



# New Mexico State Personnel Office

## FY12-2nd Quarter Workforce Report

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*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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# 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 were 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.

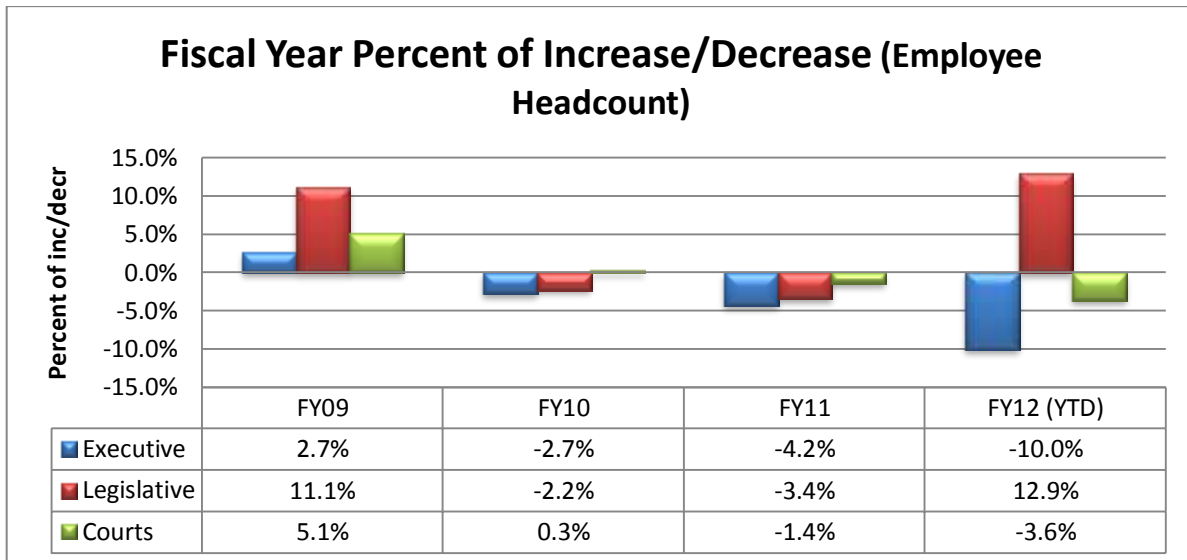
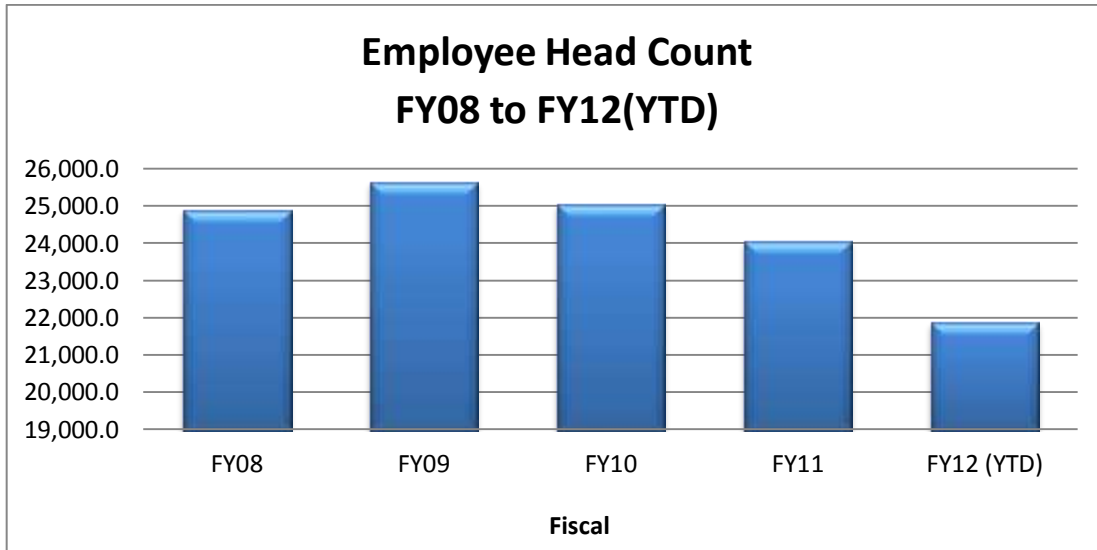
Eugene J. Moser

Director

State Personnel Office

# Workforce Overview

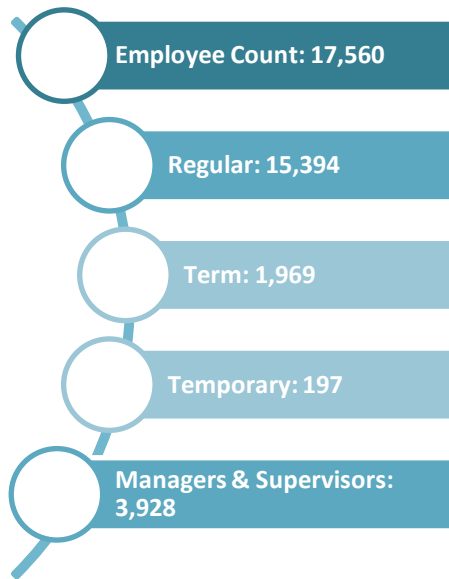
The provision of workforce data allows SPO to identify critical areas that require attention and provide insight into how current policy affects the ability of the state to retain a competent workforce. These metrics are being updated to reflect a change in reporting. As the economy continues to experience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



## Classified Service at a Glance (as of December 31, 2011)

### Workforce Data

Full-Time Employees	17,281
Part-Time Employees	279
Union Represented Employees	56.5%
Minority	64.3%
Female	54.6%
Male	45.4%



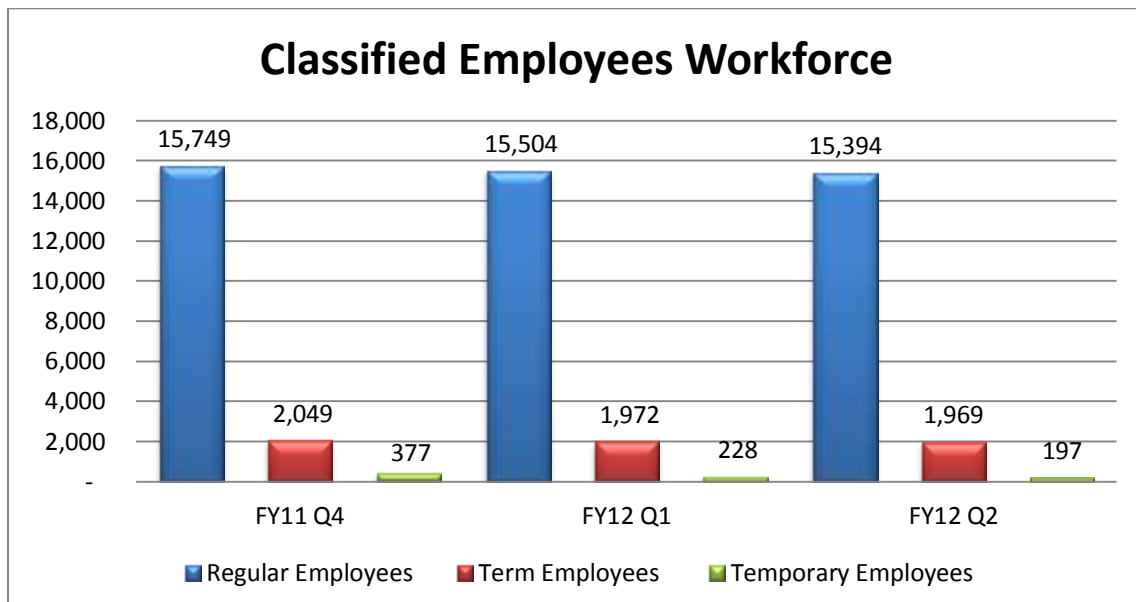
### TOTAL COMPENSATION AS OF DECEMBER 31, 2011

- AVERAGE BASE SALARY \$41,954
- AVERAGE BENEFIT \$27,344
- AVERAGE TOTAL COMPENSATION \$69,297
- AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 102%

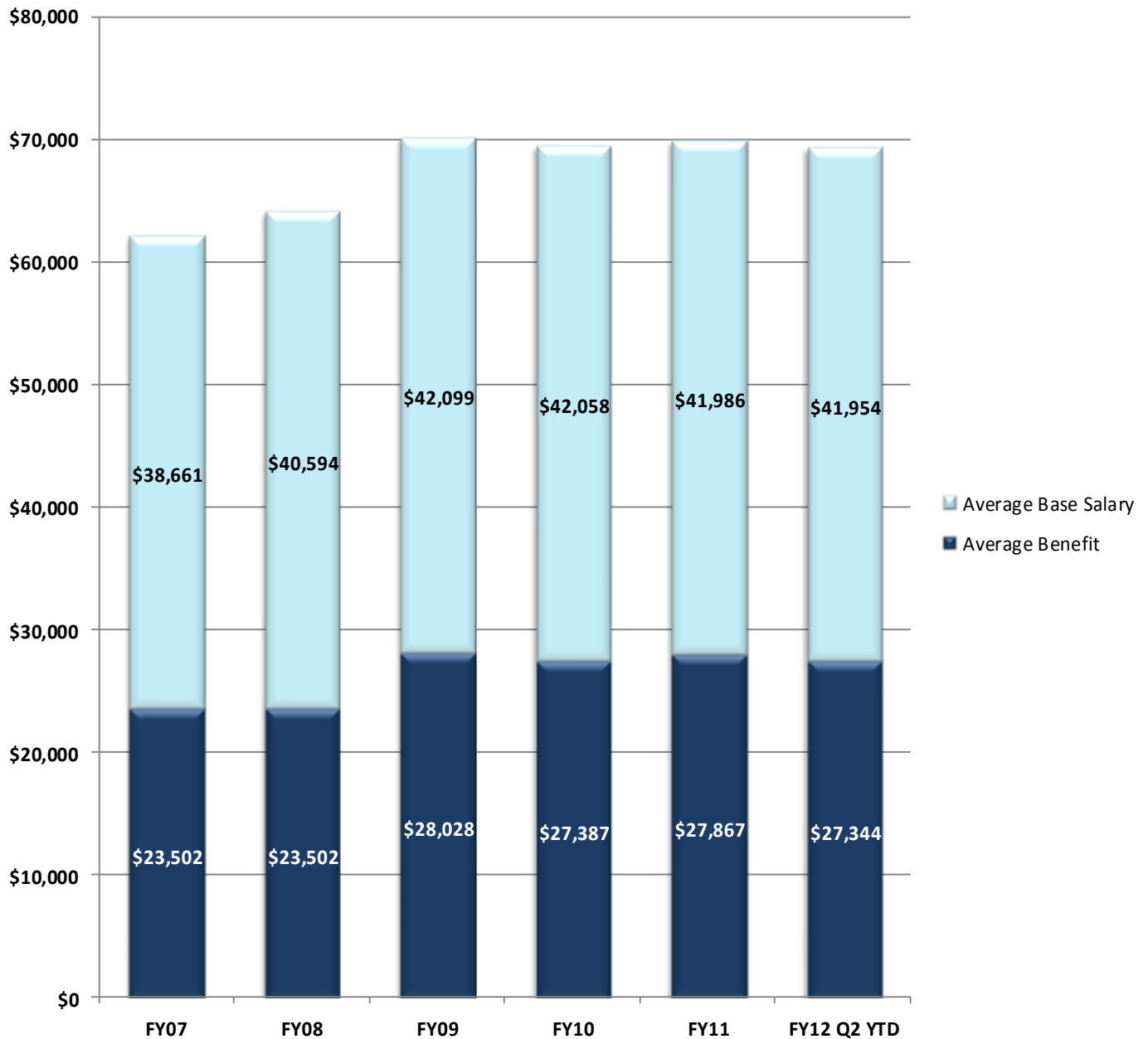
### Total Compensation

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 to grow 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.



## Total Classified Compensation



## 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.

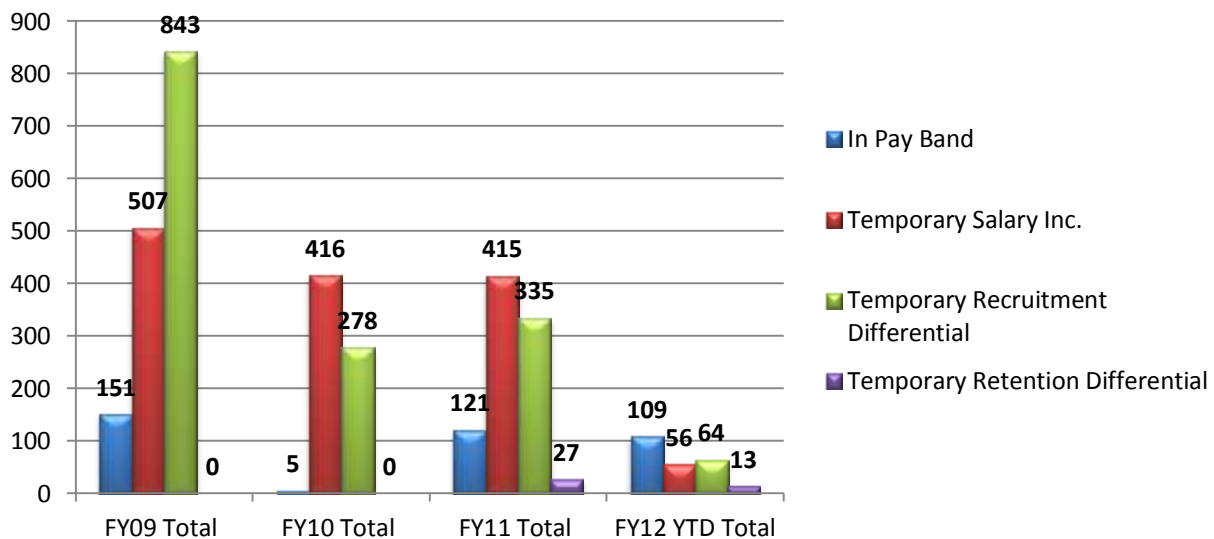
**Temporary Salary Increases (TSI)** are used when an employee temporarily accepts and consistently performs additional duties that are the characteristics of a job requiring greater responsibility and accountability making it a higher valued job. A TSI is a short-term salary measure that may be used 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.

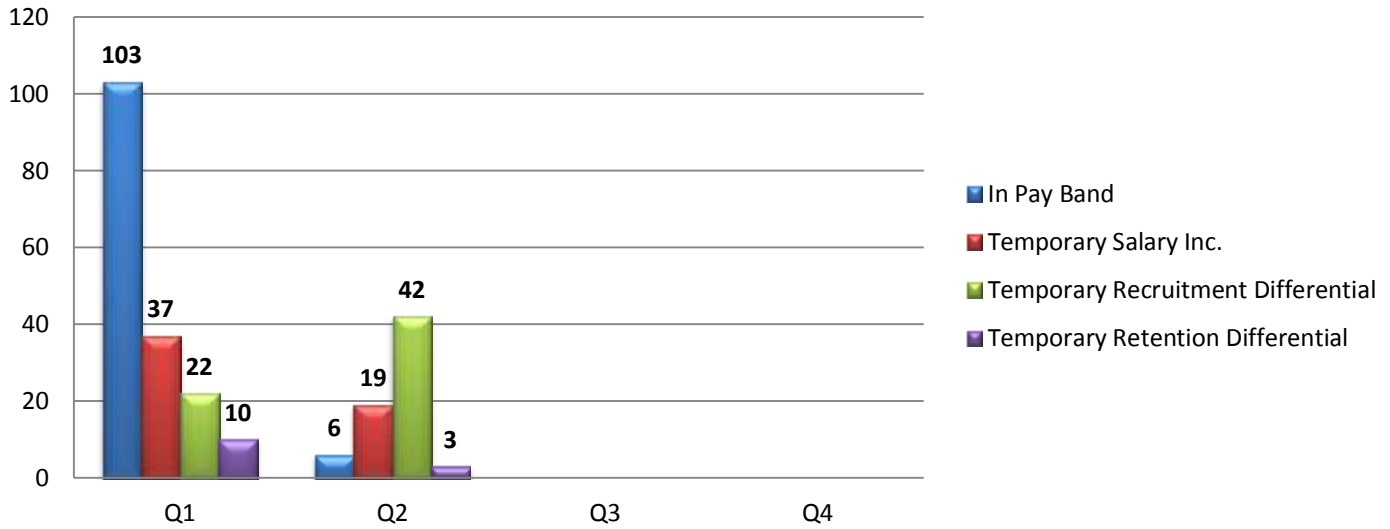
**Multiple Components of Pay By Fiscal Year**





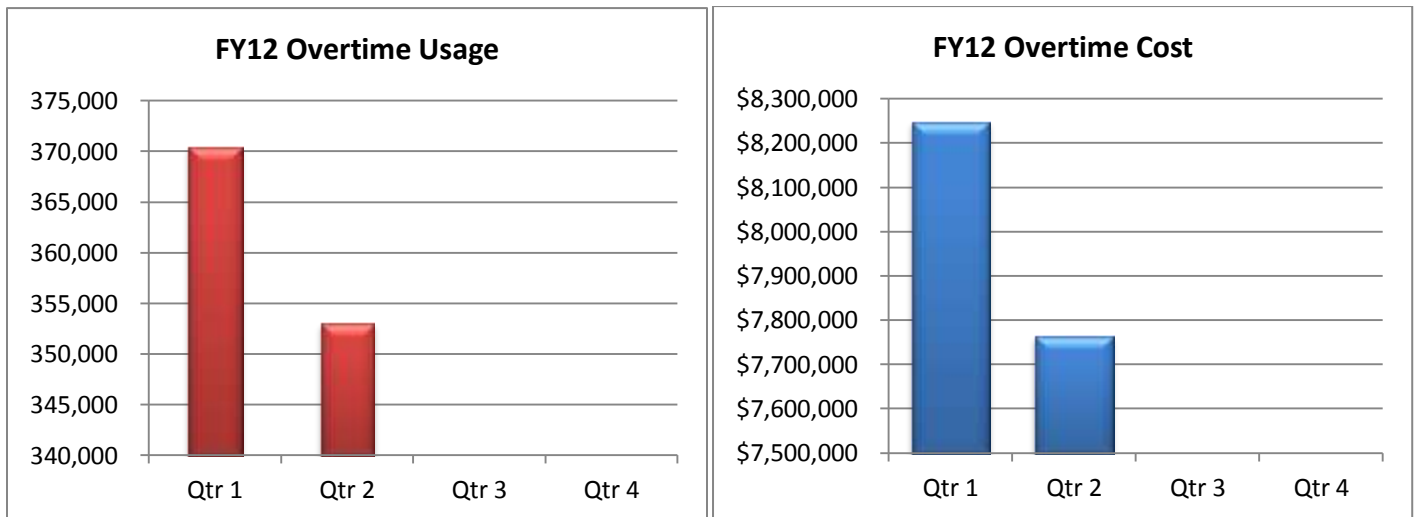
The graph below shows the quarterly activity for each MCOP utilized by the state. The continued decrease in the use of MCOPs reflects agency compliance with the SPB Rules. The graph also indicates an increase in the use of IPB to address compensation adjustments due to poor placement upon hire.

## FY12 Multiple Components of Pay By Quarter



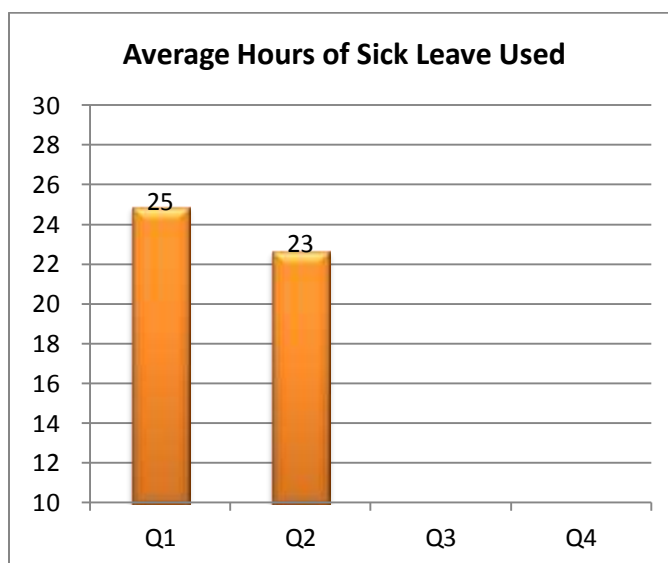
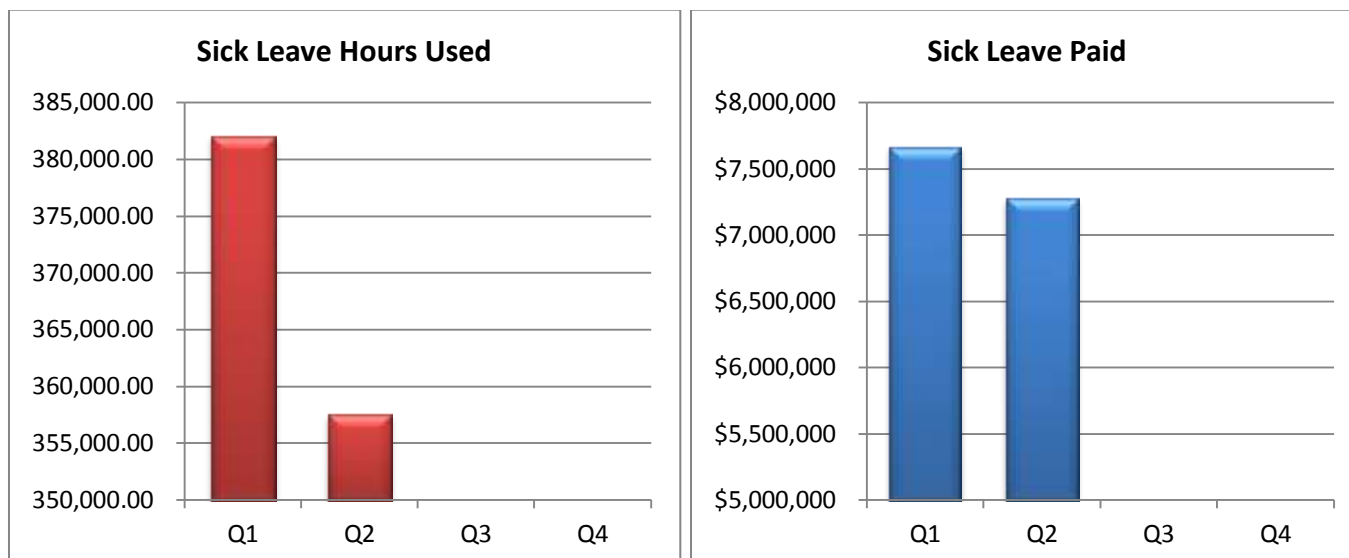
## Overtime Usage

The following graphs are new information being reported in FY12. Since the is information was provided to agencies overtime usage shows a reduction in the second quarter of 17,431 hours being worked resulting in a decrease in cost to just over \$ 7.7 million dollars.



## Sick Leave Usage

The following graphs are now being reported in FY12 to show budgetary impact. Employee sick leave usage for the first quarter was in excess of 375 thousand hours at a cost of \$7.75 million dollars compared to 357.5 thousand hours and a cost of approximately \$7.2 million. This equates to a 4.8% reduction in the use of sick leave from the first quarter of FY12. The data shows that on average employees used 23 hours of sick leave in the second quarter.



## Annual Leave Usage

The graphs shown on the next page are now being reported in FY12 to show budgetary impact. Annual leave usage increased in the second quarter from 540 thousand hours in the first quarter to just over 620 thousand hours. The cost increased from \$11 million dollars in the first quarter to \$13 million dollars in the second quarter. It should be noted that this increase is attributable to both the holiday season and employees attempting to bring their leave balances under 240 hours before it is lost. This equates to a quarterly average usage in the second quarter to 34 hours per employee.



## 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 a decrease in the second quarter of FY12 in applications and an increase in job postings. In this quarter 1,105 classified service positions were advertised compared to the 844 positions in the first quarter of FY12. This reflects a 31 percent increase in job postings. In this same quarter 43,337 applications were received as opposed to 46,887 in

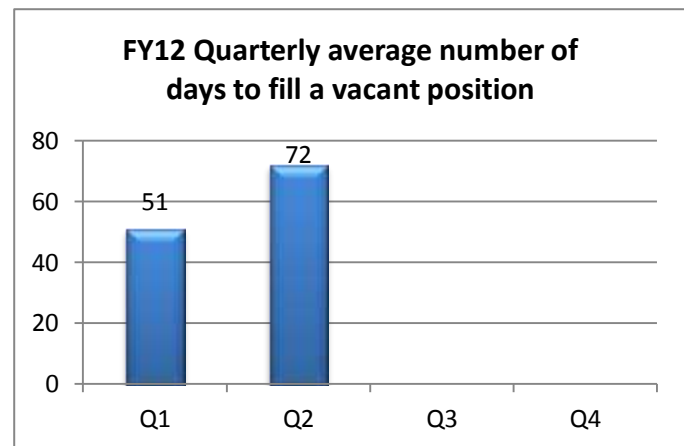
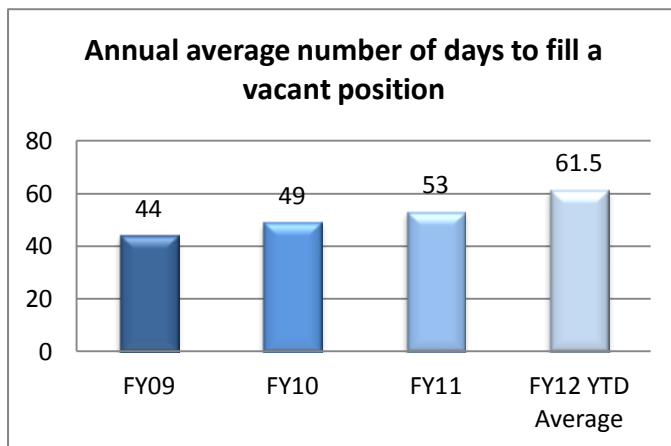
the previous quarter. This decrease is attributable to the holiday season in the second quarter and the slowing of applicant traffic typically seen for that period. However, it must be noted that the YTD total application volume represent a 43.6 percent increase over FY11 at the end of the 2<sup>nd</sup> quarter and a 61 percent increase over FY10 and a 45 percent increase over FY09 through the 2<sup>nd</sup> quarter of each year.

In the second quarter of FY12 the total time to fill a position increased to 72 days. Although this number is higher than the FY11 average of 53 days it should be noted that the SPO implemented the recruitment system on November 1, 2011. As agencies and SPO transitioned to this system they faced a relatively steep learning curve while they learned a new process. SPO is now certifying each recruitment list as required in the Personnel Act. However, it is anticipated that this time frame should trend to fewer days as both SPO and agencies become more comfortable with the recruitment system.

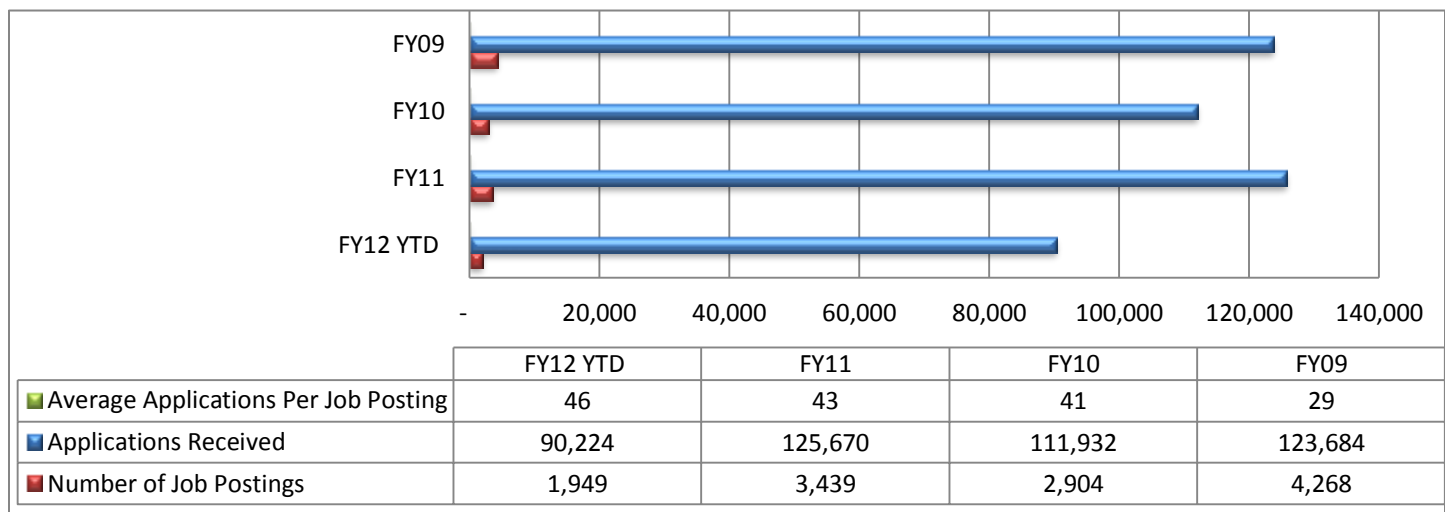
Departments filled 1,072 positions in the second quarter of FY12; of these selections 474 (44.2%) were internal promotions/transfers of active state employees. The highest recruitment activities in the second quarter were with the Departments of Health (201), Corrections (176), Human Services (138), Children, Youth & Families (107) and Transportation (95). These departments comprise the largest budgeted positions.

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

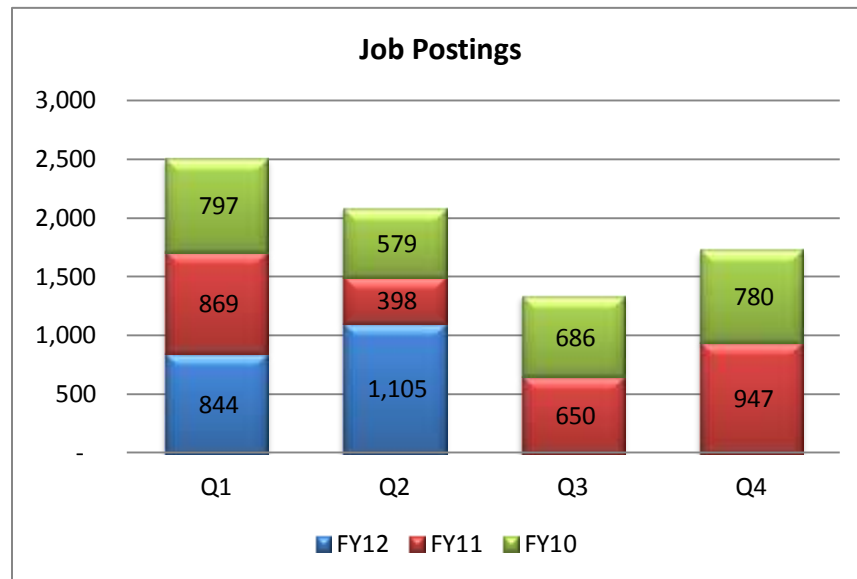
### Average Number of Days to Fill a Vacant Position



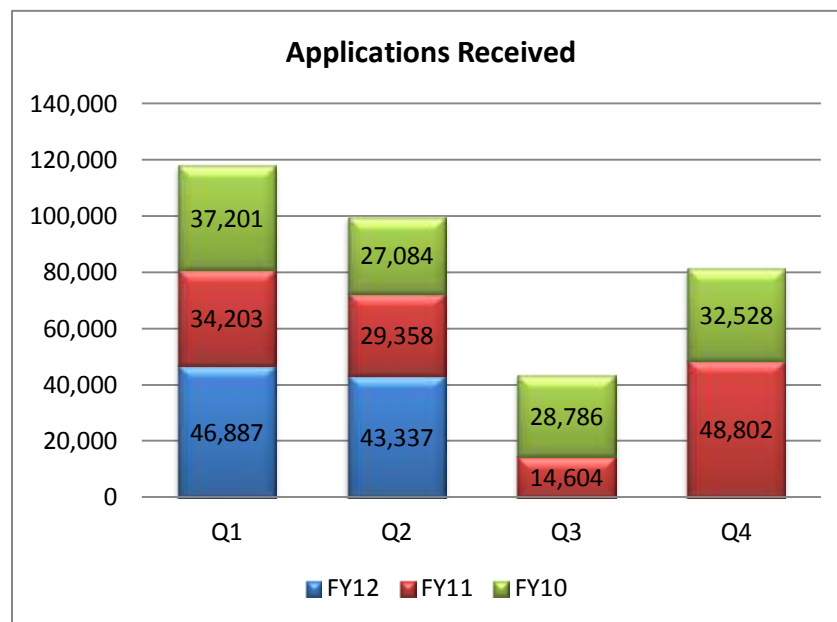
### Average Number of Applications Received Per Job Posting by Fiscal Year



## Number of Job Postings By Quarter



## Number of Applications By Quarter



## FY12 – 2<sup>nd</sup> Quarter Top 20 Advertising Agencies

Agency	# Job Postings
Department of Transportation	191
Department of Health	168
Children, Youth & Families Department	147
Human Services Department	100
New Mexico Corrections Department	83
Taxation & Revenue Department	79
Department of Public Safety	36

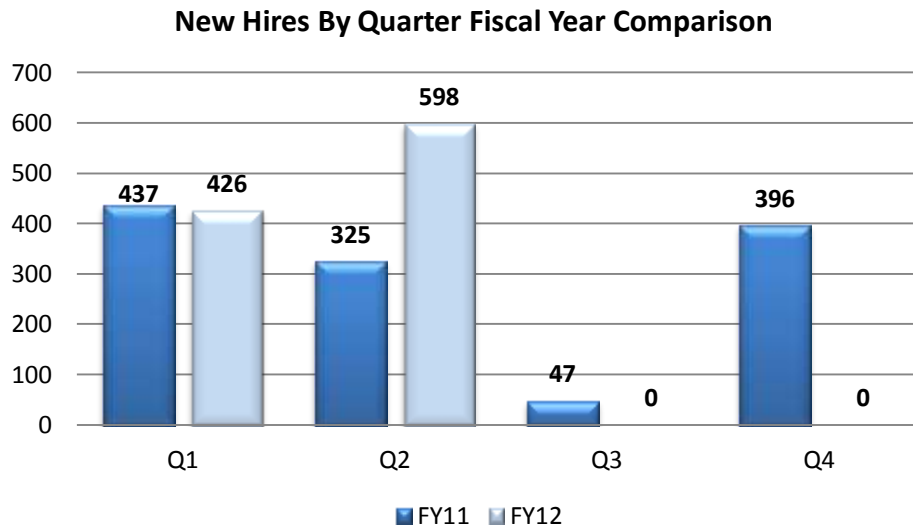
Agency	# Job Postings
Public Defender	32
Department of Environment	30
Department of Game & Fish	27
Department of Workforce Solutions	23
Department of Cultural Affairs	22
Public Education Department	19
General Services Department	15
Miners Colfax Medical Center	14
Public Regulation Commission	13
Office of the State Engineer	12
Regulation & Licensing Department	9
Workers Compensation Admin	9
Aging & Long-Term Services Department	9

## FY12 – 2<sup>nd</sup> Quarter Top 20 Advertised Job Classifications

Classification	# Job Postings
Highway Maintenance Worker	94
Social & Community Service Coordinator	86
Staff Manager	39
Lawyer	33
Court, Municipal & License Clerk	31
Registered Nurse	29
Probation Parole Officer	28
Correctional Officer & Jailer	27
Administrative Operations Manager II	26
Accountant & Auditor	26
Psychiatric Technician	25
General Manager I	24
Financial Specialist, All Other	23
Management Analyst	23
Business Operations Specialist	22
Family Assistance Analyst	20
It Applications Developer	20
Office Clerks, General	20
Line Manager	20
Environmental Scientist & Specialist	18

# Classified Service New Hires

## FY12 – 2<sup>nd</sup> Quarter New Hires

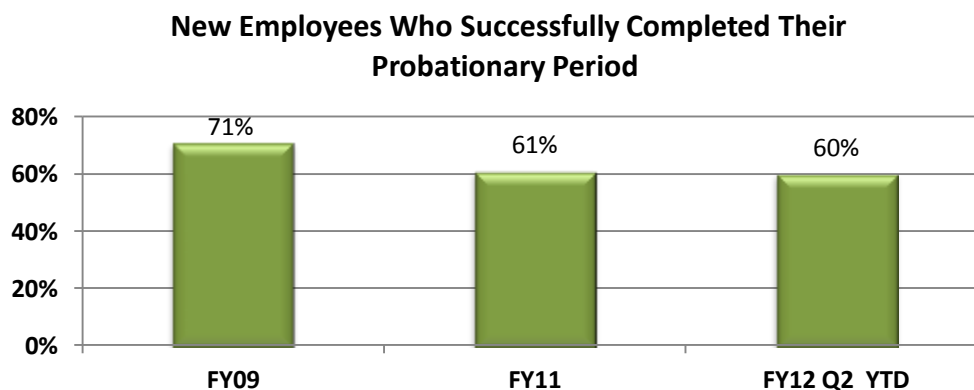


*NOTE: Hires represent all non-promotional hires into state government. (Excluded are all internal)*

## 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.

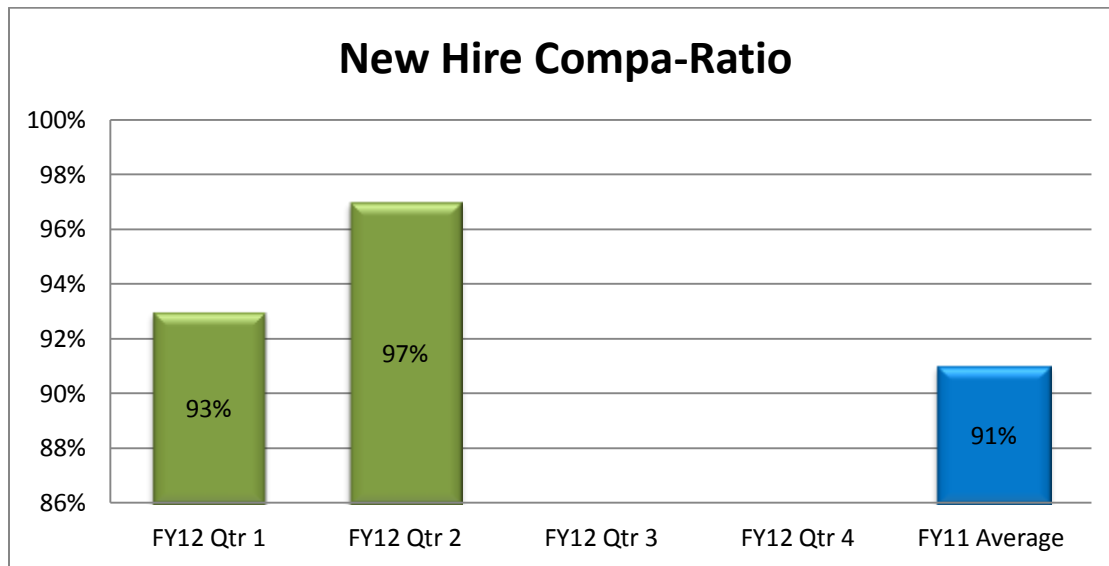
In first quarter of FY12 minimum qualifications were reinstated to all job classifications. This was done as preliminary analysis indicated that the high turnover of new hires was directly related to the lack of minimum qualifications for classifications as some new hires and their supervisors recognized 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.



*\*This number is based on New Hires in FY11 Qtr. 1-2 that completed probationary period during FY12 Qtr. 1-2*

## 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.



## FY12 – 2<sup>nd</sup> Quarter New Hire Compa-Ratio by Pay Band

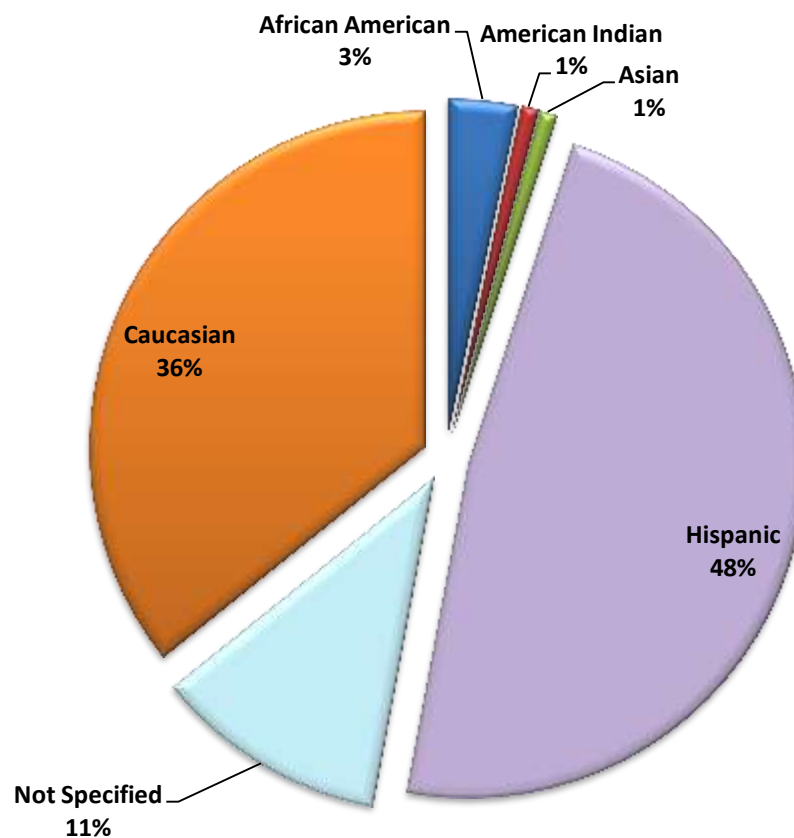
Pay Band	Average Compa-Ratio	# of Employees
25	0.88	18
30	0.96	42
35	0.91	22
40	0.95	54
45	0.94	40
50	0.84	115
55	0.90	56
60	0.83	103
65	1.03	42
70	0.98	46
75	1.04	41
80	1.09	9
85	1.06	3
90	1.00	2
95	0.95	3
96	0.88	3
97	1.25	1
<b>Average New Hire Compa-Ratio</b>	<b>0.97</b>	<b>600</b>



## New Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
American Indian	16	13	29	5%
Asian	3	2	5	1%
African American	6	13	19	3%
Hispanic	139	137	276	46%
Not Specified	39	26	65	11%
Caucasian	121	85	206	34%
<b>Grand Total</b>	<b>324</b>	<b>276</b>	<b>600</b>	<b>100%</b>
<b>% Per Gender Group</b>	<b>54%</b>	<b>46%</b>		

## FY12 – 2<sup>nd</sup> Quarter New Hire Percentage per Ethnic Group



# New Hire Separations

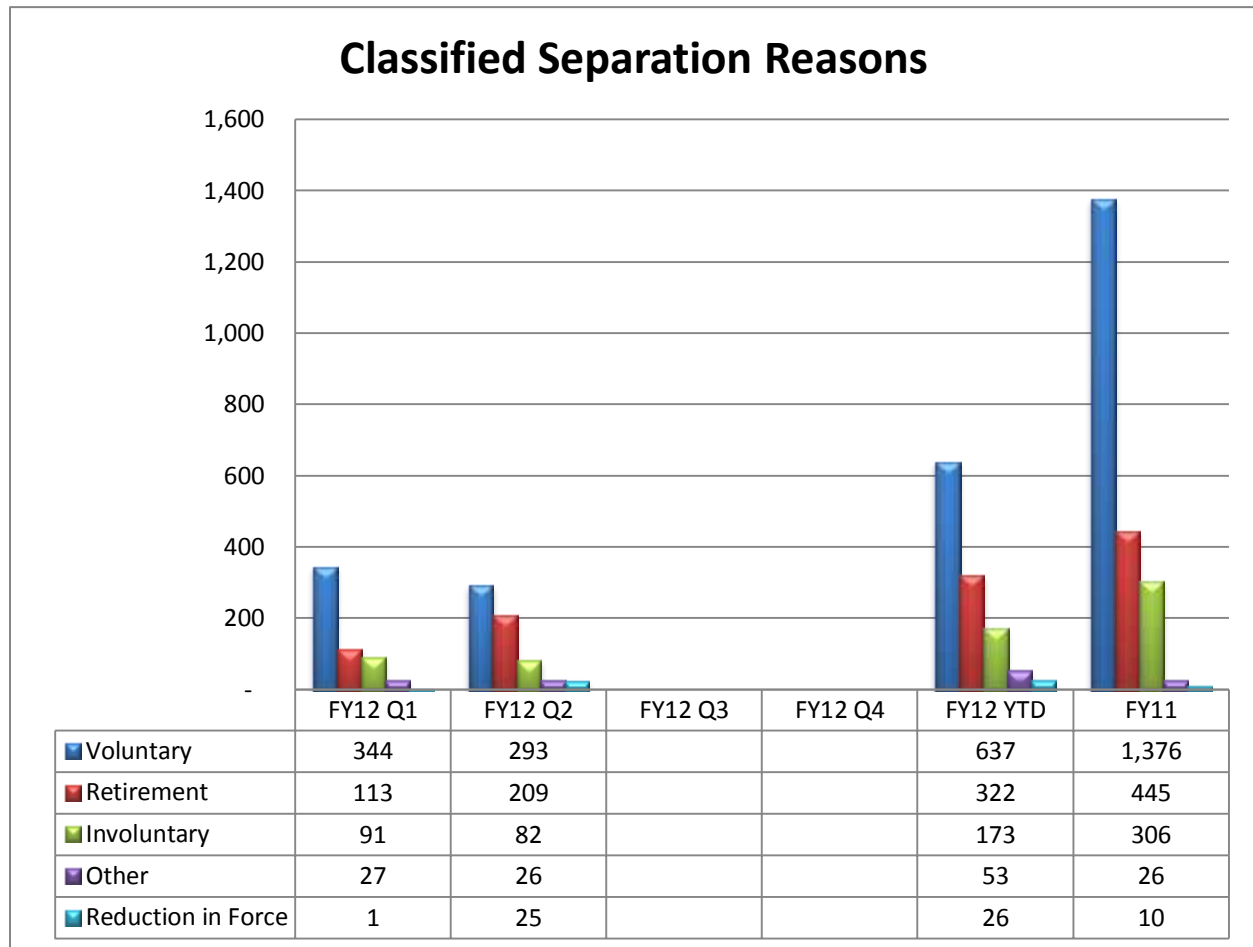
## FY12 – 2<sup>nd</sup> Quarter New Hire Separation Reasons

Separation Reasons	# of Employees
Resignation	10
Failed Condition of Employment	5
Misconduct	5
Quit without Notice	4
Accepted New Job (Non-Comp)	2
Attendance	2
Family Reasons	2
Personal Reasons	2
Probation Period not completed	2
Accepted New Job (Competitor)	1
Resignation-Other Position	1
Violation of Rules	1
<b>Grand Total</b>	<b>37</b>

## FY12 – 2<sup>nd</sup> Quarter New Hire Separation by Agency

Agency	# of Employees
New Mexico Corrections Department	9
Children, Youth & Families Department	7
Department of Health	7
Human Services Department	4
Department of Transportation	3
Miners Colfax Medical Center	2
Public Defender	2
Aging & Long-Term Services Department	1
Department of Workforce Solutions	1
Public Regulation Commission	1
<b>Grand Total</b>	<b>37</b>

# Classified Employee Separations



## Classified Separations by Reason

Agency	# of Employees
Normal Retirement	180
Resignation	150
Personal Reasons	47
Misconduct	26
Accepted New Job (Competitor)	24
RIF - SPO Board Approved	24
Accepted New Job (Non-Competitor)	22
Attendance	16
Disability Retirement	15
Quit without Notice	15
Health Reasons	14
Vested Retirement	9
Violation of Rules	9
Relocation	8
Unsatisfactory Performance	8
Death	7

Failed Condition of Employment	7
Resignation-Other Position	7
Probation Period not completed	6
Early Retirement	5
Family Reasons	5
Discharge	4
Illness in Family	4
Return to School	4
Insubordination	3
Unforeseen Circumstances	3
Dissatisfied with Pay	2
Non Job Connected Medical	2
Other Medical	2
Dissatisfied w/Work Conditions	1
Dissatisfied with Supervision	1
End Temporary Employment	1
Leave of Absence Expiration	1
Mutual Consent	1
Position Discontinued	1
Reduction In Force	1
<b>Grand Total</b>	<b>635</b>

## Classified Separations by Agency

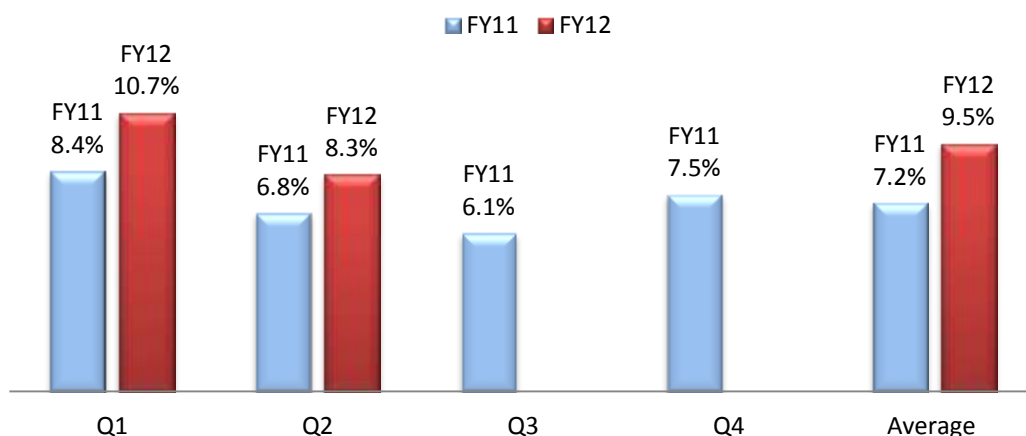
Agency	# of Employees
Department of Health	139
New Mexico Corrections Department	83
Department of Transportation	76
Children, Youth & Families Department	58
Human Services Department	33
Taxation & Revenue Department	26
Department of Workforce Solutions	19
Miners Colfax Medical Center	16
EXPO New Mexico	15
Public Defender	15
Department of Cultural Affairs	13
Department of Public Safety	13
Public Regulation Commission	13
Energy, Minerals & Natural Resources Department	12
Tourism Department	11
Department of Environment	10
General Services Department	10
Office of the State Engineer	8
Public Education Department	7
Department of Game & Fish	6

Department of Vocational Rehabilitation	6
Aging & Long-Term Services Department	5
Regulation & Licensing Department	5
State Land Office	5
Department of Finance & Administration	3
Department of Information Technology	3
Livestock Board	3
Military Affairs	3
Department of Veteran Services	2
Economic Development Department	2
State Personnel Board	2
Workers Compensation Administration	2
Commission for the Blind	1
Commission of Public Records	1
Developmental Disabilities Planning Commission	1
Educational Retirement Board	1
Gaming Control Board	1
Medical Examiners Board	1
Public Employee Retirement Association	1
State Auditor	1
State Investment Council	1
State Racing Commission	1
State Treasurer	1
<b>Grand Total</b>	<b>635</b>

## 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 2<sup>nd</sup> 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



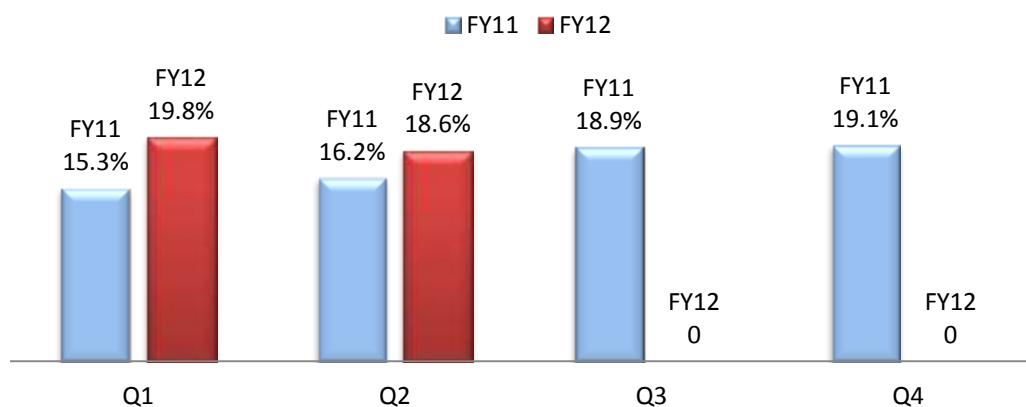
<b>Business Unit</b>	<b>Agency Name</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>FY12 Average</b>
<b>30800</b>	State Auditor	5.0%	5.0%			<b>5.0%</b>
<b>33300</b>	Taxation & Revenue Department	7.8%	8.3%			<b>8.0%</b>
<b>33700</b>	State Investment Council	0.0%	9.5%			<b>4.8%</b>
<b>34100</b>	Department of Finance & Administration	19.0%	2.3%			<b>10.6%</b>
<b>34200</b>	Public School Insurance Authority	0.0%	0.0%			<b>0.0%</b>
<b>34300</b>	Retiree Health Care Authority	0.0%	0.0%			<b>0.0%</b>
<b>35000</b>	General Services Department	4.5%	6.3%			<b>5.4%</b>
<b>35200</b>	Educational Retirement Board	4.1%	12.5%			<b>8.3%</b>
<b>35500</b>	Public Defender	9.0%	8.7%			<b>8.8%</b>
<b>36100</b>	Dept. of Information Technology	2.5%	4.4%			<b>3.5%</b>
<b>36600</b>	Public Employee Retirement Assoc.	13.1%	5.0%			<b>9.1%</b>
<b>36900</b>	Commission of Public Records	12.9%	10.3%			<b>11.6%</b>
<b>37000</b>	Secretary of State	3.7%	7.7%			<b>5.7%</b>
<b>37800</b>	State Personnel Board	16.7%	7.0%			<b>11.8%</b>
<b>39400</b>	State Treasurer	18.5%	3.6%			<b>11.1%</b>
<b>40400</b>	Architect Examiners Board	0.0%	0.0%			<b>0.0%</b>
<b>41700</b>	Border Development Authority	0.0%	0.0%			<b>0.0%</b>
<b>41800</b>	Tourism Department	10.6%	19.3%			<b>15.0%</b>
<b>41900</b>	Economic Development Department	27.8%	9.1%			<b>18.4%</b>
<b>42000</b>	Regulation & Licensing Dept.	5.1%	6.3%			<b>5.7%</b>
<b>43000</b>	Public Regulation Commission	10.6%	7.4%			<b>9.0%</b>
<b>44600</b>	Medical Examiners Board	0.0%	8.3%			<b>4.2%</b>
<b>44900</b>	Board of Nursing	7.1%	0.0%			<b>3.6%</b>
<b>46000</b>	EXPO New Mexico	9.1%	57.1%			<b>33.1%</b>
<b>46400</b>	Professional Engineers & Land Surveyors Board	16.7%	20.0%			<b>18.3%</b>
<b>46500</b>	Gaming Control Board	5.1%	2.6%			<b>3.9%</b>
<b>46900</b>	State Racing Commission	0.0%	12.5%			<b>6.3%</b>
<b>47900</b>	Veterinary Examiners Board	0.0%	0.0%			<b>0.0%</b>
<b>49500</b>	Spaceport Authority	0.0%	16.7%			<b>8.3%</b>
<b>50500</b>	Department of Cultural Affairs	5.1%	5.3%			<b>5.2%</b>
<b>50800</b>	Livestock Board	1.5%	4.3%			<b>2.9%</b>
<b>51600</b>	Department of Game & Fish	10.5%	5.7%			<b>8.1%</b>
<b>52100</b>	Energy, Minerals & Natural Resources Department	33.4%	13.1%			<b>23.3%</b>
<b>52200</b>	Youth Conservation Corps	0.0%	0.0%			<b>0.0%</b>
<b>53900</b>	State Land Office	6.8%	8.3%			<b>7.5%</b>
<b>55000</b>	Office of the State Engineer	4.8%	6.7%			<b>5.8%</b>
<b>56900</b>	Organic Commodities Commission	0.0%	0.0%			<b>0.0%</b>
<b>60100</b>	Commission on the Status of Women	0.0%	0.0%			<b>0.0%</b>
<b>60300</b>	Dept. of African American Affairs	33.3%	0.0%			<b>16.7%</b>
<b>60400</b>	Com for Deaf/Hard of Hearing	9.1%	0.0%			<b>4.5%</b>
<b>60600</b>	Commission for the Blind	1.8%	3.6%			<b>2.7%</b>
<b>60900</b>	Department of Indian Affairs	50.0%	8.1%			<b>29.1%</b>
<b>62400</b>	Aging & Long-Term Services Department	7.0%	6.2%			<b>6.6%</b>
<b>63000</b>	Human Services Department	12.2%	7.0%			<b>9.6%</b>
<b>63100</b>	Dept. of Workforce Solutions	9.8%	11.1%			<b>10.5%</b>

Business Unit	Agency Name	Q1	Q2	Q3	Q4	FY12 Average
63200	Workers Compensation Admin	5.0%	6.9%			5.9%
64400	Dept. of Vocational Rehabilitation	4.7%	3.9%			4.3%
64500	Governor's Comm. on Disability	0.0%	0.0%			0.0%
64700	Development Disabilities Planning Commission	6.7%	7.1%			6.9%
66200	Miners Colfax Medical Center	18.2%	22.2%			20.2%
66500	Department of Health	9.1%	8.3%			8.7%
66700	Department of Environment	5.5%	5.4%			5.5%
66800	Office of Natural Resource Trustee	0.0%	0.0%			0.0%
66900	Health Policy Commission	0.0%	0.0%			0.0%
67000	Department of Veteran Services	3.0%	6.5%			4.8%
69000	Children, Youth & Families Department	7.9%	6.8%			7.4%
70500	Military Affairs	6.5%	6.6%			6.5%
76000	Adult Parole Board	25.0%	20.0%			22.5%
77000	New Mexico Corrections Department	20.6%	11.0%			15.8%
78000	Crime Victims Reparation Commission	0.0%	5.6%			2.8%
79000	Department of Public Safety	4.2%	5.7%			5.0%
79500	Homeland Security & Emergency Management	10.0%	6.0%			8.0%
80500	Department of Transportation	7.7%	7.0%			7.3%
92400	Public Education Department	37.6%	11.4%			24.5%
95000	NM Higher Education Department	21.2%	14.7%			18.0%
<b>FY12 Classified Statewide Turnover Rate</b>		<b>10.7%</b>	<b>8.3%</b>			<b>9.5%</b>

## 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



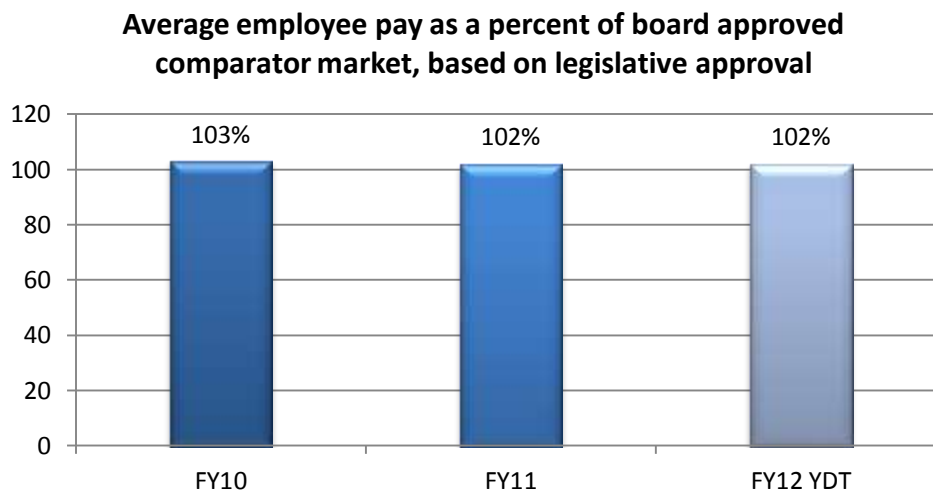
## Quarterly Vacancy Rates for the 20 Key Agencies

Business Unit	Agency	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
21800	Administrative Office of the Courts	9.2%	7.4%		
23200	2nd Judicial District Court	8.2%	4.9%		
24400	Bernalillo Metropolitan Court	12.0%	10.1%		
33300	Taxation & Revenue Department	30.4%	21.3%		
35000	General Services Department	25.4%	27.3%		
35500	Public Defender	19.3%	20.0%		
42000	Regulation & Licensing Department	21.2%	19.5%		
50500	Department of Cultural Affairs	17.3%	17.0%		
52100	Energy, Minerals & Natural Res. Dept.	34.2%	24.5%		
55000	Office of the State Engineer	21.4%	21.9%		
63000	Human Services Department	22.1%	15.5%		
63100	Department of Workforce Solutions	20.0%	10.0%		
64400	Department of Vocational Rehabilitation	23.0%	23.7%		
66500	Department of Health	19.1%	18.2%		
66700	Department of Environment	20.1%	18.6%		
69000	Children, Youth & Families Department	17.4%	15.3%		
77000	New Mexico Corrections Department	24.6%	22.2%		
79000	Department of Public Safety	19.4%	18.8%		
80500	Department of Transportation	19.8%	19.6%		
92400	Public Education Department	33.3%	36.9%		
<b>State Wide Vacancy Rate</b>		<b>19.8%</b>	<b>18.6%</b>		

## Compensation Design & Analysis

### Average Compa-Ratio

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





# 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 employees at state agencies. A total of 156 state employees were trained in the second 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 was done at the SPO office but the Training Bureau has delivered the training at other agencies within Santa Fe, upon request. There were 71 managers/supervisors from various agencies that completed MEP Training during the second Quarter. Other **Specialized courses** that took place during the second quarter include:

- **Employee Evaluations for Employees:** State Treasurer's Office (29 staff)
- **Customer Service Course:** Public Regulation Commission for (10 staff)
- **Professional Writing Course:** Public Regulation Commission for (6 staff)
- **MEP Training:** Public Regulation Commission (16 managers/supervisors)

Courses on Investigation and Progressive Discipline are nearing completion. These two courses will be offered by the SPO Training Bureau to managers and supervisors.

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.

The Training Bureau, in the second quarter of FY 12, established five volunteer committees to develop the content for five new on-line courses. The courses were identified by the Training Governance Council. They are Managing Employee Performance, New Employee Orientation, Workplace Violence Prevention, Sexual Harassment Prevention and Civil Rights.

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.

Adjudication statistics for the calendar year 2011 (which is how cases are docketed) reveal the following information:

- Total Filings – 150 (record number; up 3 from 2010)
- Arbitration Filings – 22 (down 8 from 2010)
- Top 3 agencies by filing numbers:
  - NMCD employee filings – 46 (approximately 30% of total filings)
  - DOH employee filings – 36 (approximately 24% of total filings)
  - CYFD employee filings – 18 (approximately 12% of total filings)
- Appeals of Suspensions: 74 (approximately 49% of total filings)
- Appeals of Dismissals: 66 (approximately 44% of total filings)
- Appeals of Demotions: 7 (approximately 5% of total filings)
- Other (Separation, etc.): 3 (approximately 2% of total filings)

The parties to 13 of the appeals in calendar year 2011 requested ADR and were assigned a settlement facilitator. Six of the appeals were resolved using ADR. A cost benefit analysis reveals the state of New Mexico realized a costs savings/productivity gain of approximately \$34,600 through the use of ADR.

## 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 37 grievances were filed during this quarter, 34 by American Federation of State, County and Municipal Employees (AFSCME) and 3 by Communications Workers of America (CWA). Out of the total filed, 5 were settled, 1 was withdrawn by the union, 9 timed out and the remaining 22 are continuing through the grievance process. There were 3 Prohibited Practice Complaints filed, 1 by AFSCME, 1 by CWA and 1 by AFT. There were 10 disciplinary appeals before an arbitrator invoked by the employee and/or represented by AFSCME during the 2nd quarter.

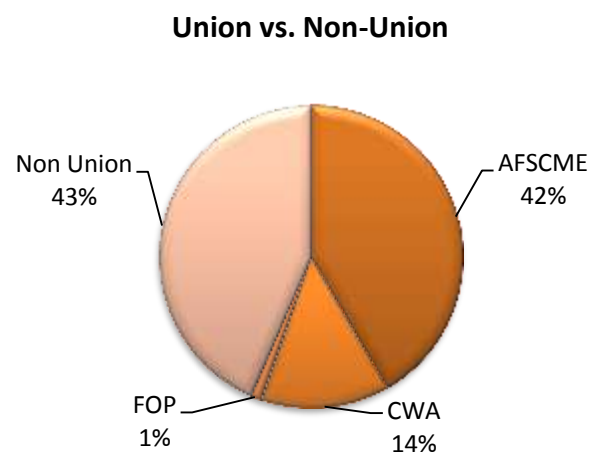
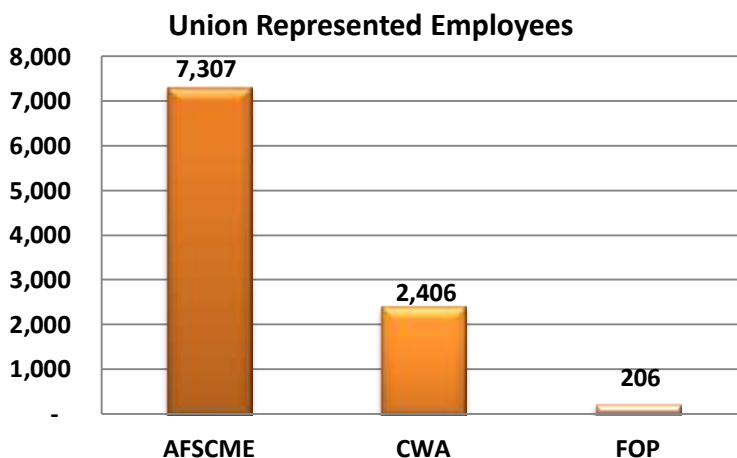
The LRB continues to support state supervisors and managers through a variety of training options. This quarter the LRB conducted 2 *Living in a Union Environment* trainings. A total of 43 managers and supervisors attended these classes in Santa Fe.

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. This process involves negotiating over hours, wages and working conditions that affect over 10,000 state employees.

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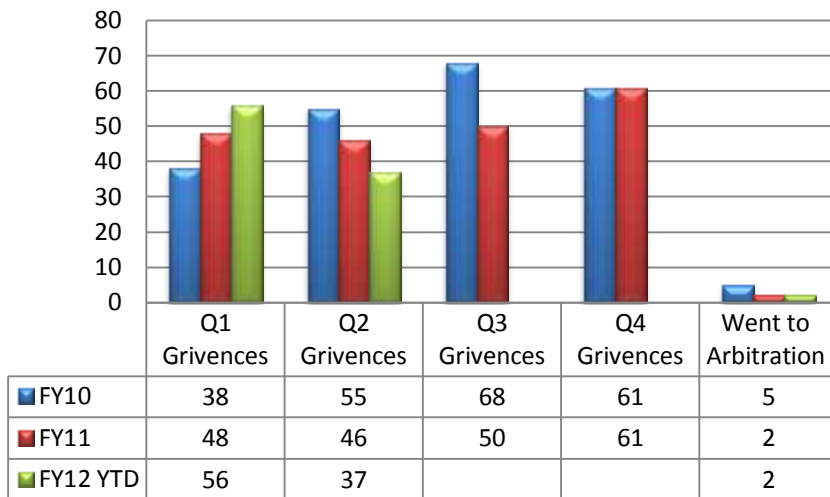
### Union Represented vs. Non-Union

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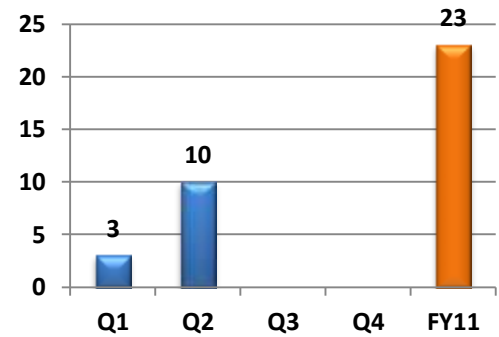


## Labor Relations Bureau Performance Measures

### Union Grievances resolved prior to formal arbitration

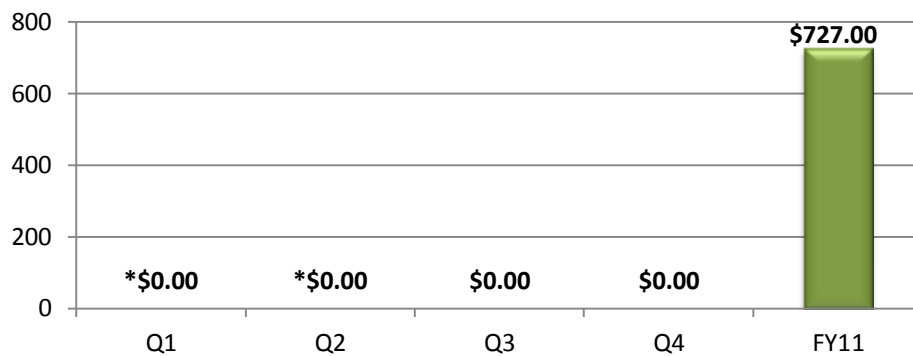


### Number of disciplinary actions (union covered) positions appealing to arbitration rather than to SPB



## Cost Paid by State for Arbitration

### Average cost paid by state for arbitration



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