

STATE OF NEW HAMPSHIRE

DIVISION OF PERSONNEL

DEPARTMENT OF ADMINISTRATIVE SERVICES



2015 ANNUAL REPORT



**State of New Hampshire
Department of Administrative Services
Division of Personnel
2015 Annual Report
Fiscal Year Ended June 30, 2015**

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 2015

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

22	Full-time classified employees
5	Part-time employees
3	Unclassified employees

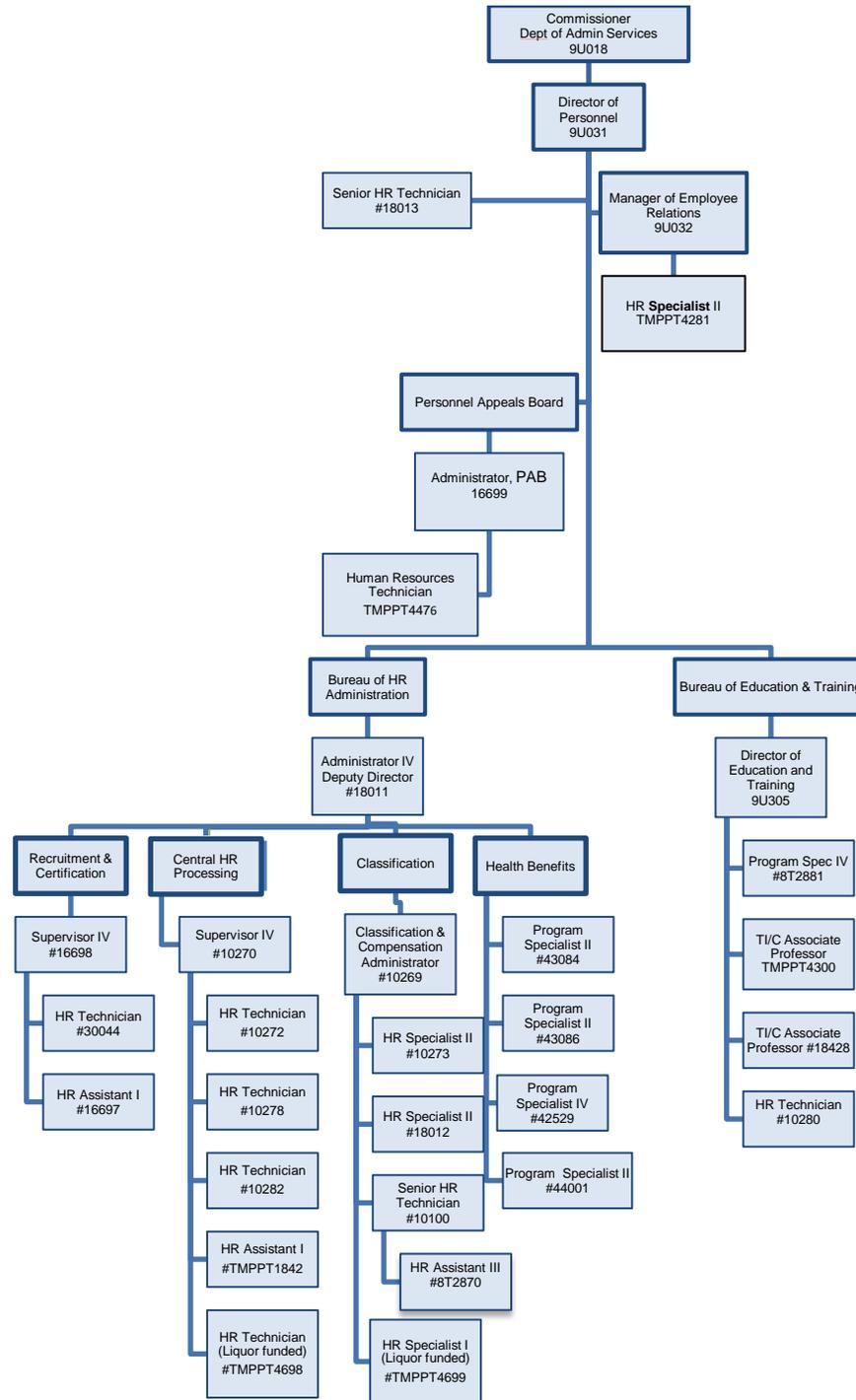
Fiscal Year Appropriation

\$2,449,855

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 2015 were Joseph Casey, Chairman (resigned April, 2015); Christopher Nicolopoulos (appointed June 10, 2015), Norman Patenaude; Charla Stevens; and David Goldstein.

Division of Personnel – Organizational Structure



Revised 11/17/2014

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 2015 one employee received a monetary award totaling \$500.00.

Award Recipients

Gary Field, Department of Administrative Services – \$500 Award

In 2012 the court buildings needed better protection added to all facilities to provide alerts for certain environmental conditions. Some facilities had protection in place but to add extra environmental coverage under the traditional monitoring system, thousands of dollars would need to be spent. Mr. Field took the initiative to research, select and test the PowerTrac building alarm device. This device alerts facility owners and managers of potential major building system failures such as low temperatures, power outages, boiler failures and water detection. If the PowerTrac sensor identifies a failure, the system will notify the individuals on the call list and will continue to dial out until the call is acknowledged. When a call is answered, the PowerTrac indicates what type of failure has occurred, prompting the facility person to physically visit the building to assess the situation and take corrective actions. Once the product was modified and able to meet all of these needs, Mr. Fields took on the project of installing these devices, which was outside of his normal job responsibilities. The cost of each device at approximately \$100 for 19 buildings was \$1,900. The cost of a major environmental event without this added protection could be estimated at anywhere from \$5,000 to \$1,000,000 depending on the severity of events. The installation of the PowerTrac device now identifies issues with buildings and is a way to supplement other safety equipment currently in use. If the Department of Administrative Services added the environmental coverage to their existing 19 courthouse facilities it would have had an estimated \$38,000 in costs that would have been unable to meet required needs. Mr. Field's initiative, creativity and resourcefulness have allowed the Bureau to take proactive steps during system alerts and avoid and or minimize potential facility disasters. The Suggestion and Incentive Awards Committee, with the Governor and Council's assistance, presented Mr. Field with a certificate and check in the amount of \$500.00 as special recognition for his extraordinary service

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 implementation and monitoring of the statewide classification system for all classified employees, including allocating all positions to generic classifications and determining appropriate entry-level minimum qualifications. Review requests to establish new state positions and requests to reclassify existing positions, whether vacant or filled. Reviews and recommends changes to agency organizational structures.

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 2015, the Recruitment and Certification Section posted 971 external vacant positions for recruitment. The following table lists the work activities performed in the Recruitment and Certification Section during Fiscal Year 2015:

PERSONNEL ACTIONS FISCAL YEAR 2015

PERSONNEL ACTION	NUMBER
New Hires	1,901
Hires Above Minimum Step (both full-time & part-time)	332
Rehires	300
Rehires Above Minimum Step (both full-time & part-time)	106

Note: During Fiscal Year 2015 Recruitment and Certification activities changed to an online system. Tracking further activities will be processed and monitored for Fiscal Year 16.

EMPLOYEE REDUCTION IN FORCE (RIF) LIST

Effective July 1, 2013, the Legislature passed Chapter 144:19 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, 2013 and June 30, 2015, 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 2015:

ACTION	NUMBER
Names Submitted to Personnel	9
Individual Removed from RIF List for "other" reasons	7
Individuals Placed to State Agencies from RIF List	7
Names Remaining on RIF List	20
Vacant Positions Released for Recruitment	387
Total Number of Vacant Positions Submitted by Agencies	391

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 Positions Authorized

<u>Department</u>	<u>2006</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>
Adjutant General Department	130	127	134	134	133	133	143	142	138	138
Administrative Services Dept.	260	289	302	304	302	302	261	308*	306	304
Public Works Design & Construction	26	27	29	29	26	26	24	*	*	*
Agriculture Department	33	33	33	33	35	35	28	28	29	29
Banking Department	42	45	48	48	52	52	53	53	53	53
Community College System of NH	753	753	785	785	823	823	0	0	0	0
Corrections Department	1,081	1,065	1,063	1,060	922	931	883	872	874	876
Cultural Resources Department	70	69	69	69	67	65	59	59	54	54
Development Disabilities Council			4	4	3	3	3	3	3	3
Education Department	316	297	302	302	300	302	296	295	299	298
Employment Security	372	338	329	328	338	338	338	337	289	287
Environmental Services Dept.	540	514	531	534	541	530	471	470	467	467
Executive Department	22	22	22	22	20	18	15	15	15	15
Fish and Game Department	200	194	194	194	191	190	188	186	187	187
Health & Human Services Dept.	3,282	3,205	3,233	3,236	3,145	3,160	2,794	2,786	2,782	2,771
Highway Safety Agency	6	6	6	6	6	6	5	5	5	5
Human Rights Commission	9	9	9	9	9	9	6	6	7	7
Information Technology	411	408	418	418	400	398	360	359	360	360
Insurance Department	70	70	70	67	67	67	66	66	68	68
Judicial Council	2	2	2	2	2	2	2	2	2	2
Justice Department	62	61	64	64	63	63	55	53	54	54
Labor Department	80	80	87	87	91	91	91	90	93	93
Liquor Commission	304	304	317	317	329	329	296	293	298	294
Lottery Commission	52	49	49	49	46	46	45	45	45	45
McAuliffe-Shepard Discovery Center	13	13	13	13	13	13	13	13	0	0
Pease Development Authority	5	5	6	6	6	6	6	6	6	6
Police Standards and Training									19	21
Postsecondary Education Commission	6	6	8	8	8	8	0	0	0	0
Public Utilities Commission	69	69	69	69	69	69	69	67	68	68
Racing and Gaming Commission	21	21	22	19	21	21	16	16	16	16
Real Estate Commission	8	8	8	8	8	8	7	7	6	6
Regulatory Boards										
Board of Accountancy	2	2	3	3	3	3	0	0	0	0
Health & Human Services Boards	38	37	38	38	37	37	35	35	36	36
Joint Board of Licensing & Cert.	5	5	5	5	6	6	8	7	16	16
Plumbers Board	6	6	7	7	7	0	0	0	0	0
Pub. Empl. Labor Relations Bd.	4	4	5	5	5	5	4	4	4	4
Real Estate Appraisers Bd.	2	2	2	2	2	2	0	0	0	0
Tax & Land Appeals Board	8	8	8	7	7	7	5	5	5	5
Veterinarians Exam. Board	1	1	1	1	1	1	1	1	1	1
Resources & Econ. Dev. Dept.	185	177	179	179	178	184	198	197	201	204
Revenue Administration Dept.	181	180	190	190	192	192	127	119	125	123
Safety Department	1,092	1,085	1,131	1,138	1,134	1,134	1,073	1,049	1,074	1,072
State Department	41	40	40	40	71	72	67	69	72	72

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

<u>Department</u>	<u>2006</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>
Status of Women Commission	2	2	2	2	2	0	0	0	0	0
Transportation Department	1,841	1,824	1,815	1,817	1,779	1,779	1,650	1,642	1,642	1,636
Treasury Department	19	18	19	19	18	18	17	17	17	17
Veterans' Council	5	5	5	5	5	5	5	5	7	7
Veterans' Home	328	369	367	376	367	367	367	366	366	366
TOTALS	12,030	11,879	12,068	12,083	11,875	11,881	10,173	10,121	10,109	10,086

NH First Reporting - Number of permanent positions by Department no longer reflect individual Divisions

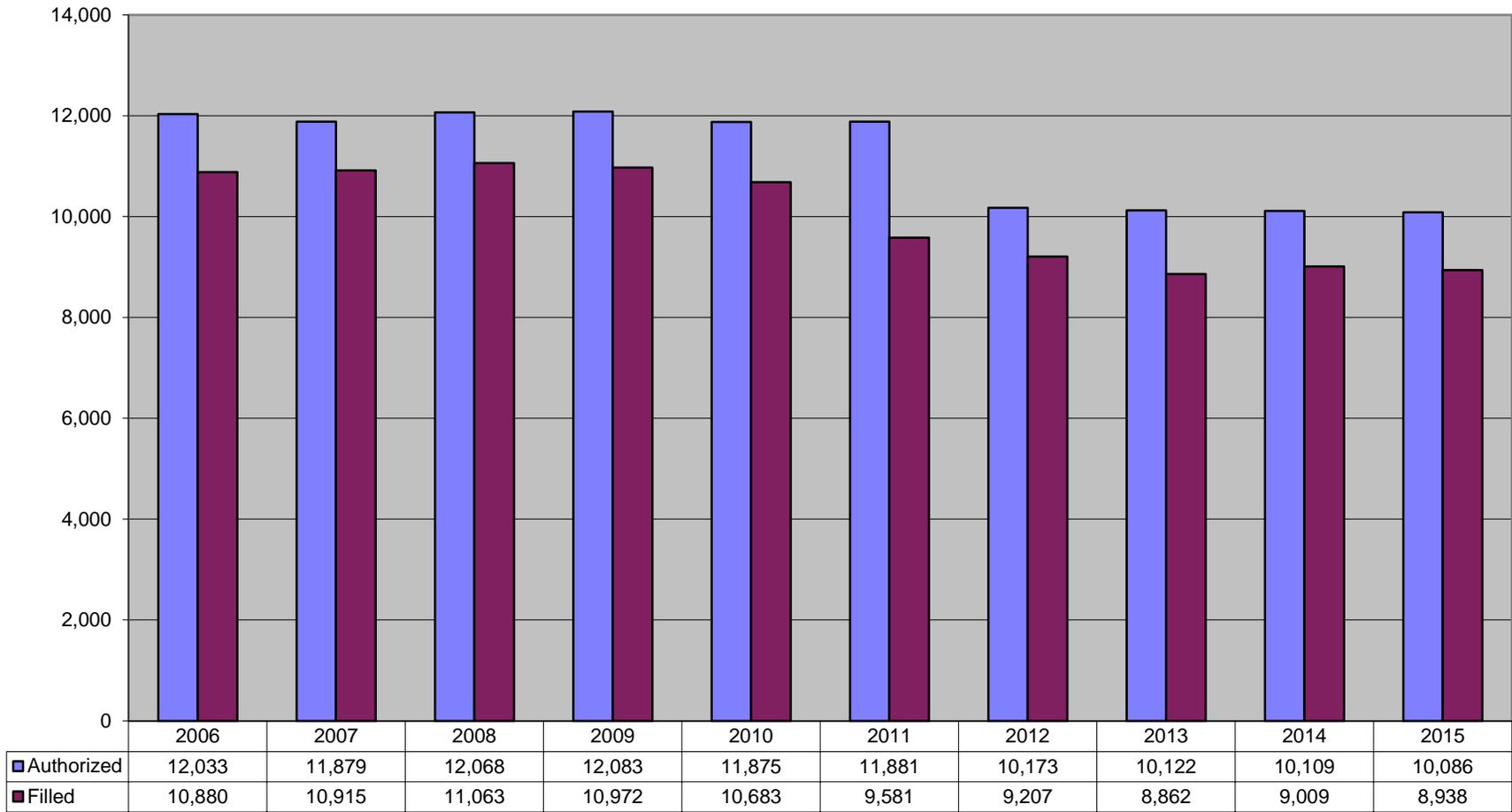
***Total positions for Department of Administrative Services now includes Public Works Design & Construction and the Shared Service Center**

FY 2015 Authorized Positions

<u>Department & Components</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	112	26	0	0	2	0	140
Administrative Serv Dept Of	265	39	2	3	11	1	321
Agriculture Dept Of	25	4	1	0	3	0	33
Bank Commission	40	13	0	0	2	0	55
Boards	37	5	0	0	3	0	45
Auctioneers Board	0	0	0	0	0	0	0
Board Of Medicine	5	1	0	0	0	0	6
Board Of Tax - Land Appeals	4	1	0	0	3	0	8
Board Of Veterinary Medicine	1	0	0	0	0	0	1
Cosmetology/Barbers Board	5	0	0	0	0	0	5
Dental Board	2	0	0	0	0	0	2
Joint Board	15	1	0	0	0	0	16
Massage Therapy Advisory Board	0	1	0	0	0	0	1
Pharmacy Board	5	1	0	0	0	0	6
Corrections Dept Of	794	82	0	5	12	0	893
Cultural Resources Dept Of	41	13	0	0	4	0	58
Development Disabilities Council	3	0	0	0	0	0	3
DHHS Admin Attached Boards	15	1	0	0	0	0	16
Education Dept Of	230	68	4	3	5	0	310
Employment Security Dept Of	248	39	15	31	6	0	339
Environmental Serv Dept Of	380	87	0	0	5	1	473
Executive Council	0	0	0	0	6	0	6
Executive Office	11	4	0	0	2	0	17
Fish And Game Commission	169	18	0	0	1	0	188
Health and Human Svcs Dept Of	2,478	293	4	7	77	14	2,873
Highway Safety Agcy Of	5	0	0	0	0	1	6
Human Rights Commission	7	0	0	0	0	0	7

<u>Department & Components</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>
Information Technology Dept of	297	63	0	0	7	2	369
Insurance Dept Of	57	11	0	0	14	1	83
Judicial Council	2	0	0	0	0	0	2
Justice Department	47	7	0	1	73	1	129
Labor Dept Of	80	13	0	0	2	0	95
Liquor Commission	278	16	1	0	5	0	300
NH Lottery Commission	40	5	0	0	4	0	49
NH Office of Veterans Services	6	1	0	0	1	0	8
NH Veterans Home	324	42	0	0	1	0	367
Pease Development Authority	5	1	0	0	0	0	6
Police Stds - Training Council	18	3	0	0	1	0	22
Public Employees Labor Rltn Bd	4	0	0	0	0	0	4
Public Utilities Comm	63	5	0	0	6	1	75
Racing Charitable Gaming Comm	15	1	0	0	6	0	22
Real Estate Commission	5	1	0	0	1	0	7
Resources - Econ Devel Dept Of	180	24	18	16	6	0	244
Revenue Administration Dept Of	101	22	0	0	26	1	150
Safety Dept Of	998	74	1	0	10	2	1,085
Secretary Of State	53	19	1	6	12	1	92
Transportation Dept Of	1,491	145	0	21	7	1	1,665
Treasury Dept Of	14	3	0	0	5	0	22
TOTALS	8,938	1,148	47	93	326	27	10,579
TOTAL VACANCIES	1,268						
VACANCY RATE	11.98%						

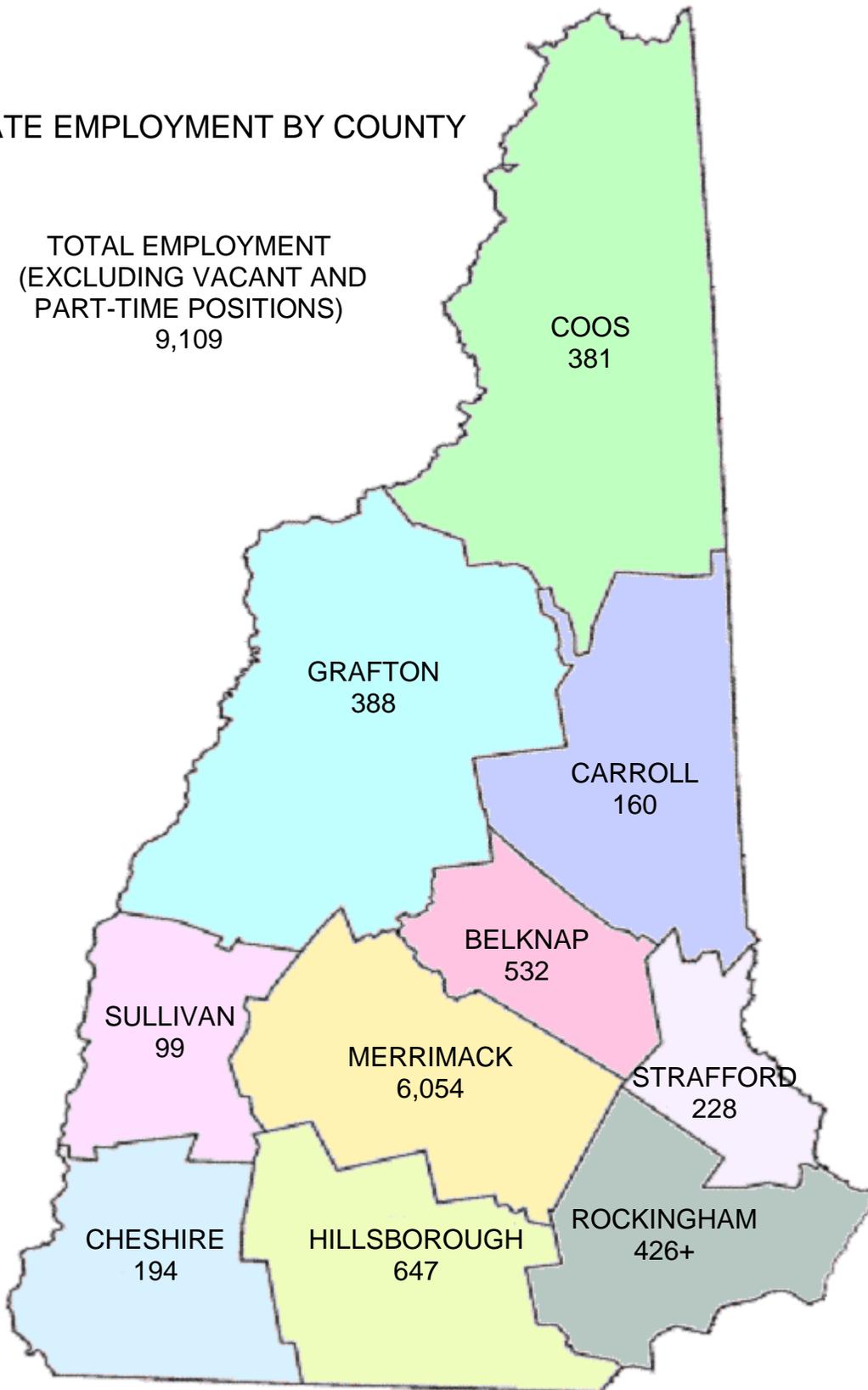
Authorized/Filled Positions 10 Year History



Note: Data does not include Class 59 full-time temporary positions.

STATE EMPLOYMENT BY COUNTY

TOTAL EMPLOYMENT
(EXCLUDING VACANT AND
PART-TIME POSITIONS)
9,109



Data from June 30, 2015 Report

DEMOGRAPHICS

New Hampshire State Employees

Fiscal Year 2015

2015	
<u>State Government Employees</u> Executive Branch	
<u>Class Type</u>	<u>Number of Positions*</u>
Classified	10,226
Unclassified	353
TOTAL POSITIONS:	10,579
*Full Time Only - Includes vacancies	

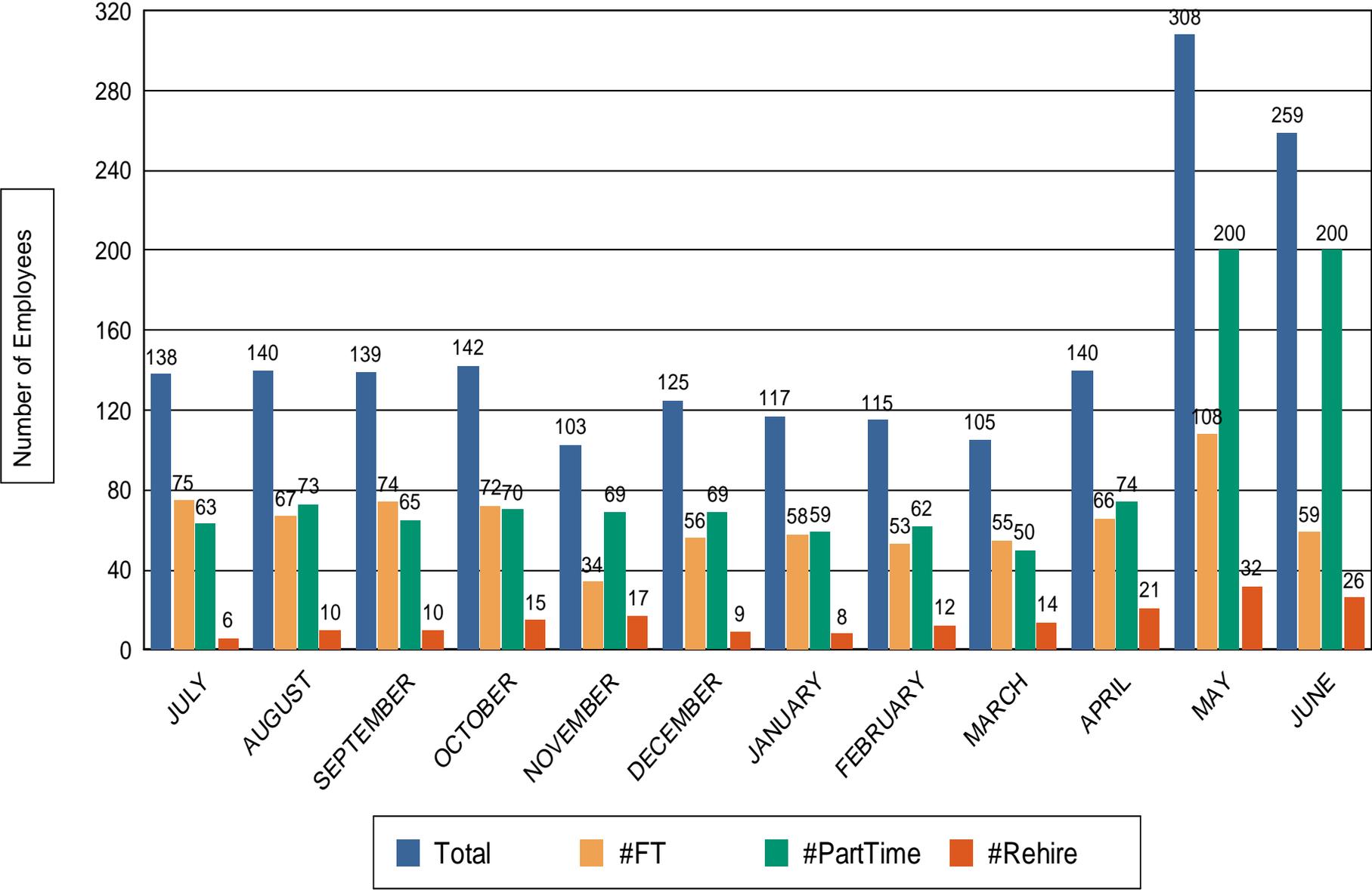
<u>The Classified State Workforce</u> is made up of...
52% Female 48% Male
3% Minority 97% White (not of Hispanic background)

The Average Full Time Classified Employee...	
<ul style="list-style-type: none"> • Is 47 years old • Has 12 years of service • Earns \$48,000 	
Classified State Employees (filled positions only) that are ...	
Full-time	9,109
Part-time	3,634

Classified Employees work in...	
Belknap County.....	5.84%
Carroll County.....	1.76%
Cheshire County.....	2.13%
Coos County.....	4.18%
Grafton County.....	4.26%
Hillsborough County.....	7.10%
Merrimack County.....	66.46%
Rockingham County.....	4.68%
Strafford County.....	2.50%
Sullivan County.....	1.09%

TOTAL NEW HIRES BY MONTH

Fiscal Year 2015

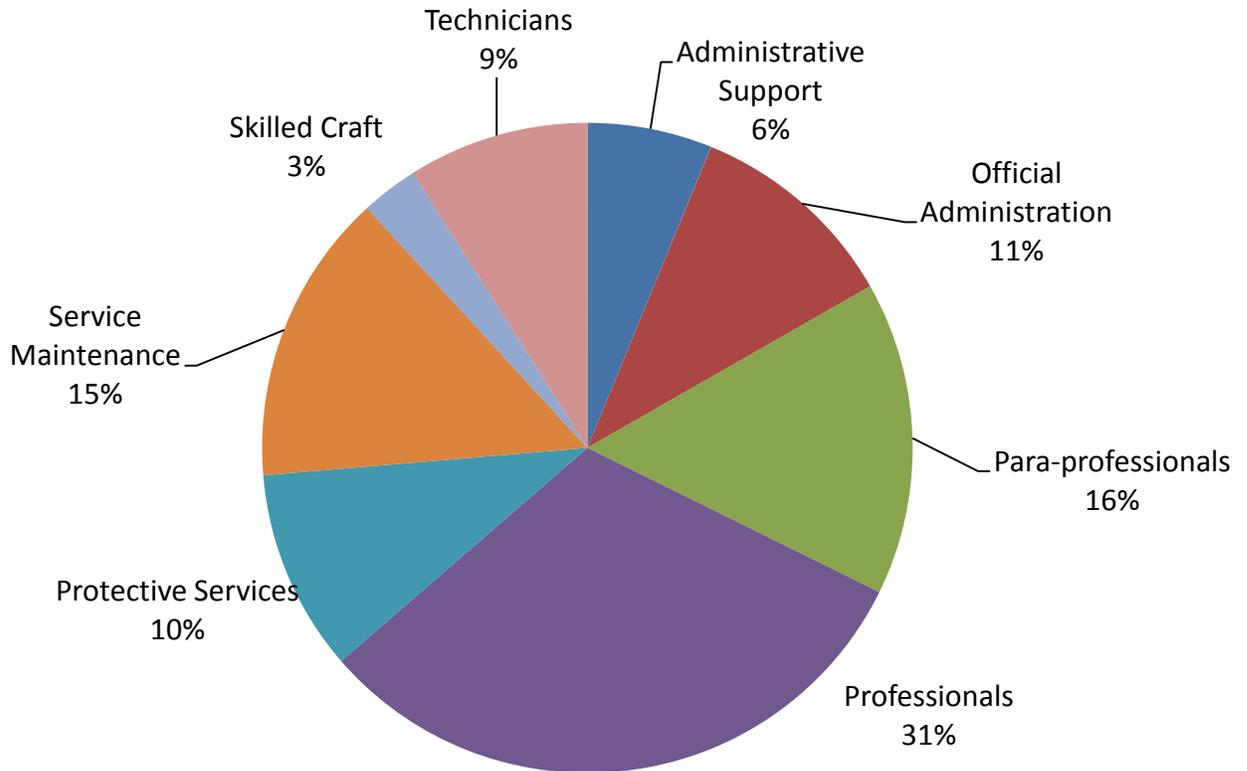


TOTAL NUMBER OF NEW HIRES BY AGENCY

AGENCY	NEW HIRES	HIRES above min.	% HIRED above min.
Adjutant General Department	8	1	13%
Administrative Services Department	59	16	27%
Corrections Department	86	22	26%
Cultural Resources	4	1	25%
Education Department	33	19	58%
Employment Security	20	3	15%
Environmental Services Department	49	13	27%
Executive Council	1	1	100%
Executive Department	7	1	14%
Fish and Game Department	27	0	0%
Health and Human Services Department			
Attached Boards	24	1	4%
Behavioral Health	1	1	100%
Human Services	48	17	35%
Commissioner's Office	20	11	55%
Division of Developmental Services	1	1	100%
Medicaid & Business Policy	6	5	83%
Elderly and Adult Services	2	2	100%
Glenclyff Home for the Elderly	12	2	17%
Community Based Care	3	2	67%
New Hampshire Hospital	99	25	25%
Office of Health Management	15	9	60%
Transitional Assistance	55	22	40%
Human Rights Commission	3	0	0%
Insurance Department	5	5	100%
Joint Board of Licensure and Certification	7	1	14%
Justice Department	17	3	18%
Labor Department	7	3	43%
Liquor Commission	493	8	2%
NH Lottery Commission	8	2	25%
Office of Information Technology	15	9	60%
Office of Veterans Service	1	0	0%
Public Utilities Commission	5	3	60%
Racing Charitable Gaming Commission	1	1	100%
Real Estate Commission	3	1	33%
Resources & Economic Development Dept.	320	8	3%
Revenue Administration Department	7	5	71%
Safety Department	121	16	13%
Secretary of State Department	10	0	0%
Tax Lands & Appeals Board	1	1	100%
Transportation Department	233	65	28%
Veterans Home	86	55	64%

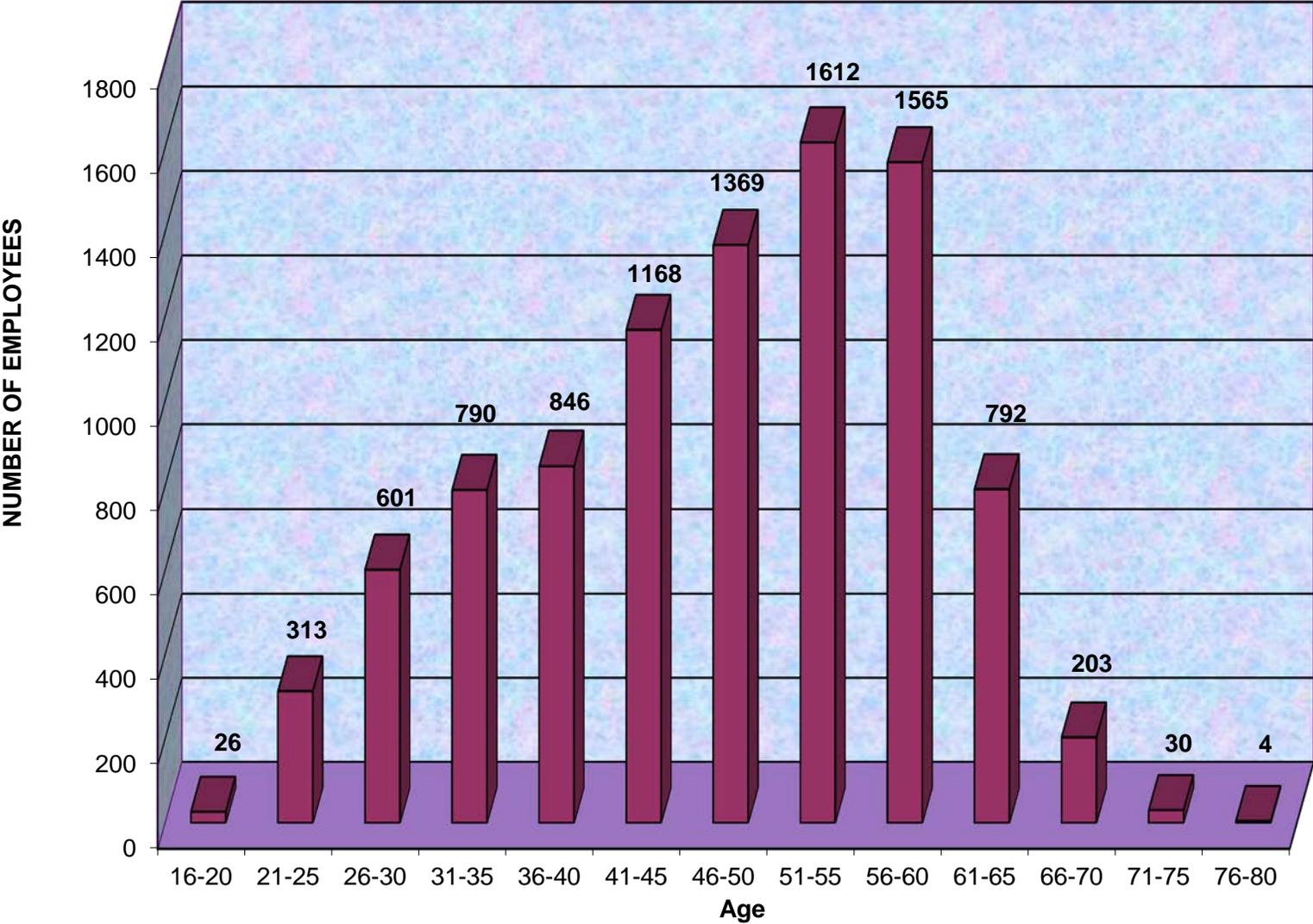
**Note: Includes all full-time and part-time hires, rehires and reinstatements.
Total new hires for FY 2015 = 1,923. Total hires above minimum = 361**

WORKFORCE PARTICIPATION RATES Fiscal Year 2015



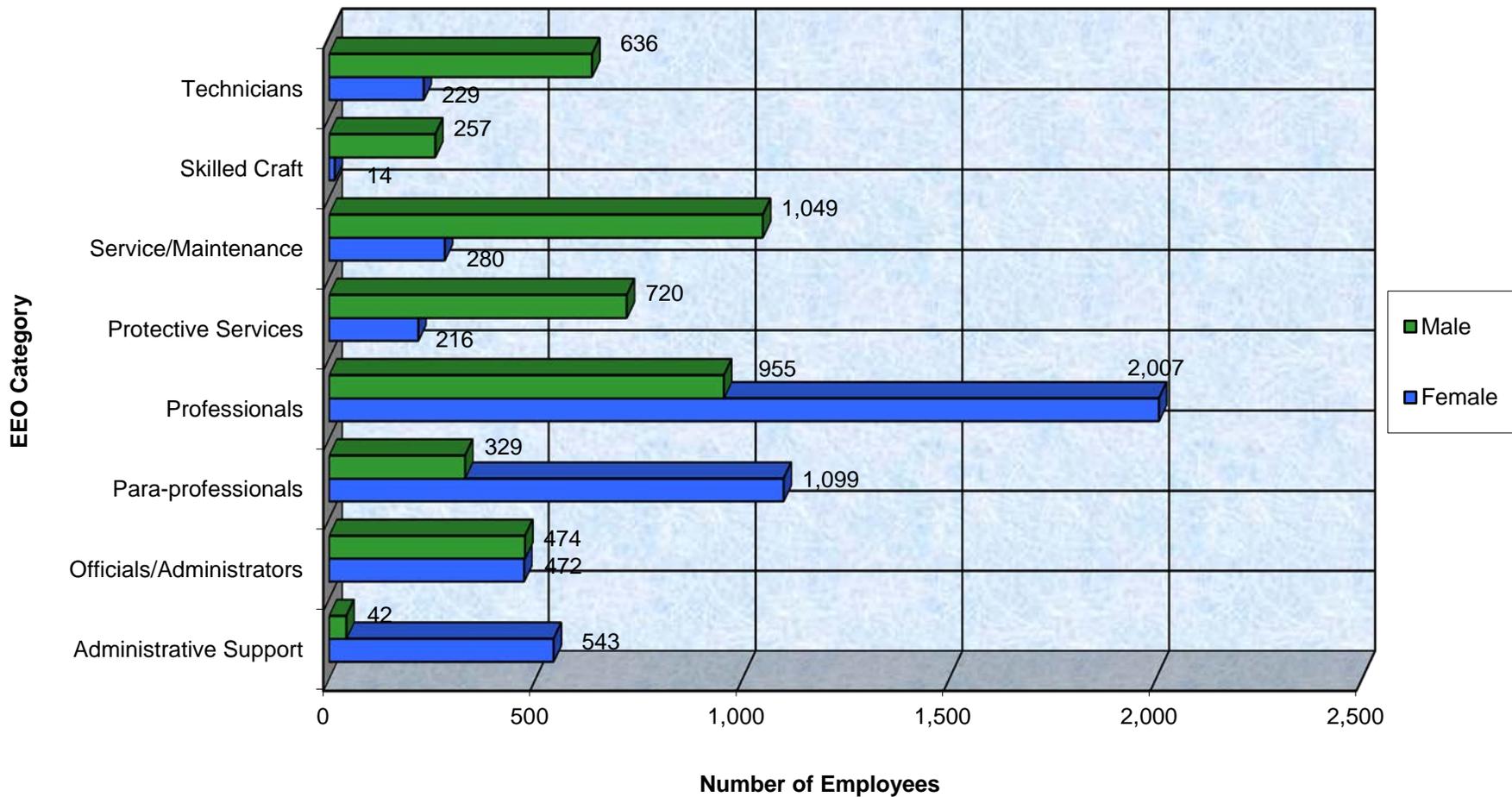
Note: Data from 6-30-15

EMPLOYEES BY AGE DISTRIBUTION Fiscal Year 2015



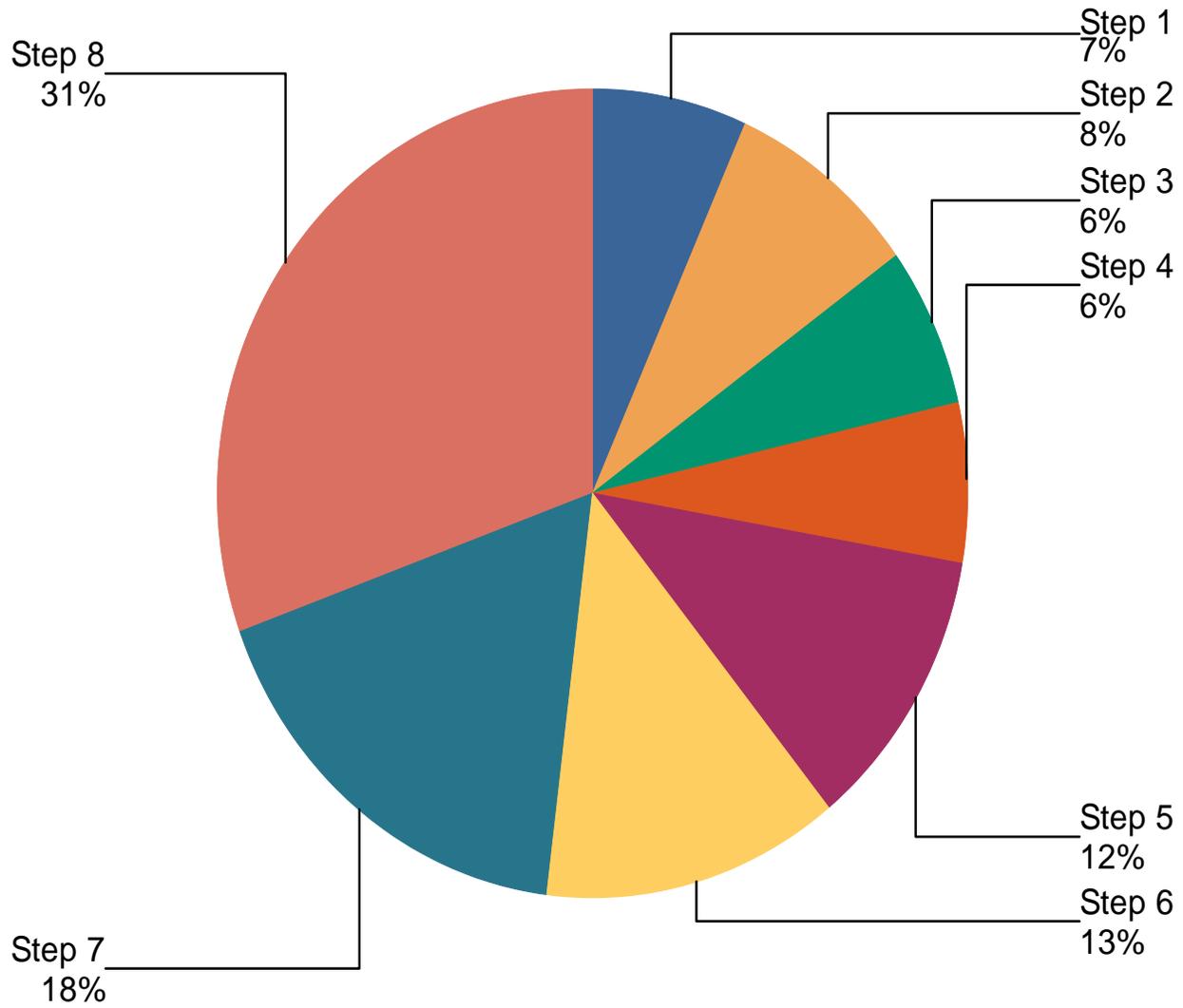
Average Employee Age = 47

EMPLOYEES BY GENDER AND EEO CATEGORY



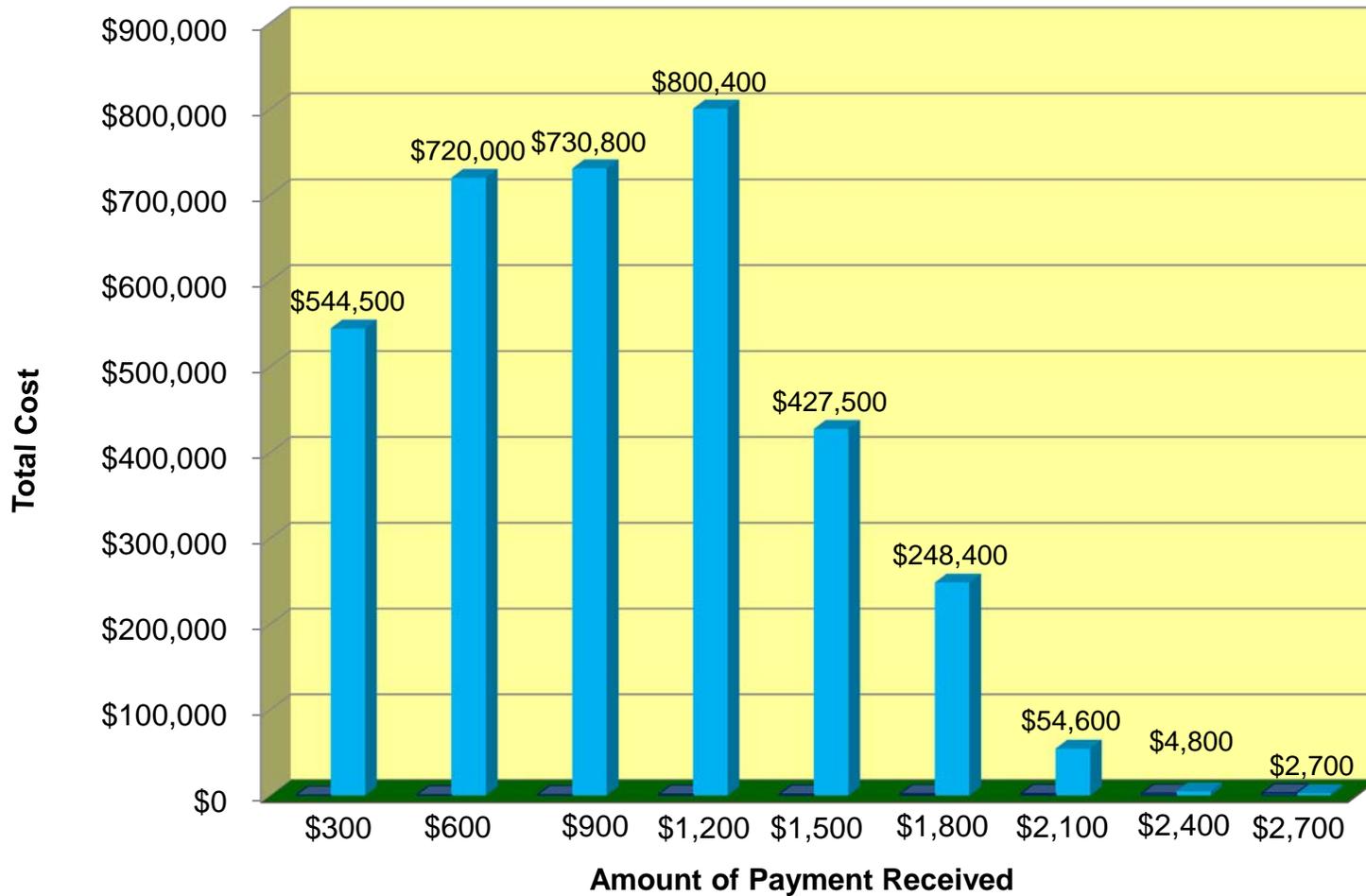
Note: Includes all full-time classified employees as of 06-30-15

OVERALL SALARY DISTRIBUTION Fiscal Year 2015



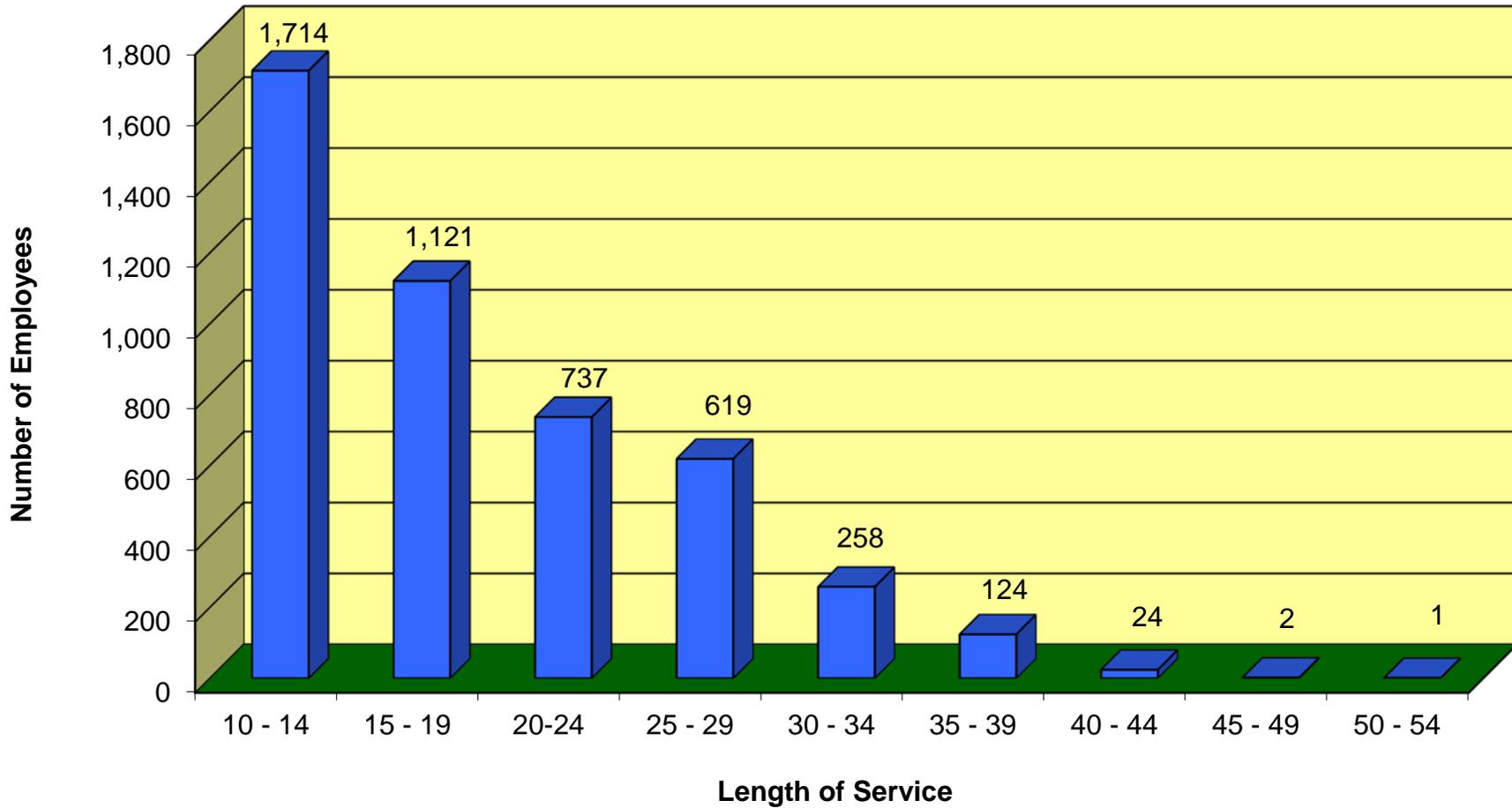
Includes all full-time classified employees as of 6/30/15

LONGEVITY IN CLASSIFIED SERVICE Cost of Longevity



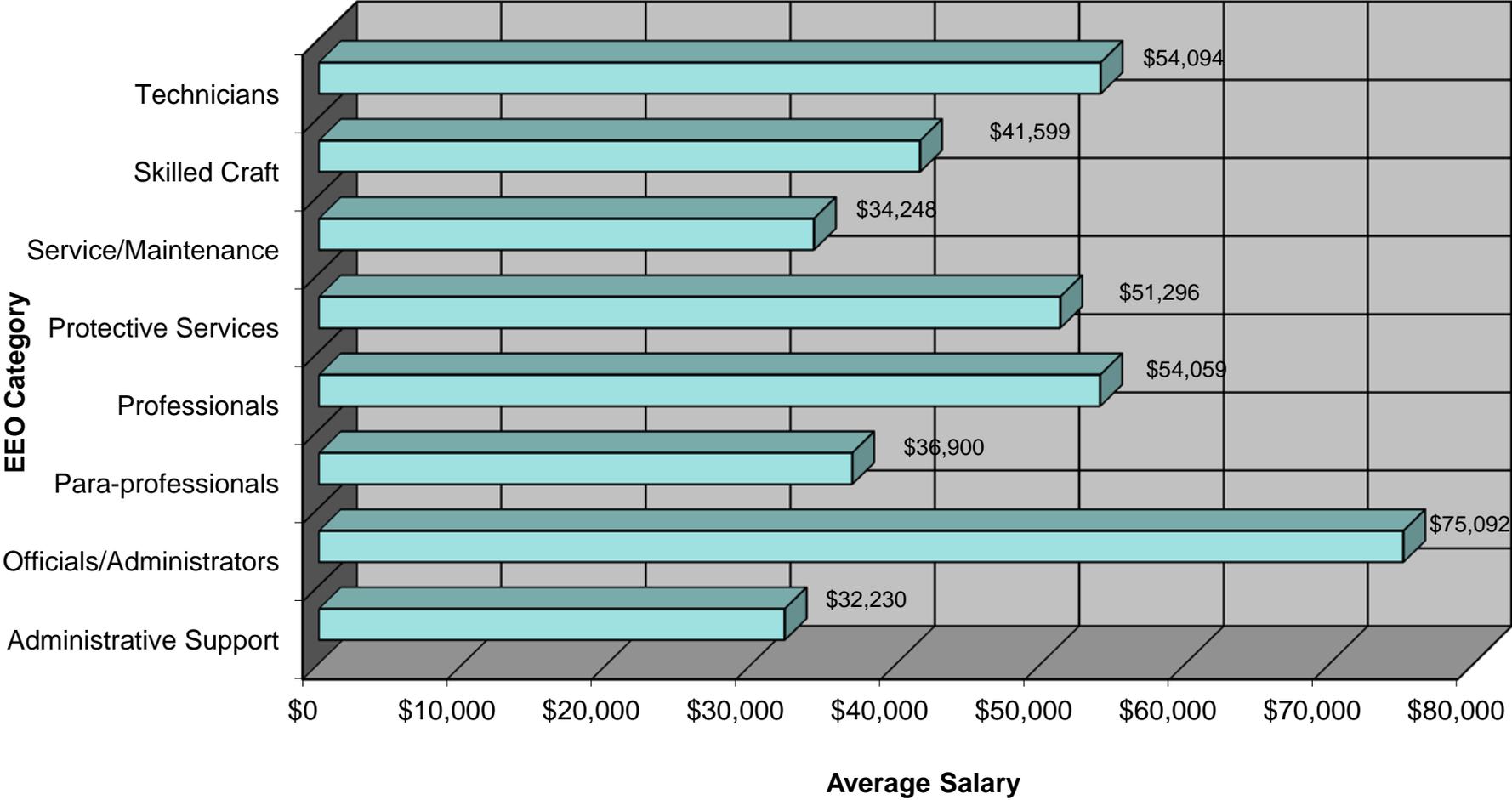
Note: Employees receive \$300 for 10 years of service and an additional \$300 for each 5 years of service beyond 10 years. 49% of the state workforce received a longevity payment in Fiscal Year 2015.

LONGEVITY IN CLASSIFIED SERVICE Number of Employees by Length of Service



Note: Number of Employees Under 10 Years of Longevity = 4,734

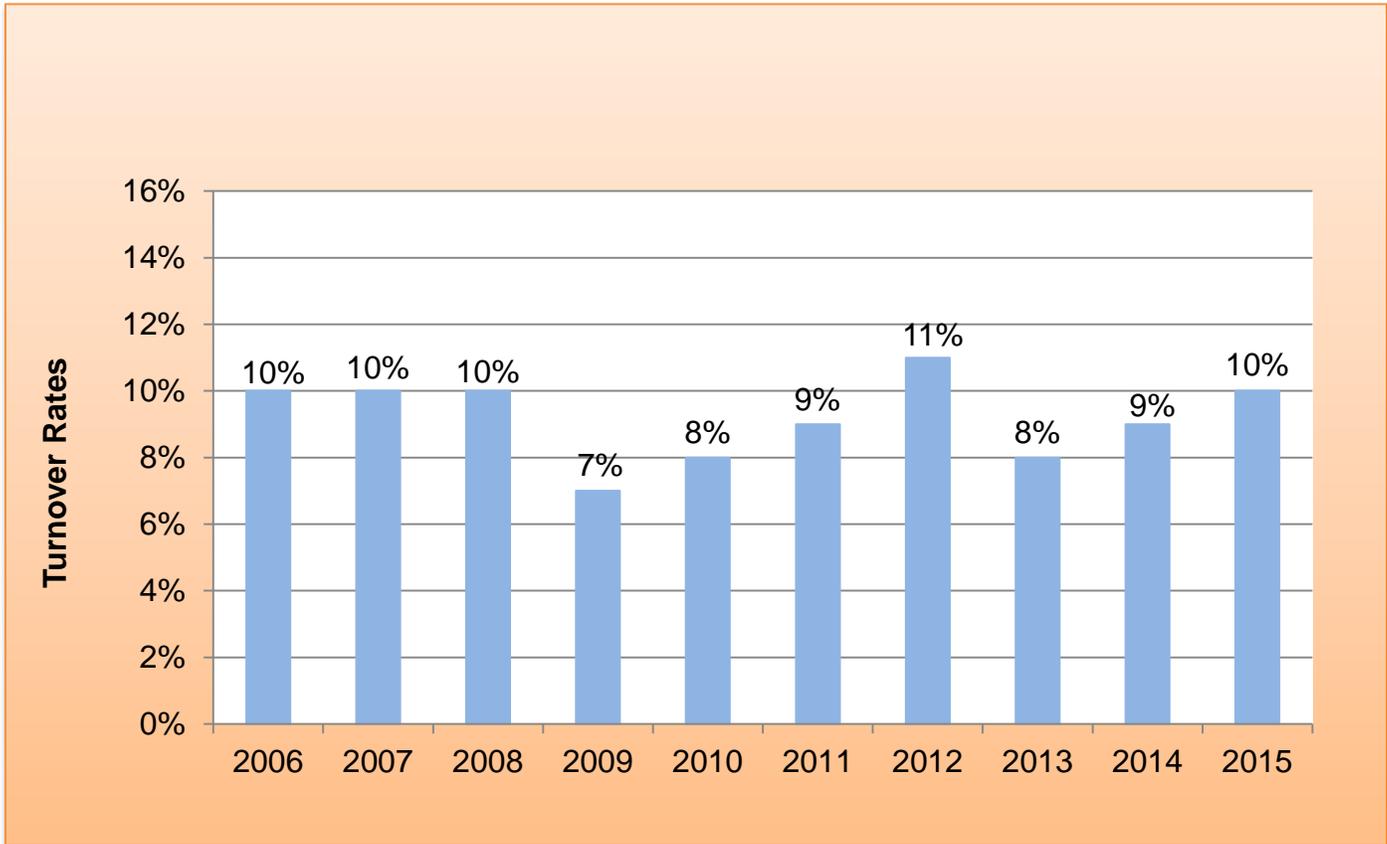
AVERAGE SALARY BY EEO CATEGORY Classified Positions



**Note: Includes all full-time permanent and full-time temporary employees as of 06-30-15
Average Salary Statewide = \$48,119**

TURNOVER

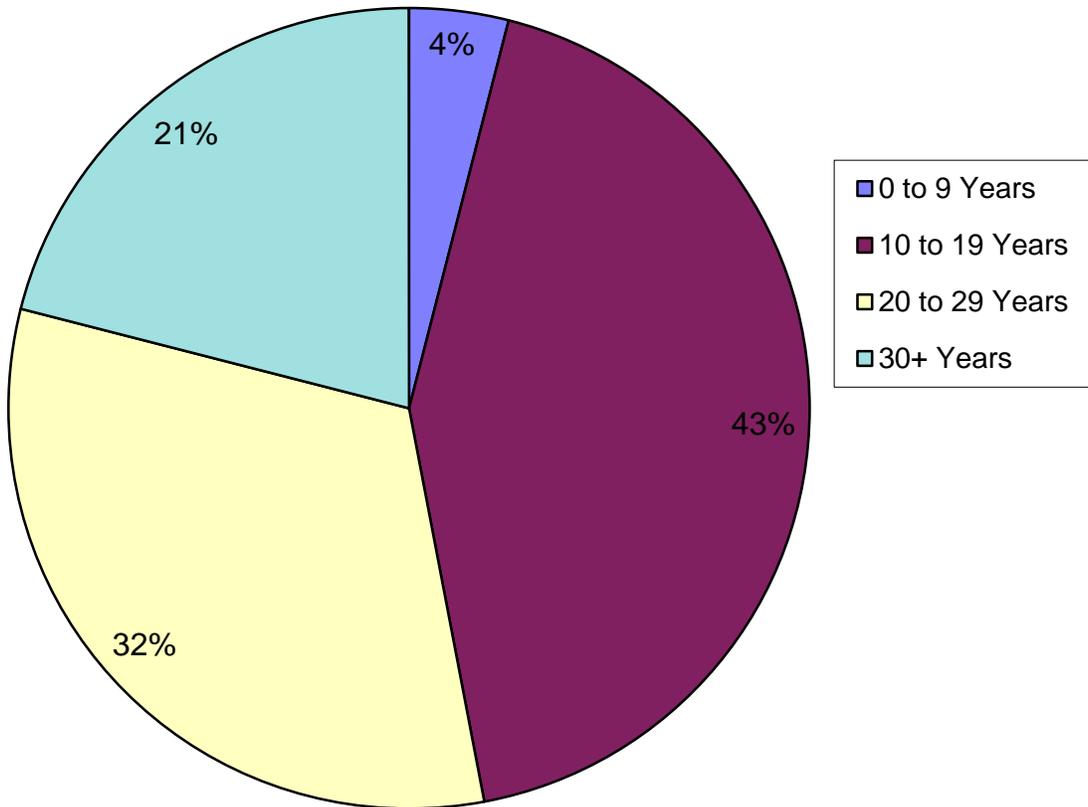
Separations from Classified Service 10 Year History and Highest Classes



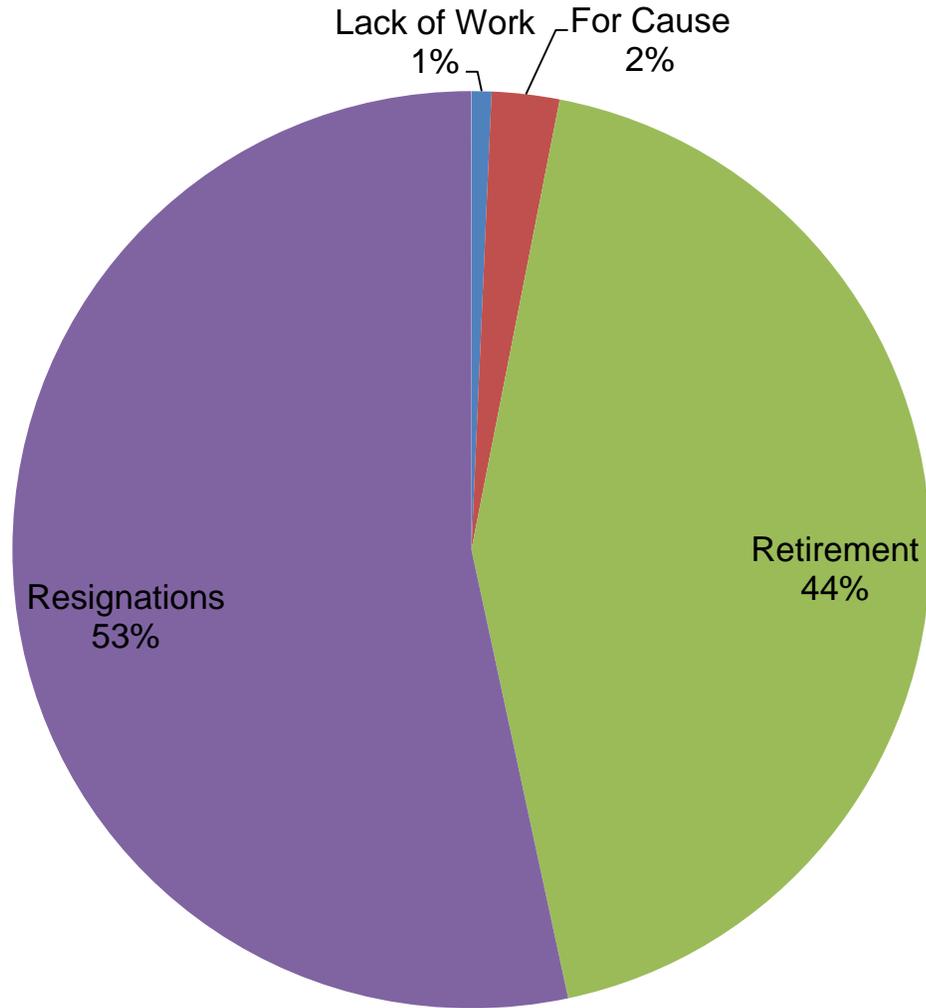
Highest Turnover Classes With 50 or More Full-time Employees	Percent Turnover
State Police Sergeant	22%
Registered Nurse III	21%
Toll Attendant I	21%
Registered Nurse II	19%
Retail Store Clerk II	18%
Supervisor V	17%
Cash Terminal Operator	16%
Food Service Worker II	16%
Highway Maintainer II	16%
Child Protective Service Worker III	15%
Family Service Specialist I	15%
Interviewer I	15%
Mental Health Worker II	15%
Administrative Secretary	14%
Administrator IV	14%

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 2015**



SEPARATION FROM SERVICE
Fiscal Year 2015
Total Separations = 712



**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 28,127 transactions during this fiscal year as follows:

New Hires	1,901
Rehires	300
Promotions	299
Change in Pay Rates	5,934
Transfers	2,078
Change Relationship to Organizations	11,109
Terminations	5,848
Miscellaneous Transactions	658
TOTAL	28,127

The data indicates that this section processes an average of 540 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 one full time position that is cross trained as a back-up from 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 leaned 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 administer 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 2,570 applicants being processed or scheduled for tests or structured interviews during this fiscal year.

Tested	1,477
Scheduled – No Show	602
Scheduled - Withdrawn	56
Testing – Requirement Changed	78
Pending Activity	356
Waived	1
TOTAL	2,570

The Examination Section has one dedicated full-time person, along with one other section full-time staff member that serves as a back up to insure that there is no interruption of service throughout the year. We have begun cross training the dedicated full-time examination person with the other section within the Central HR Processing Unit to allow us to become more efficient and timely with our services. Also due to a funding issue, this full-time person also assists the Bureau of Education and Training with administrative support functions.

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

Responsibilities: The Classification Section's mission is to ensure equity of salary and job functions and to review reporting relationships for consistency across the state system. The Section carries out a variety of responsibilities including, but not limited to, approving new and revised supplemental job descriptions, initiating and responding to requests from state agencies and boards to reclassify existing filled and vacant positions, establishing full-time and part-time temporary positions, reallocating labor grades, revising job class specification standards, and reviewing and facilitating the movement of positions within agencies. Importantly, the Section also provides assistance to agency human resource staff and administrators in a variety of areas.

Fiscal Year 2015 Highlights:

In the NH FIRST system, position transactions must be completed first, before certain payroll and recruitment transactions can be submitted. This makes it critical that position changes are submitted correctly by agencies, and that they be reviewed and approved promptly by Section staff. Overall, the Section processed a total of **7,763** Request Position Update work units this year in order to implement multiple changes to existing positions. The Section also approved **511** Request New Position work units to establish new positions, and established **105** additional positions via mass upload, for a total of **616** new positions created.

This year, the Classification Section continued to review and approve other transactions that are new since the implementation of NH FIRST in February of 2013, such as supervisor changes, system conversion corrections, promotional class series up/down, non-classified position changes, and unclassified position changes. The Section also processed multiple requests to change or correct the settings of positions, such as pay schedule, shift, and job location. Mass upload spreadsheets continued to be utilized, and the number of changes implemented through this process greatly increased from last year's figure. Mass recruitment position numbers continued to be created and utilized this year as well.

More detailed information on the responsibilities and accomplishments of the Section this year is presented on the following pages.

MASS UPLOADS:

This year, the Section increasingly used 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. Mass uploads were also used to reclassify and reallocate the labor grade of large groups of positions of the same title, to establish positions. They were also used to correct and revise position data, such as union assignments, exempt status, job/position titles, and location codes. Mass uploads, while they save time when effecting multiple changes, are a labor-intensive process for the Classification Office Supervisor, who must produce the spreadsheet for agency use, verify all of the information in conjunction with other Section staff, and test the upload before it is launched. This year, **29** mass upload spreadsheets were created, five more than last year. This number is doubled when the testing process is added. Via these mass uploads, **13,584 position changes, 1,034 employee changes, and 105 new positions** were entered in the NH FIRST system this year. **This is a major increase**

as compared with the 1,925 changes entered in the system via Mass Upload last year. Some changes entered via mass upload are detailed in the information which follows.

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 became a requirement in 2013 because the recruitment function in the system draws directly from the information in the position record. Requests were received daily to upload previously approved SJDs and to review revised SJDs, many of them a priority due to recruitment needs.

Specifically, this year, **1,541** individual SJDs were reviewed, approved, and returned to the agencies by the Section’s Classification Analysts in Fiscal Year 2015. This number is fewer than the totals from last fiscal year, during which 2,033 SJDs were processed. This may reflect a leveling off of the number of SJDs that still needed to be loaded in the system for recruitment. Of the total number of **1,541** this year, **548** were SJD revisions, requiring detailed comparison and analysis by the Classification Analysts. **993** of the requests were SJD uploads to load previously approved SJDs into the system, not requiring as much review; however, each of these requests had to be compared with what the Section had on file, and Section staff also reviewed all of the data submitted with each request in order to insure accuracy and prevent erroneous changes to data which could have affected employee pay.

A chart summarizing the number of SJDs processed by the Section in comparison with the Fiscal Year 2014 total is shown below:

SJDS Reviewed

Revisions (FY 15): 548	Uploads (FY 15): 993	<u>Total (FY 15): 1,541</u>
		<u>Total (FY 14): 2,033</u>

NEW POSITIONS:

New Positions Established (Full-time Temporary, Part-time, and Seasonal): During Fiscal Year 2015, a total of **481** full-time temporary, part-time temporary, and seasonal positions were established in **28** different agencies, compared with the establishment of **568** such positions in **22** different agencies in Fiscal Year 2014. This year, the vast majority of the positions established, totaling **381**, were part-time temporary. This is less than the Fiscal Year 2014 total of **485** part-time temporary positions established, so the former trend of increase in requests for part-time positions has leveled off. The chart on page 43 details these requests. There were actually more positions

established than what these numbers reflect, due to **mass uploads**. Through the mass upload process, **105** additional positions were created.

The largest numbers of positions were established in the following agencies: Liquor Commission (137 part-time and 12 full-time temporary positions); Department of Health and Human Services (122 part-time and 19 full-time temporary); Department of Transportation (38 part-time and 21 seasonal); Department of Resources and Economic Development (17 part-time and 80 seasonal); and Department of Environmental Services (16 seasonal and 4 part-time).

New Positions Established (Unclassified, Non-Classified):

This fiscal year, **6** unclassified positions and **9** non-classified positions were established, each type established in **6** different agencies. These are lower numbers than last year, which saw the establishment of 19 unclassified positions and 44 non-classified positions established in 8 different agencies. The agencies in which the positions were established are as follows: Secretary of State’s Office (4 Non-Classified); Department of Justice (1 Non-Classified); Department of Safety (1 Non-Classified); Department of Information Technology (3 Unclassified); Insurance Department (2 Unclassified); and the Public Utilities Commission (1 Unclassified).

New Positions Established (Mass Recruit): This year, **15** mass recruit position numbers were created. Mass recruit positions facilitate recruitment for positions in multiple locations which takes place on an ongoing basis. This method enables the creation of one mass recruit position number and thus one recruitment ad, rather than multiple ads representing individual position numbers. Mass recruitment position numbers, once established, can be used more than once, which explains why fewer of these positions had to be created this year, as compared with 30 new mass recruitment positions created last year. This collaborative effort between the Classification Section and the Recruitment & Certification Section has saved time and increased efficiency for both the Division of Personnel and state agencies.

The following chart summarizes the types and numbers of positions established in Fiscal Year 2015:

New Positions Established – All Categories

FT Temp	PT Temp	Seasonal	Unclass	Non-Class	
53	381	47	6	9	
Mass Upload	Mass Recruit				<u>Total Established:</u>
105	15				616

POSITION REVIEWS
(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, and some requests are for temporary reclassifications lasting 6 months or less. The Section also reviews requests to reallocate the labor grade of job classifications and job classification series to determine if the labor grades should be changed. Reallocation normally impacts all positions assigned that title in each agency. During this Fiscal Year, **363** positions were reviewed for reclassification or reallocation by the Classification Section, as compared with 493 positions reviewed in Fiscal Year 2014.

Position reclassification requests were received from at least 24 different agencies. The agencies with the highest numbers of position reclassification reviews for Fiscal Year 2015 were: Department of Health and Human Services (57 reviews); Department of Safety (36 reviews); Department of Corrections (16 reviews) Department of Information Technology (15 reviews); and Department of Transportation (14 reviews).

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, **105** of the 363 position reclassifications required G & C approval, as compared with 161 of the 493 position reclassifications that went to G & C for out of class series last fiscal year. The chart on page 39 provides more detailed information.

The following chart summarizes the total number of position reviews and the breakdown for each type of review in Fiscal Year 2015:

Positions Reclassified/Reallocated

Filled	Vacant	Reclass/Transfer	Temp Reclass-6 mo's or less	Reallocation
122	68	18	36	14
Required G & C Approval- Vacant & Filled				<u>Total Reclassified/ Reallocated:</u>
105				363

The most striking difference from last fiscal year in the above chart are the temporary reclassifications, which numbered 9 last year, and number 36 this year. This may reflect the loss of positions or hiring delays due to budget constraints and the subsequent need for other staff to take on additional duties from the vacant or eliminated positions.

POSITION TRANSFERS AND AGENCY REORGANIZATIONS:

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 technical assistance to many agencies this year regarding reorganizations in the planning stages and those submitted to the Division of Personnel for review. Reorganizations and position transfers can impact the classification of positions, and involve reviewing revised SJDs, organizational charts, and surrounding positions. This year, the Section reviewed and approved **217** transfers, an increase from the 152 transfers processed last year, as well as **162** position work units to effect agency reorganizations in **12** different agencies. The number of reorganizations has increased significantly since last year, which saw **85** position work units for reorganization in **7** different agencies. Transfers and reorganizations are summarized in the chart on the next page.

Positions Transferred/Reorganized

Position Transfers	Position Reorganizations	
217	162	
		<u>Total Transfers/Reorgs:</u> 379

CLASS SPECIFICATION REVISIONS:

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.

This Fiscal Year, the Section received upwards of **117** class specifications for revision, of which 65 were completed at the time of this report. This is a more than 50% increase over the number of class specifications received for revision in the prior fiscal year. Also, minor revisions and corrections to class specifications were done informally throughout the year by various Section staff.

TECHNICAL ASSISTANCE:

The technical assistance provided by Section staff continued to be a daily function. The Classification Analysts provided advice and assistance to agency human resource staff in compiling classification requests, and often found that the requests submitted contained errors and lacked clarity. They also found that the levels and classifications requested were sometimes inappropriate based on the information in the review materials. In response, the Analysts and Administrator provided information, met with the agencies to discuss alternative classification titles, and sought further clarification, which required additional staff time in completing reviews. Some requests were returned to agencies to be re-done. In this process, opportunities for further training of human resource staff were identified. One of the future goals of the Section is to provide additional training on classification-related topics to staff responsible for their agency's classification requests, both one-on-one and in small groups.

In addition, as part of a Division-wide effort, the Classification Office Supervisor and Administrator continued to update the Classification-related pages on Sunspot, (the agency intranet), posting helpful training instructions with screen shots for agency use, as well as other information helpful in understanding the Classification system, legal authority, and procedures. Position transaction processing and multi-step processing pages and instruction scripts were also developed and posted online. Other training tools will be provided as they are developed, with the goal of assisting agencies in reviewing classification requests submitted by managers and employees before they are submitted to the Division of Personnel, and to assist agencies in submitting their requests in NH FIRST accurately. These training tools would be used in conjunction with the goal of in-person training mentioned in the previous paragraph.

Classification Office staff continued to assist agencies via phone and email in submitting transactions in the NH FIRST system. The Office Supervisor continued to have a central role in work groups and meetings with Division and Departmental staff which took place in order to troubleshoot errors and develop improved process flows. In addition, the Classification Office received and responded to NH FIRST Help Desk tickets submitted by state agencies regarding position data in order to troubleshoot errors.

Summary:

While the volume of the Section's work leveled off in some areas in Fiscal Year 2015 as compared with last year's figures, some types of requests increased in number. For example, the Classification Section saw an increase in the number of position transfers, agency reorganizations, and class specification revisions. In addition, the complexity of the work increased this year. One example of this is the increased number of changes which were implemented by the use of mass upload spreadsheets, requiring verification of data and multiple steps of testing before the actual upload takes place. In addition, the Classification Office was increasingly called upon this year to provide complex reports on statewide position information which were used in management decision-making.

POSITIONS RECLASSIFIED – APPROVED BY GOVERNOR & COUNCIL – OUT OF CLASS SERIES
JULY 1, 2014 – JUNE 30, 2015

<u>DEPARTMENT</u>	<u>FROM (TITLE & SALARY GRADE)</u>		<u>TO (TITLE & SALARY GRADE)</u>		<u>G&C</u>
SAFETY	Data Entry Operator III	8	Title Examiner	12	7/2/14
SAFETY	Clerk III	8	Title Examiner	12	4/8/15
DOT	Toll Attendant I	9	Maintenance Mechanic III	14	12/3/14
DOT	Toll Attendant I	9	Highway Maintainer II	9	12/3/14
DOT	Toll Attendant I	9	Highway Maintainer II	9	12/3/14
DOT	Toll Attendant I	9	Highway Maintainer II	9	12/3/14
DOT	Toll Attendant I	9	Highway Maintainer II	9	12/3/14
DOT	Toll Attendant I	9	Highway Maintainer II	9	12/3/14
DES	Word Processor Operator I	9	Data Processing Supervisor I	15	7/2/14
DOT	Toll Attendant I	9	Highway Maintainer II	9	12/3/14
HHS	Secretary II	9	Program Assistant I	12	12/3/14
HHS	Secretary II	9	Program Assistant I	12	12/3/14
HHS	Secretary II	9	Program Assistant I	12	12/3/14
HHS	Secretary II	9	Program Planner III	25	3/13/15
FISH AND GAME	Computer Entry/Audit Clerk	10	Program Specialist I	19	10/15/14
FISH AND GAME	Computer Entry/ Audit Clerk	10	Program Assistant II	15	12/23/14
DOT	Storekeeper	10	Warehouse Supervisor	17	2/25/15
SAFETY	Data Control Clerk II	10	Program Assistant II	15	3/13/15
HHS	Executive Secretary	11	Program Specialist III	23	7/2/14
HHS	Executive Secretary	11	Business Systems Analyst II	30	10/1/14
SAFETY	Executive Secretary	11	Equipment Supervisor	19	10/29/14
DOT	Toll Attendant II	11	Highway Maintainer III	12	12/3/14
POLICE STAND. & TRAINING	Building Services Supervisor	11	Maintenance Mechanic II	12	4/22/15
ADMINISTRATIVE SVCS	Building Services Supervisor	11	Plant Maintenance Engineer IV	24	9/17/14
HHS	Executive Secretary	11	Program Assistant II	15	11/12/14
DRED	Stock Clerk III	11	Forestry and Fire Maintenance Mechanic	14	12/3/14
CORRECTIONS	Program Assistant I	12	Corrections Counselor/Case Manager	20	9/3/14
DOIT	Service & Production Technician	12	Tech Support Specialist Trainee	14	11/12/14
SAFETY	Clerk IV	12	Title Examiner	12	12/23/14
HHS	Program Assistant I	12	Family Services Specialist I	17	2/11/15
SAFETY	Data Control Clerk III	12	Program Assistant II	15	3/13/15

<u>DEPARTMENT</u>	<u>FROM (TITLE & SALARY GRADE)</u>		<u>TO (TITLE & SALARY GRADE)</u>		<u>G&C</u>
EDUCATION	Accounting Technician	12	Attorney III	30	7/16/14
SAFETY	Program Assistant I	12	Cash Terminal Operator II	12	9/17/14
UNEMPLOYMENT	Claims and Hearing Clerk II	12	Human Resources Assistant II	12	10/29/14
JUSTICE	Rehab Technician	12	Program Assistant I	12	12/3/14
SAFETY	Clerk IV	12	Title Examiner	12	2/25/15
DOT	Tran Mgmt. Communications Spec I	12	Program Specialist I	19	4/8/15
DOT	Toll Supervisor	13	Highway Patrol Foreman	17	12/3/14
DOT	Toll Supervisor	13	Assistant Highway Patrol Foreman	14	12/3/14
DOT	Traffic Signal Technician II	13	Civil Engineer V	30	11/12/14
VETERANS	Licensed Nursing Assistant	14	Program Assistant II	15	5/27/15
LIQUOR	Program Assistant II	15	Retail Store Manager I	14	6/24/15
ADMINISTRATIVE SVCS	Program Assistant II	15	Paralegal II	19	7/16/14
ADMINISTRATIVE SVCS	Program Assistant II	15	Case Technician II	16	2/11/15
DOT	Building Maintenance Supervisor	15	Land Surveyor Technician II	22	5/6/15
ADMINISTRATIVE SVCS	Engineering Technician III	16	Public Works Project Manager I	21	12/23/14
DES	Environmentalist I	16	Accountant III	21	4/8/15
DOIT	Finance Assistant	16	Grants & Contracts Technician	15	7/16/14
EDUCATION	Administrative Assistant I	16	Program Specialist II	21	8/5/14
DOT	Administrative Assistant I	16	Business System Analyst I	28	4/22/15
SAFETY	Administrative Supervisor	17	Business Administrator I	21	12/3/14
SAFETY	Automotive Equipment Inspector	17	Supervisor II	21	10/29/14
DOT	Highway Patrol Foreman	17	Warehouse Supervisor	17	11/12/14
DOT	Right of Way Agent III	18	Land Surveyor Technician I	20	5/6/15
LIQUOR	Liquor Investigator I	18	Retail Store Manager III	19	6/24/15
LIQUOR	Liquor Investigator I	18	Retail Store Manager I	14	6/24/15
UNEMPLOYMENT	Employment Counselor	18	Interviewer I	16	12/23/14
ADMINISTRATIVE SVCS	Accountant II	18	Agency Records Auditor	19	4/22/15
FISH AND GAME	Supervisor of Volunteer Activities	19	Program Specialist III	23	9/3/14
HHS	Registered Nurse I	19	Program Specialist IV	25	9/17/14
DOT	Engineering Technician IV	19	Land Surveyor Technician I	20	5/6/15
HHS	Financial Agent I	20	Quality Control Reviewer I	20	7/16/14
DES	Assistant Planner	20	Environmentalist III	23	12/3/14
DRED	Design Drafter II	20	Program Information Officer	23	12/3/14
DRED	Forester II	20	Survey Team Technician IV	19	2/11/15
HHS	Supervisor II	21	Utilization Review Coordinator	20	8/5/14

<u>DEPARTMENT</u>	<u>FROM (TITLE & SALARY GRADE)</u>		<u>TO (TITLE & SALARY GRADE)</u>		<u>G & C</u>
CORRECTIONS	Corrections Lieutenant	21	Victim Witness Specialist	26	9/3/14
HHS	Regional Coordinator	21	Technical Support Specialist III	25	10/15/14
HHS	Fraud Investigator	21	Business Systems Analyst I	28	11/12/14
FISH AND GAME	Program Specialist II	21	Fish and Wildlife Ecologist	23	12/3/14
DES	Technical Support Specialist II	21	Program Specialist III	23	2/11/15
ADMINISTRATIVE SVCS	Supervisor II	21	Accountant III	21	10/29/14
DOT	Field Auditor	22	Program Specialist II	21	4/22/15
HHS	Nutrition Consultant	23	Health Promotion Advisor	23	2/11/15
DRED	Program Specialist III	23	Industrial Agent-At-Large I	25	10/1/14
INSURANCE	Insurance Fraud Investigator	24	Attorney IV	32	8/5/14
CORRECTIONS	Corrections Unit Manager	24	Program Coordinator	26	9/3/14
LIQUOR	Supervisor IV	25	Retail Store Manager II	17	6/24/15
HHS	Supervisor IV	25	Health Facility Construction Coordinator I	21	7/16/14
HHS	Program Specialist IV	25	Supervisor V	26	9/3/14
CORRECTIONS	Agency Audit Manager	25	Administrator II	29	10/1/14
CORRECTIONS	System Development Specialist IV	26	Technical Support Specialist V	29	12/3/14
EDUCATION	Systems Development	26	Business Systems Analyst I	28	2/11/15
EDUCATION	Education Consultant II	26	Administrator IV	33	5/27/15
FISH AND GAME	Program Planner III	26	Information Representative I	21	10/1/14
CORRECTIONS	Hearings Officer	26	Internal Affair Investigator I	18	7/16/14
HHS	Supervisor VI	27	System Development Spec VI	30	10/1/14
DES	Environmentalist IV	27	Administrator II	29	12/23/14
UNEMPLOYMENT	Chairman UC Appeals Tribunal I	27	Attorney III	30	11/12/14
HHS	Attorney II	28	Business Systems Analyst II	30	10/1/14
DOIT	Systems Development Specialist V	28	Technical Support Specialist I	17	12/23/14
HHS	Financial Analyst	28	Administrator III	31	12/23/14
DOIT	System Development Spec V	28	Information Tech Mgr II	30	6/10/15
SAFETY	Administrator II	29	Information Tech Mgr IV	32	10/15/14
DOT	Civil Engineer V	30	Administrator III	31	2/11/15
SAFETY	Admin of Planning and Coordination	30	Administrator I	27	12/23/14
DES	Civil Engineer V	30	Hydrogeologist IV	30	5/27/15
DES	Civil Engineer V	30	Senior Scientist	29	5/27/15
HHS	Administrator III	31	Information Technology Mgr V	34	10/1/14
HHS	Administrator III	31	Information Technology Mgr IV	32	10/1/14

<u>DEPARTMENT</u>	<u>FROM (TITLE & SALARY GRADE)</u>	<u>TO (TITLE & SALARY GRADE)</u>	<u>G & C</u>
REVENUE	Data Processing Supervisory I 31	Administrator III 15	10/1/14
DOIT	Information Technology Mgr III 31	Systems Development Specialist V 28	6/24/15
DOIT	Technical Support Specialist VI 32	Information Technology Manager V 34	12/3/14
DOIT	Technical Support Specialist VI 32	Information Technology Manager V 34	2/25/15

**REQUESTS FOR TEMPORARY POSITIONS
JULY 1, 2014 – JUNE 30, 2015**

<u>AGENCY</u>	<u>APPROVED CLASSIFICATIONS</u>	<u>APPVD LG</u>	<u>FULL/TIME PART/TIME SEASONAL</u>
<u>ADJUTANT GENERAL</u>			
	Equipment Operator	12	SNL
	Equipment Operator	12	SNL
<u>ADMINISTRATIVE SERVICES</u>			
	Administrative Assistant II	19	PT
	Administrative Assistant II	19	PT
	Administrator III	31	FT
	Administrator III	31	FT
	Environmental Technician I	9	PT
	Finance Associate	27	FT
	Planning Analyst/ Data System	24	PT
	Program Assistant I	12	PT
	Program Assistant II	15	PT
	Program Specialist I	19	PT
	Program Specialist IV	25	FT
	Surplus Property Storekeeper II	13	FT
	TI/College Associate Professor	22	PT
<u>ARGICULTURE</u>			
	Environmentalist I	16	PT
<u>CORRECTIONS</u>			
	Administrator III	31	PT
	Administrator IV	33	PT
	Prison Shop Manager I	16	PT
	Program Specialist III	23	PT
	Program Specialist IV	25	PT
<u>DOIT</u>			
	Information Technology Manager IV	32	PT
	Secretary II	9	PT
<u>EDUCATION</u>			
	Administrator II	29	FT
	Administrator II	29	PT
	Clerk II	5	PT
	Clerk IV	12	PT
	Education Consultant I	26	PT
	Education Consultant II	27	PT
	Program Assistant II	15	FT
	Program Assistant II	15	PT

<u>AGENCY</u>	<u>APPROVED CLASSIFICATIONS</u>	<u>APPVD LG</u>	<u>FULL/TIME PART/TIME SEASONAL</u>
<u>EDUCATION, Continued</u>	Program Specialist III	23	FT
	Program Specialist IV	25	FT
	Program Specialist IV	25	PT
<u>EMPLOYMENT SECURITY</u>	Accountant II	18	PT
	Field Auditor	22	FT
	Field Auditor	22	FT
	Interviewer I	16	FT
	Interviewer I	16	FT
	Interviewer I	16	PT
	Interviewer I	16	PT
	Interviewer I	16	PT
<u>ENVIRONMENTAL SERVICES</u>	Environmental Technician I	9	SNL
	Environmental Technician I	9	SNL
	Environmental Technician I	9	SNL
	Environmental Technician I	9	SNL
	Environmental Technician II	12	SNL
	Environmental Technician II	12	SNL
	Environmental Technician II	12	SNL
	Environmental Technician II	12	SNL
	Environmental Technician II	12	SNL
	Environmental Technician II	12	SNL
	Environmental Technician II	12	SNL
	Environmental Technician II	12	SNL
	Environmental Technician II	12	SNL
	Environmental Technician III	14	PT
	Environmental Technician III	14	SNL
	Environmental Technician III	14	SNL
	Environmental Technician III	14	SNL
	Environmentalist III	23	PT
	Environmentalist III	23	PT
	Intern	5	SNL
Program Assistant II	15	PT	
<u>FISH AND GAME</u>	Biological Aide	13	PT
	Biological Aide	13	FT
	Chaplain I	21	PT
	Fish & Game Radio Dispatcher	13	PT
	Fish & Game Radio Dispatcher	13	PT
	Fish & Game Radio Dispatcher	13	PT
	Fish & Game Radio Dispatcher	13	PT

<u>AGENCY</u>	<u>APPROVED CLASSIFICATIONS</u>	<u>APPVD LG</u>	<u>FULL/TIME PART/TIME SEASONAL</u>
<u>FISH AND GAME, continued</u>	Laborer	5	FT
	Laborer	5	SNL
	Laborer	5	FT
	Laborer	5	FT
	Laborer	5	FT
<u>HEALTH AND HUMAN SERVICES</u>			
	Accountant II	18	PT
	Accounting Technician	12	PT
	Administrative Secretary	14	PT
	Business Administrator IV	29	PT
	Executive Project Manager	35	PT
	Family Services Specialist I	17	FT
	Family Services Specialist I	17	FT
	Family Services Specialist I	17	FT
	Family Services Specialist I	17	FT
	Family Services Specialist II	19	FT
	Information Technology Manager V	34	PT
	License Clerk	11	PT
	Licensing & Evaluation Coordinator	20	PT
	Mental Health Worker II	11	FT
	Mental Health Worker II	11	FT
	Mental Health Worker II	11	FT
	Mental Health Worker II	11	FT
	Mental Health Worker II	11	FT
	Mental Health Worker II	11	FT
	Program Planner III	25	FT
	Program Specialist I	19	PT
	Program Specialist II	21	FT
	Program Specialist III	23	PT
	Program Specialist IV	25	FT
	Program Specialist IV	25	PT
	Program Specialist IV	25	PT
	Program Specialist IV	25	PT
	Program Specialist IV	25	PT
	Psychologist	29	PT
	Public Health Program Manager	26	FT
	Senior Management Analyst	26	FT
	Supervisor IV	25	PT
	Teacher I	18	PT
	Toxicologist II	23	FT
	Toxicologist II	23	FT
	Toxicologist IV	29	FT

<u>AGENCY</u>	<u>APPROVED CLASSIFICATIONS</u>	<u>APPVD LG</u>	<u>FULL/TIME PART/TIME SEASONAL</u>
<u>LIQUOR, continued</u>	Laborer	5	PT
	Liquor Investigator I	18	FT
	Liquor Investigator I	18	PT
	Paralegal II	19	PT
	Payroll Officer II	16	PT
	Program Assistant II	15	PT
Retail Store Clerk I	6	PT	
Retail Store Clerk I	6	PT	
Retail Store Clerk I	6	PT	
Retail Store Clerk I	6	PT	
Retail Store Clerk I	6	PT	
Retail Store Clerk I	6	PT	
Retail Store Clerk I	6	PT	

<u>AGENCY</u>	<u>APPROVED CLASSIFICATIONS</u>	<u>APPVD LG</u>	<u>FULL/TIME PART/TIME SEASONAL</u>
<u>LIQUOR, continued</u>	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk I	6	PT
	Retail Store Clerk II	12	FT
	Retail Store Clerk II	12	FT
	Retail Store Clerk II	12	FT
	Retail Store Clerk II	12	FT
	Retail Store Manager I	14	FT
	Retail Store Manager I	14	FT
	Retail Store Manager III	19	FT
Retail Store Manager III	19	FT	
Retail Store Manager III	19	FT	
<u>LOTTERY</u>	Clerk III	8	PT
	Clerk III	8	PT
	Lottery Sales Representative	18	PT
<u>POLICE STANDARDS AND TRAINING</u>	Law Enforcement Training Spec I	25	PT
	Law Enforcement Training Spec II	26	PT

<u>AGENCY</u>	<u>APPROVED CLASSIFICATIONS</u>	<u>APPVD LG</u>	<u>FULL/TIME PART/TIME SEASONAL</u>
<u>RACING AND GAMING</u>	Supervisor VI	27	PT
<u>RESOURCES & ECONOMIC DEVELOPMENT DEPARTMENT</u>			
	Administrator IV	33	PT
	Computer Operator II	13	SNL
	Counter Clerk III	10	PT
	Counter Clerk III	10	PT
	Counter Clerk III	10	PT
	Counter Clerk III	10	PT
	Counter Clerk III	10	PT
	Counter Clerk III	10	PT
	Counter Clerk III	10	PT
	Counter Clerk III	10	PT
	Counter Clerk III	10	PT
	Counter Clerk III	10	PT
	Counter Clerk III	10	PT
	Environmentalist III	23	PT
	Equipment Operator	12	SNL
	Legal Aide	15	PT
	Maintenance Mechanic Foreman	15	PT
	Maintenance Mechanic II	12	SNL
	Park Guide I	7	PT
	Park Manager I	9	SNL
	Park Manager II	12	SNL
	Park Manager II	12	SNL
	Park Manager III	15	SNL
	Program Assistant I	12	PT
	Program Assistant I	12	SNL
	Program Specialist I	19	PT
<u>REVENUE</u>	Mail Clerk I	8	PT
<u>SAFETY</u>	Building Service Supervisor	11	PT
	Building Service Worker III	8	PT
	Cash Terminal Operator I	11	PT
	Communications Technician II	23	PT
	Executive Secretary	11	PT
	Program Assistant II	15	PT
	Program Assistant II	15	PT
	Program Assistant II	15	PT
	Program Specialist III	23	PT
	Technical Support Specialist I	17	PT
	Technical Support Specialist I	17	PT

<u>AGENCY</u>	<u>APPROVED CLASSIFICATIONS</u>	<u>APPVD LG</u>	<u>FULL/TIME PART/TIME SEASONAL</u>
Transportation, continued	Laborer	5	SNL
	Program Specialist II	21	PT
	Program Specialist II	21	PT
	Right of way Agent I	18	PT
	Toll Attendant I	9	PT
	Toll Attendant I	9	PT
	Toll Attendant I	9	PT
	Toll Attendant I	9	PT
	Toll Attendant I	9	PT
	Toll Attendant I	9	PT
	Toll Attendant I	9	PT
	Toll Attendant I	9	PT
	Toll Attendant I	9	PT
	<u>VETERANS HOME</u>	Chauffeur	7
	Health Facilities Cleaner II	7	PT
	Maintenance Mechanic II	12	FT
	Social Worker Trainee	14	FT
Total Full-Time Temp	53		
Total Part-Time	380		
Total Seasonal	48		
	481		

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).

As of November 17, 2015, the NHTA - Command Staff have not voted on their tentative agreement to secure their first Collective Bargaining Agreement as a new bargaining unit.

- **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:

The State of NH operates a self-insured health plan that includes medical, prescription drug, and dental benefits for active state employees, retirees, and eligible dependents. The State's medical, pharmacy, and dental claims are processed by third party administrators.

On December 23, 2014, Governor and Council approved an amendment of the third year of the contract with Anthem Blue Cross and Blue Shield, NH (CY2015), and a two year extension to that contract (CY2016-CY2017). The amendment and extension will save the State a total of \$1 million per year for a total of approximately \$3 million over a three-year period. The contract with Anthem expires on December 31, 2017.

On September 4, 2013, the Governor and Executive Council authorized an agreement with Express Scripts, Inc. to administer a pharmacy benefit including retail, home delivery, and specialty drug pharmacy services for employees, retirees, and eligible dependents. The contract period is January 1, 2014, through December 31, 2016, with the option to renew for up to two additional years.

Total health expenditures for the FY 2015 reporting period were:

\$182,714,000 (Active only)
\$ 78,827,000 (Retiree only)
\$261,541,000 TOTAL

Dental Administration :

The dental benefit plan provides 100% coverage for preventive procedures, 80% coverage for basic restorative procedures and 50% coverage for major restorative and orthodontics. The calendar year maximum for preventative and restorative coverage is \$1,500 per person and the lifetime maximum for orthodontic coverage is \$1,200 per person.

For the first six months of FY2015, July 1, 2014 through December 31, 2014, the dental benefit was administered through a contract with Delta Dental that expired on December 31, 2014. On October 1, 2014, the Governor and Executive Council authorized a contract with Northeast Delta Dental effective January 1, 2015, though December 31, 2017, with the option to renew for up to two additional years. In this contract, Delta Dental agreed to lower the per subscriber administrative fee to \$2.90 per subscriber per month, from the previous fee of \$3.25 per subscriber per month, for a total three year savings of approximately \$126,000.

Dental expenditures for the FY 2015 reporting period were: \$11,081,000

Life Insurance:

The basic term life policy for all State employees in FY2015 was \$25,000. The State also offers nine (9) additional employee life insurance plans of which two (2) provide coverage for dependent children and five (5) additional plans for spouses. These additional plan options are paid by the electing employee with no additional cost to the State.

On October 16, 2013, the Governor and Executive Council authorized an amendment to the contract originally approved on December 8, 2010, with Anthem Life Insurance Company to provide the State-paid basic term life policy for all full-time employees. This contract will expire December 31, 2015.

Premiums for the FY 2015 reporting period were: \$135,158

Flexible Spending Program:

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.

For the first six months of FY2015, July 1, 2014 through December 31, 2014, the medical and dependent care flexible spending benefit was administered by Employee Benefits Management, Inc. This contract expired December 31, 2014.

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. The contract is effective January 1, 2015, through December 31, 2017.

Salary deductions for the FY2015 reporting period were: \$2,941,000

FICA savings for the reporting period were: \$225,000

**STATE EMPLOYEE'S ASSOCIATION
SUPPLEMENTAL SICK LEAVE PLAN
Fiscal Year 2015**

Requesting Agency	Requests Submitted	Requests Approved	Days of Leave Approved
Adjutant General	3	3	165
Administrative Services Department	8	7	95
Banking	1	1	20
Corrections Department	9	8	234
Cultural Resources	1	1	1
Education Department	8	4	101
Employment Security	6	6	138
Environmental Services Department	15	12	264
Fish & Game	6	4	104
Health and Human Services	143	104	1889
Liquor Commission	5	5	99
Office of Information Technology (OIT)	8	2	33
Resources and Economic Development	4	3	75
Safety Department	16	10	138
Transportation Department	25	15	496
Treasury Department	4	2	34
Veterans' Home	12	9	188
TOTAL	274	196	4074

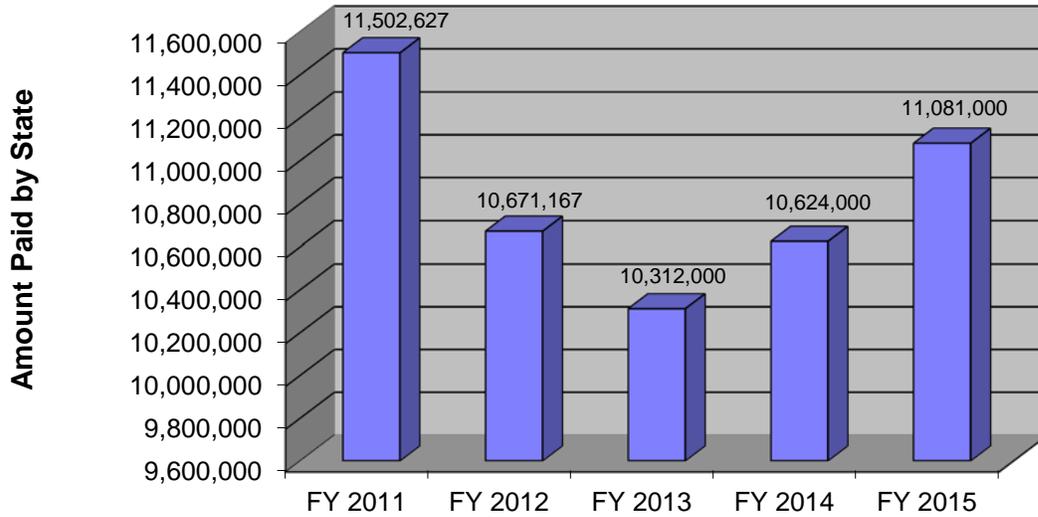
Total requests = 274

Total approved = 196 requests or 72%

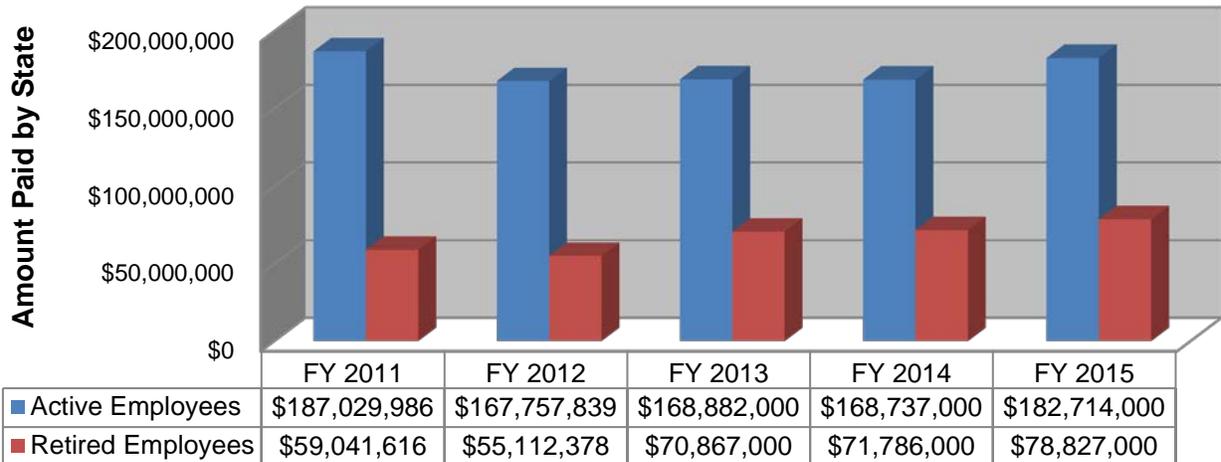
Average days approved per requesting employee = 15 days

COST OF STATE HEALTH BENEFIT PLANS 5 Year History

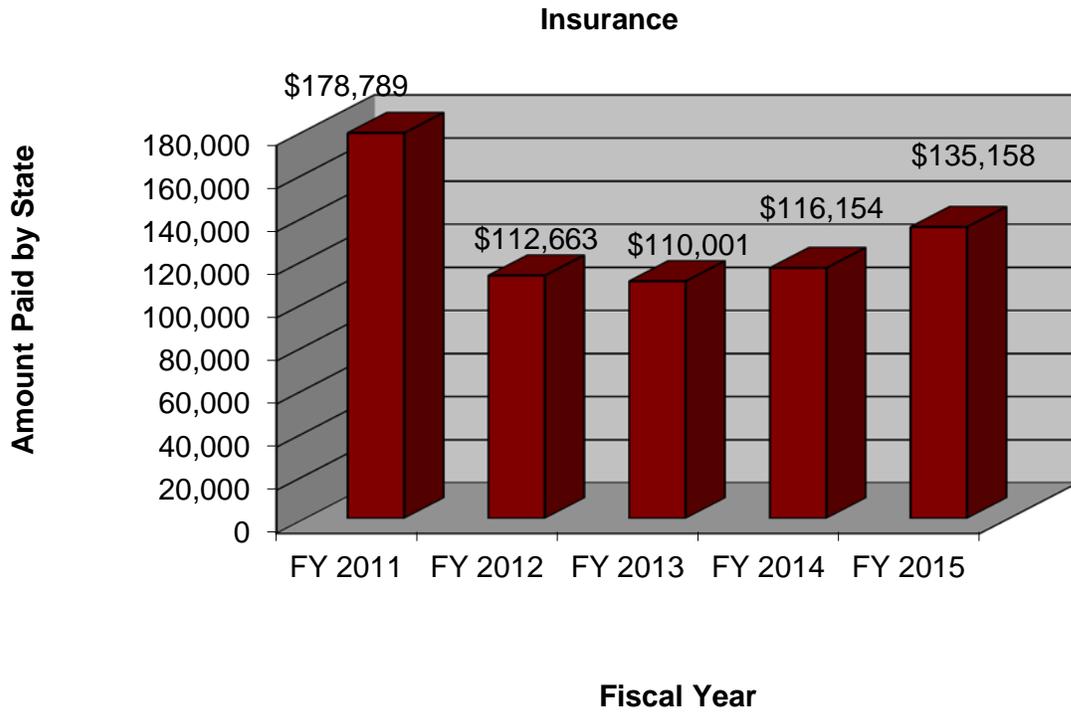
Cost of Dental Plan



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 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 2015

- Certified Public Manager Program – Level I (Certified Public Supervisor (CPS)) and Level II (Certified Public Manager (CPM))
- Lean Process Improvement Initiatives and Certificate programs – Lean Briefing; Yellow, Green, and Black Belts
- Continuous Improvement Practitioner (CIP) Certificate Program
- Foundations of State Supervision
- Human Resource Certificate program
- Open Enrollment professional and skill development programs

BET 2015 Programming

New Hampshire Certified Public Manager Program

Since FY 1996, the Bureau has offered a Certified Public Manager Program (CPMP) 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 that measure and then develops participants' professional competencies in the field of public management.

- The CPS program is available to supervisors and individuals planning to enter supervision. The CPS program takes one year to complete. It requires approximately 150 hours of core course work. With successful completion of the program, participants earn the designation of Certified Public Supervisor (CPS).
- The CPM program is available to supervisors and managers who have successfully completed the CPS program. The CPM program require an additional 120 hours of core course work, as well as participation in a team project of about 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 2015 there were 64 participants in the CPS program and 27 participated in the CPM program. Expected enrollments for FY 2016 are 67 for CPS program and 27 for the CPM program.
- BET hosted 68 alumni of the CPM program at a spring 2015 graduate seminar.
- 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.

<i>College or University</i>	<i>Undergraduate Credit</i>	<i>Graduate Credit</i>
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	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	
New Hampshire Technical Institute (NHTI)	10 credits towards an Associate's degree for CPS/CPM	

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 4 half-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.

During the FY 2015, interest in Lean Certificates was strong and with 259 student enrollments for the year in the following programs delivered by BET to state and municipal employees:

- Lean Briefing – 24 students participated in a one half-day introduction to the Lean continuous improvement process;
- Lean Yellow Belt – 154 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 – 34 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 – 17 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.

Continuous Improvement Practitioner (CIP) Certificate Program

In FY 2010, the Bureau established a training program to certify Lean process improvement practitioners. In FY 2015, 24 new Continuous Improvement Practitioners (CIPs) graduated, increasing the number of agencies/municipalities with internal Lean expertise, as well as the number of overall number of practitioners. BET maintains an e-list of CIPs to facilitate their on-going participation in the NH Lean Network, and the potential for inter-agency exchanges of certified facilitators.

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 FY 2015, 260 state supervisors participated in Foundations of State Supervision offered by BET. In May 2015, Governor Hassan directed “each agency to develop a plan to ensure that all supervisors take the state’s two-day “Foundations of State Supervision” course. BET responded

with a comprehensive outreach initiative and program schedule for 2016 to deliver the program to supervisors in the state, estimated to be over 2300 supervisors. To achieve the goal of training all supervisors, BET:

- scheduled the program for at least twice each month for FY 16;
- created a Foundations Review program for those who took the course more than 3 years ago;
- developed a plan to create a hybrid model to launch by the end of FY 16;
- created a train-the-trainer program to develop training capacity to deliver the program in the larger agencies (DOS, DOT and DHHS); and
- launched an outreach program to individual agencies and coordinated program delivery on agencies' sites.

By September 2016, more than 450 supervisors had completed the program with at least 75 supervisors expected to be trained each month.

Human Resource Certificate Program

Established to provide uniform HR Training for all governmental organizations, the program offers training for public sector HR administrators and assistants, payroll personnel, supervisors, and others with human resource responsibilities. The certificate program consists of courses covering a range of subject areas. In FY 2015 there were 11 graduates from the HR program.

Open Enrollment Classes

BET offers a variety of innovative classes designed to engage state employees in their professional development and strengthen their applied skills. FY 2015 enrollments were 764 outlined in the class participation list below.

<i>Open Enrollment Course Title</i>
Administrative Rules
Business Writing
Communication Skills
Conflict Resolution
Creating Employee Development Plans
Customer Service Skills
Dealing with Strong Emotions
Diversity, Harassment, and Discrimination
Evaluating Employee Performance
Interviewing Skills
Introduction to Online Training
Knowledge Management
Let's Talk I & II
Managing Absenteeism
Managing Across Generations
Meeting Facilitation
MBTI
Motivation
Organizational Development
Project Leadership
Respect in the Workplace Workshop
Social Media Messaging
State Management Seminar
State Manager Orientation
Time Management
Trust Building & Teams

Computer skills, procedural and business skills classes were offered by BET in 2015 as follows. These courses were designed to develop technical skills needed in today's workplace. Open enrollments for computer courses were 454 in FY 2015.

<i>Course Title</i>
Access classes (I, II, III and DB Design)
Excel classes (Forecasting & Trend Analysis; Excel I, II, III; Pivot Tables/Charts; Visual Basic)
MS Office 2010 – Briefing and New Features
OneNote
SQL
Visio
Word

Organizational Development Activities

The Bureau continued to assist public sector organizations with strategic planning and team building and Lean Process Improvement efforts by providing facilitation and consultation services. The Bureau uses a consultative approach, wherein assessments of the organization's specific OD needs are conducted and appropriate programs are then prescribed. Customized programs in workforce development, evaluation, motivation, and other topics were available upon request.

Sponsorship of Continuing Legal Education Credits (CLE)

The Bureau is a sponsor of programs that allow public sector attorneys the opportunity to earn continuing legal education credits at no cost. The program was initiated and organized by students in the Certified Public Manager program.

Prepaid Training Packages for State Agencies

Starting in FY 2015, 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. The program continued into 2015 although not all agencies chose to participate.

Looking forward to FY 2016

As 2016 begins, BET operations will adjust to staffing changes and associated course offerings. Kate McGovern, Bureau Chief, and Professors Mike Moranti and Sean Wright left the Bureau just before or soon after the start of FY 2016. BET's core programming in the coming year will focus on the CPM, Lean, and Foundations programs delivered/coordinated by part-time professor, Frank Nugent and a newly hired professor, Ginger Lever. BET will also assume a leadership role in the launch of the state's Learning Management System using the Moodle platform. FY 2016 will serve as a year of assessment and strategic positioning of education and training for state employees, as only 1 ½ full time equivalent positions are general funded for the state's education program.