

South Carolina Department
of
Labor, Licensing and Regulation

Annual Accountability Report
Fiscal Year 2012-2013

The Honorable Nikki Haley, Governor
Holly Pisarik, Director

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I. EXECUTIVE SUMMARY

PURPOSE

Effective February 1, 1994, Act 181 created the South Carolina Department of Labor, Licensing and Regulation (LLR) which merged the Department of Labor, the State Fire Marshal's Office, the South Carolina Fire Academy and 38 professional and occupational licensing boards into the new agency.

Since that time several new boards and advisory committees have been added including Massage Bodywork, Boiler Registration and Dieticians. In 2010, the South Carolina Legislature transferred the Soil Classifiers Advisory Council and the Board of Landscape Architectural Examiners to LLR from the Department of Natural Resources, bringing the total number of boards and commissions to 40.

The legislation empowered the Governor to appoint a director of the Agency with the advice and consent of the Senate. Governor Nikki Haley appointed Holly Pisarik as LLR Director March 2, 2012, and the South Carolina State Senate confirmed her appointment on March 29, 2012.

The Agency's mission, values and strategic goals follow.

MISSION AND VALUES

Mission

The mission of LLR is to promote and protect the health, safety and welfare of the public through regulation, licensing, enforcement, training and education.

Our mission goes hand-in-hand with the Governor's effort to raise personal incomes of South Carolinians by creating a better environment for economic growth, delivering government services more openly and efficiently, improving quality of life, and improving our state's education.

LLR accomplishes its mission by:

- Promoting an environment of growth and innovation which allows regulated businesses and professionals to operate successfully and free of overly restrictive and unwarranted regulation.
- Providing cost-efficient administration and periodic review of licensing and certification programs to assure the appropriate protection of the public.
- Conducting required inspections, complaint investigations, and enforcement activities in a manner that is fair, accountable and cost-effective.
- Providing businesses and industry, the fire service, our licensees and the public relevant training and education programs.

Values

Integrity – It is our most fundamental value. Acting honestly, objectively and ethically is the right way to do business and provide services. It is how we build long-term trusting relationships.

Excellence – We strive for exceptional performance and service, take pride in our work and continually seek to improve.

Accountability – As individuals and as a department, we are accountable to the public and to each other for all of our actions.

MAJOR ACHIEVEMENTS

Agency

The Agency implemented a number of cost-saving measures during FY12-13, thereby serving the public in a more efficient manner. It renegotiated its lease for the Kingstree Building, located at 110 Centerview Drive in Columbia, reducing the rent paid from approximately \$14 per square foot to \$9 per square foot and saving the Agency in excess of \$4 million during the 10-year term of the lease. The Agency also settled a computer system contractual dispute for \$900,000 and, after due consideration, opted not to renew another contract for video recording that annually saves the Agency approximately \$25,000. The Agency returned seven leased cars to the state pool, saving approximately \$22,000 annually. Overall, the Agency spent \$1.6 million less in FY12-13 than it did the prior year. (After money is returned to the general fund, that amount is reduced to \$923,464). In accomplishing these savings, the Agency reduced spending on temporary employees by \$500,000 and reduced spending on attorney's fees by \$60,000.

The Agency has also made a number of changes to its operations designed to improve the efficiency of its programs. The Division of Professional and Occupational and Licensure Division (POL) has implemented "cycle times" for all boards and commissions, reducing average investigation times for complaints from a high during the previous year of 364 days to 187 days in June of 2013. POL has also implemented a mandatory training curriculum for its investigators, and investigators and inspectors will be certified investigators by the end of 2013.

Telephone responsiveness was scrutinized and changes were implemented to ensure improved customer service. Abandoned calls were reduced by 70 per cent. The average time to answer a call was reduced to an average of 30 seconds, down from four to five minutes.

Additionally, the Agency has re-vamped its website. The new version will "go live" in the fall of 2013. The site design was created taking into account suggestions received in customer service surveys from licensees and members of the public. In recent years, the Agency has established and encouraged use of its online renewal feature. It is now available to 100 per cent of the licensee database. Additionally, the Agency is uploading online applications for each board and commission, and intends to offer the feature to all potential licensees by 2014. The Agency has also added an online complaint feature for 19 boards and commissions and has, to date, received 428 complaints through this medium. This feature will be available for all Boards and Commissions by the end of 2013.

In response to feedback from boards and commissions, the Agency is creating board and commission Facebook pages. These pages will provide, to individuals who "like" the page, information about renewal and testing. These will also provide links to current events and human interest stories to the licensee base.

The Agency also served its goal of effectiveness by conducting a comprehensive review of Title 40 and agency regulations to ensure its practices comply with the laws as written. Over a two-year period, the Offices of Advice Counsel and Government Affairs have worked together to update statutes and regulations to conform to Agency practices. Board or Commission policies have been removed from the website and are under review by the Office of Advice Counsel to ensure they are supported by statute or regulation. A staff attorney was also hired for the Office of Advice Counsel to conduct ongoing legal research and keep Agency attorneys abreast of changes in applicable law.

Following the issuance of the Governor's Executive Order 2013-02, the Agency conducted a comprehensive review of all of its statutes, regulations, policies and procedures, during which it sought input from Board and Commission members, staff, advice counsel, senior management, trade associations, and the public in general. The review resulted in more than 60 recommendations for changes to be made in an effort to reduce regulatory burdens on businesses in South Carolina.

In order to efficiently and effectively serve the public, the Agency is establishing a culture of empowerment among its employees. To this end, the Director has instituted a monthly public servant award to recognize the outstanding achievements of Agency personnel in carrying out the mission of the Agency.

OSHA

In fiscal year FY12-13, SC OSHA Voluntary Programs (OVP) uncovered 4,518 hazards which were corrected. South Carolina businesses saved \$1.5 million in fines as a result of voluntary consultations. South Carolina currently has 41 Palmetto Star sites, despite having the strictest OSHA requirements in the nation. This program, which is voluntary, provides recognition to qualified employers who exceed the requirements of the Occupational Safety and Health Act of 1970 in providing their workers a safe and healthy worksite. Additionally, in 2006 the OVP office established the SHARP (Safety and Health Achievement Recognition Program) program and currently nine companies have earned this recognition.

The Survey of Occupational Injuries and Illnesses is a federal/state program in which employer reports are collected and processed by the Agency from about 3,200 South Carolina establishments. This annual survey provides estimates of the number and frequency (incidence rates) of workplace injuries and illnesses based on logs kept by employers during the year. These records reflect not only the year's injury and illness experience, but also the employer's understanding of which cases are work related under recordkeeping rules promulgated by the Occupational Safety and Health Administration, (OSHA), US Department of Labor. The number of injuries and illnesses reported in any year can be influenced by the level of economic activity, working conditions, work practices, worker experience and training and the number of hours worked. This year's survey showed that South Carolina's Injury and Illness Incidence Rate for Private Sector in 2011 was 3.3 workers per 100. The National Private Sector Injury and Illness Incidence Rate was 5.3 in 2011.

Within the public sector, SC's injury/illness rate was 5.0 in 2011. In FY2012-2103, one catastrophe and 16 fatalities were covered by SC OSHA. The main causes of death were caught-ins and struck-bys, meaning the employee was either struck by an object (piece of equipment shifted or fell) or moving vehicle (hit by forklift or truck), followed by electrocutions and falls from elevations.

In 2012, South Carolina had 62 total workplace deaths. That is the lowest number since records have been kept.

RELAES

LLR's consolidated licensing and enforcement system, *Regulatory, Licensing and Enforcement System* (ReLAES) provides a common database of all POL licensees, the ability to renew online, and a common licensing system. Currently, online renewals are available to 100 per cent of the Agency's professional and occupational licensees where licensing requirements permit on-line renewal.

In FY2012-2013, the number of online renewals decreased; however, the majority of the POL Boards renew biennially, with most renewals occurring in even-numbered years. When comparing 2013 with the most recent odd numbered-year, 2011, an increase is shown of approximately 20 per cent.

<u>Fiscal Year</u>	<u>Renewals Online</u>	<u>Revenue Collected Online</u>
2005	29,796	\$4,044,589
2007	79,433	\$8,099,305
2008	125,388	\$11,070,183
2009	109,300	\$10,777,914
2010	133,088	\$12,597,494
2011	108,202	\$12,322,476
2012	151,367	\$12,221,792
2013	127,509	\$14,857,714

Office of Immigrant Worker Compliance

Following a U.S Supreme Court decision in May, 2011 (Whiting v US Chamber of Commerce) that brought into question the constitutionality of the 2008 South Carolina immigration law, the Department of LLR suspended enforcement of the Illegal Aliens and Private Employers Act effective May 31, 2011.

In June 2011, the state legislature amended the 2008 law to conform to the U.S. Supreme Court's decision. Effective January 1, 2012, every private employer of one or more workers must verify new employees through the U.S. Department of Homeland Security's E-Verify work authorization program within three business days of hiring. A private employer may not knowingly or intentionally employ an unauthorized alien. Failure of an employer to comply with the law results in either probation for the employer, suspension of the employer's business licenses, or revocation of the employer's business licenses.

For a first occurrence by a private employer, prior to July 1, 2012, of failure to verify a new hire through the E-Verify federal work authorization program, the penalty is waived where the employer swears or affirms in writing to the South Carolina Department of Labor, Licensing and Regulation that the employer has complied with the provisions of the federal law covering employment of unauthorized aliens (8 U.S.C. Section 1324a) from January 1, 2012 until notification by the Department of LLR of a violation, and comply with the state law on verification of new hires within three business days.

For a first occurrence by a private employer, after July 1, 2012, of failure to verify a new hire through E-Verify, the Department of LLR must place the employer on probation for a period of one year during which time the private employer must submit quarterly reports to the Agency demonstrating compliance with the law. A subsequent violation within three years of the law's verification requirements must result in the suspension of the private employer's licenses for at least 10 days, but not more than 30 days.

To date, there have been no suspensions or repeat offenders.

<i>Fiscal year 2012 Data</i>	\$250,000
Inspectors	2
Audits conducted	4,530
Employers with no new hires since 01/01/12	2,161
Employers who E-Verified new hires	2,059
Employers who did not E-Verify new hires	310
Percentage of employers in compliance	93%

Elevator and Amusement Ride Inspection Restructuring

To create more accountability and improve safety following a 2011 amusement ride death, LLR no longer conducts elevator and amusement ride inspections; they are instead performed by special certified inspectors, who are licensed by but do not work directly for LLR. LLR has a team of auditors traveling the state to randomly review the work performed by the special certified inspectors. This measure of accountability will discourage complacency and errors by inspectors, and thereby improve the overall safety of elevators and amusement rides.

In FY2012-2013, 9,269 elevators were inspected and 765 amusement rides were inspected.

South Carolina Division of Fire and Life Safety

The mission of the Division of Fire and Life Safety is to make South Carolina safer by providing programs and services to enhance the quality of life for citizens, visitors, and firefighters. The Division consists of the Office of the State Fire Marshal, the Fire Academy, and the Emergency Response Task Force.

The strategic planning process, resulting in an evaluation of the organizational structure and related programs, started in FY12 and continues to be implemented by State Fire Marshal Shane Ray. This effort was intended to create a culture of consistent service with progressive thinking and enthusiastic employees.

Office of State Fire Marshal (OSFM)

Numerous strategic plan projects were implemented during FY13. These projects include creating a user-friendly database and reorganization, which resulted in a more efficient Division through the improved use of resources. Specific examples include:

- Providing fire departments with a streamlined, user-friendly, online database registration system;
- Creating the Community Risk Reduction (CRR) Section, encompassing the Public Fire and Life Safety Education and Data Management functions, which is responsible for programs designed to educate and enhance public awareness of fire safety;
- Creating the Licensing and Permitting Section: to provide administration and support for the S.C. Board of Pyrotechnic Safety and the S.C. Liquefied Petroleum Gas Board; to assume licensing and permitting responsibilities statewide for those employed by the LP Gas and pyrotechnic industries, blasters, fire equipment dealers and employees; and to implement the S.C. Reduced Cigarette Ignition Propensity Standard and Firefighter Protection Act.
- Participating in numerous professional development training opportunities, which allow the OSFM deputies and engineering staff to increase their expertise and quality of service.

South Carolina Fire Academy (SCFA)

To be more responsive to the needs of the fire service and industrial clients, the SCFA improved the delivery of its programs. For example, online independent learning, hybrid, and blended learning programs were created. These programs provide an alternative training environment for those unable to attend in a traditional classroom setting.

South Carolina has 514 fire departments with more than 17,000 firefighters. Regional training is the key to the delivery of Fire Academy courses to fire service customers. A majority of the Fire Academy courses continue to be conducted in the regions at local fire departments.

The Fire Academy has seven regions served by six regional offices. Partnerships with other state and local agencies for these offices resulted in savings of \$80,000 annually. Additional efficiencies include better use of instructors (train-the-trainer) and conducting more in-house local training. This decreases the cost per student resulting in annual savings of \$170,000. The savings, in turn, allows the SCFA to train more firefighters by providing additional programs.

The Fire Academy, in partnership with S.C. OSHA, works to ensure fire departments are receiving training commensurate with their job duties. For FY13, the South Carolina Fire Academy provided 2,138 training programs for 26,402 successfully completed students.

To improve firefighter safety and effectiveness, in FY13, the Fire Academy served as the project manager on a national research project involving fire attack and the impact on occupants and firefighters. Experiments were conducted in eight abandoned homes slated for demolition in the city of Spartanburg. The training and sharing of the data, as a result of these research burns, will be valuable to South Carolina and the nation.

S.C. Emergency Response Task Force

The role of the S.C. Emergency Response Task Force (SCERTF) is to assist local, regional, and state governments in times of need. It provides initial and long-term responses to natural and man-made disasters. The program's primary focus is to provide immediate resources to local and regional fire service agencies that would otherwise not be able to support. This nationally recognized program has developed into a best practice model, utilizing federal, state, and local resources.

The State Urban Search and Rescue program is also making more of its resources available such as the 10 deployable disaster response canine teams and swift water rescue capabilities that were deployed during Hurricane ("Superstorm") Sandy last October - the deadliest and most destructive hurricane of the 2012 Atlantic hurricane season.

KEY STRATEGIC GOALS

- Goal # 1:** Improve the effectiveness of agency programs.
- Goal # 2:** Improve the efficiency of agency processes and systems.
- Goal # 3:** Provide the necessary resources to improve the agency's ability to provide efficient and effective services.

KEY STRATEGIC CHALLENGES

- The Agency is still required to remit 10 per cent of all Professional and Occupational Licensing Programs (POL) expenditures and all excess funds in the Contractor's Licensing Board to the general fund. In addition to that amount, the Agency was also asked to fund the Immigration, Occupational Safety and Health Administration (OSHA) and Urban Search and Rescue (US&R) programs in L LR with POL funds.
- Roughly 40.7 per cent of the Agency's management staff is retirement eligible in the next five years.
- Agency Head turnover and reductions in force in 2011 have led to employee instability and insecurity. Director Pisarik continues working to improve stability and morale by having an open door policy, communicating goals and expectations, and recognizing employees for achievements and exceptional customer service.

USE OF REPORTS

The Accountability Report is used to report the accomplishments of the agency to external entities such as the Governor, the House of Representatives Ways & Means Committee, and the general public. It is also used to monitor our agency's progress in accomplishing our strategic plan goals and improving our organizational performance.

II. Organizational Profile

Effective February 1, 1994, Act 181 created the South Carolina Department of Labor, Licensing and Regulation (LLR) which merged the Department of Labor, the State Fire Marshal's Office, the South Carolina Fire Academy and 38 professional and occupational licensing boards into the new agency.

Since that time, several new boards and advisory committees have been added including Massage/Bodywork, Boiler Registration, and Dieticians. In 2010, the South Carolina Legislature transferred the Soil Classifiers Advisory Council and the Board of Landscape Architectural Examiners from the Department of Natural Resources to LLR, bringing the total number of boards to 40.

The Act empowers the Governor to appoint a director of the agency with the advice and consent of the South Carolina Senate.

LLR is organized into the following divisions: the Office of Advice Counsel; the Office of General Counsel; the Office of Communications and Government Affairs; the Division of Professional and Occupational Licensing; the Division of Fire and Life Safety; the Division of Labor; and the Division of Administration.

Main Products and Services and the primary methods by which these are delivered

Major products and services of our agency include:

- Administering laws that pertain to employer/employee relationships such as occupational safety and health, payment of wages, child labor and immigrant worker compliance.
- Inspection and permitting of elevator and amusement rides in South Carolina.
- Providing courtesy inspections, technical assistance and training to aid the business community in voluntary compliance with all areas of the Occupational Safety and Health Act.
- Licensing and disciplining of numerous occupations and professionals such as accountants, doctors, nurses, massage therapists, barbers, residential builders, etc.
- Training the state's fire service personnel – paid, volunteer and industrial and other emergency service employees.
- Ensuring compliance with national and state-adopted fire safety codes and standards.

Key Customer Groups and their key requirement/expectations

Key Stakeholder Groups

Key Suppliers and Partners

Our customers include the two million employees in the State, 100,000 employers, 390,447 licensed professionals, more than 17,000 firefighters, 514 fire departments, 342 board members of the Professional and Occupational Licensing Division and everyone who is regulated or impacted by our statutes. LLR's stakeholders include the citizens of South Carolina and visitors to our State who use the services of those we license and/or regulate. Other stakeholders are the Governor, the State Legislature and State agencies.

Operating Locations

Number of Employees by Category

The Fire and Life Safety Division is located in Columbia on Monticello Trail at the State Fire Academy. All other divisions are located at 110 Centerview Drive in the Kingtree Building, also in Columbia.

LLR has 390.97 FTEs, of which two are unclassified. The Agency also utilizes the services of approximately 294 temporary employees, most of whom are adjunct instructors at the State Fire Academy.

Regulatory Environment

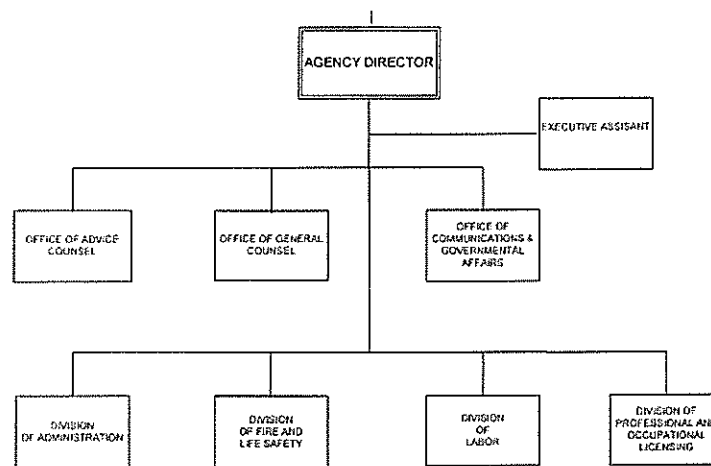
LLR is a cabinet agency that is directly accountable to the Governor. The legislature provides oversight and the Agency must comply with the statutes, rules and regulations that govern our operation. In addition, the Agency is audited annually by an independent auditor as well as monitored by federal agencies that fund programs in the Labor and Fire and Life Safety divisions. Boards within POL are also audited by federal entities. The Agency responds to requests for information, delivers testimony and prepares reports in response to the legislature and Governor.

Performance Improvement Systems

The Director and senior staff develop the strategic plan and set the vision for the Agency. Senior staff is involved in the day-to-day operations of the Agency and are able to monitor progress and identify problems

quickly. Senior staff meets twice each month to discuss issues, monitor progress and implement improvements where needed.

Organizational Structure



Expenditure Appropriations Chart

Our budget is currently \$40,998,962 of which \$1,297,090 is derived from state (general) funds.

SC Department of Labor, Licensing and Regulation Base Budget Expenditures and Appropriations

Major Budget Categories	11-12 Actual Expenditures		12-13 Actual Expenditures		13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$17,829,421	\$810,156	\$17,991,498	\$823,527	\$20,170,265	\$856,959
Other Operating	\$11,107,941	\$129,313	\$8,531,203	\$180,385	\$14,777,744	\$231,562
Special Items	\$200,000	\$	\$32,175	\$	\$200,000	\$
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services		\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$5,606,484	\$313,278	\$6,052,908	\$294,619	\$5,852,378	\$209,994
Non-recurring	\$	\$	\$	\$	\$	\$
Total	\$34,743,846	\$1,252,747	\$32,607,784	\$1,298,531	\$41,000,387	\$1,298,515

Other Expenditures

Sources of Funds	11-12 Actual Expenditures	12-13 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$109,425
Bonds	\$	\$

Major Program Areas Chart

Strategic Planning			
Program	Supported Agency	Related FY 12-13	Key Cross
Number	Strategic Planning	Key Agency	References for
and Title	Goal/Objective	Action Plan/Initiative(s)	Performance Measures*
II.B. OSHA	Goal 2. Improve the efficiency of Agency programs.	Short Term Strategy 2.G. Reduce OSHA citation lapse time by 15% to ensure workplace hazards are abated promptly.	Chart 1.1
II.A. OVP	Goal 2. Improve the efficiency of Agency programs.	Short Term Strategy 2.A Improve by 10% the customer satisfaction rating of the Agency.	Chart 1.2
II.C. Fire Academy	Goal 1. Improve the effectiveness of Agency programs	Short Term Strategy 1.D Increase by 5% the number of students registering for IFSAC Certification Training.	Chart 1.3, 1.4
II.D. Office of the State Fire Marshal	Goal 1. Improve the effectiveness of Agency programs.	Short Term Strategy 1.G Revamp Fire Safety Education Programs using Fire Incident Reporting information to improve the effectiveness of programs.	Chart 2.1, 2.2
II.E. Prof. & Occ. Licensing	Goal 2. Improve the efficiency of Agency programs.	Short Term Strategy 2.M Increase the number of licensees using on-line renewal by 10%	Chart 2.3, 2.4

SC Department of Labor, Licensing and Regulation FY2012-2013 Annual Accountability Report

Major Program Areas									
Program	Major Program Area	FY11-12			FY12-13			Key Cross	
Number	Purpose	Budget Expenditures						References for	
and Title	(Brief)							Financial Results*	
01000000 Admin	Provides support services to Agency programs in Human Resource Management, Legal Services, Information Technology, Public Information, Finance, Procurement, Immigration and Customer Care Center	State:			State:			6.1	
		Federal:			Federal:				
		Other:	5,748,646		Other:	5,105,265			
		Total:	5,748,646		Total:	5,105,265			
		% of Total Budget:		16%			16%		
10050000 OSHA Voluntary Programs	Assists workplaces in voluntarily complying with Occupational Safety & Health Standards.	State:	253,992		State:	182,542		6.2	
		Federal:	968,697		Federal:	992,993			
		Other:	8,398		Other:	91,002			
		Total:	1,231,087		Total:	1,266,537			
		% of Total Budget:		4%			4%		
10100000 Occ. Safety & Health	Ensures workplace safety by enforcing Occupational Safety & Health Standards.	State:	998,755		State:		1,115,989	6.2	
		Federal:	1,669,220		Federal:		1,689,535		
		Other:	424,183		Other:		479,946		
		Total:	3,092,158		Total:		3,285,470		
		% of Total Budget:		9%			10%		
10250000 Elevators & Am. Rides	Inspects and permits elevators & amusements rides	State:			State:			6.2	
		Federal:			Federal:				
		Other:	559,133		Other:		471,620		
		Total:	559,133		Total:		471,620		
		% of Total Budget:		2%			1%		
10150000 Fire Academy	Trains firemen, paid and volunteer, private and public sector	State:			State:			6.2	
		Federal:	14,500		Federal:		26,000		
		Other:	7,389,511		Other:		6,479,362		
		Total:	7,404,011		Total:		6,505,362		
		% of Total Budget:		21%	% of Total Budget:		20%		

10200000 Office of the State Fire Marshal	Ensures fire and life safety protection for SC citizens through enforcement and inspection.	State:			State:			6.2
		Federal:	153,906		Federal:	69,923		6.3
		Other:	3,267,494		Other:	2,308,710		6.4
		Total:	3,421,400		Total:	2,378,633		
		% of Total Budget:		10%	% of Total Budget:		7%	
10300100 Prof. & Occ. Licensing	Licenses and regulates qualified applicants in professions and occupations.	State:			State:			6.2
		Federal:			Federal:			6.3
		Other:	12,914,466		Other:	12,932,201		6.4
		Total:	12,914,466		Total:	12,932,201		
		% of Total Budget:		37.0%	% of Total Budget:		40%	
Below: List any programs not included above and show the remainder of expenditures by source of funds. Building Codes and Labor Services.								
	Remainder of Expenditures:	State:			State:			6.2
		Federal:			Federal:			6.3
		Other:	372,945		Other:	662,696		6.4
		Total:	372,945		Total:	662,696		
		% of Total Budget:		1%	% of Total Budget:		2%	
* 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 CRITERIA

CATEGORY 1 – Senior Leadership, Governance, and Social Responsibility

1. How do senior leaders set, deploy and ensure two-way communication throughout the organization and with customers and stakeholders for: a) short and long term direction and organizational priorities, b) performance expectations, c) organizational values, d) ethical behavior?

Senior staff members communicate short and long term direction through the Agency's strategic plan. The Agency Director continually communicates her vision to the Agency, both verbally and by email, and ensures progress by establishing objectives and action plans that involve all of the employees of the Agency. The Director encourages each senior staff member and all managers to promote a culture of accountability, teamwork and empowerment throughout the Agency.

The organizational values of the Agency represent its guiding principles. The intent of the senior staff is to demonstrate the values in all communications and interactions with customers and employees.

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

The senior staff promotes a focus on customers by establishing customer satisfaction as the one of our key performance measures. The Agency's internal newsletter, LLR Today, highlights superior service providers. The characteristics they display exemplify the Agency's commitment to providing excellent customer service. Each division monitors customer satisfaction. Customer surveys are included on each program's web page. Surveys are also attached to online renewals and requested from walk-in customers visiting the POL Division. The Assistant Deputy Director for Building and Business services sends a monthly email identifying employees who have received outstanding customer service surveys that month. The Division of Administration conducts formal and informal surveys each year of its internal customers. The Division of Fire and Life Safety conducts on-going course and facility evaluations of the State Fire Academy along with surveys of Fire Marshal inspection clients. The Division of Labor surveys those who receive the services of OSHA Voluntary Programs.

3. How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

Senior staff addresses current and potential issues affecting the Agency by involving themselves in the daily operations of the Agency. They review reports, meet with staff and communicate with customers and stakeholders.

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

The Agency's services are mandated by state and federal statutes and rules and regulations. Many of the Agency's services require the delivery of a service or product within a specific time frame. The Agency's processes are reviewed both internally and by external parties to ensure accountability.

5. What performance measures do senior leaders regularly review to inform them on needed actions?

The Agency's senior staff monitors performance measures on a regular basis, usually quarterly. Some of the key measures focused on include:

- Processing times for invoices, travel, personnel actions
- Customer Satisfaction Levels
- Processing times for permitting, licensing and investigations functions
- Injury and illness rates for South Carolina's top five most hazardous SIC codes
- Fire deaths and their root causes
- Effectiveness of fire safety education and prevention programs

- Turn-around time on investigations and inspections
- Hazards corrected
- Percentage of applications that do not meet criteria for licensure
- Complaints against licensees
- Lapse time between complaint and investigation

Senior staff monitors the impact of our services, enforcement techniques and educational programs. The information is also used as a guide to developing or revising programs or processes that will effectively accomplish our mission. For example, in the OSHA program, the injury and illness rates are monitored quarterly by specific North American Industry Classification System (NAICS) codes and the industries in South Carolina with the highest rates of injury and illness are the focus of consultation services and enforcement inspections in an effort to lower the occurrence rate for that NAICS code.

6. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization, including the head of the organization, and the governance board//policymaking body? How do their personal actions reflect commitment to the organizational values?

Senior staff uses performance review findings and employee feedback to improve both the senior staff's and Agency's effectiveness. Management receives feedback from employees during scheduled meetings with their staff. The Director has an open door policy. Director Pisarik and her senior staff meet regularly with Agency boards and their members and associations and advisory committees of the fire service, elevator and amusement ride program and professional and occupational licensees. The feedback received allows us to evaluate our progress and react accordingly.

7. How do senior leaders promote and personally participate in succession planning and the development of future organization leaders?

Senior staff continues to analyze the workforce focusing on those employees who are retirement eligible within the next five years and those employees currently in the Teachers and Employee Retention Incentive (TERI) program. The Human Resources Office updates the Agency's coded organizational chart and this document is distributed to management quarterly to assist in human resources forecasting and in assessing staffing needs prior to posting vacancies. Senior staff continues to work with innovative ways to transfer knowledge from those employees who are retirement eligible to those who will remain working for the Agency.

8. How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

Employees are encouraged to participate in local associations related to their profession. Membership in national associations such as the Council on Licensure, Enforcement and

Regulation (CLEAR), National Association of Governmental Labor Officials (NAGLO), Occupational Safety and Health State Plan Association (OSHSPA) and National Association of Nursing Board Administrators as well as governmental associations like the SC Government Finance Officers Association (GFOA) and International Personnel Management Association (IPMA) is also encouraged. Several of our employees serve or have served as officers in these organizations.

9. How do senior leaders create an environment for organizational and workforce learning?

Senior managers regularly meet with staff members and provide on-site training themselves in the areas of their expertise. Senior Agency attorneys create continuing legal education opportunities for other attorneys in the agency. These seminars are of interest and value to program administrators and staff, as well. The assistant deputy director of the Office of Investigations and Enforcement meets monthly with investigators and inspectors to provide training on legal aspects of their cases. Senior management also works with the Agency trainer and members of staff to provide issue-specific training sessions to all staff members who would benefit from the training.

10. How do senior leaders engage, empower and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

Senior leaders primarily manage their divisions, but they also involve themselves in the day-to-day work of the Agency, thereby leading by example. For instance, the Chief Advice Counsel serves as an advisor generally to all boards, but also serves as counsel to the Nursing Board, thus working directly with the board members, the board staff and the stakeholders. Likewise, General Counsel manages the legal division of the Agency, but also serves as the prosecuting attorney for the Board of Social Work Examiners. All senior managers receive the monthly email identifying employees who have received outstanding customer service surveys that month and extend their appreciation to those employees. Senior managers also participate in the Director's Public Servant Award process by assisting in the selection and attending a reception and/or luncheon for that employee. During the past holiday season, Senior management hosted a luncheon to recognize and honor the employees for their efforts throughout the year.

11. How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders and employees contribute to improving these communities.

Senior managers support and encourage employees to get involved with the local community. Agency employees participate in a volunteer employee committee called HOPE (Helping Other People Everywhere). At least once a week throughout the school year, LLR employees read to the children at EE Taylor Elementary. The HOPE Committee also purchases school supplies for the students, provides treats for holiday parties, and sponsors an angel tree at Christmas. Additionally, the HOPE Committee provides assistance to Agency employees and their family members when requested. Other community groups supported include the United

Way, American Red Cross, First Ladies' Walk for Life, Harvest Hope Food Bank, and the American Cancer Society's Relay for Life.

CATEGORY 2 – Strategic Planning

1. **What is your Strategic Planning process, including key participants, and how does it address:**
 - a. **your organization's strengths, weaknesses, opportunities and threats;**
 - b. **financial, regulatory, societal and other potential risks;**
 - c. **shifts in technology and customer preferences;**
 - d. **workforce capabilities and needs;**
 - e. **organizational continuity in emergencies;**
 - f. **your ability to execute the strategic plan.**

The Director and senior staff meet annually to review the strategic plan, update it to reflect accomplishments, and revise it to meet the direction she and the senior staff have set for the Agency. The strategic plan is communicated to all employees through staff meetings and correspondence from the Director.

2. **How do your strategic objectives address the strategic challenges you identified in your Executive Summary?**
3. **How do you develop and track action plans that address your key strategic objectives and how do you allocate resources to ensure the accomplishment of your action plans?**
4. **How do you communicate and deploy your strategic objectives, action plans and related performance measures?**
5. **How do you measure progress on your action plans?**
6. **How do you evaluate and improve your strategic planning process?**

Senior staff prioritizes action plans and establishes deadlines. Senior staff assigns short term strategies to staff. The goals, short term strategies and deadlines are communicated to employees through staff meetings, performance evaluations and Agency intranet articles. Budgeting decisions are guided by the priorities of the strategic plan and are allocated appropriately.

7. **If your agency's strategic plan is available to the public through the agency's internet homepage, please provide an address for that plan on the website.**

The Agency's strategic plan is not on the website.

CATEGORY 3 – Customer Focus

1. **How do you determine who your customers are and what their key requirements are?**

The Department of Labor, Licensing and Regulation continues to emphasize the importance of customer satisfaction to all of our employees. Maximizing customer service is a key strategy in our Agency's strategic plan.

During the strategic planning process our customers were identified as the following:

- 2,000,000 employees in South Carolina
- 100,000 employers in South Carolina
- 390,447 licensed professionals
- 17,000 firefighters
- 300 board members of the Professional and Occupational Licensing Division
- 514 fire departments

Senior staff, using tools learned through Malcolm Baldrige training, identified our customers and their key requirements. Below is an example. This list was developed for the Professional and Occupational Licensing Division.

**Major Customers
Requirements**

Key

Applicants

Information on licensing requirements; organized, accurate, simple and timely licensing process

Licensees

Organized, accurate, simple and timely renewal process; fair and timely complaint handling; reasonable/valid continuing education requirements; timely communications

Services Consumers

Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensee information; timely communications

General Public

Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensing and licensee information; timely communications; prudent use of licensure-generated revenue, cost efficiency and effectiveness

Board Members

Necessary administrative support and oversight; fair and equitable treatment in distribution of available resources

Other state licensing entities

Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensee information; timely communications

Students	Information on licensing requirements
Industry	Provide fire and emergency services to industrial plants in emergencies

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

A considerable amount of time is spent meeting with our customers to determine their level of satisfaction, ideas for improvement and expectations of our services. Senior staff meets regularly with Agency boards, associations, trade groups and advisory committees of the fire service, elevator and amusement ride program and professional and occupational licensees.

3. What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

The Agency website provides a wealth of information to the customers and to the general public. Individuals may apply for licensure, renew licenses, research the database of current license holders and complain against those license holders through the web page. There is also FOIA/media center displayed prominently on the web page for those seeking information not available online. Each program area also has employees who serve as customer service representatives who respond to both telephone calls and email correspondence.

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

The Agency relies upon customer service surveys, which include both negative and positive feedback. The Agency Ombudsman works directly with the public to resolve complaints received by email, phone, U.S. mail and the dedicated email box, "ContactLLR". The Director meets regularly with the boards and commissions and legislators to hear their concerns, and the Fire Marshall regularly meets with the Fire Service in the same regard.

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

An agency customer satisfaction on-line survey tool was developed and is linked to every program's webpage. Once the survey is completed a copy is sent to the Deputy Director, Assistant Deputy Director and/or Manager of the program, the Administrator of the program and the Agency Ombudsman. This tool has been extremely useful in gathering information on problem areas regarding our renewal system, webpage and also with staff who answer phones and emails. The survey tool has identified problems with ReLAES and the web pages. It has also shown the need to reemphasize the Agency's policy of returning calls and emails within a 24-hour period and to stress the Agency's value of "treating others with respect."

6. How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between customer groups.

Senior management builds positive relationships with its customers and stakeholders in many ways. Administrators meet with associations and trade groups at conferences and seminars. Feedback is received from the numerous advisory groups and partnerships established by the Agency to educate the public on the Agency's mission, changes in statute or procedures or to focus attention on public health or protection issues.

CATEGORY 4 – Measurement, Analysis, and Knowledge Management

1. How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

Many of the key measures were selected to show our effectiveness in improving the safety and well-being of South Carolina citizens and visitors. These performance measures were chosen because they correlate with our Agency's mission and goals and also with our customers' needs. The Agency's three strategic objectives of maximizing customer satisfaction, employee satisfaction and the efficient use of resources when identifying key measures were also considered.

2. How do you select, collect, align and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?

Senior staff receives numerous reports and other information generated either internally or externally on a daily, weekly and monthly basis. This information includes but is not limited to the total number of customer complaints received, the results of helpdesk surveys, the length of time before calls are answered, the length of time to issue licenses, the number of cases opened and closed in Investigations and Enforcement, the number of compliance audits in Immigrant Worker Compliance, the number of establishments visited for consultations and the number of hazards identified therein, the number of inspections performed by OSHA, the number of students trained by the Fire Academy, and the number of vacancies in the Agency. The information is used to keep senior staff and managers up to date on issues that might impact the Agency and its mission. Senior staff meets monthly to discuss progress made toward completion of strategic goals and to address barriers that have arisen and solutions implemented.

3. What are your key measures, how do you review them and how do you keep them current with organizational needs and direction?

- Percentage of businesses in voluntary compliance with OSHA
- Money saved in OSHA penalties by businesses using OSHA Voluntary Program Services
- South Carolina injury and illness rate
- Customer satisfaction levels

- Processing times for permitting, licensing and investigations functions
- Fire deaths in adults
- Fire deaths in children
- Firefighter deaths
- Elevator and amusement ride fatalities
- Number of POL licenses verified by Internet
- Number of POL license applications processed
- Percentage of POL licenses renewed online
- Employee turnover rate
- EPMSs completed on time
- Website hits
- Fire Academy students
- Fire Code violations corrected
- People reached through Dalmatian Station at Edventure Children's Museum

One of the objectives of our strategic plan is to make sure we are measuring the right things. Do the measures we use correlate to our Agency's mission and the needs and desires of our customers? Emphasis has been placed on developing performance measures that accurately measure the effectiveness of our programs, the satisfaction of our customers and the progress we have made in achieving our three strategic objectives.

4. How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

Data and information used is based on the Agency mission, statutes, regulations, rules, customer input, and availability of data. Emphasis is placed on using available resources as responsibly as possible.

To ensure that key requirements are met, data is collected on daily operations Agency-wide. There is also direct feedback received via contact with customers and stakeholders. This information is used to change or recommend changes to services or the method(s) in which services are provided.

5. How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?

Internal processes are well-documented. POL licensing processes have been flowcharted. Financial reports are reconciled to the Comptroller General's reports before distribution to management by the 10th of each month.

6. How do you translate organizational performance review findings into priorities for continuous improvement?

Organizational performance reviews, done externally or internally, are discussed by senior management during monthly meetings. Deficiencies or opportunities for improvement are

evaluated and improved procedures are developed with input from employees and customers. Improved procedures are then communicated to staff through staff meetings or training.

7. How do you collect, transfer and maintain organizational and workforce knowledge? How do you identify, share and implement best practices, as appropriate?

Internal processes are well-documented. All licensing processes have been flowcharted.

CATEGORY 5 – Workforce Focus

1. How does management organize and measure work to enable your workforce to 1) develop to their full potential, aligned with the organization's objectives, strategies and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation and your desired organizational culture?

LLR considers our employees its most valuable asset. During the past year, managers have focused extensively on LLR's human resources and the satisfaction of employees. The human resources system must address needs including effective recruitment; equitable compensation; results-oriented performance management; retention and developmental efforts; and workforce planning.

The Agency continues to update its workforce plan to support the Agency's strategic plan, to include diversity, succession, retention, and other critical workforce planning needs of the Agency. This is a comprehensive, ongoing process that should provide managers with a framework for making informed staffing decisions based on the Agency's mission and strategic plan.

The Human Resources Office continues to analyze the workforce focusing on those employees retirement eligible within the next five years. The Human Resources Office updates the Agency's organizational chart. This document is distributed to management annually to assist in human resources forecasting and in assessing staffing needs prior to posting vacancies. The Agency will continue to work with innovative ways to capture knowledge from targeted critical-need positions to ensure a smooth transition for the remaining workforce.

The Agency continues its coordinated approach to workforce planning. Listed below are some of the Agency's workforce planning activities:

- Offers employees a choice of four flexible work schedules.
- Uses the exit interview process to provide data for recruitment and retention issues. During the exit process, the employee meets with the Office of Human Resources. A process is established to utilize the information collected from the outgoing employee.

2. How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs and locations?

In-house training utilizing the expertise of Senior management and long-time members of the Agency workforce. One example is a current seminar being offered to staff members on the recording minutes with guidance from Senior staff concerning the mandates of FOIA. Another example is the hiring of an attorney, who previously served in the Office of General Counsel, to head the Office of Investigations and Enforcement. She will train investigators and inspectors on the law related to their cases. Legal counsel will offer advice on the topic as well. Training is given to staff for all program areas in an effort to use employee knowledge and skills in lieu of outside resources.

3. How does management recruit, hire, place and retain new employees? Describe any barriers that you encounter.

The Agency adheres to all state government hiring processes. New employee orientation is conducted on a monthly basis.

4. How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

Position descriptions are evaluated to ensure the criteria for hiring meet the needs of each Agency position. Managers meet with and review employees and their supervisors to ensure the workforce is adequately trained to perform the duties associated with each position.

5. How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

One of the most important methods of encouraging and motivating employees is through the Employee Performance Management System (EPMS). The Agency continues to audit EPMS evaluations as they are submitted to the Human Resources office for linkage of employee performance to the strategic plan.

During the EPMS on-going communication stage, supervisors are encouraged to meet informally with employees at least a minimum of once during the EPMS appraisal period.

6. How does your development and learning system for leaders address the following: a. development of personal leadership attributes; b. development of organizational knowledge; c. ethical practices; and d. your core competencies, strategic challenges, and accomplishment of action plans?

Training for managers is provided by the Office of Human Resources. The Agency Director also meets monthly with senior management to consider and resolve issues arising in the Agency. Additionally, the Director and senior management devoted a day to leadership and management training with experts from Winthrop University in the spring of 2013.

7. **How do you identify and address key developmental and training needs for your workforce, including job skills training, performance excellence training, diversity training, management/ leadership development, new employee orientation and safety training?**
8. **How do you encourage on the job use of the new knowledge and skills?**
9. **How does employee training contribute to the achievement of your action plans?**
10. **How do you evaluate the effectiveness of your workforce and leader training and development systems?**

The Agency continues its blended style of training using classroom, eLearning and outside training resources and supports a learning environment from the time employees begin working for LLR throughout their career.

- Training was also provided on SCEIS topics for employees.
- In-house training was provided to Agency counsel on legislation, FOIA and ethics, for which continuing education credits were available.
- Training for all inspectors and all investigators has been established so that by year's end, all will be certified.
- Training for administrative assistants has been established so all will be proficient in minutes recordation.
- Workshops on supervisory topics were offered for supervisors.
- SCEIS related webinars were offered throughout the year.
- New Hire Orientations are conducted monthly.
- The Agency has hired a new training coordinator.

The Agency's Intranet offers the following eLearning opportunities for employees: MySCEmployee Online Training, OHR's Online Learning Center, Writing a Position Description, NEOGOV Training Manual, Supervisor Survival Challenge, Supervisor Drug Free Workplace Module, EPMS Online Training, Competency Directory, Professional Communications Module, effective Board Meeting Minutes, Employee Drug Free Workplace Module, Anti-harrassment/Anti-discrimination training, and training on the use of ReLAES.

The Agency continues to use the State Office of Human Resources, the Certified Public Managers (CPM), Associate Public Managers (APM) programs, Public Professional Development (PPD), local technical schools and other agencies as resources for employee training.

11. **How do you motivate your employees to develop and utilize their full potential?**

LLR recognizes employee contributions and accomplishments are an important part of creating the quality culture desired at LLR. When employees know their efforts are appreciated, their self-esteem and job satisfaction increases; and an improved attitude increases job productivity. Employees demonstrating customer service excellence are recognized in the Agency employee e-newsletter, LLR Today, and on the Agency intranet.

During “Public Service Recognition Week,” the Director hosts an Agency-wide picnic to recognize LLR employees and the outstanding job they do. This year the picnic was held at the Kingstree Building. The Director has also established the Public Servant Award, to be given to an employee each month in recognition of outstanding public service.

The Senior Staff also provides a luncheon for the employees during the holiday season.

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

LLR measures employee well being, satisfaction and motivation through a number of ways. The Agency monitors its turnover rate, utilizes confidential email suggestions, and conducts monthly staff meetings and exit interviews with departing employees to help monitor employee satisfaction, well being and motivation.

13. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

Each program area provides opportunities for promotion. Succession planning is achieved by cross-training within the program areas.

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

LLR continues to offer programs that improve the well-being of our employees. These include:

- Flex time
- Weight Watchers classes
- Pre-Retirement seminars
- On-site free blood screenings through Lexington Medical Center and on-site mammograms through Palmetto Health Baptist
- On-site flu vaccinations, coordinated through Lexington Medical Center.
- On-site trigger point massage
- Yoga classes conducted by an Agency employee
- On-site walking trails for using during work breaks
- Lunch & Learns on topics including the Deferred Comp program, self-defense, diabetes and high blood pressure awareness.
- Employee participation in local awareness walks/runs.

Senior staff is responsible for meeting all safety requirements. This year, the evacuation plan has been reviewed and updated. Workplace safety information is posted on Agency bulletin

boards. In case of fire or other emergencies, wardens have been established and trained to ensure all employees safely get out of the building.

Agency staff, through the Fire and Life Safety, POL and Labor Divisions, participate in numerous Emergency Support Functions (firefighting, search and rescue) established by the Emergency Preparedness Division. The Fire and Life Safety Division coordinates Firefighter Mobilization involving firefighting and hazardous material response teams for events involving disasters, both man-made and natural. Our Agency also supports a statewide staging area for rescue resources during a disaster event.

CATEGORY 6 – Process Management

1. How do you determine and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?

The mission of the Agency is to protect the health, safety and welfare of the public. All action plans are designed to promote the mission, but not to over-regulate the workforce. Therefore, the core competency is its balance between serving the public without unnecessary overregulation.

2. How do you determine, and what are your key processes that produce, create or add value for your customers and organization and how do they relate to your core competencies? How do you ensure that these processes are used?

Most of the Agency's key processes are mandated by statute. The key processes include the regulation of worksites and businesses, licensing of professions and occupations and training.

3. How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors such as cycle time into process design and delivery?

LLR remains committed to improving our processes. The strategic plan charges each division with systematically conducting periodic process reviews in units across the Agency to identify "model processes" and processes that need improvement. This provides divisions with factual information and comparison statistics for use in managing continuous improvement.

4. How does your day-to-day operation of these processes ensure meeting key performance requirements?

Senior staff communicates key performance requirements to staff through their planning stages and performance reviews. Senior staff also reviews the effectiveness, timeliness and quality of Agency products. Any issues in performance are quickly corrected.

5. How do you systematically evaluate and improve your key product and service related processes?

To reach the goal of efficient use of resources and to improve the delivery of services, a unified Agency Information Technology (IT) strategy and platform has been implemented. This plan supports the business needs of employees and managers in all divisions, as well as enhancing the level of service received by customers.

The most significant component of this strategy is the consolidated licensing system, *Regulatory, Licensing and Enforcement System* (ReLAES), which provides a common database of all POL licensees, the ability to renew on-line and a common licensing system. Currently, 100 per cent of all POL licensees are on the ReLAES system and have the ability to renew their licenses online.

Numerous work forms have been converted to word processing templates. Along with the work forms, Agency newsletters, brochures, codes of laws, etc. have also been added to the website. By allowing our customers to view, download and print these documents on an as-needed basis, we save staff, printing and postage costs. It has also allowed the documents to be submitted electronically. The Agency also saves \$2500 annually by using letterhead templates instead of ordering from Prison Industries.

Another initiative, Licensee Lookup, continues to save the Agency thousands of dollars in staff time, associated printing, and postage costs. It allows licensee verifications to be done electronically without the intervention of LLR staff. While saving thousands of dollars in personnel and operating costs, it has also brought an essential public service directly to the desktops of customers and constituents. In FY12-13, 4,543 online licensee verifications were performed online.

A link has been established on the Intranet site to allow employees to make suggestions on ways to save money. All suggestions are analyzed and implemented where appropriate. The Agency's funding sources are complicated, and for the most part, funds cannot legally be moved from one program area to another. While the cost-savings suggested for POL and Fire and Life Safety may not directly be used to offset general fund budget reductions, these savings are still extremely important to LLR as guardians of the citizen's tax dollars.

6. What are your key support processes, and how do you improve and update these processes to achieve better performance?

The Agency continually evaluates processes and identifies inefficiencies and areas for improvement. Improvements implemented are outlined in the Achievements section of this report.

Senior Staff continually looks at Agency processes to ensure they are efficient and effectively serving the needs of the Agency's customers. Currently, the Agency web pages are being evaluated and updated to ensure accuracy and user-friendly navigation. RELAES, LLR's consolidated licensing and enforcement system, *Regulatory, Licensing and Enforcement System*, is constantly updated and upgraded to better serve the Agency.

7. How does your organization determine the resources needed to meet current and projected budget and financial obligations?

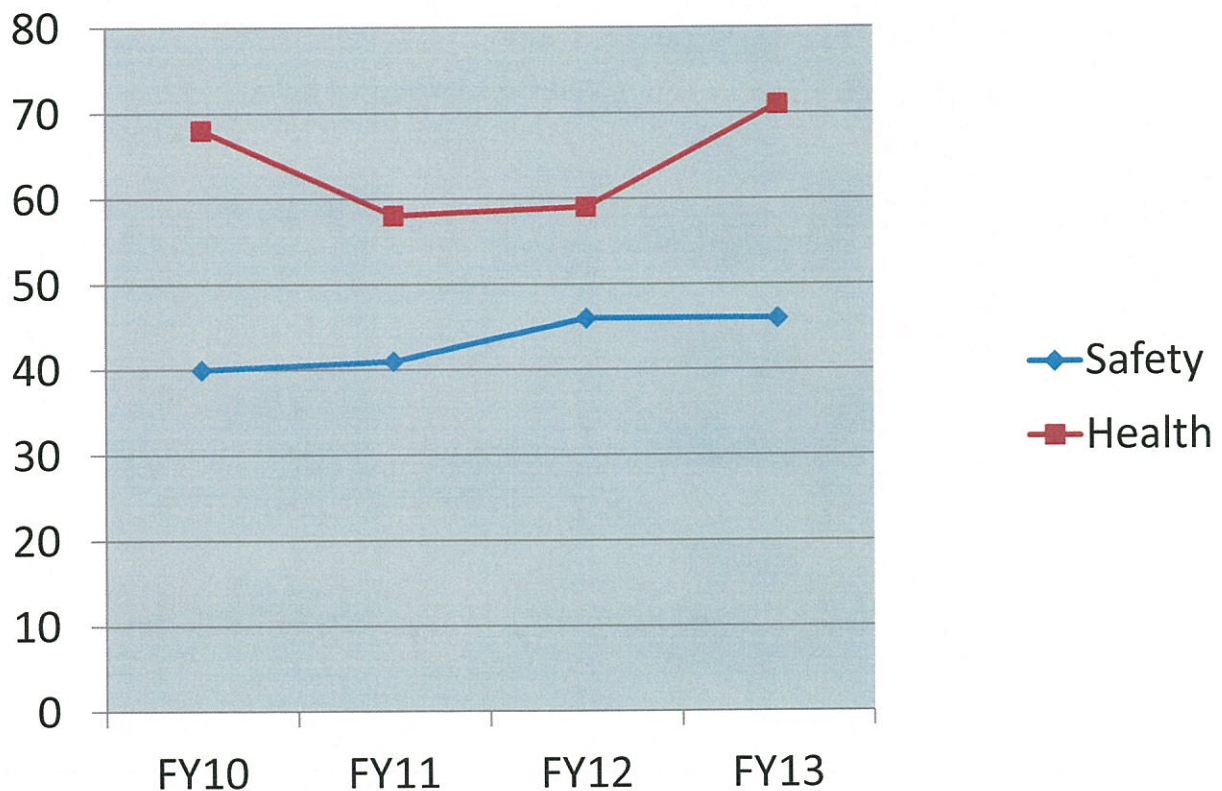
Senior staff meets with its managers to develop budgets, identify funding opportunities and review revenue streams. Requests for additional funds are made through the state budgeting process and through federal grant submissions.

CATEGORY 7 – Results

Customer Satisfaction

	FY11	FY12	FY13
Money saved in OSHA fines by Businesses achieving compliance	1.4M	1.5M	1.5M
Approved Palmetto Star Sites	44	41	41
Initiated workplace fatality Investigations within on day	100%	100%	100%

CHART 1.1 Citation Processing Times



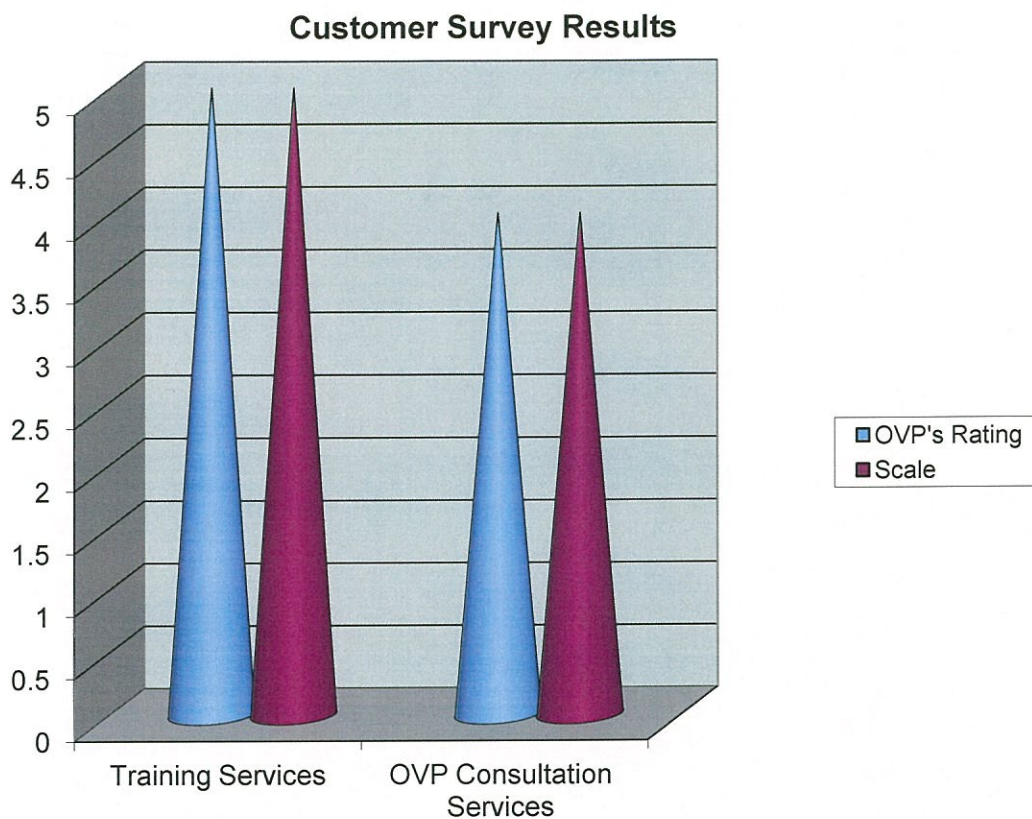


CHART 1.2 **Customer Survey Results**

IFSAC Testing Information

	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
IFASC Tested	2,105	3,032	3,551
IFSAC Passed	1,709	2,470	2,782
Pass Rate:	81.18%	83.37%	78.34%

Fire Academy

	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
<i>Total Programs Delivered</i>	<i>1,730</i>	<i>1,917</i>	<i>2,050</i>
Total Students Trained	24,266	24,061	23,949

Chart 1.3 Pass Rate IFSAC Testing

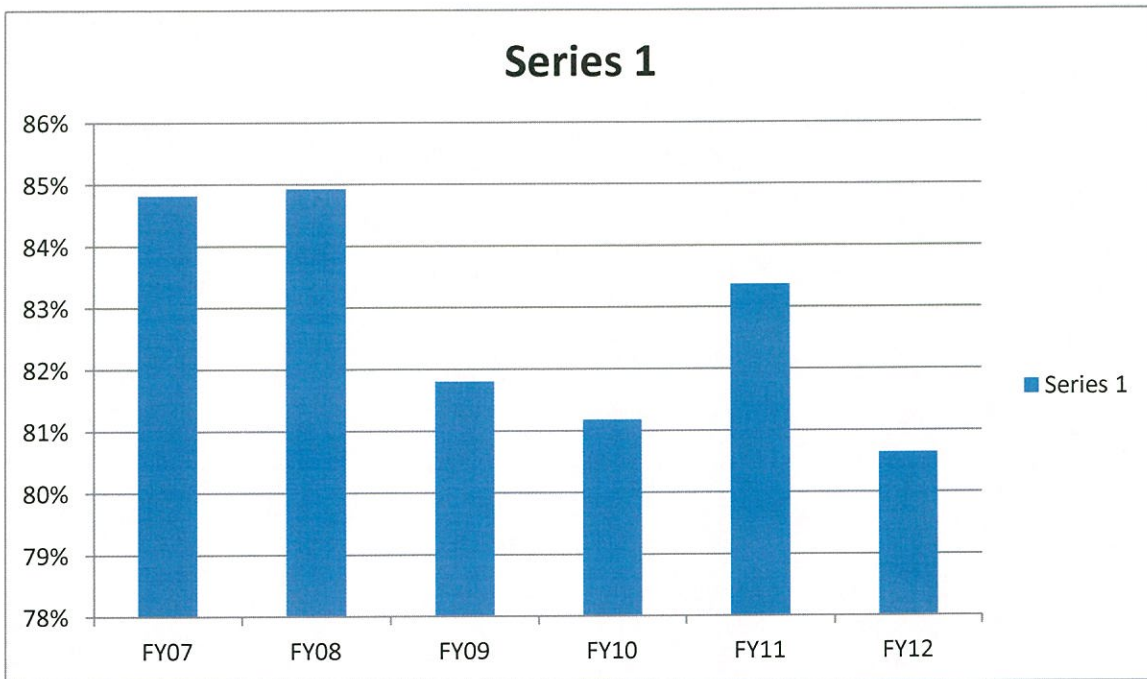
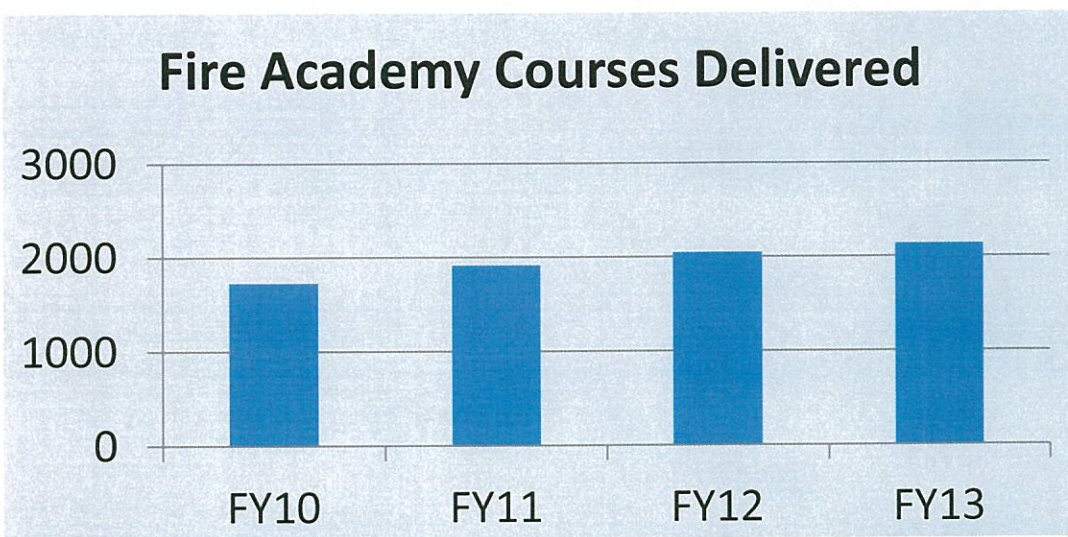


Chart 1.4 Fire Academy Courses Delivered



Mission Accomplishment

Calendar Year	<u>2009</u>	<u>2010</u>	<u>2011</u>
SC injury and illness rate (Private Sector) (National average was 5.3)	3.2	3.1	3.3
	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>
Total hazards corrected - OVP	5,300	4,767	4,518
Elevator fatalities	0	0	0
Amusement ride fatalities	1	0	0
Bungee jump fatalities	0	0	0
Violations cited – wage related	2,613	1,117	2,689
Violations cited – child labor	10	19	4
Number of POL licensees	384,018	398,248	390,447
OSHA inspections	1,694	1,275	1,084
OSHA fatality inspections	19	25	39
Wage claim complaints investigated	969	983	1,142
Child Labor complaints investigated	30	21	16
Wage and Child Labor penalties assessed	\$127,465	\$118,250	\$161,250
Elevators inspected	6,815	8,968	9,269
Elevators registered	11,682	11,902	12,129
Amusement rides inspected	577	761	759
Amusement ride permits issued	555	712	711
Bungee jumps inspected	0	0	0
Bungee jumps permitted	0	0	0
Inspections per Deputy State Fire Marshal	904	970	947

Inspections completed by Deputy State Fire Marshals	14,468	14,459	11,361
Students receiving Fire Marshal Certification	39	42	28
Plans reviews conducted by Office of State Fire Marshal	1,026	838	845

CHART 2.1

Fire Stations Participating in SC FIRS Program

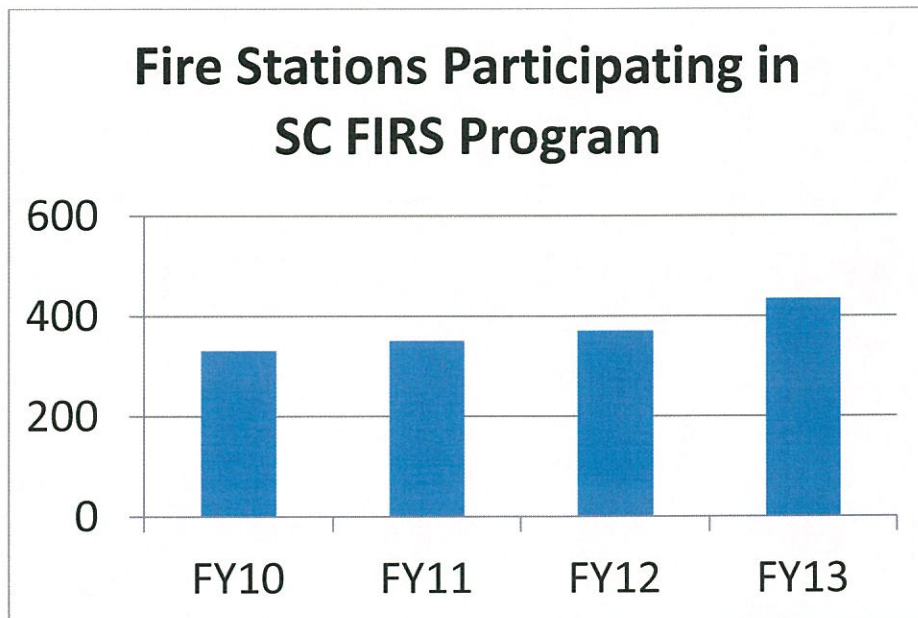


CHART 2.2 SC Fire Death Incidents 1989-2011 Calendar Years

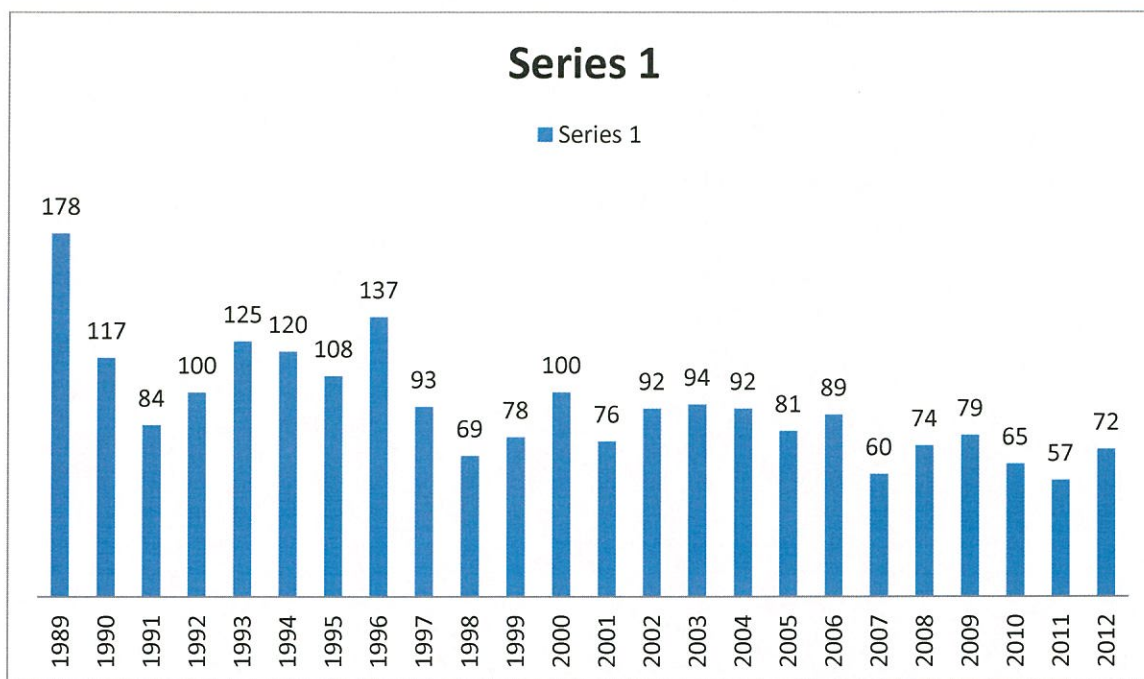
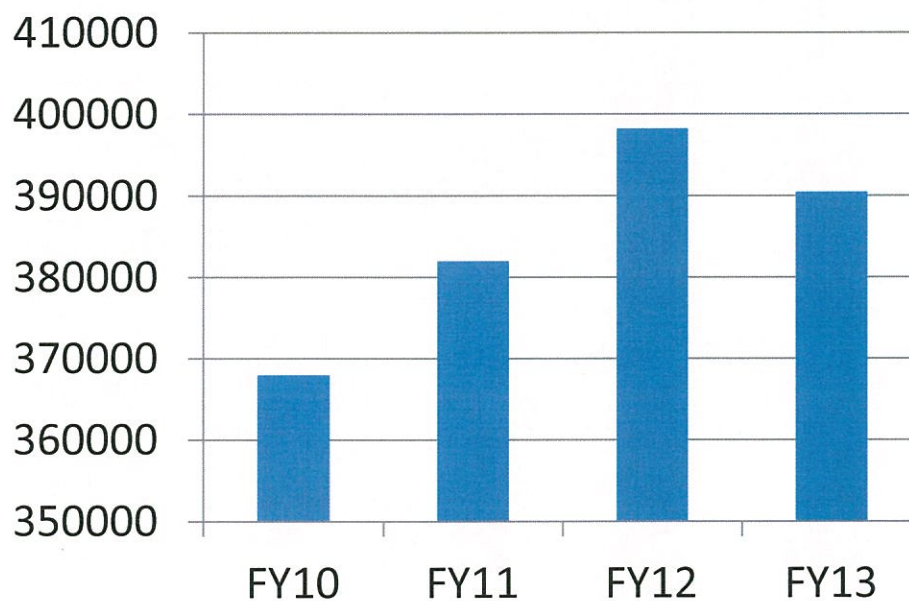
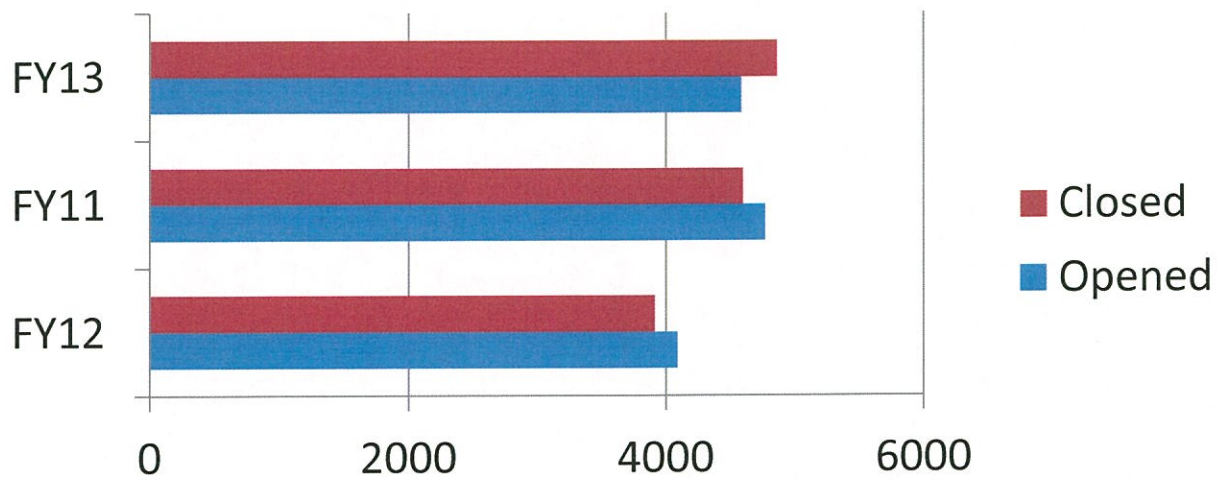


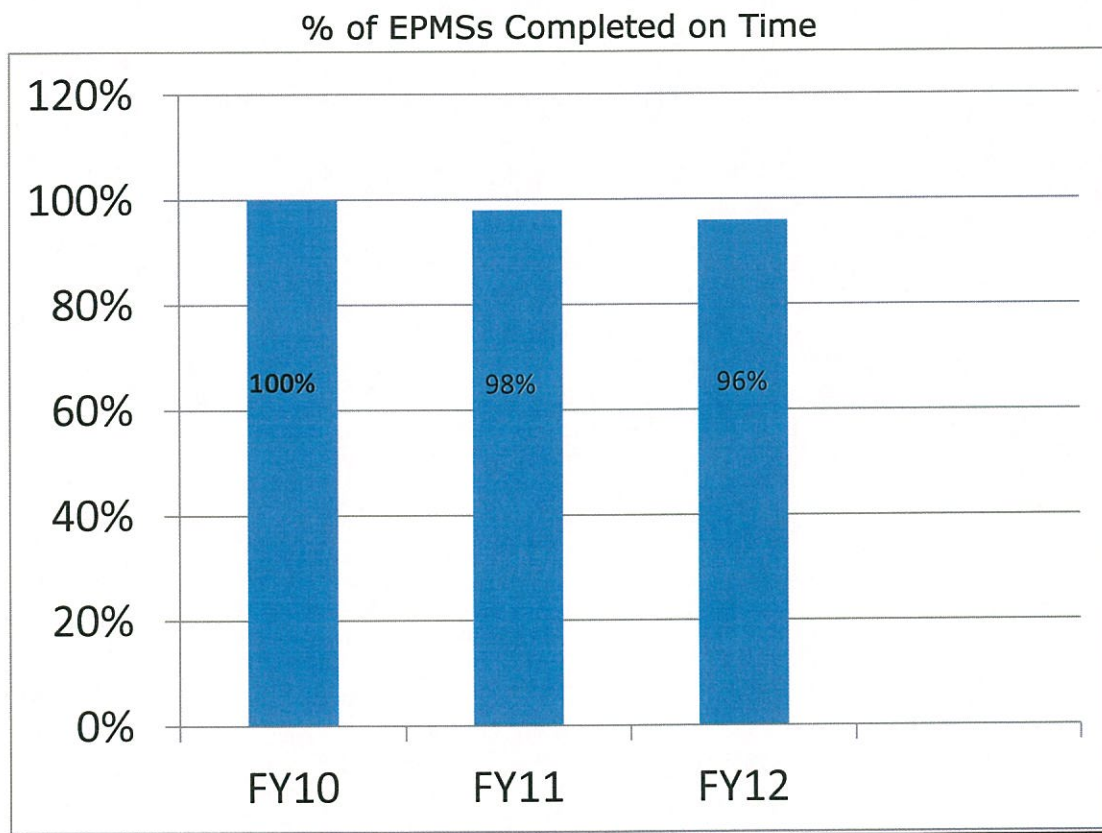
CHART 2.3 Number of POL Licensees





Employee Satisfaction

Chart 3.1



	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>
Employee Turnover Rate	23.74%	20.9%	22.09%

Other Accomplishments/Initiatives:

- Every employee's EPMS continues to be tied to the Agency's strategic plan.
- Agency hosted an employee appreciation luncheon.
- Senior staff hosted a Christmas dinner for the employees.

Supplier/Contractor/Partner

During the past year, LLR partnered with organizations in both the private and public sectors to promote a better understanding of the Agency's mission and program goals and to enhance our identity. This included:

- Several employees served as task force, staff and committee members for organizations such as CLEAR, the SC Chamber of Commerce, the American Society of Safety Engineers, NCARB, Federation of State Boards for Physical Therapy, Council of Board Administrators, SC Minority Affairs Commission and the Governor's Regulatory Review Task Force.
- LLR's OSHA Office of Voluntary Programs ended the partnership with KBR Building Group (formerly the BE&K Building Group) August 6, 2012. KBR Building Group is providing construction management at risk services for a new six-story Intensive Care Unit (ICU) bed tower, designated the McLeod Center for Intensive Care. In February, KBR Building Group had an outstanding safety record of more than 500,000 man-hours without a lost-time incident. This partnership allowed OSHA to provide safety training for employees that they will continue to use as they work on other jobs throughout the state. The partnership continues to be successful.
- To provide fire and life safety programs for school and family audiences, the Division of Fire and Life Safety and EdVenture Children's Museum continues a successful partnership. This arrangement allows LLR to provide personnel and program support for Dalmatian Station (a fire safety exhibit) within EdVenture. New initiatives to expand the scope of Community Risk Reduction efforts are being developed. Partnerships with organizations such as Safekids, South Carolina Injury Free Coalition, the South Carolina EMS PIER Team and others are actively being maintained. In 2013, Emergency Medical Services training programs were initiated through the Division of Fire and Life Safety. A nationally recognized Emergency Responder Program is currently being piloted. In FY2013, the Office of the State Fire

Marshal partnered with EdVenture Children's Museum using a grant to provide 250 specialized smoke alarms to hearing-impaired South Carolina residents.

Regulatory and Legal Compliance and Citizenship

- Audits have been conducted by both state and federal entities for compliance with state and federal laws, mandates and regulations. No major audit findings or defects have been reported.
- Our employees coordinate both internal and external programs that support their co-workers and members of the community. The HOPE (Helping Other People Everywhere) committee sponsors two books sales, a hamburger/hot dog fundraiser, and a golf tournament each year to raise money for co-workers in need. Monies have been used to offset medical bills, cover utilities and purchase gas cards when unforeseen life events have negatively impacted our colleagues. Additionally, monies are raised to assist a first grade class the Agency adopts each year at E. E. Taylor Elementary School. The committee sponsors a drive to collect school supplies each August, compile "goodie bags" for Halloween and Valentine's Day, and host a pizza party during the students' testing period. During Christmas, Agency employees select a student's names off of an "angel tree" and purchase gifts. The gifts are presented during a Christmas party held at the Fire Academy. Other community groups supported include the United Way, American Red Cross, First Ladies' Walk for Life and American Cancer Society's Relay for Life. The Agency also hosts an annual food drive for Harvest Hope Food Bank.

Financial Performance

- Many cost-saving measures were continued in FY12-13. Boards and Commission members received documents via a secure server, and some Boards pooled resources to purchase laptops for use in lieu of notebooks during meetings. Email contact with licensees is increasing, particularly with the use of email renewal notification. The Agency is also shifting to the use of network printers as opposed to desktop printers, the latter of which is considerably more expensive to use. As a result, most Agency operating expenditures continue to decrease.

<u>Category</u>	<u>FY12 Expenditures</u>	<u>FY13</u>	<u>% Decrease</u>
Telephone	\$291,594	\$219,235	24.8%
Printing	\$61,132	\$54,432	11%
Postage	\$292,560	\$354,100	N/A

Chart 6.1 Expenditures by Division

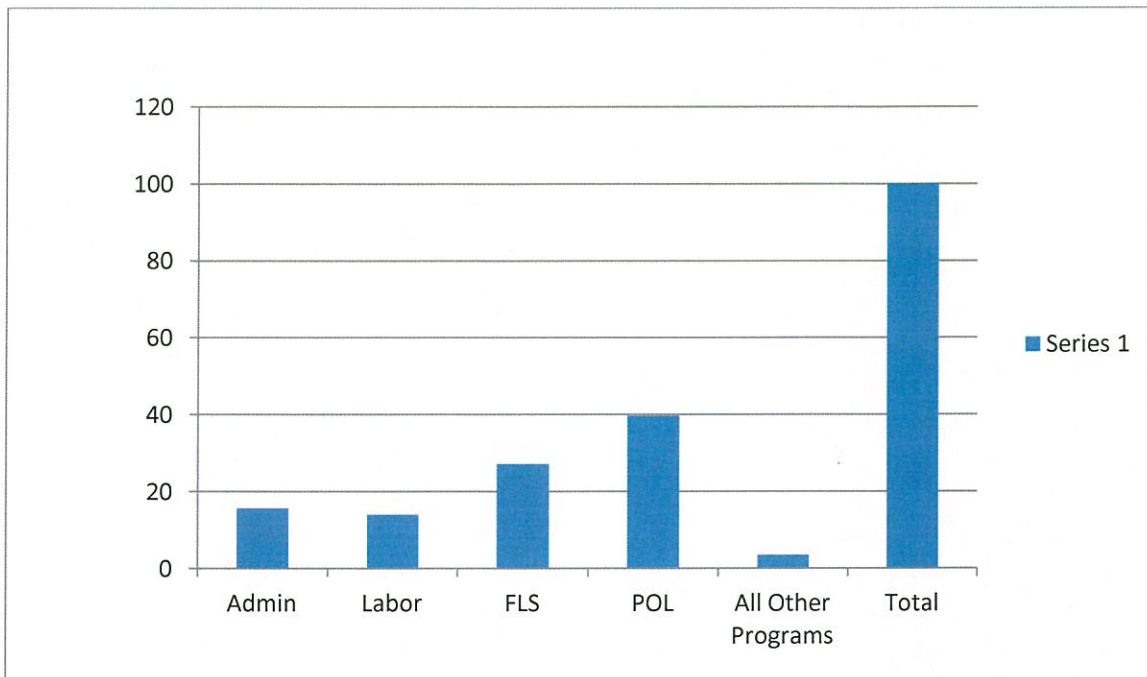


Chart 6.2 Telephone Costs

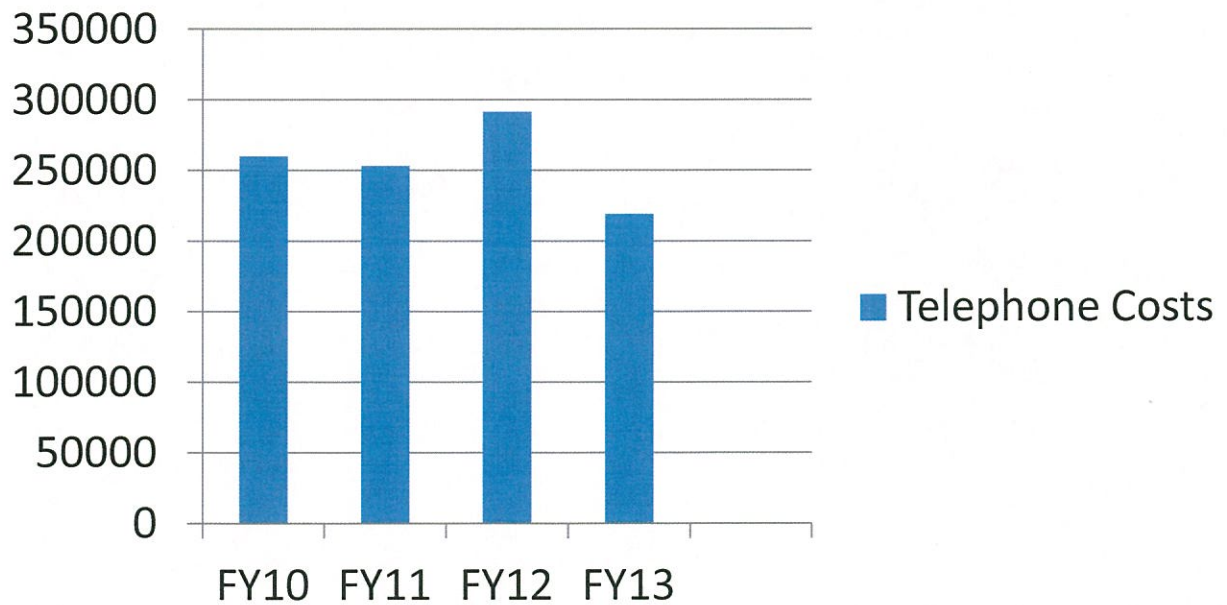


Chart 6.3 Printing Costs

