



# New Mexico

## State Personnel Office

### FY15 1<sup>st</sup> Quarter Workforce Report

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

## Contents

Director's Report.....	3
<b>Workforce Overview.....</b>	<b>4</b>
Classified Service at a Glance (September 30, 2014).....	5
Total Compensation .....	5
Multiple Components of Pay (MCOP).....	6
Annual Key Performance Measures.....	8
Overtime.....	9
Sick Leave .....	10
Annual Leave.....	10
<b>Classified Service Recruitment Trends.....</b>	<b>10</b>
Average Days to Fill a Position by Answer Date by Agency.....	14
<b>Classified Service Hires and Separations .....</b>	<b>17</b>
New Hires by Fiscal Year (FY11-FY14) .....	17
FY15 New Hires & Separations by Quarter .....	17
New Hire Compa-Ratio.....	18
FY15 1 <sup>st</sup> Quarter New Hire Compa-Ratio by Pay Band .....	19
New Hire Demographics.....	19
FY15 Classified Separations by Reason.....	20
FY15 1 <sup>st</sup> Quarter Classified Separations by Agency .....	21
<b>Statewide Classified Turnover Rate.....</b>	<b>22</b>
Statewide Classified Turnover Rate by Agency .....	22
<b>Vacancy Rates.....</b>	<b>24</b>
Quarterly Vacancy Rates for the 20 Key Agencies .....	24
<b>Training.....</b>	<b>24</b>
Instructor – Led Core Curriculum Classes.....	24
ELearning Mandatory Classes .....	26
Additional Training.....	26
<b>Adjudication .....</b>	<b>27</b>
<b>Labor Relations .....</b>	<b>28</b>
Union Represented vs. Non Union.....	29
<b>Quarterly Performance Measures .....</b>	<b>31</b>

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## Director's Report

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The State Personnel Office's (SPO) mission is to provide to the State of New Mexico with human resource (HR) leadership, direction, and service, in order to maximize service to the citizens of New Mexico. A quarterly report is issued by SPO, as required by the Accountability in Government Act (AGA), to address the HR metrics established within the General Appropriations Act (GAA). This report is constantly modified to provide updated metrics that are used to enhance the State's ability to address HR issues impacting management throughout state government. Assessing these metrics on a consistent basis is important in understanding the myriad of challenges currently impacting the State's workforce.

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

- Provide timely and quality service to the Board, the Governor, and state government agencies on the delivery of HR programs;
- Recommend improvements in state government emphasizing economy, efficiency, compliance and effectiveness; and,
- Conduct value-added reviews and projects as requested by the Board and/or Director.

SPO's key focus in has been on the State's recruitment and selection process. SPO continues to actively work with departments to decrease the amount of time to review and refer applicants and improve overall hiring efficiency. Since FY11, the number of applications received annually has almost doubled to a quarter of a million applications received, with over 4.1 million hits (viewing open positions in NEOGOV) in FY14 alone. The most significant improvements in the hiring process were in the time to interview and the time to process a hire. The time to interview decreased to 45.6 days, and the average days to process and refer applications further dropped to 8.1 days this quarter. The overall average time to hire dropped from 76 to 68 days. Additionally, 3,227 employment selections were made in FY14. This was the second year in a row where the number of hires exceeded the number of separations. SPO's Career Services Bureau and agencies continue to work diligently to reduce vacancy rates by managing the time it takes to advertise a position, to the time it takes to fill the position.

Significantly, 746 new employees were hired in the first quarter of FY15, compared to 762 employees separating during this quarter. Also, 554 separations were voluntary and 97 employees retired, while only 111 separations were involuntary. This trend is indicative of the State's continuing commitment to retain qualified employees.

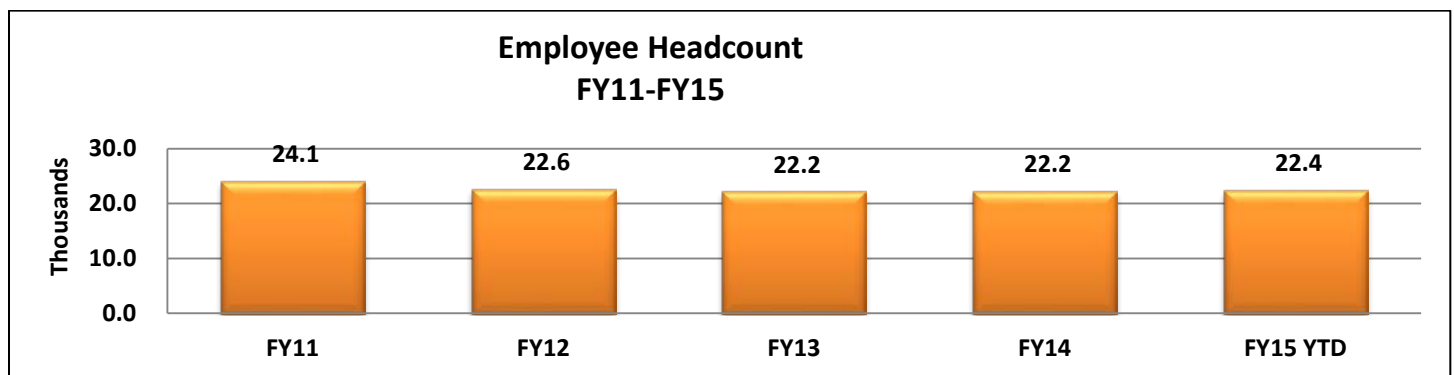
Sincerely,

Justin R. Najaka  
Interim Director

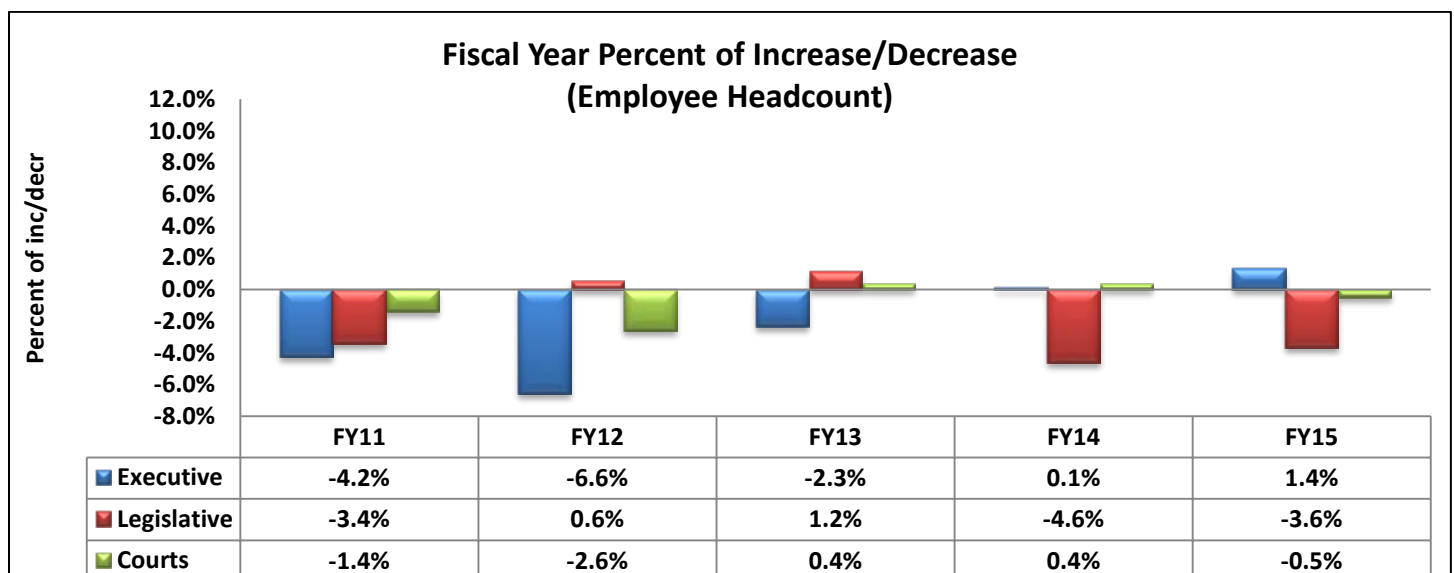
# Workforce Overview

The state's workforce demographics show change due to retirements, normal attrition and budgetary limitations. SPO has initiated the following critical actions to stabilize and increase a qualified work force:

- An on-line application process (NEOGOV);
- Revision of classifications to closely align job duties with the requisite minimum qualifications required; and
- Initiation of a compensation review to make State classifications competitive with both the public and private sector.

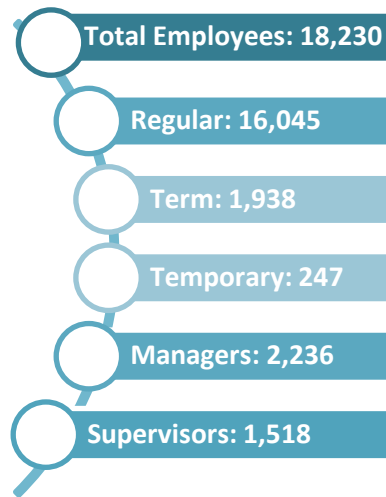


Executive branch employee levels have remained stable since FY12 as a result of careful assessment of the need to fill vacant positions, improvements in business processes, revision of restrictive non-competitive compensation plans and employee retirements and resignations.



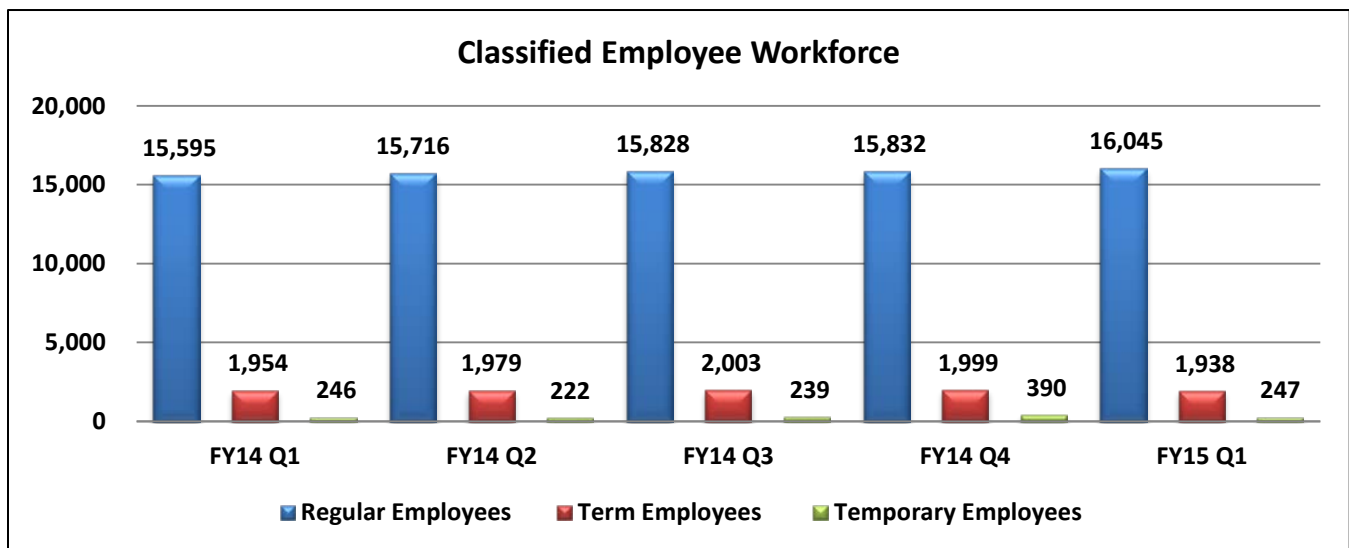
## Classified Service at a Glance (September 30, 2014)

Workforce Data	
Union Represented Employees	56.2%
Minority	62.0%
Female	54.3%
Male	45.7%



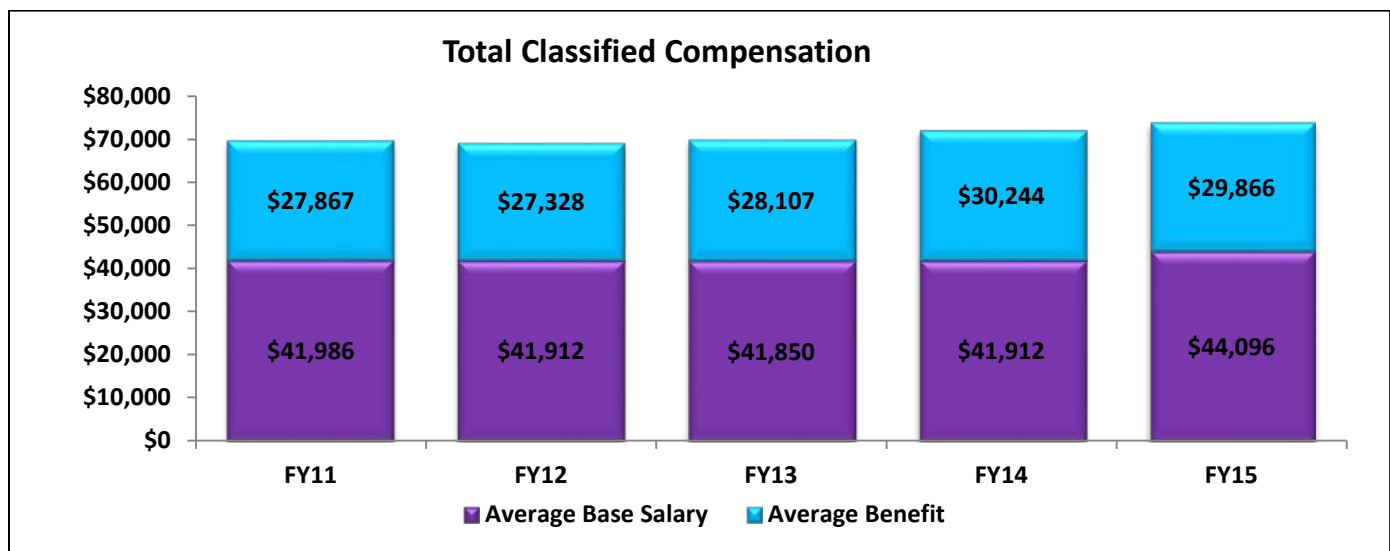
### TOTAL COMPENSATION AS OF SEPTEMBER 30, 2014

- AVERAGE BASE SALARY **\$44,096**
- AVERAGE BENEFIT **\$29,866**
- AVERAGE TOTAL COMPENSATION **\$73,962**
- AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO **100.8%**



## Total Compensation

Total compensation is a commonly utilized standard by both private and public sectors in assessing employee average base salary and benefits provided by the employer. Benefit expenditures provided by the State include costs associated with retirement, health and other insurances, FICA and leave (annual, sick, etc.). The graph on the next page shows the significant growth in the average benefit expenditures by the State. In FY14, benefit costs as a percentage of total compensation rose as health care insurance rates increased. Between FY14 and FY15, benefits remained level.



## Multiple Components of Pay (MCOP)

Various pay mechanisms permitted through the State Personnel Board (SPB) Rules were developed to enhance recruitment and retention efforts. However, most were never intended to be permanent resolutions. The following provisions within the SPB Rules are currently authorized:

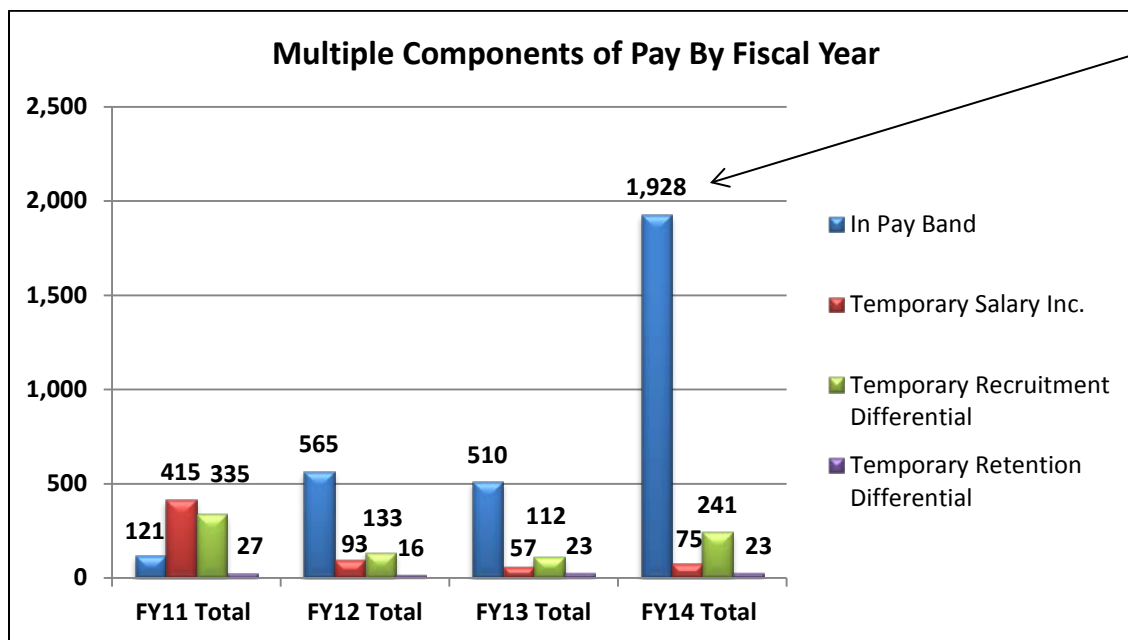
- **Temporary Recruitment Differentials** (TREC) are allowed for positions determined to be critical to meet the business needs of an agency experiencing difficulties in recruitment.
- **Temporary Retention Differentials** (TRET) provide a methodology to retain an employee critical to meeting the business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

These temporary provisions were developed to address the impact of recruitment and retention issues as a result of the budgetary restrictions imposed by the Legislature; however, in many cases these temporary increases were not terminated as required by SPB rules.

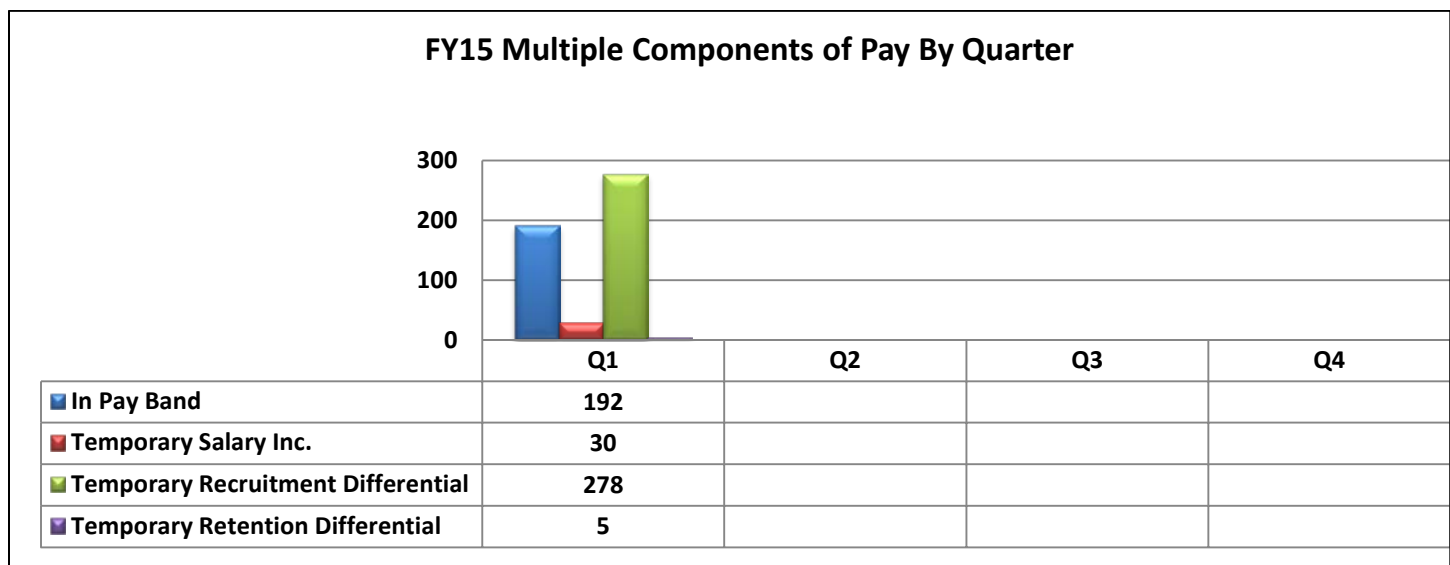
Over the past fiscal year the State Personnel Office working in conjunction with the administration's initiative to work on a plan to address pay structure issues that will aid the State's ability to attract and retain qualified applicants.

Since FY11, SPO initiated action to ensure compliance with SPB rules. SPO reviewed and correctly classified positions that had a minimal budgetary impact on agencies and complied with SPB rules. The State's pay structure has not been comprehensively addressed since 2001, resulting in the loss of employees in many critical positions, creating a negative impact on the State's ability to attract and retain qualified applicants. The graph on the next page shows the impact of

these efforts as a significant decrease in all temporary MCOPs. This effort, in conjunction with pay plan initiatives, will continue to result in both the recruitment and retention of state employees.



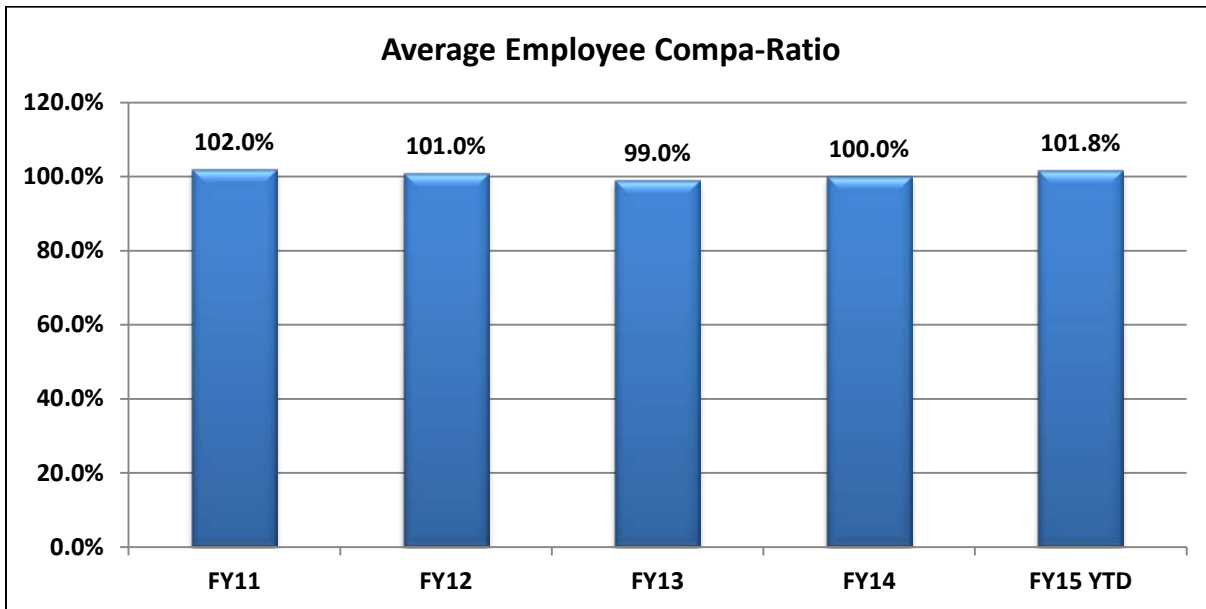
In Pay Bands (IPBs) were given to select employees at CYFD, TRD, DPS, Corrections, and the State Police in February 2014 based on compa-ratio and agency budgets. These IPBs brought employees closer to new-hire compa-ratios and closer to market salaries.



78% of the In Pay Band increases given in the 1<sup>st</sup> Quarter of FY15 were for Department of Public Safety Police Officers based on compa-ratio and agency budgets, bringing employees closer to new-hire compa ratios and market salaries.

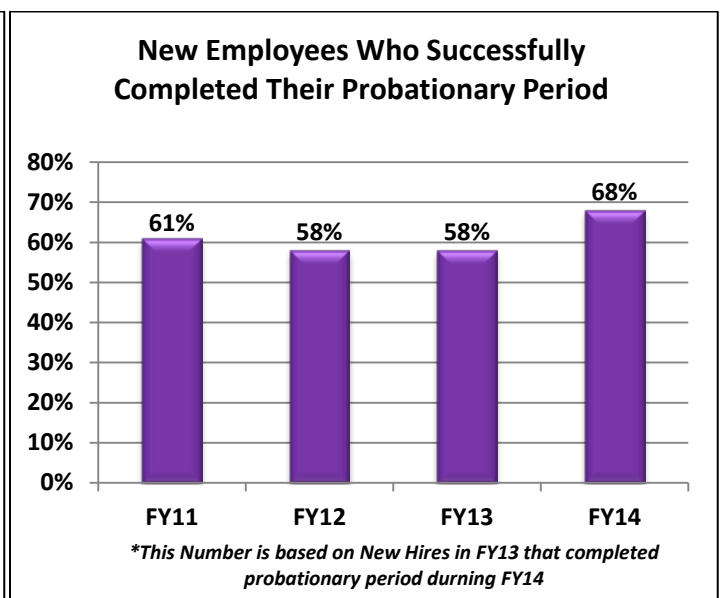
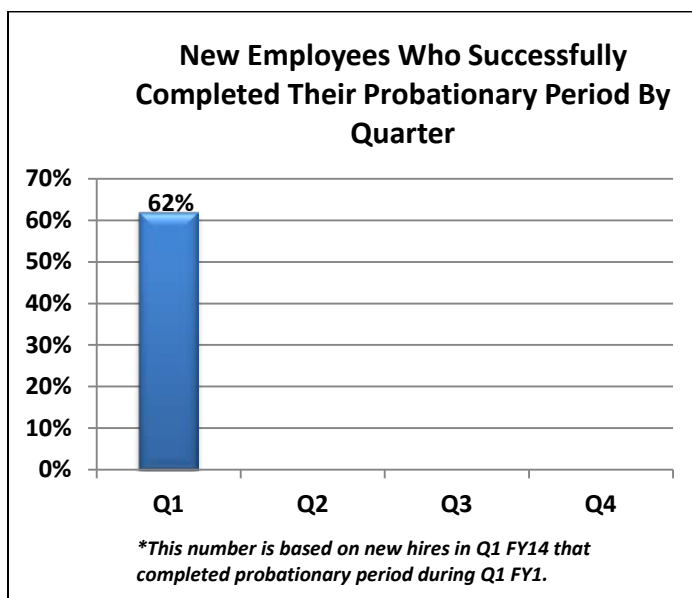
52% of the Temporary Recruitment Differentials were for the Department of Health to help fill critical positions in remote areas.

The increase in average compa-ratio is attributed to classification and range adjustments as well as an increase in the number of state employees retiring versus the recently hired or promoted employees' salary.



## Annual Key Performance Measures

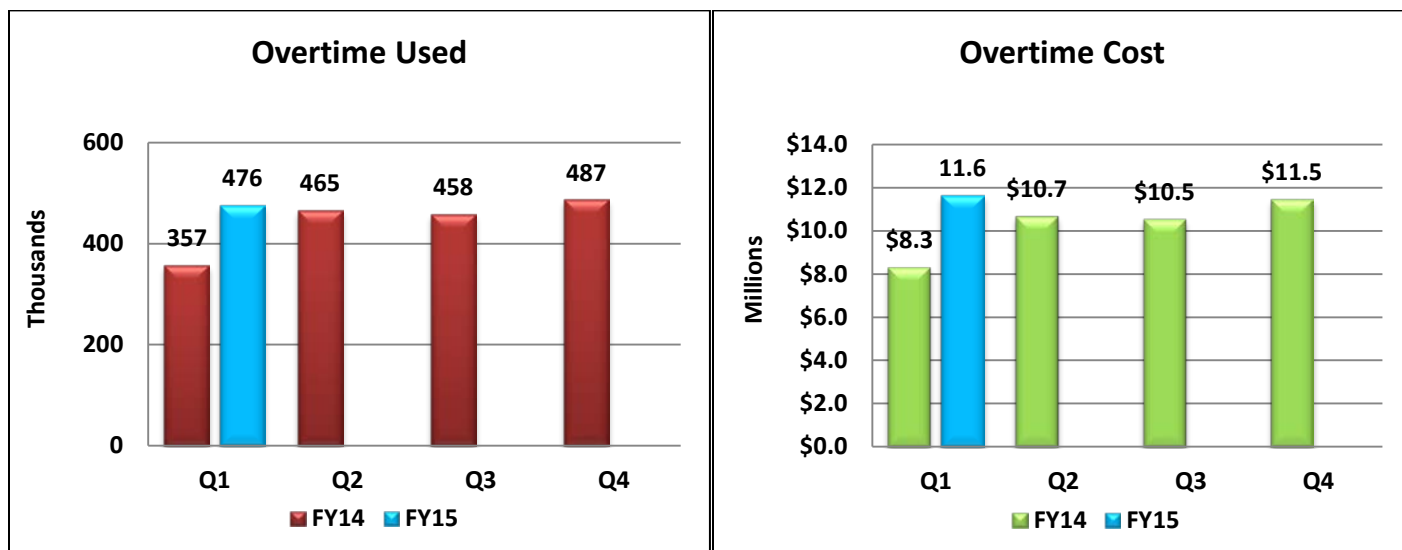
The number of employees completing their probationary period has increased by 17% since FY11 as a result of implementing strong minimum qualifications for jobs.



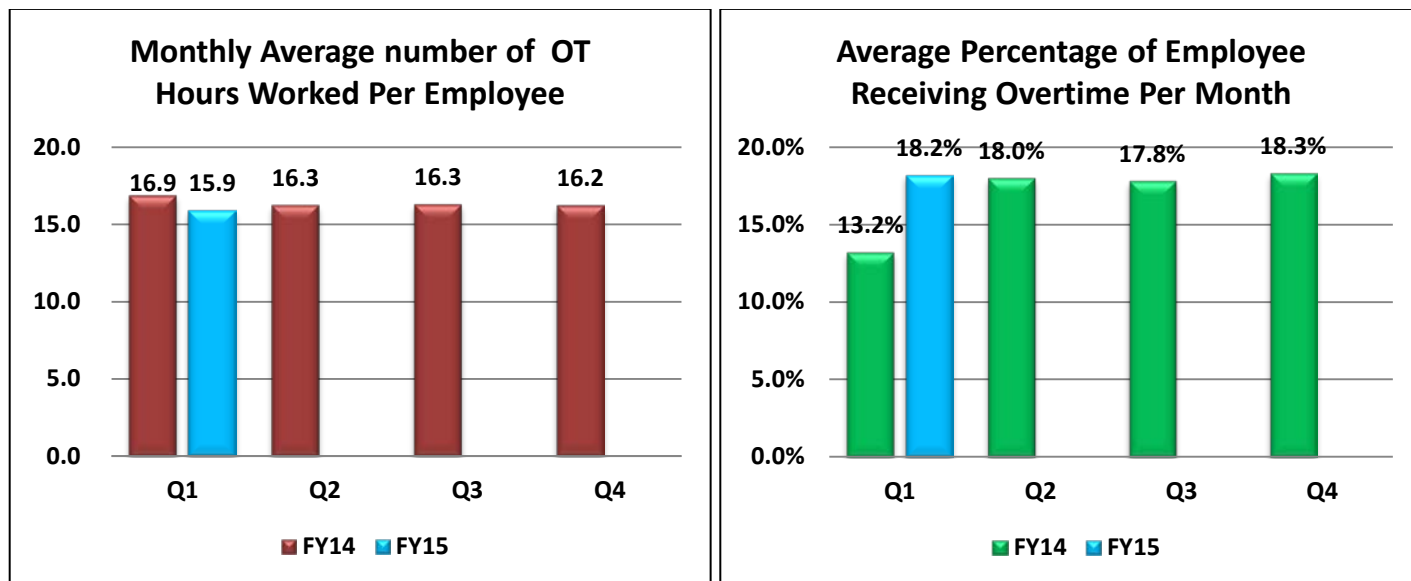


## Overtime

When compared to the same time frame in FY14, the 1<sup>st</sup> quarter of FY15 shows overtime increased in both cost and hours. This is attributed to increased retirement activity within agencies.

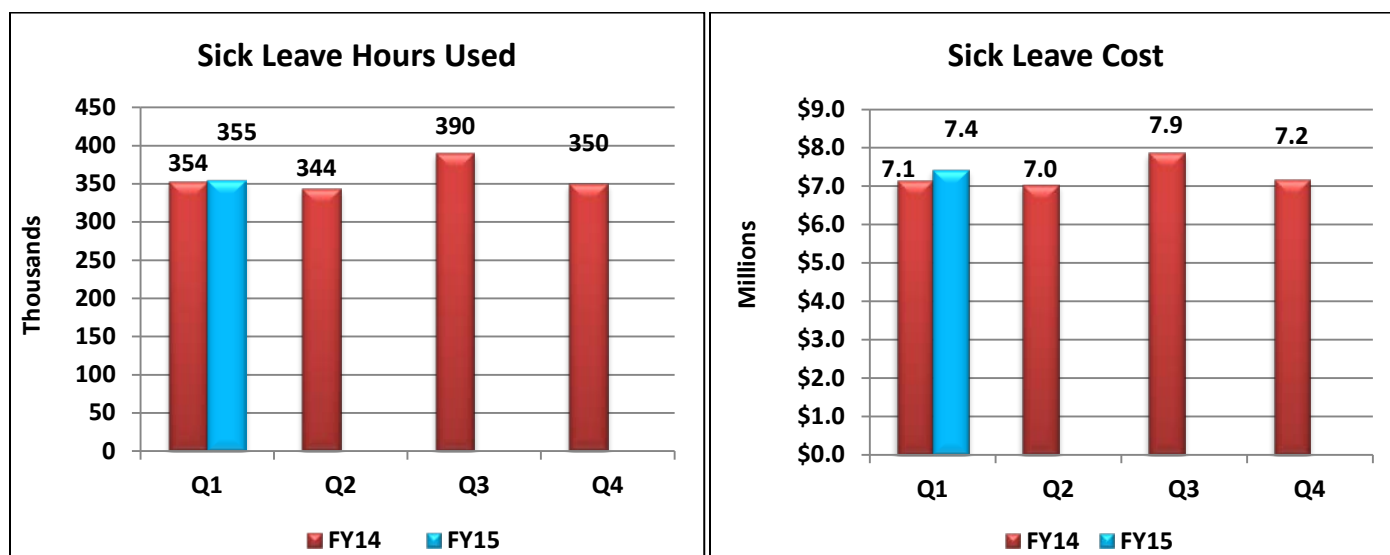


*\*Note: The above graphs account for both overtime accrual and payout at straight time/time and a half.*



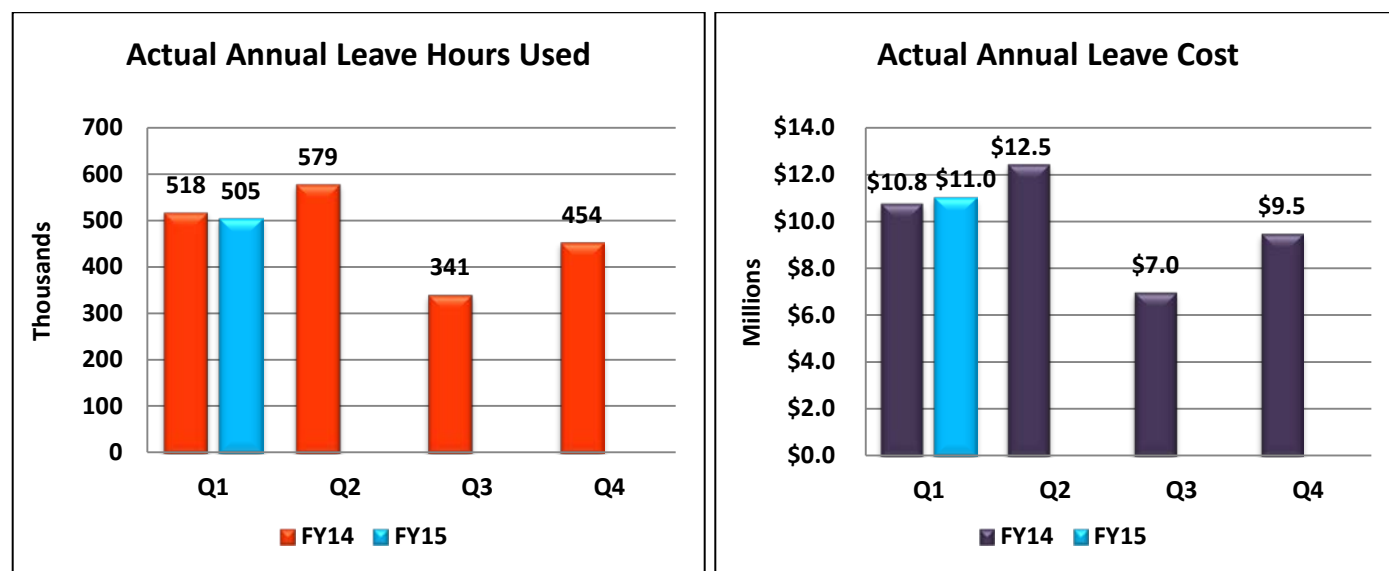
## Sick Leave

Sick leave costs and usage remained even over the 1<sup>st</sup> Quarter of FY15 compared to the 4<sup>th</sup> Quarter of FY14.



## Annual Leave

The following graphs show annual leave usage and its associated budgetary impact. During the 1<sup>st</sup> quarter of FY15, annual leave use was approximately four days taken per employee.

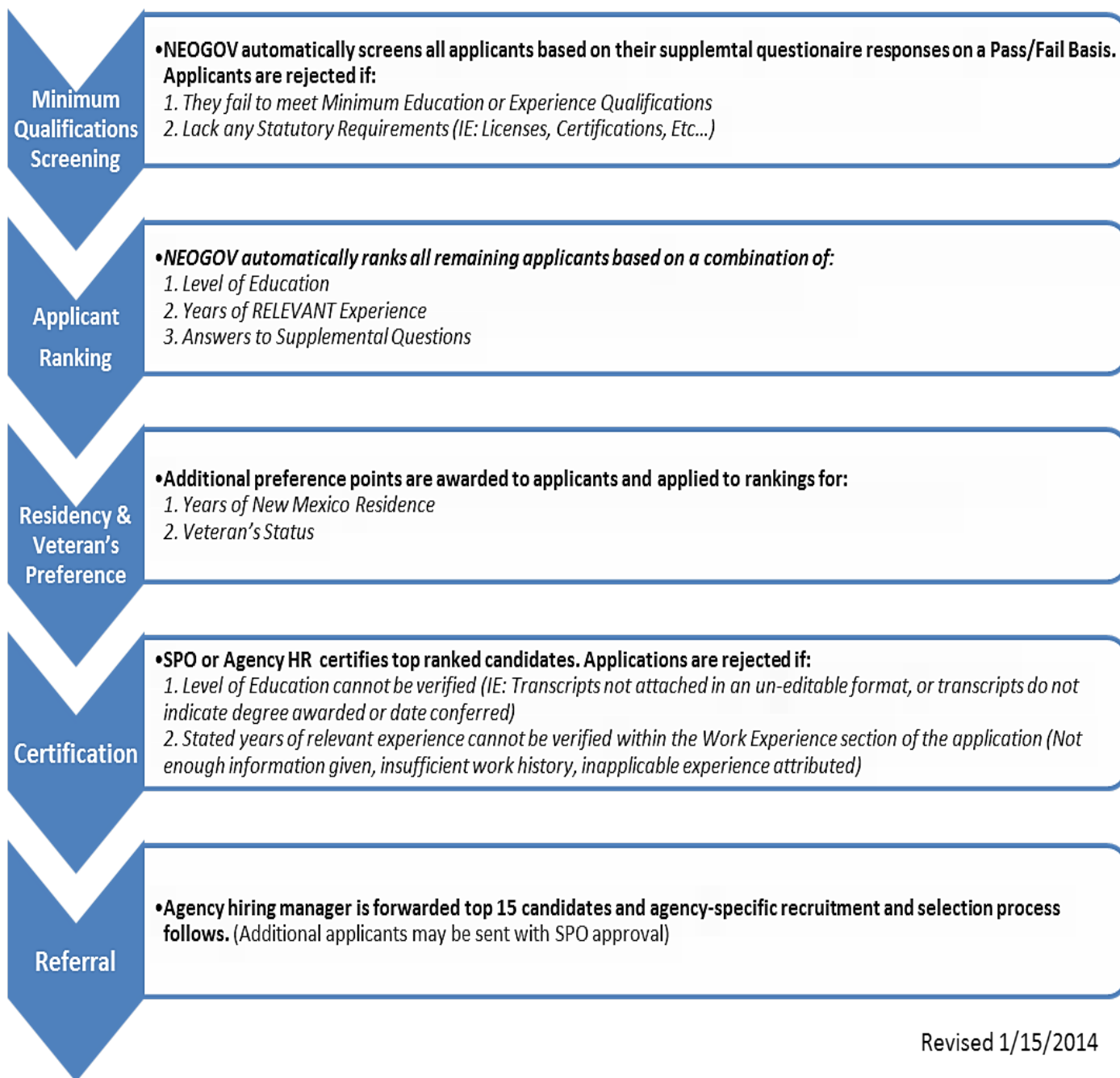


## Classified Service Recruitment Trends

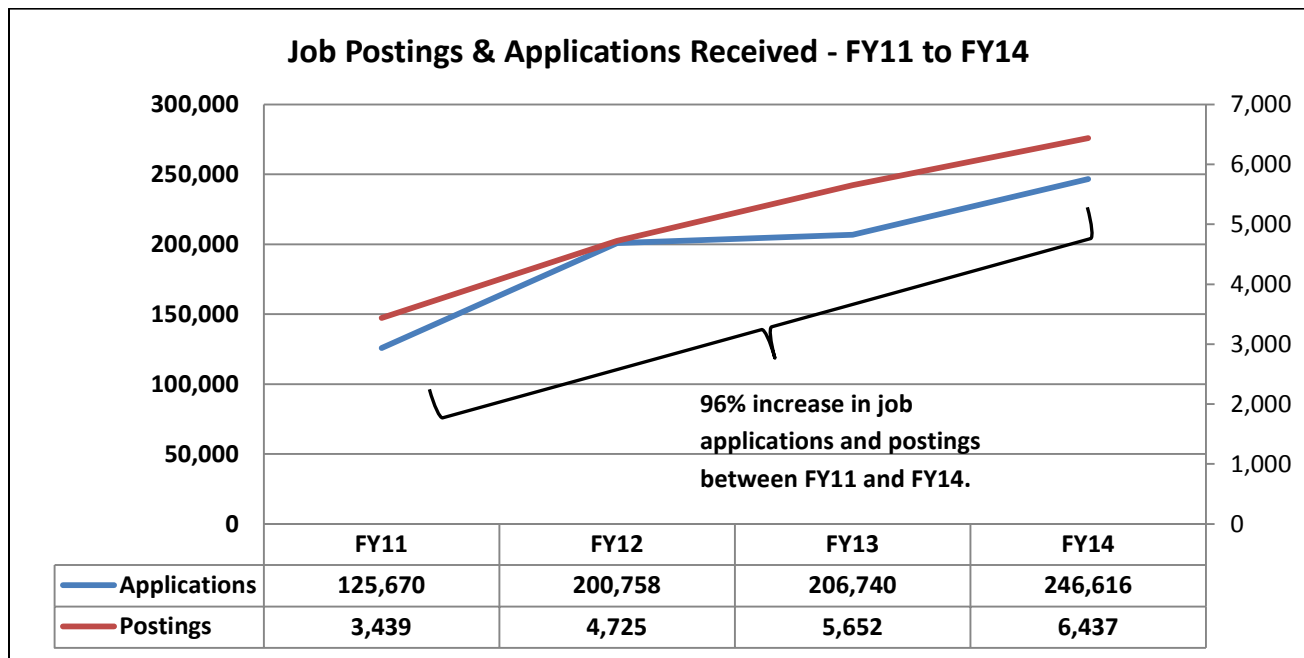
The Career Services Bureau's primary responsibility is to ensure compliance with the State Personnel Act and the SPB Rules that require the "certification of the highest standing candidates to prospective employers (§10-9-13-F NMSA 1978)." Since November 2011, when the NEOGOV application system for managing

*Since SPO initiated NEOGOV in 2011, job advertisements and applications have jumped 96%.*

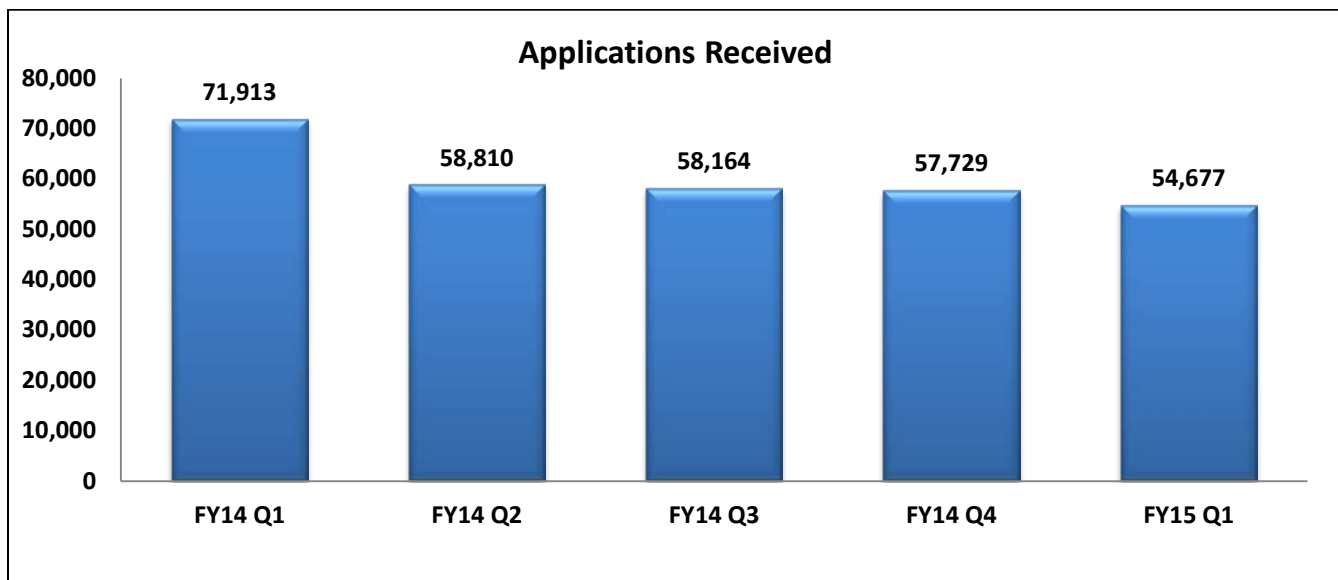
recruitment for all classified positions was initiated, there has been a 96% increase in both job advertisements and applications received.



SPO is partnering with Departments to review how the “highest standing candidate” is currently defined (level of education and related experience) to determine, on a case by case basis, if more precise criteria can be utilized for particular positions (especially those with the greatest recruitment challenges).



The above graphs illustrate a substantial increase in both the number of positions being advertised and the number of applicants available for consideration. This could not have been achieved without having a dynamic on-line recruitment tool.

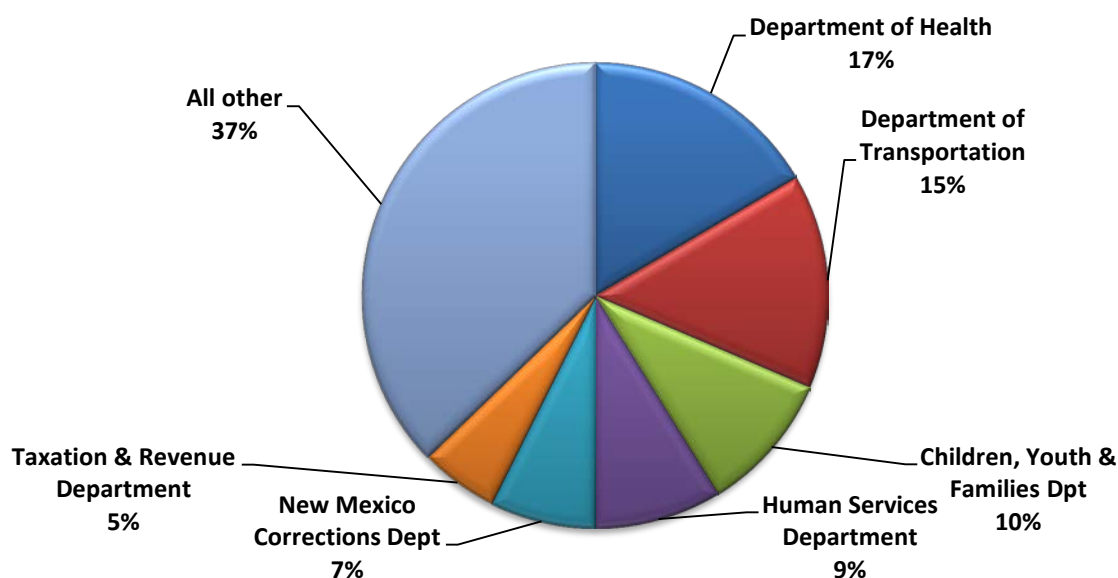


Total Hits on Posted Applications by Fiscal Year			
FY12	FY13	FY14	FY15 YTD
2,286,916	3,645,209	4,079,561	1,181,295

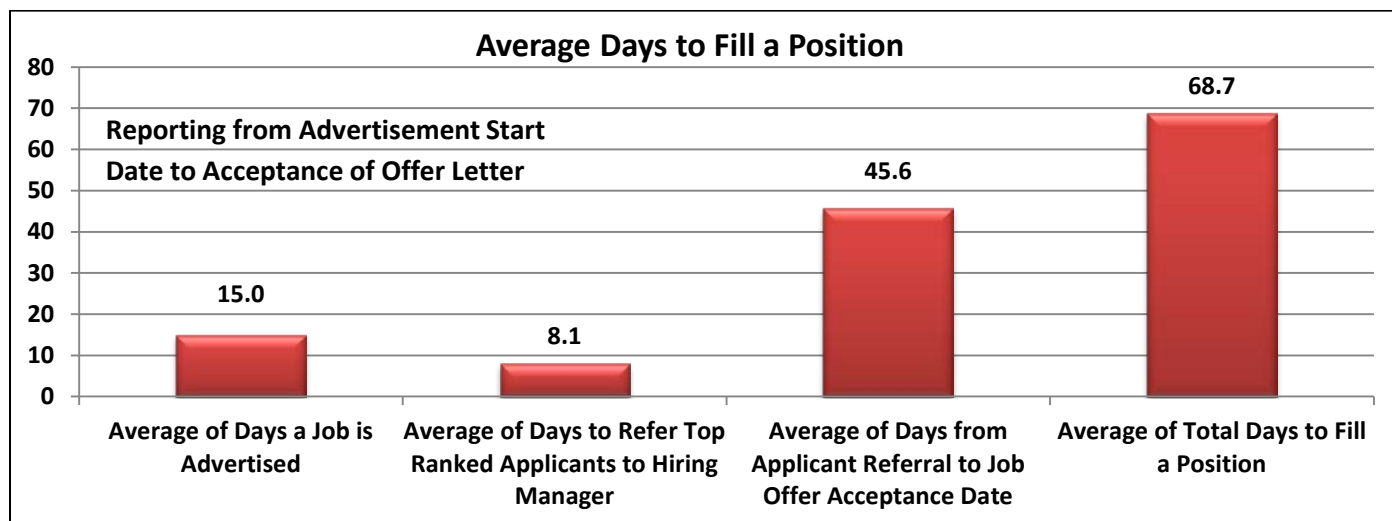
## 1st Quarter Posting Views and Applications by Top 20 Departments

Department	Advertisements	Views	Applications Received
Department of Health	269	183,440	7,126
Department of Transportation	242	111,127	4,167
Children, Youth & Families Dept.	159	144,946	7,110
Human Services Department	144	105,705	5,639
New Mexico Corrections Dept.	119	64,207	2,982
Taxation & Revenue Department	88	62,287	3,265
Energy, Minerals & Natural Resources Dept.	55	34,052	1,033
Department of Environment	50	33,158	1,119
Public Defender	50	23,555	1,152
Public Education Department	43	32,381	1,043
Dept. of Vocational Rehabilitation	40	37,345	2,394
Department of Public Safety	36	27,780	1,411
Dept. of Workforce Solutions	34	37,748	2,176
Department of Cultural Affairs	33	30,160	1,512
Regulation & Licensing Dept.	26	14,884	615
General Services Department	25	13,822	634
Miners Colfax Medical Center	23	10,268	247
Department of Game & Fish	22	17,946	809
Office of the State Engineer	20	11,682	485
Department of Finance & Administration	16	10,422	521

## FY15 1st Quarter Job Postings



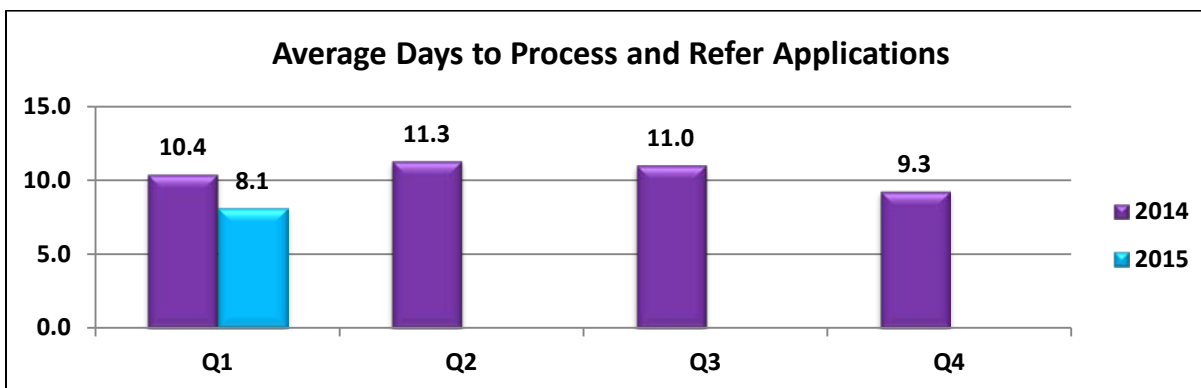
The number of views each department's job postings receives demonstrates an increased exposure of vacancies and applicant interest in state positions. As can be seen in the above pie chart, six agencies represent the majority (63%) of all jobs posted in this quarter.



Notes on graph above:

- Last Updated on October 30, 2014.
- Excludes Continuous Postings (Advertised 30 days or more)
- Data for Days Advertised, Referred and Referral to Hire is tied to the quarter in which the hire occurred.
- Does not include hires that have not been entered in NEOGOV.

A number of factors impact the average days to fill a position. SPO continues to actively work with departments to decrease the amount of time to review and refer applications; the time has decreased significantly since NEOGOV implementation. The time to interview and process a hire (45.6 days) is the most significant portion of the hiring process. SPO is actively partnering with departments to develop interview time frames for hiring managers, develop feedback mechanisms to provide ongoing information on positions that are pending and to identify positions, classifications and departments that are posing particular challenges to timely recruitment.



### Average Days to Fill a Position by Answer Date by Agency

SPO has outlined specific agencies hiring information. SPO has taken measures to ensure:

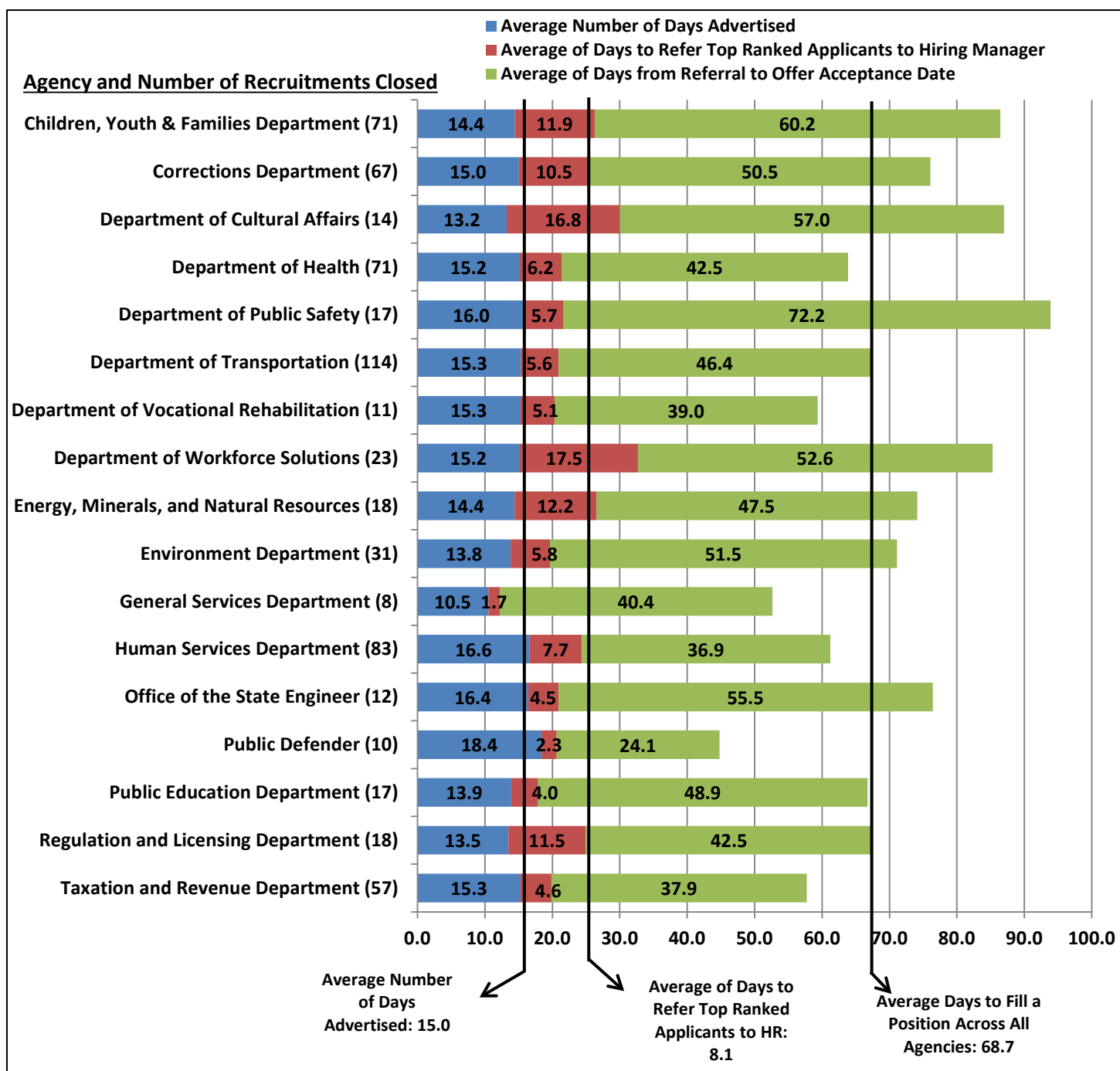
- That the hiring manager review, upon receipt, their list of referred applicants within three business days to ensure they have an adequate pool to interview from and do not need additional applicants; and
- That the agency interviews within two weeks of receiving the referred list of applicants.

SPO provides the agency Human Resource Manager with ongoing reports to inform them of any outstanding advertisements that have not been filled and/or appropriately closed out within NEOGOV. Factors exist that may impact the time to fill, such as background checks; however, by working on the recommendations outlined, there have been positive changes within the time taken to fill positions.

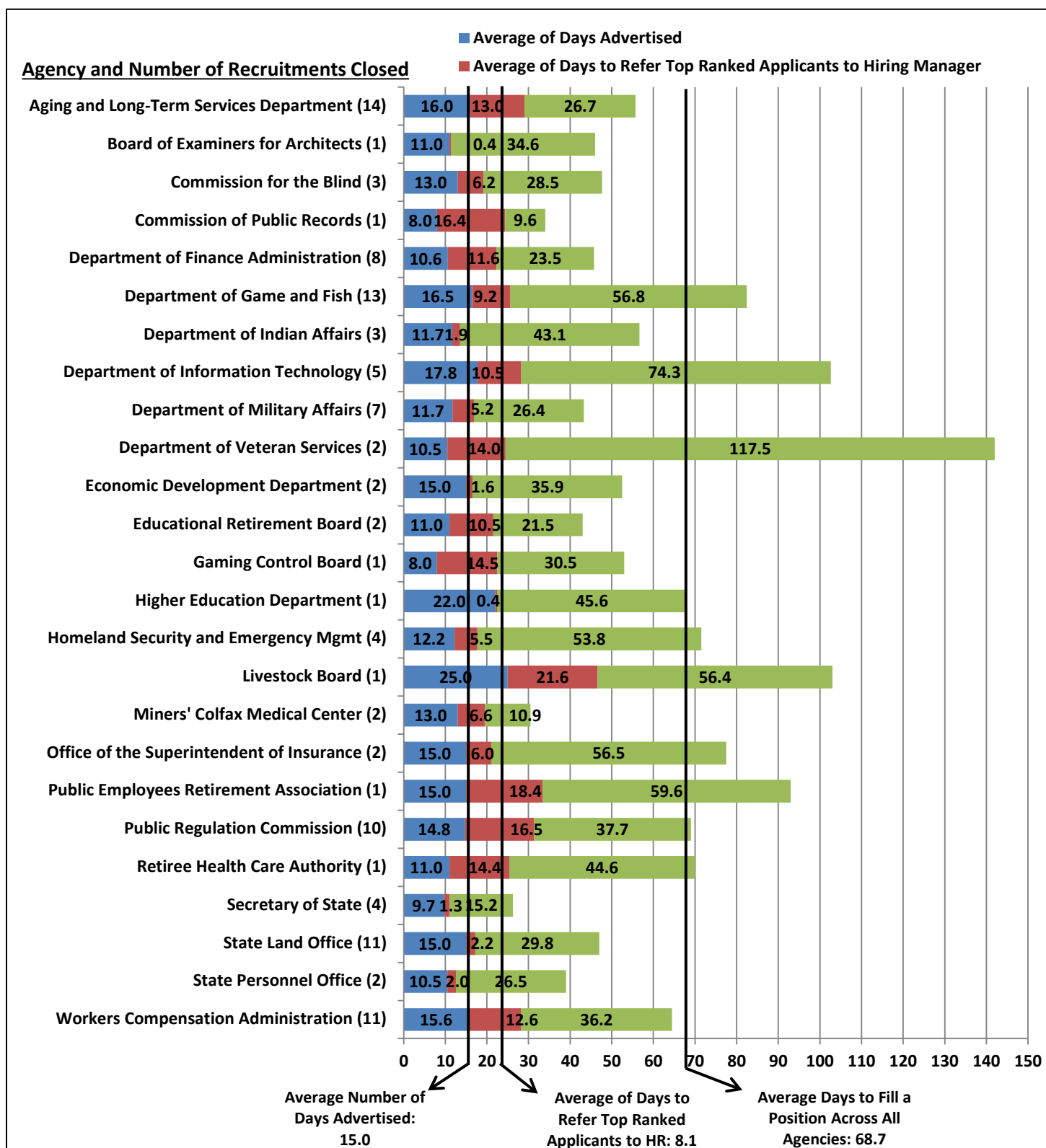
### How to interpret the graph below:

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

### Average Days to Fill a Position by Answer Date



## Average Days to Fill a Position by Answer Date



The number of positions closed during the 1<sup>st</sup> Quarter of FY15 needs to be considered when reading the graph above. For example, the Department of Veterans Services had two recruitment selections this quarter. One position was not acted on for 178 days but the other was acted upon within 56 days. Conversely, the Department of Military Affairs successfully recruited for 7 positions and averaged 26 days to fill.



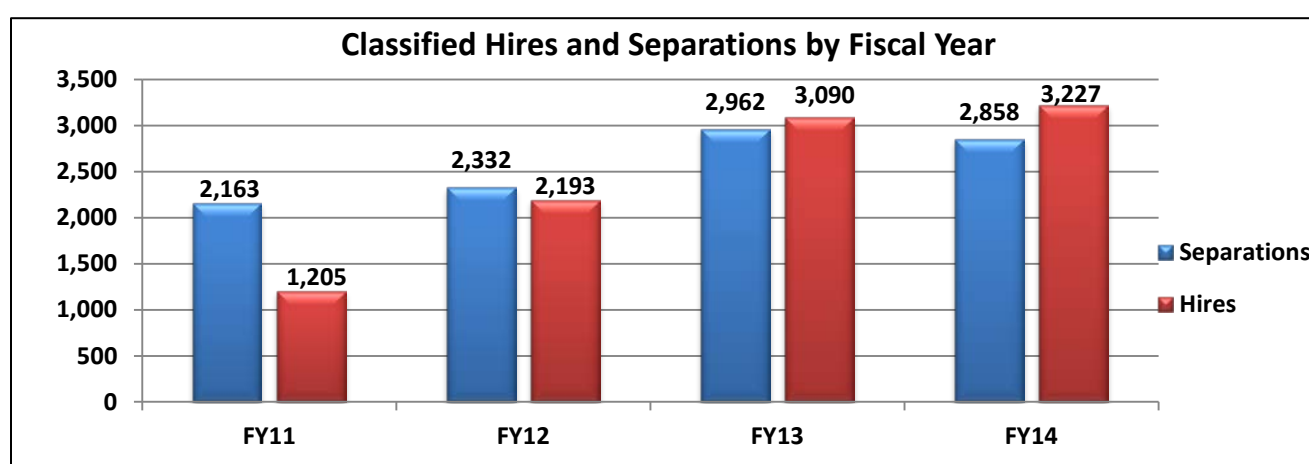
# Classified Service Hires and Separations

In FY14, 3,227 positions in the state's classified service were filled. This is directly attributed to continued efforts to fill and properly classify vacant budgeted positions and has created a positive impact on the delivery of services and improved employee morale throughout state government.

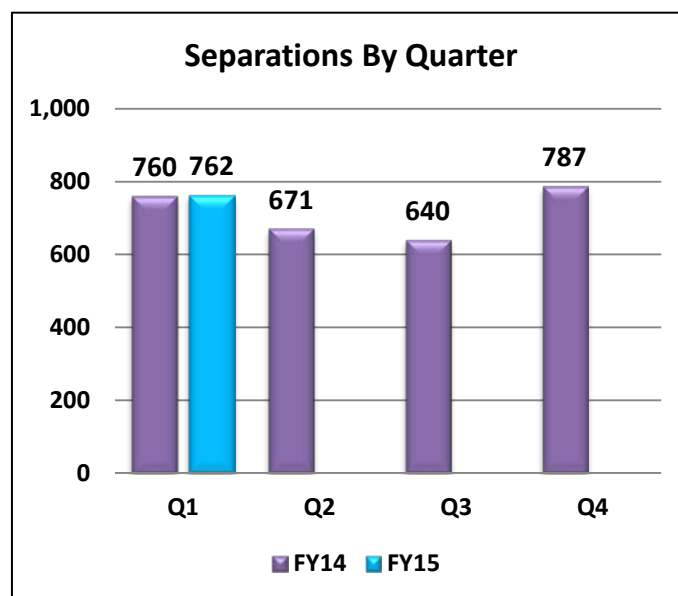
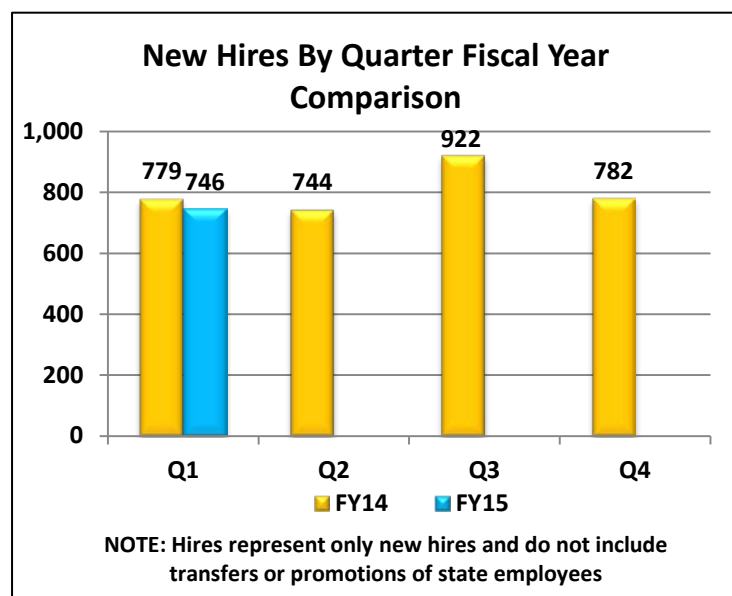
The impact of changes to the state's retirement system has concerned employees and increased their egress. While the state's hiring activity has dramatically increased since FY11 by 156%, this effort only offsets the increased retirements of state employees.

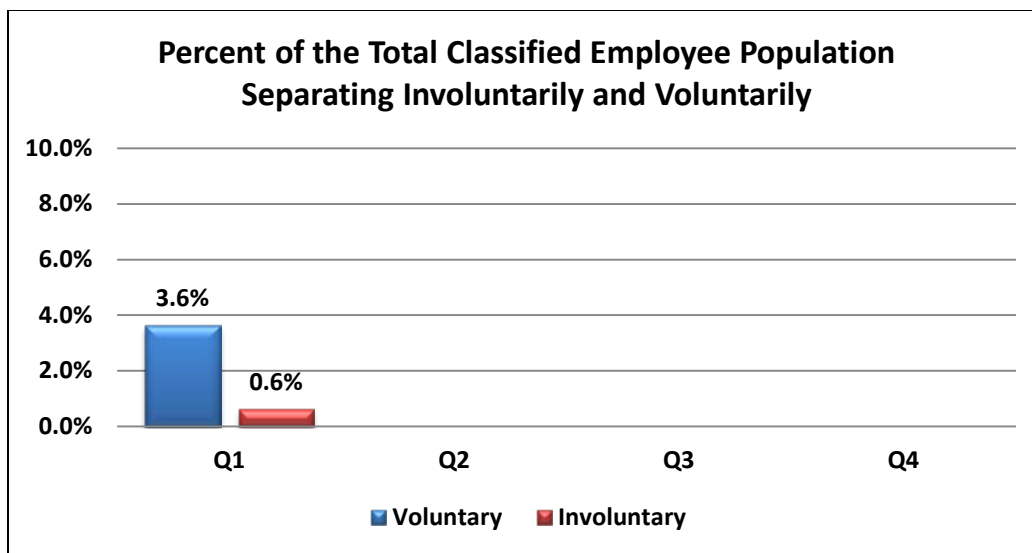
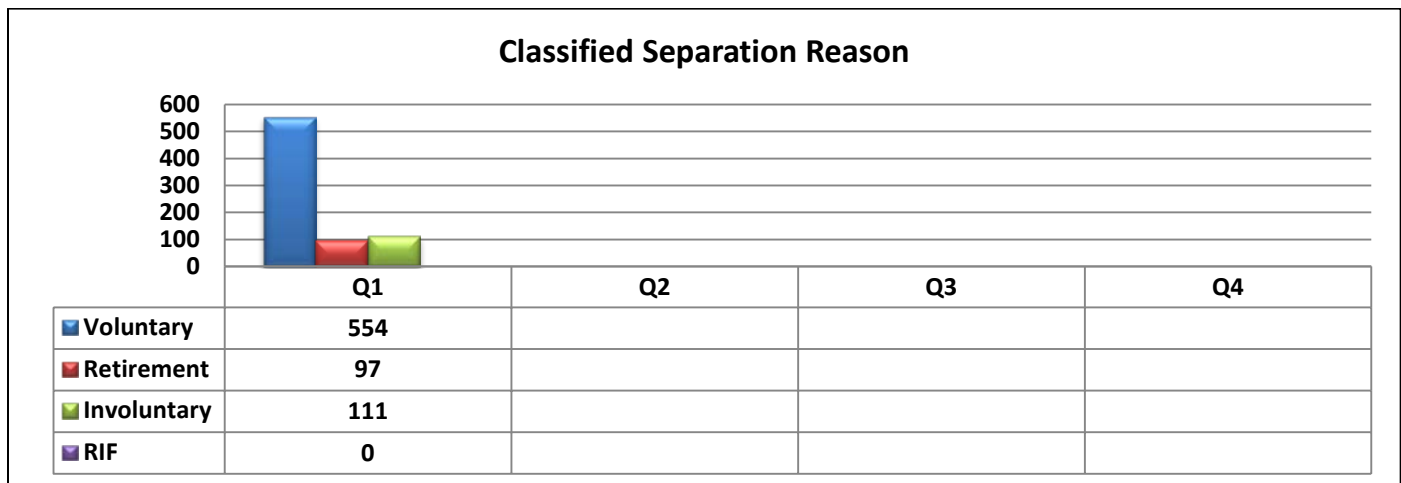
*In FY14, 3,227 positions within the classified service were filled, positively impacting the quality of state services and morale.*

## New Hires by Fiscal Year (FY11-FY14)



## FY15 New Hires & Separations by Quarter





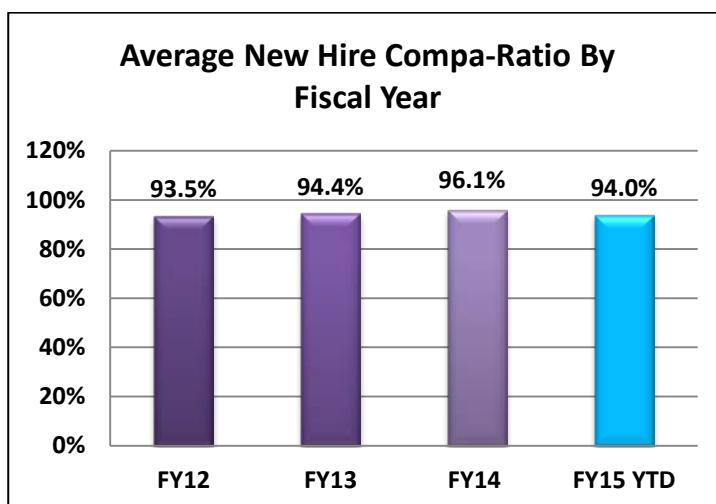
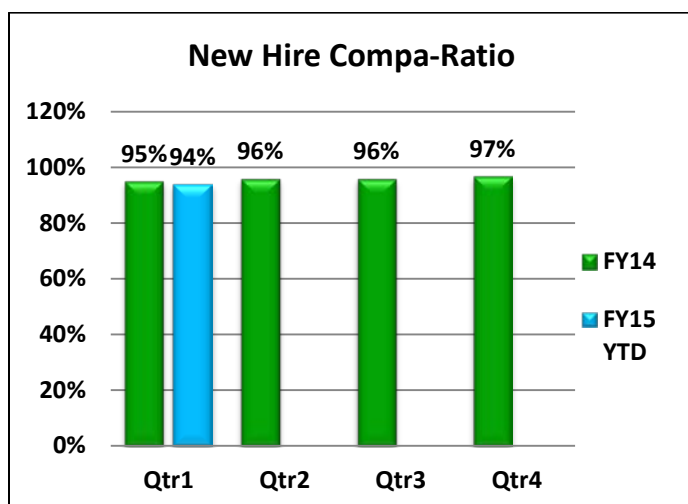
The graph above shows the separation rate of classified employees as a percentage of the total classified service population. Of the 762 separations this quarter, 3.6% were voluntary and 0.6% involuntary.

Separation numbers represent classified employees who have separated or retired from state government or switched to a different salary plan.

### New Hire Compa-Ratio

The Compa-Ratio of newly hired employees, in many situations, is well above the entry level salary for vacancies appropriated by the Legislature. The state's inability to adjust entry level rates within the salary plan makes it difficult for the state to compete in the labor market, forcing departments to hire at rates in excess of the mid-point of the pay range.

This failure to effectively manage the salary plan is a major factor in employee turnover and difficulty in attracting well-qualified applicants. In concert with the Legislature, current appropriations for vacant positions are budgeted at mid-point levels rather than entry level as had been the practice. As previously expressed, this is having a significant impact in the state's ability to attract qualified applicants and retain tenured employees due to the resulting compaction; tenured employees are not progressing through the pay range.



### FY15 1<sup>st</sup> Quarter New Hire Compa-Ratio by Pay Band

Pay Band	Average Compa-Ratio	# of Employees
25	0.82	22
30	0.90	53
35	0.88	51
40	0.98	62
45	1.02	61
50	0.90	127
55	0.91	82
60	0.86	175
65	0.97	107
70	1.00	62
75	1.06	53
80	1.14	23
85	1.10	28
90	1.11	13
95	1.03	4
96	1.00	1
99	1.07	7
<b>Grand Total</b>	<b>94%</b>	<b>931</b>

### New Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
American Indian	22	14	36	4%
Asian	4	4	8	1%
African American	11	15	26	3%
Hawaiian	0	1	1	0%
Hispanic	231	187	418	45%
Not Specified	71	77	148	16%
Filipino	0	1	1	0%
White	163	130	293	31%
<b>Grand Total</b>	<b>502</b>	<b>429</b>	<b>931</b>	<b>100%</b>
<b>% Per Gender Group</b>	<b>54%</b>	<b>46%</b>		

## FY15 Classified Separations by Reason

Reason	Q1	Q2	Q3	Q4
Accepted New Job (Competitor)	25			
Accepted New Job (Non-Competitor)	19			
Attendance	20			
Completion of Contract	3			
Death	7			
Disability Retirement	5			
Discharge	7			
Dissatisfied w/Work Conditions	3			
Dissatisfied w/Promotion Opportunities	0			
Dissatisfied with Hours	1			
Dissatisfied with Type of Work	0			
Dissatisfied with Pay	1			
Dissatisfied with Supervision	1			
Early Retirement	0			
End of Appointment	2			
End Temporary Employment	1			
Failed Condition of Employment	8			
Falsified Qualifications	1			
Family Reasons	5			
Health Reasons	5			
Illness in Family	3			
Insubordination	5			
Lack of Funding	0			
Leave of Absence Expiration	0			
Misconduct	42			
Mutual Consent	1			
Non Job Connected Medical	4			
Normal Retirement	91			
Other Medical	2			
Personal Reasons	60			
Position Discontinued	0			
Probation Period not completed	0			
Quit without Notice	16			
Relocation	14			
Reorganization	0			
Resignation	368			
Resignation-Other Position	6			
Return to School	8			
RIF - SPO Board Approved	0			
Unforeseen Circumstances	6			
Unsatisfactory Performance	14			
Vested Retirement	1			
Violation of Rules	7			
<b>Total Separations</b>	<b>762</b>			

## FY15 1<sup>st</sup> Quarter Classified Separations by Agency

Agency Name	Total
Aging & Long-Term Services Dept.	4
Children, Youth & Families Dept.	105
Commission for the Blind	1
Department of Cultural Affairs	11
Department of Environment	13
Department of Finance & Administration	5
Department of Game & Fish	9
Department of Health	163
Department of Indian Affairs	1
Department of Public Safety	21
Department of Transportation	74
Department of Veteran Services	3
Dept. of Workforce Solutions	19
Dept. of Information Technology	3
Dept. of Vocational Rehabilitation	7
Economic Development Department	1
Educational Retirement Board	1
Energy, Minerals & Natural Resources Dept.	13
EXPO New Mexico	1
Gaming Control Board	2
General Services Department	8
Higher Education Department	2
Homeland Security & Emergency Management	2
Human Services Department	85
Livestock Board	6
Military Affairs	5
Miners Colfax Medical Center	17
New Mexico Corrections Dept.	72
Office of the State Engineer	8
Office of African American Affairs	1
Public Defender	19
Public Education Department	19
Public Regulation Commission	3
Regulation & Licensing Dept.	10
Retiree Health Care Authority	1
Secretary of State	1
State Investment Council	1
State Land Office	4
Taxation & Revenue Department	32
Tourism Department	5
Workers Compensation Admin	4
<b>Grand Total</b>	<b>762</b>

# Statewide Classified Turnover Rate

Turnover is attributable to many factors beyond management control such as retirement, transfers and promotional opportunity. The turnover rate for FY15 year to date averages 9.9%. The table below reflects classified employee quarterly turnover rates for promotions, transfers, retirements and separations, for voluntary/involuntary departure.

## Statewide Classified Turnover Rate by Agency

Statewide Turnover by Agency						Reasons for Leaving Employment		
BU	Agency	# Empl	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
30800	State Auditor	23	4.3%	4.3%	1	1	0	0
33300	Taxation & Revenue Department	952	8.5%	6.2%	81	59	10	12
33700	State Investment Council	18	5.6%	5.6%	1	1	0	0
34100	Department of Finance & Admin.	127	12.6%	11.8%	16	15	0	1
34200	Public School Insurance Authority	8	0.0%	0.0%	0	0	0	0
34300	Retiree Health Care Authority	22	4.5%	4.5%	1	1	0	0
35000	General Services Department	230	13.9%	12.6%	32	29	3	0
35200	Educational Retirement Board	55	9.1%	7.3%	5	4	1	0
35500	Public Defender	360	7.8%	6.1%	28	22	4	2
36100	Dept. of Information Technology	181	5.5%	4.4%	10	8	1	1
36600	Public Employee Retirement Assoc.	64	1.6%	1.6%	1	1	0	0
36900	Commission of Public Records	34	0.0%	0.0%	0	0	0	0
37000	Secretary of State	44	4.5%	2.3%	2	1	0	1
37800	State Personnel Board	45	8.9%	8.9%	4	4	0	0
39400	State Treasurer	24	8.3%	8.3%	2	2	0	0
40400	Architect Examiners Board	2	0.0%	0.0%	0	0	0	0
41700	Border Development Authority	1	100.0%	100.0%	1	1	0	0
41800	Tourism Department	50	12.0%	6.0%	6	3	3	0
41900	Economic Development Dept.	41	0.0%	0.0%	0	0	0	0
42000	Regulation & Licensing Dept.	246	6.1%	4.5%	15	11	3	1
43000	Public Regulation Commission	123	10.6%	10.6%	13	13	0	0
44000	Superintendent of Insurance	69	8.7%	5.8%	6	4	1	1
44600	Medical Examiners Board	12	0.0%	0.0%	0	0	0	0
44900	Board of Nursing	18	0.0%	0.0%	0	0	0	0
46000	EXPO New Mexico	21	4.8%	0.0%	1	0	1	0
46400	Prof Engineers & Land Surv. Board	4	0.0%	0.0%	0	0	0	0
46500	Gaming Control Board	47	6.4%	4.3%	3	2	1	0
46900	State Racing Commission	10	20.0%	20.0%	2	2	0	0
47900	Veterinary Examiners Board	2	0.0%	0.0%	0	0	0	0
49500	SpacePort Authority	8	0.0%	0.0%	0	0	0	0
50500	Department of Cultural Affairs	443	5.6%	5.0%	25	22	1	2
50800	Livestock Board	54	11.1%	5.6%	6	3	1	2
51600	Department of Game & Fish	252	7.1%	6.3%	18	16	0	2
52100	Energy, Minrils & Ntrl Rsrcs Dept.	371	35.6%	34.8%	132	129	2	1
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0	0	0
53900	State Land Office	140	8.6%	6.4%	12	9	1	2
55000	Office of the State Engineer	288	6.6%	5.6%	19	16	3	0
60300	Office of African Amer. Affairs	5	20.0%	20.0%	1	1	0	0
60400	Com for Deaf/Hard of Hearing	11	0.0%	0.0%	0	0	0	0

BU	Agency	# Empl	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
60600	Commission for the Blind	57	7.0%	5.3%	4	3	0	1
60900	Department of Indian Affairs	10	30.0%	30.0%	3	3	0	0
62400	Aging & Long-Term Services Dept.	209	3.8%	1.4%	8	3	4	1
63000	Human Services Department	1,814	8.4%	7.5%	152	136	8	8
63100	Dept. of Workforce Solutions	423	9.9%	8.0%	42	34	6	2
63200	Workers Compensation Admin	101	6.9%	3.0%	7	3	4	0
64400	Dept. of Vocational Rehab.	248	5.2%	5.2%	13	13	0	0
64500	Governor's Comm. on Disability	11	0.0%	0.0%	0	0	0	0
64700	Dev Disabilities Planning Comm.	14	0.0%	0.0%	0	0	0	0
66200	Miners Colfax Medical Center	217	17.1%	14.7%	37	32	1	4
66500	Department of Health	3,262	8.5%	7.1%	277	231	16	30
66700	Department of Environment	552	4.2%	3.3%	23	18	2	3
66800	Office of Natural Rsrc Trustee	3	0.0%	0.0%	0	0	0	0
67000	Department of Veteran Services	33	12.1%	9.1%	4	3	0	1
69000	Children, Youth & Families Dept.	1,831	8.5%	7.3%	156	134	7	15
70500	Military Affairs	105	6.7%	6.7%	7	7	0	0
76000	Adult Parole Board	5	0.0%	0.0%	0	0	0	0
77000	NM Corrections Dept.	1,930	21.0%	19.8%	405	382	13	10
78000	Crime Victims Reparation Comm.	18	5.6%	5.6%	1	1	0	0
79000	Department of Public Safety	535	7.3%	6.4%	39	34	1	4
79500	Homeland Security & Emerg. Mgt.	43	7.0%	7.0%	3	3	0	0
80500	Department of Transportation	2,154	6.5%	5.1%	141	109	19	13
92400	Public Education Department	208	13.5%	11.5%	28	24	2	2
94900	NM Education Trust Board	1	0.0%	0.0%	0	0	0	0
95000	Higher Education Department	39	10.3%	7.7%	4	3	0	1
<b>Totals</b>		<b>18,230</b>	<b>9.9%</b>	<b>8.5%</b>	<b>1,798</b>	<b>1,556</b>	<b>119</b>	<b>123</b>
<b>Percent Turnover by Reason</b>						<b>86.5%</b>	<b>6.6%</b>	<b>6.8%</b>

# Vacancy Rates

While it is certain that vacancies need to be filled and tracked, it is difficult to ascertain what positions are budgeted vs authorized from the data available to the State Personnel Office. Determining the vacancy rate in each agency is now determined on the number of vacant positions vs filled positions since the FY15 General Appropriation Act does not contain information on authorized/funded FTE (equivalent employees working full-time). The Career Services Bureau and agencies are working diligently to reduce vacancy rates by managing the time it takes to advertise a position to the time it takes to fill the position.

## Quarterly Vacancy Rates for the 20 Key Agencies

Business Unit	Agency	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
33300	Taxation & Revenue Department	18.4%			
35000	General Services Department	23.3%			
35500	Public Defender	14.4%			
36100	Department of Information Technology	20.4%			
42000	Regulation & Licensing Department	19.1%			
50500	Department of Cultural Affairs	15.3%			
51600	Department of Game & Fish	23.9%			
52100	Energy Minerals & Natural Resources Department	34.0%			
55000	Office of the State Engineer	19.3%			
62400	Aging & Long-Term Services Department	13.4%			
63000	Human Services Department	16.4%			
63100	Department of Workforce Solutions	28.7%			
64400	Department of Vocational Rehabilitation	17.8%			
66500	Department of Health	15.2%			
66700	Department of Environment	16.4%			
69000	Children Youth & Families Department	16.9%			
77000	New Mexico Corrections Department	19.9%			
79000	Department of Public Safety	19.3%			
80500	Department of Transportation	14.8%			
92400	Public Education Department	22.5%			
<b>State Wide Vacancy Rate</b>		<b>17.8%</b>			

# Training

The Training and Development Division (TDD) mission, 'to develop great leaders for state 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 SPO TDD commitment is to develop leaders dedicated to public service through learning that measurably transforms individuals and organizations.

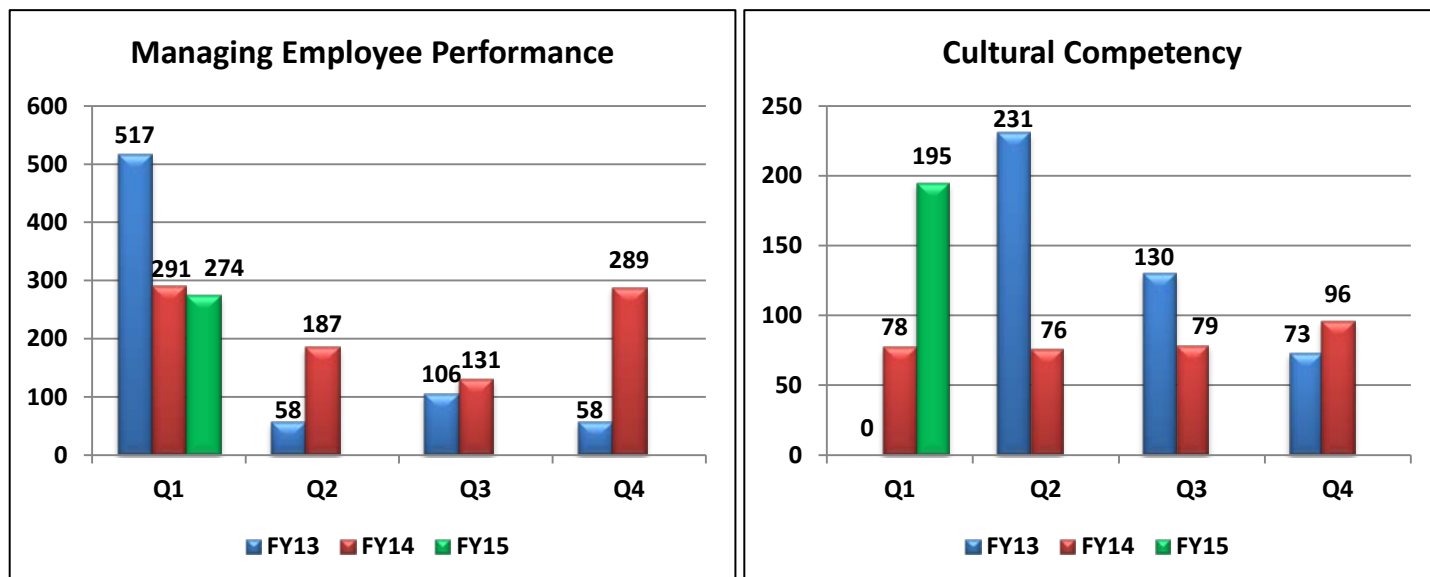
## Instructor – Led Core Curriculum Classes

The TDD delivers practitioner-oriented professional development in both mandatory and statutory instructor-led and eLearning course blocks:

- **Managing Employee Performance (MEP):** the MEP is mandated by the State Personnel Board Rules: Subsection A of 1.7.9.9 NMAC. Topics of discussion include employee evaluations, communication and documentation in support



of teams and projects. This course promotes accountability and collaboration through all levels of management and supervision. In the 1<sup>st</sup> Quarter of FY15, the MEP Training was conducted for 274 managers and supervisors from various agencies.



- Cultural Competency:** pursuant to the State-Tribal Collaboration Act (STCA), in collaboration with the Indian Affairs Department (IAD), SPO developed a cultural competency statutory training program to be offered to all state employees who have ongoing communication with Native American nations, tribes or pueblos. SPO's efforts 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 remains aligned with the needs of tribal and state governments. State agency employees are notified of the provisions of the STCA through the TDD and the IAD websites. SPO maintains certification of the number of state employees from each state agency that have completed the Cultural Competency training. The current Cultural Competency training curriculum includes:
  - An introduction to the unique legal and political status of New Mexico Indian Nations, Pueblos, and Tribes with a review of Federal Indian policies and laws;
  - An examination of tribal governments and authorities;
  - Collaboration/consultation principles and guidance;
  - Communication skills; and
  - Cultural competencies and best practices.

In the 1<sup>st</sup> Quarter of FY15, 195 employees participated in the Cultural Competency training.

- Fundamentals of Supervision:** this course includes sections on supervision and leadership core values and practices, strategies for coordinating powerful work with teams and stakeholders, and key considerations regarding motivation and dealing with resistance effectively. Real scenarios are discussed and solutions are developed utilizing the Facts, Objectives, Solutions, Actions (FOSA) method. A total of 76 state employees participated in the training in the 1<sup>st</sup> Quarter of FY15.
- Developing an Americans with Disabilities Act (ADA) Successful Reasonable Accommodation Process:** this course includes relevant information that employers need in order to provide accommodations for applicants and employees with disabilities. For many employers, understanding when and how they must comply can be, at times, complex. Developing effective policies, procedures and practices can assure full compliance as well as help

management successfully respond to reasonable accommodation requests and needs. This 3-hour training, given by the Southwest ADA Center, provides an overview of the ADA Amendments Act, extensive reasonable accommodation and best practice approaches, useful ADA technical assistance resources and answers to key questions. A total of 11 state employees participated in the training in the 1<sup>st</sup> Quarter of FY15.

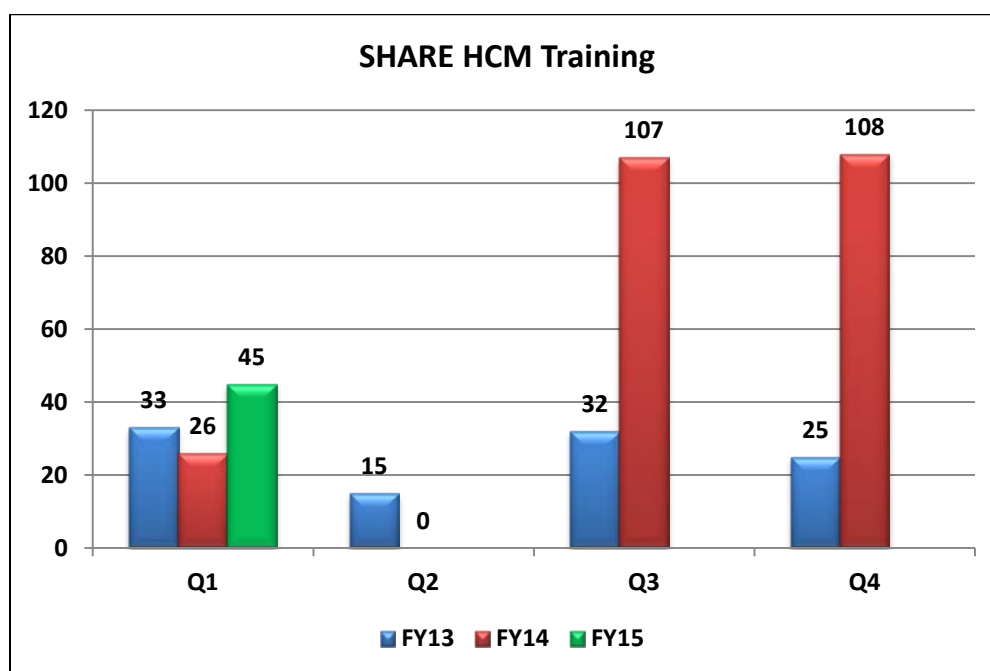
## ELearning Mandatory Classes

- **Ethics for New Mexico State Government Employees:** Ethics training helps state employees understand and be held accountable for the Code of Ethical Conduct, thereby increasing the efficiency and efficacy of New Mexico State government. The online Ethics Training for State employees is a collaborative project with the New Mexico State University College of Business and the Daniels Foundation. Ethics training is still in the design and development stages.
- **Civil Rights:** the Civil Rights course strives to make public servants aware of the ethical standards and the social responsibility necessary to act humanely and responsively in an intergovernmental system. The Civil Rights Training has been made available to all new employees in concert with agency hires; agencies are responsible for delivering this training to new employees within 90 days of hire. A total of 409 state employees participated in the training in the 1<sup>st</sup> Quarter of FY15.

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.

## Additional Training

- **SHARE Human Capital Management (HCM) Training:** The TDD partners with the Department of Information Technology to manage 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. A total of 45 state employees participated in the training in the 1<sup>st</sup> Quarter of FY15.



- **Discipline and Adjudication Training:** The TDD is working closely with Subject Matter Experts (SMEs) to redesign the Discipline and Adjudication Training. Faculty are instructors with expertise in discipline and adjudication as detailed by administrative code, NMSA 1978, the NM Governmental Dispute Prevention Resolution Statute and Alternative Dispute Resolution methods. The SMEs will also be familiar with all forms and pleadings included in the processes.
- **Workplace Violence Active Shooter Awareness Training:** SPO, in collaboration with the Department of Public Safety, Department of Homeland Security and Emergency Management and General Services Division successfully deployed the Workplace Violence Active Shooter Awareness Training. Throughout the year, Chad Pierce from the Department of Public Safety presented the training curricula to 1,500 state employees. In the 1<sup>st</sup> Quarter of FY15, 270 employees participated in the training.

The intent of this course is to provide guidance to recognize the signs of potential work place violence and to prepare state employees who may be caught in an active shooter situation. In addition, GSD, SPO and the Department of Tourism are developing an eLearning course that will be embedded in the New Employee Orientation.

- **New Employee Orientation:** TBD has deployed the online New Employee Orientation. This course acquaints new employees with state history, economy & fun facts. The training also covers the structure of state government, the functions of state agencies, overview of labor unions in New Mexico state government and benefits available through employment with the state.

## Adjudication

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

Although the District Attorney's Association and the Department of Public Safety have their own personnel boards, employees of those agencies (excluding State Police Officers) often select the SPB to decide appeals of their disciplinary action. Additionally, if a classified state employee is "separated" from their job as a result of injury or illness (on or off the job), the employee has the right to file an appeal with the SPB and have a hearing on the issue of whether the employee was properly separated from employment. The SPB is also charged with making findings on complaints filed against Workers' Compensation Judges and forwarding its finding to the Director of the Workers' Compensation Administration. The Adjudication Division conducts evidentiary hearings for the SPB for these purposes as well.

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

The majority of the Adjudication Division's hearings are conducted at SPO in Santa Fe that is equipped with a relatively new hearing room. To conduct hearings

*Adjudication reached final disposition on 21 appeals in the 1<sup>st</sup> Quarter of FY15.*

outside Santa Fe, the ALJs continue to rely primarily on videoconferencing. The agency taking disciplinary action is typically directed to arrange the videoconferencing between its Santa Fe office and the field office responsible for the disciplinary action. The ALJ then conducts the hearing from Santa Fe, while the attorneys (and/or representatives) and witnesses typically appear at the remote location. The Adjudication Division will consider requests for alternative hearing arrangements on a case-by-case basis.

In the first quarter of FY15, the Adjudication Division received 15 new appeals, and 21 appeals reached final disposition through decision (4), settlement (9), withdrawal (5), or dismissal for failure to prosecute (3). At the close of the quarter, a total of 32 appeals remain pending.

Status	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	FY15 Total
Appeals Pending	32				32
New Appeals Filed	15				15
Appeal Disposition	21				21

## Labor Relations

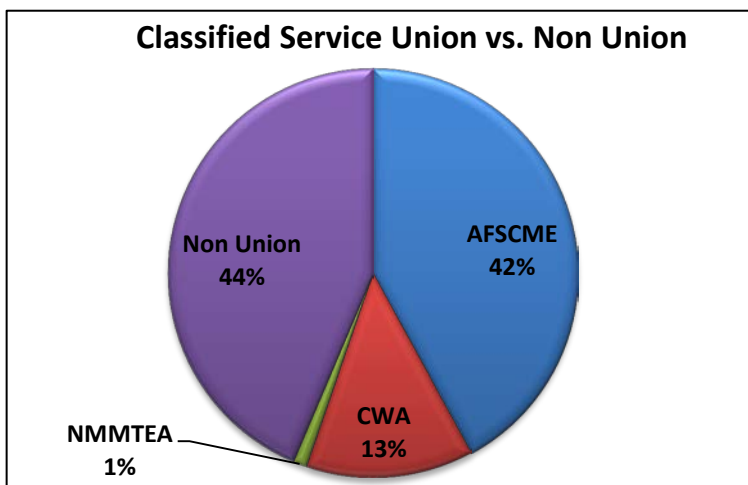
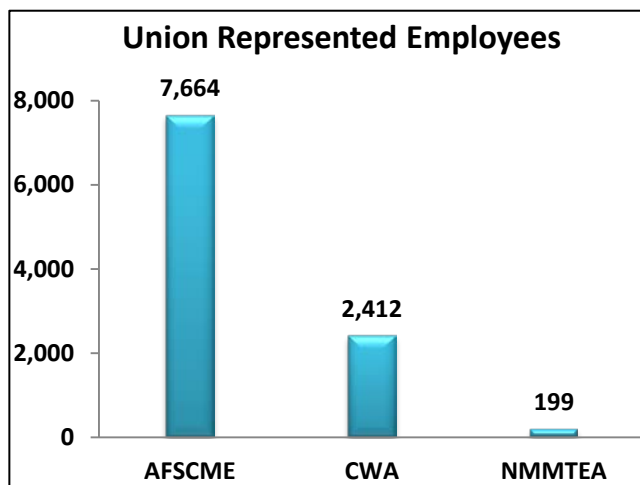
The primary goal of the Labor Relations Division (LRD) is to ensure proper guidance, training and oversight for all state agencies. The LRD exists to govern the principles behind the New Mexico Public Employees Bargaining Act (PEBA) that guarantees state employees' rights to organize and bargain collectively, or to refrain from such activity, and upholds the State Personal Board Rules (SPB Rules) that provide protected rights to state employees. As the Governor's designee, the LRD has the authority to negotiate and enforce a CBA with the union and ensure its proper administration.

The Labor Relations Division has many unique and distinctive features that provide invaluable services to state agencies, employees and unions through its functions of contract administration and training. The main objective of the LRD is to act as the labor contract administrator for the State of New Mexico, working actively with state agencies and signatory

unions in administering the CBAs that benefit the State and its unionized workforce. In this capacity, the Division works closely with state agencies to ensure consistent application of the CBAs and that they are properly administered in the spirit in that they were negotiated. The Division promotes a harmonious and cooperative relationship between state agencies and labor organizations, protecting the public interest by ensuring an orderly operation for the state. The LRD works directly with the three (3) unions that currently represent 56% of classified service employees within the state; New Mexico Motor Transportation Employee Association (NMMTEA), Communication Workers of America (CWA), and American Federation of State, County and Municipal Employees (AFSCME).

*31 grievances were filed with the LRD in the 1<sup>st</sup> Quarter of 2015, the same as in the 4<sup>th</sup> Quarter of 2014.*

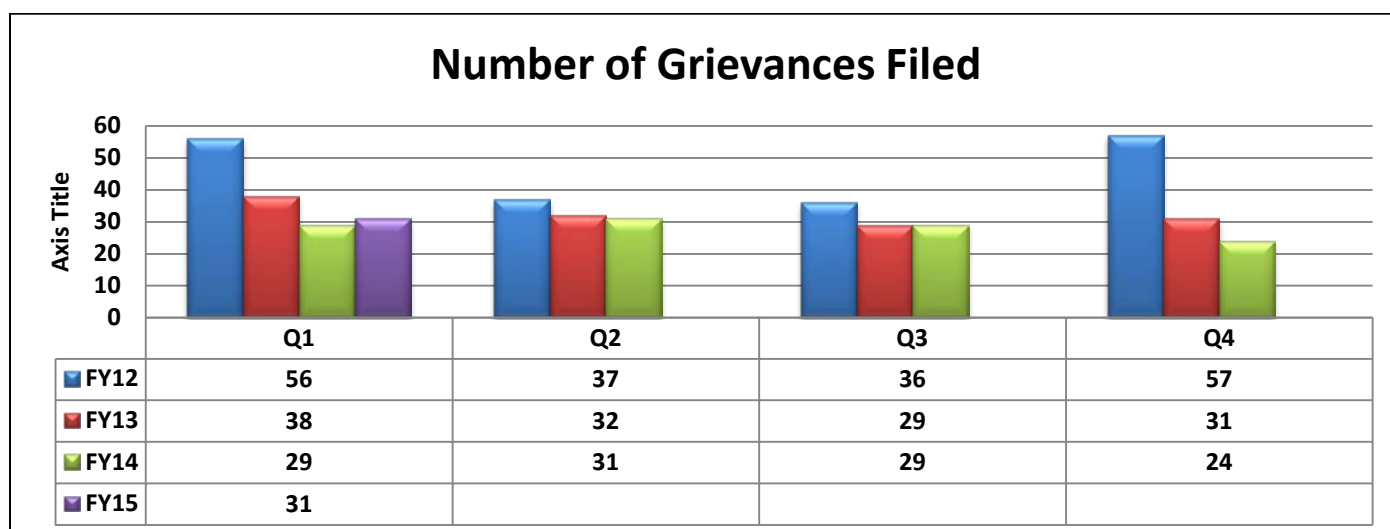
## Union Represented vs. Non Union



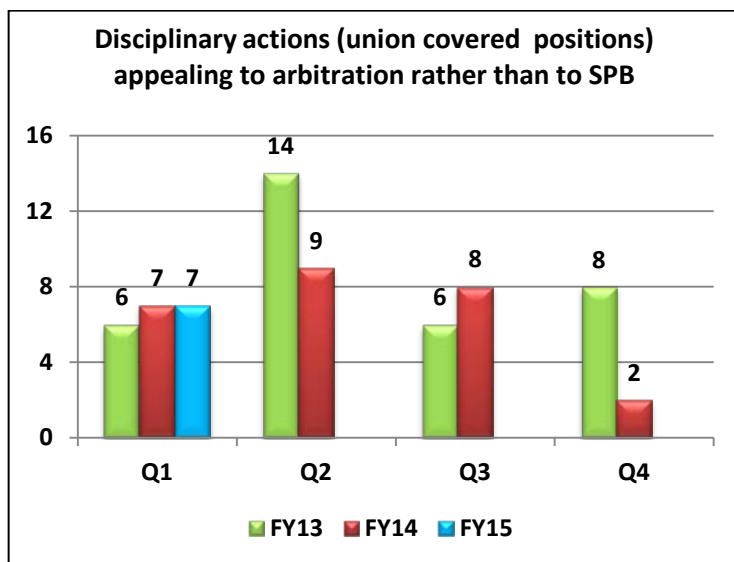
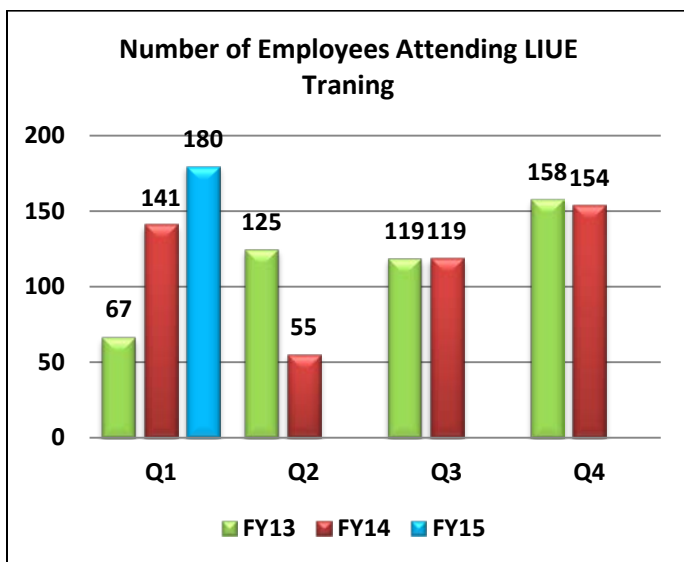
During the 1st quarter of the FY15, a total of 31 union grievances were filed, 18 by AFSCME and 13 by CWA. Out of the 31 union grievances filed, four (4) were settled, four (4) timed out (a.k.a. Dead on Time), the union(s) withdrew one (1) union grievance, and agencies granted the union(s) requested remedy on two (2) other occasions. 15 of the remaining grievances have not reached a final outcome.

There was one (1) Prohibited Practice Complaint (PPC) filed during this quarter by CWA.

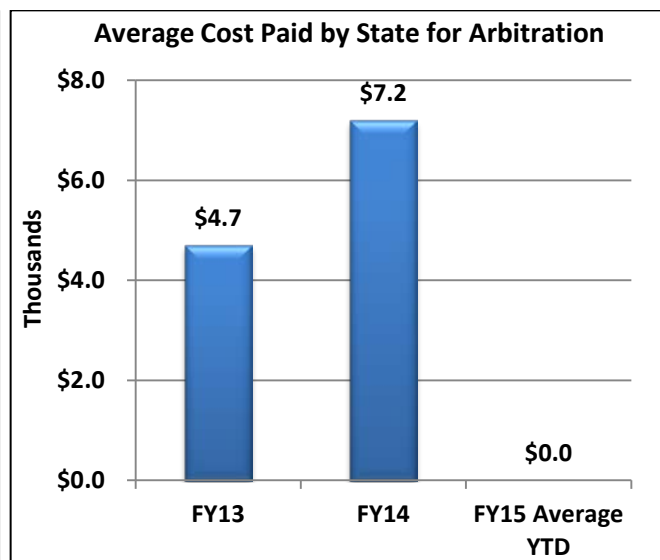
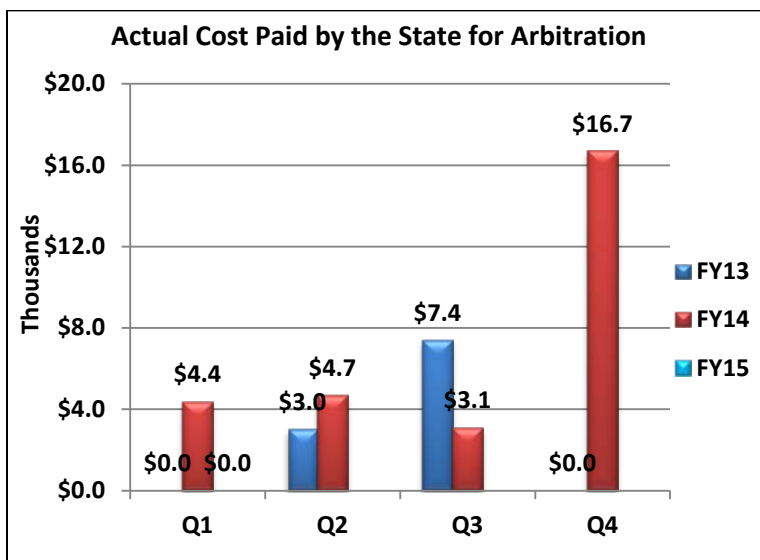
There were seven (7) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the 1st quarter. Five (5) were invoked by AFSCME, and two (2) by CWA. In comparison, seven (7) bargaining unit employees chose to appeal their discipline to the State Personnel Board (SPB). All seven (7) appellants belong to AFSCME.



The LRD continues to support supervisors, managers and HR Professionals by facilitating labor related training. This quarter the LRD trained three (3) Living in a Union Environment (LIUE) classes. A total of 78 managers, supervisors and HR Professionals attended this training during the 1st quarter. In addition to LIUE, LRD also taught three (3) LIUE Refresher classes to 102 HR professionals, managers, and supervisors. This four (4) hour course is aimed at recalling and reinforcing previously acquired knowledge. This training takes into consideration each agency's unique needs.



LRD also conducted five (5) Workplace Investigations Trainings, throughout the state of New Mexico. During these training sessions 271 supervisors, managers and HR Professionals were provided with the tools to conduct workplace investigations utilizing methods applied by experienced workplace investigators. The information provided in this course promotes conducting quality, prompt and fair investigations.



## Quarterly Performance Measures

<b>FY15 Approved Quarterly Performance Measures</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>FY15 Total</b>
Average number of days to fill a position from the date posted	69%				
Percent of new employees who successfully complete their probationary period	62%				
Percent of “voluntary” classified employee turnover (leaving state service)	3.6%				
Percent of “involuntary” classified employee turnover (leaving state service)	.6%				
Average state employee sick leave usage per capita	23				
State employee average overtime usage per month	15.9				
Percent of state employees receiving overtime	18%				
Average state classified employee compa-ratio	100.8%				
Average state classified new hire compa-ratio	94%				
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	7				
Average cost paid by state for arbitration of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	\$0.00				
State-wide classified service vacancy rate	17.8%				

<b>FY15 Approved Quarterly Performance Measures</b> <i>*These measures will be reported on a biannual basis</i>	<b>Semiannual Q1 &amp; Q2</b>	<b>Semiannual Q3 &amp; Q4</b>	<b>FY15 Total</b>
Percent of new hire managers and supervisors who successfully complete the management and supervision training sponsored by the state personnel office within six months of date of hire.	-	-	

<b>FY15 Approved Annual Performance Measure</b> <i>*These measures will be reported on a FY end basis</i>	<b>FY15 Total</b>
Percent of department/agencies with over 90 percent completed evaluations	
Percent of eligible state classified employees with a completed performance appraisal on record at the close of the fiscal year	
Number of rule compliance audit reviews performed during the fiscal year	
Percent of rule compliance review audit exceptions corrected within six months of discovery	