

STATE OF OKLAHOMA

1st Session of the 44th Legislature (1993)

HOUSE JOINT  
RESOLUTION NO. 1018

By: Roach of the House

and

Long (Lewis) of the Senate

AS INTRODUCED

A Joint Resolution relating to the Department of Human Services; requiring the Joint Committee on Fiscal Operations to oversee a study of the management, administration, operations and organization of the Department of Human Services; providing for content of the study; authorizing certain contracts; creating a task force to complete the study; providing for membership; providing for reimbursement; providing for the duties and responsibilities of the task force; providing for certain reports; making certain requirements for certain contracts; making certain requirements of certain public agencies; providing for distribution; providing for codification; providing for repeal; and declaring an emergency.

WHEREAS, there have been in recent years numerous proposals for reforms or changes regarding the Department of Human Services; and

WHEREAS, few, if any, of these proposals have been based upon a comprehensive overview of the structure, scope, mission and management practices of the Department as a whole in relation to effective and efficient service delivery to clients served through the programs administered by the Department; and

WHEREAS, pursuant to Senate Joint Resolution No. 29 of the 1st Session of the 39th Oklahoma Legislature, a study of the management, administration and operations of the Department of Human Services found that "The traditional centralized authority within DHS has

retarded the development of overall managerial capability and initiatives for improvement below the top management level. Highly centralized authority without specific goals for the whole organization and without specific objectives for the individual operational units, which characterized the Department in prior years, has created a general lack of accountability at the middle management level"; and

WHEREAS, the report found specifically that:

1. "A fully integrated set of agency-wide goals and objectives have not yet been established";

2. "Strategic planning based upon systematic assessment of client needs, agency resources, and forecasts of Federal, State and Local income funding sources are in initial stages of development";

3. "Many managers do not have adequate experience or skills in program, budget, and financial planning and management";

4. "DHS has established significant data processing and data base capability. However, use of specific program management information by program managers is limited";

5. "At the operational level, systematic procedures are not used to establish desired client outcomes, employee performance standards or resource allocations based on program objectives"; and

6. "Planning and management accountability is not delegated to appropriate levels to ensure effective and efficient operations";

and

WHEREAS, the report concluded that "These findings are significant and reflect substantial opportunity for improvement", and "In summary, DHS has not yet fully integrated its programs to establish a cohesive and comprehensive human services system....DHS still functions, organizationally and managerially, as an aggregate of loosely related activities"; and

WHEREAS, these findings remain substantially accurate as applied to the current management, administration and operations of the

Department because the recommendations made almost ten years ago have never been systematically implemented; and

WHEREAS, organizational change does not by itself result in more effective or efficient operations, nor does organizational change alone solve the problems leading to the reform or change or lead to success in meeting the desired goals of reform or change; and

WHEREAS, there is considerable movement among the various states to adopt new methods and procedures to organize and deliver public services by creating leaner structures that encourage and reward innovation, efficiency and the infusion of responsibility at all levels of operations; and

WHEREAS, Oklahoma can not only benefit from that experience, but become a leader in governmental reform.

NOW, THEREFORE, BE IT RESOLVED BY THE HOUSE OF REPRESENTATIVES AND THE SENATE OF THE 1ST SESSION OF THE 44TH OKLAHOMA LEGISLATURE:

SECTION 1. NEW LAW A new section of law to be codified in the Oklahoma Statutes as Section 29.1 of Title 56, unless there is created a duplication in numbering, reads as follows:

A. The Joint Committee on Fiscal Operations created pursuant to Section 452.3 of Title 74 of the Oklahoma Statutes shall oversee the completion of a study of the existing management, administration, operations and organization of the Department of Human Services and, as authorized by the Oklahoma State Legislature, recommendations resulting from the study.

B. The study shall include but not be limited to:

1. A review of the innovative efforts being made at local and state levels across the country to revitalize government operations by restructuring management to create staff initiative, decentralize decision-making, reenergize morale, restore public confidence in government and the ability of government to deliver services efficiently and fairly;

2. A review of previous studies related to the Department of Human Services and an assessment of the recommendations resulting from such studies in order to determine:

- a. those recommendations that continue to have application to the management, administration, operations and organization of the Department, and
- b. the extent to which the recommendations from previous studies have been implemented by the Department; and

3. To the extent necessary and appropriate as determined by the results of the reviews, conduct an analysis of:

- a. the overall scope, structure, mission and management practices of the Department of Human Services,
- b. the state and federal laws pertaining to the Department and the policies of the Department related to the management, administration and operations of the agency, and the procedures and operational systems and subsystems utilized by the Department to implement and enforce said laws and policies,
- c. the methods used by the Department to conduct strategic and tactical planning, to link financial management to planning, and to ensure communication and coordination within and between the various programs and divisions of the Department, and
- d. the responsiveness of the Department to client needs, the establishment of agency program and service delivery goals and objectives and to monitor progress towards their achievement, and program and service delivery standards and the methods used to monitor, measure and improve the Department's programs, services and service delivery.

C. For the purpose of conducting the study the Committee shall be authorized to:

1. Oversee the task force created by Section 2 of this resolution to complete the study required by this resolution;

2. Contract through the Legislative Service Bureau for the services of appropriate consultants or consulting firms expert in the field of management and administration of large organizations, or health and human service agencies, or both, to assist with the completion of the study; and

3. To carry out all incidental policies which are necessary and proper to carry out the purpose of this resolution.

SECTION 2. NEW LAW A new section of law to be codified in the Oklahoma Statutes as Section 29.2 of Title 56, unless there is created a duplication in numbering, reads as follows:

A. There is hereby created until January 1, 1995, a task force to complete the study required by this resolution.

1. The task force shall be composed of sixteen (16) members as follows:

a. eight persons appointed by the President Pro Tempore of the Senate as follows:

- (1) three persons who shall be members of the Oklahoma State Senate, one of whom shall be the chairman of the Senate Human Resources Committee,
- (2) three persons having experience in the private business sector in the management and administration of large organizations and who are not vendors of the Department and are not representatives of persons or organizations who are vendors of the Department, and
- (3) two persons who shall represent the public at large,

b. eight persons appointed by the Speaker of the House of Representatives as follows:

- (1) three persons who shall be members of the Oklahoma House of Representatives, one of whom shall be the chairman of the House Human Services Committee,
- (2) three persons having experience in the private business sector in the management and administration of large organizations and who are not vendors of the Department and are not representatives of persons or organizations who are vendors of the Department, and
- (3) two persons who shall represent the public at large;

2. The chairman of the task force shall be appointed by the Speaker of the House of Representatives and the vice-chairman shall be appointed by the President Pro Tempore of the Senate. The Secretary for Health and Human Services and the Chairman of the Commission for Human Services shall serve as ex officio, nonvoting members of the task force; and

3. The members of the task force shall serve without compensation, but legislative members may be reimbursed pursuant to Section 456 of Title 74 of the Oklahoma Statutes and other members may be reimbursed pursuant to the State Travel Reimbursement Act. Lay members shall receive reimbursement from funds available to the Legislative Service Bureau for that purpose.

B. In completing the study, the task force, as directed or authorized by the Joint Committee on Fiscal Operations, shall:

1. Consult with consumers of the services delivered by the Department, employees of the Department, and individuals and public and private agencies and organizations who contract with or otherwise have direct contact with or interest in the programs and services of the Department. Consultation may be conducted through

presentations to the task force, interviews, surveys, or other means deemed appropriate by the task force;

2. Hold public hearings in various geographic locations of the state;

3. Develop an implementation plan for any recommendations resulting from the study. The implementation plan shall include but not be limited to provision for technical assistance to the Department of Human Services and the Legislature for a minimum of two (2) years following the adoption of any recommendations resulting from the study; and

4. Utilize consultant services to assist with the completion of the study.

C. The task force shall submit an interim report of its activities, findings and recommendations to the Joint Committee on Fiscal Operations, the President Pro Tempore of the Senate, the Speaker of the House of Representatives, the Governor, and the Commission for Human Services no later than January 1, 1994, and a final report and implementation plan no later than January 1, 1995, and may make such additional reports as it deems necessary or advisable.

D. The Oklahoma Senate and the Oklahoma House of Representatives shall provide staff assistance as necessary to assist the task force in the performance of its duties.

E. At the direction of the Joint Committee on Fiscal Operations, the Legislative Service Bureau shall contract for the services of appropriate consultants or consulting firms expert in the field of management and administration of large organizations, human services organizations, or both, to assist with the completion of the study. Upon the recommendation of the task force, the Joint Committee on Fiscal Operations shall select such consultants on the basis of the response to a request for proposal. Any request for proposal issued for assistance in the completion of the study shall

be prepared by the task force and the Legislative Service Bureau and approved by the Joint Committee on Fiscal Operations.

SECTION 3. NEW LAW A new section of law to be codified in the Oklahoma Statutes as Section 29.3 of Title 56, unless there is created a duplication in numbering, reads as follows:

All agencies, commissions, departments, offices or boards of this state and task forces, compacts, offices or other entities sponsored by the government of this state shall make available to the Committee any facts, information or data requested by the Committee and in all ways cooperate with the Committee to carry out its duties pursuant to the provisions of this resolution.

SECTION 4. Copies of this resolution shall be distributed to the Speaker of the House of Representatives, the President Pro Tempore of the Senate, the Governor, the Secretary for Health and Human Services, and the Commission for Human Services.

SECTION 5. REPEALER Sections 1 through 4 of this resolution shall be repealed effective May 31, 1995.

SECTION 6. It being immediately necessary for the preservation of the public peace, health and safety, an emergency is hereby declared to exist, by reason whereof this resolution shall take effect and be in full force from and after its passage and approval.

44-1-5247

KSM