



2006-2007 Accountability Report

Transmittal Form

Agency Name: **South Carolina Vocational Rehabilitation Department**

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I. Executive Summary

1. Mission and Values

The mission of the South Carolina Vocational Rehabilitation Department (SCVRD) is to enable eligible South Carolinians with disabilities to prepare for, achieve and maintain competitive employment.

Investing in South Carolinians with disabilities offers a high-yield return. The public vocational rehabilitation program converts people reliant on government assistance into self-sufficient citizens who have jobs, purchase goods and services, save for the future, and pay taxes that quickly reimburse the funds spent on their rehabilitation.

SCVRD continues to implement customer-focused initiatives and accountability measures designed to add value to its services and to allocate its limited resources to achieve maximum impact.

The agency values:

- Persons with disabilities who strive to achieve and maintain competitive employment.
- Highly qualified staff members who are technically competent, personally accountable, communicate effectively and work together in a professional manner.
- Partnerships with business and industry that provide employment and contract service opportunities for our clients.
- Relationships with other human service agencies that provide increased service opportunities for persons with disabilities.
- Accountability to taxpayers through efficient and effective use of the resources entrusted to us.

The agency's Nine Standards of Excellence include:

- Program Integrity—a balance among quality customer service, productivity and compliance assurance.
- Integrated Service Delivery—teamwork and adherence to core duties.
- Balance in work training centers—lots of clients, lots of work, and clients leave for jobs.
- Professional appearance of staff, buildings and grounds.
- Ongoing, positive relationships with local agency/entity directors.
- Ongoing education of local legislators on VR programs and benefits.
- Twenty percent of successful closures are to be direct job placements.
- Annual “26” closure (successful rehabilitation) goals are achieved.
- Staff members understand and embrace the standards and are held accountable.

SCVRD's leadership continues to closely examine and evaluate all practices and procedures throughout the program to ensure that performance measures are appropriate, that goals are met or surpassed, that all actions show strict accountability, and that ***all basic service program***

measures point directly to one outcome—competitive employment for our clients. The department does not accept credit for efforts on behalf of clients who do not become employed.

The department is unique in that it serves people with more than 135 different physically and mentally disabling conditions.

2. Major achievements from the past year:

- The department rehabilitated 8,625 people with disabilities into employment in FY2007 and served a total of 43,890 people (many clients receive services over successive years). It is estimated that these rehabilitated clients will pay back \$3.19 for every vocational rehabilitation dollar spent on them by becoming taxpayers instead of tax consumers. It will take only 4.96 years for those clients to repay the cost of their rehabilitation and over the course of the clients' work lives taxpayers will realize a net profit of \$15,899 per rehabilitation. The 20.2% annual rate of return for successfully employed clients marks a fourth consecutive year of increase. Those figures do not include any additional cost savings from reduction in government benefits received by those clients.
- SCVRD's partnership with the Walgreens drug store chain reached an exciting new level in April 2007 with the official grand opening of Walgreens distribution center in Anderson County. SCVRD, DDSN, and other community agencies worked together to train clients for employment at the distribution center, where 42 percent of the first 275 available positions were filled by people with disabilities. SCVRD staff has trained clients specifically for Walgreens, which has received national recognition for its disability-friendly workplace and hiring practices. SCVRD has also begun a partnership with Walgreens to train clients for employment at its stores.
- There was a focus on improving consistency in service delivery, staffing patterns, performance ratings, reclassification of field positions, and communication of consistent messages and expectations. These measures included centralization of procurement, accounting and psychological services and using those positions to add a total of 24 employment coaches who provide direct services to clients with the most significant disabilities. In addition, 16 area case services managers were added to the field offices to provide support to the local supervisors, ensure consistency of case services delivery, mentor other staff, and promote excellent customer service. Finally, 14 additional case services coordinator positions were added to the field offices based on a client/staff ratio to promote consistent service delivery statewide.
- The department now has 619 active cooperative agreements, continuing its steady growth over the past five years. This has resulted from an increased emphasis on strengthening ties with non-profit agencies and with other state agencies to provide their clients with employment services, particularly the One-Stop centers; Department of Mental Health; Department of Disabilities and Special Needs; Department of Education; Department of Corrections; Department of Juvenile Justice; Probation, Parole and Pardon Services; Department of Social Services; and Workers Compensation.
- The department gained \$663,638 in reimbursements from the Social Security Administration. This reimbursement is a direct reflection of savings realized by Social

Security because the department's clients became competitively employed and no longer rely on SSI/SSDI benefits.

- SCVRD continued its focus on the state's great need for school-to-work transition services for high school age students with disabilities. The department expanded the High School/High Tech program to include Rock Hill, which gives us a total of ten sites. The program served a total of 231 students with disabilities in FY 2006-07. In addition to the internships, job shadows, tours of post secondary institutions and businesses, and high-interest, high-energy activities that were provided, this summer the students were involved in a one to four day summer institute. Plans are to continue to expand High School/High Tech into all 16 of the department's area offices.
- The agency instituted the WorkKeys[®] Career Readiness Program in January 2007 in collaboration with the Department of Education and the Department of Commerce. VR clients undergo pre-assessment and skills enhancement to qualify for a certificate recognized by many employers as an advantage in the hiring process.
- Meeting the specific needs of employers is the goal of SCVRD's new Skilled Workforce Apprentice Training (SWAT) program, which was launched in FY2007. The program works with employers to identify needs and carefully screen apprentice candidates, utilizes WorkKeys job analysis and individual assessments to match the apprentice and training to job requirements, and pays a portion of the training stipend as the apprentice attends classroom instruction and learns on-the-job. SCVRD clients benefit through resulting job opportunities, while employers realize reduced recruitment costs and a skilled, productive, and more diverse workforce.
- A new grant from the U.S. Department of Health and Human Services Substance Abuse and Mental Health Services Administration enables SCVRD to address a need for vocational rehabilitation services for people with mental illness who also have drug/alcohol issues. The department is working with the Department of Mental Health and DAODAS to screen and assess individuals with co-occurring disorders, train staff in both mental health and substance abuse disciplines, formalize collaboration among mental health, substance abuse and vocational rehabilitation agencies, and develop management and information systems to track services and outcomes and share information. It is expected to reduce the number of people in emergency rooms awaiting treatment for a co-occurring disorder.
- The department continued to enhance its utilization of videoconferencing as an economical alternative in staff training, saving considerable travel costs. Cameras at all major offices were upgraded to improve video and sound quality. Videoconferencing is conducted over the department's T-1 lines rather than ISDN, eliminating monthly phone charges.
- The department's new electronic case management system made further strides this year as additional features were implemented. The system allows staff to follow the natural progression of the rehabilitation process in an intuitive and user-friendly format. Other technological advances included the upgrade of the agency's core network router to a more advanced router that includes lifetime support and warranty, saving \$10,000 per year in support fees. And the agency saved another \$4,000 per month by upgrading its network telecommunication "backbone" to MPLS, becoming one of the first agencies to convert to the new network.

- SCVRD addressed a longstanding need to better serve clients in the Williamsburg County who did not have access to an SCVRD work training center without traveling long distances. The department opened a work training center in Kingstree to provide much needed job readiness training to clients in that area.
- The Social Security Disability Determination Services program continued to strengthen the department's range of services by providing effective and efficient evaluation of claims for disability benefits. During 2006-2007, the division's documentation accuracy levels exceeded the regional and national averages.
- The DDS now processes the majority of the initial and reconsideration disability claims in the electronic file. As a result of this streamlined process the DDS processing time (the amount of time on average for a case to be adjudicated) has been reduced to 71.9 days. In order to further reduce processing time and increase the functionality of the electronic file, the DDS must increase the use of electronically submitted medical records by medical providers. The DDS Public Relations Team is in the process of contacting all medical providers to encourage them to submit their records electronically.

3. Key strategic goals:

- **Program Integrity.** This is a balanced set of measurable standards which are essential to the department's success relative to compliance assurance, productivity and customer service. The agency has completed its fourth full year of implementation and has an ongoing objective to utilize the measures to drive improvement.
- **Committee on Rehabilitation Excellence (CORE).** This group has implemented a system to assure achievement of Program Integrity standards by collecting and analyzing data, formulating and assessing plans for corrective action, and assuring implementation and follow-up. Our objective is improved efficiency, effectiveness, accountability and consistency throughout the agency.
- **Professional Development and Leadership Program (PDLP).** This objective arose from the significant number of retirements facing the organization. The PDLP creates an environment that fosters excellence by aligning agency needs with individual career goals.
- **Partnerships.** The agency places great emphasis on partnerships with other agencies to coordinate services, partnerships with business and industry, and partnerships with "alumni" clients to enhance services and promote the agency's services. The number of interagency partnerships continues to grow, and SCVRD's Business Partnership Network completed its fourth full year of operation in 2007.
- **Alternative Funding.** In light of budget restrictions the agency seeks to improve its level of services through the acquisition of grants, increased reimbursements from the Social Security Administration for job placement of clients who no longer rely on disability benefits, and coordination of payment for services by third party agencies/organizations.
- **Redirection of Staff Resources.** The agency continues to examine its staffing patterns and staff roles to maximize its resources. Some administrative roles are being centralized to

effect cost savings and make the best use of local staff in service delivery areas. The agency establishes demonstration projects to validate plans for redirection of resources.

- **Focus on Serving Individuals with Significant Disabilities.** Positions saved through centralization are redirected into direct client service delivery roles focused on identifying and meeting the employment needs of individuals with brain injury, spinal cord injury, severe and persistent mental illness, deaf and hard of hearing, and students transitioning from school to work.
- **Training Center Balance.** The agency's 24 work training centers provide a valuable source of revenue to support the provision of client training leading to employment. In step with the Program Integrity model, the centers seek to balance their financial impact with the need to provide the variety of rehabilitation services that would be of the most benefit to clients, including service delivery to clients with the most significant disabilities.
- **Development and implementation of enhanced case management system.** The case management system is being designed to follow the logical flow of service delivery in a totally electronic, user-friendly environment that maximizes staff resources. This will result in cost savings and better quality and timeliness in service delivery.
- **Enhance stability in the management and daily operations of VR service delivery.** Due to the high number of retirements among agency supervisors and other staff, it has been necessary to make widespread changes in a short period of time. Plans include improved and more timely comprehensive supervisory training and "Taking Charge of Change" training.

4. Opportunities/barriers that may affect success

- Although SCVRD received an increase in state appropriations in FY2007, the state funding level remains below the levels of a few years ago. To address funding limitations, the continued to realign its work force to emphasize direct customer service while reducing administrative support roles. This year the department completed the centralization of psychological services, accounting and procurement roles, enabling it to add direct client service positions such as employment coaches, area case services managers and case service coordinators.
- The department also sought to increase its work training center revenues and training opportunities by adding business development specialists, bringing that number to 12.
- The department continues to be confronted with equipment and facilities maintenance needs at many of its locations. This is an area of much concern and attention.
- The public vocational rehabilitation program's federal funding has received only the mandated Consumer Price Index increase of between two and three percent for the past decade. Combined with state reductions, this presents a challenge in keeping up with the demands and expectations of people with disabilities who seek high-quality employment outcomes, as well as increased demands resulting from federal programs.
- The department faces a major challenge due to the very substantial number of students with disabilities who need services to make the transition into employment. The federal Workforce Investment Act requires vocational rehabilitation agencies to serve this

population but provides no dedicated funding to do so. SCVRD received additional state funding for FY2007 to address this issue and is increasing the presence of its staff in all school districts. SCVRD continues to seek resources to meet this serious need by increasing the number of jointly-funded transition specialists through partnerships with school districts.

- There is a need to enhance the availability of specialized services for Upstate citizens with the most significant physical disabilities. The agency has begun designing a facility in Lyman that would provide selected comprehensive services that currently require travel to Columbia. The Lyman facility will also house an additional work training center needed in that area.

5. Use of accountability report

The department uses the annual accountability report as documentation of its continuous improvement efforts and performance measures. The department's Key Result Areas (KRAs) are structured according to Baldrige criteria categories. Strategic plans are developed and deployed with measurable results designed to accomplish the agency mission. The accountability report is a valuable tool in monitoring progress and identifying gaps in performance.

II. Organizational Profile

The public vocational rehabilitation program is the oldest and most successful federal/state human service program in the nation. South Carolina's vocational rehabilitation program began in 1927 and for a considerable number of years has enjoyed top performance rankings nationally for providing effective service to clients. The department enables eligible South Carolinians with disabilities to prepare for, achieve and maintain competitive employment, converting dependent tax consumers with disabilities into independent, working taxpayers.

1. Main products, services and delivery methods

- Eligible applicants with disabilities have a program of services coordinated by their counselors at one of 16 area offices and 24 work training centers throughout the state. Together the client and VR staff develop an individualized plan for employment. Career options are explored and the client receives extensive counseling and guidance, and may receive restoration services, take classes to enhance employability, receive job readiness training at the department's work training center, or other services leading to job placement. Employment is the outcome measure.
- Many clients with significant physical disabilities benefit from the department's Center for Comprehensive Programs in West Columbia, which includes an evaluation center to determine vocational potential; pain management program; muscular development program; rehabilitation technology program which uses an engineering approach to overcome employment barriers; and information technology training program which provides clients with top-level training for technology jobs.
- The department has specialized services such as cardiac rehabilitation; deaf and hard of hearing services; job retention services for employees of businesses throughout the state

whose jobs are jeopardized by disabling conditions; supported employment (worksite job coaching); and substance abuse treatment at two SCVRD treatment centers.

- The department's 24 work training centers provide vital job training for clients and a cost-effective outsource option for more than 450 business and industry partners.
- The Social Security Disability Determination Services program processes Supplemental Security Income and Social Security Disability Insurance claims for the Social Security Administration.
- The department also operates Pathways Toward Employment, helping disability benefits recipients who want to work but are concerned about losing benefits and health care coverage; and the Ticket to Work program, in which Social Security disability beneficiaries use a "ticket" to access employment services from the department.

2. Key customer segments and their requirements/expectations

- **Primary customers (clients):** The department is essentially an employment agency for people with disabilities. It provides individualized services that are devoted to the employment of South Carolinians with disabilities. It does not provide lifelong or disability-specific services. To be eligible, an applicant must have a physical or mental impairment that substantially interferes with his or her ability to work. The person must also require and be able to benefit from vocational rehabilitation services that would lead to permanent, competitive employment. The department is unique in that its primary customers are people with more than 135 different physically and mentally disabling conditions. The client's expectation is to receive appropriate services that will result in competitive employment. In 2006-2007, SCVRD placed 8,625 people with disabilities into employment. Twenty-seven percent of the department's successfully rehabilitated clients work in service positions. About 17 percent work in clerical/sales, 15 percent in professional/managerial/technical jobs, 14 percent in manufacturing, 12 percent in construction, 2 percent in agriculture and the remaining 13 percent in fields classified as "miscellaneous."
- **Business and industry partners:** This includes employers who expect the agency to provide well-qualified, reliable employees; companies that provide outsource work for clients in job readiness training and require high quality, timely, and cost-effective production; companies that utilize job retention services, which help people whose jobs are jeopardized by disabling conditions; and businesses taking part in SCVRD work assessment, training, mentoring and job shadowing services.

3. Other key stakeholders

- **State and local agencies and private, non-profit organizations:** SCVRD has 619 cooperative agreements with organizations throughout the state. These agency partners expect SCVRD to provide the employment outcome component that their clients need to round out the scope of services that bring newfound independence for people with disabilities.
- **Taxpayers/legislators:** The agency must be accountable in its service delivery and its practices, and provide results that show efficiency and effectiveness.

4. Key suppliers and partners

- **Referral sources:** SCVRD needs strong ties with referral sources to generate client applications for services. These sources include other state, federal and local agencies, non-profit organizations, the medical community, school systems, colleges and universities, alcohol and drug programs, correctional facilities, the military, and employers.
- **VR Partners:** This group of successfully rehabilitated “alumni” clients provides support including advocacy for the program, advice and mentoring.
- **Vendors:** This includes training institutions, physicians, hospitals, clinics, pharmacies, orthotic/prosthetic and hearing aid dealers, and miscellaneous retailers. These customers help the department provide appropriate services to its clients and in return they expect the department to carry out efficient and timely transactions.
- **Social Security Administration:** SCVRD’s Social Security Disability Determination Services program adjudicates SSI and SSDI claims for the Social Security Administration.

5. Operation locations

- The department’s administrative headquarters and Center for Comprehensive Programs are located in West Columbia. The department has alcohol and drug abuse treatment facilities in Florence and Greenville.
- Area Office/Work Training Center combinations (primary entry points) are located in:

Aiken	Conway	Rock Hill/Lancaster*
Anderson/Seneca*	Florence/Kingtree*	Spartanburg/Gaffney*
Bennettsville/Hartsville*	Greenville	Sumter/Camden*
Beaufort/Walterboro*	Laurens/Greenwood*	West Columbia
Charleston	Moncks Corner	
Columbia	Orangeburg	

* area offices with two work training centers

Satellite offices operated by the area offices listed above are in: Dillon, Georgetown, Greer, and Newberry.

The department also fully participates in 18 comprehensive One-Stop centers operated by Workforce Investment boards, and has a presence in 36 satellite One-Stop centers.

The Social Security Disability Determination Services program has a central office in West Columbia, regional offices in Charleston, Greenville and West Columbia, and a specialized unit for Medicaid claims in Lexington.

6. Staff size

- At the end of FY2007, the department had 1,026 employees in full-time equivalent positions and 323 employees in temporary positions. Two of the full-time positions are unclassified (commissioner and assistant commissioner for administrative services).

7. Regulatory environment

- The department operates under the regulations of the federal Rehabilitation Act of 1973, as amended. This is part of the Workforce Investment Act, which has additional regulations on the department’s participation in One-Stop employment centers throughout the state. The

vocational rehabilitation program is administered nationally by the U.S. Department of Education, Rehabilitation Services Administration (RSA), in Washington, D.C.

- While RSA provides regulatory oversight, the department is a state agency, designated by the state as the vocational rehabilitation agency for citizens with disabilities, with the exception of people who are blind (served by the S.C. Commission for the Blind). The department is therefore governed by the state's executive and legislative branches and the South Carolina Code of Laws.
- In addition to RSA and state government regulations, the department adheres to OSHA safety standards and Department of Labor standards in all facilities, and DHEC and National Institute for the Severely Handicapped (NISH) regulations in some facilities.

8. Key strategic challenges

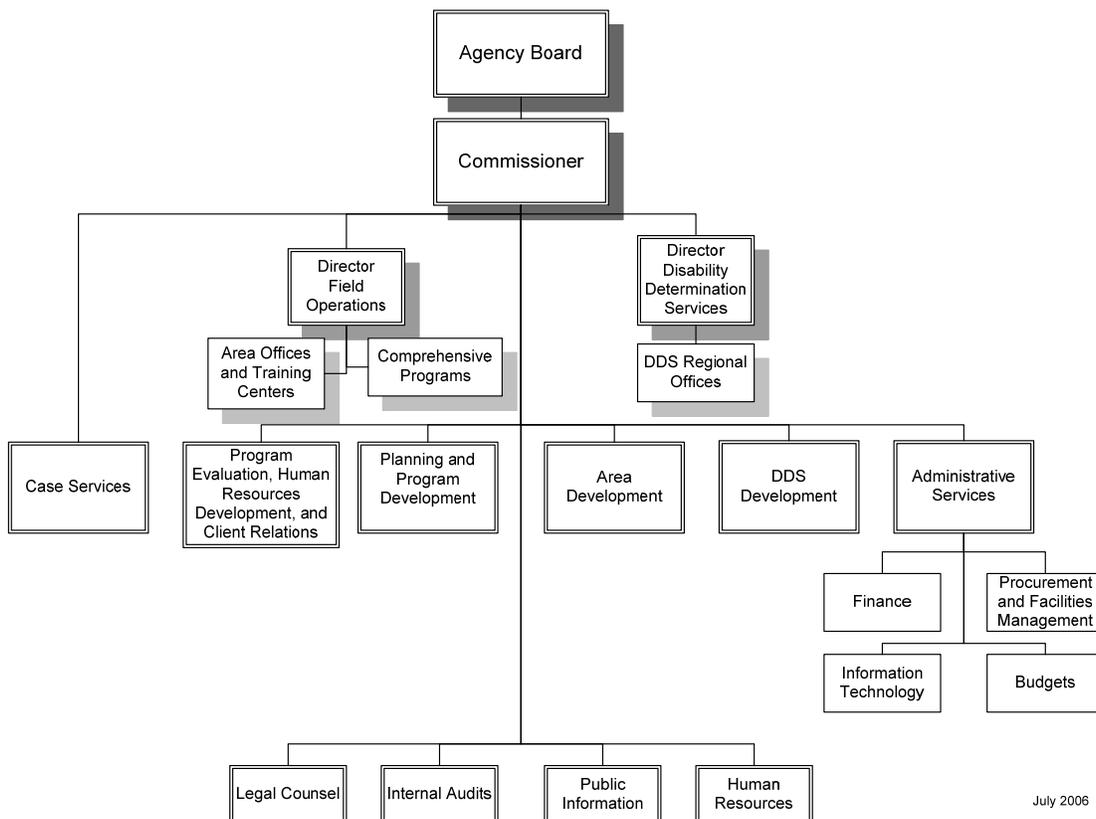
- **Maximizing resources to achieve Program Integrity goals.** The agency strives to achieve balance among compliance assurance, productivity and customer service using its limited financial resources in the most efficient and effective manner. The agency continues to examine its staffing patterns and staff roles. Some administrative roles are being centralized to effect cost savings and make the best use of local staff in service delivery areas. The agency establishes demonstration projects to validate plans for redirection of resources.
- **Enhance stability in the management and daily operations of VR service delivery.** Due to the high number of retirements among agency supervisors and other staff, it has been necessary to make widespread changes in a short period of time. The department must utilize its Professional Development and Leadership Program and other initiatives to meet agency needs and foster an environment of opportunity for staff.
- **Serving individuals with significant disabilities.** Positions saved through centralization are being redirected into direct client service delivery roles focused on identifying and meeting the employment needs of individuals with brain injury, spinal cord injury, severe and persistent mental illness, deaf and hard of hearing, and students transitioning from school to work.
- **Maximizing partnerships.** The agency places great emphasis on partnerships with other agencies to coordinate services, partnerships with business and industry, and partnerships with past clients to enhance services and promote the agency's accomplishments. The number of interagency partnerships continues to grow, and SCVRD's Business Partnership Network showed significant growth in 2007.
- **Training Center balance.** The agency's 24 work training centers provide a valuable source of revenue to support the provision of client training leading to employment. In step with the Program Integrity model, the centers seek to balance their financial impact with the need to provide the variety of rehabilitation services that would be of the most benefit to clients, including service delivery to clients with the most significant disabilities.
- **Development and implementation of enhanced case management system.** The case management system is being designed to follow the logical flow of service delivery in a totally electronic, user-friendly environment that maximizes staff resources.

9. Performance improvement system(s)

- The department uses its Nine Standards of Excellence, including the Program Integrity model, to maintain an organizational focus on performance improvement and to guide a systematic evaluation and improvement of key processes. The Program Integrity model features a defined set of balanced standards to be achieved in the pursuit and attainment of the department's mission. Its components are compliance assurance, quality customer service, and productivity. Each of those components has measurable results and can be used to evaluate the agency at levels ranging from specific caseload or work unit up to an agency wide level. The Program Integrity results drive continuous improvement efforts and strategic planning. Customer feedback is an inherent part of this process. The department also uses state and federally mandated processes to examine and report on its success. The Committee on Rehabilitation Excellence (CORE) is a group of senior leaders charged with analyzing, formulating and assessing action plans and evaluating the agency's key performance measures. CORE communicates at regular intervals with field supervisors through individualized interviews, conference calls and site visits to foster two-way communication.

10. Organizational structure

South Carolina Vocational Rehabilitation Department



July 2006

11. Base Budget Expenditures and Appropriations

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 05-06 Actual Expenditures		FY 06-07 Actual Expenditures		FY 07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 46,923,824	\$ 7,860,731	\$ 46,560,670	\$ 7,794,505	\$ 51,679,474	\$ 8,389,889
Other Operating	\$ 25,732,222	\$ 1,551,440	\$ 28,403,128	\$ 1,526,299	\$ 32,854,233	\$ 1,756,500
Special Items						
Permanent Improvements	\$ 546,386		\$ 1,892,552			
Case Services	\$ 16,241,363	\$ 899,980	\$ 14,879,216	\$ 1,459,395	\$ 24,425,174	\$ 1,577,756
Distributions to Subdivisions						
Fringe Benefits	\$ 12,688,491	\$ 2,199,777	\$ 12,867,332	\$ 2,350,150	\$ 14,812,635	\$ 2,495,839
Non-recurring						
Total	\$ 102,132,286	\$ 12,511,928	\$ 104,602,898	\$ 13,130,349	\$ 123,771,516	\$ 14,219,984

Other Expenditures

Sources of Funds	FY 05-06 Actual Expenditures	FY 06-07 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds	\$ 513,850	\$ 2,693
Bonds		

12. Major Program Areas

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures	FY 06-07 Budget Expenditures	Key Cross References for Financial Results*
01000000 Administration	General operation and support of all agency programs.	State: 1,399,322.00 Federal: 3,980,286.00 Other: 124,817.00 Total: 5,504,425.00 % of Total Budget: 5.39%	State: 1,198,800.00 Federal: 3,580,903.00 Other: 95,603.00 Total: 4,875,306.00 % of Total Budget: 4.66%	7.3-1 through 7.3-3 7.3-6
05100000 Basic Services	Delivery of services to people with disabilities enabling them to prepare for, achieve and maintain competitive employment.	State: 8,828,784.00 Federal: 29,129,526.00 Other: 885,825.00 Total: 38,844,135.00 % of Total Budget: 38.04%	State: 9,516,941.00 Federal: 29,482,992.00 Other: 357,687.00 Total: 39,357,620.00 % of Total Budget: 37.63%	7.1-1 through 7.1-3 7.3-1 through 7.3-3
05250000 Special Projects	Grant programs, extended rehabilitation services, in-service training, Independent Living.	State: 84,045.00 Federal: 2,149,416.00 Other: 1,086,328.00 Total: 3,319,789.00 % of Total Budget: 3.25%	State: 64,458.00 Federal: 3,272,587.00 Other: 753,179.00 Total: 4,090,224.00 % of Total Budget: 3.91%	7.3-7 7.4-2
05300000 Workshop Production	Program income from work training centers.	State: 13,566,998.00 Federal: 13,566,998.00 Other: 0.00 Total: 13,566,998.00 % of Total Budget: 13.28%	State: 14,315,769.00 Federal: 14,315,769.00 Other: 0.00 Total: 14,315,769.00 % of Total Budget: 13.69%	7.3-4 7.3-5
25000000 Disability Determination Services	Adjudicate SSI/SSDI claims for the Social Security Administration.	State: 26,018,611.00 Federal: 1,643,451.00 Other: 27,662,062.00 Total: 27,662,062.00 % of Total Budget: 27.09%	State: 25,599,003.00 Federal: 1,605,092.00 Other: 27,204,095.00 Total: 27,204,095.00 % of Total Budget: 26.00%	7.1-17

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

95000000 Employer Contributions and 99000000 Capital Projects

Remainder of Expenditures:	FY 05-06 Budget Expenditures	FY 06-07 Budget Expenditures
	State: 2,199,777.00 Federal: 10,002,146.00 Other: 1,032,954.00 Total: 13,234,877.00 % of Total Budget: 12.95%	State: 2,350,150.00 Federal: 10,838,614.00 Other: 1,571,120.00 Total: 14,759,884.00 % of Total Budget: 14.11%

* 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.

III. Elements of Malcolm Baldrige Award Criteria

1. Leadership

The department's continuous improvement efforts require extremely strong leadership. Senior leaders continue to examine and evaluate all practices and procedures throughout the VR program to address the impact of internal and external factors. This is accomplished through constant attention to formal and informal feedback and to the most obvious indicator—successful employment outcomes for our state's citizens with disabilities.

1.1 Senior leadership direction

Under the direct leadership of the commissioner, senior leaders set, deploy and communicate short- and long-term direction through a variety of mechanisms. An executive committee, under the commissioner's direction, reviews policy and other major department functions regularly. At senior manager meetings and executive staff meetings, held at least monthly by the commissioner, a larger group of department leaders shares information on agency initiatives, progress, and causes for concern. These meetings allow for leaders with varying responsibilities to work together to achieve goals and promote intradepartmental cooperation. The Committee on Rehabilitation Excellence (CORE) is a group of senior leaders who are directly linked with program operations and are charged with analyzing, formulating and assessing action plans and evaluating the agency's key performance measures.

CORE's assessment of area operations includes the following:

- Area development directors (ADDs) meet with all area supervisors individually at the beginning of the year. Discussions involve strengths and needs. The commissioner has established a series of nine Standards of Excellence for area performance, and each supervisor has a self-assessed "scorecard" of their degree of success in meeting these standards. At these preliminary meetings the status of progress toward these standards is reviewed. Each supervisor then submits to the ADDs an action plan (Steps for Excellence) for addressing their area needs; this plan is reviewed and updated quarterly.
- On a quarterly basis the area supervisors in conjunction with ADDs update the Steps for Excellence form, noting progress to date and additional needs and plans. They also receive a scorecard from the director of area operations summarizing their achievement relating to the Nine Standards of Excellence.
- ADDs visit offices on a regular basis to coach and mentor the supervisors on techniques to improve office performance.
- CORE conducts a formal evaluation at the end of the year and reviews the successes and opportunities for improvement in each area of expectation.

Throughout the process, an ADD works with each office to provide a liaison to the State Office and provides guidance in day-to-day operations.

The flow of communication and empowerment throughout the organization is enhanced by the area councils that operate in each area office. The area council meets monthly and consists of the area supervisor, work training center manager, and other key staff. They review strategies and initiatives that have been discussed and implemented at senior manager-led quarterly supervisor meetings, review Program Integrity and all Standards of Excellence performance measures, and communicate with their staffs in a manner consistent with the rest of the agency. Local issues are

discussed and feedback for CORE on successes and concerns is formulated. In this way the cycle of information continues to loop throughout the department.

Area office development directors and client service specialists and coordinators in the State Office regularly visit and communicate with local area operations to assure that resources and appropriate training are available to serve customers effectively and efficiently. At quarterly meetings the department's area supervisors from throughout the state communicate agency issues and receive input. Breakout meetings provide opportunities for supervisors to share strategies, concerns and best practices.

The Committee on Rehabilitation Excellence (CORE) meets monthly to ensure achievement of the standards for compliance assurance, productivity and quality customer service. CORE collects and analyzes data, formulates, receives and assesses plans for corrective action and follows up to ensure implementation. The priorities for improvement arise from the Nine Standards of Excellence measures. These priorities are communicated through face-to-face discussions with managers and other staff, through written guidelines and policies, through EPMS links to program performance standards, and through development of effective training modules.

Senior leaders also assume key roles in the strategic planning process. They serve as team leaders for key result area committees, which assess agency effectiveness and identify strategic planning initiatives.

Ethical behavior is addressed through supervisory meetings and through formalized ethics training.

Fig. 1.1

Program Integrity

A balance among...



Train, Trust, Verify

1.2 Focus on customers

Senior leaders establish and promote a focus on customers through emphasis on a central and common theme—the core mission of enabling eligible South Carolinians with disabilities to prepare for, achieve and maintain competitive employment, and the accomplishment of that mission while maintaining a balanced scorecard of measurable compliance assurance, quality customer service and productivity measures. Senior managers examine customer survey and focus group results as a regular component of the management process (*see Sec. 1.1*). All staff are trained in customer service.

The mission statement is displayed in all offices, on business cards and stationery, and in training environments. The “core duties” of every staff member relate to the agency mission. The Nine Standards of Excellence appear on all networked computer screens. All training information is geared toward helping staff better understand the mission and strategies to achieve it. The agency’s Integrated Service Delivery System is client-centered, with client involvement at all stages. Senior managers seek ways to empower staff to provide more timely service delivery for customers through a team approach to service delivery.

The Nine Standards of Excellence emphasize a focus on all key customer groups.

1.3 Impact on public

In the agency’s area offices the local leadership stays in close contact with clients, business and industry partners, employers and referral sources to ensure program effectiveness. Formal surveys were developed for each of those groups as part of the Program Integrity measurement system to pinpoint areas of concern.

The department has numerous built-in mechanisms for ensuring ethical business practices. Vocational rehabilitation law contains very strict compliance measures that are monitored closely at different levels within the organization and through outside audits. The department’s administrative and case service policies outline agency standards for conduct and adherence to the law.

Senior managers work closely with the internal client relations specialist and, when necessary, the Client Assistance Program in the Office of the Governor to consider the merits of decisions and their impact on clients.

SCVRD also employs a full-time staff attorney for guidance in compliance issues and legal interpretations.

The agency’s risk management department promotes safety awareness to reduce workplace injuries and illnesses, provide a hazard-free work environment and lower Workers’ Compensation premiums. The agency’s 24 work training facilities include industrial-type settings for both staff and clients, so high standards for safety are imperative. The risk management department now processes all Workers’ Compensation cases for staff and clients. The department’s goal is to show a decrease in the number of Workers’ Compensation claims and therefore reduce the annual premiums. (*see 7.5-1*)

1.4 Maintaining fiscal, legal and regulatory accountability

Management accountability is accomplished through the commissioner’s communication with the agency board regarding any significant initiative or change to solicit the board’s support, guidance and approval. Policies, procedures, and state and federal regulations also guide the direction of the department. CORE assumes the role of ensuring that field operations are held

accountable for carrying out policies and procedures consistently statewide. Compliance with case service policy is measured through the program evaluation unit, which is objective and consistent with all caseloads.

The Rehabilitation Services Administration (SCVRD's federal regulatory agency) conducts an annual review to assess compliance with federal regulations.

Fiscal accountability is accomplished by adherence to state and federal laws and measured through annual state and federal audits. Federal audits break down expenditures into significant categories of service provision and administration. The state budget office, state legislature and governor's office also provide oversight as the agency budget is developed for each year.

Federal and state auditors conduct annual financial, procurement and client services audits. They are by nature independent, reporting to external regulatory groups. The department seeks independence of its internal audit unit by having that unit report directly to the highest level in the organization—the commissioner.

Protection of clients' interests is accomplished through the Client Assistance Program as well as the internal client relations office. Procedures are in place for any issues or grievances that clients may have with services or the staff providing services. There are also state and federal confidentiality laws outlined in agency policy and monitored by supervisors and the internal legal counsel.

1.5 Key performance measures

All key performance measures are linked to the mission of the agency to achieve employment outcomes for South Carolinians with disabilities.

Senior leaders regularly monitor Nine Standards of Excellence measures (*see page 1*), including Program Integrity measures—closures, compliance reviews, customer service surveys and the accomplishment of productivity goals. The Program Integrity measures produce a rate in each category leading to the calculation of a "Program Integrity Index." Program Integrity can be assessed by caseload, area and state groupings. These measurements are calculated quarterly and provide a definitive index of performance quality. Success of all measures is predicated on the achievement of the closure goal and index standard.

A key factor in Program Integrity is a set of national standards and indicators, required by the department's enabling federal law, the Rehabilitation Act of 1973. The seven standards and indicators provide program effectiveness comparisons with VR agencies from all other states as well as regional comparisons.

Senior managers regularly review local and state goals and performance for the number of customers served, number of rehabilitations, number of individualized plans for employment written, customer satisfaction data, income reports from the department's work training centers, costs of services, and other measures.

1.6 Performance review/feedback

Organizational performance and capabilities are reviewed through the Nine Standards of Excellence measures mentioned above. Results of measures are used to establish short-term and long-term goals to improve performance. Senior leaders serve as team leaders for key result area (KRA) committees, which assess agency effectiveness and identify strategic planning initiatives. KRA subcommittees/work groups are developed to address needs as identified

Individual and team performance is directly tied to annual performance appraisals which include areas that need improvement and specific steps for improvement.

Surveys and reviews drive initiatives to meet changing organizational needs. By listening and reviewing feedback from staff and customers, senior leaders make adjustments in training and develop agendas based on needs expressed by staff. Leadership directs its attention to areas of need identified by performance in local office and statewide efficiency and effectiveness measures. The team concept that the department has emphasized for several years has built-in mechanisms for effectively responding to concerns generated by team discussions. The team concept applies to the State Office as well as to local area offices.

The commissioner conducts focus groups, both internal and external, for feedback to be used in continuous improvement efforts. Action plans were put into place to address issues brought forth in these focus groups. State and federal audits also reflect SCVRD performance and provide a basis for establishing goals.

1.7 Succession planning and leadership development

Senior managers promote and personally participate in succession planning and the development of future organizational leaders through a formal Professional Development and Leadership Program (PDLP) and through identification of potential leaders and managers through individual performance measures, team performance measures and leadership opportunities made available by staff participation in senior manager-led special projects, initiatives, and best practice sharing.

The PDLP helps senior managers identify leaders to fill vacancies caused by retirements and natural attrition through basic, intermediate, and advanced leadership tracks. These help identify and develop abilities in communication, project management, conflict resolution, critical thinking, ethics, positive discipline, supervisory practices, and other important leadership skills. Senior managers also provide mentoring opportunities.

1.8 Creating environment of performance improvement

Organizational review findings are translated into priorities for continuous improvement and opportunities for innovation through several means. The Committee on Rehabilitation Excellence (CORE) ensures progress toward the standards for compliance assurance, productivity and quality customer service. CORE collects and analyzes data, formulates, receives and assesses plans for corrective action and follows up to ensure implementation. The priorities for improvement arise from the Nine Standards, including Program Integrity index measures. These priorities are communicated through face-to-face discussions with managers and other staff, through written guidelines and policies, through EPMS goals, and through development of effective training modules.

A variety of listening and learning methods contribute to continuous improvement efforts (*see section 1.6*).

Commissioner Larry Bryant received two major leadership awards during FY2007 that illustrate his emphasis on performance improvement. He received the Milliken Medal of Quality from the South Carolina Quality Forum and the Equal Opportunity Advocate Award from the South Carolina NAACP.

1.9 Strengthening the community

The agency's leadership firmly supports citizenship activities nationally, statewide and locally. Members of the senior leadership team are involved in civic organizations, disability advocacy

organizations, task forces on disability and other community groups that can benefit from their expertise. The department has increased its collaborative efforts with private, non-profit organizations to expand its services to people with significant disabilities. The commissioner meets with other agency directors to strengthen these relationships.

SCVRD participates in the state's emergency preparedness plan by providing personnel and equipment in the event of a major emergency. Crisis counseling and accessible transportation for people with disabilities are two key areas of contribution.

The agency is also quite active in community assistance projects. Food is collected year round for Harvest Hope Food Bank. Other activities include participation in The United Way; Red Cross blood drives; The Good Health Appeal; Prevention Partner Wellness Walks; Walk for Breast Cancer; adopted family efforts during the holidays; Lunch-n-Learn workshops on subjects such as hearing loss, anger management, and brain injury; Hearth Healthy Month; Red Dress Days; Americans with Disabilities Act activities; National Disability Employment Awareness Month and National Disability Mentoring Day.

The department coordinates all activities of the Governor's Committee on Employment of People with Disabilities, which publicizes the advantages of hiring people with disabilities. The Governor's Committee is a hub for local mayor's committees, which are spread throughout the state. The agency also operates grant programs that make specific services available to people with disabilities beyond the scope of the agency, such as the Pathways Toward Employment program, which assists any recipient of SSI/SSDI benefits in making informed choices about work, and loan programs for telework and assistive technology resources.

Community involvement is essential for SCVRD area supervisors and their staff. These contacts allow staff to spread the word about programs and encourage partnerships with businesses. Through involvement in local chamber of commerce activities, legislative delegations, Rotary groups and other community organizations, SCVRD staff members consistently form bonds within their communities that lead to employment for clients and outsourcing agreements with companies for work training centers.

2. Strategic Planning

2.1 Strategic planning process

The department's strategic plan launched in the mid-1990s continues to evolve to address current customer needs. All of the key result areas (KRAs) of the original plan have become integrated into the daily operations of the department's service delivery program. Under the guidance of the agency board, commissioner and executive staff, these initiatives have been incorporated into staff development and training and into internal and external communications through supervisory meetings and directly into job descriptions and performance appraisals.

There is a KRA for each of the Baldrige criteria categories, and the KRA teams monitor existing initiatives and identify potential new initiatives for action.

Each key result area features strategic objectives and established time frames for implementation and review of each phase of the plan. Committees representing a wide range of perspectives and positions are assembled to address specific needs and changes sparked by the strategic plan.

Performance review data and internal and external feedback helps the department develop and deploy strategic planning initiatives to address its fiscal and programmatic challenges. This is sometimes carried out through a statewide committee, where a demonstration program may be developed, or at the local level as part of the action plan that each area office is required to develop and use. Planning incorporates new opportunities in technology to enhance service delivery and addresses the challenges identified by CORE and other management reviews.

Federal and state laws mandate that SCVRD convert as many eligible people with disabilities from unemployed tax consumers to tax-paying, competitively employed workers as the agency's resources will allow. Strategic planning incorporates performance measures of Program Integrity involving compliance assurance, quality customer service and productivity.

2.2 Developing and tracking action plans

The agency's Committee on Rehabilitation Excellence (CORE), part of the executive staff, oversees the development of action plans in each of the area offices. The action plans, known as Steps for Excellence, address the Nine Standards of Excellence for area operations. These plans are monitored for compliance and achievement of the targeted goals. In turn, they are used as tools for training and the setting of new goals at the beginning of each year.

The management team helps establish local office goals for successful rehabilitations by taking into account staffing, client bases, referral sources, local demographics and economic conditions, previous accomplishments and other factors. These local goals add up to a statewide goal for successful rehabilitations, and allocation of resources is based on goals.

A key component in addressing strategic objectives is the design of customized technology upgrades. The Information Technology department works closely with State Office and local case service personnel to provide data needed to deploy strategic planning initiatives, such as identifying areas that need strengthening or setting appropriate goals.

The area director, case service manager, and budget director conduct quarterly reviews of area expenditures for consistency and efficiency, make recommendations for reallocation of resources when necessary, and provide intervention when an area is not in alignment with expectations.

Social Security Disability Determination Services' long-range and short-range plans are developed or redefined at the beginning of each fiscal year. The objectives for the year are issued to all personnel as goals. Program goals are linked to objectives contained in Employment Performance Management System planning documents and the Program Integrity model. Strategic plans have been implemented in the areas of communication, operational manuals, training, performance appraisal and productivity goals. Mechanisms for accountability in these areas have been established and quarterly results are issued to appropriate management and staff.

2.3 Communication and deployment

Communication of strategic objectives, action plans and performance measures generally occur through verbal discussions and presentations and are likely to be complemented by supporting written communication. Quarterly supervisor meetings hosted by the commissioner often provide the setting for communicating objectives, plans and measures. Senior management provides follow-up throughout the year to ensure that communication cascades throughout the organization and that deployment is in place.

Thorough study of the validity and potential effectiveness of an action plan precedes deployment. Many major action plans have demonstration programs to test their effectiveness and logistical requirements and to offer opportunity for feedback from staff and customers.

During deployment of any major initiative there is ample opportunity for questions or comments from supervisory or other affected staff. Area development directors, part of the senior management team, work with local offices to maintain an open communication link. Local area councils provide an important source of perspectives and suggestions concerning strategic initiatives and service provision. The department's intranet provides topical bulletin board options for all employees to express themselves. Training is developed to enhance staff understanding and "comfort levels" with new objectives or measures. The strategic plan is circulated to staff in all locations.

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 06-07 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
All	Program Integrity: a balanced set of measurable standards which are essential to the department's success relative to compliance assurance, productivity and customer service.	Compilation of an index of measurable results to evaluate performance at all levels of the organization, for internal/external benchmarking and continuous improvement. Redirection of staff resources is a related strategic objective.	7.1-3, 7.2-1, 7.2-2, 7.2-3
All	Training Center Balance: centers seek to balance financial impact with the need to provide the variety of rehabilitation services of greatest benefit to clients.	Development of productivity rate that balances programmatic indicators of client training participation and client wages with business indicators of sales and contribution.	7.3-4, 7.3-5
All	CORE (Committee on Rehabilitation Excellence)	System to assure achievement of Program Integrity standards by collecting and analyzing data, formulating and assessing plans for corrective action, and assuring implementation and follow-up	All Section 7 results
All	Professional Development and Leadership Program (PDLP) to transfer organizational knowledge and develop future leaders in light of significant impending retirements.	Formal program creating an environment that fosters excellence by aligning agency needs with individual career goals. Tracks include management/supervision, pursuit of specialty areas and general professional development. Expanded to include DDS staff.	7.4
All	Partnerships to enhance agency outreach and service provision	Emphasis on partnerships with other agencies to coordinate services, increase successful closures and provide direct job placements; with employers, with business and industry and with former clients to promote the agency.	7.1-16, 7.3-4, 7.3-5
All	Redirection of Staff Resources to provide the highest level of client service possible.	Centralization of procurement, accounting and psychological roles and redirection of personnel from those positions into roles that promote more direct client service, especially clients with significant disabilities.	7.1-4, 7.1-8 through 16, 7.2-1, 7.2-2
All	Case Management System Enhancement to follow the natural progression of the rehabilitation process and support integrated service delivery system in an intuitive and user-friendly format.	Phases of development: (1) new interface, (2) survey, (3) begin phasing out Local Office Information System, (4) Individualized Plan for Employment; (5) closures.	in development
25000000 Disability Determination Services	Electronic file: a file whereby all evidence material to the disability decision is either submitted electronically or scanned into the file electronically.	Increase receipt of medical evidence via electronic means, thus reducing the need for scanning operations. Recruit medical community to send medical evidence in an electronic format compatible with the SSA electronic file.	7.1-17

* 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.

2.4 Measuring progress on action plans

The Committee on Rehabilitation Excellence (CORE) is directly linked with program operations and is charged with analyzing, formulating and assessing action plans and evaluating the agency's key performance measures.

The Nine Standards of Excellence have key performance measures for tracking progress on action plans, including the Program Integrity measures. Quarterly reports allow for progress updates and projections. All area offices operate from the same set of measures, so there is alignment throughout the organization in Program Integrity:

- Compliance Assurance—federal regulations and agency policy;
- Quality Customer Service—feedback from employers, referral sources and targeted disability populations lead to improved quality of services;
- Productivity—based on federally mandated standards and indicators, this is a measure of performance in areas such as closures, rehabilitation rate, competitive employment, wages compared to the state as a whole, the number entering the program supported by others and exiting supporting themselves, and access to services by minorities.

Support processes by nature have different measures, but those measures are still aligned by the same three Program Integrity categories of compliance assurance, quality customer service and productivity. Support process Program Integrity results are also linked to the overall index in that no bonuses are available to any units if the department as a whole doesn't meet its closure goal for the year.

Other key measures for the department involve comparative data on cost per rehabilitation and client served, number of persons rehabilitated per 100,000 population, and the rate of return on the taxpayer investment that successfully rehabilitated clients provide by becoming taxpayers themselves.

2.5 Addressing strategic challenges

Each strategic challenge is addressed through the work of Key Result Area (KRA) committees, which incorporate the agency's challenges into objectives that are tracked through measurable outcomes, responsible parties and target dates.

2.6 Evaluating and improving strategic planning process

The Strategic Planning KRA committee reviews plans and makes recommendations through consultation with the commissioner and senior staff serving as KRA team leaders.

2.7 Strategic plan availability

The agency's strategic plan is available to the public by e-mailing info@scvrd.state.sc.us.

3. Customer Focus

3.1 Key customers and stakeholders

The department determines its customers and customer requirements through a combination of listening/learning methods, both formal and informal.

All individuals with impairments who intend to achieve an employment outcome are potential primary customers of SCVRD. They can be referred from any source in their communities. Client requirements are determined based on individual needs regarding services and employment goals. At every major stage in the rehabilitation process, the client is at the center of

the planning process. Identification of the requirements for a client's successful rehabilitation results from a combination of professional assessment and client input.

Other customers include anyone who interacts with SCVRD, including business partners, other state agencies, vendors, taxpayers and legislators and referral sources. Their key requirements are determined by the nature of their relationship with the agency.

3.2 Keeping current with changing needs

The department enhanced its listening and learning methods by implementing targeted customer satisfaction surveys as part of the Program Integrity measurement. It also developed an enhanced system of tracking and reacting to client complaints.

The commissioner meets with the leaders of key agencies and conducts employer focus groups. The SCVRD state office also has consultants specializing in business and industry relations and has a rapidly growing Business Partnership Network. Business partners provide feedback about their needs in today's marketplace, about contract services SCVRD performs for them, and about the clients they hire. Local work training center advisory board members provide ideas, feedback and advice on meeting the needs of their communities.

The department has established a network of successfully rehabilitated former clients who offer assistance in continuous improvement efforts. Agency leaders at the state and local levels stay in touch with members of the General Assembly and Congressional delegation to answer questions and provide information.

The agency's web site is an increasingly popular resource for persons seeking services or information. Inquiries are forwarded to the appropriate local offices to initiate services. The site was upgraded with new and more timely features in FY2007.

As staff members market the program, they also receive feedback from the community.

3.3 Using feedback information

It is required that the client is offered the opportunity for formal input at various stages of the rehabilitation process.

Attention to changing client needs is vital. SCVRD's career planning and employment (CPE) services reflect that approach. Through community-based evaluations, a client with a particular job interest can try out that job in an actual work setting, "shadow" a person in the community who actually performs a certain job, or work under a mentor.

Referral sources are contacted on a frequent basis to assure continuation of collaborative relationships. Cooperative agreements are developed to assure mutually beneficial partnerships. Liaisons are assigned to specific service providers and to disability based private non-profit organizations. Members of the Business Partnership Network are consulted as to their needs for hiring or outsourcing work.

Focus groups are conducted to determine specific target area needs and to understand the nuances of particular audience needs. Individuals living with impairments, collaborating agencies, and private non-profit organizations are often included in staff development and training activities.

3.4 Measuring satisfaction

Through the department's Program Integrity measurement system, the client customer service satisfaction rate is calculated quarterly at the area and state levels. Comparisons are made among organizational units and with previous years' performance. Quarterly statewide customer service

surveys are conducted focusing on a specific customer population (by impairment, by service, by referral source, employer, etc.). The survey results, compiled and issued to CORE, then distributed to area supervisors, become the subject of policy/procedure revision, staff training, consultation, management action or other continuous improvement application. In some cases the area of concern leads to the development of a KRA committee.

CORE and the department's legal department review complaints received through the client relations office on a quarterly basis to formulate recommendations on policy/procedure revision, staff training or other action.

Each year the department conducts follow-up studies based on surveys of a random sample of successfully rehabilitated clients. This survey monitors satisfaction levels and rates of job retention. The department's program evaluation staff regularly conducts area reviews that include clients who were not successfully rehabilitated to learn why they have not reached an employment outcome and to determine if dissatisfaction played a part.

The department has a "mystery shopper" program in which selected clients call VR offices inquiring about services. The callers score the offices on telephone customer service issues and helpfulness.

In a general sense satisfaction from employers is measured in the success level of clients placed into employment, in the amount of outsource work contracted to SCVRD training centers, or through customer service surveys and focus groups. More specific feedback is gained through the daily relationships with those employers cultivated by local VR staffs. Area work training centers survey businesses for which they perform outsource work. This is used to correct deficiencies, strengthen client qualifications, and develop new contract opportunities.

3.5 Building positive relationships

The department's focus on "informed choice" is the cornerstone for successfully building positive relationships with its clients, who are its primary customers. At every stage of the rehabilitation process, the client is involved in planning and signs off on his or her Individualized Plan for Employment (IPE). Staff promotes client choice in the selection of vocational objectives, services and service providers. Clients are encouraged to provide feedback formally or informally. The client must be satisfied with services and vocational rehabilitation outcome before the department claims a successful rehabilitation.

The department also builds positive relationships through cooperative agreements with other state and local agencies; through community outreach to solicit business and industry involvement with the program as employers, contractors, or advisors; through cultivation of ongoing relationships with successfully rehabilitated clients who are now firmly established in their communities and offer a great source of feedback and advocacy (this VR Partners group has grown to more than 270 participants); and through contact with community organizations and legislators.

SCVRD enhances the services of other agencies by providing clients of those agencies with the employment services they need to gain independence. There are 619 cooperative agreements with other organizations. These relationships are strengthened by SCVRD's attention to providing prompt and thorough feedback to its referral sources as to progress and outcomes for clients they refer.

Marketing tools such as printed publications, videos, television features and public service announcements, and the agency web site enhance relationship building efforts.

Each year, Social Security Disability Determination Services (DDS) managers develop outreach objectives and plans based on identified and/or projected needs. The administration coordinates attendance at conferences and meetings and provides individual visits with professionals, advocacy groups or claimants to disseminate information about the program. DDS staff members make over 200 presentations each year to medical professionals, community organizations, state and federal agencies, and the general public. Responses to 10,000 to 12,000 inquiries from public officials, legal representatives and claimants are provided by DDS personnel.

The DDS has established partnering initiatives with Social Security Administration (SSA) field office personnel and the Office of Disability Adjudication and Review (ODAR) in an effort to strengthen communication, collaboration and cooperation. DDS and SSA hold quarterly meetings to address common goals and issues. Exchange programs for DDS examiner trainees and SSA claims representatives, and DDS examiners and SCVRD counselors, foster better understanding of the role of each component in the disability claims adjudication process.

The DDS professional relations officers and medical relations coordinator are heavily involved in recruiting hospitals, clinics and other vendors to provide medical information electronically which serves to expedite both the adjudication process and payment to sources that the DDS contacts for evidence.

Call center procedures in the DDS regional offices continue to be refined in order to provide exceptional service to all individuals requesting information.

Clerical positions within DDS scanning centers are staffed with SCVRD clients. These mutually beneficial arrangements enhance service delivery to both internal and external customers.

4. Measurement, Analysis and Knowledge Management

4.1 Determination of measures

The department uses many performance measures, all tied into the accomplishment of the most important performance measure of all—its mission to enable eligible South Carolinians with disabilities to prepare for, achieve and maintain competitive employment.

Information to analyze the department's success comes from a variety of internal and external sources. Each component of the service delivery system and support systems has performance measures that factor into the "big picture" of agency mission accomplishment. Through analysis of the department's enabling legislation as well as other federal and state guidelines and through feedback from internal and external customers, the agency's leadership has developed key performance measures, which tie into strategic objectives and action plans.

National standards and indicators are used to compare SCVRD with other state programs at the national and regional levels. The department has developed a computer program that can analyze standards and indicators data by caseload, team, office and state.

Internal benchmarking has been divided into the three elements of the Program Integrity model: compliance assurance, quality customer service and productivity. New procedures, instruments and empirical methods have been developed to review caseloads, collect customer satisfaction information and expand the means of tracking and quantifying productivity. The Committee on Rehabilitation Excellence meets on a regular basis to coordinate the review and access the information gathered and to serve as a mechanism for feedback, decision-making and development of action plans. Program Integrity indexes can be calculated by area, region and the

state, so that data collected can be used to foster improvement at any of those levels. Program Integrity measures go beyond direct client service to include other operational divisions of the department such as human resources, finance, information technology, and others.

Accountability to all taxpaying citizens is paramount and drives development of key measures. The department seeks to serve and rehabilitate the greatest possible number of people with disabilities as cost-effectively as possible and at the highest level of service as possible.

4.2 Using data/information in decision making

Information gathered in analyzing performance also is useful in spotlighting strengths and weaknesses and can be used to update the strategic plan. The department conducts area caseload reviews to ensure that SCVRD teams carry out their duties in compliance with federal and agency regulations and standards. Proper documentation of each stage of a client's services is expected to detail appropriate services to meet the client's vocational needs; appropriate spending for services, including documentation that external funding alternatives are being sought; provision of informed choices for the client; and efforts to secure suitable employment for the client and satisfaction for the employer.

The department uses reports to spot trends, project future needs and address federal key indicators. For example, Program Integrity measures reveal productivity, compliance assurance and customer service gaps that are used in decision making processes. Customer satisfaction surveys are carefully evaluated and used in the consideration of improvements or new services. Training center services and revenue data are used to ensure the balance required by the agency's strategic objectives.

The Social Security Disability Determination Services maintains an extensive array of daily, weekly, monthly, quarterly and annual reports through comprehensive division, agency and Social Security computer reporting systems. Statistical reports are aimed at providing performance tracking information related to established goals and objectives. Data allows comparisons at the individual, unit, office, state, and national levels in areas such as productivity, processing time, documentation and decision quality, cost effectiveness and staff attrition.

4.3 Key measures

As mentioned above, all Program Integrity measures, including national standards and indicators, are considered extremely important because they reflect performance in the key areas of compliance assurance, customer service and productivity. All measures related to the successful employment of people with disabilities are key measures, including number of people rehabilitated, referrals, individual plans for employment written, direct job placements and cost effectiveness.

Disability Determination Services key measures include productivity, processing time, documentation and decision quality, and cost effectiveness.

All key measures are reviewed through CORE in alignment with business needs established through regulatory and customer feedback/results.

4.4 Comparative data use

Selection and use of comparative data is based on national standards and indicators, which reveal how the department ranks in federally mandated measures. These figures are used by the Rehabilitation Services Administration, the department's regulatory agency, to assess effectiveness of state VR programs. The department, in turn, uses them as a basis to consider improvements to service delivery when necessary.

The Program Integrity Index is an internal comparative data mechanism that enables the leadership to compare key performance measures at all levels of the service delivery system and foster continuous improvement.

Efficiency and effectiveness comparative data enables the agency to monitor and address trends in national, regional and internal benchmarking.

4.5 Data integrity, timeliness, accuracy, security, availability

Network servers are backed up nightly. The operating system is backed up weekly and the off-site storage of data and the operating system is carried out weekly.

The PIECE (Program Integrity, Excellence and Compliance Effort) system enhances the timeliness, accuracy and reliability of Program Integrity data, providing a monthly monitoring system that is instantaneous.

Confidentiality is crucial to the agency in light of its very strict regulations on client information. Client files are all kept on the computer network and strong safeguards protecting that information from external access are in place.

A strong firewall and virus protection system has been very successful in minimizing virus attacks on the network and is updated regularly. Remote access to the network is limited to an encrypted VPN connection. Agency servers were operational and available for use 99.99% of the time during business hours in FY2007.

Performance audits verify the accuracy and integrity of files. Accuracy of federal compliance data is enhanced by a built-in edit program that notifies users of errors and anomalies. The notification system SCVRD developed has been so successful that it was adopted nationally by the Rehabilitation Services Administration.

4.6. Translating performance review findings into continuous improvement priorities

The Committee on Rehabilitation Excellence (CORE) collects and analyzes data, formulates, receives and assesses plans for corrective action and follows up to ensure implementation. The priorities for improvement arise from the Nine Standards of Excellence, including Program Integrity index measures. These priorities are communicated through face-to-face discussions with managers and other staff, through written guidelines and policies, through EPMS links to program performance standards, and through development of effective training modules, and through strategic planning cycles.

4.7 Management organizational knowledge/best practices

Succession planning is a key management tool for collecting and transferring organizational knowledge. The Professional Development and Leadership Program facilitates this process by exposing candidates to a well-rounded study of the entire organization and a more focused study on their areas of greatest interest. Organizational veterans provide the knowledge base for this instruction.

Coaching and mentoring is provided to all new supervisors. Senior managers who are nearing retirement also provide a great deal of informal transfer of knowledge to their associates.

Best practices are routinely shared at all levels of training and supervisory meetings.

CORE's members are at various stages of their careers, and knowledge is transferred within that group.

5. Workforce Focus

5.1 Organization and management of work

The agency mission drives the development of work systems and processes. SCVRD's authorizing legislation mandates consistency of services for all clients, and the department's work system structure is designed to monitor and ensure that consistency. The current organizational structure and service delivery system is the result of assessment, demonstration projects, analysis and planned change.

Feedback is solicited from internal and external customers to assist the department in the design of work systems and processes. Feedback comes from focus groups, surveys, and individual suggestions from employees, clients, employers and vendors.

In area offices, this effort resulted in development of work teams. Team members have specialized roles and cross training is used to ensure the continuity of services. Team meetings allow staff input from members of various disciplines as the team partners with the client and assists him/her in developing and following a plan designed to help the client achieve competitive employment.

Organizational units, teams, and individuals are empowered to meet the mission of the agency and its accompanying strategic objectives using the Program Integrity model and its philosophy to "train, trust and verify." Accordingly, they are assessed on the Program Integrity measures of quality customer service, productivity, and compliance assurance.

5.2 Evaluation and improvement of human resources processes

The agency's Human Resources Focus key result area (KRA) committee assesses the agency's needs as determined by performance reviews, CORE reviews and action plans, focus groups and other employee feedback, regulatory requirements and other factors. The KRA establishes strategic objectives to address human resource needs, with action plans, responsible parties and schedules for implementation and/or completion.

5.3 Key developmental and training needs identification

SCVRD's Human Resources Development Center in West Columbia is a well-equipped, technologically advanced facility that supports a variety of training options. Training is designed around the identified goals of the organization and to support the employee's needs in terms of job competencies and career development. Job orientation, leadership, safety, performance improvement, diversity, technical skills and disability-specific training are specific areas of instruction.

Training is designed on three levels—basic, ongoing, and job enrichment. The department utilizes a federal training grant specifically for training that supports the agency mission and goals.

CORE makes recommendations for training based on client and other customer needs assessments and Nine Standards of Excellence results. Technological training is also emphasized to empower staff to fully utilize the computer technology advancements made within the department in recent years. There is a specific training program for all new counselors and on-line training modules are being developed for all direct service positions.

SCVRD has initiated a program to enable all counselors to meet the state's required standard for the Comprehensive System of Personnel Development. This involves partnering with the University of South Carolina and South Carolina State University to provide advanced academic

Comment [b1]: Should this be moved to the paragraph about new employees, three down?

Comment [b2]:

coursework in the classroom and through videoconferencing. In addition, Internet courses are used to accommodate the needs of individual counselors in meeting the requirements.

The department's training and education approach balances organizational objectives with employee needs for development through a thorough analysis of the agency's workforce, the Professional Development and Leadership Program (*see 1.7*), mentoring and coaching.

New employees attend a two-day orientation session that covers a full range of information about the department's programs, benefits and procedures. The department also offers job orientation programs designed by job titles and duties.

New supervisor training is a continuous emphasis; training varies according to the type of supervisor. All new area supervisors receive extensive guidance with one or more of the following:

- A two-day new supervisor training, which includes site visits to key offices and programs;
- The Budget and Control Board's Division of Training; and/or
- The New Supervisors Institute at Georgia State University.

They also have colleagues who are assigned to mentor them, and area development directors provide coaching on a daily, as-needed basis.

The department has updated its customer service training program and is constantly evaluating and updating other key programs. Ethics are incorporated into all orientation sessions as well as other training sessions. An interactive ethics training module for all employees will be available on the agency's intranet this year.

Employee and workplace safety are the focus of training both at the state and local levels.

A formal needs assessment is conducted for training. Training needs and the subsequent effectiveness of training are identified through, management reviews (CORE), program reviews, customer service surveys, EPMS documents, training requests, staff input, and basic job competency requirements. From this information, development plans and training sessions can be established to enhance the employees' ability to support the agency's mission. Training needs are also established through external means such as federal regulations. In addition to the methods mentioned above, effectiveness of training is measured through follow-up surveys on impact of training on performance.

5.4 Employee training linkage to action plans

CORE's involvement in reviews of training needs and effectiveness (*see 5.3*) ensures that training is aligned with action plans. Area case services managers are responsible for training all new staff in case services policies and procedures and provide in-service training correcting deficiencies identified by Program Integrity and other reviews.

5.5 EPMS support of high performance

The department's Employee Performance Management System process supports two-way communication between the supervisor and employee.

It is designed to be a cyclical process beginning with clear communication of job duties (from position description), success criteria, and performance characteristics. It continues with on-going performance communication, and culminates in an evaluation of the employee's progress towards the achievement of the goals documented at the beginning of the cycle. The EPMS cycle generally is an annual process. However, when an employee changes job classifications, a

shorter time frame is used to ensure that the employee is performing successfully in the new role or to remove the employee from the new position if performance is not acceptable. While face-to-face communication is still essential to the process, the EPMS is now automated and is completed online. This supports greater accountability for supervisors and employees.

If an employee is not performing at an acceptable level, the EPMS system incorporates an intensive process (Warning Notice of Substandard Performance) designed to provide the employee with additional supervisor support and resources and enhance his/her chances for reaching acceptable performance levels.

Core job duties have been developed for most position types within the agency and are consistent statewide. The EPMS allows for supervisors to add additional job duties to the core duties in order to meet local needs. The core job duties were designed around the work team roles required in the field offices.

The success criteria developed for use with the EPMS are the measurable and or observable results which should be achieved to indicate successful performance. Most success criteria relate directly to the Program Integrity measures of quality customer service, productivity and compliance assurance. In addition, successful results, as documented on employees' EPMS evaluations, are directly linked to upward reclassification actions and associated salary increases.

5.6 Motivation of employees to develop and utilize potential

The Professional Development and Leadership Program (PDLP) provides staff with opportunities to expand their career prospects, broaden their knowledge and understanding of the agency, and develop professional and leadership skills that will serve them well in any job within the agency. The program has three tracks: basic professional development; intermediate supervision, management and leadership; and advanced supervision, management and leadership. Each track takes about one year to complete and includes opportunities for staff to practice their skills by participating in projects identified by the agency.

This includes creating an environment where employees understand how their positions support the agency mission and feel valued for their efforts. Career ladders have been established and continue to be refined for most major job categories to encourage employees in their development. The agency has developed matrices to help employees understand how promotions may occur and provide supervisors with a guide to employee development.

State regulations and policies govern employee compensation and benefits. While benefits are standardized across state agencies, the department exercises flexibility allowed by the regulations to provide pay increases for promotions, reclassifications, good performance, and additional knowledge and duties as well as bonuses. Such salary increases are tied directly to the accomplishment of the department's mission and are approved only after the employee satisfies the published criteria for the attainment of each increase.

The "Celebration of Success" program is an innovative reward and recognition system that allows employees to recognize their peers for significant accomplishments. The program fosters a work environment that rewards employees for providing excellent customer service and for contributions to productivity and program excellence. Any employee who receives three awards may choose a prize from a catalog featuring a variety of products emblazoned with the agency logo. Another recognition program, the Disability Determination Services' PRIDE (People Responsibly Influencing Decisional Excellence) awards recognize superior job performance and provide awards for creative achievement, humanitarian service and special acts of service.

The Department's "flex time" policy allows most employees to adjust their work schedules to accommodate outside commitments and to provide better internal and external customer service.

5.7 Employee well-being and satisfaction measures

The agency's employee job satisfaction survey has been redesigned and will track the effects of administrative and programmatic initiatives on employee job satisfaction. The feedback will be compared year to year to assist SCVRD in assessing its strengths and opportunities for improvement as an employer. Feedback also will be used in designing policies and programs that promote job satisfaction. Focus groups will be formed as needed to address issues raised by the survey. Current employee well-being survey results reveal a high degree of employee job satisfaction statewide as well as across various position types.

The commissioner forms and meets with focus groups to gather feedback on employee well-being and job satisfaction and to assess the work environment. Feedback from these groups is distributed to senior managers for follow-up and reports responding to the issues raised by the focus groups are generated. These reports include specific actions plans to address the various issues raised by the focus group.

To help staff adapt to significant changes brought about by position restructuring, centralization of some roles, and changes in duties, the human resources development staff implemented "Taking Charge of Change" training, provided with the assistance of peer trainers.

The department has implemented numerous wellness initiatives for employees, resulting in its recognition as a Prevention Partner Award for Excellence winner in 2005.

5.8 Maintaining safe and healthy work environment

Safety assessments are conducted annually on each facility by State Office personnel. Safety concerns are documented after each safety assessment and a report is sent to the supervisor, who has 30 days to address and correct each concern.

New employees receive safety training at orientation, and new center managers and area supervisors receive safety training. In 2006 the agency conducted a 3-day safety institute that included issues such as workplace violence, harassment, safety/prevention, and security.

Each training center has a safety coordinator who works with the Safety and Risk Manager to coordinate safety efforts at the local level. Safety teams meet quarterly in every facility. Teams are composed of representative employees from each section. Team duties include: implement the safety program with a goal of providing a safe work environment; enhance safety awareness among employees; identify hazards and suggest actions to eliminate them; identify employee safety training needs; develop and implement accident investigation procedures.

Each facility is required to prepare and follow safety plans, including: general safety plan; blood borne pathogens exposure control plan; hazard assessment plan; lock-out/tag-out plan; emergency action plan (tornado, fire, bomb threat); hazard communication plan.

Regularly scheduled training includes: fire suppression for all staff annually; blood borne pathogens and CPR annually for first aid responders; first aid every 3 years for first aid responders; forklift training every 3 years or after an accident or near-miss for all operators; driver safety training within 90 days of employment for all staff whose primary task is driving.

A safety hazard reporting system is in place. Safety team meetings are recorded on a standard form which includes a section allowing teams to list any safety concerns. The forms are forwarded quarterly to the agency's safety and risk manager for action.

Accident reports from an internal database are summarized and information on the most frequently occurring accidents is shared with supervisors. Subsequent safety assessments place emphasis on preventing similar accidents.

A key safety measure is the accident rate for each facility. The department's goal is to see an accident rate that is lower than the national average for people employed in similar vocations (data source: U.S. Department of Labor statistics). This in turn accomplishes a cost savings in workers compensation premiums.

The department monitors the Experience Modifier (EMOD) for each facility. Lower EMODs result in cost savings in workers' compensation premiums.

6.0 Process Management

6.1 Key design and delivery processes

Every work process of the department can be defined and its value measured through the Program Integrity model, which ensures that key processes are used. The Integrated Service Delivery System defines the members of the client service team and is designed to provide clients with a seamless program of quality services that comply with the law and lead to the desired employment outcome.

At each stop along the road in service delivery there are checks and balances to ensure compliance with the law and the client's informed choice. In the Integrated Service Delivery System, an applicant for services has direct interaction with a counselor. Eligibility support personnel secure existing records, such as medical or psychological information, to help determine if the applicant is eligible for services. Using existing records whenever possible instead of ordering new examinations, tests, etc., has helped accelerate the eligibility process and reduce costs.

Sometimes a trial work experience is the best way to determine whether a person is employable and in some cases that applicant may be placed in extended evaluation.

Once the counselor and other members of the service delivery team make an eligibility determination, the applicant is either:

- accepted for services and certified as eligible, or
- denied services based on mandated eligibility requirements that a person must have a physical or mental impairment that substantially interferes with his or her ability to work and must require and be able to benefit from VR services that would lead to permanent, competitive employment.

Once found eligible, the client's Individualized Plan for Employment (IPE) is formulated to outline VR service needs. This is done through coordinated services and professional services. This process is driven by the client, who normally chooses to develop the plan with the assistance of the counselor and other VR team members. The professional staff focuses on client and community interaction, while the support staff focuses on case management activities.

In addition to counseling and guidance, services might include:

Comprehensive evaluation/occupational or physical therapy	Rehabilitation technology
Alcohol/drug abuse treatment	Interpreter services
Diagnosis and treatment	Personal attendant services
	Transportation

Maintenance
Supported employment
Job readiness training
Career planning and employment services
College/university training
Occupational/vocational training
On-the-job training

Miscellaneous training
Job search/placement
On-the-job supports
Technical assistance
Information and referral services
Post-employment services

Instruction is offered to all clients as they prepare for employment. These include: disability-related sessions that address specific disabilities and how they affect the client's ability to work; pre-employment sessions for filling out job applications, developing interview skills, and basic computer skills; and/or employment sessions for job-ready clients, including job-seeking groups, advanced interview skills and other topics.

Job-readiness training helps the client develop positive work behaviors and the physical stamina needed for successful adjustment to a new job. This training usually includes performing work outsourced to SCVRD work training center by area businesses and industries.

As the client approaches the completion of the services on the IPE, the counselor and other team members focus on the job placement process. Many clients can and do find their own jobs. However, other clients require varying degrees of job placement assistance. The department places a strong emphasis on direct placement.

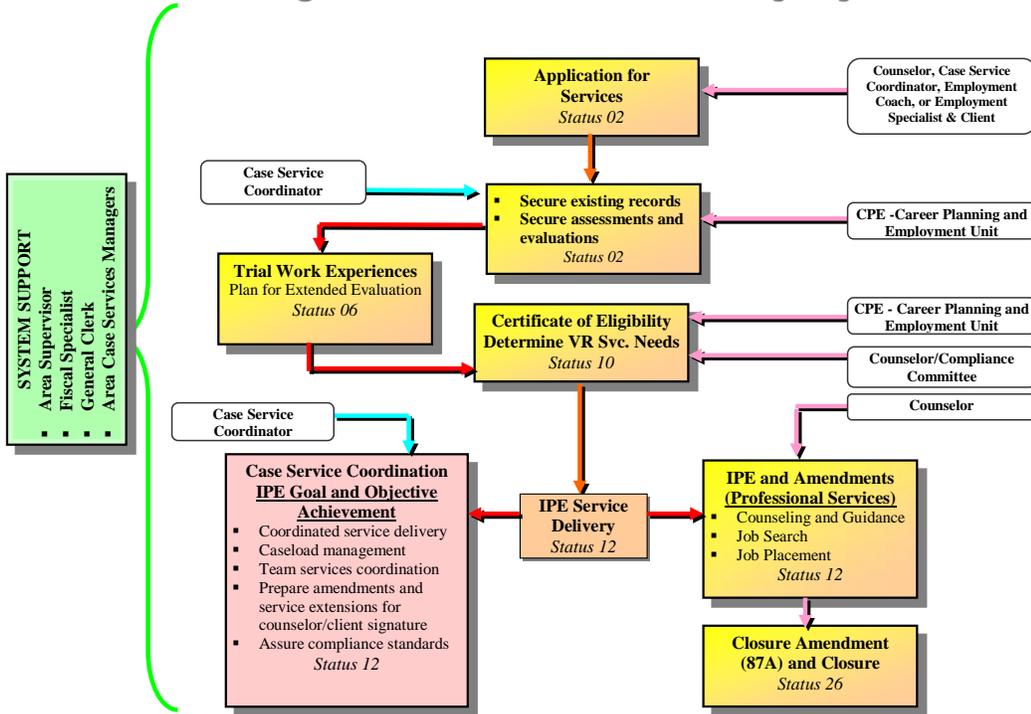
Once a client is placed into employment, there is regular monitoring of his or her progress. When a client has worked successfully on a job for at least 90 days and the employer and client are satisfied, the case is closed. The client signs off on the closure and is given the opportunity for feedback on the services received.

The department also has engineers who provide rehabilitation technology solutions to help clients with mobility and accessibility problems. This enhances job placement potential. Throughout the process, staff has access to customized technological tools such as computer programs that keep the rehabilitation process moving and allow for monitoring of activity to ensure compliance, quality customer service and productivity.

The Process Management KRA committee developed an inventory of key processes in every department within the agency; and examines and evaluates how these processes add value to the agency mission. These examinations result in identification of opportunities for improvement and recommendations for action.

Fig. 6.1-1

Integrated Service Delivery System



6.2 Incorporation of efficiency and effectiveness measures into processes

The Program Integrity index was designed to monitor the key processes on a quarterly basis. This allows for trend analysis and quick response to problem areas. The Program Integrity model with each index component is an umbrella that covers the entire rehabilitation process. The index information is available in a statewide format, local area office format, and when applicable, by team. This allows management to identify specific problems with compliance assurance, customer service, and productivity as well as the specific location(s) of the problem.

Technology has been instrumental in continuous improvement processes. Users suggest improvements to computer applications through the use of the "Request for Information Services" electronic form process. This allows input from the field from those at the "closest to the process" level.

Technology advances in recent years that have positively impacted processes including continued development of the electronic case management system, Internet access, MS Outlook e-mail/ planners, continued growth of the agency's Intranet for staff use, availability of policies online, financial tools, electronic forms, HR and procurement documents and many other aspects of day-to-day operation, including the automation of employee leave and EPMS. This evolution

has involved the participation of all work units in the design, development, and testing of new computer programs and menus.

SCVRD frequently uses projects to test new ideas before agency-wide deployment. Demonstration projects have input from the staff involved. Creativity with exploring new methods and processes are encouraged.

The electronic Caseload Message Listing alerts casework field staff in the area offices about upcoming compliance requirements.

The Integrated Services Delivery System (*pg.33*) incorporates teamwork to ensure the client moves efficiently through the rehabilitation process. Each team member has a specific role, function, and responsibility to the client during each phase of the rehabilitation process.

To confirm job satisfaction and performance, a client must be successfully employed for at least 90 days. The 90 days following employment is the time-span in which the team provides job support services for a successful employment outcome. Although this requirement is supported by regulation and policy, it is enforced by time requirements within the case service computer application.

Regulatory and policy mandated requirements are supported in computer applications. Mandated time-frames can not be exceeded or shortened due to SCVRD Case Service programs.

Implementation and interpretation of policies are important since they reflect current regulations. Case service policy is online and available to all users. This allows for updates as necessary and reduces the time involved in making the changes as well as cost savings as a result of using an electronic format.

6.3 Daily operation/meeting key performance requirements

The department's Program Integrity measures are ingrained in daily operations, both at the direct client service level and administrative/support levels. Compliance assurance, quality customer service and productivity are monitored regularly through reviews of Program Integrity reports. The Committee on Rehabilitation Excellence coordinates reviews of all aspects of daily operations and makes recommendations for action plans to address opportunities for improvement in the department's processes.

The Social Security Disability Determination Services program uses extensive quality assurance and operational analysis systems to maintain an ongoing assessment of work processes and costs.

6.4 Evaluation and improvement of processes

Key agency procedures and processes are evaluated to determine their value in meeting customer and organizational needs through assessments such as Program Integrity scores, Integrated Service Delivery System measures, CORE reviews and reviews of other key agency performance measures. Steps in implementation of changes/improvement of a key process may include creation of a demonstration project proposal, implementation of the demonstration project, collection of meaningful data from the project, documentation of what has been learned, determination of future direction, and standardization of the new process.

6.5 Key support processes

Critical agency work processes are outlined in detail through role definitions and charts showing the flow of the rehabilitation process. Employees understand their roles in the process through formal training and team building on the job.

Personnel such as area supervisors, fiscal specialist, general clerks, and area case services managers provide administrative support in SCVRD area offices.

Some of the key State Office and other support processes include:

Administrative Services	Information Technology
Area Office Development	Internal Audits
Area Office Operations	Inventory and Supply Services
Budgets	Office of the Commissioner
Buildings and Grounds	Planning & Program Development
Case Services	Procurement Services
Center for Comprehensive Services	Professional Development
Client Relations	Program Evaluations
Deaf and Hard of Hearing Services	Public Information
Facility Management	Safety and Risk Management
Finance	Staff Attorney
Human Resources	Substance Abuse Treatment Facilities (2)
Human Resources Development & Training	Training Center Services

Each support process work unit functions under its own Program Integrity measures. These support components are improved and updated in response to internal and external surveys and focus groups or through technological upgrades, through development of mission-focused training modules, through the Employee Performance Management System process and through Key Result Area teamwork.

7. Results

7.1 Mission Accomplishment/Organizational Effectiveness Results

Fig. 7.1-1

SUCCESSFUL CLOSURES

A key performance effectiveness result is the number of successful closures SCVRD produces. This is the measurement of the number of people with disabilities that have employment outcomes after receiving SCVRD services. This is the performance measure that is most directly tied into the mission of the agency. It is also one of the Nine Standards of Excellence measures. In FY2007 the department increased its closures by 150 with a total of **8,625**, indicating a rebound from the effects of a large number of key staff retirements and state funding cuts that occurred for several years earlier this decade.

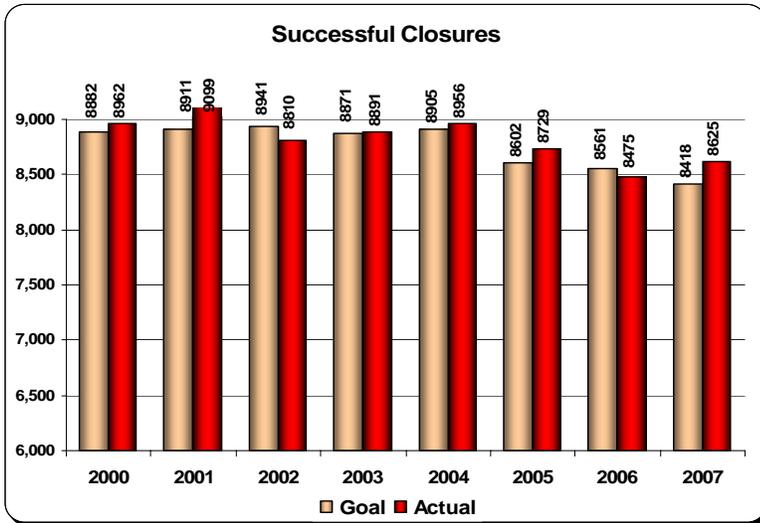


Fig. 7.1-2

REHABILITATIONS PER 100,000 POPULATION

For many years SCVRD has consistently ranked at or near the top among the nation’s public vocational rehabilitation programs in the number of people rehabilitated per 100,000 population. The latest national figures from federal FY2006 show SCVRD at **186** people rehabilitated per 100,000, second only to Vermont, which had 233. SCVRD was first in the Southeast region; Alabama was second at 169. The Southeast average was 87 and the national average was 66.

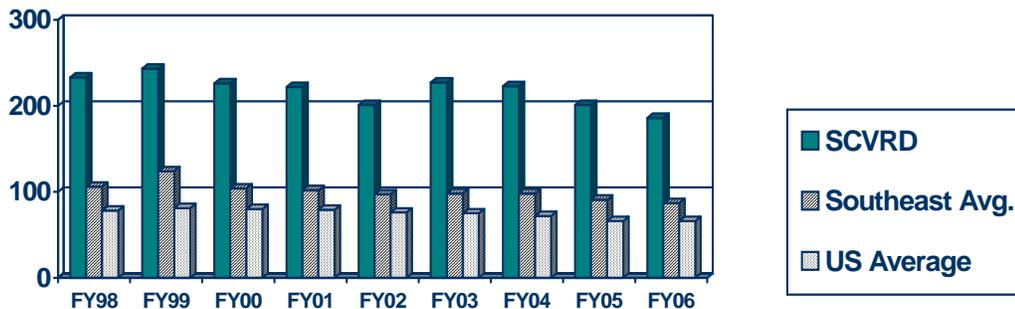
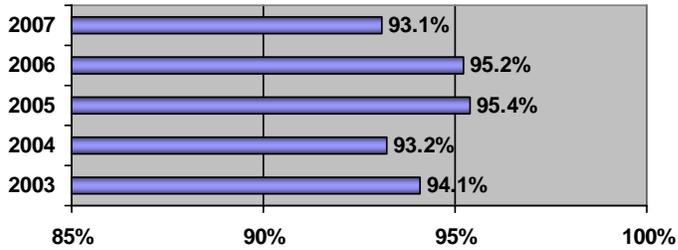


Fig. 7.1-3

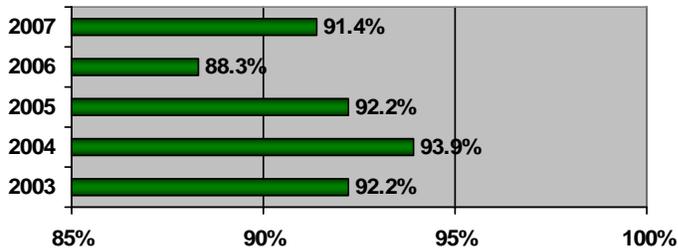
PROGRAM INTEGRITY RESULTS

Program Integrity measures performance in three areas vital to the agency’s success—compliance with federal regulations and agency policy, customer service and satisfaction measures, and productivity based on federally mandated standards and indicators. The department combines the three elements into an overall Program Integrity Index to measure performance and to foster continuous improvement. These rankings can be as specific as one caseload or area office and as broad as the statewide performance shown on the next page.

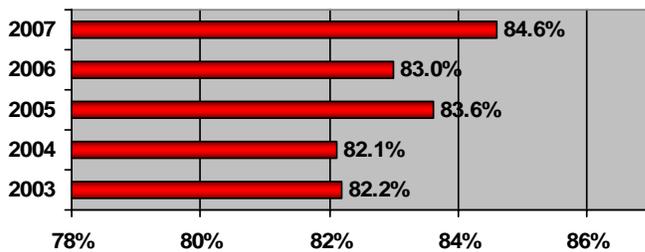
Compliance Assurance
(with federal regulations/agency policy)



Customer Service and Satisfaction



Productivity*
(based on federally mandated standards & indicators)



*** Note: SCVRD’s productivity has exceeded federally required levels each year.**

Program Integrity Index
(composite score of Compliance Assurance,
Customer Service and Productivity)

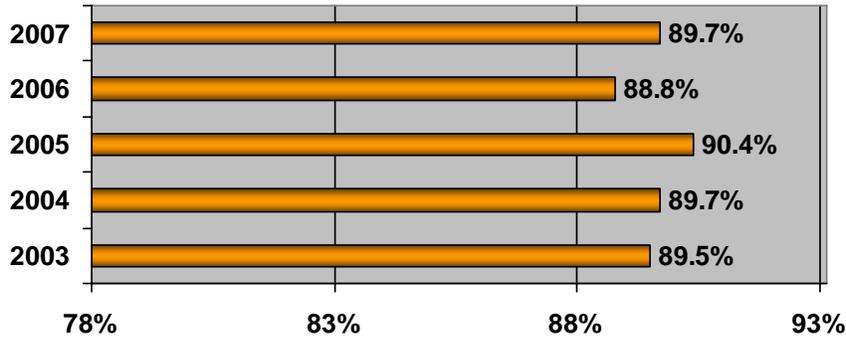


Fig. 7.1-4

DIRECT JOB PLACEMENTS

Some VR clients need more assistance than others in landing a job as they complete their VR services. The department emphasizes direct job placement as one of the Nine Standards of Excellence. The chart shows the percentage of successfully rehabilitated clients who received direct placement services from SCVRD.

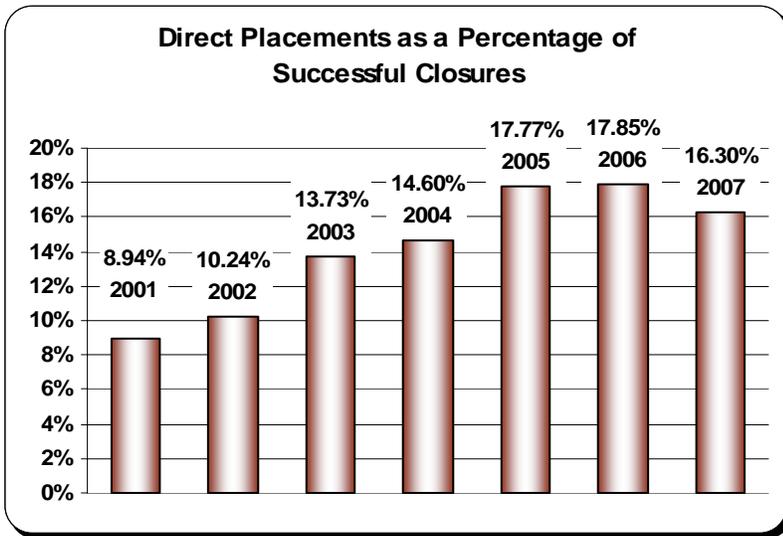


Fig. 7.1-5

NUMBER OF REFERRALS

Client referrals (new applicants) are vital as the department seeks to increase its impact on employment of citizens with disabilities.

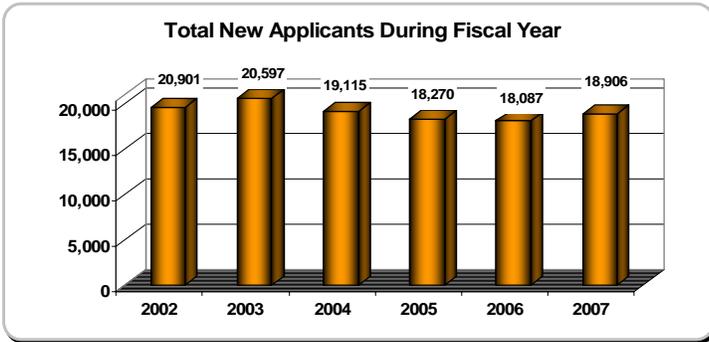


Fig. 7.1-6

NUMBER OF APPLICANTS ELIGIBLE FOR SERVICES

Clients who met eligibility criteria and began receiving services.

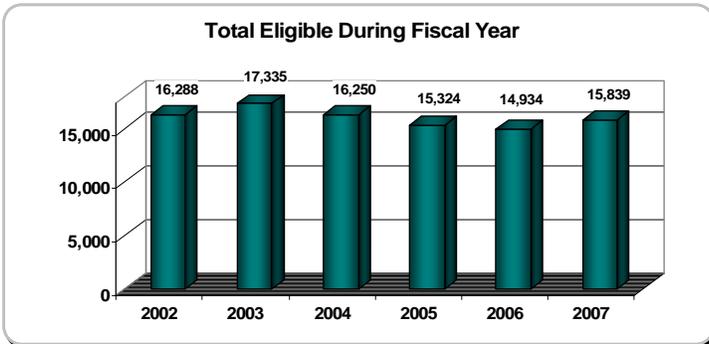
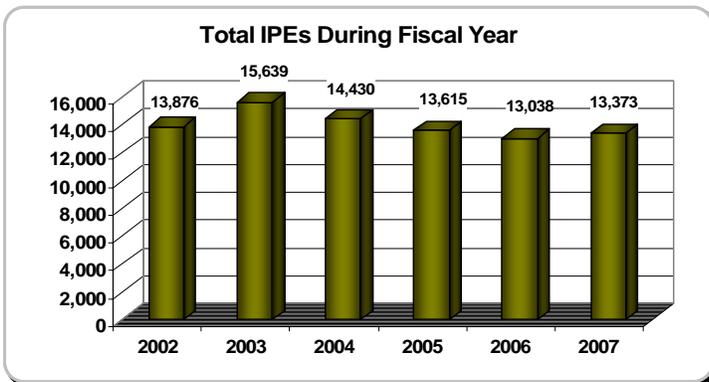


Fig. 7.1-7

NUMBER OF INDIVIDUALIZED PLANS FOR EMPLOYMENT (IPEs) WRITTEN

IPEs are written with client to coordinate a plan of services tailored to reach client's job goals.



NATIONAL STANDARDS AND INDICATORS established by the Rehabilitation Services Administration, U.S. Department of Education, for **federal FY2006**.

Fig. 7.1-8

Change in number of closures from previous year—standard is to increase closures by at least one from previous year.

(Note: Reflects federal FY06—the department showed an increase for State FY07)

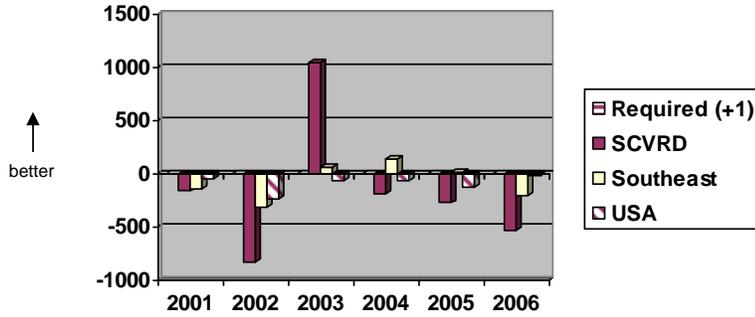


Fig. 7.1-9

Percentage of clients with employment outcomes

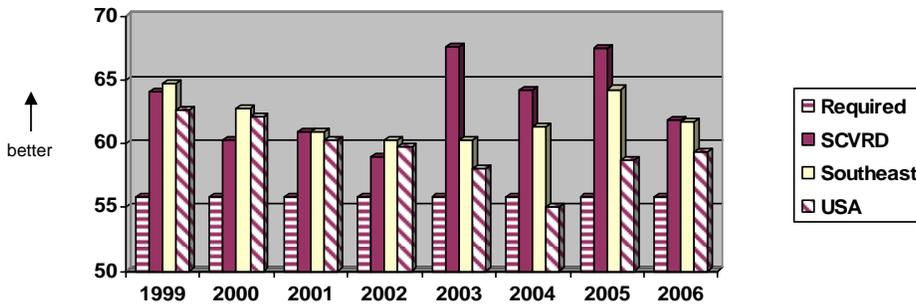


Fig. 7.1-10

Percentage of clients with employment outcomes who were competitively employed

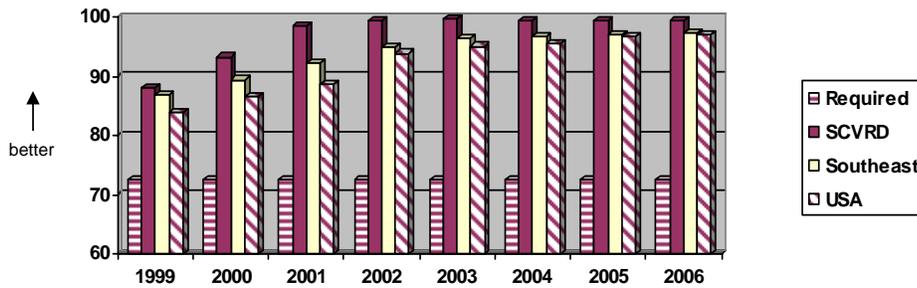


Fig. 7.1-11

Percentage of competitively employed clients having "significant" disabilities

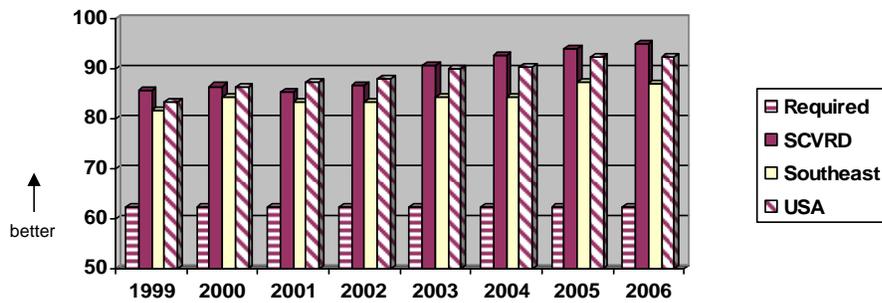


Fig. 7.1-12

Ratio of rehabilitated client wages compared to state average wage

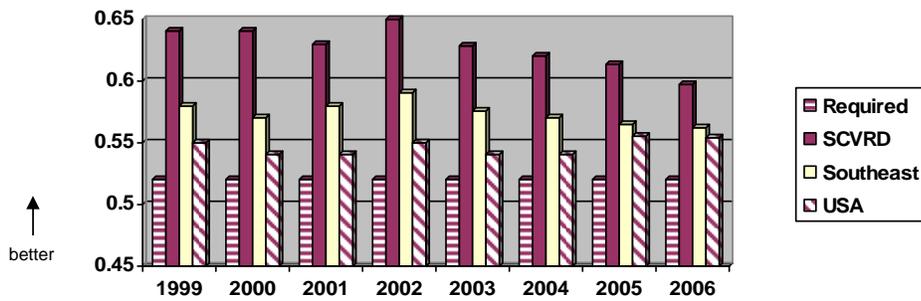


Fig. 7.1-13

Difference in percentage of clients self-supporting after services compared with before

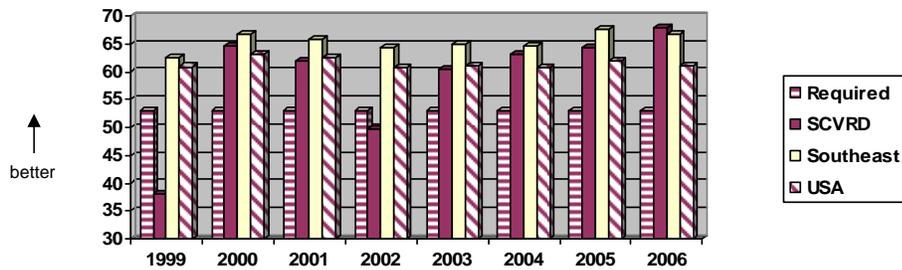


Fig. 7.1-14

Service rate for minority clients as ratio to non-minority

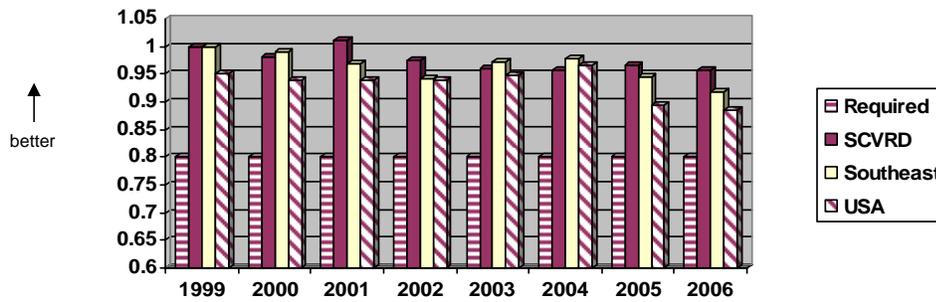


Fig. 7.1-15

CYCLE TIME FOR SUCCESSFULLY REHABILITATED CLIENTS

The most recent RSA statistics (FY2005) for mean time spent in the VR program for clients with employment outcomes show that SCVRD ranked **#2 nationally in shortest cycle time (15.5 months) for clients to achieve employment.** Oregon was ranked first. Mississippi is second in the Southeast region at 18.23 months.

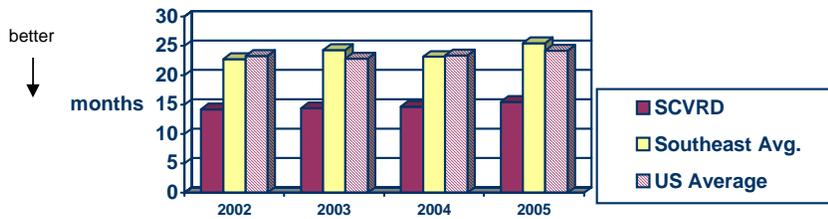


Fig. 7.1-16

COOPERATIVE AGREEMENTS

A key strategic planning objective is the formation of close ties with community resources of all types. The department's number of active formal cooperative agreements grew from 569 to **619** during FY2007.

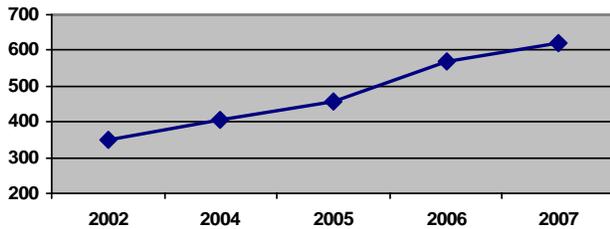


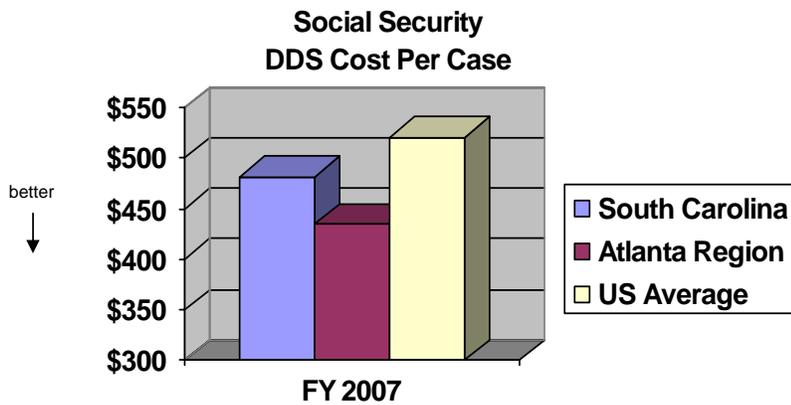
Fig. 7.1-17

SOCIAL SECURITY DISABILITY DETERMINATION SERVICES (DDS)

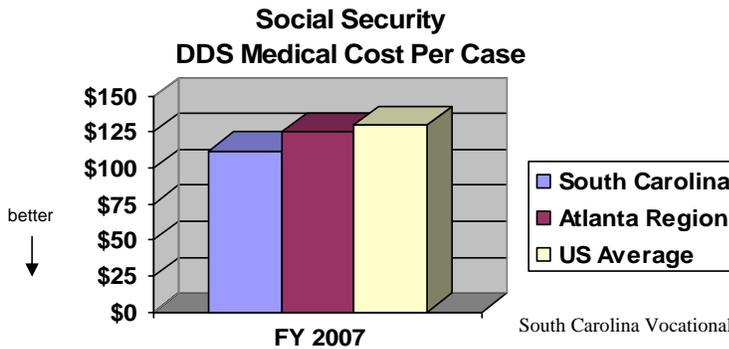
The Disability Determination Services (DDS) unit adjudicates disability claims for the Social Security Administration, the South Carolina Retirement Systems, the County Auditors Offices and the Department of Health and Human Services. DDS strives to achieve performance levels that are equal to or greater than the national average in the areas of productivity (number of claims produced for each FTE); cost per case; medical cost per case; processing time; and documentation accuracy.

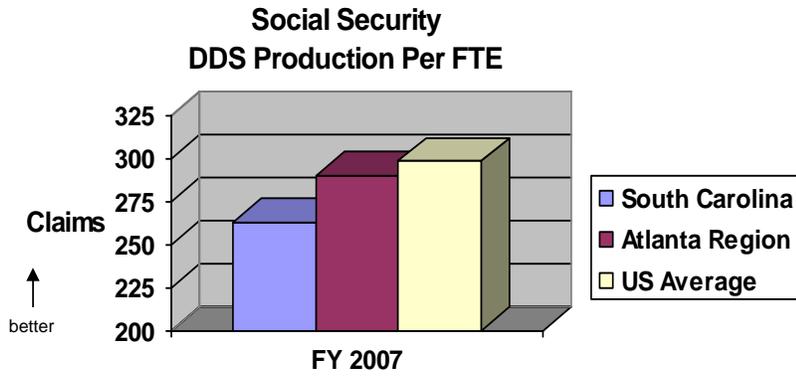
During federal fiscal year 2006-2007 the Social Security Disability Determination Services will receive, develop and adjudicate more than 68,000 claims on more than 63,000 individual applicants for Social Security or SSI benefits. (Some individuals will apply for both programs at the same time.) In addition, approximately 2,000 claims for disability benefits under the South Carolina Retirement System; 9,000 claims for Medicaid Disability under the Department of Health and Human Services and approximately 100 applications under the disability provisions of the Homestead Exemption Act will be processed. This will result in more than 1,600 determinations per week with decisions reached in an average of 72 days or less. Through innovative approaches to case development and continued efforts to improve operational efficiency DDS expects to maintain or improve performance in key measurement areas.

The following measures show success rates for DDS's Social Security adjudications in 2007.

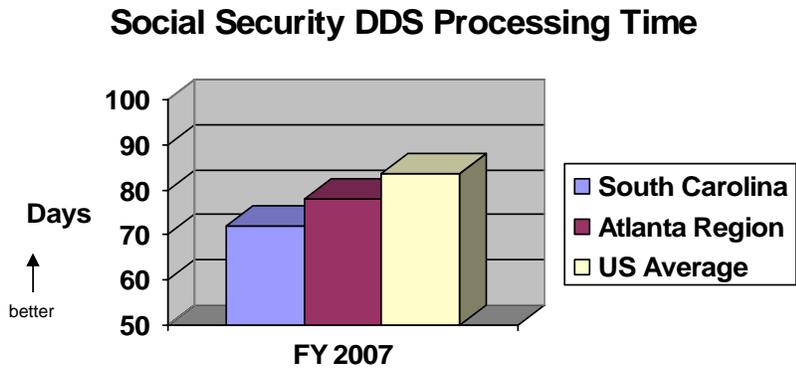
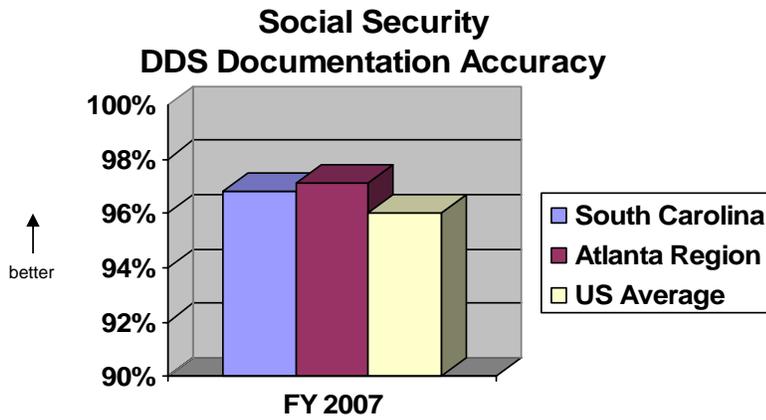


Higher than Southeast regional averages in cost per case was due largely to an unexpected reduction in cases provided to the unit by the Social Security Administration with staff remaining stable. An increase in cases is expected in the coming year.





Higher than regional/national averages in production per FTE was due largely to an unexpected reduction in cases provided to the unit by the Social Security Administration with staff remaining stable. An increase in cases is expected in the coming year.



7.2 Customer Satisfaction Results

Fig. 7.2-1

PROGRAM INTEGRITY CUSTOMER SURVEYS

As part of the Program Integrity balanced scorecard, customer groups are surveyed each quarter to measure their satisfaction with the agency's services, staff and effectiveness in meeting their needs. Customers were randomly selected from case files in all SCVRD area offices.

Customer Groups: Overall Satisfaction Rating

	FY 04	FY 05	FY 06	FY 07
Referral Sources	97.2%	97.0%		
Employers	98.3%			99.0%
College, tech., or vocational training recipients	88.9%			
High school students	88.7%			
Multi-closure customers		92.9%		
VR Customers—Direct Placements		89.0%		
Individualized Plan for Employment participants		88.5%		
Clients receiving Job Readiness Training			88.6%	
Clients with spinal cord injury			88.0%	
Clients with spinal cord injury or traumatic brain injury				86.2%
Clients receiving SSI/SSDI			88.5%	
High School District Superintendents			88.0%	
Supported Employment Clients				84.0%
Career Planning & Employment Services recipients				90.4%

Fig. 7.2-2

FOLLOW UP SURVEYS OF REHABILITATED CLIENTS show a highly favorable assessment of SCVRD services. The department surveys a random sample of clients one year after their cases are closed (*therefore most recent data is from FY2006 closures*).

Year in which cases were closed:	FY2002	FY2003	FY2004	FY2005	FY2006
<u>Employed one year after closure</u>	<u>73%</u>	<u>71%</u>	<u>76%</u>	<u>76%</u>	<u>78.4%</u>
Counselor willingness to listen to client's ideas and suggestions in developing service plan	99%	98%	99%	99%	97%
Satisfied with adequacy of information about their disabilities	97%	98%	98%	98%	96%
Satisfied with promptness of service delivery	98%	97%	99%	99%	96%
Satisfied with kind of training received	97%	93%	92%	92%	90%
Satisfied with benefits of training received	96%	92%	90%	95%	89%
Satisfied with assistance in seeking job and finding employment	94%	94%	96%	96%	92%
Satisfied with results of physical restoration services	95%	98%	96%	95%	91%
Would recommend SCVRD to others	99%	99%	99%	99%	98%

7.3 Financial Performance Results

Fig. 7.3-1

AVERAGE COST PER CLIENT SERVED

SCVRD has consistently ranked among the nation's best programs in the average cost per client served. In federal FY 2005 (most recent data available), the department had the 9th lowest cost per client served (**\$1,573**) among state VR programs in the U.S. SCVRD also had the second-lowest average cost among the eight Southeastern regional states (Kentucky:\$1,421).

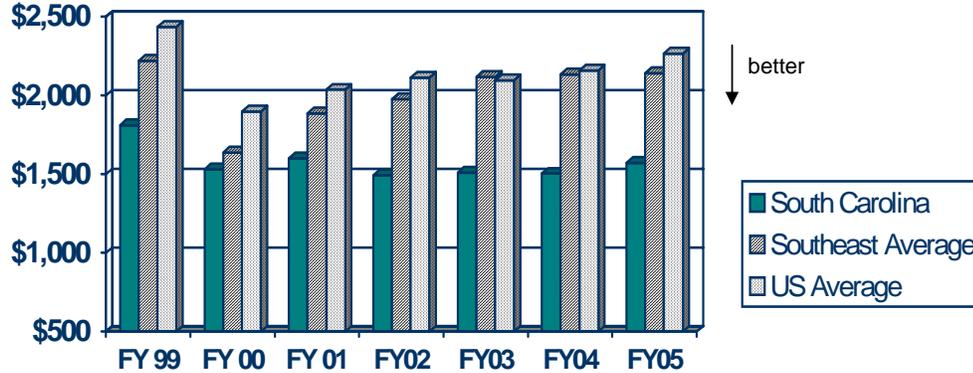


Fig. 7.3-2

AVERAGE COST PER CLIENT REHABILITATED

The department's efficiency and effectiveness is reflected in its national prominence among VR agencies in cost per rehabilitation. For each successfully employed client in federal FY2006, the department's average cost was **\$8,445, the lowest in the entire nation** (for the fourth consecutive year). Idaho was second at \$8,564. The department consistently leads the eight Southeastern region states in this measure. Alabama was second in the region at \$10,333.

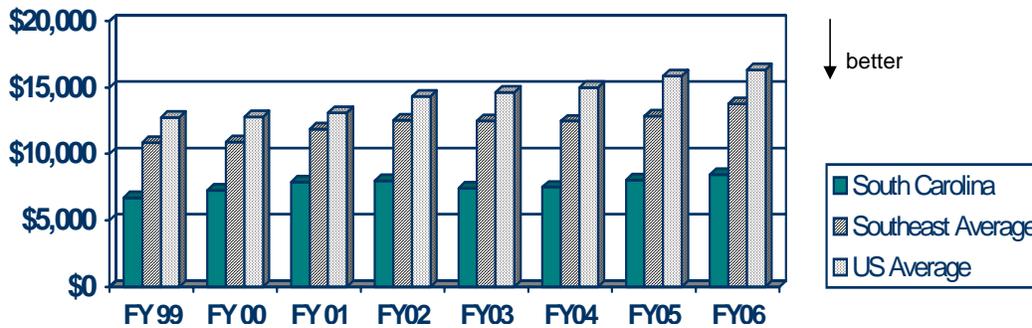


Fig. 7.3-3

RATE OF RETURN ON TAXPAYER INVESTMENT

SCVRD provides an excellent rate of return on resources invested in its clients. By becoming competitively employed, clients lessen their dependence on public assistance such as Social Security disability benefits, Medicaid, welfare, etc. Clients who become employed realize an increase in their earnings by **\$13.71** for every dollar of Vocational Rehabilitation Department funds invested in their rehabilitation. They return an estimated **\$3.19** in taxes for every dollar spent on their vocational rehabilitation. By paying taxes, they repay the cost of their rehabilitation in an average of **4.96 years**. The following chart shows the annual rate of return for each successfully employed client. The annual rate of return has improved each of the last five years. Those figures do not include any additional cost savings from reduction in government benefits received by those clients.

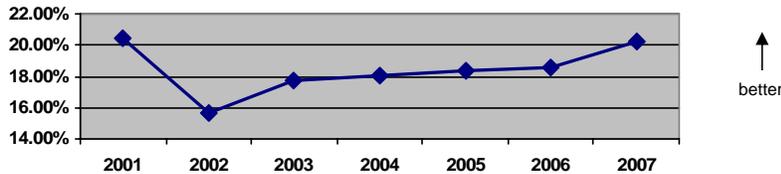


Fig. 7.3-4

WORK TRAINING CENTER REVENUES

Partnerships with South Carolina’s businesses and industries through more than 450 outsource agreements provide job readiness training opportunities for clients. The agreements generate revenues for SCVRD’s 24 work training centers. Some of the revenues are used as stipends for the clients who work on the contracts. The remainder is used for raw materials, supplies and other operating expenses. With the assistance of additional business development specialists who market the centers to industries, revenues have increased each of the past four years (\$16.9 million in FY2007).

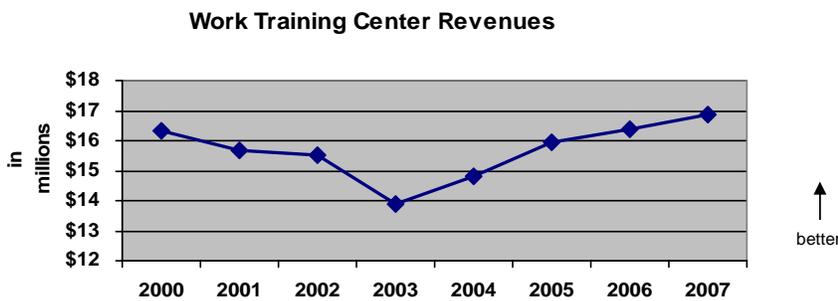


Fig. 7.3-5

TRAINING CENTER PRODUCTIVITY RATE

A key strategic objective is balance in the department’s 24 work training centers, which provide job readiness training for clients and outsource work for hundreds of businesses and industries throughout the state. The productivity rate formula balances business indicators with client service program indicators. It has increased each year since its establishment as a performance measure.

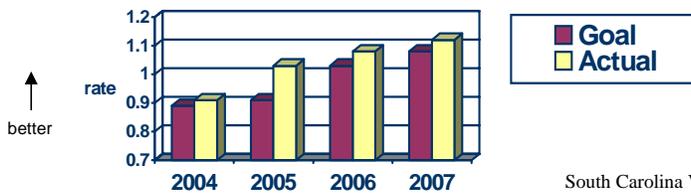


Fig. 7.3-6

REIMBURSEMENTS FROM SOCIAL SECURITY ADMINISTRATION

For converting recipients of Social Security disability benefits into competitively employed persons who no longer rely on those benefits, the department is reimbursed by the Social Security Administration for monies spent on those cases. The department posted reimbursement of \$663,638 in FY2007. While the department's reimbursement dropped from the previous year, it had a higher number of rehabilitations of SSI and SSDI recipients (see Fig. 7.3-7).

SSA Reimbursements (in millions)

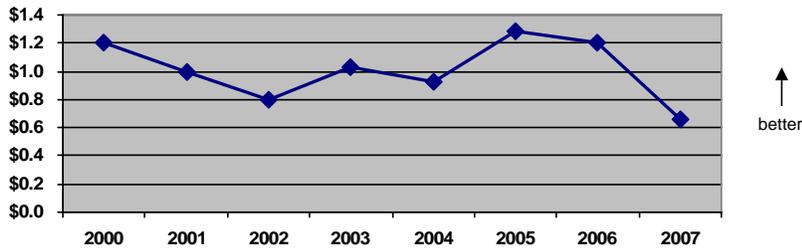


Fig. 7.3-7

NUMBER OF SOCIAL SECURITY DISABILITY RECIPIENTS REHABILITATED

SCVRD has placed an emphasis on returning Social Security disability benefits recipients (SSI and SSDI) to the workplace to enhance their ability to become independent of benefits and gain financial self-sufficiency. The agency has set goals for closing these recipients as successfully rehabilitated.

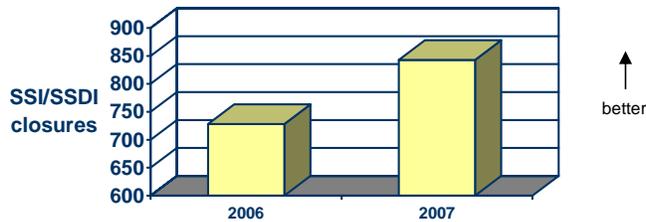


Fig. 7.3-7

ALTERNATIVE FUNDING

One of the agency's key strategic objectives is identification and acquisition of alternative funding sources. Current grants include:

Literacy and Employment Outcome	U.S. Dept. of Education/OSERS	\$949,750
South Carolina Telework Program	U.S. Dept. of Education/RSA	\$957,860
S.C. Assistive Technology Loan Program	U.S. Dept. of Education/RSA	\$542,285
Work Incentive Planning & Assistance Project	Social Security Administration	\$600,000
Pendleton Workforce Grant	S.C. Dept. of Commerce	\$200,000
Upper Savannah Grant	S.C. Dept. of Commerce	\$200,000

The department also has miscellaneous revenues from an adaptive aquatic grant with Airport High School, a VA project to provide work evaluations to veterans with disabilities, and from a Ticket to Work Employment Network payment project.

7.4 Human Resource Results

Fig. 7.4-1

EEO GOAL ATTAINMENT

The State Human Affairs Commission annually publishes its report on state agency hiring. This report details each agency's efforts in recruiting, hiring and promoting individuals in various sex and race demographic categories and ranks agencies on how closely the makeup of the agency reflects the available workforce. **SCVRD ranks first among large agencies of 1,001 employees or more in goal attainment, and 12th among all state agencies.**

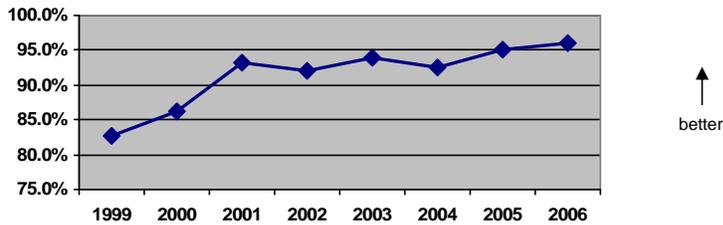
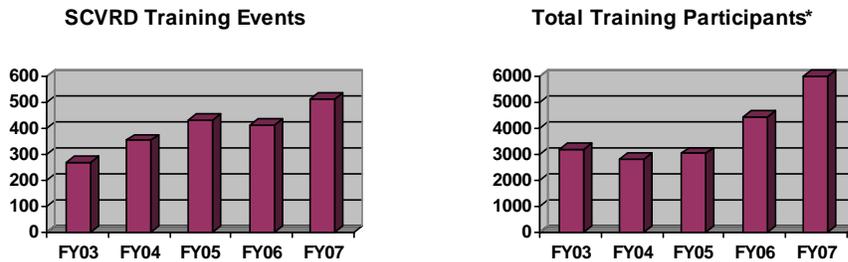


Fig. 7.4-2

HUMAN RESOURCE DEVELOPMENT AND TRAINING

The department provides its staff with a variety of training opportunities to address disability-specific issues as well as work strategies and skills, ethics, customer service, diversity, technology and other areas of professional development. In FY2007 the department showed a significant increase in the number of training participants, utilizing videoconferencing to efficiently make training available to more staff members.



** some staff members participated in more than one training event.*

PROFESSIONAL DEVELOPMENT AND LEADERSHIP PROGRAM (PDLP)

The Professional Development and Leadership Program (PDLP) continues to develop staff for future opportunities within the department. The first 20 individuals graduated from the program in April 2007. These individuals completed the requirements of the basic, intermediate and advanced *Supervision, Management, and Leadership* levels of the program. Sixty-two staff completed requirements of the basic *Professional Development* level of the program and 56 of these staff members are enrolled in the intermediate level of the program which will begin this fall. New participant enrollment is scheduled every two years, and will be open for applications this coming spring. Seventy-one promotions were achieved by participants in this program. This program is designed to prepare staff for future agency needs while providing them with opportunities for professional growth, development, and career enhancement. These employees participate in this program voluntarily while still maintaining their current job responsibilities. Participants are managing work projects as part of the program which serve as on-the-job leadership opportunities for the participants while at the same time assisting the Department with some aspect of organizational performance enhancement or process improvement.

COMPENSATION/RETENTION/RECOGNITION

The SCVRD compensation plan utilizes the flexibility in the state regulations to provide rewards for reclassification (10 percent), promotion (12 percent), and additional duty pay actions (10 percent). Salary increases (5%) have been awarded for the achievement of graduate and undergraduate degrees that relate to the performance of the employee's job duties and/or the agency mission. The agency has been able to continue a bonus program directly tied to the performance of each work unit. This program was designed to support performance excellence and teamwork.

The department conducted studies to determine competitive pay rates for Fiscal Specialists (accounting technicians), Employment Coaches, and Addiction Counselors and made adjustments to employment rates in order to be more competitive in attracting and retaining employees for these positions. The department continues to conduct studies to identify and resolve inequities in compensation among various types of positions.

SCVRD has been successful in increasing employees' salaries without seeing significant increases in the personnel services expenditures. The Department believes this is due, at least in part, to greater efficiencies in staffing patterns achieved through the reengineering efforts and our continuous improvement strategies. In 2007 the agency's personnel services expenditures *decreased* when compared to the previous fiscal year— from **\$46,923,824 to \$46,560,670** (*data from Comptroller General's Office reports*) even though the state Appropriations Act awarded a 3% general salary increase for the year.

The agency's turnover rate is below the national average for state and local governments, (12% compared with a national average of 15.6%).

The Celebration of Success reward and recognition program continued to be well-received by staff. In FY2007, a total of 302 prizes were awarded to employees who had garnered three nominations from their peers. Many other employees had received one or two nominations.

7.5 Results for Regulatory/Legal Compliance and Community Support

A thorough Rehabilitation Services Administration (SCVRD's regulatory agency) review was conducted in February 2005. The agency received the final report of that review in December 2005. Three areas were identified as being out of compliance and requiring corrective action. These were addressed in a corrective action plan submitted in February 2006 and revised in May 2006. Satisfactory conclusion of the corrective action plan was achieved on schedule in March 2007.

The department must adhere to budgeting and procurement codes, building codes, and various other state and federal regulations that any government agency would be subject to. Fiscal accountability is established through internal and external audits. Financial audits are conducted annually by the State Auditor's office and any findings are addressed through corrective actions. Procurement audits, conducted by the state every three years, are extremely favorable. The most recent benefits audit has been very positive as a result of the department adding involvement from the finance department to serve as a "check and balance."

In its "Annual Report on Appeals Process" to the RSA, U.S. Department of Education, the department reported no new requests for mediation during the year and no disputes needing resolution in an impartial hearing process. The client relations specialist, staff attorney, human resources department, commissioner's office and Governor's office work closely together to ensure ethical and fair treatment of agency clients before extreme measures would become necessary.

All SCVRD facilities receive great internal scrutiny in the area of safety. OSHA and Department of Labor standards are observed, and safety measures are a priority. Safety teams have been established in all office locations to assess safety issues for staff and clients. In addition these teams provide feedback to the Risk Management department on agency-wide safety issues and assist in developing tailored solutions to local safety problems.

Fig. 7.5-1

EXPERIENCE MODIFIER

A key business result for safety and risk management is the Experience Modifier (EMOD) measurement. SCVRD seeks to enhance the environment for its employees and clients by reducing accidents in its facilities, which in turn accomplishes a cost savings in workers' compensation premiums.

SCVRD's recent safety performance has resulted in a significantly reduced average EMOD (1.29) for FY2008. ***This will result in a reduction of \$210,000 in the agency's workers' compensation premiums.*** This decrease in premium is in spite of continued increases in medical costs nationwide.

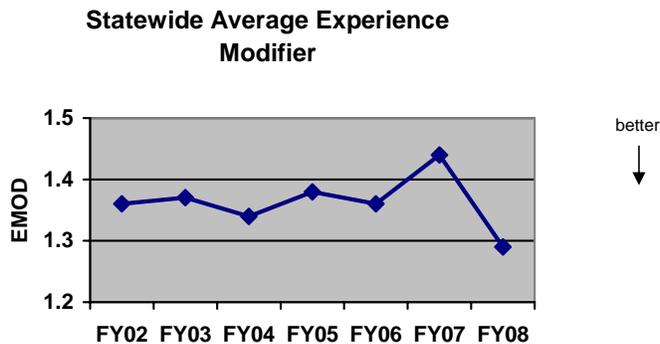
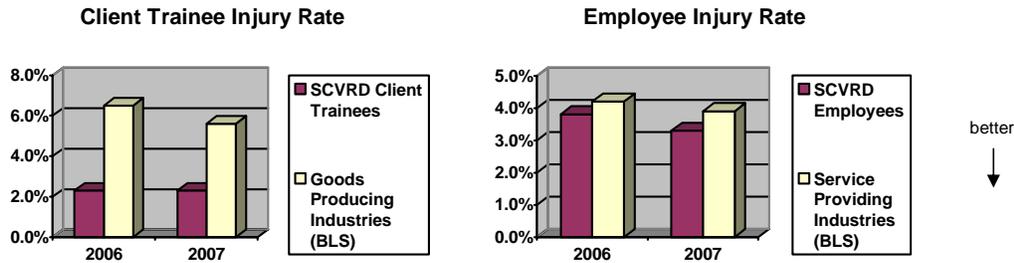


Fig. 7.5-2

INJURY RATES

The agency's safety and risk management specialist conducts safety audits at least biennially at all locations. Safety teams throughout the state also monitor conditions and make suggestions to improve safety for clients and staff. In FY2007 the department's staff and training center clients experienced a lower rate of injuries than the national industry rates.



COMMUNITY RELATIONSHIPS

SCVRD has strong relationships with key state agencies and disability-related organizations in communities throughout the state, as required by the Nine Standards of Excellence. Staff members are assigned to maintain relationships and be involved in the organizations' initiatives, and SCVRD offers grants to associations for conferences when employment is a topic. SCVRD participates in the state's emergency preparedness plan by providing personnel and equipment in the event of an emergency, especially in the areas of crisis counseling and transportation.

The department has increased its collaborative efforts with private, non-profit organizations to expand its services to people with significant disabilities. (see Fig. 7.1-16)

The agency is active in community assistance projects such as United Way, Red Cross, Salvation Army and the Good Health Appeal. Through involvement in local and state chambers of commerce activities, Rotary groups and other community organizations, SCVRD staff maintain high visibility in their communities (see section 1.9).