

**Legislative Performance Audit and Oversight Committee
RSA 17-N:1**

**October 29, 2018
1:30 PM
LOB 212**

Agenda

1. Acceptance of the July 23, 2018 meeting minutes
2. Current status of ongoing performance audits
 - Police Standards and Training Council
 - Department of Environmental Services, Wetlands Permitting
 - Adult Parole Board
3. Approved audit topics
 - Department of Educations, Bureau of Vocational Rehabilitation
 - Department of Health and Human Services, Therapeutic Cannabis Program: Issuance of Registry Identification Cards
4. Seek and discuss new audit topics
 - Letter from DAS re: Succession Planning
5. Other business
 - Letter from LBA re: Certificate of Impact award
6. Date of next meeting and adjournment



NATIONAL CONFERENCE OF STATE LEGISLATURES

NATIONAL LEGISLATIVE PROGRAM EVALUATION SOCIETY

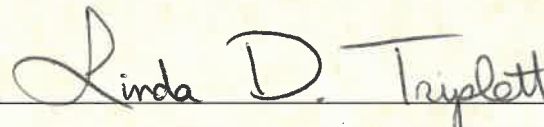
2018 Certificate of Impact

Presented to

New Hampshire Office of Legislative Budget Assistant, Audit Division

in recognition for its report that had significant impact on public policy

Health and Human Services Bureau of Developmental Services Unspent Appropriations



Linda Triplett, NLPES Chair





MICHAEL W. KANE, MPA
Legislative Budget Assistant
(603) 271-3161

CHRISTOPHER M. SHEA, MPA
Deputy Legislative Budget Assistant
(603) 271-3161

State of New Hampshire

OFFICE OF LEGISLATIVE BUDGET ASSISTANT
State House, Room 102
Concord, New Hampshire 03301

STEPHEN C. SMITH, CPA
Director, Audit Division
(603) 271-2785

October 10, 2018

Legislative Performance Audit and Oversight Committee
The Honorable Lynne Ober, Chair
State House
Concord, New Hampshire 03301

Dear Representative Ober and Members of the Committee:

I am pleased to announce that the National Conference of State Legislatures (NCSL), through its National Legislative Program Evaluation Society, has awarded the LBA Audit Division with a 2018 Certificate of Impact for its 2016 performance audit on the Bureau of Developmental Services Unspent Appropriations. This topic was initiated by the Legislative Performance Audit and Oversight Committee's concerns over waitlists for developmental disability (DD) and acquired brain disorder (ABD) services. The report identified a number of reasons why the Bureau lapsed \$40 million in available appropriations while over 100 clients remained on the DD and ABD waitlists at the end of State fiscal year 2015. The award recognizes that this performance audit was able to generate interest by the Legislature, public and other organizations, as well as initiate statutory changes by the Legislature and program improvements by the Bureau of Developmental Services in order to address the issue.

Significant contributors to this report included Phil Sletten, Steven Grady, Jay Henry, Stephen Fox, and Stephen Smith. This award not only recognizes the hard work of LBA auditors, but also the dedicated actions taken by the Legislative Branch, Executive Branch, and DD and ABD community in response to the report.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael W. Kane".

Michael W. Kane
Legislative Budget Assistant

Enclosure
cc: LPAOC members



State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES
OFFICE OF THE COMMISSIONER
25 Capitol Street – Room 120
Concord, New Hampshire 03301

Charles M. Arlinghaus
Commissioner
(603) 271-3201

Joseph B. Bouchard
Assistant Commissioner
(603) 271-3204

October 16, 2018

Representative Lynne Ober
Chairwoman
Legislative Performance Audit and Oversight Committee
New Hampshire General Court
State House
Concord, NH 03301

Dear Representative Ober:

The state of New Hampshire's approach to succession planning over the last decade occurred in two phases but with similarities. In general, succession is a critical component of a personnel management system that includes recruitment, retention, training, development, and advancement. In today's environment, planning for succession is seen as an integrated part of the challenges the state faces in its public workforce.

The response to the 2008 audit on succession planning took two distinct but ultimately similar phases. First was the formation of a Workforce Development Committee and the hiring of staff. That effort lasted into 2011 but the committee was disbanded and the effort suspended in 2011 because of the recession and significant budget cuts. Current efforts began again in 2015 with the formation of the Talent Acquisition and Management Committee (TAM). A part time coordinator was hired in 2016 and the position became full time in 2018.

Workforce Development Model

The Workforce Development Model was eventually suspended but I want to provide a summary outline of it in part because many agencies at the time took pieces of it to manage their own needs and its finding and approach helped refine and give guidance to current efforts.

The committee undertook five different workforce development surveys and held Workforce Development Summits in April 2009, and in October, 2010. In the end, their efforts can be summarized by a 7 point tool kit they put together for agencies to organize their own planning efforts:

The WFD Planning Model and accompanying "tool kit" was designed to help agencies develop strategic plans and their own workforce development program. It included:

- Workforce Planning Model: identifying the necessary components for developing a workforce plan
- Knowledge Management and Transfer Model: aimed at helping agencies in documenting and transferring the knowledge of employees retiring
- Candidate Development Program Model; to guide agencies in developing succession plans
- Individual Development Planning Model for Organizational Enhancement, Career Ladders, and Career Development
- Mentoring Model: for agencies wanting to create and implement a mentoring program
- Reward & Recognition Tool Kit: providing agencies with ideas on how to recognize and reward employees
- Measuring Customer Satisfaction in NH State Government: tools that will assist agencies with implementing customer service standards.

Suspension of Workforce Development Committee

With the onset of the recession and the budget concerns of 2011, the Division of Personnel faced staffing changes and the committee was disbanded.

Workforce Development by any other name is Talent Acquisition and Management.

There continued to be ongoing consultation with human resource professionals and some division and department managers about succession and development but formal efforts did not begin anew until the 2015 establishment of a Talent Acquisition and Management Committee (TAM). The TAM includes a steering committee of managers and commissioners as well as workgroups which are more likely to include human resources professionals. TAM picked up where Workforce Development left off and it's hard to think of them as separate efforts.

Knowledge Inventory

From a narrow succession planning standpoint, the centerpiece of TAM efforts is a Knowledge Transfer Program with a recently developed Knowledge Inventory Form as its key document. The document is meant to be continually updated to more thoroughly document position responsibilities, applicable laws and rules and key partnerships, projects and project updates to assist in new hire training.

Ongoing Efforts

At the end of the day, workforce development and succession planning are inextricably linked. What follows is a general overview of some of the accomplishments, big and small by the Department of Administrative Services in partnership with the agencies of state government.

Regular Attendance at Employment Fairs to Promote State Employment

- Provide information about the many fulfilling career paths, State employment opportunities, and how to apply for state jobs
- Provide information about the State's salary structure and the especially generous benefits that state employees receive
 - This includes the development of a Total Compensation Statement/Calculator that allows a prospective employee to calculate the value of wage and benefits earnings when considering state employment
- Provide information about how the State of New Hampshire stacks up against other states as a great place to live, work and raise a family
- Partnering with Stay, Work, Play New Hampshire
- Events include partnerships with UNH, CCSNH, private sector employment fairs, Career Planning days at high schools, colleges and other professional schools, and working with community-based agencies that work with seniors to promote part-time state employment opportunities

Making Common Sense Changes to the Position Posting Process to promote state employment

- Postings now include ability to include Total Compensation Statement
- Agencies are now encouraged to use "Working Titles" when posting jobs so that applicants have a clearer understanding of job opportunities than is conveyed by posting positions using state-specific generic job titles

Improving Post to Fill Times

- A majority of the agencies are now trained to certify that applications meet minimum job qualifications so that applications can be moved quickly to the hiring manager for consideration
- Certification training is conducted for newly hired/promoted agency Human Resources representatives and refresher training is conducted upon request

Using Social Media to Promote State Employment

- Established a State of New Hampshire-Human Resources LinkedIn page
- State website job postings are now "scraped" by LinkedIn and Indeed, broadening the audience for state jobs

Establishing a Talent Acquisition and Management Steering Committee and Workgroup to develop sustainable talent acquisition and management programs that promote New Hampshire as an Employer of Choice

- Areas of concentration: recruitment, retention, retirement, training and development
- Steering Committee includes Commissioners, Agency HR Directors and Agency Managers
- Workgroups focus on Work Planning, Communications and Data
- Major Accomplishments: Publication of Statewide Internship Guide, Development of Recruitment PowerPoint loop for marketing and job fairs,

- creation of data matrices for improved standardized reporting of position and employee data to assist with workforce and budget planning
- Development of statewide Knowledge Transfer Program, piloted at several agencies
 - Developed Knowledge Inventory Form to document position responsibilities, applicable laws and rules and key partnerships, projects and project updates to assist in new hire training
 - Reporting tool developed to assist agencies in identifying employees approaching retirement so that they can develop targeted Knowledge Transfer and succession planning efforts

Employee Retention Efforts

- Development of a Statewide Employee Survey, currently under review and awaiting communication and dissemination to employees
- Continued development of training classes available through the Bureau of Education and Training

The ten year history of our response to the 2008 audit includes fits and starts. In general, however, the approach developed over that decade can be thought of as one linking recruitment, retention, development, training, and advancement.

There is a lot work to do and a lot of work that has been done. I look forward to any opportunity to talk to you and the members of the committee about the challenges the state will face and what we might do to meet them.

Sincerely,



Charles Arlinghaus
Commissioner