# New Mexico

# State Personnel Office

## FY16 1st Quarter Workforce Report

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

# Contents

## Director's Report

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, which 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 Board, the Governor, and State agencies regarding the delivery of HR programs;

- Recommend improvements, 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 last quarter. The average days to refer applicants have continued to decline since FY 13. The amount of day's human resources staff is taking to refer applicants to hiring managers this quarter is 7.5 days, which is consistent with last quarter.

SPO continues to partner with agencies on enhancing recruitment for the State of New Mexico. 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 positions in State Government. 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, 817 new hires were made, while only 702 employees separated from State service. This trend is evidence of the State's continuing work to retain qualified employees. Of the entire State service, 3.5% of employees separated voluntarily, while only 0.5% separated involuntarily. The Statewide Vacancy Rate for the 1st Quarter was 14.7%. 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
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 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.

**Employee Headcount FY10-FY16**

| | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 (YTD) |
|---|---|---|---|---|---|---|---|
| Thousands | 25.1 | 24.1 | 22.6 | 22.2 | 22.7 | 22.0 | 22.1 |
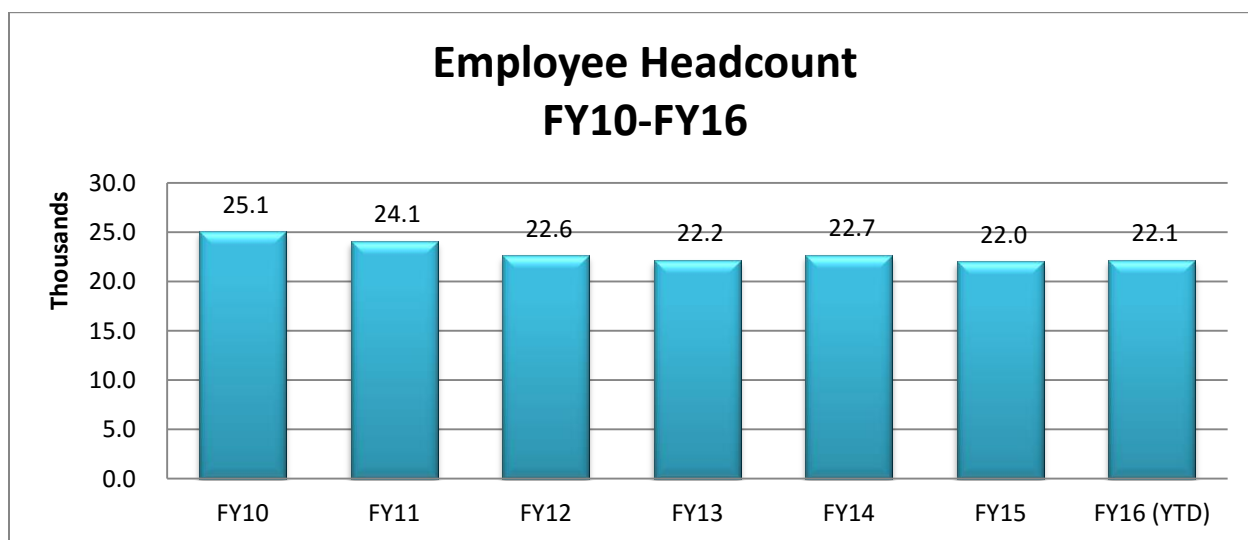
Executive branch employee levels have remained stable since FY12 as a result of careful assessment of the need to fill vacant positions, improvements in business processes, revision of restrictive non-competitive compensation plans, and employee retirements and resignations.  Legislative employee headcounts traditionally increase in the 3rd Quarter as a result of hiring for the Legislative session.

**Fiscal Year Percent of Increase/Decrease (Employee Headcount)**

| | FY12 | FY13 | FY14 | FY15 | FY16 |
|---|---|---|---|---|---|
| Executive | -6.6% | -2.3% | 2.7% | -0.67% | 0.63% |
| Legislative | 0.6% | 1.2% | -4.6% | -4.62% | 0.61% |
| Courts | -2.6% | 0.4% | -0.3% | -0.51% | 0.14% |
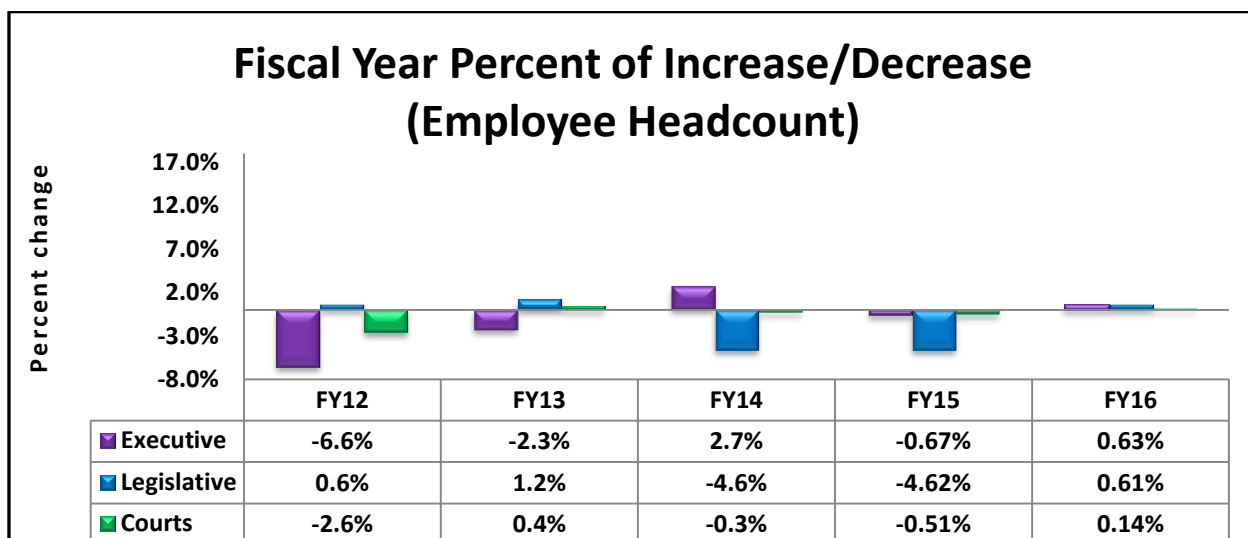
## Classified Service at a Glance (September 30, 2015)

| Workforce Data | |
| --- | --- |
| Union Represented Employees | 55.3% |
| Minority | 62.6% |
| Female | 54.7% |
| Male | 45.3% |

Total Employees: 17,705

Regular: 15,566

Term: 1,950

Temporary: 189

Managers: 2,322

Supervisors: 1,395
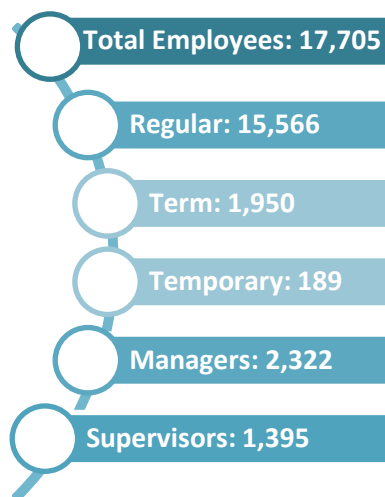
TOTAL COMPENSATION
AS OF
SEPTEMBER 30, 2015

- AVERAGE BASE SALARY **$44,595**
- AVERAGE BENEFIT **$32,943**
- AVERAGE TOTAL COMPENSATION **$77,538**
- AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO **101.8%**

**Classified Employees Workforce**

| | FY15 Q1 | FY15 Q2 | FY15 Q3 | FY15 Q4 | FY16 Q1 |
| --- | --- | --- | --- | --- | --- |
| Regular Employees | 16,045 | 16,054 | 16,052 | 15,953 | 15,566 |
| Term Employees | 1,938 | 1,953 | 1,999 | 2,014 | 1,950 |
| Temporary Employees | 247 | 205 | 222 | 388 | 189 |
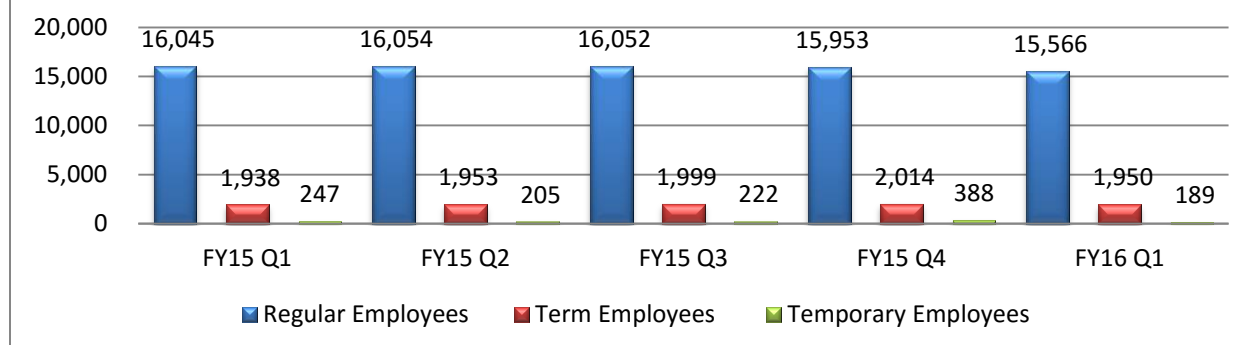
## Total Compensation

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 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 the first quarter of FY16, 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%.

## Total Classified Compensation



| | FY12 | FY13 | FY14 | FY15 | FY16 YTD |
|---|---|---|---|---|---|
| Average Benefit | $27,328 | $28,107 | $30,244 | $30,054 | $33,122 |
| Average Base Salary | $41,912 | $41,850 | $41,912 | $44,554 | $44,595 |

■ Average Base Salary  ■ Average Benefit
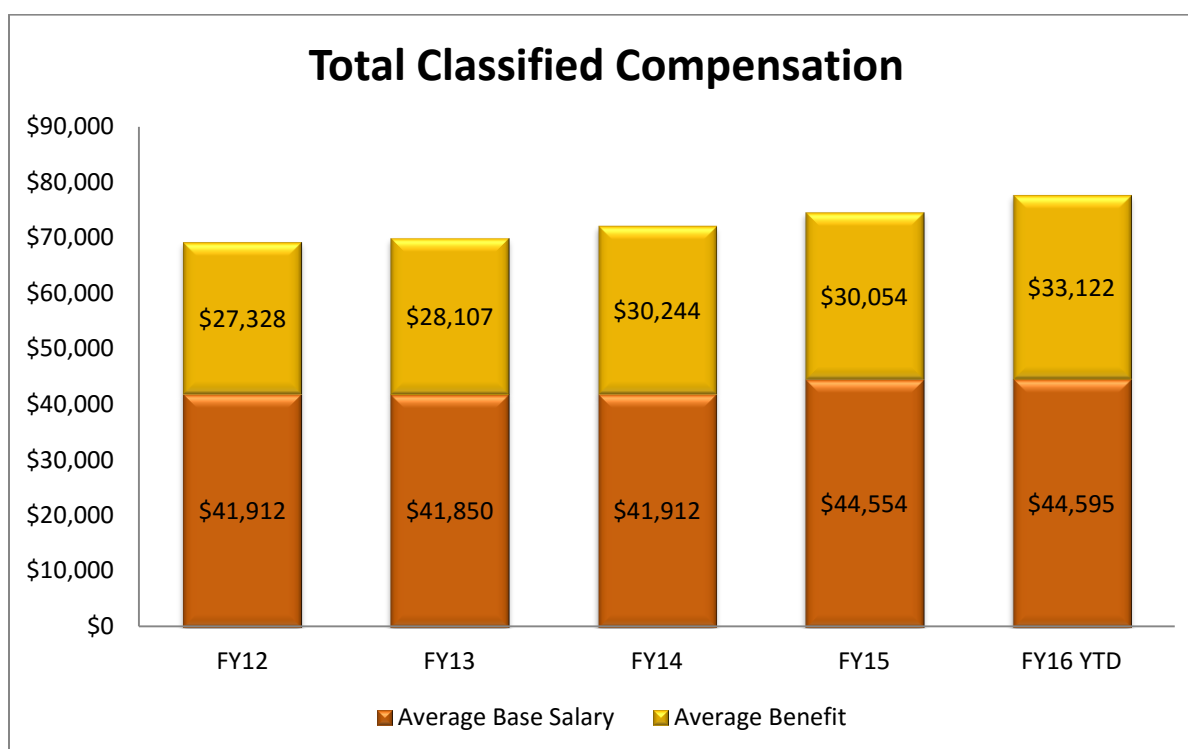
## Multiple Components of Pay (MCOP)

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) permitted for positions determined to be critical to meet the business needs of an agency that is experiencing difficulties in recruitment.

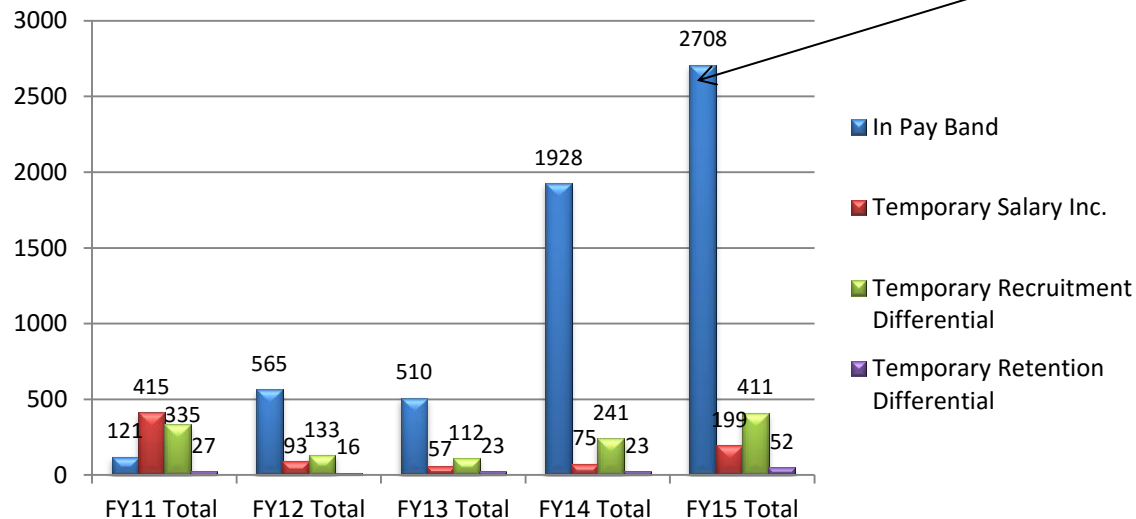- **Temporary Retention Differentials** (TRET) provide a methodology to retain an employee critical to meeting the business needs of an agency that would otherwise be disrupted if an employee left the position.

- **Temporary Salary Increases** (TSI) 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) provided 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 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



Legend:
- In Pay Band
- Temporary Salary Inc.
- Temporary Recruitment Differential
- Temporary Retention Differential

| | In Pay Band | Temporary Salary Inc. | Temporary Recruitment Differential | Temporary Retention Differential |
|---|---|---|---|---|
| FY11 Total | 121 | 415 | 335 | 27 |
| FY12 Total | 565 | 93 | 133 | 16 |
| FY13 Total | 510 | 57 | 112 | 23 |
| FY14 Total | 1928 | 75 | 241 | 23 |
| FY15 Total | 2708 | 199 | 411 | 52 |

In Pay Bands (IPBs) were given to select employees in job classifications deemed by SPO and DFA as having problems with recruitment and retention, per FY15 SB313.

These IPBs brought employee salaries more in line with comparator market salaries.

## FY16 Multiple Components of Pay By Quarter



| | Q1 | Q2 | Q3 | Q4 | |
|---|---|---|---|---|---|
| In Pay Band | 138 | | | | |
| Temporary Salary Inc. | 19 | | | | |
| Temporary Recruitment Differential | 277 | | | | |
| Temporary Retention Differential | 1 | | | | |
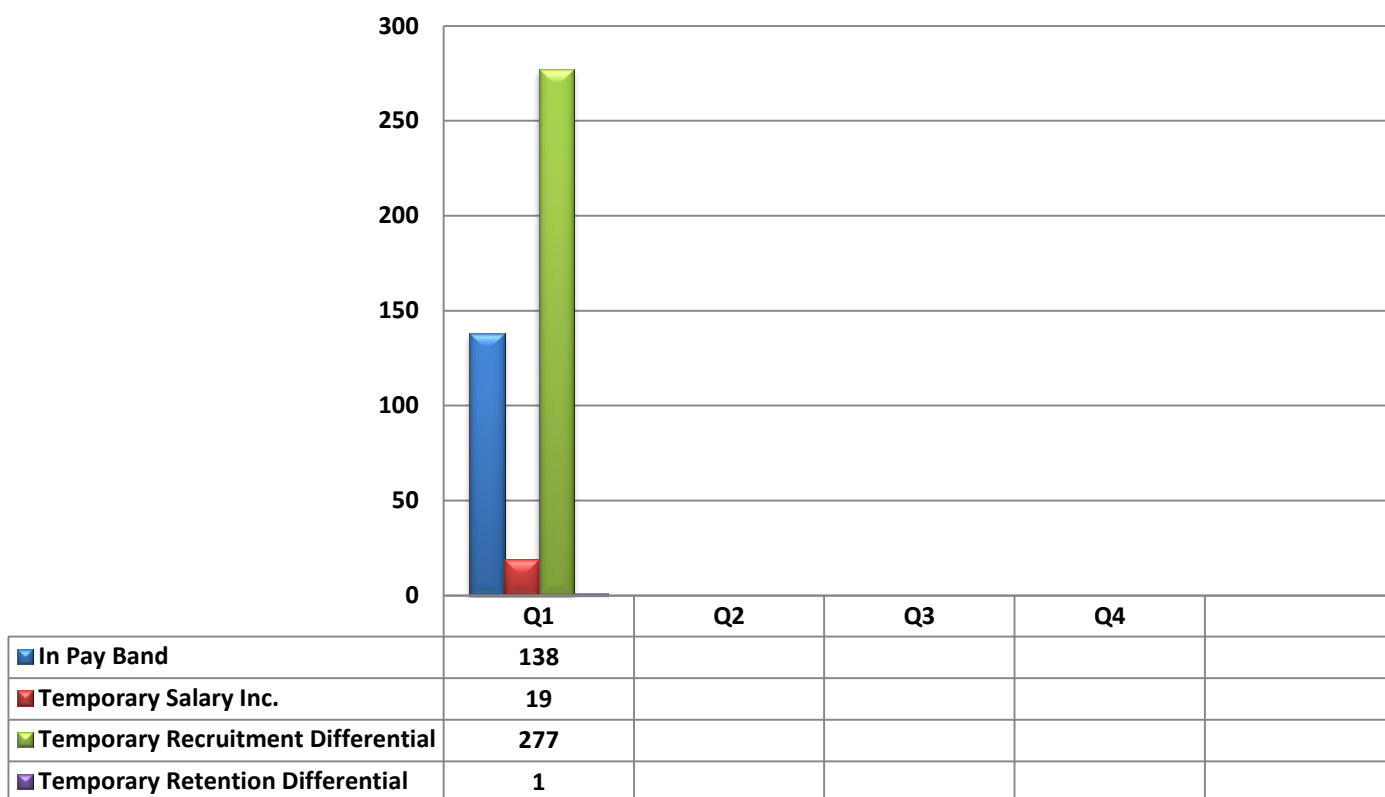
The increased number of Temporary Recruitment Differentials in the above chart for the 1st quarter of FY16 was due to approved renewals for Correctional Officers of the New Mexico Corrections Department.

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, vs. the recently hired or promoted employees' salaries.

**Average Employee Compa Ratio**

| FY | Ratio |
|------|--------|
| FY12 | 101.0% |
| FY13 | 99.0% |
| FY14 | 100.0% |
| FY15 | 101.7% |
| FY16 | 101.8% |
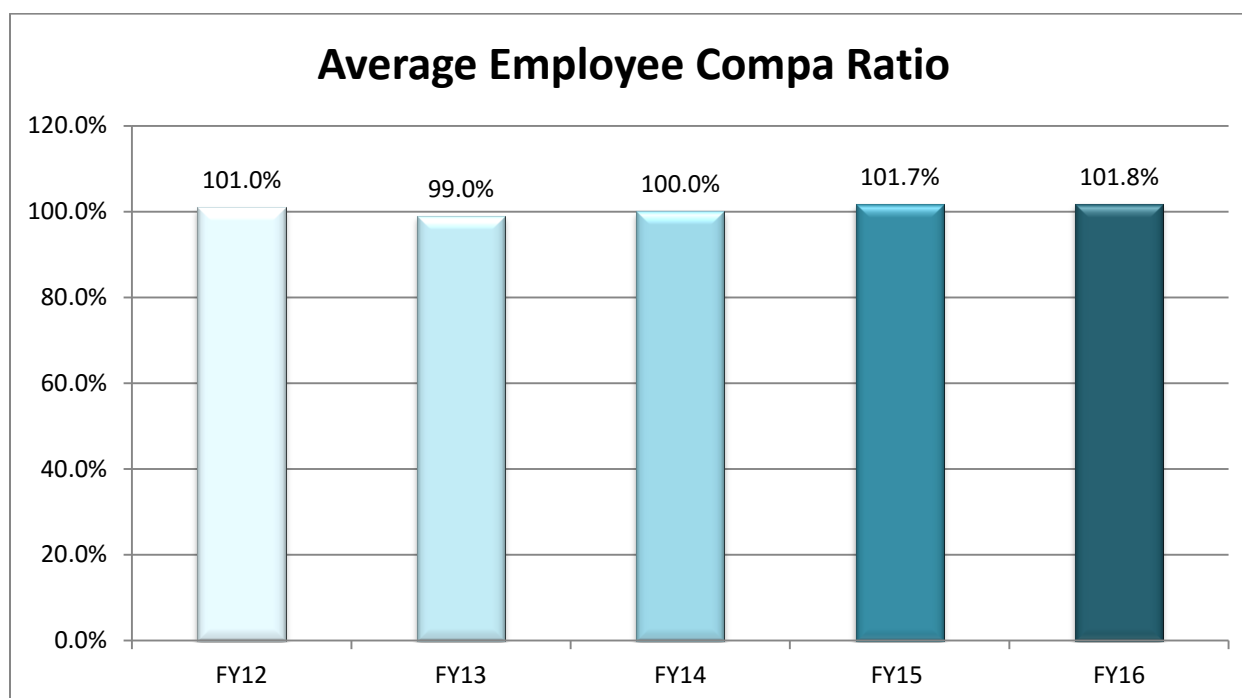
## Annual Key Performance Measures

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 FY15, 56% of eligible classified employees were evaluated. Due to this measure's target not being met at the close of FY15, the State Personnel Office has already begun working with agencies to provide guidance in the ensure compliance in this area. In a collaborative effort agencies are working to ensure FY15 evaluations were closed out and entered accordingly. Agencies are also being provided with reports to aid in identifying employees that need an employee evaluation based on the employee's anniversary date for FY16 as per State Personnel Board Rules.

The number of employees completing their probationary period has remained flat.  This is partly a result of the reestablishment of minimum qualifications for classifications, and classification and compensation reviews.

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

| Quarter | FY16 | FY15 |
|---------|------|------|
| Q1 | 69.7% | 65.9% |
| Q2 | 69.9% | |
| Q3 | 68.2% | |
| Q4 | 68.5% | |

**New Employees Who Successfully Completed Their Probationary Period**

| | FY12 | FY13 | FY14 | FY15 |
|--|------|------|------|------|
| | 58% | 58% | 68% | 68% |

*This Number is based on New Hires in FY14 that completed probationary period during FY15*
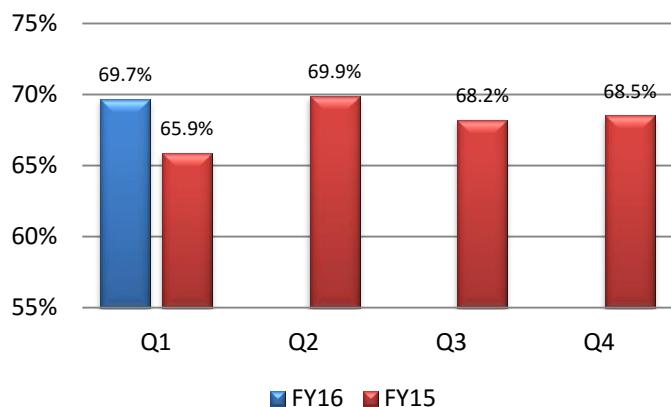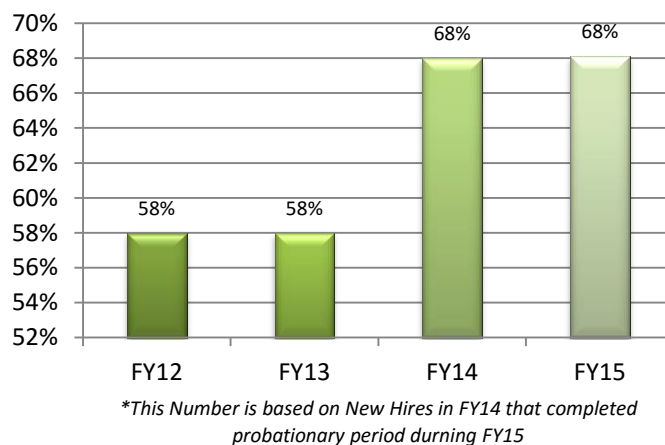
## Overtime

When compared to the same time frame in FY15, cost and hours of overtime worked decreased for the 1st Quarter of FY16; however, the graphs on the next page will show a small increase in number of hours an employee working but a decrease in the percentage of employees working overtime. This translates to fewer employees working slightly more hours of overtime.

**Overtime Cost** (Millions)

| Quarter | FY16 | FY15 |
|---------|------|------|
| Q1 | $10.9 | $11.6 |
| Q2 | | $9.5 |
| Q3 | | $9.7 |
| Q4 | | $10.4 |

**Overtime Usage** (Thousands)

| Quarter | FY16 | FY15 |
|---------|-------|-------|
| Q1 | 446.0 | 475.6 |
| Q2 | | 390.1 |
| Q3 | | 396.6 |
| Q4 | | 423.7 |
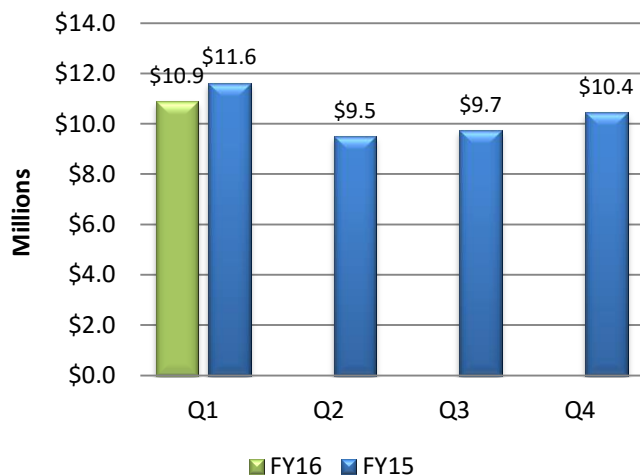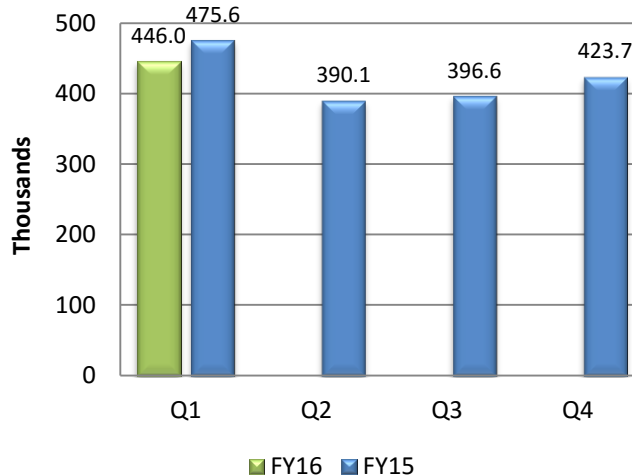
*Note: The above graphs account for both overtime accrual and payout at straight time/time and a half.*

## Monthly Average Number of Overtime Hours Worked Per Employee

| | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|
| FY16 | 16.3 | | | |
| FY15 | 15.9 | 15.0 | 15.7 | 15.5 |

Legend: ■ FY16 ■ FY15
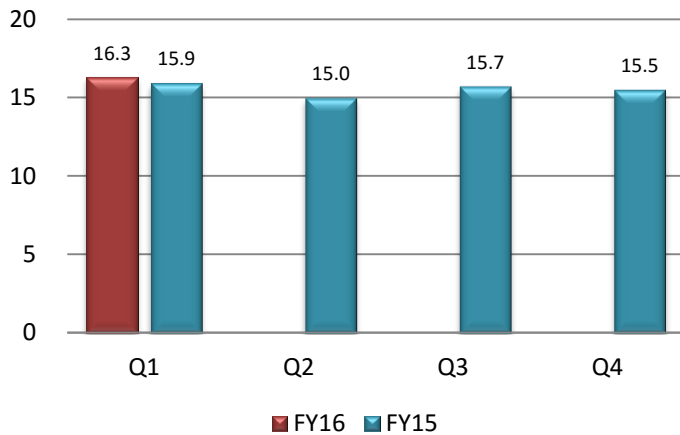
## Average Percentage of Employee Receiving Overtime Per Month

| | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|
| FY16 | 17.2% | | | |
| FY15 | 18.2% | 15.9% | 15.3% | 16.6% |

Legend: ■ FY16 ■ FY15
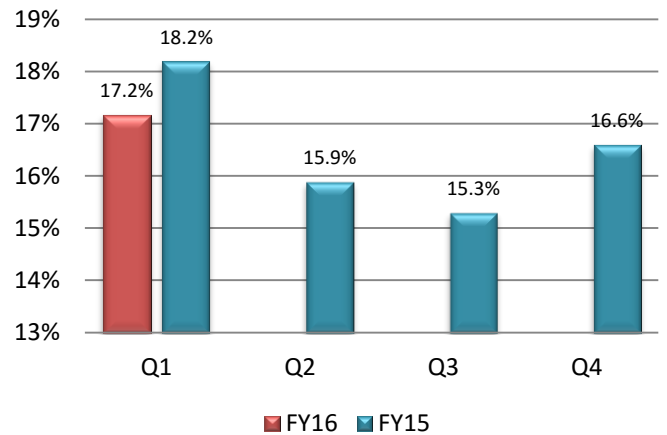
| Top 20 Agencies Overtime Cost and Usage | | |
|---|---|---|
| Agency | Number of Hours | Cost |
| New Mexico Corrections Department | 180,938 | $ 4,249,452 |
| Department of Health | 111,052 | $ 2,376,020 |
| Department of Transportation | 53,783 | $ 1,422,919 |
| Children, Youth & Families Department | 46,503 | $ 1,209,682 |
| Miners Colfax Medical Center | 6,193 | $ 262,335 |
| Department of Public Safety | 8,016 | $ 223,593 |
| Energy, Minerals & Natural Resources Department | 5,129 | $ 137,387 |
| Department of Game & Fish | 3,549 | $ 108,589 |
| Taxation & Revenue Department | 3,854 | $ 103,129 |
| Department of Vocational Rehabilitation | 2,520 | $ 87,043 |
| Department of Information Technology | 2,473 | $ 76,877 |
| Department of Cultural Affairs | 2,942 | $ 71,144 |
| Department of Environment | 2,065 | $ 64,042 |
| Human Services Department | 1,852 | $ 47,521 |
| Homeland Security & Emergency Management | 1,450 | $ 46,814 |
| Department of Workforce Solutions | 1,294 | $ 41,302 |
| EXPO New Mexico | 1,325 | $ 37,318 |
| Public Regulation Commission | 1,194 | $ 36,277 |
| Educational Retirement Board | 1,051 | $ 32,867 |
| Public Education Department | 823 | $ 27,498 |
| Military Affairs | 1,012 | $ 25,727 |

## Sick Leave

Sick leave usage and cost increased slightly in the 1st Quarter of FY16 compared to the 1st Quarter of FY15.

**Sick Leave Hours Used**



**Sick Leave Cost**
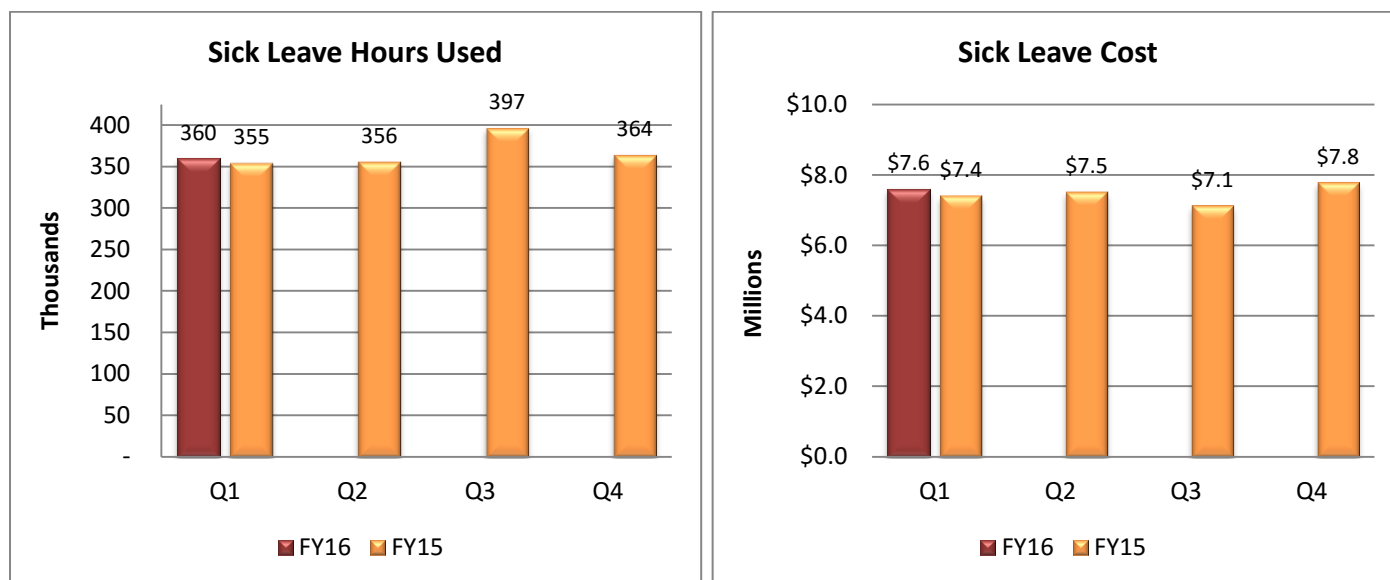


## Annual Leave

The following graphs show annual leave use and associated budgetary impact. During the 1st Quarter of FY16, annual leave use was approximately four days taken per employee. However, please note the graph below shows that the cost of annual leave remained flat when compared to the same timeframe in FY15.

**Actual Annual Leave Hours Used**



**Actual Annual Leave Cost**
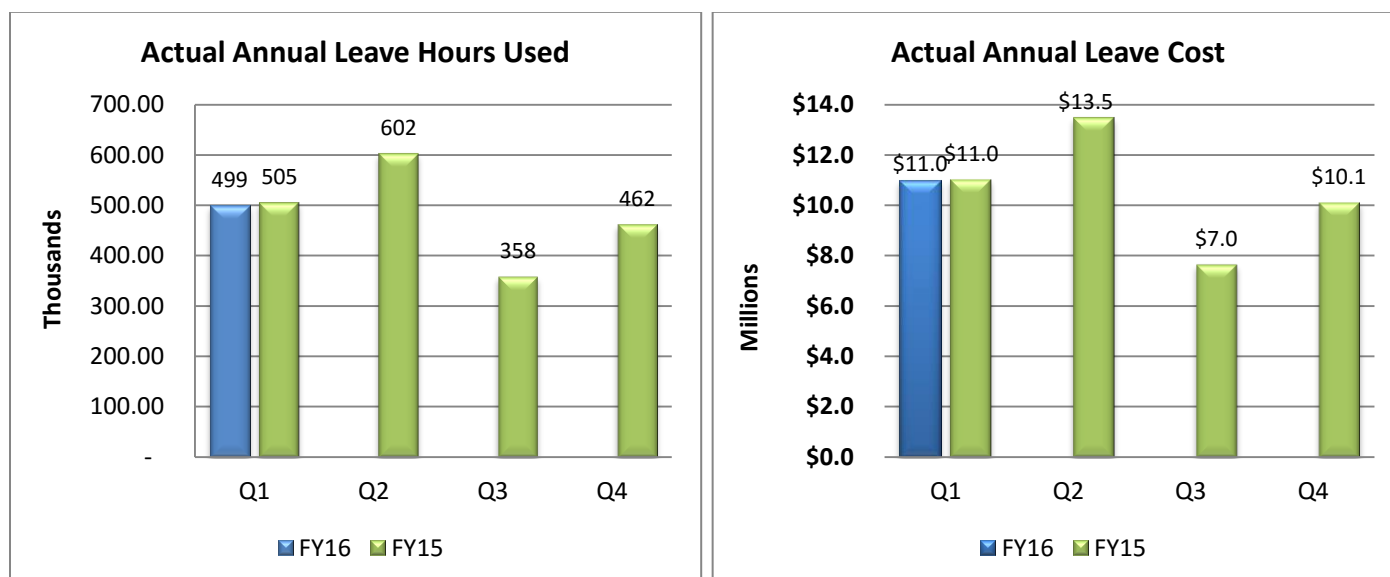
# Classified Service Recruitment Trends

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." *See* NMSA § 10-9-13(F). Since November 2011, when the NEOGOV application system for managing recruitment for all classified positions was initiated, there has been anincrease in both job advertisements and applications received. Every position advertised through SPO follows the same process. The graphic below details this process.

## Steps Followed Once an Applicant Applies for a Position

**Minimum Qualifications Screening**

- NEOGOV automatically screens all applicants based on their supplemtal questionaire responses on a Pass/Fail Basis. Applicants are rejected if:
  1. *They fail to meet Minimum Education or Experience Qualifications*
  2. *Lack any Statutory Requirements (IE: Licenses, Certifications, Etc...)*

**Applicant Ranking**

- *NEOGOV automatically ranks all remaining applicants based on a combination of:*
  1. *Level of Education*
  2. *Years of RELEVANT Experience*
  3. *Answers to Supplemental Questions*

**Residency & Veteran's Preference**

- Additional preference points are awarded to applicants and applied to rankings for:
  1. *Years of New Mexico Residence*
  2. *Veteran's Status*

**Certification**

- SPO or Agency HR certifies top ranked candidates. Applications are rejected if:
  1. *Level of Education cannot be verified (IE: Transcripts not attached in an un-editable format, or transcripts do not indicate degree awarded or date conferred)*
  2. *Stated years of relevant experience cannot be verified within the Work Experience section of the application (Not enough information given, insufficient work history, inapplicable experience attributed)*

**Referral**

- **Agency hiring manager is forwarded top 15 candidates and agency-specific recruitment and selection process follows.** (Additional applicants may be sent with SPO approval)

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?**

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

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

Driven, focused questions based on specific position needs.

Agencies that have begun to use this targeted form of advertising aim 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 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. Approximately 22% of continuous advertisements were for positions in a health related field and Child Protective

Services                                          Case                                          Workers.

## 1st Quarter Continuous Job Postings

| Legend | |
|--------|---|
| ■ All Others | 28% |
| ■ Social Work/Child Assistance | 23% |
| ■ Healthcare | 22% |
| ■ Business, Finance, Legal | 10% |
| ■ Corrections/Public Safety | 6% |
| ■ Engineering | 6% |
| ■ IT | 5% |
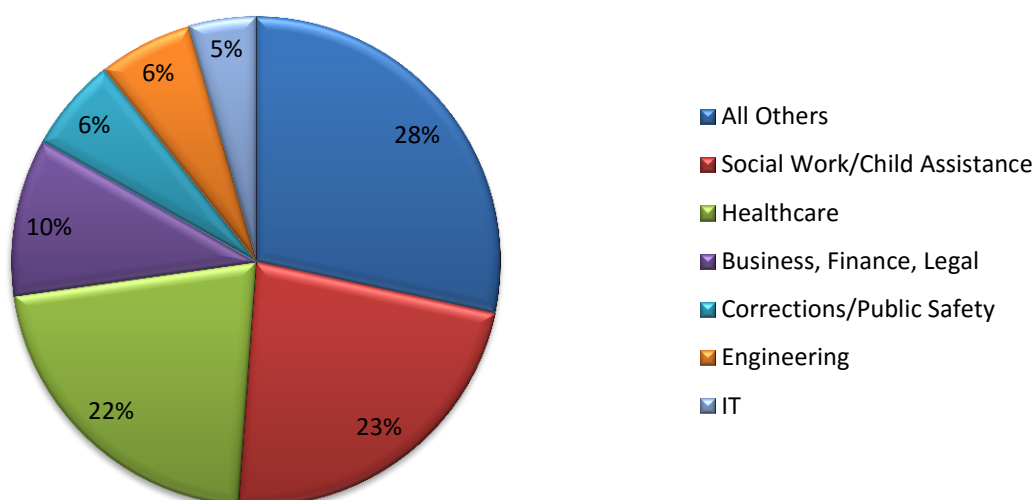
## Applications

### Job Postings & Applications Received - FY11 to FY15

|  | FY11 | FY12 | FY13 | FY14 | FY15 |
|--|------|------|------|------|------|
| Applications | 125,670 | 200,758 | 206,740 | 246,616 | 206,702 |
| Postings | 3,439 | 4,725 | 5,652 | 6,437 | 6208 |
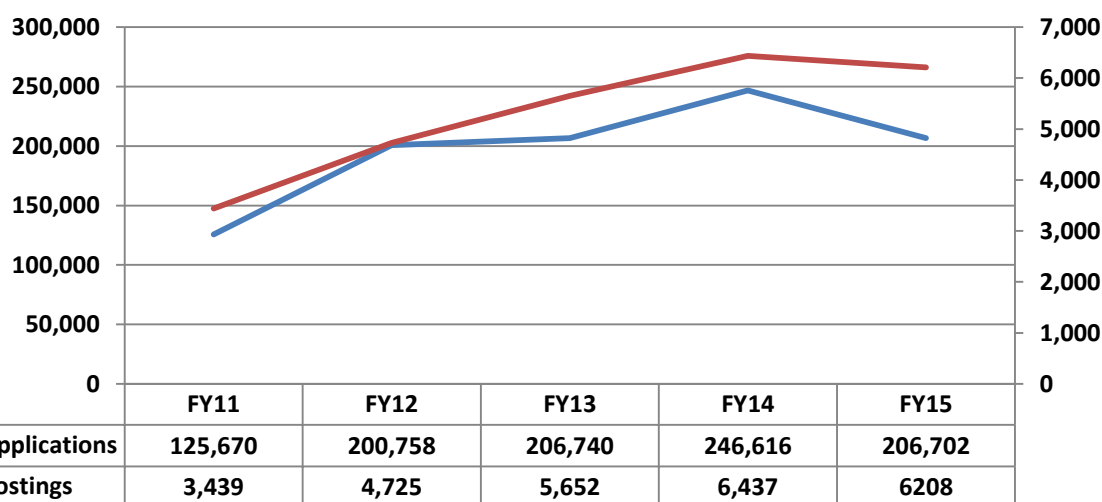
The total views of posted applications have increased since 2012, as seen below.  Since 2012, posted advertisements on NEOGOV have been viewed over 13 million times.  There have been 605,989 views this quarter.

| 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 | 605,989 |

## Applications Received

[Bar chart showing Applications Received by quarter, comparing FY16 and FY15]

| Quarter | FY16 | FY15 |
|---------|--------|--------|
| Q1 | 53,174 | 54,677 |
| Q2 | | 45,598 |
| Q3 | | 52,065 |
| Q4 | | 54,362 |

■ FY16  ■ FY15
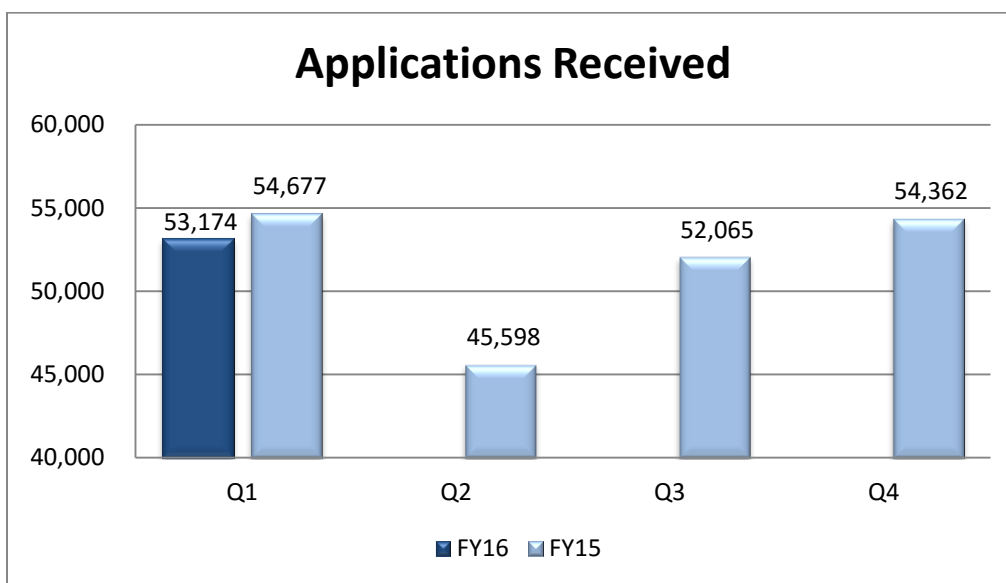
The number of applications received represents any applicant who applied for a position during the quarter. The quarterly postings represents any advertisement with a start date that initiated during the quarter. As illustrated below, six agencies represent 65% of all jobs advertised this quarter.

## 1st Quarter Postings by Agency

[Pie chart showing 1st Quarter Postings by Agency]

- Department of Transportation 15%
- Department of Health 15%
- Children, Youth & Families Dpt 11%
- Human Services Department 11%
- New Mexico Corrections Dept 7%
- Taxation & Revenue Department 6%
- All other 35%
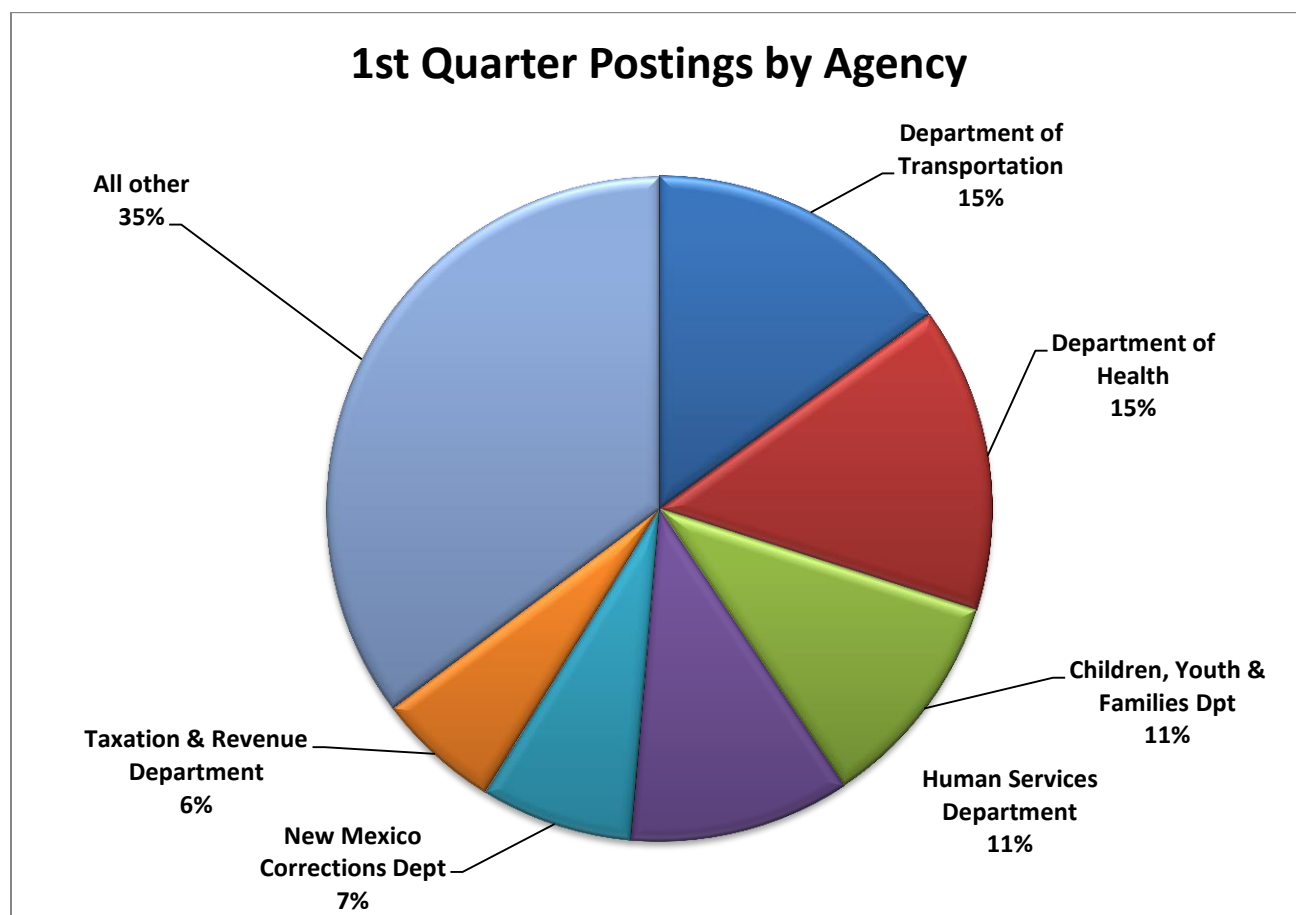
| 1st Quarter Top 20 Highest Posting Agencies | | | |
|---|---|---|---|
| **Agency** | **Advertisements** | **Views** | **Applications Received** |
| **Department of Transportation** | 208 | 50,714 | 3,414 |
| **Department of Health** | 205 | 70,282 | 5,422 |
| **Children, Youth & Families Department** | 148 | 106,087 | 9,717 |
| **Human Services Department** | 148 | 61,050 | 5,517 |
| **New Mexico Corrections Department** | 102 | 31,287 | 2,438 |
| **Taxation & Revenue Department** | 83 | 30,264 | 3,186 |
| **Energy, Minerals & Natural Resources Department** | 47 | 17,744 | 939 |
| **Public Education Department** | 36 | 27,590 | 1,336 |
| **Department of Environment** | 35 | 22,915 | 1,197 |
| **Department of Game & Fish** | 35 | 19,047 | 1,241 |
| **Ofc of the State Engineer** | 31 | 13,203 | 767 |
| **Dept of Vocational Rehabilitation** | 27 | 13,947 | 1,433 |
| **Department of Public Safety** | 24 | 15,513 | 1,397 |
| **Aging & Long-Term Services Department** | 22 | 13,671 | 920 |
| **Dept of Workforce Solutions** | 20 | 13,265 | 1,068 |
| **Regulation & Licensing Department** | 17 | 10,583 | 937 |
| **Department of Finance & Administration** | 15 | 6,829 | 471 |
| **General Services Department** | 15 | 5,398 | 476 |
| **Miners Colfax Medical Center** | 15 | 1,654 | 161 |
| **State Land Office** | 15 | 7,649 | 407 |
| **Total** | **1,248** | **538,692** | **42,444** |

## 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 to review and refer applications; the time has decreased significantly since NEOGOV implementation. The time to interview and process a hire at the agency level (41.9 days) is the most significant portion of the hiring process.

**Average Days to Fill a Position**

Reporting from Advertisement Start Date to Acceptance of Offer Letter

| | Average of Days Advertised | Average of Days to Refer | Average of Refer to Answer | Average of Total Days to Fill a Position |
|---|---|---|---|---|
| | 14.8 | 7.5 | 41.9 | 64.2 |
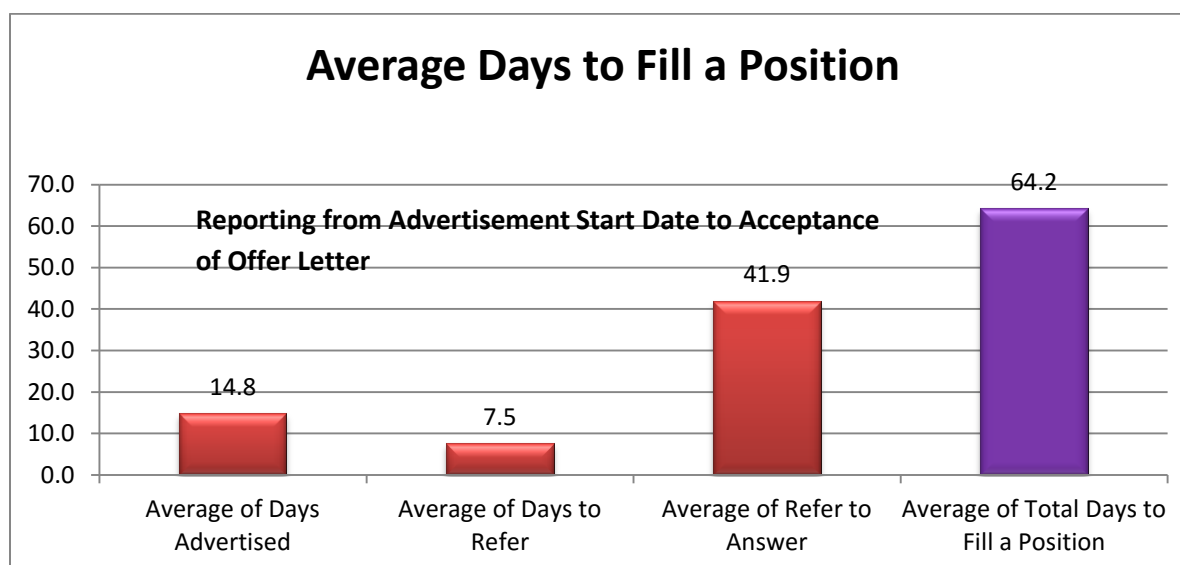
**Notes on graph above:
- Data reported as of 10/2015.
- Excludes Continuous Postings (Advertised 30 days or more)
- Data for days advertised, referred, and referral to hire are tied to the quarter in which the hire occurred.
- Does not include hires that have not been entered in NEOGOV.

**Average Days to Process and Refer Applications**

A bar chart titled "Average Days to Process and Refer Applications" with y-axis from 0.0 to 10.0. Q1 shows 7.5 (2016, dark bar) and 8.1 (2015). Q2 shows 8.2. Q3 shows 8.8. Q4 shows 7.4. Legend: 2016 (dark purple), 2015 (light purple).

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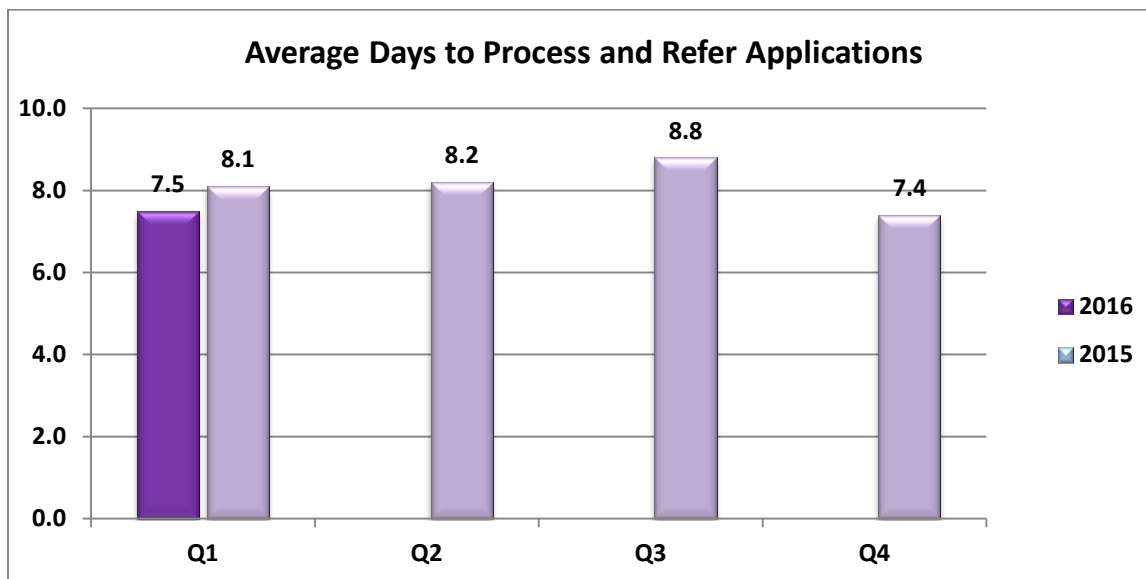
In order to decrease the time taken to interview and process a hire, SPO has made the following recommendations to hiring agencies:

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

- That the agency conducts interviews within two weeks of receiving the referred list of applicants.
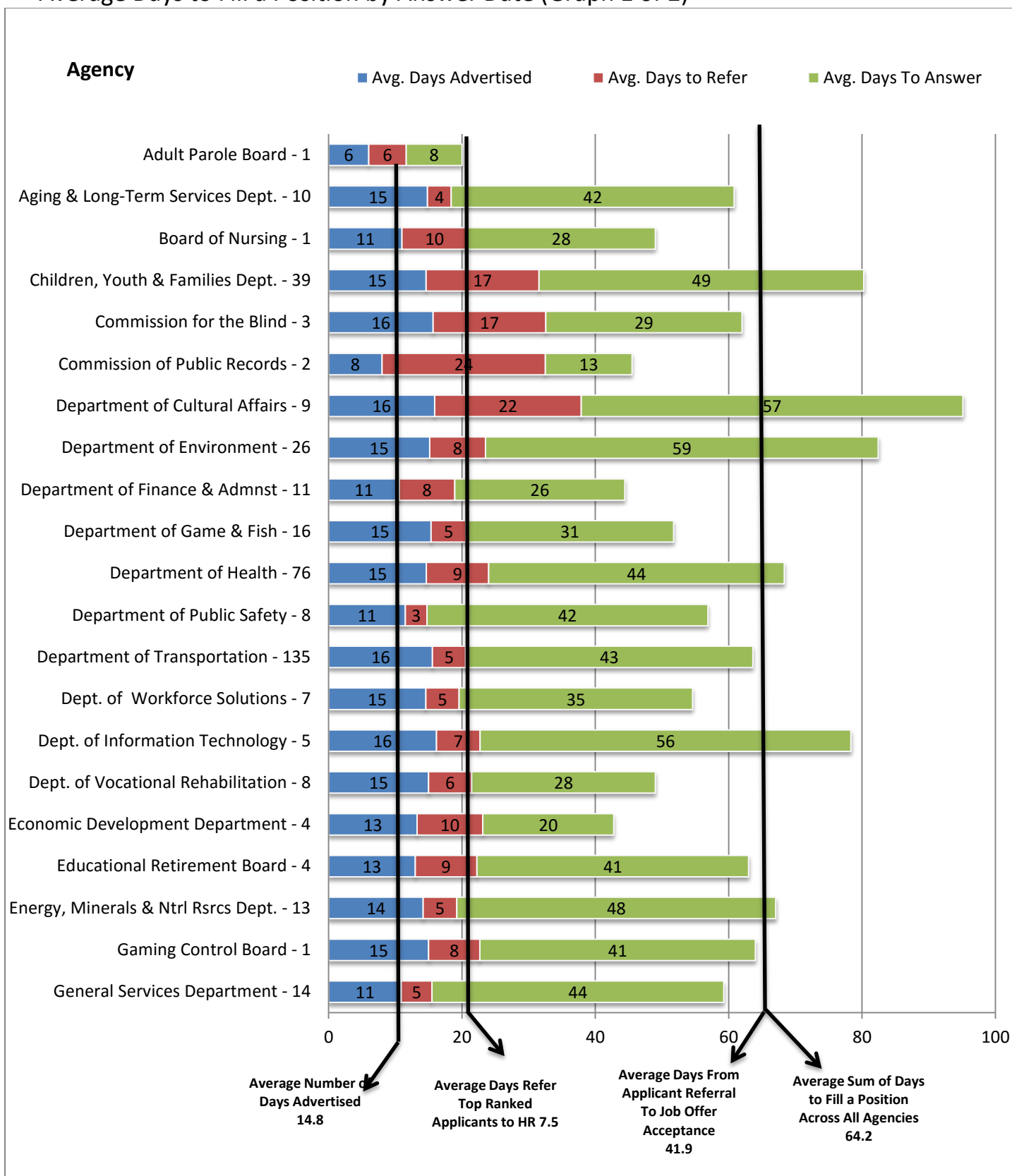
SPO provides the agency HR Manager with ongoing reports to inform them of any outstanding advertisements that have not been filled and/or appropriately closed out within NEOGOV.  Factors exist that may impact the time to fill, such as background checks; however, by working on the recommendations outlined, there have been positive changes 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)

**Agency**

■ Avg. Days Advertised　　■ Avg. Days to Refer　　■ Avg. Days To Answer

| Agency | Avg. Days Advertised | Avg. Days to Refer | Avg. Days To Answer |
|---|---|---|---|
| Adult Parole Board - 1 | 6 | 6 | 8 |
| Aging & Long-Term Services Dept. - 10 | 15 | 4 | 42 |
| Board of Nursing - 1 | 11 | 10 | 28 |
| Children, Youth & Families Dept. - 39 | 15 | 17 | 49 |
| Commission for the Blind - 3 | 16 | 17 | 29 |
| Commission of Public Records - 2 | 8 | 24 | 13 |
| Department of Cultural Affairs - 9 | 16 | 22 | 57 |
| Department of Environment - 26 | 15 | 8 | 59 |
| Department of Finance & Admnst - 11 | 11 | 8 | 26 |
| Department of Game & Fish - 16 | 15 | 5 | 31 |
| Department of Health - 76 | 15 | 9 | 44 |
| Department of Public Safety - 8 | 11 | 3 | 42 |
| Department of Transportation - 135 | 16 | 5 | 43 |
| Dept. of Workforce Solutions - 7 | 15 | 5 | 35 |
| Dept. of Information Technology - 5 | 16 | 7 | 56 |
| Dept. of Vocational Rehabilitation - 8 | 15 | 6 | 28 |
| Economic Development Department - 4 | 13 | 10 | 20 |
| Educational Retirement Board - 4 | 13 | 9 | 41 |
| Energy, Minerals & Ntrl Rsrcs Dept. - 13 | 14 | 5 | 48 |
| Gaming Control Board - 1 | 15 | 8 | 41 |
| General Services Department - 14 | 11 | 5 | 44 |

0　　20　　40　　60　　80　　100

**Average Number of Days Advertised 14.8**

**Average Days Refer Top Ranked Applicants to HR 7.5**

**Average Days From Applicant Referral To Job Offer Acceptance 41.9**

**Average Sum of Days to Fill a Position Across All Agencies 64.2**

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

**Agency & # of Advertisments Filled**

Legend: ■ Avg. Days Advertised   ■ Avg. Days to Refer   ■ Avg. Days To Answer

| Agency | Avg. Days Advertised | Avg. Days to Refer | Avg. Days To Answer |
|---|---|---|---|
| Homeland Security & Emergency Mgt - 3 | 15 | 6 | 58 |
| Human Services Department - 88 | 16 | 5 | 40 |
| Livestock Board - 2 | 16 | 10 | 58 |
| Medical Examiners Board - 3 | 8 | 8 | 13 |
| Military Affairs - 1 | 22 | 10 | 17 |
| Miners Colfax Medical Center - 5 | 16 | 4 | 17 |
| New Mexico Corrections Dept. - 56 | 15 | 14 | 46 |
| Ofc of the State Engineer - 13 | 14 | 13 | 50 |
| Public Education Department - 6 | 13 | 7 | 46 |
| Public Employee Retirement Assoc. - 2 | 8 | 7 | 33 |
| Public Regulation Commission - 3 | 13 | 10 | 52 |
| Public School Insurance Authority - 1 | 8 | 13 | 19 |
| Regulation & Licensing Dept. - 8 | 14 | 6 | 35 |
| Secretary of State - 2 | 15 | 2 | 33 |
| State Auditor - 1 | 15 | 4 | 20 |
| State Land Office - 7 | 15 | 4 | 23 |
| State Personnel Board - 1 | 6 | 3 | 49 |
| Superintendent of Insurance - 3 | 15 | 1 | 92 |
| Taxation & Revenue Department - 58 | 15 | 5 | 37 |
| Tourism Department - 2 | 8 | 5 | 62 |
| Workers Compensation Admin - 5 | 13 | 8 | 22 |

X-axis: 0, 20, 40, 60, 80, 100, 120

Average Number of Days Advertised **14.8**

Average Days Refer Top Ranked Applicants To HR **7.5**

Average Days from Applicant Referral To Job Acceptance **41.9**

Average Sum of Days to Fill a Position Across all Agencies **64.2**
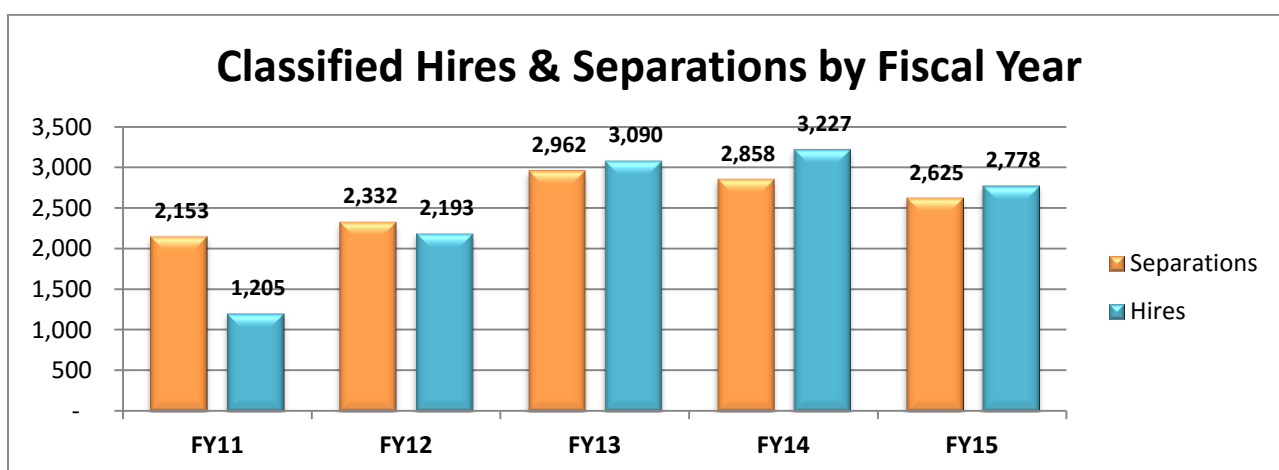
# Classified Service Hires and Separations

In FY15, 2,778 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 it has created a positive impact on the delivery of services and improved employee morale throughout State government.
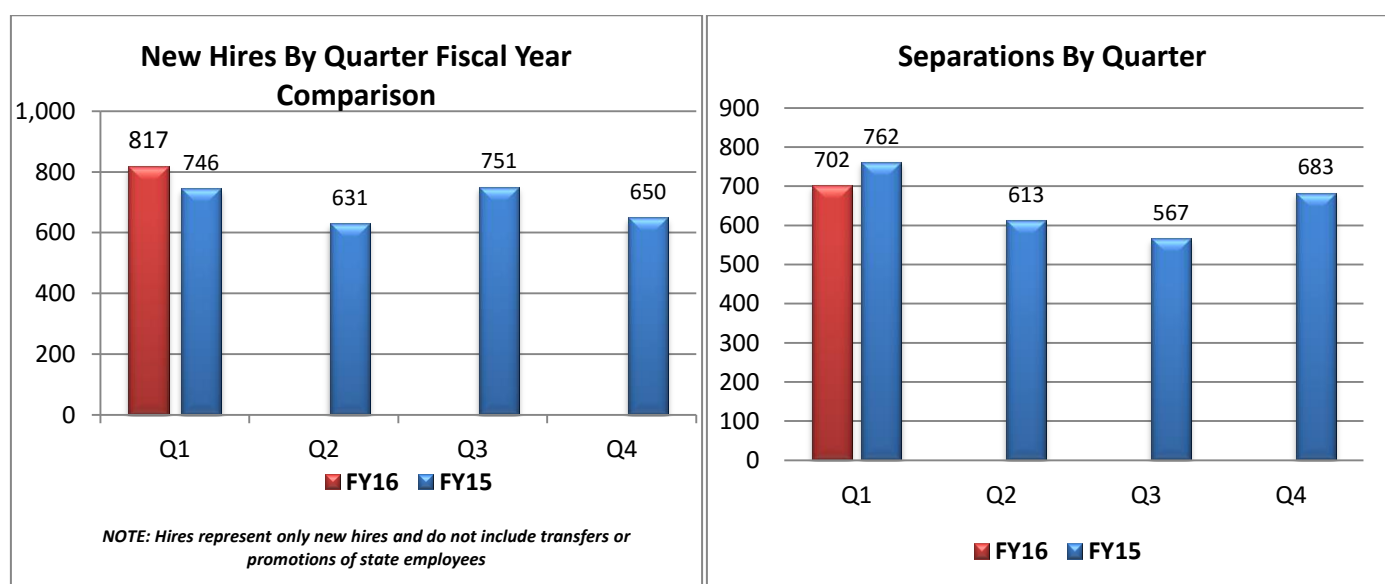
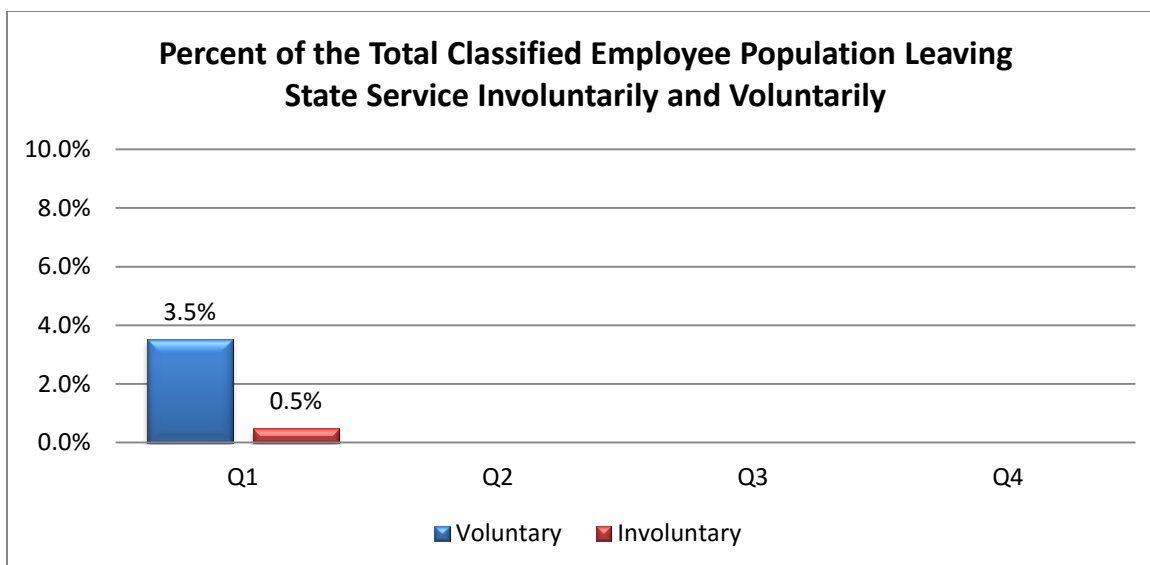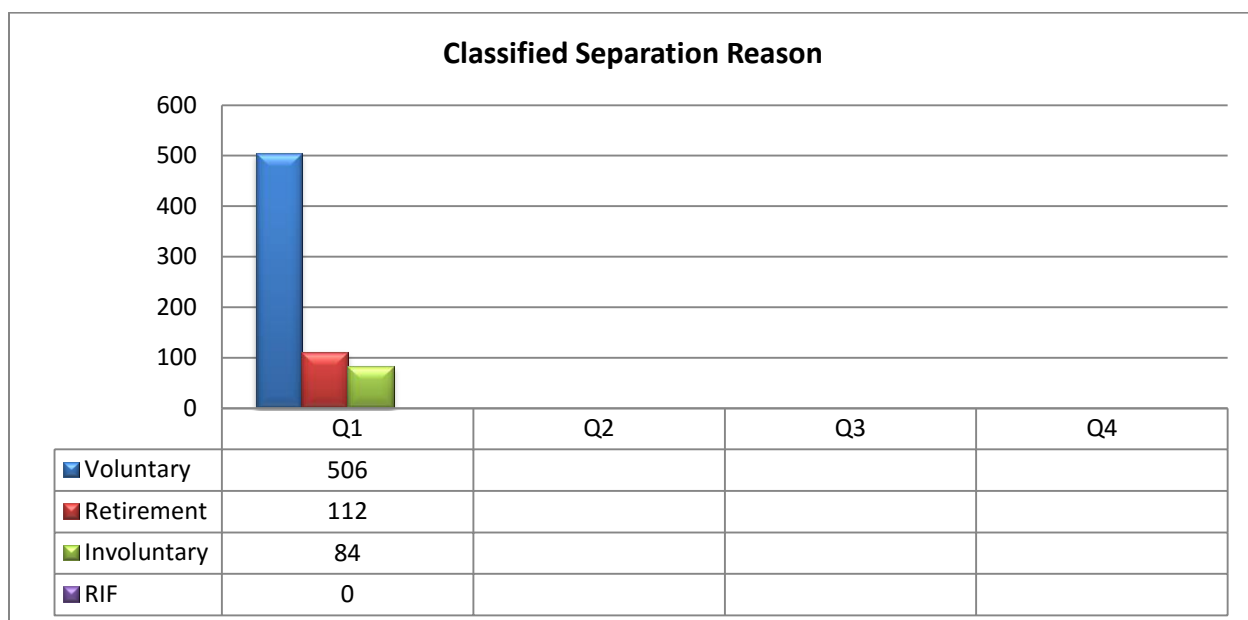The State's hiring activity has dramatically increased since FY11, by 130%. This effort only offsets the increased separations of State employees.

*In FY15, 2,778 positions within the classified service were filled, positively impacting the quality of State services and morale.*

## New Hires by Fiscal Year (FY11-FY15)

**Classified Hires & Separations by Fiscal Year**

| Fiscal Year | Separations | Hires |
|---|---|---|
| FY11 | 2,153 | 1,205 |
| FY12 | 2,332 | 2,193 |
| FY13 | 2,962 | 3,090 |
| FY14 | 2,858 | 3,227 |
| FY15 | 2,625 | 2,778 |

## FY16 New Hires & Separations by Quarter

**New Hires By Quarter Fiscal Year Comparison**

| Quarter | FY16 | FY15 |
|---|---|---|
| Q1 | 817 | 746 |
| Q2 | | 631 |
| Q3 | | 751 |
| Q4 | | 650 |

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

**Separations By Quarter**

| Quarter | FY16 | FY15 |
|---|---|---|
| Q1 | 702 | 762 |
| Q2 | | 613 |
| Q3 | | 567 |
| Q4 | | 683 |

**Classified Separation Reason**

| | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|
| Voluntary | 506 | | | |
| Retirement | 112 | | | |
| Involuntary | 84 | | | |
| RIF | 0 | | | |

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

3.5% Voluntary (Q1)
0.5% Involuntary (Q1)

Voluntary   Involuntary

The graph above shows the separation rate of classified employees as a percentage of the total Classified Service population. Of the 702 separations this quarter, 3.5% were voluntary, and 0.5% was 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.
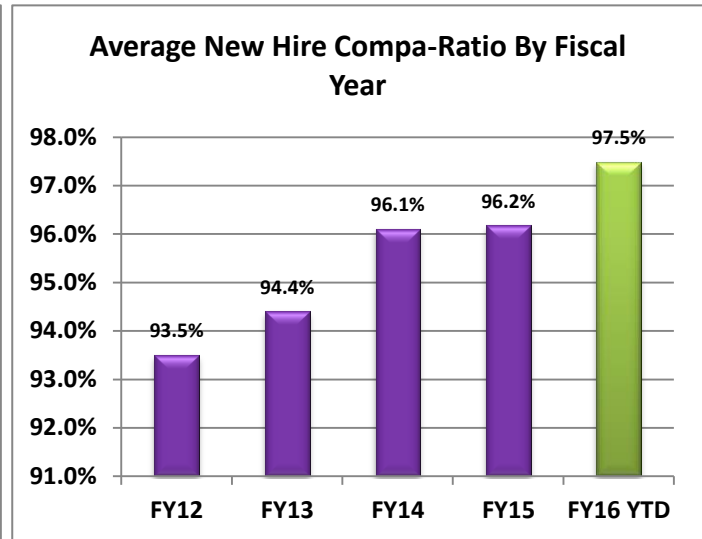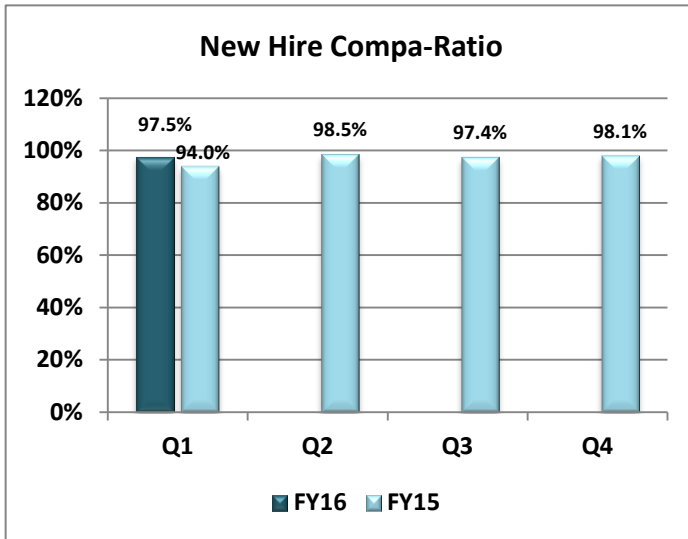


## FY16 1st Quarter New Hire Compa-Ratio by Pay Band

| Pay Band | Average Compa-Ratio | # of Employees |
|---|---|---|
| 25 | 94.0% | 23 |
| 30 | 90.8% | 51 |
| 35 | 90.0% | 47 |
| 40 | 100.8% | 50 |
| 45 | 102.8% | 51 |
| 50 | 94.8% | 110 |
| 55 | 99.3% | 83 |
| 60 | 88.2% | 164 |
| 65 | 102.3% | 103 |
| 70 | 104.0% | 54 |
| 75 | 112.3% | 32 |
| 80 | 109.6% | 19 |
| 85 | 112.0% | 14 |
| 90 | 115.0% | 8 |
| 95 | 115.7% | 4 |
| 96 | 109.7% | 2 |
| 98 | 116.6% | 1 |
| 99 | 89.4% | 1 |
| Grand Total | 97.5% | 817 |

## New Hire Demographics

| Ethnicity | Female | Male | Grand Total | % Per Ethnic Group |
|---|---|---|---|---|
| **American Indian** | 19 | 12 | 31 | 4% |
| **Asian** | 5 | 2 | 7 | 1% |
| **African American** | 10 | 16 | 26 | 3% |
| **Hispanic** | 230 | 140 | 370 | 45% |
| **Not Specified** | 96 | 64 | 160 | 20% |
| **Caucasian** | 137 | 86 | 223 | 27% |
| **Grand Total** | **497** | **320** | **817** | **100%** |
| **% Per Gender Group** | **61%** | **39%** | | |

## FY16 Classified Separations by Reason

| Reason | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|
| **Accepted New Job (Competitor)** | 20 | | | |
| **Accepted New Job (Non-Comp)** | 10 | | | |
| **Attendance** | 19 | | | |
| **Death** | 6 | | | |
| **Disability Retirement** | 6 | | | |
| **Dissatisfied w/Work Conditions** | 3 | | | |
| **Dissatisfied with Supervision** | 1 | | | |
| **No Show Employee** | 1 | | | |
| **Early Retirement** | 5 | | | |
| **End of Appointment** | 5 | | | |
| **Failed Condition of Employment** | 6 | | | |
| **Falsified Qualifications** | 1 | | | |
| **Family Reasons** | 6 | | | |
| **Health Reasons** | 4 | | | |
| **Illness in Family** | 2 | | | |
| **Insubordination** | 1 | | | |
| **Misconduct** | 35 | | | |
| **Mutual Consent** | 1 | | | |
| **Non Job Connected Medical** | 2 | | | |
| **Normal Retirement** | 99 | | | |
| **Other Medical** | 3 | | | |
| **Personal Reasons** | 48 | | | |
| **Quit without Notice** | 17 | | | |
| **Relocation** | 12 | | | |
| **Resignation** | 353 | | | |
| **Resignation-Other Position** | 7 | | | |
| **Return to School** | 9 | | | |

| Reason | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|
| Unforeseen Circumstances | 2 | | | |
| Unsatisfactory Performance | 13 | | | |
| Vested Retirement | 2 | | | |
| Violation of Rules | 3 | | | |
| **Grand Total** | **702** | | | |

## FY16 1st Quarter Classified Separations by Agency

| Agency | Number of Employees |
|---|---|
| Adult Parole Board | 1 |
| Aging & Long-Term Services Department | 7 |
| Board of Nursing | 1 |
| Children, Youth & Families Department | 100 |
| Commission for the Blind | 1 |
| Crime Victims Reparation Commission | 1 |
| Department of Cultural Affairs | 10 |
| Department of Environment | 22 |
| Department of Finance & Administration | 3 |
| Department of Game & Fish | 5 |
| Department of Health | 189 |
| Department of Indian Affairs | 3 |
| Department of Public Safety | 14 |
| Department of Transportation | 47 |
| Dept. of  Workforce Solutions | 19 |
| Dept. of Information Technology | 4 |
| Dept. of Vocational Rehabilitation | 16 |
| Dev Disabilities Planning Commission | 1 |
| Economic Development Department | 1 |
| Energy, Minerals & Natural  Resources Department | 11 |
| EXPO New Mexico | 1 |
| General Services Department | 8 |
| Governor's Comm. on Disability | 1 |
| Homeland Security & Emergency Management | 2 |
| Human Services Department | 72 |
| Livestock Board | 8 |
| Medical Examiners Board | 1 |
| Military Affairs | 3 |
| Miners Colfax Medical Center | 17 |
| New Mexico Corrections Department | 58 |
| Office  of the State Engineer | 6 |
| Public Education Department | 14 |

| Agency | Number of Employees |
|---|---|
| **Public Employee Retirement Association** | 1 |
| **Public Regulation Commission** | 3 |
| **Regulation & Licensing Department** | 8 |
| **Retiree Health Care Authority** | 1 |
| **Secretary of State** | 2 |
| **Space Port Authority** | 1 |
| **State Auditor** | 2 |
| **State Land Office** | 3 |
| **State Personnel Board** | 2 |
| **Superintendent of Insurance** | 3 |
| **Taxation & Revenue Department** | 24 |
| **Tourism Department** | 3 |
| **Workers Compensation Admin** | 2 |
| **Grand Total** | **702** |

# Statewide Classified Turnover Rate

Turnover is attributable to many factors beyond management control such as retirement, transfers, and promotional opportunity. The turnover rate for FY16 year-to-date averages 13.0%. 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

| 1st Quarter State-Wide Turnover | | | | | | Reasons for Leaving Employment | | |
|---|---|---|---|---|---|---|---|---|
| BU | Agency | # Emp | Total Turnover % | Voluntary Turnover % | Total Separation Actions | Voluntary | Voluntary Retirement | Involuntary |
| 30800 | State Auditor | 24 | 29.2% | 29.2% | 7 | 7 | 0 | 0 |
| 33300 | Taxation & Revenue Department | 893 | 10.3% | 9.3% | 92 | 83 | 8 | 1 |
| 33700 | State Investment Council | 18 | 5.6% | 0.0% | 1 | | 1 | |
| 34000 | Administrative Hearings Office | 13 | | | 0 | | | |
| 34100 | Department of Finance & Administration | 128 | 11.7% | 10.2% | 15 | 13 | | 2 |
| 34200 | Public School Insurance Authority | 8 | 0.0% | 0.0% | 0 | | | |
| 34300 | Retiree Health Care Authority | 23 | 4.3% | 4.3% | 1 | 1 | | |
| 35000 | General Services Department | 240 | 6.3% | 3.8% | 15 | 9 | 2 | 4 |
| 35200 | Educational Retirement Board | 57 | 7.0% | 5.3% | 4 | 3 | 1 | |
| 36100 | Dept of Information Technology | 167 | 7.2% | 6.6% | 12 | 11 | 1 | |
| 36600 | Public Employee Retirement Association | 61 | 11.5% | 11.5% | 7 | 7 | | |
| 36900 | Commission of Public Records | 30 | 10.0% | 10.0% | 3 | 3 | | |
| 37000 | Secretary of State | 42 | 19.0% | 19.0% | 8 | 8 | | |
| 37800 | State Personnel Board | 45 | 13.3% | 13.3% | 6 | 6 | | |
| 39400 | State Treasurer | 20 | 5.0% | 0.0% | 1 | 0 | 1 | |
| 40400 | Architect Examiners Board | 3 | 0.0% | 0.0% | 0 | 0 | | |

| 1st Quarter State-Wide Turnover | | | | | | Reasons for Leaving Employment | | |
|---|---|---|---|---|---|---|---|---|
| BU | Agency | # Emp | Total Turnover % | Voluntary Turnover % | Total Separation Actions | Voluntary | Voluntary Retirement | Involuntary |
| 41700 | Border Development Authority | 2 | 0.0% | 0.0% | 0 | 0 | | |
| 41800 | Tourism Department | 46 | 13.0% | 10.9% | 6 | 5 | 1 | |
| 41900 | Economic Development Department | 35 | 8.6% | 8.6% | 3 | 3 | | |
| 42000 | Regulation & Licensing Department | 244 | 8.2% | 6.6% | 20 | 16 | 2 | 2 |
| 43000 | Public Regulation Commission | 119 | 10.9% | 9.2% | 13 | 11 | 2 | |
| 44000 | Superintendent of Insurance | 78 | 7.7% | 6.4% | 6 | 5 | 1 | |
| 44600 | Medical Examiners Board | 11 | 27.3% | 27.3% | 3 | 3 | 1 | |
| 44900 | Board of Nursing | 14 | 0.0% | 7.1% | | 1 | | 1 |
| 46000 | EXPO New Mexico | 18 | 5.6% | 0.0% | 1 | 0 | | |
| 46400 | Prof Engineers & Land Surveyors Board | 5 | 0.0% | 0.0% | 0 | 0 | | |
| 46500 | Gaming Control Board | 48 | 6.3% | 6.3% | 3 | 3 | | |
| 46900 | State Racing Commission | 13 | 7.7% | 7.7% | 1 | 1 | | |
| 47900 | Veterinary Examiners Board | 2 | 0.0% | 0.0% | 0 | 0 | | |
| 49500 | Space Port Authority | 8 | 25.0% | 25.0% | 2 | 2 | | |
| 50500 | Department of Cultural Affairs | 467 | 4.5% | 3.6% | 21 | 17 | 4 | |
| 50800 | Livestock Board | 55 | 16.4% | 10.9% | 9 | 6 | 1 | 2 |
| 51600 | Department of Game & Fish | 268 | 10.8% | 10.1% | 29 | 27 | 1 | 1 |
| 52100 | Energy, Minerals & Naturals Resources Department | 385 | 34.0% | 31.9% | 131 | 123 | 6 | 2 |
| 52200 | Youth Conservation Corps | 2 | 0.0% | 0.0% | 0 | 0 | | |
| 53900 | State Land Office | 133 | 7.5% | 6.8% | 10 | 9 | 1 | |
| 55000 | Office of the State Engineer | 290 | 8.3% | 7.2% | 24 | 21 | 3 | |
| 60300 | Office of African American Affairs | 6 | 0.0% | 0.0% | 0 | 0 | | |
| 60400 | Com for Deaf/Hard of Hearing | 13 | 7.7% | 7.7% | 1 | 1 | | |
| 60600 | Commission for the Blind | 57 | 3.5% | 3.5% | 2 | 2 | | |
| 60900 | Department of Indian Affairs | 7 | 57.1% | 57.1% | 4 | 4 | | |
| 62400 | Aging & Long-Term Services Department | 204 | 9.3% | 8.3% | 19 | 17 | 1 | 1 |
| 63000 | Human Services Department | 1737 | 13.0% | 11.9% | 225 | 206 | 13 | 6 |
| 63100 | Department of Workforce Solutions | 446 | 10.1% | 8.5% | 45 | 38 | 3 | 4 |
| 63200 | Workers Compensation Admin | 105 | 7.6% | 6.7% | 8 | 7 | 1 | |
| 64400 | Department of Vocational Rehabilitation | 246 | 14.2% | 12.2% | 35 | 30 | 3 | 2 |
| 64500 | Governor's Comm. on Disability | 14 | 7.1% | 7.1% | 1 | 1 | | |
| 64700 | Dev Disabilities Planning Commission | 14 | 7.1% | 7.1% | 1 | 1 | | |
| 66200 | Miners Colfax Medical Center | 223 | 24.2% | 22.9% | 54 | 51 | | 3 |
| 66500 | Department of Health | 3236 | 11.0% | 9.2% | 357 | 297 | 35 | 25 |
| 66700 | Department of Environment | 556 | 9.4% | 8.1% | 52 | 45 | 6 | 1 |
| 66800 | Office of Natural Resources Trustee | 3 | 0.0% | 0.0% | 0 | 0 | 0 | |
| 67000 | Department of Veteran Services | 43 | 0.0% | 0.0% | 0 | 0 | 0 | |
| 69000 | Children, Youth & Families Department | 1869 | 12.3% | 11.0% | 229 | 206 | 9 | 14 |
| 70500 | Military Affairs | 123 | 4.1% | 2.4% | 5 | 3 | 2 | |
| 76000 | Adult Parole Board | 4 | 25.0% | 25.0% | 1 | 1 | 0 | |

| 1st Quarter State-Wide Turnover | | | | | | Reasons for Leaving Employment | | |
|---|---|---|---|---|---|---|---|---|
| BU | Agency | # Emp | Total Turnover % | Voluntary Turnover % | Total Separation Actions | Voluntary | Voluntary Retirement | Involuntary |
| 77000 | NM Corrections Department | 1848 | 30.6% | 29.4% | 566 | 544 | 15 | 7 |
| 78000 | Crime Victims Reparation Commission | 16 | 6.3% | 6.3% | 1 | 1 | 0 | |
| 79000 | Department of Public Safety | 394 | 5.1% | 4.6% | 20 | 18 | 2 | |
| 79500 | Homeland Security & Emergency Management | 40 | 7.5% | 7.5% | 3 | 3 | 0 | |
| 80500 | Department of Transportation | 2221 | 8.9% | 7.7% | 197 | 170 | 18 | 9 |
| 92400 | Public Education Department | 222 | 13.1% | 12.2% | 29 | 27 | 1 | 1 |
| 94900 | NM Education Trust Board | 2 | 0.0% | 0.0% | 0 | 0 | 0 | |
| 95000 | Higher Education Department | 41 | 2.4% | 2.4% | 1 | 1 | 0 | |
| Totals | | 17,705 | 13.0% | 11.7% | 2,310 | 2,078 | 146 | 88 |
| Percent Turnover by Reason | | | | | | 90.0% | 6.3% | 3.8% |

*There were no involuntary retirements for this quarter.*

# 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 Department of Finance and Administration (DFA) FY16 Operations 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 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 20 Key Agencies

| Business Unit | AGENCY NAME | Q1 |
|---|---|---|
| 33300 | Taxation & Revenue Department | 18.4% |
| 35000 | General Services Department | 19.2% |
| 36100 | Department of Information Tech | 20.5% |
| 42000 | Regulation & Licensing Department | 20.0% |
| 50500 | Department of Cultural Affairs | 5.7% |
| 51600 | Dept. of Game & Fish | 13.4% |
| 52100 | Energy, Minerals & Natural Resources Department | 23.2% |
| 55000 | Office of the State Engineer | 16.3% |
| 62400 | Aging & Long-Term Services Department | 12.9% |
| 63000 | Human Services Department | 15.7% |
| 63100 | Dept. of Workforce Solutions | 18.3% |
| 64400 | Division of Vocational Rehabilitation | 19.9% |
| 66200 | Miners Colfax Medical Center | 2.9% |
| 66500 | Department of Health | 14.2% |
| 66700 | Department of Environment | 14.6% |
| 69000 | Children, Youth & Families Department | 16.2% |
| 77000 | New Mexico Corrections Department | 23.9% |
| 79000 | Department of Public Safety | 17.5% |
| 80500 | Department of Transportation | 10.9% |
| 92400 | Public Education Department | 17.7% |
| | Grand Total | 14.7% |

# Training

The SPO Training Bureau continues to provide guidance and oversight in order to ensure compliance with State Personnel Board 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 is to provide tools and knowledge in order to create an effective employee-manager relationship.

The SPO Training Bureau is also in the process of creating a course of study for employees who work in the human resources field. The course material will concentrate on the foundation of human resource principles as it relates 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 the 1st Quarter of FY16, the MEP Training was conducted for 84 managers and supervisors from various agencies.
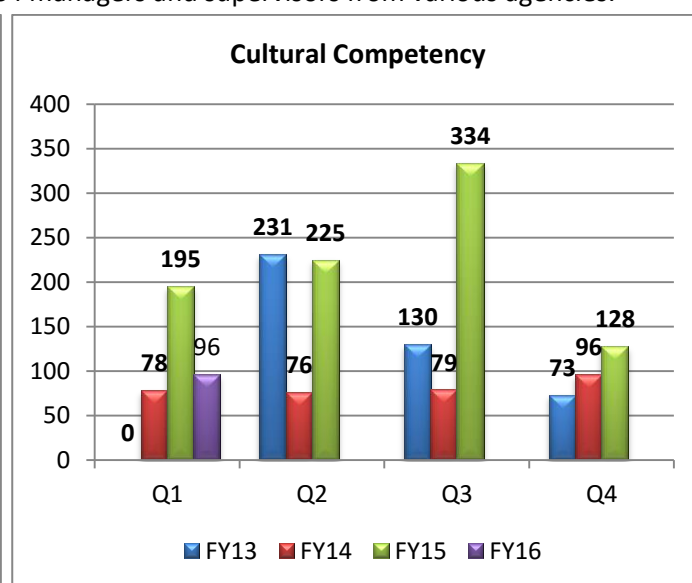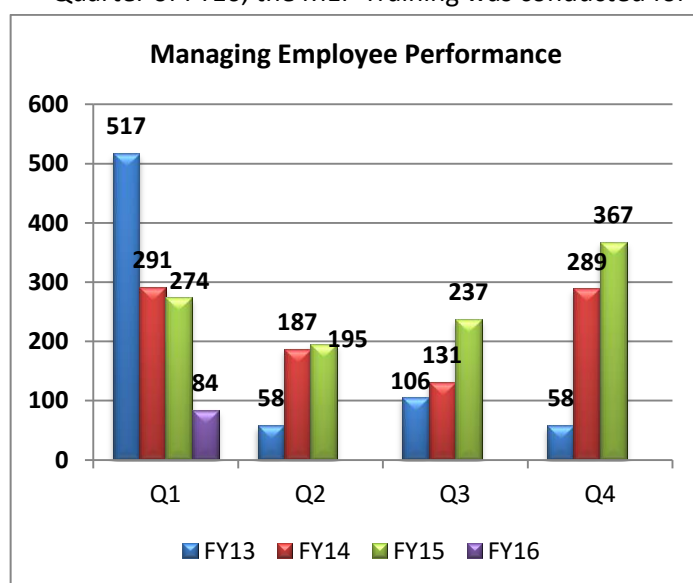


*MEP attendance numbers were significantly lower this quarter due to rollout and implementation of new forms and new training material. The Training bureau has identified data tracking measures to increase mandatory attendance as reflected in NMAC 1.7.9 and compliance is expected to increase significantly in the 2nd Quarter of FY16.*

- **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:

- o 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;
- o An examination of tribal governments and authorities;
- o Collaboration and consultation principles and guidance;
- o Communication skills; and,
- o Cultural competencies and best practices.

In the 1st Quarter of FY16, 96 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 the Facts, Objectives, Solutions, Actions (FOSA)

## 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 humanely 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 419 State employees participated in the training in the 1st Quarter of FY16.

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 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 33 State employees participated in the training in the 1st Quarter of FY16.

**SHARE HCM Training**
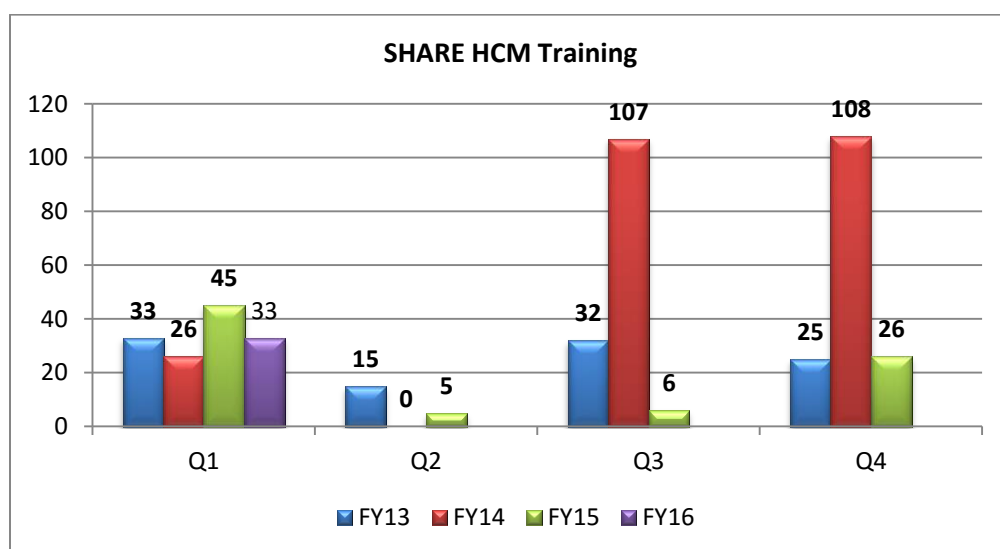


- **New Employee Orientation:**  The SPO Training Bureau has deployed an online New Employee Orientation for SPO employees and anticipates expanding this course statewide.  This course acquaints new employees with State history, economy, and standard government operations.  The training also covers the structure of State government, the functions of State agencies, an overview of labor unions in New Mexico State government, and the 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, non-probationary State employees, 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.

Additionally, if a classified, non-probationary State employee is "separated" from his or her employment 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 separation was proper.  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 the SPB for these purposes as well.

*Adjudication reached final disposition on 38 appeals in the 1st Quarter of FY16.*

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.

The majority of the Adjudication Division's hearings are conducted at SPO in Santa Fe. 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. | FY16 Total |
|---|---|---|---|---|---|
| Appeals Pending | 36 | | | | |
| New Appeals Filed | 11 | | | | |
| Appeal Disposition | 38 | | | | |

# Labor Relations

The primary goal of the Labor Relations Division (LRD) is to ensure proper guidance, training, and oversight regarding administration of Collective Bargaining Agreements (CBAs) with the State 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 SPB Rules that provide protected rights to state employees.  As the Governor's designee, the SPO Director has the authority to negotiate and enforce a CBA with the union, and to ensure its proper administration.

The Labor Relations Division has the unique ability to provide services to state agencies through its functions of contract administration and training.  The main objective of the LRD is to act as the labor contract administrator for the

*20 grievances were filed with the LRD in the 1<sup>st</sup> Quarter of FY16, four more that the 4th Quarter of FY15.*

State of New Mexico, working actively with state agencies and signatory unions in administering the CBAs that benefit the State and its unionized workforce.  In this capacity, the LRD works closely with state agencies to ensure consistent application of the CBAs, and to ensure that 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% 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).
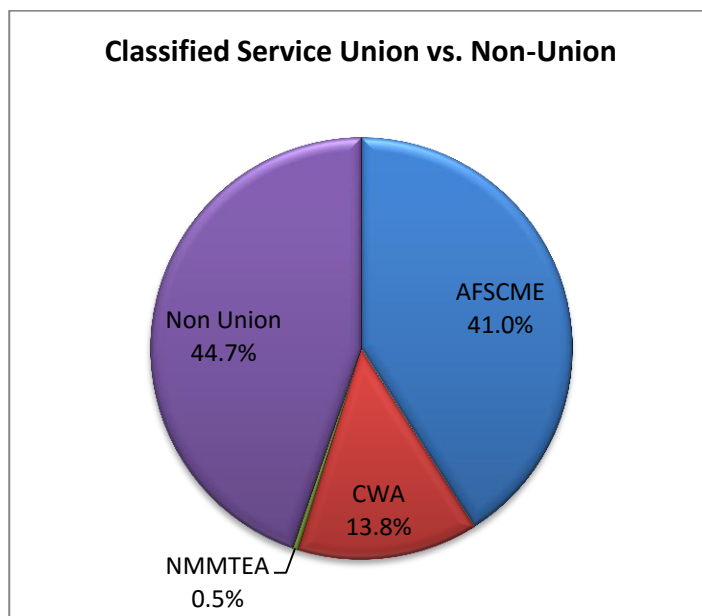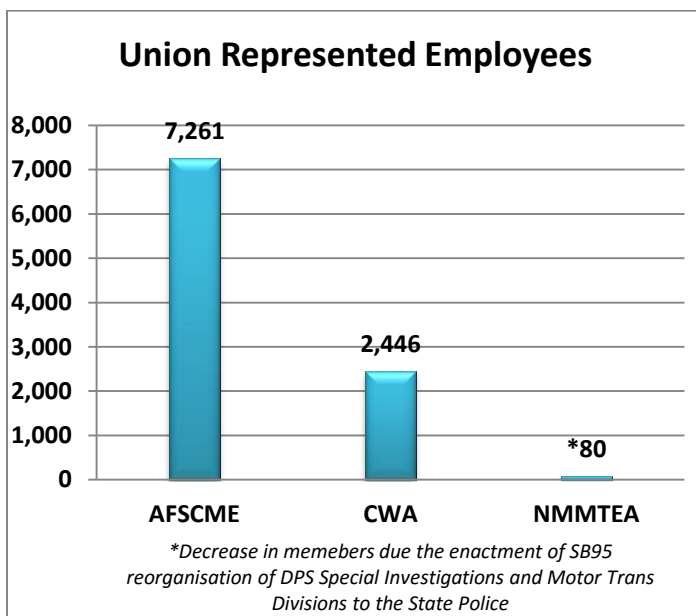
## Labor Relations Division At A Glance

| | |
|---|---|
| **Total number of union grievances filed by each union:** | 20: AFSCME filed 16, CWA filed 4 |
| **Average cost paid by the state for arbitrations and disciplinary appeals this quarter:** | $5,919 |
| **Total number of disciplinary actions appealed to an arbitrator by each union:** | AFSCME appealed 9, CWA appealed 2 |

## Union Represented vs. Non Union

 During the first quarter of the FY 2016, a total of 20 union grievances were filed. Of the 20 grievance filed, 16 grievances were filed by AFSCME and four (4) were filed by CWA. Out of the 20 union grievances filed, two (2) were settled, six (6) timed out (a.k.a. Dead on Time), one (1) was withdrawn and 11 of the remaining grievances remain pending.

## Union Represented Employees



*Decrease in memebers due the enactment of SB95 reorganisation of DPS Special Investigations and Motor Trans Divisions to the State Police*

AFSCME: 7,261
CWA: 2,446
NMMTEA: *80

## Classified Service Union vs. Non-Union
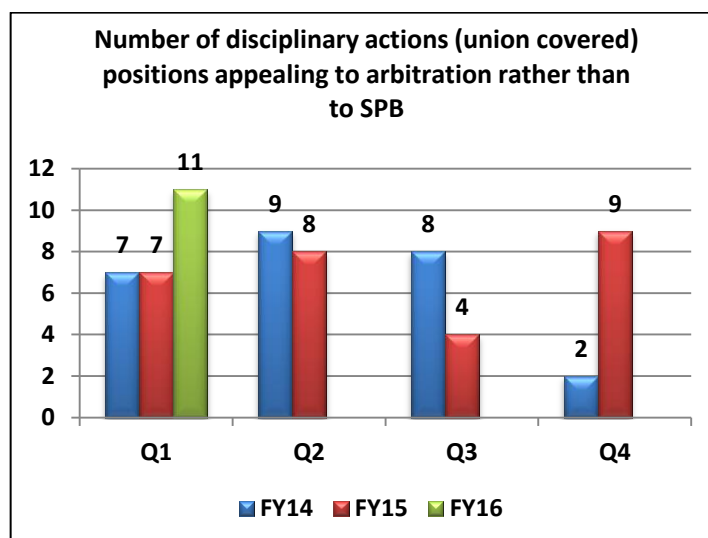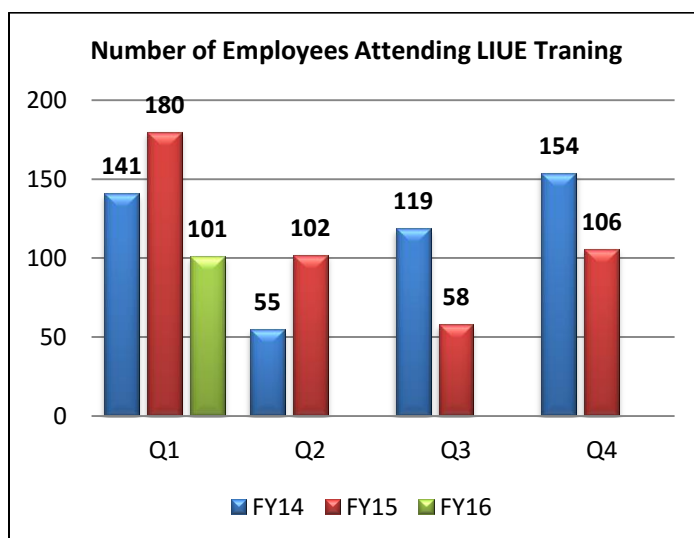


Non Union 44.7%
AFSCME 41.0%
CWA 13.8%
NMMTEA 0.5%

There were 11 disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the first quarter. Nine (9) were invoked by AFSCME, and two (2) were invoked by CWA. In comparison, three (3) bargaining unit employees chose to appeal their discipline to the State Personnel Board (SPB). All three (3) appellants belong to AFSCME.

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 LRD staff visit all newly hired Human Resources (HR) Managers/Directors and their staff. One important objective of the visit is to inform the newly hired HR Manager/Director of the specific ways the LRD can help them. We approach 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 conducted a survey with the purpose of obtaining quantitative and qualitative data from agencies LRD provides services to. LRD plans to use the survey data to determine key areas of focus for calendar year 2016. The interpretive results will be provided released in the second quarter of FY 2016.

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

Therefore, 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) and (2) LIUE Refresher classes. A total of 46 managers, supervisors, attorneys and HR Professionals attended LIUE training and 55 managers, supervisors, attorneys and HR Professionals attended LIUE Refresher training for a total of 101 employees trained in LIUE during the 1st quarter.

**Number of Employees Attending LIUE Traning**



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



LRD also conducted four (4) Workplace Investigation Trainings (WPI). During this training session 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. A total of 113 managers, supervisors, attorneys and HR Professionals attended WPI training during the 1st quarter.

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



**Average cost paid by state for arbitration**
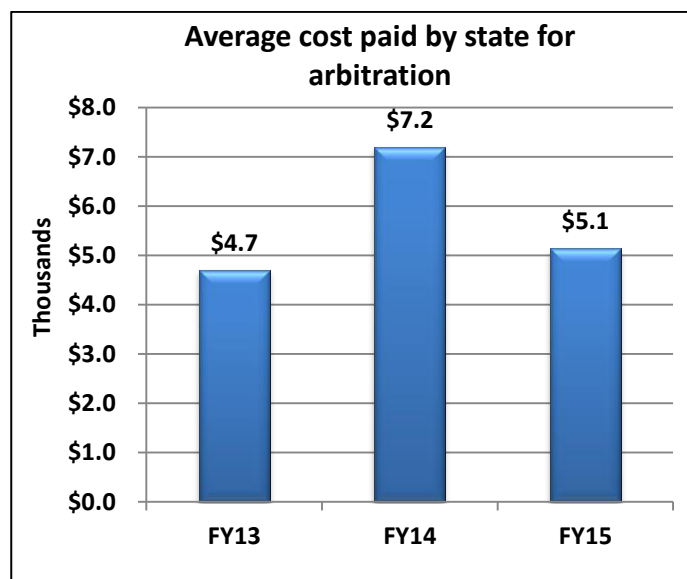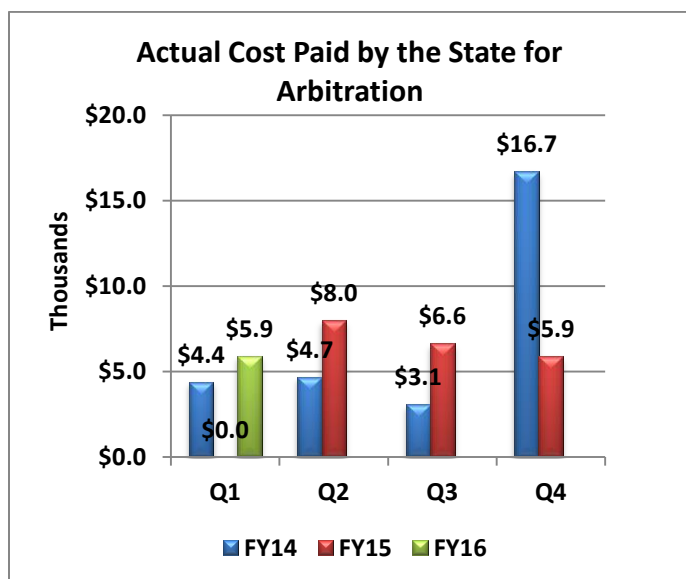
# Quarterly Performance Measures

| FY16 Approved Quarterly Performance Measures | FY16 Targets | Q1 | Q2 | Q3 | Q4 | FY16 Total |
|---|---|---|---|---|---|---|
| Average number of days to fill a position from the date of posting | 55 | 64.2 | | | | |
| Average number of days to fill a position from advertisement closure to issue of employment offer letter | 40 | 49 | | | | |
| Average number of days to advertise a position following the agency request | 10 | 5 | | | | |
| Percent of new employees who successfully complete their probationary period | 75% | 69.7 | | | | |
| Percent of "voluntary" classified employee turnover (leaving State service) | 15% | 3.5% | | | | |
| Percent of "involuntary" classified employee turnover (leaving State service) | 5% | 0.5% | | | | |
| Average State employee sick leave usage per capita | 40 Hrs. | 23.6 Hrs. | | | | |
| State employee average overtime usage per month | 16 Hrs. | 16.3 Hrs. | | | | |
| Percent of State employees receiving overtime | 25% | 17.2% | | | | |
| Average State classified employee compa-ratio | 91% | 101.8% | | | | |
| Average State classified new hire compa-ratio | 95% | 97% | | | | |
| Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board | 40 | 11 | | | | |
| Average cost paid by State for arbitration of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board | $7,500 | $5,918 | | | | |
| State-wide classified service vacancy rate | 13% | 14.7% | | | | |
| 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% | | | | |

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