



New Mexico

# State Personnel Office

## FY15 2<sup>nd</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
Classified Service at a Glance (December 31, 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>11</b>
Continuous Advertisements.....	12
Applications .....	13
Average Days to Fill a Position by Answer Date by Agency.....	15
<b>Classified Service Hires and Separations .....</b>	<b>19</b>
New Hires by Fiscal Year (FY11-FY14) .....	19
FY15 New Hires & Separations by Quarter .....	19
New Hire Compa-Ratio.....	20
FY15 2 <sup>nd</sup> Quarter New Hire Compa-Ratio by Pay Band .....	21
New Hire Demographics.....	22
FY15 Classified Separations by Reason.....	22
FY15 2 <sup>nd</sup> Quarter Classified Separations by Agency .....	23
<b>Statewide Classified Turnover Rate.....</b>	<b>24</b>
Statewide Classified Turnover Rate by Agency .....	24
<b>Vacancy Rates.....</b>	<b>26</b>
Quarterly Vacancy Rates for the 20 Key Agencies.....	26
<b>Training.....</b>	<b>26</b>
Instructor – Led Core Curriculum Classes.....	26
ELearning Mandatory Classes .....	28
Additional Training.....	28
<b>Adjudication .....</b>	<b>29</b>
<b>Labor Relations .....</b>	<b>30</b>
Union Represented vs. Non Union.....	30
<b>Quarterly Performance Measures .....</b>	<b>33</b>

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## Director's Report

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The State Personnel Office's (SPO) mission is to provide 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). The report is updated quarterly to provide timely metrics which are used to enhance the State's ability to address HR issues impacting management throughout State government.

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 information and guidance 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 has been on the State's recruitment and selection process. SPO continues to actively work with departments to decrease the amount of time required to review and refer applicants and improve overall hiring efficiency. Since FY11, the number of applications received annually has almost doubled to 250,000 applications received, with over 1 million hits (viewing open positions in NEOGOV) this quarter. The number of days from a job being advertised to the day a job is accepted has remained steady at 45.9 days, and the average days to process and refer applications also held at 8.2 days this quarter. The overall average time to hire has dropped from 76 to 69 days in the last year. Additionally, 3,227 employment selections were made in FY14, with an additional 613 hires this quarter for an FY15 total of 1,377. SPO's Career Services Bureau, and agencies, continue to work diligently to reduce vacancy rates by managing the time it takes to advertise and fill a position.

Significantly, 631 new employees were hired in the second quarter of FY15, compared to 613 employees separating during the quarter (508 voluntary, 105 involuntary and 174 retirements). This trend is indicative of the State's continuing commitment to retain qualified employees.

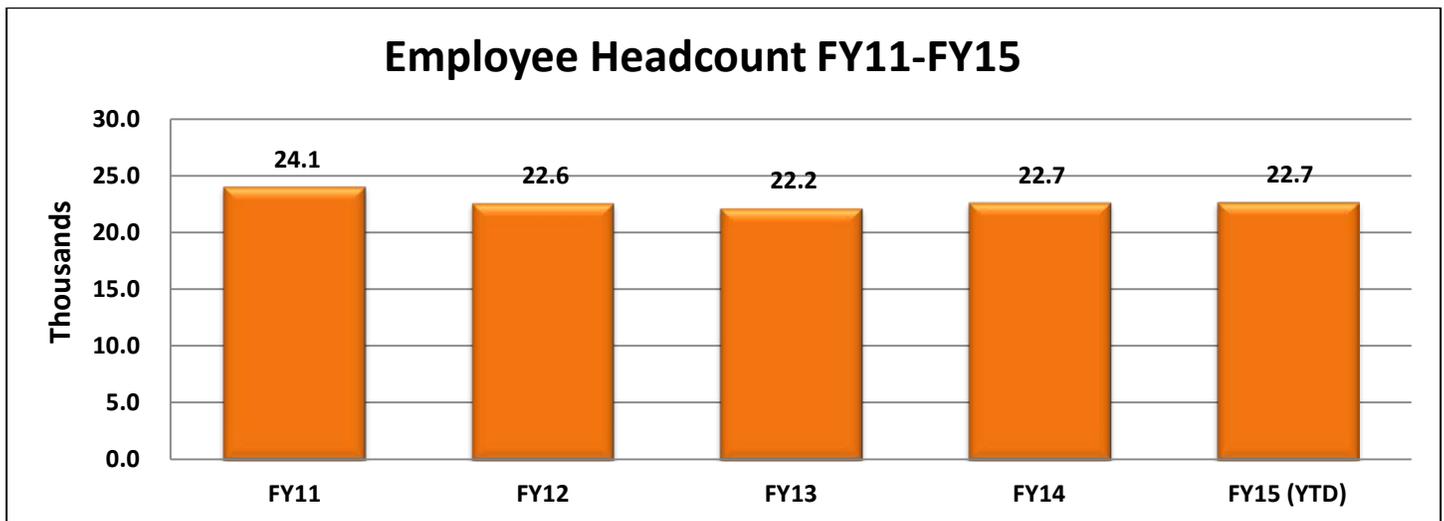
Sincerely,

Justin R. Najaka  
Interim Director

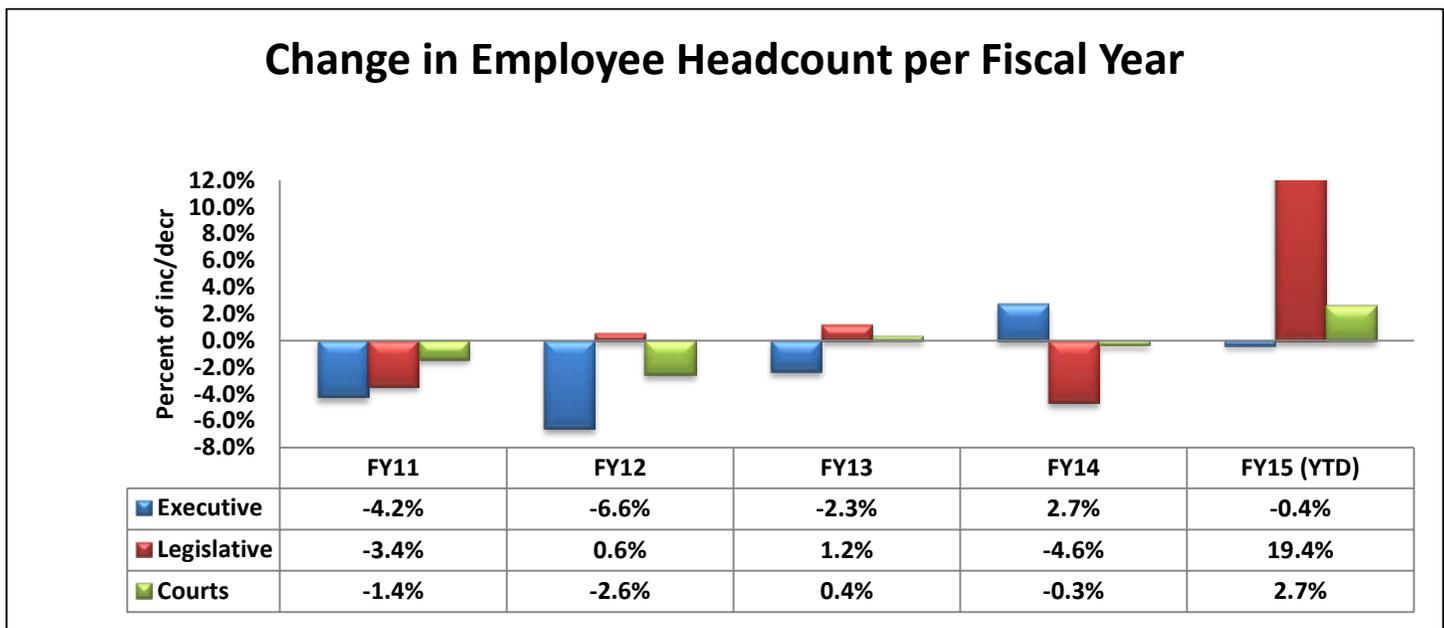
# Workforce Overview

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 (NEOGOVS);
- 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. Legislative employee headcounts traditionally increase in the second quarter as a result of hiring for the Legislative session.

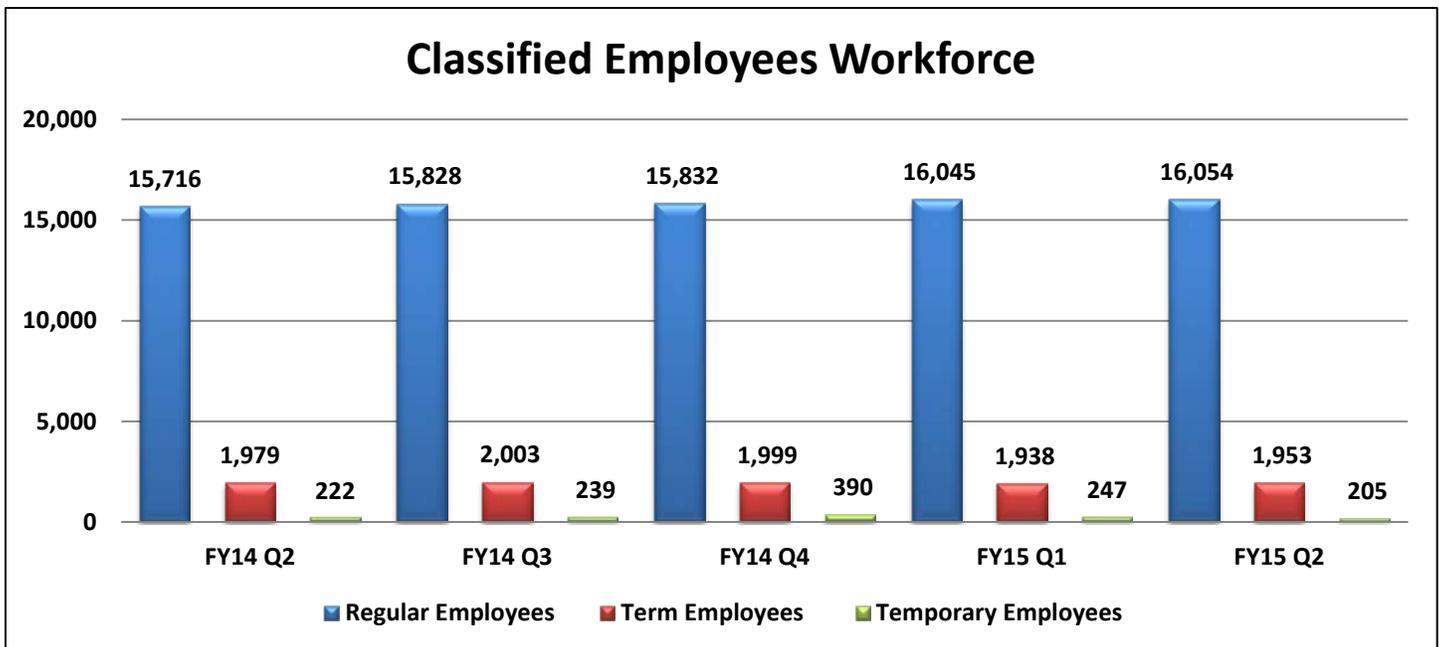


## Classified Service at a Glance (December 31, 2014)

Workforce Data	
Union Represented Employees	56.3%
Minority	62.0%
Female	54.5%
Male	45.5%

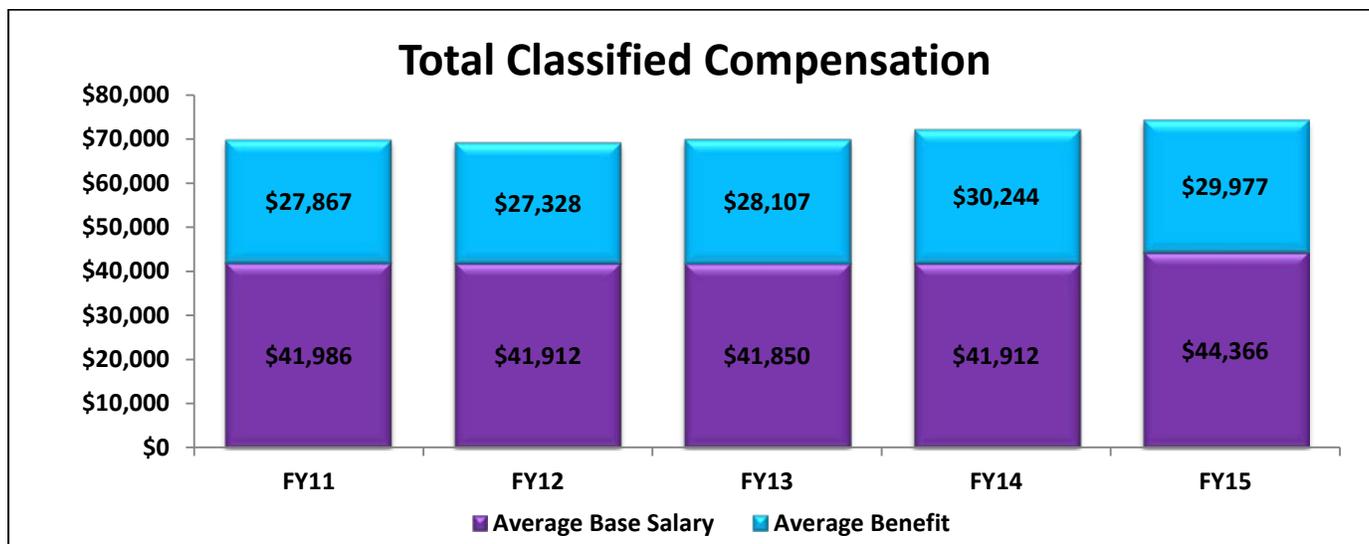


TOTAL COMPENSATION AS OF DECEMBER 31, 2014	
• AVERAGE BASE SALARY	<b>\$44,366</b>
• AVERAGE BENEFIT	<b>\$29,977</b>
• AVERAGE TOTAL COMPENSATION	<b>\$74,343</b>
• AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO	<b>101.2%</b>



## 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 since FY11. In FY14, benefit costs as a percentage of total compensation rose as health care insurance rates increased. Between FY14 and FY15, benefits remained level while the average salary increased by almost 6%.

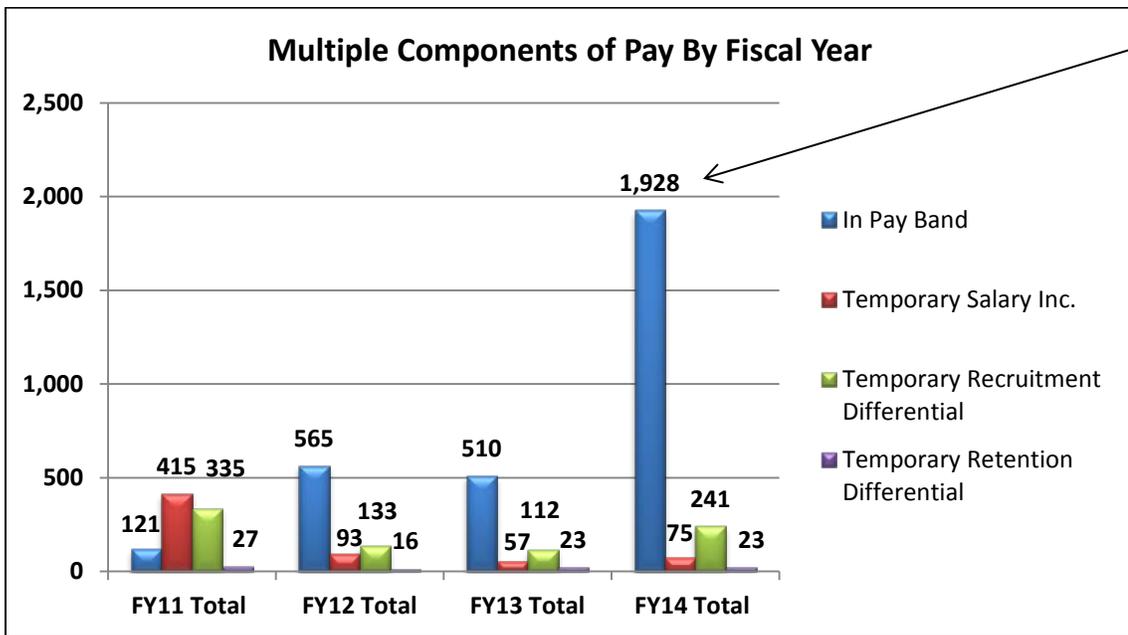


## Multiple Components of Pay (MCOP)

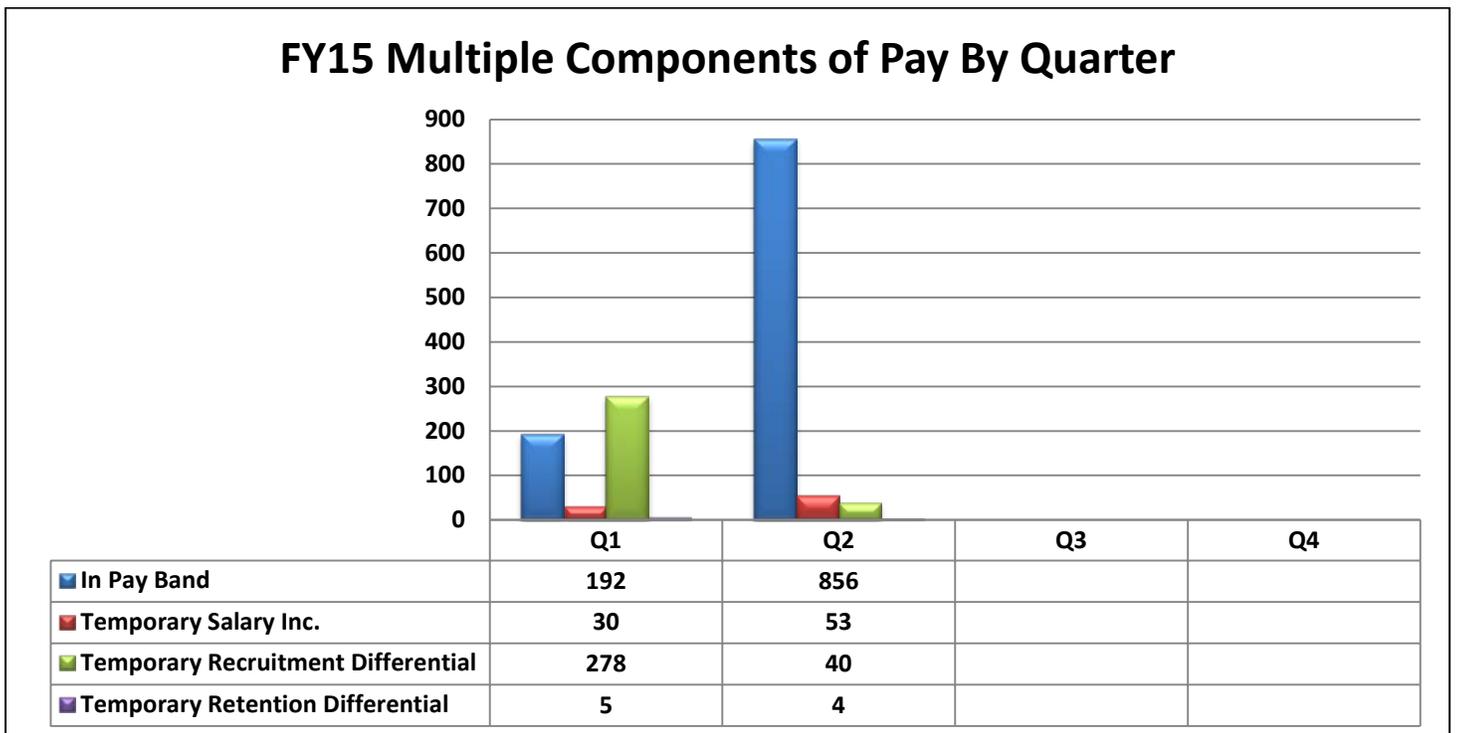
Various pay mechanisms permitted through the State Personnel Board (SPB) Rules were developed to enhance recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **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.

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.

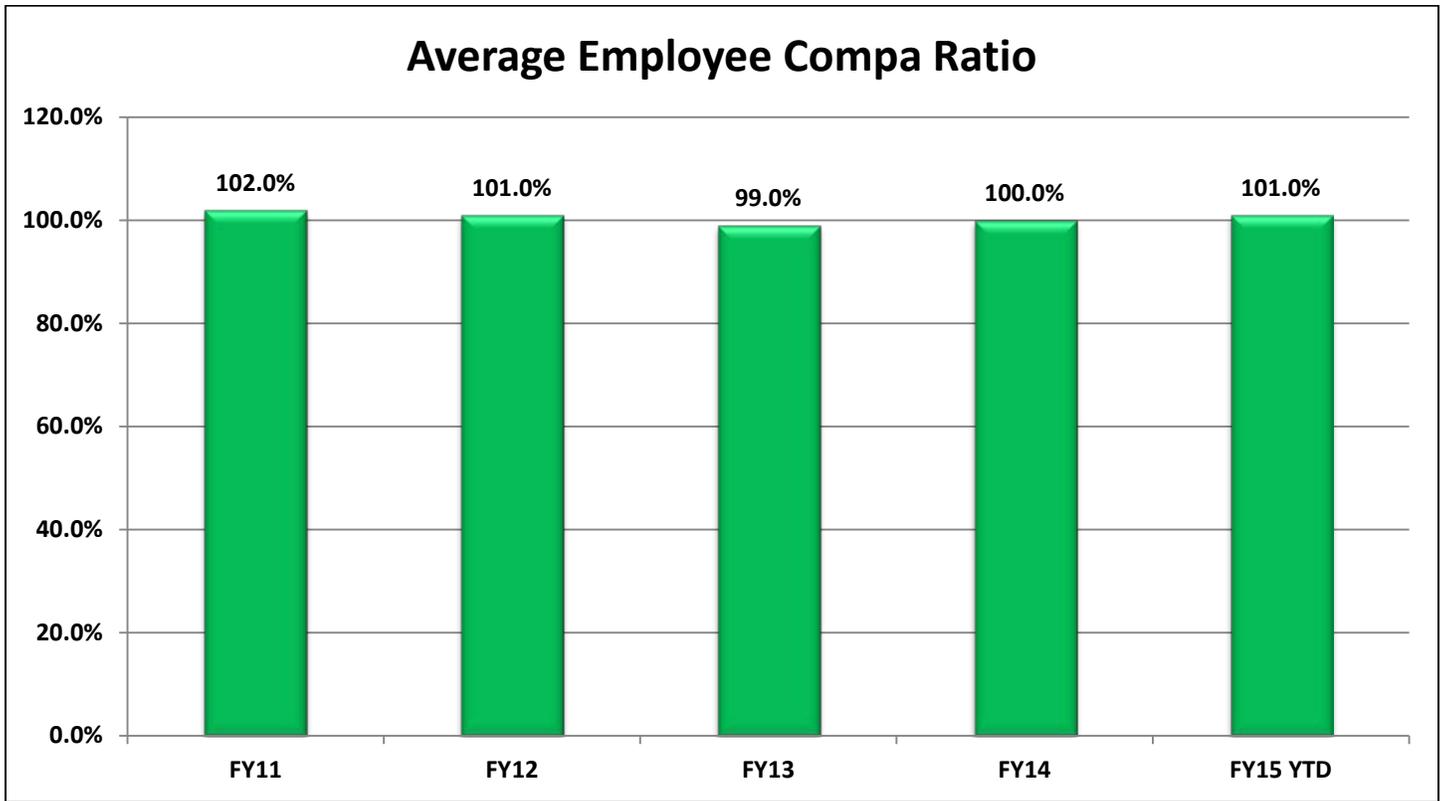


In Pay Bands (IPBs) were given to select employees at CYFD, TRD, DPS, Corrections, and the State Police in February 2014 based on compa-ratio and agency budgets. These IPBs brought employees closer to new-hire compa-ratios and closer to market salaries.



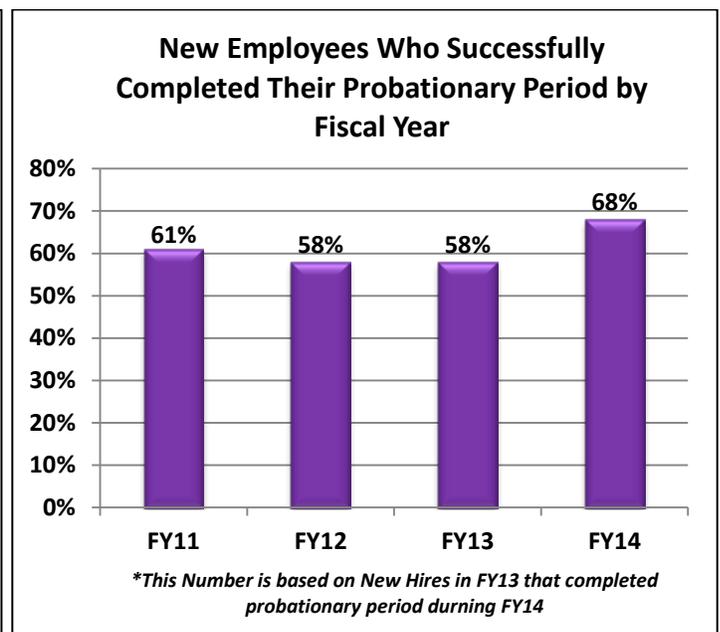
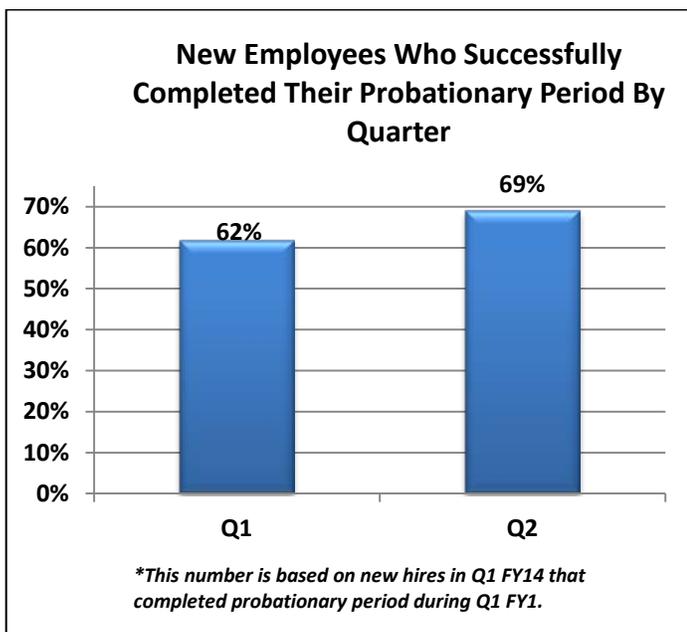
92% of the In Pay Band increases given in the 2<sup>nd</sup> Quarter of FY15 were for workers at the Department of Transportation based on compa-ratio and agency budgets, bringing employees closer to pay band midpoints.

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.



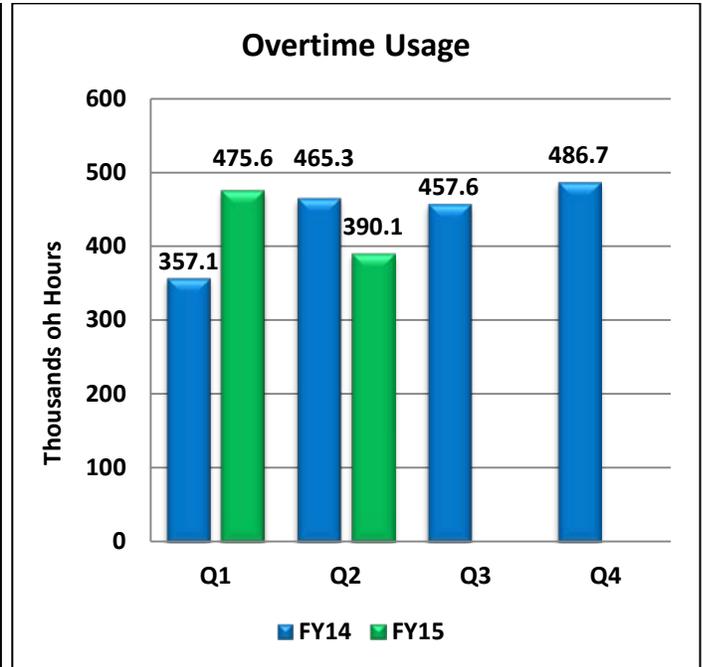
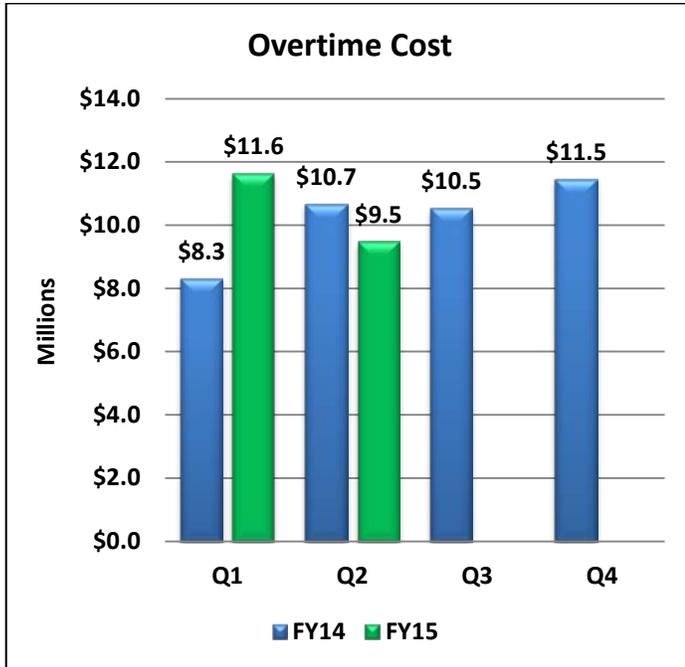
## Annual Key Performance Measures

The number of employees completing their probationary period has increased by 17% since FY13 as a result of implementing strong minimum qualifications for jobs.

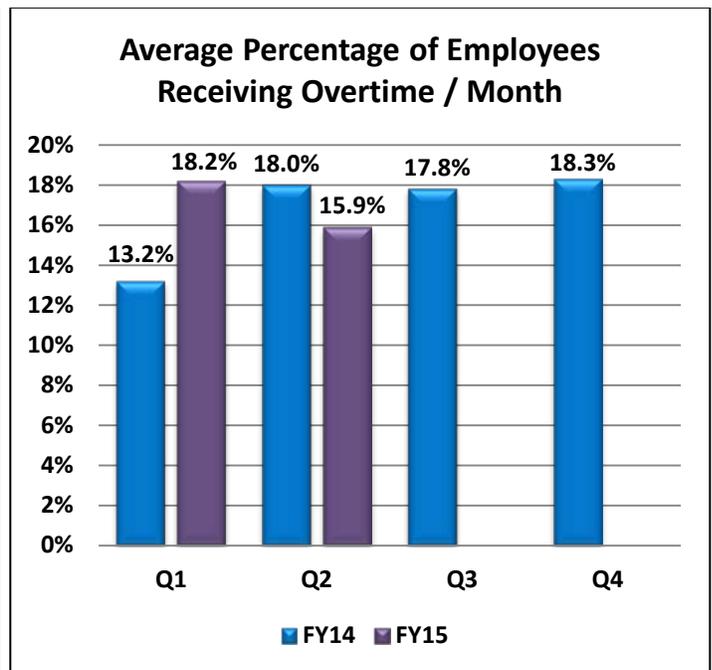
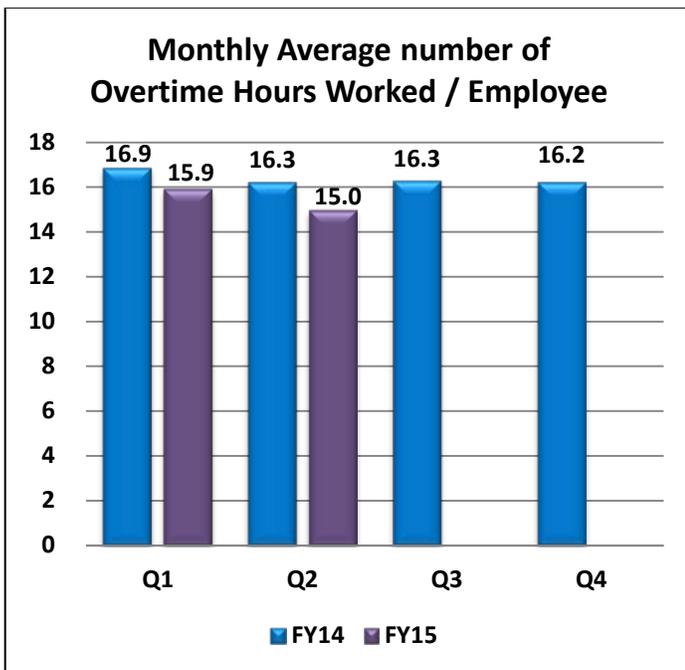


## Overtime

When compared to the same time frame in FY14, the 2<sup>nd</sup> quarter of FY15 shows overtime increased in both cost and hours.

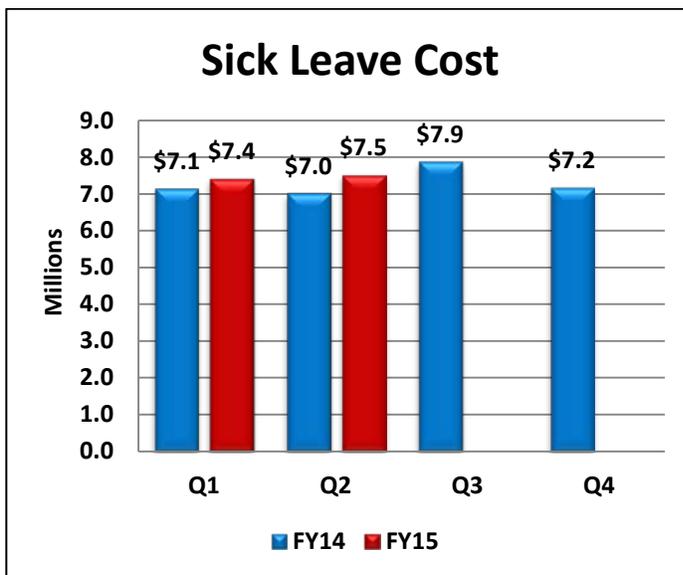
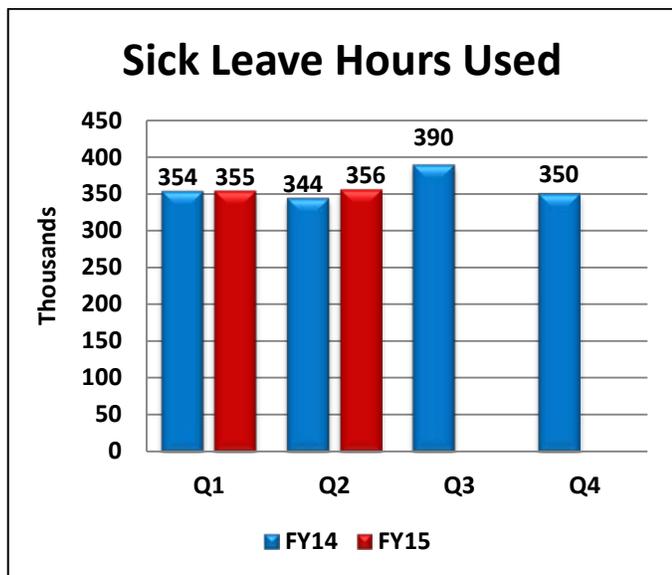


*\*Note: The above graphs account for both overtime accrual and payout at straight time/time and a half.*



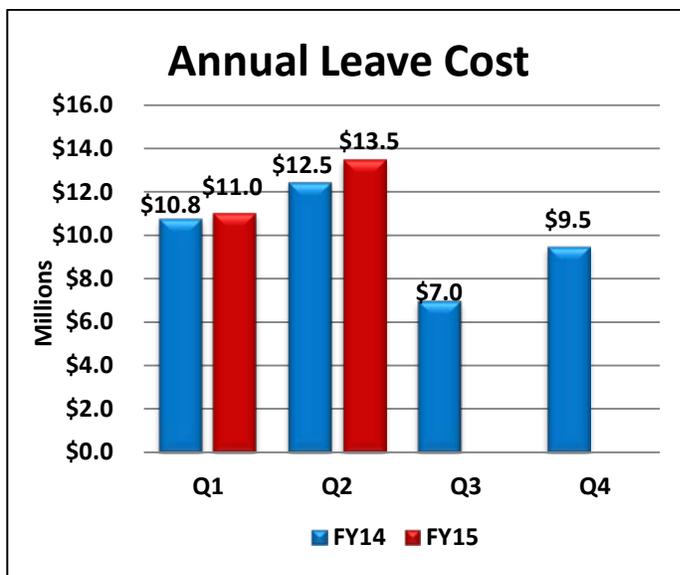
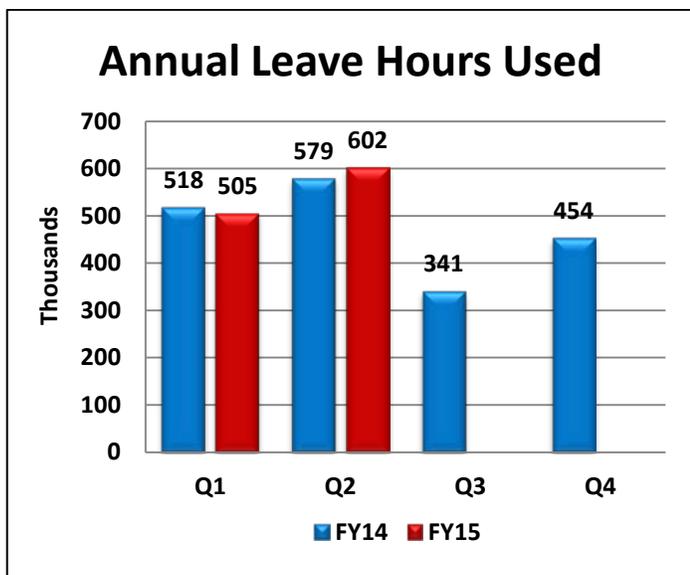
## Sick Leave

Sick leave usage remained flat over the 2<sup>nd</sup> Quarter of FY15 compared to the 2<sup>nd</sup> Quarter of FY14. However, the cost of sick leave did increase, due to increases in average base compensation.



## Annual Leave

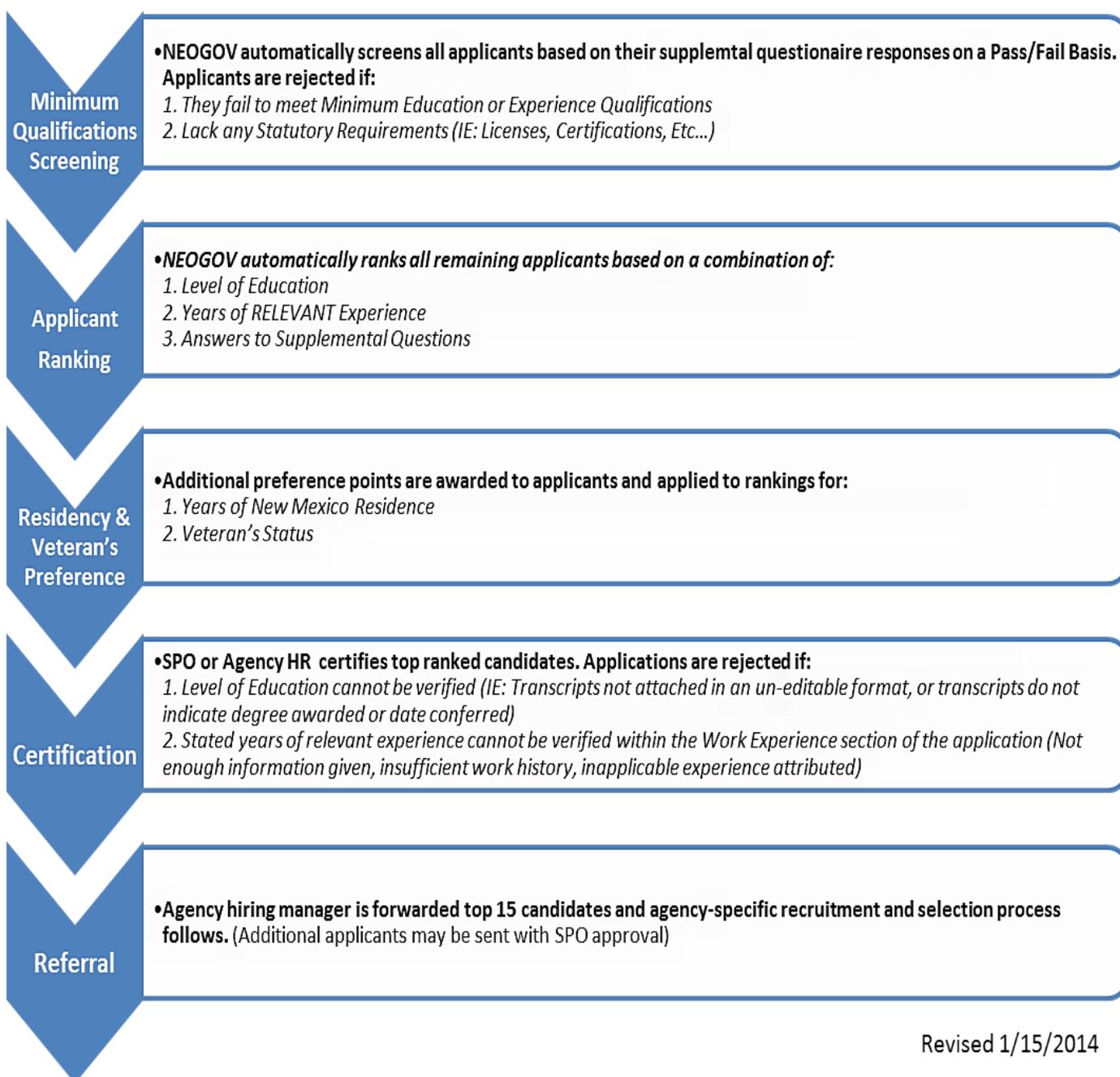
The following graphs show annual leave use and associated budgetary impact. During the 2<sup>nd</sup> quarter of FY15, annual leave use was approximately four days taken per employee. The use of annual leave typically increases due to both employees taking time off for the holidays and employees lowering their leave balances below the 240 hour carry-over threshold in compliance with SPB rules.



# 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 recruitment for all classified positions was initiated, there has been a 96% increase in both job advertisements and applications received. Every position advertised through SPO follows the same process once an applicant submits their application. The graphic below details this process.

## Steps Followed Once an Applicant Applies for a Position



Revised 1/15/2014

SPO continues to work with agencies on improving the quality of their advertisements in order to strengthen their applicant pool. This requires agency human resource professionals to work closely with hiring managers to obtain critical information regarding the position being advertised. The result is a customized advertisement that provides applicants with clear qualification requirements and preferences. The first example below is a supplemental question that is broader compared to the second example which is customized to address specific experience obtained.

## Example of Targeted Applications Developed with Agencies

### EXAMPLE 1

**How many years of experience do you have related to the purpose of this position?**

- None
- 3 months of experience
- 6 months of experience
- 1 year of experience
- 2 years of experience
- 3 years of experience
- 4 years of experience
- 5 years of experience
- 6 years of experience
- 7 years of experience
- 8 years of experience
- 9 years of experience
- 10 years of experience

General, not specific to the job being advertised.

### EXAMPLE 2

**How many years of experience do you have in budget development for a governmental agency?**

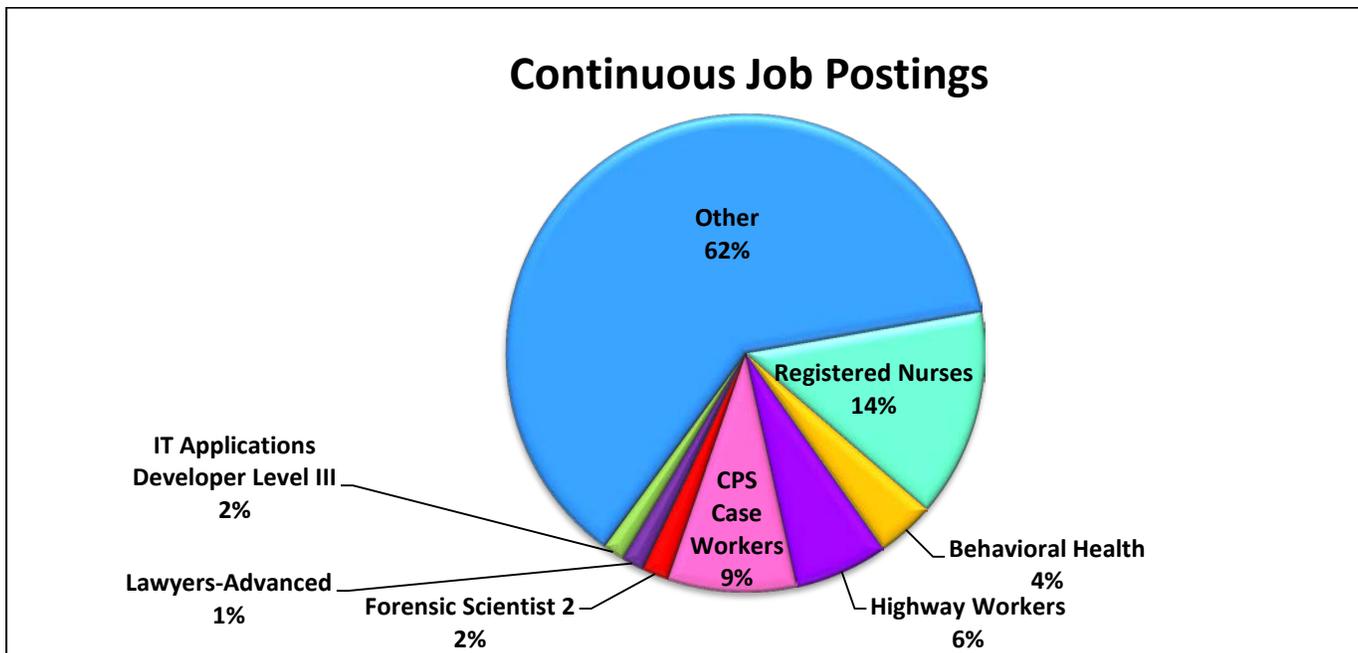
- 0-1 year of experience
- 2-5 years of experience
- 6-9 years of experience
- 10 or more years of experience

Driven, focused questions based on specific position needs.

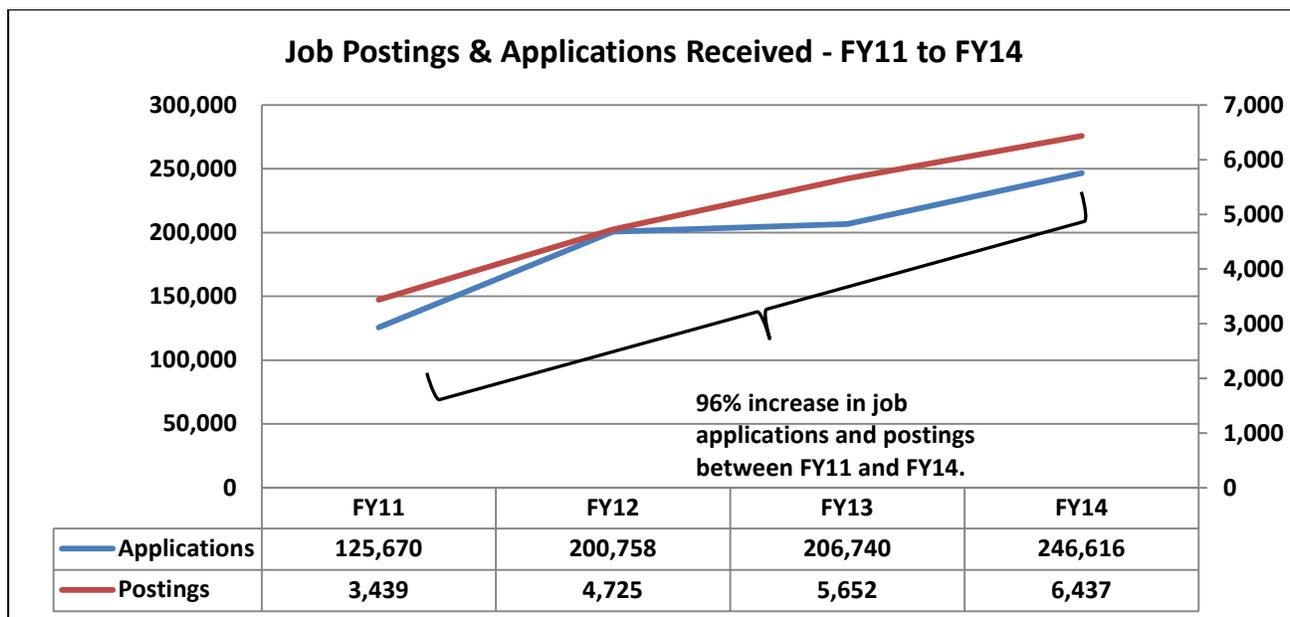
Agencies who have begun to use this targeted form of advertising want the potential applicant to be more informed regarding the responsibilities of the position to include the specific education and experience preferred by the hiring agency. Applicants who have a thorough understanding of the position can make an informed decision regarding applying for a position. In return, hiring managers will have an applicant list that is more reflective of the specific needs of the position.

## Continuous Advertisements

A continuous advertisement is used when an agency has a hard to fill position and will benefit from an advertisement that remains open until the position is filled. Continuous advertisements are beneficial because they allow an agency to receive a steady flow of applicants. Some positions are difficult to fill because of their geographic location, challenging job duties, a need for specific expertise or the need for a large number of workers without the population to fill them. 42% of continuous advertisements were for positions such as Registered Nurses, Child Protective Services Case Workers and other social work jobs.

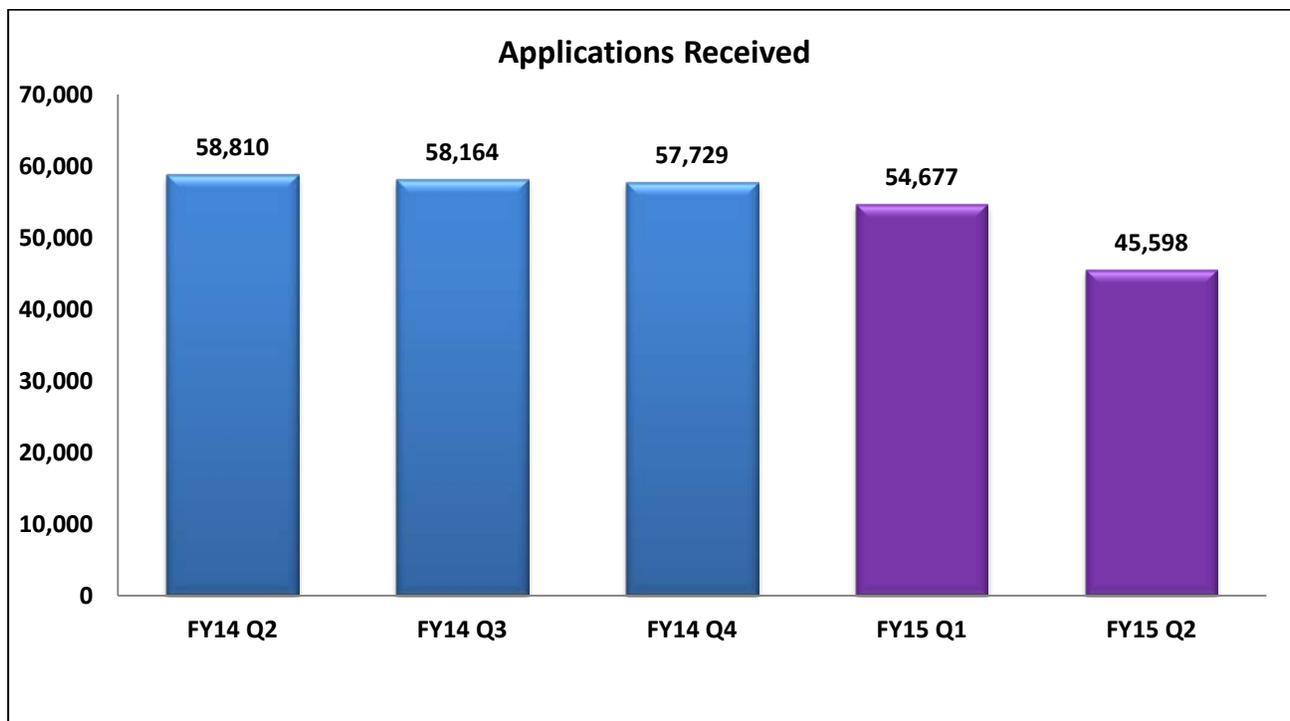


## Applications

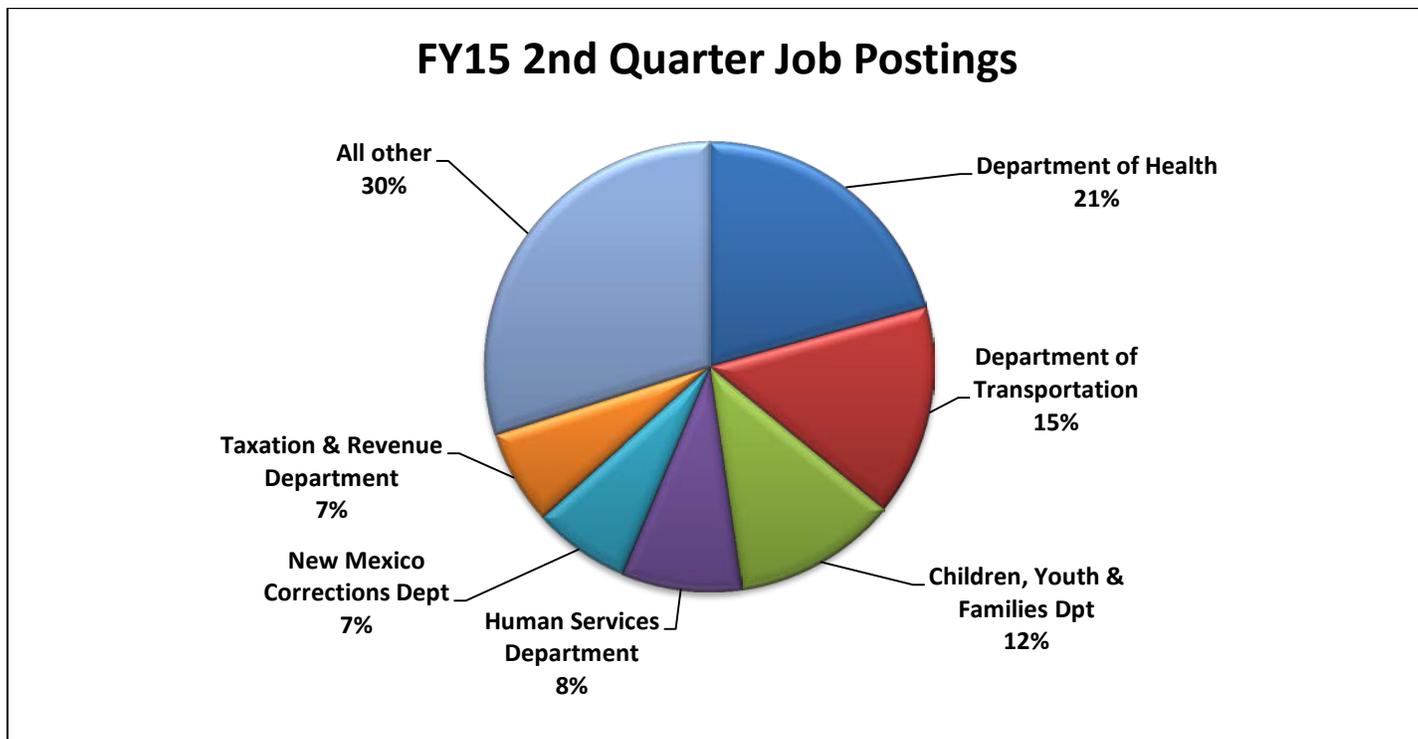


The total views of posted applications has increased every year since 2012, as seen below. Year to date, posted applications on NeoGov have been viewed 2,262,299 times. There have been 1,081,004 views s this quarter.

Total Views on Posted Applications by Fiscal Year			
FY12	FY13	FY14	FY15 (YTD)
2,286,916	3,645,209	4,079,561	2,262,299



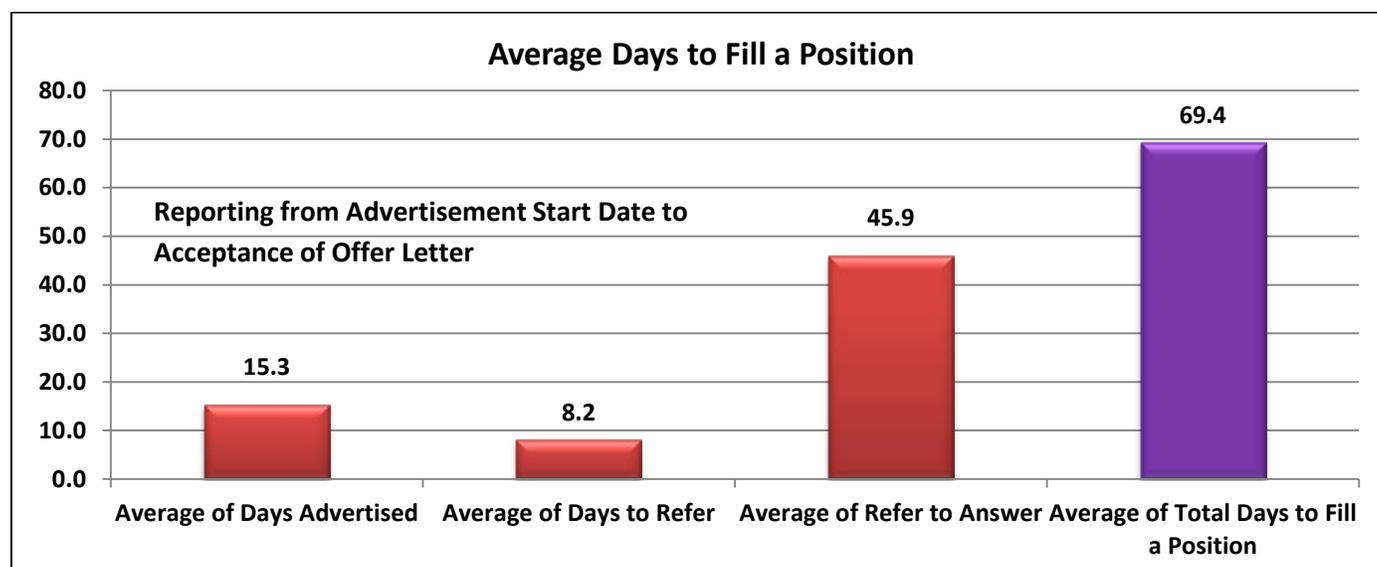
The number of views each department’s job advertisements receives demonstrates an increased exposure of vacancies and applicant interest in State positions. As can be seen in the pie chart below, six agencies represent the majority (70%) of all jobs posted in this quarter.



2 <sup>nd</sup> Quarter Highest Posting Agencies			
Department	Advertisements	Hits	Applications Received
Department of Health	276	175,612	7,169
Department of Transportation	202	96,391	3,216
Children, Youth & Families Department	157	153,606	6,514
Human Services Department	115	87,025	4,359
Corrections Department	93	51,107	2,337
Taxation & Revenue Department	90	64,894	3,489
Department of Public Safety	52	33,230	1,638
Environment Department	39	30,021	1,194
Public Education Department	35	21,162	728
Energy, Minerals & Natural Resources Department	32	21,196	688
Public Defender Department	32	20,045	1,046
Department of Workforce Solutions	29	25,770	1,581
General Services Department	29	15,494	883
Office of the State Engineer	27	14,842	488
Aging & Long-Term Services Department	24	17,918	758
Department of Cultural Affairs	23	18,988	915
Department of Vocational Rehabilitation	23	15,446	1,102
Miners Colfax Medical Center	19	8,247	129
Game & Fish Department	18	19,352	760
Regulation & Licensing Department	16	13,223	745
<b>Total for 2nd Quarter Highest Posting Agencies</b>	<b>1,331</b>	<b>903,569</b>	<b>39,739</b>

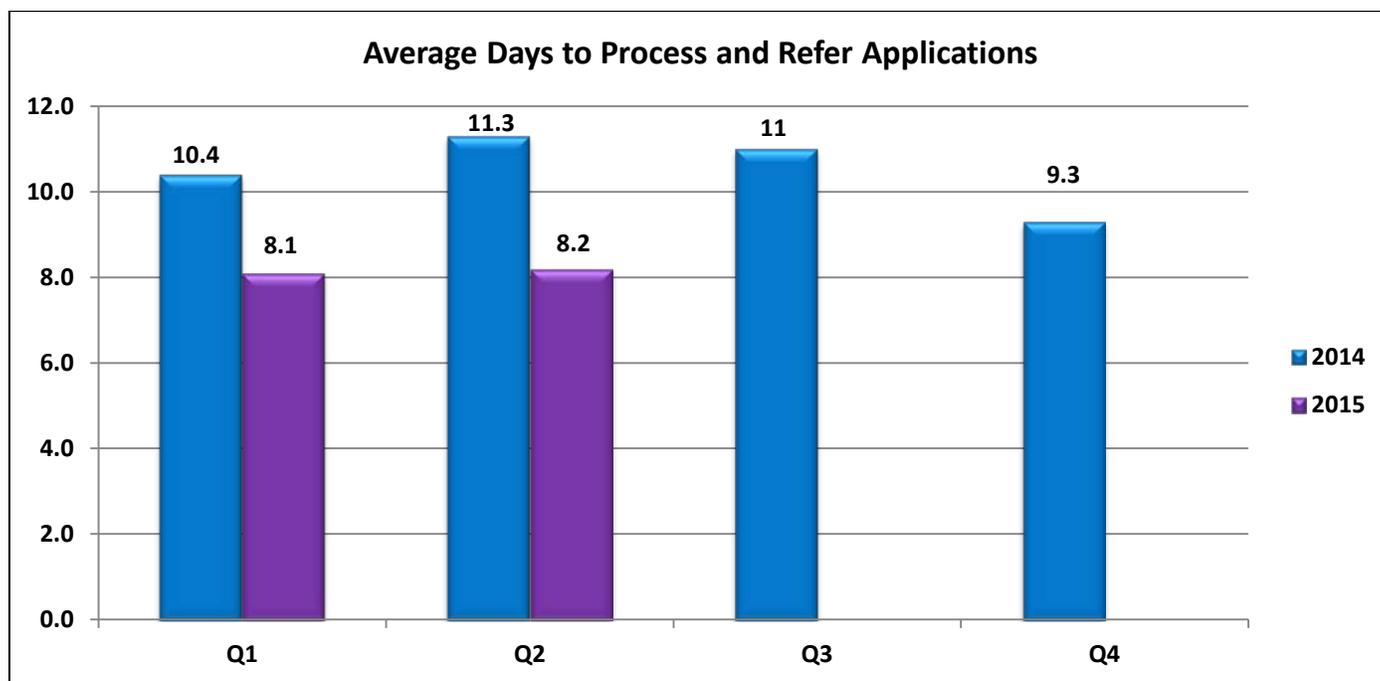
### Average Days to Fill a Position by Answer Date by Agency

A number of factors impact the average number of 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 (45.9 days) is the most significant portion of the hiring process.



Notes on graph above:

- Date reported as of December 31, 2014.
- Excludes Continuous Postings (Advertised 30 days or more)
- Data for days advertised, referred and referral to hire are tied to the quarter in which the hire occurred.
- Does not include hires that have not been entered in NEOGOV.



In order to decrease the time taken to interview and process a hire, SPO has made the following recommendations to hiring agencies:

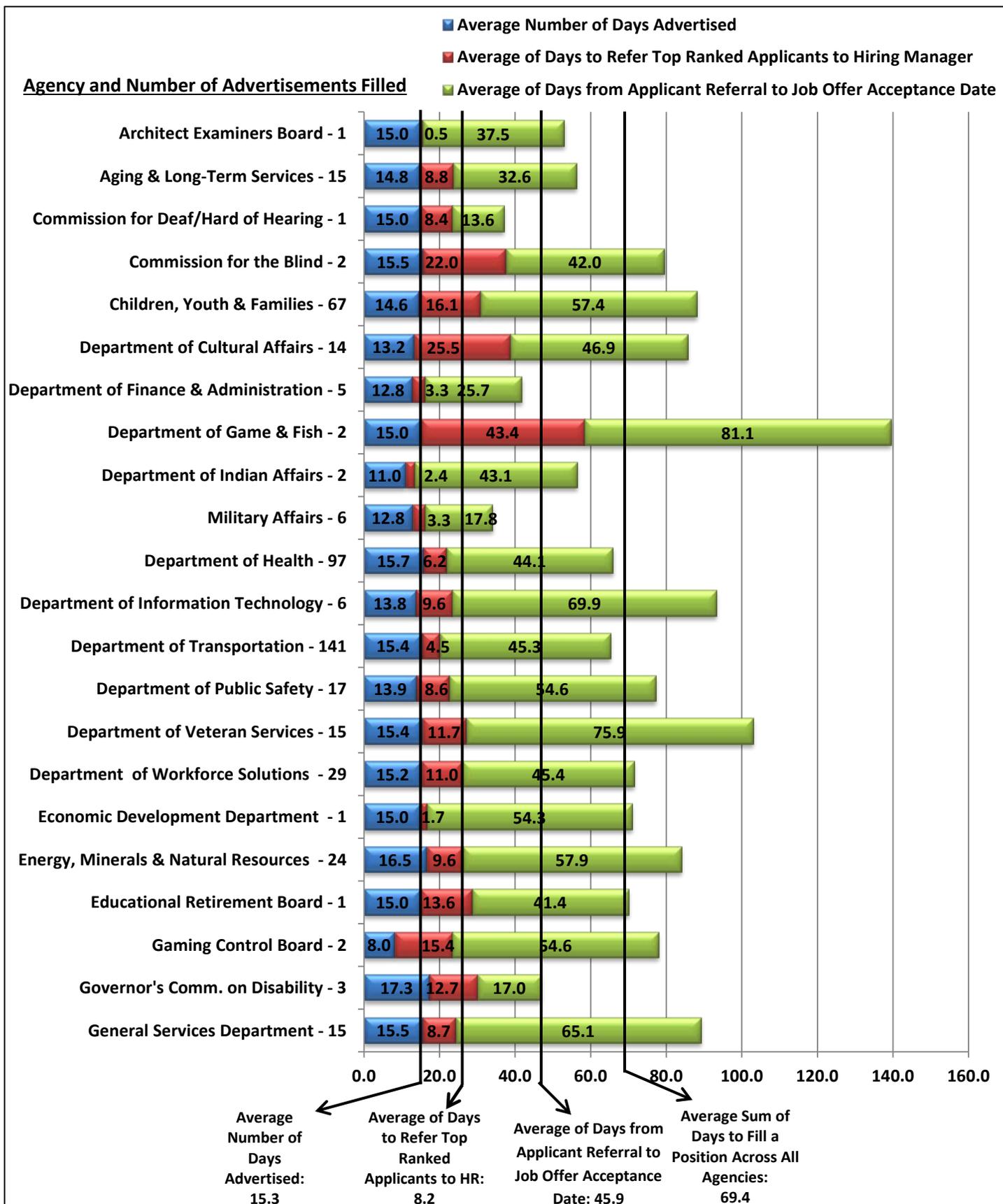
- That the hiring manager review, upon receipt, the list of referred applicants within three business days to ensure they have an adequate pool to interview from and do not need additional applicants; and
- That the agency interviews within two weeks of receiving the referred list of applicants.

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.

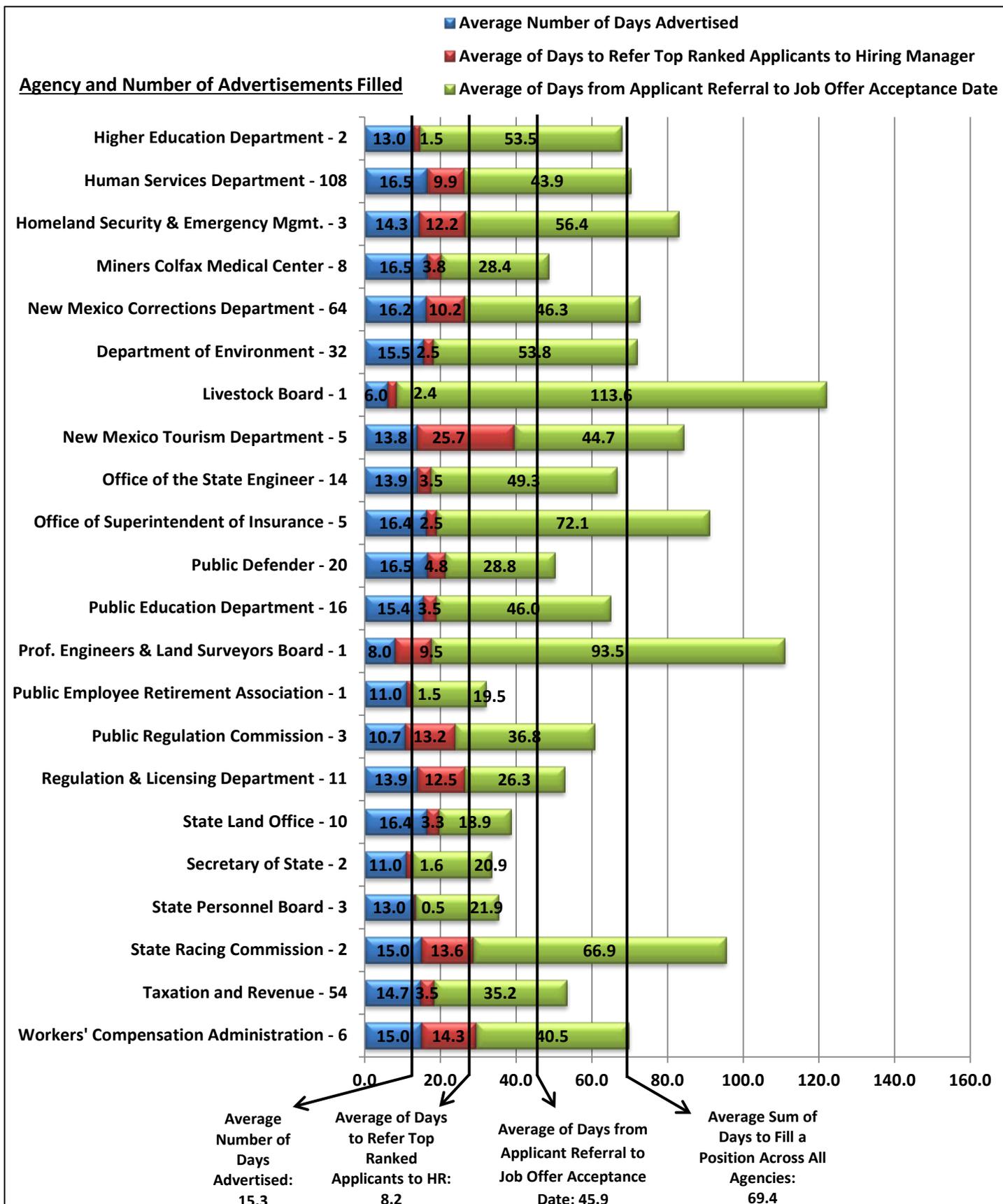
How to interpret the graphs below:

- 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 Sum of Days to Fill a Position Across all Agencies: the sum of time between the first day a job is advertised to the selected candidate accepting in the position.

## Average Days to Fill a Position by Answer Date (Graph 1 of 2)



## Average Days to Fill a Position by Answer Date (Graph 2 of 2)



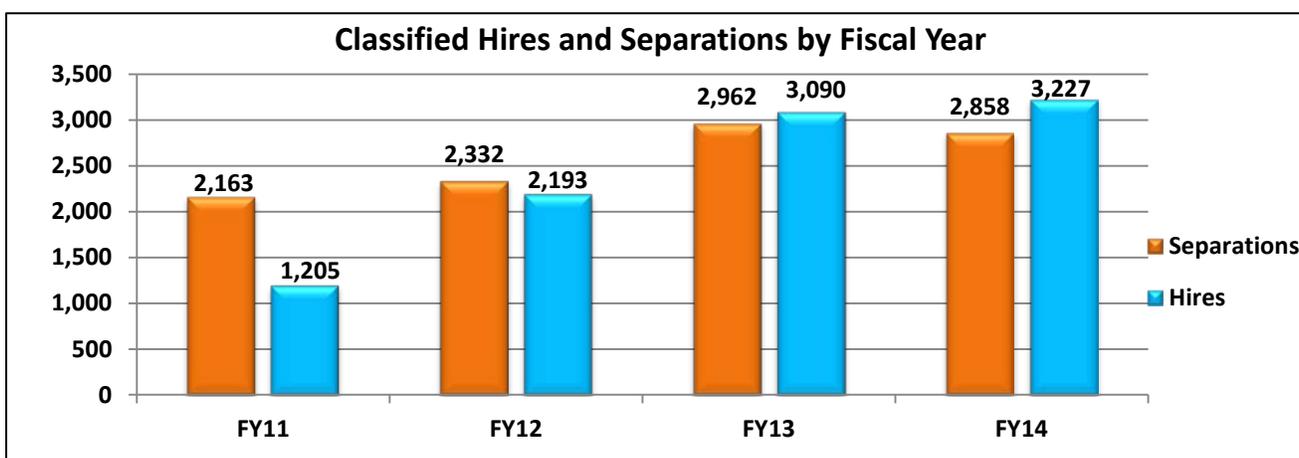
# Classified Service Hires and Separations

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.

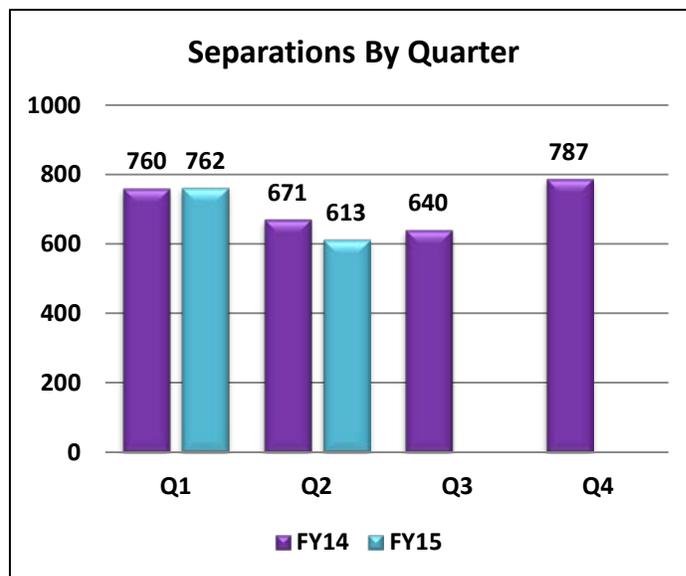
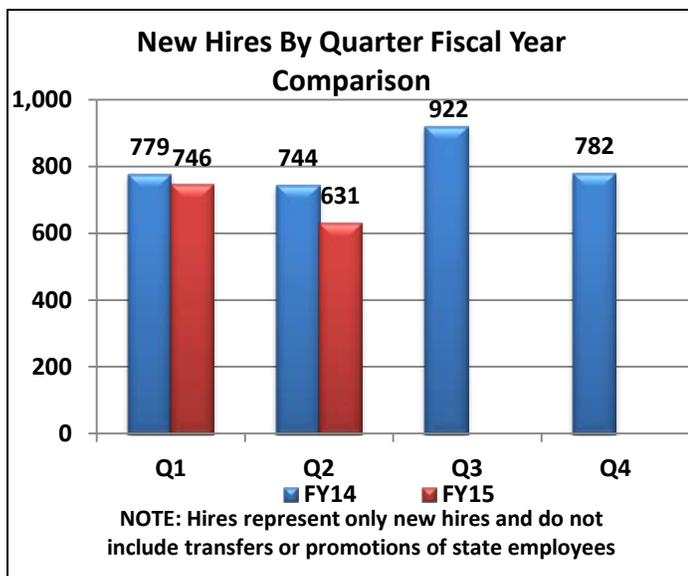
*In FY14, 3,227 positions within the classified service were filled, positively impacting the quality of State services and morale.*

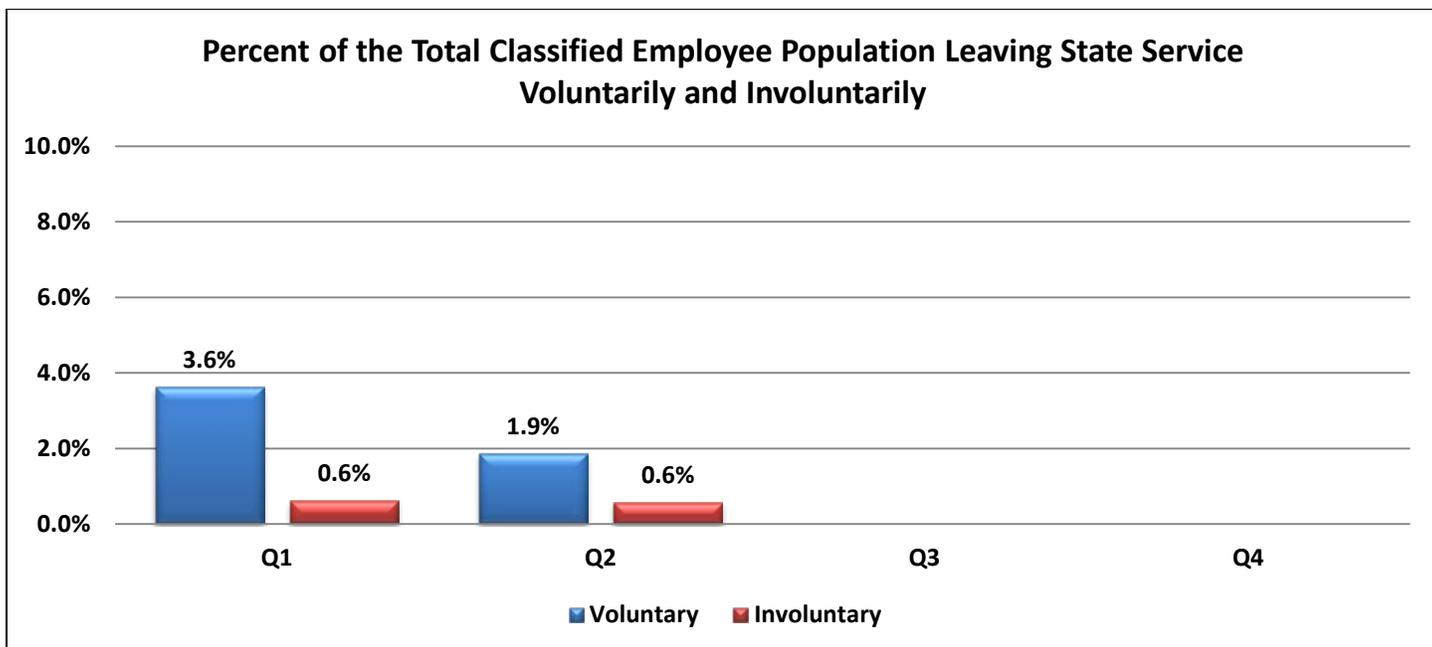
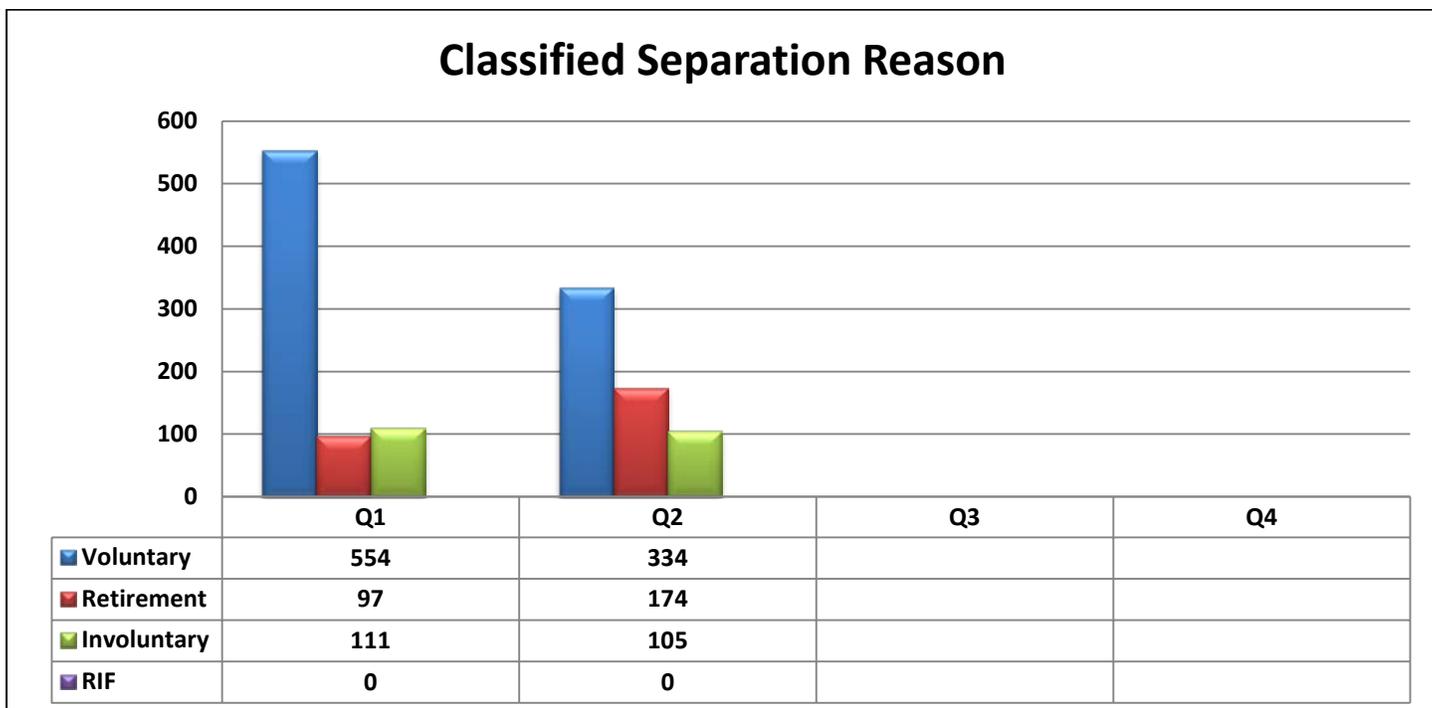
The impact of changes to the State’s retirement system has concerned employees and increased their egress. While the State’s hiring activity has dramatically increased since FY11 (by 156%), this effort only offsets the increased separations of State employees.

## 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 613 separations this quarter, 1.9% were voluntary and 0.6% involuntary.

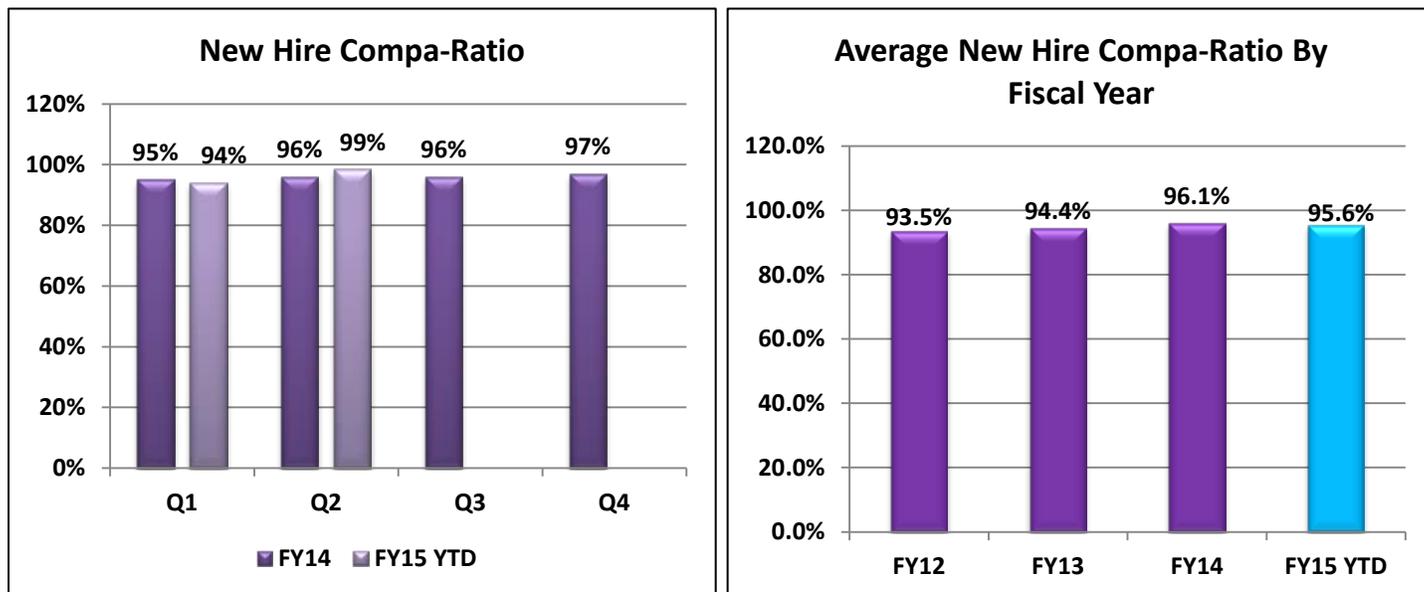
Separation numbers represent classified employees who have separated or retired from State government or switched to a different salary plan.

## New Hire Compa-Ratio

The Compa-Ratio of newly hired employees, in many situations, is well above the minimum of the pay band. 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 minimum of the pay band. Agencies are applying the concepts and

principles of “appropriate placement” to properly set employee pay relative to other employees in the same classification within the work unit.

This inability 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 2<sup>nd</sup> Quarter New Hire Compa-Ratio by Pay Band

Pay Band	Average Compa-Ratio	# of Employees
25	92.4%	21
30	94.6%	27
35	101.1%	14
40	98.7%	47
45	100.1%	53
50	96.4%	62
55	91.5%	83
60	91.5%	86
65	99.8%	81
70	104.6%	53
75	106.2%	51
80	108.8%	26
85	110.0%	19
90	114.3%	3
95	90.9%	1
96	107.8%	1
99	127.0%	1
<b>Grand Total</b>	<b>98.5%</b>	<b>631</b>

## New Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	8	8	16	3%
American Indian	25	13	38	6%
Asian	12	2	14	2%
Caucasian	108	98	206	33%
Hawaiian	1	1	2	0%
Hispanic	149	116	265	42%
Not Specified	59	31	90	14%
<b>Grand Total</b>	<b>362</b>	<b>269</b>	<b>631</b>	<b>100%</b>
<b>% Per Gender Group</b>	<b>57%</b>	<b>43%</b>		

## FY15 Classified Separations by Reason

Reason	Q1	Q2	Q3	Q4
Accepted New Job (Competitor)	25	13		
Accepted New Job (Non-Competitor)	19	7		
Attendance	20	16		
Completion of Contract	3	0		
Death	7	12		
Disability Retirement	5	6		
Discharge	7	6		
Dissatisfied w/Work Conditions	3	3		
Dissatisfied w/Promotion Opportunities	0	0		
Dissatisfied with Hours	1	0		
Dissatisfied with Type of Work	0	0		
Dissatisfied with Pay	1	0		
Dissatisfied with Supervision	1	2		
Early Retirement	0	2		
End of Appointment	2	1		
End Temporary Employment	1	2		
Failed Condition of Employment	8	7		
Falsified Qualifications	1	0		
Family Reasons	5	2		
Health Reasons	5	10		
Illness in Family	3	0		
Insubordination	5	3		
Lack of Funding	0	0		
Leave of Absence Expiration	0	0		
Misconduct	42	33		
Mutual Consent	1	1		
Non Job Connected Medical	4	2		
Normal Retirement	91	158		
Other Medical	2	5		
Personal Reasons	60	44		
Position Discontinued	0	0		
Probation Period not completed	0	0		

Reason	Q1	Q2	Q3	Q4
Pregnancy	0	1		
Quit without Notice	16	11		
Relocation	14	6		
Reorganization	0	0		
Resignation	368	211		
Resignation-Other Position	6	8		
Return to School	8	1		
RIF - SPO Board Approved	0	0		
Unforeseen Circumstances	6	4		
Unsatisfactory Performance	14	22		
Vested Retirement	1	8		
Violation of Rules	7	6		
<b>Total Separations</b>	<b>762</b>	<b>613</b>		

### FY15 2<sup>nd</sup> Quarter Classified Separations by Agency

Agency Name	Total
Aging & Long-Term Services Department	8
Board of Nursing	3
Children, Youth & Families Department	56
Department of Cultural Affairs	25
Department of Environment	16
Department of Finance & Administration	3
Department of Game & Fish	7
Department of Health	132
Department of Public Safety	20
Department of Transportation	59
Department of Veteran Services	1
Department of Workforce Solutions	10
Department of Information Technology	8
Department of Vocational Rehabilitation	12
Developmental Disabilities Planning Council	1
Economic Development Department	1
Energy, Minerals & Natural Resources Department	11
EXPO New Mexico	1
Gaming Control Board	1
General Services Department	4
Higher Education Department	1
Homeland Security & Emergency Management	2
Human Services Department	62
Livestock Board	3
Military Affairs	4
Miners Colfax Medical Center	15
New Mexico Corrections Department	61
Office of the State Engineer	4
Office of African American Affairs	1
Public Defender	13

Agency Name	Total
Public Education Department	13
Public Employee Retirement Association	2
Public Regulation Commission	1
Regulation & Licensing Department	9
Secretary of State	1
State Investment Council	1
State Personnel Board	1
State Treasurer	3
Superintendent of Insurance	4
Taxation & Revenue Department	31
Tourism Department	1
Workers Compensation Admin	1
<b>Grand Total</b>	<b>631</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 7.9%. 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

2 <sup>nd</sup> Quarter 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	19	21.1%	10.5%	4	2	0	2
33300	Taxation & Revenue Department	937	9.1%	7.3%	85	68	14	3
33700	State Investment Council	17	5.9%	5.9%	1	1	0	0
34100	Dept. of Finance & Admin.	128	7.0%	4.7%	9	6	2	1
34200	Public School Insurance Authority	8	0.0%	0.0%	0	0	0	0
34300	Retiree Health Care Authority	21	9.5%	9.5%	2	2	0	0
35000	General Services Department	232	11.2%	9.1%	26	21	5	0
35200	Educational Retirement Board	54	5.6%	5.6%	3	3	0	0
35500	Public Defender	369	7.6%	6.0%	28	22	4	2
36100	Dept. of Information Technology	174	8.6%	5.7%	15	10	5	0
36600	Public Employee Retirement	62	12.9%	9.7%	8	6	2	0
36900	Commission of Public Records	34	2.9%	2.9%	1	1	0	0
37000	Secretary of State	45	4.4%	2.2%	2	1	0	1
37800	State Personnel Board	47	2.1%	0.0%	1	0	1	0
39400	State Treasurer	23	17.4%	8.7%	4	2	2	0
40400	Architect Examiners Board	3	0.0%	0.0%	0	0	0	0
41700	Border Development Authority	1	0.0%	0.0%	0	0	0	0
41800	Tourism Department	50	10.0%	10.0%	5	5	0	0
41900	Economic Development	40	5.0%	5.0%	2	2	0	0
42000	Regulation & Licensing Dept.	247	7.7%	4.9%	19	12	5	2

BU	Agency	# Empl	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
43000	Public Regulation Commission	125	4.8%	2.4%	6	3	2	1
44000	Superintendent of Insurance	70	8.6%	4.3%	6	3	2	1
44600	Medical Examiners Board	11	18.2%	18.2%	2	2	0	0
44900	Board of Nursing	15	20.0%	6.7%	3	1	1	1
46000	EXPO New Mexico	20	10.0%	5.0%	2	1	1	0
46400	Prof. Engrs. & Lnd. Srvyrs. Brd.	5	0.0%	0.0%	0	0	0	0
46500	Gaming Control Board	45	8.9%	8.9%	4	4	0	0
46900	State Racing Commission	12	0.0%	0.0%	0	0	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	445	8.3%	5.4%	37	24	11	2
50800	Livestock Board	55	10.9%	9.1%	6	5	0	1
51600	Department of Game & Fish	244	11.5%	9.0%	28	22	4	2
52100	Energy, Minerals & Natural Dept.	382	8.9%	7.6%	34	29	4	1
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0	0	0
53900	State Land Office	147	4.8%	4.8%	7	7	0	0
55000	Office of the State Engineer	282	8.9%	7.4%	25	21	4	0
60300	Office of African Amer. Affairs	4	25.0%	25.0%	1	1	0	0
60400	Com for Deaf/Hard of Hearing	11	9.1%	9.1%	1	1	0	0
60600	Commission for the Blind	59	3.4%	3.4%	2	2	0	0
60900	Department of Indian Affairs	13	7.7%	0.0%	1	0	0	1
62400	Aging & Long-Term Service Dept.	209	8.6%	4.3%	18	9	7	2
63000	Human Services Department	1,797	10.1%	7.7%	181	138	27	16
63100	Dept. of Workforce Solutions	429	9.1%	7.2%	39	31	7	1
63200	Workers Compensation Admin.	104	4.8%	3.8%	5	4	1	0
64400	Dept. of Vocational Rehab.	243	11.5%	7.8%	28	19	4	5
64500	Governor's Comm. on Disability	14	0.0%	0.0%	0	0	0	0
64700	Dev Disabilities Planning Comm.	13	7.7%	0.0%	1	0	0	1
66200	Miners Colfax Medical Center	215	20.0%	15.3%	43	33	5	5
66500	Department of Health	3,266	8.8%	7.0%	288	230	36	22
66700	Department of Environment	563	5.9%	3.4%	33	19	13	1
66800	Office of Natural Resc. Trustee	3	0.0%	0.0%	0	0	0	0
67000	Department of Veteran Services	34	8.8%	8.8%	3	3	0	0
69000	Children, Youth & Families Dept.	1,841	10.2%	7.9%	188	146	24	18
70500	Military Affairs	110	6.4%	4.5%	7	5	1	1
76000	Adult Parole Board	4	0.0%	0.0%	0	0	0	0
77000	NM Corrections Dept.	1,877	11.1%	9.4%	208	177	24	7
78000	Crime Victims Reparation Comm.	18	0.0%	0.0%	0	0	0	0
79000	Department of Public Safety	532	7.9%	5.8%	42	31	7	4
79500	Homeland Security & Emgncy.	43	11.6%	11.6%	5	5	0	0
80500	Department of Transportation	2,175	8.6%	6.8%	187	148	30	9
92400	Public Education Department	215	9.3%	7.4%	20	16	3	1
94900	NM Education Trust Board	1	0.0%	0.0%	0	0	0	0
95000	Higher Education Department	38	7.9%	7.9%	3	3	0	0
<b>Totals</b>		<b>18,212</b>	<b>7.9%</b>	<b>7.2%</b>	<b>1,679</b>	<b>1,307</b>	<b>258</b>	<b>114</b>
<b>Percent Turnover by Reason</b>						<b>77.8%</b>	<b>15.4%</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 from Department of Finance and Administration (DFA) FY15 Operations Budget numbers for each agency 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%	15.7%		
35000	General Services Department	23.3%	21.2%		
35500	Public Defender	14.4%	7.1%		
36100	Department of Information Technology	20.4%	16.6%		
42000	Regulation & Licensing Department	19.1%	22.3%		
50500	Department of Cultural Affairs	15.3%	12.0%		
51600	Department of Game & Fish	23.9%	20.4%		
52100	Energy Minerals & Natural Resources Department	34.0%	23.4%		
55000	Office of the State Engineer	19.3%	15.2%		
62400	Aging & Long-Term Services Department	13.4%	9.6%		
63000	Human Services Department	16.4%	10.5%		
63100	Department of Workforce Solutions	28.7%	22.7%		
64400	Department of Vocational Rehabilitation	17.8%	18.2%		
66500	Department of Health	15.2%	13.5%		
66700	Department of Environment	16.4%	15.4%		
69000	Children Youth & Families Department	16.9%	15.0%		
77000	New Mexico Corrections Department	19.9%	23.0%		
79000	Department of Public Safety	19.3%	16.8%		
80500	Department of Transportation	14.8%	12.4%		
92400	Public Education Department	22.5%	6.4%		
<b>State Wide Vacancy Rate</b>		<b>17.8%</b>	<b>13.7%</b>		

# Training

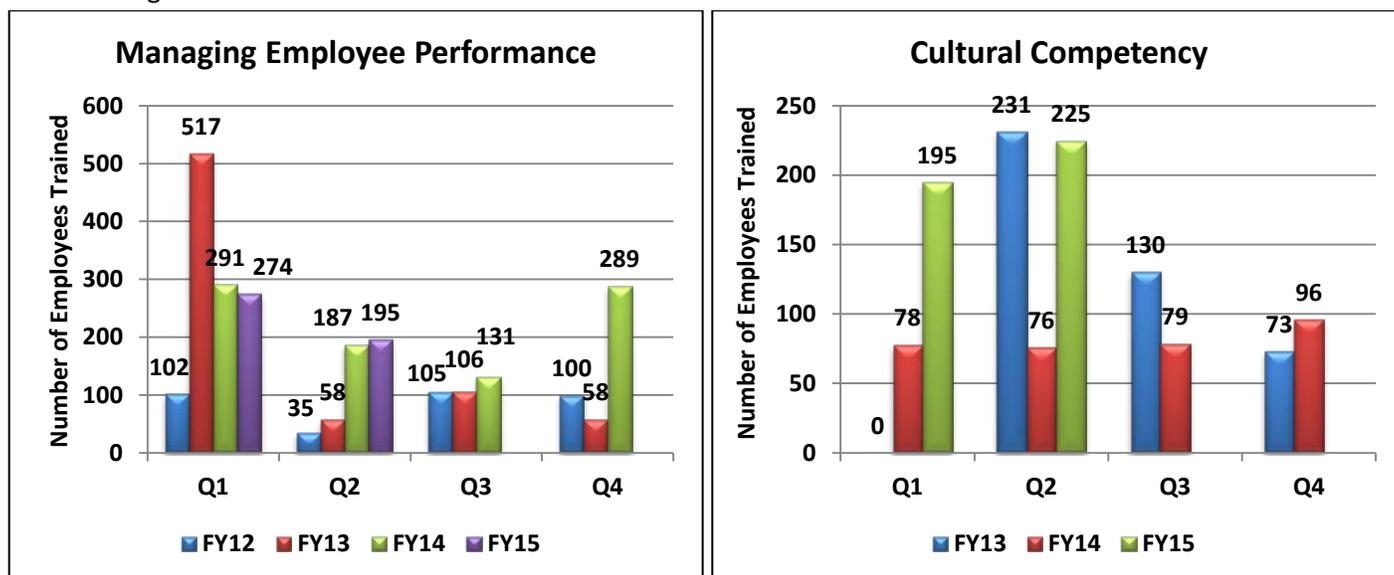
The Training and Development Division (TDD) mission, 'to develop great leaders for State government in support of the agencies we serve,' continues to direct the provision of Statewide guidance and oversight for centralized leadership development and organizational learning. The SPO TDD commitment is 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 2<sup>nd</sup> Quarter of FY15, the MEP Training was conducted for 195 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 2<sup>nd</sup> Quarter of FY15, 225 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 62 State employees participated in the training in the 2<sup>nd</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 14 State employees participated in the training in the 2<sup>nd</sup> Quarter of FY15.

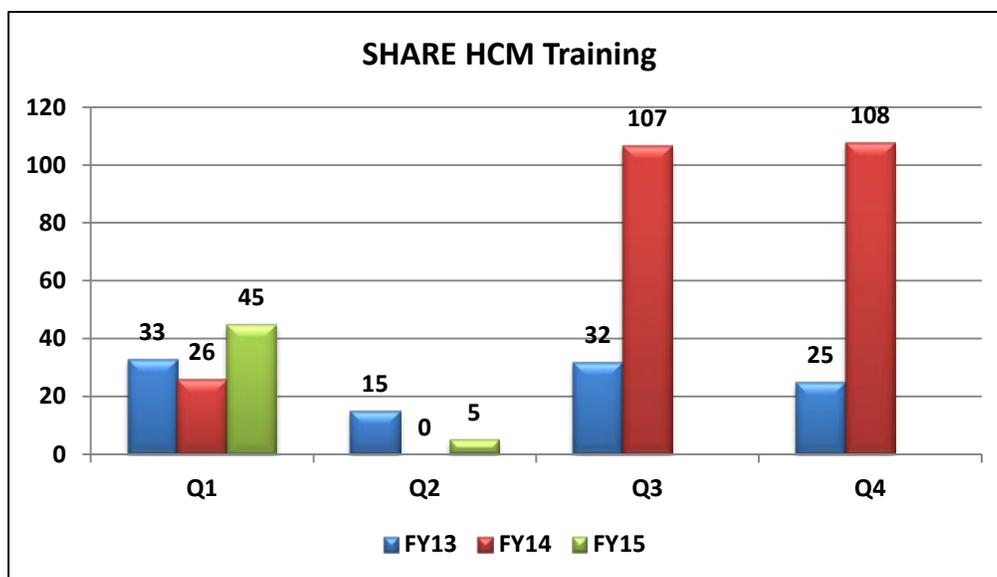
## ELearning Mandatory Classes

- **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 171 State employees participated in the training in the 2<sup>nd</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 five State employees participated in the training in the 2<sup>nd</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 New Mexico 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 Department 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 2<sup>nd</sup> Quarter of FY15, 242 employees participated in the training.

The intent of this course is to provide guidance to recognize the signs of potential workplace 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:** TDD has deployed an online New Employee Orientation. This course acquaints new employees with State history, economy and 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 State 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.

*Adjudication reached final disposition on 16 appeals in the 2<sup>nd</sup> Quarter of FY15.*

The majority of the Adjudication Division's hearings are conducted at SPO in Santa Fe. To conduct hearings 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 second quarter of FY15, the Adjudication Division received 20 new appeals, and 16 appeals reached final disposition through decision (1), settlement (4), withdrawal of appeal (4), withdrawal of discipline (2), dismissal for lack of jurisdiction (4), and dismissal for failure to prosecute (1). At the close of the quarter, a total of 36 appeals remain pending.

Status	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	FY15 Total
Appeals Pending	32	36			36
New Appeals Filed	15	20			35
Appeal Disposition	21	16			37

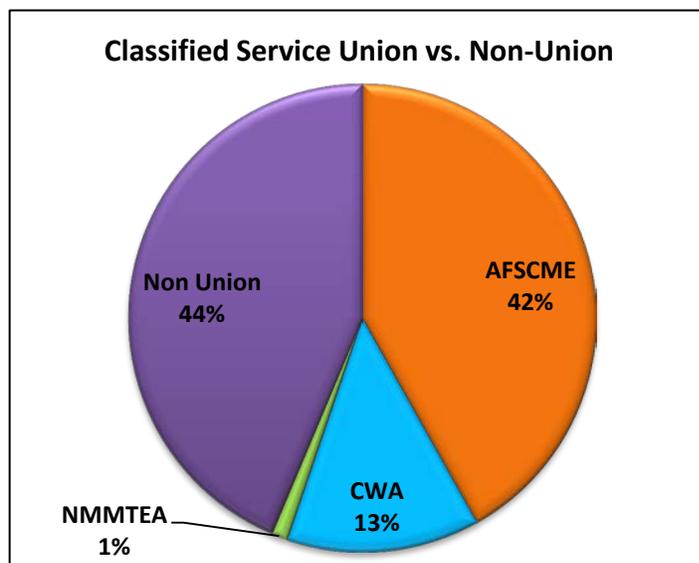
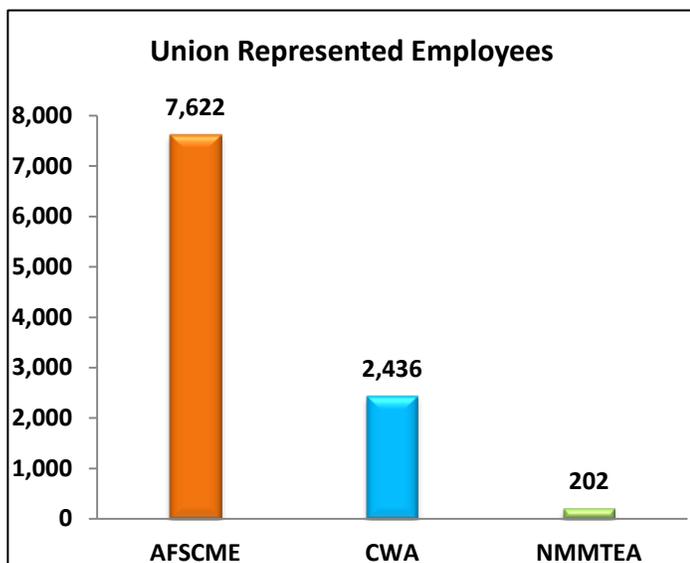
## Labor Relations

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), which 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 which provide invaluable services to State agencies, employees and unions through its functions of contract administration and training. 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 which currently represent 56.3% 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).

*27 grievances were filed with the LRD in the 2<sup>nd</sup> Quarter of 2015, four less than the 1<sup>st</sup> Quarter of 2015.*

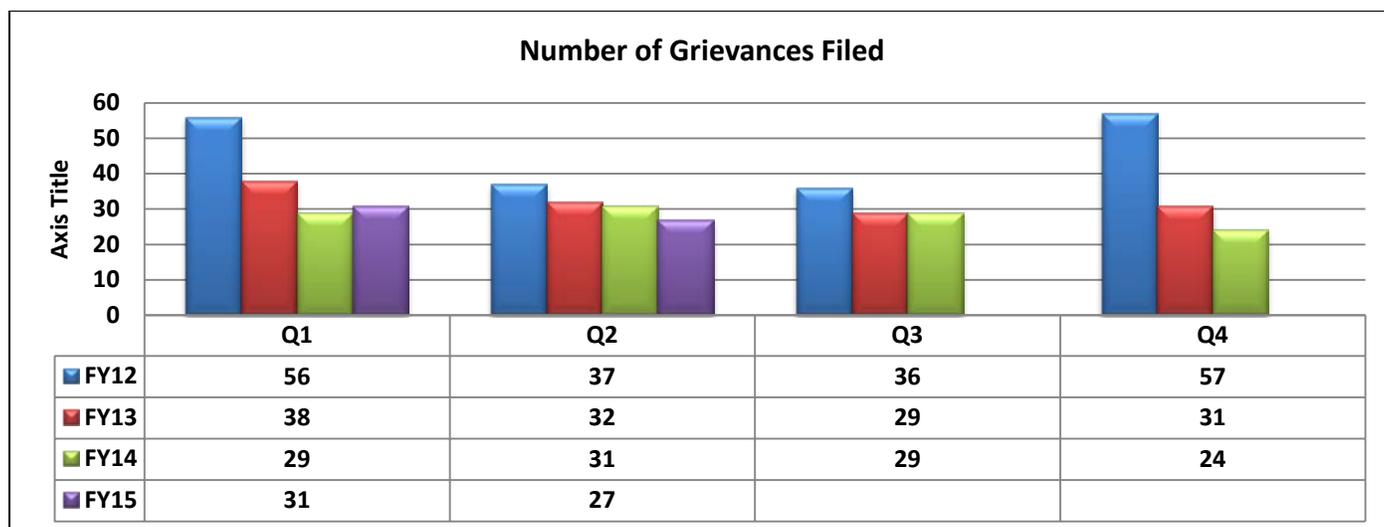
### Union Represented vs. Non Union



During the 2nd quarter of the FY2015, a total of 27 union grievances were filed, 17 by AFSCME and 10 by CWA. Out of the 27 union grievances filed, three (3) were settled, five (5) timed out (a.k.a. Dead on Time), and the union(s) withdrew one (1) union grievance. 18 of the remaining grievances have not reached a final outcome.

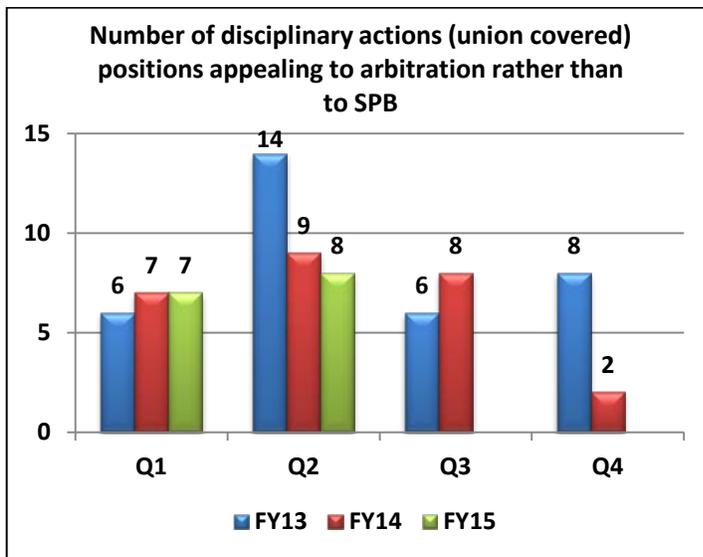
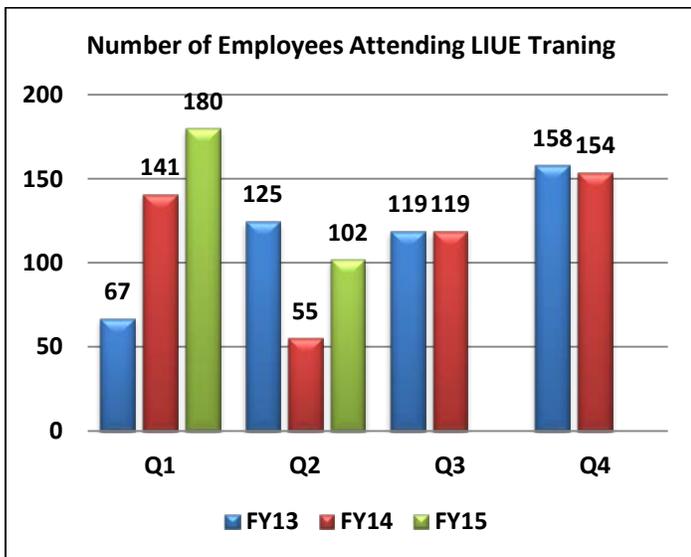
One (1) grievance was not satisfactorily resolved at the agency level, the CWA elected to invoke arbitration.

There were eight (8) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the 2nd quarter. Five (5) were invoked by AFSCME, and three (3) by CWA. In comparison, six (6) bargaining unit employees chose to appeal their discipline to the State Personnel Board (SPB). All six (6) appellants belong to AFSCME.

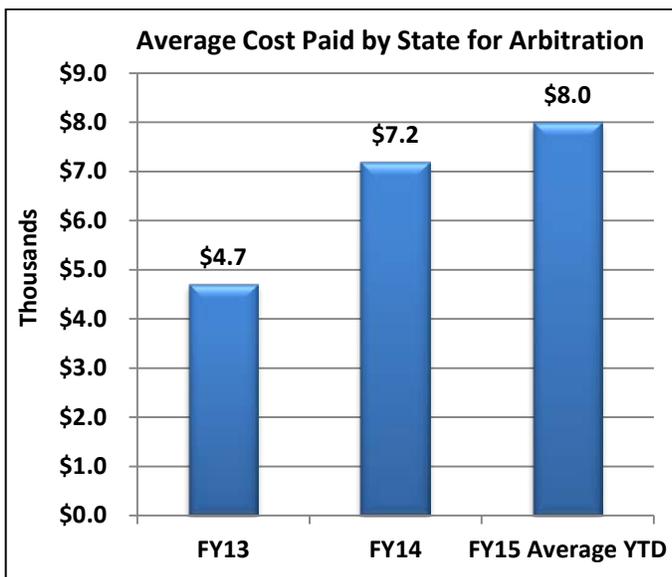
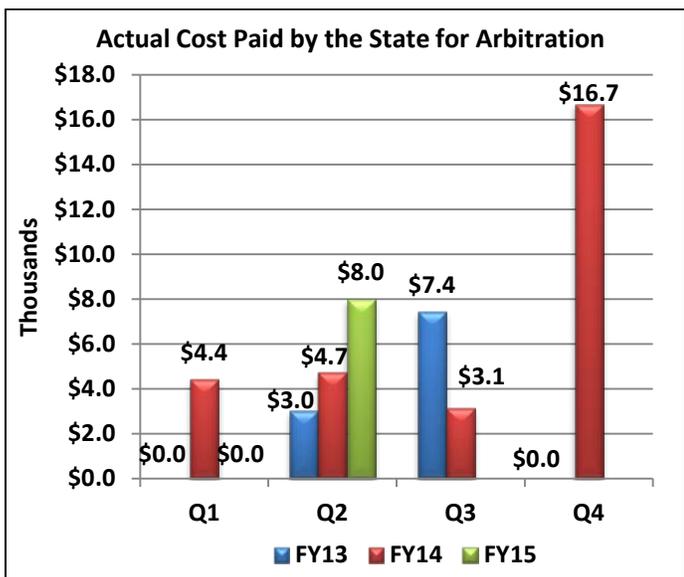


The LRD believes that training for supervisors, managers, attorneys and HR Professionals is essential for organizational development and success. Our training is aimed at helping supervisors, managers, attorneys and HR Professionals acquire the basic skills to efficiently and effectively perform his or her job as it's related to union related matters and conducting Workplace Investigations. Typically, better trained staff is more motivated.

Therefore, the LRD continues to support supervisors, managers, attorneys and HR Professionals by conducting labor related training. This quarter the LRD trained three (3) Living in a Union Environment (LIUE) classes. A total of 102 managers, supervisors, attorneys and HR Professionals attended this training during the 2nd quarter. In addition to LIUE, LRD also taught two (2) LIUE Refresher classes to 51 HR professionals, managers, attorneys 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 two (2) Workplace Investigations Trainings, throughout the State of New Mexico. During these training sessions 45 supervisors, managers, attorneys 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>
<b>Average number of days to fill a position from the date posted</b>	68.7	69.4			
<b>Percent of new employees who successfully complete their probationary period</b>	62%	69%			
<b>Percent of “voluntary” classified employee turnover (leaving State service)</b>	3.6%	1.9%			
<b>Percent of “involuntary” classified employee turnover (leaving State service)</b>	0.6%	0.6%			
<b>Average State employee sick leave usage per capita</b>	23 hours	22 hours			
<b>State employee average overtime usage per month</b>	15.9 hours	15.0 hours			
<b>Percent of State employees receiving overtime</b>	18.0%	15.9%			
<b>Average State classified employee compa-ratio</b>	100.8%	101.2%			
<b>Average State classified new hire compa-ratio</b>	94%	99%			
<b>Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board</b>	7	8			
<b>Average cost paid by State for arbitration of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board</b>	\$0	\$16,700			
<b>State-wide classified service vacancy rate</b>	17.8%	13.7%			

<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>
<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>	93.2%		

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