

Suggestion and Extraordinary Service Award Program Available to State Employees!

[continued from page 1]

recognition to the state evaluation committee. Currently, 18 Departments have formed Departmental-level committees. For the complete list of the formed committees, please visit the state web site at: <http://www.admin.state.nh.us/hr/employeesuggestion.html> or <http://admin.state.nh.us/hr/documents/sunspotmembers.pdf>.

The SESA meetings are open to the public and are generally held on the second Friday of each month in Room 101 at the Legislative Office Building from 9:30-10:30 a.m. During each meeting, the committee

reviews current and proposed award recommendations, sometimes meeting with Departmental-level staff for additional nomination information.

Not every Department currently has a Departmental-level award committee. In an effort to raise awareness of this very worthwhile and exciting committee designed to recognize the great work performed by state employees, a spring roundtable workshop is planned. Members from existing Departmental-level committees, current SESA committee members and those Departments desiring to learn more

about how to form their own committee will be invited to attend. Look for more information in our next HR Exchange about the meeting date, time and location.

Research supports recognition as a key employee motivator!



May 2008 Administrator Survey Response-Synopsis

In May 2008 the Division of Personnel, Workforce Development Committee launched a web-based workforce development survey for administrators in New Hampshire State Government. The survey consisted of fifty questions divided into eight sections, including planning, training and development, recruitment, retention, resource allocation, rewards and recognition, other important information, and multiple choice questions. The survey was distributed to executive-level administrators [Commissioners, superintendents, agency directors, and division heads], mid-level administrators [bureau chiefs and section chiefs], entry-level administrators [entry-level supervisors], and "other" administrators for the sole purpose of gathering information about the present status of workforce development throughout state government.

The Office of the Commissioner of Administrative Services [DAS] distributed the survey to agency heads [Commissioners and agency directors] using the DAS Commissioner's master email distribution list. The Division of Personnel used its master distribution list to disseminate the survey to all hu-

man resource administrators and human resource contact individuals throughout the state asking them to complete the survey and to forward the survey to all administrators within their agency. The decision as to which agency positions were administrative was left to the human resource administrator or contact person. However, the distinction between executive, mid and entry-level administrators was provided to the human resource administrators and contact persons to assist them with distribution. 373 administrators responded to the workforce development survey. Of that number, 295 provided demographic information pertaining to their organizational administrative level [executive, mid-level, entry-level administrator]. Executive level respondents numbered 61, representing 20.7% of the total. Mid-level respondents numbered 132, representing 44.7%. Entry-level administrators numbered 68, representing 23.1%. Other administrators numbered 34, representing 11.5% of the total.

A second demographic information-seeking question, answered by 308 respondents, indicates the survey repre-

sents thirty-three [33] agencies. However, the number of agencies may be higher as sixty-five [65] survey respondents did not answer this demographic question.

The complete survey results do not provide the reader with conclusions. Readers of the results should feel free to draw their own conclusions. The Workforce Development Committee will use this information as part of the gap analysis for its strategic planning process. We regret we are not able to provide agency specific data. We intentionally designed our survey to maintain the confidentiality of individuals and the agencies in which they work. Providing agency specific data and reports [other than demographics information] would reduce the confidentiality of individuals and agencies. This is particularly true for smaller agencies and boards. We [Workforce Development Committee] hope you find the survey results as interesting as we do. Individuals wishing a complete copy of the results can contact Peter Gamache at Peter.Gamache@nh.gov.

3,093 State Employees Respond to Workforce Development Survey!

In December 2009 the Division of Personnel Workforce Development Committee [WDC] initiated an electronic [web-based] employee survey with 29 questions [not including demographic questions]. The survey was developed using the web-based tool "Survey Monkey.com". More than 3,000 state employees responded to the survey, representing approximately 23.7% of the workforce. While most employees were able to respond electronically, some employees without computer access [approximately 100] completed a hard copy of the survey, sending the completed form to the Division of Personnel for data entry. The WDC is busy analyzing

the data and comments generated by the survey and plans to share the results in the May edition of the HR Exchange. We want to thank all the employees who took time from their very busy schedules to complete the survey. We are confident that the data you generated will assist us in setting effective workforce development policies and goals and we appreciate the honest and poignant comments you wrote. Watch for the survey results in our next edition. By the way, a few definitions of poignant are: pungently pervasive; painfully affecting the feelings; and designed to make an impression. Your comments made an impression!

Contributors:

Kathy Belanger—Insurance
 Jennifer Elberfeld—Personnel
 Barbara Fales—Environmental Services
 Peter Gamache—Personnel
 Karen Hutchins—Personnel
 Tammy Irwin—Glenciff
 Jennifer Jones—McAuliffe-Parker Planetarium
 Louise Lavertu—Joint Board
 Alice Leeming—Health & Human Services
 Dennis Martino—Personnel
 Kate McGovern—Personnel
 Brian Pike—Transportation
 Liza Poinier—Fish & Game
 Mary Ann Steele—Personnel
 Leigh Tilton—Lottery
 Jane Vachon—Fish & Game
 Lori Weaver—Health & Human Services
 Sara Willingham—Personnel

Years of Service - Employee

As of January this year, according to figures provided to the Division of Personnel by Financial Data Management, 2,147 employees have 20 years or more of service with New Hampshire State Government. This is 16.5% of approximately 13,000 state employees [classified, un-classified, all branches of government]. This represents a great deal of experience, knowledge and skill that should be recognized. The Division of Personnel would like to express our sincere gratitude to all of those employees who have dedicated much or all of

their career to serving the citizens of this state. At times, working for state government is not as glamorous as employees had hoped at the time of their hire and often employees are subject to public scrutiny - sometimes fair; sometimes not. Some of you spend much of the day in an office while others spend much of the day in the field, at a residential facility, or in a remote location. Whatever you do and wherever you do it, please know that you are needed and appreciated. Although space negates our ability to list all 2,147 employees with 20

years or more of service we would like to recognize the 16 employees who have served 40 or more years. We plan to post the names of 30 year employees in a later edition. We hope you will all join us in congratulating and thanking these employees for their dedication to public service. We request that Human Resource Administrators and contact people notify us if we neglected to recognize one of your forty-year employees.

40 or More Years of Service Employees

Wendell Durling, Transportation; Edward Pound, DoIT; Leroy French, Liquor Commission; Elaine Merchant, DoIT; Margaret Perry, Cultural Resources; Linda Ellsworth, Education; Patricia Butler, Education; Kathleen McCabe, Liquor Commission; Robert Ahlgren, Division of Personnel; Jacqueline Catello, Community Technical College; James Law, Transportation; Craig Cushing, Community Technical College; David Reimers, Transportation; Mary Chaplain, New

Hampshire Hospital; Doris Beaulieu, Employment Security; Jean Otis, New Hampshire Hospital.

A heart-felt thank you to all of you for your dedicated service. As the famous Red Skeleton always said at the end of his show "May God Bless!"



The Rumor Corner

From time to time we at the Division of Personnel are made aware of one or more rumors circulating throughout state government. We believe accurate information is not only important but crucial if employees are to be effective in performing their responsibilities. To this end, we would like to dispel inaccurate rumors when we are made aware of them.

The Rumor: Alternative work schedules are not permitted within New Hampshire State Government.

The Facts: Alternative work schedules such as flexible schedules, core sched-

ules, compressed workweek, etc. have been used in New Hampshire State Government for several decades. There is considerable research that shows alternative work schedules can help some organizations be more effective, serve as a recruitment and retention tool for employers, and help some employees improve their work/life quality.

Also, you may want to refer to section 6.5 on page 18 of the Collective Bargaining Agreement. This section is titled **Flexible or Alternative Schedules** and states "Nothing in this Agreement shall prevent the Employer and an employee or group of employees, with the prior

notice to and approval of the Parties, from mutually agreeing to flexible or alternative work schedules".



Glenclyff Home Celebrates Their 100th Anniversary!

Glenclyff Home, part of the Department of Health and Human Services, located on the side of Mt. Moosilauke in Benton, is a nursing home that specializes in providing the State's most needy psychiatric and developmentally disabled NH citizens with quality long-term care.

The New Hampshire State Sanatorium, as it was known back in the day, opened its doors to the first Tuberculosis (TB) patient in September, 1909. The location was chosen because of its elevation (1650 feet), which would provide the fresh mountain air that was believed to be therapeutic. The change from TB patients to geriatric, psychiatric residents took place in the late 1960's. The facility name has changed over the years from NH State Sanatorium to NH Home for the Elderly to Glenclyff Home for the Elderly to who we are today, simply Glenclyff Home.

In September 2009, we will be celebrating our 100th year of service. In preparation for our big anniversary event, anyone having information, stories

or pictures to share is welcome to contact Tammy Irwin, Glenclyff Home, PO Box 76, Glenclyff, NH 03238; (603-989-3111); email tirwin@dhhs.state.nh.us

**Congratulations
Glenclyff!**



Discover Wild New Hampshire -- Saturday April 18, 2009

CONCORD, N.H. -- Celebrate Earth Day by bringing the family to Discover WILD New Hampshire Day, set for Saturday, April 18, from 10 a.m. to 3 p.m. on the grounds of the New Hampshire Fish and Game Department on Hazen Drive in Concord. Admission is free! Lots of hands-on activities, including archery, crafts for the kids, and exhibits representing more than 35 environmental, conservation and outdoor groups from around the state. Hybrid vehicles and more energy-saving ideas, plus big fish, live animals and trained falcons. The event is sponsored by Fish and Game and the New Hampshire Department of

Environmental Services (DES), with support from the Wildlife Heritage Foundation of New Hampshire. Call (603) 271-3211, or visit <http://www.WildNH.com>

Please help support this wonderful event!



CLASSIFICATION QUIZ—WHAT COUNTS...AND WHAT DOESN'T?



As a human resource professional, you may be called upon to assist an employee with a request to reclassify their position, or you may have thought about making a request to have your own position reclassified. In either case, it is important, not to mention extremely helpful, to gain an understanding of what really counts and what generally does not when the Division of Personnel reviews the information that is provided. (We say "generally" because a lot of elements come into play during a reclassification review, and each request is unique – so never say **never!** However, these standards are true in most cases.)

Here are some statements that the employee or his/her supervisor might

make in seeking to justify a request to reclassify the employee's position. In your opinion, does the statement reveal information that probably would (or would not) count when the position is reviewed by the Division of Personnel? Choose "yes" or "no" to answer. (Our answers and explanation follow on page 7.) *Hint: Nine job-related factors are considered by Classification staff in reviewing positions for reclassification or reallocation of labor grade: Skill [experience]; Knowledge [education]; Impact; Supervision; Working Conditions [environment]; Physical Demands; Communication, Complexity; and Independent Action. .*

1. yes / no

"Our staff has been greatly reduced due to budget cuts. As a result, Employee X has had to take on double the amount of work she had before."

2. yes / no

"Over the last six months we have had an internal reorganization in this department and Em-

ployee X has been assigned the supervision of two staff members."

3. yes / no "Before I didn't have to give presentations at all in my job, but now my supervisor is so busy that she has delegated some of what she would normally do to me. So, I now find myself chairing meetings and giving informational talks to our



clients".

The NH Lottery Commission welcomes New Employee, Irene Nadeau!

Irene Nadeau, formerly employed with Anheuser-Busch, Inc., in Merrimack, New Hampshire, has recently joined the New Hampshire Lottery Commission as the On-Line Games Manager (Supervisor V).

During her 37 years with Anheuser-Busch, Inc. she held key positions in the Accounting, Data Processing, and Systems Technology Departments, including Clerk Typist, Accounts Payable Clerk, Revenue Accountant, Computer Operator, Plant Analyst, and Systems Analyst.

Irene holds a Bachelor of Science de-



gree in Information Technology from Southern New Hampshire University in Manchester, New Hampshire.

She and her husband Peter have a daughter, Amanda, who is currently enrolled at Middlebury College, in Middlebury Vermont in their Advanced French Language Masters Program.

Submitted by Leigh Tilton

An Appointment with Myself (a Question of Time) by Dennis Martino

The Bureau of Education and Training offers a time management class. People take this workshop for various reasons. Strangely, most people don't want to manage their time but rather manage their stress or find ways to pack more into their schedules. Our approach is more behavioral and not a "quick tips" session. Our class also includes a segment on work planning.

How do you get to those things on your list for which there never seems to be enough time? Two strategies that seem to work well are to record where your time is spent, and to actually "book" appointments with yourself to work on goals.

In order to get a handle on time you need to get a true picture of how you are spending each day. To do this you should keep a log of everything you do in a day. You should diligently keep this log for at least a week. (Two weeks would be better.) You probably will be very surprised at what you find. Most people find that there are significant blocks of time used for nothing that is

productive. Many people find that they are spending a lot of time on things that could or should be performed by another person. Of course, assignments need to be worked out with managers.

Once you know where you have some time you must literally book appointments in your calendar with yourself. Here's how this works. Let's say you know you have a staff meeting every Monday from 9-10. Obviously you attend the meeting. If you had a doctor's appointment on Wednesday at 1:00 you would be there. Our suggestion is that if you can't find the time to get to your to do list you enhance the list by actually setting an appointment to do specific things.

If you have been meaning to write a letter to someone, organize some files, or do some research, you literally make an appointment in your calendar to do it. (Thursday, 10-12, write letters to trainees about materials they need for classes. Friday 3-4, shut off computer and organize files.)

Once these things are in your calendar

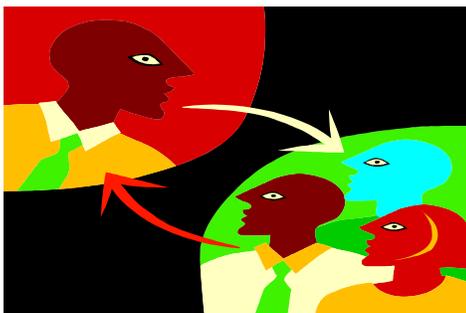
they are "easier" to attack. This of course is not fool proof. No plan goes smoothly. But without a plan anything that gets done is relatively random. If you are interested in bringing a Time Management / Work Planning class to your agency contact Cindy Jones at 271-1434.



Classification Quiz Answers! continued from page 5

1. **No.** There is no doubt that budget cuts and staff shortages affect the work of state employees, but increased **VOLUME OF WORK**, or needing to do a lot more of the same kind of work, is not normally a consideration in the reclassification process. An increase in the volume of work speaks to the need for more staff or possibly reorganization of existing staff within the agency. Reclassifying a position to a higher level will not solve work volume issues in and of itself. That being said, can increased volume of work add a higher level of complexity to an employee's job or affect it in other areas, such as the physical demands of the job? Yes. If this is the case, it may lend support to the request for reclassification. Another important question to ask is, is the additional work of a different type than the employee's regular job functions and classification? Again, if the answer is yes, there may be a case for reclassification.

2. **Yes.** An increase or change in **SUPERVISORY RESPONSIBILITY** can impact the classification of a posi-



tion. There are many "degrees" of supervision. Classification staff research whether the position does partial supervision of staff, or full supervision, to include conducting Performance evaluations. An other consideration is, does the position incumbent do different work than the employee(s) he/she supervises? Do the employees supervised act as

managers themselves? If the current classification of the employee's position does not require the level of supervision that is being performed, this could support reclassification to a position that is a better match for those responsibilities.

3. **Yes.** The **NATURE AND VARIETY OF WORK** is a major consideration in reclassification decisions. In this case, the employee has been delegated tasks by his supervisor that are different from his normal responsibilities, and that require additional communi-



cation skills. One important question that the Classification analyst always asks is, what has changed in the position since it was last reviewed by the Division of Personnel? What duties are new, and are those duties now a regular part of the employee's work? Do these new duties require higher levels of skill, knowledge, communication, etc.? Does the employee now have a greater level of impact on the operations of their agency because of these duties?

STAYED TUNED FOR MORE OF OUR "WHAT

COUNTS AND WHAT DOESN'T" QUIZ IN THE NEXT ADDITION OF THE NEWSLETTER!



Holidays for Calendar Year 2009

New Year's Day	Thursday	January 1
Martin Luther King Jr./Civil Rights Day	Monday	January 19
President's Day	Monday	February 16
Memorial Day	Monday	May 25
Fourth of July	Friday	July 3
Labor Day	Monday	September 7
Veterans' Day	Wednesday	November 11
Thanksgiving Day	Thursday	November 26
Day after Thanksgiving	Friday	November 27
Christmas Day	Friday	December 25

The following are not paid holidays for state employees and state offices will remain open: Columbus Day, October 12th and Election Day [the day on which the biennial election is held]. For more specific information regarding holidays contact your Human Resource Office or visit our website at www.nh.gov.

McAuliffe-Shepard Discovery Center Opening March 6, 2009

With a Mercury-Redstone rocket at the front entry and a prominent observatory dome, New England's first air and space science center will make its home in Concord, NH, opening on March 6th. The new McAuliffe-Shepard Discovery Center will house 45,000-square-feet of new interactive science exhibits, an expanded gift shop, café, and theater space. The new Discovery Center is a major transformation of the Christa McAuliffe Planetarium. The first phase of this transformation comes after ten years of planning and development.

"The McAuliffe-Shepard Discovery Center will be New England's preeminent center for experiential education in space science, astronomy, aviation, and Earth science," says Planetarium Commission Chair Rich Ashooh.

The new Discovery Center will feature 21st century interactive exhibits on aviation, astronomy, and Earth and space sciences, a state-of-the-art planetarium and a variety of science and engineering programs. The engaging, robust educational programs are geared towards families, teens, seniors, students, com-

munity groups, and lifelong learners of all ages. It will also offer space for conferences and special events, and a NASA Educator Resource Center.

ment marks the beginning of the transformation. Many new simulation experiences and interactive exhibits will be added to the science center periodically



"The Discovery Center will improve the science, technology, engineering and math [STEM] resources available to K-12 teachers, and offer a learning environment that will benefit educators," says David McDonald, M.Ed., Director of Education at the new Center.

The new Center, quadruple the size of the original Christa McAuliffe Planetarium, will constantly be evolving, and the completion of this first phase of develop-

over the coming months and years. Future additions include a Challenger Learning Center, simulated flight school, and interactive exhibits and engaging programs on the physics of the universe, as well as traveling exhibits from science centers across North America. The Discovery Center honors the legacies of two New Hampshire heroes and is a place for visitors to explore, discover, and be inspired. For more information, visit www.starhop.com.

[Fabulous!](#)

[A Must See!](#)

Green Commute Week – May 11-15, 2009

The Green Commute Week Steering Committee (comprised of representatives of NH's Bicycle-Pedestrian Program, the Bike and Walk Alliance of NH, and state organizations and agencies such as DOT, DES, DHHS, the Seacoast Area Bicycling group, and others) invites you to participate in Green Commute Week. Green Commute Week is an expansion of the successful Bike/Walk to Work Day events that have been held in NH for the past eight years. Dur-

ing Green Commute Week, NH residents will be encouraged to leave their cars at home and use other ways of getting to work, such as bicycling, walking, carpooling, or taking public transportation. NH residents who use any of these methods of getting around for at least two days that week will be eligible for a raffle prize.

To find out how you can be involved or to organize Green Commute Week

events at your place of business, contact Joan Clinton, DOT, at (603) 271-4043 or jclinton@dot.state.nh.us.



Bureau of Education and Training Upcoming Courses

Dealing with Difficult People

Tuesday, March 17 9am-4pm

Cost: \$55

This workshop will help you work and live with difficult people, regardless of who they may be: co-workers, clients, supervisors or family members. The emphasis is on striving to understand and then changing your reaction.

Personal and Professional Development

Wednesday, March 18 9am-4pm

Cost: \$55

This workshop helps you understand your value to your organization and encourages you to consider where you want your career to go. What do you find most fulfilling about your work? What would you change if you could?

Collective Bargaining: What Managers Need to Know about the Law

Thursday, April 23 9am-4pm

Cost: \$55

This course is an overview of the RSA-273:A, the Public Employee collective bargaining law. The course will cover the process of union elections, collective bargaining, unfair labor practices, and the role of the Public Employee Labor Relations Board. [PELRB]

Promoting your Program

Wednesday, April 1 9am-4pm

Cost: \$55

Program managers may be expected to deliver formal and informal presentations that are clear, concise and capture attention. Participants learn to communicate the key elements of complex programs. The course will cover a range of situations, including speaking to the press, policy makers, and the public, as well as the preparation of written materials.

Workforce Development

Tuesday, April 7 9am-4pm

Cost: \$55

As the baby boomers retire, gaps in skill levels will occur since there are fewer employees at the beginning and middle of the career ladder. This class will describe the key components of a workforce development plan and explore innovative ways to challenging opportunities for all employees.

Supervising Employee Performance

Tuesday, Wednesday & Thursday April 21, 22 & 23 9am-4pm

Cost: \$55

Whether you are a new supervisor or seasoned professional, you can benefit from this training. This practical workshop provides a step-by-step format for interacting with employees. Participants will gain valuable skills needed for successful day-to-day supervision and management including evaluating performance and progressive discipline.

Time Management

Tuesday, April 14 9am-noon

Cost: \$30

This course focuses on ways to get control of your time and set appropriate priorities, drawing on the principles of Stephen Covey's book, *The Seven Habits of Highly Effective People*.

Registration forms and the full catalog of courses are on line at www.nh.gov/hr/trdev.

Contact: Cynthia.jones@nh.gov
271-1434

Classes are held at the BET Training Center 130 Pembroke Rd. in Concord.

BET also offers organizational development services such as team building and

strategic planning. Contact: denis.martino@nh.gov, 271-2793.

Administration and Appeals—What and Why of Personnel Appeals

The Personnel Appeals Board is responsible for hearing appeals by classified employees regarding “personnel decisions” that affect the employee’s “status as an employee.” Full-time employees (permanent, temporary and seasonal) are entitled to appeal decisions of an appointing authority, decisions of the Director of Personnel, and the application of rules adopted by the Director of Personnel. Those rights are described by state law (the Revised Statutes Annotated), including RSA 21-I:46, RSA 21-I:52, RSA 21-I:57 and RSA 21-I:58. Types of appeals heard by the Board include written warnings, increments withheld, suspensions without pay, demotions, involuntary transfers, conflicts of interest, position reclassifications, non-selections for promotion or transfer, dismissals and lay-off. The law specifically prohibits the Board from hearing appeals when they involve the content of an employee’s performance evaluation, although those evaluations might be admitted as evidence in an appeal hearing regarding some other personnel decision such as a written warning or a termination.

The Personnel Appeals Board is the body created by the legislature to hear and decide those appeals. The Board has been in existence since 1986. Prior to that time, appeals were heard by the Personnel Commission. Since 1986, the

Board has handled more than 1500 appeals.

Board members are appointed by the Governor with the consent of the Executive Council for 3-year terms. None of the members or alternate members can be employed by the State, serve in the legislature, be a candidate for a remunerative elective office, hold partisan political office, or serve on a committee



for a political party. Either the Chair or Vice-Chair of the Board must be an attorney licensed to practice law in New Hampshire. According to State law, to qualify to serve on the Board, at least 2 of the members must have been “gainfully employed as a labor relations or personnel professional for a minimum of 35 years. One member must have been employed within the public personnel field of employment for a minimum of 3 years.” Since 1986, there have been 20 different members and alter-

nates appointed to the Board. The Board members receive \$100/day (before taxes, parking and travel expenses) for each day devoted to the work of the Board. In other words, they’re basically volunteers who give of their time and talents as a service to the State and its employees.

By law, the Director of Personnel is required to assign (with the Board’s approval) one staff member to serve as the Board’s Executive Secretary. Neither the Director of Personnel nor any Administrator of any Bureau can serve in that capacity. Since 1985, Mary Ann Steele has served as the Board’s Executive Secretary, performing many of the same tasks that a Clerk of Courts would in the Judicial System. Those duties include scheduling hearings, creating and sending out legal notices, drafting administrative orders, preparing the Board’s annual report, conducting legal research, recording hearings, maintaining the Board’s records, transferring certified records to the Supreme Court when required, responding to requests for information and assistance, and providing technical assistance.

When she is not serving as the Board’s Executive Secretary, Mary Ann works on a variety of other projects for the

[Continued on page 11](#)

Administration and Appeals — continued from page 10

Division of Personnel including: writing rules, policies and procedures; conducting workplace investigations; creating and delivering training to State employees and managers on subjects including the appeals process, prohibiting sexual harassment, investigating harassment and retaliation, creating accommodations under the Americans with Disabilities Act, and implementing and managing the Family and Medical Leave Act;

and providing effective performance management. She consults with employees and agencies on personnel matters and serves on a number of human resources committees including the State's Workforce Development Committee.

See Personnel Appeals

Word Search Puzzle on page 12!



This one is Tough!

The State of New Hampshire Workforce Development Initiatives Summit SAVE THE DATE: April 17, 2009—Police Standards & Training, Concord, NH

Overview

Economic, social and political pressures – such as budget cuts, an aging workforce, increased demand for government services, and worker shortages in key occupations to name a few- are challenging New Hampshire state government leaders to take action. These challenges demand sustained and strategic intervention on the part of all agencies to recruit, retain and develop an efficient and engaged workforce.

This event will inspire an improved way of thinking and approaching the way we *develop* the state's workforce.

Key Takeaways

- Recognize the workforce issues confronting most state agencies.
- Hear about the promising practices already employed in some departments.
- Explore innovative ways to address recruitment and retention problems.
- Express your particular concerns about workforce issues and what you need as a manager.

Highlights

- **Keynote Speaker – Thomas Wright, former Director of North Carolina Office of State Personnel.**
The recipient of the National Association of State Personnel Executives 2007 Eugene Rooney Award, Thom Wright is a ground-breaking strategist in the field of human resources. His work is driven by an unrelenting dedication to abandon the status quo and to implement innovative talent management practices that meet the needs of the state's taxpayers.
- The NH Workforce Development Committee will introduce planning models and a tool kit to help agencies navigate the course ahead.

Who Should Attend

This Summit is being held for state leaders and managers who are interested in creating and sustaining a highly productive work force in New Hampshire. Please consider the following personnel for participation:

Commissioners, Agency Heads and Directors; Bureau Chiefs; Chief Financial Officers; Senior Financial Analysts; Human Resource Directors; Human Resource Personnel involved with workforce planning and development; and others who would benefit from learning how to strategically engage the state workforce.

Personnel Appeals Word Search Puzzle— Words on page 13

S R L Y X U Y F M D X F W C T Z A H C Z X D J G G T F Y Z P
 O O V C F P U R E S V E J U N K T I S L E A D B V E I A S K
 Q O L T G X F M A L G J F I X Q L T P Z P X P Y Z C F P L D
 D J S P H L O Y L T E N U F Z Y S D M T N H R O R H T T C M
 G H S R Y T Y X R K E M I X N W I X X P T E V O V N E U Y T
 Q B V Y I C D Q Q I X R E N E F N H D P X V N P I I E O X S
 V G M O B N E T D Z N B C Q R K T A D C M R A X O C N H W Q
 W L N E A C S Q E F Y V K E M A I Q E Q E K J P Q A D T Q A
 W S S H V H T I K S M N O C S N W M F V R H D H U L A I A X
 S N O I T A C I F I S S A L C E R N O I T I S O P A Y W J U
 Q F F H I B B Q O R R W H R U E V G E Q O D P H Y S S S E K
 P I H J Y W E I J R P U E D T N Y I L T O N G H P S V N O C
 I O W R H W M M D U V M P R T B T H T J T T Z R T I N O X I
 D S M I B E L O M G E Q A A D J V A D U X I Q L F S D I U Q
 D K E J O G H D B N R E P E U T T E R A C M R O A T W S Z K
 M M L K S J F Z T S Y P T X W L M O L Y D E E W H A C N C A
 W W J V Z M B W G E F N N T V V Y Y Z I T X S D J N Q E S S
 V L E B B G I P E M I X O J C L F Y F X P R V E T C Z P O L
 S I L R L T C R U O V I N V A L I D A P P E A L D E O S I A
 V U Q L H Y H M P V A A U H O U W E V K S T B N J R L U Z E
 I Y P H T T C P Y E N R O T T A D E S N E C I L S Z A S A P
 P P E R C L A S S I F I E D E M P L O Y E E S U B F E O D P
 Q L J C E F F P W P D Q O J J K V Y T I B M U T U O E R B A
 D R N E U M W P P E A I Z J J P B M L P U M Z N S X H R Z F
 G P T N J R E O A J E S Z H F K O Z F J Z Z S U J G U E Q O
 K Q T R D K Z C U S F E L Z P S I N Y B G Y K P W P B D I S
 M Z Y D G C G L O W W M M Y K D G U S V L O L O T Q P D D E
 G P A V H S L W O U M I U G R G P H J X U N E D H S Y J M P
 X L Y T E O B H L P R P V Q W N A B L J Y C I A N B R Q U Y
 F O A W L O C P R A R T C S J L V R M I O B W W M P J B V T



Word Search Puzzle—16 words

All words for the word search puzzle are a combination of at least two-words and sometimes three-words. This puzzle is more difficult than the puzzle in our November 2008 issue. You may find it easier to complete the puzzle if you read the Administrative Appeals article on page 10 prior to attempting the puzzle.

Good Luck!

APPOINTEDBYGOVERNOR

BOARDEXECUTIVESECRETARY

CLASSIFIEDEMPLOYEES

DEMOTIONS

FIFTEENDAYS

INCREMENTWITHHELD

INVALIDAPPEAL

INVOLUNTARYTRANSFER

LICENSEDATTORNEY

POSITIONRECLASSIFICATIONS

SUPREMECOURT

SUSPENSIONSWITHOUTPAY

TECHNICALASSISTANCE

THREEYEARTERM

TYPESOFAPPEALS

WRITTENWARNINGS



The Insurance Department’s Lisa Campbell makes Eating Healthy and Benefits Charity!

Lisa Campbell, Program Assistant II in the Business Office of the NH Insurance Department, created and organized a charitable snack and bagel enterprise at the Department. For several years Lisa has donated all proceeds from the sale of snacks and bagels to various New Hampshire charities, in addition to organizing other charity fundraisers.

Rather than have Insurance Department staff continue to spend their money on a commercial snack box containing unhealthy and overpriced choices, Lisa created and maintains a snack box for Insurance Department staff to purchase snacks and fresh fruit at a reasonable price. She has also organized Wednesday Bagel Day, when staff can purchase fresh bagels. Not only are healthier food choices promoted for Insurance Department employees, but Lisa’s efforts give back to the community.

Lisa has donated all proceeds from both Bagel Day and the snack box, a total of \$3,428 thus far, to charity. Among the charitable organizations that have benefited from Lisa’s efforts are:

- NH Food Bank
- Community Services Council of NH
- National Kidney Foundation
- Salvation Army Kid’s Café program
- Easter Seals Veteran’s Count program
- Camp Allen
- American Red Cross
- Cancer Society
- Muscular Dystrophy Association
- ALS Walk-A-Thon program
- Girl Scouts
- Breast Cancer Awareness
- Toys for Tots

Not only are the proceeds donated to charity, and the snacks and bagels appreciated by Insurance Department staff, but the healthy snacks she offers have served the further purpose of promoting healthy food choices in Lisa’s role as the Department’s wellness coordinator. Lisa herself has served as a shining example of what can be accomplished through healthy food choices, by losing 75 pounds over the last year!



The Health Corner

A Little Walking Cuts Blood Pressure

Study Shows Even Short Walks Can Improve Your Health

By **Jennifer Warner**
WebMD Health News
 Reviewed by **Louise Chang, MD**

Aug. 15, 2007 -- Thirty minutes of walking three times a week may be enough to help lower blood pressure and start you on the path to better health.

A new study shows that even a little bit of weekly exercise is enough to lower blood pressure and improve overall fitness. The results showed that 30 minutes of walking three times a week -- even if it was broken into 10-minute walks throughout the day -- was enough to have a healthy effect on blood pressure as well as measurements around the waist and hips.

National guidelines recommend that people exercise at least 30 minutes a day on most days of the week to maintain optimum health. But few people achieve that goal, citing lack of time as the biggest obstacle.

Researchers say these results may help motivate people to fit in even a little exercise here and there to benefit their health.

Even a Little Exercise Helps

In the study, published in the *Journal of Epidemiology and Community Health*, researchers invited 106 healthy but sedentary civil servants to take part in an exercise program for 12 weeks. About a third were told to briskly walk for 30 minutes, five days a week. Another third were told to briskly walk for 30 minutes a day, three days a

week; the remaining third were told not to change their sedentary lifestyle at all.

The participants wore pedometers to monitor their walking, and researchers measured their blood pressure, blood cholesterol, weight, hip and waist size, and overall fitness before and after the study.

The results showed systolic (the top number) blood pressure dropped -- and waist and hip measurements shrunk significantly -- in both the three-day-a-week and five-day-a-week exercise groups.

Systolic blood pressure dropped by 5 points among those who exercised three days a week and by 6 points among those who exercised five days a week.

Waist and hip measurements fell by 2.6 centimeters and 2.4 centimeters respectively among the three-day-a-week exercisers and by 2.5 centimeters and 2.2 centimeters among the five-day-a-week exercise group.

No changes were found in the sedentary group.

Researcher Mark A. Tully of Queen's University in Belfast, Northern Ireland, says a decrease of a few points in blood pressure and a few centimeters in the waist and hips is enough to significantly reduce the risk of death due to heart disease. They say the study shows even moderate exercise below the recommended levels can still have benefits.



1st Annual New Hampshire Summit on Work and Family

[The following article is based upon material gathered and notes taken by Peter Gamache during the conference]

On October 29, 2008 the University of New Hampshire Cooperative Extension held the 1st Annual New Hampshire Summit on Work and Family at the Holiday Inn, Concord, New Hampshire. The summit provided a number of impressive speakers bolstering the philosophy and practice of work/life flexibility within our globally competitive environment. The summit was well organized and provided a wealth of information for employers in the public and private sector. One of the highlights was the “Best Practices in Work and Family in New Hampshire” panel discussion which included representatives from NE Delta Dental, Badger Balm, Citizens Bank, Timberland, and Hypertherm Corporations. Panelists shared work and family practices they use to recruit, retain and motivate employees. We thought it would be interesting to share some of these organizational practices with you. These practices are not in any particular order and we are not specifying which organization offers a particular practice. Our intent is to share what some organizations do to recruit and retain employees. State agencies should consider what they can do regarding work and family practices that will help them recruit and retain valuable employees. We find it interesting that all of the panelists agreed on two key points: Leaders

should lead by example; and workforce flexibility needs to be part of the organization’s strategy to recruit and retain employees. The following are some of the practices specified by the panelists: onsite car detailing; onsite dry cleaning; variety of flexible work schedules; telecommuting; \$8,000 forgivable grant for 1st home purchase; paid time off [2-3 days per year] to work with non-profit in their community; van transportation to and from work; onsite day-care center; Earth Day off; birthday off; childcare subsidies; dog care; elder care; benefits for part-time employees; financial assistance for child adoption; profit sharing; time-space-money for education; health days as opposed to sick days, that can be taken when wanted; \$700 for wellness programs [without physician approval]; community service using employee work teams; \$1,500 for emergency assistance [example: get cash up front to help with storm damage while waiting for insurance to kick in]; annual sabbatical of 3 months for one employee to work for a non-profit; and guest babies at work program [take your baby to work for a day].

Let us end this article with a quote from one of the panelists; “We’re a little bit extreme on the flexibility side – it can be

tough on the manager’s side – **but it pays great benefits”.**



Finding a healthy balance may lead to a healthy life!

Quotable Quotes!

- Never answer a letter while you are angry.—Chinese Proverb
- Strong and bitter words indicate a weak cause.—Victor Hugo
- Neither irony nor sarcasm is argument.—Rufus Choate
- What is the good of prescribing to art the roads that it must follow. To do so is to doubt art, which develops nor-

mally according to the laws of Nature, and must be exclusively occupied in responding to human needs.—Dostoyevsky

- All authority belongs to the people—Jefferson
- Govern a great nation as you would cook a small fish. [Don’t overdo it.] - Lao-Tsze

- A wise man knows everything; a shrewd one, everybody.—Anonymous
- Wisdom is the principal thing; therefore get wisdom; and with all thy getting get understanding.—Proverbs. VIII. 11
- That amid our highest civilization men fain and die with want tis not due to the ravages of nature, but to the injustice of man.—Henry George, *Progress and Poverty*
- We are all born for love... It is the principle of existence and its only end.—Disraeli, *Sybil*

State House Annex
25 Capitol Street
Concord, NH 03301

Phone: Front Desk—603-271-3261 or 3262
Fax: 603-271-1422
E-mail: Peter.Gamache@nh.gov



Organization

NH Division of Personnel 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.

Retirement Education Session

New Hampshire Retirement System (NHRS) will be hosting an education session at the NHRS office. This session will provide NHRS benefits information to Group I members (teachers and employees) of all ages and in all stages of their career. Please note that this is a general information session. Personal account information, retirement counseling, and legislative updates will not be provided at this session.

Please let your teachers and employees know about this valuable information opportunity.

Group I Session (Employees and Teachers)

What: New Hampshire Retirement System Education Session

When: Thursday, May 28, 2009 at 4:30p.m.

Where: NH Retirement System Office, 54 Regional Drive, Concord, NH 03301

Why: To learn more about benefits available to NHRS members.

Who: For employee and teacher members, spouses, employers.

Directions: Please visit the NHRS website at <http://www.nhrs.org/Information/Directions.aspx>

To register yourself and/or your spouse, please visit the NHRS website at <http://www.nhrs.org/Events/Member.aspx>

HR Exchange Publication Guidelines

Premise: Publication of a newsletter by the New Hampshire Division of Personnel will add value to the services provided by the Division.

Mission: To provide New Hampshire state government agency leaders and employees with human resource information intended to help them provide quality services to their customers.

Goal: Publish and distribute a quarterly newsletter.

Values:

1. **Accuracy**—Articles will contain accurate information.
2. **Honesty**—Adherence to the facts.
3. **Helpfulness**—The Division of Personnel will provide government agencies, groups, and individuals with information

that is determined to be helpful in their work environment and, when appropriate, in their personal lives.

4. **Trustworthiness**—The Division of Personnel will not intentionally print and/or distribute information that would cause our readers to lose confidence in our ability to be accurate, helpful or honest. Should it be determined that we failed in our attempt to meet this value we shall acknowledge our failure and correct our mistake.
5. **Human Resource Value**—Articles will pertain to the subject of human resources. An article can be specific to an agency, division, bureau, section or individual within state government or it can be generic to all of state government.

6. **Employee Recognition**—The newsletter will be a forum to recognize individual employees for their contribution to New Hampshire state government.
7. **Organizational Recognition**—The newsletter will be a forum to recognize departments, divisions, bureaus, sections, boards and other officially recognized government agencies for their contribution to state government through the application of performance excellence criteria including, but not limited to: effective leadership; strategic planning; customer service; measurement, analysis, and knowledge management; workforce focus; process management; and results.
8. **Effective Practices**—The newsletter will be a forum to share effective practices in government settings.

