



New Mexico

State Personnel Office

FY20 1st Quarter Workforce Report

Mission: To provide the State of New Mexico with human resource leadership and direction in order to maximize service to our citizens and residents, while protecting the rights of our State employees

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Director's Report

The State Personnel Office's (SPO) mission is to provide the State of New Mexico (the State) with human resource (HR) leadership and direction, in order to maximize service to the citizens and residents of the State, while protecting the rights of our State employees. A quarterly report is issued by SPO, as required by the Accountability in Government Act, to address the HR metrics established within the General Appropriations Act. The report is updated quarterly to provide timely metrics that are used to enhance the State's ability to address HR issues impacting management throughout State government.

Additionally, SPO is required to conduct and lead workforce planning and policy development throughout the State on HR issues. To accomplish this mission, SPO, in partnership with the State Personnel Board (SPB) and State agencies, endeavors to:

- Provide timely and quality information and guidance to the SPB, the Governor, and State agencies regarding the delivery of HR programs;
- Recommend improvements to HR function, emphasizing economy, efficiency, compliance, effectiveness, and the sharing of best practices across the Administration; and,
- Design and conduct value-added reviews and projects.

Starting in January 2018, and pursuant to an Executive Order by the prior Governor, State Personnel endeavored to implement a consolidated Human Resources (HR) model in order to centralize Human Resources activities. That process saw General Fund agencies contribute HR staff and positions to the State Personnel Office pursuant to a Board of Finance Temporary Transfer.¹ Thirty eight (38) agencies fell within the HR Consolidated model, and received their HR services from State Personnel.

While HR Consolidation was well-intentioned, after careful deliberation and with input from all Executive branch agencies and departments, it was determined that HR Consolidation had not yielded the benefits that were envisioned for State government. Therefore, pursuant to Executive Order 2019-011, dated May 20, 2019, State Personnel started the process of moving forward beyond Consolidation and to returning HR staff and vacant HR positions back to the agencies. By the end of July 2019, this process was complete, with the HR professionals who had been part of HR Consolidation, and who were still in the Administration, re-joining agencies. Since many HR professionals, including at a senior level, left the prior Administration in anticipation of participating in the Consolidated model or other reasons, the unwinding of HR Consolidation did not return HR Professionals to the agencies in the same numbers as existed before HR Consolidation.

As the path forward beyond HR Consolidation was in process, a new vision for State Personnel was also taking shape. That vision is one in which the Agency's oversight role is a collaborative one, inviting input, participation, and partnership from its stakeholders -- the agencies and state employees it serves -- while at the same time serving as a cross-pollinating hub for cutting-edge and innovative HR policies, programs, and processes, including recruitment, hiring and retention strategies and tactics, and training, professional, and leadership development programs.

¹ Prior to "HR Consolidation," State Personnel had a "Shared Services" model in place with General Fund agencies with fewer than 100 Full-Time-Employees and provided those smaller agencies with HR service. That service has continued.

State Personnel is at an exciting crossroads. Now that the community of HR professionals is beyond HR Consolidation, State Personnel looks forward to meeting its oversight responsibilities together with a selection of collaborative and cross-cutting strategies that it has already introduced and socialized across the Administration and that will be implemented in a thoughtful and achievable manner.

Sincerely,
Pamela D. Coleman
State Personnel Director

Classified Workforce Overview

State Personnel is dedicated to working closely and collaboratively with its Agency partners to increase the ranks of State employees in the classified service. During the first quarter, new hires increased to 811, while 675 employees separated from classified service. Included in the number of separations, 111 employees retired from State service.

Classified Service at a Glance

Employee Count:
16,712

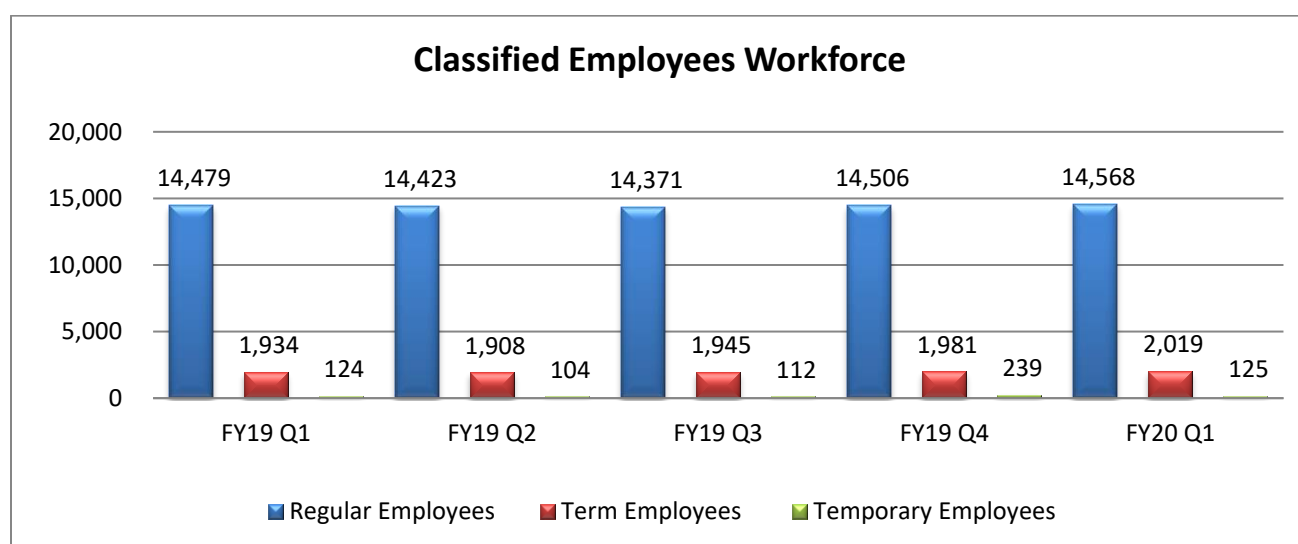
Regular:
14,568

Term:
2,019

Temporary:
125

Managers:
1,700

Supervisors:
1,408

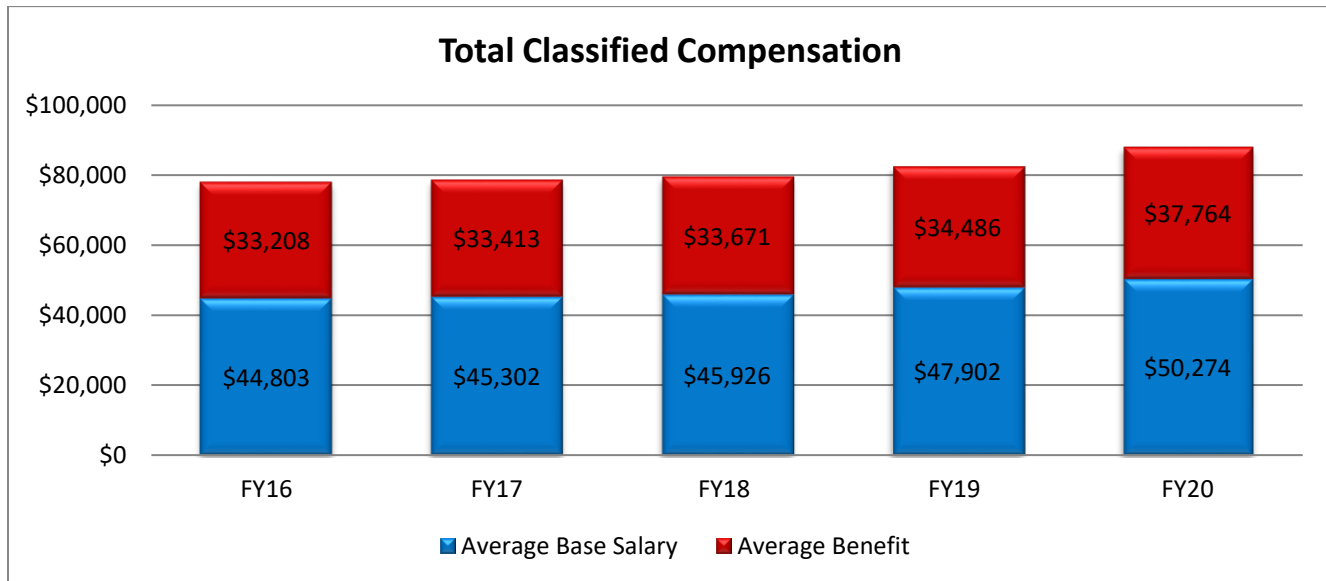


Workforce Data	
Union Represented Employees	54.5%
Minority	65.8%
Female	55.0%
Male	45.0%

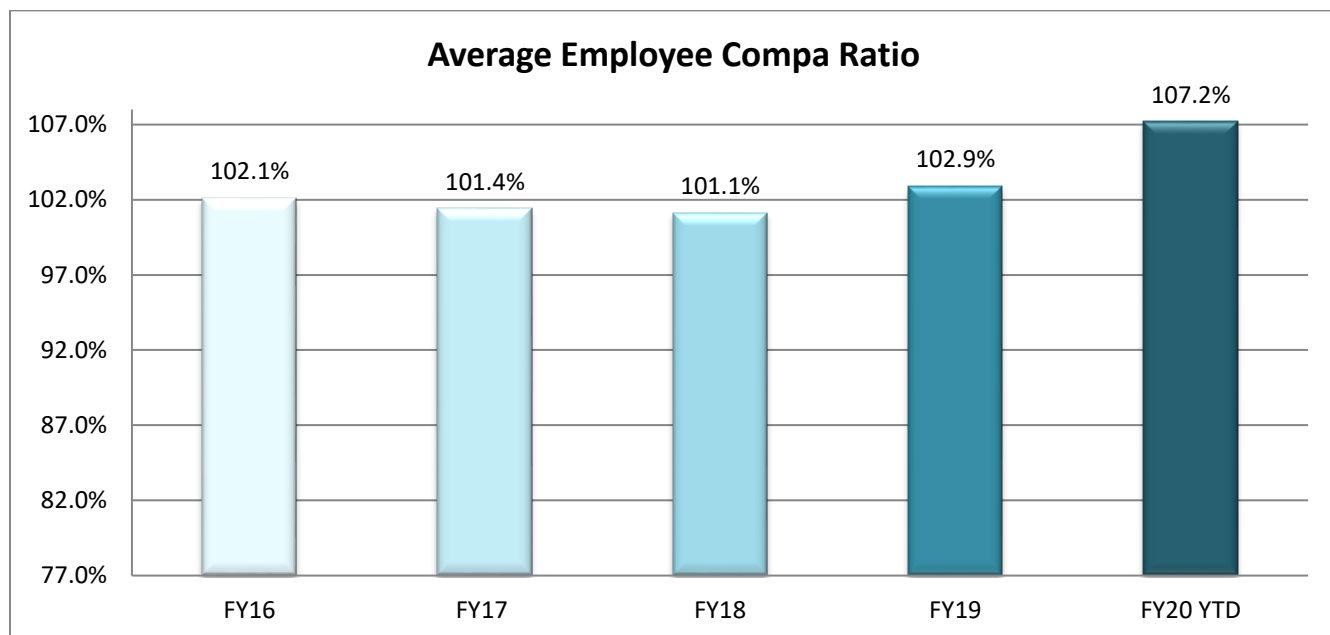
TOTAL COMPENSATION	
September 30, 2019	
AVERAGE BASE SALARY \$50,274	AVERAGE TOTAL COMPENSATION \$88,037
AVERAGE BENEFIT \$37,764	
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 107.2%	

Total Compensation

Total compensation is a commonly utilized standard by both private and public sectors in assessing the employee average base salary and benefits provided by the employer. Benefit expenditures provided by the State include costs associated with retirement, health and other insurances, FICA and paid leave (annual, sick, etc.). In the first quarter of FY20, benefit costs as a percentage of total compensation rose, as health care, dental, vision and basic life insurance rates increased.



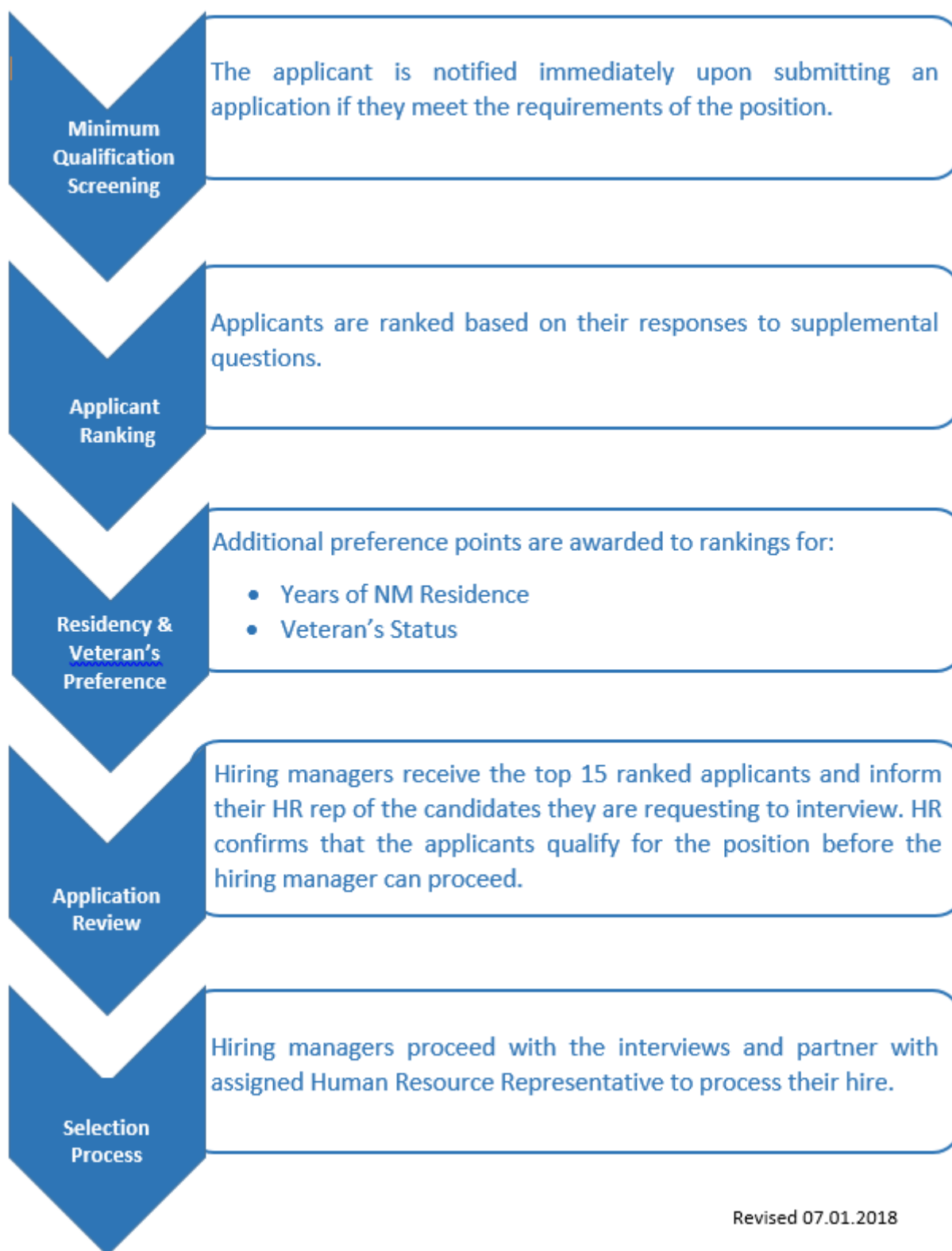
The average compa-ratio in the 1st quarter shows an abnormal upsurge due to the Legislatively-approved 4% salary increase. However, because the SPB approved a 4% increase to all Salary Structures in October 2019 to account for the 4% salary increase, the 2nd quarter average compa-ratios will adjust down accordingly.



Classified Service Recruitment

The State Personnel Act and the SPB Rules require the “certification of the highest standing candidates to prospective employers.” See NMSA 1978, § 10-9-13(F). The State Personnel Office endeavors to help agency HR professionals recruit candidates at all levels as well as assist candidates with troubleshooting the on-line application process, as necessary.

Steps Followed Once an Applicant Applies for a Position



Advertisements

The State Personnel Office continues to work with agencies on improving the quality of their posted position advertisements in order to strengthen their applicant pool. This requires agency HR professionals to work closely with hiring managers to obtain critical information regarding the position being advertised. The result is a customized advertisement that provides applicants with clear qualification requirements and preferences. The first example below is a supplemental question that is broader compared to the second example, which is customized to address specific experience obtained.

Example of Targeted Applications Developed with Agencies

EXAMPLE 1

How many years of experience do you have related to the purpose of this position?

- None
- 3 months of experience
- 6 months of experience
- 1 year of experience
- 2 years of experience
- 3 years of experience
- 4 years of experience
- 5 years of experience
- 6 years of experience
- 7 years of experience
- 8 years of experience
- 9 years of experience
- 10 years of experience

General, not specific to the job being advertised.

EXAMPLE 2

How many years of experience do you have in budget development for a governmental agency?

- 0-1 year of experience
- 2-5 years of experience
- 6-9 years of experience
- 10 or more years of experience

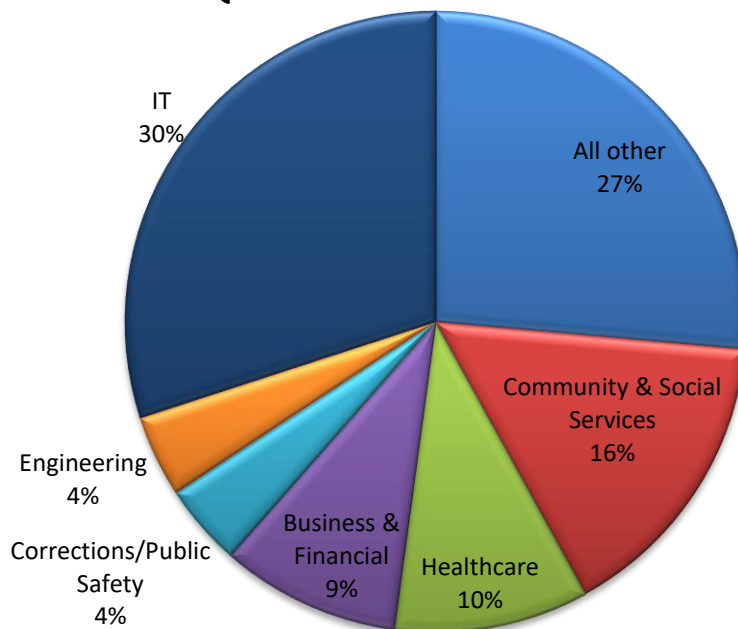
Driven, focused questions based on specific position needs.

Agencies use this targeted form of advertising in order to provide the potential applicant with the most accurate description of the responsibilities of the position, including the specific education and experience preferred by the hiring agency. Applicants who have a thorough understanding of the position can make an informed decision regarding whether they should apply for a position. In return, hiring managers will have an applicant list that is more reflective of the specific needs of the position.

Continuous Advertisements

A continuous advertisement is used when an agency has a hard to fill position and will benefit from an advertisement that remains open until the position is filled. Continuous advertisements are beneficial because they allow an agency to receive a steady flow of applicants. Some positions are difficult to fill because of their geographic location, challenging job duties, a need for specific expertise, or the need for a large number of workers without the population to fill them.

FY20 1st Quarter Continuous Job Postings

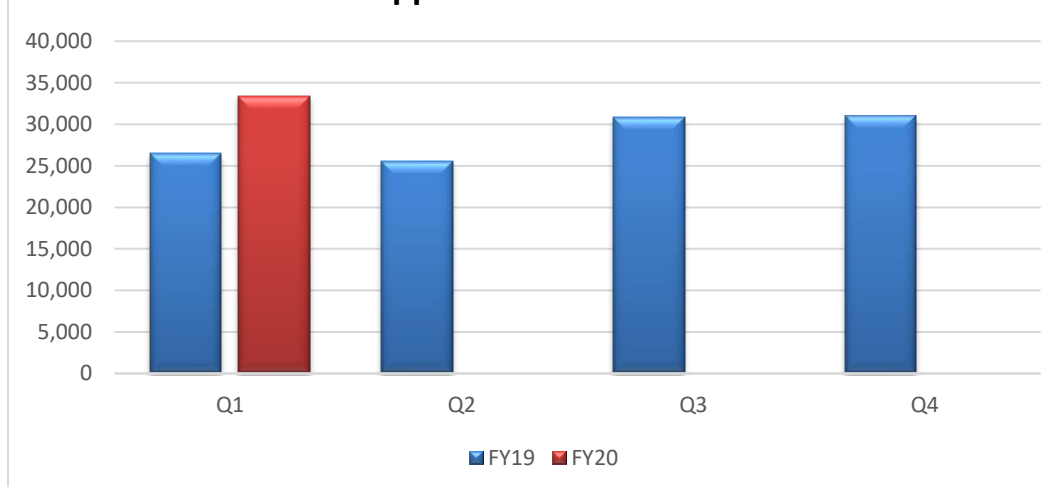


Approximately 30% of continuous advertisements were for positions in a Healthcare, Public Safety and/or Corrections or Community and Social Services related field.

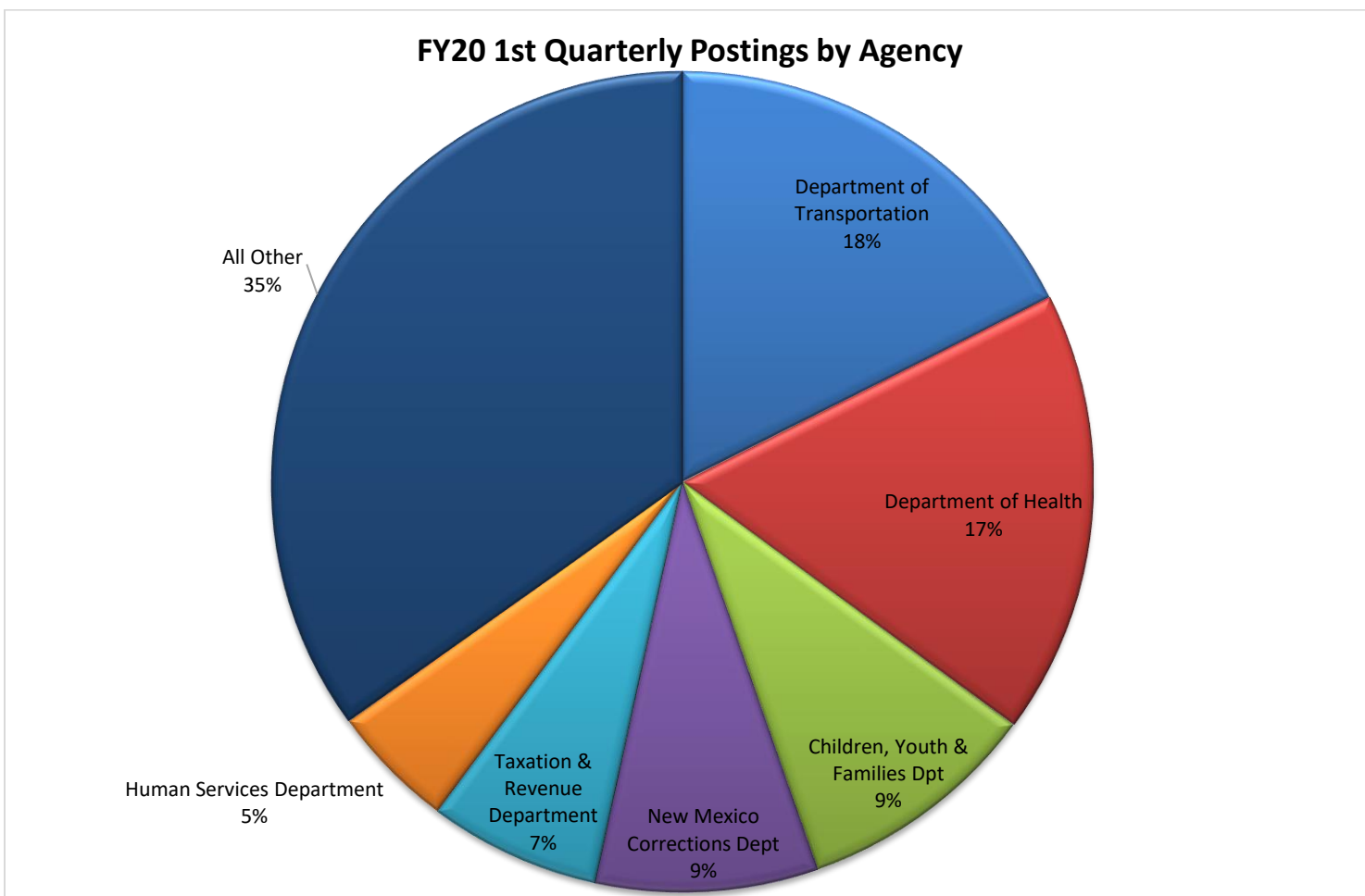
Advertisement Postings and Applications

The number of applications received represents any applicant who applied for a position during the quarter. The quarterly postings represent any advertisement with a start date that initiated during the quarter.

Applications Received



As illustrated below, six (6) agencies represent approximately 65% of all jobs advertised this quarter.

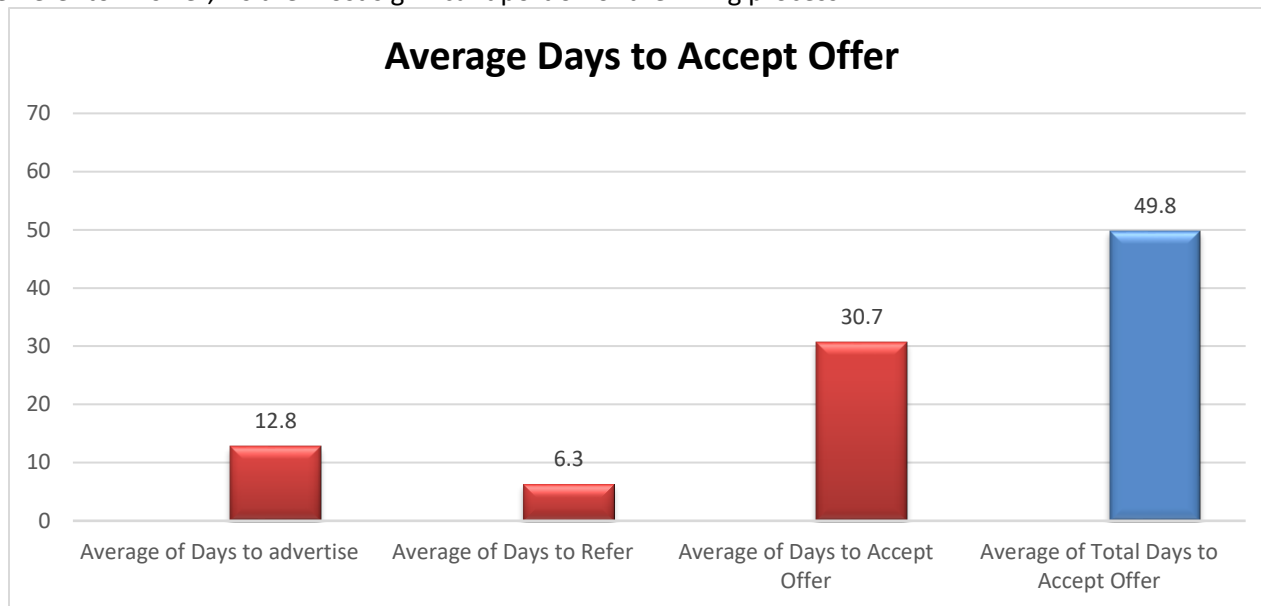


Below are the top 20 Agencies with the greatest amount of posted advertisements, views and applications received during the 1st Quarter

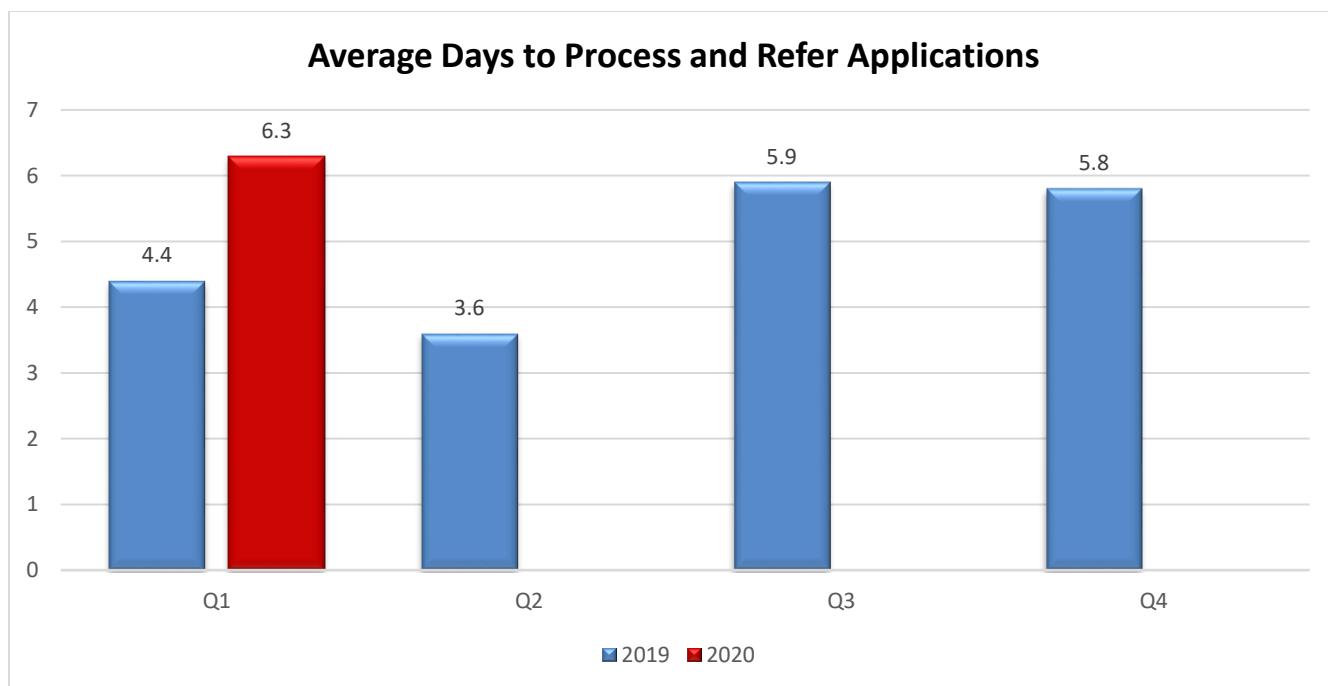
Department	Advertisements	Applications Received	Views
Department of Transportation	283	3,218	1,169,467
Department of Health	282	6,231	1,762,702
Children, Youth & Families Department	154	4,601	1,114,713
New Mexico Corrections Department	141	2,582	510,222
Taxation & Revenue Department	109	2,373	444,583
Human Services Department	79	2,874	636,502
Energy, Minerals & Natural Rsrcs Department	58	728	212,679
Department of Workforce Solutions	43	1,319	153,523
General Services Department	43	588	165,335
Department of Environment	39	616	122,023
Department of Public Safety	34	851	201,666
Department of Cultural Affairs	33	1,335	196,744
Public Education Department	25	451	125,810
Department of Vocational Rehab.	23	368	54,920
Military Affairs	23	307	93,628
Regulation & Licensing Department	23	536	68,402
Aging & Long-Term Services Department	19	403	60,283
State Land Office	19	298	102,384
Public Regulation Commission	14	139	69,979
Department of Game & Fish	13	315	54,768

Average Days to Fill a Position by Answer Date by Agency

A number of factors impact the average number of days to fill a position. The time to interview and process a hire at the agency level is currently 30 days. Please note that the period of time taken to interview and process a hire at the agency level, "Average Refer to Answer," is the most significant portion of the hiring process.



- Data excludes Continuous Postings (Advertised 30 days or more)
- Data for days advertised, referred, and referral to hire are tied to the quarter in which the hire occurred
- Data is reporting from Advertisement Start Date to Acceptance of Offer Letter



In order to decrease the time taken to interview and process a hire, SPO has made the following recommendations to hiring agencies:

- Upon receipt of the list of referred applicants, the hiring manager should review the list within three (3) business days, to ensure that they have an adequate pool to interview from and to ensure that they do not need additional applicants; and
- The agency should conduct interviews within two (2) weeks of receiving the referred list of applicants.

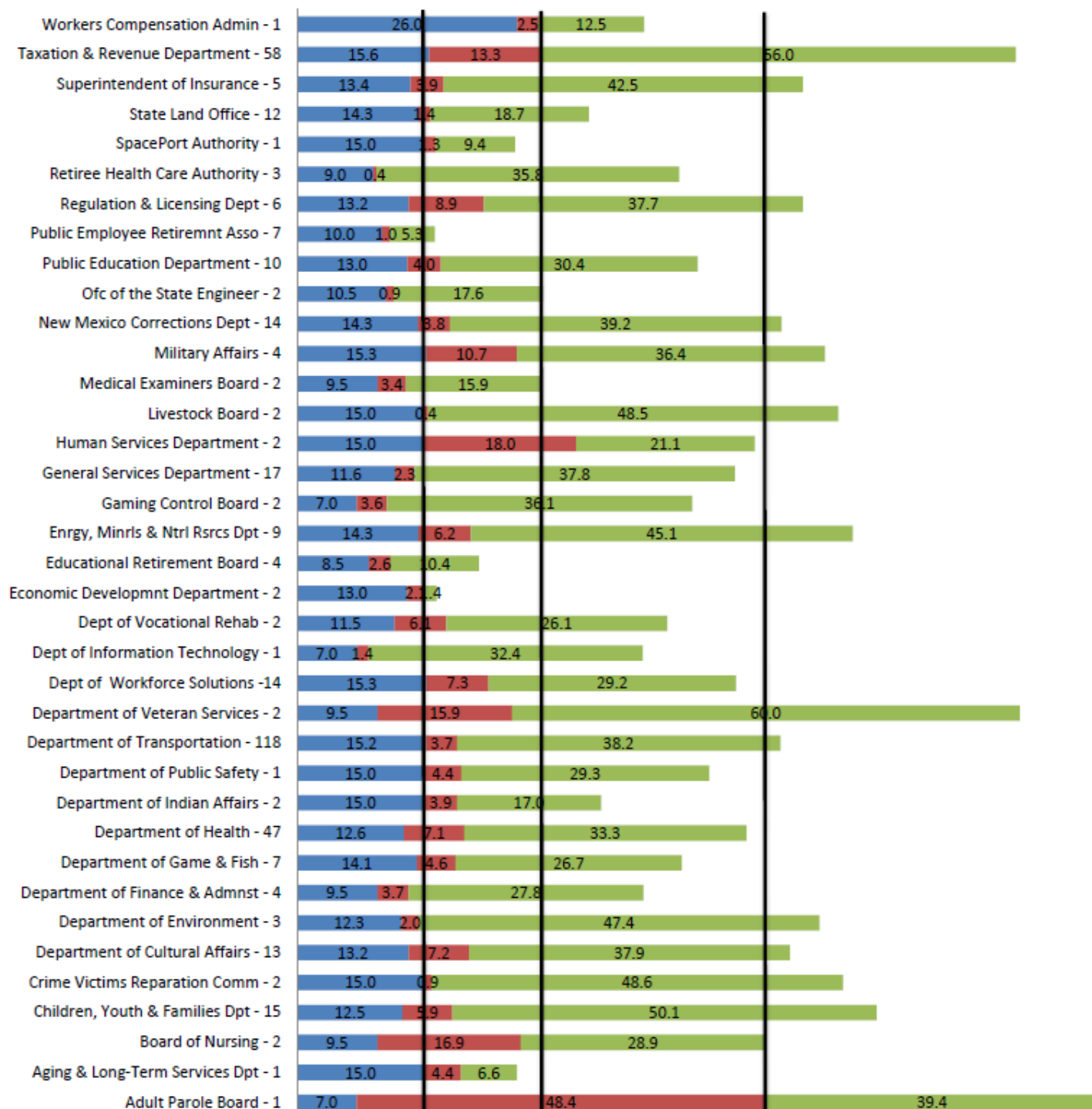
SPO provides the agency HR Manager with ongoing reports to inform them of any outstanding advertisements that have not been filled or closed out. Factors exist that may impact the time to fill, such as required background checks; however, by working on the recommendations outlined above, there have been positive changes with the time agencies are taking to fill positions.

How to interpret the graphs below:

- Average Days a Job is Advertised: The average amount of time a job (excluding continuous postings) is advertised.
- Average Days to Refer Top Ranked Applicants to Hiring Manager: The average amount of time taken by HR professionals to review the top ranked applicants and forward them to the Hiring Manager for review.
- Average Days from Applicant Referral to Job Offer Acceptance Date: The average amount of time taken for an agency to interview, process hire paperwork, and receive an acceptance of offer from the top candidate.
- Average Sum of Days to Fill a Position Across all Agencies: The sum of time between the first day a job is advertised to the selected candidate accepting the position.

Average Days to Fill a Position By Offer Accepted FY20 1st Quarter

■ Average of Days to Advertise ■ Average of Days to Refer ■ Average of Days to Accept Offer



Average Number of
Days Advertised
12.8

Average Days Refer
Top Ranked
Applicants to HR
6.3

Average Days From
Applicant Referral
To Job Offer
Acceptance 30.7

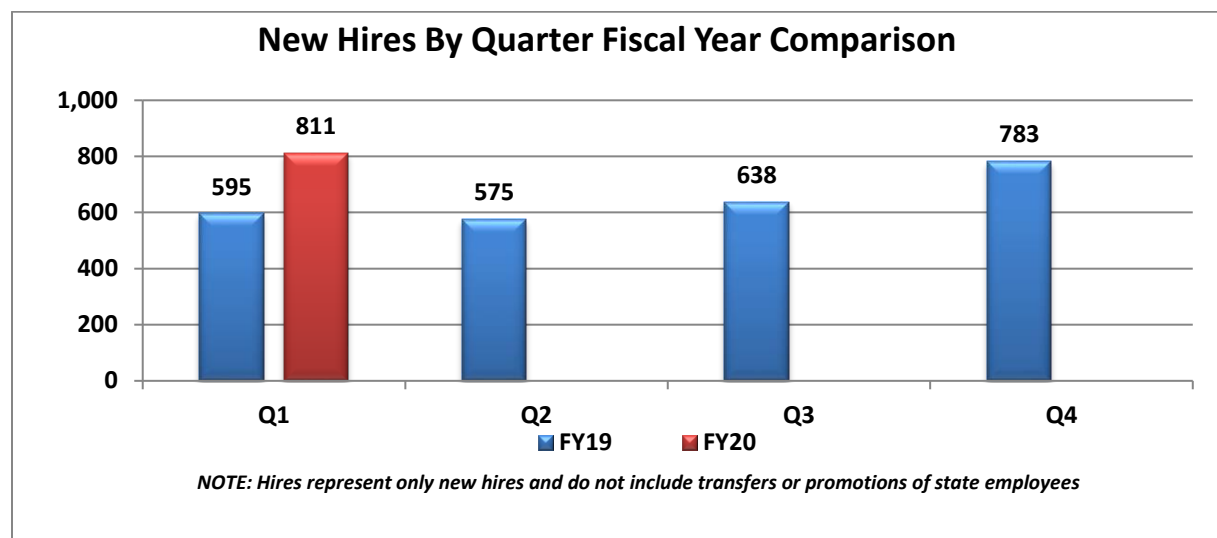
Average Sum of
Days to Fill a
Position Across all
Agencies 49.8

Classified Service New Hires

In the 1st quarter, 811 new employees joined State government.

Every decision and action taken at State Personnel is dedicated to recruiting, and retaining a robust and appropriately-sized workforce.

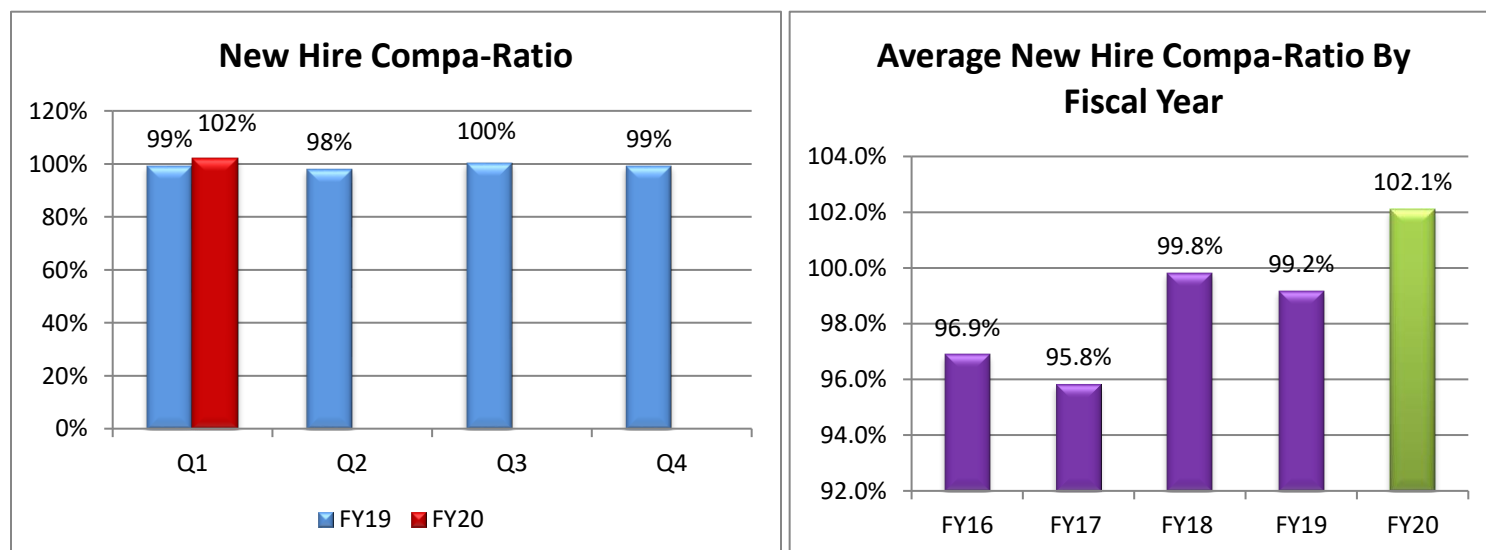
New Employee Hires by Fiscal Year (FY14-FY20)



New Hire Compa-Ratio

The Compa-Ratio of newly hired employees, in most situations, is above the minimum of the pay band. Without adjusting entry level pay rates within the existing salary plan, it is difficult for the State to compete in the labor markets. Therefore, State agencies hire at rates in excess of the minimum of the pay band to attract qualified applicants. Agencies apply the principle “appropriate placement” to properly set employee pay relative to other employees in the same classification within the work unit.

SPO, with the Legislature, has budgeted current appropriations for vacant positions at mid-point levels.



Quarterly New Employee Hire Compa-Ratio by Pay Band

Pay Band	Average of Compa-Ratio	# of Employees
25	87.8%	39
30	97.1%	26
35	94.5%	37
40	102.7%	83
45	105.0%	71
50	100.2%	82
55	104.2%	62
60	96.1%	94
65	107.7%	81
70	110.8%	35
75	115.7%	16
80	113.0%	23
85	113.4%	16
90	116.0%	5
95	110.8%	3
96	106.6%	1
97	127.0%	1
98	127.0%	1
99	91.1%	1
CA	92.5%	18
CB	93.9%	5
EA	102.2%	8
EB	108.4%	6
EC	109.7%	3
ED	108.6%	9
EE	97.2%	3
EF	93.1%	1
EG	108.6%	2
EJ	105.0%	1
IA	99.9%	3
IB	95.0%	3
IC	96.0%	4
ID	96.0%	3
IE	106.5%	10
IF	109.4%	3
IK	96.5%	1
LF	93.4%	4
LG	116.4%	3
LH	105.3%	3
LI	104.5%	1
SD	96.5%	20
SE	101.8%	20
Grand Total	102.1%	811

Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	10	8	18	2%
American Indian	22	16	38	5%
Asian	7	5	12	2%
Caucasian	122	88	210	28%
Hispanic	273	175	448	59%
Hawaiian	0	0	0	0.0%
Not Specified	17	18	35	5%
Grand Total	451	310	761	100.0%
	59%	41%		
*54 Gender Not Identified				

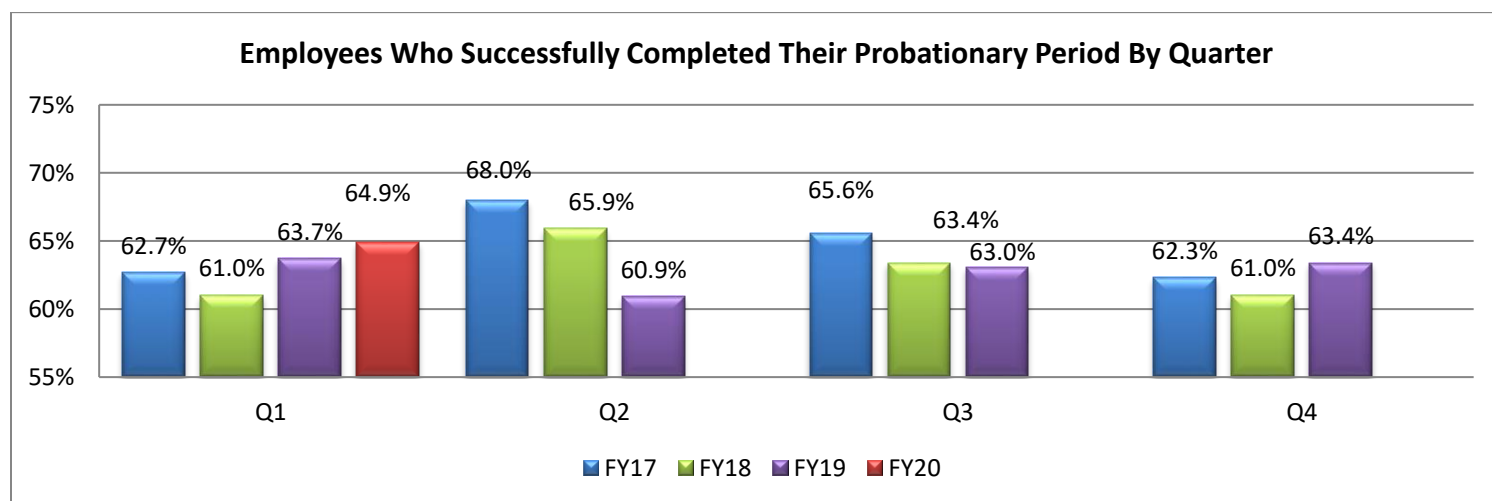
Performance Evaluations

Performance evaluations remain critical in assessing the quality of the workforce, recognizing employee efforts, and providing guidance in employee development. Performance evaluations are a requirement outlined within the SPB Rules.

FY20 employee performance evaluation completion rate is expected to be 100%

Completion of Probationary Period

The percentage of employees completing their probationary period in the 1st quarter of FY20 has increased slightly from the previous quarter, and it has remained stable in comparison to the same quarter last year. The past four fiscal years show that approximately one-third of new hires leave state employment within one year. Classifications represented by pay band 55 and lower account for the highest percentage of non-completion. Management groups represent the smallest percentage of non-completion. State Personnel recommends policies and strategies to agencies that affect employee retention and talent acquisition, particularly for highly competitive occupations.

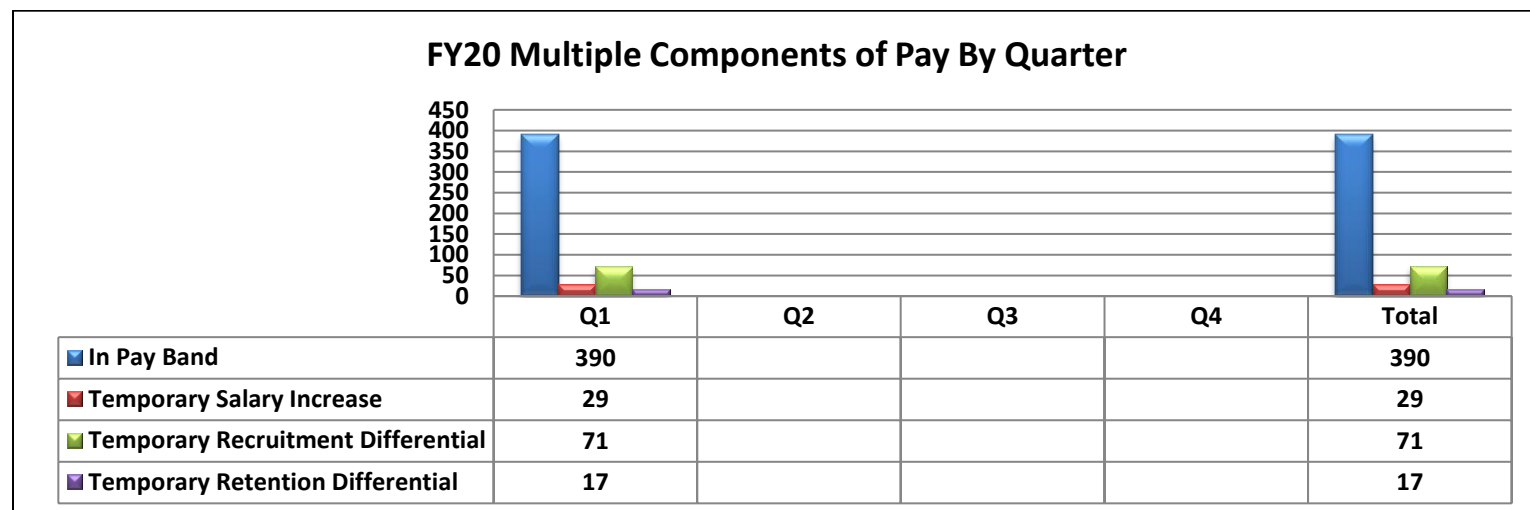
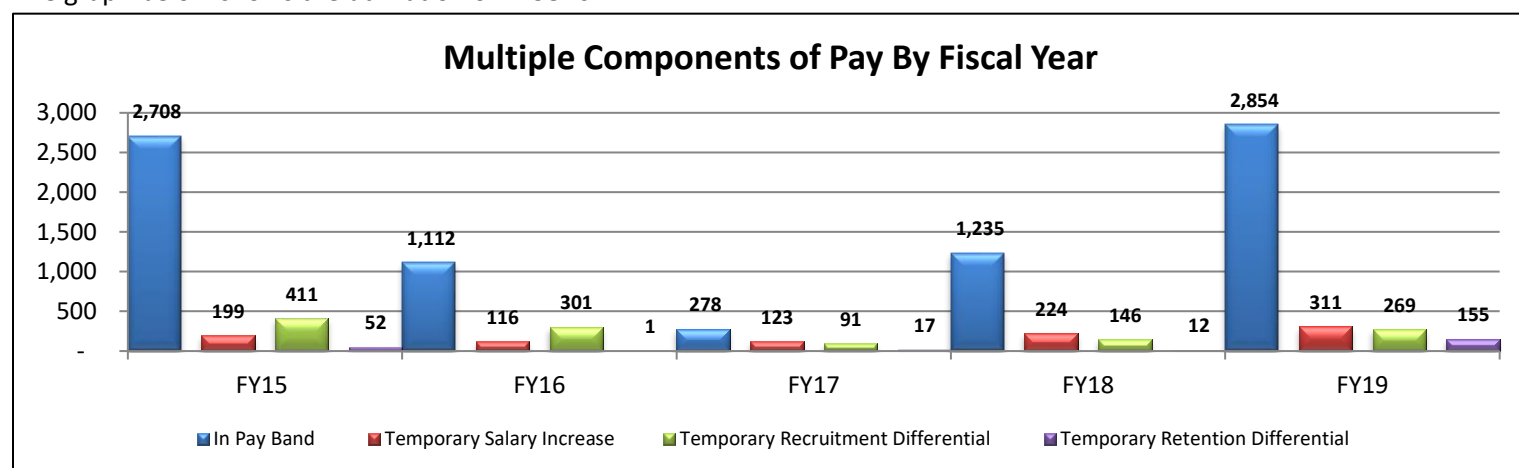


Multiple Components of Pay (MCOP)

Various pay mechanisms permitted through the SPB Rules were developed to facilitate recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **Temporary Recruitment Differentials** (TREC's) are permitted for positions determined to be critical to meet the business needs of an agency that is experiencing difficulties in recruitment.
- **Temporary Retention Differentials** (TRET's) are permitted to retain an employee critical to meeting the business needs of an agency that would otherwise be disrupted if an employee left the position.
- **Temporary Salary Increases** (TSIs) are permitted when an employee temporarily accepts, and consistently performs, additional duties characteristic of a job requiring greater responsibility and accountability, making it a higher valued job. A TSI is a short-term salary measure that may be used until the conditions of the additional duties and responsibilities cease to exist, and may not be extended beyond a one-year period.
- **In-Pay Band Salary Adjustments** (IPBs) are permitted to increase an employee's base compensation up to 10% within a Fiscal Year, provided that the employee's performance has demonstrated placement at a higher compa-ratio. This is a permanent pay mechanism that allows for salary growth within the pay band.

The graph below shows the utilization of MCOPs.

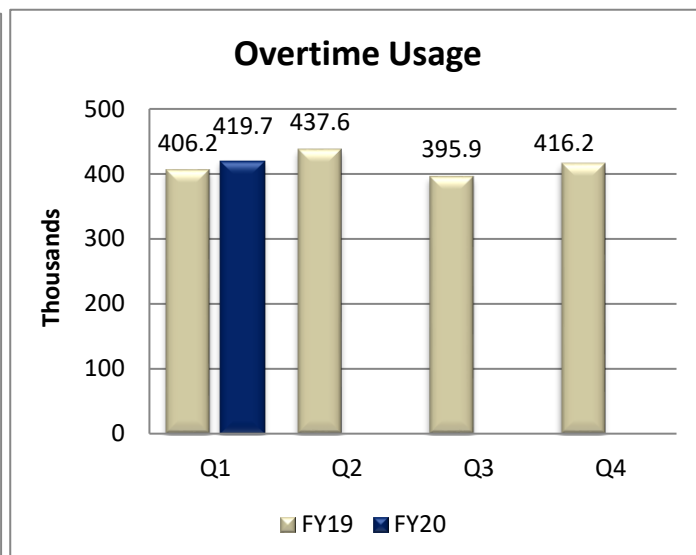
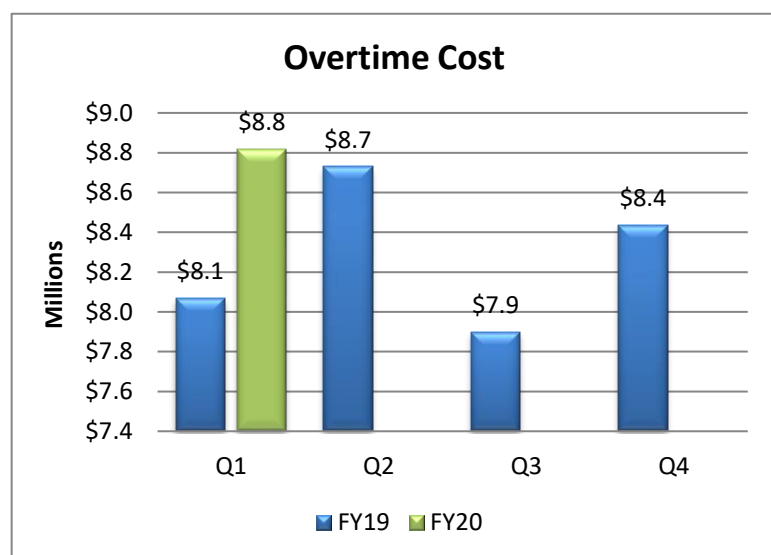


Of the 390 IPB's granted in the 1st quarter of FY20, nearly 290 IPB's were granted primarily to Health related classifications within the Department of Health to assist in retaining healthcare professionals.

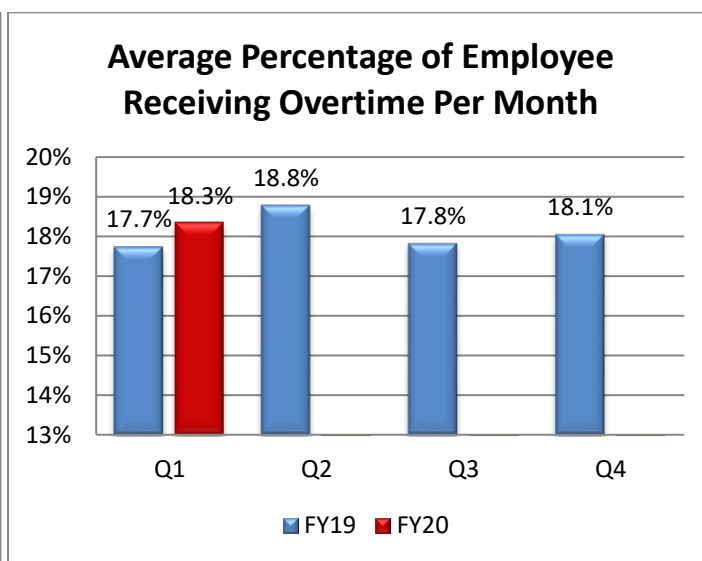
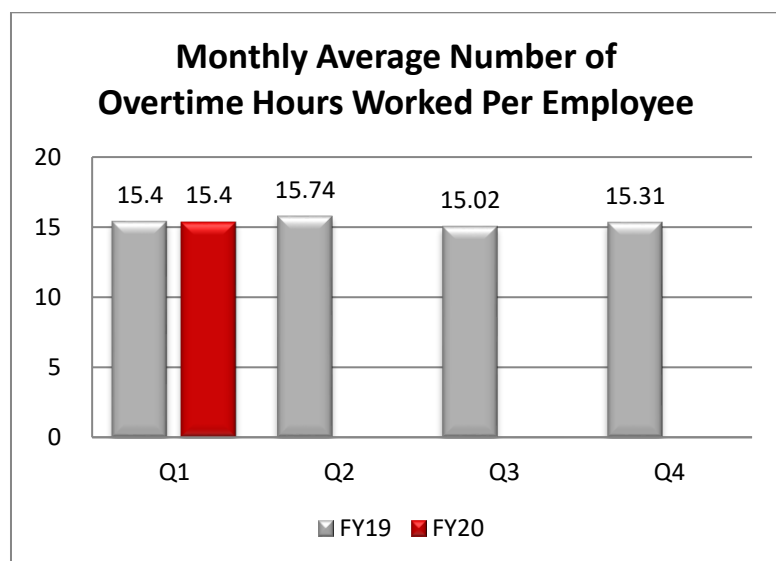
Overtime and Leave

Overtime

Overtime rates for the 1st quarter have increased slightly continuing a multi-year trend. Agencies who provide the following services continue to account for the largest overtime use: healthcare facilities, highways and infrastructure, correctional facilities, and law enforcement. The average number of overtime hours worked per employee is stable with prior quarters and with FY19 rates.



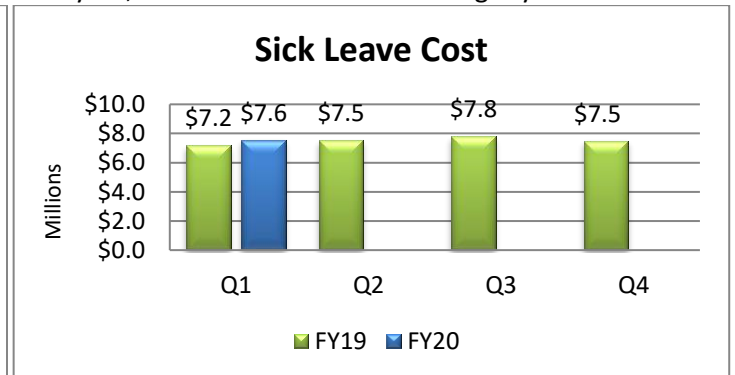
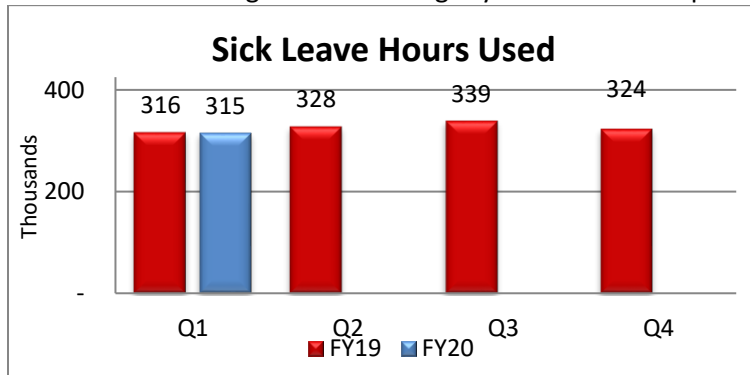
**Note: The above graphs account for both overtime accrual and payout at straight time/time and a half. The following time reporting codes are tracked for the purposes of overtime calculation: comp time paid and earned, and overtime paid and earned.*



1st Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
New Mexico Corrections Department	159,431	\$3,168,932
Department of Health	103,065	\$1,933,026
Department of Transportation	52,679	\$1,112,416
Children, Youth & Families Department	40,950	\$962,315
Department of Public Safety	14,156	\$300,952
Miners Colfax Medical Center	7,474	\$266,221
Energy, Minerals & Natural Resources Department	5,521	\$131,513
Taxation & Revenue Department	5,427	\$122,103
Department of Game & Fish	2,720	\$72,178
Department of Cultural Affairs	2,940	\$53,620
Department of Workforce Solutions	1,888	\$49,381
Human Services Department	2,167	\$49,038
Department of Environment	1,414	\$46,977
Military Affairs	2,099	\$45,796
Homeland Security & Emergency Mgt	1,571	\$45,176
Department of Information Technology	1,594	\$41,331
Public Education Department	1,197	\$39,629
Public Regulation Commission	1,430	\$35,421
Office of the State Engineer	961	\$32,081
General Services Department	1,044	\$27,742
Top 20 Agencies	409,728	\$8,535,848
All Others	10,010	\$280,814
Grand Total	419,739	\$8,816,662

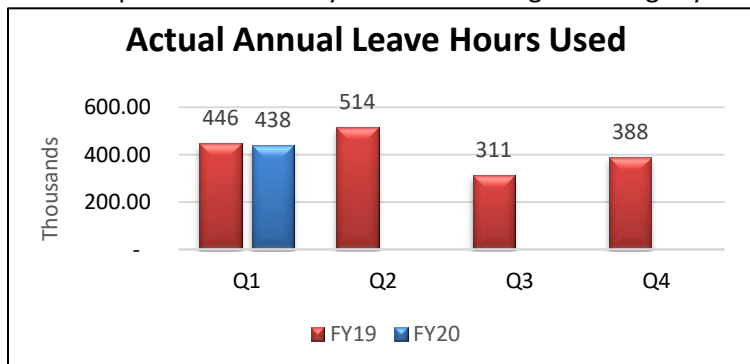
Sick Leave

While sick leave usage decreased slightly from the same quarter last year, sick leave costs increased slightly.

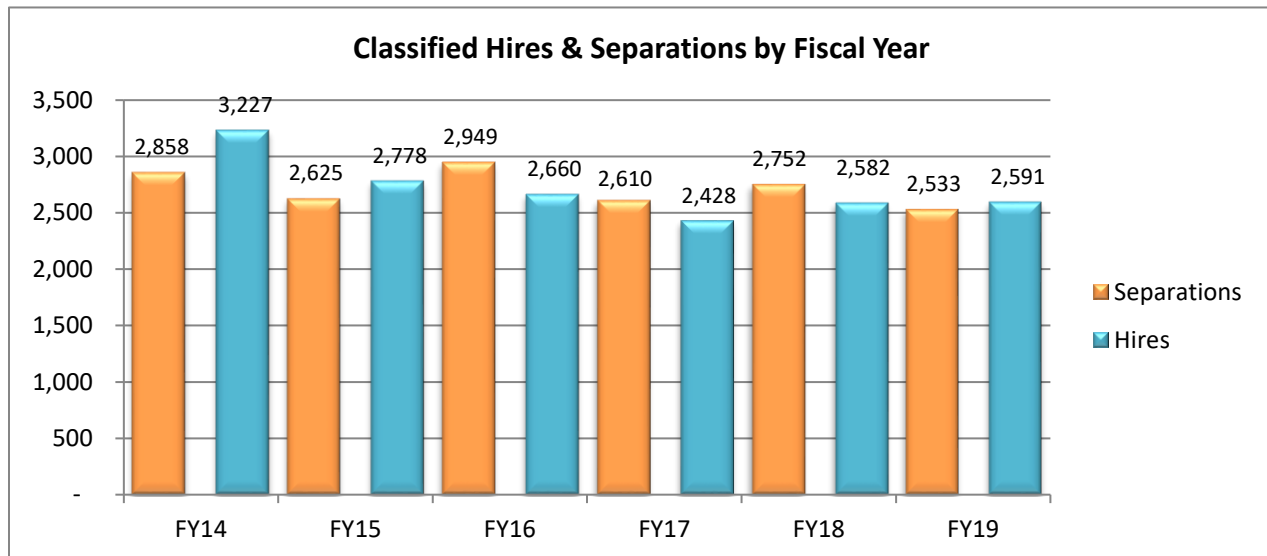


Annual Leave

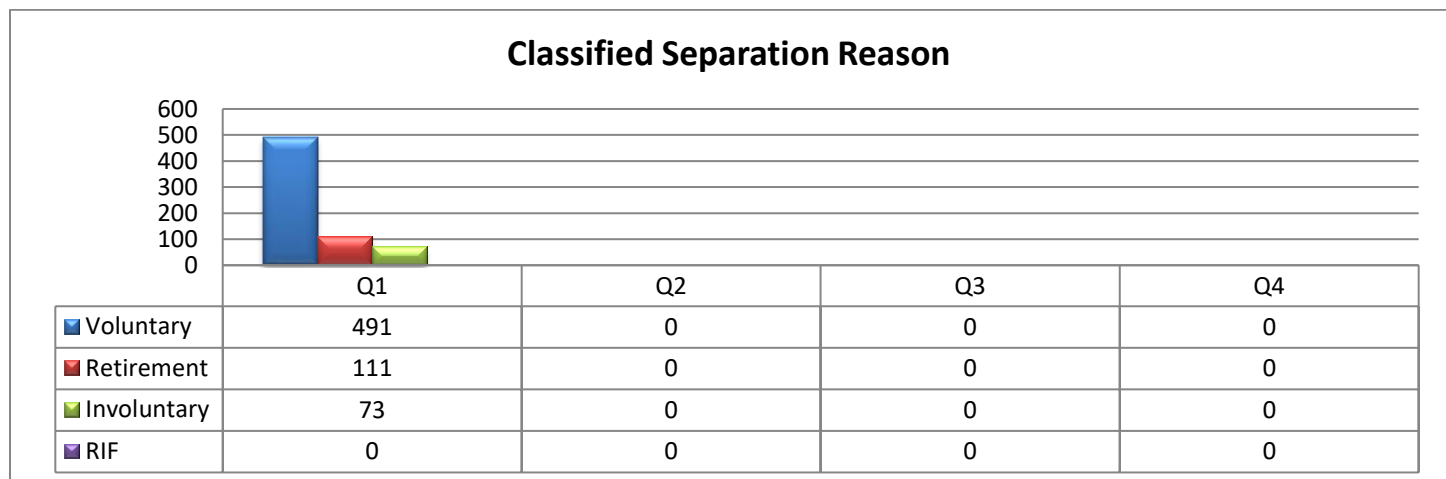
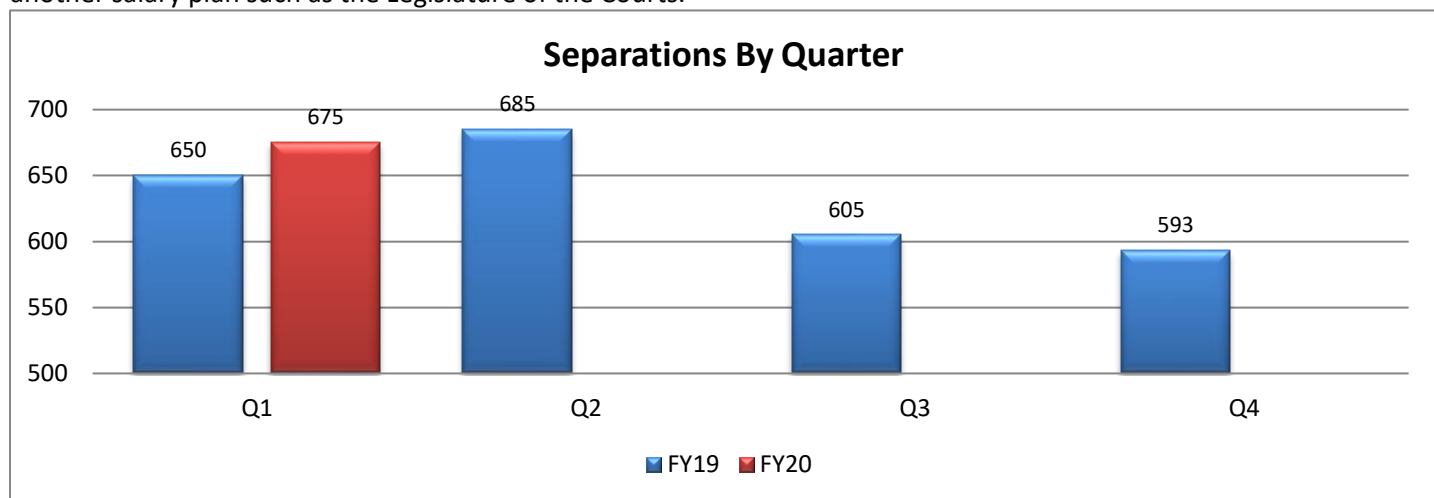
Annual leave usage and cost rates continue a multi-year trend of significantly increasing in the 1st quarter over the 4th quarter of the previous fiscal year. Rate usage is slightly higher when compared to the same quarter last year.



Classified Service Separations



Separation numbers represent classified employees who have separated or retired from State government or moved to another salary plan such as the Legislature of the Courts.



Quarterly Classified Employee Separations by Agency

Agency	Number of Employees
Department of Health	140
Children, Youth & Families Department	104
Department of Transportation	66
Human Services Department	65
New Mexico Corrections Department	63
Department of Public Safety	24
Taxation & Revenue Department	20
Energy, Minerals & Ntrl Rsrcs Department	20
Department of Workforce Solutions	19
Public Education Department	17
Department of Cultural Affairs	12
Department of Game & Fish	11
Department of Environment	11
Miners Colfax Medical Center	10
Department of Vocational Rehab.	8
Aging & Long-Term Services Department	8
General Services Department	7
Department of Veteran Services	6
Public Regulation Commission	5
State Personnel Board	5
Regulation & Licensing Department	5
Higher Education Department	5
Military Affairs	4
Workers Compensation Admin	4
Economic Development Department	3
State Land Office	3
Department of Information Technology	3
Public Employee Retirement Association	2
Secretary of State	2
Gaming Control Board	2
Livestock Board	2
Educational Retirement Board	2
Homeland Security & Emergency Mgt	2
Department of Finance & Administration	1
SpacePort Authority	1
State Auditor	1
Tourism Department	1
Com for Deaf/Hard of Hearing	1
Commission for the Blind	1
Superintendent of Insurance	1
Administrative Hearings Office	1
Architect Examiners Board	1
Board of Nursing	1
Office of African American Affairs	1
Governor's Comm. on Disability	1
Commission of Public Records	1
Department of Indian Affairs	1
Office of the State Engineer	1
Total	675

Statewide Classified Turnover and Vacancies

The average turnover rate in the 1st Quarter of FY20 is 8.5%. The table below reflects classified employee quarterly turnover rates for promotions, transfers, retirements, and separations for voluntary/involuntary departures.

Statewide Classified Employee Turnover Rate by Agency

Statewide Turnover by Agency						Reasons for Leaving Employment		
BU	Agency	Average Number of Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
30800	State Auditor	20	10.2%	0.0%	2		1	0
33300	Taxation & Revenue Department	777	11.1%	10.3%	86	80	3	3
33700	State Investment Council	13	7.5%	0.0%	1	0	0	0
34000	Administrative Hearings Office	15	6.7%	0.0%	1	0	1	0
34100	Department of Finance & Administration	105	7.6%	7.6%	8	8	0	0
34200	Public School Insurance Authority	5	0.0%	0.0%	0	0		
34300	Retiree Health Care Authority	20	4.9%	0.0%	1	0	0	0
35000	General Services Department	231	9.5%	9.1%	22	21	0	1
35200	Educational Retirement Board	53	9.4%	0.0%	5	0	2	0
36100	Department of Information Technology	126	3.2%	0.8%	4	1	3	0
36600	Public Employee Retirement Association	66	12.1%	10.6%	8	7	0	1
36900	Commission of Public Records	28	3.5%	0.0%	1	0	0	0
37000	Secretary of State	37	13.6%	10.9%	5	4	0	1
37800	State Personnel Board	30	23.6%	0.0%	7	0	2	0
39400	State Treasurer	20	5.0%	0.0%	1	0	0	0
40400	Architect Examiners Board	2	150.0%	0.0%	3	0	0	1
41700	Border Development Authority	2	0.0%	0.0%	0	0		
41800	Tourism Department	38	5.3%	0.0%	2	0	0	1
41900	Economic Development Department	33	18.0%	0.0%	6	0	0	0
42000	Regulation & Licensing Department	243	8.2%	6.6%	20	16	4	0
43000	Public Regulation Commission	108	8.4%	5.6%	9	6	3	0
44000	Superintendent of Insurance	76	5.2%	3.9%	4	3	1	0
44600	Medical Examiners Board	13	22.5%	0.0%	3	0	0	0
44900	Board of Nursing	21	9.5%	0.0%	2	0	0	0
46000	EXPO New Mexico	16	0.0%	0.0%	0	0		
46400	Prof Engineers & Land Surveyors Board	5	20.0%	0.0%	1	0	0	0
46500	Gaming Control Board	43	7.0%	7.0%	3	3	0	0
46900	State Racing Commission	8	0.0%	0.0%	0	0		
47900	Veterinary Examiners Board	2	0.0%	0.0%	0	0		
49500	SpacePort Authority	16	6.3%	0.0%	1	0	0	0
50500	Department of Cultural Affairs	406	3.7%	3.0%	15	12	1	2
50800	Livestock Board	63	6.3%	0.0%	4	0	0	0
51600	Department of Game & Fish	274	5.8%	4.8%	16	13	3	0
52100	Energy, Minerals & Natural Rsrc Department	326	9.8%	7.4%	32	24	6	2
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0		
53900	State Land Office	128	4.7%	3.9%	6	5	1	0
55000	Office of the State Engineer	256	3.9%	3.5%	10	9	1	0
60300	Office of African American Affairs	5	21.4%	0.0%	1	0	0	0
60400	Com for Deaf/Hard of Hearing	11	9.4%	0.0%	1	0	0	0
60600	Commission for the Blind	54	1.8%	1.8%	1	1	0	0
60900	Department of Indian Affairs	7	15.0%	0.0%	1	0	0	1
62400	Aging & Long-Term Services Department	181	7.2%	4.4%	13	8	4	1
63000	Human Services Department	1699	8.2%	7.5%	139	128	6	5
63100	Department of Workforce Solutions	386	9.1%	7.8%	35	30	2	3
63200	Workers Compensation Admin	104	6.8%	4.8%	7	5	1	1

Statewide Turnover by Agency						Reasons for Leaving Employment		
BU	Agency	Average Number of Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
64400	Department of Vocational Rehabilitation	210	5.7%	5.2%	12	11	0	1
64500	Governor's Comm. on Disability	13	7.9%	0.0%	1	0	0	0
64700	Dev Disabilities Planning Commission	18	0.0%	0.0%	0	0		
66200	Miners Colfax Medical Center	199	8.6%	7.6%	17	15	1	1
66500	Department of Health	2913	8.8%	7.8%	256	226	15	15
66700	Department of Environment	517	5.4%	5.0%	28	26	2	0
66800	Office of Natural Resources Trustee	3	0.0%	0.0%	0	0		
67000	Department of Veteran Services	48	14.7%	10.5%	7	5	0	2
69000	Children, Youth & Families Department	1866	9.3%	7.8%	173	145	17	11
70500	Military Affairs	117	8.5%	7.7%	10	9	0	1
76000	Adult Parole Board	3	0.0%	0.0%	0	0		
77000	NM Corrections Department	1746	10.6%	0.0%	185	0	11	7
78000	Crime Victims Reparation Commission	20	4.9%	0.0%	1	0	0	0
79000	Department of Public Safety	384	8.3%	0.0%	32	0	1	2
79500	Homeland Security & Emergency Mgt	55	5.5%	0.0%	3	0	0	0
80500	Department of Transportation	2044	7.9%	0.0%	161	0	16	8
92400	Public Education Department	197	12.2%	0.0%	24	0	3	2
94900	NM Education Trust Board	1	0.0%	0.0%	0	0		
95000	Higher Education Department	36	13.9%	0.0%	5	0	0	0
Totals		16,464	8.5%	5.0%	1,402	821	111	73
Percent Turnover by Reason						58.6%	7.9%	5.2%

*There were no involuntary retirements for this quarter.

*This chart includes promotions and transfers within the classified service in addition to separations.

Vacancy Rates

SPO acknowledges the importance of tracking vacancy data; however, it is difficult to ascertain what positions are budgeted, versus what positions are authorized from the data available. Determining the vacancy rate in each agency is determined from the current active positions for each agency, since the FY20 General Appropriations Act does not contain information on authorized versus funded FTE (equivalent employees working full-time).

Quarterly Vacancy Rates for 20 Key Agencies

Business Unit	AGENCY NAME	Q1	Q2	Q3	Q4
33300	Taxation & Revenue Department	27.6%			
35000	General Services Department	16.9%			
36100	Department of Information Tech	34.7%			
42000	Regulation & Licensing Department	23.2%			
50500	Department of Cultural Affairs	19.7%			
51600	Department of Game & Fish	16.3%			
52100	Energy, Minerals & Natural Rsrcs Department	41.7%			
55000	Office of the State Engineer	21.0%			
62400	Aging & Long-Term Services Department	19.7%			
63000	Human Services Department	18.4%			
63100	Department of Workforce Solutions	20.3%			
64400	Division of Vocational Rehabilitation	34.4%			
66200	Miners Colfax Medical Center	15.9%			
66500	Department of Health	20.0%			
66700	Department of Environment	19.7%			
69000	Children, Youth & Families Department	15.9%			

77000	New Mexico Corrections Department	30.6%			
79000	Department of Public Safety	25.0%			
80500	Department of Transportation	18.8%			
92400	Public Education Department	25.4%			
Statewide Classified Vacancy Rate		21.9%			

Training

The SPO Training Bureau continues to provide guidance and oversight in order to ensure statewide compliance with SPB Rules. Specifically, the SPO Training Bureau has revised and updated our Fundamentals of Supervision Course that is now titled: Strategies for Positive Management. It has also revised and updated our Managing Employee Performance (MEP) course and has released updated Employee and Supervisor/Manager Evaluation forms to aid in our compliance efforts.

The SPO Training Bureau is in the process of creating an on-boarding course for newly hired classified employees that will include a specialized on-boarding section for Supervisors and Managers. One of the goals of this project is to design a course that allows for the interaction among newly hired employees from different State agencies and classifications to network and learn more on how they are part of a larger State Government. Equally important is working with new supervisors and managers on the importance of their role. The objective of the Onboarding program is to provide tools and knowledge that will help create an effective employee-manager relationship from the beginning of the employees' careers.

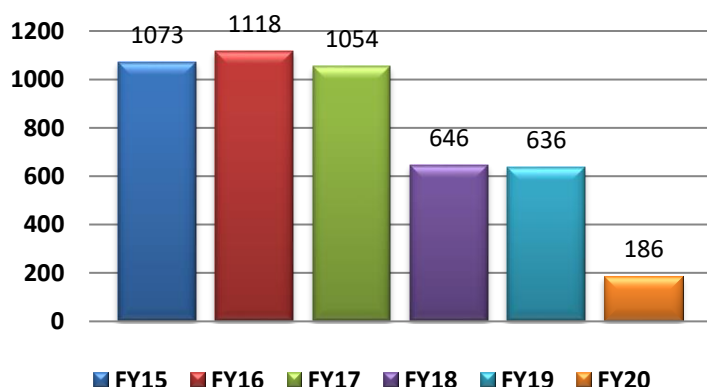
The SPO Training Bureau is also in the process of creating a number of new courses, including a course of study for employees who work in the HR field. The course material concentrates on the foundation of HR principles, as they relate to working in State Government.

Instructor – Led Core Curriculum Classes

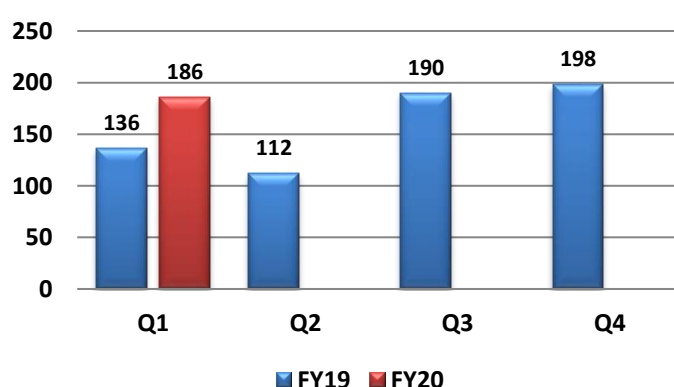
The SPO Training Bureau delivers professional development in both mandatory and statutory instructor-led and eLearning course blocks:

Managing Employee Performance (MEP): The MEP is mandated by the SPB Rules. See 1.7.9.9(A) NMAC. Topics of discussion include employee evaluations, communication, and documentation in support of teams and projects. This course promotes accountability and collaboration through all levels of management and supervision. In FY20 1st quarter, the MEP Training was conducted for 186 managers and supervisors from various agencies.

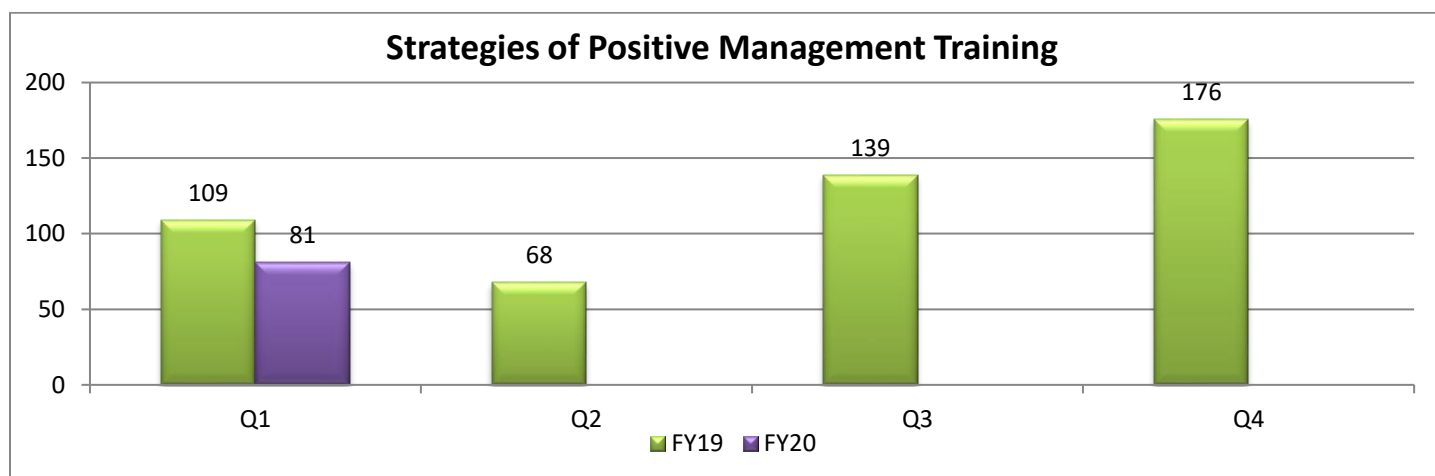
Managing Employee Performance by Fiscal Year



Managing Employee Performance by Quarter



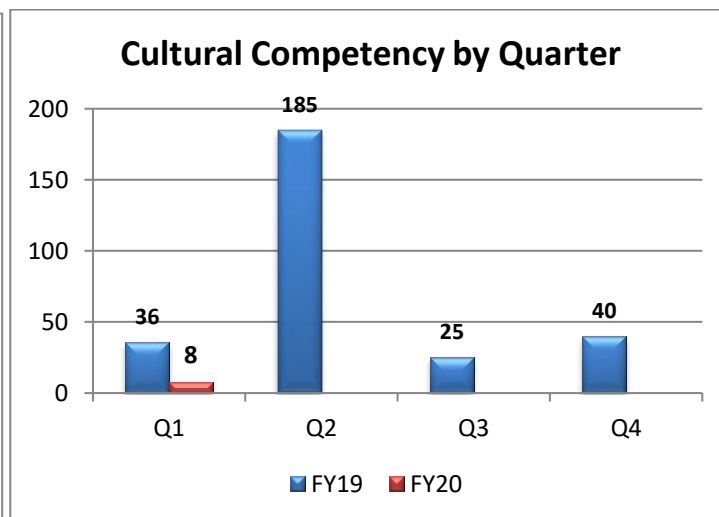
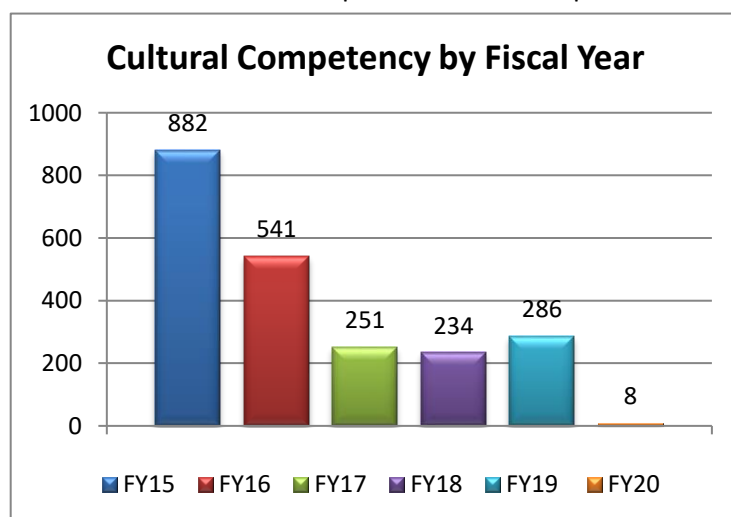
Strategies of Positive Management: The course formerly known as the Fundamentals of Supervision has been modified and is now called: Strategies of Positive Management. This course includes sections on supervision; leadership core values and practices; strategies for coordinating powerful work with teams and stakeholders; key considerations regarding motivation; and effectively dealing with resistance. Real scenarios are discussed and solutions are developed utilizing Facts, Objectives, Solutions and Actions (FOSA).



Cultural Competency: Pursuant to the State-Tribal Collaboration Act (STCA), in collaboration with the Indian Affairs Department (IAD), during the first quarter, SPO helped to develop an updated cultural competency training program to be offered to all State employees who have ongoing communication with Native American nations, tribes, or pueblos. SPO ensures that the Cultural Competency training developed in collaboration with IAD remains aligned with the needs of tribal and State governments. State agency employees are notified of the provisions of the STCA through the SPO Training bureau and the IAD websites. SPO maintains certification of the number of State employees from each State agency that have completed the Cultural Competency training.

The current Cultural Competency training curriculum includes:

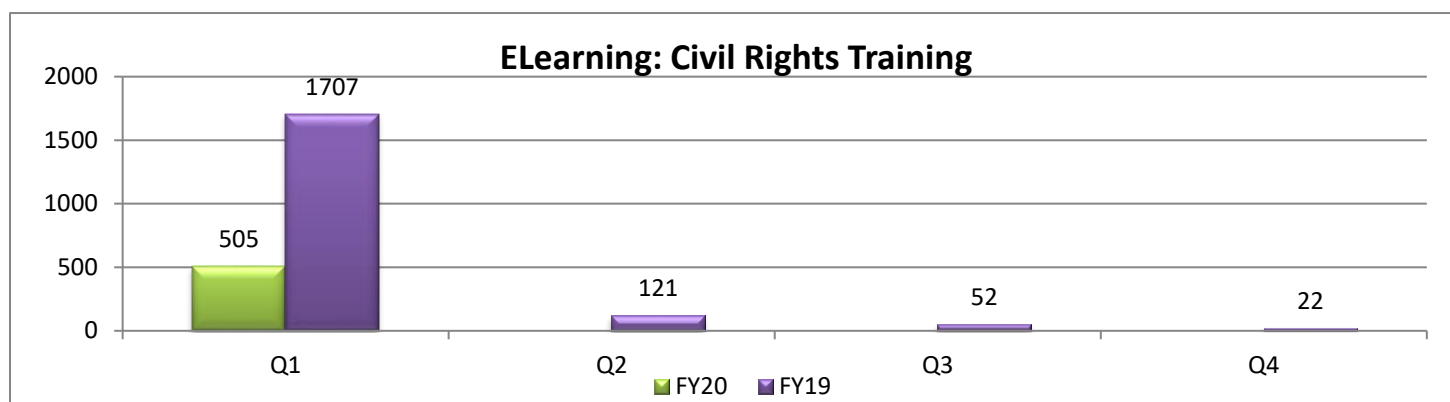
- An introduction to the unique legal and political status of New Mexico Indian Nations, Pueblos, and Tribes, with a review of Federal Indian policies and laws;
- An examination of tribal governments and authorities;
- Collaboration and consultation principles and guidance;
- Communication skills; and,
- Cultural competencies and best practices.



eLearning Mandatory Classes

Civil Rights: The Civil Rights course strives to make public servants aware of the ethical standards and the social responsibility necessary to act ethically and responsively in an intergovernmental system. The Civil Rights Training has been made available to all employees. State agencies are responsible for delivering this training to new employees within 90 days of hire. A total of 505 State employees participated in the training in the 1st Quarter of FY20. Due to the Civil Rights training being an annual requirement for all state employees and audits being conducted for compliance, there is typically an increase in agencies registering their employees in the 4th Quarter of the Fiscal Year to comply.

All eLearning courses are available through an institutional learning management system from Brightspace. SPO Brightspace allows State employees to access course materials and conduct course activities from anywhere, and anytime they can access internet.



Adjudication

In compliance with the State Personnel Act, SPO's Adjudication Division is responsible for conducting administrative hearings on appeals filed by classified State employees, who have completed their probationary period, and against whom formal disciplinary action (suspension, demotion, or dismissal) has been taken. Following pre-hearing discovery and exchange of information, one of the Division's two (2) Administrative Law Judges (ALJs) conducts an evidentiary hearing, at which the State agency imposing the discipline and the appealing employee present evidence and arguments related to whether there was just cause for the disciplinary action. Following the hearing, the ALJ prepares a written Recommended Decision for submission to the SPB. A Final Decision is then made by the SPB.

Although the Department of Public Safety has its own personnel board, employees of that agency (excluding State Police Officers) may select the SPB to decide appeals of their disciplinary action. Similarly, District Attorneys' Offices have their own personnel board, but non-attorney employees of those offices may select a SPO-Designated Hearing Officer to decide appeals of their disciplinary action. Additionally, if a classified State employee is "separated" from his or her job as a result of injury or illness (on or off the job), the employee has the right to file an appeal with the SPB and have a hearing on the issue of whether the employee was properly separated from employment. The SPB is also charged with making findings on complaints

filed against Workers' Compensation Judges and forwarding its findings to the Director of the Workers' Compensation Administration. The Adjudication Division conducts evidentiary hearings for all these purposes as well.

State classified employees covered by a collective bargaining agreement (CBA) have the option of choosing an outside arbitrator to decide their disciplinary appeals. Employee requests for arbitration are provided to SPO's Labor Relations Division, which provides notice to the employer and union of the request.

Adjudication reached final disposition on 14 appeals in the 1st Quarter of FY20.

The majority of the Adjudication Division's hearings are conducted at SPO in Santa Fe. The Adjudication Division considers requests for alternative hearing arrangements on a case-by-case basis.

Status	Q1	Q2	Q3	Q4	FY20 Total
Appeals Pending	35				35
New Appeals Filed	13				13
Appeal Disposition	14				14

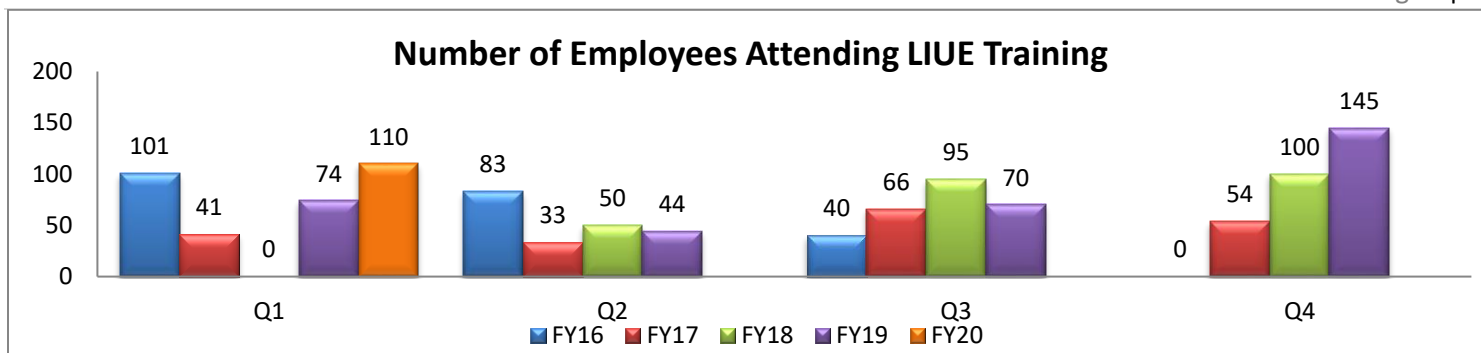
Labor Relations Division (LRD)

The role of the LRD is to govern the principles behind the New Mexico Public Employees Bargaining Act (PEBA), which guarantees the rights of state employees to organize and bargain collectively and to uphold the SPB Rules that protect the rights of state employees. As the Governor's designee, the LRD has the authority to negotiate and enforce a Collective Bargaining Agreement (CBA) with the union and ensure its proper administration.

LRD's main objective is to act as the labor contract administrator for the State of New Mexico, working actively with state agencies and signatory unions in administering the CBAs that benefit the State and its unionized workforce. In this capacity, LRD works closely with State agencies and labor organizations, protecting the public interest by ensuring the orderly operation for statewide labor relations. LRD works directly with two (2) unions which currently represent 54.3% of classified service employees within the State: the Communication Workers of America (CWA), and the American Federation of State, County and Municipal Employees (AFSCME).

FY20 1st quarter was pivotal for the State Personnel Office and the Labor Relations Team. After ten (10) years of the current CBA's in place, as the Governor's designee, the State Personnel Office began negotiations with both CWA and AFSCME.

LRD continues to train Living in a Union Environment (LIUE) and Workplace Investigations (WPI) as a means to educate and prevent grievances, PPC's, Disciplinary Appeals and Grievance Arbitrations. The LRD held four (4) LIUE training open to all agencies, one (1) LIUE training during an HR Council meeting and two (2) agency-specific LIUE trainings for Human Services Division and Department of Transportation. Additionally, the LRD taught two (2) WPI course open to all agencies. In total, 110 employees received LIUE training and 43 employees received WPI training.



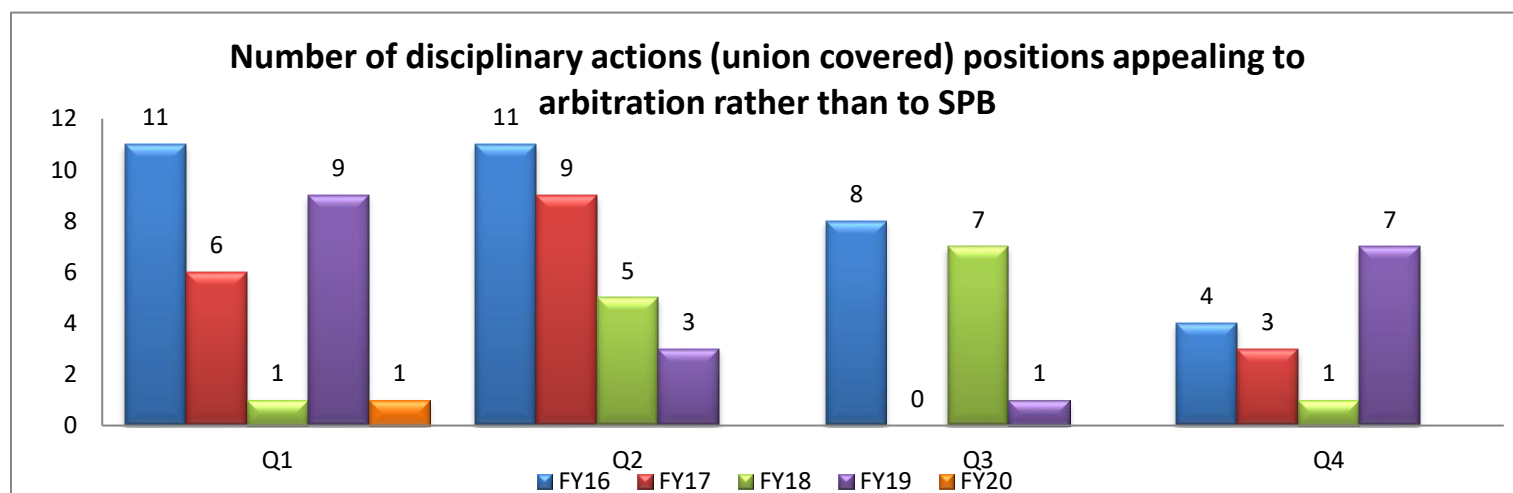
During the 1st Quarter of FY20, it was reported that twelve (12) union grievances were filed. Of the twelve (12) grievances filed, eight (8) grievances were filed by AFSCME, and four (4) were filed by CWA. Out of the twelve (12) union grievances filed, six (6) were settled, three (3) timed out, one (1) was withdrawn, two (2) were determined to not be grievable under the CBA and four (4) of the remaining grievances are pending. There was one (1) grievance arbitration invoked for this quarter and one (1) Prohibited Practice Complaint filed by AFSCME for this quarter.

There was one (1) disciplinary appeal before an arbitrator invoked by a bargaining unit employee and/or their union representative during the 1st quarter. In comparison, seven (7) bargaining unit employees chose to appeal their discipline to the SPB. Six (6) appeals to the SPB were filed by AFSCME Bargaining Unit employees and one (1) appeal to the SPB was filed by CWA Bargaining Unit employee.

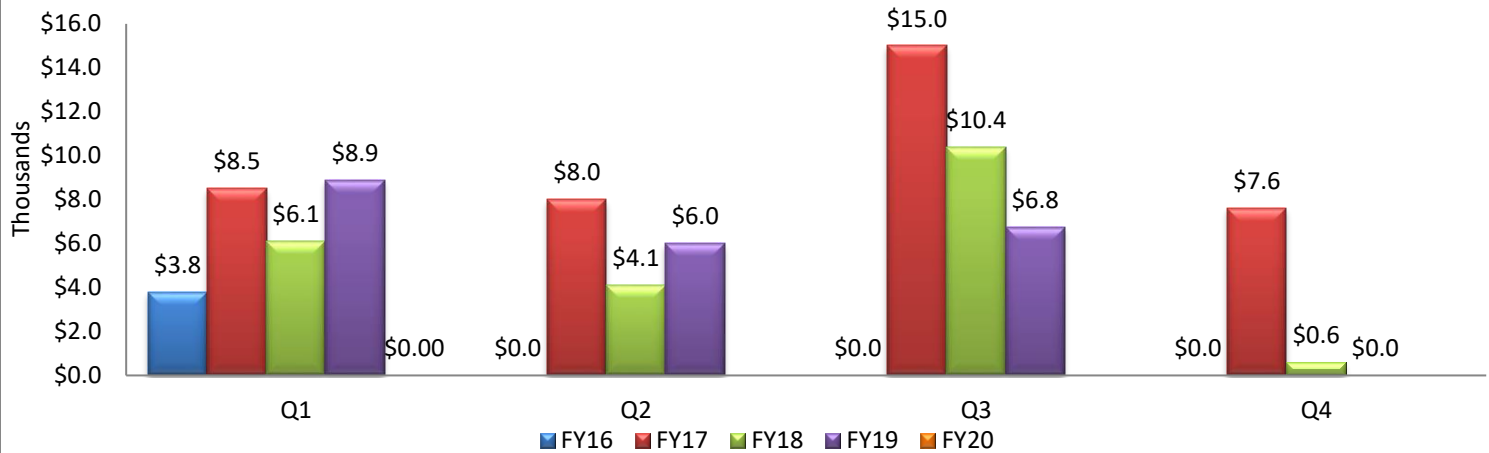
Labor Relations Division At A Glance

Performance Measures for FY20 1st Quarter

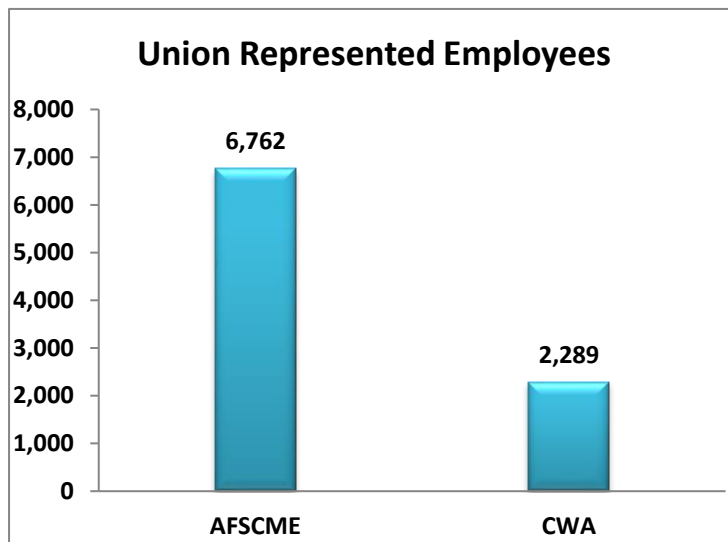
	AFSCME	CWA
Total number of union grievances filed by each union	8	4
Total number of disciplinary actions appealed to an arbitrator, by each union	1	0
Total number of grievance arbitrations, by each union:	1	0
Total number of Prohibited Practice Complaints filed by each union	1	0
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	\$0	



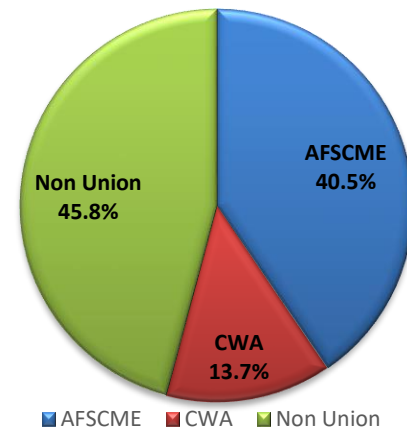
Actual Cost Paid by the State for Arbitration



Quarterly Union Represented vs. Non Union



Classified Service Union vs. Non-Union



As of the 1st Quarter, the NM Motor Transportation Employee's Association (NMMTEA) no longer represents state employees.

Quarterly Performance Measures

FY20 Approved Quarterly Performance Measures	FY20 Targets	Q1	Q2	Q3	Q4	FY20 Total
Average number of days to fill a position from the date of posting	55	49.8				
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	30.7				
Average number of days to advertise a position following the agency request	9	0.8				
Percent of employees who successfully complete their probationary period	75%	64.9%				
Percent of “voluntary” classified employee turnover (leaving State service)	15%	3.6%				
Percent of “involuntary” classified employee turnover (leaving State service)	5%	0.4%				
Average State classified employee compa-ratio	≥103%	107.2%				
Average State classified new hire compa-ratio	91%	102.1%				
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	1				
Average cost paid by State for arbitration of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	\$6,500	\$0				
State-wide classified service vacancy rate	13%	21.9%				
Percent of new hire managers and supervisors who successfully complete the management and supervision training sponsored by the State personnel office within three months of date of hire.	95%	18.6%				

FY20 Approved Annual Performance Measure <i>*These measures will be reported on a FY end basis</i>	FY20 Targets	FY20 Total
Percent of department/agencies with over 90 percent completed evaluations	95%	
Percent of eligible State classified employees with a completed performance appraisal on record at the close of the fiscal year	95%	
Number of rule compliance audit reviews performed during the fiscal year	22	
Percent of rule compliance review audit exceptions corrected within six months of discovery	100%	
Number of digitized personnel records	1,000	
Number of human resources trainings offered annually	12	