# New Mexico State Personnel Office

## FY12-3rd Quarter Workforce Report

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

# TABLE OF CONTENTS

# Director's Report

The State Personnel Office's (SPO) mission is to provide to the state of New Mexico human resource leadership, direction, guidance 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 typically only addressed HR metrics established within the General Appropriations Act (GAA). This report will now report not only on these metrics but will also identify other metrics deemed important in evaluating the HR issues within the state. The use of these metrics is critical in action planning.  By sharing data with all stakeholders, to include the Legislature, is essential to the development of action plans and adapting to change.

The importance of meaningful data is critical as New Mexico addresses the myriad of issues being faced. The provision of reliable and accurate HR metrics enables state agencies to assess and address these challenges impacting the ability to recruit and retain qualified employees.

SPO has a responsibility to conduct and lead workforce planning and HR policy development with all state agencies on state human resource issues. Addressing inadequate recruitment tools within New Mexico state government is an example of this joint governance effort. On November 1, 2011, SPO implemented a more flexible and responsive applicant tracking system that addresses the statutory requirement to test applicants for various classified positions as well as provide certified lists of qualified job applicants to state agencies. As a result of this activity, the state has seen a 43.6 percent increase in applications when compared to the same period last year.

SPO continues to reorganize its operations to provide the oversight mandated in the Personnel Act.  Agency operations staff was divided into three bureaus; the Agency HR Services bureau handles oversight to agencies with over 200 FTE, the Shared HR Services bureau which provides oversight for agencies with less than 200 FTE and in many instances handles the day-to-day HR activities for these smaller agencies, and the Career Services bureau that administers the NEOGOV recruitment system.


Eugene J. Moser

Director

State Personnel Office

# Workforce Overview

The provision of workforce data allows SPO to identify critical areas that require attention and provide insight into how current policy affects the ability of the state to retain a competent workforce. These metrics are being updated to reflect a change in reporting.  As state agencies evaluate workload demands and implement efficiencies in operations, the state's workforce has declined, largely through attrition and not filling these vacant positions.

**Employee Headcount FY08 to FY12(YTD)**

**Fiscal Year Percent of Increase/Decrease**

(Employee Headcount)

| | FY09 | FY10 | FY11 | FY12 (YTD) |
|---|---|---|---|---|
| Executive | 2.7% | -2.7% | -4.2% | -10.1% |
| Legislative | 11.1% | -2.2% | -3.4% | -7.1% |
| Courts | 5.1% | 0.3% | -1.4% | -2.2% |
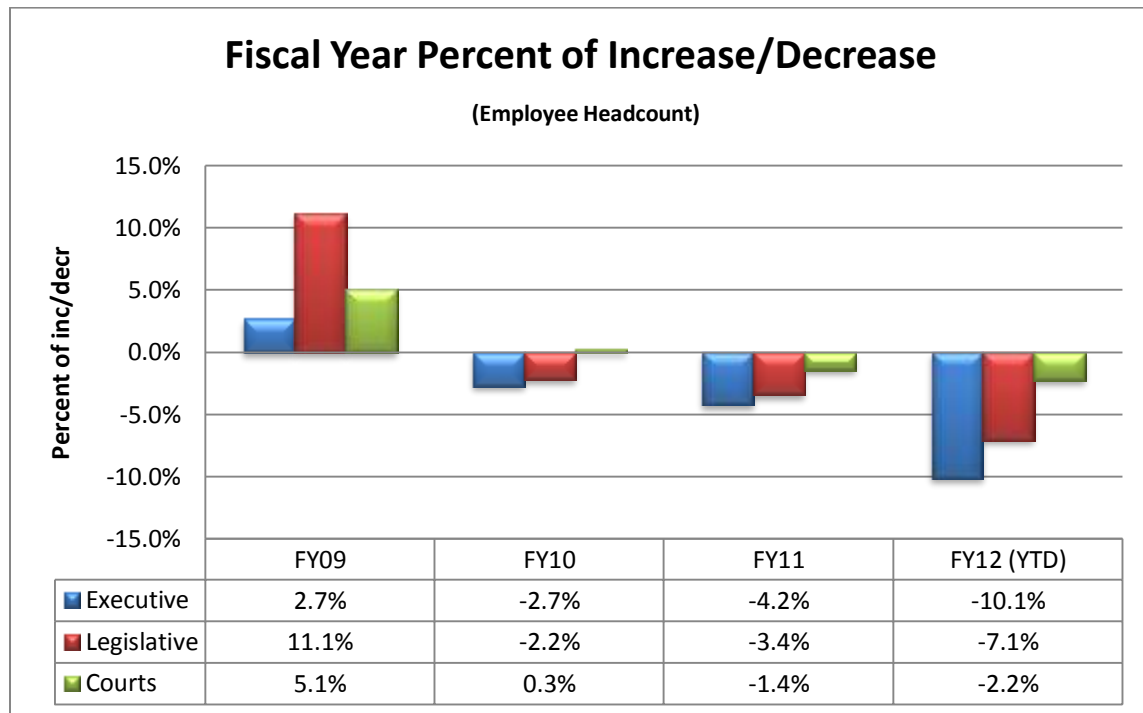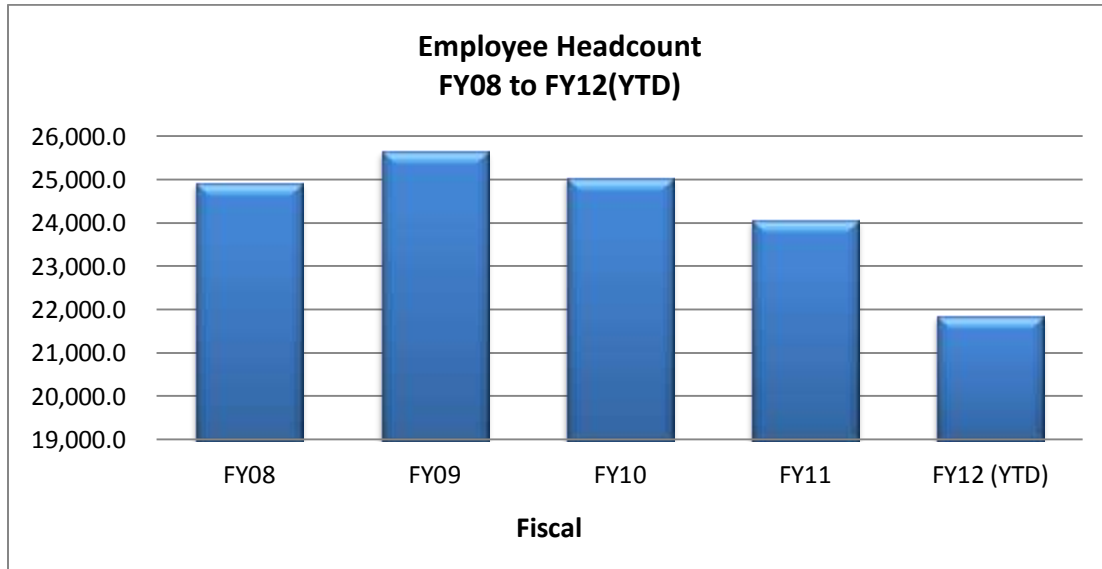
## Classified Service at a Glance (as of March 30, 2012)

**Workforce Data**

| Full-Time Employees | 17,127 |
|---|---|
| Part-Time Employees | 292 |
| Union Represented Employees | 56.5% |
| Minority | 64.3% |
| Female | 54.6% |
| Male | 45.4% |

Employee Count: 17,419

Regular: 15,241

Term: 1,997

Temporary: 181

Managers & Supervisors: 3,913
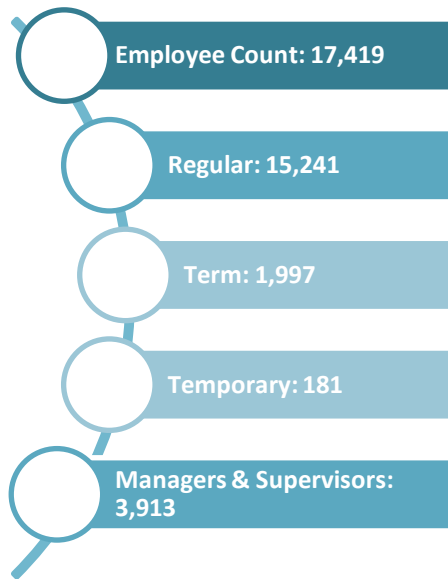
TOTAL COMPENSATION AS OF March 30, 2012

- AVERAGE BASE SALARY $41,870
- AVERAGE BENEFIT $27,313
- AVERAGE TOTAL COMPENSATION $69,183
- AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 101%

## Total Compensation

Total compensation is inclusive of an employee's base salary and the cost of the benefits an employee receives contributed by the state. These benefits include retirement, health, and other insurances, FICA, and leave (annual, sick, etc.) provided for the employee.

Concern continues over the impact of benefits. Currently benefits account for 39.4% percent of an employee's total compensation. Many of the benefits are a percentage of the employee's base compensation. Accordingly, as the base pay increases the benefits also increase.



**Classified Employees Workforce**
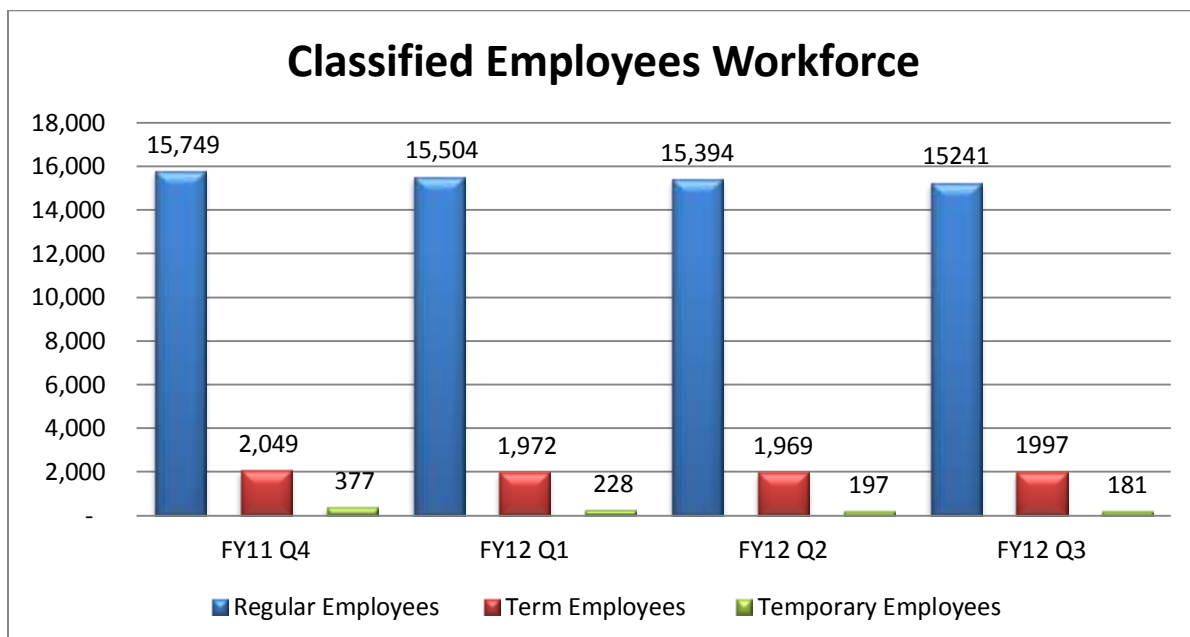
# Total Classified Compensation



Chart legend:
- Average Base Salary
- Average Benefit

Data values shown on chart:

| | FY07 | FY08 | FY09 | FY10 | FY11 | FY12 Q3 YTD |
|---|---|---|---|---|---|---|
| Average Base Salary | $38,661 | $40,594 | $42,099 | $42,058 | $41,986 | $41,870 |
| Average Benefit | $23,502 | $23,502 | $28,028 | $27,387 | $27,867 | $27,313 |
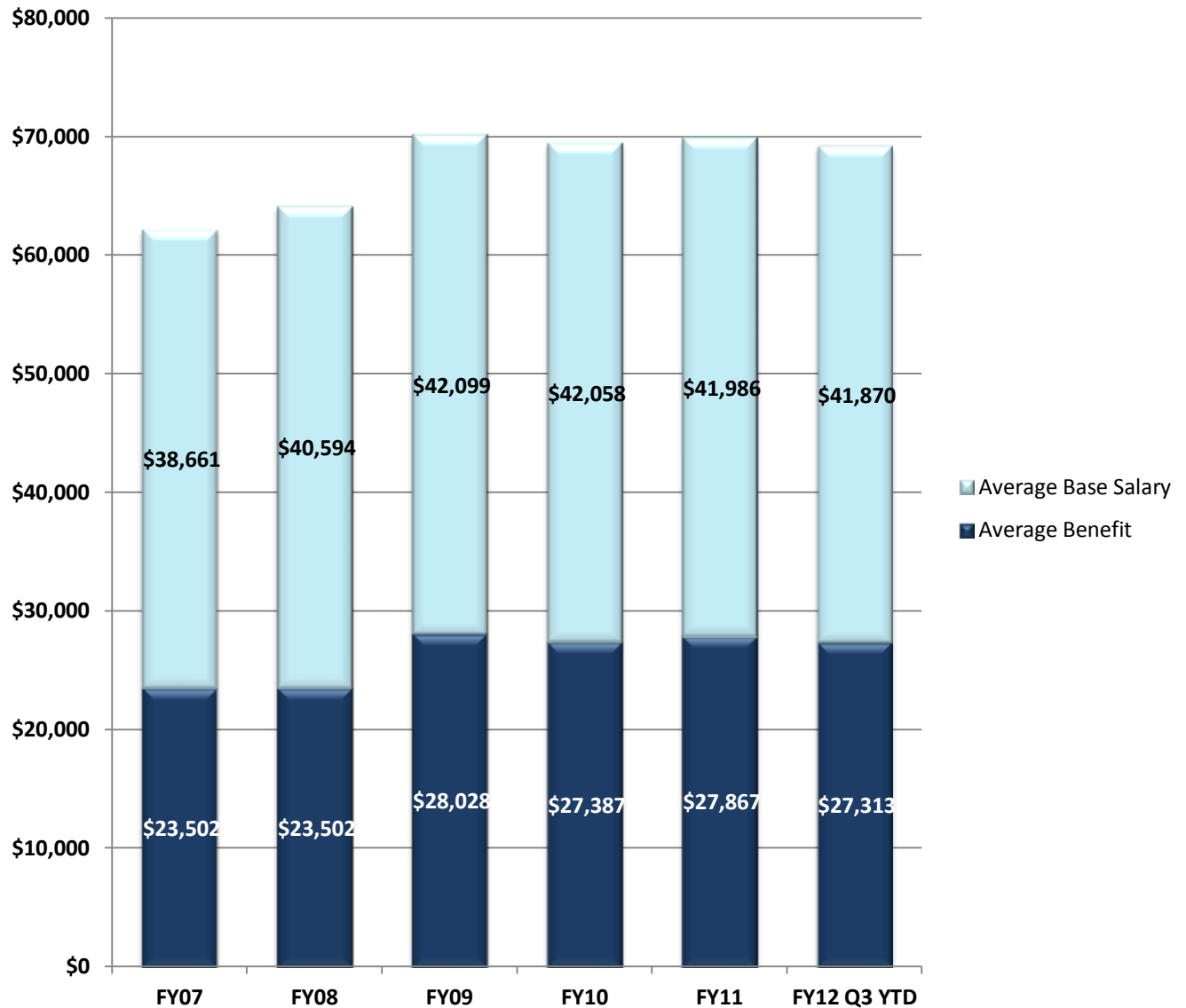
## Multiple Components of Pay

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

The State Personnel Board, at their November 12, 2010, Public Rules Hearing, adopted to separate the Temporary Recruitment/Retention Differential. It now reflects recruitment and retention as two separate pay mechanisms effective December 1, 2010. Both of these pay mechanisms are tied to the position rather than the employee, and are based on a percentage of the employees (base) pay rate.

Governor Martinez initiated a review of all temporary multiple components of pay (MCOP). MCOPs are not intended to be permanent increases to an employee's base salary. However, review confirmed many of these MCOPS for certain employees being carried over for as much as four years despite SPB Rules that prohibit such practice. To address this issue SPO guided agencies in a re-examination of these increases. This has resulted in reclassification of many positions.

Analysis showed that agencies in prior years were prevented from reclassifying positions and resorted to utilization of MCOP to address their need to reward employees.

**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.

Each of these temporary pay mechanisms are reviewed and authorized for various periods of time depending on each individual circumstance and in accordance with SPB Rules.

**In-Pay Band Salary Adjustments** (IPB's) provide agencies the latitude to make recommendations to the State Personnel Director for a base compensation increase up to 10 percent within a fiscal year to 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.

These changes and close monitoring of agency activity has resulted in a significant reduction of temporary increases since January of FY11 and shows the proper usage of IPB's meeting the needs of the agency while addressing budgetary concerns. The graph below illustrates the significant decline in the use of these mechanisms when compared to previous fiscal years.

**Multiple Components of Pay By Fiscal Year**
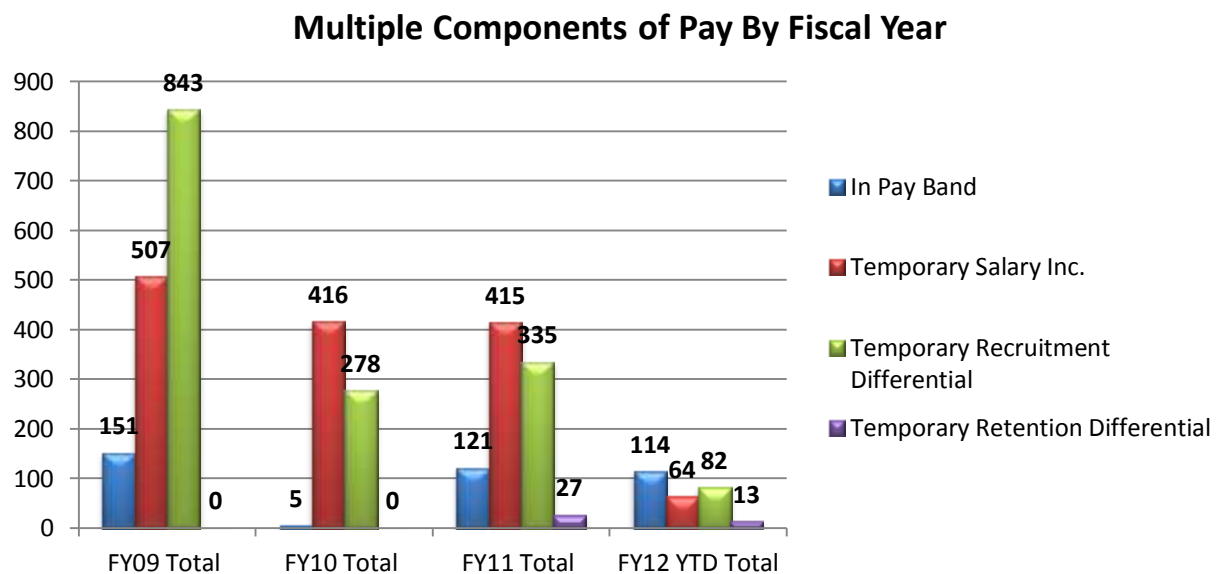


The graph below shows the quarterly activity for each MCOP utilized by the state. The continued decrease in the use of MCOPs reflects agency compliance with the SPB Rules. The graph also indicates an increase in the use of IPB to address compensation adjustments due to poor placement upon hire.

# FY12 Multiple Components of Pay By Quarter



Legend:
- In Pay Band
- Temporary Salary Inc.
- Temporary Recruitment Differential
- Temporary Retention Differential
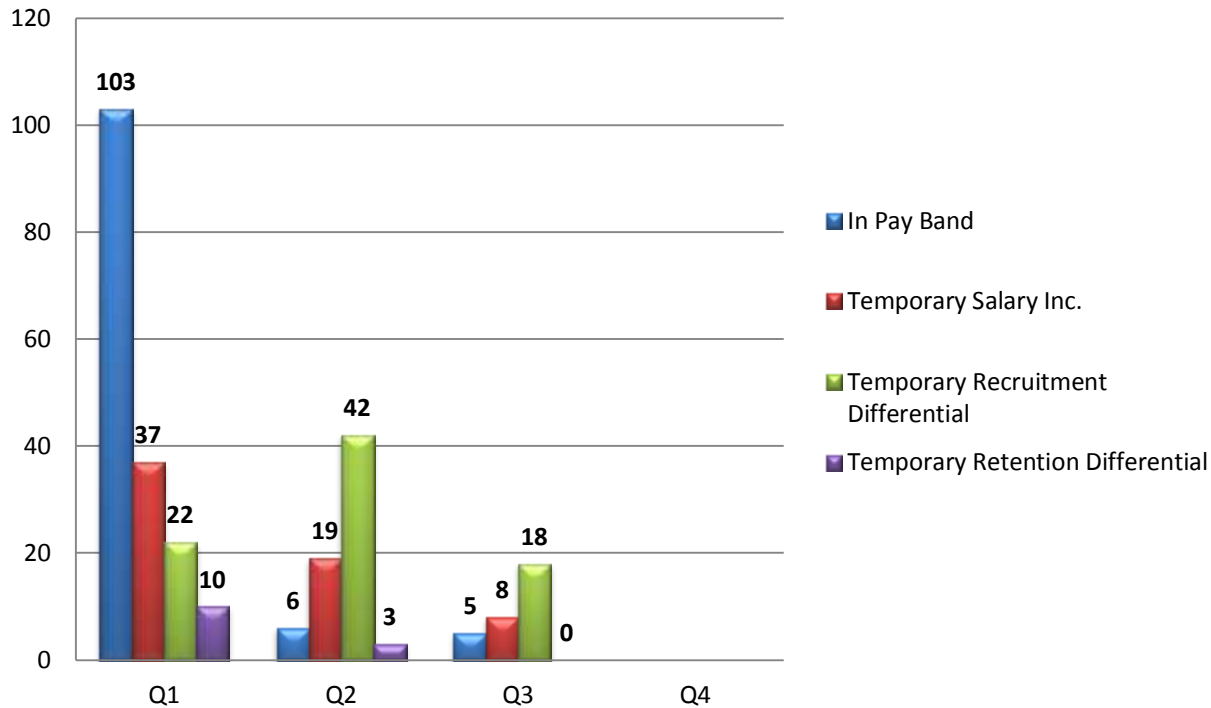
## Overtime Usage

The following graphs are new information being reported in FY12. Since this information was provided to agencies overtime usage shows a continued reduction in the third quarter. The overtime cost however, showed an increase even though the hours decreased from the previous quarter by over 2,500 hours. This cost increase is due to higher level staff being required to work overtime during the Legislative session.



FY12 Overtime Usage



FY12 Overtime Cost
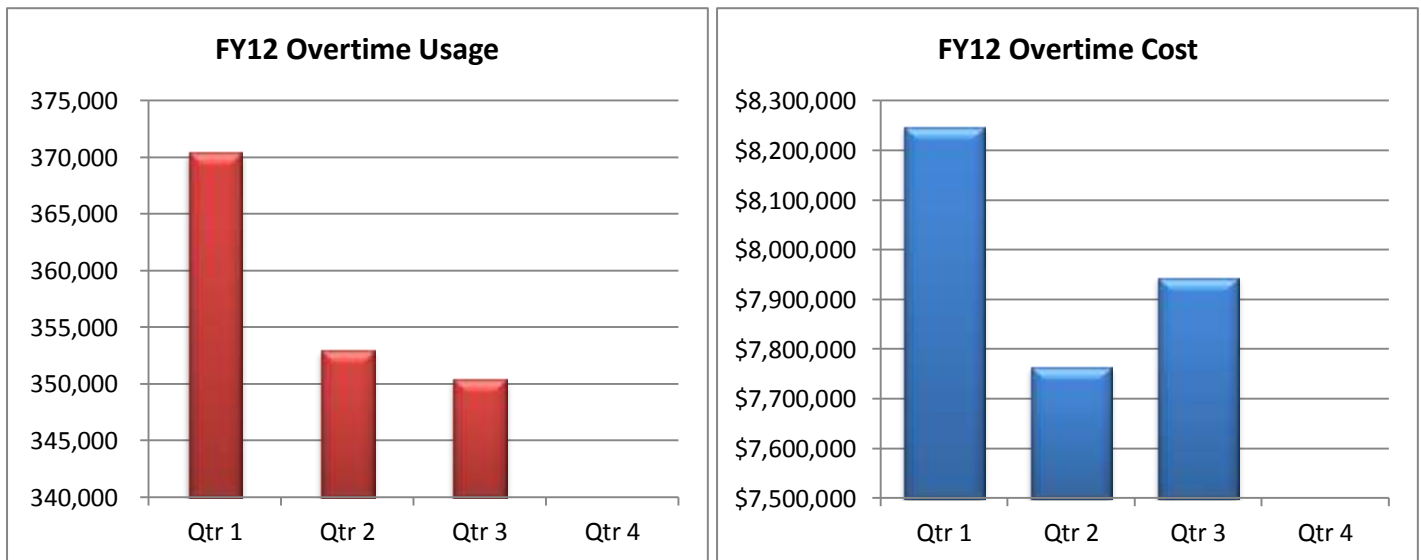
## Sick Leave Usage

The following graphs are now being reported in FY12 to show budgetary impact. Employee sick leave usage for the 3rd quarter show an increase over the previous quarters. There was an approximate 9% increase in the number of hours of

sick leave used in the third quarter compared to the second. The data shows that on average employees used 24.5 hours of sick leave during the third quarter.

**Sick Leave Hours Used**

| | Q1 | Q2 | Q3 |
|---|---|---|---|
| 400,000.00 | | | |
| 390,000.00 | | | |
| 380,000.00 | | | |
| 370,000.00 | | | |
| 360,000.00 | | | |
| 350,000.00 | | | |
| 340,000.00 | | | |
| 330,000.00 | | | |

**Sick Leave Cost**

| | Q1 | Q2 | Q3 |
|---|---|---|---|
| $8,000,000 | | | |
| $7,500,000 | | | |
| $7,000,000 | | | |
| $6,500,000 | | | |
| $6,000,000 | | | |
| $5,500,000 | | | |
| $5,000,000 | | | |

**Average Hours of Sick Leave Used**

| | Q1 | Q2 | Q3 |
|---|---|---|---|
| 30 | | | |
| 28 | | | |
| 26 | | | |
| 24 | | | |
| 22 | | | |
| 20 | | | |
| 18 | | | |
| 16 | | | |
| 14 | | | |
| 12 | | | |
| 10 | | | |
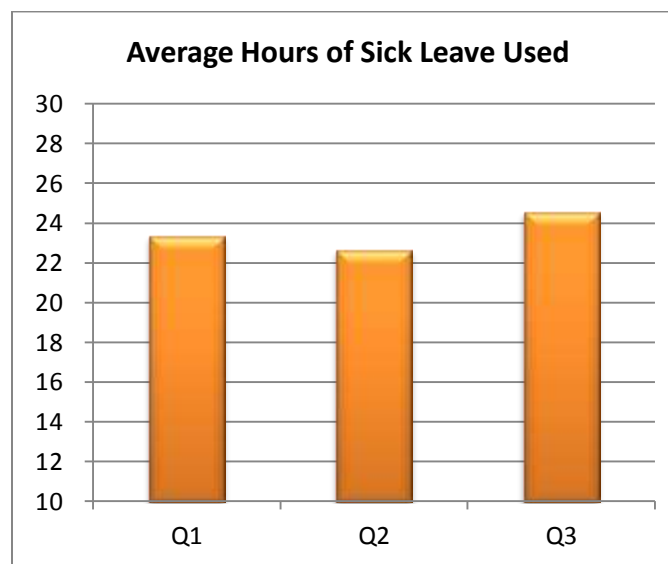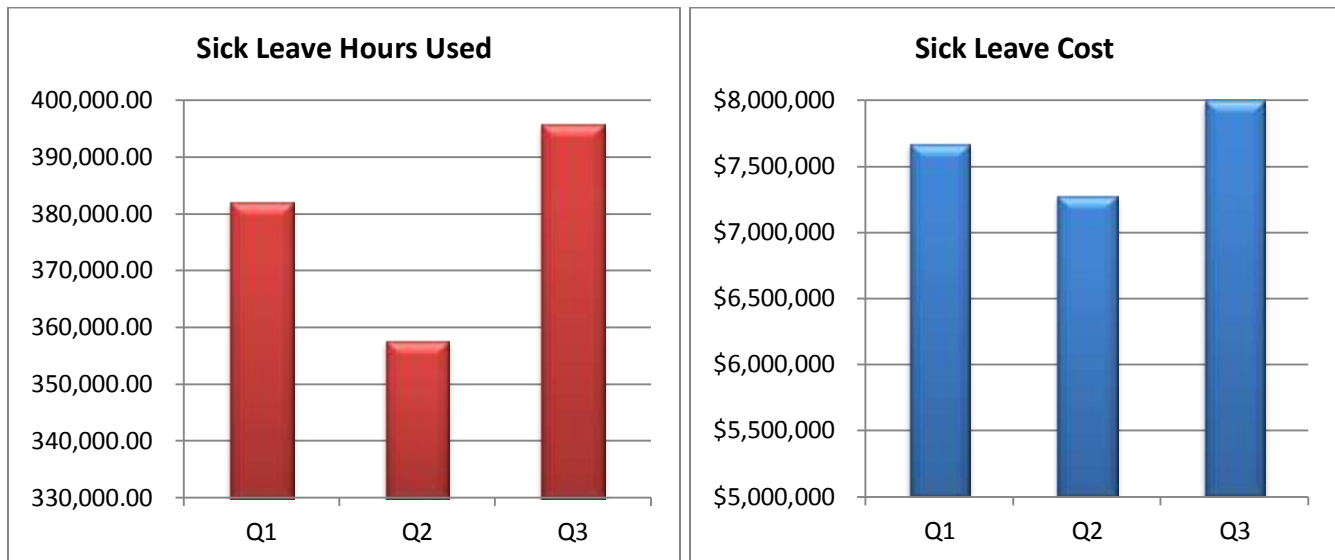
## Annual Leave Usage

The graphs shown on the next page are now being reported in FY12 to show budgetary impact. Annual leave usage decreased dramatically in the third quarter from just over 620 thousand hours in the first quarter to 358 thousand hours. The cost decreased 13 million dollars in the second quarter to just over $11 million dollars in the third quarter. This equates to a quarterly average usage in the third quarter was down to approximately 23 hours per employee.

**Actual Annual Hours Used**

**Actual Annual Cost**

**Average Annual Hours Used**
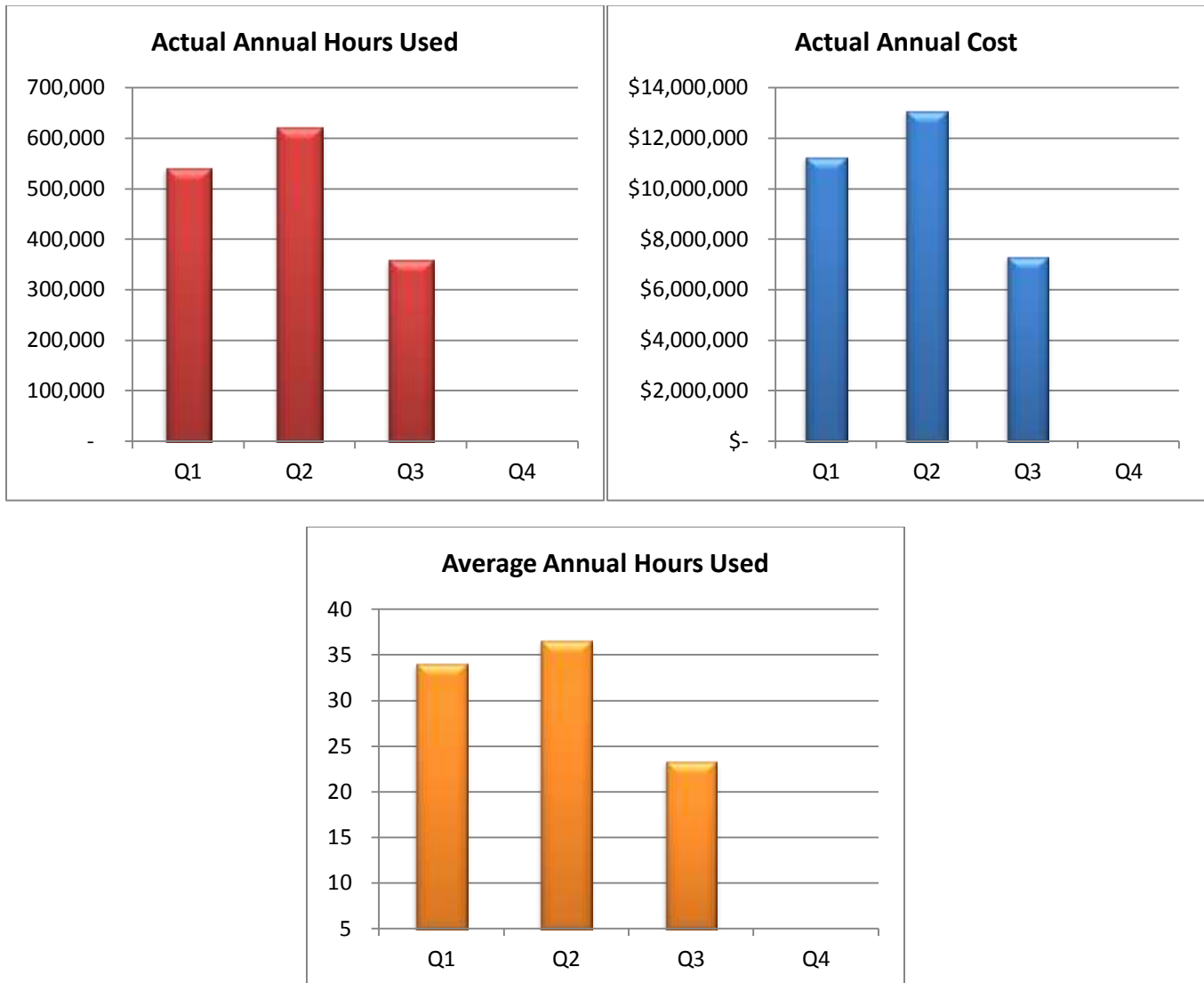
# Classified Service Recruitment Trend

SPO is responsible for assisting applicants in job searches and applying for jobs within the state government classified service. In 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 goal of implementing the two systems into the state's recruitment module is to bring the state in 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 will be competitively tested and ranked; the scores will facilitate an applicant's movement through the recruitment process. The provision of competitively ranked applicants will be placed on the qualified job applicants certified list submitted to the recruiting managers.

The applicant tracking system implemented in October 2011 allows applicants to apply for multiple positions without having to reenter a separate application for each position applied. Additionally, applicants will now be able to focus job searches by geographic and department preferences allowing the applicant's to quickly isolate their job search.

The data shows an increase in the third quarter of FY12 in applications and an increase in job postings. In this quarter 1,493 classified service positions were advertised compared to the 1,105 positions in the second quarter of FY12. This

reflects a 74 percent increase in job postings.  In this same quarter 43,337 applications were received as opposed to 46,887 in the previous quarter.

Departments filled 658 positions in the third quarter of FY12; of these selections 262 (39.8%) were internal promotions/transfers of active state employees. The highest recruitment activities in the second quarter were with the Departments of Health (358), Transportation (198) Children, Youth & Families (180), Human Services (130), and Taxation & Revenue (102).  These departments comprise the largest budgeted positions.

**Employee selections include all classified appointments and do not reflect "new hires" alone.**

## Average Number of Days to Fill a Vacant Position

**Annual average number of days to fill a vacant position**

| | FY09 | FY10 | FY11 | FY12 YTD Average Currently Unavailable |
|---|---|---|---|---|
| Days | 44 | 49 | 53 | |

**FY12 Quarterly average number of days to fill a vacant position**

| | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|
| Days | 51 | 72 | | |

**\* Q3 Data Currently Unavailable**
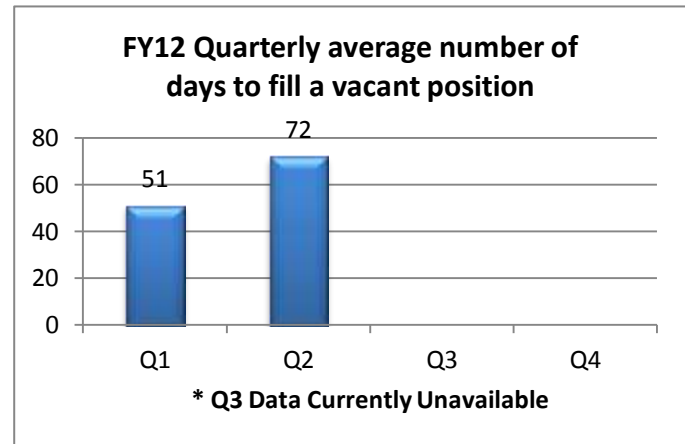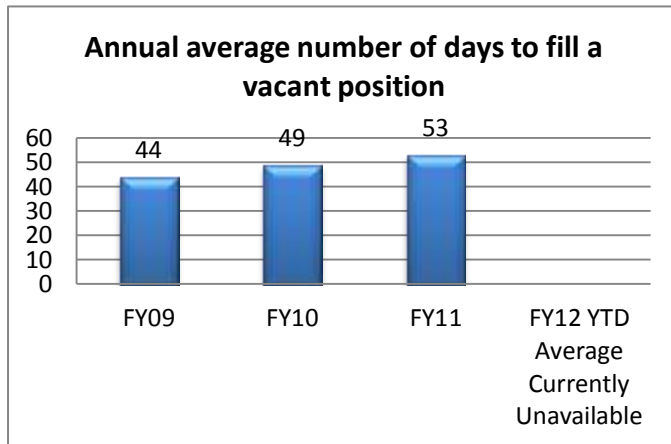
## Average Number of Applications Received Per Job Posting by Fiscal Year

| | FY12 YTD | FY11 | FY10 | FY09 |
|---|---|---|---|---|
| Average Applications Per Job Posting | 44 | 43 | 41 | 29 |
| Applications Received | 153,159 | 125,670 | 111,932 | 123,684 |
| Number of Job Postings | 3,442 | 3,439 | 2,904 | 4,268 |
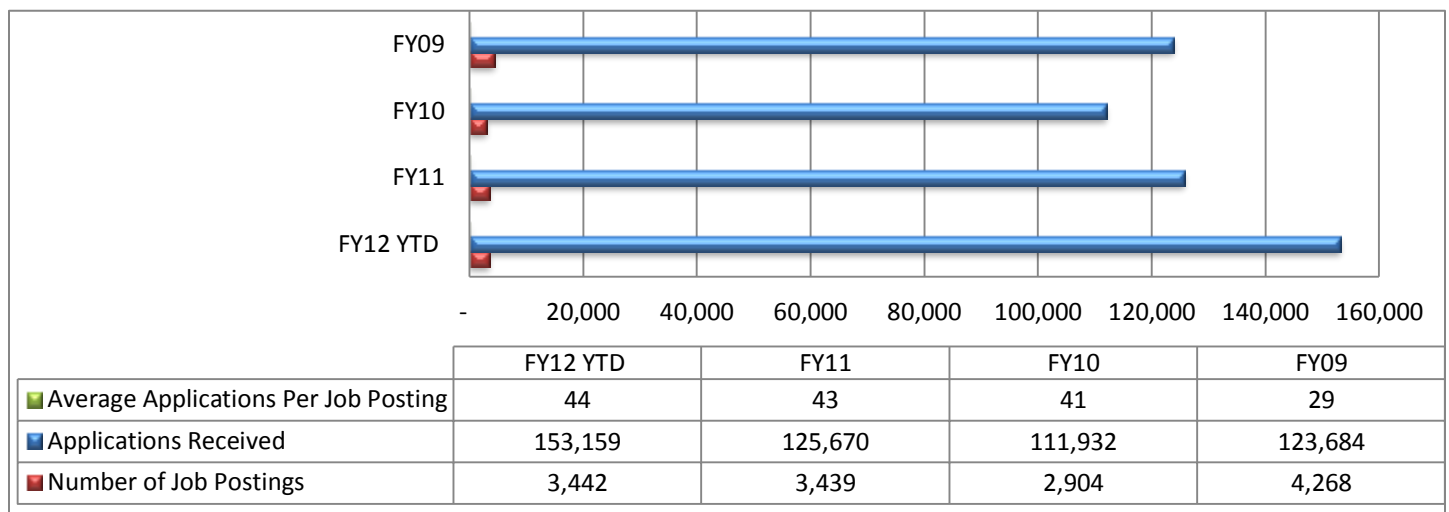
# Number of Job Postings By Quarter

**Job Postings**



| | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|
| FY10 | 797 | 579 | 686 | 780 |
| FY11 | 869 | 398 | 650 | 947 |
| FY12 | 844 | 1,105 | 1,493 | |

Legend: ■ FY12  ■ FY11  ■ FY10
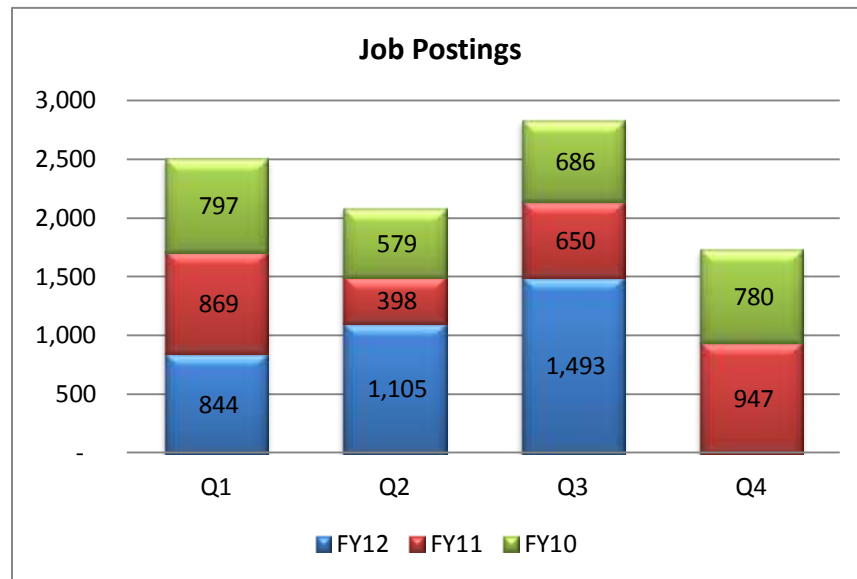
# Number of Applications By Quarter

**Applications Received**



| | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|
| FY10 | 37,201 | 27,084 | 28,786 | 32,528 |
| FY11 | 34,203 | 29,358 | 14,604 | 48,802 |
| FY12 | 46,887 | 43,337 | 62,935 | |

Legend: ■ FY12  ■ FY11  ■ FY10
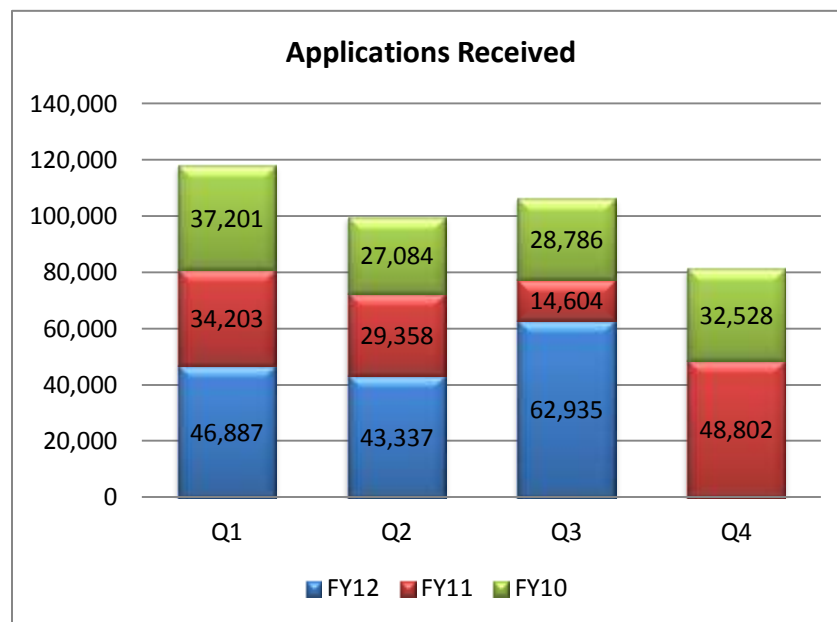
# FY12 – 2nd Quarter Top 20 Advertising Agencies

| Agency | # Job Postings | # Job Posting Hits |
|---|---|---|
| **Department of Health** | 358 | 106,311 |
| **Department of Transportation** | 198 | 63,254 |
| **Children, Youth & Families Department** | 180 | 123,516 |
| **Human Services Department** | 130 | 86,172 |
| **Taxation & Revenue Department** | 102 | 55,427 |
| **New Mexico Corrections Department** | 72 | 31,995 |
| **Public Defender** | 58 | 32,678 |

| Agency | # Job Postings | # Job Posting Hits |
|---|---|---|
| Department of Public Safety | 44 | 33,553 |
| Department of Workforce Solutions | 38 | 35,841 |
| Department of Environment | 31 | 19,941 |
| Department of Vocational Rehabilitation | 26 | 14,612 |
| Public Education Department | 25 | 13,337 |
| Office of the State Engineer | 24 | 12,457 |
| Department of Cultural Affairs | 18 | 17,365 |
| Miners Colfax Medical Center | 18 | 4,671 |
| Department of Game & Fish | 18 | 13,744 |
| Regulation & Licensing Department | 15 | 10,614 |
| Energy, Minerals & Natural Resources Department | 14 | 6,514 |
| General Services Department | 14 | 9,859 |
| Aging & Long-Term Services Department | 13 | 9,055 |

## FY12 – 2nd Quarter Top 20 Advertised Job Classifications

| Classification | # Job Postings | # Job Posting Hits |
|---|---|---|
| Social & Community Service Coordinator | 97 | 54,811 |
| Highway Maintenance Worker | 86 | 13,906 |
| Psychiatric Technicians | 73 | 12,457 |
| Staff Manager | 54 | 38,331 |
| Lawyer | 48 | 20,205 |
| Registered Nurse | 48 | 10,486 |
| Administrative Operations Manager | 38 | 28,917 |
| Accountant & Auditor | 35 | 16,253 |
| Line Manager | 32 | 16,182 |
| Civil Engineering Technicians-NL | 29 | 8,106 |
| Secretary, Except Legal, Medical, & Executive | 28 | 14,828 |
| Court, Municipal, and License Clerks | 28 | 19,001 |
| Office Clerks, General | 27 | 18,485 |
| Family Assistance Analyst | 27 | 18,179 |
| General Manager | 26 | 18,039 |
| Business Operations Specialist | 24 | 18,934 |
| Management Analyst | 24 | 16,872 |
| Janitors & Cleaners, Except Maid/Housekeeper | 23 | 3,148 |
| Probation Officer & Correctional Treatment Specialist | 23 | 27,255 |
| Tax Examiners, Collections & Revenue Agent | 22 | 10,043 |

# Classified Service New Hires

# FY12 – 2nd Quarter New Hires

**New Hires By Quarter Fiscal Year Comparison**
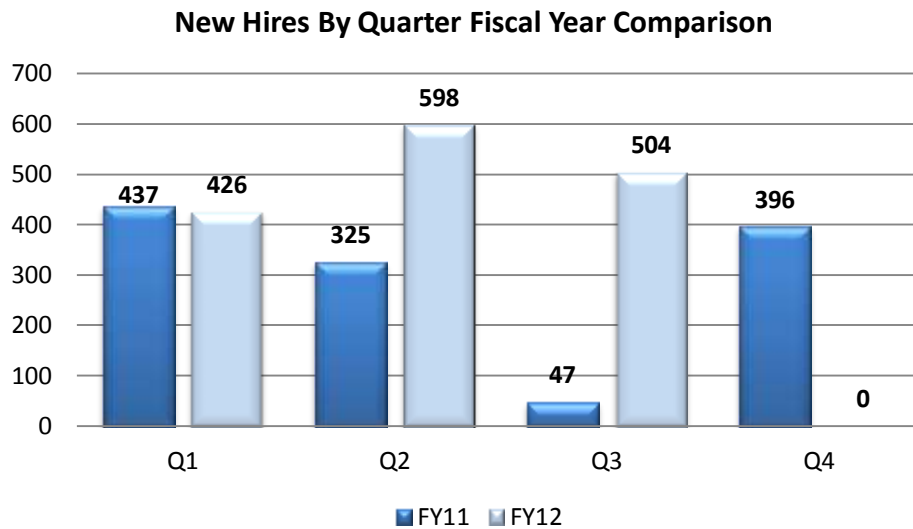


*NOTE: Hires represent all non-promotional hires into state government. (Excluded are all internal)*

## New Employees Who Successfully Completed Their Probationary Period

Data for the second quarter of FY12 shows an increase in the number of employees completing their probationary period. In FY11 there had been a 10 percent decrease from FY10 in the number of probationary employees who completed their probationary period. In a poor economic period with the availability of little or no job opportunity, the expectation would be to see more stability or improvement in this metric.

In first quarter of 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 and their supervisors recognized that they may not be a good fit for the position. Additionally, other contributing factors could include poor interview processes, jobs not adequately described to applicants resulting in not meeting the applicants and/or supervisor expectations. SPO is in process of redesigning management training courses especially with regard to interviewing and selection processes.

**New Employees Who Successfully Completed Their Probationary Period**
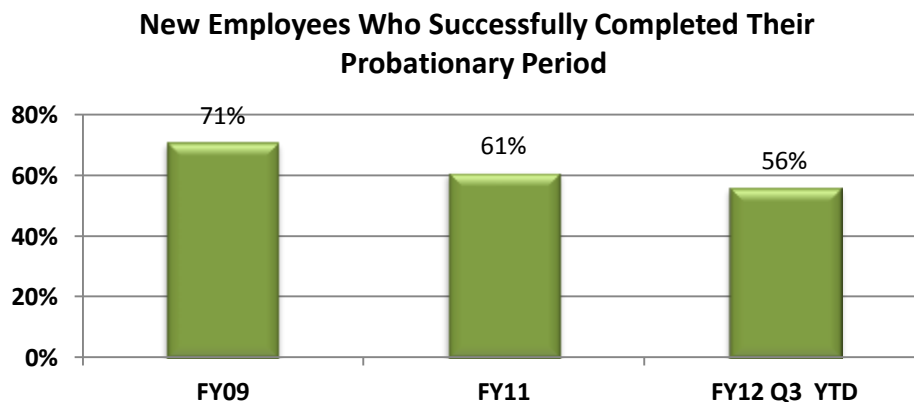


*This number is based on New Hires in FY11 Qtr. 1-3 that completed probationary period during FY12 Qtr. 1-3*

## 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.

**New Hire Compa-Ratio**
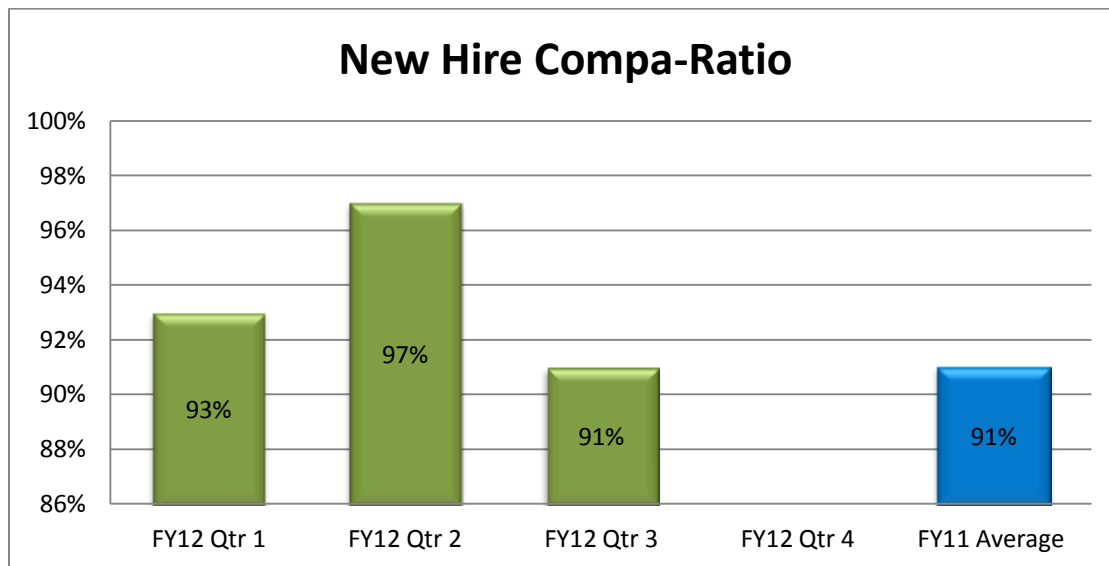


## FY12 – 2nd Quarter New Hire Compa-Ratio by Pay Band

| Pay Band | Average Compa-Ratio | # of Employees |
|---|---|---|
| 25 | 0.85 | 20 |
| 30 | 0.95 | 21 |
| 35 | 0.88 | 21 |
| 40 | 1.01 | 24 |
| 45 | 0.93 | 31 |
| 50 | 0.84 | 113 |
| 55 | 0.85 | 65 |
| 60 | 0.88 | 69 |
| 65 | 0.95 | 36 |
| 70 | 0.99 | 40 |
| 75 | 1.05 | 38 |
| 80 | 1.12 | 10 |
| 85 | 1.05 | 7 |
| 90 | 1.10 | 4 |
| 95 | 1.05 | 4 |
| 98 | 1.15 | 1 |
| **Average New Hire Compa-Ratio** | **0.91** | **504** |

## New Hire Demographics

| Ethnicity | Female | Male | Grand | % Per Ethnic Group |
|---|---|---|---|---|

| | | | Total | |
|---|---|---|---|---|
| Hawaiian | 1 | 1 | 2 | 0.4% |
| Asian | 6 | 4 | 10 | 2% |
| African American | 9 | 8 | 17 | 3% |
| American Indian | 16 | 9 | 25 | 5% |
| Not Specified | 34 | 33 | 67 | 13% |
| Caucasian | 90 | 78 | 168 | 33% |
| Hispanic | 115 | 100 | 215 | 43% |
| **Grand Total** | **271** | **232** | **504** | **100%** |
| **% Per Gender Group** | **54%** | **46%** | | |

## FY12 – 2nd Quarter New Hire Percentage per Ethnic Group
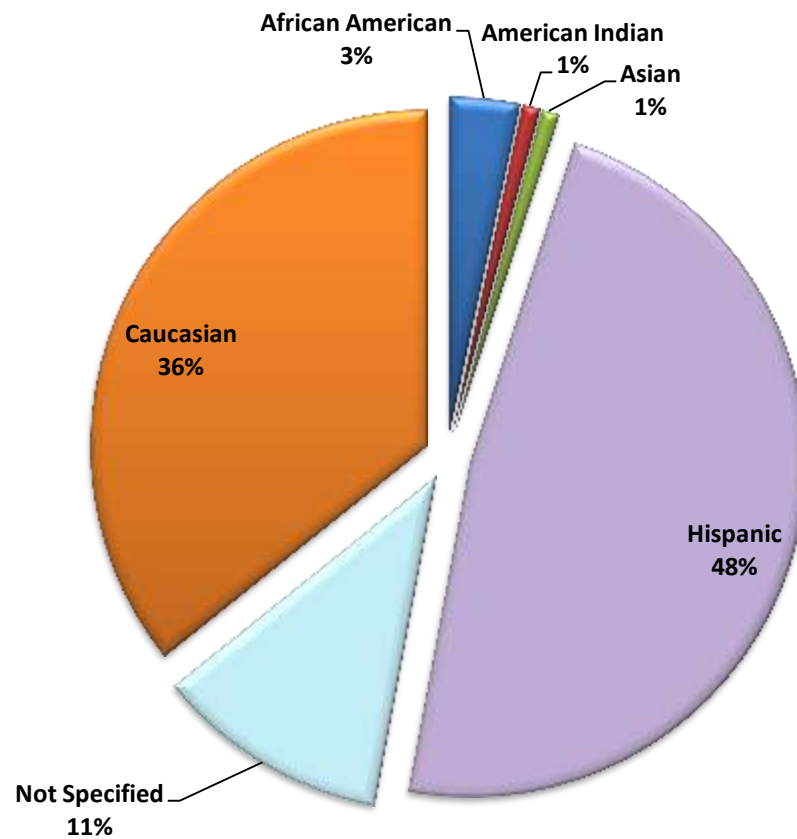
# New Hire Separations

## FY12 – 2nd Quarter New Hire Separation Reasons

| Separation Reasons | # of Employees |
|---|---|
| Resignation | 9 |
| Personal Reasons | 5 |
| Accepted New Job (Non-Comp) | 2 |
| Attendance | 2 |
| Probation Period not completed | 2 |
| Normal Retirement | 1 |
| Discharge | 1 |
| Family Reasons | 1 |
| Resignation-Other Position | 1 |
| Illness in Family | 1 |
| Misconduct | 1 |
| Grand Total | 26 |

## FY12 – 2nd Quarter New Hire Separation by Agency

| Agency | # of Employees |
|---|---|
| Children, Youth & Families Department | 3 |
| Department of Cultural Affairs | 2 |
| Department of Health | 4 |
| Department of Public Safety | 1 |
| Department of  Workforce Solutions | 2 |
| Human Services Department | 3 |
| New Mexico Corrections Department | 11 |
| Grand Total | 26 |

# Classified Employee Separations

## Classified Separation Reasons



| | FY12 Q1 | FY12 Q2 | FY12 Q3 | FY12 Q4 | FY12 YTD | FY11 |
|---|---|---|---|---|---|---|
| Voluntary | 344 | 354 | 324 | | 1,022 | 1,376 |
| Retirement | 113 | 34 | 78 | | 225 | 445 |
| Involuntary | 91 | 64 | 89 | | 244 | 306 |
| Other | 27 | 170 | 19 | | 216 | 26 |
| Reduction in Force | 1 | 13 | 1 | | 15 | 10 |
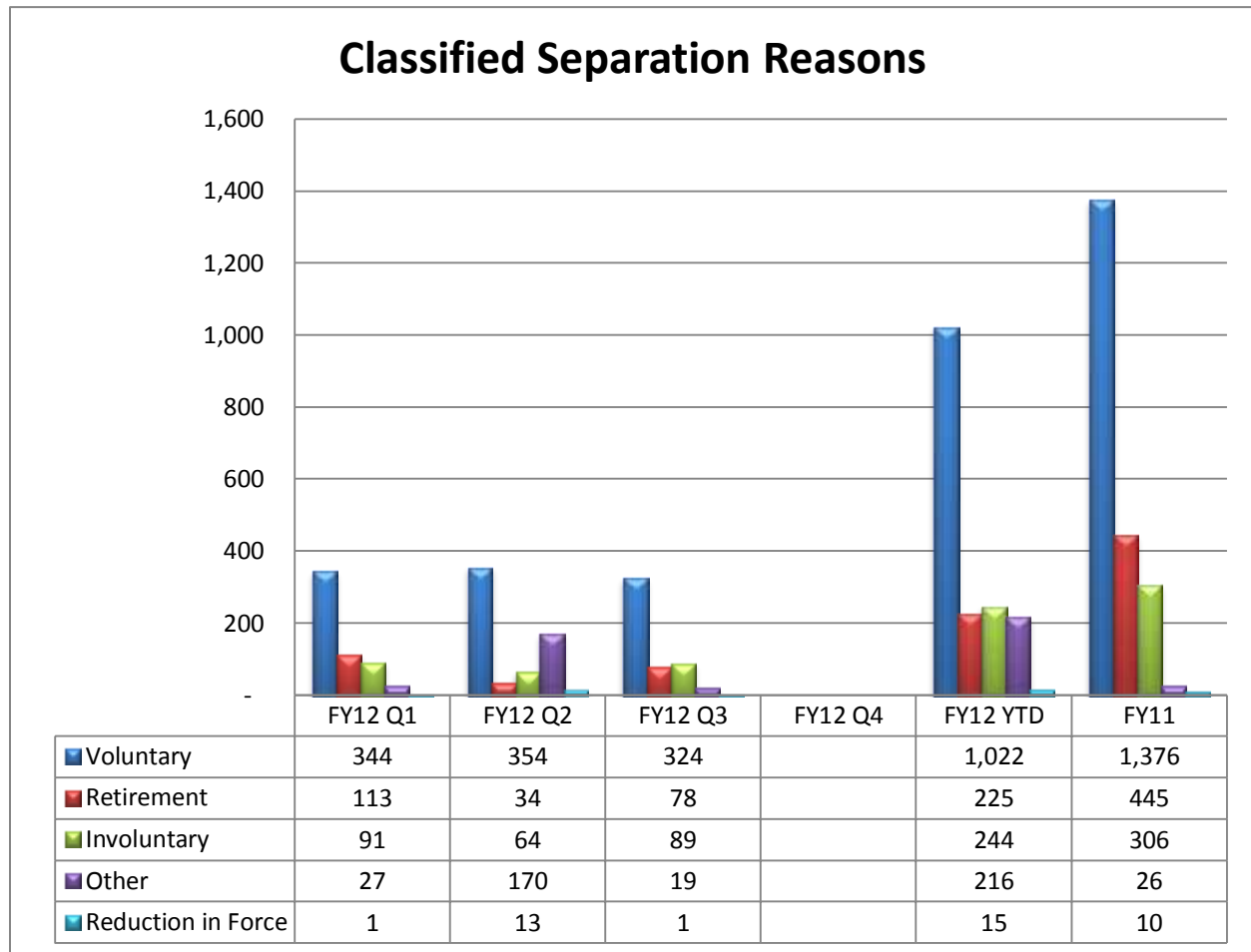
## Classified Separations by Reason

| Reason | of Employees |
|---|---|
| Resignation | 190 |
| Normal Retirement | 70 |
| Personal Reasons | 56 |
| Misconduct | 22 |
| Accepted New Job (Competitor) | 15 |
| Accepted New Job (Non-Competitor) | 14 |
| Attendance | 14 |
| Discharge | 11 |
| Relocation | 11 |
| Probation Period not completed | 10 |
| Resignation-Other Position | 9 |
| Unsatisfactory Performance | 9 |
| Death | 8 |
| Quit without Notice | 8 |
| Disability Retirement | 7 |
| Failed Condition of Employment | 6 |
| Health Reasons | 6 |

| Reason | of Employees |
|---|:---:|
| Return to School | 6 |
| Family Reasons | 5 |
| Insubordination | 5 |
| Violation of Rules | 5 |
| End of Appointment | 3 |
| Illness in Family | 3 |
| Unforeseen Circumstances | 3 |
| Dissatisfied w/Work Conditions | 2 |
| Early Retirement | 2 |
| Non Job Connected Medical | 2 |
| Other Medical | 2 |
| Position Discontinued | 2 |
| Falsified Qualifications | 1 |
| Leave of Absence Expiration | 1 |
| Military | 1 |
| RIF - SPO Board Approved | 1 |
| Vested Retirement | 1 |
| **Grand Total** | **511** |

## Classified Separations by Agency

| Agency Name | # of Employees |
|---|:---:|
| Department of Health | 124 |
| New Mexico Corrections Department | 82 |
| Children, Youth & Families Department | 47 |
| Human Services Department | 43 |
| Department of Transportation | 27 |
| Department of Workforce Solutions | 20 |
| Taxation & Revenue Department | 20 |
| Department of Public Safety | 16 |
| Public Defender | 15 |
| Miners Colfax Medical Center | 13 |
| Department of Cultural Affairs | 12 |
| Department of Environment | 9 |
| Regulation & Licensing Department | 8 |
| Energy, Minerals & Natural Resources Department | 7 |
| Public Education Department | 7 |
| Aging & Long-Term Services Department | 6 |
| General Services Department | 5 |
| Office of the State Engineer | 5 |
| Public Regulation Commission | 5 |
| Department of Game & Fish | 4 |
| Military Affairs | 4 |
| NM Higher Education Department | 4 |
| State Land Office | 4 |

| Agency Name | # of Employees |
|---|:---:|
| Department of Vocational Rehabilitation | 3 |
| Commission for the Blind | 2 |
| Commission of Public Records | 2 |
| Economic Development Department | 2 |
| Livestock Board | 2 |
| Secretary of State | 2 |
| State Personnel Board | 2 |
| Department of Finance & Administration | 1 |
| Department of Veteran Services | 1 |
| Department of Information Technology | 1 |
| Developmental Disabilities Planning Commission | 1 |
| Educational Retirement Board | 1 |
| State Investment Council | 1 |
| State Treasurer | 1 |
| Tourism Department | 1 |
| Workers Compensation Admin | 1 |
| **Grand Total** | **511** |

## Statewide Classified Turnover Rate

The statewide classified employee turnover rate in the second quarter of FY12 is 8.3% with the YTD average being 9.5 percent. This decline over the first quarter rate of 10.7 percent is attributable to the holiday season within the 2nd quarter. The table attached reflects classified employee quarterly turnover rates by department. The statewide agency trend lines in turnover are being tracked and will be watched closely over this fiscal year. 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

FY11 ■ FY12
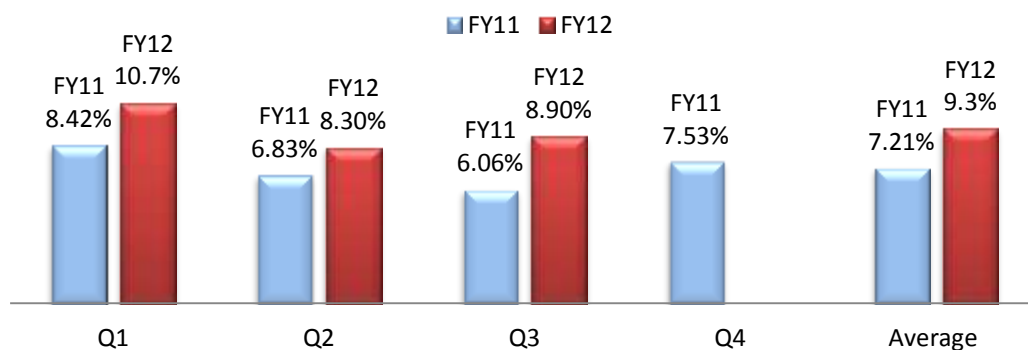
| | Q1 | Q2 | Q3 | Q4 | Average |
|---|---|---|---|---|---|
| FY11 | 8.42% | 6.83% | 6.06% | 7.53% | 7.21% |
| FY12 | 10.7% | 8.30% | 8.90% | | 9.3% |

| Business Unit | Agency Name | Q1 | Q2 | Q3 | Q4 | FY12 Average |
|---|---|---|---|---|---|---|
| 30800 | State Auditor | 5.00% | 5.00% | 5.30% | | **5.00%** |
| 33300 | Taxation & Revenue Department | 7.80% | 8.30% | 7.60% | | **8.00%** |
| 33700 | State Investment Council | 0.00% | 9.50% | 4.50% | | **4.80%** |
| 34100 | Department of Finance & Administration | 19.00% | 2.30% | 6.60% | | **10.60%** |
| 34200 | Public School Insurance Authority | 0.00% | 0.00% | 16.70% | | **0.00%** |

| Business Unit | Agency Name | Q1 | Q2 | Q3 | Q4 | FY12 Average |
|---|---|---|---|---|---|---|
| 34300 | Retiree Health Care Authority | 0.00% | 0.00% | 4.80% | | 0.00% |
| 35000 | General Services Department | 4.50% | 6.30% | 10.30% | | 5.40% |
| 35200 | Educational Retirement Board | 4.10% | 12.50% | 14.90% | | 8.30% |
| 35500 | Public Defender | 9.00% | 8.70% | 11.60% | | 8.80% |
| 36100 | Dept. of Information Technology | 2.50% | 4.40% | 3.10% | | 3.50% |
| 36600 | Public Employee Retirement Assoc. | 13.10% | 5.00% | 4.90% | | 9.10% |
| 36900 | Commission of Public Records | 12.90% | 10.30% | 26.90% | | 11.60% |
| 37000 | Secretary of State | 3.70% | 7.70% | 13.00% | | 5.70% |
| 37800 | State Personnel Board | 16.70% | 7.00% | 19.00% | | 11.80% |
| 39400 | State Treasurer | 18.50% | 3.60% | 7.70% | | 11.10% |
| 40400 | Architect Examiners Board | 0.00% | 0.00% | 0.00% | | 0.00% |
| 41700 | Border Development Authority | 0.00% | 0.00% | 0.00% | | 0.00% |
| 41800 | Tourism Department | 10.60% | 19.30% | 5.30% | | 15.00% |
| 41900 | Economic Development Department | 27.80% | 9.10% | 6.70% | | 18.40% |
| 42000 | Regulation & Licensing Dept. | 5.10% | 6.30% | 6.50% | | 5.70% |
| 43000 | Public Regulation Commission | 10.60% | 7.40% | 5.40% | | 9.00% |
| 44600 | Medical Examiners Board | 0.00% | 8.30% | 0.00% | | 4.20% |
| 44900 | Board of Nursing | 7.10% | 0.00% | 0.00% | | 3.60% |
| 46000 | EXPO New Mexico | 9.10% | 57.10% | 0.00% | | 33.10% |
| 46400 | Professional Engineers & Land Surveyors Board | 16.70% | 20.00% | 0.00% | | 18.30% |
| 46500 | Gaming Control Board | 5.10% | 2.60% | 0.00% | | 3.90% |
| 46900 | State Racing Commission | 0.00% | 12.50% | 0.00% | | 6.30% |
| 47900 | Veterinary Examiners Board | 0.00% | 0.00% | 0.00% | | 0.00% |
| 49500 | Spaceport Authority | 0.00% | 16.70% | 0.00% | | 8.30% |
| 50500 | Department of Cultural Affairs | 5.10% | 5.30% | 4.90% | | 5.20% |
| 50800 | Livestock Board | 1.50% | 4.30% | 7.60% | | 2.90% |
| 51600 | Department of Game & Fish | 10.50% | 5.70% | 8.90% | | 8.10% |
| 52100 | Energy, Minerals & Natural Resources Department | 33.40% | 13.10% | 7.50% | | 23.30% |
| 52200 | Youth Conservation Corps | 0.00% | 0.00% | 0.00% | | 0.00% |
| 53900 | State Land Office | 6.80% | 8.30% | 3.10% | | 7.50% |
| 55000 | Office of the State Engineer | 4.80% | 6.70% | 4.60% | | 5.80% |
| 56900 | Organic Commodities Commission | 0.00% | 0.00% | 0.00% | | 0.00% |
| 60100 | Commission on the Status of Women | 0.00% | 0.00% | 0.00% | | 0.00% |
| 60300 | Dept. of African American Affairs | 33.30% | 0.00% | 0.00% | | 16.70% |
| 60400 | Com for Deaf/Hard of Hearing | 9.10% | 0.00% | 0.00% | | 4.50% |
| 60600 | Commission for the Blind | 1.80% | 3.60% | 3.80% | | 2.70% |
| 60900 | Department of Indian Affairs | 50.00% | 8.10% | 0.00% | | 29.10% |
| 62400 | Aging & Long-Term Services Department | 7.00% | 6.20% | 6.90% | | 6.60% |
| 63000 | Human Services Department | 12.20% | 7.00% | 7.30% | | 9.60% |
| 63100 | Dept. of Workforce Solutions | 9.80% | 11.10% | 16.10% | | 10.50% |
| 63200 | Workers Compensation Admin | 5.00% | 6.90% | 3.00% | | 5.90% |
| 64400 | Dept. of Vocational Rehabilitation | 4.70% | 3.90% | 6.20% | | 4.30% |
| 64500 | Governor's Comm. on Disability | 0.00% | 0.00% | 0.00% | | 0.00% |
| 64700 | Development Disabilities Planning Commission | 6.70% | 7.10% | 27.30% | | 6.90% |
| 66200 | Miners Colfax Medical Center | 18.20% | 22.20% | 22.20% | | 20.20% |
| 66500 | Department of Health | 9.10% | 8.30% | 7.30% | | 8.70% |
| 66700 | Department of Environment | 5.50% | 5.40% | 4.40% | | 5.50% |

| Business Unit | Agency Name | Q1 | Q2 | Q3 | Q4 | FY12 Average |
|---|---|---|---|---|---|---|
| 66800 | Office of Natural Resource Trustee | 0.00% | 0.00% | 0.00% | | **0.00%** |
| 66900 | Health Policy Commission | 0.00% | 0.00% | 0.00% | | **0.00%** |
| 67000 | Department of Veteran Services | 3.00% | 6.50% | 3.20% | | **4.80%** |
| 69000 | Children, Youth & Families Department | 7.90% | 6.80% | 7.40% | | **7.40%** |
| 70500 | Military Affairs | 6.50% | 6.60% | 4.50% | | **6.50%** |
| 76000 | Adult Parole Board | 25.00% | 20.00% | 0.00% | | **22.50%** |
| 77000 | New Mexico Corrections Department | 20.60% | 11.00% | 22.00% | | **15.80%** |
| 78000 | Crime Victims Reparation Commission | 0.00% | 5.60% | 0.00% | | **2.80%** |
| 79000 | Department of Public Safety | 4.20% | 5.70% | 7.40% | | **5.00%** |
| 79500 | Homeland Security & Emergency Management | 10.00% | 6.00% | 0.00% | | **8.00%** |
| 80500 | Department of Transportation | 7.70% | 7.00% | 5.70% | | **7.30%** |
| 92400 | Public Education Department | 37.60% | 11.40% | 10.50% | | **24.50%** |
| 95000 | NM Higher Education Department | 21.20% | 14.70% | 23.30% | | **18.00%** |
| | **FY12 Classified Statewide Turnover Rate** | **10.70%** | **8.30%** | 8.90% | | **9.50%** |

# 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.

## Statewide Vacancy Rate



Legend: ■ FY11  ■ FY12

Q1: FY11 15.3%, FY12 19.8%
Q2: FY11 16.2%, FY12 18.6%
Q3: FY11 18.9%, FY12 20.30%
Q4: FY11 19.1%, FY12 0
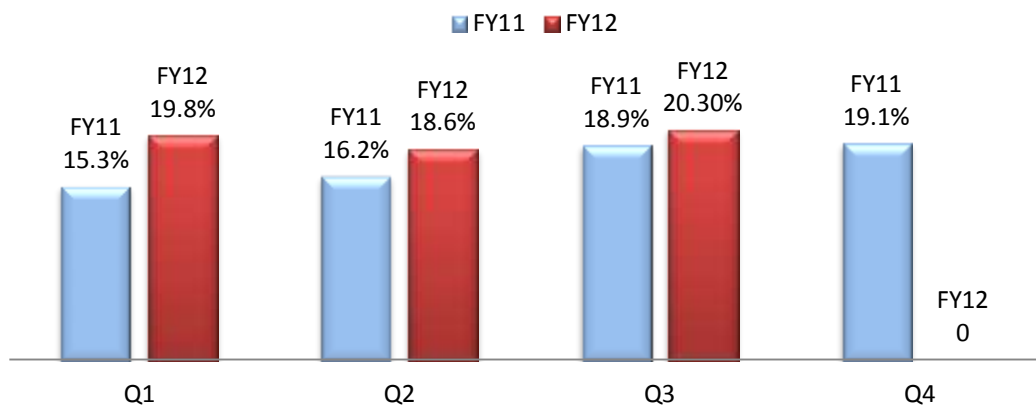
## Quarterly Vacancy Rates for the 20 Key Agencies

| Business Unit | Agency | 1st Qtr. | 2nd Qtr. | 3rd Qtr. | 4th Qtr. |
|---|---|---|---|---|---|
| 21800 | Administrative Office of the Courts | 9.2% | 7.4% | 5.9% | |
| 23200 | 2nd Judicial District Court | 8.2% | 4.9% | 5.6% | |
| 24400 | Bernalillo Metropolitan Court | 12.0% | 10.1% | 9.8% | |
| 33300 | Taxation & Revenue Department | 30.4% | 21.3% | 21.5% | |

| 35000 | General Services Department | 25.4% | 27.3% | 28.2% |
|---|---|---|---|---|
| 35500 | Public Defender | 19.3% | 20.0% | 22.4% |
| 42000 | Regulation & Licensing Department | 21.2% | 19.5% | 22.3% |
| 50500 | Department of Cultural Affairs | 17.3% | 17.0% | 18.5% |
| 52100 | Energy, Minerals & Natural Res. Dept. | 34.2% | 24.5% | 26.8% |
| 55000 | Office of the State Engineer | 21.4% | 21.9% | 24.1% |
| 63000 | Human Services Department | 22.1% | 15.5% | 15.9% |
| 63100 | Department of Workforce Solutions | 20.0% | 10.0% | 24.1% |
| 64400 | Department of Vocational Rehabilitation | 23.0% | 23.7% | 26.3% |
| 66500 | Department of Health | 19.1% | 18.2% | 19.8% |
| 66700 | Department of Environment | 20.1% | 18.6% | 19.2% |
| 69000 | Children, Youth & Families Department | 17.4% | 15.3% | 13.8% |
| 77000 | New Mexico Corrections Department | 24.6% | 22.2% | 23.2% |
| 79000 | Department of Public Safety | 19.4% | 18.8% | 18.7% |
| 80500 | Department of Transportation | 19.8% | 19.6% | 19.6% |
| 92400 | Public Education Department | 33.3% | 36.9% | 39.3% |
| | **State Wide Vacancy Rate** | **19.8%** | **18.6%** | **20.3%** |

# Compensation Design & Analysis

## Average Compa-Ratio

Average employee pay as a percent of board approved eight surrounding states comparator market.

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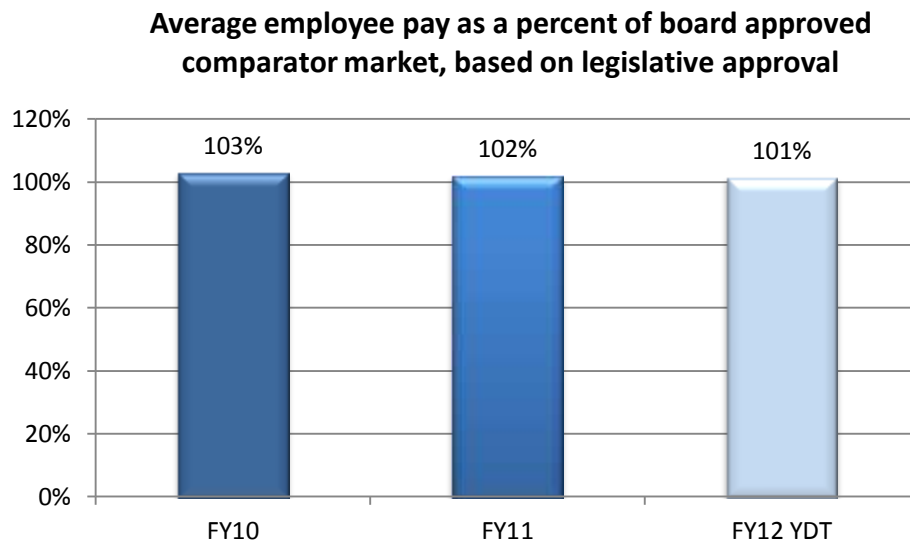


# Quality Assurance Bureau

The mission of SPO's Quality Assurance (QA) Bureau is to "Work in partnership with the Board, SPO management and state agencies to provide an objective review process to guide and add value to the delivery of human resource programs." To accomplish this mission, QA 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.

In FY12, QA has been dedicated in developing reports and methods to provide quality information used in reporting to state agencies and in fulfilling Executive and Legislative requests. During FY12 QA has been involved with system reviews of PeopleSoft. QA validates and confirms actions to ensure the accuracy of internal reports as well as PeopleSoft system entry.

# Training Bureau

The primary objective of the Training Bureau at SPO is to offer consistent training to managers, supervisors and other employees of agencies in state government. Some agencies offer their own specialized training programs although the SPO trainings are open to all managers and supervisors of state agencies.  A total of 114 state employees were trained in the third quarter of this fiscal year

SPO offers a course, Managing Employee Performance Using the Fundamentals of Supervision. 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.

The MEP course includes the following sections:

- 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
- Employment Law

Most of this training is done at the SPO office but the Training Bureau has delivered the training at other agencies within Santa Fe, upon request.

In the 3rd Quarter MEP Training was conducted for 109 managers/supervisors from various agencies. A Specialized course was done for nine employees of the Department of Finance Administration on Customer Service.

On-Line Training: Training Bureau staff has been working with volunteers from other agencies to develop the core information for an on-line Ethics course which will be required for all state government employees. This course is still under development. Staff is placing the Civil Rights course developed by a sub-committee of the Training Governance Council (TGC) online through blackboard. The New Employee Orientation course, also developed by a sub-committee of the TGC, is nearing completion and will be the 2nd online course

Sub-committees of the TGC continue to develop the Sexual Harassment Prevention course and the Workplace Violence Prevention course. Once completed and approved by the TGC, these courses will be placed online through blackboard

The SPO Training Bureau will continue to expand the training opportunities for all employees in state government.

# 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.

In the 3rd quarter the Adjudication Bureau received a total of 34 appeals of disciplinary actions, three of which requested arbitration.  This is an average number of appeals (compared to the norm) for one quarter.  During the 3rd quarter no separation cases were filed, three appeals requested ADR services, and 38 appeals reached final disposition through State Personnel Board decisions, settlement, or dismissal.

The adjudication hearing room is complete.  A judge's bench, counsel tables, and a witness box are included in the new furnishings, along with new United States and State of New Mexico flags.

# 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. Since the change of 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.
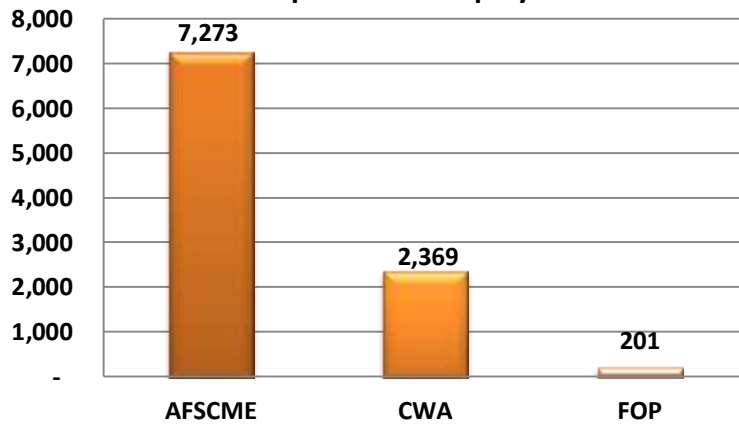
A total of 41 grievances were filed during this quarter, 36 by AFSCME and 5 by CWA. Out of the total filed, 6 were settled, 7 timed out and the remaining 28 are continuing through the grievance process. There were 3 Prohibited Practice Complaints filed during this quarter, all by AFSCME. There were 2 disciplinary appeals before an arbitrator invoked by the employee and/or represented, one by AFSCME and one by CWA during the 3rd quarter.

The LRB continues to support state supervisors and managers through a variety of training options. This quarter the LRB conducted one Living in a Union Environment training. A total of 20 managers and supervisors attended this class in Santa Fe.
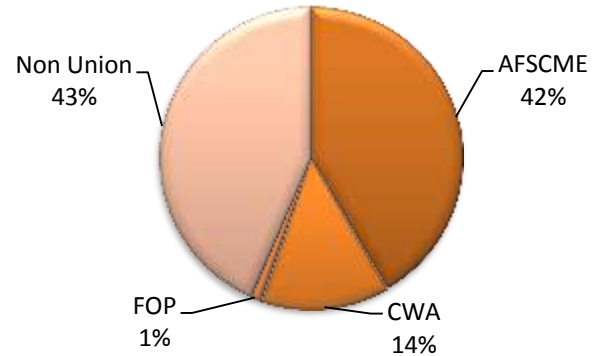
This quarter the State of New Mexico continued contract negotiations with the three unions that represent state employees. The LRB is intimately involved with the negotiation process which involves negotiating hours, wages and working conditions that affect over 10,000 state employees.

# Union Represented vs. Non-Union
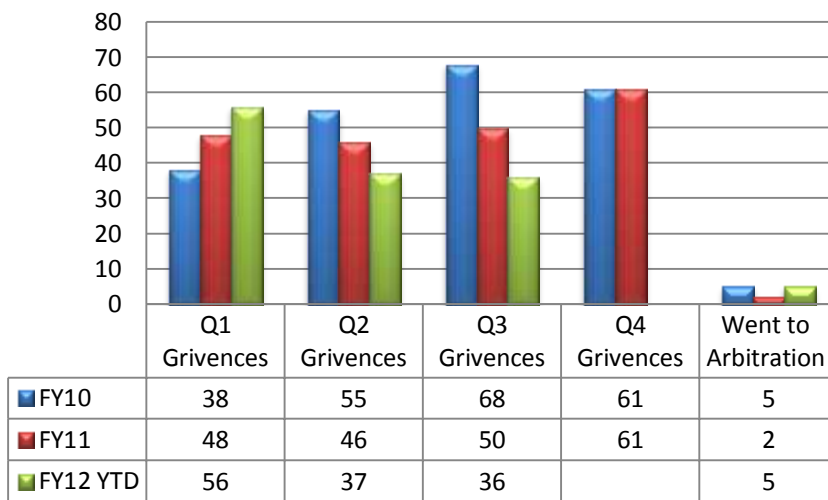
**Union Represented Employees**



Bar chart values:
- AFSCME: 7,273
- CWA: 2,369
- FOP: 201

**Union vs. Non-Union**



Pie chart:
- Non Union 43%
- AFSCME 42%
- CWA 14%
- FOP 1%

# Labor Relations Bureau Performance Measures

**Union Grievances resolved prior to formal arbitration**



| | Q1 Grivences | Q2 Grivences | Q3 Grivences | Q4 Grivences | Went to Arbitration |
|---|---|---|---|---|---|
| FY10 | 38 | 55 | 68 | 61 | 5 |
| FY11 | 48 | 46 | 50 | 61 | 2 |
| FY12 YTD | 56 | 37 | 36 | | 5 |

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



Bar chart values:
- Q1: 3
- Q2: 10
- Q3: 2
- Q4:
- FY11: 23
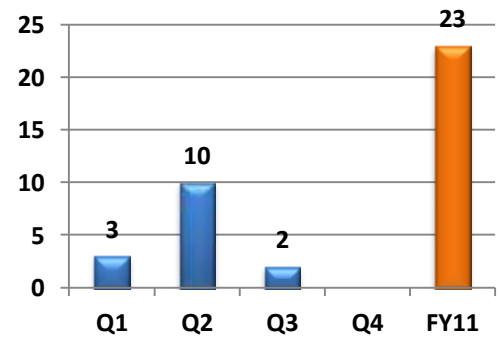
# Cost Paid by State for Arbitration

**Average cost paid by state for arbitration**



Bar chart values:
- Q1: * $0
- Q2: $3,975
- Q3: $4,000
- Q4:
- FY11: $727
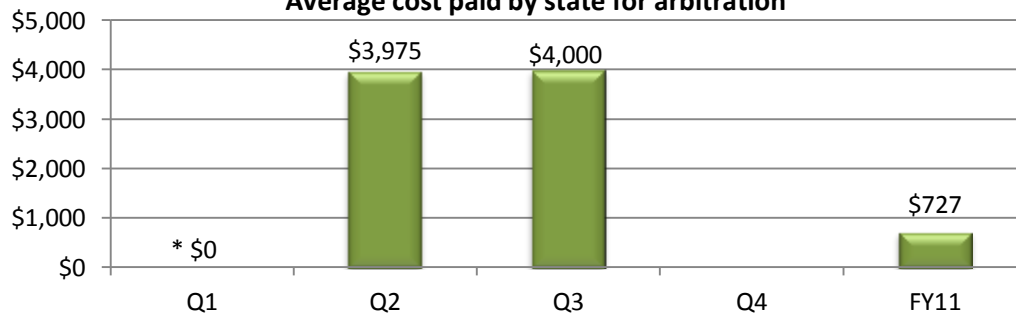
*No cost due to settled, withdrawn, not gone to court yet