

**Legislative Oversight Committee**  
South Carolina House of Representatives  
Post Office Box 11867  
Columbia, South Carolina 29211  
Telephone: (803) 212-6810 • Fax: (803) 212-6811



# **Extension Request Guidelines**

## **Restructuring & Seven-Year Plan Report**

March 11, 2015

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# EXTENSION REQUEST GUIDELINES

## *Background*

Section 1-30-10(G) requires agencies to submit an Annual Restructuring Report and Seven-Year Plan. Legislative Oversight Standard Practices 4.1 and 6.1 states the Legislative Oversight Committee (“Committee”) shall provide agencies with a uniform format for submitting their Annual Restructuring Report and Seven-Year Plan to the House.

The Committee provided agencies the uniform format for these reports. The correspondence with the Report Guidelines, and the actual Report Guidelines, stated the deadline for agencies to submit their completed reports.

The Committee has received a request from the agency for an extension in which to provide the agency’s completed report. Pursuant to the Committee’s Standard Practice 1.2 and Committee Rule 7.1, the following procedures apply to these types of Requests for Extension:

4.1.1 The Chairman may, for reasons he determines as good cause, provide an agency an extension to submit its Annual Restructuring Report.

4.1.2 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

4.1.3 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

6.1.1 The Chairman may, for reasons he determines as good cause, provide an agency an extension to submit its Seven-Year Plan.

6.1.2 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

6.1.3 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

## *Submission Process*

Please complete the Extension Request Form included on the following pages. All forms should be submitted electronically to the House Legislative Oversight Committee ([HCommLegOv@schouse.gov](mailto:HCommLegOv@schouse.gov)) in both the original format (Word) and saved as a PDF for online reporting. The signed copy of the complete Extension Request Form should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson ([jenniferdobson@schouse.gov](mailto:jenniferdobson@schouse.gov)) or Charles Appleby ([charlesappleby@schouse.gov](mailto:charlesappleby@schouse.gov)).

**Note the Extension Request Forms will be published online.**

# EXTENSION REQUEST FORM

## RESTRUCTURING & SEVEN-YEAR PLAN REPORT

### *S.C. Department of Labor, Licensing and Regulation*

#### *I. Extension Requested*

1. List the Sections for which the Agency is Requesting an Extension:	Entire Report
2. State the date the agency originally received the report guidelines:	March 2, 2015
3. State the date the agency submitted this request for an extension:	March 24, 2015
4. State the original deadline for the report:	March 31, 2015
5. State the number of additional days the agency is requesting:	30 days
6. State the new deadline if the additional days are granted:	May 1, 2015

#### *II. History of Extensions*

1. List the years in which the agency previously requested an extension, putting the years the extension was granted in bold:	The Agency has never requested an extension.
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# EXTENSION REQUEST FORM

## RESTRUCTURING & SEVEN-YEAR PLAN REPORT

### *III. Organizational Knowledge*

Please attach an agency organization structure. Below, and if needed attach additional pages, list all individuals considered upper management at the agency with the section(s) of the agency they oversee and their date of hire.

Position	Section of Agency	Date of Hire	Name
Agency Director	Oversees the entire Agency	Confirmed February 12, 2015	Richele Taylor
State Fire Marshal	Division of Fire and Life Safety	July 14, 2014	Bert Polk
Deputy Director	Professional and Occupational Licensing	November 2009	Dean Grigg
Deputy Director	Administration	June 17, 2014	Farrar Stewart
General Counsel	Legal Services	June 6, 2011	Melina Mann
Chief Disciplinary Counsel	Office of Disciplinary Counsel	August 19, 1994	Pat Hanks
Chief Advice Counsel	Office of Advice	May 14, 2012	Darra Coleman
Chief of Labor	Labor/OSHA	January 14, 2013	Kristina Baker
Counsel to the Office of Communications and Gov. Affairs	Communications and Gov. Affairs	June 11, 2012	Holly Beeson
Chief Information Officer	Office of Information Systems	October 17, 2000	Matt Faile

### *IV. Good Cause*

Please consider the Agency's request for an extension for the Restructuring and Seven-Year Plan report. The Agency's current director, Richele Taylor, was confirmed in February. The Governor also tapped her to lead the division of community outreach for the Domestic Violence Task Force. In the last month, along with her regular duties, Ms. Taylor conducted research and prepared for, and attended, numerous meetings as part of her work on the Task Force. She also met with stakeholders, board members, employees, and the public whenever asked, and has taken every



public opportunity to speak on behalf of the Agency. Ms. Taylor would like some additional time in order to meet with senior staff and examine Agency processes in order to provide the committee with sound recommendations. In addition, the report asks for a large amount of information. The Agency expects that initially the information will take some time to compile, but updates to the report will be a simpler process, and the Agency does not anticipate needing to ask for an extension in the future.

As far as the Seven-Year Plan, the Agency has gone through three Directors in four years and has made tremendous progress forward; however, planning has been accomplished in year or two increments. The Agency requests additional time to go through a more detailed projection of its long-term goals.

# EXTENSION REQUEST FORM

## RESTRUCTURING & SEVEN-YEAR PLAN REPORT

### *V. Verification*

I have reviewed and approved the information provided in this Extension Request Form. The information contained in this form is complete and accurate to the extent of my knowledge.

**Current Agency Director**  
(Sign/Date):

(Type/Print Name):

Richele K. Taylor

### *VI. Committee Response*

Leave this Section blank. The Chairman will complete this Section after fully considering the agency's request.

Sections for which an Extension is Granted:	<b>Entire Report</b>
Number of Additional Days Granted:	<b>30 days</b>
New Deadline for Agency Response:	<b>May 1, 2015</b>



South Carolina  
Department of Labor, Licensing and Regulation



Nikki R. Haley  
Governor

Richele Taylor  
Director

110 Centerview Drive  
Post Office Box 11329  
Columbia, SC 29211-1329  
(803) 896-4390  
FAX: (803) 896-4393

May 1, 2015

House Legislative Oversight Committee  
P.O. Box 11867  
Columbia, SC 29211

Dear Committee:

On behalf of the South Carolina Department of Labor, Licensing and Regulation, enclosed please find the original signed Restructuring & Seven-Year Plan Report. Copies of the report have been submitted this date in both the original format (Word and Excel), as well as in a PDF document, via email to [HCommLegOv@schouse.gov](mailto:HCommLegOv@schouse.gov).

If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

Richele K. Taylor  
Director

RKT/sec  
Enclosures



# **Restructuring & Seven-Year Plan for the South Carolina Department of Labor, Licensing and Regulation**

May 1, 2015

# RESTRUCTURING & SEVEN-YEAR PLAN

## *Department of Labor, Licensing and Regulation*

Date of Submission: *May 1, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
<b>Agency Director</b>	Richele K. Taylor	12/08/14	richele.taylor@llr.sc.gov
<b>Previous Agency Director</b>	Holly Pisarik	03/02/12	holly.pisarik@dss.sc.gov

	Name	Phone	Email
<b>Primary Contact:</b>	Richele K. Taylor	803-896-4785	richele.taylor@llr.sc.gov
<b>Secondary Contact:</b>	Melina Mann	803-896-4475	melina.mann@llr.sc.gov

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

**Current Agency Director**

(Sign/Date):

(Type/Print Name):

Richele K. Taylor

**If applicable,  
Board/Commission  
Chair**

(Sign/Date):

(Type/Print Name):

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*Insert the appropriate page numbers once the agency has completed the report.*

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# EXECUTIVE SUMMARY

## I. Executive Summary

The Department of Labor, Licensing and Regulation (LLR) provides the following information responsive to the Restructuring and Seven-Year Plan Report (Report). LLR is an umbrella Agency that provides administrative oversight and support for over 40 boards and commissions. LLR has four additional divisions that handle regulatory affairs: (1) Occupational Safety and Health Administration (OSHA) Compliance and Voluntary Departments; (2) Office of the State Fire Marshal; (3) South Carolina Fire Academy; (4) Elevators and Amusement Rides.

### A. Historical Perspective

1. See Historical Perspective Chart.

### B. Purpose, Mission and Vision

1. See Purpose, Mission, Vision Chart.

### C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).
  - Mission Effectiveness
    - Professional and Occupational Licensing - License Turnaround Time
    - OSHA Compliance - Minimizing Injury and Illness for South Carolina Workers
    - Immigration - Ensuring Employer Participation of E-Verify System
    - Elevators and Amusement Rides - Annual Inspections
  - Mission Efficiency
    - OSHA Compliance - Timely Inspections
    - OSHA Voluntary - Reduced Employer Hazards
    - Elevator and Amusement Rides - Audits
    - Immigration - Audits
  - Quality
    - Professional and Occupational Licensing - Customer Satisfaction Surveys
    - Immigration - Customer Feedback
    - Elevator and Amusement Rides - Customer Feedback

- OSHA Compliance - Meeting Benchmarks
  - Administration - Customer Service Surveys
- Workforce Engagement
  - Retention and Succession Planning
  - Career Paths
  - Employee Training
- Operational/Work System Performance
  - Professional and Occupational Licensing - Process Improvement
  - Elevator and Amusement Rides - Process Monitoring
  - Immigration - Process Monitoring

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

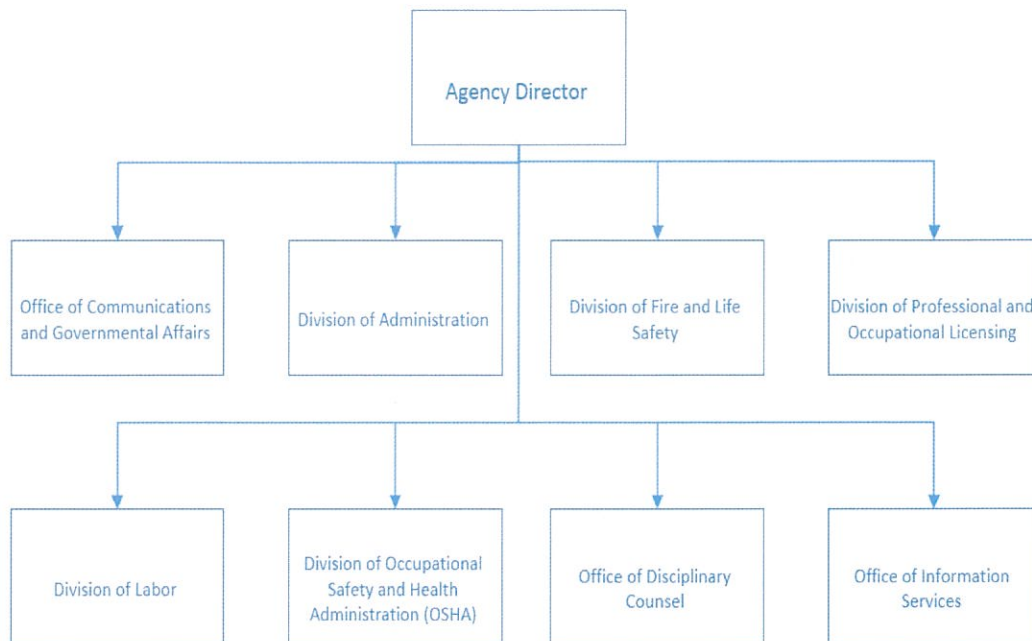


# ORGANIZATIONAL PROFILE

## II. Organizational Profile

1. See Key Deliverables Chart.
2. See Key Customers Chart.
3. See Key Stakeholders Chart.
4. See Key Partner Agency Chart.
5. Agency's performance improvement system(s):
  - **Strategic Planning/Vision Casting:** The Director and senior staff develop the strategic plan and set the vision for the Agency. Goals are set under the vision, and then senior staff discusses how best to implement goals and set deadlines to ensure timely completion of projects and changes. The Director selects a project leader who is responsible for seeing the project or change through to its completion.
  - **Monitoring Goal Implementation:** The Director and senior staff meet once a month to discuss issues, monitor progress of ongoing projects, and confer on new projects. The Director meets with the Deputy Director of Professional and Occupational Licensing, Deputy Director of Administration, and General Counsel on a weekly basis to resolve concerns and to ensure projects are implemented timely. The Director meets with other members of senior staff on an as-needed basis throughout the month, and quarterly with various program level managers.
  - **Performance Improvement Measures:** Senior staff is involved in the day-to-day operations of the Agency and is able to monitor progress and identify problems quickly. Over forty different metrics are collected and compiled into the "Agency Monthly Report" representing all program areas, including Professional and Occupational Licensing (POL), Occupational Safety and Health Administration (OSHA), Immigration, Elevators and Amusement Rides, the South Carolina Fire Academy (SCFA), and Office of the State Fire Marshal. The metrics in the Agency Monthly Report keep a running tally of the performance measures that are critical to the overall success of each program. Supervisors and senior managers review the report each month.

6. The Agency's organizational structure in flow chart format:



7. See Overseeing Body Chart.

8. See Major Program Areas Chart.

9. Emerging Issues in the Upcoming Five Years.

- **Technology:** E-Licensing, providing searchable databases for disciplinary and board decisions, and providing for real-time orders are trends emerging for regulatory boards. As technology improves, LLR will need to adapt practices to address these growing topics.
- **Reciprocity:** Requests for reciprocity from other states' licensees are becoming more common as society becomes more mobile and uses technology to expand processes. As boards review whether or not to accept other states' licensing standards, LLR will need to adapt applications and modify statutory and regulatory changes to accommodate licensees from other jurisdictions.
- **Telepractice:** Telepractice-related issues are already before some boards as applicants for telepractice seek answers to scope of practice questions. Such

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issues already exist as new realtor estate licensees favor virtual offices and kiosks to sell real estate, and for medicine in rural community healthcare. Issues such as these will continue to emerge, as boards will incorporate the use of telecommunication and web-based applications by licensees to provide services, education, and information for clients. Presently, these issues are not addressed in statute, but are discussed in board or commission meetings, and arise in disciplinary actions questioning new practices, and other forums.

- **Expediting of Disciplinary Process:** Complaints against licensees are addressed in the order in which they are received; however, the mission of the Agency dictates immediate action where the health and safety of the public is at issue, thus the investigating of certain cases are expedited. The Agency seeks to expand the existing process of expediting cases to consider other ways in which a fast-track docket would benefit the public.

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# ORGANIZATIONAL PROFILE

### *III. Laws (Statutes, Regulations, Provisos)*

This section asks for state and federal statutes, regulations and provisos (“Laws”) which apply to the agency.

1. See Legal Standards Chart.

### *IV. Reports and Reviews*

This section asks for information about reports the agency is required to submit to a legislative entity and the agency’s internal review process.

1. See Agency Reporting Requirements Chart.
2. See Internal Audit Chart.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”



# RESTRUCTURING REPORT

## V. Key Performance Measurement Processes

### 1. Results of Agency's Key Performance Measurements

The Department of Labor, Licensing and Regulation (LLR) utilizes performance measures as a major component in the Agency's continuous quality improvement efforts. Historically, these efforts are documented in the Agency's Accountability Report and Annual Report and are available on the Agency's website. Beginning in 2011, the Agency undertook an intensive review of its internal processes to determine where changes could be made to fulfill its mission while also enhancing the efficiency and effectiveness of its customer service. Much of the Agency improvement over the past four years can be attributed to new performance measurements and metrics. Because LLR is unique in its makeup, in that few other state agencies have the level of breadth and scope of LLR which includes 40 boards and more than 70 programs, the Agency has few models. Further, during the first few years of Governor Haley's tenure, under Director Templeton and Director Pisarik, many changes needed to be made to enable the Agency to perform its core functions. Director Taylor hopes to build on the progress of the former directors, and to implement processes that ensure the Agency's successful future. Therefore, although for the past few years the Agency has been focused on streamlining its internal operations, the Agency believes it is now providing high level, cost-effective services to external customers, and this year plans to examine how other states' regulatory agencies perform their functions in order to get ideas on how the agency can take its performance to the next level. This section of the report discusses performance measures related to mission effectiveness and efficiency, quality, workforce engagement, and operational/work system performance for the divisions and program areas of the agency. Further, this section includes a list of all electronic databases/document management systems and suggestions for recommended restructuring.

### A. Results of Agency's Key Performance Measurements

#### 1. Mission Effectiveness

##### **Professional and Occupational Licensing (POL) - License Turnaround Time**

The mission of LLR is to promote and protect the health, safety and well-being of the public through regulation, licensing, enforcement, training and education. The POL Division ensures that individuals who meet the statutory qualifications for professional licensure, found under various statutes in Title 40 of the South Carolina Code, are

quickly licensed. Each LLR board has delegated to staff the ability to grant licenses at staff level if certain statutory thresholds are met.

In order for the Agency to fulfill its overall mission, protecting the State's citizens by ensuring they are served by high quality professionals through the licensing system, it is vital that the Agency keep track of how quickly licenses are provided to qualified individuals. Beginning in March of 2012, the Agency began tracking professional license turnaround time; that is, the time it takes an applicant to submit an initial application for licensure until approval. If the licensee provides all of the requisite documents, the licensing process is in control of the Agency. Each month the time varies slightly, but it currently takes anywhere from 2-6 days, and in 7-12 days when the process begins online. The process is overseen by Assistant Deputy Directors, Charlie Ido and Rion Alvey, who also review the monthly report, as does Dean Grigg, the Deputy Director of the POL Division.

### **Occupational Safety and Health Administration (OSHA) Compliance - Minimizing Injury and Illness for South Carolina's Workers**

OSHA's overall mission is to ensure the health and safety of the State's workers. It is important to note that South Carolina has a State Plan and administers its own OSHA program. OSHA is required to remain "as effective as" the Federal program in order for South Carolina to maintain its ability to administer its own state program.

Section 41-15-80 of the South Carolina Code requires employers to provide a place of employment free from recognized hazards that are likely to cause death or serious physical harm. Further, Sections 41-15-210 and 41-15-260 of the South Carolina Code give the Director and/or her designee the authority to issue regulations to for the purpose of attaining the highest degree of health and safety for the State's workers and the authority to enforce these regulations through inspections. OSHA measures its success by minimizing injury and death to South Carolina's workers. In order to determine the success of the program, the Federal OSHA Program looks to South Carolina's injury and illness rate. OSHA's Bureau of Labor and Statistics analyzes the State's data annually and releases a report.

The current (2013) injury and illness total case rate for all industries, including state and local government, remained the same at a total case rate (TCR) of 3.2 per 100 workers. South Carolina continues to be one of the few states with rates below the national average of 3.3 out of 100 workers. In separating the aggregate areas, private industry observed a decrease in its TCR from 3.0 to 2.9, again out of 100 workers, while public sector TCR increased from 4.4 to 4.9. The chart below illustrates the positive trend of lowering the State's already low employee injury and illness rates.

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<b>Injury and Illness Rates for South Carolina</b>						
	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>TRC (All)</b>	3.4	3.5	3.5	3.6	3.2	3.2
<b>Private Sector</b>	3.1	3.2	3.1	3.3	3	2.9
<b>Public Sector</b>	4.8	4.9	5.2	5	4.4	4.9

OSHA’s compliance program has little impact on these numbers, but through its consultation program, OSHA can educate and train employers regarding work place safety.

**Immigration - Ensuring Employer Participation of E-Verify System**

Section 41-8-120 of the South Carolina Code requires the Director of LLR to develop a statewide random auditing program to ensure employer participation in the E-Verify system. 300 to 400 businesses are selected at random each month from the employer data base of the South Carolina Department of Employment and Workforce Development. Audit letters are mailed to employers. 89% of businesses return the audit letter with the required documentation of compliance. Employers who fail to respond to the audit letter within 30 days are called by an auditor and given another 5 days to respond. If no response is still received, an audit letter is sent to the business to request an on-site audit. The program administrator monitors the process to ensure compliance with the law. For FY 14, the program had a 93% compliance rate, meaning that 93% of South Carolina’s employers who were audited were verifying new employees through E-Verify.

**Elevators and Amusement Rides - Annual Inspections**

The Office of Elevators and Amusement Rides measures its effectiveness by how many elevators and amusement rides it inspects annually, and few elevators are past the thirty day window of the yearly required inspection. Section 41-16-70 of the South Carolina Code requires the inspection of all elevators in the state annually. The program administrator monitors weekly inspections conducted to date to identify elevators that are 30 days past due inspection. Elevator owners who are 30 days past due for inspection are contacted by telephone and given five days to schedule an inspection. If an inspection is not scheduled within five days, a cease and desist notice is sent to the elevator owner requiring the shutdown of the elevator. LLR auditors follow-up with an on-site visit to ensure the elevator is not operating. If the elevator is operating, a citation is issued as required by law. The program administrator’s supervisor, Jim Knight, monitors the process to insure that time-lines are followed. The goal is to have every elevator inspected annually as required by statute. Due to the implementation of

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metrics and a restructuring of the elevators program, the number of elevators more than 30 days past due for inspection was reduced in the past year from 1,234 to 130.

A report of elevators with past-due abatement violations is also produced each week by the program administrator. A phone call is made by LLR auditors to the businesses, and owners are given five days to correct violations and return the completed abatement form to the Agency. If owners fail to respond within five days, a cease and desist order is issued requiring shutdown of the elevator. The program administrator's supervisor monitors the process to insure that staff is addressing over-due abatements in a timely manner.

Sections 41-16-80 and 41-16-90 of the South Carolina Code require that elevator owners submit approval plans for construction of new elevators or plans for alteration of existing elevators to LLR. The elevators program has developed an internal deadline of 10 days for staff to review and approve submitted plans. Long delays in reviewing and approving the plans can be costly to elevator companies and elevator owners. The program administrator, Duane Scott, is responsible for conducting the approvals. The program administrator's supervisor monitors the process to insure that the 10 day turn-around time is being met.

## 2. [Mission Efficiency](#)

### **OSHA Compliance - Timely Inspections**

OSHA conducts approximately 1000 inspections across the state annually. In 2014, OSHA conducted 978 total inspections resulting in 1,710 violations being issued during FY14. Seventy-six percent (76%) of the citations issued were serious in nature. Additionally, three repeat violations were issued. These random inspections are needed to ensure compliance with OSHA laws. Thus, to minimize costs, OSHA's Compliance Program's field inspectors work out of home offices that are in the territory they are responsible for inspecting.

### **OSHA Voluntary – Reduced Employer Hazards**

The consultation side of OSHA measures mission efficiency by reducing the cost to employers through training and education. In FY14, 4,621 hazards were identified through employers' voluntary participation in the program. These are hazards that could have led to employee injuries if not fixed. As no monetary penalty is assessed as a result of these hazards, the actual cost is hard to quantify. However, OSHA estimates the hazards would have generated monetary penalties cumulating in the hundreds of thousands of dollars.



## **Elevator and Amusement Rides – Audits**

Audits of special inspector inspections in the Elevator and Amusement Rides program are assigned weekly. Audits conducted by LLR auditors are scheduled for one geographical area per week to save on travel expense and utilize auditors' time appropriately.

In addition, a telephone call is first made to an elevator owner for a past due elevator inspection or abatement, rather than sending an LLR employee to the site. This saves the Agency the cost of travel and time. Further, the program is in the process of becoming fully automated, with inspections and audits online for elevators. Abatements can be sent in electronically and soon payment will be accepted online.

To keep up with trends and ensure LLR continues providing enough inspectors for the number of elevators and amusement rides, which varies. LLR also monitors the annual number of inspections, installations, and alterations.

	<b>FY2013</b>	<b>FY2014</b>
<b>Elevator Annual Inspections:</b>	<b>8,222</b>	<b>9,669</b>
<b>Elevator New Installations:</b>	<b>222</b>	<b>236</b>
<b>Elevator Alterations:</b>	<b>192</b>	<b>116</b>
<b>Amusement Rides:</b>	<b>765</b>	<b>509</b>

## **Immigration – Audits**

Immigration audits begin with an audit letter to a business requesting completion of the audit form and the attachment of documentation to establish compliance with the E-Verify law. 89% of employers return the audit form with no site inspection needed. Mailing of the audit form saves the Agency the cost of travel and the time of auditors.

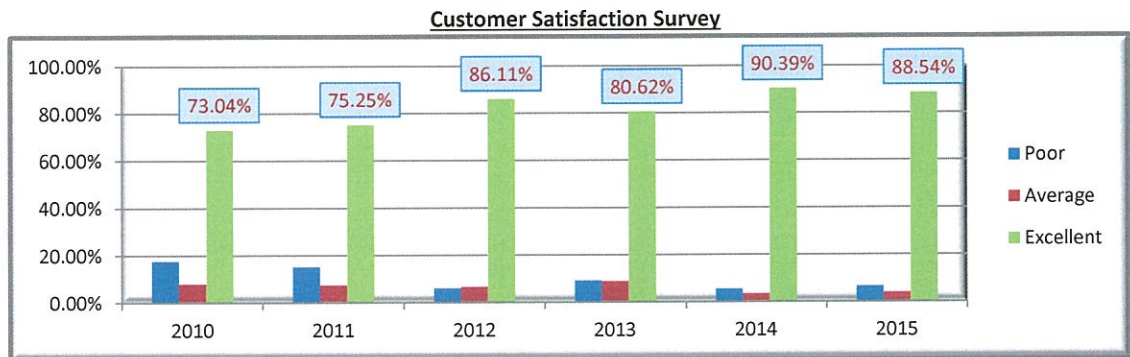
### **3. [Quality \(Customer Satisfaction\)](#)**

The Agency collects data regarding the degree to which a program area's deliverables (whether it's a product or service) meets customer requirements (whether the customer is internal or external). Most of our programs monitor customer satisfaction in some fashion. Specifics for the Agency are provided below.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

## Professional and Occupational Licensing –Customer Satisfaction Surveys

The Agency collects data regarding the degree to which a program area’s deliverables (whether it’s a product or service) meets customer requirements (whether the customer is internal or external). However, when talking about the Agency as a whole, for the most part, the public often is referring to the Division of Professional and Occupational Licensing which houses all of the Agency’s board and investigative functions. One of the ways we measure quality of these interactions are customer service surveys that are attached to board staff’s emails. The surveys can also be found on each board or commission’s webpage, and on each program area’s webpage. Survey data is monitored and aggregated monthly. The questions asked directly relate to the customer’s experience with the Agency, asking whether the customer was able to make telephone contact with the appropriate staff, whether staff was courteous and helpful, whether emails were responded to within 24 hours, etc. In 2010, the percentage of customers rating their experience as excellent was 73%. Conversely, the last two years (2014 & 2015), the excellent rating averaged at 90%. Each time a member of the public completes a survey, the results are automatically emailed to the supervisor for each program area, Assistant Deputy Directors Charlie Ido and Rion Alvey, and Deputy Director Dean Grigg. Also, Lesia Kudelka, the Agency’s Communications Director and Ombudsman, receives each email and is tasked with ensuring that any complaint is resolved as soon as possible.

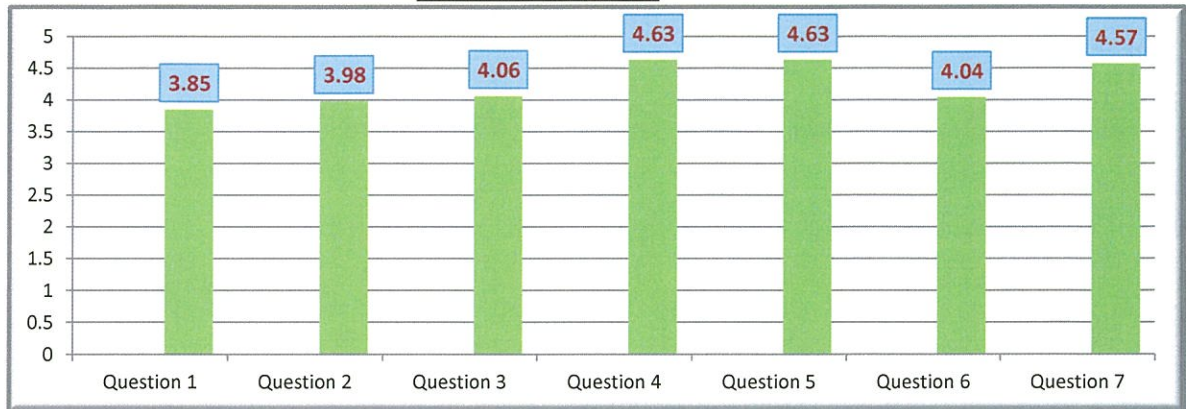


Additionally, the Director is committed to using technology to enhance the customer experience, offering online renewals for all boards and online initial applications for most. The Agency also attaches “technical service” surveys on the bottom of each online renewal and application to rate the licensees’ experience regarding the online licensing process. The questions ask about the ease of experience and payment, e.g. whether it was easy to save the data and come back to it later. LLR only began tracking technical service data since 2014. Of the 17,092 surveys completed, the Agency received 4/5 for five of the seven questions asked, with 3.85/5 and 3.98/5 for the other two questions. OIS uses the comment sections to make improvements to the online renewal and initial application system.

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Averages from 17,092 Surveys  
1/1/2014 to 12/31/2014



### **Immigration – Customer Feedback**

The majority of immigration audit responses are received via electronic mail. Employers have the opportunity at that time to ask questions, get clarification on requirements, and request extensions. E-mails are responded to the same day they are received, often within minutes of receipt. LLR routinely grants an additional 10 days to those requiring additional time to complete the audit paperwork. Jim Knight, the program administrator, receives the e-mails so that he can monitor and participate in the process to insure that employers receive prompt responses to their queries.

In addition, Jim speaks to businesses and employers regarding the law’s mandates. When asked, he also travels around the State making presentations to large and small employers and civic organizations.

### **Elevators and Amusement Rides - Customer Feedback**

Elevators' owners are given the opportunity following each inspection to provide feedback, ask questions, and relate concerns about the special inspector to the administrator of the Office of Elevators and Amusement Rides via an e-mail that is automatically generated by the program data base. The program administrator reads the e-mails daily and responds to questions and concerns.

Complaints regarding the safety of elevators and amusements rides are logged and assigned to LLR auditors for investigation. A report of findings is submitted to the complainant following the investigation.

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## OSHA Voluntary – Surveys

The consultation program uses Customer Satisfaction Surveys to evaluate its effectiveness. A survey form is included with each report to the employer. During this fiscal year, 69.5% of the surveys were returned indicating 99.3% were satisfied with the services and met the employers' expectations. 99.3% of the responders strongly agreed that this service helped to improve workplace safety and health programs.

Past Years' Surveys:	FY12:	FY13:
Total Visits:	937	919
Hazards Identified:	4,700	4,527
# of recommendations:	874	874
Satisfaction rating:	98.7%	100%
Strongly agreed service helped:	97.4%	97.8%

During FY13, the training staff conducted over 400 training classes for private and public sector employers/employees. A total of 2,737 employers were trained and a total of all trained was 10,672. Customer Satisfaction survey forms are also used to assess training provided by the OSHA Voluntary Program. A numeric rating of 1-5 is used with 5 being the highest attainable score. The OSHA Voluntary Administrator and the Training Supervisor review comments and overall ratings. Customer survey forms indicate an overall rating of 5.0.

Past Years' Surveys:	FY12:	FY13:
Training Classes:	468	461
# of employers Trained:	3,189	3,328
# of employees Trained:	11,311	12,604
Satisfaction rating:	5.0	5.0

## OSHA Compliance –Benchmarks

The OSHA program does not solicit feedback from the businesses they cite, but measure quality through how long it takes to respond to a complaint. Federal OSHA sets benchmarks for the states of complaint response time of 30 -90 days depending on the type of case. South Carolina OSHA sets a higher standard: its goal is to respond within 20 days.

## 4. [Workforce Engagement](#)

The Agency recognizes the value of attracting and retaining quality employees in order to fulfill its mission. While training and providing a good work environment for current employees is advantageous for retention, the Agency also recognizes the value of

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providing a career pathway for current employees in order to ensure the Agency provides continuity in the services to the Agency's customers. The Agency also wants to ensure that current employees believe there are options for enriching their career by moving into roles with more responsibility and oversight. Thus, the following measures apply to all employees in the Agency as well as the major program areas.

### **Retention and Succession:**

The average age of LLR's workforce is around 46; however, the percentage of the workforce that is eligible to retire or retired/returned to work is at 40% of LLR's total workforce. These figures are monitored annually (at the end of each fiscal year) and monthly (via organizational month-end review) by Human Resources. The Agency has begun the process of creating an organizational succession plan by incorporating five strategies identified by the consulting firm Cornerstone On Demand:

- 1) Identify key successors or build the skills of current employees.
- 2) Identify individuals with high potential.
- 3) Cultivate new ideas and approaches to talent acquisition.
- 4) Take performance management to the next level (to include succession planning)
- 5) Ensure agency continuity and excellence.

Retaining Agency employees shows workforce engagement for the majority.

### **Career Paths:**

Under the leadership of Director Taylor, LLR's Senior Leadership team has begun planning career paths, including adding tiers to common position titles and succession planning across the Agency. Currently, the Agency has reclassified certain board staff positions to begin the process of career paths for board administrators. The Agency has also added career paths for the finance department and for the investigators in the Office of State Fire Marshal. The Agency will be adding career paths for the OIS office over the next two months.

### **Employee Training:**

For the past several years, employee training has been a primary focus of the Agency as employees feel more engaged when receiving ways to grow in an organization. In order for the Agency to fulfill its mission, each employee must be educated and trained on his or her job function. Much of the training is mandatory for the program area that the training is intended to reach and the Agency trainer is tasked with ensuring employees attend the training. The Agency trainer meets with Agency personnel and plans a relevant training curriculum based on divisional needs. The Agency offers a multi-disciplined "Manager Orientation" to include training covering areas such as budgeting,

procurement, and performance management of staff. To train new management, and enhance training of existing management, the Agency offers monthly classes to supervisors, and senior supervisors acting as mentors to new supervisors. As noted below, the Agency offers several different types of training in-house.

Class	No. of Participants
Anti-Harassment Awareness	12
Budgeting for Administrators	23
Coaching	3
Conflict Resolution	53
EPMS Refresher Training	73
HR Policies Procedures	37
Interviewing Class	9
Learning To Lead	7
Making Solid Decision	9
Procurement Code in a Nutshell	29
Records Management	88
ReLAES	27
Resolving Conflict	1
Safety in the Workplace	371
Supervisory Practices	4
The 5 Choices to extraordinary productivity	1
Writing Position Descriptions	7

- POL Specific Training:** The Director has implemented a training curriculum for all investigators and inspectors, and since 2014, investigators and inspectors are certified through CLEAR (The Council on Licensure, Enforcement and Regulation). Currently the Agency has 56 investigators and at the end of May, when the last of the newly-hired investigators complete their training, all will be certified.
- Board Specific Training:** An Agency attorney has been tasked with updating and educating lawyers and personnel on statutes, regulations, and case law. This is accomplished through weekly emailed updates. Administrators and Agency attorneys are also sent to Board specific training, including conferences, where they learn more about each profession they serve.
- Training for Fire Marshal, Fire Academy, OSHA, and Elevator Employees:** Employees who work in the Office of State Fire Marshal, the Office of Elevators and Amusement Rides and OSHA receive specific training that is tailored to their job functions. For example, Elevator and Amusement Ride auditors and the program manager are required to attend 10 hours of continuing education annually for maintenance of their

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elevator certifications, and must attend 40 hours for maintenance of their amusement ride certifications biennially.

## 5. Operational/Work System Performance

The chart below shows how each LLR Division measures the actual performance for the operation of each area.

PROFESSIONAL AND OCCUPATIONAL LICENSING
<b>Office of Board Services</b>
Average time to answer phone
Percent of calls abandoned by caller
Percent of calls not answered
LLR customers positively recognized OBS staff for customer service
LLR customers recognized additional boards
Average length of time to issue license* (online)
Average length of time to issue license* (paper)
<b>Office of Investigations and Enforcement/Office of General Counsel</b>
Number of Cases received
Number of Cases closed
Average time to complete investigation
Number of Inspections (includes elev/amusement rides)
Number of ODE Cases Returned to OIE
OIE Average Monthly Aging Report (Cycle time)**Calculated from date case received by complaint analyst to the date case reported to supervisor
<b>Office of Disciplinary Counsel</b>
Number of Active Cases
Number of Cases Closed
Number of New Cases
<b>Elevators</b>
Number of elevators statewide
Number of current month inspections
Total number of inspections year to date*
Number of inspections not done within one year of previous inspection
<b>LABOR</b>
<b>Office of Immigrant Worker Compliance</b>
Number of attempted compliance audits
Of those audited, % of employers in compliance with state immig. law
<b>OSHA</b>
Number of establishments visited for consultations
Number of hazards identified and corrected during consultations
Number of S.C. employees affected by consultations
Number of Fatalities/Catastrophies
Total number of Inspections
<b>FIRE AND LIFE SAFETY</b>
Number of students trained by fire academy
# of citizens receiving fire safety trng.
# of State Fire Marshal Inspections and Engineering Plan Reviews
Average length of time to issue license (pyro, LP Gas and blasters)
Average Length of time to review engineering plans
<b>ADMINISTRATION</b>
<b>Finance</b>
Helpdesk - Tickets - Total and by Employee
<b>Human Resources</b>

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Number of Agency vacancies on March 1, 2015
Number filled in POL
Number filled in OGC
Number filled in Admin
Number filled in Advice
Number filled in F&LS
Number filled in OSHA
<b>Communications: Agency-wide Statistics</b>
#of customer/Legislator complaints
Average time to respond to customer/legislator complaints/
# Media calls
# FOIA requests to date (does not include licensee list requests)
# Subpoenas to date
<b>Office of Information Security</b>
Helpdesk Survey - My request was fulfilled in a timely manner
Helpdesk Survey - My request was fulfilled to my satisfaction
Helpdesk Survey - How satisfied were you with the customer service

### Professional and Occupational Licensing -OBS and OIE Process Improvement

In 2011, the Agency began the process of restructuring POL. The Office of Licensure and Compliance was eliminated, and the licensing function was returned to each Board. Since that time, the Agency has worked to improve POL’s processes involved in licensing, inspections, discipline, and education delivery.

Many of POL’s initiatives have involved using technology to improve processes. In FY14, 90% of LLR’s licensees whose license was in renewal, or 153,791 licensees, renewed their licenses online. Before renewals were available online, those same individuals would mail a paper form to the Agency. LLR staff would verify the paperwork and mail out a renewed license. Now, this process is completed automatically. Additionally in FY14, the Agency received over \$13 million in online payments. Prior to this function being available online, LLR staff was responsible for handling and depositing these funds. Now, this function is performed without any LLR staff involved. The goal is to keep increasing the percentage of licensees who renew online and to move initial applications online. Currently, 15 boards have their initial applications online.

Year	Online Renewals	Online Renewals Revenue
FY14	153,791	\$13,199,762.50
FY13	127,515	\$14,156,667.00
FY12	151,367	\$11,668,157.50
FY11	108,202	\$11,889,832.00
FY10	133,088	\$12,597,493.50
FY09	109,300	\$10,777,914.00

Additionally, in FY14, the Agency’s POL division received a total of 306,845 phone calls, or 25,570 per month. Each month, the Agency tracks the average length of time to answer the phone, the percent of calls abandoned by caller and the percent of calls not answered. For the last fiscal year, the average length of time to answer a phone call

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was 22.5 seconds from a high of 20 minutes in 2011. 7.6% calls were abandoned and 12% of calls were unanswered. This year, the Agency plans to take a comprehensive review of similar agencies to see how our metrics compare to the national average.

In order for the Agency to adequately protect the public, allegations involving misconduct must be timely investigated and resolved. The Office of Investigations and Enforcement (OIE) used to receive numerous complaints regarding the length of time it took the Agency to perform its investigations. Some investigations were more than 6 or 7 years old. The Agency hired additional temporary investigators to clear out the back log of old cases. The Director tasked OIE with developing cycle times for investigations to hold investigators accountable, which previously had not been the case. Supervisors now meet weekly with investigators to review caseloads. Because some investigations are more complex than others, the Agency's cycle times for board investigations range from 90 days to 150 days. Cycle times were implemented in July of 2012, and in the first six months the average time was 180 days, which is the length of time Colorado's Department of Regulatory Agencies utilizes for its investigations. For the first full year of the cycle time implementation, which was last year, the cycle times were an average of 140 days. This process is largely in control of the Agency, however, many external factors, including witness availability, complexity of case, expert review process, etc, also influence the cycle time. The investigative process is overseen by Assistant Deputy Director of Investigations, Christa Bell and Deputy Director Dean Grigg, who both monitor the cycle times monthly.

#### **Elevators and Amusement Rides – Process Monitoring**

Elevator new installation and alteration permits are issued within 10 days of application. The process is monitored by the program administrator and his supervisor. In the past year, through new internal metrics and policies, the turnaround time for issuance of new elevator/alternation permits was reduced to 10 days, from 45 days.

Elevator certificates are issued immediately to elevator owners where payment has been made for the elevator certificate and the abatement form documenting correction of violations has been received. The process is monitored by the program administrator, Duane Scott, and his supervisor, Jim Knight.

#### **Immigration – Process Monitoring Through High Compliance Rate**

In 2014, the program had an 89% employer participation rate, meaning that 89% of all employers answered the Agency's initial letters. Further, 92% of employers audited E-Verified new hires in the calendar year.

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# RESTRUCTURING REPORT

## V. Key Performance Measurement Processes (cont.)

### B. Most Critical Performance Measures

Three of the Agency's most critical performance measures include professional and occupational licensing turnaround time, process improvement for the investigative and licensing functions, and minimizing injury and illness for South Carolina Workers through OSHA's programs.

### C. Databases/Document Management

Program Area	System	Database	EDMS	BI
Professional Licensing (POL)	ReLAES	SCLLR	Built-In Custom	Built-In Custom
Professional Licensing (POL)	OnBase	OnBase	OnBase	
Fire Academy	SC FA Portal	SCFA	Built-In Custom	Built-In Custom
Elevators / Amusements	SCELIS	Elevator	Built-In Custom	Built-In Custom
Immigration	SCIWICS	Immigration	Built-In Custom	Built-In Custom
OSHA	OSHAExpress	OSHAExpress	Built-In Custom	Built-In Custom
POL and Elevator Inspections	MobiTask	xForma		

### D. Recommended Restructuring

Yes, the Agency has several recommendations for restructuring that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the Agency to provide a more efficient administration of government services.

#### 1. Merge the various code programs into a single division-

The Department of Labor, Licensing and Regulation was created over twenty years ago, in 1994. Since that time, several licensing boards merged, at least one Board was

sunsetting, and programs and boards were added. When Director Pisarik took office in March of 2012, she made it a priority to decrease the length of time it took the Agency to resolve investigations of licensees. Accordingly, cycle times for investigations were implemented and the Office of Disciplinary Counsel received an influx of cases to resolve. In order to resolve cases, more Board meetings were held. During this time period, the Agency also began seeing an increase in the number of licensees. In order to ensure that the Agency was continuing to provide cost-effective services, the Agency restructured the boards in 2015 to assign administrators and staff to the program areas. The Agency analyzed the staff and administrator ratio to board or commission based on the number of licensees. This resulted in two additional FTEs for administrator positions for new board pairings. Further, the restructuring yielded a reduction of licensees for one of the highest volume boards, the Real Estate Commission, which now has a single administrator devoted to it. The Real Estate Commission has over 55,000 licensees, and prior to restructuring was paired with Real Estate Appraisers and the Athletic Commission. Going forward, the Agency is considering merging two program areas resulting to a structural change to the Agency that will require no legislative action. The Agency is exploring the possibility of creating an "Engineering and Code" division in the Office of the State Fire Marshal. Currently, the Fire Marshal's Office's, which is housed at Monticello Trail at the same campus as the South Carolina Fire Academy, provides engineering services. The engineering staff provides comprehensive reviews of designs for buildings and building systems to determine compliance with state laws, regulations and codes. This service can identify potential design issues prior to construction. The engineering staff also provides technical assistance to owners, design professionals, contractors, the general public and government officials by reviewing plans and answering general fire protection questions.

The Building Codes Council, located at LLR's Kingstree location, licenses state building officials. The Council also modifies, adopts, and implements codes (including the fire codes and codes that Fire Marshal's engineers use). Further, the Kingstree location houses several programs that are closely linked to the codes, including the Modular Building program which includes plan review for compliance with adopted codes, a modular building certification and labeling process to comply with the Modular Building Act. Also, the Council administers the Special Inspection Program which registers both private and jurisdictional special inspectors for engineering and architectural design compliance. The Council also conducts regulatory discipline over all registrants for building officials, code enforcement officers, modular building manufacturers, third party-inspection agencies, special inspectors.

Currently, the Agency has two distinct code program areas that operate on different campuses. By merging these functions to one location, the Agency will consolidate the code expertise of its staff into one location, making it easier to share resources and knowledge. Further, having all the code programs on one campus makes information

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easier to find for the public and provides for a more efficient administration of government services.

**2. Merge two assistant deputy director positions into one-**

Currently the Agency has two Professional and Occupational Deputy Director positions. One position is over the health and medical boards and the other position is over the building and business boards. The Agency is considering merging these two positions to provide better consistency and uniformity over board processes. Additionally, this will save the Agency the cost of an FTE position.

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# SEVEN-YEAR PLAN

## VI. Seven-Year Plan

### A. General

Yes, the agency maintains several planning documents that provide initiative and/or planned actions the agency intends to take in the future. Director Taylor served as the Deputy Director of Administration for eight months prior to her appointment as Director, and was involved in the undertaking of current initiatives to increase operational efficiency. Director Taylor and senior staff have continued prior plans, and have added initiatives and actions to continue improving the agency.

### B. Current/Recommended Actions

For all actions listed within this section, the Senior Management Team is responsible for overseeing each of the actions and plans. The Senior Management Team consists of the following personnel: Agency Director, Richele Taylor; General Counsel, Melina Mann; Deputy Director, Dean Grigg; Fire Marshal, Bert Polk; Deputy Director of Administration, Farrar Stewart; Chief Information Officer, Matt Faile; Chief Disciplinary Counsel, Pat Hanks; Counsel to the Office of Communications and Government Affairs, Holly Beeson; Chief Advice Counsel, Darra Coleman; Chief of Labor, Kristina Baker; and the Finance Director, Laura Pace.

To achieve efficiency in operations, the Agency must balance finite Agency resources with providing quality service. Key to making future changes is keeping up with technology advancements, optimizing financial resources, and improving operational performance. Within each section, each of the six outlined questions contained within the Restructuring and Seven-Year Plan Report Guidelines is addressed.

Currently, no legislative action is required to implement current or recommended actions. Item d., Examining Licensure Fees and Revenue Expenditures, would require legislative action should there be a change in licensure fees.

#### a. Uniform Standard Operating Procedures:

Prior to the Agency's creation in 1994, each board was its own distinct Agency. Accordingly, many boards perform the same function, but do so differently. The Agency has been able to consolidate the complaint process and investigations into a uniform process. The Agency plans on adding more uniformity among board

practices. Also, updated standard operating procedures and documents are currently being reviewed and will be placed online over the next two years for customers where useful. Prior outdated policies were removed, and the advice attorneys have been tasked with updating policies for each board.

- b. **Streamlining Agency Processes with a Focus on Technology:** For FY14, 90% of licensees renewed online. As the demand for online availability of the licensing function increased, the Agency began placing initial applications online for the 40 boards and commissions. The Agency expects that all boards will offer applications online by the end of 2015. This process allows first-time applicants to enter their information into LLR's system, thus reducing mistakes and employee time utilized to enter data from paper applications.

The Agency has also implemented a coding system that allows employees to upload scanned documents into the data management system without additional "keying" by employees. The Agency is reviewing ways to utilize this system to collect data digitally on-site for inspections/investigations. Ideas being reviewed include: creating pre-populated forms with licensee information that pull from the system, prompting inspectors for additional required data; allowing the scanning and embedding of digital photos into the inspection reports; use of tablets for submission of reports in real-time.

Online applications and online complaints offer customers the ability to submit information to the Agency in a timely and more cost-effective manner. Thus the Agency is able to process applications and investigate complaints in less time, and reduce the amount of paper the Agency uses.

Utilizing technology allows those in the field to meet across the State without requiring employee travel, thus reducing costs and inefficient travel time.

- c. **Improving Data Security:** Recently, the Agency added badge readers on some area doors to ensure the physical security of data and employees. Only employees have badges that will permit them to access certain parts of the building. The badge ID card also limits after-hour access; few employees have after-hour access privileges. Employees who enter the building after-hours must have special permission from the Director and a security message is sent to the Director and Chief Information Officer when they access the building. The Agency is adding additional badge readers to limit access to interior doors accessible by the public, as well as adding badge readers to Agency elevators to prevent unauthorized personnel from accessing parts of the building that house confidential information. The Agency has waiting areas on its second and third floors, and this new process will require visitors to check-in with the receptionist in order to receive access to the elevators. The

Agency is also currently closing in reception areas so that visitors cannot walk through to other portions of the Agency without an escort.

Additionally, the Agency will be enhancing online security over the next two years. This fiscal year, the Agency created a records retention room that is locked with limited employee accessibility. The records retention room ensures documents are both properly maintained and accessible in the future. Upgrades to electronic storage and proper cataloging of paper documents will also be implemented. The retention and destruction process is being refined for the Agency's POL Division, where much of the paper documents are generated. Further, all Agency employees are being trained on data security and the proper cataloging and destruction of paper documents. The Agency is currently perfecting this process within the POL Division, and then will continue this process for the other Agency Divisions, including Administrative areas, OSHA, and the Fire and Life Safety Division.

- d. **Examining Licensure Fees and Revenue Expenditures:** Director Pisarik was able to reduce POL Board licensure fees by \$1 million dollars over a two year cycle. As required by statute, the Agency will continue to examine fees collected to ensure that the fees are neither excessive nor insufficient to support the board. The Agency will review fees every two years to ensure that boards' fees are adjusted to reflect the boards' current needs. Legislative changes to practice acts as well as increased costs may require fee modification to provide proper services.

The Agency is also examining revenue for its Occupational Safety and Health Administration ("OSHA") and Urban Search and Rescue ("USAR") Programs.

- o OSHA's voluntary program provides South Carolina's small businesses with access to safety reviews, assistance in safely installing equipment, and training on safety procedures. Currently, requests for such services require a six-month wait. The Agency needs to reduce this wait time in order to provide appropriate services, thus reducing workforce injuries and fatalities. To do so requires an expansion of this program. The Agency needs to find additional state dollars to complete the program's expansion. The Agency hopes to improve OSHA's voluntary program over the next three years. Providing more assistance to employers results in fewer fines and potentially fewer injuries on the job.
- o The Agency's Urban Search and Rescue (USAR) program is a National Incident Management System (NIMS) team, providing specialized training in the rescue discipline for structural collapse, disaster triage and assessment, large area search (urban, wilderness or water borne), and other rescue operational experiences. In prior years, the Agency has relied on general funds and federal grants to fund this program. This past year, the Agency agreed to

fund the program through the Fire and Life Safety Division and has not requested additional funding. The Agency intends to continue funding USAR. Revenue sources through USAR's specialized training may assist in funding, such as offering specialized classes to nearby states and other. Funding USAR in-house was accomplished due to the streamlining of processes over the last few years which has resulted in the Agency's ability to pay for this program. Previously, federal dollars were used to start the program, and state dollars were provided each year.

- e. **Workforce Planning:** The Agency currently has 40% of management employees eligible for retirement. The Agency is developing tiers for movement within the Agency, providing paths to management positions and ensuring retention of newer employees. The Agency is also working to cross-train employees to ensure smooth operations continue as many long-term employees retire over the next seven years. This is important to retain the level of services provided and ensure an efficient workforce continues. Proper workforce planning ensures consistency in Agency planning. The Agency will lose significant numbers of management employees over the next seven years. Preparation will result in continued great services.
- f. **Expedited Complaint Process:** The Agency is looking for ways to streamline its investigative and disciplinary process in the POL Division. Disciplinary decisions are made by POL Boards, comprised essentially of volunteers, who often meet only quarterly. Thus, it is difficult to move the volume of complaints quickly with limited opportunities for hearings throughout the year. The Agency opens approximately 5,000 complaints a year in its POL Division. The Agency is exploring fast-tracking some complaints based on set criteria. The Director intends to appoint a task force to examine the issue of expedited case processing. The task force will be reviewing processes adopted in other states and will present a plan to the Director. The Agency hopes to accomplish this within the next two years.
- g. **Workforce Expansion/Telecommuting:** Due to expanded services required by statute, growth in the number of licensees, and an increase in complaints filed, LLR's physical capacity is maximized in its current building. Thus, LLR is considering alternatives to create space within its current square footage. Options such as office/desk sharing for inspectors that are field-based and utilizing technology for regional meetings without requiring travel are being explored. Also, because LLR owns the 208-acre campus at the Fire and Life Safety Division, but rents its other location, LLR is reviewing more utilization of the space at Fire and Life Safety. These actions will keep LLR from expending additional funds on building space. As the workforce grows beyond the current space, other options include telecommuting to reduce costs in rent, travel, and employee drive time.

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- h. **Physical Improvement of Fire and Life Safety Complex:** The Agency set forth a seven year action plan for capital improvements needed at the 20-plus year old Fire Academy complex and submitted the plan to the Budget and Control Board in this year's Comprehensive Permanent Improvement Plan ("CPIP"). LLR has hired a third party specialist to create an economic development plan for improving the campus to keep up with technology/times. These measures are needed to continue offering fire fighters a top notch Academy and training. Upgrades provide Academy students with a better education in fire safety.

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# SEVEN-YEAR PLAN

## C. Additional Questions

1. The top three strategic objectives of the agency that will have the biggest impact on the effectiveness in accomplishing its mission are as follows:
  - **Technology Management - Increase efficiencies through use of Online Initial Applications:** Continuing to review the initial licensee applications and provide them online for the remainder one-half of the boards is necessary to serve more people as the number of licensees grows. Having online applications reduces user input of LLR staff, and also reduces the likelihood of mistakes.
  - **Customer Service - Improve our Customer Service by Setting a Process for Expediting Complaints:** Due to the voluntary nature of the boards and commissions, there are limited windows available for hearings of complaints. It is difficult to move through hearings at a fast enough pace to keep up with the growing number of complaints filed with LLR. Having a process that does not require hearings but allows for mediation or other expedited services would assist in keeping a faster docket.
  - **Internal Pathways - Providing paths for employees and Identifying "back-ups" for those Retiring:** Over 40% of management is able to retire at LLR. Thus, it is imperative that managers have a trainee who can move into their position either temporarily or permanently to keep LLR moving forward.
2. The fundamentals required to complete the above objectives are varied. To complete LLR's goals under Technology Management, the Agency will need additional OIS staff. The Agency has requested more FTEs in this area for the next budget cycle. In order to expedite complaints, the Agency will need to finish researching and establishing the fast-track procedure. Due to the statutory authority granted to the Agency and the boards or commissions, LLR may need approval from the boards before this process can begin. Last, for Internal Pathways, the Director, the Deputy Director of Administration, and the managers of various sections are working on this process, and more time is needed to complete the project.
3. To provide the public with more information about the LLR, the Agency would like to share the following links on the Agency website:

<http://www.llr.state.sc.us/aboutus/index.asp?file=main.htm>  
<http://www.llr.state.sc.us/aboutus/index.asp?file=reports.htm>

4. The Agency appreciates the opportunity to provide this information to the Committee and public, and at this time, has no additional information to provide.
5. The Agency spent 150 hours completing the report.
6. See attached **Personnel Involved Chart**.

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# CHARTS APPENDIX

## VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

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Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

## Similar Information Requested Chart

**INSTRUCTIONS:** Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
South Carolina Department of Labor, Licensing and Regulation	Key Performance Measures	Accountability Report	Section II, number 1	Executive Budget Office	Annually
South Carolina Department of Labor, Licensing and Regulation	Excel Spreadsheet - Major Program Areas	Accountability Report	Section II, number 11.	Executive Budget Office	Annually
South Carolina Department of Labor, Licensing and Regulation	#7. Seven Year Plan	Accountability Report	Agency Discussion and Analysis - relevant to current plans/initiatives	Executive Budget Office	Annually



## Historical Perspective Chart

**INSTRUCTIONS:** Please provide information about any restructuring or major changes in the agency's purpose or mission during the last ten years. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
South Carolina Department of Labor, Licensing and Regulation	2002-2013	Since LLR was created by a merging of various professional boards and programs, the Legislature reinstituted one professional board, transferred two existing boards and added three boards/programs to LLR.	The Cemetery Board, which had been sunsetted by the Legislature, was reinstated in 2002. In 2010, the South Carolina Legislature transferred the Soil Classifiers Advisory Council and Board of Landscape Architectural Examiners to LLR from the Department of Natural Resources. In 2002 the Boiler Safety Act became law, and the SC Contractors' Licensing Board was designated as the LLR Board to administer it. As a result, special inspectors inspected regulated boilers in State of South Carolina. The Massage/Bodywork Panel was created in 1997 with a licensing panel and a disciplinary panel; however in 2013, the law was changed to make it one panel. The South Carolina Panel for Dietetics was created by the Legislature in 2006.
South Carolina Department of Labor, Licensing and Regulation	2004	The Office of Investigations and Enforcement was reorganized by the Agency to increase efficiency and effectiveness.	Investigators are cross-trained to conduct investigations for more than one board, and there is standardization of all investigations. Prior to this investigators were assigned to specific Boards. This department continually restructures its processes to further insure efficiency and effectiveness.
South Carolina Department of Labor, Licensing and Regulation	2011	In 2011, LLR restructured its Office of Elevators and Amusement Rides to improve the overall safety of elevators and amusement rides in the state.	As a result, LLR no longer conducts elevator and amusement ride inspections. Inspections 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 who are unannounced and audit the work performed by the special certified inspectors. This measure discourages complacency and errors by inspectors, and thereby improves the safety of elevators and amusement rides.
South Carolina Department of Labor, Licensing and Regulation	2011	In 2011, the Agency's Freedom of Information (FOIA) function was streamlined so that one office became responsible for releasing information under this law.	All FOIA and subpoena requests and handled by the Office of Communications and Governmental Affairs. This insures responses are handled within the timeframe required by the law, responses are consistent and responses are appropriate under the law.
South Carolina Department of Labor, Licensing and Regulation	2011	In 2011, the Professional and Occupational Licensing Division (POL) was reorganized to make the Division run more effectively and efficiently and ultimately be more accountable to its customers.	The Office of Licensure and Compliance (OLC), a licensure department and customer care center that began July 1, 2008, was dissolved so the licensure function could return to the individual boards. As a result, 73 permanent jobs were affected by the reorganization, and 31 of those were eliminated. Additionally, 13 temporary and contractual jobs were eliminated. The reorganization saved the agency approximately \$1,758,554 annually.
South Carolina Department of Labor, Licensing and Regulation	2012-ongoing	During Fiscal Year 2013-2014, the Agency continued its comprehensive review of statutes and regulations to ensure full compliance with the same.	In 2012-2013, the focus of the review was the POL Boards' laws. While that review continued in 2013-2014, it expanded to the labor programs as well, with an attorney being assigned to work with the OSHA program to perform a comprehensive review and evaluation of their statutes, regulations, policies and procedures. One tangible result was the passage of regulations in 2014 outlining OSHA's enforcement procedures to better inform employers of the process. Additionally, a review of the elevators and amusement rides laws led to the Agency's promulgation of regulations, adding administrative law court review of the denial of licensure for special inspectors.

## Historical Perspective Chart

South Carolina Department of Labor, Licensing and Regulation	2013-ongoing	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.	The Agency recommend more than 60 potential changes that would reduce regulatory burdens on businesses in South Carolina.
South Carolina Department of Labor, Licensing and Regulation	2013	In the summer of 2013, then Director Pisarik reviewed the revenue and expenditures of all POL Boards to ensure fees were in-line with services.	As a result of the review, licensure fees will be reduced by approximately \$1 million over a next two-year renewal cycle. By the conclusion of the 2013-2014 legislative session, the necessary legislation was passed to effectuate the change. This review was the impetus behind reorganizing the Board staff (see below).
South Carolina Department of Labor, Licensing and Regulation	2013	In fiscal year 2013, the Division of Fire and Life Safety (FLS) implemented numerous strategic plan projects, including: reducing 7 regions to 5; creating a user-friendly database; and reorganizing. The changes not only made the Division more efficient, but added more customer service friendly benefits to the Division.	<p>FLS restructured and provided customer service friendly benefits as follows:</p> <ul style="list-style-type: none"> <li>o Providing fire departments with a streamlined, user-friendly, online database registration system known as the "Fire Portal."</li> <li>o Creating the Community Risk Reduction (CRR) Section encompassing the Public Fire and Life Safety Education and Data Management functions. It is responsible for programs designed to educate and enhance public awareness of fire safety.</li> <li>o 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. This Section is also tasked with the licensing and permitting responsibilities statewide for those employed by the LP Gas and pyrotechnic industries, blasters, fire equipment dealers and employees. It also implements the S.C. Reduced Cigarette Ignition Propensity Standard and Firefighter Protection Act.</li> <li>o To be more responsive to the needs of the fire service and industrial clients, the South Carolina Fire Academy improved the delivery of its programs. For example, online independent learning, hybrid, and blended learning programs were created. These programs meet the needs of those unable to commit to a traditional classroom environment, and provide an alternative training environment.</li> <li>o The Fire Academy had seven regions served by regional offices. FLS reduced the regions to five, and partnered with other state and local agencies for office space, resulting 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 Fire Academy to train more firefighters by using the savings to providing additional programs.</li> </ul>
South Carolina Department of Labor, Licensing and Regulation	2014-2015	The Office of General Counsel restructured its Office to meet the changing needs of the Agency and its boards and offices.	The Office of General Counsel is now divided into two attorney offices: the Office of Disciplinary Counsel (the attorneys who handle disciplinary cases involving licensees); and the Office of Advice Counsel (the attorneys who advise the boards during board meetings). The chief counsel for these two offices report directly to the Agency's General Counsel. In January, an attorney position was added to the Office of General Counsel to handle the offices of SC OSHA, Wages and Child Labor, Immigrant Worker Compliance, and Elevators and Amusement rides. That position was named "Chief of Labor." The new attorney also reports directly to the Agency's General Counsel.

## Historical Perspective Chart

South Carolina Department of Labor, Licensing and Regulation	2015	<p>The POL Boards are served by an Administrator and a team of employees. Often the Administrator and teams serve more than one Board. The Agency determined that some Boards needed to be standalone, and restructured employees and Boards to accomplish this.</p>	<p>The POL Boards reorganized to provide better services to its licensees. Boards were adjusted based on several factors, including: number of licensees, number of staff, number of complaints, among others. The Real Estate Commission became a standalone board; Real Estate Appraisers and the Athletic Commission were grouped together; Funeral/ Cemetery were combined with Auctioneers; and several smaller changes occurred. Also, Accountancy also had a legislative change requiring LLR to dedicate a certain amount of its Administrator's workday to Accountancy work and to hire a licensed CPA to conduct investigations.</p>
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## Purpose/Mission/Vision Chart

**INSTRUCTIONS:** Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parenthesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
SC Department of Labor, Licensing and Regulation	2/1/1994	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.	The mission of LLR is to promote the health, safety and well-being of the public through regulation, licensing, enforcement, training and education.	<ul style="list-style-type: none"> <li>Promoting an environment of growth and innovation which allows regulated businesses and professionals to operate successfully and free of overly restrictive and unwarranted regulation.</li> <li>Providing cost-efficient administration and periodic review of licensing and certification programs to assure the appropriate protection of the public</li> <li>Conducting required inspections, complaint investigations, and enforcement activities in a manner that is fair, accountable and cost-effective.</li> <li>Providing businesses and industry, the fire service, our licensees and the public relevant training and education programs.</li> </ul>	Purpose: Legal Standards Chart - Item 1  Mission: Legal Standards Chart - Item 1  Vision: legal Standards Chart - Items 3, 9, 10, 11, 12, 13, 15

Key Deliverables Chart/Key Products Chart

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e., products or services), primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should link the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies' initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
South Carolina Department of Labor, Licensing and Regulation	1	The Office of Board Services (OBS), part of the Division of Professional and Occupational Licensing (POL), reviews and ensures applicants meet required qualifications for licenses for over 40 POL Boards/Commissions (such as medical, dentistry, cosmetology, and forestry). Applicants are provided with a license.	1	Applications can be submitted online and uploaded for the majority of POL Boards/Commissions, but other requisite information is often mailed (such as transcripts). South Carolina Department of Labor, Licensing and Regulation (LLR) employees review submitted information and provide certificates of licensure via mail.	LLR continues to make its application process easier, with over 20 of the POL Boards/Commissions having the ability to submit initial paperwork online and upload documents for attachment. LLR is currently working to provide this service for the remaining POL Boards/Commissions.	The general public only receives an initial license once unless a license laps. Unless a professional occupation is de-regulated, there will be no reduction for this deliverable.	The Agency is working to make the review process more smooth, which involves better technology to allow applications to be uploaded and entered with attachments into the Agency database. When Agency employees are not focused on entering information into the database, there will be more time to review the applications to ensure requisite standards are met.	II, Programs & Services, F, Professional and Occupational Licenses; Small portion from II, Programs & Services, H, Building Codes
South Carolina Department of Labor, Licensing and Regulation	2	OBS reviews renewal paperwork for licensees to over 40 POL Boards/Commissions, ensuring proper certification is maintained. LLR provides proof of renewed licenses for licensees and employers.		Renewals are provided electronically to POL Boards/Commissions, and certificates of licensure are sent via mail.	LLR continues to make its renewal process easier. In the past three years LLR has made all renewals possible online, and provided the ability to upload materials when needed for electronic submission. The general public can choose to provide information without coming to the Agency.	Professions could choose to lengthen renewal cycles. Otherwise, licensees will continue to need these services annually or bi-annually, depending on the time length stated for renewals under statute.	II, Programs & Services, F, Professional and Occupational Licenses; Small portion from II, Programs & Services, H, Building Codes	
South Carolina Department of Labor, Licensing and Regulation	3	OBS provides customer care representatives for over 40 POL Boards/Commissions, receiving over 300,000 questions via telephone annually as well as assisting walk-ins.		Telephone and personal assistance at the Agency.	LLR is actively adding to FAQs on its website for each Board. By providing answers to commonly asked questions, LLR believes it will receive fewer public questions. Further, it is working to improve licensure forms so that they are self-explanatory.	LLR believes that the FAQs and other information placed on its website will assist in reducing the need to return and ask further questions.	II, Programs & Services, F, Professional and Occupational Licenses; Small portion from II, Programs & Services, H, Building Codes	
South Carolina Department of Labor, Licensing and Regulation	4	OBS maintains a database of current licensees for over 40 POL Boards/Commissions and provides both licensees and the public with access to these databases.		Web-based database. Access is provided electronically through LLR's website	N/A	N/A	II, Programs & Services, F, Professional and Occupational Licenses; Small portion from II, Programs & Services, H, Building Codes	
South Carolina Department of Labor, Licensing and Regulation	5	OBS administers over 40 POL Boards/Commissions, providing a meeting place, public notices of meetings, and advice attorneys for POL Board/Commission members on legal issues. OBS also collects comments, questions, and concerns from the public to pass to the POL Boards/Commissions, and assists the Boards/Commission in regulating the various professional occupations.	2	POL Board/Commission Meetings are held at the Agency and business is conducted in a public forum.	There are some professional occupations that could be housed in a database for registration purposes, but do not need to be "licensed" or regulated. Also, some professions could use Associations to house relevant information, such as proper testing, to streamline the renewal process.	It would be difficult to lessen the need for this area as the public utilizes POL Board/Commission meetings to ask questions under their professional statutes and ask for exceptions/allowances to receive a license.	II, Programs & Services, F, Professional and Occupational Licenses; Small portion from II, Programs & Services, H, Building Codes	



Key Deliverables Chart/Key Products Chart

<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>6 This Office of Investigation (OIE) investigates complaints involving potential violations of professional or occupational practice acts. OIE also investigates wage disputes and child labor issues. Complaints are accepted from any individual.</p>	<p>Complaints are received via mail, facsimile, email, and online submission. Investigations occur at various sites.</p>	<p>N/A</p>	<p>N/A</p>	<p>II. Programs &amp; Services, F. Occupational Licenses: Small portion from II. Programs &amp; Services, H. Building Codes</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>7 OIE provides routine or follow up inspections for professional occupations to ensure professional standards are adhered to, as required by statute or regulation.</p>	<p>Investigations occur at various sites.</p>	<p>N/A</p>	<p>N/A</p>	<p>II. Programs &amp; Services, F. Occupational Licenses: Small portion from II. Programs &amp; Services, H. Building Codes</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>8 LLR administers the State's Occupational Safety and Health Administration ("OSHA") program for which it is required to be at least as effective as the Federal OSHA program. The SC OSHA program provides compliance officers for unannounced inspections in response to complaints of hazardous work conditions, program inspections based on the State Safety and Health Planning Guides and high hazard employers, and investigations of work related fatalities, serious injuries, and whistleblower complaints.</p>	<p>2 Inspections and/or investigations occur at the employer's place of business and/or jobsite.</p>	<p>In order to reduce the need for inspections/investigations and reduce workplace injuries and accidents, OSHA should grow its voluntary program (OVP) to provide additional training and consultations to employers early. This would provide guidance to new employers to the State and continued support to existing employers. OSHA is currently working to increase its revenue stream for OVP to increase its capabilities and maximize the number of employers reached and employees protected.</p>	<p>Reduction of the initial need should ultimately reduce subsequent requests as well. However, in the event where additional services (i.e. inspections, investigations) are required the employers can receive training from OVP to correct any identified health and/or safety hazards.</p>	<p>II. Programs &amp; Services, B. Occupational Safety &amp; Health</p> <p>OSHA could use additional funding to assist in staff and equipment. Additional staff could be used to assist it in inspections, investigations, and providing information to the community. The increase in reporting requirements this year, required by Federal OSHA, has led to increased inspections due to work injuries. Also, there has been an increase in OSHA 11(c) cases, which are discrimination based cases. Last, OSHA would like to provide more information to the community regarding trends and programs.</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>9 OSHA collects and analyzes nonfatal and fatal Occupational Injury and Illness Data to assist in identifying common workplace hazards. Programs, initiatives, resources and training are developed based on this data to make the State's workplaces safer. Employers, local organizations and the public also utilize this information.</p>	<p>In-Office via mail and web-based/electronically.</p>	<p>This service provides valuable data to OSHA which is passed on to the employers to further assist in making workplaces safer. The initial need for this service will likely remain as it provides the mechanism for gathering and synthesizing information.</p>	<p>The subsequent need for this service will likely remain as it provides the mechanism for gathering and synthesizing information and provides ongoing data used by OSHA, employers and the public to continue to make workplaces safer.</p>	<p>II. Programs &amp; Services, B. Occupational Safety &amp; Health</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>10 OSHA provides information, memoranda, and other guidance on standards, regulations and other policies/ procedures to provide technical and practical interpretations of the same for employers, employees and the public.</p>	<p>Web-based/electronically. (Occasionally, telephone, email, and facsimile as well)</p>	<p>This service provides a valuable resource to employers, employees and the public to further assist in making workplaces safer. The initial need for this service will likely remain as it provides the community with access to useful technical and practical information on the safety and health standards that must be followed.</p>	<p>The subsequent need for this service will likely remain as it provides the community with access to useful technical and practical information on the safety and health standards and guidelines that must be followed.</p>	<p>II. Programs &amp; Services, B. Occupational Safety &amp; Health</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>11 OSHA provides voluntary consultation services for employers, consisting of free training for employees, free site visits to assist with compliance, and free assistance in implementing safety parameters around newly installed equipment.</p>	<p>OSHA office, employer place of business and/or jobsite and other local community organizations.</p>	<p>This service provides a valuable resource to employers, employees and the public to further assist in making workplaces safer. The initial need for this service will likely remain as it provides employers and the public with access to useful training and consultation on the safety and health standards/guidelines/practices which is necessary to maintain low workplace injuries and safe workplaces.</p>	<p>The subsequent need for this service will likely remain as it provides the public with access to useful training and consultation on the safety and health standards/guidelines/practices which is necessary to maintain low workplace injuries and safe workplaces.</p>	<p>II. Programs &amp; Services, A. LSHA Voluntary Programs</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>12 LLR provides investigators to review and manage complaints regarding payment of wages and child labor.</p>	<p>In-Office via telephone, email, fax and mail. (Only minimal onsite visits.)</p>	<p>Work is being done to revise current laws and to produce forms and/or additional literature to be distributed to employers and the public to provide clarity regarding the employers' responsibilities in this area.</p>	<p>Work is being done to revise current laws and to produce forms and/or additional literature to be distributed to employers' and the public to provide clarity regarding the employers' responsibilities in this area.</p>	<p>II. Programs &amp; Services, F. Professional and Occupational Licenses</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>13 LLR investigators conduct statewide random audits of businesses to assure employer participation in the E-Verify system and compliance with the state illegal immigration law.</p>	<p>In-Office via telephone, email, fax and mail. (Only minimal onsite visits.)</p>	<p>The initial need for this service will likely remain the same as the service is mandated by law.</p>	<p>The subsequent need for this service will likely remain the same as the service is mandated by law.</p>	<p>II. Programs &amp; Services, F. Professional and Occupational Licenses</p>

Key Deliverables Chart/Key Products Chart

South Carolina Department of Labor, Licensing and Regulation	14	LLR administers an inspection program for elevators and amusement rides to assure public safety. Inspections of elevators and amusement rides are provided by trained professionals outside of the Agency, but the Agency audits inspections and provides oversight.	Local businesses.	The initial need for this service will likely remain the same as the service is mandated by law.	The subsequent need for this service will likely remain the same as the service is mandated by law.	II. Programs & Services, E Elevators & Amusement Rides
South Carolina Department of Labor, Licensing and Regulation	15	LLR provides mediation services for disputes between unions and businesses.	In-office, employer place of business and local neutral locations.	There is very little request for this service, and thus there is no need to look at reduction in this area.	There is very little request for this service, and thus there is no need to look at reduction in this area.	II. Programs & Services, G, Labor Services
South Carolina Department of Labor, Licensing and Regulation	16	The Fire and Life, Safety (FLS) Division provides educational courses and training that is ProBoard and IFSAC certified for volunteer and paid firefighters across the state. These courses are offered at a nominal rate and some grant based programs are offered for free as many State firefighters are volunteers. Courses are also available for private businesses who may have their own industrial training needs.	FLS Division, Fire Academy and regional classes at local fire departments.	FLS works on streamlining classes to ensure fire fighters receive the requisite training in a quick time frame.	Need for deliverable is ongoing as firefighters require new and advance training.	II. Programs & Services, C, Fire Academy
South Carolina Department of Labor, Licensing and Regulation	17	FLS Division houses the "Fire Portal" where firefighters, chiefs, training officers and fire inspectors can view their courses, training, register for new classes, archive records, and update employment. The Fire Portal also allows communication with the over 17,000 firefighters trained in our State each year.	Web-based/electronically.	N/A	N/A	II. Programs & Services, D, State Fire Marshal
South Carolina Department of Labor, Licensing and Regulation	18	FLS Division inspects LP gas facilities, businesses that sell fireworks, and businesses that sell cigarettes to ensure citizen safety with these flammable materials.	Investigations occur at the place of business.	Recurring need as inspections are required for permitting and compliance verification.	N/A	II. Programs & Services, D, State Fire Marshal
South Carolina Department of Labor, Licensing and Regulation	19	FLS Division permits/licenses LP gas facilities, bistros, and those in the pyrotechnic business.	FLS Division, Fire Marshal Office.	Recurring need as inspections are required for permitting and compliance verification.	N/A	II. Programs & Services, D, State Fire Marshal
South Carolina Department of Labor, Licensing and Regulation	20	FLS Division inspects foster homes, special needs centers, and other vulnerable adult and children facilities to ensure fire safety.	Inspections occur at the place of business.	Recurring need as inspections are required for permitting and compliance verification.	N/A	II. Programs & Services, D, State Fire Marshal
South Carolina Department of Labor, Licensing and Regulation	21	FLS Division coordinates and houses the Emergency Response Taskforce, which recruits qualified personnel throughout the state to serve as volunteers for responding to disasters such as structural collapse, disaster triage and assessment, large area search in urban, wilderness or water borne setting, canine teams, disaster medical teams; and other rescue operations. FLS Division provides equipment, training, and coordination with the State's emergency operations plan.	FLS Division and in staged areas of the state.	Readiness and emergency response function that responds to natural and manmade disasters.	N/A	II. Programs & Services, D, State Fire Marshal
South Carolina Department of Labor, Licensing and Regulation	22	FLS Division maintains the Fallen Firefighter Memorial, which provides the names of fallen firefighters throughout the State. The Memorial is used for a service each year to honor those firefighters who sacrificed their lives for the citizens of South Carolina.	FLS Division, Fire Marshal Office.	Static memorial maintained by the SC Firefighters association.	N/A	II. Programs & Services, D, State Fire Marshal
South Carolina Department of Labor, Licensing and Regulation	23	FLS Division maintains a library of the codes firefighters may need in community enforcement and provides access to firefighters and citizens at no charge.	FLS Division.	Required to maintain the references to codes, statutes, and standards used by FLS in the enforcement of fire safety provisions.	N/A	II. Programs & Services, D, State Fire Marshal

Key Deliverables Chart/Key Products Chart

<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>24 FLS Division procures grants to support its smoke alarm safety giveaway, partnering with local fire departments across the state to install smoke alarms in vulnerable areas with a higher risk factors</p>	<p>In the community.</p>	<p>Assist and encourage local agencies to seek grants.</p>	<p>Need for deliverable is ongoing to promote safety across the state.</p>	<p>II. Programs &amp; Services, D. State Fire Marshal</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>25 FLS Division provides engineering services, such as reviews of designs for buildings and systems to determine compliance with state laws, regulations and codes at the request of local authorities. The engineering staff also provides technical assistance regarding fire protection related to engineering. The engineering staff reviews fire sprinkler plans for local authorities who request the assistance of the FLS Division. There is no charge for these services.</p>	<p>FLS Division Office.</p>	<p>This is a quality assurance service that locals use to insure compliance with all applicable requirements.</p>	<p>N/A</p>	<p>II. Programs &amp; Services, D. State Fire Marshal</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>26 FOIA/Communications Department provides public information when requested, assists Boards in publishing regulations, and provides updated laws that effect the POL Boards/Commissions to the Administrators to ensure that licensees are made aware of changes.</p>	<p>LLR Office.</p>	<p>Recurring need as the public must have access to Agency information and laws/regulations are updated annually.</p>	<p>Continue to improve responses to FOIA requests can ensure the public receives accurate information when requested.</p>	<p>I. Administration</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>27 Office of Disciplinary Counsel (ODC) provides attorneys to represent the State when violations of professional or occupational standards are found through investigations. ODC provides attorneys for more than 40 POL Boards/Commissions/Commissions.</p>	<p>LLR Office.</p>	<p>Recurring need because when the public makes complaints and they are investigated, violations must be prosecuted.</p>	<p>N/A</p>	<p>I. Administration</p>
<p>South Carolina Department of Labor, Licensing and Regulation</p>	<p>28 Office of Advice provides attorneys to represent the POL Boards/Commissions in making decisions on behalf of their professions. POL Boards/Commissions needs assistance with legal interpretations of statutes and regulations; providing answers to public questions regarding the profession; decisions in disciplinary cases brought before the Boards/Council, and promulgating regulations when warranted.</p>	<p>LLR Office.</p>	<p>Recurring need as the POL Boards/Commissions need legal assistance and guidance in following their practice Acts.</p>	<p>N/A</p>	<p>I. Administration</p>

## Key Customers Chart

**INSTRUCTIONS:** Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
South Carolina Department of Labor, Licensing and Regulation	1	Professional Licensees	To receive license upon completion of statutory requirements; to be able to renew licenses; and to receive answers to questions on licensure process, statutory requirements and regulations.	Key Deliverable Chart, Items 1, 2, 3, 4, and 5.
South Carolina Department of Labor, Licensing and Regulation	2	Members of POL Boards/Commissions	Expect legal assistance in interpreting statutes and regulations, providing answers to the public, and assisting in disciplinary matters of the profession.	Key Deliverable Chart, Item 28.
South Carolina Department of Labor, Licensing and Regulation	3	Complaint Filers	To have complaints investigated fairly and properly, whether against licensees who may be acting inappropriately within their professional occupation or against businesses who may not be acting safely for the welfare of employees.	Key Deliverable Chart, Items 6, 7, and 27.
South Carolina Department of Labor, Licensing and Regulation	4	Fire Fighters	Expect the FLS Division will support volunteer and paid fire fighters throughout the state with adequate classes for fire fighters; that a memorial is maintained for fallen fire fighters; and that training is available to support specialized disaster relief programs that departments cannot provide on their own.	Key Deliverable Chart, Items 16, 17, 21, and 22.
South Carolina Department of Labor, Licensing and Regulation	5	Agencies with fire inspection needs for living spaces, such as DSS, DSDN, etc.	Expect provision of Fire Marshals to inspect locations and ensure the safety of children, vulnerable adults, and others.	Key Deliverable Chart, Item 20.

## Key Customers Chart

South Carolina Department of Labor, Licensing and Regulation	6	Trade Associations, such as SC Chamber of Commerce, SC Manufacturers' Alliance, SC Medical Association, SC State Firefighters Association, etc.	Expect to receive information for membership regarding laws/regulations, agency policies, licensing process, etc.	Key Deliverable Chart, Items 3, 9, 10, 11, 12, and 13.
South Carolina Department of Labor, Licensing and Regulation	7	Media	Expect to receive information to relay to viewers/readers regarding agency operations, agency disciplinary actions/citations, changes in laws/regulations, policies, and licensing process, etc.	Key Deliverable Chart; Item 26.
South Carolina Department of Labor, Licensing and Regulation	8	Governor's Office/Legislators	Expect to receive information regarding laws/regulations/policies administered by LLR. LLR also assists constituents in obtaining information regarding licensing process, how to file a complaint, etc.	Key Deliverable Chart, Items 3, 8, 9, 10, 13, 23, and 26.
South Carolina Department of Labor, Licensing and Regulation	9	Businesses	Expect to receive licenses for services they offer, assistance in safety compliance, and inspections of equipment as needed (such as elevators).	Key Deliverable Chart, Items 11, 14, 19, and 23.
South Carolina Department of Labor, Licensing and Regulation	10	Employers	Expect assistance in understanding and complying with labor laws/regulations businesses must obey.	Key Deliverable Chart, Items 3, 9, 10, 11, 12, 13, and 15.
South Carolina Department of Labor, Licensing and Regulation	11	Employees	Expect information and answers questions to assist in their understanding and utilization of laws administered by LLR to provide for their safety and welfare.	Key Deliverable Chart, Items 3, 8, 9, 10, and 12.
South Carolina Department of Labor, Licensing and Regulation	12	Local Authorities on Fire Sprinklers	Expect free review service of fire sprinkler plans prior to installation by engineers who specialize in this field.	Key Deliverable Chart, Items 23 and 25.



## Key Stakeholder Chart

**INSTRUCTIONS:** Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
South Carolina Department of Labor, Licensing and Regulation	1	Members of the Legislature	Expect to receive information regarding laws/regulations/policies administered by LLR. LLR also assists constituents in obtaining information regarding licensing process, how to file a complaint, etc.	
South Carolina Department of Labor, Licensing and Regulation	2	Accountants	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	3	Architectural Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	4	Athletic Participants Subject to Licensee Requirements	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	5	Auctioneers	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	6	Barber Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	7	Boiler Safety Program Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	8	Chiropractors	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	9	Cemetery Owners/Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.

## Key Stakeholder Chart

South Carolina Department of Labor, Licensing and Regulation	10	Contractors	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	11	Cosmetologists	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	12	Counselors, Marriage and Family Therapists and Psycho-Educational Specialists	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	13	Dentists	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	14	Dietetic Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	15	Engineers/Surveyors	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	16	Environmental Certified Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	17	Foresters	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	18	Funeral Service Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	19	Geologists	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.

Key Stakeholder Chart

South Carolina Department of Labor, Licensing and Regulation	20	Landscape Architectural Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	21	Liquefied Petroleum Gas Owner/Operators	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	22	Long Term Health Care Administrators	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	23	Manufactured Housing Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	24	Massage/Bodywork Therapy Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	25	Medical Examiner Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	26	Nursing Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	27	Occupational Therapy Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	28	Optician Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	29	Optometry Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.

Key Stakeholder Chart

South Carolina Department of Labor, Licensing and Regulation	30	Pharmacists	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	31	Physical Therapists	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	32	Pitotage Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	33	Podiatrists	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	34	Psychologists	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	35	Pyrotechnic Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	36	Realtors	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	37	Appraisers	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	38	Residential Builders	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	39	Social Workers	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.

## Key Stakeholder Chart

South Carolina Department of Labor, Licensing and Regulation	40	Soil Classifiers	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	41	Speech-Language Pathology and Audiology Licensees	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	42	Veterinary Medical Examiners	LLR will review applicant paperwork and provide licenses; review renewal paperwork and update licensee status; investigate complaints about licensees and provide prosecutorial process to ensure health and safety of practice.	Key Deliverables Chart, Items 1-7, 26, 27, and 28.
South Carolina Department of Labor, Licensing and Regulation	43	Employees	OSHA will investigate complaints of hazardous work conditions and unannounced inspections to ensure compliance with safety regulations.	Key Deliverables Chart, Item 8.
South Carolina Department of Labor, Licensing and Regulation	44	Employers, local organizations, and employees.	OSHA will provide statistics to identify common workplace hazards and to assist in development of programs and initiatives to make work sites safer. Provide informational memoranda, guidance, and standards to provide safety information.	Key Deliverables Chart, Items 9, 10, 11.
South Carolina Department of Labor, Licensing and Regulation	45	Small Business	OSHA will provide voluntary consultation services for employers.	Key Deliverables Chart, Item 11
South Carolina Department of Labor, Licensing and Regulation	46	Employees	LLR provides investigations of wage and child labor complaints, as well as discriminatory complaints under OSHA.	Key Deliverables Chart, Items 8, 11, and 12.
South Carolina Department of Labor, Licensing and Regulation	47	South Carolina Job Seekers	LLR conducts audits of employers to ensure compliance with state immigration law mandating E-Verify of new hires.	Key Deliverables Chart, Item 12
South Carolina Department of Labor, Licensing and Regulation	48	Persons who ride elevators or amusement rides	LLR administers an inspection program for elevators and amusement rides to assure public safety.	Key Deliverables Chart, Item 14
South Carolina Department of Labor, Licensing and Regulation	49	Employers/unions	LLR provides mediation services for disputes between unions and businesses.	Key Deliverables Chart, Item 15
South Carolina Department of Labor, Licensing and Regulation	50	Fire Fighters and Fire Departments	FLS Division will provide appropriate training for fire fighters and fire departments; Fire Marshal's office will supply codes support and inspections; Fire Academy will maintain top level services; maintain a library of codes for Fire Departments to access to ensure proper community enforcement of laws;	Key Deliverables Chart, Items 16 and 23
South Carolina Department of Labor, Licensing and Regulation	51	Emergency Management Teams	FLS Division will coordinate the Emergency Response Taskforce to efficiently assist and provide rescue teams in disasters.	Key Deliverables Chart, Item 21
South Carolina Department of Labor, Licensing and Regulation	52	Children and vulnerable adults	FLS Division will inspect foster homes, special needs centers, and other vulnerable adult and children facilities to ensure fire safety.	Key Deliverables Chart, Item 20
South Carolina Department of Labor, Licensing and Regulation	53	Local Building Codes authorities	FLS Division will provide engineering services, such as reviews of designs for buildings and systems to determine compliance with state laws, regulations and codes at the request of local authorities. The FLS Division also provides reviews of sprinkler system designs at no charge.	Key Deliverables Chart, Item 25



## Key Partner Agencies Chart

**INSTRUCTIONS:** List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
SC Department of Labor, Licensing and Regulation	Although the South Carolina Department of Labor, Licensing and Regulation (LLR) may assist other Agencies with fire inspections or emergency management, and the Agency may receive complaints from other Agencies, none of these actions impact our Mission.	N/A	N/A	N/A

Overseeing Body - General Chart

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body, whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuisances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
South Carolina Department of Labor, Licensing and Regulation	Director reports to the Governor.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

### Overseeing Body - Individual Members Chart

**INSTRUCTIONS:** Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
South Carolina Department of Labor, Licensing and Regulation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**INSTRUCTIONS:** Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:  
 a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "labeled ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures". If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.  
 b) The "Associated Objectives" column in the Program Template of the FY 2013-14 Accountability Report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and  
 c) An additional column, titled "Legal Standards Cross References", has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisions listed in the Laws Section of this report, which they satisfy. Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

**Note:**  
 -Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.  
 -Legal Standards Cross References Column links major programs to the statutes, regulations and provisions they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures		FY 2013-14 Expenditures		TOTAL	Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other	Federal	Other			
Department of Labor, Licensing and Regulation	I. Administration	Provides support services to Agency programs in Human Resource Management, Legal Services, Information Technology, Public Information, Finance, Procurement, Immigration and Customer Care Center	\$0	\$5,105,265	\$0	\$5,105,265	\$5,105,265		
Department of Labor, Licensing and Regulation	II. Programs & Services, A. OSHA Voluntary Programs	Assists workplaces in voluntarily complying with Occupational Safety & Health Standards.	\$182,542	\$91,002	\$992,993	\$1,266,537	\$1,267,579		
Department of Labor, Licensing and Regulation	II. Programs & Services, B. Occupational Safety & Health	Ensures workplace safety by enforcing Occupational Safety & Health Standards.	\$1,115,989	\$479,946	\$1,689,535	\$3,285,470	\$1,534,791		
Department of Labor, Licensing and Regulation	II. Programs & Services, C. Fire Academy	Trains firemen, paid and volunteer, private and public sector	\$0	\$6,479,362	\$26,000	\$6,505,362	\$6,685,926		
Department of Labor, Licensing and Regulation	II. Programs & Services, D. State Fire Marshal	Ensures fire and life safety protection for SC citizens through enforcement and inspection.	\$0	\$2,308,710	\$69,923	\$2,378,633	\$2,451,744		
Department of Labor, Licensing and Regulation	II. Programs & Services, E. Elevators & Amusement Rides	Inspects and permits elevators and amusement rides	\$0	\$471,620	\$0	\$471,620	\$465,114		
Department of Labor, Licensing and Regulation	II. Programs & Services, F. Professional and Occupational Licenses	Licenses and regulations qualified applicants in professions and occupations.	\$0	\$12,932,201	\$0	\$12,932,201	\$12,811,225		
			0%	40%	0%	40%	39%	0%	39%
									Total Percent: 95%

Program/Title	General	Other	Federal	Other	Federal	TOTAL	Key Performance Measures Cross Reference	Legal Standards Cross References
III. Programs & Services, G. Labor Services and H. Building Codes	\$0	\$710,230	\$0	\$0	\$0	\$710,230		
Remainder of Expenditures:	0%	2%	0%	0%	2%	0%	0%	2%

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

Program/Title	General	Other	Federal	Other	Federal	TOTAL	Key Performance Measures Cross Reference	Legal Standards Cross References
III. Programs & Services, G. Labor Services and H. Building Codes	\$0	\$662,696	\$0	\$0	\$0	\$662,696		
TOTALS:	\$1,268,531	\$28,510,802	\$2,776,451	\$1,311,499	\$2,636,005	\$32,533,487		
	4%	87.50%	8.50%	4%	8.9%	8.10%		

## Legal Standards Chart

**INSTRUCTIONS:** List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
Dept. of Labor, Licensing, and Regulation	1	40-1-40(A),(B),(C)	State	Creates the division of Professional and Occupational licensing and provides that the Boards listed in 40-1-40(B) are to be administered by LLR, but that each regulatory board within LLR is a separate board.
Dept. of Labor, Licensing, and Regulation	2	40-1-40(D)	State	Establishes LLR as a member of the Governor's Cabinet and provides the Director, who supervises the department, is appointed by the Governor with the advice and consent of the Senate
Dept. of Labor, Licensing, and Regulation	3	40-1-50(A)	State	Establishes authority of the Department and Director with respect to the Boards. Mandates the director to annually prepare a report to the Governor and General Assembly indicating those regulated trades, occupations, and professions that do not meet the criteria for regulation.
Dept. of Labor, Licensing, and Regulation	4	40-1-50(B)(C)	State	Requires LLR to provide records of board proceeding and registry of all licensees and applicants
Dept. of Labor, Licensing, and Regulation	5	40-1-50(D)	State	Establishes the framework for the Boards' fee structure and future adjustment of fees.
Dept. of Labor, Licensing, and Regulation	6	40-1-50(E)	State	Authorizes the director to implement biennial licensure renewal.
Dept. of Labor, Licensing, and Regulation	7	40-1-150(G)	State	Authorizes the department to suspend a license for use of a financial instrument that is not honored by the financial institution named.
Dept. of Labor, Licensing, and Regulation	8	40-1-150(H)	State	Authorizes the department to suspend a license for a person found to be in violation of the Family Independence Act as it relates to child support enforcement.
Dept. of Labor, Licensing, and Regulation	9	40-1-70	State	Establishes the powers and duties of the regulatory boards within LLR.
Dept. of Labor, Licensing, and Regulation	10	40-1-80	State	Authorizes the department to conduct investigations for allegations of professional misconduct and outlines the department's investigative subpoena powers.



## Legal Standards Chart

Dept. of Labor, Licensing, and Regulation	11	40-1-90	State	Authorizes the boards to take disciplinary action for allegations of professional misconduct and authorizes the department to administer oaths and subpoenas as part of a disciplinary action proceeding.
Dept. of Labor, Licensing, and Regulation	12	40-1-100	State	Authorizes the boards to issue cease and desists to a person who is violating or intends to violate one of the practice acts and permits the board to seek a temporary restraining order. Also grants the board and agency immunity for a wrongful temporary restraining order.
Dept. of Labor, Licensing, and Regulation	13	40-1-110	State	Establishes the additional grounds for a board to take disciplinary action against a licensee.
Dept. of Labor, Licensing, and Regulation	14	40-1-115	State	Establishes the term of board jurisdiction over actions committed or omitted by a current and former licensee during the entire period of licensure.
Dept. of Labor, Licensing, and Regulation	15	40-1-120	State	Authorizes and outlines the board sanctions after a finding of misconduct pursuant to a board's licensing act.
Dept. of Labor, Licensing, and Regulation	16	40-1-130	State	Authorizes a board to deny authorization to practice to an applicant who has committed an act that would be grounds for disciplinary action.
Dept. of Labor, Licensing, and Regulation	17	40-1-190	State	Provides that any communications by a board or LLR is privileged.
Dept. of Labor, Licensing, and Regulation	18	40-1-210	State	Authorizes the agency to institute a proceeding for injunctive relief against a person violating Title 40 or an order of the board.
Dept. of Labor, Licensing, and Regulation	19	40-2-10 to 40-2-340	State	Accountancy Practice Act
Dept. of Labor, Licensing, and Regulation	20	Chapter 1-01 to 1-12	State	Accountancy Board regulations
Dept. of Labor, Licensing, and Regulation	21	40-3-5 to 40-3-330	State	Architectural Practice Act
Dept. of Labor, Licensing, and Regulation	22	Chapter 11-1 to 11-14	State	Architectural Board regulations
Dept. of Labor, Licensing, and Regulation	23	40-6-10 to 40-6-370	State	Auctioneers Practice Act
Dept. of Labor, Licensing, and Regulation	24	Chapter 14-1 to 14-17	State	Auctioneers Board regulations
Dept. of Labor, Licensing, and Regulation	25	40-7-5 to 40-7-400	State	Barber Practice Act

Legal Standards Chart

26	Dept. of Labor, Licensing, and Regulation	Chapter 17-1 to 17-51	State	Barber Board regulations
27	Dept. of Labor, Licensing, and Regulation	40-8-10 to 40-8-240	State	Perpetual Care Cemeteries Practice Act
28	Dept. of Labor, Licensing, and Regulation	Chapter 21-1 to 21-64	State	Perpetual Care Cemeteries Regulations
29	Dept. of Labor, Licensing, and Regulation	40-9-10 to 40-9-110	State	Chiropractors Practice Act
30	Dept. of Labor, Licensing, and Regulation	Chapter 25-1 to 25-9	State	Chiropractors Regulations
31	Dept. of Labor, Licensing, and Regulation	40-10-20 to 40-10-300	State	Fire Protection Sprinkler Act administered by the SC Contractor's Board.
32	Dept. of Labor, Licensing, and Regulation	40-11-5 to 40-11-550	State	Contractors Practice Act
33	Dept. of Labor, Licensing, and Regulation	Chapter 29-1 to 29-110	State	Contractors Board regulations
34	Dept. of Labor, Licensing, and Regulation	40-13-5 to 40-13-370	State	Cosmetology Practice Act
35	Dept. of Labor, Licensing, and Regulation	Chapter 35-1 to 35-26	State	Cosmetology Regulations
36	Dept. of Labor, Licensing, and Regulation	40-15-10 to 40-15-380	State	Dentists, Dental Hygienists, and Dental Technicians Practice Act
37	Dept. of Labor, Licensing, and Regulation	Chapter 39-1 to 39-18	State	Dentists, Dental Hygienists, and Dental Technicians regulations
38	Dept. of Labor, Licensing, and Regulation	40-19-5 to 40-19-320	State	Board of Funeral Services Practice Act
39	Dept. of Labor, Licensing, and Regulation	Chapter 57.01 to 57-15	State	Board of Funeral Services regulations
40	Dept. of Labor, Licensing, and Regulation	40-22-2 to 40-22-320	State	Board of Registration for Professional Engineers and Surveyors Practice Act

41	Dept. of Labor, Licensing, and Regulation	Chapter 49-100 to 49-610	State	Board of Registration for Professional Engineers and Surveyors Regulations
42	Dept. of Labor, Licensing, and Regulation	40-23-5 to 40-23-340	State	Environmental Certification Board Practice Act
43	Dept. of Labor, Licensing, and Regulation	Chapter 51-1 to 51-7	State	Environmental Certification Board regulations
44	Dept. of Labor, Licensing, and Regulation	40-26-10 to 40-26-60	State	Commercial Inspectors administered by the SC Contractor's Board
45	Dept. of Labor, Licensing, and Regulation	40-28-10 to 40-28-210	State	Landscape Architects Practice Act
46	Dept. of Labor, Licensing, and Regulation	Chapter 76-1 to 76-9	State	Landscape Architects regulations
47	Dept. of Labor, Licensing, and Regulation	40-29-5 to 40-29-380	State	Manufactured Housing Practice Act
48	Dept. of Labor, Licensing, and Regulation	Chapter 79-1 to 79-44	State	Manufactured Housing regulations
49	Dept. of Labor, Licensing, and Regulation	40-30-10 to 40-30-320	State	Massage/Body Work Practice Act
50	Dept. of Labor, Licensing, and Regulation	Chapter 77-100 to 77-140	State	Massage/Body Work Regulations
51	Dept. of Labor, Licensing, and Regulation	40-33-10 to 40-33-1365	State	Nursing Board Practice Act
52	Dept. of Labor, Licensing, and Regulation	Chapter 91-1 to 91-32	State	Nursing Board Regulations
53	Dept. of Labor, Licensing, and Regulation	40-35-10 to 40-35-260	State	Long Term Health Care Practice Act
54	Dept. of Labor, Licensing, and Regulation	Chapter 93-50 to 93-260	State	Long Term Health Care Regulations
55	Dept. of Labor, Licensing, and Regulation	40-36-5 to 40-36-310	State	Occupational Therapists Practice Act

Legal Standards Chart

Dept. of Labor, Licensing, and Regulation	56	Chapter 94-01 to 94-10	State	Occupational Therapists Regulations
Dept. of Labor, Licensing, and Regulation	57	40-38-5 to 40-38-340	State	Optometrists Practice Act
Dept. of Labor, Licensing, and Regulation	58	Chapter 95-1 to 95-6	State	Optometrists Regulations
Dept. of Labor, Licensing, and Regulation	59	40-38-10 to 40-38-390	State	Optician Practice Act
Dept. of Labor, Licensing, and Regulation	60	Chapter 96-101 to 96-110	State	Optician Regulations
Dept. of Labor, Licensing, and Regulation	61	40-43-10 to 40-43-180	State	Pharmacy Practice Act
Dept. of Labor, Licensing, and Regulation	62	Chapter 99-15 to 99-43	State	Pharmacy Regulations
Dept. of Labor, Licensing, and Regulation	63	40-45-5 to 40-45-330	State	Physical Therapy Practice Act
Dept. of Labor, Licensing, and Regulation	64	Chapter 101-01 to 101-15	State	Physical Therapy Regulations
Dept. of Labor, Licensing, and Regulation	65	40-47-5 to 40-47-5	State	Physicians Practice Act
Dept. of Labor, Licensing, and Regulation	66	Chapter 81-12 to 81-300	State	Physicians Regulations
Dept. of Labor, Licensing, and Regulation	67	40-51-10 to 40-51-270	State	Podiatrists Practice Act
Dept. of Labor, Licensing, and Regulation	68	Chapter 134-10 to 134-50	State	Podiatrists Regulations
Dept. of Labor, Licensing, and Regulation	69	40-55-40 to 40-55-190	State	Psychologists Practice Act
Dept. of Labor, Licensing, and Regulation	70	Chapter 100-1 to 100-10	State	Psychologists Regulations

71	Dept. of Labor, Licensing, and Regulation	40-56-10 to 40-56-20	State	State Board of Pyrotechnic Safety Act
72	Dept. of Labor, Licensing, and Regulation	Chapter 71-8305.1 to 71-8305.8	State	State Board of Pyrotechnic Safety Regulations
73	Dept. of Labor, Licensing, and Regulation	40-57-10 to 40-57-250	State	Real Estate Practice Act
74	Dept. of Labor, Licensing, and Regulation	Chapter 105-2 to 105-13	State	Real Estate Regulations
75	Dept. of Labor, Licensing, and Regulation	40-59-5 to 40-59-300	State	Residential Home Builders Practice Act
76	Dept. of Labor, Licensing, and Regulation	Chapter 106-1 to 106-5	State	Residential Home Builders Regulations
77	Dept. of Labor, Licensing, and Regulation	40-60-5 to 40-60-230	State	Real Estate Appraiser License and Certification Act
78	Dept. of Labor, Licensing, and Regulation	12 USCA 3331 et seq., 12 CFR 225.31	Federal	Outlines Real Estate Appraiser standards and mandates certain Board requirements.
79	Dept. of Labor, Licensing, and Regulation	Chapter 137-100 to 139-900.09	State	Real Estate Appraiser Regulations
80	Dept. of Labor, Licensing, and Regulation	40-61-10 to 40-61-140	State	State Board for Examiners for Registered Environmental Sanitarians Practice Act
81	Dept. of Labor, Licensing, and Regulation	Chapter 50-10 to 50-90	State	State Board for Examiners for Registered Environmental Sanitarians Regulations
82	Dept. of Labor, Licensing, and Regulation	40-63-5 to 40-63-300	State	Social Work Practice Act
83	Dept. of Labor, Licensing, and Regulation	Chapter 110-1 to 110-20	State	Social Work Regulations
84	Dept. of Labor, Licensing, and Regulation	40-65-10 to 40-65-260	State	Soil Classifiers Practice Act
85	Dept. of Labor, Licensing, and Regulation	Chapter 108-1 to 108-8	State	Soil Classifiers Regulations

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86	Dept. of Labor, Licensing, and Regulation	40-67-5 to 40-67-350	State	Speech Pathologists & Audiologists Practice Act
87	Dept. of Labor, Licensing, and Regulation	Chapter 115-1 to 115-7	State	Speech Pathologists & Audiologists Regulations
88	Dept. of Labor, Licensing, and Regulation	40-69-5 to 40-69-260	State	Veterinarians Practice Act
89	Dept. of Labor, Licensing, and Regulation	Chapter 120-1 to 120-14	State	Veterinarians Regulations
90	Dept. of Labor, Licensing, and Regulation	40-75-5 to 40-75-310	State	Professional Counselors, Marriage and Family Therapists, and Licensed Psycho-educational Specialists Practice Act
91	Dept. of Labor, Licensing, and Regulation	Chapter 36-01 to 36-23	State	Professional Counselors, Marriage and Family Therapists, and Licensed Psycho-educational Specialists Regulations
92	Dept. of Labor, Licensing, and Regulation	40-77-5 to 40-77-320	State	Geologists Practice Act
93	Dept. of Labor, Licensing, and Regulation	Chapter 131-01 to 131-15	State	Geologists Regulations
94	Dept. of Labor, Licensing, and Regulation	40-81-10 to 40-81-520	State	State Athletic Commission
95	Dept. of Labor, Licensing, and Regulation	Chapter 20-1.1 to 20-27.23	State	State Athletic Commission Regulations
96	Dept. of Labor, Licensing, and Regulation	40-82-5 to 40-82-330	State	Liquid Petroleum Gas Practice Act
97	Dept. of Labor, Licensing, and Regulation	Chapter 71-8304.1 to 71-8304.5	State	Liquid Petroleum Gas Regulations
98	Dept. of Labor, Licensing, and Regulation	Title 41, Chapter 15, Article 1 (41-15-80 To 41-15-100)	State	OSHA; establishes the division's authority to maintain/regulate the health and safety of the state's workers in the workplace
99	Dept. of Labor, Licensing, and Regulation	Title 41, Chapter 15, Article 3 (41-15-210 to 41-15-330)	State	OSHA; establishes division's authority to promulgate, modify and/or revoke the rules and regulations to be utilized in the maintenance and regulation of the health and safety of the state's workers as well as identifies such rules used
100	Dept. of Labor, Licensing, and Regulation	Title 41, Chapter 15, Article 5 (41-15-510 and 41-15-520)	State	OSHA; establishes the division's authority to address the rights and remedies of aggrieved employees through the whistleblower program



## Legal Standards Chart

Dept. of Labor, Licensing, and Regulation	101	Chapter 71, Article 1, Subarticle 1 (71-100 to 71-113)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace in more detail
Dept. of Labor, Licensing, and Regulation	102	Chapter 71, Article 1, Subarticle 2 (71-200 to 71-223)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with the requests for variances, limitations, variations, tolerance and other exemptions
Dept. of Labor, Licensing, and Regulation	103	Chapter 71, Article 1, Subarticle 3 (71-300 to 71-346)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with recordkeeping and reporting of specific injuries and illnesses
Dept. of Labor, Licensing, and Regulation	104	Chapter 71, Article 1, Subarticle 4 (71-400 to 71-411)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with the enforcement of violations
Dept. of Labor, Licensing, and Regulation	105	Chapter 71, Article 1, Subarticle 5 (71-500 to 71-512)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with the inspection process and procedures
Dept. of Labor, Licensing, and Regulation	106	Chapter 71, Article 1, Subarticle 6	State	OSHA; identical to Federal Regulations identified in item 15 but editor's note includes the "modifications"; establishes health and safety standards for general industry employers
Dept. of Labor, Licensing, and Regulation	107	Chapter 71, Article 1, Subarticle 7	State	OSHA; identical to Federal Regulations identified in item 16 but editor's note includes the "modifications"; establishes health and safety standards for construction employers
Dept. of Labor, Licensing, and Regulation	108	Chapter 71, Article 1, Subarticle 8	State	OSHA; identical to Federal Regulations identified in item 17; establishes health and safety standards for agriculture employers
Dept. of Labor, Licensing, and Regulation	109	Chapter 71, Article 1, Subarticle 9 (71-900 to 71-912)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with access to employee medical records
Dept. of Labor, Licensing, and Regulation	110	Chapter 71, Article 1, Subarticle 10 (71-1001 to 71-1021)	State	OSHA; establishes how the division can exercise it's authority to address the rights and remedies of aggrieved employees in discrimination cases
Dept. of Labor, Licensing, and Regulation	111	Chapter 71, Article 1, Subarticle 11 (71-1100 to 71-1108)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with the release and/or disclosure of sensitive, secret and/or confidential information
Dept. of Labor, Licensing, and Regulation	112	29 CFR 1910	Federal	OSHA; all applicable standards which have been adopted and/or modified by the state (See #9/State regulations that mirror) establish specific health and safety standards for general industry employers
Dept. of Labor, Licensing, and Regulation	113	29 CFR 1926	Federal	OSHA; all applicable standards which have been adopted and/or modified by the state (See #10/State regulations that mirror) establish specific health and safety standards for construction employers
Dept. of Labor, Licensing, and Regulation	114	29 CFR 1928	Federal	OSHA; all applicable standards which have been adopted by the state (See #11/State regulations that mirror) establish specific health and safety standards for agriculture employers
Dept. of Labor, Licensing, and Regulation	115	Title 41, Chapter 13 (41-13-5 to 41-13-60)	State	Child Labor; establishes the division's authority to manage/regulate child labor in the state

## Legal Standards Chart

Dept. of Labor, Licensing, and Regulation	116	Chapter 71, Article 3 (71-3100 to 71-3111)	State	Child Labor; establishes how the division exercises its authority to manage/regulate child labor in the state
Dept. of Labor, Licensing, and Regulation	117	Title 41, Chapter 10 (41-10-10 to 41-10-110)	State	Payment of Wages; establishes the division's authority to manage/regulate the payment of wages to employees within the state
Dept. of Labor, Licensing, and Regulation	118	Chapter 71, Article 6 (71-6000)	State	Payment of Wages; establishes how the division exercises its authority to manage/regulate the payment of wages within the state
Dept. of Labor, Licensing, and Regulation	119	Title 41, Chapter 16 (41-16-10 to 41-16-180)	State	Elevators; "South Carolina Elevator Code" establishes the division's authority to regulate the safe installation, maintenance and operation of the state's elevators and related equipment
Dept. of Labor, Licensing, and Regulation	120	Chapter 71, Article 5 (71-5000 to 71-5900)	State	Elevators; establishes how the division exercises its authority to regulate the safe operation of the state's elevators and related equipment
Dept. of Labor, Licensing, and Regulation	121	Title 41, Chapter 18 (41-18-10 to 41-18-360)	State	Amusement Rides; "South Carolina Amusement Rides Safety Code" establishes the division's authority to regulate the safe operation of the state's amusement rides and related equipment
Dept. of Labor, Licensing, and Regulation	122	Chapter 71, Article 4 (71-4000 to 71-4950)	State	Amusement Rides; establishes how the division exercises its authority to regulate the safe operation of the state's amusement rides and related equipment
Dept. of Labor, Licensing, and Regulation	123	Title 41, Chapter 8, (Section 41-8-10 to 41-8-140)	State	Immigration - Illegal Aliens and Private Employment; establishes this division's authority to regulate the verification of workers within the state
Dept. of Labor, Licensing, and Regulation	124	Chapter 71, Article 10 (71-10000 to 71-10003)	State	Immigration - Illegal Aliens and Private Employment; establishes how the division exercises its authority to regulate the verification of workers within the state
Dept. of Labor, Licensing, and Regulation	125	Chapter 71, Article 10 (71-10000 to 71-10003)	State	Immigration - Registration of Immigration Assistance Services and Illegal Aliens and Private Employment; establishes how the division exercises its authority to register and manage immigration assistance services and to regulate the verification of workers within the state
Dept. of Labor, Licensing, and Regulation	126	23-9-20	State	Establishes the duties of the State Fire Marshal
Dept. of Labor, Licensing, and Regulation	127	23-9-25(A) to (G)	State	Establishes the Volunteer Strategic Assistance and Fire Equipment Program and authorizes the Fire Marshal to administer the grants.
Dept. of Labor, Licensing, and Regulation	128	23-9-30 (a),(b)	State	Authorizes the State Fire Marshal to certify resident fire marshals to act under the authority of the State Fire Marshal.
Dept. of Labor, Licensing, and Regulation	129	23-9-40 (a) to (f)	State	Establishes the laws and ordinances the Fire Marshal is statutorily obligated to enforce.

## Legal Standards Chart

Dept. of Labor, Licensing, and Regulation	130	23-9-45 (A) to(C)	State	Authorizes the Fire Marshal to issue and charge a fee for Fire Equipment licenses and permits.
Dept. of Labor, Licensing, and Regulation	131	23-9-50(a) to (c); 23-9-60	State	Establishes the Fire Marshal's authority to inspect buildings or premises; mandates the Fire Marshal require conformance with fire prevention and protections based on nationally recognized standards.
Dept. of Labor, Licensing, and Regulation	132	23-9-65	State	Authorizes the Fire Marshal to promulgate regulations to implement the automatic fueling clips on self-service gasoline dispensers.
Dept. of Labor, Licensing, and Regulation	133	23-9-70 to 23-9-110	State	Outlines the appeal process from an order of the State Fire Marshal; authorizes assessments of penalties; establishes subpoena power; establishes a duty to report to local law enforcement; establishes public's access to records and retention schedule.
Dept. of Labor, Licensing, and Regulation	134	23-9-150	State	Establishes procedure for Fire Marshal's declaration of "Unsafe Building."
Dept. of Labor, Licensing, and Regulation	135	23-9-155	State	Authorized the Fire Marshal to promulgate regulations governing the installation of smoke detectors in apartments and houses having no fire protection system.
Dept. of Labor, Licensing, and Regulation	136	23-9-157	State	Establishes procedure for Fire Marshal to issue a "Notice of Violation."
Dept. of Labor, Licensing, and Regulation	137	23-9-160	State	Establishes Fire Marshal's emergency powers concerning unsafe buildings.



**INSTRUCTIONS:** Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits, individuals responsible for hiring the internal auditors, individuals to whom internal auditors report, the head internal auditor, general subject matters audited, the individual or body that makes decision of when internal audits are conducted, information considered when determining whether to conduct an internal audit, total number of audits performed in the last five fiscal years, # of months it took for shortest audit, # of months it took for longest audit, average number of months to complete an internal audit, and date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

**Note:** All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head internal auditor	General subject matters audited	Who makes decision of when an internal audit is conducted?	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity)
South Carolina Department of Labor, Licensing and Regulation	Historically, the agency has no internal auditors. In the FY16 budget, the agency requested an FTE for the position. The position will be available July 1, 2015.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Although the agency has no internal auditors, an audit position will formalize the process.	N/A					

## Personnel Involved Chart

**INSTRUCTIONS:** List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
South Carolina Department of Labor, Licensing and Regulation	Richele K. Taylor	803-896-4785	<a href="mailto:richele.taylor@llr.sc.gov">richele.taylor@llr.sc.gov</a>	Director's Office	Director	II. 1-9, IV. 1, VI., A-C	Prepared information included in II. Organizational Profile and VI. Seven Year Plan; Prepared information for Key Deliverables Chart, Key Customers Chart, Key Stakeholders Chart, Agency Reporting Requirements Chart, Personnel Involved Chart, and Major Program Areas Chart.
South Carolina Department of Labor, Licensing and Regulation	Melina Mann	803-896-4475	<a href="mailto:melina.mann@llr.sc.gov">melina.mann@llr.sc.gov</a>	Director's Office	General Counsel	I. C, II. 4, II. 7, III. 1, IV. 2, V. A, B & D	Prepared Section V. Key Performance Measurements and top measurements; Prepared the Legal Standards Chart; Prepared information for other portions of the report and charts, and reviewed and edited entire Report.
South Carolina Department of Labor, Licensing and Regulation	Lesia Kudelka	803-896-4376	<a href="mailto:lesia.kudelka@llr.sc.gov">lesia.kudelka@llr.sc.gov</a>	Communications & Governmental Affairs	Public Information Director	I. A. I, B, IV. 2	Prepared information for Historical Perspectives Chart and Purpose/Mission/Vision Chart. Edited portions of the Report.
South Carolina Department of Labor, Licensing and Regulation	Holly Beeson	803-896-5216	<a href="mailto:holly.beeson@llr.sc.gov">holly.beeson@llr.sc.gov</a>	Communications & Governmental Affairs	Office of Communications	I. A. I, B, IV. 2	Prepared information for Historical Perspectives Chart; Purpose/Mission/Vision Chart; and Internal Audits Chart. Edited portions of the Report.
South Carolina Department of Labor, Licensing and Regulation	Kristina Baker	803-896-0183	<a href="mailto:kristina.baker@llr.sc.gov">kristina.baker@llr.sc.gov</a>	Disciplinary Counsel	Chief of Labor	II. 1, V. A & B	Provided information on Labor, OSHA and Immigration Programs for Key Deliverables Chart and Key Performance Measurables Chart.
South Carolina Department of Labor, Licensing and Regulation	Jim Knight	803-896-4374	<a href="mailto:jim.knight@llr.sc.gov">jim.knight@llr.sc.gov</a>	Immigrant Worker Compliance	Program Manager	III. 1-3	Prepared portions of Key Deliverables Chart, Key Customers Chart, and Key Stakeholders Chart.
South Carolina Department of Labor, Licensing and Regulation	Bert Polk	803-896-9801	<a href="mailto:bert.polk@llr.sc.gov">bert.polk@llr.sc.gov</a>	Fire & Life Safety	Fire Marshal	II. 1	Provided information on Fire Marshal Office and Academy for Key Deliverables Chart.
South Carolina Department of Labor, Licensing and Regulation	Dean Grigg	803-896-4849	<a href="mailto:dean.grigg@llr.sc.gov">dean.grigg@llr.sc.gov</a>	Professional & Occupational Licensing	Deputy Director	V. B 1	Provided POL statistics. Reviewed Seven Year Plan and Spreadsheets.
South Carolina Department of Labor, Licensing and Regulation	Farrar Stewart	803-896-4320	<a href="mailto:farrar.stewart@llr.sc.gov">farrar.stewart@llr.sc.gov</a>	Administration-Human Resources	Deputy Director of Administration	V.	Provided statistics and research on other states' regulatory boards for Key Performance Measurables Chart.



Personnel Involved Chart

South Carolina Department of Labor, Licensing and Regulation	Laura Pace	803-896-4315	<a href="mailto:laura.pace@llr.sc.gov">laura.pace@llr.sc.gov</a>	Administration-Finance	Finance Director	II. 8	Compiled financial numbers for Major Program Area Chart and information for Agency Reporting Requirements.
South Carolina Department of Labor, Licensing and Regulation	Charles Ido	803-896-4488	<a href="mailto:charles.ido@llr.sc.gov">charles.ido@llr.sc.gov</a>	Professional & Occupational Licensing		II. 1, V. A	Pulled together metrics on telephone call data.
South Carolina Department of Labor, Licensing and Regulation	Rion Alvey	803-896-4594	<a href="mailto:rion.alvey@llr.sc.gov">rion.alvey@llr.sc.gov</a>	Professional & Occupational Licensing		I. A	Provided dates for Historical Perspective Chart.
South Carolina Department of Labor, Licensing and Regulation	Matt Faile	803-896-4332	<a href="mailto:matt@llr.sc.gov">matt@llr.sc.gov</a>	Office of Information Services	Chief Information Officer	V. C, V. A	Pulled together statistics and metrics for Key Performance Measurements.
South Carolina Department of Labor, Licensing and Regulation	Stephanie Collier	803-896-4390	<a href="mailto:stephanie.collier@llr.sc.gov">stephanie.collier@llr.sc.gov</a>	Director's Office	Executive Assistant	VI. 6	Pulled together information for Personnel Involved Chart; assisted in preparation of Report.
South Carolina Department of Labor, Licensing and Regulation	Chip Sharpe	803-896-5226	<a href="mailto:chip.sharpe@llr.sc.gov">chip.sharpe@llr.sc.gov</a>	Office of Information Services	Senior Applications Analyst	V. A	Pulled together statistics and metrics for Key Performance Measurements.
South Carolina Department of Labor, Licensing and Regulation	Pamela Ricard	803-896-4552	<a href="mailto:pamela.ricard@llr.sc.gov">pamela.ricard@llr.sc.gov</a>	Administration-Human Resources	Benefits Manager	V. A	Pulled together metrics for human resources in V. Key Performances Measurements.
South Carolina Department of Labor, Licensing and Regulation	Duane Scott	803-896-7638	<a href="mailto:duane.scott@llr.sc.gov">duane.scott@llr.sc.gov</a>	Elevators and Amusements Rides	Program Manager	V. A 1	Pulled together statistics for elevators and amusements rides in V. A 1 Mission Effectiveness..
South Carolina Department of Labor, Licensing and Regulation	Eric Thompson	803-896-4654	<a href="mailto:eric.thompson@llr.sc.gov">eric.thompson@llr.sc.gov</a>	Administration-Human Resources	Training & Development Director	V. A 4	Pulled together statistics for employee training in V. A4 Workforce Engagement.