

Jack Hardy
829 Old Barnwell Road
Aiken, SC 29803
528-72-6528

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The Honorable Nikki R. Haley
Office of the Governor
1205 Pendleton Street
Columbia, South Carolina 29201

To the Honorable Nikki Haley:

First, let me commend you on the job you are doing as Governor of South Carolina. The state is growing and prospering under your leadership.

Second, I would like to ask you to reflect for a few minutes on the following words; Chernobyl and Costa Concordia. These are examples of documents with embedded human performance error precursors that resulted in human tragedies. I have recently had the opportunity to try to follow the guidance provided by the documents of one of our state agencies; they too led to unsatisfactory results (albeit not as severe as the examples above). The main issues I discovered is that many of the Department of Employment and Workforce's documents and forms have not been evaluated from a human factor perspective. While attempting to file for unemployment benefits I had the occasion to file an appeal. The first document that provided guidance related to filing an appeal was South Carolina Form, UCB-103, and Rev. 7/13. The form stated there is a 10-day time limit for filing a "Letter of Appeal," it also provided the address to where the appeal should be sent. It provided no guidance on necessary information to be included in the letter. This resulted in a loss of benefits for four weeks. This is a human performance error precursor; it did not provide all the information necessary for the user to be successful.

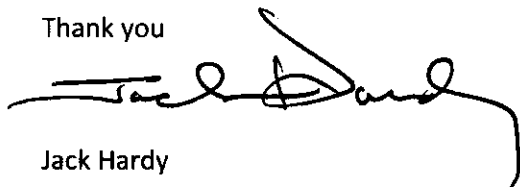
Next, I was directed to the website, www.dew.sc.gov/appeals.asp where the following information was provided under "How do I file an appeal? You may file an appeal by completing a Notice of Appeal to the Appeal Tribunal Form (APP-100) or writing an appeal letter detailing your disagreement with the determination. Your appeal form or letter must include the claimant's name and Social Security number." As you can see it has instructed the user to provide his/her name and SSN in the appeal letter; information not found on Form UCB-103. This guidance still did not provide all the information necessary for the user to be successful. Thus, another human performance error precursor leading to failed task completion.

Only if you go to the website and follow the link to the Notice of Appeal to the Appeal Tribunal Form (APP-100) do you find the statement, "I must continue to file my claim for each week of unemployment until I receive the Appeal Tribunal or Appellate Panel decision, until I return to work, or until my claim is exhausted. If I win the appeal, I know I can only be paid for those weeks that I have timely claimed." This document provided all the information necessary for success. Unfortunately, out of guidance provided in three different locations only one provided all the information necessary for the user to be

successful. Another error precursor is how is a person that receives a letter of denial of benefits to find this vital information if they do not have ready access to a personal computer (especially with such a short turn-around time)? The downside of this experience is that the user becomes frustrated and South Carolina has to spend money unnecessarily on processing more forms and appeals. This leads to wasting the time of Appeals Hearing Officers on appeals of an administrative nature rather than hearing actual eligibility cases. I am confident this example is just the tip of the iceberg when it comes to inaccurate and misleading guidance provided for interacting with state processes and completion of state provided forms. I am sure you would agree this is not the best use of our money and resources. I am also sure you would agree the money saved far exceeds the cost to evaluate and remedy this human factor deficiency.

I have spent over 20 years of my working life dealing with document development, process implementation, and human factors considerations in processes and documentation as related to the nuclear industry. I would be happy to have the opportunity to come visit you, your staff, and state governmental department heads to conduct a seminar on human performance based documents. It would provide an overview of the psychology of human behavior and a broad understanding of human errors and precursors embedded in documentation that lead to human failure.

Thank you

A handwritten signature in black ink, appearing to read "Jack Hardy", with a long, sweeping horizontal line extending to the right.

Jack Hardy