



People Forward: Human Capital Trends and Innovations New Hampshire

This factsheet provides an overview of state personnel trends and processes identified as part of *Grading the States 2008*, the Pew Center on the States' 50-state report card on state government management. To assess state performance in the People category, the Government Performance Project team examined how well a state manages its employees. Among many other factors, the team of management experts reviewed how state human resource systems go about hiring, retaining, developing and rewarding high performing employees. For full grading criteria, additional data reports, and a variety of promising new practices in recruitment strategies and leadership development identified during the course of the study, access the full report, *People Forward: Human Capital Trends and Innovations*, at www.pewcenteronthestates.org/gpp.

Criterion 1 Conducting and updating a thorough analysis of a state's human capital needs.

Observations

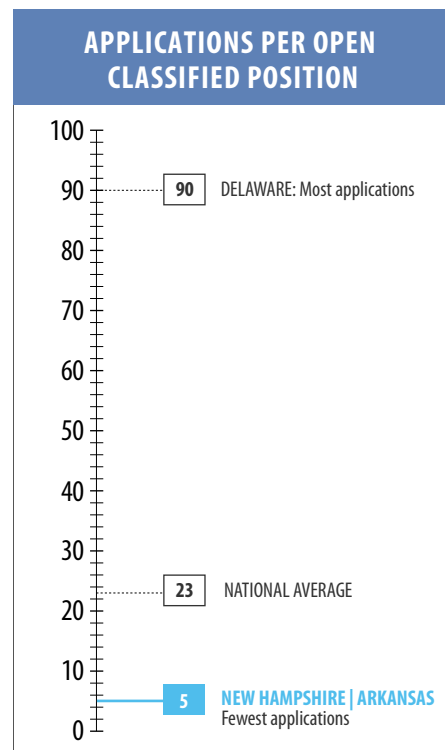
- New Hampshire has no statewide workforce plan, and it is hindered by both institutional and constitutional obstacles in developing a strategic direction with regard to its workforce. The degree to which individual agencies engage in workforce planning is unknown.
- The state recently has created a workforce planning position in the Division of Personnel (DOP), but its potential impact is unclear.
- New Hampshire has a large amount of data available, especially through the DOP annual report, but it is unclear whether state makes use of the data.

Criterion 2 Acquiring the employees a state needs.

Average time to fill open classified positions	Average number of applications per classified job opening	New hire turnover rates	
45 days	5	Voluntary	NA
		Involuntary	NA

Observations

- The state's hiring Web site functions as a bulletin board for state job listings and employment information, and it would benefit from additional information about state employment, search features to help prospective applicants explore job opportunities and the ability to submit applications online.
- Several agencies make use of internships and mentorships in which students are obligated to 18 months of service for every year of education paid for by the state.



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates		Total classified compensation (2007 dollars)	
Total	9.2% ¹		\$49,300
Voluntary	6.3%	Fringe benefits as a percentage of salary, classified employees	44.0%
Involuntary	0.5%	Percentage of health insurance premiums paid by employees	0.0%
Retired	2.2%	Grievances per 1,000 classified employees	NA
Layoff	0.1%		

¹ Job turnover rate components may not add up to total turnover rate due to rounding.

Criterion 4 Developing a state’s workforce.

Average hours of training		Training expenditure		Employee development	
Per employee	NA	As a percentage of total payroll cost	NA	Total number of development programs	2
Per manager	NA	Per employee	NA	Hours in senior leadership program	NA
		Per manager	NA	Percentage of employees with a career plan	NA

Observations

- Although agencies control their own training agendas, the DOP offers more than 100 courses, including communication skills, computer skills and management training.
- The state’s Certified Public Manager program is competency-based and has two levels: one for supervisors and potential supervisors (one year), and one for mid- to upper-level managers (two years).
- Career planning and succession planning may occur informally, but there are currently no formal systems in place.

Criterion 5 Managing a state’s workforce performance programs effectively.

Percentage of classified employees with an annual performance appraisal	Time to terminate classified employees for	
NA	Performance problems	NA
	Behavior problems	NA

Observations

- New Hampshire has mandated annual evaluations that tie to promotions, but the state does not have a systematic reward system for the evaluations, nor do they link with agency goals.
- The state does not use any performance-related compensation strategies, such as spot bonuses or individual/group performance bonuses.
- New Hampshire has guidelines for disciplining and terminating poorly performing employees, but the process is very demanding of supervisors. Given this fact, the very low involuntary turnover rate among classified employees may indicate that it is difficult to terminate employees for cause.

The Government Performance Project examined human capital management operations in all 50 states. States that did not submit sufficient data for inclusion in these data tables were assessed based on public documents and interviews. Information marked by an asterisk (*) was extracted from state sources independently of the GPP survey. “NA” indicates insufficient data. The information included in this report is current as of February 1, 2008.