



# OTHER DUTIES AS ASSIGNED

State of NH Dept of Safety  
Presented by: Jaime  
Corwin

# HR

THE UNOFFICIAL  
PSYCHOLOGIST  
EVENT PLANNER  
PEACEMAKER  
LAWYER & TEACHER

HUMAN  
RESOURCES  
BECAUSE BADASS  
MIRACLE WORKER  
ISN'T A JOB TITLE!

HUMAN  
RESOURCES  
WE SOLVE  
PROBLEMS  
YOU DIDN'T  
★EVEN KNOW★  
YOU HAD

NOTHING  
SURPRISES ME  
I WORK IN  
HUMAN  
RESOURCES

HR:  
BECAUSE MAKING  
THE IMPOSSIBLE  
HAPPEN IS OUR  
DAILY ROUTINE

# APRIL (HYPOTHETICALLY)



| WEDNESDAY                                               | THURSDAY                                            | FRIDAY                                                                      | SATURDAY                                                | SUNDAY                                     | MONDAY                                        | TUESDAY                                          |
|---------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------|--------------------------------------------|-----------------------------------------------|--------------------------------------------------|
| <div>PRESENT AT CONFERENCE!</div>                       | 02 <div>SEW CURTAINS FOR LOBBY</div>                | 03 <div>HELP INSTALL CAT-5 CABLE</div>                                      | 04 <div>WEAR MASCOT COSTUME AT EVENT</div>              | 05 <div>ANSWER EMAILS FROM LAST WEEK</div> | 06 <div>PLAN WORK PARTY</div>                 | 07 <div>DO WELLNESS CHECK</div>                  |
| 08 <div>VISIT EMPLOYEE IN ICU</div>                     | 09 <div>DO DRIVE UP COVID TESTING</div>             | 10 <div>CONDUCT TOYS FOR TOTS DRIVE</div>                                   | 11 <div>INSTALL NEW SOFTWARE OVER WEEKEND WITH IT</div> | 12 <div>STILL INSTALLING SOFTWARE</div>    | 13 <div>CALL FOR BEDBUG ERADICATION</div>     | 14 <div>SHOVEL WALKWAYS AND SPLINT A WRIST</div> |
| 15 <div>TAKE OVER 50 CHECKBOOKS</div>                   | 16 <div>COVER FOR MAIL COURIER</div>                | 17 <div>COVER FOR RECEPTIONIST</div>                                        | 18 <div>CREATE BALLOON ARCH FOR PARTY</div>             | 19 <div>CLEAN UP PARTY</div>               | 20 <div>TAKE OVER MARKETING DEPT</div>        | 21 <div>CLEANING THE BATHROOM</div>              |
| 22 <div>TEACH CO-WORKER HOW TO FIX A TOILET CHAIN</div> | 23 <div>HELP EMPLOYEE GET A RESTRAINING ORDER</div> | 24 <div>GO TO HOSPITAL TO GET PAPERWORK SIGNED FROM EMPLOYEE'S SPOUSE</div> | 25 <div>CAT SIT FOR BOSS</div>                          | 26 <div>STILL CAT-SITTING</div>            | 27 <div>SERVE AS REALTOR AND TOUR GUIDE</div> | 28 <div>GO TO FUNERAL(S)</div>                   |
| 29 <div>DECIDE WHAT CARS TO TOW FROM PARKING LOT</div>  | <div>COOK AND SERVE THANKSGIVING DINNER</div>       | <div>PLAN ANNUAL FUNDRAISER</div>                                           |                                                         |                                            |                                               |                                                  |

# Wardrobe Malfunctions



# Service Animals



# Bulbs



# Gifts at work...

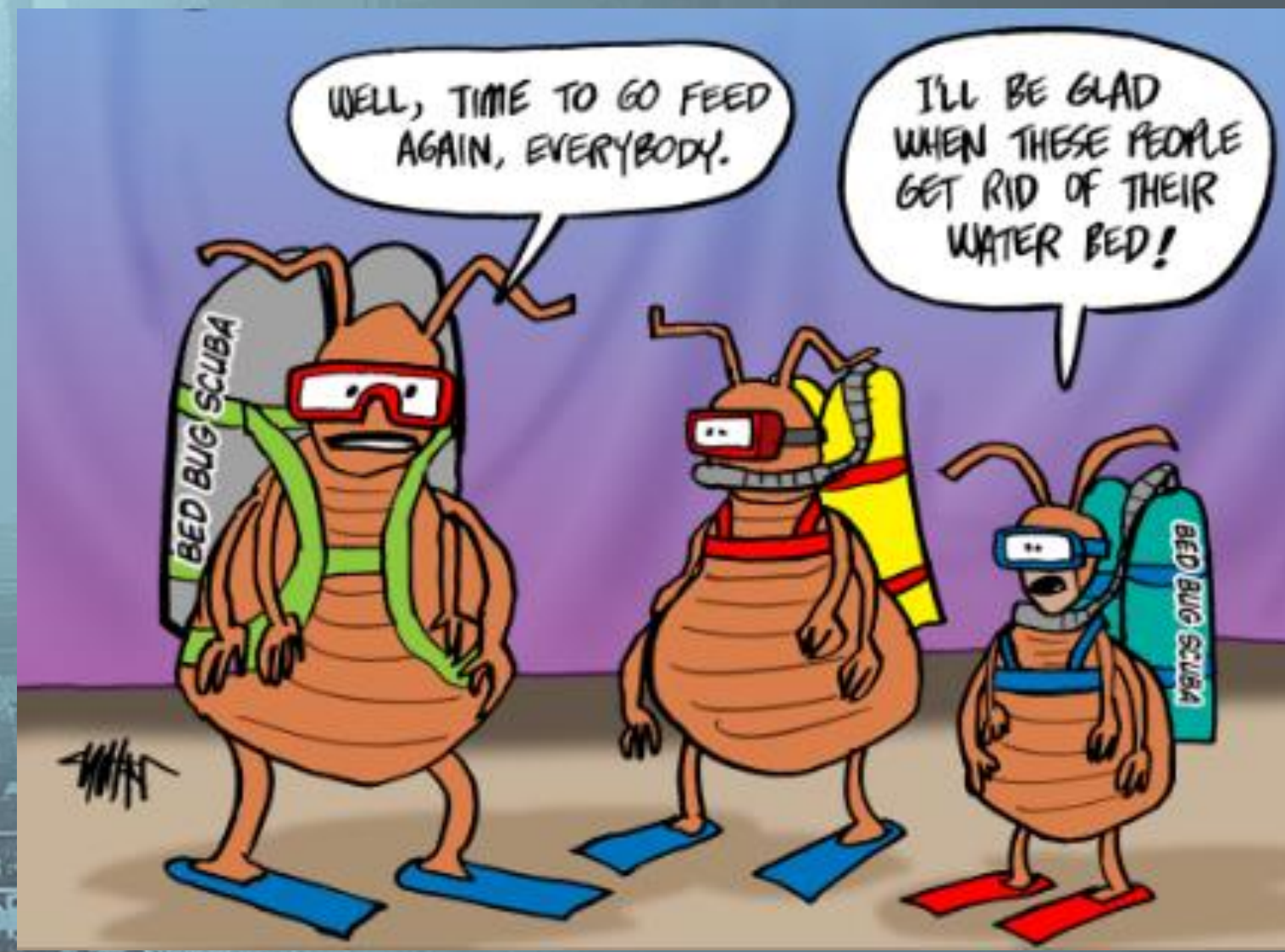


# Twinsies!





# Work-related Injuries?



# Romance at work





# Phones



# Sleeping

**YEAH IF YOU COULD STOP  
FALLING ASLEEP AT WORK**



**THAT WOULD BE GREAT**



# Pigeon in a purse



**You're going to pierce what at work??**





+



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=

#Poopgate

Sorry, I can only handle ten crises at a time. Please take a number and I'll get back to you when things are halfway sane.

your e cards  
www.e-cards.com



# Why does this clause exist?

Allows adaptability in dynamic environments

Covers tasks that arise unexpectedly

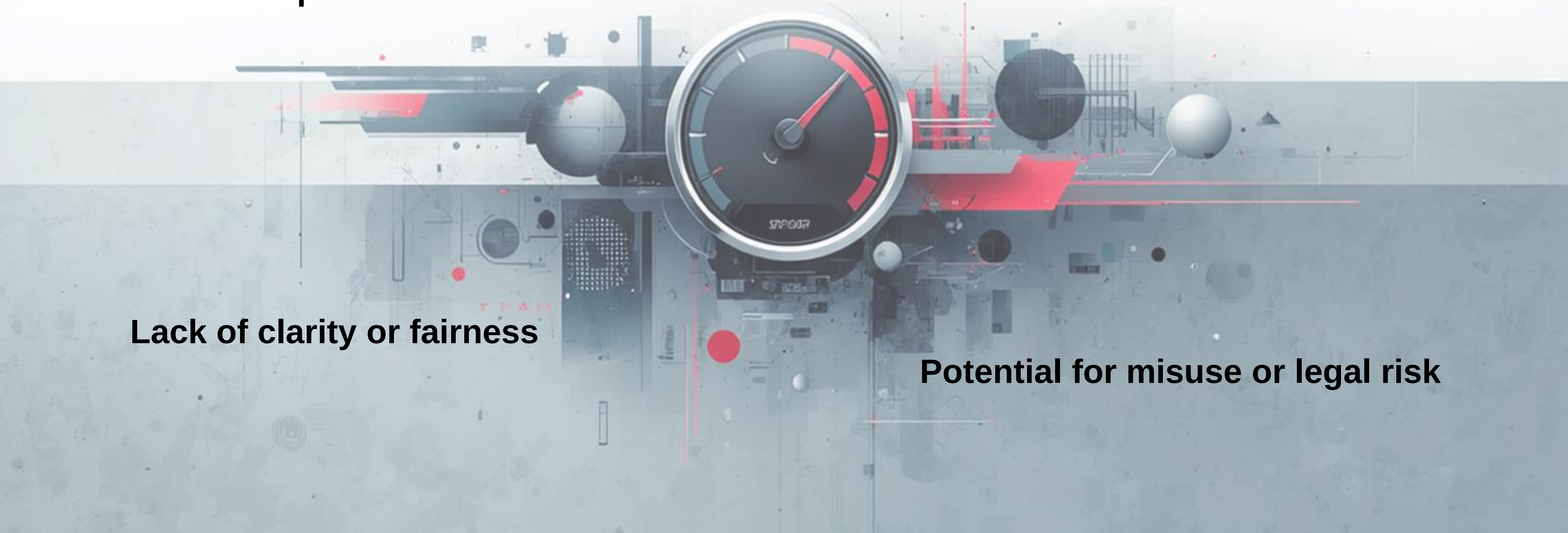
Supports cross-functional collaboration

# When “other duties” goes too far...

**Role creep and burnout**

**Lack of clarity or fairness**

**Potential for misuse or legal risk**

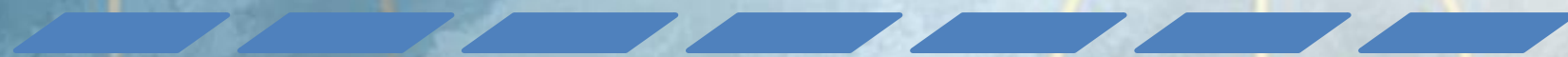


# Staying within boundaries

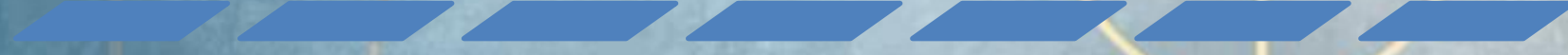
**FLSA implications**



**Collective Bargaining Agreements**



**Job classification and equity concerns**



# Managing “other duties” Effectively

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Be specific in job descriptions where possible

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Communicate expectations clearly

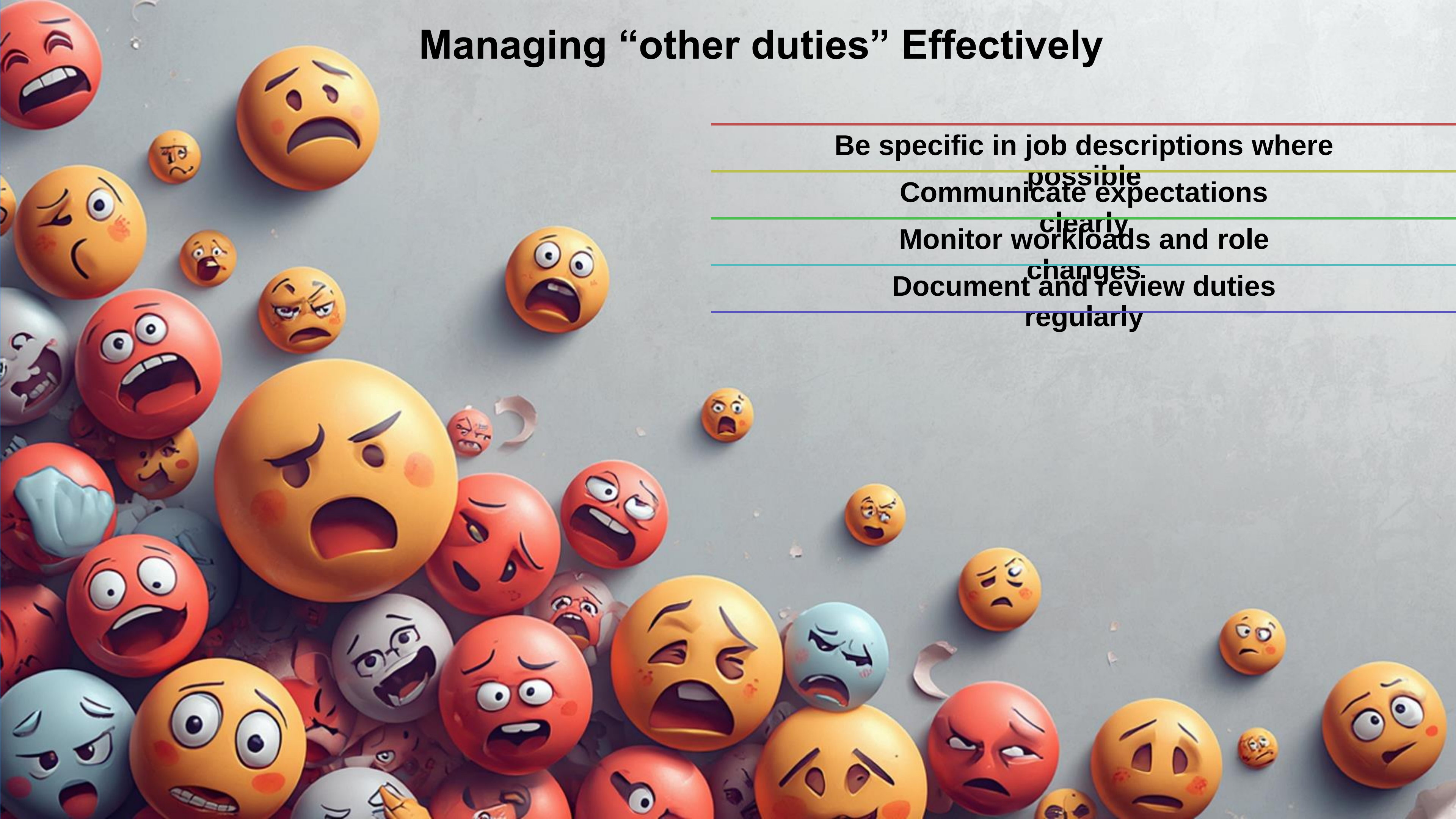
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Monitor workloads and role changes

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Document and review duties regularly

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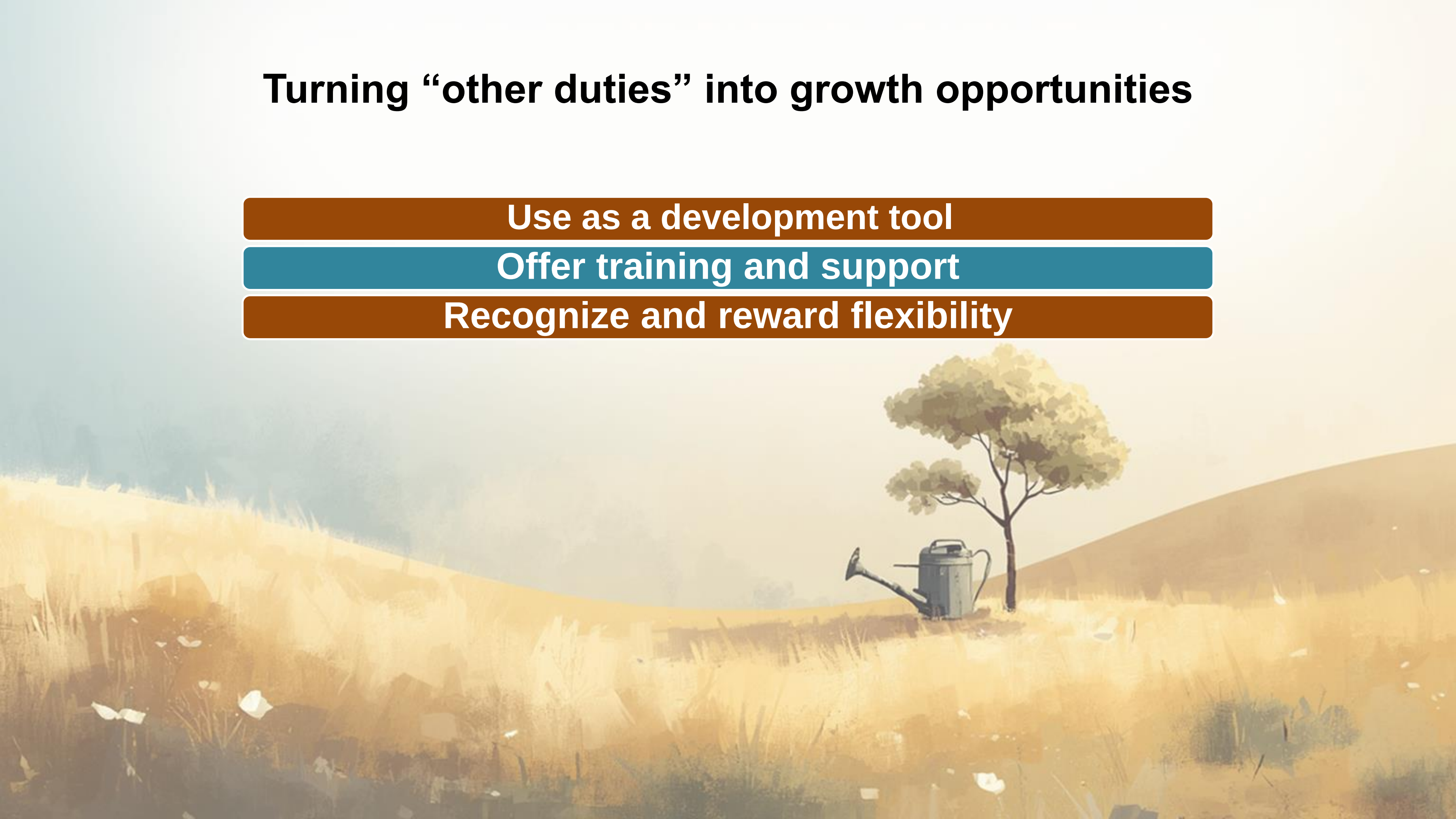


# Turning “other duties” into growth opportunities

Use as a development tool

Offer training and support

Recognize and reward flexibility



# HR as a Strategic Partner

Advocate for clarity and  
fairness

Support managers in role  
design



Ensure alignment with  
organizational goals

Take time to prepare

## Non-empathetic language

“Nope. Can’t do it.”

“I understand that you’re disappointed, but this is the way it is.”

“You shouldn’t get so upset.”

“Bad things happen.”

“How in the world can you...?”

“Don’t worry about it.”

“Are you angry?”

“You mean you didn’t know...”

“I hate to tell you this, but...”

## Empathetic language

“I’m so sorry that I won’t be able to...”

“You must be disappointed...”

“I can see that this news is upsetting...”

“I’m sorry to hear that...”

“I can understand why you feel that way...”

“You must be feeling pretty frustrated...”

“It looks as if you are feeling...”

“This must come as a surprise...”

“There is something I need to tell you...”

# ✦ Best practices for opening the conversation



Let the person know  
you want to talk

Arrange a convenient time to get  
together



Set the stage

Think about the best seating  
arrangement to be the least  
confrontational environment.



Get to the point

Introduce the subject and get to the  
point quickly. Don't talk around it or  
lead up with too much fluff.



# Suggested conversation starters

**“You’ve probably heard that we lost a big contract...”**

**“I’d like to talk with you about your performance evaluation...”**

**“I need a favor from you...”**

**“There’s something important that I’d like to discuss...”**

**“I have some bad news...”**



# Delivering difficult messages

Be clear and specific, focus on the facts, and give examples if possible

Be sincere, tell the truth, and provide accurate information

If you need more information about the situation, ask questions

Allow the other person to ask questions; answer them honestly and briefly

- If you can't disclose something, explain why

Stay calm and use positive body language

Avoid distractions - don't take calls, check email or send texts

Take responsibility when warranted

- Don't blame others or try to justify your actions

Reframe the situation in a positive light, if appropriate, but don't lie

Listening and responding



Clear



Eye contact



Focus



Ignore

Carrying out  
the  
conversation

Your mind



But be careful not to stare or  
appear menacing

On one idea at a time

Distractions (other  
conversations, ringing phones,  
unrelated concerns, etc.)



# Listening and responding

**If you need to encourage the person to go into more depth, ask for more information**

**Extract the main ideas and ask questions if needed to make sure you understand**

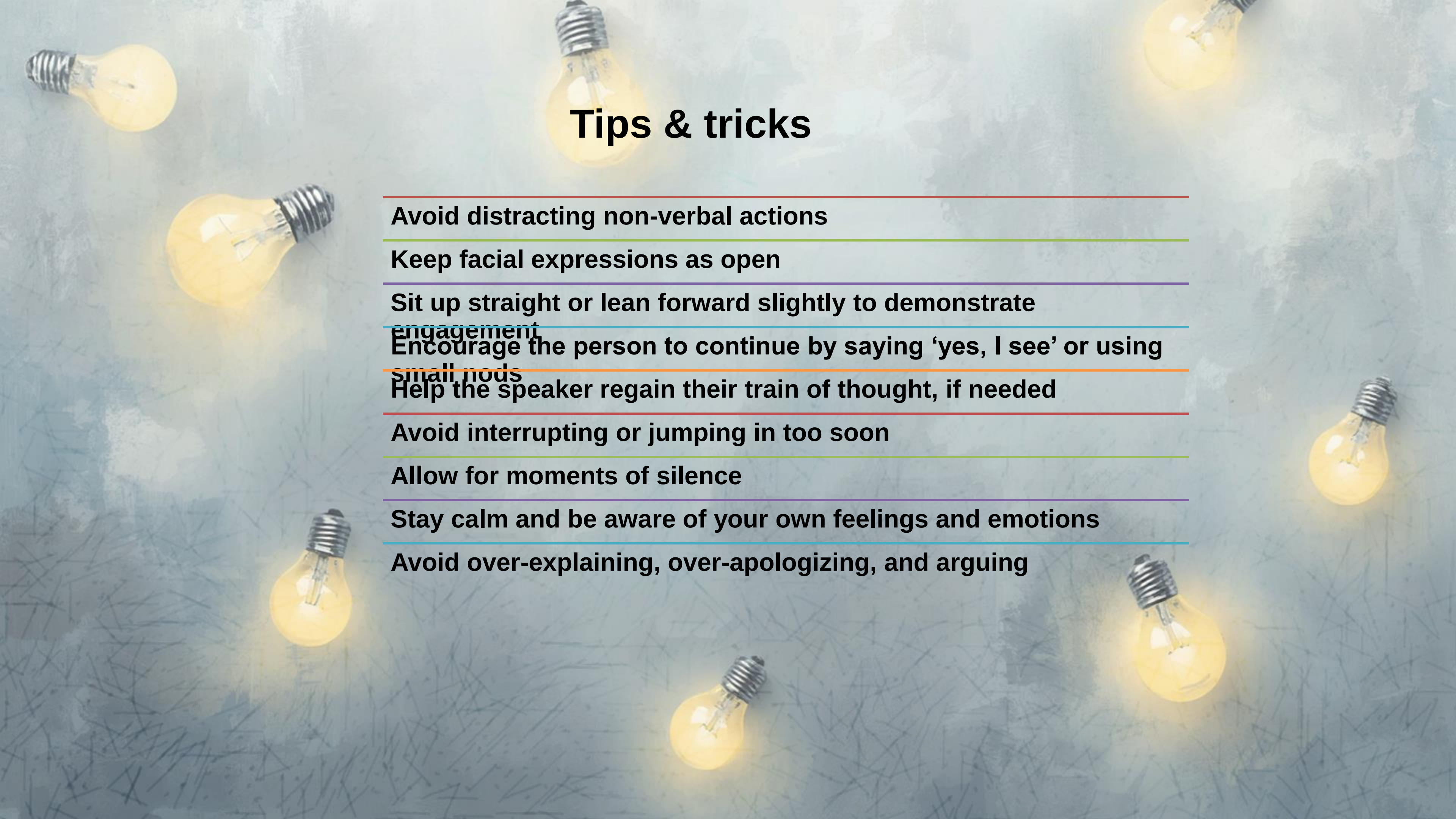
**Be aware of tone and body language**

**Instead of saying what you think the person should do, help them come to their own conclusions**

**Seek to understand the persons perspective on, and feelings about the situation**

**Respect the persons feeling and point of view even if you disagree**

**Avoid making assumptions about what the person wants, thinks or feels**

The background of the slide is a textured, light blue-grey surface. Scattered across this surface are several glowing yellow lightbulbs. One is at the top left, one at the top center, one at the top right, one on the middle left, one on the middle right, one at the bottom left, one at the bottom center, and one at the bottom right. The lightbulbs are of various sizes and are all illuminated, casting a warm glow.

# Tips & tricks

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**Avoid distracting non-verbal actions**

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**Keep facial expressions as open**

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**Sit up straight or lean forward slightly to demonstrate**

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**engagement**

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**Encourage the person to continue by saying ‘yes, I see’ or using**

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**small nods**

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**Help the speaker regain their train of thought, if needed**

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**Avoid interrupting or jumping in too soon**

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**Allow for moments of silence**

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**Stay calm and be aware of your own feelings and emotions**

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**Avoid over-explaining, over-apologizing, and arguing**

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# Coping with difficult ✨ responses



Stay calm, take a deep breath,  
and manage your own emotions



Acknowledge and respect the  
person's feelings



Let the person express their  
feelings, opinions, and ideas



Show empathy



# Coping with challenging responses

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**Angry**

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**Tearful**

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**Frustrated**

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**Resistant**

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**Passive**



# Explore alternatives and solutions

Demonstrate an attitude of collaboration

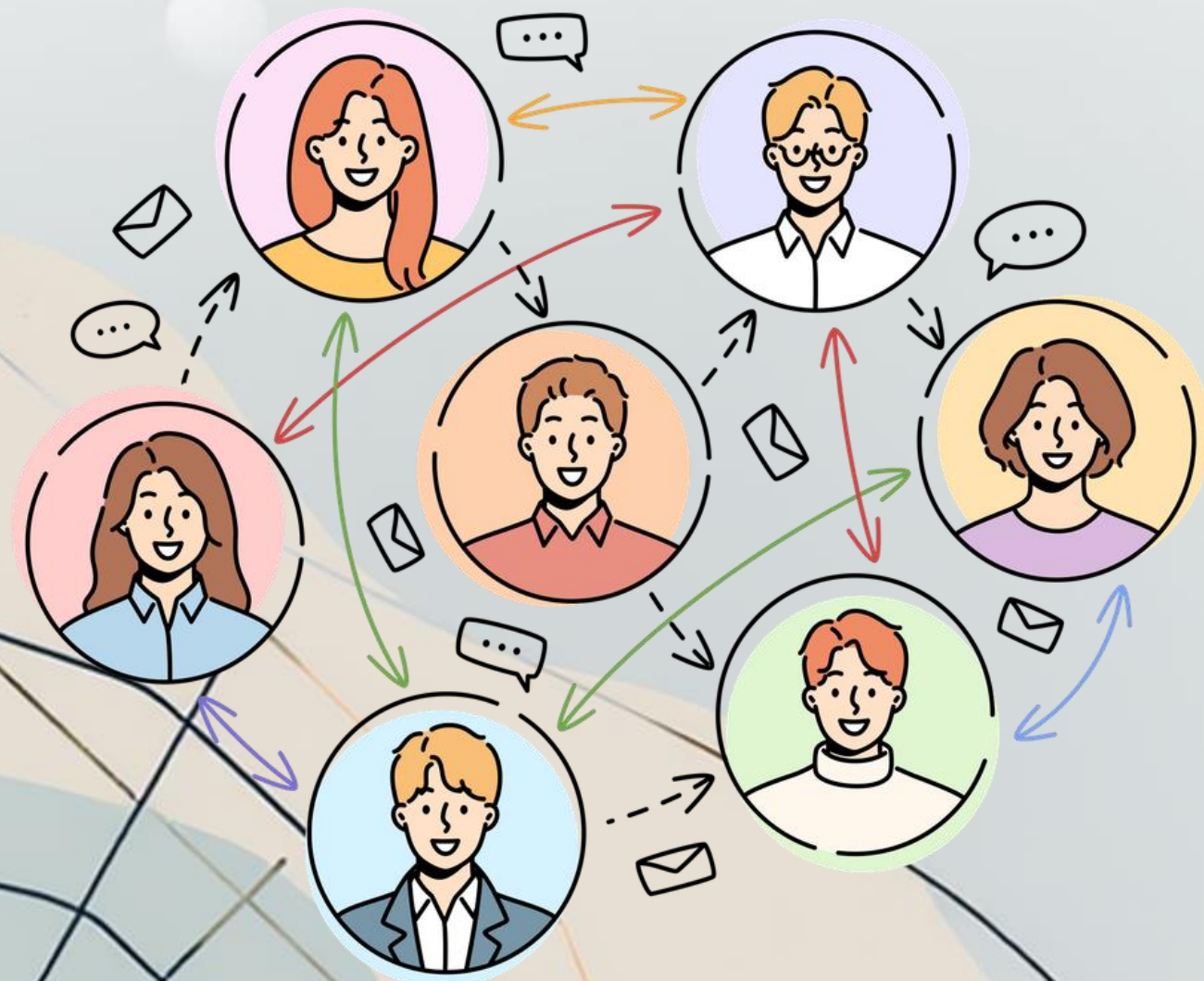
Ensure all parties have the same understanding of the issue

Try to see the issue from the other persons point of view

Show empathy

Know what's negotiable and non-negotiable

Be aware of your feelings and emotions



# Closing the conversation

Avoid letting the conversation drag out

Clarify next steps and actions that each of you agree to take

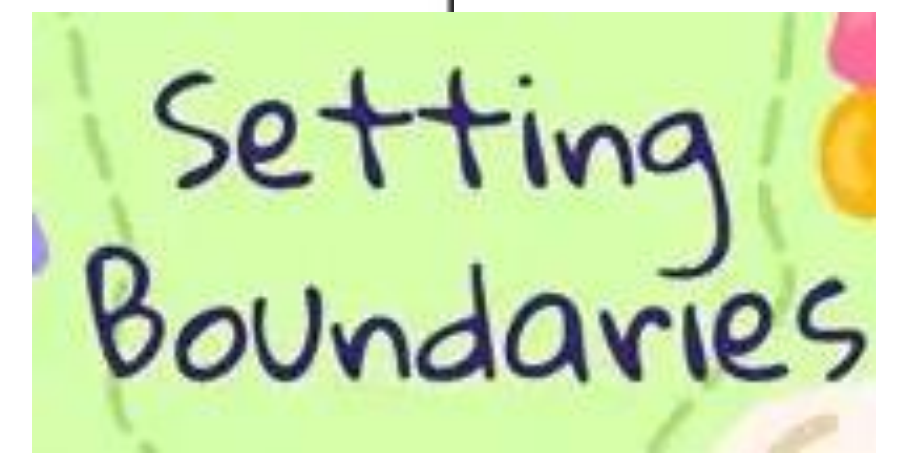
Look for ways to end on a positive note

Offer the person a chance to add anything that may have been missed





# BUILDING A CULTURE OF WELLNESS



**My future  
book:**

**Pigeon is  
Perspective**





# Resources

HRDQ Navigating Difficult Conversations:  
Deliver your message with poise, empathy and  
resolve. 2013, 2014

Ratigan-Schmidt, Diane, SHRM-SCP;  
Stop Sugarcoating: Civility is a  
Leadership Competency. January 21,  
2020  
Zappa, Jerry. Leadership Development: The  
Critical Role of Self-Awareness. 12/1/25

Akanbi, Monique and Moray, Joelle – Podcast  
titled self-care for HR professionals from SHRM  
Honest HR 2025





THANK  
YOU!



Contact:

EMAIL ADDRESS

[jaime.l.corwin@dos.nh.gov](mailto:jaime.l.corwin@dos.nh.gov)

PHONE NUMBER

603-223-8048



QUESTION

Presented by: Jaime Corwin