000. Employees toured the space and provided input regarding what they wanted in the new office space. Additionally, they were given the opportunity to request new furniture and other items to ensure that they would be comfortable in the new space. Also, we have just begun health education seminars for the office staff.

6. What is the extent of your involvement in the community?

We are not involved as an agency in community volunteer work at this time. However, the employees will be considering if they would like to take on a community project in the coming year.

## **Category 6 - Process Management**

The Commission has not undertaken any work in this area of the Baldrige Criteria. The agency plans to hire an outside consultant to assist with the implementation of this Criteria.

## **Category 7 - Results**

1. What are your performance levels and trends for the key measures of customer satisfaction?

We have not to date determined what to measure or made a determination about the accuracy of any information that will be collected on future surveys. We can only state that this was the first year that the agency worked with other ethnic groups other than African Americans, i.e., Hispanics/Latinos and Native Americans. We were pleased with the degree and level of engagement. We will survey both groups for their opinions regarding their satisfaction with the work of the Commission and make this information available to the public for review.

2. What are your performance levels and trends for the key measures of mission accomplishment?

We have no numerical performance levels and trend data at this time.

3. What are your performance levels and trends for the key measures of employee satisfaction, involvement and development?

We have no numerical performance levels and trend data at this time.

4. What are your performance levels and trends for the key measures of supplier/contractor/partner performance?

We have no numerical performance and trend data at this time.

5. What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship?

We have no numerical performance and trend data at this time.

6. What are your current levels and trends of financial performance?

We have no numerical performance and trend data at this time.

