



# New Mexico

## State Personnel Office

### FY16 4<sup>th</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's (SPO) mission is to provide the State of New Mexico (the State) with human resource (HR) leadership and direction, in order to maximize service to the citizens of the State. A quarterly report is issued by SPO, as required by the Accountability in Government Act, to address the HR metrics established within the General Appropriations Act. The report is updated quarterly to provide timely metrics that are used to enhance the State's ability to address HR issues impacting management throughout State government.

Additionally, SPO is required to conduct and lead workforce planning and policy development throughout the State 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 State Personnel Board, the Governor, and State agencies regarding the delivery of HR programs;
- Recommend improvements to HR function, emphasizing economy, efficiency, compliance, and effectiveness; and,
- Conduct value-added reviews and projects.

SPO continues to focus on recruitment, including working with state agencies to decrease the amount of time taken to fill positions, while working to improve overall hiring efficiency. It should be noted that the average days to fill a position has decreased by another four days when compared to the last quarter. The average days to refer applicants have continued to decline since FY13. The number of days that HR staff is taking to refer applicants to hiring managers this quarter is 7.1 days, which is consistent with last quarter.

SPO continues to partner with agencies on enhancing recruitment for the State. For example, SPO has created the "Rapid Hire Program" to assist agencies when standard recruitment efforts have proven unsuccessful in meeting the hiring needs for critical positions. The Rapid Hire Program provides agencies the ability to perform on-site recruitment and selection at specified hiring events that are well-suited for the unique recruiting needs of the agency. In addition, SPO has created a YouTube channel that contains video tutorials on the recruitment process to assist applicants as they apply for State positions. In order to ensure that applicants have ample opportunity to revise their applications before the job advertisement has closed, SPO updated the re-apply time to allow applicants to re-apply without any time limitations up until the advertisement closes.

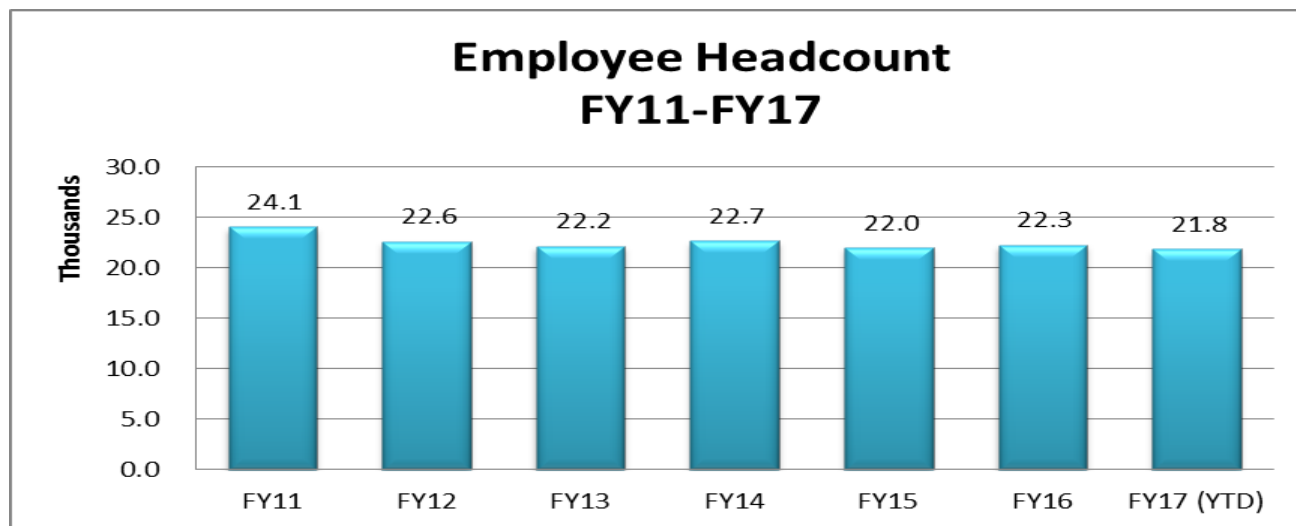
This quarter, 498 new hires were made, while 822 employees separated from State service. Included in the number of separations, 231 employees retired from state service in the second quarter of FY16. This trend is evidence of the State's continuing work to retain qualified employees. Of the entire State service, 4.2% of employees separated voluntarily, while only 0.6% separated involuntarily. The Statewide Vacancy Rate for the 4<sup>th</sup> Quarter increased to 16.1%. SPO's Career Services Division 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  
State Personnel Director

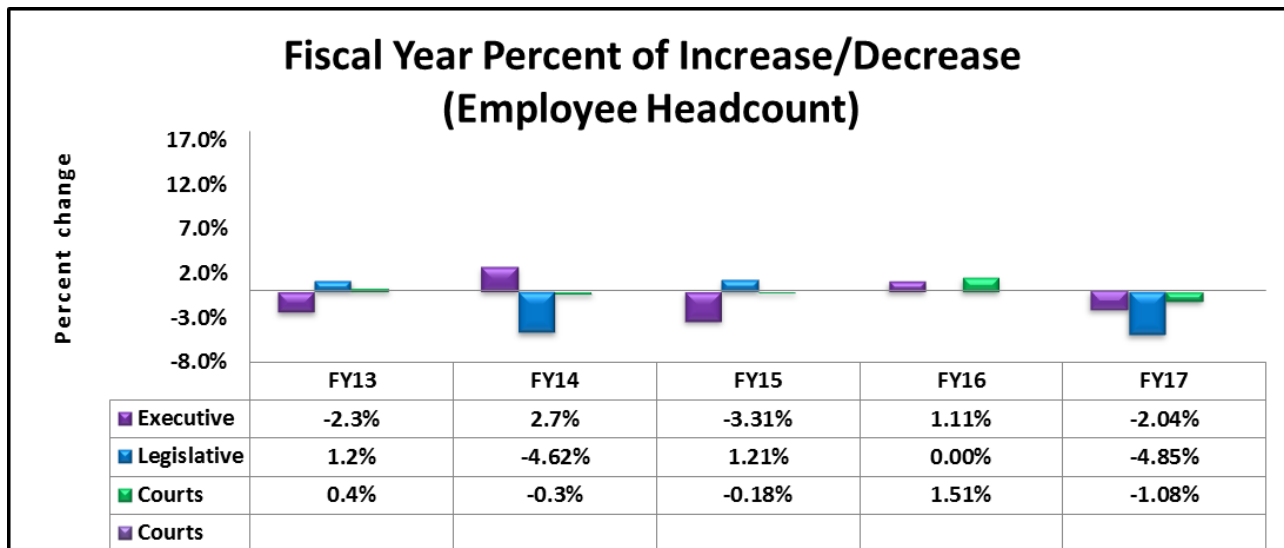
# Workforce Overview

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 workforce:

- An enhanced 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.

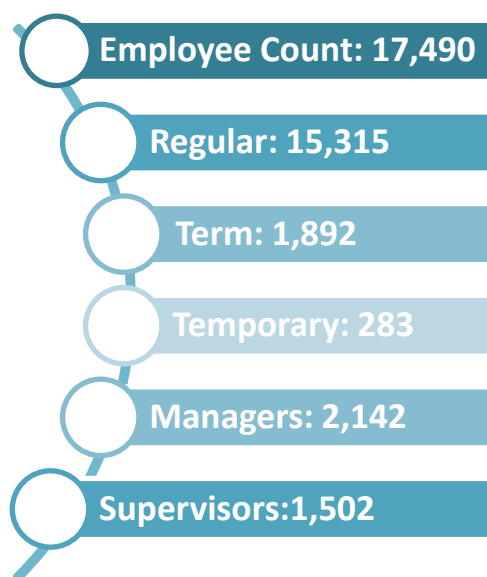


Executive branch employee levels have remained stable since FY12 as a result of careful assessment of the need to fill vacant positions, improvements in business processes, revision of restrictive non-competitive compensation plans, and employee retirements and resignations. Legislative employee headcounts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



## Classified Service at a Glance (June 30, 2016)

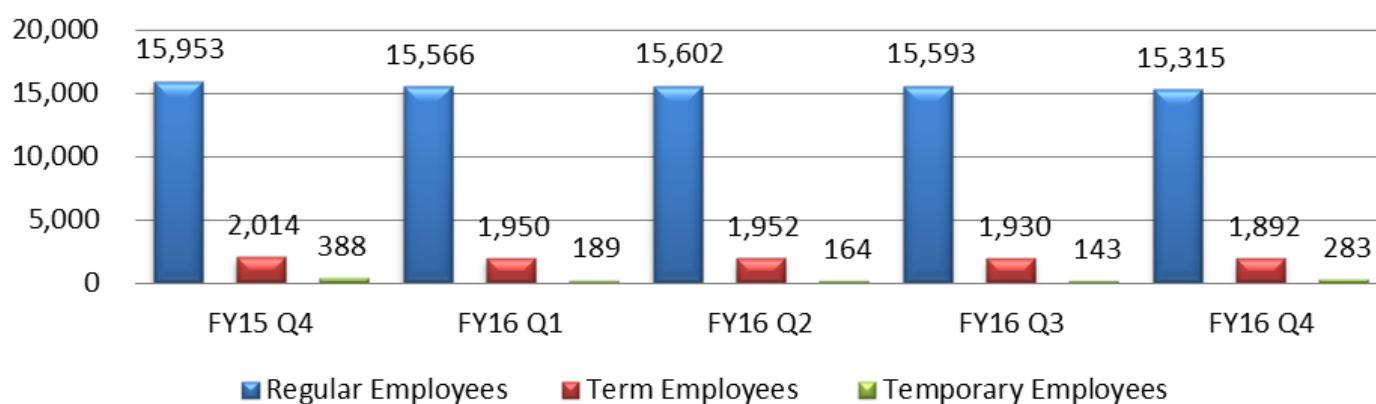
Workforce Data	
Union Represented Employees	55.1%
Minority	63.8%
Female	54.6%
Male	45.4%



### TOTAL COMPENSATION AS OF JUNE 30, 2016

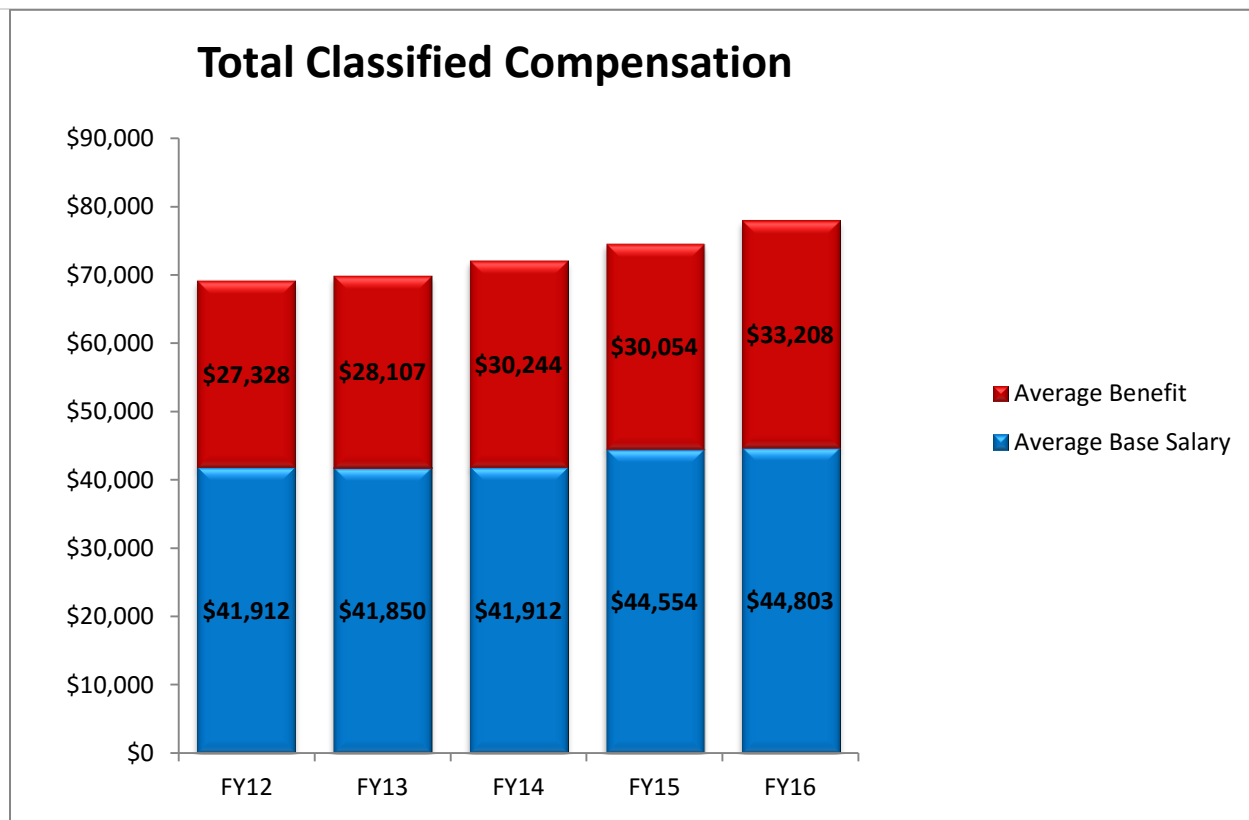
- AVERAGE BASE SALARY  
**\$44,803**
- AVERAGE BENEFIT  
**\$33,208**
- AVERAGE TOTAL COMPENSATION  
**\$78,011**
- AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO  
**102.1%**

## Classified Employees Workforce



## Total Compensation

Total compensation is a commonly utilized standard by both private and public sectors in assessing the 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 paid leave (annual, sick, etc.). The graph on the next page shows the significant growth in the average benefit expenditures by the State since FY12. In FY16, benefit costs as a percentage of total compensation rose, as health care insurance rates increased. Between FY15 and FY16, benefits rose 8%, while the average salary increased by less than 1%.



## Multiple Components of Pay (MCOP)

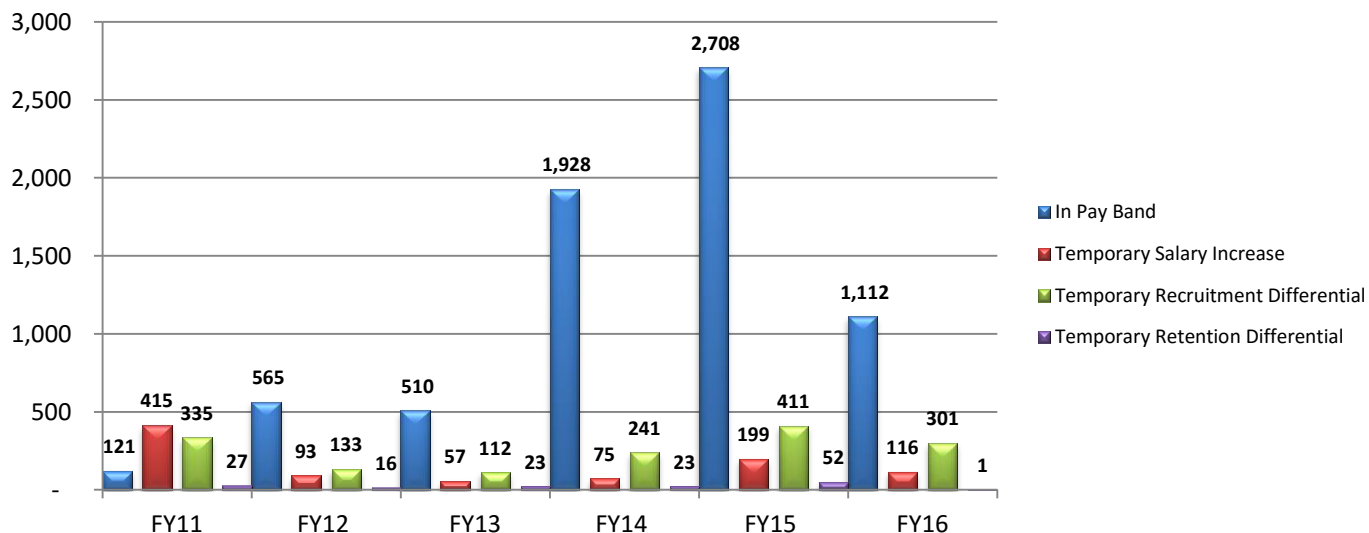
Various pay mechanisms permitted through the State Personnel Board (SPB) Rules were developed to facilitate recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **Temporary Recruitment Differentials** (TREC)s are permitted for positions determined to be critical to meet the business needs of an agency that is experiencing difficulties in recruitment.
- **Temporary Retention Differentials** (TRET)s are permitted 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 permitted 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 permitted to increase an employee's base compensation up to 10% within a Fiscal Year, provided that 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) must review IPB requests to ensure agency budget availability.

SPO reviews and approves various actions to ensure compliance with SPB Rules. The State's pay structure has not been comprehensively addressed since 2001, compromising retention of employees in many critical positions, and creating a negative impact on the State's ability to attract and retain qualified applicants.

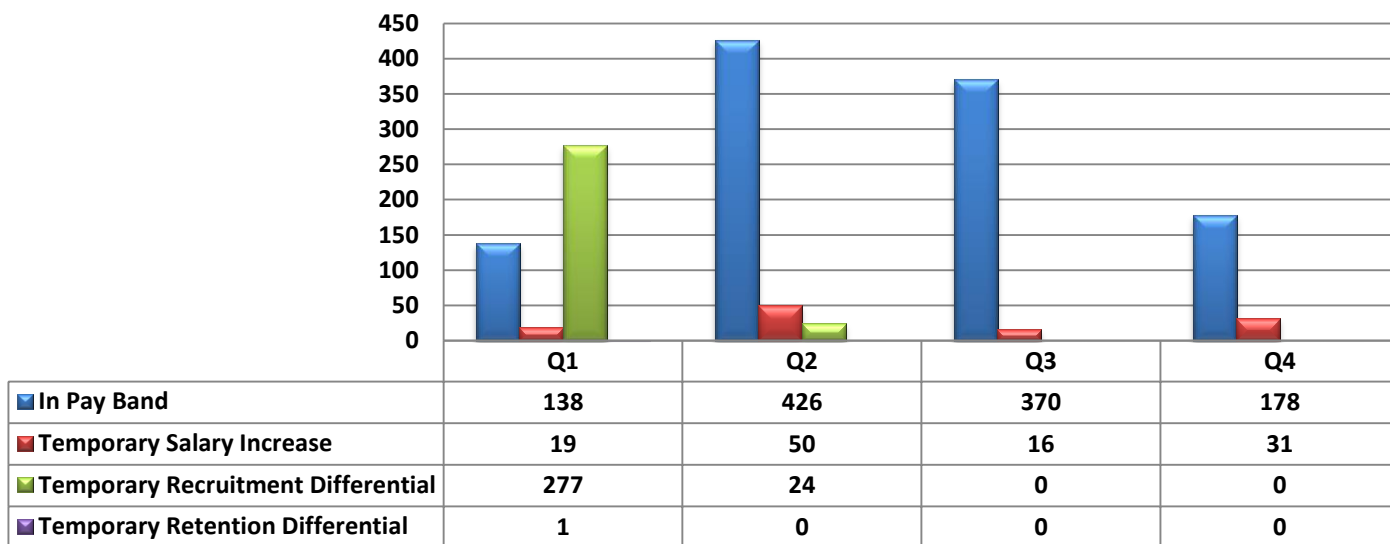
The graph on the next page shows the utilization of Multiple Components of Pay.

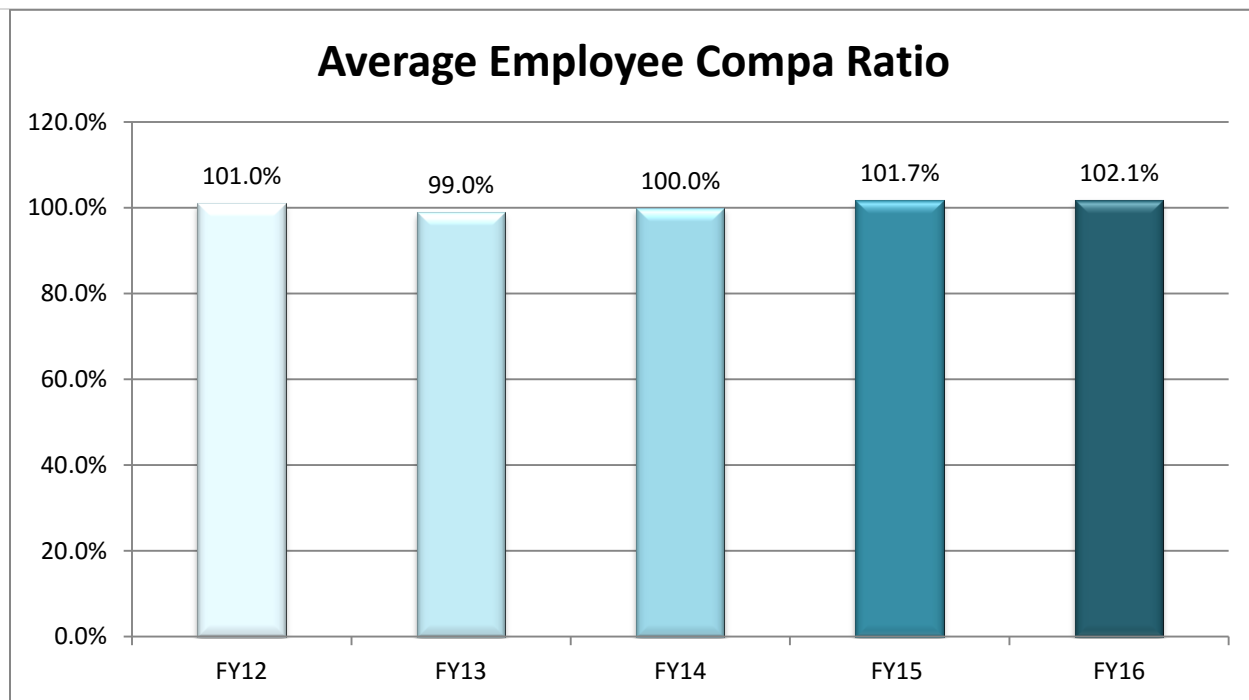
### Multiple Components of Pay By Fiscal Year



The increase in In Pay Bands (IPBs) for FY15 was primarily due to appropriations in SB313, which provided IPB funding for certain job classifications that were deemed hard to recruit and retain. These IPBs brought salaries more in line with comparator market salaries.

### FY16 Multiple Components of Pay By Quarter





The increase in average compa-ratio is attributed to classification and range adjustments.

## Annual Key Performance Measures

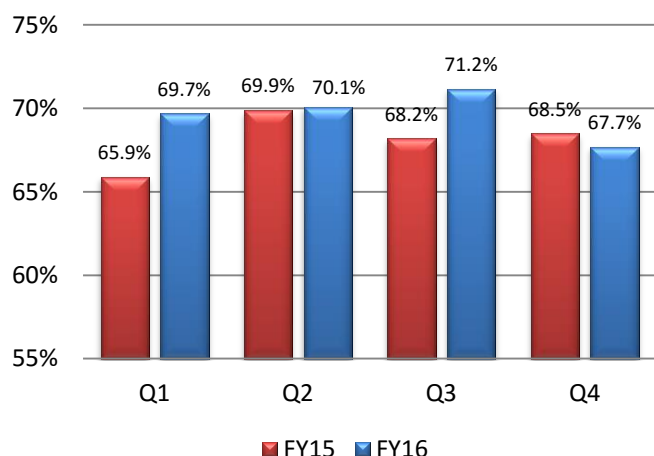
Performance evaluation remains critical in assessing the quality of the workforce, recognizing employee efforts, and providing guidance in employee development. Performance evaluations are a requirement outlined within the SPB Rules. Without a linkage to compensation, many employees and supervisors do not conduct employee evaluations; however, research demonstrates that an evaluation, even absent linkage to pay, creates the opportunity not only to recognize and document performance, but also to create a non-threatening approach to improving the quality of the workforce. In FY16, 95% of eligible classified employees were evaluated, which falls slightly below of the agencies target. Agencies are being provided reports to aid in identifying employees that need an employee evaluation, based on the employee's anniversary date for FY16.

The percentage of FY16 evaluations completed is 95%.

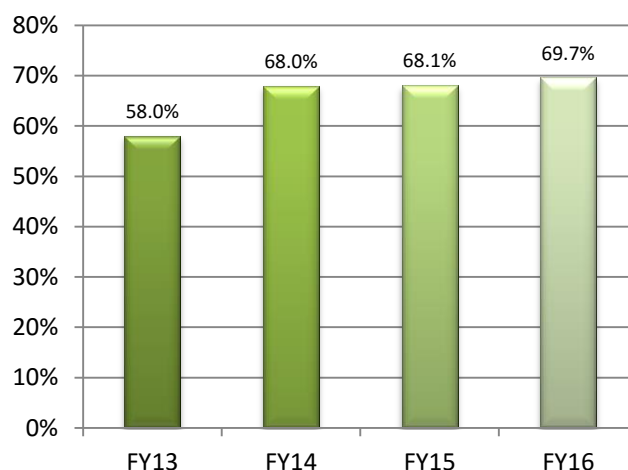
The number of employees completing their probationary period has increased steadily since FY13. Overall FY16 is up almost 2% over last fiscal year. Between FY14 and FY15, employees' completing their probationary period has remained flat. This is partly due to the 2011 re-establishment of the minimum qualifications for classifications, and classification and compensation reviews.



**Employees Who Successfully Completed Their Probationary Period By Quarter**



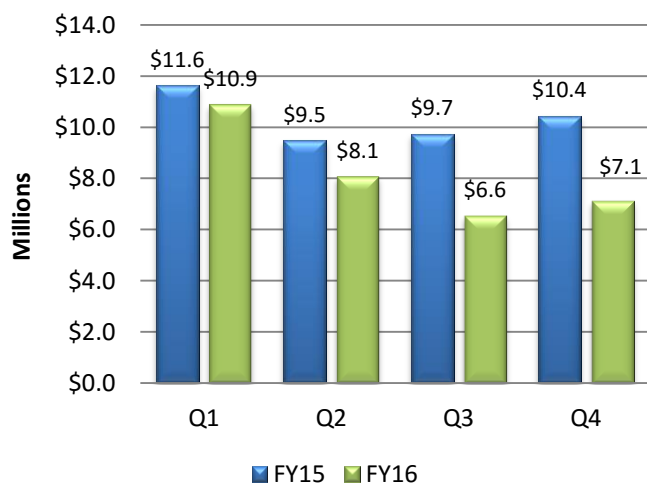
**Employees Who Successfully Completed Their Probationary Period**



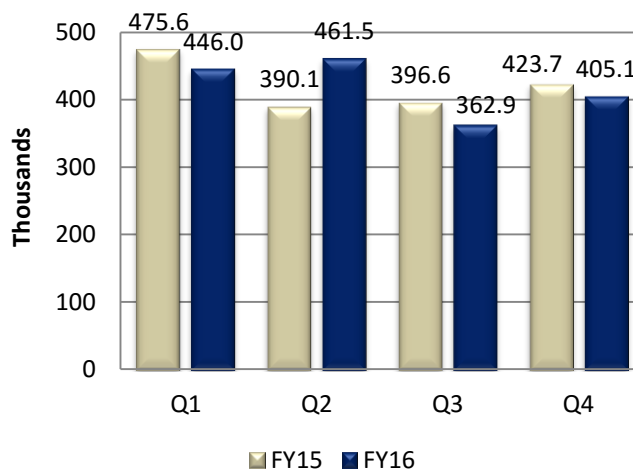
## Overtime

When compared to the same time frame in FY15, the actual cost of overtime worked decreased for the 4<sup>th</sup> Quarter of FY16. The graphs on the next page will show a small increase in the number of hours an employee is working, but an overall decrease in the percentage of employees working overtime. This translates to fewer employees working additional hours of overtime.

**Overtime Cost**

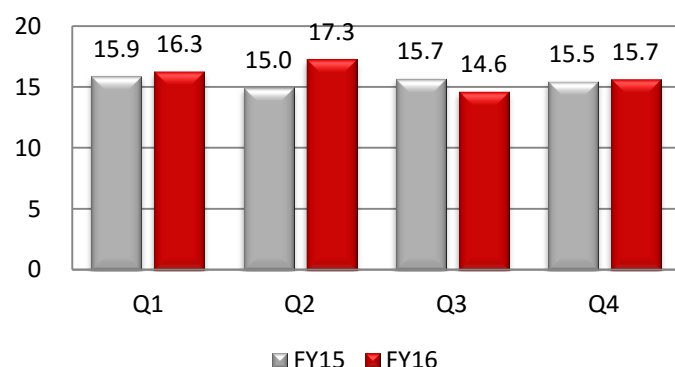


**Overtime Usage**

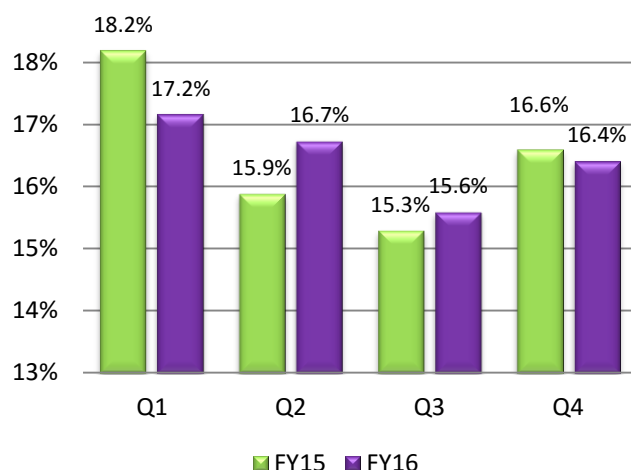


*\*Note: The above graphs account for both overtime accrual and payout at straight time/time and a half.*

### Monthly Average Number of Overtime Hours Worked Per Employee



### Average Percentage of Employee Receiving Overtime Per Month

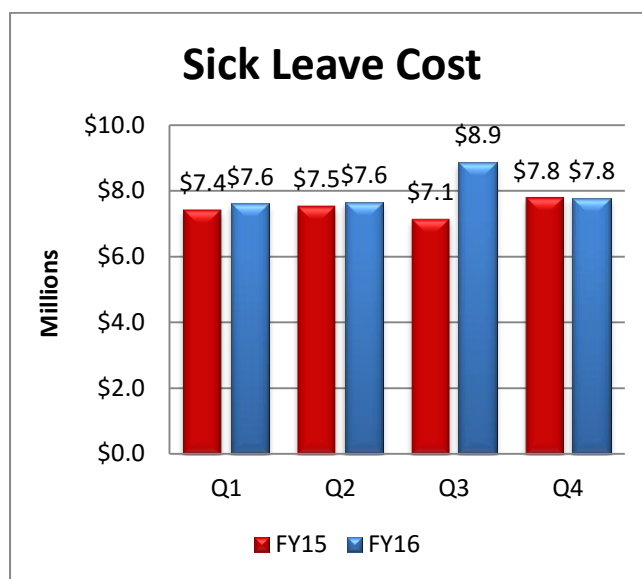
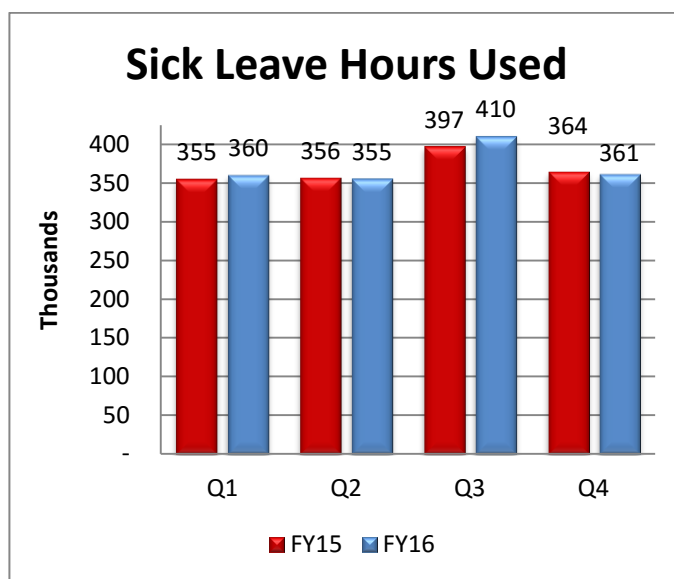


### 4th Quarter Top 20 Agencies Overtime Cost and Usage

Agency	Number of Hours	Cost
New Mexico Corrections Department	177,680	\$2,911,735
Department of Health	99,195	\$1,486,278
Children, Youth & Families Department	37,642	\$739,805
Department of Transportation	34,032	\$669,148
Department of Public Safety	10,920	\$214,839
Miners Colfax Medical Center	6,888	\$207,431
Energy, Minerals & Natural Resources Department	5,110	\$116,089
Department of Game & Fish	3,647	\$88,981
Taxation & Revenue Department	4,606	\$83,526
Department of Information Technology	2,187	\$57,287
Department of Vocational Rehabilitation	2,101	\$50,766
Homeland Security & Emergency Management	1,867	\$48,736
Public Education Department	1,561	\$47,102
Department of Workforce Solutions	1,331	\$35,055
Secretary of State	1,629	\$34,358
Department of Cultural Affairs	1,701	\$31,482
Department of Environment	1,094	\$31,287
Human Services Department	1,169	\$27,153
Military Affairs	1,234	\$26,367
Commission for the Blind	1,151	\$25,577
<b>Top 20 Agencies</b>	<b>396,746</b>	<b>\$6,933,002</b>
<b>All Others</b>	<b>8,343</b>	<b>\$203,710</b>
<b>Grand Total</b>	<b>405,089</b>	<b>\$7,136,712</b>

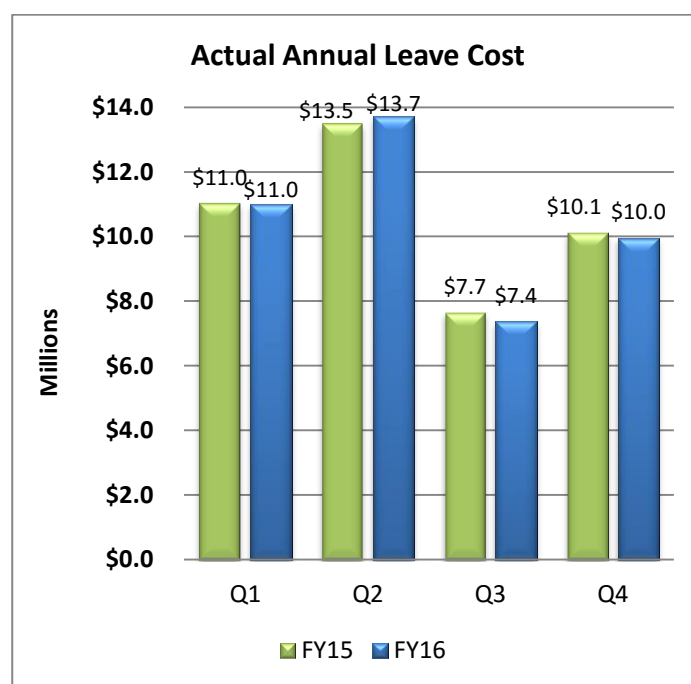
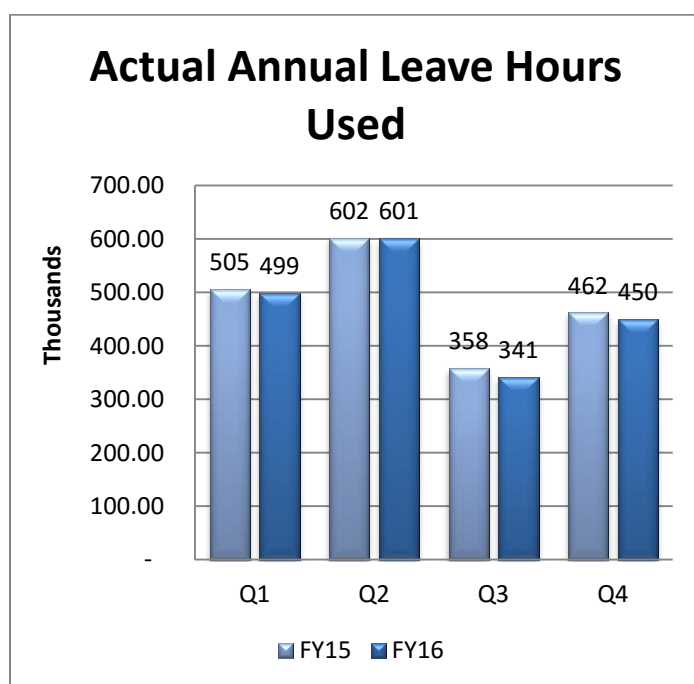
## Sick Leave

Sick leave usage and cost for the 4<sup>th</sup> Quarter of FY16 is similar to the sick leave usage and cost 4<sup>th</sup> Quarter of FY15. Overall, sick leave usage and cost in the 4<sup>th</sup> Quarter of FY16 decreased when compared to the 3<sup>rd</sup> Quarter of FY16.



## Annual Leave

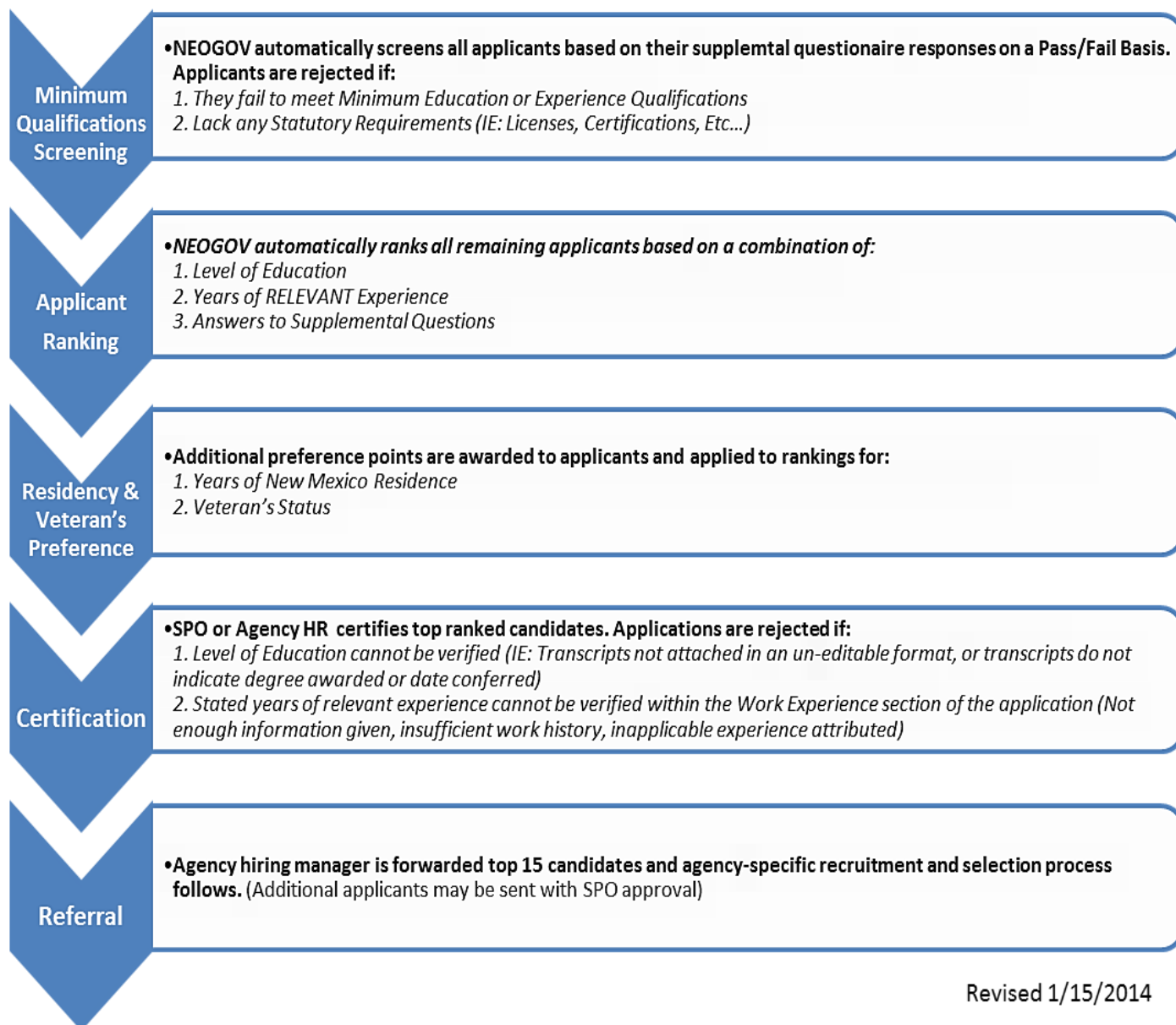
The following graphs show annual leave use and associated budgetary impact. During the 4<sup>th</sup> Quarter of FY16, annual leave use and costs increased over the 3<sup>rd</sup> Quarter of FY16. Overall, annual leave usage and cost in the 4<sup>th</sup> Quarter of FY16 is consistent with 4<sup>th</sup> Quarter of FY15.



# Classified Service Recruitment Trends

The Career Services Division'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." See NMSA 1978, § 10-9-13(F). Since November 2011, when the NEOGOV application system for managing recruitment for all classified positions was initiated, there has been an increase in both job advertisements and applications received. The graphic below illustrates the standard 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 HR 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

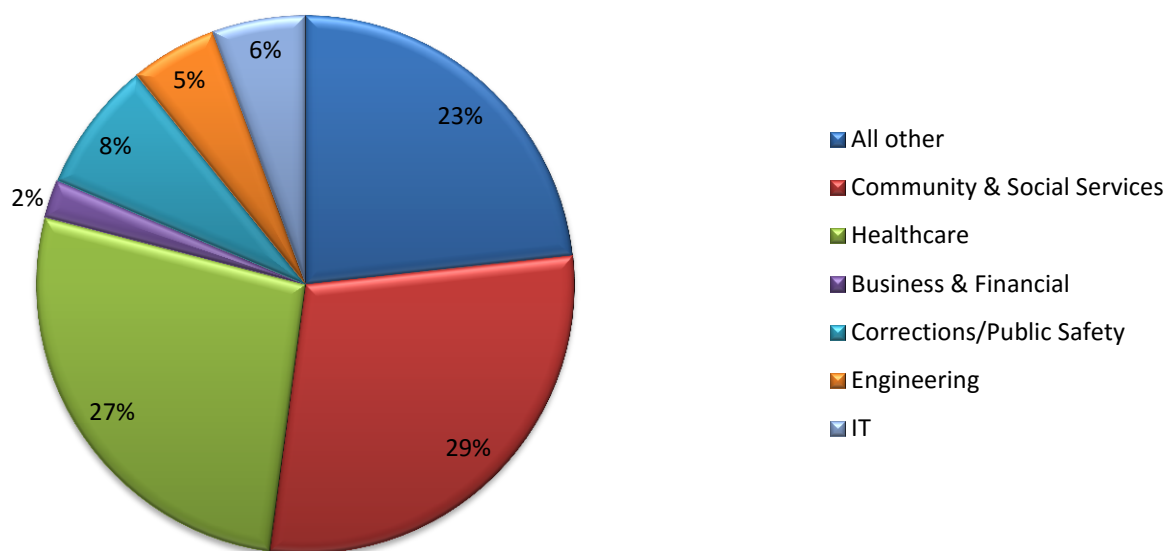
Driven, focused questions based on specific position needs.

Agencies have begun to use this targeted form of advertising, in order to provide the potential applicant with the most accurate description of the responsibilities of the position, including 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 whether they should apply 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

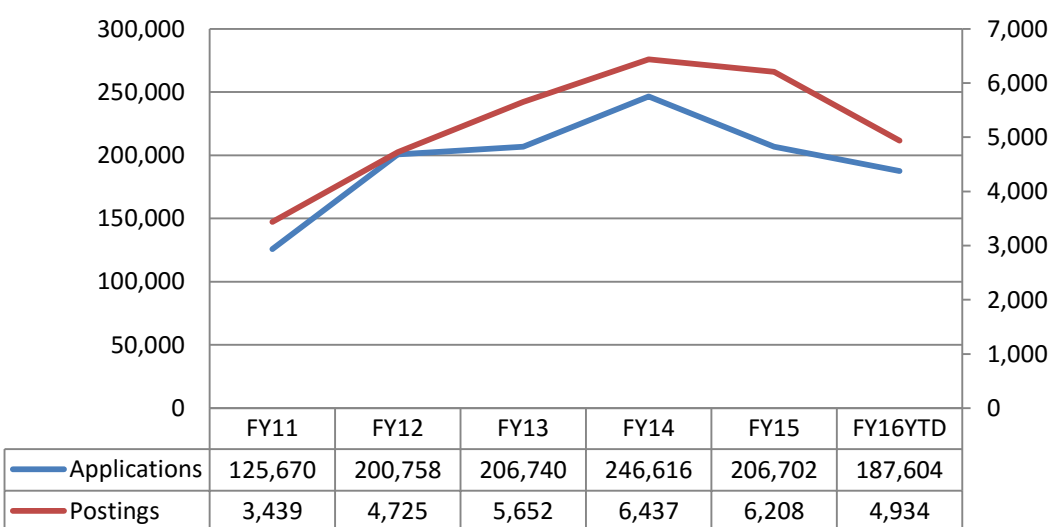
A continuous advertisement is used when an agency has a hard to fill position and will benefit from an advertisement that remains open until the position is filled. Continuous advertisements are beneficial because they allow an agency to receive a steady flow of applicants. Some positions are difficult 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. Approximately 47% of continuous advertisements were for positions in a health related field, or for Child Protective Services Case Workers.

### FY16 4th Quarter Continuous Job Postings



### Applications

#### Job Postings & Applications Received

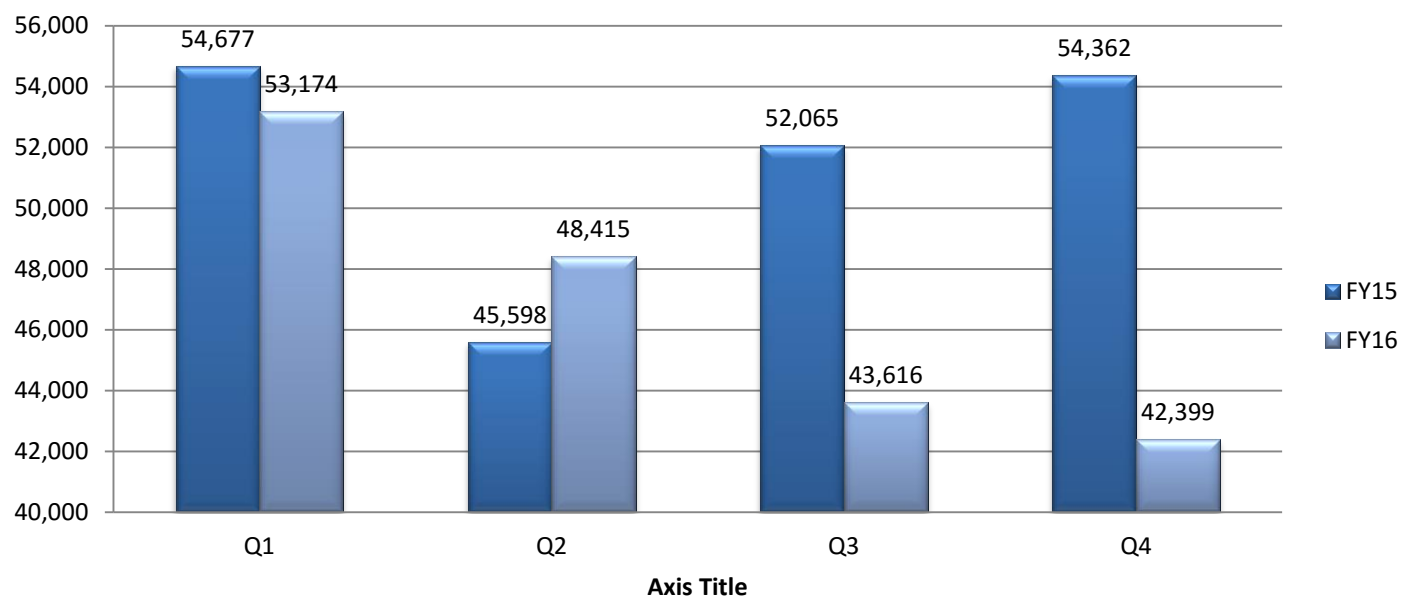


The total views of posted applications have increased since 2012, as seen below. Since 2012, posted advertisements on NEOGOV have been viewed over 15 million times. There have been almost 2.2 Million view for FY16.

### Total Views on Posted Advertisements by Fiscal Year

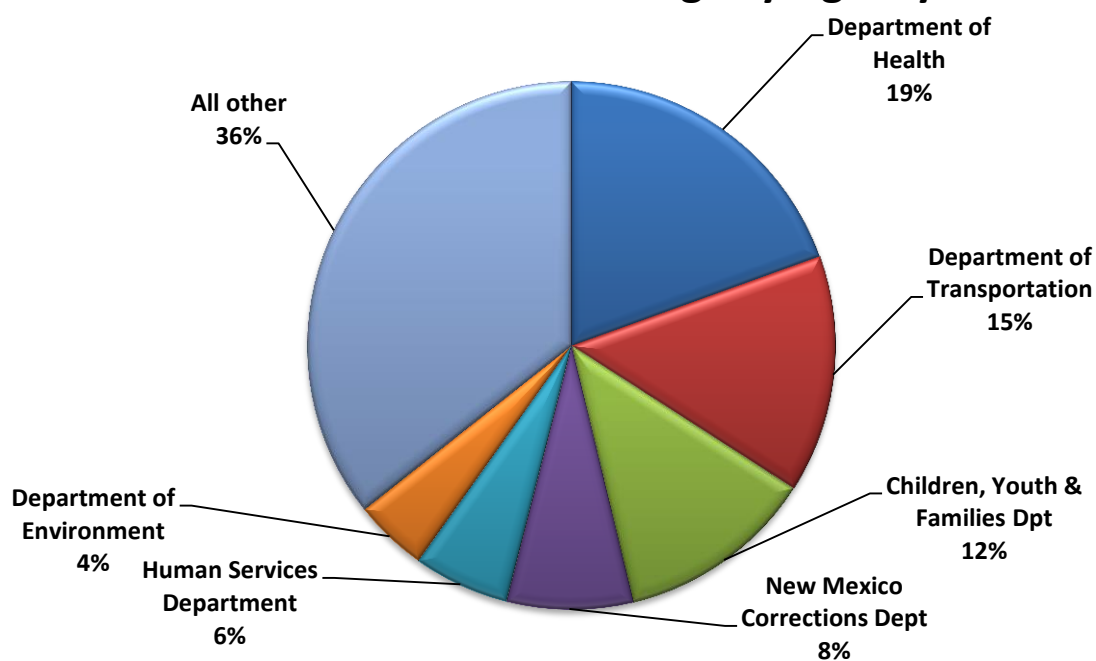
FY12	FY13	FY14	FY15	FY16 YTD
2,286,916	3,645,209	4,079,561	3,326,579	2,189,184

### Applications Received



The number of applications received represents any applicant who applied for a position during the quarter. The quarterly postings represent any advertisement with a start date that initiated during the quarter. Currently, as illustrated below, six agencies represent 64% of all jobs advertised this quarter.

### FY16 4th Quarter Postings by Agency

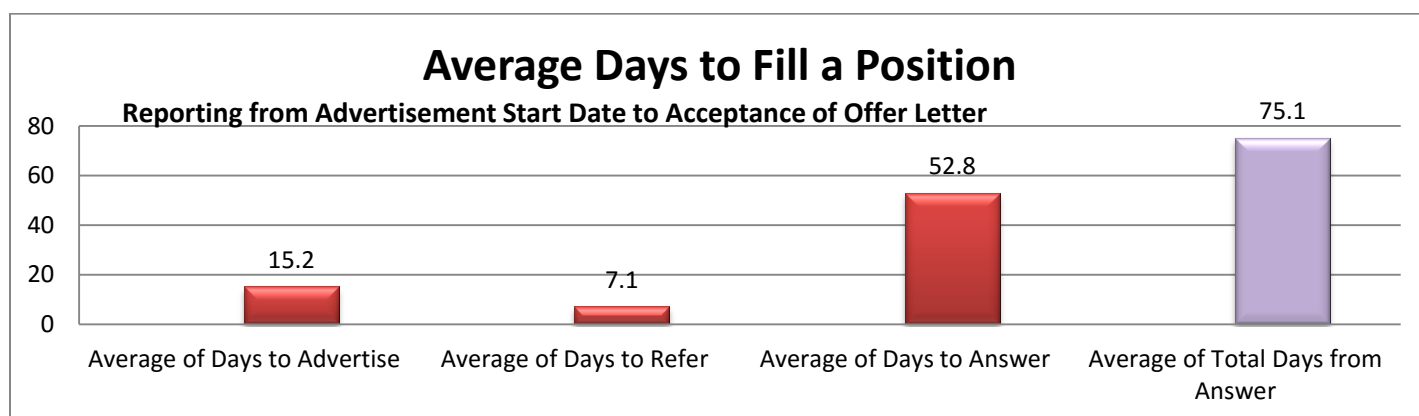


### 4th Quarter Top 20 Highest Posting Agencies

Agency	Advertisements	Views	Applications Received
Department of Health	199	72,360	4,958
Department of Transportation	149	45,347	2,954
Children, Youth & Families Department	124	95,297	6,647
New Mexico Corrections Department	79	33,726	2,307
Human Services Department	60	45,951	3,832
Department of Environment	46	31,867	1,580
Department of Public Safety	35	26,753	1,858
Miners Colfax Medical Center	32	3,512	272
Department of Vocational Rehabilitation	30	23,075	1,963
Energy, Minerals & Natural Resources Department	25	10,987	709
Taxation & Revenue Department	24	13,966	1,293
Department of Workforce Solutions	21	20,015	2,044
Regulation & Licensing Department	17	5,561	372
Aging & Long-Term Services Department	16	10,235	674
Department of Cultural Affairs	16	10,426	594
Department of Game & Fish	13	7,905	417
Public Education Department	12	6,836	332
Office of the State Engineer	11	3,442	239
Military Affairs	10	3,968	227
Homeland Security & Emergency Management	9	4,393	265
<b>Total</b>	<b>928</b>	<b>475,622</b>	<b>33,537</b>

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

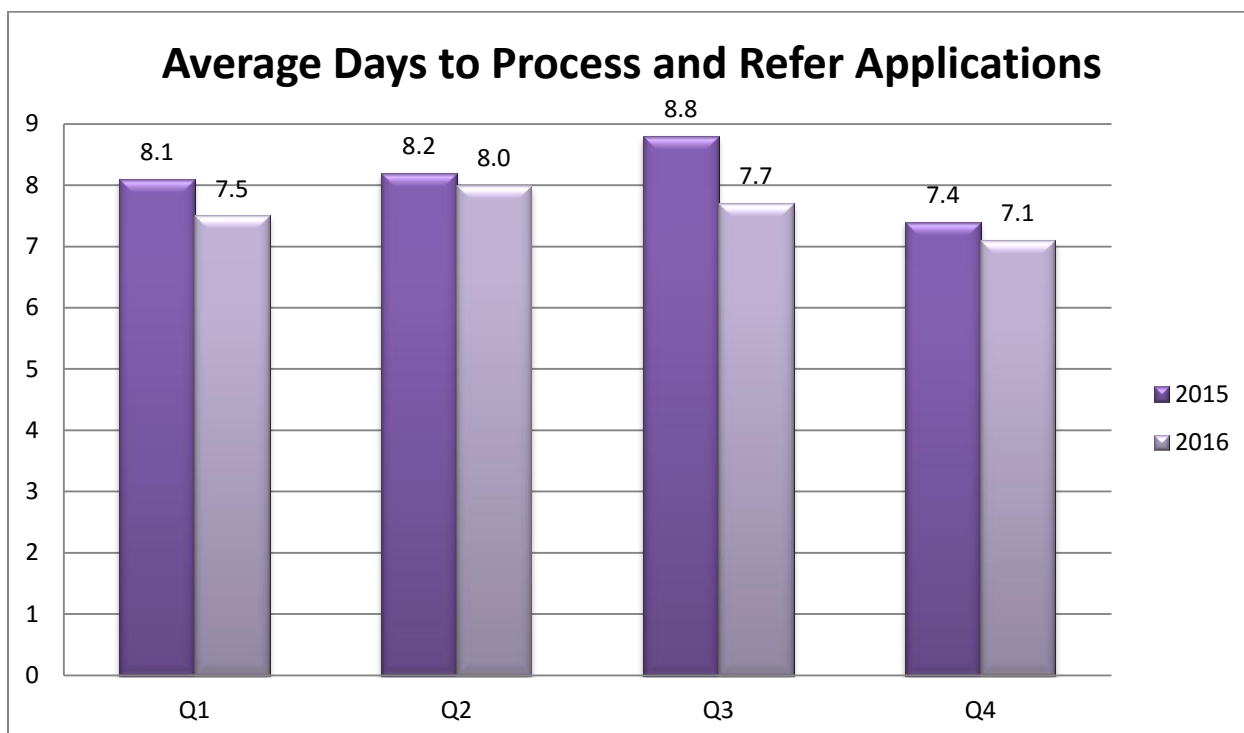
A number of factors impact the average number of days to fill a position. SPO continues to actively work with State agencies to decrease the amount of time being taken to review and refer applications. Accordingly, the time has decreased significantly since NEOGOV implementation. The time to interview and process a hire at the agency level is currently 52.8 days. Please note that the period of time taken to interview and process a hire at the agency level, "Average Refer to Answer," is the most significant portion of the hiring process.



- Data reported is as of 06/2016.
- Data 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.



- Data 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:

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

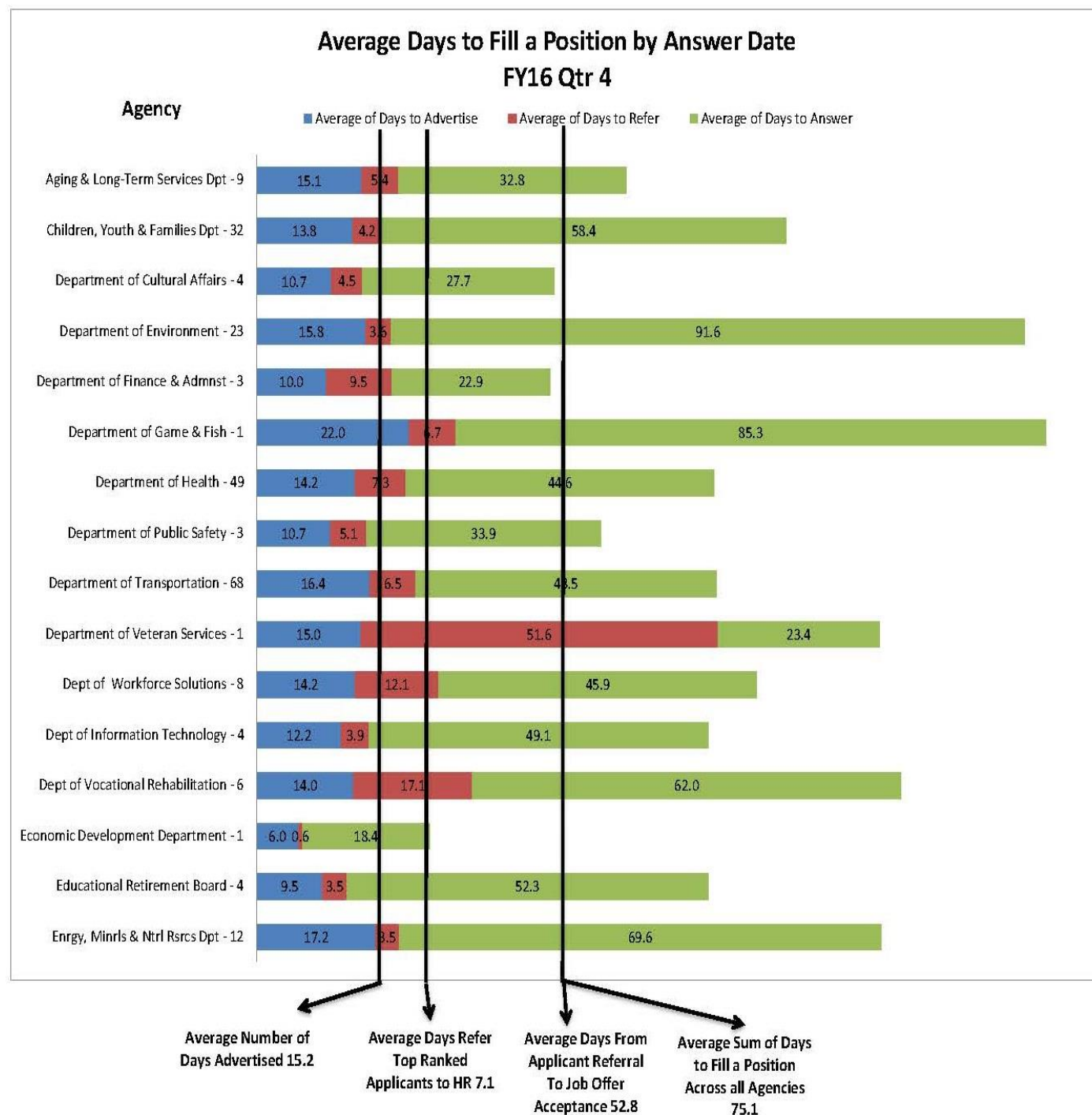
SPO provides the agency HR Manager with ongoing reports to inform them of any outstanding advertisements that have not been filled or closed out within NEOGOV. Factors exist that may impact the time to fill, such as required background checks; however, by working on the recommendations outlined above,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

How to interpret the graphs below:

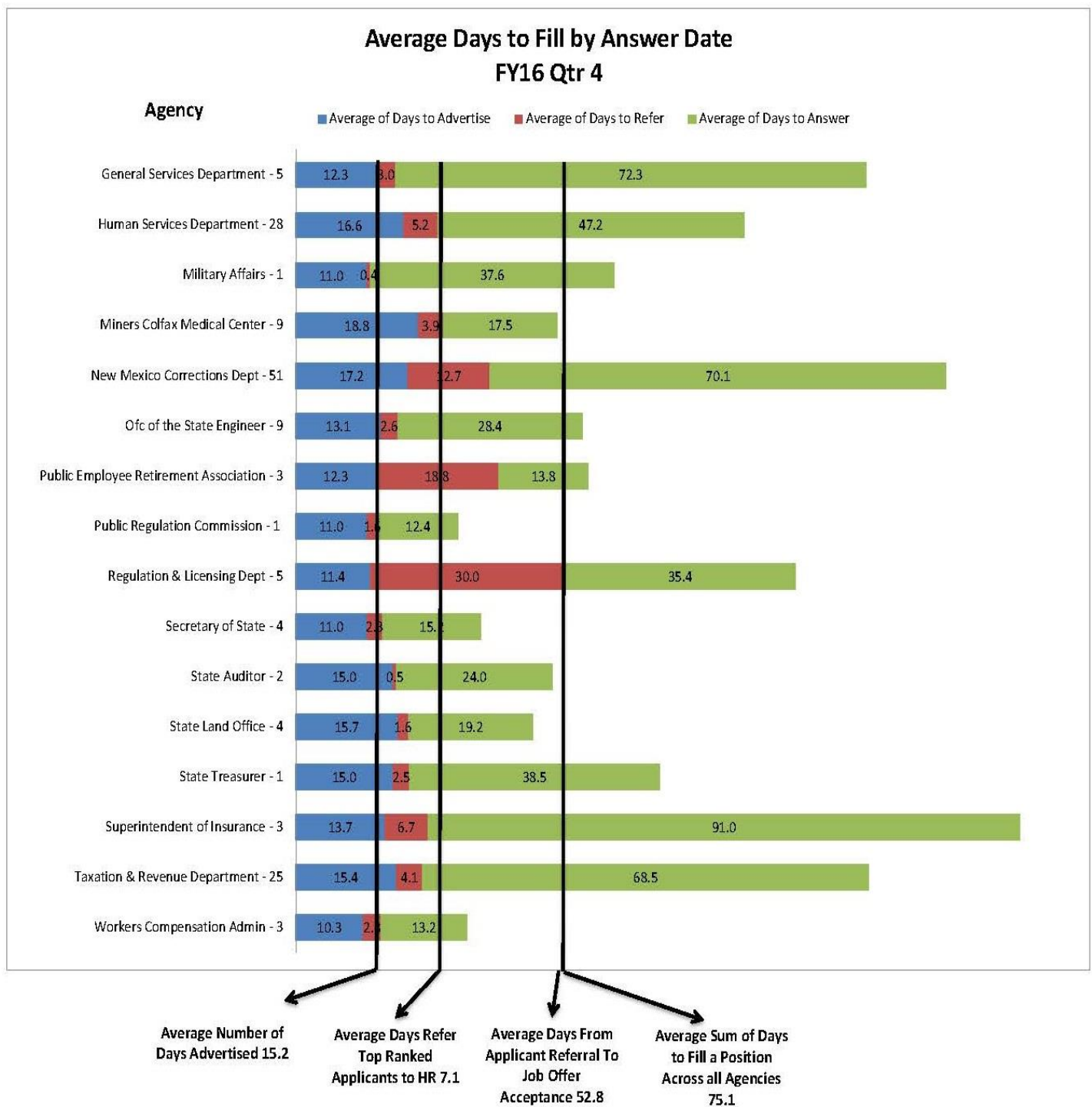
- Average Days a Job is Advertised: The average amount of time a job (excluding continuous postings) is advertised on NEOGOV.
- Average Days to Refer Top Ranked Applicants to Hiring Manager: The average amount of time taken by HR professionals to review the top ranked applicants and forward them to the Hiring Manager for review.
- Average 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 acceptance of offer 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 the position.

*\*Please note data depicted in the following graphs may include multiple hires from single advertisements.*

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)

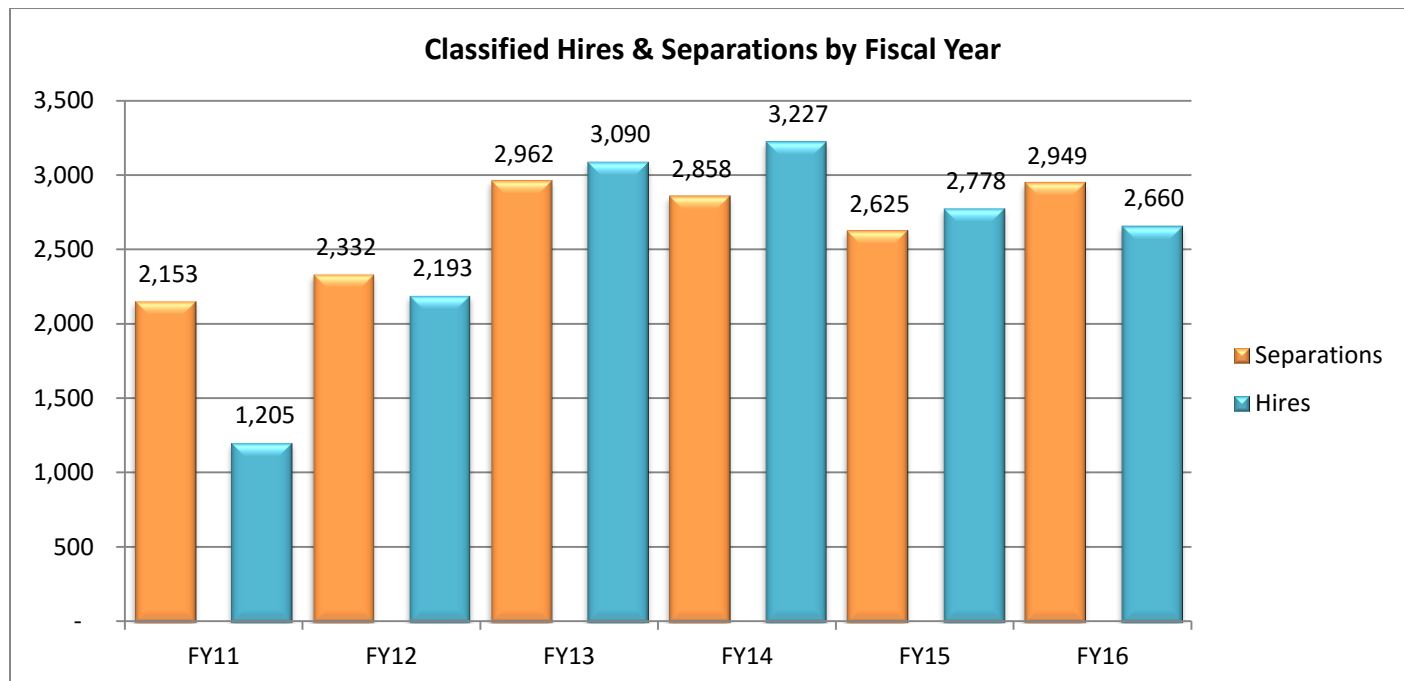


# Classified Service Hires and Separations

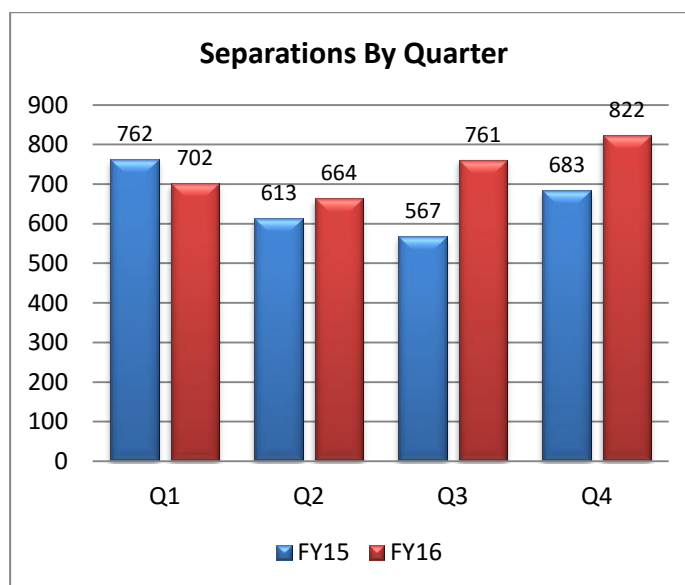
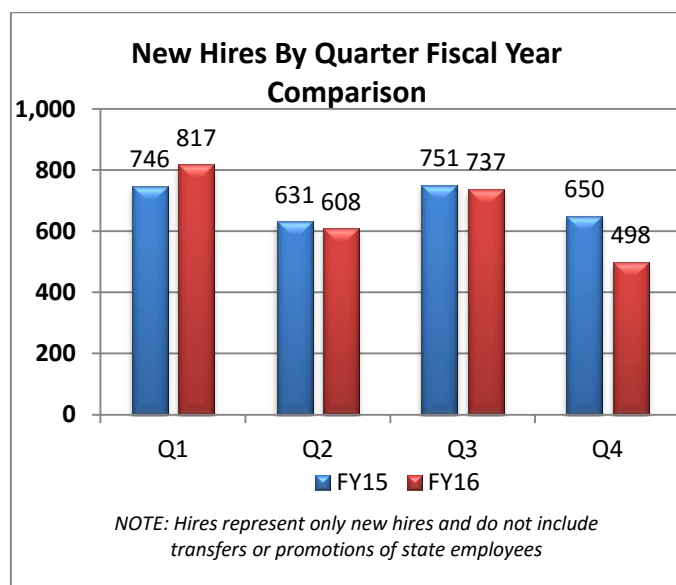
In FY16, 2,660 positions in the State's Classified Service were filled. This is directly attributed to continued efforts to fill and properly classify vacant, budgeted positions. The high number of hires has created a positive impact on the delivery of services and improved employee morale throughout State government.

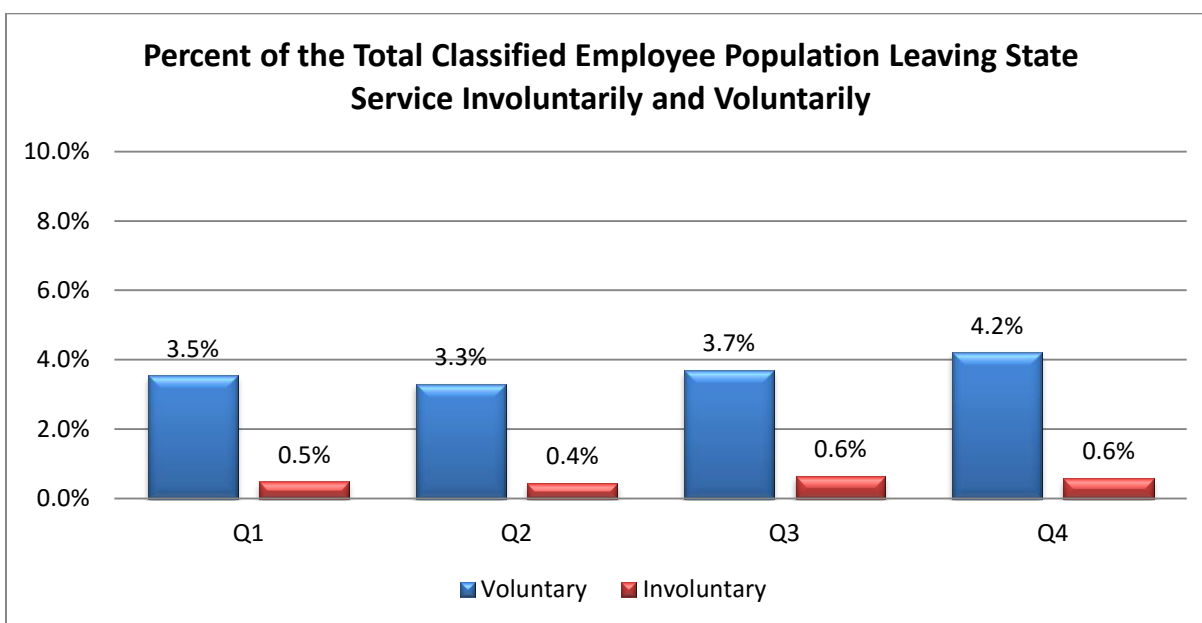
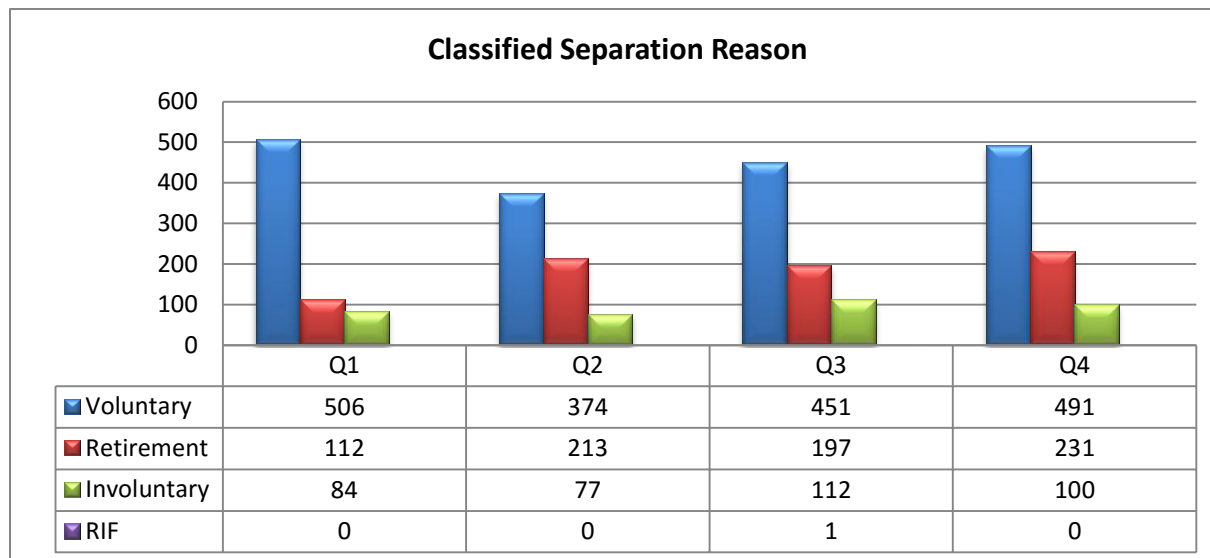
The State's hiring activity has increased since FY11, by 130%; however, this effort has only offset the increased separations of State employees.

## New Employee Hires by Fiscal Year (FY11-FY16)



## FY16 New Employee Hires and Separations by Quarter





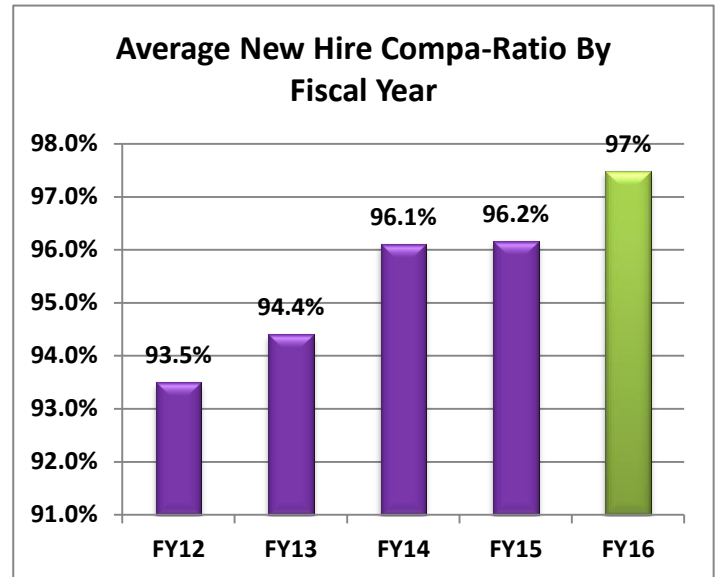
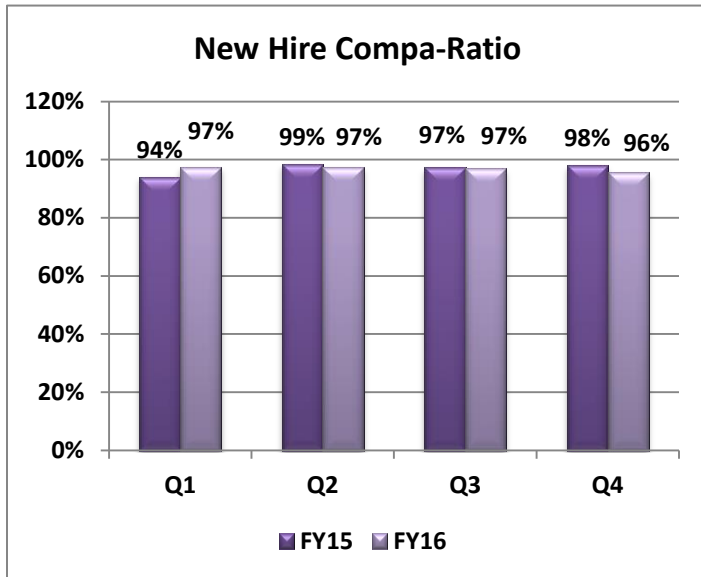
The graph above shows the separation rate of classified employees as a percentage of the total Classified Service population. Of the 822 separations this quarter, 4.2% were voluntary, and 0.6% were involuntary.

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.

Accordingly, 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.



### Quarterly New Employee Hire Compa-Ratio by Pay Band

Pay Band	Average Compa-Ratio	# of Employees
25	84.4%	20
30	97.9%	28
35	96.1%	18
40	95.2%	24
45	101.3%	26
50	88.8%	78
55	97.1%	60
60	86.7%	92
65	98.6%	66
70	105.2%	24
75	108.8%	34
80	110.5%	18
85	111.3%	7
90	103.5%	2
95	109.2%	1
<b>Average Total</b>	<b>96%</b>	<b>498</b>

## Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	11	8	19	4%
American Indian	13	11	24	5%
Asian	6	2	8	2%
Caucasian	96	58	154	31%
Hispanic	140	112	252	51%
Not Specified	21	20	41	8%
<b>Grand Total</b>	<b>287</b>	<b>211</b>	<b>498</b>	<b>100.0%</b>
<b>% Per Gender Group</b>	<b>58%</b>	<b>42%</b>		

## Quarterly Classified Employee Separations by Reason

Reason	Q1 # of Employees	Q2 # of Employees	Q3 # of Employees	Q4 # of Employees
Accepted New Job (Competitor)	20	21	13	20
Accepted New Job (Non-Comp)	10	12	11	17
Attendance	19	18	28	27
Death	6	9	9	8
Disability Retirement	6	12	2	7
Discharge	0	5	4	3
Dissatisfied w/Type of Work	0	0	0	1
Dissatisfied w/Work Conditions	3	2	1	2
Dissatisfied with Pay	0	1	1	1
Dissatisfied with Supervision	1	0	0	0
Early Retirement	5	3	1	2
End of Appointment	5	1	5	3
End Temporary Employment	0	0	1	0
Failed Condition of Employment	6	6	6	6
Falsified Qualifications	1	1	0	0
Family Reasons	6	1	1	2
Health Reasons	4	7	7	4
Illness in Family	2	1	2	2
Insubordination	1	2	0	1
Misconduct	35	30	44	39
Mutual Consent	1	0	0	0
No Show Employee	1	0	0	0
Non Job Connected Medical	2	2	2	2
Normal Retirement	99	191	188	214
Other Medical	3	2	4	0
Personal Reasons	48	36	44	68
Position Discontinued	0	0	0	2
Pregnancy	0	0	2	0
Quit without Notice	17	26	29	32
Reduction In Force	0	0	1	0
Relocation	12	5	7	11

Resignation	353	248	308	313
Resignation-Other Position	7	8	9	8
Return to School	9	0	3	3
Unforeseen Circumstances	2	1	1	0
Unsatisfactory Performance	13	5	17	11
Vested Retirement	2	7	6	8
Violation of Rules	3	1	4	5
<b>Grand Total</b>	<b>702</b>	<b>664</b>	<b>761</b>	<b>822</b>

## Quarterly Classified Employee Separations by Agency

Agency	Number of Employees
Aging & Long-Term Services Department	8
Architect Examiners Board	1
Children, Youth & Families Department	103
Commission for the Deaf/Hard of Hearing	1
Commission for the Blind	2
Commission of Public Records	1
Department of Cultural Affairs	15
Department of Environment	19
Department of Finance & Administration	8
Department of Game & Fish	7
Department of Health	221
Department of Indian Affairs	2
Department of Public Safety	13
Department of Transportation	88
Department of Information Technology	4
Department of Vocational Rehabilitation	17
Department of Workforce Solutions	12
Developmental Disabilities Planning Council	1
Economic Development Department	2
Educational Retirement Board	1
Energy, Minerals & Natural Resources Department	17
Gaming Control Board	4
General Services Department	8
Governor's Comm. on Disability	1
Homeland Security & Emergency Management	4
Human Services Department	66
Livestock Board	3
Medical Examiners Board	1
Military Affairs	7
Miners Colfax Medical Center	21
New Mexico Corrections Department	61



Agency	Number of Employees
Office of the State Engineer	12
Office of African American Affairs	3
Public Education Department	15
Public Employee Retirement Association	2
Public Regulation Commission	1
Regulation & Licensing Department	8
Secretary of State	1
State Auditor	2
State Investment Council	1
State Land Office	6
State Racing Commission	1
State Treasurer	1
Superintendent of Insurance	9
Taxation & Revenue Department	33
Tourism Department	2
Workers Compensation Administration	6
<b>Grand Total</b>	<b>822</b>

## Statewide Classified Turnover Rate

Turnover is attributable to many factors beyond management control such as retirement, transfers, and promotional opportunity. The average turnover rate for FY16 is 9.9%. The table below reflects classified employee quarterly turnover rates for promotions, transfers, retirements, and separations for voluntary/involuntary departures.

### Statewide Classified Employee Turnover Rate by Agency

4 <sup>th</sup> Quarter Statewide Turnover						Reasons for Leaving Employment		
BU	Agency	# Emp	Total Turnover %	Voluntary Turnover %	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
30800	State Auditor	25	8.0%	8.0%	2	2	0	0
33300	Taxation & Revenue Department	880	5.8%	4.1%	51	36	13	2
33700	State Investment Council	17	5.9%	5.9%	1	1	0	0
34000	Administrative Hearings Office	13	23.1%	23.1%	3	3	0	0
34100	Department of Finance & Administration	122	9.8%	5.7%	12	7	4	1
34200	Public School Insurance Authority	8	0.0%	0.0%	0	0	0	0
34300	Retiree Health Care Authority	22	0.0%	0.0%	0	0	0	0
35000	General Services Department	235	5.5%	4.3%	13	10	2	1
35200	Educational Retirement Board	53	3.8%	3.8%	2	2	0	0
36100	Department of Information Technology	155	3.9%	1.9%	6	3	3	0
36600	Public Employee Retirement Authority	71	7.0%	4.2%	5	3	2	0
36900	Commission of Public Records	33	3.0%	0.0%	1	0	1	0
37000	Secretary of State	40	10.0%	10.0%	4	4	0	0
37800	State Personnel Board	43	2.3%	2.3%	1	1	0	0
39400	State Treasurer	22	4.5%	4.5%	1	1	0	0

4 <sup>th</sup> Quarter Statewide Turnover						Reasons for Leaving Employment		
BU	Agency	# Emp	Total Turnover %	Voluntary Turnover %	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
40400	Architect Examiners Board	2	50.0%	50.0%	1	1	0	0
41700	Border Development Authority	2	0.0%	0.0%	0	0	0	0
41800	Tourism Department	43	9.3%	7.0%	4	3	0	1
41900	Economic Development Department	35	5.7%	5.7%	2	2	0	0
42000	Regulation & Licensing Department	243	4.5%	3.3%	11	8	2	1
43000	Public Regulation Commission	114	3.5%	3.5%	4	4	0	0
44000	Superintendent of Insurance	81	13.6%	8.6%	11	7	3	1
44600	Medical Examiners Board	11	9.1%	0.0%	1	0	1	0
44900	Board of Nursing	18	0.0%	0.0%	0	0	0	0
46000	EXPO New Mexico	16	0.0%	0.0%	0	0	0	0
46400	Prof Engineers & Land Surveyors Board	4	0.0%	0.0%	0	0	0	0
46500	Gaming Control Board	44	11.4%	6.8%	5	3	2	0
46900	State Racing Commission	10	10.0%	10.0%	1	1	0	0
47900	Veterinary Examiners Board	2	0.0%	0.0%	0	0	0	0
49500	Spaceport Authority	12	8.3%	8.3%	1	1	0	0
50500	Department of Cultural Affairs	411	4.1%	2.4%	17	10	5	2
50800	Livestock Board	58	6.9%	5.2%	4	3	0	1
51600	Department of Game & Fish	281	4.6%	3.2%	13	9	3	1
52100	Energy, Minerals & Natural Resources Department	359	7.5%	4.7%	27	17	8	2
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0	0	0
53900	State Land Office	125	8.0%	4.0%	10	5	4	1
55000	Office of the State Engineer	283	5.7%	2.8%	16	8	8	0
60300	Office of African American Affairs	3	133.3%	66.7%	4	2	0	2
60400	Com for Deaf/Hard of Hearing	13	15.4%	7.7%	2	1	1	0
60600	Commission for the Blind	58	3.4%	3.4%	2	2	0	0
60900	Department of Indian Affairs	8	25.0%	25.0%	2	2	0	0
62400	Aging & Long-Term Services Department	210	6.2%	4.8%	13	10	2	1
63000	Human Services Department	1,680	7.3%	6.5%	123	110	8	5
63100	Department of Workforce Solutions	413	5.8%	4.8%	24	20	0	4
63200	Workers Compensation Admin	103	6.8%	2.9%	7	3	4	0
64400	Department of Vocational Rehabilitation	236	9.3%	7.6%	22	18	3	1
64500	Governor's Comm. on Disability	13	7.7%	0.0%	1	0	1	0
64700	Dev Disabilities Planning Commission	14	7.1%	0.0%	1	0	0	1
66200	Miners Colfax Medical Center	187	13.4%	9.6%	25	18	3	4
66500	Department of Health	3,117	10.0%	7.6%	313	238	45	30
66700	Department of Environment	532	6.4%	5.1%	34	27	6	1
66800	Office of Natural Resources Trustee	3	0.0%	0.0%	0	0	0	0
67000	Department of Veteran Services	45	6.7%	6.7%	3	3	0	0
69000	Children, Youth & Families Department	1,888	8.4%	6.1%	158	115	30	13
70500	Military Affairs	121	10.7%	9.1%	13	11	2	0
76000	Adult Parole Board	5	0.0%	0.0%	0	0	0	0
77000	NM Corrections Department	1,822	9.7%	8.5%	177	154	17	6
78000	Crime Victims Reparation Commission	18	5.6%	5.6%	1	1	0	0
79000	Department of Public Safety	393	6.6%	5.1%	26	20	5	1
79500	Homeland Security & Emergency Management	43	16.3%	14.0%	7	6	0	1

4 <sup>th</sup> Quarter Statewide Turnover						Reasons for Leaving Employment		
BU	Agency	# Emp	Total Turnover %	Voluntary Turnover %	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
80500	Department of Transportation	2,136	7.4%	4.9%	159	105	42	12
92400	Public Education Department	214	8.9%	7.0%	19	15	1	3
94900	NM Education Trust Board	2	0.0%	0.0%	0	0	0	0
95000	Higher Education Department	35	5.7%	5.7%	2	2	0	0
<b>Totals</b>		<b>17,207</b>	<b>8.0%</b>	<b>6.0%</b>	<b>1,368</b>	<b>1,038</b>	<b>231</b>	<b>99</b>
<b>Percent Turnover by Reason</b>						<b>75.9%</b>	<b>16.9%</b>	<b>7.2%</b>

\*This chart includes promotions and transfers within the classified service in addition to separations.

## Vacancy Rates

SPO acknowledges the importance of tracking vacancy data; however, it is difficult to ascertain what positions are budgeted, versus authorized from the data available. Determining the vacancy rate in each agency is determined from the DFA FY16 Operating Budget numbers for each agency, since the FY16 General Appropriations Act does not contain information on authorized versus funded FTE (equivalent employees working full-time). The Career Services Division and agencies are working diligently to reduce vacancy rates by accelerating the time it takes to advertise a position to the time it takes to fill the position.

## Quarterly Vacancy Rates for 20 Key Agencies

Business Unit	AGENCY NAME	Q1	Q2	Q3	Q4
33300	Taxation & Revenue Department	18.4%	18.4%	18.0%	19.4%
35000	General Services Department	19.2%	16.1%	18.6%	20.5%
36100	Department of Information Technology	20.5%	23.7%	25.6%	26.0%
42000	Regulation & Licensing Department	20.0%	19.6%	17.6%	18.9%
50500	Department of Cultural Affairs	5.7%	8.3%	11.1%	16.7%
51600	Department of Game & Fish	13.4%	10.7%	9.5%	7.5%
52100	Energy, Minerals & Natural Resources Department	23.2%	21.5%	23.3%	17.3%
55000	Office of the State Engineer	16.3%	14.3%	15.4%	17.4%
62400	Aging & Long-Term Service Department	12.9%	9.1%	7.4%	9.5%
63000	Human Services Department	15.7%	15.7%	15.1%	16.8%
63100	Department of Workforce Solutions	18.3%	20.4%	21.0%	22.6%
64400	Division of Vocational Rehabilitation	19.9%	16.5%	17.2%	20.5%
66200	Miners Colfax Medical Center	2.9%	3.1%	4.7%	3.1%
66500	Department of Health	14.2%	14.8%	14.3%	16.6%
66700	Department of Environment	14.6%	16.4%	17.0%	18.5%
69000	Children, Youth & Families Department	16.2%	14.5%	14.7%	15.1%
77000	New Mexico Corrections Department	23.9%	24.8%	25.3%	25.2%
79000	Department of Public Safety	17.5%	18.6%	17.8%	18.2%
80500	Department of Transportation	10.9%	10.7%	11.9%	13.9%
92400	Public Education Dept.	17.7%	14.6%	16.7%	19.1%
<b>Statewide Vacancy Rate</b>		<b>14.7%</b>	<b>14.4%</b>	<b>15.5%</b>	<b>16.1%</b>

## Training

The SPO Training Bureau continues to provide guidance and oversight, in order to ensure State-wide compliance with SPB Rules. Specifically, the SPO Training Bureau has revised our Managing Employee Performance (MEP) course, and has released updated Employee and Supervisor/Manager Evaluation forms, to aid in our compliance efforts.

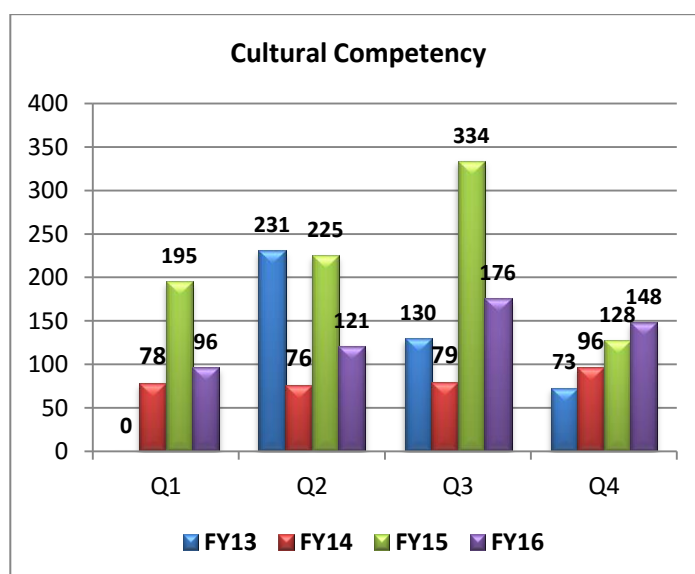
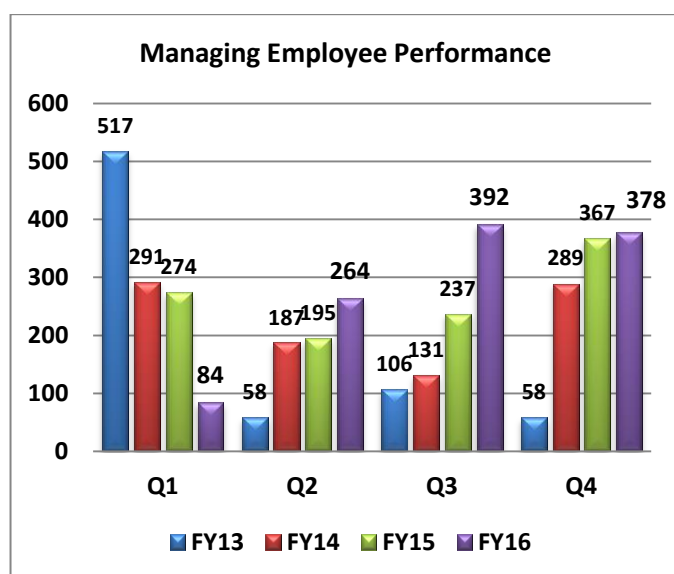
The SPO Training Bureau is in the process of creating an on-boarding course for newly hired classified employees that will include a specialized on-boarding section for Supervisors and Managers. One of the goals of this project is to design a course that allows for the interaction among newly hired employees from different State agencies and classifications to network and learn more on how they are part of a larger State Government. Equally important is working with new supervisors and managers on the importance of their role. The objective of the Onboarding program is to provide tools and knowledge that will help create an effective employee-manager relationship from the beginning of the employees' careers.

The SPO Training Bureau is also in the process of creating a course of study for employees who work in the HR field. The course material will concentrate on the foundation of HR principles, as they relate to working in State Government.

## Instructor – Led Core Curriculum Classes

The SPO Training Bureau delivers professional development in both mandatory and statutory instructor-led and eLearning course blocks:

**Managing Employee Performance (MEP):** The MEP is mandated by the SPB Rules. See 1.7.9.9(A) 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 FY16 4<sup>th</sup> Quarter, the MEP Training was conducted for 378 managers and supervisors from various agencies.



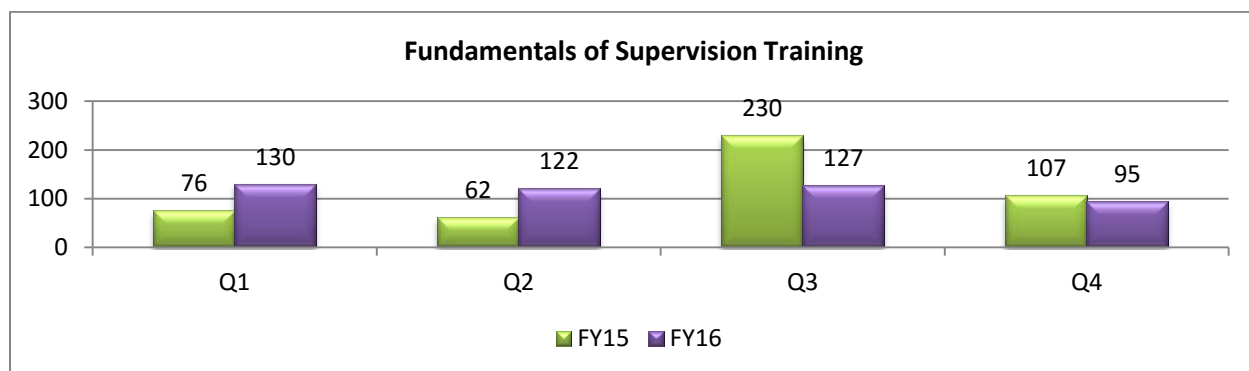
**Cultural Competency:** Pursuant to the State-Tribal Collaboration Act (STCA), in collaboration with the Indian Affairs Department (IAD), SPO developed a cultural competency statutory training program to be offered to all State employees who have ongoing communication with Native American nations, tribes, or pueblos. SPO ensures that the Cultural Competency 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 SPO Training bureau 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 and consultation principles and guidance;
- Communication skills; and,
- Cultural competencies and best practices.

In the 4<sup>th</sup> Quarter of FY16, 148 employees participated in the Cultural Competency training.

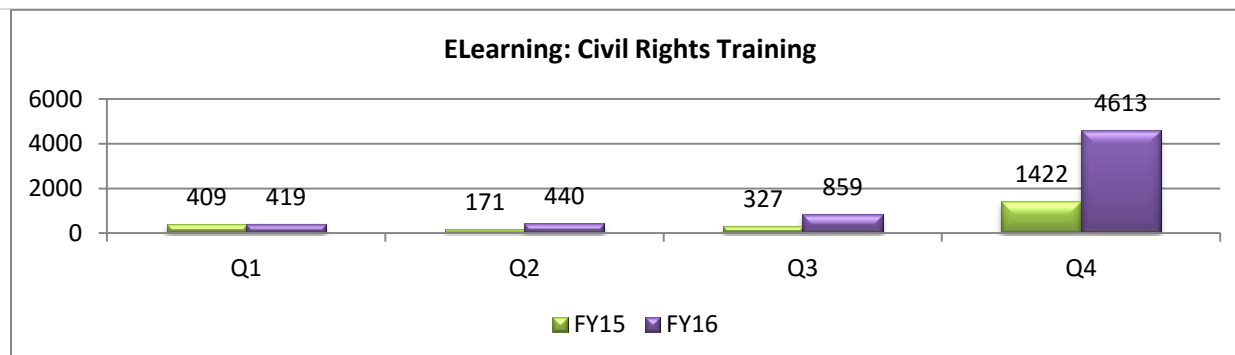
**Fundamentals of Supervision:** This course includes sections on supervision; leadership core values and practices; strategies for coordinating powerful work with teams and stakeholders; key considerations regarding motivation; and, effectively dealing with resistance. Real scenarios are discussed and solutions are developed utilizing Facts, Objectives, Solutions, and Actions (FOSA). In the 4<sup>th</sup> Quarter of FY16, 95 employees participated in the Fundamentals of Supervision training.



## eLearning Mandatory Classes

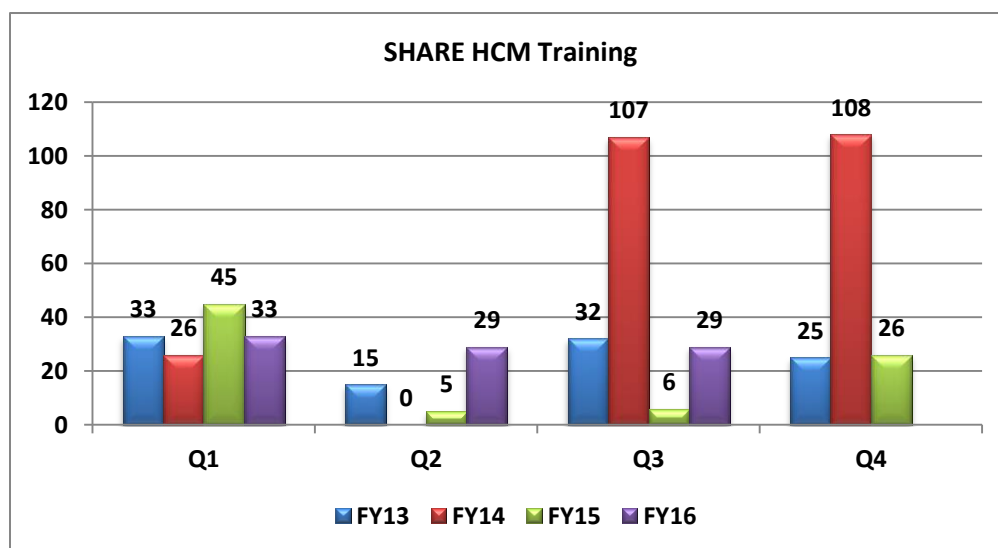
**Civil Rights:** The Civil Rights course strives to make public servants aware of the ethical standards and the social responsibility necessary to act ethically and responsively in an intergovernmental system. The Civil Rights Training has been made available to all employees. State agencies are responsible for delivering this training to new employees within 90 days of hire. A total of 4,613 State employees participated in the training in the 4<sup>th</sup> Quarter of FY16. Due to the Civil Rights training being an annual requirement for all state employees and audits being conducted for compliance, there was an increase in agencies registering their employees in the 4<sup>th</sup> Quarter of FY16 to comply.

All eLearning courses are available through an institutional learning management system from Blackboard. SPO Blackboard allows State employees to access course materials and conduct course activities from anywhere, and anytime they can access internet.



## Additional Training

**SHARE Human Capital Management (HCM) Training:** The SPO Training Bureau 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 Expert (SME) conducts the SHARE HCM training. A total of 29 State employees participated in the training in the 3<sup>rd</sup> Quarter of FY16.



## 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 which 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 Department of Public Safety has its own personnel board, employees of that agency (excluding State Police Officers) may select the SPB to decide appeals of their disciplinary action. Similarly, District Attorneys' Offices have their own personnel board, but non-attorney employees of those offices may select a SPO-Designated Hearing Officer to decide appeals of their disciplinary action. Additionally, if a classified State employee is "separated" from his or her 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 findings to the Director of the Workers' Compensation Administration. The Adjudication Division conducts evidentiary hearings for all 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 appeals. Employee requests for arbitration are provided to SPO's Labor Relations Division, which provides notice to the employer and union of the request.

*Adjudication reached final disposition on 9 appeals in the 4th Quarter of FY16.*

The majority of the Adjudication Division's hearings are conducted at SPO in Santa Fe. The Adjudication Division considers requests for alternative hearing arrangements on a case-by-case basis.

Status	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	FY16 Total
Appeals Pending	37	36	36	38	<b>38</b>
New Appeals Filed	11	17	12	9	<b>51</b>
Appeal Disposition	38	18	11	9	<b>76</b>

## Labor Relations (LRD)

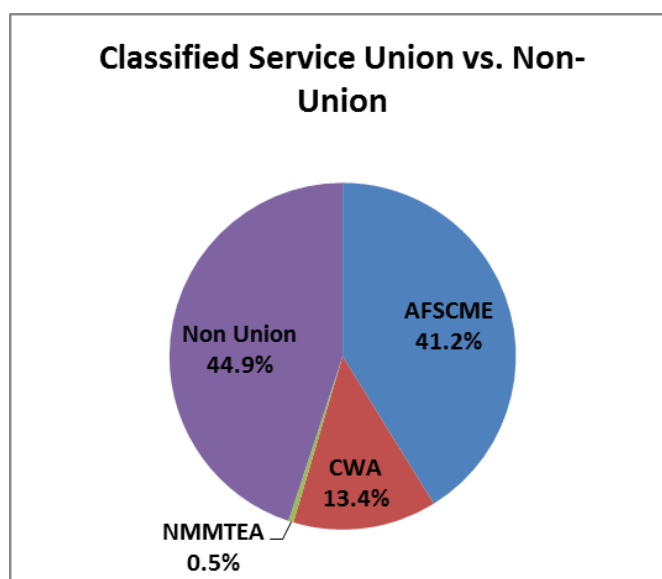
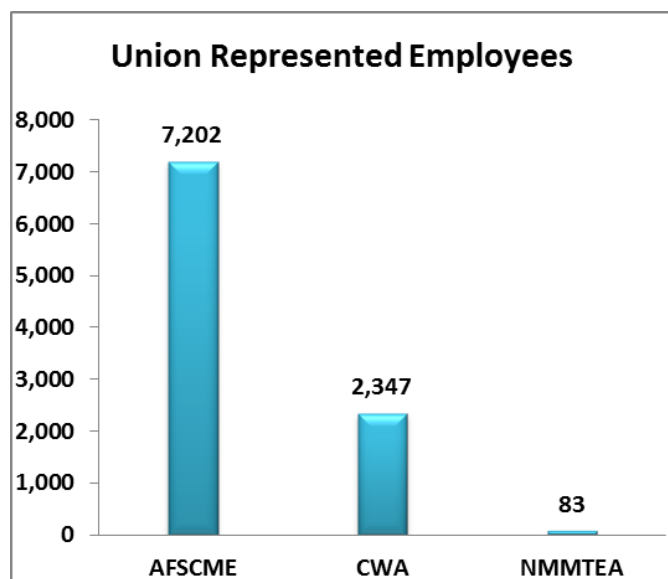
The Labor Relations Division's (LRD) philosophy is that real success and teamwork is impossible without building collaborative relationships. In an effort to build a relationship and an environment that creates a teamwork culture with other state agencies, the LRD has implemented a process in which LRD staff visit all newly hired HR Managers or Directors, and their staff. One important objective of the visit is to inform the newly hired HR Managers/Director of the specific ways the LRD can help them. In short, we strongly believe a great relationship is mutually beneficial.

LRD believes that 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 their job as it relates to union matters including conducting LRD continues to provide labor related training. LRD conducted three (3) LIUE classes during this quarter and a total of 47 supervisors, managers, attorneys and HR professionals attended the classes. LRD also conducted one (1) Workplace Investigation Training (WPI). During this training session participants were provided the tools to conduct a fair and thorough workplace investigation, utilizing methods applied by experienced workplace investigators. A total of 17 participants attended WPI training during the 4th Quarter FY16.

Labor Relations Division At A Glance Performance Measures for FY16 4 <sup>th</sup> Qtr.		AFSCME	CWA
Total number of union grievances filed by each union		19	4
Total number of disciplinary actions appealed to an arbitrator, by each union		2	2
Total number of grievance arbitrations, by each union:		0	2
Average cost paid by the state for arbitrations and disciplinary appeals this quarter		\$11,131	
Total number of Prohibited Practice Complaints filed by each union		0	0

### Quarterly Union Represented vs. Non Union

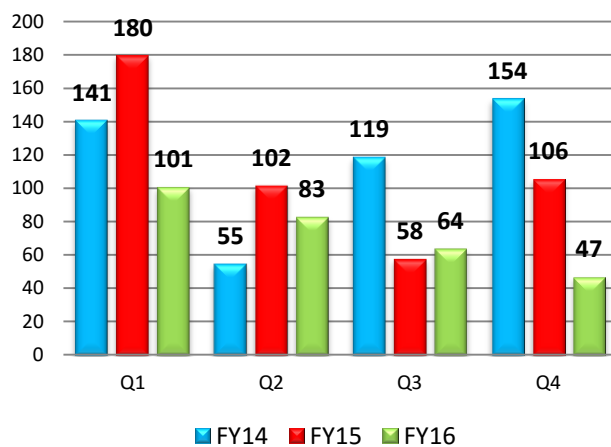
During the 4<sup>th</sup> Quarter of FY 2016, a total of 23 union grievances were filed. Of the 23 grievances filed, 19 grievances were filed by AFSCME, and four (4) were filed by CWA. Out of the 23 union grievances filed, two (2) were settled, seven (7) timed out (a.k.a. Dead on Time), one (1) was withdrawn and 13 of the remaining grievances are pending. There were six (6) grievance arbitrations invoked, five (5) were invoked by AFSCME and one (1) was invoked by CWA. There were (0) Prohibited Practice Complaints filed.



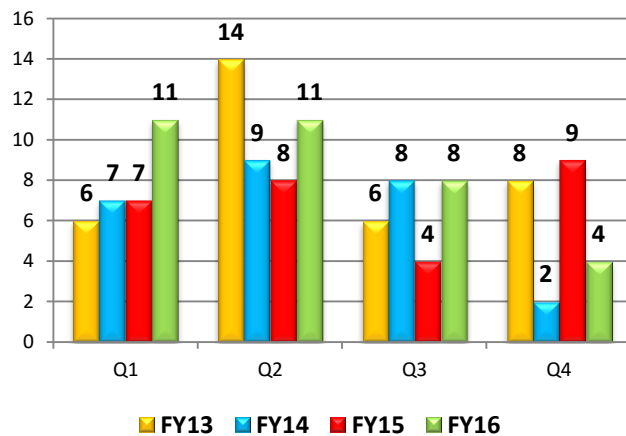
There were four (4) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the fourth quarter. Of the four (4) appeals invoked there were two (2) invoked by AFSCME, and two (2) invoked by CWA. In comparison, five (5) bargaining unit employees chose to appeal their discipline to the State Personnel Board (SPB). Of the five (5) appeals to SPB five (5) appellants are AFSCME Bargaining Unit employees and zero (0) appellants are CWA Bargaining Unit employees.



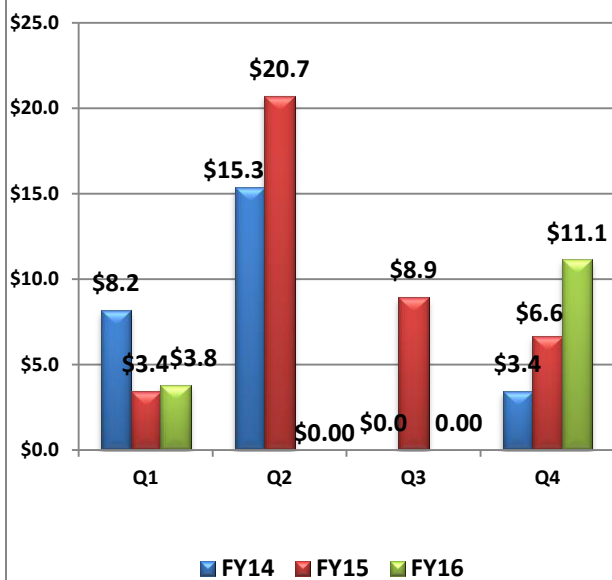
**Number of Employees Attending LIUE Training**



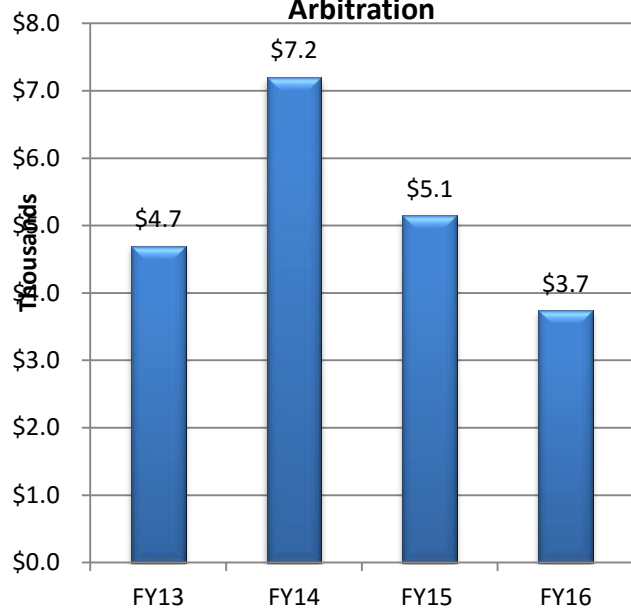
**Number of disciplinary actions (union covered) positions appealing to arbitration**



**Actual Cost Paid by the State for Arbitration**



**Average Cost Paid by State for Arbitration**



## Quarterly Performance Measures

<b>FY16 Approved Quarterly Performance Measures</b>	<b>FY16 Targets</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>FY16 Total</b>
Average number of days to fill a position from the date of posting	55	64.2	66.7	69.3	75.1	68.8
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	49	52	54	60	54
Average number of days to advertise a position following the agency request	10	5	6	7	6	6
Percent of employees who successfully complete their probationary period	75%	69.7%	70.1%	70.1%	67.7%	69.7%
Percent of "voluntary" classified employee turnover (leaving State service)	15%	3.5%	3.3%	3.7%	4.2%	14.7%
Percent of "involuntary" classified employee turnover (leaving State service)	5%	0.5%	0.4%	0.6%	0.6%	2.1%
Average State employee sick leave usage per capita	24 Hrs.	23.6 Hrs.	23.6 Hrs.	26.2 Hrs.	23.7 Hrs.	24.3 Hrs.
State employee average overtime usage per month	12 Hrs.	16.3 Hrs.	17.3 Hrs.	15.6 Hrs.	15.7 Hrs.	16.2 Hrs.
Percent of State employees receiving overtime	25%	17.2%	16.7%	15.6%	16.4%	16.5%
Average State classified employee compa-ratio	95%	101.8%	101.9%	102.1%	102.1%	102%
Average State classified new hire compa-ratio	91%	97%	97%	97%	96%	96.8%
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	11	11	8	9	39
Average cost paid by State for arbitration of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	\$7,500	\$3,813	\$0	\$0	\$11,131	\$3,736
State-wide classified service vacancy rate	13%	14.7%	14.4%	15.5%	16.1%	15.2%
Percent of new hire managers and supervisors who successfully complete the management and supervision training sponsored by the State personnel office within three months of date of hire.	95%	35%	35%	34%	34%	35%

<b>FY16 Approved Annual Performance Measure</b> <i>*These measures will be reported on a FY end basis</i>	<b>FY16 Targets</b>	<b>FY16 Total</b>
Percent of department/agencies with over 90 percent completed evaluations	95%	83%
Percent of eligible State classified employees with a completed performance appraisal on record at the close of the fiscal year	95%	95%
Number of rule compliance audit reviews performed during the fiscal year	10	22
Percent of rule compliance review audit exceptions corrected within six months of discovery	100%	100%