



State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES

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199
MLC

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December 6, 2019

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-Eighth Annual Report for the Division of Personnel of the Department of Administrative Services for Fiscal Year 2019. 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

A handwritten signature in cursive script that reads "Lorrie A. Rudis".

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



STATE OF NEW HAMPSHIRE
DEPARTMENT OF ADMINISTRATIVE SERVICES
DIVISION OF PERSONNEL

2019 ANNUAL REPORT



**State of New Hampshire
Department of Administrative Services
Division of Personnel**

**2019 Annual Report
Fiscal Year Ended June 30, 2019**

Pursuant to RSA 21-I: 42

Charles M. Arlinghaus, Commissioner
Lorrie A. Rudis, Director of Personnel
Carol Jerry, Deputy Director

Christopher T. Sununu, Governor
Michael J. Cryans, Executive Councilor
Theodore L. Gatas, Executive Councilor
Debora B. Pingnatelli, Executive Councilor
Russell E. Prescott, Executive Councilor
Andru Volinsky, Executive Councilor

State House Annex
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GENERAL SUMMARY

Fiscal Year 2019

Authority

RSA Chapter 21-I: 42-44, RSA Chapter 21-I: 54-57
Federal Merit System Standards

Mission

Establish and promote best practices in human resources through training and operational efficiency making the State of New Hampshire an employer of choice.

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
2	Unclassified employees

Fiscal Year Appropriation

\$2,426,905

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 2019 David Goldstein, Christopher Nicolopoulos, Marilee Nihan, Norman Patenaude, and Charla Stevens.

DIVISION OF PERSONNEL OVERVIEW

The Division of Personnel was created in 1989 to manage a centralized State system of personnel administration. As such, the Division is tasked with establishing and enforcing appropriate methods of recruitment, appointment, compensation, promotion, transfer, removal, layoff, evaluation, and discipline of state employees; preparing and overseeing the State classification system and allocating all classified positions to an appropriate classification title based on job duties and level of responsibility; administering all collective bargaining agreements with classified employees; and providing training programs for state agencies. The Division also conducts investigations of complaints of harassment or misconduct, sets statewide human resources policy, and supports the Personnel Appeals Board.

In Fiscal Year 2019, the Division of Personnel kicked off its *One Workforce* initiative, a multi-year effort to review, streamline and modernize all aspects of the NH State Government's personnel management systems and procedures. Phase I of *One Workforce* includes three strategic projects:

- 1) A comprehensive review of the State's Classification Plan to evaluate current titles and procedures for modifying/reclassifying positions with the goal of simplifying the system so it is more flexible and easier to navigate;
- 2) Revamping procedures for posting positions, receiving and reviewing applications, and hiring in NH FIRST to improve the functionality and move to fully electronic processing; and
- 3) Developing a state-level orientation for new hires (Day One Orientation) to provide a positive, consistent, and comprehensive on-boarding experience and ensure that all-important information is covered.

In performance of these duties, the Division of Personnel serves a valuable function to maintain a fair, equitable, and comprehensive system of personnel administration for the State and supports the success of each agency and each employee.

DIVISION OF PERSONNEL ORGANIZATIONAL STRUCTURE

DIRECTOR

The Director of the Division of Personnel oversees all activities conducted by the Division with the assistance of a Deputy Director, a Manager of Employee Relations, a Training and Education Officer, and a Senior Human Resources Technician. In addition, an investigator, a professional development administrator, and an administrator for the Personnel Appeals Board report directly to the Director.

BUREAU OF HUMAN RESOURCE ADMINISTRATION

The Bureau of Human Resource Administration oversees all aspects of employee and position management and is comprised of three units:

(1) Recruitment and Certification

This Unit develops and implements statewide recruitment initiatives and certification procedures, monitors internal and external job recruitment activities of state agencies, maintains the state recruitment webpage, and manages the online application system for internal and external applicants. This unit also provides career-counseling services to employees and applicants and coordinates the State's participation and compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and the U.S. Army Partnership for Youth Success (PaYS).

(2) Central HR Processing

This Unit establishes and oversees all personnel records management procedures and audits all personnel actions including hiring, promotions, demotions, transfers, increments, leaves of absence, terminations, retirements, and date adjustments, ensuring that all employee data is correct for the administration of payroll and benefits. This section also administers State examination programs, provides training and testing for changes and upgrades of the State's human resource management system (NH FIRST), and processes all retroactive corrections affecting employee pay and/or benefits.

(3) Classification

This Unit develops and administers the State Classification Plan, including assigning all classified positions to an appropriate job classification title, which specifies the applicable salary grade, duties and qualification requirements. This Unit also evaluates all requests for reclassification of positions and reallocation of duties, requirements and/or salary of classification titles; and works with State agencies to conduct organizational analyses to realign staffing with agency business needs. This Unit also oversees all position management operations, including setting procedures and auditing for all position modifications, including establishment and abolishment of all types of positions.

BUREAU OF EMPLOYEE RELATIONS

The Bureau of Employee Relations negotiates and administers all collective bargaining and sub-unit agreements with classified employees. This Bureau represents the State in collective bargaining negotiations and, in coordination with the attorney general, in resolution of all grievance actions related to the collective bargaining agreements. This Bureau also promotes communications between management and employees and seeks to resolve employee and agency concerns prior to formal proceedings.

BUREAU OF EDUCATION AND TRAINING

The Bureau of Education and Training provides quality education and training services to enhance the skills, knowledge, and abilities of State and municipal government employees who provide services to the citizens of New Hampshire. Key among these are the Certified Public Manager and Certified Public Supervisor programs. The Bureau coordinates full- and part-time instructors and contract instructors to provide a comprehensive curriculum, including an expanding number of on-line training courses.

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 2019, six employees received monetary recognition.

Monetary Award Recipients

Edward Sargent, Adjutant General Department - \$1,000 Award

The Adjutant General's Department sought recognition for Edward Sargent for his savings in successfully planning and coordinating with the National Guard Bureau to secure unprecedented quantities of construction and repair projects for New Hampshire. The NH Army National Guard was selected for FY 2023 Future Years Defense Program for a \$17 Million Readiness Center in Littleton, NH. This program would not have been possible at the National Guard Bureau without Mr. Sargent's exceptional programming and sophisticated analysis of regulatory documentation, life cycle costing and economic analysis of military requirements. Mr. Sargent ensured the Engineer Automation Markup and other Army Data bases were properly maintained to ensure accurate requirements were calculated. Over the course of a decade, Mr. Sargent has been responsible for bringing in over \$100 Million in Military Construction to the State of New Hampshire. Federal programmatic guidance and scoring criteria has a goal that each state obtain one military construction funding every five years. However, Mr. Sargent provided such exceptional program documentation, justification, and analysis that throughout the past decade, he has successfully obtained five major military construction dollars in a 10-year period as well as several minor military construction projects for the NH Army National Guard and the Adjutant General's Department. This far exceeds the expected pace as well as the pace of our peer states. Mr. Sargent's intelligence in all aspects of planning, engineering, and construction matters is exquisite and this excellence is seen most clearly in his results. Without his expertise and diligence, our service members would continue to remain in inadequate, outdated facilities that do not support their mission and impair their ability to respond. On Wednesday, November 14 the State Committee, with the Governor and Council's assistance presented, a certificate of recognition and a check for \$1,000 to Edward Sargent for providing service beyond his work performance to the State of New Hampshire.

**Paul Connolly, Jarod Guay, Jedediah Jackson, Joshua Mann and Tim Martineau,
Department of Safety - \$300 Award each**

The Department of Safety sought monetary recognition to Paul Connolly, Jarod Guay, Jedediah Jackson, Joshua Mann and Tim Martineau for successfully collaborating to improve the Department of Safety's radio system. The Division of Emergency Services and Communications (DESC) responsibility is to maintain the integrity of the State Police radio network. DESC utilizes network monitoring software. Over time, it became apparent that the existing monitoring system, which cost \$78,843 per year to operate, was inadequate and not supportable going forward. In February 2018, technical staff from both the DESC Radio Maintenance section and the DESC Technical Support Section collaborated to find a solution. They tested several possible replacements, shared network infrastructure, and persisted in their efforts until an acceptable solution was identified and implemented. This new solution not only provides better monitoring, and is simpler and user friendly, its cost is only \$245 a year, which has resulted in a 99% decrease in annual cost. These two technically minded groups found an effective solution that not only provides higher quality radio system monitoring, but also saved the State approximately \$678,000 in up-front costs and \$78,000 per year in annual maintenance. In addition, this effort inspired better collaboration between the two teams. On Wednesday, January 23, 2019, the State Suggestion and Incentive Awards Committee, with the Governor and Council's assistance, presented each of these individuals with a certificate and check for \$300 for their extraordinary service in the interest of the state.

EXECUTIVE BRANCH AT A GLANCE

EMPLOYEES BY CATEGORY
Fiscal Year 2019

Category*	Full-Time	Full-Time Temporary	Full-Time Seasonal	Part-Time Regular	Part-Time Seasonal	Per Diem Part-Time
Classified	9,020	161	0	2,266	302	16
Non-Classified	33	1	0	155	0	603
Unclassified	323	0	0	10	0	1
Total	9,376	162	0	2,431	302	620

* Includes employees on extended leave as well as active status; excludes employees expected to work less than 6 months.
 * 6 classified, 7 unclassified, and 0 non-classified employees did not meet any group criteria and are excluded from this report.

Report Generated 6/30/2019 by Employee Matrix Version V6.4

POSITIONS BY CATEGORY
Fiscal Year 2019

Category*	Full-Time	Full-Time Temporary	Full-Time Seasonal	Part-Time Regular	Part-Time Seasonal	Per Diem Part-Time
Classified	10,164	287	1,134	4,438	1,247	38
Non-Classified	38	N/A	N/A	148	N/A	987
Unclassified	361	N/A	N/A	9	N/A	3
Total	10,563	287	1,134	4,595	1,247	1,028

* Includes both filled and vacant positions expected to last longer than 6 months.
 * Report does not contain 16 positions found in error.

Report Generated: 9/20/2019 for data as of 6/30/2019 by Position Matrix Version V6.2

DEMOGRAPHICS

New Hampshire State Employees

Fiscal Year 2019

<p style="text-align: center;">State Government Employees Executive Branch</p> <p>Class Type Number of Positions**</p> <table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">Classified</td> <td style="text-align: right;">10,451</td> </tr> <tr> <td style="padding-left: 20px;">Unclassified</td> <td style="text-align: right;">361</td> </tr> <tr> <td style="padding-left: 40px;">TOTAL POSITIONS:</td> <td style="text-align: right;">10,812</td> </tr> </table> <p>** Includes only full-time permanent and temporary positions lasting more than 6 months</p>	Classified	10,451	Unclassified	361	TOTAL POSITIONS:	10,812	<p style="text-align: center;">The Classified Full-Time State Workforce* is made up of...</p> <p style="text-align: center;">52% Female 48% Male</p> <p style="text-align: center;">4% Minority 96% White (not of Hispanic background)</p>																		
Classified	10,451																								
Unclassified	361																								
TOTAL POSITIONS:	10,812																								
<p style="text-align: center;">The Average Full-Time Classified Employee* ...</p> <p style="padding-left: 20px;">Is 47 years old Has 11 years of service Earns \$57,238</p> <p style="text-align: center;">Classified State Employees that are ...</p> <table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">Full-Time*</td> <td style="text-align: right;">9,181</td> </tr> <tr> <td style="padding-left: 20px;">Part-Time</td> <td style="text-align: right;">2,584</td> </tr> </table>	Full-Time*	9,181	Part-Time	2,584	<p style="text-align: center;">Classified Full-Time Employees* work in...</p> <table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">Belknap County.....</td> <td style="text-align: right;">6%</td> </tr> <tr> <td style="padding-left: 20px;">Carroll County.....</td> <td style="text-align: right;">2%</td> </tr> <tr> <td style="padding-left: 20px;">Cheshire County.....</td> <td style="text-align: right;">2%</td> </tr> <tr> <td style="padding-left: 20px;">Coos County.....</td> <td style="text-align: right;">4%</td> </tr> <tr> <td style="padding-left: 20px;">Grafton County.....</td> <td style="text-align: right;">4%</td> </tr> <tr> <td style="padding-left: 20px;">Hillsborough County.....</td> <td style="text-align: right;">7%</td> </tr> <tr> <td style="padding-left: 20px;">Merrimack County.....</td> <td style="text-align: right;">67%</td> </tr> <tr> <td style="padding-left: 20px;">Rockingham County.....</td> <td style="text-align: right;">5%</td> </tr> <tr> <td style="padding-left: 20px;">Strafford County.....</td> <td style="text-align: right;">2%</td> </tr> <tr> <td style="padding-left: 20px;">Sullivan County.....</td> <td style="text-align: right;">1%</td> </tr> </table>	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*	9,181																								
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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 6 months.

WORKFORCE CHARACTERISTICS

DETAILED BREAKDOWN OF STATE OF NEW HAMPSHIRE EMPLOYEES

Executive Branch

All Employees

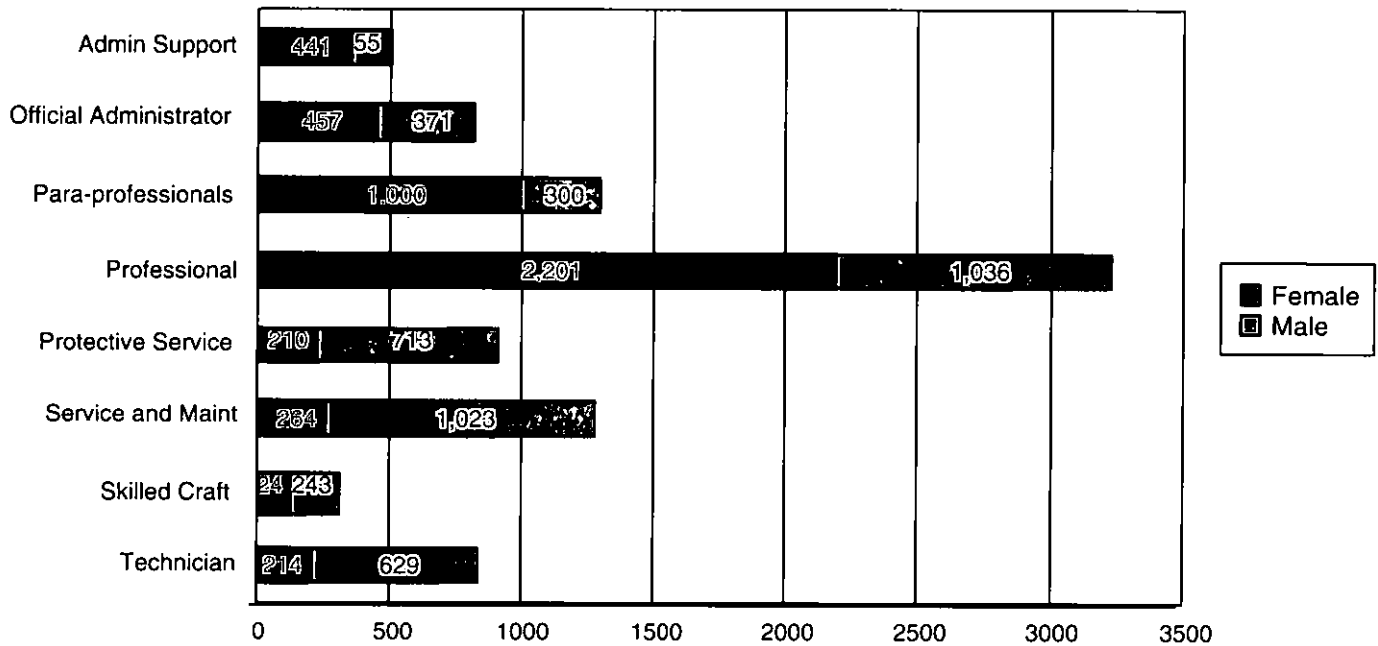
Report Run Date*: 07/02/2019

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	Active	8,819	159	6	0	491	12	40	0	0	2,252	302	16	6
	Leave	201	2	0	0		0		0		2	0	0	
Unclassified	Active	323	N/A	N/A	N/A	N/A	0	N/A	N/A	N/A	10	N/A	1	7
	Leave	0					0				0		0	
Non-classified	Active	33	1	0	N/A	N/A	0	N/A	N/A	N/A	155	N/A	603	0
	Leave	0					0				0		0	

See "Employee Categories Matrix" V 6 . 4 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 2019



EEO Category*	Total	Percentage
Admin Support	496	6%
Official Administrator	828	9%
Para-professionals	1,300	14%
Professional	3,237	35%
Protective Service	923	10%
Service and Maintenance	1,287	14%
Skilled Craft	267	3%
Technician	843	9%
Total	9,181	

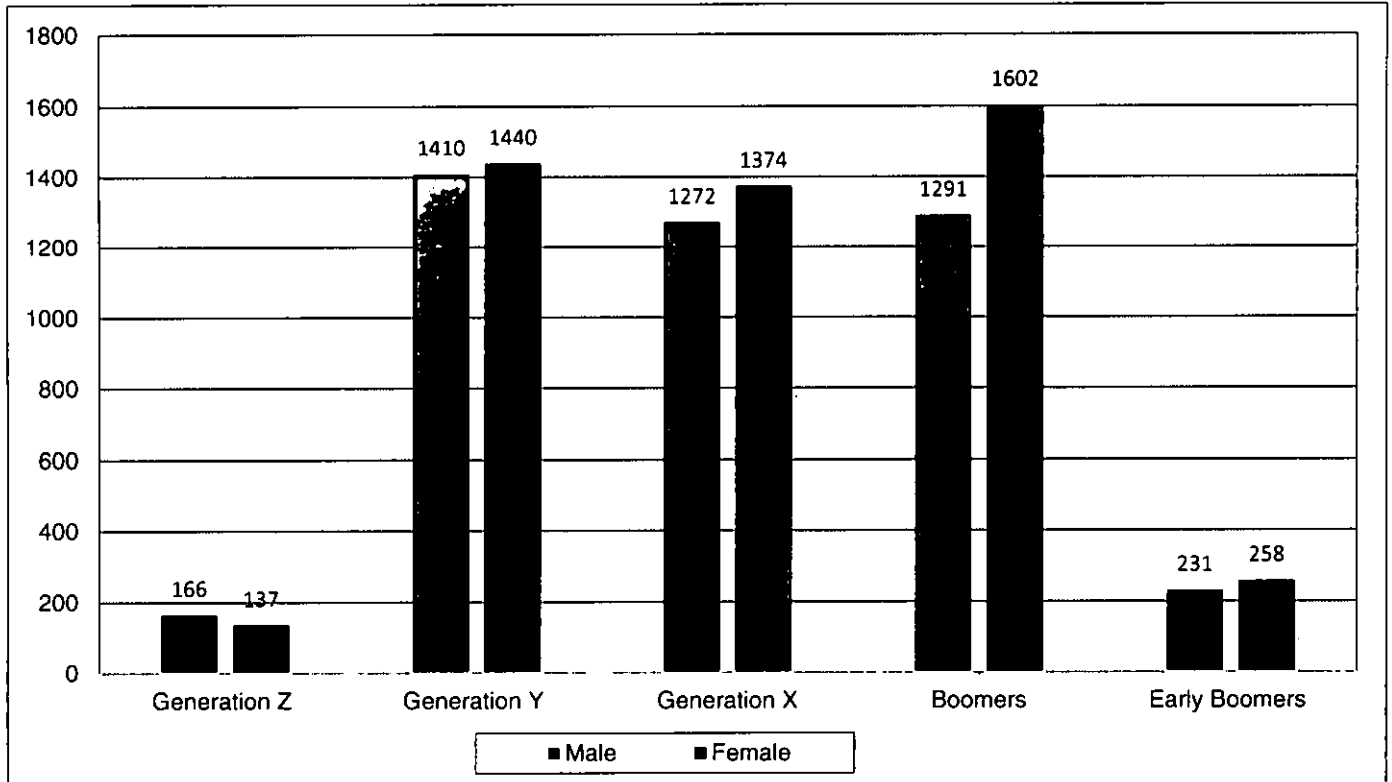
* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as well as employees on extended leave.

* Percentage of minority employees included in this report is 4%

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

Report Generated: 6/30/2019 by Employee Matrix Version V6.4

EMPLOYEES BY GENERATION
Fiscal Year 2019
Total Number of Employees* = 9,181



* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as well as employees on extended leave.

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

Report Generated: 6/30/2019 by Employee Matrix Version V6.4

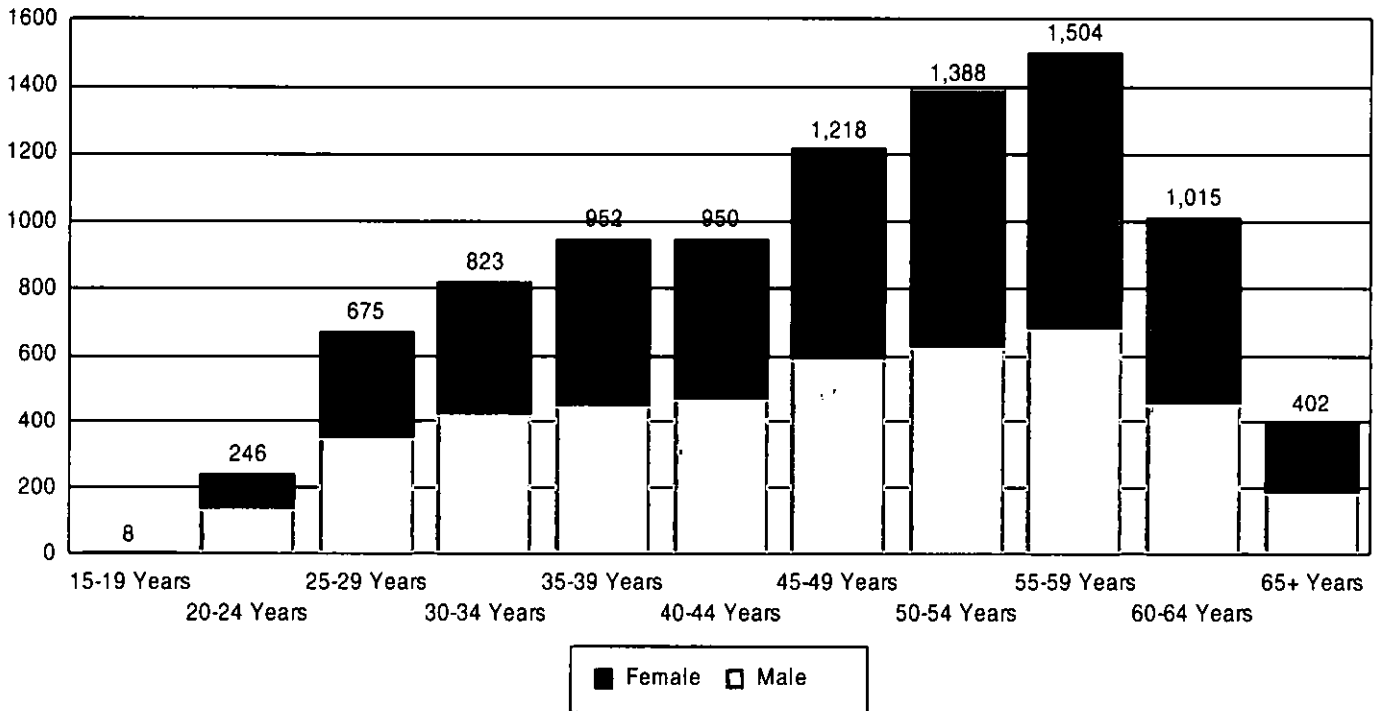
*Generation Z = Born 1995-2012
 *Generation Y = Born 1977-1994
 *Generation X = Born 1966-1976
 *Boomers = Born 1955-1965
 *Early Boomers = Born < 1955

EMPLOYEES BY AGE

Fiscal Year 2019

Total Number of Employees* = 9,181

Average Employee Age = 46.9



* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as well as employees on extended leave.
 * 6 classified employees did not meet any group criteria and are excluded from this report.

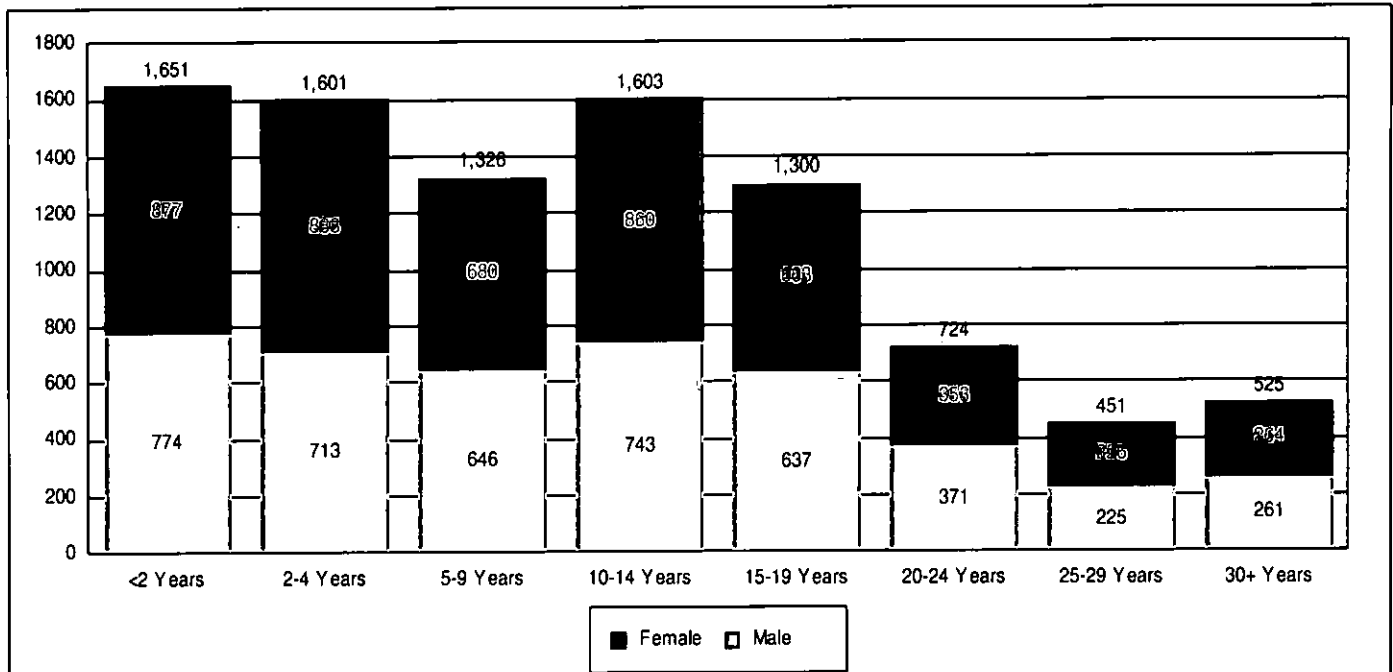
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EMPLOYEES BY YEARS OF SERVICE

Fiscal Year 2019

Total Number of Employees* = 9,181

Average Years of Service = 11.01



* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as well as employees on extended leave.

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

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EMPLOYEES BY AGE AND LABOR GRADE

Fiscal Year 2019

Age	Labor Grade*				Total
	≤20	21-26	27+	Unclassified	
<40	1,684	788	232	60	2,764
40-59	2,407	1,622	1,031	193	5,253
60+	718	400	299	70	1,487
Total	4,809	2,810	1,562	323	9,504

* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months, and full-time unclassified employees, as well as employees on extended leave.

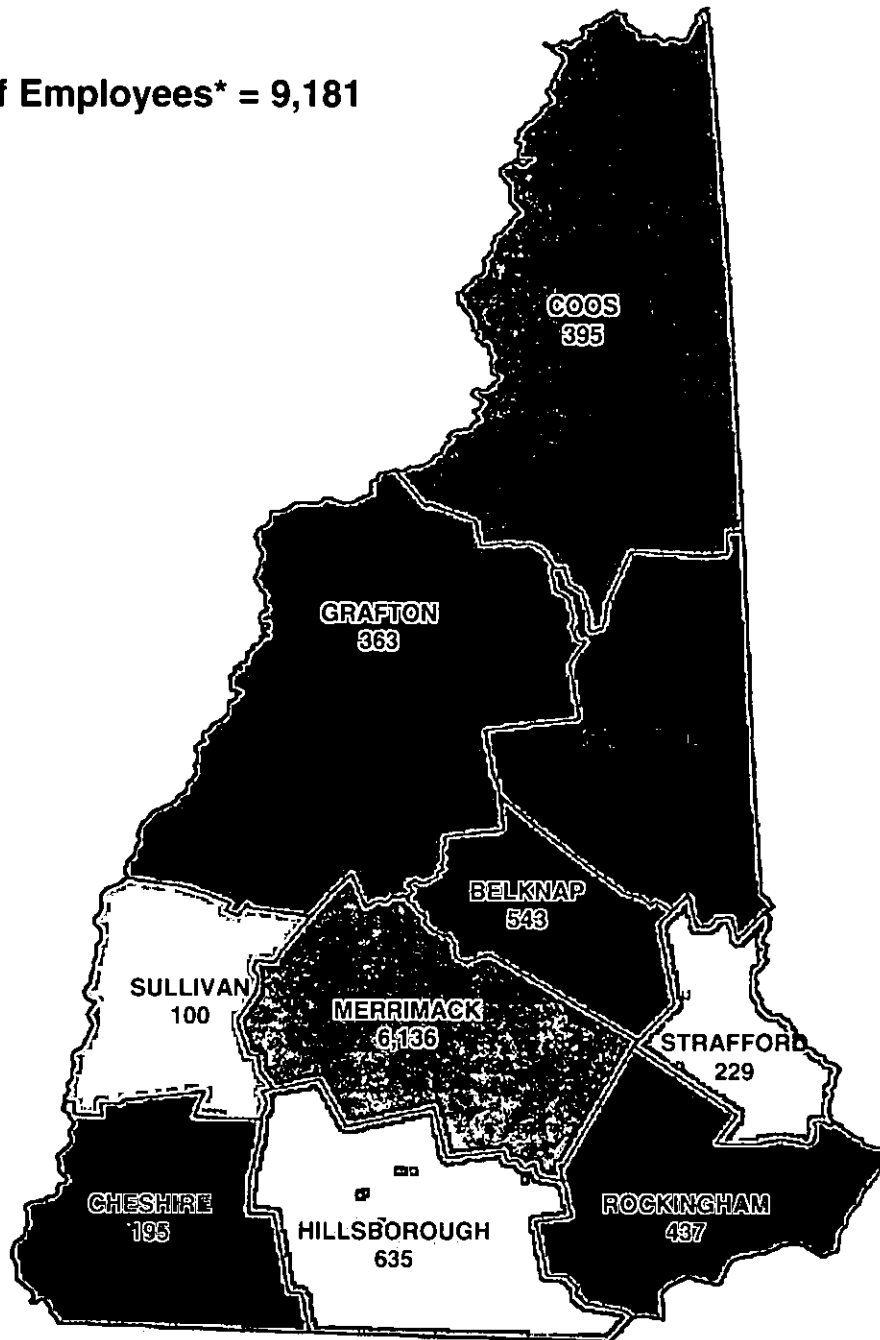
* 6 classified and 7 unclassified employees did not meet any group criteria and are excluded from this report

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EMPLOYEES BY COUNTY

Fiscal Year 2019

Total Number of Employees* = 9,181



*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as well as employees on extended leave.

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

Report Generated 6/30/2019 by Employee Matrix Version V6.4

FULL-TIME EMPLOYEES BY AGENCY
Five Year History

AGENCY^a	2015	2016	2017	2018	2019
ADJUTANT GENERAL'S DEPT	110	110	121	115	123
ADMINISTRATIVE SERVICES DEPT	265	267	262	281	281
AGRICULTURE, MARKETS & FOOD DEPT	27	28	29	29	29
BANKING DEPT	40	38	40	39	38
BUS & ECON AFFAIRS DEPT	0	0	0	53	58
CORRECTIONS DEPT	781	758	752	766	781
CULTURAL RESOURCES DEPT	41	39	38	0	0
DEVELOPMENT DISABILITIES CNCL	2	2	2	1	3
EDUCATION DEPT	232	242	241	224	224
EMPLOYMENT SECURITY DEPT	265	246	231	225	216
ENVIRONMENTAL SERVICES DEPT	386	385	396	412	413
EXECUTIVE DEPT	11	13	12	15	15
FISH AND GAME DEPT	167	171	171	171	173
HHS: ADMIN ATTACHED BOARDS	32	0	0	0	0
HHS: BEHAVIORAL HEALTH DIV	20	40	37	33	31
HHS: COMM-BASED CARE SVCS DIV	19	19	21	23	18
HHS: COMMISSIONER'S OFFICE	318	331	327	339	336
HHS: DEVELOPMENTAL SVCS DIV	47	47	47	47	48
HHS: ELDERLY & ADULT SVCS DIV	83	79	76	79	77
HHS: GLENCLIFF HOME	161	157	152	152	145
HHS: HUMAN SERVICES DIV	678	679	702	717	723
HHS: JUVENILE JUSTICE SERV	1	1	1	0	0
HHS: MEDICAID & BUS POLICY OFC	41	34	37	43	45
HHS: NH HOSPITAL	530	515	510	506	520
HHS: PUBLIC HEALTH DIV	217	217	227	231	243
HHS: TRANSITIONAL ASSIST DIV	419	405	412	402	394
HIGHWAY SAFETY AGCY OF	5	0	0	0	0
HUMAN RIGHTS COMMISSION	7	6	6	7	7
INFORMATION TECHNOLOGY DEPT	295	290	315	316	311
INSURANCE DEPT	57	61	58	62	54
JOINT BOARD OF LICENSUR - CERT	15	0	0	0	0
JUDICIAL COUNCIL	2	2	1	2	2
JUSTICE DEPT	47	53	59	58	58
LABOR DEPT	79	75	69	74	69
LIQUOR COMMISSION	301	302	315	324	320
LOTTERY COMMISSION	40	56	55	56	58
NATURAL & CULT RESOURCES DEPT	198	214	212	203	197
PEASE DEVELOPMENT AUTHORITY	5	5	5	5	5
POLICE STDS & TRAINING COUNCIL	18	16	19	20	19
PROF LICENSURE & CERT OFFICE	0	58	59	60	62
PUBLIC EMPLOYEE LABOR REL BRD	4	4	4	4	4

**FULL-TIME EMPLOYEES BY AGENCY (Continued)
Five Year History**

AGENCY*	2015	2016	2017	2018	2019
PUBLIC UTILITIES COMMISSION	64	67	65	65	66
RACING CHARITABLE GAMING COMM	15	0	0	0	0
REAL ESTATE COMMISSION	5	0	0	0	0
REVENUE ADMINISTRATION DEPT	101	108	106	114	111
SAFETY DEPT	1,002	1,009	1,001	1,027	1,048
STATE DEPT	57	55	53	56	54
TAX AND LAND APPEALS BOARD	4	4	4	3	4
TRANSPORTATION DEPT	1,499	1,531	1,494	1,506	1,476
TREASURY DEPT	14	16	16	13	16
VETERANS HOME	322	328	321	315	297
VETERANS SERVICES OFFICE	6	5	7	7	9
Total	9,055	9,088	9,088	9,199	9,181

*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months including employees on extended leave, as of June 30th each year.

*This report reflects data in NH FIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30th.

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

Report Generated 6/30/2019 by Employee Matrix Version V6.4

EMPLOYEES BY TYPE AND AGENCY
Fiscal Year 2019

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	123	2	0	5	0	0
ADMINISTRATIVE SERVICES DEPT	281	11	0	135	0	5
AGRICULT, MARKETS & FOOD DEPT	29	4	0	9	0	1
BANKING DEPT	38	3	0	0	0	0
BOXING & WRESTLING COMMISSION	0	0	0	6	0	2
BUS & ECON AFFAIRS DEPT	58	2	0	31	12	0
CORRECTIONS DEPT	781	11	0	50	0	8
DEVELOPMENT DISABILITIES CNCL	3	0	0	5	0	0
EDUCATION DEPT	224	5	0	6	1	0
EMPLOYMENT SECURITY DEPT	216	7	0	40	0	2
ENVIRONMENTAL SERVICES DEPT	413	6	0	65	0	2
EXECUTIVE COUNCIL	0	1	0	5	0	0
EXECUTIVE DEPT	15	34	0	2	1	0
FISH AND GAME DEPT	173	1	0	24	30	0
HHS: BEHAVIORAL HEALTH DIV	31	3	0	0	0	0
HHS: COMM-BASED CARE SVCS DIV	18	1	0	0	0	0
HHS: COMMISSIONER'S OFFICE	336	39	0	35	0	2
HHS: DEVELOPMENTAL SVCS DIV	48	2	0	6	0	0
HHS: ELDERLY & ADULT SVCS DIV	77	2	0	1	0	0
HHS: GLENCLIFF HOME	145	1	0	17	0	0
HHS: HUMAN SERVICES DIV	723	5	0	20	0	4
HHS: MEDICAID & BUS POLICY OFC	45	7	0	4	0	0
HHS: NH HOSPITAL	520	11	0	134	0	4
HHS: PUBLIC HEALTH DIV	243	3	0	16	0	0
HHS: TRANSITIONAL ASSIST DIV	394	5	0	12	0	1
HUMAN RIGHTS COMMISSION	7	0	0	2	0	0
INFORMATION TECHNOLOGY DEPT	311	11	0	12	0	0
INSURANCE DEPT	54	13	0	0	0	0
JUDICIAL COUNCIL	2	1	0	3	0	0
JUSTICE DEPT	58	71	0	12	0	0
LABOR DEPT	69	2	0	6	0	30
LIQUOR COMMISSION	320	5	0	1,000	0	0
LOTTERY COMMISSION	58	1	0	11	0	1
NATURAL & CULT RESOURCES DEPT	197	7	0	151	249	0
PEASE DEVELOPMENT AUTHORITY	5	0	0	4	0	0
POLICE STDS & TRAINING COUNCIL	19	1	0	5	0	0
PROF LICENSURE & CERT OFFICE	62	1	0	46	0	173
PUBLIC EMPLOYEE LABOR REL BRD	4	0	0	8	0	2
PUBLIC UTILITIES COMMISSION	66	8	0	3	0	0
REVENUE ADMINISTRATION DEPT	111	29	0	9	0	1
SAFETY DEPT	1,048	11	0	189	9	376
STATE DEPT	54	12	0	75	0	1

EMPLOYEES BY TYPE AND AGENCY (Continued)
Fiscal Year 2019

AGENCY*	Full-Time Classified	Full-Time Unclassified and Non- Classified	Full-Time Seasonal	Part- Time Regular	Part-Time Seasonal	Part- Time Per Diem
TAX AND LAND, APPEALS BOARD	4	3	0	2	0	0
TRANSPORTATION DEPT	1,476	8	0	209	0	0
TREASURY DEPT	16	5	0	0	0	0
VETERANS HOME	297	1	0	56	0	5
VETERANS SERVICES OFFICE	9	1	0	0	0	0
TOTAL	9,181	357	0	2,431	302	620

* Excludes employees working less than 6 months.

* 6 classified employees, 7 unclassified employees, and 0 non-classified employees did not meet any group criteria and are excluded from this report.

Report Generated: 6/30/2019 by Employee Matrix Version V6.4

EMPLOYEE STATISTICS BY AGENCY WITH 10 OR MORE EMPLOYEES Fiscal Year 2019

AGENCY ^a	Full-Time Employees	Avg. Age	Avg. Salary	Avg. Yrs Service	% Female	% Union Rep
ADJUTANT GENERAL'S DEPT	125	47.3	\$48,273	8.7	18%	94%
ADMINISTRATIVE SERVICES	292	50.7	\$60,240	11.2	41%	81%
AGRICULT, MARKETS & FOOD	33	48.1	\$56,082	11.6	58%	94%
BANKING DEPT	41	45.5	\$70,350	9.7	63%	95%
BUS & ECON AFFAIRS DEPT	60	48.4	\$55,651	8.5	60%	98%
CORRECTIONS DEPT	792	44.3	\$58,103	10.5	34%	97%
EDUCATION DEPT	229	49.4	\$58,337	10.4	80%	97%
EMPLOYMENT SECURITY DEPT	223	53.3	\$53,101	13.2	70%	96%
ENVIRONMENTAL SERVICES	419	49.0	\$67,580	13.3	44%	98%
EXECUTIVE DEPT	49	44.5	\$56,656	3.7	55%	53%
FISH AND GAME DEPT	174	45.2	\$56,917	14.3	33%	97%
HHS: BEHAVIORAL HEALTH DIV	34	48.6	\$68,703	10.2	85%	100%
HHS: COMM-BASED CARE SVCS	19	54.6	\$69,295	15.5	58%	100%
HHS: COMMISSIONER'S OFFICE	375	51.4	\$65,410	13.1	77%	92%
HHS: DEVELOPMENTAL SVCS	50	52.1	\$59,294	12.3	84%	100%
HHS: ELDERLY & ADULT SVCS	79	51.0	\$62,241	11.7	84%	100%
HHS: GLENCLIFF HOME	146	46.7	\$46,484	9.6	73%	99%
HHS: HUMAN SERVICES DIV	728	44.1	\$55,952	11.0	75%	99%
HHS: MEDICAID & BUS POLICY	52	51.3	\$79,707	14.4	79%	100%
HHS: NH HOSPITAL	531	45.4	\$55,399	9.8	64%	98%
HHS: PUBLIC HEALTH DIV	246	47.4	\$62,894	9.9	77%	100%
HHS: TRANSITIONAL ASSIST DIV	399	43.2	\$46,314	8.0	90%	100%
INFORMATION TECHNOLOGY	322	52.0	\$77,001	12.4	37%	98%
INSURANCE DEPT	67	53.9	\$81,853	11.8	64%	97%
JUSTICE DEPT	129	47.0	\$71,037	8.5	61%	55%
LABOR DEPT	71	51.6	\$52,711	11.9	76%	94%
LIQUOR COMMISSION	325	44.9	\$47,669	7.8	54%	96%
LOTTERY COMMISSION	59	45.7	\$52,973	10.0	61%	93%
NATURAL & CULT RESOURCES	204	48.3	\$54,182	12.3	43%	98%
POLICE STDS & TRAINING	20	52.9	\$64,077	13.3	30%	5%
PROF LICENSURE & CERT	63	53.4	\$55,163	9.0	76%	94%
PUBLIC UTILITIES COMMISSION	74	54.7	\$76,073	10.7	53%	11%
REVENUE ADMINISTRATION	140	47.1	\$59,253	11.5	70%	97%
SAFETY DEPT	1,059	43.9	\$59,453	10.6	45%	98%
STATE DEPT	66	53.0	\$58,059	14.1	52%	18%
TRANSPORTATION DEPT	1,484	47.5	\$50,160	12.4	18%	99%
TREASURY DEPT	21	53.1	\$66,954	13.4	67%	86%
VETERANS HOME	298	46.9	\$48,435	7.8	81%	98%
VETERANS SERVICES OFFICE	10	45.4	\$45,464	2.6	50%	10%
OVERALL AVERAGE	9,538	47.1	\$57,238	11.0	52%	95%

*Includes classified, unclassified, and non-classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months including employees on extended leave. Salary includes base pay only. Overtime and longevity pay are excluded.

* 6 classified employees, 7 unclassified employees, and 0 non-classified employees did not meet any group criteria and are excluded from this report

Report Generated: 6/30/2019 by Employee Matrix Version V6.4

ANNUAL AND SICK LEAVE USAGE BY AGENCY
Fiscal Year 2019

AGENCY* (Agencies with 10 or more Employees)	Total Annual (Hours)	# Employees Using Annual Leave	Average Annual Leave Used Per Employee (Hours)	Total Sick Leave** (Hours)	# Employees Using Sick Leave**	Average Sick Leave Used Per Employee (Hours)
ADJUTANT GENERA'S DEPT	15,731	137	115	10,335	137	75
ADMINISTRATIVE SERVICES	32,415	289	112	21,691	289	75
AGRICULT, MARKETS & FOOD	3,701	30	123	2,131	30	71
BANKING DEPT	4,469	41	109	5,649	41	138
BUS & ECON AFFAIRS DEPT.	5,902	59	100	3,452	59	59
CORRECTIONS DEPT	98,140	827	119	78,449	827	95
EDUCATION DEPT	27,089	245	111	20,950	245	86
EMPLOYMENT SECURITY DEPT	26,881	229	117	22,284	229	97
ENVIRONMENTAL SERVICES	51,651	434	119	34,728	434	80
EXECUTIVE DEPT.	2,400	52	46	1,687	51	33
FISH AND GAME DEPT	22,483	178	126	11,222	178	63
HHS: BEHAVIORAL HEALTH DIV	3,266	31	105	2,336	31	75
HHS: COMM-BASED CARE SVCS	2,538	19	134	1,856	19	98
HHS: COMMISSIONER'S OFFICE	38,694	347	112	31,077	347	90
HHS: DEVELOPMENTAL SVCS DIV	6,458	56	115	3,983	56	71
HHS: ELDERLY & ADULT SVCS	9,975	83	120	7,873	84	94
HHS: GLENCLIFF HOME	19,522	167	117	17,111	167	102
HHS: HUMAN SERVICES DIV	84,452	760	111	67,153	764	88
HHS: MEDICAID & BUS POLICY	5,680	45	126	3,659	45	81
HHS: NH HOSPITAL	64,264	576	112	50,861	576	88
HHS: PUBLIC HEALTH DIV	27,259	254	107	20,530	255	81
HHS: TRANSITIONAL ASSIST DIV	42,976	432	99	37,895	433	88
INFORMATION TECHNOLOGY	37,446	333	112	27,322	333	82
INSURANCE DEPT	7,345	65	113	5,837	65	90
JUSTICE DEPT	7,117	84	85	4,993	84	59
LABOR DEPT	8,361	74	113	7,205	74	97
LIQUOR COMMISSION	34,742	346	100	26,147	347	75
LOTTERY COMMISSION	5,737	62	93	4,039	62	65
NATURAL & CULT RESOURCES	22,822	214	107	13,411	214	63
POLICE STDS & TRAINING	2,373	18	132	1,076	18	60
PROF LICENSURE & CERT	6,547	69	95	5,859	69	85
PUBLIC UTILITIES COMMISSION	7,026	69	102	4,508	69	65
REVENUE ADMINISTRATION	13,057	120	109	10,710	123	87
SAFETY DEPT	132,217	1,102	120	89,925	1,102	82
STATE DEPT	8,161	69	118	6,042	69	88
TRANSPORTATION DEPT	188,679	1,584	119	139,496	1,584	88
TREASURY DEPT	2,167	16	135	1,664	16	104
VETERANS HOME	36,854	354	104	30,877	354	87
VETERANS SERVICES OFFICE	805	10	80	702	10	70

* Includes leave used by all types of eligible employees employed at any point during the Fiscal Year.
** Excludes sick dependent and bereavement leave

Report Generated: 10/10/2019 for data as of 6/30/2019 by Employee Matrix Version V6.4

COMPENSATION

AVERAGE SALARY BY AGENCY
Five Year History

AGENCY	2015	2016	2017	2018	2019
ADJUTANT GENERAL'S DEPT.	\$ 45,000	\$ 46,472	\$ 46,246	\$ 46,265	\$ 46,136
ADMINISTRATIVE SERVICES DEPT	\$ 50,805	\$ 53,103	\$ 55,211	\$ 56,199	\$ 57,765
AGRICULT, MARKETS & FOOD DEPT	\$ 47,262	\$ 48,022	\$ 48,971	\$ 48,803	\$ 50,211
BANKING DEPT	\$ 58,551	\$ 61,924	\$ 60,521	\$ 64,184	\$ 67,298
BUS & ECON AFFAIRS DEPT				\$ 51,858	\$ 53,580
CORRECTIONS DEPT	\$ 51,646	\$ 53,389	\$ 54,516	\$ 56,989	\$ 55,902
CULTURAL RESOURCES DEPT	\$ 50,133	\$ 49,445	\$ 49,451		
DEVELOPMENT DISABILITIES CNCL	\$ 69,401	\$ 67,187	\$ 70,132	\$ 78,000	\$ 54,984
EDUCATION DEPT	\$ 51,644	\$ 52,996	\$ 53,708	\$ 55,456	\$ 57,328
EMPLOYMENT SECURITY DEPT	\$ 46,438	\$ 48,008	\$ 49,656	\$ 50,399	\$ 51,438
ENVIRONMENTAL SERVICES DEPT	\$ 61,617	\$ 62,687	\$ 64,145	\$ 64,665	\$ 66,669
EXECUTIVE DEPT	\$ 52,069	\$ 52,263	\$ 51,288	\$ 50,474	\$ 53,255
FISH AND GAME DEPT	\$ 51,884	\$ 53,216	\$ 54,387	\$ 55,184	\$ 56,565
HHS: ADMIN ATTACHED BOARDS	\$ 49,971				
HHS: BEHAVIORAL HEALTH DIV	\$ 61,905	\$ 59,776	\$ 57,032	\$ 59,053	\$ 66,313
HHS: COMM-BASED CARE SVCS DIV	\$ 58,662	\$ 58,609	\$ 61,383	\$ 64,559	\$ 66,600
HHS: COMMISSIONER'S OFFICE	\$ 55,863	\$ 56,851	\$ 57,962	\$ 59,222	\$ 61,782
HHS: DEVELOPMENTAL SVCS DIV	\$ 51,058	\$ 51,480	\$ 53,986	\$ 55,331	\$ 56,201
HHS: ELDERLY & ADULT SVCS DIV	\$ 53,664	\$ 56,595	\$ 58,789	\$ 59,568	\$ 60,567
HHS: GLENCLIFF HOME	\$ 41,216	\$ 41,697	\$ 43,054	\$ 44,946	\$ 46,006
HHS: HUMAN SERVICES DIV	\$ 51,138	\$ 51,950	\$ 52,853	\$ 53,851	\$ 55,651
HHS: JUVENILE JUSTICE SERV	\$ 56,659	\$ 62,878	\$ 64,106		
HHS: MEDICAID & BUS POLICY OFC	\$ 66,253	\$ 69,590	\$ 70,804	\$ 72,049	\$ 75,213
HHS: NH HOSPITAL	\$ 45,817	\$ 48,505	\$ 50,238	\$ 52,011	\$ 53,638
HHS: PUBLIC HEALTH DIV	\$ 55,942	\$ 57,150	\$ 58,346	\$ 60,072	\$ 62,180
HHS: TRANSITIONAL ASSIST DIV	\$ 40,734	\$ 42,061	\$ 43,254	\$ 44,084	\$ 45,604
HIGHWAY SAFETY AGCY OF	\$ 51,987				
HUMAN RIGHTS COMMISSION	\$ 52,065	\$ 55,702	\$ 54,165	\$ 50,697	\$ 52,839
INFORMATION TECHNOLOGY DEPT	\$ 68,806	\$ 70,357	\$ 71,228	\$ 73,082	\$ 75,360
INSURANCE DEPT	\$ 64,694	\$ 66,973	\$ 68,813	\$ 71,817	\$ 76,619
JOINT BOARD OF LICENSUR - CERT	\$ 47,720				
JUDICIAL COUNCIL	\$ 37,294	\$ 38,961	\$ 45,377	\$ 44,324	\$ 42,218
JUSTICE DEPT	\$ 46,628	\$ 47,899	\$ 48,373	\$ 49,802	\$ 51,449
LABOR DEPT	\$ 45,455	\$ 46,696	\$ 48,317	\$ 48,964	\$ 50,887
LIQUOR COMMISSION	\$ 42,368	\$ 44,036	\$ 44,533	\$ 45,193	\$ 46,497
LOTTERY COMMISSION	\$ 44,667	\$ 49,448	\$ 50,075	\$ 51,150	\$ 49,812
NATURAL & CULT RESOURCES DEPT	\$ 48,302	\$ 48,998	\$ 50,476	\$ 50,851	\$ 51,691
PEASE DEVELOPMENT AUTHORITY	\$ 49,280	\$ 50,274	\$ 50,231	\$ 51,608	\$ 54,063
POLICE STDS & TRAINING COUNCIL	\$ 57,993	\$ 66,164	\$ 60,042	\$ 60,110	\$ 58,670
PROF LICENSURE & CERT OFFICE		\$ 49,463	\$ 50,428	\$ 52,043	\$ 54,327
PUBLIC EMPLOYEE LABOR REL BRD	\$ 58,739	\$ 60,963	\$ 63,541	\$ 64,506	\$ 65,895
PUBLIC UTILITIES COMMISSION	\$ 65,167	\$ 65,286	\$ 67,999	\$ 70,007	\$ 70,422
RACING CHARITABLE GAMING COM	\$ 56,075				

AVERAGE SALARY BY AGENCY (Continued)
Five Year History

AGENCY*	2015	2016	2017	2018	2019
REAL ESTATE COMMISSION	\$ 36,430	-	-	-	-
REVENUE ADMINISTRATION DEPT	\$ 48,435	\$ 48,751	\$ 50,114	\$ 50,145	\$ 51,186
SAFETY DEPT	\$ 53,873	\$ 54,851	\$ 56,346	\$ 57,271	\$ 58,340
STATE DEPT	\$ 45,702	\$ 46,115	\$ 48,104	\$ 49,121	\$ 49,504
TAX AND LAND APPEALS BOARD	\$ 62,025	\$ 63,273	\$ 62,658	\$ 60,145	\$ 70,575
TRANSPORTATION DEPT	\$ 44,454	\$ 45,197	\$ 46,777	\$ 47,637	\$ 49,381
TREASURY DEPT	\$ 47,598	\$ 49,144	\$ 52,288	\$ 54,602	\$ 55,783
VETERANS HOME	\$ 41,810	\$ 44,398	\$ 46,509	\$ 47,349	\$ 47,605
VETERANS SERVICES OFFICE	\$ 40,505	\$ 42,647	\$ 42,800	\$ 40,365	\$ 37,070

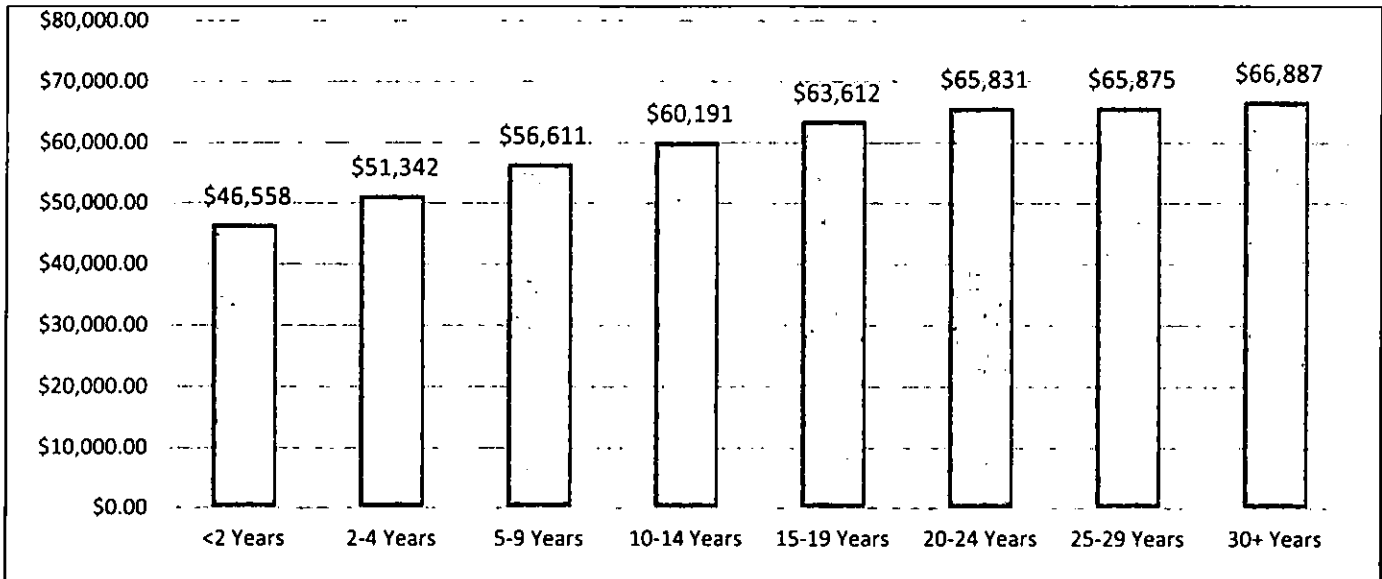
* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as of June 30th each year.

*This report reflects data in NH FIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30th.

* 6 classified employee(s) did not meet any group criteria and are excluded from this report.

Report Generated 6/30/2019 by Employee Matrix Version V6.4.

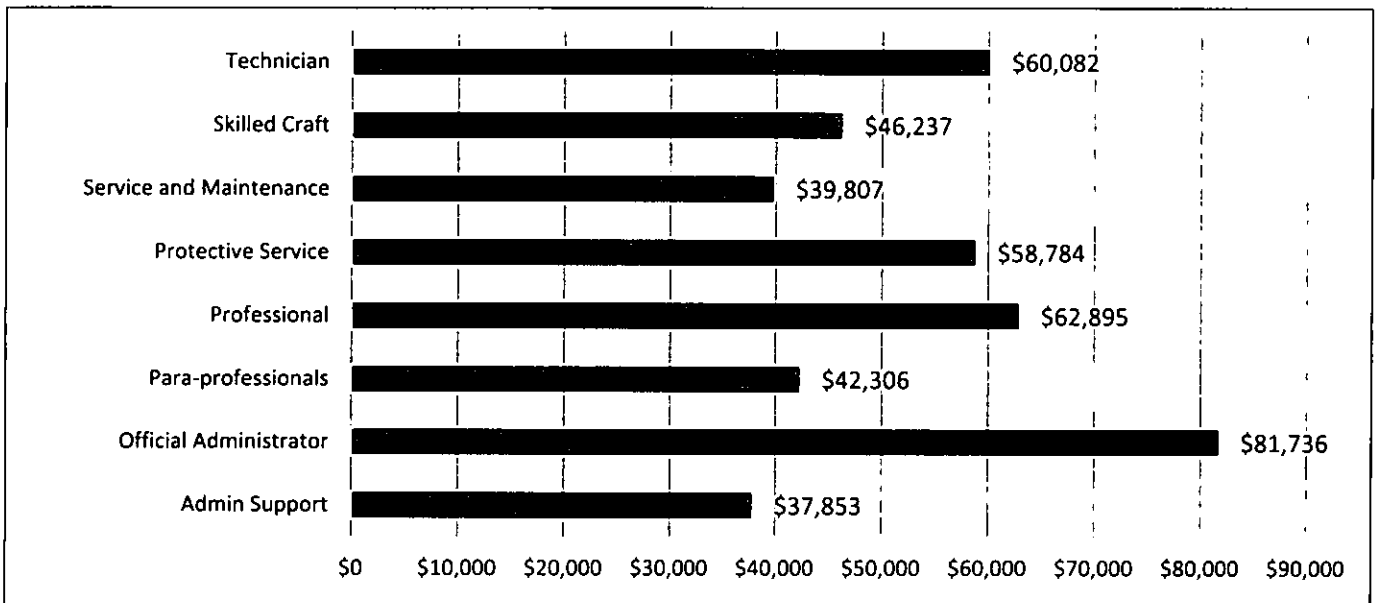
AVERAGE SALARY BY YEARS OF SERVICE*
Fiscal Year 2019



* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as well as employees on extended leave.
 * Excludes up to 6 classified employees that did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded.

Report Generated: 6/30/2019 by Employee Matrix V6.4

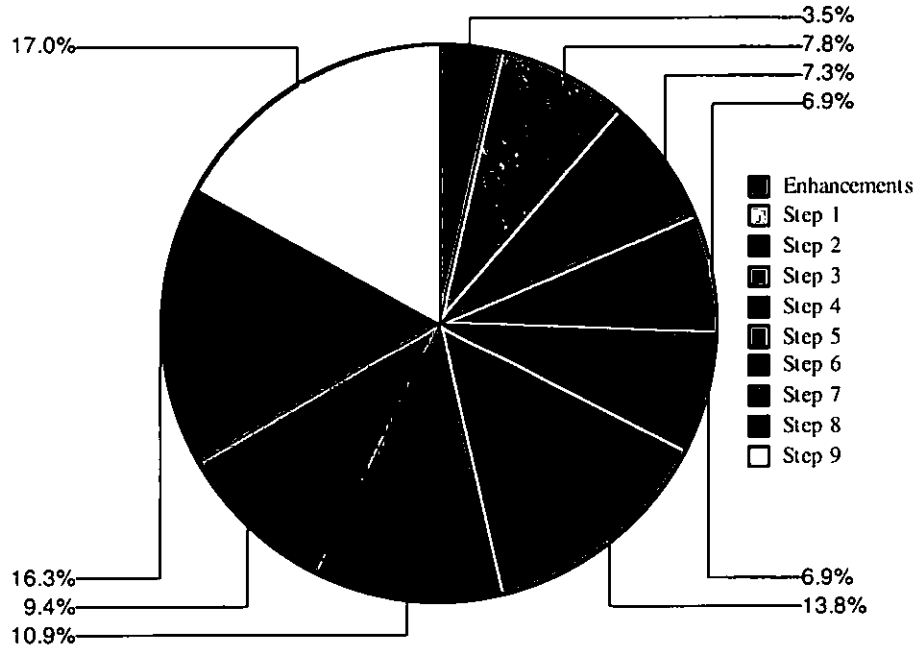
AVERAGE SALARY BY EEO CATEGORY*
Fiscal Year 2019



* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as well as employees on extended leave.
 * Excludes up to 6 classified employees that did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded.

Report Generated: 6/30/2019 by Employee Matrix V6.4

DISTRIBUTION OF EMPLOYEES BY LABOR GRADE STEP* Fiscal Year 2019



Step	Number of Employees
Step 1	718
Step 2	669
Step 3	638
Step 4	638
Step 5	1,271
Step 6	1,003
Step 7	862
Step 8	1,493
Step 9	1,565
Total	8,857

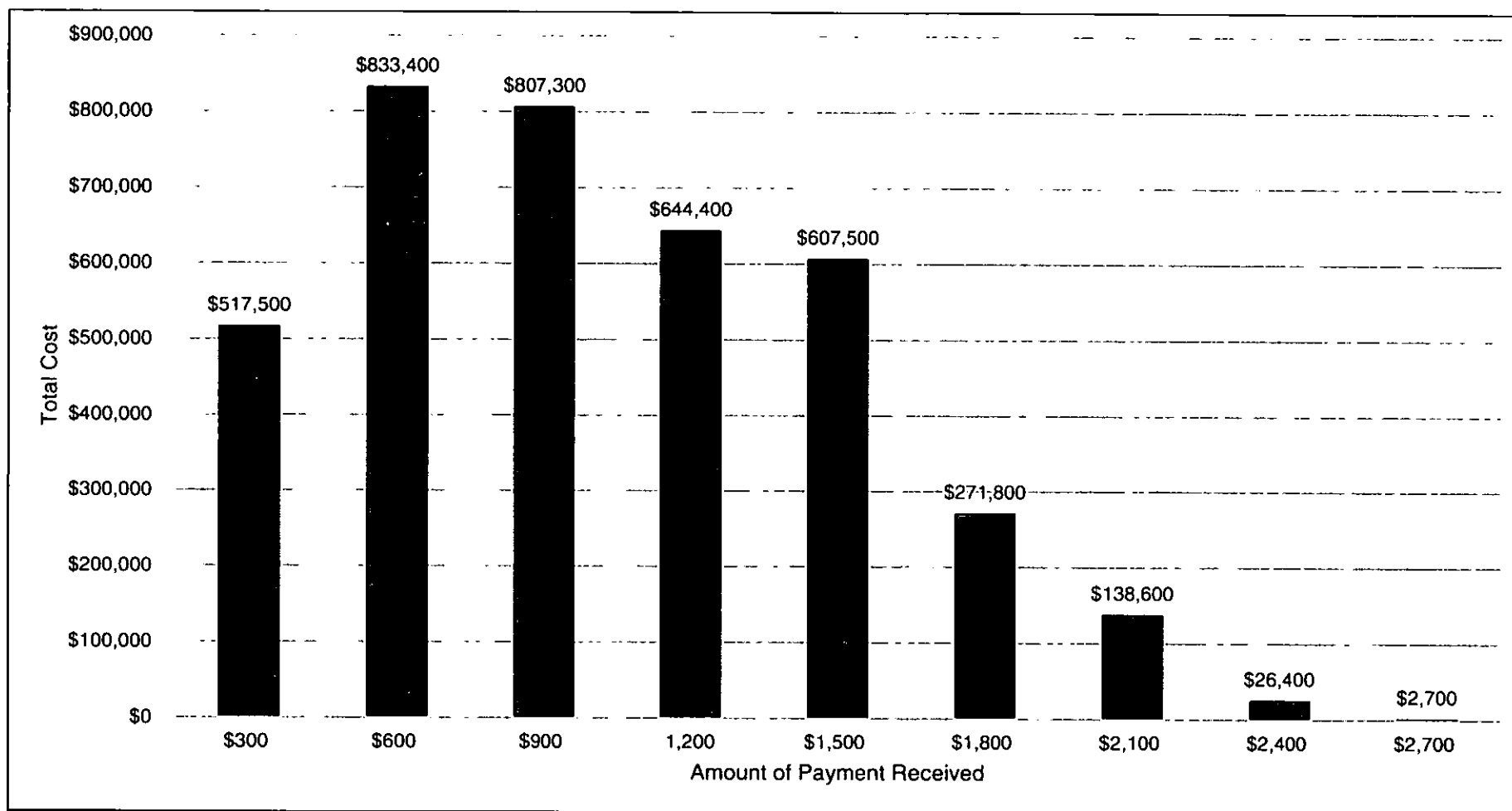
* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as well as employees on extended leave.

* Excludes 6 classified employees that did not meet a defined category. Total does not include 324 employees with salary enhancements.

Report Generated: 6/30/2019 by Employee Matrix V6.4

COST OF LONGEVITY*

Fiscal Year 2019



*Includes classified, unclassified, non-classified, full-time permanent, full-time temporary and full-time seasonal employees working more than 6 months as of December 31, 2018.
 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.
 51% of employees received a longevity payment in Fiscal Year 2019.

POSITION STATISTICS

BREAKDOWN OF STATE OF NH POSITIONS BY TYPE AND BRANCH OF GOVERNMENT

Report Run Date: 09/20/2019 for Data as of 06/30/2019

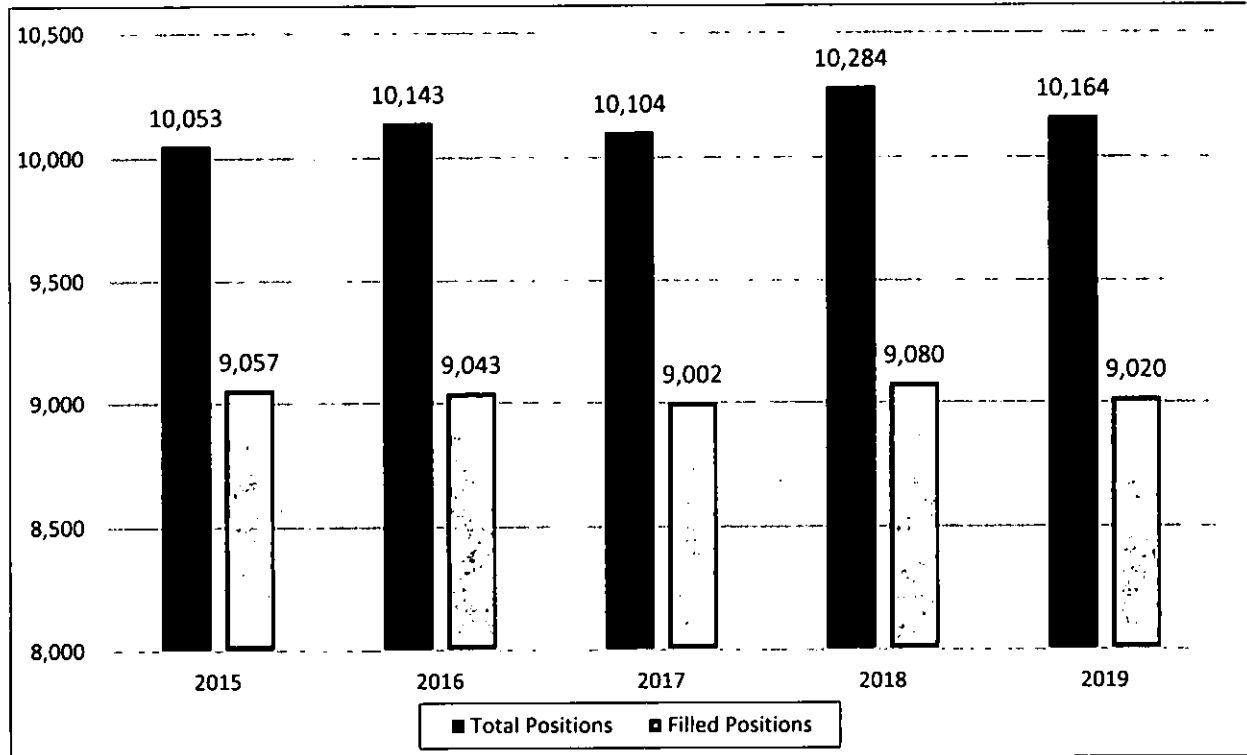
Branch of Government & Category	Full-Time Positions	Full-Time Temporary Positions		Full-Time Seasonal Positions	PT Regular Positions Working \geq 30 < FT	PT Seasonal Positions Working \geq 30 < FT	PT Regular Positions Working < 30	PT Seasonal Positions Working < 30	Per-Diem Part-Time Positions	Total
		For > 6M Employee	For < 6M Employee							
Executive										
Classified	10,164	287	131	1,134	89	0	4,349	1,247	38	17,439
Unclassified	361				0		9		3	373
Non-Classified		38			0		148		987	1,173
Judicial		784			44		344		72	1,244
Legislative		180			0		216		246	642
Total		11,945		1,134	133	0	5,066	1,247	1,346	20,871

* See "Position Categories Matrix" V6.2 at: http://sunspot.nh.gov/hr/documents/Classification/Position_Categories_Matrix.pdf

* Only includes data up to the end of the prior payperiod.

* This report does not contain 16 positions found in error.

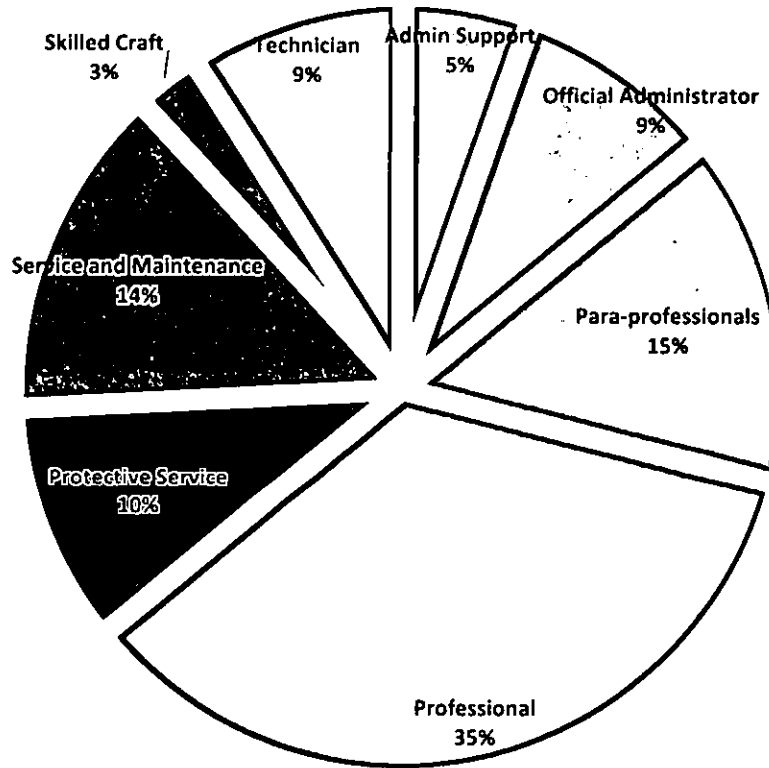
**FILLED AND TOTAL FULL-TIME PERMANENT CLASSIFIED
POSITIONS*
Five-Year History**



- * Includes full-time permanent classified positions and full-time permanent classified employees
- * This report reflects data in NHFIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30th
- * 6 classified employees did not meet any group criteria and are excluded from this report.
- * This report does not contain 16 positions found in error.

Report Generated: 6/30/2019 Employee Matrix Version V6.4 and 09/23/2019 for data as of 6/30/2019 by Position Matrix V6.2

**POSITIONS BY EEO OCCUPATION GROUP
Fiscal Year 2019**



Occupational Group*	Number of Positions	% Vacant**
Administrative Support	560	12%
Officials/Administrators	914	10%
Para-Professional	1,551	16%
Professionals	3,665	12%
Protective Services	1,063	13%
Service/Maintenance	1,452	11%
Skilled Craft	289	8%
Technicians	957	12%
Total	10,451	12%

*Includes classified full-time permanent and full-time temporary positions expected to last for more than 6 months as of June 30th that have an Occupational Group associated with the position.

* This report does not contain 16 positions found in error.

**Percent Filled is calculated as: (the number of employees in EEO) divided by (the number of positions in the EEO category) as of June 30th.

Report Generated: 9/20/2019 for data as of 6/30/2019 by Position Matrix V6.2

CLASSIFIED FULL-TIME PERMANENT POSITIONS BY AGENCY
Five Year History

AGENCY^a	2015	2016	2017	2018	2019
ADJUTANT GENERAL'S DEPT	135	135	135	141	141
ADMINISTRATIVE SERVICES DEPT	301	310	284	296	292
AGRICULT, MARKETS & FOOD DEPT	30	32	32	34	34
BANKING DEPT	51	52	51	52	47
BUS & ECON AFFAIRS DEPT	0	0	0	65	59
CORRECTIONS DEPT	877	879	881	950	925
CULTURAL RESOURCES DEPT	54	54	53	0	0
DEVELOPMENT DISABILITIES CNCL	3	3	3	3	3
EDUCATION DEPT	280	283	284	289	289
EMPLOYMENT SECURITY DEPT	285	265	263	263	245
ENVIRONMENTAL SERVICES DEPT	467	467	468	468	470
EXECUTIVE DEPT	15	16	16	16	15
FISH AND GAME DEPT	187	188	189	189	177
HHS: ADMIN ATTACHED BOARDS	36	0	0	0	0
HHS: BEHAVIORAL HEALTH DIV	24	47	43	40	25
HHS: COMM-BASED CARE SVCS DIV	27	23	22	22	21
HHS: COMMISSIONER'S OFFICE	377	380	378	382	371
HHS: DEVELOPMENTAL SVCS DIV	53	53	54	55	53
HHS: ELDERLY & ADULT SVCS DIV	90	85	83	80	79
HHS: GLENCLIFF HOME	168	168	168	168	167
HHS: HUMAN SERVICES DIV	735	742	764	785	786
HHS: JUVENILE JUSTICE SERV	1	0	0	0	0
HHS: MEDICAID & BUS POLICY OFC	47	38	47	51	48
HHS: NH HOSPITAL	561	573	574	574	587
HHS: PUBLIC HEALTH DIV	255	252	246	247	245
HHS: TRANSITIONAL ASSIST DIV	441	473	429	428	423
HIGHWAY SAFETY AGCY OF	5	0	0	0	0
HUMAN RIGHTS COMMISSION	7	7	7	7	7
INFORMATION TECHNOLOGY DEPT	346	348	356	356	344
INSURANCE DEPT	67	70	70	70	70
JOINT BOARD OF LICENSUR - CERT	16	0	0	0	0
JUDICIAL COUNCIL	2	2	2	2	2
JUSTICE DEPT	54	55	56	58	58
LABOR DEPT	92	92	92	91	87
LIQUOR COMMISSION	296	312	314	338	338
LOTTERY COMMISSION	45	62	62	66	65
NATURAL & CULT RESOURCES DEPT	204	205	207	198	195
PEASE DEVELOPMENT AUTHORITY	6	6	6	6	6
POLICE STDS & TRAINING COUNCIL	20	20	20	20	20
PROF LICENSURE & CERT OFFICE	0	59	59	59	62
PUBLIC EMPLOYEE LABOR REL BRD	4	4	4	4	4
PUBLIC UTILITIES COMMISSION	68	68	69	71	71
RACING CHARITABLE GAMING COMM	16	0	0	0	0
REAL ESTATE COMMISSION	6	0	0	0	0
REVENUE ADMINISTRATION DEPT	123	120	120	121	120
SAFETY DEPT	1,077	1,083	1,081	1,097	1,095

CLASSIFIED FULL-TIME PERMANENT POSITIONS BY AGENCY
Five Year History (Continued)

AGENCY*	2015	2016	2017	2018	2019
STATE DEPT	70	70	63	73	72
TAX AND LAND APPEALS BOARD	5	5	5	5	4
TRANSPORTATION DEPT	1,633	1,631	1,634	1,635	1,635
TREASURY DEPT	17	17	17	17	17
VETERANS HOME	366	381	382	383	383
VETERANS SERVICES OFFICE	7	7	7	7	7
Total:	10,052	10,142	10,100	10,282	10,164
* Includes both filled and vacant classified full-time permanent positions as of June 30th of each fiscal year. * This report reflects data in NH FIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30 th . * This report does not contain 16 positions found in error in FY19.					

Report Generated: 9/20/2019 for data as of 6/30/2019 by Position Matrix Version V6.2

FULL-TIME SEASONAL POSITIONS BY AGENCY
Five Year History

AGENCY*	2015	2016	2017	2018	2019
ENVIRONMENTAL SERVICES DEPT	0	0	32	33	33
FISH AND GAME DEPT	1	1	1	1	172
NATURAL & CULT RESOURCES	3	3	3	4	4
SAFETY DEPT	43	46	46	46	46
TRANSPORTATION DEPT	726	774	807	848	879
TOTAL	773	824	889	932	1,134
* Includes classified temporary full-time seasonal positions as of June 30 th of each fiscal year. * This report reflects data in NH FIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30 th . * This report does not contain 16 positions found in error in FY19.					

Report Generated: 9/20/2019 for data as of 6/30/2019 by Position Matrix V6.2

FULL-TIME TEMPORARY POSITIONS BY AGENCY
Five Year History

AGENCY^a	2015	2016	2017	2018	2019
ADMINISTRATIVE SERVICES DEPT	23	11	11	11	13
AGRICULTURE, MARKETS & FOOD DEPT	2	0	0	0	0
CORRECTIONS DEPT	5	0	1	1	3
EDUCATION DEPT	12	5	7	7	10
EMPLOYMENT SECURITY DEPT	36	27	24	10	13
ENVIRONMENTAL SERVICES DEPT	5	5	6	11	11
FISH AND GAME DEPT	3	6	6	6	6
HHS: ADMIN ATTACHED BOARDS	1	0	0	0	0
HHS: BEHAVIORAL HEALTH DIV	0	1	1	1	8
HHS: COMM-BASED CARE SVCS DIV	5	0	1	1	1
HHS: COMMISSIONER'S OFFICE	4	7	7	16	15
HHS: HUMAN SERVICES DIV	4	14	14	14	14
HHS: MEDICAID & BUS POLICY OF.	0	0	0	0	1
HHS: NH HOSPITAL	92	43	43	46	46
HHS: PUBLIC HEALTH DIV	8	13	23	24	35
HHS: TRANSITIONAL ASSIST DIV	39	1	27	27	40
INFORMATION TECHNOLOGY DEPT	0	1	2	2	2
JUSTICE DEPT	4	4	4	4	6
LIQUOR COMMISSION	29	24	26	2	2
LOTTERY COMMISSION	0	1	1	0	0
NATURAL & CULTURE RESOURES DEPT	38	32	28	32	47
PROF LICENSURE & CERT OFFICE	0	2	2	2	3
PUBLIC UTILITIES COMMISSIONER	0	0	0	1	1
SAFETY DEPT	1	11	13	16	15
STATE DEPT	12	3	3	3	4
TRANSPORTATION DEPT	21	26	165	154	120
VETERANS HOME	6	17	28	29	0
VETERANS SERVICES OFFICE	0	0	0	0	2
Total	350	254	443	420	418

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

* This report reflects data in NH FIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30th.

* This report does not contain 16 positions found in error.

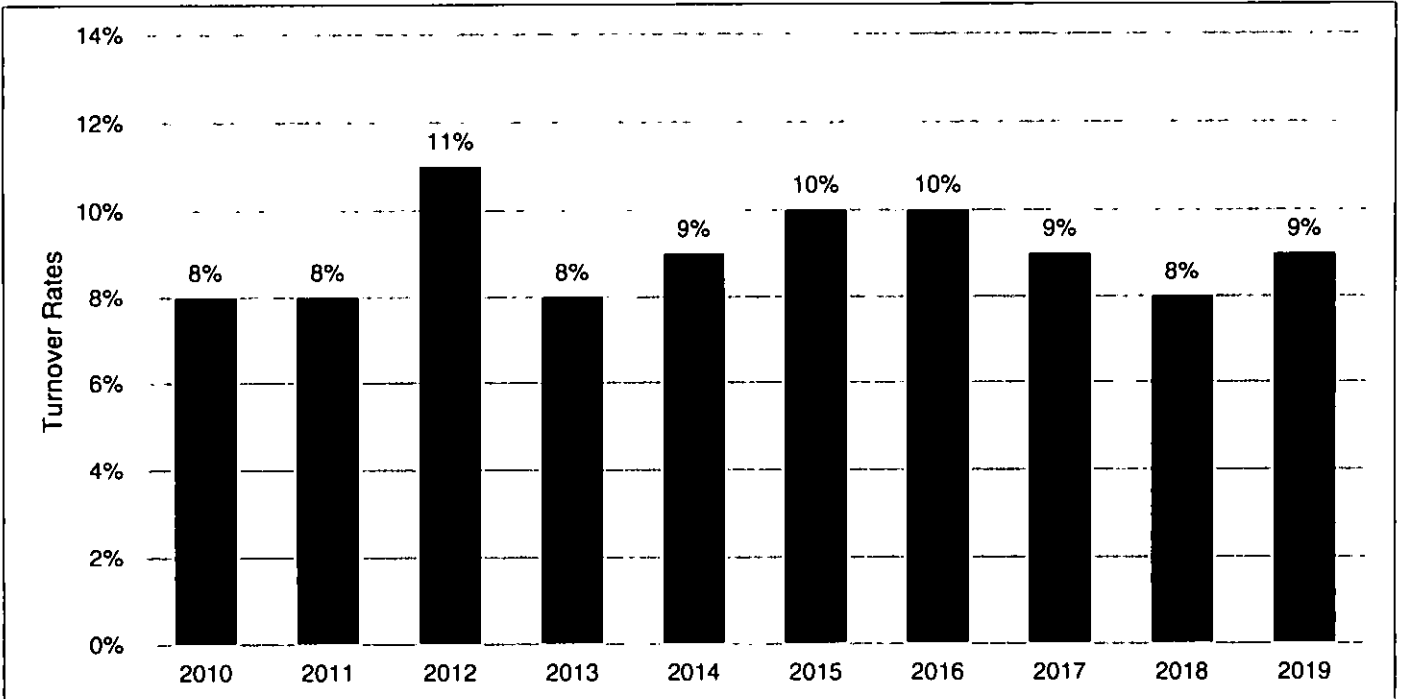
Report Generated: 9/20/2019 for data as of 6/30/2019 by Position Matrix V6.2

TURNOVER AND SEPARATION FROM SERVICE

TURNOVER

Separations from Classified Service

10 Year History



* Turnover is calculated as the number of employees who left full-time state service divided by the number of positions in NH FIRST on the end date of the time period analyzed. 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 more than 6 months and employee separations for classified full-time permanent and full-time temporary employees working more than 6 months.

Report Generated: 9/23/2019 for data as of 6/30/2019 data using Position Matrix V6.2

TURNOVER OF CLASSIFIED EMPLOYEES
Fiscal Year 2019 Statewide Turnover Rate = 9%

Job Classifications with 50 or more Full-Time Employees With Turnover Rates Greater or Equal to State Average Rate	Turnover Rate*
HIGHWAY MAINTAINER I	45%
LICENSED NURSING ASST. II 8/80	20%
HIGHWAY MAINTAINER II	17%
CHILD PROTECTIVE SVC WKR I	16%
TOLL ATTENDANT I	14%
MENTAL HEALTH WORKER II	13%
FAMILY SERVICES SPECIALIST I	12%
HIGHWAY PATROL FOREMAN	12%
SUPERVISOR III	11%
HIGHWAY MAINTAINER III	11%
LICENSED NURSING ASST III 8/80	11%
CASH TERMINAL OPERATOR I	11%
ASST HIGHWAY PATROL FOREMAN	10%
CHILD PROTECTIVE SVC WKR III	10%
PROBATION-PAROLE OFF II	10%
BUSINESS SYSTEMS ANALYST II	10%
ADMINISTRATOR IV	10%
CHILD SUPPORT OFFICER	9%
RETAIL STORE MANAGER II	9%
<p>* Turnover is calculated as the number of employees who left full-time state service divided by the number of positions in NH FIRST on the end date of the time period analyzed. Movement within and between state agencies is not considered turnover for the purposes of this report.</p> <p>* Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months and employee separations for classified full-time permanent and full-time temporary employees working more than 6 months.</p>	

Report Generated: 9/23/2019 for data as of 6/30/2019 using Position Matrix V6.2

Turnover Rates by Agency Fiscal Year 2019

AGENCY*	# of Separations	# of Positions	Turnover Rate	Change from FY 18
ADJUTANT GENERAL'S DEPT	16	141	11%	-1.4%
ADMINISTRATIVE SERVICES DEPT	17	305	6%	2.0%
AGRICULT, MARKETS & FOOD DEPT	2	34	6%	-2.9%
BANKING DEPT	4	47	9%	2.7%
BUS & ECON AFFAIRS DEPT	7	59	12%	4.2%
CORRECTIONS DEPT	77	928	8%	1.1%
DEVELOPMENT DISABILITIES CNCL	0	3	0%	-33.3%
EDUCATION DEPT	33	299	11%	-0.4%
EMPLOYMENT SECURITY DEPT	23	258	9%	1.2%
ENVIRONMENTAL SERVICES DEPT	30	480	6%	0.4%
EXECUTIVE DEPT	0	15	0%	-25.0%
FISH AND GAME DEPT	11	183	6%	0.9%
HHS: BEHAVIORAL HEALTH DIV	2	33	6%	-1.3%
HHS: COMM-BASED CARE SVCS DIV	4	22	18%	18.2%
HHS: COMMISSIONER'S OFFICE	19	379	5%	-0.9%
HHS: DEVELOPMENTAL SVCS DIV	11	53	21%	15.3%
HHS: ELDERLY & ADULT SVCS DIV	10	79	13%	3.9%
HHS: GLENCLIFF HOME	25	167	15%	5.4%
HHS: HUMAN SERVICES DIV	66	800	8%	-0.6%
HHS: MEDICAID & BUS POLICY OFC	1	49	2%	0.1%
HHS: NH HOSPITAL	68	633	11%	0.6%
HHS: PUBLIC HEALTH DIV	24	278	9%	0.9%
HHS: TRANSITIONAL ASSIST DIV	55	463	12%	4.0%
HUMAN RIGHTS COMMISSION	3	7	43%	0.0%
INFORMATION TECHNOLOGY DEPT	29	346	8%	2.0%
INSURANCE DEPT	4	70	6%	1.4%
JUDICIAL COUNCIL	1	2	50%	50.0%
JUSTICE DEPT	10	64	16%	1.1%
LABOR DEPT	7	87	8%	4.7%
LIQUOR COMMISSION	31	340	9%	-4.4%
LOTTERY COMMISSION	5	65	8%	1.6%
NATURAL & CULT RESOURCES DEPT	18	241	7%	2.2%
PEASE DEVELOPMENT AUTHORITY	0	6	0%	0.0%
POLICE STDS & TRAINING COUNCIL	2	20	10%	5.0%
PROF LICENSURE & CERT OFFICE	9	65	14%	5.6%
PUBLIC EMPLOYEE LABOR REL BRD	0	4	0%	0.0%
PUBLIC UTILITIES COMMISSION	6	72	8%	-4.2%
REVENUE ADMINISTRATION DEPT	9	120	8%	-1.6%
SAFETY DEPT	74	1,110	7%	-1.4%
STATE DEPT	4	76	5%	0.0%
TAX AND LAND APPEALS BOARD	0	4	0%	0.0%
TRANSPORTATION DEPT	172	1,635	11%	2.0%
TREASURY DEPT	0	17	0%	-5.9%
VETERANS HOME	60	383	16%	3.2%
VETERANS SERVICES OFFICE	1	9	11%	-3.2%
TOTAL	950	10,451	9%	0.9%

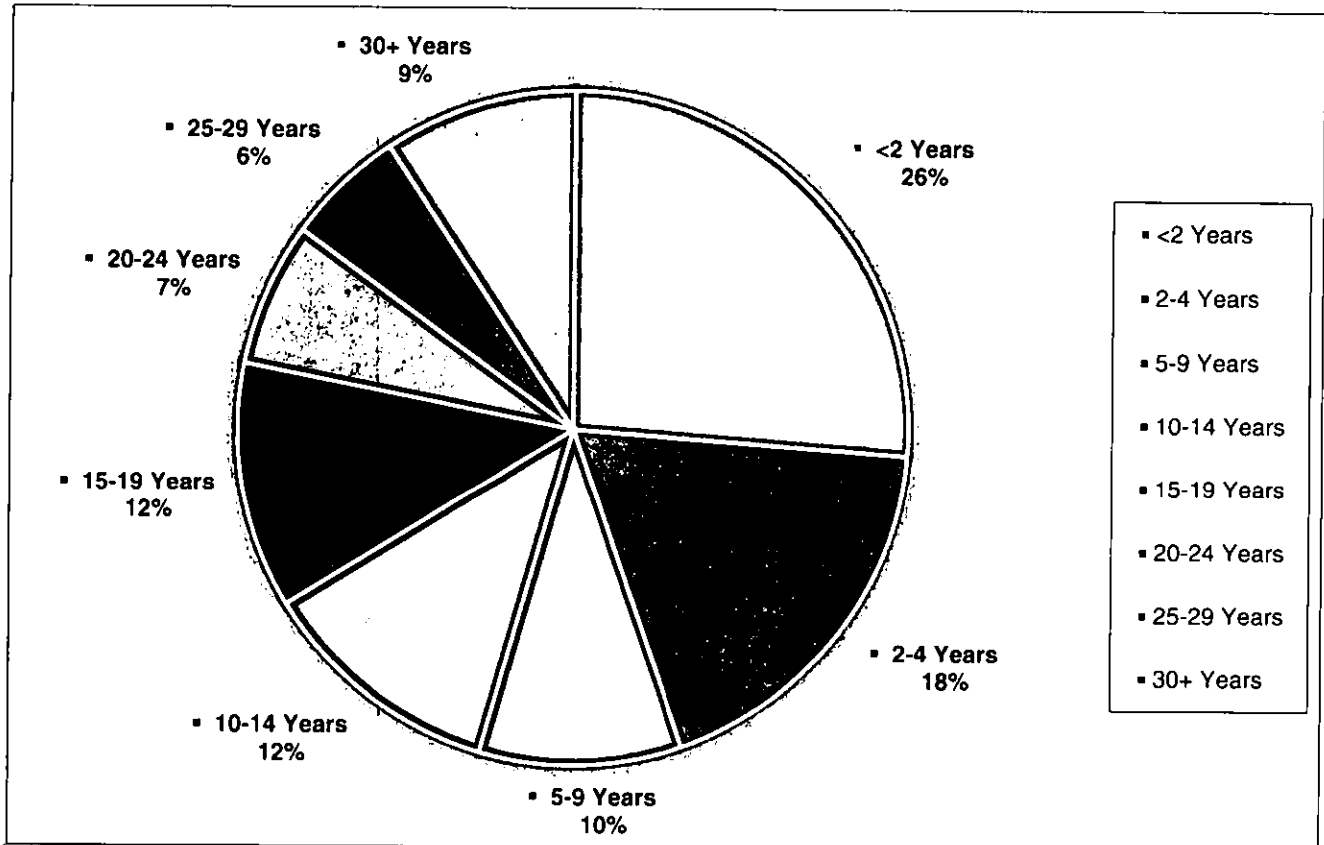
*Turnover is calculated as the number of employees who left full-time state service divided by the number of positions in NH FIRST on end date of the time period analyzed. Movement within and between state agencies is not considered turnover for the purposes of this report.

*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 6 months. This report does not include 16 positions found in error.

Report Generated: 9/23/2019 for position data as of 6/30/19 using Position Matrix V6.2 and separations data for 7/01/2018-6/30/2019 (FY 2019) based on Employee Matrix V6.4

DISTRIBUTION OF SEPARATED EMPLOYEES BY LENGTH OF SERVICE*

Fiscal Year 2019



*Distribution percentage is calculated as the number of employees that left full-time state service in each length of service category divided by the total number of employees that left full-time state service during the time period analyzed.

*Includes classified full-time permanent employees and classified full-time temporary employees working more than 6 months.

Report Generated: 9/23/2019 for separations data for 7/01/2018-6/30/2019 (FY 2019) based on Employee Matrix V6.4

RATE OF SEPARATION BY LENGTH OF SERVICE

Fiscal Year 2019

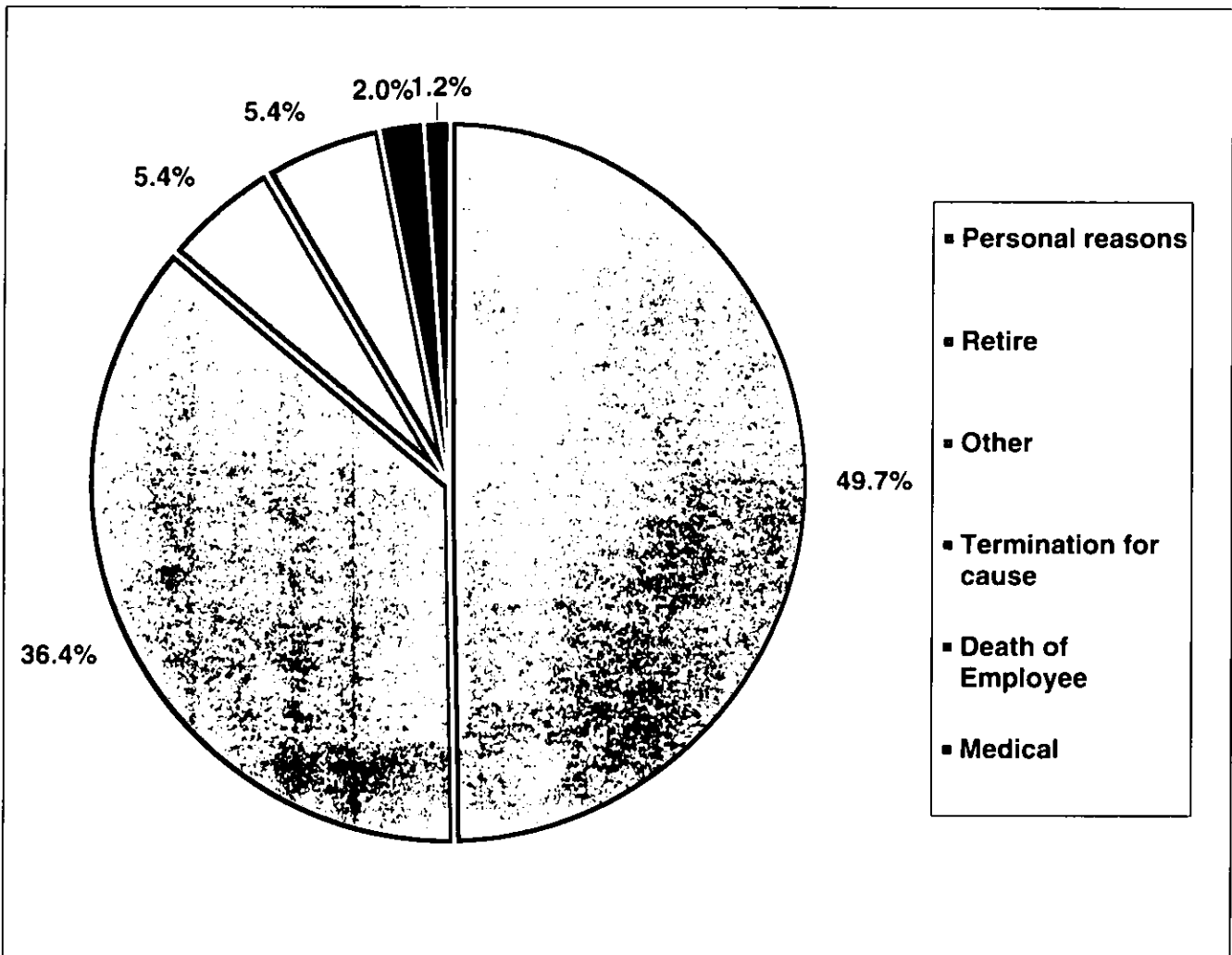
Length of Service* (Years)	Number of Separations	Number of Employees	% Separated In FY 2019	Change from FY 2018
<2 Years	249	1,651	15%	-1%
2-4 Years	175	1,600	11%	3%
5-9 Years	93	1,324	7%	2%
10-14 Years	112	1,606	7%	1%
15-19 Years	113	1,300	9%	5%
20-24 Years	65	719	9%	3%
25-29 Years	54	455	12%	7%
30+ Years	89	526	17%	12%

* 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 in NH FIRST on the end date of the time period analyzed.
 * Number of Separations and Number of Employees includes classified full-time permanent and full-time temporary employees working more than 6 months only.

Report Generated: 9/23/2019 for separations data for 7/01/2018-6/30/2019 (FY 2019) based on Employee Matrix V6.4. Employee counts generated 6/30/2019

EMPLOYEE SEPARATION FROM SERVICE BY REASON

Fiscal Year 2019



*Distribution percentage is calculated as the number of employees that left full-time state service in each reason code category divided by the total number of employees that left full-time state service during the time period analyzed.

*Includes classified full-time permanent employees and classified full-time temporary employees working more than 6 months.

Report Generated: 9/23/2019 for separations data for 7/01/2018-6/30/2019 (FY 2019) based on Employee Matrix V6.4

VACANCY

VACANCY RATE FOR FULL-TIME POSITIONS BY AGENCY
Fiscal Year 2019

AGENCY	# of Positions	# of Vacancies	Vacancy Rate
ADJUTANT GENERAL'S DEPT	141	18	13%
ADMINISTRATIVE SERVICES DEPT	305	23	8%
AGRICULT, MARKETS & FOOD DEPT	34	5	15%
BANKING DEPT	47	9	19%
BUS & ECON AFFAIRS DEPT	59	2	3%
CORRECTIONS DEPT	928	147	16%
DEVELOPMENT DISABILITIES CNCL	3	0	0%
EDUCATION DEPT	299	75	25%
EMPLOYMENT SECURITY DEPT	258	42	16%
ENVIRONMENTAL SERVICES DEPT	480	67	14%
EXECUTIVE DEPT	15	0	0%
FISH AND GAME DEPT	183	9	5%
HHS: BEHAVIORAL HEALTH DIV	33	2	6%
HHS: COMM-BASED CARE SVCS DIV	22	4	18%
HHS: COMMISSIONER'S OFFICE	379	43	11%
HHS: DEVELOPMENTAL SVCS DIV	53	5	9%
HHS: ELDERLY & ADULT SVCS DIV	79	2	3%
HHS: GLENCLIFF HOME	167	22	13%
HHS: HUMAN SERVICES DIV	800	82	10%
HHS: MEDICAID & BUS POLICY OFC	49	4	8%
HHS: NH HOSPITAL	633	113	18%
HHS: PUBLIC HEALTH DIV	278	35	13%
HHS: TRANSITIONAL ASSIST DIV	463	68	15%
HUMAN RIGHTS COMMISSION	7	0	0%
INFORMATION TECHNOLOGY DEPT	346	35	10%
INSURANCE DEPT	70	16	23%
JUDICIAL COUNCIL	2	0	0%
JUSTICE DEPT	64	6	9%
LABOR DEPT	87	18	21%
LIQUOR COMMISSION	340	20	6%
LOTTERY COMMISSION	65	7	11%
NATURAL & CULT RESOURCES DEPT	241	43	18%
PEASE DEVELOPMENT AUTHORITY	6	1	17%
POLICE STDS & TRAINING COUNCIL	20	1	5%
PROF LICENSURE & CERT OFFICE	65	3	5%
PUBLIC EMPLOYEE LABOR REL BRD	4	0	0%
PUBLIC UTILITIES COMMISSION	72	6	8%
REVENUE ADMINISTRATION DEPT	120	9	8%
SAFETY DEPT	1,110	63	6%
STATE DEPT	76	22	29%
TAX AND LAND APPEALS BOARD	4	0	0%
TRANSPORTATION DEPT	1,635	158	10%
TREASURY DEPT	17	1	6%
VETERANS HOME	383	84	22%
VETERANS SERVICES OFFICE	9	0	0%
Total	10,451	1,270	12%

*Includes classified full-time permanent, and full-time temporary positions expected to last more than 6 months.
*Vacancy Rate = Total number of vacancies divided by total number of positions. This report does not contain 16 positions found in error.

Report Generated: 9/23/2019 for data as of 6/30/2019 by Position Matrix V6.2

VACANT FULL-TIME POSITIONS ON JUNE 30, 2019 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	# Vacant >240 Days
ADJUTANT GENERAL'S DEPT	18	1	1	5	4	7
ADMINISTRATIVE SERVICES DEPT	20	3	1	2	4	10
AGRICULT, MARKETS & FOOD DEPT	4	1	0	0	1	2
BANKING DEPT	9	1	1	2	0	5
BUS. & ECON AFFAIRS DEPT	2	0	0	1	0	1
CORRECTIONS DEPT	132	7	31	19	47	28
DEVELOPMENT DISABILITIES CNCL	0	0	0	0	0	0
EDUCATION DEPT	70	3	3	2	14	48
EMPLOYMENT SECURITY DEPT	40	2	4	5	5	24
ENVIRONMENTAL SERVICES DEPT	60	2	7	3	19	29
EXECUTIVE DEPT	0	0	0	0	0	0
FISH AND GAME DEPT	6	1	1	0	2	2
HHS: BEHAVIORAL HEALTH DIV	2	0	1	0	1	0
HHS: COMM-BASED CARE SVCS DIV	4	0	0	1	3	0
HHS: COMMISSIONER'S OFFICE	40	3	5	5	4	23
HHS: DEVELOPMENTAL SVCS DIV	5	0	1	0	2	2
HHS: ELDERLY & ADULT SVCS DIV	2	0	0	1	1	0
HHS: GLENCLIFF HOME	22	5	2	2	7	6
HHS: HUMAN SERVICES DIV	81	9	11	11	19	31
HHS: MEDICAID & BUS POLICY OFC	4	0	0	1	0	3
HHS: NH HOSPITAL	112	11	10	4	21	66
HHS: PUBLIC HEALTH DIV	32	2	4	6	4	16
HHS: TRANSITIONAL ASSIST DIV	64	7	11	14	21	11
HUMAN RIGHTS COMMISSION	0	0	0	0	0	0
INFORMATION TECHNOLOGY DEPT	35	3	4	4	15	9
INSURANCE DEPT	15	0	2	4	6	3
JUDICIAL COUNCIL	0	0	0	0	0	0
JUSTICE DEPT	5	0	4	0	1	0
LABOR DEPT	18	0	2	0	5	11
LIQUOR COMMISSION	20	9	5	1	2	3
LOTTERY COMMISSION	6	1	0	0	2	3
NATURAL & CULT RESOURCES DEPT	27	0	3	3	8	13
PEASE DEVELOPMENT AUTHORITY	1	0	0	0	0	1
POLICE STDS & TRAINING COUNCIL	1	0	0	1	0	0
PROF LICENSURE & CERT OFFICE	3	0	0	1	2	0
PUBLIC EMPLOYEE LABOR REL BRD	0	0	0	0	0	0
PUBLIC UTILITIES COMMISSION	5	0	1	0	1	3
REVENUE ADMINISTRATION DEPT	9	3	1	1	2	2
SAFETY DEPT	61	9	11	4	21	16
STATE DEPT	17	0	1	2	2	12
TAX AND LAND APPEALS BOARD	0	0	0	0	0	0
TRANSPORTATION DEPT	158	8	16	25	64	45
TREASURY DEPT	1	0	0	0	0	1
VETERANS HOME	73	4	6	4	24	35
VETERANS SERVICES OFFICE	0	0	0	0	0	0
Total	1,184	95	150	134	334	471

*Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months. This report does not contain 16 positions found in error.

VACANT POSITIONS ON JUNE 30, 2019 BY NUMBER OF DAYS VACANT BY POSITION TYPE

POSITION*	# Vacant with Date	# Vacant <= 30 days	# Vacant >30-60 days	# Vacant >60-90 days	# Vacant >90-240 days	# Vacant >240 days
FULL-TIME	1,087	91	148	128	319	401
FULL-TIME TEMPORARY	97	4	2	6	15	70
Total	1,184	95	150	134	334	471
% of TOTAL		8%	13%	11%	28%	40%

*Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months. This report does not contain 16 positions found in error.

Report Generated: 9/23/2019 for data as of 6/30/2019 by Position Matrix V6.2

VACANCY RATE ON JUNE 30, 2019 BY POSITION TYPE

POSITION*	Number of Positions	Number of Vacancies	Vacancy Rate (%)
FULL-TIME	10,164	1,144	11%
FULL-TIME TEMPORARY	287	126	44%
Total	10,451	1,270	12%

*Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months.
 *Vacancy Rate = Total number of vacancies divided by total number of positions. This report does not contain 16 positions found in error.

Report Generated: 9/23/2019 for data as of 6/30/2019 by Position Matrix V6.2

RETIREMENT ELIGIBILITY

EXECUTIVE BRANCH - GROUP 1 EMPLOYEES
Estimate of Current and Future Eligibility for Retirement & State Health Insurance
Benefit

8,400 Employees* - Based on Current Employees as of 6/30/2019

As of July 1:	2019	% of Total Pop	2021	% of Total Pop
Eligible Age 65+ (with health ins ben)	209	2.5%	377	4.5%
Eligible Age 65+ (w/o health ins ben)	212	2.5%	385	4.6%
Eligible Age 60+ (with health ins ben)	461	5.5%	592	7.0%
Eligible Age 60+ (w/o health ins ben)	275	3.3%	309	3.7%
Early Eligible - 70 rule (with health ins ben)	342	4.1%	322	3.8%
Early Eligible - 70 rule (w/o health ins ben)	665	7.9%	778	9.3%
Early Eligible - Age 50-59 (with health ins ben)	0	0.0%	0	0.0%
Early Eligible - Age 50-59 (w/o health ins ben)	905	10.8%	800	9.5%
Total Eligible	3,069	36.5%	3,563	42.4%
Likely to Retire 65+ or 60+ with health ins ben	882	10.5%	1,354	16.1%

*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).

Report generated based on employee data as of 6/30/2019 by Employee Matrix V6.4

EXECUTIVE BRANCH - GROUP 1 EMPLOYEES

Estimate of Future Eligibility for Retirement By Agency as of July 1, 2019

8,400 Employees* - Based on Current Employees as of: 6/30/2019

AGENCY	% Eligible 65+	% Elig 60+ & hired before 7/1/03	% Elig 60+ & hired before 7/1/11	% Early Eligible 70 Rule	% Early Eligible 50-59	Total % Eligible	% "Likely"
Adjutant General's Dept	2%	7%	5%	14%	13%	41%	9%
Administrative Services Dept	6%	7%	4%	9%	12%	38%	13%
Agricult, Markets & Food Dept	0%	6%	3%	15%	18%	42%	6%
Banking Dept	0%	2%	0%	2%	17%	22%	2%
Bus & Econ Affairs Dept	10%	2%	3%	7%	12%	33%	12%
Corrections Dept	6%	6%	6%	9%	12%	38%	12%
Development Disabilities Cncl	0%	0%	0%	0%	0%	0%	0%
Education Dept	8%	7%	3%	8%	7%	32%	15%
Employment Security Dept	10%	9%	8%	13%	13%	53%	20%
Environmental Services Dept	4%	10%	3%	18%	7%	42%	14%
Executive Council	0%	0%	0%	0%	0%	0%	0%
Executive Dept	10%	2%	2%	2%	2%	18%	12%
Fish and Game Dept	3%	11%	3%	17%	8%	43%	14%
HHS: Behavioral Health Div	0%	0%	0%	15%	9%	24%	0%
HHS: Comm-Based Care Svcs Div	5%	26%	5%	5%	16%	58%	32%
HHS: Commissioner's Office	7%	6%	3%	16%	15%	47%	12%
HHS: Developmental Svcs Div	4%	8%	0%	14%	14%	40%	12%
HHS: Elderly & Adult Svcs Div	4%	10%	3%	8%	15%	39%	14%
HHS: Glenclyff Home	6%	5%	2%	8%	10%	32%	11%
HHS: Human Services Div	3%	4%	2%	11%	8%	29%	7%
HHS: Medicaid & Bus Policy Ofc	12%	4%	0%	25%	10%	50%	15%
HHS: NH Hospital	3%	5%	2%	10%	10%	30%	8%
HHS: Public Health Div	5%	4%	2%	8%	15%	35%	10%
HHS: Transitional Assist Div	3%	2%	4%	7%	9%	24%	5%
Human Rights Commission	0%	0%	0%	0%	0%	0%	0%
Information Technology Dept	7%	8%	4%	10%	19%	48%	15%
Insurance Dept	18%	7%	4%	7%	16%	54%	25%
Judicial Council	0%	0%	0%	33%	0%	33%	0%
Justice Dept	5%	5%	3%	9%	5%	26%	10%
Labor Dept	11%	6%	6%	7%	15%	45%	17%
Liquor Commission	2%	2%	3%	9%	9%	24%	4%
Lottery Commission	2%	0%	7%	12%	8%	29%	2%
Natural & Cult Resources Dept	4%	8%	2%	14%	13%	41%	12%
Pease Development Authority	33%	0%	0%	0%	33%	67%	33%
Police Stds & Training Council	15%	23%	0%	23%	8%	69%	38%
Prof Licensure & Cert Office	14%	5%	3%	6%	10%	38%	19%
Public Employee Labor Rel Brd	0%	0%	25%	25%	25%	75%	0%
Public Utilities Commission	14%	8%	3%	12%	12%	49%	22%
Revenue Administration Dept	1%	2%	2%	19%	11%	35%	4%
Safety Dept	4%	6%	3%	10%	12%	36%	10%
State Dept	17%	11%	2%	9%	15%	53%	27%
Tax and Land Appeals Board	29%	29%	0%	0%	14%	71%	57%
Transportation Dept	4%	5%	3%	18%	10%	40%	9%
Treasury Dept	14%	5%	10%	10%	14%	52%	19%
Veterans Home	5%	1%	6%	3%	10%	26%	6%
Veterans Services Office	0%	0%	0%	0%	0%	0%	0%
TOTAL	5%	5%	3%	12%	11%	37%	11%

* 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 left-to-right, even if they qualify under more than one category (e.g., employees who qualify under both Early Eligibility Rules are only counted in the "70 Rule" category).

Report generated based on employee data as of 6/30/2019 by Employee Matrix V6.4

EXECUTIVE BRANCH - GROUP 1 EMPLOYEES

Estimate of Future Eligibility for Retirement By Agency as of July 1, 2021

8,400 Employees* - Based on Current Employees as of: 6/30/2019

AGENCY	% Eligible 65+	% Eligible 60+ & hired before 7/1/03	% Eligible 60+ & hired before 7/1/11	% Early Eligible 70 Rule	% Early Eligible 50-59	Total % Eligible	% "Likely"
Adjutant General's Dept	5%	9%	7%	15%	13%	49%	14%
Administrative Services Dept	11%	9%	5%	9%	9%	42%	19%
Agricult, Markets & Food Dept	6%	15%	3%	6%	18%	48%	21%
Banking Dept	5%	2%	2%	5%	15%	29%	7%
Bus & Econ Affairs Dept	17%	3%	0%	8%	13%	42%	20%
Corrections Dept	13%	8%	5%	12%	10%	48%	21%
Development Disabilities Cncl	0%	0%	0%	0%	0%	0%	0%
Education Dept	11%	8%	4%	9%	3%	36%	19%
Employment Security Dept	18%	10%	6%	13%	15%	62%	28%
Environmental Services Dept	9%	11%	3%	19%	8%	50%	20%
Executive Council	0%	0%	0%	0%	0%	0%	0%
Executive Dept	10%	2%	2%	2%	2%	18%	12%
Fish and Game Dept	10%	8%	5%	20%	8%	50%	17%
HHS: Behavioral Health Div	3%	6%	0%	15%	3%	26%	9%
HHS: Comm-Based Care Svcs Div	16%	21%	5%	16%	16%	74%	37%
HHS: Commissioner's Office	10%	9%	6%	17%	10%	53%	20%
HHS: Developmental Svcs Div	6%	12%	0%	14%	10%	42%	18%
HHS: Elderly & Adult Svcs Div	15%	5%	1%	11%	19%	52%	20%
HHS: Glenclyff Home	11%	7%	3%	10%	7%	37%	18%
HHS: Human Services Div	6%	5%	2%	14%	8%	35%	11%
HHS: Medicaid & Bus Policy Ofc	15%	6%	0%	27%	13%	62%	21%
HHS: NH Hospital	6%	7%	3%	10%	9%	35%	13%
HHS: Public Health Div	10%	6%	3%	11%	11%	41%	16%
HHS: Transitional Assist Div	6%	3%	3%	7%	10%	29%	10%
Human Rights Commission	0%	0%	0%	0%	0%	0%	0%
Information Technology Dept	13%	11%	5%	14%	11%	53%	23%
Insurance Dept	25%	4%	6%	10%	12%	58%	30%
Judicial Council	0%	0%	0%	33%	0%	33%	0%
Justice Dept	11%	4%	1%	9%	5%	29%	15%
Labor Dept	14%	8%	7%	8%	14%	52%	23%
Liquor Commission	3%	4%	5%	10%	6%	28%	7%
Lottery Commission	3%	5%	7%	10%	10%	36%	8%
Natural & Cult Resources Dept	11%	7%	1%	15%	13%	47%	18%
Pease Development Authority	33%	0%	33%	0%	33%	100%	33%
Police Stds & Training Council	23%	15%	0%	23%	8%	69%	38%
Prof Licensure & Cert Office	24%	6%	3%	5%	8%	46%	30%
Public Employee Labor Rel Brd	0%	25%	25%	0%	25%	75%	25%
Public Utilities Commission	19%	8%	0%	11%	12%	50%	27%
Revenue Administration Dept	3%	9%	3%	16%	8%	39%	11%
Safety Dept	7%	8%	3%	12%	10%	41%	15%
State Dept	23%	11%	3%	14%	9%	59%	33%
Tax and Land Appeals Board	43%	14%	0%	0%	14%	71%	57%
Transportation Dept	7%	7%	4%	18%	10%	46%	14%
Treasury Dept	14%	10%	10%	10%	14%	57%	24%
Veterans Home	11%	2%	6%	6%	9%	34%	13%
Veterans Services Office	10%	0%	0%	0%	0%	10%	10%
TOTAL	9%	7%	4%	13%	10%	42%	16%

* 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 left-to-right, even if they qualify under more than one category (e.g., employees who qualify under both Early Eligibility Rules are only counted in the "70 Rule" category).

Report generated based on employee data as of 6/30/2019 by Employee Matrix V6.4

EXECUTIVE BRANCH - GROUP 2 EMPLOYEES
Estimate of Future Eligibility for Retirement & State Health Insurance Benefit
1,138 Employees - Based on Current Employees as of: 6/30/2019

As of July 1:	2019	% of Total Pop	2021	% of Total Pop
Eligible Age 60+ (with health ins ben)	38	3.3%	56	4.9%
Eligible Age 60+ (without health ins ben)	14	1.2%	20	1.8%
Eligible Age 45+ with 20+ YFS (with health ins ben)	103	9.1%	202	17.8%
Eligible Age 46-52.5 with 25+ YFS (with health ins ben)	0	0.0%	0	0.0%
Eligible Age 50-52.5 with 25+ YFS (without health ins ben)	0	0.0%	0	0.0%
Total Eligible & "Likely" (with health benefit)	155	13.6%	278	24.4%

*Includes full-time and full-time temporary classified and unclassified employees expected to work more than 6 months. "YFS" = years of full-time service.

Report generated based on employee data as of 6/30/2019 by Employee Matrix V6.4

EXECUTIVE BRANCH - GROUP 2 EMPLOYEES
Estimate of Current Eligibility for Retirement as of July 1, 2019
1,138 Employees* - Based on Current Employees as of: 6/30/2019

AGENCY	Eligible Age 45+ with 20+ YFS (with health ins ben)	Eligible Age 46-52.5 with 25+ YFS (with health ins ben)	Eligible Age 60+ (with health ins ben)	Eligible Age 60+ (without health ins ben)	Total Eligible & "Likely" (with health benefit)
ADJUTANT GENERAL'S DEPT	0%	0%	0%	0%	0%
CORRECTIONS DEPT	9%	0%	5%	2%	15%
FISH AND GAME DEPT	12%	0%	2%	0%	14%
LIQUOR COMMISSION	5%	0%	0%	0%	5%
NATURAL & CULT RESOURCES DEPT	30%	0%	0%	0%	30%
PEASE DEVELOPMENT AUTHORITY	0%	0%	50%	0%	50%
POLICE STDS & TRAINING COUNCIL	0%	0%	14%	14%	14%
SAFETY DEPT	9%	0%	0%	1%	9%
TOTAL	9%	0%	3%	1%	14%

* Includes full-time and full-time temporary classified and unclassified employees expected to work more than 6 months.
"YFS" = years of full-time service

Report generated based on employee data as of 6/30/2019 by Employee Matrix V6.4

EXECUTIVE BRANCH - GROUP 2 EMPLOYEES
Estimate of Future Eligibility for Retirement as of July 1, 2021
1,138 Employees* - Based on Current Employees as of: 6/30/2019

AGENCY	Eligible Age 45+ with 20+ YFS (with health ins ben)	Eligible Age 46-52.5 with 25+ YFS (with health ins ben)	Eligible Age 60+ (with health ins ben)	Eligible Age 60+ (without health ins ben)	Total Eligible & "Likely" (with health benefit)
ADJUTANT GENERAL'S DEPT	0%	0%	0%	0%	0%
CORRECTIONS DEPT	20%	0%	8%	2%	28%
FISH AND GAME DEPT	19%	0%	2%	0%	21%
LIQUOR COMMISSION	5%	0%	0%	0%	5%
NATURAL & CULT RESOURCES DEPT	50%	0%	0%	0%	50%
PEASE DEVELOPMENT AUTHORITY	0%	0%	50%	0%	50%
POLICE STDS & TRAINING COUNCIL	14%	0%	14%	14%	29%
SAFETY DEPT	15%	0%	1%	1%	16%
TOTAL	18%	0%	5%	2%	24%

* Includes full-time and full-time temporary classified and unclassified employees expected to work more than 6 months.
"YFS" = years of full-time service

Report generated based on employee data as of 6/30/2019 by Employee Matrix V6.4

RECRUITMENT AND CERTIFICATION SECTION

The Recruitment and Certification Unit is responsible for the following functions:

- Identify and implement recruitment strategies to increase the State's visibility and promote the State of New Hampshire as an employer of choice such as: maintaining a social media presence, attending job and career fairs, and promoting the State's internship programs.
- Maintain the State's online recruitment presence to inform the public concerning job and career opportunities within the Executive Branch of state government.
- Provide guidance to state agencies and human resource staff on best practices for recruitment as identified in professional recruitment literature and through analysis of reports and studies.
- Manage and coordinate 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 agency staff in the job posting process.
- Plan, develop, organize and conduct 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.
- Audit agencies' assessments of applicant information to ensure consistency in the interpretation and evaluation of minimum qualifications and adherence with statewide certification standards.
- Interview and counsel job applicants, to include the public and current state personnel, regarding job vacancies, promotional opportunities, minimum skills required, and career aspirations; develop individual employability plans; compose 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.
- Provide expert consultation and technical assistance to professional staff in the Division of Personnel regarding proposed revisions to agency and statewide minimum qualification requirements; assist 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, a full-time job opening is posted internally within the Executive Branch classified personnel system for a period of five business days and the internal opening is available to all state agency employees (Per 402.01). If no qualified candidates apply or a candidate is not selected during the internal posting process, the position is opened to the public as an external posting (Per 404.01). State employees may also apply during the external recruitment process. The Personnel Rules do not mandate an internal posting period for part-time or seasonal positions.

The numbers provided below represent only those positions posted in the State Online Recruitment System and applications submitted electronically through the online system. These numbers do not include candidates that completed paper job applications outside of the State Online Recruitment System.

RECRUITMENT OF FULL-TIME AND PART-TIME POSITIONS BY AGENCY
Fiscal Year 2019

AGENCY	Internal Postings	External Postings	Full-Time Postings	Part-Time Postings	Total Job Postings	Total Applications Received*
Adjutant General's Department	52	40	88	4	92	438
Administrative Services Dept.	127	102	97	132	229	1,266
Agriculture Department	12	7	13	6	19	122
Banking Department	5	1	6	0	6	26
Business & Economic Affairs	26	23	13	36	49	304
Corrections Department	157	78	221	14	235	1,813
Development Disabilities Council	3	2	3	2	5	49
Education Department	80	48	122	6	128	1,310
Employment Security	90	45	90	45	135	919
Environmental Services Dept.	97	49	124	22	146	880
Executive Department	4	3	5	2	7	142
Fish and Game Department	22	14	20	16	36	399
Health & Human Services Dept.	983	600	1,431	152	1,583	15,462
Human Rights Commission	4	2	3	3	6	131
Information Technology Dept.	101	79	176	4	180	1,617
Insurance Department	29	17	46	0	46	290
Justice Department	30	18	43	5	48	381
Labor Department	24	13	32	5	37	217
Liquor Commission	180	52	131	101	232	1,134
Lottery Commission	23	6	23	6	29	280
Natural & Cultural Resources	81	65	72	74	146	1,191
Police Standards & Training	1	1	2	0	2	11
Prof Licensure and Cert. Office	35	26	30	31	61	567
Public Utilities Commission	15	6	21	0	21	170
Revenue Administration Dept.	37	15	52	0	52	300
Safety Department	283	159	259	183	442	5,140
State Department	6	1	7	0	7	87
Tax and Land Appeals Board	3	2	3	2	5	12
Transportation Department	517	341	777	81	858	3,831
Treasury Department	3	0	3	0	3	19
Veterans Home	99	75	117	57	174	400
Veterans Services Office	3	2	5	0	5	82
Total	3,132	1,892	4,035	989	5,024	38,990

*Information reflects NH FIRST applications only.

**RECRUITMENT OF FULL-TIME AND PART-TIME POSITIONS BY MONTH
Fiscal Year 2019**

Month	Internal Postings	External Postings	Full-Time Postings	Part-Time Postings	Total Job Postings	Total Applications*
July	321	209	419	11	530	3,153
August	260	160	356	64	420	3,938
September	301	109	270	40	310	3,730
October	272	183	369	86	455	3,982
November	180	113	233	60	293	3,130
December	207	117	268	56	324	2,549
January	274	163	355	82	437	3,772
February	247	161	324	84	408	2,438
March	250	166	301	115	416	2,493
April	301	192	398	95	493	2,683
May	306	158	388	76	464	3,641
June	313	161	355	119	474	3,481
Total	3,132	1,892	4,036	988	5,024	38,990

*Information reflects NH FIRST applications only.

**RECRUITMENT OF FULL-TIME AND PART-TIME POSITIONS BY OCCUPATIONAL
CATEGORY
Fiscal Year 2019**

Occupational Category	Internal Postings	External Postings	Full-Time Postings	Part-Time Postings	Total Job Postings	Total Applications*
Administrative Support	571	281	506	346	852	9,200
Enforcement Protection & Institution	355	179	460	74	534	4,061
Labor & Trade	714	495	935	274	1,209	4,426
Other	39	38	53	24	77	823
Professional & Managerial	1,298	791	1,867	222	2,089	18,362
Technical	155	108	215	48	263	2,118
Total	3,132	1,892	4,036	988	5,024	38,990

*Information reflects NH FIRST applications only.

**CANDIDATE REFERRAL BY SOURCE
Fiscal Year 2019**

SOURCE	# OF APPLICATIONS*
Attached From a Different Requisition	93
Career Fair / Job Fair	684
Current State Employee	3,257
Facebook.com	199
In-House Posting	7326
Indeed.com	14,191
LinkedIn.com	758
Newspaper	133
Division of Personnel	7,658
Radio	47
Other	4,644
TOTAL APPLICATIONS RECEIVED	38,990
*Information reflects NH FIRST applications only.	

RECRUITMENT ACTIVITIES CONDUCTED IN FISCAL YEAR 2019

Recruitment and Certification has worked with Financial Data Management (FDM) to improve the applicant experience by removing barriers in the online application process. Additional messaging has been added to the recruitment website to better assist the applicant in completing the registration process; as well as tips and directions to help the applicant complete the online application successfully.

The Recruitment Unit enhanced its web presence by reducing the number of clicks required to reach the job opportunities page. Video tiles with links have been added that provide information regarding veteran information, internship opportunities, testimonials, diversity information, and a link to the total compensation calculator. The total compensation calculator allows applicants to calculate the "total" compensation in a state position. After entering the advertised salary of the posted position and the number of parties to be enrolled in the benefits package, the total compensation is calculated for the first year of employment.

In Fiscal Year 2019, the State received a Statement of Commitment from the Employer Support of Guard and Reserve. This statement is a pledge from the State to comply with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and ensure that State managers have the tools needed to manage those state employees who serve in the Guard and Reserves in recognition and support of our country's Service members and their families in peace, in crisis, and in war.

On May 15, 2019, Governor Sununu signed a Memorandum of Agreement (MOA) with the U.S. Army Partnership for Youth Success (PaYS) under which future soldiers and Reserve Officer Training Corps (ROTC) cadets are guaranteed a job interview for State positions upon meeting certification requirements after they complete their enlistment with the Army. The PaYS program is an enlistment option and recruiting initiative for the Army and the State. The Military

Occupational Specialties (MOS) will be matched to an equivalent State classification job description(s), allowing for the education and experience the soldier acquires during their term of enlistment to qualify them to meet the minimum qualifications of the same type of position with the State.

Recruitment and Certification personnel attended **13** job fairs and career events from July 2018 to June 2019. These included both public and private colleges. Attending college career fairs has helped in marketing State career opportunities directly to students looking for jobs upon graduation.

The Recruitment and Certification Unit attended a Career Planning Day event at one of the local high schools to encourage students to consider jobs within their community when they are starting to think of possible careers. Students were given information on educational requirements for various fields within state government to help them select the best course of studies.

The Recruitment and Certification Unit participated in an employer discussion panel held with Southern New Hampshire University (SNHU) Career Counseling staff and other private employers from around the state. The panel helped SNHU career staff better understand what common practices could hurt an applicant's likelihood to obtain an interview, as well as the strengths students are bringing to the application process. This information will help the career staff better prepare students to apply for employment.

The Recruitment and Certification Unit provided two training sessions for agency Human Resource staff on the certification of applications. **58** human resources staff attended this training and are now able to certify their agency's applications themselves, enabling the agency's hiring managers to access their certified (qualified) applicants sooner.

The Recruitment and Certification Unit provided instruction on certification and recruitment processes as part of the Bureau of Education and Training's Human Resource Certificate Program this year. DOP reviewed the Administrative Rules pertaining to the State's recruitment and certification processes, as well as the process flow from starting point to its ending point, to help students better understand how the Administrative Rules apply within the recruitment process.

EMPLOYEE REDUCTION IN FORCE (RIF) LIST

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, because of reorganization or downsizing in state government. This legislation mandates that any classified position that becomes available in a department or establishment, as defined in RSA 9:1, 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 classification titles 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 2019:

ACTION	NUMBER
Individual Names Submitted to Personnel	0
Names Removed from RIF List:	
Placement to State Agencies	1
Recalled/Re-employed by Agency	3
Declined Placement Services	4
Total Number of Names Removed	8
Number of Full Time Vacant Positions Submitted by Agencies	184
Total Number of Positions Released	183
Names Remaining on RIF List *	0
<p>*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 and Compensation Section is responsible for the development, review, maintenance, and revision of the classification and compensation plan for the State of New Hampshire. The Section also ensures system support and processing for position movement and changes within the State Human Resource Management System (NH FIRST). The Classification Section is overseen by an Administrator and consists of a Position Transaction Processing and Reporting Office (Office) with one full-time Supervisor and one full-time Human Resources Technician, and an Analytical/Auditing Unit (Unit) with two full-time and one part-time Human Resources Specialists that serve as Analysts/Auditors.

The Classification Section is working with Financial Data Management (FDM) to improve mechanisms to capture detailed metrics for transactions. Improved analytics will help the Section more accurately report on transactions processed and timelines, improve auditing of position data, and to identify and solve compliance problems more efficiently. The Office is the hub for position-focused analytics and metrics. The Office staff coordinates with FDM for reports, metrics and troubleshooting and with the Department of Administrative Services' Budget Office to prepare requests that must go before Governor and the Executive Council for approval.

For Fiscal Year 2019, the Section reviewed and processed a combined total of **15,861** position actions and transactions. This included the processing of **757** classified position movement transactions, and **1,150** non-classified and unclassified position changes. The section validates position information and data within NH FIRST for each transaction.

The Section conducts and participates in a variety of salary and position surveys on a national, regional, and local basis. Analysts work in tandem with New Hampshire State Agencies to review labor market information, updates in educational and certification requirements, and industry changes that coincide with comparable industry and state government positions, to ensure alignment with national and regional data. The Section worked on projects this year that helped state agencies address position and organizational issues that influenced areas of recruitment and hiring, employee turnover and retention, training and development, performance, environment and communication, cross-function, Equal Employment Opportunity Commission, pay equity, and diversification of skills.

Fiscal Year 2019 also brought initiatives to streamline and improve the New Hampshire Classification System and procedures. The Section was an integral part of this effort and an active participant in project meetings, operational assessments, and reviews of rules, policies, and procedures. The Classification Section focused on gathering input from many stakeholder groups and conducted extensive research in to define proposed short- and long-term changes to the State Classification System.

TECHNICAL ASSISTANCE, AUDITING, AND TRAINING:

The complexity of research and technical assistance provided by the Section varies by project. This year, the Section consulted on labor market research, wage analysis, review of organizational impacts, and cross-functional assessments. Organizational and position analysis was conducted to help agencies improve their workforce performance planning, find solutions to recruitment challenges, and address other relevant human resource concerns.

Fiscal Year 2019 brought significant movement and turnover within state human resources and agency administration; both the Unit and the Office were engaged in providing extensive training, technical assistance, and explanations of rules, procedures, and standards, and in general, areas of government human resources. The Section also broadened its oversight with an expanded auditing role in order to help address challenges with capacity and resources. Training and guidance to agency human resources personnel in their ability to review materials, transactions, requests, and to mitigate personnel and quality issues directly and prior to the submittal of position action requests has been effective in improving quality and appropriateness of information.

The Section also began developing methodologies for assessing agencies on the effectiveness of classification and position management practices, policies, and procedures. Consultation meetings provided planning and direction to enhance effectiveness in achieving agency objectives in broader areas of organizational planning, development, and forecasting of workforce needs. Competency training for targeted agency human resources staff as part of these ongoing efforts will continue to add efficiencies in statewide classification operations.

The Office provides training, review, and feedback to state agencies on the processing of their transactions including: position extensions, establishments, categorization, and maintenance. They ensure successful process flow to the Division's Central Human Resources Processing Section for timely pay and employee status adjustments. This year the Office provided more formalized training and technical assistance to agency human resources professionals to guide them on the laws and rules pertaining to the maintenance of jobs and positions. The Classification Section relies on the Office to assist with critical tracking, timely updates, systems reports, and technical input for projects and process improvement efforts.

ONE WORKFORCE INITIATIVE: UPDATING THE STATE'S CLASSIFICATION PLAN & SYSTEM

In August 2018, the Department of Administrative Services began investing considerable staff time to examine the current personnel management practices and processes, and to identify options for improving and modernizing systems.

The Classification Section worked with an assigned Project Manager and with the Division leadership to examine all aspects of the current Classification System and its related operations. The focus was on the identification of short- and long-term recommendations to increase speed and flexibility in managing positions, and to enable agencies to quickly adjust staffing to meet their business and service demands. The Section conducted extensive outreach for input to identify concerns and best practices associated with the State's current classification plan and system.

In FY 2019, a series of focus group meetings were conducted and an online comment tool was used to gather input. In addition, the Section conducted extensive benchmark research on how other states and public entities have set-up, modified, and streamlined their classification and compensation systems.

Major topics identified from outreach included the need to:

- Provide more flexibility in the application of minimum qualifications for positions.

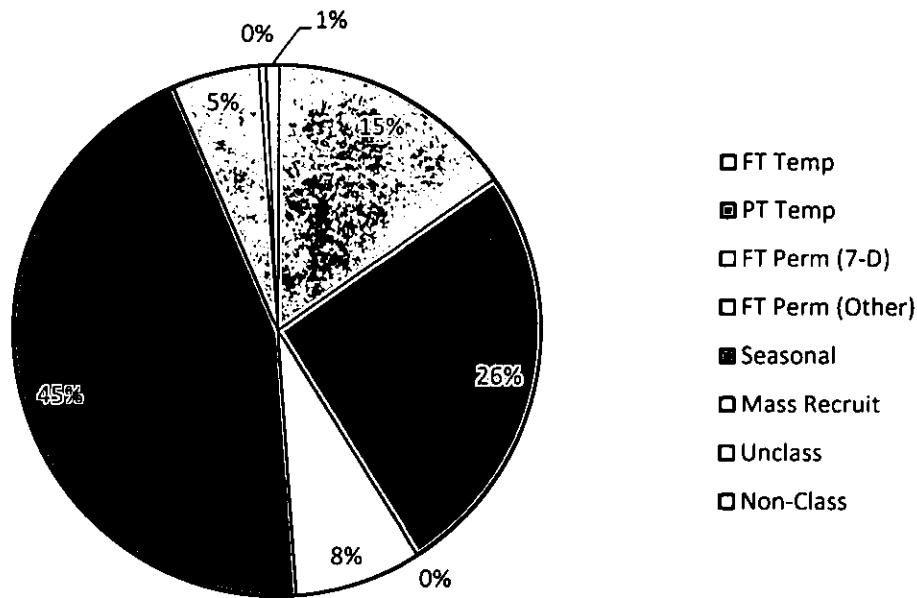
- Ensure terminology of class specifications is broad and up-to date to attract the 'best' pool of candidates and provide for versatile employees.
- Expand factors used to evaluate positions to go beyond administrative and supervisory functions and increase value placed on trades, expertise, and technical skills.
- Ensure competitive and equitable levels of compensation.

This major project for the Classification Section will continue into FY 2020.

POSITION UPDATES:

This Fiscal Year, the Section reviewed and approved **490** requests to create new positions. A list of all new Classified, full-time positions expected to last more than 6 months created in FY 2019 is provided at the end of this section. The Office abolished **17** full-time and **over 100** part-time positions in FY 2019. A list of abolished full-time positions is also provided at the end of this section.

**New Positions Established – All Categories
Fiscal Year 2019**

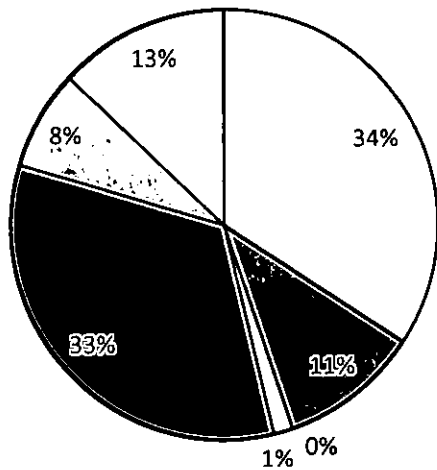


Full Time Temporary	Part Time Temporary	Full Time Permanent (7-D)	Full Time Permanent (Other)	
75	126	0	38	
Seasonal	Mass Recruitment	Unclassified	Non-Classified	Total Established
219	26	2	4	490

TEMPORARY CHANGES TO POSITIONS:

The Section follows appropriate RSAs and procedures when approving and processing all position actions involving temporary changes. This includes the monitoring of positions going beyond their expiration date. Actions of this nature, for example, may involve a request to extend an end date for a full-time temporary position beyond its one-year approval timeframe. Any special assignments or temporary promotion requests are also examined for compliance with appropriate Administrative Rules of the Division of Personnel. For Fiscal Year 2019, **348** transactions of this nature were performed by the Section.

**POSITION EXTENSIONS/ TEMPORARY CHANGES
Fiscal Year 2019**



- Extend End Date
- Promotional Path
- Temporary Reclassification Down
- Temporary Reclassification Up and Return
- Temporary Promotion and Return
- Override Grade and Return
- Special Assignments - Promotions and Return

Action	Count
Extend End Date	119
Promotional Path	37
Temporary Reclassification Down	0
Temporary Reclassification Up and Return	5
Temporary Promotion and Return	116
Override Grade and Return	26
Special Assignments - Promotions and Return	45

CLASS SPECIFICATION REVISIONS AND MAINTENANCE:

State job classification specifications set and maintain the statewide standard for characteristic duties and minimum qualification requirements for all classified positions. Project requests from agencies to revise classification specifications require critical analysis because they may have legal ramifications, affect more than one agency and affect multiple positions. Updates or changes to minimum qualification and certification requirements, correction of outdated language, changes in industry standards, state licensing requirements, or significant changes in purpose or characteristic duties of a classification, can take place. This Fiscal Year, the Classification Section processed **46** classification specification reviews and revisions (including reallocations).

The Section also developed and implemented a streamlined electronic procedure for classification specification requests in efforts to move away from a cumbersome paper process toward an electronic tracking and archiving system and standardized electronic formats to improve efficiency in the workflow for document revisions and updates.

Maintenance efforts for our state classification system in Fiscal Year 2019 focused on reducing the total number of active classification titles available. First, the Classification Unit identified several class titles not currently in use and worked with agencies to deactivate **71** titles no longer needed. The Classification Unit also looked for opportunities to migrate positions with unique titles to an alternative, more general classification title based on similarity of functions and alignment with duties assigned. The consolidation of titles helps ensure that positions performing similar duties in comparable organizational structures across agencies are evaluated against the same standard and compensated equitably.

REALLOCATIONS:

The Section reviews requests to reallocate the labor grade of classification titles or classification series in addition to requests to modify existing class title specifications. Reallocations affect all positions assigned to that title in every state agency. The work involves complex impact and labor market analysis, extensive research, multiple revisions and edits. Meetings with any impacted agencies are also held as changes could result in budgetary and organizational adjustments. In Fiscal Year 2019, **6** reallocations were approved that affected **551** filled and vacant positions. One additional reallocation request was received in FY 2019 and remained under review as of June 30, 2019.

**SUMMARY OF CLASS SPECIFICATION MODIFICATION AND REALLOCATION REQUESTS
Fiscal Year 2019**

Requested Action	# Submitted	# Approved	# Denied/ Incomplete	# Still in Review
Revision to Class Title Specification with Labor Grade Change	10	6	3	1
Revision to Class Specification w/o Labor Grade Change	78	37	0	41
TOTAL	88	43	3	42

**APPROVED REALLOCATION OF CLASSIFICATION TITLES
Fiscal Year 2019**

Classification Title Changed	Old Labor Grade	Old Base Salary Step 1	New Labor Grade	New Base Salary Step 1	# Positions Affected*	Estimated Cost of Title Reallocation Per Year (all positions)**
EMP. Assistance Program Field Rep.	25	\$50,954	27	\$55,556	4	\$18,408
Assistant Highway Patrol Foreman	14	\$32,624	15	\$33,872	102	\$127,296
Highway Maintainer I	7	\$25,097	9	\$27,027	62	\$119,691
Highway Maintainer II	9	\$27,027	11	\$29,153	236	\$501,618
Highway Maintainer III	12	\$30,225	14	\$32,624	144	\$345,384
Human Resources Specialist II	24	\$48,770	27	\$55,556	3	\$20,358
NET TOTAL	-			-	551	\$1,132,755

* Includes only permanent classified, full-time and temporary classified full-time positions expected to last more than 6 months established between 7/1/2018 and 6/30/2019.

** Additional cost is estimated based on Step 1 salary difference for all positions (vacant and filled).

RECLASSIFICATIONS:

The Classification Section reviews requests to reclassify positions from one job classification title to another, which typically involves a change in labor grade. Organizational changes can also result in a reclassification of a position. Requests may also be combined with other position actions such as transfers, location and supervisor changes, supplemental job description revisions, and organizational structure reconfigurations.

Reclassifications are the most frequent and numerous type of request submitted for review by this Section. Time, analysis, and research varies by type and complexity of each reclassification request.

OUT-OF-CLASS SERIES RECLASSIFICATIONS:

Position reclassifications that are considered “out-of-class series” per the existing RSA 21-I: 56, continued to be brought before Governor & Council (G & C) for approval. This Fiscal Year, **88** out of the **372** position reclassifications were submitted to and approved by G & C. The chart at the end of this section lists all out-of-series position reclassifications.

**SUMMARY OF RECLASSIFICATION REQUESTS FOR FULL-TIME POSITIONS
Fiscal Year 2019**

Requested Action*	# Submitted	# Processed	# Returned	# Still Under Review
Position Reclassification – Vacant	194	158	14	22
Position Reclassification – Filled	220	148	12	60
Position Reclassification with Re-Organization	25	8	5	12
TOTAL	442	314	31	94

Transaction Type	Net or Average Cost** (Est. Per Year)	# Transactions
Per Position Reclassification with Change to Higher Labor Grade	\$6,370	231
Per Position Reclassification with Change to Lower Labor Grade	(\$5,840)	42
Position Reclassification with No Change in Labor Grade	\$ 0	26
Position Reclassification Denied	\$ 0	15
All Reclassifications (Est Net Cost)	\$1,213,850	314

* Includes requests for permanent reclassification of Classified Permanent and Full-time Temporary Positions Lasting More Than 6 Months Only; excludes requests affecting Non-classified and Unclassified Positions and requests for temporary (short-term) position reclassifications.

** Cost is estimated based on Step 1 salary for vacant positions and actual salary for filled positions.

RECLASSIFICATION DECISIONS WHICH DIFFERED FROM AGENCY REQUESTS:

This year, **37** decision letters were sent to agencies explaining the determination of the Classification Section in regards to reclassification and/or reallocation requests. Decision letters are necessary when the Classification Section disagrees with an agency request or arrives at an alternative decision based on a review of materials and analysis, or when communicating a decision outcome after an agency reorganization that changes functions of a positions or affects a position's role within an organizational structure. The Section anticipates that as more focused competency training takes place, agency human resources staff will be better able to assist employees and supervisors in understanding the purpose of a reclassification. Further, those same agency staff can provide assistance to their employees and administration when reviewing materials for reclassification or reallocation requests, and be able to mitigate issues, address concerns or explain decision outcomes.

REORGANIZATIONS:

Reorganizations occur when an agency seeks to better align business operations or in response to changes in funding or programmatic needs. This year the Section completed **132** work units that involved agency reorganization (Reorgs). These included requests for changes in class series, reclassifications, position and employee transfers, organizational changes, and transactional request supporting agency restructuring initiatives. Complex technical assistance involving position movement is provided due to the impact a reorganization can have on agency employees and organizational structures. This Fiscal Year the Section worked with FDM to develop definitions around Reorg codes so that better metrics could be tracked and distinctions could be made between the transactional and position change requests that are involved.

**OUT-OF-SERIES POSITION RECLASSIFICATIONS APPROVED BY GOVERNOR AND COUNCIL
Fiscal Year 2019**

DEPARTMENT	FROM (TITLE & SALARY GRADE)	LG	TO (TITLE & SALARY GRADE)	LG	G & C
Department of Information Technology	Program Assistant II	15	Technical Support Specialist III	25	7/25/18
New Hampshire Insurance Department	Insurance Company Examiner II	31	Attorney III	30	7/25/18
Justice Department	Legal Assistant I	19	Legal Assistant II	22	7/25/18
Department of Corrections	Corrections Counselor Case Manager	20	Supervisor II	21	8/22/18
Department of Health and Human Services	Data Entry Operator III	8	Program Assistant I	12	9/5/18
Department of Health and Human Services	Case Technician I	14	Quality Control Reviewer I	20	9/5/18
Revenue Administration	Clerk III	8	Administrator II	29	9/20/18
Department of Health and Human Services	Internal Auditor III	23	Financial Analyst	28	10/3/18
Revenue Administration	Clerk IV	12	Paralegal II	19	10/3/18
Office of Professional Licensure & Certification	License Clerk	11	Administrative Assistant I	16	10/3/18
Department of Health and Human Services	Program Specialist IV	25	Administrator II	29	10/3/18
Department of Health and Human Services	Business Systems Analyst I	28	Business Administrator III	27	10/3/18
Treasury State	Internal Auditor I	19	Program Assistant II	15	10/17/18
Department of Transportation	Geological Exploration Technician I	9	Business Systems Analyst I	28	10/17/18
Department of Information Technology	Business Systems Analyst II	30	System Development Specialist VI	30	10/17/18
Justice Department	Criminal Justice Program Specialist	24	Accountant IV	23	10/17/18
Department of Safety	Data Control Clerk III	12	Maintenance Mechanic II	12	10/17/18
Department of Safety	Administrator IV	33	Administrator II	29	10/17/18
Department of Health and Human Services	Administrator I	27	Business Administrator IV	29	10/31/18
Department of Transportation	Environmental III	23	Business Systems Analyst I	28	10/31/18
Department of Environmental Services	Hydrogeologist III	27	Environmental III	23	10/31/18
Department of Corrections	Teacher III	18	Pharmacist	27	10/31/18
Department of Health and Human Services	Admin of Planning Coordination	30	Administrator IV	33	10/31/18
Department of Health and Human Services	Paralegal I	16	Legal Secretary III	13	10/31/18
Department of Health and Human Services	Program Specialist IV	25	Public Health Program Manager	26	11/14/18
Department of Health and Human Services	Executive Secretary	11	Program Specialist I	19	11/14/18
Department of Information Technology	Supervisor of Computer Operations	19	Technical Support Specialist VI	32	11/14/18
Department of Information Technology	Service & Production Clerk	12	Business Systems Analyst II	30	12/5/18
Department of Information Technology	Systems Development Spec II	21	Technical Support Spec VI	32	12/5/18
Department of Health and Human Services	Program Specialist IV	25	Administrator III	31	12/5/18
Department of Transportation	Engineering Technician III	16	Business Systems Analyst I	28	12/19/18
Department of Health and Human Services	Administrator I	27	Business Systems Analyst II	30	12/19/18
Department of Health and Human Services	Administrator I	27	Business Systems Analyst II	30	12/19/18
Department of Health and Human Services	Administrator IV	33	Executive Project Manager	35	1/23/19

DEPARTMENT	FROM (TITLE & SALARY GRADE)	LG	TO (TITLE & SALARY GRADE)	LG	G & C
Department of Health and Human Services	Mental Health Worker Trainee	7	Registered Nurse I	19	1/23/19
Department of Health and Human Services	Mental Health Worker II	11	Registered Nurse I	19	1/23/19
Treasury State	Technical Support Specialist III	25	Technical Support Spec IV	27	1/23/19
Department of Transportation	Program Specialist I	19	Systems Development Specialist III	23	1/23/19
Department of Health and Human Services	Social Worker III	19	Supervisor III	23	1/23/19
Department of Health and Human Services	Fraud Investigator	21	Administrator II	29	1/23/19
Department of Environmental Services	Environmental Technician III	14	Program Assistant II	15	1/23/19
Department of Environmental Services	Environmental Technician III	14	Program Assistant II	15	1/23/19
Department of Environmental Services	Environmental Technician III	14	Program Assistant II	15	1/23/19
Department of Safety	Secretary II	9	Paralegal I	16	1/23/19
Department of Environmental Services	Environmental Technician III	14	Program Assistant II	15	1/23/19
Adjutant General	Clerk III	8	Plant Maintenance Engineer III	21	1/23/19
Adjutant General	Maintenance Engineer II	12	Plant Maintenance Engineer III	21	1/23/19
Department of Health and Human Services	Child Support Officer	20	Program Specialist IV	25	2/6/19
Department of Health and Human Services	Child Support Officer	20	Program Specialist IV	25	2/6/19
Office of Professional Licensure & Certification	Systems Development Specialist IV	26	Business Systems Analyst I	28	2/6/19
Department of Information Technology	Systems Development Spec VI	30	Technical Support Spec VI	32	2/20/19
Department of Health and Human Services	Executive Secretary	11	Program Assistant II	15	2/20/19
Department of Information Technology	Information Technology Manager II	30	Business Systems Analyst I	28	3/13/19
Department of Health and Human Services	Public Health Coordinator	23	Program Specialist IV	25	3/27/19
Department of Corrections	Prison Shop Manager II	18	Supervisor II	19	3/27/19
Department of Safety	Accountant III	21	Technical Support Spec IV	27	3/27/19
Department of Health and Human Services	Business Administrator IV	29	Administrator III	31	3/27/19
Department of Health and Human Services	Inventory Control Supervisor	14	Warehouse Supervisor	17	3/27/19
Department of Health and Human Services	Business Administrator IV	29	Administrator III	27	3/27/19
Department of Health and Human Services	Financial Analyst	28	Administrator II	29	3/27/19
Department of Health and Human Services	Case Technician	14	Accountant I	16	4/17/19
Department of Health and Human Services	Program Specialist III	23	Business Administrator III	27	4/17/19
Department of Health and Human Services	Paralegal I	16	Program Specialist IV	25	4/17/19
Department of Safety	Emergency Management Specialist	23	Program Specialist III	21	5/1/19
Department of Health and Human Services	Accountant II	18	Administrator I	27	5/1/19
Department of Health and Human Services	Accounting Technician	12	Administrator I	27	5/1/19
Department of Transportation	Engineering Technician III	16	Information Technology Manager III	31	5/1/19
Department of Health and Human Services	Staff Development and Training Specialist	24	Occupational Therapist II	21	5/15/19
Department of Safety	Counter Clerk II	9	Stock Clerk II	8	5/15/19
Department of Health and Human Services	Substance Abuse Counselor	18	Program Assistant I	12	5/15/19
Department of Health and Human Services	Radiation Health Physicist III	26	Records Control Clerk	10	5/15/19
Department of Health and Human Services	Financial Agent I	20	Fraud Investigator	21	5/15/19

DEPARTMENT	FROM (TITLE & SALARY GRADE)	LG	TO (TITLE & SALARY GRADE)	LG	G & C
Department of Health and Human Services	Program Assistant II	15	Supervisor III	23	5/15/19
Department of Health and Human Services	Senior Management Analyst	26	Systems Development Spec IV	26	6/5/19
Department of Health and Human Services	Program Specialist IV	25	Business Systems Analyst I	28	6/5/19
Department of Health and Human Services	Mental Health Worker I	11	Licensed Nursing Assistant I	11	6/5/19
Department of Health and Human Services	Mental Health Worker II	11	Licensed Nursing Assistant I	9	6/5/19
Department of Health and Human Services	Mental Health Worker II	11	Licensed Nursing Assistant I	9	6/5/19
Banking Commission	Business Administrator I	21	Human Resources Coordinator I	21	6/5/19
Department of Information Technology	Systems Development Spec V	28	Business Systems Analyst II	30	6/5/19
Department of Health and Human Services	Mental Health Worker II	11	Licensed Nursing Assistant II	11	6/5/19
Department of Health and Human Services	Mental Health Worker II	11	Licensed Nursing Assistant II	11	6/5/19
Department of Environmental Services	Word Processor Operator II	12	Program Assistant II	15	6/5/19
Department of Information Technology	Computer Operator II	13	Information Technology Manager IV	32	6/5/19
Adjutant General	Engineering Technician V	22	Program Specialist IV	25	6/19/19
Department of Education	Secretary II	9	Program Assistant I	12	6/19/19
Department of Education	Accounting Technician	12	Rehabilitation Technician	12	6/19/19
Department of Safety	Administrative Supervisor	17	Program Assistant II	15	7/10/19

**NEW FULL-TIME PERMANENT AND FULL-TIME TEMPORARY POSITIONS
Fiscal Year 2019**

Agency	Classification Title*	Labor Grade	Estimated Cost (Step 1)
ADJUTANT GENERAL'S DEPT	Veterans Service Officer	18	\$38,201
ADJUTANT GENERAL'S DEPT	Veterans Service Officer	18	\$38,201
ADMINISTRATIVE SERVICES DEPT	Surplus Property Storekeeper II	13	\$31,337
ADMINISTRATIVE SERVICES DEPT	Program Assistant II	15	\$33,872
CORRECTIONS DEPT	PROGRAM COORDINATOR RE-ENTRY CARE	26	\$53,177
CORRECTIONS DEPT	PROGRAM COORDINATOR RE-ENTRY CARE	26	\$53,177
EDUCATION DEPT	Program Specialist IV	25	\$50,954
EDUCATION DEPT	Program Specialist IV	25	\$50,954
EDUCATION DEPT	Program Specialist IV	25	\$50,954
ENVIRONMENTAL SERVICES DEPT	Environmentalist IV	27	\$55,556
ENVIRONMENTAL SERVICES DEPT	Toxicologist IV	29	\$60,470
EXECUTIVE DEPT	Program Specialist IV	25	\$50,954
HEALTH AND HUMAN SERVICES	Executive Secretary	11	\$29,153
HEALTH AND HUMAN SERVICES	Executive Secretary	11	\$29,153
HEALTH AND HUMAN SERVICES	Program Assistant I	12	\$30,225
HEALTH AND HUMAN SERVICES	PROGRAM ASSISTANT I	12	\$30,225
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Family Services Specialist Trainee	15	\$33,872
HEALTH AND HUMAN SERVICES	Accountant II	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201

Agency	Classification Title*	Labor Grade	Estimated Cost (Step 1)
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Child Protective Service Worker I	18	\$38,201
HEALTH AND HUMAN SERVICES	Internal Auditor II	21	\$43,115
HEALTH AND HUMAN SERVICES	Program Specialist II	21	\$43,115
HEALTH AND HUMAN SERVICES	Program Specialist III	23	\$46,761
HEALTH AND HUMAN SERVICES	Program Specialist III	23	\$46,761
HEALTH AND HUMAN SERVICES	Program Specialist III	23	\$46,761
HEALTH AND HUMAN SERVICES	Program Specialist III	23	\$46,761
HEALTH AND HUMAN SERVICES	Program Specialist III	23	\$46,761
HEALTH AND HUMAN SERVICES	Business Administrator II	24	\$48,770
HEALTH AND HUMAN SERVICES	Program Specialist IV	25	\$50,954
HEALTH AND HUMAN SERVICES	Program Specialist IV	25	\$50,954
HEALTH AND HUMAN SERVICES	Program Specialist IV	25	\$50,954
HEALTH AND HUMAN SERVICES	Program Specialist IV	25	\$50,954
HEALTH AND HUMAN SERVICES	Program Specialist IV	25	\$50,954
HEALTH AND HUMAN SERVICES	Programs Information Officer	25	\$50,954
HEALTH AND HUMAN SERVICES	Supervisor IV	25	\$50,954
HEALTH AND HUMAN SERVICES	Supervisor IV	25	\$50,954
HEALTH AND HUMAN SERVICES	Senior Management Analyst	26	\$53,177
HEALTH AND HUMAN SERVICES	SENIOR MANAGEMENT ANALYST	26	\$53,177
HEALTH AND HUMAN SERVICES	ADMINISTRATOR I	27	\$55,556
HEALTH AND HUMAN SERVICES	Attorney II	28	\$57,954
HEALTH AND HUMAN SERVICES	Attorney II	28	\$57,954
HEALTH AND HUMAN SERVICES	BUSINESS SYSTEMS ANALYST I	28	\$57,954
HEALTH AND HUMAN SERVICES	Administrator II	29	\$60,470

Agency	Classification Title*	Labor Grade	Estimated Cost (Step 1)
HEALTH AND HUMAN SERVICES	Business Systems Analyst II	30	\$63,180
HEALTH AND HUMAN SERVICES	Administrator IV	33	\$72,306
HEALTH AND HUMAN SERVICES	Executive Project Manager	35	\$79,170
JUSTICE DEPT	Criminal Justice Program Specialist	24	\$48,770
NATURAL & CULT RESOURCES DEPT	Maintenance Mechanic I	8	\$25,974
NATURAL & CULT RESOURCES DEPT	Account Clerk III	9	\$27,027
NATURAL & CULT RESOURCES DEPT	Forest Technician I	10	\$28,061
NATURAL & CULT RESOURCES DEPT	Forest Technician I	10	\$28,061
NATURAL & CULT RESOURCES DEPT	Mountain Equipment Operator	12	\$30,225
NATURAL & CULT RESOURCES DEPT	Park Manager II	12	\$30,225
NATURAL & CULT RESOURCES DEPT	Park Manager II	12	\$30,225
NATURAL & CULT RESOURCES DEPT	Retail Store Clerk II	12	\$30,225
NATURAL & CULT RESOURCES DEPT	Equipment Operator Supervisor	14	\$32,624
NATURAL & CULT RESOURCES DEPT	Maintenance Mechanic III	14	\$32,624
NATURAL & CULT RESOURCES DEPT	Retail Store Manager I	14	\$32,624
NATURAL & CULT RESOURCES DEPT	Grants & Contract Technician	15	\$33,872
NATURAL & CULT RESOURCES DEPT	Park Manager III	15	\$33,872
NATURAL & CULT RESOURCES DEPT	Park Manager III	15	\$33,872
NATURAL & CULT RESOURCES DEPT	Park Manager III	15	\$33,872
NATURAL & CULT RESOURCES DEPT	Ski School Director	19	\$39,702
PROF LICENSURE & CERT OFFICE	License Clerk	11	\$29,153
PROF LICENSURE & CERT OFFICE	License Clerk	11	\$29,153
PROF LICENSURE & CERT OFFICE	License Clerk	11	\$29,153
PROF LICENSURE & CERT OFFICE	PLANNING ANALYST/DATA SYSTEM	24	\$48,770
SAFETY DEPT	Program Assistant II	15	\$33,872
SAFETY DEPT	Program Specialist III	23	\$46,761
STATE DEPT	Technical Support Specialist VI	32	\$69,089
TOTAL	102 positions	TOTAL	\$4,175,438
		AVERAGE	19
			\$40,936

* Includes only permanent classified, full-time and temporary classified full-time positions expected to last more than 6 months established between 7/1/2018 and 6/30/2019.

**POSITIONS UNFUNDED OR ABOLISHED
Fiscal Year 2019**

Agency	Classification Title*	Labor Grade	Estimated Cost** (Step 1)
EMPLOYMENT SECURITY DEPT	Employment Counselor Spec	19	\$39,702
EMPLOYMENT SECURITY DEPT	Employment Counselor Spec	19	\$39,702
EMPLOYMENT SECURITY DEPT	Employment Counselor Spec	19	\$39,702
EMPLOYMENT SECURITY DEPT	Program Specialist I	19	\$39,702
SAFETY DEPT	Program Assistant II	15	\$33,872
SAFETY DEPT	Field Rep I Emer Mgmt Comm	19	\$39,702
VETERANS HOME	Laundry Worker III	7	\$25,097
VETERANS HOME	Cook II	9	\$27,027
VETERANS HOME	Licensed Nursing Assistant I	9	\$34,070
VETERANS HOME	Licensed Nursing Assistant II	11	\$36,774
VETERANS HOME	Licensed Nursing Assistant II	11	\$36,774
VETERANS HOME	Licensed Nursing Assistant II	11	\$36,774
VETERANS HOME	Licensed Nursing Assistant II	11	\$36,774
VETERANS HOME	Licensed Nursing Assistant III	14	\$41,142
VETERANS HOME	Licensed Nursing Assistant III	14	\$41,142
VETERANS HOME	Licensed Practical Nurse II	18	\$48,152
VETERANS HOME	Registered Nurse II	21	\$54,350
TOTAL	17 positions		\$650,457
<p>* Includes only permanent classified, full-time and temporary classified full-time positions expected to last more than 6 months abolished between 7/1/2018 and 6/30/2019.</p> <p>** Estimated annual cost per position is based on base salary only (using applicable wage schedule).</p>			

CENTRAL HUMAN RESOURCE PROCESSING UNIT

The Central Human Resource Processing Unit is comprised of two sections: the Employee HR Transactions and Record Maintenance Section, which processes all human resource transactions affecting the pay and status of Classified, Unclassified and Non-Classified employees; and the Examination Section, which administers written examinations to determine internal and external applicants' competency for appointment consideration to job vacancies within New Hampshire State Government law enforcement community.

This Unit continues to work closely with FDM and the BOA to identify improvements in processing human resource transactions. As NH FIRST processes are updated or newly created, this Section documents the procedures, presents new procedures to agency human resource staff, and posts the new procedures on the DOP Sunspot page on the Intranet. This Section also is instrumental in testing in support of system upgrades, use of new/modified codes, and implementation of new functionality within NH FIRST.

Members of this Unit 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.

EMPLOYEE HR TRANSACTIONS AND RECORD MAINTENANCE SECTION

This section processed **31,741** transactions in Fiscal Year 2019 including, but are not limited to: new hires, rehires, promotions, lateral assignment changes, transfers, demotions, increments, leave of absences, date adjustments, terminations, and retirements.

Transactions	Total
New Hires	2,032
Rehires	1,151
Transfers	3,070
Promotions	380
Change in Pay Rates	5,836
Change Relationship to Organizations	13,096
Terminations	6,166
Miscellaneous Transactions	10
Total	31,741

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This Section processed an average of **610** transactions every week. This is an increase from last year of **3%**. In addition to these standard employee transactions, this Section worked in conjunction with the Classification Section to retroactively correct historic position and/or employee data to adjust an employee's pay and to implement mass updates for position changes, such as labor grade, union or title changes, that also affected employees in filled positions.

In Fiscal Year 2019, this Section increasingly used the mass upload method, which was developed to process multiple employee/position changes in the NH FIRST system using an excel spreadsheet rather than individual transactions. 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 **22** mass uploads, which otherwise would have required agencies and employees in this Section to process thousands of individual transactions. A significant project in Fiscal Year 2019 was completed with Employee Relations, Financial Data Management (FDM), Bureau of Accounts (BOA) and Classifications Section to change how differential pays are managed within NH FIRST. This project required the mass upload of **18** different spreadsheets, affecting thousands of employee records.

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.

EXAMINATION SECTION

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

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>

Testing activity included proctoring written examinations, documenting and communicating the results of written examinations and structured interviews for **576** applicants.

Structured Interview Data Processing and Administration	327
Law Enforcement Written Exams	249
Total	576

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 cover all cost items, terms, and conditions of employment to include wages, benefits, hours and other conditions of employment.

Additionally, the Bureau administers the collective bargaining agreements; represents the State, in cooperation with the Attorney General, in all grievance actions before the Public Employee Labor Relations Board; investigates, prepares and represents the State in grievance, mediation and settlement negotiations; and, provides technical advice and interpretations to all state agencies to ensure consistent policies and practices are followed in compliance with the State's collective bargaining agreements.

COLLECTIVE BARGAINING

The following five unions represent state employees:

- **State Employees' Association (SEA)**

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

Certified bargaining units represented by State Employees' Association include:

- Adjutant General
- 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 Sergeants*)
- Lottery Commission
- Natural and Cultural Resources Department
- Postsecondary Education Commission
- Professional Licensure & Certification, Office of
- Revenue Administration Department

Safety Department (*except for State Police Troopers, State Police Sgts., 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 bargaining unit includes the State Police Troopers and State Police Sergeants.

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

The State Police Command Staff group are represented by the New Hampshire Troopers Association (NHTA). This bargaining unit includes State Police Captains, State Police Lieutenants, and State Police Majors.

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

Certified bargaining units represented by the NEPBA currently include:

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**

The Teamsters Local 633 represent the following bargaining unit:

NH State Corrections Officers and Corrections Officer Corporals

EMPLOYEES BY UNION REPRESENTATION*
Fiscal Year 2019

Union	# of Represented Employees
New England Police Benevolent Association Local 40	27
New England Police Benevolent Association Local 45	15
New England Police Benevolent Association Local 260	15
New England Police Benevolent Association Local 265	58
New England Police Benevolent Association Local 270	11
New Hampshire Troopers Association	313
New Hampshire Troopers Association-Command Staff	21
The State Employees' Association of NH, SEIU Local 1984	8,707
Teamsters Local 633	317
Total	9,484
<p>* Includes classified full-time permanent and full-time temporary employees, 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. * Confidential employees are excluded. * 6 classified employees did not meet any group criteria and are excluded from this report.</p>	

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POSITIONS BY UNION REPRESENTATION*
Fiscal Year 2019

Union	# Positions
New England Police Benevolent Association 40	33
New England Police Benevolent Association 45	16
New England Police Benevolent Association 260	17
New England Police Benevolent Association 265	60
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	10,107
Teamsters Local 633	422
Total	11,018
<p>*Includes classified full-time permanent and full-time temporary positions expected to last for more than 6 months as well as part-time represented positions of the Liquor Commission. *This report does not contain 13 positions found in error.</p>	

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MASTER NEGOTIATIONS

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

On June 30, 2019, the State and the Unions were still bargaining. The Collective Bargaining Agreements entered 'evergreen' on July 1, 2019. The complete text of the current (2017-2019) 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's 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

Wages: Payroll Information

*State Employees' Association, New England Police Benevolent Association and Teamster Bargaining Units only:

Effective January 4, 2019, in accordance with Article 19.3 "Payroll Information." The Division of Personnel in conjunction with the Bureau of Accounts and Financial Data Management worked collaboratively on removing certain pay differentials (hazard, direct care and nursing) from base pay schedules.

The "Payroll Information" article requires payroll checks to include the following information: a clear designation as to the amount and category of pay, e.g., regular, overtime or holiday pay, for which payment is made; and that any pay above base pay be separated and identified.

This project was extensive and required changes to job codes, recruitment postings, and several system configurations that affected thousands of employees.

Supplemental Sick Leave

*State Employees Association Bargaining Unit Only:

Effective January 1, 2019, the Supplemental Sick Leave program is available only after all benefits approved under the short-term disability income protection plan have been exhausted. 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.

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, employed for one year represented by the State Employees Association, the New England Police Benevolent Association, Teamsters Local 633, New Hampshire Troopers Association – Command Staff Bargaining Units, as well as unrepresented employees.

**STATE EMPLOYEES' ASSOCIATION
SUPPLEMENTAL SICK LEAVE PLAN
Fiscal Year 2019**

AGENCY	Requests Submitted	Requests Approved	Days of Leave Approved
ADJUTANT GENERAL'S DEPARTMENT	1	1	41
ADMINISTRATIVE SERVICES	1	0	0
BANKING DEPARTMENT	7	7	166
CORRECTIONS DEPARTMENT	3	2	30
EDUCATION DEPARTMENT	4	4	87
EMPLOYMENT SECURITY DEPARTMENT	9	6	197
ENVIRONMENTAL SERVICES DEPARTMENT	1	0	0
FISH & GAME DEPARTMENT	0	0	0
HEALTH & HUMAN SERVICES DEPARTMENT	88	63	1,482
INFORMATION TECHNOLOGY DEPARTMENT	4	4	152
INSURANCE DEPARTMENT	2	2	180
LABOR DEPARTMENT	3	3	147
LIQUOR COMMISSION	0	0	0
NATURAL & CULTURAL RESOURCES DEPARTMENT	1	1	8
SAFETY DEPARTMENT	18	16	292
TRANSPORTATION DEPARTMENT	16	12	230
VETERANS HOME	2	2	110
Total	160	123	3,122

* Total Approved Requests = 123 or 77%
 * Average days approved per request – 26 days

**INCOME PROTECTION PROGRAM
Fiscal Year 2019**

AGENCY	Number of Applications Submitted	Number of Requests Approved	Number of Calendar Days out on STD-IP	Average Number of Calendar Days per Application
ADJUTANT GENERAL'S DEPARTMENT.	3	2	238	119
ADMINISTRATIVE SERVICES	2	2	78	39
AGRICULTURE, MARKETS & FOOD DEPARTMENT	1	1	42	42
BANKING DEPARTMENT	4	3	243	81
CORRECTIONS DEPARTMENT	11	11	159	15
EDUCATION DEPARTMENT	1	1	57	57
EMPLOYMENT SECURITY DEPARTMENT	1	1	59	59
ENVIRONMENTAL SERVICES DEPARTMENT	5	5	60	12
FISH AND GAME DEPARTMENT	1	1	170	170
HEALTH & HUMAN SERVICES DEPARTMENT	32	30	1,848	62
INFORMATION TECHNOLOGY DEPARTMENT	2	1	57	57
LABOR DEPARTMENT	1	1	108	108
LIQUOR COMMISSION	5	4	343	86
LOTTERY COMMISSION	1	0	0	0
PROFESSIONAL LICENSURE & CERTIFICATION OFFICE	1	1	10	10
REVENUE ADMINISTRATION DEPARTMENT	3	3	200	67
SAFETY DEPARTMENT	4	4	122	31
TRANSPORTATION DEPARTMENT	13	12	864	72
VETERANS HOME	1	1	41	41
Total	92	84	4,699	52

* On January 1, 2019, the SEIU became eligible for the Short-term Disability-Income Protection Plan.

* There were 92 Income Protection applications submitted for fiscal year 2019; 69 more than Fiscal Year 2018.

* The average number of calendar days an employee was out of work per approved application for Fiscal Year 2019 was 52; on average 43 days less than the prior Fiscal Year.

BUREAU OF EDUCATION AND TRAINING

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

- Deliver cost-effective, quality training using skilled and knowledgeable trainers, facilitators, teachers, and eLearning tools.
- Offer a variety of training opportunities designed for adult learners.
- Provide training resources and consulting services to state agencies.
- Provide training specified by RSA 21-I: 42.

BET Program Summary

BET delivered the following programs in FY 2019:

- Certified Public Manager Program – Level I and Level II
- Department of Health and Human Services –Supervisor Certificate Program II Program
- Human Resource Certificate Program
- Lean Process Improvement Initiatives and Certificate Programs – Lean White, Yellow, Green, and Black Belts
- Foundations of State Supervision and Foundations Review
- Professional skill development resources and classes
- 2018 & 2019 Sexual Harassment Training (Online)
- 2018 & 2019 Respect in the Workplace Training (Online)

The total number of student enrollments for all programs in FY 2019 was **1,150**. This was an increase of 114 enrollments over FY 2018. BET's uptick in enrollment was the result of curriculum changes and an increased number of course offerings.

BET's FY 2019 faculty included one full-time professor, three part-time professors, and three contracted faculty. In addition, BET had one part-time position: a Staff Development & Training Specialist. In May 2019, the part-time Staff Development & Training Specialist position was changed to full-time. In addition, two full-time Division of Personnel employees provided support for BET's courses and initiatives.

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 explore securing a larger space that better supported training needs.

BET Fiscal Year 2019 Programming

New Hampshire Certified Public Manager Program

Since FY 1996, the Bureau has offered a Certified Public Manager Program (CPM) for New Hampshire: state, county, municipal and school district employees. The aim of the NHCPM program is to establish a standardized level of professionalism in 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 who planned to enter a supervisory role. The Level I program takes students one year to complete with over 150 hours of core course work. Successful completion of the program earns participants the designation of Certified Public Supervisor (CPS).
- The Level II program is available to supervisors and managers who had already successfully completed Level I. Level II required an additional 120 hours of core course work as well as participation in a team project that required 60 to 100 hours of time. Students that completed the program earned the Certified Public Manager® (CPM) designation. The CPM designation is a registered service mark of the National Certified Public Manager Consortium. The BET 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 (SCP) II, enrolled 15 students in its inaugural year, with similar enrollment numbers the following year. By the end of FY 2019, 46 students had completed this program.
- In Fiscal Year 2019, there were 69 graduates from the Level I program and 31 graduates from Level II. For the DHHS-SCP-CPS program, there were 14 graduates. We were at full capacity by the end for April 2019.
- BET sponsored the third annual L.E.A.D. (Leadership, Effectiveness, Accountability, and Development) Symposium in May of 2019 as a venue to display the CPM student capstone projects. More than 125 people attended.
- Both the CPS and CPM designations are deemed professional rather than academic credentials. However, a number of colleges and universities do recognize the course work. BET established 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.
- The Certified Public Manager (CPM) program was re-accredited by the National CPM Consortium (NCPMC) in October 2018. The New Hampshire CPM program has secured accreditation through 2024. Two BET employees secured seats on the NCPMC Board.

Lean Process Improvement Initiatives

- The Bureau delivered certificate programs and provided instructors/facilitators for on-site Lean, process improvement projects.
- BET faculty secured a seat on the NH Lean Executive Committee and participated in the planning and program development of the NH Lean Network events and the NH Lean Annual Summit.
- The Bureau, in conjunction with the Financial Data Management (FDM) and the Department of Administrative Services, hosted and maintained a website for the NH Lean Network: Lean.NH.gov

We reduced the Lean programs classroom size to a maximum of 15 students to increase the effectiveness of learning transfer. The total enrollment for the FY 2019 was **241**, which was **42** students less than FY 2018. In FY 2019 BET also conducted on-site yellow belt training at DHHS and DOS.

BET delivered the following programs to state and municipal employees:

- **Lean White Belt**
 - **107** students completed and passed the Moodle - online Lean White Belt course.
 - BET established Lean White Belt as a pre-requisite for Lean Yellow Belt.
- **Lean Yellow Belt**
 - **178** students participated in the 3-day hands-on introduction to the philosophy and methodology of Lean process improvement, including 81 students as part of the Certificated Public Supervisor Program.
- **Lean Green Belt**
 - **41** students participated in the three-day program that was focused on how to guide a group through the Lean process and the techniques required to move a group through a range of challenges when initiating organizational change and/ or managing implementation.
 - This was the same number of participants as FY 2018.
- **Lean Black Belt**
 - 9 students participated in the Black Belt program, the highest level of Lean Certification that has been offered by BET.
 - Black Belt students developed a deeper understanding of all aspects of Lean transformation across the entire government system.
- **Lean Networking Meetings**
 - Meetings were held monthly to foster the sharing of information and experience by lean practitioners.

Additionally, BET led two municipal training sessions in Lean Yellow Belt and delivered a Lean for Leaders webinar for members of the NH Municipal Association.

Foundations of State Supervision

This two-day program offers state supervisors and managers an interactive and systematic applied learning experience that improved 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 Hassan directed all department supervisors to attend and complete Foundations of State Supervision. To facilitate this directive, BET Professor Frank Nugent launched an outreach initiative that promoted and coordinated efficient program delivery to accommodate department and agency needs.

In FY 2019, **104** state employees participated in the program. BET also developed a focused train-the-trainer program that supported agency trainers that were tasked with delivering Foundations content to agency personnel. **70** employees attended the Foundations Review half-

day class - this was a refresher and was recommended to Foundations of State Supervision students that attended on or before 2016. DES, DHHS, DOT and DOS participated in the Foundations train-the-trainer program.

Human Resources Certificate Program

BET launched a revitalized version of the Human Resources Certificate in February of 2018.

- In February 2019, we offered this program - **12** students enrolled.
- The 15-session program provided a foundation in human resource management at the technical, operational, relationship, and strategic levels for employees who wants to further their career in Human Resources within government/public sector.
- 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.

State of New Hampshire – Bureau of Education and Training - eLearning

- The Bureau of Education and Training made significant progress in further developing the statewide online learning management system (LMS) in FY 2019.
- BET continued to establish itself as the best option for a centralized online learning management resource for State of New Hampshire employees.
 - During FY 2019 BET reestablished the State of New Hampshire MOT (Moodle Oversight Team) and further developed strategic partnerships with agencies throughout the state.
 - BET continued to collaborate with the Department of Information Technology and Financial Data Management to ensure a great user experience for our online students.
 - The State of NH LMS added three new agencies to the Moodle LMS platform during FY 2019.
- During FY 2019 BET brought four fully functional courses online. (Lean White Belt, Sexual Harassment Training, Respect in the Workplace Training, and the Statewide Computer Use Policy Training)
 - Three of the four courses brought online during FY 2019 were compliance initiatives that had a mandatory completion requirement associated with them.
 - Making this course content easily available online and trackable was a tremendous time and resource saver for the agencies that participated.
- During FY 2019, BET offered monthly compliance reporting to all participating agencies.
 - This was a great victory and agencies frequently voiced their appreciation!
- During FY 2019 BET hired a new Online Instructional Designer/eLearning developer.
 - This helped pave the way for much of the progress detailed above.
 - BET staffing concerns have not yet been completely resolved. As our online/eLearning presence grew, so did the level of support required to support our agencies in the manner that they required.

- BET's new Online Instructional Designer/ eLearning developer eliminated course development limitations addressed in last year's Annual Report.
 - Our new Online Instructional Designer introduced an affordable set of tools that allowed us to maximize the non-enterprise LMS platform we had.
 - Taking advantage of industry leading development tools and current business practices positioned BET, as a trusted resource for online learning needs of State of New Hampshire employees.
- A great demand for an "Enterprise" class Online Learning Management System was voiced by many agencies.
 - BET continued to collaborate with participating agencies as well as DoIT and FDM in an effort to secure an Enterprise LMS.
 - Securing an Enterprise class LMS will equip BET to grow with the demand that our internal customers are voicing.
- While budgetary constraints did prohibit BET from securing the new LMS mentioned in last year's Annual Report, recruitment of an instructional designer did allow BET to make additional online learning available to every state employee in FY 2019.
- FY 2019 was an exciting and productive year for the Bureau of Education and Training's online/ eLearning presence.
 - As we closed out FY 2019, we recognize our accomplishments and committed to make quality eLearning available to employees of the State of New Hampshire.

Professional Development Classes

BET reconfigured its delivery of classes and faculty workloads to offer a wide range of professional development classes in FY 2019. BET developed more applied learning classes. In FY 2019, BET delivered the following classes to **753** state, local, and county employees.

Prepaid Training Packages for State Agencies

In FY 2019, BET offered State agencies the opportunity to purchase a package of training to respond to training needs and provide a more efficient, cost-effective way to expand access to BET programs.

- The package included 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 had the opportunity to invest in their employees' development for \$10 per employee.

The following agencies took advantage of the Pre-Paid Program:

- Agriculture, Health and Human Services, NH Lottery Commission, and Safety/Division of Fire Standards & Training, Safety/Department of Motor Vehicles, Revenue, and NH Employment Security.

**COURSES HELD BY BUREAU OF EDUCATION AND TRAINING
Fiscal Year 2019**

Course Title	Number of Participants
Americans W/Disabilities Act	9
Balanced Scorecard Program	55
Business Etiquette	20
Business Writing	60
Change Management	7
Coaching Employees	10
Communication Skills	63
Conflict Resolution	26
Creating a Culture of Customer Service	26
Creative Problem Solving	24
Customer Service	34
De-Escalating Anger	15
Ethics/Integrity in Government	18
Family Medical Leave Act	14
Let's Talk I	23
Managing At A Distance	12
Managing Difficult Employees	25
Managing-Union Environment	9
MBTI	61
Motivating Employees	7
Organizational Behavior	31
Organizational Dev- Offsite	8
Performance Evaluation	20
Personnel Rules	29
Preparing For Diff Discussions	7
Proactive Leadership	4
Program Evaluation- 1 Day	11
Project Management	18
Public Speaking	31
Strategic Planning	18
Time Management	43
Understanding & Valuing Differences	15
Total	753