



**State of New Hampshire
Department of Administrative Services
Division of Personnel
2017 Annual Report
Fiscal Year Ended June 30, 2017**

Pursuant to RSA 21-I:42

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

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

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

In Memory

The 2017 Annual Report is dedicated to our colleague Jennifer Elberfeld who passed away on December 7, 2017. For 29 1/2 years Jennifer served in the Division of Personnel as a worker, a leader, and a friend. She will be greatly missed by so many. Her grace, determination, courage, and faith will remain as an inspiration to all who knew her. Thank you, Jennifer.

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Overview

GENERAL SUMMARY

Fiscal Year 2017

Authority

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

Mission

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

Location

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

Staff Composition

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

Fiscal Year Appropriation

\$2,519,776

Personnel Appeals Board

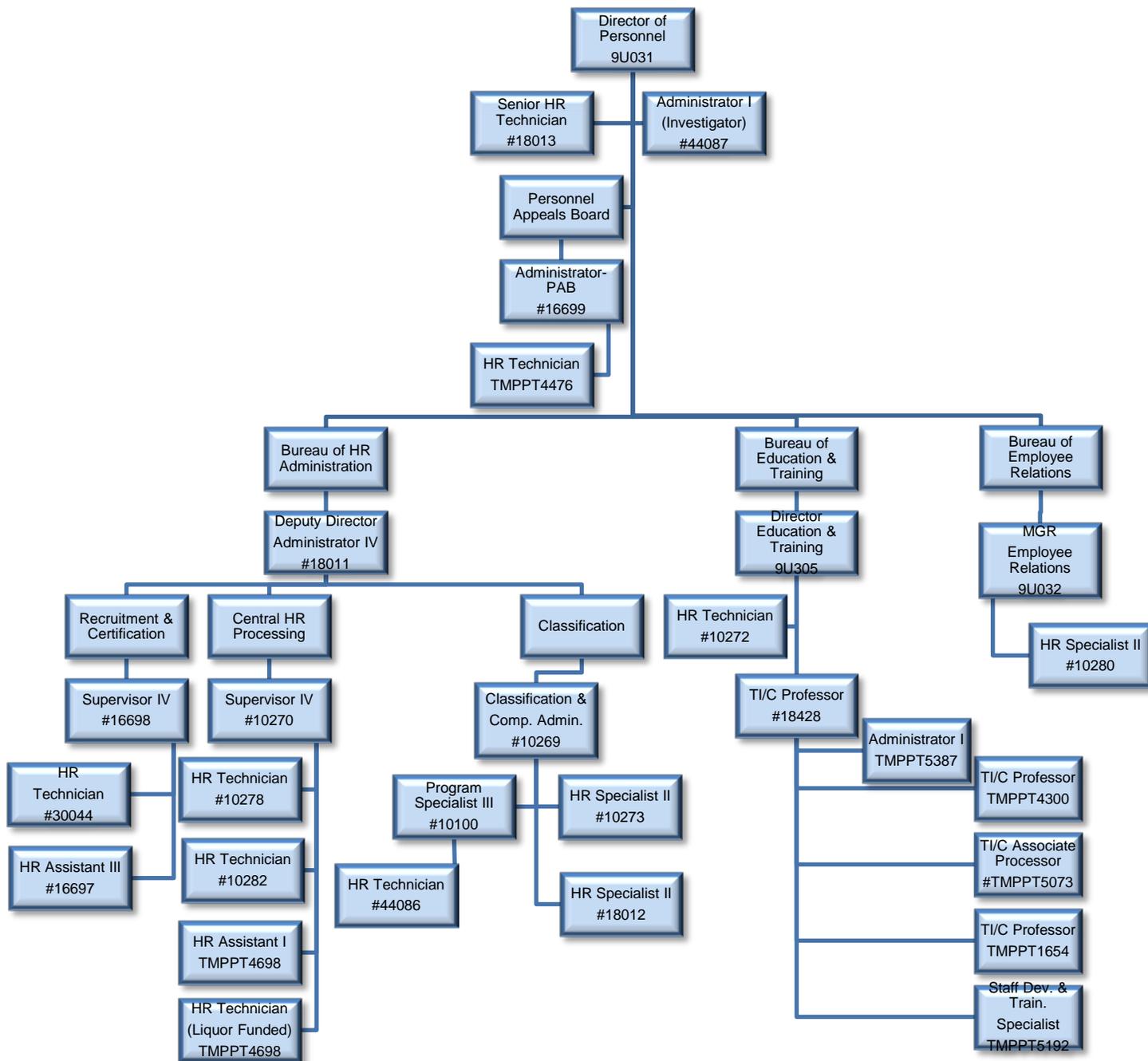
RSA 21-I:45 authorizes the Governor and Executive Council to appoint three members and two alternates to serve three (3) year terms on the New Hampshire Personnel Appeals Board. As in the past several years, one of those five seats remained vacant throughout Fiscal Year 2015. The Commissioners serving on the Board during Fiscal Year 2017 were: Christopher Nicolopoulos, Norman Patenaude; Charla Stevens; and David Goldstein.

DIVISION OF PERSONNEL

OVERVIEW

The Division of Personnel was created in 1989 to maintain a centralized State system of personnel administration based on merit principles. The Division is tasked with establishing and enforcing appropriate methods of recruitment, appointment, compensation, promotion, transfer, layoff, removal and discipline of classified state employees. The Division also provides employee job counseling services, investigator complaints of harassment or misconduct, sets statewide human resources policy and is responsible for oversight of the State classification system, as well as all other areas mandated by RSA 21:1:42-44. The Division's Bureau of Education and Training provides comprehensive management training through the auspices of the Certified Public Manager and 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.

Division of Personnel – Organizational Chart



DIVISION OF PERSONNEL

ORGANIZATIONAL STRUCTURE

BUREAU OF HUMAN RESOURCES ADMINISTRATION

(1) Recruitment and Certification

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

(2) Central HR Processing Employee

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

(3) Classification and Organizational Analysis

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

BUREAU OF EMPLOYEE RELATIONS

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

BUREAU OF EDUCATION AND TRAINING

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

Employee Suggestion and Extraordinary Service Award Program

Senate Bill 52 (Laws 2005, Chapter 258) became effective on September 14, 2005. This law reorganized the "Employee Incentive and Reward Program" of RSA 99-E and established a fund of \$10,000 in the Governor's Office for implementation of the program. Drafted by members of the State Committee, the new law revitalized and streamlined the program for providing monetary and non-monetary recognition to classified executive branch employees who have performed extraordinary services or provided original suggestions of substantial value to the State. The new RSA 99-E integrates each Department into the process of reviewing employee suggestions and services. Chapter 99-E requires that each Department establish an award evaluation committee consisting of three (3) employees appointed by the agency. The agency committee completes the initial review of suggestions and services submitted for award. They are forwarded to the Director of Personnel who shares them with the State Committee, which then conducts its own review and makes award recommendations to the Governor and Executive Council. During state Fiscal Year 2017 four employees received monetary recognition totaling \$3,500.00.

Monetary Award Recipients

Brian Armstrong, Department of Information Technology – \$500 Award

The Department of Information Technology sought recognition for their employee Brian Armstrong for his initiative in reducing time required to migrate data on state personal computers. Previously, the process of migrating data from one state computer to another required entering and testing a series of commands resulting in 45 to 60 minutes per machine to complete. Mr. Armstrong reviewed this process and determined that each series of commands could be developed into a script. Using this script, he was able to reduce the time down to 20 minutes per computer, and then further reduced the final time down to five minutes per machine. The Department of Information Technology estimated that Mr. Armstrong's efforts resulted in a cost savings of over \$10, 800, representing at least 360 fewer labor hours. Over time, all agencies will benefit from the changes in the streamlined process now used by the Department of Information Technology.

Michelle Jeglinski, Amy Lauzon and Jeffrey Silver, Department of Health and Human Services - \$1,000 Awards

The Department of Health and Human Services nominated Jeffrey Silver, Michelle Jeglinski and Amy Lauzon for recognition in the development and implementation of a Legislative Tracking Database. The Legislative Tracking Database automates the prior manual process by downloading directly from the General Court website with accurate and up-to-date legislative information for budget and policy decision making. This automated process saves countless hours by eliminating a high volume of paperwork along with the time-consuming task of manually tracking legislation. Other state agencies have expressed an interest in the use of this database which will significantly enhance budget and policy decision making and increase savings potential for the state as a whole. These three individuals went outside the scope of their regular job function by demonstrating abilities and efforts above and beyond any standard performance, resulting in improved government cost savings and efficiency.

Section One

Executive Branch at a Glance

Executive Branch at a Glance

Employees by Category* Fiscal Year 2017

Category	Full-Time Employees	Full-Time Temporary	Full-Time Seasonal	Part-Time Regular	Part-Time Seasonal	Per Diem Part-Time
Classified	8,972	122	10	2,259	350	14
Non-Classified	27	1	0	476	0	211
Unclassified	317	0	0	12	0	1
Total	9,316	123	10	2,747	350	226

* Includes employees on extended leave as well as active status; excludes employees expected to work < 6 months.

* 33 classified, 5 unclassified, and 0 non-classified employees did not meet any group criteria and are excluded from this report.

Report Generated: June 30, 2017

Positions by Category* Fiscal Year 2017

Category	Full-Time Positions	Full-Time Temporary Positions	Full-Time Seasonal Positions	Part-Time Regular Positions	Part-Time Seasonal Positions	Per Diem Part-Time Positions
Classified	10,114	292	778	4,407	1,311	28
Non-Classified	38	1	N/A	644	N/A	484
Unclassified	347	N/A	N/A	10	N/A	11
Total	10,499	454	778	5,061	1,311	523

* Includes both filled and vacant positions expected to last longer than six months.

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DEMOGRAPHICS

New Hampshire State Employees

Fiscal Year 2017

State Government Employees Executive Branch

<u>Class Type</u>	<u>Number of Positions**</u>
-------------------	------------------------------

Classified	10,406
Unclassified	347

TOTAL POSITIONS: 10,753

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

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

**52% Female
48% Male**

**3% Minority
97% White (not of Hispanic background)**

The Average Full-Time Classified Employee*...

- Is 47 years old
- Has 11 years of service
- Earns \$54,184

Classified State Employees that are ...

Full-Time*	9,104
Part-Time	2,623

Classified Full-Time Employees* work in...

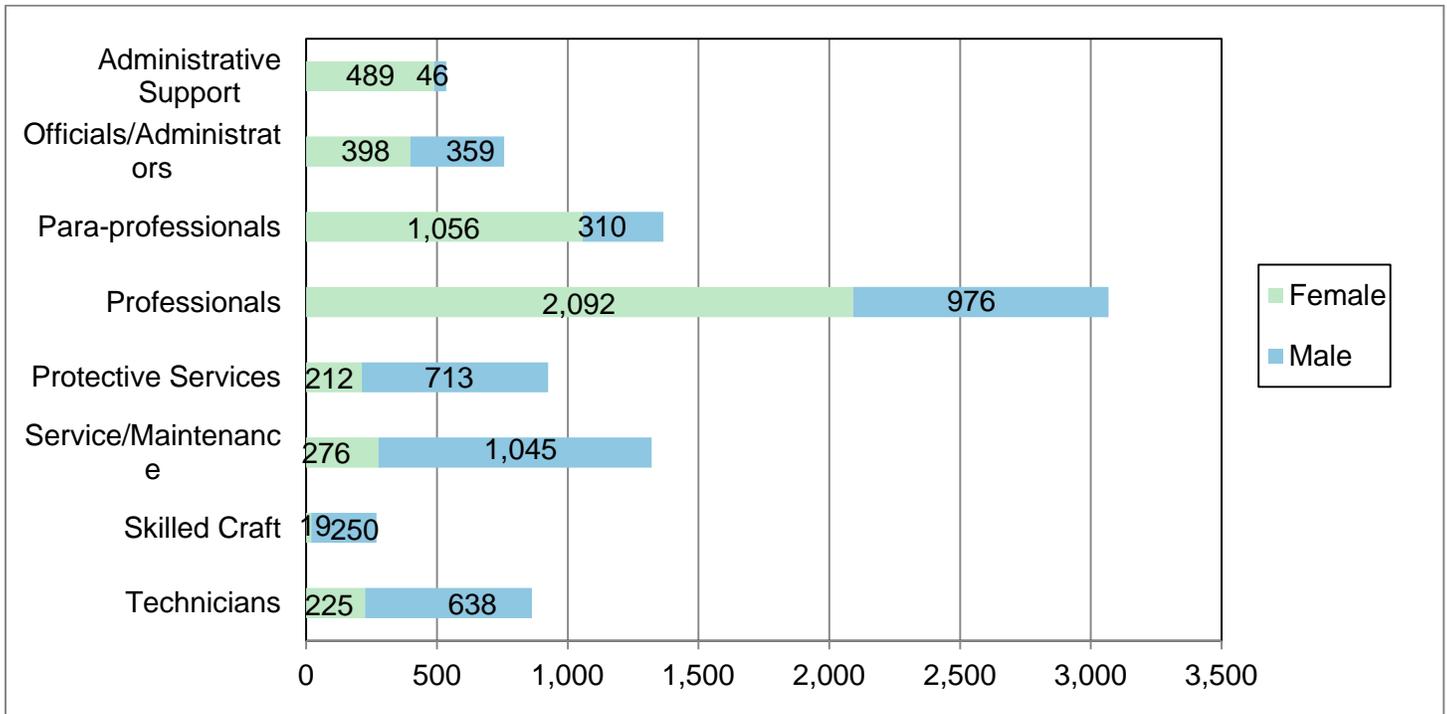
Belknap County.....	6%
Carroll County.....	1%
Cheshire County.....	2%
Coos County.....	4%
Grafton County.....	4%
Hillsborough County.....	7%
Merrimack County.....	67%
Rockingham County.....	5%
Strafford County.....	3%
Sullivan County.....	1%

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

Section Two

Workforce Characteristics

Employees by Gender and EEO Category* Fiscal Year 2017



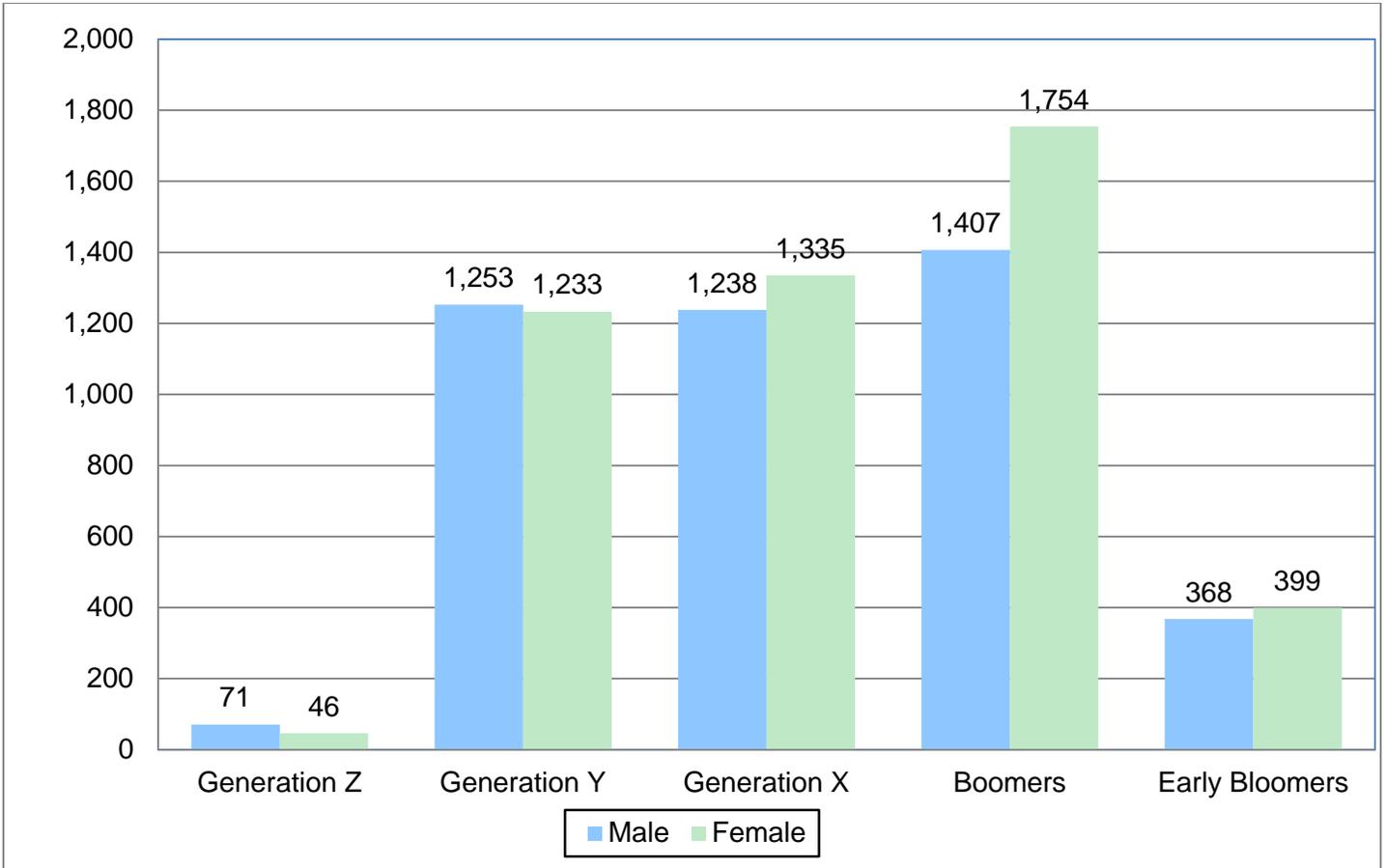
EEO Category	Total	Percent
Administrative Support	535	6%
Official Administrator	757	8%
Para-professionals	1,366	15%
Professional	3,068	34%
Protective Service	925	10%
Service and Maintenance	1,321	15%
Skilled Craft	269	3%
Technician	863	9%
Total	9,104	100%

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

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Employees by Generation* Fiscal Year 2017

Total Number of Employees = 9,104



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

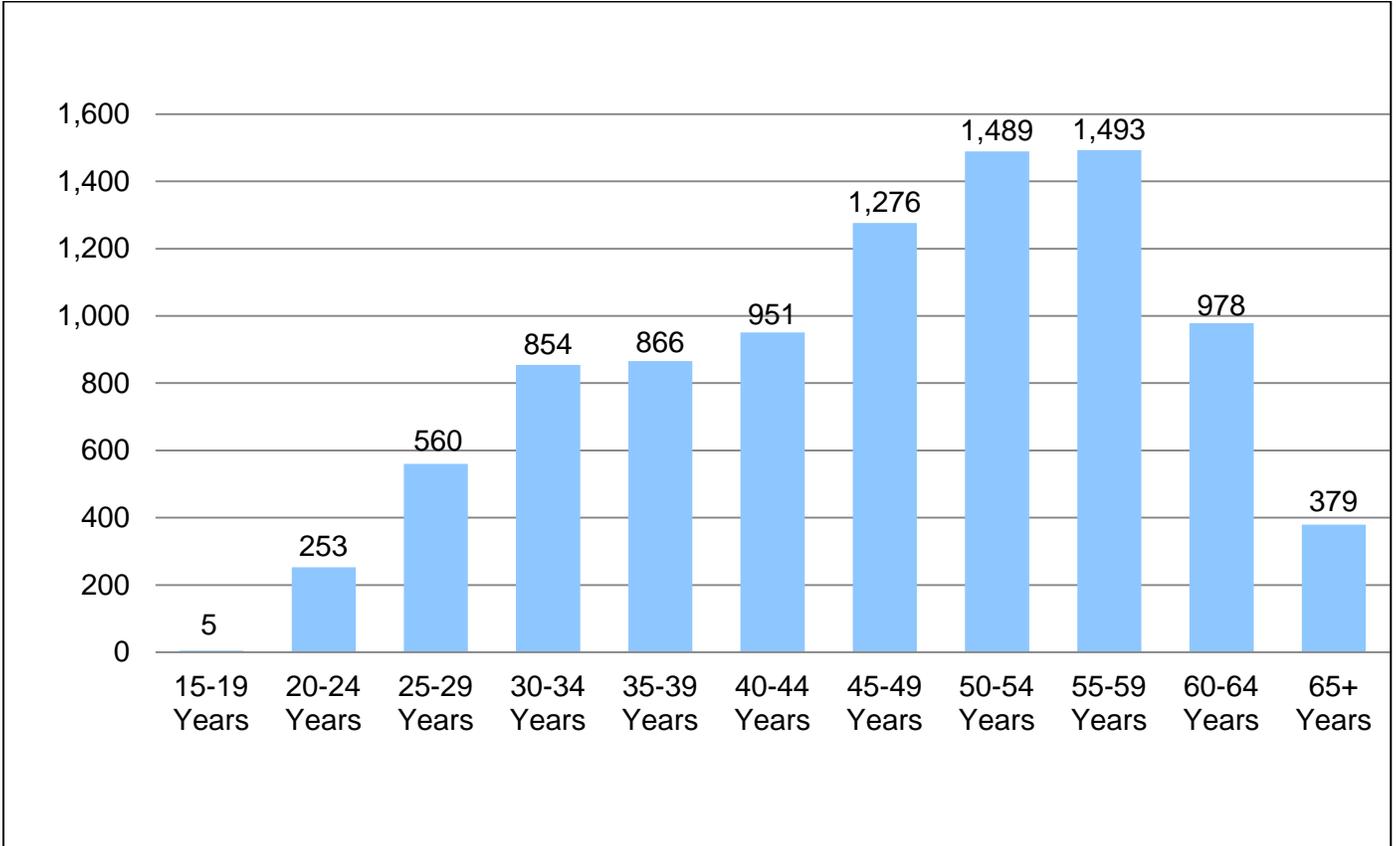
*33 classified employees did not meet any group criteria and are excluded from this report.

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

Employees by Age Cohort* Fiscal Year 2017

Total Number of Employees = 9,104

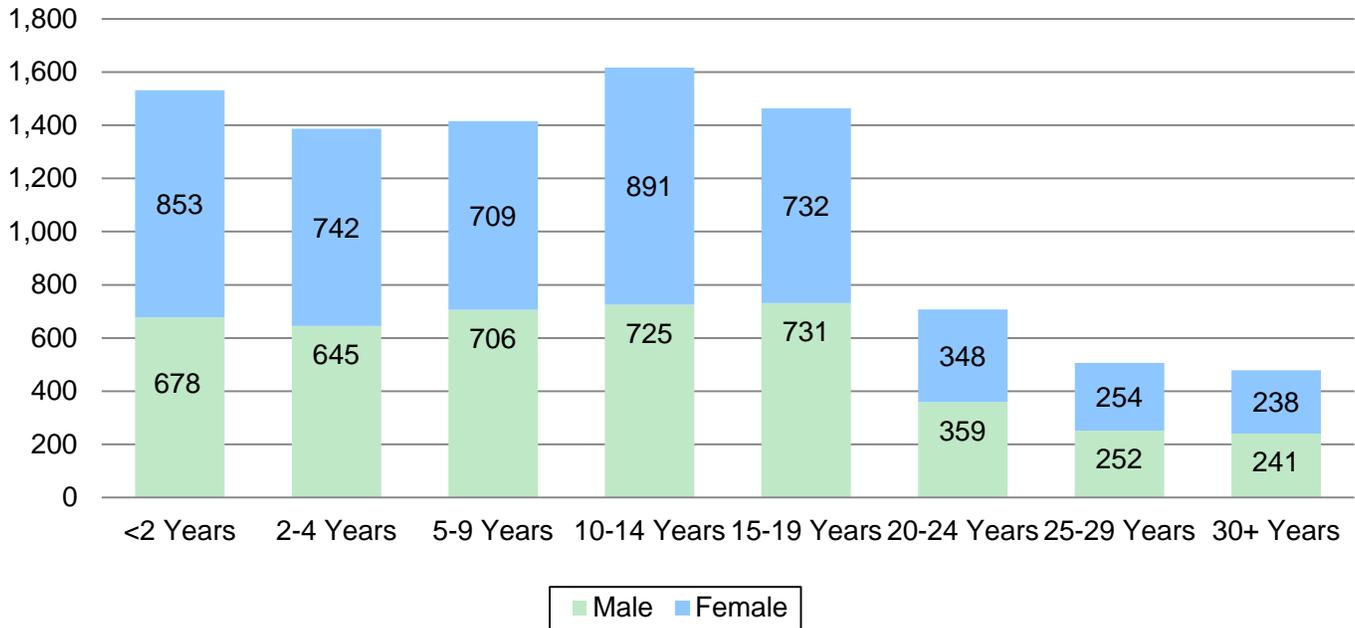


*Includes classified full-time permanent, full-time temporary and full-time seasonal employees working more than six months.

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

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Employees by Years of Service* Fiscal Year 2017



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

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

Employees by Age and Labor Grade* Fiscal Year 2017

Age	Labor Grade				Total
	<=20	21-26	27+	Unclassified	
<40	1,646	710	182	48	2,586
40-59	2,643	1,584	981	181	5,389
60+	679	393	284	88	1,444
Total	4,968	2,687	1,447	317	9,419

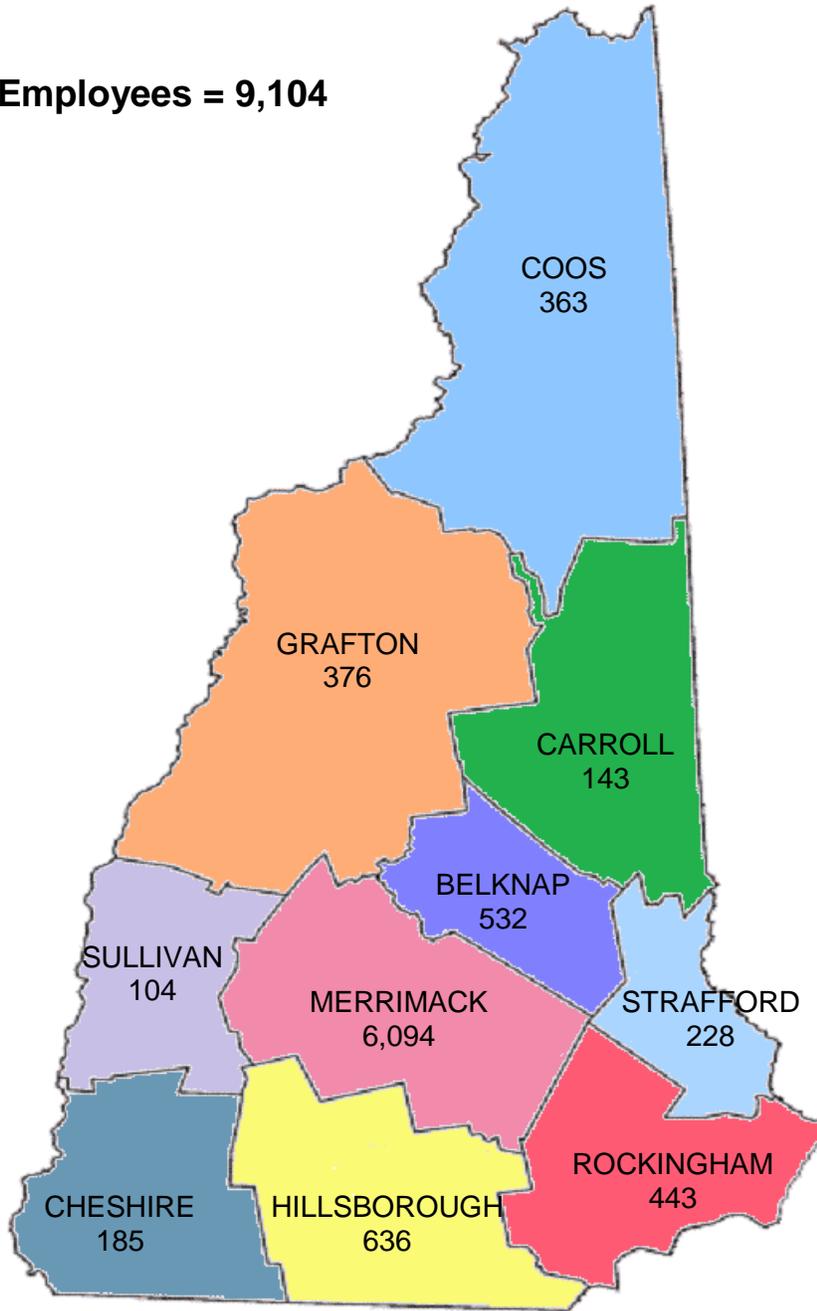
* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months, and full-time unclassified employees.

* 33 classified employees did not meet any group criteria and are excluded from this report; 2 employees do not have a labor grade associated with their position and are excluded from this report.

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Employees by County*
Fiscal Year 2017

Total Number of Employees = 9,104



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

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

Report Generated 06/30/2017

Full-Time Employees by Agency*
Fiscal Year 2013 - 2017

Agency	2013	2014	2015	2016	2017
ADJUTANT GENERAL'S DEPT	110	113	110	110	121
ADMINISTRATIVE SERVICES DEPT	261	272	265	267	264
AGRICULT, MARKETS & FOOD DEPT	27	28	27	28	29
BANKING DEPT	40	45	40	38	40
CORRECTIONS DEPT	769	755	782	758	761
CULTURAL RESOURCES DEPT	43	44	41	39	38
DEVELOPMENT DISABILITIES CNCL	2	2	2	2	2
EDUCATION DEPT	238	229	232	242	241
EMPLOYMENT SECURITY DEPT	266	266	265	246	231
ENVIRONMENTAL SERVICES DEPT	396	389	386	385	397
EXECUTIVE DEPT	12	12	11	13	12
FISH AND GAME DEPT	176	170	167	171	172
HHS: ADMIN ATTACHED BOARDS	33	34	32	0	0
HHS: BEHAVIORAL HEALTH DIV	25	21	20	40	37
HHS: CHILDREN AND YOUTH	1	1	0	0	0
HHS: COMM-BASED CARE SVCS DIV	25	23	19	19	21
HHS: COMMISSIONER'S OFFICE	277	276	318	331	325
HHS: DEVELOPMENTAL SVCS DIV	45	49	47	47	47
HHS: ELDERLY & ADULT SVCS DIV	102	102	83	79	78
HHS: GLENCLIFF HOME	164	167	161	157	152
HHS: HUMAN SERVICES DIV	705	709	678	679	700
HHS: JUVENILE JUSTICE SERV	4	5	1	1	1
HHS: MEDICAID & BUS POLICY OFC	33	34	41	34	37
HHS: NH HOSPITAL	512	533	530	514	511
HHS: PUBLIC HEALTH DIV	226	223	217	217	224
HHS: TRANSITIONAL ASSIST DIV	379	414	419	405	412
HIGHWAY SAFETY AGCY OF	5	4	5	0	0
HUMAN RIGHTS COMMISSION	5	7	7	6	6
INFORMATION TECHNOLOGY DEPT	319	308	295	290	317
INSURANCE DEPT	56	59	57	61	59
JOINT BOARD OF LICENSUR - CERT	14	15	15	0	0
JUDICIAL COUNCIL	2	2	2	2	1
JUSTICE DEPT	54	49	47	53	57
LABOR DEPT	73	73	79	75	69
LIQUOR COMMISSION	288	294	301	302	311
LOTTERY COMMISSION	41	41	40	56	56
PEASE DEVELOPMENT AUTHORITY	6	6	5	5	5
POLICE STDS & TRAINING COUNCIL	19	18	18	16	20
PROF LICENSURE & CERT OFFICE	0	0	0	58	60
PUBLIC EMPLOYEE LABOR REL BRD	4	4	4	4	4
PUBLIC UTILITIES COMMISSION	61	65	64	67	66

Full-time Employees by Agency* (Continued)
Fiscal Year 2013-2017

Agency	2013	2014	2015	2016	2017
RACING CHARITABLE GAMING COMM	15	16	15	0	0
REAL ESTATE COMMISSION	6	6	5	0	0
RESOURCES - ECON DEVEL DEPT OF	197	201	198	214	213
REVENUE ADMINISTRATION DEPT	94	110	101	108	105
SAFETY DEPT	987	1004	1002	1009	1001
STATE DEPT	58	57	57	55	54
TAX AND LAND APPEALS BOARD	4	4	4	4	4
TRANSPORTATION DEPT	1525	1491	1499	1531	1496
TREASURY DEPT	16	16	14	16	16
VETERANS HOME	315	305	322	328	324
VETERANS SERVICES OFFICE	4	6	6	5	7
Total	9039	9077	9056	9087	9104
<p>*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months as of June 30th each year, based on data in NH FIRST on the date the report is generated. *33 classified employees did not meet any group criteria and are excluded from this report.</p>					

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Employees by Type and Agency* Fiscal Year 2017

Agency	Full-Time Classified	Full-time Unclassified and Non-Classified	Full-time Seasonal	Part-time Regular	Part-Time Seasonal	Part-time Per Diem
ADJUTANT GENERAL'S DEPT	121	2	0	3	0	0
ADMINISTRATIVE SERVICES DEPT	264	7	0	131	0	
AGRICULT, MARKETS & FOOD DEPT	29	3	0	8	0	0
BANKING DEPT	40	2	0	1	0	0
BOXING & WRESTLING COMMISSION	0	0	0	6	0	2
CORRECTIONS DEPT	761	12	0	51	0	5
CULTURAL RESOURCES DEPT	38	3	0	6	0	0
DEVELOPMENT DISABILITIES CNCL	2	0	0	4	0	0
EDUCATION DEPT	241	5	0	15	0	0
EMPLOYMENT SECURITY DEPT	231	7	0	38	0	0
ENVIRONMENTAL SERVICES DEPT	397	5	0	57	0	1
EXECUTIVE COUNCIL	0	2	0	6	0	0
EXECUTIVE DEPT	12	27	0	1	1	0
FISH AND GAME DEPT	172	1	0	32	24	0
HHS: BEHAVIORAL HEALTH DIV	37	2	0	2	0	0
HHS: COMM-BASED CARE SVCS DIV	21	3	0	1	0	0
HHS: COMMISSIONER'S OFFICE	325	31	0	32	0	2
HHS: DEVELOPMENTAL SVCS DIV	47	0	0	3	0	0
HHS: ELDERLY & ADULT SVCS DIV	78	3	0	0	0	0
HHS: GLENCLIFF HOME	152	1	0	13	0	0
HHS: HUMAN SERVICES DIV	700	6	0	36	0	0
HHS: JUVENILE JUSTICE SERV	1	0	0	0	0	0
HHS: MEDICAID & BUS POLICY OFC	37	8	0	3	0	0
HHS: NH HOSPITAL	511	10	0	79	0	5
HHS: PUBLIC HEALTH DIV	224	4	0	14	1	0
HHS: TRANSITIONAL ASSIST DIV	412	5	0	15	0	1
HUMAN RIGHTS COMMISSION	6	0	0	1	0	0
INFORMATION TECHNOLOGY DEPT	317	9	0	12	0	0
INSURANCE DEPT	59	14	0	1	0	0
JUDICIAL COUNCIL	1	1	0	1	0	0
JUSTICE DEPT	57	78	0	9	0	0
LABOR DEPT	69	2	0	7	0	30
LIQUOR COMMISSION	311	5	0	1063	0	0
LOTTERY COMMISSION	56	1	0	13	0	1
PEASE DEVELOPMENT AUTHORITY	5	0	0	5	0	0
POLICE STDS & TRAINING COUNCIL	20	1	0	4	0	0
PROF LICENSURE & CERT OFFICE	60	1	0	85	0	114
PUBLIC EMPLOYEE LABOR REL BRD	4	0	0	8	0	2
PUBLIC UTILITIES COMMISSION	66	8	0	2	0	0
RESOURCES - ECON DEVEL DEPT OF	203	5	10	186	324	0
REVENUE ADMINISTRATION DEPT	105	28	0	7	0	0

Employees by Type and Agency*(Continued) Fiscal Year 2017

Agency	Full-Time Classified	Full-time Unclassified and Non-Classified	Full-time Seasonal	Part-time Regular	Part-Time Seasonal	Part-time Per Diem
SAFETY DEPT	1001	12	0	424	0	57
STATE DEPT	54	14	0	76	0	0
TAX AND LAND APPEALS BOARD	4	3	0	3	0	0
TRANSPORTATION DEPT	1496	8	0	228	0	0
TREASURY DEPT	16	5	0	0	0	0
VETERANS HOME	324	1	0	56	0	6
VETERANS SERVICES OFFICE	7	0	0	0	0	0
Total	9094	345	10	2748	350	226

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

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

Report Generated: 06/30/2017

**Employee Statistics by Agency
With 10 or More Employees
Fiscal Year 2017**

Agency	F/T Employees	Avg Age	Avg Salary	Avg Yrs of Service	% Female	% Union Rep
ADJUTANT GENERAL'S DEPT	123	46.79	\$47,511.39	9.29	16.26	94.31
ADMINISTRATIVE SERVICES DEPT	271	51.04	\$56,473.31	11.57	40.59	81.18
AGRICULT, MARKETS & FOOD DEPT	32	49.66	\$53,890.01	12.03	62.50	93.75
BANKING DEPT	42	44.95	\$62,628.75	9.71	71.43	95.24
CORRECTIONS DEPT	773	45.06	\$55,217.25	11.44	32.99	96.90
CULTURAL RESOURCES DEPT	41	52.07	\$52,119.04	14.85	80.49	97.56
EDUCATION DEPT	246	50.61	\$54,760.51	11.61	80.89	96.75
EMPLOYMENT SECURITY DEPT	238	53.65	\$50,976.21	14.1	72.27	95.80
ENVIRONMENTAL SERVICES DEPT	402	49.93	\$64,662.23	14.49	44.53	98.01
EXECUTIVE DEPT	39	48.05	\$57,939.44	4.59	51.28	61.54
FISH AND GAME DEPT	173	45.95	\$54,674.90	14.76	30.06	97.11
HHS: BEHAVIORAL HEALTH DIV	39	50.82	\$58,573.67	13.95	84.62	100.00
HHS: COMM-BASED CARE SVCS DIV	24	52.96	\$66,278.91	13.08	54.17	100.00
HHS: COMMISSIONER'S OFFICE	356	51.81	\$61,295.56	13.83	75.56	90.45
HHS: DEVELOPMENTAL SVCS DIV	47	54.11	\$54,359.20	14.4	80.85	100.00
HHS: ELDERLY & ADULT SVCS DIV	81	52.28	\$59,895.91	13.8	87.65	98.77
HHS: GLENCLIFF HOME	153	45.99	\$43,156.23	9.8	74.51	99.35
HHS: HUMAN SERVICES DIV	706	44.56	\$53,325.71	11.45	72.38	98.87
HHS: MEDICAID & BUS POLICY OFC	45	51.44	\$76,254.06	14.36	86.67	95.56
HHS: NH HOSPITAL	521	46.43	\$51,282.33	10.67	63.53	98.46
HHS: PUBLIC HEALTH DIV	228	49.19	\$59,208.79	10.78	76.32	99.12
HHS: TRANSITIONAL ASSIST DIV	417	43.48	\$43,962.27	8.26	90.17	99.04
INFORMATION TECHNOLOGY DEPT	326	51.7	\$72,204.57	12.83	37.42	98.16
INSURANCE DEPT	73	53.82	\$74,373.14	10.6	63.01	89.04
JUSTICE DEPT	135	48.85	\$67,567.85	10.16	62.96	57.04
LABOR DEPT	71	51.83	\$50,014.17	12.21	73.24	94.37
LIQUOR COMMISSION	316	45.43	\$45,931.34	8.58	56.01	96.84
LOTTERY COMMISSION	57	45.95	\$50,268.43	10.95	66.67	92.98
POLICE STDS & TRAINING COUNCIL	21	50.67	\$63,340.73	13.9	33.33	4.76
PROF LICENSURE & CERT OFFICE	61	53.98	\$50,872.44	10.31	80.33	91.80
PUBLIC UTILITIES COMMISSION	74	55.18	\$72,400.30	11.93	48.65	10.81
RESOURCES - ECON DEVEL DEPT OF	218	48.06	\$51,101.14	11.62	40.83	93.58
REVENUE ADMINISTRATION DEPT	133	47.84	\$57,156.91	13.32	71.43	96.99
SAFETY DEPT	1013	44.49	\$57,119.79	11.15	46.69	98.42
STATE DEPT	68	54.35	\$54,207.68	14.76	52.94	20.59

**Employee Statistics by Agency
With 10 or More Employees (Continued)
Fiscal Year 2017**

Agency	F/T Employees (all types)	Avg Age	Avg Salary	Avg. Yrs Of Service	% Female	% Union Rep
TRANSPORTATION DEPT	1504	47.4	\$47,085.01	12.79	17.15	98.67
TREASURY DEPT	21	49.43	\$62,069.78	11.48	66.67	85.71
VETERANS HOME	325	45.83	\$46,495.78	7.54	81.23	97.85

*Includes classified, unclassified, and non-classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months as of June 30th. Salary includes base pay only. Overtime and longevity pay are excluded. Excludes up to 33 classified full-time employees that did not meet any criteria for this report.

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Compensation

Average Salary By Agency* - Fiscal Year 2017

AGENCY	2013	2014	2015	2016	2017
ADJUTANT GENERAL'S DEPT	\$40,148.69	\$41,715.84	\$45,000.18	\$46,471.98	\$45,029.13
ADMINISTRATIVE SERVICES DEPT	\$47,217.56	\$48,190.49	\$50,802.74	\$53,105.40	\$54,931.43
AGRICULT, MARKETS & FOOD DEPT	\$44,304.00	\$44,731.61	\$47,262.22	\$48,022.23	\$48,914.74
BANKING DEPT	\$54,135.80	\$53,558.27	\$58,551.37	\$61,924.30	\$60,521.18
CORRECTIONS DEPT	\$49,451.76	\$50,090.50	\$51,688.19	\$53,385.00	\$53,161.97
CULTURAL RESOURCES DEPT	\$45,633.63	\$46,891.00	\$50,133.11	\$49,444.50	\$49,168.74
DEVELOPMENT DISABILITIES CNCL	\$63,745.50	\$66,387.75	\$69,400.50	\$67,187.25	\$70,131.75
EDUCATION DEPT	\$47,733.52	\$48,966.35	\$51,643.68	\$52,996.32	\$53,839.82
EMPLOYMENT SECURITY DEPT	\$43,175.99	\$43,526.19	\$46,427.10	\$47,994.30	\$48,999.00
ENVIRONMENTAL SERVICES DEPT	\$57,351.68	\$58,881.51	\$61,616.57	\$62,686.54	\$63,949.93
EXECUTIVE DEPT	\$47,412.63	\$47,529.63	\$52,068.55	\$52,263.00	\$51,148.50
FISH AND GAME DEPT	\$47,982.00	\$49,192.49	\$51,884.15	\$53,216.13	\$54,247.65
HHS: ADMIN ATTACHED BOARDS**	\$41,637.82	\$45,411.49	\$49,970.52	N/A	N/A
HHS: BEHAVIORAL HEALTH DIV	\$58,041.98	\$57,018.00	\$61,905.07	\$59,775.59	\$56,974.78
HHS: CHILDREN AND YOUTH**	\$37,849.50	\$56,335.50	N/A	N/A	N/A
HHS: COMM-BASED CARE SVCS DIV	\$50,022.18	\$53,801.35	\$58,662.16	\$58,608.79	\$61,383.21
HHS: COMMISSIONER'S OFFICE	\$51,327.30	\$52,136.63	\$55,862.71	\$56,851.04	\$59,095.34
HHS: DEVELOPMENTAL SVCS DIV	\$47,898.95	\$49,573.99	\$51,137.17	\$51,559.84	\$54,359.20
HHS: ELDERLY & ADULT SVCS DIV	\$49,512.41	\$50,821.31	\$53,664.46	\$56,594.57	\$62,889.47
HHS: GLENCLIFF HOME	\$38,208.26	\$39,213.08	\$41,215.77	\$41,696.64	\$42,727.72
HHS: HUMAN SERVICES DIV	\$48,686.75	\$48,950.17	\$51,139.19	\$52,005.84	\$53,034.20
HHS: JUVENILE JUSTICE SERV	\$48,394.13	\$51,396.54	\$59,155.20	\$62,878.40	\$64,105.60
HHS: MEDICAID & BUS POLICY OFC	\$59,160.71	\$60,064.46	\$66,253.25	\$69,590.34	\$70,803.97
HHS: NH HOSPITAL	\$43,944.18	\$44,356.58	\$45,821.87	\$48,521.11	\$49,603.37
HHS: PUBLIC HEALTH DIV	\$51,810.99	\$52,259.31	\$55,946.84	\$57,150.05	\$58,250.02
HHS: TRANSITIONAL ASSIST DIV	\$38,972.24	\$38,586.65	\$40,733.53	\$42,060.70	\$43,363.46
HIGHWAY SAFETY AGCY OF**	\$52,934.70	\$48,681.75	\$51,987.00	N/A	N/A
HUMAN RIGHTS COMMISSION	\$53,956.50	\$50,329.50	\$52,065.00	\$54,954.25	\$54,164.50
INFORMATION TECHNOLOGY DEPT	\$64,086.38	\$65,324.48	\$68,805.86	\$70,356.56	\$71,247.56
INSURANCE DEPT	\$60,752.59	\$61,012.53	\$64,694.39	\$66,973.05	\$68,881.27
JOINT BOARD OF LICENSUR – CERT**	\$42,417.14	\$43,318.29	\$47,720.48	N/A	N/A
JUDICIAL COUNCIL	\$31,414.50	\$33,501.00	\$37,293.75	\$38,961.00	\$37,352.25
JUSTICE DEPT	\$44,825.37	\$44,962.52	\$46,628.15	\$47,898.55	\$48,448.61
LABOR DEPT	\$42,477.84	\$43,212.05	\$45,478.05	\$46,740.42	\$48,297.39
LIQUOR COMMISSION	\$39,834.19	\$39,723.78	\$42,367.67	\$44,035.64	\$44,855.61
LOTTERY COMMISSION	\$41,344.18	\$44,414.96	\$44,666.89	\$49,448.45	\$48,631.57
PEASE DEVELOPMENT AUTHORITY	\$49,115.52	\$52,312.19	\$49,279.62	\$50,273.86	\$49,915.32
POLICE STDS & TRAINING COUNCIL	\$56,940.14	\$56,799.53	\$57,992.93	\$66,164.39	\$58,577.13
PROF LICENSURE & CERT OFFICE**	N/A	N/A	N/A	\$49,463.47	\$50,084.88
PUBLIC EMPLOYEE LABOR REL BRD	\$51,865.13	\$56,186.65	\$58,739.20	\$60,963.18	\$63,541.08
PUBLIC UTILITIES COMMISSION	\$60,512.34	\$61,198.50	\$65,167.48	\$65,285.71	\$67,463.33
RACING CHARITABLE GAMING COMM**	\$49,760.36	\$52,645.13	\$56,075.07	N/A	N/A
REAL ESTATE COMMISSION**	\$36,084.75	\$36,842.00	\$36,429.90	N/A	N/A

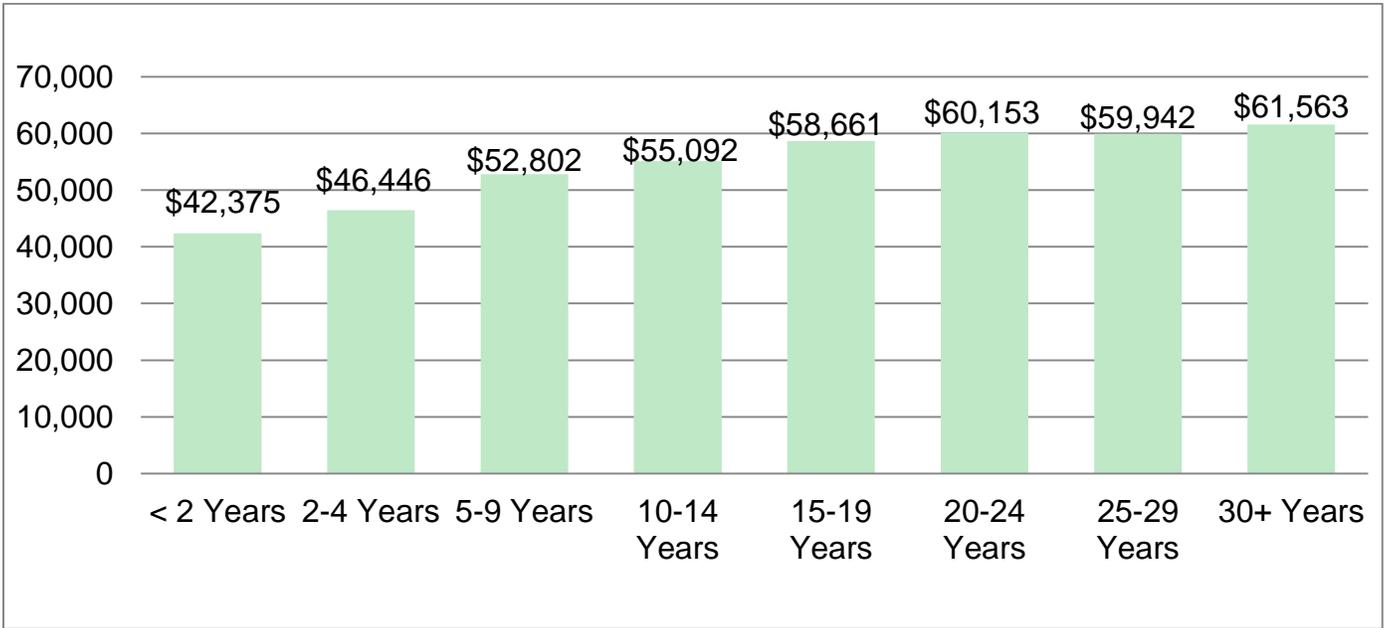
**Average Salary By Agency*(Continued)
Fiscal Year 2017**

AGENCY	2013	2014	2015	2016	2017
RESOURCES - ECON DEVEL DEPT OF	\$44,736.10	\$45,690.99	\$48,302.48	\$48,997.88	\$49,667.88
REVENUE ADMINISTRATION DEPT	\$46,660.45	\$45,356.82	\$48,434.52	\$48,750.54	\$49,605.79
SAFETY DEPT	\$49,513.54	\$51,037.23	\$53,872.88	\$54,841.46	\$56,103.88
STATE DEPT	\$40,934.87	\$43,088.84	\$45,701.95	\$46,115.37	\$54,315.51
TAX AND LAND APPEALS BOARD	\$56,316.00	\$58,724.25	\$62,024.63	\$63,272.63	\$62,658.38
TRANSPORTATION DEPT	\$41,468.57	\$42,603.41	\$44,454.41	\$45,196.45	\$46,382.19
TREASURY DEPT	\$43,279.03	\$44,784.19	\$47,598.11	\$49,143.66	\$52,043.06
VETERANS HOME	\$39,615.69	\$40,221.43	\$41,813.85	\$44,397.63	\$46,123.04
VETERANS SERVICES OFFICE	\$42,475.88	\$37,787.75	\$40,504.75	\$42,646.50	\$42,799.71

*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months as of June 30th; excludes up to 33 classified employees that did not meet a defined category.
Salary includes base pay only. Overtime and longevity pay are excluded.

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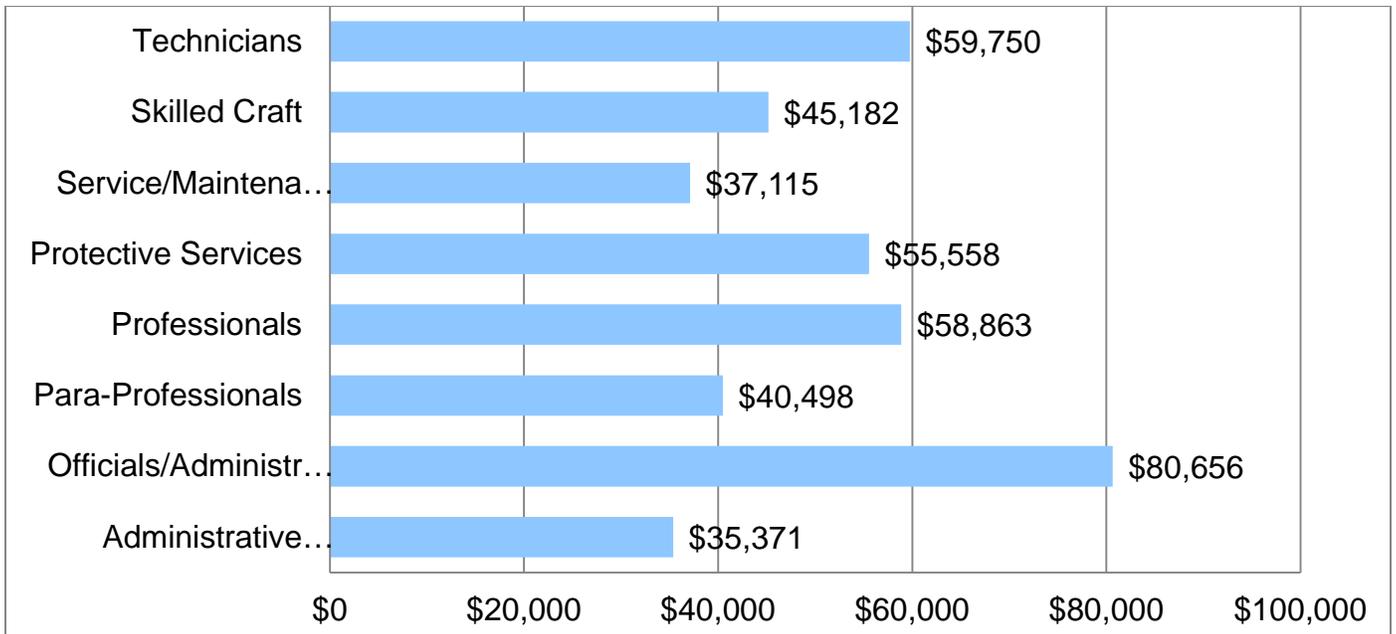
Average Salary By Years of Service Fiscal Year 2017



*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months as of June 30th; excludes up to 33 employees that did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded.

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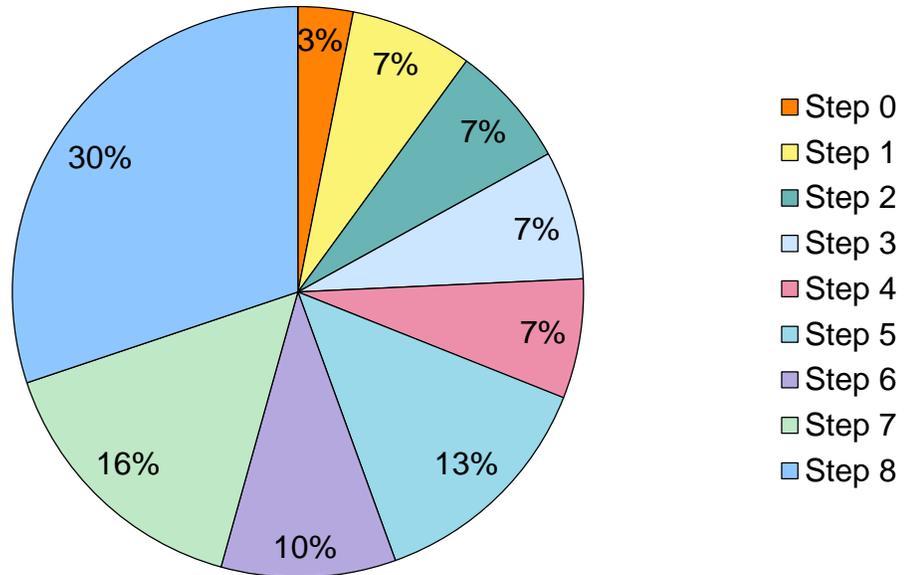
Average Salary by EEO Category* Fiscal Year 2017



*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months as of June 30th; excludes up to 33 employees that did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded.

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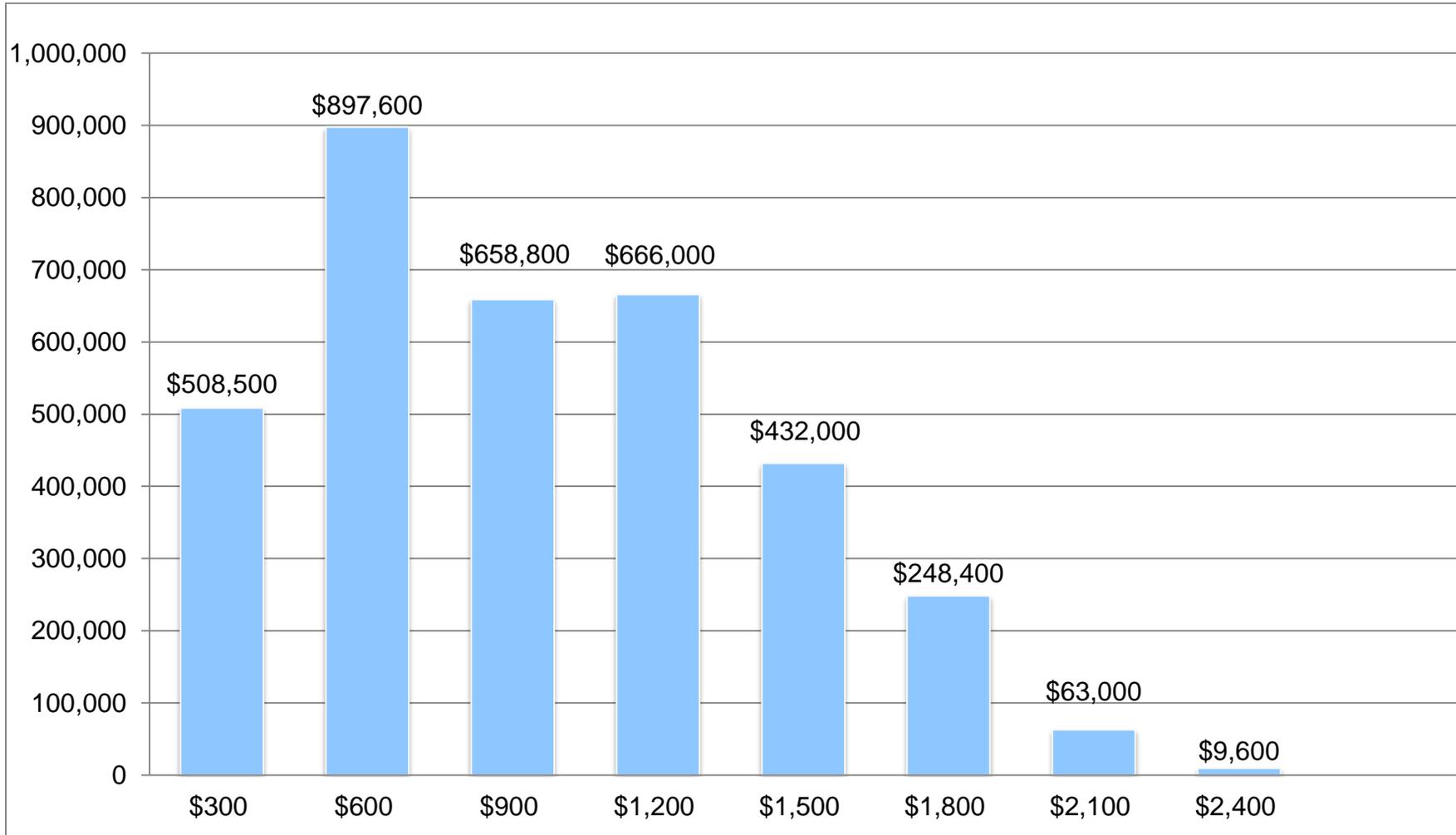
Distribution of Employees by Labor Grade Step Fiscal Year 2017



Pay Step	Number Of Employees
Step 1	630
Step 2	632
Step 3	663
Step 4	618
Step 5	1,222
Step 6	899
Step 7	1,411
Step 8	2,746
Total	8,821

*Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than six months as of June 30th; excludes up to 33 employees that did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded. Total does not include 283 employees with salary enhancements

Cost of Longevity* Fiscal Year 2017

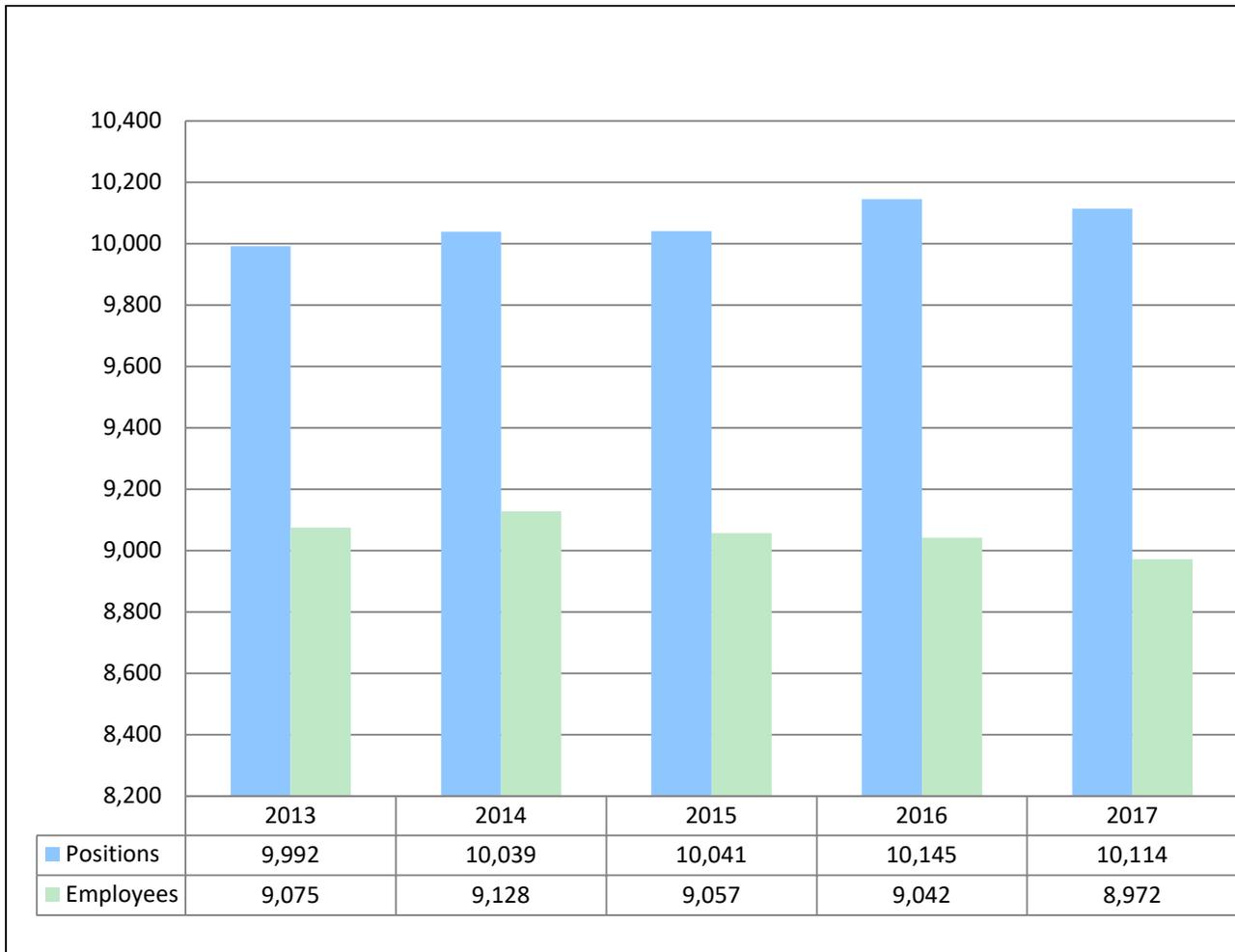


*Includes classified, unclassified, non-classified, full-time permanent, full-time temporary and full-time seasonal employees working more than six months as of December 31, 2016
 Employees receive \$300 a year bonus pay in mid-November for 10-14 years of service and an additional \$300 a year for each 5 years of service beyond 10 years. 49% of the state workforce received a longevity payment in fiscal year 2017.

Section Four

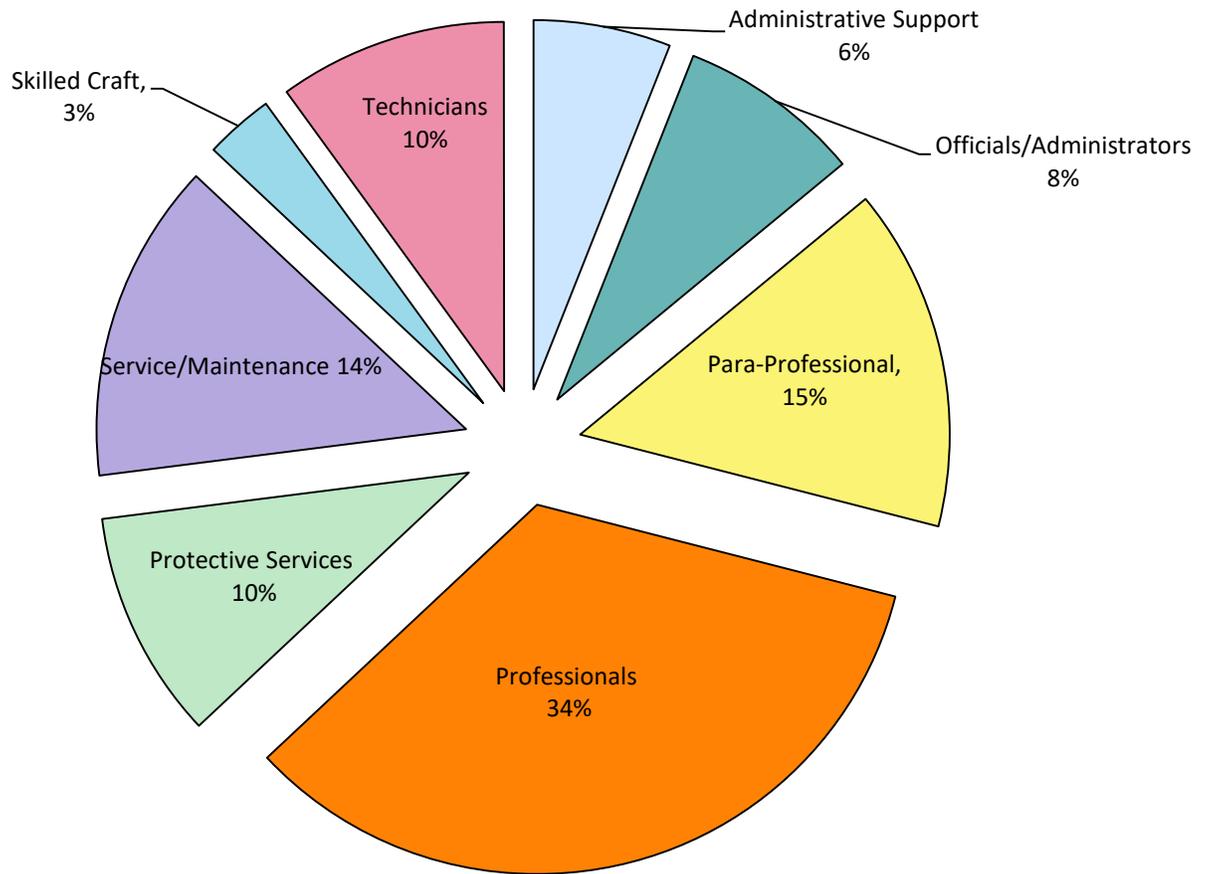
Position Statistics

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



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Positions by Occupation Group* Fiscal Year 2017



Occupational Group	Number of Positions	% Vacant**
Administrative Support	612	13%
Officials/Administrators	843	10%
Para-Professional	1,576	13%
Professionals	3,566	14%
Protective Services	1,047	12%
Service/Maintenance	1,479	11%
Skilled Craft	294	9%
Technicians	989	13%
Total	10,406	12%

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

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

Classified Full-Time Permanent Positions by Agency Five Year History

AGENCY	2013	2014	2015	2016	2017
ADJUTANT GENERAL'S DEPT	132	135	135	135	135
ADMINISTRATIVE SERVICES DEPT	298	301	301	310	284
AGRICULT, MARKETS & FOOD DEPT	29	30	30	32	32
BANKING DEPT	51	51	51	52	52
CORRECTIONS DEPT	878	878	877	879	881
CULTURAL RESOURCES DEPT	54	54	54	54	53
DEVELOPMENT DISABILITIES CNCL	3	3	3	3	3
EDUCATION DEPT	276	280	280	283	284
EMPLOYMENT SECURITY DEPT	277	274	274	265	266
ENVIRONMENTAL SERVICES DEPT	467	467	467	467	468
EXECUTIVE DEPT	14	15	15	16	16
FISH AND GAME DEPT	187	187	187	190	190
HHS: ADMIN ATTACHED BOARDS	35	36	36	0	0
HHS: BEHAVIORAL HEALTH DIV	28	27	24	47	43
HHS: COMM-BASED CARE SVCS DIV	27	24	27	23	22
HHS: COMMISSIONER'S OFFICE	324	319	377	380	378
HHS: DEVELOPMENTAL SVCS DIV	55	53	53	53	54
HHS: ELDERLY & ADULT SVCS DIV	113	108	90	85	83
HHS: GLENCLIFF HOME	171	168	168	168	168
HHS: HUMAN SERVICES DIV	756	749	735	742	764
HHS: JUVENILE JUSTICE SERV	1	1	1	0	0
HHS: MEDICAID & BUS POLICY OFC	41	48	47	38	47
HHS: NH HOSPITAL	579	569	561	573	574
HHS: PUBLIC HEALTH DIV	264	254	255	252	246
HHS: TRANSITIONAL ASSIST DIV	421	458	441	473	429
HIGHWAY SAFETY AGCY OF	5	5	5	0	0
HUMAN RIGHTS COMMISSION	6	7	7	7	7
INFORMATION TECHNOLOGY DEPT	346	346	346	348	356
INSURANCE DEPT	65	67	67	70	70
JOINT BOARD OF LICENSUR - CERT	15	16	16	0	0
JUDICIAL COUNCIL	2	2	2	2	2
JUSTICE DEPT	54	54	54	55	56
LABOR DEPT	91	92	92	92	92
LIQUOR COMMISSION	294	297	297	313	316
LOTTERY COMMISSION	45	45	45	62	62
PEASE DEVELOPMENT AUTHORITY	6	6	6	6	6
POLICE STDS & TRAINING COUNCIL	20	20	20	20	20
PROF LICENSURE & CERT OFFICE	0	0	0	59	59
PUBLIC EMPLOYEE LABOR REL BRD	4	4	4	4	4
PUBLIC UTILITIES COMMISSION	68	68	68	68	69
RACING CHARITABLE GAMING COMM	16	16	16	0	0

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

AGENCY	2013	2014	2015	2016	2017
REAL ESTATE COMMISSION	6	6	6	0	0
RESOURCES – ECON DEVEL DEPT OF	197	203	204	205	207
REVENUE ADMINISTRATION DEPT	122	124	123	120	120
SAFETY DEPT	1059	1077	1077	1083	1081
STATE DEPT	67	70	70	70	70
TAX AND LAND APPEALS BOARD	5	5	5	5	5
TRANSPORTATION DEPT	1632	1632	1632	1631	1634
TREASURY DEPT	17	17	17	17	17
VETERANS HOME	366	366	366	381	382
VETERANS SERVICES OFFICE	5	7	7	7	7
TOTAL	9994	10041	10041	10145	10114

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

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Full-Time Temporary Positions by Agency Five Year History

AGENCY	2013	2014	2015	2016	2017
ADMINISTRATIVE SERVICES DEPT	12	19	23	11	11
AGRICULT, MARKETS & FOOD DEPT	2	2	2	0	0
CORRECTIONS DEPT	5	5	5	0	0
EDUCATION DEPT	6	9	12	5	8
EMPLOYMENT SECURITY DEPT	27	33	37	28	26
ENVIRONMENTAL SERVICES DEPT	0	5	5	5	6
FISH AND GAME DEPT	0	1	3	6	8
HHS: ADMIN ATTACHED BOARDS	0	1	1	0	0
HHS: BEHAVIORAL HEALTH DIV	0	0	0	1	1
HHS: COMM-BASED CARE SVCS DIV	5	5	5	0	1
HHS: COMMISSIONER'S OFFICE	3	3	4	7	7
HHS: HUMAN SERVICES DIV	4	4	4	15	15
HHS: NH HOSPITAL	55	55	92	43	43
HHS: PUBLIC HEALTH DIV	0	0	8	13	23
HHS: TRANSITIONAL ASSIST DIV	0	35	39	1	27
INFORMATION TECHNOLOGY DEPT	0	0	0	1	2
JUSTICE DEPT	1	3	4	4	4
LIQUOR COMMISSION	7	19	29	24	26
LOTTERY COMMISSION	0	0	0	1	1
PROF LICENSURE & CERT OFFICE	0	0	0	2	2
RESOURCES – ECON DEVELP DEPT OF	32	36	38	36	32
SAFETY DEPT	3	1	1	11	14
STATE DEPT	10	12	12	3	3
TRANSPORTATION DEPT	21	21	21	26	165
VETERANS HOME	0	5	6	17	28
Total	193	274	351	260	537

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

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Full-Time Seasonal Positions by Agency Five Year History

AGENCY	2013	2014	2015	2016	2017
SAFETY DEPT	0	0	0	0	84
FISH AND GAME DEPT	2	3	3	3	3
ENVIRONMENTAL SERVICES DEPT	39	43	43	46	46
RESOURCES – ECON DEVEL DEPT OF	562	570	595	628	649
Total	603	616	641	677	782

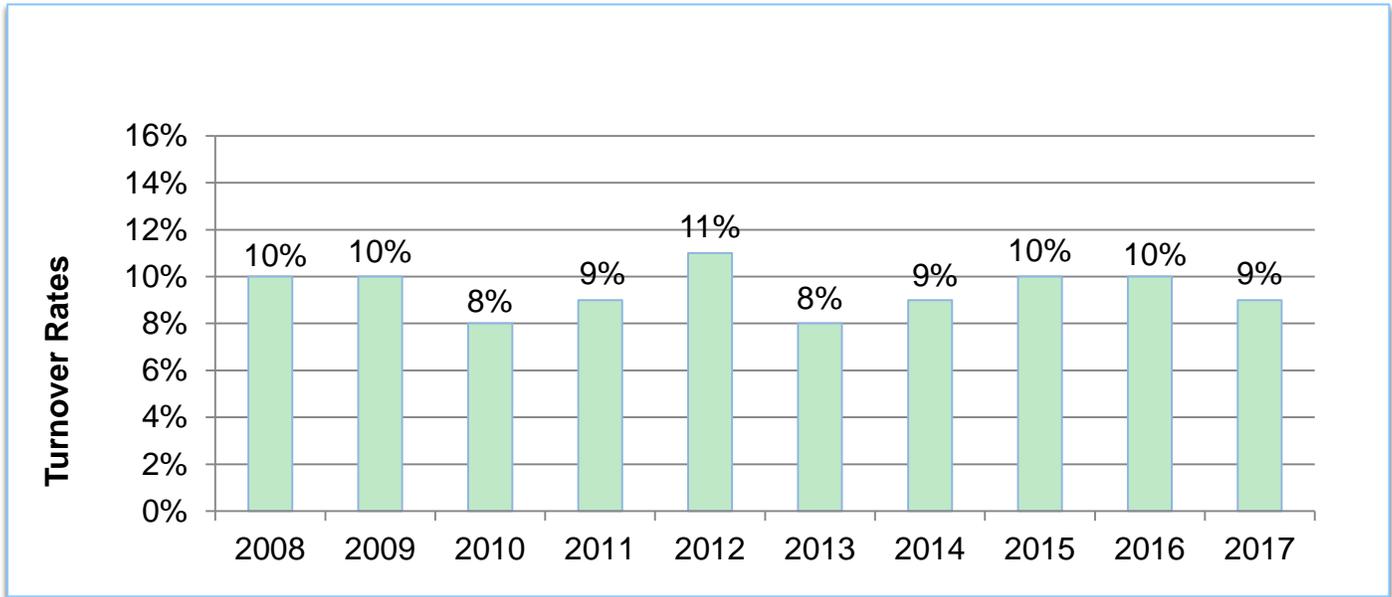
*Includes both filled and vacant classified full-time seasonal positions as of June 30th of each fiscal year

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Section Five

Turnover and Separation from Service

TURNOVER
Separations from Classified Service
10 Year History and Highest Classes



Turnover of Classified Employees*
FY 2017 Statewide Turnover Rate = 9%

Job Classifications with 50 or more Full-Time Employees With Turnover Rates Greater or Equal to State Average Rate (From data on 818 out of 947 Separations in FY 17)	Turnover Rate for FY 2017
Licensed Nursing Assistant II 8/80	22%
Telecommunications Specialist	18%
Highway Maintainer I	17%
Mental Health Worker Trainee	15%
Registered Nurse II	13%
Child Protective Services Worker III	13%
Highway Maintainer II	12%
Mental Health Worker II	12%
Licensed Nursing Assistant III 8/80	12%
Administrator II	11%
Administrator IV	10%
Family Services Specialist I	9%
Licensed Nursing Assistant II	9%

*Turnover is calculated by using the actual number of full-time separations from state government divided by the number of positions as of June 30 in that fiscal year. Movement within and between state agencies is not considered turnover for the purposes of this report. *Includes classified full-time permanent and full-time temporary positions (both > and < 6 months) and employee separations for classified full-time permanent and full-time temporary working more than six months.

Turnover Rates by Agency* Fiscal Year 2017

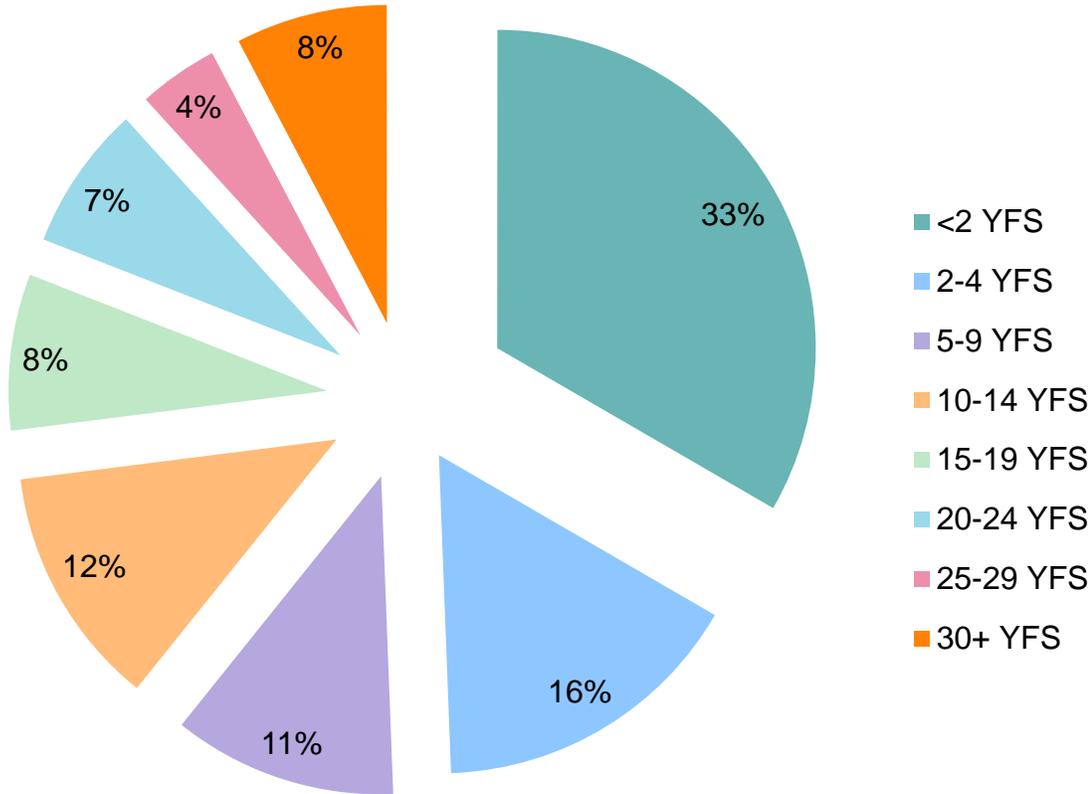
AGENCY	# of Separations	# of Positions	Turnover Rate
ADJUTANT GENERAL'S DEPT	11	135	8%
ADMINISTRATIVE SERVICES DEPT	20	295	7%
AGRICULT, MARKETS & FOOD DEPT	4	32	13%
BANKING DEPT	4	52	8%
CORRECTIONS DEPT	81	881	9%
CULTURAL RESOURCES DEPT	3	53	6%
DEVELOPMENT DISABILITIES CNCL	0	3	0%
EDUCATION DEPT	35	292	12%
EMPLOYMENT SECURITY DEPT	19	292	7%
ENVIRONMENTAL SERVICES DEPT	27	473	6%
EXECUTIVE DEPT	1	16	6%
FISH AND GAME DEPT	8	195	4%
HHS: BEHAVIORAL HEALTH DIV	5	44	11%
HHS: COMM-BASED CARE SVCS DIV	1	23	4%
HHS: COMMISSIONER'S OFFICE	29	384	8%
HHS: DEVELOPMENTAL SVCS DIV	9	54	17%
HHS: ELDERLY & ADULT SVCS DIV	6	83	7%
HHS: GLENCLIFF HOME	19	168	11%
HHS: HUMAN SERVICES DIV	72	779	9%
HHS: MEDICAID & BUS POLICY OFC	4	47	9%
HHS: NH HOSPITAL	94	617	15%
HHS: PUBLIC HEALTH DIV	29	269	11%
HHS: TRANSITIONAL ASSIST DIV	40	456	9%
HUMAN RIGHTS COMMISSION	2	7	29%
INFORMATION TECHNOLOGY DEPT	19	358	5%
INSURANCE DEPT	6	70	9%
JUDICIAL COUNCIL	1	2	50%
JUSTICE DEPT	5	60	8%
LABOR DEPT	8	92	9%
LIQUOR COMMISSION	33	342	10%
LOTTERY COMMISSION	7	63	11%
PEASE DEVELOPMENT AUTHORITY	1	6	17%
POLICE STDS & TRAINING COUNCIL	1	20	5%
PROF LICENSURE & CERT OFFICE	4	61	7%
PUBLIC EMPLOYEE LABOR REL BRD	0	4	0%
PUBLIC UTILITIES COMMISSION	5	69	7%
RESOURCES - ECON DEVEL DEPT OF	21	239	9%
REVENUE ADMINISTRATION DEPT	11	120	9%
SAFETY DEPT	86	1095	8%
STATE DEPT	3	73	4%
TAX AND LAND APPEALS BOARD	1	5	20%
TRANSPORTATION DEPT	158	1660	10%
TREASURY DEPT	0	17	0%
VETERANS HOME	52	393	13%
VETERANS SERVICES OFFICE	2	7	29%
TOTAL	947	10406	9%

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

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

Distribution of Separated Employees by Length of Service Fiscal Year 2017

(From data on 818 of 947 separations for FY 17)



*Distribution percentage is calculated as the number of employees that separated full-time in each length of service category divided by the total number of employees that separated from state service as of June 30 in that fiscal year.
*Includes classified full-time permanent employees and classified full-time temporary employees working more than six months.

Rate of Separation by Length of Service* Fiscal Year 2017

(From data on 818 of 947 separations for FY 17)

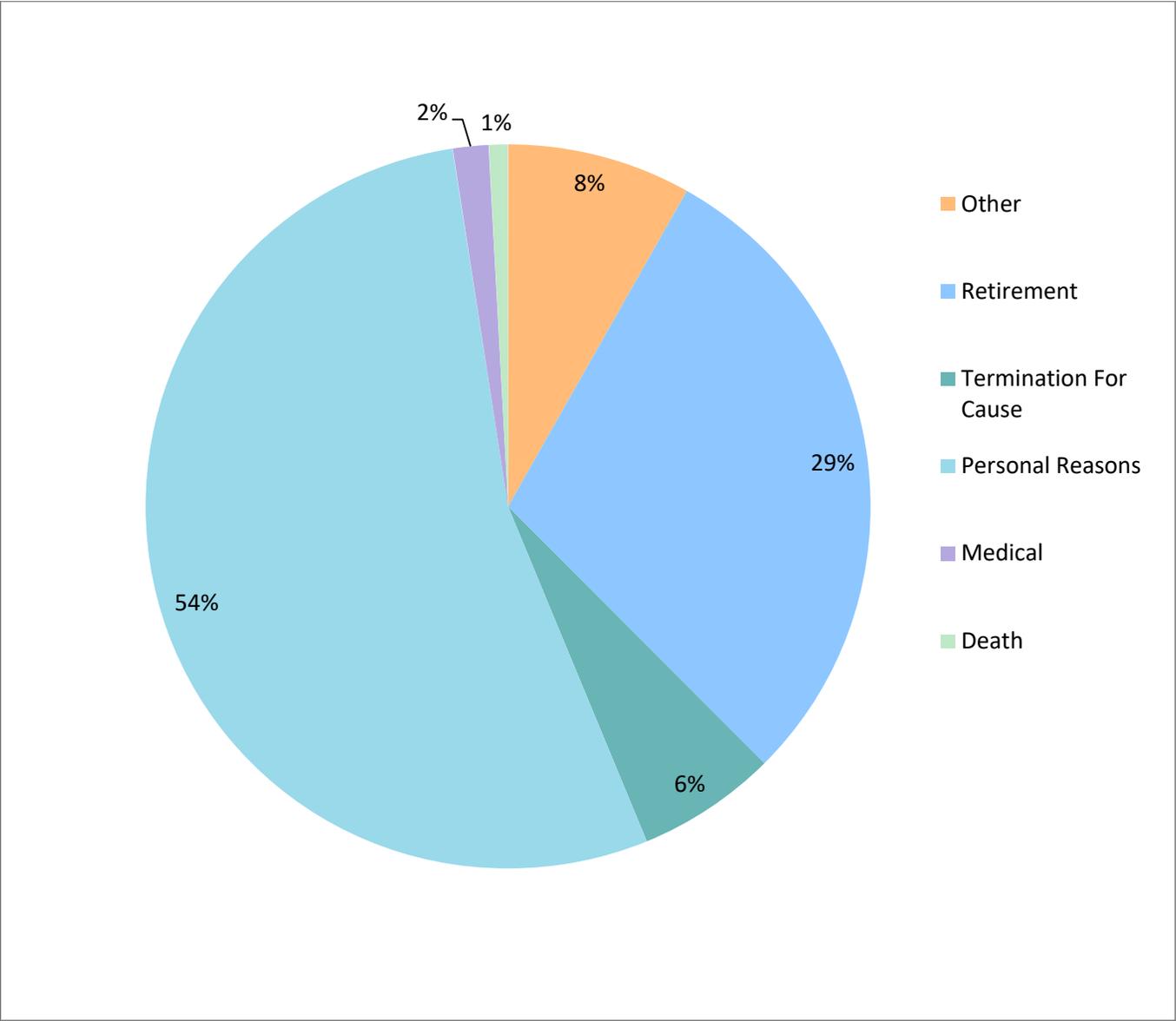
Length of Service (Years)	Number of Separations	Number of Employees	% Separated in FY 2017
< 2	273	1,531	18%
2 - 4	131	1,387	9%
5 - 9	93	1,415	7%
10 - 14	100	1,616	6%
15 - 19	65	1,463	4%
20 - 24	60	707	8%
25 - 29	33	506	7%
30+	63	479	13%

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

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

**Employee Separation from Service By Reason*
Fiscal Year 2017**

(From data on 818 of 947 separations in FY 17)



Section Six

Vacancy Reporting

**Vacancy Rate for Full-Time Positions* by Agency
Fiscal Year 2017**

AGENCY	# of Positions	# of Vacancies	Vacancy Rate (%)
ADJUTANT GENERAL'S DEPT	135	12	9%
ADMINISTRATIVE SERVICES DEPT	295	32	11%
AGRICULT, MARKETS & FOOD DEPT	32	3	9%
BANKING DEPT	52	12	23%
CORRECTIONS DEPT	881	123	14%
CULTURAL RESOURCES DEPT	53	16	30%
DEVELOPMENT DISABILITIES CNCL	3	0	0%
EDUCATION DEPT	292	45	15%
EMPLOYMENT SECURITY DEPT	292	61	21%
ENVIRONMENTAL SERVICES DEPT	473	76	16%
EXECUTIVE DEPT	16	4	25%
FISH AND GAME DEPT	195	23	12%
HHS: BEHAVIORAL HEALTH DIV	44	6	14%
HHS: COMM-BASED CARE SVCS DIV	23	2	9%
HHS: COMMISSIONER'S OFFICE	384	54	14%
HHS: DEVELOPMENTAL SVCS DIV	54	7	13%
HHS: ELDERLY & ADULT SVCS DIV	83	5	6%
HHS: GLENCLIFF HOME	168	16	10%
HHS: HUMAN SERVICES DIV	779	74	9%
HHS: MEDICAID & BUS POLICY OFC	47	10	21%
HHS: NH HOSPITAL	617	102	17%
HHS: PUBLIC HEALTH DIV	269	41	15%
HHS: TRANSITIONAL ASSIST DIV	456	41	9%
HUMAN RIGHTS COMMISSION	7	1	14%
INFORMATION TECHNOLOGY DEPT	358	40	11%
INSURANCE DEPT	70	12	17%
JUDICIAL COUNCIL	2	1	50%
JUSTICE DEPT	60	1	2%
LABOR DEPT	92	23	25%
LIQUOR COMMISSION	342	26	8%
LOTTERY COMMISSION	63	6	10%
PEASE DEVELOPMENT AUTHORITY	6	1	17%
POLICE STDS & TRAINING COUNCIL	20	0	0%
PROF LICENSURE & CERT OFFICE	61	1	2%
PUBLIC EMPLOYEE LABOR REL BRD	4	0	0%
PUBLIC UTILITIES COMMISSION	69	3	4%
RESOURCES - ECON DEVEL DEPT OF	239	35	15%
REVENUE ADMINISTRATION DEPT	120	13	11%
SAFETY DEPT	1095	89	8%
STATE DEPT	73	19	26%
TAX AND LAND APPEALS BOARD	5	1	20%
TRANSPORTATION DEPT	1660	163	10%
TREASURY DEPT	17	1	6%
VETERANS HOME	393	71	18%
VETERANS SERVICES OFFICE	7	0	0%
Total	10406	1272	12%

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

*Vacancy Rate = Total number of vacancies divided by total number of positions

Vacant Full-Time Positions* on June 30, 2017 by Number of Days Vacant

AGENCY	# of Vacancies with Date	# Vacant <=30 Days	# Vacant >30-60 Days	# Vacant >60-90 Days	# Vacant >90-240 Days	> 240 Days
ADJUTANT GENERAL'S DEPT	12	1	2	2	3	4
ADMINISTRATIVE SERVICES DEPT	30	6	3	5	3	13
AGRICULT, MARKETS & FOOD DEPT	3	1	0	0	1	1
BANKING DEPT	11	0	1	2	2	6
CORRECTIONS DEPT	111	39	17	10	21	24
CULTURAL RESOURCES DEPT	8	1	0	0	2	5
DEVELOPMENT DISABILITIES CNCL	0	0	0	0	0	0
EDUCATION DEPT	40	7	3	5	9	16
EMPLOYMENT SECURITY DEPT	46	5	1	4	3	33
ENVIRONMENTAL SERVICES DEPT	52	7	6	9	8	22
EXECUTIVE DEPT	3	1	0	0	1	1
FISH AND GAME DEPT	18	7	0	0	0	11
HHS: BEHAVIORAL HEALTH DIV	6	0	0	1	4	1
HHS: COMM-BASED CARE SVCS DIV	2	1	0	0	0	1
HHS: COMMISSIONER'S OFFICE	51	6	3	6	11	25
HHS: DEVELOPMENTAL SVCS DIV	7	2	0	0	1	4
HHS: ELDERLY & ADULT SVCS DIV	5	0	1	2	0	2
HHS: GLENCLIFF HOME	16	0	4	4	2	6
HHS: HUMAN SERVICES DIV	73	12	9	10	14	28
HHS: MEDICAID & BUS POLICY OFC	10	0	2	0	3	5
HHS: NH HOSPITAL	100	8	12	10	40	30
HHS: PUBLIC HEALTH DIV	37	5	3	3	9	17
HHS: TRANSITIONAL ASSIST DIV	40	13	7	6	7	7
HUMAN RIGHTS COMMISSION	1	0	1	0	0	0
INFORMATION TECHNOLOGY DEPT	35	5	2	2	3	23
INSURANCE DEPT	11	1	2	0	2	6
JUDICIAL COUNCIL	1	1	0	0	0	0
JUSTICE DEPT	1	1	0	0	0	0
LABOR DEPT	18	1	3	2	1	11
LIQUOR COMMISSION	23	2	2	4	10	5
LOTTERY COMMISSION	4	0	0	0	3	1
PEASE DEVELOPMENT AUTHORITY	1	0	0	0	0	1
POLICE STDS & TRAINING COUNCIL	0	0	0	0	0	0
PROF LICENSURE & CERT OFFICE	1	0	0	1	0	0
PUBLIC EMPLOYEE LABOR REL BRD	0	0	0	0	0	0
PUBLIC UTILITIES COMMISSION	3	0	0	2	0	1
RESOURCES - ECON DEVEL DEPT OF	27	2	2	4	4	15
REVENUE ADMINISTRATION DEPT	13	4	2	0	3	4
SAFETY DEPT	84	21	11	14	15	23
STATE DEPT	13	0	1	0	0	12
TAX AND LAND APPEALS BOARD	0	0	0	0	0	0
TRANSPORTATION DEPT	160	34	23	22	30	51
TREASURY DEPT	1	0	0	1	0	0
VETERANS HOME	53	8	3	7	11	24
VETERANS SERVICES OFFICE	0	0	0	0	0	0
Total	1131	202	126	138	226	439

*Includes classified full-time permanent and full-time temporary positions expected to last more than six months. 141 vacant positions did not have a date they became vacant in the record and are excluded from this analysis.

**Vacant Positions on June 30, 2017 by
Number of Days Vacant by Position Type***

Positions	# of Vacancies with Date	# Vacant <= 30 Days	# Vacant >30=60 Days	# Vacant >60=90 Days	# Vacant >90=240 Days	> 240 Days
Full-Time	1003	196	124	125	191	367
Full-Time Temporary	128	6	2	13	35	72
Total	1131	202	126	138	226	439
% of Total		18%	11%	12%	20%	39%

*Includes classified full-time permanent and full-time temporary positions expected to last more than six months. 141 vacant positions did not have a date they became vacant in the record and are excluded from this analysis.

**Vacancy Rate On June 30, 2017
by Position Type***

Position	Number of Positions	Number of Vacancies	Vacancy Rate (%)
Full-Time	10114	1113	11%
Full-Time Temporary	292	159	54%
Total	10406	1272	12%

*Includes classified full-time permanent and full-time temporary positions expected to last more than six months.
*Vacancy Rate = Total number of vacancies divided by total number of positions

Section Seven

Retirement Eligibility

Executive Branch - Group 1 Employees*
Estimate of Current and Future Eligibility for Retirement &
State Health Insurance Benefit
8,346 Employees

Based on Current Employees as of 9/19/2017				
As of July 1:	2017	% of Total Pop	2019	% of Total Pop
Eligible 65+ (with health ins ben)	201	2.4%	345	4.1%
Eligible 65+ (w/o health ins ben)	170	2.0%	297	3.6%
Eligible 60+ (with health ins ben)	537	6.4%	690	8.3%
Eligible 60+ (w/o health ins ben)	282	3.4%	334	4.0%
Early Eligible - 70 rule (with health ins ben)	321	3.8%	391	4.7%
Early Eligible - 70 rule (w/o health ins ben)	734	8.8%	709	8.5%
Early Eligible - 50-59 (with health ins ben)	0	0.0%	0	0.0%
Early Eligible - 50-59 (w/o health ins ben)	984	11.8%	976	11.7%
Total Eligible	3,229	38.7%	3,742	44.8%
"Likely to Retire" 65+ or 60+ with health ins ben	908	10.9%	1,332	16.0%
<p>*Includes full-time and full-time temporary classified, unclassified, and non-classified employees expected to work more than 6 months. Employees are counted in only the first eligibility group that they qualify for top-to-bottom, even if they qualify under more than category (e.g., employees who qualify under both Early Eligibility Rules are only counted in the "70 Rule" category).</p>				

Executive Branch - Group 1 Employees*
Estimate of Current Eligibility for Retirement By Agency as of July 1, 2017
8,346 Employees
Based on Current Employees as of 9/19/2017

Agency	% Eligible 65+	% Eligible 60+ & hired before 7/1/03	% Eligible 60+ & hired before 7/1/11	% Eligible 70 Rule	% Early Eligible 50-59	Total % Eligible	% "Likely"
Adjutant General's Dept	5%	5%	9%	17%	14%	49%	9%
Administrative Services Dept	5%	6%	4%	12%	14%	41%	11%
Agricult, Markets & Food Dept	10%	7%	0%	17%	17%	50%	17%
Banking Dept	0%	3%	0%	8%	13%	23%	3%
Bus & Econ Affairs Dept	8%	8%	6%	10%	8%	38%	15%
Corrections Dept	7%	8%	5%	9%	15%	45%	15%
Development Disabilities Cncl	0%	0%	0%	0%	50%	50%	0%
Education Dept	10%	8%	3%	10%	10%	40%	18%
Employment Security Dept	10%	8%	9%	16%	13%	56%	18%
Environmental Services Dept	3%	9%	3%	19%	12%	46%	12%
Executive Council	0%	0%	0%	0%	0%	0%	0%
Executive Dept	15%	3%	5%	3%	5%	31%	18%
Fish and Game Dept	3%	10%	3%	20%	6%	41%	13%
HHS: Behavioral Health Div	6%	6%	3%	20%	17%	51%	11%
HHS: Comm-Based Care Svcs Div	8%	15%	8%	8%	15%	54%	23%
HHS: Commissioner's Office	5%	8%	2%	16%	18%	50%	13%
HHS: Developmental Svcs Div	4%	11%	9%	17%	13%	53%	15%
HHS: Elderly & Adult Svcs Div	10%	10%	4%	6%	13%	43%	20%
HHS: Glenclyff Home	4%	5%	3%	6%	11%	28%	9%
HHS: Human Services Div	2%	5%	3%	12%	9%	30%	8%
HHS: Medicaid & Bus Policy Ofc	4%	6%	2%	23%	13%	49%	11%
HHS: NH Hospital	2%	6%	2%	12%	9%	31%	9%
HHS: Public Health Div	5%	9%	3%	7%	15%	39%	14%
HHS: Transitional Assist Div	3%	2%	3%	7%	10%	24%	4%
Human Rights Commission	0%	17%	0%	0%	0%	17%	17%
Information Technology Dept	4%	9%	3%	12%	21%	49%	13%
Insurance Dept	14%	11%	7%	4%	11%	47%	25%
Judicial Council	50%	0%	0%	0%	0%	50%	50%
Justice Dept	5%	6%	6%	9%	5%	31%	11%
Labor Dept	8%	8%	7%	6%	15%	45%	17%
Liquor Commission	2%	2%	2%	7%	12%	25%	4%
Lottery Commission	3%	5%	2%	12%	7%	29%	9%
Pease Development Authority	0%	33%	0%	0%	33%	67%	33%
Police Stds & Training Council	15%	15%	0%	15%	8%	54%	31%
Prof Licensure & Cert Office	12%	12%	5%	9%	3%	41%	24%
Public Employee Labor Rel Brd	0%	0%	0%	25%	25%	50%	0%
Public Utilities Commission	11%	16%	7%	5%	16%	54%	26%
Resources-Econ Devlp Dept	5%	10%	3%	13%	10%	40%	15%
Revenue Administration Dept	2%	4%	1%	17%	14%	38%	7%
Safety Dept	4%	5%	2%	12%	14%	37%	9%
State Dept	18%	10%	1%	7%	24%	61%	28%
Tax and Land Appeals Board	14%	43%	0%	0%	14%	71%	57%
Transportation Dept	3%	6%	3%	19%	10%	41%	9%
Treasury Dept	10%	5%	5%	10%	14%	43%	14%
Veterans Home	3%	4%	6%	3%	11%	27%	7%
Veterans Services Office	0%	14%	0%	0%	0%	14%	14%
TOTAL	4%	6%	3%	13%	12%	39%	11%

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

Executive Branch - Group 1 Employees*
Estimate of Future Eligibility for Retirement By Agency as of July 1, 2019
8,346 Employees
Based on Current Employees as of: 9/19/2017

Agency	% Eligible 65+	% Eligible 60+ & hired before 7/1/03	% Eligible 60+ & hired before 7/1/11	% Eligible 70 Rule	% Early Eligible 50-59	Total % Eligible	% "Likely"
Adjutant General's Dept	8%	7%	9%	16%	15%	55%	15%
Administrative Services Dept	9%	10%	5%	10%	13%	47%	19%
Agricult, Markets & Food Dept	10%	7%	3%	17%	20%	57%	17%
Banking Dept	0%	3%	0%	8%	15%	26%	3%
Bus & Econ Affairs Dept	15%	2%	4%	10%	10%	40%	17%
Corrections Dept	11%	10%	7%	9%	15%	53%	21%
Development Disabilities Cncl	0%	0%	0%	0%	50%	50%	0%
Education Dept	14%	9%	4%	9%	8%	43%	22%
Employment Security Dept	15%	13%	8%	13%	13%	63%	29%
Environmental Services Dept	6%	15%	4%	19%	8%	52%	21%
Executive Council	0%	0%	0%	0%	0%	0%	0%
Executive Dept	18%	3%	3%	3%	5%	31%	21%
Fish and Game Dept	5%	13%	4%	20%	8%	50%	18%
HHS: Behavioral Health Div	6%	14%	3%	17%	17%	57%	20%
HHS: Comm-Based Care Svcs	12%	19%	8%	4%	15%	58%	31%
HHS: Commissioner's Office	10%	9%	4%	18%	15%	56%	19%
HHS: Developmental Svcs Div	17%	9%	4%	15%	17%	62%	26%
HHS: Elderly & Adult Svcs Div	12%	12%	5%	7%	16%	52%	24%
HHS: Glenclyff Home	7%	7%	3%	9%	11%	36%	13%
HHS: Human Services Div	4%	6%	3%	13%	9%	35%	11%
HHS: Medicaid & Bus Policy	11%	6%	0%	26%	11%	53%	17%
HHS: NH Hospital	5%	8%	3%	12%	10%	38%	13%
HHS: Public Health Div	11%	7%	2%	9%	16%	44%	19%
HHS: Transitional Assist Div	5%	3%	4%	7%	10%	29%	8%
Human Rights Commission	0%	17%	0%	0%	17%	33%	17%
Information Technology Dept	9%	12%	4%	11%	20%	56%	21%
Insurance Dept	22%	7%	6%	7%	17%	58%	29%
Judicial Council	50%	0%	0%	0%	0%	50%	50%
Justice Dept	9%	8%	5%	9%	7%	39%	17%
Labor Dept	17%	6%	7%	7%	14%	51%	23%
Liquor Commission	3%	4%	3%	11%	11%	31%	7%
Lottery Commission	5%	3%	7%	14%	9%	38%	9%
Pease Development Authority	0%	33%	0%	0%	33%	67%	33%
Police Stds & Training Council	15%	23%	0%	23%	8%	69%	38%
Prof Licensure & Cert Office	21%	9%	5%	9%	14%	57%	29%
Public Employee Labor Rel	0%	0%	25%	25%	25%	75%	0%
Public Utilities Commission	21%	11%	4%	11%	13%	59%	32%
Resources – Econ Devel Dept	7%	11%	3%	15%	14%	49%	18%
Revenue Administration Dept	3%	8%	2%	20%	14%	47%	11%
Safety Dept	7%	7%	3%	12%	14%	44%	14%
State Dept	24%	13%	1%	9%	16%	64%	37%
Tax and Land Appeals Board	29%	29%	0%	0%	14%	71%	57%
Transportation Dept	6%	8%	4%	19%	10%	48%	14%
Treasury Dept	14%	5%	5%	10%	10%	43%	19%
Veterans Home	7%	4%	7%	3%	10%	30%	11%
Veterans Services Office	14%	0%	0%	0%	0%	14%	14%
TOTAL	8%	8%	4%	13%	12%	45%	16%

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

Executive Branch - Group 2 Employees*
Estimate of Current and Future Eligibility for Retirement &
State Health Insurance Benefit
1,093 Employees

Based on Current Employees as of: 9/19/2017				
As of July 1:	2017	% of Total Pop	2019	% of Total Pop
Eligible 45+ with 20+ years (with health ins ben)	95	8.7%	165	15.1%
Eligible 60+ (with health ins ben)	16	1.5%	35	3.2%
Total Eligible & "Likely"	111	10.2%	200	18.3%

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

Executive Branch - GROUP 2 Employees*
Estimate of Current Eligibility for Retirement as of July 1, 2017
1,093 Employees

Based on Current Employees as of: 9/19/2017			
Agency	Eligible 45+ 20+yfs (vested by 1/1/2012)	Eligible 60+ (vested by 1/1/2012)	Total
Adjutant General's Dept	3%	0%	3%
Corrections Dept	11%	3%	14%
Fish and Game Dept	13%	0%	13%
Liquor Commission	5%	0%	5%
Pease Development Authority	0%	0%	0%
Police Stds & Training Council	0%	0%	0%
Resources – Econ Devel Dept	38%	0%	38%
Safety Dept	4%	0%	4%
Total	9%	1%	10%

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

Executive Branch - GROUP 2 Employees*
Estimate of Future Eligibility for Retirement as of July 1, 2019
1,093 Employees

Based on Current Employees as of: 9/19/2017			
Agency	Eligible 45+ 20+yfs (vested by 1/1/2012)	Eligible 60+ (vested by 1/1/2012)	Total
Adjutant General's Dept	3%	0%	3%
Corrections Dept	17%	5%	22%
Fish and Game Dept	24%	3%	26%
Liquor Commission	11%	0%	11%
Pease Development Authority	0%	0%	0%
Police Stds & Training Council	14%	0%	14%
Resources – Econ Devel Dept	38%	0%	38%
Safety Dept	12%	0%	12%
Total	15%	3%	18%

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

Section Eight

Division of Personnel Work Activities

RECRUITMENT AND CERTIFICATION

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

- Developing and implementing recruitment strategies designed to increase the State's visibility and promote the State of New Hampshire as an employer of choice, including but not limited to social media campaigns, job and career fairs, and promoting the State's internship programs.
- Researching recruitment best practices and analyzing reports and studies to provide best practice guidance to agencies and human resource staff. Develops effective performance measures and reports to determine if recruitment strategies are meeting agency needs.
- Managing and coordinating all aspects of the Talent Acquisition module within NHFIRST including the creation of recruitment reports and oversight of the recruitment landing page. Advise, train and assist Section staff in the job posting process.
- Plans, develops, organizes and conducts training sessions to instruct agency human resource staff in certification requirements, hiring processes, and personnel rules to maintain consistency in the interpretation of recruitment and selection standards; audits agencies' assessments of applicant information to ensure consistency in the interpretation and evaluation of minimum qualifications and to adhere to statewide certification standards.
- Interviews and counsels job applicants regarding job vacancies, promotional opportunities, minimum skills required, and career aspirations in order to develop individual employability plans; composes counseling reports and statistical summaries of interviews conducted with applicants, employees, and managers within state agencies to record sources of information, dates of contact, results of inquiries, and recommended personnel actions.
- Provides expert consultation and technical assistance to professional staff in the Division of Personnel regarding proposed revisions to agency and statewide minimum qualification requirements; assists in the development of policy and procedural revisions based upon interpretations of new laws and executive orders in the area of recruitment and selection.

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

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

Job Postings by Agency Fiscal Year 2017

Agency	Internal Postings	External Postings	% of Full-Time Postings	% of Part-Time Postings	Total # Job Postings
Adjutant General's Department	24	21	91.1%	8.9%	45
Administrative Services Department	89	62	65.6%	34.4%	151
Agriculture Department	5	3	100%	0%	8
Banking Department	16	11	92.6%	7.4%	27
Boxing and Wrestling Commission	0	0	0%	0%	0
Corrections Department	115	53	89.3%	10.7%	168
Cultural Resources Department	4	4	100%	0%	8
Development Disabilities Council	2	2	0%	100%	4
Education Department	75	43	89.8%	10.2%	118
Employment Security	44	22	59%	41%	66
Environmental Services Department	94	52	92.5%	7.5%	146
Executive Department	6	3	88.9%	11.1%	9
Fish and Game Department	32	21	43.4%	56.6%	53
Health & Human Services Dept.	763	453	90.8%	9.2%	1,216
Human Rights Commission	5	4	33.3%	66.7%	9
Information Technology Department	77	57	94%	6%	134
Insurance Department	9	7	100%	0%	16
Judicial Council	1	0	100%	0%	1
Justice Department	19	7	92.3%	7.7%	26
Labor Department	13	6	73.7%	26.3%	19
Liquor Commission	160	33	69.4%	30.6%	193
Lottery Commission	18	5	91.3%	8.7%	23
Pease Development Authority	1	0	100%	0%	1
Prof Licensure and Cert. Office	19	8	63%	37%	27
Public Employee Relations Board	0	0	0%	0%	0
Public Utilities Commission	8	3	100%	0%	11
Resources & Econ. Dev. Dept.	53	35	61.4%	38.6%	88
Revenue Administration Dept.	32	16	100%	0%	48
Safety Department	228	119	61%	39%	347
State Department	2	1	100%	0%	3
Tax and Land Appeals Board	4	4	25%	75%	8
Transportation Department	398	186	92.5%	7.5%	584
Treasury Department	6	2	100%	0%	8
Veterans Home	63	46	56%	44%	109
Veterans Services Office	1	1	100%	0%	2
Other	5	5	100%	0%	10
Total	2,391	1,295	82.8%	17.2%	3,686

Note: The total of full-time postings in the State Online Recruitment System for FY 2017 = 3,053 and the total of part-time postings FY 2017 = 633.

Job Postings by Month Fiscal Year 2017

Month	Internal Postings	External Postings	% of Full-Time Postings	% of Part-Time Postings	Total # Job Postings
July	213	109	84.5%	15.5%	322
August	225	123	82.2%	17.9%	348
September	197	108	82.3%	17.7%	305
October	214	120	80.9%	19.1%	334
November	199	119	84.3%	15.7%	318
December	198	109	87.3%	12.7%	307
January	106	61	91%	9%	167
February	95	52	82.3%	17.7%	147
March	207	116	70.6%	29.4%	323
April	238	138	81.1%	18.9%	376
May	231	114	85%	15%	345
June	268	126	86%	14%	394
Total	2,391	1,295	82.8%	17.2%	3,686

Note: The total of full-time postings in the State Online Recruitment System for FY 2017 = 3,053 and the total of part-time postings FY 2017 = 633.

Job Postings by Occupational Category Fiscal Year 2017

Occupational Category	Internal Postings	External Postings	% of Full-Time Postings	% of Part-Time Postings	Total # Job Postings
Administrative Support	465	206	62.7%	27.3%	671
Enforcement Protection & Institution	270	119	86.9%	13.1%	389
Labor & Trade	429	249	81.1%	18.9%	678
Other	27	26	92.4%	7.6%	53
Professional & Managerial	1,059	606	90.7%	9.3%	1665
Technical	141	89	80.9%	19.1%	230
Total	2,391	1,295	82.8%	17.2%	3,686

Note: The total of full-time postings in the State Online Recruitment System for FY 2017 = 3,053 and the total of part-time postings FY 2017 = 633.

EMPLOYEE REDUCTION IN FORCE (RIF) LIST*

Effective July 1, 2015, the Legislature passed Chapter 276:5 relative to the rehiring of laid-off state employees. This legislation extended the definition of “laid-off employee” to include any state employee laid off between July 1, 2016 and June 30, 2017, 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 2017:

Action	Total
Individual Names Submitted to Personnel	2
Names Removed from RIF List:	
Placement to State Agencies	1
Recalled/Re-employed by Agency	1
Declined Placement Services	1
Governing Law Ended 7/1/2017	10
Total Number of Names Removed	13
Number of Full Time Vacant Positions Submitted by Agencies	272
Total Number of Positions Released	270
Names Remaining on RIF List	0
<p>*Note: The total number of names on the RIF List may include employees who have been re-employed on a continuing part-time basis at the agency from which they were originally laid off. Other names remaining on the RIF List may include individuals who have retired, are on Workers' Compensation, or have set their own limitations to re-employment as a full-time employee due to location, salary requirements or other personal reasons.</p> <p>*Note: Effective July 1, 2017 Chapter 276:5 is no longer in effect. As a result, the RIF List is no longer applicable after that date.</p>	

CLASSIFICATION SECTION

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

During Fiscal Year 2017, the Section reviewed and processed **9,747** position transactions submitted by agencies statewide in the NH FIRST system using the electronic forms and attachments for Request New Position and Request Position Update. This number represents 637 more transactions than the total reported for Fiscal Year 2016. In addition, many two-step transactions relating to employee pay and involving the Central HR Processing office were completed.

Mass Uploads: This year, the Section continued to use the mass upload method which was developed to load multiple position changes into the NH FIRST system by use of Excel spreadsheets, preventing the need for individual work unit requests to be submitted by agencies. This year 17 mass upload spreadsheets were created and processed.

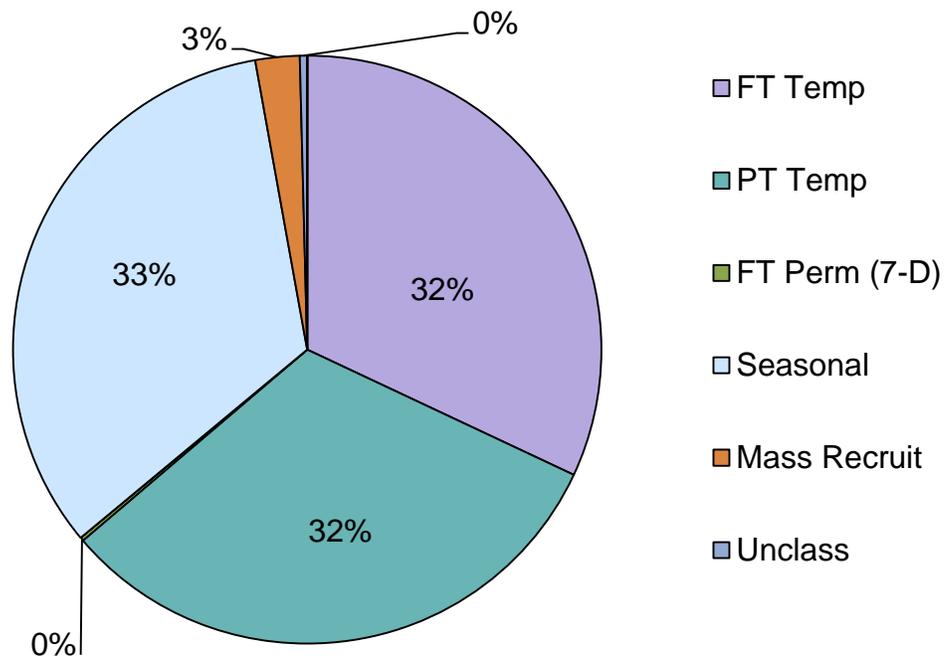
CLASS SPECIFICATION REVISIONS

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 processed upwards of **233** class specifications for revision. This is an increase of 138 revisions completed as compared with last year. The addition of a Classification Intern toward the end of the Fiscal Year increased the number of revisions made. For example, the Intern undertook a major project to update the standard language under Education on all class specifications listing high school, to eliminate reference to "G.E.D." and to substitute with the more accurate "high school equivalency credential". In addition, the Intern standardized the language of driver's license and similar requirements on all class specifications, in consultation with state agencies.

REQUEST NEW POSITION

This Fiscal Year, the Section reviewed and approved **293** Request New Position work units to create new positions, and established **201** additional positions via mass upload (an increase of 35 over last year), for a total of **494** new positions. In the chart shown below, while some totals were lower than those reported last year, there was a significant increase of 70 additional full-time temporary positions established. The low number of full-time permanent 7-D positions is explained in that this year was the first year of the 7-D process, in which agencies make their initial requests for new full-time permanent positions. Next year, the approved positions will be established and reported in the Annual Report.

**New Positions Established – All Categories
Fiscal Year 2017**

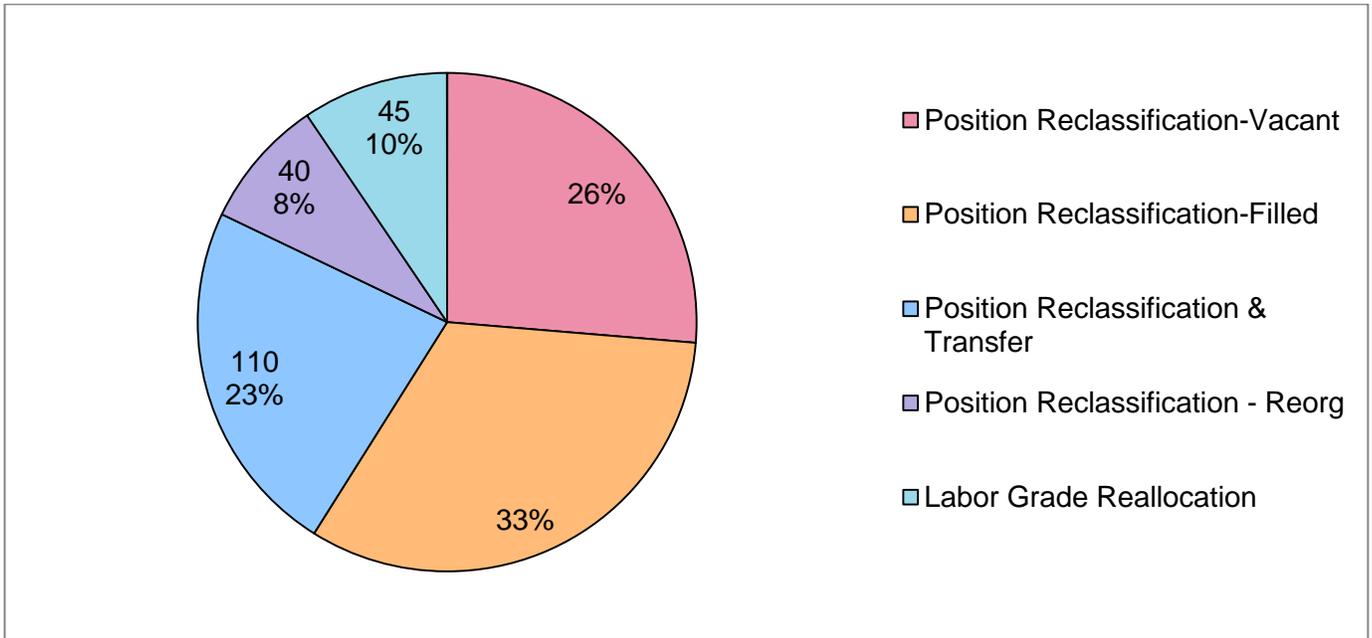


FT Temporary	PT Temporary	FT Permanent (7-D)	FT Permanent (Other)	
158	157	1	0	
Seasonal	Mass Recruitment	Unclassified	Non-Classified	Total Established
164	12	2	0	494

REQUEST POSITION UPDATE

Position transactions must be completed first in the NH FIRST system, before certain payroll and recruitment transactions can be submitted. This makes it critical that position changes be submitted, reviewed and approved promptly and correctly. During Fiscal Year 2017, the Section processed **637** more Request Position Update requests than it did in Fiscal Year 2016, impacting the total number of transactions.

Reclassifications and Labor Grade Reallocations Fiscal Year 2017



Action	Number
Position Reclassification-Vacant	125
Position Reclassification-Filled	155
Position Reclassification & Transfer	110
Position Reclassification-Reorganization	40
Labor Grade Reallocation	45

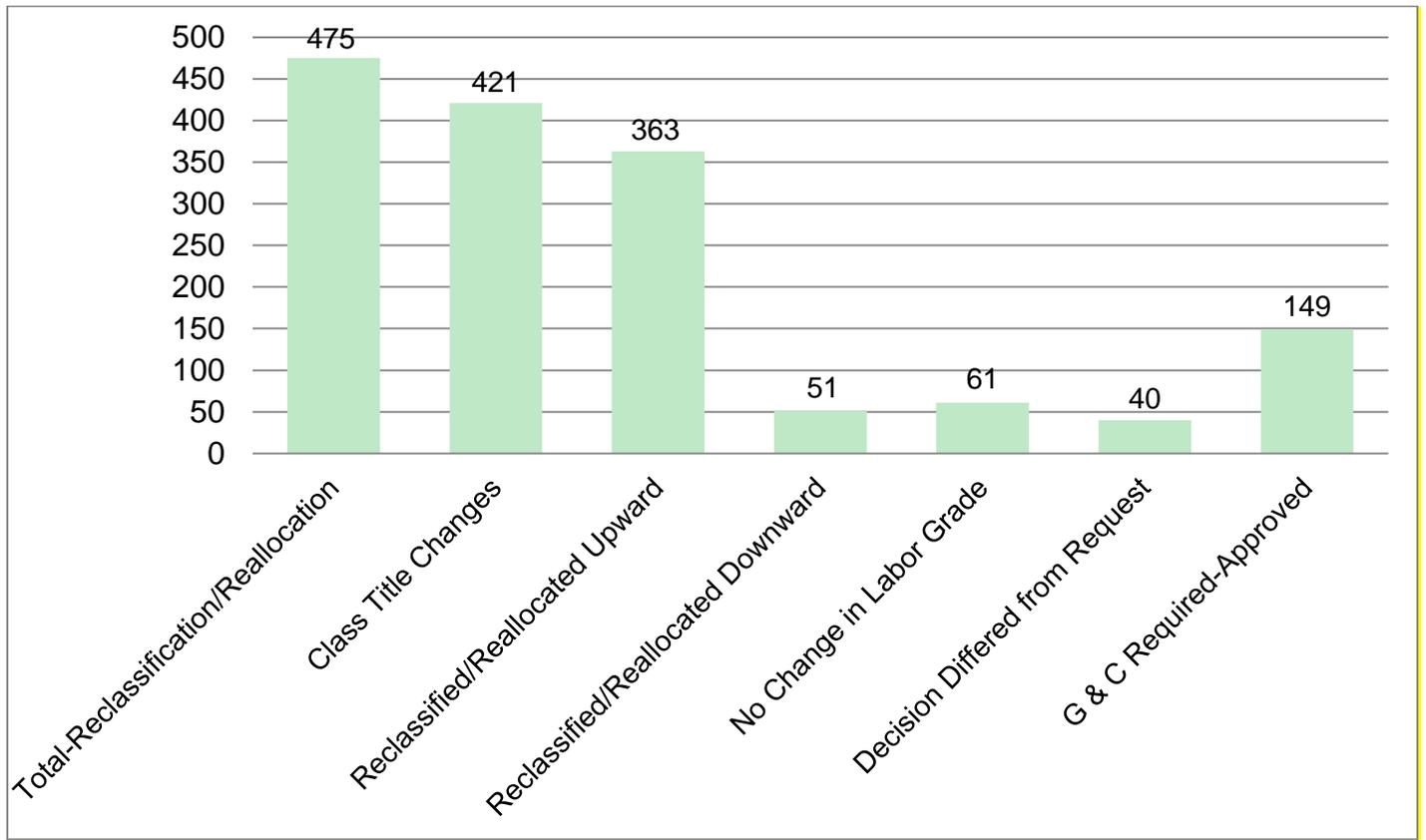
The Classification Section reviews requests to reclassify positions from one job class title to another, which usually involves a change in labor grade. Some reclassification requests are combined with requests to transfer positions or to reorganize. The Section also reviews requests to reallocate the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

the job class specification. While some categories decreased in number, there were 25 more vacant position reclassifications processed this year than last year. In addition, there was a significant increase in the number of position reclassifications which included transfers, totaling 86 additional requests.

Reclassification Decisions which Differed from Agency Requests

This year, **40** decision letters were sent to agencies explaining the determination of the Classification Section in regards to their reclassification requests. Decision letters are necessary when the Section disagrees with the agency’s request, and recommends no change in classification title and salary grade, or an alternative classification and/or grade.

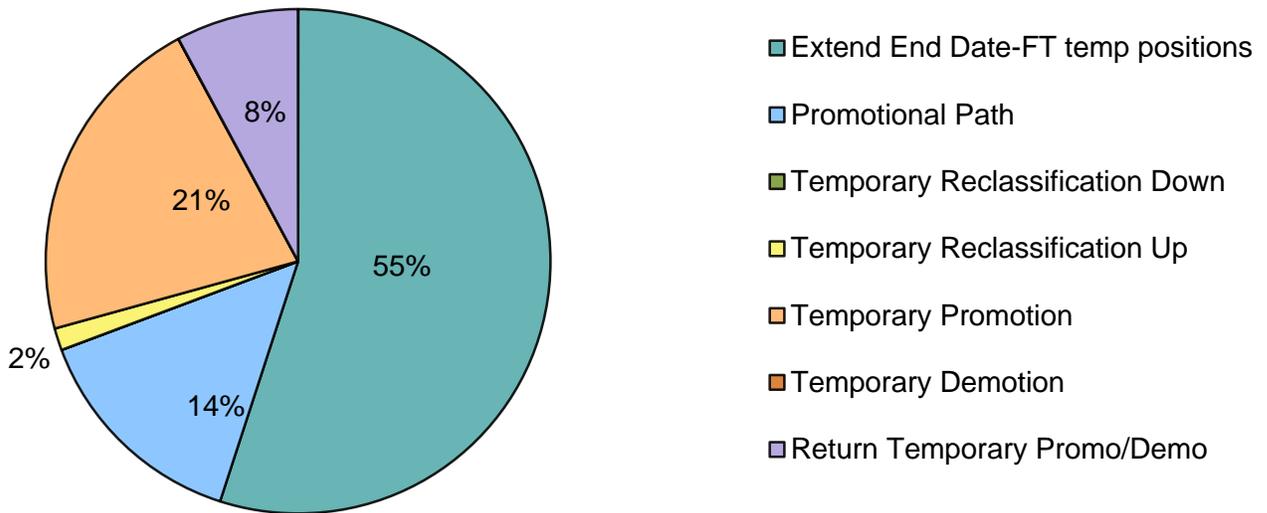
Reclassification/Reallocation Fiscal Year 2017



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, 143 of the 390 position reclassifications were submitted to and approved by G & C, as compared with 173 of the 292 position reclassifications submitted to and approved by G & C for out of class series last Fiscal Year. The chart on page 61 provides more detailed information.

Temporary Position Changes Fiscal Year 2017



Action	Number
Extend End Date-FT Temporary Positions	77
Promotional Path	20
Temporary Reclassification Down	0
Temporary Reclassification Up	2
Temporary Promotion	30
Temporary Demotion	0
Return Temporary Promo/Demo	11

The Section processes a number of actions to make temporary changes with specific expiration dates. These include extending the end date of full-time temporary positions beyond one year upon the approval of the Director of Personnel and G & C. It also includes entering temporary changes to the title and/or labor grade of positions for specific reasons and amounts of time in compliance with the Administrative Rules of the Division of Personnel. “Promotional Path” allows for the adjustment

of a position's grade to create a career path, such as a trainee level, until the incumbent meets certain requirements. This year, there were 20 more requests to extend the end date of full-time temporary positions as compared with last year, and an increase from 4 promotional paths processed last year to 20 processed this year.

**Reorganizations & Position Transfers
Fiscal Year 2017**

Action	Number
Number of agencies submitting organizational change requests	14
Position Transfer	175
Reorganization	176

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 continued to provide an increased amount of technical assistance to many agencies regarding reorganizations in the planning stages and submitted in the NH FIRST system. Reorganizations and position transfers can impact the classification of positions, and involve reviewing revised SJDs, organizational charts, and surrounding positions.

**Supplemental Job Descriptions (SJDs)
Fiscal Year 2017**

Action	Number
SJD Revisions	924
SJD Uploads	1061

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. State agencies must update SJD information in the position record in NH FIRST prior to recruitment.

This year, a total of **1,985** individual SJDs were reviewed, approved, and returned to the agencies by the Section, as compared with **1,747** during the last Fiscal Year. This is an increase of 238 SJD revisions and uploads processed as compared with last year. This year, there continued to be a significant number of SJD revision requests, which require more detailed comparison and analysis.

POSITION RECLASSIFICATIONS – FISCAL YEAR 2017

Department	From (Title & Salary Grade)	To (Title & Salary Grade)	G & C
Department of Corrections	Administrator II	29 Supervisor of Volunteer Activities	19 7/13/16
Department of Education	Grants & Contracts Technician	15 Human Resources Technician	17 8/3/16
Department of Health and Human Services	Chief Psychologist	31 Administrator III	31 8/3/16
Department of Health and Human Services	Administrator I	27 Financial Reporting Administrator II	34 7/13/16
Department of Health and Human Services	Secretary II	9 Financial Reporting Administrator II	34 7/13/16
Department of Health and Human Services	Fiscal Specialist I	15 Financial Reporting Administrator II	34 7/13/16
Department of Health and Human Services	Secretary II	9 Administrator IV	33 7/13/16
Department of Environmental Services	Hydrogeologist I	18 Environmentalist III	23 7/13/16
Veteran's Home	Toxicologist IV	29 Program Specialist III	23 7/13/16
Department of Education	Rehabilitation Counselor I	19 Program Specialist III	23 8/3/16
Department of Information Technology	System Development Specialist V	30 Business System Analyst II	30 7/13/16
Department of Environmental Services	Air Pollution Control Engineer III	24 Accountant IV	23 7/13/16
Office of Professional Licensure & Certification	Administrator II	29 Program Specialist I	19 8/24/16
Department of Education	Case Technician I	14 Accountant IV	23 8/3/16
Department of Education	Education Consultant II	27 Technical Support Specialist VI	32 8/24/16
Office of Professional Licensure & Certification	Executive Director	35 Supervisor V	26 8/3/16
Department of Safety	EMS Training Coordinator	19 Program Specialist III	23 9/7/16
Department of Education	Vocational Rehabilitation Specialist	26 Administrator III	31 9/7/16
Department of Information Technology	Technical Support Specialist V	29 Business Systems Analyst II	30 8/24/16
Department of Transportation	Survey Team Technician I	10 Financial Analyst	28 8/3/16
Department of Information Technology	Systems Development Specialist IV	26 Information Technology Manager III	31 9/7/16
Department of Environmental Services	Environmentalist III	23 Business Systems Analyst I	28 11/16/16
Department of Information Technology	Information Technology Manager IV	32 Business Systems Analyst II	30 9/7/16
Department of Health and Human Services	Administrator III	31 Business Systems Analyst I	28 9/7/16
Department of Safety	EMS Regional Coordinator II	25 Program Specialist IV	25 12/21/16
Department of Education	Internal Auditor III	23 Administrator IV	33 11/16/16
Department of Safety	Cash Terminal Operator I	11 Program Specialist IV	25 10/5/16
Department of Safety	Administrator II	29 Attorney IV	32 10/5/16
Department of Health and Human Services	Hearings Examiner	31 Administrator IV	33 10/5/16
Department of Environmental Services	Air Pollution Control Engineer V	28 Supervisor VII	28 9/21/16
Department of Information Technology	Information Technology Manager II	30 Systems Development Specialist V	28 9/21/16
Department of Health and Human Services	Family Services Specialist II	19 Training Coordinator	21 9/21/16
Department of Health and Human Services	Family Services Associate	10 Supervisor III	23 10/26/16
Department of Health and Human Services	Accountant I	16 Child Protective Service Worker II	22 10/5/16

POSITION RECLASSIFICATIONS – FISCAL YEAR 2017

Department	From (Title & Salary Grade)	To (Title & Salary Grade)	G & C
Department of Health and Human Services	Program Specialist I	19 Child Protective Service Worker II	22 10/5/16
Department of Health and Human Services	Employment Counselor Specialist	19 Child Protective Service Worker II	22 10/5/16
Department of Health and Human Services	Medical Service Consultant	22 Supervisor VI	27 10/5/16
Department of Information Technology	Systems Development Specialist V	28 Technical Support Specialist VI	32 10/5/16
Department of Health and Human Services	Youth Counselor II	14 Program Specialist III	23 11/16/16
Department of Health and Human Services	Juvenile Probation & Parole Officer IV	24 Program Specialist IV	25 11/16/16
Department of Health and Human Services	Supervisor III	23 Licensing & Evaluation Coordinator	20 11/16/16
Department of Health and Human Services	Executive Secretary	11 Licensing & Evaluation Coordinator	20 11/16/16
New Hampshire Police Standards and Training Council	Accounting Technician	12 Building Service Worker III	8 10/26/16
Department of Health and Human Services	Family Services Specialist II	19 Program Specialist II	21 11/16/16
Department of Health and Human Services	Fiscal Agent I	20 Attorney II	28 10/5/16
Treasury State	Auditor II	12 Accountant II	18 11/16/16
Office of Professional Licensure & Certification	Business Administrator I	21 Program Assistant I	12 10/26/16
Department of Health and Human Services	Executive Secretary	11 Nutrition Consultant	23 11/16/16
Department of Transportation	Toll Attendant I	9 Business Systems Analyst II	30 12/7/16
Department of Health and Human Services	Supervisor III	23 Program Specialist IV	25 11/16/16
Department of Health and Human Services	Supervisor III	23 Program Specialist III	23 11/16/16
Department of Health and Human Services	Data Control Clerk II	10 Statistician I	16 2/15/17
Department of Health and Human Services	Technical Support Specialist II	21 Training Coordinator	21 11/16/16
Department of Health and Human Services	Secretary II	9 Legal Assistant	19 11/16/16
Department of Health and Human Services	Program Planning & Review Specialist	28 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Supervisor V	26 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Case Aide	14 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Family Services Associate	10 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Family Services Associate	10 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Program Assistant I	12 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Data Control Clerk II	10 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Supervisor V	26 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Program Planning & Review Specialist	28 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Secretary II	9 Child Protective Service Worker I	18 11/16/16

POSITION RECLASSIFICATIONS – FISCAL YEAR 2017

Department	From (Title & Salary Grade)	To (Title & Salary Grade)	G & C
Department of Health and Human Services	Supervisor V	26 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Executive Secretary	11 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Fiscal Specialist I	15 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Fiscal Specialist I	15 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Secretary II	9 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Microbiologist I	20 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Secretary II	9 Supervisor IV	25 11/16/16
Department of Health and Human Services	Word Processing Operator I	9 Supervisor IV	25 11/16/16
Department of Health and Human Services	Secretary II	9 Child Protective Service Worker I	18 11/16/16
Department of Health and Human Services	Laboratory Assistant I	9 Supervisor IV	25 11/16/16
Department of Health and Human Services	Program Specialist III	23 Supervisor IV	25 11/16/16
Department of Health and Human Services	Clerk IV	12 Supervisor IV	25 11/16/16
Department of Health and Human Services	Executive Secretary	11 Business Systems Analyst II Program Planning & Review	30 11/16/16
Department of Health and Human Services	Accounting Technician Planning Analyst/Program Coordinator	12 Specialist	28 11/16/16
Department of Health and Human Services	Coordinator	24 Business Systems Analyst I	28 11/16/16
Department of Safety	EMS Regional Coordinator II	25 Administrator II	29 12/7/16
Department of Health and Human Services	Data Control Clerk III	12 Program Specialist I	19 12/7/16
Department of Health and Human Services	Program Specialist II	23 Business Systems Analyst II	30 11/16/16
New Hampshire Insurance Department	Program Specialist II	21 Insurance Company Examiner II	31 11/16/16
Department of Health and Human Services	Program Specialist IV	25 Attorney II	28 11/16/16
Department of Health and Human Services	Case Technician I	14 Paralegal I	16 12/21/16
Department of Information Technology	Systems Development Specialist VI	30 Business Systems Analyst II	30 12/7/16
Department of Information Technology	Systems Development Specialist VI	30 Business Systems Analyst II	30 12/7/16
Department of Resources and Economic Development	Administrative Secretary	14 Program Specialist III	23 12/21/16
Department of Environmental Services	Principal Planner	24 Environmental Program Manager	27 2/15/17
Department of Environmental Services	Principal Planner	24 Environmental Program Manager	27 2/15/17
Department of Environmental Services	Principal Planner	24 Environmentalist IV	27 2/15/17
Department of Environmental Services	Principal Planner	24 Environmentalist IV	27 2/15/17
Department of Environmental Services	Engineering Technician III	16 Hydrogeologist II	23 12/21/16
Department of Education	Rehabilitation Counselor I	19 Program Specialist III	23 12/21/16
Department of Environmental Services	Technical Support Specialist IV	27 Electronic Technician III	23 2/15/17
Revenue Administration	Data Control Clerk III	12 Supervisor IV	25 2/15/17

POSITION RECLASSIFICATIONS – FISCAL YEAR 2017

Department	From (Title & Salary Grade)	To (Title & Salary Grade)	G & C
New Hampshire Insurance Department	Program Assistant I	12 Program Specialist I	19 2/15/17
Department of Environmental Services	Environmentalist IV	27 Administrator II	29 2/15/17
Department of Health and Human Services	Clerk Interviewer	9 Licensing & Evaluation Coordinator	20 2/15/17
Department of Environmental Services	Air Pollution Technician I	15 Environmental Program Manager	27 2/15/17
Department of Corrections	Corrections Counselor/Case Manager	20 TI/College Professor	25 2/15/17
Department of Health and Human Services	Family Services Specialist II	19 Training Coordinator	21 2/15/17
Department of Health and Human Services	Administrative Assistant I	16 Medical Service Technician	17 2/15/17
Department of Health and Human Services	Data Processing Supervisor II	18 Accountant II	18 2/15/17
Treasury State	Auditor II	12 Accountant I	16 2/15/17
New Hampshire Lottery Commission	Lottery Ticket Seller II	9 Accounting Technician	12 2/15/17
New Hampshire State Liquor Commission	Building Service Worker II	5 Retail Store Clerk II	12 2/15/17
Department of Environmental Services	Hydrogeologist V	32 Administrator III	31 3/22/17
Administrative Services	Financial Analyst	28 Administrator IV	33 4/5/17
Department of Information Technology	Information Technology Manager III	31 System Development Specialist VI	30 5/3/17
Department of Health and Human Services	Training & Development Therapist	16 Laundry Manager II	15 5/3/17
Department of Health and Human Services	Health Facilities Cleaner II	8 Buyer	15 5/3/17
Department of Health and Human Services	Training & Development Therapist	16 Gift & Food Services Manager	17 5/3/17
Department of Health and Human Services	Laundry Manager II	15 Warehouse Manager III	20 5/3/17
Department of Health and Human Services	Human Resources Technician	17 Planning Analyst/Data System	24 6/7/17
Department of Health and Human Services	Data Control Clerk II	10 Administrator I	27 6/7/17
Revenue Administration	Data Control Clerk II	10 Tax Examiner I	10 6/7/17
Revenue Administration	Data Control Clerk II	10 Tax Examiner I	10 6/7/17
Revenue Administration	Data Control Clerk II	10 Tax Examiner I	10 6/7/17
Revenue Administration	Data Control Clerk II	10 Tax Examiner I	10 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Clerk IV	12 Tax Examiner II	12 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17

POSITION RECLASSIFICATIONS – FISCAL YEAR 2017

Department	From (Title & Salary Grade)	To (Title & Salary Grade)	G & C
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Supervisor II	21 Tax Examiner V	21 6/7/17
Revenue Administration	Data Control Clerk III	12 Tax Examiner II	12 6/7/17
Revenue Administration	Supervisor II	21 Tax Examiner V	21 6/7/17
Public Utilities Commission	Program Assistant II	15 Management Analyst	21 6/7/17
Department of Transportation	Highway Maintainer II	9 Welder Mechanic I	15 6/7/17
Department of Health and Human Services	Administrator IV	33 Financial Reporting Administrator II	34 6/7/17
Revenue Administration	Supervisor II	21 Tax Examiner V	21 6/21/17
Department of Health and Human Services	Maintenance Mechanic II	12 Administrative Assistant I	16 6/21/17
New Hampshire Insurance Department	Grants & Contracts Technician	15 Grants Program Coordinator	23 6/21/17
Department of Education	Systems Development Specialist IV	26 Financial Analyst	28 6/21/17

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 30,156 transactions during this fiscal year as follows:

Transactions	Total
New Hires	2,031
Rehires	1,004
Transfers	2,835
Promotions	341
Change in Pay Rates	5,607
Change Relationship to Organizations	12,196
Terminations	6,140
Miscellaneous Transactions	2
Total	30,156

Report Generated: 06/30/2017

The data indicates that this section processes an average of 580 transactions every week. This is an increase from last year of 8%. 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 which included two positions that are cross trained for the Examination Section. One of the part-time positions is dedicated to and funded by the NH State Liquor Commission.

CENTRAL HUMAN RESOURCE PROCESSING UNIT EXAMINATION SECTION

The Central HR Processing Unit – Examination Section at the Division of Personnel continues to administer written and computerized 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.

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 four (4) workstations and candidates continue to indicate a preference for the present computerized environment. Our staff works with agency staff from both Department of Safety and Fish and Game who administers specific examinations in a large quantity at one time for such titles as State Police Troopers, Conservation Officers and Marine Patrol Officers. We also offer field-testing of candidates through the use of New Hampshire Employment Security local offices as alternative examination sites throughout the State.

The total testing activity resulted in 939 applicants being processed or scheduled for tests or structured interviews during this fiscal year.

Tested	606
Scheduled – Cancelled	333
Total	939

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.

BUREAU OF EMPLOYEE RELATIONS

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

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

COLLECTIVE BARGAINING

The following five unions represent state employees:

- **State Employees Association (SEA)**

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

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

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

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

- **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).

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

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

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

Employees by Union Representation* Fiscal Year 2017

Union	# of Represented Employees
New England Police Benevolent Association Local 40	26
New England Police Benevolent Association Local 45	15
New England Police Benevolent Association Local 260	15
New England Police Benevolent Association Local 265	55
New England Police Benevolent Association Local 270	11
New Hampshire Trooper's Association	298
New Hampshire Trooper's Association-Command Staff	19
The State Employees' Association of NH, SEIU Local 1984	8,736
Teamsters Local 633	328
Total	9,503
<p>* Includes classified full-time permanent and full-time temporary employees, as well as part-time, represented employees of the Liquor Commission. * Confidential employees are excluded. * 33 classified employees did not meet any group criteria and are excluded from this report.</p>	

Positions by Union Representation* Fiscal Year 2017

Union	# Positions
New England Police Benevolent Association 40	32
New England Police Benevolent Association 45	16
New England Police Benevolent Association 260	15
New England Police Benevolent Association 265	58
New England Police Benevolent Association 270	11
New Hampshire Trooper's Association	320
New Hampshire Trooper's Association-Command Staff	21
The State Employees' Association of NH, SEIU Local 1984	8,603
Teamsters Local 633	388
Total	9,464
<p>*Includes classified full-time permanent, full-time temporary positions for more than six months as well as part-time, represented employees of the Liquor Commission. Part-time liquor retail store employees who work 26 weeks or more in one year and who average 10 hours per week are considered part of the bargaining unit.</p>	

Report Generated 06/30/2017

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 – Command Staff
- Teamsters Local 633

CHANGES TO 2017-2019 CBA BETWEEN STATE AND ITS UNIONS

On June 30, 2017 the State and the Unions were still bargaining. The CBA's entered 'evergreen' on July 1, 2107. The complete text of the current (2015-2017) Collective Bargaining Agreements with the State Employees Association, the NH Troopers Association, New England Police Benevolent Association and the Teamsters can be found on the Division of Personnel website under Employee Relations, at the following link:

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

NEGOTIATED STATE BENEFITS

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

These benefits include but are not limited to:

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

- **Supplemental Sick Leave**

State Employees Association Bargaining Unit Only:

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

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

**STATE EMPLOYEES' ASSOCIATION
SUPPLEMENTAL SICK LEAVE PLAN
Fiscal Year 2017**

Requesting Agency	Requests Submitted	Requests Approved	Days of Leave Approved
Adjutant General's Department	5	5	77
Administrative Services Department	7	4	78
Agriculture Department	1	1	20
Banking Department	2	2	42
Corrections Department	17	14	355
Education Department	21	13	273
Employment Security	15	11	136
Environmental Services Department	11	8	113
Fish and Game Department	2	0	0
Health & Human Services Department	136	101	1709
Information Technology Department	1	0	0
Labor Department	6	5	89
Liquor Commission	13	10	268
Lottery Commission	1	1	0
Prof. Licensure and Cert. Office	1	1	11
Safety Department	19	12	145
Transportation Department	40	34	779
Veterans Home	13	11	248
Total	311	233	4343
Total Requests = 311			
Total Approved = 233 requests or 75%			
Average days approved per request = 14 days			

- **Short Term Disability – Income Protection**

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

Eligible employees are fulltime classified employees either in the New England Police Benevolent Association, Teamsters Local 633, New Hampshire Troopers Association – Command Staff Bargaining Units as well as unrepresented employees.

Agency	Number of Application Submitted	Number of Requests Approved	Number of Calendar Days out on STD-IP	Average Number of Calendar Days per Application
Administrative Services Department	1	1	47	47
Corrections Department	6	6	353	59
Education Department	1	1	43	43
Environmental Services Department	2	2	56	28
Health & Human Services. Department	7	7	718	103
Justice, Department	2	2	305	153
New Hampshire Veterans' Home	2	2	120	60
Professional Licensure and Certification Office	1	1	42	42
Safety. Department	1	1	180	180
Transportation. Department	3	3	292	98
Total Number of Applications Submitted	27			87

Unfair Labor Practice Decisions

On May 26th, 2017 the Public Employee Relations Board ruled that the State did not commit an unfair labor practice on a complaint filed by both the NEPBA and the SEA alleging that the State could not require a Union Committee format in negotiating all cost items and terms and conditions of employment affecting state employees in the classified system generally.

BUREAU OF EDUCATION AND TRAINING

Mission Statement

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

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

BET Program Summary

The following programs were delivered by BET in FY 2017

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

The total number of student enrollments for all BET's programs in FY 2017 was 911. There was a small (24) reduction in overall student enrollments from FY 2016 reflecting lower enrollments in the Foundations of State Supervision program, 586 in 2016 to 239 in 2017. However, BET increased the enrollments in other programs and/or courses in 2017 reflecting a broader curriculum in response to training needs statewide.

BET's FY 2017 faculty included 1 full-time professor and 3 part-time professors, and 3 contracted faculty. In addition BET has 2 part-time positions: a Staff Development & Training Specialist focused on New Hampshire Online and a Workforce Development Administrator focused on the Talent Acquisition and Management initiative. In addition, two full-time Division of Personnel employees provided administrative support for BET's courses and initiatives. Guest lecturers were also integral to BET's program delivery and include subject matter experts Steve Bunker, Administrator of the Personnel Appeals Board and Gene Marchese, Ombudsman.

BET FY 2017 Programming

New Hampshire Certified Public Manager Program

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

- The Level I program is available to supervisors and individuals planning to enter supervision. The Level I program takes one year to complete. It requires over 150 hours of core course work. With successful completion of the program, participants earn the designation of Certified Public Supervisor (CPS).
- The Level II program is available to supervisors and managers who have successfully completed Level I. Level II require an additional 120 hours of core course work, as well as participation in a team project ranging from an additional 60 to 100 hours. Those who complete the program are awarded the Certified Public Manager® (CPM) designation which is a registered service mark of the National Certified Public Manager Consortium. The Certified Public Manager® program is nationally accredited.
- In 2017, a partnership with DHHS provided DHHS employees with the opportunity to complete program requirements for the CPS program. This new program, called Supervisory Certificate program II, enrolled 15 students in its first year.
- In Fiscal Year 2017 there were 75 graduates from the Level I program and 25 graduates from Level II. DHHS-SCP-CPS program 15 graduated; Enrollments for FY 2018 are 75 for the Level 1 program and 44 for the Level II program, 25 in the DHHS-SCP II program.
- BET sponsored the second annual L.E.A.D. (Leadership, Effectiveness, Accountability, and Development) Symposium in May of 2017 to showcase the CPM student capstone projects. More than 100 people attended to hear the presentations and view the project displays.
- Both the CPS and CPM designations are viewed as professional, rather than academic, credentials; however the course work is recognized by a number of colleges and universities. BET has agreements with the following NH colleges and universities to grant college credit for completion of the Certified Public Supervisor and the Certified Public Manager programs: University of New Hampshire; Granite State College, Plymouth State University, New England College and Springfield College.

Lean Process Improvement Initiatives

- The Bureau delivered both certificate programs and provided an instructor/facilitator for on-site Lean process improvement projects. Agencies and municipalities contacted BET to make arrangements to work with local project teams, typically for 3 full-day sessions.
- BET faculty serve on the NH Lean Executive Committee and participate in the planning and programmatic development of the NH Lean Network events including Annual Summits.

- Lean NH.gov website. The Bureau, in conjunction with the Financial Data Management Bureau (FDM) of the Department of Administrative Services, hosts and maintains a website for the NH Lean Network.
- Graduates of Lean Green and Black Belts continue their work in process improvement as leaders in their agencies of Lean events and supporting the work of other agencies in implementing Lean principles.

During the FY 2017, interest in Lean Certificates was strong with 261 student enrollments for the year, up from 197 in FY 2016. The following programs were delivered by BET to state and municipal employees:

- Lean White Belt (formerly Lean Briefing) – 9 students participated in a one half-day introduction to the Lean continuous improvement process;
- Lean Yellow Belt – 127 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 – 25 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 Green Belt Refresher – 6 students
- Lean Black Belt – 9 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.
- Lean Black Belt Refresher – 7 students – this was a new addition to the Lean, for continued education....
- Lean Networking Meetings – 53 students participated in these continuing education and advocacy sessions.

Foundations of State Supervision

This two-day program offers State supervisors and managers an interactive, step-by-step applied learning experience to improve and maintain employee performance. Participants develop an understanding of the state personnel rules and effective strategies to build a culture of respect in the workplace. In May of 2015, Governor Hasson directed all department supervisors to attend and complete Foundations of State Supervision. To facilitate this directive, BET Professor Frank Nugent launched an outreach initiative to promote and coordinate efficient program delivery to best accommodate department and agency needs. In FY 2017, 239 state employees from 27 agencies participated in the program. In addition, BET delivered the Foundations Review program to 6 employees who had completed Foundations of State Supervision more than three years ago. BET also developed a focused train the trainer program to support agency trainers in the delivery of Foundations to agency personnel. Participants in the Foundations Train the Trainer program included DES, DHHS, DOT and DOS.

NH Online Learning

BET's role in developing the statewide online learning management system (LMS) continued in FY 2017. Staffing and site development challenges of the learning management system itself delayed a robust launch in FY 2017; however significant progress was made through a collaborative effort between BET, DoIT and FDM. Recruitment of an instructional designer will positioned the LMS to launch and make online learning available to every state employee in FY 2018.

Professional Development Classes

BET reconfigured its delivery of classes and faculty workloads to enable the offering of a wide range of professional development classes in FY 2017. In FY 2017 the following classes were delivered to state, local, and county employees.

Course Title	Number of Participants in FY 2017
Business Etiquette	10
Business Writing	22
Communication Skills	18
Conflict Resolution	3
Create An Individual Develop Plan	6
Customer Service	15
Deal W Toxic-Troubled Coworker	11
Early Career Leadership Program	17
Evaluating Employee Perm.	13
Intrapreneurship	12
Juggling Multiple Priorities	8
Leadership Seminar	12
Leading with Strengths	8
Let's Talk I	22
Let's Talk II	6
MBTI	11
Moodle Management	28
Moodle Training 101	29
Public Speaking	8
Trust Building	5
Total	264

Prepaid Training Packages for State Agencies

In FY 2017, BET offered State agencies the opportunity to purchase a package of training as a method to respond to training needs and provide a more efficient, cost-effective way to expand access to BET programs. The package includes BET's core professional development courses and programs including a Lead White Belt class, one agency Lean Yellow Belt team, Foundations of State Supervision, Business Writing, Conflict Resolution, Communication Skills, Customer Service, and online learning basics. Agencies have an opportunity to invest in their employees' development for \$10 per employee. Seven agencies took advantage of the Pre-Paid Program: Adjutant General, Bank Commission, Health and Human Services, Insurance Department, NH Lottery Commission, NH Veterans Home, and Office of Professional Licensure & Certification.

Looking forward to FY 2018

As 2018 begins, BET operations launched BET's core programming of CPS, CPM, Lean, and Foundations. In addition, BET launched a new program, Culturally Inclusive Leadership, to develop inclusive cultures in our agencies. BET will offer Early Career Leadership beginning in January. BET is in the development phase of two new programs anticipated to launch in the spring of 2018: a revised Human Resources Certificate program and a Train the Trainer program. In addition, FY 2018 professional development offerings will expand and include courses such as meeting facilitation, grant-writing, MBTI assessment, and budgeting. NH Online Learning is available on a limited basis at this time. BET is currently coordinating the collection of business requirements for online learning from existing LMS business owners and will work with FDM and DoIT to develop a proposal for the next phase of LMS resources which will allow the expansion of online learning for the State of New Hampshire.

The Trainers' Network is anticipated to launch in the spring of 2018 and is designed to foster professional development, inter-agency collaboration and resource sharing.

In FY 2017, BET coordinated the multi-agency Talent Acquisition and Management (TAM) initiative to support state-wide workforce development. Priority activities included branding activities to position the State of New Hampshire as an employer of choice, internships, knowledge transfer procedures, and employee recruitment and retention. The work on TAM is on-going.