

HR Exchange

NH Division of Personnel
Volume 2, Issue 2, May 2009

Division of Personnel Sponsors First Workforce Summit

It took a year of planning, negotiating, meeting with the Governor and Council, legislative committees, Commissioners and others but it was all worth it. On Friday, April 17, 2009 the Division of Personnel Workforce Development Committee held its first Workforce Development Summit. This year's Summit focused on the need for state agencies to implement programs in house and highlighted the workforce models developed by the Division of Personnel Workforce Development Committee. The Committee has been working since February 2008 to develop flexible workforce models that can be used by any state agency. The 13 member Workforce Development Committee represents 8 state agencies and 17 employees. Committee members include: Sandra



Dennis Martino and Kate McGovern facilitate afternoon round table discussion.

Adams [Resources & Economic Development]; Kevin O'Brien [Safety]; Fran Buczynski [Transportation]; Brian Pike [Transportation]; Thomas Bourgault [Fish & Game]; Pamela Sopczyk [Environmental Services]; Margaret Fulton [Revenue]; Mary Ann Steele [Personnel]; Elizabeth Labonte [Safety];

Ricia Velasco [Resources & Economic Development]; Alice Leeming [Health & Human Services]; Lori Weaver [Health & Human Services]; Dennis Martino [Personnel]; Sara Willingham [Personnel]; Kate McGovern [Personnel]; Michael Wimsatt [Environmental Service]; and **continued on page 2**

Employee Survey Results—December 2008

During December 2008 the Workforce Development Committee, Division of Personnel, Department of Administrative Services launched a web based workforce development survey for employees

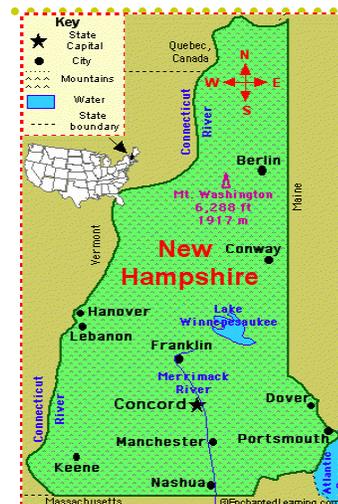
[classified and unclassified] in New Hampshire State Government. The survey was designed by the Workforce Development Committee and distributed to employees throughout the state.



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Peter Gamache [Personnel]. Models developed by the Committee are designed as building blocks that provide guidance to agencies. Some agencies may decide to implement the models as developed by the Committee while other agencies may decide to use components of the model and add their own components to better fit their organizational culture. All of the workforce models were copied to CD's and provided to each Summit participant and can also be found on the hr website [www.admin.state.nh.us/hr] then click on "Workforce Development" on the left sidebar, then click on "Tool Kit." The website tool kit includes all models plus additional information helpful to state agencies.

The Summit keynote speaker [James D. Farrell] is the former Michigan State Personnel Director with 20 years of experience leading complex H.R. organizations. He also served as President of the National Association of State Personnel Executives and is recipient of many national awards. Mr. Farrell's presentation titled "Talent Management: A Comprehensive, Integrated HR Approach" was both supportive and consistent with the Workforce Development Committee opening presentation and the Commissioner panel discussion emphasizing the need to create a comprehensive plan to attract, hire, develop and retain a skilled workforce that meets the needs of the organization, today and in the future. Mr. Farrell also emphasized the need for leaders to find a balance between meeting the needs of the organization and the needs of individuals. Mr. Farrell's presentation reviewed the general components of a Talent Management System which include: forecasting/planning; recruitment; selection; on-boarding; retention; total compensation; competency management; performance management; career planning; succession planning; knowledge management; training and development; leadership development; off-boarding [retirement and other

employment terminations]; and evaluation of your talent management system. A key component of Mr. Farrell's presentation was his "Keys to Successful TM Implementation" which consists of:

- Active and strong executive support [goals outlined and hold folks accountable]
- Integrate with the organization's overall strategic plan
- Engagement of employees
- Redo HR processes to integrate processes and break down "silos"
- Governance [cross-functional/central and departmental]
- Change readiness/change management
- Start small and build off success
- Don't over complicate the process [more art than science]
- Leverage technology

The keynote speaker was followed by the "Leadership Panel" discussion group. Commissioners Thomas S. Burack, Environmental Services, George N. Campbell Jr., Transportation, Linda M. Hodgdon, Administrative Services, Nicholas A. Toumpas, Health & Human Services and William L. Wrenn, Corrections participated in a workforce development discussion facilitated by Lori Weaver, Health



and Human Services.

[from left to right: Commissioners Camp-

bell, Burack, Wrenn, Hodgdon, Toumpas, and facilitator Lori Weaver]

Lori engaged the Commissioners by asking a series of questions directed at all Commissioners. After answering questions posed by Lori the audience was asked if they had topic related questions they would like to ask Commissioners. Based on the Summit evaluations, most participants felt the Commissioner panel discussion was the highlight of the event. Evaluator comments such as "Great to see Commissioners working towards this goal [Workforce Development] and working together" and "I was heartened by the positive support of the Commissioners for WFD" are indicators of the positive feeling participants had toward Commissioner support for WFD. Another area in which Commissioners are working together is customer service. The Commissioner group, consisting of 22 Commissioners and agency directors, who meet on a regular basis, have agreed to a customer service commitment statement and guiding principles. Their customer service Commitment Statement, "In New Hampshire, public service is all about great customer service," is supported by the customer service guiding principles, which state, "The citizens and all customers of New Hampshire expect and deserve a quality experience when interacting with their State government". The public servants of the State of New Hampshire deliver great customer service by:

- Recognizing that everyone we come into contact with is a customer
- Treating customers with dignity and respect
- Respecting and valuing our customers' time
- Communicating in an open and straightforward manner
- Listening to fully obtain an understanding of what our customers seek

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Workforce Summit continued from page 2

- Taking ownership of our customers needs and becoming part of the solution
- Striving to exceed expectations of our customers
- Committing to continuous improvement based on customer ideas
- Acknowledging and honoring customer service excellence
- Developing and assessing performance against measureable criteria

Perhaps the complaint read most often on the Summit evaluation form was that the panel discussion was too short. We



agree! Our thanks and sincere appreciation to the members of the Commissioner group for taking time out of their busy schedule to discuss the very important topic of workforce development.

The afternoon of the Summit consisted of

networking sessions designed to provoke thought as well as to extract expertise from the audience in three areas: strategies; resources; and benefits. Each area had a facilitator and subject matter expert to help keep the process moving. Attendees rotated through all three areas sharing information and describing workforce development programs already in existence at their agencies. At the end of the networking sessions each facilitator provided the audience with a synopsis of their group's progress. Summit evaluations were positive with 82 of the 86 respondents giving the Summit a Good to Excellent rating.

Employee Survey Results 2008 continued from page 1

Method of Distribution: The Division of Personnel used its master distribution list to disseminate the survey to all human resource administrators and human resource contact individuals throughout the state asking them to complete the survey and to forward the survey to employees throughout their agencies. Three thousand ninety-three [3,093] employees responded to the workforce development survey. Of that number two thousand seven hundred ninety-three [2,793] employees provided demographic information pertaining to their agency affiliation.

The survey consisted of twenty-nine [29] questions [not counting demographic information seeking questions]. Respondents represent 35 state agencies. The number of agencies may be higher as 300 survey respondents did not answer this demographic question.

The following represents a snapshot of

the survey results:

Question: *Please rank in order of importance the reasons that originally attracted you to employment in New Hampshire State Government. Pick your top five reasons.* Total number of responses to this question was 2,778. Health and dental benefits ranked first with 2,177 votes.

Question: *Please rank in order of importance those things that keep you interested in working in State government. Please rank only your top five reasons.* Total number of responses to this question was 2,725. Health and dental benefits ranked first with 2,250 votes.

Question: *Which of the following current or potential benefits of working in State government would be most important to you? Please prioritize your top five.* Total number of responses to this question was 2,727. Cost of living adjustment ranked first with 1,524 votes.

The following represent the responses to some of the other questions in our survey. In some cases, we received higher than expected grades and in some cases we received lower than expected grades. We

will attempt to provide a balance of both positive and negative responses for your review. In all cases we have given the response a grade using the standard grading system of A, B, C, D, or F. This is the grade we would have received if this same survey was distributed by an independent research group:

Question: **I have the opportunity to give input on decisions affecting my work.** 73.8% of the respondents agreed with this statement. Grade: C.

Question: **I know how my work contributes to the goals of the agency.** 88.3% of the respondents agreed with this statement. Grade: B+.

Question: **I know what is expected of me at work.** 85.7% of the respondents agreed with this statement. Grade: B.

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Employee Survey Results continued from page 3

Question: **My supervisor treats me with dignity and respect.** 82.8% of the respondents agreed with this statement. Grade: B-

Question: **I know how to measure the quality of my work.** 86.5% of the respondents agreed with this statement. Grade: B.

Question: **I have the tools and resources I need to do my job effectively.** 55.4% of the respondents agreed with this statement. Grade: F.

Question: **My performance evaluation provides me with meaningful informa-**

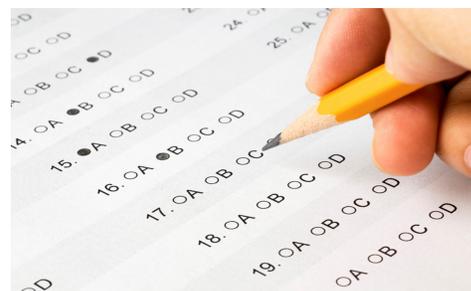
tion about my performance. 61.3% of the respondents agreed with this statement. Grade: D-

Question: **I receive recognition for a job well done.** 63.9% agreed with this statement. Grade: D-

Question: **As it plans for the future, my department or agency asks for my ideas.** 46.2% of the respondents agreed with this statement. Grade: F.

Question: **I am encouraged to come up with new and better ways of doing things.** 66.6% of the respondents agreed with this statement. Grade: D.

When looking at the state as a system we fared well in some areas and not as well in others. For a copy of the full survey results please contact Peter.Gamache@nh.gov.



Roundtable Workshop –Suggestion and Extraordinary Service Award Program

In the February 2009 HR Exchange, an article was published regarding the Suggestion and Extraordinary Service Award Program available to employees. The article mentioned more information would soon be available regarding the spring roundtable workshop. Well...wait no more because on Wednesday, July 8th at 9 a.m. the State Committee for the Suggestion and Extraordinary Service Award Program will hold this workshop at the

Bureau of Education and Training Facility located at 130 Pembroke Road, Concord.

The focus of this workshop will be towards current departmental members along with representatives from agencies who do not have a departmental committee formed but would like to learn how the program works. The State Committee believes this is an understandable and

workable process...not to mention a wonderful program for employees to be recognized for their valuable suggestions and extraordinary service. Invitations will be sent out to those individuals who represent their agencies in June. If you want to find out how you can be involved, contact Becky Harty at 271-2824 or Rebecca.harty@nh.gov

Bureau of Education & Training {BET} Announcement

Applications for the Certified Public Supervisor and the Certified Public Manager programs are on line at <http://admin.state.nh.us/hr/trdev.html>

The Bureau of Education and Training has extended the deadline for the receipt of applications to July 9, to provide agencies with the opportunity to review their budgets. Those who are able to apply sooner are encouraged to do so. The pro-

grams will run on their normal schedule, with the Orientation sessions in August.

If you have questions about the CPS or CPM programs, you may contact BET Bureau Chief Dennis Martino at 271-2793 or dennis.martino@nh.gov



Department of Education Employees Recognized by Governor & Council

At the Governor and Council meeting on March 4, 2009, Debbie Six and Lillian Lee, of the Department of Education, Division of Career Technology and Adult Learning, were presented with a Suggestion and Extraordinary Service Award (SESA) and citation from Governor John Lynch and Director of Personnel Karen Hutchins. Ms. Six and Ms. Lee also received a cash award of \$500 each. Also on hand for the presentation was Education Commissioner Lyonel Tracy, members of the Department's ESEA committee as well as several other Department staff members.

Ms. Six and Ms. Lee were nominated by Sharon DeAngelis, Business Administrator for the Division and Marianne Gfroerer, Guidance and Counseling Consultant, for their initiative and dedication to the Vocational Rehabilitation Offices by centralizing financial processing. They identified a process to free up time for staff from regional Vocational Rehabilitation offices so they could focus on their client-related activities. They were directly responsible for the original initiative, working in collaboration with the software developer to modify the existing software,



Left to right: Deb Six and Lillian Lee

testing, and then verifying that VR financial processing could be centrally located. Ms. Six and Ms. Lee also made themselves available to address problems and concerns with the implementation. The new process has been in place in six Vocational Regional offices since March 2007 and has been

a tremendous success. Their efforts have benefitted the State of New Hampshire in its responsibilities to provide services to students, youth and individuals with disabilities.

Liquor Store Employees Help Driver...And Delivery!

The Liquor Commission wishes to commend Norman Girouard and Alex Trojano, employees of Store #54 in Glenn, for their quick thinking and for going above and beyond the call of duty. Recently, a tractor trailer truck came into Store #54 with a delivery. Mr. Girouard noticed that the driver was suffering with chest pains. He took control of the situation and called for help, and the driver was taken to a local hospital. He also

notified the Law Warehouse about the situation. Mr. Girouard and Mr. Trojano then emptied the load from the truck, so that when the new driver got to the store, he was able to just get in the truck and continue with the daily run. This lessened the delay for the deliveries which were left on the truck, which, if not for the quick thinking of these employees, could have been 3-5 hours. The truck driver who had chest pains was released from

the hospital that day and is doing well.

It is this kind of quick action and dedication that makes the Commission proud of the people they employ!

Light is the task when many share the toil.
Homer—*Iliad*

Book Review: We Don't Make Widgets [Overcoming the Myths That Keep Government from Radically Improving] by Ken Miller. Copyright 2006—Governing Books, a division of Governing Magazine

Ken Miller has been a regulator, a planner, a deputy director of a large state agency, the leader of a state-wide transformation effort, and a government consultant. He has worked in the welfare office and the governor's office. He has experienced the joy of watching 2000 staff members make radical improvements for their customers and be recognized nationwide for their efforts. He's also experienced the pain of watching a new administration tell these same people to "get back in their cages".

Ken Miller has spent much of his life improving government both as a government employee and as a consultant. In his book Ken Miller says "As I watch yet another set of elected officials take office with what they think is the completely novel idea of improving government by eliminating waste, fraud, and abuse, I am reminded of that quotation often attributed to Albert Einstein: "Insanity is doing the same thing over and over again expecting different results." According to Miller, "the newcomers think their initiative will be different – different blue-ribbon commissions, different consultants, and new and innovative forms to be filled out – but the result will be the same." As Peter Scholtes said, "Another tune on the triangle."

According to Miller, governments are

guilty of perpetuating three myths:

1. We don't make widgets. What we do is hard to describe, squishy, intangible service stuff. Therefore we can't really measure it, manage it, or improve it.
 2. We don't have customers. We have hostages – they didn't choose us, they don't want to come back, and it doesn't really matter if they are happy or not. Also, we have multiple customers with competing interests who can never agree on what they want versus what they need.
 3. We're not here to make a profit. There is not incentive to improve and any improvement we do make just gets taken away from us anyway.
- "These three myths keep government from radically improving."

Miller says the three myths prevent us from seeing the reality of our organizations. "Simply put: organizations, both public and private, are collections of systems. Systems are processes [including the inputs, suppliers, and employees who work in the processes] that produce widgets for customers in order to achieve some desired result or outcome. The way we improve an organization is to improve its systems."

Miller says "No matter the industry, it uses the same model – the system of work – to get things done. The system for an industry that doesn't appear to make wid-

gets, doesn't appear to have customers, and doesn't exist to make a profit – a church, in this example – also makes sense. It turns out that churches and ministers actually do make widgets [they call them sermons, wedding ceremonies, and funeral services], they do have customers, and they are here to make a profit – it's just not measured in dollars [depending on your denomination]".

Miller explains why government is very much like industry and why it is important to government agencies to create a "Customer-Centered Culture". Miller goes on to dispel the three-myths and to explain how leaders can bring about a "Large-Scale Change Initiative".



I [Peter Gamache] think this book is a good read for any government employee in a leadership position. Miller presents information in a manner that is understandable and provides real world examples of how to improve your system. The book is short, concise and to the point

Employees of Vital Records Raising Money for Operation Santa Claus

Employees of Vital Records have been busy raising funds for Operation Santa Claus. The 14-person Division has been lending their DVD's and books for a small donation and raffling various items. A giant yard sale to benefit Operation Santa Claus will be held on Saturday, May 23rd from 8-1 at 158 South Village Road in Loudon. Last year Vital Records was able to sponsor two children, and this year they are hoping to double that num-

ber. Operation Santa Claus is a State Employee Association program that was begun by the SEA in 1960 and helps upwards of 3,000 needy children every year. If you would like to become involved, or would like to help in any way, please call Terri Wright at 271-3411 ext. 108.

Help Santa Make A Child's Day A Little Brighter!



New Hampshire DOT Veterans Honored

On March 5, 2009 the New Hampshire Department of Transportation honored military veterans of Iraq and Kuwait during a special ceremony at the DOT headquarters in Concord, New Hampshire. Special guest was NH Adjutant General Kenneth Clark [bottom left], who along with Commissioner Campbell thanked the honored guests for their personal sacrifice and service for their country.

The Division of Personnel would like to extend our sincere thanks and appreciation to all of our veterans for their personal sacrifice, patriotism, and their many years of dedicated service to the citizens of this state. We are proud to know you.

Group photo - Front row [left to right]: NH Adjutant General Kenneth Clark, Robert Havey (Traffic Bureau), Daniel Kendall (Mechanical Services), Michael Burlage (retired DOT), Dan Davis (District 2), Tom Santos (Highway Design), Timothy Labounty (District 1), Matt York (District 3) and Dan Milligan (District 1). Back Row (left to right): Mark Gonyer (District 3), Ronald Pierce, Jr. (District 1), Daniel Fogg (District 1), Christopher Balch (Bridge Maintenance), Gerard Lamson (District 3), Shawn Washburn (Bridge Maintenance), Kenneth Wetmore (Bridge Maintenance), Stephen Drouin (District 3), Craig Drouin (Highway Design), Joshua McGraw (District 2) and NHDOT Commissioner George Campbell.



DOT Family Serves Their Country



In the photograph to the left are the Drouin brothers who served separate New Hampshire National Guard tours in Iraq. Their mother Sandra [pictured center] is a retired DOT employee who participated with her sons at the ceremony. General Kenneth Clark is to the far left and Transportation Commissioner George Campbell is to the far right.





CLASSIFICATION QUIZ—WHAT COUNTS AND WHAT DOESN'T? [PART 2]

In the last issue of the newsletter, we discussed the kinds of information that Classification staff at the Division of Personnel are looking for (and not looking for) when reviewing a request to reclassify a position. As promised, and due to popular demand, we are continuing the “What Counts and What Doesn’t” series in this issue. To recap, last time we explained that an increase in the **volume of work** (in other words, doing more of the same kind of work) is not in and of itself a reason for a position to be reclassified to a higher labor grade. Increases in **supervisory responsibility** over other staff, or an increase in the **nature and variety of the work** being performed, however, are valid reasons to consider when looking at a position for reclassification.

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

1. yes / no “Employee X is an excellent worker. He is punctual and often stays well after regular

office hours. He’s so pleasant to work with too – an asset to the agency. I really think he is deserving of this upgrade, and as his supervisor I completely support it.”

2. yes / no “In the past, we have considered an Associate’s degree and three years of experience to be adequate qualifications for this position, but Employee X’s position has become much more complex, with new laws and regulations to master almost every day. Because of this, we propose increasing the minimum qualifications to a Bachelor’s degree and five years’ experience.”

3. yes / no “As the person in the position which is being reviewed for reclassification, I want to make sure that the Classification Analyst is made aware that I have to give final approval for all of the ABC Permits that come through this office. If I am not in and a Permit has to get out, it can only move forward with the signature of the Assistant Commissioner or Commissioner.”

ANSWERS:



1. No. The employee’s PERSONALITY and UNUSUAL DILIGENCE or OVERTIME are not valid reasons for reclassification. It is often difficult to separate the “person” from the “position” but this is what we must do at the Division of Personnel in order to remain impartial. It is true that the employee may not have taken on all the responsibility they have or earned their supervisor’s unqualified support in making the request for reclassification if it weren’t for excellent personal qualities such as diligence, hard work, promptness, and friendliness. However, what the Division of Personnel is looking at are the position and its duties, not the individual in the position. Personality factors (positive or negative) do not come into play. It can add credence to the request to have the support of the position supervisor and other leadership positions, such as the Commissioner, when a request is made; however, that support is only meaningful for reclassification purposes if it is based on the characteristics of the job, and not the personal qualities of the employee. The yearly performance evaluation is the time for the supervisor to assess and document

Classification Quiz continued

the qualities of the employee on the job. Also, while they do not have a direct impact on reclassification decisions, positive personality traits and a good work ethic do increase the likelihood that an individual will be recommended for other state positions, including in-house promotional opportunities.



2. Yes. A change in the QUALIFICATION REQUIREMENTS of the work and the DIFFICULTY or complexity of the work are both reasons to consider reclassification. The college degree required correlates to the Knowledge factor, and the number of years of experience required corresponds to the level for Skill. As mentioned earlier, "Knowledge" and "Skill" are two of the nine job-related factors that come into play when a position is reviewed for reclassification or reallocation. "Complexity" is on the list also. Each state classified position title is assigned a level for each of the nine factors, ac-

ording to which the salary is calculated. To put it simply, the higher the levels assigned to a position for each factor, the higher the resulting salary grade. You can view the description of the level assigned to each factor on the class specification, under the heading, "Distinguishing Factors". One important point: We are looking at the qualifications which are essential to the position, not the qualifications which the current position incumbent possesses. Remember, as in question #1, we are looking at the position, not the person. The position supervisor and agency human resource staff should ask, "What are the minimum education and experience requirements needed in order to do this job effectively?" One helpful way to approach this is to ask, "If this job became vacant tomorrow, what kind of experience and educational background would we need in order to fill it with a successful applicant"?



3. Yes. The AUTHORITY AND RESPONSIBILITY exercised by the employee and the extent of his or her SUPERVISORY CONTROLS over the work are considerations in reclassification decisions. Remember the nine job-

related factors mentioned earlier? The duties the employee describes of being the one to give final approval of ABC Permits, with the Assistant Commissioner and Commissioner being the only other ones with signature authority, could speak to any number of factors, including Impact, Supervision, and Independent Action. Possibly the classification currently assigned to the employee's position does not include that type and level of responsibility, and therefore the next level in the class series should be considered, or the position should be reclassified to an entirely different series. (For example, the employee may be in the Program Specialist series, but it's possible that the overall duties of the position more closely resemble the Supervisor series, or the Administrator series.) The factor levels assigned to a different classification may be a closer representation of the employee's duties. Of course, as part of the review process, Classification staff will seek answers to questions they may have about the employee's permitting responsibility. For instance, is this a once a year event, or is this a regular part of the job? Does the employee have independent authority over any other part of the work of his or her Division? Do other positions of the same classification in that agency and in other agencies have similar duties concerning permits?

We're glad you are finding our articles on classification helpful. In the next issue....RECLASSIFICATION AND REALLOCATION: WHAT IS THE DIFFERENCE? (P.S.: Expect factor levels to make a comeback.)

Workforce Flexibility 2010 – States as Employers of Choice

On Thursday February 19, 2009 the Alfred P. Sloan Foundation [Sloan Center on Aging and Work at Boston College], George Washington University Law Center and the Twiga Foundation sponsored a day-long informational seminar at the Holiday Inn, Concord, New Hampshire for human resource managers in state government. The purpose of the seminar was to share research findings regarding workplace flexibility practices in other states and for the “States as Employers-of-Choice” project to elicit comments and suggestions to be used by the Foundation in their efforts to secure congressional support, at the national level, for workplace flexibility laws.

As employers we must face the fact that the world is a different place than it was a generation ago. There are two undeniable demographic trends we must face. For the first time in the nation’s history, four distinct generations are working side by side. Also, during the next ten to fifteen years some **78 million** Baby Boomers are expected to retire. In New Hampshire, 47% of the state workforce will be eligible to retire within the next 10 years. “Together, these critical factors – increased diversity coupled with a shortage over time of available workers – will undoubtedly drive a wide array of new human resource practices in the workplace.” A multigenerational workforce, a shrinking labor pool, and an increasing demand for skilled workers dictate that employers develop new recruitment and retention policies.

What is Workplace Flexibility?

According to the Institute for a Competitive Workforce [U.S. Chamber of Commerce], “Workplace Flexibility is a way to define how and when work gets done and how careers are organized.” Companies of all sizes recognize it is critical to overall workplace effectiveness and is needed to improve recruitment and retention. There are many forms of flexibility, but the following comprise the most com-

mon:

- Flexible hours and scheduling
- Telecommuting
- Job sharing
- Team and work partner rotations
- Career transitions and moving from full time to part time work and back
- Continued training and learning Opportunities.

A January 2006 Wall Street Journal article reported that research conducted by



Gartner, Inc. indicated that “more than 23% of the country’s workforce worked at least one day a month at home in 2005, up from 12% in 2000”. Gartner predict that this figure will grow to more than 100 million workers within the next couple of years.

A Business Case for Workplace Flexibility

In 2003, the U.S. Chamber of Commerce conducted a survey titled “Rising to the Challenge” for which it received 3,700 employer responses. Two findings stood out:

1. Half of the employers reported hav-

ing a hard or very hard time finding qualified job applicants.

2. Nearly 60% of employers with 11 to 50 employees reported having a very hard to hard time securing qualified applicants.

Also, numerous research conducted over the past 10 years tells us that “Turnover” is expensive. For many organizations talent retention is a top priority and managing unwanted employee turnover has become an important business issue. When considering indirect costs – lost productivity, lost sales, lost intellectual capital, cost of interviewing, cost to review applications, cost to fill out and file forms, cost to train new employees and other costs – the cost of turnover is too great for companies to ignore. According to industry surveys, estimates of per-employee turnover costs range from \$19,700 for customer service representatives to \$57,700 for middle managers. In the health care industry, the per-patient cost was 34% greater in centers with high nurse turnover. The Saratoga Institute found that it costs 150% to 200% of an exempt employee’s yearly salary to replace that employee.

What does this mean for New Hampshire State Government?

In our November 2008 edition of the newsletter we printed a short article titled “The Rumor Clinic” in which we dispelled the long standing rumor that “the state does not allow alternative work schedules.” For those of you who read the article you will recall we stated alternative scheduling has been used in New Hampshire State Government for more than three decades, perhaps longer. If New Hampshire State Government is going to be successful in recruiting and retaining knowledgeable, skilled and competent multigenerational employees we need to consider alternative scheduling as part of our recruitment and retention arsenal.

The Health Corner: Oral Health Care Linked to Overall Wellness Gum Disease–Diabetes Connection is One Example

The following article was taken, with permission, from Northeast Delta Dental Oral Health Update Second Quarter 2009. Nearly 21 million Americans have been diagnosed with diabetes.



It's no wonder that this disease has been termed our country's biggest epidemic. Of even greater concern is that nearly three times that number – an estimated 57

million people in the United States – have a condition called pre-diabetes, and a significant proportion of these people will develop Type 2 diabetes within 10 years. But regular visits to the dentist's office can help these potential diabetics get an early warning that they should be on the alert.

"We've long known that people with diabetes are more susceptible to gum disease," says Max Anderson, DDS, a national oral health advisor for Delta Dental Plans Association. "But recent studies have revealed that periodontal disease can

actually influence pre-diabetes and contribute to the progression of diabetes."

"This connection to diabetes is just one example of the relationship between an individual's oral health and his or her overall wellness," says Dr. Anderson. "While the research affirms the importance of taking good care of your teeth and gums, it also underscores the role that health care providers can have in early detection of serious systemic diseases."

Anderson points out that there are numerous reasons to keep regular checkups on your calendar, even if you take good care of your teeth.

- Dental professionals can use today's dental exams to screen for oral cancers and other health issues that can be difficult to spot on your own. More than 120 diseases can cause specific signs and symptoms in and around the mouth and jaw. Dental professionals performing checkups can spot symptoms that could indicate serious health problems elsewhere in the body that need attention.
- Checkups allow your dentist to keep up with changes to your health status. Upon learning of medical conditions

you've developed or treatments you're receiving, your dentist can recommend strategies to help you proactively counter the negative effects the conditions and treatments would otherwise have on your oral health.

- Preventive checkups provide dentists with opportunities to identify and intervene early in dental diseases. This can reduce any pain and the financial costs associated with more severe forms of dental diseases. If caught early, periodontal disease is easier to manage and, in some cases, reversible.



some cases, reversible.

"Dental health professionals can suggest the frequency

that's most appropriate for each patient," Dr. Anderson said. "Some people don't need to be seen twice each year, while some need to be seen more often. Consult with your dentist to determine the number of yearly visits that is right for you."

It's Camping Season In New Hampshire State Parks

If you're looking for a vacation close to home, opportunities are right around the corner at New Hampshire State Parks. From hiking in Crawford Notch State Park, fishing at Lake Francis State Park, swimming at Wadleigh State Park, ATViing at Pisgah State Park, camping at Pawtuckaway State Park, or just enjoying a picnic at Rye Harbor State Park, New Hampshire State Parks offer a variety of recreational opportunities and activities throughout the state.

With 19 campgrounds located statewide, New Hampshire State Parks offers camping experiences that range from primitive sites to RV hook-ups. New this year, Milan Hill State Park has yurts available for first come/first served camping and Pawtuckaway State Park has camping cabins available for rent. Camping reservations can be made online at www.nhstateparks.org or by calling

877-NHPARKS.

"Camping in a state park is a fun and affordable way to get away from the chaos of our daily lives," stated Ted Austin, New Hampshire Division of Parks and Recreation Director. "With parks throughout the state, campers can enjoy the mountains, lakes, and other attractions. We have the perfect opportunities for 'day-cations' and 'stay-cations' with locations for day trips or close-to-home destinations when time and resources are tight."



On May 13th, pricing for some of the New Hampshire State Parks campgrounds will change. As part of a restructuring that makes the rates more consistent, some prices have gone up, while others have gone down. "The goal was to make camping prices more standardized throughout the system, rather than by park," commented Austin. "Overall, it will make it less confusing for guests when deciding where to stay and lets everyone get to fun faster."

The Division of Parks and Recreation, a division of the New Hampshire Department of Resources and Economic Development, has 72 parks, campgrounds, historic sites, beaches, grant programs, and thousands of miles of trails. For a list of State Park opening dates, visit www.nhstateparks.org.

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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.

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Memorial Day! Monday May 25th!

Don't forget to honor those who gave their lives for their country.



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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.

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