Educational and Cultural Subcommittee Meeting
Thursday, August 16, 2018

Table of Contents

Contents

AGENDA

South Carolina House of Representatives

Legislative Oversight Committee

EDUCATION AND CULTURAL SUBCOMMITTEE
Chairman Joseph H. Jefferson, Jr.
The Honorable Chandra E. Dillard
The Honorable Tommy M. Stringer
The Honorable John Taliaferro "Jay" West, IV

Thursday, August 16, 2018
11:00 a.m.
Room 317 -Blatt Building

Pursuant to Committee Rule 6.8, S.C. ETV shall be allowed access for internet streaming whenever technologically feasible.

AGENDA

I. **Approval of Minutes**

II. **Discussion of study of the Educational Television Commission**

III. **Adjournment**

MEETING MINUTES

Education and Cultural Subcommittee
Tuesday, June 5, 2018
Room 108 Blatt Building

Archived Video Available

I. Pursuant to House Legislative Oversight Committee Rule 6.8, South Carolina ETV was allowed access for streaming the meeting. You may access an archived video of this meeting by visiting the South Carolina General Assembly's website (http://www.scstatehouse.gov) and clicking on *Committee Postings and Reports*, then under *House Standing Committees* click on *Legislative Oversight*. Then, click on *Video Archives* for a listing of archived videos for the Committee.

Attendance

I. The Education and Cultural Subcommittee meeting was called to order by Chairman Joseph H. Jefferson, Jr., Tuesday, June 5, 2018, in Room 108 of the Blatt Building. All members were present for some or all of the meeting except Representative Tommy M. Stringer.

Minutes

I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meeting.

II.   Representative Joseph H. Jefferson moves to approve the minutes from the Subcommittee's meeting on April 5, 2018. A roll call vote is held, and the motions pass.

Representative Jefferson's motion to approve the minutes from the April 5, 2018, meeting:	Yea	Nay	Not Voting: Present	Not Voting: Absent
Chandra E. Dillard	✓			
Joseph H. Jefferson, Jr.	✓			
Tommy Stringer				✓
John Taliaferro (Jay) West, IV	✓			

Discussion of Educational Television Commission (SCETV)

I.   Chairman Jefferson calls the meeting to order and states that this is the subcommittee's first meeting with John de la Howe School. Further, he explains the purpose of today's meeting is receive an overview of SCETV.

II.   Chairman Jefferson swears in SCETV President and CEO Anthony Padgett. Mr. Padgett introduces the remaining SCETV staff members present at the meeting - Bobbi Kennedy (Special Projects Director); Mark Jahnke (Vice President Engineering & Technology); Tracey Hunt (Director of Finance and Procurement); and Dean Byrd (Director of Education).

III.   Mr. Padgett provides testimony on SCETV's history, legal directives, organizational structure, products and services.

IV.   Different subcommittee members ask questions, which Mr. Padgett and other agency representatives answer. Question topics include, but are not limited to:
        a. Audience size
        b. Carry forward funds
        c. Spectrum auction and distribution of funds
        d. Rural broadband and technology access
        e. Feedback on educational programming
        f. Other entities that could provide the same service
        g. Marketing
        h. Hiring
        i. Evaluation of programming
        j. Employee performance evaluations
        k. Relationship with SCETV endowment

V.   Representative Jay West makes a motion that SCETV develop a plan to receive employee and customer feedback that can be used for strategic planning and evaluation. A roll call vote is held, and the motion passes.

Rep. West, IV, moves that a recommendation be included in the Subcommittee report for SCETV develop a plan to receive employee and customer feedback that can be used for strategic planning and evaluation.	Yea	Nay	Not Voting: Present	Not Voting: Absent
Chandra E. Dillard	✓			
Joseph H. Jefferson, Jr.	✓			
Tommy Stringer				✓
John Taliaferro (Jay) West, IV	✓			

VI.   Representative Chandra Dillard makes a motion that SCETV develop or revamp its marketing/communication plan and create a strategy around it. A roll call vote is held, and the motion passes.

Rep. Chandra Dillard moves the Subcommittee study include a recommendation that SCETV develop or revamp its marketing/communication plan and create a strategy around it.	Yea	Nay	Not Voting: Present	Not Voting: Absent
Chandra E. Dillard	✓			
Joseph H. Jefferson, Jr.	✓			
Tommy Stringer				✓
John Taliaferro (Jay) West, IV	✓			

Adjournment

I.   There being no further business the meeting is adjourned.

STUDY TIMELINE

Study Timeline - Educational Television Commission

- February 2015 - Agency submits its **Annual Restructuring and Seven-Year Plan Report**, which is available online.

- January 12, 2016 - Agency submits its **2016 Annual Restructuring Report**, which is available online.

- December 19, 2017 - **Full committee votes to schedule the Educational Television Commission (SCETV) for study**. Video of the meeting is available online.

- January 23, 2018-March 1, 2018 - Committee solicits input from the public about the agency in the form of an **online public survey.** The results of the public survey are available online.

- April 26, 2018 - Committee holds **public input meeting** about SCETV; Commission on Indigent Defense; and Commission for Prosecution Coordination. Video of the meeting is available online.

- April 18, 2018 - Agency submits its **Program Evaluation Report**, which is available upon request.

- June 5, 2018 - Subcommittee holds **Meeting #2** with agency to receive an overview of the agency's history, mission, organization, products, and services.

- July 24, 2018 - August 3, 2018 - Agency submits amended **Program Evaluation Report**, which is available online.

- Ongoing - Public may submit written comments on the Oversight Committee's webpage on the General Assembly's website (www.scstatehouse.gov).

Snapshot

Educational Television Commission

History

In 1960, the General Assembly establishes the Educational Television Commission of South Carolina to provide television services in public schools.

Transmissions and Reception, Communications, Public Education, Higher Education, Radio Content, Television Content, Local and Transparency, Enterprise

Major Programs

Successes

•Expanding educational services to new platforms and every school in the state

•Supporting and maintaining the National Oceanic and Atmospheric Administration weather radio network and participating in other emergency communications networks

Agency Mission

To enrich lives by educating children, informing and connecting citizens, celebrating our culture, and instilling the joy of learning.

149.38 available FTEs (*132.63 filled*)

$32,986,228 appropriated and authorized to spend

•Providing daily coverage of legislative proceedings

•Producing local programming that is available on multiple platforms

Fiscal Year 2017-18 Resources

Challenges

•Maintaining an aging infrastructure that is a critical backbone for deliver of education, emergency services, and community programming

•Recruiting and training employees to replace retiring employees

•Identifying and expanding entrepreneurial partnerships to support programming

Emerging Issues

Statewide tower management; Federal Communications Commission mandatory channel reassignment; Employee recruitment, retention, and training; and Conversion to next-generation IP-based broadcast delivery system
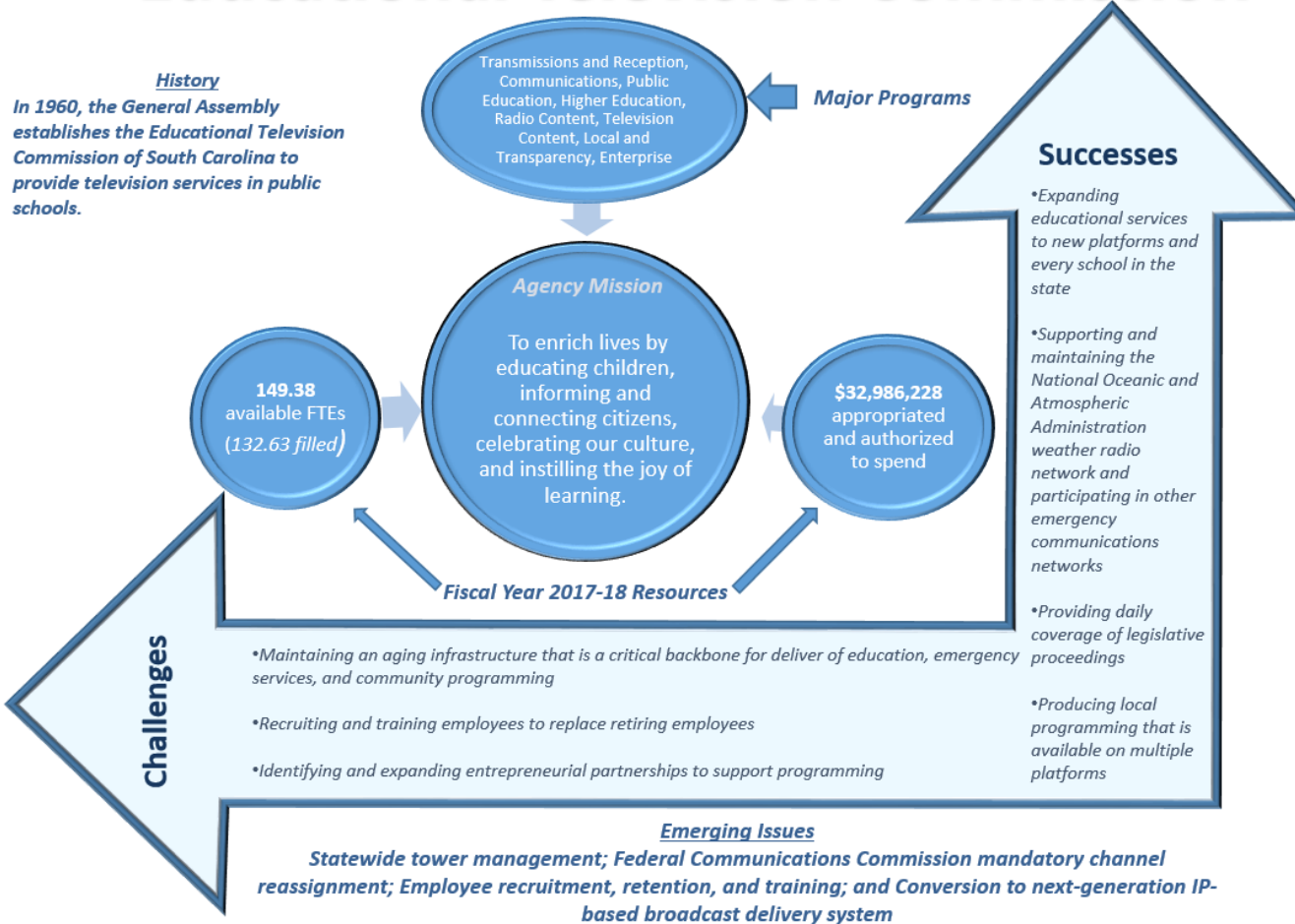
Figure 1. Snapshot of agency that includes its history, mission, resources, successes, challenges, and emerging issues

FINANCIAL RESOURCES

Available Financial Resources

The South Carolina Revenue and Fiscal Affairs Office provides summary funding data for all agencies. Table 1 includes SCETV's FY 2016 and FY 2017 appropriations. Figure 2 provides the historical trend of SCETV's general and total funds.

Table 1. SCETV FY 2016 and FY 2017 appropriations.

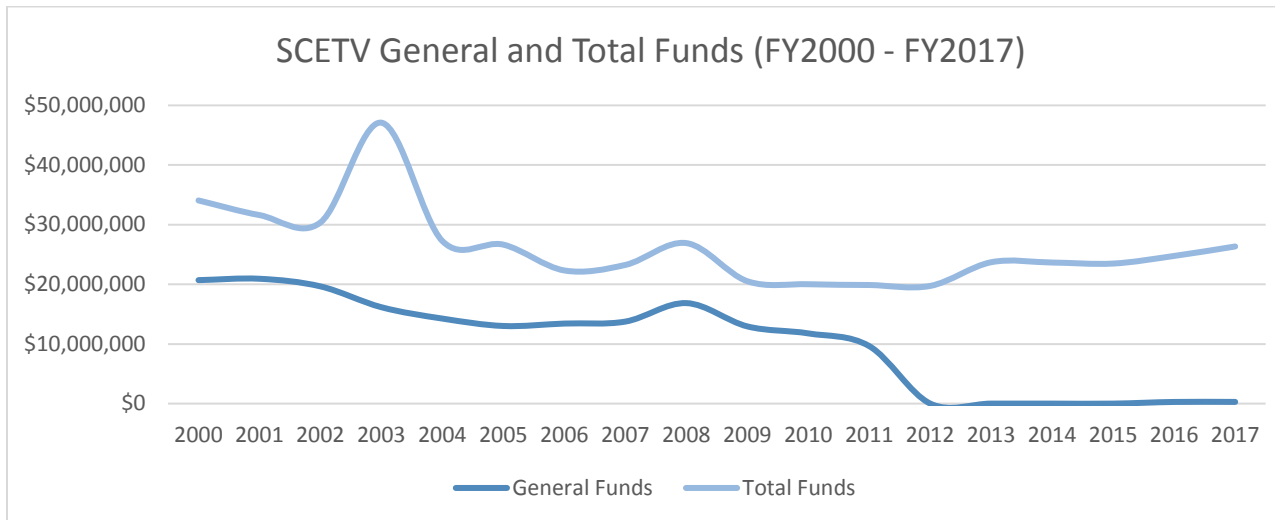|	Total Funding Available	Adjusted General Fund Appropriation	Federal Funds	Other Funds	EIA Agency Allocation
FY 2016	$ 24,756,813	$ 277,532	$500,000	$18,150,000	$ 4,829,281
FY 2017	$ 26,342,083	$ 282,802	$200,000	$18,715,000	$ 5,394,281

Figure 2. SCETV General and Total Funds (FY2000-FY2017)

In its Program Evaluation Report, SCETV provides the agency's financial resources available for fiscal years 2017 and 2018, by revenue source. The charts, in their entirety, are available online.

Table 2. 2016-17 Financial Resources Available

START OF YEAR FINANCIAL RESOURCES AVAILABLE (2016-17)					
Revenue (generated or received) sources	Total	Source #1	Source #2	Source #3	Source #4
Revenue (generated or received) Source (do not combine recurring with one-time and please list the sources deposited in the same SCEIS Fund in consecutive columns)		State	Earmarked	Restricted	Federal
Recurring or one-time?		Recurring	Recurring	Recurring	Recurring
State, Federal, or Other?		State	Other	Other	Federal
Indicate whether revenue is generated (by agency through sale of deliverables or application for grants) or received (from state or set federal matching formula)?		Received from state or set federal match	Generated by agency	Generated by agency	Received from state or set federal match
Total generated or received by June 30, 2016	$18,293,626	N/A	$13,433,622	$4,829,281	$30,724
SCEIS Fund Description		General Fund	Op Rev-Int Serv FD Op Rev-ETV Agency Services Fund Op Rev-ETV Broadband Lease Public Broadcasting Grant Grants-Non Federal SCEIS Agy Set Aside Sale of Assets	Educ Improvement	Federal 2015 Severe Flooding -FEMA Reimbursement
Total cash balance as of July 1, 2016 (start of 2016-17)	$10,750,478	$27,753	$7,961,668	$2,745,373	$15,684
RESOURCES AGENCY IS ALLOWED TO USE (2016-17)					
Amounts appropriated, and amounts authorized, to the agency for 2015-16 that were not spent AND the agency can spend in 2016-17	$2,898,417	$27,753	$2,096,141	$774,523	N/A
2016-17 Appropriations & Authorizations to agency (start of year)	$19,192,532	$277,532	$13,200,719	$5,514,281	$200,000

Total allowed to spend at START of 2016-17	$22,090,949	$305,285	$15,296,860	$6,288,804	$200,000
2016-17 Appropriations & Authorizations to agency (during the year)	$470,569	$280,319	N/A	$190,250	N/A
Total allowed to spend by END of 2016-17	$22,561,518	$585,604	$15,296,860	$6,479,054	$200,000
START OF YEAR FINANCIAL RESOURCES AVAILABLE (2017-18)					
Total generated or received by June 30, 2017 (end of 2016-17)	$17,526,029	N/A	$12,043,606	$5,394,590	$ 87,833
Total cash balance as of July 1, 2017 (start of 2017-18)	$10,556,024	$617,853	$6,990,667	$2,852,379	$ 95,125
RESOURCES AGENCY IS ALLOWED TO USE (2017-18)					
Amounts appropriated, and amounts authorized, to the agency for 2016-17 that were not spent AND the agency can spend in 2017-18	$2,157,956	$617,853	$1,112,392	$427,710	N/A
2017-18 Appropriations & Authorizations to agency (start of year)	$30,397,802	$ 282,802	$13,200,719	$16,714,281	$200,000
Total allowed to spend at START of 2017-18	$32,555,758	$900,655	$14,313,111	$17,141,991	$200,000
2017-18 Appropriations & Authorizations to agency (during the year) (BUDGETED)	$3,643,499	$1,455	$11,405,947	$(7,855,550)	$91,647
Total allowed to spend by END of 2017-18	$36,199,257	$902,110	$25,719,058	$9,286,441	$291,647

Summary Spending

The Comptroller General's office provides annual summary spending for each state agency, on the fiscal transparency website. The annual summaries are broken down by categories of spending. The table below includes SCETV's FY 2016 and FY 2017 spending.

Table 3. SCETV FY 2016 and FY 2017 spending.

Category and Description	Fiscal Year	General	Earmarked	Restricted	Federal	Total Fund
CONTRACTUAL SERVICES All expenditures for services, other than by officials and employees of the state, which involve the use of equipment, materials, or commodities. Such	2016	$0	$1,107,272	$431,306	$0	$1,538,578

Category and Description	Fiscal Year	General	Earmarked	Restricted	Federal	Total Fund
services are performed without giving the state authority to direct or control the ability or skill of the persons performing such services.	2017	$122,204	$1,182,957	$864,564	$5,288	$2,175,013
EMPLOYER CONTRIBUTIONS This classification should include all earnings made by a state department or institution on behalf of employees with respect to the employer's portion of social security and retirement.	2016	$18,052	$1,432,501	$793,355	$0	$2,243,909
	2017	$43,808	$1,567,278	$837,716	$0	$2,448,802
FIXED ASSETS (CAPITALIZED)	2016	$0	$678,332	$9,951	$0	$688,284
	2017	$1,100,900	$1,034,027	$73,988	$0	$2,208,914
FIXED CHARGES AND CONTRIBUTIONS (OTHER OPERATING) All expenditures for fixed charges against the State and gifts or contributions made by the State.	2016	$5,000	$3,925,352	$162,040	$0	$4,092,392
	2017	$0	$3,607,538	$539,275	$340	$4,147,153
LAND BUILDINGS INFRASTRUCTURE CONSTRUCTION Expenditures for the purchase of land and buildings, expenditures related to the construction of new facilities and construction of land improvements, building improvements, or infrastructure, and expenditures to acquire intangible assets, including computer software.	2016	$0	$121,356	$0	$0	$121,356
	2017	$0	$73,525	$0	$0	$73,525
PERSONAL SERVICES All expenditures for the direct services of persons who are in the employment of the state, regardless of whether such employment is on a permanent, temporary, or fee basis.	2016	$54,542	$4,112,860	$2,168,986	$0	$6,336,387
	2017	$122,473	$4,401,950	$2,267,373	$0	$6,791,796
SUPPLIES AND MATERIALS To include all expenditures for articles or substances which have specific uses and when applied to their respective uses are subject to such changes that will consume them or render them unfit for continuous and permanent use.	2016	$12,595	$551,474	$318,597	$950	$883,616
	2017	$16,384	$594,725	$372,066	$1,487	$984,663

Category and Description	Fiscal Year	General	Earmarked	Restricted	Federal	Total Fund
TRAVEL All expenditures by state employees for transportation, mileage, lodging, meals, and other legal charges necessary to the travel directed.	2016	$0	$89,025	$35,903	$32	$124,961
	2017	$428	$92,786	$37,361	$1,256	$131,831
UTILITIES Expenditures for utility services necessary to operate an office or building for state use.	2016	$0	$724,737	$380,437	$0	$1,105,174
	2017	$10,010	$693,329	$485,492	$0	$1,188,831

HUMAN RESOURCES

Overview

The Department of Administration's Division of State Human Resources provides the numbers of authorized, actual, and filled full time employee (FTE) positions for the last five fiscal years. Tables 4, 5, and 6 provide that information. The Authorized Total FTE is as of July 1 of the fiscal year, as stated in the Appropriations Act. The Actual Total FTE is the sum of Filled FTE and Vacant FTE, based on what the agency has entered in South Carolina Enterprise Information System (SCEIS) and is as of June 30. If Actual is more than Authorized, it may be because during the course of the year, the Executive Budget Office authorizes interim FTE positions. If Actual is less than Authorized, it is because the agency has not set up all of the Authorized positions in SCEIS yet. Filled FTEs are positions the agency has set up in SCEIS in which someone is actually working.

Table 4. SCETV Authorized FTE Positions (FY 2013-FY 2017).

	2013-14	2014-15	2015-16	2016-17	2017-18
Total	154.200	141.200	135.200	145.200	150.200
State	0.000	0.000	0.000	0.000	0.000
Federal	0.000	0.000	0.000	0.000	0.000
Other	154.200	141.200	135.200	145.200	150.200

Table 5. SCETV Actual FTE Positions (FY 2013-FY 2017).

	2013-14	2014-15	2015-16	2016-17	2017-18
Total	154.000	141.000	135.000	134.999	144.999
State	0.000	0.000	0.000	2.000	2.000
Federal	0.000	0.000	0.000	0.000	0.000
Other	154.000	141.000	135.000	132.999	142.999

Table 6. SCETV Filled FTE Positions (FY 2013-FY 2017).

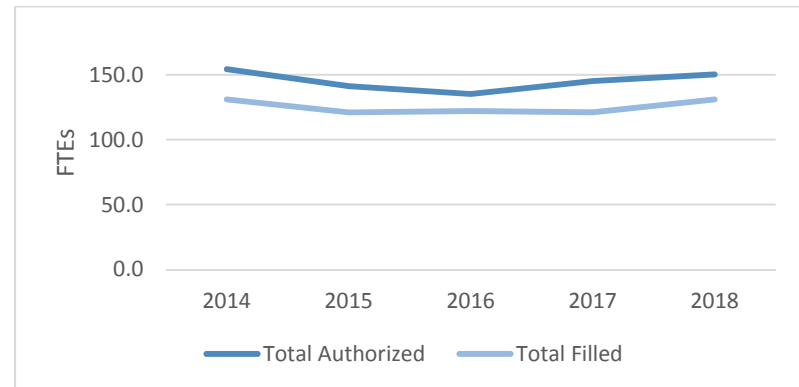|	2013-14	2014-15	2015-16	2016-17	2017-18
Total	131.000	121.000	122.000	120.999	130.999
State	0.000	0.000	0.000	2.000	2.000
Federal	0.000	0.000	0.000	0.000	0.000
Other	131.000	121.000	122.000	118.999	128.999

Figure 3. Total Authorized and Filled FTEs (FY 2013-FY 2017).

Turnover and Employee Relations

The agency's Program Evaluation Report (PER) includes information about its organizational units. Every agency has some type of organization and hierarchy. Within the organization are separate units. An agency may refer to these units as departments, divisions, functional areas, cost centers, etc. Each unit is responsible for contributing to the agency's ability to provide services and products.

To ensure agency employees understand how their work contributes to the agency's overall ability to provide effective services and products in an efficient manner, each organizational unit has at least one (and in most cases multiple), objectives, strategies, or goals for which it is solely responsible.

SCETV is comprised of nine organizational units: (1) Office of the President/CEO; (2) Administration/HR; (3) SC Public Radio and SCETV Programming; (4) Education; (5) Content; (6) Engineering; (7) Communications; (8) Underwriting; and (9) Finance/Procurement.

The **Office of the President/CEO** organizational unit provides strategic direction and vision for the organization to include managing agency resources and providing services for education, government, business, and viewers. Table 7 provides additional information about the unit.

Table 7. SCETV Organizational Unit: Office of the President/CEO

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	0%	100%	0%
Is employee satisfaction evaluated?		✓	
Is anonymous employee feedback allowed?		✓	
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)		✓	
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?		Some	

The **Administration/Human Resources** organizational unit is responsible for human resources, information technology, and facilities/fleet. Table 8 provides additional information about the unit.

Table 8. SCETV Organizational Unit: Administration/Human Resources

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	7.69%	15.38%	0%
Is employee satisfaction evaluated?		✓	
Is anonymous employee feedback allowed?		✓	
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)		✓	
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?		Some	

The **SC Public Radio and SCETV Programming** organizational unit focusses on public radio and television programming. Table 9 provides additional information about the unit.

Table 9. SCETV Organizational Unit: SC Public Radio and SCETV Programming

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	13.33%	13.33%	6.25%
Is employee satisfaction evaluated?		✔	
Is anonymous employee feedback allowed?		✔	
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)		✔	
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?		All	

The **Content** organizational unit focus on producing Network content creation and distribution. Table 10 provides more information about the unit.

Table 10. SCETV Organizational Unit: Content

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	0%	8.82%	5.56%
Is employee satisfaction evaluated?		✔	
Is anonymous employee feedback allowed?		✔	
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)		✔	
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?		All	

The **Education** organizational unit manages initiatives pertaining to Pre-K-12 and law enforcement and public services (including professional development, instructional content, web services, public awareness and communications). Table 11 provides additional information about the unit.

Table 11. SCETV Organizational Unit: Education

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	0%	11.11%	0%
Is employee satisfaction evaluated?		✔	
Is anonymous employee feedback allowed?		✔	
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)		✔	
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?		All	

The **Engineering** organizational unit is responsible for broadcast operations, studio operations, educational technology, and transmissions. Table 12 provides additional information about the unit.

Table 12. SCETV Organizational Unit: Engineering

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	0%	7.69%	5.00%
Is employee satisfaction evaluated?		✔	
Is anonymous employee feedback allowed?		✔	

Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	✓
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	Some

The **Communications** organizational unit is responsible for agency and on-air communications as well as public events. Table 13 provides additional information about the unit.

Table 13. SCETV Organizational Unit: Communications

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	0%	33.33%	0%
Is employee satisfaction evaluated?	✓		
Is anonymous employee feedback allowed?	✓		
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	✓		
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	All		

The **Underwriting** organizational unit manages the corporate sponsorship program. Table 14 provides additional information about the unit.

Table 14. SCETV Organizational Unit: Underwriting

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	25%	25%	0%
Is employee satisfaction evaluated?	✓		
Is anonymous employee feedback allowed?	✓		
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	✓		
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	All		

The **Finance/Procurement** organizational unit manages the corporate sponsorship program. Table 15 provides additional information about the unit.

Table 15. SCETV Organizational Unit: Finance/Procurement

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	0%	66.67%	25%
Is employee satisfaction evaluated?	✓		
Is anonymous employee feedback allowed?	✓		
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	✓		
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	Some		

Employee Performance Evaluation System (EPMS)

The state's Employee Performance Management System (EPMS) "functions as an effective management tool within the agency, supports continuous communication between supervisors and employees, and provides a sound process for the evaluation of the performance and productivity of its employees."[1] The state's model EPMS policy is in Appendix A. Every active classified full time employee should have a performance appraisal completed and noted in the South Carolina Enterprise Information System (SCEIS), except in the case of termination, promotion, demotion, appointment change, or reclassification, during the review period. The Division of State Human Resources provides the Committee with the numbers of eligible employees receiving reviews (Figure 4.)
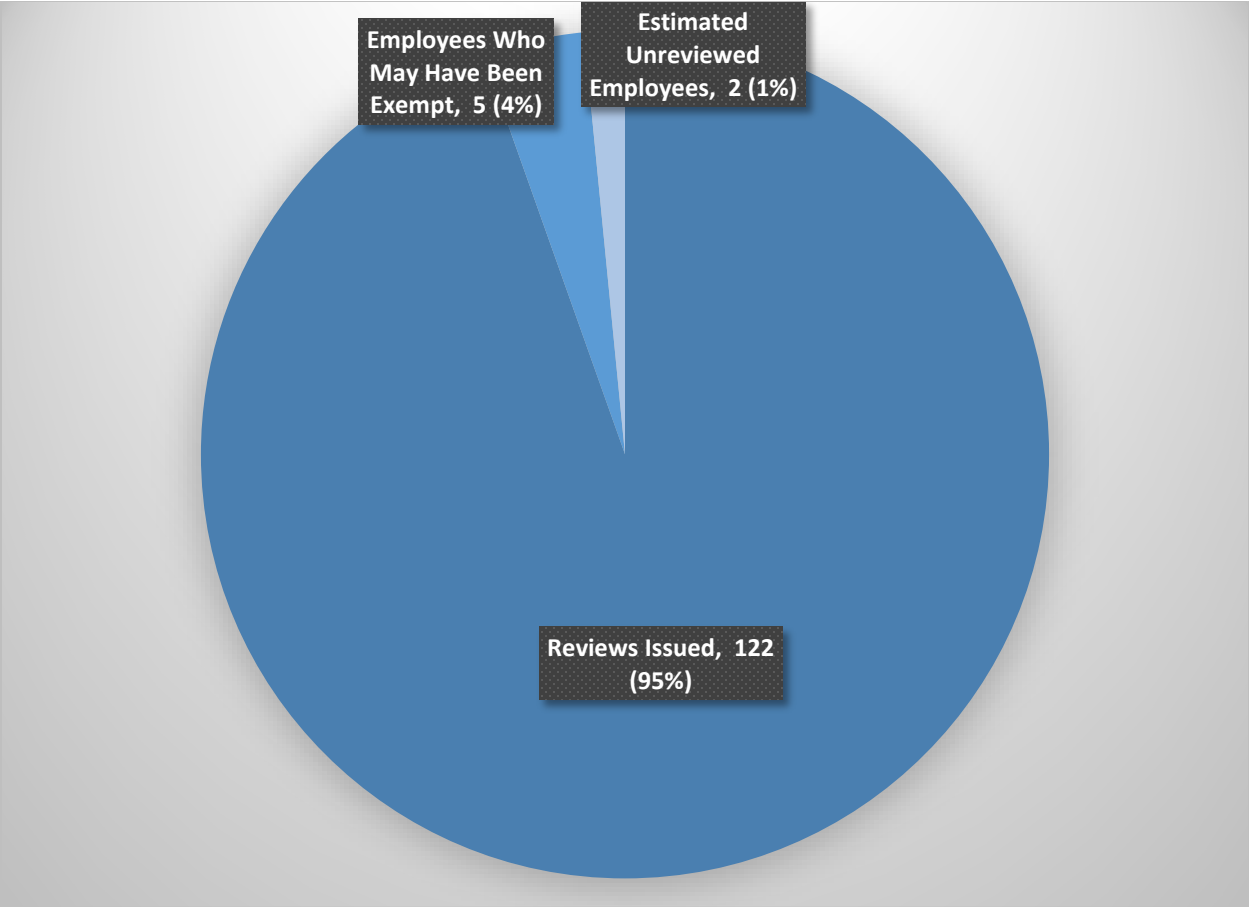

Figure 4. SCETV employee performance appraisals reported in SCEIS.

[1] SC Code of Regulations 19-715.01

PARTNERS

In the 2016-2017 Accountability Report, SCETV provides the following list of partners.

Table 16. SCETV partners.

	Name of Partner Entity	Description of Partnership
Federal Government	Federal Emergency Management Agency (FEMA)	Provides monthly update, technology, and training plans for emergency support equipment and staff.
	National Oceanic and Atmospheric Administration (NOAA)	Provides monthly update, technology, and training plans for emergency support equipment and staff. Also, provides the infrastructure for agencies and others to share information.
	National Park Service	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
Higher Education Institute	Colleges/Universities	Promotes resources, identifies customer needs and creates packages to meet their needs.
	The Riley Institute	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
Individual	Users/Participants	Meets regularly with and works collaboratively to identify training needs, trains users, markets resources, and surveys districts/individuals.
	Viewers/Listeners/Donors/Members	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
Local Government	School Districts	Meets regularly with and works collaboratively to identify training needs, trains users, markets resources, and surveys districts/individuals. Also, develops program concepts, produces video features and markets programs to users statewide.
Non-Governmental Organization	Columbia Museum of Art	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
	Community Councils/Foundations	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
	Corporation for Public Broadcasting (CPB)	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
	Educational Organizations/Associations	Meets regularly with and works collaboratively to identify training needs. Also, develops program concepts, produces video features, and markets programs to users statewide.
	ETV Endowment of SC	Conducts meetings with ETV to assess progress in meeting goals.

	Humanities Council of SC	Promotes resources, identifies customer needs and creates packages to meet their needs.
	National Public Radio (NPR)	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
	Public Broadcasting Service (PBS)	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
	SC Farm Bureau	Promotes resources, identifies customer needs and creates packages to meet their needs.
	SC Telehealth Alliance	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
	Spoleto Festival	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
Private Business Organization	Google Analytics	Incorporated data for monthly updates for management and ETV Commission presentations.
	SC Research Authority	Promotes resources, identifies customer needs and creates packages to meet their needs.
	Telecommunication Carriers	Provides the infrastructure for agencies and others to share information.
State Government	Medical University of South Carolina - PICO Project	Works with federal agencies (including Energy and the Department of Defense to develop outreach and communication initiatives to address health care disparities, environmental justice issues, energy security, access to sustainable health care for the military and resiliency around the changing climate
	SC Arts Commission	Identifies and produces programs that address culture, history, education, news and public affairs as well as SC specific topics.
	SC Civil Air Patrol	Provides monthly update, technology, and training plans for emergency support equipment and staff. Also, provides the infrastructure for agencies and others to share information.
	SC Commission on Higher Education	Promotes resources, identifies customer needs and creates packages to meet their needs.
	SC Criminal Justice Academy	Meets regularly to market programs and issue certifications.
	SC Department of Administration	Provides the infrastructure for agencies and others to share information.
	SC Department of Education	Meets regularly with and works collaboratively to identify training needs, trains users, markets resources, and surveys districts/individuals. Also, develops program concepts, produces video features and markets programs to users statewide.
	SC Department of Natural Resources	Provides the infrastructure for agencies and others to share information.
	SC Department of Transportation	Provides monthly update, technology, and training plans for emergency support equipment and staff.
	SC Education Oversight Committee	Promotes resources, identifies customer needs creates packages to meet their needs, develops program concepts, produces video features, and markets programs to users statewide.

SC Emergency Management Division (EMD)	Provides monthly update, technology, and training plans for emergency support equipment and staff. Also, provides the infrastructure for agencies and others to share information.
SC Governor's Office	Provides monthly update, technology, and training plans for emergency support equipment and staff. Also, provides the infrastructure for agencies and others to share information.
SC Healthcare Emergency Amateur Radio Team (SCHEART)	Provides monthly update, technology, and training plans for emergency support equipment and staff. Also, provides the infrastructure for agencies and others to share information.
SC Legislature and Legislative Services Division	Provides streaming annually during general session.
SC State Human Resources	Maintains performance records to meet state HRD standards.
SC State Law Enforcement Division (SLED)	Meets regularly to market programs and issue certifications. Also, provides the infrastructure for agencies and others to share information.
SC Supreme Court	Provides streaming annually during general session.

COMMITTEE CONTACT INFORMATION

- Website - http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php

- Phone Number - 803-212-6810

- Email - HCommLegOv@schouse.gov

- Location - Blatt Building, Room 228

APPENDIX A. EPMS MODEL POLICY

EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM MODEL POLICY
(Revised and Effective 01/24/2017)

THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS. THE AGENCY RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.

MANDATORY BASELINE EPMS SYSTEM

GENERAL INFORMATION
All performance appraisals shall be made in writing by the employee's supervisor (the rater) who has direct experience or knowledge of the work being performed. The appraisal shall be reviewed by the next higher level supervisor (the reviewer), unless the rater is the agency head, prior to the appraisal being discussed with the employee. The reviewer may attach additional comments to the appraisal, and in the attachment may take exception to the rater's appraisal. In addition, the reviewer has the authority to change the appraisal completed by the rater. If the reviewer elects to change the rating, the change and associated justification should be noted on the appraisal document. Whenever an employee's job responsibilities change significantly, the appraisal document should be revised to reflect that change. The final appraisal must bear the signature of the rater, the reviewer and the employee, if possible. If any party refuses to sign the appraisal, a notation shall be made on the performance appraisal of this. If possible, a witness should sign to acknowledge that the party refused to sign the appraisal.

All performance appraisals shall become a permanent part of the employee's official personnel file. Upon request, the agency shall furnish the employee with a copy of the performance appraisal with copies of all pertinent attachments, including the form completed at the time of the planning stage and the final appraisal form.

The provisions of this policy address the appraisal process of both probationary and covered employees. Although not mentioned specifically in this policy, employees exempt from coverage under the State Employee Grievance Procedure Act may also be given annual performance appraisals.

TRAINING
Training is encouraged for all employees within the agency in regard to EPMS.

LEVELS OF PERFORMANCE

There shall be three levels of performance to rate each job function and objective and to rate overall performance:

1. Exceptional
   Work that is above the criteria of the job function throughout the rating period.

2. Successful
   Work that meets the criteria of the job function.

3. Unsuccessful
   Work that fails to meet the criteria of the job function.

Performance characteristics shall not be rated by the three levels of performance, but shall be given a rating of pass or fail.

1. Pass
   Meets requirements.

2. Fail
   Fails to meet requirements.

PLANNING STAGE

Each employee shall have a planning stage conducted at the beginning of each rating period. The employee's job functions, which include job duties and success criteria, objectives, and performance characteristics for the next rating period will be discussed at this time. These items, as included in the planning stage, are described below. The rater and employee should participate in drafting the planning stage document. The reviewing officer and the rater should discuss the requirements for the coming year prior to the planning stage. A rater may incorporate a team activity into the planning stage document. The team performance being evaluated could constitute a job function, an objective, or one criteria for a particular job function or objective. A rater may also link the employee's training plan to the planning stage document.

JOB FUNCTIONS

The rater and the employee shall determine the job functions, which include job duties and success criteria by reviewing the employee's position description. If the position description is not up-to-date, or if there is no position description, one should be prepared and submitted for approval. In those instances where the rater and employee cannot agree upon the job functions, the rater's decision shall be final. The statement outlining the job function should include descriptive information about the performance expectations (success criteria) of the rater. The descriptive statement should specify the expectations of the rater

for the employee to meet performance requirements. Each job function shall be rated in the evaluation stage based on the three levels of performance. It shall be mandatory for all raters to be evaluated on the timely completion of each employee's performance appraisal.

OBJECTIVES
Objectives shall be optional for all employees. An objective should be included when the employee is assigned a special, non-recurring project or assignment that is not included on the employee's position description. The statement outlining the objective(s) should also include descriptive information about the performance expectations (success criteria) of the rater. The descriptive statement should specify the expectations of the rater for the employee to be successful. Each objective shall be rated in the evaluation stage based on the three levels of performance.

PERFORMANCE CHARACTERISTICS
The Division of State Human Resources will provide agencies with a list of suggested performance characteristics and their definitions. Each performance characteristic shall be defined in the planning stage and rated as "pass" or "fail" in the evaluation stage. The performance characteristics section shall be used as a communication tool to emphasize those performance characteristics that are important to success in performing the job functions and objectives included in the planning document. The performance characteristics section shall not be weighted in the determination of the overall performance rating.

It shall be mandatory for all managers and supervisors to be rated on the performance characteristic of "promoting equal opportunity." (Promoting equal opportunity includes such areas as hiring, promotion, or placement; level of personal and organizational commitment to equal opportunity; progress toward achieving a fully integrated and representative work force; and contribution toward minority programs and other social/economic equal opportunity goals.)

ONGOING PERFORMANCE MANAGEMENT
A rater should continue to provide performance feedback to employees throughout the review period. An unofficial mid-year review is encouraged to facilitate this communication between raters and employees. In addition, various options are available to the rater in conducting performance management. A rater may gather feedback to prepare the appraisal document and/or conduct unofficial appraisals more frequently than required in this policy.

PROBATIONARY PERIOD
Each new employee in probationary status shall be rated prior to the completion of a 12 month probationary period for noninstructional personnel, of the academic year duration for instructional personnel except for faculty at state technical colleges, or of not more than two full academic years duration for faculty at state technical colleges. The performance review date

marks the beginning of a new review period. If that employee does not receive a performance appraisal prior to the performance review date, the employee will receive a "successful" rating by default and obtain covered status as a State employee and permanent status in the class. The probationary period may not be extended. If an employee is not performing satisfactorily during the probationary period, the employee shall be terminated before becoming a covered employee. Until an employee has completed the probationary period and has a "successful" or higher overall rating on the employee's evaluation, the employee has no grievance rights under the State Employee Grievance Procedure Act; therefore, an agency is not required to follow the "Substandard Performance Process" to terminate a probationary employee. The "successful" rating is the equivalent to the "meets" performance rating referenced in the State Employee Grievance Procedure Act.

ANNUAL PERFORMANCE REVIEWS

All employees shall be given an annual appraisal no more than 90 calendar days prior to the employee's performance review date. If an employee is on approved leave with or without pay for more than 30 consecutive workdays, the employee's performance review date may be advanced up to 90 days. A covered employee who receives a "Warning Notice of Substandard Performance" may have the performance review date advanced to coincide with the "Warning Notice of Substandard Performance" dates.

The performance review date marks the beginning of a new review period. If an employee does not receive an appraisal prior to the performance review date, the employee shall receive a "successful" rating by default. A covered employee may not be issued either an overall "unsuccessful" appraisal or an "unsuccessful" rating on any essential job function or objective that significantly impacts performance, without following the "Substandard Performance Process."

TRIAL PERIODS

Each covered employee who has been demoted, promoted or reclassified shall be appraised prior to the completion of a six month trial period in the position. The performance review date marks the beginning of a new review period. If an employee does not receive a performance appraisal prior to the performance review date, the employee will receive a "successful" rating by default and obtain permanent status in the new classification. Once an employee has completed a successful trial period and obtained permanent status in a class, the employee retains permanent status in the class throughout the employee's continuous service. The six month trial period may be extended up to 90 calendar days upon written notice to the employee prior to the end of the six month trial period. The employee's performance review date shall be advanced for the time period such extension is in effect.

The "Substandard Performance Process" is not required to demote or reclassify downward an employee in trial status to the same class from which promoted, if the demotion or reclassification occurs within the trial period. The "Substandard Performance Process" is also

not required to demote or reclassify downward an employee in trial status to a class in an equal or higher pay band from which promoted, if the demotion or reclassification occurs within the trial period. The employee in trial status may not grieve such demotion. The employee in trial status may not be terminated or demoted to a class in a lower pay band than that from which promoted for performance reasons without following the "Substandard Performance Process."

SUBSTANDARD PERFORMANCE PROCESS FOR COVERED EMPLOYEES
A covered employee is entitled to adequate notice of substandard performance and the opportunity to improve the substandard performance before receiving an "unsuccessful" rating and being removed from the position. To ensure this occurs, the following procedures shall be followed:

I. A rater shall issue a "Warning Notice of Substandard Performance" prior to issuing an "unsuccessful" rating to a covered employee. If during the performance period an employee is considered "unsuccessful," in any essential job function or objective which significantly impacts performance, the rater shall provide the employee with a written "Warning Notice of Substandard Performance." The warning notice shall provide for an improvement period of no less than 30 days and no more than 120 days. The warning notice may be issued at any time during the review period. Ordinarily, the warning period may not extend beyond the employee's review date. However, the review date may be advanced to coincide with the "Warning Notice of Substandard Performance" dates.

II. The rater and employee should participate in drafting a work improvement plan. The work improvement plan should include a list of ways to improve the deficiencies and other appropriate performance-related recommendations. In those instances where the rater and employee cannot agree upon the content of the work improvement plan, the rater's decision shall be final.

III. During the warning period, the employee and the rater shall have regularly scheduled meetings during which they shall discuss the employee's progress. Documentation is required to verify that these counseling sessions were held. Copies of this documentation shall be placed in the employee's official personnel file and given to the employee upon request.

IV. If the employee's performance is rated "successful" or above, on all essential job functions/objectives, which significantly impact performance, noted in the warning notice by the end of the warning period, employment shall continue. If the employee is rated "unsuccessful," on any essential job function or objective that significantly impacts performance as noted in the warning notice by the end of the warning period, the employee shall be removed from the position immediately (i.e., terminated, reassigned or demoted).

V.   Once a time frame for improving substandard performance has been given, the employee must receive a written appraisal prior to the end of the warning period or the employee will receive a "successful" rating by default.

VI.   If an employee has been issued two warning notices within a 365 day period and performance drops to a substandard level on any essential job function/objective, which significantly impacts performance for a third time within a 365 day period, the employee shall be removed from the position upon the third recurrence of such substandard performance by issuing the "unsuccessful" appraisal. A warning notice is not required on the third occurrence.

WARNING NOTICE OF SUBSTANDARD PERFORMANCE

The requirements of a "Warning Notice of Substandard Performance" are:

I.   The notice shall be in writing, addressed to the employee, labeled as a "Warning Notice of Substandard Performance," and signed by the employee (witnessed, if employee will not sign).

II.   The notice shall list the job function(s) and/or objective(s) included on the employee's planning document that are considered "unsuccessful," with an explanation of the deficiencies for each job function and/or objective.

III.   The notice shall include the time period for improvement and the consequences if no improvement is noted (i.e., terminated, demotion or reassignment).

IV.   The notice shall include a plan for meetings to discuss employee progress during the warning period.

V.   A copy of the notice shall be given to the employee and placed in the employee's official personnel file.

EPMS OPTIONS TOOLBOX

An agency may determine that using any or all of the following options would assist in conducting performance management.

The Following Options Do Not Require Incorporation Into The Agency's EPMS Policy or Division of State Human Resources Approval

LINKAGE OF EMPLOYEE PERFORMANCE TO AGENCY MISSION

An agency may elect to include the mission statement for the agency, or the particular work unit, on the employee's appraisal document. Space has been allocated on the statewide EPMS form to include this information if desired.

STAFF DEVELOPMENT AND TRAINING PLANS

The agency may choose to require raters to complete staff development and training plans for each employee yearly. This component may be written into the agency's policy if desired. The Division of State Human Resources will provide agencies with a sample that may be used to help link employee training plans to the employee's performance evaluation.

WEIGHTED SYSTEM

An agency may use a numerical weighting system to establish the importance of job functions and objectives for purposes of evaluation. A sample weighted system is available from the Division of State Human Resources.

COMPETENCIES/PERFORMANCE CHARACTERISTICS

Competencies and performance characteristics may be considered synonymous terms for EPMS purposes. Competencies/performance characteristics are qualities, traits, or individual characteristics that are required for satisfactory performance in a particular job, role or team. Competencies/performance characteristics are not job tasks. They are qualities, traits, or individual characteristics that enable people to perform tasks and accomplish desired outcomes.

EMPLOYEE COMMENTS

The employee may attach additional comments to the appraisal, and in the attachment may take exception to the rater's appraisal.

The Following Options Require Incorporation Into The Agency's EPMS Policy and Division Of State Human Resources Approval

FREQUENCY OF EVALUATIONS

Under the baseline system an agency would have the flexibility to conduct unofficial evaluations anytime throughout the year. An unofficial mid-year review is encouraged to facilitate

communication between raters and employees. However, if an agency wishes to <u>require</u> more frequent evaluations, it should include such requirement in its EPMS policy.

REVIEWER CHANGING THE RATER'S RATING

An agency may determine that it does not want the reviewer to have the authority to change the rater's rating. If this is the case, the agency would need to incorporate this limitation into its EPMS policy.

MULTIPLE SOURCES OF FEEDBACK

In using a "multiple sources" of feedback system the particular system chosen must be included in the agency's EPMS policy. The agency should provide training as appropriate to employees on giving and receiving feedback.

ALTERNATIVE LEVEL OF PERFORMANCE SYSTEMS

An agency may develop alternative systems (i.e., more/fewer levels of performance) to rate employee performance. However, evaluation systems that have more/fewer levels of performance than the three levels of performance must include a conversion mechanism to equate those systems to the three levels of performance should this be necessary (RIF or legislatively mandated reasons, for example). This system and the conversion mechanism must be incorporated into the agency's EPMS policy. The agency must convert their levels of performance to the three levels of performance prior to entering into the Central Human Resources Data System.

TEAM EVALUATIONS

An agency may elect to substitute team evaluations for individual performance appraisals. If an agency determines to do this, such change would need to be incorporated into the agency's EPMS policy.

UNIVERSAL REVIEW DATE

An agency may use a Universal Review Date for the entire agency. The use of a Universal Review Date must be stipulated in the agency's EPMS policy before implementation. An unofficial mid-year review is encouraged to facilitate communication between raters and employees.

WEIGHTING AND RATING PERFORMANCE CHARACTERISTICS

An agency may elect to weigh and rate performance characteristics as part of the agency's performance management system. If an agency determines to do this, such change would need to be incorporated into the agency's EPMS policy.

COMBINING THE POSITION DESCRIPTION AND PERFORMANCE MANAGEMENT DOCUMENT

An agency may combine the employee position description and the performance management document into a single document. Additional approval is not required for an agency using the

Central Human Resources Data System's Position Description/EPMS/ Individual Development Plan (IDP).