



State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES

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114 MLC

DEC 08 2021 PM 1:30 RCUD

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December 8th, 2021

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

Dear Governor Sununu and Members of the Executive Council:

I am pleased to present the Sixty-Ninth Annual Report for the Division of Personnel of the Department of Administrative Services for Fiscal Year 2021. This report is submitted in accordance with the provisions of RSA 21-I:42, VII.

Respectfully submitted,

Charles M. Arlinghaus

Lorrie A. Rudis, Director
Director, Division of Personnel

STATE OF NEW HAMPSHIRE
FISCAL YEAR 2021 ANNUAL REPORT
DEPARTMENT OF ADMINISTRATIVE SERVICES
DIVISION OF PERSONNEL



Respect

We treat all people with dignity and respect. We avoid making assumptions and judgments.



Teamwork

We are collaborative and constructive. We contribute to a positive working atmosphere.



Integrity

We are responsible and hold ourselves accountable for the decisions we make, the actions we take, and the words we use. When we make mistakes, we acknowledge them and act to correct them.



Civility

We are courteous and polite in our behavior. We are open, honest, and direct in all aspects of our communication.



Growth

We foster an environment where learning and growth are supported.



Diversity

We welcome and support people of all backgrounds, abilities, and identities. We have a general awareness of the rights, concerns, and feelings of others.



Constructive Attitude

We conduct ourselves in a forward-looking and productive manner in order to advance our work. We listen to all perspectives and are considerate of others.



**State of New Hampshire
Department of Administrative Services
Division of Personnel**

**2020 Annual Report
Fiscal Year Ended June 30, 2021**

Pursuant to RSA 21-I:42 and RSA 21-I:54

Charles M. Arlinghaus, Commissioner
Lorrie A. Rudis, Director of Personnel

Christopher T. Sununu, Governor
Joseph D. Kenney, Executive Councilor
Theodore L. Gatsas, Executive Councilor
Janet Stevens, Executive Councilor
Cinde Warmington, Executive Councilor
David K. Wheeler, Executive Councilor

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Concord, New Hampshire 03301

<https://das.nh.gov/hr>

TABLE OF CONTENTS

DIVISION OF PERSONNEL.....	5
GENERAL SUMMARY.....	5
OVERVIEW.....	6
COVID-19 RESPONSE.....	9
ORGANIZATIONAL STRUCTURE.....	10
EXECUTIVE BRANCH AT A GLANCE.....	13
EMPLOYEES BY CATEGORY.....	14
POSITIONS BY CATEGORY.....	14
DEMOGRAPHICS.....	15
WORKFORCE CHARACTERISTICS.....	17
EMPLOYEES BY GENDER AND EEO CATEGORY.....	19
EMPLOYEES BY GENERATION.....	20
EMPLOYEES BY AGE.....	21
EMPLOYEES BY YEARS OF SERVICE.....	22
EMPLOYEES BY AGE AND LABOR GRADE.....	22
EMPLOYEES BY COUNTY.....	23
FULL-TIME EMPLOYEES BY AGENCY.....	24
EMPLOYEES BY TYPE AND AGENCY.....	26
EMPLOYEE STATISTICS BY AGENCY WITH 10 OR MORE EMPLOYEES.....	28
EMPLOYEE PAID LEAVE.....	29
ANNUAL AND SICK LEAVE USAGE BY AGENCY.....	30
ADDITIONAL PROGRAMS.....	31
COMPENSATION.....	35
AVERAGE SALARY BY AGENCY.....	36
AVERAGE SALARY BY YEARS OF SERVICE.....	38
AVERAGE SALARY BY EEO CATEGORY.....	38
DISTRIBUTION OF EMPLOYEES BY LABOR GRADE STEP.....	39
COST OF LONGEVITY.....	40
POSITION STATISTICS.....	41
BREAKDOWN OF STATE OF NH POSITIONS BY TYPE AND BRANCH OF GOVERNMENT.....	42
FILLED AND TOTAL FULL-TIME PERMANENT CLASSIFIED POSITIONS.....	43
POSITIONS BY EEO OCCUPATION GROUP.....	44
CLASSIFIED FULL-TIME PERMANENT POSITIONS BY AGENCY.....	45
FULL-TIME SEASONAL POSITIONS BY AGENCY.....	46
FULL-TIME TEMPORARY POSITIONS BY AGENCY.....	47
TURNOVER AND SEPARATION FROM SERVICE.....	49
TURNOVER.....	50
TURNOVER OF CLASSIFIED EMPLOYEES.....	51
DISTRIBUTION OF SEPARATED EMPLOYEES BY LENGTH OF SERVICE.....	53
RATE OF SEPARATION BY LENGTH OF SERVICE.....	54
EMPLOYEE SEPARATION FROM SERVICE BY REASON.....	55
VACANCY.....	57
VACANCY RATE FOR FULL-TIME POSITIONS BY AGENCY.....	58
VACANT FULL-TIME POSITIONS ON JUNE 30, 2020 BY NUMBER OF DAYS VACANT.....	59
VACANT POSITIONS ON JUNE 30, 2020 BY NUMBER OF DAYS VACANT BY POSITION TYPE.....	60
VACANCY RATE ON JUNE 30, 2020 BY POSITION TYPE.....	60
RETIREMENT ELIGIBILITY.....	61
EXECUTIVE BRANCH - GROUP 1 EMPLOYEES.....	62
EXECUTIVE BRANCH - GROUP 2 EMPLOYEES.....	65

DIVISION OF PERSONNEL WORK ACTIVITIES	67
CENTRAL HUMAN RESOURCE PROCESSING OPERATIONS UNIT.....	68
RECRUITMENT	69
EMPLOYEE REDUCTION IN FORCE (RIF) LIST	73
EMPLOYEE HR TRANSACTIONS.....	74
POSITION HR TRANSACTIONS.....	74
EXAMINATION SECTION.....	75
CLASSIFICATION UNIT.....	76
BUREAU OF EMPLOYEE RELATIONS.....	94
BUREAU OF EDUCATION AND TRAINING	100

DIVISION OF PERSONNEL

GENERAL SUMMARY

Authority

RSA Chapter 21-I: 42-44, RSA Chapter 21-I: 54-57 Federal Merit System Standards

Mission

Establish and promote best practices in human resources through training and operational efficiency making the State of New Hampshire an employer of choice.

Location

54 Regional Drive, Suite 5
Concord, NH 03301

Staff Composition

- 21 Full-time classified positions (eight vacancies)
- 7 Part-time positions (no vacancies)
- 3 Unclassified positions (one vacancy)

Fiscal Year 2021 Appropriation

DOP Appropriation (except BET)	\$2,129,277 General Funds	\$385,157 Agency Income
BET Appropriation	\$195,444 General Funds	\$365,038 Agency Income

Personnel Appeals Board

RSA 21-I:45 authorizes the Governor and Executive Council to appoint three members and two alternates to serve three (3) year terms on the New Hampshire Personnel Appeals Board. The Commissioners serving on the Board during Fiscal Year 2021 included Marilee Nihan, Norman Patenaude, Gail Wilson, and Jason Major.

OVERVIEW

The Division of Personnel was established in 1989 to manage a centralized State system of personnel administration. As such, the Division is tasked with establishing and enforcing appropriate methods of recruitment, appointment, compensation, promotion, transfer, removal, layoff, evaluation, and discipline of state employees; preparing and overseeing the State classification system and allocating all classified positions to an appropriate classification title based on job duties and level of responsibility; administering all collective bargaining agreements with classified employees; and providing training programs for state agencies. The Division also conducts investigations of complaints of harassment or misconduct, sets statewide human resources (HR) policy, and supports the Personnel Appeals Board. In performance of these duties, the Division of Personnel serves a valuable role in maintaining a fair, equitable, and comprehensive system of personnel administration for the State and supporting the success of each agency and each employee.

On February 1, 2020, the Division issued a report to the Governor, the Speaker of the House, and the Senate President on key steps to modernize the State's personnel management practices: *Modernizing New Hampshire State Government's Personnel Management Practices* (February 1, 2020). The report highlights four specific areas for improvement of the State's current personnel management structures and practices:

- 1) Statewide development of personnel policies and standard operating procedures, including standard forms and letters, to drive consistency and legal compliance;
- 2) Reorganization of human resources functions to train staff to a high-level of expertise in certain roles and consolidate resources across smaller agencies to better serve all agencies and employees;
- 3) Simplify the set of position types and job classifications used in state government and better align with federal job definitions, establish salaried professional and managerial positions in the classified ranks, and allow more flexibility at the agency level in managing positions and hiring/retaining staff; and
- 4) Review and adjust the legal foundation of the personnel system, namely the collection of state laws, administrative rules, and collective bargaining agreements, to reduce complexity and support the above objectives.

In accordance with the above objectives, the Division accomplished the following goals in FY 2021:

- Established standard procedures and forms to be used by all State agencies for the following:
 - Offer Letter – provides standard required data to new hire on position and pay.
 - Leave Form – provides standard details on approved extended leave.
 - Transfer Form – ensures that critical information is passed from a sending agency to a receiving agency when an employee transfers between them.
 - Waiver Forms – standard forms to capture required information and approvals when an agency requests a waiver of a Personnel Rule.

- Produced an updated Standard Operating Manual for state HR professionals for processing all types of HR transactions within NH FIRST.
- Increased the use of e-forms to streamline review and approval processes.
- Updated and standardized procedures for documentation and compliance with the Family Medical Leave Act and the Income Protection Plan.
- Implemented E-verify statewide to electronically verify information from an employee's Form I-9, Employment Eligibility Verification.
- Increased the use of the state HR system for hiring – 99.7% of all applications are now submitted electronically.
- Implemented a standard Day One Orientation for new employees. Currently 11 agencies participate in this program.
- Completed the internal reorganization of the Division to establish a Central Operations Unit to handle recruitment, employee transactions and records, and position changes and records. All staff are now cross-trained to cover all functions and better understand the interconnections between these actions.
- Provided focused trainings to state human resources staff by functional role, including HR Generalist, Recruiter, Leave Management Coordinator, and Classification Coordinator.
- Further defined an overall strategy for a revised Classification Plan and System for the state and new procedures to consolidate position titles and map current positions to a new system of titles through several pilot projects.
- Authorized agencies to offer a single step increase for internal transfers and to approve new hires up to Step 7 without prior Division approval.
- Established the Human Resources Support Unit (HRSU) to provide HR support services to small to medium-sized agencies that cannot maintain a comprehensive fully-trained HR office.
- Initiated a standard training program for state HR professionals.
- Reviewed, updated, and reissued all prior HR memorandums, overriding prior directives to clarify policies and procedures in effect under current laws, rules, collective bargaining agreements and state standard procedures.

In addition, the Division continues its efforts to improve NH FIRST, the state's Human Resources Management Information system, to enhance functionality and improve the user experience, to automate standard work processes, and to improve compliance auditing. In FY 21, the Division made substantial improvements to the electronic recruitment system including adding and updating templates, implementing automatic email correspondence to applicants, providing additional direction to hiring managers, and providing agency recruiters with information on all applicants applying across all state agencies.

Finally, the Division is increasing its use of metrics to monitor the efficiency of HR operations and determine where additional staffing, improved training, or process evaluation work might be needed to improve timelines or quality at the state and agency level. For example, the Division now has over two years of quarterly data on turnover and vacancy rates allowing the state to see where market changes are impacting state employment. Other areas where metrics are being used to evaluate performance include:

- Percent of annual employee evaluations completed.
- Percent of recurring customers for Bureau of Education and Training trainings.
- Average length of vacancy for positions (indicates potential difficulty in hiring).
- Number of days from posting a position to hire date.
- Turnover rate for new hires (less than 2 years) relative to all employees.

The Division is committed to evolving the state's personnel system to best meet the needs of state agencies and employees. Although change takes time, and can be hampered by limited resources and the need to maintain day-to-day operations, we are starting to see positive results from the changes that have been put in place. In addition, we are pleased to have a renewed sense of cooperation and partnership between the Division and our sister agencies across state government.

COVID-19 RESPONSE

On March 13, 2020, the Governor declared a State of Emergency in response to the COVID-19 pandemic, which was later followed by the COVID-19 Safer-at-Home Order. The COVID-19 pandemic had a significant impact on our state work force and the work of the Division, which continued throughout FY 2021. The Division maintained full and continuous operation throughout the emergency using a combination of fully-remote and hybrid/rotating staffing; staff returned to the office full-time in Spring 2021.

During and after the State of Emergency, the Division worked closely with other Department of Administrative Services (DAS) divisions, including Financial Data Management (FDM), the Budget Office, and the DAS payroll teams, as well as the Department of Justice, to implement new and modified state policies and programs including:

- New paid leave programs for both part-time and full-time employees under the Families First Corona Virus Response Act (FFCRA), Emergency Paid Sick Leave (EPSL), and Emergency Paid Family Leave (EPFL);
- Changing restrictions on travel, quarantine requirements, and returning to work after illness or exposure (among others);
- Adjustments to work locations and work environments; and
- Changes to other state policies, such as use of sick leave and “banking” of accrued leave time and floating holidays.

In addition, the Division’s Classification Unit worked quickly to establish new positions and transfer and/or reclassify existing positions to support the State’s COVID-19 response and comply with the state hiring freeze.

Throughout FY 21, the Division played a vital role communicating with agency HR staff and providing guidance on a wide variety of topics including:

- Safety protocols;
- Shifting workers to different locations and/or reassigning them to different job duties;
- Allocating and using Emergency Paid Leave (EPSL and EPFL) and regular paid sick leave; and
- Accommodations and continued compliance under the Family Medical Leave Act (FMLA) and American Disabilities Act (ADA).

Finally, the Division’s Bureau of Education and Training adjusted their offerings in FY 21 to transition all programming to an online format. The Bureau held a virtual graduation ceremony in July 2021.

The Division continues to adapt to and support changes in policies and procedures as our state continues to address the impacts of the COVID-19 pandemic.

ORGANIZATIONAL STRUCTURE

DIRECTOR

The Director of the Division of Personnel oversees all activities conducted by the Division with the assistance of a Deputy Director, a Manager of Employee Relations, and a Training and Education Officer. Additional staff include an investigator and an administrator for the Personnel Appeals Board.

BUREAU OF HUMAN RESOURCES ADMINISTRATION

The Bureau of Human Resources Administration oversees all aspects of employee and position management and is comprised of two units:

(1) Central Human Resources Personnel Operations Unit

To improve the customer experience of the statewide HR community and to create process efficiencies, the Operations Unit combined functions from three areas of the Division of Personnel. The Operations Unit is now the one-stop shop for HR work units, HR training, and system management. This unit establishes and oversees all personnel records management procedures and audits all personnel actions including hiring, promotions, demotions, transfers, increments, leaves of absence, terminations, retirements, and date adjustments, ensuring that all employee data is correct for the administration of payroll and benefits. This section also administers state examination programs, provides training and testing for changes and upgrades of the State's human resources management system (NH FIRST), and processes all retroactive corrections affecting employee pay and/or benefits. The Operations Unit is responsible for the processing of all types of leave management.

In addition, the Operations Unit establishes statewide recruitment and certification procedures, monitors internal and external job recruitment activities of state agencies, maintains the state recruitment webpage, and manages the online application system for internal and external applicants. This unit also coordinates statewide recruitment initiatives, such as the State's participation and compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and the U.S. Army Partnership for Youth Success (PaYS).

(2) Classification Unit

The Classification Unit develops and administers the State Classification Plan, including assigning all classified positions to an appropriate job classification title, which specifies the applicable salary grade, duties, and qualification requirements of a position. This unit also evaluates all requests for reclassification of positions and reallocation of duties, and requirements and/or salary of classification titles, and works with state agencies to conduct organizational analyses to realign staffing with agency business needs. This unit also oversees all position management operations, including setting procedures and auditing for all position modifications, including establishing and abolishing all types of positions.

BUREAU OF EMPLOYEE RELATIONS

The Bureau of Employee Relations negotiates and administers all collective bargaining and sub-unit agreements with classified employees. This bureau represents the state in collective bargaining negotiations and, in coordination with the attorney general, in resolution of all grievance actions related to the collective bargaining agreements. This bureau also promotes communications between management and employees and seeks to resolve employee and agency concerns prior to formal proceedings.

BUREAU OF EDUCATION AND TRAINING

The Bureau of Education and Training provides quality professional development and training services to enhance the skills, knowledge, and abilities of state and municipal government employees who provide services to the citizens of New Hampshire. Key among these are the Certified Public Manager and the Supervisory Skills programs. The Bureau's cadre of full-time, part-time, and contracted instructors provide a comprehensive curriculum, including an expanding number of on-line training courses.

EXECUTIVE BRANCH AT A GLANCE

EMPLOYEES BY CATEGORY

Fiscal Year 2021

Category*	Full-Time	Full-Time Temporary	Full-Time Seasonal	Part-Time Regular	Part-Time Seasonal	Per Diem Part-Time
Classified	8,772	209	1	1,959	298	15
Non-Classified	36	1	N/A	147	N/A	612
Unclassified	325	N/A	N/A	10	N/A	1
Total	9,133	210	1	2,116	298	628

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

* 16 classified, 8 unclassified, and 0 non-classified employees did not meet any group criteria and are excluded from

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POSITIONS BY CATEGORY

Fiscal Year 2021

Category*	Full-Time	Full-Time Temporary	Full-Time Seasonal	Part-Time Regular	Part-Time Seasonal	Per Diem Part-Time
Classified	10,487	388	1,194	4,606	1,233	38
Non-Classified	390	N/A	N/A	8	N/A	4
Unclassified	46	N/A	N/A	145	N/A	992
Total	10,852	336	1159	4,611	1,242	1,029

* Includes both filled and vacant positions expected to last longer than 6 months.

* Report does not contain 1 position found in error.

Report Generated: 06/30/2021 for data as of 6/30/2021 by Position Matrix Version V6.2

DEMOGRAPHICS

New Hampshire State Employees

Fiscal Year 2021

<p style="text-align: center;">State Government Employees Executive Branch</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Class Type</th> <th style="text-align: right;">Number of Positions**</th> </tr> </thead> <tbody> <tr> <td>Classified</td> <td style="text-align: right;">10,875</td> </tr> <tr> <td>Unclassified</td> <td style="text-align: right;">390</td> </tr> <tr> <td>TOTAL POSITIONS:</td> <td style="text-align: right;">11,265</td> </tr> </tbody> </table> <p>** Includes only full-time permanent and temporary positions lasting more than 6 months</p>	Class Type	Number of Positions**	Classified	10,875	Unclassified	390	TOTAL POSITIONS:	11,265	<p style="text-align: center;">The Classified Full-Time State Workforce* is made up of...</p> <p style="text-align: center;">54% Female 46% Male 5% Minority 95% White (not of Hispanic background)</p>																
Class Type	Number of Positions**																								
Classified	10,875																								
Unclassified	390																								
TOTAL POSITIONS:	11,265																								
<p style="text-align: center;">The Average Full-Time Classified Employee*...</p> <p style="text-align: center;">Is 47 years old Has 11 years of service Earns \$56,160</p> <p style="text-align: center;">Classified State Employees that are ...</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Full-Time*</td> <td style="text-align: right;">8,982</td> </tr> <tr> <td>Part-Time</td> <td style="text-align: right;">2,272</td> </tr> </table>	Full-Time*	8,982	Part-Time	2,272	<p style="text-align: center;">Classified Full-Time Employees* work in...</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Belknap County.....</td> <td style="text-align: right;">6%</td> </tr> <tr> <td>Carroll County.....</td> <td style="text-align: right;">2%</td> </tr> <tr> <td>Cheshire County.....</td> <td style="text-align: right;">2%</td> </tr> <tr> <td>Coos County.....</td> <td style="text-align: right;">4%</td> </tr> <tr> <td>Grafton County.....</td> <td style="text-align: right;">4%</td> </tr> <tr> <td>Hillsborough County.....</td> <td style="text-align: right;">7%</td> </tr> <tr> <td>Merrimack County.....</td> <td style="text-align: right;">67%</td> </tr> <tr> <td>Rockingham County.....</td> <td style="text-align: right;">5%</td> </tr> <tr> <td>Strafford County.....</td> <td style="text-align: right;">3%</td> </tr> <tr> <td>Sullivan County.....</td> <td style="text-align: right;">1%</td> </tr> </table>	Belknap County.....	6%	Carroll County.....	2%	Cheshire County.....	2%	Coos County.....	4%	Grafton County.....	4%	Hillsborough County.....	7%	Merrimack County.....	67%	Rockingham County.....	5%	Strafford County.....	3%	Sullivan County.....	1%
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*Full-time employees includes full-time permanent, full-time temporary, and full-time seasonal employees working greater than 6 months.

WORKFORCE CHARACTERISTICS

**Detailed Breakdown of State of New Hampshire Employees
Executive Branch
All Employees
Report Run Date*: 06/30/2021**

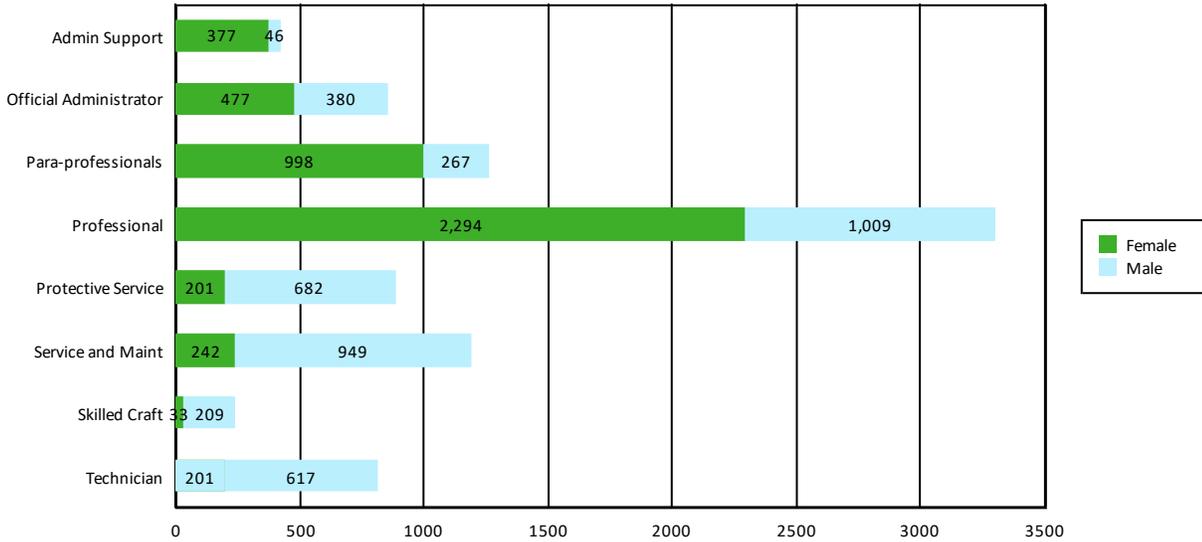
Category	Full-Time Employees	Full-Time Temporary Employees		Full-Time Seasonal Employees		Part-Time Regular Employees Working >= 30 hours/week but < FT		Part-Time Seasonal Employees Working >= 30 hours/week but < FT		Part-Time Regular Employees Working < 30 hours/week	Part-Time Seasonal Employees Working < 30 hours/week	Per Diem Part-Time Employees	EXCEPTIONS Employees that do not fit into defined categories	
		Duration >= 6 mo	Duration < 6 mo	Duration >= 6 mo	Duration < 6 mo	Duration >= 6 mo	Duration < 6 mo	Duration >= 6 mo	Duration < 6 mo					
Classified	Active	8,570	208	7	1	439	12	21	0	0	1,947	298	15	16
	Leave	202	1	0	0		0		0		2	0	0	
Unclassified	Active	325	N/A	N/A	N/A	N/A	0	N/A	N/A	N/A	10	N/A	1	8
	Leave	0					0				0		0	
Non-classified	Active	36	1	0	N/A	N/A	0	N/A	N/A	N/A	147	N/A	612	0
	Leave	0					0				0		0	

See "Employee Categories Matrix" at <http://sunspot.nh.gov/hr/CentralHRProcessing.aspx?tab=EmplTransProcessing> for rules and exclusions applied.

* Only includes data up to the end of the prior pay period.

EMPLOYEES BY GENDER AND EEO CATEGORY

Fiscal Year 2021



EEO Category*	Total	Percentage
Admin Support	423	5%
Official Administrator	857	10%
Para-professionals	1,265	14%
Professional	3,303	37%
Protective Service	883	10%
Service and Maintenance	1,191	13%
Skilled Craft	242	3%
Technician	818	9%
Total	8,982	

* Includes classified full-time permanent, full-time temporary, and seasonal full-time employees working more than 6 months as well as employees on extended leave.

* Percentage of minority employees included in this report is 4%

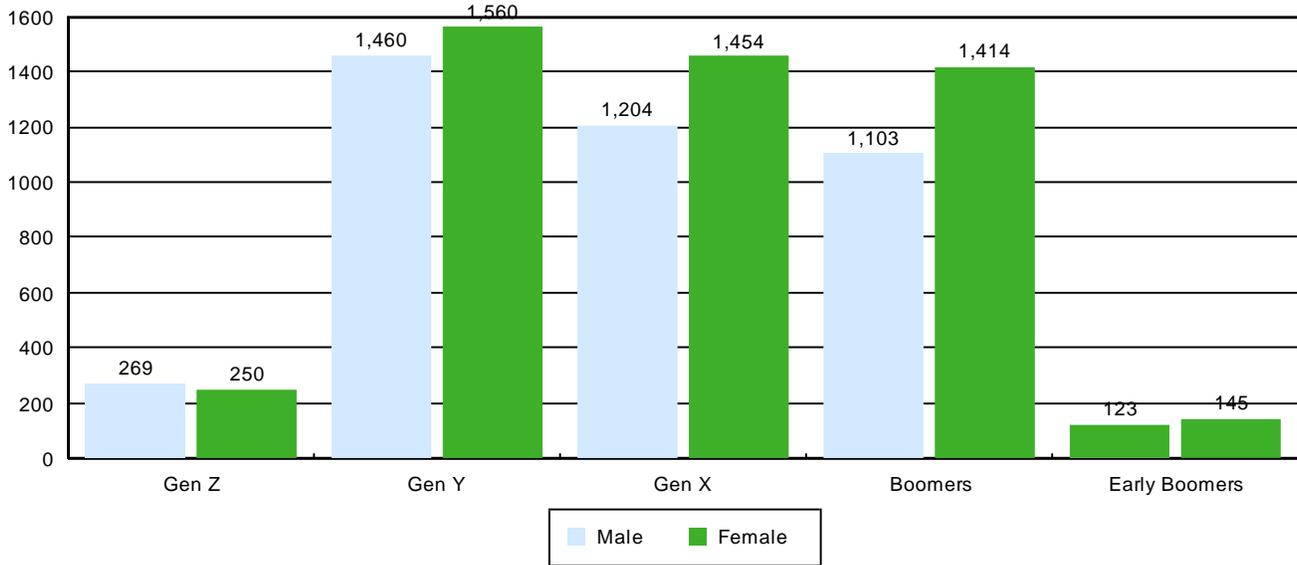
* 16 classified employees did not meet any group criteria and are excluded from this report.

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EMPLOYEES BY GENERATION

Fiscal Year 2021

Total Number of Employees* = 8,982



* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as well as employees on extended leave.
* 16 classified employees did not meet any group criteria and are excluded from this report

Report Generated: 6/30/2021 by Employee Matrix Version V6.4

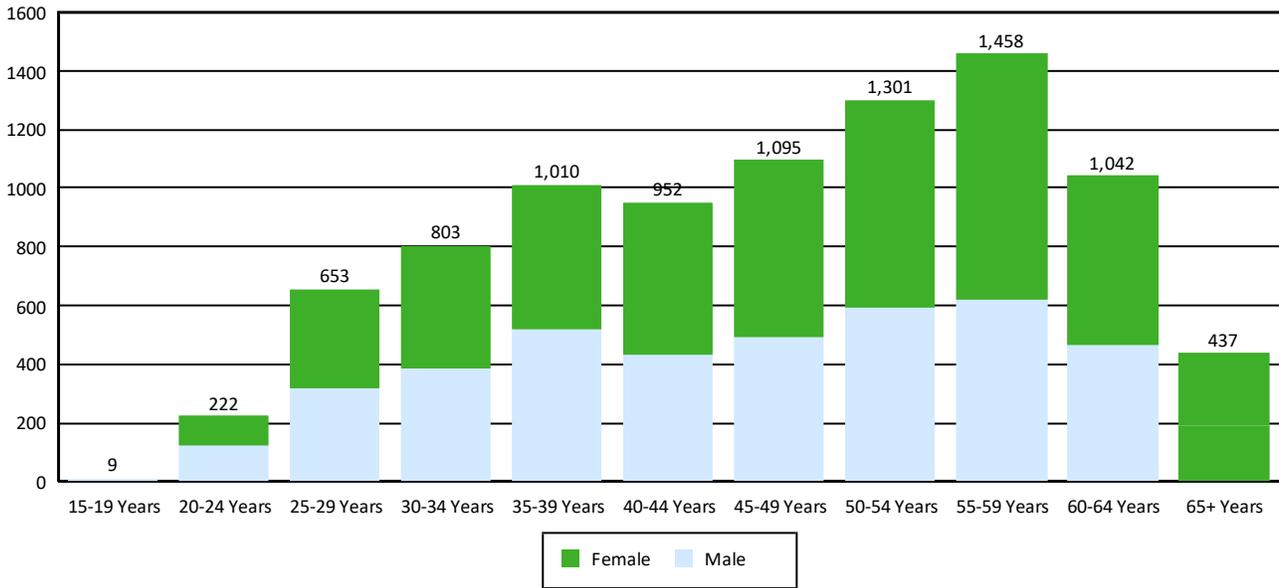
*Generation Z = Born 1995-2012
*Generation Y = Born 1977-1994
*Generation X = Born 1966-1976
*Boomers = Born 1955-1965

EMPLOYEES BY AGE

Fiscal Year 2021

Total Number of Employees* = 8,982

Average Employee Age = 46.97



* Includes classified full-time permanent, full-time temporary, and seasonal full-time employees working more than 6 months as well as employees on extended leave.

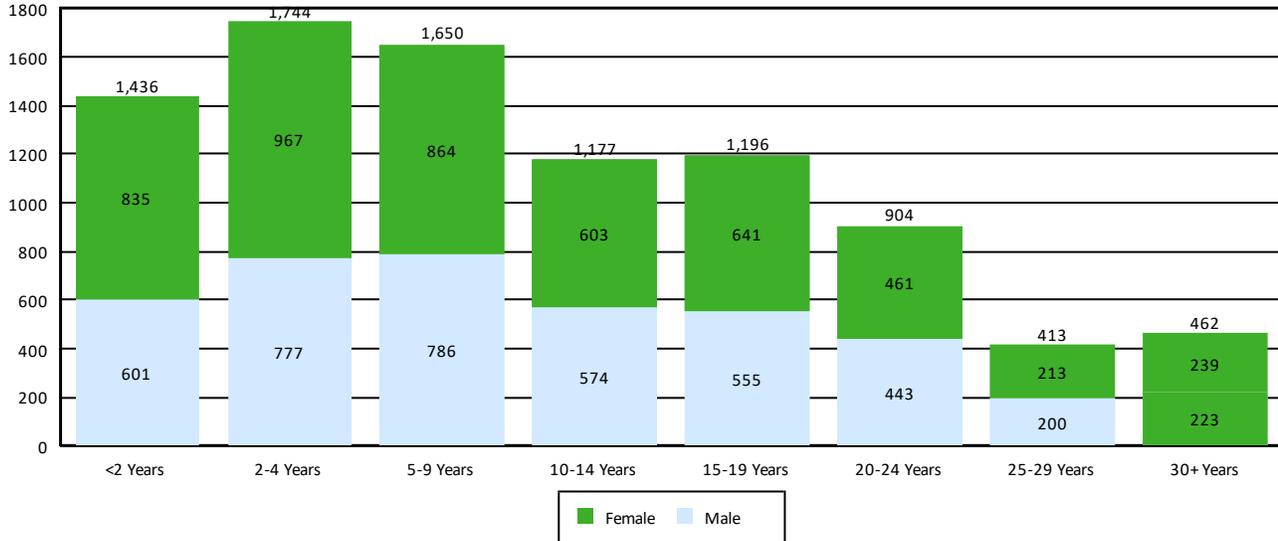
Report Generated 6/30/2021 by Employee Matrix Version V6.4

EMPLOYEES BY YEARS OF SERVICE

Fiscal Year 2021

Total Number of Employees* = 8,982

Average Years of Service = 10.88



* Includes classified full-time permanent, full-time temporary, and seasonal full-time employees working more than 6 months as well as employees on extended leave.

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

Report Generated 6/30/2021 by Employee Matrix Version V6.4

EMPLOYEES BY AGE AND LABOR GRADE

Fiscal Year 2021

Age	Labor Grade*				Total
	<=20	21-26	27+	Unclassified	
<40	1,439	1,003	255	63	2,760
40-59	2,159	1,623	1,024	178	4,984
60+	752	380	347	84	1,563
Total	4,350	3,006	1,626	325	9,307

* Includes classified full-time permanent, full-time temporary, and seasonal full-time employees working more than 6 months, and full-time unclassified employees, as well as employees on extended leave.

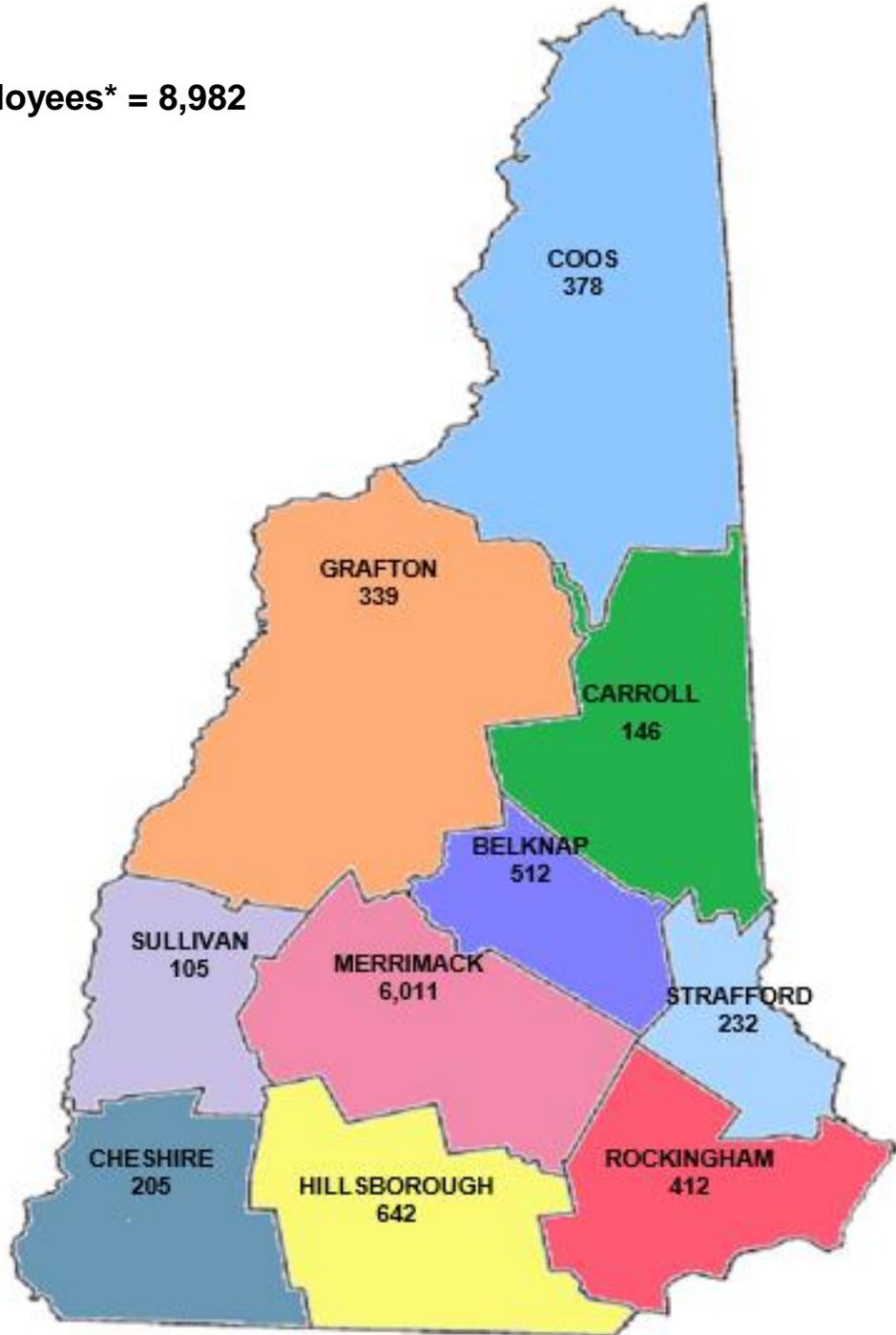
* 16 classified and 8 unclassified employees did not meet any group criteria and are excluded from this report

Report Generated 6/30/2021 by Employee Matrix Version V6.4

EMPLOYEES BY COUNTY

Fiscal Year 2021

Total Number of Employees* = 8,982



*Includes classified full-time permanent, full-time temporary, and seasonal full-time employees working more than 6 months as well as employees on extended leave.

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

Report Generated 6/30/2021 by Employee Matrix Version V6.4

FULL-TIME EMPLOYEES BY AGENCY Five-Year History

AGENCY*	2017	2018	2019	2020	2021
ADMINISTRATIVE SERVICES DEPT	262	281	281	267	242
AGRICULT, MARKETS & FOOD DEPT	29	29	29	34	31
BANKING DEPT	40	39	38	39	38
BUS & ECON AFFAIRS DEPT	0	53	57	55	56
CORRECTIONS DEPT	752	762	782	778	761
CULTURAL RESOURCES DEPT	38	0	0	0	0
DEVELOPMENT DISABILITIES CNCL	2	1	3	3	3
EDUCATION DEPT	241	222	220	226	231
EMPLOYMENT SECURITY DEPT	231	224	216	226	264
ENVIRONMENTAL SERVICES DEPT	396	410	409	415	404
EXECUTIVE DEPT	12	15	15	13	13
FISH AND GAME DEPT	171	169	170	169	170
HHS: BEHAVIORAL HEALTH DIV	37	34	31	39	35
HHS: COMM-BASED CARE SVCS DIV	21	23	17	1	2
HHS: COMMISSIONER'S OFFICE	327	333	335	390	378
HHS: DEVELOPMENTAL SVCS DIV	47	48	48	42	37
HHS: ELDERLY & ADULT SVCS DIV	76	76	77	77	77
HHS: GLENCLIFF HOME	152	152	144	143	122
HHS: HUMAN SERVICES DIV	702	718	719	757	792
HHS: JUVENILE JUSTICE SERV	1	0	0	0	0
HHS: MEDICAID & BUS POLICY OFC	37	43	45	20	19
HHS: NH HOSPITAL	510	505	516	511	542
HHS: PUBLIC HEALTH DIV	227	229	243	243	266
HHS: TRANSITIONAL ASSIST DIV	412	404	394	382	411
HUMAN RIGHTS COMMISSION	6	7	7	6	8
INFORMATION TECHNOLOGY DEPT	315	314	309	317	297
INSURANCE DEPT	58	62	55	61	65
JUDICIAL COUNCIL	1	2	2	2	2
JUSTICE DEPT	59	59	58	58	56
LABOR DEPT	69	74	68	67	60
LIQUOR COMMISSION	315	321	322	319	315
LOTTERY COMMISSION	55	54	57	61	63
MILITARY AFFRS & VET SVCS DEPT	121	115	123	125	116
NATURAL & CULT RESOURCES DEPT	212	200	197	190	185
OFFICE OF CHILD ADVOCATE	0	0	0	3	3
PEASE DEVELOPMENT AUTHORITY	5	5	5	5	4
POLICE STDS & TRAINING COUNCIL	19	20	19	19	17
PROF LICENSURE & CERT OFFICE	59	59	61	57	66
PUBLIC EMPLOYEE LABOR REL BRD	4	4	4	4	4
PUBLIC UTILITIES COMMISSION	65	65	65	62	59
REVENUE ADMINISTRATION DEPT	106	114	110	109	98

FULL-TIME EMPLOYEES BY AGENCY (Continued)
Five-Year History

AGENCY*	2017	2018	2019	2020	2021
SAFETY DEPT	1,001	1,024	1,045	1,008	951
STATE DEPT	53	56	54	54	53
TAX AND LAND APPEALS BOARD	4	3	4	4	3
TRANSPORTATION DEPT	1,494	1,500	1,472	1,439	1,381
TREASURY DEPT	16	13	16	14	15
VETERANS HOME	321	313	298	288	267
VETERANS SERVICES OFFICE	7	7	9	0	0
Total	9,088	9,161	9,149	9,102	8,982

*Includes classified full-time permanent, full-time temporary, and seasonal full-time employees working more than 6 months including employees on extended leave, as of June 30th each year.

*This report reflects data in NH FIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30th.

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

Report Generated 6/30/2021 by Employee Matrix Version V6.4

EMPLOYEES BY TYPE AND AGENCY

Fiscal Year 2021

AGENCY*	Full-Time Classified (Perm & Temp)	Full-Time Unclassified and Non-Classified	Full-Time Seasonal	Part-Time Regular	Part-Time Seasonal	Part-Time Per Diem
ADMINISTRATIVE SERVICES DEPT	242	13	0	106	0	4
AGRICULT, MARKETS & FOOD DEPT	31	4	0	5	0	0
BANKING DEPT	38	3	0	0	0	0
BOXING & WRESTLING COMMISSION	0	0	0	6	0	2
BUS & ECON AFFAIRS DEPT	56	3	0	33	0	0
CORRECTIONS DEPT	761	11	0	42	0	10
DEVELOPMENT DISABILITIES CNCL	3	0	0	4	0	0
EDUCATION DEPT	231	5	0	10	2	0
EMPLOYMENT SECURITY DEPT	264	7	0	35	0	3
ENVIRONMENTAL SERVICES DEPT	404	4	0	52	0	2
EXECUTIVE COUNCIL	0	1	0	6	0	0
EXECUTIVE DEPT	13	37	0	1	0	0
FISH AND GAME DEPT	170	1	0	15	21	0
HHS: BEHAVIORAL HEALTH DIV	35	4	0	0	0	0
HHS: COMM-BASED CARE SVCS DIV	2	0	0	0	0	0
HHS: COMMISSIONER'S OFFICE	378	36	0	25	0	2
HHS: DEVELOPMENTAL SVCS DIV	37	1	0	5	0	0
HHS: ELDERLY & ADULT SVCS DIV	77	2	0	1	0	0
HHS: GLENCLIFF HOME	122	1	0	23	0	0
HHS: HUMAN SERVICES DIV	792	6	0	23	0	1
HHS: MEDICAID & BUS POLICY OFC	19	3	0	2	0	0
HHS: NH HOSPITAL	542	13	0	115	0	7
HHS: PUBLIC HEALTH DIV	266	3	0	20	0	0
HHS: TRANSITIONAL ASSIST DIV	411	4	0	8	0	1
HUMAN RIGHTS COMMISSION	8	0	0	2	0	0
INFORMATION TECHNOLOGY DEPT	297	11	0	9	0	0
INSURANCE DEPT	65	12	0	1	0	0
JUDICIAL COUNCIL	2	1	0	2	0	0
JUSTICE DEPT	56	78	0	13	0	0
LABOR DEPT	60	2	0	7	0	29
LIQUOR COMMISSION	315	5	0	922	0	0
LOTTERY COMMISSION	63	1	0	13	0	2
MILITARY AFFRS & VET SVCS DEPT	116	3	0	6	0	0
NATURAL & CULT RESOURCES DEPT	184	7	1	152	254	0
OFFICE OF CHILD ADVOCATE	3	1	0	3	0	0
PEASE DEVELOPMENT AUTHORITY	4	0	0	4	0	0
POLICE STDS & TRAINING COUNCIL	17	1	0	5	0	0
PROF LICENSURE & CERT OFFICE	66	1	0	33	0	179
PUBLIC EMPLOYEE LABOR REL BRD	4	0	0	7	0	1
PUBLIC UTILITIES COMMISSION	59	7	0	5	0	0
REVENUE ADMINISTRATION DEPT	98	30	0	8	0	3
SAFETY DEPT	951	12	0	139	21	378

EMPLOYEES BY TYPE AND AGENCY (Continued)
Fiscal Year 2021

AGENCY*	Full-Time Classified (Perm & Temp)	Full-Time Unclassified and Non-Classified	Full-Time Seasonal	Part-Time Regular	Part-Time Seasonal	Part-Time Per Diem
STATE DEPT	53	12	0	82	0	1
TAX AND LAND APPEALS BOARD	3	3	0	1	0	0
TRANSPORTATION DEPT	1,381	7	0	124	0	0
TREASURY DEPT	15	5	0	0	0	0
VETERANS HOME	267	1	0	43	0	3
Total	8,981	362	1	2,118	298	628

* Excludes employees working less than 6 months.

* 16 classified employees, 8 unclassified employees, and 0 non-classified employees did not meet any group criteria and are excluded from this report.

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EMPLOYEE STATISTICS BY AGENCY WITH 10 OR MORE EMPLOYEES

Fiscal Year 2021

AGENCY*	Full-Time Classified (Perm & Temp)	Full-Time Unclassified and Non-Classified	Full-Time Seasonal	Part-Time Regular	Part-Time Seasonal	Part-Time Per Diem
ADMINISTRATIVE SERVICES DEPT	242	13	0	106	0	4
AGRICULT, MARKETS & FOOD DEPT	31	4	0	5	0	0
BANKING DEPT	38	3	0	0	0	0
BOXING & WRESTLING COMMISSION	0	0	0	6	0	2
BUS & ECON AFFAIRS DEPT	56	3	0	33	0	0
CORRECTIONS DEPT	761	11	0	42	0	10
DEVELOPMENT DISABILITIES CNCL	3	0	0	4	0	0
EDUCATION DEPT	231	5	0	10	2	0
EMPLOYMENT SECURITY DEPT	264	7	0	35	0	3
ENVIRONMENTAL SERVICES DEPT	404	4	0	52	0	2
EXECUTIVE COUNCIL	0	1	0	6	0	0
EXECUTIVE DEPT	13	37	0	1	0	0
FISH AND GAME DEPT	170	1	0	15	21	0
HHS: BEHAVIORAL HEALTH DIV	35	4	0	0	0	0
HHS: COMM-BASED CARE SVCS DIV	2	0	0	0	0	0
HHS: COMMISSIONER'S OFFICE	378	36	0	25	0	2
HHS: DEVELOPMENTAL SVCS DIV	37	1	0	5	0	0
HHS: ELDERLY & ADULT SVCS DIV	77	2	0	1	0	0
HHS: GLENCLIFF HOME	122	1	0	23	0	0
HHS: HUMAN SERVICES DIV	792	6	0	23	0	1
HHS: MEDICAID & BUS POLICY OFC	19	3	0	2	0	0
HHS: NH HOSPITAL	542	13	0	115	0	7
HHS: PUBLIC HEALTH DIV	266	3	0	20	0	0
HHS: TRANSITIONAL ASSIST DIV	411	4	0	8	0	1
HUMAN RIGHTS COMMISSION	8	0	0	2	0	0
INFORMATION TECHNOLOGY DEPT	297	11	0	9	0	0
INSURANCE DEPT	65	12	0	1	0	0
JUDICIAL COUNCIL	2	1	0	2	0	0
JUSTICE DEPT	56	78	0	13	0	0
LABOR DEPT	60	2	0	7	0	29
LIQUOR COMMISSION	315	5	0	922	0	0
LOTTERY COMMISSION	63	1	0	13	0	2
MILITARY AFFRS & VET SVCS DEPT	116	3	0	6	0	0
NATURAL & CULT RESOURCES DEPT	184	7	1	152	254	0
OFFICE OF CHILD ADVOCATE	3	1	0	3	0	0
PEASE DEVELOPMENT AUTHORITY	4	0	0	4	0	0
POLICE STDS & TRAINING COUNCIL	17	1	0	5	0	0
PROF LICENSURE & CERT OFFICE	66	1	0	33	0	179
PUBLIC EMPLOYEE LABOR REL BRD	4	0	0	7	0	1
PUBLIC UTILITIES COMMISSION	59	7	0	5	0	0
REVENUE ADMINISTRATION DEPT	98	30	0	8	0	3
SAFETY DEPT	951	12	0	139	21	378

EMPLOYEE PAID LEAVE

ANNUAL AND SICK LEAVE USAGE BY AGENCY

Fiscal Year 2021

AGENCY* (Agencies with 10 or more Employees)	Total Annual (Hours)	# Employees Using Annual Leave	Average Annual Leave Used Per Employee (Hours)	Total Sick Leave** (Hours)	# Employees Using Sick Leave**	Average Sick Leave Used Per Employee (Hours)
ADMINISTRATIVE SERVICES	31,225	264	118	21,527	258	83
AGRICULT, MARKETS & FOOD	4,153	32	130	2,379	32	74
BANKING DEPT	3,742	40	94	2,784	38	73
BUS & ECON AFFAIRS DEPT	6,168	56	110	3,176	51	62
CORRECTIONS DEPT	103,884	815	127	86,929	800	109
EDUCATION DEPT	25,288	241	105	18,291	240	76
EMPLOYMENT SECURITY DEPT	27,178	250	109	23,115	256	90
ENVIRONMENTAL SERVICES	52,193	423	123	27,188	407	67
FISH AND GAME DEPT	21,920	170	129	11,764	153	77
HHS: BEHAVIORAL HEALTH DIV	4,414	44	100	2,766	40	69
HHS: COMMISSIONER'S OFFICE	45,794	428	107	30,432	414	74
HHS: DEVELOPMENTAL SVCS DIV	5,484	44	125	3,549	39	91
HHS: ELDERLY & ADULT SVCS	8,477	84	101	5,725	81	71
HHS: GLENCLIFF HOME	18,022	152	119	16,398	158	104
HHS: HUMAN SERVICES DIV	85,976	831	103	56,450	815	69
HHS: MEDICAID & BUS POLICY	3,206	25	128	2,426	25	97
HHS: NH HOSPITAL	63,352	569	111	49,486	572	87
HHS: PUBLIC HEALTH DIV	23,730	254	93	15,295	253	60
HHS: TRANSITIONAL ASSIST DIV	41,250	444	93	29,243	447	65
HUMAN RIGHTS COMMISSION	429	8	54	155	8	19
INFORMATION TECHNOLOGY	36,192	313	116	22,166	310	72
INSURANCE DEPT	7,126	67	106	6,154	70	88
LABOR DEPT	7,219	70	103	6,621	71	93
LIQUOR COMMISSION	37,219	339	110	28,981	332	87
LOTTERY COMMISSION	6,386	66	97	4,127	63	66
MILITARY AFFRS & VET SVCS	14,528	127	114	12,413	123	101
NATURAL & CULT RESOURCES	22,168	190	117	16,018	183	88
PROF LICENSURE & CERT	8,212	73	112	5,443	74	74
REVENUE ADMINISTRATION	12,742	111	115	8,828	110	80
SAFETY DEPT	135,148	1,028	131	84,966	966	88
TRANSPORTATION DEPT	186,757	1,486	126	129,125	1,439	90
TREASURY DEPT	1,229	14	88	780	15	52
VETERANS HOME	34,118	296	115	29,776	296	101

* Includes leave used by all types of eligible employees employed at any point during the Fiscal Year.

** Excludes sick dependent and bereavement leave

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ADDITIONAL PROGRAMS

Income Protection

Income Protection (IPP) is provided by the State for eligible full-time employees. It is designed to provide income replacement to eligible employees recovering from a non-work related injury or sickness that has left them totally disabled and unable to perform the immediate duties and responsibilities of their job and who have exhausted their sick leave.

Eligible individuals are full-time classified employees employed for one year who are either unrepresented or represented by the Internal Affairs Association of NH, State Employees Association, the New England Police Benevolent Association, NH Probation and Parole Officers Association, NH State Law Enforcement, Teamsters Local 633, or New Hampshire Troopers Association – Command Staff Bargaining Unit. Employees apply through their agency human resources office; approvals are contingent and determined by supporting medical documentation provided to justify the request.

IPP approvals do not constitute approval for leave under the Division of Personnel Administrative Rules, and do not provide job protection.

In FY 2021, this program supported **252** requests for an average of **94** days of partially-paid income per request.

Supplemental Sick Leave

(*State Employees Association Bargaining Unit Only)

Effective January 1, 2019, the Supplemental Sick Leave (SSL) program is available only after all benefits approved under the short-term disability IPP have been exhausted. Supplemental sick leave provides eligible employees with additional sick leave donated by other state employees.

Supplemental sick leave is granted only for emergent, serious or life-threatening illnesses, injuries, impairments, or mental or physical conditions that have caused, or are likely to cause, the employee to take leave without pay. Seriously ill or injured state employees can access SSL through an application to the Labor Management Committee. Approval depends on submission of appropriate medical information.

In FY 2021, this program processed **1** SSL request.

INCOME PROTECTION PROGRAM

Fiscal Year 2022

AGENCY	Applications Submitted	Requests Approved	Total # Calendar Days out on IPP	Average # Calendar Days per Application
ADMINISTRATIVE SERVICES	6	5	384	77
AGRICULTURE, MARKETS & FOOD DEPARTMENT	1	0	0	0
BANKING DEPARTMENT	2	2	164	82
BUREAU OF ECONOMIC AFFAIRS	1	1	121	121
CORRECTIONS DEPARTMENT	17	14	1692	121
EDUCATION DEPARTMENT	3	3	203	68
EMPLOYMENT SECURITY	6	6	535	6
ENVIRONMENTAL SERVICES	7	6	707	118
EXECUTIVE DEPARTMENT	0	0	0	0
FISH & GAME DEPARTMENT	3	2	201	10
HEALTH & HUMAN SERVICES DEPARTMENT	102	92	7737	84
INFORMATION TECHNOLOGY DEPARTMENT	2	1	56	56
INSURANCE DEPARTMENT	2	2	296	183
JUSTICE DEPARTMENT	2	2	106	53
LABOR DEPARTMENT	2	2	113	57
LIQUOR COMMISSION	7	7	729	104
LOTTERY COMMISSION	1	1	57	57
MILITARY AFFAIRS AND VETERANS SERVICES	2	2	384	192
POLICE STANDARDS & TRAINING	1	0	0	0
PROFESSIONAL LICENSURE & CERTIFICATION OFFICE	2	2	154	77
REVENUE ADMINISTRATION DEPARTMENT	3	3	210	70
SAFETY DEPARTMENT	14	14	1416	101
SECRETARY OF STATE	1	1	78	78
STRATEGIC INITIATIVES	0	0	0	0
TRANSPORTATION DEPARTMENT	41	39	4046	104
TREASURY DEPARTMENT	1	1	36	36
VETERANS HOME	23	21	2026	97
TOTAL	252	229	21,451	94

* On January 1, 2020, the SEIU became eligible for the Income Protection Plan.

* There were 252 Income Protection applications submitted for Fiscal Year 2022; 85 less than Fiscal Year 2021.

* The average number of calendar days an employee was out of work per approved application for Fiscal Year 2021 was 94; on average 5 days more than the prior Fiscal Year.

COMPENSATION

AVERAGE SALARY BY AGENCY

Five-Year History

AGENCY*	2017	2018	2019	2020	2021
ADMINISTRATIVE SERVICES DEPT	\$55,211	\$56,194	\$58,136	\$58,561	\$58,799
AGRICULT, MARKETS & FOOD DEPT	\$48,971	\$48,803	\$49,638	\$49,273	\$50,777
BANKING DEPT	\$60,521	\$64,184	\$67,291	\$68,349	\$69,878
BUS & ECON AFFAIRS DEPT	\$0	\$51,858	\$52,883	\$52,438	\$54,325
CORRECTIONS DEPT	\$54,516	\$56,994	\$57,389	\$58,691	\$59,708
CULTURAL RESOURCES DEPT	\$49,451	\$0	\$0	\$0	\$0
DEVELOPMENT DISABILITIES CNCL	\$70,132	\$78,000	\$54,984	\$57,441	\$58,715
EDUCATION DEPT	\$53,708	\$55,456	\$57,116	\$57,040	\$58,049
EMPLOYMENT SECURITY DEPT	\$49,656	\$50,399	\$51,506	\$51,737	\$51,102
ENVIRONMENTAL SERVICES DEPT	\$64,145	\$64,665	\$66,987	\$66,975	\$67,437
EXECUTIVE DEPT	\$51,288	\$50,474	\$53,255	\$55,730	\$57,090
FISH AND GAME DEPT	\$54,387	\$55,184	\$56,569	\$57,749	\$58,242
HHS: BEHAVIORAL HEALTH DIV	\$57,032	\$58,466	\$66,126	\$65,488	\$65,399
HHS: COMM-BASED CARE SVCS DIV	\$61,383	\$64,559	\$67,426	\$71,916	\$72,111
HHS: COMMISSIONER'S OFFICE	\$57,962	\$59,222	\$61,793	\$62,283	\$63,056
HHS: DEVELOPMENTAL SVCS DIV	\$53,986	\$55,331	\$56,157	\$55,778	\$58,792
HHS: ELDERLY & ADULT SVCS DIV	\$58,789	\$59,568	\$61,501	\$62,125	\$62,152
HHS: GLENCLIFF HOME	\$43,054	\$44,946	\$45,820	\$44,251	\$46,729
HHS: HUMAN SERVICES DIV	\$52,853	\$53,836	\$55,659	\$55,183	\$55,298
HHS: JUVENILE JUSTICE SERV	\$64,106	\$0	\$0	\$0	\$0
HHS: MEDICAID & BUS POLICY OFC	\$70,804	\$72,049	\$75,275	\$76,801	\$76,722
HHS: NH HOSPITAL	\$50,174	\$51,959	\$54,014	\$54,502	\$56,964
HHS: PUBLIC HEALTH DIV	\$58,346	\$60,072	\$61,929	\$61,917	\$62,512
HHS: TRANSITIONAL ASSIST DIV	\$43,254	\$44,084	\$45,694	\$46,746	\$46,239
HUMAN RIGHTS COMMISSION	\$54,165	\$50,697	\$54,001	\$58,315	\$56,918
INFORMATION TECHNOLOGY DEPT	\$71,228	\$73,082	\$75,771	\$76,692	\$78,036
INSURANCE DEPT	\$68,813	\$71,817	\$76,294	\$73,812	\$74,624
JUDICIAL COUNCIL	\$45,377	\$44,324	\$42,218	\$43,115	\$43,973
JUSTICE DEPT	\$48,373	\$49,802	\$51,062	\$52,329	\$53,742
LABOR DEPT	\$48,317	\$48,964	\$50,626	\$51,939	\$53,522
LIQUOR COMMISSION	\$44,533	\$45,193	\$46,595	\$47,062	\$47,014
LOTTERY COMMISSION	\$50,075	\$51,150	\$51,867	\$53,060	\$53,601
MILITARY AFFRS & VET SVCS DEPT	\$46,246	\$46,265	\$47,390	\$47,929	\$48,413
NATURAL & CULT RESOURCES DEPT	\$50,476	\$50,851	\$52,818	\$53,216	\$53,423
OFFICE OF CHILD ADVOCATE	\$0	\$0	\$0	\$62,745	\$64,318
PEASE DEVELOPMENT AUTHORITY	\$50,231	\$51,608	\$54,063	\$54,406	\$50,586
POLICE STDS & TRAINING COUNCIL	\$60,042	\$60,110	\$61,758	\$60,649	\$63,030
PROF LICENSURE & CERT OFFICE	\$50,428	\$52,043	\$53,365	\$51,803	\$52,353
PUBLIC EMPLOYEE LABOR REL BRD	\$63,541	\$64,506	\$66,987	\$68,307	\$66,926
PUBLIC UTILITIES COMMISSION	\$67,999	\$70,007	\$71,092	\$72,320	\$71,665
REVENUE ADMINISTRATION DEPT	\$50,114	\$50,145	\$51,309	\$52,877	\$54,246
SAFETY DEPT	\$56,353	\$57,264	\$58,846	\$59,306	\$61,008

AVERAGE SALARY BY AGENCY (Continued)
Five Year History

AGENCY*	2016	2017	2018	2019	2020
STATE DEPT	\$48,104	\$49,121	\$51,102	\$50,883	\$50,521
TAX AND LAND APPEALS BOARD	\$62,658	\$60,145	\$70,575	\$71,526	\$66,469
TRANSPORTATION DEPT	\$46,777	\$47,637	\$49,779	\$50,282	\$50,778
TREASURY DEPT	\$52,288	\$54,602	\$56,016	\$56,193	\$56,499
VETERANS HOME	\$46,509	\$47,349	\$48,084	\$49,654	\$50,116
VETERANS SERVICES OFFICE	\$42,800	\$40,365	\$41,703	\$0	\$0

* Includes classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months as of June 30th each year.

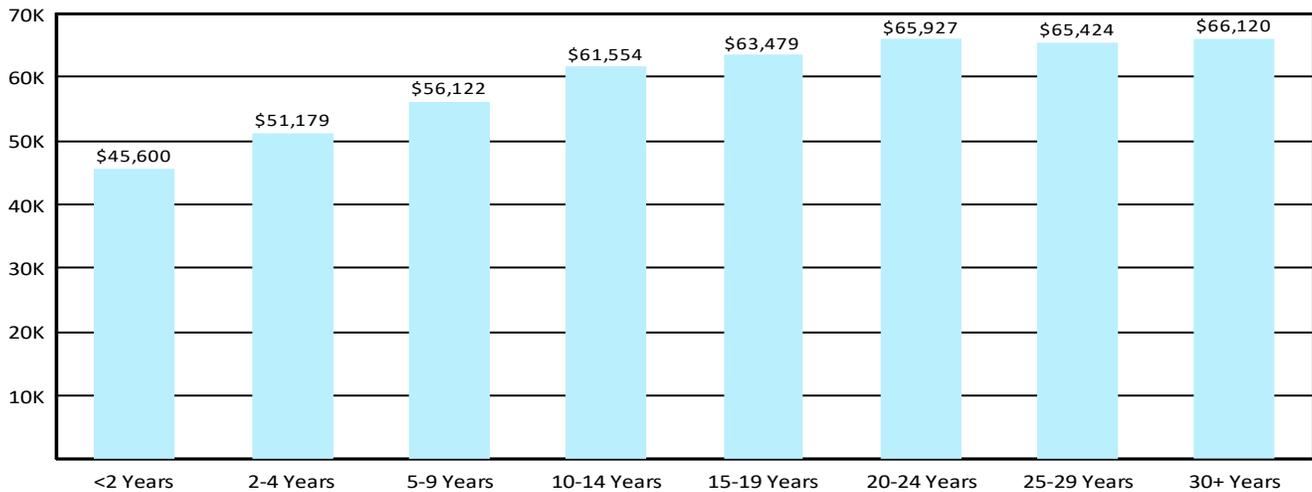
*This report reflects data in NH FIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30th.

* 16 classified employee(s) did not meet any group criteria and are excluded from this report.

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AVERAGE SALARY BY YEARS OF SERVICE*

Fiscal Year 2021

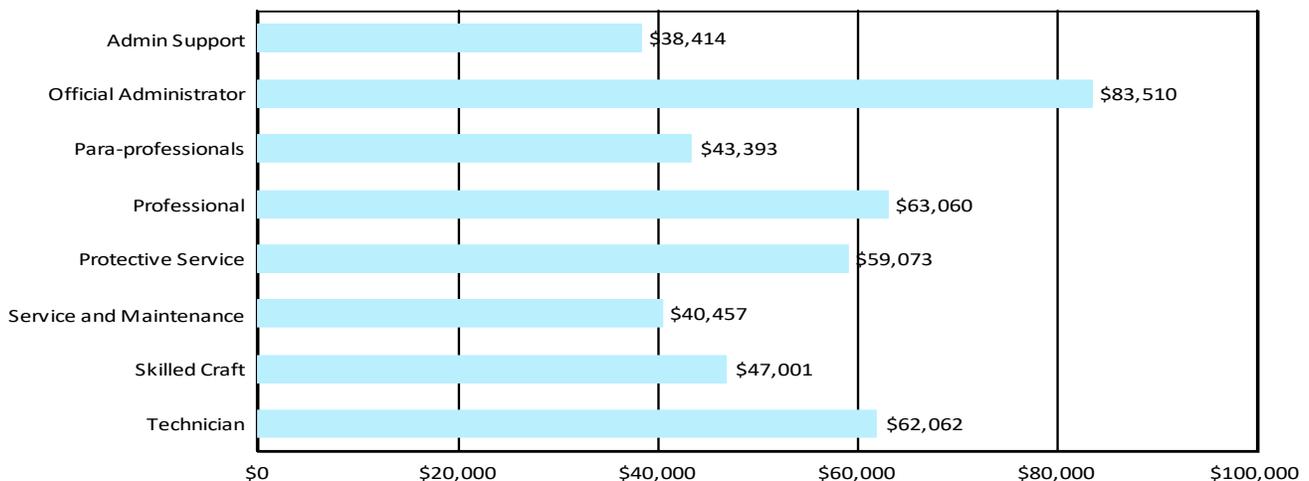


* Includes classified full-time permanent, full-time temporary, and seasonal full-time employees working more than 6 months as well as employees on extended leave.
 * Excludes up to 16 classified employees that did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded.

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AVERAGE SALARY BY EEO CATEGORY*

Fiscal Year 2021

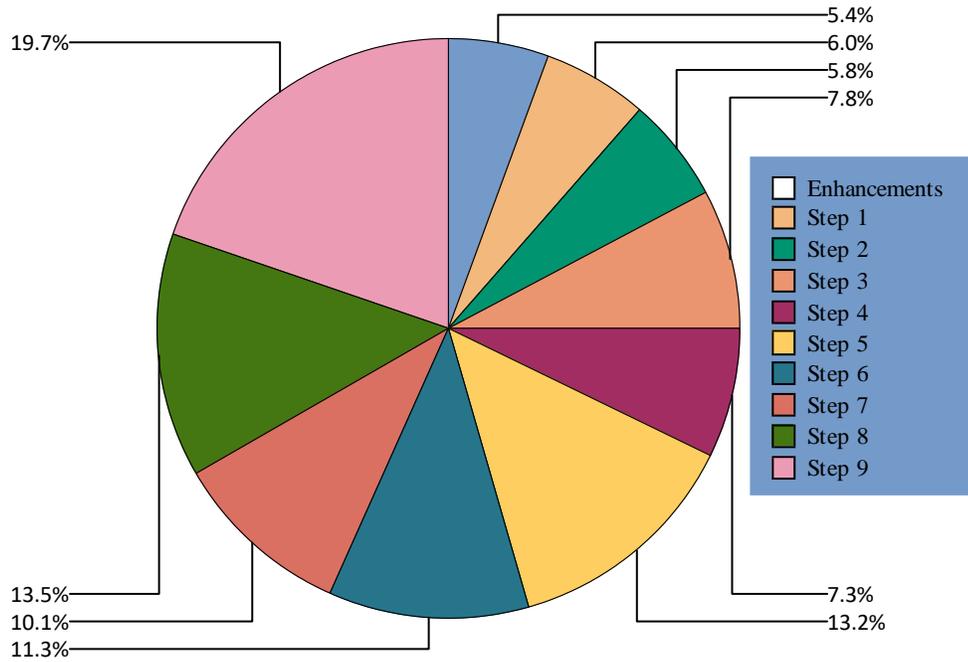


Includes classified full-time permanent, full-time temporary, and seasonal full-time employees working more than 6 months as well as employees on extended leave.
 * Excludes up to 16 classified employees that did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded.

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DISTRIBUTION OF EMPLOYEES BY LABOR GRADE STEP*

Fiscal Year 2021



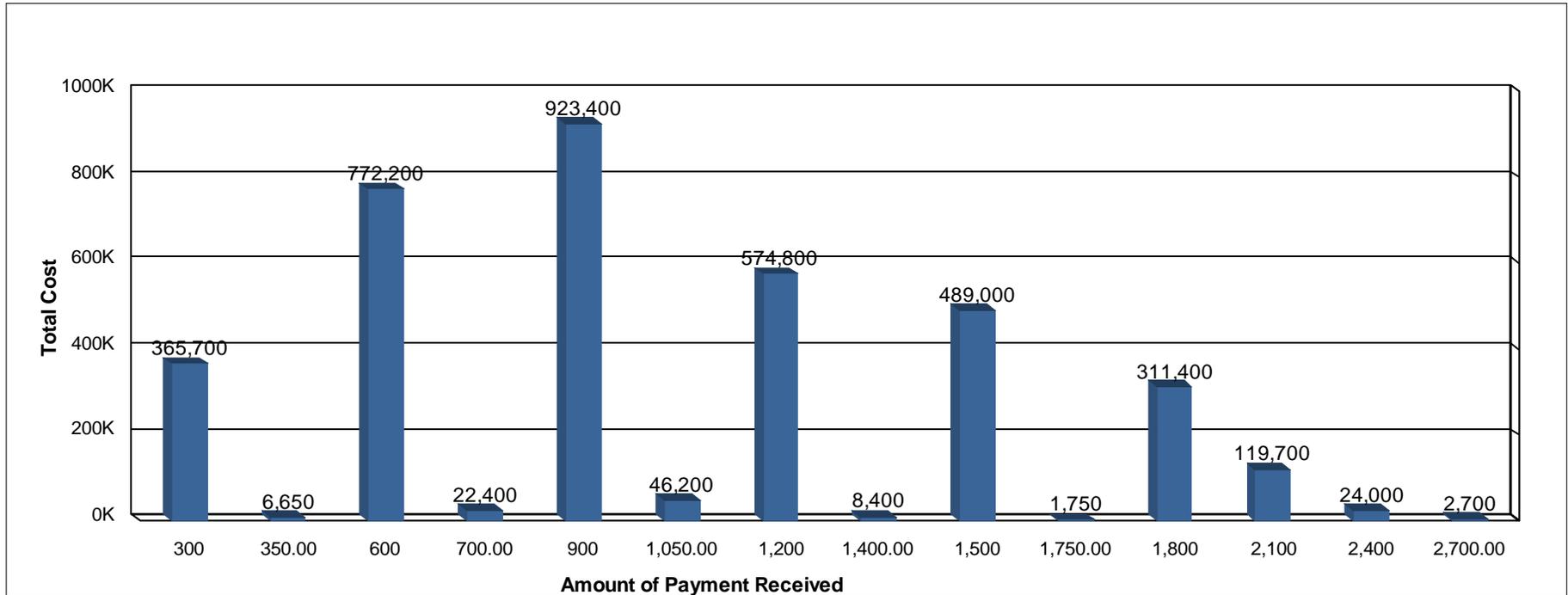
Step	Number of Employees
Step 1	541
Step 2	520
Step 3	699
Step 4	653
Step 5	1,182
Step 6	1,013
Step 7	905
Step 8	1,210
Step 9	1,772
Total	8,495

* Includes classified full-time permanent, full-time temporary, and seasonal full-time employees working more than 6 months as well as employees on extended leave.

* Excludes 16 classified employees that did not meet a defined category. Total does not include 487 employees with salary enhancements.

COST OF LONGEVITY*

Fiscal Year 2021



*Includes classified, unclassified, non-classified, full-time permanent, full-time temporary, and full-time seasonal employees working more than 6 months as of December 31, 2020.

Employees receive \$300 a year bonus pay in mid-November for 10-14 years of service and an additional \$300 a year for each 5 years of service beyond 10 years. Employees in TEAM633 and NEPBA260 unions receive \$350 a year bonus pay in mid-November for 10-14 years of service and an additional \$350 a year for each 5 years of service beyond.

46.87% of employees received a longevity payment in Fiscal Year 2021.

POSITION STATISTICS

BREAKDOWN OF STATE OF NH POSITIONS BY TYPE AND BRANCH OF GOVERNMENT

Report Run Date: 6/30/2021 for Data as of 06/30/2021

Branch of Government & Category	Full-Time Positions	Full-Time Temporary Positions		Full-Time Seasonal Positions	PT Regular Positions Working \geq 30 < FT	PT Seasonal Positions Working \geq 30 < FT	PT Regular Positions Working < 30	PT Seasonal Positions Working < 30	Per-Diem Part-Time Positions	Total
		For > 6M Employee	For < 6M Employee							
Executive										
Classified	10,487	388	107	1,194	93	0	4,513	1,233	38	18,053
Unclassified	390				0		8		4	402
Non-Classified		46			0		145		992	1,183
Judicial		646			37		262		1	946
Legislative		196			0		218		245	659
Total		12,260		1,194	130	0	5,146	1,233	1,280	21,243

* See "Position Categories Matrix" V6.2 at: http://sunspot.nh.gov/hr/documents/Classification/Position_Categories_Matrix.pdf

* **Only includes data up to the end of the prior pay period from the date the report is generated.**

* This report does not contain 1 positions found in error.

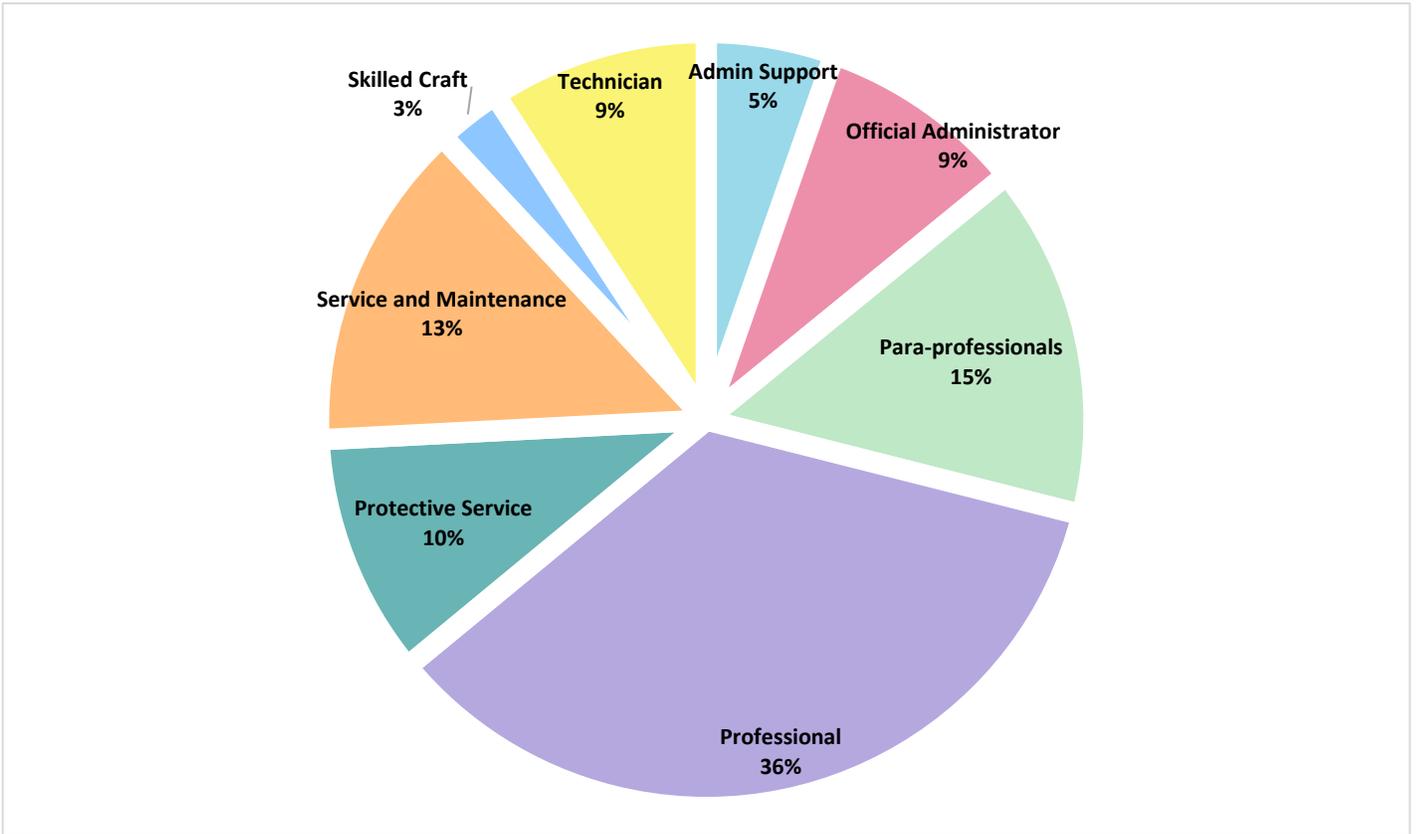
FILLED AND TOTAL FULL-TIME PERMANENT CLASSIFIED POSITIONS* Five-Year History



* Includes full-time permanent classified positions and full-time permanent classified employees
 * This report reflects data in NHFIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30th
 * 16 classified employees did not meet any group criteria and are excluded from this report.
 * This report does not contain 1 positions found in error.

Report Generated: 6/30/2021 Employee Matrix Version V6.4 and 06/30/2021 for data as of 6/30/2021 by Position Matrix V6.2

POSITIONS BY EEO OCCUPATION GROUP Fiscal Year 2021



Occupational Group*	Number of Positions	%Vacant**
Administrative Support	537	15%
Officials/Administrators	1,010	9%
Para-Professional	1,588	5%
Professionals	3,950	2%
Protective Services	1,079	8%
Service/Maintenance	1,456	6%
Skilled Craft	287	30%
Technicians	968	9%
Total	10,875	16%

*Includes classified full-time permanent and full-time temporary positions expected to last for more than 6 months as of June 30th that have an Occupational Group associated with the position.

*This report does not contain 1 position found in error.

**Percent vacant is calculated as: {the number of employees in EEO} divided by {the number of vacant positions in the EEO category} as of June 30th.

Report Generated: 06/30/2021 for data as of 6/30/2021 by Position Matrix V6.

CLASSIFIED FULL-TIME PERMANENT POSITIONS BY AGENCY

Five-Year History

AGENCY *	2017	2018	2019	2020	2021
ADMINISTRATIVE SERVICES DEPT	283	295	291	298	298
AGRICULT, MARKETS & FOOD DEPT	32	34	34	36	36
BANKING DEPT	51	52	47	47	47
BUS & ECON AFFAIRS DEPT	0	65	59	61	63
CORRECTIONS DEPT	881	950	925	964	964
CULTURAL RESOURCES DEPT	53	0	0	0	0
DEVELOPMENT DISABILITIES CNCL	3	3	3	3	3
EDUCATION DEPT	284	289	289	281	282
EMPLOYMENT SECURITY DEPT	263	263	245	250	270
ENVIRONMENTAL SERVICES DEPT	468	468	470	477	477
EXECUTIVE DEPT	16	16	15	15	15
FISH AND GAME DEPT	189	189	177	181	181
HHS: BEHAVIORAL HEALTH DIV	43	40	25	37	37
HHS: COMM-BASED CARE SVCS DIV	22	22	21	0	0
HHS: COMMISSIONER'S OFFICE	378	382	371	444	450
HHS: DEVELOPMENTAL SVCS DIV	54	55	53	52	48
HHS: ELDERLY & ADULT SVCS DIV	83	80	79	79	84
HHS: GLENCLIFF HOME	168	168	167	167	167
HHS: HUMAN SERVICES DIV	764	786	787	889	896
HHS: MEDICAID & BUS POLICY OFC	47	51	48	24	23
HHS: NH HOSPITAL	574	574	587	603	606
HHS: PUBLIC HEALTH DIV	246	247	246	237	240
HHS: TRANSITIONAL ASSIST DIV	429	428	423	446	447
HUMAN RIGHTS COMMISSION	7	7	7	9	9
INFORMATION TECHNOLOGY DEPT	356	356	344	349	349
INSURANCE DEPT	70	70	70	69	69
JUDICIAL COUNCIL	2	2	2	2	2
JUSTICE DEPT	56	58	58	59	59
LABOR DEPT	92	91	87	84	84
LIQUOR COMMISSION	315	339	339	339	339
LOTTERY COMMISSION	62	66	65	71	72
MILITARY AFFRS & VET SVCS DEPT	135	141	141	156	156
NATURAL & CULT RESOURCES DEPT	207	198	195	197	197
OFFICE OF CHILD ADVOCATE	0	0	0	4	4
PEASE DEVELOPMENT AUTHORITY	6	6	6	6	6
POLICE STDS & TRAINING COUNCIL	20	20	20	20	20
PROF LICENSURE & CERT OFFICE	59	59	62	67	67
PUBLIC EMPLOYEE LABOR REL BRD	4	4	4	4	4
PUBLIC UTILITIES COMMISSION	69	71	71	71	71
REVENUE ADMINISTRATION DEPT	120	121	120	122	122
SAFETY DEPT	1,081	1,097	1,095	1,108	1,108
STATE DEPT	63	73	72	72	72
TAX AND LAND APPEALS BOARD	5	5	4	4	4
TRANSPORTATION DEPT	1,634	1,635	1,635	1,642	1,642
TREASURY DEPT	17	17	17	18	18

**CLASSIFIED FULL-TIME PERMANENT POSITIONS BY AGENCY
Five-Year History (Continued)**

AGENCY*	2017	2018	2019	2020	2021
VETERANS HOME	382	383	383	378	379
VETERANS SERVICES OFFICE	7	7	7	0	0
Total	10,100	10,283	10,166	10,442	10,487

* Includes both filled and vacant classified full-time permanent positions as of June 30th of each fiscal year.
 * This report reflects data in NH FIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30th.
 * This report does not contain 1 position found in error in FY20.

Report Generated: 06/30/2021 for data as of 6/30/2021 by Position Matrix Version V6.2

**FULL-TIME SEASONAL POSITIONS BY AGENCY
Five-Year History**

AGENCY*	2017	2018	2019	2020	2021
ENVIRONMENTAL SERVICES DEPT	46	46	46	46	46
FISH AND GAME DEPT	4	5	5	5	5
NATURAL & CULT RESOURCES DEPT	817	863	888	906	926
SAFETY DEPT	23	24	24	24	24
TRANSPORTATION DEPT	1	1	172	193	193
Total	891	939	1,135	1,174	1,194

* Includes classified temporary full-time seasonal positions as of June 30th of each fiscal year.
 * This report reflects data in NH FIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30th.
 * This report does not contain 1 position found in error in FY20.

Report Generated: 06/30/2021 for data as of 6/30/2021 by Position Matrix V6.2

FULL-TIME TEMPORARY POSITIONS BY AGENCY Five-Year History

AGENCY*	2017	2018	2019	2020	2021
ADMINISTRATIVE SERVICES DEPT	10	10	12	11	12
CORRECTIONS DEPT	1	1	3	3	4
EDUCATION DEPT	7	7	10	11	18
EMPLOYMENT SECURITY DEPT	24	10	13	22	37
ENVIRONMENTAL SERVICES DEPT	6	11	11	21	18
FISH AND GAME DEPT	6	6	3	3	2
HHS: BEHAVIORAL HEALTH DIV	1	1	8	12	16
HHS: COMM-BASED CARE SVCS DIV	1	1	1	1	0
HHS: COMMISSIONER'S OFFICE	7	16	15	18	16
HHS: HUMAN SERVICES DIV	0	0	0	0	1
HHS: MEDICAID & BUS POLICY OFC	14	14	14	14	9
HHS: NH HOSPITAL	0	0	1	3	4
HHS: PUBLIC HEALTH DIV	43	46	46	47	87
HHS: TRANSITIONAL ASSIST DIV	23	24	35	50	60
INFORMATION TECHNOLOGY DEPT	27	27	40	41	33
JUSTICE DEPT	2	2	2	4	4
LIQUOR COMMISSION	4	4	6	7	6
LOTTERY COMMISSION	26	2	2	3	3
MILITARY AFFRS & VET SVCS DEPT	1	0	0	0	0
NATURAL & CULT RESOURCES DEPT	0	0	0	2	0
PROF LICENSURE & CERT OFFICE	28	32	47	49	44
PUBLIC UTILITIES COMMISSION	2	2	3	3	6
SAFETY DEPT	0	1	1	1	1
STATE DEPT	13	16	15	17	16
TRANSPORTATION DEPT	3	3	4	4	4
VETERANS HOME	165	154	120	120	93
VETERANS SERVICES OFFICE	28	29	0	0	1
Total	442	419	414	467	495

* Includes classified temporary full-time positions as of June 30th of each fiscal year.
 * This report reflects data in NH FIRST on the date the report is generated; historic data will change from year to year due to transactions processed after June 30th.
 * This report does not contain 1 position found in error.

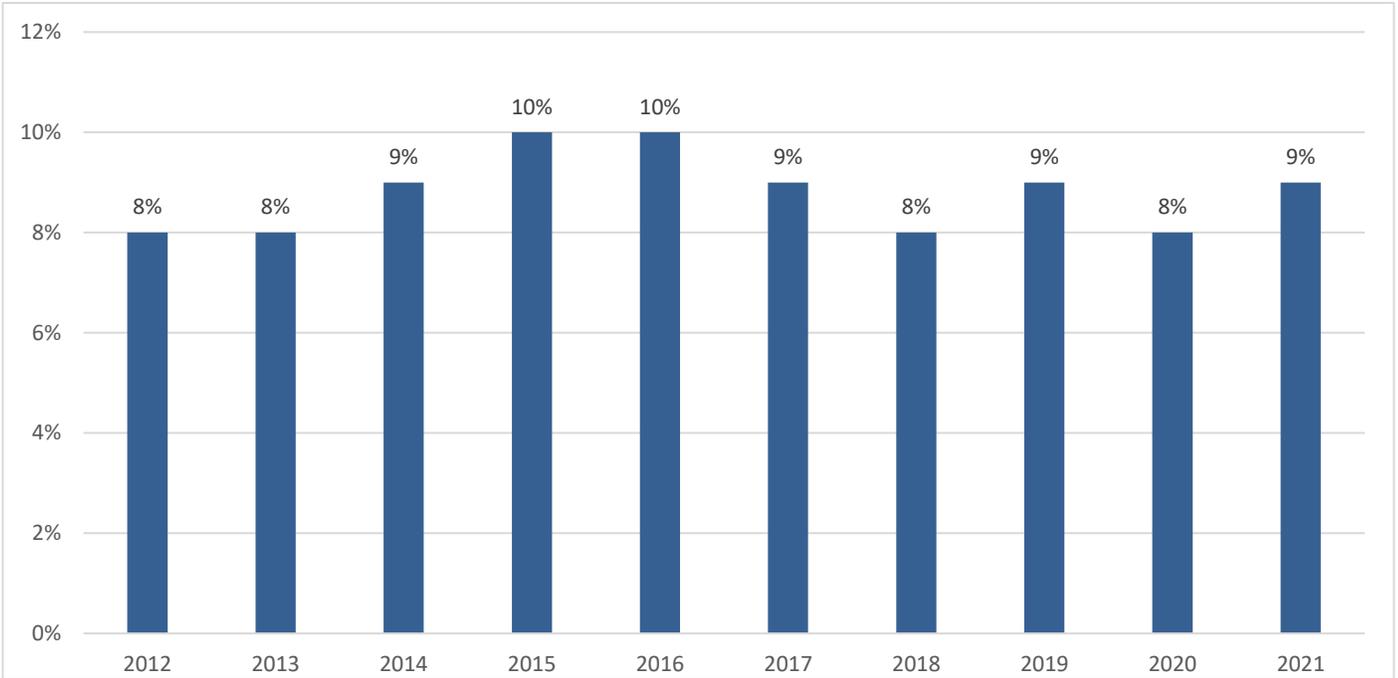
Report Generated: 06/30/2021 for data as of 6/30/2021 by Position Matrix V6.2

TURNOVER AND SEPARATION FROM SERVICE

TURNOVER

Separations from Classified Service

10 Year History



* Turnover is calculated as the number of employees who left full-time state service divided by the number of positions in NH FIRST on the end date of the time period analyzed. Movement within and between state agencies is not considered turnover for the purposes of this report.

* Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months and employee separations for classified full-time permanent and full-time temporary employees working more than 6 months.

Report Generated: 6/30/2021 for data as of 6/30/2021 data using Position Matrix V6.2

TURNOVER OF CLASSIFIED EMPLOYEES

Fiscal Year 2021

Statewide Turnover Rate = 8.8%

Job Classifications with 50 or more Full-Time Employees With Turnover Rates Greater or Equal to State Average Rate	Turnover Rate*
CHILD PROTECTIVE SVC WKR I	39%
CHILD PROTECTIVE SVC WKR II	21%
REGISTERED NURSE II	15%
HIGHWAY MAINTAINER II	14%
ADMINISTRATOR IV	13%
CHILD PROTECTIVE SVC WKR III	13%
RETAIL STORE CLERK II	12%
CORRECTIONS OFFICER	12%
RETAIL STORE MANAGER II	12%
HIGHWAY MAINTAINER III	12%
STATE POLICE SERGEANT	11%
ADMINISTRATOR I	11%
CHILD SUPPORT OFFICER	11%
REGISTERED NURSE III	11%
FAMILY SERVICES SPECIALIST I	10%
TOLL ATTENDANT I	10%
INTERVIEWER I	10%
YOUTH COUNSELOR III DRC	10%
PROGRAM SPECIALIST IV	9%
<p>* Turnover is calculated as the number of employees who left full-time state service divided by the number of positions in NH FIRST on the end date of the time period analyzed. Movement within and between state agencies is not considered turnover for the purposes of this report.</p> <p>* Includes classified full-time permanent and full-time temporary and seasonal positions expected to last more than 6 months and employee separations for classified full-time permanent and full-time temporary employees working more than 6 months.</p>	

Report Generated: 6/30/2021 for data as of 6/30/2021 using Position Matrix V6.2

TURNOVER RATES BY AGENCY Fiscal Year 2021

AGENCY*	# of Separations	# of Positions	Turnover Rate	Change from FY 19
ADMINISTRATIVE SERVICES DEPT	22	310	7.1%	-0.3%
AGRICULT, MARKETS & FOOD	3	36	8.3%	+2.7%
BANKING DEPT	2	47	4.3%	-0.0%
BUS & ECON AFFAIRS DEPT	5	63	7.9%	-0.3%
CORRECTIONS DEPT	106	968	11.0%	+2.8%
DEVELOPMENT DISABILITIES	0	3	0.0%	-8.9%
EDUCATION DEPT	21	300	7.0%	+3.3%
EMPLOYMENT SECURITY DEPT	21	307	6.8%	+3.4%
ENVIRONMENTAL SERVICES DEPT	36	495	7.3%	-6.0%
EXECUTIVE DEPT	1	15	6.7%	+0.8%
FISH AND GAME DEPT	5	183	2.7%	+0.7%
HHS: BEHAVIORAL HEALTH DIV	4	53	7.5%	+7.5%
HHS: COMMISSIONER'S OFFICE	31	466	6.7%	+0.9%
HHS: DEVELOPMENTAL SVCS DIV	6	48	12.5%	+11.2%
HHS: ELDERLY & ADULT SVCS DIV	6	84	7.1%	-6.1%
HHS: GLENCLIFF HOME	42	167	25.1%	+17.1%
HHS: HUMAN SERVICES DIV	101	897	11.3%	-14.6%
HHS: MEDICAID & BUS POLICY	2	32	6.3%	-3.5%
HHS: NH HOSPITAL	56	610	9.2%	+4.6%
HHS: PUBLIC HEALTH DIV	19	327	5.8%	-2.8%
HHS: TRANSITIONAL ASSIST DIV	40	507	7.9%	-3.2%
HUMAN RIGHTS COMMISSION	0	9	0.0%	-4.0%
INFORMATION TECHNOLOGY	24	382	6.3%	-3.8%
INSURANCE DEPT	4	69	5.8%	+5.8%
JUDICIAL COUNCIL	0	2	0.0%	-9.1%
JUSTICE DEPT	5	63	7.9%	-6.4%
LABOR DEPT	3	84	3.6%	-10.4%
LIQUOR COMMISSION	44	345	12.8%	+8.6%
LOTTERY COMMISSION	2	75	2.7%	-9.3%
MILITARY AFFRS & VET SVCS	15	156	9.6%	+3.1%
NATURAL & CULT RESOURCES	9	197	4.6%	+4.6%
OFFICE OF CHILD ADVOCATE	1	4	25.0%	25.0%
PEASE DEVELOPMENT	0	6	0.0%	-5.0%
POLICE STDS & TRAINING	4	20	20.0%	+7.1%
PROF LICENSURE & CERT OFFICE	14	111	12.6%	+12.6%
PUBLIC EMPLOYEE LABOR REL	0	4	0.0%	-8.3%
PUBLIC UTILITIES COMMISSION	5	77	6.5%	+1.6%
REVENUE ADMINISTRATION DEPT	6	122	4.9%	-4.2%
SAFETY DEPT	95	1,109	8.6%	+3.3%
STATE DEPT	2	88	2.3%	+2.3%
TAX AND LAND APPEALS BOARD	1	4	25.0%	+14.6%
TRANSPORTATION DEPT	156	1,646	9.5%	-12.7%
TREASURY DEPT	0	18	0.0%	-13.4%
VETERANS HOME	41	472	8.7%	+0.3%
Total	960	10,982		

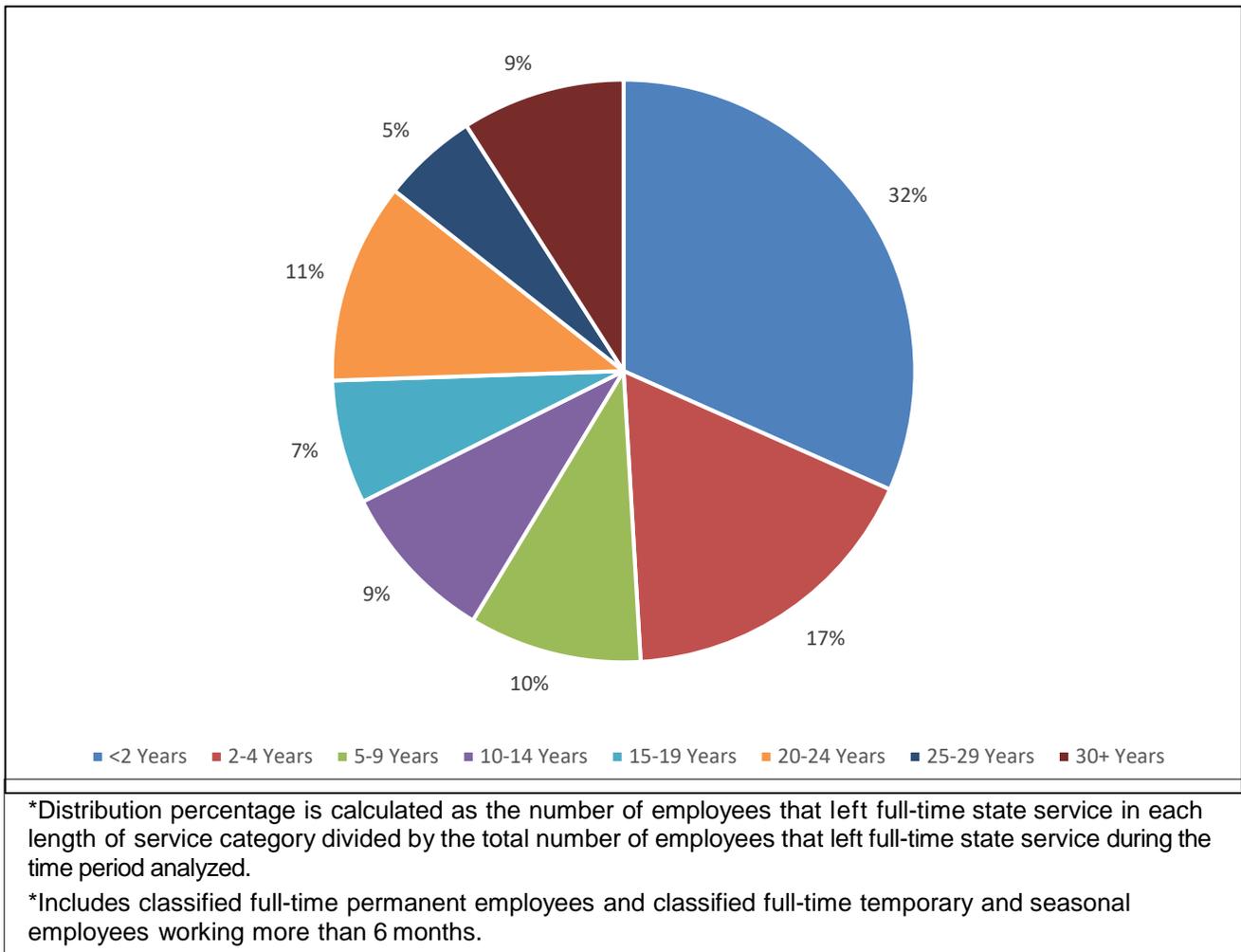
*Turnover is calculated as the number of employees who left full-time state service divided by the number of positions in NH FIRST on end date of the time period analyzed. Movement within and between state agencies is not considered turnover for the purposes of this report.

*Includes classified full-time permanent and full-time temporary and seasonal positions expected to last 6 months or more, and separated classified full-time permanent and full-time temporary and seasonal employees working more than 6 months. This report does not include 1 position found in error.

Report Generated: 6/30/2021 for position data as of 6/30/2021 using Position Matrix V6.2 and separations data for 7/1/2020-6/30/2021 (FY 2021) based on Employee Matrix V6.4

DISTRIBUTION OF SEPARATED EMPLOYEES BY LENGTH OF SERVICE*

Fiscal Year 2021



Report Generated: 6/30/2021 for separations data for 7/01/2020-6/30/2021 (FY 2021) based on Employee Matrix V6.4

RATE OF SEPARATION BY LENGTH OF SERVICE

Fiscal Year 2021

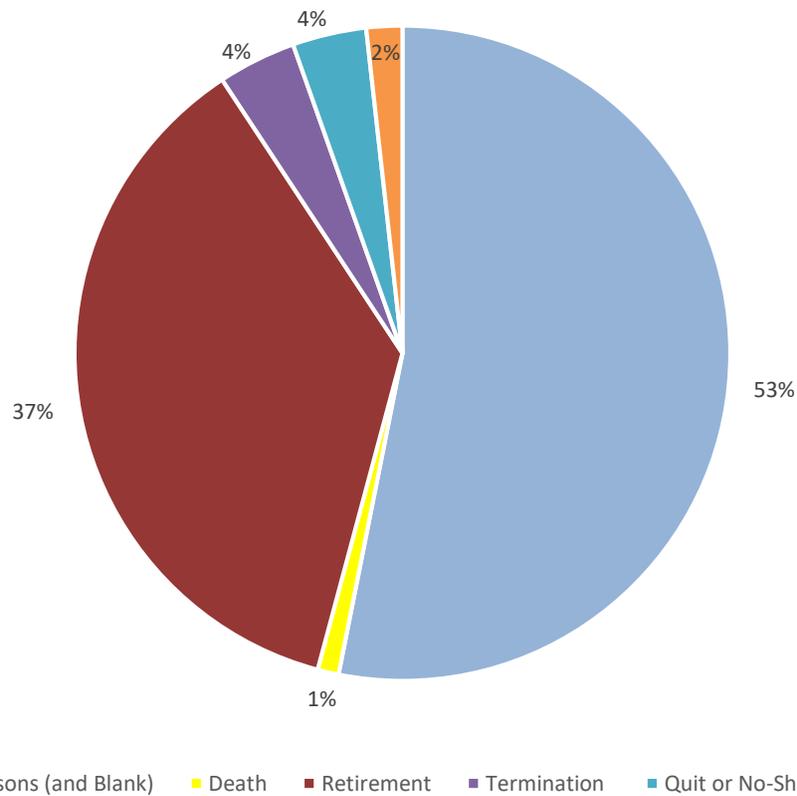
Length of Service* (Years)	Number of Separations	Number of Employees	% Separated In FY 2021	Change from FY 2020
<2 Years	304	1,438	21%	+3%
2-4 Years	167	1,746	10%	+0%
5-9 Years	92	1,651	6%	-2%
10-14 Years	86	1,179	7%	0%
15-19 Years	66	1,197	6%	0%
20-24 Years	107	904	12%	+3%
25-29 Years	51	413	12%	0%
30+ Years	87	466	19%	+5%

* Separation rate is calculated by using the number of employees who left full-time state service divided by the number of employees in that length of service category in NH FIRST on the end date of the time period analyzed.

* Number of Separations and Number of Employees includes classified full-time permanent and full-time temporary and seasonal employees working more than 6 months only.

Report Generated: 6/30/2021 for separations data for 7/01/2020-6/30/2021 (FY 2021) based on Employee Matrix V6.4. Employee counts generated 6/30/2021.

EMPLOYEE SEPARATION FROM SERVICE BY REASON Fiscal Year 2021



*Distribution percentage is calculated as the number of employees that left full-time state service in each reason code category divided by the total number of employees that left full-time state service during the time period analyzed.

*Includes classified full-time permanent employees and classified full-time temporary employees working more than 6 months.

Report Generated: 6/30/2021 for separations data for 7/01/2020-6/30/2021 (FY 2021) based on Employee Matrix V6.4.

VACANCY

VACANCY RATE FOR FULL-TIME POSITIONS BY AGENCY
Fiscal Year 2021

AGENCY*	# of Positions	# of Vacancies	Vacancy Rate
ADMINISTRATIVE SERVICES DEPT	310	69	22%
AGRICULT, MARKETS & FOOD DEPT	36	5	14%
BANKING DEPT	47	9	19%
BUS & ECON AFFAIRS DEPT	63	7	11%
CORRECTIONS DEPT	968	207	21%
DEVELOPMENT DISABILITIES CNCL	3	0	0%
EDUCATION DEPT	300	68	23%
EMPLOYMENT SECURITY DEPT	307	45	15%
ENVIRONMENTAL SERVICES DEPT	494	89	18%
EXECUTIVE DEPT	15	2	13%
FISH AND GAME DEPT	183	13	7%
HHS: BEHAVIORAL HEALTH DIV	53	17	32%
HHS: COMMISSIONER'S OFFICE	456	77	17%
HHS: DEVELOPMENTAL SVCS DIV	49	12	24%
HHS: ELDERLY & ADULT SVCS DIV	84	7	8%
HHS: GLENCLIFF HOME	167	45	27%
HHS: HUMAN SERVICES DIV	905	111	12%
HHS: MEDICAID & BUS POLICY OFC	27	8	30%
HHS: NH HOSPITAL	693	148	21%
HHS: PUBLIC HEALTH DIV	298	32	11%
HHS: TRANSITIONAL ASSIST DIV	480	69	14%
HUMAN RIGHTS COMMISSION	9	1	11%
INFORMATION TECHNOLOGY DEPT	353	56	16%
INSURANCE DEPT	69	4	6%
JUDICIAL COUNCIL	2	0	0%
JUSTICE DEPT	65	9	14%
LABOR DEPT	84	24	29%
LIQUOR COMMISSION	342	27	8%
LOTTERY COMMISSION	72	9	13%
MILITARY AFFRS & VET SVCS DEPT	156	40	26%
NATURAL & CULT RESOURCES DEPT	240	56	23%
OFFICE OF CHILD ADVOCATE	4	1	25%
PEASE DEVELOPMENT AUTHORITY	6	2	33%
POLICE STDS & TRAINING COUNCIL	20	3	15%
PROF LICENSURE & CERT OFFICE	73	7	10%
PUBLIC EMPLOYEE LABOR REL BRD	4	0	0%
PUBLIC UTILITIES COMMISSION	72	13	18%
REVENUE ADMINISTRATION DEPT	122	24	20%
SAFETY DEPT	1,124	172	15%
STATE DEPT	76	23	30%
TAX AND LAND APPEALS BOARD	4	1	25%
TRANSPORTATION DEPT	1,642	261	16%
TREASURY DEPT	18	3	17%
VETERANS HOME	380	112	29%
Grand Total	10,875	1,888	17%

*Includes classified full-time permanent, and full-time temporary positions expected to last more than 6 months.

*Vacancy Rate = Total number of vacancies divided by total number of positions. This report does not contain 1 position found in error.

Report Generated: 06/30/2021 for data as of 6/30/2021 by Position Matrix V6.2.

VACANT FULL-TIME POSITIONS ON JUNE 30, 2020 BY NUMBER OF DAYS VACANT

AGENCY*	# of Vacancies with Date	# Vacant <=30 Days	# Vacant >30-60 Days	# Vacant >60-90 Days	# Vacant >90-240 Days	# Vacant > 240 Days
ADMINISTRATIVE SERVICES DEPT	69	5	9	7	13	35
AGRICULT, MARKETS & FOOD DEPT	5	0	0	1	1	3
BANKING DEPT	9	1	1	1	0	6
BUS & ECON AFFAIRS DEPT	7	2	1	0	1	3
CORRECTIONS DEPT	207	32	20	33	51	71
DEVELOPMENT DISABILITIES CNCL	0	0	0	0	0	0
EDUCATION DEPT	68	3	4	6	9	46
EMPLOYMENT SECURITY DEPT	45	4	12	5	4	20
ENVIRONMENTAL SERVICES DEPT	89	6	7	9	21	46
EXECUTIVE DEPT	2	0	0	0	0	2
FISH AND GAME DEPT	13	1	2	1	3	6
HHS: BEHAVIORAL HEALTH DIV	17	2	2	1	7	5
HHS: COMMISSIONER'S OFFICE	77	12	6	10	13	36
HHS: DEVELOPMENTAL SVCS DIV	12	2	3	1	2	4
HHS: ELDERLY & ADULT SVCS DIV	7	0	1	0	6	0
HHS: GLENCLIFF HOME	45	6	6	6	13	14
HHS: HUMAN SERVICES DIV	111	17	14	13	20	47
HHS: MEDICAID & BUS POLICY OFC	8	0	1	1	3	3
HHS: NH HOSPITAL	148	18	15	5	29	81
HHS: PUBLIC HEALTH DIV	32	2	2	5	3	20
HHS: TRANSITIONAL ASSIST DIV	69	11	12	9	5	32
HUMAN RIGHTS COMMISSION	1	0	0	0	0	1
INFORMATION TECHNOLOGY DEPT	56	5	7	1	8	35
INSURANCE DEPT	4	0	0	0	2	2
JUDICIAL COUNCIL	0	0	0	0	0	0
JUSTICE DEPT	9	1	1	2	1	4
LABOR DEPT	24	3	1	2	2	16
LIQUOR COMMISSION	27	8	4	3	8	4
LOTTERY COMMISSION	9	0	1	2	0	6
MILITARY AFFRS & VET SVCS DEPT	40	4	2	1	5	28
NATURAL & CULT RESOURCES DEPT	56	2	0	4	4	46
OFFICE OF CHILD ADVOCATE	1	1	0	0	0	0
PEASE DEVELOPMENT AUTHORITY	2	0	0	0	1	1
POLICE STDS & TRAINING COUNCIL	3	0	1	0	0	2
PROF LICENSURE & CERT OFFICE	7	4	1	1	0	1
PUBLIC EMPLOYEE LABOR REL BRD	0	0	0	0	0	0
PUBLIC UTILITIES COMMISSION	13	2	1	1	3	6
REVENUE ADMINISTRATION DEPT	24	1	3	2	2	16
SAFETY DEPT	172	26	31	16	34	65
STATE DEPT	23	1	1	1	0	20
TAX AND LAND APPEALS BOARD	1	0	0	0	1	0
TRANSPORTATION DEPT	261	33	30	20	52	126
TREASURY DEPT	3	0	0	0	0	3
VETERANS HOME	112	6	4	3	16	83
Total	1,888	221	206	173	343	945

*Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months. This report does not contain 1 position found in error.

VACANT POSITIONS ON JUNE 30, 2020 BY NUMBER OF DAYS VACANT BY POSITION TYPE

POSITION*	# Vacant with Date	# Vacant <= 30 days	# Vacant >30-60 days	# Vacant >60-90 days	# Vacant >90-240 days	# Vacant >240 days
FULL-TIME	1,712	209	195	164	317	827
FULL-TIME TEMPORARY	176	12	11	9	26	118
Total	1,888	221	206	173	343	945
% of TOTAL		12%	11%	9%	18%	50%

*Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months. This report does not contain 1 position found in error.

Report Generated: 06/30/2021 for data as of 6/30/2021 by Position Matrix V6.2

VACANCY RATE ON JUNE 30, 2020 BY POSITION TYPE

POSITION*	Number of Positions	Number of Vacancies	Vacancy Rate (%)
FULL-TIME	10,487	1,712	16%
FULL-TIME TEMPORARY	388	176	45%
Total	10,875	1,888	17%

*Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months.
 *Vacancy Rate = Total number of vacancies divided by total number of positions. This report does not contain 1 position found in error.

Report Generated: 06/30/2021 for data as of 6/30/2021 by Position Matrix V6.2.

RETIREMENT ELIGIBILITY

EXECUTIVE BRANCH - GROUP 1 EMPLOYEES
Estimate of Current and Future Eligibility for Retirement & State Health Insurance Benefit

8,187 Employees* - Based on Current Employees as of 6/30/2021

As of July 1:	2021	% of Total Pop	2023	% of Total Pop
Eligible Age 65+ (with health ins ben)	178	2%	320	4%
Eligible Age 65+ (w/o health ins ben)	243	3%	363	4%
Eligible Age 60+ (with health ins ben)	389	5%	535	7%
Eligible Age 60+ (w/o health ins ben)	247	3%	287	4%
Early Eligible - 70 rule (with health ins ben)	262	3%	286	4%
Early Eligible - 70 rule (w/o health ins ben)	702	9%	691	8%
Early Eligible - Age 50-59 (with health ins ben)	0	0%	0	0%
Early Eligible - Age 50-59 (w/o health ins ben)	717	9%	547	7%
Total Eligible	2,738	35%	3,029	38%
"Likely to Retire" 65+ or 60+ with health ins ben	810	11%	1,218	15%
*Includes full-time and full-time temporary classified and unclassified employees expected to work more than 6 months. Employees are counted only in the first eligibility group that they qualify for top-to-bottom, even if they qualify under more than category (e.g., employees who qualify under both Early Eligibility Rules are only counted in the "70 Rule" category).				

Report generated 6/30/2021 based on employee data for 6/30/2021 by Employee Matrix V6.4 for FY 2021.

EXECUTIVE BRANCH - GROUP 1 EMPLOYEES

Estimate of Current Eligibility for Retirement by Agency as of July 1, 2021 8,187 Employees* - Based on Current Employees as of: 6/30/2021

AGENCY	% Eligible 65+	% Elig 60+ w/ health benefit	% Elig 60+ w/o health benefit	% Early Eligible 70 Rule	% Early Eligible 50-59	Total % Eligible	% "Likely"
ADMINISTRATIVE SERVICES	7%	8%	4%	10%	9%	37%	15%
AGRICULT, MARKETS & FOOD	3%	14%	6%	6%	14%	43%	17%
BANKING DEPT	5%	2%	2%	5%	15%	29%	7%
BUS & ECON AFFAIRS DEPT	12%	2%	0%	8%	10%	32%	14%
CORRECTIONS DEPT	6%	6%	5%	8%	10%	35%	12%
DEVELOPMENT DISABILITIES	0%	0%	0%	0%	0%	0%	0%
EDUCATION DEPT	5%	6%	4%	8%	3%	25%	11%
EMPLOYMENT SECURITY DEPT	11%	6%	4%	11%	14%	46%	17%
ENVIRONMENTAL SERVICES	5%	7%	3%	19%	8%	42%	12%
EXECUTIVE DEPT	13%	6%	0%	6%	6%	31%	19%
FISH AND GAME DEPT	4%	6%	3%	20%	8%	41%	10%
HHS: BEHAVIORAL HEALTH DIV	10%	5%	3%	13%	8%	38%	15%
HHS: COMM-BASED CARE SVCS	0%	0%	0%	50%	0%	50%	0%
HHS: COMMISSIONER'S OFFICE	7%	7%	4%	17%	8%	42%	13%
HHS: DEVELOPMENTAL SVCS DIV	8%	13%	0%	8%	8%	37%	21%
HHS: ELDERLY & ADULT SVCS	14%	3%	1%	11%	19%	48%	16%
HHS: GLENCLIFF HOME	5%	5%	2%	11%	8%	31%	10%
HHS: HUMAN SERVICES DIV	3%	3%	1%	11%	7%	25%	6%
HHS: MEDICAID & BUS POLICY	14%	9%	0%	14%	5%	41%	23%
HHS: NH HOSPITAL	4%	4%	3%	9%	7%	27%	8%
HHS: PUBLIC HEALTH DIV	7%	4%	1%	8%	10%	30%	11%
HHS: TRANSITIONAL ASSIST DIV	4%	2%	3%	8%	9%	26%	6%
HUMAN RIGHTS COMMISSION	0%	0%	0%	0%	0%	0%	0%
INFORMATION TECHNOLOGY	8%	7%	5%	15%	11%	47%	16%
INSURANCE DEPT	13%	3%	5%	8%	9%	38%	16%
JUDICIAL COUNCIL	0%	0%	0%	33%	0%	33%	0%
JUSTICE DEPT	8%	4%	1%	6%	5%	25%	12%
LABOR DEPT	2%	6%	8%	8%	13%	37%	8%
LIQUOR COMMISSION	2%	2%	3%	9%	6%	21%	3%
LOTTERY COMMISSION	3%	5%	5%	9%	9%	31%	8%
MILITARY AFFRS & VET SVCS	4%	7%	6%	13%	13%	44%	11%
NATURAL & CULT RESOURCES	8%	6%	1%	14%	12%	41%	14%
OFFICE OF CHILD ADVOCATE	0%	0%	0%	0%	0%	0%	0%
PEASE DEVELOPMENT	33%	0%	33%	0%	33%	100%	33%
POLICE STDS & TRAINING	9%	18%	0%	27%	9%	64%	27%
PROF LICENSURE & CERT	12%	3%	3%	3%	6%	27%	15%
PUBLIC EMPLOYEE LABOR REL	0%	25%	25%	0%	25%	75%	25%
PUBLIC UTILITIES COMMISSION	11%	6%	0%	11%	14%	41%	17%
REVENUE ADMINISTRATION	2%	6%	2%	19%	9%	38%	8%
SAFETY DEPT	4%	6%	3%	11%	10%	34%	10%
STATE DEPT	18%	11%	3%	15%	8%	55%	29%
TAX AND LAND APPEALS BOARD	50%	17%	0%	0%	17%	83%	67%
TRANSPORTATION DEPT	5%	5%	3%	18%	10%	41%	10%
TREASURY DEPT	5%	10%	10%	10%	10%	45%	15%
VETERANS HOME	7%	2%	5%	6%	9%	28%	9%
TOTAL	6%	5%	3%	12%	9%	35%	11%

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

Report generated 6/30/2021 based on employee data for 6/30/2021 by Employee Matrix V6.4 for FY 2021.

EXECUTIVE BRANCH - GROUP 1 EMPLOYEES
Estimate of Future Eligibility for Retirement by Agency as of July 1, 2023
8,187 Employees* - Based on Current Employees as of: 6/30/2021

AGENCY	% Eligible 65+	% Elig 60+ w/ health benefit	% Elig 60+ w/o health benefit	% Early Eligible 70 Rule	% Early Eligible 50-59	Total % Eligible	% "Likely"
ADMINISTRATIVE SERVICES	11%	7%	5%	10%	8%	41%	17%
AGRICULT, MARKETS & FOOD	6%	14%	3%	11%	11%	46%	20%
BANKING DEPT	5%	5%	5%	7%	17%	39%	10%
BUS & ECON AFFAIRS DEPT	14%	2%	0%	12%	7%	34%	15%
CORRECTIONS DEPT	10%	5%	2%	11%	9%	37%	15%
DEVELOPMENT DISABILITIES	0%	0%	0%	0%	0%	0%	0%
EDUCATION DEPT	8%	5%	3%	7%	3%	27%	14%
EMPLOYMENT SECURITY DEPT	14%	7%	5%	11%	11%	47%	21%
ENVIRONMENTAL SERVICES	8%	11%	3%	16%	6%	44%	19%
EXECUTIVE DEPT	19%	6%	0%	0%	13%	38%	25%
FISH AND GAME DEPT	8%	9%	3%	19%	5%	43%	16%
HHS: BEHAVIORAL HEALTH DIV	15%	0%	3%	15%	10%	44%	15%
HHS: COMM-BASED CARE SVCS	0%	0%	0%	50%	0%	50%	0%
HHS: COMMISSIONER'S OFFICE	10%	10%	4%	14%	7%	45%	20%
HHS: DEVELOPMENTAL SVCS DIV	13%	13%	0%	5%	5%	37%	26%
HHS: ELDERLY & ADULT SVCS	16%	4%	6%	14%	10%	51%	20%
HHS: GLENCLIFF HOME	8%	6%	2%	11%	7%	34%	14%
HHS: HUMAN SERVICES DIV	4%	5%	2%	12%	5%	27%	9%
HHS: MEDICAID & BUS POLICY	14%	9%	0%	18%	0%	41%	23%
HHS: NH HOSPITAL	6%	5%	3%	10%	5%	29%	11%
HHS: PUBLIC HEALTH DIV	8%	8%	3%	6%	7%	32%	16%
HHS: TRANSITIONAL ASSIST DIV	4%	5%	3%	8%	7%	27%	9%
HUMAN RIGHTS COMMISSION	0%	0%	0%	0%	0%	0%	0%
INFORMATION TECHNOLOGY	13%	9%	4%	15%	9%	50%	22%
INSURANCE DEPT	16%	5%	8%	3%	9%	40%	21%
JUDICIAL COUNCIL	0%	0%	0%	33%	0%	33%	0%
JUSTICE DEPT	11%	3%	3%	8%	3%	28%	14%
LABOR DEPT	10%	10%	6%	5%	10%	40%	19%
LIQUOR COMMISSION	3%	2%	4%	9%	5%	23%	6%
LOTTERY COMMISSION	3%	6%	5%	9%	8%	31%	9%
MILITARY AFFRS & VET SVCS	12%	6%	7%	13%	8%	46%	18%
NATURAL & CULT RESOURCES	10%	7%	2%	15%	10%	44%	17%
OFFICE OF CHILD ADVOCATE	0%	0%	0%	0%	0%	0%	0%
PEASE DEVELOPMENT	33%	0%	33%	0%	33%	100%	33%
POLICE STDS & TRAINING	18%	9%	0%	27%	9%	64%	27%
PROF LICENSURE & CERT	13%	3%	3%	3%	6%	28%	16%
PUBLIC EMPLOYEE LABOR REL	0%	25%	25%	0%	50%	100%	25%
PUBLIC UTILITIES COMMISSION	15%	11%	8%	6%	3%	42%	26%
REVENUE ADMINISTRATION	2%	7%	6%	20%	6%	41%	9%
SAFETY DEPT	7%	8%	3%	12%	7%	37%	15%
STATE DEPT	26%	10%	5%	11%	5%	56%	35%
TAX AND LAND APPEALS BOARD	67%	0%	0%	17%	17%	100%	67%
TRANSPORTATION DEPT	8%	7%	4%	16%	7%	43%	15%
TREASURY DEPT	10%	15%	5%	10%	5%	45%	25%
VETERANS HOME	10%	2%	5%	7%	6%	29%	12%
TOTAL	8%	7%	4%	12%	7%	38%	15%

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

Report generated 6/30/2021 based on employee data for 6/30/2021 by Employee Matrix V6.4 for FY 2021.

EXECUTIVE BRANCH - GROUP 2 EMPLOYEES

Estimate of Future Eligibility for Retirement & State Health Insurance Benefit 1,119 Employees - Based on Current Employees as of: 6/30/2021

As of July 1:	2021	% of Total Pop	2023	% of Total Pop
Eligible Age 60+ (with health ins ben)	35	3%	47	4%
Eligible Age 60+ (without health ins ben)	16	1%	35	3%
Eligible Age 45+ with 20+ YFS (with health ins ben)	133	12%	181	16%
Eligible Age 46-52.5 with 25+ YFS (with health ins ben)	0	0%	0	0%
Eligible Age 50-52.5 with 25+ YFS (without health ins ben)	0	0%	0	0%
Total Eligible	184	17%	263	24%
Total Eligible & "Likely" (with health benefit)	168	15%	228	20%

*Includes full-time and full-time temporary classified and unclassified employees expected to work more than 6 months. "YFS" = years of full-time service.

Report generated 6/30/2021 based on employee data for 6/30/2021 by Employee Matrix V6.4 for FY 2021.

EXECUTIVE BRANCH - GROUP 2 EMPLOYEES
Estimate of Current Eligibility for Retirement as of July 1, 2021
1,119 Employees* - Based on Current Employees as of: 6/30/2021

AGENCY	Eligible Age 45+ with 20+ YFS (with health ins ben)	Eligible Age 46-52.5 with 25+ YFS (with health ins ben)	Eligible Age 60+ (with health ins ben)	Eligible Age 60+ (without health ins ben)	Total Eligible
CORRECTIONS DEPT	13%	0%	5%	2%	20%
FISH AND GAME DEPT	17%	0%	2%	0%	19%
LIQUOR COMMISSION	0%	0%	0%	0%	0%
MILITARY AFFRS & VET SVCS DEPT	0%	0%	0%	0%	0%
NATURAL & CULT RESOURCES DEPT	29%	0%	0%	0%	29%
PEASE DEVELOPMENT AUTHORITY	0%	0%	100%	0%	100%
POLICE STDS & TRAINING COUNCIL	14%	0%	0%	0%	14%
SAFETY DEPT	11%	0%	1%	0.3%	12%
TOTAL	12%	0%	3.1%	1.4%	17%

* Includes full-time and full-time temporary classified and unclassified employees expected to work more than 6 months.
 "YFS" = years of full-time service

Report generated 6/30/2021 based on employee data for 6/30/2021 by Employee Matrix V6.4 for FY 2021.

EXECUTIVE BRANCH - GROUP 2 EMPLOYEES
Estimate of Future Eligibility for Retirement as of July 1, 2023
1,119 Employees* - Based on Current Employees as of: 6/30/2021

AGENCY	Eligible Age 45+ with 20+ YFS (with health ins ben)	Eligible Age 46-52.5 with 25+ YFS (with health ins ben)	Eligible Age 60+ (with health ins ben)	Eligible Age 60+ (without health ins ben)	Total Eligible
CORRECTIONS DEPT	18%	0%	6%	5%	29%
FISH AND GAME DEPT	17%	0%	2%	2%	21%
LIQUOR COMMISSION	0%	0%	0%	0%	0%
MILITARY AFFRS & VET SVCS DEPT	0%	0%	0%	3%	3%
NATURAL & CULT RESOURCES DEPT	29%	0%	0%	0%	29%
PEASE DEVELOPMENT AUTHORITY	0%	0%	100%	0%	100%
POLICE STDS & TRAINING COUNCIL	14%	0%	0%	0%	14%
SAFETY DEPT	15%	0%	1%	1%	17%
TOTAL	16%	0%	4%	3%	24%

* Includes full-time and full-time temporary classified and unclassified employees expected to work more than 6 months.
 "YFS" = years of full-time service

Report generated 6/30/2021 based on employee data for 6/30/2021 by Employee Matrix V6.4 for FY 2021.

DIVISION OF PERSONNEL WORK ACTIVITIES

CENTRAL HUMAN RESOURCES PROCESSING OPERATIONS UNIT

In FY 21, the Division completed an internal reorganization to establish a Central Operations Unit overseeing employee and position transactions, employee records maintenance, and recruitment. This unit processes all human resources transactions affecting classified, unclassified, and non-classified employees and positions.

This unit continues to work closely with DAS' FDM and Division of Accounting to identify improvements in processing human resources transactions. This unit also defines and documents procedures, trains agency human resources staff on procedures, and maintains procedural guidance materials on the Division's Sunspot page on DAS' intranet. This unit meets regularly with agency HR representatives to get feedback and assistance with developing standard operating procedures and training materials. This unit also conducts testing for system upgrades, use of new/modified codes, and implementation of new functionality within NH FIRST.

In FY 21, the Division prepared an updated Operations Manual defining how to process all types of employee and position transactions in NH FIRST. In addition, the Division worked with agency human resources staff to define or update standard procedures and associated forms or templates on the following topics:

- E-Verify – internet based system that compares information entered by an employer from an employee's Form I-9 Employment Eligibility Verification.
- FMLA-IPP – Family Medical Leave Act and Income Protection Plan.
- Recruitment tasks in NH FIRST– electronic system for human resources:
 - Templates
 - Automatic emails
 - Applicant experience
 - Manager guide
 - Recruitment tools
- Offer Letter – provides details of the position into which the employee is hired.
- Leave Form – provides details of the employee's leave plan.
- Transfer Form – provides details when transferring from one agency to another within the State.
- Waiver Forms – provides details regarding an agency's request for an exception to a rule.

In FY 21, the Division provided training for agency HR staff on the following topics:

- Operations – Generalist Role – basic HR functions.
- Recruiter Role – specific tasks for hiring and transferring employees from one agency to another agency.
- Leave Management – specific tasks to comply with federal and state laws when an employee needs a leave of absence.
- Report Management – how to run reports in NH FIRST in order to achieve agencies' goals and budget.

- System Upgrades – improving the system to ensure compliance.
- Current and New Rules and Procedures – in order to ensure all RSAs, rules and CBAs are being met.

RECRUITMENT

The Division's Operations Unit is responsible for performing the following recruitment functions:

- Advise, train, and assist state agencies' HR staff on creating job requisitions, posting positions, certifying completed applications, hiring processes, and interpreting recruitment and selection standards in the personnel rules to maintain consistency across all state agencies.
- Ensure consistency in the interpretation and evaluation of minimum qualifications in the evaluation of applications and meeting statewide certification standards.
- Consult regarding proposed revisions to agency and statewide minimum qualification requirements.
- Assist in the development of policy and procedural revisions based upon interpretations of new laws and executive orders in the area of recruitment and selection.
- Increase the state's visibility and promote the State of New Hampshire as an employer of choice by implementing recruitment strategies, including but not limited to, maintaining a social media presence and promoting the state's internship programs.
- Inform the public regarding job and career opportunities within the Executive Branch of state government by maintaining the state's online Job Opportunities page.
- Develop effective performance measures and reports to determine if recruitment strategies are meeting agency needs.
- Research recruitment best practices and analyze reports and studies to determine best practices, and provide guidance to agencies and human resources staff.
- Manage and coordinate upgrades of the Talent Acquisition module within NH FIRST including the creating of recruitment reports and oversight of the recruitment-landing page.

During FY 21, the Division continued to work with the FDM to improve the applicant experience by removing barriers in the online job posting and application process. Additionally, the Division continued to work to better define and standardize the steps involved in the recruitment process. Process improvement efforts have reduced the number of paper applications received, led to faster processing of applications, and facilitated efficient hiring.

As part of the *One Workforce* initiative, the Division is defining clear HR roles or specialties, including that of *Recruiter*. In FY 2021, select agency HR personnel received additional training on recruitment functions, allowing agencies to conduct some HR functions previously handled by the Division. Selected agency HR staff taking on the *Recruiter* role take a competency test once they complete training to confirm that they have the knowledge to complete required tasks. The expansion of agency HR functions was essential to maintaining efficient operations during the COVID-19 pandemic and state hiring freeze.

Under the Personnel Rules, a full-time internal job opening within the Executive Branch classified personnel system must be posted for a minimum period of five business days prior to posting externally. Internal postings are available to all classified state employees under the

Personnel Rules (Per 402.01). If no qualified candidates apply, or an internal candidate is not selected during the internal posting process, the position is opened to the public as an external posting (Per 404.01). State employees may also apply during the external recruitment process.

The numbers depicted in the following tables display only those positions posted in the State Online Recruitment System. The Personnel Rules do not require part-time or temporary seasonal positions to be posted through NH FIRST. Additionally, the numbers do not include candidates that applied outside of the State Online Recruitment System using a paper application.

RECRUITMENT OF FULL-TIME AND PART-TIME POSITIONS BY MONTH
Fiscal Year 2021

Month	Internal Postings	External Postings	Full-Time Postings	Part-Time Postings	Total Job Postings	Total Applications*
July	302	195	426	71	497	2,384
August	312	198	417	93	510	2,987
September	388	262	478	172	650	3,237
October	367	254	500	121	621	3,049
November	355	250	480	125	605	3,153
December	309	218	426	101	527	3,368
January	182	76	232	26	258	2,054
February	198	110	291	17	308	2,199
March	180	99	234	45	279	2,178
April	210	141	282	69	351	2,363
May	101	52	141	12	153	1,580
June	151	104	230	25	255	1,590
Total	3,055	1,959	4,137	877	5,014	30,142
*Includes only applications submitted through NH FIRST.						

RECRUITMENT OF FULL-TIME AND PART-TIME POSITIONS BY AGENCY

Fiscal Year 2021

AGENCY	Internal Postings	External Postings	Full-Time Postings	Part-Time Postings	Total Job Postings	Total Applications Received*
ADMINISTRATIVE SERVICES DEPT	112	78	104	62	166	634
AGRICULT, MARKETS & FOOD DEPT	11	8	13	6	19	111
BANKING DEPT	5	1	6	0	6	28
BUS & ECON AFFAIRS DEPT	19	11	20	10	30	188
CORRECTIONS DEPT	186	95	240	24	264	1,391
DEVELOPMENT DISABILITIES CNCL	3	3	0	6	6	44
EDUCATION DEPT	92	65	132	18	150	1,002
EMPLOYMENT SECURITY DEPT	159	68	167	51	218	1,360
ENVIRONMENTAL SERVICES DEPT	119	53	162	6	168	785
EXECUTIVE BRANCH	4		4	0	4	8
EXECUTIVE DEPT	3	2	3	2	5	37
FISH AND GAME DEPT	27	18	30	14	44	596
HHS: BEHAVIORAL HEALTH DIV	22	16	38	0	38	340
HHS: COMMISSIONER'S OFFICE	132	80	194	16	210	1,326
HHS: DEVELOPMENTAL SVCS DIV	20	10	24	6	30	161
HHS: ELDERLY & ADULT SVCS DIV	13	3	13	2	15	96
HHS: GLENCLIFF HOME	96	76	100	56	156	259
HHS: HUMAN SERVICES DIV	229	172	368	20	388	3,774
HHS: MEDICAID & BUS POLICY OFC	17	12	27	2	29	175
HHS: NH HOSPITAL	341	249	478	52	530	1,965
HHS: PUBLIC HEALTH DIV	95	76	140	30	170	1,603
HHS: TRANSITIONAL ASSIST DIV	153	119	249	22	271	2,571
HUMAN RIGHTS COMMISSION	3	2	1	4	5	30
INFORMATION TECHNOLOGY DEPT	49	28	69	3	72	267
INSURANCE DEPT	19	8	27	0	27	169
JUSTICE DEPT	17	7	17	6	23	114
LABOR DEPT	23	10	30	2	32	230
LIQUOR COMMISSION	206	88	170	109	279	2,351
LOTTERY COMMISSION	18	11	23	6	29	311
MILITARY AFFRS & VET SVCS DEPT	32	24	45	10	55	398
NATURAL & CULT RESOURCES DEPT	72	61	53	76	129	1,201
OFFICE OF CHILD ADVOCATE	5	4	5	4	9	41
POLICE STDS & TRAINING COUNCIL	6	5	11	0	11	41

AGENCY	Internal Postings	External Postings	Full-Time Postings	Part-Time Postings	Total Job Postings	Total Applications Received*
PROF LICENSURE & CERT OFFICE	46	15	53	8	61	452
PUBLIC UTILITIES COMMISSION	7	1	8	0	8	29
REVENUE ADMINISTRATION DEPT	8	4	10	2	12	55
SAFETY DEPT	266	147	273	125	398	3,213
STATE DEPT	5		5	0	5	44
TAX AND LAND APPEALS BOARD	2	2	2	2	4	2
TRANSPORTATION DEPT	335	270	515	30	545	2,214
TREASURY DEPT	4	4	7	0	7	46
VETERANS HOME	74	53	90	32	122	480
Total	3,055	1,959	4,137	877	5,014	30,142

*Includes only applications submitted through NH FIRST.

RECRUITMENT OF FULL-TIME AND PART-TIME POSITIONS BY OCCUPATIONAL CATEGORY

Fiscal Year 2021

Occupational Category	Internal Postings	External Postings	Full-Time Postings	Part-Time Postings	Total Job Postings	Total Applications*
Administrative Support	551	285	554	282	836	6,219
Enforcement Protection & Institution	398	242	530	110	640	4,261
Labor & Trade	488	391	636	243	879	3,387
Other	70	69	122	17	139	1,427
Professional & Managerial	1,444	895	2,133	206	2,339	13,817
Technical	104	77	162	19	181	1,031
Total	3,055	1,959	4,137	877	5,014	30,142

*Includes only applications submitted through NH FIRST.

CANDIDATE REFERRAL BY SOURCE

Fiscal Year 2021

SOURCE	# OF APPLICATIONS*
Attached From a Different Requisition	201
Career Fair / Job Fair	325
Current State Employee	3,058
Facebook.com	391
In-House Posting	8,609
Indeed.com	8,172
LinkedIn.com	625
Newspaper	148
Division of Personnel	5,208

Radio	117
Other	3,288
TOTAL APPLICATIONS RECEIVED	30,142
*Includes only applications submitted through NH FIRST.	

EMPLOYEE REDUCTION IN FORCE (RIF) LIST

Effective July 1, 2019, the Legislature passed Chapter 346:171 relative to the rehiring of “laid off” state employees. This legislation extended the definition of laid off to mean any person in a classified position as described in RSA 21-I:49 who receives written notice of the state’s intent to lay them off or who is laid off between July 1, 2019 and June 30, 2021, as a result of reorganization or downsizing of state government. This legislation mandates that any classified position that becomes available in a department or establishment, as defined in RSA 9:1, shall be filled, if possible, by a state employee who has been laid off, as defined in paragraph I, if such person is not currently employed by the state, if he or she meets the minimum qualifications for the position, and if they do not receive a promotion as a result of the rehire. The legislation also requires the appointing authority of each department or agency to submit the names and classifications of laid off individuals to the Director of Personnel within 10 days of the layoff.

REDUCTION IN FORCE ACTIONS

Fiscal Year 2021

ACTION	NUMBER
Individual Names Submitted to Personnel	1
Names Removed from RIF List:	
Placement to State Agencies	0
Recalled/Re-employed by Agency	0
Declined Placement Services	1
Total Number of Names Removed	1
Number of Full Time Vacant Positions Submitted by Agencies	0
Total Number of Positions Released	0
Names Remaining on RIF List *	0
<i>Note: The total number of names on the RIF List may include employees who have been re-employed on a continuing part-time basis at the agency from which they were originally laid off. Other names remaining on the RIF List may include individuals who have retired, are on Workers' Compensation, or have set their own limitations to re-employment as a full-time employee due to location, salary requirements or other personal reasons.</i>	

EMPLOYEE HR TRANSACTIONS

In FY 21, the Operations Unit processed **36,024** transactions including, but not limited to, new hires, rehires, promotions, lateral assignment changes, transfers, demotions, increments, leave of absences, date adjustments, terminations, and retirements.

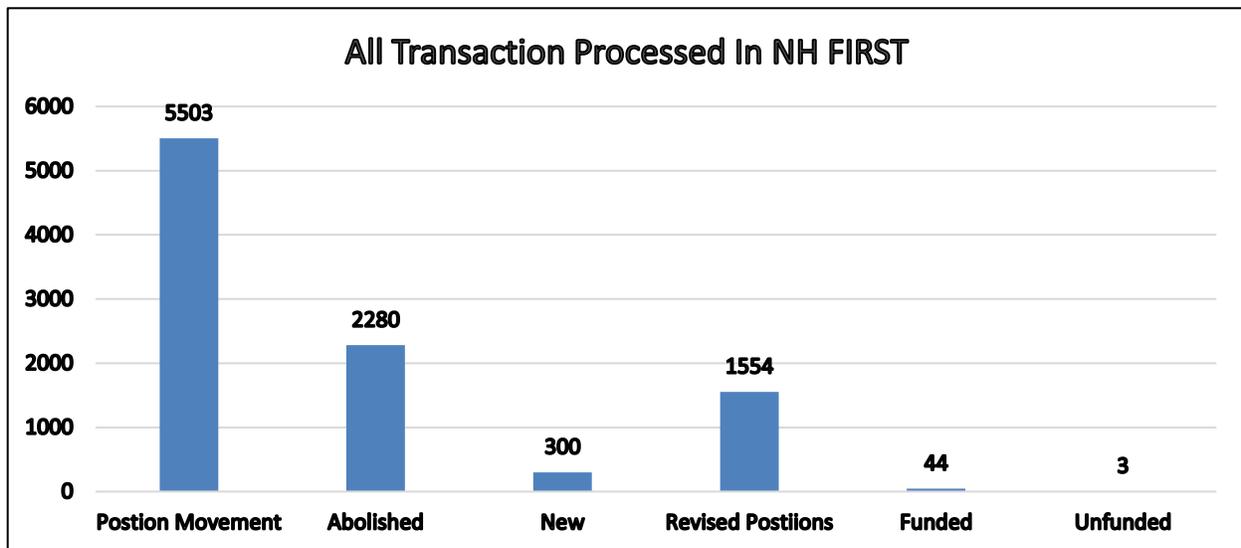
Transactions	Total
New Hires	2,481
Rehires	1,406
Transfers	3,045
Promotions	428
Change in Pay Rates	5,876
Change Relationship to Organizations	11,456
Terminations	10,665
Address and Name Transactions	667
Total	36,024

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An average of **693** transactions were processed per week. In addition to standard employee transactions, this unit worked in conjunction with the Classification Unit to retroactively correct historic position and/or employee data to adjust an employee’s pay, and to implement mass updates for position changes, such as labor grade, union or title changes, that also affected employees in filled positions.

POSITION HR TRANSACTIONS

For FY21, the Operations Unit reviewed and processed a combined total of **9,684** position actions and transactions



In Fiscal Year 2021, this unit continued to use the mass upload method, which was developed to process multiple employee/position changes in the NH FIRST system using an Excel spreadsheet rather than individual transactions. This method provides efficiency in processing

large numbers of transactions such as location changes, address changes, salary enhancements, and other data corrections resulting from audits. This year this unit completed **42** mass uploads, which otherwise would have required agencies and employees in the Operations Unit to process thousands of individual transactions.

EXAMINATION SECTION

This section works with agency staff from the Department of Natural and Cultural Resources and Department of Fish and Game to administer specific examinations in a large quantity at one time for such titles as Conservation Officers and Forest Rangers. This section also offers field-testing of candidates at New Hampshire Employment Security local offices as alternative examination sites throughout the state.

This section also continues to provide technical assistance to state agency HR departments and hiring managers in the preparation and administration of structured interviews. A current list of the positions that require examinations can be found on Sunspot at the following link:

<http://sunspot.nh.gov/hr/documents/Examinations/State%20of%20NH%20Examinations.pdf>

CLASSIFICATION UNIT

The Division is responsible for the development, review, maintenance, and revision of the classification and compensation plan for the state. The Division's Classification Unit provides approaches that meet the unique needs of our state agencies to classify and organize their workforce while maintaining consistency and equity throughout the state system. The Classification Unit works in partnership with agency HR staff to:

- Review labor market trends and wage analyses, including compensation surveys;
- Review research, analysis, data, tools, and structures related to position reclassifications and organizational changes;
- Continue on-going development of select agency HR staff's competency in classification related matters and organizational strategies;
- Audit agencies' application of rules, policies, and procedures, and ensuring fair and equitable comparative analysis practices;
- Conduct salary analysis and research for reallocation, enhancement, or adjustment recommendations; and
- Modernize and improve state classification structures.

The Classification Unit gathers and reviews metrics, data, and analyses to assess patterns, analyze needs, and identify projections as part of classification and compensation projects and classification review requests. This unit also works closely with FDM and the Department's Office of the Commissioner and Budget Office.

The Classification Unit participates in national, regional, and local surveys on an ongoing basis to share, and stay current with, US state government compensation trends. Analysts work in conjunction with state agencies to review labor market information, educational and certification requirements, and industry changes for comparable state government positions, and align with national and regional data, the Equal Employment Opportunity Commission, and the Fair Labor Standards Act.

COVID-19 Pandemic Response

This past fiscal year, the Division's Classification Unit instituted rapid response prioritization strategies and shifted resources to address multiple requests to establish or transfer positions and for temporary reclassifications to support the State's COVID-19 pandemic response. The Classification Unit worked closely with agencies to mobilize position resources to address immediate critical health, safety, education, and outreach needs.

Technical Assistance, Auditing, and Training

When the Classification Coordinator Program first launched in FY 20, the Division expected to have well-trained Classification Coordinator subject matter experts (SMEs) at each of the five largest state agencies by this time, and to have these SMEs assisting/mentoring HR staff in other agencies. Unfortunately, the challenges with the pandemic and accompanying impact to HR staff over the past year prevented staff assigned as Classification Coordinators from actively or consistently participating in the program (e.g., many HR staff were redirected to conduct contact tracing and other activities focused on mitigating the impact of COVID-19).

Additionally, as the Division progressed in defining new concepts to modernize the state's classification system, there has been an increased emphasis on conducting full organizational analysis for an agency versus reviewing reclassification requests on an individual basis. This required DOP to revise the functions that agency-level Classification Coordinators will provide. As a result, the Division temporarily paused advancement of the State Classification Coordinator Program.

For the next phase, the Division anticipates a redirection and revision of the agency-level Classification Coordinator program to align with changes to the overall state classification system. As the broader changes to the classification system are made, trainings and supporting materials will be revised accordingly to provide greater emphasis on organizational review and defining an effective supplemental job description.

State Classification System Modernization Project

In FY 21, the Division moved forward with proposed plans to align the state Classification System with federal taxonomy classification codes (SOC), job families, and job series and technical levels that mirrors modernization efforts in other states. Efforts this past year focused on:

- Developing broad job family definitions and associated requirements to support the reduction of repetitive titles;
- Ensuring an accurate representation of the functions to be performed under each job title;
- Providing clear differentiation between levels; and
- Ensuring that the new system addresses labor grade compression while maintaining equity in statewide application.

The preliminary analysis, and work to date, proposes to reduce the approximately 1,200 classification titles to 30 position series across 11 job families. Next steps in this project include:

- Developing a framework for class specifications within each family and series;
- Preparing a glossary to ensure key terms are understood and applied consistently;
- Holding input/feedback meetings and providing other communication with agencies, employees, and HR staff;
- Conducting additional pilot projects where organizational tool concepts are introduced and used as a stepping stone towards the larger statewide initiative; and
- Engaging in additional analysis and research to ensure that the new system maintains internal balance for classified positions.

Pilot Projects:

In FY 21, the Classification Unit completed two pilot projects designed to introduce the concepts of conducting an organizational assessment for position management and of aligning roles (and position titles) based on key functions. These projects were performed in close partnership with agency HR staff, administration, and employee representatives, and relied heavily on dedicated staff resources provided by each agency. The Division's Classification Unit and Operations Unit dedicated staff time to facilitate the work. These pilot projects represent an interim step toward implementing the broader changes called for in modernizing the state's Classification System.

DEPARTMENT OF NATURAL & CULTURAL RESOURCES PILOT PROJECT

This project focused on the organizational review and assessment of the agency's State Parks System. This project involved a comprehensive analysis of all Parks positions, which are predominantly seasonal. The project found unique challenges with recruitment, hiring, and retention, as well as a need for more flexibility to establish and move positions in an organized and predictable manner in response to cyclical, seasonal, and changing business needs.

The assessment found multiple positions classified under different titles performing similar functions and duties, as well as the use of outdated and one-of-a-kind classification titles carried over from historic organizational needs that no longer applied. In response, a new broader Park Attendant classification title was created, with three levels. Additionally, the team better aligned the minimum qualifications of the new title and levels to create progression opportunities and provided flexibility in equivalencies to satisfy the minimum qualifications.

Results:

- Developed an assessment tool to determine the appropriate organizational structure, staffing matrix, and appropriate level of supervisory staff within each park. Using this tool, the agency can better identify and consistently respond to changing staffing needs.
- Created a new Park Attendant classification title series with three levels.
- **37** titles were consolidated into the Park Attendant title series.
- **1,700** positions were transitioned to the new Park Attendant title series.

OFFICE OF PROFESSIONAL LICENSE AND CERTIFICATION (OPLC) PILOT PROJECT

This project focused on organizational review and assessment of all of the occupational boards administered by the agency. A comprehensive analysis of the complexity across the various boards resulted in an assessment tool to determine the appropriate level for each Board Administrator.

A second aspect of this project involved the consolidation of the licensing and customer service functions into one unit. Again, a tool was developed to help analyze positions and migrate them to appropriate classification titles and levels. Minimum qualifications were modified to provide promotional progression opportunities within the licensing support staff title series.

Results:

- Created an assessment tool to classify boards based on relevant and standard indicators to determine the appropriate organizational structure, staffing matrix, and level of supervisory staff. The tool allows OPLC to respond methodically and objectively to changes.

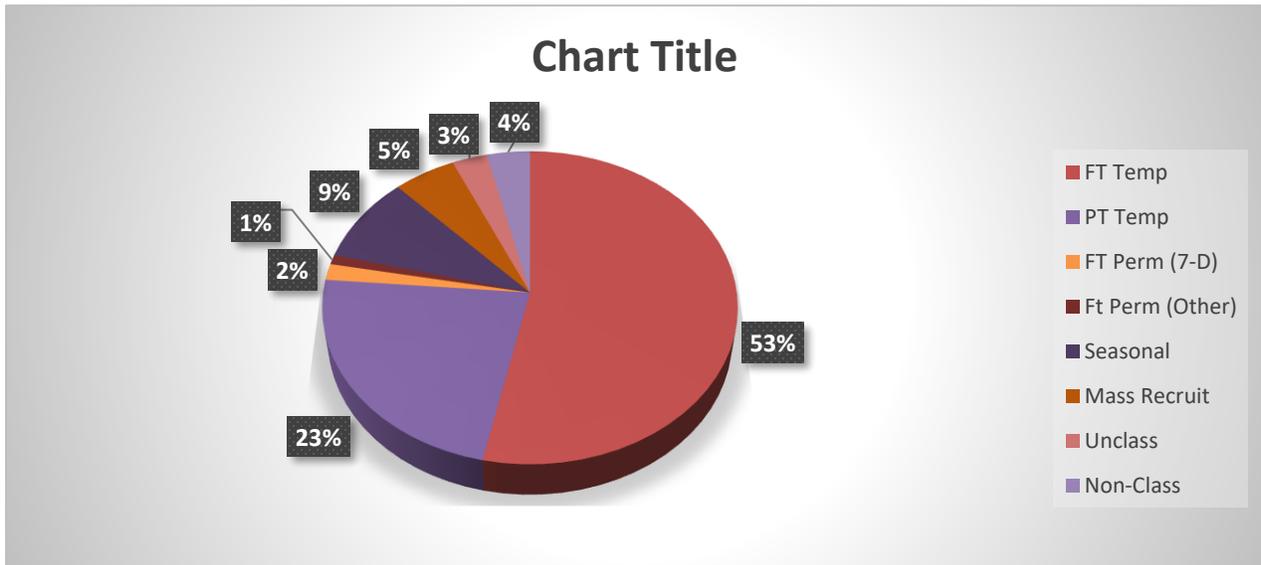
- Twenty-five administrative support positions within the Bureau of Licensing were migrated to titles and levels appropriate to the licensing and customer service functions and support.
- Fourteen board administrator positions were reviewed and reclassified based on the organizational assessment tool.

POSITION UPDATES

In FY21, the Classification Unit reviewed and approved **297** requests to create new positions. A list of all new classified full-time positions expected to last more than six (6) months created in FY21 is provided at the end of this section.

The Division abolished **110** full-time positions, **2,169** part-time positions, and unfunded **3** positions in FY 2021. A list of abolished/unfunded full-time positions is provided at the end of this section.

New Positions Established – All Categories Fiscal Year 2021



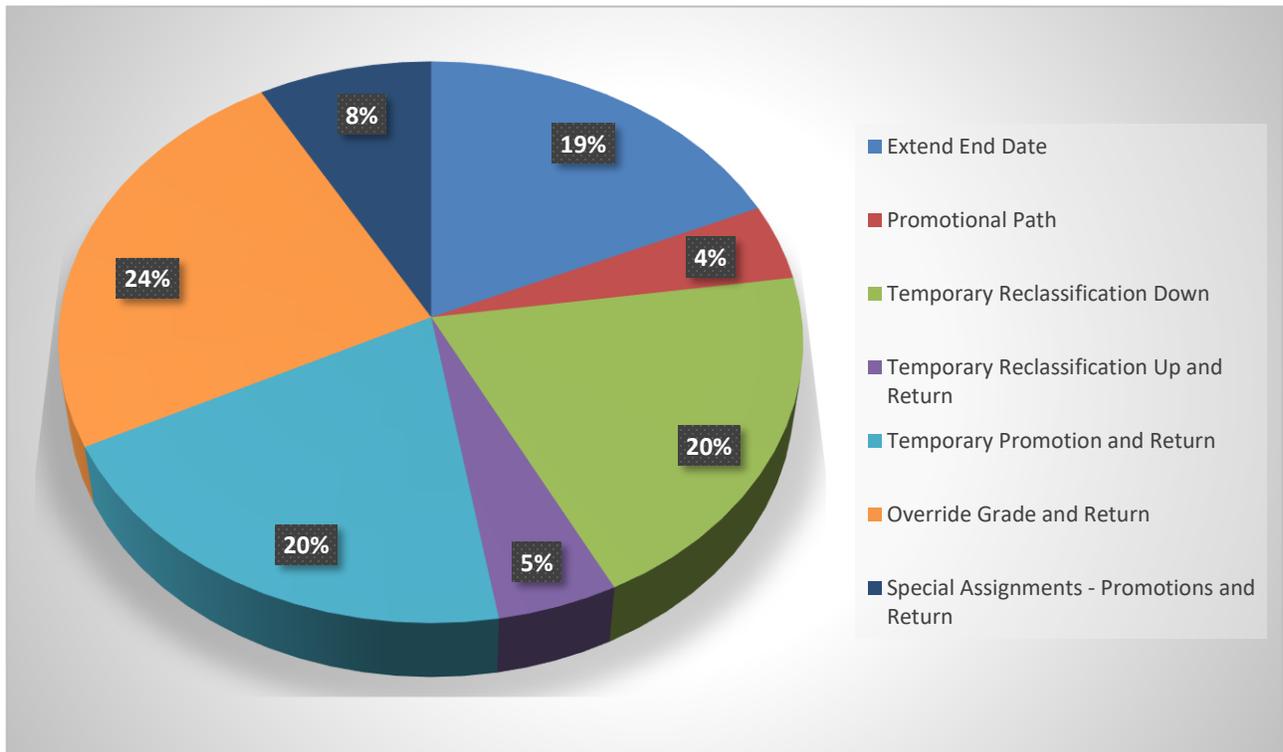
Full Time Temporary	Part Time Temporary	Full Time Permanent (7-D)	Full Time Permanent (Other)	-
160	69	0	3	
Seasonal	Mass Recruitment	Unclassified	Non-Classified	Total Established
27	16	9	11	297

TEMPORARY CHANGES TO POSITIONS:

The Classification Unit follows appropriate RSAs and procedures when approving and processing all position actions involving temporary changes. This includes the monitoring of positions going beyond their expiration date. Actions of this nature, for example, may involve a request to extend an end date for a full-time temporary position beyond its one-year approval timeframe. Special assignments or temporary promotion requests are also examined for compliance with appropriate Administrative Rules. For Fiscal Year 2021, 207 transactions of this nature were performed.

POSITION EXTENSIONS AND TEMPORARY CHANGES

Fiscal Year 2021



Action	Count
Extend End Date	38
Promotional Path	9
Temporary Reclassification Down	41
Temporary Reclassification Up and Return	10
Temporary Promotion and Return	42
Override Grade and Return	50
Special Assignments - Promotions and Return	17

REORGANIZATIONS

Reorganizations occur when an agency seeks to better align business operations or respond to changes in funding or programmatic needs. This year the Classification Unit worked with agency HR on several reorganization projects. There were 72 work units were processed that involved an agency reorganization (Reorg). These included requests for changes in class series, reclassifications, position and employee transfers, organizational changes, and transactional requests supporting agency restructuring initiatives. Complex technical assistance is provided by the Division during a reorganization due to the potential impact a reorganization can have on agency employees, organizational structures, and other structures throughout the state. This fiscal year, the Classification Unit worked with FDM to develop definitions around Reorg codes so that better metrics could be tracked and distinctions could be made between the transactional and position change requests that are involved.

REALLOCATIONS

The Classification Unit reviews requests to reallocate the labor grade of classification titles or classification series in addition to requests to modify existing class title specifications.

CLASS SPECIFICATION MODIFICATION AND REALLOCATION REQUESTS

Fiscal Year 2021

Requested Action	# Submitted	# Approved	# Denied/ Incomplete
Revision to Class Title Specification with Labor Grade Change	5	1	4
Revision to Class Specification without Labor Grade Change	10	10	0
TOTAL	15	11	0

Reallocations affect all positions assigned to that title in every state agency. The work involves complex assessment of impact and labor market analysis, extensive research, multiple revisions, and edits. In addition, this unit meets with any impacted agencies as changes could result in budgetary and organizational adjustments. In Fiscal Year 2021, the Classification Unit approved 1 reallocation that affected 155 filled and vacant positions.

APPROVED REALLOCATION OF CLASSIFICATION TITLES

Fiscal Year 2021

Classification Title Changed	Old Labor Grade	Old Base Salary Step 1	New Labor Grade	New Base Salary Step 1	# Positions Affected*	Estimated Cost of Reallocation Per Year (all positions)**
Retail Store Clerk	5	\$25,605	9	\$29,182	155	\$554,528
NET TOTAL					155	\$554,528
<p>* Includes only permanent classified, full-time and temporary classified full-time positions expected to last more than 6 months established between 7/1/2018 and 6/30/2021.</p> <p>** Additional cost is estimated based on Step 1 salary difference for all positions (vacant and filled).</p>						

RECLASSIFICATIONS

The Classification Unit reviews requests to reclassify positions from one job classification title to another, which typically involves a change in labor grade. Organizational changes can result in a reclassification of a position. Reclassification requests may also be combined with other position actions such as transfers, location and supervisor changes, supplemental job description revisions, and organizational structure reconfigurations. A job analysis is conducted for each reclassification request to maintain equitable relationships among internal positions with similar requirements and to maintain uniform administration of salaries across broad occupational groups.

Reclassifications are the most frequent and numerous type of requests submitted for review by this unit. Time, analysis, and research vary by the type and complexity of each reclassification request.

OUT-OF-CLASS SERIES RECLASSIFICATIONS:

Position reclassifications that are considered “out-of-class series” per the existing RSA 21-I: 56, are brought before the Governor and Executive Council for approval. This fiscal year, **106** out of the **198** position reclassifications were submitted to and approved by the Governor and Executive Council. The chart at the end of this section lists all out-of-series position reclassifications.

RECLASSIFICATION DECISIONS DIFFERING FROM AGENCY REQUESTS:

This year, **14** decision letters that affected **14** positions explaining the determination of the Classification Unit in regards to reclassification and/or reallocation requests were sent to agencies. Decision letters are necessary when the Classification Unit disagrees with an agency request or arrives at an alternative decision based on a review of materials and analysis or when communicating a decision outcome after an agency reorganization that changes functions of a position or affects a position’s role within an organizational structure.

The Classification Unit anticipates that as more focused competency training continues to occur, agency human resources staff will be able to better assist employees and supervisors in understanding the purpose of a reclassification. Additionally, those same agency staff can assist their employees and administration when reviewing materials for reclassification or reallocation requests and be able to mitigate issues, address concerns, or explain decision outcomes.

RECLASSIFICATION REQUESTS FOR FULL-TIME POSITIONS

Fiscal Year 2021

Requested Action*	# Submitted	# Processed
Position Reclassification – Vacant	106	105
Position Reclassification – Filled	87	83
Position Reclassification with Re-Organization	10	10
TOTAL	203	198

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Transaction Type	Net or Average Cost** (Est. Per Year)	# Transactions
Per Position Reclassification with Change to Higher Labor Grade	\$8331	152
Per Position Reclassification with Change to Lower Labor Grade	(\$4363)	37
Position Reclassification with No Change in Labor Grade	\$0	9
Position Reclassification Denied	\$0	0
All Reclassifications (Estimated Net Cost)	\$1,104,851	198

* Includes requests for permanent reclassification of Classified Permanent and Full-time Temporary Positions Lasting More Than 6 Months Only; excludes requests affecting Non-classified and Unclassified Positions and requests for temporary (short-term) position reclassifications.

** Cost is estimated based on Step 1 salary for vacant positions and actual salary for filled positions.

OUT-OF-SERIES POSITION RECLASSIFICATIONS APPROVED BY GOVERNOR AND COUNCIL
Fiscal Year 2021

DEPARTMENT	FROM (TITLE & SALARY GRADE)	LG	TO (TITLE & SALARY GRADE)	LG	G & C
Department of Labor	Labor Inspector	22	Administrator I	27	7/15/2020
Department of Corrections	Senior Accounting Technician	14	Accountant II	18	7/15/2020
Fish and Game Department	Human Resources Administrator	26	Administrator I	27	7/15/2020
Department of Insurance	Insurance Company Examiner I	29	Program Specialist II	21	8/5/2020
Department of Environmental Services	Civil Engineer V	30	Administrator II	29	8/5/2020
Department of Health and Human Services	Employment Counselor Specialist	19	Program Specialist II	21	8/5/2020
Department of Health and Human Services	Program Assistant II	15	Programs Evaluation Specialist	21	8/5/2020
Department of Information Technology	Technical Support Specialist III	25	Business Systems Analyst I	28	8/26/2020
Department of Corrections	Senior Management Analyst	26	Business Systems Analyst I	28	8/26/2020
Department of Corrections	Corrections Officer	14	Information Technology Manager III	31	8/26/2020
Department of Corrections	Technical Support Specialist IV	27	Information Technology Manager IV	32	8/26/2020
Department of Corrections	Corrections Officer	14	Systems Development Specialist VI	30	8/26/2020
Banking Department	Business Administrator IV	29	Administrator III	31	8/26/2020
Department of Transportation	Agency Audit Manager	25	Administrator I	27	8/26/2020
Department of Transportation	Civil Engineer III	24	Business Systems Analyst I	28	8/26/2020
Department of Transportation	Civil Engineer III	24	Business Systems Analyst I	28	8/26/2020
Department of Health and Human Services	Program Specialist IV	25	Financial Analyst	28	8/26/2020
Department of Health and Human Services	Administrator II	29	Financial Analyst	28	8/26/2020
Department of Health and Human Services	Mental Health Trainee	7	Registered Nurse I NRS DRC	19	8/26/2020
Department of Employment Security	Design Drafter I	17	Information's Representative I	18	9/11/2020
Department of Health and Human Services	Clerk IV	12	Administrator I	27	9/11/2020
Department of Health and Human Services	Work Processing Operator	9	Planning Analyst/Data System	24	9/11/2020
Department of Health and Human Services	Nurse Coordinator	27	Public Health Program Manager	26	9/11/2020
Department of Health and Human Services	Nurse Coordinator	27	Public Health Program Manager	26	9/11/2020
Department of Justice	Program Assistant II	15	Program Specialist II	19	9/23/2020
Public Utilities Commission	Program Assistant II	15	Human Resources Coordinator I	21	9/23/2020
Department of Health and Human Services	Health Promotion Advisor	23	Planning Analyst Program	24	9/23/2020
Department of Health and Human Services	Accountant III	21	Supervisor IV	25	9/23/2020
Department of Health and Human Services	Program Specialist I	19	Utilization Review Coordinator	20	9/23/2020
Department of Military Affairs and	Plant Maintenance Engineer IV	24	Supervisor VI	27	10/21/2020
Department of Labor	Word Processor Operator II	12	Program Assistant II	15	10/21/2020
Department of Labor	Hearings Officer	26	Attorney II	28	10/21/2020

DEPARTMENT	FROM (TITLE & SALARY GRADE)	LG	TO (TITLE & SALARY GRADE)	LG	G & C
Department of Environmental Services	Executive Secretary	11	Program Assistant II	15	10/21/2020
Fish and Game Department	Informational Representative II	21	Program Specialist III	21	10/21/2020
Department of Health and Human Services	Program Assistant II	15	Program Planner I	19	10/21/2020
Office of Professional Licensure and	Administrator II	27	Attorney II	26	11/18/2020
Department of Employment Security	Clerk Interviewer	9	Interviewer I	16	11/18/2020
Department of Employment Security	Clerk Interviewer	9	Interviewer I	16	11/18/2020
Department of Employment Security	Clerk Interviewer	9	Program Specialist I	19	11/18/2020
Veterans Home	Licensed Nursing Assistant III	14	Program Assistant II	12	11/18/2020
Department of Health and Human Services	Fiscal Specialist I	15	Administrator II	29	11/18/2020
Department of Health and Human Services	Fiscal Specialist II	17	Administrator III	31	11/18/2020
Department of Employment Security	Field Auditor	22	Chairman, Unemployment	27	12/16/2020
Department of Employment Security	Field Auditor	22	Chairman, Unemployment	27	12/16/2020
Department of Health and Human Services	Internal Auditor I	19	Program Specialist I	19	12/16/2020
Department of Health and Human Services	Chef II	16	Supervisor II	21	12/16/2020
Department of Health and Human Services	Programs Evaluation Specialist	21	Program Specialist III	23	12/16/2020
Department of Employment Security	Labor Market Analyst II	20	Certifying Officer III	20	1/22/2021
Department of Employment Security	Administrative Assistant I	16	Certifying Officer III	20	1/22/2021
Department of Employment Security	Program Specialist II	21	Certifying Officer III	20	1/22/2021
Department of Employment Security	Program Specialist II	19	Certifying Officer III	20	1/22/2021
Department of Employment Security	Program Assistant III	17	Certifying Officer III	20	1/22/2021
Department of Employment Security	Research Analyst	23	Certifying Officer III	20	1/22/2021
Department of Employment Security	Program Assistant I	12	Certifying Officer III	20	1/22/2021
Department of Employment Security	Human Resources Assistant II	12	Certifying Officer III	20	1/22/2021
Department of Employment Security	Labor Market Analyst II	20	Certifying Officer III	20	1/22/2021
Department of Employment Security	Supervisor II	21	Benefits Adjudication Unit	24	1/22/2021
Department of Health and Human Services	Program Specialist I	19	Business Administrator II	24	1/22/2021
Department of Health and Human Services	Administrator IV	33	Financial Reporting Administrator II	34	1/22/2021
Department of Health and Human Services	Training and Development Therapist	16	Warehouseman	10	1/22/2021
Department of Health and Human Services	Toxicologist V	32	Administrator I	27	2/3/2021
Department of Health and Human Services	Attorney II	28	Administrator I	27	2/3/2021
Department of Education	Secretary II	9	Vocational Rehab Supervisor	25	2/3/2021
Department of Education	Accountant III	18	Business Administrator III	27	2/3/2021
Department of Employment Security	Accounting Technician	12	Program Assistant II	15	2/3/2021
Department of Employment Security	Clerk Interviewer	9	Interviewer I	16	2/3/2021
Department of Employment Security	Clerk Interviewer	9	Interviewer I	16	2/3/2021
Department of Labor	Clerk III	8	Data Control Clerk II	10	2/3/2021
Department of Justice	Records Control Clerk	10	Administrator II	29	2/3/2021

DEPARTMENT	FROM (TITLE & SALARY GRADE)	LG	TO (TITLE & SALARY GRADE)	LG	G & C
Department of Health and Human Services	Program Specialist I	19	Business Administrator II	24	2/3/2021
Department of Insurance	Insurance Company Examiner III	32	Executive Agency Manager	35	2/17/2021
Department of Insurance	Insurance Company Examiner IV	32	Executive Agency Manager	35	2/17/2021
Department of Safety	Cash Terminal Operator I	11	Program Assistant II	15	3/3/2021
Department of Safety	Technical Support Specialist III	21	Supervisor I	19	3/3/2021
Department of Health and Human Services	Data Control Clerk III	12	Program Specialist IV	25	3/3/2021
Human Rights Commission	Anti-Discrimination Investigator I	23	Program Specialist II	21	3/3/2021
Department of Health and Human Services	Child Protective Service Worker II	20	Supervisor IV	25	3/24/2021
Department of Labor	Clerk Interviewer	9	Secretary II	9	3/24/2021
Department of Veterans Services	Programs Information Officer	23	Program Specialist IV	25	3/24/2021
Department of Environmental Services	Environmental Program Manager	27	Administrator II	29	4/21/2021
Department of Information Technology	Technical Support Specialist V	29	Information Technology Manager IV	32	4/21/2021
Department of Health and Human Services	Statistician Assistant	14	Programs Evaluation Specialist	21	4/21/2021
Department of Health and Human Services	Public Health Nurse Consultant	25	Public Health Program Manager	26	4/21/2021
Office of Professional Licensure and	Program Specialist I	19	Pharmacy Board Compliance	27	4/21/2021
Department of Safety	Administrative Secretary	14	Program Specialist II	21	4/21/2021
Department of Health and Human Services	Administrator III	31	Chief Psychologist	31	5/5/2021
Public Utilities Commission	Paralegal II	19	Program Specialist III	23	5/5/2021
Department of Corrections	Corrections Officer	14	Program Specialist IV	25	5/19/2021
Lottery Commission	Administrator of Charitable Gaming &	35	Administrator IV	33	5/19/2021
Department of Military Affairs and	Buildings & Ground Utilities Person	8	Maintenance Mechanic II	12	5/19/2021
Department of Environmental Services	Secretary	11	Program Assistant II	15	6/2/2021
Department of Corrections	Corrections Officer	14	Executive Secretary	11	6/2/2021
Department of Health and Human Services	Supervisor VII	28	Attorney II	28	6/2/2021
Department of Health and Human Services	Child Support Officer	20	Supervisor III	23	6/2/2021
Department of Administrative Services	Human Resources Specialist	27	Administrator I	27	6/16/2021
Department of Corrections	Programs Information Officer	23	Administrator II	29	6/16/2021
Department of Corrections	Informational Representative	21	Program Specialist IV	25	6/16/2021
Department of Health and Human Services	Mental Health Worker II	12	Adult Protective Service Worker I	20	6/16/2021
Department of Health and Human Services	Mental Health Worker III	13	Adult Protective Service Worker I	20	6/16/2021
Department of Health and Human Services	Mental Health Worker Trainee	7	Executive Secretary	11	6/16/2021
Department of Health and Human Services	Mental Health Worker	14	Program Specialist IV	25	6/16/2021
Department of Health and Human Services	Mental Health Worker	14	Program Specialist IV	25	6/16/2021
Department of Natural and Cultural	Community Recreation Specialist	24	Administrator I	27	6/30/2021
Department of Justice	Criminal Justice Program Specialist	24	Program Specialist IV	25	6/30/2021
Department of Labor	Secretary II	9	Program Assistant I	12	6/30/2021
Liquor Commission	Warehouseman	10	Retail Store Clerk II	12	6/30/2021

DEPARTMENT	FROM (TITLE & SALARY GRADE)	LG	TO (TITLE & SALARY GRADE)	LG	G & C
Department of Employment Security	Supervisor III	23	Certifying Officer IV	22	6/30/2021
Department of Health and Human Services	Nurse Specialist-Public Health	25	Technical Support Spec III	25	4/8/20

**NEW FULL-TIME PERMANENT AND FULL-TIME TEMPORARY POSITIONS
Fiscal Year 2021**

Agency	Classification Title*	Labor Grade	Estimated Cost (Step 1)
ADMINISTRATIVE SERVICES DEPT	SURPLUS PROPERTY STKPR II	13	\$ 31,707
ADMINISTRATIVE SERVICES DEPT	MAIL CLERK III	13	\$ 31,707
ADMINISTRATIVE SERVICES DEPT	SURPLUS PROPERTY STKPR II	13	\$ 31,707
ADMINISTRATIVE SERVICES DEPT	PROGRAM ASSISTANT II	15	\$ 34,281
ADMINISTRATIVE SERVICES DEPT	ADMINISTRATIVE ASSISTANT I	16	\$ 35,705
ADMINISTRATIVE SERVICES DEPT	ADMINISTRATOR I	27	\$ 56,219
BUS & ECON AFFAIRS DEPT	ADMINISTRATOR II	29	\$ 61,172
CORRECTIONS DEPT	ADMINISTRATOR I	27	\$ 56,219
EDUCATION DEPT	PROGRAM SPECIALIST II	21	\$ 43,622
EDUCATION DEPT	ADMINISTRATOR I	27	\$ 56,219
EDUCATION DEPT	ADMINISTRATOR I	27	\$ 56,219
EDUCATION DEPT	BUSINESS SYSTEMS ANALYST I	28	\$ 58,637
EDUCATION DEPT	SYSTEMS DEVELOPMENT SPEC VI	30	\$ 63,921
EDUCATION DEPT	SYSTEMS DEVELOPMENT SPEC VI	30	\$ 63,921
EDUCATION DEPT	ADMINISTRATOR III	31	\$ 66,729
EDUCATION DEPT	TECHNICAL SUPPORT SPEC VI	32	\$ 69,908
EMPLOYMENT SECURITY DEPT	PROGRAM ASSISTANT II	15	\$ 36,566
EMPLOYMENT SECURITY DEPT	PROGRAM ASSISTANT II	15	\$ 36,566
EMPLOYMENT SECURITY DEPT	PARALEGAL I	16	\$ 35,705
EMPLOYMENT SECURITY DEPT	FRAUD INVESTIGATOR	21	\$ 43,622
EMPLOYMENT SECURITY DEPT	FRAUD INVESTIGATOR	21	\$ 43,622
EMPLOYMENT SECURITY DEPT	FRAUD INVESTIGATOR	21	\$ 43,622
EMPLOYMENT SECURITY DEPT	FRAUD INVESTIGATOR	21	\$ 43,622
EMPLOYMENT SECURITY DEPT	FRAUD INVESTIGATOR	21	\$ 43,622
ENVIRONMENTAL SERVICES DEPT	PROGRAM SPECIALIST III	23	\$ 47,307
FISH AND GAME DEPT	BIOLOGIST I	21	\$ 43,622
HHS: BEHAVIORAL HEALTH DIV	TRAINING DEVELOPMENT MANAGER	24	\$ 49,355
HHS: BEHAVIORAL HEALTH DIV	PROGRAM SPECIALIST IV	25	\$ 51,558
HHS: BEHAVIORAL HEALTH DIV	ADMINISTRATOR II	29	\$ 61,172
HHS: BEHAVIORAL HEALTH DIV	BUSINESS SYSTEMS ANALYST II	30	\$ 63,921
HHS: BEHAVIORAL HEALTH DIV	ADMINISTRATOR III	31	\$ 66,729
HHS: DEVELOPMENTAL SVCS DIV	BUSINESS SYSTEMS ANALYST II	30	\$ 63,921
HHS: HUMAN SERVICES DIV	SUPERVISOR III DRC	23	\$ 47,307
HHS: HUMAN SERVICES DIV	PROGRAM SPECIALIST III	23	\$ 47,307
HHS: HUMAN SERVICES DIV	PROGRAM SPECIALIST IV	25	\$ 51,558
HHS: HUMAN SERVICES DIV	PROGRAM SPECIALIST IV	25	\$ 51,558
HHS: NH HOSPITAL	FOOD SERVICE WORKER II	05	\$ 25,605
HHS: NH HOSPITAL	FOOD SERVICE WORKER II	05	\$ 25,605
HHS: NH HOSPITAL	FOOD SERVICE WORKER II	05	\$ 25,605
HHS: NH HOSPITAL	FOOD SERVICE WORKER II	05	\$ 25,605
HHS: NH HOSPITAL	FOOD SERVICE WORKER II	05	\$ 25,605
HHS: NH HOSPITAL	FOOD SERVICE WORKER II	05	\$ 25,605
HHS: NH HOSPITAL	FOOD SERVICE WORKER II	05	\$ 25,605
HHS: NH HOSPITAL	FOOD SERVICE WORKER II	05	\$ 25,605
HHS: NH HOSPITAL	FOOD SERVICE WORKER II	05	\$ 25,605

Agency	Classification Title*	Labor Grade	Estimated Cost (Step 1)
HHS: NH HOSPITAL	REGISTERED NURSE III	23	\$ 50,461
HHS: NH HOSPITAL	REGISTERED NURSE III	23	\$ 50,461
HHS: NH HOSPITAL	NURSE SPECIALIST	25	\$ 54,995
HHS: NH HOSPITAL	NURSE SPECIALIST	25	\$ 54,995
HHS: NH HOSPITAL	NURSE PRACTITIONER-APRN	28	\$ 62,546
HHS: NH HOSPITAL	NURSE PRACTITIONER (APRN)	28	\$ 62,546
HHS: NH HOSPITAL	PSYCHOLOGIST	29	\$ 61,172
HHS: NH HOSPITAL	PSYCHOLOGIST	29	\$ 61,172
HHS: NH HOSPITAL	ADMINISTRATOR III	31	\$ 66,729
HHS: NH HOSPITAL	ADMINISTRATOR III	31	\$ 66,729
HHS: PUBLIC HEALTH DIV	PROGRAM SPECIALIST III	23	\$ 47,307
HHS: PUBLIC HEALTH DIV	SYSTEMS DEVELOPMENT SPEC III	23	\$ 47,307
HHS: PUBLIC HEALTH DIV	PROGRAM SPECIALIST III	23	\$ 47,307
HHS: PUBLIC HEALTH DIV	PLANNING ANALYST/DATA SYSTEM	24	\$ 49,355
HHS: PUBLIC HEALTH DIV	PROGRAM SPECIALIST IV	25	\$ 51,558
HHS: PUBLIC HEALTH DIV	SENIOR MANAGEMENT ANALYST	26	\$ 53,801
HHS: PUBLIC HEALTH DIV	ADMINISTRATOR II	29	\$ 61,172
HHS: PUBLIC HEALTH DIV	ADMINISTRATOR II	29	\$ 61,172
HHS-PUBLIC HEALTH	LABORATORY SCIENTIST I	16	\$ 35,705
HHS-PUBLIC HEALTH	LABORATORY SCIENTIST III	20	\$ 41,808
HHS-PUBLIC HEALTH	PROGRAM SPECIALIST II	21	\$ 43,622
HS: MEDICAID & BUS POLICY OFC	BUSINESS SYSTEMS ANALYST II	30	\$ 63,922
HS: MEDICAID & BUS POLICY OFC	BUSINESS SYSTEMS ANALYST II	30	\$ 63,922
LIQUOR COMMISSION	PROGRAM SPECIALIST III	23	\$ 47,307
LIQUOR COMMISSION	ADMINISTRATOR II	29	\$ 61,172
NATURAL & CULT RESOURCES	ADMINISTRATIVE SECRETARY	14	\$ 33,014
PROF LICENSURE & CERT OFFICE	LICENSE CLERK	11	\$ 29,504
PROF LICENSURE & CERT OFFICE	LICENSE CLERK	11	\$ 29,504
PROF LICENSURE & CERT OFFICE	LICENSE CLERK	11	\$ 29,504
PROF LICENSURE & CERT OFFICE	PROGRAM SPECIALIST I	19	\$ 40,170
PROF LICENSURE & CERT OFFICE	PROGRAM SPECIALIST I	19	\$ 40,170
PROF LICENSURE & CERT OFFICE	PROGRAM SPECIALIST III	23	\$ 47,307
SAFETY DEPT	PROGRAM ASSISTANT II	15	\$ 34,281
SAFETY DEPT	ASST CHIEF EMER MGMT SPEC	23	\$ 47,307
VETERANS HOME	ADMINISTRATOR IV	33	\$ 73,164
TOTAL	163 positions		\$ 7,143,531

* Includes only permanent classified, full-time, and temporary classified full-time positions expected to last more than 6 months established between 7/1/2020 and 6/30/2021.

**POSITIONS UNFUNDED
Fiscal Year 2021**

Classification Title*	Labor Grade	Total Positions	Estimated Cost* (Step 1)
TELECOMMUNICATION SPEC I	18	2	\$82,451
STATE POLICE TROOPER I	21	1	\$56,846
	Total	3	\$ 139,297

* Includes only permanent classified, full-time, and temporary classified full-time positions expected to last more than 6 months abolished between 7/1/2020 and 6/30/2021.

** Estimated annual cost per position is based on base salary only (using applicable wage schedule at Step 1).

POSITIONS ABOLISHED

Fiscal Year 2021

Agency	Classification Title*	Labor Grade	Estimated Cost** (Step 1)
Education Dept.	ADMINISTRATOR I	27	\$55,556
Education Dept.	ASST VENDING STANDS COORD	16	\$35,295
Justice Department	ATTORNEY III	30	\$63,180
Natural and Culture Resources Dept.	DIR OF FILM	CC	\$60,307
Revenue Department	FIELD AUDIT LEADER	DD	\$63,494
Revenue Department	FIELD AUDIT LEADER (UNAUTH)	DD	\$63,494
Revenue Department	MULTI STATE TAX AUDITOR	DD	\$63,494
Safety Dept.	PLUMBERS BOARD INSPECTOR	23	\$46,761
Insurance Dept.	PRODUCT MARKETING MANAGER	30	\$63,180
Secretary of State	RECORDS CONTROL CLERK	10	\$28,061
Education Dept.	REHABILITATION COUNSELOR II	21	\$43,115
Education Dept.	REHABILITATION COUNSELOR II	21	\$43,115
Education Dept.	REHABILITATION COUNSELOR II	21	\$43,115
Education Dept.	SECRETARY II	09	\$27,027
Education Dept.	SECRETARY II	09	\$27,027
Education Dept.	SYSTEMS DEVELOPMENT SPEC I	18	\$38,201
Education Dept.	VOCATIONAL EVALUATOR II	21	\$43,115
Education Dept.	VOCATIONAL REHAB SUPERVISOR	25	\$50,954
Education Dept.	VOCATIONAL REHAB SUPERVISOR	25	\$50,954
Education Dept.	WORD PROC OPERATOR II	12	\$30,225
	Total (20 positions)		\$ 939,666

BUREAU OF EMPLOYEE RELATIONS

The Bureau of Employee Relations provides professional support and assistance to the Governor and represents the state in the conduct of negotiations with representatives of classified employees across the state. Negotiations cover all cost items and terms of employment including wages, benefits, hours, and other conditions.

Additionally, the Bureau:

- Administers the collective bargaining agreements;
- Represents the state, in cooperation with the Attorney General, in all grievance actions before the Public Employee Labor Relations Board;
- Investigates, prepares and represents the state in grievance, mediation, and settlement negotiations; and,
- Provides technical advice and contract interpretations to all state agencies to ensure consistent policies and practices are followed in compliance with the state's collective bargaining agreements.

COLLECTIVE BARGAINING

As of June 30, 2021, the following 13 unions represent state employees:

- **State Employees' Association (SEA)**

The State Employees' Association of New Hampshire Inc., SEIU Local 1984, is the exclusive bargaining representative of the majority of classified employees in the state system.

Certified bargaining units represented by State Employees' Association include:

Administrative Services Department

Agriculture Department

Banking Department

Business and Economic Affairs Department

Commission for Human Rights

Corrections Department (*except Probation Parole Officers I-III, Corrections Officer, and Corrections Officer Corporals; Corrections Officer Sergeants, Corrections Officer Lieutenants, and Corrections Officer Captains*)

Education Department

Employment Security

Environmental Services Department

Fish and Game Department (*except all Conservation Officers*)

Health and Human Services Department

Information Technology Department

Insurance Department

Labor Department

Liquor Commission (*except Liquor Investigators, Liquor Investigator Sergeants, and Liquor Investigator Lieutenants*)

Lottery Commission

Military Affairs and Veterans Services

Natural and Cultural Resources Department

Postsecondary Education Commission

Professional Licensure & Certification, Office of

Revenue Administration Department

Safety Department (*except for State Police Troopers, State Police Sergeants, State Police Command Staff, Deputy Fire Marshals I & II, State Office Complex Lieutenant & Sergeant, Fire Investigators, and State Office Complex Patrol Officers*)

Supervisory Unit

Transportation Department

Treasury Department

Veterans Home

- **State Employees' Association – Corrections Supervisors**

The State Employees' Association of New Hampshire Inc., SEIU Local 1984, State Corrections Supervisors, is the exclusive bargaining representative of Corrections Officer Sergeants, Corrections Officer Lieutenants, and Corrections Officer Captains at the Department of Corrections. The bargaining unit was certified by the Public Employee Labor Relations Board (PELRB) on November 10, 2020.

- **New Hampshire Troopers Association (NHTA)**

The sworn non-commissioned employees of the Division of State Police have been represented by the New Hampshire Troopers Association since 1990. This bargaining unit includes the State Police Troopers and State Police Sergeants.

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

The New Hampshire State Police Command Staff are affiliated with the New Hampshire Troopers Association (NHTA). This bargaining unit includes State Police Captains, State Police Lieutenants, and State Police Majors other than Executive Majors and Administrative Majors. The bargaining unit was certified by the PELRB on March 26, 2018.

- **New England Police Benevolent Association (NEPBA), Local 40, NH Fish & Game Conservation Officers**

The New England Police Benevolent Association, Local 40, was certified by the PELRB on October 31, 2006 as the exclusive bargaining representative for Conservation Officers I & II employed by the Department of Fish & Game.

- **New England Police Benevolent Association (NEPBA), Local 45, NH Fish & Game Supervisory Officers**

The New England Police Benevolent Association, Local 45, was certified by the PELRB on October 31, 2006 as the exclusive bargaining representative for the following employees of the Department of Fish & Game: Conservation Officer Colonels, Conservation Officer Majors, Conservation Officer Captains, Conservation Officer Lieutenants, Conservation Officer Administrative Lieutenants, and Conservation Officer Sergeants.

- **New England Police Benevolent Association (NEPBA), Local 260, IUPA, AFL-CIO**

The New England Police Benevolent Association, Local 260, was certified by the PELRB on December 10, 2009 as the exclusive bargaining representative for Liquor Investigators I & II and Sergeants employed by the Division of Enforcement (fka Bureau of Enforcement and Licensing) at the New Hampshire Liquor Commission.

- **New England Police Benevolent Association (NEPBA), NH State Law Enforcement Officers' Union (NHSLEOU, aka Local 218)**

The NEPBA, NH State Law Enforcement Officers' Union, was certified by the PELRB on January 21, 2020 as the exclusive bargaining representative for Fire Investigators and State Office Complex Patrol Officers employed by the Department Safety.

- **New England Police Benevolent Association (NEPBA), NH State Law Enforcement Supervisors Union (NHSLESU, aka Local 219)**

The NEPBA, NH State Law Enforcement Officers' Union, was certified by the PELRB on January 29, 2020 as the exclusive bargaining representative for Lieutenants in the Division of Enforcement of the New Hampshire Liquor Commission, as well as Deputy Fire Marshal I & II, State Office Complex Lieutenants, and State Office Complex Sergeants employed by the Department of Safety.

- **New Hampshire Probation and Parole Officers Association (NHPPOA)**

The New Hampshire Probation and Parole Officers Association was certified by the PELRB on 12/13/2019 as the exclusive bargaining representative of Probation and Parole Officers I & II employed by the Department of Corrections.

- **New Hampshire Probation and Parole Command Staff (NHPPCSA)**

The New Hampshire Probation and Parole Command Staff Association was certified by the PELRB on 12/13/2019 as the exclusive bargaining representative of Probation and Parole Officers I & II employed by the Department of Corrections

- **Teamsters Local 633**

Teamsters Local 633 was certified by the PELRB on October 4, 2012 as the exclusive bargaining representative of Corrections Officers and Corrections Officer Corporals employed by the Department of Corrections.

- **Internal Affairs Association of New Hampshire, Affiliated with Teamsters Local 633**

The Internal Affairs Association of New Hampshire was certified by the PELRB on November 18, 2020 as the exclusive bargaining representative of Internal Affairs Investigators I, II & III, and Internal Affairs Administrative Secretaries employed by the Department of Corrections.

Employees by Union Representation*
Fiscal Year 2021

Union	# of Represented Employees
Internal Affairs Association of New Hampshire	15
New England Police Benevolent Association Local 40	26
New England Police Benevolent Association Local 45	16
New England Police Benevolent Association Local 260	13
New Hampshire State Law Enforcement Officers	9
New Hampshire State Law Enforcement Supervisors	9
New Hampshire Probation and Parole Officers I & II	61
New Hampshire Probation and Parole Officers III Command	11
New Hampshire Troopers Association	292
New Hampshire Troopers Association-Command Staff	19
The State Employees' Association of NH, SEIU Local 1984	8,593
Teamsters Local 633	292
Total	9,356
<p>* Includes classified full-time permanent and full-time temporary employees, as well as part-time represented employees of the Liquor Commission. Part-time liquor retail store employees who work 26 weeks or more in one year and who average 10 hours per week are considered part of the bargaining unit.</p> <p>* Confidential employees are excluded.</p>	

Report Generated 06/30/2021 by Employee Matrix Version V6.4

Positions by Union Representation*

Fiscal Year 2021

Union	# Positions
Internal Affairs Association of New Hampshire	15
New England Police Benevolent Association Local 40	28
New England Police Benevolent Association Local 45	16
New England Police Benevolent Association Local 260	17
New Hampshire State Law Enforcement Officers	12
New Hampshire State Law Enforcement Supervisors	10
New Hampshire Probation and Parole Officers I & II	65
New Hampshire Probation and Parole Officers III Command	11
New Hampshire Troopers Association	329
New Hampshire Troopers Association-Command Staff	23
The State Employees' Association of NH, SEIU Local 1984	8,956
Teamsters Local 633	412
Total	9,894
<p>*Includes classified full-time permanent and full-time temporary positions expected to last for more than 6 months as well as part-time represented positions of the Liquor Commission. *This report does not contain 13 positions found in error.</p>	

Report Generated 06/30/2021 by Position Matrix V6.2

MASTER NEGOTIATIONS

Collective Bargaining Agreements between the State and the following unions representing state employees became effective upon execution of their respective agreements through June 30, 2020.

- State Employees' Association (SEA)
- New England Police Benevolent Association (NEPBA Locals: 40, 45, 260, 265 and 270)
- NH Troopers Association
- NHTA – Command Staff
- Teamsters Local 633

CHANGES TO 2017-2020 CBA BETWEEN STATE AND ITS UNIONS

On June 30, 2020, the state and the unions were still bargaining. The Collective Bargaining Agreements entered 'evergreen' on July 1, 2020. The complete text of the current (2017-2020) Collective Bargaining Agreements with the State Employees' Association, the NH Troopers Association, New England Police Benevolent Association, and the Teamsters can be found on the Division of Personnel's website under Employee Relations, at the following link:
https://das.nh.gov/hr/labor_rel/labor_relations.aspx.

The 2017-2019 Collective Bargaining Agreements remain in evergreen except with respect to the Teamsters and the NEPBA Liquor Investigators, Local 260, who negotiated changes in the terms of their respective Collective Bargaining Agreements prior to those agreements expiring

on June 30, 2019. On October 15, 2020, the state and unions began negotiations for the 2022-2023 Collective Bargaining Agreements.

NEGOTIATED STATE BENEFITS

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

These benefits include, but are not limited to:

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

BUREAU OF EDUCATION AND TRAINING

The Division of Personnel's Bureau of Education and Training (BET) provides education, training, and resources that enhance the skills, knowledge, and abilities of government employees who service the citizens of New Hampshire, as directed under RSA 21-I:42, XIV-XVII. To fulfill this mission, the Bureau is committed to the following guiding principles:

- Deliver cost-effective quality training using skilled and knowledgeable trainers, facilitators, teachers, and eLearning tools.
- Offer a variety of training opportunities designed for adult learners.
- Provide training resources and consulting services to state agencies.
- Provide training specified by RSA 21-I:42.

BET delivered the following programs in FY 2021:

- Certified Public Manager (CPM) Program – Level I and Level II (Online)
- Foundations of State Supervision and Foundations Review (Online)
- Professional skill development resources and classes
- Lean Process Improvement – White Belt (Online)
- Sexual Harassment Training (Online)
- Respect and Civility in the Workplace Training (Online)
- Statewide Computer Usage Policy Training (Online)
- NH FIRST Workforce Management Training (Online)

BET's revenues were just under \$200,000 for FY 2021, a slight reduction from typical revenues in prior years. The total number of students enrolled also declined in FY 21 to **700** students. The decline in revenues and the number of students was primarily due to the cancellation of many classes in FY 21 due to COVID-19. However, the ability of BET to adapt and make available many of their training programs online was a significant accomplishment. Discount pricing in the spring of FY 21 encouraged a great number of students to take advantage of BET's offerings. BET plans to evaluate its pricing and expected revenue and costs in FY 22-23 to ensure that pricing is appropriate to maximize participation in training while fully covering BET's costs.

In an effort to maintain revenues in FY 21, despite an anticipated reduced demand for training from state agencies, BET moved to online instruction allowing BET to continue to serve NH public employees during the pandemic and beyond with greater flexibility for students (inside and outside of state government).

BET's online/eLearning presence and demand for support from other state agencies continued to grow in FY 21. BET began to address staffing concerns in FY 2021 by appointing a full-time Education and Training Officer and initiating steps to secure new and relevant contractors. BET has maximized the capacity of its part-time instructors and needs to expand the instructor and/or contractor pool to continue to offer a full suite of professional development and public management courses, along with specialized trainings for individual audiences and programs.

New Hampshire Certified Public Manager Program

Since FY 1996, BET has offered a Certified Public Manager (CPM) program for New Hampshire state, county, municipal, and school district employees as required by statute (RSA 21-I:42, XVII(a)(3)). The aim of the NH CPM program is to elevate the standard of practice in

public management of state and local governments. The program uses a system of competency-based training to measure and develop participants' professional competencies in the field of public management.

- The Level I program is available to supervisors and individuals who plan to enter a supervisory role. The Level I program takes students one year to complete with over 150 hours of core course work. Successful completion of the program earns participants the designation of Certified Public Supervisor (CPS).
- The Level II program is available to supervisors and managers who have successfully completed Level I. Level II requires an additional 120 hours of core course work as well as participation in a team project that requires 60 to 100 hours of time. Students that complete the program earn the Certified Public Manager® (CPM) designation. The CPM designation is a registered service mark of the National Certified Public Manager Consortium. The BET Certified Public Manager® program is nationally accredited.
- In Fiscal Year 2021, there were **55** graduates from the Level I program and **25** graduates from Level II.

In FY21, BET initiated planning to revise the structure of its CPM program in conjunction with offering an improved program for Supervisory Training. Under the new format, supervisors will engage in an 8-week, 80 hour program (described more fully later in this section), which also serves as a prerequisite for entering a 12-month CPM program. This new structure shortens the overall timeframe for students to complete their CPM program and provides for enhanced training to supervisors.

Professional Development Classes

In addition to the CPM program, BET continues to offer a full suite of professional development and applied learning classes. In FY 2021, BET delivered **28** professional development classes to **594** state and **96** local and county employees. A list of classes offered and the number of students in each is provided at the end of this section.

eLearning

In FY 2021, BET continued to make significant progress in developing the statewide online learning management system (LMS), aka Moodle, and solidifying BET as the best option to provide centralized online learning management resources for state employees. During FY 2021, BET accomplished the following:

- Facilitated the state Moodle Oversight Team (MOT) and participated in testing with the Department of Information Technology (DoIT);
- Developed strategic partnerships with agencies throughout the state regarding online learning and provided for-fee training and technical services to several agencies (Police Standards and Training Council, Department of Environmental Services, Department of Health and Human Services, Department of Justice, Office of Professional Licensure and Certification, DAS);
- Collaborated with DoIT and DAS' FDM to ensure a great user experience for our online students, including providing Moodle helpdesk ticket support and enhancements to reporting capabilities;
- Worked with DoIT and FDM to establish and administer a new externally-facing instance of Moodle to enable state employees and non-state individuals to access BET trainings

and other required trainings (e.g., Sexual Harassment, Computer Use Policy, and Respect Trainings) without needing access to the State network;

- Completed the conversion of all of its core curriculum to a web-based format on the external Moodle instance; and
- Continued to provide monthly compliance reporting to participating agencies tracking their employees completion of required material, including working to resolve reporting issues with FDM; and
- Continued to collaborate with participating agencies, as well as DoIT and FDM, to secure an Enterprise LMS (e.g., an Enterprise Moodle license or Infor LMS (tied to NH FIRST). BET submitted a federal grant application as well as an FY 22/23 budget request to support this need. An Enterprise class LMS will equip BET to better support other State agencies that need to provide online training and/or certifications but cannot support their own LMS.

FY 2020 Professional Development Classes	Non-State Students	State Employee Students	Total # Students
Balanced Scorecard Program	11	0	11
Business Writing	7	2	9
Certified Public Manager	15	10	25
Certified Public Supervisor	45	10	55
Communication Skills	6	6	12
CPM-SCP II - DHHS	1	1	2
Creating and Individual Dev Plan	3	3	6
Customer Service	1	1	2
Dealing with Strong Emotions	8	8	16
Employ Performance Evaluation	2	2	4
Excel I	72	5	77
Excel II	44	7	51
Excel III	24	1	25
Foundations Of Supervision	64	18	82
Foundations Review	13	0	13
Leadership - IDP	3	0	3
Lean White Belt-Online	111	12	123
Managing At A Distance	12	0	12
Managing-Union Environment	7	0	7
MBTI	3	0	3
Motivating Employees	2	0	2
Org'l Dev- On/Off Site	12	0	12
Outlook	56	3	59
PowerPoint I	6	0	6
Preparing For Diff Discussions	9	0	9
Project Management	5	1	6
Strategies For Dealing w Negat	18	1	19
Time Management	6	0	6
Training Development Support	4	0	4
What is CPM - Webinar	5	4	9
Word Boot camp	19	1	20
Grand Total	594	96	690

Significant Training Initiatives

During FY 2021, DOP/BET staff collaborated with multiple agencies and DAS leadership to design, develop, and implement three versions (Executive Leadership, Supervisor/Manager, and General/All Employee) of the Respect and Civility in the Workplace training that supported Executive Order 2020-1. Making this course content easily available online and trackable was an essential component of the state's new Respect and Civility in the Workplace program, which deployed to all state employees (classified, unclassified, and non-classified), volunteers, board members, and contractors in FY 2021. As of the end of FY 21, over 9,500 completions were recorded for the General/ All Employee edition, approximate 3,000 completions of the Supervisor edition, and over 1,300 completions of the Executive Leadership edition. The deployment of the Respect and Civility in the Workplace training was one of the most comprehensive training delivery deployments across the entire State of NH government footprint to date.

NEW State of New Hampshire Supervisory Academy

During FY 21, BET improved the existing "Foundations of State Supervision/Foundations of Supervision" class in an effort to provide a more robust learning experience to Supervisors and Managers in the state and in the many counties and municipalities we serve. BET increased the depth and breathe of the offering by building upon existing course work and incorporating components from the former CPM Level 1 program. BET also reduced the price point to make the Supervisory Academy more accessible to the workforce. (Allocating funds for training appears to be a hardship depending on the agency. Opportunity for professional development is not equitable across the state footprint.)

The **new** NH Supervisory Academy (NHSA) is an 8-week training program designed for entry-level managers and supervisors to enhance their knowledge and skills for success in their new role. Through weekly 90-minute group online sessions and self-paced work via a Moodle classroom, participants cultivate the critical supervisory skills needed to maximize individual and team performance, manage conflict, balance workloads, maintain a civil and respectful work environment, develop individual staff, and make decisions. Students will learn material, participate in solo and group class activities, and reflect on the application of new skills in their real-life work environment. The NHSA counts as 9-months of Supervisory experience for classified positions within the Executive Branch. Successful completion of the Supervisory Academy is a pre-requisite for the new 12-month Certified Public Manager (CPM) program starting in Summer 2022.

NEW Customized Training Support

In FY 21, BET started offering customized training support via inter-agency service agreements. During FY 21, BET signed service agreements with Police Standards and Training Council, Department of Health and Human Services, Office of Professional Licensure, and the Department of Justice. BET continues to promote and explore new and relevant ways to support the state's changing workforce.