

AGENCY NAME:	Vocational Rehabilitation Department		
AGENCY CODE:	H73	SECTION:	32



Fiscal Year 2014-15 Accountability Report

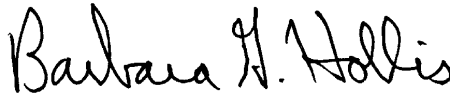
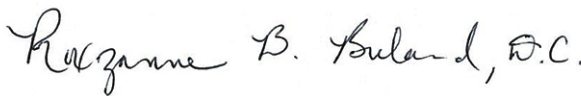
SUBMISSION FORM

AGENCY MISSION	The mission of the South Carolina Vocational Rehabilitation Department is to prepare and assist eligible South Carolinians with disabilities to achieve and maintain competitive employment.
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
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I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR <i>(SIGN/DATE):</i>	 <div style="text-align: right;">9-14-2015</div>
<i>(TYPE/PRINT NAME):</i>	Barbara G. Hollis
BOARD/CMSN CHAIR <i>(SIGN/DATE):</i>	 <div style="text-align: right;">9-14-2015</div>
<i>(TYPE/PRINT NAME):</i>	Roxzanne B. Breland, DC

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AGENCY’S DISCUSSION AND ANALYSIS

For the South Carolina Vocational Rehabilitation Department (SCVRD), state fiscal year 2014-2015 was a year of continued progress in provision of services leading to successful competitive employment outcomes for South Carolinians with disabilities.

SCVRD rehabilitated 6,747 individuals with disabilities into employment in 2014-2015, a 5.7 percent increase from the previous year. The department served a total of more than 36,500 people (including all applicants and clients whose services may have carried over from previous years).

People with disabilities who exit the program with a successful employment outcome enhance the quality of their lives and their families’ lives by earning paychecks, lessening their reliance on government assistance, and stimulating the state’s economy by paying taxes, making purchases, and ultimately contributing to the state’s return on its investment in their services. Based on a cost benefit analysis it is estimated that these rehabilitated clients will pay back \$4.54 for every dollar spent on their services by becoming taxpayers instead of tax consumers.

SCVRD ranked sixth nationally among all state vocational rehabilitation programs in the number of competitive employment outcomes per 100,000 in population (114), according to the most recent available national comparative data (FFY2013). SCVRD’s performance in that measure improved in FFY2014 to 136 successful outcomes per 100,000 population. In FFY2013 SCVRD ranked first in the Southeast Region and seventh nationally in lowest total cost per successful client employment outcome, and in FFY2014 SCVRD lowered that cost from \$14,565 to \$12,693.

The agency seeks to maximize its financial and human resources to achieve its mission. Several years of budget reductions saw the agency’s base state funding cut in half, with a resulting relinquishment of more than \$7 million of federal funds in 2011 and 2012. Fortunately, with strong support from the General Assembly the past few budget cycles, SCVRD has seen enough of its state base funding restored that it can now access its allotment of federal funding for vocational rehabilitation services in South Carolina. A major factor in previous years’ declines in employment outcomes for clients, along with high unemployment rates, was the inability to maintain staffing levels for counselors and field staff. With funding restorations the agency is now re-staffing positions that had been vacant. However, with an influx of new and inexperienced staff, training becomes a substantial challenge. SCVRD has devoted great emphasis to training staff to provide a high level of quality services to our state’s citizens with disabilities.



This year SCVRD continued its focus on individual employee responsibility for quality client service delivery, one client at a time, and quality partnerships, one partner at a time. The agency’s goals, strategies and objectives in the attached accountability report documents reflect the mission, vision and values as well as the needs assessment-based State Plan submitted to and approved by the Rehabilitation Services Administration, U.S. Department of Education.

Quality happens one person at a time

Accordingly, continuous improvement initiatives to build on the agency’s long-term history of success have focused on quality. SCVRD has embarked on an initiative known as “Quality

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One” (or “Q1”), which has a theme of “Quality happens one person at a time.” This included the establishment of workgroups to address quality measures and provide recommendations for a cohesive system that supports the provision of quality client services and metrics to gauge success and to realize results in increased successful employment outcomes for clients. Areas of current focus in the quality initiative include referral development, vocational assessment, individualized plans for employment, placement/employment retention, and employer relationships.

This initiative aligns with SCVRD’s longstanding commitment to its Program Integrity model, which seeks a balance among productivity, customer service, and compliance assurance. 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. National standards and indicators, issued by the agency’s parent federal organization, the Rehabilitation Services Administration, are also critical measures of SCVRD’s success. The agency’s performance levels in meeting those standards have been consistently high.



Facility maintenance is an ongoing challenge for SCVRD. Many of the agency’s owned and operated facilities are more than 30 years old and in need of repairs to continue to safely serve agency clients, business partners, and staff. Numerous projects were delayed for several years when resources were more limited. SCVRD has begun to address the needed repairs or other facility improvements but it will be a long-term challenge to meet the many deferred maintenance needs throughout the state and to address opportunities for strengthening the agency’s presence in the communities it serves.

As is the case for all state agencies, data security is a high priority. The SCVRD IT staff has continued its efforts to ensure the protection of data and client confidentiality. Network protections have been continually reviewed and upgraded in compliance with the state’s Cyber Security Action Plan.

The conclusion of the state fiscal year coincided with the completion of the agency’s first year since Congressional reauthorization of its enabling federal legislation, the Rehabilitation Act. It is part of the Workforce Innovation and Opportunity Act (WIOA) signed into law by the President after a bipartisan, bicameral bill passed both houses of Congress in the spring of 2014. The WIOA affects numerous workforce-related programs, including the public vocational rehabilitation program. It brings significant changes in several key areas, most notably in school-to-work transition services for young people with disabilities and in its increased emphasis on partnerships with and supports for employers in enhancing employment opportunities for people with disabilities. The final regulations under WIOA have yet to be published—this year the federal government issued a Notice of Proposed Rulemaking and SCVRD and other organizations impacted by the legislation provided feedback through the comment process.

While areas of WIOA emphasis are generally aligned with initiatives that SCVRD already had in place, the new law will require higher levels of commitment of resources and intensity in fulfilling the goals of the legislation. Transition services will need to be further expanded to reach a greater number of young people who are in the critical stage of needing supports to be able to move into the employment arena, and SCVRD will also be tasked to provide a greater range of pre-employment services and supports. A new set of common performance measures for all programs included in WIOA have been developed at the national level and will be implemented.

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Uncertainty about the costs and integration of new data tracking for these measures are among many concerns that state vocational rehabilitation programs face with this legislation. SCVRD is working closely with other core partners of WIOA in South Carolina to begin implementation to the extent that can be accomplished prior to issuance of the final regulations.

The agency has already made significant inroads in transition services in recent years by ramping up partnerships in schools and dedicating more staffing to school-to-work transition. The number of successful employment outcomes for that age group has grown by 48 percent over the past two years, and the percentage of SCVRD clients that received services and are in the transition age range is higher than the national average. However, to meet the new WIOA requirements, additional resources will need to be in place for these services.

An example of enhancement of transition services in the past year was SCVRD’s partnership with Spartanburg School District 6, the local Workforce Investment Board and Spartanburg Regional Health System for the first Project SEARCH program in the state. This program provided education and job training to students with intellectual and developmental disabilities through three 10-week internships in twelve different departments at Spartanburg Medical Center. As a result all seven participating students moved into competitive employment— five of them with Spartanburg Regional Health System.

Similarly, SCVRD is increasing its presence in the business community by adding local business development specialists to increase client job marketability and generate new opportunities for clients in all aspects of VR services and job preparation.

New federal government expectations for hiring people with disabilities have been placed on businesses that are federal contractors and SCVRD views this as an excellent opportunity to connect its clients with those employers by matching client skills and abilities with employer needs in local communities. During this year SCVRD continued its development of a computerized Career Connect system that draws from various business databases and resources and matches SCVRD clients who are suitable, qualified and well-prepared with available jobs.

SCVRD also is developing new Advanced Skills Training based on specific business needs. Advanced Skills Training will be delivered through the department’s local area offices in partnership with community entities including technical colleges and will help grow skilled talent pools from which local business communities can recruit and hire.

In addition to the school-to-work transition and business staffing roles, several positions within the agency have been re-evaluated and adapted to better meet client needs in their quest for employment. With these role refinements and an influx of new staff, training and development activities for staff continued to increase this year and training remains critical in meeting the needs of the people with disabilities served by the agency.

With numerous experienced staff members having recently retired or planning to retire in the near future, the agency’s Professional Development and Leadership Program (PDLP) is vital in preparing 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 maintaining their current job responsibilities. Participants manage 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 through projects designed to enhance agency performance or process improvements. Thirty-seven employees graduated from level one of the program (Professional Development) in 2015 and 63 graduated from level two (Leadership). Another 47 have been accepted into the next level one class.

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Outreach to people with disabilities and to the business community was enhanced by the development of a new agency logo, website and social media sites, and streamlined publications. The new slogan, “Let’s go to work,” reflects a commitment to successful employment outcomes for people with disabilities as well as a commitment to excellence in staff performance.



Background information about SCVRD that may be helpful in reviewing the accompanying agency accountability report for 2014-2015:

Main products, services and delivery methods

- Eligible applicants with disabilities have a program of services coordinated by their counselors at one of 23 area offices and 24 work training centers spread 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 vocational assessment. Other services may include physical restoration services, classes to enhance employability, job readiness training at the department’s work training centers, or additional services leading to job placement. Successful, suitable employment in alignment with client interests 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; brain injury 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 a business community-driven training curriculum for technology jobs. Many of these same services are provided to Upstate clients at the department’s Bryant Center in Lyman.
- 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 SCVRD treatment centers in Greenville and Florence that serve the entire state.
- 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, located in the Columbia, Greenville and Charleston areas, processes Supplemental Security Income and Social Security Disability Insurance claims for the Social Security Administration, and Medicaid disability claims for the Department of Health and Human Services.
- At the end of FY2015, the department had 1,156 employees in full-time equivalent positions and 265 employees in temporary positions.

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Key customer segments and stakeholders

- **Primary customers (clients):** The department mission centers on employment of people with disabilities. It does not provide lifelong 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 successful employment and are consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice.
- **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. Business partners also include vendors who assist the agency in providing needed goods and services that contribute to successful employment outcomes for clients.
- **State and local agencies and private, non-profit organizations:** SCVRD has hundreds of 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.

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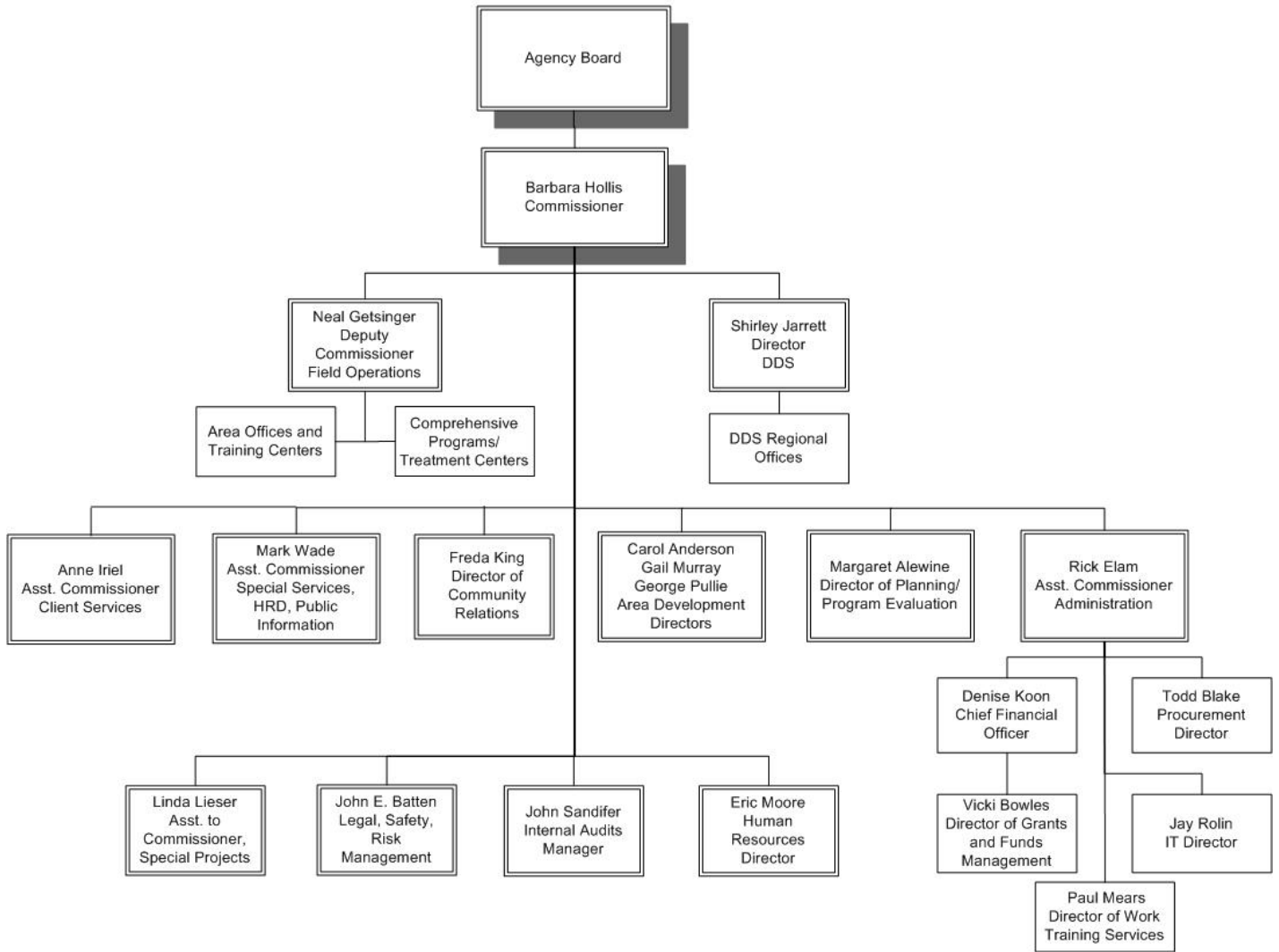
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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Successful employment outcomes for South Carolinians with disabilities through specialized, individualized services.
S		1.1		Improve the quality of employment outcomes for eligible individuals with disabilities.
O			1.1.1	<i>Support continuous improvement within Program Integrity: Productivity, Compliance Assurance, Customer Service.</i>
O			1.1.2	<i>Increase services to underserved and emerging disability populations.</i>
O			1.1.3	<i>Identify opportunities for matching client strengths and abilities with community employment needs.</i>
O			1.1.4	<i>Demonstrate effectiveness in national comparative data for performance measures.</i>
S		1.2		Enhance school-to-work transition services.
O			1.2.1	<i>Maximize relationships with education officials in all S.C. school districts.</i>
O			1.2.2	<i>Improve services to individuals with autism spectrum disorders and intellectual/developmental disabilities.</i>
O			1.2.3	<i>Enhance services for at-risk youth with disabilities.</i>
O			1.2.4	<i>Expose students with disabilities to careers in science, technology, engineering and math through High School/High Tech programs.</i>
S		1.3		Enhance job driven vocational training programs.
O			1.3.1	<i>Develop job-readiness skills through work training center activities, demand-driven skills training, and on-the-job supports.</i>
O			1.3.2	<i>Equip clients for job search through resume development, interviewing skills, other "soft" skills, and disability-related classes.</i>
G	2			We will be a team of highly qualified professionals who have the commitment, accountability and opportunity to excel.
S		2.1		Provide training to equip staff to provide quality vocational rehabilitation services.
O			2.1.1	<i>Develop training based on needs assessment in accordance with the State Plan.</i>
O			2.1.2	<i>Enhance job-specific training for specialized areas of agency operations.</i>
S		2.2		Foster opportunities for professional growth and the enhancement of future leadership.
O			2.2.1	<i>Provide a professional development and leadership program.</i>
O			2.2.2	<i>Maintain a working environment that fosters measurable increases in job satisfaction and rewards accomplishment.</i>
O			2.2.3	<i>Structure a work environment that promotes employee accountability for performance and ethical standards.</i>
G	3			Accountability to taxpayers through efficient and effective use of resources entrusted to us.
S		3.1		Successful outcomes for clients and claimants using resources efficiently.
O			3.1.1	<i>High return on investment for clients through successful employment outcomes.</i>
O			3.1.2	<i>Demonstrate cost effectiveness that compares favorably with national/regional peers.</i>
S		3.2		Continued evaluation and improvement of key processes.
O			3.2.1	<i>Conversion to electronic case management system encompassing time management and compliance aids with statewide access.</i>
O			3.2.2	<i>Expansion and enhancement of quality assurance and program evaluation.</i>
O			3.2.3	<i>Evaluation and development of fiscal and programmatic joint processes.</i>
S		3.3		Ensure safety and adequacy of infrastructure.
O			3.3.1	<i>I.T. and systems security.</i>
O			3.3.2	<i>Promote a safe environment for staff and clients, resulting in minimal rates of injury.</i>
G	4			Maintain a dynamic network of partnerships to shape a better future for all stakeholders.
S		4.1		Increase collaboration with other state agencies and community organizations.
O			4.1.1	<i>Inform stakeholders of services and get their feedback on VR performance in meeting needs.</i>

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Successful Employment Outcomes (state fiscal year)	6,382	6,747	7,252	July 1-June 30	internal IT program; real-time	monthly	number of individuals exiting program in employment and who remain employed for at least 90 days	1.1.1, 1.1.2, 1.1.3, 1.1.4
2	Rehabilitations Per 100,000 Population; national and regional ranking	114 US:6th Southeast:2nd	136 updated national data unavailable	Top 5 in US	Oct. 1-Sept. 30	Rehabilitation Services Administration (RSA) and U.S. Census; annual	annual	state population estimate divided by number of successful outcomes	1.1.1, 1.1.2, 1.1.3, 3.1.1
3	Change in number of successful employment outcomes from previous federal fiscal year	1,141 increase	232 increase (projected)	increase of at least 1 (national standard)	Oct. 1-Sept. 30	RSA Standards and Indicators and internal data	annual	the difference between the number of individuals exiting the VR program who achieved an employment outcome during the current performance period and the number who achieved an employment outcome during the previous period	1.1.4
4	Percentage of clients with employment outcomes	60.15%	56.08%	55.8% (national standard)	Oct. 1-Sept. 30	RSA Standards and Indicators and internal data	annual	the percentage of individuals exiting the program during the performance period who have achieved an employment outcome after receiving services	1.1.4
5	Percentage of clients with employment outcomes who were competitively employed	99.54%	98.53%	72.6% (national standard)	Oct. 1-Sept. 30	RSA Standards and Indicators and internal data	annual	the percentage of individuals who exit the VR program in employment in integrated settings without ongoing support services or self-employment with hourly rate of earnings equivalent to at least the federal or state minimum wage rate, whichever is higher, based on all individuals exiting with an employment outcome after receiving services	1.1.4
6	Percentage of competitively employed clients having significant disabilities	90.22%	91.70%	62.54% (national standard)	Oct. 1-Sept. 30	RSA Standards and Indicators and internal data	annual	percentage of those individuals who are competitively employed after receiving services who have disabilities classified as significant	1.1.4

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
7	Ratio of rehabilitated client wages compared to state average wage	0.55	0.57	0.52 (national standard)	Oct. 1-Sept. 30	RSA Standards and Indicators and internal data	annual	ratio of the average hourly earnings of all individuals in competitive employment after VR services to the average hourly earnings of all employed individuals in the state	1.1.4
8	Difference in percentage of clients self-supporting after services compared with before	66.97%	69.94%	53% (national standard)	Oct. 1-Sept. 30	RSA Standards and Indicators and internal data	annual	for all individuals with competitive employment outcomes, the difference in the percentage of individuals who at program entry reported their income as the largest single source of support, and the percentage that reported their personal income as the largest single source of support at program exit	1.1.4
9	Service rate for minority clients as ratio to non-minority	1.01	0.96	0.8 (national standard)	Oct. 1-Sept. 30	RSA Standards and Indicators and internal data	annual	the ratio of the percent of individuals with a minority background to the percent of individuals without a minority background exiting the program who received VR services	1.1.4
10	Program Integrity - Customer Service	92.59%	96.29%	improvement	July 1-June 30	Internal IT program; Intranet	quarterly	percentages of satisfied ratings in client surveys (90% weight) and percentages of satisfied ratings in mystery shopper surveys (10% weight)	1.1.1, 1.1.2, 4.1.1, 4.2.1
11	Program Integrity - Compliance Assurance	97.20%	97.23%	improvement	July 1-June 30	Internal IT program; Intranet	quarterly	adherence to client services policy as evidenced in quality assurance reviews; total number of correct procedural and substantial questions divided by total number of correct and incorrect questions	1.1.1, 3.2.2
12	Program Integrity - Productivity	97.41%	96.65%	100%	July 1-June 30	Internal IT program; Intranet	quarterly	total number of clients who have achieved successful outcomes divided by the prorated goal	1.1.1, 1.1.2, 1.1.3, 1.1.4
13	Average Total Cost Per Client Served (lower=better); national and regional ranking	\$2,093 13th in US 3rd in Southeast	\$2,218 updated national data unavailable	Top 10 in US	Oct. 1-Sept. 30	data from RSA-2 applied to internal calculation annually	annual	Total VR program expenditures divided by total persons served	3.1.2, 1.1.1

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
14	Average Total Cost Per Rehabilitation (lower=better); national and regional ranking	\$14,565; 7th in US 1st in Southeast	\$12,693; updated national data unavailable	Top 5 in US	Oct. 1-Sept. 30	data from RSA-2 and RSA-911 applied to internal calculation annually	annual	Total VR program expenditures divided by total successful employment outcomes	3.1.1., 3.1.2
15	Amount each successfully rehabilitated client will repay in taxes for each dollar spent on his/her rehabilitation	\$4.83	\$4.54	increase	July 1-June 30	internal from IT report calculated annually	annual	factors include:total overhead cost; adjustment rate for wage change; unemployment rate; mortality rate; underestimation of referral earnings; gain not attributable to VR services; fringe benefits factor; discount rate; tax factor; retirement age	3.1.1
16	Number of years for each rehabilitated client to repay cost of rehabilitation	4.44	4.51	decrease	July 1-June 30	internal from IT report calculated annually	annual	factors include:total overhead cost; adjustment rate for wage change; unemployment rate; mortality rate; underestimation of referral earnings; gain not attributable to VR services; fringe benefits factor; discount rate; tax factor; retirement age	3.1.1.
17	Reimbursement from Social Security Administration for SCVRD Job Placements	\$906,146	\$1,013,544	10% increase	Oct. 1-Sept. 30	Social Security Administration; annual	annual	SSA reimburses state VR agencies for the cost of services provided to beneficiaries with disabilities if services result in achievement of employment at a specified earnings level and provide savings to the SSA trust fund	1.1.3, 3.1.1
18	New Applicants Referred to SCVRD	13,716	14,780	increase and representative of needs	July 1-June 30	Internal IT program; realtime	monthly	count of new applicants statewide	1.1.2, 4.1.1, 4.1.2
19	Successfully rehabilitated clients working 35+ hours per week exceeds national and regional VR averages	64% SCVRD 53% Southeast 48% US (FFY13)	63.4% SCVRD FFY14 national data unavailable	higher percentage than SE and US	Oct. 1-Sept.30	RSA database and internal data; annual	annually	percentage of status 26 (employed at exit) clients working 35+ hours/week	1.1.3
20	Successfully rehabilitated clients (transition-aged) working 35+ hours per week exceeds national and regional VR averages	57% SCVRD 44% Southeast 42% US (FFY13)	56% SCVRD; FFY 14 national data unavailable	higher percentage than SE and US	Oct. 1-Sept. 30	RSA database and Internal data; annual	annually	percentage of status 26 (employed at exit) clients ages 14-24 working 35+ hours/week	1.2.1, 1.2.2, 1.2.3, 1.2.4

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21	Increase successful employment outcomes for transtion-age clients (14-24)	1,838	1,969	increase	July 1-June 30	SCVRD Planning and Program Development office; ongoing	monthly	Totals from all SCVRD field office locations	1.2.1, 1.2.2, 1.2.3, 1.2.4
22	Percentage of individuals served by agency who are in transition age range (14-24)	38.1% SFY2014	37.7% SFY2015	+/- 5% of US avg. (34.9% in 2013, last available data)	July 1 - June 30	Internal data; annual	annual	total number of individuals between the ages of 14 and 24 at application who received services divided by the total number of individuals who received services multiplied by 100	1.2.1, 1.2.2, 1.2.3, 1.2.4
23	Student participation in Disability Mentoring Day activities	1,083	1,118	increase	Oct-13	Planning and Program Development; annual	annual	total number of students with disabilities participating in local Disability Mentoring Day activities in which employers provide job shadow/mentoring opportunities	1.2.1, 1.2.2, 1.2.3, 1.2.4
24	Positive outcomes in employee well-being surveys	3.95 on scale of 5.0	3.94 on scale of 5.0	improvement	July 1- June 30	Surveys compiled by Human Resources department annually	annual	Survey of 16 questions related to job satisfaction circulated to all locations and position types; each answered on scale of 5; measure shown is composite average.	2.2.2, 2.2.1, 3.1.2
25	Agency staff turnover rates compare favorably with average for S.C. state government and average for state governments nationally	9.1% SCVRD 10.9% SC state gov. (estimated) 16.2% nationally	10.2% SCVRD 10.9% SC state gov. (estimated) 14.9% nationally	lower rate	SCVRD: July 1-June 30; most recent available data for comparative	data from state Office of Human Resources, U.S. Department of Labor, SCVRD, annually	annual	compiled from most recently available state and national data; current state comparative value estimated from available OHR data	2.2.2
26	Training events for staff (face-to-face, webinars, videoconference, online)	613	684	N/A	July 1- June 30	HRD director; ongoing	bi-annually	totals from training record system	2.1.1
27	Professional Development and Leadership Program completion	80 (professional development level)	37 (professional development) 63 (leadership)	47 (professional development) 33 (leadership)	July 1- June 30	HRD director; ongoing	annual	number of employees who complete each program	2.2.1, 2.2.2
28	Lower the Experience Modifier (EMOD) through excellence in safety precautions	1.13	1.11	lower	July 1-June 30	State Accident Fund	annual	EMOD for all 24 work training centers added to EMOD for agency employees, then averaged.	3.3.2
29	Lower Worker's Compensation premiums	\$114,857 reduction	\$81,269 increase (however, it represents 2nd lowest premium since 2003)	reduction	July 1-June 30	State Accident Fund premium notices	annual	Compare total premium amount from all policies from year to year and report change amount	3.3.2, 3.1.2
30	Work Training Center client injury rate lower than Goods Producing Industries rate (BLS)	1.1% SCVRD, 4.1% BLS	1.1% SCVRD, 3.7% BLS	lower rate	July 1-June 30	Bureau of Labor Statistics and SCVRD injury database	annual	Total number of client trainee injuries divided by total number of client trainees served; compared with BLS data	3.3.2

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
31	Employee injury rate lower than Service Providing Industries rate (BLS)	1.8% SCVRD, 3.2% BLS	1.3% SCVRD, 3.6% BLS	lower rate	July 1-June 30	Bureau of Labor Statistics and SCVRD injury database	annual	Total number of agency employee injuries divided by total number of agency employees; compared with BLS data	3.3.2, 2.2.2
32	Work Training Center client lost time to injury rate lower than Service Providing Industries rate (BLS)	new measure	.0006% SCVRD, 1.1% BLS	lower rate	July 1-June 30	Bureau of Labor Statistics and SCVRD injury database	annual	Total number of agency employee injuries divided by total number of agency employees; compared with	3.3.2
33	Employee lost time to injury rate lower than Service Providing Industries rate (BLS)	new measure	.001% SCVRD, 1.1% BLS	lower rate	July 1-June 30	Bureau of Labor Statistics and SCVRD injury database	annual	Total number of agency employee injuries divided by total number of agency employees; compared with	3.3.2, 2.2.2
34	Growth in Business Partnership Network	343 members	351 members	increase	July 1-June 30	Client Services (internal)	annual	Collected internally from area offices	4.2.1, 4.2.4
35	SSA Disability Determination Cost per Case	\$437.77	\$490.01	no standard issued	Oct. 1-Sept. 30	SSA Management Information; issued internally by SSA	annual	Total operational cost of DDS divided by total number of claims cleared	3.1.2
36	SSA Disability Determination Documentation Accuracy	98.60%	99.10%	97%	Oct. 1-Sept. 30	SSA Management Information; issued internally by SSA	annual	Percentage of correct decisions from random sample selected and reviewed by SSA	3.1.2
37	SSA Disability Determination Overall Processing Time	118 days	114.3 days	109 days	Oct. 1-Sept. 30	SSA Management Information; issued internally by SSA	annual	Total time from the date of application to the actual decision date	3.1.2
38	Number of client complaints to Client Relations office	127	86	lower	July 1-June 30	Client Relations database, reported to RSA; ongoing	annual	number of complaints received either directly from clients or through other advocacy/referral sources	1.1.1, 1.1.3, 2.2.3, 3.2.2
39	Percentage of client complaints resolved without need for formal administrative review	99.2%	98.8%	100%	July 1-June 30	Client Relations database, reported to RSA; ongoing	annual	percentage of complaints received by Client Relations office resolved without client request for a hearing with an independent hearing officer	1.1.1, 1.1.3, 2.2.3, 3.2.2
40	Single Audit results	2 findings	1 finding	0 findings	July 1-June 30 2014	Office of State Auditor: annually	annual	application of internal controls and accounting compliance with federal Vocational Rehabilitation grant requirements and agency policies	3.1.2, 3.2.3
41	Agreed Upon Procedures audit results	1 finding	1 finding involving 3 errors in reporting packages	0 findings	July 1-June 30 2014	Office of State Auditor; annually	annual	application of agreed-upon procedures to internal controls and accounting records as audited by independent contractor of the State Auditor office	3.1.2, 3.2.3

