

State Human Resources System

Contents:

[Statutory Authority](#)
[Definition and Responsibility for Human Resources Administration](#)
[Coverage of Human Resources Administration System](#)
[Delegation of Authority/Decentralization](#)

Statutory Authority

Chapter 126 of the North Carolina General Statutes provides for the establishment of a system of Human Resources administration under the Governor. This system is based on accepted principles of Human Resources administration, with application of the best methods as evolved in government and industry.

Citizens have a strong interest in good Human Resources administration in government. The way in which managers select, motivate, develop, and advance employees can have a major impact on the quality of government services. Human Resources administration in government must reflect the best tradition and highest aspirations of our society, maintain the dignity of individual employees, and enable them to participate meaningfully in establishing and achieving program objectives and goals.

Definition and Responsibility for Human Resources Administration

Human Resources Administration includes the attraction, selection, motivation, leadership, understanding, and utilization of employees as individuals and as members of a work group in accomplishing the objectives of State government.

Responsibility for the various elements of Human Resources administration is vested in many sources, including the Legislative body, the Governor, the State Human Resources Commission, Human Resources staff, and every manager and supervisor in State government. The Legislature has given direction to the Governor and the State Human Resources Commission through Chapter 126 of the General Statutes. Human Resources staff, managers and supervisors follow the policies established by the Commission in carrying out an effective program to provide efficient public service.

State Human Resources System (continued)

Coverage of Human Resources Administration System

This Human Resources administration system is applicable by statute to general employment in State government; exemptions are specifically cited in G.S. 126-5 (see Statute in this manual).

There are activities in State government funded either totally or in part by Federal funds through a grant-in-aid program. Federal Statutes require that Human Resources management, in certain of these programs, be exercised within specified Standards for a Merit System of Human Resources Administration. The State Human Resources Commission is responsible for establishing policies, subject to the approval of the Governor, for a Human Resources system that satisfies the Federal Standards based on the Federal statutory and regulatory provisions. Employees within programs subject to the Federal Standards are covered by the policies for general employment, and in some instances, also by policies applicable only to a Federal Merit System of Human Resources Administration

Delegation of Authority/Decentralization of Human Resources Administration System

The Office of State Human Resources, under the direction of the State Human Resources Director, has sole responsibility for the implementation of the State Human Resources Commission's rules, policies and procedures. The State Human Resources Director has the exclusive authority for final approval of all Human Resources actions under these rules and policies.

The State Human Resources Director may delegate authority for final approval and accountability of certain Human Resources actions to the heads of State agencies and universities, and by extension, to the head of their Human Resources administration function. The decision to delegate authority for final approval of certain Human Resources actions or not to delegate, as well as the matters to be delegated, shall be at the discretion of the State Human Resources Director.

State Human Resources System (continued)

The delegation decision by the State Human Resources Director shall be made based upon these factors:

- the acceptance of accountability for their own Human Resources functions by agency heads and chancellors under a delegation of authority from the State Human Resources Director;
- the history of agency cooperation and compliance with statutes relating to Human Resources administration and with established Commission policies, rules, procedures and related corrective actions;
- a pre-assessment of the compliance capability of the agency's Human Resources functions and the Human Resources staff;
- the demonstrated knowledge and expertise in the administration of the Commission's policies, rules and procedures by the Human Resources staff of the agency;
- the maintenance of an adequate staff in the agency's Human Resources functions, including an appropriate number of professional level positions commensurate with the size and complexity of the agency; and
- the maintenance of a quality control plan within the agency's Human Resources functions designed to improve the professionalism of the Human Resources staff and to produce accurate data in a current and timely manner.

Delegation shall be achieved through decentralization agreements which shall specify agency responsibility for implementing Human Resources Commission programs and shall identify those Human Resources actions for which the agency shall have final approval authority. The agreement shall provide that the decentralized Human Resources administration authority may be unilaterally withdrawn or modified by the State Human Resources Director based upon demonstrated inability or unwillingness on the part of the agency or university to maintain the level of Human Resources administration as measured by factors above in this policy.

The Office of State Human Resources shall perform routine, ongoing monitoring of all agency and university decentralization agreements for compliance with specified levels

State Human Resources System (continued)

of authority and with Commission rules, policies and procedures. The Office of State Human Resources shall perform periodic on-site performance audits. These monitoring and auditing procedures shall be in accordance with accepted auditing principles and with the advice of the State Auditor.
