

**DEPARTMENT OF HEALTH AND HUMAN SERVICES  
OFFICE OF DIRECTOR**

**ACTION REFERRAL**

TO <i>Wells</i>	DATE  <i>3-5-09</i>
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<b>DIRECTOR'S USE ONLY</b>	<b>ACTION REQUESTED</b>
1. LOG NUMBER  <i>100486</i>	<input type="checkbox"/> Prepare reply for the Director's signature DATE DUE _____
2. DATE SIGNED BY DIRECTOR  <i>Claude 3/5/09, letter attached.</i>	<input checked="" type="checkbox"/> Prepare reply for appropriate signature DATE DUE <i>3-17-09</i>
	<input type="checkbox"/> FOIA DATE DUE _____
	<input type="checkbox"/> Necessary Action

<b>APPROVALS</b> (Only when prepared for director's signature)	<b>APPROVE</b>	<b>* DISAPPROVE</b> (Note reason for disapproval and return to preparer.)	<b>COMMENT</b>
1.			
2.			
3.			
4.			



STATE OF SOUTH CAROLINA



HUMAN AFFAIRS COMMISSION

Jesse Washington, Jr.  
Commissioner

2611 Forest Drive, Suite 200, Post Office Box 4490  
Columbia, South Carolina 29240  
(803) 737-7800 FAX (803) 253-4191

Telephone Device for the Deaf  
(TTDD) (803) 253-4125  
To file complaints dial (803) 737-7800  
or 1-800-521-0725 (In-State-Only)

MEMORANDUM

TO: EBO Officers

FROM:

Mary Dunlap Snead, Director  
Technical Services and Training Programs

RE: Response to "The Report to the General Assembly"

DATE: February 19, 2009

**RECEIVED**

MAR 05 2009

Department of Health & Human Services  
OFFICE OF THE DIRECTOR

Proviso 72.25 of the Appropriations Act requires agencies to "submit a detailed explanation to the South Carolina Human Affairs Commission (SCHAC) explaining why goals were not achieved."

In order for SCHAC to be able to complete the requirements outlined in the Proviso, it is necessary for you to review your agency's chart in the report to the General Assembly on the Status of Equal Employment Opportunity in South Carolina State Government. Wherever there is a percentage indicated in Section 6 that is less than 70.0 percent, a written explanation is required. Explanations for not achieving goals should include descriptions of good faith efforts made by managers, supervisors, recruitment personnel, or other staff to achieve these goals. Responses are due on or before March 20<sup>th</sup>, 2009, so that SCHAC can complete its status report, as required, to the Office of the State Budget.

If you have any questions or would like to meet, please feel free to contact me or your SCHAC Consultant.

Thank you for all your work and hope to see you at our luncheon in April.

/nx

Copied: Jesse Washington, Jr., Commissioner  
Agency Heads  
SCHAC Consultants

**RECEIVED**

MAR 05 2009

Department of Health & Human Services  
OFFICE OF THE DIRECTOR



**State of South Carolina**  
**Department of Health and Human Services**

Mark Sanford  
Governor

Emma Fortner  
Director

March 5, 2009

Ms. Mary Dunlap Snead, Director  
Technical Services and Training Division  
South Carolina Human Affairs Commission  
2611 Forest Drive, Suite 200  
P.O. Box 4490  
Columbia, South Carolina 29240

Dear Ms. Snead:

Thank you for the opportunity to respond to the evaluation of the Department of Health and Human Services' (DHHS) progress toward meeting Annual Affirmative Action goals for 2008. In your ranking of state agencies of comparable size, DHHS ranked fourth out of nineteen, meeting 91.7% of our goals. The two categories where DHHS did not meet the established goal of over 70% were:

- Professional Non-Supervisory (E2B) category - black males, where we met 64.3% of the goal and;
- Technical (E3) category - white females, where we met 42.5% of the goal (up from 27.1% in 2007).

While DHHS employs a variety of methods to attract minority applicants, in 2008 females continued to dominate the applicant pools as in years past. This is evidenced by the applicant information compiled and submitted with the Annual Report where workforce and appointment data is provided in more detail. The following explanations and charts provide a comparison of applicant pool race and sex data for appointments made in the deficient categories listed above:

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mailed  
3-5-09  
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### PROFESSIONAL NON-SUPERVISORY (E2B)

*Eighty-four percent (84%) of the applicants for jobs in the Professional Non-Supervisory category were female compared to seven (7%) black male. In 2008, we appointed six (6) black males in this category, increasing the DHHS workforce from twenty (20) in 2007 to twenty-four (24) in 2008.*

**COMPARISON DATA**

<u>Race/Sex</u>	<u>Applicant Pool/Percent</u>	<u>Appointments/Percent</u>
White Male	716 06.46	1 00.74
Black Male	816 07.37	6 04.41
Other Male	90 00.81	1 00.74
<b>Total Male</b>	<b>1622 14.65</b>	<b>8 05.89</b>

<u>Race/Sex</u>	<u>Applicant Pool/Percent</u>	<u>Appointments/Percent</u>
White Female	2627 23.71	65 47.79
Black Female	6147 55.49	53 38.97
Other Female	483 04.36	10 07.35
<b>Total Female</b>	<b>9257 83.56</b>	<b>128 94.11</b>

<b>Race/Gender Unknown</b>	<b>199 01.79</b>	<b>0 00.00</b>
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### TECHNICAL (E3)

*DHHS has historically had a predominantly male applicant pool and workforce in this category. It is important to note that out of five (5) appointments made in 2008 in this category, three (3) were female.*

**COMPARISON DATA**

<u>Race/Sex</u>	<u>Applicant Pool/Percent</u>	<u>Appointments/Percent</u>
White Male	137 20.48	2 40.0
Black Male	115 17.19	0 0.00
Other Male	19 02.84	0 0.00
<b>Total Male</b>	<b>271 40.51</b>	<b>2 40.0</b>

White Female	101 15.10	1 20.0
Black Female	250 37.37	1 20.0
Other Female	35 05.23	1 20.0
<b>Total Female</b>	<b>386 57.70</b>	<b>3 60.0</b>

<b>Race/Gender Unknown</b>	<b>12 01.79</b>	<b>0 0.00</b>
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In summary, diversity is an agency-wide effort led by example and modeled by our top management and followed throughout the organization. All levels of the organization are encouraged to participate actively to promote a Department where people of different cultures, backgrounds and beliefs can contribute to enhancing organizational effectiveness. The following information outlines the department's approach to diversity outreach.

- 1) **Recruiting** - DHHS continues to try different strategies to diversify our applicant pool and the workforce. As you are aware, we are required to advertise our positions on the internet via NeoGov; however, in addition we have used other methods this year including advertising on Monster.com, Craigslist and with professional organizations such as the South Carolina for Healthcare Quality Association. We continue to advertise positions with the National Medicaid Directors Organization and recruit through temporary staffing agencies like Apple One, Spherion, etc.
- 2) **Internships** - During 2008, the Department's formal internship program participants included students from the following programs: two (2) from Midlands Technical College, six (6) from the University of South Carolina, one (1) from North Carolina A&T, five (5) from Columbia Urban League. (Three (3) black males, two (2) white males, five (5) black females, three (3) white females and one (1) other female.)
- 3) **Job Fairs** - We participated in three local job fairs including: WIS-TV, Francis Marion University and the University of South Carolina.
- 4) **Leadership** - Our Human Resources Director regularly reports the agency's goal attainment status to the executive leadership which includes four Deputies, the Executive Director, twelve Bureau Chiefs and various Division Director level managers during annual and monthly management meetings. Additionally in 2008, the HR Director completed the sixteen hour EEO Professional certification program provided by the State Human Affairs Commission and attended the U.S. EEOC Technical Assistance Program Seminar with two HR staff members.
- 5) **Other Programs** - The Office of Human Resources' Training Division participated and contributed to two special programs this year.
  - Ms. Katie Smith, Training Coordinator served in a cross agency effort to deliver a conference directed at employers titled, "Profitability of Hiring People with Disabilities-Helping SC Business Grow."
  - Sixty-one DHHS employees attended regional meetings concerning the Medicaid Infrastructure Grant. The grant consisted of two parts; the first was to provide resources to break down the barriers that stand between people with disabilities and employment/services in the community; and the second was to provide DHHS eligibility workers with sensitivity and etiquette skills towards people with disabilities.
- 6) **Compensation** - When considering pay actions, the Office of Human Resources conducts comprehensive individual as well as Bureau level salary analyses. These analyses include comparisons of an individual against agency, state health organizations and overall statewide

employees in the same class. Bureau level analyses break down entire bureaus by class, length of service, demographics and other pertinent data. This provides an opportunity for Human Resources as well as senior management to address any fair pay issues that could arise. Any pay increase request must include at least an individual salary analysis.

7)

**Training** – DHHS continues efforts to ensure all supervisors are adequately trained and are equipped to manage diverse staffs.

- During the reporting period we also had forty (40) supervisors to complete the Associate Public Manager Certification program. All of our supervisors attend training on recruitment and selection as part of their mandatory supervisory practices class.
- The DHHS Office of Human Resources developed and delivered a comprehensive, customized two-day training class called, HR Essentials, for supervisors of the agency. The class builds on the Budget and Control Board's 4-day Supervisory Practices class and reinforces supervisory best practices in many different areas of Human Resources including diversity, hiring, team interviewing and workforce planning strategies. During fiscal year 2007-08, 125 DHHS supervisors completed the HR Essentials class.
- The Office of Human Resources and Executive Management facilitate Annual Management Retreats for leaders and managers down to the Division organizational level. This year, "*The Leadership Journey: Reaching Your Maximum Potential*" was attended by 85 managers.

The Department continues to support diversity in the workforce and strives to exceed our affirmative action goals. With the downturn in the economy, we hope to see a more diverse and qualified applicant pool for the few jobs that we are posting. With this and with the Department's continued commitment, we will continue to achieve high marks in meeting our goals. Thank you for the opportunity to respond. Please feel free to contact me with questions at (803) 898-4551.

Sincerely,



Tonya Chambers  
Human Resources Director