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State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES
25 Capitol Street – Room 120
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December 21, 2018

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

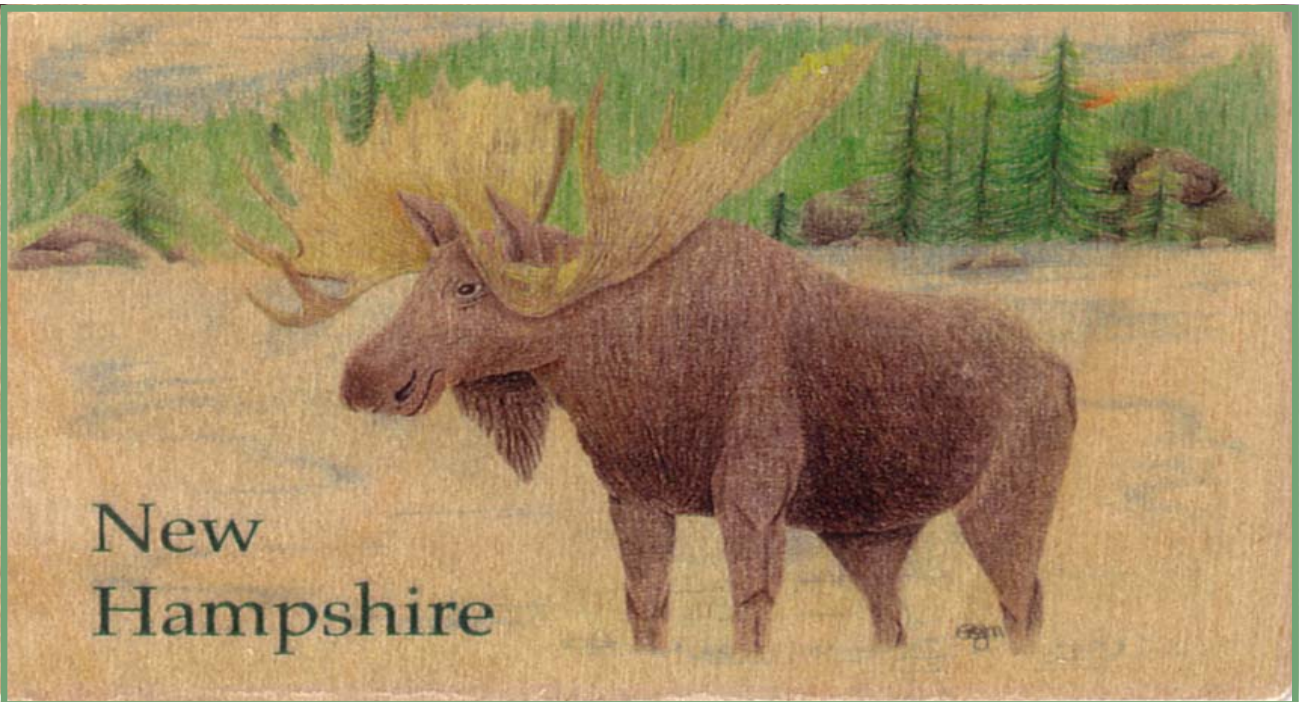
Dear Governor Sununu and Members of the Executive Council:

I am pleased to present the Sixty-Seventh Annual Report for the Division of Personnel of the Department of Administrative Services for Fiscal Year 2018. This report is submitted in accordance with the provisions of RSA 21-I:42, VII.

Respectfully submitted,
THROUGH CHARLES M. ARLINGHAUS,
Commissioner
Department of Administrative Services

LORRIE A. RUDIS
Director, Division of Personnel
Department of Administrative Services

STATE OF NEW HAMPSHIRE
DEPARTMENT OF ADMINISTRATIVE SERVICES
DIVISION OF PERSONNEL



2018 ANNUAL REPORT



**State of New Hampshire
Department of Administrative Services
Division of Personnel
2018 Annual Report
Fiscal Year Ended June 30, 2018**

Pursuant to RSA 21-I:42

Charles M. Arlinghaus, Commissioner
Sara J. Willingham, Director of Personnel
Carol B. Jerry, Deputy Director

Christopher T. Sununu, Governor
Joseph D. Kenney, Executive Councilor
Christopher C. Pappas, Executive Councilor
Russell E. Prescott, Executive Councilor
Andru Volinsky, Executive Councilor
David K. Wheeler, Executive Councilor

State House Annex
28 School Street
Concord, New Hampshire 03301
www.nh.gov/hr/

Table of Contents

| | <u>Page</u> |
|---|-------------|
| Overview | |
| General Summary..... | 2 |
| Division of Personnel - Overview | 3 |
| Organizational Chart | 4 |
| Division of Personnel – Organizational Structure..... | 5 |
| Employee Suggestion and Extraordinary Service Award Program | 6 |
| | |
| Section One: Executive Branch at a Glance | |
| Employees by Category..... | 8 |
| Positions by Category | 8 |
| Demographics, New Hampshire State Employees | 9 |
| | |
| Section Two: Workforce Characteristics | |
| Employee Matrix | 11 |
| Employees by Gender and EEO Category..... | 12 |
| Employees by Generation..... | 13 |
| Employees by Age..... | 14 |
| Employees by Years of Service | 15 |
| Employees by Age and Labor Grade | 15 |
| Employees by County | 16 |
| Full-Time Employees by Agency..... | 17 |
| Employees by Type and Agency | 19 |
| Employee Statistics by Agency | 21 |
| | |
| Section Three: Compensation | |
| Average Salary by Agency..... | 24 |
| Average Salary by Years of Service | 26 |
| Average Salary by EEO Category | 26 |
| Distribution of Employees by Labor Grade Step | 27 |
| Cost of Longevity | 28 |
| | |
| Section Four: Position Statistics | |
| Position Matrix | 30 |
| Filled and Total Full-Time Permanent Classified Positions 5 Year History..... | 31 |
| Positions by Occupation Group | 32 |
| Classified Full-Time Permanent Positions by Agency | 33 |
| Full-Time Temporary and Full-Time Seasonal Positions by Agency | 35 |

| | |
|---|--------------------|
| Section Five: Turnover and Separation from Service | <u>Page</u> |
| Turnover of Classified Employees (10 Year History) | 37 |
| Highest Turnover Classifications with 50 or More FT Employees | 38 |
| Turnover Rates by Agency | 39 |
| Distribution of Separated Employee by Length of Service..... | 40 |
| Rate of Separation by Length of Service..... | 41 |
| Employee Separation from Service..... | 42 |

Section Six: Vacancy Reporting

| | |
|---|----|
| Vacancy Rate for Full-Time Positions by Agency | 44 |
| Vacant Full-Time Positions – Number of Days Vacant by Agency..... | 45 |
| Number of Days Vacant by Position Type..... | 46 |
| Vacancy Rate by Position Type | 46 |

Section Seven: Retirement Eligibility

| | |
|--|----|
| Estimate of Future Eligibility for Retirement – Group I | 48 |
| Estimate of Future Eligibility for Retirement – Group II | 50 |

Section Eight: Division of Personnel Work Activities

Recruitment and Certification

- Recruitment and Certification Summary
- Job Postings by Agency
- Job Postings by Month
- Job Postings by Occupational Category
- Recruitment
- Employee Reduction in Force (RIF) List

Classification

- Classification Summary
- Class Specification Revisions.....
- Position Summary
- Reclassification Decisions
- Reorganization and Position Transfers.....
- Supplemental Job Descriptions

Central HR Processing

- Employee Transactions and Record Maintenance
- Examination Administration

Employee Relations

- Employee Relation Summary
- Employees by Union Representation
- Positions by Union Representation
- Master Negotiations.....

Education and Training

- Bureau of Education and Training Summary.....

Overview

GENERAL SUMMARY

Fiscal Year 2018

Authority

RSA Chapter 21-I:42-44, RSA Chapters 21-I:52
Federal Merit System Standards

Mission

To provide consistent leadership, guidance, and support in all aspects of human resource management and labor relations within State government by promoting equity and workforce excellence, assisting agencies in transacting their business efficiently, and protecting the rights of individuals.

Location

State House Annex
28 School Street
Concord, NH 03301
(Wheelchair accessible entrance - School Street)

Staff Composition

| | |
|----|--------------------------------|
| 19 | Full-time classified employees |
| 7 | Part-time employees |
| 3 | Unclassified employees |

Fiscal Year Appropriation

\$2,375,286

Personnel Appeals Board

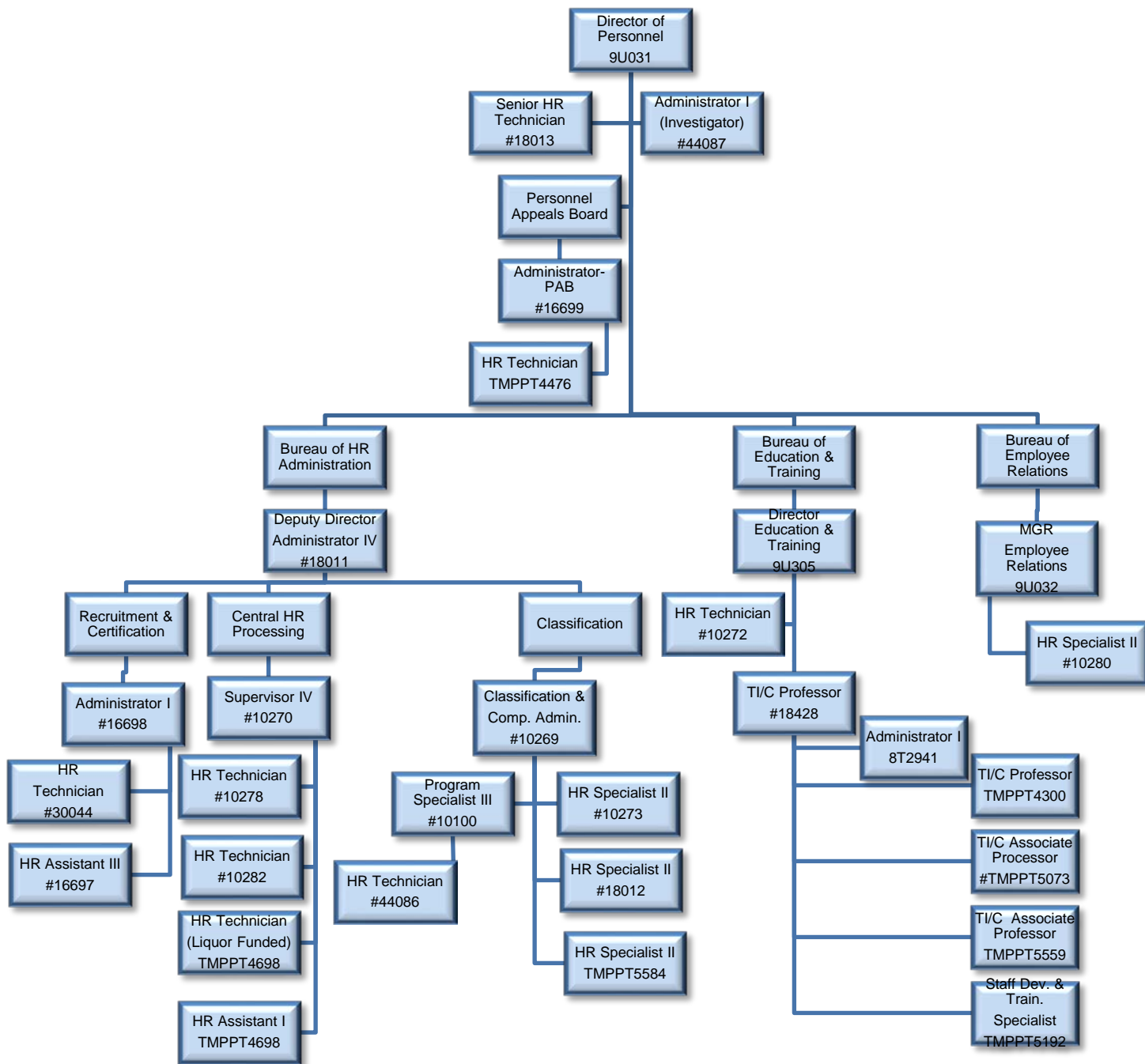
RSA 21-I:45 authorizes the Governor and Executive Council to appoint three members and two alternates to serve three (3) year terms on the New Hampshire Personnel Appeals Board. The Commissioners serving on the Board during Fiscal Year 2018 were: David Goldstein, Christopher Nicolopoulos, Marilee Nihan, Norman Patenaude; and Charla Stevens.

DIVISION OF PERSONNEL

OVERVIEW

The Division of Personnel was created in 1989 to maintain a centralized State system of personnel administration based on merit principles. The Division is tasked with establishing and enforcing appropriate methods of recruitment, appointment, compensation, promotion, transfer, layoff, removal and discipline of classified state employees. The Division also provides employee job counseling services, investigation involving complaints of harassment or misconduct, sets statewide human resources policy and is responsible for oversight of the State classification system, as well as all other areas mandated by RSA 21:1:42-44. The Division's Bureau of Education and Training provides comprehensive management training through the auspices of the Certified Public Manager and Supervisor's program. The Manager of Employee Relations conducts negotiations on behalf of the Governor and represents the State in grievance actions related to the Collective Bargaining Agreement. In addition, the Division serves a valuable function in overseeing a fair, equitable and comprehensive system of personnel and labor relations for the State and its employees.

Division of Personnel – Organizational Chart



DIVISION OF PERSONNEL

ORGANIZATIONAL STRUCTURE

BUREAU OF HUMAN RESOURCES ADMINISTRATION

(1) Recruitment and Certification

Responsible for development and implementation of statewide recruitment and certification, including monitoring recruitment and referral activities of state agencies and providing career counseling services to employees and applicants.

(2) Central HR Processing

Responsible for personnel records management policies and procedures, including monitoring recruitment, referral activities and applying final approval to personnel actions. This section is also responsible for development and administration of an examination program designed to promote equitable competitive standards for applicants to classified positions in state government.

(3) Classifications

Responsible for position records management policies and procedures, including reviewing and applying final approval to position actions. This section is also responsible for the implementation and monitoring of the statewide classification system for all classified positions, including allocating all positions to appropriate job classification titles, salary grades, and qualification requirements, and performing organizational analysis.

BUREAU OF EMPLOYEE RELATIONS

Responsible for administering all collective bargaining and sub-unit agreements with classified employees. This section is also responsible for representing the state in arbitrations and unfair labor practices along with coordinating agency heads in improving communications, streamlining processes and other issues related to collective bargaining.

BUREAU OF EDUCATION AND TRAINING

Responsible for providing quality education, training, and resource services to enhance the skills, knowledge, and abilities of government employees who provide services to the citizens of New Hampshire.

Employee Suggestion and Extraordinary Service Award Program

Senate Bill 52 (Laws 2005, Chapter 258) became effective on September 14, 2005. This law reorganized the “Employee Incentive and Reward Program” of RSA 99-E and established a fund of \$10,000 in the Governor’s Office for implementation of the program. Drafted by members of the State Committee, the new law revitalized and streamlined the program for providing monetary and non-monetary recognition to classified executive branch employees who have performed extraordinary services or provided original suggestions of substantial value to the State. The new RSA 99-E integrates each Department into the process of reviewing employee suggestions and services. Chapter 99-E requires that each Department establish an award evaluation committee consisting of three (3) employees appointed by the agency. The agency committee completes the initial review of suggestions and services submitted for award. They are forwarded to the Director of Personnel who shares them with the State Committee, which then conducts its own review and makes award recommendations to the Governor and Executive Council. During state Fiscal Year 2018 one employee received monetary recognition totaling \$1,500.00.

Monetary Award Recipients

Chang-Tai Chen, Department of Information Technology – \$1,500 Award

The Department of Revenue sought recognition for Chang-Tai Chen of the Department of Information Technology for his savings involving the development of a new method to access, view and electronically extract scanned tax returns through the WebFocus Single View taxpayer portal. Most taxpayers’ business tax returns are scanned into the Revenue Administration system when they are submitted and filed. Previously, when Tax Auditors viewed scanned tax returns, they accessed the return electronically via Quickweb. However, Quickweb does not allow continuous scrolling and has a lag of three to five seconds in response time for every page that is selected to view. Some tax returns are thousands of pages and this cumbersome process created delays when auditing the return or when searching for a particular page in the return. Mr. Chen took the initiative to look into this problem and find a solution. Mr. Chen’s solution allows continuous scrolling of the return and gives users the ability to download all images in a matter of seconds into a format where they can easily include or exclude information and documents as needed. This accomplishment was particularly notable because the process that Mr. Chen designed was thought to be impossible, not only by Department of Revenue Administration and DOIT staff, but also by the software vendor. When the vendor found out about Mr. Chen’s breakthrough, they reached out to him to understand how he was able to solve this problem. Mr. Chen’s solution has saved the Department of Revenue Administration approximately 3,900 hours of auditors’ time annually resulting in a savings in excess of \$117,000 the first year, with additional savings anticipated in future years. In addition, savings is expected for Single View users in other divisions within the Department.

Section One

Executive Branch at a Glance

Executive Branch at a Glance

Employees by Category* Fiscal Year 2018

| Category | Full-Time Employees | Full-Time Temporary | Full-Time Seasonal | Part-Time Regular | Part-Time Seasonal | Per Diem Part-Time |
|--|---------------------|---------------------|--------------------|-------------------|--------------------|--------------------|
| Classified | 9,080 | 111 | 8 | 2,260 | 359 | 14 |
| Non-Classified | 31 | 1 | 0 | 488 | 0 | 269 |
| Unclassified | 317 | 0 | 0 | 12 | 0 | 1 |
| Total | 9,428 | 112 | 8 | 2,760 | 359 | 284 |
| * Includes employees on extended leave as well as active status; excludes employees expected to work less than 6 months. * 8 classified, 11 unclassified, and 0 non-classified employees did not meet any group criteria and are excluded from this report. | | | | | | |

Report Generated: June 30, 2018 by Employee Matrix Version V6.3

Positions by Category* Fiscal Year 2018

| Category | Full-Time Positions | Full-Time Temporary Positions | Full-Time Seasonal Positions | Part-Time Regular Positions | Part-Time Seasonal Positions | Per Diem Part-Time Positions |
|--|---------------------|-------------------------------|------------------------------|-----------------------------|------------------------------|------------------------------|
| Classified | 10,284 | 245 | 805 | 4,453 | 1,357 | 26 |
| Non-Classified | 34 | N/A | N/A | 637 | N/A | 499 |
| Unclassified | 359 | N/A | N/A | 11 | N/A | 3 |
| Total | 10,677 | 245 | 778 | 5,101 | 1,357 | 528 |
| * Includes both filled and vacant positions expected to last longer than six months. * Report does not contain 19 positions found in error. | | | | | | |

Report Generated: June 30, 2018 by Position Matrix V6.2

DEMOGRAPHICS

New Hampshire State Employees

Fiscal Year 2018

State Government Employees Executive Branch

Class Type Number of Positions**

Classified 10,529
Unclassified 359

TOTAL POSITIONS: 10,888

**** Includes only full-time permanent and temporary positions lasting more than six months**

The Classified Full-Time State Workforce* is made up of...

53% Female
48% Male

4% Minority
96% White (not of Hispanic background)

The Average Full-Time Classified Employee*...

- Is 47 years old
- Has 12 years of service
- Earns \$55,582

Classified State Employees that are ...

Full-Time*9,199
Part-Time2,760

Classified Full-Time Employees* work in...

Belknap County..... 6%
Carroll County..... 2%
Cheshire County..... 2%
Coos County..... 4%
Grafton County..... 4%
Hillsborough County..... 7%
Merrimack County..... 67%
Rockingham County..... 5%
Strafford County..... 2%
Sullivan County..... 1%

*Full-time employees includes full-time permanent, full-time temporary and full-time seasonal employees working greater than six months.

Section Two

Workforce Characteristics

Detailed Breakdown of State of New Hampshire Employees

All Employees

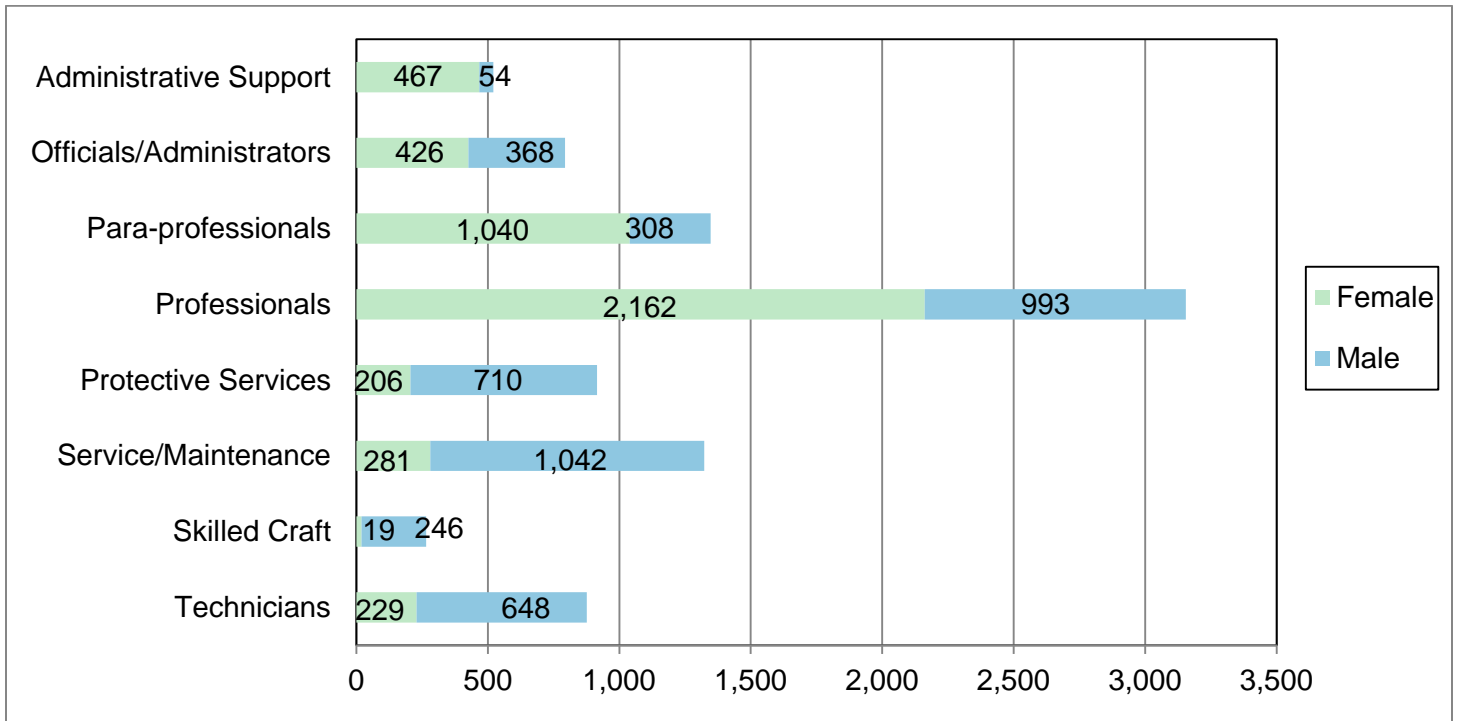
Report Run Date*: 06/30/2018 – Version V6.3

| Category | Full-Time Employees | Full-Time Temporary Employees | | Full-Time Seasonal Employees | | Part-Time Regular Employees Working >= 30 hours/week but < FT | | Part-Time Seasonal Employees Working >= 30 hours/week but < FT | | Part-Time Regular Employees Working < 30 hours/week | Part-Time Seasonal Employees Working < 30 hours/week | Per Diem Part-Time Employees | EXCEPTIONS Employees that do not fit into defined categories |
|----------------|---------------------|-------------------------------|-----------------|------------------------------|-----------------|---|-----------------|--|-----------------|---|--|------------------------------|--|
| | | Duration >= 6 mo | Duration < 6 mo | Duration >= 6 mo | Duration < 6 mo | Duration >= 6 mo | Duration < 6 mo | Duration >= 6 mo | Duration < 6 mo | | | | |
| Classified | 8,917 | 108 | 59 | 7 | 403 | 8 | 46 | 0 | 0 | 2,250 | 359 | 14 | 8 |
| | 163 | 3 | 0 | 1 | | 0 | | 0 | | 2 | 0 | 0 | |
| Unclassified | 317 | N/A | N/A | N/A | N/A | 0 | N/A | N/A | N/A | 12 | N/A | 1 | 11 |
| | 0 | | | | | 0 | | | | 0 | | 0 | |
| Non-classified | 31 | 1 | 0 | N/A | N/A | 0 | N/A | N/A | N/A | 487 | N/A | 269 | 0 |
| | 0 | | | | | 0 | | | | 1 | | 0 | |

See "Employee Categories Matrix" at <http://sunspot.nh.gov/hr/CentralHRProcessing.aspx?tab=EmplTransProcessing> for rules and exclusions applied.

* Only includes data up to the end of the prior pay period.

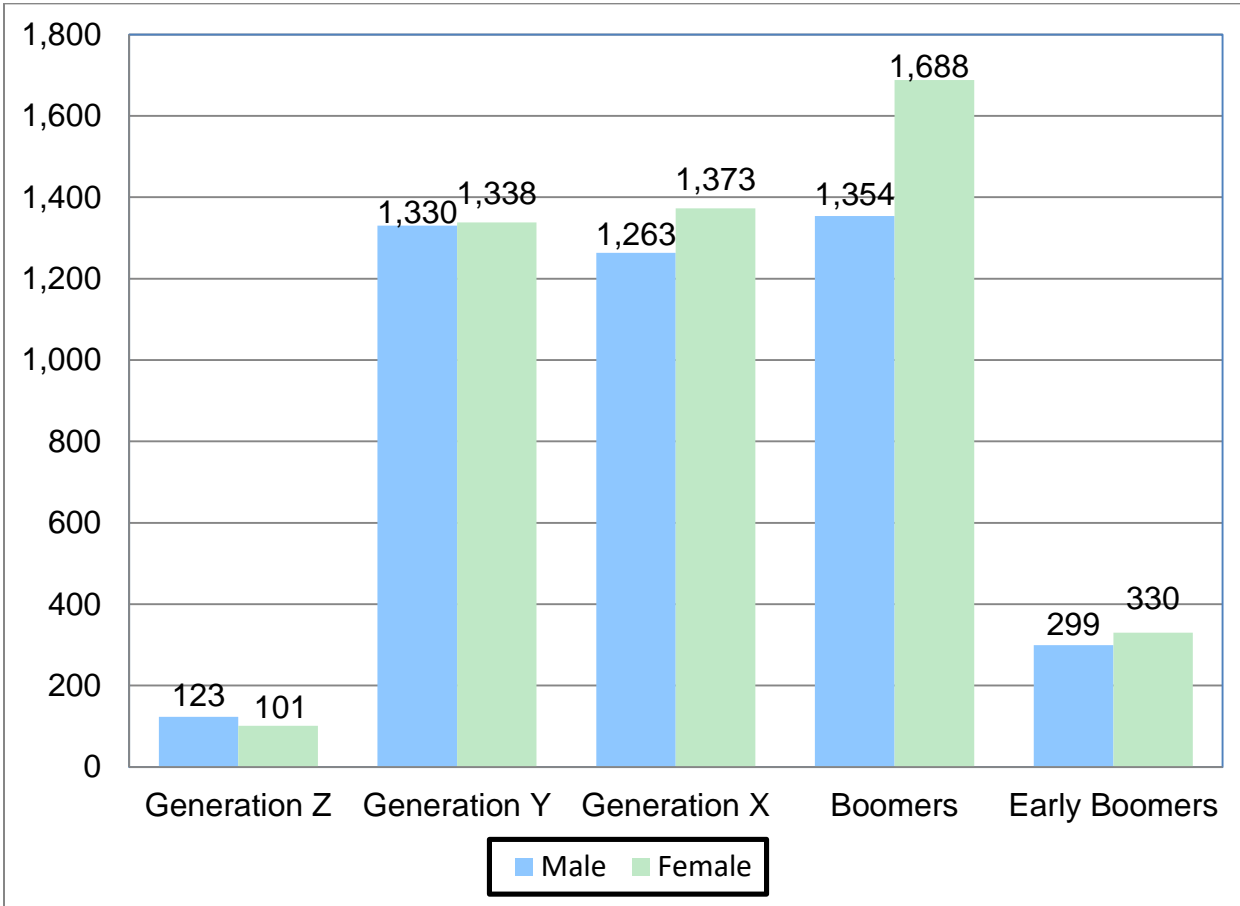
Employees by Gender and EEO Category* Fiscal Year 2018



| EEO Category | Total | Percent |
|---|--------------|---------|
| Administrative Support | 521 | 6% |
| Official Administrator | 794 | 9% |
| Para-professionals | 1,348 | 15% |
| Professional | 3,155 | 34% |
| Protective Service | 916 | 10% |
| Service and Maintenance | 1,323 | 14% |
| Skilled Craft | 265 | 3% |
| Technician | 877 | 10% |
| Total | 9,199 | |
| <p>*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months as well as employees on extended leave. *8 classified employees did not meet any group criteria and are excluded from this report.</p> | | |

Report Generated: 06/30/2018 by Employee Matrix Version V6.3

Employees by Generation*
Fiscal Year 2018
Total Number of Employees = 9,199



*Includes classified full-time permanent, full-time temporary and full-time seasonal employees working more than six months as well as employees on extended leave.

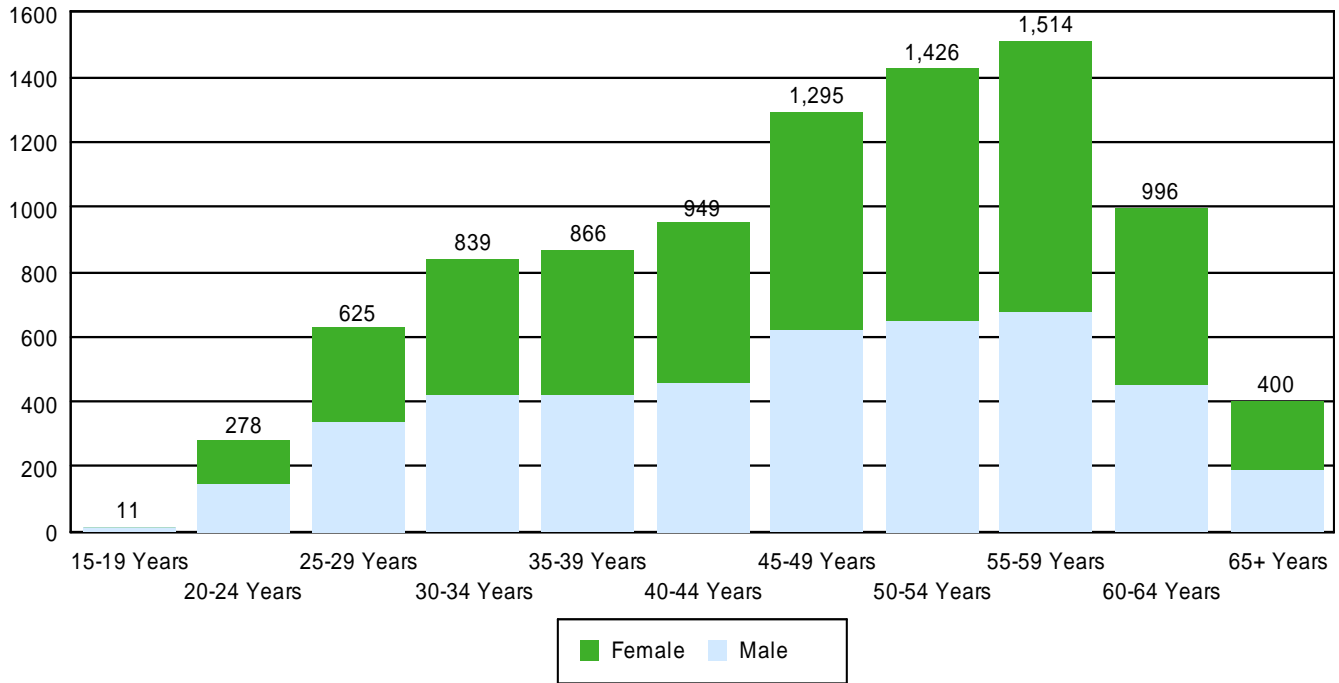
*8 classified employees did not meet any group criteria and are excluded from this report.

Report Generated: 06/30/2018 by Employee Matrix Version V6.3

*Generation Z = Born 1995-2012
 *Generation Y = Born 1977-1994
 *Generation X = Born 1966-1976
 *Boomers = Born 1955-1965
 *Early Boomers = Born < 1955

Employees by Age* Fiscal Year 2018

Total Number of Employees = 9,199

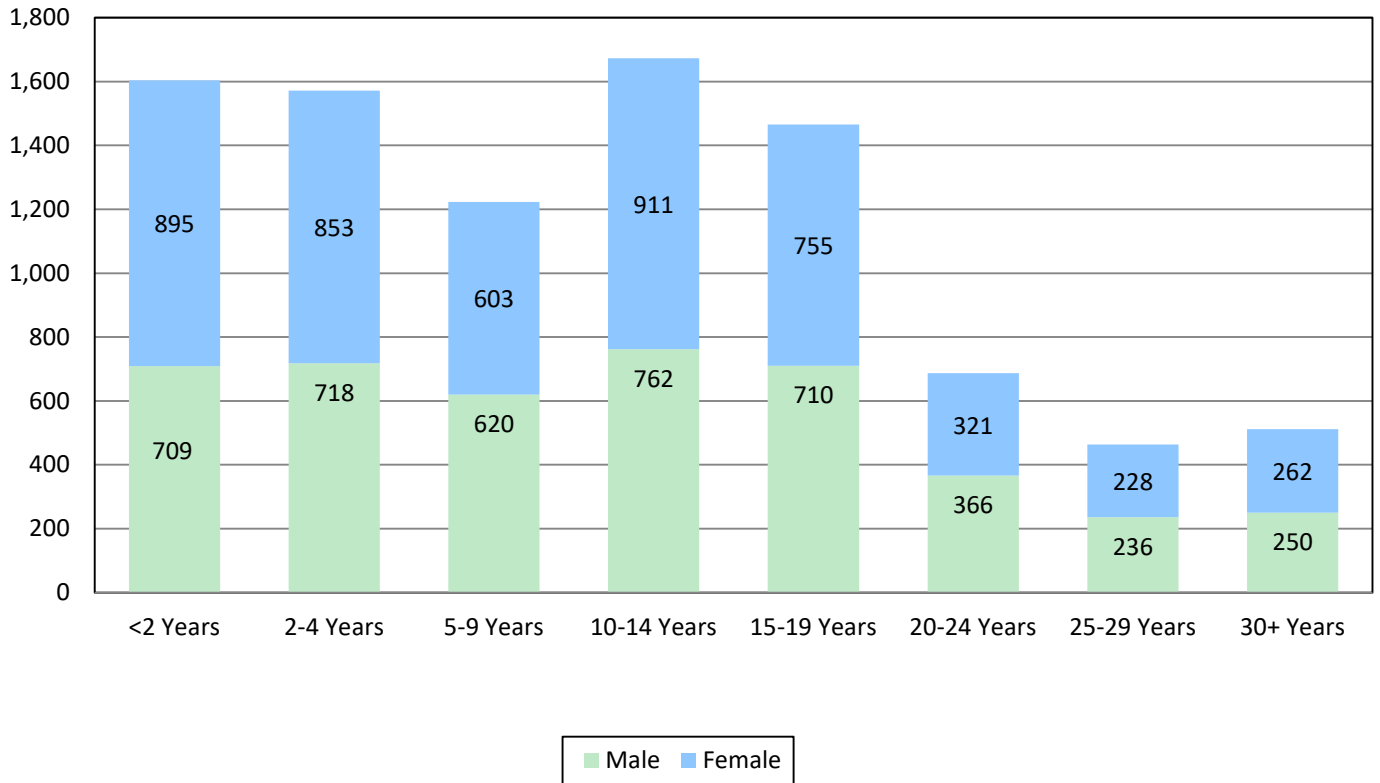


*Includes classified full-time permanent, full-time temporary and full-time seasonal employees working more than six months as well as employees on extended leave.

*8 classified employees did not meet any group criteria and are excluded from this report.

Report Generated: 06/30/2018 by Employee Matrix Version V6.3

Employees by Years of Service* Fiscal Year 2018



*Includes classified full-time permanent, full-time temporary and full-time seasonal employees working more than six months as well as employees on extended leave.
 *8 classified employees did not meet any group criteria and are excluded from this report.

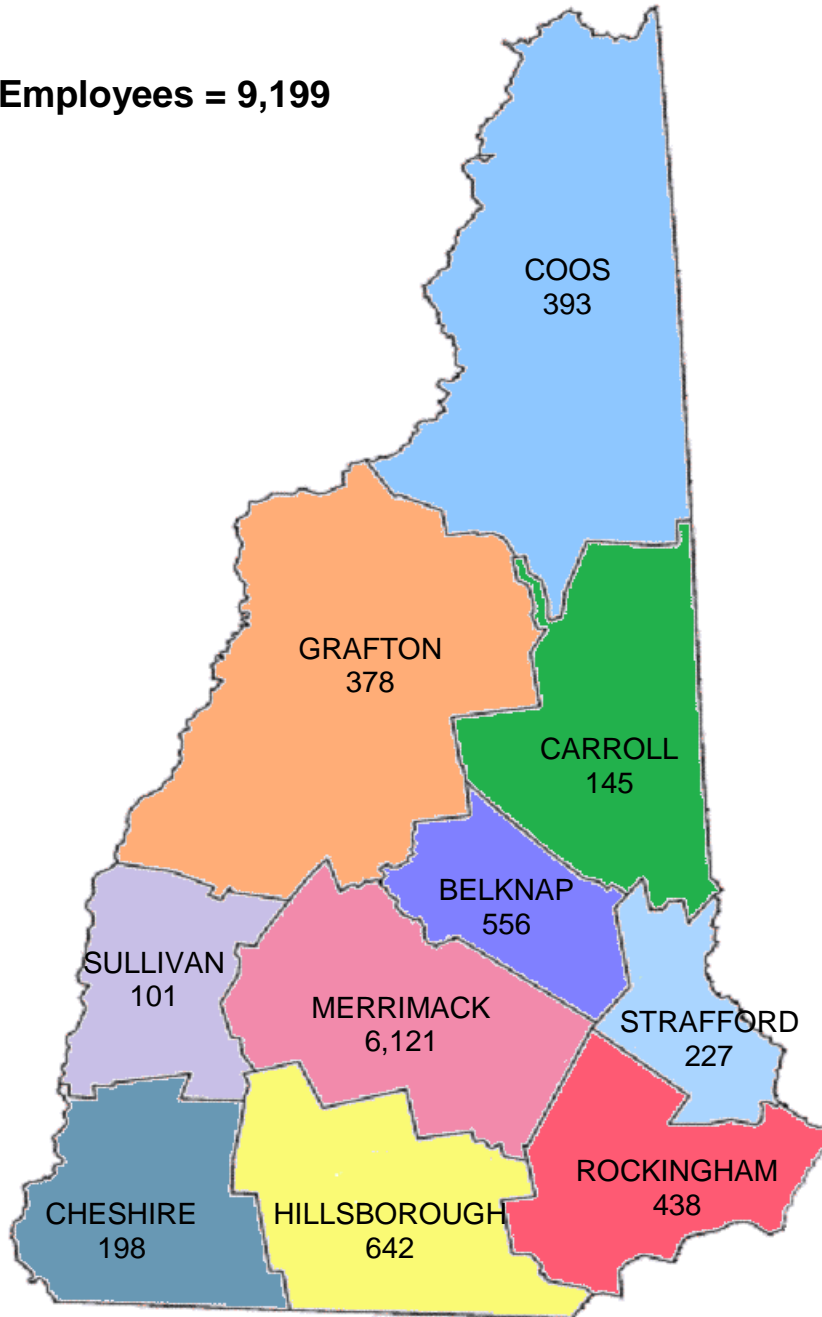
Employees by Age and Labor Grade* Fiscal Year 2018

| Age | Labor Grade | | | | Total |
|--------------|--------------|--------------|--------------|--------------|--------------|
| | <=20 | 21-26 | 27+ | Unclassified | |
| <40 | 1,629 | 774 | 196 | 55 | 2,674 |
| 40-59 | 2,537 | 1,636 | 1,011 | 192 | 5,376 |
| 60+ | 706 | 393 | 297 | 70 | 1,466 |
| Total | 4,892 | 2,803 | 1,504 | 317 | 9,516 |

* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months, and full-time unclassified employees as well as employees on extended leave.
 * 8 classified and 11 unclassified employees did not meet any group criteria and are excluded from this report.

Employees by County*
Fiscal Year 2018

Total Number of Employees = 9,199



*Includes classified full-time permanent, full-time temporary and full-time seasonal employees working more than six months as well as employees on extended leave.

*8 classified employees did not meet any group criteria and are excluded from this report.

**Full-Time Employees by Agency*
Fiscal Year 2014 - 2018**

| Agency | 2014 | 2015 | 2016 | 2017 | 2018 |
|----------------------------------|------|------|------|------|------|
| ADJUTANT GENERAL'S DEPT | 113 | 110 | 110 | 121 | 115 |
| ADMINISTRATIVE SERVICES DEPT | 272 | 265 | 267 | 262 | 281 |
| AGRICULTURE, MARKETS & FOOD DEPT | 28 | 27 | 28 | 29 | 29 |
| BANKING DEPT | 45 | 40 | 38 | 40 | 39 |
| BUS & ECON AFFAIRS DEPT | 0 | 0 | 0 | 0 | 52 |
| CORRECTIONS DEPT | 755 | 781 | 758 | 752 | 766 |
| CULTURAL RESOURCES DEPT | 44 | 41 | 39 | 38 | 0 |
| DEVELOPMENT DISABILITIES CNCL | 2 | 2 | 2 | 2 | 1 |
| EDUCATION DEPT | 229 | 232 | 242 | 241 | 224 |
| EMPLOYMENT SECURITY DEPT | 266 | 265 | 246 | 231 | 225 |
| ENVIRONMENTAL SERVICES DEPT | 389 | 386 | 385 | 396 | 412 |
| EXECUTIVE DEPT | 12 | 11 | 13 | 12 | 15 |
| FISH AND GAME DEPT | 170 | 167 | 171 | 171 | 171 |
| HHS: ADMIN ATTACHED BOARDS | 34 | 32 | 0 | 0 | 0 |
| HHS: BEHAVIORAL HEALTH DIV | 21 | 20 | 40 | 37 | 33 |
| HHS: CHILDREN AND YOUTH | 1 | 0 | 0 | 0 | 0 |
| HHS: COMM-BASED CARE SVCS DIV | 23 | 19 | 19 | 21 | 23 |
| HHS: COMMISSIONER'S OFFICE | 276 | 318 | 331 | 327 | 339 |
| HHS: DEVELOPMENTAL SVCS DIV | 49 | 47 | 47 | 47 | 47 |
| HHS: ELDERLY & ADULT SVCS DIV | 102 | 83 | 79 | 76 | 79 |
| HHS: GLENCLIFF HOME | 167 | 161 | 157 | 152 | 152 |
| HHS: HUMAN SERVICES DIV | 709 | 678 | 679 | 702 | 717 |
| HHS: JUVENILE JUSTICE SERV | 5 | 1 | 1 | 1 | 0 |
| HHS: MEDICAID & BUS POLICY OFC | 34 | 41 | 34 | 37 | 43 |
| HHS: NH HOSPITAL | 533 | 530 | 515 | 510 | 506 |
| HHS: PUBLIC HEALTH DIV | 223 | 217 | 217 | 227 | 231 |
| HHS: TRANSITIONAL ASSIST DIV | 414 | 419 | 405 | 412 | 402 |
| HIGHWAY SAFETY AGCY OF | 4 | 5 | 0 | 0 | 0 |
| HUMAN RIGHTS COMMISSION | 7 | 7 | 6 | 6 | 7 |
| INFORMATION TECHNOLOGY DEPT | 308 | 295 | 290 | 315 | 316 |
| INSURANCE DEPT | 59 | 57 | 61 | 58 | 62 |
| JOINT BOARD OF LICENSURE | 15 | 15 | 0 | 0 | 0 |
| JUDICIAL COUNCIL | 2 | 2 | 2 | 1 | 2 |
| JUSTICE DEPT | 49 | 47 | 53 | 59 | 58 |
| LABOR DEPT | 73 | 79 | 75 | 69 | 74 |
| LIQUOR COMMISSION | 294 | 301 | 302 | 315 | 324 |
| LOTTERY COMMISSION | 41 | 40 | 56 | 55 | 56 |
| NATURAL & CULT RESOURCES DEPT | 201 | 198 | 214 | 212 | 203 |
| PEASE DEVELOPMENT AUTHORITY | 6 | 5 | 5 | 5 | 5 |
| POLICE STDS & TRAINING COUNCIL | 18 | 18 | 16 | 19 | 20 |
| PROF LICENSURE & CERT OFFICE | 0 | 0 | 58 | 59 | 60 |

Full-time Employees by Agency* (Continued)
Fiscal Year 2014-2018

| Agency | 2014 | 2015 | 2016 | 2017 | 2018 |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|
| PUBLIC EMPLOYEE LABOR REL BRD | 4 | 4 | 4 | 4 | 4 |
| PUBLIC UTILITIES COMMISSION | 65 | 64 | 67 | 65 | 65 |
| RACING CHARITABLE GAMING COMM | 16 | 15 | 0 | 0 | 0 |
| REAL ESTATE COMMISSION | 6 | 5 | 0 | 0 | 0 |
| REVENUE ADMINISTRATION DEPT | 110 | 101 | 108 | 106 | 114 |
| SAFETY DEPT | 1004 | 1002 | 1009 | 1001 | 1027 |
| STATE DEPT | 57 | 57 | 55 | 53 | 56 |
| TAX AND LAND APPEALS BOARD | 4 | 4 | 4 | 4 | 3 |
| TRANSPORTATION DEPT | 1491 | 1499 | 1531 | 1494 | 1,506 |
| TREASURY DEPT | 16 | 14 | 16 | 16 | 13 |
| VETERANS HOME | 305 | 322 | 328 | 321 | 315 |
| VETERANS SERVICES OFFICE | 6 | 6 | 5 | 7 | 7 |
| Total | 9077 | 9055 | 9088 | 9088 | 9199 |

*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months including employees on extended leave as of June 30th each year, based on data in NH FIRST on the date the report is generated.

*8 classified employees did not meet any group criteria and are excluded from this report.

Report Generated: 06/30/2018 by Employee Matrix Version V6.3

Employees by Type and Agency* Fiscal Year 2018

| Agency | Full-Time Classified | Full-time Unclassified and Non-Classified | Full-time Seasonal | Part-time Regular | Part-Time Seasonal | Part-time Per Diem |
|--------------------------------|----------------------|---|--------------------|-------------------|--------------------|--------------------|
| ADJUTANT GENERAL'S DEPT | 115 | 2 | 0 | 7 | 0 | 0 |
| ADMINISTRATIVE SERVICES DEPT | 281 | 11 | 0 | 131 | 0 | 5 |
| AGRICULT, MARKETS & FOOD DEPT | 29 | 3 | 0 | 6 | 0 | 1 |
| BANKING DEPT | 39 | 3 | 0 | 0 | 0 | 0 |
| BOXING & WRESTLING COMMISSION | 0 | 0 | 0 | 6 | 0 | 2 |
| BUS & ECON AFFAIRS DEPT | 53 | 3 | 0 | 37 | 16 | 0 |
| CORRECTIONS DEPT | 766 | 11 | 0 | 53 | 0 | 7 |
| DEVELOPMENT DISABILITIES CNCL | 1 | 0 | 0 | 4 | 0 | 0 |
| EDUCATION DEPT | 225 | 5 | 0 | 10 | 0 | 0 |
| EMPLOYMENT SECURITY DEPT | 224 | 6 | 0 | 41 | 0 | 0 |
| ENVIRONMENTAL SERVICES DEPT | 412 | 5 | 0 | 62 | 0 | 2 |
| EXECUTIVE COUNCIL | 0 | 1 | 0 | 5 | 0 | 0 |
| EXECUTIVE DEPT | 15 | 31 | 0 | 2 | 1 | 0 |
| FISH AND GAME DEPT | 171 | 1 | 0 | 25 | 34 | 0 |
| HHS: BEHAVIORAL HEALTH DIV | 34 | 2 | 0 | 1 | 0 | 0 |
| HHS: COMM-BASED CARE SVCS DIV | 23 | 1 | 0 | 1 | 0 | 0 |
| HHS: COMMISSIONER'S OFFICE | 337 | 36 | 0 | 34 | 0 | 2 |
| HHS: DEVELOPMENTAL SVCS DIV | 47 | 1 | 0 | 8 | 0 | 0 |
| HHS: ELDERLY & ADULT SVCS DIV | 78 | 2 | 0 | 2 | 0 | 0 |
| HHS: GLENCLIFF HOME | 152 | 1 | 0 | 17 | 0 | 0 |
| HHS: HUMAN SERVICES DIV | 717 | 6 | 0 | 36 | 0 | 0 |
| HHS: MEDICAID & BUS POLICY OFC | 43 | 10 | 0 | 3 | 0 | 0 |
| HHS: NH HOSPITAL | 506 | 10 | 0 | 111 | 0 | 6 |
| HHS: PUBLIC HEALTH DIV | 231 | 4 | 0 | 15 | 0 | 0 |
| HHS: TRANSITIONAL ASSIST DIV | 402 | 5 | 0 | 14 | 0 | 1 |
| HUMAN RIGHTS COMMISSION | 7 | 0 | 0 | 1 | 0 | 0 |
| INFORMATION TECHNOLOGY DEPT | 316 | 10 | 0 | 9 | 0 | 0 |
| INSURANCE DEPT | 62 | 11 | 0 | 1 | 0 | 0 |
| JUDICIAL COUNCIL | 2 | 1 | 0 | 2 | 0 | 0 |
| JUSTICE DEPT | 58 | 69 | 0 | 10 | 0 | 0 |
| LABOR DEPT | 74 | 2 | 0 | 5 | 0 | 32 |
| LIQUOR COMMISSION | 324 | 5 | 0 | 1,019 | 0 | 0 |
| LOTTERY COMMISSION | 56 | 1 | 0 | 12 | 0 | 1 |
| NATURAL & CULT RESOURCES DEPT | 195 | 7 | 8 | 156 | 306 | 0 |
| PEASE DEVELOPMENT AUTHORITY | 5 | 0 | 0 | 4 | 0 | 0 |
| POLICE STDS & TRAINING COUNCIL | 20 | 1 | 0 | 5 | 0 | 0 |
| PROF LICENSURE & CERT OFFICE | 60 | 1 | 0 | 75 | 0 | 151 |
| PUBLIC EMPLOYEE LABOR REL BRD | 4 | 0 | 0 | 8 | 0 | 2 |
| PUBLIC UTILITIES COMMISSION | 66 | 8 | 0 | 2 | 0 | 0 |
| REVENUE ADMINISTRATION DEPT | 114 | 28 | 0 | 10 | 0 | 0 |
| SAFETY DEPT | 1,027 | 12 | 0 | 478 | 2 | 66 |

Employees by Type and Agency*(Continued) Fiscal Year 2018

| Agency | Full-Time Classified | Full-time Unclassified and Non-Classified | Full-time Seasonal | Part-time Regular | Part-Time Seasonal | Part-time Per Diem |
|----------------------------|----------------------|---|--------------------|-------------------|--------------------|--------------------|
| STATE DEPT | 56 | 15 | 0 | 77 | 0 | 1 |
| TAX AND LAND APPEALS BOARD | 3 | 3 | 0 | 3 | 0 | 0 |
| TRANSPORTATION DEPT | 1,506 | 8 | 0 | 201 | 0 | 0 |
| TREASURY DEPT | 13 | 5 | 0 | 0 | 0 | 0 |
| VETERANS HOME | 315 | 1 | 0 | 51 | 0 | 0 |
| VETERANS SERVICES OFFICE | 7 | 1 | 0 | 0 | 0 | 5 |
| Total | 9,191 | 349 | 8 | 2,760 | 359 | 284 |

*Includes all employees in active status or on extended leave, based on the date the report is generated. Certain statuses and position types are excluded from count.

*8 classified, 11 unclassified and 0 non-classified employees did not meet any group criteria and are excluded from this report.

Report Generated: 06/30/2018 by Employee Matrix Version V6.3

**Employee Statistics by Agency
With 10 or More Employees*
Fiscal Year 2018**

| Agency | F/T Employees | Avg Age | Avg Salary | Avg Yrs of Service | % Female | % Union Rep |
|--------------------------------|---------------|---------|-------------|--------------------|----------|-------------|
| ADJUTANT GENERAL'S DEPT | 117 | 47.71 | \$47,359.53 | 9.26 | 17% | 96% |
| ADMINISTRATIVE SERVICES DEPT | 292 | 50.64 | \$58,315.82 | 10.96 | 41% | 80% |
| AGRICULT, MARKETS & FOOD DEPT | 32 | 48.84 | \$53,419.71 | 12.03 | 63% | 94% |
| BANKING DEPT | 42 | 45.55 | \$67,507.66 | 10.29 | 69% | 93% |
| BUS & ECON AFFAIRS DEPT | 56 | 47.34 | \$54,760.27 | 8.79 | 63% | 98% |
| CORRECTIONS DEPT | 777 | 44.39 | \$57,311.04 | 10.82 | 33% | 97% |
| EDUCATION DEPT | 229 | 49.97 | \$56,183.69 | 10.76 | 81% | 97% |
| EMPLOYMENT SECURITY DEPT | 231 | 53.57 | \$51,587.32 | 14.00 | 71% | 96% |
| ENVIRONMENTAL SERVICES DEPT | 417 | 49.17 | \$65,198.49 | 13.59 | 44% | 99% |
| EXECUTIVE DEPT | 46 | 44.80 | \$56,816.85 | 3.59 | 50% | 50% |
| FISH AND GAME DEPT | 172 | 45.55 | \$55,779.61 | 14.45 | 32% | 97% |
| HHS: BEHAVIORAL HEALTH DIV | 36 | 48.94 | \$60,069.80 | 13.06 | 86% | 100% |
| HHS: COMM-BASED CARE SVCS DIV | 24 | 53.50 | \$66,476.80 | 13.96 | 63% | 100% |
| HHS: COMMISSIONER'S OFFICE | 373 | 51.42 | \$62,330.20 | 13.10 | 75% | 91% |
| HHS: DEVELOPMENTAL SVCS DIV | 48 | 54.60 | \$56,494.94 | 14.69 | 85% | 100% |
| HHS: ELDERLY & ADULT SVCS DIV | 80 | 51.66 | \$60,151.98 | 13.15 | 86% | 99% |
| HHS: GLENCLIFF HOME | 153 | 45.92 | \$44,996.81 | 9.38 | 73% | 99% |
| HHS: HUMAN SERVICES DIV | 723 | 43.87 | \$54,314.58 | 10.86 | 73% | 99% |
| HHS: MEDICAID & BUS POLICY OFC | 53 | 50.36 | \$77,297.21 | 14.15 | 83% | 100% |
| HHS: NH HOSPITAL | 516 | 45.83 | \$52,888.65 | 10.10 | 65% | 98% |
| HHS: PUBLIC HEALTH DIV | 235 | 48.24 | \$60,769.27 | 10.17 | 77% | 99% |
| HHS: TRANSITIONAL ASSIST DIV | 407 | 43.43 | \$44,820.88 | 8.23 | 90% | 100% |
| INFORMATION TECHNOLOGY DEPT | 326 | 51.86 | \$74,163.29 | 12.42 | 38% | 98% |
| INSURANCE DEPT | 73 | 52.93 | \$76,001.65 | 10.92 | 67% | 92% |
| JUSTICE DEPT | 127 | 48.02 | \$68,083.95 | 9.58 | 64% | 54% |
| LABOR DEPT | 76 | 51.14 | \$50,714.14 | 11.54 | 76% | 95% |
| LIQUOR COMMISSION | 329 | 44.82 | \$46,144.45 | 7.78 | 55% | 96% |
| LOTTERY COMMISSION | 57 | 45.32 | \$51,882.02 | 10.32 | 61% | 91% |
| NATURAL & CULT RESOURCES DEPT | 210 | 48.56 | \$52,149.00 | 12.45 | 40% | 95% |
| POLICE STDS & TRAINING COUNCIL | 21 | 51.76 | \$62,922.28 | 12.52 | 33% | 5% |
| PROF LICENSURE & CERT OFFICE | 61 | 53.82 | \$52,475.92 | 9.75 | 79% | 93% |
| PUBLIC UTILITIES COMMISSION | 74 | 54.85 | \$74,359.29 | 10.84 | 50% | 11% |
| REVENUE ADMINISTRATION DEPT | 142 | 46.27 | \$56,759.44 | 11.24 | 68% | 97% |
| SAFETY DEPT | 1,039 | 43.97 | \$57,897.33 | 10.61 | 46% | 98% |
| STATE DEPT | 71 | 52.72 | \$55,872.33 | 13.94 | 54% | 21% |

**Employee Statistics by Agency
With 10 or More Employees* (Continued)
Fiscal Year 2018**

| Agency | F/T Employees (all types) | Avg Age | Avg Salary | Avg. Yrs Of Service | % Female | % Union Rep |
|---------------------|---------------------------|---------|-------------|---------------------|----------|-------------|
| TRANSPORTATION DEPT | 1,514 | 47.43 | \$48,000.88 | 12.49 | 18% | 99% |
| TREASURY DEPT | 18 | 51.78 | \$66,208.09 | 13.33 | 67% | 83% |
| VETERANS HOME | 316 | 45.69 | \$47,368.12 | 7.66 | 82% | 98% |

*Includes classified, unclassified, and non-classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months as of June 30th. Salary includes base pay only. Overtime and longevity pay are excluded.

*8 classified, 11 unclassified and 0 non-classified employees did not meet any group criteria and are excluded from this report.

Report Generated: 06/30/2018 by Employee Matrix Version V6.3

Compensation

Average Salary By Agency* - Fiscal Year 2018

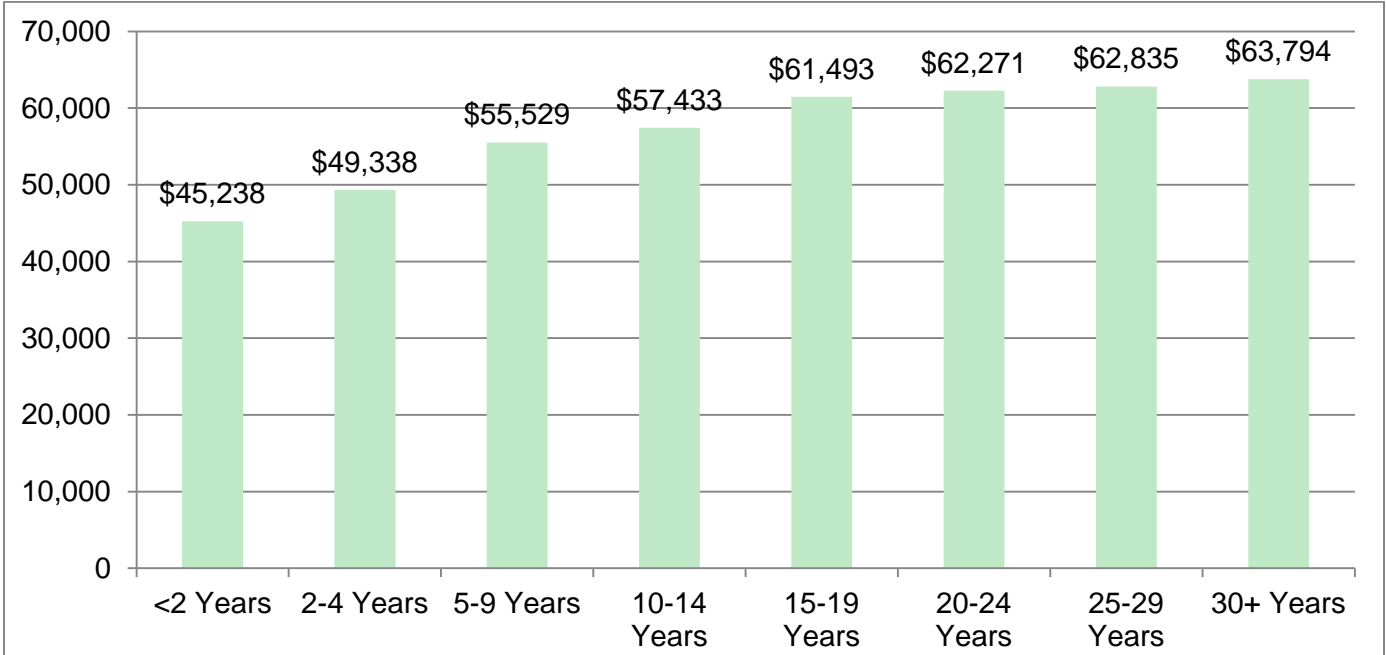
| AGENCY | 2014 | 2015 | 2016 | 2017 | 2018 |
|--------------------------------|----------|----------|----------|----------|----------|
| ADJUTANT GENERAL'S DEPT | \$41,716 | \$45,000 | \$46,472 | \$46,246 | \$44,809 |
| ADMINISTRATIVE SERVICES DEPT | \$48,190 | \$50,803 | \$53,105 | \$55,211 | \$56,024 |
| AGRICULT, MARKETS & FOOD DEPT | \$44,732 | \$47,262 | \$48,022 | \$48,971 | \$48,731 |
| BANKING DEPT | \$53,558 | \$58,551 | \$61,924 | \$60,521 | \$64,687 |
| BUS & ECON AFFAIRS DEPT | N/A | N/A | N/A | N/A | \$52,072 |
| CORRECTIONS DEPT | \$50,091 | \$51,646 | \$53,392 | \$54,519 | \$55,194 |
| CULTURAL RESOURCES DEPT | \$46,891 | \$50,133 | \$49,445 | \$49,451 | N/A |
| DEVELOPMENT DISABILITIES CNCL | \$66,388 | \$69,401 | \$67,187 | \$70,132 | \$78,000 |
| EDUCATION DEPT | \$48,966 | \$51,644 | \$52,996 | \$53,708 | \$55,246 |
| EMPLOYMENT SECURITY DEPT | \$43,526 | \$46,427 | \$47,994 | \$49,656 | \$49,971 |
| ENVIRONMENTAL SERVICES DEPT | \$58,882 | \$61,617 | \$62,687 | \$64,145 | \$64,446 |
| EXECUTIVE DEPT | \$47,530 | \$52,069 | \$52,263 | \$51,288 | \$50,474 |
| FISH AND GAME DEPT | \$49,192 | \$51,884 | \$53,216 | \$54,387 | \$55,504 |
| HHS: ADMIN ATTACHED BOARDS | \$45,411 | \$49,971 | N/A | N/A | N/A |
| HHS: BEHAVIORAL HEALTH DIV | \$57,018 | \$61,905 | \$59,776 | \$57,032 | \$58,442 |
| HHS: CHILDREN AND YOUTH | \$56,336 | N/A | N/A | N/A | N/A |
| HHS: COMM-BASED CARE SVCS DIV | \$53,801 | \$58,662 | \$58,609 | \$61,383 | \$64,559 |
| HHS: COMMISSIONER'S OFFICE | \$52,137 | \$55,863 | \$56,851 | \$57,962 | \$59,995 |
| HHS: DEVELOPMENTAL SVCS DIV | \$49,550 | \$51,086 | \$51,508 | \$53,986 | \$55,344 |
| HHS: ELDERLY & ADULT SVCS DIV | \$50,821 | \$53,664 | \$56,595 | \$58,789 | \$63,372 |
| HHS: GLENCLIFF HOME | \$39,213 | \$41,216 | \$41,697 | \$43,054 | \$44,571 |
| HHS: HUMAN SERVICES DIV | \$48,950 | \$51,139 | \$52,008 | \$52,845 | \$54,013 |
| HHS: JUVENILE JUSTICE SERV | \$51,397 | \$59,155 | \$62,878 | \$64,106 | N/A |
| HHS: MEDICAID & BUS POLICY OFC | \$60,064 | \$66,253 | \$69,590 | \$70,804 | \$72,553 |
| HHS: NH HOSPITAL | \$44,357 | \$45,822 | \$48,505 | \$50,249 | \$51,239 |
| HHS: PUBLIC HEALTH DIV | \$52,259 | \$55,947 | \$57,150 | \$58,346 | \$59,780 |
| HHS: TRANSITIONAL ASSIST DIV | \$38,587 | \$40,734 | \$42,065 | \$43,254 | \$44,203 |
| HIGHWAY SAFETY AGCY OF | \$48,682 | \$51,987 | N/A | N/A | N/A |
| HUMAN RIGHTS COMMISSION | \$50,330 | \$52,065 | \$54,954 | \$54,165 | \$50,697 |
| INFORMATION TECHNOLOGY DEPT | \$65,324 | \$68,806 | \$70,357 | \$71,228 | \$72,903 |
| INSURANCE DEPT | \$61,013 | \$64,694 | \$66,973 | \$68,813 | \$71,699 |
| JOINT BOARD OF LICENSUR – CERT | \$43,318 | \$47,720 | N/A | N/A | N/A |
| JUDICIAL COUNCIL | \$33,501 | \$37,294 | \$38,961 | \$45,377 | \$38,695 |
| JUSTICE DEPT | \$44,963 | \$46,628 | \$47,899 | \$48,373 | \$49,435 |
| LABOR DEPT | \$43,212 | \$45,478 | \$46,740 | \$48,343 | \$49,132 |
| LIQUOR COMMISSION | \$39,724 | \$42,368 | \$44,036 | \$44,777 | \$45,218 |
| LOTTERY COMMISSION | \$44,415 | \$44,667 | \$49,448 | \$50,075 | \$50,019 |
| NATURAL & CULT RESOURCES DEPT | \$45,691 | \$48,302 | \$48,998 | \$50,477 | \$50,394 |
| PEASE DEVELOPMENT AUTHORITY | \$52,312 | \$49,280 | \$50,274 | \$49,915 | \$51,253 |
| POLICE STDS & TRAINING COUNCIL | \$56,800 | \$57,993 | \$66,164 | \$60,042 | \$60,992 |
| PROF LICENSURE & CERT OFFICE | N/A | N/A | \$49,463 | \$50,428 | \$51,691 |
| PUBLIC EMPLOYEE LABOR REL BRD | \$56,187 | \$58,739 | \$60,963 | \$63,541 | \$64,506 |
| PUBLIC UTILITIES COMMISSION | \$61,199 | \$65,167 | \$65,286 | \$67,999 | \$69,478 |

Average Salary By Agency* - Fiscal Year 2018 (continued)

| AGENCY | 2014 | 2015 | 2016 | 2017 | 2018 |
|--|----------|----------|----------|----------|----------|
| RACING CHARITABLE GAMING COMM | \$52,645 | \$56,075 | N/A | N/A | N/A |
| REAL ESTATE COMMISSION | \$36,842 | \$36,430 | N/A | N/A | N/A |
| REVENUE ADMINISTRATION DEPT | \$45,357 | \$48,435 | \$48,751 | \$50,114 | \$49,908 |
| SAFETY DEPT | \$51,037 | \$53,874 | \$54,851 | \$56,358 | \$56,940 |
| STATE DEPT | \$43,089 | \$45,702 | \$46,115 | \$48,104 | \$54,676 |
| TAX AND LAND APPEALS BOARD | \$58,724 | \$62,025 | \$63,273 | \$62,658 | \$60,145 |
| TRANSPORTATION DEPT | \$42,603 | \$44,454 | \$45,196 | \$46,777 | \$47,336 |
| TREASURY DEPT | \$44,784 | \$47,598 | \$49,144 | \$52,288 | \$53,898 |
| VETERANS HOME | \$40,221 | \$41,814 | \$44,398 | \$46,509 | \$47,024 |
| VETERANS SERVICES OFFICE | \$37,788 | \$40,505 | \$42,647 | \$42,800 | \$40,365 |
| <p>*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months as of June 30th; excludes up to 8 classified employees that did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded.</p> | | | | | |

Report Generated: 06/30/2018

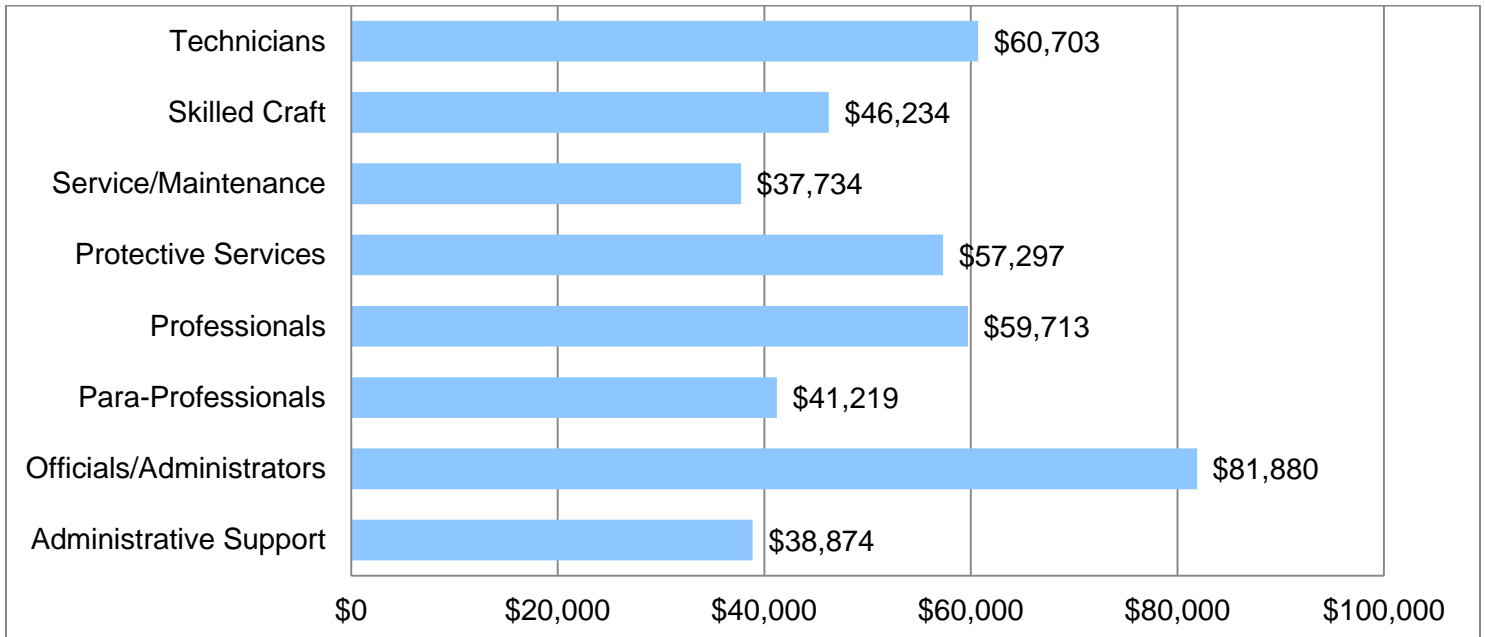
Average Salary By Years of Service* Fiscal Year 2018



*Includes classified full-time permanent, unclassified full-time temporary and seasonal full-time employees working more than six months as well as employees on extended leave as of June 30th.

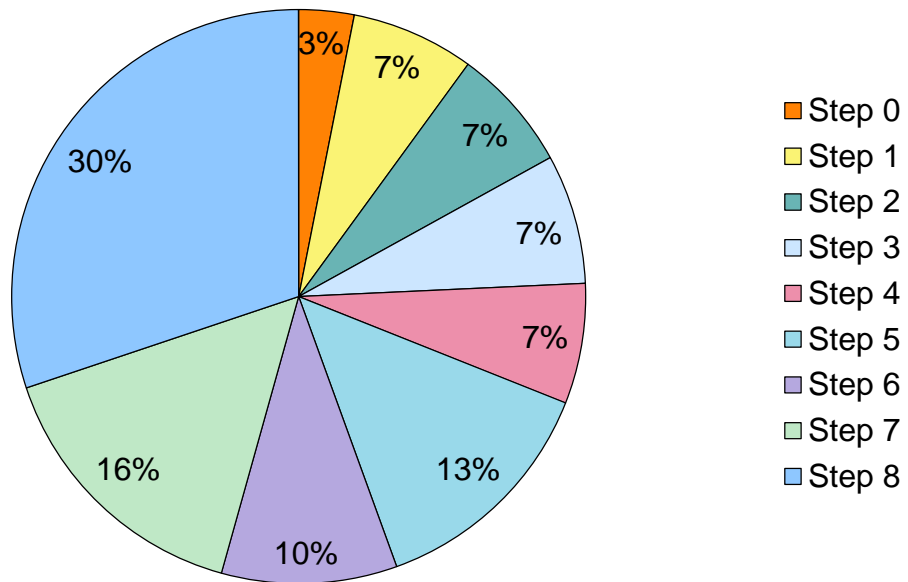
*Excludes 8 classified employees that did not meet any group criteria. Salary includes base pay only. Overtime and longevity pay are excluded.

Average Salary by EEO Category* Fiscal Year 2018



*Includes classified full-time permanent, unclassified full-time temporary and seasonal full-time employees working more than six months as well as employees on extended leave; excludes 8 classified employees that did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded.

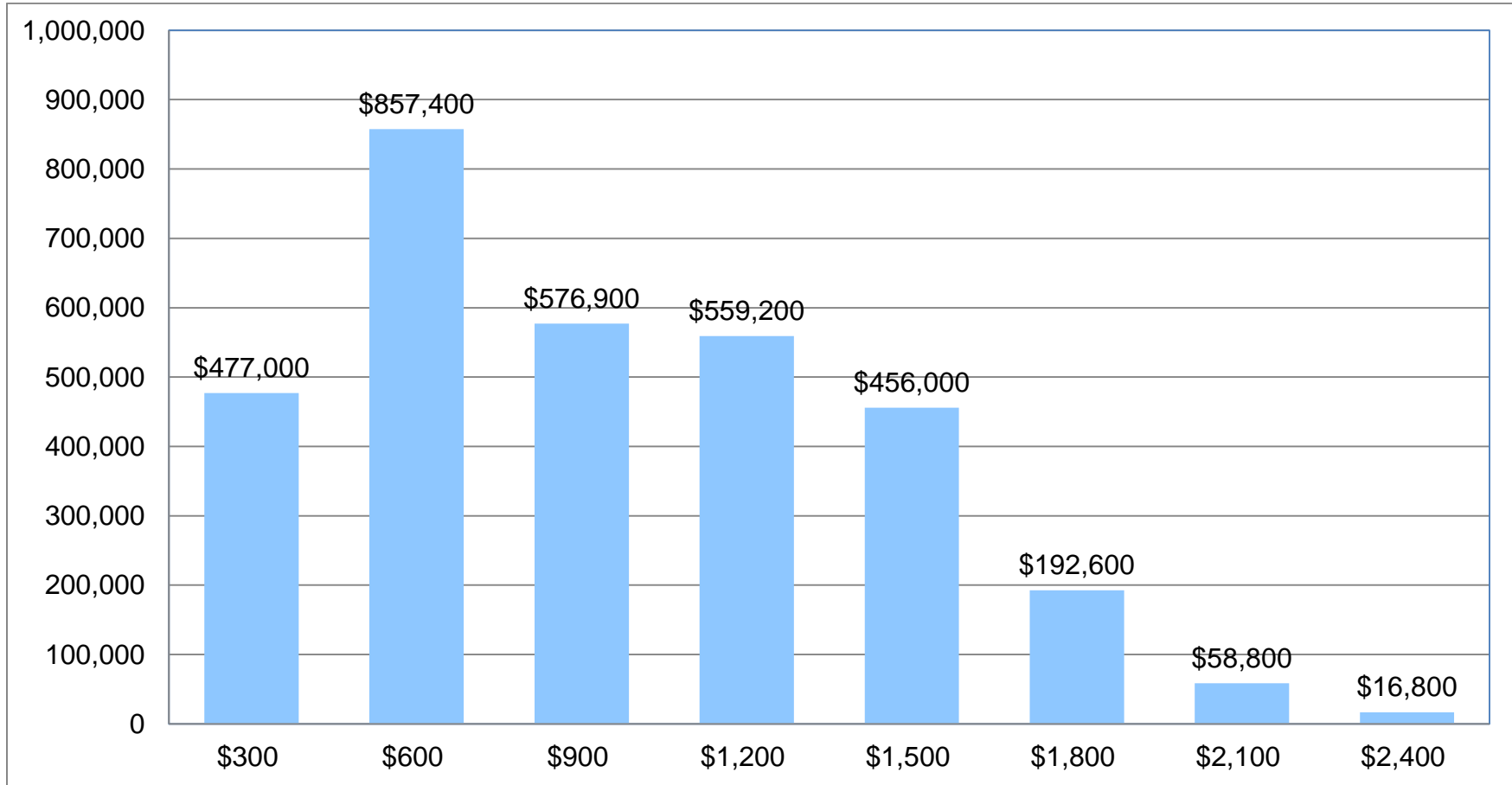
Distribution of Employees by Labor Grade Step* Fiscal Year 2018



| Pay Step | Number Of Employees |
|--------------|---------------------|
| Step 1 | 678 |
| Step 2 | 658 |
| Step 3 | 635 |
| Step 4 | 670 |
| Step 5 | 1,244 |
| Step 6 | 946 |
| Step 7 | 1,297 |
| Step 8 | 2,742 |
| Total | 8,870 |

*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months as well as employees on extended leave as of June 30th; excludes up to 8 classified employees that did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded. Total does not include 329 employees with salary enhancements.

Cost of Longevity* Fiscal Year 2018



*Includes classified, unclassified, non-classified, full-time permanent, full-time temporary and full-time seasonal employees working more than six months as of December 31, 2017. Employees receive \$300 a year bonus pay in mid-November for 10-14 years of service and an additional \$300 a year for each 5 years of service beyond 10 years. 49% of the state workforce received a longevity payment in fiscal year 2018.

Section Four

Position Statistics

Breakdown of State of NH Positions by Type and Branch of Government

Report Run Date: 06/30/2018 – Version V6.2

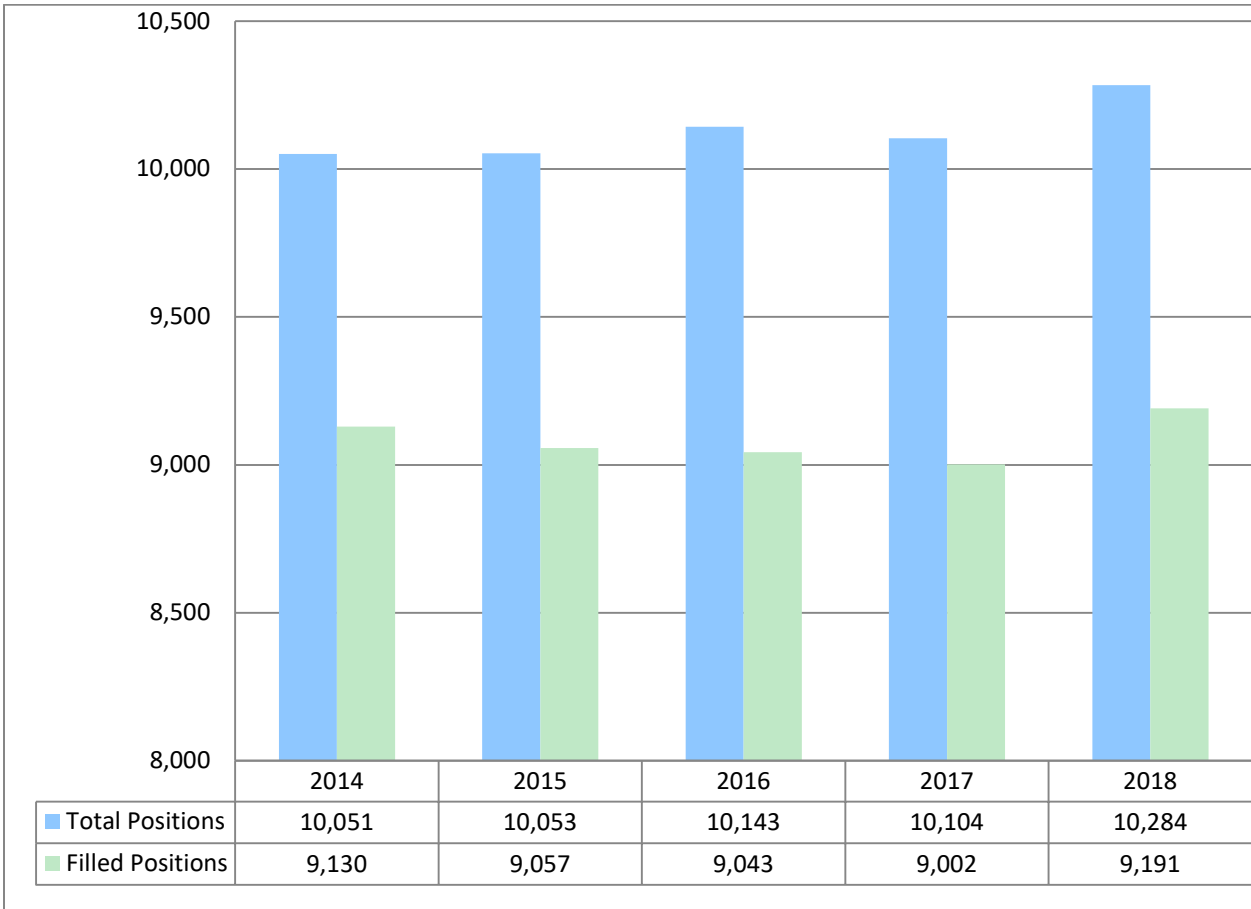
| Branch of Government & Category | Full-Time Positions | Full-Time Temporary Positions | | Full-Time Seasonal Positions | PT Regular Positions Working >= 30 <FT | PT Seasonal Positions Working >= 30 <FT | PT Regular Positions Working < 30 | PT Seasonal Positions Working < 30 | Per-Diem Part-Time Positions | Total |
|---------------------------------|---------------------|-------------------------------|-------------------|------------------------------|--|---|-----------------------------------|------------------------------------|------------------------------|--------|
| | | For > 6M Employee | For < 6M Employee | | | | | | | |
| Executive | | | | | | | | | | |
| Classified | 10,284 | 245 | 181 | 805 | 91 | 0 | 4,362 | 1,357 | 26 | 17,351 |
| Unclassified | 359 | | | | 1 | | 10 | | 3 | 373 |
| Non-Classified | | 34 | | | 0 | | 637 | | 499 | 1,170 |
| Judicial | | 743 | | | 44 | | 337 | | 72 | 1,196 |
| Legislative | | 181 | | | 0 | | 207 | | 249 | 637 |
| Total | | 12,027 | | 805 | 136 | 0 | 5,553 | 1,357 | 849 | 20,727 |

* Only includes data up to the end of the prior pay period.

* See "Position Categories Matrix" at: http://sunspot.nh.gov/hr/documents/Classification/Position_Categories_Matrix.pdf

* This report does not contain 19 positions found in error.

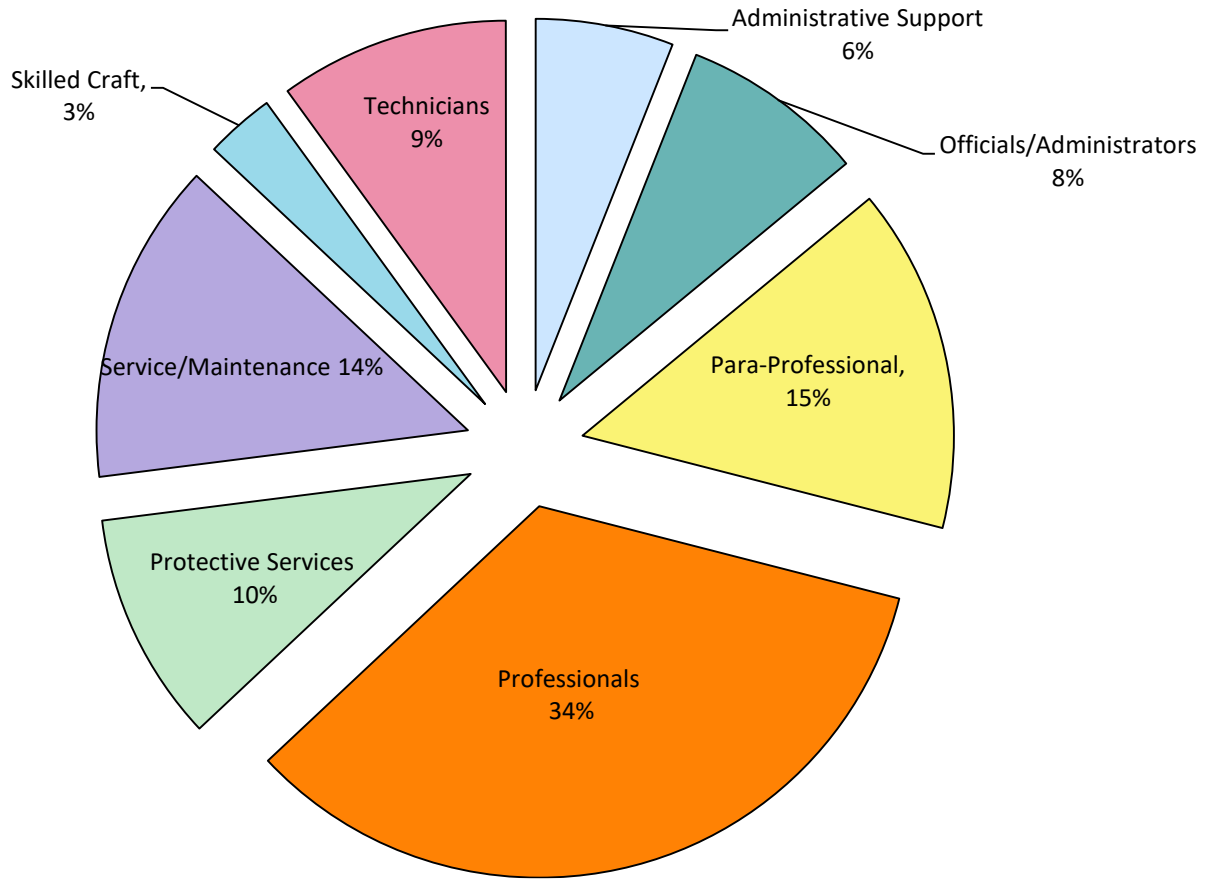
Filled and Total Full-Time Permanent Classified Positions* Five Year History



*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months.
 *8 classified employees did not meet any group criteria and are excluded from this report.

Report Generated: 06/30/2018 by Employee Matrix Version V6.3 and Position Matrix V6.2

Positions by EEO Occupation Group* Fiscal Year 2018



| Occupational Group | Number of Positions | % Vacant** |
|--------------------------|---------------------|------------|
| Administrative Support | 595 | 12% |
| Officials/Administrators | 897 | 12% |
| Para-Professional | 1,569 | 14% |
| Professionals | 3,634 | 13% |
| Protective Services | 1,093 | 16% |
| Service/Maintenance | 1,449 | 9% |
| Skilled Craft | 294 | 10% |
| Technicians | 998 | 12% |
| Total | 10,529 | 13% |

*Includes classified full-time permanent and full-time temporary positions expected to last for more than six months as of June 30th that have an Occupational Group associated with the position.

**Vacancy rate calculated as [number of positions in EEO – number of employees in EEO] divided by number of positions in EEO category as of June 30th.

Classified Full-Time Permanent Positions by Agency* - Five Year History

| AGENCY | 2014 | 2015 | 2016 | 2017 | 2018 |
|-----------------------------------|------|------|------|------|------|
| ADJUTANT GENERAL'S DEPT | 135 | 135 | 135 | 135 | 141 |
| ADMINISTRATIVE SERVICES DEPT | 301 | 301 | 310 | 284 | 296 |
| AGRICULTURE, MARKETS & FOOD DEPT | 30 | 30 | 32 | 32 | 34 |
| BANKING DEPT | 51 | 51 | 52 | 51 | 52 |
| BUS & ECON AFFAIRS DEPT | 0 | 0 | 0 | 0 | 65 |
| CORRECTIONS DEPT | 878 | 877 | 879 | 881 | 950 |
| CULTURAL RESOURCES DEPT | 54 | 54 | 54 | 53 | 0 |
| DEVELOPMENT DISABILITIES CNCL | 3 | 3 | 3 | 3 | 3 |
| EDUCATION DEPT | 280 | 280 | 283 | 284 | 289 |
| EMPLOYMENT SECURITY DEPT | 285 | 285 | 265 | 265 | 263 |
| ENVIRONMENTAL SERVICES DEPT | 467 | 467 | 467 | 468 | 468 |
| EXECUTIVE DEPT | 15 | 15 | 16 | 16 | 16 |
| FISH AND GAME DEPT | 187 | 187 | 188 | 190 | 190 |
| HHS: ADMIN ATTACHED BOARDS | 36 | 36 | 0 | 0 | 0 |
| HHS: BEHAVIORAL HEALTH DIV | 27 | 24 | 47 | 43 | 39 |
| HHS: COMM-BASED CARE SVCS DIV | 24 | 27 | 23 | 22 | 22 |
| HHS: COMMISSIONER'S OFFICE | 319 | 377 | 380 | 378 | 382 |
| HHS: DEVELOPMENTAL SVCS DIV | 53 | 53 | 53 | 54 | 55 |
| HHS: ELDERLY & ADULT SVCS DIV | 108 | 90 | 85 | 83 | 82 |
| HHS: GLENCLIFF HOME | 168 | 168 | 168 | 168 | 168 |
| HHS: HUMAN SERVICES DIV | 749 | 735 | 742 | 764 | 784 |
| HHS: JUVENILE JUSTICE SERV | 1 | 1 | 0 | 0 | 0 |
| HHS: MEDICAID & BUS POLICY OFC | 48 | 47 | 38 | 47 | 51 |
| HHS: NH HOSPITAL | 569 | 561 | 573 | 574 | 574 |
| HHS: PUBLIC HEALTH DIV | 254 | 255 | 252 | 246 | 247 |
| HHS: TRANSITIONAL ASSIST DIV | 458 | 441 | 473 | 429 | 428 |
| HIGHWAY SAFETY AGCY OF | 5 | 5 | 0 | 0 | 0 |
| HUMAN RIGHTS COMMISSION | 7 | 7 | 7 | 7 | 7 |
| INFORMATION TECHNOLOGY DEPT | 346 | 346 | 348 | 356 | 356 |
| INSURANCE DEPT | 67 | 67 | 70 | 70 | 70 |
| JOINT BOARD OF LICENSUR - CERT | 16 | 16 | 0 | 0 | 0 |
| JUDICIAL COUNCIL | 2 | 2 | 2 | 2 | 2 |
| JUSTICE DEPT | 54 | 54 | 55 | 56 | 58 |
| LABOR DEPT | 92 | 92 | 92 | 92 | 91 |
| LIQUOR COMMISSION | 297 | 297 | 313 | 315 | 339 |
| LOTTERY COMMISSION | 45 | 45 | 62 | 62 | 66 |
| NATURAL & CULTURAL RESOURCES DEPT | 203 | 204 | 205 | 207 | 198 |
| PEASE DEVELOPMENT AUTHORITY | 6 | 6 | 6 | 6 | 6 |
| POLICE STDS & TRAINING COUNCIL | 20 | 20 | 20 | 20 | 20 |
| PROF LICENSURE & CERT OFFICE | 0 | 0 | 59 | 59 | 59 |
| PUBLIC EMPLOYEE LABOR REL BRD | 4 | 4 | 4 | 4 | 4 |
| PUBLIC UTILITIES COMMISSION | 68 | 68 | 68 | 69 | 71 |
| RACING CHARITABLE GAMING COMM | 16 | 16 | 0 | 0 | 0 |

**Classified Full-Time Permanent Positions by Agency*
Five Year History (Continued)**

| AGENCY | 2014 | 2015 | 2016 | 2017 | 2018 |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|
| REAL ESTATE COMMISSION | 6 | 6 | 0 | 0 | 0 |
| REVENUE ADMINISTRATION DEPT | 124 | 123 | 120 | 120 | 121 |
| SAFETY DEPT | 1,077 | 1,077 | 1,083 | 1,081 | 1097 |
| STATE DEPT | 70 | 70 | 70 | 63 | 73 |
| TAX AND LAND APPEALS BOARD | 5 | 5 | 5 | 5 | 5 |
| TRANSPORTATION DEPT | 1,633 | 1,633 | 1,631 | 1,634 | 1635 |
| TREASURY DEPT | 17 | 17 | 17 | 17 | 17 |
| VETERANS HOME | 366 | 366 | 381 | 382 | 383 |
| VETERANS SERVICES OFFICE | 7 | 7 | 7 | 7 | 7 |
| TOTAL | 10,053 | 10,053 | 10,143 | 10,104 | 10,284 |

*Includes both filled and vacant classified full-time permanent as of June 30th of each fiscal year

*This report does not contain 19 positions found in error. Numbers may differ from various reports due to data clean-up.

Report Generated: 06/30/2018 by Position Matrix V6.2

Full-Time Temporary Positions by Agency* Five Year History

| AGENCY | 2014 | 2015 | 2016 | 2017 | 2018 |
|----------------------------------|------------|------------|------------|------------|------------|
| ADMINISTRATIVE SERVICES DEPT | 19 | 23 | 11 | 11 | 11 |
| AGRICULTURE, MARKETS & FOOD DEPT | 2 | 2 | 0 | 0 | 0 |
| CORRECTIONS DEPT | 5 | 5 | 0 | 1 | 1 |
| EDUCATION DEPT | 9 | 12 | 5 | 8 | 8 |
| EMPLOYMENT SECURITY DEPT | 33 | 37 | 28 | 26 | 12 |
| ENVIRONMENTAL SERVICES DEPT | 5 | 5 | 5 | 6 | 11 |
| FISH AND GAME DEPT | 1 | 3 | 6 | 6 | 6 |
| HHS: ADMIN ATTACHED BOARDS | 1 | 1 | 0 | 0 | 0 |
| HHS: BEHAVIORAL HEALTH DIV | 0 | 0 | 1 | 1 | 1 |
| HHS: COMM-BASED CARE SVCS DIV | 5 | 5 | 0 | 1 | 1 |
| HHS: COMMISSIONER'S OFFICE | 3 | 4 | 7 | 7 | 16 |
| HHS: HUMAN SERVICES DIV | 4 | 4 | 14 | 14 | 14 |
| HHS: NH HOSPITAL | 55 | 92 | 43 | 43 | 46 |
| HHS: PUBLIC HEALTH DIV | 0 | 8 | 13 | 23 | 24 |
| HHS: TRANSITIONAL ASSIST DIV | 35 | 39 | 1 | 27 | 27 |
| INFORMATION TECHNOLOGY DEPT | 0 | 0 | 1 | 2 | 2 |
| JUSTICE DEPT | 3 | 4 | 4 | 4 | 4 |
| LIQUOR COMMISSION | 19 | 29 | 24 | 26 | 2 |
| LOTTERY COMMISSION | 0 | 0 | 1 | 1 | 0 |
| NATURAL & CULTURE RESOURCES DEPT | 36 | 38 | 32 | 32 | 35 |
| PROF LICENSURE & CERT OFFICE | 0 | 0 | 2 | 2 | 2 |
| PUBLIC UTILITIES COMMISSIONER | 0 | 0 | 0 | 0 | 1 |
| SAFETY DEPT | 1 | 1 | 11 | 13 | 16 |
| STATE DEPT | 12 | 12 | 3 | 3 | 3 |
| TRANSPORTATION DEPT | 21 | 21 | 26 | 165 | 154 |
| VETERANS HOME | 5 | 6 | 17 | 28 | 29 |
| Total | 274 | 351 | 255 | 450 | 426 |

*Includes classified temporary full-time seasonal positions as of June 30th of each fiscal year

This report does not contain 19 positions found in error. Numbers may vary from previous reports due to data clean-up.

Report Generated: 06/30/2018 by Position Matrix V6.2

Full-Time Seasonal Positions by Agency* Five Year History

| AGENCY | 2014 | 2015 | 2016 | 2017 | 2018 |
|----------------------------------|------------|------------|------------|------------|------------|
| SAFETY DEPT | 0 | 0 | 0 | 37 | 38 |
| FISH AND GAME DEPT | 2 | 2 | 2 | 2 | 3 |
| ENVIRONMENTAL SERVICES DEPT | 43 | 43 | 46 | 46 | 46 |
| BUSINESS & ECONOMIC AFFAIRS DEPT | 585 | 611 | 647 | 672 | 718 |
| Total | 630 | 656 | 695 | 757 | 805 |

*Includes classified temporary full-time seasonal positions as of June 30th of each fiscal year.

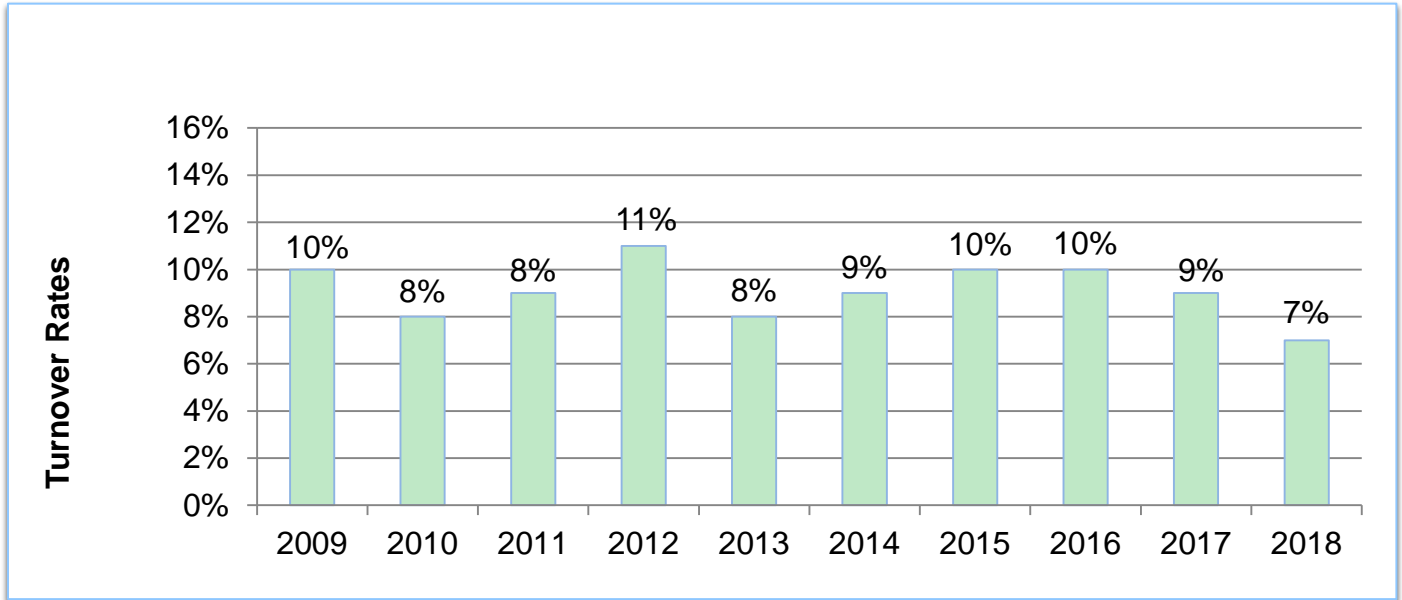
This report does not contain 19 positions found in error. Numbers may vary from previous reports due to data clean-up.

Report Generated: 06/30/2018 by Position Matrix V6.2

Section Five

Turnover and Separation from Service

TURNOVER
Separations from Classified Service
10 Year History and Highest Classes



Turnover of Classified Employees*
FY 2018 Statewide Turnover Rate = 7%

| Job Classifications with 50 or more Full-Time Employees With Turnover Rates Greater or Equal to State Average Rate | Turnover Rate for FY 2018 |
|--|----------------------------------|
| CHILD PROTECTIVE SVC WKR I | 22% |
| MENTAL HEALTH WORKER II | 14% |
| HIGHWAY MAINTAINER II | 14% |
| RETAIL STORE CLERK II | 13% |
| REGISTERED NURSE II | 13% |
| CHILD PROTECTIVE SVC WKR III | 12% |
| HIGHWAY MAINTAINER I | 12% |
| FAMILY SERVICES SPECIALIST I | 12% |
| LICENSED NURSING ASST II 8/80 | 11% |
| PROGRAM SPECIALIST IV | 9% |
| RETAIL STORE MANAGER II | 9% |
| ADMINISTRATOR I | 9% |
| YOUTH COUNSELOR III | 8% |
| ASST HIGHWAY PATROL FOREMAN | 8% |
| EXECUTIVE SECRETARY | 8% |
| ASST HIGHWAY PATROL FOREMAN | 8% |
| EXECUTIVE SECRETARY | 8% |
| HIGHWAY PATROL FOREMAN | 7% |
| CASH TERMINAL OPERATOR I | 7% |
| STATE POLICE SERGEANT | 7% |
| <p>*Turnover is calculated by using the actual number of full-time separations from state government divided by the number of positions as of June 30 in that fiscal year. Movement within and between state agencies is not considered turnover for the purposes of this report. *Includes classified full-time permanent and full-time temporary positions (both > and < 6 months) and employee separations for classified full-time permanent and full-time temporary working more than six months.</p> | |

Report Generated: 06/30/2018

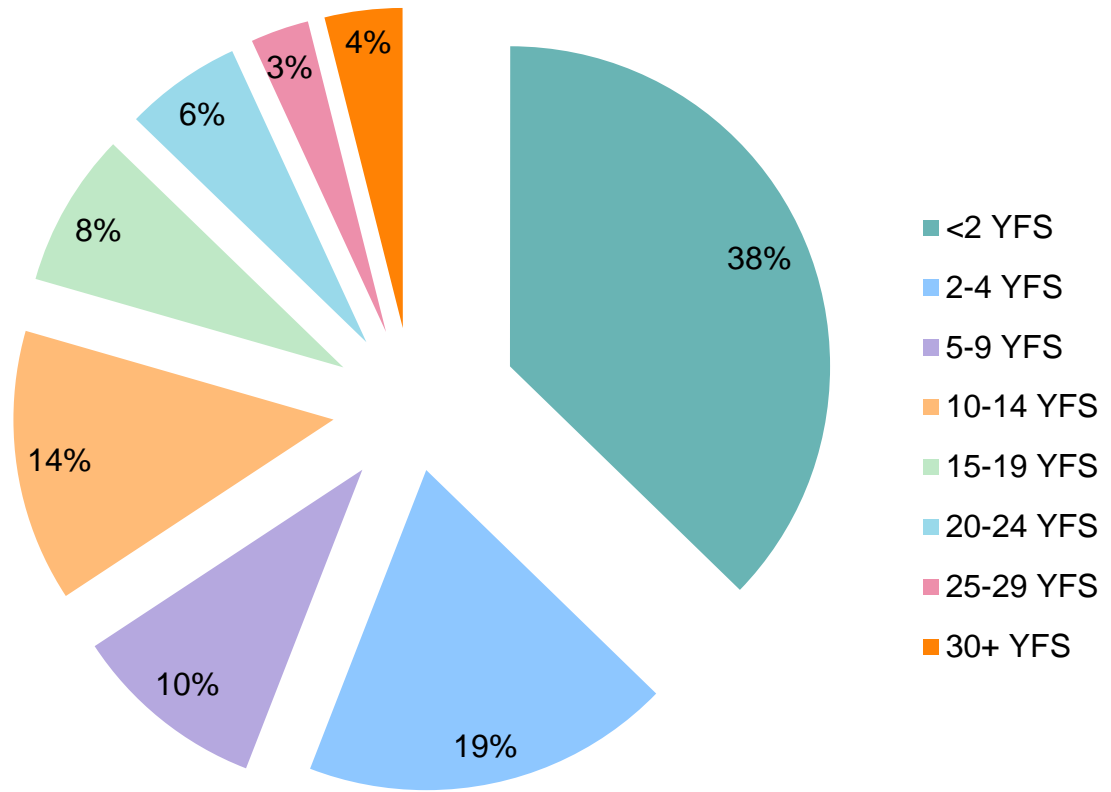
Turnover Rates by Agency* Fiscal Year 2018

| AGENCY | # of Separations | # of Positions | Turnover Rate |
|----------------------------------|------------------|----------------|---------------|
| ADJUTANT GENERAL'S DEPT | 18 | 141 | 13% |
| ADMINISTRATIVE SERVICES DEPT | 6 | 307 | 2% |
| AGRICULTURE, MARKETS & FOOD DEPT | 3 | 34 | 9% |
| BANKING DEPT | 3 | 52 | 6% |
| BUS & ECON AFFAIRS DEPT | 6 | 65 | 9% |
| CORRECTIONS DEPT | 43 | 951 | 5% |
| DEVELOPMENT DISABILITIES CNCL | 1 | 3 | 33% |
| EDUCATION DEPT | 30 | 297 | 10% |
| EMPLOYMENT SECURITY DEPT | 17 | 275 | 6% |
| ENVIRONMENTAL SERVICES DEPT | 16 | 478 | 3% |
| EXECUTIVE DEPT | 4 | 16 | 25% |
| FISH AND GAME DEPT | 7 | 196 | 4% |
| HHS: BEHAVIORAL HEALTH DIV | 1 | 40 | 3% |
| HHS: COMM-BASED CARE SVCS DIV | 0 | 23 | 0% |
| HHS: COMMISSIONER'S OFFICE | 12 | 391 | 3% |
| HHS: DEVELOPMENTAL SVCS DIV | 4 | 55 | 7% |
| HHS: ELDERLY & ADULT SVCS DIV | 5 | 82 | 6% |
| HHS: GLENCLIFF HOME | 14 | 168 | 8% |
| HHS: HUMAN SERVICES DIV | 57 | 798 | 7% |
| HHS: MEDICAID & BUS POLICY OFC | 1 | 51 | 2% |
| HHS: NH HOSPITAL | 57 | 620 | 9% |
| HHS: PUBLIC HEALTH DIV | 16 | 271 | 6% |
| HHS: TRANSITIONAL ASSIST DIV | 36 | 455 | 8% |
| HUMAN RIGHTS COMMISSION | 3 | 7 | 43% |
| INFORMATION TECHNOLOGY DEPT | 17 | 358 | 5% |
| INSURANCE DEPT | 2 | 70 | 3% |
| JUDICIAL COUNCIL | 0 | 2 | 0% |
| JUSTICE DEPT | 5 | 62 | 8% |
| LABOR DEPT | 2 | 91 | 2% |
| LIQUOR COMMISSION | 35 | 341 | 10% |
| LOTTERY COMMISSION | 5 | 66 | 8% |
| NATURAL & CULT RESOURCES DEPT | 8 | 232 | 3% |
| PEASE DEVELOPMENT AUTHORITY | 0 | 6 | 0% |
| POLICE STDS & TRAINING COUNCIL | 1 | 20 | 5% |
| PROF LICENSURE & CERT OFFICE | 3 | 61 | 5% |
| PUBLIC EMPLOYEE LABOR REL BRD | 0 | 4 | 0% |
| PUBLIC UTILITIES COMMISSION | 5 | 72 | 7% |
| REVENUE ADMINISTRATION DEPT | 7 | 121 | 6% |
| SAFETY DEPT | 71 | 1,113 | 6% |
| STATE DEPT | 2 | 76 | 3% |
| TAX AND LAND APPEALS BOARD | 0 | 5 | 0% |
| TRANSPORTATION DEPT | 118 | 1,635 | 7% |
| TREASURY DEPT | 1 | 17 | 6% |
| VETERANS HOME | 45 | 394 | 11% |
| VETERANS SERVICES OFFICE | 1 | 7 | 14% |
| TOTAL | 688 | 10,529 | 7% |

*Turnover is calculated by using the actual number of full-time separations from state government divided by the number of positions as of June 30 in that fiscal year. Movement within and between state agencies is not considered turnover for the purposes of this report.

*Includes classified full-time permanent and full-time temporary positions expected to last 6 months or more, and separated classified full-time permanent and full-time temporary employees working more than six months.

Distribution of Separated Employees by Length of Service* Fiscal Year 2018



*Distribution percentage is calculated as the number of employees that separated full-time in each length of service category divided by the total number of employees that separated from state service as of June 30 in that fiscal year.

*Includes classified full-time permanent employees and classified full-time temporary employees working more than six months.

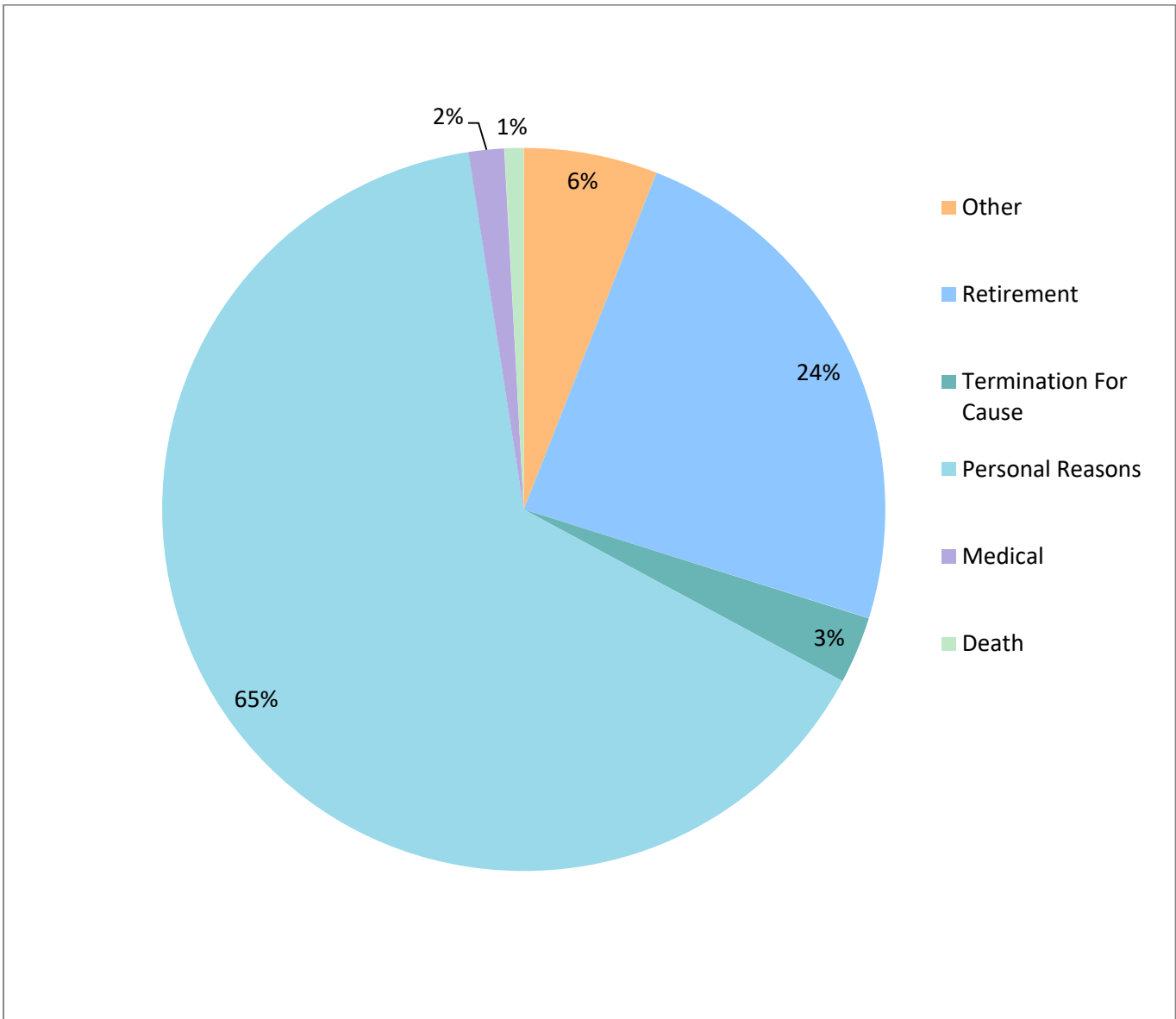
Rate of Separation by Length of Service*
Fiscal Year 2018

| Length of Service (Years) | Number of Separations | Number of Employees | % Separated in FY 2018 |
|----------------------------------|------------------------------|----------------------------|-------------------------------|
| < 2 | 261 | 1,597 | 16% |
| 2 - 4 | 130 | 1,571 | 8% |
| 5 - 9 | 67 | 1,223 | 5% |
| 10 - 14 | 94 | 1,675 | 6% |
| 15 - 19 | 52 | 1,463 | 4% |
| 20 - 24 | 38 | 687 | 6% |
| 25 - 29 | 21 | 463 | 5% |
| 30+ | 25 | 512 | 5% |

*Separation rate is calculated by using the number of employees who left full-time state service divided by the number of employees in that length of service category as of June 30 in that fiscal year.

*Number of Separations and Number of Employees includes classified full-time permanent and full-time temporary employees working more than six months only.

Employee Separation from Service by Reason Fiscal Year 2018



Section Six

Vacancy Reporting

Vacancy Rate for Full-Time Positions by Agency*
Fiscal Year 2018

| AGENCY | # of Positions | # of Vacancies | Vacancy Rate (%) |
|--------------------------------|-----------------------|-----------------------|-------------------------|
| ADJUTANT GENERAL'S DEPT | 141 | 26 | 18% |
| ADMINISTRATIVE SERVICES DEPT | 307 | 26 | 8% |
| AGRICULT, MARKETS & FOOD DEPT | 34 | 5 | 15% |
| BANKING DEPT | 52 | 13 | 25% |
| BUS & ECON AFFAIRS DEPT | 65 | 13 | 20% |
| CORRECTIONS DEPT | 951 | 187 | 20% |
| DEVELOPMENT DISABILITIES CNCL | 3 | 2 | 67% |
| EDUCATION DEPT | 297 | 74 | 25% |
| EMPLOYMENT SECURITY DEPT | 275 | 51 | 19% |
| ENVIRONMENTAL SERVICES DEPT | 478 | 68 | 14% |
| EXECUTIVE DEPT | 16 | 1 | 6% |
| FISH AND GAME DEPT | 196 | 26 | 13% |
| HHS: BEHAVIORAL HEALTH DIV | 40 | 6 | 15% |
| HHS: COMM-BASED CARE SVCS DIV | 23 | 0 | 0% |
| HHS: COMMISSIONER'S OFFICE | 391 | 56 | 14% |
| HHS: DEVELOPMENTAL SVCS DIV | 55 | 7 | 13% |
| HHS: ELDERLY & ADULT SVCS DIV | 82 | 4 | 5% |
| HHS: GLENCLIFF HOME | 168 | 16 | 10% |
| HHS: HUMAN SERVICES DIV | 798 | 81 | 10% |
| HHS: MEDICAID & BUS POLICY OFC | 51 | 8 | 16% |
| HHS: NH HOSPITAL | 620 | 115 | 19% |
| HHS: PUBLIC HEALTH DIV | 271 | 42 | 15% |
| HHS: TRANSITIONAL ASSIST DIV | 455 | 49 | 11% |
| HUMAN RIGHTS COMMISSION | 7 | 0 | 0% |
| INFORMATION TECHNOLOGY DEPT | 358 | 43 | 12% |
| INSURANCE DEPT | 70 | 8 | 11% |
| JUDICIAL COUNCIL | 2 | 0 | 0% |
| JUSTICE DEPT | 62 | 3 | 5% |
| LABOR DEPT | 91 | 17 | 19% |
| LIQUOR COMMISSION | 341 | 20 | 6% |
| LOTTERY COMMISSION | 66 | 11 | 17% |
| NATURAL & CULT RESOURCES DEPT | 232 | 40 | 17% |
| PEASE DEVELOPMENT AUTHORITY | 6 | 1 | 17% |
| POLICE STDS & TRAINING COUNCIL | 20 | 0 | 0% |
| PROF LICENSURE & CERT OFFICE | 61 | 1 | 2% |
| PUBLIC EMPLOYEE LABOR REL BRD | 4 | 0 | 0% |
| PUBLIC UTILITIES COMMISSION | 72 | 5 | 7% |
| REVENUE ADMINISTRATION DEPT | 121 | 7 | 6% |
| SAFETY DEPT | 1,113 | 88 | 8% |
| STATE DEPT | 76 | 20 | 26% |
| TAX AND LAND APPEALS BOARD | 5 | 2 | 40% |
| TRANSPORTATION DEPT | 1,635 | 134 | 8% |
| TREASURY DEPT | 17 | 4 | 24% |
| VETERANS HOME | 394 | 80 | 20% |
| VETERANS SERVICES OFFICE | 7 | 0 | 0% |
| Total | 10,529 | 1,360 | 13% |

*Includes classified full-time permanent, and full-time temporary positions expected to last more than six months.

*Vacancy Rate = Total number of vacancies divided by total number of positions. This report does not contain 19 positions found in error.

Vacant Full-Time Position on June 30, 2018 by Number of Days Vacant*

| AGENCY | # of Vacancies with Date | # Vacant <=30 Days | # Vacant >30-60 Days | # Vacant >60-90 Days | # Vacant >90-240 Days | > 240 Days |
|--------------------------------|--------------------------|--------------------|----------------------|----------------------|-----------------------|------------|
| ADJUTANT GENERAL'S DEPT | 23 | 3 | 3 | 3 | 5 | 9 |
| ADMINISTRATIVE SERVICES DEPT | 22 | 4 | 0 | 2 | 3 | 13 |
| AGRICULT, MARKETS & FOOD DEPT | 4 | 0 | 0 | 0 | 1 | 3 |
| BANKING DEPT | 12 | 0 | 0 | 1 | 0 | 11 |
| BUS & ECON AFFAIRS DEPT | 12 | 2 | 0 | 1 | 1 | 8 |
| CORRECTIONS DEPT | 149 | 27 | 18 | 16 | 30 | 58 |
| DEVELOPMENT DISABILITIES CNCL | 2 | 0 | 0 | 0 | 1 | 1 |
| EDUCATION DEPT | 72 | 10 | 20 | 4 | 15 | 23 |
| EMPLOYMENT SECURITY DEPT | 44 | 6 | 1 | 1 | 5 | 31 |
| ENVIRONMENTAL SERVICES DEPT | 52 | 9 | 1 | 7 | 9 | 26 |
| EXECUTIVE DEPT | 0 | 0 | 0 | 0 | 0 | 0 |
| FISH AND GAME DEPT | 18 | 3 | 0 | 3 | 2 | 10 |
| HHS: BEHAVIORAL HEALTH DIV | 6 | 1 | 1 | 0 | 0 | 4 |
| HHS: COMM-BASED CARE SVCS DIV | 0 | 0 | 0 | 0 | 0 | 0 |
| HHS: COMMISSIONER'S OFFICE | 51 | 5 | 2 | 2 | 9 | 33 |
| HHS: DEVELOPMENTAL SVCS DIV | 7 | 1 | 0 | 1 | 1 | 4 |
| HHS: ELDERLY & ADULT SVCS DIV | 4 | 2 | 0 | 1 | 0 | 1 |
| HHS: GLENCLIFF HOME | 16 | 2 | 1 | 4 | 4 | 5 |
| HHS: HUMAN SERVICES DIV | 81 | 17 | 12 | 10 | 11 | 31 |
| HHS: MEDICAID & BUS POLICY OFC | 8 | 0 | 0 | 2 | 0 | 6 |
| HHS: NH HOSPITAL | 112 | 20 | 7 | 7 | 15 | 63 |
| HHS: PUBLIC HEALTH DIV | 41 | 5 | 6 | 5 | 4 | 21 |
| HHS: TRANSITIONAL ASSIST DIV | 48 | 12 | 6 | 4 | 12 | 14 |
| HUMAN RIGHTS COMMISSION | 0 | 0 | 0 | 0 | 0 | 0 |
| INFORMATION TECHNOLOGY DEPT | 38 | 8 | 3 | 1 | 9 | 17 |
| INSURANCE DEPT | 7 | 0 | 0 | 0 | 2 | 5 |
| JUDICIAL COUNCIL | 0 | 0 | 0 | 0 | 0 | 0 |
| JUSTICE DEPT | 3 | 1 | 1 | 0 | 1 | 0 |
| LABOR DEPT | 13 | 0 | 0 | 0 | 1 | 12 |
| LIQUOR COMMISSION | 18 | 9 | 4 | 2 | 2 | 1 |
| LOTTERY COMMISSION | 9 | 3 | 0 | 0 | 2 | 4 |
| NATURAL & CULT RESOURCES DEPT | 24 | 4 | 1 | 2 | 4 | 13 |
| PEASE DEVELOPMENT AUTHORITY | 1 | 0 | 0 | 0 | 0 | 1 |
| POLICE STDS & TRAINING COUNCIL | 0 | 0 | 0 | 0 | 0 | 0 |
| PROF LICENSURE & CERT OFFICE | 1 | 1 | 0 | 0 | 0 | 0 |
| PUBLIC EMPLOYEE LABOR REL BRD | 0 | 0 | 0 | 0 | 0 | 0 |
| PUBLIC UTILITIES COMMISSION | 4 | 1 | 0 | 1 | 2 | 0 |
| REVENUE ADMINISTRATION DEPT | 7 | 1 | 0 | 0 | 4 | 2 |
| SAFETY DEPT | 84 | 21 | 17 | 9 | 18 | 19 |
| STATE DEPT | 14 | 0 | 0 | 1 | 6 | 7 |
| TAX AND LAND APPEALS BOARD | 1 | 0 | 0 | 1 | 0 | 0 |
| TRANSPORTATION DEPT | 134 | 30 | 16 | 21 | 41 | 26 |
| TREASURY DEPT | 4 | 1 | 1 | 0 | 0 | 2 |
| VETERANS HOME | 64 | 9 | 3 | 2 | 12 | 38 |
| VETERANS SERVICES OFFICE | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 1,210 | 218 | 124 | 114 | 232 | 522 |

*Includes classified full-time permanent and full-time temporary positions expected to last more than six months. This report does not contain 19 positions found in error.

**Vacant Positions on June 30, 2018 by
Number of Days Vacant by Position Type***

| Positions | # of Vacancies with Date | # Vacant <= 30 Days | # Vacant >30=60 Days | # Vacant >60=90 Days | # Vacant >90=240 Days | > 240 Days |
|---------------------|---------------------------------|-------------------------------|--------------------------------|--------------------------------|---------------------------------|----------------------|
| Full-Time | 1102 | 211 | 120 | 107 | 218 | 446 |
| Full-Time Temporary | 108 | 7 | 4 | 7 | 14 | 76 |
| Total | 1210 | 218 | 124 | 114 | 232 | 522 |
| % of Total | | 18% | 10% | 9% | 19% | 43% |

*Includes classified full-time permanent and full-time temporary positions expected to last more than six months. This report does not contain 19 positions found in error.

**Vacancy Rate On June 30, 2018
by Position Type***

| Position | Number of Positions | Number of Vacancies | Vacancy Rate (%) |
|---------------------|----------------------------|----------------------------|-------------------------|
| Full-Time | 10284 | 1226 | 12% |
| Full-Time Temporary | 245 | 134 | 55% |
| Total | 10529 | 1360 | 13% |

*Includes classified full-time permanent and full-time temporary positions expected to last more than six months.
*Vacancy Rate = Total number of vacancies divided by total number of positions. This report does not contain 19 positions found in error.

Reports Generated: 06/30/2018 by Position Matrix V6.2

Section Seven

Retirement Eligibility

Executive Branch - Group 1 Employees*
Estimate of Current and Future Eligibility for Retirement &
State Health Insurance Benefit
8,437 Employees

| Based on Current Employees as of 6/30/2018 | | | | |
|--|--------------|-----------------------|--------------|-----------------------|
| As of July 1: | 2018 | % of Total Pop | 2020 | % of Total Pop |
| Eligible 65+ (with health ins ben) | 219 | 2.6% | 387 | 4.6% |
| Eligible 65+ (w/o health ins ben) | 195 | 2.3% | 355 | 4.2% |
| Eligible 60+ (with health ins ben) | 529 | 6.3% | 651 | 7.7% |
| Eligible 60+ (w/o health ins ben) | 282 | 3.3% | 317 | 3.8% |
| Early Eligible - 70 rule (with health ins ben) | 338 | 4.0% | 362 | 4.3% |
| Early Eligible - 70 rule (w/o health ins ben) | 692 | 8.2% | 767 | 9.1% |
| Early Eligible - 50-59 (with health ins ben) | 0 | 0.0% | 0 | 0.0% |
| Early Eligible - 50-59 (w/o health ins ben) | 1,003 | 11.9% | 892 | 10.6% |
| Total Eligible | 3,258 | 38.6% | 3,731 | 44.2% |
| "Likely to Retire" 65+ or 60+ with health ins ben | 943 | 11.2% | 1,393 | 16.5% |

*Includes full-time and full-time temporary classified, unclassified, and non-classified employees expected to work more than 6 months. Employees are counted in only the first eligibility group that they qualify for top-to-bottom, even if they qualify under more than category (e.g., employees who qualify under both Early Eligibility Rules are only counted in the "70 Rule" category).

Executive Branch - Group 1 Employees*
Estimate of Future Eligibility for Retirement By Agency as of July 1, 2020
8,437 Employees
Based on Current Employees as of: 6/30/2018

| Agency | % Eligible 65+ | % Eligible 60+ & hired before 7/1/03 | % Eligible 60+ & hired before 7/1/11 | % Eligible 70 Rule | % Early Eligible 50-59 | Total % Eligible | % "Likely" |
|--------------------------------|----------------|--------------------------------------|--------------------------------------|--------------------|------------------------|------------------|------------|
| Adjutant General's Dept | 8% | 9% | 8% | 11% | 18% | 55% | 17% |
| Administrative Services Dept | 10% | 9% | 6% | 10% | 11% | 44% | 18% |
| Agricult, Markets & Food Dept | 3% | 13% | 3% | 13% | 19% | 50% | 16% |
| Banking Dept | 5% | 0% | 0% | 7% | 17% | 29% | 5% |
| Bus & Econ Affairs Dept | 16% | 2% | 2% | 7% | 11% | 38% | 18% |
| Corrections Dept | 13% | 8% | 6% | 14% | 11% | 51% | 21% |
| Development Disabilities Cncl | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Education Dept | 14% | 9% | 5% | 10% | 6% | 43% | 22% |
| Employment Security Dept | 19% | 13% | 7% | 13% | 14% | 65% | 31% |
| Environmental Services Dept | 8% | 13% | 4% | 20% | 8% | 53% | 21% |
| Executive Council | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Executive Dept | 11% | 2% | 2% | 2% | 4% | 22% | 13% |
| Fish and Game Dept | 8% | 9% | 4% | 23% | 7% | 50% | 17% |
| HHS: Behavioral Health Div | 0% | 14% | 3% | 17% | 11% | 46% | 14% |
| HHS: Comm-Based Care Svcs | 21% | 17% | 0% | 13% | 17% | 67% | 38% |
| HHS: Commissioner's Office | 11% | 8% | 5% | 17% | 12% | 54% | 20% |
| HHS: Developmental Svcs Div | 21% | 8% | 2% | 19% | 15% | 65% | 29% |
| HHS: Elderly & Adult Svcs Div | 17% | 10% | 1% | 10% | 19% | 57% | 27% |
| HHS: Glenclyff Home | 9% | 6% | 4% | 10% | 8% | 37% | 15% |
| HHS: Human Services Div | 5% | 6% | 2% | 13% | 9% | 35% | 11% |
| HHS: Medicaid & Bus Policy Ofc | 15% | 8% | 0% | 23% | 9% | 55% | 23% |
| HHS: NH Hospital | 5% | 8% | 3% | 11% | 11% | 38% | 13% |
| HHS: Public Health Div | 11% | 7% | 3% | 10% | 13% | 44% | 18% |
| HHS: Transitional Assist Div | 6% | 4% | 3% | 7% | 8% | 28% | 10% |
| Human Rights Commission | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Information Technology Dept | 10% | 12% | 4% | 13% | 15% | 54% | 22% |
| Insurance Dept | 23% | 5% | 4% | 8% | 15% | 56% | 29% |
| Judicial Council | 33% | 0% | 0% | 33% | 0% | 67% | 33% |
| Justice Dept | 9% | 7% | 2% | 9% | 6% | 33% | 16% |
| Labor Dept | 14% | 7% | 8% | 7% | 16% | 51% | 21% |
| Liquor Commission | 5% | 3% | 3% | 10% | 8% | 29% | 8% |
| Lottery Commission | 4% | 5% | 5% | 12% | 9% | 35% | 9% |
| Natural & Cult Resources Dept | 13% | 3% | 2% | 5% | 5% | 28% | 16% |
| Pease Development Authority | 33% | 0% | 33% | 0% | 0% | 67% | 33% |
| Police Stds & Training Council | 23% | 15% | 0% | 23% | 8% | 69% | 38% |
| Prof Licensure & Cert Office | 26% | 3% | 2% | 8% | 13% | 52% | 30% |
| Public Employee Labor Rel Brd | 0% | 25% | 25% | 0% | 25% | 75% | 25% |
| Public Utilities Commission | 21% | 11% | 3% | 10% | 14% | 58% | 32% |
| Revenue Administration Dept | 4% | 6% | 3% | 18% | 11% | 41% | 9% |
| Safety Dept | 6% | 8% | 4% | 12% | 11% | 41% | 15% |
| State Dept | 25% | 10% | 1% | 10% | 14% | 61% | 35% |
| Tax and Land Appeals Board | 50% | 17% | 0% | 0% | 17% | 83% | 67% |
| Transportation Dept | 7% | 7% | 4% | 19% | 10% | 47% | 15% |
| Treasury Dept | 17% | 11% | 6% | 11% | 11% | 56% | 28% |
| Veterans Home | 8% | 3% | 6% | 4% | 9% | 31% | 11% |
| Veterans Services Office | 13% | 0% | 0% | 0% | 0% | 13% | 13% |
| TOTAL | 9% | 8% | 4% | 13% | 11% | 44% | 17% |

*Includes full-time and full-time temporary classified, unclassified, and non-classified employees expected to work more than 6 months. Employees are counted in only first eligibility group that they qualify for top-to-bottom, even if they qualify under more than Category (e.g., employees who qualify under both Early Eligibility Rules are only counted in the "70 Rule" category).

Executive Branch - GROUP 2 Employees*
Estimate of Current Eligibility for Retirement as of July 1, 2018
1,103 Employees

| Based on Current Employees as of: 6/30/2018 | | | |
|---|--|---|------------|
| Agency | Eligible 45+ 20+yrs (vested by 1/1/2012) | Eligible 60+ (vested by 1/1/2012) | Total |
| Adjutant General's Dept | 0% | 0% | 0% |
| Corrections Dept | 10% | 2% | 12% |
| Fish and Game Dept | 20% | 3% | 23% |
| Liquor Commission | 0% | 0% | 5% |
| Natural & Cult Resources Dept | 30% | 0% | 30% |
| Pease Development Authority | 0% | 0% | 0% |
| Police Stds & Training Council | 13% | 0% | 13% |
| Safety Dept | 6% | 0% | 6% |
| Total | 9% | 1% | 10% |

*Includes full-time and full-time temporary classified and unclassified employees expected to work more than 6 months.

Executive Branch - GROUP 2 Employees*
Estimate of Future Eligibility for Retirement as of July 1, 2020
1,103 Employees

| Based on Current Employees as of: 6/30/2018 | | | |
|---|--|---|------------|
| Agency | Eligible 45+ 20+yfs (vested by 1/1/2012) | Eligible 60+ (vested by 1/1/2012) | Total |
| Adjutant General's Dept | 0% | 0% | 0% |
| Corrections Dept | 20% | 5% | 25% |
| Fish and Game Dept | 25% | 3% | 28% |
| Liquor Commission | 6% | 0% | 6% |
| Natural & Cult Resources Dept | 40% | 0% | 40% |
| Pease Development Authority | 0% | 0% | 0% |
| Police Stds & Training Council | 13% | 0% | 13% |
| Safety Dept | 15% | 0% | 15% |
| Total | 18% | 3% | 21% |

*Includes full-time and full-time temporary classified and unclassified employees expected to work more than 6 months.

Section Eight

Division of Personnel Work Activities

RECRUITMENT AND CERTIFICATION SECTION

The Recruitment and Certification Section is responsible for performing the following functions:

To increase the State's visibility and promote the State of New Hampshire as an employer of choice by developing and implementing recruitment strategies, including but not limited to social media campaigns, job and career fairs, and promoting the State's internship programs.

- Develops effective performance measures and reports to determine if recruitment strategies are meeting agency needs. Research recruitment best practices and analyze reports and studies to determine best practices as guidance to agencies and human resource staff.
- Manages and coordinates all aspects of the Talent Acquisition module within NH FIRST including the creation of recruitment reports and oversight of the recruitment landing page. Advise, train and assist section staff in the job posting process.
- Plans, develops, organizes and conducts training sessions to instruct agency human resource personnel in certification requirements, hiring processes, and personnel rules to maintain consistency in the interpretation of recruitment and selection standards; audits agencies' assessments of applicant information to ensure consistency in the interpretation and evaluation of minimum qualifications and to adhere to statewide certification standards.
- Interviews and counsels job applicants, to include the public and current state personnel, regarding job vacancies, promotional opportunities, minimum skills required, and career aspirations in order to develop individual employability plans; composes counseling reports and statistical summaries of interviews conducted with applicants, employees, and managers within state agencies to record sources of information, dates of contact, results of inquiries, and recommended personnel actions.
- Provides expert consultation and technical assistance to professional staff in the Division of Personnel regarding proposed revisions to agency and statewide minimum qualification requirements; assists in the development of policy and procedural revisions based upon interpretations of new laws and executive orders in the area of recruitment and selection.

Under the Personnel Rules, an internal job opening is posted within the Executive Branch classified personnel system for a period of 5 business days and the internal opening is available to all state agency employees. If no qualified candidates apply or a candidate is not selected during the internal posting process, the position is opened to the general public as an external posting. State employees may also apply during the external recruitment process.

The numbers depicted in the following tables display only those positions posted in the State Online Recruitment System. The Personnel Rules do not mandate a posting period for part-time or temporary seasonal positions, and the number of applications does not include candidates that completed paper job applications outside of the State Online Recruitment System.

Job Postings by Agency*
Fiscal Year 2018

| Agency | Internal Postings | External Postings | Full-Time Postings | Part-Time Postings | Total Job Postings | *Total Applications Received |
|---|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Adjutant General's Department | 30 | 23 | 47 | 6 | 53 | 387 |
| Administrative Services Dept. | 116 | 91 | 115 | 92 | 207 | 1,748 |
| Agriculture Department | 7 | 5 | 10 | 2 | 12 | 135 |
| Banking Department | 13 | 8 | 21 | 0 | 21 | 200 |
| Business & Economic Affairs | 31 | 26 | 29 | 28 | 57 | 458 |
| Corrections Department | 159 | 72 | 214 | 17 | 231 | 1,772 |
| Development Disabilities Council | 1 | 1 | 0 | 2 | 2 | 18 |
| Education Department | 80 | 48 | 110 | 18 | 128 | 1,114 |
| Employment Security | 45 | 21 | 34 | 32 | 66 | 570 |
| Environmental Services Dept. | 102 | 62 | 144 | 20 | 164 | 1093 |
| Executive Department | 9 | 6 | 11 | 4 | 15 | 131 |
| Fish and Game Department | 26 | 11 | 25 | 12 | 37 | 455 |
| Health & Human Services Dept. | 706 | 401 | 986 | 121 | 1,107 | 12,225 |
| Human Rights Commission | 8 | 3 | 8 | 3 | 11 | 115 |
| Information Technology Dept. | 70 | 52 | 118 | 4 | 122 | 1,155 |
| Insurance Department | 17 | 12 | 29 | 0 | 29 | 217 |
| Justice Department | 17 | 10 | 27 | 0 | 27 | 256 |
| Labor Department | 12 | 6 | 16 | 2 | 18 | 143 |
| Liquor Commission | 166 | 30 | 147 | 49 | 196 | 859 |
| Lottery Commission | 15 | 9 | 24 | 0 | 24 | 341 |
| Natural & Cultural Resources | 43 | 32 | 45 | 30 | 75 | 656 |
| Police Standards & Training | 3 | 2 | 5 | 0 | 5 | 26 |
| Prof Licensure and Cert. Office | 32 | 19 | 29 | 22 | 51 | 506 |
| Public Utilities Commission | 14 | 9 | 23 | 0 | 23 | 196 |
| Revenue Administration Dept. | 42 | 26 | 66 | 2 | 68 | 428 |
| Safety Department | 272 | 136 | 288 | 120 | 408 | 5,238 |
| State Department | 20 | 3 | 23 | 0 | 23 | 230 |
| Tax and Land Appeals Board | 1 | 1 | 2 | 0 | 2 | 6 |
| Transportation Department | 398 | 228 | 576 | 50 | 626 | 3,281 |
| Treasury Department | 5 | 2 | 7 | 0 | 7 | 79 |
| Veterans Home | 103 | 69 | 118 | 54 | 172 | 499 |
| Veterans Services Office | 1 | 1 | 2 | 0 | 2 | 46 |
| Total | 2,564 | 1,425 | 3,299 | 690 | 3,989 | 34,583 |
| *Information reflects NH FIRST applications only. | | | | | | |

Job Postings by Month* Fiscal Year 2018

| Month | Internal Postings | External Postings | Full-Time Postings | Part-Time Postings | Total Job Postings | *Total Applications |
|--------------|-------------------|-------------------|--------------------|--------------------|--------------------|---------------------|
| July | 163 | 86 | 205 | 44 | 249 | 2859 |
| August | 200 | 114 | 260 | 54 | 314 | 2905 |
| September | 208 | 131 | 284 | 55 | 339 | 3223 |
| October | 190 | 83 | 231 | 42 | 273 | 2186 |
| November | 256 | 139 | 356 | 39 | 395 | 2366 |
| December | 182 | 108 | 237 | 53 | 290 | 2738 |
| January | 214 | 117 | 290 | 41 | 331 | 3436 |
| February | 213 | 128 | 264 | 77 | 341 | 2776 |
| March | 242 | 133 | 301 | 74 | 375 | 3147 |
| April | 232 | 132 | 300 | 64 | 364 | 3653 |
| May | 230 | 117 | 291 | 56 | 347 | 2803 |
| June | 234 | 137 | 280 | 91 | 371 | 2491 |
| Total | 2,564 | 1,425 | 3,299 | 690 | 3,989 | 34,583 |

*Information reflects NH FIRST applications only.

Job Postings by Occupational Group* Fiscal Year 2018

| Occupational Category | Internal Postings | External Postings | Full-Time Postings | Part-Time Postings | Total Job Postings | *Total Applications |
|--------------------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|---------------------|
| Administrative Support | 484 | 222 | 463 | 243 | 706 | 7764 |
| Enforcement Protection & Institution | 341 | 130 | 408 | 63 | 471 | 4383 |
| Labor & Trade | 467 | 297 | 602 | 162 | 764 | 3232 |
| Other | 27 | 26 | 47 | 6 | 53 | 663 |
| Professional & Managerial | 1093 | 642 | 1553 | 182 | 1735 | 16552 |
| Technical | 152 | 108 | 226 | 34 | 260 | 1989 |
| Total | 2,564 | 1,425 | 3,299 | 690 | 3,989 | 34,583 |

*Information reflects NH FIRST applications only.

RECRUITMENT ACTIVITIES CONDUCTED IN FISCAL YEAR 2018

Recruitment and Certification personnel attended 11 Job/Career Events from January 2018 to June 2018. These included both public and private colleges and public companies.

Beginning this year Recruitment and Certification attended 2 Career Planning Day events at local high schools, and participated on an employer discussion panel with Southern New Hampshire University career counseling staff.

Working with DAS Risk Management Unit we created an online tool which allows hiring managers and applicants to determine the total compensation of a give position. The "Total Compensation Statement Worksheet" displays the offered salary and the value of the leave time and benefits package. This tool can be found at <http://das.nh.gov/jobsearch/Employment.aspx>.

An additional job posting template was created for agencies to use when recruiting which includes the link to the Compensation Calculator as well as benefit information.

To enable all agencies to start reviewing and interviewing applicants more quickly we began training agency Human Resources Representatives to manage the certification process of their job applications. This allows the agency Human Resources Representatives to certify their agency's applications and enables the agency's hiring managers access to their certified (qualified) applicants sooner.

We have established a social media presence by establishing a LinkedIn page that allows LinkedIn.com to scrap the State of New Hampshire Job Opportunities. Our positions continue to be scrapped by Indeed.com.

EMPLOYEE REDUCTION IN FORCE (RIF) LIST

UPDATE: -Effective May 30, 2018, the Legislature passed Chapter 121.1 which re-enacted the Reduction in Force (RIF) provision requiring statewide placement of laid off state employees.

This legislation extended the definition of “laid-off employee” to include any state employee laid off between July 1, 2017 and June 30, 2019, as a result of reorganization or downsizing in state government. This legislation mandates that any classified position which becomes available in a department or establishment, as defined in RSA 9:1, shall be filled, if possible, by a state employee laid off, as defined in paragraph I, if such person is not currently employed by the State of New Hampshire, if he or she meets the minimum qualifications for the position, and if he or she does not receive a promotion as a result of being rehired. It also requires the appointing authority of each department or agency to submit names and classifications of individuals laid off to the Director of Personnel within 10 days of the layoff.

The following is a summary of the actions that took place in connection with the Reduction in Force (RIF) List during Fiscal Year 2018:

| Action | Total |
|--|-----------|
| Individual Names Submitted to Personnel | 7 |
| Names Removed from RIF List: | |
| Placement to State Agencies | 0 |
| Recalled/Re-employed by Agency | 0 |
| Declined Placement Services | 0 |
| Total Number of Names Removed | 0 |
| Number of Full Time Vacant Positions Submitted by Agencies | 41 |
| Total Number of Positions Released | 40 |
| Names Remaining on RIF List* | 7 |
| <p>*Note: The total number of names on the RIF List may include employees who have been re-employed on a continuing part-time basis at the agency from which they were originally laid off. Other names remaining on the RIF List may include individuals who have retired, are on Workers' Compensation, or have set their own limitations to re-employment as a full-time employee due to location, salary requirements or other personal reasons.</p> | |

CLASSIFICATION SECTION

The Classification Section's mission is to ensure equity of salary and job functions and to review reporting relationships for consistency across the state system. The Classification Section consists of a position transaction Processing Office with a full-time supervisor and a human resources technician, as well as an analytical unit with two full-time and one part-time human resource specialists, overseen by an administrator. This year, the Section experienced personnel changes that included a new Human Resources Technician for the Processing Unit, a full-time and part-time Human Resource Specialists for the Analytical Unit, and a new Administrator.

During Fiscal Year 2018, the Section reviewed and processed **8265** position transactions submitted by agencies statewide in the NH FIRST system using the electronic forms and attachments for request. In addition, many two-step transactions relating to employee pay and involving the Central HR Processing Office were completed.

TECHNICAL ASSISTANCE

A targeted emphasis on technical assistance via the development of one-on-one and group training, resources, tools, and orientations for new human resources staff, agency administration, and commissioners was launched this fiscal year. Classification Section Analysts were instrumental in providing pro-active engagement with agencies via meetings and conference calls, allowing the Section to advise on the purpose of the New Hampshire State Classification System, ensure procedures are appropriately followed, and to mitigate issues of quality and incomplete materials that impact cases and workload turn-around. Emphasis on Personnel Rules and section guidance has assisted human resources in connecting critical elements to reclassification requests, transactions, and position management for their agencies. In addition, the Section handled large reorganizations that encompassed both agency-wide and division-level restructuring and engaged agency human resources and agency administration early on in the process in order to ensure optimal project management and consistency. At times this also involved the performance of detailed research to develop positions management strategies. Interactive training curricula was also developed and delivered through the Bureau of Education and Training's Human Resources Certificate Program. The Section will continue to develop and deliver training, technical assistance, resources, and tools regarding reclassifications and transactional processes.

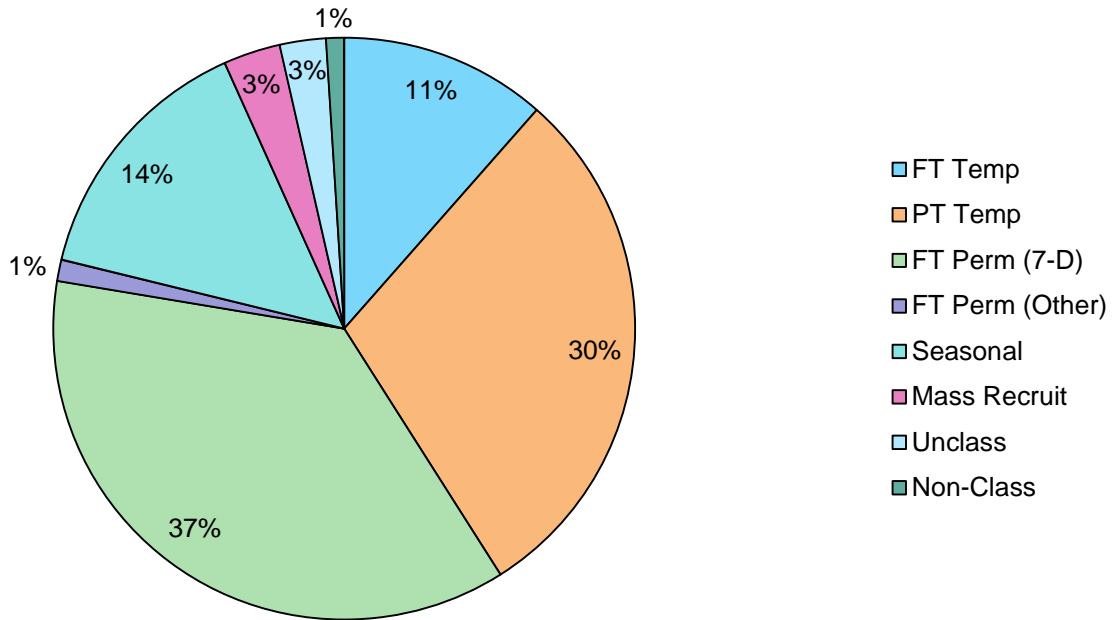
MASS UPLOADS

Mass Uploads: This year, the Section continued to use the mass upload method which was developed to load multiple position changes into the NH FIRST system by use of Excel spreadsheets, preventing the need for individual work unit requests to be submitted by agencies. This year **35** mass upload spreadsheets were created and processed which otherwise would have required agencies and employees in the Classification Section to process hundreds of individual transactions. This method provides efficiency in processing large numbers of transactions such as location, supervisor, and organizational changes.

CLASS SPECIFICATION REVISIONS

State job class specifications set and maintain the statewide standard for characteristic duties and minimum qualification requirements for all state classified positions. This year the Section continued to receive requests from agencies to revise class specifications, such as to revise minimum qualification requirements in order to correct outdated language and/or to enhance and improve recruitment for state positions. Section staff also proactively identified needed changes and provided technical assistance and research to aid agencies in ensuring that standard language and information was consistent with industry and labor market data. In setting and revising minimum qualification, licensure, and special requirements, staff worked in consultation with the Recruitment and Certification Section. This Fiscal Year, the Classification Section processed **113** class specifications revisions.

New Positions Established – All Categories Fiscal Year 2018

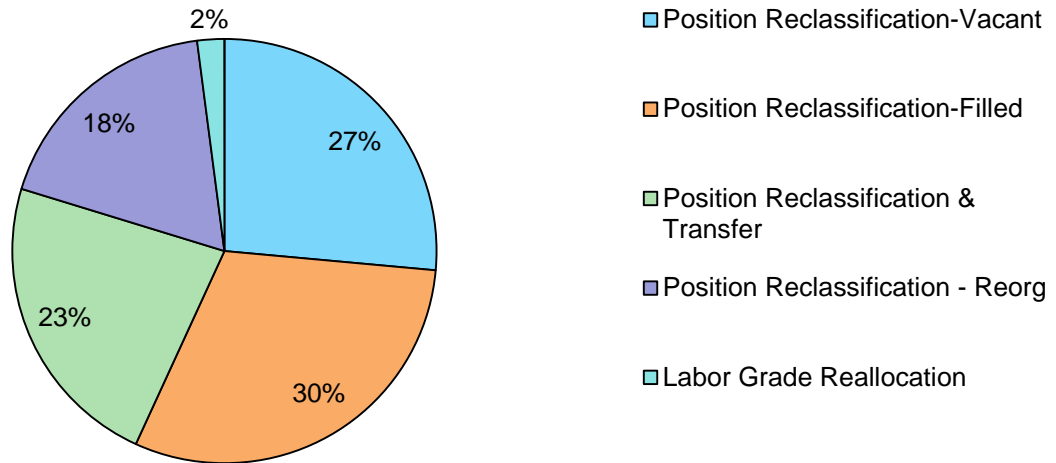


| FT Temporary | PT Temporary | FT Permanent (7-D) | FT Permanent (Other) | |
|--------------|------------------|--------------------|----------------------|--------------------------|
| 58 | 149 | 185 | 6 | |
| Seasonal | Mass Recruitment | Unclassified | Non-Classified | Total Established |
| 73 | 16 | 13 | 5 | 505 |

REQUEST POSITION UPDATE

This Fiscal Year, the Section reviewed and approved **258** requests to create new positions, and established **247** additional positions via mass upload (an increase of 46 over last year), for a total of **505** new positions. The 7-D process, in which agencies make their initial requests for new full-time permanent positions (or conversion to permanent position numbers), totaled **480**. In the 7-D review process the Section ensures that positions that are requested align with the titles and functions within the Classification System and are appropriate in terms of reporting structure. The Classification Processing Office coordinates with the State Budget Office to ensure that all steps in the 7-D process are carried out. This Fiscal Year, the Classification Processing Office Supervisor was instrumental in creating a new and streamlined electronic processing procedure that resulted in centralized and accessible 7-D information via NH FIRST for the State Agencies, the Classification Section and the Budget Office. Implementation of this resource assisted in ensuring that our deadline for reviewing and preliminary approval of requests was accomplished efficiently and in a timely manner.

Reclassifications and Labor Grade Reallocations Fiscal Year 2018



| Action | Number |
|--|--------|
| Position Reclassification-Vacant | 141 |
| Position Reclassification-Filled | 162 |
| Position Reclassification & Transfer | 122 |
| Position Reclassification-Reorganization | 97 |
| Labor Grade Reallocation | 11 |

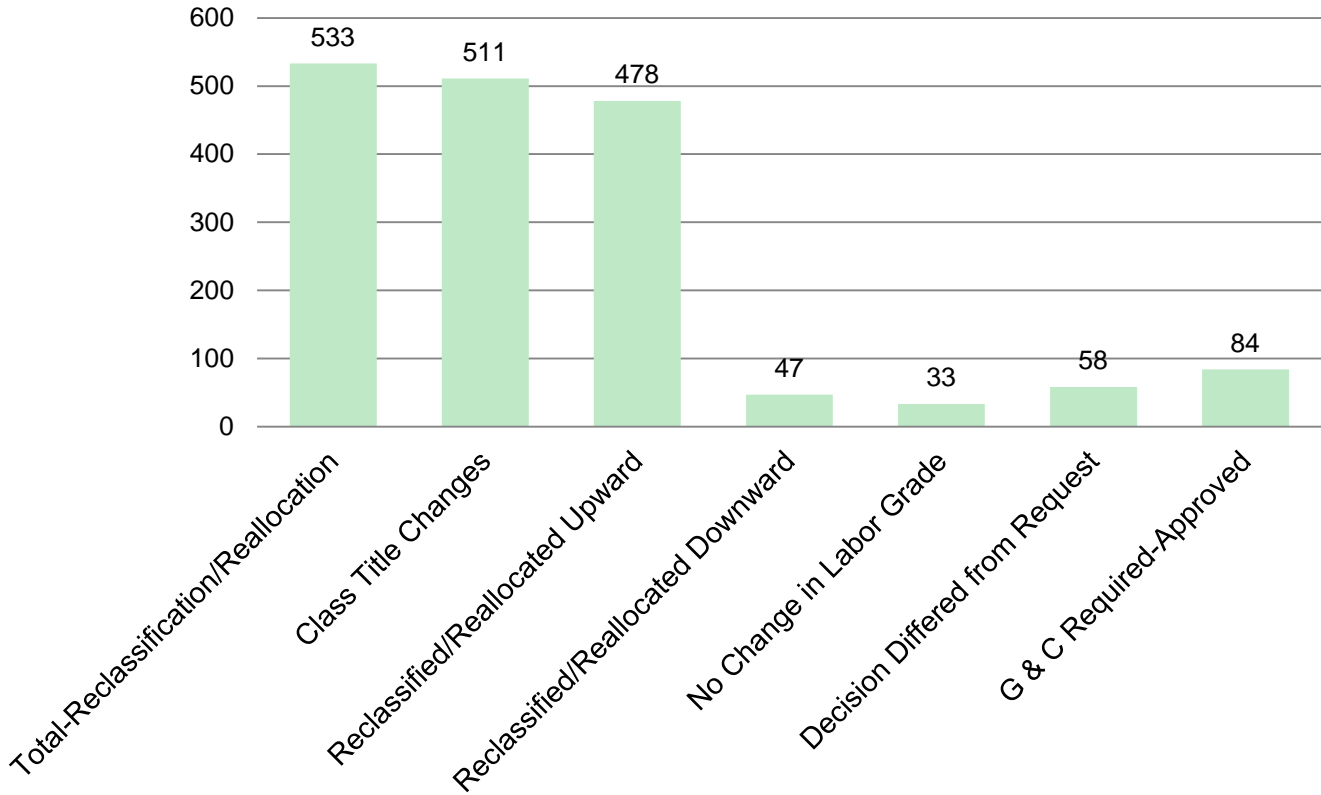
The Classification Section reviews requests to reclassify positions from one job class title to another, which usually involves a change in labor grade. Some reclassification requests are combined with requests to transfer positions or to reorganize. The Section also reviews requests to reallocate the labor grade of job classifications and job classification series. Reallocation normally impacts all positions assigned that title in each agency, and includes making multiple revisions to the job class specification. While reallocations decreased in number this year, there were **16** more vacant position reclassifications processed this year than last year totaling **141**. In addition, there was a significant increase in the number of position reclassifications which included transfers, and reorganizations, totaling **75** additional requests. The increase in reclassification volume was primarily driven by multiple large agency-wide reorganizations that took place this Fiscal Year.

Reclassification Decisions which Differed from Agency Requests

This year, **53** decision letters were sent to agencies explaining the determination of the Classification Section in regards to their reclassification requests. Decision letters are necessary when the Classification Section disagrees with an agency request or arrives at an alternative classification and/or grade based on reclassification materials submitted. In many cases the Classification Section provides technical assistance to agencies to ensure that the ideal classification for functions and duties of a position is established. A trend in position cross-function and impact to duties and reporting structures due to large agency reorganizations were observed this Fiscal Year; assistance was provided to agencies in determining appropriate classifications for challenging cases involving the restructuring and alternative use of resources. Decision letters are not always necessary; the Section will make efforts to communicate with an agency on vacant reclassifications if a classification title does not fit the scope and duties of a position. Input from an agency and technical assistance from our Section may result in an alternate title assigned to a request without the need to issue a decision letter, which reduces the demands on time and resources and expedites the processing of a request.

Reclassification/Reallocation Fiscal Year 2018

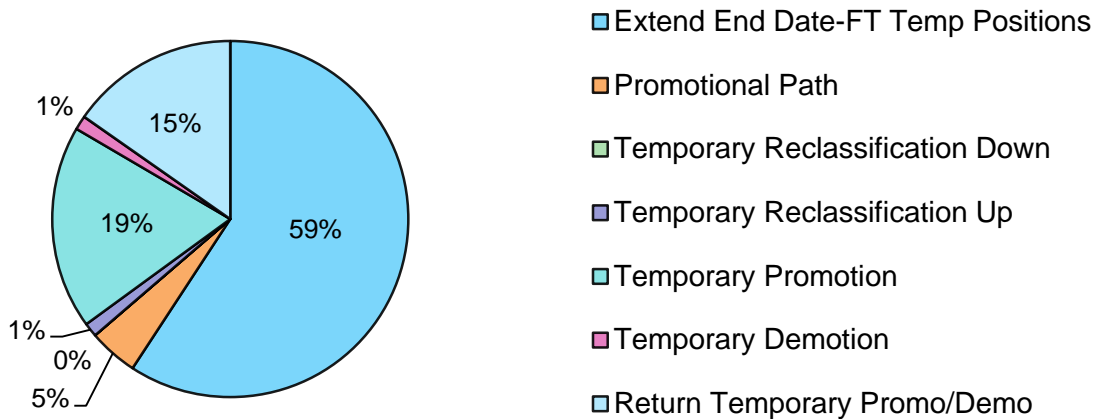
Reclassification/Reallocation Detail



Out of Class Series Reclassifications

Position reclassifications and reclassifications due to reorganization which are considered “out of class series” per the existing RSA 21-I:56, whether or not they result in a higher salary, continued to be brought before Governor & Council (G & C) by the Director of the Division of Personnel for approval. This Fiscal Year, **84** of the **522** position reclassifications were submitted to and approved by G & C, as compared with **143** of the **390** position reclassifications submitted to and approved by G & C for out of class series last Fiscal Year. The chart on page **64** provides more detailed information.

Temporary Position Changes Fiscal Year 2018



| Action | Number |
|--|--------|
| Extend End Date-FT Temporary Positions | 93 |
| Promotional Path | 7 |
| Temporary Reclassification Down | 0 |
| Temporary Reclassification Up | 2 |
| Temporary Promotion | 29 |
| Temporary Demotion | 2 |
| Return Temporary Promo/Demo | 24 |

The Section processes a number of actions to make temporary changes with specific expiration dates. These include extending the end date of full-time temporary positions beyond one year upon the approval of the Director of Personnel and G & C. It also includes entering temporary changes to the title and/or labor grade of positions for specific reasons and amounts of time in compliance with the Administrative Rules of the Division of Personnel. “Promotional Path” allows for the adjustment of a position’s grade to create a career path, such as a trainee level, until the incumbent meets certain requirements. This year, there were **16** more requests to extend the end date of full-time temporary positions as compared with last year.

Reorganizations & Position Transfers Fiscal Year 2018

| Action | Number |
|--|--------|
| Number of agencies submitting organizational change requests | 18 |
| Position Transfer | 246 |
| Reorganization | 236 |

This Fiscal Year, the Section experienced a significant volume increase in agency reorganization requests. The review of proposed changes to agency organizational charts, position transfers, proposed supplemental job descriptions, and providing guidance to agencies concerning the potential impact of those changes were significant factors this year. Continuous technical assistance to agencies regarding reorganizations in the planning stages and submitted in the NH FIRST system was crucial in ensuring the ongoing success and timeliness of these transactions.

Supplemental Job Descriptions (SJDs) Fiscal Year 2018

| Action | Number |
|---------------|--------|
| SJD Revisions | 689 |
| SJD Uploads | 296 |

Based on feedback from state agencies, the Division of Personnel reviewed the process for approval of SJD's and implemented several changes to make this process more efficient. The Director of Personnel issued this guidance to agencies effective November 24, 2017.

The Classification Section continuously seeks way to improve processes and to empower agency Human Resources staff in the development of supplemental job descriptions (SJD) and with ongoing position management problem-solving. The agency Human Resources representatives are now able to approve minor changes at the agency level and directly post SJDs for recruitment. These minor changes to SJDs will no longer require approval by the Division of Personnel, and they will not need to be uploaded in the NH FIRST system prior to posting. As a result of this procedural change with supplemental job description approval, we decreased SJD revisions by **353** and SJD uploads by **765**. This change has allowed Classification Section Analysts to concentrate their efforts on assisting agencies with major changes to SJDs which require detailed review and have greater impact to the quality of content. SJDs are used to inform employees of their duties, to post/recruit for positions, to list special position requirements, and to do annual performance evaluations. The Classification Section works with agencies to ensure that the SJDs embody the most effective and competitive description of vacancy opportunities and clear expectations of job duties for employees.

POSITION RECLASSIFICATIONS – FISCAL YEAR 2018

| Department | From (Title & Salary Grade) | | To (Title & Salary Grade) | | G & C |
|---|--|----|--------------------------------------|----|------------------|
| Department of Safety | Counter Clerk II | 9 | Program Planner II | 25 | 5/16/18 |
| New Hampshire Lottery Commission | Lottery District Supervisor | 20 | Program Specialist III | 23 | 5/16/18 |
| Department of Information Technology | Systems Development Specialist V | 28 | Business Systems Analyst II | 30 | 5/16/18 |
| Department of Justice | Legal Secretary III | 13 | Administrator II | 29 | 5/16/18 |
| Department of Health and Human Services | Public Health Nurse Coordinator | 23 | Program Specialist III | 23 | 5/16/18 |
| Department of Environmental Services | Industrial Hygiene Engineer I | 23 | Licensing & Evaluation Coordinator | 20 | 5/2/18 |
| Public Utilities Commission | Technical Support Specialist II | 21 | Program Specialist IV | 25 | 5/2/18 |
| Department of Information Technology | Systems Development Specialist IV | 26 | Information Technology Manager II | 30 | 5/2/18 |
| Department of Transportation | Survey Team Technician II | 12 | Environmentalist III | 23 | 5/2/18 |
| Department of Transportation | Toll Attendant I | 9 | Coordinator, Env. Impact Eval. | 29 | 5/2/18 |
| Department of Transportation | Toll Attendant I | 9 | Engineering Technician V | 22 | 5/2/18 |
| Department of Environmental Services | Treatment Plant Operator I | 14 | Business Systems Analyst II | 30 | 5/2/18 |
| Department of Education | Program Assistant I | 12 | Administrator II | 29 | 5/2/18 |
| Department of Labor | Supervisor II | 21 | Supervisor IV | 25 | 4/11/18 |
| New Hampshire State Liquor Commission | Information Technology Manager IV | 32 | Attorney IV | 32 | 4/11/18 |
| Fish & Game Department | Design Drafter II | 20 | Program Specialist II | 21 | 4/11/18 |
| Fish & Game Department | Computer Entry/Audit Clerk | 10 | Automotive Mechanic | 15 | 4/11/18 |
| Department of Environmental Services | Groundsman | 7 | Paralegal II | 19 | 4/11/18 |
| Administrative Services | Paralegal II | 19 | Executive Project Manager | 35 | 4/11/18 |
| New Hampshire State Liquor Commission | Training Coordinator | 21 | Informational Representative II | 21 | 3/21/18 |
| Department of Health and Human Services | Word Processing Operator I | 9 | Case Technician Trainee | 12 | 3/21/18 |
| Department of Health and Human Services | Supervisor II | 21 | Psychiatric Social Worker | 23 | 3/21/18 |
| Department of Transportation | Highway Maintainer II | 9 | Welder Mechanic I | 15 | 3/21/18 |
| Department of Safety | Program Assistant II | 15 | Program Planner I | 19 | 3/7/18 |
| Department of Safety | Records Control Clerk | 10 | Program Assistant II | 15 | 3/7/18 |
| Department of Health and Human Services | Financial Agent I | 20 | Program Specialist III | 23 | 3/7/18 |
| Administrative Services | Maintenance Assistant | 10 | Plant Maintenance Engineer IV | 24 | 3/7/18 |
| Department of Transportation | Accounting Technician | 12 | Stock Control Supervisor | 12 | 3/7/18 |
| Department of Health and Human Services | Administrative Assistant I | 16 | Administrative Assistant II | 19 | 2/21/18 |
| Department of Environmental Services | Planning Analyst | 24 | Environmentalist III | 23 | 2/21/18 |
| New Hampshire Insurance Department | Insurance Fraud Investigator | 26 | Insurance Company Examiner III | 32 | 2/21/18 |
| New Hampshire State Liquor Commission | Warehouseman | 10 | Retail Store Manager II | 12 | 2/21/18 |

POSITION RECLASSIFICATIONS – FISCAL YEAR 2018

| Department | From (Title & Salary Grade) | | To (Title & Salary Grade) | | G & C |
|--|--|----|--|----|------------------|
| Department of Information Technology | Program Specialist I | 19 | Procurement Technician | 17 | 2/21/18 |
| Department of Information Technology | Buyer | 15 | Procurement Technician Training and Development | 17 | 2/21/18 |
| Department of Health and Human Services | Dental Assistant | 11 | Therapist | 16 | 2/21/18 |
| Department of Corrections | Mail Clerk II | 9 | Executive Secretary | 11 | 2/21/18 |
| New Hampshire Insurance Department | Program Assistant II | 15 | Human Resource Technician | 17 | 1/24/18 |
| Department of Safety | Counter Clerk II | 9 | Human Resource Assistant I | 9 | 1/24/18 |
| Department of Health and Human Services | Executive Secretary | 11 | Legal Assistant | 19 | 1/24/18 |
| Department of Transportation | Accounting Technician | 12 | Program Specialist II | 21 | 1/24/18 |
| Administrative Services | Journeyman Electrician | 14 | Financial Data Specialist II | 30 | 1/10/18 |
| Department of Safety | Accounting Technician | 12 | Human Resources Assistant II | 12 | 1/10/18 |
| Office of Professional Licensure & Certification | Program Specialist III | 21 | Supervisor IV | 25 | 1/10/18 |
| Department of Safety | Program Assistant I | 12 | Program Specialist III | 23 | 12/20/17 |
| New Hampshire Insurance Department | Insurance Company Examiner II | 31 | Senior Management Analyst | 26 | 12/20/17 |
| New Hampshire State Liquor Commission | Warehouseman | 10 | Senior Management Analyst | 26 | 12/20/17 |
| Department of Natural & Cultural Resources | Program Specialist I | 19 | Historian | 24 | 12/20/17 |
| Department of Transportation | Maintenance Mechanic III | 14 | Electronic Technician I | 17 | 12/20/17 |
| Department of Health and Human Services | Supervisor VII | 28 | Administrator III | 29 | 12/20/17 |
| Department of Health and Human Services | Paralegal II | 19 | Program Specialist III | 23 | 12/20/17 |
| Department of Transportation | Toll Attendant I | 9 | Environmentalist II | 19 | 12/20/17 |
| Department of Safety | Auditor II | 12 | Human Resources Technician | 17 | 12/20/17 |
| Department of Education | Education Consultant I | 27 | Program Specialist IV | 26 | 12/6/17 |
| Department of Health and Human Services | Secretary II | 9 | Case Technician Trainee | 12 | 12/6/17 |
| Department of Education | Accountant I | 16 | Program Specialist II | 21 | 12/6/17 |
| Department of Education | Systems Development Specialist IV | 20 | Business Systems Analyst II | 30 | 12/6/17 |
| Department of Environmental Services | Hydrogeologist III | 18 | Environmentalist IV | 27 | 12/6/17 |
| Department of Health and Human Services | Psychologist | 29 | Administrator III | 31 | 12/6/17 |
| Department of Health and Human Services | Program Assistant II | 15 | Health Promotion Advisor | 23 | 12/6/17 |
| Department of Education | Disability Examiner | 21 | Program Specialist I | 19 | 11/22/17 |
| Department of Safety | Information Technology Manager III | 31 | Administrator III | 31 | 11/22/17 |

POSITION RECLASSIFICATIONS – FISCAL YEAR 2018

| Department | From (Title & Salary Grade) | | To (Title & Salary Grade) | | G & C |
|---|--|----|--------------------------------------|----|------------------|
| Department of Environmental Services | Engineering Technician IV | 19 | Environmentalist II | 19 | 11/22/17 |
| Department of Health and Human Services | Administrator II | 29 | Program Specialist IV | 25 | 11/8/17 |
| Department of Corrections | Registered Nurse III | 21 | Internal Affairs Investigator II | 21 | 11/8/17 |
| Department of Information Technology | Registered Nurse Coordinator | 27 | Information Technology Manager II | 30 | 10/25/17 |
| New Hampshire State Liquor Commission | Retail Store Manager I | 14 | Paralegal II | 19 | 10/25/17 |
| Department of Information Technology | Systems Development Specialist VI | 30 | Information Technology Mgr III | 31 | 10/25/17 |
| Banking Department | Attorney IV | 32 | Administrator IV | 34 | 9/13/17 |
| Revenue Administration | Data Processing Supervisor II | 18 | Internal Auditor III | 23 | 9/13/17 |
| Department of Environmental Services | Engineering Technician IV | 19 | Technical Support Specialist III | 25 | 9/13/17 |
| Veterans Home | Program Assistant II | 15 | Supervisor of Volunteer Activities | 19 | 8/23/17 |
| Department of Education | Rehab Technician | 12 | Secretary II | 9 | 8/23/17 |
| Department of Safety | Audit Supervisor II | 20 | Supervisor III | 23 | 8/23/17 |
| Department of Health and Human Services | Juvenile Probation & Parole Off IV | 24 | Program Specialist IV | 25 | 8/23/17 |
| Administrative Services | Program Specialist II | 21 | Financial Data Specialist II | 30 | 8/2/17 |
| Administrative Services | Building Maintenance Supervisor | 15 | Maintenance Technician | 21 | 8/2/17 |
| Department of Corrections | Senior Dentist | 35 | Administrator I | 27 | 8/2/17 |
| Department of Education | Systems Development Specialist III | 23 | Technical Support Specialist V | 29 | 8/2/17 |
| Department of Education | Technical Support Specialist III | 25 | Business Systems Analyst II | 30 | 8/2/17 |
| Department of Transportation | Survey Team Technician V | 22 | Administrator III | 31 | 8/2/17 |
| Department of Transportation | Survey Team Technician I | 10 | License Land Surveyor | 27 | 8/2/17 |
| Department of Corrections | Senior Planner | 27 | Business Systems Analyst I | 28 | 7/19/17 |
| Department of Transportation | Civil Engineer VI | 32 | Administrator III | 31 | 7/19/17 |
| New Hampshire Insurance Department | Secretary II | 9 | Research Assistant | 19 | 7/19/17 |

CENTRAL HUMAN RESOURCE PROCESSING UNIT – EMPLOYEE HR TRANSACTIONS AND RECORD MAINTENANCE SECTION

The Central HR Processing Unit – Employee HR Transactions and Record Maintenance Section at the Division of Personnel continues to process all human resource transactions affecting the pay and status of Classified, Unclassified and Non-Classified employees. These transactions include, but are not limited to, new hires, rehires, promotions, lateral assignment changes, transfers, demotions, increments, leaves of absence, date adjustments, terminations and retirements. We have processed 31,015 transactions during this fiscal year as follows:

| Transactions | Total |
|--------------------------------------|---------------|
| New Hires | 2,208 |
| Rehires | 962 |
| Transfers | 2,951 |
| Promotions | 403 |
| Change in Pay Rates | 5,839 |
| Change Relationship to Organizations | 12,932 |
| Terminations | 5,702 |
| Miscellaneous Transactions | 18 |
| Total | 31,015 |

Report Generated: 06/30/2018

The data indicates that this Section processes an average of 596 transactions every week. This is an increase from last year of 4%. This number does not include the work and updates that are performed by this Section in conjunction with the Classification Section – Position side to correct employee history due to retroactive corrections that are made to the employee’s pay or due to mass updates for pay, union or title changes that effect filled positions.

In Fiscal Year '19, this Section increasingly used the mass upload method which was developed to process multiple employee/position changes into the NH FIRST system by using an excel spreadsheet. This method provides efficiency in processing large numbers of transactions such as location changes, address changes, salary enhancements and other data corrections resulting from audits. This year we completed 37 mass uploads which otherwise would have required agencies and employees in this Section to process thousands of individual transactions.

This Section continues to work closely with Financial Data Management and The Bureau of Accounts to identify processes that can be improved for all human resource transactions. As NH FIRST processes are updated, changed or newly created, the procedures are documented and presented to Agency Human Resource Staff and are posted on our Sunspot page on the Intranet. This Section has also been instrumental in providing assistance in testing and implementing systems upgrades, new codes and procedures within NH FIRST.

Members of this Section have met regularly with Agency Human Resource Representatives as part of a NH FIRST work group to get feedback and assistance with developing training material and communicating updates to state agency Human Resource staff as appropriate using email, Sunspot, meetings and written step by step instructions.

This Section currently has three full-time positions and two part-time positions which included two positions that are cross trained for the Examination Section. One of the part-time positions is dedicated to and funded by the NH State Liquor Commission.

CENTRAL HUMAN RESOURCE PROCESSING UNIT EXAMINATION SECTION

The Central HR Processing Unit – Examination Section at the Division of Personnel continues to administer written examinations to determine internal and external applicants’ competency for appointment consideration to job vacancies within New Hampshire State Government law enforcement community. We also continue to provide technical assistance to state agency Human Resource Departments and hiring managers in the preparation and administration of structured interviews.

A current list of the positions that require examinations or structured interviews can be found on Sunspot at the following link:

<http://sunspot.nh.gov/hr/documents/Examinations/State%20of%20NH%20Examinations.pdf>

Our staff works with agency staff from the Department of Safety, the Department of Natural and Cultural Resources and Fish and Game who administers specific examinations in a large quantity at one time for such titles as State Police Troopers, Conservation Officers, Forest Rangers and Marine Patrol Officers. We also offer field-testing of candidates through the use of New Hampshire Employment Security local offices as alternative examination sites throughout the State.

Testing activity included proctoring written examinations, documenting and communicating the results of written examinations and structured interviews for 646 applicants.

| | |
|---|------------|
| Structured Interview Data Processing and Administration | 300 |
| Law Enforcement Written Exams | 346 |
| Total | 646 |

In closing, NH Division of Personnel –The Examination Section continues to look for process improvements within the NH FIRST system. As we identify process improvements, we document the new process and communicate these updates to state agency Human Resource staff as appropriate.

BUREAU OF EMPLOYEE RELATIONS

Throughout the State, the Bureau of Employee Relations provides professional support and assistance to the Governor and represents the State in the conduct of negotiations with representatives of classified employees. Negotiations consist of all cost items and terms and conditions of employment to include wages, benefits, hours and other conditions of employment.

Additionally, the Bureau effectuates the; Administering of the collective bargaining agreements; Representing the State, in cooperation with the Attorney General, in all grievance actions before the Public Employee Labor Relations Board; Investigating, preparing and representing the State in grievance, mediation and settlement negotiations; and, Providing of technical advice and interpretations to all state agencies for implementation, and administration of collective bargaining agreements to ensure consistent policies, practices, and contract compliance.

COLLECTIVE BARGAINING

The following five unions represent state employees:

- **State Employees Association (SEA)**

The State Employees' Association of New Hampshire Inc.-SEIU Local 1984 was the exclusive bargaining representative of the majority of classified employees in the state system.

Certified bargaining units represented by State Employees' Association currently include the following:

- Adjutant General Department
- Administrative Services Department
- Agriculture Department
- Banking Department
- Business and Economic Affairs Department
- Corrections Department (*except Probation Parole Officers I-III and Corrections Officer - Corporal*)
- Education Department
- Employment Security
- Environmental Services Department
- Fish and Game Department (*except all Conservation Officers*)
- Health and Human Services Department
- Human Rights, Commission for
- Information Technology Department
- Insurance Department
- Labor Department

Liquor Commission (*except Liquor Investigators and Liquor Investigator Sergeant*)
Lottery Commission
Natural and Cultural Resources Department
Postsecondary Education Commission
Professional Licensure & Certification, Office of
Revenue Administration Department
Safety Department (*except for State Police Trooper I – State Police Sgt. II and State Police Command Staff*)
Supervisory Unit
Transportation Department
Treasury Department
Veterans Home

- **New Hampshire Troopers Association (NHTA)**

The sworn non-commissioned employees of the Division of State Police have been represented by the New Hampshire Troopers Association since 1997. This one bargaining unit includes the State Police Troopers and State Police Sergeants (State Police command staff are represented by the SEA).

- **New Hampshire Troopers Association – Command Staff**

In 2014, the State Police Command Staff group represented by the SEA filed certification petitions and voted to be represented by the New Hampshire Troopers Association (NHTA). This one bargaining unit includes State Police Captains, State Police Lieutenants, and State Police Majors.

- **New England Police Benevolent Association (NEPBA)**

Beginning in August, 2012 additional law enforcement groups represented by the SEA filed certification petitions and voted to be represented by a new union, the Teamsters Local 633. Certified bargaining units represented by the NEPBA currently include the following:

NH Fish and Game Conservation Officers, Local 40
NH Fish and Game Supervisory Officers, Local 45
Liquor Investigators, Local 260
Probation Parole Officers I and Probation/Parole Officers II, Local 265
Probation Parole Officers III's (Supervisors or Chiefs), Local 270

- **Teamsters Local 633**

On October 4, 2012, the Teamsters Local 633 were certified by the Public Employee Labor Relations Board (PELRB) and in accordance with RSA 273-A:10 were selected to represent the following units:

NH State Corrections Officers and Corrections Officer Corporals

Employees by Union Representation*
Fiscal Year 2018

| Union | # of Represented Employees |
|--|-----------------------------------|
| New England Police Benevolent Association Local 40 | 26 |
| New England Police Benevolent Association Local 45 | 15 |
| New England Police Benevolent Association Local 260 | 13 |
| New England Police Benevolent Association Local 265 | 59 |
| New England Police Benevolent Association Local 270 | 11 |
| New Hampshire Troopers Association | 303 |
| New Hampshire Troopers Association-Command Staff | 21 |
| The State Employees' Association of NH, SEIU Local 1984 | 8,748 |
| Teamsters Local 633 | 319 |
| Total | 9,515 |
| <p>* Includes classified full-time permanent and full-time temporary employees, as well as part-time, represented employees of the Liquor Commission. * Confidential employees are excluded. * 8 classified employees did not meet any group criteria and are excluded from this report.</p> | |

Positions by Union Representation*
Fiscal Year 2018

| Union | # Positions |
|---|--------------------|
| New England Police Benevolent Association 40 | 34 |
| New England Police Benevolent Association 45 | 16 |
| New England Police Benevolent Association 260 | 17 |
| New England Police Benevolent Association 265 | 61 |
| New England Police Benevolent Association 270 | 11 |
| New Hampshire Troopers Association | 331 |
| New Hampshire Troopers Association-Command Staff | 21 |
| The State Employees' Association of NH, SEIU Local 1984 | 10,007 |
| Teamsters Local 633 | 423 |
| Total | 10,921 |
| <p>*Includes classified full-time permanent, full-time temporary positions for more than six months as well as part-time, represented employees of the Liquor Commission. Part-time liquor retail store employees who work 26 weeks or more in one year and who average 10 hours per week are considered part of the bargaining unit. This report does not contain 19 positions found in error.</p> | |

Reports Generated: 06/30/2018 by Employee Matrix Version V6.3 and Position Matrix V6.2

MASTER NEGOTIATIONS

New Collective Bargaining Agreements between the State and the following unions representing state employees became effective upon execution of their respective agreements through June 30, 2019.

- State Employees Association (SEA)
- New England Police Benevolent Association (NEPBA Locals: 40, 45, 260, 265 and 270)
- NH Troopers Association
- NHTA – Command Staff
- Teamsters Local 633

CHANGES TO 2017-2019 CBA BETWEEN STATE AND ITS UNIONS

By June of 2018, all of the unions had ratified their master agreements. The complete text of the current (2018-2019) Collective Bargaining Agreements with the State Employees Association, the NH Troopers Association, New England Police Benevolent Association and the Teamsters can be found on the Division of Personnel website under Employee Relations, at the following link:

https://das.nh.gov/hr/labor_rel/labor_relations.aspx

NEGOTIATED STATE BENEFITS

The Bureau of Employee Relations negotiates on behalf of the State of New Hampshire benefits for Executive Branch employees. Additionally, it is the responsibility of the Bureau to ensure that all of these benefits are implemented in compliance with the respective Collective Bargaining Agreements.

These benefits include but are not limited to:

- Wages
- Overtime and Compensatory Time
- Health Insurance
- Prescription Drug Plan
- Wellness & Health Promotion
- Dental Insurance
- Life Insurance
- Short Term Disability Income Protection
- Basic Work Week
- Schedules – Flexible or Alternative
- Meal Periods and Breaks
- Holidays
- Annual Leave
- Sick Leave
- Civil Leave
- Safety and Health Protection
- Travel Reimbursement

- **Supplemental Sick Leave**
State Employees Association Bargaining Unit Only:

Supplemental sick leave is additional sick leave donated by state employees to other seriously ill or injured state employees through an application to the Labor Management Committee.

Supplemental sick leave is only granted for emergent serious or life-threatening illnesses, injuries, impairments, or mental or physical conditions that have caused, or are likely to cause the employee to take leave without pay; approvals depend on appropriate medical information being provided.

Effective January 1, 2019, the Supplemental Sick Leave program will only apply after the Short Term Disability Income Protection program and all other leave has been exhausted.

**STATE EMPLOYEES' ASSOCIATION
SUPPLEMENTAL SICK LEAVE PLAN
Fiscal Year 2018**

| Requesting Agency | Requests Submitted | Requests Approved | Days of Leave Approved |
|---|--------------------|-------------------|------------------------|
| Adjutant General's Department | 4 | 4 | 57 |
| Administrative Services Department | 4 | 2 | 45 |
| Corrections Department | 9 | 8 | 183 |
| Education Department | 5 | 4 | 41 |
| Employment Security | 6 | 3 | 52 |
| Environmental Services Department | 6 | 3 | 20 |
| Fish and Game Department | 1 | 1 | 3 |
| Health & Human Services Department | 83 | 65 | 1428 |
| Information Technology Department | 2 | 1 | 22 |
| Labor Department | 3 | 3 | 42 |
| Liquor Commission | 9 | 6 | 115 |
| Lottery Commission | 4 | 4 | 78 |
| Natural & Cultural Resources Depart | 2 | 2 | 18 |
| Safety Department | 15 | 11 | 112 |
| Transportation Department | 24 | 19 | 485 |
| Veterans Home | 16 | 13 | 355 |
| Total | 193 | 149 | 3056 |
| Total Requests = 193 | | | |
| Total Approved = 149 requests or 77% | | | |
| Average days approved per request = 20 days | | | |

- **Short Term Disability – Income Protection**

Short Term Disability Income Protection is additional leave provided by the State through an application to a Third Party Administrator. It is designed to provide financial support to eligible state employees recovering from a non-work related injury or sickness that has left them totally disabled and unable to perform the immediate duties and responsibilities of their job.

Eligible employees are full-time classified employees either in the New England Police Benevolent Association, Teamsters Local 633, New Hampshire Troopers Association – Command Staff Bargaining Units as well as unrepresented employees. Effective January 1, 2019, the State Employee Association will also be part of the program.

| Agency | Number of Application Submitted | Number of Requests Approved | Number of Calendar Days out on STD-IP | Average Number of Calendar Days per Application |
|---|---------------------------------|-----------------------------|---------------------------------------|---|
| Corrections Department | 8 | 8 | 542 | 68 |
| Education Department | 1 | 1 | 55 | 55 |
| Environmental Services Department | 1 | 1 | 42 | 42 |
| Health & Human Services Department | 1 | 1 | 180 | 180 |
| Justice Department | 2 | 2 | 101 | 51 |
| Lottery Commission | 2 | 2 | 59 | 30 |
| New Hampshire Veterans' Home | 2 | 2 | 89 | 45 |
| Safety Department | 3 | 3 | 200 | 67 |
| Transportation Department | 3 | 3 | 292 | 98 |
| Total Number of Applications Submitted | 23 | | | 95 |

- ☀ There were 23 Income Protection applications submitted for fiscal year 2018; 4 less than fiscal year 2017.
- ☀ The average number of calendar days an employee was out of work per application for fiscal year 2018 was 95; on average 8 days more than the prior fiscal year.

Unfair Labor Practice Decisions

On May 26th, 2017 the Public Employee Relations Board ruled that the State did not commit an unfair labor practice on a complaint filed by both the NEPBA and the SEA alleging that the State could not require a Union Committee format in negotiating all cost items and terms and conditions of employment affecting state employees in the classified system generally. This decision was appealed to the NH Supreme Court by the NEPBA and the SEA, and we are currently waiting for an opinion to be issued.

On October 12, 2018 the NH Supreme Court found that the State properly ended a past practice after an appeal by the SEA from the Public Employee Relations Board No. 2017-0514. This decision clarifies the approach on how to end a past practice in New Hampshire.

BUREAU OF EDUCATION AND TRAINING

Mission Statement

The mission of the Division of Personnel, Bureau of Education and Training (BET) is to provide quality education, training, and resource services to enhance the skills, knowledge, and abilities of government employees who provide services to the citizens of New Hampshire. To fulfill this mission, the Bureau is committed to the following guiding principles:

- Providing cost-effective, quality training using skilled and knowledgeable trainers, facilitators, and teachers.
- Providing a variety of training opportunities and techniques to accommodate the individual needs of adult learners.
- Providing training resources and consulting services to state agencies.
- Providing training specified by RSA 21-I: 42.

BET Program Summary

The following programs were delivered by BET in FY 2018:

- Certified Public Manager Program – Level I and Level II
- Department of Health and Human Services –Supervisor Certificate Program II Program
- Human Resource Certificate Program
- Early Career Leadership Program
- Culturally Inclusive Leadership Program
- Lean Process Improvement Initiatives and Certificate Programs – Lean White, Yellow, Green, and Black Belts
- Foundations of State Supervision and Foundations Review
- Professional and skill development resources services and classes

The total number of student enrollments for all BET's programs in FY 2018 was 1036, an increase of 125 enrollments over the 911 in 2017. BET's increased enrollments reflect a broader curriculum with more course offerings designed to respond to training needs statewide.

BET's FY 2018 faculty included 1 full-time professor and 4 part-time professors, and 3 contracted faculty. In addition, BET had 2 part-time positions: a Staff Development & Training Specialist focused on New Hampshire Online Training and a Workforce Development Administrator focused on the Talent Acquisition and Management initiative. In addition, two full-time Division of Personnel employees provided administrative support for BET's courses and initiatives. Subject matter experts Steve Bunker, Administrator of the Personnel Appeals Board and Gene Marchese, DOP Ombudsman, served as guest speakers at some classes.

BET's continued enrollment growth combined with the expiration of the Training Center lease at 130 Pembroke Street in June of 2019 were motivators to begin to explore expanded lease space for training. The size and configuration of BET's current facilities limit program growth and are not equipped to allow BET to be able to deliver computer classes that are much in demand. Our goal is

to find space that would allow BET to create a learning lab for classes designed to develop skills and proficiencies in using NH FIRST among other computer applications.

BET FY 2018 Programming

New Hampshire Certified Public Manager Program

Since FY 1996, the Bureau has offered a Certified Public Manager Program (CPM) for New Hampshire's state, county, municipal and school district employees. The aim of the NHCPMP is to standardize and professionalize public management. The program uses a system of competency-based training to measure and then develop participants' professional competencies in the field of public management.

- The Level I program is available to supervisors and individuals planning to enter supervision. The Level I program takes one year to complete. It requires over 150 hours of core course work. With successful completion of the program, participants earn the designation of Certified Public Supervisor (CPS).
- The Level II program is available to supervisors and managers who have successfully completed Level I. Level II require an additional 120 hours of core course work, as well as participation in a team project ranging from an additional 60 to 100 hours. Those who complete the program are awarded the Certified Public Manager® (CPM) designation which is a registered service mark of the National Certified Public Manager Consortium. The Certified Public Manager® program is nationally accredited.
- In 2017, a partnership with DHHS provided DHHS employees with the opportunity to complete program requirements for the CPS program. This new program, called Supervisory Certificate Program II, enrolled 15 students in its inaugural year and with similar enrollment numbers each consecutive year.
- In Fiscal Year 2018 there were 69 graduates from the Level I program and 37 graduates from Level II. For the DHHS-SCP-CPS program there were 17 graduates. Currently for 2019, enrollments for FY 2018 are 78 for the Level 1 program and 38 for the Level II program, 12 in the DHHS-SCP II program.
- BET sponsored the second annual L.E.A.D. (Leadership, Effectiveness, Accountability, and Development) Symposium in May of 2018 to showcase the CPM student capstone projects. More than 100 people attended to hear the presentations and view the project displays.
- Both the CPS and CPM designations are viewed as professional, rather than academic, credentials; however the course work is recognized by a number of colleges and universities. BET has agreements with the following NH colleges and universities to grant college credit for completion of the Certified Public Supervisor and the Certified Public Manager programs: University of New Hampshire; Granite State College, Plymouth State University, New England College and Springfield College.
- BET began the re-accreditation process in 2018 and hosted the accreditation team chair for a site visit. The re-accreditation team is expected to recommend re-accreditation without reservation. The recommendation requires a vote by the membership of the National Certified Public Manager® (CPM) Consortium at their October 2018 meeting.

Lean Process Improvement Initiatives

- The Bureau delivered both certificate programs and provided an instructor/facilitator for on-site Lean process improvement projects. Agencies and municipalities contacted BET to make arrangements to work with local project teams, typically for 3 full-day sessions.
- BET faculty serve on the NH Lean Executive Committee and participate in the planning and programmatic development of the NH Lean Network events including Annual Summits.
- The Bureau, in conjunction with the Financial Data Management Bureau (FDM) of the Department of Administrative Services, hosts and maintains a website for the NH Lean Network. Lean NH.gov
- Graduates of Lean Green and Black Belts continue their work in process improvement as leaders in their agencies of Lean events and supporting the work of other agencies in implementing Lean principles.

During the FY 2018, interest in Lean Certificates continued to be high with a total of 283 enrollments. The following programs were delivered by BET to state and municipal employees:

- Lean Yellow Belt – 234 students participated in the 3-day hands-on introduction to the philosophy and methodology of Lean process improvement focusing on actual work processes from their agencies. In 2017, BET certified 127 Yellow Belts. The increase from 2017 to 2018 was due to a change in the CPS curriculum which added the complete Yellow Belt training to the program thus certifying an additional 87 students plus members of organizational lean teams at a 3-day Kaizen event held at the National Guard Training Center in Pembroke.
- Lean Green Belt – 41 students participated in the 3-day facilitator development program focused on how to guide a group through the lean process and the techniques necessary to move a group through a range of challenges when initiating organizational change and managing implementation.
- Lean Black Belt – 8 students participated in the Black Belt program, the highest level of Lean Certification offered by BET. These students developed a deeper understanding of all aspects of Lean transformation across an entire government system.
- Additionally, BET led two municipal training sessions in Lean Yellow Belt training and delivered a webinar for members of the NH Municipal Association on Lean for Leaders.
- Lean Networking Meetings – were held monthly to foster the sharing of information and experience by lean practitioners

Foundations of State Supervision

This two-day program offers State supervisors and managers an interactive, step-by-step applied learning experience to improve and maintain employee performance. Participants develop an understanding of the state personnel rules and effective strategies to build a culture of respect in the workplace. In May of 2015, Governor Hassen directed all department supervisors to attend and complete Foundations of State Supervision. To facilitate this directive, BET Professor Frank Nugent launched an outreach initiative to promote and coordinate efficient program delivery to best accommodate department and agency needs. In FY 2018, 108 state employees from 28 agencies participated in the program. BET also developed a focused train the trainer program to support

agency trainers in the delivery of Foundations to agency personnel. Participants in the Foundations Train the Trainer program included DES, DHHS, DOT and DOS.

Human Resources Certificate Program

BET launched a revitalized version of the Human Resources Certificate in February of 2018 with 18 students. The program concludes in December of 2018. A second cohort is planned to begin in the winter of 2019 and already has enrollees. The 15-session program provides a foundation in human resource management at the technical, operational, relationship, and strategic levels for those employees who want to build careers in Human Resources within government and public service. The program explores key federal, state and local laws and connects the three roles of HR professionals (compliance, consulting, and advocacy) with the different aspects of HR responsibilities and the employment cycle.

Early Career Leadership Program

In the spring of 2018, BET offered the second cohort of the Early Career Leadership Program. Enrollments were down from the first year (5), but they were engaged. The program is designed to develop the skills and talents of the next generation of public service managers and leaders. The 6-session program included workshops, discussions and online collaboration and is ideally suited for those beginning their careers. Topics include career road maps; personal development plans; State, County, Municipal and Federal worker panels; State HR presentation, and guided course readings and discussions to help ignite and propel professional growth. The next offering of the program will like be in the fall of 2019.

Culturally Inclusive Leadership Program

The Culturally Inclusive Leadership Program is a 4-session program designed to develop the skills, tools, and understanding of the cultural competencies needed in today's organizations. Topics include climate assessment, effective communication, and exploring our hidden biases. Students will develop a plan for personal and organizational growth through valuing and celebrating difference. As a cohort, the students will develop their understanding of an inclusive culture and model best practices that include allyship, overcoming resistance, legal parameters, leveraging contributions and talent development across cultures. In the fall of 2018 12 students enrolled in the program.

New Hampshire Online Learning

BET's role in developing the statewide online learning management system (LMS) continued in FY 2018. Staffing and site development challenges of the learning management system itself limited course development; however significant progress was made through a collaborative effort between BET, Department of Information Technology and Financial Data Management. Recruitment of an instructional designer will position the LMS to launch and make online learning available to every state employee in FY 2019.

Professional Development Classes

BET reconfigured its delivery of classes and faculty workloads to enable the offering of a wide range of professional development classes in FY 2018. Beyond the more expected “soft skills” offerings, BET has begun to develop more applied classes, something that will expand further in FY 2019. In FY 2018 the following classes were delivered to 487 state, local, and county employees.

| Course Title | Number of Participants in FY 2018 |
|---|-----------------------------------|
| American w/ Disabilities Act | 6 |
| Business Etiquette | 15 |
| Business Writing | 69 |
| Communication Skills | 36 |
| Conflict Resolution | 48 |
| Creating an Individual Development Plan | 12 |
| Creative Problem Solving | 15 |
| Customer Service | 30 |
| Dealing with Toxic Difficult People | 25 |
| De-escalating Anger | 6 |
| Effective Meetings | 18 |
| Evaluating Employee Performance | 6 |
| Handling Strong Emotions at Work | 10 |
| Leading with Strengths | 17 |
| Let's Talk I | 22 |
| Let's Talk II | 8 |
| Managing Across Generations | 8 |
| Managing Difficult Employees | 22 |
| Managing Multiple Generations | 8 |
| Managing in a Union Environment | 8, plus 1 offsite group |
| Meyers Briggs Type Inventory | 17, plus 2 offsite groups |
| Public Speaking | 6 |
| Respect in the Workplace Dialogs | 38 |
| Time Management | 33 |
| Total | 487 |

Prepaid Training Packages for State Agencies

In FY 2018, BET offered State agencies the opportunity to purchase a package of training as a method to respond to training needs and provide a more efficient, cost-effective way to expand access to BET programs and develop a trained workforce. The package includes BET's core professional development courses and programs including a Lean White Belt class, One Agency Lean Yellow Belt team, Foundations of State Supervision, Business Writing, Conflict Resolution, Communication Skills, Customer Service, Dealing with Difficult People, Personnel Rules, and online learning basics. Agencies have an opportunity to invest in their employees' development for \$10 per employee.

The following agencies took advantage of the Pre-Paid Program: Agriculture, Banking Commission, Health and Human Services, NH Lottery Commission, Safety/Homeland Security only, Revenue, NH Veterans Home, Office of Professional Licensure & Certification, and Public Utilities Commission.

Looking forward to FY 2019

As 2019 begins, BET operations launched BET's core programming of CPS, CPM, Lean, and Foundations. BET is in the development phase of three new programs anticipated to launch in the fall and spring of FY 2019: a Project Management Certificate, a Program Evaluation Certificate, and a Balance Scorecard Certificate program. In a collaborative initiative with the NH Municipal Association, BET is developing a nine-session certificate program in Government Accounting beginning in the spring of 2019. The new program is designed for entry to mid-level employees responsible for accounting and finance functions. A second cohort for state employees will be developed in the future with an as yet undetermined start date.

In addition, professional development offerings will expand and include courses such as meeting facilitation, grant-writing, and the MBTI assessment. NH Online Learning is available on a limited basis at this time due to the systematic constraints of the Moodle platform. As a result, in FY 2018 BET completed the development of business requirements for online learning from existing LMS business owners and is working with FDM and DoIT on the proposal for the next phase of LMS resources which will allow the expansion of online learning for the State of New Hampshire, ideally as a module of the NH FIRST Info platform that would launch in the next budget cycle.

BET's efforts in the area of workforce development and talent acquisition and management continued in 2018. In addition to the development and launch of a tool to inventory employees' knowledge (knowledge inventory document posted to Sunspot), a statewide employee viewpoint survey has been developed with a fall 2018 launch. The survey will provide BET and the workforce development initiative with important information related to gaps in training and understanding that will be the focus of future training initiatives.