New Mexico

State Personnel Office

FY16 3rd 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 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.

Employee Headcount FY10-FY16

FY10	FY11	FY12	FY13	FY14	FY15	FY16 (YTD)
25.1	24.1	22.6	22.2	22.7	22.0	22.1

(values in Thousands)
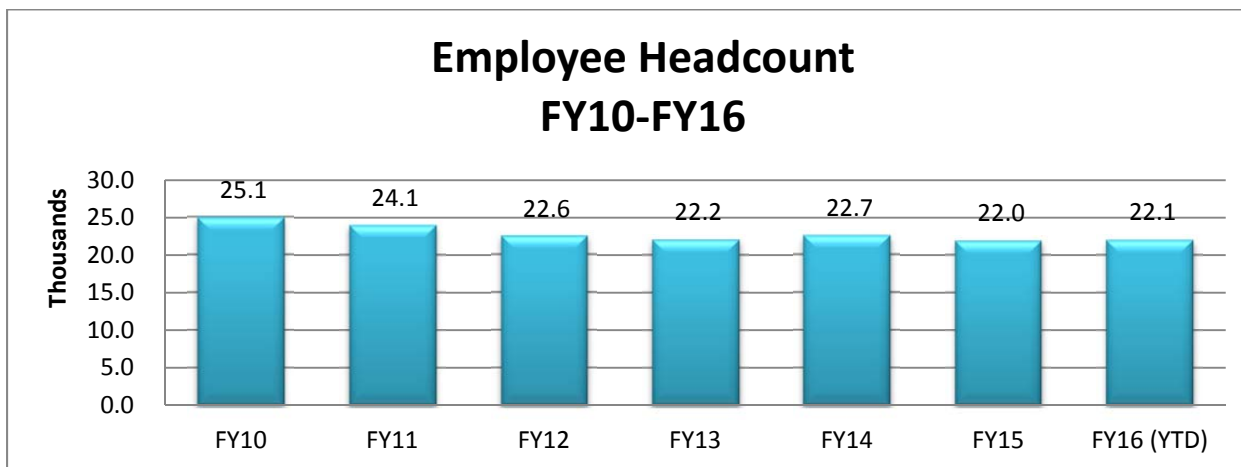
Executive branch employee levels have remained stable since FY12 as a result of careful assessment of the need to fill vacant positions, improvements in business processes, revision of restrictive non-competitive compensation plans, and employee retirements and resignations. Legislative employee headcounts 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%	0.53%
Legislative	0.6%	1.2%	-4.6%	-4.62%	-1.21%
Courts	-2.6%	0.4%	-0.3%	-0.51%	0.42%
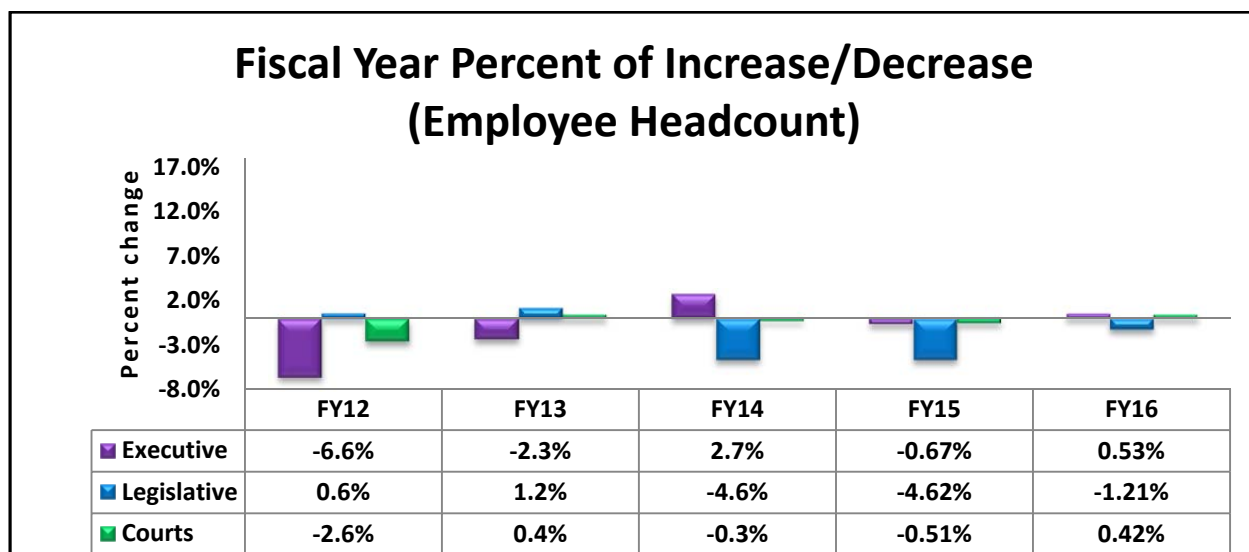
Classified Service at a Glance (March 31, 2016)

Workforce Data	
Union Represented Employees	**55.4%**
Minority	**63.9%**
Female	**54.7%**
Male	**45.3%**

Employee Count: 17,666

Regular: 15,593

Term: 1,930

Temporary: 143

Managers: 2,173

Supervisors:1,545
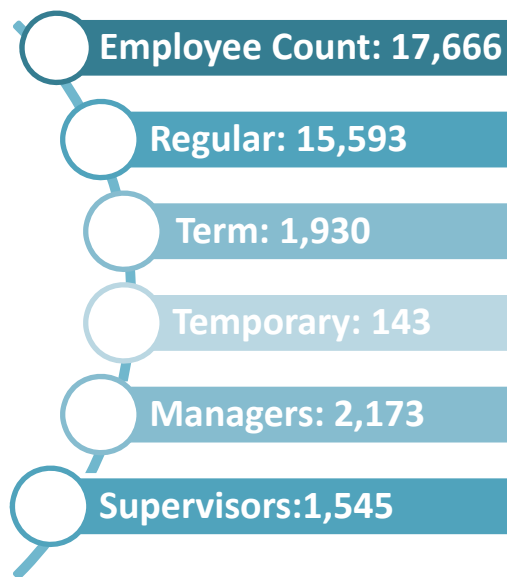
TOTAL COMPENSATION
AS OF
MARCH 31, 2016

- AVERAGE BASE SALARY **$44,741**
- AVERAGE BENEFIT **$33,182**
- AVERAGE TOTAL COMPENSATION **$77,923**
- AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO **102.1%**

Classified Employees Workforce

	FY15 Q3	FY15 Q4	FY16 Q1	FY16 Q2	FY16 Q3
Regular Employees	16,052	15,953	15,566	15,602	15,593
Term Employees	1,999	2,014	1,950	1,952	1,930
Temporary Employees	222	388	189	164	143
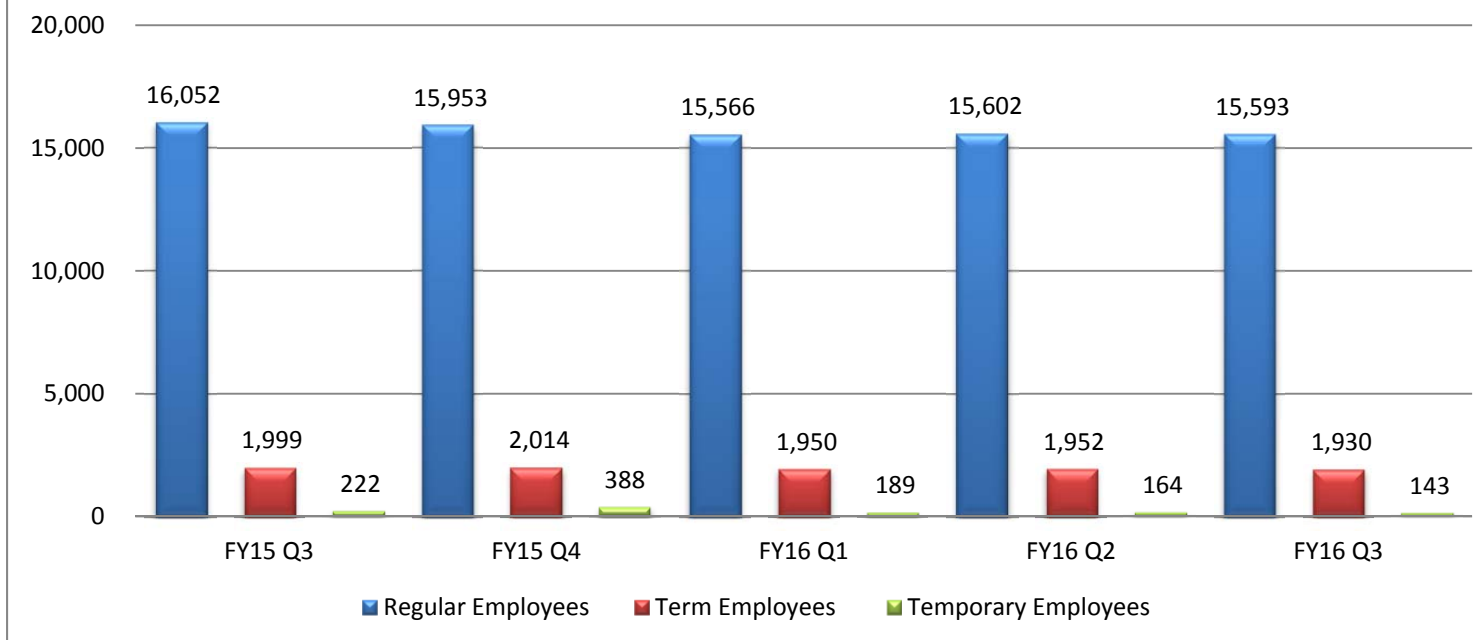
Total Compensation

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 3rd 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	$33,182
Average Base Salary	$41,912	$41,850	$41,912	$44,554	$44,741
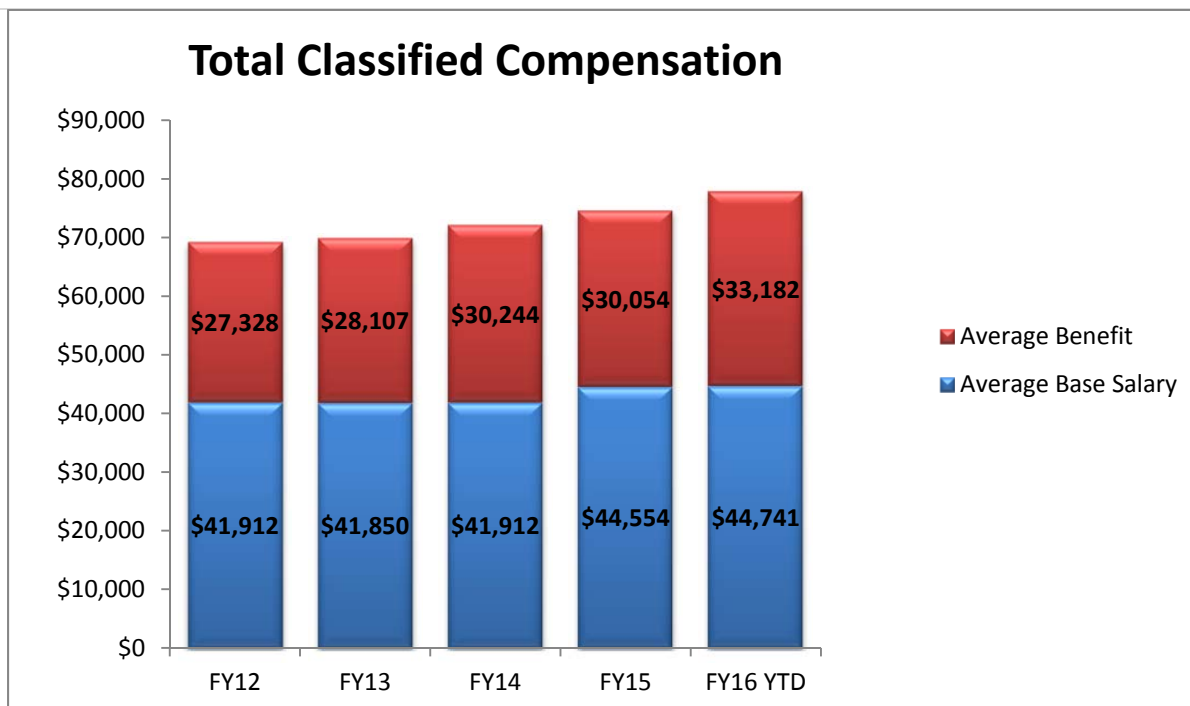
Multiple Components of Pay (MCOP)

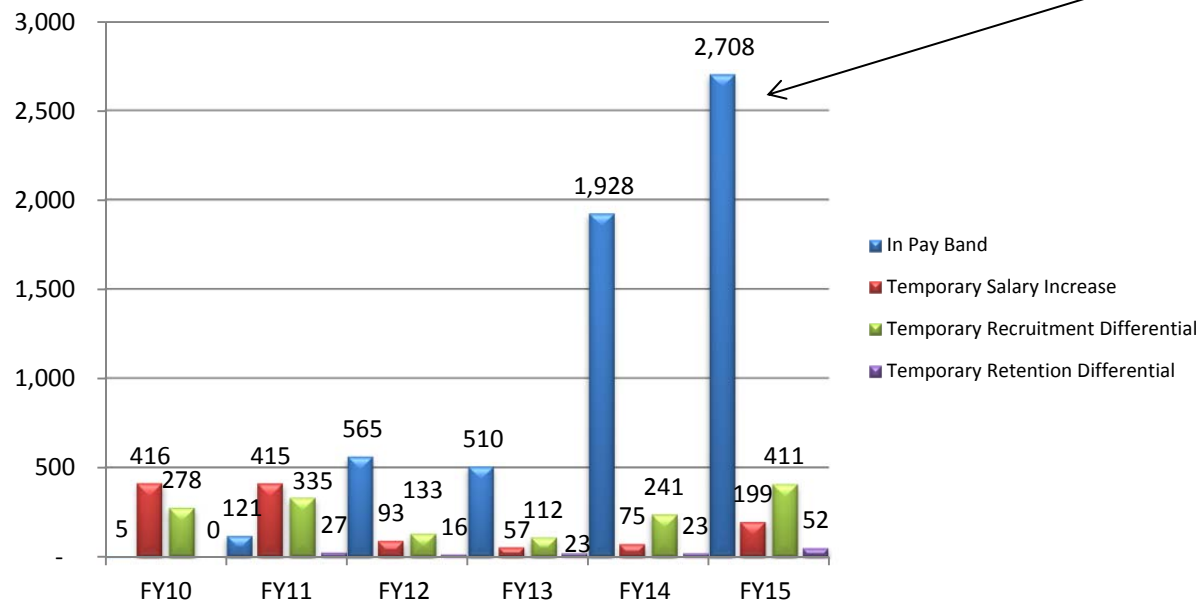Various pay mechanisms permitted through the State Personnel Board (SPB) Rules were developed to facilitate recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **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

- In Pay Band
- Temporary Salary Increase
- Temporary Recruitment Differential
- Temporary Retention Differential

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
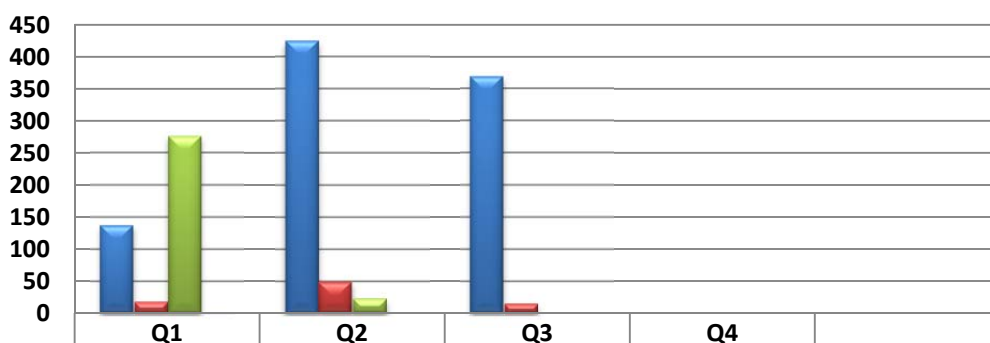
	Q1	Q2	Q3	Q4	
In Pay Band	138	426	370		
Temporary Salary Increase	19	50	16		
Temporary Recruitment Differential	277	24	0		
Temporary Retention Differential	1	0	0		

Average Employee Compa Ratio
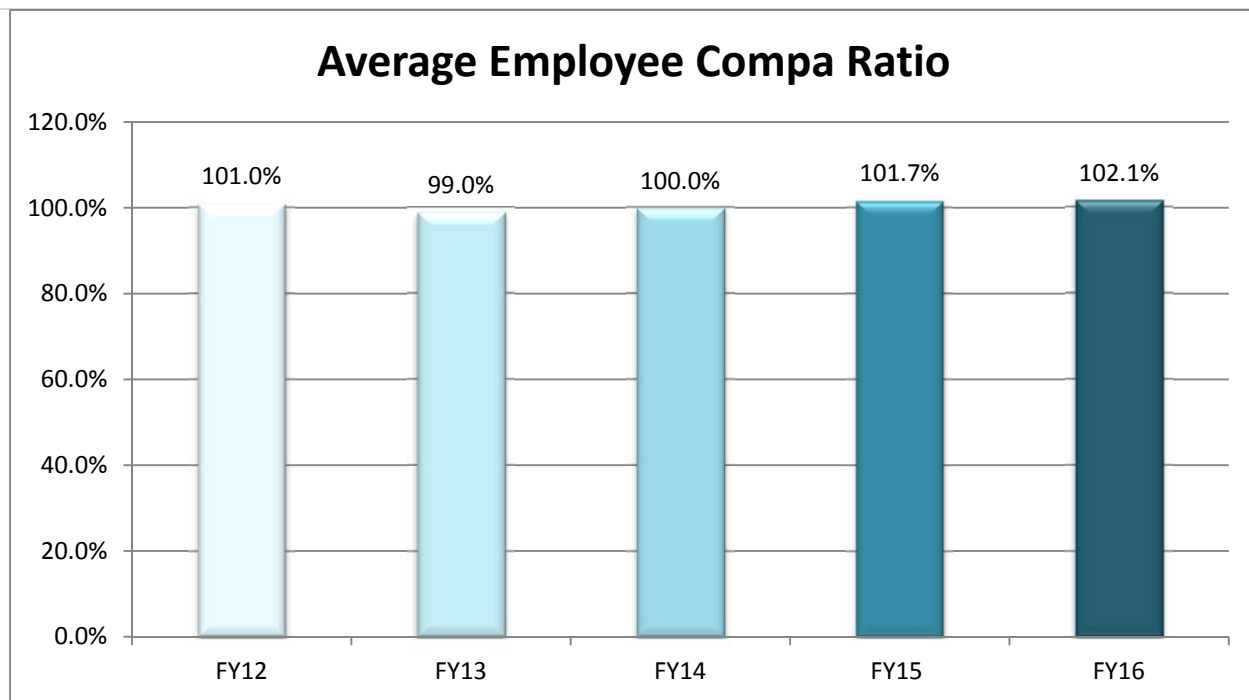
The increase in average compa-ratio is attributed to classification and range adjustments.

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, agenci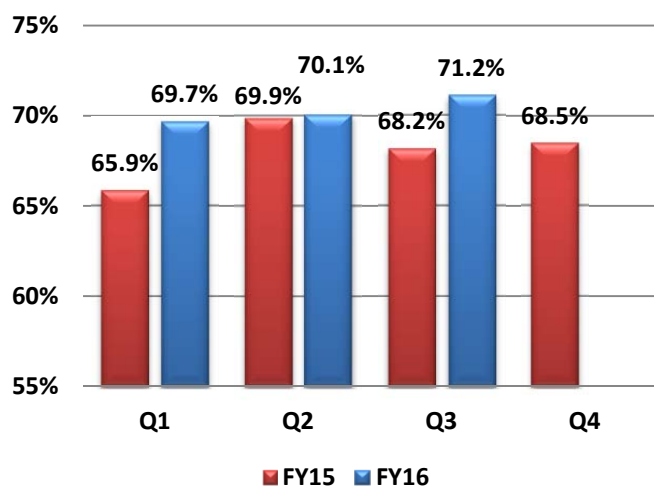es are working to ensure FY15 evaluations are closed out and entered accordingly. Agencies are also being provided with reports to aid in identifying employees that need an employee evaluation, based on the employee's anniversary date for FY16.

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 due to the 2011 re-establishment of the minimum qualifications for classifications, and classification and compensation reviews.

> Update: As of April 15, 2016, the percentage of FY15 evaluations completed has been revised to 89%. A majority of employees' evaluations were completed by 6/30/15, but were not entered into PeopleSoft (Share) by agency staff.

Employees Who Successfully Completed Their Probationary Period By Quarter

Quarter	FY15	FY16
Q1	65.9%	69.7%
Q2	69.9%	70.1%
Q3	68.2%	71.2%
Q4	68.5%	

Employees Who Successfully Completed Their Probationary Period

Year	Percentage
FY12	58.0%
FY13	58.0%
FY14	68.0%
FY15	68.0%
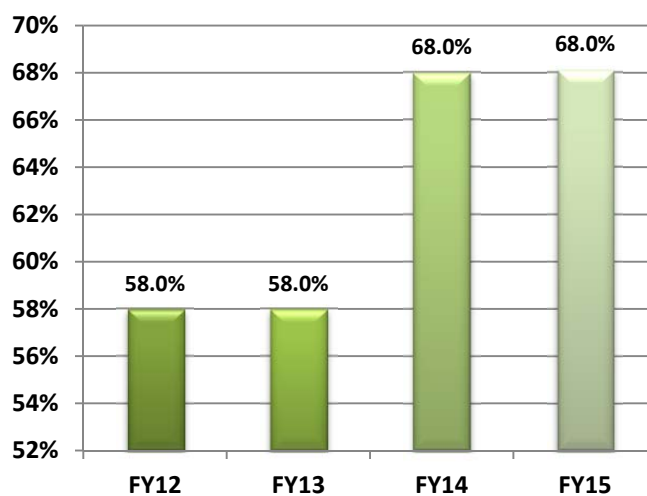
Overtime

When compared to the same time frame in FY15, the actual cost of overtime worked decreased for the 3rd Quarter of FY16. The graphs on the next page will show a small increase in the number of hours an employee is working, but an overall decrease in the percentage of employees working overtime. This translates to fewer employees working additional hours of overtime.

Overtime Cost (Millions)

Quarter	FY15	FY16
Q1	$11.6	$10.9
Q2	$9.5	$8.1
Q3	$9.7	$6.6
Q4	$10.4	

Overtime Usage (Thousands)

Quarter	FY15	FY16
Q1	475.6	446.0
Q2	390.1	461.5
Q3	396.6	362.9
Q4	423.7	
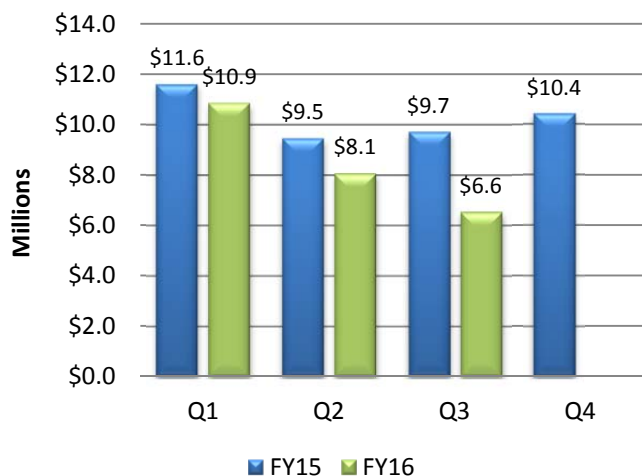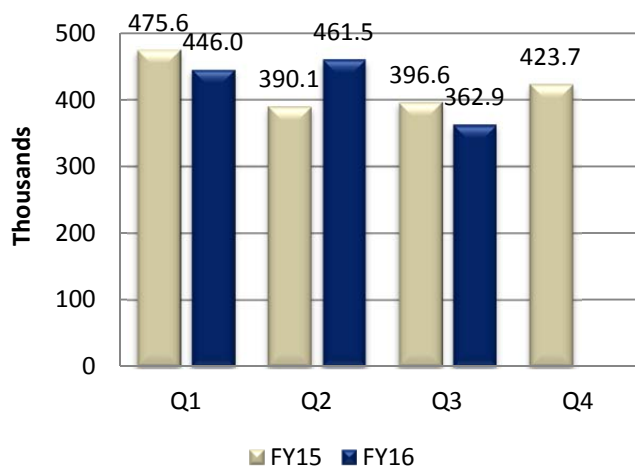
Note: The above graphs account for both overtime accrual and payout at straight time/time and a half.

Monthly Average Number of Overtime Hours Worked Per Employee

FY15: Q1 15.9, Q2 15.0, Q3 15.7
FY16: Q1 16.3, Q2 17.3, Q3 14.6
Q4 15.5

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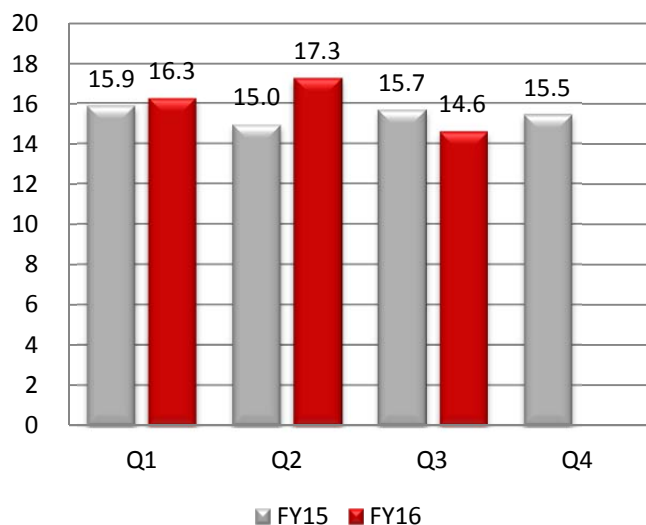
Average Percentage of Employee Receiving Overtime Per Month

FY15: Q1 18.2%, Q2 15.9%, Q3 15.3%, Q4 16.6%
FY16: Q1 17.2%, Q2 16.7%, Q3 15.6%

Legend: FY15, FY16
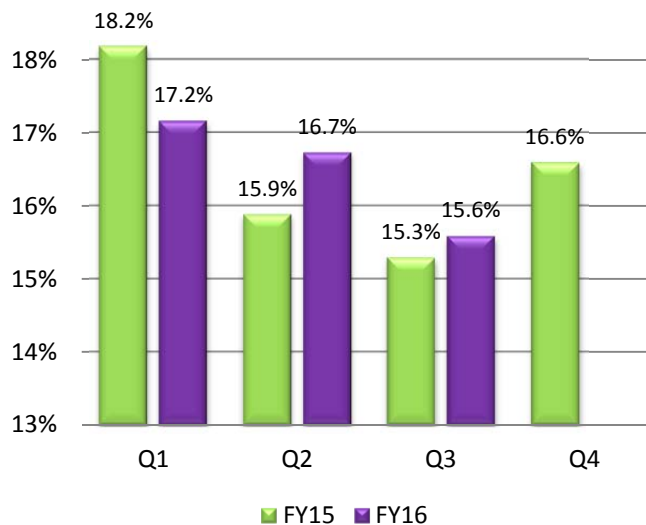
3rd Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Number of Hours	Cost
New Mexico Corrections Department	162,702	$2,728,299
Department of Health	82,363	$1,309,599
Department of Transportation	40,344	$769,681
Children, Youth & Families Department	35,878	$703,800
Miners Colfax Medical Center	5,8883	$199,368
Department of Public Safety	6,730	$150,779
Taxation & Revenue Department	3,893	$85,680
Department of Game & Fish	3,037	$73,553
Energy, Minerals & Natural Resources Department	2,741	$67,069
Department of Vocational Rehabilitation	2,107	$48,404
Department of Information Technology	1,543	$36,830
Department of Workforce Solutions	1,288	$33,059
Public Education Department	963	$32,410
Homeland Security & Emergency Management	1,180	$30,576
Military Affairs	1,163	$22,798
General Services Department	1,111	$21,713
Department of Environment	604	$19,172
Human Services Department	920	$19,120
Department of Cultural Affairs	1,047	$18,336
Educational Retirement Board	815	$17,601
OTHER	356,328	$6,387,856
TOTAL	6,650	$168,329
Grand Total	362,978	$6,556,185

Sick Leave

Sick leave usage and cost for the 3rd Quarter of FY16 noted a slight increase to the sick leave usage and cost when compared in the 3rd Quarter of FY15. Overall, sick leave hours used in the 3rd Quarter of FY16 increased slightly when compared to the 2nd Quarter of FY16. Sick Leave costs increased during 3rd Quarter FY16.

Sick Leave Hours Used (Thousands)

	Q1	Q2	Q3	Q4
FY15	355	356	397	364
FY16	360	355	410	

Sick Leave Cost (Millions)

	Q1	Q2	Q3	Q4
FY15	$7.4	$7.5	$7.1	$7.8
FY16	$7.6	$7.6	$8.9	
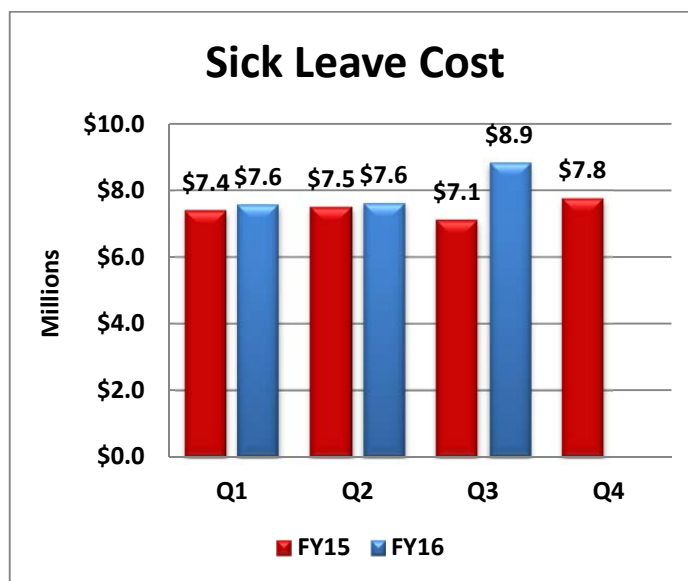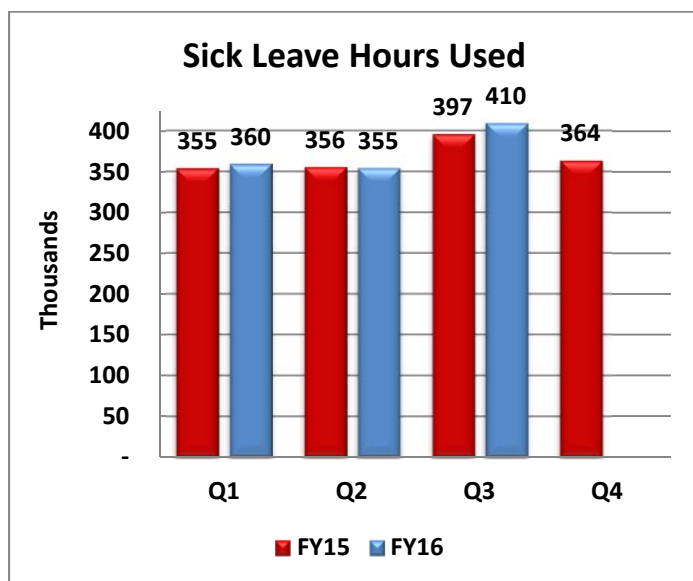
Annual Leave

The following graphs show annual leave use and associated budgetary impact. During the 3rd Quarter of FY16, annual leave use and costs decreased significantly over the 2nd Quarter, which is consistent with FY15 3rd Reporting period. 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.

Actual Annual Leave Hours Used (Thousands)

	Q1	Q2	Q3	Q4
FY15	505	602	358	462
FY16	499	601	341	

Actual Annual Leave Cost (Millions)

	Q1	Q2	Q3	Q4
FY15	$11.0	$13.5	$7.0	$10.1
FY16	$11.0	$13.7	$7.4	
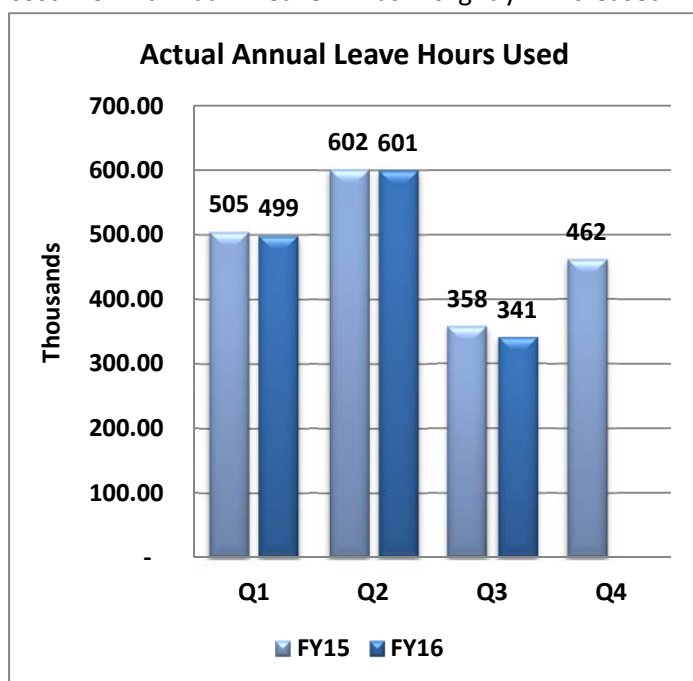
Classified Service Recruitment Trends

The Career Services Division's primary responsibility is to ensure compliance with the State Personnel Act and the SPB Rules that require the "certification of the highest standing candidates to prospective employers." *See* NMSA 1978, § 10-9-13(F).   Since November 2011, when the NEOGOV application system for managing recruitment for all classified positions was initiated, there has been an increase in both job advertisements and applications received. The graphic below illustrates the standard process.

Steps Followed Once an Applicant Applies for a Position

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 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?

- 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
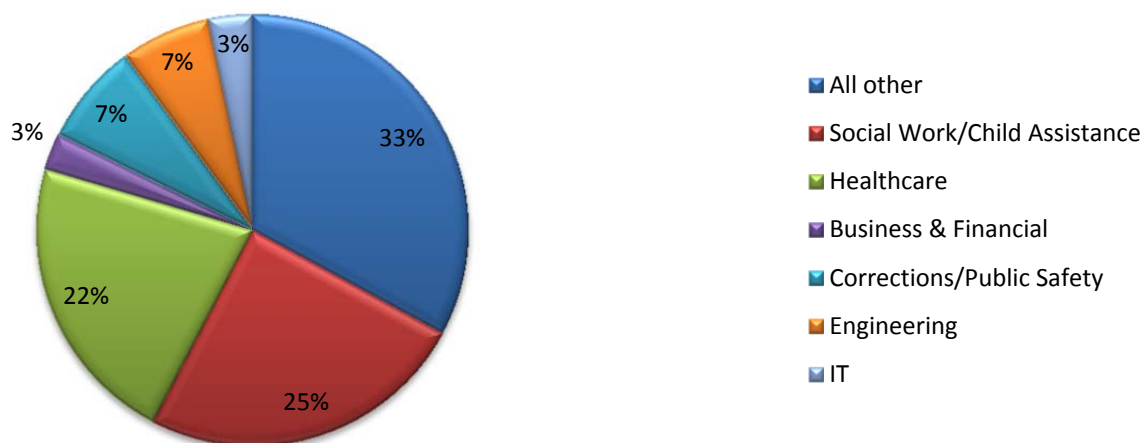- o   6-9 years of experience
- o   10 or more years of experience

Driven, focused questions based on specific position needs.

Agencies have begun to use this targeted form of advertising, in order to provide the potential applicant with the most accurate description of the responsibilities of the position, including the specific education and experience preferred by the hiring agency.   Applicants who have a thorough understanding of the position can make an informed decision regarding whether they should apply for a position. In return, hiring managers will have an applicant list that is more reflective of the specific needs of the position.

Continuous Advertisements

A continuous advertisement is used when an agency has a hard to fill position and will benefit from an advertisement that remains open until the position is filled. Continuous advertisements are beneficial because they allow an agency to receive a steady flow of applicants. Some positions are difficult to fill because of their geographic location, challenging job duties, a need for specific expertise, or the need for a large number of workers without the population to fill them. Approximately 47% of continuous advertisements were for positions in a health related field, or for Child Protective Services Case Workers.

FY16 3rd Quarter Continuous Job Postings

Legend:
- All other
- Social Work/Child Assistance
- Healthcare
- Business & Financial
- Corrections/Public Safety
- Engineering
- IT

Pie chart values: 33%, 25%, 22%, 3%, 7%, 7%, 3%

Applications

Job Postings & Applications Received-FY11 to FY16
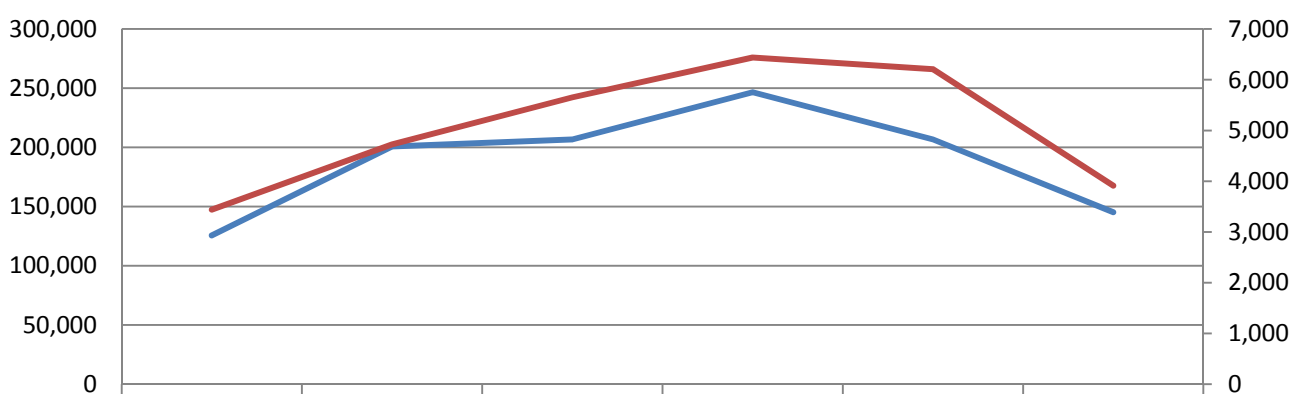
	FY11	FY12	FY13	FY14	FY15	FY16YTD
Applications	125,670	200,758	206,740	246,616	206,702	145,205
Postings	3,439	4,725	5,652	6,437	6,208	3,913

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 469,676 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	1,650,974

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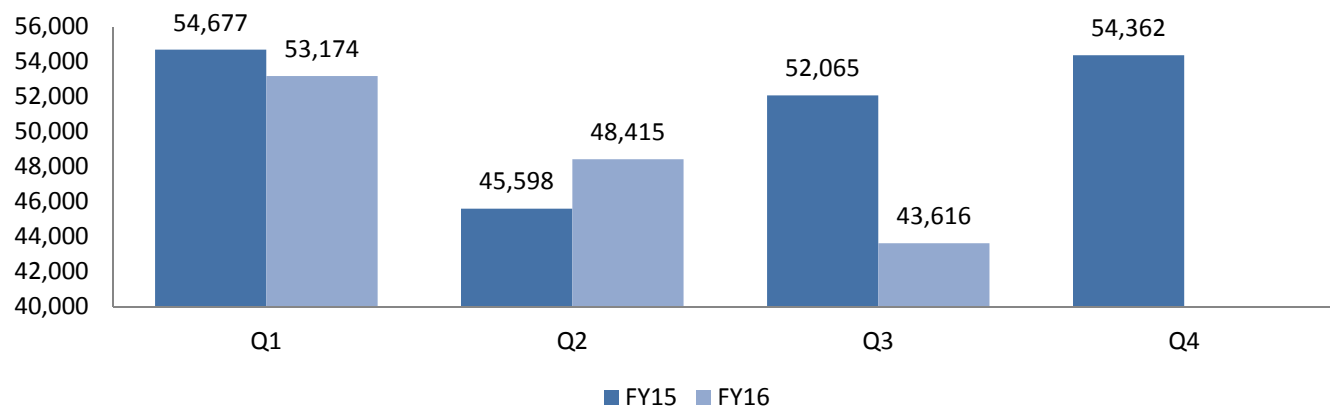
The number of applications received represents any applicant who applied for a position during the quarter. The quarterly postings represent any advertisement with a start date that initiated during the quarter. Currently, as illustrated below, six agencies represent 65% of all jobs advertised this quarter.

FY16 3rd Quarter Postings by Agency
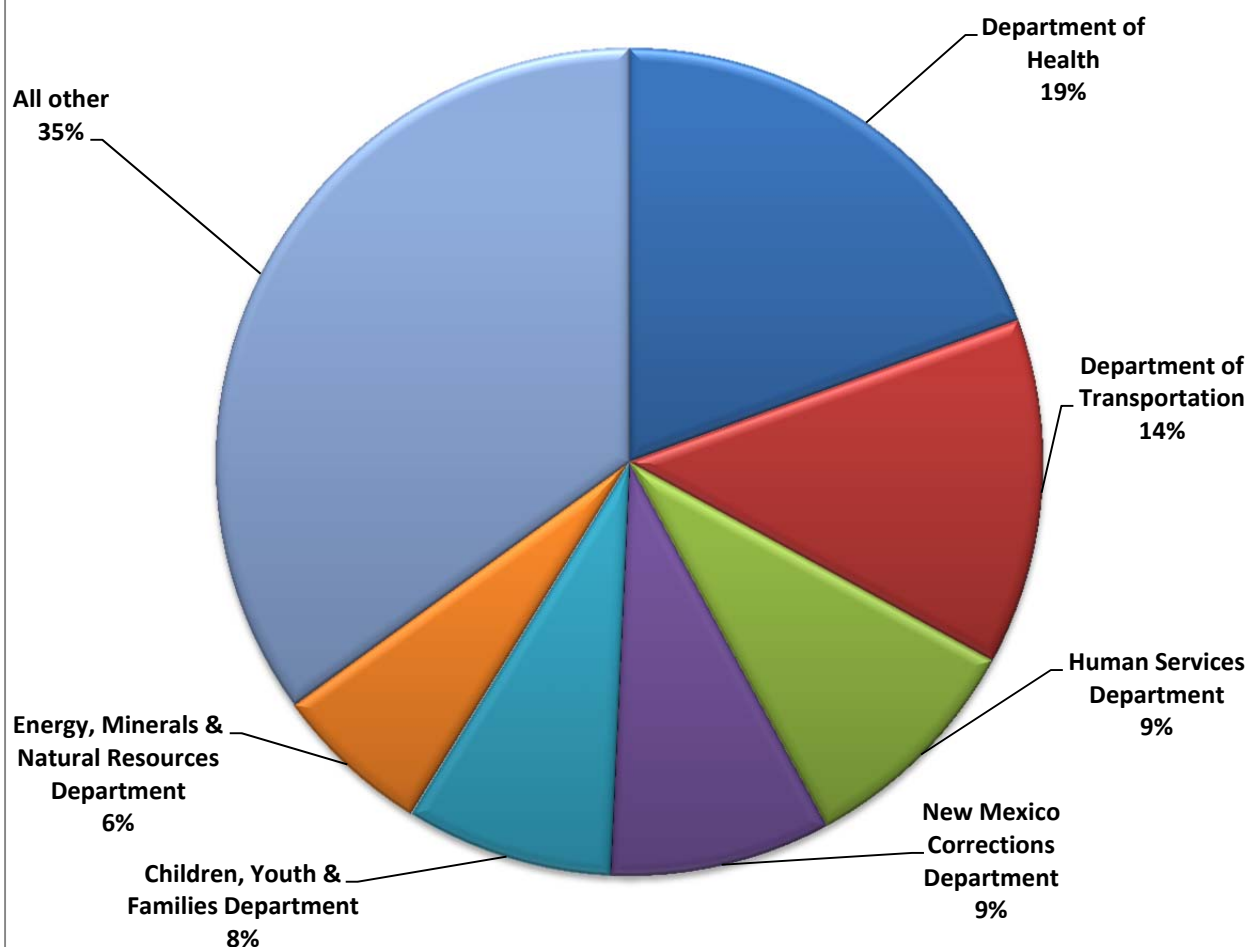
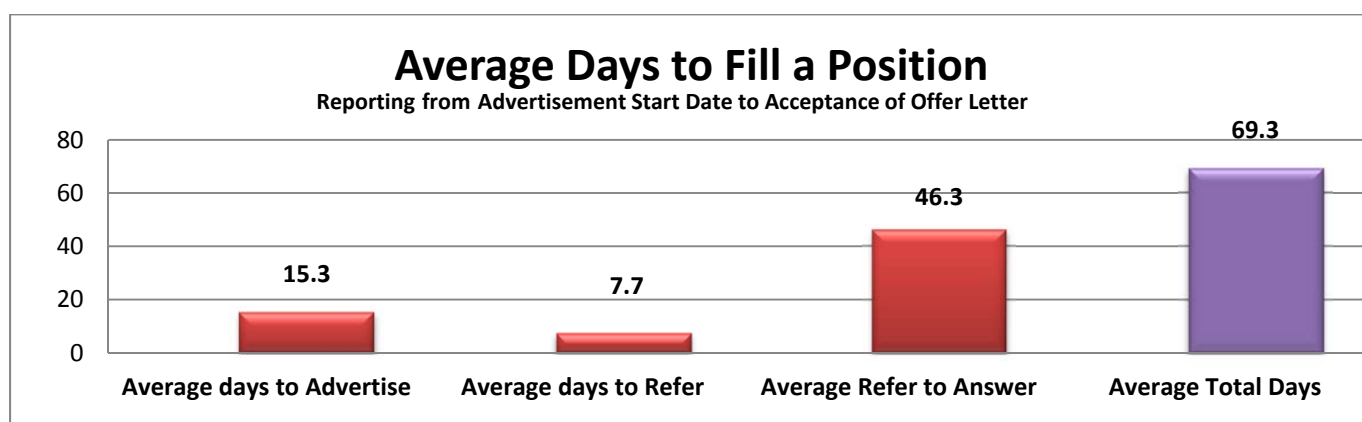| 3rd Quarter Top 20 Highest Posting Agencies			
Agency	**Advertisements**	**Views**	**Applications Received**
Department of Health	211	66,547	4,893
Department of Transportation	147	43,160	2,832
Human Services Department	99	50,038	4,920
New Mexico Corrections Department	94	36,960	2,709
Children, Youth & Families Department	88	62,358	4,804
Energy, Minerals & Natural Resources Department	67	20,608	1,309
Taxation & Revenue Department	49	19,589	2,079
Miners Colfax Medical Center	27	2,887	192
Department of Environment	25	13,195	590
Department of Public Safety	21	12,302	904
State Land Office	21	12,579	879
Department of Workforce Solutions	19	13,641	1,062
Department of Game & Fish	18	12,454	606
Office of the State Engineer	18	6,309	349
Public Education Department	18	12,827	533
Public Regulation Commission	16	7,442	631
Aging & Long-Term Services Department	15	8,456	457
Department of Vocational Rehabilitation	13	5,998	417
General Services Department	11	4,500	345
Homeland Security & Emergency Management	10	6,031	332
Total	**987**	**417,881**	**30,843**

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 46.3 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.

Average Days to Fill a Position
Reporting from Advertisement Start Date to Acceptance of Offer Letter

	Value
Average days to Advertise	15.3
Average days to Refer	7.7
Average Refer to Answer	46.3
Average Total Days	69.3

- Data reported is as of 03/2016.
- Data excludes Continuous Postings (Advertised 30 days or more).
- Data for days advertised, referred, and referral to hire are tied to the quarter in which the hire occurred.

- Data does not include hires that have not been entered in NEOGOV.

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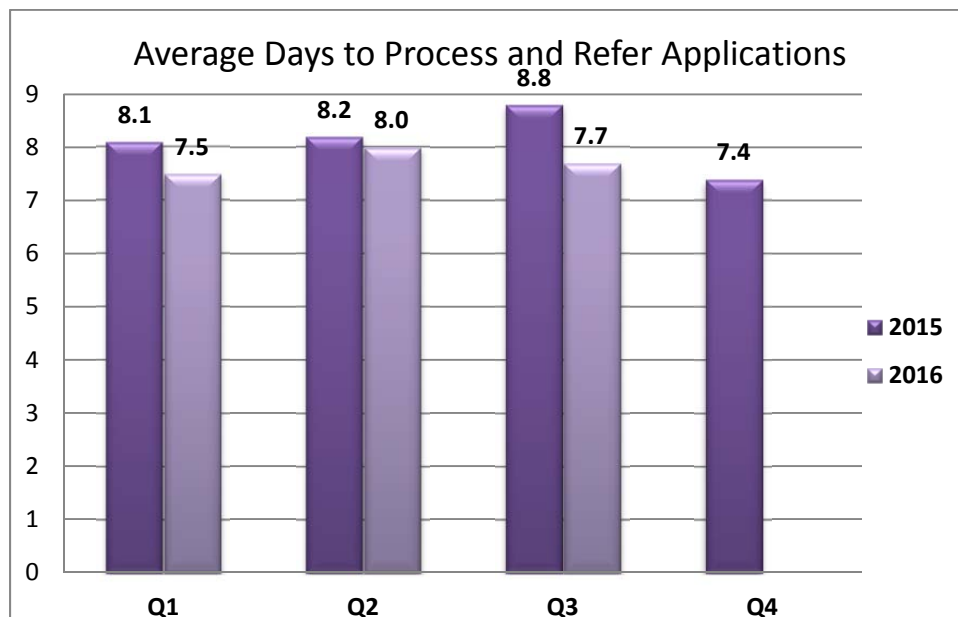
In order to decrease the time taken to interview and process a hire, SPO has made the following recommendations to hiring agencies:

- 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
FY16 Qtr 3

Agency
- Average of Days to Advertise
- Average of Days to Refer
- Average of Days to Answer

Agency	Avg Days to Advertise	Avg Days to Refer	Avg Days to Answer
Administrative Hearings Office - 2	13.0	2.6	32.9
Aging & Long-Term Services Dpt - 18	15.0	5.8	41.3
Children, Youth & Families Dpt - 42	16.0	7.7	62.2
Crime Victims Reparation Comm - 2	15.0	62.1	34.4
Department of Cultural Affairs - 4	14.2	7.8	35.0
Department of Environment - 25	15.2	5.5	54.5
Department of Finance & Admnst - 8	12.2	5.2	21.2
Department of Game & Fish - 1	6.0	2.6	64.4
Department of Health - 62	14.8	11.8	46.1
Department of Indian Affairs - 2	15.0	1	29.9
Department of Public Safety - 15	12.7	2.8	56.5
Department of Transportation - 98	16.7	5.9	52.2
Dept of Workforce Solutions - 29	15.0	6.7	40.7
Dept of Information Technology - 2	15.0	3.9	37.1
Dept of Vocational Rehabilitation - 9	14.9	6.9	43.5
Economic Development Department - 3	15.0	5.6	15.8
Educational Retirement Board - 2	15.0	11.7	28.8
Enrgy, Minrls & Ntrl Rsrcs Dpt - 17	14.5	5.9	76.8

Axis: 0.0 20.0 40.0 60.0 80.0 100.0 120.0

Average Number of Days Advertised **15.3**

Average Days Refer Top Ranked Applicants to HR **7.7**

Average Days From Applicant Referral To Job Offer Acceptance **46.3**

Average Sum of Days to Fill a Position Across All Agencies **69.3**

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

Average Days to Fill a Position by Answer Date FY16 Qtr 3

Average Number of Days Advertised 15.3 | Average Days Refer Top Ranked Applicants to HR 7.7 | Average Days From Applicant Referral To Job Offer Acceptance 46.3 | Average Sum of Days to Fill a Position Across All Agencies 69.3
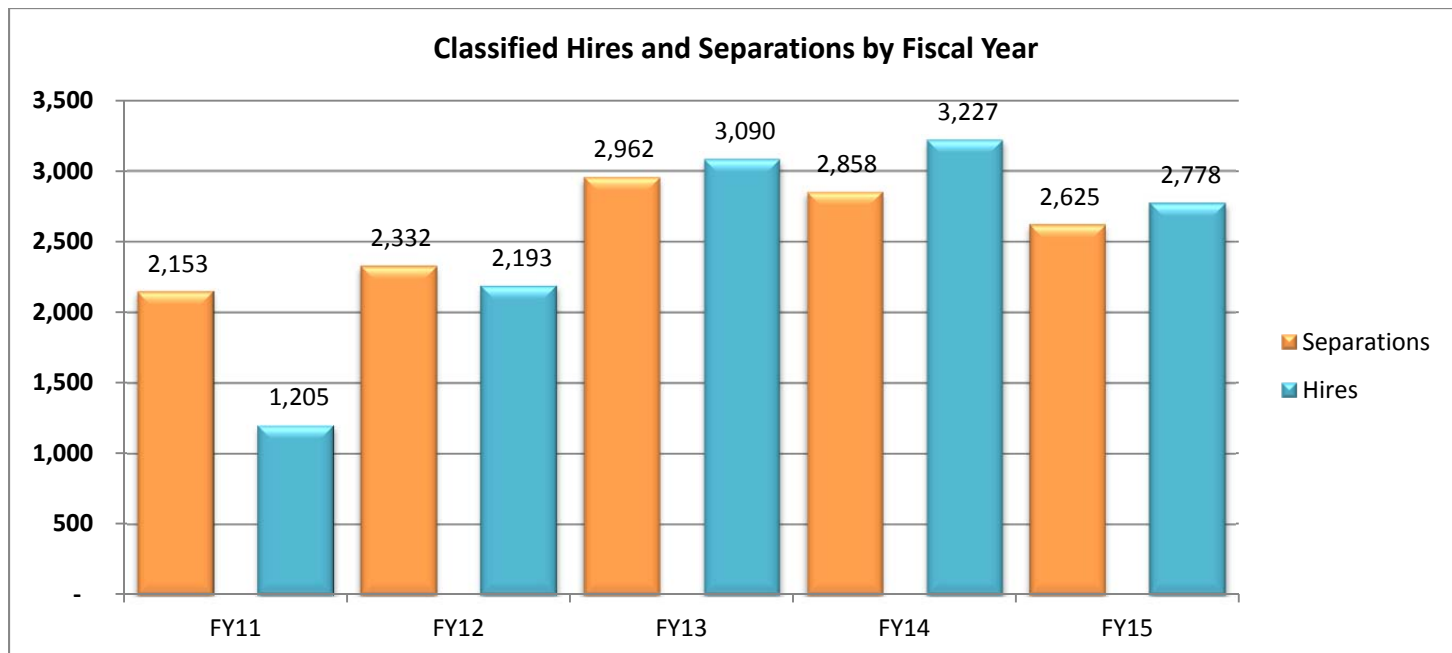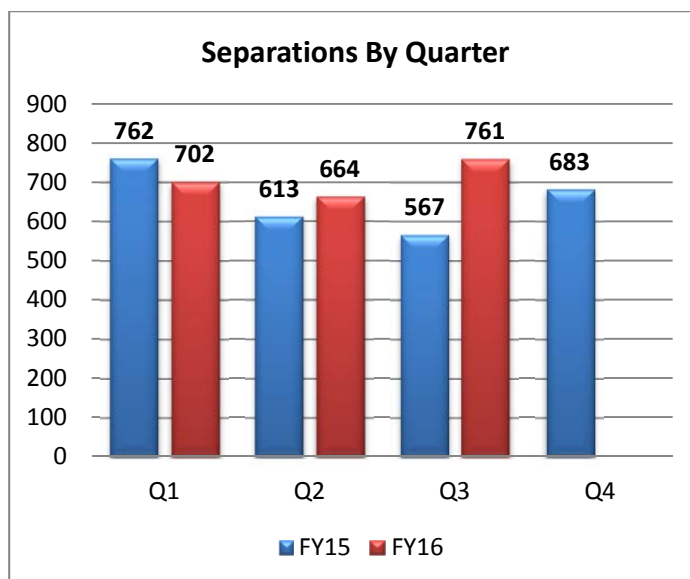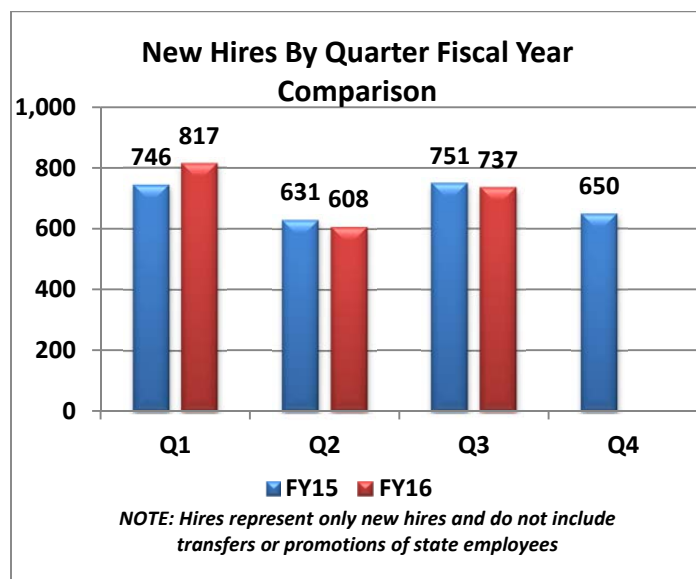
Classified Service Hires and Separations

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)

Classified Hires and Separations by Fiscal Year

FY16 New Employee Hires and Separations by Quarter

New Hires By Quarter Fiscal Year Comparison

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

Separations By Quarter

Classified Separation Reason

	Q1	Q2	Q3	Q4
Voluntary	506	374	451	
Retirement	112	213	197	
Involuntary	84	77	112	
RIF	0	0	1	

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

Q1: Voluntary 3.5%, Involuntary 0.5%
Q2: Voluntary 3.3%, Involuntary 0.4%
Q3: Voluntary 3.7%, Involuntary 0.6%

The graph above shows the separation rate of classified employees as a percentage of the total Classified Service population. Of the 761 separations this quarter, 3.7% were voluntary, and 0.6% were involuntary.

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

New Hire Compa-Ratio

The Compa-Ratio of newly hired employees, in many situations, is above the minimum of the pay band. Without adjusting entry level pay rates within the existing salary plan, it is difficult for the State to compete in the labor market; therefore, State agencies hire at rates in excess of the minimum of the pay band to attract qualified applicants. Agencies are applying the concepts and principles of "appropriate placement" to properly set employee pay relative to other employees in the same classification within the work unit. As a result, tenured employees are not progressing through the pay range.

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

New Hire Compa-Ratio

Average New Hire Compa-Ratio By Fiscal Year
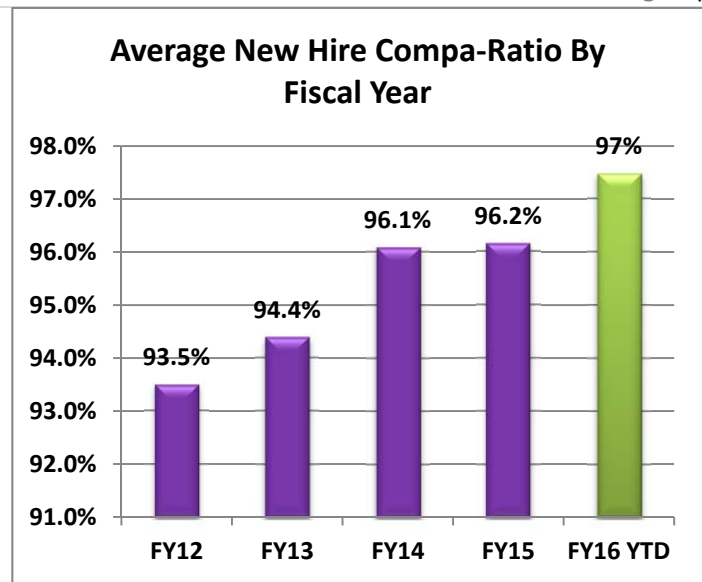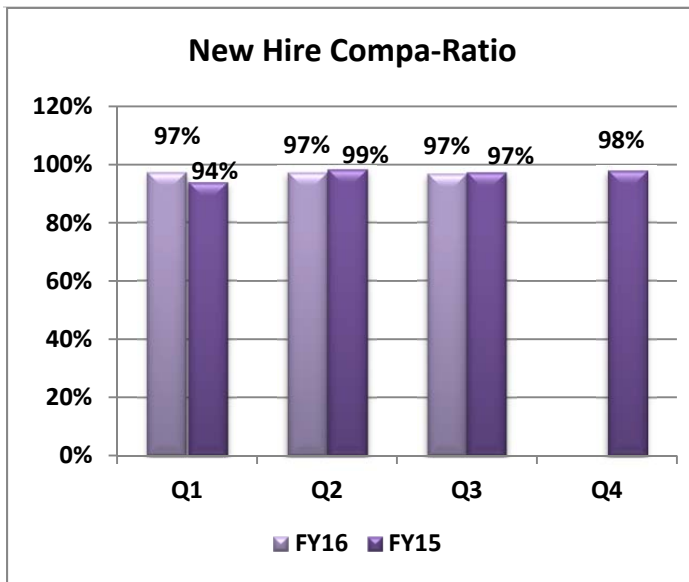
Quarterly New Employee Hire Compa-Ratio by Pay Band

Pay Band	Average Compa-Ratio	# of Employees
25	85.9%	21
30	96.0%	57
35	93.6%	33
40	99.0%	54
45	97.2%	55
50	91.0%	93
55	95.0%	78
60	89.5%	130
65	101.5%	73
70	101.8%	48
75	109.5%	35
80	110.3%	33
85	113.6%	18
90	106.4%	2
95	111.5%	3
96	105.1%	2
97	127.0%	1
98	99.9%	1
Average Total	**97%**	**737**

Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	10	11	21	3%
American Indian	22	11	33	4%
Asian	7	6	13	2%
Caucasian	140	102	242	33%
Hispanic	218	145	363	49%
Not Specified	37	28	65	9%
Grand Total	**434**	**303**	**737**	**100.0%**
% Per Gender Group	**59%**	**41%**		

Quarterly Classified Employee Separations by Reason

Reason	Q1 # of Employees	Q2 # of Employees	Q3 # of Employees	Q4 # of Employees
Accepted New Job (Competitor)	20	21	13	
Accepted New Job (Non-Comp)	10	12	11	
Attendance	19	18	28	
Death	6	9	9	
Disability Retirement	6	12	2	
Discharge	0	5	4	
Dissatisfied w/Work Conditions	3	2	1	
Dissatisfied w/Pay	0	1	1	
Dissatisfied with Supervision	1	0	0	
Early Retirement	5	3	1	
End of Appointment	5	1	5	
End Temporary Employment	0	0	1	
Failed Condition of Employment	6	6	6	
Falsified Qualifications	1	1	0	
Family Reasons	6	1	1	
Health Reasons	4	7	7	
Illness in Family	2	1	2	
Insubordination	1	2	0	
Misconduct	35	30	44	
Mutual Consent	1	0	0	
No Show Employee	1	0	0	
Non Job Connected Medical	2	2	2	
Normal Retirement	99	191	188	
Other Medical	3	2	4	
Personal Reasons	48	36	44	
Pregnancy	0	0	2	
Quit without Notice	17	26	29	
Reduction in Force (RIF)	0	0	1	
Relocation	12	5	7	
Resignation	353	248	308	
Resignation-Other Position	7	8	9	

Return to School	9	0	3	
Unforeseen Circumstances	2	1	1	
Unsatisfactory Performance	13	5	17	
Vested Retirement	2	7	6	
Violation of Rules	3	1	4	
Grand Total	**702**	**664**	**761**	

Quarterly Classified Employee Separations by Agency

Agency	Number of Employees
Administrative Hearings Office	1
Aging & Long-Term Services Department	9
Children, Youth & Families Department	80
Commission for the Deaf/Hard of Hearing	1
Department of Cultural Affairs	22
Department of Environment	24
Department of Finance & Administration	4
Department of Game & Fish	4
Department of Health	179
Department of Indian Affairs	1
Department of Public Safety	16
Department of Transportation	78
Department of Veteran Services	1
Department of Information Technology	7
Department of Vocational Rehabilitation	9
Department of Workforce Solutions	20
Economic Development Department	3
Educational Retirement Board	1
Energy, Minerals & Natural Resources Department	18
Gaming Control Board	1
General Services Department	14
Governor's Comm. on Disability	1
Higher Education Department	2
Homeland Security & Emergency Management	4
Human Services Department	76
Livestock Board	3
Medical Examiners Board	1
Military Affairs	9
Miners Colfax Medical Center	22
New Mexico Corrections Department	63
Office of the State Engineer	9
Public Education Department	10

Agency	Number of Employees
Public Employee Retirement Association	1
Public Regulation Commission	4
Public School Insurance Authority	1
Regulation & Licensing Department	5
Secretary of State	4
State Auditor	2
State Land Office	6
State Racing Commission	1
Superintendent of Insurance	2
Taxation & Revenue Department	37
Tourism Department	1
Workers Compensation Administration	4
Grand Total	**761**

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 10.7%. 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

	3rd Quarter Statewide Turnover					Reasons for Leaving Employment		
BU	Agency	# Emp	Total Turnover %	Voluntary Turnover %	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
30800	State Auditor	25	20.0%	4.0%	5	1	1	3
33300	Taxation & Revenue Department	894	8.7%	6.8%	78	61	17	0
33700	State Investment Council	18	0.0%	0.0%	0	0	0	0
34000	Administrative Hearings Office	12	16.7%	16.7%	2	2	0	0
34100	Department of Finance & Administration	132	6.1%	2.3%	8	3	5	0
34200	Public School Insurance Authority	7	42.9%	42.9%	3	3	0	0
34300	Retiree Health Care Authority	22	4.5%	4.5%	1	1	0	0
35000	General Services Department	240	8.8%	6.3%	21	15	3	3
35200	Educational Retirement Board	52	11.5%	11.5%	6	6	0	0
36100	Department of Information Technology	156	9.6%	5.8%	15	9	6	0

	3rd Quarter Statewide Turnover					Reasons for Leaving Employment		
BU	Agency	# Emp	Total Turnover %	Voluntary Turnover %	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
36600	Public Employee Retirement Association	72	5.6%	5.6%	4	4	0	0
36900	Commission of Public Records	34	0.0%	0.0%	0	0	0	0
37000	Secretary of State	39	12.8%	5.1%	5	2	1	2
37800	State Personnel Board	43	11.6%	11.6%	5	5	0	0
39400	State Treasurer's Office	22	0.0%	0.0%	0	0	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	46	4.3%	4.3%	2	2	0	0
41900	Economic Development Department	36	13.9%	13.9%	5	5	0	0
42000	Regulation & Licensing Department	250	5.6%	4.8%	14	12	1	1
43000	Public Regulation Commission	110	10.9%	10.0%	12	11	0	1
44000	Superintendent of Insurance	88	6.8%	4.5%	6	4	2	0
44600	Medical Board	12	8.3%	0.0%	1	0	0	1
44900	Board of Nursing	18	0.0%	0.0%	0	0	0	0
46000	EXPO New Mexico	16	0.0%	0.0%	0	0	0	0
46400	Board of Licensure for Professional Engineers & Professional Surveyors	4	25.0%	25.0%	1	1	0	0
46500	Gaming Control Board	48	4.2%	4.2%	2	2	0	0
46900	State Racing Commission	10	20.0%	20.0%	2	2	0	0
47900	Board of Veterinary Medicine	2	0.0%	0.0%	0	0	0	0
49500	Spaceport Authority	12	0.0%	0.0%	0	0	0	0
50500	Department of Cultural Affairs	423	6.4%	3.8%	27	16	8	3
50800	Livestock Board	55	5.5%	3.6%	3	2	0	1
51600	Department of Game & Fish	276	3.3%	2.9%	9	8	1	0
52100	Energy, Minerals & Natural Resources Department	370	8.1%	2.7%	30	10	10	0
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0	0	0

3rd Quarter Statewide Turnover						Reasons for Leaving Employment		
BU	Agency	# Emp	Total Turnover %	Voluntary Turnover %	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
53900	State Land Office	126	12.7%	10.3%	16	13	2	1
55000	Office of the State Engineer	292	10.6%	9.9%	31	29	2	0
60300	Office of African American Affairs	5	0.0%	0.0%	0	0	0	0
60400	Commission for Deaf & Hard of Hearing	14	14.3%	7.1%	2	1	1	0
60600	Commission for the Blind	60	0.0%	0.0%	0	0	0	0
60900	Indian Affairs Department	9	33.3%	33.3%	3	3	0	0
62400	Aging & Long-Term Services Department	214	8.4%	5.6%	18	12	5	1
63000	Human Services Department	1,705	9.3%	8.4%	159	144	15	10
63100	Department of Workforce Solutions	424	7.8%	5.9%	33	25	4	4
63200	Workers' Compensation Administration	106	7.5%	5.7%	8	6	1	1
64400	Division of Vocational Rehabilitation	246	8.9%	8.1%	22	20	2	0
64500	Governor's Commission on Disability	14	7.1%	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	192	18.2%	14.6%	35	28	1	6
66500	Department of Health	3,197	10.3%	0.9%	329	30	271	28
66700	Department of Environment	540	8.0%	5.6%	43	30	11	2
66800	Office of Natural Resources Trustee	3	0.0%	0.0%	0	0	0	0
67000	Department of Veteran Services	43	7.0%	4.7%	3	2	1	0
69000	Children, Youth & Families Department	1,912	9.2%	7.6%	175	146	1	28
70500	Department of Military Affairs	125	11.2%	7.2%	14	9	2	3
76000	Adult Parole Board	5	0.0%	0.0%	0	0	0	0
77000	Corrections Department	1,815	26.8%	25.1%	486	456	19	11
78000	Crime Victims Reparation Commission	19	0.0%	0.0%	0	0	0	0
79000	Department of Public Safety	395	6.6%	5.6%	26	22	4	0
79500	Homeland Security & Emergency Management	42	16.7%	14.3%	7	6	1	0

	3rd Quarter Statewide Turnover					Reasons for Leaving Employment		
BU	Agency	# Emp	Total Turnover %	Voluntary Turnover %	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
80500	Department of Transportation	2,194	8.2%	1.2%	179	26	138	15
92400	Public Education Department	223	9.0%	8.5%	20	19	1	0
94900	Education Trust Board	2	0.0%	0.0%	0	0	0	0
95000	Higher Education Department	35	14.3%	11.4%	5	4	1	0
	Totals	17,523	10.7%	7.0%	1,882	1,218	538	126
Percent Turnover by Reason						64.7%	28.6%	6.7%

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

Vacancy Rates

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

Quarterly Vacancy Rates for 20 Key Agencies

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

Business Unit	AGENCY NAME	Q1	Q2	Q3	Q4
92400	Public Education Department	17.7%	14.6%	16.7%	
	Grand Total	**14.7%**	**14.4%**	**15.5%**	

Training

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

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

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

Instructor – Led Core Curriculum Classes

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

Managing Employee Performance (MEP): The MEP is mandated by the SPB Rules. *See* 1.7.9.9(A) NMAC. Topics of discussion include employee evaluations, communication, and documentation in support of teams and projects. This course promotes accountability and collaboration through all levels of management and supervision. In FY16 3rd Quarter, the MEP Training was conducted for 392 managers and supervisors from various agencies.
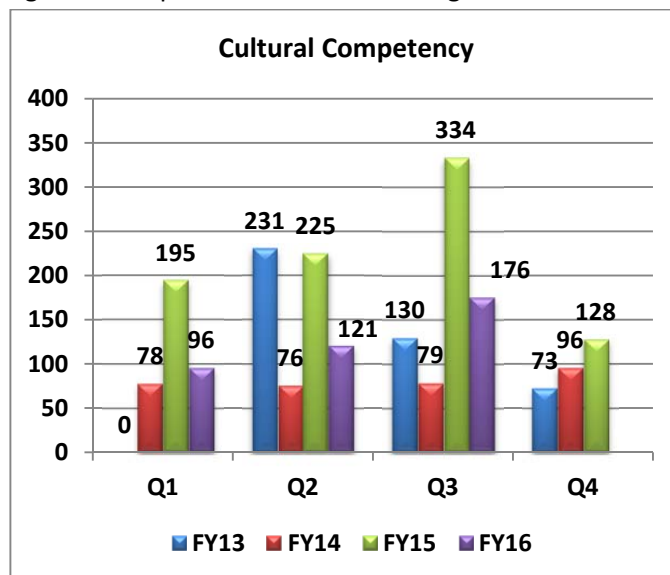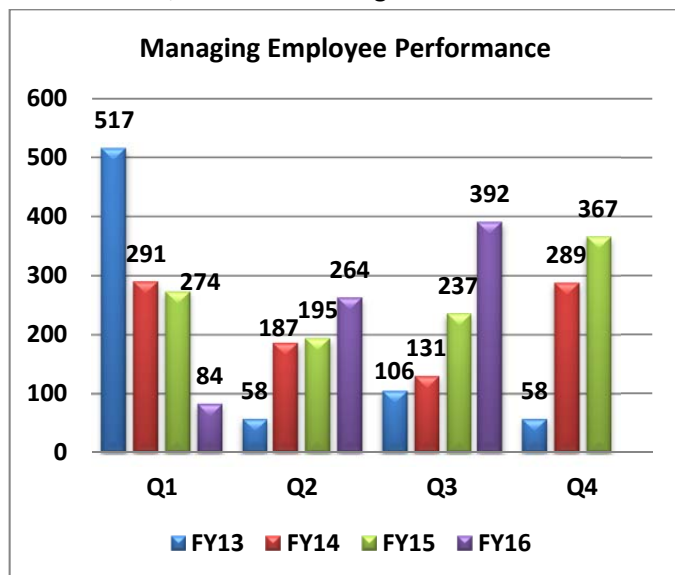
Cultural Competency: Pursuant to the State-Tribal Collaboration Act (STCA), in collaboration with the Indian Affairs Department (IAD), SPO developed a cultural competency statutory training program to be offered to all State employees who have ongoing communication with Native American nations, tribes, 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:

- 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 3rd Quarter of FY16, 176 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 3rd Quarter of FY 16, 127 employees participated in the Fundamentals of Supervision training.

Fundamentals of Supervision Training

|	Q1	Q2	Q3	Q4
FY15	76	62	230	107
FY16	130	122	127	
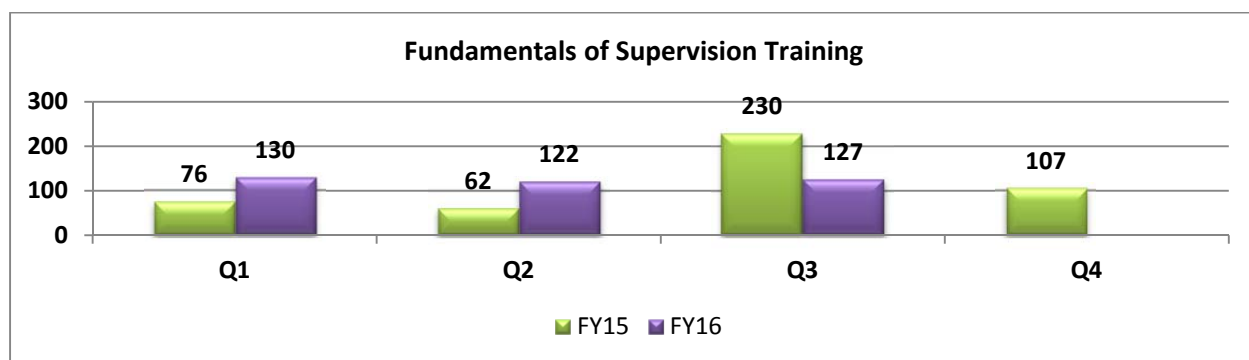
eLearning Mandatory Classes

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 859 State employees participated in the training in the 3rd 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.

ELearning: Civil Rights Training
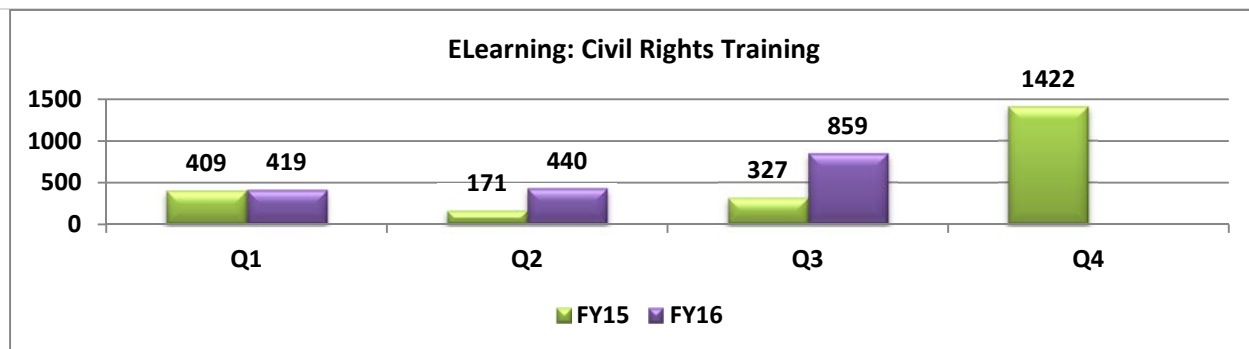
Additional Training

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 3rd Quarter of FY16.
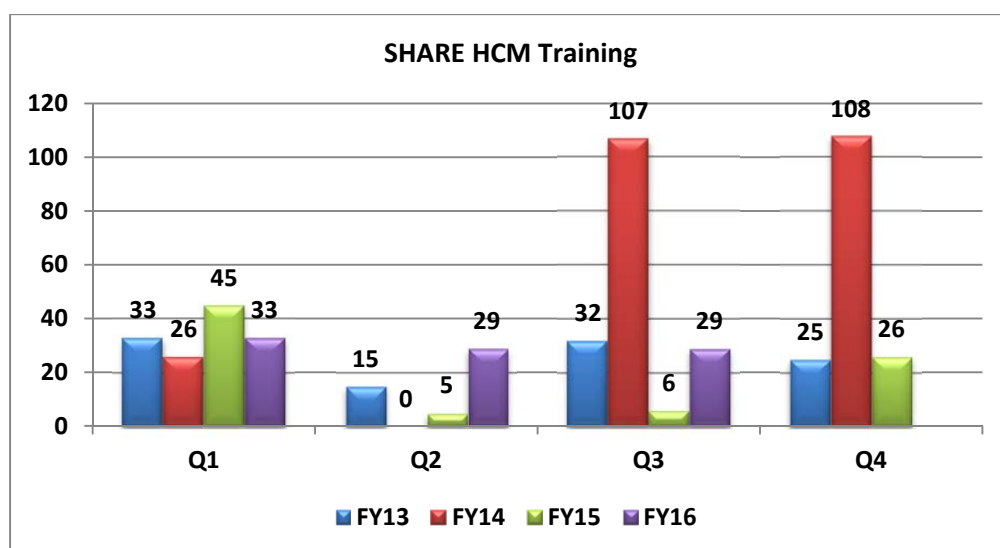
Adjudication

In compliance with the State Personnel Act, SPO's Adjudication Division is responsible for conducting administrative hearings on appeals filed by classified State employees, who have completed their probationary period, and against whom formal disciplinary action (suspension, demotion, or dismissal) has been taken. Following pre-hearing discovery and exchange of information, one of the Division's two Administrative Law Judges (ALJs) conducts an evidentiary hearing, at which the State agency imposing the discipline and the appealing employee present evidence and arguments related to whether there was just cause for the disciplinary action. Following the hearing, the ALJ prepares a written Recommended Decision for submission to the SPB. A Final Decision is then made by the SPB.

Although District Attorney's and the Department of Public Safety have their own personnel boards, employees of those agencies (excluding State Police Officers) may select the SPB to decide appeals of their disciplinary action. Additionally, if a classified State employee is "separated" from his or her job as a result of injury or illness (on or off the job), the employee has the right to file an appeal with the SPB and have a hearing on the issue of whether the employee was

properly separated from employment. The SPB is also charged with making findings on complaints filed against Workers' Compensation Judges and forwarding its findings to the Director of the Workers' Compensation Administration. The Adjudication Division conducts evidentiary hearings for the SPB for these purposes as well.

State classified employees covered by a collective bargaining agreement (CBA) have the option of choosing an outside arbitrator to decide their disciplinary appeals. Employee requests for arbitration are provided to SPO's Labor Relations Division, which provides notice to the employer and union of the request.

Adjudication reached final disposition on 11 appeals in the 3rd Quarter of FY16.

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	37	36	36		***36**
New Appeals Filed	11	17	12		**40**
Appeal Disposition	38	18	11		**67**

*indicates rolling number

Labor Relations (LRD)

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

This 3rd Quarter, the LRD began gathering data through its newly created Union Grievance Face to Face (F2F) Action Research Pilot Project.

- The pilot project consists of three (3) steps: 1) Action observation, 2) Best Practices model and 3) onsite "Group Dynamic" observations. LRD observed nine (9) F2F grievance meetings, gathered the grievances and agency responses and tracked and reviewed the results of the F2F meetings. LRD will continue to observe F2F meetings until observations have been conducted to identify performance measurements and analysis data to further develop and establish a best practice model.

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 LRD continues to support supervisors, managers, attorneys and HR Professionals by conducting labor related training. LRD conducted two (2) LIUE classes during this quarter and a total of 40 managers, supervisors, attorneys and HR professionals attended the classes. LRD also trained two (2) LIUE Refresher classes. A total of 24 managers, supervisors, attorneys and HR Professionals attended LIUE Refresher training. 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 14 managers, supervisors, attorneys and HR Professionals attended WPI training during the 3rd Quarter FY16.

| Labor Relations Division At A Glance Performance Measures for FY16 3rd Qtr.	AFSCME	CWA
Total number of union grievances filed by each union	29	9
Total number of disciplinary actions appealed to an arbitrator, by each union	7	1
Total number of grievance arbitrations, by each union:	0	2
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	$0.00 (No hearings took place this 3rd Quarter FY16)	
Total number of Prohibited Practice Complaints filed by each union	1	0

Quarterly Union Represented vs. Non Union

During the 3rd Quarter of the FY16, a total of 38 union grievances were filed. Of the 38 grievance filed, twenty- nine (29) grievances were filed by AFSCME and nine (9) were filed by CWA. Out of the 38 union grievances filed, four (4) were settled, six (6) were timed out (a.k.a. Dead on Time), two (2) were withdrawn, and 25 of the remaining grievances are pending.
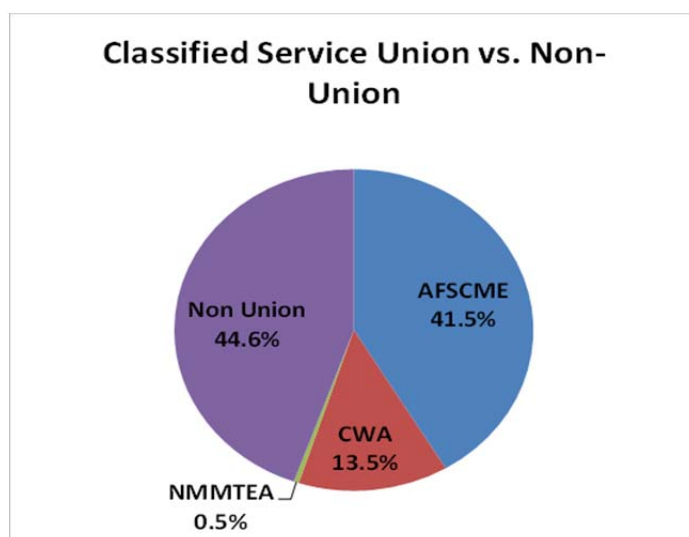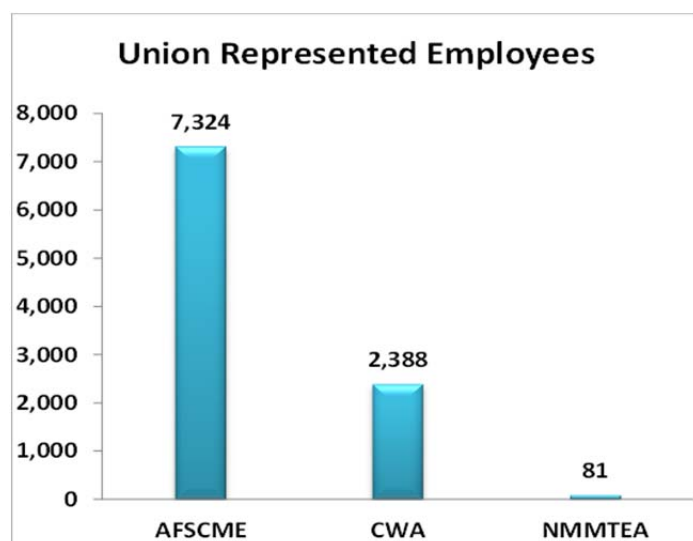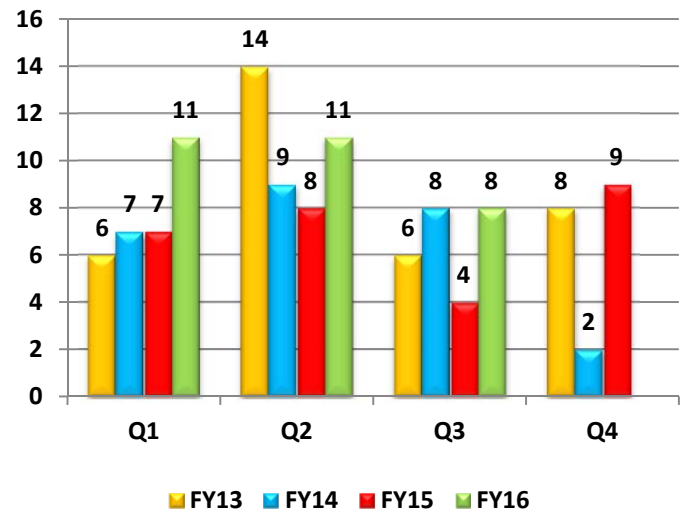

There were eight (8) disciplinary appeals before an arbitrator invoked by a bargaining unit employee, and/or their union representative, during the 3rd Quarter. Seven (7) were invoked by AFSCME, and one (1) were invoked by CWA. In comparison, four (4) bargaining unit employees chose to appeal their discipline to the SPB. Of the four (4) appeals to State Personnel Board (SPB) three (3) appellants belong to AFSCME and one (1) appellant belongs to CWA.
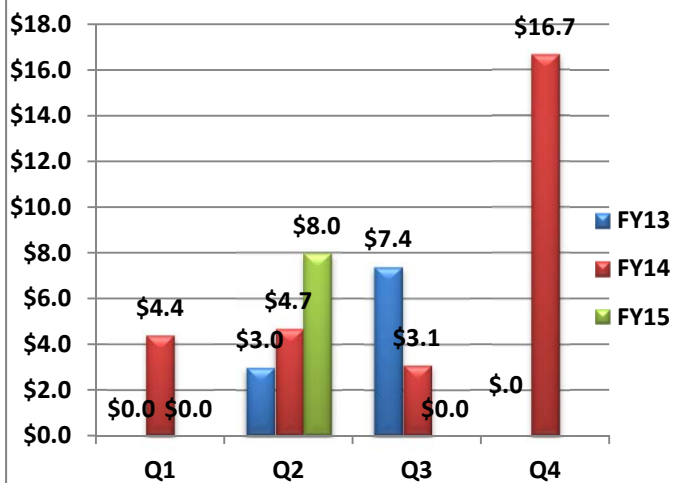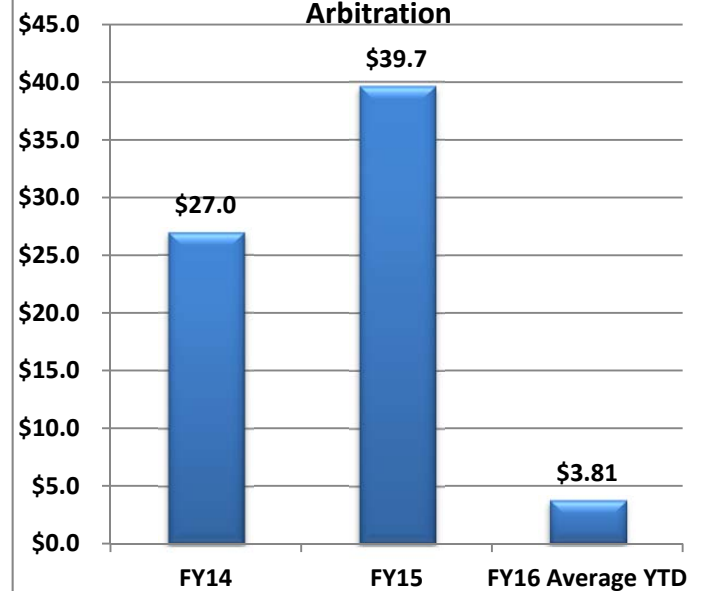
Number of Employees Attending LIUE Training
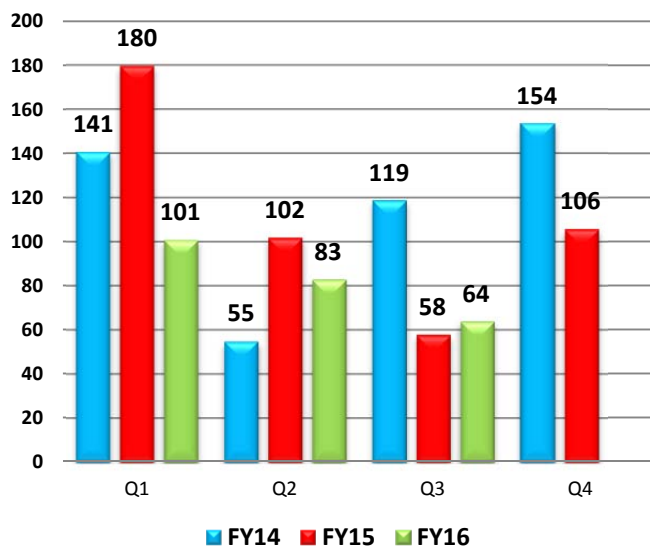
	Q1	Q2	Q3	Q4
FY14	141	55	119	154
FY15	180	102	58	106
FY16	101	83	64	

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

	Q1	Q2	Q3	Q4
FY13	6	14	6	8
FY14	7	9	8	2
FY15	7	8	4	9
FY16	11	11	8	

Average Cost Paid by the State for Arbitration

	Q1	Q2	Q3	Q4
FY13	$0.0	$3.0	$7.4	$.0
FY14	$4.4	$4.7	$3.1	$16.7
FY15	$0.0	$8.0	$0.0	

Annual Cost Paid by State for Arbitration

FY14	FY15	FY16 Average YTD
$27.0	$39.7	$3.81

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	69.3		
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	49	44.0	46.3		
Average number of days to advertise a position following the agency request	10	5	6	15.3		
Percent of employees who successfully complete their probationary period	75%	69.7%	70.1%	70.1%		
Percent of "voluntary" classified employee turnover (leaving State service)	15%	3.5%	3.3%	3.7%		
Percent of "involuntary" classified employee turnover (leaving State service)	5%	0.5%	0.4%	0.6%		
Average State employee sick leave usage per capita	24 Hrs.	23.6 Hrs.	23.6 Hrs.	26.2 Hrs.		
State employee average overtime usage per month	12 Hrs.	16.3 Hrs.	17.3 Hrs.	15.6 Hrs.		
Percent of State employees receiving overtime	25%	17.2%	16.7%	15.6%		
Average State classified employee compa-ratio	95%	101.8%	101.9%	102.1%		
Average State classified new hire compa-ratio	91%	97%	97%	97%		
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	11	8	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	$3,813		
State-wide classified service vacancy rate	13%	14.7%	14.4%	15.5%		
Percent of new hire managers and supervisors who successfully complete the management and supervision training sponsored by the State personnel office within three months of date of hire.	95%	35%	35%	34%		

FY16 Approved Annual Performance Measure *These measures will be reported on a FY end basis*	FY16 Targets	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%	