



New Mexico

State Personnel Office

FY17 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.

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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. 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 6.6 days, which has minimally decreased from previous 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.

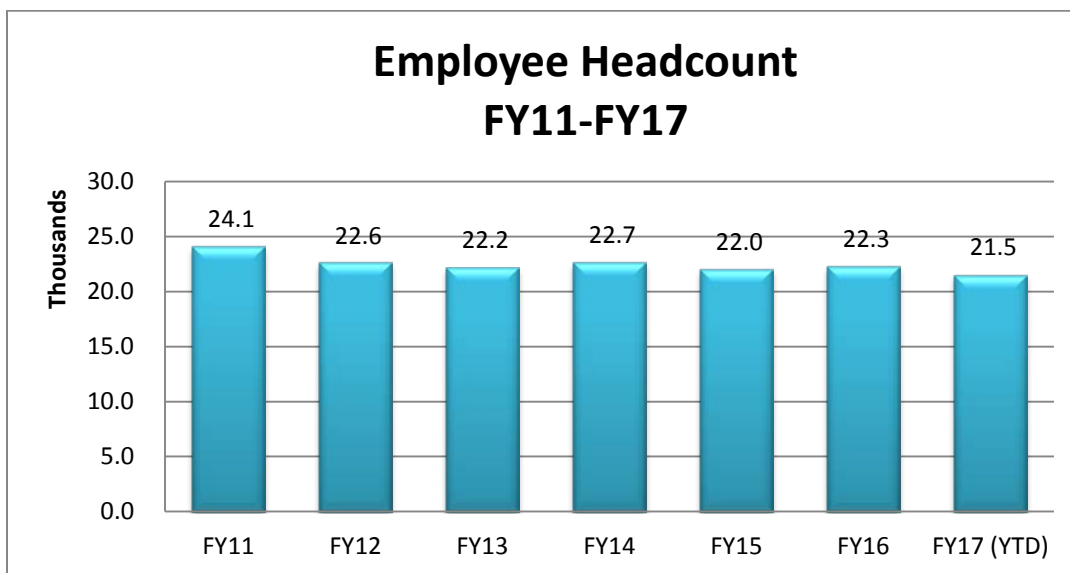
This quarter, 617 new hires were made, while 608 employees separated from State service. Included in the number of separations, 94 employees retired from state service. This trend is evidence of the State's continuing work to retain qualified employees. Of the entire State service, 3.6% of employees separated voluntarily, while only 0.5% separated involuntarily. The Statewide Vacancy Rate for this quarter increased to 18.4%. SPO's Career Services Division and State agencies continue to work diligently to reduce vacancy rates by managing the time it takes to advertise and fill a position.

Sincerely,
Justin R. Najaka
State Personnel Director

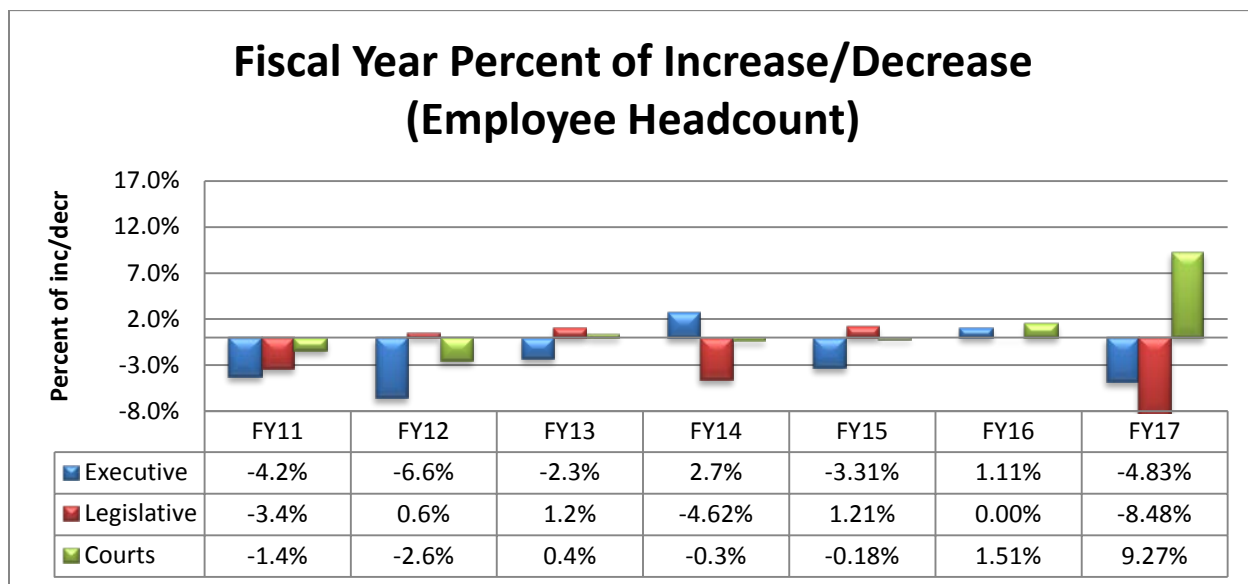
Workforce Overview

The State's workforce demographics show change due to retirements, normal attrition, and budgetary limitations. SPO has initiated the following critical actions to stabilize and increase a qualified workforce:

- An enhanced on-line application process (NEOGOV);
- Revision of classifications to closely align job duties with the requisite minimum qualifications required; and,
- Continuation of a compensation review to make State classifications competitive with both the public and private sector.



Executive branch employee levels have remained stable since 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:
16,948

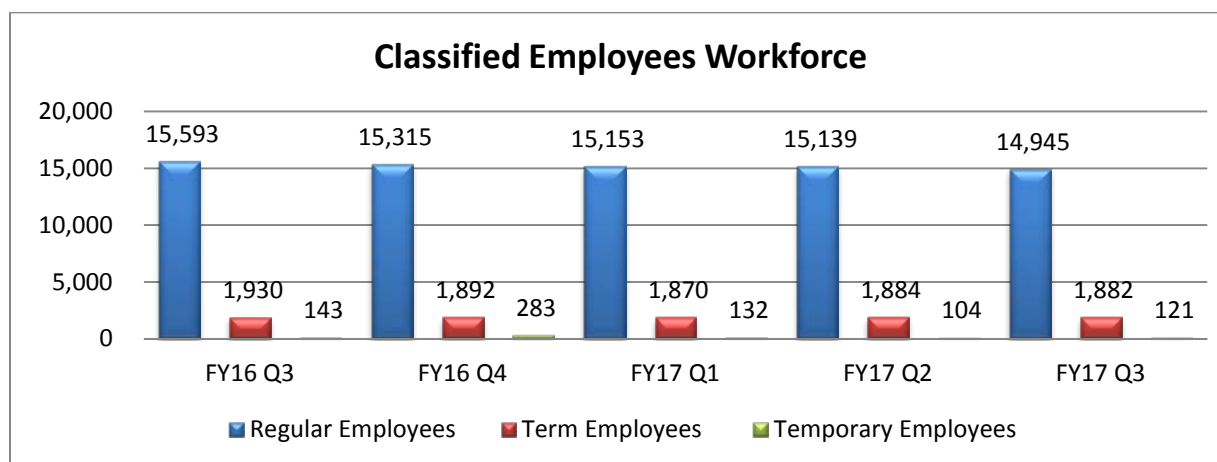
Regular:
14,945

Term:
1,882

Temporary:
121

Managers:
1,857

Supervisors:
1,522

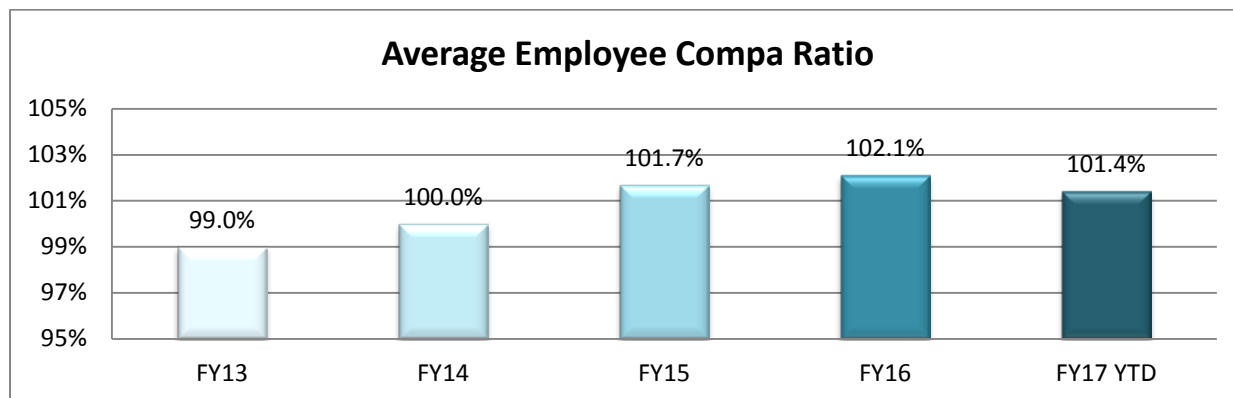
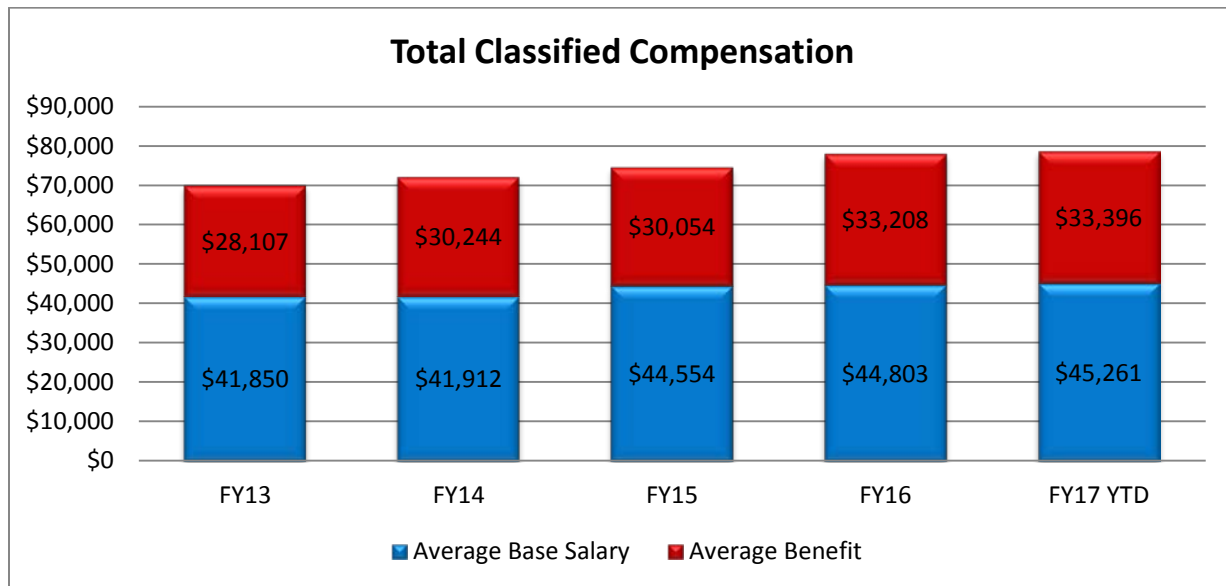


Workforce Data	
Union Represented Employees	57.4%
Minority	64.6%
Female	54.5%
Male	45.5%

TOTAL COMPENSATION	
March 31, 2017	
AVERAGE BASE SALARY \$45,261	AVERAGE TOTAL COMPENSATION \$78,657
AVERAGE BENEFIT \$33,396	
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 101.4%	

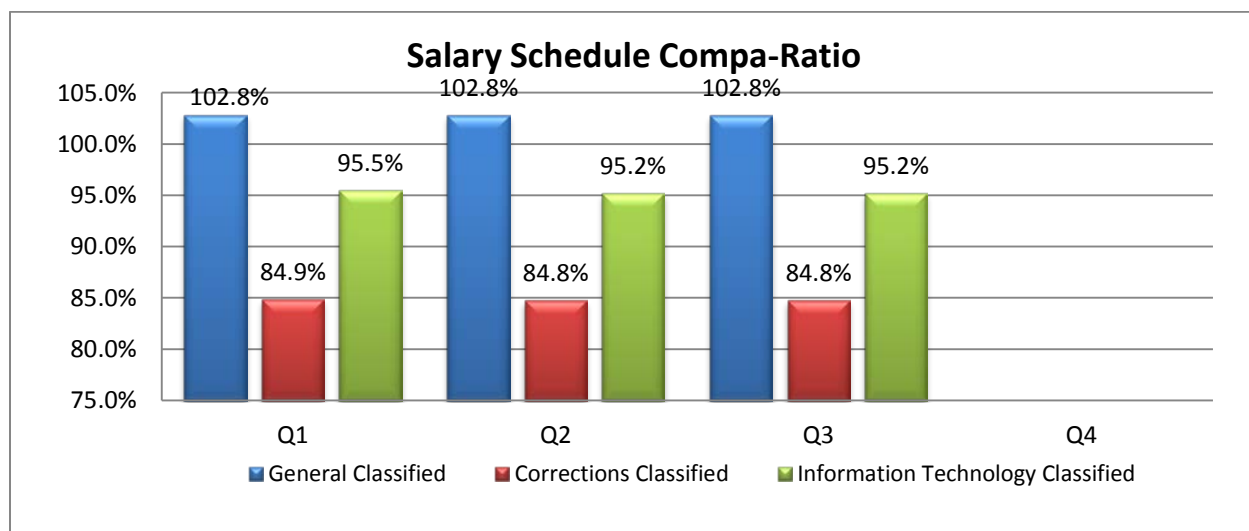
Total Compensation

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.

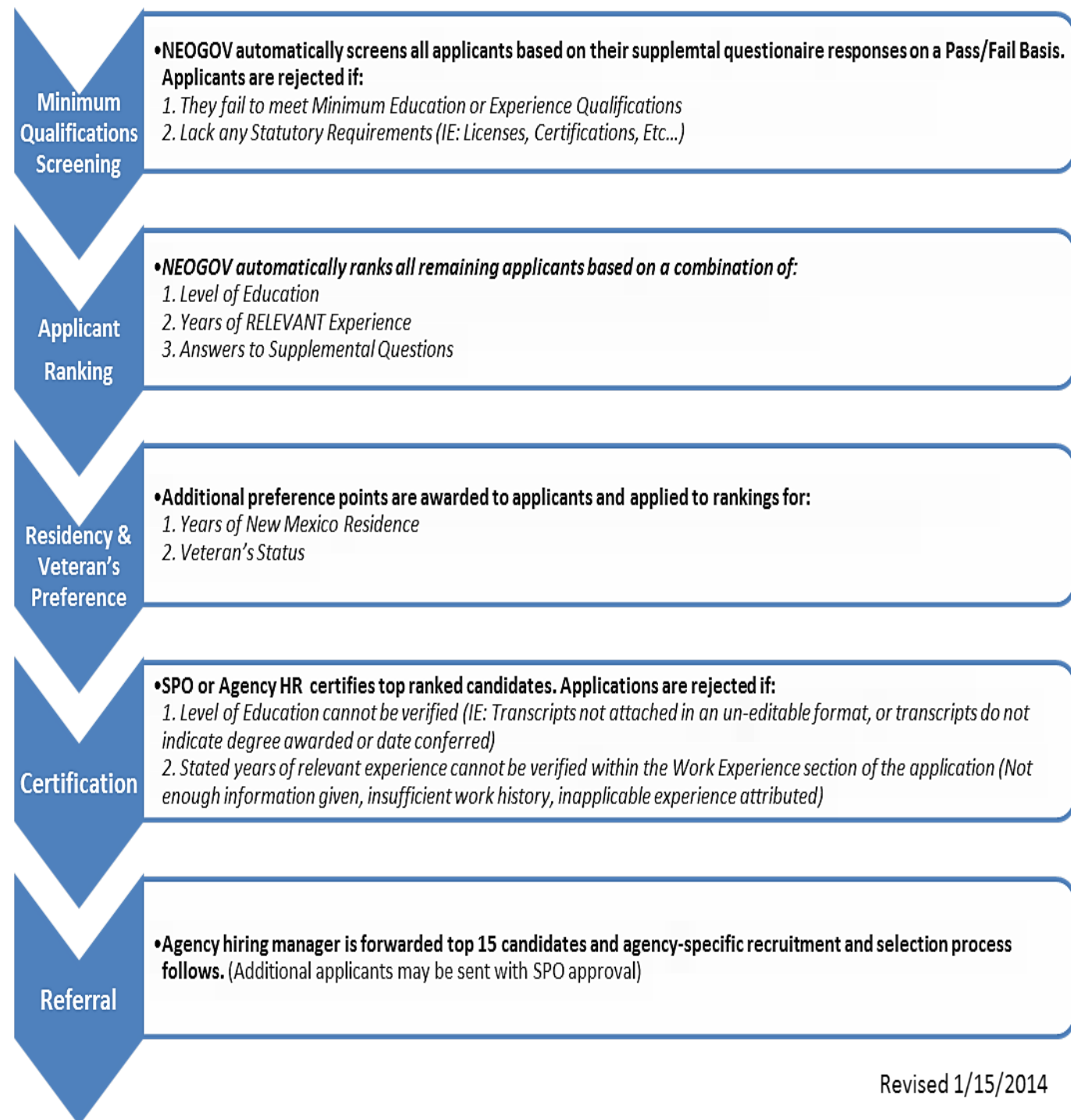
SPO is in the process of establishing a new classification structure with 11 new salary schedules, each targeted towards a particular occupational sector, which take into account the sizes of different jobs and the movement of the market in these sectors. For FY17 two additional salary schedules have 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

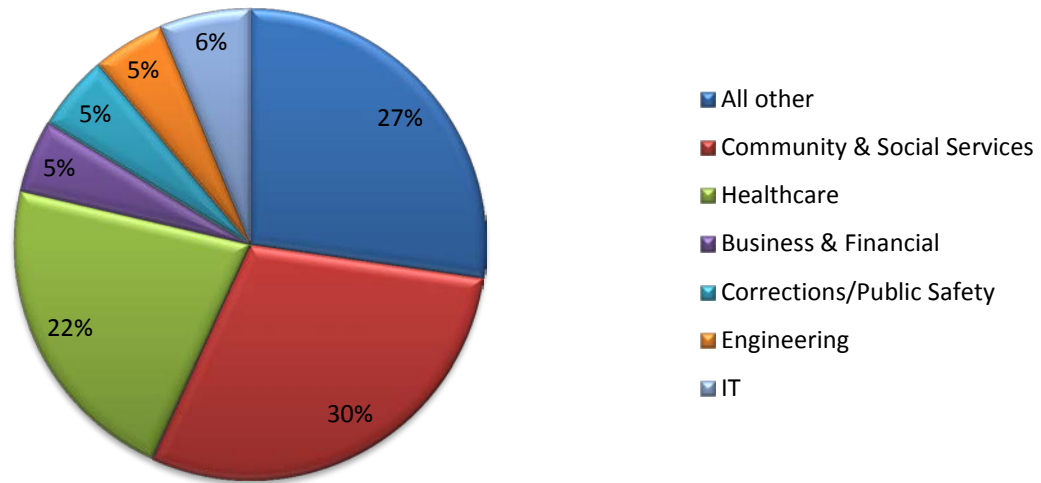
Driven, focused questions based on specific position needs.

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.

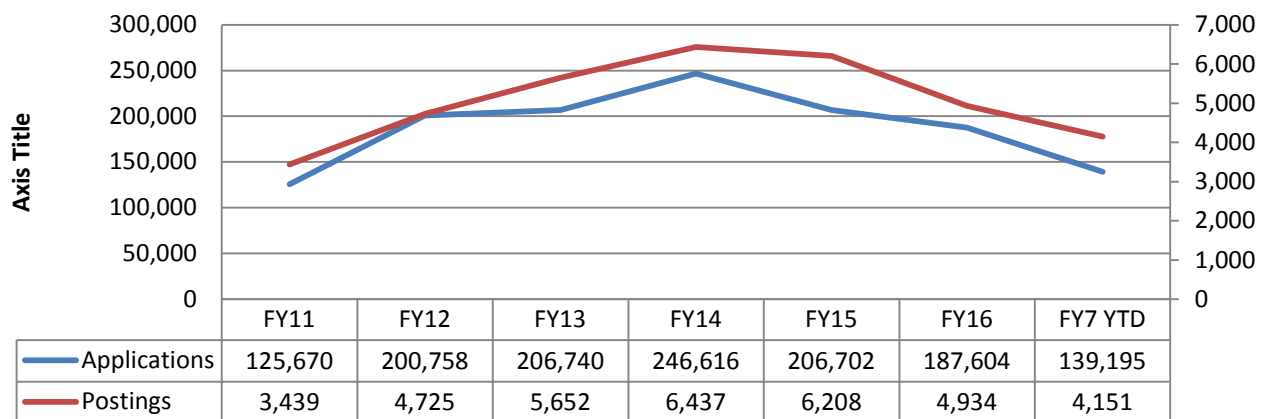
FY17 3rd Quarter Continuous Job Postings



Approximately 57% of continuous advertisements were for positions in a health related field, or for Child Protective Services Case Workers.

Advertisement Postings and Applications

Job Postings & Applications Received

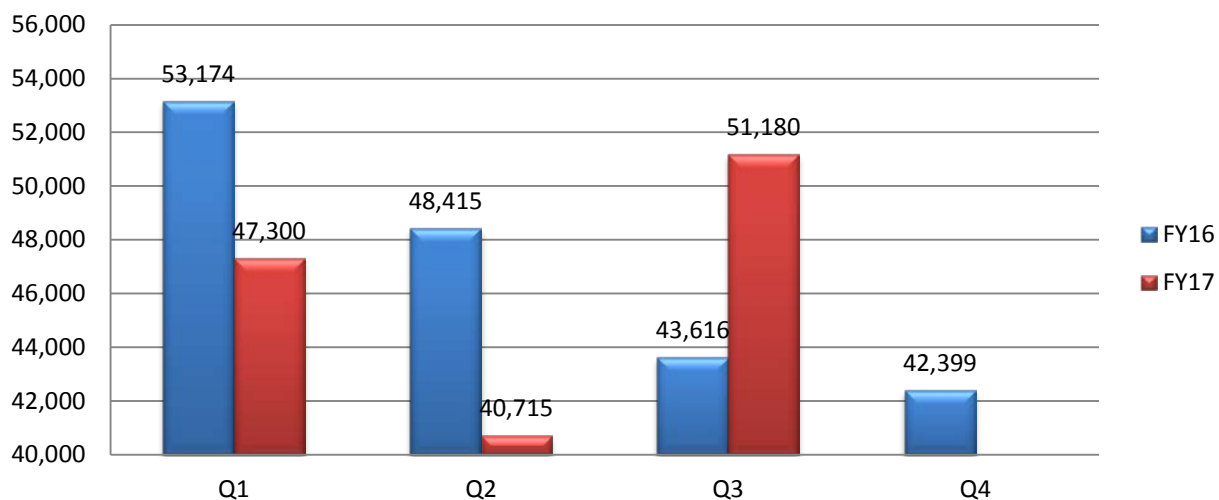


The total views of posted applications have increased since 2012, as seen below. Since 2012, posted advertisements on NEOGOV have been viewed over 15 million times. There have been over 2 million views for FY17.

Total Views on Posted Advertisements by Fiscal Year

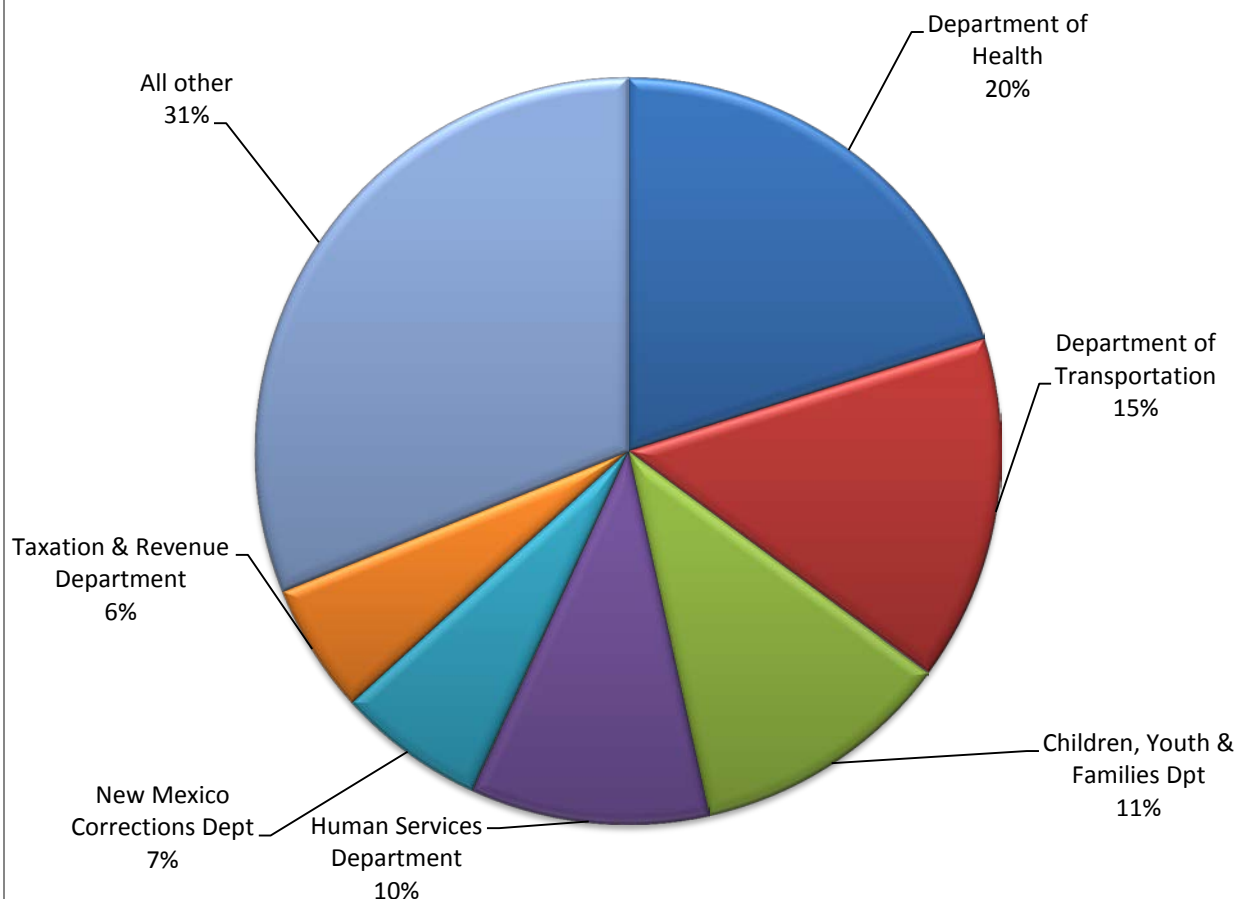
FY12	FY13	FY14	FY15	FY16	FY17 YTD
2,286,916	3,645,209	4,079,561	3,326,579	2,189,184	2,136,404

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 nearly 70% of all jobs advertised this quarter.

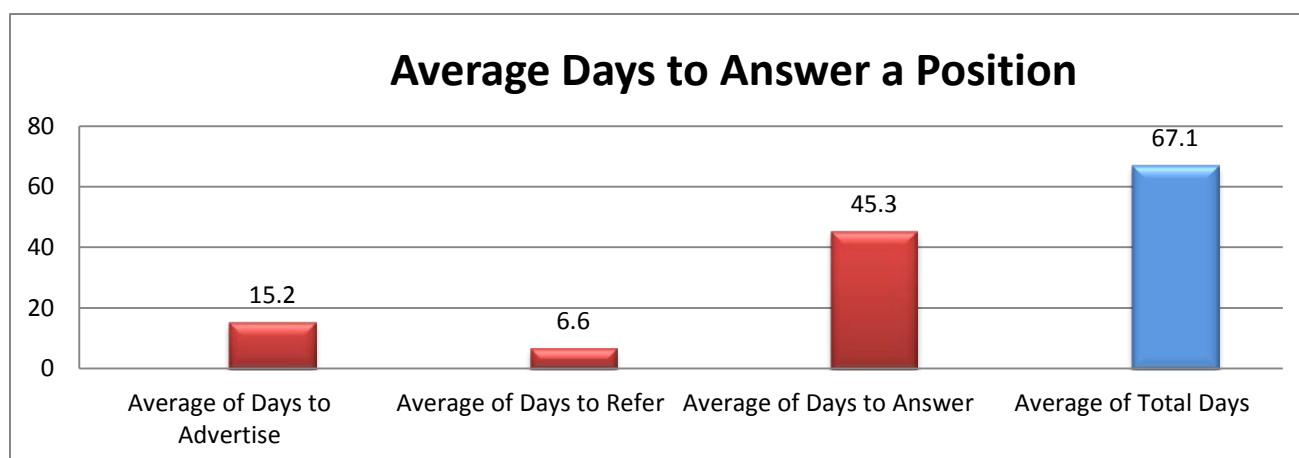
FY17 3rd Quarter Postings by Agency



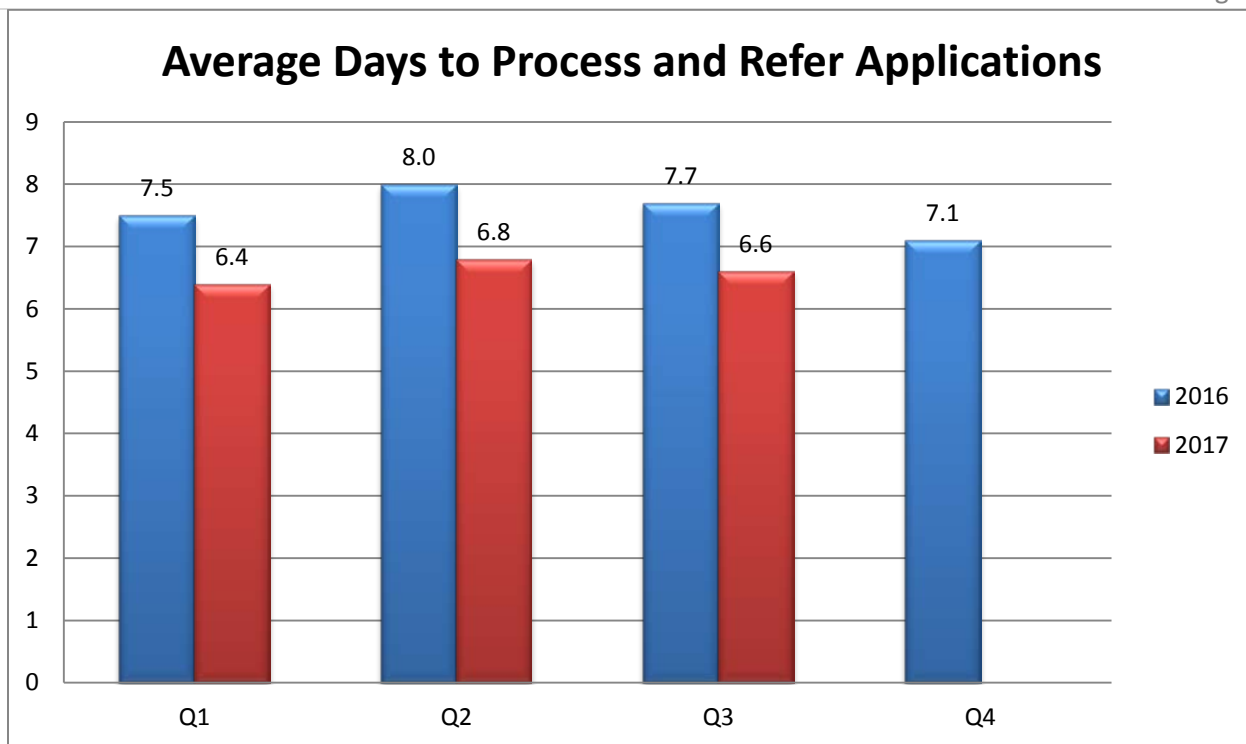
Department	Advertisements	Views	Applications Received
Department of Health	251	100174	6140
Department of Transportation	187	53488	3199
Children, Youth & Families Dept.	142	152531	6902
Human Services Department	129	69764	5812
New Mexico Corrections Dept.	80	32034	2309
Taxation & Revenue Department	70	36968	3333
Energy, Minerals & Natural Resources Dept.	64	26226	1309
Department of Public Safety	46	28083	2072
Department of Environment	36	18931	864
Dept. of Workforce Solutions	26	21529	1453
Public Education Department	22	23070	838
Dept. of Vocational Rehabilitation	15	8544	391
General Services Department	15	7897	351
Miners Colfax Medical Center	13	976	67
Department of Cultural Affairs	12	7263	301
Department of Game & Fish	12	7280	453
Regulation & Licensing Dept.	11	6610	590
Superintendent of Insurance	11	7763	512
Aging & Long-Term Services Dept.	10	7513	441
State Land Office	9	4376	286

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 45.3 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.



- 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.

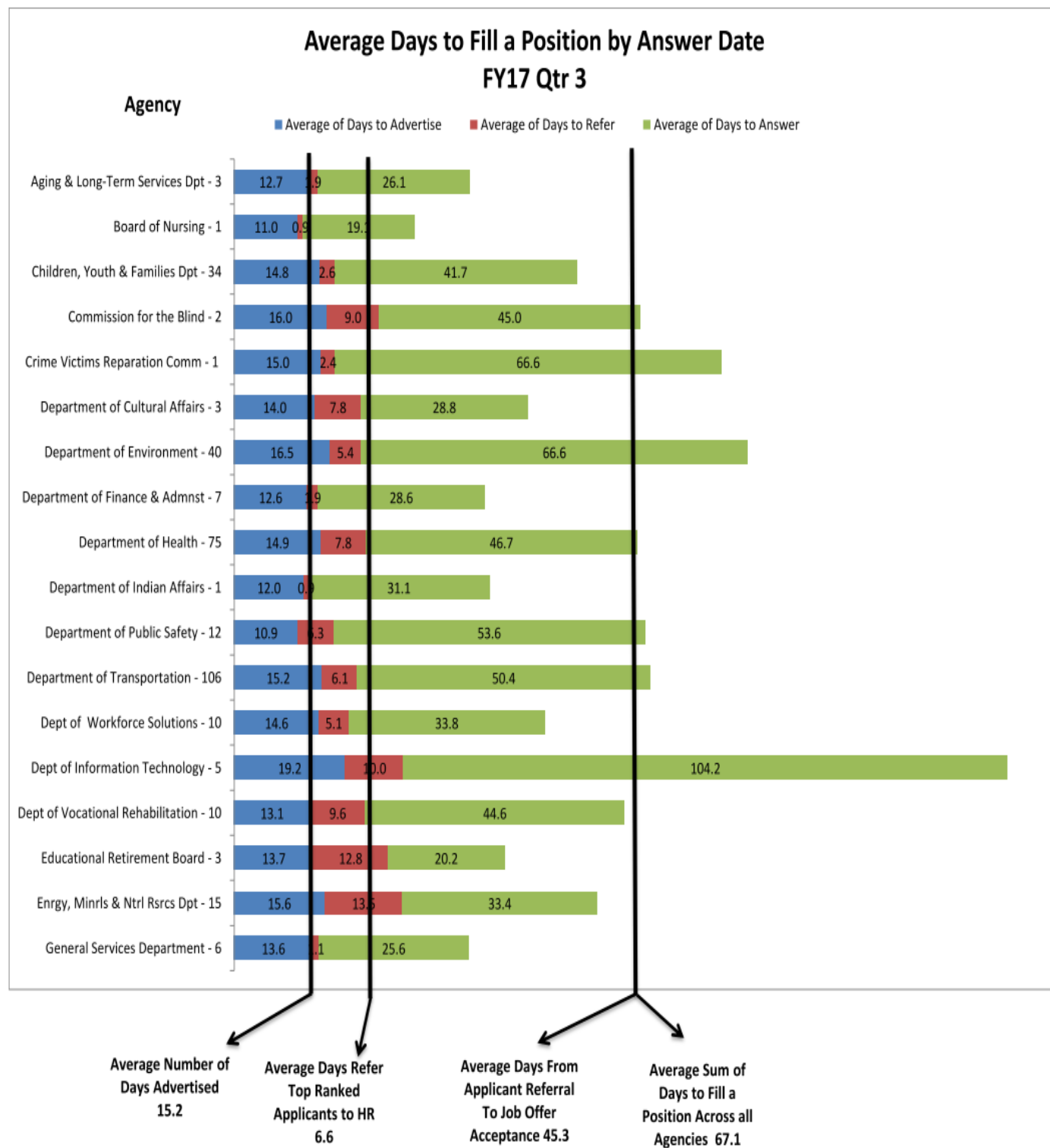
SPO provides the agency HR Manager with ongoing reports to inform them of any outstanding advertisements that have not been filled or closed out within NEOGOV. Factors exist that may impact the time to fill, such as required background checks; however, by working on the recommendations outlined above,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

How to interpret the graphs below:

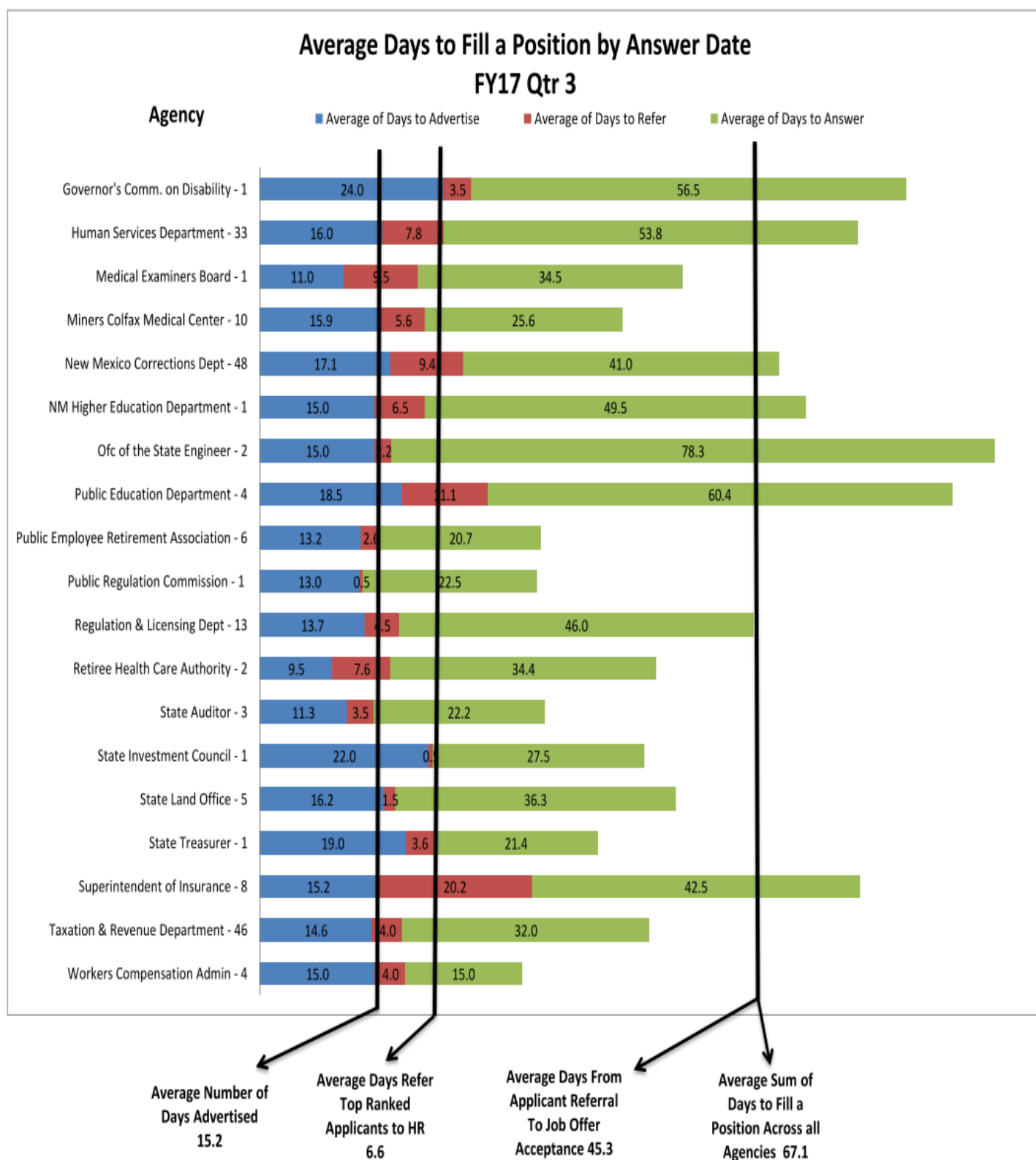
- Average Days a Job is Advertised: The average amount of time a job (excluding continuous postings) is advertised on NEOGOV.
- Average Days to Refer Top Ranked Applicants to Hiring Manager: The average amount of time taken by HR professionals to review the top ranked applicants and forward them to the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

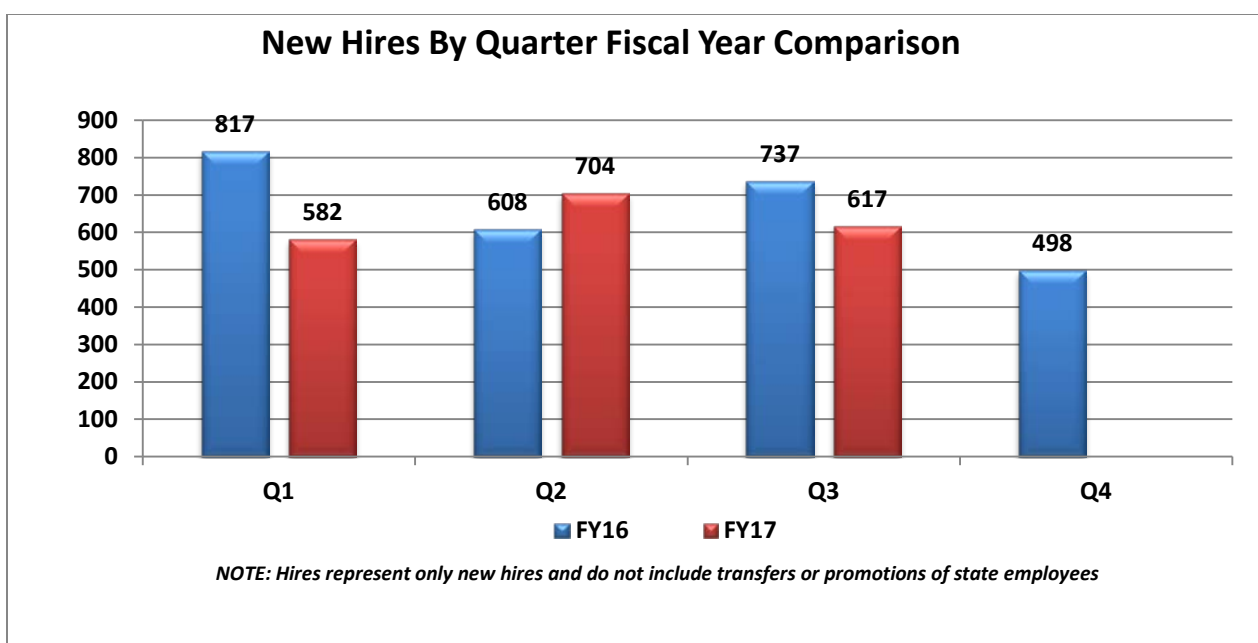
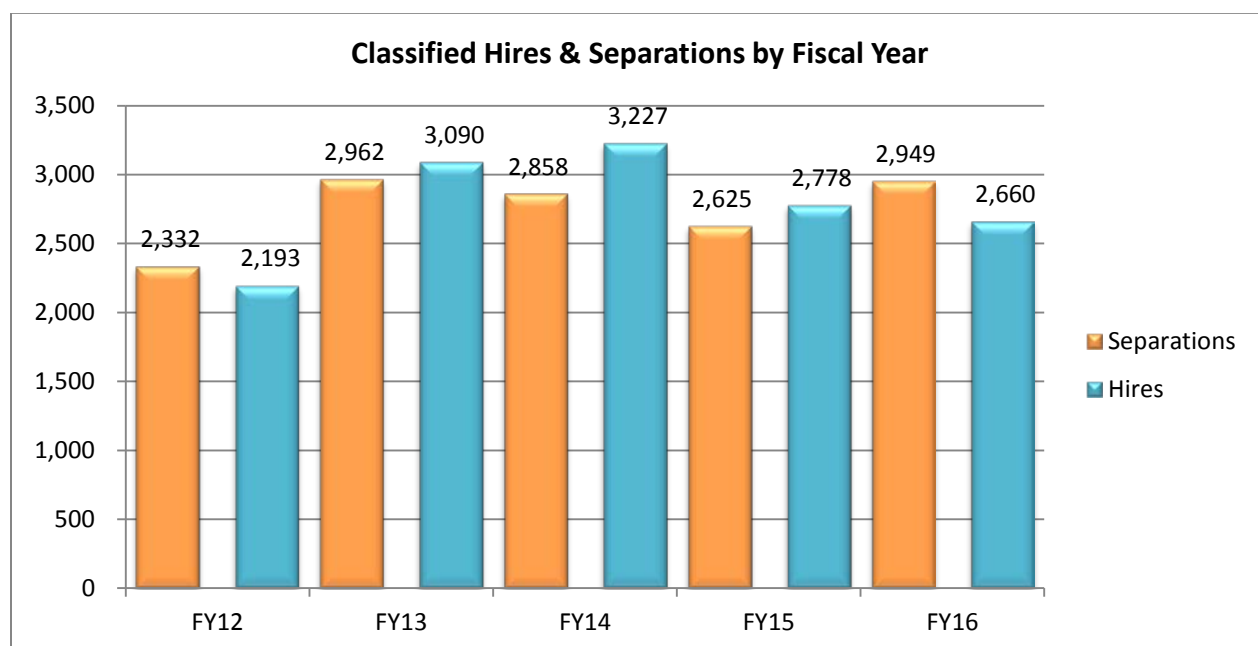


Classified Service New Hires

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.

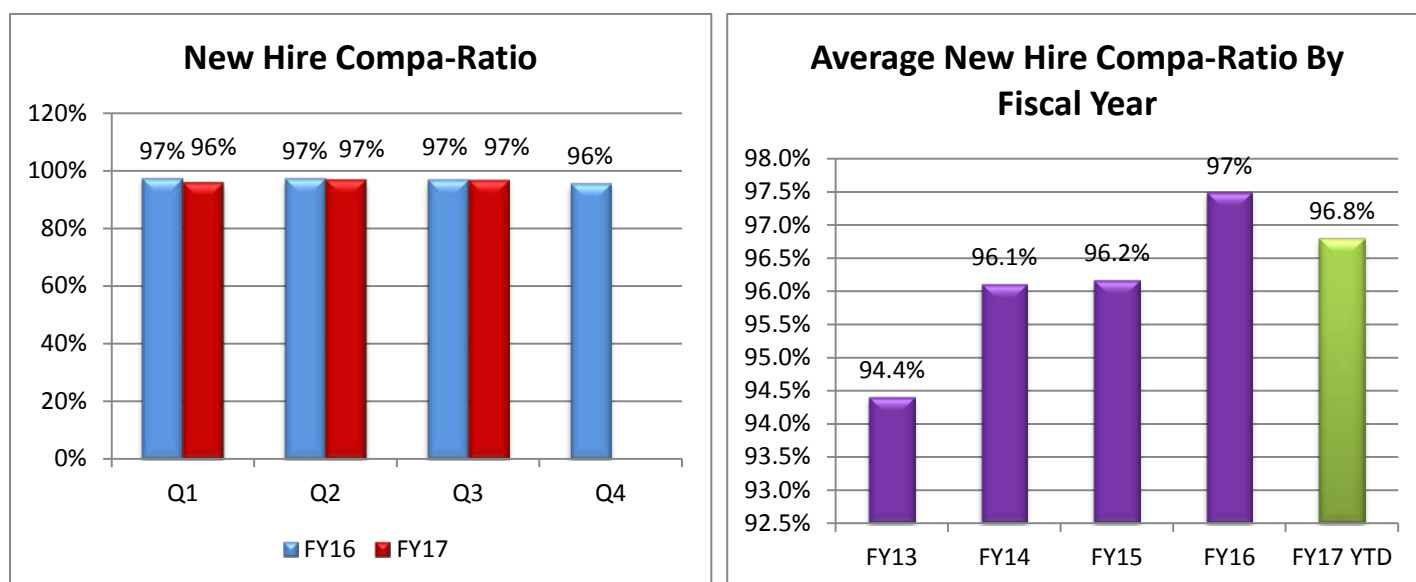
New Employee Hires by Fiscal Year (FY11-FY17)



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	87.5%	21
30	96.2%	27
35	89.9%	36
40	95.5%	45
45	100.5%	49
50	100.5%	43
55	95.7%	64
60	88.5%	100
65	101.2%	64
70	104.6%	25
75	111.3%	36
80	105.0%	23
85	108.2%	4
90	100.1%	2

Pay Band	Average of Compa-Ratio	# of Employees
95	120.4%	2
96	91.9%	2
98	114.5%	1
CA	83.3%	42
CB	83.4%	5
CC	83.4%	1
IA	94.8%	1
IB	99.6%	4
IC	100.0%	2
ID	91.7%	5
IE	104.6%	4
IF	98.7%	6
IG	86.6%	3

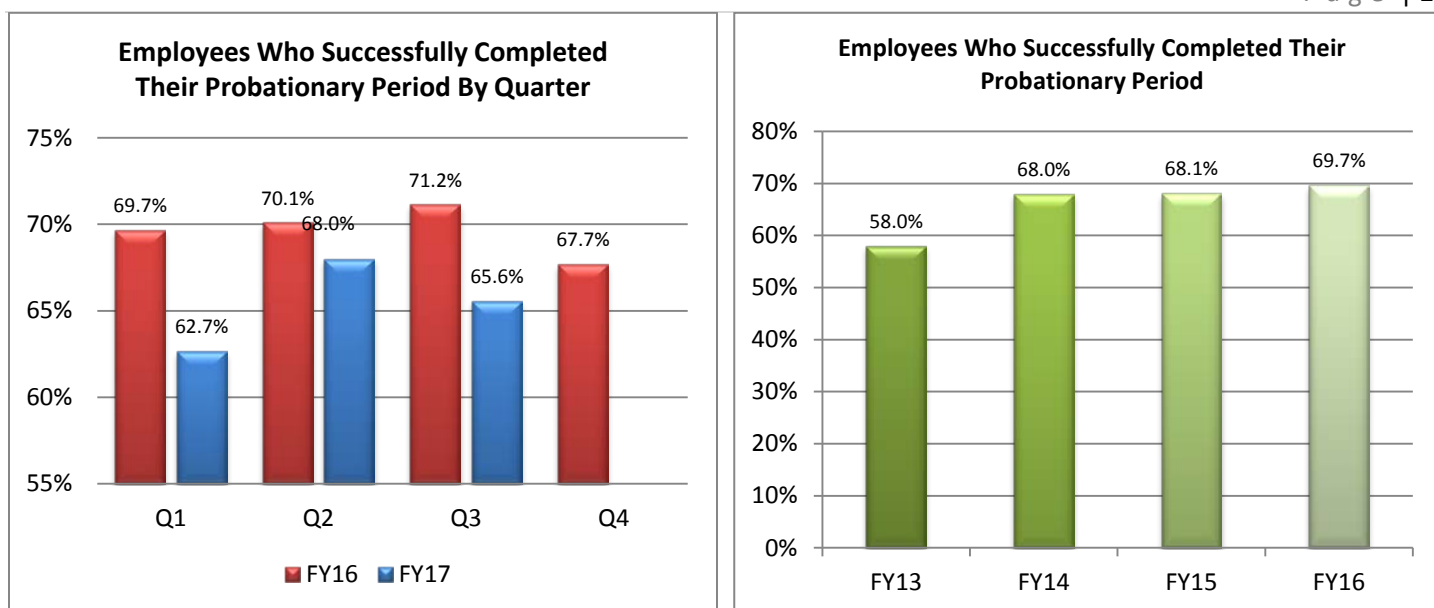
Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	7	3	10	2%
American Indian	13	10	23	4%
Asian	9	6	15	3%
Caucasian	83	78	161	27%
Hispanic	196	149	345	58%
Not Specified	22	20	42	7%
Grand Total	330	266	596*	100.0%
	55%	45%		
*21 Gender not indicated				

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 employees completing their probationary period in the third quarter of FY17 has decreased from the second quarter, and it has decreased in comparison to the same quarter last year. Overall, completion rates for FY17 are lower than FY16.



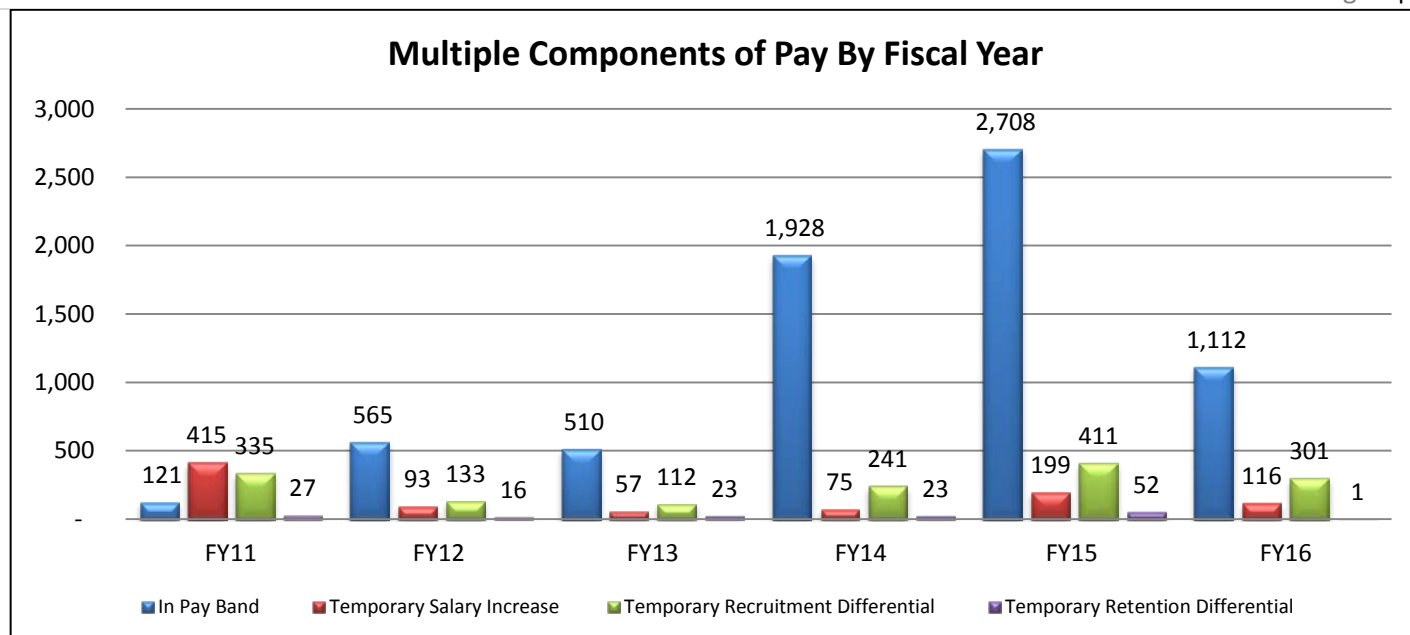
Multiple Components of Pay (MCOP)

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:

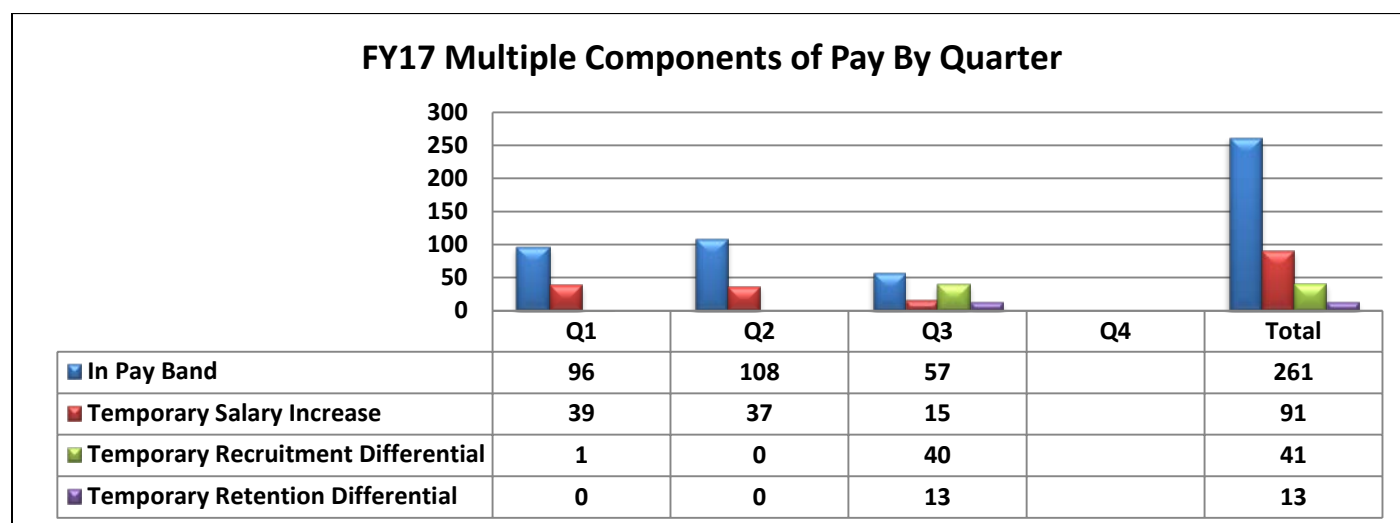
- **Temporary Recruitment Differentials** (TRECs) are permitted for positions determined to be critical to meet the business needs of an agency that is experiencing difficulties in recruitment.
- **Temporary Retention Differentials** (TRETs) are permitted to retain an employee critical to meeting the 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.



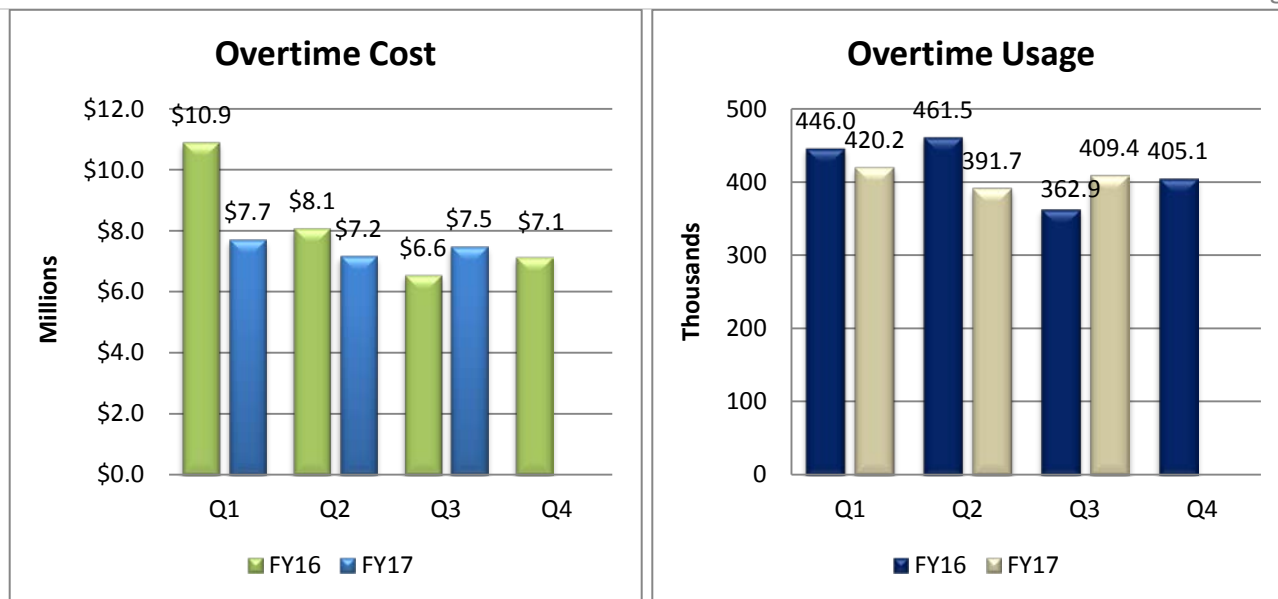
The large number of In Pay Bands (IPBs) for FY15 was primarily due to appropriations in SB313, which provided IPB funding for certain job classifications that were deemed hard to recruit and retain. These IPBs brought salaries more in line with comparator market salaries.



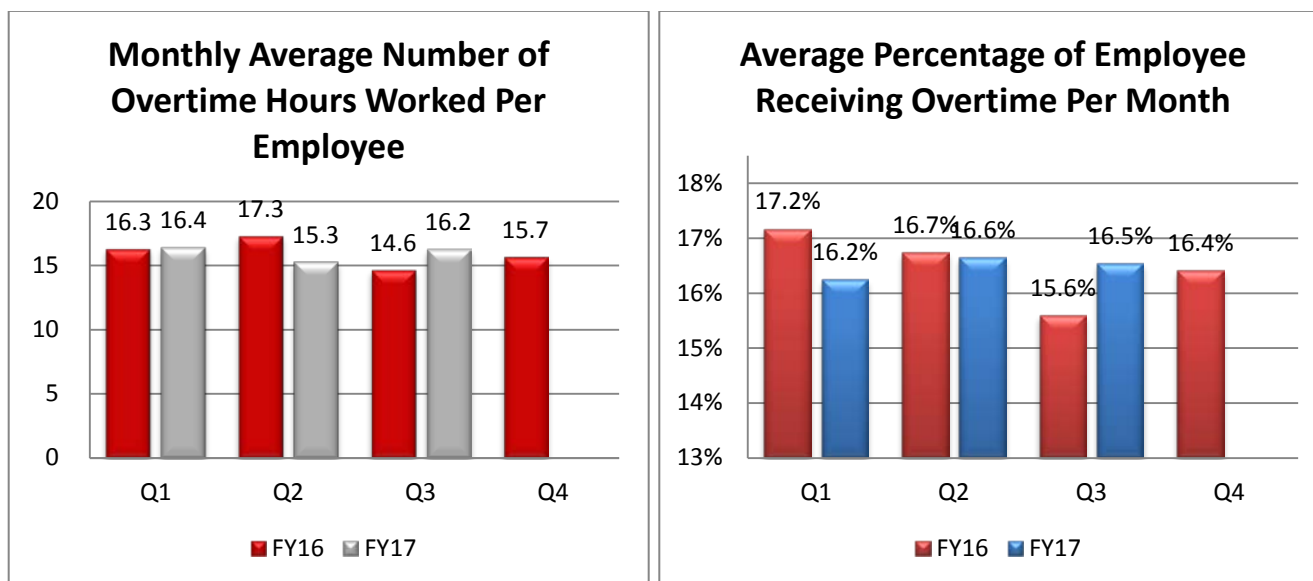
Overtime and Leave

Overtime

Overtime rates for the 3rd quarter of FY17 have increased for agencies that provide the following services, which accounts for the largest overtime rate increases: healthcare facilities, highways and infrastructure, correctional facilities, and law enforcement.



**Note: The above graphs account for both overtime accrual and payout at straight time/time and a half. The following time reporting codes are tracked for the purposes of overtime calculation: comp time paid and earned, and overtime paid and earned.*

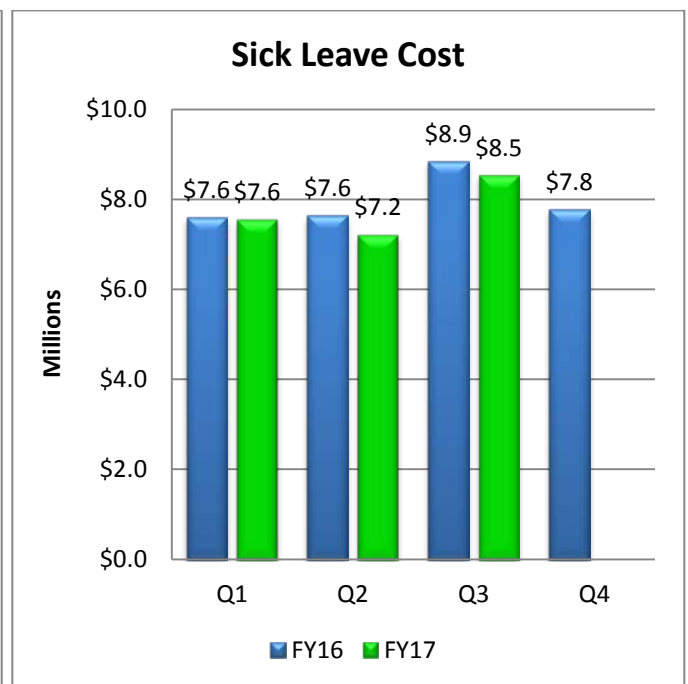
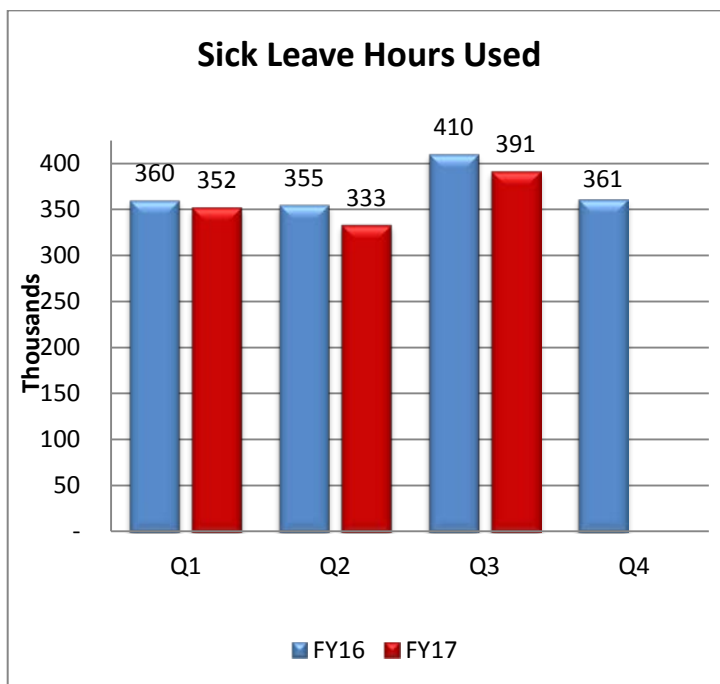


3rd Quarter Top 20 Agencies Overtime Cost and Usage			
Agency	Hours	Cost	
New Mexico Corrections Department	171,766	\$	3,095,122.59
Department of Health	101,446	\$	1,510,540.53
Department of Transportation	52,635	\$	994,493.86
Children, Youth & Families Department	35,471	\$	698,422.41
Miners Colfax Medical Center	7,608	\$	289,904.09
Department of Public Safety	9,739	\$	196,838.41
Human Services Department	7,863	\$	146,242.35

3rd Quarter Top 20 Agencies Overtime Cost and Usage			
Agency	Hours	Cost	
Taxation & Revenue Department	5,082	\$	105,263.43
Department of Game & Fish	2,546	\$	62,964.78
Energy, Minerals & Natural Resources Department	2,122	\$	50,955.52
Public Education Department	1,078	\$	34,980.75
Department of Information Technology	1,326	\$	34,610.97
Department of Workforce Solutions	951	\$	26,264.15
Homeland Security & Emergency Management	934	\$	23,578.21
Military Affairs	1,167	\$	22,519.07
Department of Environment	654	\$	19,525.53
Department of Cultural Affairs	925	\$	18,744.11
Educational Retirement Board	773	\$	18,390.92
Public Regulation Commission	857	\$	17,694.08
Department of Vocational Rehabilitation	735	\$	17,266.82
Top 20 Agencies	405,678	\$	7,384,323
All Others	3,771	\$	98,134
Grand Total	409,449	\$	7,482,457

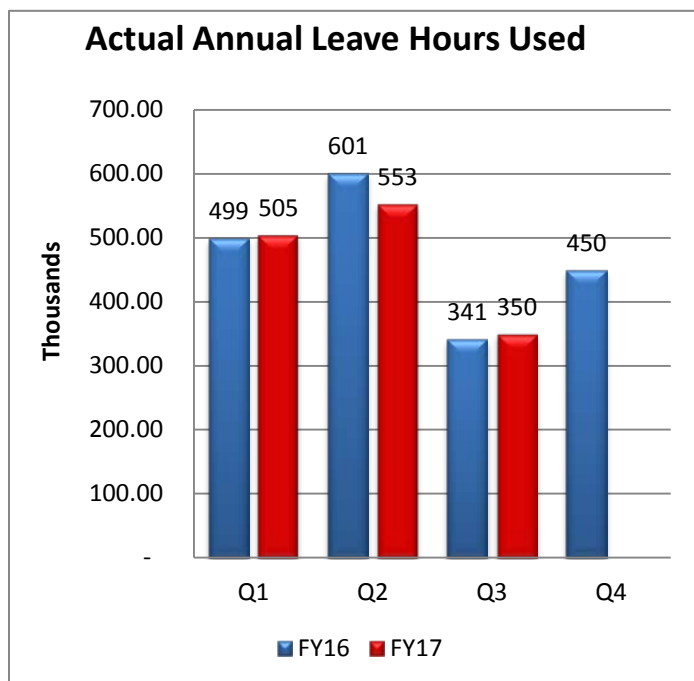
Sick Leave

Sick leave usage and cost rates continue a multi-year trend of increasing in the 3rd quarter to the highest rate for the fiscal year. As annual leave rates substantially decrease during the 3rd quarter, sick leave rates tend to increase. Rates for the 4th quarter are predicted to decrease to a level comparable to the 1st quarter, in line with trends over past fiscal years.

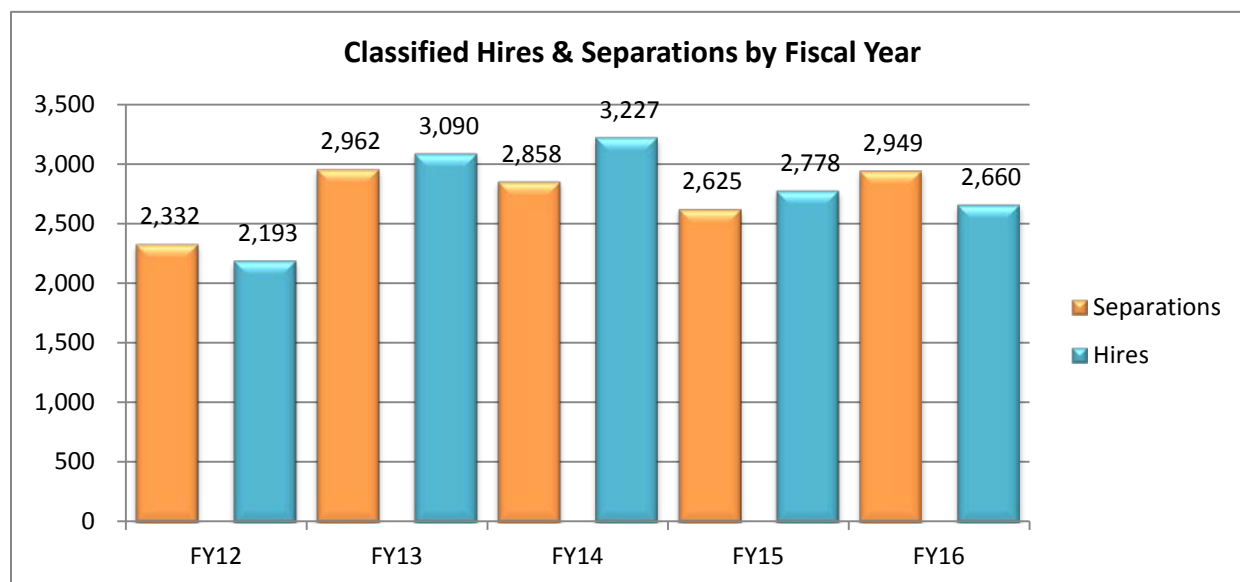


Annual Leave

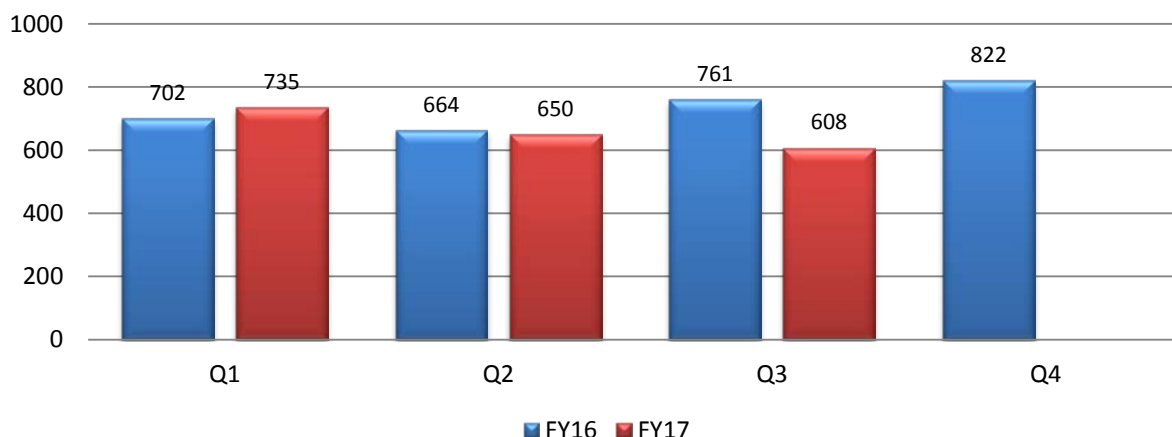
Annual leave usage and cost rates continue a multi-year trend of significantly decreasing in the 3rd quarter after peaking in the 2nd quarter. Rates decreased in the FY17 3rd quarter by almost 40%. The 2nd quarter of every fiscal year is the highest quarter of annual leave use because use-or-lose provisions that cap the carry-over of annual leave balances into the new calendar become effective in the 2nd Quarter. This causes employees to use annual leave hours in excess of 240 before the annual leave hours are lost.



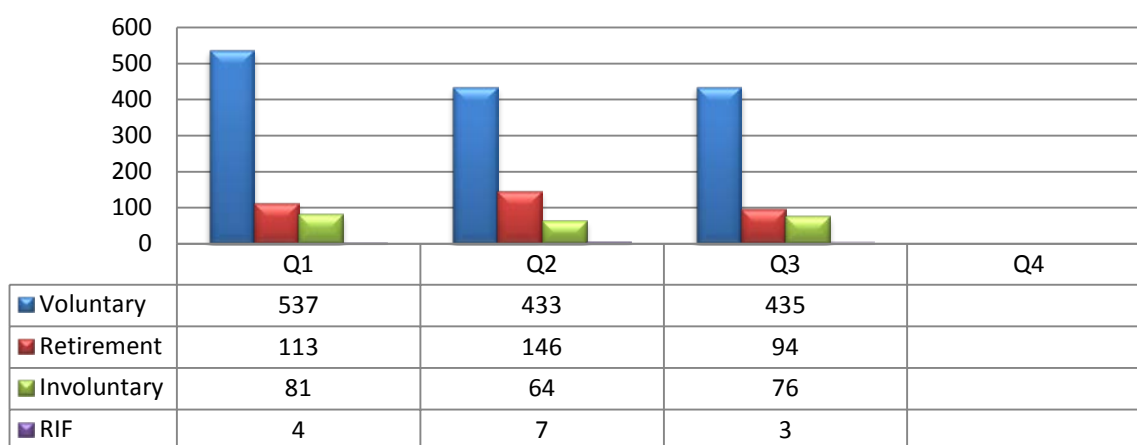
Classified Service Separations



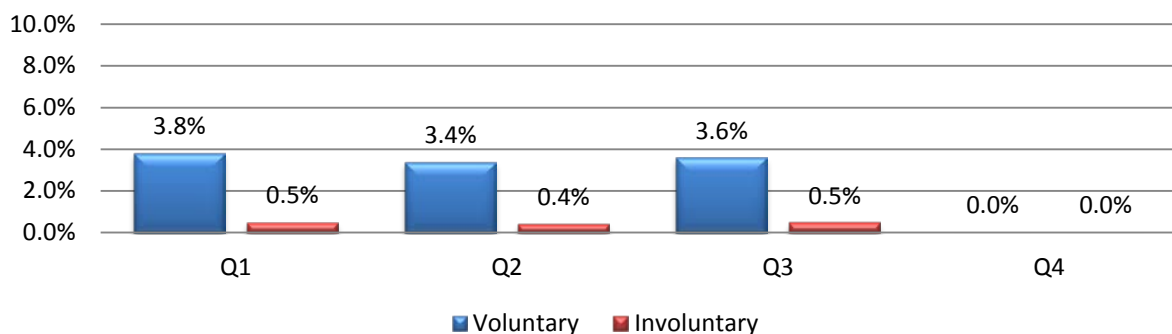
Separations By Quarter



Classified Separation Reason



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



The graph above shows the separation rate of classified employees as a percentage of the total Classified Service population. Of the 608 separations this quarter, 3.6% were voluntary, and 0.5% was involuntary.

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

Quarterly Classified Employee Separations by Reason

Reason	Q1	Q2	Q3	Q4
Accepted New Job (Competitor)	11	15	22	
Accepted New Job (Non-Comp)	25	17	12	
Attendance	19	13	11	
Death	9	3	4	
Disability Retirement	7	4	3	
Discharge	3	2	5	
Dissatisfied w/Type of Work			1	
Dissatisfied with Supervision			1	
Dissatisfied w/Work Conditions	1	1		
Dissatisfied with Hours	1	1		
Early Retirement		1	1	
End of Appointment	4	1	4	
End Temporary Employment	1			
Failed Condition of Employment	3	6	4	
Family Reasons	6	3	1	
Health Reasons	3	6	10	
Illness in Family	3			
Insubordination		2	2	
Lack of Funding	1	1	2	
Leave of Absence Expiration		1		
Misconduct	34	31	39	
Non Job Connected Medical	2			
Normal Retirement	103	137	85	
Other Medical	2	3	3	
Personal Reasons	60	37	40	
Pregnancy	2	1		
Quit without Notice	25	28	26	
Relocation	8	5	9	
Resignation	359	291	295	
Resignation-Other Position	11	8	4	
Return to School	10	2	1	
RIF - SPO Board Approved	4	7	3	
Unforeseen Circumstances	2	6	4	
Unsatisfactory Performance	12	9	9	
Vested Retirement	3	5	5	
Violation of Rules	1	3	2	

Quarterly Classified Employee Separations by Agency

Agency	Number of Employees
Department of Health	146
New Mexico Corrections Dept	74
Human Services Department	66
Children, Youth & Families Dpt	62
Department of Transportation	51
Taxation & Revenue Department	33
Department of Public Safety	15
Dept of Workforce Solutions	14
Department of Environment	14
Department of Cultural Affairs	12
Regulation & Licensing Dept	10
Energy, Minerals & Natural Resources Dpt	10
Ofc of the State Engineer	8
Miners Colfax Medical Center	8
Aging & Long-Term Services Dpt	7
Dept of Vocational Rehabilitation	7
General Services Department	7
Department of Game & Fish	6
Military Affairs	6
Board of Nursing	6
Superintendent of Insurance	4
Public Regulation Commission	4
State Land Office	3
Department of Finance & Admnst	3
Livestock Board	3
Higher Education Department	3
Workers Compensation Admin	2
State Treasurer	2
Economic Development Department	2
Dept of Information Technology	2
Commission for the Blind	2
Public Education Department	2
Public Employee Retirement Asso	2
Homeland Security & Emergency Mgt	2
Department of Veteran Services	1
Office of African American Affairs	1
Public School Insurance Authority	1
Secretary of State	1
Educational Retirement Board	1
Governor's Comm. on Disability	1
Tourism Department	1
State Personnel Board	1
Gaming Control Board	1
State Racing Commission	1
Grand Total	608

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 through the 3rd Quarter of FY17 is 9.7%. 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	Average Number of Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
30800	State Auditor	23	12.9%	12.9%	3	3		
33300	Taxation & Revenue Department	854	10.2%	8.8%	87	75	8	4
33700	State Investment Council	16	0.0%	0.0%	0			
34000	Administrative Hearings Office	12	8.3%	8.3%	1	1		
34100	Department of Finance & Administration	119	5.1%	3.4%	6	4	1	1
34200	Public School Insurance Authority	7	15.0%	15.0%	1	1		
34300	Retiree Health Care Authority	24	4.2%	4.2%	1	1		
35000	General Services Department	226	5.8%	4.4%	13	10	2	1
35200	Educational Retirement Board	53	3.8%	1.9%	2	1	1	
36100	Dept of Information Technology	154	2.6%	2.6%	4	4		
36600	Public Employee Retirement Asso	70	8.6%	8.6%	6	6		
36900	Commission of Public Records	30	6.7%	6.7%	2	2		
37000	Secretary of State	42	2.4%	2.4%	1	1		
37800	State Personnel Board	42	2.4%	2.4%	1	1		
39400	State Treasurer	20	5.0%	0.0%	1		1	
40400	Architect Examiners Board	2	0.0%	0.0%	0			
41700	Border Development Authority	2	0.0%	0.0%	0			
41800	Tourism Department	34	5.9%	3.0%	2	1	1	
41900	Economic Development Department	34	5.9%	5.9%	2	2		
42000	Regulation & Licensing Dept	257	5.4%	4.7%	14	12		2
43000	Public Regulation Commission	118	5.1%	5.1%	6	6		
44000	Superintendent of Insurance	77	11.7%	10.4%	9	8	1	
44600	Medical Examiners Board	14	0.0%	0.0%	0			
44900	Board of Nursing	18	33.3%	22.2%	6	4	1	1
46000	EXPO New Mexico	16	0.0%	0.0%	0			
46400	Prof Engineers & Land Surveyors Brd	6	17.6%	17.6%	1	1		
46500	Gaming Control Board	40	5.0%	5.0%	2	2		
46900	State Racing Commission	10	10.3%	0.0%	1			1
47900	Veterinary Examiners Board	2	0.0%	0.0%	0			
49500	SpacePort Authority	11	0.0%	0.0%	0			
50500	Department of Cultural Affairs	393	4.1%	3.1%	16	12	2	2
50800	Livestock Board	60	3.3%	1.7%	2	1		1
51600	Department of Game & Fish	282	3.2%	3.2%	9	9		
52100	Energy, Minerals & Ntrl Rsrcs Dpt	355	6.8%	5.6%	24	20	3	1
52200	Youth Conservation Corps	2	0.0%	0.0%	0			
53900	State Land Office	125	4.8%	3.2%	6	4	2	
55000	Ofc of the State Engineer	270	5.2%	4.4%	14	12	2	
60300	Office of African American Affairs	5	20.0%	20.0%	1	1		
60400	Com for Deaf/Hard of Hearing	13	0.0%	0.0%	0			

Statewide Turnover by Agency						Reasons for Leaving Employment		
BU	Agency	Average Number of Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
60600	Commission for the Blind	58	5.2%	3.5%	3	2	1	
60900	Department of Indian Affairs	8	0.0%	0.0%	0			
62400	Aging & Long-Term Services Dpt	197	7.1%	6.6%	14	13	1	
63000	Human Services Department	1603	8.2%	7.2%	132	116	9	7
63100	Dept of Workforce Solutions	423	4.5%	4.3%	19	18	1	
63200	Workers Compensation Admin	102	3.9%	3.9%	4	4		
64400	Dept of Vocational Rehabilitation	256	7.0%	5.5%	18	14	2	2
64500	Governor's Comm. on Disability	12	0.0%	0.0%	0	0		
64700	Dev Disabilities Planning Comm	15	0.0%	0.0%	0			
66200	Miners Colfax Medical Center	184	6.5%	4.3%	12	8	3	1
66500	Department of Health	3013	9.2%	7.9%	277	239	15	23
66700	Department of Environment	513	7.0%	6.0%	36	31	5	
66800	Office of Natural Resources Trustee	3	0.0%	0.0%	0			
67000	Department of Veteran Services	46	6.5%	4.3%	3	2	1	
69000	Children, Youth & Families Dpt	1880	8.0%	7.2%	150	135	5	10
70500	Military Affairs	129	6.2%	5.4%	8	7		1
76000	Adult Parole Board	5	0.0%	0.0%	0			
77000	NM Corrections Dept	1870	15.0%	13.9%	281	260	12	9
78000	Crime Victims Reparation Comm	17	11.5%	11.5%	2	2		
79000	Department of Public Safety	411	6.3%	5.8%	26	24	2	
79500	Homeland Security & Emergency Management	44	6.8%	6.8%	3	3		
80500	Department of Transportation	2140	6.7%	5.8%	144	125	12	7
92400	Public Education Department	207	6.3%	6.3%	13	13		
94900	NM Education Trust Board	2	0.0%	0.0%	0			
95000	Higher Education Department	28	14.3%	14.3%	4	4		
Totals		17,002	8.2%	7.2%	1,393	1,225	94	74
Percent Turnover by Reason						87.9%	6.7%	5.3%

*There were no involuntary retirements for this quarter.

*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%	21.4%	20.9%	
35000	General Services Dept.	22.6%	22.3%	24.5%	
36100	Dept of Information Tech	25.8%	26.8%	24.9%	
42000	Regulation & Licensing Dept.	19.7%	15.7%	15.5%	

Business Unit	AGENCY NAME	Q1	Q2	Q3	Q4
50500	Department of Cultural Affairs	16.0%	17.3%	17.5%	
51600	Dept. of Game & Fish	9.1%	9.3%	11.4%	
52100	Energy, Minerals & Ntrl Rsrcs Dept.	23.0%	25.9%	25.0%	
55000	Office of the State Engineer	18.2%	20.2%	21.9%	
62400	Aging & Long-Term Serv Dept.	12.7%	14.4%	17.4%	
63000	Human Services Dept.	20.4%	21.0%	20.7%	
63100	Dept. of Workforce Solutions	24.0%	22.7%	23.1%	
64400	Division of Vocational Rehabilitation	12.8%	14.8%	13.5%	
66200	Miners Colfax Medical Center	8.8%	9.6%	5.9%	
66500	Department of Health	18.5%	19.3%	19.5%	
66700	Department of Environment	20.0%	21.0%	19.3%	
69000	Children, Youth & Families Dept.	17.3%	17.4%	15.9%	
77000	New Mexico Corrections Dept.	24.4%	23.7%	23.2%	
79000	Department of Public Safety	16.4%	16.2%	14.9%	
80500	Department of Transportation	14.1%	14.0%	13.1%	
92400	Public Education Dept.	9.5%	8.6%	4.1%	
Statewide Vacancy Rate		18.5%	17.4%	18.4%	

Training

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

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

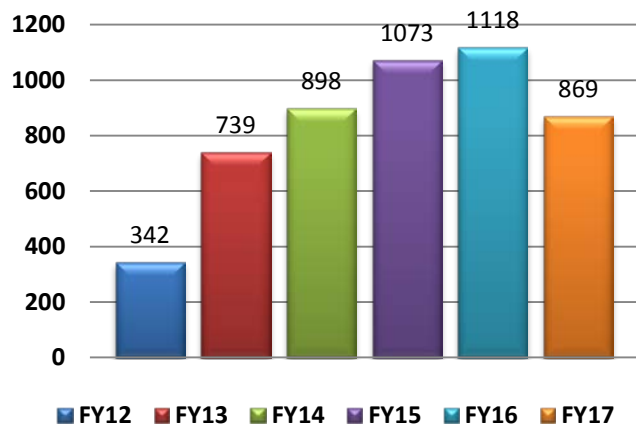
The SPO Training Bureau is also in the process of creating a course of study for employees who work in the HR field. The course material will concentrate on the foundation of HR principles, as they relate to working in State Government.

Instructor – Led Core Curriculum Classes

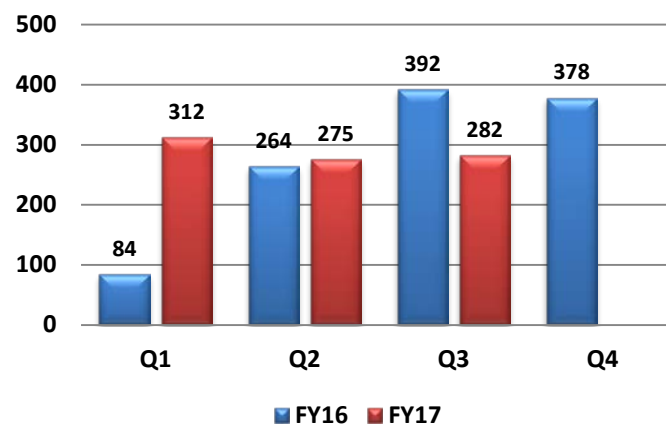
The SPO Training Bureau delivers professional development in both mandatory and statutory instructor-led and eLearning course blocks:

Managing Employee Performance (MEP): The MEP is mandated by the SPB Rules. See 1.7.9.9(A) NMAC. Topics of discussion include employee evaluations, communication, and documentation in support of teams and projects. This course promotes accountability and collaboration through all levels of management and supervision. In FY17 3rd Quarter, the MEP Training was conducted for 116 managers and supervisors from various agencies.

Managing Employee Performance by Fiscal Year



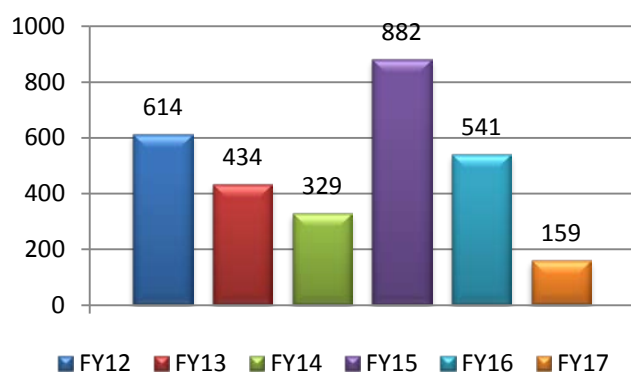
Managing Employee Performance by Quarter



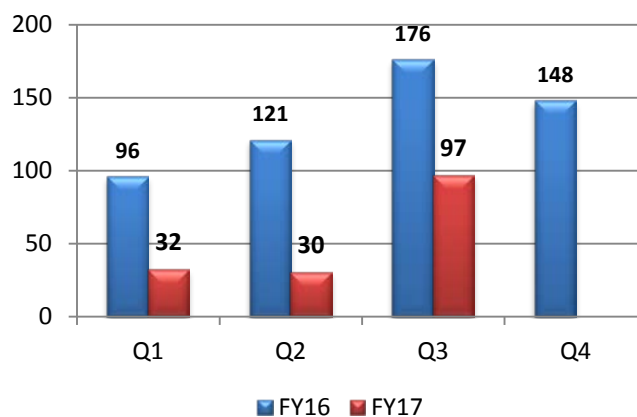
Cultural Competency: Pursuant to the State-Tribal Collaboration Act (STCA), in collaboration with the Indian Affairs Department (IAD), SPO developed a cultural competency statutory training program to be offered to all State employees who have ongoing communication with Native American nations, tribes,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

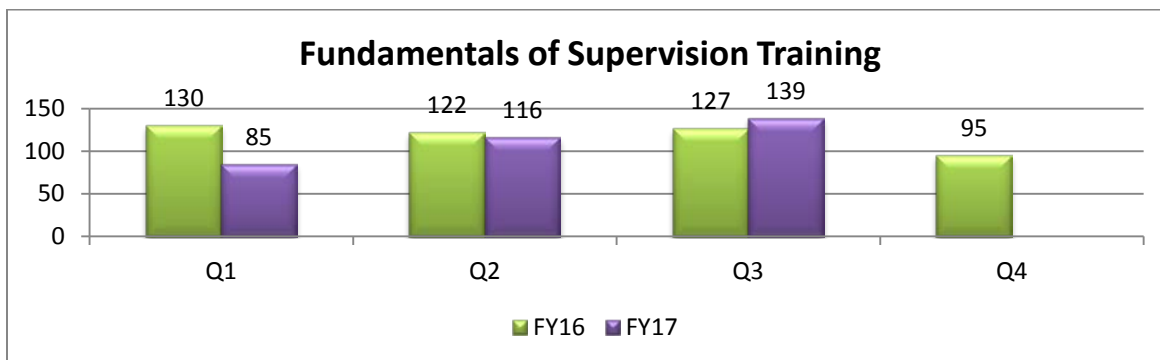
Cultural Competency by Fiscal Year



Cultural Competency by Quarter



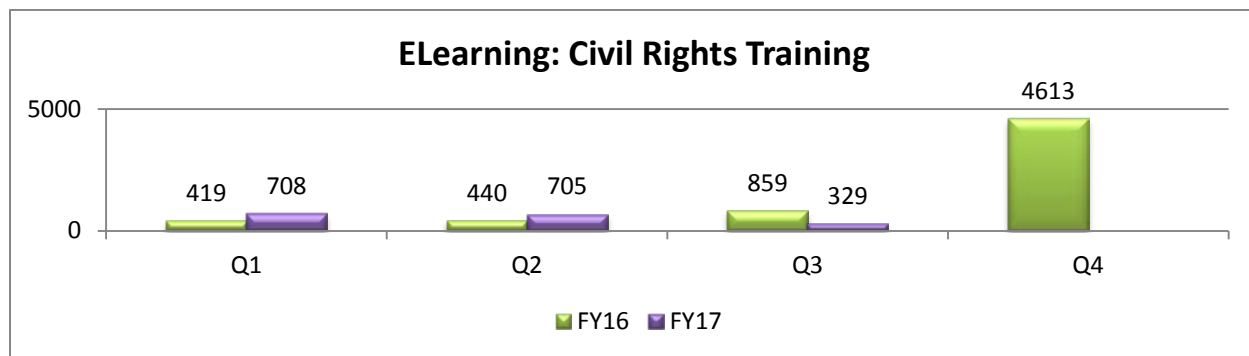
Fundamentals of Supervision: This course includes sections on supervision; leadership core values and practices; strategies for coordinating powerful work with teams and stakeholders; key considerations regarding motivation; and effectively dealing with resistance. Real scenarios are discussed and solutions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



eLearning Mandatory Classes

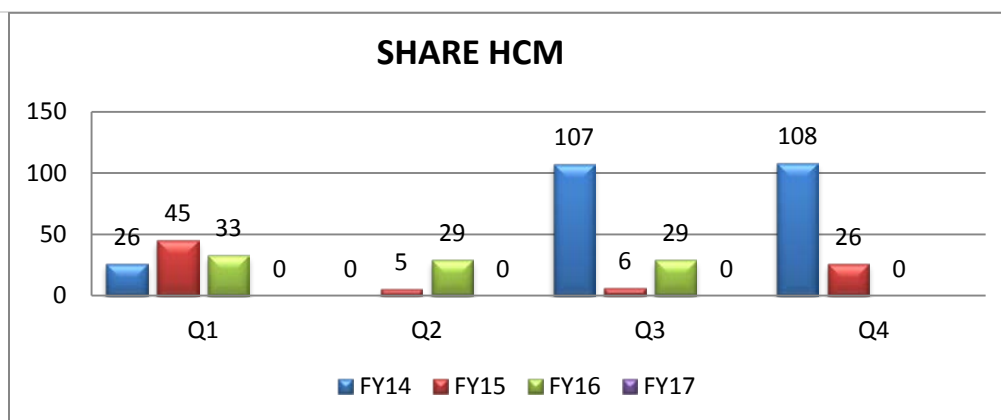
Civil Rights: The Civil Rights course strives to make public servants aware of the ethical standards and the social responsibility necessary to act ethically and responsively in an intergovernmental system. The Civil Rights Training has been made available to all employees. State agencies are responsible for delivering this training to new employees within 90 days of hire. A total of 329 State employees participated in the training in the 3rd 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 4th Quarter of FY17 to comply.

All eLearning courses are available through an institutional learning management system from Brightspace. SPO Brightspace 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.

Adjudication reached final disposition on 12 appeals in the 3rd Quarter of FY17.

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

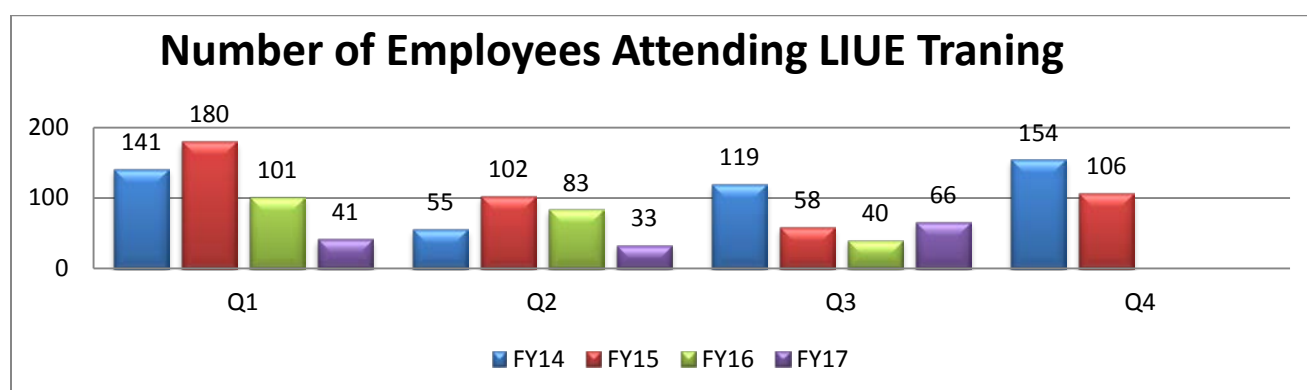
The majority of the Adjudication Division's hearings are conducted at SPO in Santa Fe. The Adjudication Division considers requests for alternative hearing arrangements on a case-by-case basis.

Status	Q1	Q2	Q3	Q4	FY17 Total
Appeals Pending	35	30	29		29
New Appeals Filed	11	12	10		33
Appeal Disposition	15	15	12		42

Labor Relations (LRD)

The role of the Labor Relations Division's (LRD) is to govern the principles behind the New Mexico Public Employees Bargaining Act (PEBA), which guarantees the rights of state employees' to organize and bargain collectively, or to refrain from such activity, and to uphold the State Personnel Board Rules (SPB Rules) that protect the rights of state employees. As the Governor's designee, LRD has the authority to negotiate and enforce a Collective Bargaining Agreement with the union and ensure its proper administration.

LRD's main objective is to act as the labor contract administrator for the State of New Mexico, working actively with state agencies and signatory unions in administering the CBAs that benefit the State and its unionized workforce. In this capacity, works closely with state agencies and labor organizations, protecting the public interest by ensuring the orderly operation for statewide labor relations. LRD works directly with two (2) unions which currently represent 54.3% of classified service employees within the State; Communication Workers of America (CWA), and American Federation of State, County and Municipal Employees (AFSCME).

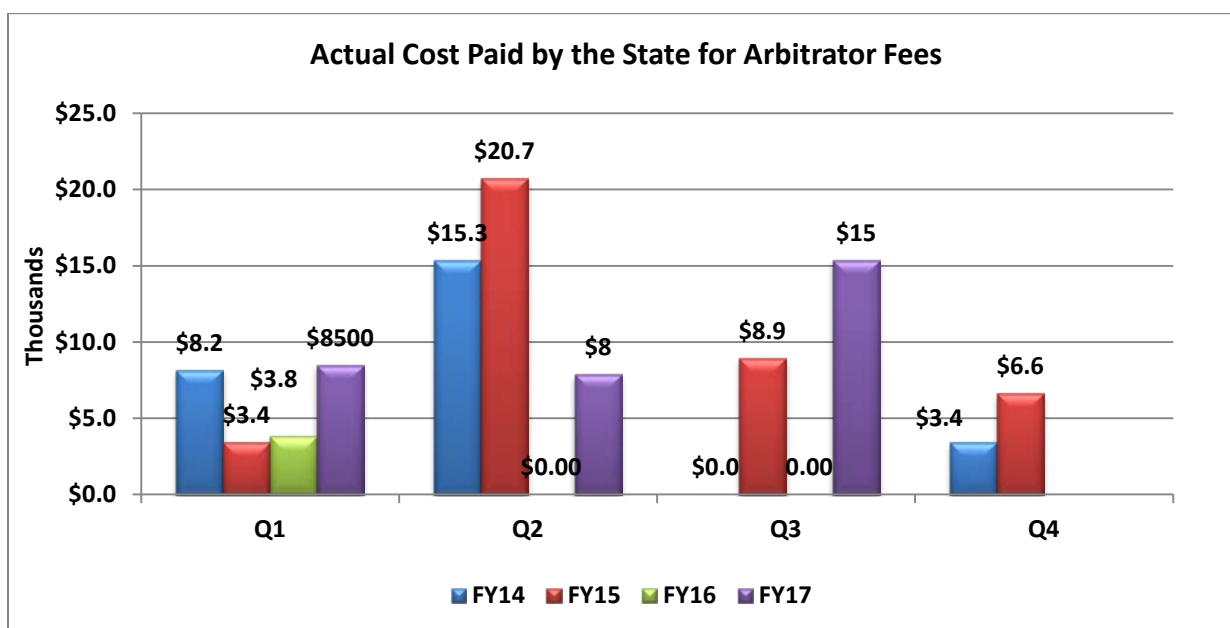
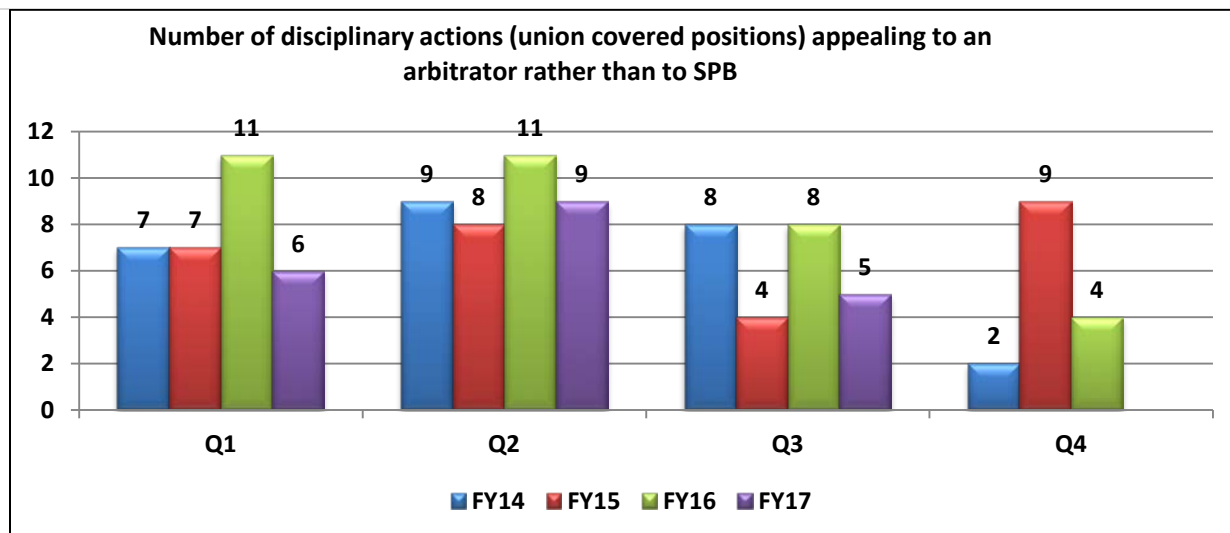


During the third quarter of FY 2017, it was reported that 21 union grievances were filed. Of the 21 grievances filed, 15 grievances were filed by AFSCME, and six (6) were filed by CWA. Out of the 21 union grievances filed, one (1) was settled and three (3) timed out (a.k.a. Dead on Time) and 17 of the remaining grievances are pending. There was one (1) grievance arbitration invoked in the third quarter. There was one (1) Prohibited Practice Complaints filed for this quarter.

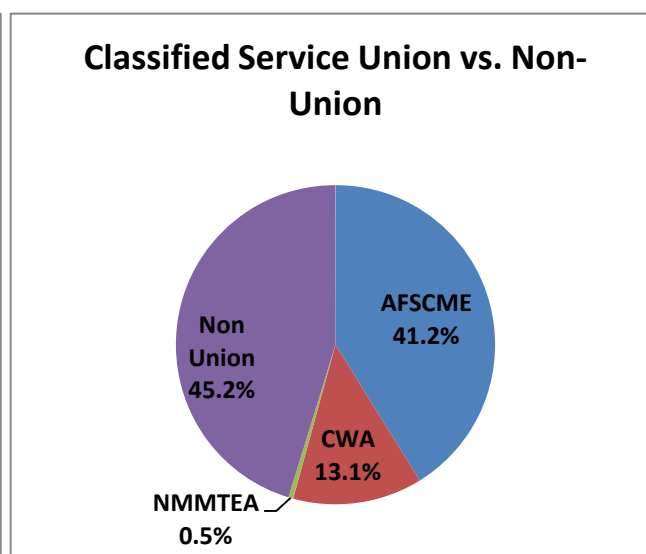
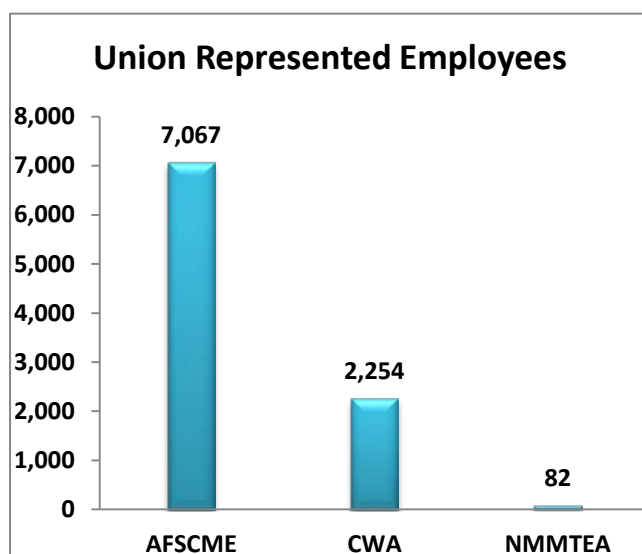
Labor Relations Division At A Glance

Performance Measures for FY17 3rd Quarter

	AFSCME	CWA
Total number of union grievances filed by each union	15	6
Total number of disciplinary actions appealed to an arbitrator, by each union	4	1
Total number of grievance arbitrations, by each union:	0	1
Total number of Prohibited Practice Complaints filed by each union	1	0
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	\$15,381.82	



Quarterly Union Represented vs. Non Union



Quarterly Performance Measures

FY17 Approved Quarterly Performance Measures	FY17 Targets	Q1	Q2	Q3	Q4	FY17 Total
Average number of days to fill a position from the date of posting	55	64.7	62.5	67.1		
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	43.5	40.7	45.3		
Average number of days to advertise a position following the agency request	10	10.3	8.1	8.0		
Percent of employees who successfully complete their probationary period	75%	62.7%	68%	65.6%		
Percent of "voluntary" classified employee turnover (leaving State service)	15%	3.8%	3.4%	3.6%		
Percent of "involuntary" classified employee turnover (leaving State service)	5%	0.5%	0.4%	0.5%		
Average State classified employee compa-ratio	≥95%	101.4%	101.4%	101.4%		
Average State classified new hire compa-ratio	91%	96%	97%	97%		
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	6	9	5		
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	\$8,000	\$15,382		
State-wide classified service vacancy rate	13%	18.5%	17.4%	18.4%		
Percent of new hire managers and supervisors who successfully complete the management and supervision training sponsored by the State personnel office within three months of date of hire.	95%	34%	22%	20.4%		

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