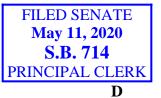
GENERAL ASSEMBLY OF NORTH CAROLINA SESSION 2019



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SENATE BILL DRS15448-MHz-151A*

Short Title:	PED/DEQ Organizational Structure.	(Public)
Sponsors:	Senators B. Jackson, D. Davis, and Ford (Primary Sponsors).	
Referred to:		

A BILL TO BE ENTITLED

2	AN ACT TO IMP	ROVE THE ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT
3	OF ENVIRC	NMENTAL QUALITY BY DIRECTING THE DEPARTMENT TO
4	EXAMINE (CERTAIN OF ITS ORGANIZATIONAL UNITS WITH SPANS OF
5	CONTROL L	ESS THAN THE RECOMMENDED THRESHOLD AND TO DEVELOP A
6	FORMAL BU	SINESS PLAN FOR THE PERMIT TRANSFORMATION PROJECT AS
7	WELL AS A	PERFORMANCE MANAGEMENT PLAN FOR PERMIT PROCESSES
8	THAT INCLU	JDES A DATA MANAGEMENT SYSTEM SUFFICIENT TO SUPPORT
9	THE PERM	IT TRANSFORMATION PROJECT AND THE PERFORMANCE
10	MANAGEME	NT PLAN, AS RECOMMENDED BY THE JOINT LEGISLATIVE
11	PROGRAM E	VALUATION OVERSIGHT COMMITTEE.
12	The General Asse	mbly of North Carolina enacts:
13		
14	PART I. DEPA	RTMENT OF ENVIRONMENTAL QUALITY TO STUDY AND
15	REPORT REC	GARDING SPAN OF CONTROL OF CERTAIN OF ITS
16	ORGANIZATIO	NAL UNITS
17		ION 1.1.(a) By February 1, 2021, the Department of Environmental Quality
18	shall study and rep	port to the Joint Legislative Oversight Committee on Agriculture and Natural
19	and Economic Re	sources regarding narrow spans of control within the Divisions of Mitigation
20	Services and Mari	ne Fisheries, the Office of Environmental Education and Public Affairs, and
21	*	Financial Services and Human Resources units. In its study and report, the
22	-	consider, at a minimum, the following for the business units identified in this
23	section:	
24	(1)	For all narrow spans of control, detailed justification of all positions involved
25		including job activities, roles, and responsibilities for each employee in the
26		narrow span including the supervisor and subordinates.
27	(2)	Identification of any narrow spans that could be combined or collapsed into
28		other spans.
29	(3)	The feasibility and effectiveness in combining narrow spans of control and
30		retaining employees with high levels of institutional knowledge or technical
31		expertise if a technical expertise compensation track or other similar revision
32		or exception to standard State human resources salary structures and policies
33		could provide salary increases as a substitute for promotion to a supervisor
34		position in order to reach the salary range necessary for employee retention.
35		ION 1.1.(b) For purposes of this section, "narrow span of control" is defined
36	as an organization	al structure in which a supervisor oversees three or fewer employees, reflecting



General Assembly Of North Carolina

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1	the minimum industry standard supervisor-to-subordinate ratio used by the Office of State
2	Human Resources.
3	
4	PART II. DEPARTMENT OF ENVIRONMENTAL QUALITY TO DEVELOP A
5	FORMAL BUSINESS PLAN FOR THE PERMITTING TRANSFORMATION
6	PROJECT INCLUDING RETURN ON INVESTMENT, A PERFORMANCE
7	MANAGEMENT PLAN FOR PERMIT PROCESSES, AND AN ACCOMPANYING
8	DATA MANAGEMENT SYSTEM
9	SECTION 2.1.(a) The Department of Environmental Quality shall develop a
10	business plan and return on investment analysis for the Department's Permitting Transformation
11	Project (PTP) which includes, at a minimum, all of the following:
12	(1) Data-driven analyses of costs and anticipated benefits of the Department's
13	intended PTP approach as well as an implementation time line.
14	(2) A comparison of the Department's intended PTP approach to an off-the-shelf
15	or customized system from a private vendor.
16	(3) A summary comparison of the Department's intended PTP approach to that
17	used in other states.
18	SECTION 2.1.(b) The Department shall develop a performance management system
19	for the PTP which includes, at a minimum, all of the following:
20	(1) The development of a method for establishing permit processing performance
21	measures and benchmarks.
22	(2) The creation of a plan for collecting permit processing data over time to
23	longitudinally assess performance.
24	SECTION 2.2. The Department shall consult with relevant management staff of the
25	Office of State Budget and Management to carry out the requirements of this Part. By February
26	1, 2021, the Department shall report to the Joint Legislative Oversight Committee on Agriculture
27	and Natural and Economic Resources regarding its implementation of this Part.
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29	PART III. EFFECTIVE DATE
30	SECTION 3. This act is effective when it becomes law.