



# New Mexico

## State Personnel Office

### FY15 3<sup>rd</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*

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## Director's Report

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The State Personnel Office (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 continues to focus on recruitment, including working with State agencies to decrease the amount of time to review and refer applicants and improve overall hiring efficiency. Every year, the number of hits on posted applications grows, highlighting the State's increased visibility as an employer of choice. This quarter, posted applications on NeoGov were viewed over 1 million times, bringing the year to date views to 3.3 million. Comparatively, in FY13 there were 3.7 million views total. 52,065 applications were received this quarter, an increase of 14% from last quarter.

The number of days from the first day a job is advertised to the day a job is accepted was 46.8 days and the average days to process and refer applications was 8.8 days this quarter. This quarter's overall average days to hire was 70 days; last year, the average was 76.

This quarter, 751 new hires were made while only 567 employees separated from State service. This trend is evidence of the State's continuing work to retain qualified employees. Of the entire State service, 2.7% of employees separated voluntarily while only 0.5% separated involuntarily. The Statewide Vacancy Rate for the 3<sup>rd</sup> Quarter was 11.7%; SPO's Career Services Bureau and State agencies continue to work diligently to reduce vacancy rates by managing the time it takes to advertise and fill a position.

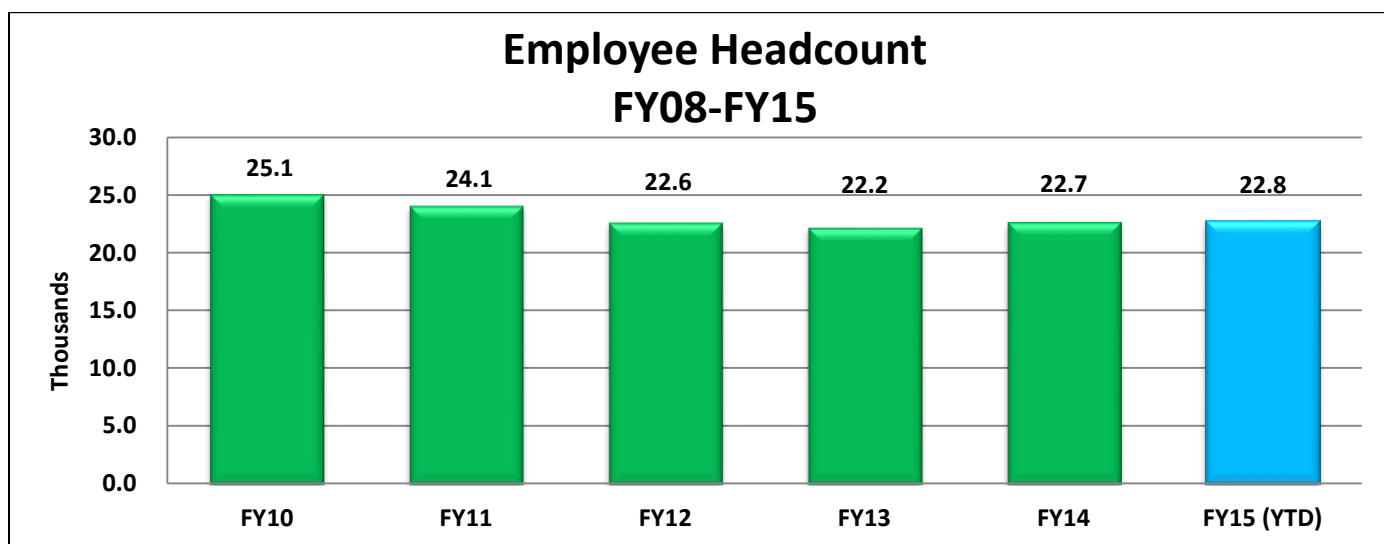
Sincerely,

Justin R. Najaka  
Interim Director

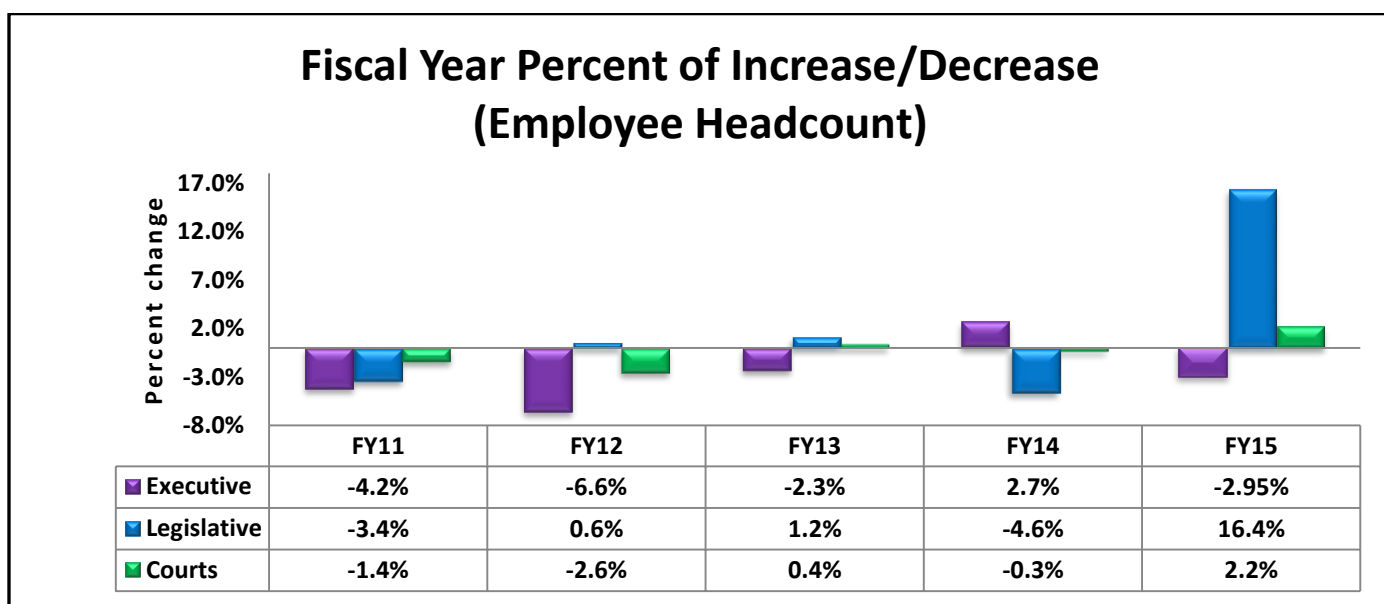
# Workforce Overview

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
- Continuation of a compensation review to make State classifications competitive with both the public and private sector.

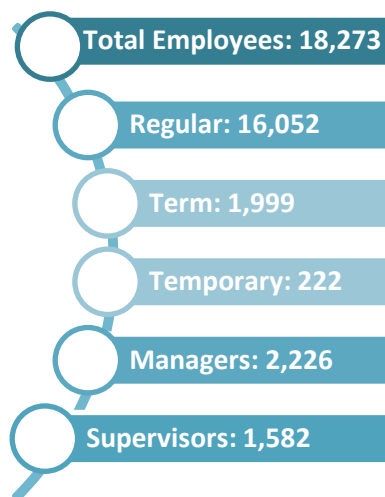


Executive branch employee levels have remained stable since FY12 as a result of careful assessment of the need to fill vacant positions, improvements in business processes, revision of restrictive non-competitive compensation plans and employee retirements and resignations. Legislative employee headcounts traditionally increase in the 3<sup>rd</sup> Quarter as a result of hiring for the Legislative session.



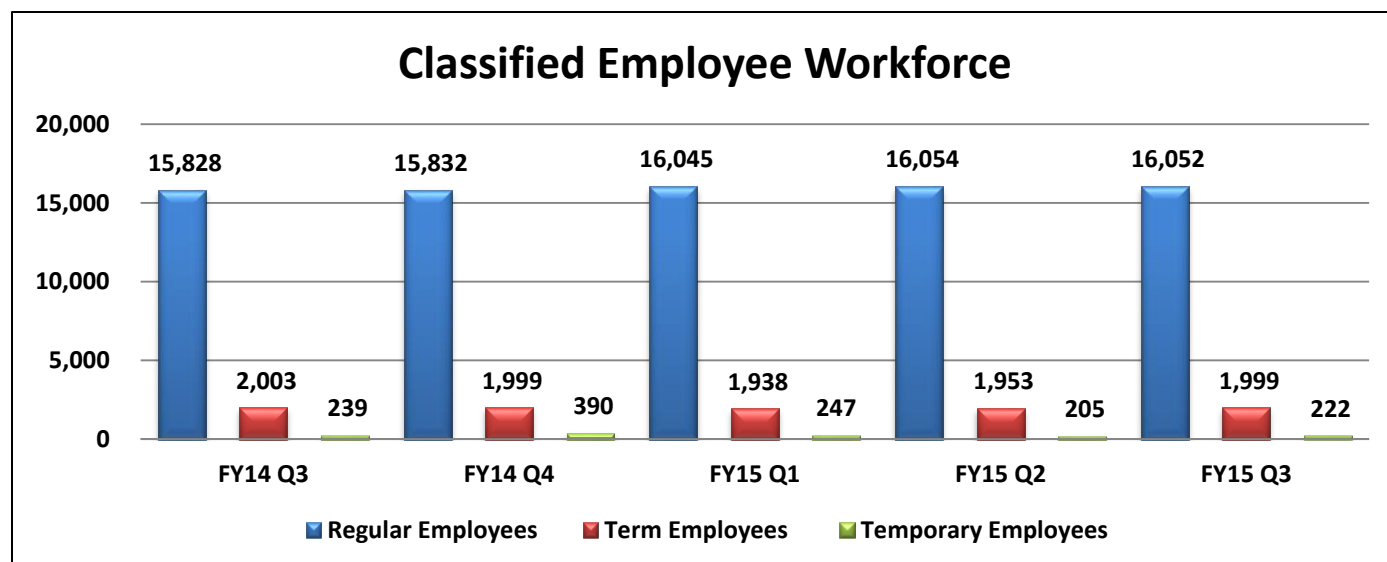
## Classified Service at a Glance (March 31, 2015)

Workforce Data	
Union Represented Employees	56.1%
Minority	65.5%
Female	54.4%
Male	45.6%



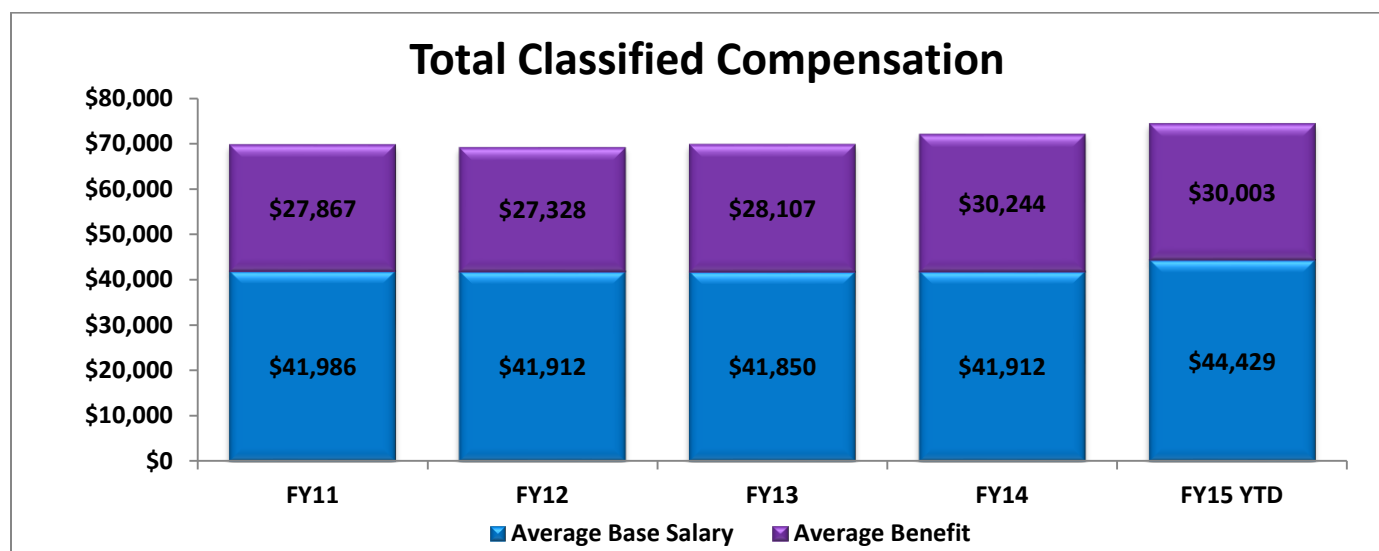
### TOTAL COMPENSATION AS OF MARCH 31, 2015

- AVERAGE BASE SALARY **\$44,429**
- AVERAGE BENEFIT **\$30,003**
- AVERAGE TOTAL COMPENSATION **\$74,432**
- AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO **101.4%**



## 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%.



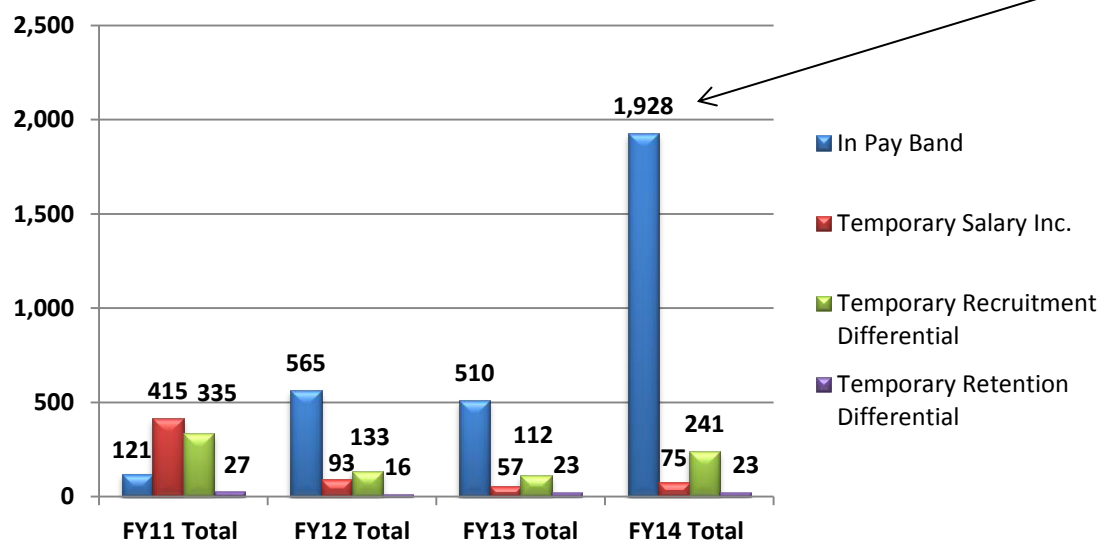
## Multiple Components of Pay (MCOP)

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.

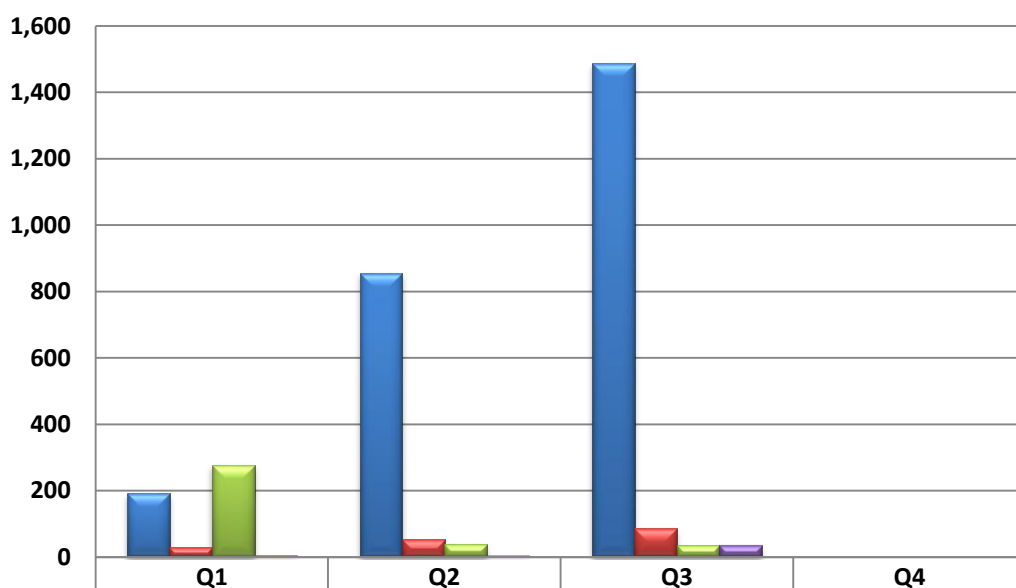
SPO initiates various actions to ensure compliance with SPB rules. SPO reviews and correctly classifies positions that have a minimal budgetary impact on agencies and complied with SPB rules. The State's pay structure has not been comprehensively addressed since 2001, resulting in the loss of employees 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.

### Multiple Components of Pay By Fiscal Year



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.

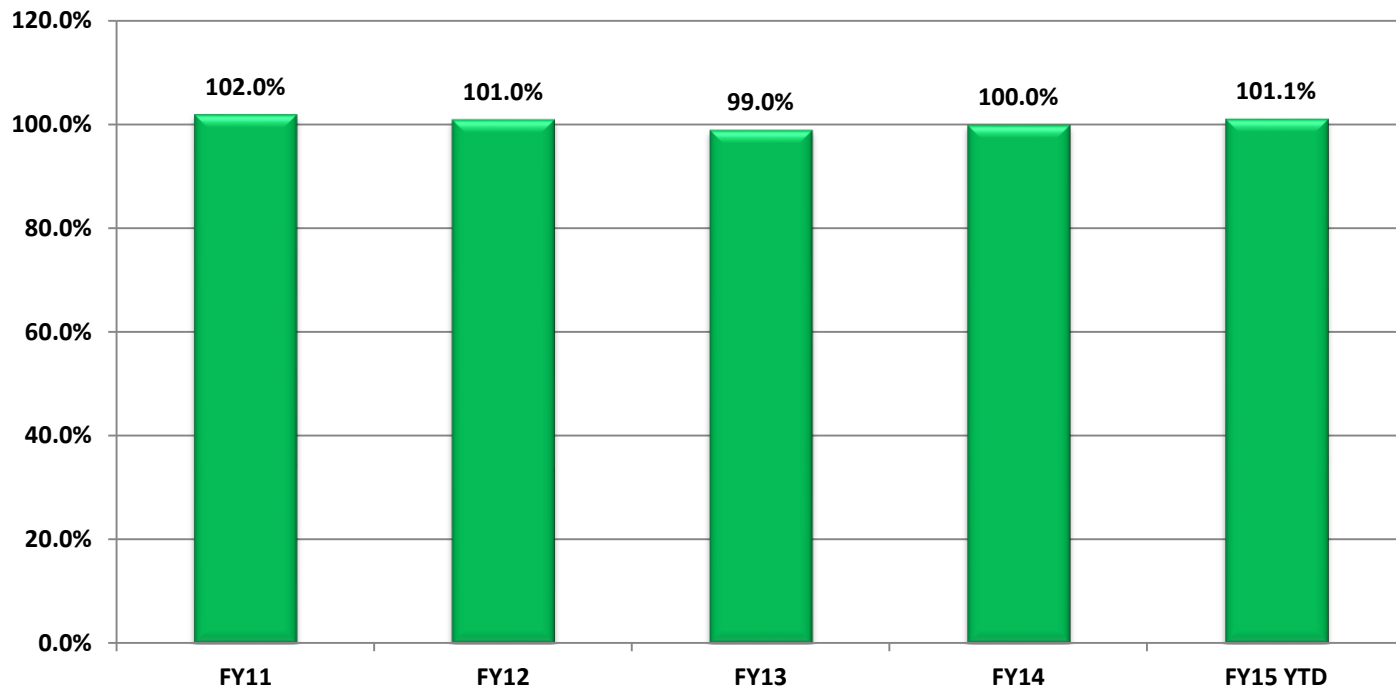
### FY15 Multiple Components of Pay By Quarter



In Pay Band	192	856	1,488	
Temporary Salary Inc.	30	53	86	
Temporary Recruitment Differential	278	40	36	
Temporary Retention Differential	5	4	37	

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.

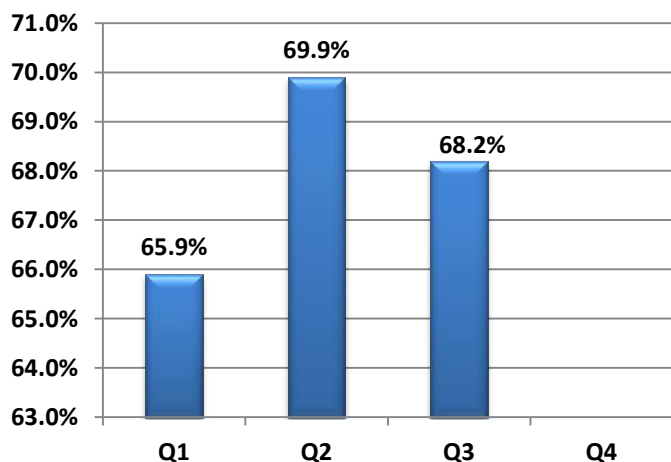
### Average Employee Compa Ratio



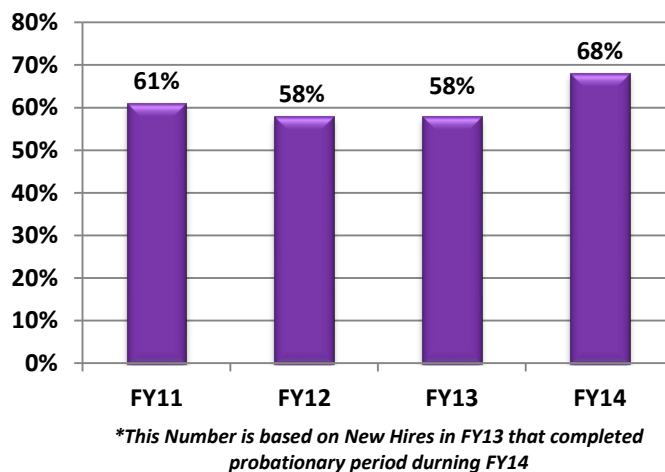
### Annual Key Performance Measures

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

#### New Employees Who Successfully Completed Their Probationary Period (By Quarter)

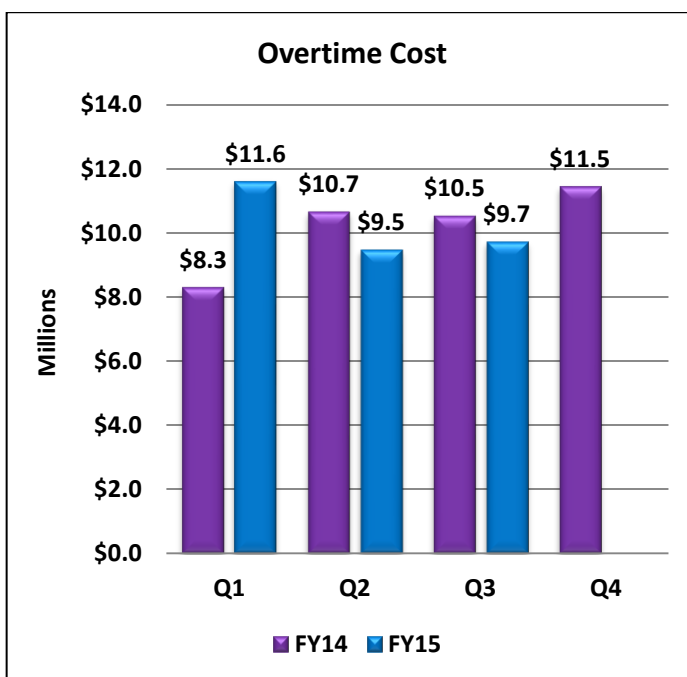
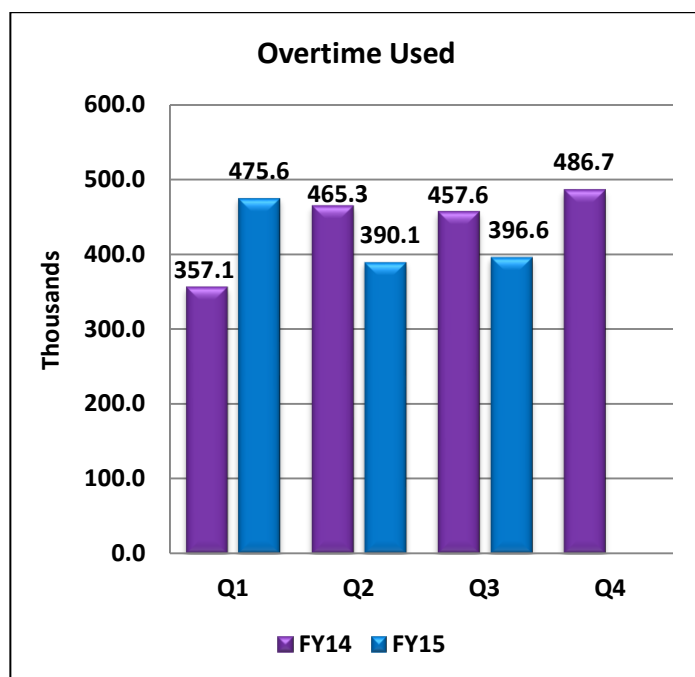


#### New Employees Who Successfully Completed Their Probationary Period (by Fiscal Year)

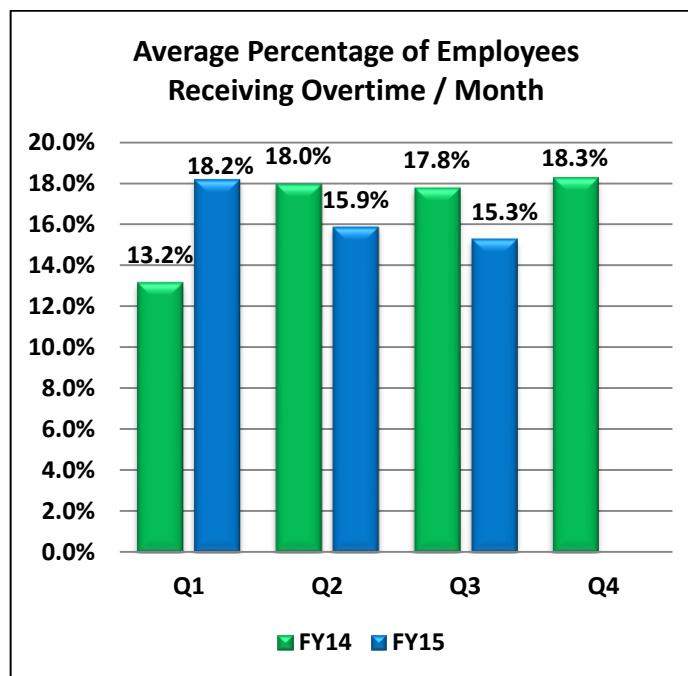
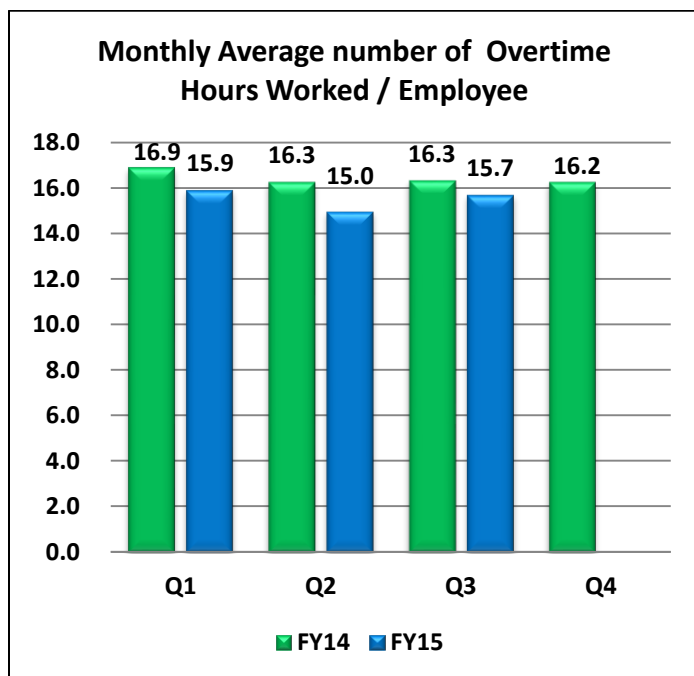


## Overtime

When compared to the same time frame in FY14, all overtime metrics decreased for the 3<sup>rd</sup> Quarter of FY15.

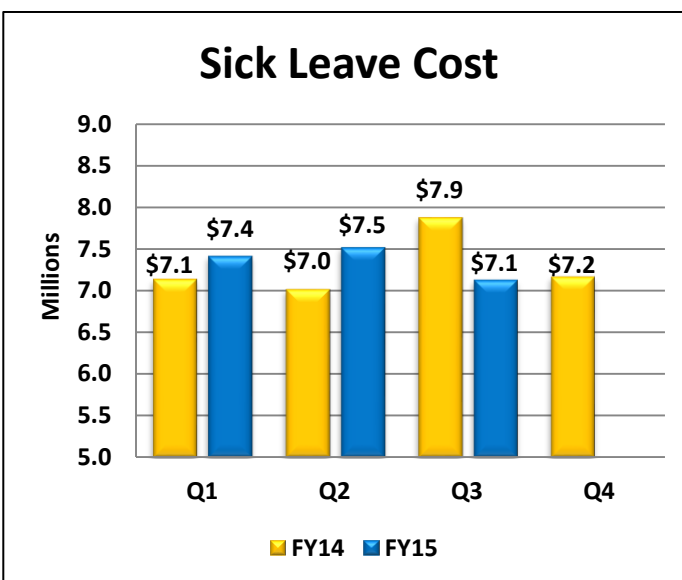
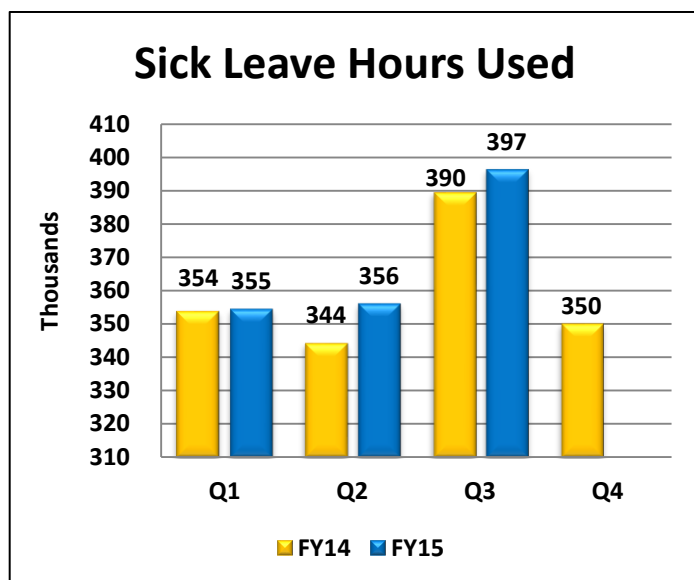


*\*Note: The above graphs account for both overtime accrual and payout at straight time/time and a half.*



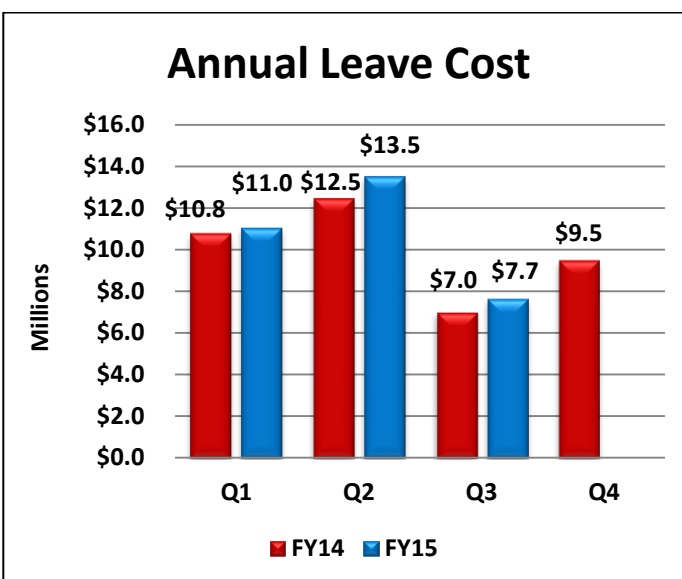
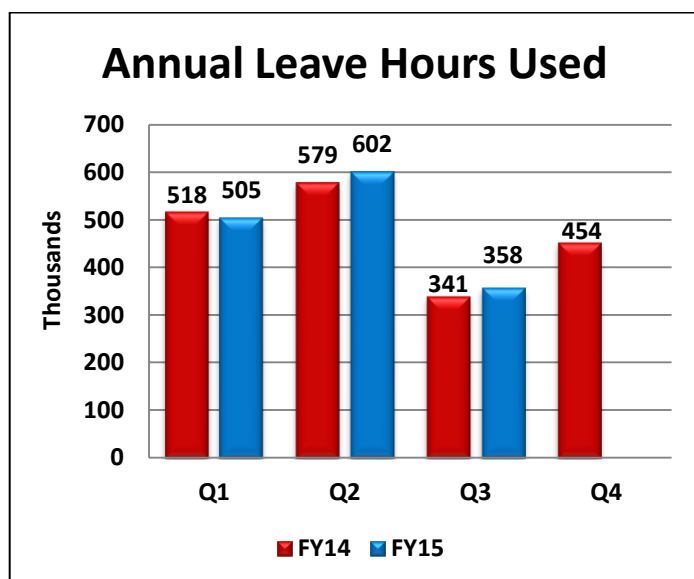
## Sick Leave

Sick leave usage increased slightly and costs decreased in the 3<sup>rd</sup> Quarter of FY15 compared to the 3<sup>rd</sup> Quarter of FY14.



## Annual Leave

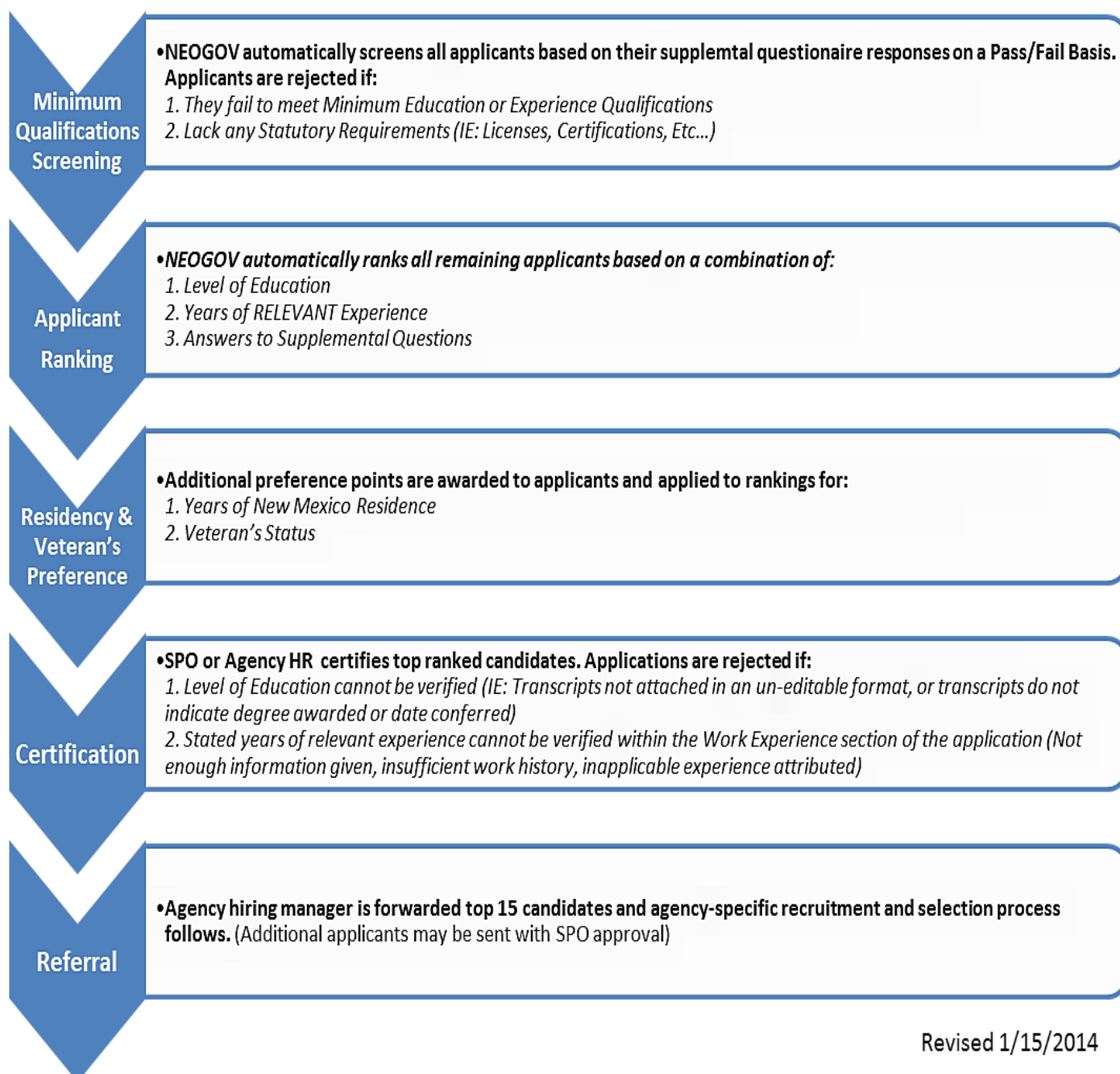
The following graphs show annual leave use and associated budgetary impact. During the 3<sup>rd</sup> Quarter of FY15, annual leave use was approximately three days taken per employee.



# 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 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

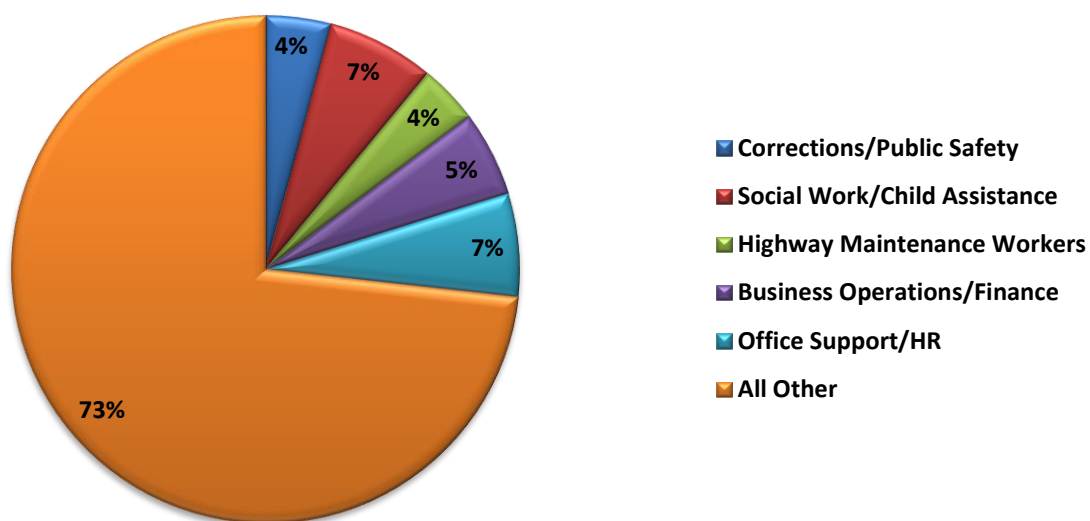
Driven, focused questions based on specific position needs.

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

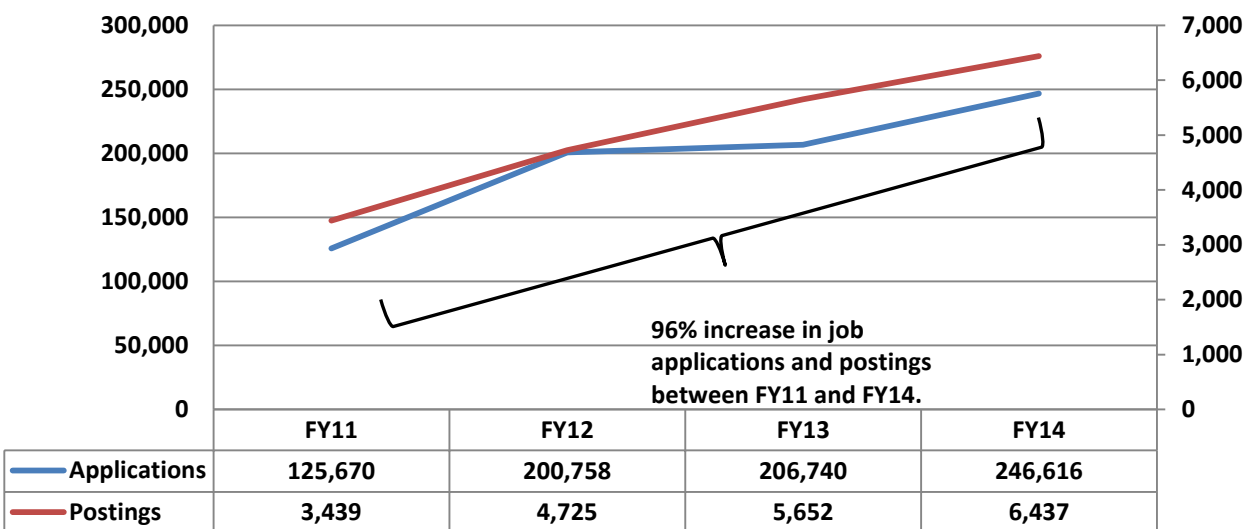
A continuous advertisement is used when an agency has a hard to fill position and will benefit from an advertisement that remains open until the position is filled. Continuous advertisements are beneficial because they allow an agency to receive a steady flow of applicants. Some positions are difficult 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. Almost 30% of continuous advertisements were for positions such as Registered Nurses, Child Protective Services Case Workers and Highway Maintenance workers.

### 3rd Quarter Continuous Job Postings



### Applications

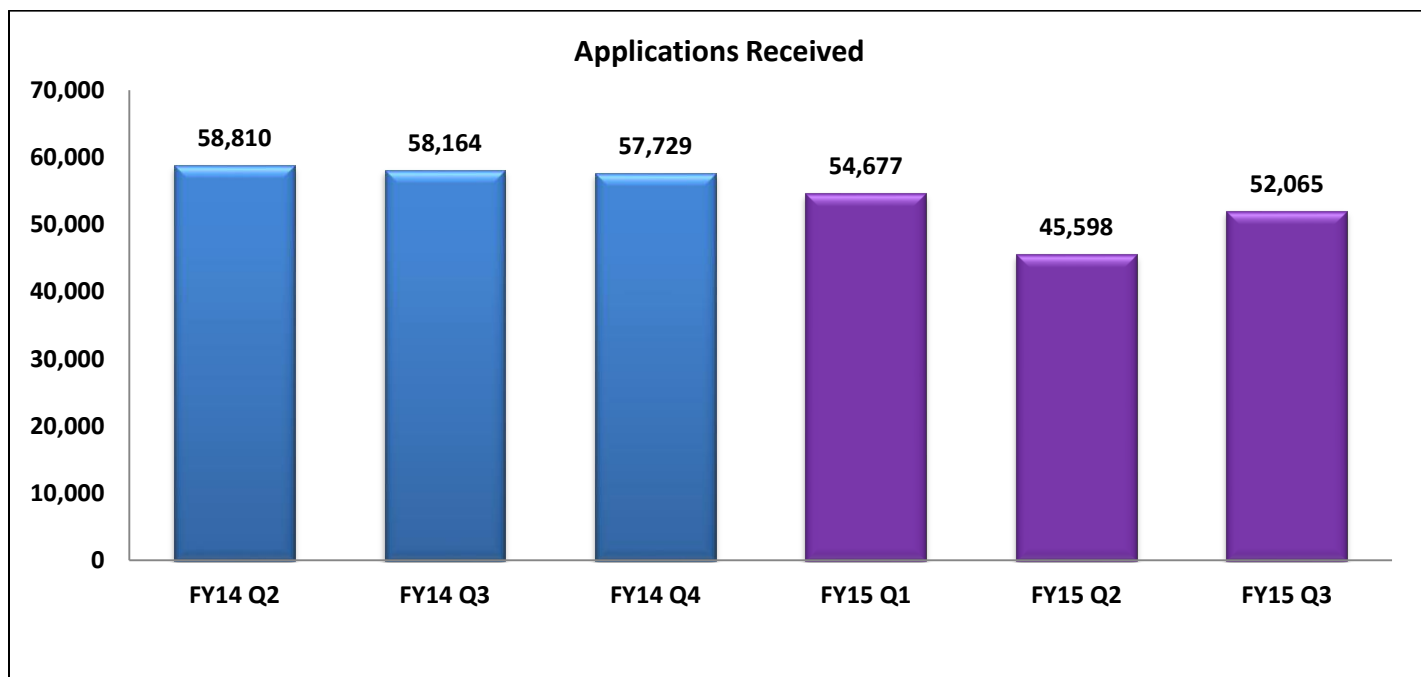
#### Job Postings & Applications Received - FY11 to FY14



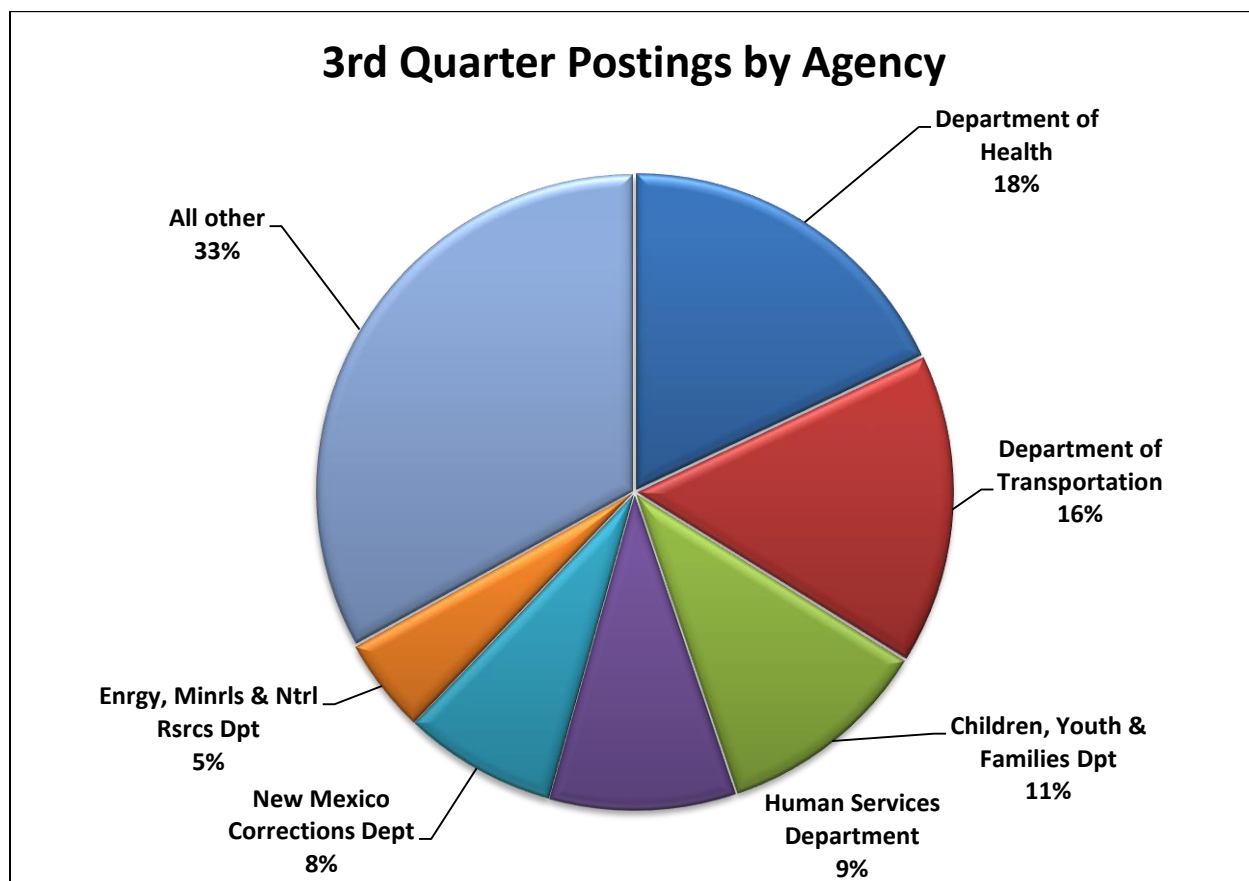
The total views of posted applications has increased every year since 2012, as seen below. Year to date, posted applications on NeoGov have been viewed 3,272,217 times. There have been 1,009,918 views this quarter.

#### Total Views on Posted Applications by Fiscal Year

FY12	FY13	FY14	FY15 (YTD)
2,286,916	3,645,209	4,079,561	3,272,217



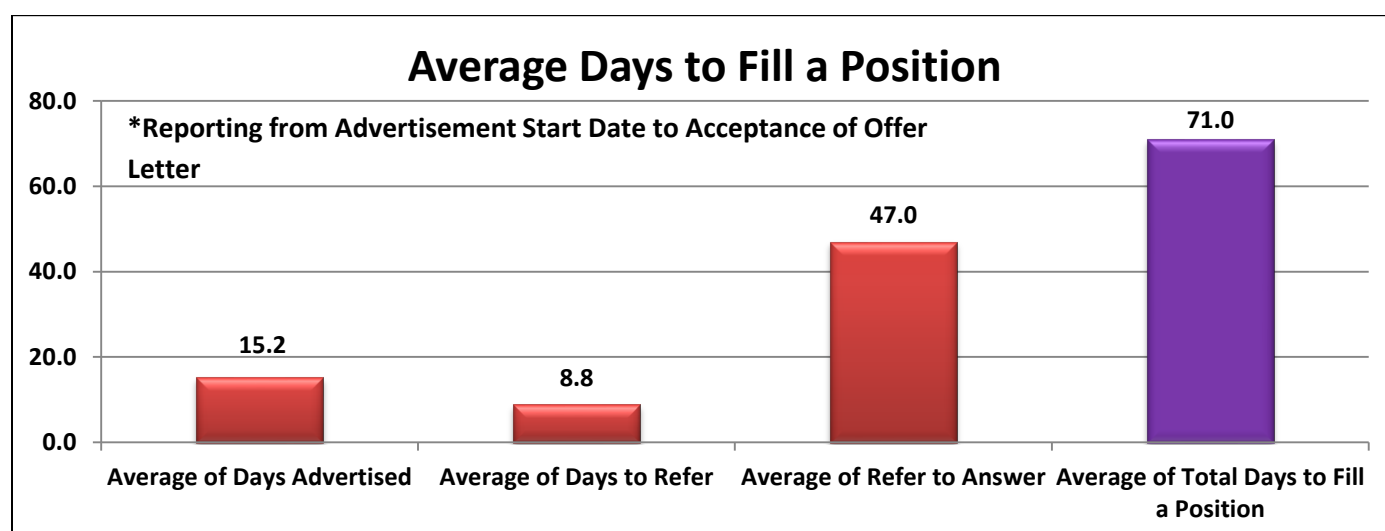
The number of views each department's job advertisements receives demonstrates an increased exposure of vacancies and applicant interest in State positions. As can be seen in the pie chart below, six agencies represent 67% of all jobs posted in this quarter.



3 <sup>rd</sup> Quarter Highest Posting Agencies			
Department	Advertisements	Hits	Applications Received
Department of Health	295	187,205	7,110
Department of Transportation	260	119,435	4,778
Children, Youth & Families Department	180	141,235	5,637
Human Services Department	156	124,519	6,449
New Mexico Corrections Department	128	67,498	3,342
Energy, Minerals & Natural Resources Department	79	45,038	1,441
Taxation & Revenue Department	78	58,999	2,772
Department of Environment	49	42,999	1,449
Department of Game & Fish	46	33,872	1,573
Aging & Long-Term Services Department	31	23,276	1,218
Department of Vocational Rehabilitation	26	22,129	1,520
Department of Public Safety	25	25,162	1,228
Department of Cultural Affairs	24	29,017	1,550
Department of Workforce Solutions	24	25,784	1,441
General Services Department	23	12,433	666
Regulation & Licensing Department	22	18,380	952
Public Education Department	21	14,947	530
Miners Colfax Medical Center	18	7,211	106
Office of the State Engineer	15	9,829	498
Military Affairs	13	3,913	158
<b>Total for 3<sup>rd</sup> Quarter Highest Posting Agencies</b>	<b>1,513</b>	<b>1,012,881</b>	<b>44,418</b>

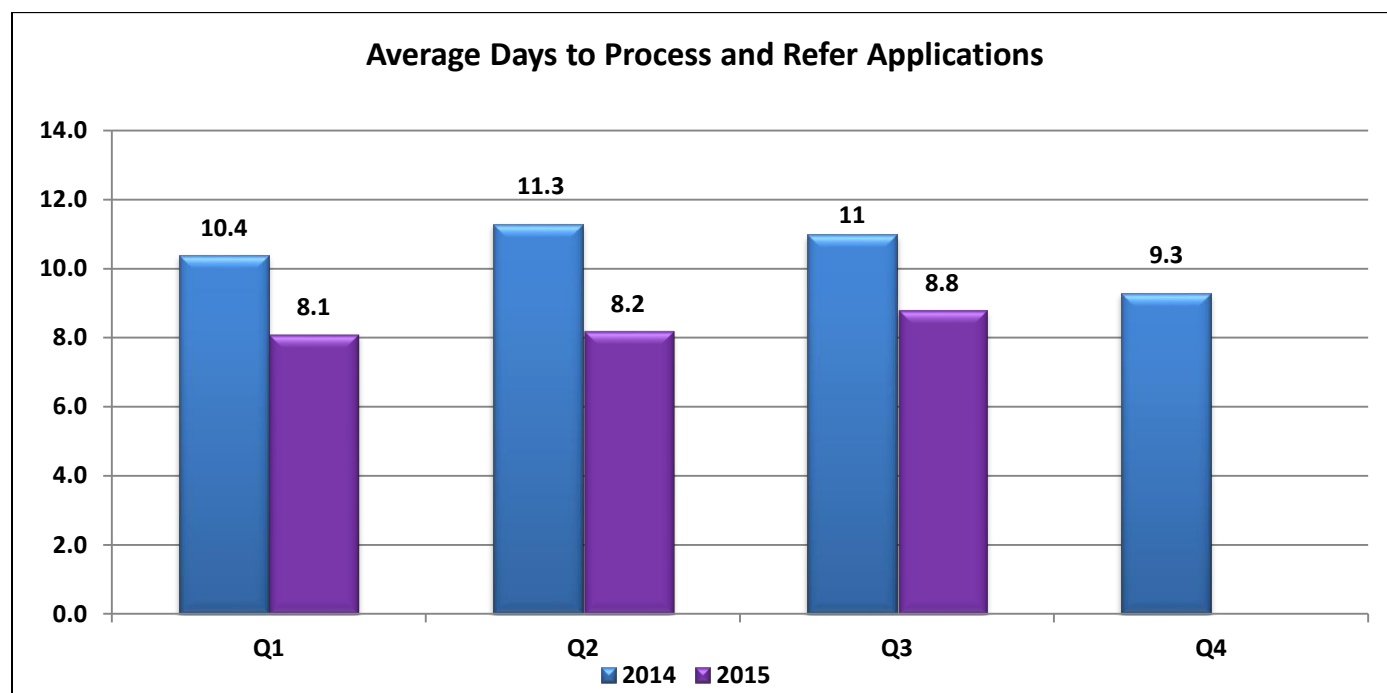
### Average Days to Fill a Position by Answer Date by Agency

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 (46.8 days) is the most significant portion of the hiring process.



Notes on graph above:

- Date reported as of March 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:

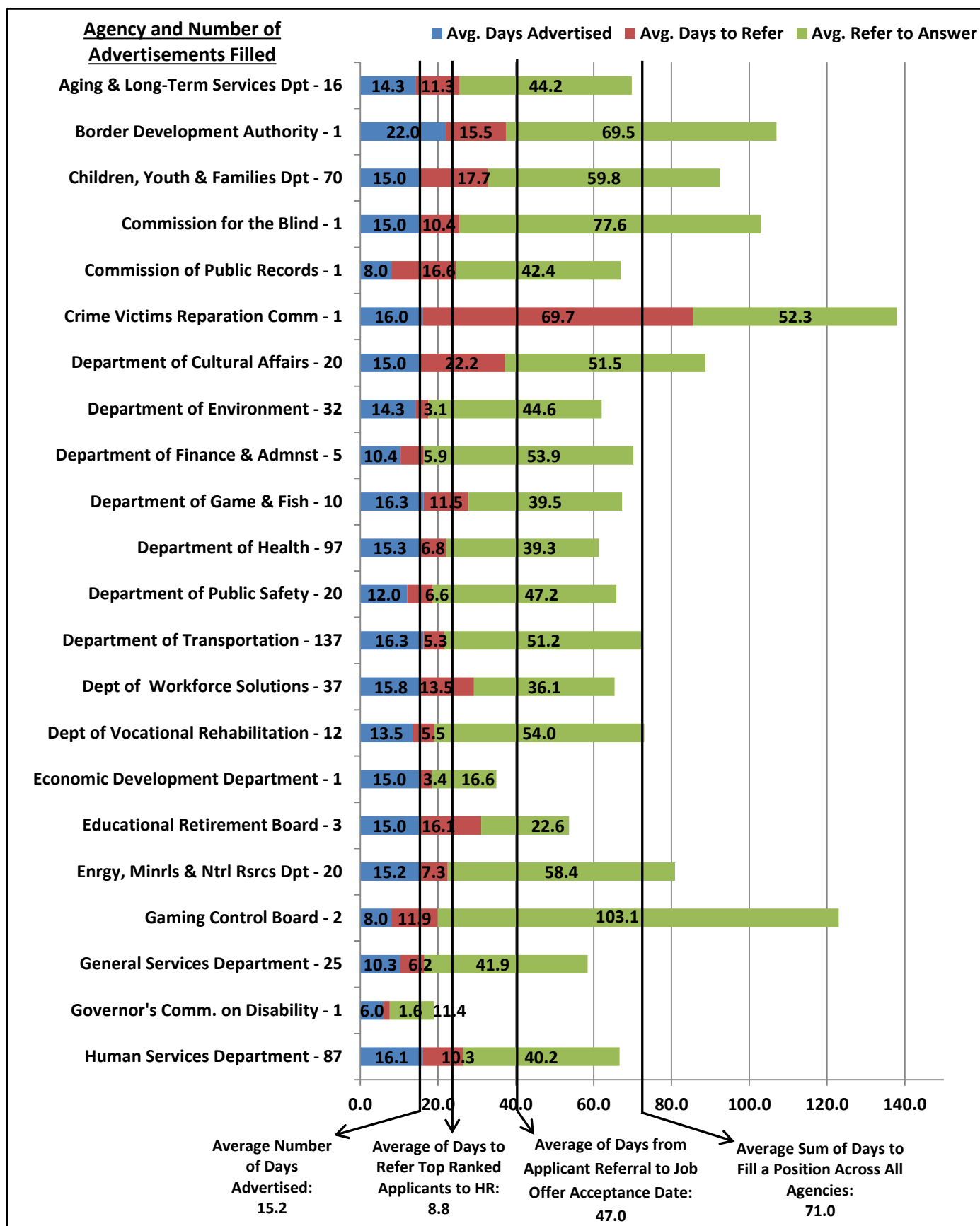
- That the hiring manager review, upon receipt, the list of referred applicants within three business days to ensure they have an adequate pool to interview from and do not need additional applicants; and
- That the agency interviews within two weeks of receiving the referred list of applicants.

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.

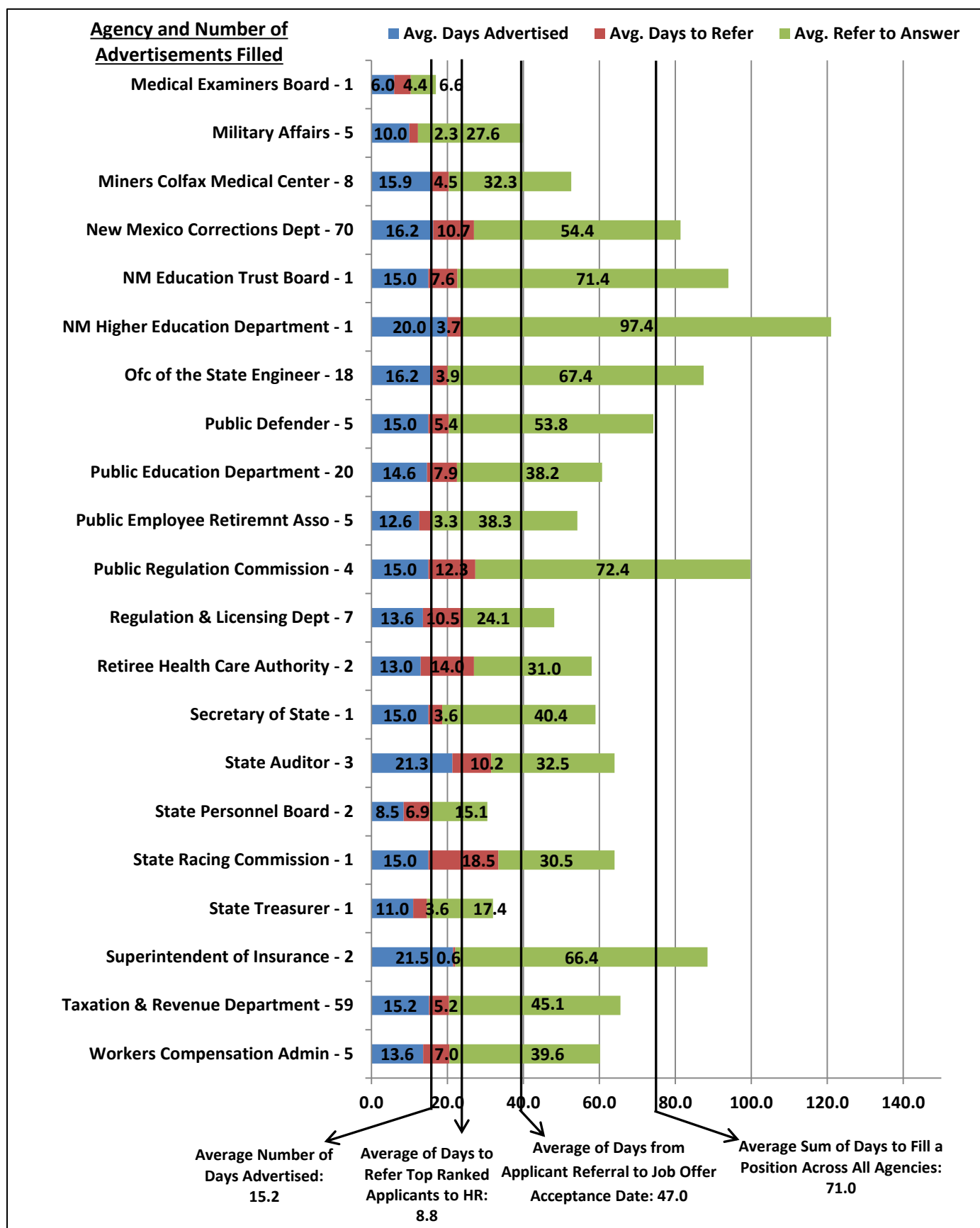
How to interpret the graphs below:

- 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)



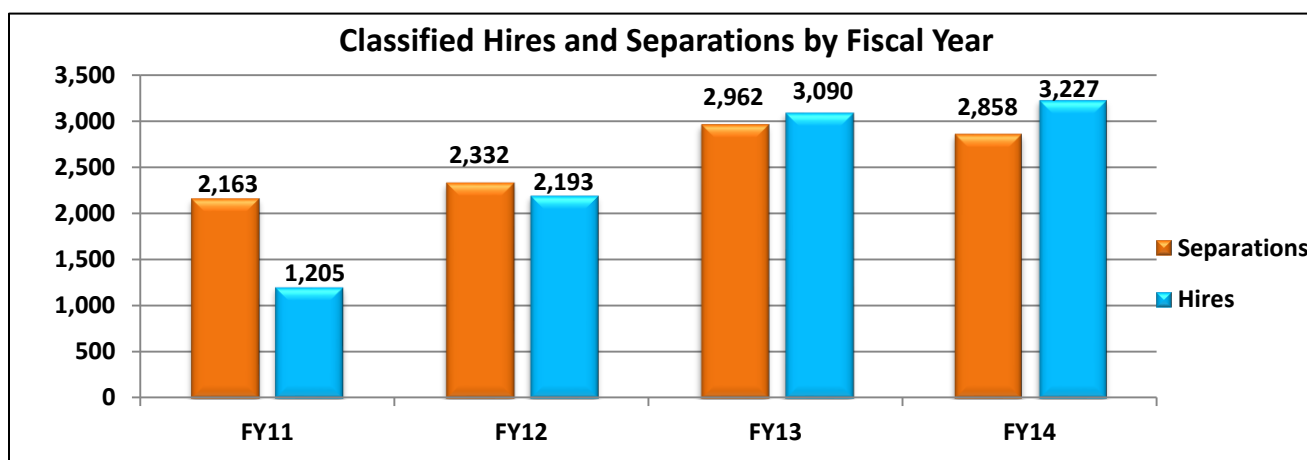
# Classified Service Hires and Separations

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.

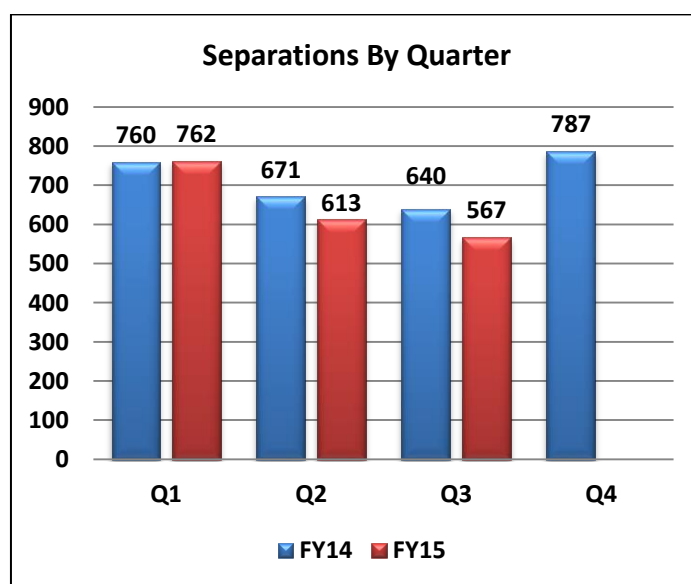
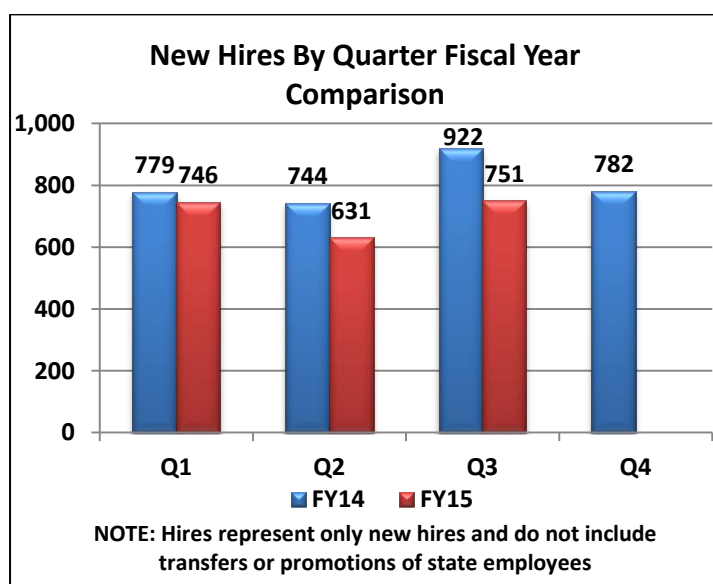
The State's hiring activity has dramatically increased since FY11 (by 156%), this effort only offsets the increased separations of State employees.

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

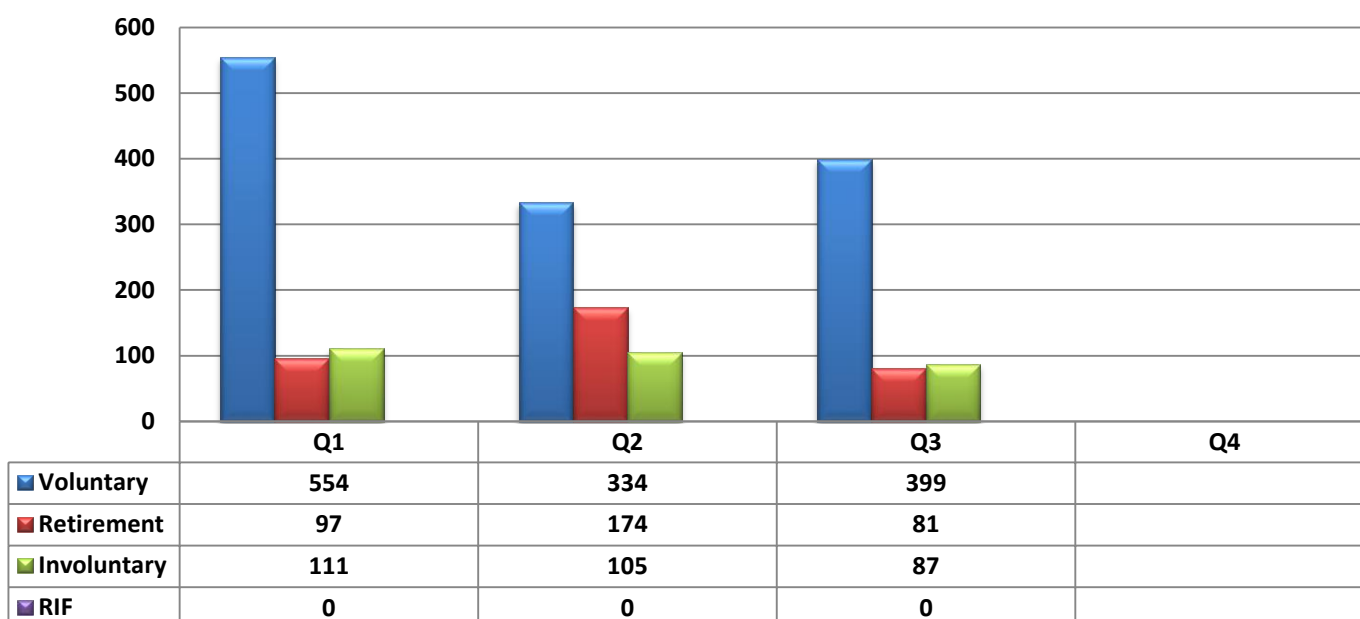
## New Hires by Fiscal Year (FY11-FY14)



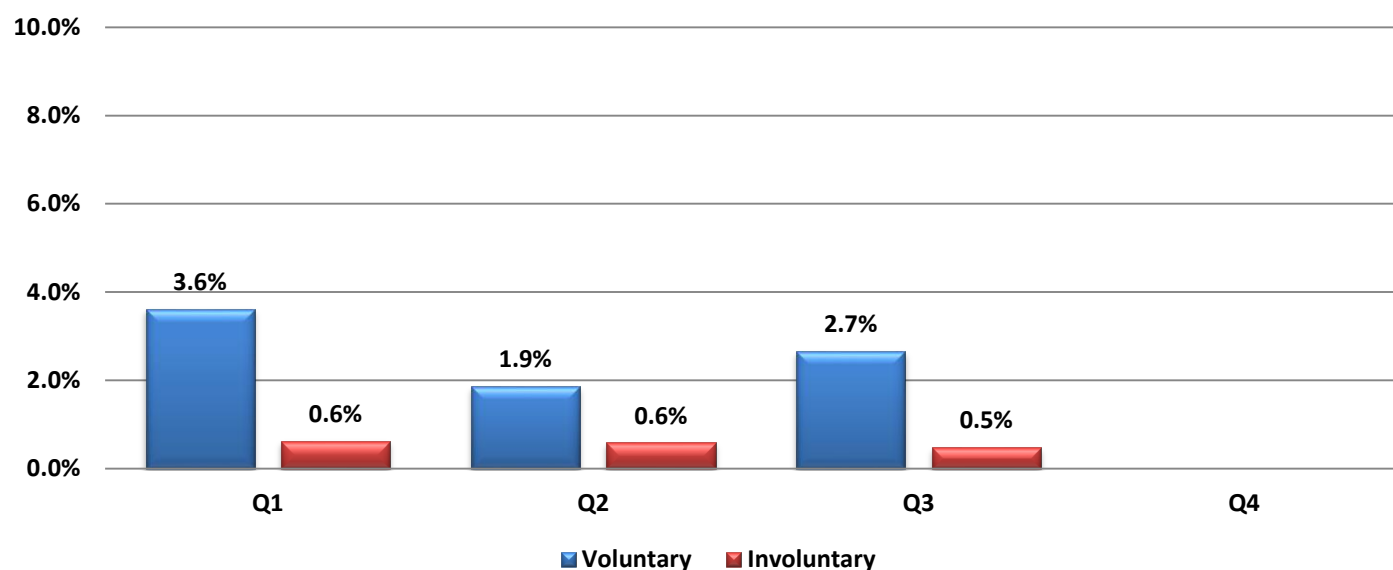
## FY15 New Hires & Separations by Quarter



### Classified Separation Reason



### Percent of the Total Classified Employee Population Leaving State Service Voluntarily and Involuntarily



The graph above shows the separation rate of classified employees as a percentage of the total Classified Service population. Of the 567 separations this quarter, 2.7% were voluntary and 0.5% involuntary.

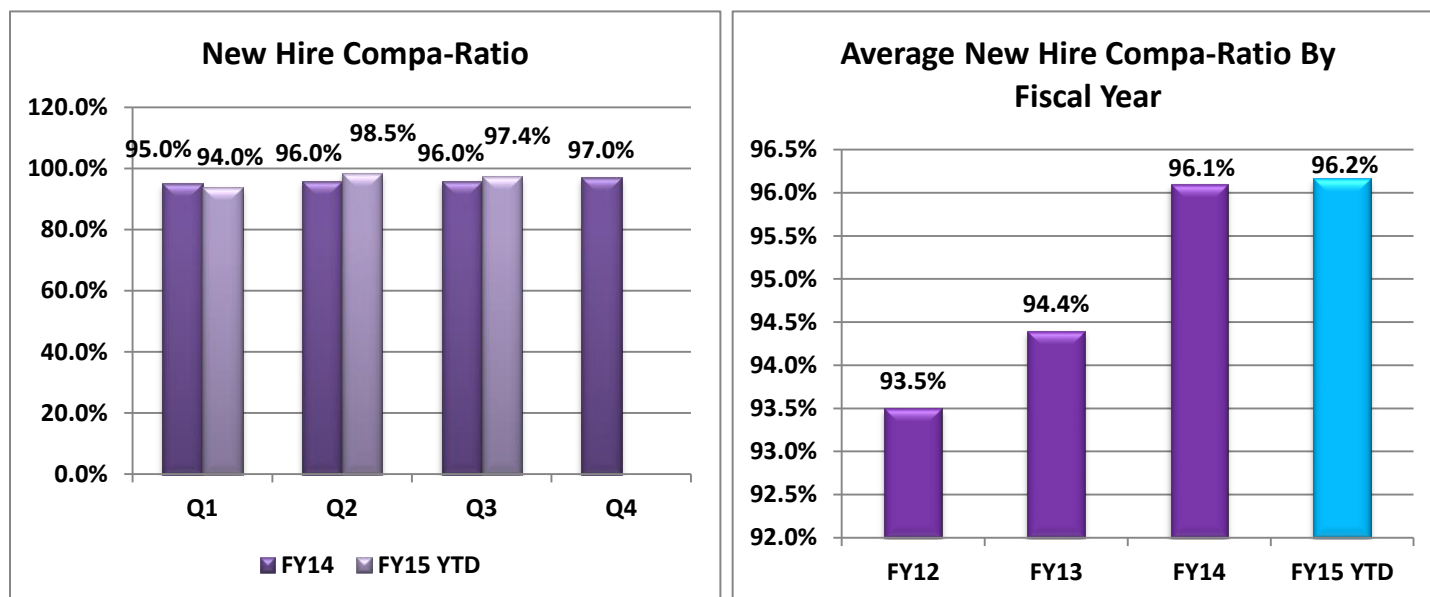
Separation numbers represent classified employees who have separated or retired from State government or switched to a different salary plan.

### New Hire Compa-Ratio

The Compa-Ratio of newly hired employees, in many situations, is above the minimum of the pay band. Without adjusting entry level pay rates within the existing salary plan, it is difficult for the State to compete in the labor market;

therefore, State agencies hire at rates in excess of the minimum of the pay band to attract qualified applicants. 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. As a result, tenured employees are not progressing through the pay range.

Non-adjustment of the salary plan is a factor in employee turnover and makes attracting well-qualified applicants difficult. SPO, with the Legislature, has budgeted current appropriations for vacant positions at mid-point levels rather than entry level as has been previous practice.



### FY15 3<sup>rd</sup> Quarter New Hire Compa-Ratio by Pay Band

Pay Band	Average Compa-Ratio	# of Employees
25	91.3%	28
30	90.6%	36
35	85.5%	38
40	98.7%	60
45	98.9%	74
50	94.1%	106
55	93.5%	102
60	94.0%	67
65	100.1%	69
70	103.0%	58
75	107.5%	64
80	108.6%	17
85	105.7%	22
90	103.9%	7
95	127.0%	1
96	99.9%	1
99	122.9%	1
<b>Grand Total</b>	<b>97.4%</b>	<b>751</b>

## New Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	10	12	22	3%
American Indian	11	13	24	3%
Asian	7	3	10	1%
Caucasian	129	115	244	32%
Hawaiian	0	1	1	0%
Hispanic	198	175	373	50%
Not Specified	49	28	77	10%
<b>Grand Total</b>	<b>404</b>	<b>347</b>	<b>751</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	13	10	
Accepted New Job (Non-Competitor)	19	7	13	
Attendance	20	16	15	
Completion of Contract	3	0	0	
Death	7	12	6	
Disability Retirement	5	6	6	
Discharge	7	6	7	
Dissatisfied w/Work Conditions	3	3	1	
Dissatisfied w/Promotion Opportunities	0	0	0	
Dissatisfied with Hours	1	0	0	
Dissatisfied with Type of Work	0	0	0	
Dissatisfied with Pay	1	0	0	
Dissatisfied with Supervision	1	2	0	
Early Retirement	0	2	1	
End of Appointment	2	1	2	
End Temporary Employment	1	2	0	
Failed Condition of Employment	8	7	3	
Falsified Qualifications	1	0	1	
Family Reasons	5	2	4	
Health Reasons	5	10	2	
Illness in Family	3	0	0	
Insubordination	5	3	1	
Lack of Funding	0	0	0	
Leave of Absence Expiration	0	0	0	
Military	0	0	1	
Misconduct	42	33	30	
Mutual Consent	1	1	0	
Non Job Connected Medical	4	2	2	
Normal Retirement	91	158	69	
Other Medical	2	5	5	
Personal Reasons	60	44	54	

Reason	Q1	Q2	Q3	Q4
Position Discontinued	0	0	0	
Probation Period not completed	0	0	0	
Pregnancy	0	1	0	
Quit without Notice	16	11	24	
Relocation	14	6	9	
Resignation	368	211	259	
Resignation-Other Position	6	8	6	
Return to School	8	1	4	
RIF - SPO Board Approved	0	0	0	
Unforeseen Circumstances	6	4	3	
Unsatisfactory Performance	14	22	18	
Vested Retirement	1	8	5	
Violation of Rules	7	6	6	
Grand Total	762	613	567	

### FY15 3<sup>rd</sup> Quarter Classified Separations by Agency

Agency Name	Total
Aging & Long-Term Services Department	8
Children, Youth & Families Department	58
Commission for the Blind	3
Commission of Public Records	1
Crime Victims Reparation Commission	2
Department of Cultural Affairs	3
Department of Environment	14
Department of Finance & Administration	2
Department of Game & Fish	9
Department of Health	158
Department of Public Safety	13
Department of Transportation	44
Department of Workforce Solutions	11
Department of Information Technology	4
Department of Vocational Rehabilitation	10
Economic Development Department	3
Educational Retirement Board	1
Energy, Minerals & Natural Resources Department	3
Gaming Control Board	2
General Services Department	10
Higher Education Department	2
Homeland Security & Emergency Management	1
Human Services Department	49
Livestock Board	1
Military Affairs	2
Miners Colfax Medical Center	12
New Mexico Corrections Department	61
Ofc of the State Engineer	4
Public Defender	16

Agency Name	Total
Public Education Department	8
Public Regulation Commission	4
Regulation & Licensing Department	9
Retiree Health Care Authority	1
Secretary of State	3
State Land Office	6
State Personnel Board	2
State Treasurer	1
Superintendent of Insurance	1
Taxation & Revenue Department	19
Tourism Department	1
Workers Compensation Admin	5
<b>Grand Total</b>	<b>567</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 9.4%. The table below reflects classified employee quarterly turnover rates for promotions, transfers, retirements and separations for voluntary/involuntary departures.

### Statewide Classified Turnover Rate by Agency

3 <sup>rd</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	23	13.0%	13.0%	3	3	0	0
33300	Taxation & Revenue Department	937	9.4%	6.5%	88	61	26	1
33700	State Investment Council	17	0.0%	0.0%	0	0	0	0
34100	Department of Finance &	126	7.9%	5.6%	10	7	3	0
34200	Public School Insurance Auth	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	237	12.7%	6.8%	30	16	11	3
35200	Educational Retirement Board	54	11.1%	9.3%	6	5	0	1
35500	Public Defender	353	7.1%	2.0%	25	7	16	2
36100	Dept of Information Technology	169	1.8%	1.2%	3	2	1	0
36600	Public Employee Retirement Asso	66	7.6%	7.6%	5	5	0	0
36900	Commission of Public Records	32	15.6%	12.5%	5	4	1	0
37000	Secretary of State	43	9.3%	2.3%	4	1	3	0
37800	State Personnel Board	43	18.6%	14.0%	8	6	2	0
39400	State Treasurer	20	30.0%	15.0%	6	3	3	0
40400	Architect Examiners Board	3	0.0%	0.0%	0	0	0	0
41700	Border Development Authority	2	0.0%	0.0%	0	0	0	0
41800	Tourism Department	47	8.5%	6.4%	4	3	1	0
41900	Economic Developmnt	35	17.1%	8.6%	6	3	2	1
42000	Regulation & Licensing Dept	242	10.3%	5.4%	25	13	10	2

BU	Agency	# Empl	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
43000	Public Regulation Commission	123	9.8%	4.9%	12	6	6	0
44000	Superintendent of Insurance	70	2.9%	0.0%	2	0	2	0
44600	Medical Examiners Board	11	9.1%	9.1%	1	1	0	0
44900	Board of Nursing	17	0.0%	0.0%	0	0	0	0
46000	EXPO New Mexico	20	0.0%	0.0%	0	0	0	0
46400	Prof Engineers & Lnd Srvyrs Brd	5	0.0%	0.0%	0	0	0	0
46500	Gaming Control Board	43	9.3%	4.7%	4	2	0	2
46900	State Racing Commission	11	9.1%	9.1%	1	1	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	463	5.4%	3.7%	25	17	7	1
50800	Livestock Board	57	1.8%	1.8%	1	1	0	0
51600	Department of Game & Fish	251	6.8%	2.8%	17	7	10	0
52100	Enrgy, Minrls & Ntrl Rsrcs Dpt	393	9.7%	8.1%	38	32	6	0
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0	0	0
53900	State Land Office	139	7.2%	4.3%	10	6	2	2
55000	Ofc of the State Engineer	288	7.3%	5.2%	21	15	5	1
60300	Office of African Amer Affairs	4	0.0%	0.0%	0	0	0	0
60400	Com for Deaf/Hard of Hearing	12	0.0%	0.0%	0	0	0	0
60600	Commission for the Blind	56	7.1%	1.8%	4	1	3	0
60900	Department of Indian Affairs	10	20.0%	20.0%	2	2	0	0
62400	Aging & Long-Term Services Dpt	200	13.5%	8.5%	27	17	8	2
63000	Human Services Department	1751	11.6%	8.3%	203	145	51	7
63100	Dept of Workforce Solutions	447	6.3%	3.8%	28	17	10	1
63200	Workers Compensation Admin	100	11.0%	6.0%	11	6	4	1
64400	Dept of Vocational Rehbltation	243	9.1%	5.3%	22	13	7	2
64500	Governor's Comm. on Disability	13	23.1%	23.1%	3	3	0	0
64700	Dev Disabilites Planning Comm	12	8.3%	8.3%	1	1	0	0
66200	Miners Colfax Medical Center	211	23.7%	21.3%	50	45	3	2
66500	Department of Health	3304	10.1%	6.8%	335	226	81	28
66700	Department of Environment	561	7.5%	3.6%	42	20	22	0
66800	Office of Natural Resc Trustee	3	0.0%	0.0%	0	0	0	0
67000	Department of Veteran Services	38	2.6%	2.6%	1	1	0	0
69000	Children, Youth & Families Dpt	1893	8.5%	5.1%	160	97	53	10
70500	Military Affairs	120	6.7%	4.2%	8	5	2	1
76000	Adult Parole Board	5	0.0%	0.0%	0	0	0	0
77000	NM Corrections Dept	1859	19.7%	16.5%	366	307	52	7
78000	Crime Victims Reparation Comm	16	18.8%	12.5%	3	2	1	0
79000	Department of Public Safety	547	6.0%	2.9%	33	16	15	2
79500	Homeland Security & Emgncy	40	10.0%	10.0%	4	4	0	0
80500	Department of Transportation	2188	8.7%	6.7%	190	147	38	5
92400	Public Education Department	222	11.7%	8.1%	26	18	6	2
94900	NM Education Trust Board	2	0.0%	0.0%	0	0	0	0
95000	Higher Education Department	35	22.9%	17.1%	8	6	2	0
Totals		18,273	10.3%	7.3%	1,889	1,328	475	86
Percent Turnover by Reason						70.3%	25.1%	4.6%

# Vacancy Rates

SPO acknowledges the importance of tracking vacancy data; however, 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 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.
<b>33300</b>	Taxation & Revenue Department	14.0%	15.7%	15.2%	
<b>35000</b>	General Services Department	22.5%	21.2%	20.5%	
<b>35500</b>	Public Defender	9.1%	7.1%	10.3%	
<b>36100</b>	Department of Information Technology	14.2%	16.6%	17.5%	
<b>42000</b>	Regulation & Licensing Department	22.3%	22.3%	23.8%	
<b>50500</b>	Department of Cultural Affairs	11.6%	12.0%	7.7%	
<b>51600</b>	Department of Game & Fish	18.2%	20.4%	18.8%	
<b>52100</b>	Energy Minerals & Natural Resources	22.3%	23.4%	22.2%	
<b>55000</b>	Office of the State Engineer	14.7%	15.2%	13.8%	
<b>62400</b>	Aging & Long-Term Services Dpt	9.6%	9.6%	14.3%	
<b>63000</b>	Human Services Department	9.2%	10.5%	12.7%	
<b>63100</b>	Department of Workforce Solutions	23.8%	22.7%	20.6%	
<b>64400</b>	Department of Vocational Rehabilitation	17.5%	18.2%	18.2%	
<b>66500</b>	Department of Health	14.5%	13.5%	12.4%	
<b>66700</b>	Department of Environment	16.4%	15.4%	15.0%	
<b>69000</b>	Children Youth & Families Department	15.3%	15.0%	12.6%	
<b>77000</b>	New Mexico Corrections Department	22.0%	23.0%	23.6%	
<b>79000</b>	Department of Public Safety	17.0%	16.8%	16.4%	
<b>80500</b>	Department of Transportation	13.7%	12.4%	11.7%	
<b>92400</b>	Public Education Department	8.8%	6.4%	3.4%	
<b>State Wide Vacancy Rate</b>		<b>13.9%</b>	<b>13.7%</b>	<b>11.7%</b>	

# Training

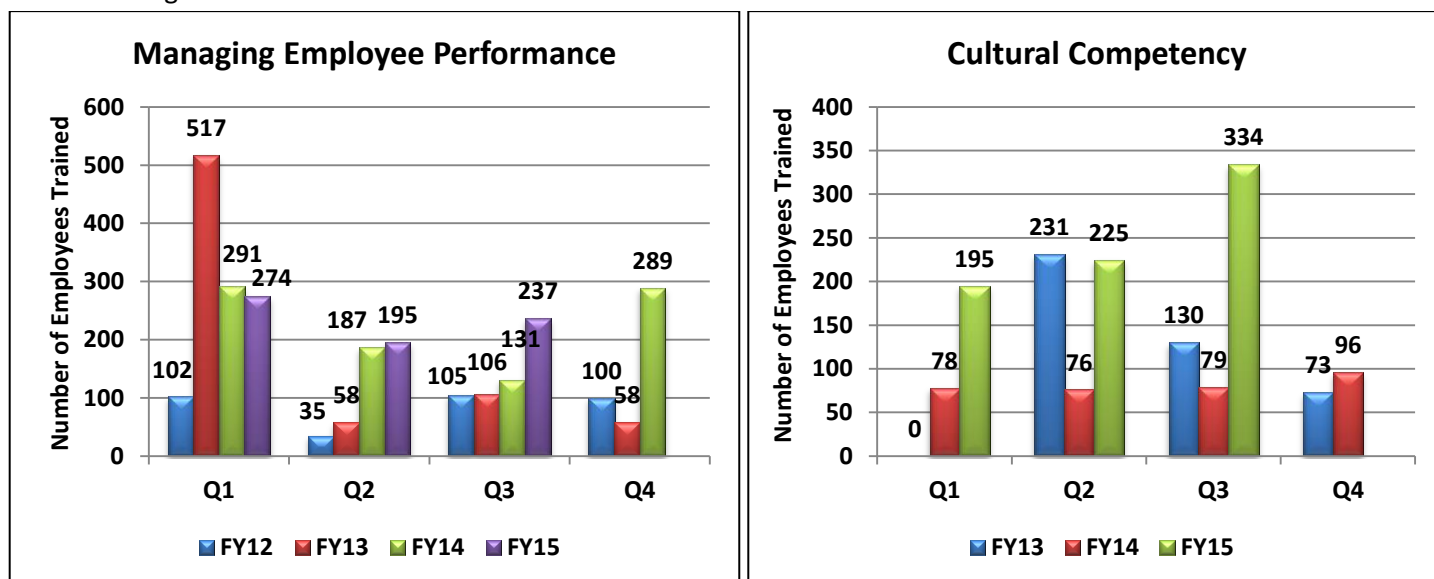
The Training and Development Division (TDD) mission, 'to develop great leaders for State government in support of the agencies we serve,' continues to direct the provision of Statewide guidance and oversight for centralized leadership development and organizational learning. The SPO TDD commitment is 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 3<sup>rd</sup> Quarter of FY15, the MEP Training was conducted for 237 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 3<sup>rd</sup> Quarter of FY15, 334 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 230 State employees participated in the training in the 3<sup>rd</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 9 State employees participated in the training in the 3<sup>rd</sup> Quarter of FY15.

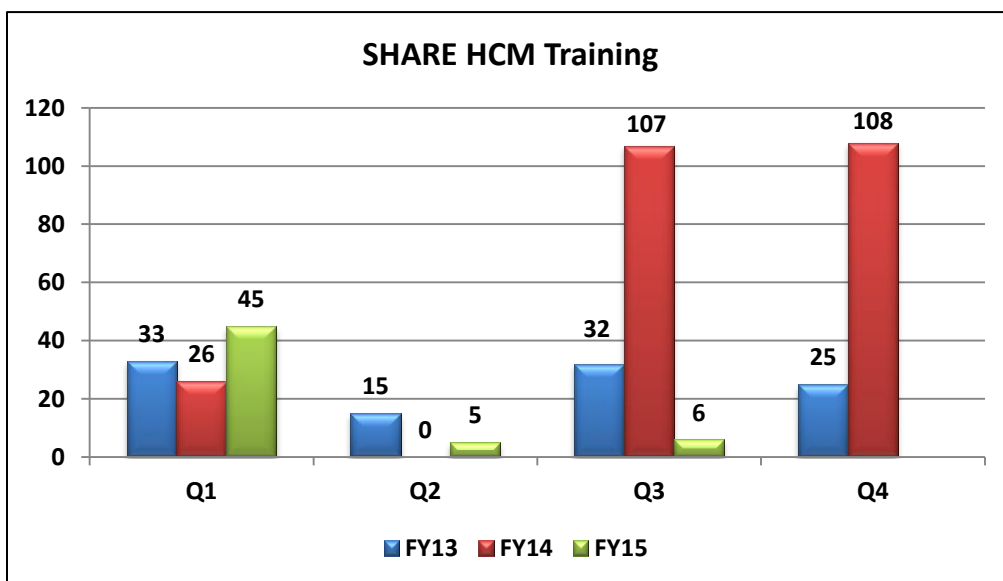
## ELearning Mandatory Classes

- **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 327 State employees participated in the training in the 3<sup>rd</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 six State employees participated in the training in the 3<sup>rd</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. In the 3<sup>rd</sup> Quarter of FY15, 110 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 19 appeals in the 3<sup>rd</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.

Status	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	FY15 Total
Appeals Pending	32	38	51		51
New Appeals Filed	15	20	32		67
Appeal Disposition	21	14	19		54

## 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 Personnel 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 the unique and distinctive ability to 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

*22 grievances were filed with the LRD in the 3<sup>rd</sup> Quarter of 2015, five less than the 2<sup>nd</sup> Quarter of 2015.*

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 which 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 which currently represent 56.1% 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).

### Labor Relations Division At A Glance

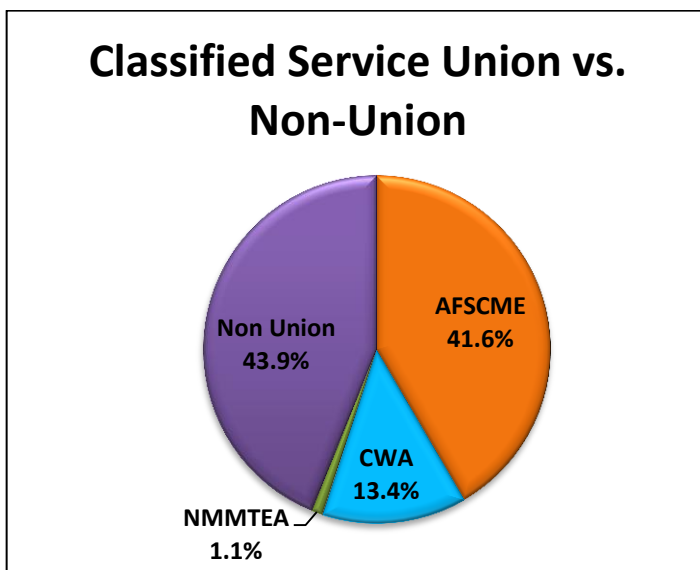
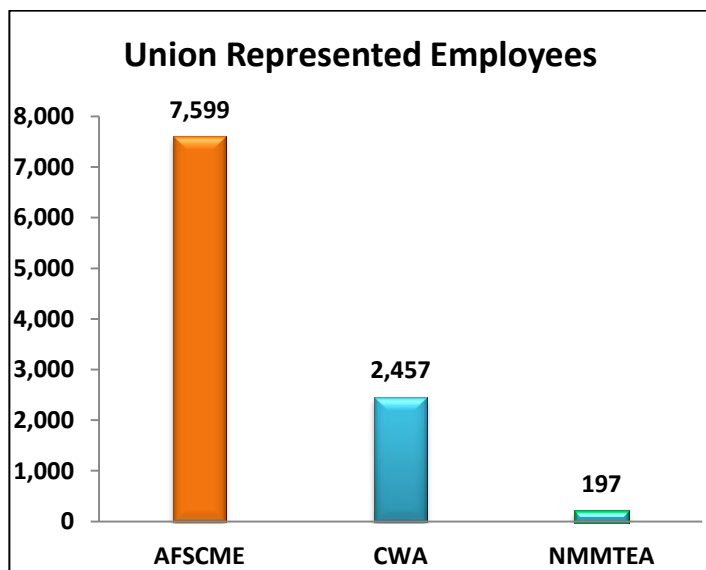
**Total number of union grievances filed by each union:** 22: AFSCME filed 16, CWA filed 6

**Average cost paid by the state for arbitrations and disciplinary appeals this quarter:** \$6,676

**Total number of disciplinary actions appealed to an arbitrator, by each union:** AFSCME appealed 3, CWA appealed 1

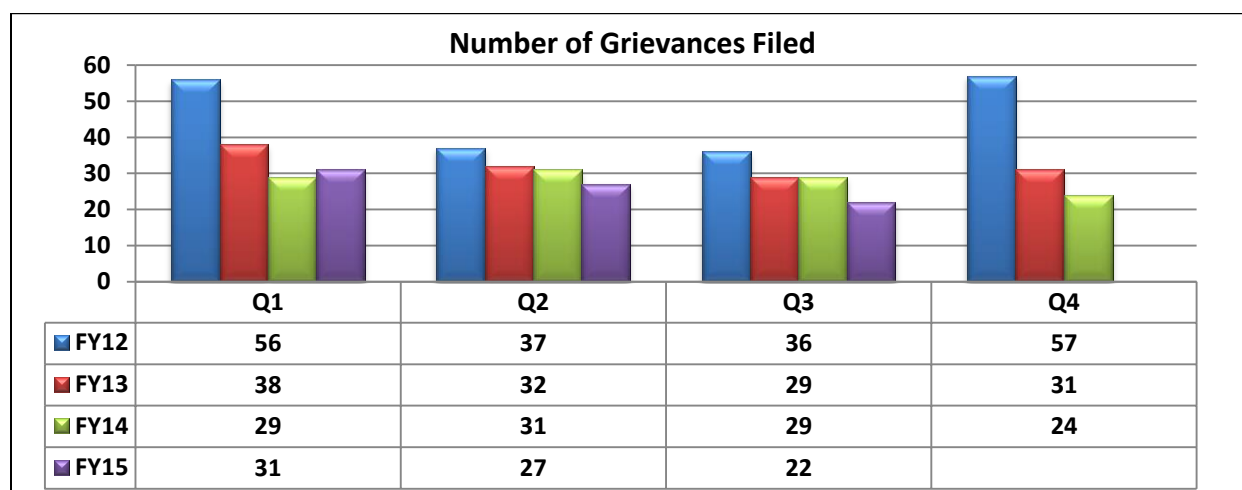
### Union Represented vs. Non Union

During the 3rd quarter of the FY15, a total of 22 union grievances were filed, 16 by AFSCME and 6 by CWA. Out of the 22 union grievances filed, five (5) were settled, two (2) timed out (a.k.a. Dead on Time), and the union(s) withdrew one (1) union grievance. 14 of the remaining grievances remain pending.



Two (2) grievances were not satisfactorily resolved at the agency level, the AFSCME invoked arbitration in both instances. One agency served the union with a Dead on Time (DoT) letter, therefore, only one (1) grievance is scheduled to be arbitrated.

There were four (4) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the 3rd quarter. Three (3) were invoked by AFSCME, and one (1) 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.



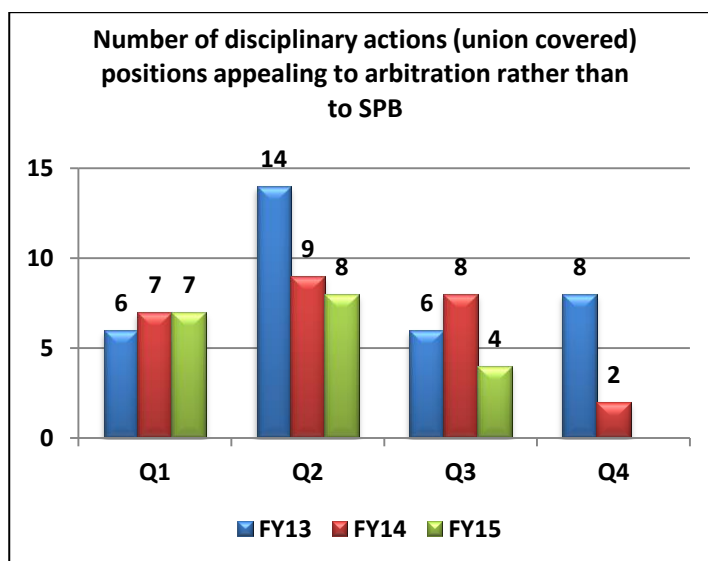
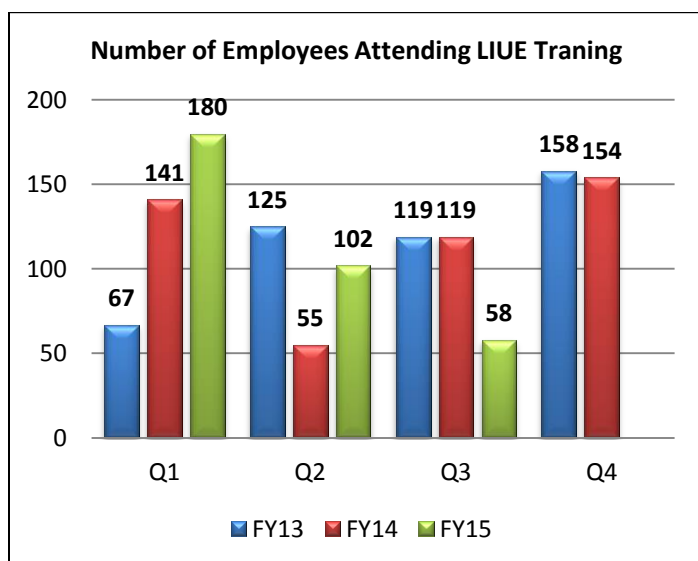
The LRD's philosophy is that real success and teamwork is impossible without building collaborative relationships. In an effort to build a relationship and an environment which creates a teamwork culture with other state agencies, the LRD has implemented a process in which the LRD staff visit all newly hired Human Resources (HR) Managers/Directors and their staff. One important objective of the visit is to inform the new hired HR Manager/Director of the specific ways the LRD can help them. The Division approaches the visit from a perspective of, "it's about what's in it for them and not what's in it for us (LRD)". In short, we strongly believe a great relationship is mutually beneficial.

This quarter the LRD met with two (2) newly hired HR Managers/Directors and their staff. LRD shared information, offered guidance and direction, all of which are very important when building a long lasting and trusting relationship.

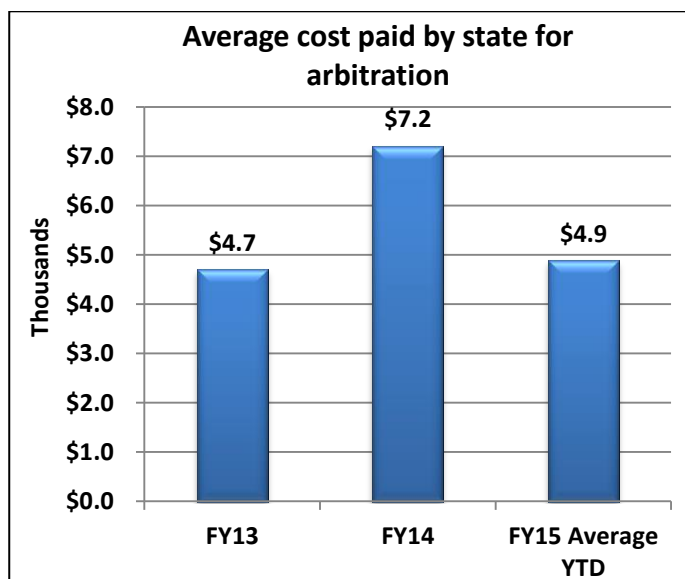
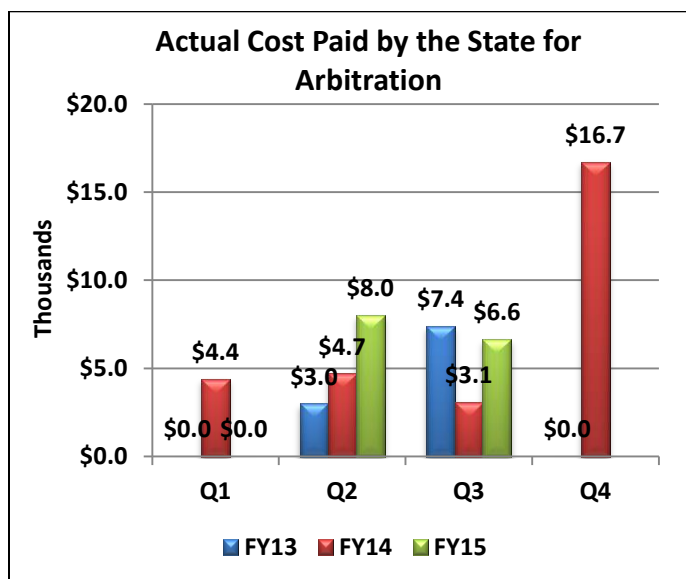
Soon after each of the visits the LRD received numerous calls and emails requesting advice and support about labor related matters. Also, a large number of the agency HR staff signed up for our training classes.

The LRD believes that training for supervisors, managers, attorneys and HR Professionals is essential for organizational development and success. Training is aimed at helping supervisors, managers, attorneys and HR Professionals acquire the basic skills to efficiently and effectively perform their job as it relates to union matters including conducting Workplace Investigations.

The LRD continues to support supervisors, managers, attorneys and HR Professionals by conducting labor related training. This quarter the LRD trained two (2) Living in a Union Environment (LIUE) classes. A total of 58 managers, supervisors, attorneys and HR Professionals attended this training during the 3rd quarter.



LRD also conducted one (1) Workplace Investigations Training. During this training session 15 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>
Average number of days to fill a position from the date posted	68.7	69.4	70.7		
Percent of new employees who successfully complete their probationary period	62%	69%	68.2%		
Percent of “voluntary” classified employee turnover (leaving State service)	3.6%	1.9%	2.7%		
Percent of “involuntary” classified employee turnover (leaving State service)	0.6%	0.6%	0.5%		
Average State employee sick leave usage per capita	23 hours	22 hours	22 hours		
State employee average overtime usage per month	15.9 hours	15.0 hours	15.7 hours		
Percent of State employees receiving overtime	18.0%	15.9%	15.3%		
Average State classified employee compa-ratio	100.8%	101.2%	101.4%		
Average State classified new hire compa-ratio	94%	99%	97.4%		
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	7	8	4		
Average cost paid by State for arbitration of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	\$0	\$16,700	\$6,676		
State-wide classified service vacancy rate	13.9%	13.7%	11.7%		

<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>
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.	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>
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	