

HR Exchange

NH Division of Personnel

Volume 1, Issue 1, November 2008

Workforce Development Model/Tool Kit Soon On-Line

The New Hampshire Division of Personnel, Workforce Development Committee, completed a comprehensive workforce development tool kit soon to be on-line and available to all state agencies and the public at large. A thirteen [13] Committee member team consisting of Dennis Martino, Mary Ann Steele, Sara Willingham, Kate McGovern, Peter Gamache [DOP], Lori Weaver, Alice Leeming [DHHS], Brian Pike, Fran Buczynski [DOT], Kevin O'Brien [Safety], Margaret Fulton [Revenue], Michael Wimsatt [DES], and Ricia Velasco [DRED] worked 10 months to develop the tool kit using resources available from other states, the federal government and the private sector. The tool kit is designed to help agencies develop strategic plans and their own workforce development program. Committee members and DOP

staff will be available to provide technical assistance to agencies and a "Workforce Development Strategic Initiatives Summit" is scheduled to take place during the spring of 2009. The summit is designed to help agency personnel better understand the components of the workforce development tool kit and specifically the strategic planning and workforce development models.

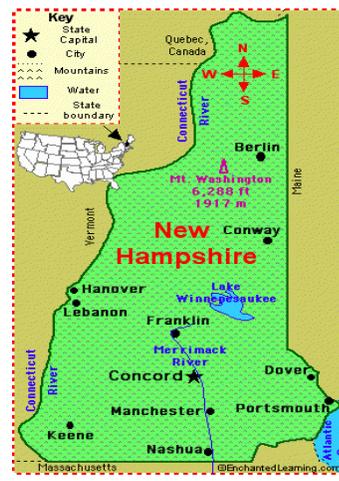


Karen Hutchins, Personnel Director, said the tool kit will

help the agencies [Human Resource Offices and organizational administrators] by providing guidance [strategies, techniques, forms, etc.] in the areas of Strategic Planning, Workforce Planning, Individ-

Tools, Techniques & Consultations for Organizational Success in State Govt.

ual Development Planning for Career Development and Career Ladders, Mentoring Programs, Knowledge Management/Transfer, and Candidate Development [also known as Succession Planning].



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Division of Personnel Web-Site to be Updated by FDM!

Sid Russell, Director, Financial Data Management [FDM], Department of Administrative Services, said his staff [Bill Johnson & Gene Taylor] are working as a team with DOP staff to review and update DOP's website, www.nh.gov/hr/. Not only is the information being updated but links to

other sites are being improved. State agencies and the public will benefit from accurate and updated information. The new website will be user friendly and inviting. HR Administrators throughout the state provided DOP recommendations for improvements and suggested additional cate-

gories for the website. FDM expects that the website improvements will be completed in phases during 2009. DOP will notify agencies of updates as they occur. And, the updated site will have a link to the current issue of the HR Exchange newsletter!

BET Facilitates Workplace Resolution

Dennis Martino and Kate McGovern, Bureau of Education and Training [BET], Division of Personnel successfully facilitated a labor/management disagreement. Karen Hutchins, Personnel Director, coordinated the facilitation and said, "We are very pleased that Personnel could help in this manner. Consultation and technical assistance is part of our mission. It is in everyone's best interest anytime we can help a state organization move in a positive direction."

Dennis Martino [BET director] and Kate McGovern [Associate Professor] have years of negotiation and facilitation experi-

ence making them excellent facilitators/mediators for organizational problem solving and team building. Martino would like to see more state organizations take a proactive role in facilitated dispute resolution prior to filing grievances. Martino says, "Dispute Resolution Techniques can save an organization money, time and enhance morale. People get a sense that things can get worked out".

Organizations interested in facilitated dispute resolution and team building should contact the Bureau of Education and Training at 603-271-1434 or 603-271-2793.



"People get a sense that things can get worked out."

Trails Bureau Opens ATV Park in Berlin

[Division of Parks and Recreation, Department of Resources and Economic Development]

The editors of this newsletter have heard from many of its readers about the PEW reports giving New Hampshire repeated poor grades for government operations. WELL! New Hampshire can brag about many things and now it has one more thing to brag about. The Trails Bureau, Department of Resources and Economic Development, is the first in the northeast to develop and open a new State Park, which is focused on ATV trails and riders. The park,



called Jericho Mountain State Park, is located in Berlin and formally was opened

for riding two years ago by Governor Lynch. The current development plan calls for 140+ miles of trails, a campground and special event area. The park also has a 110 acre lake with a beach and other amenities. Future plans are to build a new bath house and visitor center and connect riding opportunities through Berlin itself. Currently, the State and the local ATV club

Continued on page 3

Employee Workforce Development Survey to be Distributed

The Division of Personnel Workforce Development Committee is busy creating a workforce development survey to distribute to employees throughout the State. The survey will look at workforce issues such as recruitment, retention, organizational culture, role in the organizations, leadership, compensation and benefits, employee recognition, training and others. The Committee plans for a wide distribution and encourages all employees to take the time to complete the survey. Although

the survey and distribution plans are not finalized the Committee hopes to implement electronic options for survey completion including reserving the Division of Personnel testing room for employees to use Division computers for completing the survey. Some employees may prefer to use their home computer. Other distribution methods are being considered for employees who do not have access to a computer at work.



Employee Survey Coming Soon!



December Step Increase Affects Many Employees—by Candy Burke

On or about December 28, 2008 many employees [approximately 3,000] will advance from step 7 to 8. Step increases cannot take place without a current annual performance review. DOP strongly recommends agencies remind supervisors to complete performance appraisals ASAP. Once evaluations are completed payroll can begin processing agency increment transactions. If an agency has more than 50 increments to process they can use a mass update report and send it to Candy Burke at DOP for processing. If your agency has access to the e-Info Library, you may wish to look at the Report ID

NHAR2670. You may also use Crystal Reports and e-Info Warehouse and look at the report titled Increment Date of 12/28/08 Steps 05 or 06 or 07. If HR or payroll staff have questions please call Candy Burke at 271-3265.

For more information please refer to the emails sent previously.



Performance Evaluations A Must!

Trails Bureau ATV Park.....continued from page 2

have completed approximately 45 miles of trail, but with one way designations and multiple routes branching out in many areas, it is a full day's ride to experience it all. The property has multiple scenic vistas with views of the Kilkenny and Mahoosuc mountain ranges. More information about the Park and other trails can be found at www.nhtrails.org.

Have Fun! Be Safe!
Ride responsibly
and prepare for
your day!

Wear A Helmet!

- 45 miles of trails
- 140+ miles planned
- 110 acre lake
- Scenic Vistas
- More Planned!

Conflict in the Workplace—The Toll it takes, the Waste it Creates by Dennis Martino

Experts agree that managers and supervisors spend between 20-30 percent of their time dealing with conflict. Conflicts can be minor, such as employees disagreeing on a process, or who can take a day off. On the other hand, conflicts can become all consuming in a workplace. Trust and harmony are destroyed and the work product is diminished if not totally damaged.

In addition to the time spent by managers, the costs can be quantified by some simple

calculations. According to Daniel Dana, PhD., writing for Family Strategies, [Dana, 1999], the factors include:

- **Wasted time**, calculated by the hourly wages of the participants and those trying to resolve the issues.
- **Reduced decision quality** as calculated by 50% of the hourly wages of people in a dispute when decisions

continued on page 4



"Wasted time, reduced decision quality, lowered job motivation, lost work time"

Benefits Eligibility Chart Updated by Candy Burke

A memo was recently forwarded to all human resource staff and payroll officers regarding an update to the Medical Benefit Eligibility chart that is posted in the Human Resources section of SunSpot. The changes to this chart includes the following:

- Termination of benefits following a period of leave of absence without pay. The old version stated employees would lose eligibility for health benefits at the end of the month in which a leave without pay occurred. Current policy allows an employee to remain on the medical and dental plans for

the first 30 days without pay, and these benefits terminate at the end of the month after 30 days if the employee does not return to active status. To correct this discrepancy, the Medical Benefit Eligibility chart was amended to indicate that benefits will terminate at the end of the month following 30 days without pay.

- When benefits resume after a return to work from a leave of absence without pay. The chart was updated to include the eligibility policy for employees who are returning from a leave of absence without pay.

These employees are eligible for benefits on the first of the month following return to full-time active status.

- Waiting periods for employees who are hired in a month with 31 days. If an employee starts work on the 1st calendar day of the month, benefits begin the 1st of the next month. However, if an employee starts work on any day other than the 1st day of the month, benefits begin the 1st of the month following one month of employment.

These changes have been incorporated into the business [\[continued on page 5\]](#)

Conflict in the Workplace continued from page 3

need to be made. [An example might be the purchase of equipment or other purchases that are delayed, etc., because of a dispute.]

- **Loss of skilled employees.** Raytheon Corporation estimates that replacing an engineer costs up to 150% of the annual salary of the employee.
- **Restructuring.** Often disputes are resolved by reorganizing work flow. Some experts calculate this factor as 10% of the wages and benefits of each employee involved in redirecting workflow and learning to adjust to new methods, etc.
- **Sabotage/theft/damage.** Employees involved in some disputes can sabotage the work or equipment. The cost of each can be easily determined.
- **Lowered job motivation.** This is calculated as a decrease in productivity ranging from 10-20%.

- **Lost work time.** Employees embroiled in a conflict will stay out of work frequently to avoid the conflicts.
- **Health costs.** Conflict creates stress and stress creates health problems. This translates into use of sick time and health benefits.

What can each of us in New Hampshire State service do about the high cost of dealing with conflict? The NH Bureau of Education and Training recommends the following steps listed below:

1. **Managers need to become sensitive to predicting impending conflicts.** Knowing the staff and keeping an eye open for potential areas of dispute can allow for mitigating problems before

“Replacing an engineer costs up to 150% of the annual salary of the employee”, says Raytheon Corporation.

“Conflict creates stress and stress creates health problems.”

[Continued on page 6](#)



Benefits Eligibility Chart Updated continued from page 4

rules for the State's online benefits enrollment administrator [ChoiceInX] and will be effective November 26, 2008. Benefit eligibility will continue to be managed based on the action code entered into GHRS. For this reason, **no** changes need to be made as to how Personnel Action Forms [PAF's] are processed for new hires, employees on leave without pay or employees returning from leave without pay.

Payroll officers may also wish to reference the Medical Eligibility & Personnel Actions Spreadsheet to assist them with their PAF transactions. A copy of the updated chart can now be located on Sunspot. Please

feel free to contact Sara Willingham at 271-3359 or sara.willingham@nh.gov if you have any questions regarding the updated Medical Benefit Eligibility chart.

OPEN ENROLLMENTS

Open enrollment for medical, dental and flexible spending benefits begins Monday, December 1, 2008. Any changes made will become effective January 1, 2009.

Classification Quiz! Supplemental Job Descriptions [SJD's]

Test your knowledge of the state job classification system to see if you can answer the questions we are often asked here at Division of Personnel. Answers are found on page 7.

1. A supplemental Job Description is:

- A. A description of a group of positions in NH state government.
- B. A description of the current duties of a single specific position at a NH state agency.
- C. A list of what you would ideally like to do for work [as opposed to what you actually do].
- D. A list of what you do not want to do for work but which you know your supervisor will ask you to do.

2. Why is the Supplemental Job Description so important?

- A. It provides information unique to an individual state position.
- B. It helps the employee to know what is expected in his/her work.

- C. It is a valuable resource for information when positions are being looked at for reclassification, or to establish a new position.
- D. It is an important resource when recruiting for a position, since it helps potential employees to know what the position actually involves.
- E. All of the above

3. How often should a supervisor review an employee's Supplemental Job Description with him or her to make sure that it still accurately describes the position?

- A. Every two years.
- B. Every year, at the time of the employee's annual performance evaluation.
- C. At least once every quarter.
- D. Once every five years at minimum.

Quiz continues on page 7...



Personnel Classification Advisory Committee Completes Report

The 2007-2009 Collective Bargaining Agreement between the State and the SEA established a Personnel Classification Advisory Committee. This Committee was charged with reviewing the current classification system and preparing a report with recommendations for changes in the system. The Committee finalized their report on October 1, 2008 and presented a copy to the Director of Personnel. The report can be found at www.nh.gov/admin/hr. Members of this labor-management committee included:

State of New Hampshire

- Sandra Adams, HR Administrator, Resources and Economic Development
- Thomas Bourgault, HR Administrator, Fish and Game
- Raymond Sourdif, Associate Professor, Division of Personnel, Education and Training Bureau
- Sara Willingham, Deputy Director, Division of Personnel, Administration
- Lillian Emerson, Grants and Contracts Technician, Department of Education
- Linda Huard, Certifying Officer, New Hampshire Employment Security
- Dennis Kinnan, Contract and Field Operations Administrator, SEA
- Diana Lacey, Contract Specialist, Department of Health and Human Services

Kudos to all committee members for their hard work, perseverance, and can do attitude!

Conflict in the Workplace continued from page 4

they arise. Become alert to passive-aggressive behavior in particular. This kind of behavior is sometimes “under the radar,” but it can be very destructive.

2. **Educate yourself.** To do this you should learn about conflict resolution styles. What is your style? What are the styles of those around you? Taking some classes in this area can be very helpful.
3. **Standardize your methodology for resolving disputes in your work area.** In other words establish means and methods that are consistent. Consistency will promulgate more confidence in the process by employees.
4. **Learn some mediation skills.** In the world outside of work mediation is conducted by “neutrals”. Presumably a manager is not neutral. We have a stake in the outcome. However, the skills of a mediator can be utilized to bring about a more harmonious workplace.

5. **Acknowledge conflict openly, honestly and quickly.** There is very little value in letting conflict fester. Many times we’d like to think that if we leave it alone it just might go away. Unfortunately that is seldom the case. Deal directly, openly and quickly with conflict before it escalates.

If you have questions about conflict resolution classes offered by New Hampshire Bureau of Education and Training, or are interested in having a staff member help mediate a dispute situation in your organization, contact Dennis Martino at dennis.martino@nh.gov.

“Acknowledge conflict openly, honestly and quickly. There is very little value in letting a conflict fester.”



Deal directly, openly and quickly with conflict before it escalates.



Classification Quiz continued from page 5

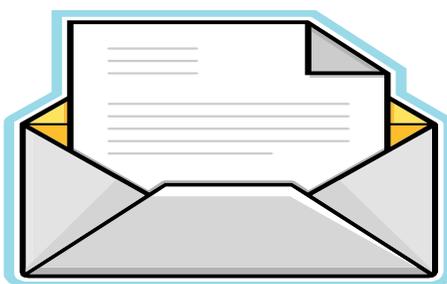
4. How often should an updated Supplemental Job Description be sent to the Division of Personnel?

- A. Every two years.
- B. When a new employee fills a position.
- C. When submitting an HB1506 request [for review of the Master Employee Layoff list].
- D. When there is a request for reclassification of a position or establishment of a new position, when there is a significant change in the duties of the posi-

tion, or when there is a change in the position supervisor.

E. All of the above.

See below for answers to all Classification Quiz Questions.



Parable: Once there was a small village located in the heart of Africa. A king was in charge of the village. Every year the village presented the king with a new throne. However the king did not like to throw anything away. Thus, every year he would take the old throne and store it in the attic of his grass hut. After several years the weight of the thrones became too heavy for the grass hut and one day the hut collapsed, killing the king and his whole family. The moral of this story is:

People who live in grass houses shouldn't stow thrones.

Classification Quiz Answers!

1. A Supplemental Job Description is:

ANSWER: B. An SJD is a description of the current duties of a single specific position at a NH state agency. The class specification is a description of a group of positions [for example, what a position classified as a Microbiologist I typically does, no matter what agency it reports to, which is "to conduct microbiological analysis of human, animal and environmental samples"]. This makes the specification more general and generic than the SJD. The SJD lists the specific duties of a particular position [for example, the Microbiologist I located at Dept. of Environmental Services which detects toxic mercury in shellfish].

2. Why is the Supplemental Job Description so important?

ANSWER: E. All of the above describe

important aspects of SJD's. They are crucial documents used for many purposes in human resources, including recruitment, reclassification, creation of new positions, measuring work performance against job expectations, identifying special qualifications, licensure or certification needed for a particular position, and more.

3. How often should a supervisor review an employee's Supplemental Job Description with him or her to make sure it still accurately describes the position?

ANSWER: B. Every year, at the time of the employee's annual performance evaluation. Many supervisors do not realize that the SJD should be reviewed with the employee at the time of the annual performance evaluation. This is important



because the SJD lists the job duties that are expected of the position incumbent. This enables the employee to know what he/she is being asked to accomplish, and makes it possible for the supervisor to fairly assess the employee's performance. The yearly evaluation is also the time for the supervisor to discuss changes to the position that have occurred over the past year, causing updates to the SJD. These

Continued page 8...

Classification Quiz Answers continued from page 7.

changes may be significant enough to warrant a request for reclassification. Position responsibilities can change over time, and without that yearly review, positions that should be reclassified stay at their current levels, creating an imbalance and inequity within the classification system. Positions can be reclassified downwards in labor grade as well as upwards.

4. How often should an updated Supplemental Job Description be sent to the Division of Personnel?

ANSWER: D. When there is a request

for reclassification of a position or establishment of a new position, when there is a significant change in the duties of the position, or when there is a change in the position supervisor. Updated SJD's are also submitted with requests for reallocation of a filled position to a different labor grade, with requests for reconsideration of reclassification decisions, and with SJD requests for new positions submitted during the budget process. We used to request SJD updates every two years and with HB 1506 requests, but per Personnel Memorandum 02-4 of October 5, 2001, that is no longer required. Per Personnel Memorandum 01-

06 of April 4, 2001, we state that it is not necessary to submit a revised SJD every time a new employee fills a position.



Thank YOU Margo Moore!

Margo Moore, Payroll Office Supervisor at the Community College System of NH,



recently provided outstanding customer service during a work group meeting held here at the Division of Personnel. Margo answered many questions and shared her years of experience and unsurpassed knowledge of teacher and academic pay with payroll office representatives from other state agencies who also utilize the academic pay scales. **Thank you Margo for a job well done!**

“Gratitude is the heart’s memory.”

French Proverb

Human Resource Word Search

Can you find these words in the word search puzzle located on page 10? In some cases two words have been combined to make one word.

- Appealsboard
- Application
- Candidate
- Certification

- Classifications
- Coaching
- Corevalues
- Customerfocus
- Mentoring
- Negotiations
- Objectives

- Purpose
- Stakeholder
- Vision

Training is everything. The peach was once a bitter almond; cauliflower is nothing but cabbage with a college education.
Samuel L. Clemens [Mark Twain]



Bureau of Education and Training Upcoming Courses

Managing Managerial Time and Stress

December 5, 2008

Cost: \$55

This workshop will help you identify the relationship between managing time and stress. You will explore several different approaches and develop a personal time/stress management system which reflects your values, priorities, roles and preferences.

Instructor: Dr. Johnna Herrick Phelps

Managing Change in the Workplace

December 9 & 10, 2008

Cost: \$110

This two-day training helps participants look at how they can lead change efforts in their work groups. Managing change can be difficult; however, change is constant in the workplace. The class will deal with the dynamics of change, initiating organizational change, and managing change efforts. It will also address

managing conflicts resulting from change. This is a great training for individual supervisors and managers as well as groups of managers from public agencies who are interested in concepts and models of organizational change.

Change is constant in the workplace. How you deal with it can mean the difference between success and failure!

Managing Across Generations

January 27, 2009

Cost: \$55

For the first time in American history, four generations are in the workplace simultaneously. Each generation brings diverse perspectives, values, needs and expectations to the workplace. Learning to blend these distinctive creative ener-

gies and accommodate the different working styles will create dynamic teams. This class will increase your knowledge and understanding of the four generations, identifying each generation's core values, work ethics, motivations, job satisfaction indicators, and career expectations so we can all work effectively together.

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

Cynthia.jones@nh.gov—271-1434

All classes 9-4 at the training center on 130 Pembroke Rd., in Concord.

Workforce Retirement Figures

According to the Legislative Budget Assistant Succession Plan Audit of July 2008 35% of Group I full-time Executive Branch employees were eligible for either early service or full retirement on 12/31/07 and 10% of the State's retirement Group II full-time Executive Branch employees were eligible for retirement on the same date. According to figures provided the Division of Personnel by Financial Data Management, 47.24% of our workforce will become eligible to

retire during the next 10 years. This represents more than 5,000 employees of the 10,788 researched. This figure added to the average non-retirement turnover rate for the past 10 years [11.37%] means we have much work to do to compensate for this loss of knowledge and expertise. The Division of Personnel Workforce Development Committee is hard at work developing workforce planning models like Knowledge Management and Retention to help



address this concern. Watch for future issues of this newsletter for updates on strategies and actions state

agencies can take to effectively deal with the planned exodus of retirees.

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Organization

NH Division of Personnel Mission

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

Human Resource Word Search

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

HR Exchange Publication Guidelines

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

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

Goal: Publish and distribute a quarterly newsletter.

Values:

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

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

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

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

