

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

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 state 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) 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) or Charles Appleby (charlesappleby@schouse.gov).

Note the Extension Request Forms will be published online.

EXTENSION REQUEST FORM

RESTRUCTURING & SEVEN-YEAR PLAN REPORT

SC Human Affairs Commission

I. Extension Requested

1. List the Sections for which the Agency is Requesting an Extension:	<i>Entire Report</i>
2. State the date the agency originally received the report guidelines:	<i>March 2, 2015</i>
3. State the date the agency submitted this request for an extension:	<i>March 24, 2015</i>
4. State the original deadline for the report:	<i>March 31, 2015</i>
5. State the number of additional days the agency is requesting:	<i>14</i>
6. State the new deadline if the additional days are granted:	<i>April 14, 2015</i>

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:	<i>NONE</i>
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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	Entire	07/17/2012	Raymond Buxton, II
<i>Deputy Director</i>	Compliance/Consultative Services	08/17/1989	Daniel Koon
<i>Administrative Manager</i>	Administration	01/17/2013	Lori Dean
<i>Division Director/Attorney</i>	Fair Housing	10/17/2013	Joshua Barr
<i>Division Director/Attorney</i>	Legal	11/03/2014	Lee Ann Rice

IV. Good Cause

Please state below good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to two (2) pages.

The Human Affairs Commission is hard at work complying with the February 27, 2015 request of the Legislative Oversight Committee to complete a Restructuring and Seven year plan by March 31, 2015. The Human Affairs Commission appreciates the guidance and helpfulness of the Oversight Committee in responding to clarification of previous questions made to the Committee. In order to comply to the best of its understanding of the Committee requests, the Commission is seeking to fulfill all requests as accurately as possible using the limited number of management staff to perform the task.

Due to budget cuts in recent years, the Agency Director in the past two and a half years has already restructured the agency management team to the bare necessities and combined three former HR and Finance positions into one Office Manager position, combined three Employment Compliance Directors and one Director of Consultative Services Position into one Deputy Director position and combined one Staff Counsel and one Director of Housing Position into one Director of Housing position. This management team who is also primarily responsible for writing the Restructuring and Seven Year Plan has limited time to research and write the report due to their large responsibility of directing multiple areas to keep the agency functioning at a peak performance level and enforcing the Human Affairs Law.

Therefore, the Human Affairs Commission is requesting a one week extension until April 14, 2015, to complete this important task requested by the Legislative Oversight Committee.

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):

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:	Entire Report
Number of Additional Days Granted:	14 Days
New Deadline for Agency Response:	April 14, 2015

Legislative Oversight Committee

South Carolina House of Representatives

Post Office Box 11867

Columbia, South Carolina 29211

Telephone: (803) 212-6810 • Fax: (803) 212-6811



Restructuring & Seven-Year Plan Report Guidelines

February 27, 2015

COMMITTEE INFORMATION

Committee Information

House Legislative Oversight Committee

Post Office Box 11867

Columbia, South Carolina 29211

Telephone 803-212-6810

Fax 803-212-6811

Also, the agency may visit the South Carolina General Assembly Home Page (<http://www.scstatehouse.gov>) and click on "*Citizens' Interest*" then click on "*House Legislative Oversight Committee Postings and Reports*". This will list the information posted online for the Committee; click on the information the agency would like to review.

<http://www.scstatehouse.gov/citizens.php> (Click on the link for "*House Legislative Oversight Committee Postings and Reports*.")

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Background

Pursuant to Section 1-30-10(G)(1), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services.” (Annual Restructuring Report, Restructuring Report or ARR)

Pursuant to Section 1-30-10(G)(2), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period.” (Seven-Year Plan)

These questions and instructions are provided for the purposes of fulfilling the agency’s requirement to the House Legislative Oversight Committee under these statutes. **Please note the agency’s response will be published on the General Assembly’s website.**

In completing these documents, having a copy of the Fiscal Year 2012-13 Accountability Report and Fiscal Year 2013-14 Accountability Report the agency submitted to the Executive Budget Office will be helpful.

Submission Process

Please complete the information and answer the questions included on the following pages. Please note at the end there is a request to complete an Excel document with 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 their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.). Therefore, for efficiency purposes, the agency may want to keep track of this information while answering the questions instead of waiting until the end.

All forms should be submitted electronically by **March 31, 2015**, to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Word and Excel) and saved as a PDF for online reporting. The signed copy of the Submission Form with a hard copy of the forms and attachments 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) or Charles Appleby (charlesappleby@schouse.gov).

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Efforts to Avoid Duplication

Please note at the end of each page in this report, the Committee includes the following:

Does the agency already provide the information requested on this page, or similar information, in a report required by a legislative entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency look 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.”

In the Excel document attached, there is a template to complete any questions which ask for the same information under the tab labeled, “Similar Information Requested.” The Committee asks this at the end of every page because if the questions on that page seek information similar to information sought in another report to a legislative entity, we want to know so we may communicate with the legislative entity that requires the other report and determine the most efficient way to avoid duplication in the future.

In addition, notice that one section of this report requests the agency list all other reports it has to submit. The Committee is seeking this information to analyze and determine whether there are any recommendations the Committee may make, in collaboration with the other entities which require reports, in an effort to minimize the burden of all the reporting requirements on the agency while still ensuring all appropriate information is provided.

Looking Ahead

The Restructuring Report, Seven-Year Plan and Oversight Study process are new for 2015. Each year the Committee will review information sought from agencies, the methods through which it is sought and any feedback received from agencies. Through this review, it is the Committee’s goal to continually improve its processes and obtain greater effectiveness and efficiency for agencies and the Committee through revisions and updates both in the information it receives and way in which it is collected. The Committee looks forward to working with agencies to provide the most effective and efficient state government for the people of South Carolina.

RESTRUCTURING & SEVEN-YEAR PLAN

South Carolina Human Affairs Commission

Date of Submission: *April 10, 2015*

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

	Name	Date of Hire	Email
Agency Director	Raymond Buxton, II	7/17/2012	rbuxton@schac.sc.gov
Previous Agency Director	Jessie Washington	12/8/2000	

	Name	Phone	Email
Primary Contact:	Raymond Buxton, II	803 737-7826	rbuxton@schac.sc.gov
Secondary Contact:	Dan Koon	803 737-7832	Danny@schac.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	South Carolina Human Affairs Commission
(Sign/Date):	<i>(Attached Separately as a Scan)</i>
(Type/Print Name):	Raymond Buxton, II, Agency Head

If applicable, Board/Commission Chair	<i>(Attached Separately as a Scan)</i>
(Sign/Date):	
(Type/Print Name):	John A. Oakland, Board Chair

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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

A. Historical Perspective

1. Please complete the **Historical Perspective Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Historical Perspective." In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency's purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

B. Purpose, Mission and Vision

1. Please complete the **Purpose/Mission/Vision Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Purpose, Mission." The other specifics are included in the template.

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-**
A) Compliance - EEO Enforcement cases closed in FY 13-14: 914 Cases

State of SC Fiscal Year	SCHAC Final Actions	Cases Waived or Filed w/ EEOC	SCHAC Receipts
2008-2009	1098	1347	1280
2009-2010	1004	1248	1046
2010-2011	643	1491	672
2011-2012	758	1487	1028
2012-2013	853	1378	1078
2013-2014	914	1144	1206
Average	878	1349	1052
*** Averages are rounded to the nearest whole number***			

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."

Data going back 4 years indicates a gradual increase in employment cases investigated since the 2010 cut to the agency budget.

B) Compliance - Fair Housing Cases Closed during FY 13-14: 46 Cases

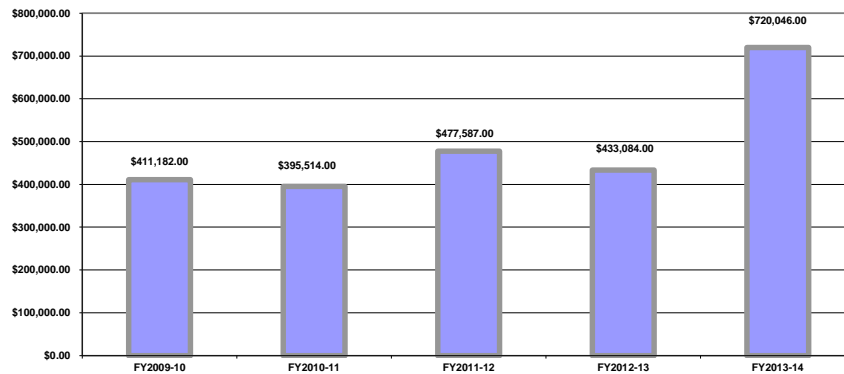
C) Consultative Services - Technical Services - Monitored 85 Agency Affirmative Action Plans

D) Consultative Services - Community Relations created 2 Community Relations Councils in FY 2013-14 and continue to maintain them

- **Mission Efficiency**

A) Compliance - EEO Enforcement: The mediation of employment discrimination cases assists in mission efficiency through shortening the investigative process and resolving cases in a manner agreeable to all parties involved in the complaint.

Monetary Settlements Obtained Through Mediation



B) Compliance - Fair Housing Cases Closed: Of the 46 cases investigated during FY 13-14, 23 were successfully conciliated with a total monetary value of \$15,747. Once again, conciliation assists all parties in resolving charges in a more efficient and agreeable manner.

C) Consultative Services - Technical Services: Monitored 85 Agency Affirmative Action Plans. The purchase of the new Computerized Affirmative Action Management System (CAAMS) will assist in more efficient monitoring of 85 state agency's hiring and promotion practices in various job categories.

D) Consultative Services - Community Relations: Created 2 Community Relations Councils in FY 2013-14 and continue to maintain relationships with existing Councils. Due to severe budget cuts in 2010 this function of the agency was not operational; but, when funding was restored and due to this program providing an important role in the Commission's mission to prevent and eliminate discrimination and to promote harmony among a diverse population, the program was re-initiated in 2012. With its re-establishment the Commission believes that local Community Relations Councils will help to prevent racial civil unrest in SC that has unfortunately occurred during this past year in various parts of our nation.

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."

- **Quality Customer Satisfaction**
 - A) Compliance - EEO Enforcement:** Successful customer service and performance criteria are measured by the renewal of an annual contract with the United States Equal Employment Opportunity Commission (EEOC).
 - B) Compliance - Fair Housing:** Successful customer service and performance criteria are measured by the renewal of an annual contract with the United States Department of Housing and Urban Development (HUD).
 - C) Consultative Services - Technical Services:** Successful customer service is measured by 85 state agencies cooperating and complying with requests to supply data and information in a timely manner.
 - D) Consultative Services - Community Relations:** Successful customer service is measured by local county and municipal interest in creating Community Relations Councils.

- **Workforce Engagement**
 - A) Compliance - EEO Enforcement:** Bi-monthly training is conducted for all employment investigators and intake officers with the majority of those employees having less than three years' experience in the work force. A universal review date for EPMS' has been implemented to provide consistency in terms of annual employee evaluations to ensure accountability for work place engagement.
 - B) Compliance - Fair Housing:** Investigators are receiving monthly training. A universal review date for EPMS' has been implemented to provide consistency in terms of annual employee evaluations to ensure accountability for work place engagement.
 - C) Consultative Services - Technical Services:** Investigators are receiving training on the new CAAMS System. A universal review date for EPMS' has been implemented to provide consistency in terms of annual employee evaluations to ensure accountability for work place engagement.
 - D) Consultative Services - Community Relations:** A universal review date for EPMS' has been implemented to provide consistency in terms of annual employee evaluations to ensure accountability for work place engagement.

- **Operational/Work System Performance**
 - A) Compliance - EEO Enforcement:** Performance is measured through the number of cases investigated each year that correlates to the renewal of an annual Contract with the US Equal Employment Opportunity Commission (EEOC). Performance is also measured through the individual employee's EPMS.
 - B) Compliance - Fair Housing Cases Closed:** Performance is measured through the number of cases investigated each year that correlates to the renewal of an annual Contract with the US Department of Housing and Urban Development (HUD). Performance is also measured through the individual employee's EPMS.
 - C) Consultative Services - Technical Services:** Performance is measured through the successful cooperation, collection and analysis of data received from 85 state agencies and the progress those agencies are making in achieving employment hiring goals. Also, each individual employee in Technical Services receives an annual performance evaluation.

D) Consultative Services - Community Relations: Operational work system performance is measured through the number of contacts made with local government entities and citizens and the successful creation of Community Relations Councils. The EPMS is also used for work performance evaluation.

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

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

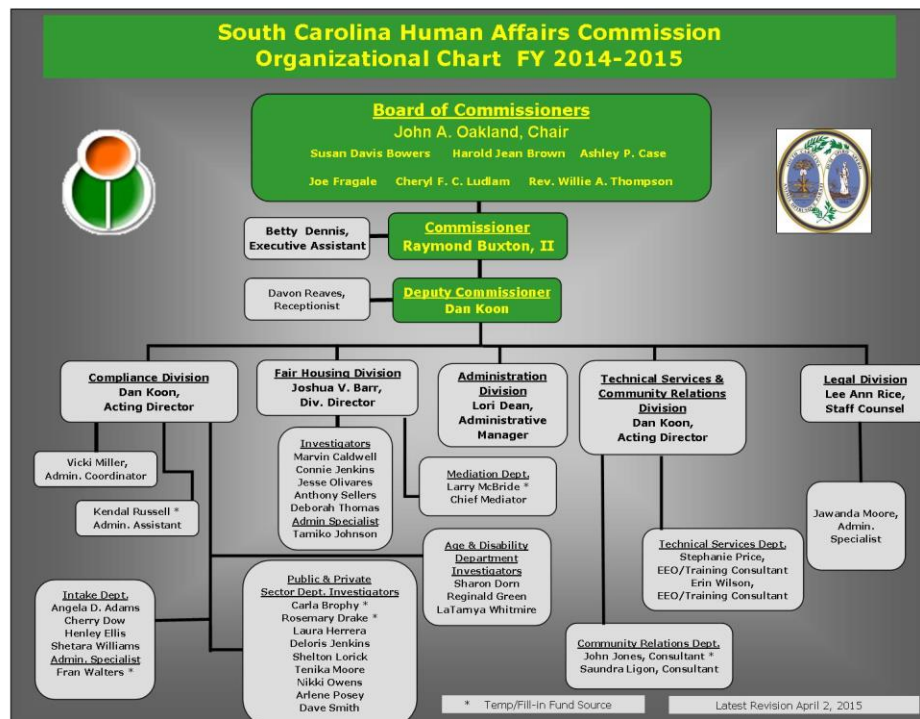
1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. Complete the **Key Deliverables Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."
2. The agency's key customers and their requirements and expectations;
 - a. Complete the **Key Customers Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"
3. The agency's key stakeholders (other than customers);
 - a. Complete the **Key Stakeholders Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"
4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. Complete the **Key Partner Agency Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."
5. The agency's performance improvement system(s);

The agency's performance improvement systems are based on the following:

- A) Universal Review Date for all employees using the Employee Performance Management System (EPMS).
- B) Monthly management meetings.
- C) Quarterly Board Meetings with follow-up Action Items to be completed prior to the next Board meeting.
- D) Monthly training for all EEO Investigators and Intake Officers to increase customer service and efficiency.
- E) A Strategic Plan was developed and implemented in 2014 where follow-up is conducted at monthly management meetings.
- F) Monthly monitoring of Employment Discrimination cases that have been successfully completed through determinations, settlements and issuances of a Notice of Right to Sue.
- G) Monthly monitoring of Housing Discrimination cases that have been successfully completed through determinations, settlements and issuances of a Notice of Right to Sue.
- H) Monthly monitoring of the success rate of cases mediated.
- I) Weekly monitoring of the number of contacts made at SHAC by individuals desiring to file complaints.
- J) Weekly monitoring of the number of employment cases filed at SHAC.

- K) Annual review of successful performance with the EEOC that allows annual renewal of contract.
- L) Annual review of successful performance with HUD that allows annual renewal of contract.
- M) Monthly contact with various SC House and Senate members.
- N) Annual monitoring of 85 State Agency Affirmative Action Hiring and Promotion practices through the Computerized Affirmative Action Management System (CAAMS) that informs agencies of areas that need special attention as it relates to job categories where hiring and promotion practices need improving.

6. The agency's organizational structure in flow chart format;



7. Details about the body to whom the Agency Head reports;

- a. Complete the **Overseeing Body Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."

8. Please complete the **Major Program Areas Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."

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."

9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years. The five emerging issues that may have an impact on operations are:

1. **Community Relations:** as it relates to the perceptions of police brutality among African Americans and other minority groups.

2. **Employment/Housing Laws and Consultative Services - Technical Services - Community Relations:** as it relates to addressing various issues among a growing Hispanic population in SC.

3. **Employment Laws:** as it relates to the trans-gender and sexual orientation basis.

4. **Housing:** as it relates to accommodations for individuals with disabilities and service animals.

5. **Mediation:** as it relates to the best practice to resolve employment and discrimination complaints.

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. Please complete the **Legal Standards Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Legal Standards.” In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency (“Laws”). The other specifics are included in the template.

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. Please complete the **Agency Reporting Requirements Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Agency Reporting Requirements.” In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.
2. Please complete the **Internal Audit Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Internal Audits.”

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are "key processes" consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency's responses to each questions.

For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
 - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
- c. Trends the agency has seen and the method by which it analyzes trends in these results.
- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
 - i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

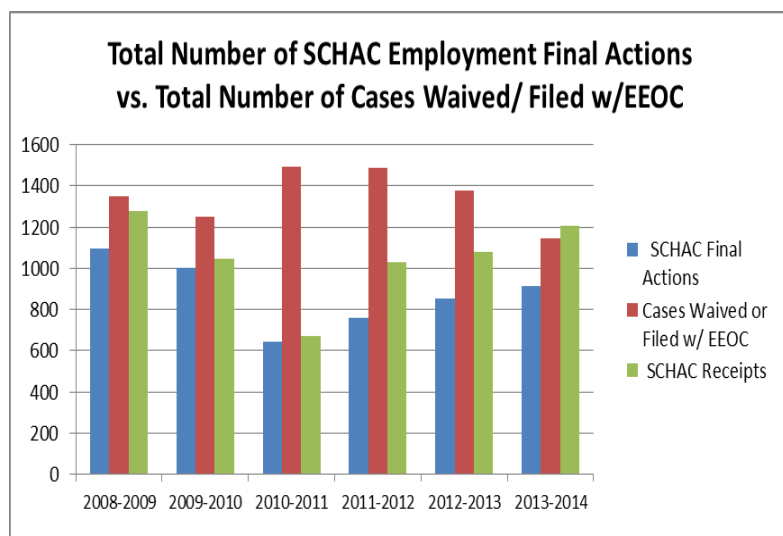
A. Results of Agency's Key Performance Measurements

Mission Effectiveness

- A) What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

A) Compliance - EEO Enforcement - Employment Cases Closed During FY 13-14: 914 Cases

The actual performance level for the area of employment discrimination cases closed and the process characteristic indicating the degree to which the process output conforms to statutory requirements is determined by a number of factors to include the following: During fiscal year 2010-2011, the Commission was presented with one of the severest cuts to an operating and functioning state agency in modern times. This budget cut reduced the Commission's staff from 36 employees to 18 employees, and those remaining employees took a voluntary seven-day-a-month furlough for 90 days resulting in a salary loss of 32 % for employees. With foresight and vision for the future, the General Assembly and Governor understood that a State which historically sanctioned discrimination must maintain a functioning state agency whose primary mission is to prevent and eliminate discrimination. State leadership also recognized that the citizens and businesses of this State would prefer for issues of discrimination to be investigated at the state level as opposed to the federal level. Thus, state government leadership restored funding to the agency beginning in the 2011-2012 fiscal year. However, with each succeeding year, state leaders have not maintained an appropriate level of funding with which the agency can properly function. Unfortunately, the underfunding of the agency allows the federal EEOC to process employment discrimination complaints that the Human Affairs Commission could have processed had state government provided sufficient funding.



State of SC Fiscal Year	SCHAC Final Actions	Cases Waived or Filed w/ EEOC	SCHAC Receipts
2008-2009	1098	1347	1280
2009-2010	1004	1248	1046
2010-2011	643	1491	672
2011-2012	758	1487	1028
2012-2013	853	1378	1078
2013-2014	914	1144	1206
Average	878	1349	1052
*** Averages are rounded to the nearest whole number***			

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."

The underfunding has also led to internal issues as it relates to customer service, teamwork, outreach and service delivery. Without proper funding, there is not adequate staff to perform all the necessary functions that the legislature has mandated the Agency to perform. Additionally, the staff carries heavier workloads than in previous years, and in several cases, one staff person performs the duties that two or three people once performed. Also, due to the fact that employees are performing multiple tasks, there is little time for succession or cross training for employees to allow the Commission to adequately address future agency staffing needs. To further complicate matters, due to retirements, layoffs and staff transition, the number of employment investigators is relatively inexperienced with the majority of the employment investigators having less than two years' experience. This has led to less quality in terms of investigative work which causes the legal review process to take longer which ultimately leads to fewer cases being investigated. However, through the legal review process, the quality of work is maintained and is successful.

An additional issue that affects the number of cases investigated by the Commission is that due to a lack of funding the Commission has been unable to conduct outreach to citizens in the area of employment. Many citizens are not aware of their rights to file employment discrimination complaints; and, if they are aware of those rights, they may tend to file with the US Equal Employment Opportunity Commission. Unfortunately, due to this lack of outreach, citizens are not aware that state government created an agency to enforce the state employment discrimination law. This lack of awareness impacts the number of cases filed with the State Human Affairs Commission which also impacts the case closure rate.

B) Compliance - Fair Housing Cases Closed – 46 completed cases during FY 13-14



The actual performance level for the area of housing discrimination cases closed and the process characteristic indicating the degree to which the process output conforms to statutory requirements is determined by a number of factors to include the following: The Fair Housing Division enforces the laws that prevent discrimination on the basis of race, color, sex, religion, national origin, disability and familial status in regards to housing in the State of South Carolina. The Fair Housing Division works to prevent housing discrimination through education and outreach to communities around the state. Specifically, part of the outreach activity includes administering two grants, one that deals with outreach to counties with a growing Hispanic population, and the other to Richland County. Additionally, during the past fiscal year, the Fair Housing Division completed 46 investigations during the 2013-2014. Over the past year, the Fair Housing Division found reasonable cause for six cases which are currently being litigated by the Legal Division of the Human Affairs Commission. The Fair Housing Division presently has approximately 30 open investigations in addition to receiving new complaints on a daily basis.

The Fair Housing Division is presently undergoing a complete restructuring in order to improve the Division's investigation and outreach numbers. The Fair Housing Division currently has a new division director whose goal is to improve the processes and performance of the division in order to ultimately increase the division's revenue stream. If a case is successfully investigated and completed within 100 days, the Commission will receive \$2600.00. Over the past two years, the Division has underperformed and has failed to consistently complete cases in a timely manner which has had an impact on agency funds. Furthermore, the Federal Department of Housing and Urban Development has mandated that the Fair Housing Division focus its outreach efforts on the rural areas of South Carolina. Over the next few months, the new Director will revamp all levels of the Fair Housing Division including Intake, Investigations, Outreach, and Testing, in order to make the Division more efficient, increase production, raise community awareness of fair housing rights, and bring in more funds to the agency.

C) Consultative Services - Technical Services - Monitoring State Agency Affirmative Action Plans - Monitored 85 Agency AAP during FY 13-14

The actual performance level for monitoring state agencies' affirmative action plans and the process characteristic indicating the degree to which the process output conforms to statutory requirements is determined by a number of factors to include the following: The monitoring of the hiring and promotions of employees in 85 state agencies show that while it appears that state government is making progress in the area of affirmative action where women and minorities have increased their representation in state employment, there continues to be under-representation of African Americans and women in the highest three pay bands of government. In order to accurately update affirmative action reporting for all state agencies including technical colleges and universities, the Human Affairs Commission during the last fiscal year was able to hire an administrative assistant in Technical Services and purchase a new Computerized Affirmative Action Management System (CAAMS). The CAAMS was authorized by the General Assembly and the Governor and was purchased by the Commission in 2014. The system, once fully operational, will allow more accurate statistics and data to be obtained from the 2010 US census which will assist agencies in their recruitment of minorities and allow agencies to more accurately obtain their affirmative action goals. Again, however, prior to the 2010 budget cuts there were 6 employees totally dedicated to the monitoring of Affirmative Action in SC, but now there are only 2 full time employees devoted to this task. In order to effectively monitor and assist State Agencies in terms of annual onsite visits and training for EEO officers and other state agency personnel, the agency needs at least two additional EEO Consultants. Currently, agencies do not receive regularly scheduled onsite visits and since 2011, there has only been one training session for EEO Officers at state agencies which took place in October of 2014. State agency EEO Officers change periodically, and agencies have requested more training and contact, but due to the lack of staffing and resources at the Commission, this training has not taken place on an annual basis. In addition, if the Commission were ever requested to perform an Audit for an agency as it relates to Affirmative Action hiring and promotions, the Commission would be hindered due to lack of staff and due to the amount of work that the small staff of two people currently performs to ensure an accurate annual report to the General Assembly.

D) Consultative Services - Community Relations - Maintaining and Creating Community Relations Councils - 2 Councils formed in Fiscal year 2013-2014

The actual performance level for the area of Community Relations and the process characteristic indicating the degree to which the process output conforms to statutory requirements is determined by a number of factors to include the following: Due to severe budget cuts in 2010 the function of the Community Relations Department was eliminated until state government was able to re-establish funding

to the Commission during FY 2011-2012. As a result of the increased funding, only one full time Community Relations Consultant and a temporary employee were hired to help revitalize an important aspect of state government's efforts to prevent discrimination in South Carolina. The Community Relations Department has been able to bring about communication with the 10 existing Community Relations Councils (CRCs) in SC and is in the process of establishing or revitalizing 20 other CRCs to eventually reach the goal of maintaining a CRC in each of the state's 46 counties. A CRC in each county will provide a system of local entities within the state to help prevent and resolve issues of division such as in the area of race relations and civility at a local level. A functioning CRC will most likely prevent civil unrest with racial undertones such as the recent events that occurred in Ferguson, Missouri and other parts of the United States. Two new councils were formed during FY 13-14 and there was maintenance relationship with 10 other established councils. The Community Relations Councils are independent organizations who maintain their own by-laws and governing board. The Human Affairs Commission acts as an agent to help create the CRC and provides training, guidance, resources and support. The CRC is generally created by a County Council or Municipal Government that desires to have this type of organization within its jurisdiction to foster harmony and good Community Relations among a diverse population of people. Therefore, it takes the one full time Commission staff person and a temporary employee a great deal of time to work with a County or Municipal Councils in order to actually form a CRC, train the members about issues of diversity and the SC Human Affairs Law, and then assist in helping to maintain a healthy functioning organization. In addition this one full time and temporary employee must investigate non housing and employment discrimination complaints to include Public Accommodation complaints filed at the SC Human Affairs Commission. Therefore, their time is divided between establishing councils and investigating non employment complaints.

a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.

i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.

A) US Equal Employment Opportunity Commission - SHAC has a work sharing agreement and the US EEOC also investigates employment discrimination cases based on similar procedures and basis.

B) US Housing and Urban Development – SHAC has a contract with this agency to investigate housing discrimination complaints and HUD also investigates housing discrimination based on similar procedures and basis.

C) Office of Federal Contract and Compliance Programs - Monitors hiring and promotion practices of entities that have contracts with the federal government including state agencies that have federal contracts over \$50,000.

ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?

Benchmarks were not chosen due to the fact that there has not been enough administrative staff to devote time to accurately decipher the difference and similarities in rules and regulations between SHAC and the Federal entities to which are most closely associated in terms of a benchmark. These Federal entities have various rules, regulations and procedures that differ and would have an impact on the actual performance measure compared to the State.

- iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

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- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.

- 1) Raymond Buxton, II, Agency Director- Monthly and annual monitoring
- 2) Dan Koon, Deputy Director- Monthly and annual monitoring
- 3) Joshua Barr, Legal Counsel and Housing Director- Monthly and annual monitoring
- 4) Lori Dean, Administrative Manager- Monthly and annual monitoring
- 5) Lee Ann Rice, Legal Counsel- Monthly and annual monitoring

- c. Trends the agency has seen and the method by which it analyzes trends in these results.

- A) **Compliance Employment and Fair Housing:** When the agency budget was severely cut in 2010, the agency's capacity to investigate Employment and Housing Discrimination complaints was severely damaged. However, there has been some funding re-established to the agency resulting in additional employees hired and an annual trend of incremental increases in the number of housing and employment cases investigated. However, due to a

- B) lack of staffing and the inexperience of a new investigative staff, the length of time to investigate a case has increased. These trends will be monitored by monthly and annual reports that reflect the amount of time it takes an Investigator to investigate a case.
- C) **Consultative Services - Technical Services - Affirmative Action Plans:** In terms of monitoring state agency affirmative action plans, the CAAMS system will greatly assist the Commission, however, the lack of staff to actually conduct onsite meetings and training for agency EEO officers will hinder the overall effective monitoring of each state agency. The hiring and promotion trends of blacks, whites and females will be monitored by the Annual Report to the General Assembly.
- D) **Consultative Services - Community Relations:** With a restoration of some funds to the agency the Commission has been able to hire one full time employee and a temporary employee to work in the area of developing Community Relations Councils. This work has resulted in the creation of two councils and the interest in organizing Councils in other areas at the local level. These councils will help prevent racial unrest in communities. This trend is monitored on a monthly basis.

d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

- A) **Compliance - Employment and Fair Housing:** The Commission does have more than 50% control over the number of cases completed for investigation. Again, however, due to a lack of funding and adequate staff the Commission has a difficult time managing an increase of case production to the level that is comparable to the number of employment and housing discrimination charges filed with both the state and federal government. With an increase in staff numbers, proper administrative management and continued training for investigators with on-the-job experience, the Commission hopes to increase the number of closed cases that are investigated at the State level. In addition, the Commission has no control over the number of Employment and Housing Cases filed at the Commission. While data indicates the number of cases filed with SHAC is around 1,000 complaints a year, this number can fluctuate. Many citizens of the state are not aware of the duties of the agency or that there is an agency to enforce discrimination laws in employment and housing. The Commission has plans for outreach, such as enhancing the WEB Site, creating a new brochure, and targeting certain areas to distribute brochures, but the agency also needs funding to help implement those and additional plans to increase citizen awareness which will also increase the number of cases filed at the Commission resulting in the mission of eliminating and preventing discrimination.
- B) **Consultative Services - Monitoring of the 85 State Agency Affirmative Action Plans:** The Commission does have more than 50% control over the influence and accuracy of this program. Again, however, in order to be more effective with training and on-site visits to each state agency to ensure proper guidance, an increase in staff is needed in this area.
- C) **Consultative Services - Community Relations Councils:** The Agency has less than 50% control over the creation of the Councils. The CRC is created by a local government entity that desires to have a CRC in its community. The Commission plants the seed to create the Council, but a local government entity/and or concerned citizens must create the council. Once the CRC is developed, it is dependent upon its own Council's leadership. However, with proper support from the Commission, additional CRCs can be created and the ones that are created can have proper resource support from the Commission.

ii. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency,

together have reasonable control over the result and names of those other agencies.

There is no other state agency in South Carolina that investigates Employment or Housing Discrimination or monitors each State Agencies' Affirmative Action Plan or creates Community Relations Councils in each county to promote harmony and good will among a diverse population. The only other agencies that investigate Employment, Housing and monitor Affirmative Action are Federal Agencies. Part of the reason the State of SC created the Human Affairs Commission was so that the State of SC could closely monitor these areas as opposed to the Federal Government having sole control and authority in these areas of alleged discrimination.

Mission Efficiency

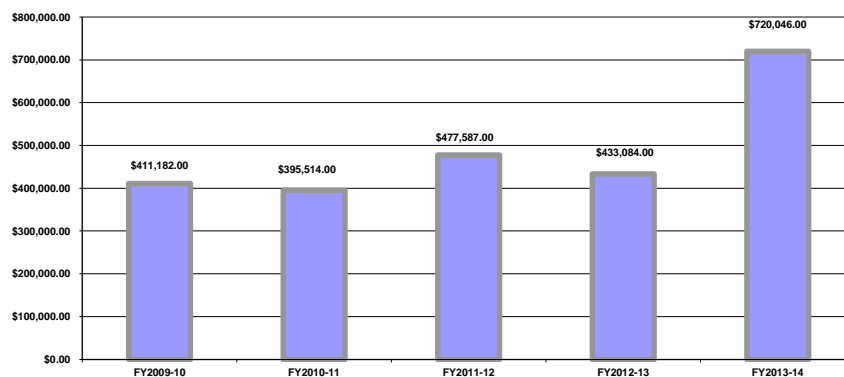
B) What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?

A) Compliance - EEO Enforcement Employment Cases Closed During FY 13-14: 914 Cases

Within the Compliance Area of Equal Employment Opportunity Enforcement there are 18 employees, constituting a majority of the employees working at the Commission, though 3 of them are temporary. Most of the work performed by the Commission is in the area of investigating employment discrimination; therefore, this correlates with a majority of the agencies budget going towards the Compliance area of employment. The employment area also generates the largest source of Federal money paid to the state for the investigation of employment cases. In terms of efficiency, the Commission sees where mediation creates the best use of funding. For instance, over a period of weeks or months it may ultimately take an investigator on average 18 hours or two and a half days to investigate a Complaint of employment discrimination, however, a mediated complaint may take on average of five hours or less than a day to complete. Therefore, to enhance mission efficiency the SHAC is placing greater emphasis for charging parties and respondents to mediate their charges of discrimination.

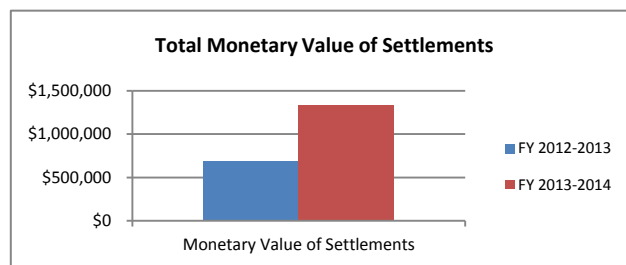
During fiscal year 2013-2014 there were 138 Mediations that resulted in 101 complaints being successfully mediated for a total monetary value of \$720,046. The total successful mediations increased from 72 cases the previous year and there was a \$286,962 monetary increase from the previous year. Mediations are important because they give the charging party and respondent an opportunity to meet and sort out their issues in order to come to mutually agreed terms for settling the matter.

Monetary Settlements Obtained Through Mediation



Also, not only does mediation add to a successful conclusion where all the parties can come to a reasonable binding solution, but Investigators (who do not mediate) negotiate and conciliate agreements. Conciliation also makes a positive contribution in the area of settlements.

Successful resolutions keep the cases of discrimination out of the State Court, which is the most efficient way to resolve a charge. The following chart displays all mediated, negotiated and conciliated monetary resolutions amounted to a total of \$1,333,148. Out of the 914 cases closed in the Employment Enforcement area during the last fiscal year, 159 or 17% of those cases were either mediated or settled through a negotiated settlement or conciliation.



Mediating and settling charges of discrimination are the most efficient manners to enforce the SC Human Affairs Law. The percentage could be increased should all state employees and agencies be required to mediate complaints prior to an investigation.

One negative issue for the Commission as it relates to efficiency and as was previously discussed falls in the area of the length of time it takes to investigate a charge of discrimination. There are numerous and various factors that have led to an increase in time that it takes to investigate a complaint such as the cooperation of Charging Parties, Respondents, and Attorneys as well as the case transfer process between the Human Affairs Commission and the EEOC. However, the major issues pertaining to this level of efficiency is the lack of staff to process cases, the loss of experienced investigators and an increase in the number of inexperienced investigators. The Legislative Audit conducted on the Human Affairs Commission in 2014, suggested: 1) the formation of a more formal policy to complete the investigation within the targeted time frame of 180 days and 2) the creation and maintenance of a method to track variables that lead to a shorter case resolution time. The Commission has been and will continue to

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implement these measures by way of formal annual evaluations and additional administrative tracking measures.

B) Compliance - Fair Housing Cases Closed during FY 13-14: 46 Cases

Within the Compliance area of Housing Enforcement there are seven employees. Of those seven employees, there is one director, three full-time investigators, one administrative assistant, one outreach liaison, and one employee who is a part-time investigator and part-time intake staff. Over the past year, the Fair Housing Division was paid \$80,890.00 by the U.S. Department of Housing and Urban Development for successfully completed cases. The agency could have possibly received another \$40,000.00, approximately, if the majority of those cases would have been completed in a timely manner, i.e. within 100 days. As the Fair Housing Division undergoes restructuring and works towards improving its processes and performance, the case resolution time is expected to decrease. Last fiscal year it took an average of 191 days to complete investigations which ultimately affected the amount of funds that the Commission received per case. Over the past two months, under new leadership, that number has decreased to approximately 150 days. As additional policies and practices are put into place, case resolution time is expected to continue its declension. The majority of cases over the past year were deemed “no cause” cases and in many cases no determination on discrimination was made because the cases were conciliated. During the upcoming months, Fair Housing will place an emphasis on mediating cases to improve case resolution time in order to bring in additional funds to the agency. Also, a renewed effort on training investigators will improve the Division’s average case resolution time.

C) Consultative Services - Technical Services - Monitoring State Agency Affirmative Action Plans: Monitored 85 Agency AAP during FY 13-14

Within the Consultative Services (Technical Services) Division, the small staff of two people monitors the 85 State Agency Affirmative Action Plans as it relates to the hiring and promotion practices of agency employees. The Commission is efficient to a certain level in the sense that it can monitor state agency Affirmative Action reporting procedures. In addition the purchase of a new Computerized Affirmative Action Management System (CAAMS) and the future full implementation of the system will enhance the efficiency of the SHAC services to state agencies. However, to ensure that the monitoring of the 85 state agencies’ Affirmative Action Plans is most efficient, an additional consultant is needed to assist the current staff in providing multiple annual trainings for each agencies’ Equal Employment Opportunity Officers and to conduct annual visits to each state agency. The importance of providing adequate monitoring of each state agency’s Affirmative Action Plan can make a huge impact on each state agencies’ budget. For instance, should an agency be found not to be in compliance with certain affirmative action regulations, it could lead to less state and federal government funding to the agency. The lack of compliance in this area by state agencies would also place a negative impact on the overall entire State Budget as it relates to an agency being a recipient of Federal money. In addition an efficient Technical Services staff will ensure the ability of the State to defend itself against allegations of discriminatory hiring practices in regards to sex and race. An efficient monitoring program that holds state agencies accountable for equal employment opportunity would assist in quashing such allegations and demonstrate that South Carolina views all citizens as equals.

D) Consultative Services - Community Relations - Maintaining and Creating Community Relations Councils: 2 Councils formed in Fiscal Year 2013-2014

Within Consultative Services (Community Relations) where Community Relations Councils are created and maintained as functioning councils there is one full time employee and one temporary employee. The

efficiency of this service is dependent upon the SHAC employees' successful communication with local government entities and citizens who are interested in organizing a functioning entity independent of the state agency whose sole purpose is to foster better community relations among a diverse population of citizens and to enhance better race relations. There is an efficient process to create the Community Relations Councils and to maintain councils. However, this can only be done with effective consultation from the Commission which has a vested interest in preventing and eliminating discrimination in SC.

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - A) **US Equal Employment Opportunity Commission** - SHAC has a work sharing agreement and the US EEOC also investigates employment discrimination cases based on similar procedures and basis.
 - B) **US Housing and Urban Development** – SHAC has a contract with this agency to investigate housing discrimination complaints and HUD also investigates housing discriminations based on similar procedures and basis.
 - C) **Office of Federal Contract and Compliance Programs** - Monitors hiring and promotion practices of entities that have contracts with the federal government including state agencies that have federal contracts over \$50,000.
 - ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?

Benchmarks were not chosen due to the fact that there has not been enough administrative staff to devote time to accurately decipher the difference and similarities in rules and regulations between SHAC and the Federal entities which are most closely associated in terms of a benchmark. These Federal entities have various rules, regulations and procedures that differ and would have an impact on the actual performance measure compared to the State.
 - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

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b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.

- 1) Raymond Buxton, II, Agency Director- Monthly and annual monitoring
- 2) Dan Koon, Deputy Director- Monthly and annual monitoring
- 3) Joshua Barr, Legal Counsel and Housing Director- Monthly and annual monitoring
- 4) Lori Dean, Administrative Manager- Monthly and annual monitoring
- 5) Lee Ann Rice, Legal Counsel- Monthly and annual monitoring

c. Trends the agency has seen and the method by which it analyzes trends in these results.

- A) Compliance - Employment and Housing:** When the agency budget was severely cut in 2010, the agency's capacity to investigate Employment and Housing Discrimination complaints was severely damaged. Fortunately, there has been some funding re-established to the agency resulting in an annual trend of incremental increases in the number of housing and employment cases investigated. However, due to lack of staffing and inexperience of a new investigative staff, the length of time to investigate a case has increased. These trends will be monitored by monthly and annual reports.
- B) Consultative Services - Affirmative Action Plans:** In terms of monitoring state agency affirmative action plans, the CAAMS system will greatly assist the Commission, however, the lack of staff to actually conduct onsite meetings and training for agency EEO officers will hinder the overall effective monitoring of each state agency. The hiring and promotion trends of blacks, whites and females will be monitored by the Annual Report to the General Assembly. Failure to comply with Affirmative Action regulation could lead to State and Federal budget cuts to individual agencies in non-compliance.
- C) Consultative Services - Community Relations:** With a restoration of some funds to the agency the Commission has been able to hire one full time employee to work on developing Community Relations Councils. This work has resulted in the creation of more Councils and the interest in

having Councils at the local level that will help prevent racial unrest in communities. This trend is monitored on a monthly basis.

d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

- A) **Compliance - Employment and Housing:** The Commission does have more than 50% control over the number of cases completed for investigation. Again, however, due to a lack of funding and adequate staff the Commission has a difficult time managing an increase of case production to the level that is comparable to the number of employment and housing discrimination charges filed with both the state and federal government. With an increase in staff numbers, proper administrative management and continued training for investigators with on-the-job experience, the Commission hopes to increase the number of closed cases that are investigated at the State level.
- B) **Consultative Services - Monitoring of the 85 State Agency Affirmative Action Plans:** The Commission does have more than 50% control over the influence and accuracy of this program. Again, however, in order to be more effective with training and onsite visits to each state agency to ensure proper guidance, an increase in staff is needed in this area.
- C) **Consultative Services - Community Relation Councils:** The Agency has less than 50% control over the creation of the Councils and the success of the current councils because in general, the CRC is created by a local government entity that desires to have a CRC in its community. Once the CRC is developed, it is dependent upon its own Councils' leadership. However, with proper support from the Commission, additional CRCs can be created and the ones that are created can have proper resource support from the Commission.

- ii. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

There is no other state agency in South Carolina that investigates Employment or Housing Discrimination or monitors each State Agencies' Affirmative Action Plan or creates Community Relations Councils in each county to promote harmony and good will among a diverse population. The only other agencies that investigate Employment, Housing and monitor Affirmative Action are Federal Agencies. Part of the reason the State of SC created the Human Affairs Commission was so that the State of SC could closely monitor these areas as opposed to the Federal Government having the sole control and authority in these areas of discrimination.

Quality (Customer Satisfaction)

- E) What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

A) Compliance - EEO Enforcement - Employment

One of the agency's main customers in terms of customer satisfaction is the United States Equal Employment Opportunity Commission. The SC Human Affairs Commission for multiple years has maintained a contract with this Federal Agency that conducts periodical reviews of employment cases investigated by the Human Affairs Commission. The continued renewal of this contract is evidence of the successful customer level satisfaction between the EEOC and the SHAC.

While the Human Affairs Commission does not currently use a formal survey for customer satisfaction with 1) individuals contacting the Commission; 2) individuals filing discrimination charges, (Complainant or Charging Party); 3) companies the complaint is filed against, (Respondent); or 4) attorneys representing the Charging Party or Respondent, the Commission's overall individual assessment based on verbal and written communication with these customers and the lack of complaints filed against the Commission by the majority of these customers, shows that there is overall good customer satisfaction. Quite frequently, customers tell personnel and key leadership that the Commission is more responsive and attentive to employment complaints than the agency's federal counterpart.

B) Compliance - Fair Housing Cases Closed

One of the agency's main customers in terms of customer satisfaction is the United States Department of Housing and Urban Development. The SC Human Affairs Commission for multiple years has maintained a contract with this Federal Agency that conducts periodical reviews of Housing cases investigated by the Human Affairs Commission. The continued renewal of this contract is evidence of the successful level of customer satisfaction between HUD and the SHAC.

While the Human Affairs Commission does not currently use a formal survey for customer satisfaction with 1) individuals contacting the Commission; 2) individual filing discrimination charges, (Complainant or Charging Party); 3) entities to whom the complaint is filed against, (Respondent); or 4) attorney's representing the Charging Party or Respondent, the SHAC's overall individual assessment based on verbal and written communication with these customers and the lack of complaints filed against the Commission by the majority of these customers, shows that there is an overall good customer satisfaction. Quite frequently, customers tell personnel and key leadership that the Commission is more responsive and attentive to housing discrimination complaints than the agency's federal counterpart.

C) Consultative Services -Technical Services - Monitoring State Agency Affirmative Action Plans

When the SC Human Affairs Commission was initially created and the law was passed by the General Assembly for the Commission to monitor each State Agency's Affirmative Action Plan, there was sometimes animosity between State Agencies and the Human Affairs Commission. However, as years have passed, it is evident that every State Agency strives to maintain an affirmative action plan and strives to promote and implement fair hiring and promotion practices in their agency. State Agencies are generally always cooperative with the Commission's requests relating to Affirmative Action matters. State Agencies also desire technical assistance from the Commission relating to the formulation of their plans and reporting of data. While there is no formal survey specifically related to customer satisfaction in the monitoring of this data, each State agency's continued cooperation is evidence of good customer satisfaction.

D) Consultative Services - Technical Services - Maintaining and Creating Community Relations Councils - 2 Councils

While there is no formal customer satisfaction survey from county and municipal governments who have received assistance from the Commission in terms of creating a Community Relations Council, the Councils that have been formed and those that have been maintained through the years express their appreciation for the Commission's willingness and resources provided to their Councils as it relates to fostering better community relations for all citizens within their local communities.

- b. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - A) **US Equal Employment Opportunity Commission** - SHAC has a work sharing agreement and the US EEOC also investigates employment discrimination cases based on similar procedures and basis.
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- ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?

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D) Mary Snead, Retired, Affirmative Action Specialist

Ph) 803 787-2219

c. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.

- 1) Raymond Buxton, Agency Director- Monthly and annual monitoring
- 2) Dan Koon, Deputy Director- Monthly and annual monitoring
- 3) Joshua Barr, Legal Counsel and Housing Director- Monthly and annual monitoring
- 4) Lori Dean, Administrative Manager- Monthly and annual monitoring
- 5) Lee Ann Rice, Legal Counsel- Monthly and annual monitoring

d. Trends the agency has seen and the method by which it analyzes trends in these results.

A) Compliance - Employment and Fair Housing: In terms of Customer Service the trends that the Commission sees in this area is that for the past several years the time to investigate a charge of discrimination has taken longer due to lack of staff and inexperience of staff. However, comments from customers continue to trend towards the positive that the Commission is more responsive than federal counterpart agencies.

B) Consultative Services - Technical Services - Affirmative Action Plans: In terms of customer service the trend continues to be a good working relationship with all state agencies, however, these customers do request more assistance than the Commission is able to provide due to a full time staff of only two people.

C) Consultative Services - Community Relations: In terms of Customer Service, the local, county and municipalities appreciate the service of the Commission but do desire more customer service in terms of guidance and assistance than one full time and one temporary employee can provide.

e. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

A) Compliance - Employment and Fair Housing: The Commission does have more than 50% control over customer satisfaction and is working to improve customer satisfaction through

tracking various variables that cause a delay in the investigation of cases. The Commission has also formalized in Investigators' evaluations that cases should be investigated within 180 days of assignment in employment and 100 days in Housing.

B) Consultative Services - Technical Services - Monitoring of the 85 State Agency

Affirmative Action Plans: The Commission does have more than 50% control over customer satisfaction in this area and works and strives to maintain the positive relationship that is currently there.

C) Consultative Services - Community Relation Councils: The Commission does have more than 50% control over customer satisfaction in the area of Community Relations and strives to maintain the positive relationship that has been established with the current Community Relations Councils.

- ii. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

There is no other state agency in South Carolina that investigates Employment or Housing Discrimination or monitors each State Agencies' Affirmative Action Plan or creates Community Relations Councils in each county to promote harmony and good will among a diverse population. The only other agencies that investigate Employment, Housing and monitor Affirmative Action are Federal Agencies. Part of the reason the State of SC created the Human Affairs Commission was so that the State of SC could closely monitor these areas as opposed to the Federal Government having the sole control and authority in these areas of discrimination.

Workforce Engagement

F) What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

A) Compliance - EEO Employment and Housing: As previously mentioned in other sections of this report, due to a steady decline of funds from the General Assembly to the agency since 2008 which ultimately lead to the near demise of the agency in 2010, the workforce at the agency was greatly reduced. For instance, the cuts led to over a 50 percent reduction in staff and the remaining agency personnel worked on a voluntary 90 day furlough for nearly all of the 2010-2011 FY. This led to a 32% reduction in pay for the remaining few staff who were not paid for 7 days a month during a 9 month period. While the most experienced employment and housing investigators remained employed during that period, since that time, the majority of these experienced investigators have retired or transitioned to other responsibilities and there is a new work force of qualified but inexperienced investigators. As a result of this inexperience, the Investigators normally and currently receive some type of formal training twice a month. Generally the employees working at SHAC have a passion for their work as it relates to fulfilling the mission of this agency to prevent and eliminate discrimination and to foster harmony within a diverse population of South Carolinians. As a result of this passion, employees in the past, tended to spend a majority of their working career at the Commission. The new employees also possess this commitment and are working through changes that have taken place as a result of

reorganization due to budget considerations. Other areas where the Commission has initiated work force engagement for EEO Enforcement and Housing employees are: A) implemented strategic planning initiatives such as employee appreciation day, quarterly birthday celebrations, major holiday gatherings; B) team building initiatives provided by professional team builders; C) open door policy initiated by the Agency Director for all employees.

B) Consultative Services - Technical Services - Monitoring State Agency Affirmative

Action Plans: This particular area of the Commission went from employing 6 employees to only one (1) full time employee after the 2010 budget cut. Two full time employees are currently committed to maintaining this particular area of service. While both employees have little experience in the Affirmative Action area, they have done a wonderful job maintaining its functions and learning the new CAAMS system. Fortunately, retired employees who worked in this area for many years and are committed to the mission of this agency, assist the current employees with various technical questions that occur from time to time as they continue to learn the unique duties of their job. Other areas where the Commission has initiated work force engagement for Consultative Services/Technical Services employees are: A) implemented strategic planning initiatives such as employee appreciation day, quarterly birthday celebrations, major holiday gatherings; B) team building initiatives provided by professional team builders; C) open door policy initiated by the Agency Director for all employees.

C) Consultative Services - Maintaining and Creating Community Relations Councils:

After the 2010 budget cut there was no employee working in this area for approximately two years. Since 2013 there has been one full time employee and one temporary employee committed to providing this important service to the State to help maintain good race and community relations at a local level. The two full time employees committed to this work area are very dedicated to the tasks and are often assisted by Board members who are also dedicated to creating and maintaining these councils. Unfortunately, due to budget constraints the funds for outside formal training that would assist in the professional development of each employee working at the Commission is limited. Other areas where the Commission has initiated work force engagement for Consultative Services/Community Relations employees are: A) implemented strategic planning initiatives such as employee appreciation day, quarterly birthday celebrations, major holiday gatherings; B) team building initiatives provided by professional team builders; C) open door policy initiated by the Agency Director for all employees.

b. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.

i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.

A) US Equal Employment Opportunity Commission - SHAC has a work sharing agreement and the US EEOC also investigates employment discrimination cases based on similar procedures and basis.

B) US Housing and Urban Development – SHAC has a contract with this agency to investigate housing discrimination complaints and HUD also investigates housing discrimination based on similar procedures and basis.

C) Office of Federal Contract and Compliance Programs - Monitors hiring and promotion practices of entities that have contracts with the federal government including state agencies that have federal contracts over \$50,000.

- ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?

Benchmarks were not chosen due to the fact that there has not been enough administrative staff to devote time to accurately decipher the difference and similarities in rules and regulations between SHAC and the Federal entities to which are most closely associated in terms of a benchmark. These Federal entities have various rules, regulations and procedures that differ and would have an impact on the actual performance measure compared to the State.

- iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

A) Mr. Reuben Daniels, Jr. Director

US EEOC – Charlotte District Office
129 W. Trade St., Suite 400
Charlotte, NC 29202
Reuben.Daniels@EEOC.gov

Ph) 704-954-6422

B) Mr. Adoniram (Don) Vargas

HUD FHEO Equal Opportunity Specialist
Miami Field Office
909 SE 1st Ave., #500
Miami, FL 33131
Adoniram.a.vargas@hud.gov

Ph) 305 520-5031

C) Mr. Ralph Haile, Assistant District Director

Office of Federal Contract Compliance Programs
Federal Building
1835 Assembly St. Room 608
Columbia, SC 29201
Ralph.Haile@dol.gov

Ph) 803 251-4680

D) Mary Snead, Retired, Affirmative Action Specialist

Ph) 803 787-2219

- c. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.

- 1) Raymond Buxton, II, Agency Director- Monthly and annual monitoring
- 2) Dan Koon, Deputy Director- Monthly and annual monitoring
- 3) Joshua Barr, Legal Counsel and Housing Director- Monthly and annual monitoring
- 4) Lori Dean, Administrative Manager- Monthly and annual monitoring
- 5) Lee Ann Rice, Legal Counsel- Monthly and annual monitoring

- d. Trends the agency has seen and the method by which it analyzes trends in these results.
- A) **Compliance - EEO Enforcement - Employment and Fair Housing:** The agency has recently adopted a universal review date for all employees, thus, ensuring consistency in terms of each employee receiving an annual evaluation to assist the agency in individual employee performance measures. This annual review system will help measure workforce satisfaction, retention and development.
 - B) **Consultative Services - Technical Services - Affirmative Action Plans:** The agency has recently adopted a universal review date for all employees, thus, ensuring consistency in terms of each employee receiving an annual evaluation to assist the agency in individual employee performance measures. This annual review system will help measure workforce satisfaction, retention and development.
 - C) **Consultative Services - Community Relations:** The agency has recently adopted a universal review date for all employees, thus, ensuring consistency in terms of each employee receiving an annual evaluation to assist the agency in individual employee performance measures. This annual review system will help measure workforce satisfaction, retention and development.
- e. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
- A) **Compliance - EEO Enforcement - Employment and Housing:** The Commission does have more than 50% control over workforce engagement.
 - B) **Consultative Services - Technical Services:** Monitoring of the 85 State Agency Affirmative Action Plans: The Commission does have more than 50% control over workforce engagement.
 - C) **Community Relations Councils:** The Commission does have more than 50% control over workforce engagement.
- ii. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

Operational/Work System Performance

- G) What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?
- A) **Compliance - EEO Enforcement - Employment and Fair Housing:** The performance levels in the Employment and Fair Housing areas are monitored on a monthly basis through various reports that are generated to provide data as it relates to contacts being made with the agency, the number of employment and housing cases filed, investigated and mediated and the length of time that it has taken to investigate or mediate a charge of discrimination. An example of such a report is the Employment Pending Reports which provides management with the number of cases in an Investigator's inventory, case name, number and age of the

case. This and similar other monthly performance measures relate to the overall success of the agency in terms of allowing the Commission to maintain annual contracts with both the United States Equal Employment Opportunity Commission and the United States Department of Housing and Urban Development. The successful performance measurement of the number of cases investigated each year impacts the annual contract renewal from the EEOC and HUD for the next fiscal year. As mentioned earlier, the annual performance measure for the number of cases investigated is also measured with each individual employee's Employment Performance Measurement System (EPMS) that occurs on an annual basis. The success of these individual performance assessments guides the performance measurement for the overall success for the annual contracts in Employment and Housing. The assessment of these individual EPMS evaluations, monthly reports and annual contracts guides the Commission as it relates to the areas to focus for needed improvements, efficiency and innovation.

B) Consultative Services - Technical Services - Monitoring State Agency Affirmative Action Plans:

The performance measurement for operational efficiency in the area of monitoring State Agency Affirmative Action Plans is determined by whether or not the 85 state agencies cooperate in terms of annually submitting their annual hiring and promotion data to the Commission. In addition, the results of that data (as is shown in the Annual Report to the General Assembly) measures how successfully the agencies are performing in terms of conforming to their Affirmative Action Plans. Thus, the performance measurement of these 85 agencies in this particular AAP area correlates to the performance measurement of the Commission's Technical Services Division. In other words, the success of the Commission's monitoring the 85 state agencies is measured by the success of the 85 state agencies hiring and promotion rates in the area of race within gender for African Americans and females in various job categories. Thus, the annual review of the report to the General Assembly steers the Commission towards areas of improvement in terms of future technical assistance to agencies to provide more positive measurement results for the hiring and promotions for African Americans and women. These measurements will guide the Commission in terms of improvements to be made as it relates to operational efficiency.

C) Consultative Services - Community Relations Councils: The performance measurement for operational efficiency in the area of creating Community Relations Councils is based on a monthly and annual review of contacts made with local governments and concerned citizens as well as the number of Councils created on a monthly basis. In addition, the successful measurement rate of the creation of the Councils is also measured through the annual employee performance management system. The overall assessment of these measurements will guide the Commission in terms of improvements to be made as it relates to operational efficiency.

b. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.

i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.

A) US Equal Employment Opportunity Commission - SHAC has a work sharing agreement and the US EEOC also investigates employment discrimination cases based on similar procedures and basis.

B) US Housing and Urban Development – SHAC has a contract with this agency to investigate housing discrimination complaints and HUD also investigates housing discrimination based on similar procedures and basis.

C) Office of Federal Contract and Compliance Programs - Monitors hiring and promotion practices of entities that have contracts with the federal government including state agencies that have federal contracts over \$50,000.

- ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?

Benchmarks were not chosen due to the fact that there has not been enough administrative staff to devote time to accurately decipher the difference and similarities in rules and regulations between SHAC and the Federal entities to which are most closely associated in terms of a benchmark. These Federal entities have various rules, regulations and procedures that differ and would have an impact on the actual performance measure compared to the State.

- iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

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- 3) Joshua Barr, Legal Counsel and Housing Director- Monthly and annual monitoring
- 4) Lori Dean, Administrative Manager- Monthly and annual monitoring
- 5) Lee Ann Rice, Legal Counsel- Monthly and annual monitoring

d. Trends the agency has seen and the method by which it analyzes trends in these results.

- A) **Compliance - EEO Enforcement - Employment and Fair Housing:** The Commission has shown success as it relates to an increase in cases investigated and mediated. The measurements confirm the positive trend of performance by way of major contracts with the Equal Employment Opportunity Commission and the Department of Housing and Urban Development being renewed on an annual basis. Thereby showing evidence that measurements of success are confirmed by two independent entities.
- B) **Consultative Services - Technical Services - Affirmative Action Plans:** The Commission has shown that agencies consistently comply with reporting data and that there has been a consistent trend during the past several years that agencies have been successful in overall hiring and promotion practices in job categories except in the higher job grades of employment. This measurement shows that the Commission in terms of performance needs to work more closely with each agency that has an underutilization of hiring minorities in certain job categories.
- C) **Consultative Services - Community Relations:** The Commission's creation of Councils has trended upward. However, data shows that the majority of the state's 46 counties do not have Community Relations Councils and that the work of the Commission to create and maintain these Councils is an area to focus improvement.

e. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

- A) **Compliance - EEO Enforcement - Employment and Housing:** The Commission does have more than 50% control over performance measurement in this area.
- B) **Consultative Services - Technical Services - Monitoring of the 85 State Agency Affirmative Action Plans:** The Commission does have more than 50% control over performance measurement in this area.
- C) **Consultative Services - Community Relations Councils:** The Commission does have more than 50% control over performance measurement in this area.

- ii. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?
 - A) Employment Cases Closed
 - B) Housing Cases Closed
 - C) Successful Monitoring of 85 State Agency Affirmative Action Plans

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.
 - A) IMS (Integrated Management System)
 - B) Teapots (Title VIII Automated Paperless Office Tracking System)
 - C) CAAMS (Computerized Affirmative Action Management System)
 - D) ONBASE (Scanning System for HR/Payroll, Finance and Materials Management Documents)
 - E) Little House (Housing Case Management System – *internal use only*)
 - F) SCEIS (South Carolina Enterprise Information System)

D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) 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? **YES**
 - a. If yes, please provide the agency's suggestions.
 - It is obvious that the most efficient and timely manner to reach a successful resolution of employment discrimination cases is for all parties to agree to mediation. Therefore, the Commission would recommend that the legislature and Governor initiate and implement a law that would require all state agencies to first go through mediation prior to the investigation of an employment discrimination complaint.

- Also, due to severe budget cuts in past years, the agency has never been able to regain its strength in employee numbers to efficiently and effectively carry out its mission. Notwithstanding this dilemma, the Agency Director is working to maximize resources by restructuring management operations to include combining management positions and has worked to increase the number of Employment and Housing Investigators when funding becomes available. The number of Employment Investigators needs to be increased to meet the demands of a growing diverse population of South Carolinians. In addition, to help these investigators be successful there is also a need for additional management in various areas within the agency to provide the most efficient operation of services. This new restructuring can only be accomplished with proper funding being provided to the Agency.

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."

SEVEN-YEAR PLAN

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens? **NO**

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.
2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?
3. Is legislative action required to allow the department/agency to implement the current or recommended actions?
4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

Now go to Additional Questions.

SEVEN-YEAR PLAN

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?
 - A) Enhance Efficiency and Customer Service
 - B) Enhance Professionalism
 - C) Enhance Image and Reputation
2. What are the fundamentals required to accomplish the objectives?
 - A) Develop and communicate consistent processes and procedures agency wide to decrease case processing time and improve customer satisfaction.
 - B) Develop a positive culture and working environment to increase employee satisfaction.
 - C) Ensure that the work of the Agency is seen as fair, impartial and responsive by all stakeholders.
3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency? www.schac.sc.gov
4. Is there any additional information the agency would like to provide the Committee or public?

Since the early 1970's, the State of South Carolina, in part through the work of the Human Affairs Commission, has made great progress in terms of social and economic growth for many of its citizens. In fact, the economic/social transformation which the state as a whole has achieved in modern times will only continue to be successful if State Government consistently prioritizes the principles on which the Human Affairs Commission was founded: the belief that all citizens, regardless of their race, color, sex, religion, national origin, age or disability will have equal access to employment, housing and public accommodation so that the American dream of "life, liberty and the pursuit of happiness" may be fulfilled.
5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
 - a. Complete the Process : 14 days or 105 hours
 - b. Complete this Report: 14 days or 105 hours
6. Please complete the **Personnel Involved Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please 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 the Restructuring and Seven-

Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

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."

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.

Similar Information Requested Chart _____	A1-A3
Historical Perspective Chart _____	B
Purpose, Mission Chart _____	C
Key Deliverables Chart _____	E
Key Customers Chart _____	F
Key Stakeholders Chart _____	G
Key Partner Agency Chart _____	D
Overseeing Body Chart (General and Individual Member) _____	H, I1-I2
Major Program Areas Chart _____	J
Legal Standards Chart _____	K1-K2
Agency Reporting Requirements Chart _____	L
Internal Audits Chart _____	M
Personnel Involved Chart _____	N

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
Human Affairs Commission, S.C.	I.B.1. Purpose, Mission, Vision	Accountability Report	Agency Mission	Executive Budget Office	Annual
Human Affairs Commission, S.C.	I.B.1. Purpose, Mission, Vision	Senate Oversight	Restructuring	SC Senate	Annual
Human Affairs Commission, S.C.	I.C.1 Key Performance Measures	Accountability Report	Performance Measures Template	Executive Budget Office	Annual
Human Affairs Commission, S.C.	I.C.1 Key Performance Measures	Senate Oversight	Cost Savings and Efficiencies	SC Senate	Annual
Commission, S.C.					
Human Affairs Commission, S.C.	II.1.a.Organizational Profile-Key Deliverables	Accountability Report	Major Achievements and Performance Measurement Template	Executive Budget Office	Annual
Human Affairs Commission, S.C.	II.1.a.Organizational Profile-Key Deliverables	Senate Oversight	Programmatic Area- Restructuring	SC Senate	Annual
Commission, S.C.	II.8 Major Program Areas	Accountability Report	Program Template	Executive Budget Office	Annual
Human Affairs Commission, S.C.	II.9 Emerging Issues	Accountability Report	Strategic Planning Template	Executive Budget Office	Annual
Human Affairs Commission, S.C.	II.9 Emerging Issues	Senate Oversight	Cost Savings and Increased Efficiencies	SC Senate	Annual
Commission, S.C.					
Human Affairs Commission, S.C.	III.1 Laws	Accountability Report	Laws Enforced (Major Achievements)	Executive Budget Office	Annual
Commission, S.C.	III.1 Laws	Senate Oversight	Restructuring	SC Senate	Annual
Commission, S.C.					
Commission, S.C.					
Commission, S.C.					
Commission, S.C.					

Agency Name: SC Human Affairs Commission

Agency Code: L36

Agency Section: 70

Similar Information Requested Chart

Human Affairs Commission, S.C.	V.A.1 Mission Effectiveness	Accountability Report	Major Achievements, & Internal and External Factors affecting the Agency's Performance & Performance Measurement Template	Executive Budget Office	Annual
Human Affairs Commission, S.C.	V.A.1 Mission Effectiveness	Office of Senate Oversight	Restructuring	SC Senate	Annual
Human Affairs Commission, S.C.	V.A.2 Mission Efficiency	Accountability Report	Major Achievements & Internal and External Factors affecting the Agency's Performance & Performance Measurement Template	Executive Budget Office	Annual
Human Affairs Commission, S.C.	V.A.2 Mission Efficiency	Office of Senate Oversight	Restructuring	SC Senate	Annual
Human Affairs Commission, S.C.	V.A.3 Quality	Accountability Report	Major Achievements & Internal and External Factors affecting the Agency's Performance & Performance Measurement Template	Executive Budget Office	Annual
Human Affairs Commission, S.C.	V.A.3 Quality	Office of Senate Oversight	Restructuring	SC Senate	Annual
Human Affairs Commission, S.C.	V.A.4 Workforce Engagement	Accountability Report	Major Achievements & Internal and External Factors affecting the Agency's Performance and Performance Measurement Template	Executive Budget Office	Annual
Human Affairs Commission, S.C.	V.A.4 Workforce Engagement	Office of Senate Oversight	Restructuring	SC Senate	Annual

Agency Name: SC Human Affairs Commission

Agency Code: L36

Agency Section: 70

Similar Information Requested Chart

Human Affairs Commission, S.C.	V.A.5 Operational/Work System Performance	Accountability Report	Major Achievements & Internal and External Factors affecting the Agency's Performance & Performance Measurement Template	Executive Budget Office	Annual
Human Affairs Commission, S.C.	V.A.5 Operational/Work System Performance	Office of Senate Oversight	Restructuring	SC Senate	Annual
Commission, S.C.					
Human Affairs Commission, S.C.	VI.C.1.	Accountability Report	Strategic Planning Template	Executive Budget Office	Annual
Human Affairs Commission, S.C.	VI.C.1.	Office of Senate Oversight	Cost Savings and Increased Efficiencies	SC Senate	Annual
Human Affairs Commission, S.C.	VI.C.2.	Accountability Report	Strategic Planning Template	Executive Budget Office	Annual

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
Human Affairs Commission, S.C.	2010	Due to severe budget cuts, the agency downsized and reduced the number of employees by approximately 50%. The remaining employees went on a 90 day voluntary furlough. Consultative Services - Community Relations Department was eliminated.	N/A
	2012-2013	New Agency Director instituted internal restructuring measures including combining 4 positions into one management position, eliminating an additional position, and reinstituting the Consultative Services - Community Relations Department. Agency Director also initiated new hirings in all divisions as a result of the General Assembly providing funding.	N/A
	2015	Due to the retirement of three senior management employees, Agency Director initiated another internal restructuring including upgrading Program Coordinator positions, combining two management positions and creating an Assistant Director position.	N/A

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 paranethesis. 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
Human Affairs Commission, S.C.	1972	To prevent and eliminate discrimination in South Carolina	<p>The mission of the South Carolina Human Affairs Commission is to eliminate and prevent unlawful discrimination in:</p> <ul style="list-style-type: none"> • Employment on the basis of race, color, national origin, religion, sex, age and disability; • Housing on the basis of race, color, national origin, religion, sex familial status and disability; • Public accommodations on the basis of race, color, national origin and religion, thereby promoting harmony and the betterment of human affairs for all citizens. 	The Vision of the South Carolina Human Affairs Commission is to be a well-trained team working together in a safe and supportive environment to prevent and eliminate discrimination and to promote harmony and respect among all South Carolinians.	<p>Purpose: S.C. Code Ann. § 1-13-10 and § 31-21-20</p> <p>Mission: S.C. Code Ann. § 1-13-10 and § 31-21-20</p> <p>Vision: S.C. Code Ann. § 1-13-10 and § 31-21-20</p>

Agency Name: SC Human Affairs Commission
 Agency Code: L36
 Agency Section: 70

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
Human Affairs Commission, S.C.	State Attorney General's Office	Regulations	Review of Laws and Regulations	Administration, Consultative Services, Compliance
Human Affairs Commission, S.C.	Budget and Control Board	Computer and telephone communication (DTO), State Human Resources, State Fleet Management, Procurement (MMO)		Administration
Human Affairs Commission, S.C.	Comptroller General's Office	Process Payment		Administration
Human Affairs Commission, S.C.	State Treasurer's Office	Process Contingent Check		Administration
Human Affairs Commission, S.C.	Bureau of Protective Services	Security		Administration, Consultative Services, Compliance
Human Affairs Commission, S.C.	General Services	Maintenance and Custodial		Administration, Consultative Services, Compliance
Human Affairs Commission, S.C.	85 State Agencies with Affirmative Action Plans	Monitor the hiring and promotion of employees	Annual review	Consultative Services

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 once)	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
Human Affairs Commission, S.C.	1	Compliance- Equal Employment Opportunity Enforcement		1 Enforce the law to prohibit employment discrimination by investigating employment complaints.	Properly investigate and/or resolve employment discrimination complaints.	Ensure adequate communication and proper services in a timely and efficient manner.	Employing enough staff to adequately carry out the delivery.	Compliance
Human Affairs Commission, S.C.	2	Compliance- Fair Housing		2 Enforce the law to prohibit Housing discrimination by investigating housing complaints.	Properly investigate and/or resolve housing discrimination complaints.	Ensure adequate communication and proper services in a timely and efficient manner.	Employing enough staff to adequately carry out the delivery.	Compliance
Human Affairs Commission, S.C.	3	Consultative Services/Prevention-Technical Services		3 Monitor the hiring and promotions of all state government employees.	Conduct fair hiring and promotion practices	Properly monitor every agency's Affirmative Action Plan	Employing enough staff to adequately carry out the delivery.	Consultative Services
Human Affairs Commission, S.C.	4	Consultative Services/Prevention-Community Relations		3 Establish and maintain local Community Relation Councils in 46 counties	Practice non discriminatory behavior in all phases of society.	Ensure adequate communication and proper assistance to each community relations council in the state.	Employing enough staff to adequately carry out the delivery.	Consultative Services
Human Affairs Commission, S.C.	5	Legal and Mediation		4 Enforce the law to prohibit employment and housing discrimination by appearing in court and conducting administrative hearings. Promotes formal mediation through Alternative Dispute Resolution and conciliation.	Properly follow court, legal and Alternative Dispute Resolution proceedings.	Ensure adequate communication and proper services in a timely and efficient manner.	Instituting a law to mandate mediation for all state agencies and ensuring that there is proper staffing to adequately carry out the delivery.	Administration & Compliance

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
Human Affairs Commission, S.C.	1	Complainant or Individual filing a complaint of discrimination	Timely and professional assistance of processing the charge of discrimination to a successful resolution.	1.Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations
Human Affairs Commission, S.C.	2	Respondent or business to which the complaint is filed against	Timely and professional assistance of processing the charge of discrimination to a successful resolution.	1.Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations
Human Affairs Commission, S.C.	3	Attorneys representing the Complainant or Respondent	Timely and professional assistance of processing the charge of discrimination to a successful resolution.	1.Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations
Human Affairs Commission, S.C.	4	Agencies, organizations and individuals receiving training services and or affirmative action program assistance	Providing knowledge and assistance which will enhance their capacity to carry out the responsibilities to contribute to the prevention and elimination of unlawful discrimination.	1.Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations 4.Consultative Services/Prevention- Technical Services
Human Affairs Commission, S.C.	5	Local Community Relations Councils which receive assistance in developing local issue resolution capabilities	Providing assistance to enable local communities to enhance their capacity to address local issues related to diversity thereby serving their citizens, promoting harmony and improving the quality of life in local communities.	1.Consultative Services/Prevention- Community Relations
Human Affairs Commission, S.C.	6	US Equal Employment Opportunity Commission (EEOC)	Processing complaints where contractual obligations and responsibilities are successfully fulfilled.	1. Compliance-Equal Employment Opportunity Enforcement
Human Affairs Commission, S.C.	7	US Housing and Urban Development (HUD)	Processing complaints where contractual obligations and responsibilities are successfully fulfilled.	1. Compliance- Fair Housing

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 interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. 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 #	Stakeholder Group	Requirements/Expecations	Deliverables Cross References
Human Affairs Commission, S.C.	1	Citizens of SC	Enforce the laws in an impartial and timely manner, and to help prevent discrimination through promoting harmony among a diverse group of people.	1. Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations
Human Affairs Commission, S.C.	2	Business/Companies	Enforce the laws in an impartial and timely manner, and to help prevent discrimination through promoting harmony among a diverse group of people.	1. Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations
Human Affairs Commission, S.C.	3	Governor	Enforce the laws in an impartial and timely manner, and to help prevent discrimination through promoting harmony among a diverse group of people.	1. Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations 4. Consultative Services/Prevention-Technical Services
Human Affairs Commission, S.C.	4	State Legislature	Enforce the laws in an impartial and timely manner, and to help prevent discrimination through promoting harmony among a diverse group of people.	1. Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations 4. Consultative Services/Prevention-Technical Services
Human Affairs Commission, S.C.	5	State Agencies	Monitor State Agency Affirmative Action Plans including hiring and promotion practices.	1. Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Technical Services
Human Affairs Commission, S.C.	6	US Equal Employment Opportunity Commission (EEOC)	Enforce the laws in an impartial and timely manner, and to help prevent discrimination through promoting harmony among a diverse group of people.	1. Compliance-Equal Employment Opportunity Enforcement
Human Affairs Commission, S.C.	7	US Department of Housing and Urban Development (HUD)	Enforce the laws in an impartial and timely manner, and to help prevent discrimination through promoting harmony among a diverse group of people.	1. Compliance-Fair Housing
Human Affairs Commission, S.C.	8	Community Relations Councils-Local Government-Counties/Municipalities	To help prevent discrimination through promoting harmony among a diverse group of people.	1. Consultative Services/Prevention-Community Relations

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 nuances 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
Human Affairs Commission, S.C.	Board of Commissioners	4	9	Appointed	Governor	3	No	No	None	None

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
Human Affairs Commission, S.C.	John Oakland, Chair	136 Winged Elm Circle Aiken, SC 29803 803-648-8659 joakland@bellsouth.net	Consultant/ Retired	Jun-03	Still Serving	12	No	Finance /Community Relations
Human Affairs Commission, S.C.	Joe Fragale	2 Crowell Court Bluffton, SC 29909 843-705-2777 joekayfrag@hotmail.com	Retired	May-05	Still Serving	10	No	Personnel /Community Relations
Human Affairs Commission, S.C.	Cheryl Ludlam	134 Hidden Fawn Circle Goose Creek, SC 29445 843-225-2990 cherylludlam@gmail.com	Realtor	Jun-05	Still Serving	10	No	Finance /Community Relations
Human Affairs Commission, S.C.	Susan Bowers, Vice Chair	500 Tram Road Columbia, SC 29210 803-798-4154 sbowers500@gmail.com	Retired	Mar-00	Still Serving	15	No	Legislature / Community Relations
Human Affairs Commission, S.C.	Ashley Case	1192 Garrett-Patton Rd. Fountain Inn, SC 29644 864-313-0907 acase@greenvillecounty.org	Attorney	Jun-12	Still Serving	3	No	Legal /Community Relations
Human Affairs Commission, S.C.	Willie Thompson	219 Grimes Drive Simpsonville, SC 29681 864-346-8170 wiathompson@gmail.com	Pastor	Apr-04	Still Serving	11	No	Administration /Community Relations
Human Affairs Commission, S.C.	Harold Jean Brown	P.O. Box 2376 Georgetown, SC 29442 843-340-8863 Jean2B@aol.com	Retired	Jun-12	Still Serving	3	No	Community Relations
Human Affairs Commission, S.C.	Raymond Buxton, II	1026 Sumter Street Suite 101 Columbia, SC 29201	Agency Head	7/17/2012	Still Employed	2 1/2	No	Commissioner, SC Human Affairs Commission
Human Affairs Commission, S.C.	Dan Koon	1026 Sumter Street Suite 101 Columbia, SC 29201	Deputy Commissioner / Program Manager II	8/17/1989	Still Employed	25 1/2	No	SCHAC - Compliance, Fair Housing Administration, Technical Services

Agency Name: SC Human Affairs Commission
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Overseeing Body - Individual Members Chart

Human Affairs Commission, S.C.	Joshua Barr	1026 Sumter Street Suite 101 Columbia, SC 29201	Director, Fair Housing / Attorney	10/17/2013	Still Employed	1 1/2	No	SCHAC - Fair Housing Division / Attorney
Human Affairs Commission, S.C.	Lori Dean	1026 Sumter Street Suite 101 Columbia, SC 29201	Administrative Manager	1/17/2013	Still Employed	2	No	SCHAC - Administration
Human Affairs Commission, S.C.	Lee Ann Rice	1026 Sumter Street Suite 101 Columbia, SC 29201	Attorney	11/3/2014	Still Employed	1/2	No	SCHAC - Attorney

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 provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	Key Performance Measures Cross Reference	Legal Standards Cross References
Human Affairs Commission, S.C.	Administration	To provide administration direction, control and support for the agency	\$434,984.21 99%	\$4,805.00 1%		\$439,789.21 23.7%	\$633,434.00 100%			\$633,434.00 28%		SC Code, Title I, Chapter 13; Title 31, Chapter 21; Title 45, Chapter 9; & supporting regulations
Human Affairs Commission, S.C.	Consultative Services	To provide technical services, training, equal opportunity and community relations consulting services	\$122,827.86 100%			\$122,827.86 6.6%	\$309,297.00 100%			\$309,297.00 13%	Mission Effectiveness, Mission Efficiency, Workforce Engagement, Operational/Work System Performance	SC Code Ann. § 1-13-10 & 1-13-70
Human Affairs Commission, S.C.	Compliance Programs	To enforce state laws prohibiting employment, housing and public accommodation discrimination	\$361,852.39 38%	\$384,985.34 40%	\$222,412.07 23%	\$969,249.80 52.2%	\$410,462.00 42.9%	\$383,761.00 40.1%	\$162,924.00 17%	\$957,147.00 41.9%	Mission Effectiveness, Mission Efficiency, Workforce Engagement, Operational/Work System Performance	SC Code Ann. § 1-13-110
Human Affairs Commission, S.C.	Totals		\$919,664.46	\$389,790.34	\$222,412.07	\$1,531,866.87	\$1,353,193.00	\$383,761.00	\$162,924.00	\$1,899,878.00		

Employer Contributions

Remainder of Expenditures:	68.00%	23%	9%	17.60%	73.00%	19%	8%	17.00%
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[illegible]

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
Human Affairs Commission, S.C.	1	Section 1 - 13 - 10	State	Establishes that the Agency was created by the General Assembly to promote harmony, and eliminate and prevent discrimination on the basis of race, religion, color, sex, age, national origin or disability.
Human Affairs Commission, S.C.	2	Section 1 - 13 - 40	State	Establishes the Commission (Board), and provides guidance on members who may be selected for the Board, and the appropriate methods of voting.
Human Affairs Commission, S.C.	3	Section 1 - 13 - 70	State	Explains Powers of the Commission, including (1) the ability to request the submission of equal employment opportunity plans and reports from state agencies; (2) the ability to create or recognize community councils to promote the agency's mission; (3) the ability to work with the EEOC and accept reimbursement from it; (4) the ability to investigate charges of discrimination; (5) the ability to hold hearings following an investigation; and (6) the ability to institute proceedings in court when cases are determined to be cause cases.
Human Affairs Commission, S.C.	4	Section 1-13-80	State	Establishes the unlawful employment practices that the Commission has the power to investigate and pursue an action against.
Human Affairs Commission, S.C.	5	Section 1 - 13 - 90	State	Establishes the means by which the Commission may accept charges of discrimination and investigate the same. This section establishes the subpoena power of the agency regarding state agencies and private entities. Also establishes the procedures for holding hearings following the investigation process in employment matters. This section further establishes the Commission's right to bring an action in circuit court for discriminatory employment practices.
Human Affairs Commission, S.C.	6	Section 1 - 13 - 110 and Proviso 117.14	State	Requires that each state agency shall develop an Affirmative Action Plan to assure equitable employment for members of minorities and shall present the plans to the Agency on or by February 1 or each year. The Commission reports to the Budget and Control Board if a state agency has not satisfactorily complied with meeting its Affirmative Action goals.
Human Affairs Commission, S.C.	7	Regulation 65-3	State	Provides further details of the investigation process and procedures, including the authority of the Agency to access files and enforce subpoenas. Also provides further clarity on the Administrative Hearing process. Explains the confidential nature of the file and gives guidance to the Agency regarding the production of file contents when requested by parties or others.
Human Affairs Commission, S.C.	8	Regulation 65-5	State	Explains the processes related to Conciliation and settlement during the investigation, or after.
Human Affairs Commission, S.C.	9	Regulation 65-7	State	Establishes the Commission's duty to provide an opportunity of reconsideration of a matter where applicable.

Human Affairs Commission, S.C.	10	Regulation 65-8	State	Establishes the procedures for holding an Administrative Hearing in cause cases.
Human Affairs Commission, S.C.	11	Regulation 65-9	State	Establishes the procedures for instituting a civil action in lieu of holding an Administrative Hearing in cause cases.
Human Affairs Commission, S.C.	12	Regulation 65-11	State	Establishes that the Agency should have the rules and regulations available to the public at its office.
Human Affairs Commission, S.C.	13	Regulation 65-13	State	Establishes that the Agency may, in its discretion, conduct general investigations of discrimination.
Human Affairs Commission, S.C.	14	Regulation 65-210 through 65-219	State	Further defines discriminatory fair housing conduct under the South Carolina Fair Housing Law.
Human Affairs Commission, S.C.	15	Regulation 65-220 through 65-229	State	Sets forth the Fair Housing Division complaint process for alleged violations of the South Carolina Fair Housing Law.
Human Affairs Commission, S.C.	16	Regulation 65-230 through 65-237	State	Sets forth the administrative hearing review process for a Fair Housing Law violation.
Human Affairs Commission, S.C.	17	Section 45 - 9 - 60	State	Provides that the Agency may establish rules of procedure for hearings related to allegations of discrimination in a place of public accommodation.
Human Affairs Commission, S.C.	18	Section 45 - 9 - 110	State	Establishes the process by which a charge of unlawful discrimination or segregation may be conciliated by the Agency
Human Affairs Commission, S.C.	19	Section 31-21-20	State	Establishes the state policy to provide fair housing throughout the state.
Human Affairs Commission, S.C.	20	Sections 31-21-40, 31-21-50, & 31-21-60	State	Establishes the prohibited discriminatory housing practices that the Commission has the power to investigate; provides the method for how to pursue an action against violators of the South Carolina Fair Housing Law.
Human Affairs Commission, S.C.	21	Section 31-21-100	State	Explains Powers of the Commission in regards to the South Carolina Fair Housing Law, including (1) the ability to make regulations necessary to enforce the Fair Housing Law; (2) to make studies with respect to the nature and extent of discriminatory fair housing practices; and (3) the ability to work with the Federal Department of Housing and Urban Development or another organizations and accept reimbursement from it.
Human Affairs Commission, S.C.	22	Section 31-21-110	State	Establishes the Commission's investigatory power and the power to issue subpoenas.
Human Affairs Commission, S.C.	23	Section 31-21-120	State	Establishes the Commission's ability to conciliate agreements and the 100 day investigation requirement.
Human Affairs Commission, S.C.	24	Section 31-21-130	State	Establishes the right to election of an internal administrative hearing or civil action by the Complainant and Respondent; explains the hearing process if an administrative hearing is elected.
Human Affairs Commission, S.C.	25	Provisos 70.1-70.3	State	Establishes the Commission's ability to derive revenue from trainings and forums, and explains the documents required for those revenues to be carried forward into the general operations budget of the Human Affairs Commission for expenditure purposes.
South Carolina Human Affairs Commission	26	42 U.S.C. §§ 3601 - 3619	Federal	The Federal Fair Housing Act defines the discriminatory fair housing practices and the enforcement procedure for Fair Housing violations. The South Carolina Fair Housing Law is substantially equivalent to the Federal Fair Housing Act.
South Carolina Human Affairs Commission	27	42 U.S.C. 2000e et seq.	Federal	Title VII of the Civil Rights Act of 1964 defines unlawful employment practices and enforcement procedures for equal employment violations. The Human Affairs Law is substantially equivalent to the Title VII.

INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document; log into or open program, enter data and click submit; etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report; approx. total amount of time to complete the report and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. 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 #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	Cost to Complete Report			Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email;	Format in which Report Template is Sent to Agency	Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form;	Format in which Agency Submits Completed Report (word, excel, etc.)
											# of Staff Members Needed to Complete Report	Approx. Total Amount of time to Complete Report	Approx. total Cost to Agency to Complete (considering staff time,					
Human Affairs Commission, S.C.	1	Restructuring Report	House Legislative Oversight Committee	1-30-10(G)(1)	Increased Efficiency	2015	Annually	28	March	March	6	14 full days		TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
Human Affairs Commission, S.C.	2	Accountability Report	Executive Budget Office		Increased Efficiency	1999	Annually	60	July	September	7	7 full days		TBD	Email and Hardcopy	Word and Adobe	Email and Hardcopy	Word and Excel
Human Affairs Commission, S.C.	3	Restructuring Report	Office of Senate Oversight Committee		Increased Efficiency	2015	Annually	60	November	January	8	3 full days		TBD	Email and Hardcopy	Word	Email and Hardcopy	Word and Excel
Human Affairs Commission, S.C.	4	Agency Annual Report	House & Senate		Report Activities & Recommendations	1973	Annually									Report not submitted since 2001 due to activation of Accountability Report		

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 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 measurement and 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 SC SIAA or other entity (if other entity, name of that entity)
Human Affairs Commission, S.C.	No	N/A	N/A	N/A	N/A	N/A	If an internal audit should be conducted, it would be the decision of the Agency Head	N/A	NO	NO	4 Audits have been conducted in the last 5 years by the Office of the State Auditor	1 month	2 months	2 months	January 28, 2015, the Office of the State Auditor completed an audit of the Human Affairs Commission, S.C.. The Human Affairs Commission, S.C. also completed a Legislative Audit in December 2014.

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 their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row 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	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
Human Affairs Commission, S.C.	Raymond Buxton, II	803-737-7826	rbuxton@schac.sc.gov	Administration	Agency Head	Advisor for the Restructuring & seven-Year Plan Report Guidelines	Assembled and Reviewed report
Human Affairs Commission, S.C.	Dan Koon	803-737-7832	danny@schac.sc.gov	Administration	Deputy Commissioner / Program Manager II	Worksheets with the exception of the sheets noted below. Typed and compiled data for Overview Section	Asked for information because he/she is in charge of the department
Human Affairs Commission, S.C.	Lori Dean	803-737-7804	lgdean@schac.sc.gov	Administration	Administrative Manager I	Agency Reporting Requirements	Asked for information because he/she is in charge of the department
Human Affairs Commission, S.C.	Joshua Barr	803-737-1155	jbarr@schac.sc.gov	Legal	Attorney II	Legal Standards Chart; compiled data for the Overview Section related to Fair Housing	Asked for information because he/she is in charge of the department; searched the agency documents to gather the information
Human Affairs Commission, S.C.	Lee Ann Rice	803-737-1131	larice@schac.sc.gov	Legal	Attorney II	Legal Standards Chart	Asked for information because he/she is in charge of the department; searched the agency documents to gather the information
Human Affairs Commission, S.C.	Betty Dennis	803-737-7825	bedennis@schac.sc.gov	Administration	Administrative Coordinator II	Typing/proofreading entire Overview Section	Gathered documentation to assemble report
Human Affairs Commission, S.C.	Erin Wilson	803-737-7805	ewilson@schac.sc.gov	Consultative Services	Program Coordinator I	Assistance with Charts on Report	Gathered documentation to assemble report