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State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES

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Charles M. Arlinghaus
Commissioner

Catherine A. Keane
Deputy Commissioner

Sheri L. Rockburn
Assistant Commissioner

December 17th, 2025

Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council
State House
Concord, New Hampshire 03301

Dear Governor Ayotte and Members of the Executive Council:

I am pleased to present the Seventy-Third Annual Report for the Division of Personnel of the Department of Administrative Services for Fiscal Year 2025. This report is submitted in accordance with the provisions of RSA 21-I:42, VII.

Respectfully submitted,

Charles M. Arlinghaus
Commissioner

Matthew Mavorgeorge
Director, Division of Personnel

State of New Hampshire

Fiscal Year 2025 Annual Report
Department of Administrative Services
Division of Personnel





**State of New Hampshire
Department of Administrative Services
Division of Personnel
2025 Annual Report
Fiscal Year Ending June 30, 2025**

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

Kelly A. Ayotte, Governor
Joseph D. Kenney, Executive Councilor
John Stephen, Executive Councilor
Janet Stevens, Executive Councilor
Karen Liot Hill, Executive Councilor
David K. Wheeler, Executive Councilor
Charles M. Arlinghaus, Commissioner
Matthew G. Mavrogeorge, Director of Personnel

54 Regional Drive, Suite 5
Concord, New Hampshire 03301

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

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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

- 24 Full-time classified positions (4 vacancies)
- 7 Part-time positions (3 vacancies) – excluding Personnel Appeals Board positions.
- 5 Unclassified positions (1 vacancies)

Fiscal Year (FY) 2024 Appropriation

FY 24 DOP Expenditures	\$3,049,605 General Funds	\$475,569 Agency Income
FY 24 PAB Expenditures	\$55,726 General Funds	
FY 24 BET Expenditures	\$381,356 Agency Income	
FY 24 HRSU Expenditures	\$193,618 Agency Income	
FY 24 SRU Expenditures	\$477,236 Federal Funds	
Total Expenditures (all DOP Units):		\$4,633,110

Personnel Appeals Board

RSA 21-I:45 authorizes the Governor and Executive Council to appoint five (5) members to serve three (3) year terms on the New Hampshire Personnel Appeals Board (PAB). The members serving on the PAB during (FY 25) were Donald Frechette, Paula Hurley Marilee Nihan, Charles Russell and Gail Wilson.

OVERVIEW

The Division of Personnel (DOP) was established in 1989 to manage a centralized state system of personnel administration. As such, the DOP is tasked with establishing and enforcing appropriate methods of recruitment, appointment, compensation, promotion, transfer, removal, layoff, evaluation, and discipline of state employees. The DOP is also responsible for preparing and overseeing the State classification system and allocating each classified position to an appropriate classification title based on job duties and level of responsibility, administering all collective bargaining agreements applicable to classified employees, and providing training programs for state agencies. The DOP also conducts investigations of complaints of harassment and general misconduct, establishes statewide human resources (HR) policy, and supports the Personnel Appeals Board (PAB). In performance of these duties, the DOP 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.

DOP accomplished the following in FY 25:

- Continued to provide standardized Day One Orientation for new employees.
 - Currently, 23 agencies participate in this program.
- Continued development of statewide HR training
- Continued to define and implement an overall strategy for the State of New Hampshire Classification System. This strategy includes processes and procedures aimed at position governance and statewide position alignment with focus on equity among positions with like job titles receiving equitable duties and compensation, reducing administrative burdens for state agencies on personnel related matters, and alignment to national industry standards. In order to achieve these ends, DOP has continued efforts to include:
 - Developed statewide Supplemental Job Descriptions aligned with job titles to ensure similar positions have similar and comparable scope of work.
- The Human Resources Support Unit (HRSU), which provides HR support services for small to medium-sized agencies that are unable to maintain a comprehensive fully trained HR office. Currently, 13 agencies have agreements with HRSU. Additionally, the HRSU has contracted with the Judicial Branch to provide HR support.

- Continued to administer the infants in the Workplace policy and facilitated multiple infants coming to work with a parent in numerous agencies.
- Continued to administer the Respect and Civility the Workplace policy with a focus on State of New Hampshire Core Values.
- The Bureau of Education and Training (BET) provided learning and development services to 1,475 public sector and non-profit employees, of which 1,281 were employees of the State of New Hampshire.

BET successfully delivered and supported the following programs (by category):

Certificate Programs:

- NH Certified Public Manager (CPM)
- Supervisory Academy (SA) (Pre-requisite for CPM)
- Lean Process Improvement
- State of New Hampshire Trainer Certification Program

Compliance Training Programs:

- Sexual Harassment Training
- Respect and Civility in the Workplace Training
- Statewide Computer Usage Policy Training
- Wynn E. Arnold & Elyse S. Alkalay - Administrative Law Web Series
- State of New Hampshire Equal Opportunity Training

Custom Online Training Modules:

- New Hampshire Works – Equal Opportunity Act Training
- Work Zone Safety Training
- State of New Hampshire – Park Manager University
- Emergency Admission Training

In addition, the DOP continued its efforts to improve NH FIRST, the State's Enterprise Resource Management System and its HR Management subsystem, to enhance functionality and improve user experience, automate standard work processes, and improve compliance auditing.

Finally, the DOP is increasing the use of metrics to monitor the efficiency of HR operations and identify opportunities for improved training, re-engineering of processes and determining appropriate staffing levels to ensure quality service and support for our agency HR business partners. For example, the DOP utilizes two years of quarterly data on turnover and vacancy rates to identify trends in market changes impacting state employment. Additional key metrics used to evaluate performance include:

- FY Vacancy Rate for vacant positions <240 days
- FY Vacancy Rate as compared to previous 2 FY's
- Longevity of Employees by Longevity & Age
- FY Employee Turnover by Years of Service
- Count of Employees by Age

The DOP is committed to continuous improvement of the State's personnel system to meet the ever-changing needs of state agencies and their workforce. Although multiple factors can inhibit growth, positive results are increasing with collective participation, cooperation and multiple partnerships between the DOP and our internal and external business partners.

ORGANIZATIONAL STRUCTURE

DIRECTOR

The Director of the Division of Personnel oversees all division activities with the assistance of the Deputy Director, the Manager of Employee Relations, and the Training and Education Officer.

BUREAU OF HUMAN RESOURCES ADMINISTRATION

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

(1) Central Human Resources Processing Operations Unit

The Central Human Resources Processing Operations Unit's (COU) mission is to provide top-notch customer service and create process efficiencies while improving the customer experience of the statewide HR community. In order to accomplish the mission, three functional areas of DOP were combined – HR work units, HR training and HR system management. The COU establishes and oversees all state examination programs, manages personnel records procedures, and audits all personnel actions, including hires, promotions, demotions, transfers, increments, leaves of absence, terminations, retirements, and date adjustments, to ensure that all employee data is correct for the administration of payroll and benefits. The COU works to improve user experience and increase functionality of the State's Human Resources Management System (NH FIRST) by managing HR agency requests, testing system changes/upgrades and providing supporting documentation and training.

In addition, the COU 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. The COU 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 (CU) develops and administers the state Classification Plan, including assigning all classified positions to appropriate job classification titles, which specifies the applicable pay, duties, and qualification requirements of a position. The CU also evaluates all requests for reclassification of positions requested by state agencies or employees. It also analyzes organizational development and organizational design to determine impacts on an agency's business needs, staffing and mission. 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

(3) Recruitment Unit

The Recruitment Unit (RU) was created with Federal funds in 2021 to address the continuous challenges and increased competition for applicants in today's labor market. The focus of the RU is the formulation of new and innovative strategies for recruitment and retention of state employees. Existing HR staff at DOP and state agencies support numerous complex day-to-day personnel functions, resulting in limited time and a lack of dedicated resources to provide consistency in recruitment activities. Dedicated recruiters within the RU provide a structured recruitment process and expertise that includes prompt attention and responses to applicants, knowledge to implement electronic and other recruitment tools as well as staff capacity to actively recruit potential candidates for open positions. The RU staff works closely with existing agency HR staff and hiring managers to develop customized recruitment plans for positions of critical need. Additionally, the RU provides regular training to agency recruiters and hiring managers. The Recruitment Unit was not funded in the FY 26/27 state budget. Although federal funding is now exhausted, DOP works with existing staff resources to support recruitment efforts as much as possible.

BUREAU OF EMPLOYEE RELATIONS

The Bureau of Employee Relations negotiates and administers all collective bargaining and sub-unit agreements with representatives of classified employees. The Bureau represents the State in collective bargaining negotiations and, in coordination with the Attorney General, resolution of all grievance actions related to the collective bargaining agreements. The Bureau facilitates communication between management and representatives of the employees, seeking resolutions of employee and agency concerns prior to formal proceedings.

BUREAU OF EDUCATION AND TRAINING

The Bureau of Education and Training (BET) provides quality professional development and training services to enhance the skills, knowledge, and abilities of state and municipal government employees. Key among the BET's course offerings are the Certified Public Manager (CPM) and the Supervisory Academy programs, which provide comprehensive training for tomorrow's leaders in state and local government. The BET's cadre of full-time, part-time, and contracted instructors provide a comprehensive curriculum, real world knowledge and student mentoring, all of which enhances the student learning experience. With the addition of in-person, hybrid learning, inverted classroom and an expanding number of on-line training courses, the BET provides comprehensive education methods for today's learners.

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EXECUTIVE BRANCH AT A GLANCE

EMPLOYEES BY CATEGORY (FILLED POSITIONS)

Fiscal Year 2025

Includes employees on extended leave as well as active status; excludes employees expected to work less than 6 months. 22 classified, 3 unclassified, and 1 non-classified employees did not meet any group criteria and are excluded from this report.

Category*	Full-Time	Full-Time Temporary	Full-Time Seasonal	Part-Time Regular	Part-Time Seasonal	Per Diem Part-Time
Classified	8,851	313	N/A	1,855	329	3
Unclassified	437	N/A	N/A	6	N/A	N/A
Non-Classified	30	N/A	N/A	116	N/A	649
Total	9,318	313	0	1,977	329	652

Report Generated 6/30/2025 by Employee Matrix Version V6.4

POSITIONS BY CATEGORY

Fiscal Year 2025

Includes both filled and vacant positions expected to last longer than 6 months. One position, which did not meet any group criteria, is excluded from this report.

Category*	Full-Time	Full-Time Temporary	Full-Time Seasonal	Part-Time Regular	Part-Time Seasonal	Per Diem Part-Time
Classified	10,750	474	1,200	4,392	1,233	12
Non-Classified	49	N/A	N/A	136	N/A	1,054
Unclassified	509	N/A	N/A	6	N/A	1
Total	11,308	474	1,200	4,534	1,233	1,067

Report Generated: 6/30/2025 for data as of 6/30/2025 by Position Matrix Version V6.2

DEMOGRAPHICS

New Hampshire State Employees

Fiscal Year 2025

<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;">11,224</td> </tr> <tr> <td>Unclassified</td> <td style="text-align: right;">509</td> </tr> <tr> <td>TOTAL POSITIONS:</td> <td style="text-align: right;">11,733</td> </tr> </tbody> </table> <p style="text-align: center;">** Includes only full-time permanent and temporary positions lasting more than 6 months</p>	Class Type	Number of Positions**	Classified	11,224	Unclassified	509	TOTAL POSITIONS:	11,733	<p style="text-align: center;">The Classified Full-Time State Workforce* is made up of...</p> <p style="text-align: center;">54% Female</p> <p style="text-align: center;">46% Male</p> <p style="text-align: center;">7% Minority</p> <p style="text-align: center;">93% White (not of Hispanic background)</p>
Class Type	Number of Positions**								
Classified	11,224								
Unclassified	509								
TOTAL POSITIONS:	11,733								
<p style="text-align: center;">The Average Full-Time Classified Employee in a Filled Position* ...</p> <p style="text-align: center;">Is 46.51 years old.</p> <p style="text-align: center;">Has 9 years of service; and</p> <p style="text-align: center;">Earns \$67,125</p> <p style="text-align: center;"><u>Classified</u> State Employees</p> <p style="text-align: center;">Full-Time*9,164</p> <p style="text-align: center;">Full-time employees include permanent full-time, full-time temporary, and full-time seasonal employees working greater than 6 months.</p>	<p style="text-align: center;">Classified Full-Time Employees* work in...</p> <p>Belknap County..... 5%</p> <p>Carroll County..... 2%</p> <p>Cheshire County..... 2%</p> <p>Coos County..... 4%</p> <p>Grafton County..... 3%</p> <p>Hillsborough County..... 6%</p> <p>Merrimack County..... 70%</p> <p>Rockingham County.....5%</p> <p>Strafford County..... 2%</p> <p>Sullivan County..... 1%</p>								

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WORKFORCE CHARACTERISTICS

Detailed Breakdown of State of New Hampshire Employees

Executive Branch

All Employees

Report Run Date*: 06/30/2025

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	8,672	309	0	0	439	5	26	0	0	1,850	329	3	22
	Leave	179	4	0	0		0		0		0	0	0	
Unclassified	Active	436	N/A	N/A	N/A	N/A	0	N/A	N/A	N/A	6	N/A	0	3
	Leave	1					0				0			
Non-classified	Active	30	0	0	N/A	N/A	0	N/A	N/A	N/A	116	N/A	649	1
	Leave	0					0				0		0	

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

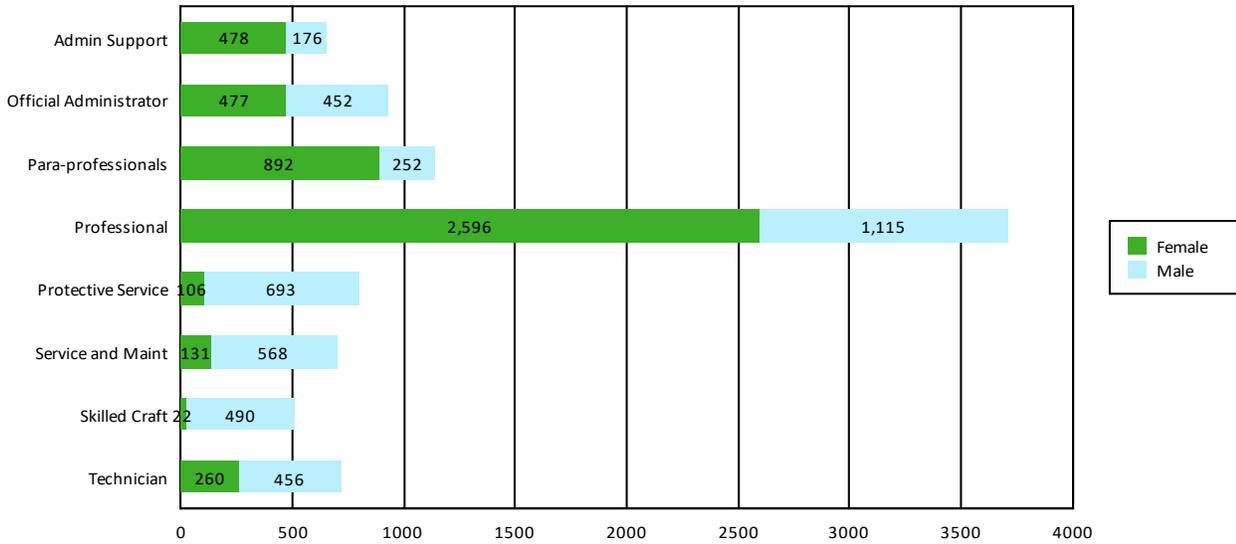
* Only includes data up to the end of the prior pay period.

EMPLOYEES BY GENDER AND EEO CATEGORY

Fiscal Year 2025

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.

22 classified employees did not meet any group criteria and are excluded from this report. Percentage of minority employees included in this report is 7%



EEO Category*	Total	Percentage
Admin Support	654	7%
Official Administrator	929	10%
Paraprofessionals	1,144	12%
Professional	3,711	40%
Protective Service	799	8%
Service and Maintenance	699	8%
Skilled Craft	512	8%
Technician	716	8%
Total	9,164	

Report Generated: 6/30/2025 by Employee Matrix Version V6.4

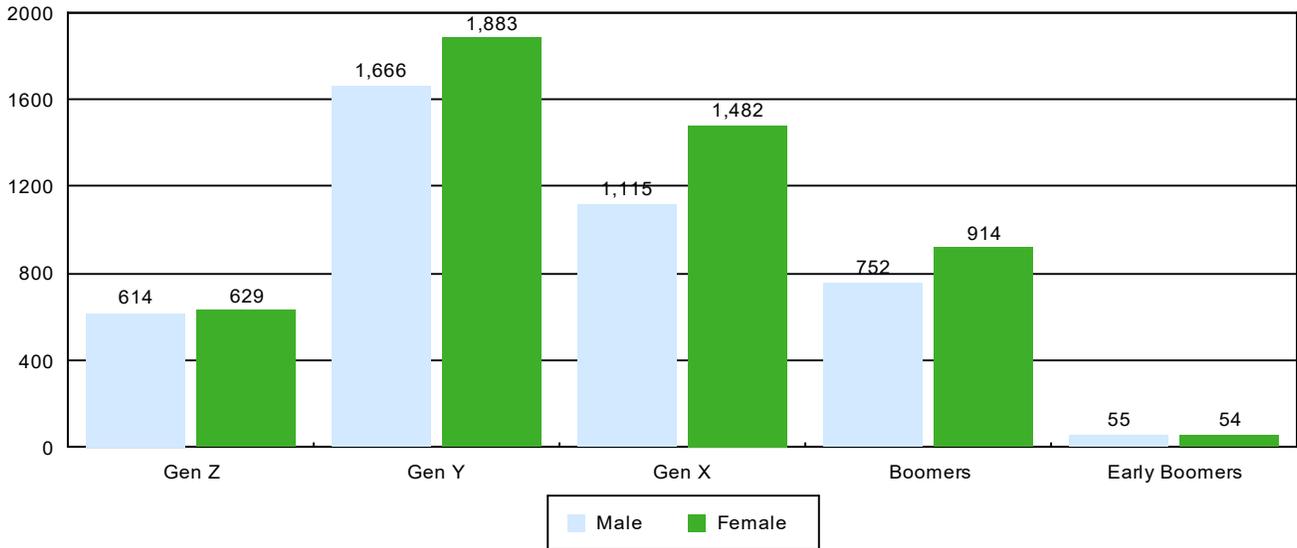
EMPLOYEES BY GENERATION

Fiscal Year 2025

Total Number of Employees* = 9,164

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.

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



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

Report Generated 6/30/2025 by Employee Matrix Version V6.4

EMPLOYEES BY AGE

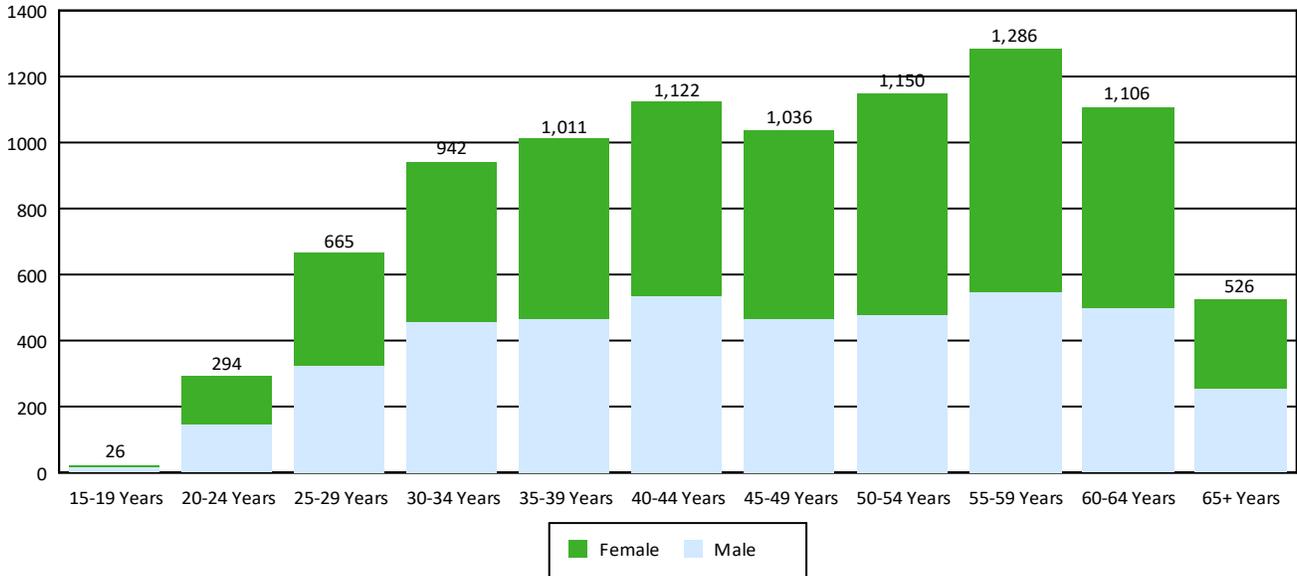
Fiscal Year 2025

Total Number of Employees* = 9,164

Average Employee Age = 46.51

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.

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



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EMPLOYEES BY YEARS OF SERVICE

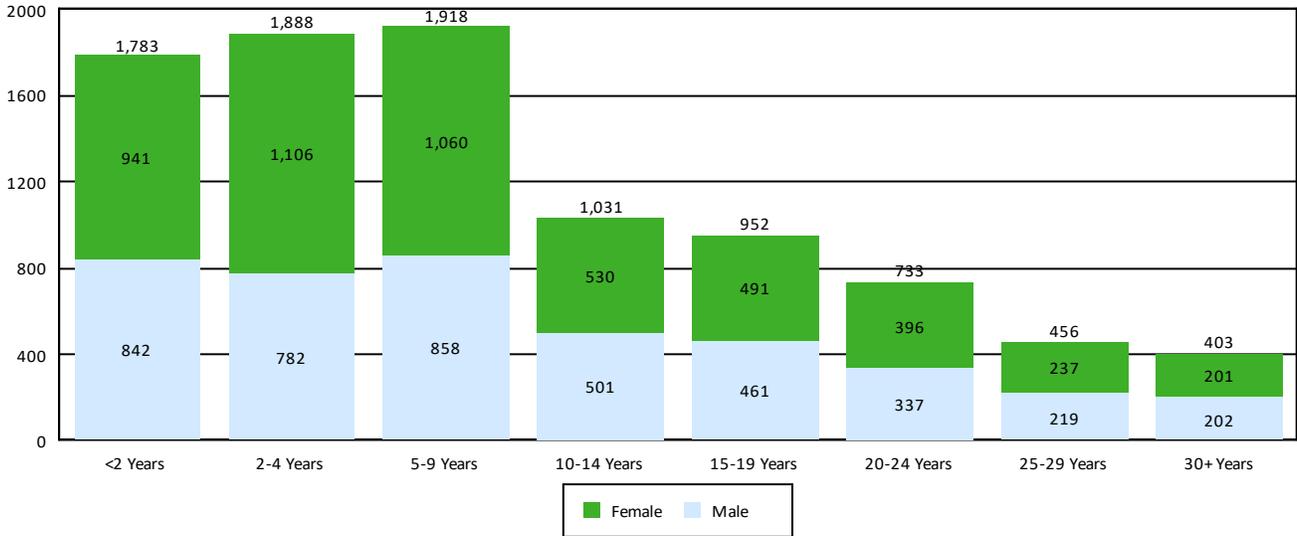
Fiscal Year 2025

Total Number of Employees* = 9,164

Average Years of Service = 9.74

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.

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



Report Generated 6/30/2025 by Employee Matrix Version V6.4

EMPLOYEES BY AGE AND LABOR GRADE

Fiscal Year 2025

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.

22 classified and 3 unclassified employees did not meet any group criteria and are excluded from this report.

Age	Labor Grade*				Total
	<=20	21-26	27+	Unclassified	
<40	2,717	209	13	97	3,035
40-59	4,443	100	50	228	4,821
60+	1,629	2	1	112	1,744
Total	8,789	311	64	437	9,600

Report Generated 6/30/2025 by Employee Matrix Version V6.4

EMPLOYEES BY COUNTY

Fiscal Year 2025

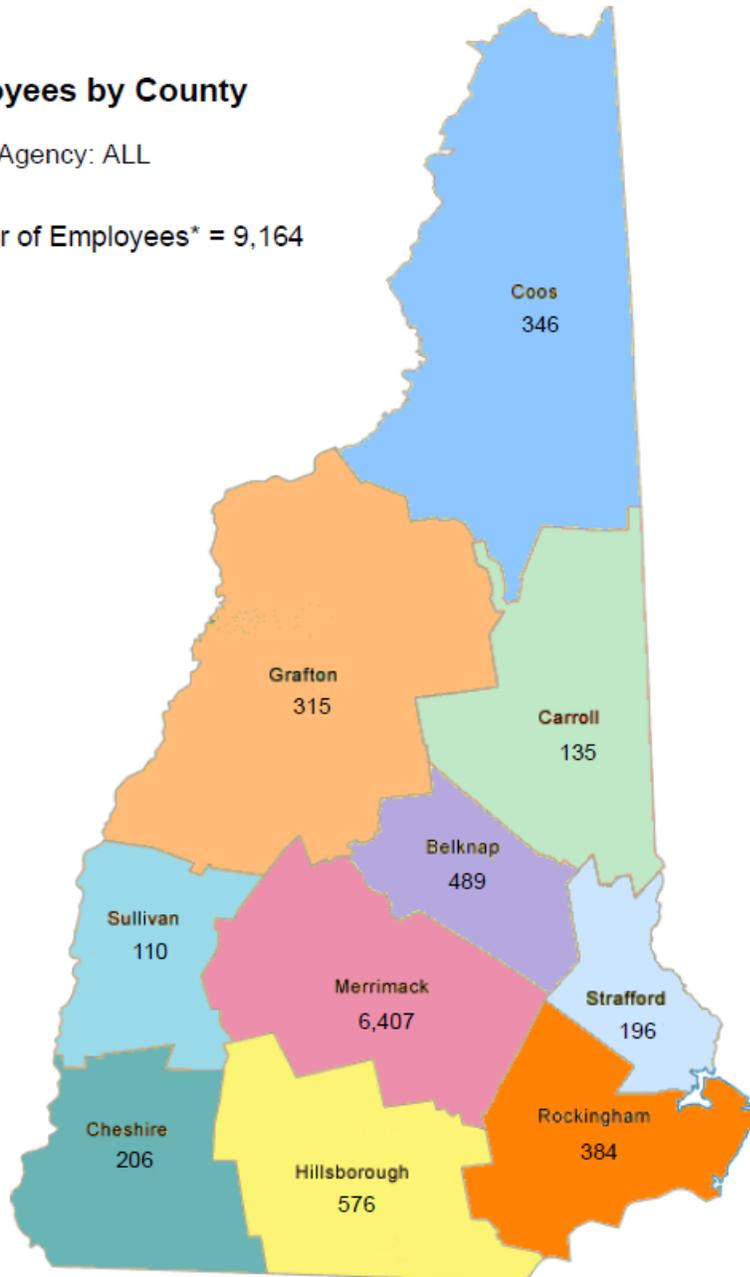
Includes classified full-time permanent, full-time temporary, and seasonal full-time employees working more than 6 months as well as employees on extended leave.

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

Employees by County

Agency: ALL

Total Number of Employees* = 9,164



Report Generated 6/30/2025 by Employee Matrix Version V6.4

Full-time Employees by Agency Five-Year History

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.

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

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

AGENCY*	2021	2022	2023	2024	2025
ADMINISTRATIVE SERVICES DEPT	242	245	249	269	255
ADVOCATE FOR SPECIAL EDUCATION	0	0	0	1	1
AGRICULT, MARKETS & FOOD DEPT	31	35	37	38	38
BANKING DEPT	38	39	45	46	50
BUS & ECON AFFAIRS DEPT	56	62	70	71	76
CONSERVATION LAND STWDSHP PRGM	0	2	2	2	1
CONSUMER ADVOCATE	0	4	2	5	4
CORRECTIONS DEPT	761	698	711	731	706
DEVELOPMENT DISABILITIES CNCL	3	2	2	3	3
EDUCATION DEPT	231	239	246	263	247
EMPLOYMENT SECURITY DEPT	264	262	259	269	258
ENERGY DEPT	0	53	63	73	80
ENVIRONMENTAL SERVICES DEPT	404	435	432	470	469
EXECUTIVE DEPT	13	4	5	5	5
FISH AND GAME DEPT	170	167	176	175	179
HHS: BEHAVIORAL HEALTH DIV	35	44	48	46	48
HHS: COMM-BASED CARE SVCS DIV	2	2	0	0	0
HHS: COMMISSIONER'S OFFICE	378	390	437	458	424
HHS: DEVELOPMENTAL SVCS DIV	37	30	37	34	35
HHS: ELDERLY & ADULT SVCS DIV	77	83	87	89	89
HHS: GLENCLIFF HOME	122	113	111	110	110
HHS: HAMPSTEAD HOSPITAL	0	12	15	142	0
HHS: HUMAN SERVICES DIV	792	748	783	796	800
HHS: MEDICAID & BUS POLICY OFC	19	18	20	23	24
HHS: NH HOSPITAL	505	502	504	542	594
HHS: PUBLIC HEALTH DIV	229	267	279	282	272
HHS: TRANSITIONAL ASSIST DIV	404	366	370	373	368
HOUSING APPEALS BOARD	0	1	1	1	1
HUMAN RIGHTS COMMISSION	8	7	8	11	8
INFORMATION TECHNOLOGY DEPT	297	299	313	328	306
INSURANCE DEPT	65	57	57	55	57
JUDICIAL COUNCIL	2	2	2	2	2
JUSTICE DEPT	56	58	63	66	66
LABOR DEPT	60	62	68	68	73

FULL-TIME EMPLOYEES BY AGENCY (Continued)

Five-Year History

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.

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

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

AGENCY*	2021	2022	2023	2024	2025
LIQUOR COMMISSION	315	299	302	319	333
LOTTERY COMMISSION	63	65	67	71	75
MILITARY AFFRS & VET SVCS DEPT	116	86	95	98	96
NATURAL & CULT RESOURCES DEPT	185	193	209	226	214
NH STATE COMM ON AGING	0	1	1	1	1
OFFICE OF CHILD ADVOCATE	3	5	6	7	6
PEASE DEVELOPMENT AUTHORITY	4	4	4	4	4
POLICE STDS & TRAINING COUNCIL	17	21	24	25	23
PROF LICENSURE & CERT OFFICE	66	86	88	90	82
PUBLIC EMPLOYEE LABOR REL BRD	4	3	3	3	3
PUBLIC UTILITIES COMMISSION	59	0	0	0	7
REVENUE ADMINISTRATION DEPT	98	93	97	94	94
SAFETY DEPT	951	935	952	983	974
STATE DEPT	53	57	62	61	63
TAX AND LAND APPEALS BOARD	3	3	3	3	3
TRANSPORTATION DEPT	1,381	1,323	1,271	1,253	1,264
TREASURY DEPT	15	16	17	16	16
VETERANS HOME	267	243	244	250	257
TOTAL	8,901	8,746	8,954	9,358	9,164

Report Generated 6/30/2024 by Employee Matrix Version V6.4

EMPLOYEES BY TYPE AND AGENCY

Fiscal Year 2025

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.

22 classified employees, 3 unclassified employees, and 1 non-classified employee did not meet any group criteria and are excluded from this report.

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	255	25	0	79	0	5
ADVOCATE FOR SPECIAL EDUCATION	1	1	0	1	0	0
AGRICULT, MARKETS & FOOD DEPT	38	5	0	5	0	0
BANKING DEPT	50	3	0	0	0	0
BOXING & WRESTLING COMMISSION	0	0	0	5	0	2
BUS & ECON AFFAIRS DEPT	76	4	0	22	0	0
CONSERVATION LAND STWDSHP PRGM	1	0	0	0	0	0
CONSUMER ADVOCATE	4	1	0	0	0	0
CORRECTIONS DEPT	706	19	0	51	0	4
DEVELOPMENT DISABILITIES CNCL	3	0	0	3	0	0
EDUCATION DEPT	247	5	0	16	4	0
EMPLOYMENT SECURITY DEPT	258	7	0	21	0	5
ENERGY DEPT	80	7	0	2	0	0
ENVIRONMENTAL SERVICES DEPT	469	6	0	50	0	0
EXECUTIVE COUNCIL	0	1	0	6	0	0
EXECUTIVE DEPT	5	26	0	2	0	0
FISH AND GAME DEPT	179	1	0	15	20	0
HHS: BEHAVIORAL HEALTH DIV	48	6	0	0	0	0
HHS: COMMISSIONER'S OFFICE	424	66	0	23	0	0
HHS: DEVELOPMENTAL SVCS DIV	35	2	0	3	0	0
HHS: ELDERLY & ADULT SVCS DIV	89	2	0	2	0	0
HHS: GLENCLIFF HOME	110	1	0	16	0	0
HHS: HUMAN SERVICES DIV	800	5	0	17	0	0
HHS: MEDICAID & BUS POLICY OFC	24	7	0	1	0	0
HHS: NH HOSPITAL	594	13	0	93	0	1
HHS: PUBLIC HEALTH DIV	272	3	0	15	0	0
HHS: TRANSITIONAL ASSIST DIV	368	2	0	12	0	0
HOUSING APPEALS BOARD	1	3	0	0	0	6
HUMAN RIGHTS COMMISSION	8	0	0	0	0	0
INFORMATION TECHNOLOGY DEPT	306	9	0	11	0	0
INSURANCE DEPT	57	16	0	1	0	0
JUDICIAL COUNCIL	2	1	0	1	0	0
JUSTICE DEPT	66	115	0	12	0	0

EMPLOYEES BY TYPE AND AGENCY (Continued)

Fiscal Year 2025

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.

22 classified employees, 3 unclassified employees, and 1 non-classified employee did not meet any group criteria and are excluded from this report.

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
LABOR DEPT	73	2	0	4	0	27
LIQUOR COMMISSION	333	5	0	951	0	0
LOTTERY COMMISSION	75	1	0	4	0	0
MILITARY AFFRS & VET SVCS DEPT	96	5	0	4	0	0
NATURAL & CULT RESOURCES DEPT	214	5	0	126	296	0
NH STATE COMM ON AGING	1	0	0	2	0	0
OFFICE OF CHILD ADVOCATE	6	1	0	0	0	0
PEASE DEVELOPMENT AUTHORITY	4	0	0	2	0	0
POLICE STDS & TRAINING COUNCIL	23	0	0	10	0	0
PROF LICENSURE & CERT OFFICE	82	5	0	15	0	224
PUBLIC EMPLOYEE LABOR REL BRD	3	0	0	6	0	1
PUBLIC UTILITIES COMMISSION	7	9	0	0	0	0
RETIREES AND SURVIVING SP/DEP	0	1	0	0	0	0
REVENUE ADMINISTRATION DEPT	94	26	0	10	0	7
SAFETY DEPT	974	13	0	158	9	350
STATE DEPT	63	16	0	64	0	19
TAX AND LAND APPEALS BOARD	3	3	0	0	0	0
TRANSPORTATION DEPT	1,264	7	0	87	0	0
TREASURY DEPT	16	5	0	0	0	0
VETERANS HOME	257	1	0	49	0	2
Total	9,164	467	0	1,977	329	653

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EMPLOYEE STATISTICS BY AGENCY WITH 10 OR MORE EMPLOYEES

Fiscal Year 2025

AGENCY*	Full-Time Employees	Avg. Age	Avg. Salary	Avg. Yrs Service	% Female	% Union Rep
ADMINISTRATIVE SERVICES DEPT	280	51.3	\$75,037.35	11.1	44%	100%
AGRICULT, MARKETS & FOOD DEPT	43	45.3	\$67,537.16	10.8	60%	100%
BANKING DEPT	53	44.8	\$87,274.20	11.2	72%	100%
BUS & ECON AFFAIRS DEPT	80	52.0	\$70,597.11	8.2	58%	100%
CORRECTIONS DEPT	725	43.0	\$79,766.31	9.1	36%	100%
EDUCATION DEPT	252	47.9	\$74,346.59	8.6	81%	100%
EMPLOYMENT SECURITY DEPT	265	51.6	\$63,141.29	11.1	68%	100%
ENERGY DEPT	87	50.5	\$84,493.39	8.8	59%	8%
ENVIRONMENTAL SERVICES DEPT	475	46.8	\$79,362.27	11.4	46%	100%
EXECUTIVE DEPT	31	46.9	\$85,938.00	5.7	55%	84%
FISH AND GAME DEPT	180	43.6	\$68,078.26	12.3	36%	100%
HHS: BEHAVIORAL HEALTH DIV	54	46.5	\$84,175.70	9.4	83%	100%
HHS: COMMISSIONER'S OFFICE	490	50.4	\$78,657.50	11.2	76%	100%
HHS: DEVELOPMENTAL SVCS DIV	37	45.3	\$77,668.92	7.4	95%	100%
HHS: ELDERLY & ADULT SVCS DIV	91	52.1	\$74,028.51	12.4	85%	100%
HHS: GLENCLIFF HOME	111	48.3	\$63,979.01	10.1	70%	100%
HHS: HUMAN SERVICES DIV	805	42.8	\$72,719.83	9.3	78%	100%
HHS: MEDICAID & BUS POLICY OFC	31	50.4	\$102,513.08	10.4	84%	100%
HHS: NH HOSPITAL	607	45.0	\$74,755.51	8.5	66%	100%
HHS: PUBLIC HEALTH DIV	275	46.1	\$75,008.68	8.9	73%	100%
HHS: TRANSITIONAL ASSIST DIV	370	44.5	\$57,377.06	8.8	89%	100%
INFORMATION TECHNOLOGY DEPT	315	52.4	\$93,877.96	12.2	29%	100%
INSURANCE DEPT	73	51.5	\$92,779.74	9.7	62%	100%
JUSTICE DEPT	181	44.9	\$87,293.30	5.9	55%	59%
LABOR DEPT	75	42.8	\$62,614.15	5.6	57%	100%
LIQUOR COMMISSION	338	46.3	\$56,208.03	6.9	50%	100%
LOTTERY COMMISSION	76	46.3	\$67,663.32	8.1	62%	100%
MILITARY AFFRS & VET SVCS DEPT	101	53.7	\$58,005.66	10.0	30%	100%
NATURAL & CULT RESOURCES DEPT	219	48.0	\$67,018.72	11.3	47%	100%
POLICE STDS & TRAINING COUNCIL	23	44.5	\$87,016.52	4.9	48%	0%
PROF LICENSURE & CERT OFFICE	87	45.7	\$67,109.26	5.0	75%	100%
PUBLIC UTILITIES COMMISSION	16	47.6	\$94,685.06	4.8	44%	56%
REVENUE ADMINISTRATION DEPT	120	47.8	\$73,082.63	11.8	68%	100%
SAFETY DEPT	987	43.8	\$71,808.51	9.1	46%	100%
STATE DEPT	79	51.3	\$68,407.37	10.6	54%	20%
TRANSPORTATION DEPT	1271	48.1	\$63,071.13	11.8	18%	100%
TREASURY DEPT	21	51.5	\$75,601.33	11.3	76%	100%
VETERANS HOME	258	47.6	\$65,906.34	7.9	76%	100%

*Includes classified, unclassified, and non-classified full-time permanent, full-time temporary and seasonal full-time employees working more than 6 months including employees on extended leave. Salary includes base pay only. Overtime and longevity pay are excluded.

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EMPLOYEE PAID LEAVE

ANNUAL AND SICK LEAVE USAGE BY AGENCY WITH 10 OR MORE EMPLOYEES

Fiscal Year 2025

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

Excludes sick dependent and bereavement leave.

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 DEPT	33,933	285	119	25,900	275	94
AGRICULT, MARKETS & FOOD DEPT	5,067	39	130	5,000	40	125
BANKING DEPT	6,602	55	120	4,448	54	82
BUS & ECON AFFAIRS DEPT	8,126	82	99	5,243	80	66
CORRECTIONS DEPT	97,963	769	127	75,631	745	101
EDUCATION DEPT	31,441	285	110	22,689	277	82
EMPLOYMENT SECURITY DEPT	34,919	288	121	28,345	286	99
ENERGY	9,856	90	110	7,121	84	85
ENVIRONMENTAL SERVICES DEPT	61,674	501	123	42,827	497	86
FISH AND GAME DEPT	23,197	189	123	16,803	175	96
HHS: BEHAVIORAL HEALTH DIV	5,773	52	111	4,455	56	80
HHS: COMMISSIONER'S OFFICE	60,657	503	121	42,792	496	86
HHS: DEVELOPMENTAL SVCS DIV	3,900	41	95	3,830	42	91
HHS: ELDERLY & ADULT SVCS DIV	12,371	95	130	8,451	97	87
HHS: GLENCLIFF HOME	17,106	124	138	12,202	120	102
HHS: HAMPSTEAD HOSPITAL	6,574	138	48	6,166	135	46
HHS: HUMAN SERVICES DIV	98,498	857	115	74,754	849	88
HHS: MEDICAID & BUS POLICY OFC	3,093	27	115	1,476	26	57
HHS: NH HOSPITAL	68,518	630	109	57,591	620	93
HHS: PUBLIC HEALTH DIV	34,277	308	111	25,288	308	82
HHS: TRANSITIONAL ASSIST DIV	44,795	421	106	36,503	420	87
HUMAN RIGHTS COMMISSION	472	14	34	648	13	50
INFORMATION TECHNOLOGY DEPT	45,532	333	137	31,726	334	95
INSURANCE DEPT	8,144	64	127	6,190	64	96
JUDICIAL COUNCIL	193	3	64	111	2	55
JUSTICE	8,122	87	93	6651	83	80
LABOR DEPT	6,736	82	82	5,748	80	72
LIQUOR COMMISSION	36,892	365	101	25,098	358	70
LOTTERY COMMISSION	8,347	82	102	6,344	81	78
MILITARY AFFRS & VET SVCS DEPT	12,723	107	119	8,669	100	87
NATURAL & CULT RESOURCES DEPT	29,057	232	125	19,510	225	87
PROF LICENSURE & CERT OFFICE	9,913	108	92	8,267	105	79
REVENUE ADMINISTRATION DEPT	12,732	108	118	10,467	106	99
SAFETY DEPT	129,971	1043	125	92,592	3	92
TRANSPORTATION DEPT	172,094	1,376	125	131,146	1,342	98
TREASURY DEPT	2,073	17	122	1,860	17	109
VETERANS HOME	30,623	307	100	24,831	291	85

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ADDITIONAL PROGRAMS

INCOME PROTECTION

The Income Protection Program (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 for IPP 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 on and determined by an independent medical review conducted through supporting medical documentation provided to justify the request.

IPP approvals do not constitute approval for leave under the personnel rules.

In FY 25, this program supported **277** requests for an average of **83** 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.

SSL 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 25, this program processed **2** SSL requests of which were approved.

PAID FAMILY LEAVE

Paid Family Leave (PFL) insurance is provided by the State for eligible full-time employees. It is designed to provide income replacement to eligible employees caring for a family member who is unable to care for themselves and when the employee has exhausted their paid leave.

PFL approvals do not constitute approval for leave under the personnel rules.

In FY 25, this program supported **60** requests, of which **50** were approved.

INCOME PROTECTION PROGRAM

Fiscal Year 2025

AGENCY	Applications Submitted	Requests Approved	Total # Calendar Days out on IPP	Average # Calendar Days per Application
ADMINISTRATIVE SERVICES	10	10	1056	106
AGRICULTURE, MARKETS & FOOD DEPT	2	1	35	35
BANKING DEPARTMENT	2	1	84	84
BUREAU OF ECONOMIC AFFAIRS	2	2	175	86
CORRECTIONS DEPARTMENT	16	14	1,133	81
EDUCATION DEPARTMENT	2	2	129	63
EMPLOYMENT SECURITY DEPT	10	10	967	97
ENERGY DEPARTMENT	4	3	145	48
ENVIRONMENTAL SERVICES	4	3	168	56
FISH & GAME DEPARTMENT	1	1	183	183
HEALTH & HUMAN SERVICES DEPT	113	109	8,631	80
INFORMATION TECHNOLOGY DEPARTMENT	8	8	566	71
INSURANCE DEPARTMENT	2	2	131	66
JUSTICE DEPARTMENT	2	2	225	113
LABOR DEPARTMENT	4	4	166	42
LEGISLATIVE	5	5	545	109
LIQUOR COMMISSION	4	4	335	84
LOTTERY COMMISSION	1	1	182	182
MILITARY AFFAIRS AND VETERANS' SERVICES	5	5	587	117
NATURAL & CULTURAL RESOURCES	3	1	43	43
PROFESSIONAL LICENSURE & CERTIFICATION OFFICE	6	6	556	93
REVENUE DEPT	3	3	423	141
SAFETY DEPARTMENT	22	17	1,568	92
TRANSPORTATION DEPT	33	32	3,803	119
VETERANS HOME	13	12	1,136	95
TOTAL	277	258	22,972	83

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COMPENSATION

AVERAGE SALARY BY AGENCY

Five-Year History

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

22 classified employees(s) did not meet any group criteria and are excluded from this report.

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.

AGENCY*	2021	2022	2023	2024	2025
ADMINISTRATIVE SERVICES DEPT	\$59,085	\$58,544	\$59,772	\$67,321	\$69,471
ADVOCATE FOR SPECIAL EDUCATION	\$0	\$0	\$0	\$74,276	\$79,365
AGRICULT, MARKETS & FOOD DEPT	\$50,777	\$50,280	\$51,083	\$59,879	\$60,945
BANKING DEPT	\$69,442	\$72,170	\$73,017	\$79,748	\$84,865
BUS & ECON AFFAIRS DEPT	\$54,004	\$57,857	\$58,690	\$65,683	\$67,751
CONSERVATION LAND STWDSHP PRGM	\$0	\$59,261	\$62,624	\$72,053	\$75,758
CONSUMER ADVOCATE	\$0	\$71,906	\$56,277	\$75,839	\$81,203
CORRECTIONS DEPT	\$59,881	\$61,973	\$66,785	\$75,379	\$77,984
DEVELOPMENT DISABILITIES CNCL	\$58,715	\$62,429	\$69,342	\$68,705	\$71,624
EDUCATION DEPT	\$57,951	\$59,708	\$61,882	\$69,888	\$73,205
EMPLOYMENT SECURITY DEPT	\$51,008	\$51,481	\$52,752	\$59,128	\$61,543
ENERGY DEPT	\$0	\$72,344	\$72,427	\$78,747	\$79,218
ENVIRONMENTAL SERVICES DEPT	\$67,470	\$67,616	\$68,506	\$76,839	\$78,652
EXECUTIVE DEPT	\$57,090	\$56,150	\$53,660	\$59,556	\$63,839
FISH AND GAME DEPT	\$58,378	\$59,516	\$59,595	\$66,814	\$67,738
HHS: BEHAVIORAL HEALTH DIV	\$65,507	\$67,310	\$70,064	\$78,555	\$79,969
HHS: COMM-BASED CARE SVCS DIV	\$72,111	\$74,617	\$0	\$0	\$0
HHS: COMMISSIONER'S OFFICE	\$63,365	\$64,527	\$64,838	\$72,734	\$73,582
HHS: DEVELOPMENTAL SVCS DIV	\$58,432	\$63,060	\$65,752	\$71,841	\$74,638
HHS: ELDERLY & ADULT SVCS DIV	\$62,092	\$62,573	\$63,675	\$71,197	\$73,126
HHS: GLENCLIFF HOME	\$46,772	\$47,553	\$56,117	\$61,982	\$63,331
HHS: HAMPSTEAD HOSPITAL	\$0	\$63,723	\$69,052	\$79,637	\$0
HHS: HUMAN SERVICES DIV	\$55,275	\$60,434	\$61,655	\$70,136	\$72,404
HHS: MEDICAID & BUS POLICY OFC	\$76,197	\$79,728	\$79,164	\$90,027	\$90,053
HHS: NH HOSPITAL	\$57,509	\$58,235	\$62,730	\$71,165	\$72,479
HHS: PUBLIC HEALTH DIV	\$62,652	\$64,052	\$64,231	\$72,346	\$74,180
HHS: TRANSITIONAL ASSIST DIV	\$46,177	\$47,914	\$48,295	\$53,731	\$56,819
HOUSING APPEALS BOARD	\$0	\$40,170	\$52,163	\$59,904	\$63,824
HUMAN RIGHTS COMMISSION	\$56,918	\$61,720	\$62,316	\$63,843	\$62,922
INFORMATION TECHNOLOGY DEPT	\$78,299	\$79,363	\$80,805	\$89,932	\$92,523
INSURANCE DEPT	\$74,624	\$77,522	\$77,832	\$86,252	\$86,004
JUDICIAL COUNCIL	\$43,973	\$45,357	\$46,878	\$54,951	\$55,019
JUSTICE DEPT	\$54,190	\$52,796	\$54,238	\$60,845	\$63,418
LABOR DEPT	\$53,573	\$53,516	\$53,407	\$59,499	\$60,604
LIQUOR COMMISSION	\$47,036	\$47,847	\$49,142	\$53,689	\$55,150
LOTTERY COMMISSION	\$55,112	\$55,994	\$57,631	\$64,159	\$66,658
MILITARY AFFRS & VET SVCS DEPT	\$49,258	\$49,732	\$48,498	\$54,837	\$55,616
NATURAL & CULT RESOURCES DEPT	\$54,294	\$54,684	\$55,751	\$63,763	\$65,177
NH STATE COMM ON AGING	\$0	\$91,826	\$92,898	\$106,821	\$79,365
OFFICE OF CHILD ADVOCATE	\$64,318	\$59,467	\$61,266	\$67,534	\$72,222

AVERAGE SALARY BY AGENCY (Continued)

Five Year History

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

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

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.

AGENCY*	2021	2022	2023	2024	2025
PEASE DEVELOPMENT AUTHORITY	\$50,586	\$62,695	\$61,109	\$68,775	\$70,581
POLICE STDS & TRAINING COUNCIL	\$63,030	\$63,649	\$66,627	\$81,177	\$87,017
PROF LICENSURE & CERT OFFICE	\$52,800	\$56,171	\$55,087	\$59,346	\$63,585
PUBLIC EMPLOYEE LABOR REL BRD	\$66,926	\$77,353	\$79,337	\$89,521	\$91,317
PUBLIC UTILITIES COMMISSION	\$73,156	\$49,257	\$53,073	\$64,325	\$68,958
REVENUE ADMINISTRATION DEPT	\$54,822	\$53,935	\$55,574	\$61,518	\$63,036
SAFETY DEPT	\$61,236	\$60,834	\$61,549	\$68,888	\$70,742
STATE DEPT	\$52,424	\$50,108	\$52,702	\$59,296	\$60,158
TAX AND LAND APPEALS BOARD	\$66,469	\$64,870	\$61,497	\$70,701	\$75,348
TRANSPORTATION DEPT	\$50,993	\$52,817	\$54,251	\$60,761	\$62,558
TREASURY DEPT	\$56,499	\$55,963	\$55,209	\$60,378	\$62,076
VETERANS HOME	\$50,575	\$53,138	\$58,484	\$64,671	\$65,137

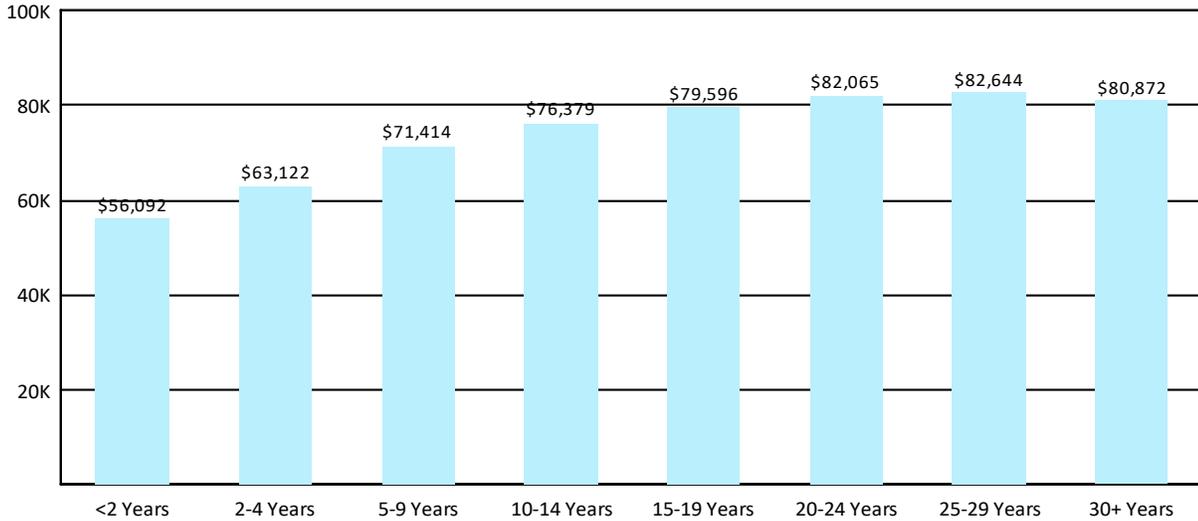
Report Generated 6/30/2024 by Employee Matrix Version V6.4.

AVERAGE SALARY BY YEARS OF SERVICE*

Fiscal Year 2025

*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.

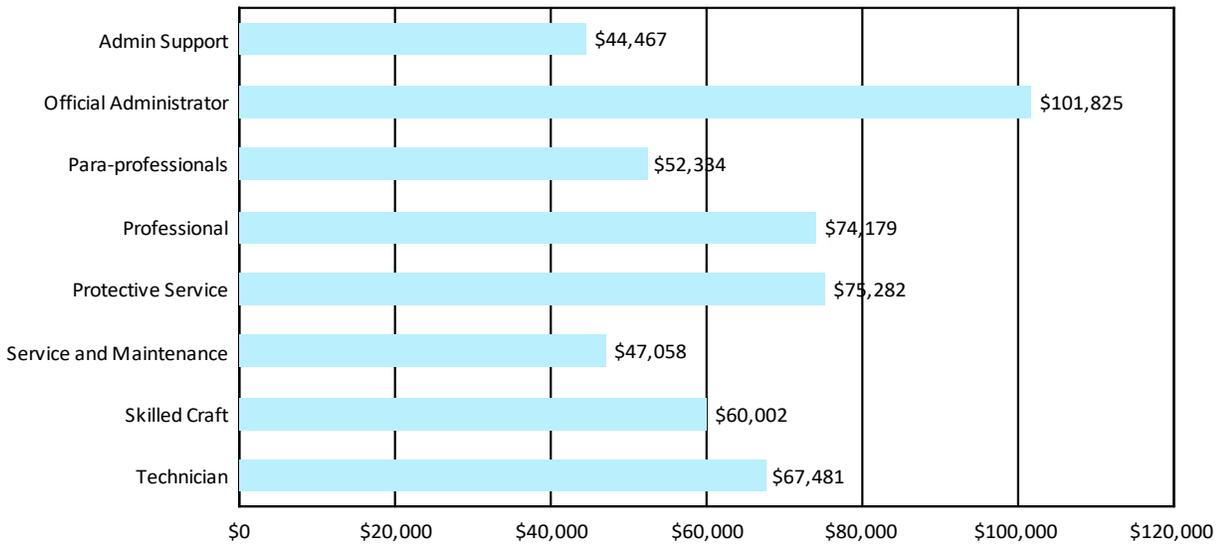
*Excludes 22 classified employees that did not meet any group criteria. Salary includes base pay only. Overtime and longevity pay are excluded.



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AVERAGE SALARY BY EEO CATEGORY*

Fiscal Year 2025



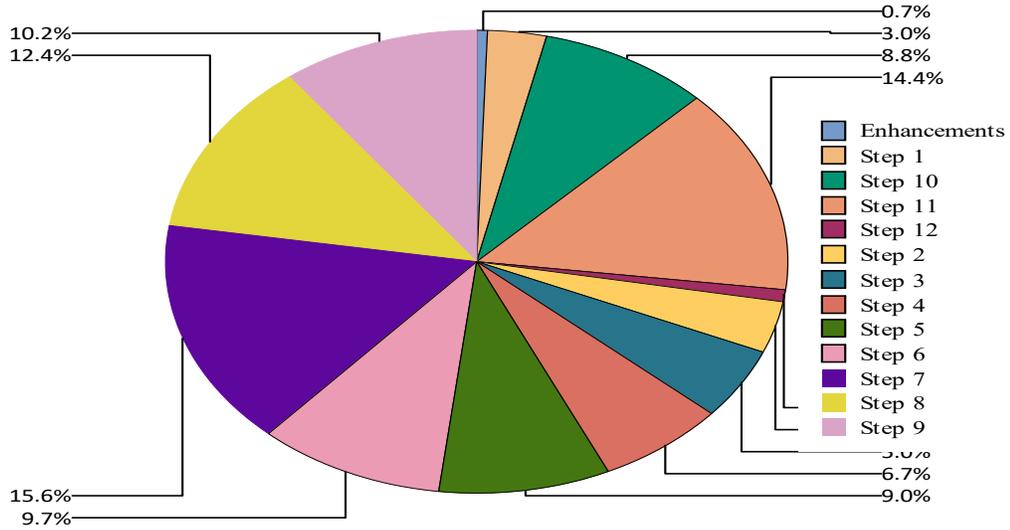
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DISTRIBUTION OF EMPLOYEES BY LABOR GRADE STEP*

Fiscal Year 2025

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 22 classified employees who did not meet a defined category. Salary includes base pay only. Overtime and longevity pay are excluded. Total does not include 60 employees with salary enhancements



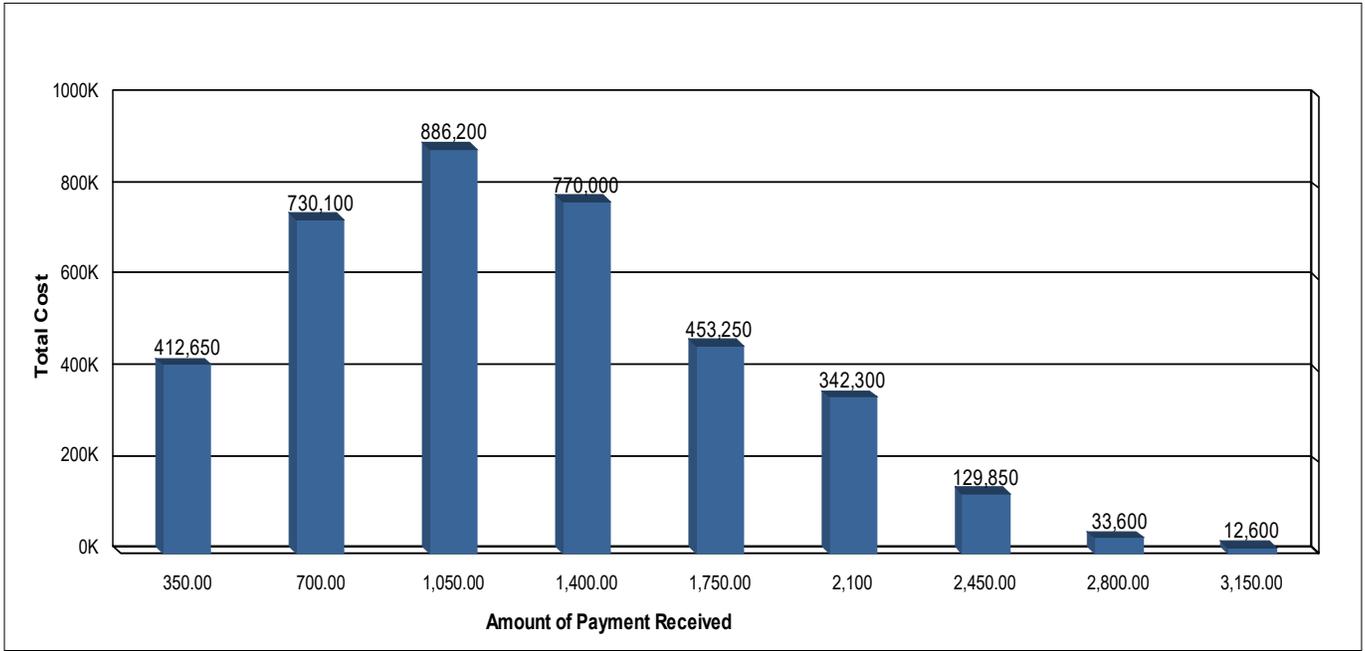
Step	Number of Employees
Step 1	274
Step 2	325
Step 3	458
Step 4	615
Step 5	827
Step 6	892
Step 7	1,434
Step 8	1,139
Step 9	931
Step 10	802
Step 11	1,324
Step A	83
Total	9,104

COST OF LONGEVITY*

Fiscal Year 2025

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, 2024.

Employees 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 10 years.



48.23% of employees received a longevity payment in FY 2025.

Report Generated: 6/30/2025 for data as of 12/01/2023 by Employee Matrix Version V6.4

POSITION STATISTICS

Breakdown of State of NH Positions by Type and Branch of Government
As of: 6/30/2025

Branch of Government & Category	Full-Time Positions	Full-Time Temporary Positions		Full-Time Seasonal Positions	PT Regular Positions Working >= 30 <FT	PT Seasonal Positions Working >= 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	10,750	474	212	1,200	101	10	4,291	1,223	12	18,273
Unclassified	509				0		6		1	516
Non-Classified		49			0		136		1,054	1,239
Judicial		758			33		237		1	1,029
Legislative		243			0		246		244	733
Total		12,995		1,200	134	10	4,916	1,223	1,312	21,790

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

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

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

* Report Run Date: 6/30/2025

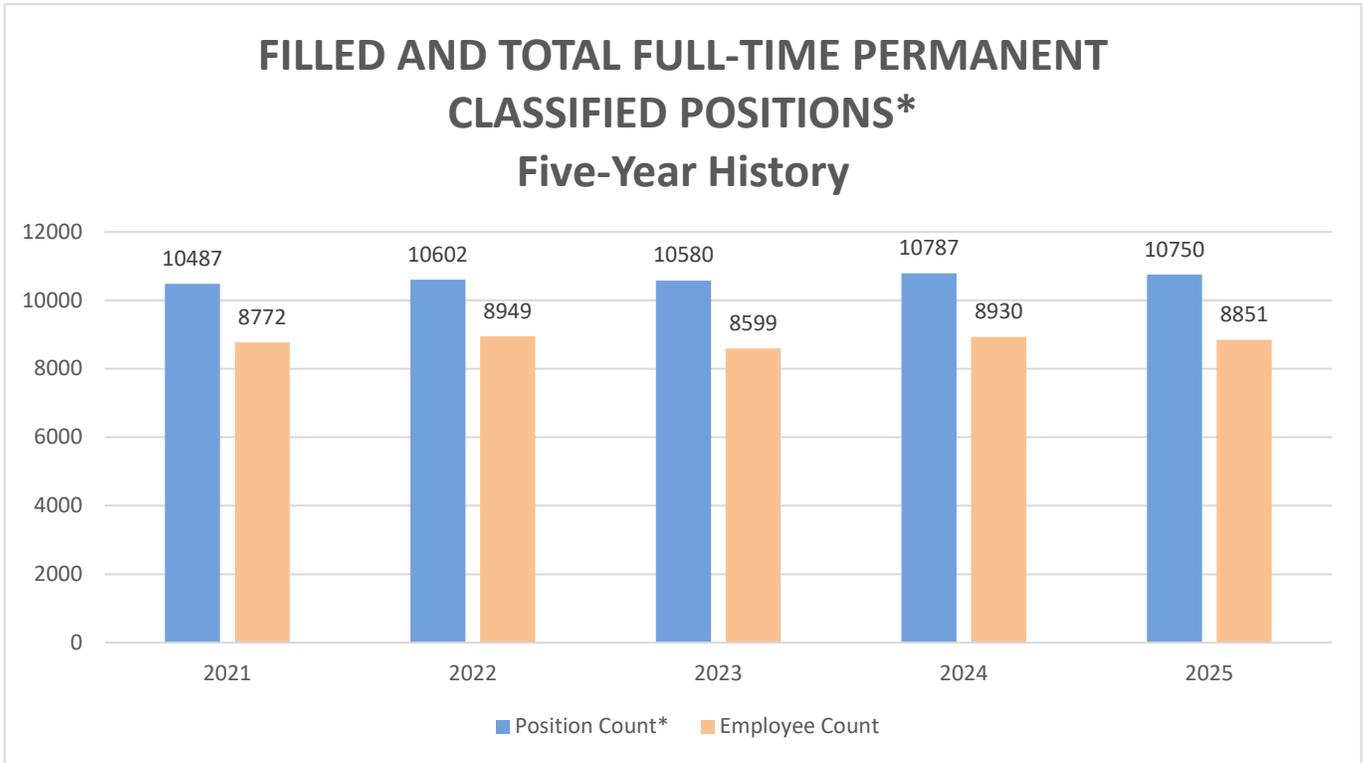
FILLED AND TOTAL FULL-TIME PERMANENT CLASSIFIED POSITIONS*

Five-Year History

Includes classified full-time permanent and full-time temporary positions expected to last for more than 6 months as of June 30th.

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

One position, which did not meet any group criteria, is excluded from this report.



Report Generated: 6/30/2025 Employee Matrix Version V6.4 and 6/30/2025 for data as of 6/30/2025 by Position Matrix V6.2

POSITIONS BY EEO OCCUPATION GROUP

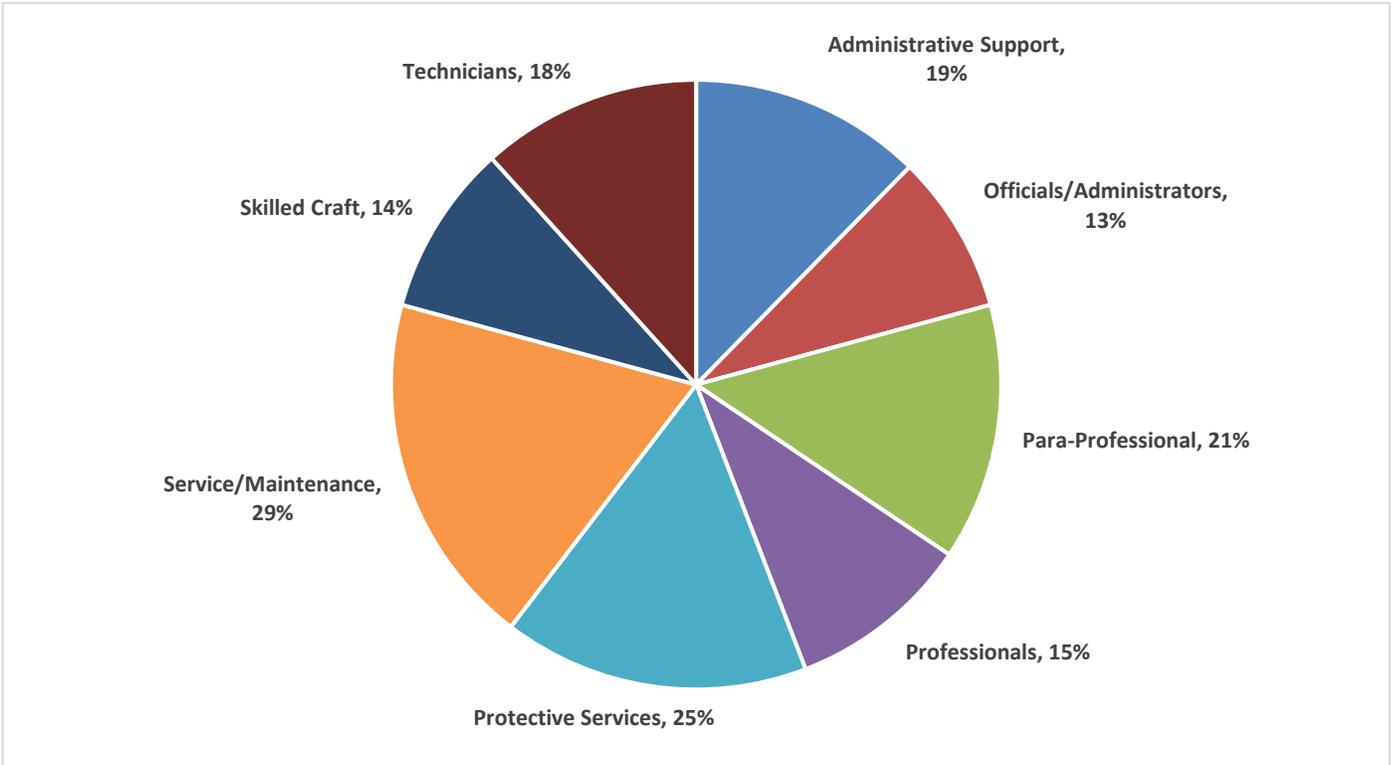
Fiscal Year 2025

Includes classified full-time permanent and full-time temporary positions expected to last for more than 6 months as of June 30th.

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

One position, which did not meet any group criteria, is excluded from this report.

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.



Occupational Group*	Number of Positions	%Vacant**
Administrative Support	807	19%
Officials/Administrators	1,068	13%
Para-Professional	1,457	21%
Professionals	4,385	15%
Protective Services	1,062	25%
Service/Maintenance	982	29%
Skilled Craft	593	14%
Technicians	870	18%
Total	11,224	18%

Report Generated: 6/30/2025 for data as of 6/30/2025 by Position Matrix V6.

CLASSIFIED FULL-TIME PERMANENT POSITIONS BY AGENCY

Five-Year History

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. One position, which did not meet any group criteria, is excluded from this report.

AGENCY *	2021	2022	2023	2024	2025
ADMINISTRATIVE SERVICES DEPT	299	288	285	304	304
AGRICULT, MARKETS & FOOD DEPT	36	37	38	39	39
BANKING DEPT	47	45	45	50	50
BUS & ECON AFFAIRS DEPT	62	68	69	73	74
CONSERVATION LAND STWDSHP PRGM	0	2	2	2	2
CONSUMER ADVOCATE	0	4	4	5	5
CORRECTIONS DEPT	964	956	957	960	957
DEVELOPMENT DISABILITIES CNCL	3	3	3	2	2
EDUCATION DEPT	282	285	286	301	301
EMPLOYMENT SECURITY DEPT	270	270	271	271	271
ENERGY DEPT	0	70	70	70	70
ENVIRONMENTAL SERVICES DEPT	477	472	472	487	487
EXECUTIVE DEPT	15	5	5	5	5
FISH AND GAME DEPT	181	183	183	188	188
HHS: BEHAVIORAL HEALTH DIV	37	44	44	48	51
HHS: COMMISSIONER'S OFFICE	450	476	486	503	477
HHS: DEVELOPMENTAL SVCS DIV	48	48	39	40	40
HHS: ELDERLY & ADULT SVCS DIV	84	86	90	92	92
HHS: GLENCLIFF HOME	167	167	167	167	168
HHS: HAMPSTEAD HOSPITAL	0	0	0	21	0
HHS: HUMAN SERVICES DIV	897	890	860	865	877
HHS: MEDICAID & BUS POLICY OFC	23	24	24	27	26
HHS: NH HOSPITAL	606	672	672	685	689
HHS: PUBLIC HEALTH DIV	240	244	244	248	248
HHS: TRANSITIONAL ASSIST DIV	447	449	447	447	447
HOUSING APPEALS BOARD	0	1	1	1	1
HUMAN RIGHTS COMMISSION	9	8	8	15	15
INFORMATION TECHNOLOGY DEPT	349	351	353	357	357
INSURANCE DEPT	69	67	67	70	70
JUDICIAL COUNCIL	2	2	2	2	2
JUSTICE DEPT	59	57	57	65	65
LABOR DEPT	84	81	81	85	85
LIQUOR COMMISSION	339	338	338	366	366
LOTTERY COMMISSION	77	82	82	89	89
MILITARY AFFRS & VET SVCS DEPT	156	160	158	123	123
NATURAL & CULT RESOURCES DEPT	197	192	192	203	203
NH STATE COMM ON AGING	0	1	1	1	1
OFFICE OF CHILD ADVOCATE	4	5	6	8	8
PEASE DEVELOPMENT AUTHORITY	6	5	5	5	5
POLICE STDS & TRAINING COUNCIL	20	22	25	27	27
PROF LICENSURE & CERT OFFICE	67	82	77	83	84

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

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.

AGENCY*	2021	2022	2023	2024	2025
PUBLIC EMPLOYEE LABOR REL BRD	4	4	4	4	7
PUBLIC UTILITIES COMMISSION	71	8	8	7	118
REVENUE ADMINISTRATION DEPT	122	117	117	118	1,135
SAFETY DEPT	1,107	1,116	1,125	1,144	70
TAX AND LAND APPEALS BOARD	4	4	4	4	4
TRANSPORTATION DEPT	1,642	1,642	1,642	1,643	1,643
TREASURY DEPT	18	18	18	17	17
VETERANS HOME	379	379	380	380	381
Total	10,492	10,594	10,579	10,787	10,750

Report Generated: 6/30/2025 for data as of 6/30/2025 by Position Matrix Version V6.2

FULL-TIME SEASONAL POSITIONS BY AGENCY Five-Year History

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. One position, which did not meet any group criteria, is excluded from this report.

AGENCY*	2021	2022	2023	2024	2025
EDUCATION DEPT	0	0	6	6	0
ENVIRONMENTAL SERVICES DEPT	46	46	46	46	0
FISH AND GAME DEPT	6	8	9	9	9
NATURAL & CULT RESOURCES DEPT	922	922	924	935	926
SAFETY DEPT	16	15	16	18	8
TRANSPORTATION DEPT	193	246	249	255	257
Total	1,183	1,237	1,250	1,269	1,200

Report Generated: 6/30/2025 for data as of 6/30/2025 by Position Matrix V6.2

FULL-TIME TEMPORARY POSITIONS BY AGENCY Five-Year History

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. One position, which did not meet any group criteria, is excluded from this report.

Full-Time Temporary Positions by Agency - 5 Year History					
Agency: ALL					
AGENCY NAME*	2021	2022	2023	2024	2025
ADMINISTRATIVE SERVICES DEPT	12	25	24	12	10
ADVOCATE FOR SPECIAL EDUCATION	0	0	1	2	2
AGRICULT, MARKETS & FOOD DEPT	0	1	0	0	0
BUS & ECON AFFAIRS DEPT	1	6	10	11	12
CORRECTIONS DEPT	4	3	24	79	101
DEVELOPMENT DISABILITIES CNCL	0	0	0	1	1
EDUCATION DEPT	18	23	24	30	23
EMPLOYMENT SECURITY DEPT	36	37	41	42	44
ENERGY DEPT	0	1	4	10	18
ENVIRONMENTAL SERVICES DEPT	18	34	43	49	51
FISH AND GAME DEPT	2	6	8	9	9
HHS: BEHAVIORAL HEALTH DIV	16	12	13	11	16
HHS: COMMISSIONER'S OFFICE	16	23	25	22	29
HHS: DEVELOPMENTAL SVCS DIV	1	1	2	1	1
HHS: ELDERLY & ADULT SVCS DIV	0	0	2	2	5
HHS: HAMPSTEAD HOSPITAL	0	21	21	136	0
HHS: HUMAN SERVICES DIV	9	7	10	10	11
HHS: MEDICAID & BUS POLICY OFC	4	2	2	0	1
HHS: NH HOSPITAL	85	22	9	5	4
HHS: PUBLIC HEALTH DIV	60	101	100	108	98
HHS: TRANSITIONAL ASSIST DIV	32	0	0	1	2
HOUSING APPEALS BOARD	0	1	0	0	0
INFORMATION TECHNOLOGY DEPT	4	5	4	4	4
JUSTICE DEPT	7	9	9	9	10
LIQUOR COMMISSION	3	2	4	8	4
LOTTERY COMMISSION	0	0	1	0	0
MILITARY AFFRS & VET SVCS DEPT	0	0	0	1	1
NATURAL & CULT RESOURCES DEPT	43	49	57	53	49
PROF LICENSURE & CERT OFFICE	6	15	35	24	25
PUBLIC UTILITIES COMMISSION	1	1	1	1	1
SAFETY DEPT	16	35	39	28	26
STATE DEPT	4	5	5	7	7
TRANSPORTATION DEPT	94	114	120	121	121
VETERANS HOME	1	1	1	0	0
Total	493	562	639	797	686

Report Generated: 6/30/2025 for data as of 6/30/2025 by Position Matrix V6.2

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TURNOVER AND SEPARATION FROM SERVICE

TURNOVER

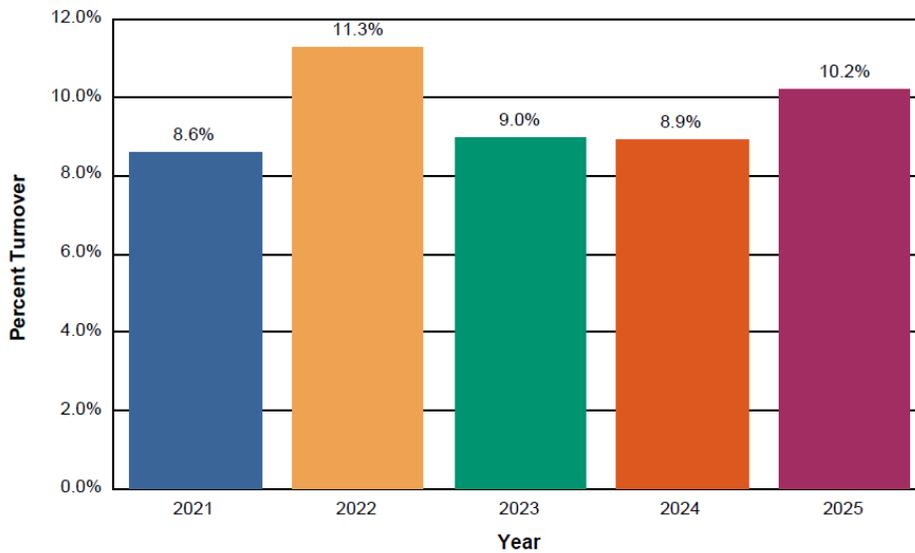
Separations from Classified Service

5 Year History

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 month.

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

Turnover of Classified Employees*
Executive Branch
Five Year History



Report Generated: 6/30/2025 for data as of 6/30/2025 data using Position Matrix V6.2

TURNOVER OF CLASSIFIED EMPLOYEES BY TITLE

Fiscal Year 2025

Statewide Turnover Rate = 10.2%

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

Highest Turnover Classifications with 50 or more Full-time Employees	Turnover Rate
11-1020 GENERAL-OPS MGRS-5	7%
11-1020 GENERAL-OPS MGRS-6	10%
11-3020 COMP-INFO SYS MGRS-5	8%
11-9150 SOC-CMTY SVC MGRS-2	6%
13-1040 COMPLIANCE OFFICERS-3	14%
13-1040 COMPLIANCE OFFICERS-4	10%
13-1040 COMPLIANCE OFFICERS-5	14%
13-1110 MANAGEMENT ANALYSTS-4	2%
13-1190 MISC BUS OPS SPECS-4	9%
13-1190 MISC BUS OPS SPECS-5	10%
13-2010 ACCTS-AUDITORS-3	13%
13-2010 ACCTS-AUDITORS-4	10%
15-1240 DB-NTWRK ADMINS-4	11%
19-2040 ENV SCIENTISTS-3	8%
19-2040 ENV SCIENTISTS-5	7%
21-1010 COUNSELORS-4	51%
21-1020 SOCIAL WKRS-3	27%
21-1020 SOCIAL WKRS-4	15%
21-1020 SOCIAL WKRS-5	5%
21-1090 MISC SOC SVC SPECS-4	18%
21-1090 MISC SOC SVC SPECS-5	2%
21-1090 MISC SOC SVC SPECS-6	1%
29-1140 REGISTERED NURSES-3	12%
29-1140 REGISTERED NURSES-BW-3	11%
31-1130 NURSING ASSTS-2	18%
31-1130 NURSING ASSTS-3	9%
33-1012 SUPS OF POLICE-P3	6%
33-3010 CORR OFFICERS-C1	12%
33-3010 CORR OFFICERS-C2	2%
33-3050 POLICE OFFICERS-P4	2%
33-9099 PROT SVC WKRS OTH-C2	6%
37-2010 BLDG CLEANING WKRS-2	15%
41-1010 SUPS OF SALES WKRS-1	16%
41-1010 SUPS OF SALES WKRS-2	8%
43-4030 LICENSE CLERKS-2	16%
43-5030 DISPATCHERS-5	27%
43-6010 ADMIN ASSTS-2	9%
43-6010 ADMIN ASSTS-3	16%
43-6010 ADMIN ASSTS-4	10%

TURNOVER OF CLASSIFIED EMPLOYEES BY TITLE (CONT)

Fiscal Year 2025

Statewide Turnover Rate = 10.2%

Includes classified full-time permanent and full-time temporary and seasonal positions expected to last more than 6 months and employee separation for classified full-time permanent and full-time temporary employees working more than 6 months. Turnover is calculated as the number of employees who left full-time state service divided by the number of positions in the 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.

Highest Turnover Classifications with 50 or more Full-time Employees	Turnover Rate
43-6010 ADMIN ASSTS-5	7%
47-1010 SUPS CONSTRUCT WKRS-2	8%
47-1010 SUPS CONSTRUCT WKRS-3	6%
47-1010 SUPS CONSTRUCT WKRS-4	8%
47-4050 HIGHWAY MAINT WKRS-2	17%
47-4050 HIGHWAY MAINT WKRS-3	11%
49-9070 GENERAL RPR WKRS-2	7%
Turnover percentage for over 50 positions	10.2%

Report Generated: 6/30/2025 for data as of 6/30/2025 using Position Matrix V6.2

TURNOVER OF CLASSIFIED EMPLOYEES BY AGENCY

Fiscal Year 2025 Statewide

Turnover = 10.2%

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

Agency	# of Positions	# of Separations	Turnover Rate
ADMINISTRATIVE SERVICES DEPT	312	24	8%
ADVOCATE FOR SPECIAL EDUCATION	2	0	0%
AGRICULT, MARKETS & FOOD DEPT	39	3	8%
BANKING DEPT	50	7	14%
BUS & ECON AFFAIRS DEPT	85	7	8%
CONSERVATION LAND STWDSHP PRGM	2	1	50%
CONSUMER ADVOCATE	5	0	0%
CORRECTIONS DEPT	957	77	8%
DEVELOPMENT DISABILITIES CNCL	4	0	0%
EDUCATION DEPT	324	31	10%
EMPLOYMENT SECURITY DEPT	318	28	9%
ENERGY DEPT	89	8	9%
ENVIRONMENTAL SERVICES DEPT	539	37	7%
EXECUTIVE DEPT	5	0	0%
FISH AND GAME DEPT	197	17	9%
HHS: BEHAVIORAL HEALTH DIV	67	6	9%
HHS: COMMISSIONER'S OFFICE	494	41	8%
HHS: DEVELOPMENTAL SVCS DIV	41	4	10%
HHS: ELDERLY & ADULT SVCS DIV	97	7	7%
HHS: GLENCLIFF HOME	168	16	10%
HHS: HAMPSTEAD HOSPITAL	0	131	0%
HHS: HUMAN SERVICES DIV	888	90	10%
HHS: MEDICAID & BUS POLICY OFC	27	0	0%
HHS: NH HOSPITAL	693	68	10%
HHS: PUBLIC HEALTH DIV	342	28	8%
HHS: TRANSITIONAL ASSIST DIV	449	41	9%
HOUSING APPEALS BOARD	1	0	0%
HUMAN RIGHTS COMMISSION	15	3	20%
INFORMATION TECHNOLOGY DEPT	361	29	8%
INSURANCE DEPT	70	8	11%
JUDICIAL COUNCIL	2	0	0%
JUSTICE DEPT	75	4	5%
LABOR DEPT	85	8	9%
LIQUOR COMMISSION	370	41	11%
LOTTERY COMMISSION	89	8	9%
MILITARY AFFRS & VET SVCS DEPT	124	8	6%
NATURAL & CULT RESOURCES DEPT	251	24	10%
NH STATE COMM ON AGING	1	0	0%

TURNOVER OF CLASSIFIED EMPLOYEES BY AGENCY (CONTINUED)

Fiscal Year 2025 Statewide

Turnover = 10.2%

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

Agency	# of Positions	# of Separations	Turnover Rate
OFFICE OF CHILD ADVOCATE	8	3	38%
PEASE DEVELOPMENT AUTHORITY	5	0	0%
POLICE STDS & TRAINING COUNCIL	27	5	19%
PROF LICENSURE & CERT OFFICE	109	20	18%
PUBLIC EMPLOYEE LABOR REL BRD	4	0	0%
PUBLIC UTILITIES COMMISSION	8	1	13%
REVENUE ADMINISTRATION DEPT	118	10	8%
SAFETY DEPT	1,161	106	9%
STATE DEPT	78	5	6%
TAX AND LAND APPEALS BOARD	4	0	0%
TRANSPORTATION DEPT	1,665	146	9%
TREASURY DEPT	17	1	6%
VETERANS HOME	381	57	15%
Total	11,223	1,159	10.2%

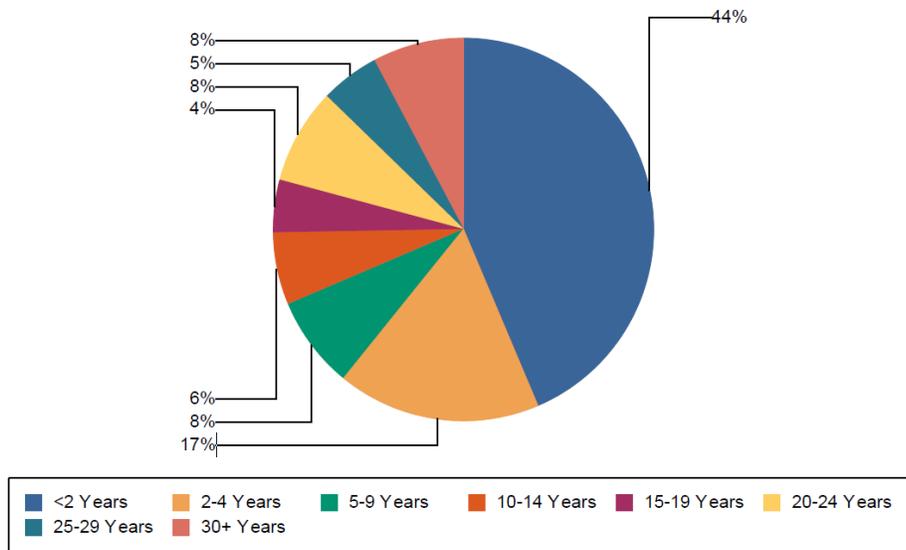
DISTRIBUTION OF SEPARATED EMPLOYEES BY LENGTH OF SERVICE*

Fiscal Year 2025

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

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

Distribution of Separated Employees by Length of Service*
Executive Branch - Full-Time Classified Employees and Positions
Period Analyzed : 7/1/2024 - 6/30/2025
Date Report was Generated : 6/30/2025



Report Generated: 6/30/2025 for separations data for 7/01/2024-6/30/2025 (FY 25) based on Employee Matrix V6.4

RATE OF SEPARATION BY LENGTH OF SERVICE

Fiscal Year 2025

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.

Length of Service* (Years)	Number of Separations	Number of Employees	% Separated In FY 2025	% Separated In FY 2024	Change from FY 2024
<2 Years	499	1,784	28%	18%	10%
2-4 Years	198	1,889	10%	12%	-2%
5-9 Years	90	1,918	5%	7%	-2%
10-14 Years	71	1,031	7%	7%	0%
15-19 Years	49	952	5%	6%	-1%
20-24 Years	92	730	12%	11%	1%
25-29 Years	56	456	12%	11%	1%
30+ Years	89	404	22%	13%	9%

* 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

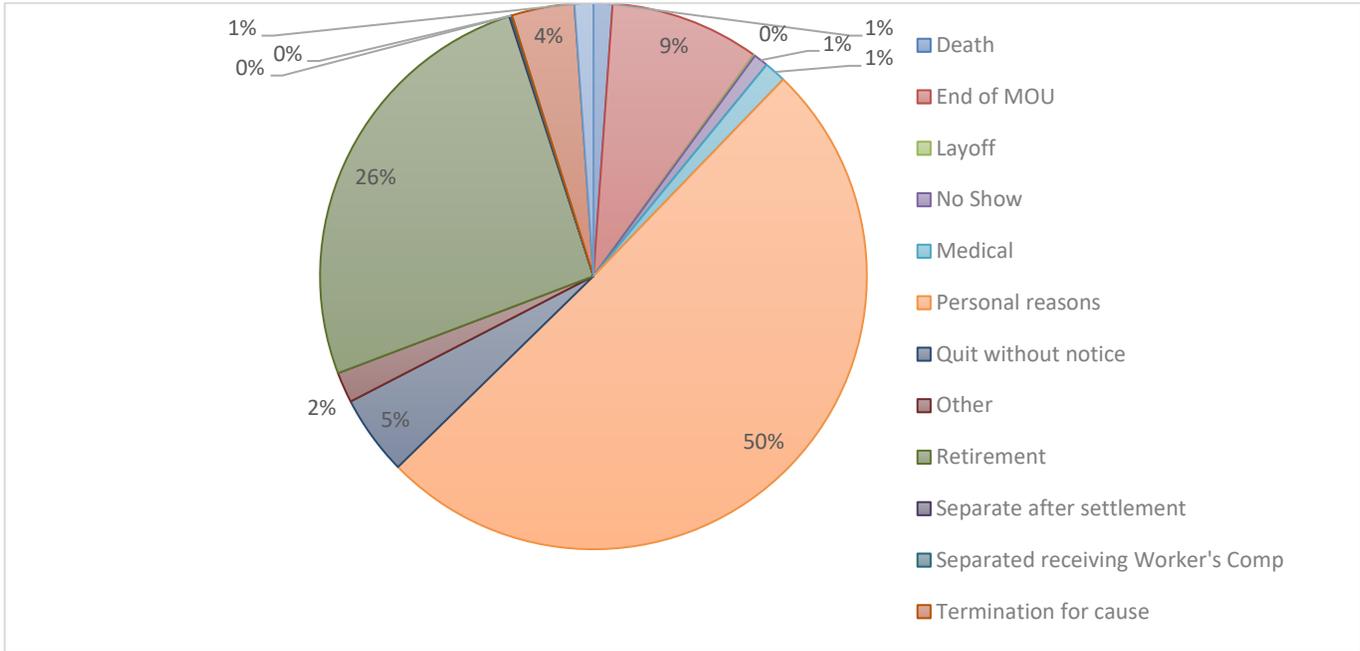
Report Generated: 6/30/2025 based on Employee Matrix V6.4. Employee counts generated 6/30/2025.

EMPLOYEE SEPARATION FROM SERVICE BY REASON

Fiscal Year 2025

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

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.



Reason for Separations	Number of Separations	%Terms
Death	13	1%
End of MOU	103	9%
Layoff	1	1%
No Show	10	1%
Medical	15	1%
Personal reasons	587	50%
Quit without notice	55	5%
Other	21	2%
Retirement	300	26%
Separate after settlement	1	1%
Separated receiving Worker's Comp	1	1%
Termination for cause	43	4%
Unsatisfactory initial probationary period	13	1%

Report Generated: 6/30/2025 for separations data for 7/01/2024-6/30/2025 (FY 25) based on Employee Matrix V6.4.

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VACANCY

VACANCY RATE FOR FULL-TIME POSITIONS BY AGENCY

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. One position, which did not meet any group criteria, is excluded from this report.

AGENCY*	# of Positions	# of Vacancies	Vacancy Rate
ADMINISTRATIVE SERVICES DEPT	314	59	19%
ADVOCATE FOR SPECIAL EDUCATION	2	1	50%
AGRICULT, MARKETS & FOOD DEPT	39	1	3%
BANKING DEPT	50	0	0%
BUS & ECON AFFAIRS DEPT	86	10	12%
CONSERVATION LAND STWDSHP PRGM	2	1	50%
CONSUMER ADVOCATE	5	1	20%
CORRECTIONS DEPT	957	252	26%
DEVELOPMENT DISABILITIES CNCL	3	0	0%
EDUCATION DEPT	324	77	24%
EMPLOYMENT SECURITY DEPT	315	57	18%
ENERGY DEPT	88	8	9%
ENVIRONMENTAL SERVICES DEPT	537	68	13%
EXECUTIVE DEPT	5	0	0%
FISH AND GAME DEPT	197	18	9%
HHS: BEHAVIORAL HEALTH DIV	67	19	28%
HHS: COMMISSIONER'S OFFICE	494	70	14%
HHS: DEVELOPMENTAL SVCS DIV	41	6	15%
HHS: ELDERLY & ADULT SVCS DIV	97	8	8%
HHS: GLENCLIFF HOME	168	58	35%
HHS: HUMAN SERVICES DIV	888	88	10%
HHS: MEDICAID & BUS POLICY OFC	27	3	11%
HHS: NH HOSPITAL	693	99	14%
HHS: PUBLIC HEALTH DIV	344	72	21%
HHS: TRANSITIONAL ASSIST DIV	449	81	18%
HOUSING APPEALS BOARD	1	0	0%
HUMAN RIGHTS COMMISSION	15	7	47%
INFORMATION TECHNOLOGY DEPT	361	55	15%
INSURANCE DEPT	70	13	19%
JUDICIAL COUNCIL	2	0	0%
JUSTICE DEPT	75	7	9%
LABOR DEPT	85	12	14%
LIQUOR COMMISSION	370	37	10%
LOTTERY COMMISSION	89	14	16%
MILITARY AFFRS & VET SVCS DEPT	124	28	23%
NATURAL & CULT RESOURCES DEPT	251	37	15%
NH STATE COMM ON AGING	1	0	0%
OFFICE OF CHILD ADVOCATE	8	2	25%
PEASE DEVELOPMENT AUTHORITY	5	1	20%
POLICE STDS & TRAINING COUNCIL	27	4	15%
PROF LICENSURE & CERT OFFICE	109	27	25%
PUBLIC EMPLOYEE LABOR REL BRD	4	1	25%
PUBLIC UTILITIES COMMISSION	8	1	13%
REVENUE ADMINISTRATION DEPT	118	24	20%
SAFETY DEPT	1161	188	16%

AGENCY*	# of Positions	# of Vacancies	Vacancy Rate
STATE DEPT	77	14	18%
TAX AND LAND APPEALS BOARD	4	1	25%
TRANSPORTATION DEPT	1,669	404	24%
TREASURY DEPT	17	1	6%
VETERANS HOME	381	124	33%
Grand Total	11,224	2,059	18%

Report Generated: 6/30/2025 for data as of 6/30/2025 by Position Matrix V6.2.

VACANT POSITIONS POSITION TYPE

Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months. One position, which did not meet any group criteria, is excluded from this report.

POSITION*	# Vacant with Date	# Vacant <= 30 days	# Vacant >31-60 days	# Vacant >61-90 days	# Vacant >91-240 days	# Vacant >240 days
FULL-TIME	1,900	108	113	145	426	1108
FULL-TIME TEMPORARY	159	7	9	6	39	98
Total	2,059	115	122	151	465	1,206
% of TOTAL		6%	6%	7%	23%	59%

Report Generated: 6/30/2025 for data as of 6/30/2025 by Position Matrix V6.2

Vacant Full-Time Positions by Agency

Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months. One position, which did not meet any group criteria, is excluded from this report.

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	60	3	3	1	13	40
ADVOCATE FOR SPECIAL EDUCATION	1	0	0	0	0	1
AGRICULT, MARKETS & FOOD DEPT	1	0	0	1	0	0
BANKING DEPT	0	0	0	0	0	0
BUS & ECON AFFAIRS DEPT	10	0	1	2	1	6
CONSERVATION LAND STWDSHP PRGM	1	0	0	0	1	0
CONSUMER ADVOCATE	0	0	0	0	0	0
CORRECTIONS DEPT	255	16	15	17	62	145
DEVELOPMENT DISABILITIES CNCL	0	0	0	0	0	0
EDUCATION DEPT	77	8	4	4	11	50
EMPLOYMENT SECURITY DEPT	57	6	2	6	11	32
ENERGY DEPT	8	0	1	3	3	1
ENVIRONMENTAL SERVICES DEPT	68	4	2	4	22	36
EXECUTIVE DEPT	0	0	0	0	0	0
FISH AND GAME DEPT	18	2	3	1	0	12
HHS: BEHAVIORAL HEALTH DIV	19	1	0	0	6	12
HHS: COMMISSIONER'S OFFICE	80	3	4	7	31	35
HHS: DEVELOPMENTAL SVCS DIV	6	0	0	0	3	3
HHS: ELDERLY & ADULT SVCS DIV	8	1	0	1	5	1
HHS: GLENCLIFF HOME	58	0	2	1	4	51
HHS: HUMAN SERVICES DIV	90	7	11	5	28	39
HHS: MEDICAID & BUS POLICY OFC	4	0	0	0	0	4
HHS: NH HOSPITAL	100	5	5	12	28	50
HHS: PUBLIC HEALTH DIV	74	4	10	2	22	36
HHS: TRANSITIONAL ASSIST DIV	82	6	2	6	25	43
HOUSING APPEALS BOARD	0	0	0	0	0	0
HUMAN RIGHTS COMMISSION	7	0	1	0	2	4
INFORMATION TECHNOLOGY DEPT	59	8	5	4	8	34
INSURANCE DEPT	15	2	1	2	3	7
JUDICIAL COUNCIL	0	0	0	0	0	0
JUSTICE DEPT	29	1	0	4	6	18
LABOR DEPT	12	0	1	2	0	9
LIQUOR COMMISSION	37	5	4	7	9	12
LOTTERY COMMISSION	14	1	0	0	0	13
MILITARY AFFRS & VET SVCS DEPT	28	1	0	3	3	21
NATURAL & CULT RESOURCES DEPT	39	3	1	4	8	23
NH STATE COMM ON AGING	0	0	0	0	0	0
OFFICE OF CHILD ADVOCATE	2	1	0	0	0	0
PEASE DEVELOPMENT AUTHORITY	1	0	0	0	0	1
POLICE STDS & TRAINING COUNCIL	4	0	2	1	0	1
PROF LICENSURE & CERT OFFICE	28	4	2	3	13	6
PUBLIC EMPLOYEE LABOR REL BRD	1	0	0	0	0	1
PUBLIC UTILITIES COMMISSION	2	0	0	0	0	2
REVENUE ADMINISTRATION DEPT	31	2	0	1	5	23

Vacant Full-Time Positions by Agency (Continued)

Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months. One position, which did not meet any group criteria, is excluded from this report

AGENCY*	# of Vacancies with Date	# Vacant <=30 Days	# Vacant >30-60 Days	# Vacant >60-90 Days	# Vacant >90-240 Days	# Vacant > 240 Days
SAFETY DEPT	189	10	13	12	52	102
STATE DEPT	19	0	0	1	4	14
TAX AND LAND APPEALS BOARD	1	0	0	0	0	1
TRANSPORTATION DEPT	405	10	19	32	65	279
TREASURY DEPT	1	1	0	0	0	0
VETERANS HOME	124	4	10	6	27	77
Grand Total	2,126	119	124	156	482	1,245

Report Generated: 6/30/2025 for data as of 6/30/2025 by Position Matrix V6.2

VACANCY RATE BY POSITION TYPE

Includes classified full-time permanent and full-time temporary positions expected to last more than 6 months. One position, which did not meet any group criteria, is excluded from this report.

Vacancy Rate = Total number of vacancies divided by total number of positions.

POSITION*	Number of Positions	Number of Vacancies	Vacancy Rate (%)
FULL-TIME	10,750	1,900	18%
FULL-TIME TEMPORARY	474	159	34%
Total	11,224	2,059	18%

Report Generated: 6/30/2025 for data as of 6/30/2025 by Position Matrix V6.2.

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RETIREMENT ELIGIBILITY

EXECUTIVE BRANCH - GROUP 1 EMPLOYEES

Estimate of Current and Future Eligibility for Retirement & State Health Insurance Benefit

8,137 Employees* - Based on Current Employees as of 6/30/2025.

As of July 1:	2025	% of Total Pop	2027	% of Total Pop
Eligible Age 65+ (with health ins ben)	149	1.8%	322	4.0%
Eligible Age 65+ (w/o health ins ben)	355	4.4%	545	6.7%
Eligible Age 60+ (with health ins ben)	310	3.8%	484	5.9%
Eligible Age 60+ (w/o health ins ben)	168	2.1%	106	1.3%
Early Eligible - 70 rule (with health ins ben)	220	2.7%	214	2.6%
Early Eligible - 70 rule (w/o health ins ben)	616+	7.6%	652	8.0%
Early Eligible - Age 50-59 (with health ins ben)	0	0.0%	0	0.0%
Early Eligible - Age 50-59 (w/o health ins ben)	323	4.0%	168	2.1%
Total Eligible	2,141	26.3%	2,491	30.6%
"Likely to Retire" 65+ or 60+ with health ins ben	814	10.0%	1,351	16.6%
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 6/30/2025 based on employee data for 6/30/2025 by Employee Matrix V6.4 for FY 25.

EXECUTIVE BRANCH - GROUP I EMPLOYEES

Estimate of Future Eligibility for Retirement by Agency as of July 1, 2025

- Based on Current Employees as of: 6/30/2025.

Agency	% Eligible 65+ (w/health ben)	% Eligible 65+ (w/o health ben)	% Eligible 60+ (w/health ben)	% Eligible 60+ (w/o health)	% Eligible 70 Rule (w/health ben)	% Eligible 70 Rule (w/o health ben)	% Eligible 50-59 (w/health ben)	% Eligible 50-59 (w/o health)	Total % Eligible	% "Likely"
ADMINISTRATIVE SERVICES DEPT	2.4%	6.3%	4.3%	3.1%	3.1%	3.9%	0.0%	5.1%	28.2%	12.9%
ADVOCATE FOR SPECIAL EDUCATION	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%
AGRICULT, MARKETS & FOOD DEPT	2.6%	0.0%	10.5%	0.0%	0.0%	7.9%	0.0%	13.2%	34.2%	13.2%
BANKING DEPT	0.0%	2.0%	2.0%	4.0%	2.0%	6.0%	0.0%	10.0%	26.0%	4.0%
BUS & ECON AFFAIRS DEPT	2.6%	9.2%	2.6%	0.0%	3.9%	1.3%	0.0%	5.3%	25.0%	14.5%
CONSERVATION LAND STWDSHP PRGM	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CONSUMER ADVOCATE	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%
CORRECTIONS DEPT	1.1%	6.7%	3.3%	0.0%	1.1%	6.7%	0.0%	4.4%	23.3%	11.1%
DEVELOPMENT DISABILITIES CNCL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
EDUCATION DEPT	1.6%	3.6%	2.8%	1.2%	1.6%	4.5%	0.0%	2.0%	17.4%	8.1%
EMPLOYMENT SECURITY DEPT	3.9%	8.9%	3.1%	5.0%	2.3%	7.8%	0.0%	7.8%	38.8%	15.9%
ENERGY DEPT	1.3%	18.8%	7.5%	1.3%	2.5%	1.3%	0.0%	2.5%	35.0%	27.5%
ENVIRONMENTAL SERVICES DEPT	3.2%	2.6%	5.5%	0.9%	2.6%	11.3%	0.0%	2.8%	28.8%	11.3%
EXECUTIVE DEPT	0.0%	20.0%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	60.0%	20.0%
FISH AND GAME DEPT	1.5%	2.2%	3.7%	2.2%	5.9%	12.5%	0.0%	0.7%	28.7%	7.4%
HHS: BEHAVIORAL HEALTH DIV	4.2%	4.2%	0.0%	4.2%	2.1%	6.3%	0.0%	4.2%	25.0%	8.3%
HHS: COMMISSIONER'S OFFICE	2.1%	5.0%	5.4%	2.1%	3.8%	8.0%	0.0%	3.5%	30.0%	12.5%
HHS: DEVELOPMENTAL SVCS DIV	2.9%	0.0%	0.0%	2.9%	0.0%	2.9%	0.0%	0.0%	8.6%	2.9%
HHS: ELDERLY & ADULT SVCS DIV	2.2%	5.6%	4.5%	6.7%	2.2%	10.1%	0.0%	6.7%	38.2%	12.4%
HHS: GLENCLIFF HOME	1.8%	3.6%	3.6%	0.9%	3.6%	6.4%	0.0%	7.3%	27.3%	9.1%
HHS: HUMAN SERVICES DIV	0.5%	1.6%	3.0%	1.1%	2.3%	9.0%	0.0%	1.9%	19.4%	5.1%
HHS: MEDICAID & BUS POLICY OFC	0.0%	0.0%	0.0%	0.0%	8.3%	8.3%	0.0%	4.2%	20.8%	0.0%
HHS: NH HOSPITAL	1.5%	3.0%	3.4%	0.8%	2.4%	6.9%	0.0%	3.2%	21.2%	7.9%
HHS: PUBLIC HEALTH DIV	1.8%	2.6%	5.9%	1.8%	0.0%	4.4%	0.0%	3.3%	19.9%	10.3%
HHS: TRANSITIONAL ASSIST DIV	0.8%	1.9%	4.1%	1.9%	1.4%	6.0%	0.0%	5.7%	21.7%	6.8%
HOUSING APPEALS BOARD	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
HUMAN RIGHTS COMMISSION	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
INFORMATION TECHNOLOGY DEPT	3.9%	5.2%	5.9%	3.6%	2.3%	11.4%	0.0%	4.6%	36.9%	15.0%
INSURANCE DEPT	7.0%	8.8%	0.0%	7.0%	0.0%	7.0%	0.0%	5.3%	35.1%	15.8%
JUDICIAL COUNCIL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
JUSTICE DEPT	0.0%	3.0%	1.5%	1.5%	3.0%	4.5%	0.0%	4.5%	18.2%	4.5%
LABOR DEPT	0.0%	5.5%	4.1%	0.0%	0.0%	1.4%	0.0%	4.1%	15.1%	9.6%
LIQUOR COMMISSION	0.6%	4.7%	0.3%	2.2%	0.9%	6.0%	0.0%	0.9%	15.8%	5.7%
LOTTERY COMMISSION	1.3%	2.7%	2.7%	0.0%	1.3%	4.0%	0.0%	1.3%	13.3%	6.7%
MILITARY AFFRS & VET SVCS DEPT	1.0%	10.4%	7.3%	6.3%	4.2%	7.3%	0.0%	2.1%	38.5%	18.8%
NATURAL & CULT RESOURCES DEPT	3.4%	2.9%	4.9%	2.5%	3.4%	7.4%	0.0%	7.4%	31.9%	11.3%
NH STATE COMM ON AGING	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
OFFICE OF CHILD ADVOCATE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PEASE DEVELOPMENT AUTHORITY	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	100.0%	50.0%
POLICE STDS & TRAINING COUNCIL	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	7.1%	14.3%	7.1%
PROF LICENSURE & CERT OFFICE	0.0%	3.7%	0.0%	2.4%	1.2%	2.4%	0.0%	1.2%	11.0%	3.7%
PUBLIC EMPLOYEE LABOR REL BRD	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	100.0%	33.3%
PUBLIC UTILITIES COMMISSION	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
REVENUE ADMINISTRATION DEPT	2.1%	3.2%	2.1%	2.1%	7.4%	8.5%	0.0%	4.3%	29.8%	7.4%
SAFETY DEPT	2.5%	4.2%	3.1%	1.7%	2.2%	7.6%	0.0%	4.2%	25.5%	9.8%
STATE DEPT	7.9%	9.5%	9.5%	0.0%	0.0%	7.9%	0.0%	7.9%	42.9%	27.0%
TAX AND LAND APPEALS BOARD	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	66.7%	33.3%
TRANSPORTATION DEPT	1.5%	5.1%	4.2%	2.9%	5.2%	9.1%	0.0%	4.4%	32.4%	10.8%
TREASURY DEPT	0.0%	6.3%	0.0%	0.0%	0.0%	6.3%	0.0%	6.3%	18.8%	6.3%
VETERANS HOME	0.4%	6.2%	2.7%	1.2%	0.4%	7.0%	0.0%	5.1%	23.0%	9.3%
TOTAL	1.8%	4.4%	3.8%	2.1%	2.7%	7.6%	0.0%	4.0%	26.3%	10.0%

* 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 6/30/2025 based on employee data for 6/30/2025 by Employee Matrix V6.4 for FY 2025

EXECUTIVE BRANCH - GROUP 2 EMPLOYEES

Estimate of Future Eligibility for Retirement & State Health Insurance Benefit

1,027 Employees - Based on Current Employees as of: 6/30/2025

As of July 1:	6/30/2025	% of Total Pop	6/30/2027	% of Total Pop
Eligible Age 60+ (with health ins ben)	28	2.7%	35	3.4%
Eligible Age 60+ (without health ins ben)	34	3.3%	57	5.6%
Eligible Age 45+ with 20+ YFS (with health ins ben)	54	5.3%	54	5.3%
Eligible Age 46+ with 21+ YFS (with health ins ben)	14	1.4%	20	1.9%
Eligible Age 47+ with 22+ YFS (with health ins ben)	0	0%	0	0%
Eligible Age 48+ with 23+ YFS (with health ins ben)	0	0%	0	0%
Eligible Age 49+ with 24+ YFS (with health ins ben)	0	0%	0	0%
Eligible Age 52.5+ with 25+ YFS (with health ins ben)	0	0%	0	0%
Eligible Age 50+ with 25+ YFS (without health ins ben)	0	0%	0	0%
Total Eligible	130	12.7%	187	18.2%
Total Eligible & "Likely" (with health benefit)	96	9.3%	130	12.7%

*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 6/30/2025 based on employee data for 6/30/2025 by Employee Matrix V6.4 for FY 25

EXECUTIVE BRANCH - GROUP 2 EMPLOYEES

Estimate of Current Eligibility for Retirement as of July 1, 2025

- Based on Current Employees as of: 6/30/2025

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	6.5%	1.1%	3.4%	5.5%	16.6%
FISH AND GAME DEPT	11.6%	2.3%	4.7%	0.0%	18.6%
LIQUOR COMMISSION	0.0%	0.0%	0.0%	0.0%	0.0%
NATURAL & CULT RESOURCES DEPT	10.0%	10.0%	0.0%	0.0%	20.0%
PEASE DEVELOPMENT AUTHORITY	0.0%	0.0%	50.0%	0.0%	50.0%
POLICE STDS & TRAINING COUNCIL	0.0%	0.0%	0.0%	0.0%	0.0%
SAFETY DEPT	2.4%	1.5%	1.2%	0.0%	5.2%
TOTAL	5.3%	1.4%	2.7%	3.3%	12.7%

* 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 6/30/2025 based on employee data for 6/30/2025 by Employee Matrix V6.4 for FY 24

EXECUTIVE BRANCH - GROUP 2 UNCLASSIFIED EMPLOYEES

Estimate of Future Eligibility for Retirement as of July 1, 2025

- Based on Current Employees as of: 6/30/2025.

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	33.3%	0.0%	0.0%	0.0%	33.3%
LIQUOR COMMISSION	0.0%	0.0%	0.0%	0.0%	0.0%
SAFETY DEPT	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	14.3%	0.0%	0.0%	0.0%	14.3%

* 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 6/30/2025 based on employee data for 6/30/2025 by Employee Matrix V6.4 for FY 25

DIVISION OF PERSONNEL WORK ACTIVITIES

CENTRAL HUMAN RESOURCES PROCESSING OPERATIONS UNIT

The Central Human Resources Processing Operations Unit (COU) oversees hiring, statewide leave policies, and the upkeep of personnel roles and data. In accordance with personnel rules and collective bargaining agreements, the COU handles all human resources relations pertaining to classified, unclassified, and non-classified employees.

The COU works in tandem with the Bureau of Accounting (BOA) and the Division of Enterprise Applications Management (DEAM) of the DAS to identify and execute improvements for handling human resource audits within the NH FIRST Enterprise Resource Planning (ERP) system. On DOP's webpage and the DAS intranet site Sunspot, the COU keeps an extensive library of published policies and procedures, reference resources, and training paperwork. To facilitate community feedback, best practices, and continual process development, the COU meets on a regular basis with agency HR representatives. The COU, under the direction of DEAM, carries out user acceptance testing for NH FIRST ERP system updates, new or changed code usage, and new functionality installation.

The COU's responsibilities encompass a wide range of essential functions to support and enhance human resource operations across state agencies. Here's a summary of the key functions:

- **Advisory Support:** Provides guidance, training, and assistance to agency HR staff throughout the employee life cycle, including job requisitions, employee and position maintenance, hiring processes, and the interpretation of personnel rules to ensure consistency across agencies.
- **Strategic HR Planning:** Collaborates with leadership to align HR strategies with organizational goals, contributing to overall strategic planning and development.
- **Qualification Standards:** Ensures uniform evaluation and certification of minimum qualifications as outlined in personnel rules, collective bargaining, and statutes adhering to statewide standards.
- **Review of Qualifications:** Consults on and assesses, proposed revisions to both agency-specific and statewide classifications to ensure minimum qualification requirements.
- **Recruitment Promotion:** Positions the State as an employer of choice through recruitment strategies that emphasize mission-critical positions and collaborates with agency recruiters for targeted outreach. This work includes job postings, candidate screening, interviewing, and onboarding new employees.
- **Talent Acquisition Module Management:** Oversees and tests enhancements to the Talent Acquisition Module within the NH FIRST ERP system, including creating recruitment reports and managing the recruitment landing page.
- **Data Management:** Facilitates the collection and analysis of HR data to inform decision-making and improve operational efficiency.
- **Change Management Processes:** Develops processes for communicating changes in statewide rules to HR and subsequently to employees, ensuring everyone understands the implications.

- **Compliance Audits:** Implements regular audits to assess adherence to statewide rules, which can help HR identify areas for improvement in communication and training.
- **Policy Documentation:** Develops clear, concise, and accessible policy documents that outline statewide rules, make them readily available to all employees and HR personnel.
- **Process Improvement:** Streamlines HR processes to enhance efficiency and responsiveness, ensuring that agencies can better meet the needs of employees.

These functions are crucial to ensure that the State attracts and keeps talented employees while complying with legal requirements and standard procedures. These roles are essential for creating a unified and effective HR environment. By emphasizing these areas, the COU hopes to improve the HR environment for the benefit of state agencies and employees alike by making it more efficient, transparent, and responsive.

In FY 25, the COU worked with agency HR staff focusing on following areas, to aim for a more effective, transparent, and responsive human resources environment across the state:

- Streamlining application review, interview protocols, and onboarding procedures to enhance efficiency and candidate experience.
- Revising policies for types of leave to ensure compliance with state laws and collective bargaining agreements, while also improving accessibility for employees.
- Updating evaluation templates and guidelines to ensure consistency and fairness across different employee classifications.
- Clearly defining roles for HR personnel, management, and employees in the recruitment, onboarding, performance management, and employee relations processes.
- Developing a framework for conducting regular audits of HR processes to ensure compliance and identify areas for improvement.
- Enhancing procedures for managing personnel data and improving reporting capabilities within the NH FIRST ERP system.
- Establishing clear guidelines for testing updates and new functionalities in the NH FIRST ERP system, ensuring that user feedback is incorporated into the process.
- Creating methods for soliciting feedback from employees and agency HR representatives to continually refine policies and practices based on their input.
- Collaborating with leadership to align HR strategies with organizational goals, contributing to overall strategic planning and development.

In FY 25, the COU, in collaboration with the RU and DEAM, focused on removing barriers within the online job posting and application process to significantly enhance the applicant experience. The key goals of these enhancements include:

- **Optimizing Operations:** Streamlining the application process to reduce complexity and improve efficiency, allowing HR staff to focus on strategic initiatives rather than administrative tasks.
- **Strengthening Compliance:** Ensuring that all HR processes align with legal and regulatory standards, thus minimizing the risk of non-compliance.
- **Improving User Experience:** Creating a more user-friendly application process that encourages more candidates to apply and simplifies navigation for applicants.
- **Feedback Mechanisms:** Implementing frequent updates and establishing feedback loops to gather insights from users, ensuring that processes remain relevant and effective.
- **Standardizing Hiring Stages:** Clarifying and standardizing the stages of the hiring process to enhance consistency across agencies, making it easier for HR staff and applicants to understand expectations.
- **Reducing Paper Applications:** Transitioning to a digital-first approach has led to a significant decrease in paper applications, promoting environmental sustainability and operational efficiency.

By fulfilling these responsibilities, Central Human Resources plays a vital role in supporting the organization's mission and enhancing employee engagement and satisfaction

REDUCTION IN WORKFORCE

Fiscal Year 2025

State Personnel Rules govern the procedures agencies must follow when implementing layoffs and considering laid-off employees for future vacancies. With the non-readoption of the former RIF language in HB2, agencies now operate solely under Per 1100 and Per 603.01, and there is no statewide RIF priority list requirement.

Under the current rules:

- Agencies must provide the Division of Personnel with 14-day advance notice of any layoff (Per 1101.03).
- If the conditions that resulted in a layoff change such as the reinstatement of a previously eliminated position agencies must offer reemployment to their own laid-off employees (Per 1101.06).
- Before initiating recruitment, agencies are required to review and consider their internal list of laid-off employees who meet the minimum qualifications (Per 1101.07; Per 603.01).

These requirements help ensure transparency in workforce adjustments and provide laid-off employees with reemployment opportunities within their former agency. Unlike prior statutory provisions, agencies are not required to consider laid-off employees from other agencies, and no cross-agency RIF list is maintained.

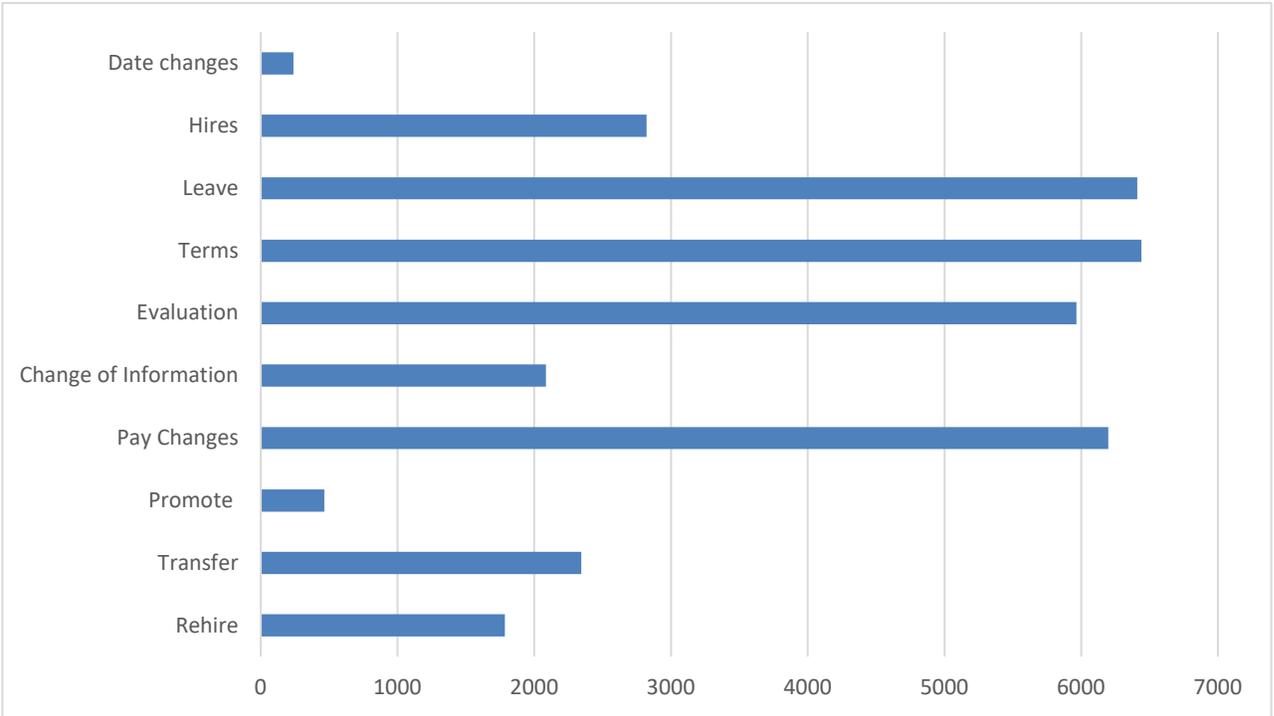
REDUCTION IN FORCE ACTIONS

Fiscal Year 2025

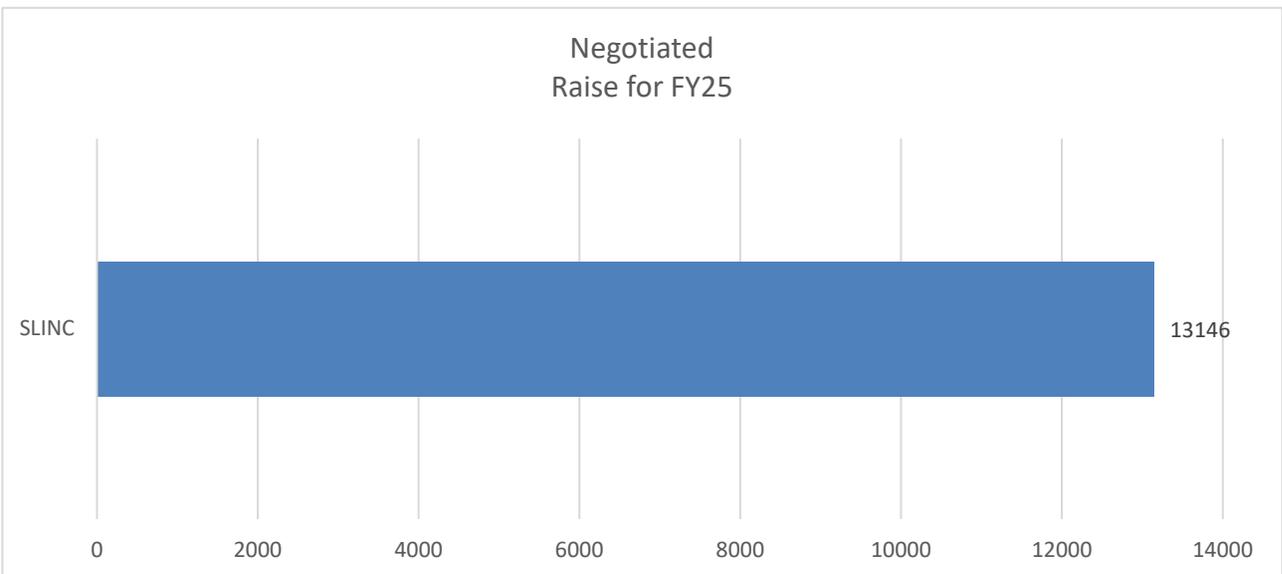
ACTION	NUMBER
Individual Names Submitted to Personnel for Layoff	4

EMPLOYEE COMPLIANCE AUDITS

In FY 25, the COU processed **34,752** transactions under Pay changes, new hires, rehires, promotions, lateral assignment changes, transfers, demotions, increments, but not limited to leave of absences, date adjustments, terminations, and retirements.

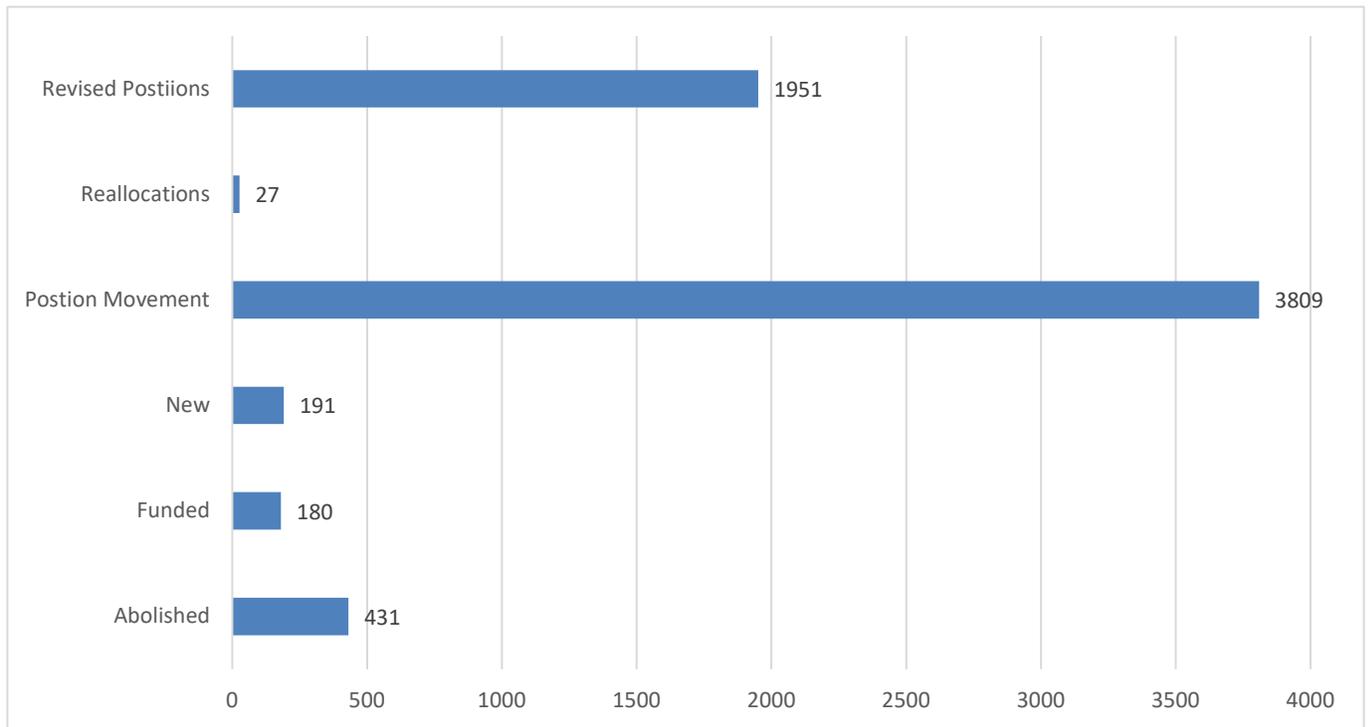


The COU also worked with the DEAM to ensure accurate data in the NH FIRST system, and updates employees and positions regarding negotiated pay increases (SLINC) employees.



POSITION MAINTENANCE REVIEWS

For FY 25, the COU reviewed and processed a combined total of **6,589** position actions and audits.



In FY 25, the COU 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.

The upload method provides efficiency in processing large numbers of transactions, such as location changes, address changes, salary enhancements, and other data corrections resulting from audits. In FY 25, the COU completed **30** mass uploads which otherwise would have required agencies and employees in the COU to process thousands of individual transactions.

EXAMINATION SECTION

The Examination 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 and 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.

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

STATEWIDE RECRUITMENT UNIT

The Statewide Recruitment Unit (SRU), within the DAS' Division of Personnel (DOP), was established in 2022 to facilitate statewide recruitment efforts for difficult-to-fill positions. Dedicated recruitment personnel with Federal ARPA funding within the SRU provide direct assistance to applicants and actively recruit potential candidates for open positions across all state agencies. In addition, the SRU maintains subscriptions to several online recruitment platforms to promote the State of New Hampshire as an employer and provide the SRU recruiter staff with direct access to job seekers on these platforms. Through the online recruitment platform subscriptions, the SRU recruiters can search for candidates, message them directly, and build relationships to encourage candidates to apply for and accept jobs with the State and streamline the hiring process.

The dedicated recruitment staff in the SRU work closely with agency HR staff and agency hiring managers to provide recommendations and guidance when critical need positions become vacant. These recommendations include re-writings of job descriptions and job postings, ideas for focused recruitment via various platforms (including direct ads through professional organizations), identification of potential candidates from other state postings, considerations for hiring at higher steps in the available range based on market conditions, and the evaluation of the classification of positions to make them more attractive in the marketplace.

In FY 25, the SRU provided training for agency HR staff and agency hiring managers with the following objectives:

- **Recruiter training:** Postings, forward planning, posting templates, screening questions, internal working titles, requisition management, personalization, application processing, waivers, exit interviews, and resources available.
- **Hiring manager training:** Application processing, hiring processes, NHFIRST related processes, recruitment strategies, communication, forward planning, exit interviews, and equal employment opportunities.
- **LinkedIn Recruiter training:** Using the LinkedIn platform, posting, editing, projects, talent pool, filters, matches, sourcing, pipelines, messaging, applicant status, templates, manual searches and posting, building connections, accessing inbox and personal accounts.

Additionally, the SRU performed the following functions:

- Worked directly with candidates providing any assistance they needed to ensure they registered and applied to positions successfully.
- Worked with agencies and the NH FIRST team to streamline and improve State hiring processes.
- Worked with the DAS' Division of Enterprise Applications Management (DEAM) to identify and implement improvements on the State of NH Candidate Space page.
- Provided agency HR staff with several different audit reports showing the number of applications in need of being certified or applications that have been in hiring manager review for longer than 25 days.
- Worked with other units in the Division of Personnel to provide information regarding recruitment metrics.
- Targeted specific talent for recruitment to entry-level, mid-range, and highly specialized positions.
- Provided additional support/coverage for vacant State Human Resource positions surrounding job ads and application processing.
- Maintained State of New Hampshire branding pages to increase the number and diversity of qualified applicants.
- Ensured State positions are visible in the places where people are looking for jobs.
- Attended classification occupational review meetings for engineer positions, nursing positions and human resource positions. The SRU provided market trend information, candidate feedback and recruitment recommendations for each occupational category.

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 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 2025

Month	Full-Time	Part-Time	Per-Diem	Total Job Postings	Total Applications
July	134	30	2	570	3,099
August	553	137	4	767	1,221
September	602	95	2	647	1,647
October	471	91	0	706	2,019
November	620	109	4	719	1,737
December	460	99	2	730	1,137
January	508	88	4	724	3,197
February	396	85	0	694	3,097
March	300	55	0	763	3,263
April	242	53	4	678	3,597
May	337	75	2	708	2,685
June	311	58	2	632	2,811
Total	4,934	975	26	5,935	29,510

Month	Internal Postings	External Postings	Total Job Postings	Total Applications
July	104	62	166	3,099
August	417	277	694	1,221
September	376	323	699	1,647
October	322	240	562	2,019
November	427	306	733	1,737
December	316	245	561	1,137
January	339	261	600	3,197
February	272	209	481	3,097
March	205	150	355	3,263
April	192	107	299	3,597
May	226	188	414	2,685
June	205	166	371	2,811
Total	3,401	2,534	5,935	29,510

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

Fiscal Year 2025

AGENCY	Internal Postings	External Postings	Full-Time	Part-Time	Per-Diem	Total Job Postings	Total Applications
ADMINISTRATIVE SERVICES DEPT	77	65	81	61	0	142	575
AGRICULT, MARKETS & FOOD DEPT	7	7	12	2	0	14	119
BANKING DEPT	12	4	16	0	0	16	141
BUS & ECON AFFAIRS DEPT	87	84	38	133	0	171	407
CONSERVATION LAND STWDSHP PRGM	1	0	1	0	0	1	5
CONSUMER ADVOCATE	2	0	2	0	0	2	1
CORRECTIONS DEPT	250	169	373	46	0	419	1743
EDUCATION DEPT	101	61	151	11	0	162	919
EMPLOYMENT SECURITY DEPT	52	51	101	2	0	103	632
ENERGY DEPT	32	25	57	0	0	57	354
ENVIRONMENTAL SERVICES DEPT	93	60	143	10	0	153	1115
EXECUTIVE COUNCIL	2	2	0	0	4	4	4
EXECUTIVE DEPT	2	2	0	4	0	4	56
FISH AND GAME DEPT	62	47	82	27	0	109	1088
HHS: COMMISSIONER'S OFFICE	142	84	200	26	0	226	1473
HHS: DEVELOPMENTAL SVCS DIV	8	7	13	2	0	15	113
HHS: DIV BEHAVIORAL HEALTH	21	13	30	4	0	34	273
HHS: DIV CHILDREN, YOUTH & FAM	200	152	314	38	0	352	2125
HHS: DIV ECONOMIC STABILITY	181	144	293	32	0	325	1453
HHS: DIV MEDICAID SERVICES	6	6	12	0	0	12	91
HHS: DIV PUBLIC HEALTH	70	33	93	10	0	103	1059
HHS: DLTSS-BUR ADULT & AGING	14	5	17	2	0	19	102
HHS: GLENCLIFF HOME	49	42	67	24	0	91	85
HHS: HAMPSTEAD HOSPITAL	32	18	47	3	0	50	243
HHS: NH HOSPITAL	252	207	317	142	0	459	1567
HUMAN RIGHTS COMMISSION	11	5	12	4	0	16	75

AGENCY	Internal Postings	External Postings	Full-Time	Part-Time	Per-Diem	Total Job Postings	Total Applications
INFORMATION TECHNOLOGY DEPT	28	23	45	6	0	51	524
INSURANCE DEPT	16	11	27	0	0	27	281
JUDICIAL COUNCIL	1	1	0	2	0	2	3
JUSTICE DEPT	23	11	29	5	0	34	163
LABOR DEPT	30	25	52	3	0	55	451
LIQUOR COMMISSION	183	132	249	66	0	315	2510
LOTTERY COMMISSION	27	16	42	1	0	43	490
MILITARY AFFRS & VET SVCS DEPT	36	26	57	5	0	62	226
NATURAL & CULT RESOURCES DEPT	47	30	75	2	0	77	699
NH STATE COMM ON AGING	3	3	4	2	0	6	72
OFFICE OF CHILD ADVOCATE	4	3	7	0	0	7	121
POLICE STDS & TRAINING COUNCIL	10	8	10	8	0	18	65
PROF LICENSURE & CERT OFFICE	30	15	44	1	0	45	243
PUBLIC UTILITIES COMMISSION	5	6	11	0	0	11	72
REVENUE ADMINISTRATION DEPT	27	26	51	0	2	53	158
SAFETY DEPT	297	219	362	138	16	516	4110
STATE DEPT	17	9	24	2	0	26	315
TRANSPORTATION DEPT	657	514	1,117	54	0	1171	2324
TREASURY DEPT	6	4	10	0	0	10	87
VETERANS HOME	186	157	246	97	0	343	778
Total	3,399	2,532	4,934	975	22	5,931	29,510

CANDIDATE REFERRAL BY SOURCE

Fiscal Year 2025

SOURCE	# OF APPLICATIONS*
ATTACHED FROM REQ	576
CAREER / JOB FAIR	394
DOP RECRUITMENT UNIT	480
FACEBOOK	173
GLASSDOOR	338
HANDSHAKE	739
IN HOUSE POSTING	5,863
INDEED	7,726
LINKEDIN	1,429
NEWSPAPER	1,975
OTHER	72
RADIO TV	3,815
STATE EMPLOYEE	3,628
ZIPRECRUITER	44
Total Applications	29,510

*Includes only applications submitted through NH FIRST.

CLASSIFICATION UNIT

The Classification Unit (CU) develops, maintains, and administers the State Classification Plan and ensures all classified positions are assigned appropriate job titles aligned with duties and qualification requirements. The State Classification Plan further ensures each position is assigned to an equitable range of compensation relative to all other classified roles within the Executive Branch. The CU regularly engages with human resources staff, employees, union representatives, agency management and administration, and Commissioners in organizational planning and design, preparing/updating job descriptions, and classification reviews to ensure positions are properly classified. Finally, the CU determines overtime exemption designations under the Federal Fair Labor Standards Act (FLSA) based on job descriptions, organizational role, and FLSA guidance.

Day-to-day, the CU reviews and approves a variety of position actions, including:

- Establishment of seasonal, temporary, full-time, and part-time positions
- Temporary changes to positions (temp promotion, temp reclassification, special assignment)
- Reclassification of positions
- Updates to position Supplemental Job Descriptions (SJDs)
- Changes in organizational structure, such as position transfers and changes to reporting relationships

In collaboration with state agencies, the CU supports strategic organizational planning and role/position definition, providing consultation and education to facilitate these processes. CU staff work with agency leadership and staff to assess resources, job descriptions, and organizational structures to better align roles with agency business needs as well as the state classification system. When the responsibilities of a position change, the position is evaluated against a standard set of criteria to ensure consistency and equity in job classification across all State agencies.

In FY 24, the CU spearheaded the transition to a new position Classification System based on the national Standard Occupational Classification, or SOC, system. Every position was mapped over to a SOC-based job title based on its prior classification and labor grade assignment. Full implementation of the new SOC-based Classification System requires a second step: the comprehensive evaluation of all job titles and position classification assignments within each occupational group, referred to as “an occupational review.” An occupational review is conducted in coordination with subject matter experts

within state agencies and uses external job and recruitment data from state and national sources. Analysts in the CU work in conjunction with state agencies to review labor market information, educational and certification requirements, and industry changes for comparable government positions while maintaining alignment with national and regional data, the Equal Employment Opportunity Commission classification, and the Fair Labor Standards Act (FLSA) criteria.

As a result of a comprehensive occupational review, updates are made to:

- Ensure that necessary and appropriate job titles (entry to expert) are represented within the State's classification system.
- Define the key tasks and responsibilities assumed by each job title and apply the appropriate overtime exemption status under FLSA.
- Set the minimum qualifications (education, experience, licensure and certifications, and other occupational requirements) for each job title aligned with industry standards and statewide equivalency standards.
- Establish appropriate opportunities for career progression.
- Confirm that each position falling within the occupational area is classified under the proper job title given its specific duties and responsibilities.

The emphasis on maintaining a statewide system that is better aligned with industry standards presents greater challenges and increased demands on CU staff to coordinate job title and/or position reviews across multiple agencies, analyze external data sources, and implement broad adjustments to the State's classification system when necessary. The alignment of the State Classification System with the national Standard Occupational Classification (SOC) system provides ready access to up-to-date national and state-level data on the key functions, skills, knowledge, typical education, and range of compensation for specific occupational roles to facilitate the CU's work.

Highlights of FY 2025

In FY 25, DOP tackled several key tasks to implement the new SOC-based classification system:

- Established checklists and procedures to assess the overtime exemption status of job titles and individual positions to reduce exceptions and inconsistencies.
- Updated the position supplemental job description (SJD) template to align with recent rule changes.
- Implemented standard minimum qualifications so that all positions assigned to the same job title would have the same standard minimum qualifications.
- Fine-tuned the process to develop a 'common' or 'standard' supplemental job description template for each job title.

Looking Ahead – Activities for FY 2026

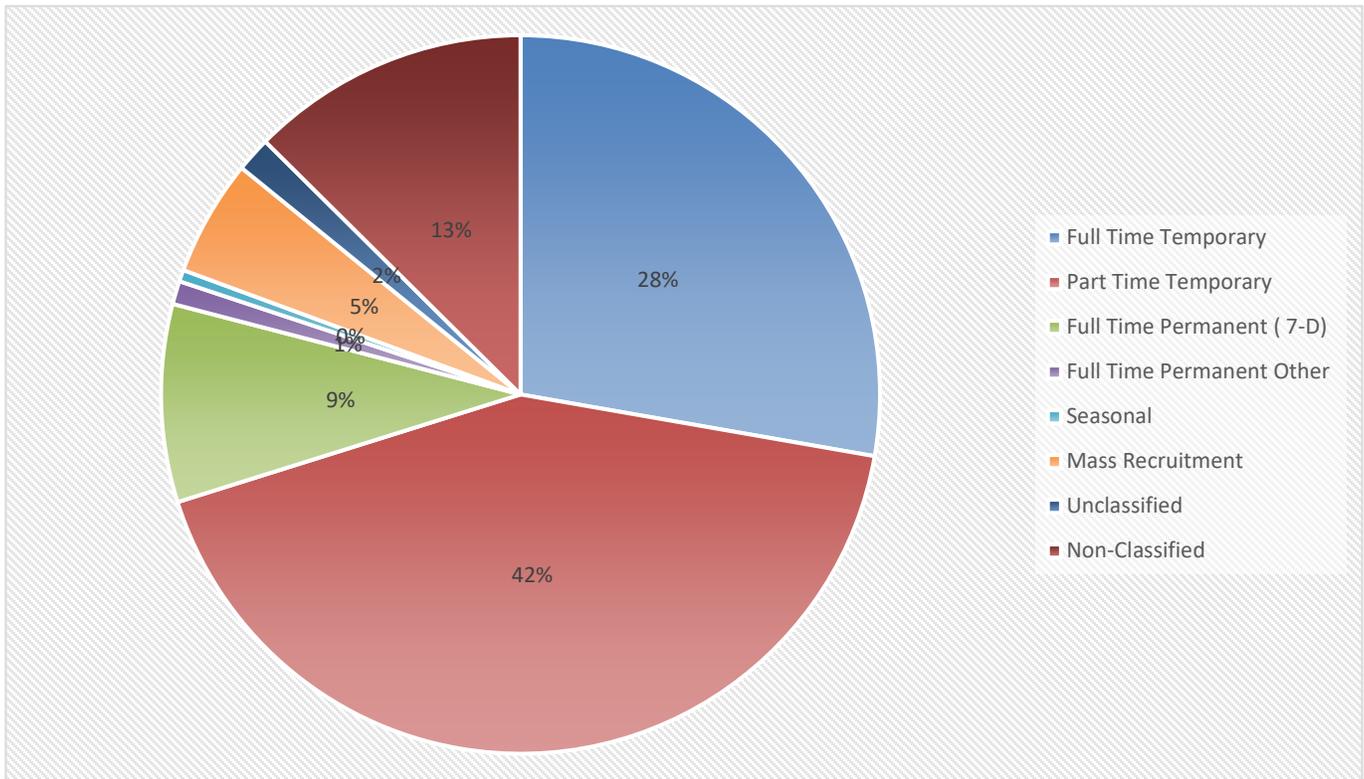
In the next fiscal year, DOP will continue to improve procedures for the new Classification System. The CU's goals for FY 26 include:

- Document criteria and streamline procedures to establish and execute occupation-specific career advancements (In-Band Advancements (IBAs) and Broad Group Level Advancements (BGAs)).
- Resolve additional concerns where positions that were previously assigned to separate job titles now fall under the same SOC-based job title.
- Complete additional occupational reviews to confirm or revise the classification of positions within an occupation and update each position's supplemental job description based on standard templates.

POSITION UPDATES

In FY 25, the CU reviewed and approved **191** requests to create new positions. A list of all new classified full-time positions expected to last more than 6 months created in FY 25 is provided at the end of this section. The CU also abolished **38** full-time positions and **393** part-time positions in FY 25. A list of abolished/unfunded full-time positions is provided at the end of this section.

New Positions Established – All Categories Fiscal Year 2025



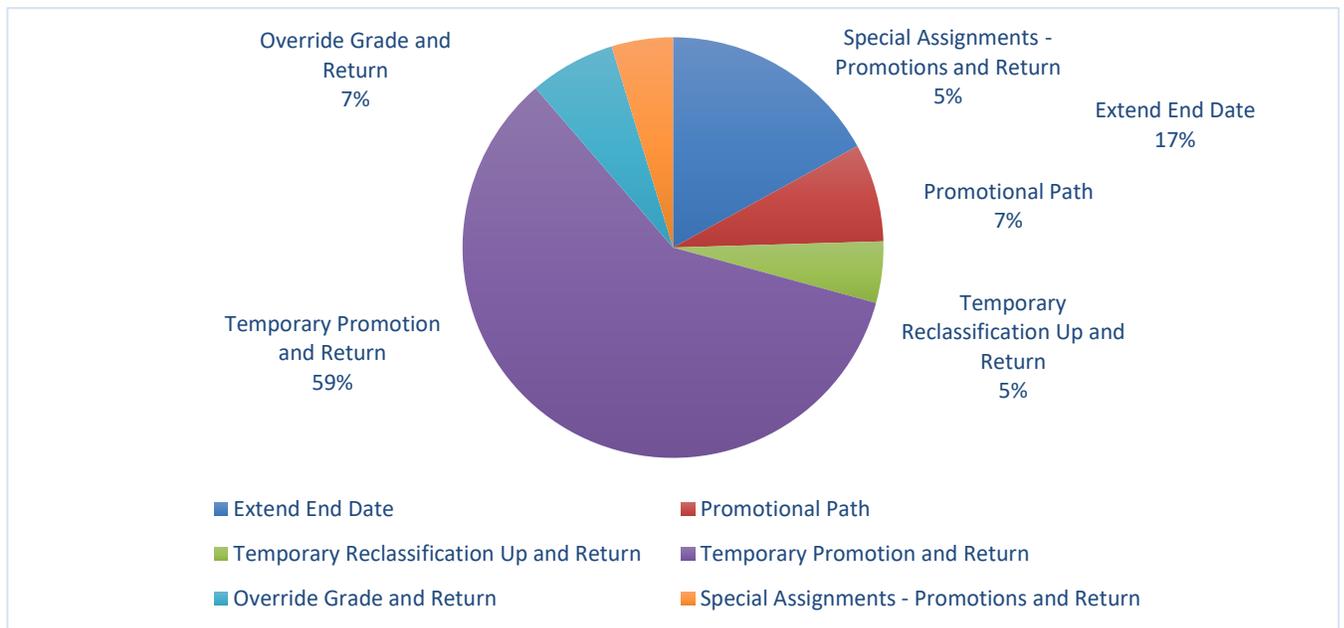
Full Time Temporary	Part Time Temporary	Full Time Permanent (7-D)	Full Time Permanent (Other)	
53	81	17	2	
Seasonal	Mass Recruitment	Unclassified	Non-Classified	<u>Total Established</u>
1	10	3	24	<u>191</u>

Temporary Changes to positions:

The CU follows applicable RSAs and procedures when approving and processing all position actions involving temporary changes and extensions of that position with the appropriate approvals by the Governor and Executive Council and the Fiscal Committee. This includes monitoring positions for their expiration date. Special assignments or temporary promotion requests are also examined for compliance with appropriate Personnel Rules. For FY 25, 106 transactions of this nature were performed.

POSITION EXTENSIONS AND TEMPORARY CHANGES

Fiscal Year 2025



Action	Count
Extend End Date	18
Promotional Path	8
Temporary Reclassification Up and Return	5
Temporary Promotion and Return	63
Override Grade and Return	7
Special Assignments - Promotions and Return	5

REORGANIZATIONS

Reorganizations occur when an agency seeks to realign business operations or respond to funding changes or programmatic needs. The CU analysts obtain a great deal of information pre-reorganization from agency personnel to ensure a complete understanding of the plan and all its moving pieces. For FY25, the CU worked with agency personnel and human resources on several reorganization projects.

A total of 470 work units measured the transactions and activities of Reorganizations (REORGS) in FY 25. These included requests for changes in occupational groups, reclassifications, position and employee transfers, organizational changes, and transactional requests supporting agency restructuring initiatives. The CU provides technical assistance during reorganizations due to the impact a reorganization can have on agency employees, organizational structures, and other structures throughout the state.

RECLASSIFICATIONS

The CU is proactively reviewing all position requests for reclassification as the state-wide project progresses. The team is committed to ensuring that any mission-critical requests from state agencies are promptly reviewed and evaluated, with direct follow-up to agency human resources contacts. Reclassification requests can often be combined with other position actions such as transfers, location changes, supervisor changes, supplemental job description revisions, and organizational structure reconfigurations. The reclassification count for FY 25 was 571.

Out-of-Class Series Reclassifications:

As for the Classification System transition and updated personnel rules, any reclassifications that result in a Major Group Change per RSA 21-I: 56 are brought before the Governor and Executive Council (G&C) for approval. After the reclassification decision is made, the CU analyst prepares a justification on behalf of the agency, and a final recommendation for consideration by the G&C. Once G&C approves the action, the Operations Unit (OU) processes the Work Unit. In FY25, 571 total reclass filled and vacant out of the 80 position reclassifications were submitted to and approved by the G&C. The chart at the end of this section lists all reclassifications that resulted in Major Group Changes.

Reclassification Requests for Full-Time Positions Fiscal Year 2025

Requested Action*	# Approved
Position Reclassification- Vacant	177
Position Reclassification- Filled	394
TOTAL	571

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OUT-OF-SERIES POSITION RECLASSIFICATIONS APPROVED BY GOVERNOR AND COUNCIL

FY 2025

DEPARTMENT	FROM (TITLE)	LG/PB	TO (TITLE & SALARY GRADE)	LG/PB	G & C
SAFETY DEPT	13-2010 Accountants and Auditors-8	9	11-1020 General-Ops Mgrs-5	6	7/10/2024
NATURAL & CULT RESOURCES	43-6010 Secretaries and Administrative	6	13-1190 Misc Bus Ops Specs-5	6	7/10/2024
NATURAL & CULT RESOURCES	13-1080 Project Management Specialists-	5	11-9190 Misc Mgrs-4	4	7/10/2024
SAFETY DEPT	43-4030 License Clerks-2	3	11-1020 General-Ops Mgrs-5	6	7/10/2024
ADMINISTRATIVE SERVICES DEPT	43-3010 Account Collectors-1	1	13-1080 Project Mgmt Specs-7	6	7/10/2024
VETERANS HOME	31-1130 Nursing Assistants, Orderlies,	4	13-1110 Management Analysts-1	4	7/10/2024
NATURAL & CULT RESOURCES	49-1010 First-Line Supervisors of	6	11-3010 Admin Svcs-Fac Mgrs-3	4	7/10/2024
LIQUOR COMMISSION	41-1010 First-Line Supervisors of Sales	3	15-1210 Comp-Info Anlysts-3	7	7/10/2024
CORRECTIONS DEPT	13-1070 Human Resources Workers-2	3	43-6010 Admin Assts-4	4	7/24/2024
LIQUOR COMMISSION	43-4050 Customer Service	5	13-1110 Management Analysts-3	6	7/24/2024
HHS: HUMAN SERVICES DIV	15-2050 Data Scientists-1	5	13-1040 Compliance Officers-5	6	7/24/2024
SAFETY DEPT	43-5030 Dispatchers-5	5	11-1020 General-Ops Mgrs-7	8	7/24/2024
SAFETY DEPT	43-5030 Dispatchers-5	5	11-1020 General-Ops Mgrs-7	8	7/24/2024
LIQUOR COMMISSION	41-1010 First-Line Supervisors of Sales	3	13-1110 Management Analysts-3	6	7/24/2024
HHS: HUMAN SERVICES DIV	15-2050 Data Scientists-2	6	13-1040 Compliance Officers-6	7	7/24/2024
HHS: NH HOSPITAL	37-2010 Building Cleaning Workers-2	2	43-5070 Inventory Clerks-2	2	8/8/2024
JUSTICE DEPT	23-1010 Lawyers-4	9	11-3020 Comp-Info Sys Mgrs-4	5	8/8/2024
HHS: NH HOSPITAL	37-2010 Building Cleaning Workers-2	2	43-5070 Inventory Clerks-2	2	8/8/2024
HHS: COMMISSIONER'S OFFICE	13-1040 Compliance Officers-3	4	15-2050 Data Scientists-4	8	8/8/2024
EMPLOYMENT SECURITY DEPT	27-1020 Designers-1	2	19-3010 Economists-4	8	8/30/2024
NATURAL & CULT RESOURCES	39-1010 First-Line Supervisors of	6	11-9070 Recreation Mgrs-2	3	8/30/2024
HHS: HUMAN SERVICES DIV	13-1040 Compliance Officers-5	6	11-1020 General-Ops Mgrs-4	5	8/30/2024
VETERANS HOME	13-1070 Human Resources Workers-2	3	29-1120 Therapist-8	9	8/30/2024
SAFETY DEPT	23-2010 Paralegals and Legal Assistants-	4	13-1110 Management Analysts-2	5	8/30/2024
NATURAL & CULT RESOURCES	43-3090 Miscellaneous Financial Clerks-3	5	13-2010 Accts-Auditors-4	5	9/25/2024
ENVIRONMENTAL SERVICES DEPT	17-2080 Environmental Engineers-5	9	17-2080 Env Engineers-5	8	9/25/2024
CORRECTIONS DEPT	39-1010 First-Line Supervisors of	6	39-1010 Sups Of Recr Wkrs-5	6	9/25/2024
PROF LICENSURE & CERT OFFICE	43-6010 Secretaries and Administrative	4	23-2010 Paralgl-Lgl Assts-3	3	9/25/2024
CORRECTIONS DEPT	25-2030 Secondary School Teachers-2	4	13-1190 Misc Bus Ops Specs-4	5	9/25/2024
ENVIRONMENTAL SERVICES DEPT	43-6010 Secretaries and Administrative	3	15-1290 Misc Computer Occ-3	3	9/25/2024
OFFICE OF CHILD ADVOCATE	43-6010 Secretaries and Administrative	1	21-1090 Misc Soc Svc Specs-2	2	9/25/2024

DEPARTMENT	FROM (TITLE)	LG/PB	TO (TITLE & SALARY GRADE)	LG/PB	G & C
POLICE STDS & TRAINING	11-3130 Training and Development	3	25-9030 Instr Coordinators-3	6	9/25/2024
SAFETY DEPT	43-4190 Misc Records Clerks-2	3	15-1230 Computer Supp Specs-3	3	10/16/2024
CORRECTIONS DEPT	43-6010 Admin Assts-3	3	21-1010 Counselors-6	6	10/16/2024
SAFETY DEPT	49-2090 Miscellaneous Electrical and	5	15-1230 Computer Supp Specs-7	7	10/30/2024
BUS & ECON AFFAIRS DEPT	13-1190 Misc Bus Ops Specs-8	9	27-3030 Pub Relations Specs-7	7	10/30/2024
ENVIRONMENTAL SERVICES DEPT	43-6010 Secretaries and Administrative	3	15-1290 Misc Computer Occ-3	3	10/30/2024
CORRECTIONS DEPT	33-3010 Bailiffs, Correctional Officers,	1	13-1070 Human Res Wkrs-5	6	10/30/2024
HHS: GLENCLIFF HOME	47-1010 First-Line Supervisors of	3	49-1010 Sups Instl-Rpr-Wkrs-2	4	11/13/2024
TRANSPORTATION DEPT	17-3020 Engineering Technicians-7	7	47-4010 Bldg Inspectors-3	7	11/13/2024
HHS: NH HOSPITAL	29-1120 Therapists-8	9	11-1020 General-Ops Mgrs-6	7	11/13/2024
HHS: COMMISSIONER'S OFFICE	43-4160 Human Resources Assts-3	3	13-1070 Human Res Wkrs-4	5	12/4/2024
HHS: NH HOSPITAL	35-3040 Food Svrs-1	1	49-9070 General Rpr Wkrs-4	4	12/4/2024
HHS: NH HOSPITAL	47-2030 Carpenters-3	3	49-9070 General Rpr Wkrs-3	3	12/4/2024
HHS: NH HOSPITAL	49-2090 Misc Elec Repairers-1	3	47-2110 Electricians-5	7	12/4/2024
HHS: NH HOSPITAL	49-9070 General Rpr Wkrs-5	5	47-2150 Plumbers-5	7	12/4/2024
HHS: NH HOSPITAL	47-1010 Sups Construct Wkrs-4	6	49-9070 General Rpr Wkrs-5	5	12/4/2024
HHS: NH HOSPITAL	47-2030 Carpenters-4	4	49-9070 General Rpr Wkrs-3	3	12/4/2024
HHS: NH HOSPITAL	47-2030 Carpenters-3	3	49-9070 General Rpr Wkrs-3	3	12/4/2024
HHS: NH HOSPITAL	49-2090 Misc Elec Repairers-1	3	47-2110 Electricians-5	7	12/4/2024
HHS: NH HOSPITAL	47-1010 Sups Construct Wkrs-1	3	49-9070 General Rpr Wkrs-3	3	12/4/2024
HHS: NH HOSPITAL	47-2030 Carpenters-3	3	49-9070 General Rpr Wkrs-3	3	12/4/2024
HHS: COMMISSIONER'S OFFICE	15-2050 Data Scientists-4	8	13-1110 Management Analysts-7	10	12/4/2024
HHS: NH HOSPITAL	49-2090 Misc Elec Repairers-1	3	47-2110 Electricians-5	7	12/4/2024
HHS: NH HOSPITAL	47-2140 Painters-1	2	49-9070 General Rpr Wkrs-3	3	12/4/2024
HHS: NH HOSPITAL	49-1010 Sups Instl-Rpr Wkrs-3	5	47-2110 Electricians-6	8	12/4/2024
HHS: NH HOSPITAL	37-2010 Bldg Cleaning Wkrs-2	2	49-9070 General Rpr Wkrs-3	3	12/4/2024
ENVIRONMENTAL SERVICES DEPT	17-2080 Environmental Engineers-5	9	11-9120 Natrl Sciences Mgrs-4	6	12/4/2024
HHS: NH HOSPITAL	49-2090 Misc Elec Repairers-1	3	47-2110 Electricians-5	7	12/4/2024
HHS: PUBLIC HEALTH DIV	15-2050 Data Scientists-2	6	11-9150 Soc-Cmty Svc Mgrs-2	3	12/4/2024
SAFETY DEPT	43-4020 Correspondence Clerks-2	2	13-2010 Accts-Auditors-5	6	12/18/2024
HHS: COMMISSIONER'S OFFICE	43-1010 Sups Ofc-Admin Supp-2	4	13-2090 Misc Finan Specs-4	5	12/18/2024
EDUCATION DEPT	27-3030 Public Relations Specs-3	3	13-1190 Misc Bus Ops Spec-4	5	12/18/2024
TRANSPORTATION DEPT	49-1010 Sups Instl-Rpr Wkrs-1	3	13-1190 Misc Bus Ops Specs-3	4	12/18/2024
HHS: COMMISSIONER'S OFFICE	11-1020 General-OPS Mgrs-6	7	13-1110 Management Analysts-7	10	12/18/2024
HHS: PUBLIC HEALTH DIV	11-9110 Med-Hlth Svcs Mgrs-1	2	21-1090 Misc Soc Svc Specs-6	6	12/18/2024
ADMINISTRATIVE SERVICES DEPT	11-9040 Engineering Mgrs-2	3	47-4010 Bldg Inspectors-4	8	12/18/2024
LABOR DEPT	13-1040 Compliance Officers-4	5	13-1040 Compliance Officers-4	5	12/18/2024

DEPARTMENT	FROM (TITLE)	LG/PB	TO (TITLE & SALARY GRADE)	LG/PB	G & C
HHS: HAMPSTEAD HOSPITAL	13-2090 Misc Finan Specs-5	1	43-3050 Payroll Clerks-2	9	12/18/2024
MILITARY AFFRS & VET SVCS	37-3010 Grnds Maint Wkrs-1	1	49-9070 General Rpr Wkrs-2	2	2/5/2025
HHS: COMMISSIONER'S OFFICE	43-4190 Misc Records Clerks-2	3	11-1020 General-Ops Mgrs-6	7	2/5/2025
LOTTERY COMMISSION	41-9090 Misc Sales Wkrs-2	5	13-1160 Mktg Specs-3	5	2/5/2025
MILITARY AFFRS & VET SVCS	37-3010 Grnds Maint Wkrs-1	1	49-9070 General Rpr Wkrs-2	2	2/5/2025
ENVIRONMENTAL SERVICES DEPT	19-2040 Env Scientists-3	6	11-9120 Natrl Sciences Mgrs-4	6	2/5/2025
VETERANS HOME	21-1020 Social Workers-3	4	29-1120 Therapists-3	5	2/26/2025
CORRECTIONS DEPT	13-1070 Human Resources Workers-2	3	33-3020 Detectives-C1	3	2/26/2025
ENVIRONMENTAL SERVICES DEPT	15-1290 Misc Computer Occ-4	6	27-3030 Pub Relations Specs-6	6	2/26/2025
SAFETY DEPT	27-3030 Public Relations Specs-3	3	13-1190 Misc Bus Ops Specs-5	6	2/26/2025
SAFETY DEPT	27-3030 Public Relations Specs-3	3	15-1290 Misc Computer Occ-4	6	2/26/2025
HHS: NH HOSPITAL	21-1010 Counselors-5	8	31-2010 Occ Therapy Assts-1	5	2/26/2025

**NEW FULL-TIME PERMANENT AND FULL-TIME TEMPORARY POSITIONS
Including the 7D Fiscal Year 2025**

Agency	Classification Title*	Pay Band	Estimated Cost (Step 1)
ADMINISTRATIVE SERVICES	15-2050 DATA SCIENTISTS	06	\$ 56,043.00
ADMINISTRATIVE SERVICES	15-2050 DATA SCIENTISTS	06	\$ 56,043.00
BUS & ECON AFFAIRS DEPT	13-1190 MISC BUS OPS SPECS-5	06	\$ 56,043.00
BUS & ECON AFFAIRS DEPT	19-3050 REGIONAL PLANNERS-3	07	\$ 56,043.00
CORRECTIONS DEPT	DEP DIRECTOR MEDICAL SVS-DOC	GG	\$ 89,121.00
CORRECTIONS DEPT	DEP DIR REHABILITATIVE SVS-DOC	GG	\$ 89,121.00
CORRECTIONS DEPT	DEPUTY WARDEN STATE PRISON	JJ	\$108,170.00
EDUCATION DEPT	13-1190 MISC BUS OPS SPECS-2	03	\$ 38,922.00
EDUCATION DEPT	13-1190 MISC BUS OPS SPECS-4	05	\$ 49,530.00
EMPLOYMENT SECURITY DEPT	13-1190 MISC BUS OPS SPECS-4	05	\$ 49,530.00
EMPLOYMENT SECURITY DEPT	13-1190 MISC BUS OPS SPECS-7	08	\$ 66,573.00
ENERGY DEPT	13-2010 ACCTS-AUDITORS-3	04	\$ 43,875.00
ENERGY DEPT	13-2090 MISC FINAN SPECS-4	05	\$ 49,530.00
ENERGY DEPT	13-1190 MISC BUS OPS SPECS-4	05	\$ 49,530.00
ENERGY DEPT	13-1190 MISC BUS OPS SPECS-4	05	\$ 49,530.00
ENERGY DEPT	13-2010 ACCTS-AUDITORS-4	05	\$ 49,530.00
ENERGY DEPT	13-1190 MISC BUS OPS SPECS-5	06	\$ 56,043.00
ENERGY DEPT	13-1190 MISC BUS OPS SPECS-5	06	\$ 56,043.00
ENERGY DEPT	23-1010 LAWYERS-4	09	\$ 72,579.00
ENVIRONMENTAL SERVICES	15-1210 COMP-INFO ANALYSTS-3	07	\$ 61,093.50
ENVIRONMENTAL SERVICES	19-2040 ENV SCIENTISTS-3	06	\$ 49,530.00
ENVIRONMENTAL SERVICES	19-2040 ENV SCIENTISTS-3	06	\$ 49,530.00
ENVIRONMENTAL SERVICES	19-2040 ENV SCIENTISTS-5	08	\$ 61,093.50
FISH AND GAME DEPT	41-9020 REAL ESTATE AGTS-2	06	\$ 49,530.00
FISH AND GAME DEPT	47-1010 SUPS CONSTRUCT WKRS-3	05	\$ 46,800.00
HHS: BEHAVIORAL HEALTH DIV	11-9150 SOC-CMTY SVC MGRS-4	05	\$ 66,573.00
HHS: BEHAVIORAL HEALTH DIV	21-1090 MISC SOC SVC SPECS-6	06	\$ 56,043.00
HHS: BEHAVIORAL HEALTH DIV	21-1090 MISC SOC SVC SPECS-7	07	\$ 61,093.50
HHS: BEHAVIORAL HEALTH DIV	21-1090 MISC SOC SVC SPECS-7	07	\$ 61,093.50
HHS: BEHAVIORAL HEALTH DIV	21-1090 MISC SOC SVC SPECS-7	07	\$ 61,093.50
HHS: COMMISSIONER'S OFFICE	13-1070 HUMAN RES WKRS-2	03	\$ 38,922.00
HHS: COMMISSIONER'S OFFICE	13-2090 MISC FINAN SPECS-5	06	\$ 56,043.00
HHS: COMMISSIONER'S OFFICE	15-1230 COMPUTER SUPP SPECS-5	05	\$ 49,530.00
HHS: COMMISSIONER'S OFFICE	23-2010 PARALGLS-LGL ASSTS-5	05	\$ 49,530.00
HHS: COMMISSIONER'S OFFICE	23-2010 PARALGLS-LGL ASSTS-5	05	\$ 49,530.00
HHS: COMMISSIONER'S OFFICE	23-1010 LAWYERS-3	08	\$ 66,573.00
HHS: COMMISSIONER'S OFFICE	23-1010 LAWYERS-3	08	\$ 66,573.00
HHS: ELDERLY & ADULT SVCS	11-9150 SOC-CMTY SVC MGRS-4	05	\$ 66,573.00
HHS: ELDERLY & ADULT SVCS	11-9150 SOC-CMTY SVC MGRS-4	05	\$ 66,573.00
HHS: ELDERLY & ADULT SVCS	21-1090 MISC SOC SVC SPECS-7	07	\$ 61,093.50
HHS: HAMPSTEAD HOSPITAL	11-9110 MED-HLTH SVCS MGRS-5	48	\$ 74,880.00

Agency	Classification Title*	Labor Grade	Estimated Cost (Step 1)
HHS: HUMAN SERVICES DIV	13-1040 COMPLIANCE OFFICERS-4	05	\$ 49,530.00
HHS: HUMAN SERVICES DIV	13-1040 COMPLIANCE OFFICERS-4	05	\$ 49,530.00
HHS: HUMAN SERVICES DIV	13-1040 COMPLIANCE OFFICERS-4	05	\$ 49,530.00
HHS: HUMAN SERVICES DIV	13-1040 COMPLIANCE OFFICERS-4	05	\$ 49,530.00
HHS: HUMAN SERVICES DIV	13-1040 COMPLIANCE OFFICERS-4	05	\$ 49,530.00
HHS: HUMAN SERVICES DIV	21-1090 MISC SOC SVC SPECS-6	06	\$ 56,043.00
HHS: HUMAN SERVICES DIV	21-1090 MISC SOC SVC SPECS-6	06	\$ 56,043.00
HHS: HUMAN SERVICES DIV	21-1020 SOCIAL WKRS-5	07	\$ 61,093.50
HHS: HUMAN SERVICES DIV	21-1020 SOCIAL WKRS-5	07	\$ 61,093.50
HHS: HUMAN SERVICES DIV	21-1020 SOCIAL WKRS-5	07	\$ 61,093.50
HHS: HUMAN SERVICES DIV	21-1020 SOCIAL WKRS-5	07	\$ 61,093.50
HHS: HUMAN SERVICES DIV	21-1020 SOCIAL WKRS-5	07	\$ 61,093.50
HHS: HUMAN SERVICES DIV	21-1020 SOCIAL WKRS-5	07	\$ 61,093.50
HHS: HUMAN SERVICES DIV	21-1020 SOCIAL WKRS-5	07	\$ 61,093.50
HHS: HUMAN SERVICES DIV	21-1020 SOCIAL WKRS-5	07	\$ 61,093.50
HHS: MEDICAID & BUS POLICY	13-1080 PROJECT MGMT SPECS-6	07	\$ 61,093.50
HHS: MEDICAID & BUS POLICY	PHARMACEUTICAL SVCS	KK	\$110,913.00
HHS: MEDICAID & BUS POLICY	MEDICAID PHARMACY DIRECTOR	NN	\$171,357.00
HHS: PUBLIC HEALTH DIV	11-9150 SOC-CMTY SVC MGRS-2	03	\$ 56,043.00
HHS: PUBLIC HEALTH DIV	13-1080 PROJECT MGMT SPECS-5	06	\$ 56,043.00
JUSTICE DEPT	23-2010 PARALGLS-LGL ASSTS-4	04	\$ 43,875.00
JUSTICE DEPT	ASSOCIATE MEDICAL EXAMINER		\$ 63,655.00
JUSTICE DEPT	CRIMINAL JUSTICE INVEST AG	BB	\$ 66,192.00
NATURAL & CULT RESOURCES	11-9190 MISC MGRS-4	04	\$ 61,093.50
NATURAL & CULT RESOURCES	39-1010 SUPS OF RECR WKRS-4	05	\$ 46,800.00
NATURAL & CULT RESOURCES	43-9060 OFC CLERKS GENERAL-5	05	\$ 43,875.00
PROF LICENSURE & CERT OFFICE	13-2010 ACCTS-AUDITORS-5	06	\$ 56,043.00
PROF LICENSURE & CERT OFFICE	23-2010 PARALGLS-LGL ASSTS-7	07	\$ 61,093.50
PROF LICENSURE & CERT OFFICE	23-1010 LAWYERS-2	07	\$ 61,093.50
SAFETY DEPT	13-1110 MANAGEMENT ANALYSTS-	04	\$ 43,875.00
SAFETY DEPT	13-1110 MANAGEMENT ANALYSTS-	04	\$ 43,875.00
STATE DEPT	43-5070 INVENTORY CLERKS-2	02	\$ 31,063.50
STATE DEPT	43-5070 INVENTORY CLERKS-2	02	\$ 31,063.50
Total	75 Positions		\$4,418,154.00

* INCLUDES ONLY PERMANENT CLASSIFIED, FULL-TIME, AND TEMPORARY CLASSIFIED FULL-TIME POSITIONS EXPECTED TO LAST MORE THAN 6 MONTHS ESTABLISHED BETWEEN 7/1/2024 AND 6/30/2025.

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 union representatives of classified state employees. 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, 2025, the following 14 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. In addition to the master-level contract, the SEA also has subunit agreements for employees in the below listed certified subunits. All employees in these subunits are covered by the master-level SEA contract, but have negotiated more specific terms under their own subunit agreements:

- 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.

State Employees' Association – Department of Transportation

The State Employees' Association of New Hampshire, Inc., SEIU Local 1984, Department of Transportation, is the exclusive bargaining representative of all classified employees at the Department of Transportation. The bargaining unit was certified by the PELRB on September 30, 2016. Prior to commencement of negotiations for the 2023- 2025 collective bargaining agreement, this bargaining unit was administratively transitioned by the union from an SEA subunit to a master-level bargaining unit within the SEA. The bargaining unit executed its own master-level agreement on June 26, 2023, with an effective date of July 1, 2023.

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 (aka 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 December 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 December 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 2025

Union	# of Represented Employees
Internal Affairs Association of New Hampshire	17
New England Police Benevolent Association Local 40	27
New England Police Benevolent Association Local 45	16
New England Police Benevolent Association Local 260	14
New Hampshire State Law Enforcement Officers	6
New Hampshire State Law Enforcement Supervisors	9
New Hampshire Probation and Parole Officers I & II	63
New Hampshire Probation and Parole Officers III Command	11
New Hampshire Troopers Association	275
New Hampshire Troopers Association-Command Staff	21
The State Employees' Association of NH, SEIU Local 1984	7,438
New Hampshire Corrections Supervisors	85
Teamsters Local 633	232
New Hampshire Department of Transportation	1,250
Total	9,464
* 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.	
* Confidential employees are excluded.	

Report Generated 6/30/2025 by Employee Matrix Version V6.4

Positions by Union Representation*

Fiscal Year 2025

Union	# Positions
Internal Affairs Association of New Hampshire	18
New England Police Benevolent Association Local 40	32
New England Police Benevolent Association Local 45	16
New England Police Benevolent Association Local 260	18
New Hampshire State Law Enforcement Officers	13
New Hampshire State Law Enforcement Supervisors	11
New Hampshire Probation and Parole Officers I & II	65
New Hampshire Probation and Parole Officers III Command	11
New Hampshire Troopers Association	332
New Hampshire Troopers Association-Command Staff	25
The State Employees' Association of NH, SEIU Local 1984	7,535
New Hampshire Corrections Supervisors	95
Teamsters Local 633	395
New Hampshire Department of Transportation	1,627
Total	10,193
<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 1 position found in error.</p>	

Report Generated 6/30/2025 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, 2025

- State Employees' Association (SEA)
- New Hampshire Corrections Supervisors (SEA)
- New Hampshire Department of Transportation (SEA)
- New England Police Benevolent Association (NEPBA Locals: 40, 45, and 260)
- New Hampshire State Law Enforcement Officers Union (NEPBA Local 218)
- New Hampshire State Law Enforcement Supervisors Union (NEPBA Local 219)
- New Hampshire Probation and Parole Officers Association
- New Hampshire Probation and Parole Command Staff Association
- NH Troopers Association
- NHTA – Command Staff
- Teamsters Local 633
- Internal Affairs Association of New Hampshire (affiliated with Teamsters Local 633)

All of the foregoing agreements contained a limited reopener article for purposes of positions classification. That article specified that the State was then in the process of migrating all classified positions from then current job titles to occupation-specific job titles that align with a nationally established standard known as the Standard Occupational Classification (SOC) System. That article further specified that, after migration, implementing some change associated with the classification changes would require further collective bargaining.

On June 13, 2023, the State sent a notice of intent to bargain to unions representing all bargaining units. After negotiations conducted primarily through September 2023, tentative agreements on the SOC classification changes were reached with all bargaining units other than NHPPOA, NHPPOCS, NHTA, and NHTACS. The State and the following bargaining units entered into amended collective bargaining agreements, incorporating the SOC classification provisions, effective November 3, 2023:

- State Employees' Association – New Hampshire Corrections Supervisors (SEA)
- New Hampshire Department of Transportation (SEA)
- New England Police Benevolent Association (NEPBA Locals: 40, 45, and 260)
- New Hampshire State Law Enforcement Officers Union (NEPBA Local 218)
- New Hampshire State Law Enforcement Supervisors Union (NEPBA Local 219)
- Teamsters Local 633
- Internal Affairs Association of New Hampshire (affiliated with Teamsters Local 633)

Subsequently, the State entered into an amended collective bargaining agreement, incorporating the SOC classification provisions, effective January 26, 2024.

Despite continued negotiations, the State and the NHPPOA, NHPPOCS, NHTA, and NHTACS, did not reach agreements regarding issues related to the SOC classification changes.

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 serve the citizens of New Hampshire, as directed under RSA 21-I:42, XIV-XVII.

To fulfill this mission, the BET 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; and
- Provide training specified by RSA 21-I:42.

The BET delivered the following courses and programs in FY 2025:

- Sexual Harassment Training
- Supervisory Academy (SA) (Pre-requisite for CPM)
- NH Works Equal Opportunity Training
- Administrative Law Web Series
- Equal Opportunity PY 25
- Business Writing
- Certified Public Manager (CPM)
- Computer Skills and Professional Development Courses (Too many to list here.)
- Customer Service Training
- Dealing with Troubled and Toxic Employees
- DHHS - Involuntary Emergency Admission Training
- DNCR- Supervisor & Manager Training
- DOJ – Grants Training
- DOT- Communication Skills Training
- In-person Respect and Civility in the Workplace Training
- Lean Process Improvement – White Belt
- Lean Process Improvement – Black Belt
- Lean Process Improvement – Green Belt
- Lean Process Improvement – Yellow Belt
- NH FIRST Workforce Management Training
- OPLC & DOJ - Wynn E. Arnold & Elyse S. Alkalay - Administrative Law Web Series
- Respect and Civility in the Workplace Training In-person Workshop
- Respect and Civility in the Workplace Training Online
- State of New Hampshire Trainer Certification Program
- State of NH – Park Manager University
- Statewide Computer Usage Policy Training

BET's revenues were \$374,775.00 for FY 25. The total number of students enrolled in FY 25 was 1,356 students (This does not account for off-site training where multiple attendees were present. If we include those numbers, we are approximately 1,500 students for FY 25.

Continuing to make educational and training opportunities available via our online learning management system platform encourages a great number of students to take advantage of the BET's offerings, especially students in the North Country that might otherwise be unable to attend in person because of travel constraints.

The BET plans to evaluate its pricing, and expected revenue and costs in FY 26-27, to ensure that pricing is appropriate and cost effective for customers/clients to maximize participation in class enrollments while fully covering BET's costs.

In an effort to maintain revenues in FY 25, despite an anticipated reduced demand for training from state agencies, the BET has been proactively advertising to municipalities and their employees. This has been a successful strategy to date, and we have recognized an increasing number of students coming from our municipal offices.

New Hampshire Certified Public Manager Program

Since FY 1996, the 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(s) to measure and develop participants' professional competencies in the field of public management.

- The Level I program (Supervisory Academy) is available to supervisors and individuals who plan to enter a supervisory role. The Level I program takes students nine weeks to complete with over 80 to 100 hours of 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 Legacy CPM Level I programs from 2010 to present or the Supervisory Academy. Level II requires an additional 160 hours of course work as well as participation in a team project that requires 60 hours of time. Students who 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 2025, there were 142 graduates from Level I of the Supervisory Academy program and 36 graduates from Level II.

In FY25, the BET continued to revise the structure of its CPM program in conjunction with offering an improved program for Supervisory Training. Under the new format, supervisors engage in a 9-week, 80-100-hour program (described more fully later in this section), which also serves as a prerequisite for entering a 12-month CPM program. The Certified Public Supervisor program provided by the Department of Health and Human Services has also been accepted in lieu of the Supervisory Academy as the pre-requisite for CPM. This new structure shortens the overall timeframe for students to complete their CPM program and provides enhanced training to

supervisors. BET continued to offer students two options for attending, one that meets two times per week and an alternative that meets once per week for twice the duration of time. In FY 26 we will move to only offering one option that meets two times per week.

Professional Development Classes

In addition to the CPM program, the BET continues to offer a full suite of professional development courses and applied learning classes. In FY 25, the BET delivered approximately 150 professional development classes to 1,166 state and 190 (190 does not include off-site offerings that had more than one attendee.) local and county employees. This was flat over FY 24.

FY 2025 Professional Development Classes	Non-State Students	State Employee Students	Total # Students
Grand Total	190	1166	1,356

E-Learning

In FY 25, the BET continued to successfully leverage the statewide online learning management system (LMS), called Moodle. While BET is the best option to provide centralized online learning management resources for state employees, Moodle’s availability as an online learning management system is at risk due to aging technology.

The BET continued to develop strategic partnerships with agencies throughout the state regarding online learning and provided for-fee training and technical services to several agencies (Business and Economic Affairs, Department of Transportation, Police Standards and Training Council, Department of Environmental Services, Department of Health and Human Services, Department of Justice, Office of Professional Licensure and Certification, Department of Natural and Cultural Resources, and the Department of Administrative Services.);

- Provided Moodle helpdesk ticket support and enhancements to reporting capabilities;
- Administered a new externally facing instance of Moodle to enable state employees and non-state individuals to access the BET trainings and other required trainings (e.g., Sexual Harassment, Computer Use Policy, and Respect Trainings, Certificate Programs and Professional Development Courses) without needing access to the State network;
- Completed a full round of revisions to all core curricula;
- Created a new Sexual Harassment training module that is available to all employees statewide; and
- Continued to provide monthly compliance reporting to participating agencies tracking their employees’ completion of required compliance courses.

Significant Training Initiatives

During FY 2025, the BET successfully executed the following initiatives:

- Supervisory Academy (SA) (Pre-requisite for CPM)
- In-person Respect and Civility in the Workplace Workshop
- State of NH – Park Manager University

- Certified Public Manager (CPM)
- DHHS - Involuntary Emergency Admission Training
- DHHS – Respect and Civility Training
- DoIT Root Cause Analysis Training
- DOT – Work Zone Safety Training
- F&G - Myers Brigg Type Indicator
- F&G – Trust Building Workshop
- BEA - NH Equal Opportunity Training
- NH Lean Process Improvement (Update to Green Belt and Black Belt)
- New Lean Black Belt Program
- DHHS - Managing in a Union Environment 6-part Training Series

State of New Hampshire Supervisory Academy Updates

During FY 25, the BET updated the curriculum of the NH Supervisory Academy (NHSA). NHSA is a 9-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 or 180-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 12-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 CPM program.

Customized Training Support

In FY 25, the BET continues to offer customized training support via inter-agency service agreements. During FY 25, BET signed service agreements with the Department of Health and Human Services, the Department of Business and Economic Affairs, the Department of Information Technology, the Department of Natural and Cultural Resources, the Department of Transportation, and the Department of Labor.

New Course Offerings to be piloted in FY 26.

- Instructional Design Basics.
- Emotional Intelligence Workshop
- Supervisor Boot Camp