

# Accountability Report Transmittal Form

Agency Name: South Carolina Commission for Minority Affairs

Date of Submission: September 15, 2006

Agency Director: Janie A. Davis

Agency Contact Person: Janie A. Davis

Agency Contact=s Telephone Number: 808-333-9621, ext.11

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## SOUTH CAROLINA COMMISSION FOR MINORITY AFFAIRS

### ANNUAL ACCOUNTABILITY REPORT

Fiscal Year 2005-2006

#### Section I - Executive Summary:

##### I-1. Mission and Values

The South Carolina Commission for Minority Affairs mission is to serve as a think-tank that provides leadership, focus and direction in addressing problems of deprivation and poverty among the State's minority population. According to state statute, the Commission exists "to study 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 goals and objectives of the agency are regularly reviewed and updated by the Board and staff. 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. We strive to demonstrate our commitment to these guiding principles 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 all the citizens of this State. We commit to demonstrating good stewardship over all resources and working hard to identify and eliminate wasteful programs that do not serve the interest of minorities.

## Customer Satisfaction

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

### I-2. Major Achievements from Past Year

A. State Recognition of five (5) Native American “Tribes”; three (3) Native American “Groups”; and one (1) Special Interest Organization. This recognition has afforded these entities a level of creditability such that other state and local agencies are reaching out to bring their services to this population. Obtaining these services may make the difference between living in poverty and moving to a higher standard of living.

B. Increased visibility in the African American, Hispanic/Latino, and Native American communities by holding separate conferences for each group to raise the awareness of the Commission’s work in regards to the alleviation of poverty in the various minority communities. More than a thousand people from around the State attended the three events, thus going back to their communities and spreading the word about the work of the Commission and how the Commission can help local communities.

C. The Commission for Minority Affairs is now included in the State Emergency Management Division's Operation Plan (ESF 15) as lead agency to coordinate bilingual communication with the Latino population in the event of a state emergency. The intent is to minimize the potential for loss of life or serious injury, which could thrust a person or family into poverty as a direct result of a major catastrophe.

D. Contracted with the Consortium for Latino Immigration Studies at the University of South Carolina and experts from the Darla Moore School of Business to study the socio/economic impact of the growing Latino population in the State. Study to be completed by the spring of 2007 and will be the first of its kind for South Carolina.

E. Commission represented on four of the five committees tasked with implementation of the Education and Economic Development Act (EEDA). The EEDA provides all students, inclusive of minorities, and their parents with greater knowledge to vision children towards educational and career success. The focus of the Commission’s work is to promote the EEDA as a means to reduce dropout numbers in the African American and minority communities. School dropout is a major contributing factor leading to poverty and deprivation.

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

Eight key strategic goals have been approved by the Board of the Commission. They represent present and future goals and are as follows:

A. Adequate and stable base budget funding necessary to carry out the agency's mission and to accomplish yearly goals established as part of the strategic planning process. The agency is highly respected for its work and is supported by the Governor, Legislature, the minority constituent population and citizens of South Carolina because they understand and support our mission.

B. Well-informed policymakers and leaders, i.e., the Governor, members of the General Assembly, agency heads and others, who are equipped with appropriate knowledge to bring about positive change regarding the problems and concerns of minorities in South Carolina. An increased interest, awareness, and sensitivity to the specific needs of various ethnic groups, **evidenced by the passage of public policies that better serve the needs of minorities and all citizens of the State.**

C. A first class research arm of the agency, capable of providing accurate, timely and pertinent information to state, local and other leaders in the area of research and planning for a **greater economic future.**

D. An informed public aware of the existence of the Commission and recognizes the Commission as the agency to contact regarding obtaining information and assistance related to minority issues.

E. Implementation of a Statewide Strategic Plan of Action for the African American community.

F. Development and Implementation of a Strategic Plan of Action for the Hispanic/Latino community.

G. Development and Implementation of a Strategic Plan of Action for the Native American community.

H. Initiate contact with other minority populations to identify and address any deprivation issues.

### I-4. Opportunities and Barriers that may affect the Agency's Success in Fulfilling its Mission and Achieving its Strategic Goals

#### Opportunities:

A. The fact that the Commission has the authority to work with all minority populations provides an opportunity for coordinated services, especially in those areas where the issues and problems related to deprivation and poverty are the same or similar.

B. With the establishment of advisory committees for each group served through the Commission, it provides an opportunity for conversations among the groups to address issues that put the groups at odds with each other.

C. Having all groups served by the same agency provides opportunity for the State's minority population to speak with one voice as they influence public policy issues that affect them.

D. Funding can be used to assist all groups rather than having all groups competing for the same limited funding, thus making it impossible for groups to effectively and efficiently accomplish goals.

Barriers:

A. The complexity of the issues and the solutions to resolving issues require expertise from many disciplines. Limited funding and FTE's hinder the agency's ability to have available on staff the expertise to address issues in an expeditious manner.

B. The lack of state specific data to the degree needed about each minority population to determine trends and benchmarks. **Data collection elements and distribution controlled by other state entities. Getting access to the information can be problematic.**

C. Complexity of addressing systemic socio-economic issues during times of decreased social funding.

I-5. How the Accountability Report is used to Improve Organizational Performance

The Accountability Report has been the avenue through which the performance of the agency has been reported to the public and the General Assembly. The document has allowed the agency to document its progress over the years and to clearly identify areas where the agency's mission has not been fully accomplished. The accountability process has provided an avenue through which strategic planning for the growth of services and the discontinuation of services, can clearly be identified so as to use the limited resources of the agency in the best possible manner. It also affords the agency director and staff the opportunity to see how their work contributes to obtaining the overall goals or lack thereof of the agency.

**Section II – Organizational Profile:**

II-1.	<u>Products/Services</u>	<u>Method of Delivery</u>
	➤ Poverty Indicators	Policy and Research Manager
	➤ Consultation	CMA Program Coordinators
	➤ Cultural Diversity Training	CMA Program Coordinators
	➤ Community Technical Assistance	CMA Program Coordinators
	➤ Capacity Building	CMA Administrative Coordinator
	➤ Research	Policy and Research Manager
	➤ State Recognition (Native Americans)	Regulatory Oversight (Board)
	➤ New and Changed Public Policies	Executive Director/Legislative

II-2.	<u>Customers</u>	<u>Requirements/Expectations</u>
	➤ Minority Populations	Treat with Respect Help Obtain Services Eliminate Obstacles and Barriers to Services Provide Information Minority Business Opportunities Direct help to Poor
	➤ Organizations, i.e., 501 (c) 3, churches, etc.	Consultation Training Help Obtain Funding Capacity Building
	➤ State Agencies	Assistance Reaching Minority Populations Train Staff about Cultural Differences Collaboration in Delivery of Services
	➤ Legislature	Information and Data Timely Response to Constituent Needs Thoroughly Researched Policy Recommendations
	➤ CMA Board	Well Managed Agency Programs that Meet the Needs of All Groups Build Capacity to Help all Communities Prosper Fairness
	➤ Local Leaders	Information and Data Consultation One-on-One Attention Direction Timely Response
II-3.	<u>Key Stakeholders (Other than Customers)</u>	
	➤ Taxpayers of the State of South Carolina	
II-4.	<u>Key Suppliers and Partners</u>	
	➤ Bureau of the Census	
	➤ Office of Research and Statistics - Budget and Control Board	
	➤ Colleges and Universities	
	➤ Minority Communities	
	➤ National and local organizations whose focus is the alleviation of poverty and deprivation	

II-5. Operation Location

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)

II-6. Number of Employees

- Unclassified 1
- Classified 7
- Temporary (Intermittent) 1

II-7. Regulatory Environment

- Not applicable/Non-Regulatory

II-8. Strategic Challenges

- Complexity of Working with Very Diverse Populations
- Cultural Differences
- Conflicting Issues Across Groups – Example: Immigration
- Small Staff and Budget
- State Leadership Willingness to Address Issues Contributing to Poverty
- Apathy
- It's My Turn
- Lack of Collaboration Among State Agencies
- Lack of Shared Data Collection System

II-9. Performance Improvement System

In August 2006, the Commission held the first Statewide Minority Issues Conference, where participants were asked to provide feedback to the agency about the public's knowledge of the existence of the agency and what we do. The survey clearly showed that most people have a limited knowledge of the work of the Commission, but those who did have knowledge were extremely impressed by the work of the Commission. This information will provide a benchmark from which to improve, in anticipation of better meeting the needs of the various customers/populations we serve. For the first time in the history of the agency, we have enough staff (eight persons) that can focus on aligning their work product toward meeting the standards of the Malcolm Baldrige performance excellence criteria. It will be incremental but we now have for the first time program activity areas where a full time staff person is assigned, who can focus full time on improvements.

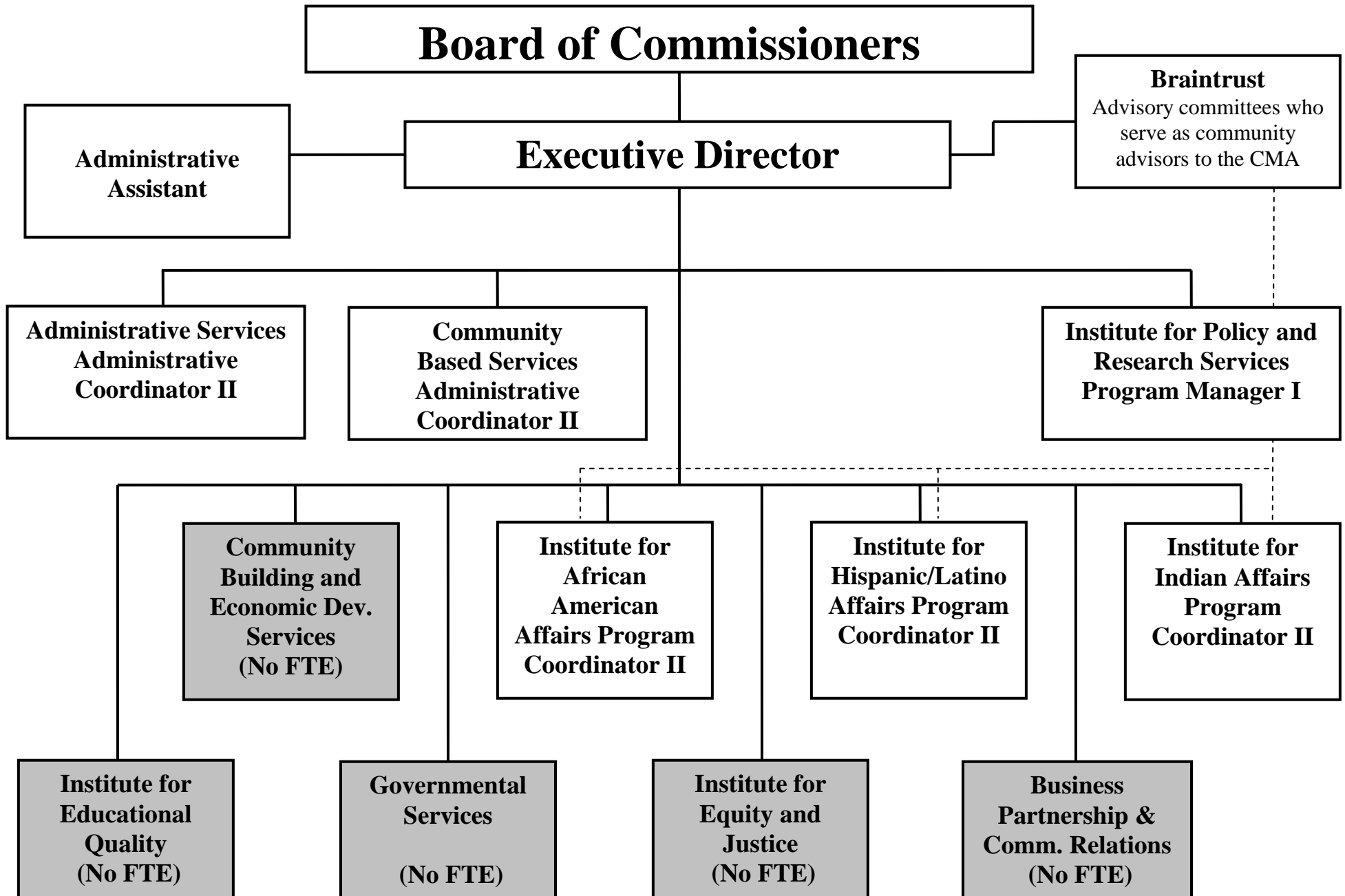
II-10. Organizational Structure

The Executive Director coordinates the work of the Commission on a daily bases, with oversight provided by a nine member Board of Commissioners. By State statute, the Board is required to meet a minimum of four times a year.

**Organization Chart  
As of June 30, 2006**

**(See next page)**

# L46 - South Carolina Commission for Minority Affairs





## 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: a) short and long term direction and organizational priorities, b) performance expectations, c) organizational values, d) empowerment and innovation, e) organizational and employee learning, and f) ethical behavior?

The Commission for Minority Affairs has a nine-member Board of Commissioners that provides oversight and assists with determining the vision and direction of the agency. Through the development of the agency's strategic plan and the Agency Head Performance Planning Process, the Board members assist the Executive Director with determining the short and long term goals of the agency. The Executive Director regularly meets with Program Coordinators individually and the staff collectively to deploy and communicate the short and long term directions through informal communication and staff meetings, as well as to constituent minority populations through yearly forums and meetings.

Performance expectations are established as a part of the formal strategic planning process, the Agency Head Planning and Evaluation Process, and the Employee Performance Management System for each employee. Additionally, the Executive Director and the Program Coordinators regularly convey to constituent groups through public meetings the level of services they can realistically expect to receive given the staff and funding limitations of the Commission. Staff members are informed informally during daily encounters and 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.

The agency's mission is currently displayed on the agency's WEB site. 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. The values are posted at several locations throughout the office building.

The Commission encourages each employee to increase his knowledge base and to use his talents and skills to be innovative. Staff development and training is afforded staff through outside training courses paid for by the agency. Employees are allowed to take course work during normal office hours, as appropriate and feasible. As funds permit, the Executive Director encourages employees to seek training that will enhance their job skills and increase their value to the agency. During the fiscal year, all staff members attended training sessions for their personal development.

Each employee is expected to demonstrate ethical behavior through interactions internally and with persons visiting or seeking assistance through the agency. Ethical behavior is modeled by all employees and is a part of the culture of the organization. All staff, as well as senior leaders, must model appropriate office and ethical behavior. Therefore, the agency has established policies regarding inappropriate office behavior. Teamwork is a critical part of this agency's culture and teamwork is possible because of the ethical behavior of all personnel associated with the agency. Additionally, all members of the Board and senior member staff received training on the Ethics Law taught by the Deputy Director/Legal Counsel of the State Ethics Commission.

1.2 How do senior leaders establish and promote a focus on customers and other stakeholders?

On an on-going basis, the Program Coordinators assigned to work with minority populations assesses the immediate need of the three major minority groups of the State, Hispanics/Latinos, Native Americans, and African Americans. Meetings with the leadership and grassroots constituents of these groups continue to be held regularly for the purpose of keeping the Commission focused on how to meet their needs. Three Advisory Committees created to represent the interest of these populations before the Commission currently exists. The agency director also regularly meets with members of the executive and legislature branches of government to ensure that the agency is providing the services expected by these customers and stakeholders.

1.3 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. Prior to embarking on any initiative, the Commission solicits information from the minority group(s) that will be affected by the work of the Commission. This is done through the Advisory Committee process that we have built into our operations. For example, prior to introducing legislation to bring all minority groups under the oversight of the Commission, many meetings were held to discuss their needs and their expectations. We conducted research and presented 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. Certainly, we make every effort to report the information in a manner that highlights and supports our position on a given issue or policy. 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.

1.4 How do senior leaders maintain fiscal, legal, and regulatory accountability?

All matters of a fiscal nature require the signature and review of the Executive Director. Due

to the size of the agency, the budget and accounting process receives the direct attention of the Executive Director. Checks and balances in accordance state regulations are in place and followed. When a matter arises that warrants legal consultation, the State Attorney General's Office is contacted for advice, inclusive of regulatory matters.

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

<b>Goals</b>	<b>Key Performance Measures (Frequency)</b>
Recurring State Funding/Legislative Support	<input type="checkbox"/> Adequate Funding (Yearly)
Catalyst for Increased Minority Programs and Services	<input type="checkbox"/> Passage of Positive Public Policies (Yearly) <input type="checkbox"/> Executive and Legislative Support (On-going) <input type="checkbox"/> Constituent Support for CMA (On-going)
First Class Research Division	<input type="checkbox"/> Benchmarked as an industry leader (On-going) <input type="checkbox"/> Increased demand for information and services (Ongoing)
Recognized as clearinghouse for Minority Issues	<input type="checkbox"/> Increased use of agency resources and services

1.6 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? How do their personal actions reflect a commitment to the organizational values?

As stated earlier in this document, the Commission has just begun the formal process of surveying constituent populations about their knowledge of the organization and the services we provide. Our performance review findings are primarily gathered informally from persons associated with the Advisory Committees. Based upon input from these committee members, we make every effort to respond in a timely manner to any concerns. We respond in a timely fashion to FOI Act requests and seek to provide openness in everything that we do. Honesty, respect for those with whom we serve, and a commitment to fostering positive change are foremost in the minds of management and staff on a daily bases.

Because of the size of the agency, no formal management assessment is conducted because of the issue of anonymity. The staff of eight work as a team and when there are problems that need addressing related to management leadership or organizational performance, we usually discuss the problems and/or situations in private meetings and identify ways to make sure performance improves. This process affords the Executive Director the opportunity to identify those areas where better leadership, supervision and communication could have been provided. As a result, changes are made based upon the recommendations of all staff to

ensure agency efficiency and effectiveness.

- 1.7 How does senior leadership promote and personally participate in succession planning and the development of future organizational leaders?

The Commission throughout the years has had only limited hiring opportunities. However, every effort has been made to hire people who bring with them many skill sets that can provide additional strength and future leadership capacity for the organization. Of the current eight employees, one is a state retiree and the Executive Director is in the TERI program. The Executive Director has begun the process of delegating more administrative responsibilities to other staff personnel to ensure that the agency will be in a position to make a smooth transition as senior staff leaves the agency. Also, several individuals will be encouraged to enroll in the Office of Human Resources - Management Training Series and the agency will pay for the training.

- 1.8. How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives, and innovation?

Employees are given great flexibility to determine how to proceed with working with the populations they have been hired to serve. Leadership is always open to new suggestions regarding how to improve the performance of the agency. For example, we recently held the first Statewide Minority Issues Conference and the staff suggested that we increase media coverage through television, radio, billboards, etc. It was felt that this would be a better way to reach greater segments of the population regarding the event, while also introducing the agency to people who had no knowledge of the agency's existence. The effort was successful on both counts.

With the hire of several new staff members, a fall 2006 Strategic Planning Session is planned to introduce all staff to the strategic goals of the agency and to solicit new goals and ideas and to encourage and promote innovation within the agency.

- 1.8 How does senior leadership actively support and strengthen the communities in which your organization operates? Include how senior leaders and employees contribute to improving these communities.

Actively supporting and strengthening the communities in which we operate is very important because it is the means through which we garner credibility with the populations at the local level. All communities of color hold events that support the needs of the community and as much as possible, the Commission through sponsorship and representation, attend and participate in as many of these activities as possible. Many of these events are in the evenings and weekends, which add to the work week for staff. However, we encourage the staff to attend that which is reasonable while maintaining enough time to spend with their own families. Powwows and festivals that allow us to meet the populations with whom we work, as well as provide an opportunity for us to expose more

people to the work of the Commission in their communities, is very important. The agency head is often asked to speak at various meetings and to serve on committees that function to support and strengthen communities of color. Also, the agency head chairs all the advisory committees of the Commission in order to make sure that issues and concerns are heard by senior management, thus increasing the likelihood that matters get the full attention of staff and others that may help in finding a resolution to a matter.

## **Category 2 - Strategic Planning**

2.1 What is your Strategic Planning process, including KEY participants, and how does it address:

- a. Your organization's strengths, weaknesses, opportunities, and threats?
- b. Financial, regulatory, societal and other potential risks?
- c. Shifts in technology or the regulatory environment?
- d. Human resource capabilities and needs?
- e. The opportunities and barriers you describe in the Executive Summary, (question 4)?
- f. Business continuity in emergencies?
- g. Your ability to execute the strategic plan?

2.1a As previously reported, the Board of Commissioners, the Executive Director and the then Administrative Program Coordinator formed the agency's first strategic planning committee for the agency. A SWOT analysis was completed as a part of the initial planning process. In October 2006, the current staff will engage in strategic planning and we will revise and update the plan based upon where the agency is today and where we would like to see it in five years. A new SWOT analysis will be performed given the current state of affairs and the many groups with which the Commission now works. The KEY participants will be members of the Board of the Commission, current Program Coordinators, senior staff, and the Executive Director.

2.1b When the Strategic Plan was developed, the participants conducted the Strength, Weaknesses, Opportunities, and Threats Analysis (SWOT), which included identifying financial, societal and other risk factors associated with the agency's mission. As the leadership makes business decisions, how to proceed is often influenced by the information discussed and noted as part of the SWOT Analysis. This is not a formal process but a day-to-day adjusting to internal and external variables.

Financial, regulatory, societal and other potential risks are oftentimes not readily apparent. However, when we have had situations where it was necessary to respond to a risk factor, the agency leadership responded appropriately, while putting in place policies and procedures that protect or significantly reduce future risk.

2.1c In the past, we have not spent large amounts of money in this area. However, as the staff has grown, our focus on research has increased, and the State's mandate for the implementation

of the new SAP System (financial management system) has occurred, more attention will be given to this area in the strategic plan.

- 2.1d Since the initial development of the strategic plan in 2000, the Executive Director and the Administrative Program Coordinator have undertaken a comprehensive review of the enabling legislation that governs 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 tasks to be performed by functional program areas, even though many of the areas currently are not funded or staffed. However, each year the Commission, as a part of its budget request, ask for proper funding so that the agency can be fully staffed. Please see organizational chart for clear indication of areas needing future staffing. At the upcoming strategic planning session in October 2006, the staff will assist in identifying the need for additional staffing and with ways to better utilize current staff.
- 2.1e The 2000 strategic plan does not directly address all of the current opportunities and threats. Some of the original opportunities and threats no longer remain while others have emerged or still remain to date. However, that is one of the reasons for updating and revising the document, to bring it more in line with the agency and how it operates currently.
- 2.1f The Commission does not have a business continuity plan in the event of an emergency. Because the Commission does not provide direct services, this was not included in the original document. However, it will be given attention in the new revised document.
- 2.1g There was no reference in the original document about whom and when goals and objectives would be executed. Given the limited staffing of the agency at the time of the creation of the document, the implementation was the responsibility of the Executive Director. It would be implemented as time and resources afforded. More attention will be given to this area when the document is revised because it will be used regularly as a management tool to improve the agency.
- 2.2 What are your key strategic objectives?  
  
See Strategic Planning Chart.
- 2.3 What are your key action plans/initiatives?  
  
See Strategic Planning Chart.
- 2.4 How do you develop and track action plans that address your key strategic objectives?

We currently have three advisory committees that represent the interest of the populations most served by the work of the agency. It is through the advisory committee process and the

work of the Program Coordinators that we are able to develop and track action on our key objectives. The staff works towards accomplishing the strategic objectives through daily coordination of activities with the communities served by the Commission. Daily, weekly, and as needed, discussions are held to determine progress toward accomplishing action items and plans.

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

We communicate and deploy strategic objectives, action plans, and performance measures through informal discussions with staff responsible for accomplishing the objectives.

- 2.6 How do you measure progress on your action plan?

No formal system of measurement is currently in place. However, with the recent hire of the Program Manager for Policy and Research, setting up a system for measuring the success or lack thereof of the work of the agency is of top priority.

- 2.7 How do your strategic objectives address the strategic challenges you identified in your Organizational Profile?

- Complexity of Working with Very Diverse Populations
- Cultural Differences
- Conflicting Issues Across Groups – Example: Immigration
- Small Staff and Budget
- State Leadership Willingness to Address Issues Contributing to Poverty
- Apathy
- It's My Turn
- Lack of Collaboration Among State Agencies
- Lack of Shared Data Collection System

The strategic objectives address only the most critical of the challenges addressed such as lack of sufficient staffing and budget. The agency can perform very specific actions in order to eliminate this challenge. However, many of the challenges are abstract in nature and may require the agency to work around the challenges rather than attacking them head on.

- 2.8 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.

The plan is not available on the website.

### **Category 3 – Customer Focus**

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

Our key customers are spelled out in the enabling legislation that created the agency. Our key customers are minorities in the State, minority officials at the state, county and local levels of government, members of the General Assembly, and the business community.

The key requirements of each group are identified in two manners:

- a. The services provided by the Commission are spelled out in statute, therefore, we are limited to providing only what is spelled out in statute regardless of their identified requirements and needs.
- b. The Commission holds meetings with our customers to identify their requirements and informs them of the services that can be obtained through the Commission.

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

Because of the nature of our work, we are constantly meeting with our customers, listening and learning about their problems and needs. Through these on-going meetings with various groups, i.e., African Americans, Hispanics, Native Americans, etc., they tell us their needs based upon changing socio-economic issues.

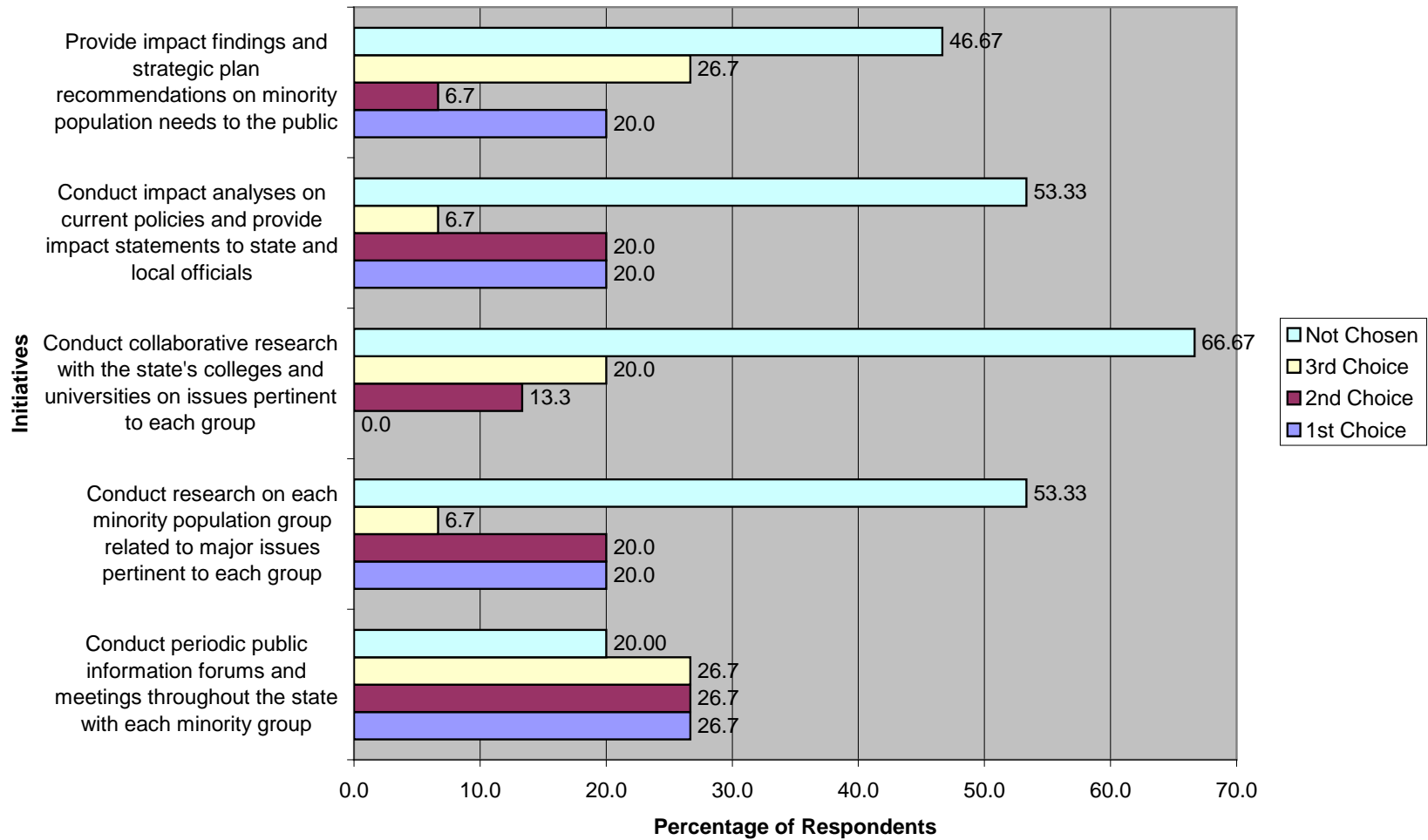
3.3 How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?

Our work is issue driven based upon what the community says is the issue they want to work on first, etc. Information provided by our customers/stakeholders helps the Commission to prioritize its projects. We focus our work on the areas of most importance to them.

We recently conducted a survey and asked our constituency to prioritize which program areas of interest were most important to them. This lets us know their expectations and the areas of assistance we should provide (See Chart 3.3.1).



**Chart 3.3-1: Ranking of Priorities for the Commission for Minority Affairs Initiatives for the 2006-2007 Fiscal Year**



- 3.4 How do you measure customer/stakeholder satisfaction and dissatisfaction and use this information to improve?

We interact with the groups regularly, therefore, feedback is personal and up-front. When there are activities where a survey of satisfaction is appropriate, one is done. We use this information to help us not to repeat whatever a group may find unacceptable. However, to date, we have had only a few situations where our work was not considered outstanding when viewed from the big perspective.

- 3.5 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.

Each customer group is distinct because of cultural differences and what they believe are the issues most important to them. The issues are not necessarily the same with all groups. For example, language and immigration issues are very important among the growing Hispanic/Latino community, while the Native American community has been focused on the issues of state recognition and repatriation. The African American community, in its strategic plan, was focused more on traditional issues, the family, education, jobs, etc. Because of the distinctions among the various groups, we have not been able to address any of the overlapping issues to date. This is the next step in the process now that the staff has a better understanding of the needs of the various groups.

The Executive Director regularly meets with legislators and executive staffers of both the Executive and Legislative Branches so that positive relationships can be built and the agency is in tune to the needs and requirements of these customers. Also, the Commission has formed collaborative partnerships with different organizations as a means to learn about the needs of certain groups because the Commission does not have the FTE's to assign to every group that we are charged to work with, for example, the local elected and appointed officials. Therefore, we work through organizations that already support these groups and contribute what we can to assist with specific efforts, such as the Black Mayors Conference. This affords us an opportunity to learn about the needs of Black Mayor's and to interact with them.

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

Currently, the agency has no formal performance measurement system that captures performance data in a qualitative manner. With the updating of the Strategic Plan and training for the staff in October 2006 regarding the Strategic Plan and the Accountability Report, the staff will identify those areas that lend itself to qualitative measurements in

preparation of putting a performance management system in place. We have more staff and believe this task is feasible.

## **Category 5 - Human Resources**

- 5.1 How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?

The work of this agency is organized around the specific groups that this agency was created to assist, and the support services that are needed to support the staff that provides the services to each group. Because each Program Coordinator has close ties to the community with which they work, they have the flexibility to work outside the traditional norms to meet the needs of their specific group, as well as demonstrate their own unique skills and abilities in working with these various populations. As a small staff, creativity and initiative are recognized and acknowledged through the bonus program available for us in State government. Teamwork is essential in this small organization and this is constantly reiterated to staff as projects unfold. This has allowed staff to demonstrate skills and abilities that may not show up in their performance during the normal daily work process. Professionalism is the standard within the organizational culture and employees who need direction in maintaining this standard are provided constructive assistance and counseling to ensure that the culture remains professional both internally and externally.

- 5.2 How do you evaluate and improve your organization's human resource related processes?

Due to the size of the agency and the lack of opportunity to hire higher skilled employees, we have not had a professional human resources function in the agency until 2006. Due to a resignation within the organization, the agency was able to hire for the first time a person trained and experienced in administration, to include human resources. Policies are being updated and plans are in the works to identify the training needs of all employees to help them achieve their fullest potential. This is new for the Commission. Regular staff development and training sessions are also being planned for the staff based upon their interest. This will also afford them the opportunity to evaluate the benefits and effectiveness of the services to them and respond by a satisfaction survey.

- 5.3 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? How do you evaluate the effectiveness of this education and training? How do you encourage on the job use of the new knowledge and skills?

We have not had these activities as a formal program assigned to a staff person to oversee the implementation of as an assigned job function. The Executive Director identifies a need and

recommends appropriate training to meet the need. The Employee Performance Management System is used to document needed training. If possible, employees are allowed to take time from their normal work hours to attend training.

- 5.4 How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plan?

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. Likewise, this process provides employees the opportunity to discuss any needs or concerns. Employees are able to share how the agency can better perform specific tasks and utilize the time and talents of staff better.

- 5.5 How do you motivate your employees to develop and utilize their full potential?

Projects, activities, conferences and other initiatives that the agency undertakes, allows employees to engage in work that they might not normally do on a daily bases, thus allowing staff to show their leadership abilities and growth potential. Because of the smallness of the agency, this demonstration of potential leadership and enthusiasm by one staff person often causes other staff members to be motivated to do more. Employees are motivated by giving them the opportunity to demonstrate their talents and potential.

- 5.6 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?

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.

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

Employees are encouraged to report any broken equipment or furniture. Employees work in a secure area, accessible by key or buzzer entry only. The agency has an alarm system. Each employee activates and deactivates the system depending upon his arrival or departure time. In the event of a state emergency, employees are instructed to listen to the local television/radio and other media outlets for information to protect their lives. The agency does not currently have a workforce preparedness plan but one will be developed. During the year, employees encouraged each other to practice healthy eating habits and to walk.

## **Category 6 - Process Management**

With the addition of several new staff persons, to include for the first time in the history of the agency a trained research and data analysis professional, we feel we are finally in a position to formally create a process by which to measure what we are doing, determine benchmarks, and identify ways to add value to what we do without necessarily adding cost and overhead. As of the writing of this report we do not have this information, but management feels certain that a process will be put in place within the next several months that will get the agency moving in the right direction so that it is able to evaluation our processes.

## **Category 7 - Results**

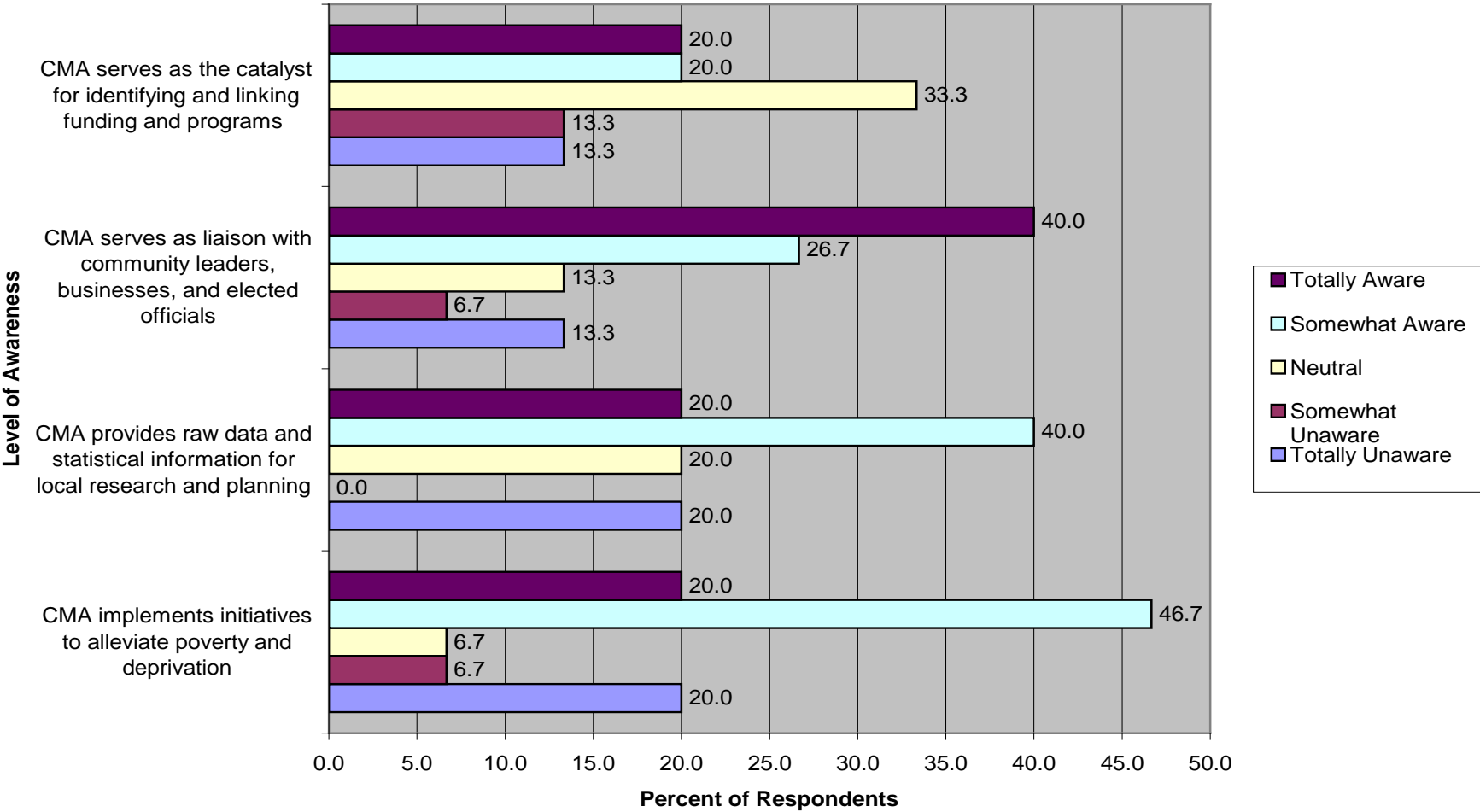
- 7.1 What are your performance levels and trends for the key measures of mission accomplishment and organizational effectiveness?

We informally measured whether we thought our mission had been accomplished by determining if the dialogue with various groups had increased, decreased or remained constant. This is important because we can not achieve our mission unless we are engaged in dialogue with the communities served by the agency. Building trust takes time with each community. Overall, the dialogue with the Native American community increased significantly, having had interaction with all 23 identified Native American entities. The dialogue with the Hispanic/Latino communities increased also due to increased community meetings and interaction with the Hispanic/Latino leadership across the State. Much work remains to be done within the African American community to engage the leadership and to form cohesiveness. The Commission made only limited progress in engaging this population. Limited staffing does affect the Commission's ability to be effective with this population simply because of the widespread need to cover the entire State.

The results of our legislative work had more direct impact on the Native American population due to the successful implementation of the State Recognition Program for Native American entities and revisions to the regulations that govern this process. Some tribal entities have already had success in obtaining or increasing state services because of the recognition status by the State.

Without a doubt, we have successfully established relations with all of the larger minority populations and have begun the work of addressing their needs. However, when we hold conferences and other events, it is clear from the survey results that we still have much work to do regarding name recognition and the public understanding of who we are and what we do. (See Chart 7.1.1)

**Chart 7.1-1: Awareness of Commission for Minority Affairs  
Mission and Agency Services**



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

Our key measure for customer satisfaction is currently based upon word of mouth feedback and customer interaction with the agency. Over the past two fiscal years, we have built relationships with three groups, namely African Americans, Native Americans and Hispanics/Latinos to determine what the community performance expectations include. This on-going work has led to the passage of legislation expanding the scope of the agency and created new regulations for the agency. It was the support of our customers that helped secure the passage of both pieces of legislation. The agency has not to date instituted a formal performance measurement system that is distributed to our customers on a regular bases. This year the Commission held several conferences where the focus of the conferences was centered on the needs of the various populations. The evaluation tool for each conference indicated that each group benefited tremendously from these opportunities for partnership, cooperation, and collaboration.

However, with all groups served by the Commission, there does appear to be a large gulf between what their expectations are in terms of the Commission improving their plight and what the Commission and its limited resources can realistically be expected to deliver. There does appear to be a mismatch between what minority populations believe we should do, and what our mandate says is our responsibility. And there is a great gulf between what minority populations believe we should do and the resources provided in staff and funding to perform those tasks. For that reason, a customer service satisfaction survey at this time and point in history would not reflect the true work and successes of the Commission's staff and those who worked hard to create the current infrastructure that will continue to serve these populations for years to come.

The Commission will conduct research to identify assessment tools that are fair and equally appropriate in assessing where we are and where we are going.

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

Despite the fact that the Commission experienced a 29.45 percent or \$129,247 reduction in recurring funds over several years, the agency was still able to garner major successes in the General Assembly regarding public policy changes.

Additionally, the General Assembly passed legislation that allowed the agency to receive an additional \$131,000 in bingo funding beginning FY2004-2005 to address the severe staff shortage. The agency has eight full time positions, which are filled only if funds are available.

Beginning in FY2005-2006, the Commission was appropriated an additional \$163,183.00 in new funds to increase the research capacity of the Commission.

The following information represents the budgetary trends compared to the populations

serviced over the past six years:

	<b>Base Budget</b>	<b>Reductions</b>	<b>Customer Base</b>
FY 2000	\$437,405.00		AA
FY 2001	\$447,563.00		AA, Hispanic
FY 2002	\$437,881.00	-\$37,526.00	AA, NA, Hispanic
FY 2003	\$364,424.00	-\$40,466.00	All Ethnic Minorities
FY 2004	\$309,525.00	-\$51,255.00	All Ethnic Minorities
FY 2005	\$487,304.00		All Ethnic Minorities

Effective July 6, 2003, the Commission’s statutory language was expanded to include working with all ethnic minority populations in the State. The Commission was given the responsibility to serve as the clearinghouse and state point of contact to address the many needs of the growing diverse minority populations in the State. Our services range from developing and implementing a state process for State Recognition of Native American entities in the State, to addressing how to best address the many needs of the growing Hispanic/Latino population, to working with African Americans to increase their socio-economic status in the State.

The needs of the various groups are different and to be most effective, the staff must reflect the same diversity. Minorities currently make-up approximately one-third of the State’s population (1.3 million) and are growing. Of the minority population, more than 300,000 live in poverty, while many others fall into the group often described as the “working poor.”

The scope of the Commission’s work is statewide and affects not only the well-being of minorities, but all citizens of the State. In spite of the limited resources, and declining resources during periods of increased work with the various groups, the Commission’s performance levels were exceptional. Over the years, minorities and all citizens of the state witnessed the establishment of one single point of contact in State government for addressing minority issues; the State Recognition of Native American entities for the first time in the history of the State; the creation of a report identifying the needs of the growing Hispanic/Latino population and the continuation of the development of a Strategic Plan to address growth in a comprehensive fashion; the passage of the Education and Economic Development Act of 2005 to address academic performance of all children, etc. The Commission served as a catalyst to bring about change and change has occurred which positively benefited all of these groups at a cost of approximately 37 cents per minority person and even less when considering all South Carolinians.

- 7.4 What are your performance levels and trends for the key measures of Human Resource Results (i.e., work system performance, employee learning and development, employee well-being, employee satisfaction, employee diversity and retention)?

The Commission has had a history of doing more with less. Due to budget cuts, in FY2003-



2004, the agency had only four employees, including the Executive Director. As of FY 2005-2006, the Commission has funding for all eight FTE's. Of the current eight employees, two have been with the agency since 1995. The remainder of the staff has two or less years of service with the agency and reflects the recent increase in FTE count and hiring opportunities. Because of the size of the agency, it is obvious when there is a problem with leadership or among staff. As Executive Director, I act immediately to find the solution that brings harmony back among the staff. Because the Executive Director reviews the performance evaluation of all employees, I am aware of and must approve all personal development training for employees, based upon either my observation of the need or that of the immediate supervisor. Because of the size of the agency and the inability to guarantee anonymity, I have not surveyed the employees in a formal manner.

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

We are not a regulatory agency. This question does not apply to the Commission.

## Accountability Report Appropriations/Expenditures Chart

### Base Budget Expenditures and Appropriations

Major Budget Categories	FY 04-05 Actual Expenditures		FY 05-06 Actual Expenditures		FY 06-07 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$162,734.86	\$162,734.86	\$229,536.48	\$229,536.48	\$326,070	\$236,070
Other Operating	\$83,918.00	\$83,918.00	\$168,628.14	\$168,628.14	\$403,795	\$186,795
Special Items	\$23,382.23	\$23,382.23				
Permanent Improvements						
Case Services						
Distributions to Subdivisions						
Fringe Benefits	\$48,109.23	\$48,109.23	\$76,140.18	\$76,140.18	\$100,838	\$76,838
Non-recurring						
<b>Total</b>	\$ 318,144	\$ 318,144	\$ 474,305	\$ 474,305	\$ 830,703	\$499,703

### Other Expenditures

Sources of Funds	FY 04-05 Actual Expenditures	FY 05-06 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		
Bonds		

### Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures	FY 05-06 Budget Expenditures	Key Cross References for Financial Results*
I. Administration	All program activities related to African Americans, Hispanic/Latinos, Native Americans, and other ethnic groups. Also, all administration operations of the agency.	<b>State:</b> 270,035.09 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 270,035.09 <b>% of Total Budget:</b> 88%	<b>State:</b> 398,164.62 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 398,164.62 <b>% of Total Budget:</b>	7.3
II. Employee Benefits	Fringe benefits program for all employees of the agency.	<b>State:</b> 48,109.23 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 48,109.23 <b>% of Total Budget:</b> 12%	<b>State:</b> 76,140.18 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 76,140.18 <b>% of Total Budget:</b>	7.3
		<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	
		<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	
		<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	

**Below: List any programs not included above and show the remainder of expenditures by source of funds.**

<b>Remainder of Expenditures:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>
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\* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

## Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 05-06 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I. Administration	Increased research capacity	Agency obtained and hired Program Manager - Policy and Research; additionally, agency negotiated contractual agreement to study economic impact of Hispanics in the State.	7.3
I. Administration	Implementation of African American Strategic Plan	Continued identifying possible partners with similar goals; Worked to see the passage of the EEDA 2005 and served on four of the five implementation subcommittees to ensure positive impact on minority students.	7.2
I. Administration	Update of Hispanic Report to the Governor, inclusion of Minority Affairs in State Emergency Preparedness Plan, and first Statewide Hispanic/Latino Conference.	Held first Statewide Hispanic/Latino Conference. More than 350 persons attended. CMA included in State Emergency Management Plan. Updated Hispanic Report to be presented to Governor-elect in late 2006.	7.2
I. Administration	Development of and implementation of a Native American Strategic Plan	First Statewide Native American Conference was held and Native American entities have been formally recognized by South Carolina. Work on the Strategic Plan is on-going due to other priorities within the community.	7.2
I. Administration	Initiate contact with other minority populations to identify deprivation issues.	The Administrative Program Coordinator successfully convened discussions with the Asian population, specifically, the Korean community.	7.2
I. Administration	Adequate and Stable Base Budget Funding	Initial goal to have representatives on staff that can communicate with the various community groups has for the most part been accomplished.	7.3
I. Administration	Contractual Public Relations Program	Despite no additional full-time personnel or contractual services, the presence of Program Coordinators has served to increase the awareness of people about the work of the agency. However, much remains to be done in this area.	N/A

\* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.