



# New Mexico

## State Personnel Office

### FY17 1<sup>st</sup> Quarter Workforce Report

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

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## Director's Report

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 ten 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 6.4 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.

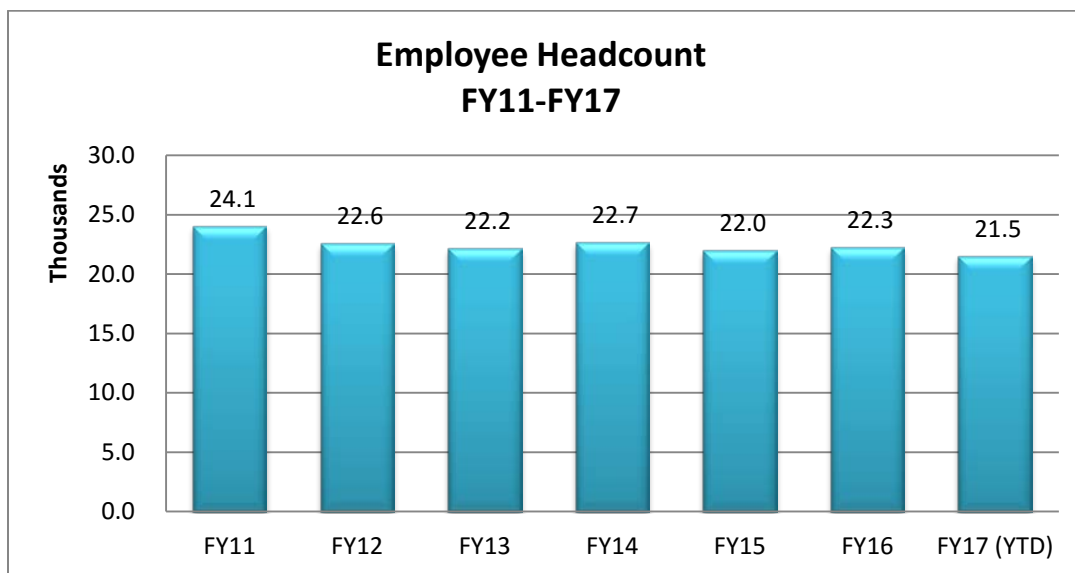
This quarter, 582 new hires were made, while 735 employees separated from State service. Included in the number of separations, 113 employees retired from state service. This trend is evidence of the State's continuing work to retain qualified employees. Of the entire State service, 4.3% of employees separated voluntarily, while only 0.5% separated involuntarily. The Statewide Vacancy Rate for this quarter increased to 18.5%. 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

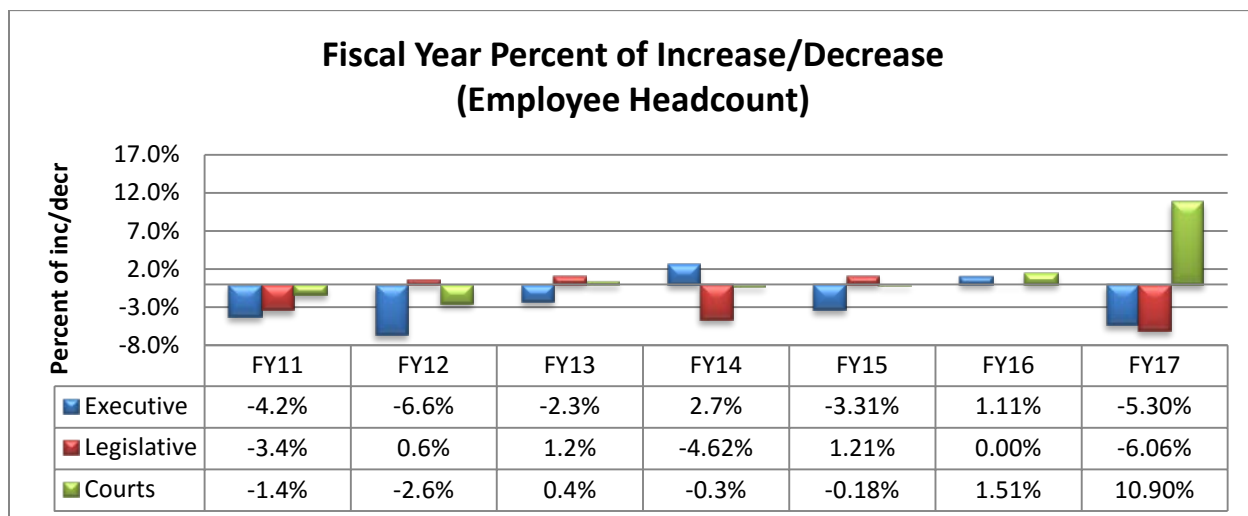
## Workforce Overview

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 FY11 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. The increase in judicial employee headcounts is a result of Public Defender separation from the classified salary plan.



## Classified Service at a Glance

**Employee Count:**  
17,155

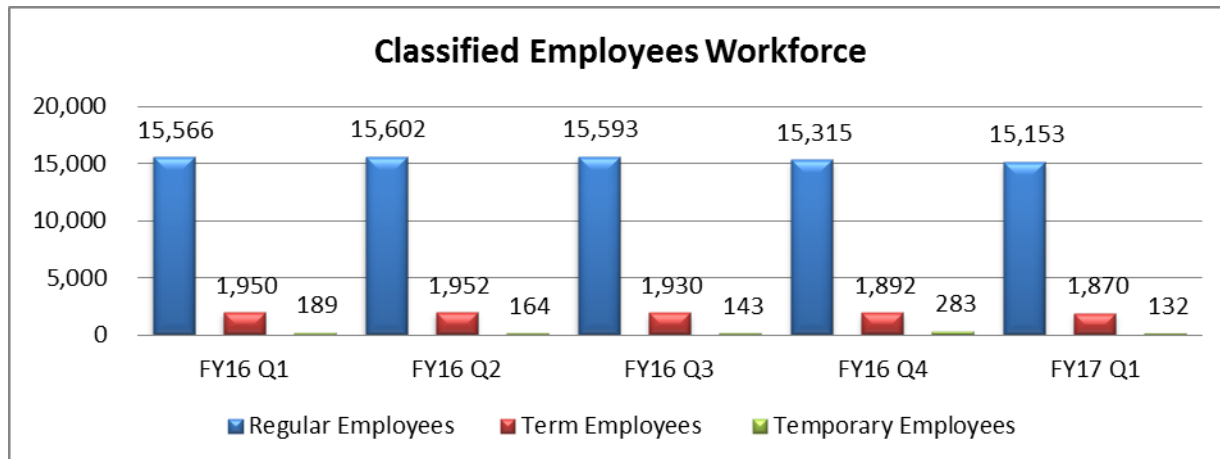
**Regular:**  
15,153

**Term:**  
1,870

**Temporary:**  
132

**Managers:**  
1,952

**Supervisors:**  
1,554

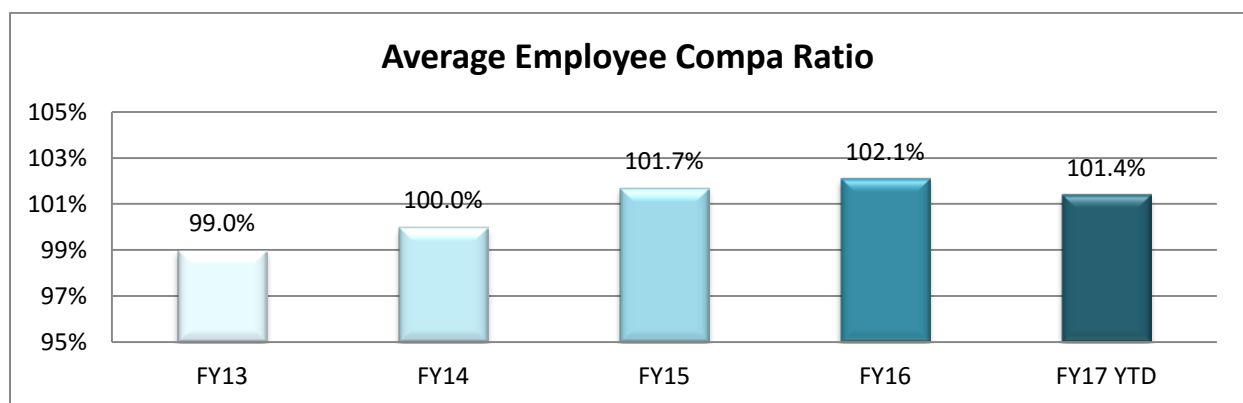
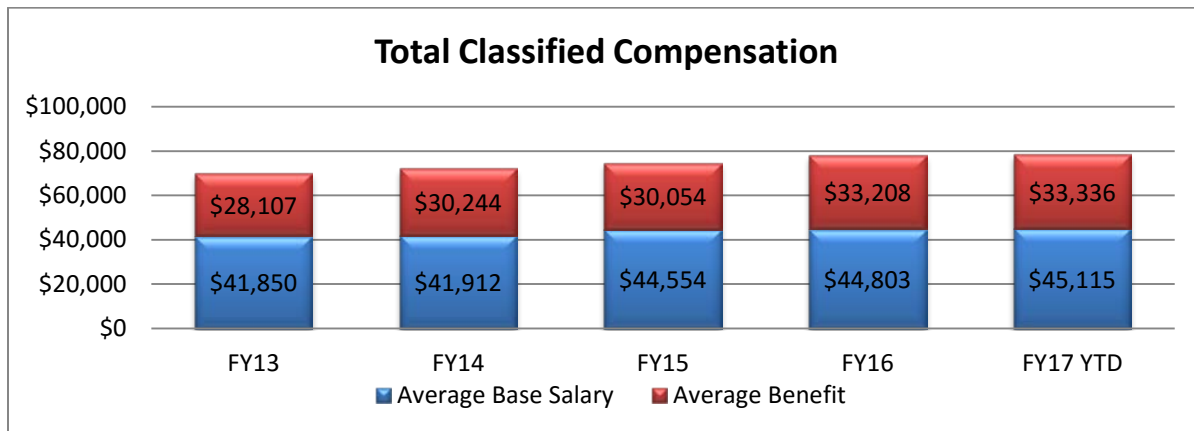


Workforce Data	
Union Represented Employees	55.1%
Minority	64.4%
Female	54.3%
Male	45.7%

TOTAL COMPENSATION	
September 30, 2016	
AVERAGE BASE SALARY \$45,115	AVERAGE TOTAL COMPENSATION \$78,451
AVERAGE BENEFIT \$33,336	
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 101.4%	

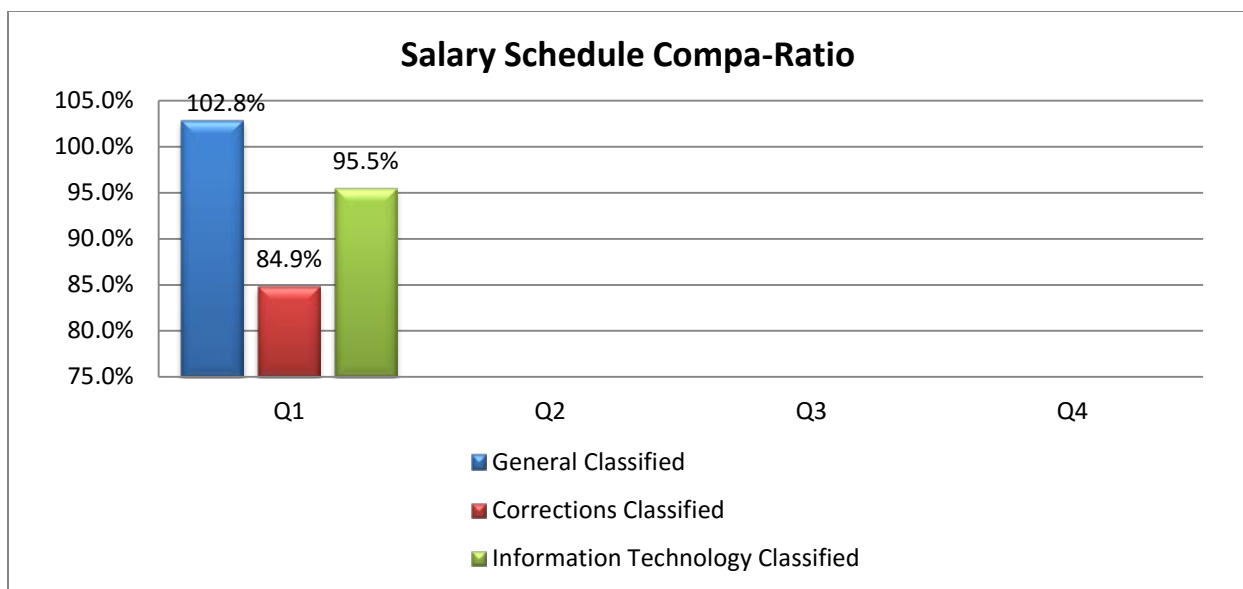
## Total Compensation

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 FY13. In FY16, benefit costs as a percentage of total compensation rose, as health care insurance rates increased. Between FY15 and FY16, benefits costs rose 8%, while the average salary increased by less than 1%.



The FY17 decrease in average compa-ratio is attributed to the implementation of classification studies and two new salary structures.

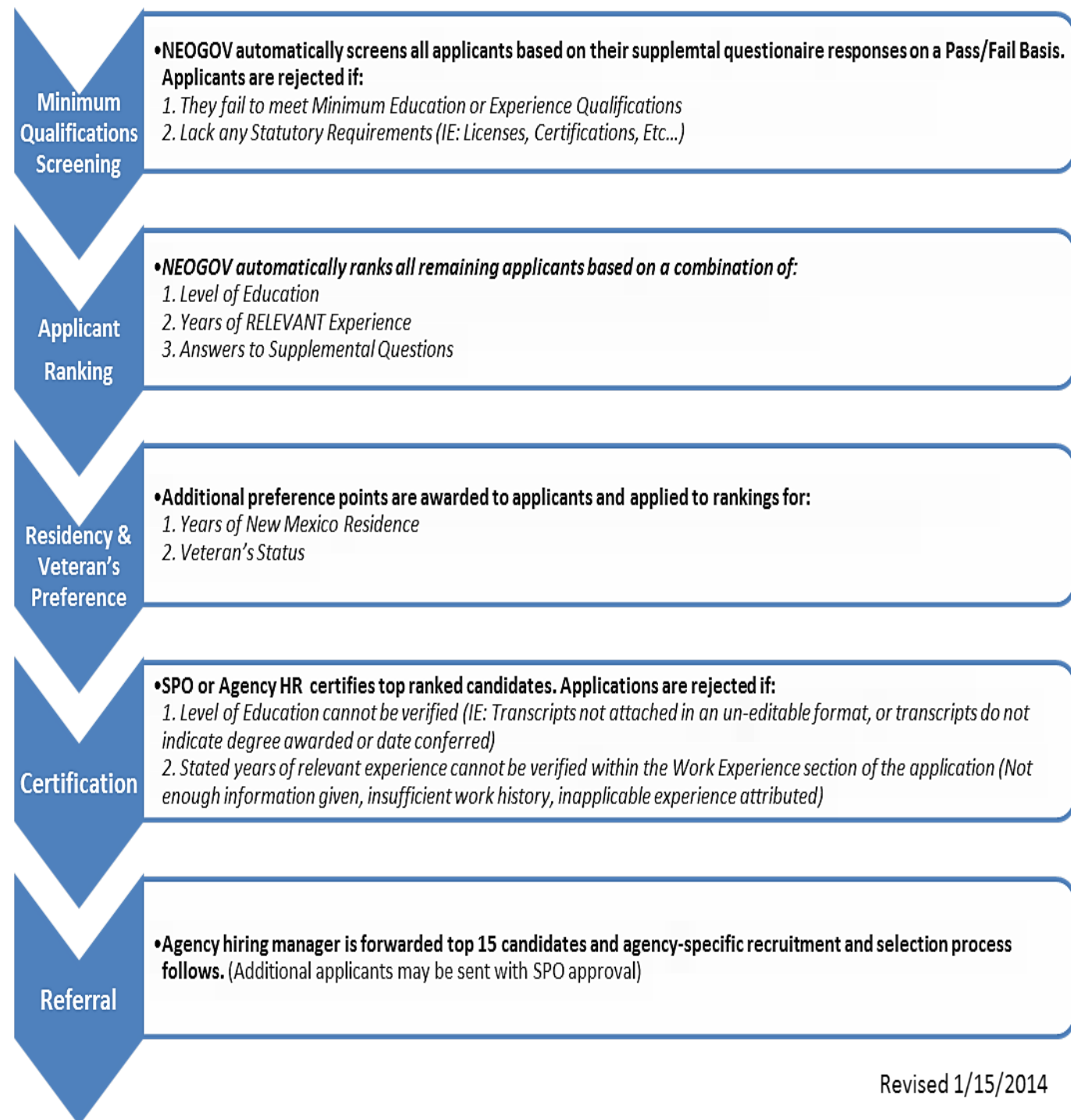
SPO is in the process of establishing a new classification structure with 11 new salary schedules, each targeted towards a particular occupational sector, which take into account the sizes of different jobs and the movement of the market in these sectors. For FY17 two additional salary schedules have been approved and implemented, Corrections and Information Technology classified. Trends for these new salary schedules will develop over time.



## Classified Service Recruitment

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

### Steps Followed Once an Applicant Applies for a Position



Revised 1/15/2014

## Advertisements

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.

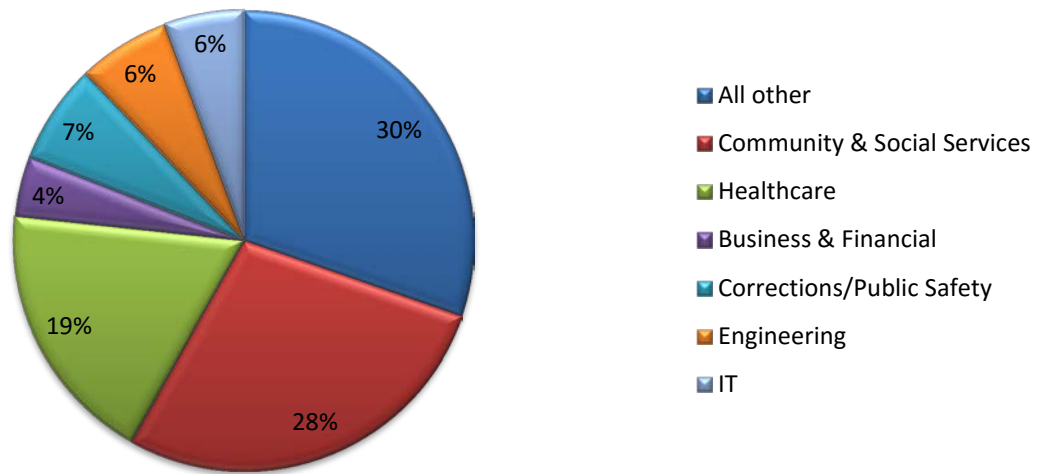
Agencies have begun to use this targeted form of advertising, in order to provide the potential applicant with the most accurate description of the responsibilities of the position, including the specific education and experience preferred by the hiring agency. Applicants who have a thorough understanding 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.

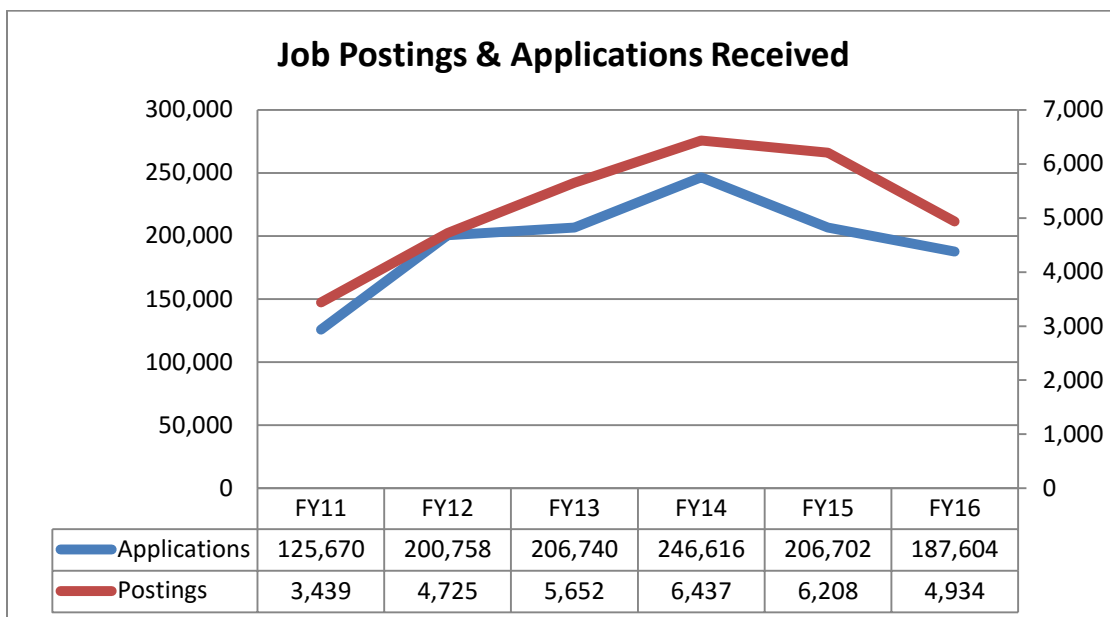


### FY17 1st Quarter Continuous Job Postings



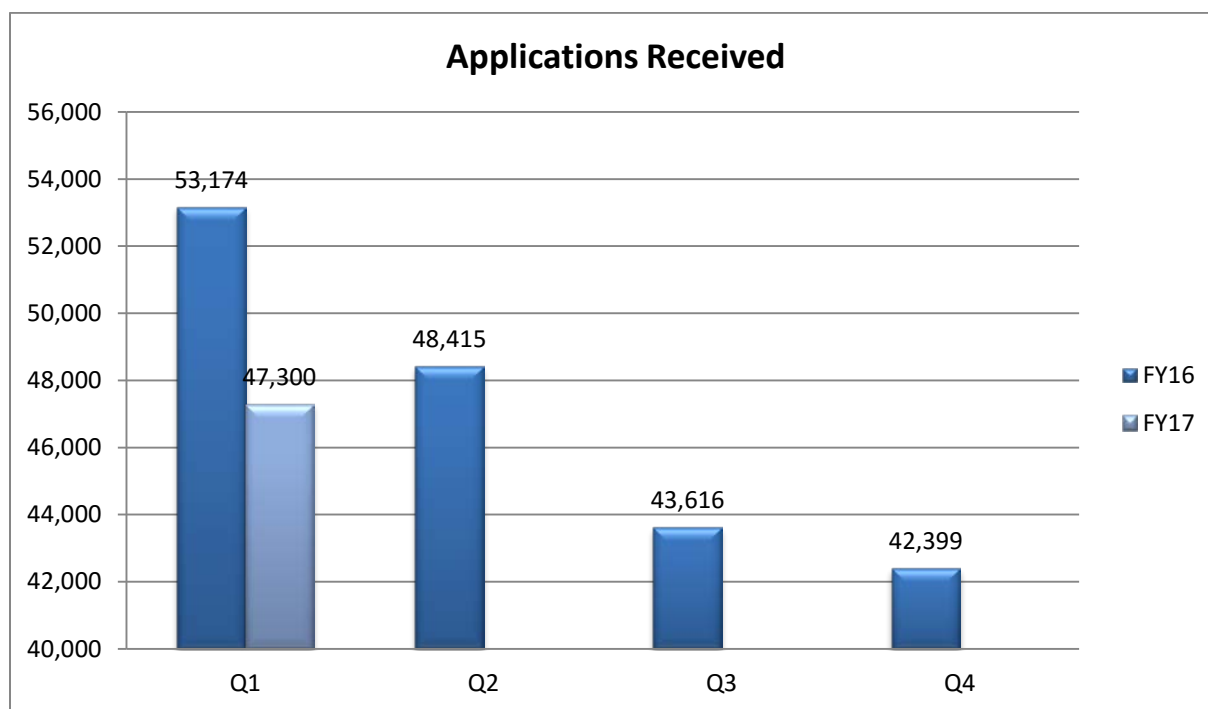
Approximately 47% of continuous advertisements were for positions in a health related field, or for Child Protective Services Case Workers.

### Advertisement Postings and Applications

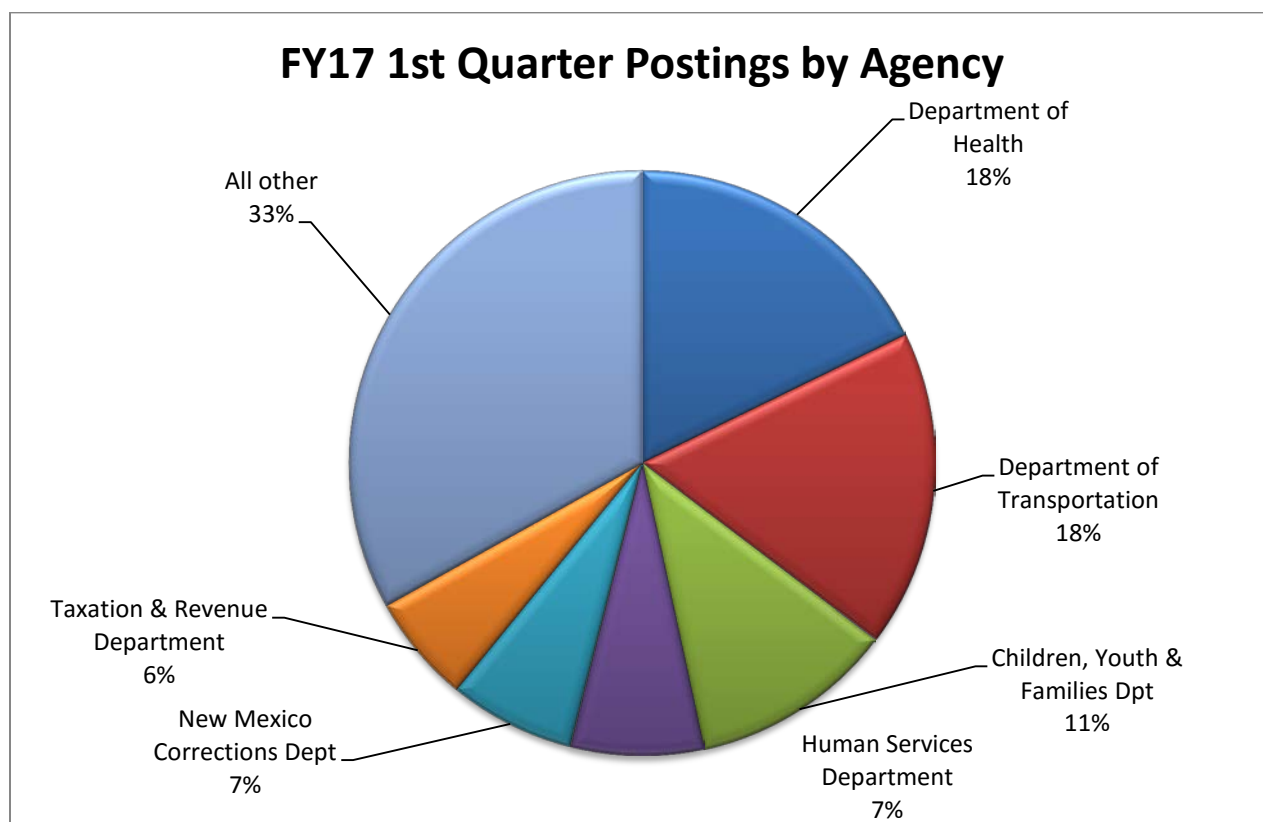


The total views of posted applications have increased since 2012, as seen below. Since 2012, posted advertisements on NEOGOV have been viewed over 15 million times. There have been almost 1 Million views for FY17.

Total Views on Posted Advertisements by Fiscal Year					
FY12	FY13	FY14	FY15	FY16	FY17 YTD
2,286,916	3,645,209	4,079,561	3,326,579	2,189,184	679,784



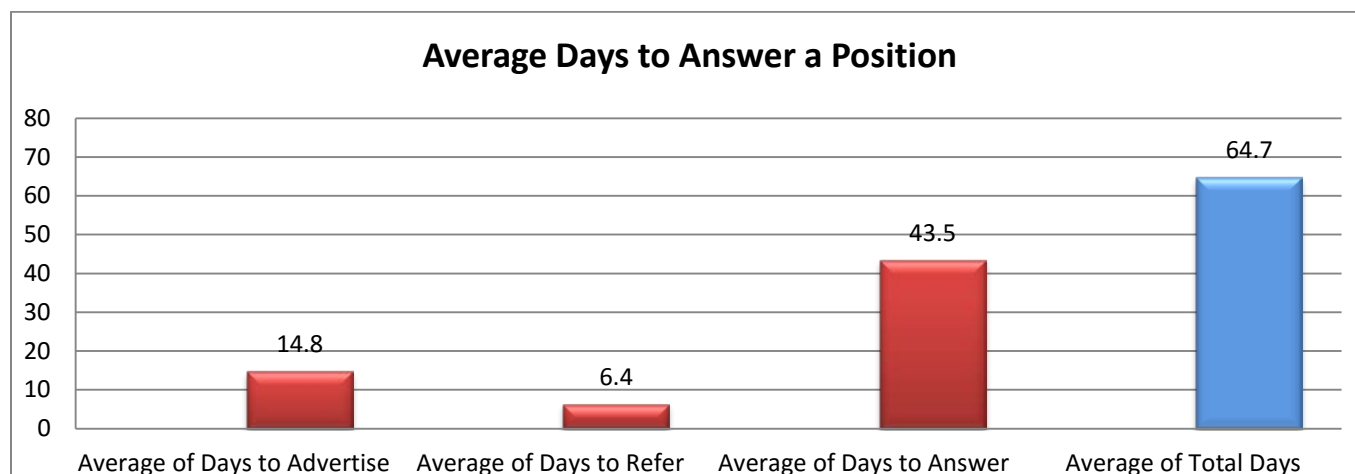
The number of applications received represents any applicant who applied for a position during the quarter. The quarterly postings represent any advertisement with a start date that initiated during the quarter. Currently, as illustrated below, six agencies represent 60% of all jobs advertised this quarter.



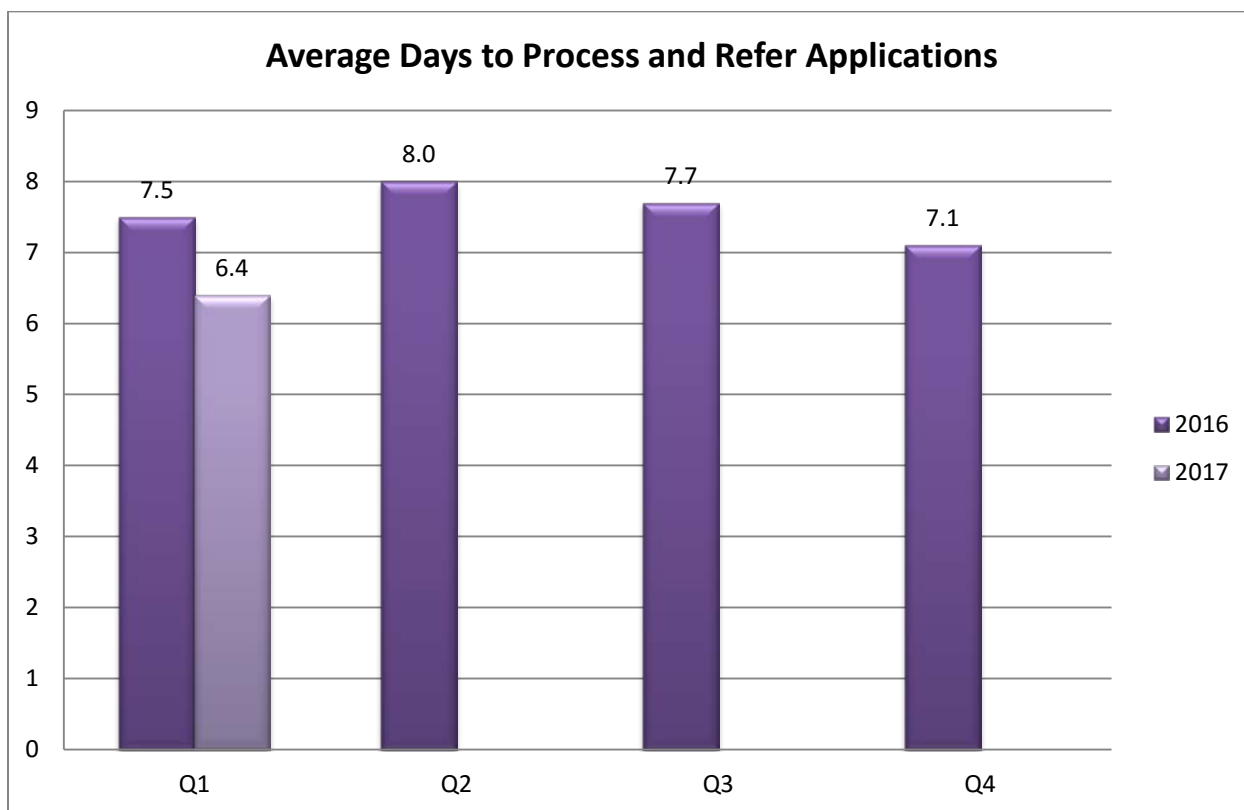
Department	Advertisements	Views	Applications Received
Department of Health	217	97,544	6,652
Department of Transportation	214	65,730	4,367
Children, Youth & Families Dept.	138	91,187	7,093
Human Services Department	90	46,872	3,288
New Mexico Corrections Dept.	85	35,913	2,797
Taxation & Revenue Department	73	36,939	3,810
Department of Environment	61	28,632	1,239
Department of Public Safety	44	29,237	2,119
Energy, Minerals & Natural Resources Dept.	41	19,889	988
Public Education Department	34	26,651	1,085
Regulation & Licensing Dept.	33	15,942	1,282
Dept. of Workforce Solutions	31	21,824	1,818
Dept. of Vocational Rehabilitation	25	15,146	1,284
Department of Cultural Affairs	24	18,906	882
Department of Game & Fish	20	14,558	707
Miners Colfax Medical Center	19	2,857	150
General Services Department	18	8,841	644
Public Regulation Commission	15	6,787	389
Superintendent of Insurance	15	8,503	542
Military Affairs	12	3,711	276
Workers Compensation Admin	12	17,491	970

### 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 43.5 days. Please note that the period of time taken to interview and process a hire at the agency level, "Average Refer to Answer," is the most significant portion of the hiring process.



- Data 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.

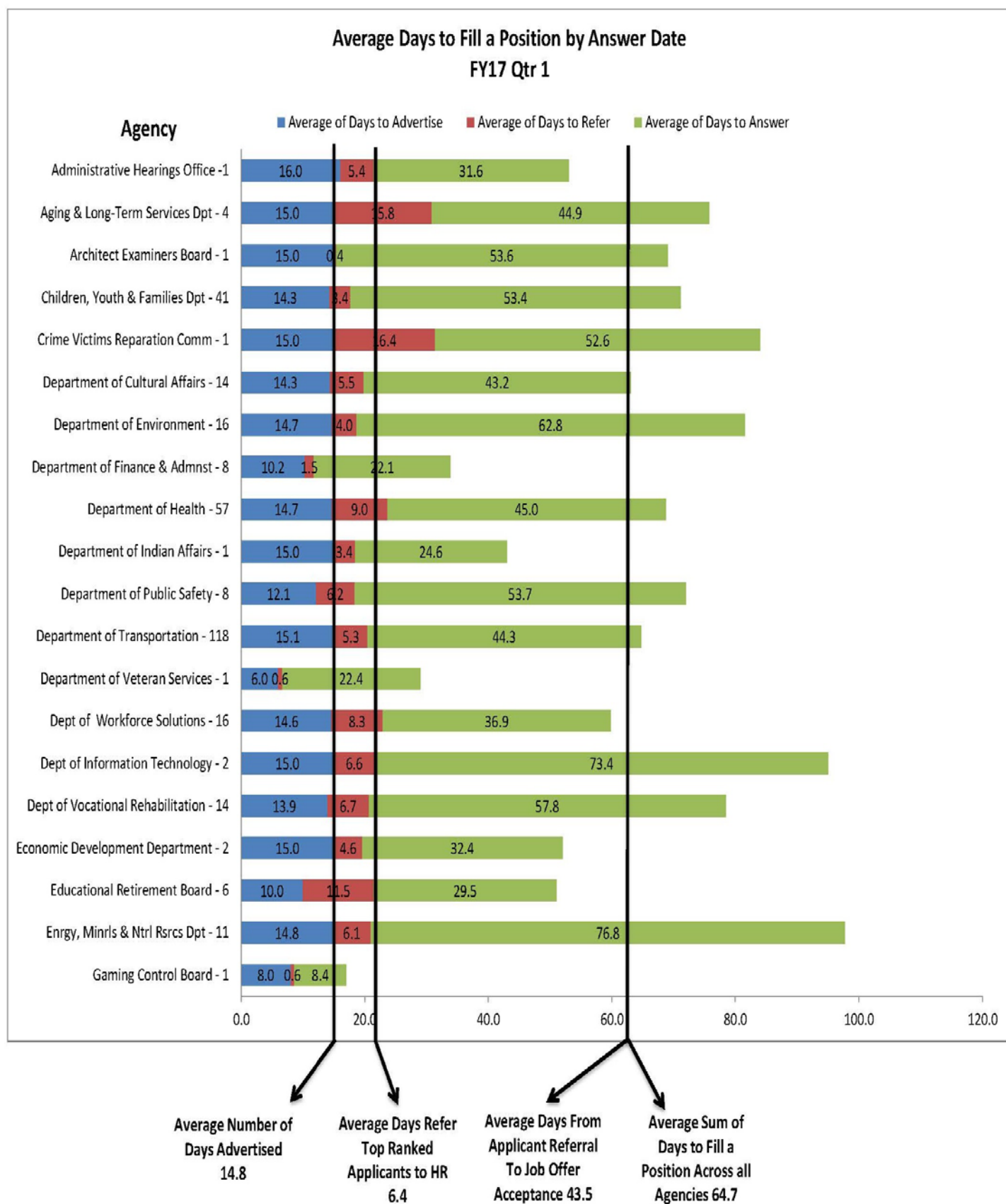
SPO provides the agency HR Manager with ongoing reports to inform them of any outstanding advertisements that have not been filled or closed out within NEOGOV. Factors exist that may impact the time to fill, such as required background checks; however, by working on the recommendations outlined above,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

How to interpret the graphs below:

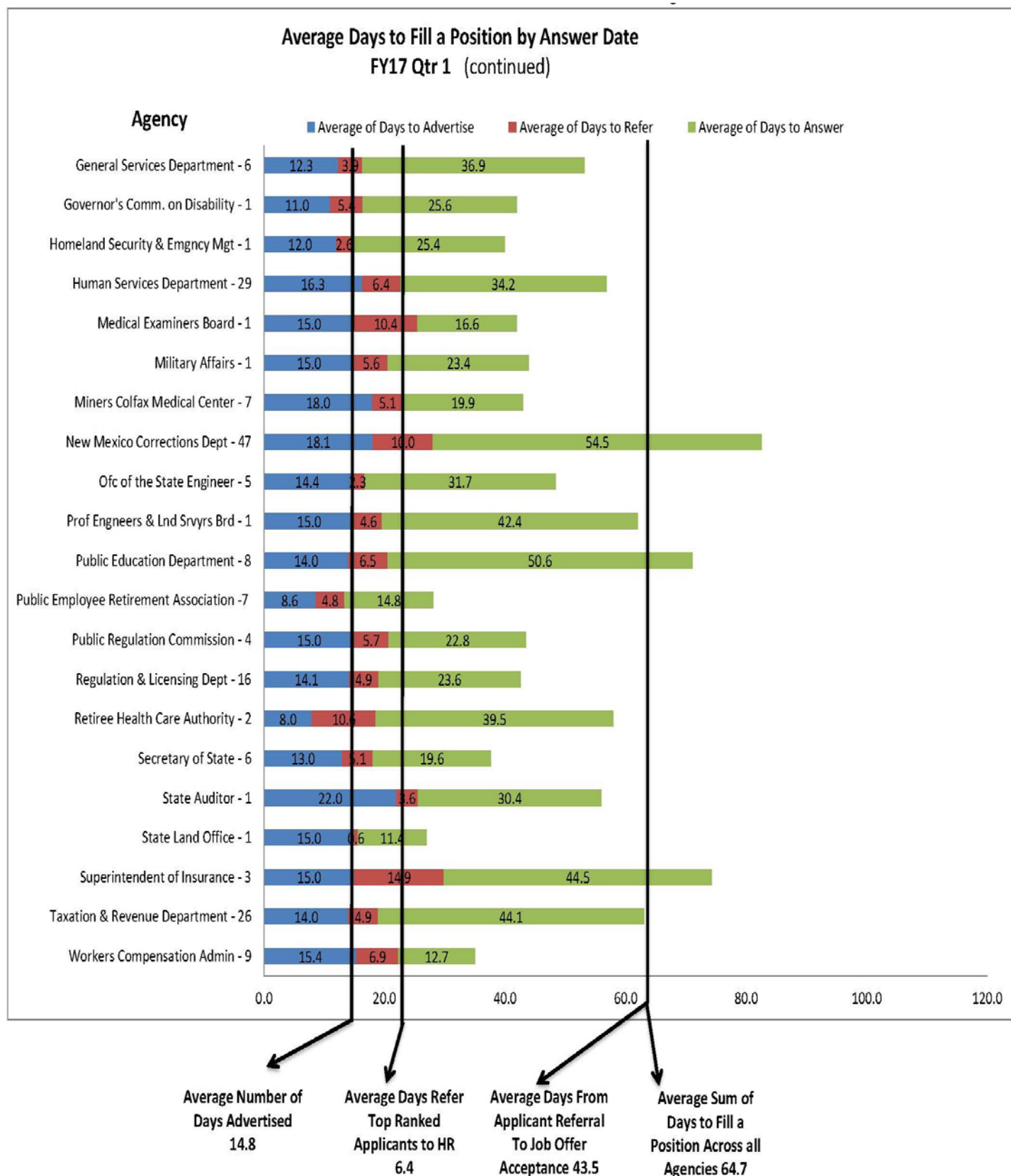
- Average Days a Job is Advertised: The average amount of time a job (excluding continuous postings) is advertised on NEOGOV.
- Average Days to Refer Top Ranked Applicants to Hiring Manager: The average amount of time taken by HR professionals to review the top ranked applicants and forward them to the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

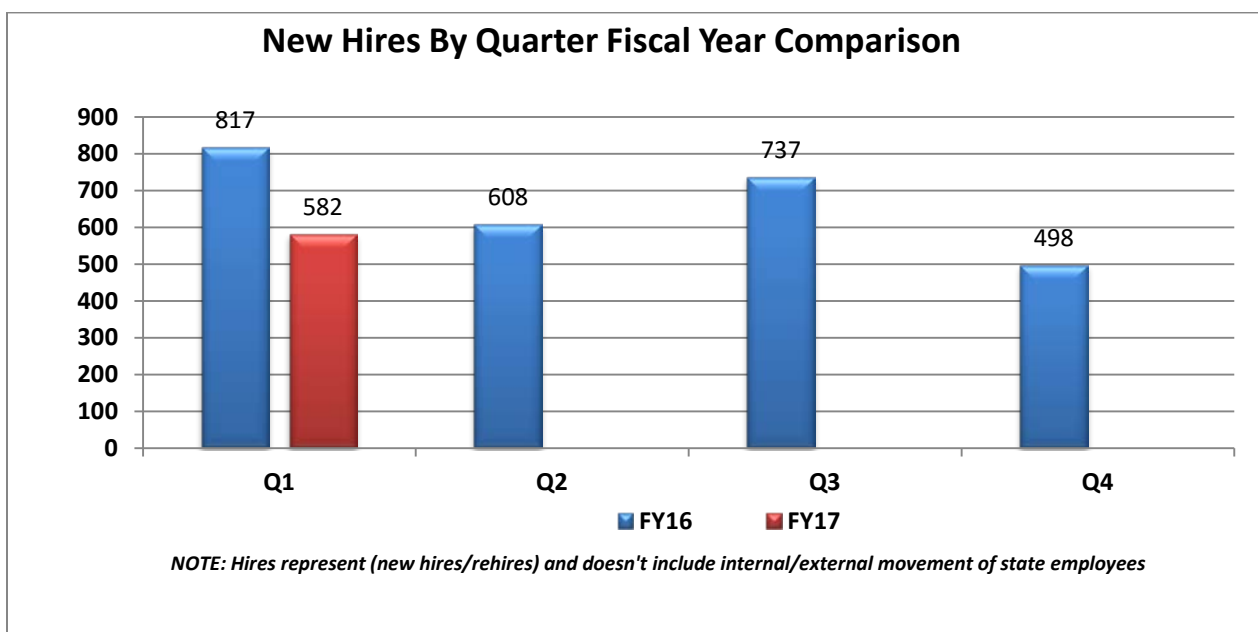
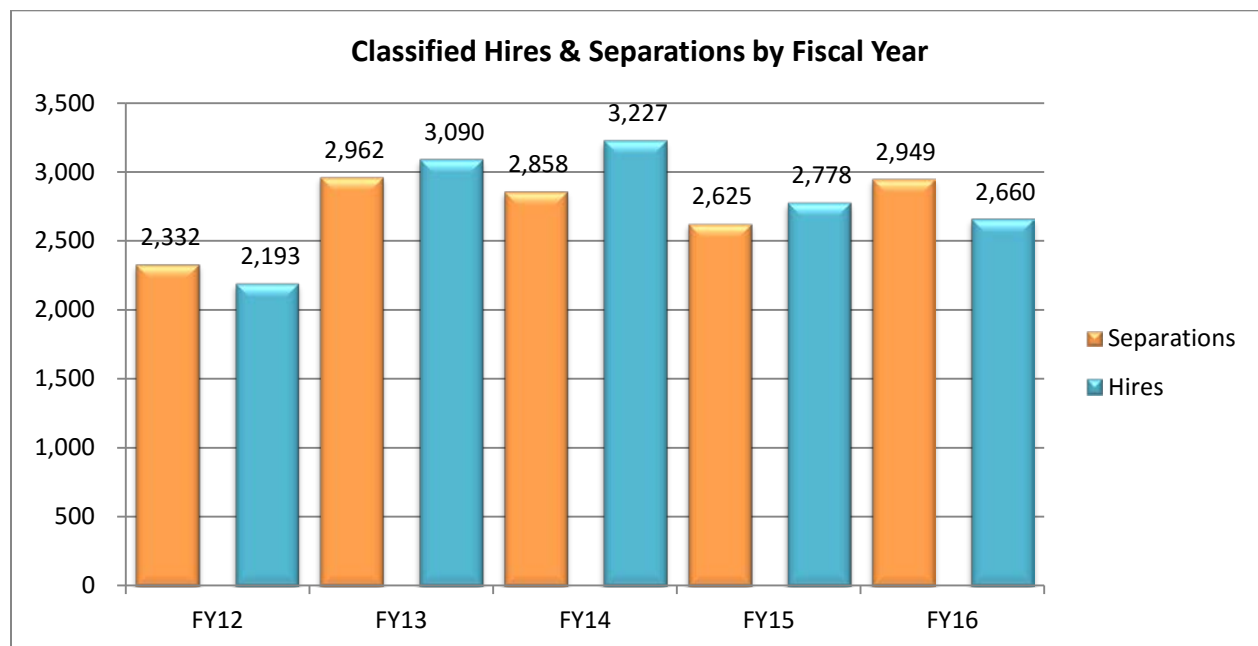


## Classified Service New Hires

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

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

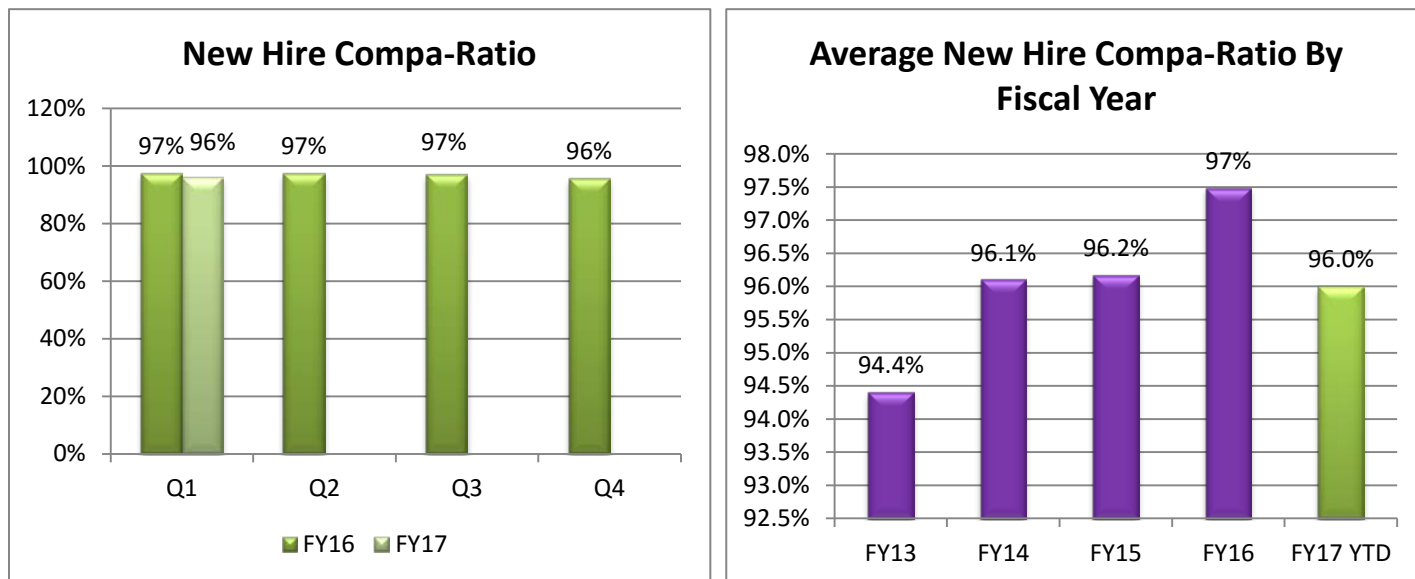
### New Employee Hires by Fiscal Year (FY11-FY16)



## New Hire Compa-Ratio

The Compa-Ratio of newly hired employees, in most 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 markets. 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.

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



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

Pay Band	Average of Compa-Ratio	# of Employees
25	85.8%	27
30	93.5%	30
35	84.6%	48
40	99.6%	32
45	99.6%	34
50	99.5%	54
55	92.9%	80
60	93.5%	63
65	100.4%	62
70	104.9%	32
75	112.0%	29
80	103.9%	20
85	106.1%	13
90	120.3%	4
95	102.1%	1
96	126.9%	1



Pay Band	Average of Compa-Ratio	# of Employees
99	100.7%	1
CA	83.3%	39
CB	83.4%	6
IA	100.0%	1
IC	100.0%	1
ID	100.0%	1
IE	104.1%	2
IF	74.8%	1

## Quarterly New Employee Hire Demographics

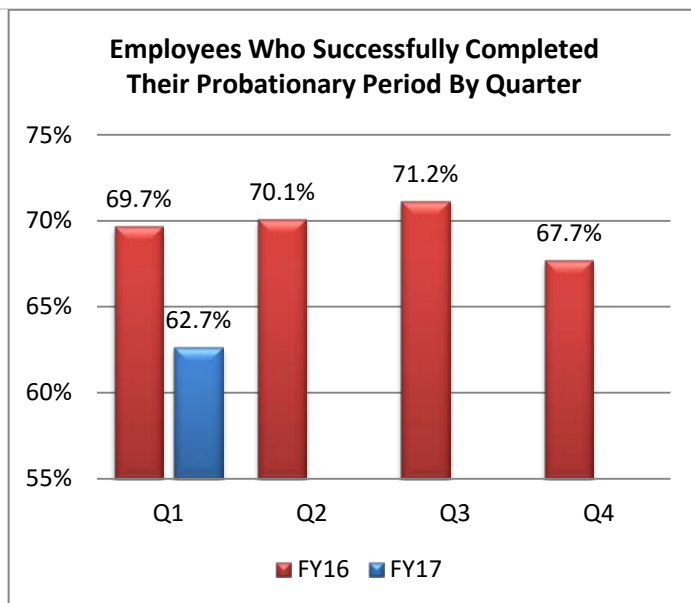
Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	8	13	21	4%
American Indian	8	5	13	2%
Asian	4	4	8	1%
Caucasian	71	66	137	25%
Hispanic	151	158	309	56%
Not Specified	35	27	94	11%
Grand Total	277	273	582	100.0%
	50%	50%		

## Performance Evaluations

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.

The percentage of FY16 employee performance evaluations completed is 95%.

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



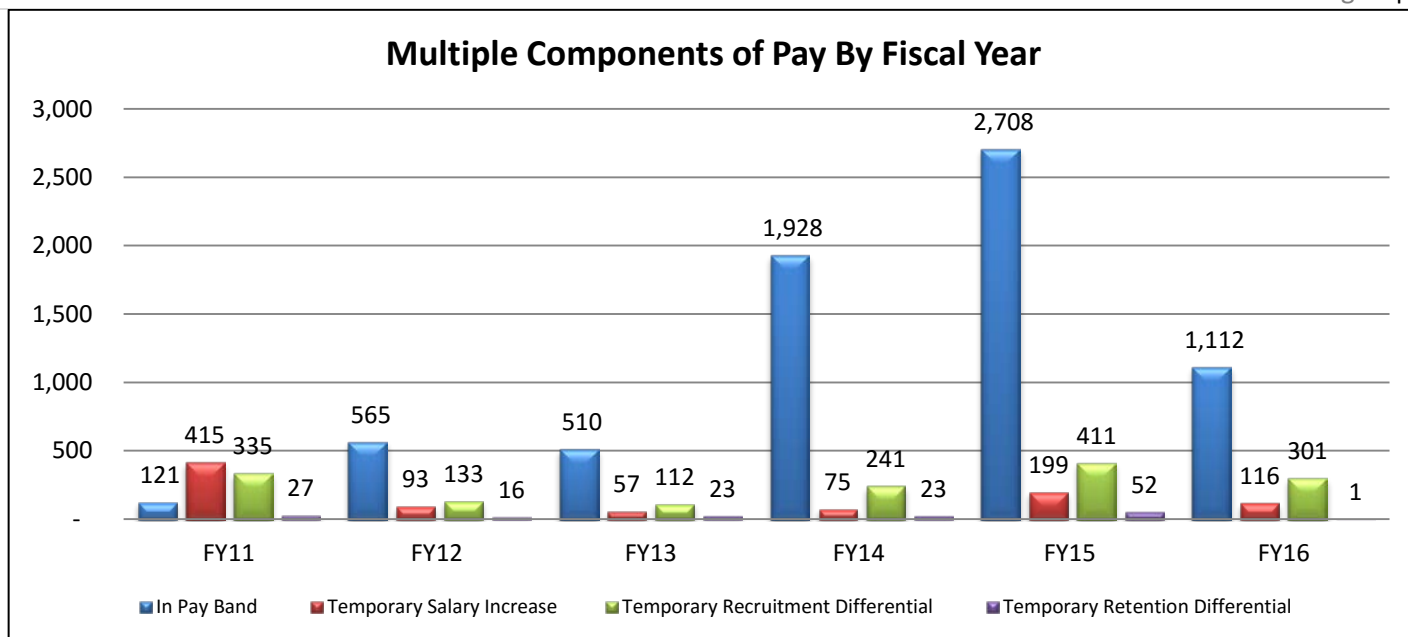
## Multiple Components of Pay (MCOP)

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

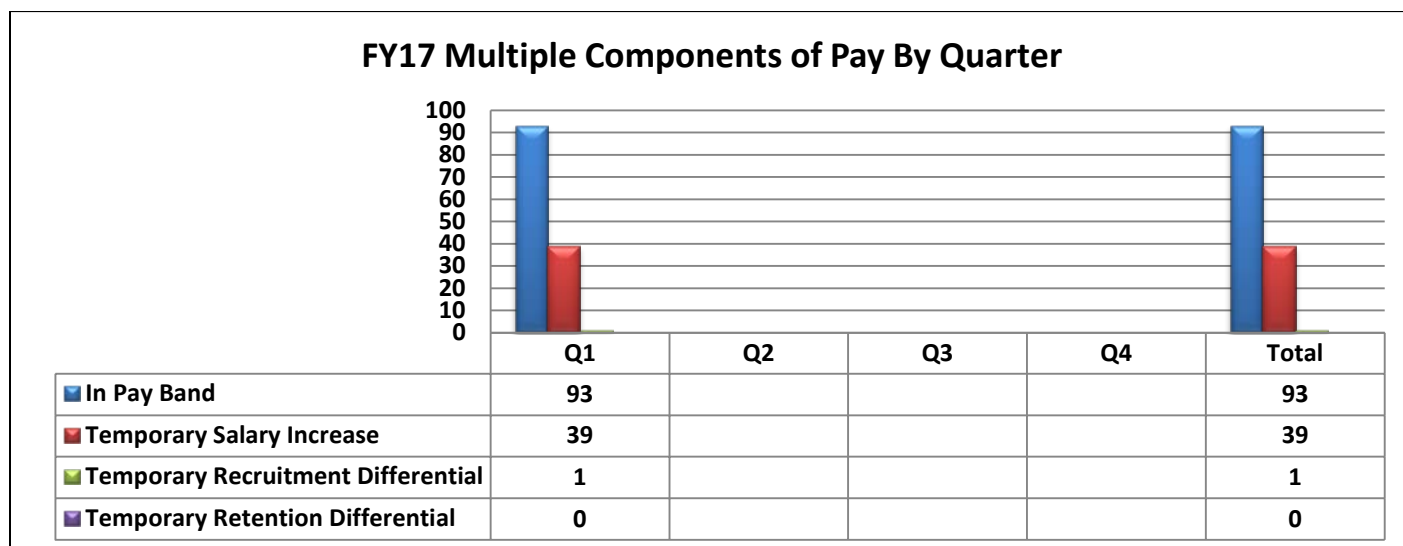
- **Temporary Recruitment Differentials** (TREC)s are permitted for positions determined to be critical to meet the business needs of an agency that is experiencing difficulties in recruitment.
- **Temporary Retention Differentials** (TRET)s are permitted to retain an employee critical to meeting the business needs of an agency that would otherwise be disrupted if an employee left the position.
- **Temporary Salary Increases** (TSI) are permitted when an employee temporarily accepts, and consistently performs, additional duties characteristic of a job requiring greater responsibility and accountability, making it a higher valued job. A TSI is a short-term salary measure that may be used until the conditions of the additional duties and responsibilities cease to exist, and may not be extended beyond a one-year period.
- **In-Pay Band Salary Adjustments** (IPBs) are permitted to increase an employee's base compensation up to 10% within a Fiscal Year, provided that the employee's performance has demonstrated placement at a higher compa-ratio. This is a permanent pay mechanism that allows for salary growth within the Pay Band. The Department of Finance and Administration (DFA) must review IPB requests to ensure agency budget availability.

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

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



The large number of 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.



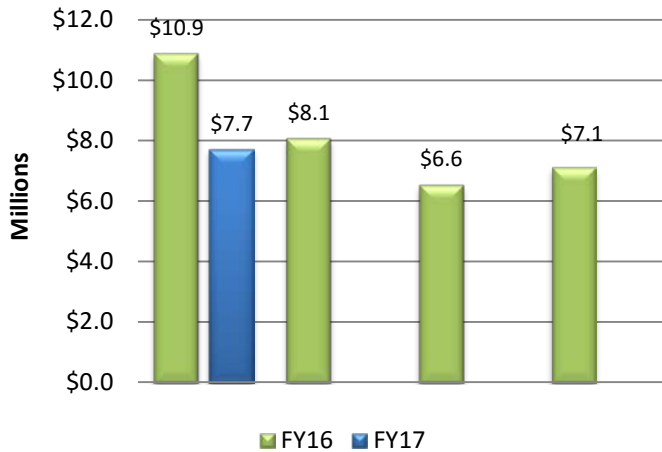
## Overtime and Leave

### Overtime

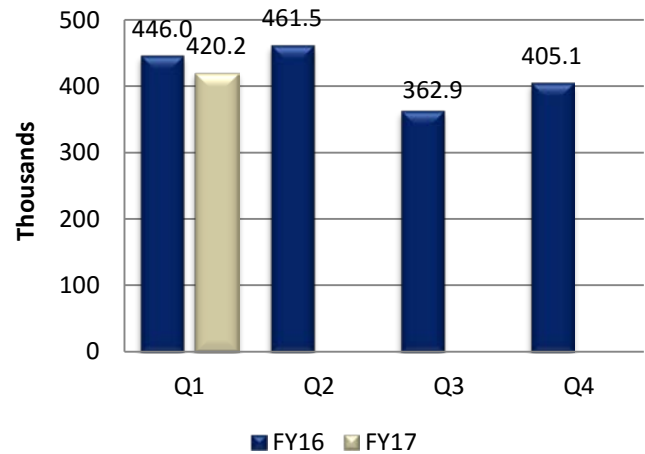
Overtime usage and cost for the 1st quarter of FY17 continue historical trends of the past 4 years of increasing over the prior FY16 4th quarter. When compared to the last quarter of FY16, usage and cost for FY17 has decreased substantially. Overtime usage and rates are highly influenced by departmental staffing levels and project/client mix.

The graph showing average percentage of employees receiving overtime per month illustrates that a smaller percentage of the state employee classified population is receiving overtime. This suggests that overtime is concentrated within certain agencies and job classifications.

### Overtime Cost

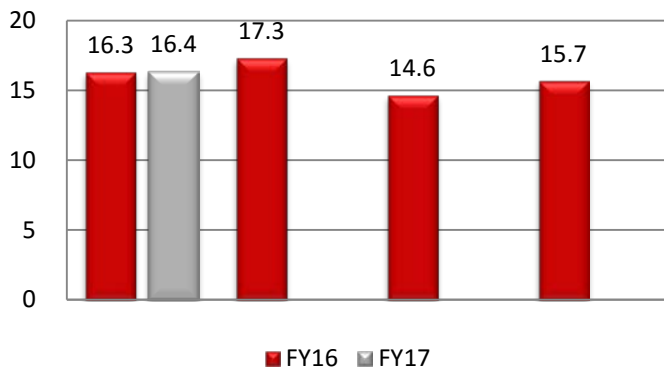


### Overtime Usage

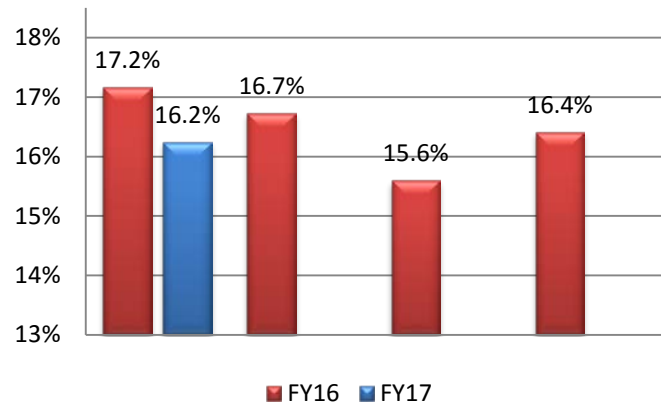


\*Note: The above graphs account for both overtime accrual and payout at straight time/time and a half.

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



### Average Percentage of Employee Receiving Overtime Per Month

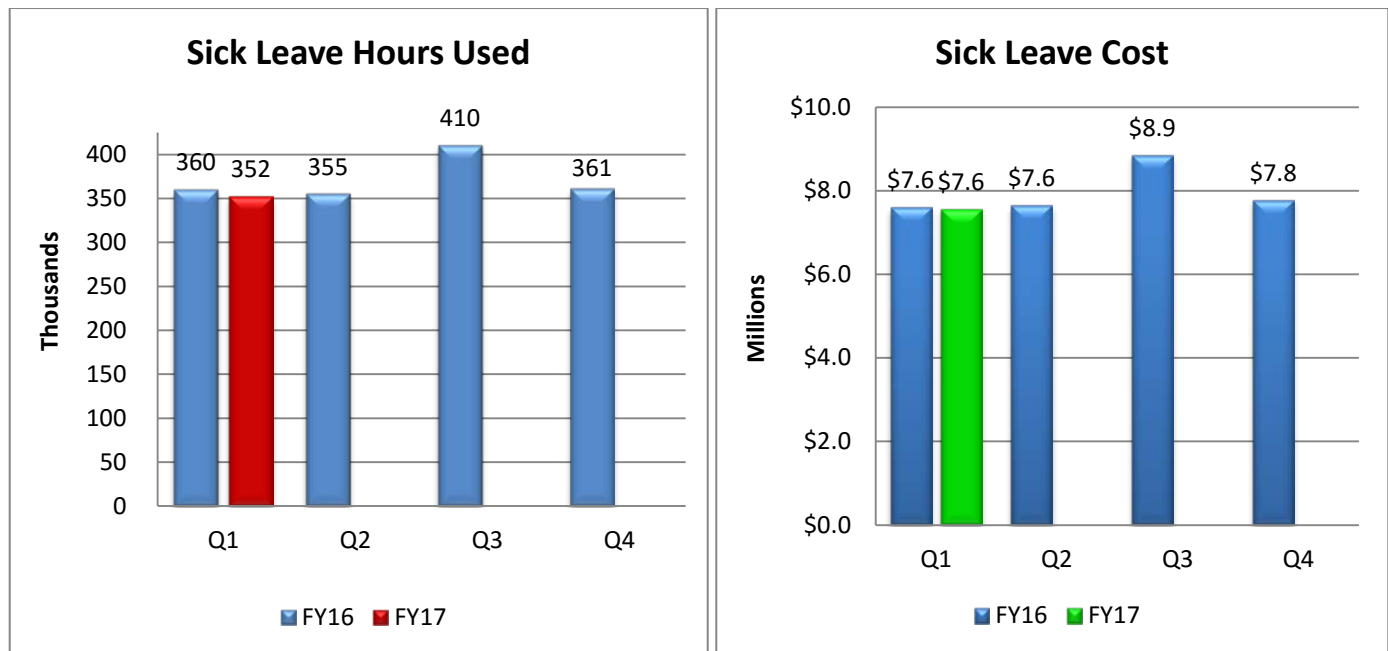


1st Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
New Mexico Corrections Dept.	171,972	\$3,106,426
Department of Health	109,448	\$1,609,421
Department of Transportation	41,557	\$815,460
Children, Youth & Families Dept.	41,444	\$810,105
Miners Colfax Medical Center	7,628	\$275,802
Department of Public Safety	10,087	\$213,570
Taxation & Revenue Department	5,915	\$115,777
Energy, Minerals & Natural Resources Dept.	4,547	\$105,241
Department of Game & Fish	3,726	\$89,802
Dept. of Information Technology	2,270	\$58,926

1st Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
Dept. of Vocational Rehabilitation	2,329	\$55,049
Dept. of Workforce Solutions	1,627	\$44,362
Public Regulation Commission	1,563	\$35,805
Homeland Security & Emergency Mgt	1,344	\$34,626
Public Education Department	1,114	\$33,910
Department of Cultural Affairs	1,875	\$33,340
Department of Environment	1,065	\$33,015
Educational Retirement Board	1,285	\$31,069
Regulation & Licensing Dept.	1,031	\$25,322
Military Affairs	1,268	\$24,790
<b>Top 20 Agencies</b>	<b>413,094</b>	<b>\$7,551,820</b>
<b>All Others</b>	<b>7,088</b>	<b>\$172,150</b>
<b>Grand Total</b>	<b>420,182</b>	<b>\$7,723,970</b>

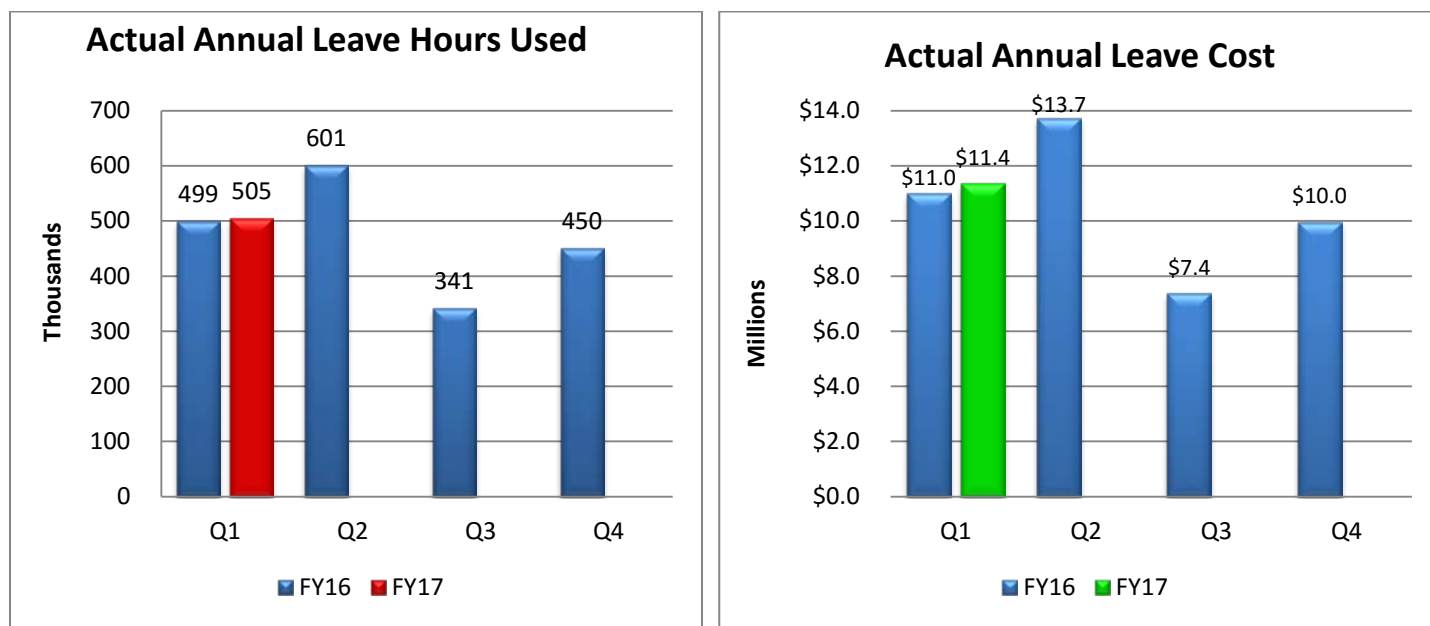
## Sick Leave

Sick leave usage and cost for the 1<sup>st</sup> quarter of FY17 is approximately 2.5% lower than the prior quarter. Compared to the 1<sup>st</sup> quarter in FY16, sick leave usage and cost remains unchanged.

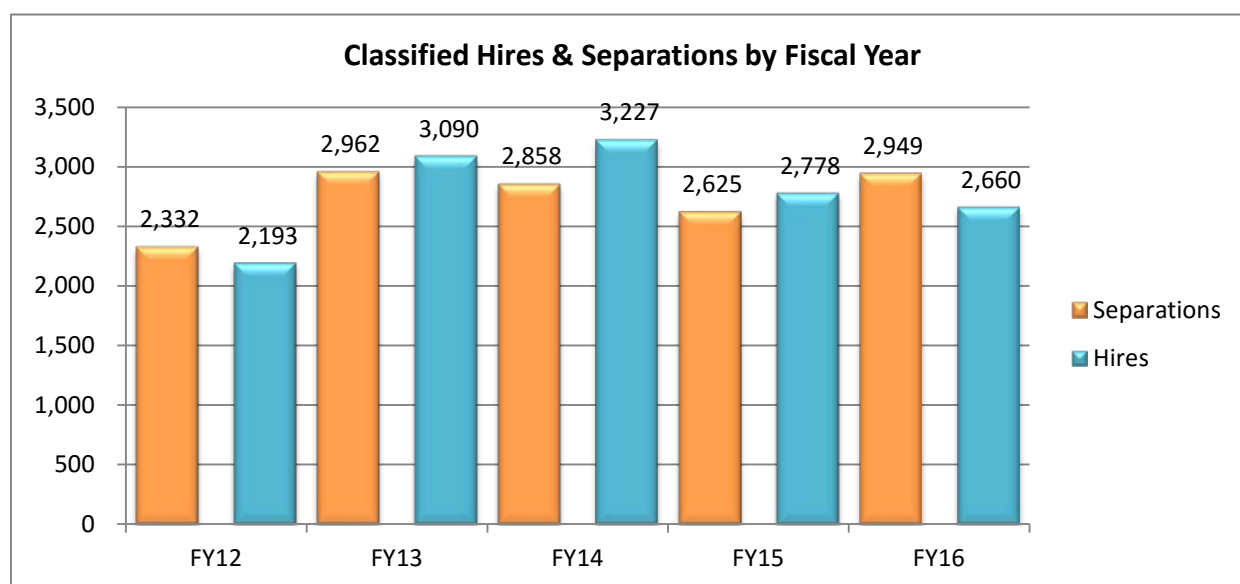


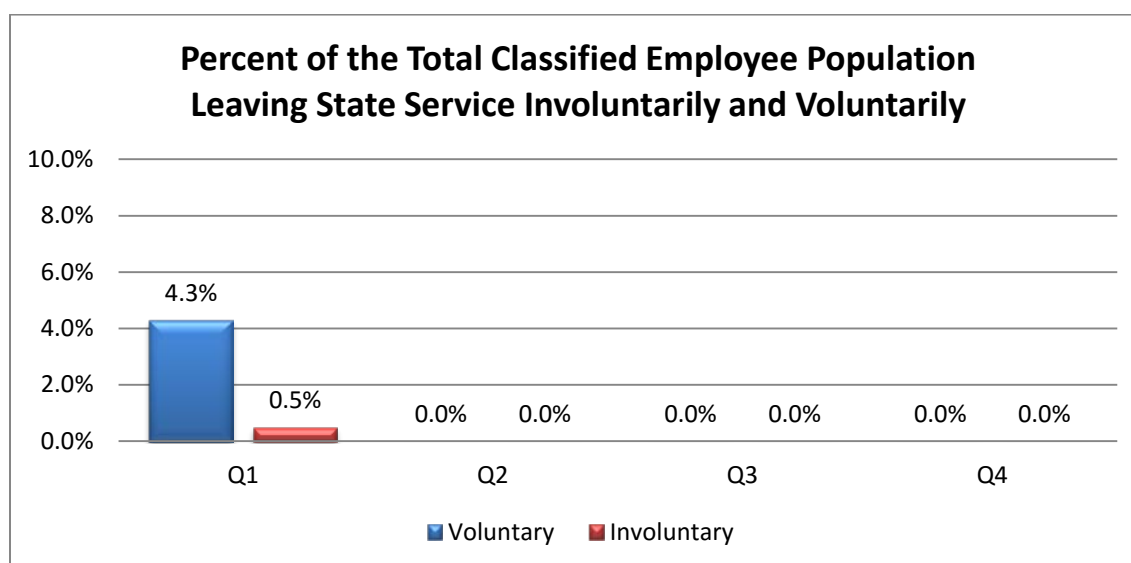
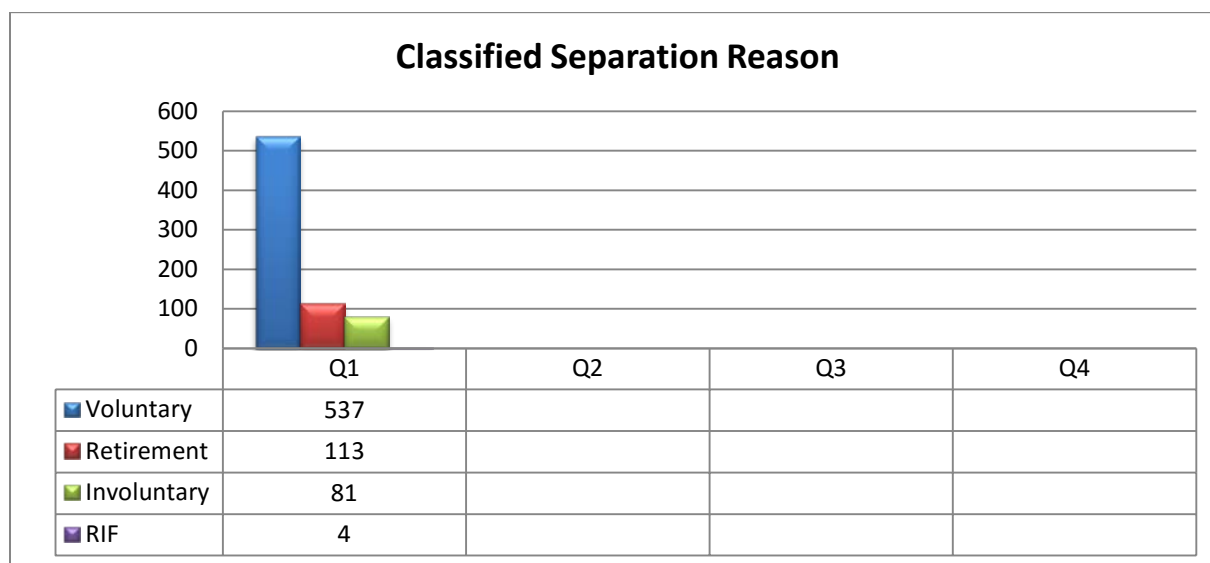
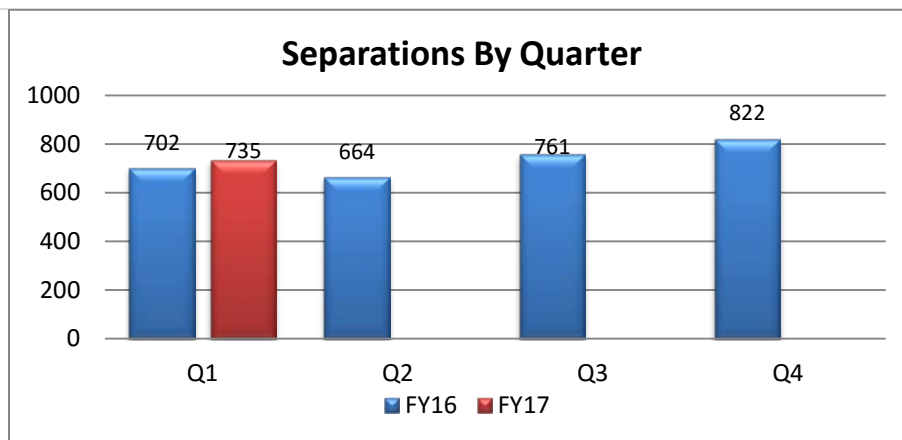
## Annual Leave

Annual leave usage rates for the 1<sup>st</sup> quarter of FY17 have increased over the prior quarter, FY16 4th quarter. This continues a historical trend over the past 4 years of annual leave usage and costs increasing noticeably over the 4th quarter of the prior fiscal year. If trends hold, the 2<sup>nd</sup> quarter of FY17 will be the highest use and cost quarter for the year, as employees begin to spend down their annual leave balances prior to the end of the calendar year when use-or-lose limits apply.



## Classified Service Separations





The graph above shows the separation rate of classified employees as a percentage of the total Classified Service population. Of the 735 separations this quarter, 4.3% were voluntary, and 0.5% were involuntary.

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

## Quarterly Classified Employee Separations by Reason

Reason	Q1	Q2	Q3	Q4
Resignation	359			
Normal Retirement	103			
Personal Reasons	60			
Misconduct	34			
Accepted New Job (Non-Comp)	25			
Quit without Notice	25			
Attendance	19			
Unsatisfactory Performance	12			
Accepted New Job (Competitor)	11			
Resignation-Other Position	11			
Return to School	10			
Death	9			
Relocation	8			
Disability Retirement	7			
Family Reasons	6			
End of Appointment	4			
RIF - SPO Board Approved	4			
Discharge	3			
Failed Condition of Employment	3			
Health Reasons	3			
Illness in Family	3			
Vested Retirement	3			
Non Job Connected Medical	2			
Other Medical	2			
Pregnancy	2			
Unforeseen Circumstances	2			
Dissatisfied w/Work Conditions	1			
Dissatisfied with Hours	1			
End Temporary Employment	1			
Lack of Funding	1			
Violation of Rules	1			



## Quarterly Classified Employee Separations by Agency

Agency	Number of Employees
Department of Health	194
Human Services Department	95
Children, Youth & Families Dept.	88
Department of Transportation	64
New Mexico Corrections Dept.	47
Taxation & Revenue Department	30
Department of Cultural Affairs	22
Dept. of Workforce Solutions	19
Public Education Department	17
Department of Environment	15
Miners Colfax Medical Center	14
Department of Public Safety	13
Energy, Minerals & Natural Resources Dept.	13
General Services Department	11
Office of the State Engineer	11
Dept. of Vocational Rehabilitation	10
Aging & Long-Term Services Dept.	8
Regulation & Licensing Dept.	8
Military Affairs	6
Dept. of Information Technology	5
Superintendent of Insurance	5
Public Regulation Commission	4
Tourism Department	4
Department of Game & Fish	3
Workers Compensation Admin	3
Commission for the Blind	2
Department of Finance & Administration	2
Economic Development Department	2
Educational Retirement Board	2
Homeland Security & Emergency Mgt	2
Livestock Board	2
Public Employee Retirement Asso	2
Secretary of State	2
Board of Nursing	1
Department of Indian Affairs	1
Dev Disabilities Planning Comm	1
Gaming Control Board	1
Higher Education Department	1
Office of African American Affairs	1
Office of Natural Resource Trustee	1
SpacePort Authority	1
State Land Office	1
State Personnel Board	1
<b>Grand Total</b>	<b>735</b>

## Statewide Classified Turnover and Vacancies

Turnover is attributable to many factors beyond management control such as retirement, transfers, and promotional opportunity. The average turnover rate for FY17 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

Statewide Turnover by Agency					Reasons for Leaving Employment			
BU	Agency	Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
30800	State Auditor	25	0.0%	0.0%	0	0	0	0
33300	Taxation & Revenue Department	894	7.2%	6.2%	64	55	8	1
33700	State Investment Council	18	5.6%	5.6%	1	1	0	0
34000	Administrative Hearings Office	12	0.0%	0.0%	0	0	0	0
34100	Department of Finance & Administration	131	5.3%	5.3%	7	7	0	0
34200	Public School Insurance Authority	7	28.6%	28.6%	2	2	0	0
34300	Retiree Health Care Authority	22	0.0%	0.0%	0	0	0	0
35000	General Services Department	242	7.4%	6.6%	18	16	1	1
35200	Educational Retirement Board	54	13.0%	13.0%	7	7	0	0
36100	Dept. of Information Technology	157	3.2%	2.5%	5	4	1	0
36600	Public Employee Retirement Asso	71	19.7%	16.9%	14	12	2	0
36900	Commission of Public Records	34	0.0%	0.0%	0	0	0	0
37000	Secretary of State	39	15.4%	15.4%	6	6	0	0
37800	State Personnel Board	41	14.6%	12.2%	6	5	0	1
39400	State Treasurer	21	0.0%	0.0%	0	0	0	0
40400	Architect Examiners Board	3	0.0%	0.0%	0	0	0	0
41700	Border Development Authority	2	0.0%	0.0%	0	0	0	0
41800	Tourism Department	45	24.4%	17.8%	11	8	0	3
41900	Economic Development Department	38	5.3%	5.3%	2	2	0	0
42000	Regulation & Licensing Dept.	246	8.9%	8.1%	22	20	0	2
43000	Public Regulation Commission	109	7.3%	7.3%	8	8	0	0
44000	Superintendent of Insurance	86	5.8%	2.3%	5	2	2	1
44600	Medical Examiners Board	12	0.0%	0.0%	0	0	0	0
44900	Board of Nursing	18	5.6%	0.0%	1	0	0	1
46000	EXPO New Mexico	16	0.0%	0.0%	0	0	0	0
46400	Prof Engineers & Land Surveyors Brd	4	0.0%	0.0%	0	0	0	0
46500	Gaming Control Board	46	6.5%	4.3%	3	2	1	0
46900	State Racing Commission	10	0.0%	0.0%	0	0	0	0
47900	Veterinary Examiners Board	2	0.0%	0.0%	0	0	0	0
49500	SpacePort Authority	12	8.3%	8.3%	1	1	0	0
50500	Department of Cultural Affairs	433	6.5%	3.5%	28	15	8	5
50800	Livestock Board	56	5.4%	5.4%	3	3	0	0
51600	Department of Game & Fish	277	5.1%	4.7%	14	13	0	1

Statewide Turnover by Agency					Reasons for Leaving Employment			
BU	Agency	Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
52100	Energy, Minerals & Natural Resources Dept.	372	5.4%	4.6%	20	17	3	0
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0	0	0
53900	State Land Office	124	0.8%	0.0%	1	0	1	0
55000	Office of the State Engineer	291	5.8%	4.5%	17	13	4	0
60300	Office of African American Affairs	5	20.0%	20.0%	1	1	0	0
60400	Com for Deaf/Hard of Hearing	14	0.0%	0.0%	0	0	0	0
60600	Commission for the Blind	60	3.3%	3.3%	2	2	0	0
60900	Department of Indian Affairs	9	11.1%	11.1%	1	1	0	0
62400	Aging & Long-Term Services Dept.	213	5.6%	5.6%	12	12	0	0
63000	Human Services Department	1,709	8.5%	7.3%	145	125	15	5
63100	Dept. of Workforce Solutions	424	7.1%	6.4%	30	27	2	1
63200	Workers Compensation Admin	107	8.4%	7.5%	9	8	1	0
64400	Dept. of Vocational Rehabilitation	250	9.2%	7.6%	23	19	4	0
64500	Governor's Comm. on Disability	14	0.0%	0.0%	0	0	0	0
64700	Dev Disabilities Planning Comm	15	13.3%	13.3%	2	2	0	0
66200	Miners Colfax Medical Center	191	11.5%	9.9%	22	19	2	1
66500	Department of Health	3,208	10.6%	9.3%	340	298	18	24
66700	Department of Environment	544	5.5%	5.0%	30	27	3	0
66800	Office of Natural Resource Trustee	3	33.3%	0.0%	1	0	1	0
67000	Department of Veteran Services	43	0.0%	0.0%	0	0	0	0
69000	Children, Youth & Families Dept.	1,898	10.0%	8.7%	190	166	11	13
70500	Military Affairs	126	7.9%	6.3%	10	8	2	0
76000	Adult Parole Board	5	0.0%	0.0%	0	0	0	0
77000	NM Corrections Dept.	1,816	30.2%	29.2%	549	531	7	11
78000	Crime Victims Reparation Comm	17	5.9%	5.9%	1	1	0	0
79000	Department of Public Safety	396	7.6%	6.8%	30	27	1	2
79500	Homeland Security & Emergency Mgt	43	9.3%	9.3%	4	4	0	0
80500	Department of Transportation	2,191	8.3%	7.3%	182	161	15	6
92400	Public Education Department	225	11.1%	10.7%	25	24	0	1
94900	NM Education Trust Board	2	0.0%	0.0%	0	0	0	0
95000	Higher Education Department	37	8.1%	8.1%	3	3	0	0
<b>Totals</b>		<b>17,537</b>	<b>10.7%</b>	<b>9.6%</b>	<b>1,878</b>	<b>1,685</b>	<b>113</b>	<b>80</b>
<b>Percent Turnover by Reason</b>						<b>89.7%</b>	<b>6.0%</b>	<b>4.3%</b>

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

## Vacancy Rates

SPO acknowledges the importance of tracking vacancy data; however, it is difficult to ascertain what positions are budgeted, versus authorized from the data available. Determining the vacancy rate in each agency is determined from the DFA FY17 Operating Budget numbers for each agency, since the FY17 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 Dept.	21.2%			
35000	General Services Dept.	22.6%			
36100	Dept. of Information Tech	25.8%			
42000	Regulation & Licensing Dept.	19.7%			
50500	Department of Cultural Affairs	16.0%			
51600	Dept. of Game & Fish	9.1%			
52100	Energy, Minerals & Natural Resources Dept.	23.0%			
55000	Office of the State Engineer	18.2%			
62400	Aging & Long-Term Services Dept.	12.7%			
63000	Human Services Dept.	20.4%			
63100	Dept. of Workforce Solutions	24.0%			
64400	Division of Vocational Rehabilitation	12.8%			
66200	Miners Colfax Medical Center	8.8%			
66500	Department of Health	18.5%			
66700	Department of Environment	20.0%			
69000	Children, Youth & Families Dept.	17.3%			
77000	New Mexico Corrections Dept.	24.4%			
79000	Department of Public Safety	16.4%			
80500	Department of Transportation	14.1%			
92400	Public Education Dept.	9.5%			
Statewide Vacancy Rate		18.5%			

## 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.

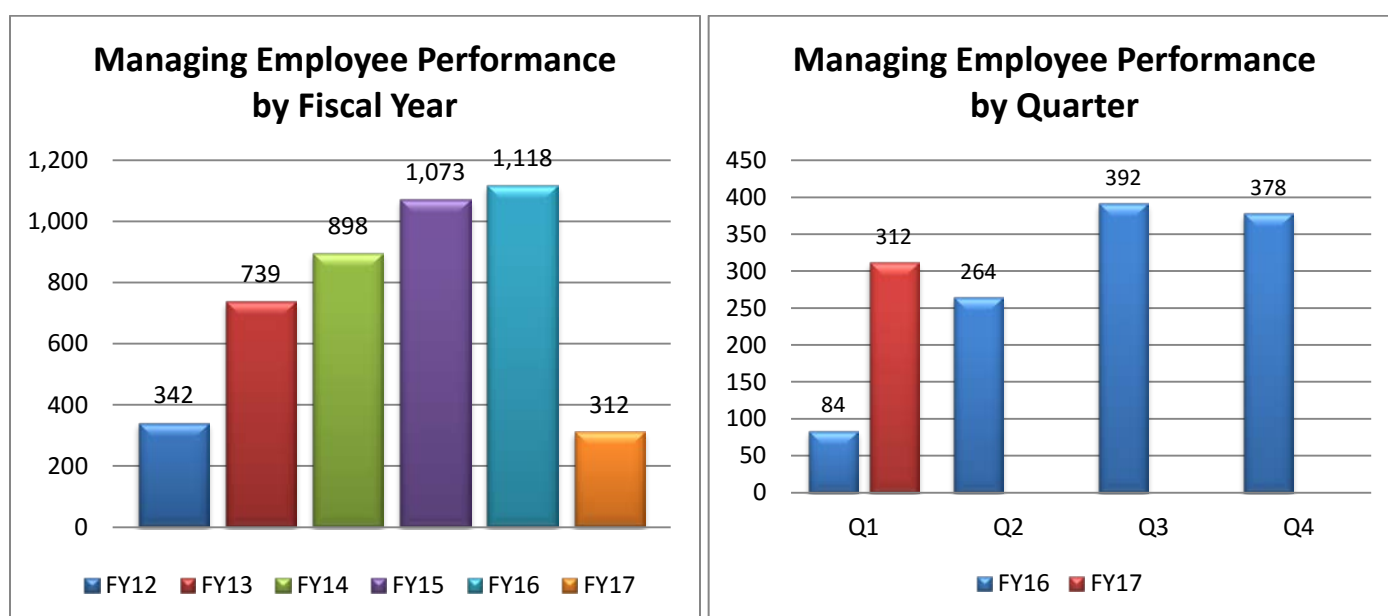
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### Instructor – Led Core Curriculum Classes

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

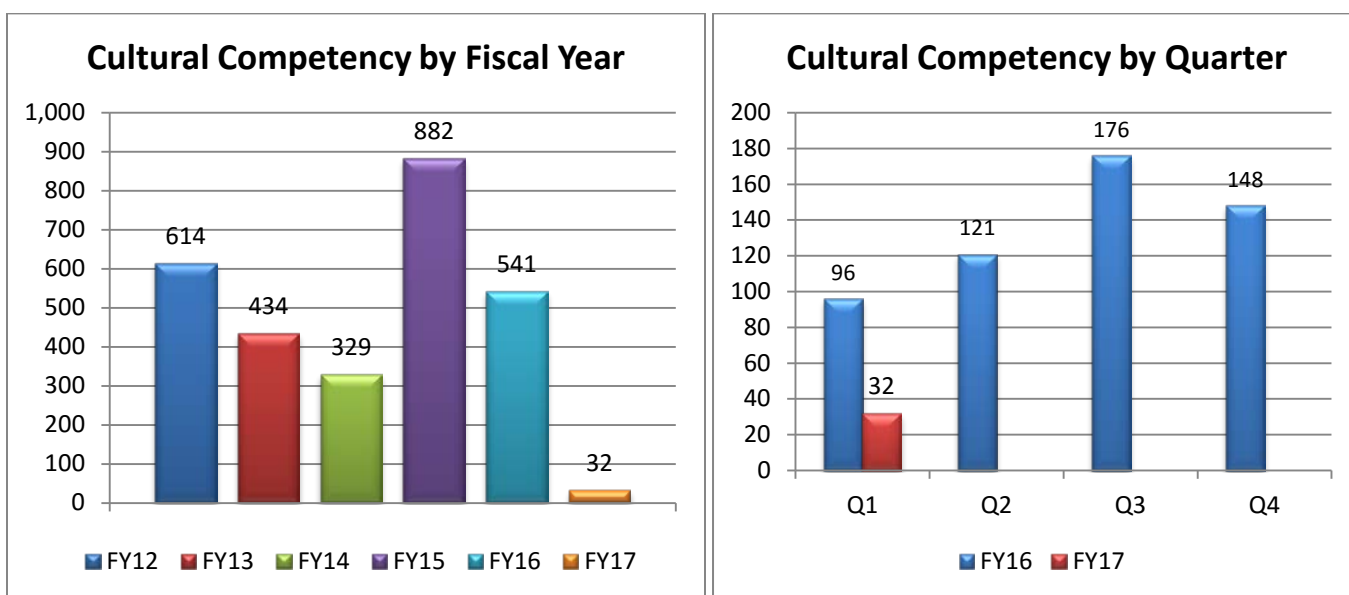
**Managing Employee Performance (MEP):** The MEP is mandated by the SPB Rules. See 1.7.9.9(A) NMAC. Topics of discussion include employee evaluations, communication, and documentation in support of teams and projects. This course promotes accountability and collaboration through all levels of management and supervision. In FY17 1st Quarter, the MEP Training was conducted for 312 managers and supervisors from various agencies.



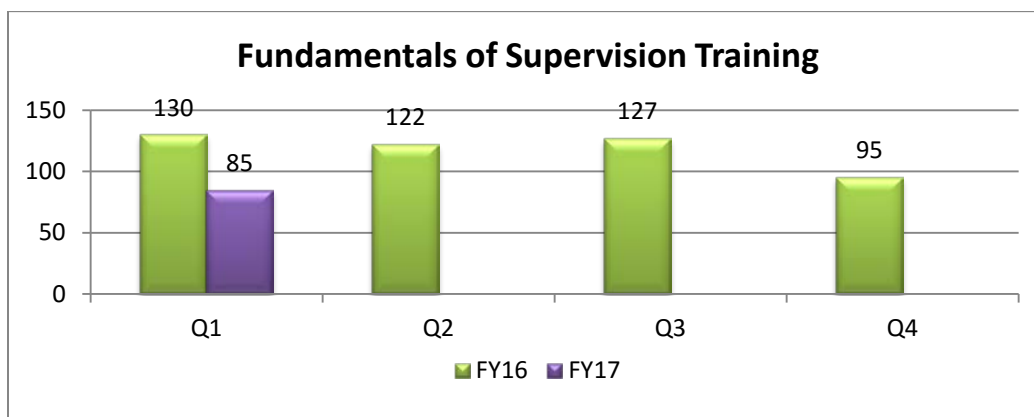
**Cultural Competency:** Pursuant to the State-Tribal Collaboration Act (STCA), in collaboration with the Indian Affairs Department (IAD), SPO developed a cultural competency statutory training program to be offered to all State

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.



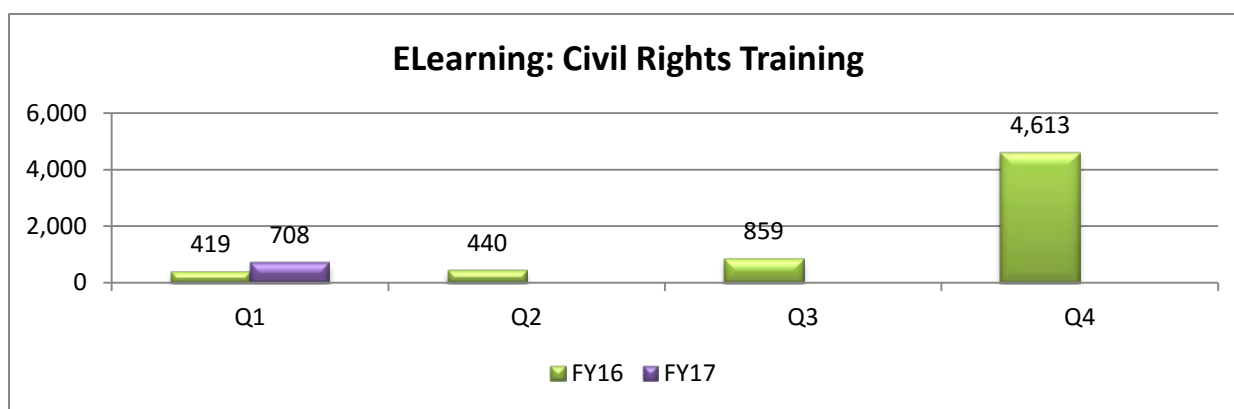
**Fundamentals of Supervision:** This course includes sections on supervision; leadership core values and practices; strategies for coordinating powerful work with teams and stakeholders; key considerations regarding motivation; and effectively dealing with resistance. Real scenarios are discussed and solutions are developed utilizing Facts, Objectives, Solutions and Actions (FOSA).



## eLearning Mandatory Classes

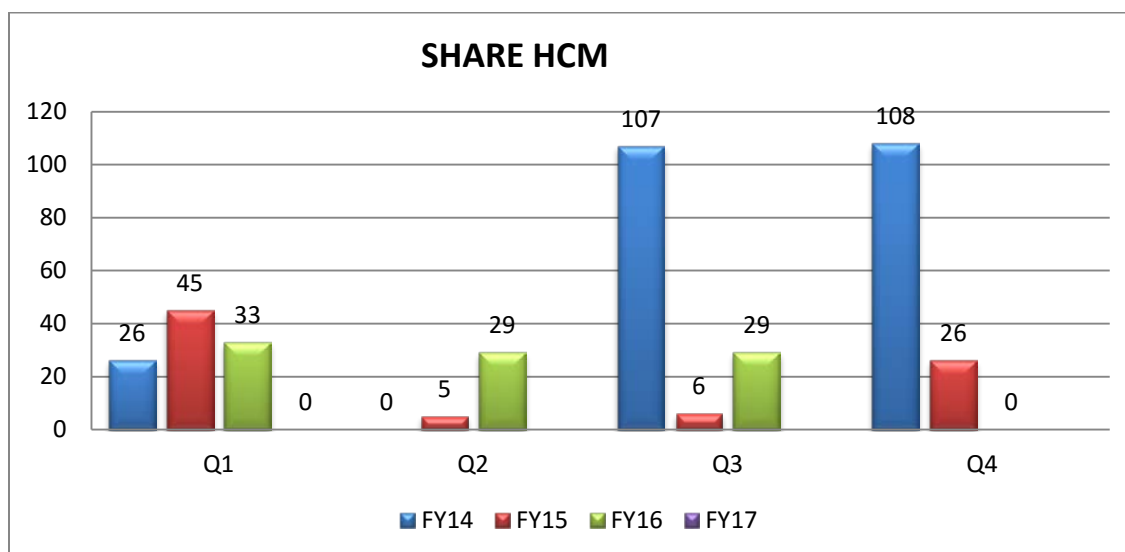
**Civil Rights:** The Civil Rights course strives to make public servants aware of the ethical standards and the social responsibility necessary to act ethically and responsively in an intergovernmental system. The Civil Rights Training has been made available to all employees. State agencies are responsible for delivering this training to new employees within 90 days of hire. A total of 708 State employees participated in the training in the 1<sup>st</sup> Quarter of FY17. Due to the Civil Rights training being an annual requirement for all state employees and audits being conducted for compliance, there was an increase in agencies registering their employees in the 4<sup>th</sup> Quarter of FY16 to comply.

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



## Additional Training

**SHARE Human Capital Management (HCM) Training:** The SPO Training Bureau partners with the Department of Information Technology to manage training offered to State employees who are either new or current users of the SHARE system. A Subject Matter Expert (SME) conducts the SHARE HCM training.



## Adjudication

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

Although the Department of Public Safety has its own personnel board, employees of that agency (excluding State Police Officers) may select the SPB to decide appeals of their disciplinary action. Similarly, District Attorneys' Offices have their own personnel board, but non-attorney employees of those offices may select a SPO-Designated Hearing Officer to decide appeals of their disciplinary action. Additionally, if a classified State employee is "separated" from his or her job as a result of injury or illness (on or off the job), the employee has the right to file an appeal with the SPB and have a hearing on the issue of whether the employee was properly separated from employment. The SPB is also charged with making findings on complaints filed against Workers' Compensation Judges and forwarding its findings to the Director of the Workers' Compensation Administration. The Adjudication Division conducts evidentiary hearings for all these purposes as well.

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

*Adjudication reached final disposition on 14 appeals in the 1st Quarter of FY17.*

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	Q1	Q2	Q3	Q4	FY17 YTD
Appeals Pending	38				38
New Appeals Filed	11				11
Appeal Disposition	14				14

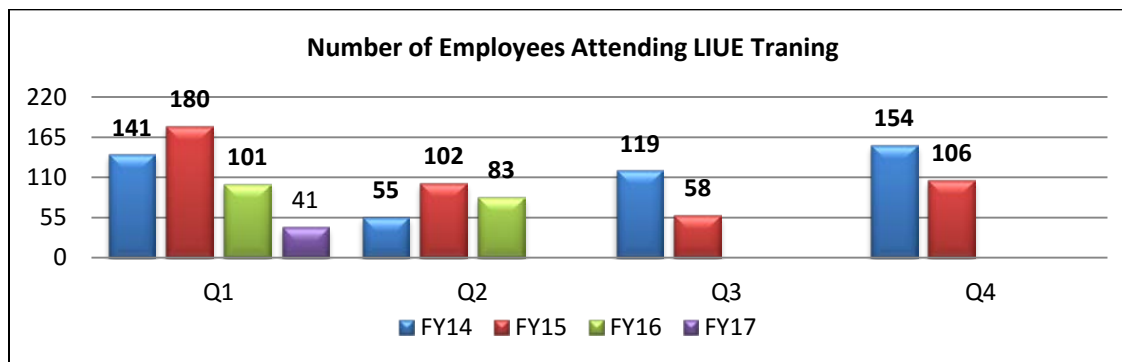
## Labor Relations (LRD)

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

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



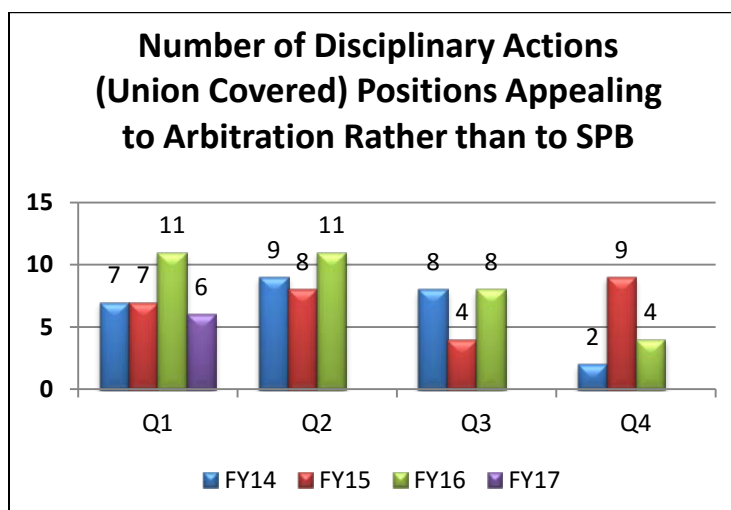
provide labor related training. LRD conducted two (2) LIUE classes during this quarter and a total of 41 supervisors, managers, attorneys and HR professionals attended the classes. LRD also conducted one (1) Workplace Investigation Training (WPI). During this training session participants were provided the tools to conduct a fair and thorough workplace investigation, utilizing methods applied by experienced workplace investigators. A total of 21 participants attended WPI training during the third quarter.



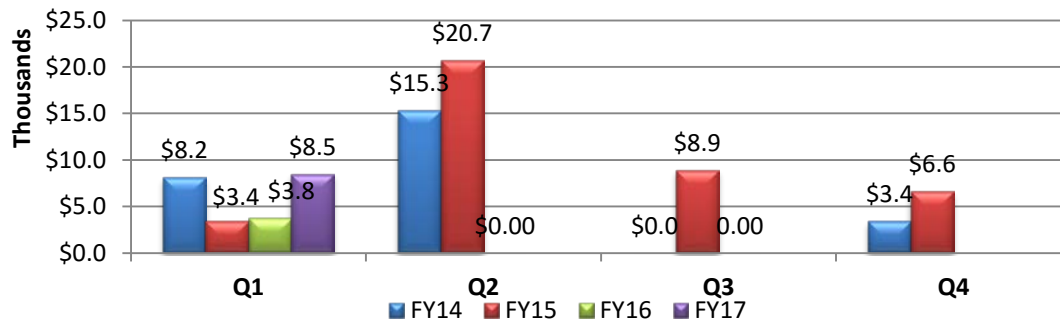
During the 1st quarter of FY17, a total of 20 union grievances were filed. Of the 20 grievances filed, nine (09) grievances were filed by AFSCME, and 11 were filed by CWA. Out of the 20 union grievances filed, four (4) were settled, four (4) timed out (a.k.a. Dead on Time), three (3) were withdrawn and nine (9) of the remaining grievances are pending. There were no grievance arbitrations invoked for this quarter. There were two (2) Prohibited Practice Complaints filed for this quarter.

#### Labor Relations Division At A Glance Performance Measures for FY17 1<sup>st</sup> Qtr.

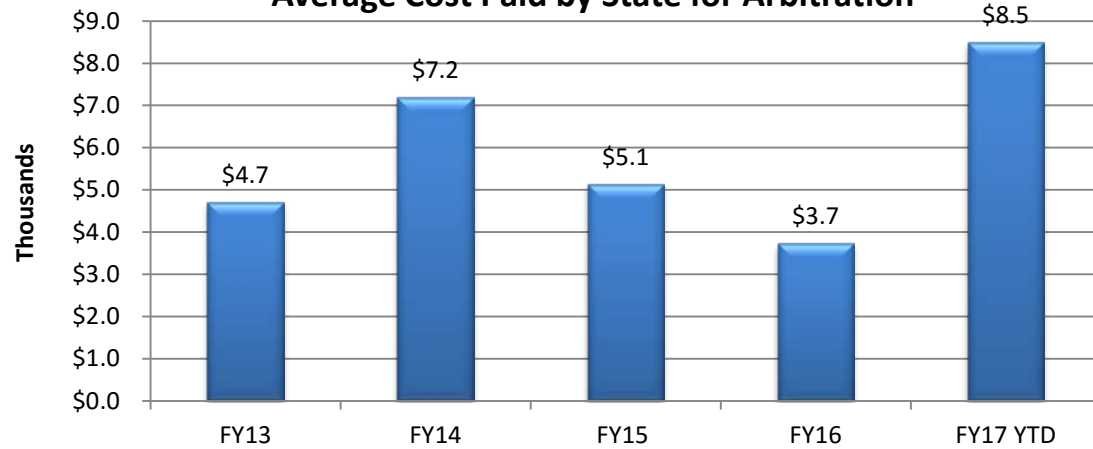
	AFSCME	CWA
Total number of union grievances filed by each union	9	11
Total number of disciplinary actions appealed to an arbitrator, by each union	3	3
Total number of grievance arbitrations, by each union:	0	0
Total number of Prohibited Practice Complaints filed by each union	2	0
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	\$8,500	



### Actual Cost Paid by the State for Arbitration

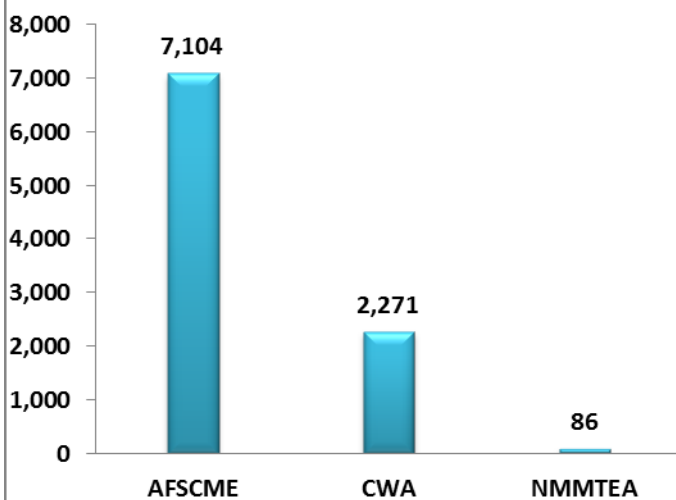


### Average Cost Paid by State for Arbitration

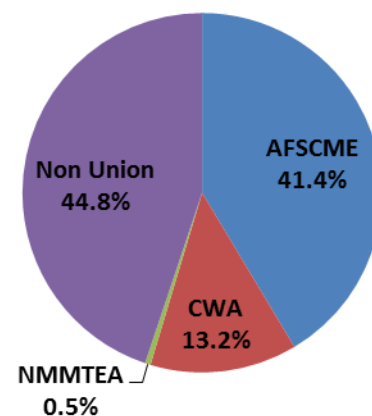


### Quarterly Union Represented vs. Non Union

#### Union Represented Employees



#### Classified Service Union vs. Non-Union



## Quarterly Performance Measures

<b>FY16 Approved Quarterly Performance Measures</b>	<b>FY17 Targets</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>FY17 Total</b>
Average number of days to fill a position from the date of posting	55	64.7				
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	43.5				
Average number of days to advertise a position following the agency request	10	10.3				
Percent of employees who successfully complete their probationary period	75%	62.7%				
Percent of "voluntary" classified employee turnover (leaving State service)	15%	4.3%				
Percent of "involuntary" classified employee turnover (leaving State service)	5%	0.5%				
Average State classified employee compa-ratio	≥95%	101.4%				
Average State classified new hire compa-ratio	91%	96%				
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	6				
Average cost paid by State for arbitration of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	\$6,500	\$8,500				
State-wide classified service vacancy rate	13%	18.5%				
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%	67%				

<b>FY16 Approved Annual Performance Measure</b> <i>*These measures will be reported on a FY end basis</i>	<b>FY17 Targets</b>	<b>FY17 Total</b>
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	20	
Percent of rule compliance review audit exceptions corrected within six months of discovery	100%	