



# New Mexico State Personnel Office

## FY13 2nd 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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# 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 in serving the citizens of New Mexico. SPO issues a quarterly report, as required by the Accountability in Government Act (AGA), to address HR metrics established within the General Appropriations Act (GAA). Additionally, SPO has designed this report to also identify other metrics that will enhance the ability to evaluate HR issues impacting management within state government. These metrics are requisite for all stakeholders in the development of action plans focusing on these issues. These metrics are critically important in addressing the myriad of challenges currently impacting the State's ability to recruit and retain qualified employees.

SPO is required, and expected, to conduct and lead workforce planning and policy development within state government on state human resource issues. SPO's mission is to provide an objective review of these issues and to guide and add value to the delivery of human resource programs throughout state government while working in partnership with the State Personnel Board and state agencies. To accomplish this mission, SPO endeavors to:

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

Throughout this past year addressing inadequate and obsolete recruitment tools within state government is a prime example of this joint governance effort. Working with all parties, has reestablished:

- Systematic review of all job classifications resulting in reestablishing minimum qualification standards for all job classifications;
- Implemented an automated job applicant system; and
- began to conduct a review and modification of the compensation system utilized by the state

These changes meet SPO's statutory requirement to ensure the most qualified applicants are being referred for selection. The automated process has resulted in a 43% increase in applications. In FY13-14 SPO is planning to begin the re-initiation of testing requirements of applicants for classified positions. These changes are resulting in a noticed improvement in hiring a qualified applicant pool, thus ensuring compliance with statutory requirements

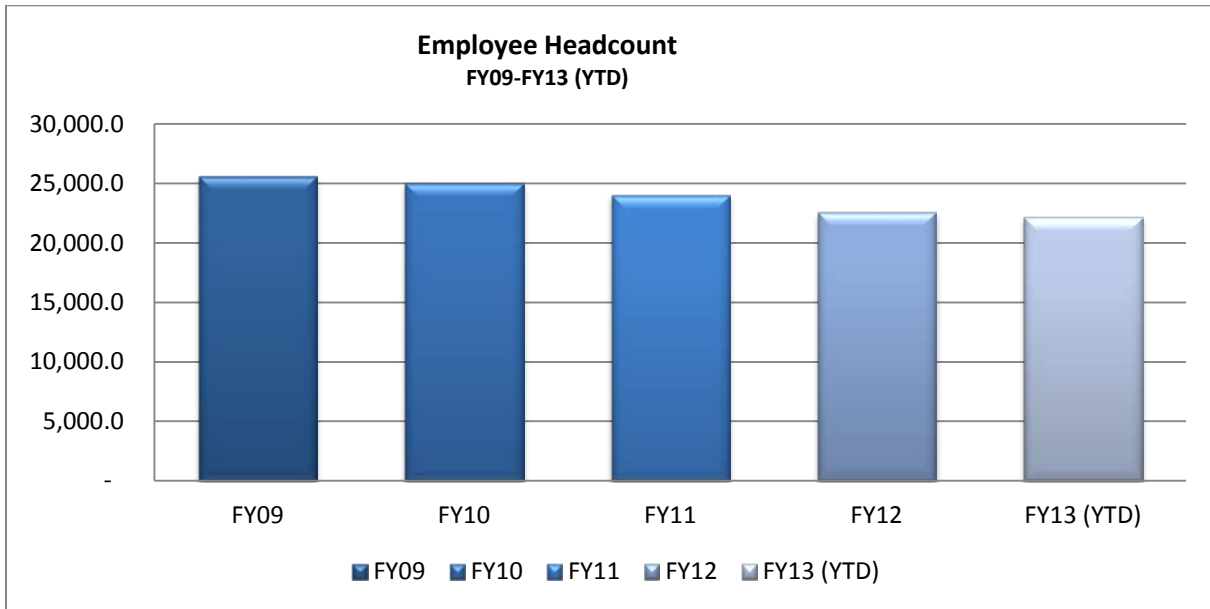
The myriad of compensation issues facing the state requires the development of data in determining a cogent path to follow in development of a corrective action plan in concert with the Legislature.

Sincerely,

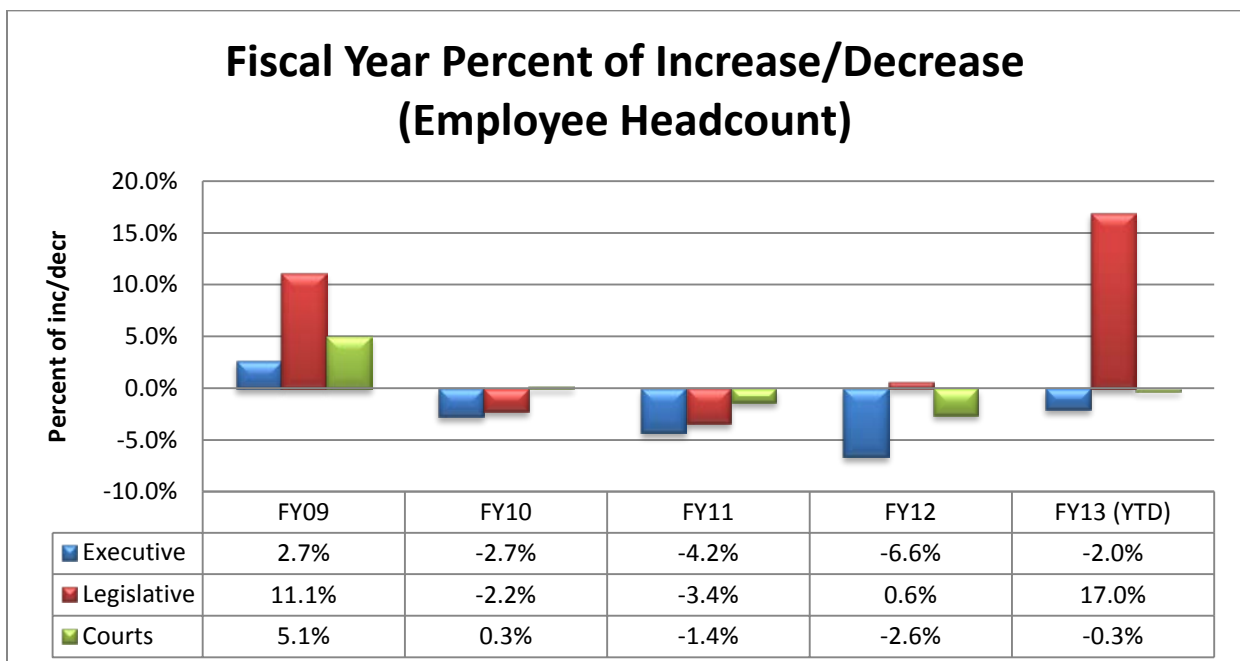
Eugene J. Moser  
Director

# Workforce Overview

A review of the state's workforce trends identifies areas requiring further analysis in addition to providing insight into the state's ability to attract and retain a competent workforce. The state's workforce demographics show a significant change since FY09. This is largely due to attrition, budgetary limitations, and the state's need to fill all positions.

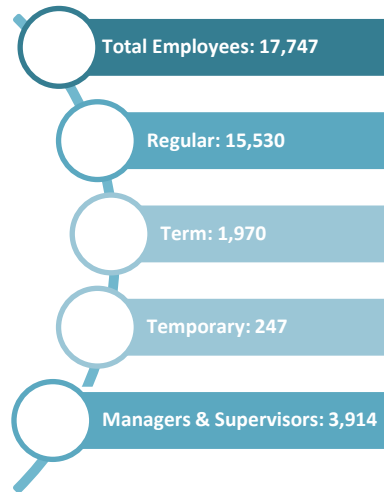


Through the second quarter of FY13, State employee levels since FY09 have significantly decreased significantly. As shown in the Employee Headcount graph above, this reduction has been incremental each FY without major layoffs occurring. This is largely due to employee attrition through retirements or resignations and departments not filling the vacant positions.



## Classified Service at a Glance (as of December 31, 2012)

Workforce Data	
Union Represented Employees	56.4%
Minority	65.0%
Female	54.4%
Male	45.6%

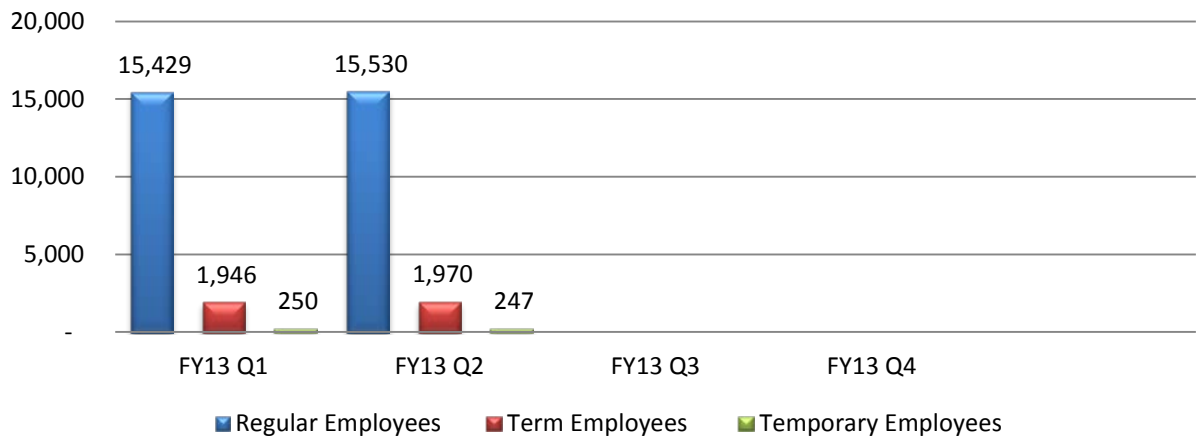


### TOTAL COMPENSATION AS OF

December 31, 2012

- AVERAGE BASE SALARY **\$41,808**
- AVERAGE BENEFIT **\$28,090**
- AVERAGE TOTAL COMPENSATION **\$69,898**
- AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO **100%**

## Classified Employees Workforce

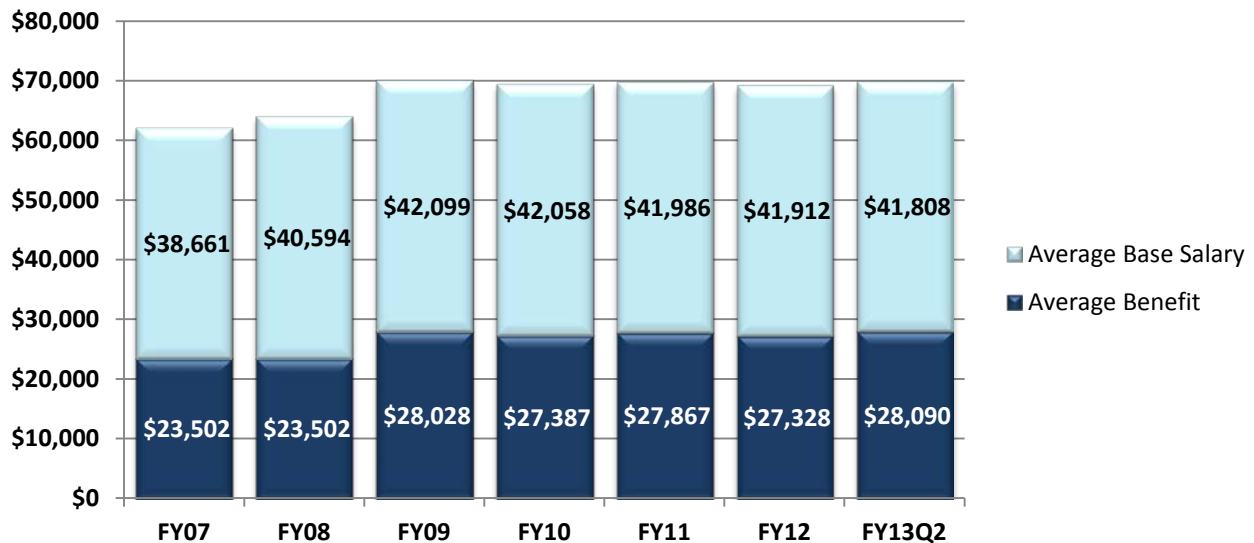


## Total Compensation

Total compensation is a combination of an employee's average base salary and benefit expenditures provided by the state for the employee. Benefit expenditures consist of retirement, health and other insurances, FICA, and leave (annual, sick, etc.). Average benefit costs rose at the beginning of FY13 due to legislative changes to employee retirement contributions and Retiree Health Care insurance.

Concern continues regarding the impact of benefit expenditures upon total compensation levels. Average benefits account for 39.5% of each employee's total compensation package. Since FY07 base pay increased by 8.2% while the average cost of benefits rose by 19.2%. In FY09 the bulk of this increase was due to base compensation which rose 8.8 percent while benefit costs rose 19.2%. Since FY09 average base compensation as part of total compensation has decreased 0.6%, and average base benefits has increased by 0.3%. It must be noted that anticipated increases to health care insurance rates will have a significant impact on average benefit costs as a percentage of total compensation.

## Total Classified Compensation



## Multiple Components of Pay (MCOP)

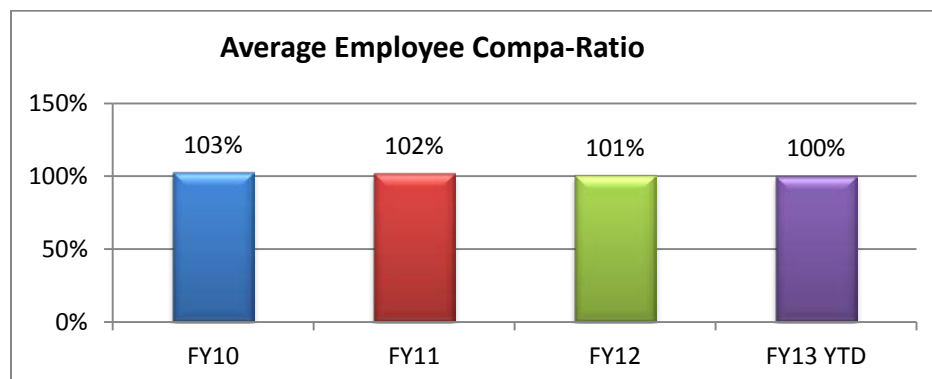
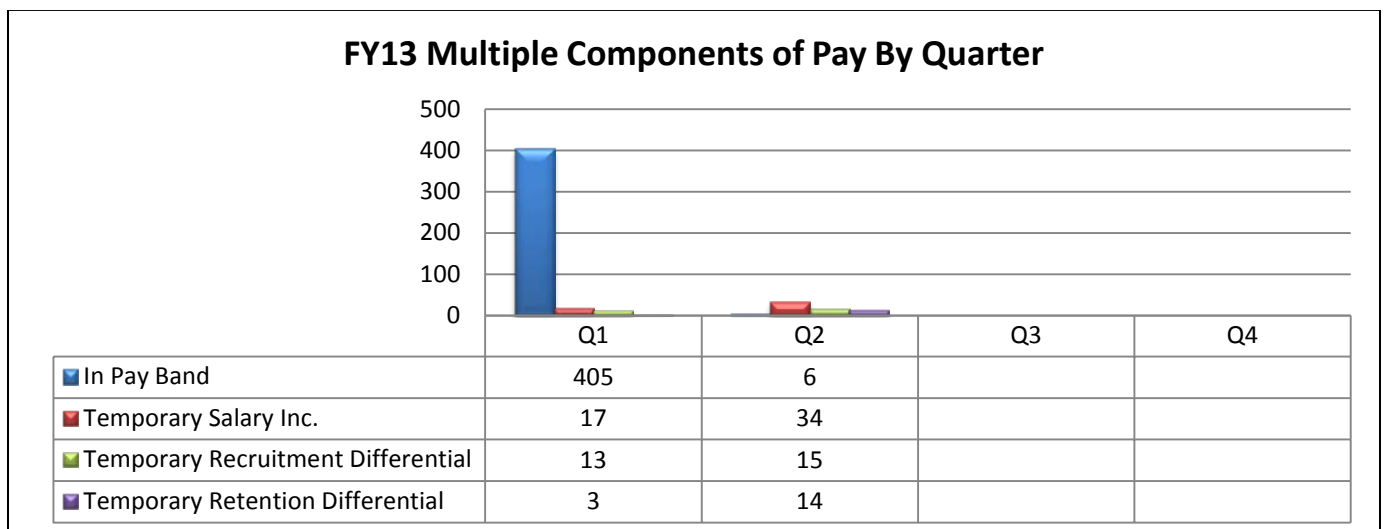
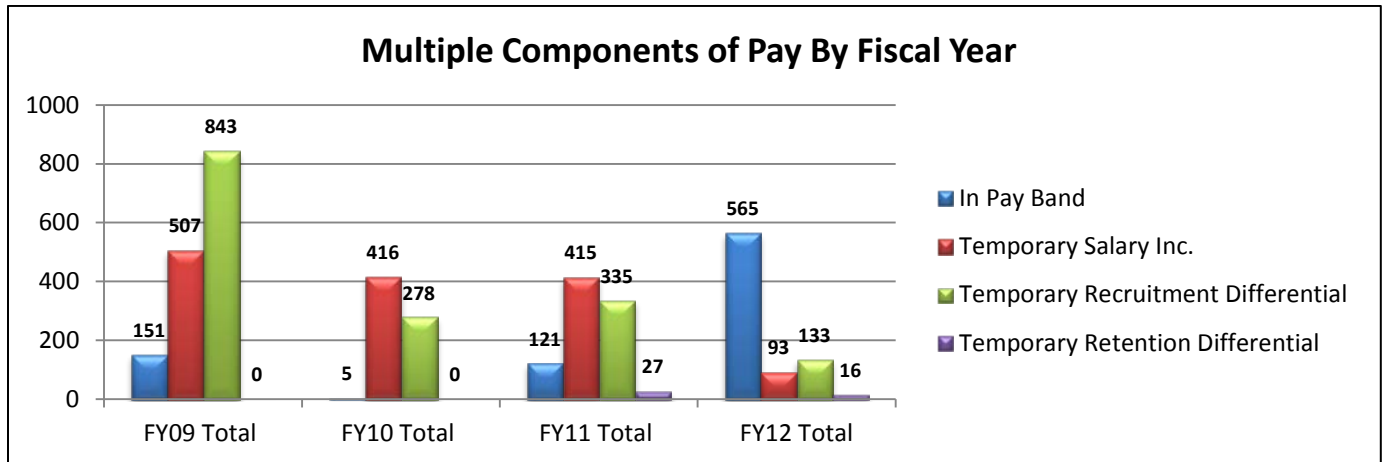
State Personnel Board (SPB) Rules provide various pay mechanisms designed to enhance recruitment and retention efforts to attract and retain a qualified workforce. The following represent the various mechanisms established by the SPB Rules that may be authorized by SPO:

- **Temporary Recruitment Differentials (TREC)** for positions documented as being critical to the business needs of an agency and to address problems for agencies who have demonstrated recruitment difficulty.
- **Temporary Retention Differentials (TRET)** for positions critical to retain an employee to maintain the business needs of an agency that would otherwise be disrupted if an employee left the position.
- **Temporary Salary Increases (TSI)** when an employee temporarily accepts and consistently performs additional duties characteristic of a job requiring greater responsibility and accountability making it a higher valued job. A TSI is a short-term salary measure that may be used until the conditions of the additional duties and responsibilities cease to exist and may not be extended beyond a one-year period.
- **In-Pay Band Salary Adjustments (IPB's)** a base compensation increase up to 10% 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 IPB's to ensure current and future agency budget availability.

MCOPs represent short-term resolutions of compensation issues and were not designed to be permanent increases to an employee's base salary. As pointed out in FY12, many of these MCOPS were used as a permanent resolution to maintain a qualified workforce due to the lack of pay increases over a three year period despite SPB Rules prohibiting such practice. Withdrawal of these increases to comply with rule limitations was not being enforced. To address this issue and to bring into compliance with SPB rules, agencies were assisted by SPO in re-examining these increases; and many, if not all, resulted in these positions being reclassified to not impact employee pay.

It must be noted that between FY09 and FY11 SPO was not permitted to review and when necessary reclassify positions or address compensation levels of positions. However, temporary increases were allowed to occur without enforcement of

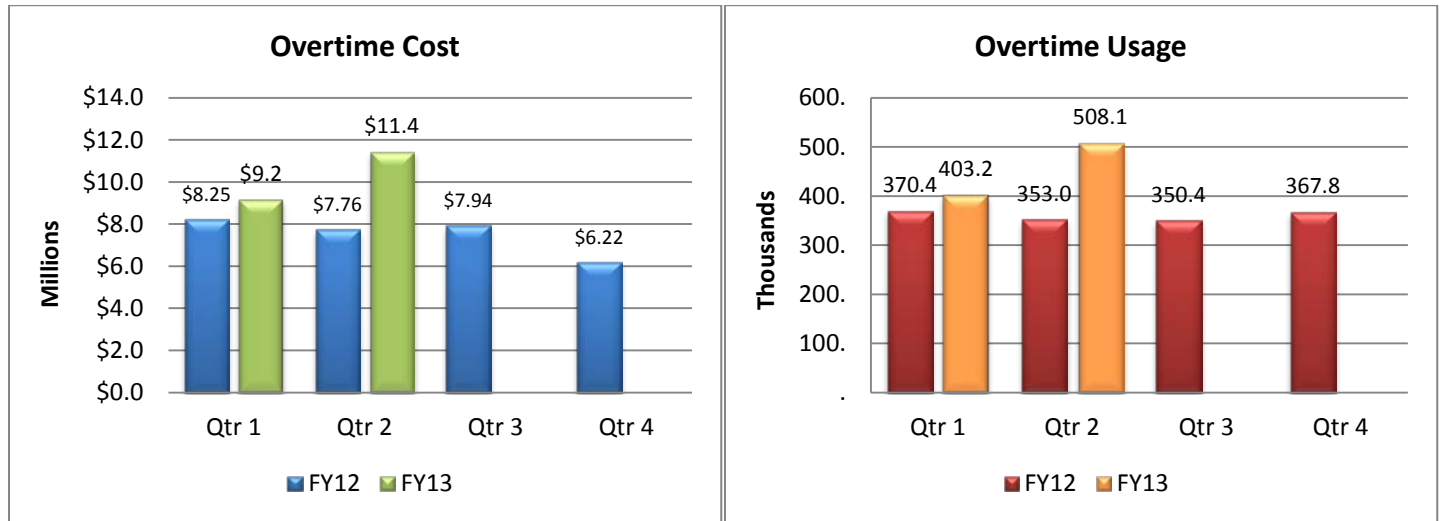
the SPB rules that required termination of these increases within a specified time frame. As noted in the following graph, these implemented changes resulted in a significant reduction of temporary and improper usage of IPBs to correct compensation and classification management issues not being addressed in the prior administration.



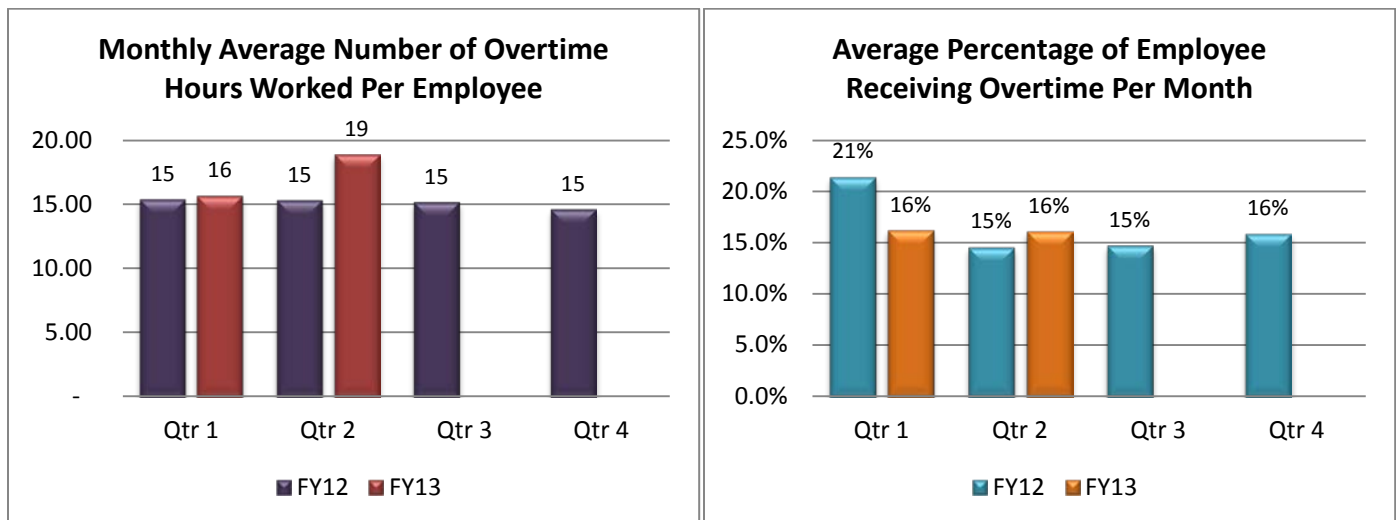


## Overtime

Overtime costs and usage in the 2nd quarter of FY13 increased sharply over the same period in FY12 by 50%. Overtime costs reflected here are inclusive of both straight time and time and one half. In analyzing this increase it is noted that in some cases non-eligible employees are receiving overtime compensation and that restrictions within union contracts restrict assignment of less senior employees overtime to employees. These problem areas are being addressed.

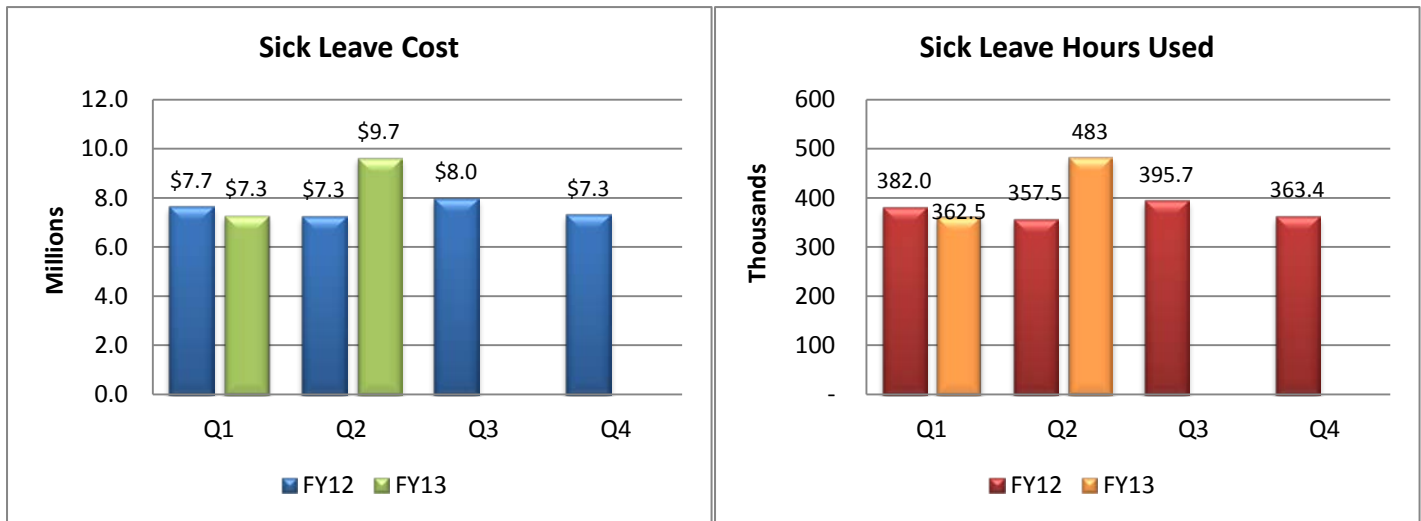


*\*Note: The above graphs account for both overtime accrual and payout at straight time and time and a half*



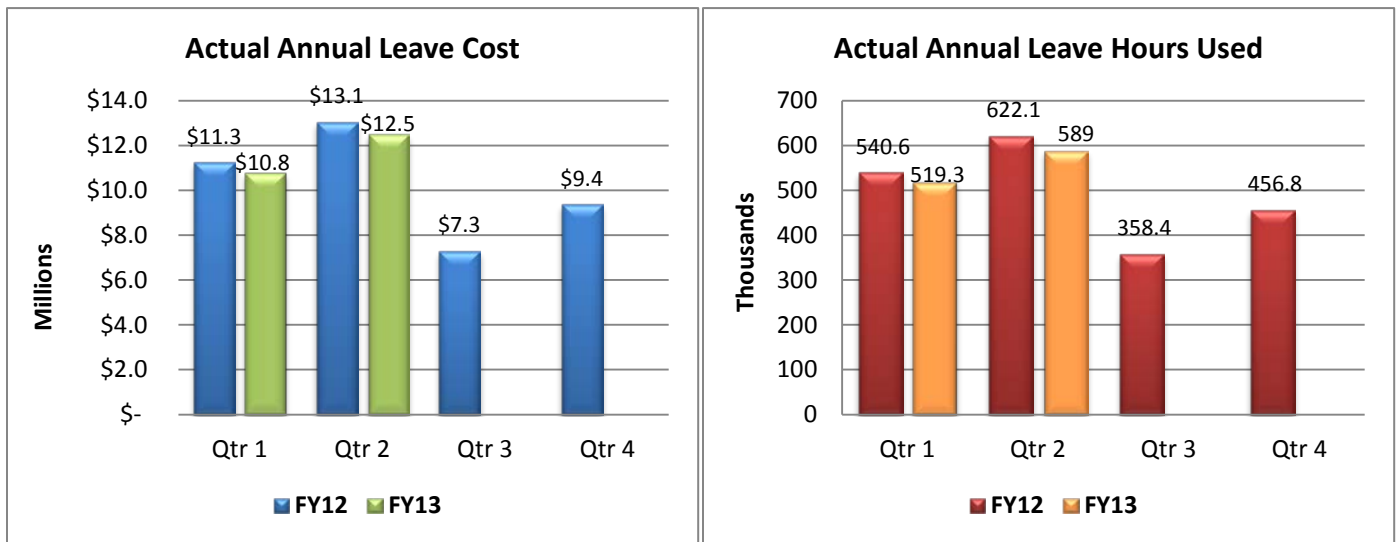
## Sick Leave

Sick leave usage through the 2<sup>nd</sup> quarter of FY13 increased over FY12. This increase is attributed to both the influenza experienced throughout the country and the increase of employees anticipating retirement and not being allowed to "cash in" on the majority of their sick leave upon retirement.



## Annual Leave

The graphs below show annual leave usage through the 2<sup>nd</sup> quarter of FY13 and its budgetary impact. The 2<sup>nd</sup> quarter of FY13 use was approximately 4.6 days per employee.



## Classified Service Recruitment Trend

SPO is responsible to not only assist applicants applying for jobs within the state's classified service, but also to ensure the most qualified applicants are referred to fill vacant positions. Beginning in the second quarter of FY12, SPO implemented a more flexible and responsive applicant tracking system through NEOGOV. Additionally, a web-based pre-employment testing system through Criteria Corporation is being evaluated to begin utilization in late FY13 or early FY14. The NEOGOV system is an applicant tracking system currently being utilized by over 17 states in addition to thousands of municipal and county governments. Issues associated with its implementation are largely due to the applicants

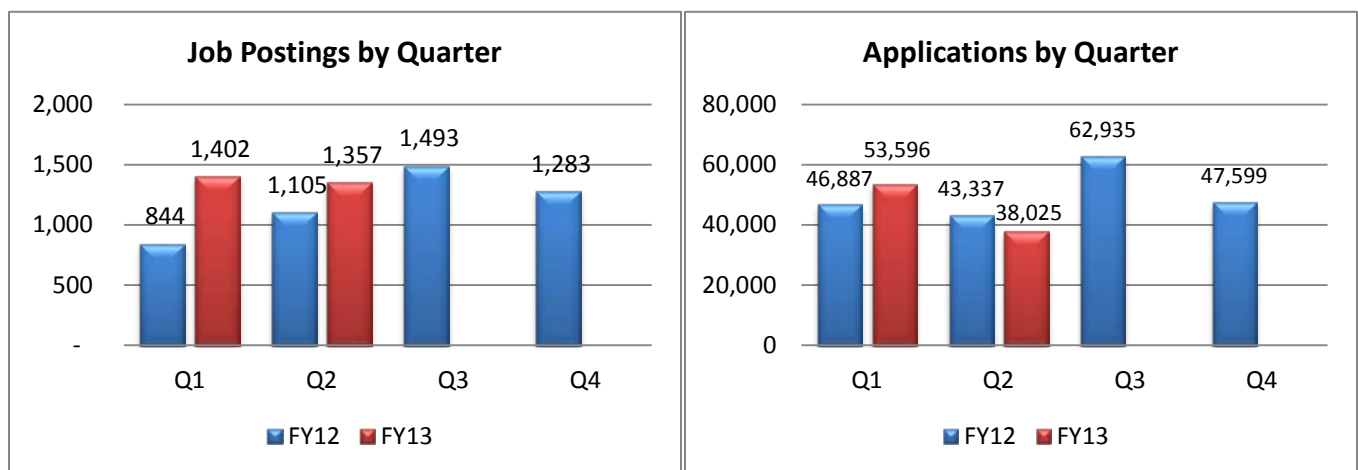
Since implementation all applicants for classified positions are now competitively ranked with testing to be initiated at the beginning of the fourth quarter of FY13. Both of these significant changes allow the State to rank qualified job applicants on certified lists submitted to recruiting managers. These changes will bring the State back into full compliance with the Personnel Act.

Additionally, it also facilitates an applicant's ability to track online their progress through the recruitment process. The applicant tracking system maintains an applicant's application in its database thus allowing the applicants the ability to apply for multiple positions without having to reenter separate applications for each position. Additionally, applicants are now able to focus job searches by geographic and department preferences allowing applicant's to quickly isolate their job search.

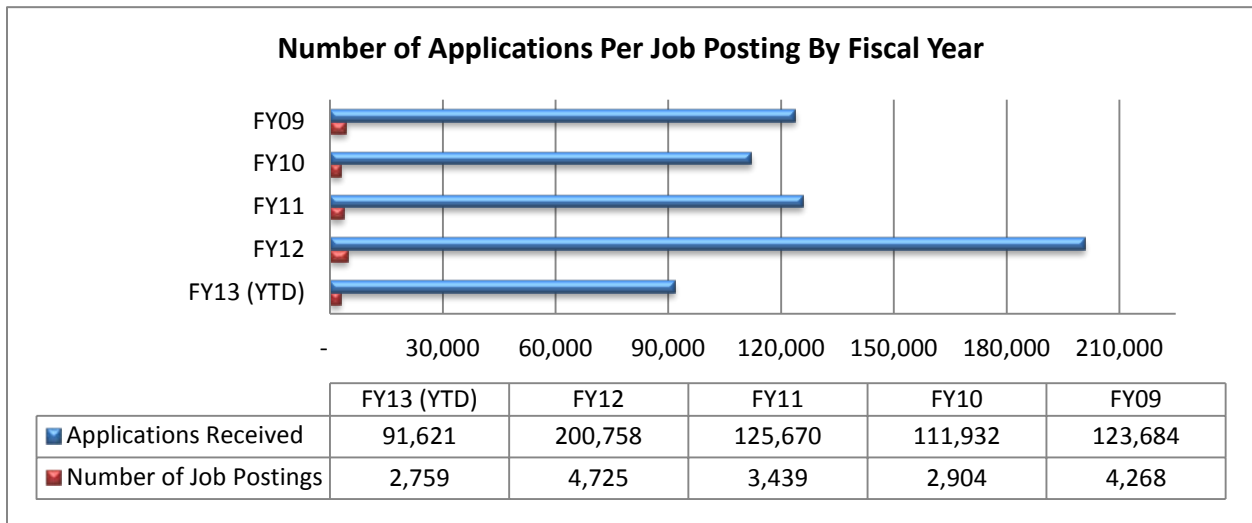
The following graphs illustrate the growth over the past year and a half in both the number of positions being advertised and the expansion of the pool of applicants for consideration. This is a result of the utilization of a more facile and on-line application process (NEOGOV). This activity could not have been addressed without having an on-line recruitment tool:

- The number of days to fill a position has increased due to the dramatic increase in applications being processed, and screened, in addition to the number of positions being advertised.
- The SPO recruitment staff processing applications did not increase. This required, sooner rather than planned, utilization of agency HR staff in the assessment, scoring and ranking applicants in addition to training and expansion of auditing requirements.
- In FY12, 200,758 applications were received and processed for 4,725 jobs advertised. This illustrates the dramatic increase not only in the number of positions advertised but also the number of applications received as compared to the prior FY.
- In the 1<sup>st</sup> quarter of FY13 as agencies strived to fill budgeted positions, 1,402 classified positions were advertised as compared to 844 positions in the 1st quarter of FY12. In this same timeframe 53,596 applications were received as opposed to 46,887 for the same quarter in FY12.
- The number of hits to each department job postings demonstrates the increased exposure of vacancies and applicant interest.

## Job Postings and Applications Received by Quarter



## Number of Applications and Job Postings by Fiscal Year



## FY13 – 2<sup>nd</sup> Quarter Top 20 Advertising Agencies

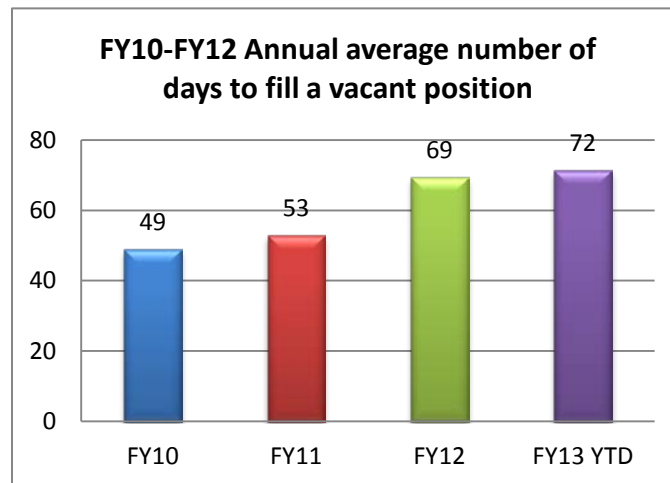
Agency	# of Job Postings	# of Hits
Children, Youth & Families Department	172	91,178
Department of Health	180	86,668
Human Services Department	148	67,718
Department of Transportation	189	56,378
Taxation & Revenue Department	89	40,606
New Mexico Corrections Department	95	33,426
Department of Game & Fish	42	30,889
Department of Environment	43	25,812
Department of Workforce Solutions	31	22,885
Public Defender	69	18,395
Public Education Department	40	17,100
Department of Information Technology	12	11,869
Department of Cultural Affairs	18	9,750
State Land Office	17	9,125
Department of Public Safety	15	9,121
Energy, Minerals & Natural Resources Department	21	8,910
Aging & Long-Term Services Department	13	8,271
Regulation & Licensing Department	12	8,118
Office of the State Engineer	17	8,015
Miners Colfax Medical Center	18	8,009

## FY13 – 2<sup>nd</sup> Quarter Highest Job Classification Activity

Classification	#of Job Postings	# of Job Posting Hits
Staff Manager	47	26,960
Administrative Operations Manager II	34	18,817
Line Manager II	28	13,860

Classification	#of Job Postings	# of Job Posting Hits
Highway Maintenance Workers-Operational	27	5,472
Court, Municipal, and License Clerks-Advanced	24	11,339
Public Defender 3	23	3,821
Office Clerks, General-Operational	21	9,209
Registered Nurses-Advanced	20	9,348
Social & Community Service Coordinator-Operational	20	13,434
Family Assistance Analyst II	19	2,244
Probation Parole Officer I	19	9,225
Management Analyst-Advanced	18	12,467
Family Assistance Analyst I	17	9,840
Highway Maintenance Workers-Advanced	16	3,702
Business Operations Specialist-Advanced	15	9,157
Social & Community Service Coordinator-Advanced	15	10,955
Correctional Officers and Jailers-Operational	15	4,302
Financial Specialist, All Other-Operational	15	6,451
General Manager I	14	11,679
Secretary, Except Legal, Medical, & Exec-Operational	13	6,488

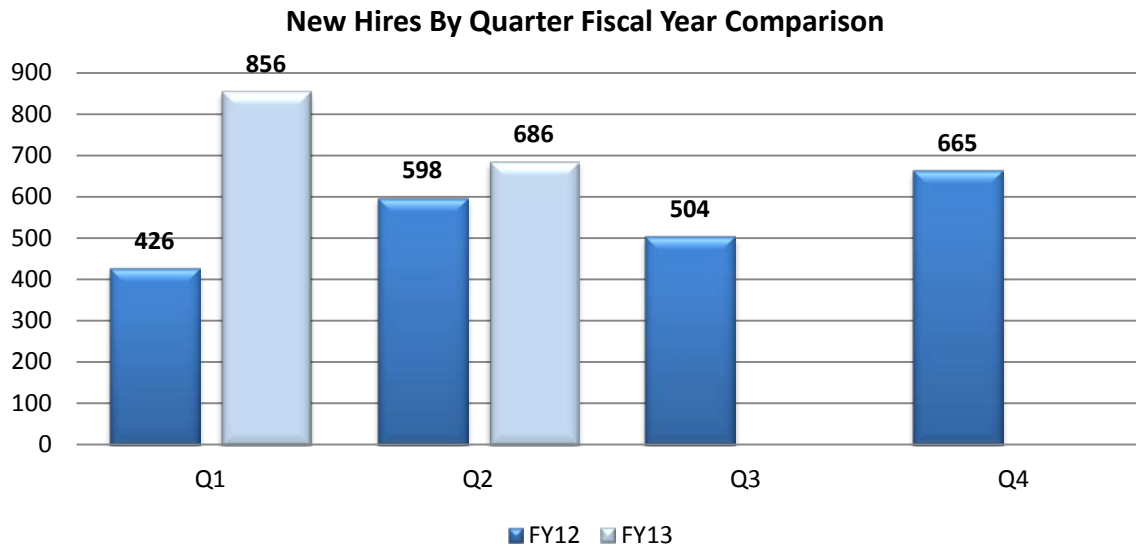
### Average Number of Days to Fill a Vacant Position



## Classified Service New Hires

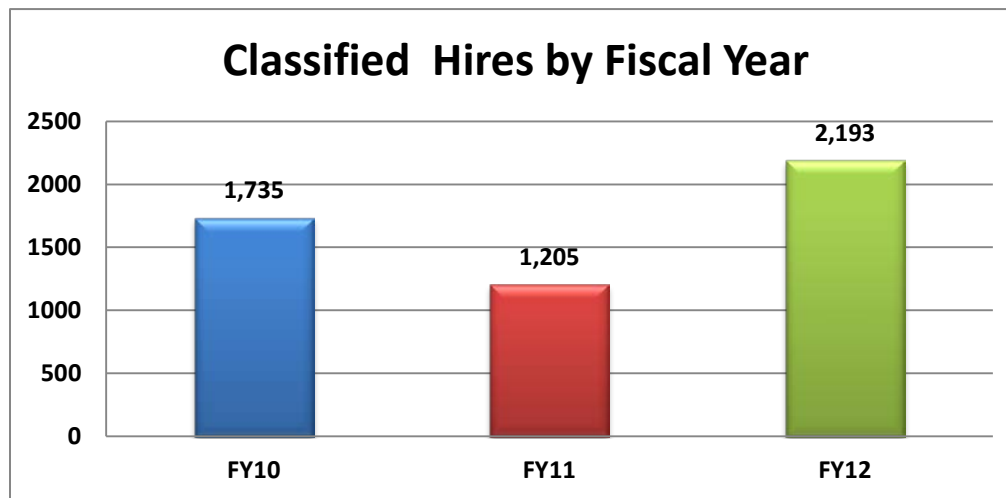
In FY12, classified service new hires, (2,193 employees) were eighty-two percent (82%) above FY11 level of 1,205 employees. This represents a significant effort to fill budgeted positions and replace departing employees. This effort continues in FY13 as new hires are one-hundred and one percent (101%) above the same period in FY12. This is attributed to department efforts in striving to fill vacant budgeted positions as Governor Martinez lifted the prior administration's ban on filling any positions including budgeted positions. This is resulting in a positive impact upon not only the delivery of services but also the improvement of employee morale throughout state government. However, compensation issues continue to impact the ability to attract and retain qualified applicants. SPO is addressing these issues through a comprehensive compensation and classification study that will develop recommendation for the State's next budget cycle.

## FY13 New Hires by Quarter



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

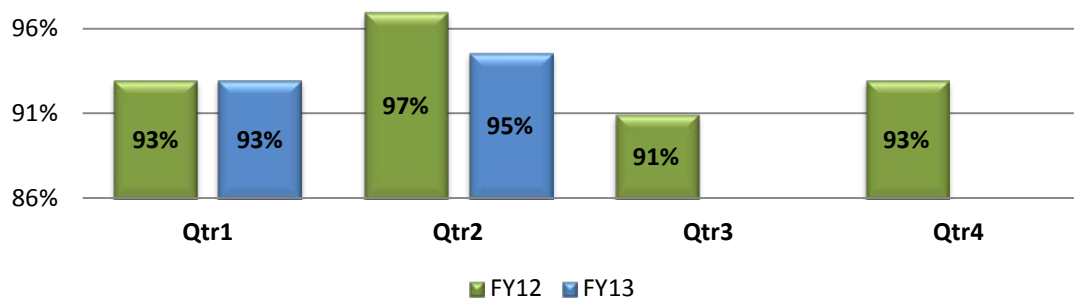
## FY13 New Hires by Fiscal Year



## New Hire Compa-Ratio

Compa-ratio for newly hired employees is well above budgeted entry salaries for vacancies appropriated by the Legislature in past fiscal years. This is a direct result of the prior administration not making adjustments to the salary plan. This has resulted in the entry levels of the salary plan lagging far behind market rates forcing departments to hire at rates closer to or in excess of range mid-points, in order to attract and compete. This failure to effectively manage the salary plan is a major contributing factor in employee turnover and difficulty in attracting well-qualified applicants. In concert with the Legislature the current appropriated compensation for vacant positions were budgeted in the current fiscal year at mid-point levels rather than obsolete entry levels as had been the practice. This is beginning a significant impact in the state's ability to attract qualified applicants.

## New Hire Compa-Ratio



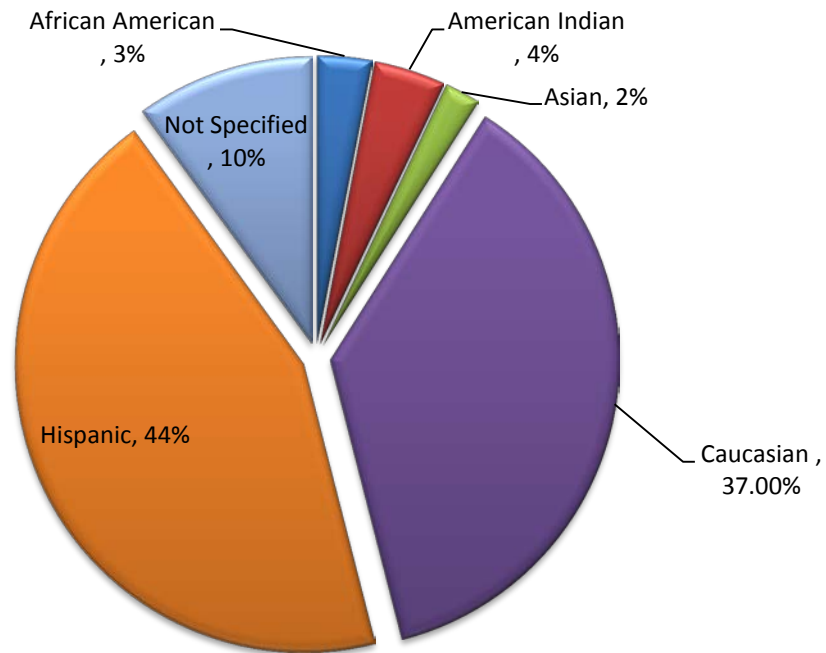
### FY13 – 2<sup>nd</sup> Quarter New Hire Compa-Ratio by Pay Band

Pay Band	Average of Compa-Ratio	# of Employees
25	0.89	20
30	0.99	46
35	0.89	24
40	1.00	32
45	0.94	64
50	0.88	148
55	0.90	56
60	0.89	75
65	1.00	51
70	1.00	55
75	1.04	57
80	1.02	24
85	1.04	21
90	1.07	7
95	0.99	2
96	0.88	2
97	1.11	2
<b>Average New Hire Compa-Ratio</b>	<b>0.95</b>	<b>686</b>

## New Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	10	8	18	3%
American Indian	19	10	29	4%
Asian	8	3	11	2%
Caucasian	131	121	252	37%
Hawaiian	0	0	0	0%
Hispanic	156	149	305	44%
Not Specified	39	32	71	10%
Grand Total	363	323	686	100%
% Per Gender Group	53%	47%		

## FY13 – 2<sup>nd</sup> Quarter New Hire Percentage By Ethnic Group





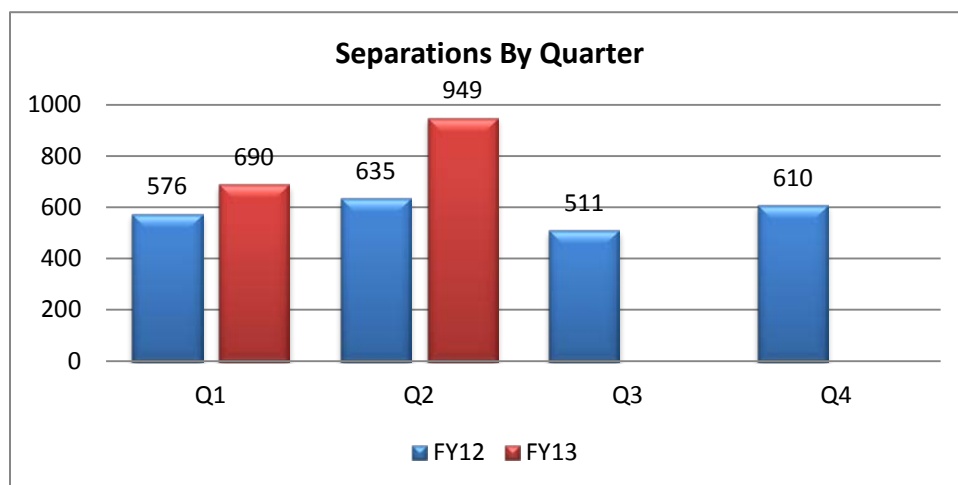
# New Hire Separations

## FY13 – 2<sup>nd</sup> Quarter New Hire Separation Reasons

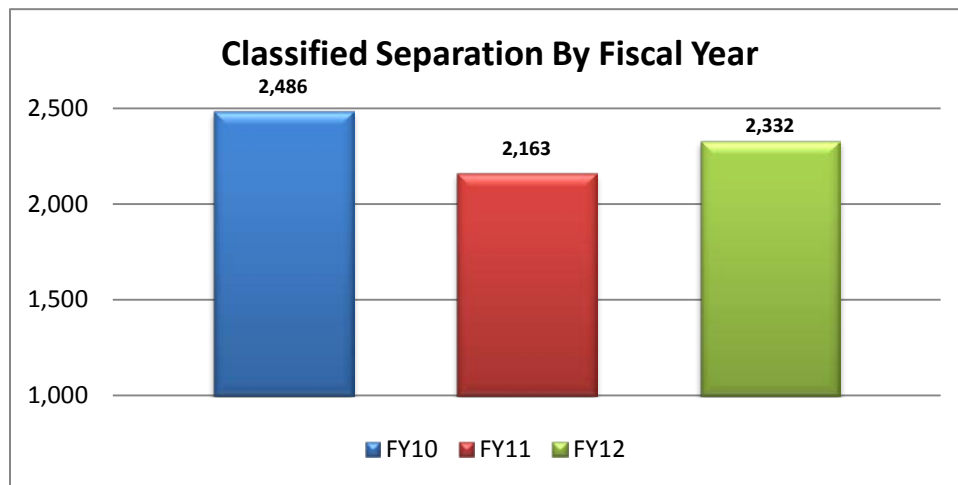
Separation Reason	# of Employee
Discharge	1
Dissatisfied w/Work Conditions	1
Failed Condition of Employment	2
Family Reasons	2
Health Reasons	2
Misconduct	3
Personal Reasons	1
Quit without Notice	5
Resignation	12
Resignation-Other Position	1
Unforeseen Circumstances	1
Unsatisfactory Performance	2
<b>Grand Total</b>	<b>33</b>

# Classified Employee Separations

## Separations by Quarter



## Separations by Fiscal Year



## FY13 Classified Separations by Reason

Reason	Q1	Q2	Q3	Q4
Accepted New Job (Competitor)	12	15		
Accepted New Job (Non-Competitor)	29	23		
Attendance	14	20		
Death	6	7		
Death with Survivors	0	1		
Disability Retirement	6	17		
Discharge	10	12		
Dissatisfied with Hours	1	1		
Dissatisfied with Type of Work	2	0		
Dissatisfied with Work Conditions	1	2		
Dissatisfied with Pay		3		
Early Retirement	3	4		
End of Appointment	3	0		
Failed Condition of Employment	9	7		
Falsified Qualifications	1	0		
Family Reasons	6	7		
Health Reasons	19	17		
Insubordination	3	11		
Leave of Absence Expiration	1	0		
Misconduct	45	59		
Mutual Consent	0	1		
Non Job Connected Medical	0	3		
Normal Retirement	114	309		
Other Medical	2	1		

Reason	Q1	Q2	Q3	Q4
Personal Reasons	65	80		
Position Discontinued	1	3		
Pregnancy	0	1		
Probation Period not completed	9	13		
Quit without Notice	8	18		
Relocation	12	11		
Reorganization	1	1		
Resignation	255	247		
Resignation-Other Position	12	14		
Return to School	7	2		
RIF - SPO Board Approved	2	1		
Unforeseen Circumstances	5	10		
Unsatisfactory Performance	12	15		
Vested Retirement	3	6		
Violation of Rules	11	7		
<b>Total</b>	<b>690</b>	<b>949</b>		

### FY13 2<sup>nd</sup> Quarter Classified Separations by Agency

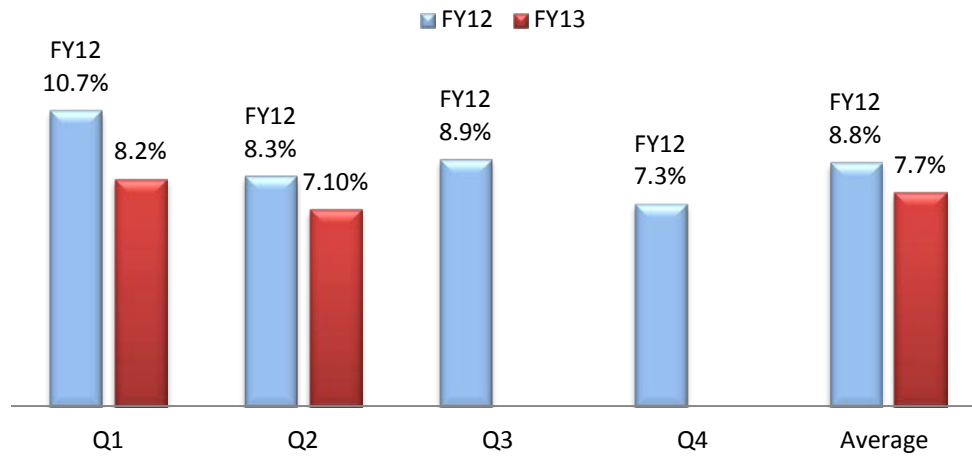
Agency	# of Employees
Department of Health	226
Children, Youth & Families Department	119
New Mexico Corrections Department	104
Department of Transportation	104
Human Services Department	85
Department of Workforce Solutions	38
Taxation & Revenue Department	31
Public Defender	26
Department of Public Safety	21
Energy, Minerals & Natural Resources Department	16
Department of Environment	14
Department of Information Technology	14
Miners Colfax Medical Center	13
Department of Cultural Affairs	13
Aging & Long-Term Services Department	12
Public Education Department	11
General Services Department	11
Public Regulation Commission	10

Agency	# of Employees
Regulation & Licensing Department	10
Department of Finance & Administration	10
State Land Office	9
Department of Vocational Rehabilitation	5
Higher Education Department	5
State Personnel Board	5
Department of Game & Fish	5
Office of the State Engineer	5
Tourism Department	4
State Treasurer	3
Medical Examiners Board	2
Commission of Public Records	2
Educational Retirement Board	2
Commission for the Blind	2
Military Affairs	2
Secretary of State	2
Gaming Control Board	2
Department of Indian Affairs	1
Economic Development Department	1
Department of Veteran Services	1
Crime Victims Reparation Commission	1
State Investment Council	1
Public Employee Retirement Association	1
<b>Grand Total</b>	<b>949</b>

## Statewide Classified Turnover Rate

The statewide classified employee turnover rate in FY13's second quarter declined to 7.1 percent as compared to FY12's second quarter rate of 8.3 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 this information has been presented on all agencies and allows for better analysis by SPO and the agencies in determining causal effects. Turnover is attributable to many factors beyond control such as retirement, transfer and promotional opportunity.

## Statewide Turnover Rate



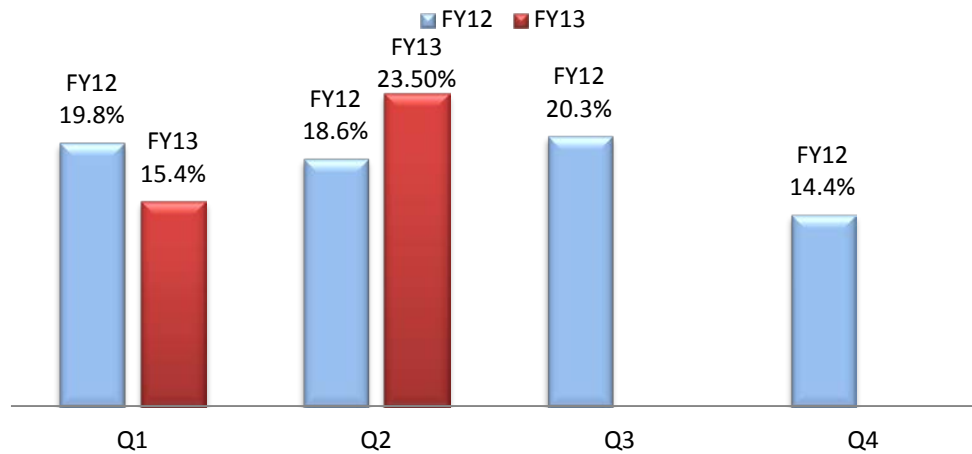
Business Unit	Agency	Q1	Q2	Q3	Q4	FY12 Average
30800	State Auditor	22.2%	0.0%			11.10%
33300	Taxation & Revenue Department	8.3%	4.4%			6.36%
33700	State Investment Council	4.5%	0.0%			2.25%
34100	Department of Finance & Administration	6.2%	13.5%			9.85%
34200	Public School Insurance Authority	0.0%	0.0%			0.00%
34300	Retiree Health Care Authority	9.5%	0.0%			4.75%
35000	General Services Department	7.4%	6.0%			6.72%
35200	Educational Retirement Board	8.3%	15.7%			11.99%
35500	Public Defender	8.0%	14.5%			11.27%
36100	Dept. of Information Technology	10.1%	8.6%			9.35%
36600	Public Employee Retirement Assoc.	3.1%	3.2%			3.14%
36900	Commission of Public Records	14.8%	3.6%			9.19%
37000	Secretary of State	0.0%	13.0%			6.52%
37800	State Personnel Board	28.9%	12.8%			20.86%
39400	State Treasurer	4.0%	16.7%			10.33%
40400	Architect Examiners Board	100.0%	0.0%			50.00%
41700	Border Development Authority	0.0%	0.0%			0.00%
41800	Tourism Department	11.5%	4.0%			7.75%
41900	Economic Development Department	3.0%	2.9%			2.93%
42000	Regulation & Licensing Dept.	3.4%	4.2%			3.79%
43000	Public Regulation Commission	8.6%	4.8%			6.72%
44600	Medical Examiners Board	0.0%	27.3%			13.64%
44900	Board of Nursing	6.7%	0.0%			3.35%
46000	EXPO New Mexico	8.0%	0.0%			4.00%
46400	Professional Engineers & Land Surveyors Board	33.3%	0.0%			16.65%
46500	Gaming Control Board	2.2%	4.5%			3.37%
46900	State Racing Commission	12.5%	22.2%			17.36%
47900	Veterinary Examiners Board	0.0%	0.0%			0.00%
49500	Spaceport Authority	0.0%	0.0%			0.00%
50500	Department of Cultural Affairs	2.3%	6.7%			4.51%

Business Unit	Agency	Q1	Q2	Q3	Q4	FY12 Average
50800	Livestock Board	5.9%	0.0%			2.95%
51600	Department of Game & Fish	7.0%	2.5%			4.76%
52100	Energy, Minerals & Natural Resources Department	30.6%	8.7%			19.66%
52200	Youth Conservation Corps	0.0%	0.0%			0.00%
53900	State Land Office	5.0%	8.7%			6.85%
55000	Office of the State Engineer	2.6%	3.3%			2.97%
60300	Dept. of African American Affairs	0.0%	0.0%			0.00%
60400	Com for Deaf/Hard of Hearing	0.0%	0.0%			0.00%
60600	Commission for the Blind	1.8%	3.7%			2.75%
60900	Department of Indian Affairs	12.5%	100.0%			56.25%
62400	Aging & Long-Term Services Department	4.8%	7.5%			6.13%
63000	Human Services Department	6.5%	6.5%			6.48%
63100	Dept. of Workforce Solutions	7.1%	7.6%			7.35%
63200	Workers Compensation Admin	3.0%	2.9%			2.94%
64400	Dept. of Vocational Rehabilitation	4.5%	4.8%			4.66%
64500	Governor's Comm. on Disability	0.0%	0.0%			0.00%
64700	Development Disabilities Planning Commission	14.3%	0.0%			7.15%
66200	Miners Colfax Medical Center	19.9%	15.5%			17.70%
66500	Department of Health	7.3%	7.0%			7.13%
66700	Department of Environment	4.2%	4.4%			4.28%
66800	Office of Natural Resource Trustee	0.0%	0.0%			0.00%
67000	Department of Veteran Services	3.2%	12.1%			7.66%
69000	Children, Youth & Families Department	7.4%	8.6%			7.98%
70500	Military Affairs	3.2%	2.1%			2.66%
76000	Adult Parole Board	0.0%	100.0%			50.00%
77000	New Mexico Corrections Department	16.7%	8.8%			12.73%
78000	Crime Victims Reparation Commission	5.9%	5.9%			5.89%
79000	Department of Public Safety	5.0%	5.6%			5.29%
79500	Homeland Security & Emergency Management	3.7%	2.0%			2.83%
80500	Department of Transportation	5.4%	7.0%			6.21%
92400	Public Education Department	10.9%	9.0%			9.97%
94900	NM Education Trust Board	0.0%	0.0%			0.00%
95000	NM Higher Education Department	25.0%	9.7%			17.34%
<b>FY12 Classified Statewide Turnover Rate</b>		<b>8.2%</b>	<b>7.1%</b>			<b>7.7%</b>

## Vacancy Rates

High vacancy rates on paper continue to appear to be high. Due to funding restrictions not all of FTEs in HB2 authorized for each agency were budgeted. However, the actual budgeted FTE are not reflected in HB2. This creates confusion and makes it not easy if not impossible to discern what actual vacancy rates exist for each agency. While it is certain that vacancies need to be filled and tracked it is difficult to ascertain what was budgeted. Currently DFA and SPO are working with LFC to correct this in FY14's budget.

## 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	7.1%	13.4%		
23200	2nd Judicial District Court	5.2%	12.8%		
24400	Bernalillo Metropolitan Court	13.3%	14.7%		
33300	Taxation & Revenue Dept.	23.4%	32.1%		
35000	General Services Dept.	29.8%	27.5%		
35500	Public Defender	13.6%	15.1%		
42000	Regulation & Licensing Dept.	20.0%	18.4%		
50500	Department of Cultural Affairs	12.1%	18.3%		
52100	Energy, Minerals & Natural Resources Department	25.2%	38.3%		
55000	Office of the State Engineer	17.3%	15.8%		
63000	Human Services Dept.	10.6%	14.0%		
63100	Dept. of Workforce Solutions	10.4%	18.5%		
64400	Dept. of Vocational Rehabilitation	25.9%	24.6%		
66500	Department of Health	18.7%	19.4%		
66700	Department of Environment	17.3%	19.4%		
69000	Children, Youth & Families Dept.	12.7%	16.4%		
77000	New Mexico Corrections Dept.	21.1%	22.5%		
79000	Department of Public Safety	15.7%	17.4%		
80500	Department of Transportation	18.9%	15.6%		
92400	Public Education Dept.	28.8%	28.6%		
Statewide Vacancy Rate		15.4%	23.5%		

## Quality Assurance Activities

In FY12, QA activities were dedicated to improving the delivery of services. This included the development of reports to provide quality and reliable data to state agencies on the status of their agency to be in compliance with the rules and Act. 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

The Training and Development Bureau (TDB) mission ‘to develop great leaders for great government in support of the agencies we serve’ continues to direct the provision of statewide guidance and oversight for centralized leadership development and organizational learning. The mission is in alignment with the State Personnel Office strategic plan and Governor Susana Martinez’s initiative to provide a statewide government learning system. The TDB overarching goal is to build a statewide agency blueprint for succession planning through a core leadership curriculum: a multi – phased approach to career – long leadership development that prepares leaders continually and sequentially for higher levels of responsibility. The Leadership Education and Development (LEAD) commitment is to develop leaders dedicated to public service through learning that measurably transforms individual and organizations.

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## Instructor – Led Core Curriculum Classes

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The TDB will expand the design and delivery of practitioner – oriented professional development statewide instructor – led and ELearning mandatory and statutory course blocks. These include Managing Employee Performance (SPO Board Rules – Subsection A of 1.7.9.9 NMAC), Cultural Competency (State – Tribal Collaboration Act Senate Bill 196), Domestic Violence, Sexual Assault and Stalking Workplace Awareness (EO 2008 – 047) Workplace Violence, and Sexual Harassment.

1. **Managing Employee Performance (MEP):** 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 curriculum uses the foundation of theory and applies it to practical problems facing the manager, their agency / department, and the State

The MEP course includes the following fundamental management development sections for public administrators who wish to learn both current management theory and useful techniques in order to improve their performance as managers in the public sector.

- Supervision and Leadership
- Transitioning to Supervisor
- Communication Tools for Supervisors
- Employee Evaluations
- Realignment Employee Performance
- Engaging Workplace Conflict
- Generational Differences in the Workplace
- Ethics in the Workplace

State employees trained in MANAGING EMPLOYEE PERFORMANCE / Q2 FY 2013: 245

2. **Cultural Competency:** Pursuant to the State-Tribal Collaboration Act (STCA), the State Personnel Office in collaboration with the Indian Affairs Department (IAD) developed a cultural competency mandatory training program to be offered to all state employees who have ongoing communication with Indian nations, tribes, or pueblos. SPO’s efforts in FY13 to communicate, collaborate, and consult with tribes as described in the Tribal Collaboration and Communication Policy is to ensure that the training developed in collaboration with IAD is consistent with the needs of tribal and state governments. SPO will offer facilitation as needed for training site locations, training announcements and certification of the number of managers and employees of each state agency who have completed the training.

State employees trained in CULTURAL COMPETENCY / Q2 FY 2013: 209

3. The TDB also delivers other fundamental management development courses to assist in meeting the objectives of state agencies. The following courses form the core curriculum of our programs.



- Team Building/Communication
- Evaluations for Employees
- Communication/Conflict
- Management/Leadership
- Managing Conflict
- Communication
- Customer Service

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## ELearning Mandatory Classes

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1. **Ethics for New Mexico State Government Employees:** Ethics Training helps state employees understand and be held accountable for the Code of Ethical Conduct issued by Governor Martinez's office, thereby increasing efficiency and efficacy of New Mexico State government. The online Ethics Training for State employees is a collaborative project with SPO Training and Development Bureau, the Training and Governance Council, and the New Mexico State University College of Business.

ETHICS is scheduled for deployment Q4 FY 2013

2. **Civil Rights:** The CR course strives to make public servants aware of the ethical standards and social responsibility necessary to act humanely and responsively in an intergovernmental system. The Civil Rights block was successfully deployed on September 21, 2012

State agencies that have deployed CIVIL RIGHTS / Q2 FY 2013: 16

3. **New Employee Orientation (NEO):** The NEO provides a broad introduction to state government for state employees who cannot attend for a face – to – face onboarding. NEO has been deployed to new hires in the State Personnel Office and is planned for statewide deployment in FY14.

4. **Sexual Harassment Prevention / Violence in the Workplace Prevention:** The training curriculum and delivery program was developed by the New Mexico Domestic Violence Leadership Commission through Executive Order 2008 – 047.

Agencies are directed to make this training available upon the hiring of new personnel and agency-wide every two years.

SPO will begin tracking state agency compliance with EXECUTIVE ORDER 2008 - 047 in Q3 FY 2013.

All eLearning courses are available through an institutional learning management system (LMS) from Blackboard. SPO Blackboard allows state employees to access course materials and conduct course activities anywhere and anytime they can access World-Wide Web. SPO's Blackboard portal required set-up of modules and tabs as well as branding the site.

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## ADDITIONAL TRAINING

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1. **SHARE HCM training:** The TDB manages the training offered to state employees who are either new or current users of the SHARE system. A Subject Matter Experts (SME) conducts the SHARE HCM training.

State employees trained in SHARE HCM / Q2 FY13: 15

2. **DISCIPLINE & ADJUDICATION training:** The TDB manages the training offered to state employees in Discipline & Adjudication. A SME conducts the Discipline & Adjudication training.

State employees trained in Discipline and Adjudication / Q2 FY13: 26

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

Registration of all training is managed by the SPO Training and Development Bureau.

3. **NMLEAD** As the world of public sector work evolves to focus on integrative and enterprise wide solutions and shared services practices, the State Personnel Office recognizes the advanced development of our experienced and new leaders / managers presents a major gap in facing the challenges ahead. The challenge is to build the guideposts along the pathway to career and organizational success – The Leadership Journey.
  - a. NMLEAD curriculum will cover the full spectrum of management, beginning with individual performance, and gradually expanding to broader organizational issues, and public policy.
  - b. Advantages which separate NMLEAD from the competition include the quality and background of educators, a comprehensive training program for the full duration of an employee’s leadership journey, and a shared sense of responsibility in the quality of training for fellow government employees.

NMLEAD Three Lines of Business: Diverse Approaches, Common Goals, and Collective Solutions

BUSINESS LINE	PURPOSE
<b>CORE</b>	<ul style="list-style-type: none"> <li>• Provide seminars for all state employees</li> <li>• Develop basic self-development knowledge and skills training</li> <li>• Prepare employees for increased responsibilities</li> <li>• Help employees achieve state agencies’ missions and performance objectives</li> <li>• Build a workforce of skilled and efficient employees</li> </ul>
<b>Enterprise Leadership and Management (ELM)</b>  <b>Executive Leadership Experience (ELE)</b>	<ul style="list-style-type: none"> <li>• Provide seminars for new leaders, middle managers and more experienced leaders</li> <li>• Develop knowledge and skills needed to achieve personal effectiveness and team abilities</li> <li>• Create the environment to interact and demonstrate new abilities with emerging leaders throughout state government</li> <li>• Provide seminars for emerging executives, newer executives and seasoned executives</li> <li>• Develop understanding on how to advance organizational and agency-wide performance</li> <li>• Demonstrate national and global issues impact on an agency’s mission</li> </ul>
<b>Succession Planning and Custom Solutions (SPCS)</b>	<ul style="list-style-type: none"> <li>• Provide programs tailored to meet the needs of an agency</li> <li>• Develop levels of leadership customized to meet an agency’s specific need relative to improving overall organizational performance</li> <li>• Highlight unique development needs for the individual agency customer</li> <li>• Blend unique agency missions and cultures into more cohesive communities of practice</li> </ul>

There is one principle that allows NMLEAD a distinct advantage: **a learning environment built upon a foundation of competency domains for effective business stewardship.**

An interagency transformational leadership team has expressed buy-in with the accuracy of these competencies, and organized them into a smaller number of themes for learning and development purposes. These competencies and

themes will next be incorporated into an overall learning and development training program designed to enhance the skills of supervisors and managers in the State of New Mexico in more effectively delivering their services and in functioning as true business partners and change agents.

NMLEAD is scheduled for deployment March 4, 2013.

## Adjudication

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 present evidence and arguments related to the disciplinary action. A majority of hearings are now conducted using video conferencing. Following the hearing, the Administrative Law Judge prepares a written Recommended Decision for consideration and 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.

For Q2 FY13, the Adjudication Bureau received 23 appeals. For the Calendar Year to date (which is how appeals are docketed) 126 appeals have been filed (some of which include requests for arbitration for which the Adjudication Bureau is no longer responsible). 26 appeals reached final disposition in Q2 FY13 through State Personnel Board decisions, Alternative Dispute Resolution, other settlement, or dismissal. The SPO Alternative Dispute Resolution (ADR) program was founded in 2006 absent a staff or budget. For the past six years, SPO has relied on the volunteer services of qualified mediators to help settle disciplinary appeals and save the State of New Mexico hundreds of thousands of dollars in costs and employee time. Unfortunately (but understandably), mediators have become more reluctant to offer their services for no compensation and it has become increasingly difficult to staff requests for mediation. So long as the Adjudication Bureau must rely on volunteer mediators, the continued viability of the ADR program is at risk.

The Administrative Law Judges (ALJ) continues to rely primarily on videoconferencing to conduct hearings outside Santa Fe, although requests for alternative arrangements are considered on a case-by-case basis. The agency taking disciplinary action is typically directed to arrange videoconferencing between its Santa Fe office and the field office involved in taking disciplinary action. The ALJ conducts the hearing from Santa Fe, while the attorneys (and/or representatives) and witnesses typically appear at the remote location. The Adjudication Bureau has a relatively new hearing room (equipped with custom furniture) located at the SPO Office in Santa Fe, but the hearing room lacks videoconferencing capability.

Status	October	November	December	FY13 2nd Qtr. Total
<b>SPO New Cases Filed 2012</b>	11	8	4	23
<b>ADR Request (Assigned)</b>	6	0	0	6
<b>ADR Resolved (Appeals)</b>	3	1	0	4
<b>Pending</b>	50	51	51	152
<b>Cases Carried Over</b>	54	50	51	155
<b>Total Case Disposition 2012</b>	15	7	4	26
<b>Disposition by Decision</b>	3	1	0	4
<b>Disposition Other (Dismissal, etc.)</b>	12	6	4	22

## Labor Relations

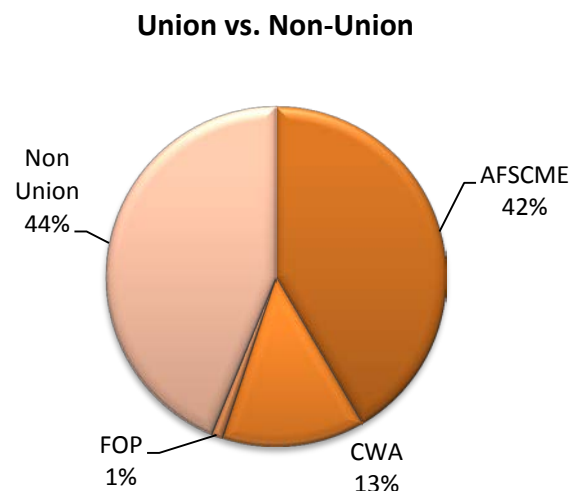
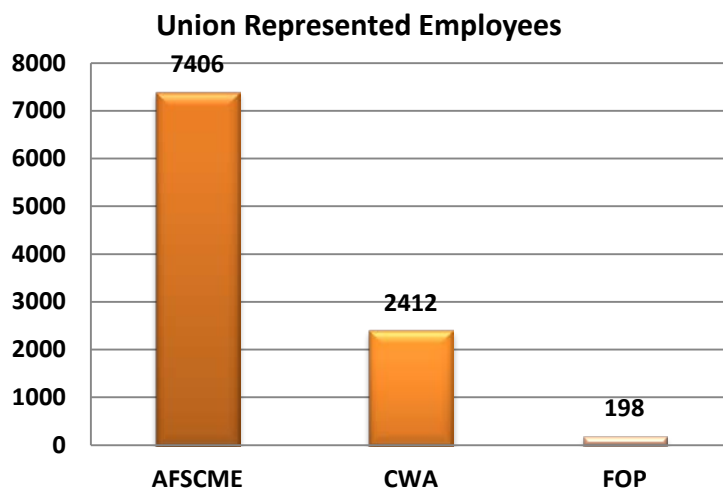
The primary initiative of the Labor Relations Bureau (LRB) is partnering with agencies and labor unions to help develop relationships and resolve grievance issues at the lowest possible level. Under the new administration the LRB has been supporting a seamless transition by evolving relationships both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

A total of 32 grievances were filed during this quarter, 26 by AFSCME and six by CWA. Out of the total filed, five were settled, nine timed out and the remaining 18 are continuing through the grievance process. There were three Prohibited Practice Complaints filed during this quarter, all by AFSCME. There were 14 disciplinary appeals before an arbitrator invoked by the employee and/or represented by a union during the 2nd quarter, 10 by AFSCME and 4 by CWA.

The LRB continues to support state supervisors and managers by facilitating labor related training. This quarter the LRB conducted five Living in a Union Environment trainings. A total of 125 managers and supervisors attended these classes in Santa Fe, Albuquerque and Las Cruces.

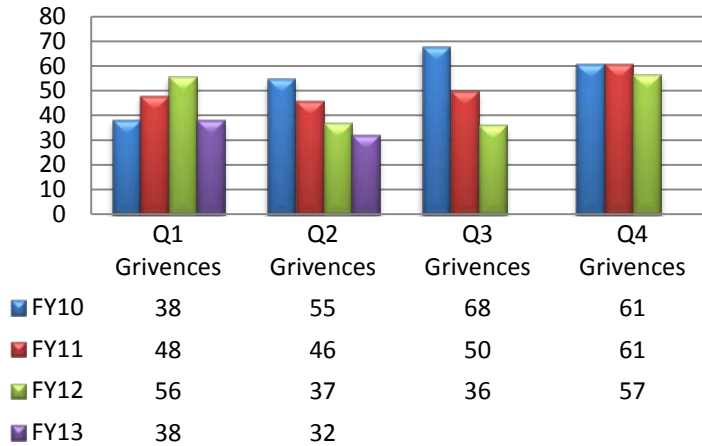
This quarter the State of New Mexico continued contract negotiations with the three unions that represent state employees. The LRB is intimately involved with the negotiation process which includes negotiating hours, wages and working conditions that affect 9,919 state employees.

## Union Represented vs. Non Union

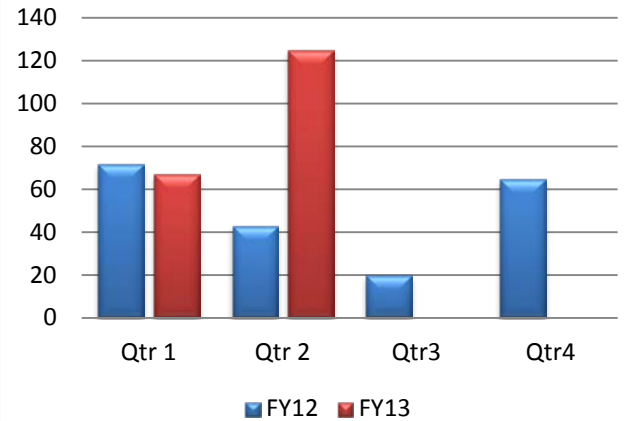


## Labor Relations Bureau Performance Measures

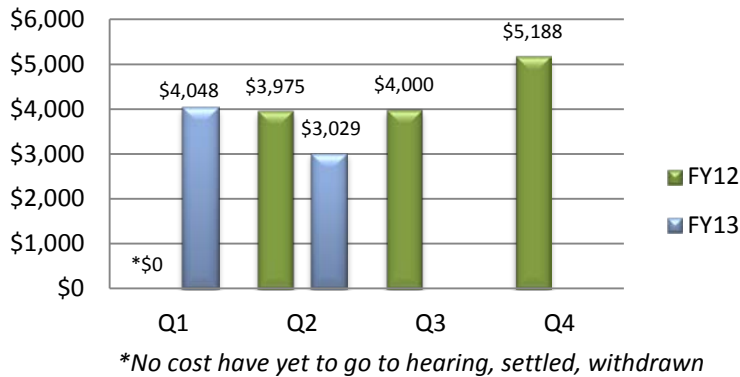
### Number of Grievances Filed



### Number of Employees Attending LIUE Training



### Average Cost Paid by the State for Arbitration



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

