AGENCY NAME:	SC Dept of Labor, Licensing & Regulation		
AGENCY CODE:	R36	SECTION:	81

Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM

AGENCY MISSION	The mission of the Agency is to promote the health, safety and well-being of the public through regulation, licensing, enforcement, training and education. This mission also facilitates the goals of Governor Nikki Haley in creating jobs and improving the business climate in the State of South Carolina for both prospective and existing businesses.

Please identify your agency's preferred contacts for this year's accountability report.

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Richele K. Taylor	803-896-4390	Richele.taylor@llr.sc.gov
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I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR *(SIGN/DATE)*:	Richele Taylor 9/15/15
(TYPE/PRINT NAME):	Richele Taylor
BOARD/CMSN CHAIR *(SIGN/DATE)*:	
(TYPE/PRINT NAME):	

AGENCY'S DISCUSSION AND ANALYSIS

INTRODUCTION

The South Carolina Department of Labor, Licensing and Regulation (LLR or Agency) is an umbrella agency charged with the responsibility of administering over 70 government programs. Following passage of the State Government Restructuring Act in 1993, the Agency was created, merging the Department of Labor, the State Fire Marshal's Office, the South Carolina Fire Academy, and 40 professional and occupational licensing (POL) boards, for which the Agency provides administrative, fiscal, investigative, inspectional, clerical, and license renewal operations and activities. The Agency is led by a Director, appointed by the Governor with the advice and consent of the Senate. The Director serves as a member of the Governor's executive cabinet.

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ACCOMPLISHMENTS

During FY2014-15, the Agency succeeded in completing a significant number of its objectives, supporting each of its goals (below), while experiencing a change in leadership. On December 8, 2014, Governor Haley named Richele K. Taylor as the acting director of the Agency until she was confirmed by the Senate in February of 2015. Director Taylor continued the work of former Director Holly Pisarik by incorporating the FY2013-14 Strategic Plan into her own agenda, but as the new Agency head, she also introduced new priorities for her administration. At the top of the list was security: security of the data gathered within the Agency in light of recent data breaches, security of the data stored outside of the Agency in the event a loss, and security of the Agency and its personnel.

Primarily, Director Taylor worked closely with the Agency's General Counsel and Chief Information Officer to complete the Agency's implementation plan that addresses all gaps identified by Agency management during its gap analysis. Cognizant of the July 1, 2016 deadline for full compliance with government security policies, Director Taylor identified data security within the Agency as the primary focus of her expenditures. She authorized the upgrade of software licenses and operating systems, costing $125,000, to ensure the Agency's electronic data is stored in systems that are officially supported by the manufacturer.

Director Taylor also completed the Agency's secure records room, access to which is limited to five employees, to ensure the security of the Agency's paper data. The Office of Communications, which oversees the room, established a protocol and trained staff on the daily transfer of all unsecure paper to the records room. The benefit is twofold: all papers, including checks, are secured until destroyed, and all papers are documented and prepared for destruction in accordance with the Agency records retention policy, also maintained by the Office of Communications. The room is equipped with a camera for added security.

Cameras have traditionally surrounded the Agency's computer server room, but existing cameras have been upgraded for an enhanced quality picture. In FY2014-15, cameras were also added to the hallways and elevator portals, and in FY2015-16, cameras will be added to the common areas within the Agency.

Director Taylor has also directed funding to be devoted to protecting data offsite in the event of loss. The Agency spent approximately $22,000 to establish offsite data storage at a disaster recovery site, and upgraded that equipment at a cost of $200,000.

As to security of the Agency and its personnel, Director Taylor has restructured common areas in the building to insulate employees and their data from public access. Specifically, she created a waiting area for both the second and third floors that allow the public to interact directly with one employee through a glass window. She also added three doors to bar public access to the remaining employees and their workspace on those floors. Each common area has a public doorway, but badge readers were added to all other doors on the hall to ensure the public does not access restricted areas. Badge readers will also be added to three network closets in FY2015-16.

To ensure the safety of the Agency's personnel, Director Taylor has added security lighting in the parking lots, and during FY2015-16, a security guard will be employed in the Agency during business hours due to the judicial nature of many agency actions, such as disciplinary hearings whereby people lose their licenses and livelihoods. In FY2015-16, Director Taylor intends to assess and address the security needs of the Fire and Life Safety Division, which is located offsite.

Although her primary focus was on security, Director Taylor satisfied numerous objectives to ensure continuity in the progress the Agency has made toward reaching its annual goals.

Goal 1: Providing cost-effective services to customers and promoting efficient and streamlined operational management.

Elevators. In FY 2014-15, Director Taylor continued the work of former Director Pisarik on overhauling the Elevators and Amusement Rides program. By implementing metrics and restructuring the program, the number of elevators that were more than 30 days past due for inspection was reduced this past year from 1,234 to 130. The overall number of elevator inspections also increased from 8,812 in FY2013-14 to 9,928 in FY 2014-15.

Amusement Rides. The Agency anticipated implementing electronic inspections for the amusement rides program during FY2014-15. Given its specialized nature, a computer program had to be written. The Agency contracted with a firm in Canada to write the program during the fall of 2014, and the program was ready in the spring of 2015. The Agency's Office of Information Services (OIS) then searched for suitable laptops to run the program; once identified, they were ordered (August of 2015). Once received, inspectors will train and begin submitting their reports electronically.

Fire. In order to provide fire department personnel with a streamlined registration system, a user-friendly online database known as the "Fire Portal" was created in FY 2013-14. The Fire Portal allows fire chiefs and selected administrators to electronically submit SLED checks, file mandatory reports, update rosters, and revise Firefighter Mobilization records. Training officers are also able to approve and register firefighters for classes, run selected performance reports, and view a complete training schedule. Once an email is provided for login access, a firefighter is able to sign up for a class as well as view a current Fire Academy transcript. Portal usage shows more than 5,100 individual users with 469 (or 88%) of the fire departments in the state online. The number of individual users increases by nearly 400 each month.

POL. Following the statutorily-mandated budget review conducted by former Director Holly Pisarik in 2013, the professional and occupational licensing board staff members were restructured to reflect the number of licensees in each program area. As a result, two new administrator positions were created, one for the

Auctioneers Commission, Board of Funeral Service and the Board of Perpetual Care Cemeteries, and the other for the Real Estate Appraisers Board. This will ensure the efficient provision of services to the licensure base of all affected boards. Likewise, staff was also adjusted to reflect the modified needs of the boards. All but nine of the 40 professional and occupational licensing boards have applications available online. The Agency did not obtain 100% online availability as anticipated. However, additional time was devoted to each board to ensure that: the online electronic applications matched the existing paper applications, proper credentials, such as photo identification and social security numbers, when necessary, were being collected; and proper disclosures and attachments were included.

Also, in FY2014-15, the Division of Operational Management (OM) was restructured. Previously, the area employed long-term, versatile employees who served the needs of the Agency in its entirety in a variety of capacities – front desk, board services, technology, etc. This year, the office was restructured to move several of those employees, who held FTE positions, into permanent positions within the Agency. The Agency then transferred its temporary employees into OM to better manage the number of temporary employees necessary to serve the needs of the Agency.

Wages. The public may now file Payment of Wages claims through the Agency's online complaint form.

OIS. The Agency has implemented 125 virtual desktops, thus removing 125 out-of-date and unsecure workstations. The Agency also utilizes 32 network printers, an increase of ten in the past year in an effort to replace desktop printing. The Agency continues to work toward 100% virtual desktops and network printers allowing for better security of data.

Goal 2: Promoting a regulatory climate that ensures the health and safety of the public while allowing businesses to thrive.

Wages. In early 2015, Director Taylor added an attorney position dedicated to providing advice to the offices of SC OSHA, Wages and Child Labor, Immigrant Worker Compliance, and Elevators and Amusement Rides. The position, named the "Chief of Labor", reports directly to the Agency's General Counsel. In creating this addition, the Director has expressed her commitment to promoting a healthy and safe, but flourishing, business environment in the State.

Immigration. The Agency continued its partnership with the U.S. Citizenship and Immigration Service to provide employer training on the use of the E-verify system. Jim Knight, who oversees the Immigrant Worker Compliance program, also speaks at training seminars sponsored by the Department of Revenue, addressing the requirements of South Carolina's E-verify law.

Amusement Rides. Prior to the 2014 State Fair, the administrator for the Elevators and Amusement Rides program, Duane Scott, Sr., held a meeting with all ride attendants to discuss best practices for safely operating amusement rides. The same meeting is scheduled for October of 2015.

Goal 3: Ensuring employees perform at a high level, offering solutions to problems and being good stewards of public resources.

All. In order to fulfill its goal of performing at a high level, the Agency has provided education and training to employees on their core job functions. Much of the training is mandatory for the program area that the training is intended to reach, and the Agency's in-house trainer is tasked with ensuring that employees attend the training. The Agency also offers a multidisciplinary "Manager Orientation" to include training covering areas

such as budgeting, procurement and performance management of staff. To train new management and to enhance the training of existing management, the Agency offers monthly classes to supervisors and senior supervisors acting as mentors to new supervisors.

Under the leadership of Director Taylor, the Agency's Senior Management team has begun planning career paths, including adding tiers to common position titles and succession planning across the Agency. Currently, the Agency has reclassified certain board staff positions to begin the process of career paths for board administrators. The Agency has also added career paths for the finance department and for the investigators in the Office of State Fire Marshal. The Agency is currently adding career paths for the Office of Information Services.

Wages and Child Labor. The Wages and Child Labor investigators and their attorneys, received three hours of in-house training on the laws applicable to their field provided by a local employment law firm.

Fire. The Fire and Life Safety Division earned its Pro-Board certification. Now, when a firefighter receives training, he or she is certified under both of the major national firefighter certifications, IFSAC and Pro-Board, and is qualified to move to almost every state and receive reciprocity to be a firefighter. These accreditations also allow the SC Fire Academy to recognize firefighter training from other states which eases the employment process for local fire departments.

OSHA. SC OSHA continues to offer consultation services for free health and safety inspections for OSHA compliance and has participated in conferences and meetings to educate businesses regarding OSHA compliance and services. SC OSHA partners with the Department of Commerce to market consultation services to businesses seeking to open South Carolina.

Goal 4: Protecting citizens by ensuring they are served by high quality professionals through licensing and compliance.

POL. The time it takes staff to issue a license continues to improve. If all of the requirements for approving a license are met when the application is sent, then a license can generally be issued within 2-6 business days when commenced by paper, and if the process is started online, it can be issued between 7-12 business days. Likewise, the cycle times for investigating complaints against licensees continues to improve despite an initial setback earlier in the year due to employee turnover. Currently the average length of time to investigate a case is 140 days, down from 180 days in 2012 when the Agency began monitoring cycle times.

2015-16

Looking ahead, the Agency will again emphasize security to ensure full compliance with the July 1, 2016 deadline for implementing all thirteen security policies established by DIS to protect the Agency's data. This goal will be accomplished through implementation of a revised business continuity and disaster recovery plan, conducting a risk assessment, and upgrading enterprise storage subsystems at the Agency as well as at the disaster recovery site. Also, the Agency will execute the aforementioned planned upgrades for the physical security of the Agency as well as at the Fire and Life Safety building and campus.

Emphasizing the importance in continuity in Agency planning, Director Taylor will proceed with a prior goal established by former Director Pisarik of ensuring employees perform at a high level, offer solutions to problems and are good stewards of their resources. The Agency will continue to affirm the importance of education and training employees on their core job functions. The Agency will endeavor to attract, develop and retain qualified employees through training and communication. And, the Agency will execute the strategy established during

FY2013-14 of stimulating innovation by offering tangible incentives and using innovation to recognize and promote.

In the coming year, Labor and Fire and Life Safety will be the focus of a separate goal – the promotion of public safety by enhancing education and improving the dissemination of information. For SC OSHA, the emphasis will be outreach with increased voluntary consultations, an updated website, the incorporation of e-blasts and social media, and the offer of classes to high schools and technical schools. For Wages and Child Labor, the emphasis will be on improving consistency and effectiveness of the program area. With the assignment of an attorney to the Labor program, Wages is undergoing a comprehensive review of its statutes and regulations, policies, forms and procedures, for purposes of updating the same. Wages will also implement a new collection plan for wage payment violations. For Fire, the emphasis will be on providing cost-effective fire education and fire sprinkler plan review services. Finally, the emphasis in the amusement rides program will be use of online services. An online complaint form and electronic audit tracking system will be added to the program as will a searchable database for all amusement rides statewide. Amusement rides staff will partner with SC OSHA to offer safety training to amusement ride workers, and a comprehensive three to five year safety plan aimed at reducing incidents will be established.

The POL boards will be the focus of an Agency annual goal of efficiency in operations. In FY2015-16, the Agency will conduct the first audit of the budget program established by former Director Pisarik in 2013. Thereafter, it is anticipated that fee adjustments will be necessary to ensure continued funding at an appropriate level for each board. An internal auditor will also be hired to review board processes to enhance efficiencies and reduce barriers to licensure. On the technology front, the focus will be on offering self-service options for board members and bringing the disciplinary fine payment system online. Yet-to-be completed objectives from FY2013-14 will be executed, including completion of the board training videos – a work in progress presently, and establishment of a quarterly e-blast to board members keeping them abreast of Agency happenings. A new objective is added this year – quarterly phone conferences between the Director and Board Chairs to enhance communications and build trust and good working relations.

Finally, the effectiveness goal of the Agency will be implemented by a continued emphasis on a reduction in licensure turnaround time, a continued effort to make online applications available to the public, and a continued reduction of investigation cycle times. This year, a new focus will be creating cycle times for cases that have proceeded beyond the investigation status and into the disciplinary counsel's office for handling. And, in response to requests from stakeholders, the Agency will begin work toward a 2017 goal of notifying employers of employee license suspensions and a 2018 goal of verifying employee license credentials in bulk.

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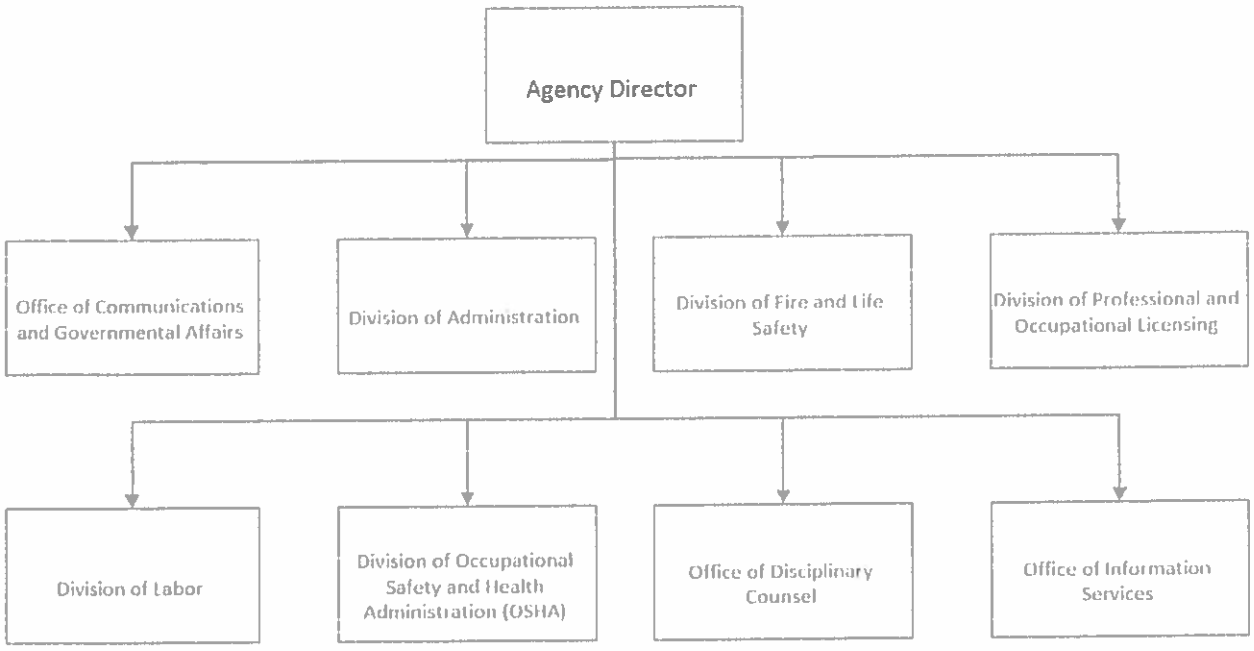

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Strategic Planning Template

Type	Item # Goal	Strat	Object	Description
G	1			**Promote public safety by enhancing education and better dissemination of information on labor and fire safety programs.**
S		1.1		**Provide educational and technical assistance to businesses on providing health and safety programs for employees.**
O			1.1.1	*1% increase in OSHA voluntary consultations providing free workplace site inspections and employee training.*
O			1.1.2	*Redesign outdated OSHA website and update data content to provide public more information.*
O			1.1.3	*Assist in providing "OSHA 10" classes to high school and tech grades for job potential/growth.*
O			1.1.4	*Promote education to employers, employees, and community utilizing e-Blasts, press releases and social media.*
S		1.2		**Improve consistency amd effectiveness of wage program.**
O			1.2.1	*Update current policies and procedures manual regarding wage investigations and revise current forms and letters to promote consistency and accuracy.*
O			1.2.2	*Research other states' wage/child labor laws to update statute and regulations.*
O			1.2.3	*Partner with DEW to obtain federal tax ID numbers to increase collection of wage payment violations by 10%.*
S		1.3		**Provide quality, cost-effective fire education and fire sprinkler plan review services.**
O			1.3.1	*Offer additional training classes to firefighters and EMS personnel to train more fire departments and firefighters.*
O			1.3.2	*Enhance self-service portal options for fire fighters*
O			1.3.3	*Develop improvement plan for Fire Academy infrastructure to insure continuous service and sustainability.*
O			1.3.4	*Reduce engineering fire sprinkler plan review turn around time to less than ten days.*
S		1.4		**Enhance Amusement Ride program to ensure public and worker safety.**
O			1.4.1	*Implement electronic audit tracking system and online complaint form*
O			1.4.2	*Partner with OSHA to offer safety training for amusement ride workers.*
O			1.4.3	*Create electronic central database for all amusement rides in the state that is searchable by the public.*
O			1.4.4	*Draft a comprehensive three to five year safety plan aimed at reduction of amusement ride incidents.*
G	2			**Ensure professonal and occupational licensing boards operating efficiently.**
S		2.1		**Implement audit of board fees and processes.**
O			2.1.1	*Review each boards' revenue since 2013 licensing fee adjustments to ensure each board is self-sustaining by 2020.*
O			2.1.2	*Utilize new auditor position to audit board processes to enhance efficiencies and reduce barriers to licensing for applicants.*
S		2.2		**Enhance website service options for licensees and board members.**
O			2.2.1	*Develop online payment system for disciplined licensees to pay board fines.*
O			2.2.2	*Enhance website self-service options for board members.*
S		2.3		**Enhance trust and communications with boards and commissions administered by the agency.**
O			2.3.1	*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.*
O			2.3.2	*Create quarterly eblast apprising board members of agency news and changes in law in FY2015-16.*
O			2.3.3	*Provide quarterly phone calls with Director and Board Chairs to allow for Q/A from boards and updates from Director.*
G	3			**Evaluate effective use of agency resources through reporting requirements.**
S		3.1		**Ensure individuals who meet required education and skills are quickly licensed.**
O			3.1.1	*Review current licensure turnaround time and outline actions needed to speed up process.*
O			3.1.2	*Continue offering online application process and permit certain statutory requirements to be fulfilled electronically.*
O			3.1.3	*Develop additional 129 online initial applications for POL boards. There are 494 total applications offered by LLR board and the goal is to have all applications online by 2018.*
S		3.2		**Ensure that allegations of misconduct by licensees are timely investigated and complaints are timely resolved.**
O			3.2.1	*Re-assess and analyze investigator cycle times to determine if original matrix is feasible.*
O			3.2.2	*Create cycle times for attorney disciplinary case resolution and final order submissions.*
O			3.2.3	*Implement agency task force to recommend options for reducing length of the disciplinary process across all boards.*
S		3.3		**Implement a strategy to assist businesses and employers review employee licensee status.**
O			3.3.1	*Create the ability for businesses to bulk verify employees' licensing credentials by 2018.*
O			3.3.2	*Develop plan to notify employers of employee licensure suspensions beginning January 2017 renewal cycle.*
G	4			**Protect licensee and the public's information through enhancement to cyber systems and building improvements.**
S		4.1		**Modify and implement agency continuity policies to ensure protection of data.**

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Strategic Planning Template

Type	Item # Goal	Strat	Object	Description
O			4.1.1	*Implement revised business continuity and disaster recovery plan.*
O			4.1.2	*Conduct risk assessment.*
O			4.1.3	*Upgrade enterprise storage subsystems at Kingstree location and disaster recovery site.*
S		4.2		**Implement building security plan.**
O			4.2.1	*Install physical upgrades to ensure no public access to building without proper authorization.*
O			4.2.2.	*Assess Fire and Life Safety building and campus.*
G	5			**Ensure employees perform at high level, offer solutions to problems, and are good stewards of public resources.**
S		5.1		**Educate and train employees on core job functions.**
O			5.1.1	*Maintain 100% compliance rate for customer service training for all board employees.*
O			5.1.2	*Achieve 100% compliance rate for budget and procurement training for supervisors.*
S		5.2		**Attract, develop and retain qualified employees through training and communication.**
O			5.2.1	*Develop successful management training curriculum and offer monthly classes to supervisors.*
O			5.2.2	*Develop career paths for upword mobility.*
O			5.2.3	*Start an agency mentoring program pairing new supervisors with senior supervisors.*
O			5.2.4	*Hold monthly meetings between Director and employees to improve communication and morale.*
S		5.3		**Stimulate innovation by offering tangible incentives and using innovation to recognize and promote.**
O			5.3.1	*Form an innovation committee to develop policies and procedures to promote innovation in the agency.*
O			5.3.2	*Develop a bonus system for innovations that are implemented.*

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	OSHA workplace visits	865	938	947	FY2015-16	OSHA Express	Quarterly	Calculating by adding the number of workplace sites visited by the OSHA voluntary program.	1.1.1
2	Savings of OSHA fines for employers. Employers may request a voluntary inspection and not pay fines for violations as long as they are corrected.	$1.6 million	$1.8 million	$1.82 million	FY2015-16	OSHA Express	Quarterly	Sites where violations found were corrected through voluntary visitation program, rather than through enforcement.	1.1.1
2	Number of trainings held	371	442	446	FY2015-16	OSHA Express	Quarterly	Number of training classes based on staff availability.	1.1.1
4	Number of employees trained.	10,141	11, 407	11,521	FY2015-16	OSHA Express	Quarterly	Number of employees who take training classes.	1.1.1
5	Positive customer satisfaction surveys.	0	0	80% positive	FY2015-17	Customer Satisfaction Database, updated daily.	Monthly	Calculated by measuring the number of positive surveys in database.	1.1.2
6	Number of e-blasts, press releases, and social media bulletins.	0	0	4	FY2015-16	Communications officer	Quarterly	Number of press releases, e-blasts and social media bulletins.	1.1.4
7	Provide train the trainer classes for "OSHA 10" class.	0	0	3	FY2015-17	OSHA	Annually	Number of classes provided and counted by voluntary OSHA program.	1.1.3
8	Updated policy and procedure manual placed on LLR website.	0	0	Completed Manual	FY2015-16	Check LLR website	N/A	N/A	1.2.1
9	Draft proposed bill and NOD for regulations.	0	0	Completion of task	FY2015-17	Proposed bills and regulations filed with Legislative Council.	N/A	N/A	1.2.2
10	MOU with DEW in place.	0	0	Signed MOU	FY2015-16	Signed copy of MOU located within Office of General Counsel	N/A	N/A	1.2.3
11	10% Increase in number of outstanding fines collected.	$40,807 fines collected	$29,575 fines collected	10% increase	FY2015-16	ReLaes database, updated daily.	Annually	Calculated using ReLaes database and pulling the amount of citation penalties collected.	1.2.3
12	Number firefighters who are registered and having an account to access records.	0	5,100 individual users	7500 individual users	FY2015-16	Fire A database, updated daily	Annually	Calculated by counting users who create and can manage their own accounts.	1.3.1,1.3.2
13	Number of fire departments who use the online portal for training.	0	469 fire departments	500 departments	FY2015-16	Fire A database, updated daily	Annually	Calculated automatically by database.	1.3.1
14	Number of training programs delivered.	0	2505 programs	2550 programs	FY2015-16	Fire A database, updated daily	Annually	Calculated by accessing program records in database.	1.3.1,1.3.2
15	Number of registrants for training.	0	30,765	31,000	FY2015-16	Fire A database, updated daily	Monthly	Calculated by database.	1.3.1,1.3.2
16	Develop site master plan.	0	0	Completion of task	FY2015-16	Office of the State Fire Marshal	N/A	N/A	1.3.3

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
17	Number of days for engineer review of fire sprinkler plans.	0	8-12 days	Less than ten days	FY2015-16	Manual count, online engineering review database	Monthly	The time is measured from date of the initial submission to the time it takes an engineer to send a letter either approving or requesting additional information or changes to the plan.	1.3.4
18	Number of amusement ride audits performed.	0	366	370	FY2015-16	Office of Elevators and Amusement Rides	Annually	Calculated by counting the number of audits performed by special inspectors.	1.4
19	Number of failed amusement rides.	0	106	10% reduction	FY2015-16	Office of Elevators and Amusement Rides	Annually	Calculated by number of failed audits performed. Violations corrected before permits issued.	1.4.3
20	Inspection reports available online.	0	0	100%	Mar-16	Office of Elevators and Amusement Rides	N/A	N/A	1.4.3,1..4.4,1.4.1
21	Number of complaints received.	0	6	N/A	N/A	Office of Elevators and Amusement Rides	Annually	Calculated by counting number of complaints received.	1.4.3,1..4.4,1.4.1
22	Response time to amusement ride incidents.	0	within 24 hours	within 24 hours	FY2015-16	Office of Elevators and Amusement Rides	Annually	Calculated by determining response time to three incidents reported this year.	1.4.3,1..4.4,1.4.1
23	Reduction of the number of serious injuries or catastrophic accidents.	0	2	0	FY2015-16	Office of Elevators and Amusement Rides	Annually	Calculated by the number of serious injuries reported.	1.4.3,1..4.4,1.4.1
24	Amusement rides statutes and regulations updated.	N/A	N/A	N/A	FY2015-17	Office of Elevators and Amusement Rides	N/A	N/A	1.4.1
25	Provide all board member meeting materials electronically.	0	29	41	FY2015-17	Available on website through board member portal.	Annually	N/A	2.2.2
26	Number of videos available online.	0	0	5 topics	FY2015-17	Available on website through board member portal.	Annually	Calculated by counting the number of videos available online.	2.2.2,2.3.1
27	Turn around time for final orders for the Office of Advice.	0	60 days	30 days	FY2015-17	ReLaes, Office of Advice Counsel	Annually	Calculated by measuring the date of the final order hearing to the date the order is served on the respondent.	3.2.2
28	Cycle time established for Office of Disciplinary Counsel.	0	0	Completion of task	FY2015-16	ReLaes, Office of Disciplinary Counsel	Annually	N/A	3.2.2
29	Number of e-blasts sent per year.	0	0	4	FY2015-16	Four e-blasts sent by emails from agency's communications office.	Annually	N/A	2.3.2,2.3.3

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
30	Number of applications offered online.	0	126 initial applications offered online.	Additional 129	FY2015-16	ReLaes, updated daily and OIS excel spreadsheet	Annually	Calculated by examining every credential listed in our database to determine the total amount of applications possible. As initial applications are added online they are charted on an excel spreadsheet.	3.1.3
31	Current licensure turn around time.	11 days online, 7 days on paper	8 days online, 4 days on paper	7 days online, 2 days on paper	FY2015-17	ReLaes, updated daily	Monthly	Calculated by looking at each month's license turnaround time. The goal is to meet the December 2014 (the best month)'s numbers consistently by FY2017.	3.1.1
32	Time to cycle a case through agency.	185 days	245 days	Work in progress	FY2016-17	ReLaes, updated daily	Monthly	Calculated by time initial complaint is received until disposition.	3.2.2, 3.2.3
33	Percentage of health boards that capture employer information.	0	0	8 boards	FY2015-16	ReLaes, updated daily	Annually	Calculated by adding employer field to renewal forms.	3.3.1,3.3.2
34	50% of board renewals to verify email addresses.	0	0	20 boards	FY2016-17	ReLaes, updated daily	Annually	Calculated by adding verification to renewal forms.	3.3.1
35	Conduct risk assessment.	0	0	Completion of task	FY2015-16	Office of Information Technology	N/A	N/A	4.1.1. 4.1.2
36	Update Business Continuity and Disaster Recovery Plan.	0	0	Completion of task	FY2015-16	Office of Information Technology	N/A	N/A	4.1.1,4.2.2
37	Decrease RPO for agency major systems.	8 hour	8 hours	4 hours	FY2015-16	EMC RecoverPoint for Virtual Machine Backup Software	Annually	N/A	4.1.1
38	Availability of high-speed flash storage.	1 TB	1 TB	10 TB	FY2015-16	Agency storage subsystem	N/A	N/A	4.1.3
39	Availability of electronic storage capability.	25 TB	25 TB	50 TB	FY 2015-16	Agency storage subsystem	N/A	N/A	1.1.3
40	% of elevators with badge readers.	0	0	100%	FY2015-16	Division of Administration	N/A	N/A	1.2.1
41	Hire security guard during business hours.	0	0	1	FY 2015-16	Division of Administration	N/A	N/A	1.3.1
42	Increase compliance with customer service training for board staff.	0	0%	100%	FY 2015-16	Division of Administration, Human Resources Division	Annually	New software will track training automatically.	1.3.2
43	Number of employees budget and procurement training.	0	88 employees completed budget training; 94 completed procurement training.	50	FY 2015-16	Division of Administration, Human Resources Division	Annually	New software will track training automatically.	5.1.1,5.1.2
44	Number of employees enrolled in management and leadership training.	0	0	10% of workforce	FY 2015-16	Division of Administration, Human Resources Division	Annually	New software will track training automatically.	5.2.1

Agency Name:	Department of Labor, Licensing and Regulation		
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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
45	Number of career paths developed.	0	2	9	FY2015-16	Division of Administration, Human Resources Division	Annually	Calculated by counting the number of career paths develop based on nine total areas.	5.2.2
46	Create supervisor mentoring program.	0	N/A	Completion of task	FY2015-16	Division of Administration, Human Resources Division	Annually	N/A	5.2.3
47	Establish monthly meetings between Director and employees.	0	N/A	12	FY2015-16	Division of Administration, Human Resources Division	Annually	N/A	5.2.4
48	Form committee to draft policy to promote innovation.	0	N/A	Completion of task	FY2015-16	Division of Administration, Human Resources Division	Annually	N/A	5.3.1
49	Bonuses awarded for innovations that are implemented.	0	N/A	Completion of task	FY2015-16	Division of Administration, Human Resources Division	Annually	N/A	5.3.2

Agency Name:	SC Dept of Labor, Licensing & Regulation		
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Fiscal Year 2014-15
Accountability Report

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	This function provides support to agency programs including executive leadership, legal services, information services, communications department, legislative assistances, human resources, procurement, accounting, mail services, public information, records management and courier services.	$ -	$ 5,049,637	$ -	$ 5,049,637	$ -	$ 5,722,338	$ -	$ 5,722,338	All 5 Goals, 4.1.1, 4.1.2, 4.1.3, 4.2.1
II.A. OSHA Voluntary Programs	SC OSHA Voluntary Program trains employers in workplace safety, reviews equipment placement for safety, and assists employers in maintaining safe facilities.	$ 222,685	$ 75,624	$ 969,269	$ 1,267,578	$ 229,192	$ 63,042	$ 1,031,237	$ 1,323,471	1.1.1, 1.1.2, 1.1.3, 1.1.4
II.B. Occupational Safety & Health	SC OSHA Compliance Program enforces workplace safety and health regulations.	$ 1,088,804	$ 356,506	$ 1,534,791	$ 2,980,101	$ 1,115,326	$ 430,508	$ 1,907,831	$ 3,453,665	1.1.2, 1.1.4
II.C. Fire Academy	The State Fire Academy provides statewide training for fire service personnel; paid, volunteer, airport air crash rescue firefighter, industrial brigade and other emergency response personnel.	$ -	$ 6,685,926	$ 83,942	$ 6,769,868	$ -	$ 7,292,862	$ 564,985	$ 7,857,847	1.3.1, 1.3.3, 4.2.2
II.D. State Fire Marshal	The Office of the State Fire Marshal (OSFM) has the responsibility to inspect for fire code violations, review fire sprinkler plans for commercial use, inspect foster homes and adult centers for fire safety, etc. The OSFM also houses the Urban Search and Rescue (USAR) Team, emergency management functions, and community fire safety programs.	$ -	$ 2,481,744	$ 69,923	$ 2,551,667	$ -	$ 2,856,991	$ 30,936	$ 2,887,927	1.3.2, 1.3.4, 3.1.2, 4.2.2
II.E. Elevators & Amusement Rides	The elevator program protects the people of the state from damage to life or health caused by unsafe conditions in elevators. Besides inspecting new elevators and ensuring those in use remain inspected, the division also inspects amusement rides.	$ -	$ 465,114	$ -	$ 465,114	$ -	$ 510,490	$ -	$ 510,490	All 1.4 Strategies
II.F. Prof & Occupational Licensing	This program licenses 41 Boards that regulate professions and ensures that some minimal level of skills is met to support public health and safety. The program also administers the boards who make disciplinary decisions regarding licensees. This program also handles investigations of professionals, wages and immigration.	$ -	$ 12,811,225	$ -	$ 12,811,225	$ -	$ 14,212,482	$ -	$ 14,212,482	All 2 Goals; All 1.2 Strategies; All 3.1 Strategies.
II.G. Labor Services	This office investigates industrial disputes, strikes, lockouts and their causes and tries to help the two sides reach an agreement.	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
II.H. Building Codes	This program licenses building professionals and regulates to make sure that some minimal level of skill is met to support public health and safety.	$ -	$ 710,230	$ -	$ 710,230	$ -	$ 906,452	$ -	$ 906,452	All 2 Goals; All 3.1 Strategies