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**Nikki R. Haley**  
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**STATE EMPLOYMENT AND TRAINING INSTRUCTION NUMBER: 11-11**

**TO:** Local Workforce Investment Area Administrators;  
SC Works Center Operators; DEW Area Directors; and  
DEW Staff Managers

**SUBJECT:** SC Works Center Leadership Team Roles and Responsibilities  
and Functional Supervision

**ISSUANCE DATE:** March 9, 2012

**EFFECTIVE DATE:** Immediately

**PURPOSE:** To provide guidance to the South Carolina workforce system on functional supervision and the roles and responsibilities of the integrated management structure in the SC Works Centers.

**BACKGROUND:** As a result of the South Carolina State Workforce Investment Board's efforts to integrate the workforce system and provide seamless service delivery to employers and job seekers, the state has adopted a functional supervision model for operating the SC Works Centers. The Centers are operated by the Local Workforce Investment Boards (LWIB) yet many of the programs and activities are administered, managed and staffed by partner agencies, the majority of which are through the Department of Employment and Workforce (DEW).

LWIBs are represented in the area by the **Workforce Administrators** and in the Centers by their designated **SC Works Operators**. DEW is represented in the area by the **Area Directors** and in the Centers by **DEW Staff Managers**. Staff Managers report directly to Area Directors, and Operators report directly to Administrators. In an effort to clarify the authority and responsibilities of this leadership team, the following guidelines are provided.

**POLICY:** LWIA Workforce Administrators and DEW Area Directors must work together to ensure efficient and effective delivery of service in the SC Works Centers as well as the local workforce investment area. WIA and DEW leadership must provide a seamless delivery of programs and services to all stakeholders as unified partners.

**Communication and collaboration among all members of the leadership team is imperative to the successful operation of the SC Works Centers. It is recommended that there be regularly scheduled meetings of the LWIA and DEW leaders, as well as regular briefings for all Center staff.**

*"Putting South Carolinians Back to Work"*

In collaboration with the DEW Staff Manager, **the responsibilities of the SC Works Center Operator include**, but are not limited to, the following activities:

- Schedule partner and other meetings, and maintain minutes
- Organize and maintain a schedule for staffing the SC Works Center and assign/reassign staff based on operational needs
- Receive and respond to internal and external Center-related inquiries
- Facilitate Center operations training for all staff as needed
- Monitor and track services provided in the Center
- Identify and facilitate timely resolution of problems, complaints, and other issues
- Communicate with DEW Staff Managers and/or Area Directors on issues pertaining to state merit staff personnel actions
- Coordinate and facilitate implementation of the SC Works Center Certification standards
- Work closely with DEW Staff Manager to increase communication in order to facilitate efficient and effective operations

In collaboration with the SC Works Center Operator, **the responsibilities of the DEW Staff Manager include**, but are not limited to, the following activities:

- Make recommendations for hires, disciplinary action, and/or terminations of DEW staff
- Conduct performance appraisals for DEW staff (feedback from Operators encouraged)
- Approve DEW staff schedules, time accounting, vacation and other leave requests
- Approve DEW staff travel requests and reimbursements
- Receive and respond to internal and external inquiries regarding DEW programs
- Facilitate DEW program training for staff as needed
- Report all incidents (e.g., security, injury, etc) to the SC Works Center Operator
- Assist Operator with implementation of the SC Works Center Certification standards
- Work closely with the SC Works Center Operator to increase communication in order to facilitate efficient and effective operations.

**ACTION:** You are responsible for the distribution and implementation of this policy guidance within your local workforce system.

**INQUIRY:** Questions may be directed to Pat Sherlock at (803) 737-2601 [psherlock@dew.sc.gov](mailto:psherlock@dew.sc.gov), or Martha Stephenson at (803) 737-0108 [mstephenson@dew.sc.gov](mailto:mstephenson@dew.sc.gov).



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