

# HR Exchange

*NH Division of Personnel*

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## NH First Phase Two – Off to a Great Start

by Mark Fairbank

This fall begins Phase 2 of the State's NH FIRST project to implement Lawson Enterprise Resource Planning (ERP), Personnel, HR, Benefits, Absence Management and Payroll system modules to replace the Government Human Resource System (GHRIS) statewide.

Each agency has designated a primary point of contact and leader responsible for ensuring a successful implementation within the agency.

The project will implement new modules of the Lawson ERP system. The ERP was originally implemented statewide in 2009 for budgeting, general ledger accounting, accounts payable, account receivable, certain grants financial processing, and treasury functions.

The new Phase 2 modules include personnel, on-line recruiting & applications, agency human resources, payroll, benefits, absence management and on-line employee self-service for time-cards, leave requests, and other personal data functions.

More details are available on Sunspot, in the NH FIRST section, under the Lawson Standard Manuals menu.

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## Phase 2 will be implemented in stages:

In January 2012 the project will begin by launching the on-line time-card & leave-request functions (NH FIRST Time Management) at an initial set of agencies. The Time Management system will be designed to work with GHRS while the State continues to rely on that system for payroll. Later, the Time Management system will be integrated with Lawson for the full implementation.

The first four agencies planned to implement in January are the Departments of Administrative Services, Safety, Information Technology, and Revenue Administration. After Time Management is implemented at those agencies and stabilized, the system will be introduced to additional agencies each month between January and July 2012. The overall replacement of GHRS is scheduled for January 2013 statewide. This will include all agencies presently using GHRS for HR and payroll functions.

As we begin to plan with our implementation team, we will share details as they become available and certain. This fall each agency will be contacted directly by the project team to discuss the Time Management implementation schedule.

The implementation of online HR, employee and manager self service functions relies on accurate organizational data in the system. The Lawson ERP will provide an enhanced ability for the state and its agencies to use the system for organizational administration. GHRS presently holds some data that will be essential to accurate processing using Lawson.

If your agency does not regularly update employee "reports to" data in GHRS, now is a good time for HR to update and begin maintaining this data in GHRS. Please ensure that your employees' GHRS records accurately reflect their reporting relationship to their supervisor. This will enable automatic process flow of time-cards and leave-request for approvals.

**Use the following steps to validate the reporting relationship:**

- I. **Go to the PSMT screen in GHRS using the Position Number.**
- II. **Navigate to the PUD2 screen. This will contain the recognized supervisor's Position Number. From there,**
- III. **Navigate to the QPSR screen to review the recognized supervisor's Name.**

If your agency needs to update or correct the recognized reporting relationship for an individual employee/position, go to the PUD2 screen in GHRS to update the "reports to" position number. Agencies currently have authority to do this without approval from the Division of Personnel.

After updating/correcting reporting relationships, if there have been changes in the organizational structure as per Personnel Rule 302.01 (j), please be sure to send notification of the changes along with updated organizational charts to the Division of Personnel for an assessment of potential impacts on any of the surrounding classification titles. □



# Meet Matt Newland – Manager of Employee Relations

Matt Newland came on board in the role of Manager of Employee Relations in the midst of negotiations with three unions representing nearly all classified State employees. Matt, who is a lifelong resident of the Concord area, has an enormous background in tough and important negotiations with BAE Systems. BAE is primarily a defense contractor. Matt's role often included multi-party negotiations on high level and often top secret issues.



**Matt Newland**

As it turns out, tough jobs are common fare for Matt Newland. As a student at the University of New Hampshire, Matt was on the University System's Board of Trustees. In his senior year he also became a State Representative and served two terms in the NH House of representatives.

In that capacity he earned a tremendous amount of respect for his work in the area of ethics for the Legislature. After graduating from UNH, Matt worked for the State

overseeing Driver Education programs for the Department of Safety before joining BAE Systems.

When asked what he likes most about his job as Manager of Employee Relations, Matt states, "I love negotiating".

He enjoys the problem solving nature of the job and how every day brings a new challenge. He enjoys bringing people together for consensus building. His favorite expression is, "You don't need a law, a rule or a collective bargaining agreement to have a conversation." He credits his wife Heather with great patience and support. □

It's so hard when I  
have to, and so easy  
when I want to.  
  
Anne Gottlier



## THE POWER OF THE SJD by Jennifer Elberfeld

*It was going onto 4:00 p.m. when distressed state employee Peter H. entered the office of HR Administrator Madeleine F. It was obvious that Peter was worried and upset, as he nervously sank down into Madeleine's guest chair. He didn't relax at all, but instead sat bolt upright and leaned forward, his hands clasped tightly together. "What's wrong, Peter. Can I help you?" asked Madeleine. "Well, I'm not sure." replied Peter, "I just found out today that my performance evaluation is scheduled for tomorrow, and I've been thinking this through and realized that I really don't know if I've met the expectations of this job." Madeleine asked, "Why don't you think so?"*

Peter replied, "The problem is, I've never been told exactly what my actual job duties are, and I've never actually seen my job description, so how can I know what criteria I'm being rated against?" Madeleine said, "You mean, your supervisor never went over your supplemental job description with you when you came on board?" Peter shook his head. "That isn't good at all," Madeleine said.

"Not only that," said Peter, "but it seems that I am asked to do more and more each day, all kinds of different things. Very little of it seems to match the ad I responded to when I applied for the job. With Anne retiring early, and two other positions in my unit eliminated in the budget cuts, I'm wondering if I'm being given all of their responsibilities too, and some of them were paid at a higher level than I am. But I've

never seen an updated job description, or any description, for that matter."



Madeleine asked, "Have you talked this over with your supervisor?" "That's another problem," said Peter. "I've never been totally sure who my actual supervisor is. The person who was supposed to do my evaluation had to fill in at one of our outlying offices, so the Bureau head is going to meet with me tomorrow, and do the evaluation in collaboration with the Division Director. The truth is, I get work assigned to me by all of those people. It keeps changing."

Needless to say, Madeleine was concerned by what she had heard, on many levels. If Peter didn't know what was expected of him, it's possible that his supervisors (plural) didn't either. And then there was the apparent disconnect between the job ad that Peter applied to and what he was actually doing. The possibility that he was given tasks beyond his labor grade was also a concern, as a position reclassification might be justified. She decided to ask that



Peter's evaluation be postponed if possible, until she could meet with his supervisors and the job description could be looked at (and the direct supervisor identified). She let Peter know this. He left Madeleine's office still worried, but somewhat reassured. Madeleine then called the Division of Personnel's Classification Section and found out that the last time the SJD for Peter's position had been officially updated was in 1991.

Have you ever wondered why the Division of Personnel's Classification Section, and sometimes staff from Recruitment & Certification gets after HR folks about making corrections and updates to supplemental job descriptions (SJD's), to the point of driving you all crazy? This is why. SJD's relate to just about everything we do in HR. The SJD actually has power, in that it is a crucial tool that benefits all parties in state employment – the employee, their supervisor, the HR office, the agency head, the Division of Personnel, and the statewide classification system.

### WHAT IS AN SJD?

The supplemental job description is the official form used in the classified system to document the job assignments of an individual position. Each and every classified position in the state has an SJD. The SJD also lists any qualification requirements particular to that position (and compatible with the class specification), and identifies the position supervisor.



## THE POWER OF THE SJD

The example at the start of this article is not an actual case, but it has similar elements to other situations we've seen. It's an example of some of the negative consequences of not keeping SJD's up to date, but it's also meant to illustrate the power of the SJD. Why is an SJD powerful? Here are some of the functions the SJD is used for:

### RECRUITMENT AND CERTIFICATION:

The SJD sets special qualification requirements approved by the Division of Personnel which are used for certification. The SJD is also used in posting the job for recruitment. In Peter's case, the SJD used for the job ad was probably outdated, because it didn't have much to do with the work he was actually performing.

*I am a slow walker, but I  
never walk backwards.*

*Abraham Lincoln*

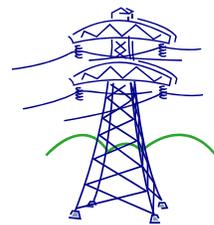


**JOB EXPECTATIONS:** The SJD is a shared source of knowledge for the supervisor and the employee concerning what the actual job functions are. Each duty (or accountability) listed on the SJD should be a function that takes 10% or more of the position's overall work time. The SJD is reviewed and signed off on as part of the on-boarding process when an individual is hired. Obviously this never happened when Peter was hired!

**PERFORMANCE APPRAISAL:** The SJD identifies the expectations of the position. The SJD is reviewed at the annual performance evaluation and changes are made as needed. Changes are signed off on by both the supervisor and employee. If the changes are more than minimal ones, the SJD is sent to the Division of Personnel for review by the agency HR office. In Peter's case, there was never an updated SJD to base the performance evaluation on in the first place – another reason why it is so important to keep them updated.

**CLASSIFICATION:** Changes to the SJD measure job growth, which could result in a reclassification or reallocation of the labor grade according to the state classification system. Not only is Peter's position SJD outdated, but the job has changed and expanded in such a way that it may no longer be properly classified and salaried.

Now that you know the power of the SJD, have you taken a look at yours and at your employees' lately? Do they need revision? Your agency's assigned Classification Analyst at the Division of Personnel will be happy to assist you. ☐



*If you have questions about  
how to construct a proper  
"SJD" you can contact Jennifer  
Elberfeld at*

[jennifer.elberfeld@nh.gov](mailto:jennifer.elberfeld@nh.gov)



# Lean- Not Just a Process, a Catalyst for Change!

By Heshla Ash-Tessier and Lean Team members Gregory Ives, Lis Santiago, and Renee Carboni

In late 2010 The NH Employment Security Appeals Unit experienced a workload backlog of three weeks to three months. The unit was still suffering fallout from the newly implemented online computer system (late 2009), which was not Appeals process friendly. If that was not enough, the unit experienced management changes three times in four years. All of this happened during a timeframe of unprecedented levels in unemployment for the state. Sounds like the perfect storm. The unit needed a change response and the Lean process was the catalyst.

During the months of January and February 2011, three employees from the Appeals Unit and the newly appointed UI Training Supervisor participated in three days of Lean Process Improvement training presented by the Bureau of Education & Training. It would be an introduction to “common sense, uncommonly applied” to everyday processes. Applying common sense...what a novel idea!



NHES Lean Team

The group identified the customer and service/product for an Appeals process.

The process began with the receipt of an appeal request and ended with the mailing of a decision. The “current state” of the process was mapped on a 10-foot long piece of butcher-block paper, using various colors of self-stick notes to identify steps, questions, and bright ideas.

The group decided this process was too cumbersome to complete in three days, and adjusted the process “bookends” to end when the notice of the receipt of the appeal mailed. We presented the new process to the Commissioner, Deputy Commissioner, newly appointed Appeals Administrator, HR Director, Unemployment Compensation Bureau director, and Employment Service trainer. After a few calibrations of certain steps, we implemented the process on March 4, 2011.

**By the time a man is  
wise enough to watch  
his step, he's too old  
to go anywhere.**

**Billy Crystal**



## Lean- Not Just a Process continued...

Through the Lean process, we have rearranged our staffing (according to individual state job descriptions) to increase productivity where bottlenecks existed and eliminate the need for system interface during other steps. In addition, this initial process has shaved off 86 minutes of "cycle" time (the time for one item to get through the steps, including batching and "transportation" from desk to desk). Appeals staff currently works toward a paperless system that integrates email and our various computer systems to save time and money.

The Lean philosophy continues to impact NHES Appeals business practices as well as the way we think. We use Lean for scheduling, filing, and communications as part of our business process. New Hampshire moved from being ranked nationally last for case aging **at the end of 2010 to 9<sup>th</sup> for the first quarter of 2011**. With the help of Lean, we hope to be ranked number one by 2012. □

***Those who initiate change will have a better opportunity to manage the change that is inevitable.***

***William Pollard***

## DRA Strategic Planning Underway

Department of Revenue Administration Commissioner Kevin Clougherty and Deputy Commissioner Missy Fulton have had their senior staff busy working on a Strategic Plan. The group has held three planning sessions to date with more to come.

Included in the vision for DRA is to become a "go-to" organization that can be called upon to help customers, the NH Legislature, and other State agencies.

In that regard DRA has become one of the first State agencies to install a **Voice over Internet Protocol (Voice over IP, VoIP)** VOIP is a family of technologies, methodologies, communication protocols, and transmission techniques for the delivery of voice communications and multimedia sessions over Internet Protocol (IP) networks, such as the Internet.

This technology assists in providing state of the art customer service for taxpayers and other stakeholders.



**Commissioner Kevin A. Clougherty**

A long term goal for the planning committee is to assure that the Department is automated in every way possible. Each segment of the operation is being reviewed for efficiency and effectiveness.



# Pause - A Tip from the Bureau of Education and Training

It's a busy week. You are plagued by deadlines and a workload that is piling higher and higher. As a supervisor the last thing you need is a problem with your staff. Onto the scene enters the human factor. People show up late for work. Somebody calls in sick. A potential disciplinary situation looms. Does this sound familiar?

Have you ever "snapped" at an employee and then regretted it? Have you ever muttered under your breath (though others could hear you) about somebody calling in sick? Has a potential opportunity to correct someone's performance turned into a worse situation? Of course few of us are perfect. We probably have all made these types of mistakes.

Probably the most difficult situation to handle for a working supervisor is to juggle their own work while managing the human factor of their employees. In fact, when you look back on any supervisory responsibility that you have not handled well, there is a strong likelihood that you made the mistake of acting quickly and emotionally rather than calmly and rationally.

It's easy to suggest that you slow down and think before you act. However, it isn't always that easy to do. Most people in supervisory positions are people who act quickly by nature (the "Can Do!" types). It stands to reason that it is hard for them to slow down long enough to take in the full situation.

In order to respond to ever-changing work situations it is important that supervisors form the habit of pausing before acting. It's a bad news, good news situation. The bad news is if you are in the habit of acting quickly to stimuli, it

is difficult to break that habit. The good news is, like all habits the more you practice the new behavior, the more of a habit it becomes.

One suggestion is to assess your own interactions with employees. After you have given a direction, or counseled an employee for any reason, take some time to evaluate yourself. Did I handle this situation in the best and most productive way?

If at the end of a week or a month of self-assessment you find that acting too quickly did not bring about the best results, then you may want to work on slowing down. Asking for feedback from colleagues can help. Ask them to observe you or evaluate you. You can do the same for them.

We all will make mistakes. Acting more deliberately by pausing before acting can minimize them. □



# Mt. Washington State Park Employees Recognized

On May 11, 2011 the Department of Resource and Economic Development sought recognition for their employees for going beyond the call of duty in their jobs relative to a life saving event. In August 2010, at the Mt. Washington State Park, a man collapsed and stopped breathing while waiting in the cafeteria cash register line. Within seconds, the entire on duty state park crew sprang into action.



Mt Washington State Park Staff

Their immediate action to begin CPR along with the activation of a defibrillator saved a life. This life saving event could not have happened without the medically trained expertise and teamwork of the Mt. Washington State Park staff. The medical leadership role filled by Bill Fiske and Joan Veilleux kept their staff focused. Although Diane Holmes was not there in person, she was there in spirit because of the defibrillator training she had given Joan to do her job.

Kamrie Moulton, who first observed the visitor collapse, immediately called for help from Lindsey Aubin and Dona Sanborn. Nick Ramsay and Sylvia Lowe removed seats from the State Park van to make room for the emergency transport and helped litter carry the patient to the waiting van.

Sally Bellerose and Kiera Arguin kept the area clear of visitors so that staff had room to work and the maintenance manager, Chris Uggerholt was there behind the scenes handing out equipment and making sure everything was ready the second it was needed. Dona Sanborn, Gift and Food Service Manager, drove the visitor down the mountain with courage and efficiency. Although no one knew what the clinical status of the patient was when he collapsed, it was evident that quick reaction and composure during this extraordinary situation saved this man's life. The Employee Suggestion and Extraordinary Service Award Committee, with the approval of the Governor and Executive Council, recognize and thank these amazing Department of Resources and Economic Development staff for going far beyond the call of duty.



# Extraordinary Service Award to Susan Tirrell

The Employee Suggestion and Extraordinary Service Award Committee, with the Governor and Council's assistance, presented Sue Tirrell, Assistant Manager at Mount Monadnock, recognition for her extraordinary service and dedication for going beyond the call of duty in her job relative to a life saving event. In November 2010 while working at Mount Monadnock, Ms. Tirrell received a call that there was a hiker who was experiencing chest pains on one of the trails. The hiker was coherent and alert when Ms. Tirrell arrived and she immediately evaluated his vital signs. The hiker's vital signs were irregular, his color was very pale and his lips ashen; all signs alerting Ms. Tirrell that the hiker should be carried out by a group of frequent Monadnock hikers and volunteers. Ms. Tirrell's actions in calling for a litter was the first action that saved this individual's life, but not the last life saving measure she would be required to make this day. While waiting for the litter to arrive, the hiker unexpectedly collapsed, convulsing, before turning blue. Ms. Tirrell immediately began CPR to get the hiker breathing again and when this failed she employed the automated electronic defibrillator which she had in her emergency pack. With the second shock the hiker regained consciousness and was eventually carried off the mountain to a



**Susan Tirrell receives award from Governor Lynch**

waiting ambulance and airlifted to a hospital for multiple by-pass surgery.

Ms. Tirrell's actions went far beyond what was expected of her. She clearly demonstrated what a difference proper training and equipment can make in an emergency. Although no one knew what the clinical status of the hiker was when he collapsed the first time, it was evident that Ms. Tirrell's quick reaction and composure during this extraordinary situation saved this man's life. □



# Manager's Moment

## The Pulse of New Hampshire Hospital



By Phil Wright, CPM, CESM, CHEP, Director, Support Services

Paul Aboussa began his work at NH Hospital in 2001 as a Health Facilities Cleaner in the Environmental Services Department. Prior to 2001 he lived in Togo, West Africa before being forced to Benin because of war. Eventually the fighting forced Paul and his family to leave their homeland and move to America as political refugees. While in Togo Paul lived a pretty good life and served as the “High Commissioner of Clerk of Courts” for almost 30 years. Paul has degrees in Art and Law, and never imagined having to pack up his family and move to a strange country where people spoke a different language. But that is exactly what Paul was forced to do. In America, the laws and justice system were very different than in West Africa, so finding a job in the court system was not an option. Instead Paul found himself working at NH Hospital as a housekeeper – and happy to do so. For you see, Paul is a very humble and unassuming man. He works hard. Keeps to himself. And is grateful to have a job and the ability to provide for his family. It is because of Paul’s meek demeanor, and humble attitude that all of us in the APS basement on a Thursday in September received a surprise. That was the day Paul showed us his hidden talent. A gift, if you will. The portraits of JFK and MLK you see with this article were painted by Paul. The accuracy and attention to detail are truly amazing! Who knew that this quiet housekeeper from West Africa is a gifted painter?! What a discovery! Paul’s story is certainly different. I don’t know of any other Hospital staff person who can claim to be a political refugee from Africa, and after having been a highly educated “white collar worker” in their homeland, come to America and stake their claim as a “painting housekeeper.” While the rest of us may not be “painting housekeepers” ourselves, we all have our own story... and our own unique gifts and abilities. As a manager it is so easy to only see the “job description” and the “task at hand” when dealing with employees. Guilty as charged! But what kind of place would New Hampshire Hospital be if we could tap into everyone’s distinctive gifts and abilities? Wouldn’t it be cool to share your special talent or gift in a way that could benefit the organization? Wouldn’t it be great if supervisors could give employees a little freedom to explore other work related abilities that have been untapped? I think it would! Now don’t get me wrong, if you’re naturally gifted at ballroom dancing, we cannot have you “strutting your stuff” in the APS lobby for all to see. However there may be other ways for you to share your gift— perhaps as a volunteer or

instructor. I’m not claiming to have all the answers for my muse but just want to get us thinking about ways in which we can use our gifts and talents to help others, the Hospital, and our clients.



For those of us admiring Paul’s paintings (before they left NH Hospital on their way to Concord City Hall, where he had donated them) we were awestruck not only by his talent, but his story. So what’s your story? And how can you share your gifts and abilities here at work and continue to make NH Hospital an organization of excellence?

**Paul Aboussa and the paintings he donated to the City of Concord**



# Certified Public Supervisors and Certified Public Managers Gain College Credit

The Bureau of Education and Training has agreements with a number of NH Colleges and Universities that grant college credit for completing the Certified Public Supervisor program and the Certified Public Manager Program. This is an enormous savings in time and money for Public Employees seeking a degree. Check with the Bureau of Education and Training for more details. For information about the Certified Public Supervisor or Certified Public Manager Program contact Kate McGovern at [Mary.McGovern@nh.gov](mailto:Mary.McGovern@nh.gov)

College or University	Undergraduate Credit	Graduate Credit
University of New Hampshire	NA	6 credits toward a Masters in Public Administration for CPM graduates
Franklin Pierce University	NA	3 credits toward an MBA for CPS graduates and 9 credits toward an MBA for CPM graduates
New England College	NA	8 credits in four different Masters Programs for CPS graduates. 12 credits in those same programs for CPM graduates (Total 12 credits)
Springfield College, School of Human Services (Manchester NH and St. Johnsbury VT campuses)	8 credits towards a Bachelor's degree for CPS graduates. 17 credits for CPM graduates. (Total 17 credits)	
Granite State College	7 credits towards a Bachelor's degree for CPS graduates	
NHTI	10 credits toward an Associate's Degree for graduates of either CPS or CPM	



# New Online Map Plots N.H. Historical Highway Markers

Shelly Angers, N.H. Department of Cultural Resources

Just in time for fall foliage trips, the New Hampshire Division of Historical Resources has added an interactive map of the state's historical highway markers to its website, [www.nh.gov/nhdhr](http://www.nh.gov/nhdhr)



Visitors to the website can use Google Maps technology to easily navigate a map of New Hampshire and find locations of the state's 200+ historical highway markers. A photo of each marker, along with its GPS coordinates and a search feature to find nearby landmarks and attractions, can be accessed by clicking on a marker's location.

New Hampshire's historical highway markers illustrate the depth and complexity of our history and the people who made it, from the last Revolutionary War soldier to contemporary sports figures to poets and painters who used New Hampshire for inspiration; from 18th-century meeting houses to stone arch bridges to long-lost villages; from factories and cemeteries to sites where international history was made.

"Historical highway markers form a trail of the state's heritage, from Pittsburg to Hinsdale and Seabrook," said Elizabeth Muzzey, director of the N.H. Division of Historical Resources and state historic preservation officer. "Each marker is initiated by a group of local advocates; the program reflects what people in New

Hampshire feel is important and unique about our history."

The New Hampshire historical highway marker program is jointly managed by the N.H. Division of Historical Resources and N.H. Department of Transportation.

Any municipality, agency, organization or individual wishing to propose a historical highway marker to commemorate significant New Hampshire places, persons or events must submit a petition of support signed by at least 20 New Hampshire citizens. They must also draft the text of the marker and provide footnotes and copies of supporting documentation, as well as a suggested location for marker placement.

New Hampshire's Division of Historical Resources, the "State Historic Preservation Office," was established in 1974. The historical, archaeological, architectural, engineering and cultural resources of New Hampshire are among the most important environmental assets of the state. Historic preservation promotes the use, understanding and conservation of such resources for the education, inspiration, pleasure and enrichment of New Hampshire's citizens. For more information, visit us online at [www.nh.gov/nhdhr](http://www.nh.gov/nhdhr) or by calling (603) 271-3483. □

***What lies behind us and what lies before us are tiny matters compared to what lies within us.***

***William Morrow***