



State of New Hampshire

DIVISION OF PERSONNEL
Department of Administrative Services
State House Annex - 28 School Street
Concord, New Hampshire 03301

3B *Am*

VICKI V. QUIRAM
Commissioner
(603) 271-3201

SARA J. WILLINGHAM
Director
(603) 271-3261

January 30, 2017

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-Fifth Annual Report for the Division of Personnel of the Department of Administrative Services for Fiscal Year 2016. This report is submitted in accordance with the provisions of RSA 21-I:42, VII.

Respectfully submitted,
THROUGH VICKI V. QUIRAM, Commissioner
Department of Administrative Services

SARA J. WILLINGHAM
Director, Division of Personnel
Department of Administrative Services



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

2016 ANNUAL REPORT



**State of New Hampshire
Department of Administrative Services
Division of Personnel
2016 Annual Report
Fiscal Year Ended June 30, 2016**

Pursuant to RSA 21-I:42

Vicki V. Quiram, Commissioner
Sara J. Willingham, Director of Personnel
Joseph Shoemaker, Deputy Director

Margaret Wood Hassan, Governor
Joseph D. Kenney, Executive Councilor
Colin Van Ostern, Executive Councilor
Christopher T. Sununu, Executive Councilor
Christopher C. Pappas, Executive Councilor
David K. Wheeler, Executive Councilor

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

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GENERAL SUMMARY FY 2016

Authority

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

Mission

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

Location

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

Staff Composition

| | |
|----|--------------------------------|
| 18 | Full-time classified employees |
| 6 | Part-time employees |
| 3 | Unclassified employees |

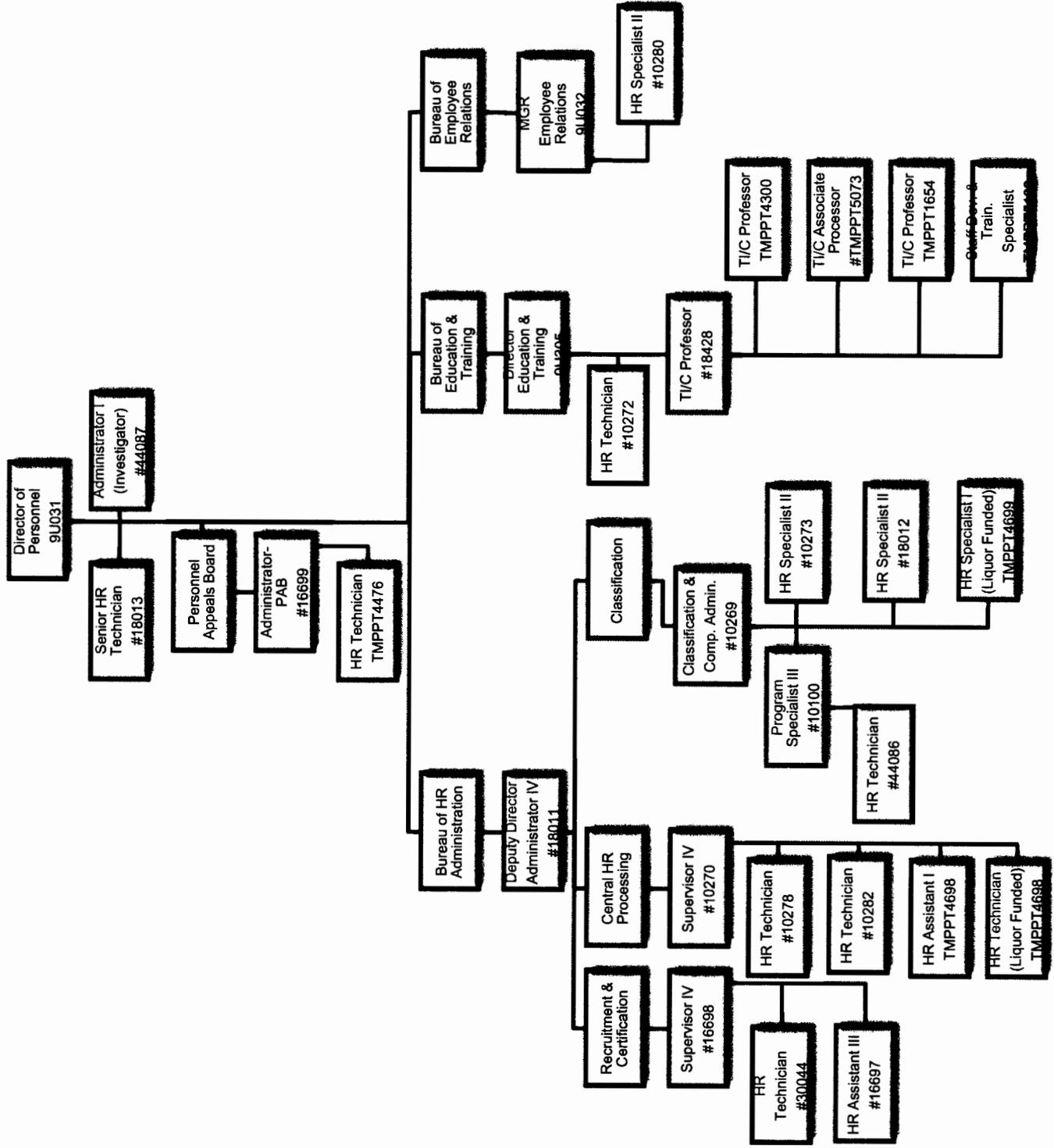
Fiscal Year Appropriation

\$2,519,776

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. As in the past several years, one of those five seats remained vacant throughout Fiscal Year 2015. The Commissioners serving on the Board during Fiscal Year 2016 were: Christopher Nicolopoulos, Norman Patenaude; Charla Stevens; and David Goldstein.

Division of Personnel – Organizational Structure



DIVISION OF PERSONNEL

Overview

The Division of Personnel was created in 1989 to maintain a centralized State system of personnel administration based on merit principles. The Division is tasked with establishing and enforcing appropriate methods of recruitment, appointment, compensation, promotion, transfer, layoff, removal and discipline of classified state employees. It assists in procuring and administering employee benefit programs, including health benefits, group life insurance and flexible spending. The Division also provides employee testing services and is responsible for oversight of the State classification system, and many other areas as mandated by RSA 21:1:42-44. The Division's Bureau of Education and Training provides comprehensive management training through the auspices of the Certified Public Manager and Supervisors program. The Manager of Employee Relations conducts negotiations on behalf of the Governor and represents the State in grievance actions related to the Collective Bargaining Agreement. In addition, the Division serves a valuable function in overseeing a fair, equitable and comprehensive system of personnel and labor relations for the State and its employees.

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 2016 10 employees received a non-monetary recognition award and three employees received monetary recognition totaling \$600.00. Along with these awards, the State Suggestion and Extraordinary Service Award Program gave special recognition to two employees from the Department of Revenue for their outstanding performance and dedicated commitment.

Non-Monetary Award Recipients

Tara Albert, William Armstrong, Stanley Freeda, Robert Kelley, Christopher Kench, Kate McGovern, Robert Minicucci, Theresa Pare-Curtis, Christopher Rousseau, Jillian Schenck

On November 18, 2015, the Suggestion and Incentive Awards Committee, with the Governor and Council's assistance, presented non-monetary recognition to the members of the Moodle Oversight Team for their vision and commitment in the development of a statewide learning management system. The Team represents a statewide collaboration of state employees with training and technology related positions. Their initiative evolved into a cost-effective, centralized, and sustainable model that will transform training and education for State of New Hampshire employees and external customers based on best practices of training and education. This system will reduce travel and training costs and will provide access to consistent online training.

Monetary Award Recipients

John Avlas, Department of Health & Human Services – \$250 Award

The Department of Health and Human Services sought recognition for their employee John Avlas for his initiative in recalculating the USDA Food & Nutrition Services Error Rate for New Hampshire. Mr. Avlas went above and beyond the expected standard of work performance by taking the initiative to discover and document a costly calculation error made by the US Department of Agriculture. To calculate a state's liability status, the USDA Food and Nutrition Assistance Program compares each state's payment error rate to the national performance

measure. A state is placed in first year liability status whenever for two consecutive years there is a 95 percent probability that a state's payment error rate exceeds 105 percent of the national performance measure. In fiscal year 2014, the USDA Food and Nutrition Services posted the error rate for New Hampshire as 4.81%, which put New Hampshire in first year liability. Mr. Avlas questioned the rate because in conversations with the USDA he did not believe the rate was accurate. Mr. Avlas collected all of the pertinent information, analyzed the process and the data involved, and statistically recalculated the rate, which reduced the State error rate from 4.81% to 4.72%. This number eliminated first year liability for the Department of Health and Services and ensured that the Department would not be in a second year sanction, which would have caused a financial penalty. The USDA acknowledged and accepted the recalculation made by Mr. Avlas. This action saved the State of New Hampshire from the monetary sanction New Hampshire would have incurred. In addition, it protected the State's reputation by keeping the state within accepted national performance measures.

Deborah Nixon and Spiro Millios, Department of Revenue - \$175 Award

The Department of Revenue sought recognition for their employees Deborah Nixon and Spiro Millios for their initiative in researching tax return data from the IRS by working outside the scope of their normal duties in ensuring cost savings to the State of New Hampshire. Ms. Nixon is a Tax Auditor I and Mr. Millios is a Systems Development Specialist IV in the Audit Division of the Discovery Bureau. The Discovery Bureau compares taxpayer records from the IRS against those of the Department of Revenue and writes to non-filers who meet the filing threshold. In the process of researching their list, Ms. Nixon and Mr. Millios started to see suspicious return data. They found similarities in the outlying tax returns and looked at more data for confirmation of fraudulent activity. After conducting this research, they identified several thousand tax returns which were requesting fraudulent refunds, and brought these returns to the attention of the IRS. Their dedication saved the IRS several hundred thousand dollars. In return, their actions also saved the State of New Hampshire at least \$3,500 in current future costs by eliminating the need to send out initial and follow-up letters to individuals.

Special Recognition

Lisa Ashburner and William Horsfall, Department of Revenue

Ms. Ashburner and Mr. Horsfall recognized time and money could be saved if their rented 17 post office boxes could be consolidated to 12 boxes. The cost savings for two years has resulted in over \$5,500. In addition, the amount of daily time has been maximized as there are fewer PO boxes to pick up and less mail to sort and deliver. This streamlined process has helped the Department of Revenue's mail staff deliver mail more timely and efficiently.

BUREAU OF HUMAN RESOURCES ADMINISTRATION

(1) Recruitment and Certification Section

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

(2) Central HR Processing Employee Section

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

(3) Classification and Organizational Analysis Section

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

RECRUITMENT AND CERTIFICATION SECTION

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

- Coordinating statewide recruitment efforts, including approving and posting all advertisements and Opportunities Announcements for classified positions.
- Evaluating employment applications for certification (eligibility) purposes.

STATEWIDE HIRING FREEZE

Executive Order 2014-02

On May 22, 2014, Governor Margaret Wood Hassan issued Executive Order 2014-02, instituting a hiring freeze of Executive Branch hiring, purchasing equipment and out-of state travel to reduce state general fund expenditures. This freeze remained in effect until June 30, 2015. Specific to the hiring freeze, this includes all full-time positions, both classified and unclassified, funded in whole or in part by the general fund, with the exceptions of direct care, custodial care and law enforcement positions. The Executive Order provided that exceptions to the hiring freeze could be requested by any agency to the Governor, and that exceptions granted by the Governor shall be transmitted to the Fiscal Committee.

RECRUITMENT AND CERTIFICATION ACTIVITIES

During Fiscal Year 2016, the Recruitment and Certification posted the following:

| JOB POSTINGS | NUMBER |
|------------------------------------|---------------|
| Part-Time Internal Job Postings | 40 |
| Full-Time Internal Job Postings | 1128 |
| Total Internal Job Postings | 1168 |
| | |
| Part-Time External Job Postings | 308 |
| Full-Time External Job Postings | 1048 |
| External Job Postings | 1356 |
| | |
| Total Job Postings | 2523 |

PERSONNEL ACTIONS FISCAL YEAR 2016

| PERSONNEL ACTION | NUMBER |
|---|---------------|
| New Hires | 1,863 |
| Hires Above Minimum Step (both full-time & part-time) | 411 |
| Rehires | 829 |

EMPLOYEE REDUCTION IN FORCE (RIF) LIST

Effective July 1, 2015, the Legislature passed Chapter 276:5 relative to the rehiring of laid-off state employees. This legislation extended the definition of "laid-off employee" to include any state employee laid off between July 1, 2015 and June 30, 2016, as a result of reorganization or downsizing in state government. This legislation mandates that any position that becomes available in a state department be filled, if possible, by a laid-off state employee if such person is not already employed by the State of New Hampshire and if he or she meets the minimum qualifications for the position. It also requires the appointing authority of each department or agency to submit names and classifications of individuals laid off to the Director of Personnel within 10 days of the layoff.

The following is a summary of the actions that took place in connection with the Reduction in Force (RIF) List during Fiscal Year 2016:

| ACTION | NUMBER |
|--|--------|
| Names Submitted to Personnel | 2 |
| Individuals Placed or Recalled to State Agencies | 2 |
| Individual Removed from RIF List for "other" reasons | 10 |
| Names Remaining on RIF List | 12 |
| | |
| Number of Full Time Vacant Positions Submitted by Agencies | 394 |
| Vacant Positions Released for Recruitment | 390 |

Note: The total number of names on the RIF List may include employees who have been re-employed on a continuing part-time basis at the agency from which they were originally laid off. Other names remaining on the RIF List may include individuals who have retired, are on Workers' Compensation, or have set their own limitations to re-employment as a full-time employee due to location, salary requirements or other personal reasons.

TEN YEAR HISTORY OF AUTHORIZED PERMANENT POSITIONS BY DEPARTMENT
Number of Class 10 Full-Time Permanent Positions Authorized

| <u>Department</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Adjutant General's Department | 127 | 134 | 134 | 133 | 133 | 143 | 142 | 138 | 138 | 135 |
| Administrative Services Department | 289 | 302 | 304 | 302 | 302 | 261 | 308* | 306 | 304 | 314 |
| Public Works Design & Construction | 27 | 29 | 29 | 26 | 26 | 24 | * | * | * | * |
| Agriculture Department | 33 | 33 | 33 | 35 | 35 | 28 | 28 | 29 | 29 | 33 |
| Veterinarians Exam. Board | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Banking Department | 45 | 48 | 48 | 52 | 52 | 53 | 53 | 53 | 53 | 52 |
| Community College System of NH | 753 | 785 | 785 | 823 | 823 | 0 | 0 | 0 | 0 | 0 |
| Corrections Department | 1,065 | 1,063 | 1,060 | 922 | 931 | 883 | 872 | 874 | 876 | 878 |
| Cultural Resources Department | 69 | 69 | 69 | 67 | 65 | 59 | 59 | 54 | 54 | 54 |
| Development Disabilities Council | | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Education Department | 297 | 302 | 302 | 300 | 302 | 296 | 295 | 299 | 298 | 285 |
| Employment Security | 338 | 329 | 328 | 338 | 338 | 338 | 337 | 289 | 287 | 265 |
| Environmental Services Department | 514 | 531 | 534 | 541 | 530 | 471 | 470 | 467 | 467 | 467 |
| Executive Department | 22 | 22 | 22 | 20 | 18 | 15 | 15 | 15 | 15 | 16 |
| Fish and Game Department | 194 | 194 | 194 | 191 | 190 | 188 | 186 | 187 | 187 | 190 |
| Health & Human Services Department | 3,205 | 3,233 | 3,236 | 3,145 | 3,160 | 2,794 | 2,786 | 2,782 | 2,771 | 2,842 |
| Highway Safety Agency | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 0 |
| Human Rights Commission | 9 | 9 | 9 | 9 | 9 | 6 | 6 | 7 | 7 | 7 |
| Information Technology Department | 408 | 418 | 418 | 400 | 398 | 360 | 359 | 360 | 360 | 348 |
| Insurance Department | 70 | 70 | 67 | 67 | 67 | 66 | 66 | 68 | 68 | 68 |
| Judicial Council | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Justice Department | 61 | 64 | 64 | 63 | 63 | 55 | 53 | 54 | 54 | 56 |
| Labor Department | 80 | 87 | 87 | 91 | 91 | 91 | 90 | 93 | 93 | 92 |
| Liquor Commission | 304 | 317 | 317 | 329 | 329 | 296 | 293 | 298 | 294 | 312 |
| Lottery Commission | 49 | 49 | 49 | 46 | 46 | 45 | 45 | 45 | 45 | 47 |
| McAuliffe-Shepard Discovery Center | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 0 | 0 | 0 |
| Pease Development Authority | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| Police Standards and Training | | | | | | | | 19 | 21 | 20 |
| Postsecondary Education Commission | 6 | 8 | 8 | 8 | 8 | 0 | 0 | 0 | 0 | 0 |
| Prof Licensure and Cert. Office | | | | | | | | | | 58 |
| Health & Human Services Boards | 37 | 38 | 38 | 37 | 37 | 35 | 35 | 36 | 36 | ** |
| Joint Board of Licensing & Cert. | 5 | 5 | 5 | 6 | 6 | 8 | 7 | 16 | 16 | ** |
| Public Employee Relations Board | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| Public Utilities Commission | 69 | 69 | 69 | 69 | 69 | 69 | 67 | 68 | 68 | 68 |
| Racing and Gaming Commission | 21 | 22 | 19 | 21 | 21 | 16 | 16 | 16 | 16 | 15 |
| Real Estate Commission | 8 | 8 | 8 | 8 | 8 | 7 | 7 | 6 | 6 | |
| Resources & Econ. Dev. Dept. | 177 | 179 | 179 | 178 | 184 | 198 | 197 | 201 | 204 | 205 |
| Revenue Administration Dept. | 180 | 190 | 190 | 192 | 192 | 127 | 119 | 125 | 123 | 120 |
| Safety Department | 1,085 | 1,131 | 1,138 | 1,134 | 1,134 | 1,073 | 1,049 | 1,074 | 1,072 | 1,086 |
| State Department | 40 | 40 | 40 | 71 | 72 | 67 | 69 | 72 | 72 | 72 |
| Status of Women Commission | 2 | 2 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |

**TEN YEAR HISTORY OF AUTHORIZED PERMANENT POSITIONS BY DEPARTMENT
Number of Class 10 Full Time Permanent Positions Authorized**

| <u>Department</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Tax & Land Appeals Board | 8 | 8 | 7 | 7 | 7 | 5 | 5 | 5 | 5 | 5 |
| Transportation Department | 1,824 | 1,815 | 1,817 | 1,779 | 1,779 | 1,650 | 1,642 | 1,642 | 1,636 | 1,631 |
| Treasury Department | 18 | 19 | 19 | 18 | 18 | 17 | 17 | 17 | 17 | 17 |
| Veterans Home | 369 | 367 | 376 | 367 | 367 | 367 | 366 | 366 | 366 | 382 |
| Veterans Services Office | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 7 | 7 | 7 |
| TOTALS | 11,879 | 12,068 | 12,083 | 11,875 | 11,881 | 10,173 | 10,121 | 10,109 | 10,086 | 10,163 |

***Total positions for Department of Administrative Services now includes Public Works Design & Construction and the Shared Service Center**

****Total positions for Safety Department now include Highway Safety Agency**

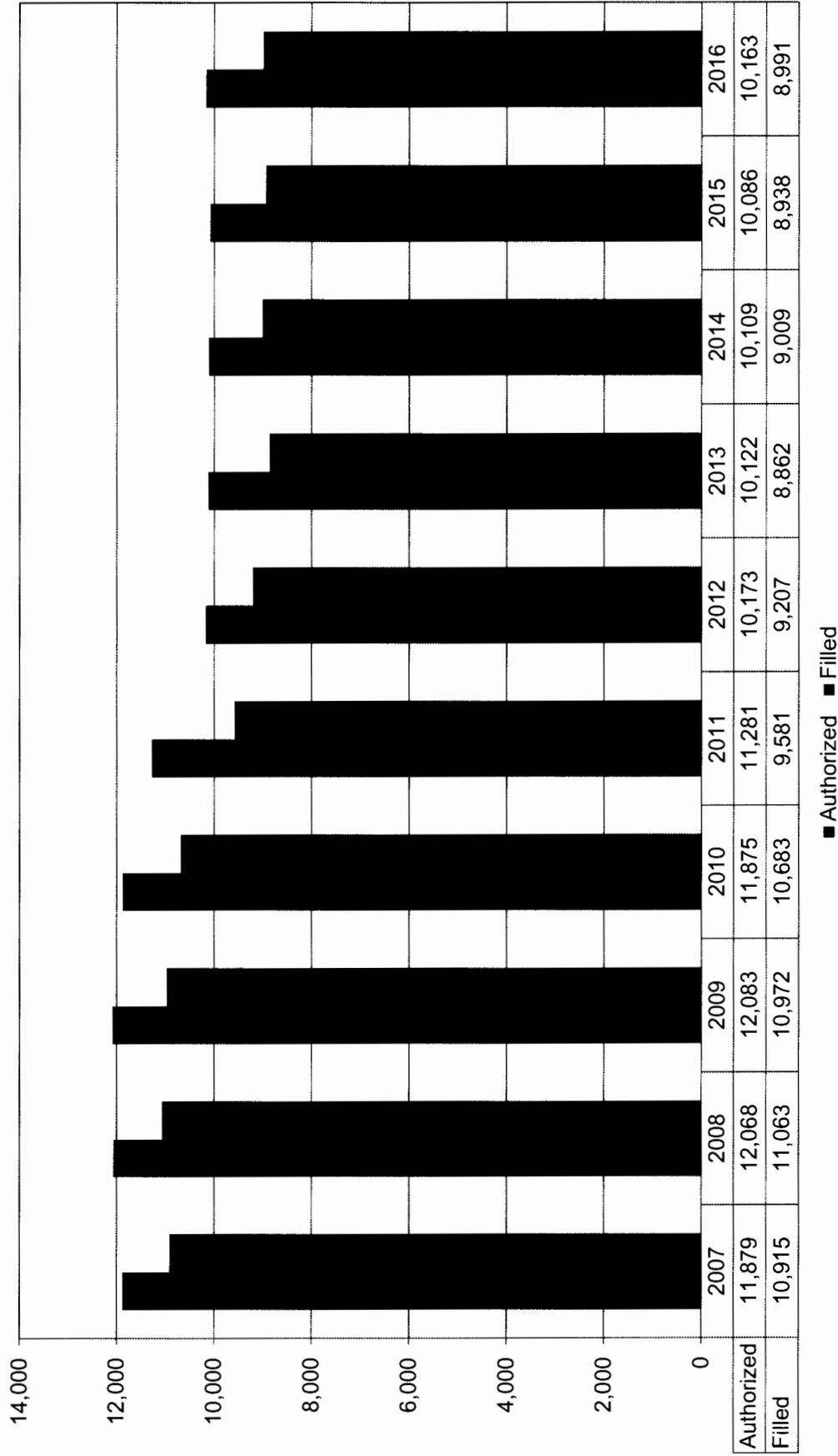
*****Total positions for Office of Professional License and Certification now includes Health & Human Services Boards and Joint Board of Licensing & Certification**

**FY 2016 Authorized Positions
Full-Time Permanent and Full-Time Temporary Class 59**

| <u>Agency</u> | <u>CL 10 Filled</u> | <u>CL 10 Vacant</u> | <u>CL 59 Filled</u> | <u>CL 59 Vacant</u> | <u>Unclass. Filled</u> | <u>Unclass Vacant</u> | <u>Total Positions</u> |
|------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|----------------------------|---------------------------|----------------------------|
| Adjutant General's Department | 112 | 23 | 0 | 0 | 2 | 0 | 137 |
| Administrative Services Department | 267 | 47 | 0 | 4 | 9 | 2 | 329 |
| Agriculture Department | 28 | 6 | 0 | 0 | 3 | 0 | 37 |
| Banking Department | 38 | 14 | 0 | 0 | 2 | 0 | 54 |
| Corrections Department | 769 | 109 | 0 | 5 | 11 | 1 | 895 |
| Cultural Resources Department | 39 | 15 | 0 | 0 | 4 | 0 | 58 |
| Development Disabilities Council | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| Education Department | 240 | 45 | 2 | 7 | 5 | 0 | 299 |
| Employment Security | 234 | 31 | 10 | 26 | 6 | 0 | 307 |
| Environmental Services Department | 380 | 87 | 0 | 0 | 6 | 0 | 473 |
| Executive Department | 0 | 0 | 0 | 0 | 6 | 0 | 6 |
| Executive Office | 13 | 3 | 0 | 0 | 2 | 0 | 18 |
| Fish and Game Department | 170 | 20 | 0 | 0 | 1 | 0 | 191 |
| Health and Human Services Dept. | 2,516 | 326 | 16 | 20 | 75 | 11 | 2,964 |
| Human Rights Commission | 6 | 1 | 0 | 0 | 0 | 0 | 7 |
| Information Technology Department | 293 | 55 | 0 | 0 | 10 | 3 | 361 |
| Insurance Department | 61 | 7 | 0 | 0 | 14 | 3 | 85 |
| Judicial Council | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| Justice Department | 52 | 4 | 0 | 1 | 76 | 8 | 141 |
| Labor Department | 75 | 17 | 0 | 0 | 2 | 0 | 94 |

| <u>Agency</u> | <u>CL 10 Filled</u> | <u>CL 10 Vacant</u> | <u>CL 59 Filled</u> | <u>CL 59 Vacant</u> | <u>Unclass. Filled</u> | <u>Unclass Vacant</u> | <u>Total Positions</u> |
|-------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|----------------------------|---------------------------|----------------------------|
| Liquor Commission | 281 | 31 | 1 | 0 | 5 | 0 | 318 |
| Lottery Commission | 41 | 6 | 0 | 0 | 5 | 1 | 53 |
| Pease Development Authority | 5 | 1 | 0 | 0 | 0 | 0 | 6 |
| Police Stds. and Training Council | 16 | 4 | 0 | 0 | 1 | 0 | 21 |
| Prof. Lic. and Certification Office | 56 | 2 | 0 | 0 | 2 | 0 | 60 |
| Public Employees Labor Rltn Bd | 4 | 0 | 0 | 0 | 0 | 0 | 4 |
| Public Utilities Commission | 67 | 1 | 0 | 0 | 8 | 0 | 76 |
| Racing Charitable Gaming Comm | 15 | 0 | 0 | 0 | 2 | 1 | 18 |
| Resources and Econ. Devel. Dept. | 182 | 23 | 20 | 20 | 6 | 0 | 251 |
| Revenue Administration Department | 107 | 13 | 0 | 0 | 29 | 0 | 149 |
| Safety Department | 1,007 | 79 | 6 | 1 | 12 | 0 | 1,105 |
| State Department | 51 | 21 | 0 | 7 | 12 | 1 | 92 |
| Tax and Land Appeals Board | 4 | 1 | 0 | 0 | 3 | 0 | 9 |
| Transportation Department | 1,506 | 125 | 1 | 0 | 8 | 0 | 1,640 |
| Treasury Department | 16 | 1 | 0 | 0 | 5 | 0 | 22 |
| Veterans Home | 330 | 52 | 0 | 0 | 1 | 0 | 383 |
| Veterans Services Office | 5 | 2 | 0 | 0 | 1 | 0 | 8 |
| TOTALS | 8,991 | 1,172 | 56 | 91 | 334 | 31 | 10,675 |
| TOTAL VACANCIES | 1,294 | | | | | | |
| VACANCY RATE | 12.12% | | | | | | |

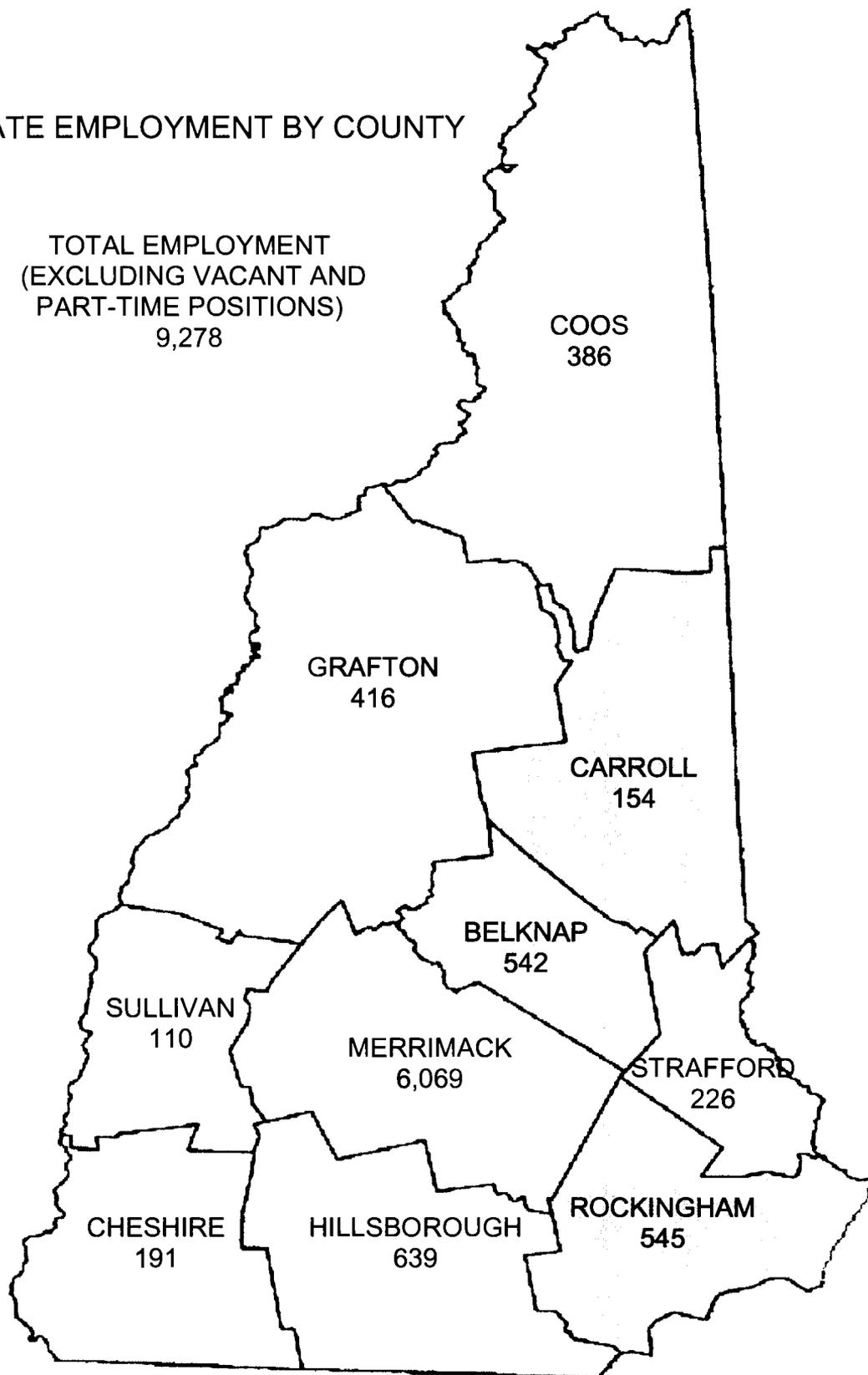
Authorized/Filled Full-Time Positions 10 Year History



Note: Data does not include full-time temporary positions

STATE EMPLOYMENT BY COUNTY

TOTAL EMPLOYMENT
(EXCLUDING VACANT AND
PART-TIME POSITIONS)
9,278



Data from June 30, 2016 Report

DEMOGRAPHICS

New Hampshire State Employees

Fiscal Year 2016

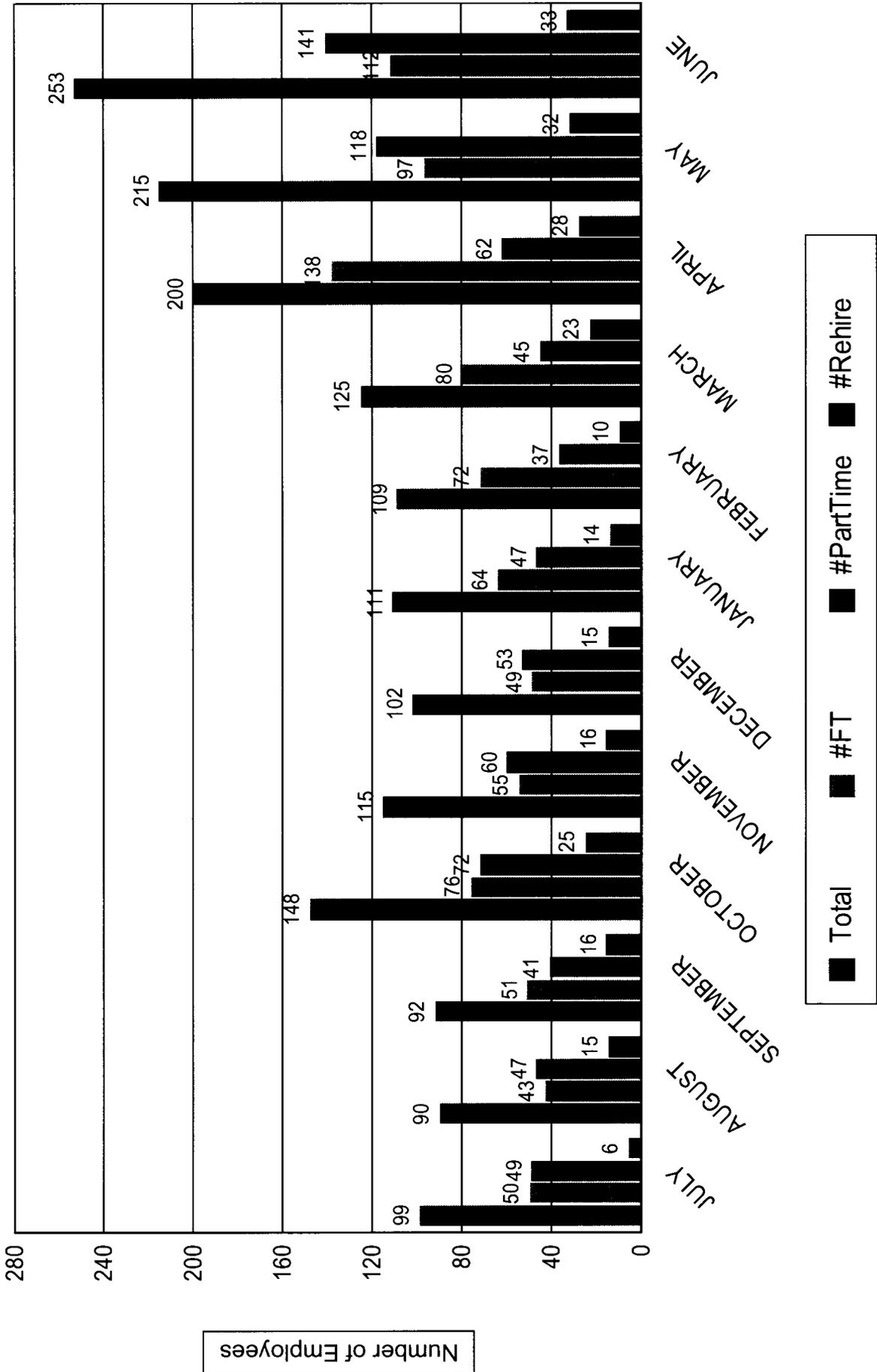
| 2016 | |
|---|-----------------------------|
| <u>State Government Employees</u> Executive Branch | |
| <u>Class Type</u> | <u>Number of Positions*</u> |
| Classified | 10,310 |
| Unclassified | 365 |
| TOTAL POSITIONS: | 10,675 |
| *Full Time Only - Includes vacancies | |

| <u>The Classified State Workforce</u> is made up of... |
|---|
| 52% Female 48% Male |
| 4% Minority 96% White (not of Hispanic background) |

| The Average Full Time Classified Employee... |
|--|
| <ul style="list-style-type: none"> • Is 47 years old • Has 12 years of service • Earns \$49,789 |
| Classified State Employees (filled positions only) that are ... |
| Full-time9,278 |
| Part-time2,776 |

| Classified Employees work in... | |
|---------------------------------|--------|
| Belknap County..... | 5.84% |
| Carroll County..... | 1.66% |
| Cheshire County..... | 2.06% |
| Coos County..... | 4.16% |
| Grafton County..... | 4.48% |
| Hillsborough County..... | 6.89% |
| Merrimack County..... | 65.41% |
| Rockingham County..... | 5.87% |
| Strafford County..... | 2.44% |
| Sullivan County..... | 1.19% |

TOTAL NEW HIRE BY MONTH FISCAL YEAR 2016

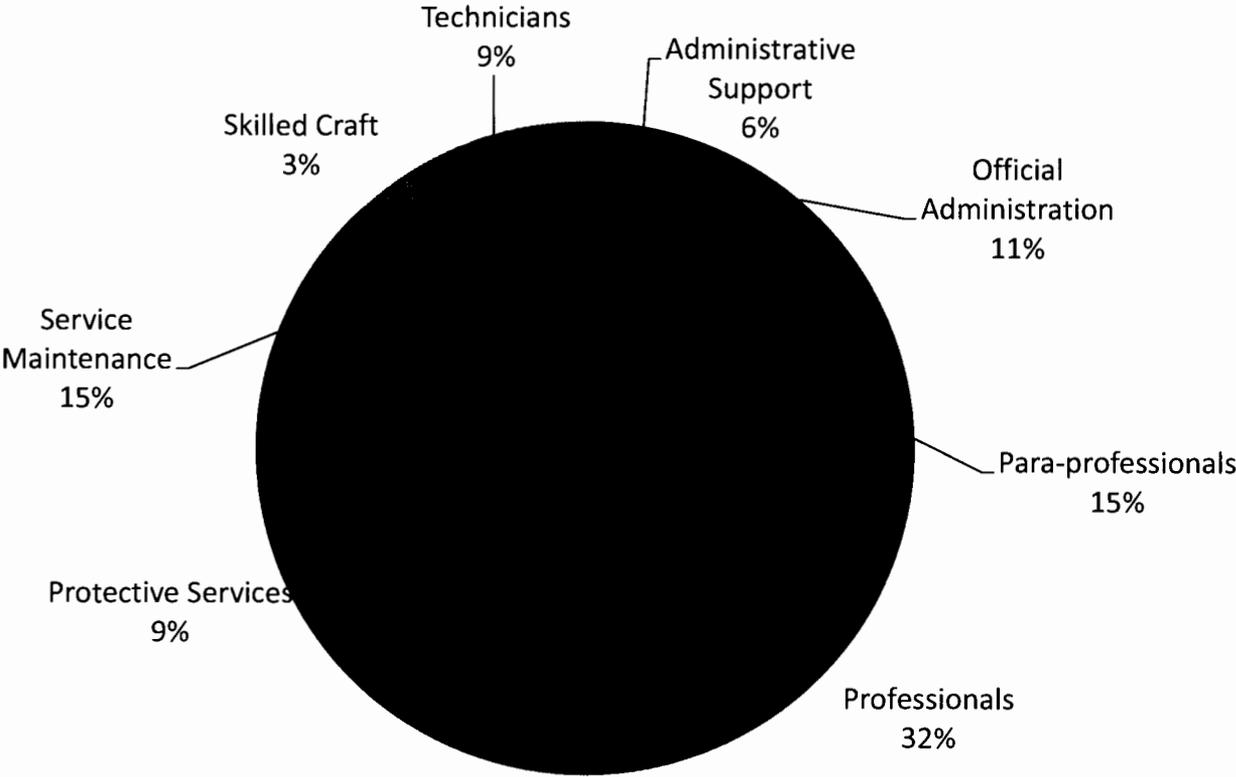


TOTAL NUMBER OF NEW HIRES BY AGENCY

| AGENCY | NEW HIRES | HIRES above min. | % HIRED above min. |
|--|--------------|---------------------|-----------------------|
| Adjutant General Department | 15 | 5 | 33% |
| Administrative Services Department | 62 | 14 | 23% |
| Agriculture Department | 7 | 4 | 57% |
| Banking Commission | 2 | 2 | 100% |
| Corrections Department | 49 | 20 | 41% |
| Cultural Resources | 5 | 1 | 20% |
| Development Disabilities Council | 1 | 1 | 100% |
| Education Department | 29 | 17 | 59% |
| Employment Security | 5 | 1 | 20% |
| Environmental Services Department | 58 | 19 | 33% |
| Executive Branch | 15 | 1 | 7% |
| Fish and Game Department | 13 | 0 | 0% |
| Health and Human Services Department | | | |
| Behavioral Health | 4 | 3 | 75% |
| Human Services | 70 | 22 | 31% |
| Commissioner's Office | 29 | 15 | 52% |
| Division of Developmental Services | 2 | 1 | 50% |
| Medicaid & Business Policy | 1 | 1 | 100% |
| Elderly and Adult Services | 1 | 1 | 100% |
| Glenclyff Home for the Elderly | 17 | 6 | 35% |
| Community Based Care | 1 | 0 | 0% |
| New Hampshire Hospital | 86 | 20 | 23% |
| Office of Health Management | 32 | 19 | 59% |
| Transitional Assistance | 58 | 11 | 19% |
| Human Rights Commission | 1 | 1 | 100% |
| Insurance Department | 8 | 7 | 87% |
| Judicial Council | 1 | 0 | 0% |
| Justice Department | 13 | 2 | 15% |
| Labor Department | 4 | 1 | 25% |
| Liquor Commission | 371 | 4 | 1% |
| NH Lottery Commission | 4 | 2 | 50% |
| Office of Information Technology | 18 | 11 | 61% |
| Office of Professional Licensure & Certification | 21 | 2 | 10% |
| Office of Veterans Service | 1 | 0 | 0% |
| Police Standards & Training | 1 | 1 | 100% |
| Public Employees Labor Relation Board | 1 | 0 | 0% |
| Public Utilities Commission | 10 | 8 | 80% |
| Resources & Economic Development Dept. | 319 | 9 | 3% |
| Revenue Administration Department | 20 | 13 | 65% |
| Safety Department | 156 | 37 | 24% |
| Secretary of State Department | 9 | 0 | 0% |
| Transportation Department | 252 | 88 | 35% |
| Treasury | 2 | 2 | 100% |
| Veterans Home | 89 | 39 | 44% |

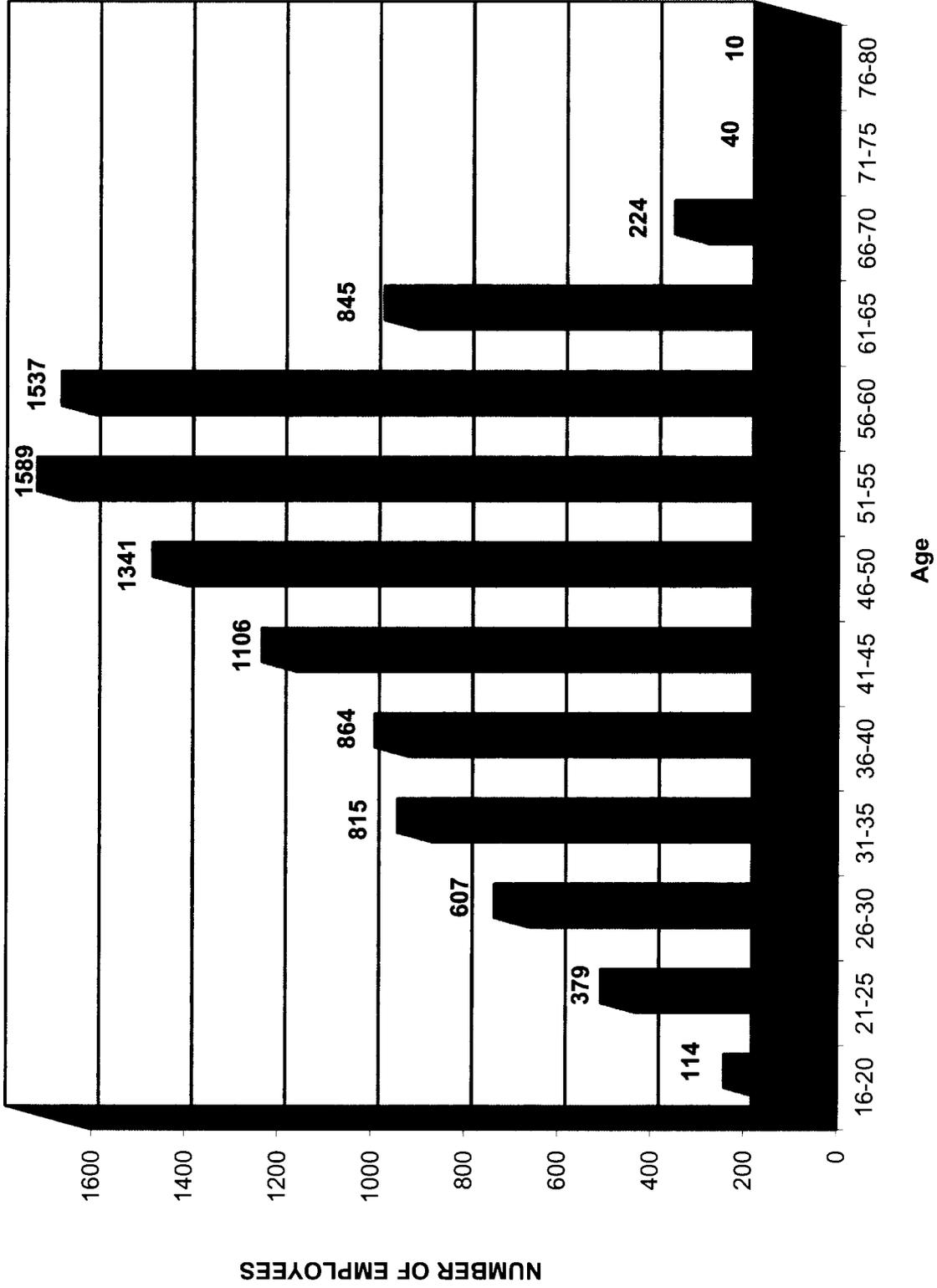
Note: Total new hires for FY 2016 = 1,863. Total hires above minimum = 411.

**WORKFORCE PARTICIPATION RATES
Fiscal Year 2016**



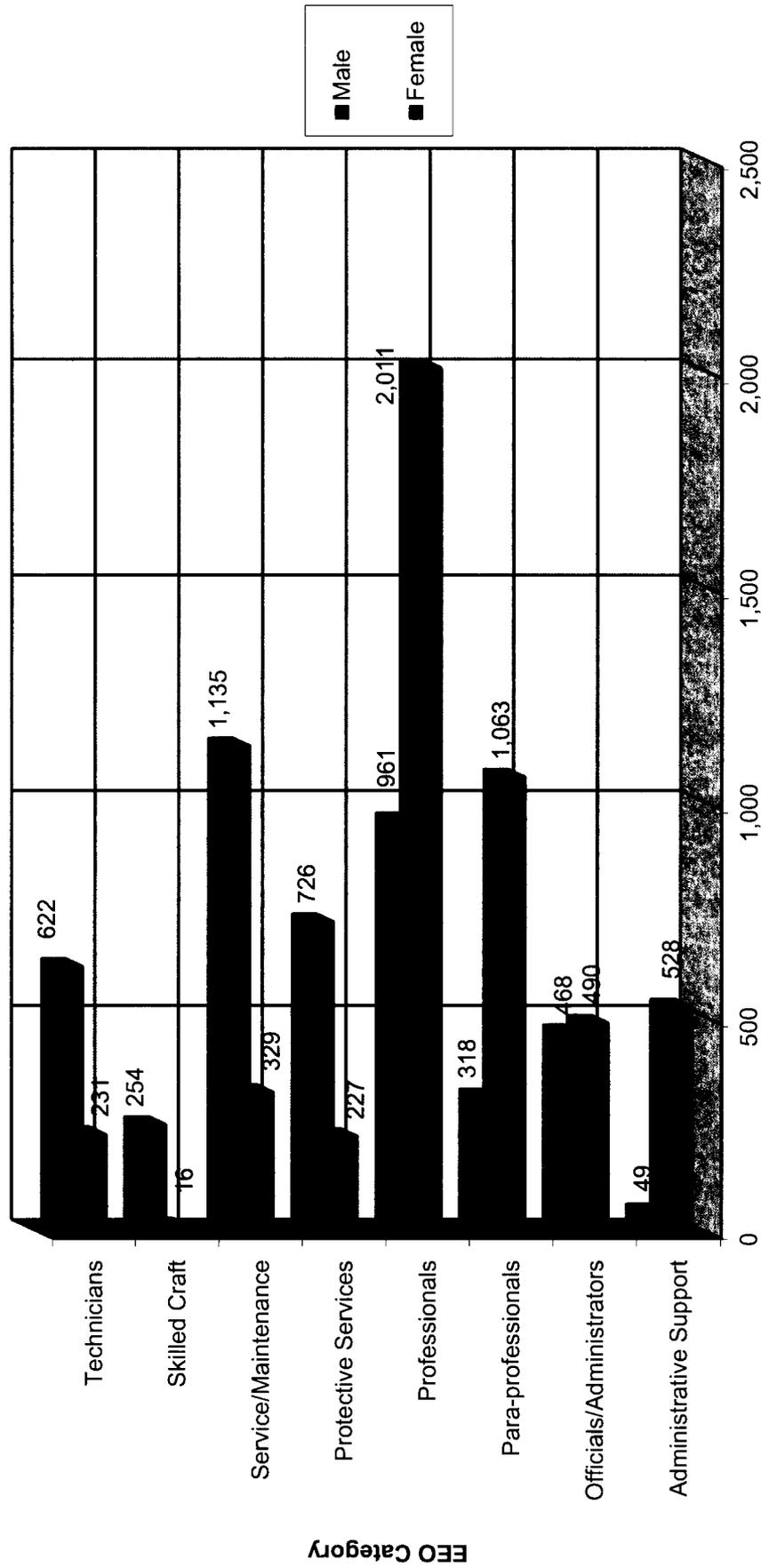
Note: Data from 6-30-16

EMPLOYEES BY AGE DISTRIBUTION
Fiscal Year 2016



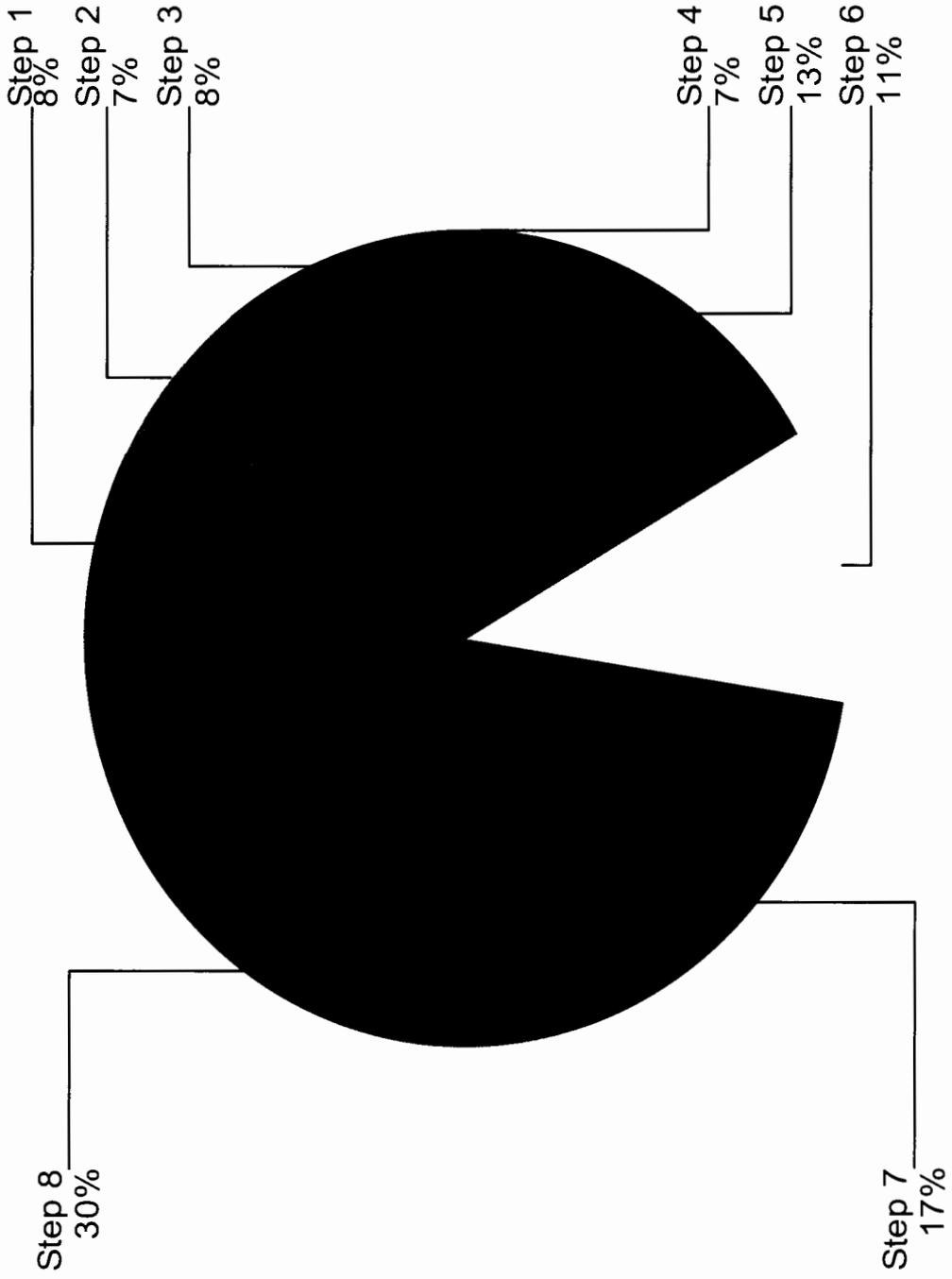
Average Employee Age = 47

EMPLOYEES BY GENDER AND EEO CATEGORY



Note: Includes all full-time classified employees as of 06-30-16

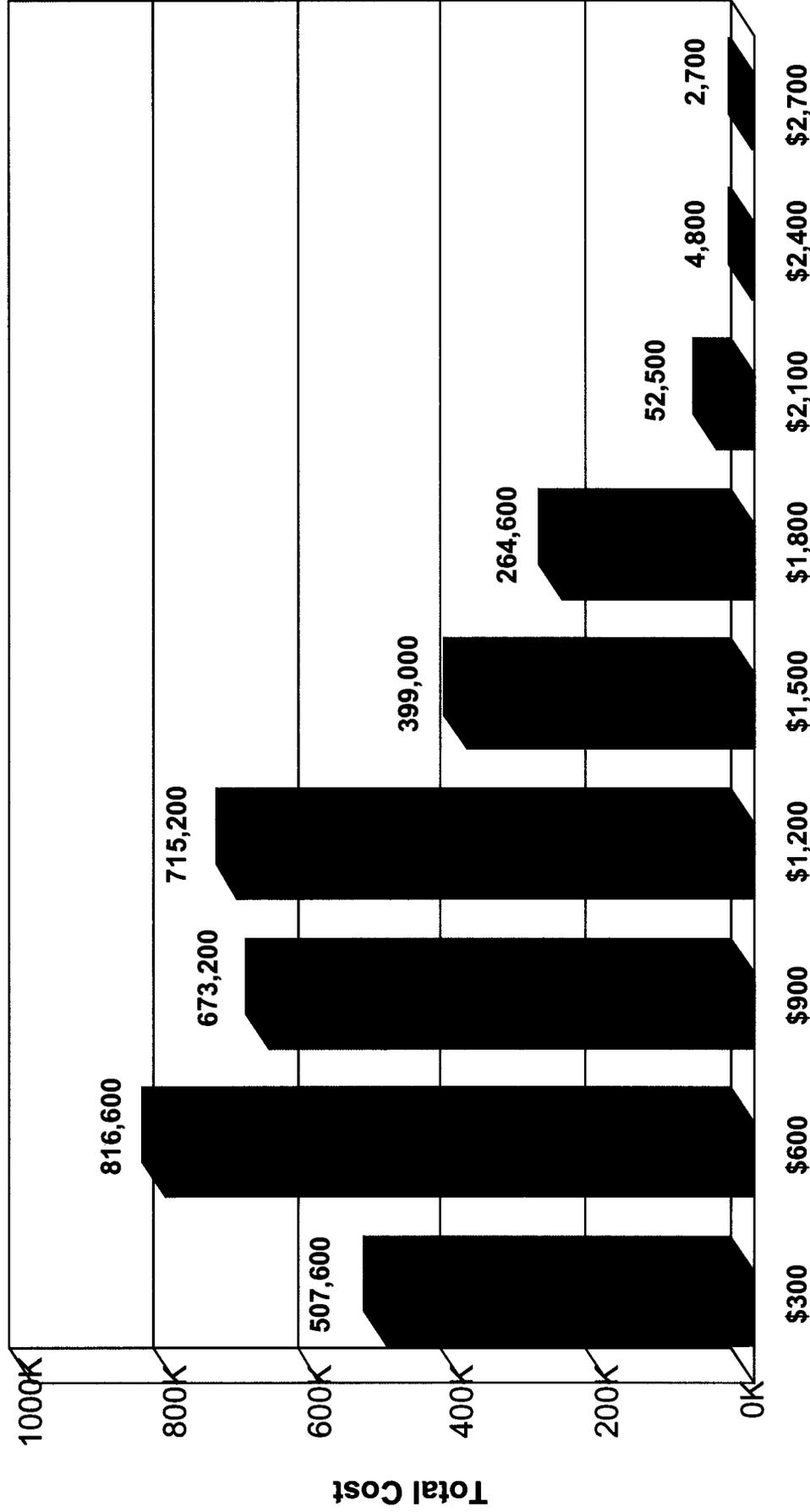
OVERALL SALARY DISTRIBUTION
FISCAL YEAR 2016



Note: Includes all full-time classified employees as of 6/30/16

LONGEVITY IN CLASSIFIED SERVICE

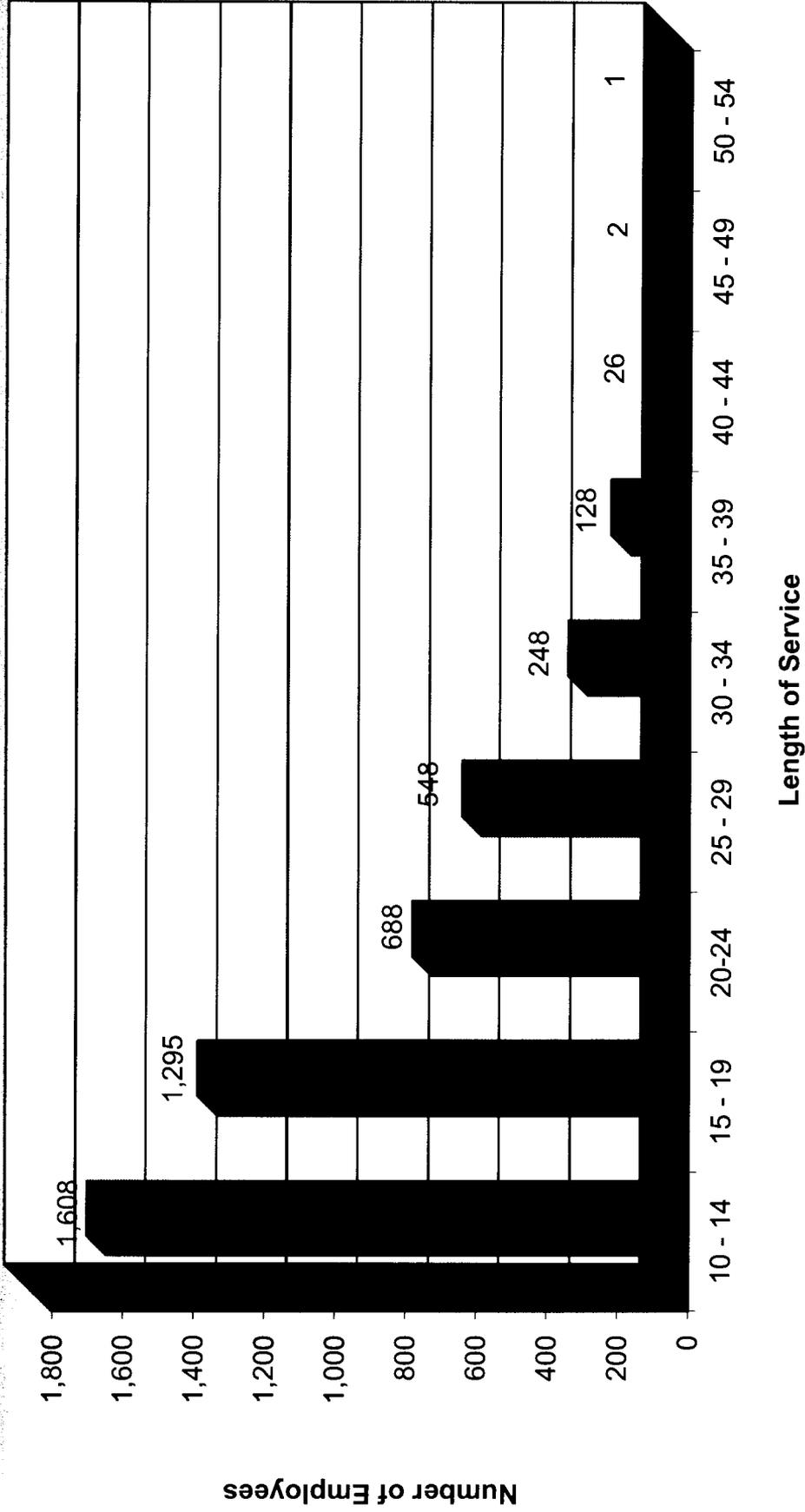
Cost of Longevity



Amount of Payment Received

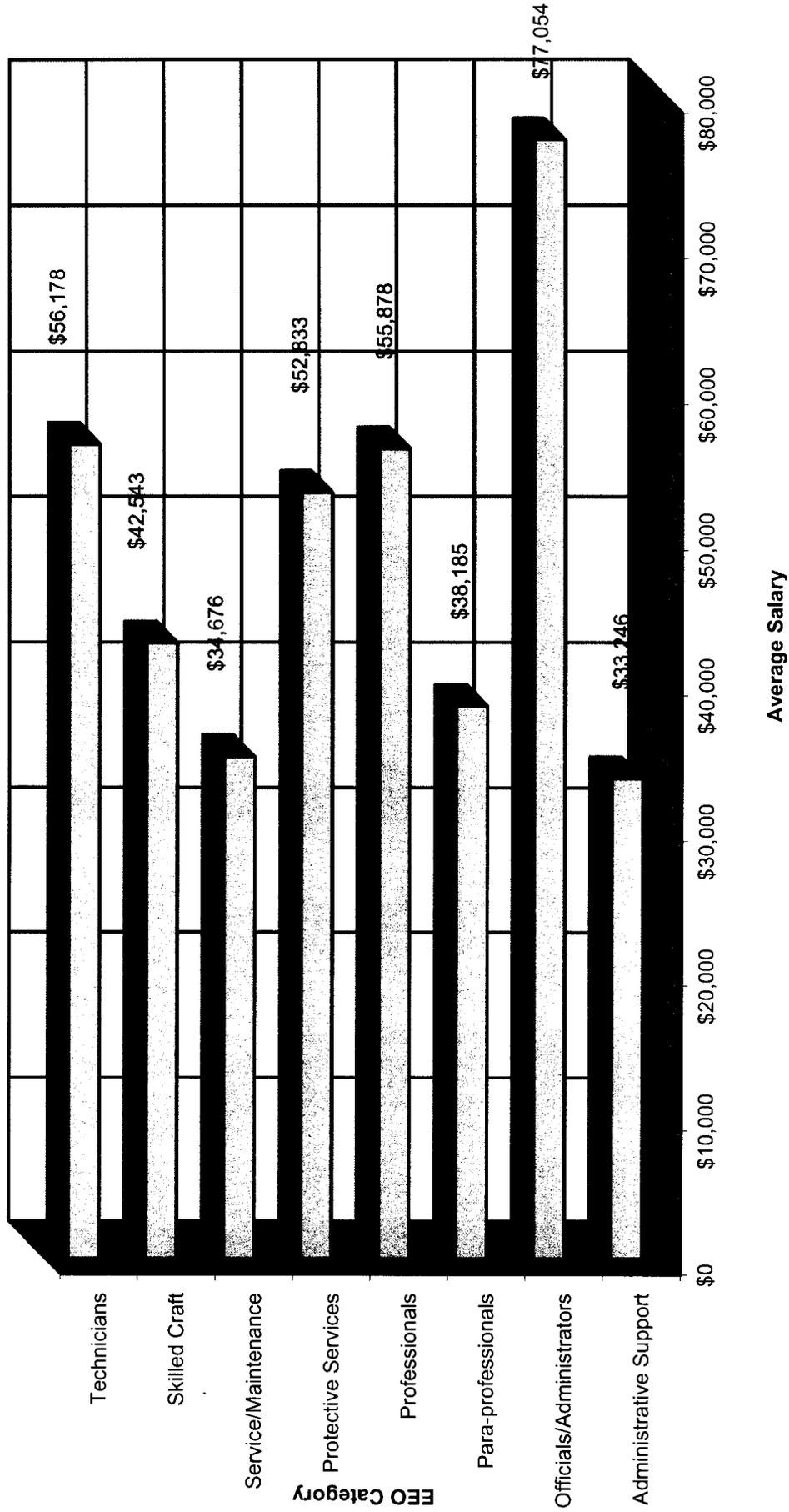
Note: Employees receive \$300 for 10 years of service and an additional \$300 for each 5 years of service beyond 10 years. 48% of the state workforce received a longevity payment in Fiscal Year 2016

LONGEVITY IN CLASSIFIED SERVICE
Number of Employees by Length of Service



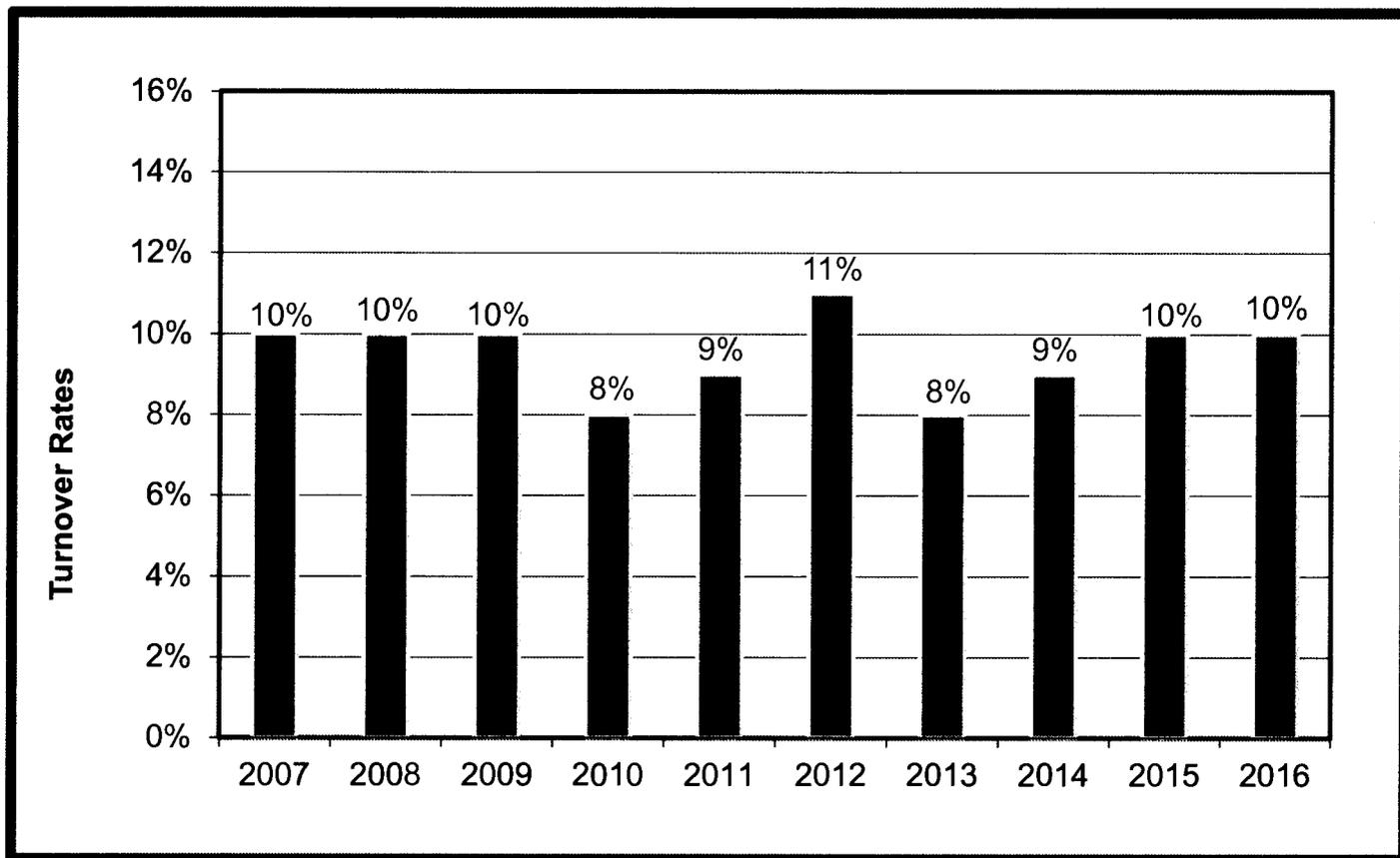
Note: Number of Employees Under 10 Years of Longevity = 4,795

AVERAGE SALARY BY EEO CATEGORY Classified Positions



**Note: Includes all full-time permanent and full-time temporary employees as of 06-30-16
Average Salary Statewide = \$49,789**

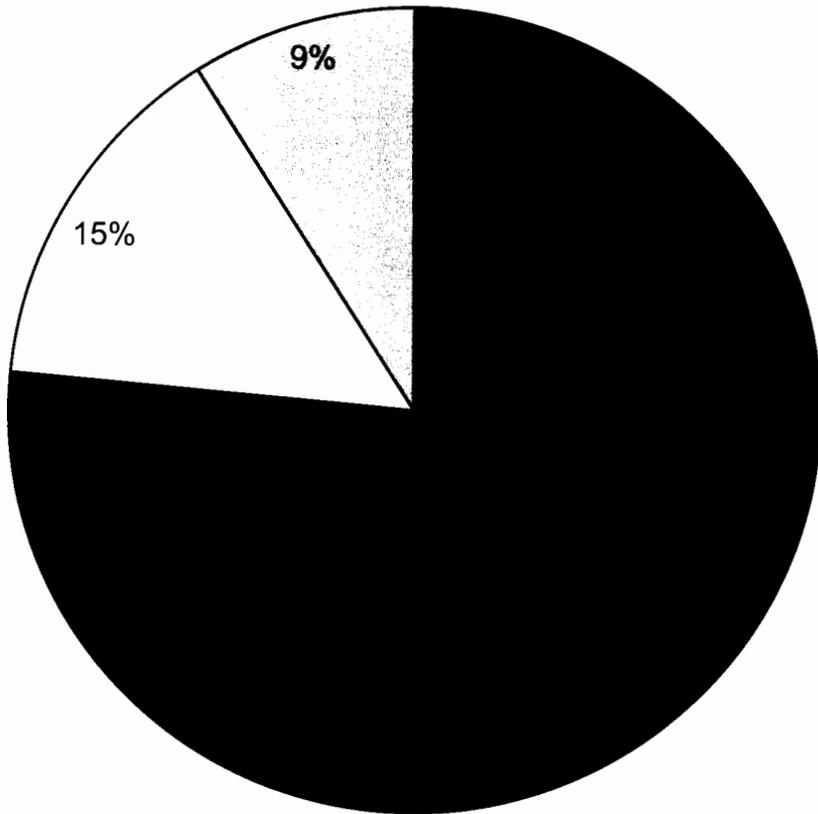
TURNOVER
Full-Time Separations from Classified Service
10 Year History and Highest Classes



| Highest Turnover Classes With 50 or More Full-time Employees | Percent Turnover |
|---|-------------------------|
| Registered Nurse II | 26% |
| Retail Store Clerk II | 24% |
| Child Protective Service Worker III | 20% |
| Registered Nurse III | 19% |
| Corrections Officer | 16% |
| Highway Maintainer II | 16% |
| Mental Health Worker II | 15% |
| Program Specialist III | 13% |
| State Police Trooper II | 13% |
| Administrator III | 12% |
| Executive Secretary | 12% |
| Family Services Specialist I | 12% |
| Interviewer I | 12% |
| State Police Sergeant | 12% |
| Supervisor V | 12% |

Note: Turnover is calculated by using the actual number of separations from state government divided by the number of positions. Movement between state agencies is not considered turnover for the purposes of this report.

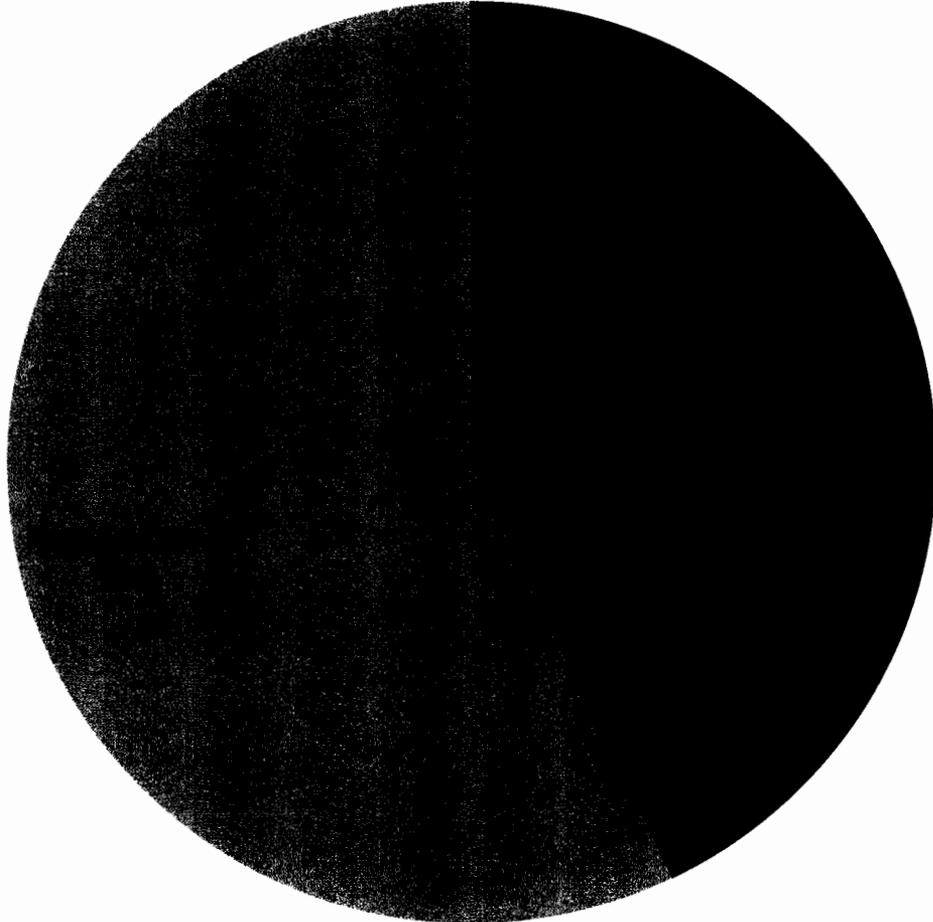
**TURNOVER
LENGTH OF SERVICE
Fiscal Year 2016**



- 0 to 9 Years
- 10 to 19 Years
- 20 to 29 Years
- 30+ Years

SEPARATION FROM SERVICE
Fiscal Year 2016
Total Separations = 788

For Cause
2%



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

The Central HR Processing Unit – Employee HR Transactions and Record Maintenance Section at the Division of Personnel continues to process all human resource transactions affecting the pay and status of Classified, Unclassified and Non-Classified employees. These transactions include, but are not limited to, new hires, rehires, promotions, lateral assignment changes, transfers, demotions, increments, leave of absences, date adjustments, termination and retirements. We have processed 28,992 transactions during this fiscal year as follows:

| | |
|--------------------------------------|---------------|
| New Hires | 1,863 |
| Rehires | 829 |
| Promotions | 334 |
| Change in Pay Rates | 5,753 |
| Transfers | 2,278 |
| Change Relationship to Organizations | 11,260 |
| Terminations | 6,565 |
| Miscellaneous Transactions | 110 |
| TOTAL | 28,992 |

The data indicates that this section processes an average of 558 transactions every week. This number does not include the work and updates that are performed by this Unit in conjunction with the Classification Section – Position side to correct employee history due to retroactive corrections that are made to the employee’s pay or due to mass updates for pay, union or title changes that effect filled positions.

This section continues to work closely with Financial Data Management and The Bureau of Accounts to identify processes that can be improved upon for all human resource transactions. As NH FIRST processes are updated, changed or newly created, the procedures are documented and presented to Agency Human Resource Staff on a monthly basis and are posted on our Sunspot page on the intranet.

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

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

CENTRAL HUMAN RESOURCE PROCESSING UNIT - EXAMINATION SECTION

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

Over the last year, we have learned down the examination process has been made more efficient through projects and process improvements. Many examination and structured interview requirements were removed from titles that require extensive education and experience requirements. By leaning this process, it has afforded the Agency an opportunity to fill vacant positions more quickly. 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>

The Examination Section operates with nine (9) workstations and candidates continue to indicate a preference for the present computerized environment. Our staff works with agency staff from both Department of Safety and Fish and Game who administers specific examinations in a large quantity at one time for such titles as State Police Troopers, Conservation Officers and Marine Patrol Officers. We also offer field-testing of candidates through the use of New Hampshire Employment Security local offices as alternative examination sites throughout the State.

The total testing activity resulted in 2,009 applicants being processed or scheduled for tests or structured interviews during this fiscal year.

| | |
|-----------------------|-------|
| Tested | 1,109 |
| Scheduled – Cancelled | 504 |
| Scheduled - Withdrawn | 396 |
| TOTAL | 2,009 |

In closing, NH Division of Personnel – Examinations Section has undergone changes this fiscal year that will continue into the following year. The Examination Section continues to look for process improvements within the NH FIRST system. As we identify process improvements, we document the new process and communicate these updates to state agency Human Resource staff as appropriate.

CLASSIFICATION SECTION

The Classification Section consists of a position transaction processing office with a full-time supervisor and a human resources technician, as well as an analytical unit with two full-time human resource specialists, overseen by an administrator.

During Fiscal Year 2016, the Section reviewed and processed upwards of 9,110 position transactions submitted by agencies statewide in the NH FIRST system using the electronic forms and attachments for Request New Position and Request Position Update. This number does not include many other transactions processed to add or correct position information, such as change shift, change supervisor, change schedule, change job location, and promotional series up/down. In addition, many two-step transactions relating to employee pay and involving the Central HR Processing office were completed.

MASS UPLOADS

This year, the Section continued to use the mass upload method which was developed to load multiple position changes into the NH FIRST system by use of Excel spreadsheets, preventing the need for individual work unit requests to be submitted by agencies. This year, upwards of 60 mass upload spreadsheets were created.

REQUEST NEW POSITION

This Fiscal Year, the Section reviewed and approved 521 Request New Position work units to create new positions, and established 166 additional positions via mass upload, for a total of 687 new positions, exceeding the Fiscal Year 2015 total of 616.

New Positions Established – All Categories

| FT Temp | PT Temp | FT Perm (7-D) | FT Perm (Other) | Seasonal | |
|-------------|--------------|------------------|-----------------|----------|---------------------------|
| 88 | 236 | 131 | 5 | 24 | |
| Mass Upload | Mass Recruit | Unclass | Non-Class | | <u>Total Established:</u> |
| 166 | 8 | 20 | 9 | | 687 |

REQUEST POSITION UPDATE

Position transactions must be completed first in the NH FIRST system, before certain payroll and recruitment transactions can be submitted. This makes it critical that position changes be submitted, reviewed and approved promptly and correctly. During Fiscal Year 2016, the Section processed 863 more of these requests than it did in Fiscal Year 2015.

RECLASSIFICATIONS AND LABOR GRADE REALLOCATIONS

The Classification Section reviews requests to reclassify positions from one job class title to another, which usually involves a change in labor grade. Some reclassification requests are combined with requests to transfer positions. The Section also reviews requests to reallocate the labor grade of job classifications and job classification series. Reallocation normally impacts all positions assigned that title in each agency, and includes making multiple revisions to the job class specification.

Reclassifications & Reallocations – FY 16:

| Action | Number |
|--------------------------------------|--------|
| Position Reclassification-Vacant | 100 |
| Position Reclassification-Filled | 168 |
| Position Reclassification & Transfer | 24 |
| Labor Grade Reallocation | 60 |

Out of Class Series Reclassifications:

Position reclassifications which are considered “out of class series” per the existing RSA 21-I:56, whether or not they result in a higher salary, continued to be brought before Governor & Council (G & C) by the Director of the Division of Personnel for approval. This Fiscal Year, 173 of the 292 position reclassifications required G & C approval, as compared with 105 of the 363 position reclassifications that went to G & C for out of class series last Fiscal Year. The chart on page 38 provides more detailed information.

TEMPORARY POSITION CHANGES

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

Temporary Position Changes – FY 16:

| Action | Number |
|-----------------------------------|---------------|
| Extend End Date-FT temp positions | 57 |
| Promotional Path | 4 |
| Salary Enhancement | 35 |
| Temporary Reclassification Down | 2 |
| Temporary Reclassification Up | 6 |
| Temporary Promotion | 29 |
| Temporary Demotion | 6 |
| Return Temporary Promo/Demo | 18 |

REORGANIZATIONS & POSITION TRANSFERS

This Fiscal Year, the Section continued to play an active role in reviewing and confirming proposed changes to agency organizational charts, reviewing position transfers, and providing guidance to agencies concerning the potential impact of those changes. In addition, the Section provided an increased amount of technical assistance to many agencies regarding reorganizations in the planning stages and submitted in the NH FIRST system. **82** more individual position requests resulting from reorganization were submitted in the NH FIRST system this year as compared with last Fiscal Year. Reorganizations and position transfers can impact the classification of positions, and involve reviewing revised SJDs, organizational charts, and surrounding positions.

Organizational Changes – FY 16:

| Action | Number |
|---|---------------|
| # of Agencies submitting organizational change requests | 13 |
| Position Transfer | 225 |
| Reorganization | 244 |

SUPPLEMENTAL JOB DESCRIPTIONS (SJDs)

Supplemental job descriptions describe individual positions and are used to inform position occupants of their duties, to post/recruit for positions, to list special position requirements, and to do annual performance evaluations. Having an accurate SJD on file is also crucial to the placement of laid off state employees in positions via the RIF [Reduction In Force] list. State agencies must update SJD information in the position record in NH FIRST prior to recruitment.

This year, a total of **1,747** individual SJDs were reviewed, approved, and returned to the agencies by the Section, as compared with **1,541** during the last Fiscal Year. There was a marked increase in the number of SJD revisions, which require more detailed comparison and analysis. Specifically, there were **927** SJD revisions reviewed this year as compared with **548** the previous year.

Supplemental Job Description Changes – FY 16:

| Action | Number |
|---------------|---------------|
| SJD Revisions | 927 |
| SJD Uploads | 820 |

CLASS SPECIFICATION REVISIONS:

This Fiscal Year, the Section received upwards of 95 class specifications for revision. Job class specifications set and maintain the statewide standard for characteristic duties and minimum qualification requirements for all state classified positions. This year the Section continued to receive requests from agencies to revise class specifications, such as to revise minimum qualification requirements in order to correct outdated language and/or to enhance and improve recruitment for state positions. Section staff also proactively identified needed changes. In setting and revising minimum qualification, licensure, and special requirements, staff worked in consultation with the Recruitment and Certification Section.

POSITIONS RECLASSIFIED – APPROVED BY GOVERNOR & COUNCIL – OUT OF CLASS SERIES
JULY 1, 2015 – JUNE 30, 2016

| <u>DEPARTMENT</u> | <u>FROM (TITLE & SALARY GRADE)</u> | | <u>TO (TITLE & SALARY GRADE)</u> | <u>G & C</u> |
|-------------------------------|--|----|--------------------------------------|------------------|
| Adjutant General's Department | Maintenance Mechanic II | 12 | Plant Maintenance Engineer I | 17 10/21/2015 |
| Adjutant General's Department | Maintenance Mechanic II | 12 | Building & Grounds Utility Person | 8 3/9/2016 |
| Adjutant General's Department | Maintenance Mechanic II | 12 | Building & Grounds Utility Person | 8 3/9/2016 |
| Adjutant General's Department | Electronic Technician I | 17 | System Development Spec I | 18 3/23/2016 |
| Administrative Services | Plant Maintenance Engineer IV | 24 | Maintenance Technician | 21 12/16/2015 |
| Administrative Services | Plant Maintenance Engineer IV | 24 | Maintenance Technician | 21 12/16/2015 |
| Administrative Services | Program Assistant II | 15 | Administrator III | 31 1/27/2016 |
| Administrative Services | Program Assistant II | 15 | Administrator III | 31 1/27/2016 |
| Cultural Resources | Administrator II | 29 | Grants Program Coordinator | 23 6/15/2016 |
| Department of Corrections | Account Clerk III | 9 | Program Assistant II | 15 12/2/2015 |
| Department of Corrections | Technical Support Spec I | 17 | Prison Shop Manager I | 16 1/13/2016 |
| Department of Corrections | Technical Support Spec I | 17 | Prison Shop Manager I | 18 1/13/2016 |
| Department of Corrections | Supervisor I | 19 | Internal Auditor II | 21 2/10/2016 |
| Department of Corrections | Supervisor I | 19 | Internal Auditor II | 21 2/10/2016 |
| Department of Corrections | Plant Maintenance Engineer I | 17 | Maintenance Technician | 21 3/9/2016 |
| Department of Corrections | Plant Maintenance Engineer I | 17 | Maintenance Technician | 21 3/9/2016 |
| Department of Corrections | Secretary II | 9 | Payroll Officer II | 16 3/23/2016 |
| Department of Corrections | Secretary II | 9 | Payroll Officer II | 16 3/23/2016 |
| Department of Corrections | Account Clerk III | 9 | Program Assistant II | 15 1/13/2016 |
| Department of Education | Accounting Technician | 12 | Rehabilitation Tech | 12 10/7/2015 |
| Department of Education | Business Administrator II | 24 | Administrator IV | 33 1/13/2016 |
| Department of Education | Chauffeur | 7 | Secretary II | 9 1/13/2016 |
| Department of Education | Chauffeur | 7 | Secretary II | 9 1/13/2016 |
| Department of Education | Business Administrator II | 24 | Administrator IV | 33 1/13/2016 |
| Department of Education | Vocational Rehabilitation Supervisor | 25 | Program Specialist III | 23 3/9/2016 |
| Department of Education | Vocational Rehabilitation Supervisor | 25 | Program Specialist III | 23 3/9/2016 |

| <u>DEPARTMENT</u> | <u>FROM (TITLE & SALARY GRADE)</u> | <u>TO (TITLE & SALARY GRADE)</u> | <u>G & C</u> |
|---|--|--------------------------------------|------------------|
| Department of Education | Case Technician | 14 Disability Hearing Officer | 26 4/20/2016 |
| Department of Education | Rehabilitation Counselor II | 21 Program Specialist III | 23 6/15/2016 |
| Department of Education | Rehabilitation Counselor II | 21 Program Specialist III | 23 6/15/2016 |
| Department of Environmental Services | Sanitary Engineer II | 28 Civil Engineer V | 30 8/26/2015 |
| Department of Environmental Services | Carriage Operator | 14 Highway Maintainer II | 9 8/26/2015 |
| Department of Environmental Services | Program Assistant II | 15 Attorney III | 30 8/26/2015 |
| Department of Environmental Services | Business Administrator | 21 Legal Secretary III | 13 8/26/2015 |
| Department of Environmental Services | Clerk | 12 Tax Forms Examiner | 12 8/26/2015 |
| Department of Environmental Services | Payroll Office II | 16 Agency Audit Manger | 25 9/16/2015 |
| Department of Environmental Services | Senior Planner | 27 Administrator III | 31 10/7/2015 |
| Department of Environmental Services | Air Pollution Control Engineer V | 28 Supervisor VII | 28 10/7/2015 |
| Department of Environmental Services | Environmentalist IV | 27 Business Systems Analyst II | 30 10/7/2015 |
| Department of Environmental Services | Air Pollution Control Engineer III | 24 Environmentalist IV | 27 10/21/2015 |
| Department of Environmental Services | Air Pollution Control Engineer III | 24 Environmentalist IV | 27 10/21/2015 |
| Department of Environmental Services | Environmentalist IV | 27 Supervisor VII | 28 11/18/2015 |
| Department of Environmental Services | Hydrogeologist III | 27 Environmentalist IV | 27 1/13/2016 |
| Department of Environmental Services | Hydrogeologist III | 27 Environmentalist IV | 27 1/13/2016 |
| Department of Environmental Services | Civil Engineer IV | 27 Environmentalist IV | 27 5/4/2016 |
| Department of Environmental Services | Environmental Tech II | 12 Environmentalist II | 19 5/4/2016 |
| Department of Environmental Services | Civil Engineer IV | 27 Environmentalist IV | 27 5/4/2016 |
| Department of Environmental Services | Environmental Tech II | 12 Environmentalist II | 19 5/4/2016 |
| Department of Health and Human Services | Management Analyst | 21 Child Support Officer | 20 9/16/2015 |
| Department of Health and Human Services | Programs Information Officer | 23 Program Planner III | 25 9/16/2015 |
| Department of Health and Human Services | Geological Exploration | 9 Human Resources Tech | 17 9/16/2015 |
| Department of Health and Human Services | Teacher I | 18 Youth Counselor I | 11 11/18/2015 |
| Department of Health and Human Services | Teacher II | 20 Youth Counselor I | 11 11/18/2015 |
| Department of Health and Human Services | Employment Counselor Spec | 19 Program Specialist II | 21 11/18/2015 |
| Department of Health and Human Services | Teacher I | 18 Youth Counselor I | 11 11/18/2015 |

| <u>DEPARTMENT</u> | <u>FROM (TITLE & SALARY GRADE)</u> | <u>TO (TITLE & SALARY GRADE)</u> | <u>G & C</u> |
|---|--|--------------------------------------|------------------|
| Department of Health and Human Services | Supervisor VII | 26 Business System Analyst II | 30 12/2/2015 |
| Department of Health and Human Services | Program Assistant I | 12 Training Development Manager | 24 12/2/2015 |
| Department of Health and Human Services | Family Service Specialist I | 17 Administrator IV | 33 12/2/2015 |
| Department of Health and Human Services | Programs Information Officer | 23 Program Specialist IV | 25 12/2/2015 |
| Department of Health and Human Services | Programs Information Officer | 23 Program Specialist IV | 25 12/2/2015 |
| Department of Health and Human Services | Program Assistant I | 12 Training Development Manager | 24 12/2/2015 |
| Department of Health and Human Services | Supervisor VII | 26 Business System Analyst II | 30 12/2/2015 |
| Department of Health and Human Services | Administrative Secretary | 14 Program Specialist I | 19 12/16/2015 |
| Department of Health and Human Services | Administrative Secretary | 14 Program Specialist I | 19 12/16/2015 |
| Department of Health and Human Services | Program Specialist IV | 25 Prog Plng & Review Specialist | 28 1/27/2016 |
| Department of Health and Human Services | Medical Service Consultant II | 24 Prog Plng & Review Specialist | 28 1/27/2016 |
| Department of Health and Human Services | Program Specialist IV | 25 Prog Plng & Review Specialist | 28 1/27/2016 |
| Department of Health and Human Services | Medical Service Consultant II | 24 Prog Plng & Review Specialist | 28 1/27/2016 |
| Department of Health and Human Services | Business Systems Analyst II | 30 Administrator III | 31 4/6/2016 |
| Department of Health and Human Services | Business Systems Analyst II | 30 Administrator III | 31 4/6/2016 |
| Department of Health and Human Services | Statistical Assistant | 14 Program Evaluation Specialist | 21 4/20/2016 |
| Department of Health and Human Services | Statistical Assistant | 14 Program Evaluation Specialist | 21 4/20/2016 |
| Department of Health and Human Services | Carpenter II | 14 Program Specialist II | 21 4/20/2016 |
| Department of Health and Human Services | Training & Dev Therapist | 16 Program Specialist I | 19 5/4/2016 |
| Department of Health and Human Services | Training & Dev Therapist | 16 Program Specialist I | 19 5/4/2016 |
| Department of Health and Human Services | Program Plng & Review Spec | 28 Administrator III | 31 5/18/2016 |
| Department of Health and Human Services | Administrative Assistant I | 16 Supervisor IV | 25 6/15/2016 |
| Department of Health and Human Services | Program Specialist II | 21 Supervisor IV | 25 6/15/2016 |
| Department of Health and Human Services | Laboratory Scientist II | 18 Child Protective Svc Worker II | 20 6/15/2016 |
| Department of Health and Human Services | Case Technician II | 16 Child Protective Svc Worker II | 20 6/15/2016 |
| Department of Health and Human Services | Case Technician II | 17 Child Protective Svc Worker II | 20 6/15/2016 |
| Department of Health and Human Services | Quality Control Reviewer I | 20 Child Protective Svc Worker II | 20 6/15/2016 |
| Department of Health and Human Services | Data Processing Supervisor III | 20 Child Protective Svc Worker II | 20 6/15/2016 |

| <u>DEPARTMENT</u> | <u>FROM (TITLE & SALARY GRADE)</u> | <u>TO (TITLE & SALARY GRADE)</u> | <u>G & C</u> |
|---|--|--------------------------------------|------------------|
| Department of Health and Human Services | Clerk IV | 12 Case Tech Trainee | 12 6/15/2016 |
| Department of Health and Human Services | Program Specialist I | 19 Child Protective Svc Worker II | 20 6/15/2016 |
| Department of Health and Human Services | Employment Counselor Spec | 19 Child Protective Svc Worker III | 22 6/15/2016 |
| Department of Health and Human Services | Health Fac Construction Coordinator I | 21 Child Protective Svc Worker III | 22 6/15/2016 |
| Department of Health and Human Services | Training & Dev Prog Coordinator | 18 Child Protective Svc Worker III | 22 6/15/2016 |
| Department of Health and Human Services | Child Support Officer | 20 Child Protective Svc Worker III | 22 6/15/2016 |
| Department of Health and Human Services | Family Service Specialist I | 17 Child Protective Svc Worker III | 22 6/15/2016 |
| Department of Health and Human Services | Paralegal I | 16 Child Protective Svc Worker III | 22 6/15/2016 |
| Department of Health and Human Services | Health Promotion Advisor | 23 Program Specialist IV | 25 6/15/2016 |
| Department of Health and Human Services | Claims Processor II | 12 Administrator I | 27 6/15/2016 |
| Department of Information Technology | System Development Spec VI | 30 Information Technology MGR II | 30 1/13/2016 |
| Department of Information Technology | System Development Spec VI | 30 Information Technology MGR II | 30 1/13/2016 |
| Department of Information Technology | Information Tech Manager II | 30 Technical Support Spec III | 25 4/6/2016 |
| Department of Information Technology | Information Tech Manager II | 30 Technical Support Spec III | 25 4/6/2016 |
| Department of Information Technology | System Development Spec IV | 26 Technical Support Spec V | 29 5/4/2016 |
| Department of Information Technology | System Development Spec IV | 26 Technical Support Spec V | 29 5/4/2016 |
| Department of Insurance | Insurance Company Examiner III | 32 Attorney III | 30 7/22/2015 |
| Department of Insurance | Claims and Hearing Clerk I | 12 Legal Coordinator | 28 11/4/2015 |
| Department of Insurance | Senior Clerk Interviewer | 10 Program Assistant II | 15 12/16/2015 |
| Department of Insurance | Senior Clerk Interviewer | 10 Program Assistant II | 15 12/16/2015 |
| Department of Insurance | Administrative Supervisor | 17 Program Assistant II | 15 1/27/2016 |
| Department of Insurance | Administrative Supervisor | 17 Program Assistant II | 15 1/27/2016 |
| Department of Insurance | Senior Accounting Tech | 14 Program Specialist IV | 25 4/6/2016 |
| Department of Insurance | Senior Accounting Tech | 14 Program Specialist IV | 25 4/6/2016 |
| Department of Insurance | Accounting Tech | 12 Rehabilitation Tech | 12 5/4/2016 |
| Department of Insurance | Accounting Tech | 12 Rehabilitation Tech | 12 5/4/2016 |
| Department of Insurance | Supervisor V | 26 Insurance Fraud Investigator | 26 6/1/2016 |
| Department of Insurance | Legal Coordinator | 28 Program Specialist III | 23 6/15/2016 |

| <u>DEPARTMENT</u> | <u>FROM (TITLE & SALARY GRADE)</u> | <u>TO (TITLE & SALARY GRADE)</u> | <u>G & C</u> |
|------------------------------|--|--------------------------------------|------------------|
| Department of Justice | Training Development Manager | Attorney IV | 32 3/23/2016 |
| Department of Justice | Training Development Manager | Attorney IV | 32 3/23/2016 |
| Department of Safety | Secretary II | Paralegal I | 16 8/5/2015 |
| Department of Safety | EMS Regional Coordinator | Administrator IV | 33 8/26/2015 |
| Department of Safety | Data Control Clerk III | Asst Director of Emergency | 33 10/7/2015 |
| Department of Safety | Data Entry Operator III | Title Examiner | 12 10/7/2015 |
| Department of Safety | Criminalist II | Supervisor VI | 27 12/2/2015 |
| Department of Safety | Planning Analyst/Data System | Senior Management Analyst | 26 12/16/2015 |
| Department of Safety | Planning Analyst/Data System | Senior Management Analyst | 26 12/16/2015 |
| Department of Safety | Clerk III | Title Examiner | 12 3/23/2016 |
| Department of Safety | Elec Tech Radiology InstrumI | Program Planner II | 21 3/23/2016 |
| Department of Safety | Clerk IV | Program Assistant II | 15 3/23/2016 |
| Department of Safety | Elec Tech Radiology InstrumI | Program Planner II | 21 3/23/2016 |
| Department of Safety | Clerk IV | Program Assistant II | 15 3/23/2016 |
| Department of Safety | Clerk III | Title Examiner | 12 3/23/2016 |
| Department of Safety | Cash Terminal Operator I | Supervisor I | 19 4/6/2016 |
| Department of Safety | Cash Terminal Operator I | Supervisor I | 19 4/6/2016 |
| Department of Safety | Data Control Clerk III | Administrative Assistant I | 16 4/20/2016 |
| Department of Safety | Executive Secretary | Program Specialist I | 19 5/4/2016 |
| Department of Safety | Maintenance Mechanic II | Program Specialist III | 23 5/4/2016 |
| Department of Safety | Executive Secretary | Program Specialist I | 19 5/4/2016 |
| Department of Safety | Maintenance Mechanic II | Program Specialist III | 23 5/4/2016 |
| Department of Safety | Administrative Supervisor | Business Administrator I | 21 5/18/2016 |
| Department of Safety | Police Communications Spec II | Administrator IV | 33 6/1/2016 |
| Department of Transportation | Toll Attendant I | Business System Analyst | 28 7/22/2015 |
| Department of Transportation | Payroll Office II | Agency Audit Manager | 25 9/16/2015 |
| Department of Transportation | Toll Supervisor | Program Specialist IV | 25 9/16/2015 |
| Department of Transportation | Laboratory Scientist II | Engineering Technician IV | 19 10/7/2015 |

| <u>DEPARTMENT</u> | <u>FROM (TITLE & SALARY GRADE)</u> | <u>TO (TITLE & SALARY GRADE)</u> | <u>G & C</u> |
|--|--|--------------------------------------|------------------|
| Department of Transportation | Toll Attendant I | Business Systems Analyst I | 28 12/16/2015 |
| Department of Transportation | Toll Attendant I | Business Systems Analyst I | 28 12/16/2015 |
| Department of Transportation | Information Tech MGR II | Supervisor VII | 28 1/13/2016 |
| Department of Transportation | Audit Tech | Accounting Tech | 12 1/13/2016 |
| Department of Transportation | Word Proc Operator I | Clerk IV | 12 1/13/2016 |
| Department of Transportation | System Development Spec V | Business Systems Analyst I | 28 1/13/2016 |
| Department of Transportation | Word Proc Operator I | Clerk IV | 12 1/13/2016 |
| Department of Transportation | Word Proc Operator I | Clerk IV | 12 1/13/2016 |
| Department of Transportation | Audit Technician | Accounting Technician | 12 1/13/2016 |
| Department of Transportation | System Development Spec V | Business Systems Analyst I | 28 1/13/2016 |
| Department of Transportation | System Development Spec V | Business System Analyst II | 30 1/13/2016 |
| Department of Transportation | Toll Attendant I | Civil Engineer IV | 27 4/20/2016 |
| Department of Transportation | Toll Attendant I | Program Specialist IV | 25 4/20/2016 |
| Department of Transportation | Survey Team Tech II | Business Systems Analyst I | 28 6/1/2016 |
| Department of Transportation | Engineering Tech III | Secretary II | 9 6/15/2016 |
| Developmental Disabilities Council | Clerk Interviewer | Administrator Secretary | 14 1/27/2016 |
| Developmental Disabilities Council | Clerk Interviewer | Administrator Secretary | 14 1/27/2016 |
| Employment Security | Program Assistant II | Program Assistant III | 17 11/18/2015 |
| Employment Security | Program Assistant II | Program Assistant III | 17 11/18/2015 |
| Fish and Game Department | Program Assistant II | Coordinator Outdoor Educ Program | 20 5/4/2016 |
| Fish and Game Department | Program Assistant II | Coordinator Outdoor Educ Program | 20 5/4/2016 |
| Office of Professional Licensure & Certification | Executive Secretary | Paralegal I | 16 12/16/2015 |
| Office of Professional Licensure & Certification | Executive Secretary | Paralegal I | 16 12/16/2015 |
| Public Utilities Commission | Utility Analyst IV | Administrator III | 31 12/2/15 |
| Public Utilities Commission | Utility Analyst IV | Administrator III | 31 12/2/2015 |
| Public Utilities Commission | Clerk IV | Program Specialist III | 23 12/16/2015 |
| Public Utilities Commission | Clerk IV | Program Specialist III | 23 12/16/2015 |
| Revenue Administration | Data Processing Supervisor II | Program Specialist II | 21 7/22/2015 |

| <u>DEPARTMENT</u> | <u>FROM (TITLE & SALARY GRADE)</u> | <u>TO (TITLE & SALARY GRADE)</u> | <u>G & C</u> |
|------------------------|--|--------------------------------------|------------------|
| Revenue Administration | Administrative Secretary | 14 Paralegal I | 16 9/16/2015 |
| Revenue Administration | Financial Analyst | 26 Program Specialist III | 23 9/16/2015 |
| Revenue Administration | Administrative Secretary | 14 Paralegal I | 16 9/16/2015 |
| Revenue Administration | Statistical Assistant | 14 Real Estate App Trainee III | 19 10/7/2015 |
| Treasury State | Systems Development Specialist IV | 26 Technical Support Specialist III | 25 7/22/2015 |
| Veteran's Home | Medical Records Tech | 13 Program Assistant II | 17 3/9/2016 |
| Veteran's Home | Medical Records Tech | 13 Program Assistant II | 17 3/9/2016 |

BUREAU OF EMPLOYEE RELATIONS

The Bureau of Employee Relations is responsible for administering all collective bargaining agreements with classified employees, a group of approximately 10,000 employees, and for providing professional support and assistance to the Governor in the conduct of negotiations with representatives of classified employees.

COLLECTIVE BARGAINING

The following four 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.

In 2014, the State Police Command Staff group represented by the SEA filed certification petitions and voted to be represented by the New Hampshire Troopers Association (NHTA).

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

- Adjutant General Department
- Administrative Services Department
- Agriculture Department
- Banking Department
- Corrections Department (*except Probation Parole Officers I-III and Corrections Officer - Corporal*)
- Cultural Resources Department
- Education Department
- Employment Security
- Environmental Services Department
- Fish and Game Department (*except all Conservation Officers*)
- Health and Human Services Department
- Human Rights, Commission for
- Information Technology Department
- Insurance Department
- Labor Department
- Liquor Commission (*except Liquor Investigators and Liquor Investigator Sergeant*)
- Nursing Board
- Postsecondary Education Commission
- Racing and Charitable Gaming Commission
- Resources and Economic Development Department
- Revenue Administration Department
- Safety Department (*except for State Police Trooper I – State Police Sgt II and State Police Command Staff*)
- Supervisory Unit
- Transportation Department
- Treasury Department
- Veterans Home

- **NH Troopers Association (NHTA)**

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

In 2014, the State Police Command Staff group represented by the SEA filed certification petitions and voted to be represented by the New Hampshire Troopers Association (NHTA).

The NHTA – Command Staff’s first Collective Bargaining Agreement as a new bargaining unit became effective August 19, 2016.

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

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

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

- **Teamsters Local 633**

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

NH State Corrections Officers and Corrections Officer Corporals

MASTER NEGOTIATIONS

New Collective Bargaining Agreements between the State and the following unions representing state employees became effective upon execution of their respective agreements through June 30, 2017.

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

CHANGES TO 2015-2017 CBA BETWEEN STATE AND ITS UNIONS

The complete text of the current Collective Bargaining Agreements with the State Employees Association, the NH Troopers Association, New England Police Benevolent Association and the Teamsters can be found on the Division of Personnel website under Labor Relations, at the following link:

http://admin.state.nh.us/hr/labor_rel/labor_relations.aspx

STATE BENEFITS

The Department of Administrative Services, through collaboration between the Bureau of Employee Relations and the Risk Management Unit, administers the State Employee and Retiree Health Benefit Program. The Program consists of health and dental coverage, and, life insurance and flexible spending benefits for all classified, unclassified and non-classified employees of the executive branch, legislative employees, judicial employees, and retired employees.

Medical and Prescription Drug Administration:

On December 23, 2014, Governor and Executive Council approved a contract extension and amendment with Anthem Blue Cross and Blue Shield, NH to administer medical benefits for active state employees, retirees, and eligible dependents. DAS successfully negotiated a 6% reduction in the Anthem administrative fee and 66% reduction in the Compass administrative fee. The contract amendment will save the State a total of \$3 million and the contract extension will expire on December 31, 2017.

On April 6, 2016, the Governor and Executive Council approved a contract extension and amendment with Express Scripts, Inc. to administer a pharmacy benefit including retail, home delivery, and specialty drug pharmacy services for active state employees, retirees, and their families. The contract extension will expire on December 31, 2018.

Effective January 1, 2016, the Fiscal Committee approved pharmacy plan changes such as increasing co-pays and maximum out-of-pocket expenses to lower the cost of the Retiree Health Benefits plan to the State. The Fiscal Committee also increased the amount required to be paid by the non-Medicare eligible retirees from 12.5% to 17.5% of the monthly premium effective January 1, 2016.

Total health expenditures for the FY 2016 reporting period were:

| |
|-------------------------------------|
| \$178,310,000 (Active only) |
| <u>\$ 85,447,000 (Retiree only)</u> |
| \$263,757,000 TOTAL |

Dental Administration :

On October 1, 2014, the Governor and Executive Council authorized an agreement with Northeast Delta Dental to administer dental benefits for eligible State employees and their dependents with the option to renew for up to two additional years. The dental benefit plan provides 100% coverage for preventive procedures, 80% coverage for basic restorative procedures and 50% coverage, with a \$25.00 deductible, for major procedures.

Effective January 1, 2016 the Dental Plan Calendar Year Maximum was increased from \$1,500 per person to \$2,000 per person. The dental plan also provides an orthodontic benefit, limited to dependent children and eligible students, with a \$1,200 lifetime maximum. This contract will expire December 31, 2017.

Dental expenditures for the FY 2016 reporting period were: \$11,593,000

Life Insurance:

On October 7, 2015, the Governor and Executive Council authorized an agreement with Anthem Life Insurance Company to provide the State-paid basic term life policy for all full-time employees. Upon approval, the State-paid basic term life policy increased from \$25,000 to \$50,000. The plan also offers eight (8) additional employee plans of which two (2) provide coverage for dependent children and five (5) additional plans for spouses. A new voluntary employee paid plan (Plan 9) was created with benefits in increments of one, two, three, or four times the employee's salary. These additional plan options are paid by the electing employee with no additional cost to the State. This contract will expire December 31, 2020.

Premiums for the FY 2016 reporting period were: **\$178,600**

Flexible Spending Program:

On October 14, 2014, the Governor and Executive Council authorized an agreement with Application Software Inc. d/b/a ASI Flex to administer the flexible spending accounts for state employees. This contract will expire December 31, 2017.

The flexible spending program provides an opportunity for employees to set aside income on a pre-tax basis to cover expenses for dependent care or for medical expenses which are not reimbursed by other State benefit plans. The State pays an administrative fee per employee per month plus a charge per debit card. This fee is offset by the FICA savings.

Salary reductions for the FY 2016 reporting period were: \$3,057,900

FICA savings for the reporting period were: \$233,900

March 2016

| Requesting Agency | Requests Submitted | Requests Approved | Days of Leave Approved |
|--|---------------------------|--------------------------|-------------------------------|
| Adjutant General | 2 | 1 | 5 |
| Administrative Services Department | 11 | 6 | 146 |
| Banking | 1 | 1 | 10 |
| Corrections Department | 19 | 16 | 274 |
| Cultural Resources | 1 | 1 | 1 |
| Education Department | 15 | 10 | 117 |
| Employment Security | 12 | 10 | 270 |
| Environmental Services Department | 16 | 12 | 264 |
| Health and Human Services | 101 | 80 | 1612 |
| Labor Department | 2 | 2 | 99 |
| Liquor Commission | 7 | 6 | 173 |
| Office of Information Technology (OIT) | 2 | 2 | 23 |
| OPLC | 1 | 1 | 30 |
| Resources and Economic Development | 7 | 5 | 98 |
| Revenue Department | 5 | 4 | 96 |
| Safety Department | 19 | 17 | 376 |
| Transportation Department | 33 | 28 | 630 |
| Veterans' Home | 9 | 7 | 114 |
| TOTAL | 263 | 209 | 4338 |

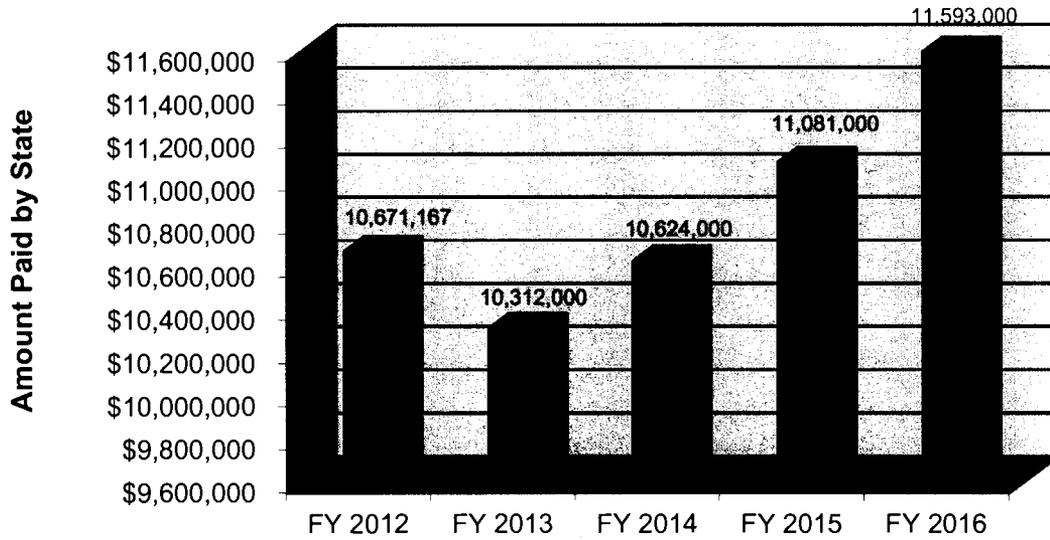
Total requests = 263

Total approved = 209 requests or 79%

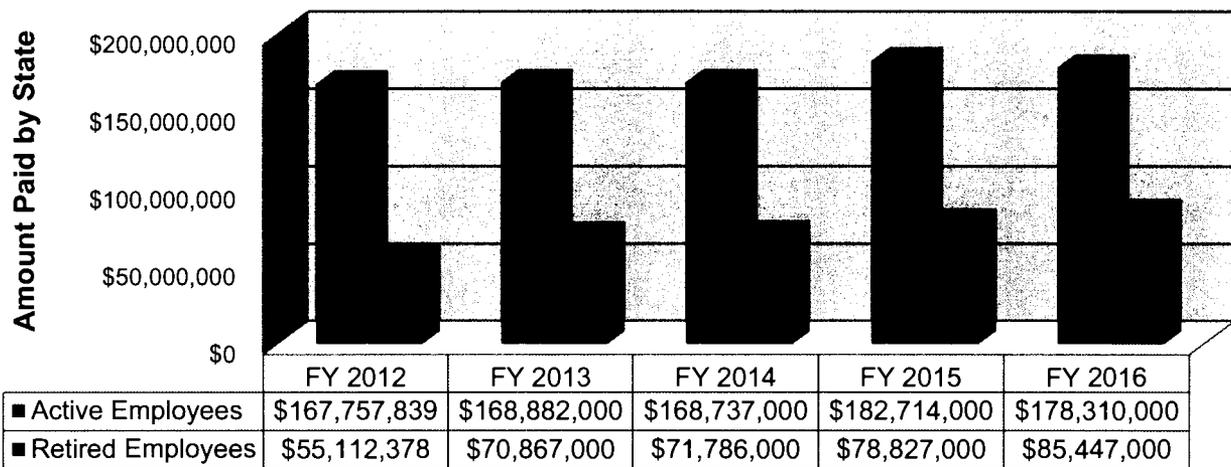
Average days approved per requesting employee = 16 days

COST OF STATE HEALTH BENEFIT PLANS 5 Year History

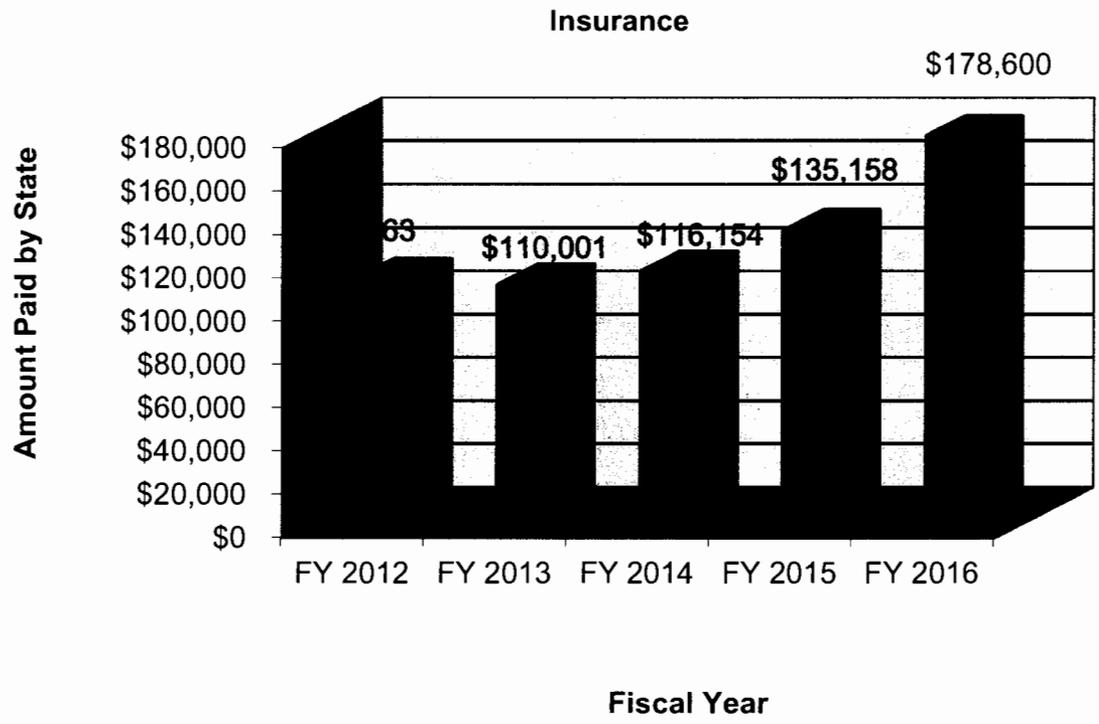
Cost of Dental Plan



Cost of Medical Benefit Plan



Cost of State-Paid Life Insurance Five Year History



BUREAU OF EDUCATION AND TRAINING

Mission Statement

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

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

BET Program Summary

The following programs were delivered by BET in FY 2016

- Certified Public Manager Program – Level I and Level II
- Lean Process Improvement Initiatives and Certificate programs – Lean White, Yellow, Green, and Black Belts
- Foundations of State Supervision and Foundations Review
- Professional and skill development resources services and classes

The total number of student enrollments for all BET's programs in FY 2016 was 935. This reduction in student enrollments from FY 2015 was due to staffing transitions at BET (two faculty members left BET for other positions and in August of 2015, Kate McGovern, the Bureau Chief retired). BET's FY 2016 faculty (1 fulltime professor, 1 part-time professor) delivered the courses in conjunction with two adjunct faculty and subject matter experts.

BET FY 2016 Programming

New Hampshire Certified Public Manager Program

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

- The Level I program is available to supervisors and individuals planning to enter supervision. The Level I program takes one year to complete. It requires over 150 hours of core course work. With successful completion of the program, participants earn the designation of Certified Public Supervisor (CPS).
- The Level II program is available to supervisors and managers who have successfully completed Level I. Level II require an additional 120 hours of core course work, as well as participation in a team project ranging from an additional 60 to 100 hours. Those who

complete the program are awarded the Certified Public Manager® (CPM) designation which is a registered service mark of the National Certified Public Manager Consortium. The Certified Public Manager® program is nationally accredited.

- In Fiscal Year 2016 there were 63 participants in the Level I program and 30 participated in Level II. Enrollments for FY 2017 are 81 for the Level 1 program and 30 for the Level II program.
- BET sponsored the first L.E.A.D. (Leadership, Effectiveness, Accountability, Development) Symposium to showcase the CPM student capstone projects. More than 100 people attended to hear the presentations and view the project presentations.
- Both the CPS and CPM designations are viewed as professional, rather than academic, credentials; however the course work is recognized by a number of colleges and universities. BET has agreements with the following NH colleges and universities to grant college credit for completion of the Certified Public Supervisor and the Certified Public Manager programs.

| College or University | Undergraduate Credit | Graduate Credit |
|---|---|--|
| University of NH | NA | 6 credits toward a Master's in Public Administration for CPM graduates |
| Franklin Pierce University | NA | 3 credits toward an MBA for CPS graduates and 9 credits toward an MBA for CPM graduates |
| New England College | NA | 15 Undergraduate credits for graduates of CPS and 30 undergraduate credits for those who have completed CPM. 8 credits in four different Masters Programs for CPS graduates. 12 credits in those same programs for CPM graduates |
| New England College of Business | 3 credits toward a Bachelor's Degree for CPS; and additional 6 credits for completion of CPM | |
| Springfield College, School of Human Services (Manchester NH and St. Johnsbury VT campuses) | 8 credits towards a Bachelor's degree for CPS graduates. 17 credits for CPM graduates. | |
| Granite State College | 7 credits towards a Bachelor's degree for CPS graduates; 10 credits towards a Bachelor's degree for CPM graduates | |
| New Hampshire Technical Institute (NHTI) | 10 credits towards an Associate's degree for CPS/CPM in selected majors | |
| Southern NH University continuing education and College For America | 10% Tuition reduction is available for State of NH employees and family members | |

Lean Process Improvement Initiatives

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

During the FY 2016, interest in Lean Certificates was strong with 197 student enrollments for the year in the following programs delivered by BET to state and municipal employees:

- Lean White Belt (formerly Lean Briefing) – 8 students participated in a one half-day introduction to the Lean continuous improvement process;
- Lean Yellow Belt – 141 students participated in the 3-day hands-on introduction to the philosophy and methodology of Lean process improvement focusing on actual work processes from their agencies;
- Lean Green Belt – 32 students participated in the 3-day facilitator development program focused on how to guide a group through the lean process and the techniques necessary to move a group through a range of challenges when initiating organizational change and managing implementation;
- Lean Black Belt – 8 students participated in the Black Belt program, the highest level of Lean Certification offered by BET. These students developed a deeper understanding of all aspects of Lean transformation across an entire government system.

Foundations of State Supervision

This two-day program offers State supervisors and managers an interactive, step-by-step applied learning experience to improve and maintain employee performance. Participants develop an understanding of the state personnel rules and effective strategies to build a culture of respect in the workplace. In May of 2015, Governor Hasson directed all department supervisors to attend and complete Foundations of State Supervision. To facilitate this directive, BET Professor Frank Nugent launched an outreach initiative to promote and coordinate efficient program delivery to best accommodate department and agency needs. In FY 2016, 586 state employees from 27 agencies participated in the program, up from 80 in FY 2015. In addition, BET delivered a Foundations Review program 27 employees who completed Foundations of State Supervision more than three years ago. BET also developed a train the trainer program to support agency trainers in the delivery of Foundations to agency personnel. Participants in the Foundations Train the Trainer program included DES, DHHS, DOT and DOS.

NH Online Learning

BET's role in developing the statewide online learning management system (LMS) remained in 2016. Staffing and development challenges of the learning management system itself delayed a launch in FY 2016 as expected, however significant progress was made through a collaborative effort between BET, DoIT and FDM. Recruitment of an instructional designer will position the LMS to launch and make online learning available to every state employee in the coming year.

Professional Development Classes

Due to BET's limited ability to deliver classes with the number of available faculty and noted commitment to deliver Foundations of State Supervision, in FY 2016 BET reduced the number of professional development classes. During FY 2016 a total of 58 employees participated in professional development classes to strengthen their knowledge and skills. FY 2016 programs included:

| Course Title | Number of Participants in FY 2016 |
|---------------------------|-----------------------------------|
| Customer Service Skills | 25 |
| Let's Talk I | 8 |
| Trust Building | 10 |
| Excel Pivot Tables/Charts | 15 |
| Total | 58 |

Prepaid Training Packages for State Agencies

In FY 2016, BET offered State agencies the opportunity to purchase a package of training, as a more efficient, cost-effective way of broadening access to BET programs, especially to support participation in Foundations in State Supervision. The program will continue into FY 2017. Agencies have an opportunity to invest in their employees' development for \$10 per employee. This modest annual investment will give employees access to core program offerings including Foundations of State Supervision and Review, conflict resolution, communication skills, customer service, business writing and online learning basics.

Looking forward to FY 2017

As 2017 begins, BET operations have adjusted to deliver BET's core programming of CPS, CPM, Lean, and Foundations. These programs are delivered by part-time professor, Frank Nugent and full-time professor, Ginger Lever, who also assumed the responsibilities of Bureau administration in 2016. In 2017, BET will expand professional development course offerings, certificate programs and launch the State's Online Learning site to serve NH's state employees. In 2017 BET will establish a Trainers' Network designed to foster professional development, inter-agency collaboration and resource sharing. In 2017, BET will be coordinating multi-agency Talent Acquisition and Management initiatives to support state-wide workforce development. Priority activities include branding activities to position the State of New Hampshire as an employer of choice, internships, knowledge transfer procedures, and employee recruitment and retention.