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# State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES  
25 Capitol Street – Room 120  
Concord, New Hampshire 03301  
[Office@das.nh.gov](mailto:Office@das.nh.gov)

Charles M. Arlinghaus  
Commissioner  
(603) 271-3201

Sheri Rockburn  
Assistant Commissioner

Catherine A. Keane  
Deputy Commissioner

January 31, 2023

The Honorable Ken Weyler, Chairman  
Fiscal Committee of the General Court  
State House  
Concord, New Hampshire 03301

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

## REQUESTED ACTIONS

1. Pursuant to RSA 14:30-a, VI, authorize the Department of Administrative Services (DAS) to amend FIS 22-081 (approved by Fiscal Committee on 2/18/22) and Governor and Council item #96 (approved on 3/9/22) to accept and expend an additional \$500,000 of American Rescue Plan (ARPA) State and Local Recovery Funds (SFRF), to enhance the DAS Recruitment Unit to build a stronger online presence on a range of recruitment platforms targeting different prospective applicant pools and add one (1) temporary full-time staff to provide dedicated recruitment support. Effective upon approval by the Fiscal Committee and the Governor and Executive Council through June 30, 2023. This is an allowable use of ARPA SFRF funds under Section 602 (c)(1)(A) to respond to the public health emergency or its negative economic impacts. **100% Federal Funds.**
2. Pursuant to RSA 124:15, and contingent upon approval of Requested Action #1, authorize the Department of Administrative Services (DAS) to establish one (1) temporary, full-time position, Human Resource Coordinator II (labor grade 23), to report to DAS's Division of Personnel (DOP), Recruitment Unit (RU), to equip DAS to support agencies to recruit talent at all levels. Effective upon approval by the Fiscal Committee and the Governor and Executive Council through June 30, 2023. **100% Federal Funds.**

Funds are to be budgeted in FY 2023 in accounting unit 01-14-14-141010-26400000<sup>1</sup> Department of Administrative Services, Statewide Recruitment Unit as follows:

<sup>1</sup> All direct program costs will be accounted for using activity 00FRF602PH1405A and all administrative and indirect costs will be accounted for using activity 00FRF602PH1405Z. Accounting classifications may be subject to technical changes at the discretion of the Department of Administrative Services' Division of Accounting Services.

REVENUE CLASS	DESCRIPTION	FY23 CURRENT MODIFIED	REQUESTED ACTION	FY 2023 ADJUSTED BUDGET
000-400338-16	Federal Funds	\$483,517	\$500,000	\$983,517
	<b>TOTAL REVENUE</b>	<b>\$483,517</b>	<b>\$500,000</b>	<b>\$983,517</b>
EXPENSE CLASS	DESCRIPTION	CURRENT MODIFIED	NEW REQUEST	TOTAL
018-500106	Overtime	\$2,500	\$0	\$2,500
020-500200	Current Expenses	\$4,823	\$6,308	\$11,131
027-582703	Transfers to DOIT	\$10,000	\$15,000	\$25,000
029-500290	Transfers within Agency (Rent)	\$5,600	\$0	\$5,600
030-500301	Office Equipment – Furnish (New)	\$4,501	\$1,200	\$5,701
037-500173	Technology Hardware - New	\$8,665	\$1,800	\$10,465
038-500176	Technology Software	\$10,367	\$600	\$10,967
039-500191	Telecommunications	\$2,419	\$1,500	\$3,919
040-500587	Indirect Costs	\$52,359	\$0	\$52,359
041-500801	Audit Fund Set Aside	\$5,260	\$0	\$5,260
042-500620	Post-Retirement Benefits	\$20,800	\$9,315	\$30,115
057-500534	Subscriptions - Online	\$1,600	\$298,000	\$299,600
059-500117	Temp Full Time	\$220,295	\$105,624	\$325,919
060-500601	Benefits	\$133,278	\$60,653	\$193,931
070-500704	In-State Travel	\$1,050	\$0	\$1,050
	<b>Total Expenditures</b>	<b>\$483,517</b>	<b>\$500,000</b>	<b>\$983,517</b>

### EXPLANATION

Pursuant to U.S. Treasury 31 CFR Part 35, RIN 1501-AC77, the Coronavirus State Fiscal Recovery Fund established under the American Rescue Plan Act authorizes the use of funding to address the public health emergency. Specifically, this request supports restoring state employment to pre-pandemic levels to maintain essential state services (pursuant to 31 CFR Part 35 (II, A, 2)).

Increasing competition in the labor market is adding to the challenge to recruit and retain good candidates. Existing human resource (HR) staff at DOP and state agencies must support a wide variety of HR functions, and, as a result, are frequently not able to provide the focused attention to recruitment necessary to successfully recruit new staff in the current employment market. Dedicated recruiters within the Recruitment Unit (RU) provide prompt attention and response to applicants as well as staff capacity to actively recruit potential candidates for open positions. The RU staff work closely with existing agency HR staff and agency hiring managers to focus recruitment efforts on positions of critical need.

The targeted addition and use of available online recruitment platforms, such as Indeed, Linked-In, Handshake, and Zip Recruiter, though this request, can be successful in improving recruitment efforts. The RU's current funding only supports the use of one online recruitment platform, Indeed, on a limited basis;

the RU's monthly budget for using Indeed to support statewide recruitment efforts currently is just \$500. The RU selectively "highlights" a targeted position on Indeed for 5 days. On average, this focused advertisement results in a 100% increase in the number of applications received compared to the prior year through standard postings. At this time, only one position is posted at a time because RU staff provides direct assistance to applicants and agency hiring managers to review applications and schedule interviews to expedite the hiring process. The additional funds and additional staff provided under this request, if approved, will enable the State to use this approach more often.

The State of NH currently does not have a presence on the most popular online recruitment platforms. Funding under this request will enable the State to address this shortcoming by improving the State's main page on these platforms, adding content to attract applicants, and establishing connections to drive applicants to State of NH job postings. Our goal will be to expend these funds to successfully develop and deploy a recruitment strategy including key concepts and focus as follows: whom to target, what message to convey to attract candidates, and how to staff recruitment efforts. This recruitment strategy is intended to address risks associated with staff retirements, and the need to attract qualified individuals, increase our workforce diversity, reduce job turnover and ensure our positions are visible in the places where people are looking for jobs by:

- Identifying who should be recruited
- Reaching targeted individuals and passive qualified candidates
- Determining the best timing for recruitment
- Designing a statewide communication and recruitment plan
- Evaluating past recruitment efforts
- Creating a pipeline of viable candidates
- Determining the best job boards to subscribe to, in order to reach our intended audiences

This item also requests the approval and funding of one additional full-time position, Human Resources Coordinator II (labor grade 23), to augment the DAS's Division of Personnel (DOP), Recruitment Unit (RU), to ensure effective utilization of the online recruitment subscriptions. The proposed additional staff will work with the enhanced online recruitment tools to support agencies statewide with their recruitment efforts.

The DOP RU staff will continue to provide focused attention to recruitment through occupation-focused reports. The RU provides agencies with analysis of prior postings and candidates for the past year and looks at trends in vacancy rates, disposition rates, hire rates, and the average days a candidate's job application will sit in "hiring manager review." The RU also provides a labor market analysis, identifies barriers to the hiring process and recommends solutions to address those barriers. Actions the RU might recommend include: reallocation or reclassification to update the job title and/or level of compensation, waivers, revisions to the supplemental job description describing the position's duties, and training for hiring managers.

Since it was initially established in March of 2022, the DOP RU has provided training and support documentation for both Human Resources Staff and Hiring Managers and has worked to improve state hiring processes. As a result, the average number of days for an application to be reviewed by Human Resources has been reduced from 12 days to 1 day, and the average number of days an applicant waits in "hiring manger review" has been reduced from an average of 56 days to 18 days. The RU also recycles applicants to the State – encouraging external applicants to complete their state profile and to apply for additional positions based on the qualifications listed on their resume. The number of applicants whose

application was sent to another posting increased by 70% from 2021 to 2022. These recruitment process improvements ensure that State agencies and the RU can make effective use of a stronger presence on online recruitment platforms.

By investing in diverse recruitment platforms like LinkedIn, Indeed, Zip Recruiter, and Handshake, the State can target specific talent for entry-level, mid-range, and highly specialized positions. Intentional advertising gives hard-to-fill positions the exposure needed to attract a larger applicant pool.

Funds are budgeted as follows:

Class 020 – Current Expenses – printing of recruitment materials and direct advertising for recruitment

Class 027- Transfers to DOIT – for IT support

Class 030 – Equipment – office furniture for new staff

Class 037 – Technology, Hardware – laptop, monitor and docking station for new full-time staff

Class 038 – Technology, Software – standard computer software required for new full-time staff

Class 039 – Telecommunications – phone and phone line for new full-time staff

Class 042 – Post Retirement Benefits – at a rate of 8.84%

Class 057 – Subscriptions – for subscriptions to five popular online recruitment platforms, such as Indeed, Linked-In, Zip Recruiter, Handshake, and Diversity for Social Impact

Class 059 – Salary Temporary Employees– for one new temporary full-time position

Class 060 – Benefits – for the new temporary full-time position

The following information is provided in accordance with the Comptroller's instructional memorandum dated September 21, 1981:

- 1) *List of Personnel involved:*  
One full-time temporary Human Resources Coordinator - Position # 9TXXXX
- 2) *Nature, need and duration:*  
The period of performance runs until December 31, 2024.
- 3) *Relationship to existing agency programs:*  
The RU staff coordinate with, augment, and support existing agency HR staff, serving as a 'force-multiplier' to improve state recruitment efforts.
- 4) *Has similar program been requested of the Legislature and denied?*  
No.
- 5) *Why wasn't funding included in the agency's budget request?*  
These funds were only recently awarded. It was not known that these funds would be available at the time the agency established its FY22/FY23 biennial budget.

- 6) *Can portions of the grant funds be utilized for other purposes?*  
These funds can only be used for the purpose of the grant award.
- 7) *Estimate the funds required to continue these positions:*  
We have not requested additional funds in the FY24-25 operating budget.
- 8) *Geographic Area Served:*  
Statewide
- 9) *Sources of Funds:*  
US Treasury Federal American Rescue Plan Act Funds

In the event that Federal Funds are no longer available, General Funds will not be requested to support this program. The Department of Administrative Services requests approval of this request.

Respectfully submitted,



Charles M. Arlinghaus  
Commissioner



*State Of New Hampshire*  
DIVISION OF PERSONNEL  
Department of Administrative Services  
State House Annex – 28 School Street  
Concord, New Hampshire 03301

CHARLES M. ARLINGHAUS  
Commissioner  
(603) 271-3201

LORRIE A. RUDIS  
Director of Personnel  
(603) 271-3261

January 31, 2023

Heidi Acevedo, Administrator  
Bureau of Human Resources  
Department of Administrative Services  
25 Capitol Street.  
Concord, NH 03301

**Regarding:** Request to establish a full-time temporary Human Resources Coordinator II , labor grade 23

Dear Ms. Acevedo:

The Division of Personnel approves of your request dated January 31, 2023 to establish a full-time temporary Human Resources Coordinator II grade 23 in the Division of Personnel, and have assigned the position number of 9T3297 pending approval of funding.

This position number will be inactive until you receive funding approval from the Fiscal Committee per RSA 124:15, and the Position Profile Form (PPF) is subsequently approved by the Department of Administrative Services Budget Office for funding.

It will be your responsibility to bring the request for funding before the Fiscal Committee. You may use this letter as confirmation of our decision. Once you have obtained Fiscal Committee approval, please notify the Classification Section with documentation. Thank you.

Very truly yours,

Marianne R. Rechy  
Classification & Compensation Administrator

Cc: Lorrie A. Rudis, Director of Personnel



# State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES  
25 Capitol Street - Room 120  
Concord, New Hampshire 03301  
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Charles M. Arlinghaus  
Commissioner  
(603) 271-3201

Joseph B. Bouchard  
Assistant Commissioner

Catherine A. Keane  
Deputy Commissioner

February 9, 2022

The Honorable Karen Umberger, Chairman  
Fiscal Committee of the General Court  
State House  
Concord, New Hampshire 03301

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

### REQUESTED ACTIONS

1. Pursuant to RSA 14:30-a, VI, authorize the Department of Administrative Services (DAS) to accept and expend \$526,208 of American Rescue Plan (ARP) State and Local Recovery Funds (FRF), to add additional temporary staff to the Department of Administrative Services' Division of Personnel to provide recruitment support for positions of critical need across state government. Effective upon approval by the Fiscal Committee and the Governor and Executive Council through June 30, 2023. This is an allowable use of ARP FRF funds under Section 602 (c)(1)(A) to respond to the public health emergency or its negative economic impacts. 100% Federal Funds.

Funds are to be budgeted in state fiscal year (FY) 2022 and 2023 with the authority to adjust between state fiscal years through the Budget Office if needed and justified. Funds are to be budgeted in FY 2022 and FY 2023 in a new accounting unit 01-14-14-141010-XXXX0000<sup>1</sup> Department of Administrative Services, Statewide Recruitment Unit (SRU), as follows:

REVENUE CLASS	DESCRIPTION	FY 2022 REQUESTED	FY 2023 REQUESTED	TOTAL
000-400338	Federal Funds	\$133,205	\$393,003	\$526,208
	TOTAL REVENUE	\$133,205	\$393,003	\$526,208

<sup>1</sup> All direct program costs will be accounted for using activity 00FRF602PH1405A and all administrative and indirect costs will be accounted for using activity 00FRF602PH1405Z. Accounting classifications may be subject to technical changes at the discretion of the Department of Administrative Services' Division of Accounting Services.

REVENUE CLASS	DESCRIPTION	FY 2022 REQUESTED	FY 2023 REQUESTED	TOTAL
EXPENSE CLASS	DESCRIPTION	FY 2022 REQUESTED	FY 2023 REQUESTED	TOTAL
018-500106	Overtime	\$500	\$2,000	\$2,500
020-500200	Current Expenses	\$2,500	\$3,500	\$6,000
027-582703	Transfers to DOIT	\$2,500	\$7,500	\$10,000
029-500290	Transfers within Agency (Rent)	\$1,400	\$4,200	\$5,600
030-500301	Office Equipment – Furnish (New)	\$4,500	\$1	\$4,501
037-500173	Technology Hardware - New	\$4,665	\$1,200	\$5,865
038-500176	Technology Software – Online Service	\$3,667	\$9,500	\$13,167
039-500181	Telecommunication Hardware - New	\$465	\$1	\$466
039-500191	Telecommunications	\$450	\$1,800	\$2,250
040-500587	Indirect Costs	\$13,300	\$39,300	\$52,600
041-500801	Audit Fund Set Aside	\$1,330	\$3,930	\$5,260
042-500620	Post-Retirement Benefits	\$5,054	\$16,645	\$21,699
057-500534	Subscriptions - Online	\$400	\$1,200	\$1,600
059-500117	Temp Full Time	\$57,174	\$188,292	\$245,466
060-500601	Benefits	\$35,000	\$113,184	\$148,184
070-500704	In-State Travel	\$300	\$750	\$1,050
	<b>Total Expenditures</b>	<b>\$133,205</b>	<b>\$393,003</b>	<b>\$526,208</b>

2. Pursuant to RSA 124:15, and contingent upon approval of Requested Action #1, authorize the Department of Administrative Services (DAS) to establish three (3) temporary, full-time positions, to include a Human Resources Specialist (labor grade 27) and two Human Resource Coordinators (labor grade 24), to staff a new unit within DAS's Division of Personnel (DOP), called the Statewide Recruitment Unit (SRU), to provide statewide recruitment support to fill positions of critical need across state government. Effective upon approval by the Fiscal Committee and the Governor and Executive Council through June 30, 2023. 100% Federal Funds.

**EXPLANATION**

Pursuant to U.S. Treasury 31 CFR Part 35, RJN 1501-AC77, the Coronavirus State Fiscal Recovery Fund established under the American Rescue Plan Act authorizes use of funding to address the public health emergency. Specifically, this request supports restoring state employment to pre-pandemic levels to maintain essential state services (pursuant to 31 CFR Part 35 (II, A, 2)).

Over the last two years, the number of vacant positions across Executive Branch agencies has increased dramatically, resulting in an average vacancy rate around 18%. As of December 1, 2021, 17 state agencies had vacancy rates higher than the state average of 18%. These agencies include all of the direct health care facilities (e.g., NH Veteran's Home, NH Hospital, Glenclyff Home), as well as essential service agencies, such as the Department of Corrections, Department of Education, and the Department of Health and Human

Services - Behavioral Health programs. Additionally, there were 267 Job Classification Titles with vacancy rates above the state average of 18%, representing 1,200 vacant positions. Many of these vacant positions represent missing essential workers, such as: correction officers, nurses and nursing assistants, highway and bridge maintainers, mental health workers, youth counselors, and fire marshalls.

Increasing competition in the labor market is adding to the challenge to recruit and retain good candidates. Existing human resource (HR) staff at DOP and state agencies must support a wide variety of HR functions, and, as a result, are frequently not able to provide the focused attention to recruitment necessary to successfully recruit new staff in the current employment market. Dedicated recruiters within the SRU will provide prompt attention and response to applicants as well as staff capacity to actively recruit potential candidates for open positions. The SRU staff will work closely with existing HR staff and agency managers to focus recruitment efforts on positions of critical need.

Funds are to be budgeted as follows:

**Class 18 – Overtime:** Covers overtime by SRU staff.

**Class 20 – Current Expenses:** Supplies, copier expenses, marketing/printed materials, and miscellaneous expenses for SRU staff.

**Class 27 – Transfers to DOIT:** DOIT support for SRU staff.

**Class 29 – Transfers within Agency:** Payment for rent of office space for SRU staff.

**Class 30 – Equipment – Furniture (New):** Desks and other office furniture for SRU staff.

**Class 37 – Equipment New/Replacement:** Budget for new computer equipment for new staff.

**Class 38 – Technology – Online Service:** Online recruiter subscription to Linked-In or similar recruitment service.

**Class 39 – Telecommunications:** Purchase of telephones and for DOIT telecom charges for SRU staff.

**Class 41 – Audit Set Aside:** Required for audit with use of Federal funds.

**Class 42 – Post-Retirement Benefits:** Reimbursement of general fund for post-retirement benefits on non-general funded position (at rate of 8.84%).

**Class 57 – Subscriptions – Online:** To provide SRU staff with access to online human resource recruitment and information services.

**Class 59 – Full-Time Temporary:** Funds for three (3) temporary, full-time positions, to include a Human Resources Specialist (labor grade 27) and two Human Resource Coordinators (labor grade 24).

**Class 60 – Benefits:** Benefits for employees funded above.

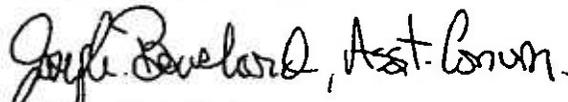
**Class 70 – In-State Travel:** In-state travel is included to permit SRU staff to meet in-person with staff and administrators at various state agencies.

The following information is provided in accordance with the Comptroller's instructional memorandum dated September 21, 1981.

- 1) **Personnel Involved:** Establishes three full-time, temporary positions under a new unit under the direction of the DAS' Division of Personnel.
- 2) **Nature, Need, and Duration:** These positions are needed to support statewide recruitment for positions of critical need. The positions are needed for the duration of the biennium, through June 30, 2023, to recruit new hires to restore and maintain essential staffing across state government.
- 3) **Relationship to Existing Agency Program:** The SRU will coordinate with existing HR staff within the Division of Personnel and at various state agencies to provide focused attention to recruitment efforts for positions of critical need. Existing HR staff must fulfill a wide variety of duties and are frequently not able to provide the focused attention to recruitment needed to successfully compete for candidates in the current labor market.
- 4) **Has a similar program been requested of the legislature and denied?** No
- 5) **Why wasn't funding included in the agency's budget request?** These funds were only recently awarded as part of the American Rescue Plan.
- 6) **Can portions of the grant funds be utilized?** No, these funds can only be used for the purpose of the grant award.
- 7) **Estimate the funds required to continue this position(s):** Funding is requested only for the duration of the grant and is not expected to be continued beyond that period.
- 8) **Geographic Area Served:** Statewide.
- 9) **Source of Funds:** U.S. Treasury Federal American Rescue Plan Act Funds.

In the event that Federal Funds are no longer available, General Funds will not be requested to support this program. The Department of Administrative Services requests approval of this request.

Respectfully submitted,

  
for Charles M. Arlinghaus  
Commissioner