



New Mexico

State Personnel Office

FY16 2nd 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

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 7.7 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.

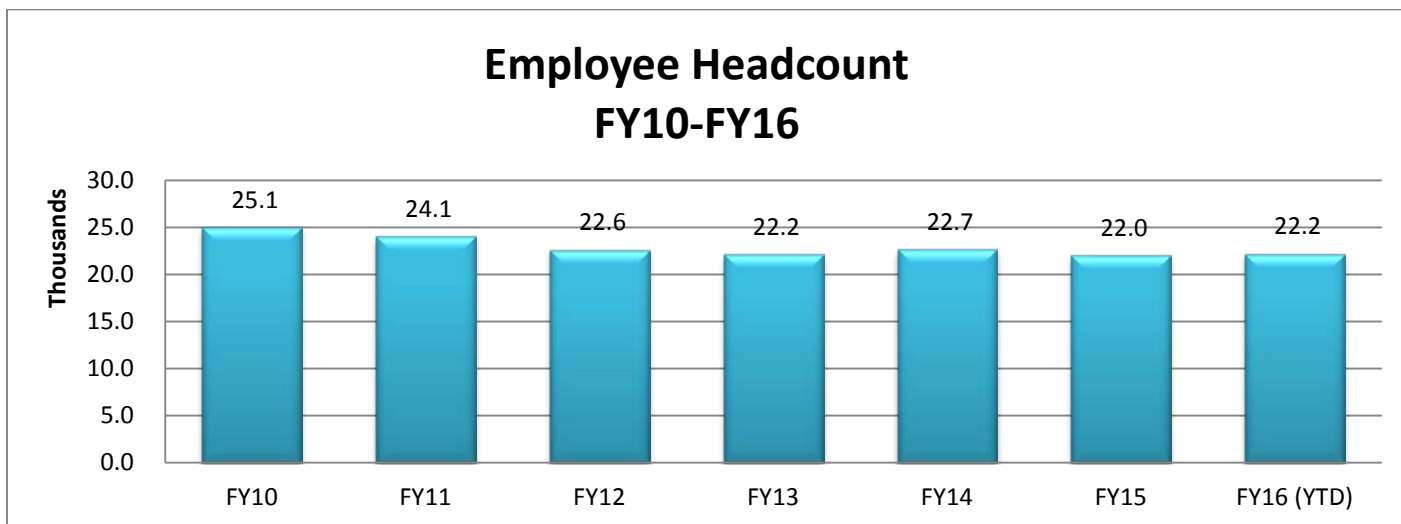
This quarter, 608 new hires were made, while 664 employees separated from State service. Included in the number of separations, 213 employees retired from state service in the second quarter of FY16. This trend is evidence of the State's continuing work to retain qualified employees. Of the entire State service, 3.3% of employees separated voluntarily, while only 0.4% separated involuntarily. The Statewide Vacancy Rate for the 2nd Quarter dropped to 14.4%. 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

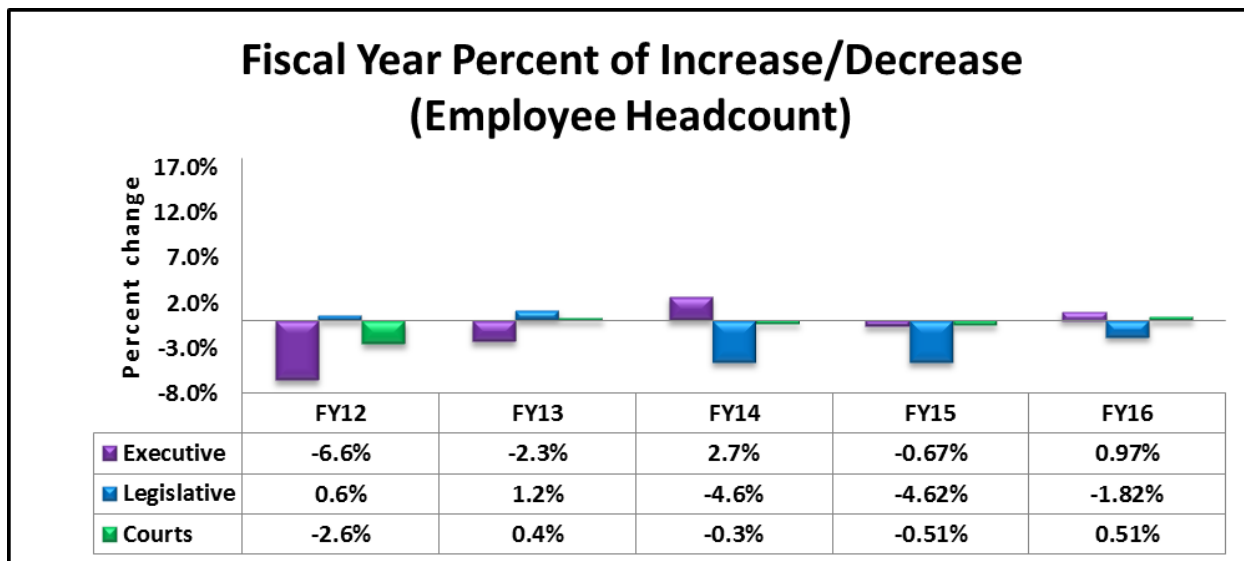
Workforce Overview

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 3rd Quarter as a result of hiring for the Legislative session.



Classified Service at a Glance (December 31, 2015)

Workforce Data	
Union Represented Employees	55.3%
Minority	63.7%
Female	54.5%
Male	45.5%

Employee Count: 17,718

Regular: 15,602

Term: 1,952

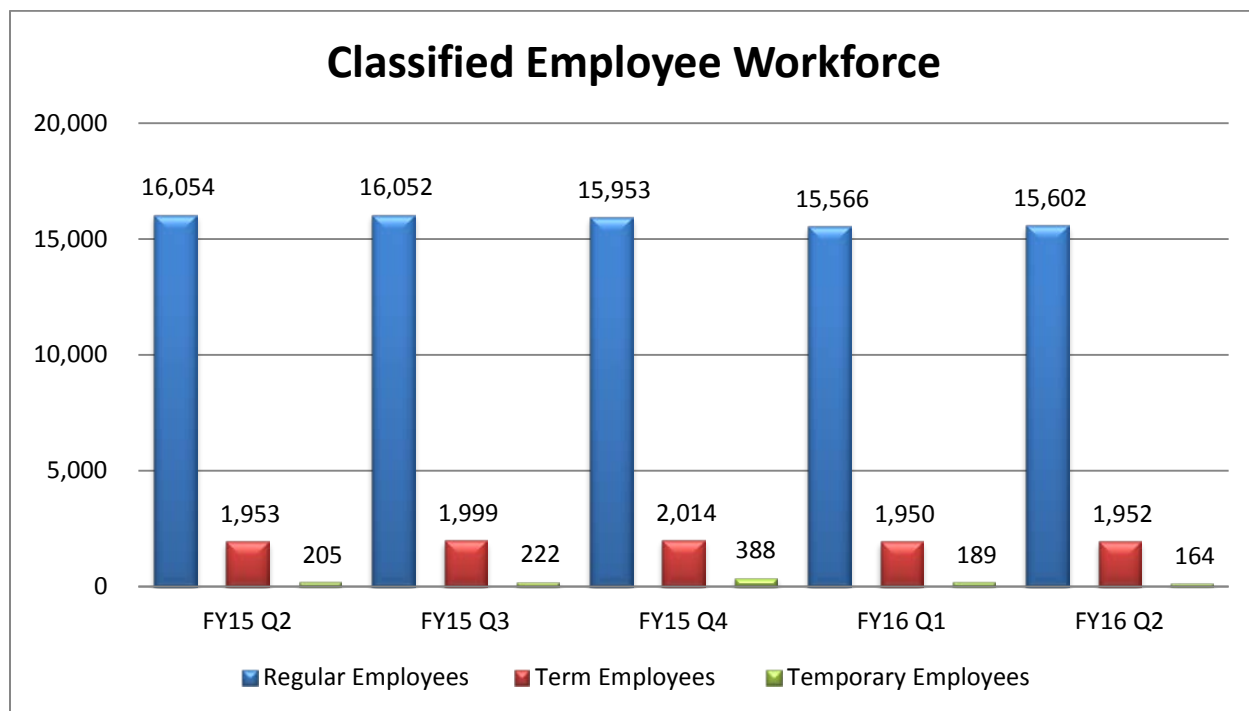
Temporary: 164

Managers: 2,192

Supervisors: 1,539

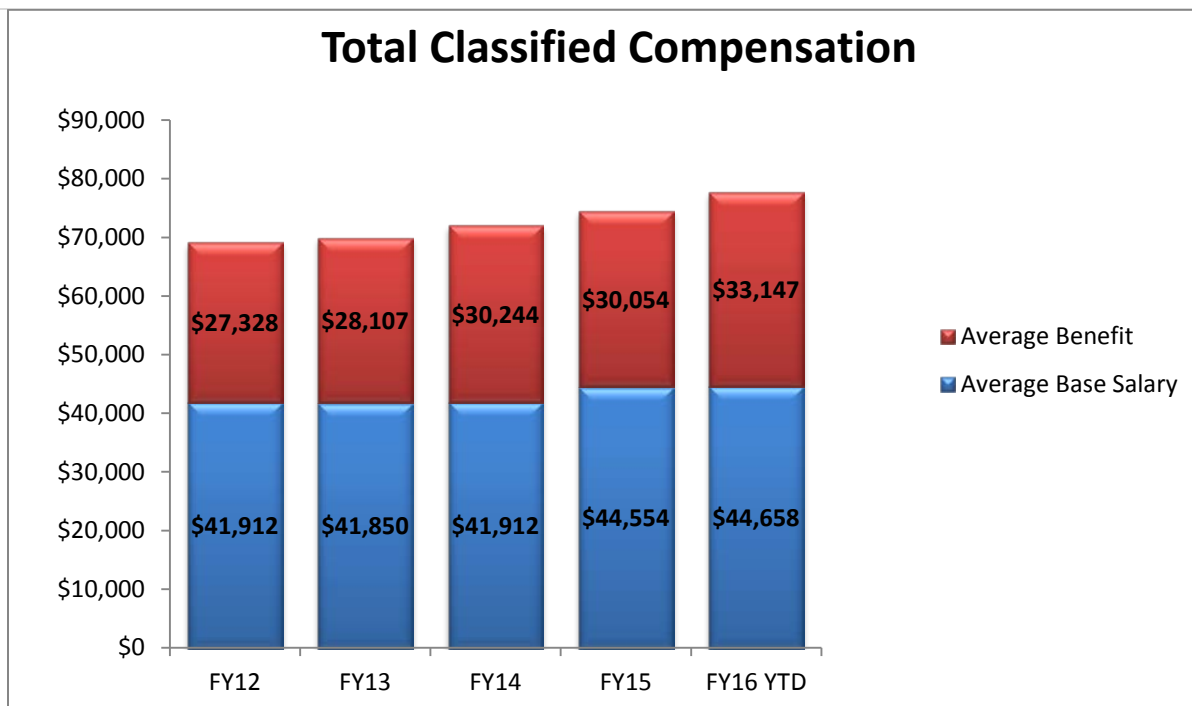
TOTAL COMPENSATION AS OF DECEMBER 31, 2015

- AVERAGE BASE SALARY
\$44,658
- AVERAGE BENEFIT
\$33,147
- AVERAGE TOTAL COMPENSATION
\$77,805
- AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO
101.9%



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 the 2nd 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%.



Multiple Components of Pay (MCOP)

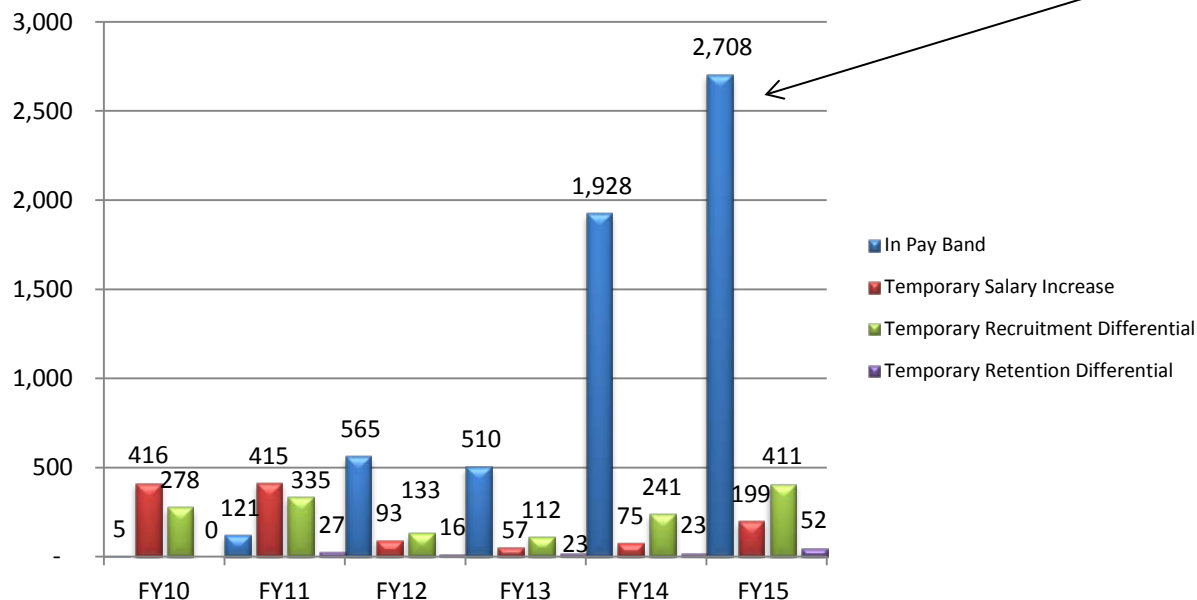
Various pay mechanisms permitted through the State Personnel Board (SPB) Rules were developed to facilitate recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **Temporary Recruitment Differentials** (TREC) 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) 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.

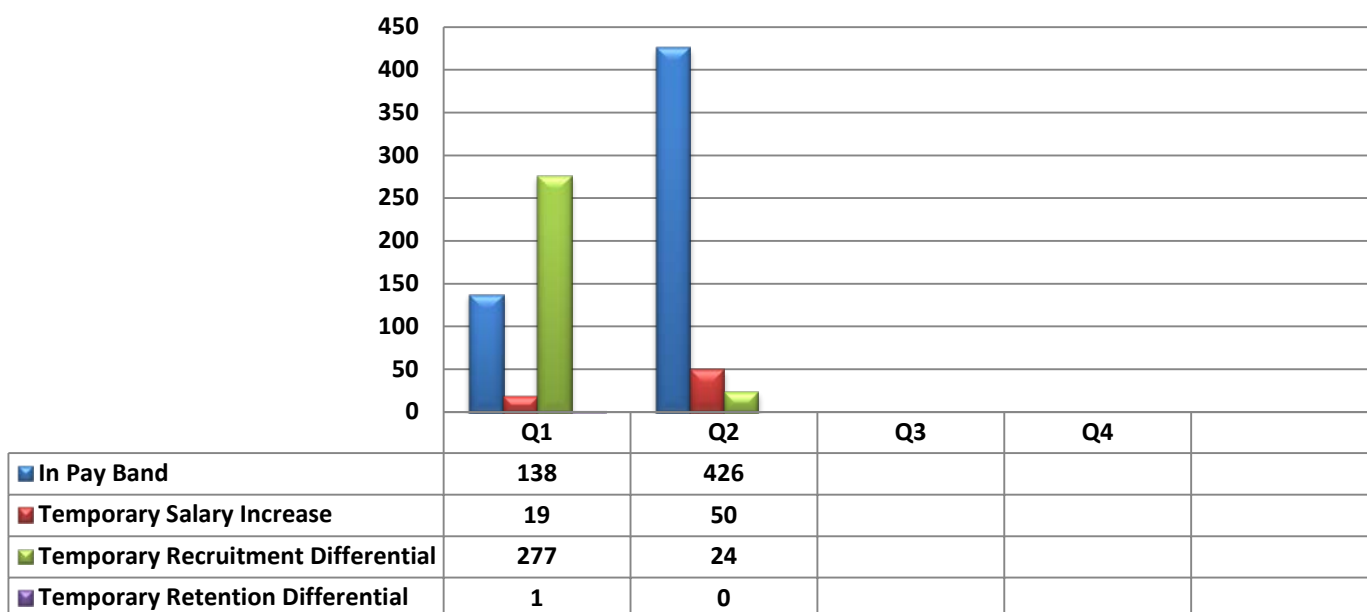
The graph on the next page shows the utilization of Multiple Components of Pay.

Multiple Components of Pay By Fiscal Year

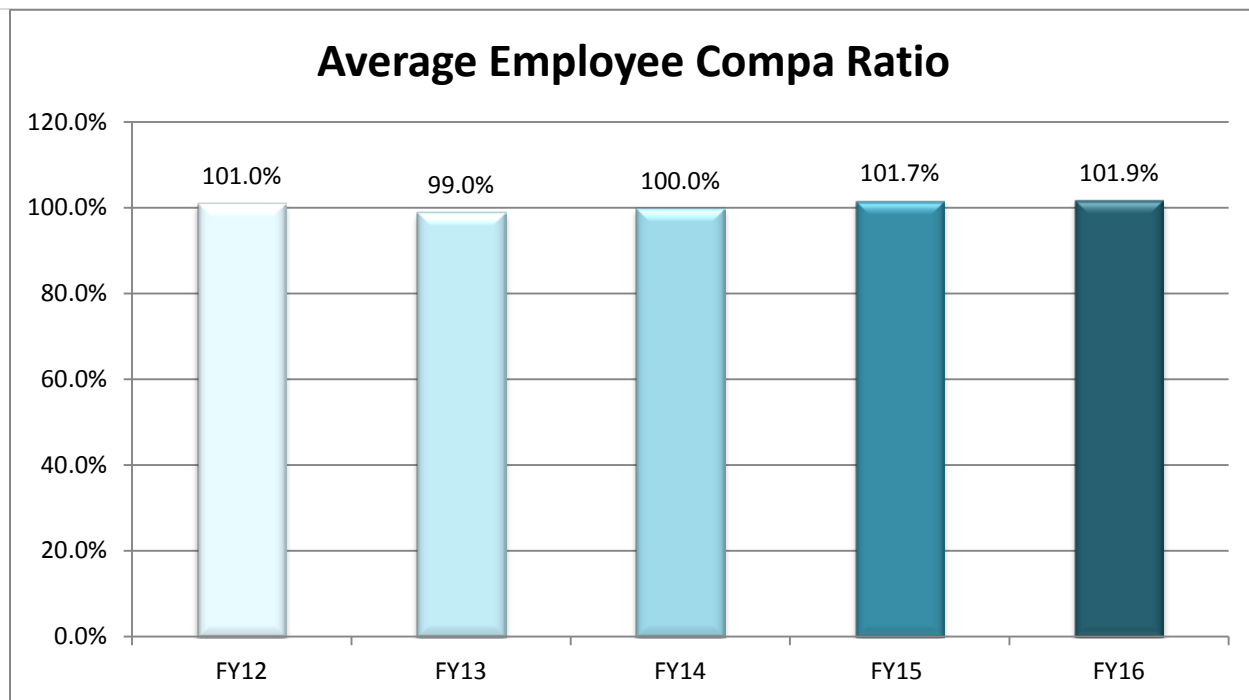


The increase in In Pay Bands (IPBs) for FY15 was primarily due to appropriations in SB313, which provided IPB funding for certain job classifications that were deemed hard to recruit and retain. These IPBs brought salaries more in line with comparator market salaries.

FY16 Multiple Components of Pay By Quarter



The increased number of in pay bands for the 2nd Quarter was due to the implementation of New Mexico Corrections Department's strategic compensation plan which included funding for numerous IPBs. The increase in the number of Temporary Salary Increases is due to the Department of Transportation renewing lead worker pay MCOPs.



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

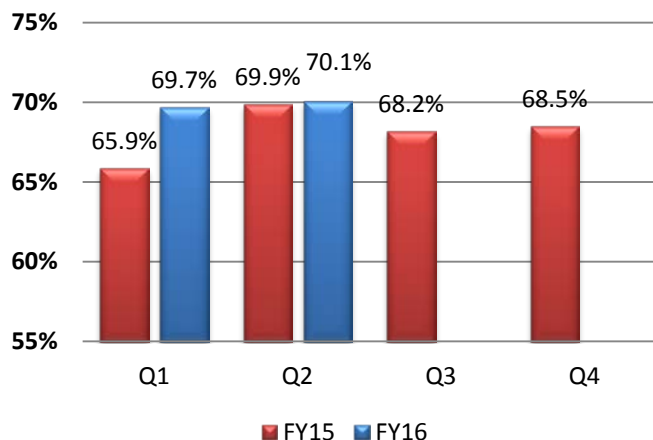
Annual Key Performance Measures

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 FY15, 56% of eligible classified employees were evaluated. Due to this measure's target not being met at the close of FY15, SPO has already begun working with agencies to provide guidance to ensure compliance in this area. In a collaborative effort, agencies are working to ensure FY15 evaluations are 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.

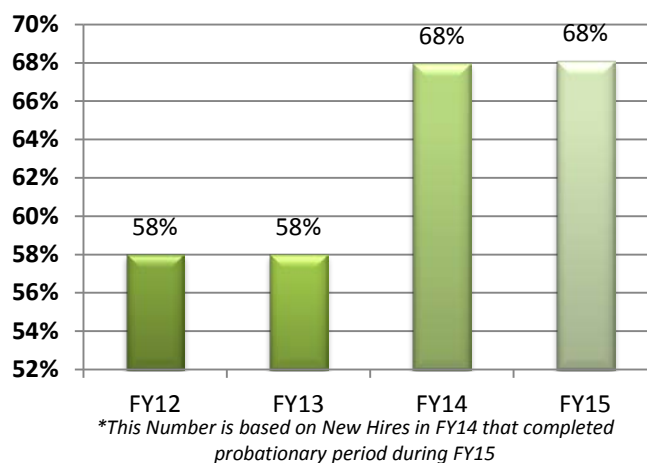
The number of employees completing their probationary period has increased steadily since the 3rd Quarter of FY15, and is up almost 4% over the same period last year. Between FY14 and FY15, employees' completing their probationary period has remained flat. This is partly a result of the reestablishment of minimum qualifications for classifications, and classification and compensation reviews.

Update: As of January 6, 2016, the percentage of FY15 evaluations completed has been revised to 81.0%. A majority of employees' evaluations were completed by 6/30/15, but were not entered into PeopleSoft (Share) by agency staff.

New Employees Who Successfully Completed Their Probationary Period By Quarter



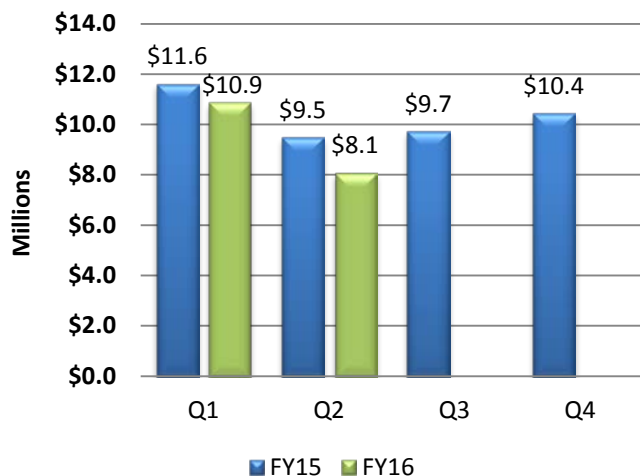
New Employees Who Successfully Completed Their Probationary Period



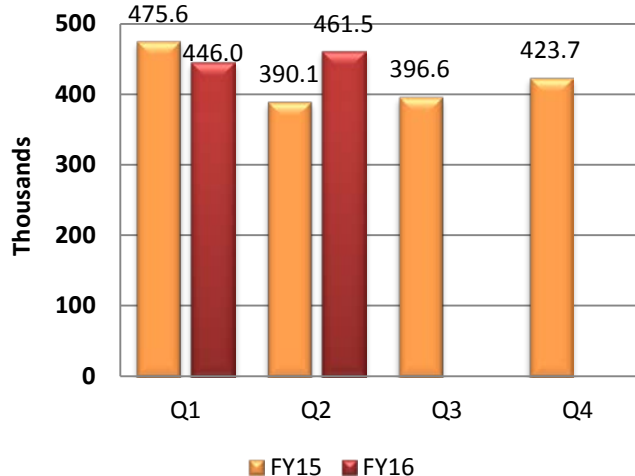
Overtime

When compared to the same time frame in FY15, the actual cost of overtime worked decreased for the 2nd 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 slightly more hours of overtime.

Overtime Cost

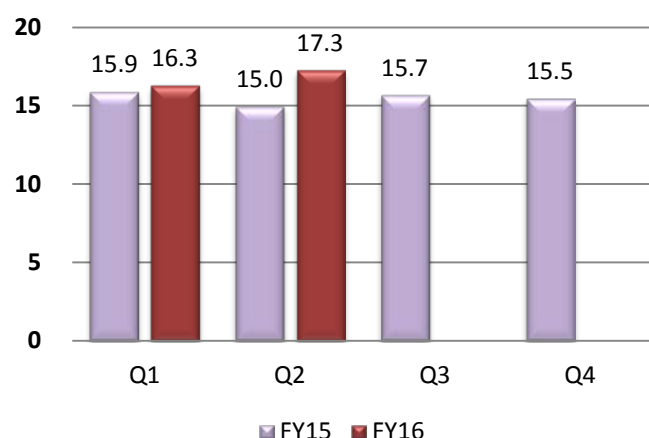


Overtime Usage

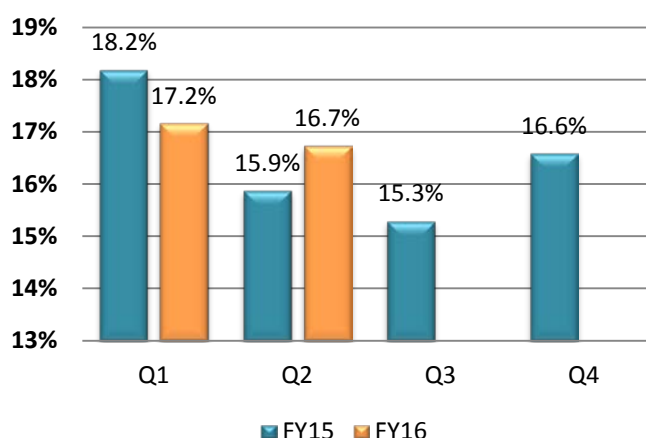


**Note: The above graphs account for both overtime accrual and payout at straight time/time and a half.*

Monthly Average Number of Overtime Hours Worked Per Employee



Average Percentage of Employee Receiving Overtime Per Month

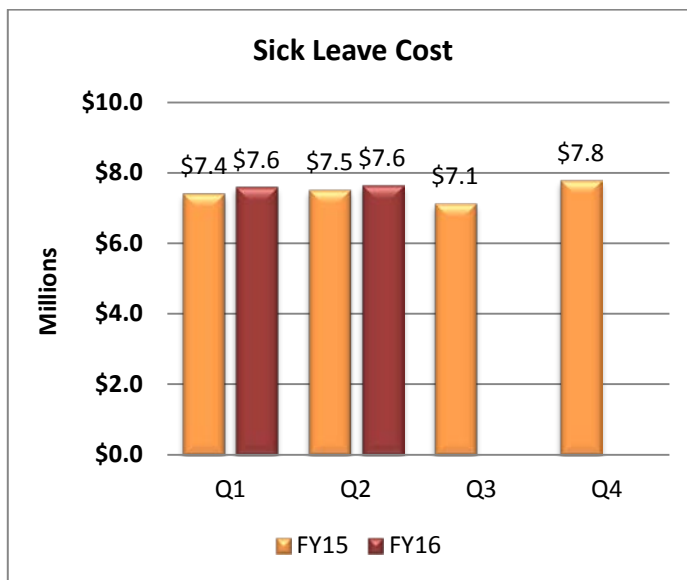
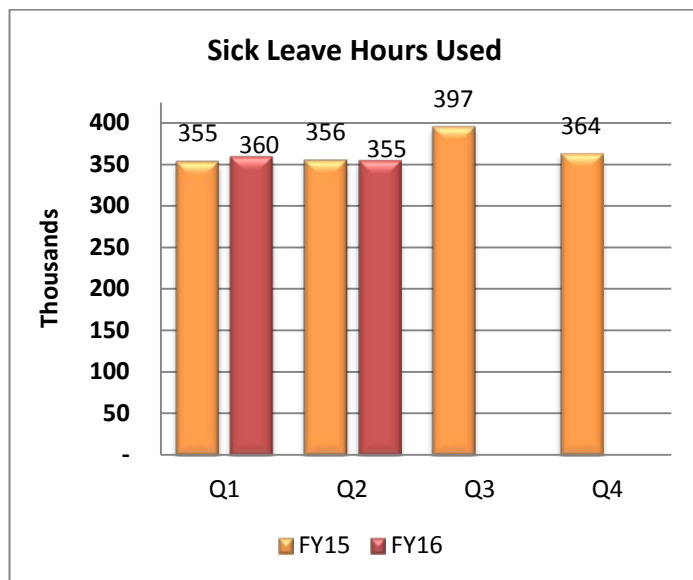


2nd Quarter Top 20 Agencies Overtime Cost and Usage

Agency	Number of Hours	Cost
Corrections Department	193,627	\$3,198,641
Department of Health	110,549	\$1,707,093
Department of Transportation	70,462	\$1,292,899
Children, Youth & Families Department	44,416	\$853,994
Department of Public Safety	6,392	\$128,348
Miners Colfax Medical Center	6,029	\$183,146
Department of Game & Fish	4,875	\$112,674
Energy, Minerals & Natural Resources Department	3,368	\$81,002
Taxation & Revenue Department	2,534	\$54,334
Department of Cultural Affairs	2,015	\$34,248
Department of Information Technology	1,875	\$44,374
Homeland Security & Emergency Management	1,674	\$43,531
General Services Department	1,214	\$24,807
Division of Vocational Rehabilitation	1,110	\$25,254
Department of Workforce Solutions	1,105	\$30,610
Department of Military Affairs	1,062	\$21,291
Environment Department	1,007	\$30,848
Public Education Department	796	\$25,544
Educational Retirement Board	790	\$18,453
Public Regulation Commission	734	\$17,605
Total Top Twenty Agencies	455,633	7,928,696
Total All Other Agencies	5,905	\$156,153
Grand Total	461,539	\$8,084,849

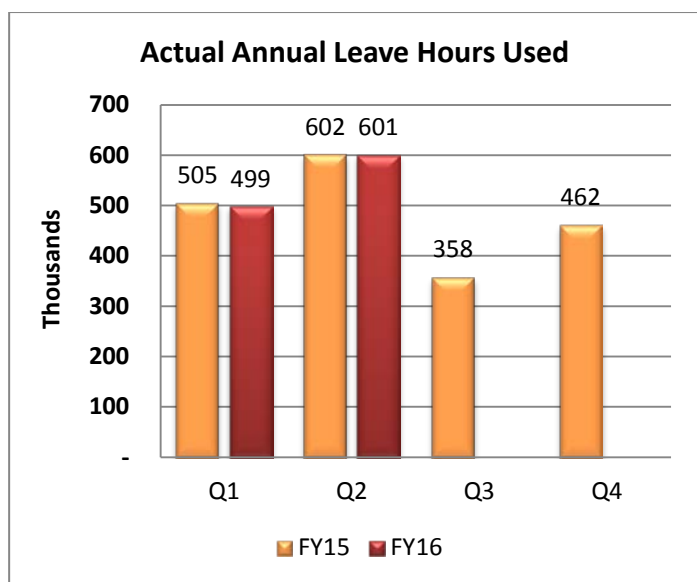
Sick Leave

Sick leave usage and cost for the 2nd Quarter of FY16 is similar to the sick leave usage and cost in the 2nd Quarter of FY15. Overall, sick leave hours used in the 2nd Quarter of FY16 is down when compared to the 1st Quarter of FY16. Costs remain stable for the two quarters.



Annual Leave

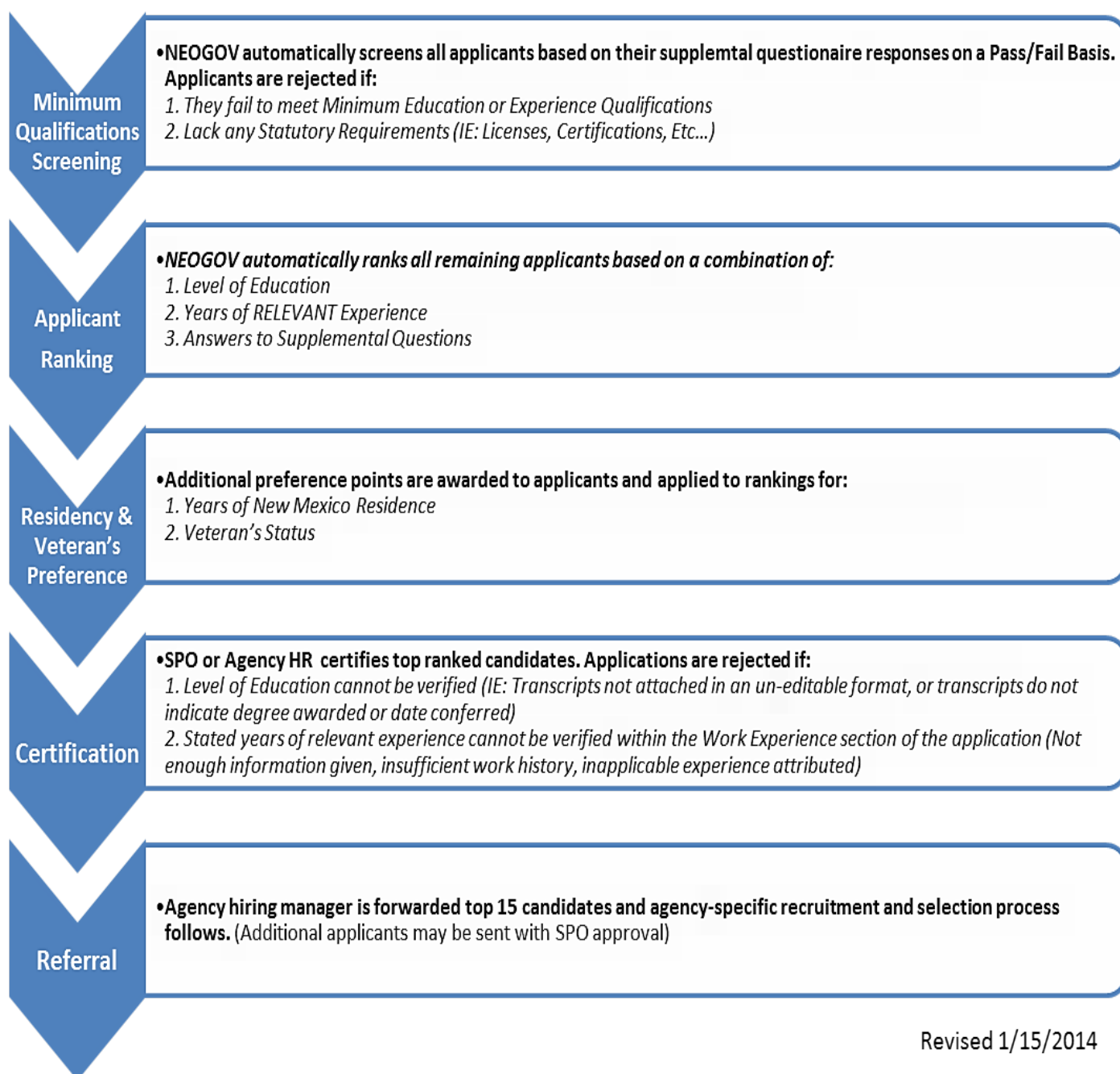
The following graphs show annual leave use and associated budgetary impact. During the 2nd Quarter of FY16, annual leave use and costs increased significantly over the 1st Quarter, consistent with annual trends. This is due to employees reducing their annual leave balances to 240 hours at the end of the calendar year, prior to those hours in excess of 240 being automatically reduced, pursuant to SPB Rules. Please note the graph below shows that the cost of annual leave was slightly increased when compared to the same timeframe in 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. Every position advertised through SPO follows the same process. The graphic below details this process.

Steps Followed Once an Applicant Applies for a Position



Revised 1/15/2014

SPO continues to work with agencies on improving the quality of their advertisements, in order to strengthen their applicant pool. This requires agency 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

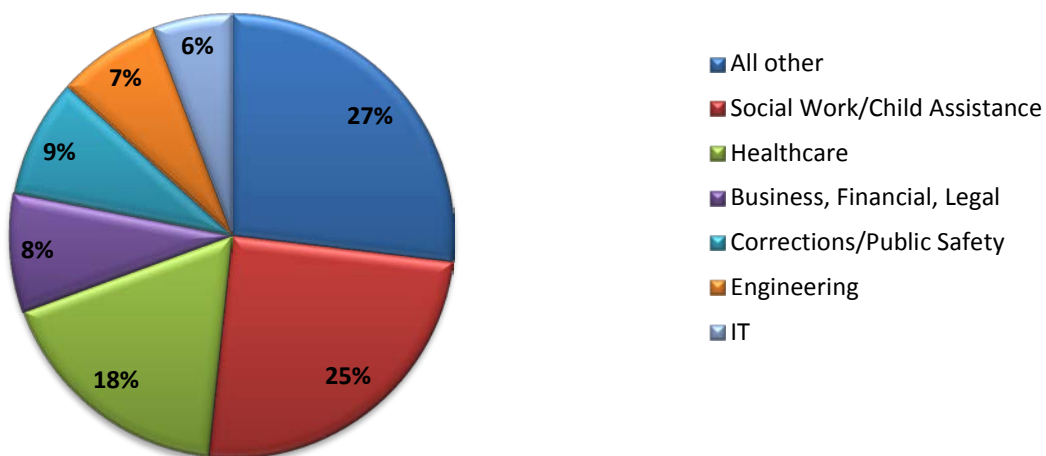
Driven, focused questions based on specific position needs.

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

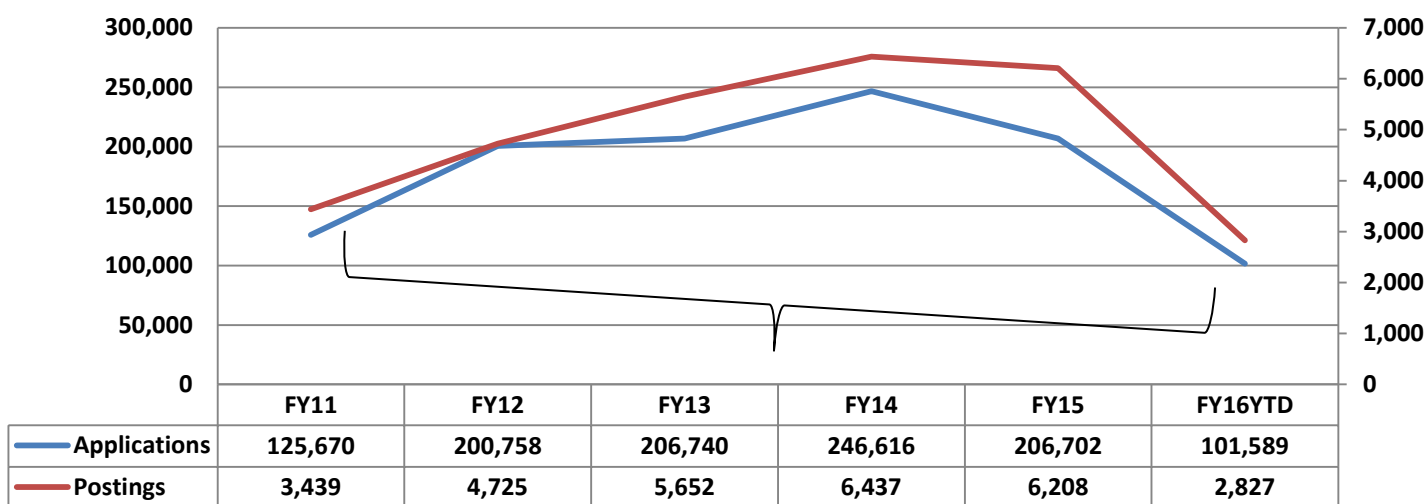
A continuous advertisement is used when an agency has a hard to fill position and will benefit from an advertisement that remains open until the position is filled. Continuous advertisements are beneficial because they allow an agency to receive a steady flow of applicants. Some positions are difficult 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 43% of continuous advertisements were for positions in a health related field, or for Child Protective Services Case Workers.

2nd Quarter Continuous Job Postings



Applications

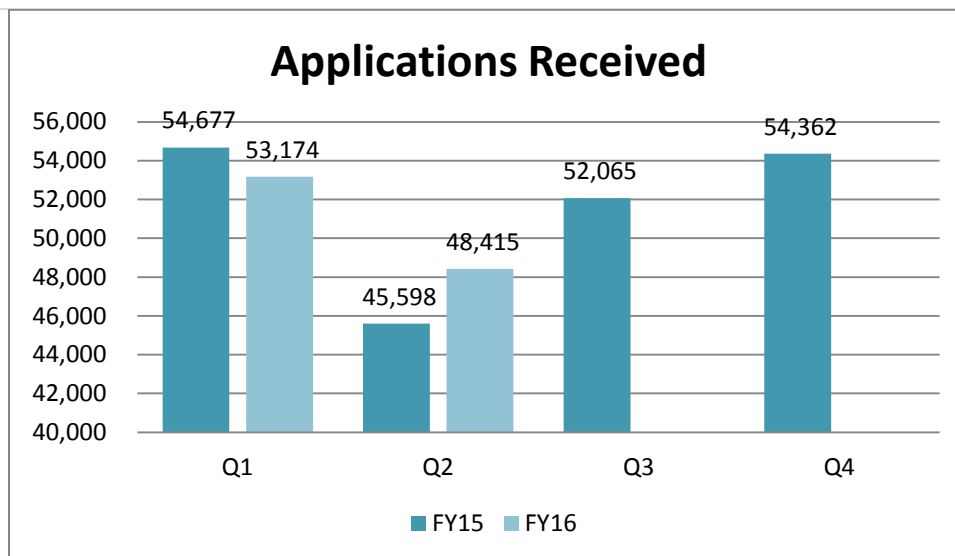
Job Postings & Applications Received - FY11 to FY16 YTD



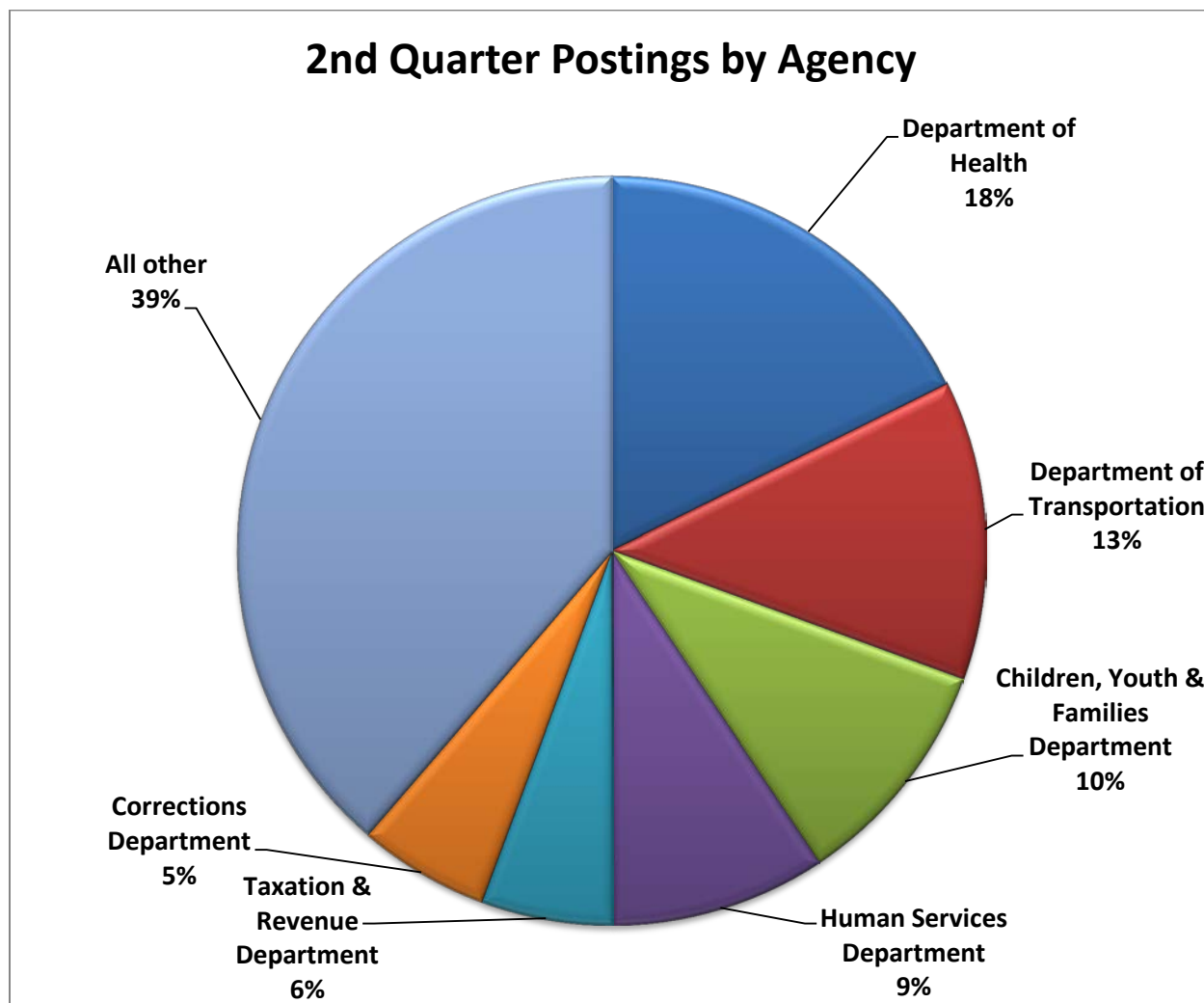
The total views of posted applications have increased since 2012, as seen below. Since 2012, posted advertisements on NEOGOV have been viewed over 13 million times. There have been 575,309 views this quarter.

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	1,181,298



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. As illustrated below, six agencies represent 65% of all jobs advertised this quarter.

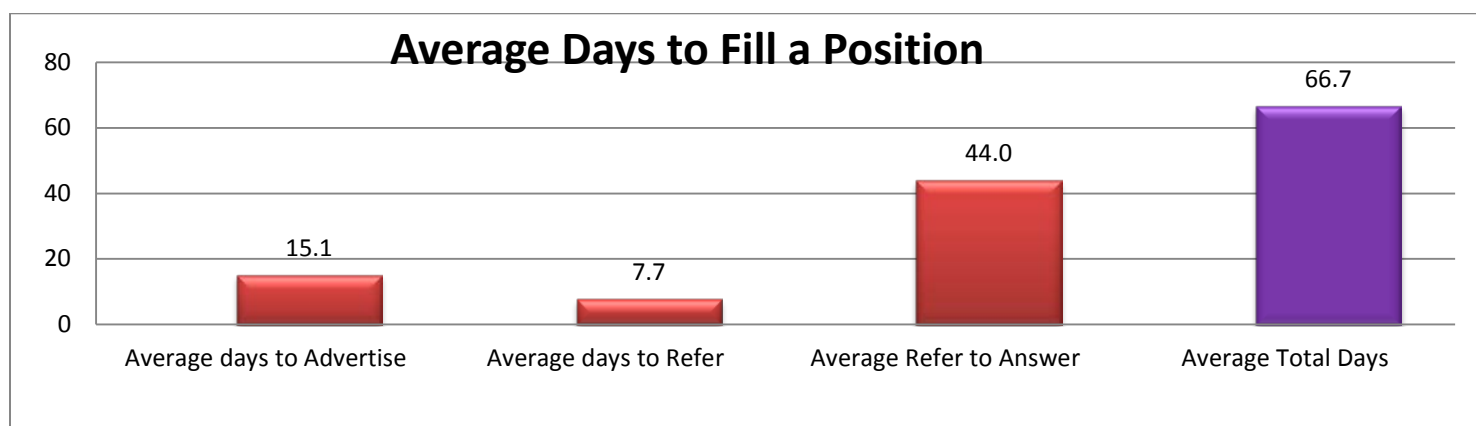


2nd Quarter Top 20 Highest Posting Agencies

Agency	Advertisements	Views	Applications Received
Department of Health	253	78,046	6,263
Department of Transportation	185	46,322	3,460
Children, Youth & Families Department	144	72,217	6,123
Human Services Department	133	58,594	5,093
Taxation & Revenue Department	82	26,960	2,728
New Mexico Corrections Department	81	26,198	2,085
Environment Department	65	37,591	1,754
Energy, Minerals & Natural Resources Department	38	13,298	555
Department of Public Safety	37	16,547	1,141
Office of the State Engineer	31	10,768	564
Department of Workforce Solutions	28	17,027	1,387
Regulation & Licensing Department	28	12,537	1,362
Miners Colfax Medical Center	27	2,944	231
Aging & Long-Term Services Department	25	14,567	1,043
Department of Game & Fish	25	15,281	1,031
Public Education Department	25	16,560	751
General Services Department	23	8,242	652
Division of Vocational Rehabilitation	19	7,481	713
Department of Finance & Administration	15	6,023	441
Department of Information Technology	11	5,657	256
State Land Office	11	5,705	572
Office of the Superintendent of Insurance	11	5,611	387
Workers' Compensation Administration	11	7,942	797
Total	1,308	512,118	39,389

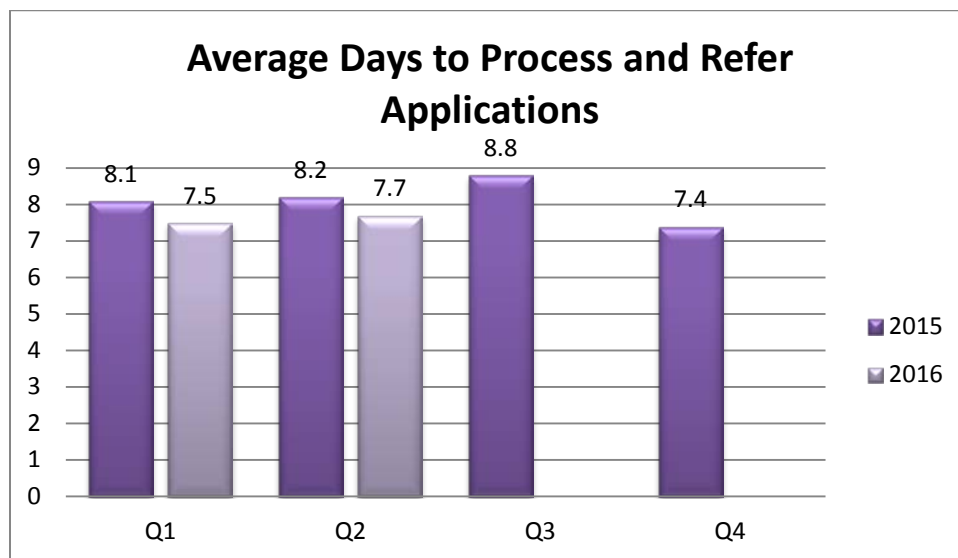
Average Days to Fill a Position by Answer Date by Agency

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 44.0 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.



****Notes on graph above:**

- Data reported is as of 12/2015.
- 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.

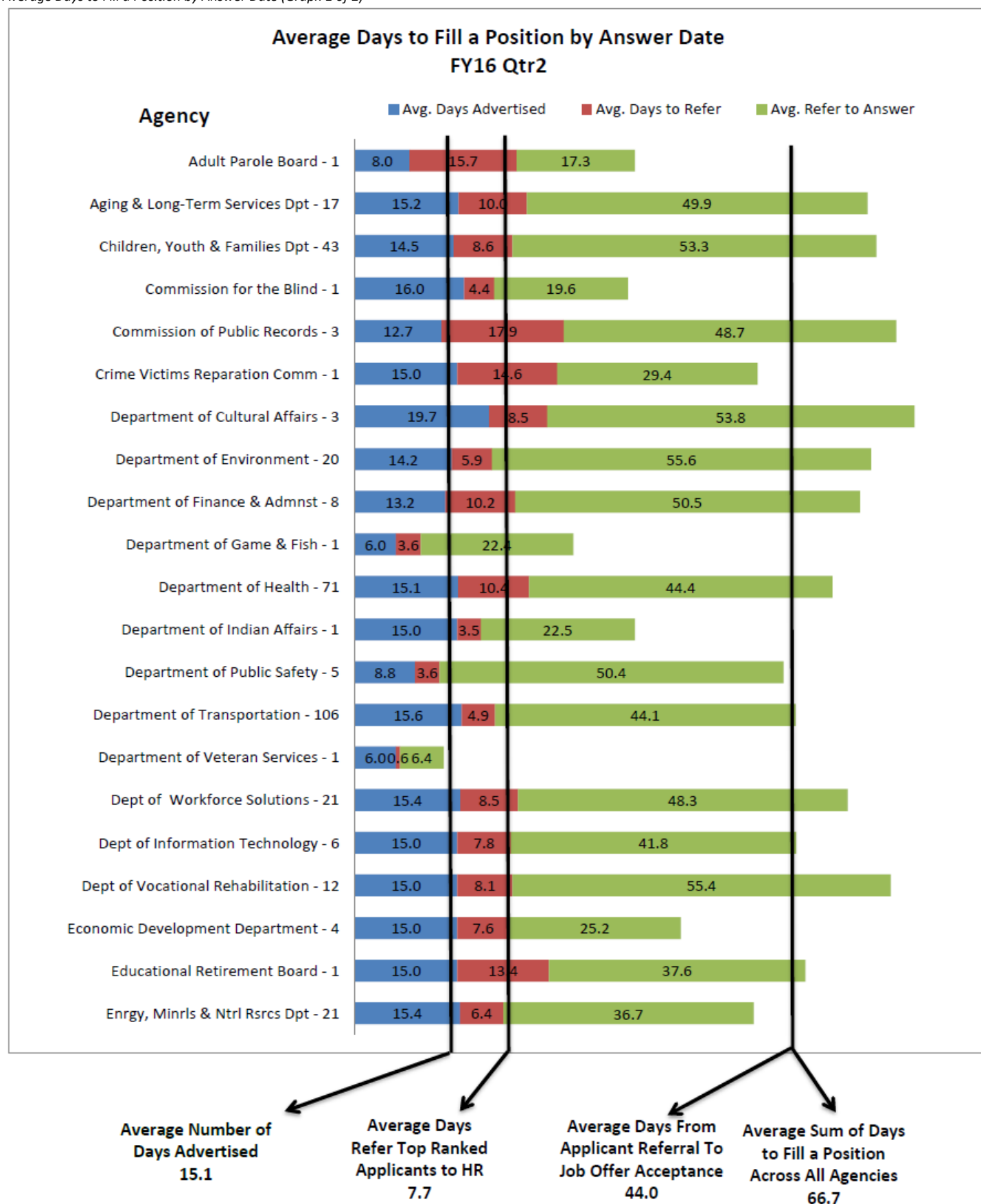
SPO provides the agency HR Manager with ongoing reports to inform them of any outstanding advertisements that have not been filled or closed out within NEOGOV. Factors exist that may impact the time to fill, such as required background checks; however, by working on the recommendations outlined above,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

How to interpret the graphs below:

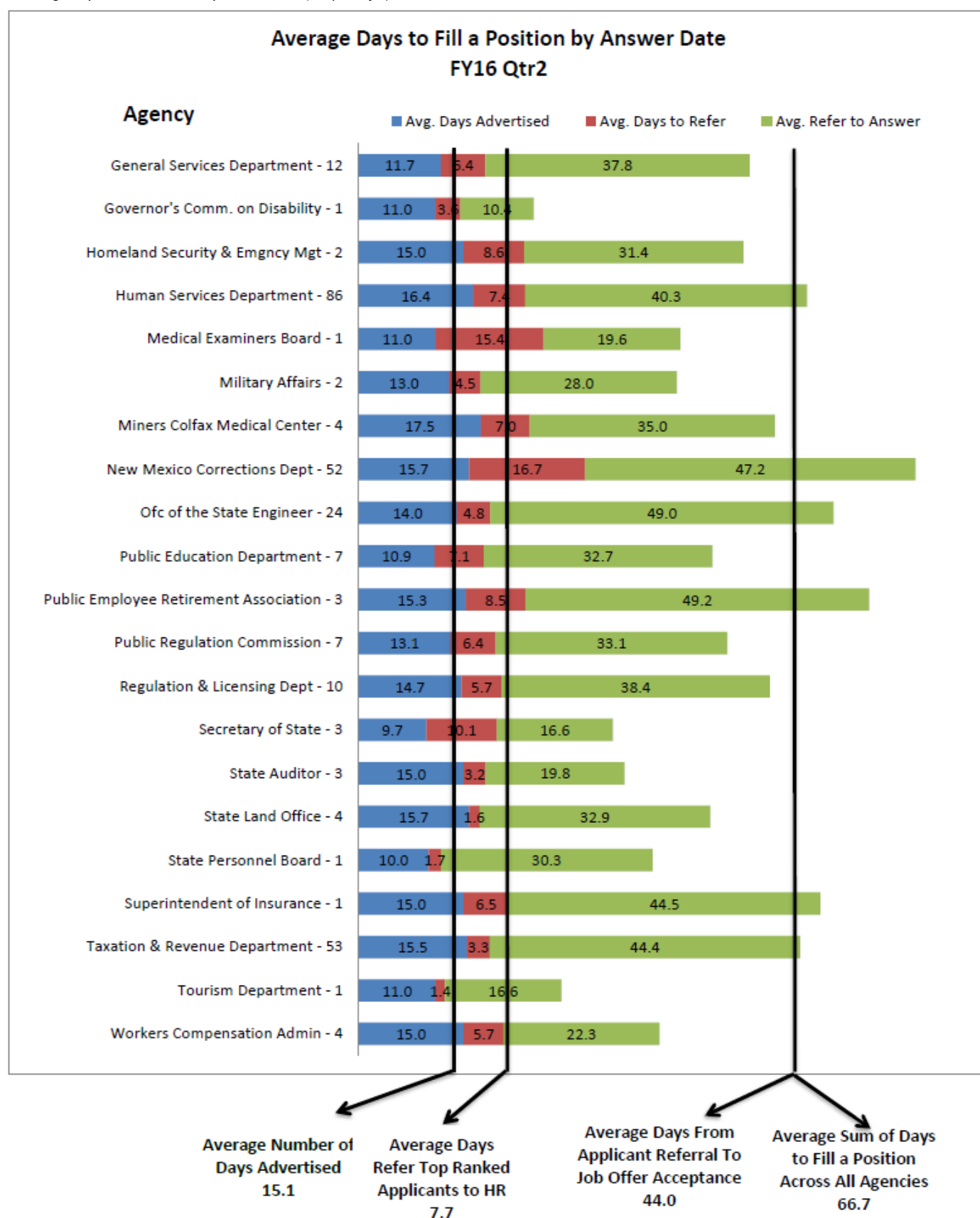
- Average Days a Job is Advertised: The average amount of time a job (excluding continuous postings) is advertised on NEOGOV.
- Average Days to Refer Top Ranked Applicants to Hiring Manager: The average amount of time taken by HR professionals to review the top ranked applicants and forward them to the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

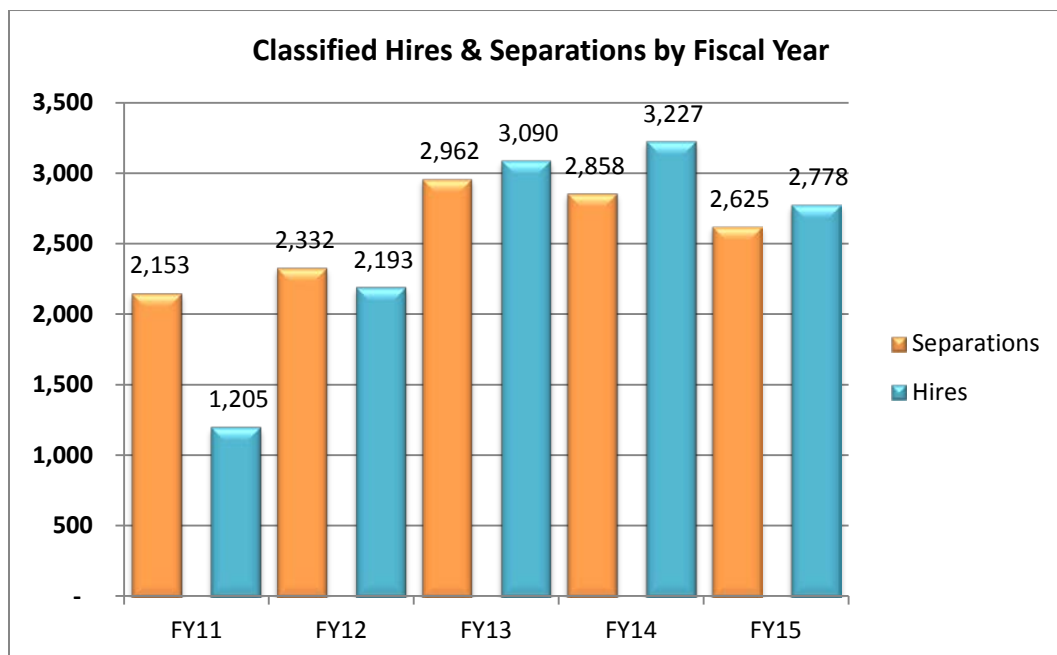


Classified Service Hires and Separations

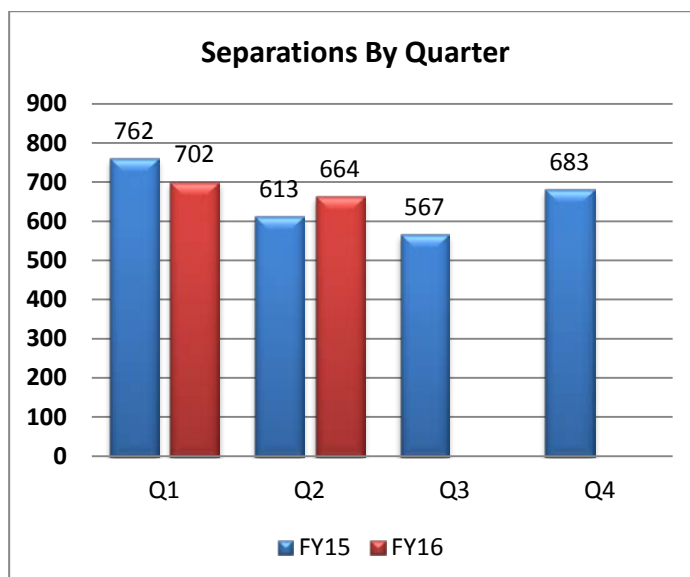
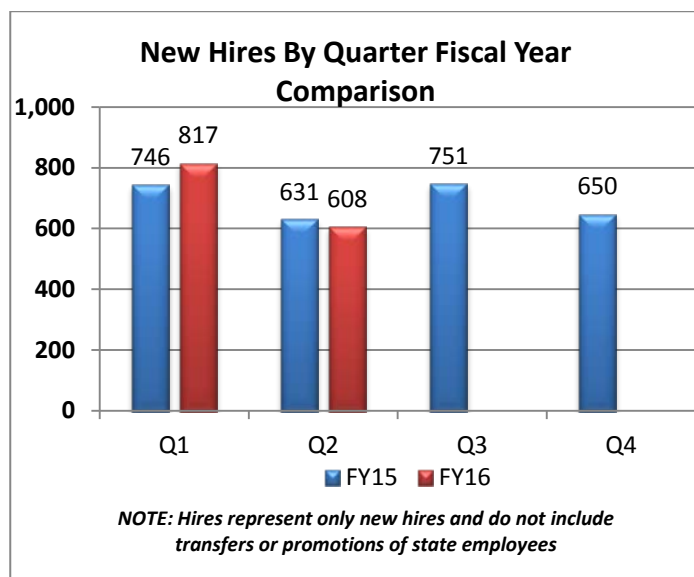
In FY15, 2,778 positions in the State's Classified Service were filled. This is directly attributed to continued efforts to fill and properly classify vacant, budgeted positions. The high number of hires has created a positive impact on the delivery of services and improved employee morale throughout 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.

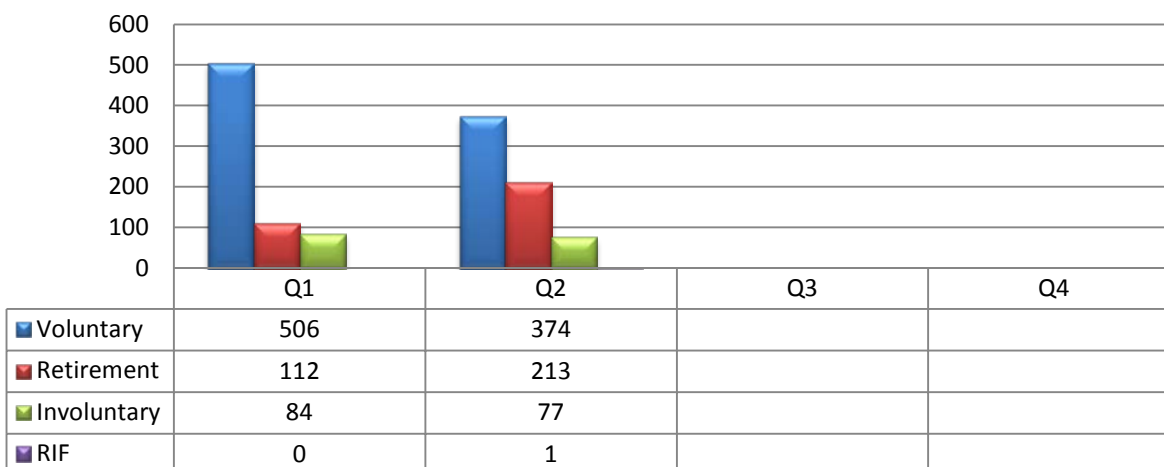
New Employee Hires by Fiscal Year (FY11-FY15)



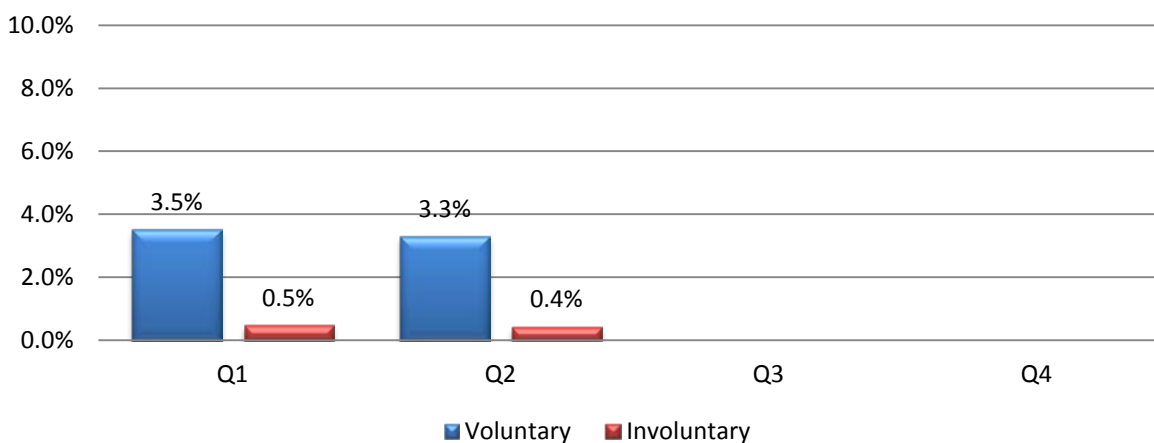
FY16 New Employee Hires & Separations by Quarter



Classified Employee Separation Reason



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



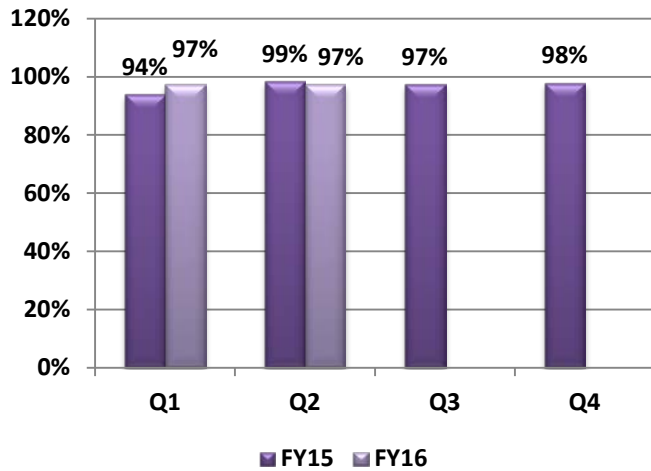
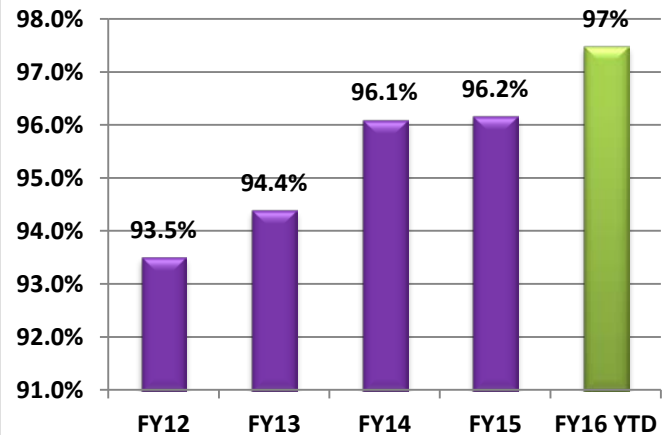
The graph above shows the separation rate of classified employees as a percentage of the total Classified Service population. Of the 664 separations this quarter, 3.3% were voluntary, and 0.4% were involuntary.

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.

New Hire Compa-Ratio By Quarter**Average New Hire Compa-Ratio By Fiscal Year**

FY16 2nd Quarter New Employee Hire Compa-Ratio by Pay Band

Pay Band	Average Compa-Ratio	# of Employees
25	93.6%	19
30	88.1%	24
35	86.2%	74
40	102.5%	30
45	103.2%	33
50	99.1%	46
55	96.4%	101
60	88.6%	96
65	100.6%	77
70	104.6%	35
75	110.1%	26
80	108.2%	34
85	105.6%	8
90	105.3%	4
95	126.9%	1
96	93.6%	19
98	88.1%	24
99	86.2%	74
Grand Total	96.9%	608

FY16 2nd Quarter New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	9	13	41	7%
American Indian	15	6	21	3%
Asian	6	4	10	2%
Caucasian	99	75	174	54%
Hispanic	163	156	325	53%
Not Specified	33	29	62	10%
Grand Total	325	283	608	100.0%
% Per Gender Group	53%	47%		

FY16 2nd Quarter Classified Employee Separations by Reason

Reason	Q1 # of Employees	Q2 # of Employees	Q3 # of Employees	Q4 # of Employees
Accepted New Job (Competitor)	20	21		
Accepted New Job (Non-Competitor)	10	12		
Separation due to poor Attendance	19	18		
Death	6	9		
Disability Retirement	6	12		
Discharge	0	5		
Dissatisfied Working Conditions	3	2		
Dissatisfied with Pay	0	1		
Dissatisfied with Supervision	1	0		
No Show Employee	1	0		
Early Retirement	5	3		
End of Appointment	5	1		
Failed Condition of Employment	6	6		
Falsified Qualifications	1	1		
Family Reasons	6	1		
Health Reasons	4	7		
Illness in Family	2	1		
Insubordination	1	2		
Misconduct	35	30		
Mutual Consent	1	0		
Non-Job Connected Medical	2	2		
Normal Retirement	99	191		
Other Medical	3	2		
Personal Reasons	48	36		
Quit without Notice	17	26		
Reduction in Force (RIF)	0	1		

Relocation	12	5		
Resignation	353	248		
Resignation-Other Position	7	8		
Return to School	9	0		
Unforeseen Circumstances	2	1		
Unsatisfactory Performance	13	5		
Vested Retirement	2	7		
Violation of Rules	3	1		
Grand Total	702	665		

FY16 2nd Quarter Classified Employee Separations by Agency

Agency	Number of Employees
Administrative Hearings Office	1
Aging & Long-Term Services Department	7
Children, Youth & Families Department	77
Commission for the Blind	2
Department of Cultural Affairs	13
Environment Department	30
Department of Finance & Administration	4
Department of Game & Fish	8
Department of Health	166
Indian Affairs Department	1
Department of Public Safety	14
Department of Transportation	64
Department of Veteran Services	1
Department of Workforce Solutions	12
Department of Information Technology	8
Division of Vocational Rehabilitation	9
Economic Development Department	1
Educational Retirement Board	2
Energy, Minerals & Natural Resources Department	13
EXPO New Mexico	1
Gaming Control Board	1
General Services Department	6
Governor's Commission on Disability	1
Higher Education Department	3
Homeland Security & Emergency Management	4
Human Services Department	65
Livestock Board	2
Department of Military Affairs	4
Miners Colfax Medical Center	13

Agency	Number of Employees
Corrections Department	55
Office of the State Engineer	7
Office of African American Affairs	1
Public Education Department	8
Public Regulation Commission	2
Regulation & Licensing Department	11
Secretary of State	1
State Auditor	1
State Land Office	4
State Personnel Board	2
State Racing Commission	1
State Treasurer's Office	1
Office of the Superintendent of Insurance	1
Taxation & Revenue Department	30
Tourism Department	2
Workers' Compensation Administration	4
Grand Total	664

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 is 10.40%. 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

2 nd Quarter Statewide Turnover						Reasons for Leaving Employment		
BU	Agency	# Emp	Total Turnover %	Voluntary Turnover %	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
30800	State Auditor	26	7.7%	7.7%	2	2	0	0
33300	Taxation & Revenue Department	892	8.1%	6.5%	72	58	14	0
33700	State Investment Council	18	0.0%	0.0%	0	0	0	0
34000	Administrative Hearings Office	13			1	0	1	0
34100	Department of Finance & Administration	129	7.8%	5.4%	10	7	3	0
34200	Public School Insurance Authority	7	28.6%	28.6%	2	2	0	0
34300	Retiree Health Care Authority	23	0.0%	0.0%	0	0	0	0
35000	General Services Department	248	3.2%	2.0%	8	5	3	0
35200	Educational Retirement Board	55	5.5%	3.6%	3	2	0	1
36100	Department of Information Technology	160	7.5%	4.4%	12	7	5	0
36600	Public Employee Retirement Association	65	6.2%	6.2%	4	4	0	0
36900	Commission of Public Records	33	9.1%	9.1%	3	3	0	0
37000	Secretary of State	41	14.6%	14.6%	6	6	0	0

2 nd Quarter Statewide Turnover						Reasons for Leaving Employment		
BU	Agency	# Emp	Total Turnover %	Voluntary Turnover %	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
37800	State Personnel Board	44	11.4%	6.8%	5	3	1	1
39400	State Treasurer's Office	20	10.0%	10.0%	2	2	0	0
40400	Board of Examiners for Architects	3	0.0%	0.0%	0	0	0	0
41700	Border Authority	2	0.0%	0.0%	0	0	0	0
41800	Tourism Department	48	6.3%	6.3%	3	3	0	0
41900	Economic Development Department	37	5.4%	5.4%	2	2	0	0
42000	Regulation & Licensing Department	241	8.7%	6.6%	21	16	2	3
43000	Public Regulation Commission	116	6.9%	6.9%	8	8	0	0
44000	Superintendent of Insurance	83	6.0%	4.8%	5	4	1	0
44600	Medical Board	11	0.0%	0.0%	0	0	0	0
44900	Board of Nursing	14	0.0%	0.0%	0	0	0	0
46000	EXPO New Mexico	16	6.3%	6.3%	1	1	0	0
46400	Board of Licensure for Professional Engineers & Professional Surveyors	3	66.7%	66.7%	2	2	0	0
46500	Gaming Control Board	47	4.3%	2.1%	2	1	1	0
46900	State Racing Commission	11	18.2%	9.1%	2	1	0	1
47900	Board of Veterinary Medicine	2	0.0%	0.0%	0	0	0	0
49500	Spaceport Authority	11	0.0%	0.0%	0	0	0	0
50500	Department of Cultural Affairs	439	3.4%	1.8%	15	8	5	2
50800	Livestock Board	58	3.4%	1.7%	2	1	1	0
51600	Department of Game & Fish	273	9.9%	8.1%	27	22	4	1
52100	Energy, Minerals & Natural Resources Department	376	7.2%	4.0%	27	15	12	0
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0	0	0
53900	State Land Office	126	11.1%	10.3%	14	13	1	0
55000	Office of the State Engineer	292	8.9%	7.5%	26	22	3	1
60300	Office of African American Affairs	5	20.0%	20.0%	1	1	0	0
60400	Commission for Deaf & Hard of Hearing	14	0.0%	0.0%	0	0	0	0
60600	Commission for the Blind	58	5.2%	3.4%	3	2	1	0
60900	Indian Affairs Department	10	20.0%	10.0%	2	1	1	0
62400	Aging & Long-Term Services Department	212	8.0%	6.1%	17	13	4	0
63000	Human Services Department	1,693	8.7%	7.2%	148	122	18	8
63100	Department of Workforce Solutions	425	6.6%	5.9%	28	25	2	1
63200	Workers' Compensation Administration	105	8.6%	6.7%	9	7	2	0
64400	Division of Vocational Rehabilitation	248	7.7%	6.0%	19	15	3	1
64500	Governor's Commission on Disability	15	6.7%	0.0%	1	0	0	1
64700	Developmental Disabilities Planning Council	15	0.0%	0.0%	0	0	0	0
66200	Miners Colfax Medical Center	191	9.4%	7.3%	18	14	3	1
66500	Department of Health	3,197	8.6%	6.9%	276	219	35	22
66700	Environment Department	546	8.8%	4.9%	48	27	20	1
66800	Office of Natural Resources Trustee	3	0.0%	0.0%	0	0	0	0

2 nd Quarter Statewide Turnover						Reasons for Leaving Employment		
BU	Agency	# Emp	Total Turnover %	Voluntary Turnover %	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
67000	Department of Veteran Services	44	4.5%	4.5%	2	2	0	0
69000	Children, Youth & Families Department	1,892	8.6%	7.2%	162	137	17	8
70500	Department of Military Affairs	131	3.8%	3.8%	5	5	0	0
76000	Adult Parole Board	3	33.3%	33.3%	1	1	0	0
77000	Corrections Department	1,835	7.7%	6.5%	141	119	13	9
78000	Crime Victims Reparation Commission	17	0.0%	0.0%	0	0	0	0
79000	Department of Public Safety	386	7.0%	5.7%	27	22	4	1
79500	Homeland Security & Emergency Management	43	11.6%	4.7%	5	2	2	1
80500	Department of Transportation	2,215	7.0%	5.0%	155	110	29	16
92400	Public Education Department	228	7.9%	7.0%	18	16	1	1
94900	Education Trust Board	2	0.0%	0.0%	0	0	0	0
95000	Higher Education Department	36	8.3%	5.6%	3	2	1	0
Totals		17,554	7.8%	6.2%	1,376	1,082	213	81
Percent Turnover by Reason						78.6%	15.5%	5.9%

*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 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%		
35000	General Services Department	19.2%	16.1%		
36100	Department of Information Technology	20.5%	23.7%		
42000	Regulation & Licensing Department	20.0%	19.6%		
50500	Department of Cultural Affairs	5.7%	8.3%		
51600	Department of Game & Fish	13.4%	10.7%		
52100	Energy, Minerals & Natural Resources Department	23.2%	21.5%		
55000	Office of the State Engineer	16.3%	14.3%		
62400	Aging & Long-Term Services Department	12.9%	9.1%		
63000	Human Services Department	15.7%	15.7%		
63100	Department of Workforce Solutions	18.3%	20.4%		
64400	Division of Vocational Rehabilitation	19.9%	16.5%		
66200	Miners Colfax Medical Center	2.9%	3.1%		
66500	Department of Health	14.2%	14.8%		
66700	Department of Environment	14.6%	16.4%		
69000	Children, Youth & Families Department	16.2%	14.5%		
77000	New Mexico Corrections Department	23.9%	24.8%		
79000	Department of Public Safety	17.5%	18.6%		
80500	Department of Transportation	10.9%	10.7%		
92400	Public Education Department	17.7%	14.6%		
	Grand Total	14.7%	14.4%		

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

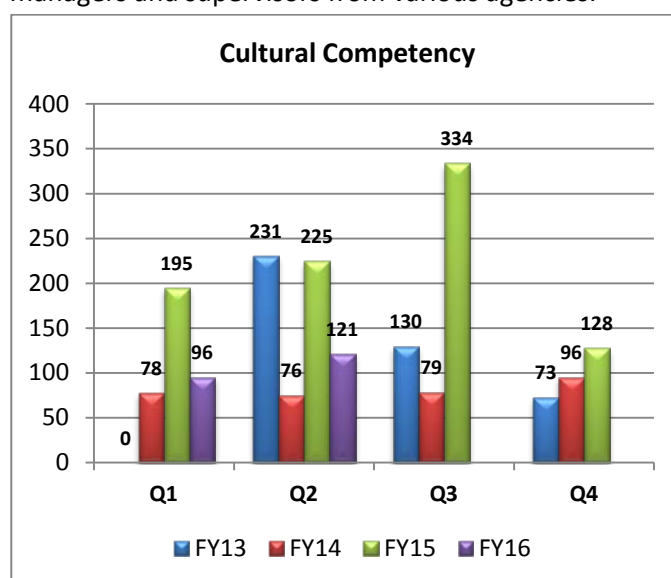
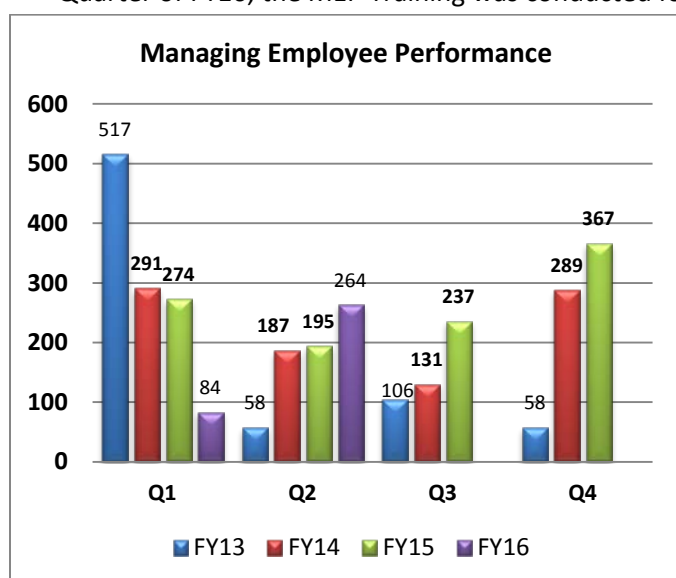
and knowledge that will help create an effective employee-manager relationship from the beginning of the employees' careers.

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 the 2nd Quarter of FY16, the MEP Training was conducted for 264 managers and supervisors from various agencies.

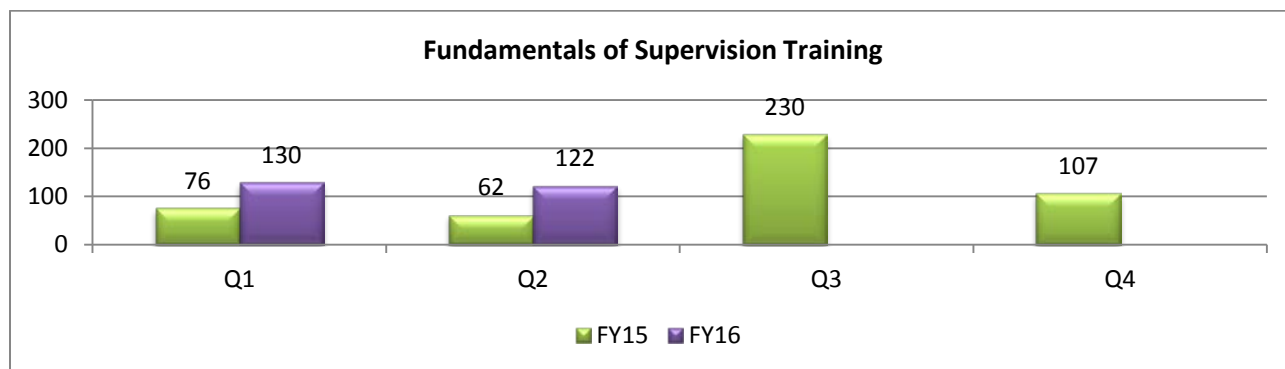


Cultural Competency: Pursuant to the State-Tribal Collaboration Act (STCA), in collaboration with the Indian Affairs Department (IAD), SPO developed a cultural competency statutory training program to be offered to all State employees who have ongoing communication with Native American nations, tribes, 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 2nd Quarter of FY16, 121 employees participated in the Cultural Competency training.

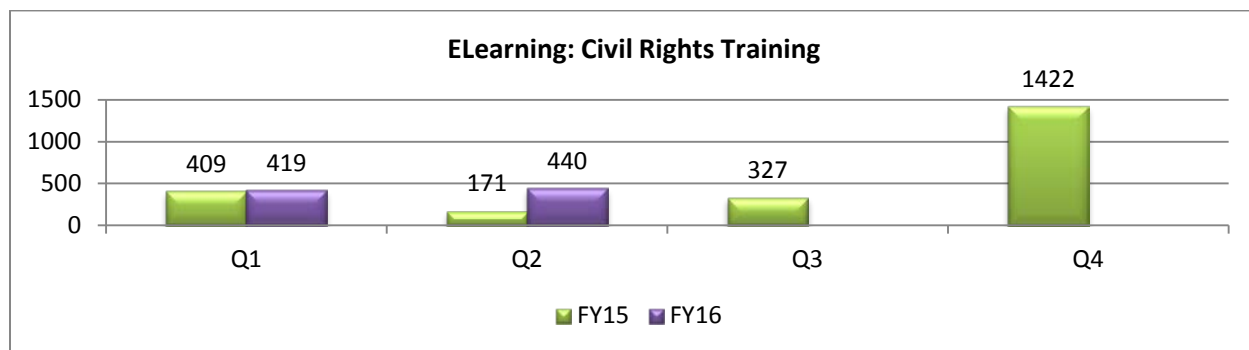
Fundamentals of Supervision: This course includes sections on supervision; leadership core values and practices; strategies for coordinating powerful work with teams and stakeholders; key considerations regarding motivation; and, effectively dealing with resistance. Real scenarios are discussed and solutions are developed utilizing Facts, Objectives, Solutions, and Actions (FOSA). In the 2nd Quarter of FY 16, 122 employees participated in the Fundamentals of Supervision training.



eLearning Mandatory Classes

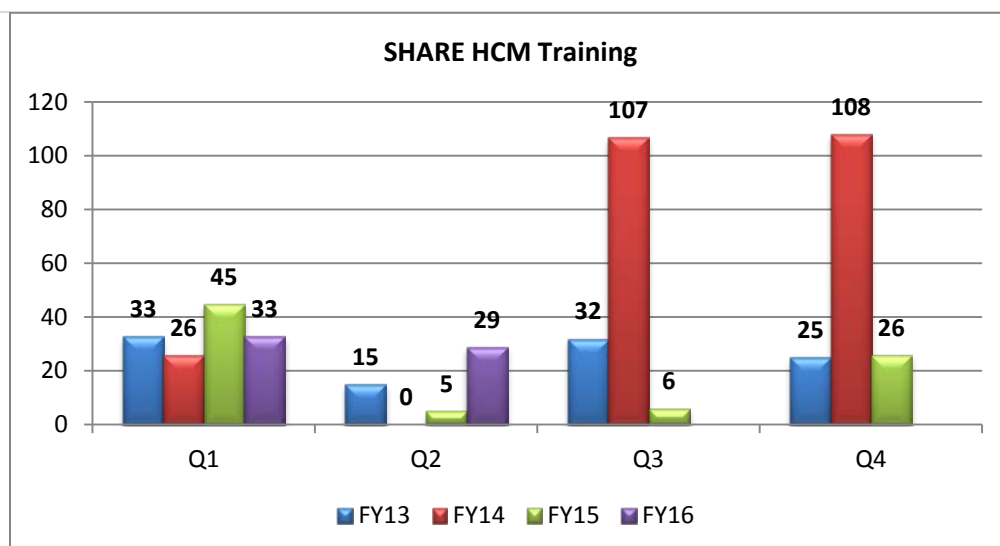
Civil Rights: The Civil Rights course strives to make public servants aware of the ethical standards and the social responsibility necessary to act ethically and responsively in an intergovernmental system. The Civil Rights Training has been made available to all employees. State agencies are responsible for delivering this training to new employees within 90 days of hire. A total of 440 State employees participated in the training in the 2nd 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 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 2nd Quarter of FY16.



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 the State, 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 18 appeals in the 2nd 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 considers 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	35			
New Appeals Filed	11	17			
Appeal Disposition	38	18			

Labor Relations

The Labor Relation 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 Manager/Director of the specific ways the LRD can help them. In short, we strongly believe a great relationship is mutually beneficial.

This quarter, the LRD released the results of the July 2015, Client Satisfaction Survey. The primary results noted were in following areas:

- **Experiences with LRD**
96.67% of respondents indicated that their experiences with LRD were *excellent* to *good* and 3.33% indicated their experiences were *fair*.
- **LRD Trust**
90% of the respondents indicated they trusted LRD *very much* and 10% indicated that they trusted LRD *somewhat*.
- **Clear Direction**
63.33% of the respondents indicated they were *always* provided clear direction. 33.33% indicated they were *mostly* provided clear direction and 3.33 % indicated they were *sometimes* provided clear direction.
- **Investigations**
76.67% of the respondents indicated that the review and guidance was *excellent* to *good* and 23% of respondents indicated they had *no opinion*.

LRD has developed work plans based on survey data with focus in the following areas:

- **Training;**
- **Development of an automated Labor Log; and,**
- **Promoting investigations consultation information to agencies.**

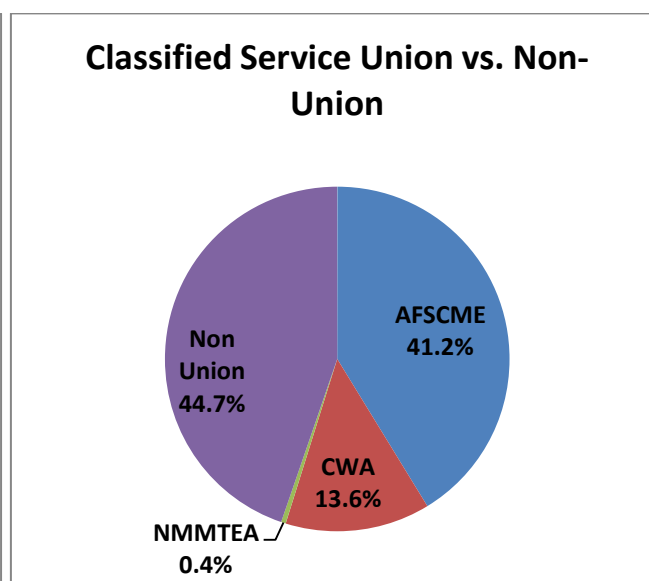
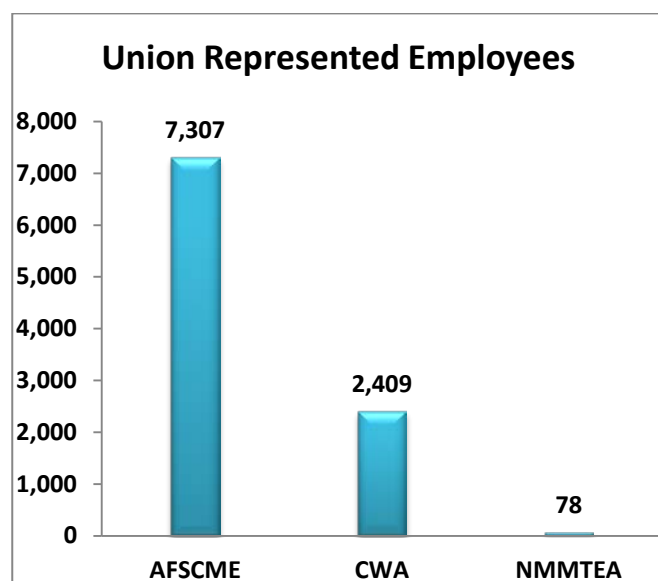
LRD believes that training for supervisors, managers, attorneys and HR Professionals is essential for organizational development and success. Our training is aimed at helping supervisors, managers, attorneys and HR Professionals acquire the basic skills to efficiently and effectively perform their job as it relates to union matters including conducting Workplace Investigations. Typically, better trained employees are more motivated; thus, LRD continues to support supervisors, managers, attorneys and HR Professionals by conducting labor related training. This quarter the LRD trained three (3) *Living in a Union Environment* (LIUE) and two (2) LIUE Refresher classes. A total of 64 managers, supervisors, attorneys and HR Professionals attended LIUE training; and, a total of 19 managers, supervisors, attorneys, and HR Professionals attended LIUE Refresher training, for a total of 83 employees trained in LIUE and LIUE Refresher courses during the 2nd quarter.

LRD also conducted one (1) Workplace Investigations 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 15 managers, supervisors, attorneys and HR Professionals attended WPI training during the 2nd quarter.

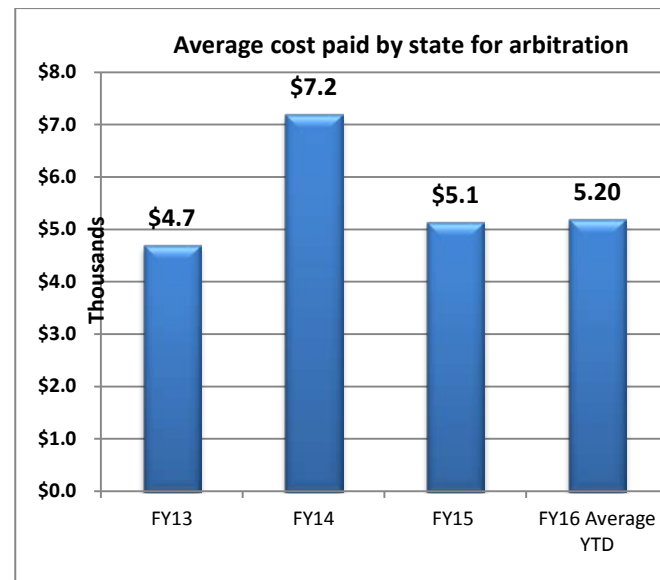
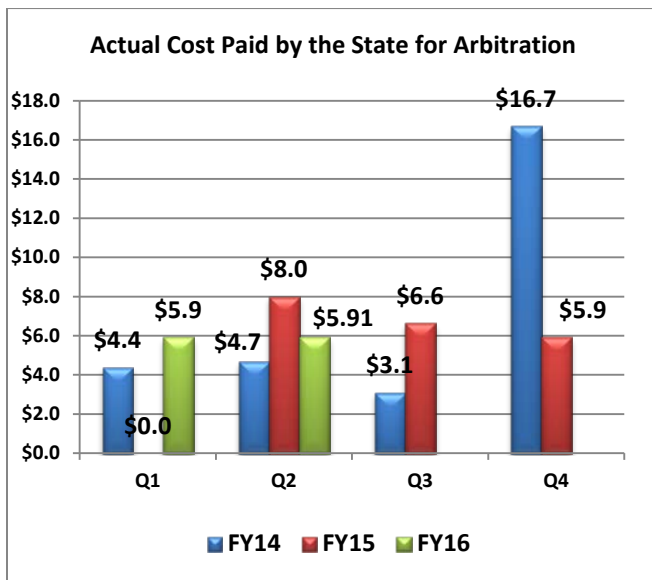
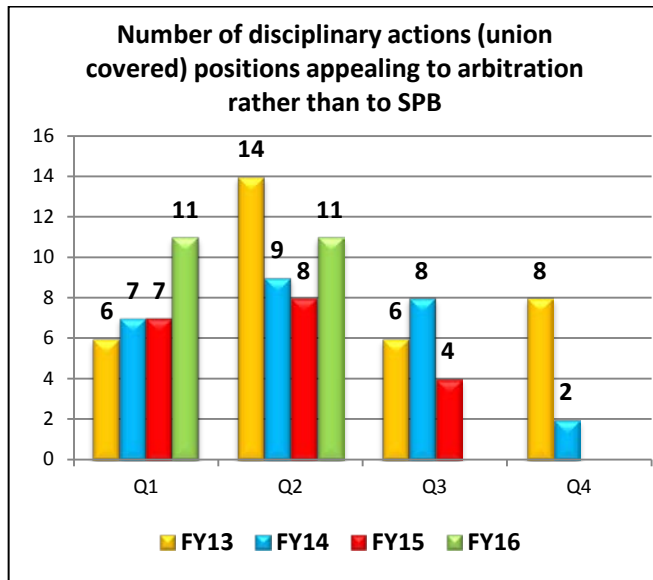
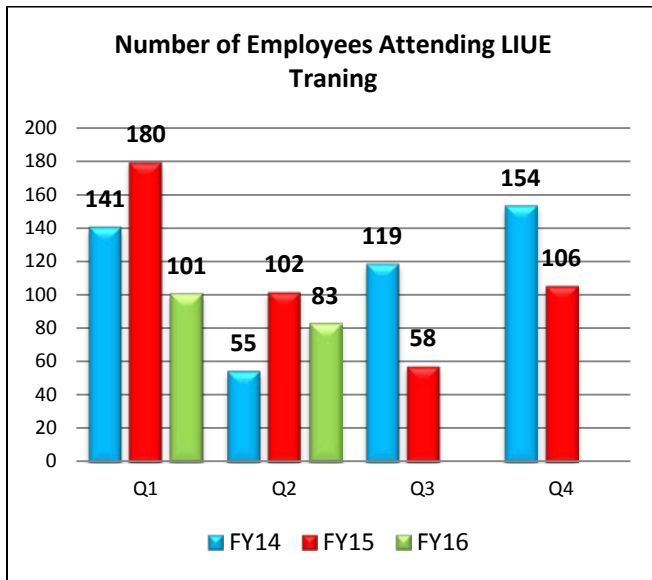
Performance Measures for FY16 2nd Qtr.	AFSCME	CWA
Total number of union grievances filed by each union	25	4
Total number of disciplinary actions appealed to an arbitrator, by each union	7	1
Total number of grievance arbitrations, by each union:	1	0
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	\$5,914.00 (for all appeals)	
Total number of Prohibited Practice Complaints filed by each union	3	2

Union Represented vs. Non Union

During the 2nd quarter of the FY16, 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) were timed out (a.k.a. Dead on Time), one (1) was withdrawn, and 11 of the remaining grievances are pending.



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 SPB. All three (3) appellants belong to AFSCME.



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	66.7			
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	49	44.0			
Average number of days to advertise a position following the agency request	10	5	6			
Percent of new employees who successfully complete their probationary period	75%	69.7%	70.1%			
Percent of "voluntary" classified employee turnover (leaving State service)	15%	3.5%	3.3%			
Percent of "involuntary" classified employee turnover (leaving State service)	5%	0.5%	0.4%			
Average State employee sick leave usage per capita	24 Hrs.	23.6 Hrs.	23.6 Hrs.			
State employee average overtime usage per month	12 Hrs.	16.3 Hrs.	17.3 Hrs.			
Percent of State employees receiving overtime	25%	17.2%	16.7%			
Average State classified employee compa-ratio	95%	101.8%	101.9%			
Average State classified new hire compa-ratio	91%	97%	97%			
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	11	8			
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	\$5,914			
State-wide classified service vacancy rate	13%	14.7%	14.4%			
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%			

FY16 Approved Annual Performance Measure <i>*These measures will be reported on a FY end basis</i>		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%	

