

AGENCY NAME:	Office of the State Auditor		
AGENCY CODE:	F270	SECTION:	105

2022
Accountability Report

SUBMISSION FORM

I have reviewed and approved the data submitted by the agency in the following templates:

- Data Template
 - Reorganization and Compliance
 - FY2022 Strategic Plan Results
 - FY2023 Strategic Plan Development
 - Legal
 - Services
 - Partnerships
 - Report or Review
 - Budget
- Discussion Template
- Organizational Template

I have reviewed and approved the financial report summarizing the agency’s budget and actual expenditures, as entered by the agency into the South Carolina Enterprise Information System.

The information submitted is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR <i>(SIGN AND DATE):</i> <i>(TYPE/PRINT NAME):</i>	SIGNATURE ON FILE	Signature Received: 8/17/2022 11:32

N/A BOARD/CMSN CHAIR <i>(SIGN AND DATE):</i> <i>(TYPE/PRINT NAME):</i>	N/A	

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AGENCY’S DISCUSSION AND ANALYSIS

Purpose, Organization and Major Responsibilities

The Office of the State Auditor (OSA) serves as the independent audit function for the State of South Carolina. The OSA is organized into three service delivery divisions: State Agency, Medicaid and Internal Audit Services, and is supported by an Administration division.

State Agency Division - Composed of approximately 13 permanently assigned audit professionals, this division has 4 core responsibilities:

1. Annual audit of the State’s Annual Comprehensive Financial Report (ACFR) as prepared by the Office of the Comptroller General.
2. Annual audit of the Schedule of Expenditures of Federal Awards (Single Audit).
3. Attestation engagements of each state agency not separately audited, which are focused on internal controls.
4. Attestation engagements of county and municipal treasurers, county clerks of court, magistrates, and municipal clerks of court to ensure that the imposition, collection, and remittance of court fines, fees, and assessments are in accordance with applicable state laws.

Medicaid Division - Composed of approximately 13 permanently assigned audit professionals, this division performs attestation engagements of financial and statistical reports filed by providers of Medicaid services, primarily nursing facilities. These engagements, performed under contract with the South Carolina Department of Health and Human Services (DHHS), determine if the reimbursement rate based on costs claimed for reimbursement by the provider are free from material misstatements based on South Carolina’s State Plan for Medical Assistance, the applicable contract between DHHS and the Medicaid provider and all applicable state and federal laws and regulations. The contract agreement with DHHS requires that an engagement be performed on each provider facility at least once every 4 consecutive cost reporting periods.

Internal Audit Services Division – Composed of approximately 7 audit professionals, this division focuses on providing services to the South Carolina Department of Transportation (SCDOT) and performs independent and objective assurance and consulting activities designed to add value or improve SCDOT’s operations. The division assists in accomplishing strategic objectives and mission by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

Administration Division – Composed of approximately 6 administrative professionals who provide accounting, budgeting, human resource, purchasing, technology, word processing and other administrative support for the agency.

In addition to the permanently assigned staff in the State and Medicaid divisions, 18 staff float between divisions to provide teams with flexibility to scale team size to fit the needs of the engagement. Three positions are agency-wide resources not assigned to a division.

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Analysis of the Agency

OSA continues to focus on implementing initiatives designed to improve productivity and utilization, increase our value, develop and retain staff and maintain a strategic focus.

Major Accomplishments

The following accomplishments relate to the agency's core mission:

- The audit of the ACFR for fiscal year June 30, 2021, performed jointly with CliftonLarsonAllen, LLP (CLA), a national public accounting firm, was completed on November 12, 2021, the date mutually agreed to with the Office of the Comptroller General, and making it one of the earliest statewide financial statement issuances in the nation. The total cost for CLA's services was \$345,800, which was reimbursed by state agencies.
- The audit of the State's Schedule of Expenditures of Federal Awards (Single Audit) for the fiscal year ended June 30, 2021, was completed on April 14, 2022. Covering compliance with laws and regulations for over \$12 billion in federal award expenditures, the single audit engagement required nearly 14,500 hours to complete in addition to the assistance provided by various state agencies.
- Completion of 55 agreed-upon procedures engagements for state agencies covering fiscal years 2020 and 2021.
- Completion of 39 reports covering 18 healthcare providers receiving Medicaid reimbursement. Medicaid receivables of \$2.5 million to date have been established based on these engagement findings.
- Through contracts with three certified public accounting firms, completion of 29 agreed-upon procedures engagements of county and municipal courts.
- Completion of 5 internal audit reports related to SCDOT.

Other significant accomplishments and initiatives:

Productivity and Utilization

- During the fiscal year 2022, we were challenged, like many other state agencies, by shifting attitudes in the workplace and high employment levels in our state and across the nation. Ten staff separated during the year, equating to an 18.7% turnover rate, and while we hired nine staff during the year, we had nine positions remain open at fiscal year-end. We have adapted by finding new ways to fulfill our responsibilities, however, some work may be finalized later in the fiscal year 2023 than in prior years.
- Staff utilization fell to 71% from 74% the prior year. One major contributor was a 38% increase in the amount of training and other time spent onboarding new employees. Our target average utilization is 75%.
- Despite workforce challenges, we continue to build resources that allow us to insource work that was previously contracted.
- Reactivated our summer internship program after a two-year pause during the pandemic.
- Of two summer interns in 2022, one has agreed to continue to work part-time as he continues his studies at USC, and the other has accepted an offer for full-time employment when she graduates in August 2022.
- Exploring the use of interns year round as a response to a challenging hiring market.

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Assuring Value for Those We Serve

- Attempt to seek feedback from stakeholders on how we can better add value to the work we perform. Where practical and in line with our mission, we make adjustments to respond.
- Through planning meetings with agency staff, continue to encourage them to use OSA as a resource to help them address agency risk.
- Continue to realize value in Medicaid audit services provided to DHHS. Over the last 5 fiscal years, our Medicaid Division has identified amounts for recovery equal to nearly 3 times the cost of the attest services provided.
- Recognizing that the historic nature of our agreed-upon procedures engagements does not allow agency management to timely react to findings, we are making a shift to focus on performing some procedures on periods other than a completed state fiscal year, to allow the ability to test controls on a more current basis.
- Continue to build a trusted advisor role between our internal audit team and SCDOT leadership.
- Received legislative approval to offer internal audit services to State agencies on a shared service, cost reimbursement basis. We will begin marketing this service in early fiscal year 2023 with a focus on smaller agencies that cannot support a full-time internal audit function.
- Received legislative approval to collect a portion of the cost of the statewide single audit from the agencies involved in the audit. These funds will be used for technology, training, and retention efforts.
- Completed and issued the Special Study of Long Term Debt as directed by Proviso 105.5, working closely with the staff of 26 higher education institutions to obtain and report complete and accurate data.
- As directed by Proviso 105.6, organized a committee to study financial reporting requirements of municipalities and make recommendations to the legislature for changes to requirements.
- At the direction of the State Fiscal Accountability Authority (SFAA), created templates for the collection of information required by Proviso 117.21 to provide both transparency to and consistency in the information collected by agencies on earmark funds. Templates were created and distributed to approximately 23 agencies within 8 days after the request was made to provide agencies ample time to collect the information ahead of the statutory deadline.
- Earned a rating of “pass” (most desirable rating) in the external peer review performed by the National State Auditors Association (NSAA) on our state agency engagements. The rating indicated that the state agency division is adhering to professional standards and maintains a robust system of quality assurance. The review is conducted every 3 years by a team composed of auditors from other state audit organizations.
- Earned a rating of “generally conforms” (most desirable rating) in the external peer review performed by the American Association of Highway and Transportation Officials (AASHTO) on our internal audit engagements for SCDOT. The rating indicates that our internal audit division is adhering to professional standards and maintains a robust system of quality assurance. The review is conducted every 5 years by a team composed of internal auditors from other state transportation agencies.

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Developing and Managing a Professional Workforce

- Continue to reinforce teamwork, accountability, and feedback as core elements of our culture.
- Experienced improved onboarding results with a revised approach which includes assigning a coach to ensure the new hire receives the support they need to be successful in their first year and beyond.
- Continue to encourage staff to challenge legacy thinking through process improvement.
- To encourage newer employees to become certified, introduced enhanced benefits for Certified Public Accountant (CPA) or Certified Internal Auditor (CIA) candidates, paying for study materials under a loan forgiveness program as well as offering one-time reimbursement of exam fees.
- Use volunteer service such as delivering meals for Meals on Wheels, working at Harvest Hope, and serving meals at Transitions Homeless Center to build comradery among our teams while serving our community.

Responding to Change by Maintaining a Strategic Focus

- Completed a strategic planning process in early fiscal 2022. Major strategic initiatives identified include strengthening our recruiting and retention strategies; adding to our existing talent by recruiting experienced CPAs from outside of state government; creating enhanced incentives for staff to become certified; providing opportunities for staff growth by offering internal audit services on a shared service, cost reimbursement basis; seeking opportunities to move software applications to the cloud; identifying potential retirements over the next 5 years and planning how best to fill those positions.

Managing Agency Resources Effectively

- Continuing to be a good steward of the OSA's resources by investing in the tools that assist us in working more efficiently and effectively.
- Managed OSA's budget conservatively and with accountability.
- Proactively seeking opportunities to make OSA leaner with minimal disruption to workflow.

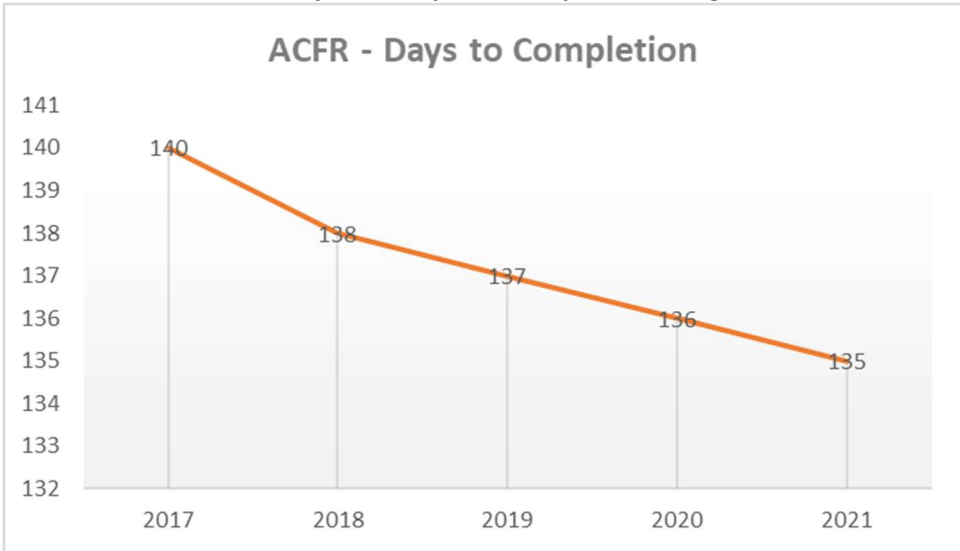
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Performance Comparison to Prior Years

Audit of the State’s CAFR

The State’s CAFR for the fiscal year 2021 was issued 135 days after fiscal year-end, meeting the goal issue date agreed to with the Office of the Comptroller General and making it one of the earliest state issuances in the nation. As illustrated in Figure 1, planning, efficiencies and closer coordination with the Comptroller General’s staff have led to the report being issued at least one day earlier for each of the last 5 years. The goal for the fiscal year 2022 is to complete the CAFR audit within 133 days of fiscal year-end.

**Figure 1
ACFR Days to Complete (compared to target)**

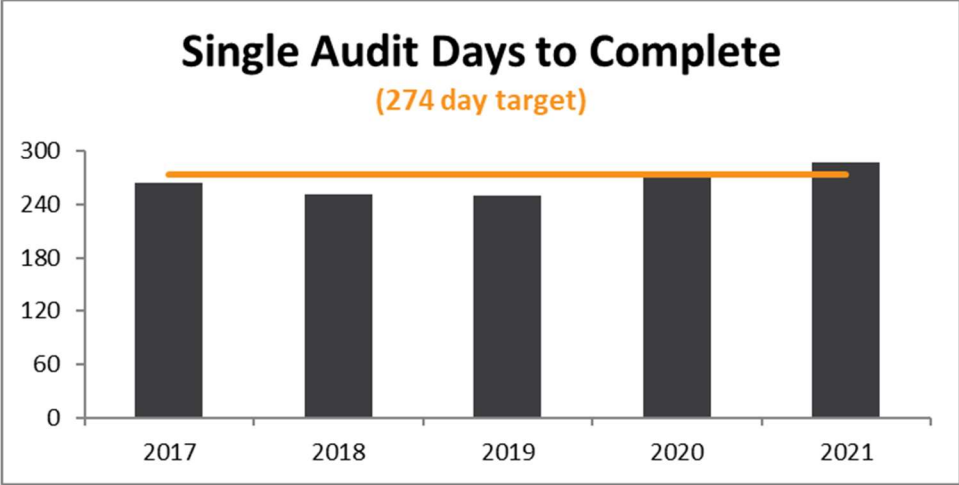


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Audit of Expenditures of Federal Awards (Single Audit)

The Single Audit for the fiscal year 2021 was completed in 288 days, falling short of the 274-day (March 31) internal goal for issuance. The size of this engagement has grown by nearly 40% due to pandemic-related federal stimulus programs, making it challenging to complete by the target date. OSA pushes to complete this report within 274 days to minimize the impact on work already scheduled for the remainder of the year.

Figure 2
Single Audit Days to Complete (compared to target)

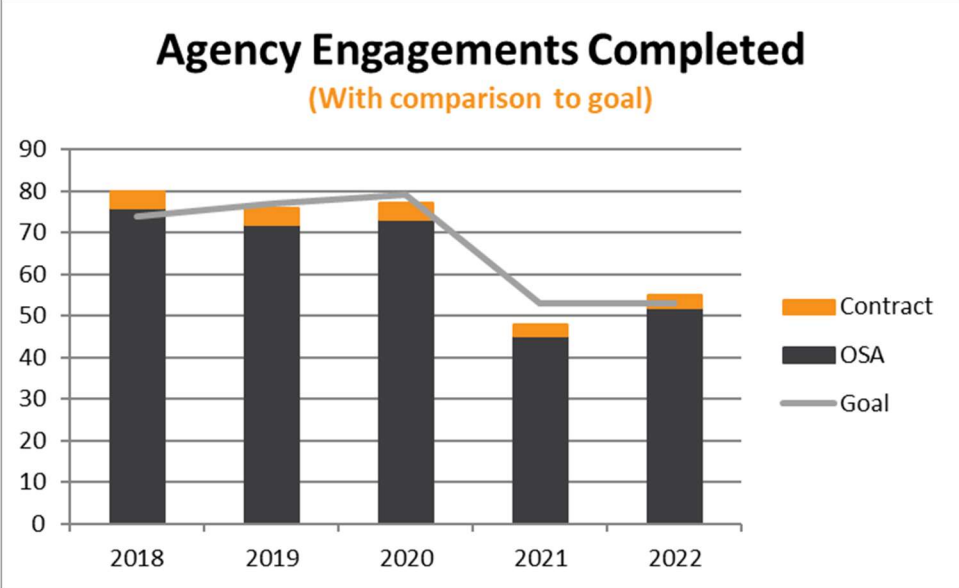


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Agency Engagements Completed

An attest engagement should be completed for each agency annually. These engagements are primarily performed between March and September for the prior fiscal year (e.g. FYE 6/30/20 engagements are performed from March to September 2021). Figure 3 illustrates all engagements completed during the fiscal year.

Figure 3
Agency Engagements Completed (With comparison to goal)

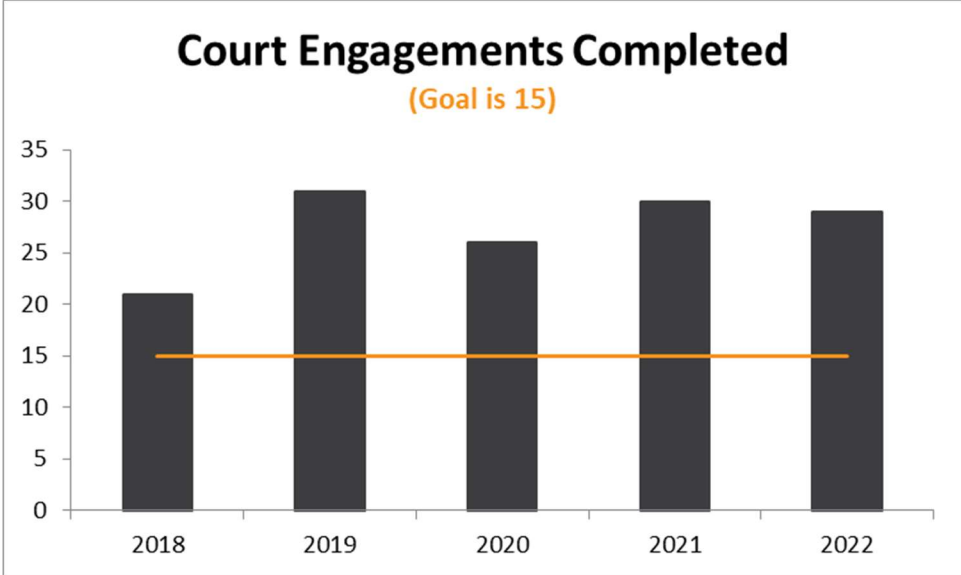


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Court Engagements

For the fiscal year 2022, 29 court engagements were issued, exceeding our goal of 15.

Figure 4
Court Engagements Completed (Goal = 15)

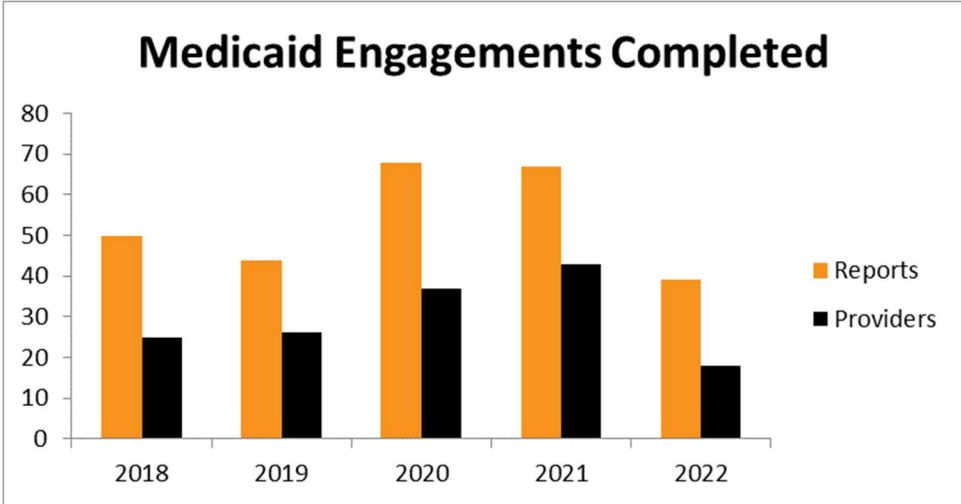


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Medicaid Engagements Completed

For the fiscal year 2022, reports for 39 Medicaid engagements were issued, covering 18 healthcare providers. Our contract with the DHHS requires that an engagement be conducted for each nursing home provider at least once every four consecutive reporting periods. Report issuance numbers can vary greatly between fiscal years due in large part to work related to large chain operations and length of engagements.

**Figure 5
Medicaid Engagements Completed**

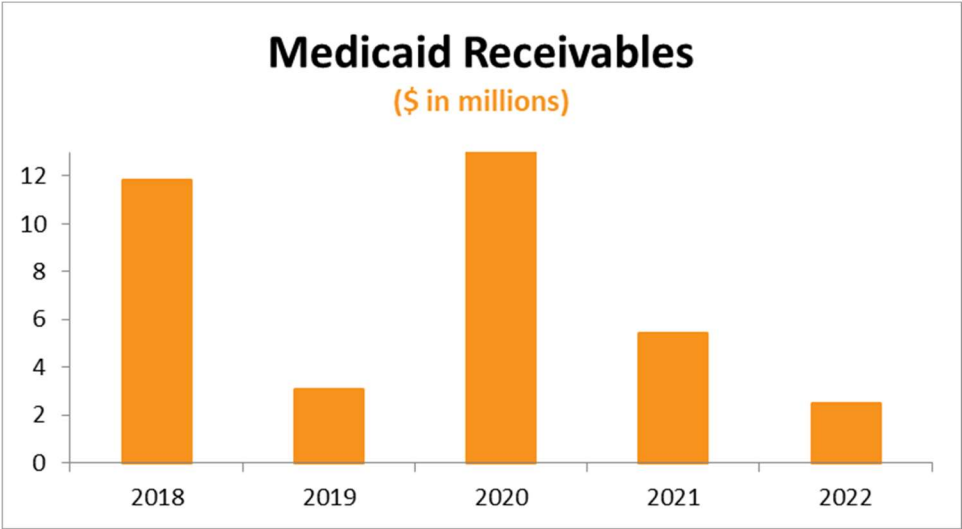


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Medicaid Receivables Established

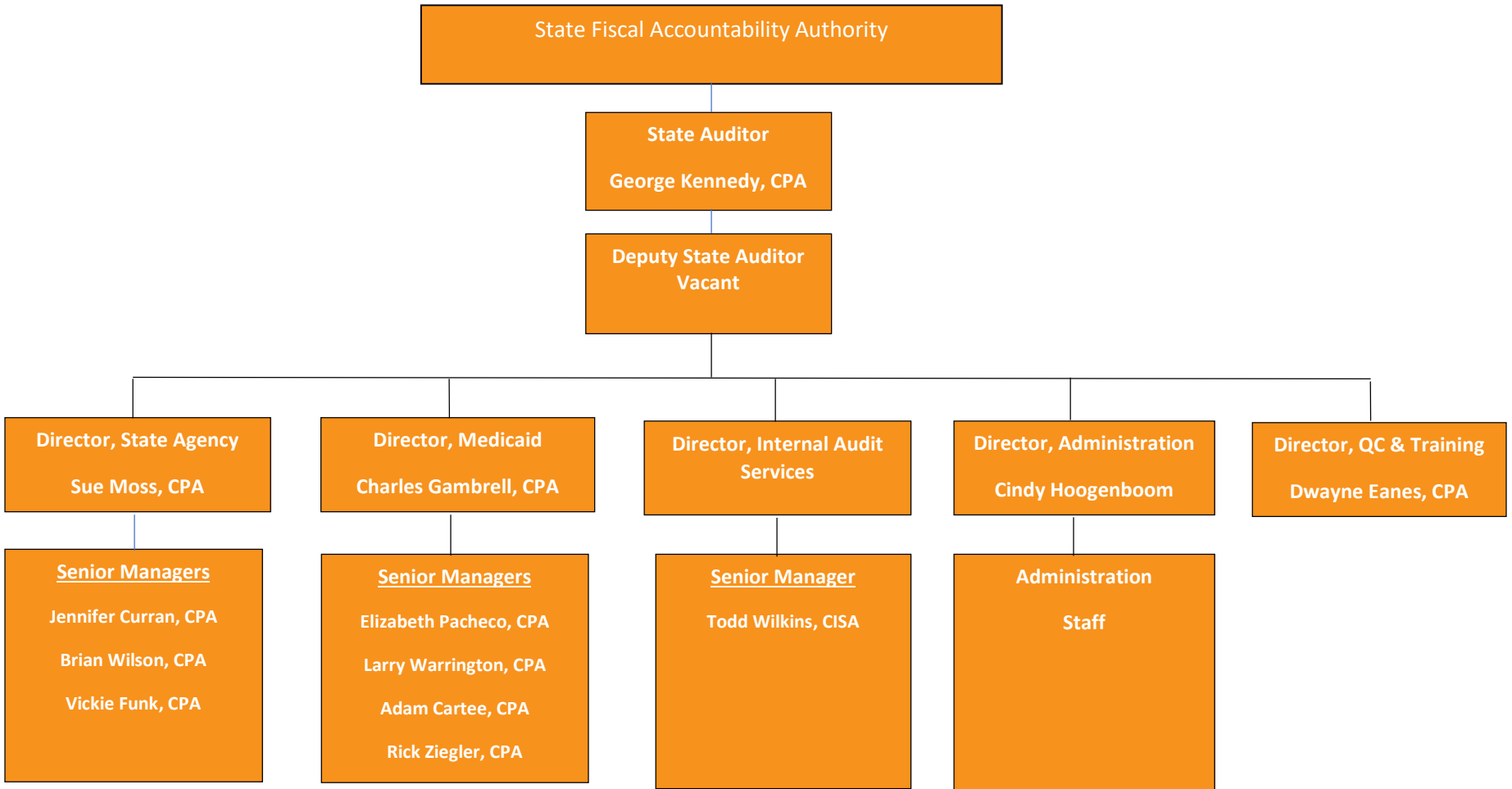
For the fiscal year 2022, Medicaid receivables of \$2.5 million to date have been established by DHHS, based on findings in reports we issued. As illustrated in Figure 6, Medicaid receivables can vary significantly from one year to the next. These receivables are not predictive and have no direct correlation to the number of reports issued. The degree of provider compliance with program rules and regulations when reporting cost claimed for reimbursement will always be the determining factor in the amounts established.

Figure 6
Medicaid Receivables Established (\$ in 000)



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Organization Chart – as of 8/9/2022



FY2022

Reorganization and Compliance

as submitted for the Accountability Report by:

F270 - STATE AUDITOR'S OFFICE

Primary Contact

First Name	Last Name	Role/Title	Email Address	Phone
George	Kennedy	State Auditor	gkennedy@osa.sc.gov	803-832-8929

Secondary Contact

First Name	Last Name	Role/Title	Email Address	Phone
Cindy	Hoogenboom	Director of Administration	choogenboom@osa.sc.gov	803-832-8294

Agency Mission

To promote accountability and transparency in SC state government.

Adopted in:

2016

Agency Vision

Making a positive impact by working with state entities to ensure transparency and accountability, and enabling them to achieve meaningful impact.

Adopted in:

2016

Recommendations for reorganization requiring legislative change:

None

Agency intentions for other major reorganization to divisions, departments, or programs to allow the agency to operate more effectively and efficiently in the succeeding fiscal year:

None

Significant events related to the agency that occurred in FY2022

Description of Event	Start	End	Agency Measures Impacted	Other Impacts
See Management's Discussion and Analysis for significant events and their impact.				

Is the agency in compliance with S.C. Code Ann. § 2-1-220, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? (See also S.C. Code Ann. § 60-2-20).

Yes

Reason agency is out of compliance: (if applicable)

Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 20-1-10 through 20-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

Yes

Does the law allow the agency to promulgate regulations?

No

Law number(s) which gives the agency the authority to promulgate regulations:

Has the agency promulgated any regulations?

No

Is the agency in compliance with S.C. Code Ann. § 1-23-120 (J), which requires an agency to conduct a formal review of its regulations every five years?

No

(End of Reorganization and Compliance Section)

FY2022

Strategic Plan Results

as submitted for the Accountability Report by:

F270 - STATE AUDITOR'S OFFICE

- Goal 1** Deliver services which strengthen transparency and accountability
- Goal 2** Develop and maintain a professional, high-performing and engaged workforce
- Goal 3** Manage agency's resources effectively, prudently and with accountability

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
1.1	Assure our deliverables are timely and meaningful to users											State Objective:	Government and Citizens	
1.1.1	Audit of the State's CAFR completed by target date - number of days past due	0	0	0	Count (whole number)	Maintain	State fiscal year	Days issued beyond goal	Report date	osa.sc.gov/repors	Timely and reliable financial information	The State of SC, debt markets, debt rating services, citizens	0500.000000.000	
1.1.2	Audit of the State's Schedule of Expenditures of Federal Awards by target date - number of days past due	0	0	14	Count (whole number)	Maintain	State fiscal year	Days issued beyond goal	Report date	osa.sc.gov/repors	Timely and reliable compliance information	The State of SC, Federal awarding agencies, citizens	0500.000000.000	Federal stimulus program audit requirements have added approximately 4,000 additional hours to this engagement.
1.1.3	Attest engagements of state agencies (including those contracted) completed by 6/30 of following year	63%	70%	72%	Percent	Equal to or greater than	State fiscal year	Number completed/Total available to be completed	Internal records	osa.sc.gov/repors	Confidence that agency internal controls are operating effectively	State agency management, citizens	0500.000000.000	
1.2	Maintain our reputation for independence, integrity and objectivity											State Objective:	Government and Citizens	
1.2.1	Number of engagements selected for internal quality inspection	8	9	9	Count	Equal to or greater than	State fiscal year	Number inspected	Internal records	QA Director records	Confidence that OSA's system of quality assurance is effective	OSA management	0500.000000.000	
1.3	Provide effective internal audit services for SCDOT											State Objective:	Government and Citizens	
1.3.1	Reports issued during the fiscal year	6	5	6	Count	Maintain range	State fiscal year	Number issued	Report date	osa.sc.gov/repors	Accountability for productivity	SCDOT Audit Committee, SCDOT management, citizens	1015.000000.000	
1.3.2	Presentations to the Audit Committee	5	3	4	Count	Maintain range	State fiscal year	Presentations made	Audit mttee minutes	https://www.scdot.org/inside/inside-commission-resources.aspx	Accountability for communication	SCDOT Audit Committee, SCDOT management, citizens	1015.000000.000	
1.3.3	Evaluation of internal audit division by the Audit Committee	0	4	N/A	Rank	Equal to or greater than	State fiscal year	Survey average - 4 pt scale	Audit mttee minutes	Not applicable	Effectiveness of Internal Audit	SCDOT Audit Committee, SCDOT management	1015.000000.000	Audit committee did not complete evaluations for FY 2022.
1.3.4	Evaluation of internal audit division by SCDOT management	3.38	3	3.75	Rank	Equal to or greater than	State fiscal year	Survey average - 4 pt scale	Customer surveys	Customer surveys located on internal server	Effectiveness of Internal Audit	SCDOT Audit Committee, SCDOT management	1015.000000.000	
1.3.5	Verify that audit report management action plans (MAPs) were implemented	100%	100%	100%	Percent Complete	Complete	State fiscal year	MAPs verified/Total MAPs	Internal records	Quarterly reports provided to management located on internal server	Management accountability for Management Action Plans	SCDOT Audit Committee, SCDOT management, citizens	1015.000000.000	
1.3.6	Internal audit staff job satisfaction (average score)	4.5	4	4.6	Rank	Equal to or greater than	State fiscal year	Survey average - 5 pt scale	Survey results	Results of job satisfaction surveys located on internal server	Recruiting, retention, value delivery	SCDOT Audit Committee, SCDOT management	1015.000000.000	
2.1	Increase employee knowledge, skills and engagement											State Objective:	Education, Training, and Human Development	
2.1.1	Percent of staff with professional certification	44.4%	50%	46.5%	Percent	Equal to or greater than	State fiscal year	Certified staff/Total staff	Internal records	Certification records located on internal server	Staff with credentials needed to qualify for leadership positions	OSA management	0500.000000.000	See discussion of new incentives in MD & A.
2.1.2	Number of staff who have completed Certified Professional Managers program	7	7	7	Count	Equal to or greater than	State fiscal year	CPMs on staff	Internal records	Certification records located on internal server	Staff who have invested in scaling up their management skills.	OSA management	0500.000000.000	
2.2	Monitor productivity and performance											State Objective:	Education, Training, and Human Development	
2.2.1	Average hours per agency attestation engagements completed	227	225	215	Ratio	Equal to or less than	State fiscal year	Total hours/Engagements completed	SCEIS	Agency time records on agency server	Measure of efficiency and use of resources	OSA management and clients	0500.000000.000	
2.2.2	Average hours per Medicaid attestation engagements completed	424	400	432	Ratio	Equal to or less than	State fiscal year	Total hours/Engagements completed	SCEIS	Agency time records on agency server	Measure of efficiency and use of resources	OSA management and clients	0500.000000.000	
2.3	Maintain a strong campus recruiting strategy											State Objective:	Education, Training, and Human Development	
2.3.1	Average open positions during the year	3	2	9	Ratio	Equal to or greater than	State fiscal year	Average FTE/Authorized FTE	SCEIS	Agency recruiting records on agency servers.	Hire qualified applicants for open positions as quickly as possible.	OSA management and staff	0500.000000.000	
2.3.2	On-campus recruiting events attended during the year	5	5	7	Count	Maintain range	State fiscal year	Number of events attended	Internal records	Recruiting records located on internal server	Measure of effort in campus recruiting	OSA management	0500.000000.000	
2.4	Create an environment that is recognized as a workplace of choice											State Objective:	Education, Training, and Human Development	
2.4.1	Percent of employees that are other than white males	63.5%	70%	66.6%	Percent	Maintain	State fiscal year	As percent of total FTE's	SCEIS	Personnel records	Diverse workforce	OSA management	0500.000000.000	

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.4.2	Employee turnover	17.3%	10%	18.7%	Percent	Equal to or greater than	State fiscal year	Separated employees/Average FTE	SCEIS	Personnel records	Measure of ability to retain employees	OSA management	0500.000000.000	Higher due in part to an inability to compete with private sector compensation and fringes.
2.5	Manage agency's workforce effectively										State Objective: Education, Training, and Human Development			
2.5.1	% of employees with 3 or more documented coaching sessions	100%	100%	100%	Percent	Maintain	State fiscal year	As percent of all employees in coaching program	Internal records	Personnel records	Timely performance feedback	OSA audit staff	0500.000000.000	
2.5.2	Percent of auditors in Manager position	15.5%	15%	16.27%	Percent	Maintain	State fiscal year	Managers/Total auditors	Internal records	Personnel records	Staff who are promoted to a management position	OSA management	0500.000000.000	
3.1	Assure an agile business operation										State Objective: Government and Citizens			
3.1.1	Manage agency spending to within 90% of budget	87%	90%	86%	Percent	Maintain	State fiscal year	General fund spending actual/budget	SCEIS	Financial records	Accountability for resources	OSA management	0100.000000.000	Due to having more open positions than was normal pre-pandemic.
3.1.2	Increase workforce utilization	74%	75%	71%	Percent	Equal to or greater than	State fiscal year	Chargeable hours/total hours	SCEIS	Time records on internal servers	Accountability for utilization	OSA management	0500.000000.000	Drop in utilization due in part to additional time required to on-board and train new employees.
3.2	Respond to change by maintaining a strategic focus										State Objective: Government and Citizens			
3.2.1	Develop one in-house training to reduce overall training costs	1	1	3	Count (whole number)	Complete	State fiscal year	Number completed as determined by the agency.	Internal records	Training records on internal servers	Tailored training	OSA audit staff	0500.000000.000	

Strategic Plan Development for Succeeding Fiscal Year

FY2023

as submitted for the Accountability Report by:

F270 - STATE AUDITOR'S OFFICE

Goal 1 Deliver services which strengthen transparency and accountability

Goal 2 Develop and maintain a professional, high-performing and engaged workforce

Goal 3 Manage agency's resources effectively, prudently and with accountability

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible
1.1 Assure our deliverables are timely and meaningful to users.											State Objective: Government and Citizens		
1.1.1	Audit of the State's CAFR completed by target date - number of days past target.	0	0		Count	Maintain range	State Fiscal Year	Days issued beyond target.	Report date	osa.sc.gov/reports	Timely and reliable audited financial information.	The State of SC, debt markets, debt rating services, citizens	0500.00000.000
1.1.2	Audit of the State's Schedule of Expenditures of Federal Awards by target date - number of days past due.	14	0		Count	Maintain range	State Fiscal Year	Days issued beyond target.	Report date	osa.sc.gov/reports	Timely and reliable audited financial information.	The State of SC, federal granting agencies, citizens	0500.00000.000
1.1.3	Attest engagements of state agencies (including those contracted) completed by 6/30 of the following year.	72%	70%		Percent	Equal to or greater than	State Fiscal Year	Total completed/Total available to be completed	Internal records	osa.sc.gov/reports	Timely and reliable information regarding agency operating controls.	State agency management, citizens	0500.00000.000
1.2 Maintain our reputation of independence, integrity and objectivity.											State Objective: Government and Citizens		
1.2.1	Number of engagements selected for internal quality inspection.	9	9		Count	Equal to or greater than	State Fiscal Year	Number inspected.	Internal records	QA Director records	Confidence that OSA's system of quality assurance is effective.	OSA management	0500.00000.000
1.3 Provide effective internal audit services for SCDOT.											State Objective: Government and Citizens		
1.3.1	Reports issued during the fiscal year.	6	5		Count	Equal to or greater than	State Fiscal Year	Number issued.	Report date	osa.sc.gov/reports	Accountability for internal audit productivity	SCDOT Audit Committee, SCDOT management, citizens	1015.00000.000
1.3.2	Presentations to the audit committee.	4	4		Count	Equal to or greater than	State Fiscal Year	Presentations made	Audit committee minutes	www.scdot.org/inside	Accountability for internal audit communication	SCDOT Audit Committee, SCDOT management, citizens	1015.00000.000
1.3.3	Evaluation of internal audit by the Audit Committee.	N/A	4		Rank	Equal to or greater than	State Fiscal Year	Survey average - 4 point scale	Audit committee minutes	www.scdot.org/inside	Effectiveness of internal audit function	SCDOT Audit Committee, SCDOT management, citizens	1015.00000.000
1.3.4	Evaluation of internal audit division by SCDOT management.	3.75	3		Rank	Equal to or greater than	State Fiscal Year	Survey average - 4 point scale	Audit committee minutes	www.scdot.org/inside	Effectiveness of internal audit function	SCDOT Audit Committee, SCDOT management, citizens	1015.00000.000
1.3.5	Verify that audit report management action plans (MAPs) were implemented.	100%	100%		Percent complete	Complete	State Fiscal Year	MAPs verified/Total MAPs	Internal records	Quarterly records provided to management located on internal server	Management accountability for Management Action Plans	SCDOT Audit Committee, SCDOT management, citizens	1015.00000.000
1.3.6	Internal audit staff job satisfaction (average score).	4.6	4		Rank	Equal to or greater than	State Fiscal Year	Survey average - 5 point scale	Survey results	Results of job satisfaction surveys located on internal server	Recruiting, retention, value delivery	OSA management	1015.00000.000
2.1 Increase employee knowledge, skills and engagement											State Objective: Education, Training, and Human Development		
2.1.1	Percent of staff with professional certification	46.5%	50%		Percent	Equal to or greater than	State Fiscal Year	Certified staff/Total staff in service delivery divisions	Internal records	Certification records maintained on internal servers	Certified staff are needed for succession to leadership positions	OSA management	0500.00000.000
2.1.2	Number of staff who have completed leadership training.	N/A	15		Count	Equal to or greater than	State Fiscal Year	Staff with leadership training/Total staff	Internal records	Records maintained on internal servers	Agency leadership with strong leadership skills	OSA management	0500.00000.000
2.2 Monitor productivity and performance											State Objective: Education, Training, and Human Development		
2.2.1	Average hours per agency attestation engagement completed	215	225		Ratio	Equal to or less than	State Fiscal Year	Total hours/Engagements completed	SCEIS	Records maintained on internal servers	Measure of efficiency	OSA management	0500.00000.000

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible
2.2.2	Average hours per Medicaid engagement completed	432	400		Ratio	Equal to or less than	State Fiscal Year	Total hours/Engagements completed	SCEIS	Records maintained on internal servers	Measure of efficiency	OSA management	0500.00000.000
2.3	Maintain a strong campus recruiting strategy												
											State Objective:	Education, Training, and Human Development	
2.3.1	Average open positions during the year	9	5		Count	Equal to or less than	State Fiscal Year	Average open positions	SCEIS	Records maintained on internal servers	Measure of ability to maintain a stable workforce	OSA management	0500.00000.000
2.3.2	On-campus recruiting events attended during the year	7	5		Count	Equal to or greater than	State Fiscal Year	Number of events attended	Internal records	Records maintained on internal servers	Measure of effort in recruiting from college campuses	OSA management	0500.00000.000
2.4	Create an environment that is recognized as a workplace of choice												
											State Objective:	Education, Training, and Human Development	
2.4.1	Percent of employees who are other than white males	66.6%	70%		Percent	Equal to or greater than	State Fiscal Year	As percentage of filled positions at fiscal year end	SCEIS	Records maintained on internal servers	Measure of diversity	OSA management	0500.00000.000
2.4.2	Employee turnover	18.7%	10%		Percent	Equal to or less than	State Fiscal Year	Total separations/Average filled positions during the year	SCEIS	Records maintained on internal servers	Measure of ability to retain employees and/or hire new ones	OSA management	0500.00000.000
2.5	Manage agency's workforce effectively												
											State Objective:	Education, Training, and Human Development	
2.5.1	Percent of staff with 3 or more documented coaching sessions	100%	100%		Percent	Equal to or greater than	State Fiscal Year	As a percent of all employees in coaching program	Internal records	Records maintained on internal servers	Timeliness of performance feedback	OSA management	0500.00000.000
2.5.2	Percent of auditors in management positions	16.27%	15%		Percent	Equal to or greater than	State Fiscal Year	Managers/Total auditors	SCEIS	Records maintained on internal servers	Measure of staff who have achieved a high level of performance success	OSA management	0500.00000.000
3.1	Assure an agile business operation												
											State Objective:	Government and Citizens	
3.1.1	Manage agency spending to within 90% of budget	86%	90%		Percent	Equal to or less than	State Fiscal Year	General fund spending actual/budget	SCEIS	Records maintained on internal servers	Accountability for resources	OSA management	0100.00000.000
3.1.2	Increase workforce utilization	71%	75%		Percent	Equal to or greater than	State Fiscal Year	Chargeable hours/Total hours	SCEIS	Records maintained on internal servers	Accountability for utilization	OSA management	0500.00000.000
3.2	Respond to change by maintaining a strategic focus												
											State Objective:	Government and Citizens	
3.2.1	Develop in-house training courses to reduce overall training costs	3	3		Count	Equal to or greater than	State Fiscal Year	Number completed	Internal records	Records maintained on internal servers	Measure of tailored training delivered	OSA management	0500.00000.000

FY2022

Budget Data

as submitted for the Accountability Report by:

F270 - STATE AUDITOR'S OFFICE

State Funded Program No.	State Funded Program Title	Description of State Funded Program	(Actual) General	(Actual) Other	(Actual) Federal	(Actual) Total	(Projected) General2	(Projected) Other	(Projected) Federal4	(Projected) Total
0100.000000.000	Administration	Accounting, budgeting, human resource, purchasing, technology and other administrative support	\$ 405,068.13	\$ -	\$ -	\$ 405,068.13	\$ 458,192.00	\$ -	\$ -	\$ 458,192.00
0500.000000.000	Audits	Audit services to include statewide and agency-specific engagements as well as services provided to SCDHHS	\$ 2,635,177.12	\$ 1,455,627.76	\$ -	\$ 4,090,804.88	\$ 2,951,517.00	\$ 2,219,479.00	\$ -	\$ 5,170,996.00
1015.000000.000	Internal Audit Services	Internal audit services for SCDOT	\$ 504,660.24	\$ -	\$ -	\$ 504,660.24	\$ 656,749.00	\$ -	\$ -	\$ 656,749.00
9500.050000.000	State Employer Contributions	Fringe benefit employer contributions	\$ 1,103,191.33	\$ 293,793.68	\$ -	\$ 1,396,985.01	\$ 1,479,599.00	\$ 360,160.00	\$ -	\$ 1,839,759.00

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Partnerships Data

as submitted for the 2022 Accountability Report by:

F270 - STATE AUDITOR'S OFFICE

Type of Partner Entity	Name of Partner Entity	Description of Partnership	Change to the partnership during the past fiscal year
Private Business Organization	Law firm specializing in Medicaid	Legal services	No Change
State Government	SC DHHS	Program documentation and technical support	No Change
Private Business Organization	Various CPA firms	Contract assurance services	No Change

FY2022

Legal Data

as submitted for the Accountability Report by:

F270 - STATE AUDITOR'S OFFICE

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2022
105.1	State	Proviso	Annual audit of federal programs	Report our agency must/may provide		No Change
105.2	State	Proviso	Carryover Medicaid funds	Not related to agency deliverable		No Change
105.3	State	Proviso	Fraud identified referred to Inspector General	Report our agency must/may provide		No Change
105.4	State	Proviso	Annual audit of court fees and fines	Report our agency must/may provide		No Change
117.93	State	Proviso	Submission of schedule of federal program expenditures to OSA	Not related to agency deliverable	Schedules are used in statewide single audit	No Change
11-7-30	State	Statute	Audit reports	Report our agency must/may provide		No Change
11-7-35	State	Statute	Access to records	Not related to agency deliverable		No Change
9-4-40	State	Statute	Fiduciary audit of the Public Employee Benefit Administration	Report our agency must/may provide		Suspended
11-7-40	State	Statute	Medicaid engagements under contract with DHHS	Report our agency must/may provide		No Change
11-7-45	State	Statute	Guarantee of independence	Not related to agency deliverable		No Change
11-7-50	State	Statute	Service on board or commission	Not related to agency deliverable		No Change
11-7-55	State	Statute	Use of certified public accountants	Requires a service	Use of CPA firms to provide audit services	No Change
11-7-60	State	Statute	Reimbursed audit costs	Requires a service	Reimbursement of cost of CPA firm services	No Change
11-27-70	State	Statute	Sources of revenue per State Constitution	Not related to agency deliverable		No Change
8-11-94	State	Statute	Access to confidential information - payroll deducted contributions	Not related to agency deliverable		No Change
11-7-10	State	Statute	Selection of assistants	Not related to agency deliverable		No Change
1-11-20	State	Statute	Transfer to State Fiscal Accountability Authority	Not related to agency deliverable		No Change
11-7-20	State	Statute	Annual audits of state agencies	Report our agency must/may provide		No Change
11-7-25	State	Statute	Periodic audits - courts	Report our agency must/may provide		No Change
12-28-2725	State	Statute	Annual audit - regional transportation authorities	Report our agency must/may provide		No Change
11-35-1250	State	Statute	Authority to contract for auditing services	Not related to agency deliverable		No Change
11-37-240	State	Statute	Annual audit - Rural Infrastructure Authority	Report our agency must/may provide		No Change
11-51-110	State	Statute	Authorization of general obligation debt	Report our agency must/may provide		No Change
11-9-110	State	Statute	Audit of contributed funds	Report our agency must/may provide		No Change
12-54-240	State	Statute	Prohibition of disclosure	Not related to agency deliverable		No Change
13-1-50	State	Statute	Annual audit - Department of Commerce	Report our agency must/may provide		No Change
14-1-210	State	Statute	Periodic audits - courts	Report our agency must/may provide		No Change
23-6-50	State	Statute	Annual audit - DPS	Report our agency must/may provide		No Change
38-79-470	State	Statute	Annual audit - Medical Malpractice Fund	Report our agency must/may provide		No Change
41-43-260	State	Statute	Annual audit - Jobs - Economic Development Fund Act	Report our agency must/may provide		No Change
44-53-450	State	Statute	State Treasurer may direct audit of courts	Report our agency must/may provide		No Change
44-96-165	State	Statute	Independent audit of trust funds - DHEC	Report our agency must/may provide		No Change
50-5-2720	State	Statute	Periodic examination of the Compact Commission	Report our agency must/may provide		No Change
57-1-360	State	Statute	Chief internal auditor for SC Department of Transportation	Requires a service	Internal audit services for SCDOT	No Change

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2022
59-115-180	State	Statute	Annual audit - Education Assistance Authority	Report our agency must/may provide		No Change
59-20-95	State	Statute	Fiscal practices for state agencies acting as a local education authority	Report our agency must/may provide		No Change
9-16-380	State	Statute	Fiduciary audit of the Retirement System Investment Commission	Report our agency must/may provide		No Change

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Services Data

as submitted for the 2022 Accountability Report by:

F270 - STATE AUDITOR'S OFFICE

Description of Service	Description of Direct Customer	Customer Name	Others Impacted by Service	Division or major organizational unit providing the service.	Description of division or major organizational unit providing the service.	Primary negative impact if service not provided.	Changes made to services during FY2022	Summary of changes to services
Assurance and attestation services	Government of the State of SC	Government of the State of SC	Debt markets, Federal government, citizens	State	Assurance and attestation engagements statewide and agency specific	Access to debt and to federal funding sources could be reduced	No Change	
Attestation services	Government of the State of SC	Government of the State of SC	SC local governments	State	Attestation engagements of court fines, fees and assessments	Unidentified errors in collection of fines, fees and assessments	No Change	
Attestation services	SC Department of Health and Human Services	SC Department of Health and Human Services	Federal Department of Health and Human Services	Medicaid	Attestation engagements of financial and statistical reports	Unidentified errors in Medicaid cost reimbursements	No Change	
Internal audit services	SC Department of Transportation	SC Department of Transportation	Citizens	Internal Audit	Internal audit services	Reduced confidence in SC DOT	No Change	

FY2022

Reports Data

as submitted for the Accountability Report by:

F270 - STATE AUDITOR'S OFFICE

Report Name	Law Number (if applicable)	Summary of information requested in the report	Date of most recent submission DURING the past fiscal year	Reporting Frequency	Type of entity/entities	Method to access the report	Direct access hyperlink or agency contact (if not provided to LSA for posting online)	Changes to this report during the past fiscal year	Explanation why a report wasn't submitted
none									