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

2016 Annual Restructuring Report Extension Request Guidelines

PLEASE NOTE:

The information included in the agency's report will appear online for all legislators and the public to view.

Agency Name: **Department of Labor, Licensing and Regulation**
Date Request Submitted: **January 7, 2016**

Background

Committee Standard Practices 4.2.2 - 4.2.4

Extensions for Annual Restructuring Reports

4.2.2 The Chairman may, for reasons he determines as good cause, provide an agency an extension and new deadline to submit its Annual Restructuring Report ("New Deadline"). The Chairman will not provide more than two extensions without unanimous consent from the full committee.

4.2.3 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.

4.2.4 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

Note this Extension Request Form will be published online.

Agency	Department of Labor, Licensing and Regulation
Date of Submission	7-Jan-16

Instructions : Please complete this Extension Request Form. The completed form should be submitted electronically to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Excel) and saved as a PDF for online reporting. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

I. Extension Request

1	State the date the agency orginially received the report guidelines:	*24-Nov-15*
2	State the date the agency submitted this request for an extension:	*7-Jan-16*
3	State the orginial deadline for the report:	January 12, 2016, first day of session as provided by statute
4	State the number of additional days the agency is requesting:	*30 days*
5	State the new deadline if the additional days are granted:	*12-Feb*

II. History of Extensions

Submission Process

	1	List the years in which the agency previously requested an extension, putting the years the extension was granted in bold:	**2015**

III. Good Cause

	1	Please state good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to 1,000 words or less.	*The new budget format requires much more time than anticipated, as neither the budget process nor SCEIS capture the requested data by goal/strategy. During the month of December, the Agency had several key employees retire/leave unexpectedly, including our Program Manager over the Professional Licensing Boards and a key Human Resources employee, both of whom would normally assist in this Report. Our head of Administration and finance have been preparing the requisite FEMA paperwork to recoup expenses for our agency's flood rescue efforts, which was due and submitted December 28th. This process required the gathering and itemizing of expenses from Fire Departments across the state that assisted under the Fire Fighter Mobilization Act, for which LLR must request reimbursement. Last, the Director is appointed to chair a division of Governor Haley's Domestic Violence Task Force and its final phase ended December 31st, requiring completion of several projects to better SC in this area. The Director and other agency staff prepared materials and coordinated with LLR Boards and Commissions, as well as other outside entities throughout the month of December. Due to the reduced staff, the other time-consuming projects requiring attention, and the new budget format, more time is required to provide the requested information.*

IV. Verfication

Submission Process

	1	Please state the name of the agency head, or person designated and authorized by the agency head to do so, that has approved and reviewed the information provided in this Extension Request form.	*Richele Taylor*
	2	Does the agency head, or designated person by the agency head, affirm that the information contained in this form from the agency is complete and accurate to the extent of his or her knowledge.	*Yes*
V. Committee Response		**Leave this section blank.**	
	1	Date extension was granted:	8-Jan-16
	2	Number of additional days granted:	30 days
	3	New deadline for agency response:	12-Feb-16

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2016 Annual Restructuring Report Guidelines

PLEASE NOTE:
The information included in the agency's report will appear online for all legislators and the public to view.

Agency Name:	**South Carolina Department of Labor, Licensing and R**
Date Report Submitted:	**February 12, 2016**
Agency Head	
First Name	Richele
Last Name:	Taylor
Email Address:	Richele.Taylor@llr.sc.gov
Phone Number:	803-896-4390

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General Instructions

SUBMISSIONS	
What to submit?	Please submit this document in electronically only in both the original format (Excel) as well as in a PDF document. Save the document as “2016 - Agency ARR (*insert date agency submits report*).”
When to submit?	The deadline for submission is by the first day of session, January 12, 2016.
Where to submit?	Email all electronic copies to HCommLegOv@schouse.gov.

NOTE: If the agency enters its Name and the Date of Submission in the "Cover Page" tab, it should automatically populate at the top of each tab in this report.

WHERE INFORMATION WILL APPEAR	
Where will submissions appear?	The information included in the agency's report will appear online for all legislators and the public to view. On the South Carolina Statehouse Website it will appear on the Publications page as well as on the individual agency page, which can be accessed from the House Legislative Oversight Page.

QUESTIONS	
Who to contact?	House Legislative Oversight at 803-212-6810.

OTHER INFORMATION	
	House Legislative Oversight
Mailing	Post Office Box 11867
Phone	803-212-6810
Fax	803-212-6811
Email	HCommLegOv@schouse.gov
Web	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."

Legal Standards

This is the first chart in the report because the legal standards which apply to the agency should serve as the basis for the agency's mission, vision and strategic plan.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	42412

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. If the agency grouped Laws together last year, they can continue to do so this year. However, please be aware that when the agency goes under study, the House Legislative Oversight Committee will ask it to list each Law individually. The Committee makes this request so the agency can then analyze each of the Laws to determine which current Laws may need to be modified or eliminated, as well as any new Laws possibly needed, to allow the agency to be more effective and efficient or to ensure the Law matches current practices and systems. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice. 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.

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	40-1-40(A),(B),(C)	State	Creates the division of Professional and Occupational licensing and provides that the Boards listed in 40-1-40(B) are to be administered by LLR, but that each regulatory board within LLR is a separate board.	Statute
2	40-1-40(D)	State	Establishes LLR as a member of the Governor's Cabinet and provides the Director, who supervises the department, is appointed by the Governor with the advice and consent of the Senate	Statute
3	40-1-50(A)	State	Establishes authority of the Department and Director with respect to the Boards. Mandates the director to annually prepare a report to the Governor and General Assembly indicating those regulated trades, occupations, and professions that do not meet the criteria for regulation	Statute
4	40-1-50(B)(C)	State	Requires LLR to provide records of board proceeding and registry of all licensees and applicants	Statute
5	40-1-50(D)	State	Establishes the framework for the Boards' fee structure and future adjustment of fees.	Statute
6	40-1-50(E)	State	Authorizes the director to implement biennial licensure renewal.	Statute

Legal Standards

7	40-1-150(G)	State	Authorizes the department to suspend a license for use of a financial instrument that is not honored by the financial institution named.	Statute
8	40-1-150(H)	State	Authorizes the department to suspend a license for a person found to be in violation of the Family Independence Act as it relates to child support enforcement.	Statute
9	40-1-70	State	Establishes the powers and duties of the regulatory boards within LLR.	Statute
10	40-1-80	State	Authorizes the department to conduct investigations for allegations of professional misconduct and outlines the department's investigative subpoena powers.	Statute
11	40-1-90	State	Authorizes the boards to take disciplinary action for allegations of professional misconduct and authorizes the department to administer oaths and subpoenas as part of a disciplinary action proceeding.	Statute
12	40-1-100	State	Authorizes the boards to issue cease and desists to a person who is violating or intends to violate one of the practice acts and permits the board to seek a temporary restraining order. Also grants the board and agency immunity for a wrongful temporary restraining order.	Statute
13	40-1-110	State	Establishes the additional grounds for a board to take disciplinary action against a licensee.	Statute
14	40-1-115	State	Establishes the term of board jurisdiction over actions committed or omitted by a current and former licensees during the entire period of licensure.	Statute
15	40-1-120	State	Authorizes and outlines the board sanctions after a finding of misconduct pursuant to a board's licensing act.	Statute
16	40-1-130	State	Authorizes a board to deny authorization to practice to an applicant who has committed an act that would be grounds for disciplinary action.	Statute
17	40-1-190	State	Provides that any communications by a board or LLR is privileged.	Statute
18	40-1-210	State	Authorizes the agency to institute a proceeding for injunctive relief against a person violating Title 40 or an order of the board.	Statute
19	40-2-10 to 40-2-340	State	Accountancy Practice Act	Statute
20	Chapter 1-01 to 1-12	State	Accountancy Board regulations	Regulation
21	40-3-5 to 40-3-330	State	Architectural Practice Act	Statute
22	Chapter 11-1 to 11-14	State	Architectural Board regulations	Regulation
23	40-6-10 to 40-6-370	State	Auctioneers Practice Act	Statute
24	Chapter 14-1 to 14-17	State	Auctioneers Board regulations	Regulation
25	40-7-5 to 40-7-400	State	Barber Practice Act	Statute
26	Chapter 17-1 to 17-51	State	Barber Board regulations	Regulation
27	40-8-10 to 40-8-240	State	Perpetual Care Cemeteries Practice Act	Statute

Legal Standards

28	Chapter 21-1 to 21-64	State	Perpetual Care Cemeteries Regulations	Regulation
29	40-9-10 to 40-9-110	State	Chiropractors Practice Act	Statute
30	Chapter 25-1 to 25-9	State	Chiropractors Regulations	Regulation
31	40-10-20 to 40-10-300	State	Fire Protection Sprinkler Act administered by the SC Contractor's Board.	Statute
32	40-11-5 to 40-11-550	State	Contractors Practice Act	Statute
33	Chapter 29-1 to 29-110	State	Contractors Board regulations	Regulation
34	40-13-5 to 40-13-370	State	Cosmetology Practice Act	Statute
35	Chapter 35-1 to 35-26	State	Cosmetology Regulations	Regulation
36	40-15-10 to 40-15-380	State	Dentists, Dental Hygienists, and Dental Technicians Practice Act	Statute
37	Chapter 39-1 to 39-18	State	Dentists, Dental Hygienists, and Dental Technicians regulations	Regulation
38	40-19-5 to 40-19-320	State	Board of Funeral Services Practice Act	Statute
39	Chapter 57.01 to 57-15	State	Board of Funeral Services regulations	Regulation
40	40-22-2 to 40-22-320	State	Board of Registration for Professional Engineers and Surveyors Practice Act	Statute
41	Chapter 49-100 to 49-610	State	Board of Registration for Professional Engineers and Surveyors Regulations	Regulation
42	40-23-5 to 40-23-340	State	Environmental Certification Board Practice Act	Statute
43	Chapter 51-1 to 51-7	State	Environmental Certification Board regulations	Regulation
44	40-26-10 to 40-26-60	State	Commercial Inspectors administered by the SC Contractor's Board	Statute
45	40-28-10 to 40-28-210	State	Landscape Architects Practice Act	Statute
46	Chapter 76-1 to 76-9	State	Landscape Architects regulations	Regulation
47	40-29-5 to 40-29-380	State	Manufactured Housing Practice Act	Statute
48	Chapter 79-1 to 79-44	State	Manufactured Housing regulations	Regulation
49	40-30-10 to 40-30-320	State	Massage/Body Work Practice Act	Statute
50	Chapter 77-100 to 77-140	State	Massage/Body Work Regulations	Regulation
51	40-33-10 to 40-33-1365	State	Nursing Board Practice Act	Statute

Legal Standards

52	Chapter 91-1 to 91-32	State	Nursing Board Regulations	Regulation
53	40-35-10 to 40-35-260	State	Long Term Health Care Practice Act	Statute
54	Chapter 93-50 to 93-260	State	Long Term Health Care Regulations	Regulation
55	40-36-5 to 40-36-310	State	Occupational Therapists Practice Act	Statute
56	Chapter 94-01 to 94-10	State	Occupational Therapists Regulations	Regulation
57	40-38-5 to 40-38-340	State	Optometrists Practice Act	Statute
58	Chapter 95-1 to 95-6	State	Optometrists Regulations	Regulation
59	40-38-10 to 40-38-390	State	Opticianry Practice Act	Statute
60	Chapter 96-101 to 96-110	State	Optician Regulations	Regulation
61	40-43-10 to 40-43-180	State	Pharmacy Practice Act	Statute
62	Chapter 99-15 to 99-43	State	Pharmacy Regulations	Regulation
63	40-45-5 to 40-45-330	State	Physical Therapy Practice Act	Statute
64	Chapter 101-01 to 101-15	State	Physical Therapy Regulations	Regulation
65	40-47-5 to 40-47-5	State	Physicians Practice Act	Statute
66	Chapter 81-12 to 81-300	State	Physicians Regulations	Regulation
67	40-51-10 to 40-51-270	State	Podiatrists Practice Act	Statute
68	Chapter 134-10 to 134-50	State	Podiatrists Regulations	Regulation
69	40-55-40 to 40-55-190	State	Psychologists Practice Act	Statute
70	Chapter 100-1 to 100-10	State	Psychologists Regulations	Regulation
71	40-56-10 to 40-56-20	State	State Board of Pyrotechnic Safety Act	Statute
72	Chapter 71-8305.1 to 71-8305.8	State	State Board of Pyrotechnic Safety Regulations	Regulation
73	40-57-10 to 40-57-250	State	Real Estate Practice Act	Statute

Legal Standards

74	Chapter 105-2 to 105-13	State	Real Estate Regulations	Regulation
75	40-59-5 to 40-59-300	State	Residential Home Builders Practice Act	Statute
76	Chapter 106-1 to 106-5	State	Residential Home Builders Regulations	Regulation
77	40-60-5 to 40-60-230	State	Real Estate Appraiser License and Certification Act	Statute
78	12 USCA 3331 et seq., 12 CFR 225.31	Federal	Outlines Real Estate Appraiser standards and mandates certain Board requirements.	Statute
79	Chapter 137-100 to 139-900.09	State	Real Estate Appraiser Regulations	Regulation
80	40-61-10 to 40-61-140	State	State Board for Examiners for Registered Environmental Sanitarians Practice Act	Statute
81	Chapter 50-10 to 50-90	State	State Board for Examiners for Registered Environmental Sanitarians Regulations	Regulation
82	40-63-5 to 40-63-300	State	Social Work Practice Act	Statute
83	Chapter 110-1 to 110-20	State	Social Work Regulations	Regulation
84	40-65-10 to 40-65-260	State	Soil Classifiers Practice Act	Statute
85	Chapter 108-1 to 108-8	State	Soil Classifiers Regulations	Regulation
86	40-67-5 to 40-67-350	State	Speech Pathologists & Audiologists Practice Act	Statute
87	Chapter 115-1 to 115-7	State	Speech Pathologists & Audiologists Regulations	Regulation
88	40-69-5 to 40-69-260	State	Veterinarians Practice Act	Statute
89	Chapter 120-1 to 120-14	State	Veterinarians Regulations	Regulation
90	40-75-5 to 40-75-310	State	Professional Counselors, Marriage and Family Therapists, and Licensed Psycho-educational Specialists Practice Act	Statute
91	Chapter 36-01 to 36-23	State	Professional Counselors, Marriage and Family Therapists, and Licensed Psycho-educational Specialists Regulations	Regulation
92	40-77-5 to 40-77-320	State	Geologists Practice Act	Statute
93	Chapter 131-01 to 131-15	State	Geologists Regulations	Regulation
94	40-81-10 to 40-81-520	State	State Athletic Commission	Statute
95	Chapter 20-1.1 to 20-27.23	State	State Athletic Commission Regulations	Regulation

Legal Standards

96	40-82-5 to 40-82-330	State	Liquid Petroleum Gas Practice Act	Statute
97	Chapter 71-8304.1 to 71-8304.5	State	Liquid Petroleum Gas Regulations	Regulation
98	Title 41, Chapter 15, Article 1 (41-15-80 To 41-15-100)	State	OSHA; establishes the division's authority to maintain/regulate the health and safety of the state's workers in the workplace	Statute
99	Title 41, Chapter 15, Article 3 (41-15-210 to 41-15-330)	State	OSHA; establishes division's authority to promulgate, modify and/or revoke the rules and regulations to be utilized in the maintenance and regulation of the health and safety of the state's workers as well as identifies such rules used	Statute
100	Title 41, Chapter 15, Article 5 (41-15-510 and 41-15-520)	State	OSHA; establishes the division's authority to address the rights and remedies of aggrieved employees through the whistleblower program	Statute
101	Chapter 71, Article 1, Subarticle 1 (71-100 to 71-113)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace in more detail	Regulation
102	Chapter 71, Article 1, Subarticle 2 (71-200 to 71-223)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with the requests for variances, limitations, variations, tolerance and other exemptions	Regulation
103	Chapter 71, Article 1, Subarticle 3 (71-300 to 71-346)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with recordkeeping and reporting of specific injuries and illnesses	Regulation
104	Chapter 71, Article 1, Subarticle 4 (71-400 to 71--411)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with the enforcement of violations	Regulation
105	Chapter 71, Article 1, Subarticle 5 (71-500 to 71-512)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with the inspection process and procedures	Regulation
106	Chapter 71, Article 1, Subarticle 6	State	OSHA; identical to Federal Regulations identified in item 15 but editor's note includes the "modifications"; establishes health and safety standards for general industry employers	Regulation
107	Chapter 71, Article 1, Subarticle 7	State	OSHA; identical to Federal Regulations identified in item 16 but editor's note includes the "modifications"; establishes health and safety standards for construction employers	Regulation
108	Chapter 71, Article 1, Subarticle 8	State	OSHA; identical to Federal Regulations identified in item 17; establishes health and safety standards for agriculture employers	Regulation
109	Chapter 71, Article 1, Subarticle 9 (71-900 to 71-912)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with access to employee medical records	Regulation

Legal Standards

110	Chapter 71, Article 1, Subarticle 10 (71-1001 to 71-1021)	State	OSHA; establishes how the division can exercise it's authority to address the rights and remedies of aggrieved employees in discrimination cases	Regulation
111	Chapter 71, Article 1, Subarticle 11 (71-1100 to 71-1108)	State	OSHA; establishes how the division can exercise it's authority to maintain/regulate the health and safety of the state's workers in the workplace specifically dealing with the release and/or disclosure of sensitive, secret and/or confidential information	Regulation
112	29 CFR 1910	Federal	OSHA; all applicable standards which have been adopted and/or modified by the state (See #9/State regulations that mirror) establish specific health and safety standards for general industry employers	Statute
113	29 CFR 1926	Federal	OSHA; all applicable standards which have been adopted and/or modified by the state (See #10/State regulations that mirror) establish specific health and safety standards for construction employers	Statute
114	29 CFR 1928	Federal	OSHA; all applicable standards which have been adopted by the state (See #11/State regulations that mirror) establish specific health and safety standards for agriculture employers	Statute
115	Title 41, Chapter 13 (41-13-5 to 41-13-60)	State	Child Labor; establishes the division's authority to manage/regulate child labor in the state	Statute
116	Chapter 71, Article 3 (71-3100 to 71-3111)	State	Child Labor; establishes how the division exercises its authority to manage/regulate child labor in the state	Statute
117	Title 41, Chapter 10 (41-10-10 to 41-10-110)	State	Payment of Wages; establishes the division's authority to manage/regulate the payment of wages to employees within the state	Statute
118	Chapter 71, Article 6 (71-6000)	State	Payment of Wages; establishes how the division exercises its authority to manage/regulate the payment of wages within the state	Regulation
119	Title 41, Chapter 16 (41-16-10 to 41-16-180)	State	Elevators; "South Carolina Elevator Code" establishes the division's authority to regulate the safe installation, maintenance and operation of the state's elevators and related equipment	Statute
120	Chapter 71, Article 5 (71-5000 to 71-5900)	State	Elevators; establishes how the division exercises its authority to regulate the safe operation of the state's elevators and related equipment	Regulation
121	Title 41, Chapter 18 (41-18-10 to 41-18-360)	State	Amusement Rides; "South Carolina Amusement Rides Safety Code" establishes the division's authority to regulate the safe operation of the state's amusement rides and related equipment	Statute
122	Chapter 71, Article 4 (71-4000 to 71-4950)	State	Amusement Rides; establishes how the division exercises its authority to regulate the safe operation of the state's amusement rides and related equipment	Regulation
123	Title 41, Chapter 8, (Section 41-8-10 to 41-8-140)	State	Immigration - Illegal Aliens and Private Employment; establishes this division's authority to regulate the verification of workers within the state	Statute

Legal Standards

124	Chapter 71, Article 10 (71-10000 to 71-10003)	State	Immigration - Illegal Aliens and Private Employment; establishes how the division exercises its authority to regulate the verification of workers within the state	Regulation
125	Chapter 71, Article 10 (71-10000 to 71-10003)	State	Immigration - Registration of Immigration Assistance Services and Illegal Aliens and Private Employment; establishes how the division exercises its authority to register and manage immigration assistance services and to regulate the verification of workers within the state	Regulation
126	23-9-20	State	Establishes the duties of the State Fire Marshal	Statute
127	23-9-25(A) to (G)	State	Establishes the Volunteer Strategic Assistance and Fire Equipment Program and authorizes the Fire Marshal to administer the grants.	Statute
128	23-9-30 (a),(b)	State	Authorizes the State Fire Marshal to certify resident fire marshals to act under the authority of the State Fire Marshal.	Statute
129	23-9-40 (a) to (f)	State	Establishes the laws and ordinances the Fire Marshal is statutorily obligated to enforce.	Statute
130	23-9-45 (A) to(C)	State	Authorizes the Fire Marshal to issue and charge a fee for Fire Equipment licenses and permits.	Statute
131	23-9-50(a) to (c); 23-9-60	State	Establishes the Fire Marshal's authority to inspect buildings or premises; mandates the Fire Marshal require conformance with fire prevention and protections based on nationally recognized standards.	Statute
132	23-9-65	State	Authorizes the Fire Marshal to promulgate regulations to implement the automatic fueling clips on self-service gasoline dispensers.	Statute
133	23-9-70 to 23-9-110	State	Outlines the appeal process from an order of the State Fire Marshal; authorizes assessments of penalties; establishes subpoena power; establishes a duty to report to local law enforcement; establishes public's access to records and retention schedule.	Statute
134	23-9-150	State	Establishes procedure for Fire Marshal's declaration of "Unsafe Building."	Statute
135	23-9-155	State	Authorized the Fire Marshal to promulgate regulations governing the installation of smoke detectors in apartments and houses having no fire protection system.	Statute
136	23-9-157	State	Establishes procedure for Fire Marshal to issue a "Notice of Violation."	Statute
137	23-9-160	State	Establishes Fire Marshal's emergency powers concerning unsafe buildings.	Statute
138	Title 41, Chapter 1	State	Establishes general provisions including the agencies responsibility to provide access to labor posters	Statute
139	Title 41, Chapter 3	State	Department and Director of Labor, Licensing and Regulation - Establishes general provisions including establishing the Director of the agency, their duties/authority/obligations and the overall duties/authority/obligations of the agency.	Statute
140	Title 41, Chapter 7	State	Right to Work - Establishes agency's role when claims arise regarding right to work situations	Statute

Legal Standards

141	Title 41, Chapter 17	State	Conciliation of Industrial Disputes - establishes the agency's role when industrial disputes arise	Statute
142	Title 8, Chapter 11	State	Outlines the administration responsibilities of the agency.	Statutes
143	Regulation 19-700	State	State Human Resources Regulations	Regulation
144	FY15-16 Proviso 81.1	State	Permits the Fire Academy to charge fees for cost of education, training, and operations.	Proviso
145	FY15-16 Proviso 117.19	State	Per diem for boards and commission	Proviso
146	FY15-16 Proviso 117.34	State	Debt Collections Report	Proviso
147	FY15-16 Proviso 117.48	State	Personnel Organization Chart	Proviso
148	FY15-16 Proviso 117.55	State	Employee Bonuses	Proviso
149	FY15-16 Proviso 117.65	State	Attorney Dues	Proviso
150	FY15-16 Proviso 117.75	State	Fines and Fee Report	Proviso
151	FY15-16 Proviso 117.118	State	IT & Information Security Plans	Proviso
152	FY15-16 Proviso 81.3	State	Requires POL to remit ten percent of expenditures to general fund.	Proviso
153	FY15-16 Proviso 81.4	State	Fire Fighter Memorial	Proviso
154	FY15-16 Proviso 81.5	State	Fire Fighter Mobilization Project	Proviso
155	FY15-16 Proviso 81.6	State	Requires LLR to match federal grant funds	Proviso
156	FY15-16 Proviso 81.7	State	Permits LLR to use agency earmarked money to absorb fund reductions for OSHA and OSHA Voluntary Programs	Proviso
157	FY15-16 Proviso 81.8	State	Authorizes LLR to fund Immigration program	Proviso
158	FY15-16 Proviso 81.9	State	Does not allow for reimbursement to board members for meetings held at any location other than the offices of the department.	Proviso

Legal Standards

159	FY15-16 Proviso 81.10	State	Illegal Immigration Hotline Assistance	Proviso
160	FY 15-16 Proviso 81.11	State	Board of Pharmacy affidavit of experience requirement	Proviso
161	FY15-16 Proviso 81.12	State	Office of the State Fire Marshal may purchase clothing for field personnel working in a regulatory aspect.	Proviso
162	FY 15-16 Proviso 81.14	State	Wind and Structural Engineering Lab	Proviso
163	23-10-10 to 20	State	Establishes the SC Fire Academy to oversee a training program to meet the fire service needs of the state.	Statute

Mission, Vision and Goals

This is the second chart because the agency's mission and vision should have a basis in the legal standards, which the agency provided in the previous chart. After the agency knows the laws it must satisfy, along with its mission and vision, it can then set goals to satisfy those laws and achieve that vision (and the strategy and objectives to accomplish each goal - see next chart). To ensure accountability, one person below the head of the agency should be responsible for each goal. The same person is not required to be responsible for all of the goals.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions : Provide the agency's mission, vision and laws (i.e. state and/or federal statutes) which serve as the basis for the agency's mission and vision.

Mission	The mission of the agency is to protect the public through the regulation, licensing, enforcement, training and education.
Legal Basis for agency's mission	Section 40-1-40 (A) of the South Carolina Code
Vision	LLR will provide responsible regulatory oversight. We will work with licensees, boards, associations, and citizens to achieve the shared goals and interests of our state. LLR will cultivate an atmosphere of trust, integrity, innovation, compliance and accountability with our partners, leading to a better future for citizens. Through the Agency's work, LLR will reduce injuries in the workplace, fire-related injuries and fatalities, and licensee misconduct through education and enforcement.
Legal Basis for agency's vision	Section 40-1-40 (A) of the South Carolina Code

Instructions :
1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal is satisfying. All of the laws mentioned in the previous chart (i.e. Legal Standards Chart) should be included next to one of the agency's goals. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
2) Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3-4 high level goals.
3) Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.
4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.
5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. In addition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
SC Code 23-10-10, SC Code 41-15-80 to 100, Regulations 71-100-113, 71-500-512, SC Code 41-10-10 to 41-10-110, Regulation 71-6000, SC Code 41-18-10-360, Regulation 71-4000 to 71-41950, SC Code 23-9-20. SC Code 23-9-25 (A)-(G), 40-10-20(B)(3), (4), Regulation 71-500-512, Regulation 71-300-346, Proviso 81.1	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.	Specific : As noted on the other tabs in this report, this goal has four specific strategies and fourteen objectives. The focus is on improvement and outreach to the public in order to satisfy the public safety aspect of the agency's mission. Measurable: This goal has 24 performance measures, as outlined in the other tabs. Attainable: The goal is broken into strategies and objectives all set within a specific time frame, and is therefore attainable. Relevant: The goal naturally derives from the mission -- which includes public safety and education. Time-bound: All of the objectives that make up this goal have a specific time frame to be accomplished.	The outcome is better trained employees in the State of South Carolina, leading to less work-related injuries, and better trained first responders.	Kristina Baker Bert Polk Jim Knight	7 months	Chief of Labor State Fire Marshal Assistant Deputy Director

C Code 40-1-70, SC Code 40-1-90, SC Code 40-1-120,SC Code 40-1-70, SC Code 40-1-90, SC Code 40-1-120, 40-2-10 to 40-2-340, Chapter 1-01 to 1-12, 40-3-5 to 40-3-330, Chapter 11-1 to 11-14, 40-6-10 to 40-6-370, Chapter 14-1 to 14-17, 40-7-5 to 40-7-400, Chapter 17-1 to 17-51, 40-8-10 to 40-8-240, Chapter 21-1 to 21-64, 40-9-10 to 40-9-110, Chapter 25-1 to 25-9, 40-10-20 to 40-10-300, 40-11-5 to 40-11-550, Chapter 29-1 to 29-110, 40-13-5 to 40-13-370, Chapter 35-1 to 35-26, 40-15-10 to 40-15-380, Chapter 39-1 to 39-18, 40-19-5 to 40-19-320, Chapter 57.01 to 57-15 40-22-2 to 40-22-320, Chapter 49-100 to 49-610, 40-23-5 to 40-23-340, Chapter 51-1 to 51-7, 40-26-10 to 40-26-60, 40-28-10 to 40-28-210, Chapter 76-1 to 76-9, 40-29-5 to 40-29-380, Chapter 79-1 to 79-44, 40-30-10 to 40-30-320, Chapter 77-100 to 77-140, 40-33-10 to 40-33-1365, Chapter 91-1 to 91-32, 40-35-10 to 40-35-260, Chapter 93-50 to 93-260, 40-36-5 to 40-36-310,Chapter 94-01 to 94-10,	Goal 2 - Optimizing technology to enable board members and licensees' interactions with LLR to be as efficient as possible.	Specific: This goal has two specific strategies and three objectives. The strategies and objectives employ technology to deliver traditional services as outlined in the strategies and objectives, making it easier and more efficient for the customer -whether it be a licensee or board member. Measurable: As outlined in another part of this report, four specific performance measures are associated with this goal. Attainable: Yes, the objectives are detailed, and each objective measured by a specific task to be accomplished, with no impediments. Relevant: Operating at maximum efficiency is relevant to the mission and vision of the agency. Time-bound: The objectives have a timeframe by which to be completed.	The outcome is additional agency efficiency which leads to more money saved, and better trained board members for the agency's forty plus boards and commissions, who are better able to serve the public.	Dean Grigg __________ Holly Beeson	7 months	Deputy Director of Professional and Occupational Licensing __________ Counsel to the Office of Communications
SC Code 40-1-70, SC Code 40-1-90, SC Code 40-1-120,SC Code 40-1-70, SC Code 40-1-90, SC Code 40-1-120, 40-2-10 to 40-2-340, Chapter 1-01 to 1-12, 40-3-5 to 40-3-330, Chapter 11-1 to 11-14, 40-6-10 to 40-6-370, Chapter 14-1 to 14-17, 40-7-5 to 40-7-400, Chapter 17-1 to 17-51, 40-8-10 to 40-8-240, Chapter 21-1 to 21-64, 40-9-10 to 40-9-110, Chapter 25-1 to 25-9, 40-10-20 to 40-10-300, 40-11-5 to 40-11-550, Chapter 29-1 to 29-110, 40-13-5 to 40-13-370, Chapter 35-1 to 35-26, 40-15-10 to 40-15-380, Chapter 39-1 to 39-18, 40-19-5 to 40-19-320, Chapter 57.01 to 57-15 40-22-2 to 40-22-320, Chapter 49-100 to 49-610, 40-23-5 to 40-23-340, Chapter 51-1 to 51-7, 40-26-10 to 40-26-60, 40-28-10 to 40-28-210, Chapter 76-1 to 76-9, 40-29-5 to 40-29-380, Chapter 79-1 to 79-44, 40-30-10 to 40-30-320, Chapter 77-100 to 77-140, 40-33-10 to 40-33-1365, Chapter 91-1 to 91-32, 40-35-10 to 40-35-260, Chapter 93-50 to 93-260, 40-36-5 to 40-36-310,Chapter 94-01 to 94-10,	Goal 3 -Improve service to customers through timely licensing and discipline of licensees.	Specific: This goal provides what is to be accomplished – the improvement of services to customers through the timely licensing and discipline of licensees. To help accomplish the goal, the agency has listed two specific strategies and six objectives. Measurable: The goal has performance measures so the agency can demonstrate and evaluate the extent to which the goal has been met. Attainable: The goal is realistic, in that the agency performs these objectives and strategies to some extent, but the goal challenges the agency to perform at a higher level. Relevant: The goal ties into the agency's mission and vision. Time-bound: Each objective and strategy that the agency is utilizing to make up the goals has a target date by which to be completed.	Outcome is that qualified individuals are licensed quickly, leading to more skilled professionals entering the workforce and, licensees who have committed misconduct are disciplined swiftly, which protects the public.	Pat Hanks __________ Matt Faile	7 months	Disciplinary Counsel __________ Chief Information Officer

Mission, Vision and Goals

SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118	Goal 4 - Protect customer information through enhancements to cyber systems and building improvements.	Specific: This goal provides what is to be accomplished – the protection of customer information through enhancement to building and systems security. Measurable: The goal has performance measures so the agency can demonstrate and evaluate the extent to which the goal has been met. Attainable: The goal is realistic, in that the agency performs these objectives and strategies to some extent, but the goal challenges the agency to perform at a higher level. Relevant: The goal helps the agency fulfill certain statutory requirements as well as DTO mandates. Time-bound: Each objective and strategy that the agency is utilizing to make up the goals has a target date by which to be completed.	Outcome is that sensitive and personal information that is statutorily required for the agency to collect in order for an individual to be licensed is protected to the highest level possible and that the agency is able to continue to deliver services during a major event or disaster.	Melina Mann ________________ Matt Faile ________________ Farrar Stewart	7 months	General Counsel ________________ Chief Information Officer ________________ Deputy of Administration
8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55	Goal 5 - Improve innovation and employee performance through recruitment, retention, and training initiatives.	Specific: This goal provides what is to be accomplished -- improvement of innovation and employee performance and lists three ways in which this is to be accomplished - through recruitment, retention, and training. Measurable: The goal has performance measures so the agency can demonstrate and evaluate the extent to which the goal has been met. Attainable: The goal is realistic, in that the agency performs these objectives and strategies to some extent, but the goal challenges the agency to perform at a higher level. Relevant: The agency accomplishes its mission through its employees, and high level innovative employees lead to better delivery of services. Time-bound: Each objective and strategy that the agency is utilizing to make up the goals has a target date by which to be completed.	The outcome is high level employees who are better able to serve customers.	Farrar Stewart	7 months	Deputy of Administration

Strategy, Objectives and Responsibility

This is the next chart because once the agency determines its goals, and those responsible for each goal, it then needs to determine the strategy and objectives to accomplish each goal. To ensure accountability, one person should be responsible for each objective. This can be the same person responsible for the goal, if it is a small agency, or, for larger agencies, a person who reports to the person responsible for the goal. The same person is not required to be responsible for all of the objectives.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions :

1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal or objective is satisfying. For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. All of the legal standards mentioned for a particular goal should be included next to one of the objectives under that goal. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. 63-19-320 thru 63-19-370). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.

2) Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. If the agency is still utilizing the same strategies and objectives it submitted as part of the Accountability Report, it can copy and paste those into this chart, then fill in the remainder of the columns. However, if the agency has trouble explaining how each objective is SMART, it may need to revise its objectives. In addition, if the agency has revised its strategic plan since submitting its last Accountability Report, please provide information from the most current strategic plan.

3) Under the "Describe how it is SMART" column, enter the information which shows how each goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound.

4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.

5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Legal Responsibilities Satisfied:	*Strategic Plan Part and Description*	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... <u>S</u>pecific; <u>M</u>easurable; <u>A</u>ttainable; <u>R</u>elevant; and <u>T</u>ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						
SC Code 23-10-10, SC Code 41-15-80 to 100, Regulations 71-100-113, 71-500-512, SC Code 41-10-10 to 41-10-110, Regulation 71-6000, SC Code 41-18-10-360, Regulation 71-4000 to 71-41950, SC Code 23-9-20. SC Code 23-9-25 (A)-(G), 40-10-20(B)(3), (4), Regulation 71-500-512, Regulation 71-300-346, Proviso 81.1	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.	Specific : As noted on the other tabs in this report, this goal has four specific strategies and fourteen objectives. The focus is on improvement and outreach to the public in order to satisfy the public safety aspect of the agency's mission. Measurable: This goal has 24 performance measures, as outlined in the other tabs. Attainable: The goal is broken into strategies and objectives all set within a specific time frame, and is therefore attainable. Relevant: The goal naturally derives from the mission --which includes public safety and education. Time-bound: All of the objectives that make up this goal have a specific time frame to be accomplished.	The outcome is better trained employees in the State of South Carolina, leading to less work-related injuries, and better trained first responders.	Kristina Baker and Bert Polk and Jim Knight	7 months	Chief of Labor and State Fire Marshal and Assistant Deputy Director	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor and Fire and Life Safety	Labor division is responsible for the performance of the agency labor programs. Fire and Life Safety division is responsible for ensuring compliance with state fire code, including inspections, licensing, permitting, and plan review services provided by engineers. Also responsible for training first responders and overseeing the operation of the South Carolina Fire Academy.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.1 - Provide educational and technical assistance to businesses on providing health and safety programs for employees.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

OSHA Act of 1970	Objective 1.1.1 - 1% Increase in OSHA voluntary consultations providing free workplace site inspections and employee training.	The objective provides that employers will be better served by having OSHA consult with employers before an accident occurs, to ensure a safe working environment for employees. The goal is measured by the number of work place visits, the savings of OSHA fines for employers (employers request a voluntary inspection and not pay for violations as long as violations are corrected), the number of training held, and the number of employees trained. The time frame for the increase in consultations is a year.	The outcome is a decrease in work-related injuries at the workplace.	Kristina Baker	7 months	Chief of Labor	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor	Division is responsible for the performance of the agency labor programs.
OSHA Act of 1970	Objective 1.1.2 - Redesign outdated OSHA website and update data content to provide public additional information in a more easily accessible manner.	Specifically this objective is to overhaul the OSHA website in order for employers and employees to be able to request consultations and file complaints. The website will also improve access to SC safety statistics and law. The time frame for achieving this goal is FY17, and will be measured by the actual new website and customer satisfaction surveys.	The outcome is an updated website where information can easily be found; public has a better perception of agency.	Kristina Baker	7 months	Chief of Labor	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor	Division is responsible for the performance of the agency labor programs.
Title 41, Chapter 15, Articles 1 and 3, Chapter 71, Subarticles 1, 4, and 5	Objective 1.1.3 - 10% Reduction in citation lapse time.	Specifically, this objective is to decrease the time it takes for an employer to get a citation once an inspection has been completed. It is easily measured by the dates an inspection are opened to the time a citation is e and relevant as it deals with the ongoing duties and responsibilities currently of the compliance staff. It is time bound as it contemplates a 10% drop over a year period, with a minimum of a 2% drop each year.	The outcome is yearly incremental decrease (2%) in the citation lapse time.	Kristina Baker	7 months	Chief of Labor	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor	Division is responsible for the performance of the agency labor programs.
Title 41, Chapter 15, Articles 1 and 3, Chapter 71, Subarticles 1, 4, and 5	Objective 1.1.4 - Initiate inspection of 98% of all formal complaints within 7 days.	Specifically, this objective is to decrease the time it takes for OSHA to begin an inspection once a complaint has been received. It is easily measured by the dates a complaint is received to the date the inspection is opened. It is attainable and relevant as it deals with the ongoing duties and responsibilities currently of the compliance staff. It is time bound as it contemplates a 98% completion rate within 2 years.	The outcome is 98 % of formal complaints being investigated within 7 days.	Kristina Baker	7 months	Chief of Labor	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor	Division is responsible for the performance of the agency labor programs.
Title 41, Chapter 10; Chapter 71, Subarticle 6	Strategy 1.2 Improve wage program effectiveness and consistency.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Title 41, Chapter 10; Chapter 71, Subarticle 6	Objective 1.2.1 - Update current policies and procedures manual regarding wage investigations and revise current forms and letters to promote consistency and accuracy.	Objective details the actions needed and the outcome intended. It is relevant to the program area's core functions. The end result is attainable and time bound.	The outcome equals clarity in processes and procedures for employees which makes them more effective. Updated forms and better written letters gives public good impression of the effectiveness of the program.	Kristina Baker	7 months	Chief of Labor	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor	Division is responsible for the performance of the agency labor programs.

Strategy, Objectives and Responsibility

Title 41, Chapter 10; Chapter 71, Subarticle 6	Objective 1.2.2 - Research other states' wage/child labor laws to update statute and regulations to take into account the new realities of the modern workplace.	Objective: Details the research needed and what should happen as a result of the research. Relevant: The agency needs to keep laws relevant and up-to-date. Measurable: The agency can determine if this is accompolished. Attainable: This objective may take more than one year depending on legislative turn around but is attainable. Time-bound: This objective is not time-bound as the research will dictate how long it will take to provide updates.	The outcome equals a more effective program that helps employers and employee navigate the implicate the new technology.	Kristina Baker	7 months	Chief of Labor	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor	Division is responsible for the performance of the agency labor programs.
Title 41, Chapter 10; Chapter 71, Subarticle 6	Objective 1.2.3 - Partner with DEW to obtain federal tax ID numbers to increase collection of wage payment violations by 10%.	Objective is specific because it details the action needed - partnering with DEW (putting MOU in place) and the end result which is a 10 % increase in collections. The time frame to accomplish this is by FY16.	The outcome will be a 10% increase in collections from employers for violations of the wage payment statute. The employers will be more likely to pay the initial citation if the agency follows up on outstanding balances and the program is perceived by employees as working	Kristina Baker	7 months	Chief of Labor	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor	Division is responsible for the performance of the agency labor programs.
n/a	Strategy 1.3 - Provide quality, cost-effective fire education and fire sprinkler plan review services.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
23-10-10	Objective 1.3.1 - Offer additional 45 training classes to firefighters and EMT personnel to train more fire departments and firefighters.	Objective provides the exact amount of classes the Fire Academy intends to increase this year, its attainable and realistic, and measured by counting the number of classes offered this year and comparing the classes offered last year.	The outcome will be better individually trained firefighters and EMT personnel who are better equipped to serve the public in an emergency.	Bert Polk	7 months	State Fire Marshal	141 Monticello Trail, Columbia, SC 29203	Fire and Life Safety	Division is responsible for ensuring compliance with state fire code, including inspections, licensing, permitting, and plan review services provided by engineers. Also responsible for training first responders.
23-10-10, 23-10-9	Objective 1.3.2 - Enhance self-service portal options for fire fighters	Objective measures the increase in a fairly new electronic system that allows firefighters and fire inspectors/chiefs access to individual fire training records and classes. The objective seeks to increase the options available while registering additional firefighters and fire departments. The objective is measured by comparing data for this year with the numbers from last year.	The outcome will be better service for our customers. Rather than request the records from our FLS division, now firefighters, training officers, fire inspectors and fire chiefs will be able to view and update rosters, view transcripts, enroll in courses, update contact information, submit reports online, etc.	Bert Polk	7 months	State Fire Marshal	141 Monticello Trail, Columbia, SC 29203	Fire and Life Safety	Division is responsible for ensuring compliance with state fire code, including inspections, licensing, permitting, and plan review services provided by engineers. Also responsible for training first responders.

Strategy, Objectives and Responsibility

23-10-10	Objective 1.3.3 - Develop improvement plan for Fire Academy infrastructure to insure continuous service and sustainability.	Objective states that a priority for the FLS Division this year is developing an improvement facilities plan. This will be measured by the completion of the plan during this fiscal year.	The outcome will be firefighters and other first responders who attend training classes at the Academy and who stay in the dorms, have updated training facilities and dormitories.	Ken Kerber	7 months	Deputy Superintendent	141 Monticello Trail, Columbia, SC 29203	Fire and Life Safety	Division is responsible for ensuring compliance with state fire code, including inspections, licensing, permitting, and plan review services provided by engineers. Also responsible for training first responders
40-10-260(C)(3)(4)	Objective 1.3.4 -Reduce engineering fire sprinkler plan review turn around time to less than ten days.	Objective seeks to reduce the amount of time it takes state engineers to perform statutorily mandated review of fire sprinklers plan. The objective is attainable, as is the average length of time is 8-12 days, and the time frame is FY15-16.	The outcome will be that Fire Sprinkler Contractors will receive quicker feedback regarding changes needed to engineering plans and/or faster initial approval, meaning less time and money spent by Fire Sprinkler Contractors for project delays.	Bert Polk	7 months	State Fire Marshal	141 Monticello Trail, Columbia, SC 29203	Fire and Life Safety	Division is responsible for ensuring compliance with state fire code, including inspections, licensing, permitting, and plan review services provided by engineers. Also responsible for training first responders.
Title 41, Chapter 18; Chapter 71, Article 4	Strategy 1.4 - Enhance Amusement Ride program to ensure public and worker safety.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Title 41, Chapter 18; Chapter 71, Article 4	Objective: 1.4.1 - Implement electronic audit tracking system and online complaint form.	Objective definitely provides for two electronic processes to be completed: The audit tracking system and an online complaint form. Objective is relevant and attainable, because both processes are used in other areas of the agency with good results. The objective is measured by completion of the tasks and is to be accomplished during this fiscal year.	The online complaint form will make it easier for the public to file complaints regarding elevators and amusement rides. The audit tracker will make it easier for supervisors to oversee special inspectors' inspections to ensure they are providing the public with satisfactory inspections on elevators and amusement rides.	Jim Knight	7 months	Assistant Deputy Director	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor	Division is responsible for the performance of the agency labor programs.
Title 41, Chapter 18; Chapter 71, Article 4	Objective 1.4.2 - Partner with OSHA to offer safety training for amusement ride workers.	Objective seeks to offer additional safety	Amusement ride workers will be knowledgeable regarding potential hazards in the workplace and the end goal will be less accidents in the work place.	Kristina Baker	7 months	Chief of Labor	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor	Division is responsible for the performance of the agency labor programs.
Title 41, Chapter 18; Chapter 71, Article 4	Objective 1.4.3 - Create electronic central database for all amusement rides in the state that is searchable by the public.	Objective states the task to be accomplished: creating a central database for amusement rides. This is relevant to the agency's mission of public safety, because the public will be able to access amusement ride inspection results and the objective is attainable, in that a similar database is used in the licensee context. The time frame to accomplish this is FY15-16.	The public will have access to inspections of amusement rides in South Carolina and this adds a layer of transparency to amusement ride safety.	Jim Knight	7 months	Deputy Director	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Labor	Division is responsible for the performance of the agency labor programs.

Strategy, Objectives and Responsibility

C Code 40-1-70, SC Code 40-1-90, SC Code 40-1-120,SC Code 40-1-70, SC Code 40-1-90, SC Code 40-1-120, 40-2-10 to 40-2-340, Chapter 1-01 to 1-12, 40-3-5 to 40-3-330, Chapter 11-1 to 11-14, 40-6-10 to 40-6-370, Chapter 14-1 to 14-17, 40-7-5 to 40-7-400, Chapter 17-1 to 17-51, 40-8-10 to 40-8-240, Chapter 21-1 to 21-64, 40-9-10 to 40-9-110, Chapter 25-1 to 25-9, 40-10-20 to 40-10-300, 40-11-5 to 40-11-550, Chapter 29-1 to 29-110, 40-13-5 to 40-13-370, Chapter 35-1 to 35-26, 40-15-10 to 40-15-380, Chapter 39-1 to 39-18, 40-19-5 to 40-19-320	Goal 2 - Optimizing technology to enable board members and licensees' interactions with LLR to be as efficient as possible.	Specific: This goal has two specific strategies and three objectives. The strategies and objectives employ technology to deliver traditional services as outlined in the strategies and objectives, making it easier and more efficient for the customer -whether it be a licensee or board member. Measurable: As outlined in another part of this report, four specific performance measures are associated with this goal. Attainable: Yes, the objectives are detailed, and each objective measured by a specific task to be accomplished, with no impediments. Relevant: Operating at maximum efficiency is relevant to the mission and vision of the agency. Timebound: The objectives have a timeframe by which to be completed.	The outcome will be additional agency efficiency which leads to more money saved, and better trained board members for the agency's forty plus boards and commissions, who are better able to serve the public.	Dean Grigg and Holly Beeson	7 months	Deputy Director of Professional and Occupational Licensing and Counsel to the Office of Communications	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Professional and Occupational Licensing and Director's Office	Division is responsible for all administrative, investigative, licensing, and disciplinary functions for over forty occupational and professional licensing boards. Director's Office is responsible for oversight of the entire agency.
n/a	Strategy 2.1 - Enhance website service options for licensees and board members.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code 40-1-180, 40-1-170, 40-1-90	Objective 2.1.1- Develop online payment system for disciplined licensees to pay board fines.	Objective is specific in that it refers to item to accomplish. The objective is relevant and attainable, because online payments are utilized for other programs in the agency and therefore can be used to accomplish this objective. The objective is time bound because it is to be accomplished in FY15-16.	The end result is that quicker resolution for licensees who are able to pay fines directly online. Also, the online payment automatically is linked to the licensing credential and therefore, is more efficient because agency employees will no longer have to manually input payment into a database.	Dean Grigg	7 months	Deputy Director of Professional and Occupational Licensing	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Professional and Occupational Licensing	Division is responsible for all administrative, investigative, licensing, and disciplinary functions for over forty occupational and professional licensing boards.
SC code 40-1-60, 40-1-70, 40-1-90	Objective 2.1.2 - Enhance Board Member Portal to have all board meeting materials available online.	Objective specifically details the task to be accomplished. The objective is relevant because currently, thousands of pages are copied by staff for board meetings and mailed to each board member and by posting one copy of the materials online for each board member to utilize is more efficient. The goal is attainable because the online system is used for some boards currently, and can therefore be used for all boards. The objective is to be accomplished by FY2015-17.	The end result is less time spent by staff copying, less paper and mailing costs, which leads to more public savings.	Dean Grigg	7 months	Deputy Director of Professional and Occupational Licensing	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Professional and Occupational Licensing	Division is responsible for the performance of the agency labor programs.
n/a	Strategy 2.2 -Enhance trust and communications with boards and commissions administered by the agency.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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SC code 40-1-60, 40-1-70, 40-1-90, 30-4-10-30-4-165	Objective 2.2.1 -Create online training videos for new/existing board members addressing topics related to board services with five topics completed in FY16 and the remaining topics covered by FY17.	Objective is specific in that it provides that online training videos will be produced in order to train board members. It's relevant to the agency's mission because we have hundreds of board members serving on forty different boards. The board members are appointed continuously throughout the year. The videos will allow the board member to receive relevant training on his or own time schedule. The agency anticipates it will take two years to accomplish all of the videos, and the goal for FY15-16 is to produce five.	Board members will be trained on topics (FOIA, how to conduct licensing/disciplinary hearings, ethics, etc.) that are relevant to their service on the board. The end result is that board members will be better equipped to perform their work on the board which ultimately serves the public and the licensees.	Dean Grigg	7 months	Deputy Director of Professional and Occupational Licensing	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Professional and Occupational Licensing	Division is responsible for all administrative, investigative, licensing, and disciplinary functions for over forty occupational and professional licensing boards.
SC code 40-1-60, 40-1-70, 40-1-90, 30-4-10-30-4-165	Objective 2.2.2- Create quarterly eblast apprising board members of agency news and changes in law in FY2015-16.	Objective is specific and measurable --it details the action to be taken and the end result. It is attainable --to have four e-blasts in one year.	Outcome equals more knowledgeable and engaged board members who are aware of changes in the law and agency news.	Holly Beeson	7 months	Counsel to the Office of Communications and Governmental Affairs	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Director's Office	Responsible for overseeing the entire agency.
SC Code 40-1-70, SC Code 40-1-90, SC Code 40-1-120,SC Code 40-1-70, SC Code 40-1-90, SC Code 40-1-120, 40-2-10 to 40-2-340, Chapter 1-01 to 1-12, 40-3-5 to 40-3-330, Chapter 11-1 to 11-14, 40-6-10 to 40-6-370, Chapter 14-1 to 14-17, 40-7-5 to 40-7-400, Chapter 17-1 to 17-51, 40-8-10 to 40-8-240, Chapter 21-1 to 21-64, 40-9-10 to 40-9-110, Chapter 25-1 to 25-9, 40-10-20 to 40-10-300, 40-11-5 to 40-11-550, Chapter 29-1 to 29-110, 40-13-5 to 40-13-370, Chapter 35-1 to 35-26, 40-15-10 to 40-15-380, Chapter 39-1 to 39-18, 40-19-5 to 40-19-320	Goal 3 -Improve service to customers through timely licensing and discipline of licensees.	Specific: This goal provides what is to be accomplished – the improvement of services to customers through the timely licensing and discipline of licensees. To help accomplish the goal, the agency has listed two specific strategies and six objectives. Measurable: The goal has performance measures so the agency can demonstrate and evaluate the extent to which the goal has been met. Attainable: The goal is realistic, in that the agency performs these objectives and strategies to some extent, but the goal challenges the agency to perform at a higher level. Relevant: The goal ties into the agency's mission and vision. Time-bound: Each objective and strategy that the agency is utilizing to make up the goals has a target date by which to be completed.	Outcome is that qualified individuals are licensed quickly, leading to more skilled professionals entering the workforce and, licensees who have committed misconduct are disciplined swiftly, which protects the public.	Melina Mann and Matt Faile a	7 months	General Counsel; Chief Information Officer; and Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Legal Services and Administration	Division Of Legal Services is responsible for legal services to agency and LLR boards and commissions, and prosecutes disciplinary cases against licensees. Administration is responsible for budget, finance, human resources, and information technology services for the entire agency.
n/a	Strategy 3.1.1 - Ensure individuals who meet required education and skills are quickly licensed.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
40-1-50(F); 40-1-70	Objective 3.1.1 - Review current licensure turnaround time and outline actions needed to reduce electronic and paper submission process time.	Specific objective is to reduce the amount of time it takes to license an individual. The objective is measured by specific performance measures, and is relevant to the agency's mission of licensing individuals. The time frame is FY15-16. The objective is attainable, but knowing at some point we hit a plateau and the processing time cannot be reduced any further.	Outcome equals faster licensure for qualified individuals, meaning quicker entry into the job market.	Dean Grigg	7 months	Deputy Director of Professional and Occupational Licensing	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Professional and Occupational Licensing	Division is responsible for all administrative, investigative, licensing, and disciplinary functions for over forty occupational and professional licensing boards.

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40-1-50, 40-1-80, 40-1-90, 40-1-110	Objective 3.1.2 - Create cycle times to increase the speed at which disciplinary cases are resolved.	Objective is specific in that it details what action is to be achieved. Timely disposition of cases of licensee misconduct is relevant to the agency mission of protecting the public. The objective is attainable in that cycle times have been created in other areas of the agency.	Outcome equals speedier resolution of cases which protects the public by removing or disciplining publically licensees who have committed misconduct.	Pat Hanks	7 months	Disciplinary Counsel	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Legal Services	Division Of Legal Services is responsible for legal services to agency and LLR boards and commissions, and prosecutes disciplinary cases against licensees.
SC Code 40-1-50 (F), 40-1-70	Objective 3.1.3 - Develop additional 129 online initial applications for POL boards. There are 494 total applications offered by LLR boards and the goal is to have all applications online by 2018.	Specific, measurable, and time bound in that it provides the number of online initial applications to be developed in the year. Objective is relevant to the agency's vision of timely licensing of individuals.	Output equals initial applications to be available online, outcome is that it is easier for the citizens of South Carolina to get a license.	Matt Faile	7 months	Chief Information Officer	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.
n/a	Strategy 3.2- Implement a strategy to assist businesses and employers review employee licensee status.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
40-1-50(B), (C)	Objective 3.2.1 -Create the ability for businesses to bulk verify employees' licensing credentials by 2018.	Time-bound and measurable objective to accomplish by 2018. The objective details the specific goal of bulk verifying licenses. This is relevant to the public safety mission of the agency and is complicated to achieve, but hopefully attainable.	Output equals the ability for employer's to automatically bulk verify an employee's license each day. This would make it easy and less time consuming (some medical employers verify licenses manually each day) for employers to be able to have current license of status of employees.	Matt Faile	7 months	Chief Information Officer	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.
SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118	Goal 4 - Protect customer information through enhancements to cyber systems and building improvements.	Specific: This goal provides what is to be accomplished – the protection of customer information through enhancement to building and systems security. Measurable: The goal has performance measures so the agency can demonstrate and evaluate the extent to which the goal has been met. Attainable: The goal is realistic, in that the agency performs these objectives and strategies to some extent, but the goal challenges the agency to perform at a higher level. Relevant: The goal helps the agency fulfill certain statutory requirements as well as DTO mandates. Time-bound: Each objective and strategy that the agency is utilizing to make up the goals has a target date by which to be completed.	Outcome is that sensitive and personal information that is statutorily required for the agency to collect in order for an individual to be licensed is protected to the highest level possible and that the agency is able to continue to deliver services during a major event or disaster.	Melina Mann and Matt Faile and Farrar Stewart	7 months	General Counsel and Chief Information Officer and Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Legal Services and Administration	Division Of Legal Services is responsible for legal services to agency and LLR boards and commissions, and prosecutes disciplinary cases against licensees. Administration is responsible for budget, finance, human resources, and information technology services for the entire agency.
n/a	4.1.1 Strategy - Modify and implement agency continuity policies to ensure protection of data.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118	Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-16.	Objective is time-bound, measured by the finished plans, attainable and relevant for the agency to be able to deliver services in the event of an emergency.	Outcome will be D51that the agency is prepared of an emergency and has a plan in place to continue to deliver services.	Melina Mann -Business Continuity; Matt Faile - Disaster Recovery	7 months	General Counsel; Chief Information Officer	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Legal Services; Division of Administration	Division is responsible for legal services to agency and LLR boards and commissions, and prosecutes disciplinary cases against licensees; Division is responsible for budget, finance, human resources, and information technology services for agency.
SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118	Objective 4.1.2 -Upgrade enterprise storage subsystems at Kingstree location and disaster recovery site.	Objective details the addition of physical, electronic storage equipment, measured by the finished upgrades, attainable and relevant to the agency's ability to deliver services in the event of a disaster. The objective is to be accomplished in FYI 15-16.	Outcome will be a higher availability of agency systems in case of a disaster leading to more services for customers.	Matt Faile	7 months	Chief Information Officer	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329 and disaster recovery site.	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.
n/a	Strategy 4.2 - Implement building security plan.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118	Objective 4.2.1 - install physical upgrades to ensure no public access to building without proper authorization.	Objective is to be accomplished FY15-16, and is attainable, specific, and relevant to the agency's mission.	Outcome will be that public access is restricted and the customer perception is that our agency takes security seriously.	Farrar Stewart	7 months	Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.
8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55	Goal 5 - Improve innovation and employee performance through recruitment, retention, and training initiatives.	Specific: This goal provides what is to be accomplished --improvement of innovation and employee performance and lists three ways in which this is to be accomplished - through recruitment, retention, and training. Measurable: The goal has performance measures so the agency can demonstrate and evaluate the extent to which the goal has been met. Attainable: The goal is realistic, in that the agency performs these objectives and strategies to some extent, but the goal challenges the agency to perform at a higher level. Relevant: The agency accomplishes its mission through its employees, and high level innovative employees lead to better delivery of services. Time-bound: Each objective and strategy that the agency is utilizing to make up the goals has a target date by which to be completed.	Outcome will be that high level employees who are better able to serve our customers.	Farrar Stewart	7 months	Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.
n/a	Strategy 5.1. - Educate and train employees on core job functions.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55	Objective 5.1.1 - Maintain 100% compliance rate for customer service training for all board employees.	Specific: Provides percentage of employees required to take training and the subset of employees. Measurable: Agency can compute the number of board employees who take the customer service training. Attainable: A program is in place and training is ongoing. The training is offered multiple times and there is no reason that board employees cannot participate during one of the offered sessions. Relevant: Board employees answer questions every day on the phone as a call center and in person regarding problems and questions about obtaining a license. Board employees must be sensitive to the public and realize that not having a license effects a persons livelihood. Training on how to deal with stressful calls and keep the tone friendly and helpful is essential to maintaining good customer service. Time-bound: The training is not needed every year, but about once every three	Outcome is that Board staff exhibit exemplary customer service by being courteous, timely, and considerate of each individual's concerns and needs as it affects the individual's career and livlihood.	Farrar Stewart	7 months	Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.
8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55	Objective 5.1.2 - Achieve 100% compliance rate for budget and procurement training for supervisors.	Specific: Provides percentage of employees required to take training and the subset of employees. Measurable: Agency can compute the number of supervisory employees who take the customer service training. Attainable: A program is in place and training is ongoing. The training is offered multiple times and there is no reason that employees cannot participate during one of the offered sessions. Relevant: Time-bound: The training is not needed every year, but about once every three year for all employees to ensure the agency stays customer friendly. Thus, the goal is time-bound to one year. New employees are offered a class each year outside of this time-bound goal for all board employees.	Outcome is to ensure that the Agency's management is aware of their responsibility to the citizens of South Carolina in being fiscally accountable relative to spending in order to execute Agency operations in an legal, fiscally responsible manner.	Farrar Stewart	7 months	Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.
n/a	Strategy 5.2 - Attract, develop and retain qualified employees through training and communication.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55	Objective 5.2.1 - Develop successful management training curriculum and offer monthly classes to supervisors.	Specific: Provides notice of necessary curriculum. Measurable: Agency can determine if class is available and whether goal is met. Attainable: The goal is realistic, in that we have a position to help develop these classes and supervisors are interested in such classes. Relevant: The goal helps the agency fulfill legal requirements. Time-bound: The object is time-bound to one year.	Outcome will be mitigation of risk for the Agency relative to discrimination claims and lawsuits, which may result in a financial impact to the Agency.	Farrar Stewart	7 months	Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.
8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55	Objective 5.2.2 - Develop career paths for upward mobility.	Specific: Provides specific plan of necessary career paths. Measurable: Agency can determine if career paths are set forth and agency employees start utilizing them. Attainable: The goal is realistic in a year's time. Relevant: State agencies across the country and in SC are not retaining talent as employees look to grow and move up. With the Department of Administration's report that 37% of state employees are eligible to retire over 5 years, retention of talent is a concern. Time-bound: The object is time-bound to one year.	Retention of quality employees allows for better business continuity efforts, thus positively impacting customer service to the citizens of South Carolina.	Farrar Stewart	7 months	Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.
8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55	Objective 5.2.3 -Start an agency mentoring program pairing new supervisors with senior supervisors.	Specific: Provides specific plan of necessary career paths. Measurable: Agency can determine if mentoring program begins. Attainable: The goal is realistic in a year's time. Relevant: State agencies across the country and in SC are not retaining talent as employees look to grow and move up. With the Department of Administration's report that 37% of state employees are eligible to retire over 5 years, retention of talent is a concern. Time-bound: The object is time-bound to one year.	Retention of quality employees allows for better business continuity efforts, thus positively impacting customer service to the citizens of South Carolina.	Farrar Stewart	7 months	Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.
8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55	Objective 5.2.4 -Hold monthly meetings between Director and employees to improve communication and morale.	Specific: Provides specific meetings and how often. Measurable: Agency can determine if meetings happen and survey to determine if they help with communication and morale. Attainable: Monthly meetings with a variety of employees is a realistic goal. Relevant: State agencies across the country and in SC are not retaining talent as employees look to grow and move up. With the Department of Administration's report that 37% of state employees are eligible to retire over 5 years, retention of talent is a concern. Time-bound: The object is not time-bound as evaluation will be needed to determine whether successful.	Retention of quality employees allows for better business continuity efforts, thus positively impacting customer service to the citizens of South Carolina.	Farrar Stewart	7 months	Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.

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n/a	Strategy 5.3 -Stimulate innovation by offering tangible incentives and using innovation to recognize and promote.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55	Objective 5.3.1 - Form an innovation committee to develop policies and procedures to promote innovation in the agency.	Specific: Committee type and issue to discuss is designated. Measurable: Agency can determine if committee is set and provides feedback/policies. Attainable: This is a feasible goal. Relevant: All state agencies must look at savings, new technology, and other ways to make the most of the agency budget while taking the agency forward. Time-bound: The object will be evaluated to determine if it should continue.	Employee Recognition Program, High Performing Rock Star Award, and promotions/bonuses allowed under state law.	Farrar Stewart	7 months	Deputy of Administration	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	Division of Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.

Associated Programs

This is the next chart because once the agency has determined its goals, strategies and objectives, the agency needs to determine which of its programs will help achieve those objectives and goals and which programs may need to be curtailed or eliminated. If one program is helping accomplish an objective that a lot of other programs are also helping accomplish, the agency should consider whether the resources needed for that program could be better utilized (i.e. so the agency can most effectively and efficiently accomplish all of its goals and objectives) if they were distributed among the other programs that are helping accomplish the same objective or among programs that are helping accomplish other objectives.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions :
1) Under the "Name of Agency Program" column, enter the name of every program at the agency on a separate row.
2) Under the "Description of Program" column, enter a 1-3 sentence description of the agency program.
3) Under the "Legal Statute Requiring Program" column, enter the legal statute which requires (this is different than allows) the program, if the program is required by a state or federal statute or proviso. Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute. If the program is not required by a state or federal statute or proviso, enter "none."
3) Under the "Objective the Program Helps Accomplish" column, enter the strategic plan objective number and description. The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart. Enter ONLY ONE objective per row. If an agency program helps accomplish multiple objectives, insert additional rows with that agency program information and enter each

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart)								
Occupational and Professional Licensing - Office of Board Services	Oversees the administrative, licensing, and renewal functions for the agency's boards and commissions.	40-1-40, 40-1-50	Objective 2.1.1- Develop online payment system for disciplined licensees to pay board fines.	Objective 2.1.2 - Enhance Board Member Portal to have all board meeting materials available online.	Objective 2.2.1 -Create online training videos for new/existing board members addressing topics related to board services with five topics completed in FY16 and the remaining topics covered by FY17.	Objective 3.1.1 - Review current licensure turnaround time and outline actions needed to reduce electronic and paper submission process time.	Objective 3.1.3 - Develop additional 129 online initial applications for POL boards. There are 494 total applications offered by LLR boards and the goal is to have all applications online by 2018.	Objective 3.2.1 - Develop plan to notify employers of employee licensure suspensions beginning January 2017 renewal cycle.	Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-16.	Objective 3.2 -Create the ability for businesses to bulk verify employees' licensing credentials by 2018.	
Occupational and Professional Licensing - Office of Investigations and Enforcement	Office is responsible for investigating complaints involving alleged professional or occupational misconduct for the agency's forty plus boards and commissions.	40-1-50 (A), In addition every Board or Commission's practice act has a provision for investigating disciplinary complaints.	Objective 2.1.1- Develop online payment system for disciplined licensees to pay board fines.	Objective 2.2.1 -Create online training videos for new/existing board members addressing topics related to board services with five topics completed in FY16 and the remaining topics covered by FY17.	Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-16.						
Office of Disciplinary Counsel	Program oversees attorneys who are responsible for prosecuting cases against licensees who are alleged to have committed misconduct.	40-1-50 (A), In addition every Board or Commission's practice act has a provision for resolving disciplinary	Objective 2.1.1- Develop online payment system for disciplined licensees to pay board fines.	Objective 2.1.2 - Enhance Board Member Portal to have all board meeting materials available online.	Objective 2.2.1 -Create online training videos for new/existing board members addressing topics related to board services with five topics completed in FY16 and the remaining topics covered by FY17.	Objective 3.1.2 - Create cycle times to increase the speed at which disciplinary cases are resolved.	Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-16.				
Office of Advice Counsel	Program oversees attorneys who assist LLR's boards and commissions in conducting their meetings, and provide legal advice on licensing and disciplinary matters.	40-1-50 (A), In addition every Board or Commission's practice act has a provision for resolving disciplinary	Objective 2.1.2 - Enhance Board Member Portal to have all board meeting materials available online.	Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-16.							
OSHA Voluntary	Program is responsible for providing voluntary services to the state's employers and employees including safety trainings and workplace consultations	OSHA Act of 1970	Objective 1.1.1 - 1% Increase in OSHA voluntary consultations providing free workplace site inspections and employee training.	Objective 1.1.2 - Redesign outdated OSHA website and update data content to provide public additional information in a more easily accessible manner.	Objective 1.4.2 - Partner with OSHA to offer safety training for amusement ride workers.						
OSHA Enforcement	Program is responsible for ensuring compliance of all OSHA safety and health rules and regulations by the state's employers.		Objective 1.1.2 - Redesign outdated OSHA website and update data content to provide public additional information in a more easily accessible manner.	Objective 1.1.3 - 10% Reduction in citation lapse time.	Objective 1.1.4 - Initiate inspection of 98% of all formal complaints within 7 days.	Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-16.					
Elevators and Amusement Rides	Program administers the South Carolina Elevator and Amusement Rides Safety Code and is responsible for annually permitting each elevator and amusement ride in the state.	41-16-10 et. seq. and 41-18-10 et. seq.	Objective: 1.4.1 - Implement electronic audit tracking system and online complaint form.	Objective 1.4.2 - Partner with OSHA to offer safety training for amusement ride workers.	Objective 1.4.3 - Create electronic central database for all amusement rides in the state that is	Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-					
Payment of Wages and Child Labor	Program administers the South Carolina Payment of Wages Act and Child Labor laws.	41-10-10 to 41-10-110	Objective 1.2.1 - Update current policies and procedures manual regarding wage investigations and revise current forms and letters to promote consistency and accuracy.	Objective 1.2.2 - Research other states' wage/child labor laws to update statute and regulations to take into account the new realities of the modern workplace.	Objective 1.2.3 - Partner with DEW to obtain federal tax ID numbers to increase collection of wage payment violations by 10%.						
Immigration	Program administers the enforcement of the South Carolina Illegal Immigration and Reform Act though	41-8-10 to 41-8-140									
Fire Safety Inspection/Code Compliance	Program is responsible for inspections for DSS, DDSN, OSF, Department of Administration, and Pyrotechnic Sales. Program also oversees Resident Fire Marshal Certification and Fire Marshal	23-9-30 (a)(b), 23-9-50 (a) to (c)	Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-16.								
Office of the State Fire Marshal Licensing and Permitting	This program area is in charge of licensing and/or permitting pyrotechnic displays, pyrotechnic shooters, fire safe cigarettes, LP Gas (business permits and employee licensees), fire equipment dealers, blasting	23-9-20, 23-9-40, 23-9-45	Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-16.								
Emergency Response Task Force	Responsible for Urban Search and Rescue, firefighter mobilization, helicopter aquatic rescue team, and	23-49-50, 23-49-70	Objective 4.1.1 - Implement revised business continuity								
Fire Academy	Responsible for training individuals that are employed, or volunteer for organizations that have responsibility for fire suppression within a specific jurisdiction, includes municipal, industrial, and aircraft	23-10-10	Objective 1.3.1 - Offer additional 45 training classes to firefighters and EMT personnel to train more fire	Objective 1.3.2 - Enhance self-service portal options for fire fighters	Objective 1.3.3 - Develop improvement plan for Fire Academy infrastructure to insure continuous service						
Fire Code Engineer Reviews	Office of the State Fire Marshal engineer's perform fire code compliance plan review services.	40-10-260(C)(3)(4)	Objective 1.3.4 -Reduce engineering fire sprinkler plan review turn around time to less than ten days.								
FLS Community Risk Reduction	Program area performs pubic education, data analysis, and medical training licensing and permitting	23-9-9									
Administration	Division is responsible for budget, finance, human resources, and information technology services for agency.	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55, 40-1-50(A)	Objective 3.1.3 - Develop additional 129 online initial applications for POL boards. There are 494 total applications offered by LLR boards and the goal is to have all applications online by 2018.	Objective 3.2 -Create the ability for businesses to bulk verify employees' licensing credentials by 2018.	Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-16.	Objective 3.3.2 - Develop plan to notify employers of employee licensure suspensions beginning January 2017 renewal cycle.	Objective 4.2.1 - install physical upgrades to ensure no public access to building without proper authorization.	Objective 5.1.1 - Maintain 100% compliance rate for customer service training for all board employees.	Objective 5.1.1 - Achieve 100% compliance rate for budget and procurement training for supervisors.	Objective 5.2.2 - Develop career paths for upward mobility.	Objective 5.3.1 - Form an innovation committee to develop policies and procedures to promote

Strategic Budgeting

This is the next chart because once the agency determines its goals, strategies and objectives, as well as the programs that will best allow the agency to accomplish its objectives, the agency needs to determine how to allocate its funds to most effectively and efficiently accomplish the objectives. After allocating the funds to the objectives, the agency may decide to go back and revise which associated programs it will continue, curtail or eliminate in order to most effectively and efficiently accomplish its goals and objectives.

Agency Responding	South Carolina Department of Labor, Licensing
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-2016

IMPORTANT TIME SAVING NOTE: Please note that only one year of budgeted funds is requested. Once an agency is under study with the House Legislative Oversight Committee, the Committee may request information on how the agency budgeted and spent money for the previous five years. If an agency is chosen for study five years from now, the agency can quickly and easily combine the information from this chart for each of the last five years.

Part A Instructions : **Estimated Funds Available this Fiscal Year (2015-16)**
1) Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e. general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.) to provide the information requested below each source (i.e. state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns below so please delete or add as many as needed. **However the agency chooses to group its funding sources, it should be clear through Part A and B, how much the agency estimates it has available to spend and where the agency has budgeted the funds it has available to spend.**

Part B Instructions : **How Agency Budgeted Funds this Fiscal Year (2015-16)**
1) Enter each agency objective and description (i.e. Objective 1.1.1 - insert description of objective). The agency can insert as many rows as necessary so that all objectives are included.
2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose #1 - insert description of unrelated purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).
3) Enter how much money from each source of funds the agency budgets to spend on each objective and unrelated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

Explanations from the Agency regarding Part A: *Insert any additional explanations the agency would like to provide related to the information it provides below.*

PART A
Estimated Funds Available this Fiscal Year (2015-16)

Source of Funds:	Totals	*General Fund (10010000)*	*Operating Revenue (30350000)*	*POLA Revenue (31350000)*	*Educ & Research Fund (31730000)*	*Real Estate App Revenue (32827000)*	*Auctioneer Recovery (45920000)*	*Federal (50550000)*	*Consult Priv Sec (51080000)*	*OSHA-Federal (51090000)*	*BLS Statistics (51100000)*
Is the source state, other or federal funding:	Totals	State	Other	Other	Other	Other	Other	Federal	Federal	Federal	Federal
Is funding recurring or one-time?	Totals	Recurring & one-time	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring
$ From Last Year Available to Spend this Year											
Amount available at end of previous fiscal year	$34,678,510	$1,661	$12,459,270	$22,000,796	$644,769	$8,730	$32,844	-$406,979	-$44,869	-$17,689	-$23
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	$8,178,510	1,661	3,959,270	4,000,796	644,769	8,730	32,844	-406,979	-44,869	-17,689	-23
If the amounts in the two rows above are not the same, explain why :			These funds may be used for capital projects to maintain Fire Academy.	License renewals occur every other year; need funds in reserve to cover expenses in off-cycle years.							
$ Estimated to Receive this Year											
Amount budgeted/estimated to receive in this fiscal year:	$33,141,734	1,616,711	8,320,737	19,984,722	11,870	18,095	9,275	569,147	747,183	1,783,994	80,000
Total Actually Available this Year											
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	$41,320,244	1,618,372	12,280,007	23,985,518	656,639	26,825	42,119	162,168	702,314	1,766,305	79,977

Explanations from the Agency regarding Part B:	*Insert any additional explanations the agency would like to provide related to the information it provides below.*

PART B
How Agency Budgeted Funds this Fiscal Year (2015-16)

Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	General Fund (10010000)	Operating Revenue (30350000)	POLA Revenue (31350000)	Educ & Research Fund (31730000)	Real Estate App Revenue (32827000)	Auctioneer Recovery (45920000)	Federal (50550000)	Consult Priv Sec (51080000)	OSHA-Federal (51090000)	BLS Statistics (51100000)
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State	Other	Other	Other	Other	Other	Federal	Federal	Federal	Federal
Restrictions on how agency is able to spend the funds from this source:	n/a	OSHA Program match and pass thru.			Only for Eduction and Research for the Boards.	Only for Real Estate Appraisal Registry.	Only for Auctioneer Recovery.	As approved by terms of grant.	As approved by terms of grant.	As approved by terms of grant.	As approved by terms of grant.
Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	$41,320,244	$1,618,372	$12,280,007	$23,985,518	$656,639	$26,825	$42,119	$162,168	$702,314	$1,766,305	$79,977
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
Where Agency Budgeted to Spend Money this Year											
Objective 1.1.1 - 1% Increase in OSHA voluntary consultations providing free workplace site inspections and employee training.	$933,399	70,932							561,851	300,616	
Objective 1.1.2 - Redesign outdated OSHA website and update data content to provide public additonal information in a more easily accessible manner.	$233,350	17,733							140,463	75,154	
Objective 1.1.3 - 10% Reduction in citation lapse time.	$552,043	257,941								278,107	15,995
Objective 1.1.4 - Initiate inspection of 98% of all formal complaints within 7 days.	$800,000	400,000								336,018	63,982
Objective 1.2.1 - Update current policies and procedures manual regarding wage investigations and revise current forms and letters to promote consistency and accuracy.	$25,500			25,500							
Objective 1.2.2 - Research other states' wage/child labor laws to update statute and regulations to take into account the new realities of the modern workplace.	$51,000			51,000							
Objective 1.2.3 - Partner with DEW to obtain federal tax ID numbers to increase collection of wage payment violations by 10%.	$8,500			8,500							
Objective 1.3.1 - Offer additional 45 training classes to firefighters and EMT personnel to train more fire departments and firefighters.	$850,000		850,000								
Objective 1.3.2 - Enhance self-service portal options for fire fighters	$10,000		10,000								
Objective 1.3.3 - Develop improvement plan for Fire Academy infrastructure to insure continuous service and sustainability.	$5,048,585		3,922,841	1,060,875				64,869			
Objective 1.3.4 -Reduce engineering fire sprinkler plan review turn around time to less than ten days.	$400,000		400,000								
Objective: 1.4.1 - Implement electronic audit tracking system and online complaint form.	$1,000,000		1,000,000								
Objective 1.4.2 - Partner with OSHA to offer safety training for amusement ride workers.	$432,181		432,181								
Objective 1.4.3 - Create electronic central database for all amusement rides in the state that is searchable by the public.	$216,091		216,091								
Objective 2.1.1- Develop online payment system for disciplined licensees to pay board fines.	$3,651,100		185,413	3,324,785	131,327	5,363	4,212				
Objective 2.1.2 - Enhance Board Member Portal to have all board meeeting materials available online.	$1,827,658		92,707	1,662,392	65,664	2,683	4,212				
Objective 2.2.1 -Create online training videos for new/existing board members addressing topics related to board services with five topics completed in FY16 and the remaining topics covered by FY17.	$200,000		92,707	17,886	65,664	2,683	21,060				
Objective 2.2.2- Create quarterly eblast apprising board members of agency news and changes in law in FY2015-16.	$10,060			10,060							
Objective 3.1.1 - Review current licensure turnaround time and outline actions needed to reduce electronic and paper submission process time.	$250,000			250,000							
Objective 3.1.2 - Create cycle times to increase the speed at which disciplinary cases are resolved.	$508,981		46,539	462,442							
Objective 3.1.3 - Develop additional 129 online initial applications for POL boards. There are 494 total applications offered by LLR boards and the goal is to have all applications online by 2018.	$508,978		46,538	462,440							
Objective 3.3.1 -Create the ability for businesses to bulk verify employees' licensing credentials by 2018.	$508,978		46,538	462,440							
Objective 4.1.1 - Implement revised business continuity and disaster recovery plan in FY15-16.	$254,490		23,269	231,221							

Objective 4.1.2 -Upgrade enterprise storage subsystems at Kingstree location and disaster recovery site.	$254,490		23,269	231,221							
Objective 4.2.1 - install physical upgrades to ensure no public access to building without proper authorization.	$254,490		23,269	231,221							
Objective 5.1.1 - Maintain 100% compliance rate for customer service training for all board employees.	$254,490		23,269	231,221							
Objective 5.1.2 - Achieve 100% compliance rate for budget and procurement training for supervisors.	$254,490		23,269	231,221							
Objective 5.2.1 - Develop successful management training curriculum and offer monthly classes to supervisors.	$508,978		46,538	462,440							
Objective 5.2.2 - Develop career paths for upward mobility.	$508,978		46,538	462,440							
Objective 5.2.3 -Start an agency mentoring program pairing new supervisors with senior supervisors.	$254,490		23,269	231,221							
Objective 5.2.4 -Hold monthly meetings between Director and employees to improve communication and morale.	$254,490		23,269	231,221							
Objective 5.3.1 - Form an innovation committee to develop policies and procedures to promote innovation in the agency.	$254,490		23,269	231,221							
Pass Thru Funds	$240,000	240,000									
Funding for annual operations of inspections, licensing, and renewals.	$19,999,964	631,766	4,659,224	13,412,550	393,984	16,096	12,635	97,299		776,410	
Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)	$41,320,244	1,618,372	12,280,007	23,985,518	656,639	26,825	42,119	162,168	702,314	1,766,305	79,977

Reporting Requirements

Agency Responding	South Carolina Department of Labor,
Date of Submission	42381
Fiscal Year for which information below pertains	2015-16

Instructions :
List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed.
PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

Information in all these rows should be for when the agency completed the report most recently

Agency Responding	South Carolina Department of Labor, Licensing and Regulation	South Carolina Department of Labor, Licensing and Regulation	South Carolina Department of Labor, Licensing and Regulation	South Carolina Department of Labor, Licensing and Regulation
Report #	1	2	3	4
Report Name:	Restructuring Report	Accountability Report	Five-year Regulation Review	Travel Report
Why Report is Required				
Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office	Small Business Regulatory Review Committee	Comptroller General, Senate Finance Committee, House
Law which requires the report:	1-30-10(G)(1)	1-1-810	1-23-270(F)(1)	SC Proviso 117.28 GP: Travel Report
Agency's understanding of the intent of the report:	Increased efficiency	State the agency's mission,	Conduct a formal review of all regulations the agency has	Requires state agencies to report at a minimum the top 10%
Year agency was first required to complete the report:	2015	1995	1997	At least as early as 1996-97
Reporting frequency (i.e. annually, quarterly, monthly):	annually	annually	Every 5 years	annually
Information on Most Recently Submitted Report				
Date Report was last submitted:	May-15	Sep-15	May-13	Sep-15
Timing of the Report				
Month Report Template is Received by Agency:	November	July	N/A	September
Month Agency is Required to Submit the Report:	January	September	N/A	September
Where Report is Available & Positive Results				
To whom the agency provides the completed report:	House Legislative Oversight Committee	Executive Budget Office	Codes Commissioner	Comptroller General, Senate Finance Committee, House Ways and Means Committee
Website on which the report is available:	State House	State House/LLR	N/A	None
If it is not online, how can someone obtain a copy of it:	Request a copy from the agency	N/A	Request a copy from agency	Request a copy from the agency
Positive results agency has seen from completing the report:	N/A	N/A	N/A	N/A

Agency Responding	South Carolina Department of Labor, Licensing and Regulation	South Carolina Department of Labor, Licensing and Regulation	South Carolina Department of Labor, Licensing and Regulation	South Carolina Department of Labor, Licensing and Regulation
Report #	5	6	7	8
Report Name:	Base Budget Analysis	Debt Collection Reports	Fines and Fees Report	Immigration Bill Funding Report
Why Report is Required				
Legislative entity requesting the agency complete the report:	Executive Budget Office	Chairman of Senate Finance	Chairman of Senate Finance	President Pro Tempore of the Senate,
Law which requires the report:	SC Proviso 117.31 GP: Base Budget Analysis	SC Proviso 117.37 GP: Debt	SC Proviso 117.79 GP: Fines and	SC Proviso 81.8 LLR Immigration
Agency's understanding of the intent of the report:	Requires state agencies to make public their	Requires state agencies to provide	Requires state agencies to provide	Requires the agency to retain $250,000 to
Year agency was first required to complete the report:	1997-98	2001-02	2008-09	2009-10
Reporting frequency (i.e. annually, quarterly, monthly):	annually	annually	annually	annually
Information on Most Recently Submitted Report				
Date Report was last submitted:	Sep-15	Feb-15	Sep-15	
Timing of the Report				
Month Report Template is Received by Agency:	August	July	August	July
Month Agency is Required to Submit the Report:	September	February	September	February
Where Report is Available & Positive Results				
To whom the agency provides the completed report:	Executive Budget Office	Chairman of Senate Finance Committee, Chairman of House Ways and Means Committee, Inspector General	Chairman of Senate Finance Committee and Chairman of House Ways & Means Committee	President Pro Tempore of the Senate, Chairman of the Senate Finance Committee, Chairman of the Senate Natural Resources and Economic Development Subcommittee, Speaker of the House of Representatives, chairman of the House Ways and Means Committee, Chairman of the House Ways and Means
Website on which the report is available:	None	None	LLR website	None
If it is not online, how can someone obtain a copy of it:	Request a copy of from the agency	Request a copy from the agency		Request a copy from the agency
Positive results agency has seen from completing the report:	N/A	N/A	N/A	N/A

Restructuring Recommendations and Feedback

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

RESTRUCTURING RECOMMENDATIONS

Instructions: Please answer the questions below and add as many rows as needed.

Does the agency have any recommendations, minor or major, for restructuring?	No.

If the agency has recommendations for restructuring, list each one on a separate row in the chart below. Add as many rows as needed.

Does the agency recommendation require legislative action?	Recommendation for restructuring

FEEDBACK (Optional)

Instructions: Please answer the questions below to provide feedback on this Annual Restructuring Report ("Report").

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
1	1	1
2	2	2
3	3	3

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
	1	
Why or why not?	2	
	3	

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.
Legal responsibilities satisfied by Goal:	OSHA Act of 1970
# and description of Strategy the Objective is under:	Strategy 1.1 - Provide educational and technical assistance to businesses on providing health and safety programs for employees.
Objective	
Objective # and Description:	Objective 1.1.1 - 1% increase in OSHA voluntary consultations providing free workplace site inspections and employee training.
Legal responsibilities satisfied by Objective:	OSHA Act of 1970
Public Benefit/Intended Outcome:	Objective 1.1.1 - 1% Increase in OSHA voluntary consultations providing free workplace site inspections and employee training.
Agency Programs Associated with Objective	
Program Names:	OSHA Voluntary
Responsible Person	
Name:	Kristina Baker
Number of Months Responsible:	7 months
Position:	Chief of Labor
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Labor
Department or Division Summary:	Division is responsible for the performance of the agency labor programs.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$933,399
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.1.1 - 1% increase in OSHA voluntary consultations providing free workplace site inspections and employee training.
Performance Measure:	Increase in OSHA workplace visits; Savings of OSHA fines for employers; Increase in number of trainings held; Increase in number of employees trained
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	865
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	938
2015-16 Minimum Acceptable Results:	938
2015-16 Target Results:	947
Details	1.1.
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Yes, Federal OSHA requires that the voluntary program track services provided to employers.
What are the names and titles of the individuals who chose this as a performance measure?	Kristina L. Baker, Chief of Labor
Why was this performance measure chosen?	The focus is on continued education and assistance to the state's employers and employees.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a
What are the names and titles of the individuals who chose the target value for 2015-16?	Kristina L. Baker, Chief of Labor
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Wanted to make sure that the target was manageable, attainable and reasonable.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Questionable. Because of the Fall 2015 flood, we were unable to do trainings and consultations.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	There are no current changes in place. Staff is working to get back on schedule and making up visits that were missed during the flooding

Objective Details

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Failure to increase the number of employers/employees reached and educated; increase in workplace accidents
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Area Employers	*Assist with trainings*	*Business*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.
Legal responsibilities satisfied by Goal:	OSHA Act of 1970
# and description of Strategy the Objective is under:	Strategy 1.1 - Provide educational and technical assistance to businesses on providing health and safety programs for employees.
Objective	
Objective # and Description:	Objective 1.1.2 - Redesign outdated OSHA website and update data content to provide public additonal information in a more easily accessible manner.
Legal responsibilities satisfied by Objective:	OSHA Act of 1970
Public Benefit/Intended Outcome:	Updated website where information can easily be found; public has a better perception of agency.
Agency Programs Associated with Objective	
Program Names:	*OSHA, OSHA Voluntary, POL- Office of Investigations*
Responsible Person	
Name:	Kristina Baker
Number of Months Responsible:	7 months
Position:	Chief of Labor
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Labor
Department or Division Summary:	Division is responsible for the performance of the agency labor programs.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$233,350
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.1.2 - Redesign outdated OSHA website and update data content to provide public additonal information in a more easily accessible manner.
Performance Measure:	Positive customer service satisfaction surveys
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	N/A
2015-16 Minimum Acceptable Results:	Positive customer service satisfaction surveys
2015-16 Target Results:	Positive customer service satisfaction surveys
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	N/A
What are the names and titles of the individuals who chose this as a performance measure?	Kristina L. Baker, Chief of Labor
Why was this performance measure chosen?	The importance of accurate and timely information available for the public
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kristina L. Baker, Chief of Labor
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Wanted to make sure that the target was manageable, attainable and reasonable.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Uneducated public; poor public percerption of agency*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

Objective Details

REVIEWS/AUDITS

Instructions :   Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions :   Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
N/A		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire
Legal responsibilities satisfied by Goal:	Title 41, Chapter 15, Articles 1 and 3; Chapter 71, Subarticles 1, 4, and 5
# and description of Strategy the Objective is under:	Strategy 1.1 - Provide educational and technical assistance to businesses on providing health and safety programs for employees.
Objective	
Objective # and Description:	Objective 1.1.3 - 10% Reduction in citation lapse time.
Legal responsibilities satisfied by Objective:	Title 41, Chapter 15, Articles 1 and 3; Chapter 71, Subarticles 1, 4, and 5
Public Benefit/Intended Outcome:	Ensure that workplace hazards are abated promptly.
Agency Programs Associated with Objective	
Program Names:	OSHA
Responsible Person	
Name:	Kristina L. Baker
Number of Months Responsible:	7 months
Position:	Chief of Labor
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Labor
Department or Division Summary:	Division is responsible for the performance of the agency labor programs
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$552,043
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.1.3 - 10% Reduction in citation lapse time.
Performance Measure:	Yearly incremental decrease (2%) in the citation lapse time
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	51.74 days (Safety); 78.62 days (Health)
2015-16 Minimum Acceptable Results:	50.71 days (Safety); 77.05 days (Health) (2% decrease)
2015-16 Target Results:	49.15 days (Safety); 74.69 days (Health) (5% decrease)
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Yes, Federal OSHA requires SC OSHA to track citation lapse times.
What are the names and titles of the individuals who chose this as a performance measure?	Kristina L. Baker, Chief of Labor
Why was this performance measure chosen?	The focus is on providing employers with the tools they need to provide safe workplaces. The sooner they know of a violation, the sooner they can fix it.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kristina L. Baker, Chief of Labor
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Wanted to make sure that the target was manageable, attainable and reasonable.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Most Potential Negative Impact	*An increase in the number of work related accidents*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Objective Details

Instructions :   Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
N/A		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire
Legal responsibilities satisfied by Goal:	Title 41, Chapter 15, Articles 1 and 3; Chapter 71, Subarticles 1, 4, and 5
# and description of Strategy the Objective is under:	Strategy 1.1 - Provide educational and technical assistance to businesses on providing health and safety programs for employees.
Objective	
Objective # and Description:	Objective 1.1.4 - Initiate inspection of 98% of all formal complaints within 7 days.
Legal responsibilities satisfied by Objective:	Title 41, Chapter 15, Articles 1 and 3; Chapter 71, Subarticles 1, 4, and 5
Public Benefit/Intended Outcome:	Increases the agency's ability to identify potential hazards quicker and have them fixed by employers quicker.
Agency Programs Associated with Objective	
Program Names:	OSHA
Responsible Person	
Name:	Kristina L. Baker
Number of Months Responsible:	7 months
Position:	Chief of Labor
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Labor
Department or Division Summary:	Division is responsible for the performance of the agency labor programs
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$2,208,176
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.1.4 - Initiate inspection of 98% of all formal complaints within 7 days.
Performance Measure:	98 % of formal complaints being investigated within 7 days
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	N/A
2015-16 Minimum Acceptable Results:	98%
2015-16 Target Results:	100%
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Yes, Federal OSHA requires that this is tracked
What are the names and titles of the individuals who chose this as a performance measure?	Kristina L. Baker, Chief of Labor
Why was this performance measure chosen?	The focus is on providing employers with the tools they need to provide safe workplaces. The sooner they know of a violation, the sooner they can fix it.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kristina L. Baker, Chief of Labor
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Wanted to make sure that the target was manageable, attainable and reasonable.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*An increase in the number of work related accidents as a result of unfixed hazards*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

Objective Details

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
N/A		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.
Legal responsibilities satisfied by Goal:	Title 41, Chapter 10; Chapter 71, Article 6
# and description of Strategy the Objective is under:	Strategy 1.2 Improve wage program effectiveness and consistency.
Objective	
Objective # and Description:	Objective 1.2.1 - Update current policies and procedures manual regarding wage investigations and revise current forms and letters to promote consistency and accuracy.
Legal responsibilities satisfied by Objective:	Title 41, Chapter 10; Chapter 71, Article 6
Public Benefit/Intended Outcome:	Outcome equals clarity in processes and procedures for employees which makes them more effective. Updated forms and better written letters gives public good impression of the effectiveness of the program.
Agency Programs Associated with Objective	
Program Names:	Payment of Wages and Child Labor
Responsible Person	
Name:	Kristina Baker
Number of Months Responsible:	7 months
Position:	Chief of Labor
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Labor
Department or Division Summary:	Division is responsible for the performance of the agency labor programs.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$25,500
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Strategy 1.2 Improve wage program effectiveness and consistency.
Performance Measure:	Updated policy and procedure manual placed on LLR website
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	N/A
2015-16 Minimum Acceptable Results:	Updated draft policy and procedure manual
2015-16 Target Results:	Updated policy and procedure manual placed on LLR website
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Kristina L. Baker, Chief of Labor
Why was this performance measure chosen?	The focus is on improving the effectiveness of staff and the overall public perception
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kristina L. Baker, Chief of Labor
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Wanted to make sure that the target was manageable, attainable and reasonable.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Ineffective staff, poor public perception*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

Objective Details

Instructions :   Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions :   Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
N/A		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.
Legal responsibilities satisfied by Goal:	Title 41, Chapter 10; Chapter 71, Article 6
# and description of Strategy the Objective is under:	Strategy 1.2 Improve wage program effectiveness and consistency.
Objective	
Objective # and Description:	Objective 1.2.2 - Research other states' wage/child labor laws to update statute and regulations to take into account the new realities of the modern workplace.
Legal responsibilities satisfied by Objective:	Title 41, Chapter 10; Chapter 71, Article 6
Public Benefit/Intended Outcome:	Outcome equals a more effective program that helps employers and employee navigate the various implications of new societal trends (i.e. new technology)
Agency Programs Associated with Objective	
Program Names:	Payment Wages and Child Labor
Responsible Person	
Name:	Kristina Baker
Number of Months Responsible:	7 months
Position:	Chief of Labor
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Labor
Department or Division Summary:	Division is responsible for the performance of the agency labor programs.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$51,000
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.2.2 - Research other states' wage/child labor laws to update statute and regulations to take into account the new realities of the modern workplace.
Performance Measure:	Draft proposed bill and NOD for regulations
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	More than 1/2 of anticipated research completed
2015-16 Minimum Acceptable Results:	Finish national research
2015-16 Target Results:	Begin drafting legislation
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No.
What are the names and titles of the individuals who chose this as a performance measure?	Kristina L. Baker, Chief of Labor
Why was this performance measure chosen?	The focus is to provide consistency with societal trends effective the payment of wages and child labor issues.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kristina L. Baker, Chief of Labor
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Wanted to make sure that the target was manageable, attainable and reasonable.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Inability to identify and address new societal trends that affect the workplace; poor public perception*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

Objective Details

REVIEWS/AUDITS

Instructions :   Below please list all external or internal reviews, audits, investigations or studies (“Reviews”) of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions :   Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
N/A		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.
Legal responsibilities satisfied by Goal:	Title 41, Chapter 10; Chapter 71, Subarticle 6
# and description of Strategy the Objective is under:	Strategy 1.2 Improve wage program effectiveness and consistency.
Objective	
Objective # and Description:	Objective 1.2.3 - Partner with DEW to obtain federal tax ID numbers to increase collection of wage payment violations by 10%.
Legal responsibilities satisfied by Objective:	Title 41, Chapter 10; Chapter 71, Subarticle 6
Public Benefit/Intended Outcome:	10% increase in collections from employers for violations of the wage payment statute. The employers will be more likely to pay the initial citation if the agency follows up on outstanding balances and the program is perceived by employees as working.
Agency Programs Associated with Objective	
Program Names:	Payment of Wages and Child Labor
Responsible Person	
Name:	Kristina Baker
Number of Months Responsible:	7 months
Position:	Chief of Labor
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Labor
Department or Division Summary:	Division is responsible for the performance of the agency labor programs.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$8,500
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results,” enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - “Agency did not use PM during this year.”
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Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.2.3 - Partner with DEW to obtain federal tax ID numbers to increase collection of wage payment violations by 10%.
Performance Measure:	MOU with DEW in place; 10% increase in number of outstanding fines collected
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	N/A
2015-16 Minimum Acceptable Results:	Obtain MOU; 5% increase in outstanding fines collected
2015-16 Target Results:	Obtain MOU; 10% increase in outstanding fines collected
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No.
What are the names and titles of the individuals who chose this as a performance measure?	Kristina L. Baker, Chief of Labor
Why was this performance measure chosen?	The focus is to increase the collection of outstanding fines so that the public treats the payments of such fines seriously.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kristina L. Baker, Chief of Labor
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Wanted to make sure that the target was manageable, attainable and reasonable.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Poor public perception; seen as ineffective*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

Objective Details

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
DOR	*Collection of outstanding fines*	*State government*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.
Legal responsibilities satisfied by Goal:	SC Code 23-10-10
# and description of Strategy the Objective is under:	Strategy 1.3 - Provide quality, cost-effective fire education and fire sprinkler plan review services.
Objective	
Objective # and Description:	Objective 1.3.1 - Offer additional 45 training classes to firefighters and EMT personnel to train more fire departments and firefighters.
Legal responsibilities satisfied by Objective:	SC Code 23-10-10
Public Benefit/Intended Outcome:	Better trained individually trained firefighters and EMT personnel who are better equiped to serve the public in an emergency.
Agency Programs Associated with Objective	
Program Names:	SC Fire Academy
Responsible Person	
Name:	Bert Polk
Number of Months Responsible:	7 months
Position:	State Fire Marshal
Office Address:	141 Monticello Trail, Columbia, SC 29203
Department or Division:	Fire and Life Safety
Department or Division Summary:	Division is responsible for ensuring compliance with state fire code, including inspections, licensing, permitting, and plan review services provided by engineers. Also responsible for training first responders
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$2,524,290
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
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Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.3.1 - Offer additional 45 training classes to firefighters and EMT personnel to train more fire departments and firefighters.
Performance Measure:	Classes delivered
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	2505
2014-15 Actual Results (as of 6/30/15):	2259
2015-16 Minimum Acceptable Results:	2505
2015-16 Target Results:	2550
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Robert Polk, State Fire Marshal and Ken Kerber, SC Fire Academy Superintendent
Why was this performance measure chosen?	To evaluate program growth.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Increased advertising and developed more programs. Added online delivery system.
What are the names and titles of the individuals who chose the target value for 2015-16?	Robert Polk, State Fire Marshal and Ken Kerber, SC Fire Academy Superintendent
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Growth in student base. Increased delivery capabilities.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Questionable.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Ability to reach was impacted by external influences (flood and other disasters) which reduces our student audience ability to participate in training programs. Canceled programs are being rescheduled as the calendar permits.

POTENTIAL NEGATIVE IMPACT
Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*N/A*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS
Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Objective Details

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Emergency Management Division	*Grant funding for training*	*State*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.
Legal responsibilities satisfied by Goal:	23-10-10, 23-9-10
# and description of Strategy the Objective is under:	Strategy 1.3 - Provide quality, cost-effective fire education and fire sprinkler plan review services.
Objective	
Objective # and Description:	Objective 1.3.2 - Enhance self-service portal options for firefighters.
Legal responsibilities satisfied by Objective:	23-10-10, 23-9-10
Public Benefit/Intended Outcome:	Better service for our customers. Rather than request the records from our FLS division, now firefighters, training officers, fire inspectors and fire chiefs will be able to view and update rosters, view transcripts, enroll in courses, update contact information, submit reports online, etc.
Agency Programs Associated with Objective	
Program Names:	SC Fire Academy, FLS Community Risk Reduction
Responsible Person	
Name:	Bert Polk
Number of Months Responsible:	7 months
Position:	State Fire Marshal
Office Address:	141 Monticello Trail, Columbia, SC 29203
Department or Division:	Fire and Life Safety
Department or Division Summary:	Division is responsible for ensuring compliance with state fire code, including inspections, licensing, permitting, and plan review services provided by engineers. Also responsible for training first responders
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$2,524,290
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.3.2 - Enhance self-service portal options for firefighters.
Performance Measure:	Number of users on Fire Portal
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	7500
2014-15 Actual Results (as of 6/30/15):	5100
2015-16 Minimum Acceptable Results:	7500
2015-16 Target Results:	7500
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Robert Polk, State Fire Marshal
Why was this performance measure chosen?	To evaluate program growth
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Advertising availability of Fire Portal using social media. Personal presentation
What are the names and titles of the individuals who chose the target value for 2015-16?	Robert Polk, State Fire Marshal
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	With the addition of 400 new users a month, the 2015-16 is a reachable goal.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT
Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Firefighters will not be able to access information in an easy and efficient manner.*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

Objective Details

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC Firefighters' Association	*Social media, presentations*	*Association*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.	
Legal responsibilities satisfied by Goal:	23-10-10	
# and description of Strategy the Objective is under:	Strategy 1.3 - Provide quality, cost-effective fire education and fire sprinkler plan review services.	
Objective		
Objective # and Description:	Objective 1.3.3 - Develop improvement plan for Fire Academy infrastructure to insure continuous service and sustainability.	
Legal responsibilities satisfied by Objective:	23-10-10	
Public Benefit/Intended Outcome:	The result is firefighters and other first responders who attend training classes at the Academy and who stay in the dorms, have updated training facilities and dormitories.	
Agency Programs Associated with Objective		
Program Names:	Fire Academy, Community Risk Reduction, and Emergency Response Task Force.	
Responsible Person		
Name:	Bert Polk	
Number of Months Responsible:	7 months	
Position:	State Fire Marshal	
Office Address:	141 Monticello Trail, Columbia, SC 29203	
Department or Division:	Fire and Life Safety	
Department or Division Summary:	Division is responsible for ensuring compliance with state fire code, including inspections, licensing, permitting, and plan review services provided by engineers. Also responsible for training first responders.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$5,048,585	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	
PERFORMANCE MEASURES		

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.3.3 - Develop improvement plan for Fire Academy infrastructure to insure continuous service and sustainability.
Performance Measure:	Completion of task
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	N/A
2015-16 Minimum Acceptable Results:	Completion of task
2015-16 Target Results:	Completion of task
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Robert Polk, State Fire Marshal
Why was this performance measure chosen?	To determine future capital improvement projects and routine infrastructure maintenance
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Robert Polk, State Fire Marshal
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Historical analysis of maintenance needed vs maintenance performed and the apparent deterioration of various infrastructure components
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Questionable
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Securing services of needed professionals and internal staffing issues.

POTENTIAL NEGATIVE IMPACT

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Most Potential Negative Impact	*Unanticipated repair/maintenance costs resulting in loss of facility use*
Level Requires Outside Help	*None*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

Objective Details

Instructions :   Below please list all external or internal reviews, audits, investigations or studies (“Reviews”) of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions :   Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
N/A		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.
Legal responsibilities satisfied by Goal:	40-10-260(C)(3)(4)
# and description of Strategy the Objective is under:	Strategy 1.3 - Provide quality, cost-effective fire education and fire sprinkler plan review services.
Objective	
Objective # and Description:	Objective 1.3.4 -Reduce engineering fire sprinkler plan review turn around time to less than ten days.
Legal responsibilities satisfied by Objective:	40-10-260(C)(3)(4)
Public Benefit/Intended Outcome:	Fire Sprinkler Contractors will receive quicker feedback regarding changes needed to engineering plans and/or faster initial approval, meaning less time and money spent by Fire Sprinkler Contractors for project delays.
Agency Programs Associated with Objective	
Program Names:	Fire Code Engineer Reviews
Responsible Person	
Name:	Bert Polk
Number of Months Responsible:	7 months
Position:	State Fire Marshal
Office Address:	141 Monticello Trail, Columbia, SC 29203
Department or Division:	Fire and Life Safety
Department or Division Summary:	Division is responsible for ensuring compliance with state fire code, including inspections, licensing, permitting, and plan review services provided by engineers. Also responsible for training first responders.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$400,000
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.3.4 -Reduce engineering fire sprinkler plan review turn around time to less than ten days.
Performance Measure:	The amount of days it takes to turn around the plans.
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	8-12 days
2014-15 Target Results:	10 days (average)
2014-15 Actual Results (as of 6/30/15):	9 days (average)
2015-16 Minimum Acceptable Results:	10 days (average)
2015-16 Target Results:	Less than 10 days (average)
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Robert Polk, State Fire Marshal
Why was this performance measure chosen?	Determine timeliness of process and to ensure meeting customer needs
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Robert Polk, State Fire Marshal
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The volume of work and industry expectations
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT
Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Customer complaints and potential job site interruptions*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

Objective Details

Instructions :   Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions :   Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.	
Legal responsibilities satisfied by Goal:	Title 41, Chapter 18 (41-18-10 to 41-18-360), Chapter 71, Article 4 (71-4000 to 71-4950)	
# and description of Strategy the Objective is under:	Strategy 1.4 - Enhance Amusement Ride program to ensure public and worker safety.	
Objective		
Objective # and Description:	Objective: 1.4.1 - Implement electronic audit tracking system and online complaint form.	
Legal responsibilities satisfied by Objective:	Title 41, Chapter 18 (41-18-10 to 41-18-360), Chapter 71, Article 4 (71-4000 to 71-4950)	
Public Benefit/Intended Outcome:	Online complaint form will make it easier for the public to file complaints regarding elevators and amusement rides. The audit tracker will make it easier for supervisors to oversee special inspectors' inspections to ensure they are providing the public with satsifactory inspections on elevators and amusement rides.	
Agency Programs Associated with Objective		
Program Names:	Administration,(Office of Information Services), Office of Elevators and Amusement Rides	
Responsible Person		
Name:	Jim Knight	
Number of Months Responsible:	7 months	
Position:	Assistant Deputy Director	
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329	
Department or Division:	Labor	
Department or Division Summary:	Division is responsible for the performance of the agency labor programs.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$100,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective: 1.4.1 - Implement electronic audit tracking system and online complaint form.
Performance Measure:	Completion of the audit tracker and online complaint form.
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	N/A
2015-16 Minimum Acceptable Results:	Completion of the audit tracker and online complaint form.
2015-16 Target Results:	Completion of the audit tracker and online complaint form.
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Duane Scott, Program Administrator
Why was this performance measure chosen?	Completion of the objective is the peformance measure.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a
What are the names and titles of the individuals who chose the target value for 2015-16?	Melina Mann, General Counsel
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	How to accomplish the objective.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Less efficient.*
Level Requires Outside Help	*n/a*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

Objective Details

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

Objective Details

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Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.
Legal responsibilities satisfied by Goal:	Title 41, Chapter 18; Chapter 71, Article 4
# and description of Strategy the Objective is under:	Strategy 1.4 - Enhance Amusement Ride program to ensure public and worker safety.
Objective	Title 41, Chapter 18; Chapter 71, Article 4
Objective # and Description:	Objective 1.4.2 - Partner with OSHA to offer safety training for amusement ride workers.
Legal responsibilities satisfied by Objective:	
Public Benefit/Intended Outcome:	Amusement ride workers will be knowledgeable regarding potential hazards in the workplace and the end goal will be less accidents in the workplace.
Agency Programs Associated with Objective	
Program Names:	OSHA, OSHA Voluntary, and Office of Elevators and Amusement Rides
Responsible Person	
Name:	Kristina L. Baker
Number of Months Responsible:	7 months
Position:	Chief of Labor
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Labor
Department or Division Summary:	Division is responsible for the performance of the agency labor programs.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$432,181
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.4.2 - Partner with OSHA to offer safety training for amusement ride workers.
Performance Measure:	Having safety training program in place for amusement ride employees
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	N/A
2015-16 Minimum Acceptable Results:	Develop safety training program for amusement ride employees
2015-16 Target Results:	Begin pilot training program for amusement ride employees
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No.
What are the names and titles of the individuals who chose this as a performance measure?	Kristina L. Baker, Chief of Labor
Why was this performance measure chosen?	The focus is on promoting safety among amusement ride employees.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kristina L. Baker, Chief of Labor
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Wanted to make sure that the target was manageable, attainable and reasonable.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Increased accidents among amusement ride workers*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Objective Details

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
N/A		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote public safety through education and dissemination of information regarding labor and fire safety programs.
Legal responsibilities satisfied by Goal:	Title 41, Chapter 18; Chapter 71, Article 4
# and description of Strategy the Objective is under:	Strategy 1.4 - Enhance Amusement Ride program to ensure public and worker safety.
Objective	Title 41, Chapter 18; Chapter 71, Article 4
Objective # and Description:	Objective 1.4.3 - Create electronic central database for all amusement rides in the state that is searchable by the public.
Legal responsibilities satisfied by Objective:	Title 41, Chapter 18; Chapter 71, Article 4
Public Benefit/Intended Outcome:	The public will be informed about the state's amusement rides and/or parks.
Agency Programs Associated with Objective	
Program Names:	Office of Elevators and Amusement Ride, Administration
Responsible Person	
Name:	Jim Knight
Number of Months Responsible:	ongoing responsibility
Position:	Deputy Director
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Labor
Department or Division Summary:	Division is responsible for the performance of the agency labor programs.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$216,091
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.4.3 - Create electronic central database for all amusement rides in the state that is searchable by the public.
Performance Measure:	Having a searchable public electronic database set up for amusement rides
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	N/A
2015-16 Minimum Acceptable Results:	Begin tracking necessary information needed for database
2015-16 Target Results:	Begin setting up the searchable public database
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No.
What are the names and titles of the individuals who chose this as a performance measure?	Jim Knight, Deputy Director
Why was this performance measure chosen?	The focus is on the public's access to information about amusement rides.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Jim Knight, Deputy Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Wanted to make sure that the target was manageable, attainable and reasonable.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Poor public perception and less information for the public.*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Objective Details

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
N/A		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 2 - Ensure professional and occupational boards are operating efficiently.
Legal responsibilities satisfied by Goal:	SC Code 40-1-180, 40-1-170, 40-1-90
# and description of Strategy the Objective is under:	Strategy 2.1 - Enhance website service options for licensees and board members.
Objective	
Objective # and Description:	Objective 2.1.1 - Develop online payment system for disciplined licensees to pay board fines.
Legal responsibilities satisfied by Objective:	SC Code 40-1-180, 40-1-170, 40-1-90
Public Benefit/Intended Outcome:	The end result is that quicker resolution for licensees who are able to pay fines directly online. Also, the online payment automatically is linked to the licensing credential and therefore, is more efficient because agency employees will no longer have to manually input payment into a database.
Agency Programs Associated with Objective	
Program Names:	Professional Occupational and Professional Licensing - Office of Board Services, Administration
Responsible Person	
Name:	Dean Grigg
Number of Months Responsible:	7 months
Position:	Deputy Director of Professional and Occupational Licensing
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Professional and Occupational Licensing
Department or Division Summary:	Division is responsible for all administrative, investigative, licensing, and disciplinary functions for over forty occupational and professional licensing boards.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$3,651,100
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 2.1.1 - Develop online payment system for disciplined licensees to pay board fines.
Performance Measure:	Accomplishment of Task
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	n/a
2014-15 Target Results:	n/a
2014-15 Actual Results (as of 6/30/15):	n/a
2015-16 Minimum Acceptable Results:	n/a
2015-16 Target Results:	41
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	n/a
What are the names and titles of the individuals who chose this as a performance measure?	Dean Grigg Deputy Directory- POL
Why was this performance measure chosen?	To make payment of fines more efficient for licensees.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a
What are the names and titles of the individuals who chose the target value for 2015-16?	Dean Grigg Deputy Directory- POL
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	n/a
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*lack of convenience in making payment; time consumption*
Level Requires Outside Help	*n/a*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

Objective Details

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Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
n/a	*n/a*	*n/a*	*n/a*
n/a	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
n/a	*n/a*	*n/a*
n/a	n/a	*n/a*

Objective Details

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Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 2 - Ensure professional and occupational boards are operating efficiently.
Legal responsibilities satisfied by Goal:	SC code 40-1-60, 40-1-70, 40-1-90
# and description of Strategy the Objective is under:	Strategy 2.1 - Enhance website service options for licensees and board members.
Objective	
Objective # and Description:	Objective 2.1.2 - Enhance Board Member Portal to have all board meeeting materials available online.
Legal responsibilities satisfied by Objective:	SC code 40-1-60, 40-1-70, 40-1-90
Public Benefit/Intended Outcome:	The end result is less time spent by staff copying, less paper and mailing costs, which leads to more public savings. Easier access to information by board members.
Agency Programs Associated with Objective	
Program Names:	Professiona and Occupational Licensing -Office of Board Services, Administration
Responsible Person	
Name:	Dean Grigg
Number of Months Responsible:	7 months
Position:	Deputy Director of Professional and Occupational Licensing
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Professional and Occupational Licensing
Department or Division Summary:	Division is responsible for all administrative, investigative, licensing, and disciplinary functions for over forty occupational and professional licensing boards.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$200,000
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

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Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 2.1.2 - Enhance Board Member Portal to have all board meeeting materials available online.
Performance Measure:	41
Type of Measure:	output
Results	
2013-14 Actual Results (as of 6/30/14):	n/a
2014-15 Target Results:	29
2014-15 Actual Results (as of 6/30/15):	29
2015-16 Minimum Acceptable Results:	41
2015-16 Target Results:	41
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	n/a
What are the names and titles of the individuals who chose this as a performance measure?	Dean Grigg- POL
Why was this performance measure chosen?	Improve services to board members and insure the security of information.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a
What are the names and titles of the individuals who chose the target value for 2015-16?	Dean Grigg- POL
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Need to increase security of information and reduce agency costs.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT

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Most Potential Negative Impact	*none*
Level Requires Outside Help	*n/a*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

Objective Details

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Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
n/a	*n/a*	*n/a*	*n/a*
n/a	*n/a*	*n/a*	*n/a*

PARTNERS

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Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
n/a	*n/a*	*n/a*
n/a	n/a	*n/a*

Objective Details

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Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 2 - Ensure professional and occupational boards are operating efficiently.
Legal responsibilities satisfied by Goal:	SC code 40-1-60, 40-1-70, 40-1-90, 30-4-10-30-4-165
# and description of Strategy the Objective is under:	Strategy 2.2 -Enhance trust and communications with boards and commissions administered by the agency.
Objective	
Objective # and Description:	Objective 2.3.2- Create quarterly eblast apprising board members of agency news and changes in law in FY2015-16.
Legal responsibilities satisfied by Objective:	SC code 40-1-60, 40-1-70, 40-1-90, 30-4-10-30-4-165
Public Benefit/Intended Outcome:	Outcome equals more knowlegable and engaged board members who are aware of changes in the law and agency news
Agency Programs Associated with Objective	
Program Names:	Office of Communications and Government Affairs in conjunction with the Office of Board Services and the
Responsible Person	
Name:	Holly Beeson
Number of Months Responsible:	7 months
Position:	Counsel to the Office of Communications and Govermental Affairs
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Director's Office
Department or Division Summary:	Responsible for overseeing the entire agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$10,060
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

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1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
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4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 2.3.2- Create quarterly eblast apprising board members of agency news and changes in law in FY2015-16.
Performance Measure:	Number of e-blast sents per year.
Type of Measure:	Outcome measure.
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	N/A
2015-16 Minimum Acceptable Results:	4
2015-16 Target Results:	4
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Melina Mann, General Counsel
Why was this performance measure chosen?	To better inform and educate board members regarding changes in the law and agency news.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Melina Mann, General Counsel
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Quarterly e-blasts provides the agency time to produce a quality product that is informative and educational for the reader-base, the board members.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Board members would go uninformed of changes in the law and agency news.*
Level Requires Outside Help	*No outside help*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*No need to inform the General Assembly*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

Objective Details

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

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N/A			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
N/A		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 3 -Improve service to customers through timely licensing and discipline of licensees.
Legal responsibilities satisfied by Goal:	40-1-50(F); 40-1-70
# and description of Strategy the Objective is under:	Strategy 3.1.1 - Ensure individuals who meet required education and skills are quickly licensed.
Objective	
Objective # and Description:	Objective 3.1.1 - Review current licensure turnaround time and outline actions needed to reduce electronic and paper submission process time.
Legal responsibilities satisfied by Objective:	40-1-50(F); 40-1-70
Public Benefit/Intended Outcome:	Outcome equals faster licensure for qualified individuals, meaning quicker entry into the job market.
Agency Programs Associated with Objective	
Program Names:	Professional and Occupational Licensing -Office of Board Services, Administration
Responsible Person	
Name:	Dean Grigg
Number of Months Responsible:	7 months
Position:	Deputy Director of Professional and Occupational Licensing
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Professional and Occupational Licensing
Department or Division Summary:	Division is responsible for all administrative, investigative, licensing, and disciplinary functions for over forty occupational and professional licensing boards.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$250,000
Total Actually Spent:	*Agency will provide next year*
PERFORMANCE MEASURES	

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.1.1 - Review current licensure turnaround time and outline actions needed to reduce electronic and paper submission process time.
Performance Measure:	7- 10 days online, 2-5 days paper
Type of Measure:	output
Results	
2013-14 Actual Results (as of 6/30/14):	n/a
2014-15 Target Results:	11 days online, 7 days paper
2014-15 Actual Results (as of 6/30/15):	8 days online, 4 days paper
2015-16 Minimum Acceptable Results:	8 days online, 4 days paper
2015-16 Target Results:	7-10 days online, 2-5 days paper
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	n/a
What are the names and titles of the individuals who chose this as a performance measure?	Dean Grigg- Deputy Director- POL
Why was this performance measure chosen?	Reduce the time it takes for an applicant to receive license
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a
What are the names and titles of the individuals who chose the target value for 2015-16?	Dean Grigg- Deputy Director- POL
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Reduce the time it takes for an applicant to receive license
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*none*
Level Requires Outside Help	*n/a*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

Objective Details

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
n/a	*n/a*	*n/a*	*n/a*
n/a	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
n/a	*n/a*	*n/a*
n/a	n/a	*n/a*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 3 -Improve service to customers through timely licensing and discipline of licensees.
Legal responsibilities satisfied by Goal:	40-1-50, 40-1-80, 40-1-90, 40-1-110
# and description of Strategy the Objective is under:	Strategy 3.1.1 - Ensure individuals who meet required education and skills are quickly licensed.
Objective	
Objective # and Description:	Objective 3.1.2 - Create cycle times to increase the speed at which disciplinary cases are resolved.
Legal responsibilities satisfied by Objective:	40-1-50, 40-1-80, 40-1-90, 40-1-110
Public Benefit/Intended Outcome:	Outcome equals speedier resoltuion of cases which protects the public by removing or disciplining publically licensees who have committed misconduct.
Agency Programs Associated with Objective	
Program Names:	Office of Disciplinary Counsel
Responsible Person	
Name:	Pat Hanks
Number of Months Responsible:	7 months
Position:	Disciplinary Counsel
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Legal Services
Department or Division Summary:	Division is responsible for legal services to agency and LLR boards and commissions, and prosecutes disciplinary cases against licensees.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$508,981
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.1.2 - Create cycle times to increase the speed at which disciplinary cases are resolved.
Performance Measure:	Creation of cycle times for average length of time to resolve a disciplinary case by board type. The next fiscal year the attorneys will try to resolve cases within the guidelines.
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	n/a
2014-15 Target Results:	n/a
2014-15 Actual Results (as of 6/30/15):	n/a
2015-16 Minimum Acceptable Results:	Creation of cycle times
2015-16 Target Results:	Creation of cycle times
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No.
What are the names and titles of the individuals who chose this as a performance measure?	Melina Mann, General Counsel
Why was this performance measure chosen?	The performance measure is the accomplishment of the goal.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Melina Mann, General Counsel
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	N/A
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT
Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not

Most Potential Negative Impact	*Cases take longer to resolve.*
Level Requires Outside Help	*None*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*None*
3 General Assembly Options	*n/a*

Objective Details

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

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Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 3 -Improve service to customers through timely licensing and discipline of licensees.
Legal responsibilities satisfied by Goal:	SC Code 40-1-50 (F), 40-1-70
# and description of Strategy the Objective is under:	Strategy 3.1.1 - Ensure individuals who meet required education and skills are quickly licensed.
Objective	
Objective # and Description:	Objective 3.1.3 - Develop additional 129 online initial applications for POL boards. There are 494 total applications offered by LLR boards and the goal is to have all applications online by 2018
Legal responsibilities satisfied by Objective:	SC Code 40-1-50 (F), 40-1-70
Public Benefit/Intended Outcome:	Output equals initial appications to be available online, outcome is that it is easier for the citizens of South Carolina to get a license.
Agency Programs Associated with Objective	
Program Names:	Occupational and Professional Licensing -Office of Board Services, Administration
Responsible Person	
Name:	Matt Faile
Number of Months Responsible:	7 months
Position:	Chief Information Officer
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$508,978
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
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3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results,” enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - “Agency did not use PM during this year.”
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.1.3 - Develop additional 129 online initial applications for POL boards. There are 494 total applications offered by LLR boards and the goal is to have all applications online by 2018.
Performance Measure:	# of applicable initial applications available online
Type of Measure:	Outcome Measure
Results	
2013-14 Actual Results (as of 6/30/14):	50
2014-15 Target Results:	50
2014-15 Actual Results (as of 6/30/15):	82
2015-16 Minimum Acceptable Results:	116
2015-16 Target Results:	232
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Matt Faile - Chief Information Officer
Why was this performance measure chosen?	Accurate measure of completion
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Dedicated FTE to the objective
What are the names and titles of the individuals who chose the target value for 2015-16?	Matt Faile - Chief Information Officer
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Reviewed available credential types to see if type could be done online.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Agency has dedicated an FTE to the objective

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Initial applicants would continue to use paper application.*
Level Requires Outside Help	*No*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*No*
3 General Assembly Options	*None*

REVIEWS/AUDITS

Objective Details

Instructions :   Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions :   Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 3 -Improve service to customers through timely licensing and discipline of licensees.
Legal responsibilities satisfied by Goal:	40-1-50(B), (C)
# and description of Strategy the Objective is under:	Strategy 3.3 - Implement a strategy to assist businesses and employers review employee licensee status.
Objective	
Objective # and Description:	Objective 3.2. Create the ability for businesses to bulk verify employees' licensing credentials by 2018.
Legal responsibilities satisfied by Objective:	40-1-50(B), (C)
Public Benefit/Intended Outcome:	Output equals the ability for employer's to automatically bulk verify an employee's license each day. This would make it easy and less time consuming (some medical employers verify licenses mannualy each day) for employers to be able to have current license of status of employees
Agency Programs Associated with Objective	
Program Names:	Occupational and Professional Licensing -Office of Board Services
Responsible Person	
Name:	Matt Faile
Number of Months Responsible:	7
Position:	Chief Information Officer
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.2. Create the ability for businesses to bulk verify employees' licensing credentials by 2018.
Performance Measure:	Outcome Measure
Type of Measure:	Ability Available Online : Yes or No
Results	
2013-14 Actual Results (as of 6/30/14):	None
2014-15 Target Results:	None
2014-15 Actual Results (as of 6/30/15):	None
2015-16 Minimum Acceptable Results:	None
2015-16 Target Results:	None
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Matt Faile - Chief Information Officer
Why was this performance measure chosen?	To indicate completion of the objective
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	None
What are the names and titles of the individuals who chose the target value for 2015-16?	Matt Faile - Chief Information Officer
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The target date is not in this range
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	There is no target date set for 2015-16 due to upgrades in the system being made that will lead to this ability, and because this objective involves steps.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Planning to add resources by the target date to accomplish the objective.

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Licenses will still be veriable online but not in bulk.*
Level Requires Outside Help	*No*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*No*
3 General Assembly Options	*None*

REVIEWS/AUDITS

Objective Details

Instructions :   Below please list all external or internal reviews, audits, investigations or studies (“Reviews”) of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions :   Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 4 - Protect customer information through enhancements to cyber systems and building improvements.
Legal responsibilities satisfied by Goal:	SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118
# and description of Strategy the Objective is under:	4.1.1 Strategy - Modify and implement agency continuity policies to ensure protection of data.
Objective	
Objective # and Description:	Objective 4.1.1 - Implement revised business continuity plan in FY15-16.
Legal responsibilities satisfied by Objective:	SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118
Public Benefit/Intended Outcome:	Outcome is that the agency is prepared of an emergency and has a plan in place to continue to deliver services.
Agency Programs Associated with Objective	
Program Names:	Occupational and Professional Licensing - Office of Board Services and Office of Investigattions and Enforcement, Office of Disciplinary Counsel, Office of Advice Counsel, OSHA, Elevators and Amusement Rides, Payment of Wages and Child Labor, Immigration, Fire Safety Inspection and Code
Responsible Person	
Name:	Melina Mann
Number of Months Responsible:	7 months
Position:	General Counsel
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Legal Services
Department or Division Summary:	Division is responsible for legal services to agency and LLR boards and commissions, and prosecutes disciplinary cases against licensees.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$254,490
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 4.1.1 - Implement revised business continuity in FY15-16.
Performance Measure:	The completition of the plan.
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	N/A
2015-16 Minimum Acceptable Results:	Business Continuity Plan
2015-16 Target Results:	Business Continuity Plan
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Melina Mann, General Counsel
Why was this performance measure chosen?	The performance measure is completion of the objective.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Melina Mann, General Counsel
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	In order to accomplish the goals set forth by the Department of Administration, the agency needed to have a Business Continuity Plan in
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*The agency would be unprepared if an event occurred that led to a disruption in services.*
Level Requires Outside Help	*None*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*None*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

Objective Details

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 4 - Protect customer information through enhancements to cyber systems and building improvements.
Legal responsibilities satisfied by Goal:	SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118
# and description of Strategy the Objective is under:	4.1.1 Strategy - Modify and implement agency continuity policies to ensure protection of data.
Objective	
Objective # and Description:	Objective 4.1.2 -Upgrade enterprise storage subsystems at Kingstree location and disaster recovery site.
Legal responsibilities satisfied by Objective:	SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118
Public Benefit/Intended Outcome:	Outcome is a higher availability of agency systems in case of a disaster leading to more services for customers.
Agency Programs Associated with Objective	
Program Names:	All Agency Program Areas
Responsible Person	
Name:	7 months
Number of Months Responsible:	7 months
Position:	Chief Information Officer
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$254,490
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 4.1.2 -Upgrade enterprise storage subsystems at Kingstree location and disaster recovery site.
Performance Measure:	% of subsystems upgraded at Production and Disaster Recovery locations
Type of Measure:	Outcome Measure
Results	
2013-14 Actual Results (as of 6/30/14):	0%
2014-15 Target Results:	0%
2014-15 Actual Results (as of 6/30/15):	100%
2015-16 Minimum Acceptable Results:	100%
2015-16 Target Results:	100%
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Matt Faile - Chief Information Officer
Why was this performance measure chosen?	To indicate the percentage of completed upgrades
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Internal budgeting for the purchase of upgrades
What are the names and titles of the individuals who chose the target value for 2015-16?	Matt Faile - Chief Information Officer
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The Agency Business Continuity objectives were considered and it was determined that 100% completion was needed to meet the objectives.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Agency information systems would be unavailable if primary location impacted or out of space not allowing customers to perform essential online functions.*
Level Requires Outside Help	*No*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*No*
3 General Assembly Options	*None*

REVIEWS/AUDITS

Objective Details

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
EMC	*Procuring equipment associated with objective.*	*No*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 4 - Protect customer information through enhancements to cyber systems and building improvements.
Legal responsibilities satisfied by Goal:	SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118
# and description of Strategy the Objective is under:	Strategy 4.2 - Implement building security plan.
Objective	
Objective # and Description:	Objective 4.2.1 - install physical upgrades to ensure no public access to building without proper authorization.
Legal responsibilities satisfied by Objective:	SC Code 30-2-10 to 340, 40-1-50 (B)(C),40-1-70, Proviso 117.118
Public Benefit/Intended Outcome:	Outcome is that public access is restricted and the customer perception is that our agency takes security seriously.
Agency Programs Associated with Objective	
Program Names:	All program areas
Responsible Person	
Name:	Matt Faile
Number of Months Responsible:	7 months
Position:	Chief Information Officer
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$254,490
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
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Types of Performance Measures:
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Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 4.2.1 - install physical upgrades to ensure no public access to building without proper authorization.	
Performance Measure:	% of Publicly Accessible Doors Secured	
Type of Measure:	Outcome Measure	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	100	
2015-16 Minimum Acceptable Results:	100	
2015-16 Target Results:	100	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Matt Faile - Chief Information Officer	
Why was this performance measure chosen?	To indicate the percentage of completed upgrades	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Matt Faile - Chief Information Officer	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	N/A	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Agency customers able to enter unsecured doors and access staff-only areas*
Level Requires Outside Help	*No*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*No*
3 General Assembly Options	*None*

REVIEWS/AUDITS

Objective Details

Instructions :   Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions :   Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 5 - Improve innovation and employee performance through recruitment, retention, and training initiatives.
Legal responsibilities satisfied by Goal:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
# and description of Strategy the Objective is under:	Strategy 5.1 - Educate and train employees on core job functions.
Objective	
Objective # and Description:	Objective 5.1.1 - Maintain 100% compliance rate for customer service training for all board employees.
Legal responsibilities satisfied by Objective:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
Public Benefit/Intended Outcome:	Due to the sensitivity of addressing issues and needs of LLR's licensed public constiuency, it is essential that Board staff exhibit exemplary customer service by being courteous, timely, and considerate of each individual's concerns and needs as it affects the individual's career and livlihood.
Agency Programs Associated with Objective	
Program Names:	POL - Office of Board Services, Administration
Responsible Person	
Name:	Farrar Stewart
Number of Months Responsible:	7 Months
Position:	Deputy Director of Administration
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$254,490

Objective Details

Total Actually Spent:	Agency will provide next year

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 5.1.1 - Maintain 100% compliance rate for customer service training for all board employees.
Performance Measure:	Outcome
Type of Measure:	% of training completion, tracking of timliness of licensee issue resolution, & positive customer service survey responses - 100% training completion of Board staff, both current incumbents and new hires
Results	
2013-14 Actual Results (as of 6/30/14):	not applicable
2014-15 Target Results:	100% completion
2014-15 Actual Results (as of 6/30/15):	Approximately 58%
2015-16 Minimum Acceptable Results:	90%
2015-16 Target Results:	Will report at the conclusion of FY16
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	not applicable
What are the names and titles of the individuals who chose this as a performance measure?	Farrar Stewart - Deputy Director of Administration and HR Operations
Why was this performance measure chosen?	This measure was chosen to improve customer service survey result scores and take a proactive approach/response to mitigate customer compliants.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The Agency has added Customer Service Training as a consistent Agency curriculum component for the last 2 years and presents a minimum of 3 different dates/sessions per year in order to accommodate existing Board staff (refreshers) as well as new employees (orientation).
What are the names and titles of the individuals who chose the target value for 2015-16?	Farrar Stewart - Deputy Director of Administration and HR Operations
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Due to the sensitivity of addressing issues and needs of LLR's licensed public constituency, it was determined that 100% was necessary for customer service training

Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	not applicable

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*The agency provides substandard customer service to the state's licensees and citizens.*
Level Requires Outside Help	*None at this time*
Outside Help to Request	*No*
Level Requires Inform General Assembly	*None*
3 General Assembly Options	*No*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Internal Monthly Audits of RELEAS Customer Surveys	*Internal Policy - Director Monthly Status Reports*	*Director of Communications within the Agency Collects the Data from Board staff*	*On-going monthly audit*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Not applicable at this time		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 5 - Improve innovation and employee performance through recruitment, retention, and training initiatives.
Legal responsibilities satisfied by Goal:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
# and description of Strategy the Objective is under:	Strategy 5.1 - Educate and train employees on core job functions.
Objective	
Objective # and Description:	Objective 5.1.2 - Achieve 100% compliance rate for budget and procurement training for supervisors.
Legal responsibilities satisfied by Objective:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
Public Benefit/Intended Outcome:	Ensure that the Agency's management is aware of their responsibility to the citizens of South Carolina in being fiscally accountable relative to spending in order to execute Agency operations in an legal, fiscally responsible manner.
Agency Programs Associated with Objective	
Program Names:	LLR Manager Orientation - Quarterly "new manager" curriculum to include Finance & Budget, State Procurement, and Human Resources.
Responsible Person	
Name:	Farrar Stewart
Number of Months Responsible:	Sessions are conducted Quarterly throughout the year.
Position:	Deputy Director of Administration
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$254,490
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 5.1.2 - Achieve 100% compliance rate for budget and procurement training for supervisors.
Performance Measure:	Outcome
Type of Measure:	% of training completion and increased adherence and compliance with federal and state budget and procurement laws and regulations - 100% training completion of supervisors
Results	
2013-14 Actual Results (as of 6/30/14):	not applicable
2014-15 Target Results:	100% completion
2014-15 Actual Results (as of 6/30/15):	93%
2015-16 Minimum Acceptable Results:	90%
2015-16 Target Results:	Will report at the conclusion of FY16
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	not applicable
What are the names and titles of the individuals who chose this as a performance measure?	Farrar Stewart - Deputy Director of Administration and HR Operations
Why was this performance measure chosen?	This measure was chosen to proactively educate managers on budget and procurement issues and to improve compliance with federal and state budget and procurement laws and regulations.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The Agency has added budget and procurement training for all managers as a consistent Agency curriculum component for the last year and presents a minimum of 3 different dates/sessions per year in order to accommodate newly hired or promoted managers.
What are the names and titles of the individuals who chose the target value for 2015-16?	Farrar Stewart - Deputy Director of Administration and HR Operations
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Due to the importance of following federal and state budget and procurement laws and guidelines, it was determined that 100% was necessary for budget and procurement training for supervisors.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	not applicable

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*The agency improperly executes financial and procurement transactions and fails to adhere and comply with federal and state budget and procurement laws. and regulations.*
Level Requires Outside Help	*None at this time*
Outside Help to Request	*No*
Level Requires Inform General Assembly	*None*
3 General Assembly Options	*No*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Review and continuing compliance with state and federal guidelines and laws pertaining to governmental	*External annual audits by the SC State Fiscal Accountability Authority*	*SC State Fiscal Accountability Authority - State Government Entity, separate state agency*	*Annually*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Not applicable		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 5 - Improve innovation and employee performance through recruitment, retention, and training initiatives.
Legal responsibilities satisfied by Goal:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
# and description of Strategy the Objective is under:	Strategy 5.2 - Attract, develop, and retain qualified employees through training and communication.
Objective	
Objective # and Description:	Objective 5.2.1 - Develop successful management training curriculum and offer monthly classes to supervisors.
Legal responsibilities satisfied by Objective:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
Public Benefit/Intended Outcome:	Employment law compliance mitigates risk for the Agency relative to discrimination claims and lawsuits, which may result in a financial impact to the Agency.
Agency Programs Associated with Objective	
Program Names:	Administration
Responsible Person	
Name:	Farrar Stewart
Number of Months Responsible:	7 months
Position:	Deputy Director of Administration
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$508,978
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results,” enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - “Agency did not use PM during this year.”
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Strategy 5.2 - Attract, develop, and retain qualified employees through training and communication.
Performance Measure:	Outcome - 100% training completion of newly hired employees attending orientation and 100% for newly hired or promoted managers attending manager orientation
Type of Measure:	% of training completion for new hires and new managers which will improve operations and reduce employee turnover
Results	
2013-14 Actual Results (as of 6/30/14):	not applicable
2014-15 Target Results:	100% completion
2014-15 Actual Results (as of 6/30/15):	94% completion, to date as of 1/1/16 100% completion
2015-16 Minimum Acceptable Results:	100%
2015-16 Target Results:	Will report at the conclusion of FY16
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Code of Conduct Compliance training for new hires (which is included in the Agency's New Hire Orientation) is required to be tracked and submitted to the Department of Administration, State Human Resources Department.
What are the names and titles of the individuals who chose this as a performance measure?	Farrar Stewart - Deputy Director of Administration and HR Operations
Why was this performance measure chosen?	This measure was chosen to proactively train managers to be successful leaders which will then help stimulate agency retention of employees, as well as productivity.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	All newly hired employees complete new hire orientation. All newly hired or
What are the names and titles of the individuals who chose the target value for 2015-16?	Farrar Stewart - Deputy Director of Administration and HR Operations
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Due to the cost associated with hiring and training replacement employees, and particularly managers, measures were put in place to train and retain qualified managers which increases agency productivity and efficiency, promotes employee engagement and retention, and provides superior customer service to the state's licensees and citizens.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	not applicable

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*If the agency fails to develop and/or train qualified managers, the result will be higher turnover rates, low agency morale, poor service to South Carolina citizens and and the potential for lawsuits.*
Level Requires Outside Help	*None at this time*
Outside Help to Request	*No*
Level Requires Inform General Assembly	*None*
3 General Assembly Options	*No*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Employee Relations Trends and Turnover Metrics	*Internal review*	*Internal Review by HR Director and Deputy Director of Administration & HR Operations along with oversight by the Agency Director*	*On-going and continuous*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Not applicable at this time		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 5 - Improve innovation and employee performance through recruitment, retention, and training initiatives.
Legal responsibilities satisfied by Goal:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
# and description of Strategy the Objective is under:	Strategy 5.2 - Attract, develop, and retain qualified employees through training and communication.
Objective	
Objective # and Description:	Objective 5.2.2 - Develop career paths for upward mobility.
Legal responsibilities satisfied by Objective:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
Public Benefit/Intended Outcome:	Retention of quality employees allows for better business continuity efforts, thus positively impacting customer service to the citizens of South Carolina.
Agency Programs Associated with Objective	
Program Names:	Admistration
Responsible Person	
Name:	Farrar Stewart
Number of Months Responsible:	7 months
Position:	Deputy Director of Administration
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$508,978
Total Actually Spent:	Agency will provide next year

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results,” enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - “Agency did not use PM during this year.”
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 5.2.2 - Develop career paths for upward mobility.
Performance Measure:	Outcome
Type of Measure:	Use of internal HR metrics and tracking of actions - Internal promotions and actions to reclass to higher levels within job families.
Results	
2013-14 Actual Results (as of 6/30/14):	Not applicable
2014-15 Target Results:	Did not set an overall target; however, several areas/and job classifications were targeted including Board Administrators (Program Manager Is), Administrative Assistants, and Deputy Fire Marshals (Inspector IIIs).
2014-15 Actual Results (as of 6/30/15):	Administrative Assistant review was completed prior to June 2015 and data gathering was initiated for Board Administrators and Deputy Fire Marshals prior to June 2015, but final review and execution was completed in July 2015 and Fall of 2015, respectively.
2015-16 Minimum Acceptable Results:	Completion of 2 targeted areas and outline of a formal Agency succession plan.
2015-16 Target Results:	Will report at the conclusion of FY16
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Not applicable
What are the names and titles of the individuals who chose this as a performance measure?	Richele Taylor, Agency Director, Farrar Stewart, Deputy Director of Administration & HR Operations
Why was this performance measure chosen?	Increased employee retention, and to reduce business impact relative to employee turnover.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	There was not a set target for 2014-2015; however, the need to address was identified and a plan was set in motion to review high risk areas and high impact.
What are the names and titles of the individuals who chose the target value for 2015-16?	Richele Taylor, Agency Director, Farrar Stewart, Deputy Director of Administration & HR Operations
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Based on the last year and what we could effectively assess and execute within budget and manpower, it was determined that we could effectively complete two reviews over the next fiscal year.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT

Objective Details

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Most Potential Negative Impact	*If the Agency fails to address and execute pay equity reviews and career pathing for the right areas at the right time, the result may be higher turnover and loss of knowledge*
Level Requires Outside Help	*None*
Outside Help to Request	*Potentially may need assistance from the Department of Administration - Human Resources Division*
Level Requires Inform General Assembly	*None*
3 General Assembly Options	*Not applicable*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Division Turnover Metrics and Market Salary Competitiveness	*Internal Review of Salaries and oveall review of employees eligible to retire and those that are within 5 years of being eligible to retire.*	*Internal Review - Human Resources Department*	*On-going*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 5 - Improve innovation and employee performance through recruitment, retention, and training initiatives.
Legal responsibilities satisfied by Goal:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
# and description of Strategy the Objective is under:	Strategy 5.2 - Attract, develop, and retain qualified employees through training and communication.
Objective	
Objective # and Description:	Objective 5.2.3 - Start an agency mentoring program pairing new supervisors with senior supervisors.
Legal responsibilities satisfied by Objective:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
Public Benefit/Intended Outcome:	Retention of quality employees allows for better business continuity efforts, thus positively impacting customer service to the citizens of South Carolina.
Agency Programs Associated with Objective	
Program Names:	Administration, Professional and Occupational Licensing
Responsible Person	
Name:	Farrar Stewart
Number of Months Responsible:	7 months
Position:	Deputy Director of Administration
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$254,490
Total Actually Spent:	Agency will provide next year

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 5.2.3 - Start an agency mentoring program pairing new supervisors with senior supervisors.
Performance Measure:	Outcome
Type of Measure:	Increased retention, internal promotions to management positions within the Agency
Results	
2013-14 Actual Results (as of 6/30/14):	Not applicable
2014-15 Target Results:	Assessing the need and development of program(s) that would most benefit the Agency
2014-15 Actual Results (as of 6/30/15):	Reviewed Best Practices and Drafted Process Flow and established a "small group" of newly promoted managers that met every few months with a scheduled member of senior management presiding over the discussion
2015-16 Minimum Acceptable Results:	Formal Mentoring Program Execution
2015-16 Target Results:	Will report at the conclusion of FY16
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Not applicable
What are the names and titles of the individuals who chose this as a performance measure?	Farrar Stewart, Deputy Director of Administration & HR Operations
Why was this performance measure chosen?	To establish a program to foster leadership development within the Agency.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target Reached
What are the names and titles of the individuals who chose the target value for 2015-16?	Richele Taylor, Agency Director and Farrar Stewart, Deputy Director of
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Lack of qualified internal candidates to promote into leadership roles
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*If the Agency formally rolls out a program, there is potential risk for not executing and following through with various action, which may have an impact on employee morale and the Agency's failure to sustain internal promotions with qualified candidates.*

Objective Details

Level Requires Outside Help	*None*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*None*
3 General Assembly Options	*None*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 5 - Improve innovation and employee performance through recruitment, retention, and training initiatives.
Legal responsibilities satisfied by Goal:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
# and description of Strategy the Objective is under:	Strategy 5.2 - Attract, develop, and retain qualified employees through training and communication.
Objective	
Objective # and Description:	Objective 5.2.4 - Hold monthly meetings between Director and employees to improve communication and morale.
Legal responsibilities satisfied by Objective:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
Public Benefit/Intended Outcome:	None-Internal Result - Employee Morale
Agency Programs Associated with Objective	
Program Names:	Administration, Professional and Occupational Licensing
Responsible Person	
Name:	Farrar Stewart
Number of Months Responsible:	7 months
Position:	Deputy Director of Administration
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$254,490
Total Actually Spent:	Agency will provide next year

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 5.2.4 - Hold monthly meetings between Director and employees to improve communication and morale.
Performance Measure:	Efficiency
Type of Measure:	More effective and efficient Agency communication and transparency to ensure employees are aware of various impacts to the Agency's mission, vision and values.
Results	
2013-14 Actual Results (as of 6/30/14):	Not applicable
2014-15 Target Results:	Not applicable
2014-15 Actual Results (as of 6/30/15):	Not applicable
2015-16 Minimum Acceptable Results:	A minimum of at least 1 scheduled "State of the Agency" meetings
2015-16 Target Results:	Will report at the conclusion of FY16
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Not applicable
What are the names and titles of the individuals who chose this as a performance measure?	Richele Taylor, Agency Director
Why was this performance measure chosen?	Increase internal Agency communication efforts
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Not applicable
What are the names and titles of the individuals who chose the target value for 2015-16?	Richele Taylor, Agency Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Meetings were to be periodic, but also at set times throughout the year
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes - Meetings are calendared and an agenda is set. The first meeting is scheduled for April 2016.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*If the Director announces this initiative and does not follow through with it as outlines, it could result in morale issues within the Agency.*
Level Requires Outside Help	*None*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*None*
3 General Assembly Options	*None*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Most effective way to communicate a unified message to the Agency employee populous	*Internal Best Practice*	*Agency Director to ask for feedback post "State of the Agency" meetings*	*On-going*

PARTNERS

Objective Details

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Labor, Licensing and Regulation
Date of Submission	2/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 5 - Improve innovation and employee performance through recruitment, retention, and training initiatives.
Legal responsibilities satisfied by Goal:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
# and description of Strategy the Objective is under:	Strategy 5.3 - Stimulate innovation by offering tangible incentives and using innovation to recognize and promote.
Objective	
Objective # and Description:	Objective 5.3.1 - Form an innovation committee to develop policies and procedures to promote innovation in the agency.
Legal responsibilities satisfied by Objective:	8-11-10 to 8-11-960, Regulation 19-700, Proviso 117.48, Proviso 117.55
Public Benefit/Intended Outcome:	More efficiencies in agency processes, allowing custom
Agency Programs Associated with Objective	
Program Names:	Administration, Professional and Occuaptional Licensing, Fire and Life Safety.
Responsible Person	
Name:	Farrar Stewart
Number of Months Responsible:	7 months
Position:	Deputy Director of Administration
Office Address:	110 Centerview Drive, PO Box 11329, Columbia, SC 29211-1329
Department or Division:	Division of Administration
Department or Division Summary:	Division is responsible for budget, finance, human resources, and information technology services for agency.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$254,490
Total Actually Spent:	Agency will provide next year

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 5.3.1 - Form an innovation committee to develop policies and procedures to promote innovation in the agency.
Performance Measure:	Outcome
Type of Measure:	Implementation of employee/committee sponsored ideas.
Results	
2013-14 Actual Results (as of 6/30/14):	Not applicable
2014-15 Target Results:	No target set
2014-15 Actual Results (as of 6/30/15):	Committee formation under discussion
2015-16 Minimum Acceptable Results:	Draft of policy
2015-16 Target Results:	Will report at the conclusion of FY16
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Richele Taylor, Agency Director
Why was this performance measure chosen?	Review and examine best practices to ensure effectivness of the Agency's business practices.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Continued review and suggestions of all ideas presented by employees and the innovation committee.
What are the names and titles of the individuals who chose the target value for 2015-16?	Richele Taylor, Agency Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	No set value noted.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Depends on employee & committee contribution to presenting ideas.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

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Most Potential Negative Impact	*If the Agency rolls out the innovovtion committee and does not adopt any suggestions or ideas, the potential is a morale issue within the Agency.*
Level Requires Outside Help	*None*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*None*

Objective Details

3 General Assembly Options	*None*

REVIEWS/AUDITS

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None			

PARTNERS

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