

Agency Accountability

Strengthening Transparency, Accuracy, and
Confidence in South Carolina Agency Reporting



SOUTH CAROLINA
DEPARTMENT *of* ADMINISTRATION



Learning Objectives

- ☐ Understand the purpose and statutory requirement of the Accountability Report.
- ☐ Apply best practices to avoid common reporting errors



Annual Accountability Report

▶ Statutory Requirement

- ▶ S.C. Code of Laws - §1-1-810
- ▶ S.C. Code of Laws - §1-1-820
- ▶ Appropriations Act - Proviso 117.29

▶ Submission Requirement

- ▶ Data time frame (July 1st-June 30th)
- ▶ Agency Mission, objectives to accomplish the mission and performance measures that show the degree to which objectives are being met.
- ▶ Key program area descriptions and expenditures and link these to key financial and performance results measures.
- ▶ Submitted by September 15th

▶ Report Use

- ▶ The Governor, Senate Finance Committee, and House Ways and Means Committee utilize this report for the purpose of a zero-base budget analysis.

Insights From The Agency Accountability Report



Strategic Planning & Goal Setting

- Informing resource allocation
- Setting targets for improvement
- Aligning efforts with objectives



Communication with Stakeholders

- Demonstrating transparency
- Building public trust
- Sharing progress and achievements



Legislative & Budgetary Advocacy

- Supporting budget requests
- Providing evidence for policy changes
- Justifying programs



Performance Monitoring & Management

- Tracking key indicators over time
- Identifying areas needing attention
- Data-driven decision making



Benchmarking & Best Practices

- Comparing performance across entities
- Identifying high-performing models
- Learning from successful strategies



Program Evaluation & Improvement

- Assessing program effectiveness
- Guiding internal improvements
- Fostering a culture of accountability

— SOUTH CAROLINA —

Agency Accountability Reports

Scan to view the South Carolina agency accountability reports online.



DESTINATION

admin.sc.gov/services/budget/agency-accountability-reports

Open your camera and point it at the code to visit.

AAR Resources

- ▶ [SharePoint Site](#)
- ▶ [Annual Accountability Report Guidelines](#)
- ▶ [State Agency Accountability Reports Publications](#)
- ▶ Contact Endia Hill, Performance & Planning Manager aar@admin.sc.gov

AAR Timeline

2026

JANUARY

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
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FEBRUARY

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MARCH

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31						

JUNE

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JULY

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AUGUST

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SEPTEMBER

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OCTOBER

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18	19	20	21	22	23	24
25	26	27	28	29	30	31

NOVEMBER

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

DECEMBER

Su	Mo	Tu	We	Th	Fr	Sa
						1
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- ▶ **April**
 - ▶ AAR POC Update
 - ▶ AAR SharePoint site access granted.
- ▶ **May**
 - ▶ Guidelines Released
 - ▶ Virtual AAR Training (New)
- ▶ **June**
 - ▶ Virtual AAR Training (Experienced)
- ▶ **July**
 - ▶ Notify Personnel and begin AAR data collection process
- ▶ **August**
 - ▶ Compile AAR data, review the information, and gain any required approvals and signatures.
- ▶ **September**
 - ▶ Submit the AAR on/before the September 15th deadline.
- ▶ **October**
 - ▶ The Performance & Planning Manager will review and process the submitted AAR forms
- ▶ **November**
 - ▶ Finalized AARs published on the SC State House website.
 - ▶ AAR submission documents stored in State Library public archives.



2026 Annual Accountability Report

Department of Administration
Agency Code: D500

AAR Forms

- ▶ AAR Discussion & Analysis Template
- ▶ AAR Datasheet Template
- ▶ Organizational Chart Template
- ▶ Submission Form Template

AGENCY NAME:	Sample Agency		
AGENCY CODE:	2000	SECTION:	10

AGENCY'S DISCUSSION AND ANALYSIS

Values

- We believe in a climate built on trust, integrity, and selfless service; therefore, we will empower agile and adaptive leaders to create a transparent environment of dignity and respect through the fostering of cohesive teams, shared understanding, and bold action.
- We believe we have a sacred obligation to uphold the reputation of those who came before us, therefore, we will build a culture that embodies the ideals of our service and the values of our South Carolina roots to deploy, defend, and serve those who are unwilling or unable.
- We believe innovation and partnerships are key to building agile and adaptive forces, therefore, we will encourage and empower all levels of our workforce to improve the processes entrusted to them.

Goals

The guiding principles of the Sample Agency are to promote a cohesive, disciplined, and resilient organizational culture, where our people are trained, knowledgeable, and mentor each other in a positive, supportive environment; maintain trained and ready forces for the defense of our country and emergency support of our communities by investing in innovative individual and collective training opportunities and world-class facilities; and strengthen and leverage current relationships while identifying opportunities for mutually beneficial partnerships to maximize future competitiveness. The Agency continued to meet these objectives in FY 23-24, both in terms of overall-mission readiness and service to the citizens of South Carolina. The Agency also continued working toward the achievement of the organization's strategic goals:

1. Promote a cohesive, disciplined, and resilient organizational culture, where our people are trained, knowledgeable, and mentor each other in a positive, supportive environment.
2. Maintain trained and ready forces for the defense of our country and emergency support of our communities by investing in innovative individual and collective training opportunities and world-class facilities.
3. Strengthen and leverage current relationships while identifying opportunities for mutually beneficial partnerships to maximize future competitiveness.

Risk Assessment and Mitigation Strategies

The most significant negative impacts on the State of South Carolina and the public would occur if the Office of the Sample Agency failed in its responsibilities for the provision of emergency coordination and support. The main concerns are the ability to execute early or timely alerts and warnings, and the risk of complex disasters either exceeding or exhausting the Agency's and State's resources or capabilities.

In the area of alerts and warnings, the Agency is dependent on State and Federal agencies, counties, and external organizations to provide timely information and alerts to the State for dissemination and decision-making. Short/no-notice events (e.g., earthquakes, train wrecks, chemical spills, etc.) could initially result in a slower, less coordinated response. In addition, delays, or reluctance in decision-making at the local, county, State or Federal levels would negatively impact the Agency's (and State's) ability to provide timely, effective response and support. The Agency continues to mitigate this by utilizing multiple strategies to include State-level exercises and drills incorporate exercising alert and warning systems, as well as incorporating county and State agencies and leadership into the decision-making aspects of the exercises. Sample Agency continues to exercise and validate their communications and alert and warning systems with the counties, State and Federal agencies. Sample Agency has expanded the use of the Mobile App, and established social media channels to message, inform, and provide the public with the latest emergency information and to assist in their emergency preparations. Additionally, after action improvements done following each major disaster declaration enables the Agency (and State) to improve alert and warning capabilities.

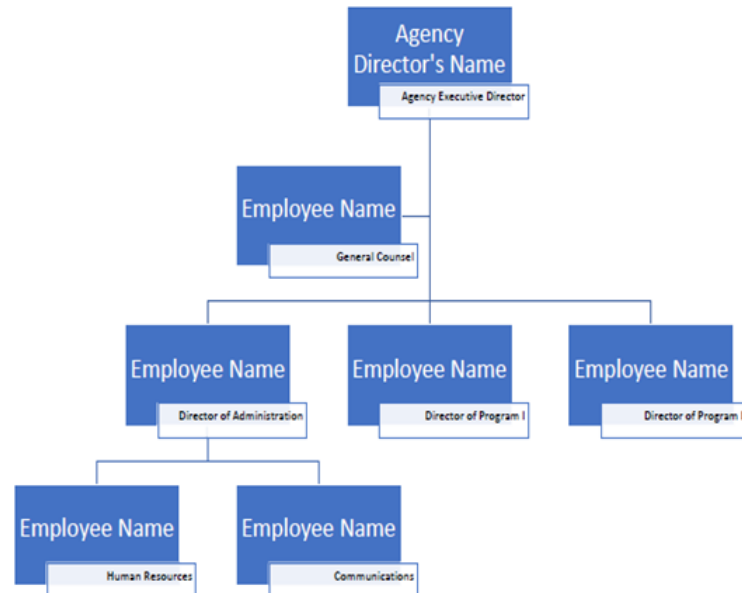
AAR Discussion & Analysis

- ▶ Includes information about significant projects, agency successes, internal and external factors impacting the agency's performance in the past year, the agency's current efforts and the associated results, any plans under development, and other information they wish to highlight during the applicable fiscal year.
- ▶ Includes a section identifying and explaining risk assessment and mitigation strategies.
- ▶ Should not exceed eight pages, or if including charts and graphs, no more than 10 pages.

Organizational Chart

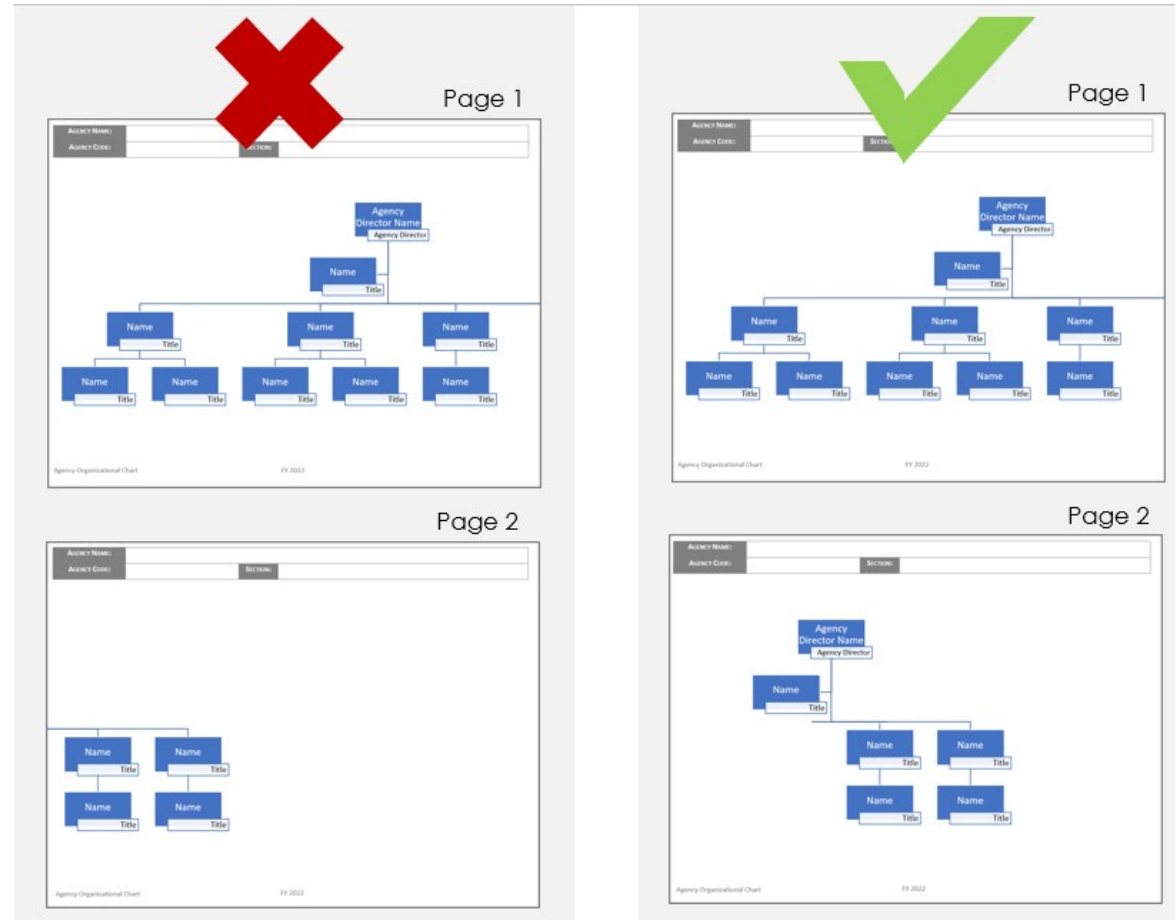
AGENCY NAME:	Sample Agency		
AGENCY CODE:	Z000	SECTION:	10

Example:



- Shows the structure and the first three levels of the chain of command of your agency (e.g., the Agency Director, Deputy Directors and other staff who report to the Agency Director and Managers who report to Deputy Directors).
- The organization chart must include title of the position and the name of employee who holds that position.

Organizational Chart



AAR Datasheet

The screenshot displays the 'REORGANIZATION AND COMPLIANCE' worksheet in an Excel template. The header row (row 1) is dark blue with the title 'REORGANIZATION AND COMPLIANCE'. Row 2 contains a red 'STOP' icon and the instruction: 'READ INSTRUCTIONS: Provide an answer for each column that needs an answer. You may copy last year's data, if still current, and paste in.' Row 3 is a dark blue header for the data entry section, containing instructions: 'Please Provide contact information below for the individual entering the data for the Agency Accountability Report who will also act as primary liaison for questions about your agency's report.' and 'Please provide Contact Information'. Row 4 is a dark blue header for the data entry section, containing dropdown menus for 'Enter This Year', 'Select your agency code from the drop-down list', and 'Select your agency from the drop-down list', followed by columns for 'First Name', 'Last Name', 'Role/Title', 'Phone', 'Email Address', 'First Name', and 'Last Name'. Row 5 shows the year '2023' in the 'Enter This Year' dropdown. The worksheet has a grid of rows and columns for data entry. The bottom of the screenshot shows the Excel ribbon with tabs for 'Data', 'ReorgComp', 'Sig Events', 'StratPlanResults', 'StratDevelopment', 'Legal', 'Services', 'Partnerships', 'Budget', 'Reports', 'INSTRUCTIONS', 'PDF Reorg', 'PDF StratResults', 'PDF StratDevelopment', 'PDF Budget', and 'PI ...'. The status bar at the bottom left indicates 'Ready' and 'Accessibility: Investigate'.

- ▶ The Data Template workbook is comprised of nine worksheet tabs for each of the following data reporting categories:
 - ▶ Reorganization and Compliance data
 - ▶ Significant Events
 - ▶ Strategic Plan Results
 - ▶ Strategic Development
 - ▶ Legal
 - ▶ Agency Services data
 - ▶ Agency Partnership data
 - ▶ Agency Budget data
 - ▶ Agency Report data

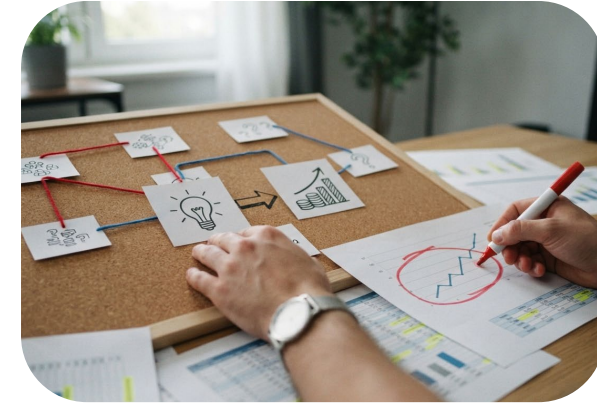
Avoid AAR Common Data Pitfalls



Data Dumps



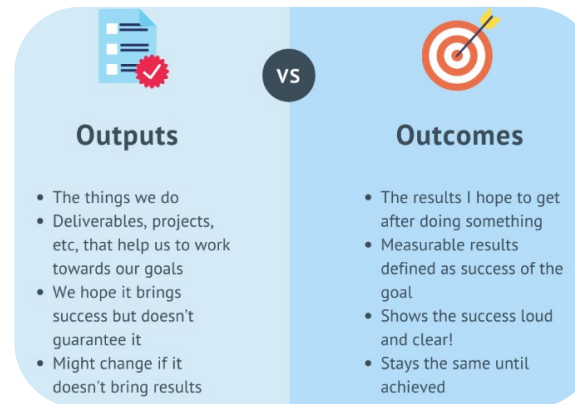
Vanity Metrics



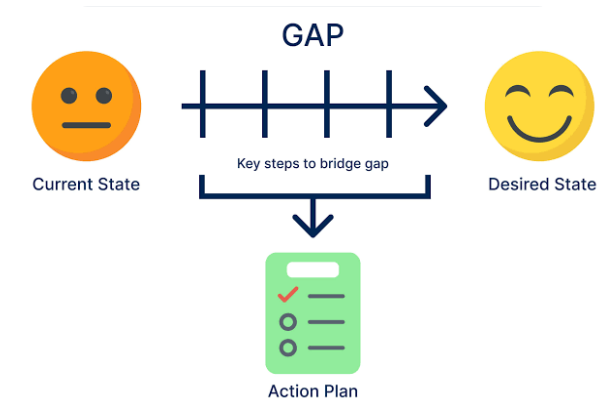
Focus on Actionable Insights



Mission-critical Objectives



Outcomes > Outputs



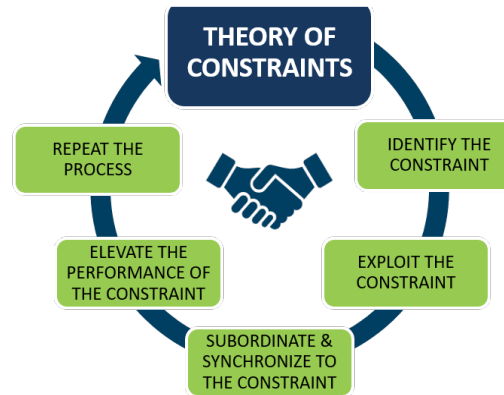
Bridge the Gap Between "Numbers" and "Impact"

Performance Improvement Frameworks



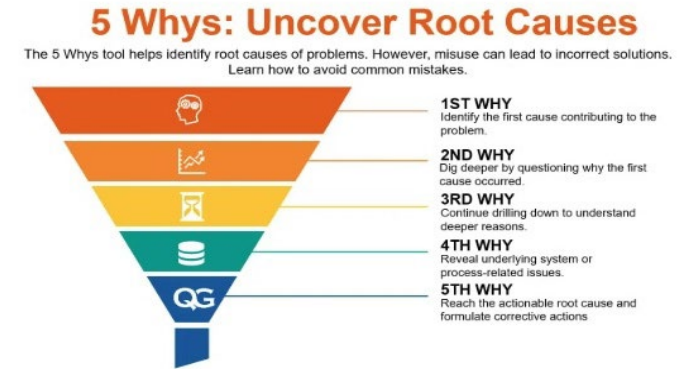
Six Sigma

- Are defects and variation the main problem?



Theory of Constraints

- Is there a clear, single bottleneck?



The 5 Whys

- Do you need to understand why a specific problem occurred?



Lean

- Is the process full of delays and non-value-added steps?



Business Process Reengineering

- Is the entire process fundamentally broken and outdated?



Total Quality Management

- Do you want to build a lasting culture of quality?

AGENCY NAME:		
AGENCY CODE:		SECTION:

20XX
Accountability Report

SUBMISSION FORM

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

- Data Template
 - Reorganization and Compliance
 - FY20XX Strategic Plan Results
 - FY20XX 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 (SIGN AND DATE):	
(TYPE/PRINT NAME):	
BOARD/CMSN CHAIR (SIGN AND DATE):	
(TYPE/PRINT NAME):	

Submission Form

- ▶ The form should be completed by typing the submitting agency's name, code and section and by typing the name(s) of the agency director and board chair (if applicable) in the designated area.
- ▶ The submission form must be digitally signed by the agency head and, if the agency has a governing board or commission, also signed by the board/commission chair.
- ▶ The submission form, with the required signature(s), should be saved as "XXXX – 20XX Submission Form," where "XXXX" is the agency's code.
- ▶ The form, with the proper file name and signatures, must be emailed to AAR@admin.sc.gov.
- ▶ Agencies should not submit the submission form until all the templates on SharePoint have been completed with the requested data.



Can anyone access the agency's accountability reports?



- Yes, anyone can access these reports. In accordance with South Carolina's transparency mandates, all completed Agency Accountability Reports are fully open to the general public. They are archived and accessible via the SC Department of Administration's Budget Services Portal as well as the South Carolina Legislature Reports Database. Individual agencies also post copies of their latest AARs directly on their agency's website.

How are these reports utilized?



- **The AAR functions as the data justification tool that decision-makers cross-reference against your agency's formal budget requests.**
 - State law leverages the AAR to link performance metrics with tax dollars spent. It forces agencies to justify their continued existence and funding by showing measurable results.

Once submitted, how are these reports used? And by whom?



- **The Governor's Executive Budget Team:** Evaluates the metrics to build the Governor's annual executive budget recommendation.
- **The House Ways and Means & Senate Finance Committees:** Lawmakers pull these files during legislative budget hearings to question Agency Directors on operational efficiency.
- **The Public and Media:** As transparency documents, watchdog groups and journalists use them to track state efficiency.

What is the primary purpose of the Agency Accountability Report, and how is it used by leadership beyond meeting a reporting requirement?



- The South Carolina Agency Accountability Report (AAR) acts as a state-mandated bridge connecting operational performance directly to financial allocations. It transitions an agency's data away from basic regulatory compliance and transforms it into a dynamic, forward-looking strategic management tool.

How should we use the information in them to support our budget requests?



- When submitting a budget request for expanded funding or new Full-Time Equivalents (FTEs), always cite your AAR metrics. If you are asking for more funding, your AAR data should show either an overwhelming demand (e.g., higher volume of customer services handled) or a deficiency caused by resource limits (e.g., missing a performance target due to staffing constraints).

How do you believe the report will impact the way ahead for state agencies' operations as it pertains to the New Governor?



- **A new Governor typically uses these reports to execute a "mandate review," identifying underperforming or redundant programs.**
- **Operational Shifts:** Expect the new administration to closely examine the "Future Objectives" tabs to ensure your agency's goals align with their campaign priorities (e.g., workforce development, restructuring, or tax efficiency).
- **Performance Audits:** Programs that consistently miss their performance targets over multiple fiscal years in the AAR will face increased scrutiny, potential leadership reviews, or restructuring pressures from the incoming executive branch.

Are the projections in the budget used as part of a forecast of cash?



- The AAR is primarily an operational and budgetary evaluation tool, not a treasury cash forecasting system.

State/agency vacancies?



- **There is no single, dedicated "Vacancy Section" or a specific data tab meant solely for tracking vacant positions within the AAR.**
- Agencies integrate vacancy data, recruiting challenges, and retention metrics into the report to explain fiscal or programmatic variances.
- **Discussion Section-** Explains internal and external factors that affected agency performance:
 - **Explaining Budget Variances:** If high vacancy numbers left money on the table or forced you to spend more on temp/contract labor, you should detail your vacancy rates here to justify those shifting numbers.
 - **Explaining Missed Targets:** If your agency failed to meet its operational goals, you should detail the exact percentage or number of critical vacancies (e.g., "A 20% vacancy rate in caseworker positions directly caused the tracking delays detailed in Goal 2").
- **Performance Measurement Tab (KPI Tracking)-** Agencies that battle chronic staffing shortages frequently turn workforce stability into an explicit strategic goal. If your agency does this, vacancies will be listed as a metric under your **Human Resources / Workforce Development Program Area:**
 - **Examples of Metrics Used:** Agencies often track "Average Days to Fill a Vacancy," "Vacancy Rate Percentage by Quarter," or "Turnover Rate among Essential Classified FTEs" as key performance indicators (KPIs).

On the Budget Tab, do we need to show all of our capital projects funded programs or just the funded programs that are pre-populated?



- Capital improvement funds utilize an entirely distinct planning, tracking, and reporting framework.

Contact Us

Endia Hill

Performance & Planning Manager

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endia.hill@admin.sc.gov



Welcome Page

Annual Accountability Report SharePoint Site



Welcome to the Annual Accountability Report SharePoint Site. This site provides state agencies with the streamlined tools, guidance, and resources necessary to successfully complete and submit your report. Use the left navigation pane to explore our training modules, submission portals, and document templates.

AAR Training Program

Welcome to the comprehensive training program for the Annual Accountability Report. The Department of Administration's Executive Budget Office developed training videos, guidelines, and more to provide guidance to state agencies on the Annual Accountability Reporting process.

ANNUAL ACCOUNTABILITY REPORT (AAR)

Choose Your Learning Path

AAR eLearning Courses

New AAR Point of Contact

Master the essential tools and reporting requirements needed to accurately collect performance data and navigate the annual accountability process with confidence.

[Schedule 1-on-1 Training](#)

Agency Accountability Introductory Course

This module will provide state agencies with a clear understanding of the report's purpose and its required components.

[Start Course](#)

AAR Training Program

Welcome to the comprehensive training program for the Annual Accountability Report. The Department of Administration's Executive Budget Office developed training videos, guidelines, and more to provide guidance to state agencies on the Annual Accountability Reporting process.

ANNUAL ACCOUNTABILITY REPORT (AAR)

Choose Your Learning Path

AAR eLearning Courses

Experienced AAR Point of Contact

Refine your expertise by mastering advanced reporting nuances and streamlining data collection workflows to ensure high-level accuracy throughout the AAR reporting cycle.

[Schedule 1-on-1 Training](#)

Agency Accountability Introductory Course

This module will provide state agencies with a clear understanding of the report's purpose and its required components.

[Start Course](#)

2026 ACCOUNTABILITY REPORT



GUIDELINES & INSTRUCTIONS

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 - 03** Accessing AAR Documents
 - 05** Completing AAR Documents
 - 53** Submitting AAR Documents
 - 55** Technical Assistance
 - 56** Appendices
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South Carolina Legislature

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Current Reports

ACCOUNTABILITY REPORTS

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[2023-2024 Accountability Reports](#)
[2022-2023 Accountability Reports](#)

Please select an agency:

ADMINISTRATION, DEPARTMENT OF

ADMINISTRATION, DEPARTMENT OF

[Proviso 117.164 Land Acquisition Report for FY 25 - August 15, 2025 \(PDF format\)](#)
[2023 Act 60 Restructuring Report - December 19, 2023 \(PDF format\)](#)
[Santee Cooper -- Department of Administration Report Regarding the South Carolina Public Service Authority - February 11, 2020 \(PDF format\)](#)
[2015-2016 Annual Report for the South Carolina Office of the Crime Victims' Ombudsman - August 2017 \(PDF format\)](#)



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State Agency Accountability Reports For Fiscal Year 2024-2025

Accident Fund, State
Aeronautics Commission
Adjutant General's Office
Administration, Department of
Administrative Law Court
Aging, Department on
Agriculture, Department of
Archives and History, Department of
Arts Commission
Attorney General
Auditor, Office of the State
Behavioral Health and Developmental Disabilities, Department of -- *Upload Pending
Blind, Commission for the
Child Advocacy, Department of
Clemson University Public Service Activities
Colleges & Universities
 College of Charleston
 The Citadel
 Clemson University
 Coastal Carolina University
 Francis Marion University
 Lander University
 Medical University of South Carolina
 South Carolina State University
 University of South Carolina
 USC - Aiken
 USC - Beaufort
 USC - Lancaster
 USC - Salkehatchie
 USC - Sumter
 USC - Union
 USC - Upstate
 Winthrop University
Commerce, Department of
Comptroller General's Office
Confederate Relic Room and Museum
Conservation Bank, South Carolina
Consumer Affairs, Department of
Corrections, Department of
Education, Department of
Education Oversight Committee
Educational Television Commission
Election Commission
Employment and Workforce, Department of
Environmental Services, Department of
Ethics Commission
Financial Institutions, Board of

