

**GENERAL ASSEMBLY OF NORTH CAROLINA**

**SESSION 1997**

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**SENATE BILL 307**

Children & Human Resources Committee Substitute Adopted 4/30/97

Short Title: DHR Reorganization.

(Public)

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Sponsors:

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Referred to:

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March 5, 1997

**A BILL TO BE ENTITLED**

**AN ACT TO UNDERTAKE THE REORGANIZATION OF THE DEPARTMENT OF HUMAN RESOURCES.**

The General Assembly of North Carolina enacts:

Section 1. (a) The Department of Human Resources shall, using the findings of KPMG Peat Marwick, L.L.P. to the General Assembly dated March 20, 1997, develop and begin implementing a plan to reorganize the Department of Human Resources. The reorganization plan shall be designed:

- (1) To structure planning, management, and service delivery around a strategic shared mission and long-range vision for the Department;
- (2) To better achieve a consolidated family-center services orientation that facilitates identification of gaps in services, improvement of efficient and effective access to services, and reduces fragmentation of leadership, management, and service delivery;
- (3) To facilitate a system of incentives within the Department and within local agencies that will reinforce personnel efforts at integrated services delivery; and
- (4) To enable assessment of program performance in terms of actual client outcomes, effective and efficient service delivery, and the impact

1 services and departmental functions are having in the lives of clients,  
2 rather than in terms of process measures.

3 (b) With funds from within the Department, and in consultation with the  
4 Legislative Oversight Committee on the Reorganization of the Department of Human  
5 Resources, the Department of Human Resources shall engage an entity with proven  
6 expertise to provide the Department leadership and management with the knowledge and  
7 tools needed to ensure a change in departmental culture that creates an environment:

- 8 (1) Where there is an understanding and appreciation for a departmental  
9 mission and primary goals that portray a coordinated system of services,  
10 rather than a group of independently operating group of services;
- 11 (2) Where, although the Department delivers few direct services, a client  
12 needing multiple services can have them delivered in a coordinated  
13 manner through local governing entities and by local service providers;
- 14 (3) Where counties have the opportunity, where practicable, to develop  
15 approaches to service delivery that work best for them;
- 16 (4) Where the Department can restructure around functions rather than  
17 programs; and
- 18 (5) Where the Department can develop an internal management capacity for  
19 strategic planning, program planning and evaluation, and formal senior  
20 management reviews, on a regular basis, of client needs, program  
21 performance, and issues related to resource allocation and risk  
22 assessment.

23 (c) The Department of Human Resources shall give very strong consideration  
24 to establishing the following service delivery functions: services, regulation, institutional  
25 management, education, and health care financing.

26 (d) The Department of Human Resources shall give very strong consideration  
27 to establishing the following coordination and infrastructure functions: information  
28 services and performance services.

29 Section 2. This act is effective when it becomes law.