



# New Mexico State Personnel Office

## FY12 4th Quarter Workforce Report

*Mission: To deliver human capital management programs that advance our state agencies missions while protecting the rights of our state employees*

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## CONTENTS

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Director's Report	4
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Workforce Overview	5
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Classified Service at a Glance (as of June 30, 2012)	6
Total Compensation	6
Multiple Components of Pay	7
Overtime Usage	9
Sick Leave Usage	9
Annual Leave Usage	9

Classified Service Recruitment Trend	10
--------------------------------------	----

---

Average Number of Days to Fill a Vacant Position	11
Number of Job Postings by Fiscal Year	11
Number of Applications by Fiscal Year	11
FY12 – 4 <sup>th</sup> Quarter Top 20 Advertising Agencies	12
FY12 – 4 <sup>th</sup> Quarter Highest Job Classification Activity	12

Classified Service New Hires	13
------------------------------	----

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FY12 New Hires by Fiscal Year	13
FY12 New Hires by Quarter	13
New Employees Who Successfully Completed Their Probationary Period	13
New Hire Compa-Ratio	14
FY12 – 4 <sup>th</sup> Quarter New Hire Compa-Ratio by Pay Band	15
New Hire Demographics	16
FY12 - 4 <sup>th</sup> Quarter New Hire Percentage per Ethnic Group	16

New Hire Separations	17
----------------------	----

---

FY12 – 4 <sup>th</sup> Quarter New Hire Separation Reasons	17
FY12 – 4 <sup>th</sup> Quarter New Hire Separation by Agency	17

Classified Employee Separations	18
---------------------------------	----

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Separations by Fiscal Year	18
----------------------------	----

Classified Separations by Reason	18
FY12 4 <sup>th</sup> Quarter Classified Separations by Agency	19
Statewide Classified Turnover Rate	20

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Vacancy Rates	22
---------------	----

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Quarterly Vacancy Rates for the 20 Key Agencies	22
---	----

Quality Assurance Activities	23
------------------------------	----

Training Bureau	23
-----------------	----

---

Adjudication Bureau	25
---------------------	----

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Union Represented vs. Non Union	28
Labor Relations Bureau Performance Measures	28

# Director's Report

The State Personnel Office's (SPO) mission is to provide to the State of New Mexico human resource leadership, direction, and service to maximize state government's ability to better serve the citizens of New Mexico. As SPO has in the past issued a quarterly report, as required by the Accountability in Government Act (AGA), this report has typically only addressed HR metrics established within the General Appropriations Act (GAA). However, this report will now not only focus on these metrics but will also identify other metrics necessary in evaluating the HR issues impacting management of state government. These metrics must be shared with all stakeholders, to include the Legislature, and are necessary and essential in the development of action plans and being able to adapt to change. This is even more important and critical in addressing the myriad of issues facing state agencies to assess and address these challenges impacting the ability to recruit and retain qualified employees.

SPO is required and expected to conduct and lead workforce planning and HR policy development within all state agencies on state human resource issues. The mission of SPO with regard to the provision of an objective review process is to guide and add value to the delivery of human resource programs and to work in partnership with the Board, and state agencies. To accomplish this mission, SPO endeavors to:

- Provide timely, quality service to the board, the director, and state government agencies on the delivery of human resource program matters;
- Recommend improvements in state government emphasizing economy, efficiency, compliance and effectiveness; and conduct other value-added reviews and projects as requested by the board and director.

Addressing inadequate recruitment tools within New Mexico state government is an example of this joint governance effort. SPO, working with all state agencies at the beginning of FY12, implemented an applicant tracking system that is more flexible and responsive as it allows applicants to apply on-line for positions. This system, while meeting SPO's statutory requirement, has resulted in over a 43 percent increase in applications. In FY13 SPO will begin to address its statutory requirement to test applicants for various classified positions.

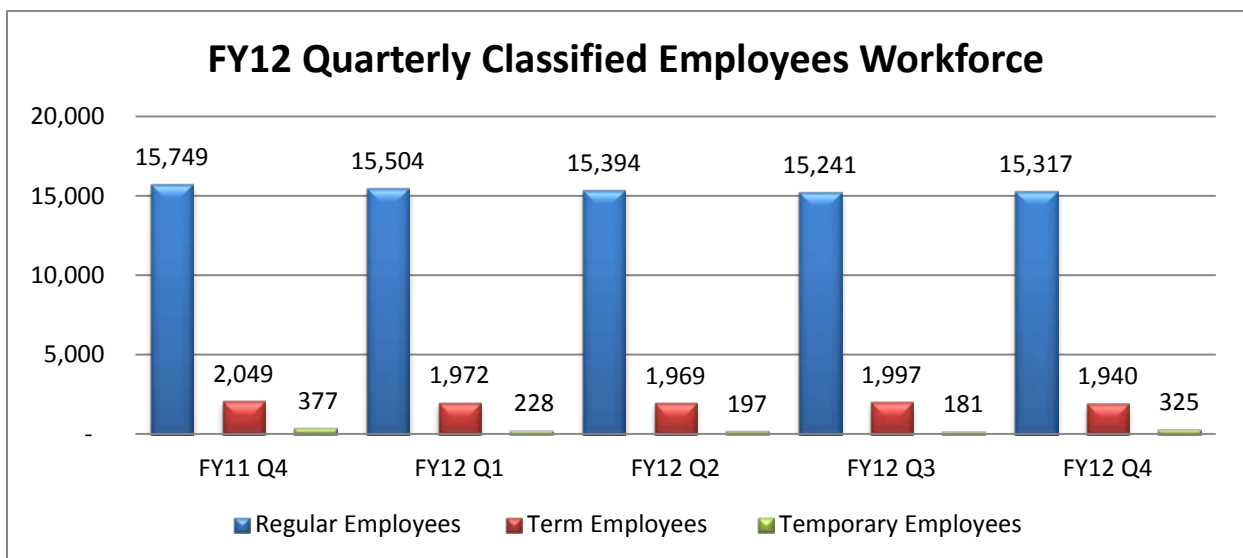
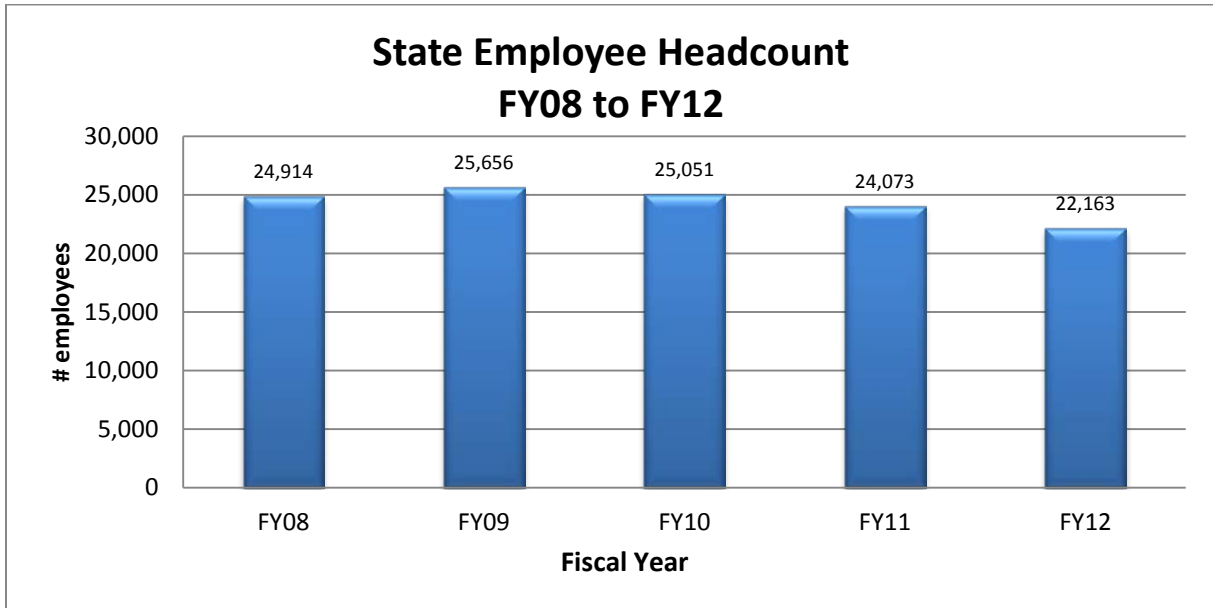
Sincerely,

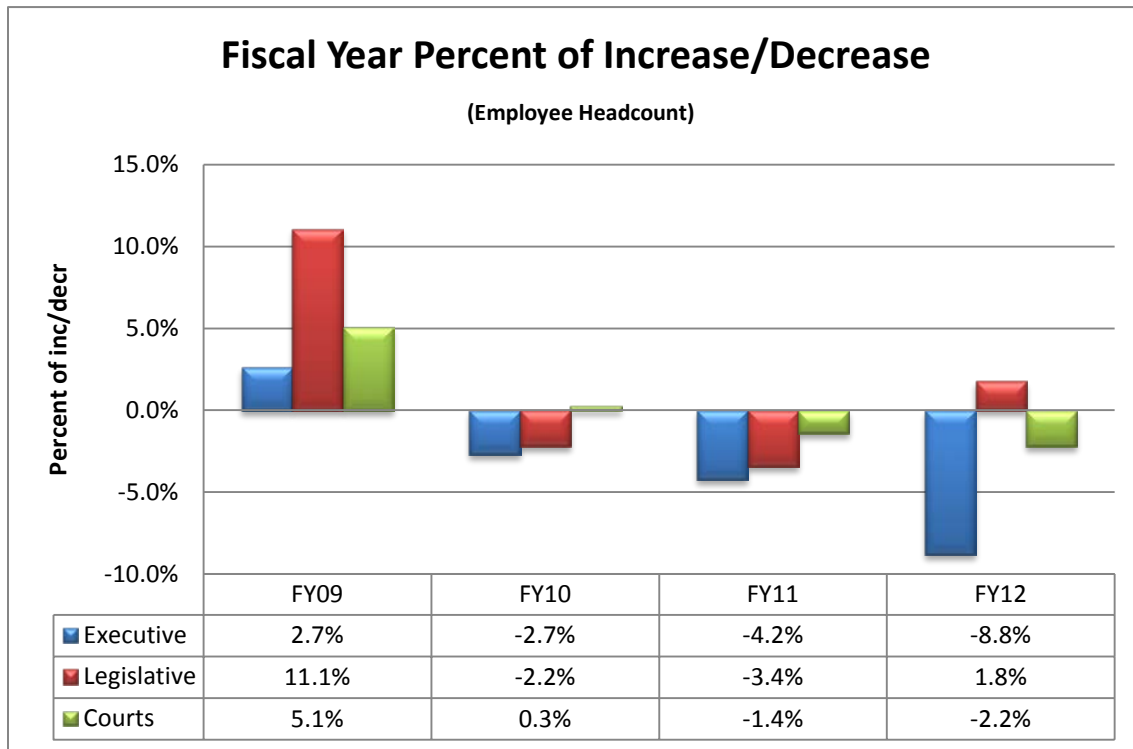


Eugene J. Moser  
Director

# Workforce Overview

An overview of the workforce allows the ability to identify critical areas requiring attention and may provide insight into current policy which affects the ability of the state to retain a competent workforce. The demographics of the state's workforce have changed in the past few years largely due to attrition, budgetary limitations and restrictions on filling vacant positions.

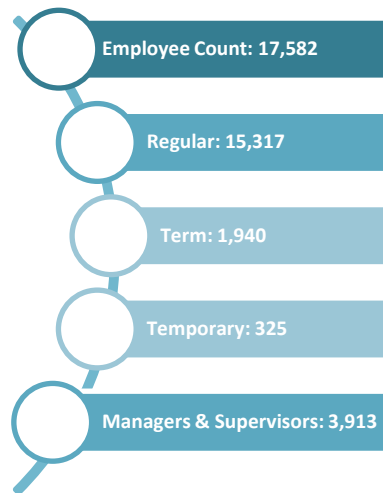




## Classified Service at a Glance (as of June 30, 2012)

### Workforce Data

Union Represented Employees	56.5%
Minority	64.3%
Female	54.6%
Male	45.4%



### TOTAL COMPENSATION AS OF June 30, 2012

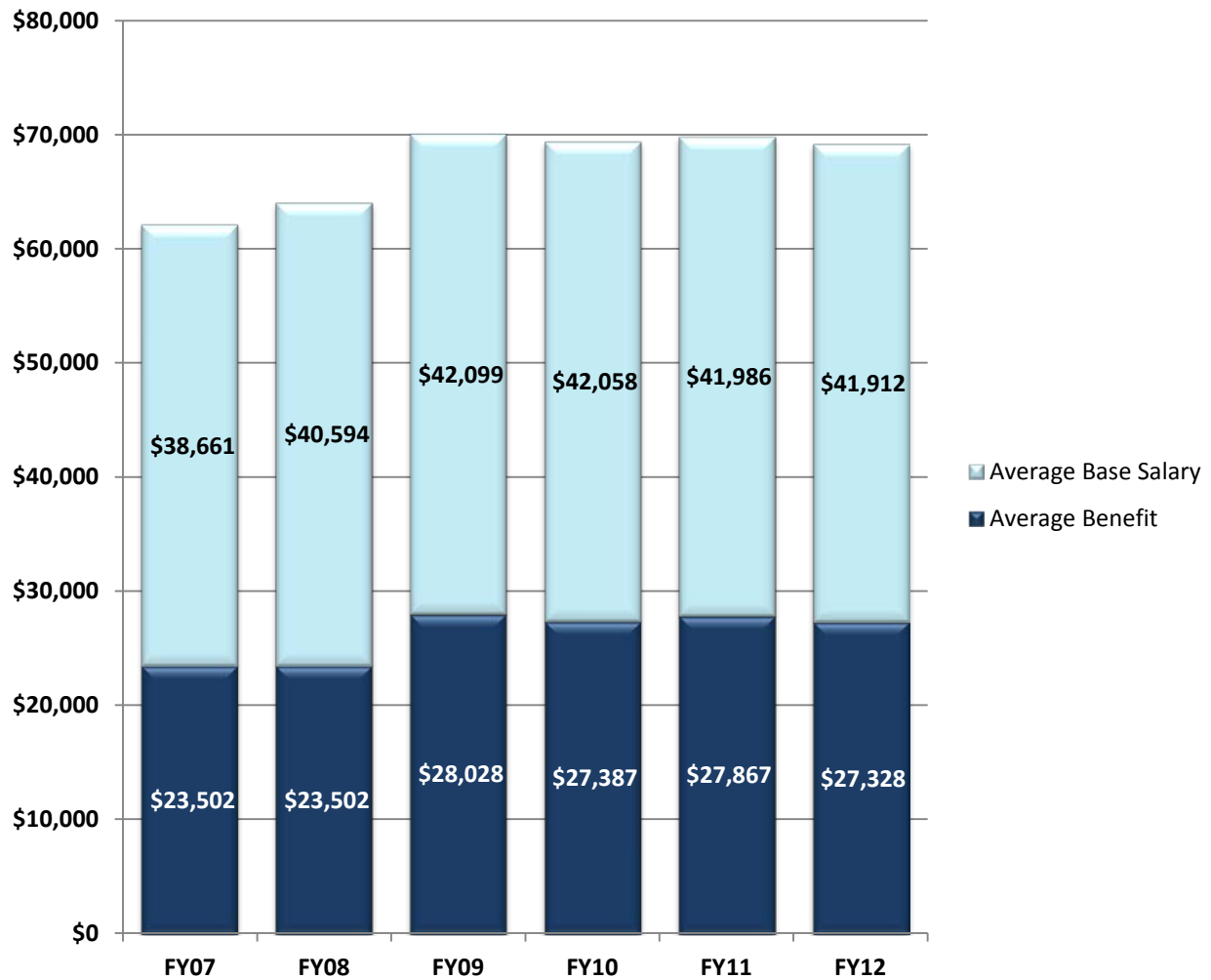
- AVERAGE BASE SALARY  
**\$41,870**
- AVERAGE BENEFIT  
**\$27,319**
- AVERAGE TOTAL COMPENSATION  
**\$69,189**
- AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO  
**101%**

## Total Compensation

Total compensation represents employee base salary and inclusion of benefit expenditures by the state for an employee by the state. These benefits provided to the employee include retirement, health, other insurances, FICA, and leave (annual, sick, etc.).

Concern continues with the impact of benefits expenditures upon total compensations. Benefits account for 39.5% percent of each employee's total compensation as a percentage of the employee's base compensation. Accordingly, base pay increases the cost of benefits also increase.

## Total Classified Compensation



## Multiple Components of Pay

The State Personnel Board (SPB) Rules provide pay mechanisms to enhance recruitment and retention efforts allowing agencies the tools to attract and retain a qualified workforce.

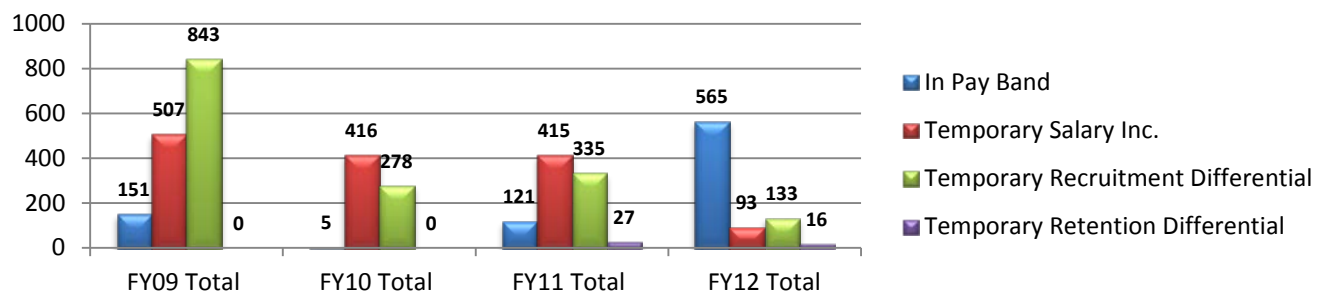
The SPB, at their November 12, 2010, Public Rules Hearing, separated the Temporary Recruitment/Retention Differential as these two pay mechanisms were tied to the position rather than the employee, and are based on a percentage of an employee's (base) pay rate.

MCOPs represent short term resolutions of compensation issues and were not designed to be permanent increases to an employee's base salary. However, review confirmed many of these MCOPS were treated as permanent resolution despite SPB Rules prohibiting such practice. To address this issue SPO guided agencies to re-examine these increases. This review resulted in many positions being reclassified resolving most of the compensation problems being corrected. It should be noted that analysis showed that because agencies were prevented from upgrading positions or inability to address non-competitive compensation levels MCOP were utilized in an attempt to bypass these restrictions in their attempt to retain their employees. The following represent the various mechanisms utilized:

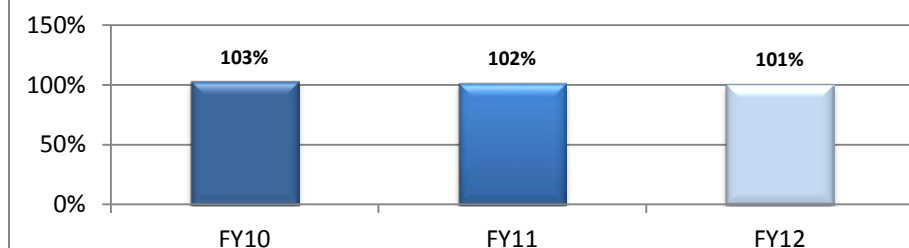
- **Temporary Salary Adjustments:** The following temporary pay mechanisms granted are periodically reviewed and authorized for various periods of time depending on each individual circumstance and in accordance with SPB Rules.
- **Temporary Recruitment Differentials (TREC)** are authorized for those positions documented as being critical to the business needs of an agency and addressing problems for those agencies who have demonstrated recruitment difficulty.
  - **Temporary Retention Differentials (TRET)** are authorized for positions in which it is critical to retain an employee to maintain the business needs of an agency that would otherwise be disrupted if the employee left the position.
  - **Temporary Salary Increases (TSI)** are used when an employee temporarily accepts and consistently performs additional duties that are the characteristics 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 (IPB's)** provide agencies the latitude to recommend to the State Personnel Director a base compensation increase up to 10 percent within a fiscal year for employees whose performance has demonstrated placement at a higher compa-ratio. This pay mechanism allows flexibility for agencies to provide salary growth within the pay band. The Department of Finance and Administration must also review the requests to ensure current and future agency budget availability.

The implemented changes and close monitoring by SPO of agency activities has resulted in a significant reduction of temporary increases since January of FY11 and increase IPBs to correct poor compensation and classification management.

### Multiple Components of Pay By Fiscal Year



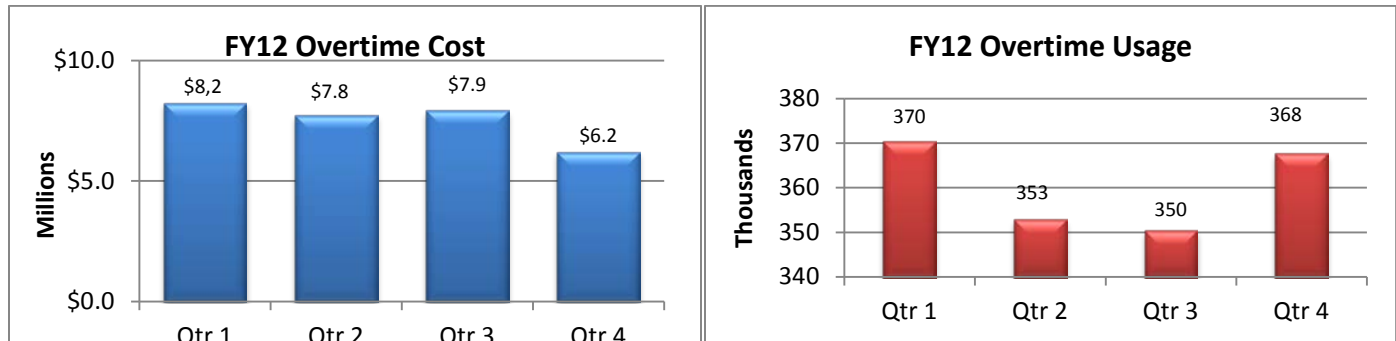
### Average employee pay as a percent of board approved comparator market, based on legislative approval





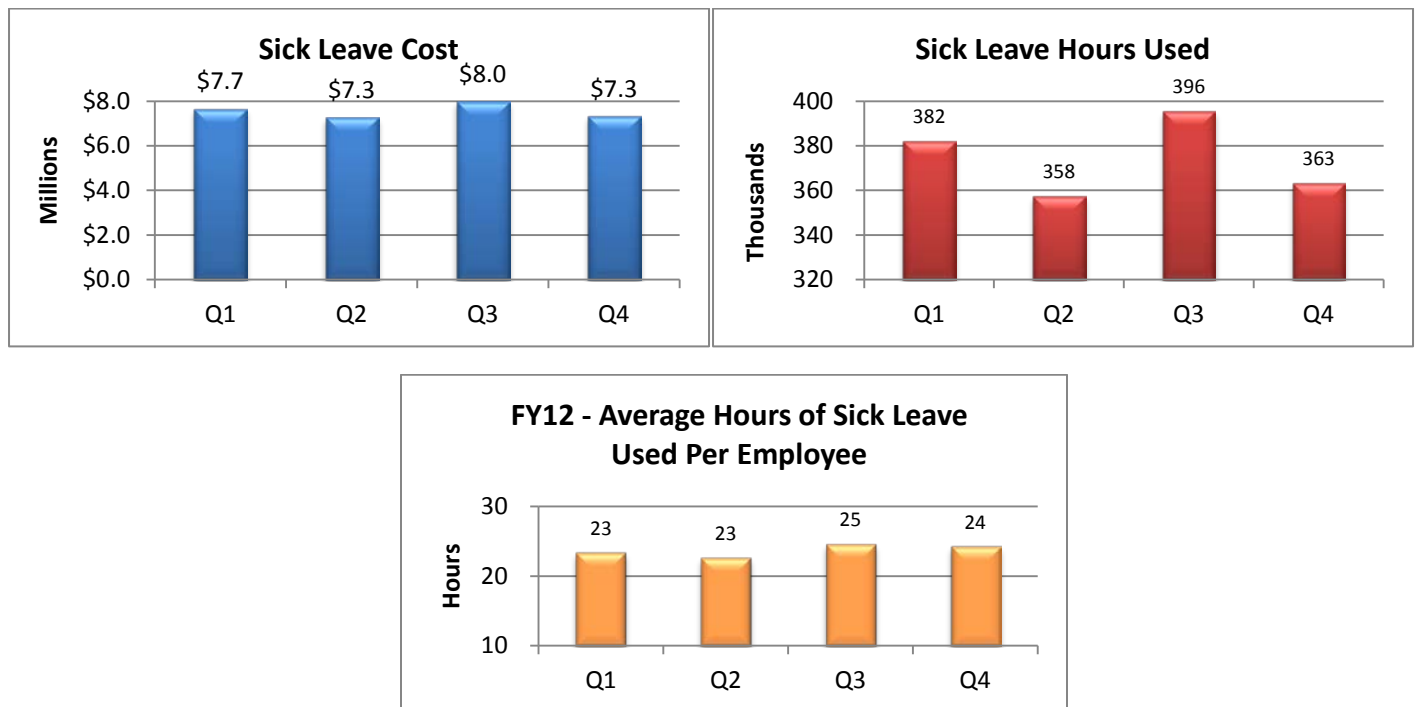
## Overtime Usage

The following illustrates overtime costs and usage in FY12. In the 4<sup>th</sup> quarter hours increased from the previous quarter by just over 17 thousand hours, yet the cost of overtime decreased by over 1.7 million dollars.



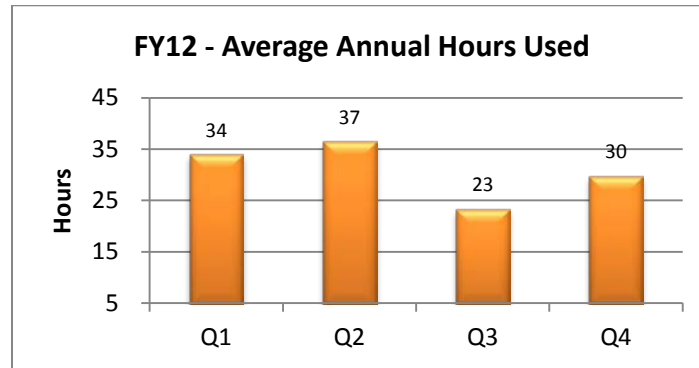
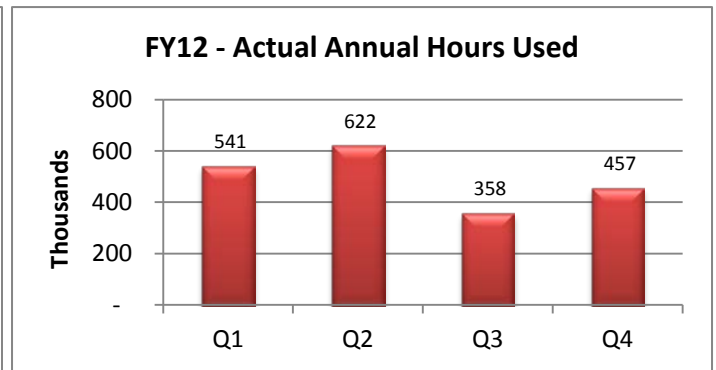
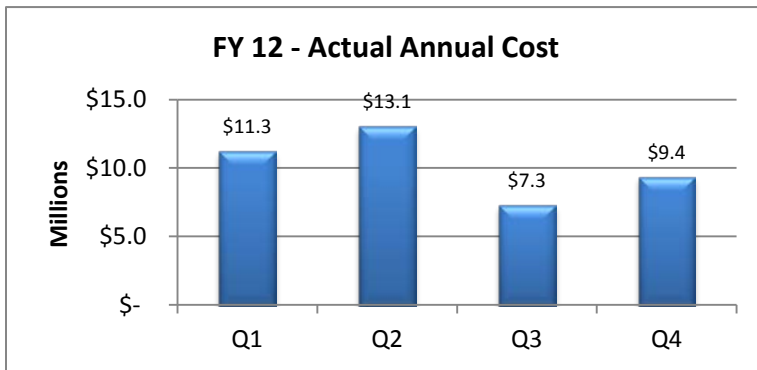
## Sick Leave Usage

The following graphs for FY12 illustrate the usage of sick leave. Employee sick leave usage for the fourth quarter shows a decrease from the previous quarter. In FY12 the following data indicates that average usage of sick leave in each quarter for employees was 24 hours of sick leave (3 work days). This equates to 12 days usage per year.



## Annual Leave Usage

The graphs on following page illustrate annual leave usage in FY12 and its budgetary impact. The FY12 quarterly usage was 30 hours or approximately 3.8 days was taken on average per quarter per employee.



## Classified Service Recruitment Trend

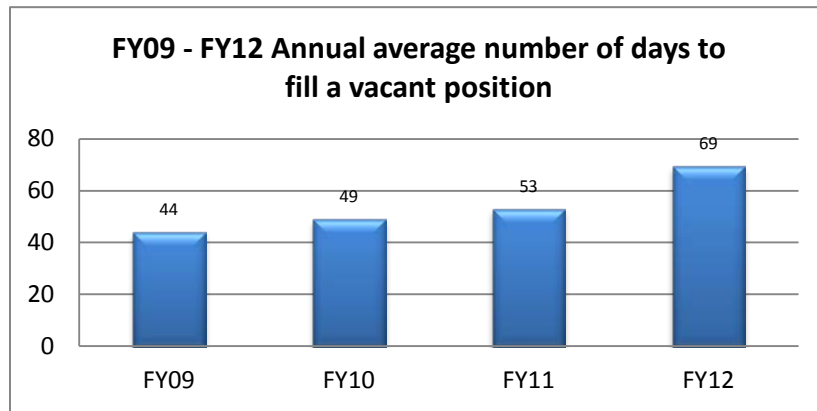
SPO is responsible for assisting applicants applying for jobs within the state's classified service. At the beginning of the second quarter of FY12 SPO implemented a new, more flexible and responsive applicant tracking system through NEOGOV and a web-based pre-employment testing system through Criteria Corporation. The implementation of these two systems is to bring the state back into compliance with the State Personnel Act which mandates a competitive ranking of applicants and employment testing for all applicants applying for state classified positions.

Applicants are now competitively ranked and within FY13 will be tested. The provision of competitively ranked applicants will be placed on the qualified job applicants certified list submitted to the recruiting managers. This will facilitate an applicant's movement through the recruitment process and generate a sense that they will be competitively ranked on experience and knowledge rather than on who they know.

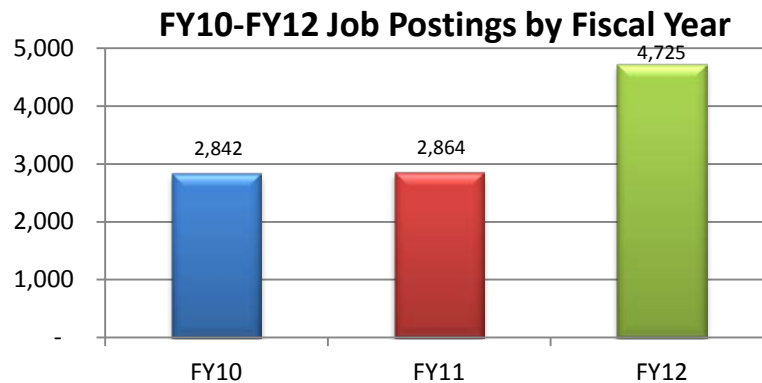
The applicant tracking system now allows applicants at the same time to apply for multiple positions without having to reenter a separate application for each position applied as they previously encountered. Additionally, applicants are now able to focus job searches by geographic and department preferences allowing the applicant's to quickly isolate their job search.

The following graphs show the growth over the past year and one-half in both the number of positions being advertised and the expansion of the pool of applicants for consideration. While the number of days to fill a position has increased this is attributed to both the dramatic increase in applications being processed and the number of positions being advertised. Additionally, staffing to process applications did not increase. This required sooner than planned the utilization of agency HR staff in the assessment, scoring and ranking applicants in addition to training and expansion of auditing requirements sooner than expected.

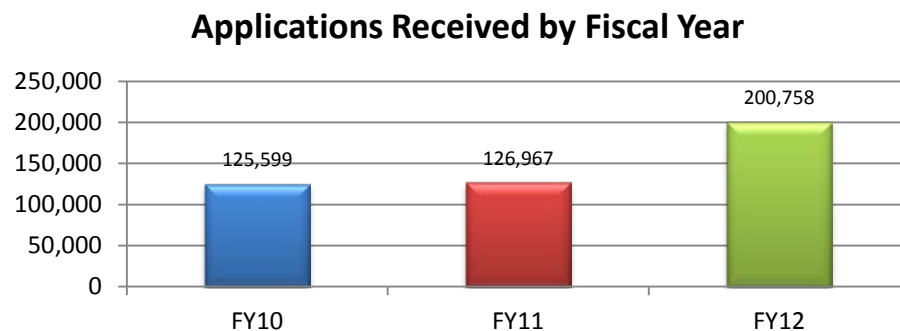
## Average Number of Days to Fill a Vacant Position



## Number of Job Postings by Fiscal Year



## Number of Applications by Fiscal Year



In FY12 200,758 applications were received and processed by SPO for 4,725 job postings. 1,283 classified service positions were advertised compared to the 1,493 positions in the third quarter of FY12. In this same quarter 47,599 applications were received as opposed to 62,935 in the previous quarter.

Forty percent of positions filled were as a result of internal promotions/transfers of active state employees. The highest recruitment activities in the fourth quarter were with the Departments of Health (300), Children, Youth & Families (154), Human Services (136), Corrections (105) and Transportation (103). These departments comprise the largest budgeted positions.

## FY12 – 4<sup>th</sup> Quarter Top 20 Advertising Agencies

Agency	# Job Postings	# Job Posting Hits
Department of Health	300	143,885
Children, Youth & Families Department	154	83,540
Human Services Department	136	86,367
New Mexico Corrections Department	105	50,185
Department of Transportation	103	37,657
Public Defender	48	24,710
Taxation & Revenue Department	47	27,764
Department of Environment	39	21,706
Public Education Department	34	15,254
Department of Game & Fish	29	19,691
Department of Public Safety	28	27,240
Regulation & Licensing Department	25	14,684
Department of Workforce Solutions	25	33,662
Aging & Long-Term Services Department	22	16,271
General Services Department	18	11,078
Public Regulation Commission	16	10,928
Department of Cultural Affairs	14	10,740
Miners Colfax Medical Center	13	4,293
Energy, Minerals & Natural Resources Department	13	6,726
Military Affairs	12	14,824

## FY12 – 4<sup>th</sup> Quarter Highest Job Classification Activity

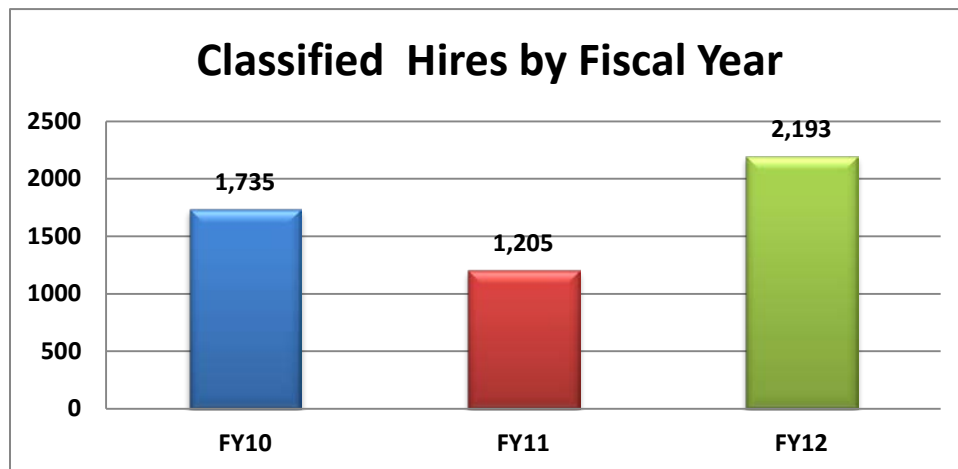
Classification	# Job Postings	# Job Posting Hits
Social & Community Service Coordinator	95	56,387
Registered Nurses	54	19,971
Office Clerks, General	49	25,512
Highway Maintenance Workers	49	16,201
Staff Manager	43	29,486
Management Analyst	28	17,961
Business Operations Specialist	27	21,227
HR, Training & Labor Relation Spec	25	15,487
Family Assistance Analyst	25	18,341
Line Manager II	25	13,548
Probation Officer & Correction Treatment Specialist	24	18,778
Financial Specialist, All Other	23	14,261
Nursing Aides, Orderlies, & Attendants	23	5,698
Correctional Officers and Jailers	21	7,248
Administrative Operations Manager II	21	16,586
General Manager I	21	11,155

Classification	# Job Postings	# Job Posting Hits
Environmental Scientists & Spec	20	12,618
Secretary, Except Legal, Medical, & Executive	19	7,679
Education Administrators	17	8,799
Probation Parole Officer	17	11,225

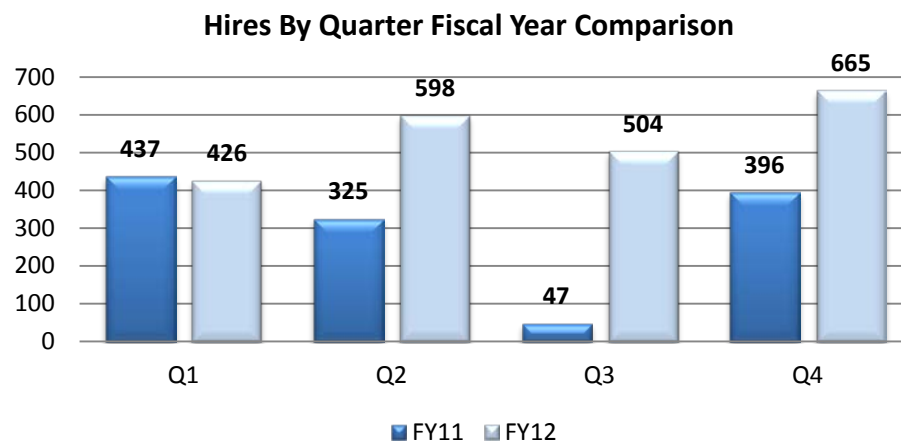
## Classified Service New Hires

New hire activity in FY12 was 82 percent higher than in FY11. This growth is largely attributed to the lifting of restrictions on filling positions to even include those positions budgeted. This activity has had a positive impact upon delivery of services and improvement on employee morale.

### FY12 New Hires by Fiscal Year



### FY12 New Hires by Quarter



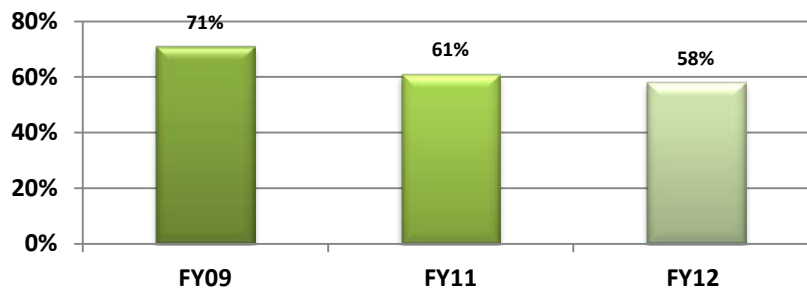
*NOTE: Hires represent only new hires and do not include promotions of state employees.*

### New Employees Who Successfully Completed Their Probationary Period

Data for the second quarter of FY12 shows a decrease in the number of employees completing their probationary period. This may be partly attributed to both a poor economic period with the availability of little or no job opportunity and no

expectation of seeing salaries being adjusted in the past few years. In FY12 minimum qualifications were reinstated to all job classifications. This was done as preliminary analysis indicated that the high turnover of new hires was directly related to the lack of minimum qualifications for classifications as some new hires resulting in many employees not being a good fit for the position. Additionally, other contributing factors include poorly designed salary plans, poor interview processes, jobs not adequately described to applicants resulting in not meeting the applicants and/or supervisor expectations. SPO has redesigned and is adding many of its management training courses especially with regard to interviewing and selection processes.

### New Employees Who Successfully Completed Their Probationary Period

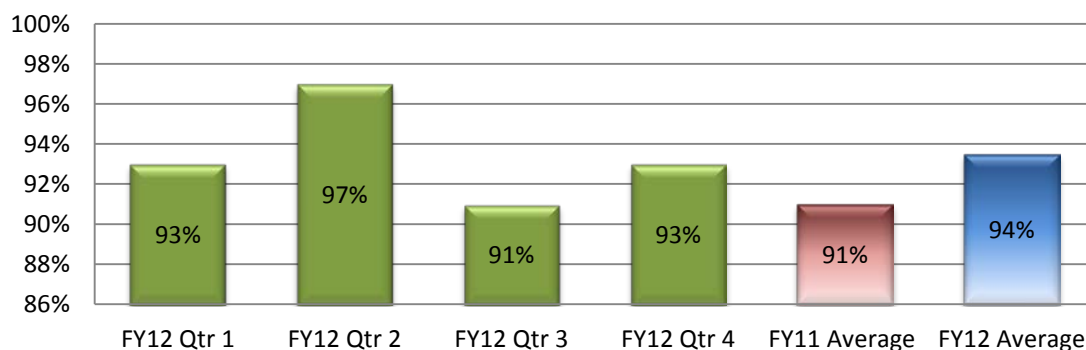


*\*This number is based on New Hires in FY11 that completed probationary period during FY12*

### New Hire Compa-Ratio

The compa-ratio for new hires is well above the expected average and budgeted entry salary. This is indicative of the absence of salary structure adjustments within the past decade resulting in entry salaries of the salary plans lagging behind market forcing positions to be offered at higher rates in order to compete and is a contributing if not major factor in new hire turnover. This is evidenced in evaluating the compa-ratio for new hires in all pay ranges as seen in the chart on following page within the 4th quarter of FY12.

### New Hire Compa-Ratio Average



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FY12 – 4<sup>th</sup> Quarter New Hire Compa-Ratio by Pay Band

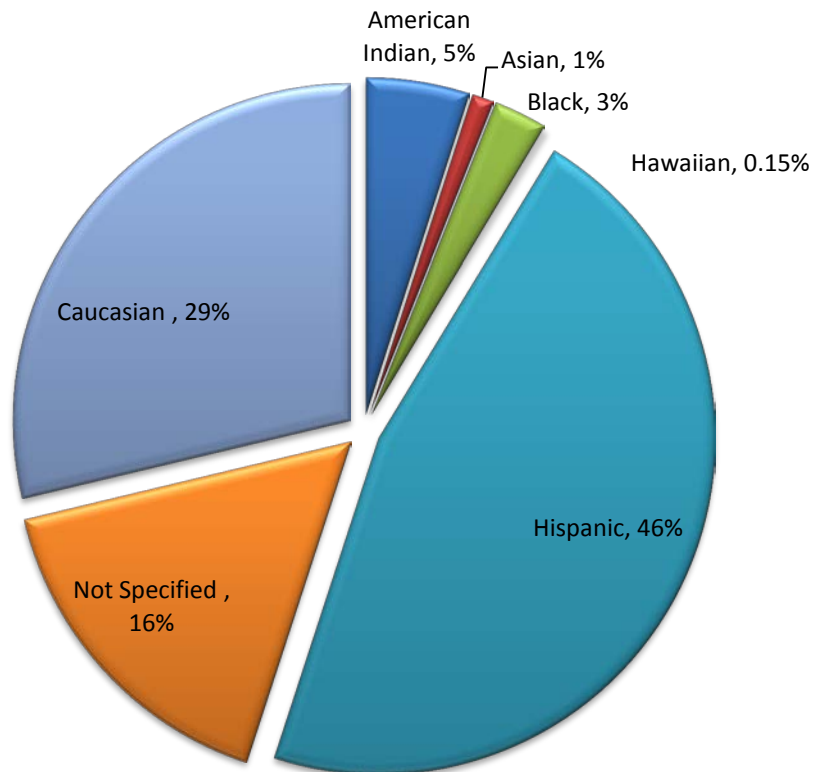
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Pay Band	Average of Compa-Ratio	# of Employees
25	0.87	30
30	0.96	37
35	0.87	50
40	0.96	65
45	0.93	55
50	0.89	62
55	0.89	77
60	0.89	115
65	0.98	60
70	0.99	47
75	1.07	35
80	1.02	14
85	1.01	13
90	1.01	3
95	1.05	1
98	1.22	1
<b>Average New Hire Compa-Ratio</b>	<b>0.93</b>	<b>665</b>

## New Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
American Indian	23	10	33	5.0%
Asian	3	4	7	1%
Black	9	8	17	3%
Hawaiian	0	1	1	0.2%
Hispanic	160	148	308	46%
Not Specified	51	57	108	16%
Caucasian	113	78	191	29%
<b>Grand Total</b>	<b>359</b>	<b>306</b>	<b>665</b>	<b>100%</b>
<b>% Per Gender Group</b>	<b>54%</b>	<b>46%</b>		

## FY12 - 4<sup>th</sup> Quarter New Hire Percentage per Ethnic Group





# New Hire Separations

## FY12 – 4<sup>th</sup> Quarter New Hire Separation Reasons

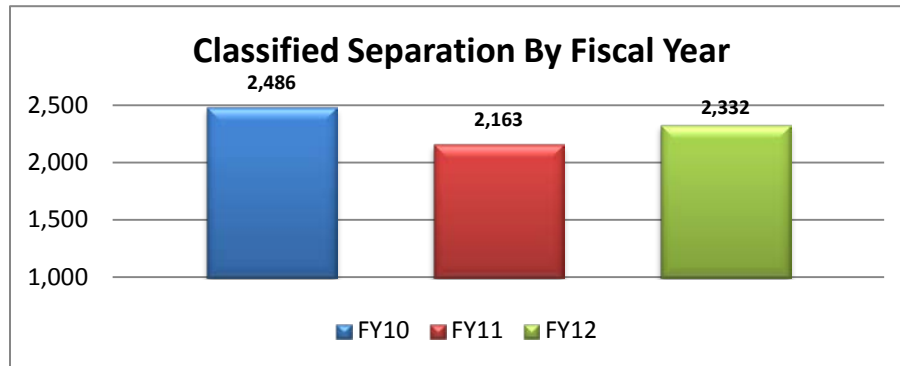
Separation Reasons	# of Employees
Resignation	11
Probation Period not completed	6
Failed Condition of Employment	5
Quit without Notice	4
Attendance	3
Accepted New Job (Competitor)	2
Family Reasons	2
Personal Reasons	2
Discharge	1
Resignation-Other Position	1
Unforeseen Circumstances	1
Violation of Rules	1
<b>Grand Total</b>	<b>39</b>

## FY12 – 4<sup>th</sup> Quarter New Hire Separation by Agency

Agency	# of Employees
Department of Health	18
New Mexico Corrections Department	8
Children, Youth & Families Department	3
Human Services Department	2
Workers Compensation Administration	2
Department of Environment	1
Department of Public Safety	1
Department of Workforce Solutions	1
Department of Vocational Rehabilitation	1
General Services Department	1
Miners Colfax Medical Center	1
<b>Grand Total</b>	<b>39</b>

# Classified Employee Separations

## Separations by Fiscal Year



## Classified Separations by Reason

Reason	Q1	Q2	Q3	Q4	FY12 Total
Accepted New Job (Competitor)	18	24	15	14	71
Accepted New Job (Non-Comp)	18	22	14	10	64
Attendance	11	16	14	16	57
Completion of Contract	0	0	0	1	1
Death	6	7	8	4	25
Disability Retirement	5	15	7	11	38
Discharge	5	4	11	11	31
Dissatisfied w/Work Conditions	2	1	2	1	6
Dissatisfied with Pay	1	2	0	1	4
Dissatisfied with Supervision	0	1	0	0	1
Early Retirement	0	5	2	2	9
End Appointment	2	1	3	5	11
Failed Condition of Employment	4	7	6	9	26
Falsified Qualifications	0	0	1	0	1
Family Reasons	8	5	5	7	25
Health Reasons	14	14	6	10	44
Illness in Family	1	4	3	2	10
Insubordination	3	3	5	1	12
Leave of Absence Expiration	0	1	1	1	3
Military	2	0	1	0	3
Misconduct	26	26	22	41	115
Mutual Consent	1	1	0	1	3
Non Job Connected Medical	1	2	2	1	6
Normal Retirement	104	180	70	141	495
Other Medical	3	2	2	2	9
Personal Reasons	60	47	56	58	221
Position Discontinued	25	1	2	0	28
Probation Period not Completed	6	6	10	16	38
Quit without Notice	11	15	8	16	50

Reason	Q1	Q2	Q3	Q4	FY12 Total
Relocation	11	8	11	13	43
Resignation	188	150	190	177	705
Resignation-Other Position	9	7	9	5	30
Return to School	17	4	6	5	32
RIF - SPO Board Approved	1	25	1	2	29
Unforeseen Circumstances	0	3	3	8	14
Unsatisfactory Performance	6	8	9	12	35
Vested Retirement	4	9	1	2	16
Violation of Rules	3	9	5	4	21
<b>Total</b>	<b>576</b>	<b>635</b>	<b>511</b>	<b>610</b>	<b>2332</b>

### FY12 4<sup>th</sup> Quarter Classified Separations by Agency

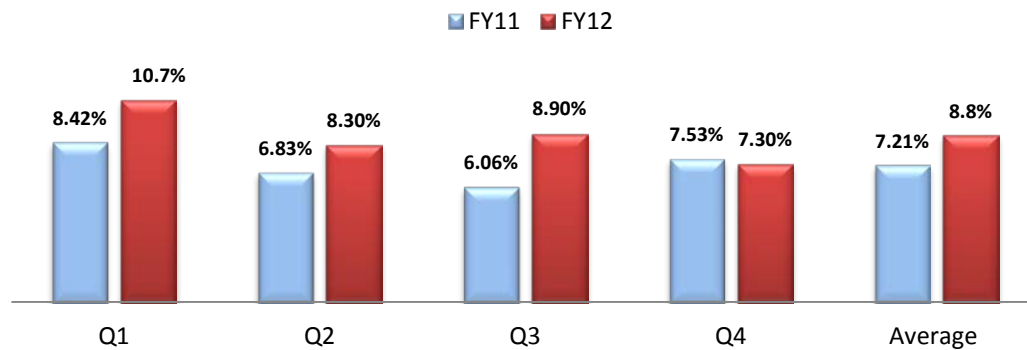
Agency	# of Employees
Department of Health	161
New Mexico Corrections Department	70
Children, Youth & Families Department	65
Human Services Department	62
Department of Transportation	56
Department of Workforce Solutions	22
Taxation & Revenue Department	21
Public Defender	16
Department of Environment	14
Department of Public Safety	14
Miners Colfax Medical Center	10
General Services Department	9
Department of Cultural Affairs	8
Energy, Minerals & Natural Resources Department	8
Public Regulation Commission	8
Regulation & Licensing Department	8
Department of Game & Fish	7
Public Education Department	6
Aging & Long-Term Services Department	5
Department of Finance & Administration	5
Department of Vocational Rehabilitation	5
Educational Retirement Board	4
NM Higher Education Department	3
Office of the State Engineer	3
State Land Office	3
Tourism Department	3
Workers Compensation Admin	3
Department of Indian Affairs	2
Secretary of State	2
Department of Information Technology	1
Developmental Disabilities Planning Commission	1

Agency	# of Employees
Economic Development Department	1
Livestock Board	1
Military Affairs	1
State Personnel Board	1
State Treasurer	1
<b>Total</b>	<b>610</b>

## Statewide Classified Turnover Rate

The statewide classified employee turnover rate in FY12 is 8.8 percent as compared to FY11 turnover being 7.21 percent. The table attached reflects classified employee quarterly turnover rates by department. Quarterly analysis for both fiscal years indicates a stabilization of employee migration rates. Statewide agency trend lines in turnover are being tracked and will be closely monitored in FY13. It should be noted that this is the first time that information has been presented on all agencies that will allow meaningful analysis.

## Statewide Turnover Rate



Business Unit	Agency Name	Q1	Q2	Q3	Q4	FY12 Average
30800	State Auditor	5.00%	5.00%	5.30%	0.0%	3.8%
33300	Taxation & Revenue Department	7.80%	8.30%	7.60%	7.9%	7.9%
33700	State Investment Council	0.00%	9.50%	4.50%	0.0%	3.5%
34100	Department of Finance & Administration	19.00%	2.30%	6.60%	6.8%	8.7%
34200	Public School Insurance Authority	0.00%	0.00%	16.70%	14.3%	7.8%
34300	Retiree Health Care Authority	0.00%	0.00%	4.80%	0.0%	1.2%
35000	General Services Department	4.50%	6.30%	10.30%	6.0%	6.8%
35200	Educational Retirement Board	4.10%	12.50%	14.90%	8.0%	9.9%
35500	Public Defender	9.00%	8.70%	11.60%	37.0%	16.6%
36100	Dept. of Information Technology	2.50%	4.40%	3.10%	1.2%	2.8%
36600	Public Employee Retirement Assoc.	13.10%	5.00%	4.90%	3.1%	6.5%
36900	Commission of Public Records	12.90%	10.30%	26.90%	16.7%	16.7%
37000	Secretary of State	3.70%	7.70%	13.00%	9.1%	8.4%
37800	State Personnel Board	16.70%	7.00%	19.00%	4.5%	11.8%
39400	State Treasurer	18.50%	3.60%	7.70%	4.0%	8.5%
40400	Architect Examiners Board	0.00%	0.00%	0.00%	0.0%	0.0%
41700	Border Development Authority	0.00%	0.00%	0.00%	50.0%	12.5%

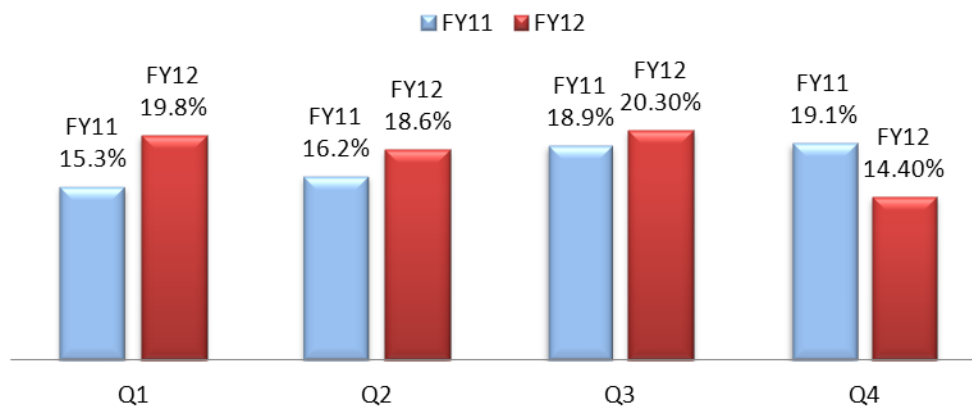
Business Unit	Agency Name	Q1	Q2	Q3	Q4	FY12 Average
41800	Tourism Department	10.60%	19.30%	5.30%	9.6%	11.2%
41900	Economic Development Department	27.80%	9.10%	6.70%	11.8%	13.9%
42000	Regulation & Licensing Dept.	5.10%	6.30%	6.50%	7.0%	6.2%
43000	Public Regulation Commission	10.60%	7.40%	5.40%	9.2%	8.2%
44600	Medical Examiners Board	0.00%	8.30%	0.00%	8.3%	4.2%
44900	Board of Nursing	7.10%	0.00%	0.00%	6.7%	3.5%
46000	EXPO New Mexico	9.10%	57.10%	0.00%	0.0%	16.6%
46400	Professional Engineers & Land Surveyors Board	16.70%	20.00%	0.00%	20.0%	14.2%
46500	Gaming Control Board	5.10%	2.60%	0.00%	2.3%	2.5%
46900	State Racing Commission	0.00%	12.50%	0.00%	0.0%	3.1%
47900	Veterinary Examiners Board	0.00%	0.00%	0.00%	0.0%	0.0%
49500	Spaceport Authority	0.00%	16.70%	0.00%	0.0%	4.2%
50500	Department of Cultural Affairs	5.10%	5.30%	4.90%	6.7%	5.5%
50800	Livestock Board	1.50%	4.30%	7.60%	1.5%	3.7%
51600	Department of Game & Fish	10.50%	5.70%	8.90%	4.1%	7.3%
52100	Energy, Minerals & Natural Resources Department	33.40%	13.10%	7.50%	4.5%	14.6%
52200	Youth Conservation Corps	0.00%	0.00%	0.00%	0.0%	0.0%
53900	State Land Office	6.80%	8.30%	3.10%	3.6%	5.5%
55000	Office of the State Engineer	4.80%	6.70%	4.60%	2.6%	4.7%
56900	Organic Commodities Commission	0.00%	0.00%	0.00%	0.0%	0.0%
60100	Commission on the Status of Women	0.00%	0.00%	0.00%	0.0%	0.0%
60300	Dept. of African American Affairs	33.30%	0.00%	0.00%	33.3%	16.7%
60400	Com for Deaf/Hard of Hearing	9.10%	0.00%	0.00%	0.0%	2.3%
60600	Commission for the Blind	1.80%	3.60%	3.80%	1.9%	2.8%
60900	Department of Indian Affairs	50.00%	8.10%	0.00%	28.6%	21.7%
62400	Aging & Long-Term Services Department	7.00%	6.20%	6.90%	7.2%	6.8%
63000	Human Services Department	12.20%	7.00%	7.30%	6.6%	8.3%
63100	Dept. of Workforce Solutions	9.80%	11.10%	16.10%	10.2%	11.8%
63200	Workers Compensation Admin	5.00%	6.90%	3.00%	2.9%	4.5%
64400	Dept. of Vocational Rehabilitation	4.70%	3.90%	6.20%	6.7%	5.4%
64500	Governor's Comm. on Disability	0.00%	0.00%	0.00%	0.0%	0.0%
64700	Development Disabilities Planning Commission	6.70%	7.10%	27.30%	7.7%	12.2%
66200	Miners Colfax Medical Center	18.20%	22.20%	22.20%	11.9%	18.6%
66500	Department of Health	9.10%	8.30%	7.30%	7.7%	8.1%
66700	Department of Environment	5.50%	5.40%	4.40%	5.3%	5.2%
66800	Office of Natural Resource Trustee	0.00%	0.00%	0.00%	0.0%	0.0%
66900	Health Policy Commission	0.00%	0.00%	0.00%	0.0%	0.0%
67000	Department of Veteran Services	3.00%	6.50%	3.20%	3.1%	4.0%
69000	Children, Youth & Families Department	7.90%	6.80%	7.40%	5.9%	7.0%
70500	Military Affairs	6.50%	6.60%	4.50%	1.1%	4.7%
76000	Adult Parole Board	25.00%	20.00%	0.00%	0.0%	11.3%
77000	New Mexico Corrections Department	20.60%	11.00%	22.00%	14.1%	16.9%
78000	Crime Victims Reparation Commission	0.00%	5.60%	0.00%	0.0%	1.4%
79000	Department of Public Safety	4.20%	5.70%	7.40%	4.6%	5.5%
79500	Homeland Security & Emergency Management	10.00%	6.00%	0.00%	3.7%	4.9%

Business Unit	Agency Name	Q1	Q2	Q3	Q4	FY12 Average
80500	Department of Transportation	7.70%	7.00%	5.70%	4.9%	6.3%
92400	Public Education Department	37.60%	11.40%	10.50%	5.5%	16.3%
95000	NM Higher Education Department	21.20%	14.70%	23.30%	12.9%	18.0%
FY12 Classified Statewide Turnover Rate		10.7%	8.3%	8.9%	7.3%	8.8%

## Vacancy Rates

High vacancy rates continue to be experienced as agencies continue to have a disproportionate number of unfilled and unbudgeted positions. Due to funding restrictions, agencies continue to experience vacancy factors applied to their budget forcing positions to remain unfilled. The state's second quarter rate is 18.6 percent as compared to FY12's first quarter rate of 19.8 percent as budgeted positions are being recruited and filled. The fourth quarter indicates the activity in positions being filled throughout state government and is the **lowest level statewide in the last two years**.

### Statewide Vacancy Rate



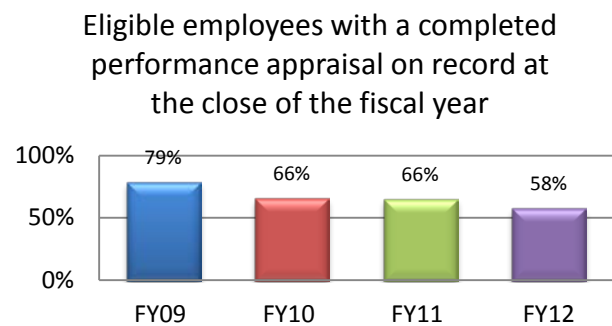
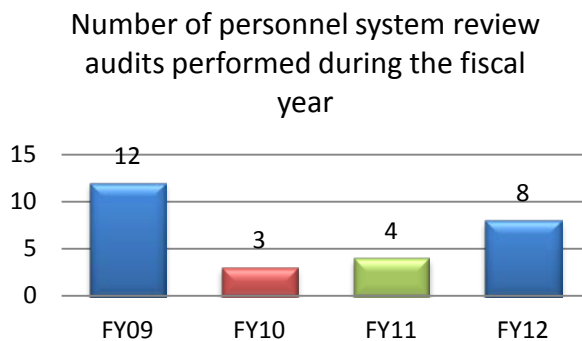
### Quarterly Vacancy Rates for the 20 Key Agencies

Business Unit	Agency	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
21800	Administrative Office of the Courts	9.2%	7.4%	5.9%	8.7%
23200	2nd Judicial District Court	8.2%	4.9%	5.6%	7.1%
24400	Bernalillo Metropolitan Court	12.0%	10.1%	9.8%	11.7%
33300	Taxation & Revenue Department	30.4%	21.3%	21.5%	21.3%
35000	General Services Department	25.4%	27.3%	28.2%	28.0%
35500	Public Defender	19.3%	20.0%	22.4%	16.4%
42000	Regulation & Licensing Department	21.2%	19.5%	22.3%	21.0%
50500	Department of Cultural Affairs	17.3%	17.0%	18.5%	14.8%
52100	Energy, Minerals & Natural Res. Dept.	34.2%	24.5%	26.8%	18.5%
55000	Office of the State Engineer	21.4%	21.9%	24.1%	17.6%
63000	Human Services Department	22.1%	15.5%	15.9%	11.3%
63100	Department of Workforce Solutions	20.0%	10.0%	24.1%	13.9%
64400	Department of Vocational Rehabilitation	23.0%	23.7%	26.3%	26.2%
66500	Department of Health	19.1%	18.2%	19.8%	19.7%

Business Unit	Agency	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
66700	Department of Environment	20.1%	18.6%	19.2%	18.6%
69000	Children, Youth & Families Department	17.4%	15.3%	13.8%	13.1%
77000	New Mexico Corrections Department	24.6%	22.2%	23.2%	22.5%
79000	Department of Public Safety	19.4%	18.8%	18.7%	18.5%
80500	Department of Transportation	19.8%	19.6%	19.6%	19.1%
92400	Public Education Department	33.3%	36.9%	39.3%	25.0%
<b>State Wide Vacancy Rate</b>		<b>19.8%</b>	<b>18.6%</b>	<b>20.3%</b>	<b>14.4%</b>

## Quality Assurance Activities

In FY12, QA has been dedicated to improving the delivery of services this includes developing reports and methods to provide quality information used in reporting to state agencies and in fulfilling Executive and Legislative requests. As an oversight agency these reviews are comprised of organizational reviews, monitoring and analysis of personnel as well as position assignment transactions in accordance with SPB rules.



## Training Bureau

SPO's Training and Development Bureau's (TDB) mission is to provide guidance and oversight for centralized leadership development and organizational learning. The mission is in alignment with the SPO's strategic plan and Governor Susana Martinez's initiative to provide a statewide government learning system. A Statewide Training Director was hired at the end of FY12. The bureau's primary goals are to build a shared and sustainable knowledge base between state agencies and to ensure leadership development and succession planning in the state of New Mexico. TDB is continually working to assess needs and identify gap analysis in our goal to function as advisors and partners to state agencies. We recently requested that state agencies complete a brief survey to further identify training challenges and opportunities. The sharing of ideas, people, and property has been overwhelmingly positive as the TDB moves forward to implement the Governor's initiative for consistent, statewide learning. In conclusion, the TDB continues to expand the design and delivery of practitioner-oriented professional development that builds upon leadership training programs offered through state agencies, colleges, and universities.

In acknowledgement of the importance of fostering a committed leadership team and providing reasonable continuity through succession planning and executive development, TDB is moving forward to identify and assess leadership development opportunities to prepare the next generation of leaders. A New Mexico Leadership Academy is being established to offer a systematic approach to leadership development: providing public professionals with leadership development training to assist in achieving an agency's mission and performance objectives by cascading employee and organizational performance. The Academy is included as an integral dimension of the State succession plan to assist with



developing a fully trained workforce contingent that has the competencies and experience to effectively take on the expected roles. Both the Academy and comprehensive succession plan will be linked to strategic goals and objectives, enabling the state to remain aware of and be prepared for the current and future needs of state agencies.

TDB currently offers an instructor-led course in Managing Employee Performance Using the Fundamentals of Supervision (MEP) for public administrators who wish to learn both current management theory and useful techniques in order to improve their performance as public sector managers. The curriculum uses the foundation of theory and applies it to practical problems facing the manager, their agency / department, and the State. This course is mandated by the State Personnel Board Rules – Subsection A of 1.7.9.9 NMAC – “Managers and supervisors must successfully complete a director-approved course of study on employee performance appraisal within 90 days of appointment as a supervisor.” Additionally, SPO is working with both New Mexico State University and the University of New Mexico. The Training and Development Bureau also delivers other fundamental management development courses to assist in meeting the objectives of state agencies. The following courses presently form the core curriculum of our programs.

<b>MEP Curriculum</b>
• Supervision and Leadership
• Transitioning to Supervisor
• Communication Tools for Supervisors
• Employee Evaluations
• Realigning Employee Performance
• Engaging Workplace Conflict
• Generational Differences in the Workplace
• Ethics in the Workplace
• Hiring the Right Candidate

TDB is also developing training solutions for our SPO internal constituents. Shared Services, Career Services, and Agency HR Services will offer an integrated, strategic approach to subject matter expert (SME) instructor led professional development courses that include: Onboarding / New Employee Orientation / Succession Planning / and Recruitment and Retention of a world-class workforce to maintain the critical skills needed for mission accomplishment. Compensation Design and Analysis, Adjudication, and SHARE system training materials and instructor guides are presently under evaluation.

Additionally, TDB has collaborated with the Department of Indian Affairs in the delivery of a Cultural Competency course pursuant to the State-Tribal Collaboration Act / Senate Bill 196. This course is required for all state agency managers and employees who have ongoing communication and collaboration with Indian nations, tribes or pueblos.

The TDB is working diligently to create and complete statewide eLearning courses for employees. Five new mandatory training course blocks are presently under construction. These courses strive to make public servants aware of the ethical standards and social responsibility necessary to act humanely and responsively in an intergovernmental system. The blended online courses included in this series are:

- Ethics for New Mexico State Government Employees
- New Employee Orientation
- Sexual Harassment Prevention
- Violence in the Workplace Prevention

The fifth course, Civil Rights, is scheduled to be beta tested prior to going live by the end of the 2<sup>nd</sup> quarter of FY13. TDB has also finalized the design of a New Employee Orientation eLearning course and tentatively scheduled its deployment to all state employees, within the 2<sup>nd</sup> quarter of FY13.

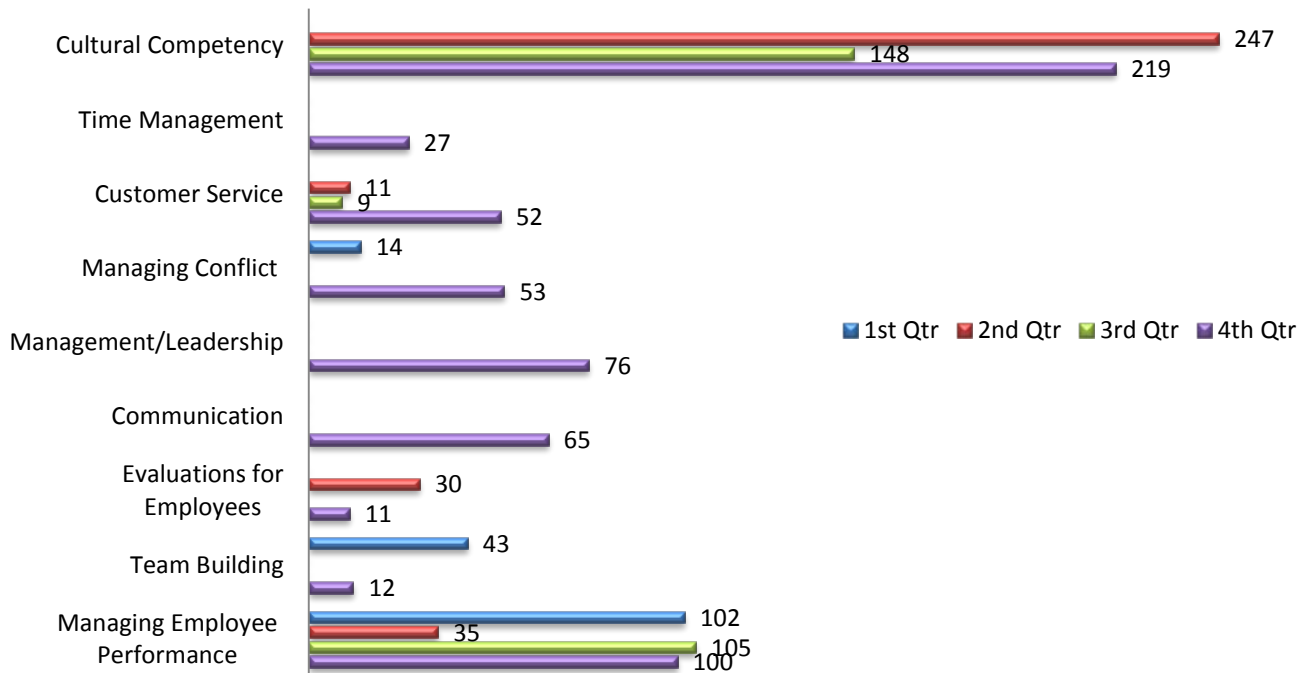
The online Ethics Training for State employees is a collaborative project with TDB, the Training and Governance Council, and the New Mexico State University College of Business and is scheduled for deployment, in the 4<sup>th</sup> quarter of FY13. The



Ethics Training will help state employees understand and be accountable for the Code of Ethical Conduct issued by Governor Martinez's office, thereby increasing efficiency and efficacy of New Mexico State government.

Learning outcomes for the Sexual Harassment Prevention and Workplace Violence Prevention eLearning courses are being targeted. The goal of the Training and Development Bureau curriculum development is to cover the full spectrum of management, beginning with individual performance, and gradually expanding to broader organizational issues, and public policy.

## FY12 State Employees Trained By Course



Scheduling of all available training is now located on the SPO TDB web page: [http://www.spo.state.nm.us/Education\\_Training.aspx](http://www.spo.state.nm.us/Education_Training.aspx).

The website includes connections with other training institutions across the state offering state employees continuing education courses, such as the CPM course available through NMSU, Santa Fe Community College courses, and UNM Continuing Education courses.

The TDB website is also 'under construction' and will include a SPO Training and Development wiki to facilitate interagency training and development practitioners to learn, share relevant information, and collaborate.

## Adjudication Bureau

The Adjudication Bureau is responsible for conducting evidentiary hearings on appeals filed by classified state employees against whom disciplinary action (suspension, demotion or dismissal) has been taken. Following pre-hearing discovery and exchange of information, the Administrative Law Judge conducts an administrative hearing at which the state agency taking disciplinary action and the affected employee presents evidence and arguments related to the disciplinary action. A majority of hearings are now conducted using video conference. Following the hearing, the Administrative Law Judge prepares written Recommended Decisions for consideration for a final decision by the State Personnel Board.

Although the District Attorney's Association and the Department of Public Safety have their own personnel boards, employees of those agencies (excluding State Police officers) may select the State Personnel Board to decide their appeals.

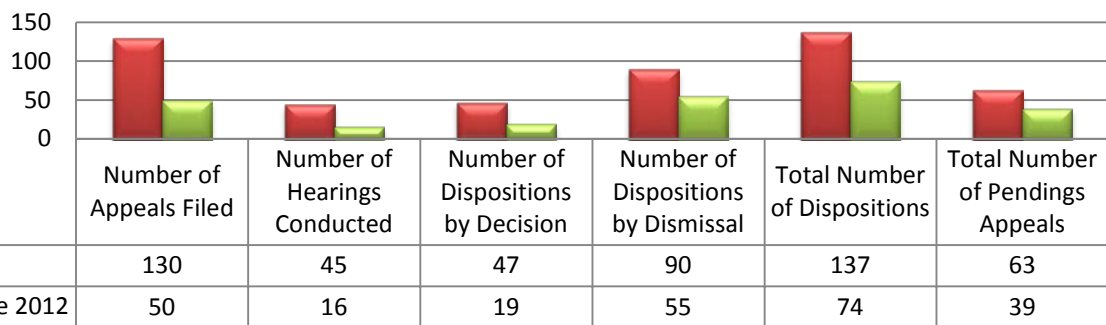
In addition, the State Personnel Board is charged with making findings on complaints filed against Workers' Compensation Judges and forwarding its finding to the Director of the Workers' Compensation Administration. The Adjudication Division conducts evidentiary hearings for the State Personnel Board for that purpose as well.

If a classified state employee is "separated" from their job as a result of injury or illness (on the job or off the job), the employee has the right to file an appeal and have a hearing on the issue of whether the employee was properly separated from employment.

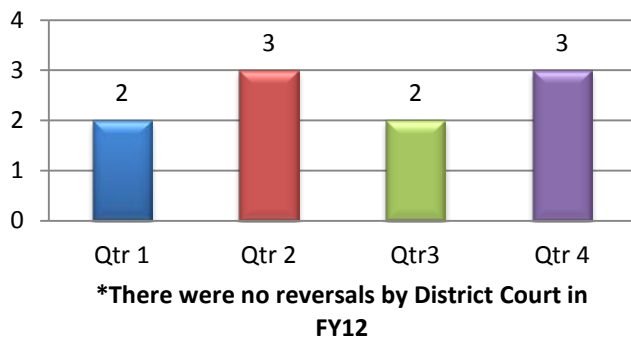
Classified employees who are covered by a Collective Bargaining Agreement have the option of choosing an outside Arbitrator to decide their appeals of disciplinary action. The Adjudication Bureau receives all requests for arbitration and provides notice to the employee, employer and Union of the request for arbitration.

This 4<sup>th</sup> quarter the Adjudication Bureau received a total of 19 appeals of disciplinary actions, of which, 11 requested arbitration. This is a below average number of appeals (compared to the norm) for one quarter, and an above average number of arbitration requests. Two separation cases were filed in the 4<sup>th</sup> quarter. Three appeals requested ADR services. 36 appeals reached final disposition through State Personnel Board decisions, settlement, or dismissal.

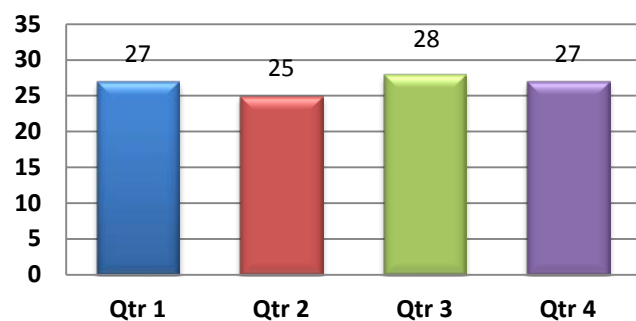
### 2011 and 2012YTD Comparison Activity

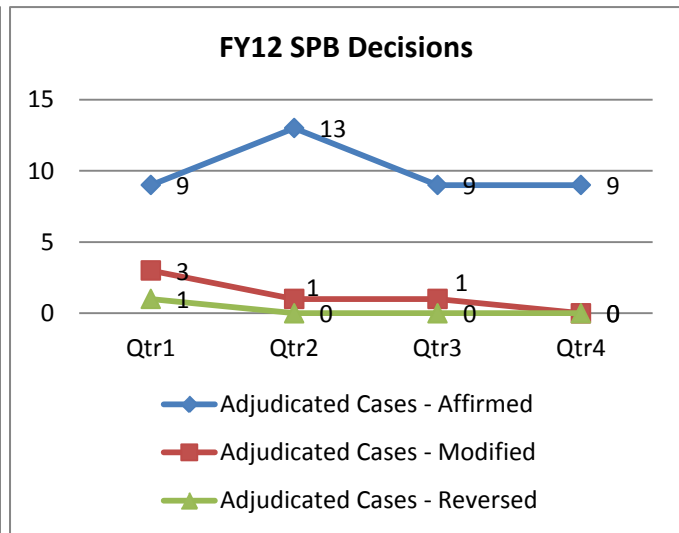
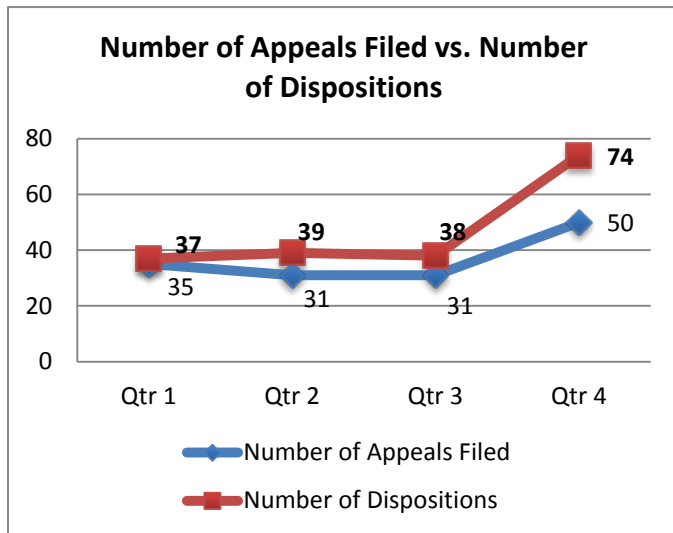


### Appeals to District Court



### FY12 Dismissals W/O Recommended Decisions





## Labor Relations Bureau

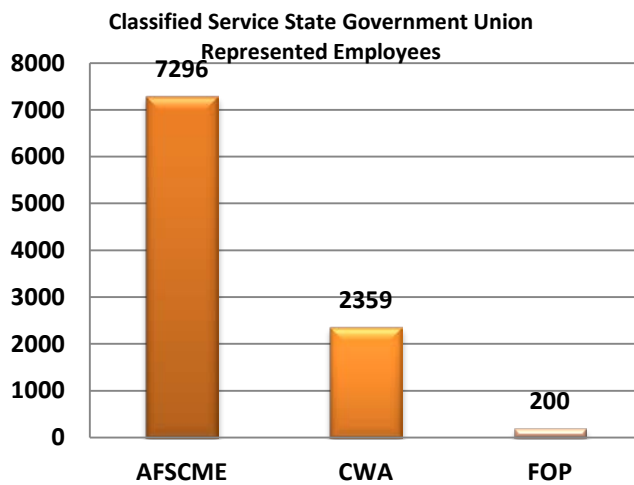
The primary initiative of the Labor Relations Bureau (LRB) is partnering with agencies and labor unions to help develop relationships and resolve grievance issues at the lowest possible level. Under the new administration the bureau has been supporting a seamless transition by evolving relationships both internally and externally while making modifications reflecting our new leadership and maintaining consistent application of three labor contracts.

A total of 57 grievances were filed during this quarter, 51 by AFSCME and 6 by CWA. Out of the total filed, 6 were settled, 23 timed out and the remaining 28 are continuing through the grievance process. There were 5 Prohibited Practice Complaints filed during this quarter, all by AFSCME. There were 11 disciplinary appeals before an arbitrator invoked by the employee and/or represented by AFSCME during the 4th quarter.

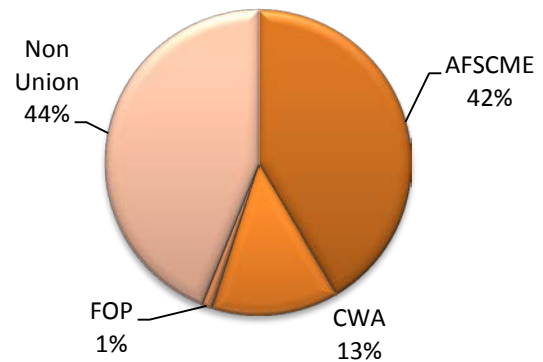
The LRB continues to support state supervisors and managers through a variety of training options. This quarter the LRB conducted 3 *Living in a Union Environment* trainings. A total of 65 managers and supervisors attended these classes in Santa Fe. We are also continuing our partnership with the *Federal Mediation and Conciliation Services* by coordinating and co-facilitating one *Interest Based Problem Solving* session in Santa Fe, which was attended by 20 managers and union representatives. The combined training sessions facilitated and co-facilitated by the Labor Relations Bureau resulted in a total of 85 people trained this quarter in labor related issues.

This quarter the State of New Mexico continued contract negotiations with the three unions that represent state employees. The LRB is intimately involved with the negotiation process which includes negotiating hours, wages and working conditions that affect over 10,000 state employees.

## Union Represented vs. Non Union

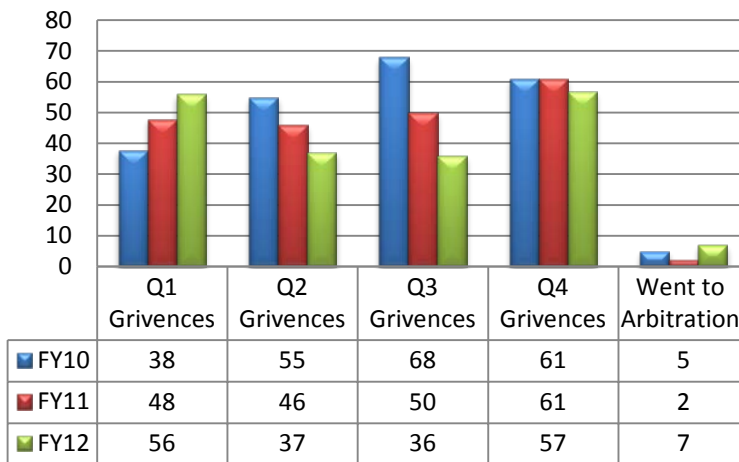


### Classified Service State Government Union vs. Non-Union

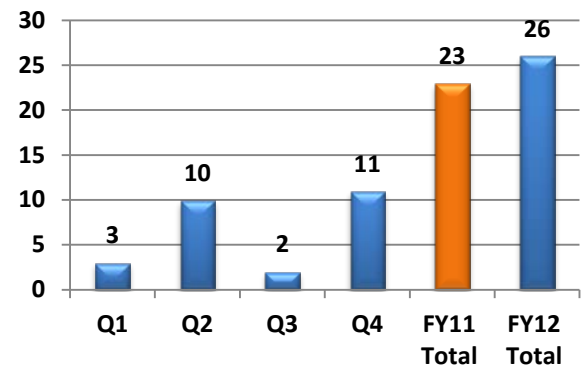


## Labor Relations Bureau Performance Measures

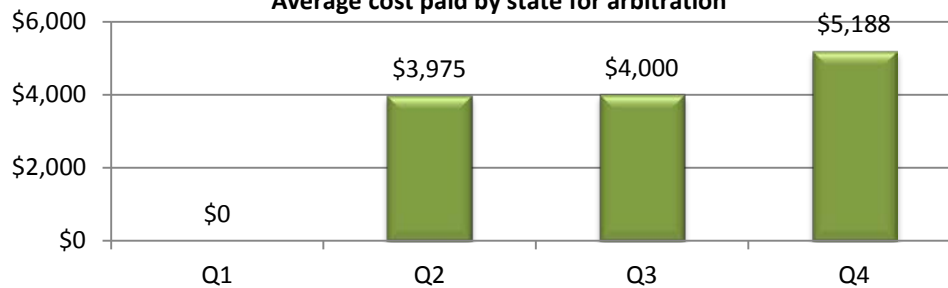
### Union Grievances resolved prior to formal arbitration



### Number of disciplinary actions (union covered) positions appealing to arbitration rather than to SPB



### Average cost paid by state for arbitration



\*No cost due to settled, withdrawn, not gone to court yet