



# New Mexico

## State Personnel Office

### FY18 1st Quarter Workforce Report

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

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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 eight (8) days, which is has increased by three (3) day 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.

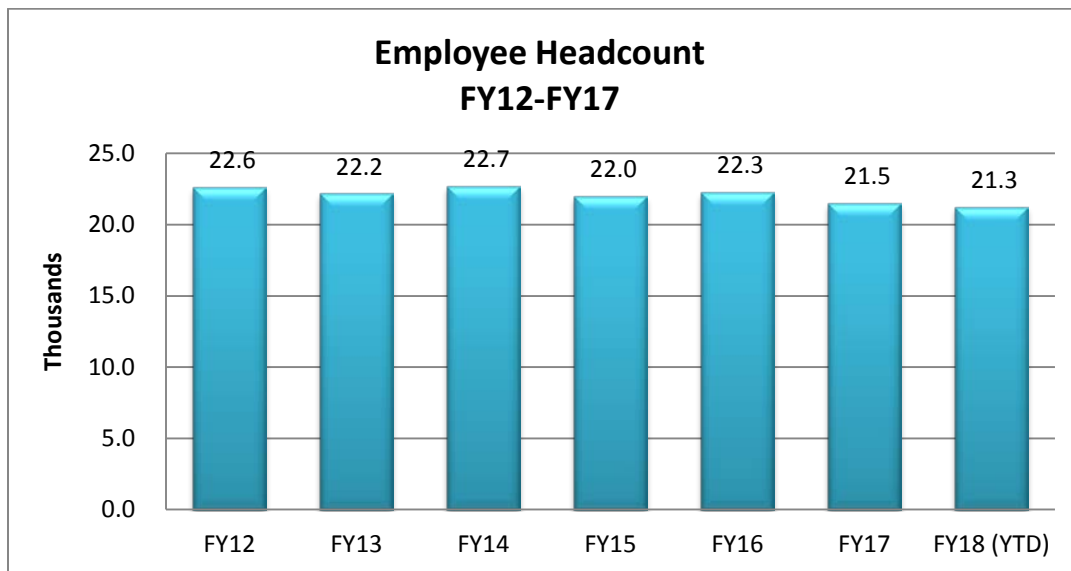
This quarter, 675 new hires were made, while 758 employees separated from State service. Included in the number of separations, 149 employees retired from state service. Of the entire State service, 4.1% of employees separated voluntarily, while only 0.5% separated involuntarily. The Statewide Vacancy Rate for this quarter increased to 19%. 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

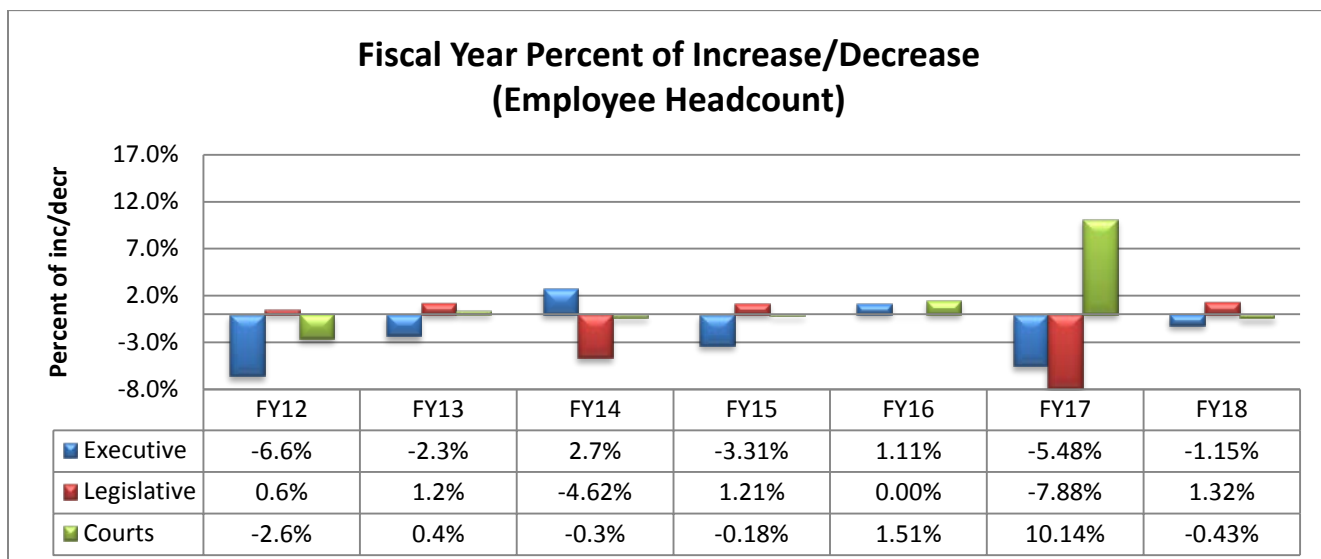
## Workforce Overview

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 declined slightly since FY12 as a result of careful assessment of the need to fill vacant positions, improvements in business processes, revision of restrictive non-competitive compensation plans, and employee retirements and resignations. 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:**  
16,829

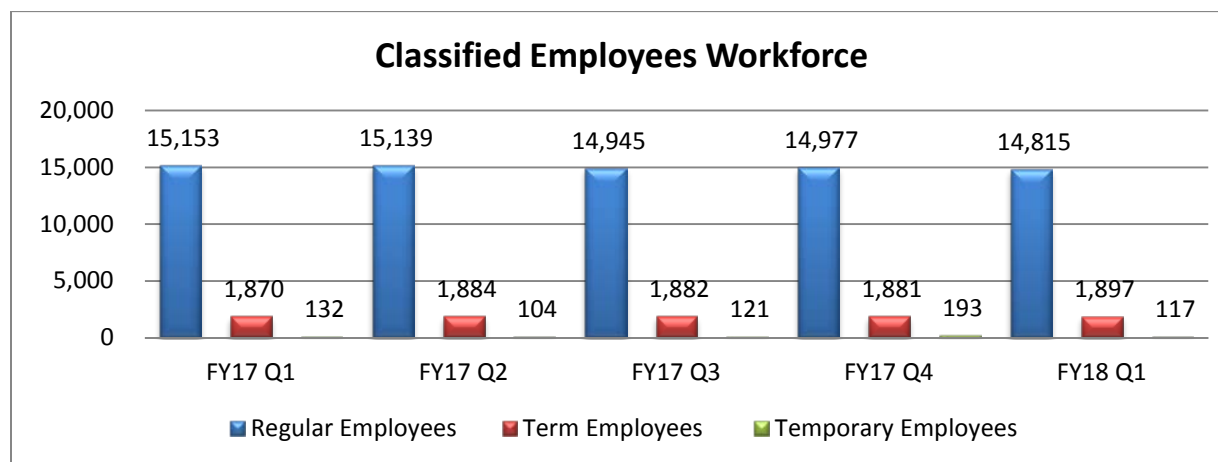
**Regular:**  
14,815

**Term:**  
1,897

**Temporary:**  
117

**Managers:**  
1,729

**Supervisors:**  
1,406

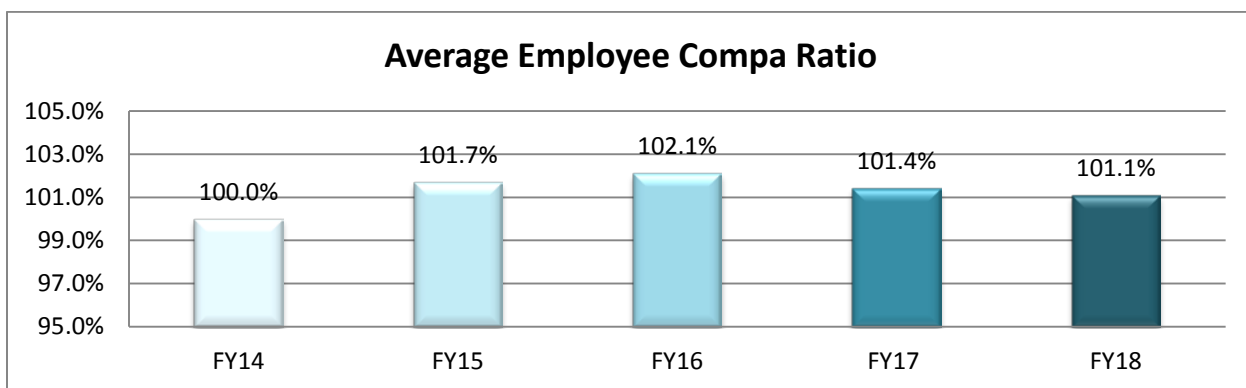
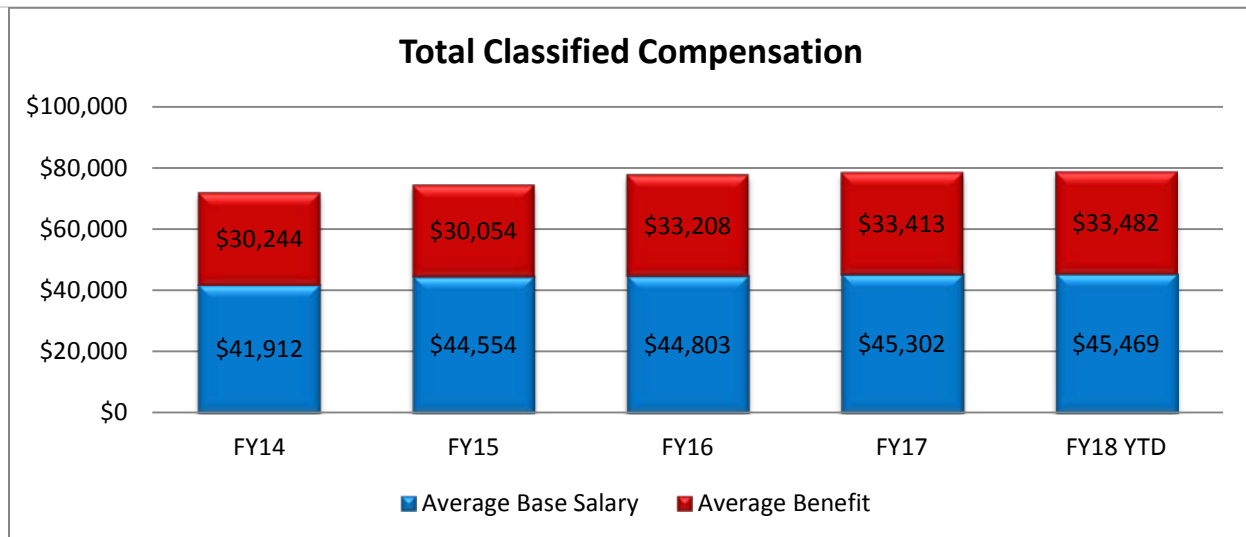


Workforce Data	
Union Represented Employees	57.8%
Minority	68.7%
Female	54.1%
Male	45.9%

TOTAL COMPENSATION	
September 30, 2017	
AVERAGE BASE SALARY \$45,469	AVERAGE TOTAL COMPENSATION \$78,951
AVERAGE BENEFIT \$33,482	
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 101.1%	

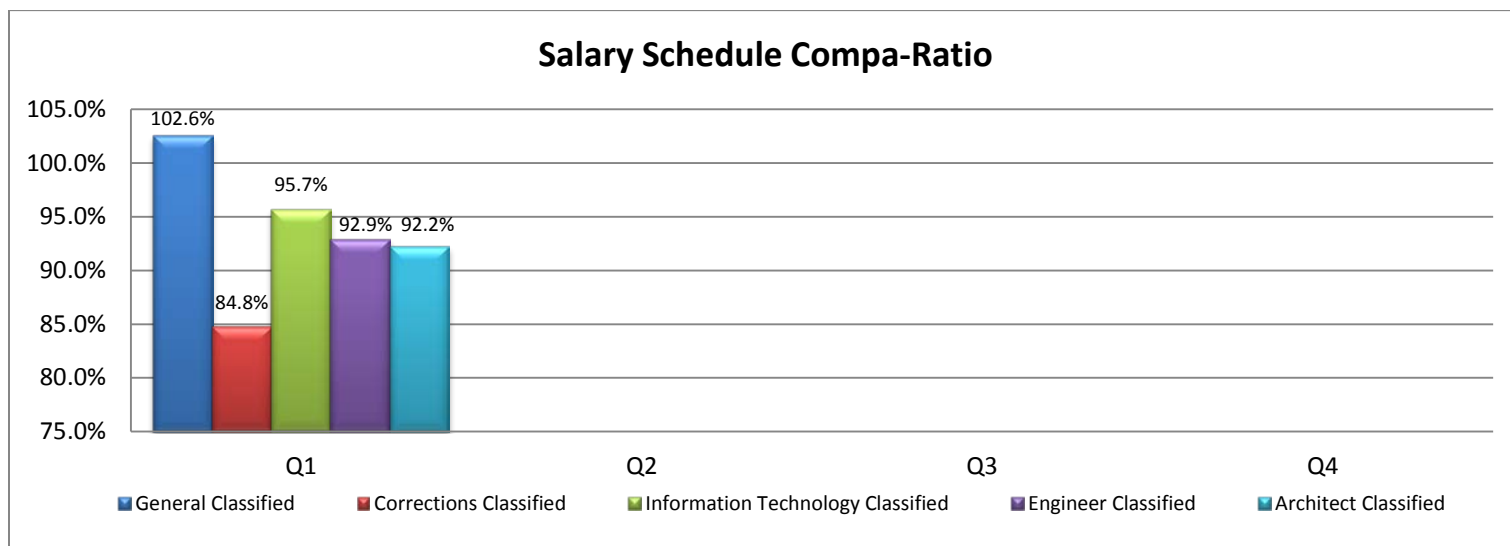
## Total Compensation

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 continual growth in the average benefit expenditures by the State since FY13. In FY17, benefit costs as a percentage of total compensation rose, as health care insurance rates increased. Between FY16 and FY17, benefits costs rose less than 1% while the average salary increased by less than 1%, which merely offset the benefit cost increase.



The FY18 decrease in average compa-ratio is attributed to the implementation of classification studies and two new salary structures.

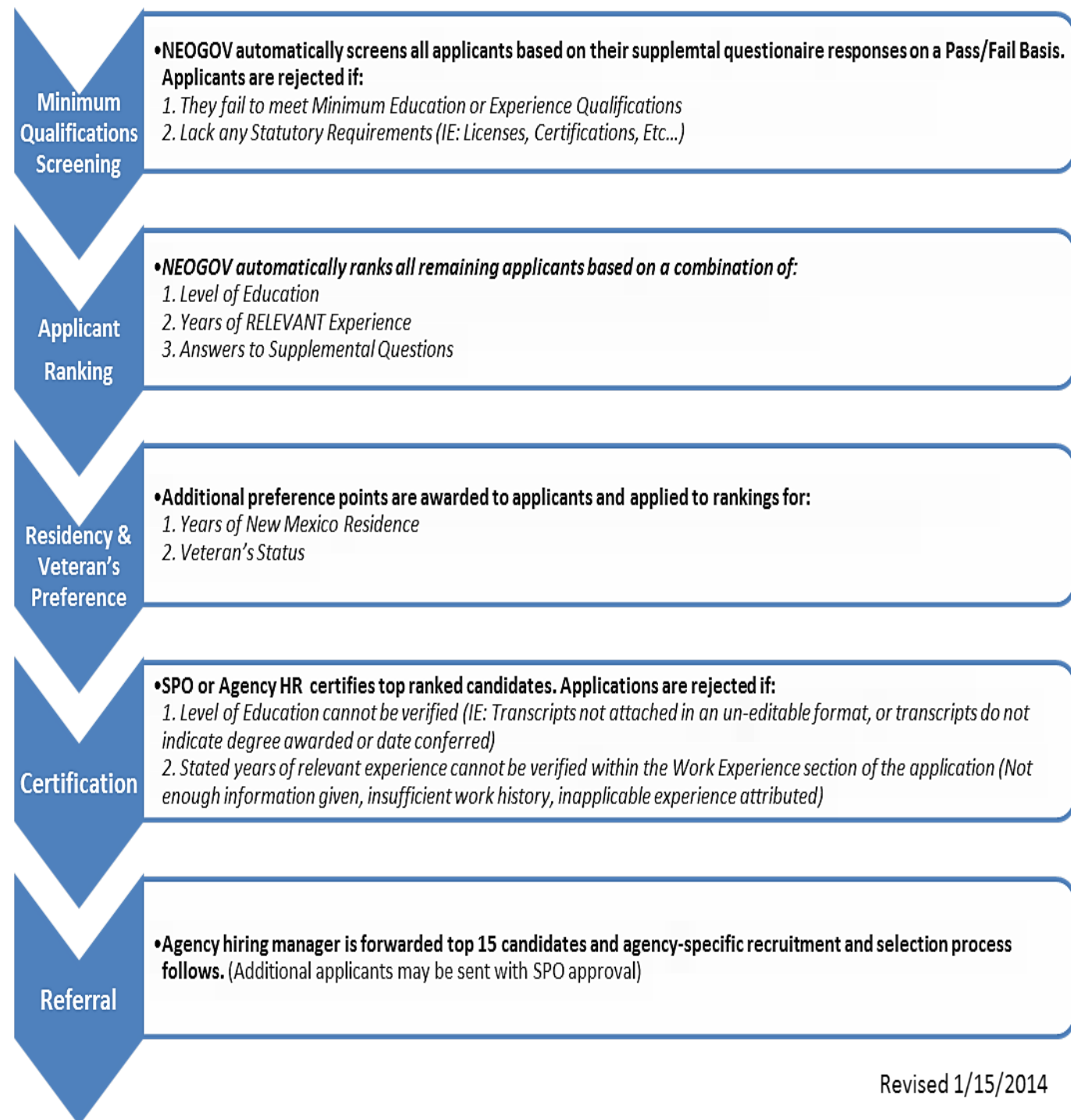
SPO is in the process of establishing a new classification structure with 12 new salary schedules, each targeted towards a particular occupational sector, which take into account the sizes of different jobs and the movement of the market in these sectors. For FY18, two (2) additional salary schedules have been approved and implemented, Engineer, Surveyor, Water Resources and Engineer Technicians and Architect 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

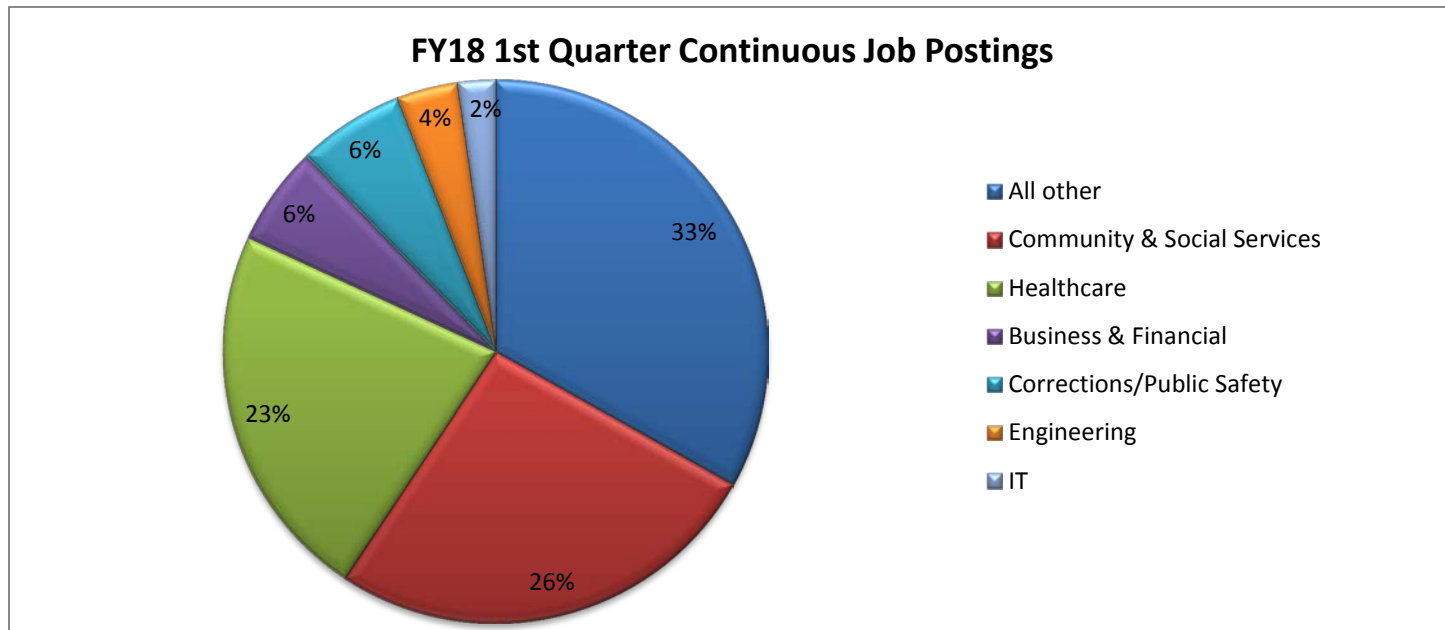
Driven, focused questions based on specific position needs.

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.



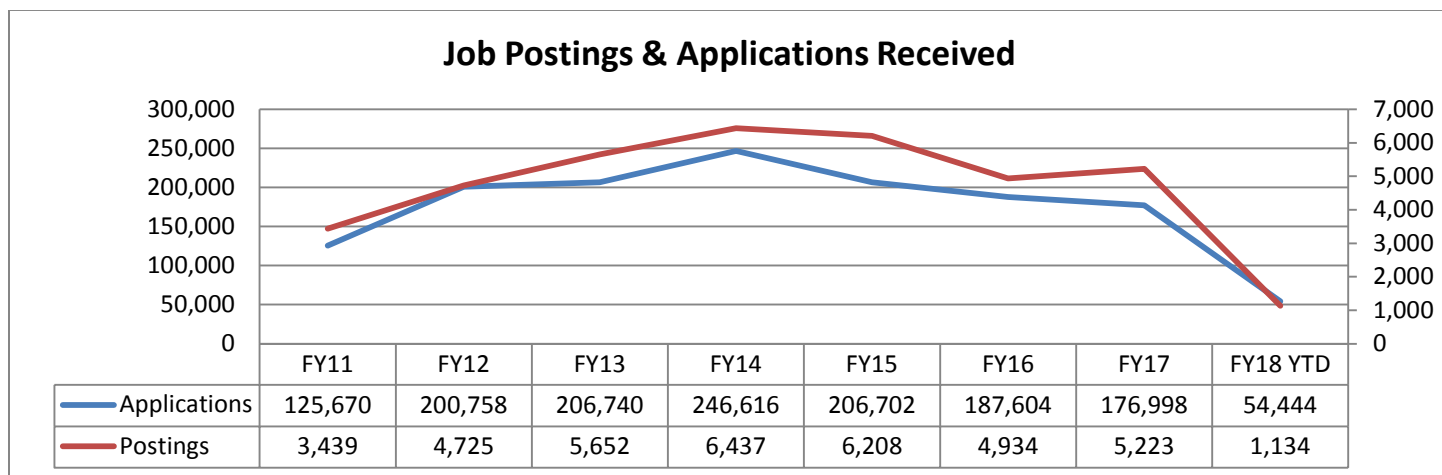
## Continuous Advertisements

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.



Approximately 49% of continuous advertisements were for positions in a health related field, or Community and Social Services field.

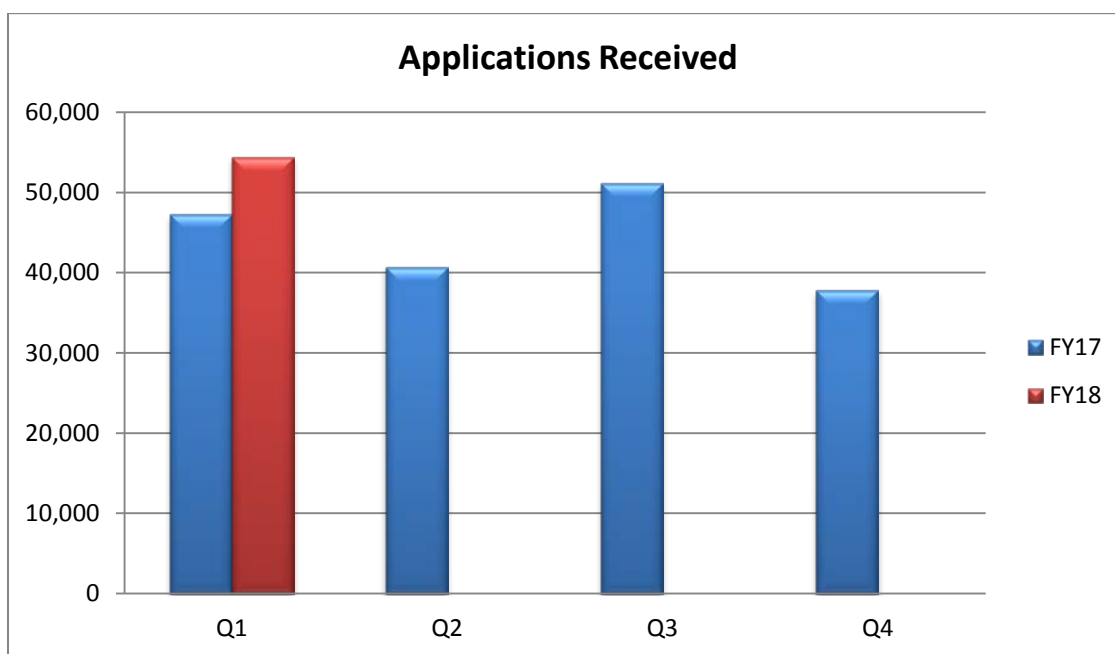
## Advertisement Postings and Applications



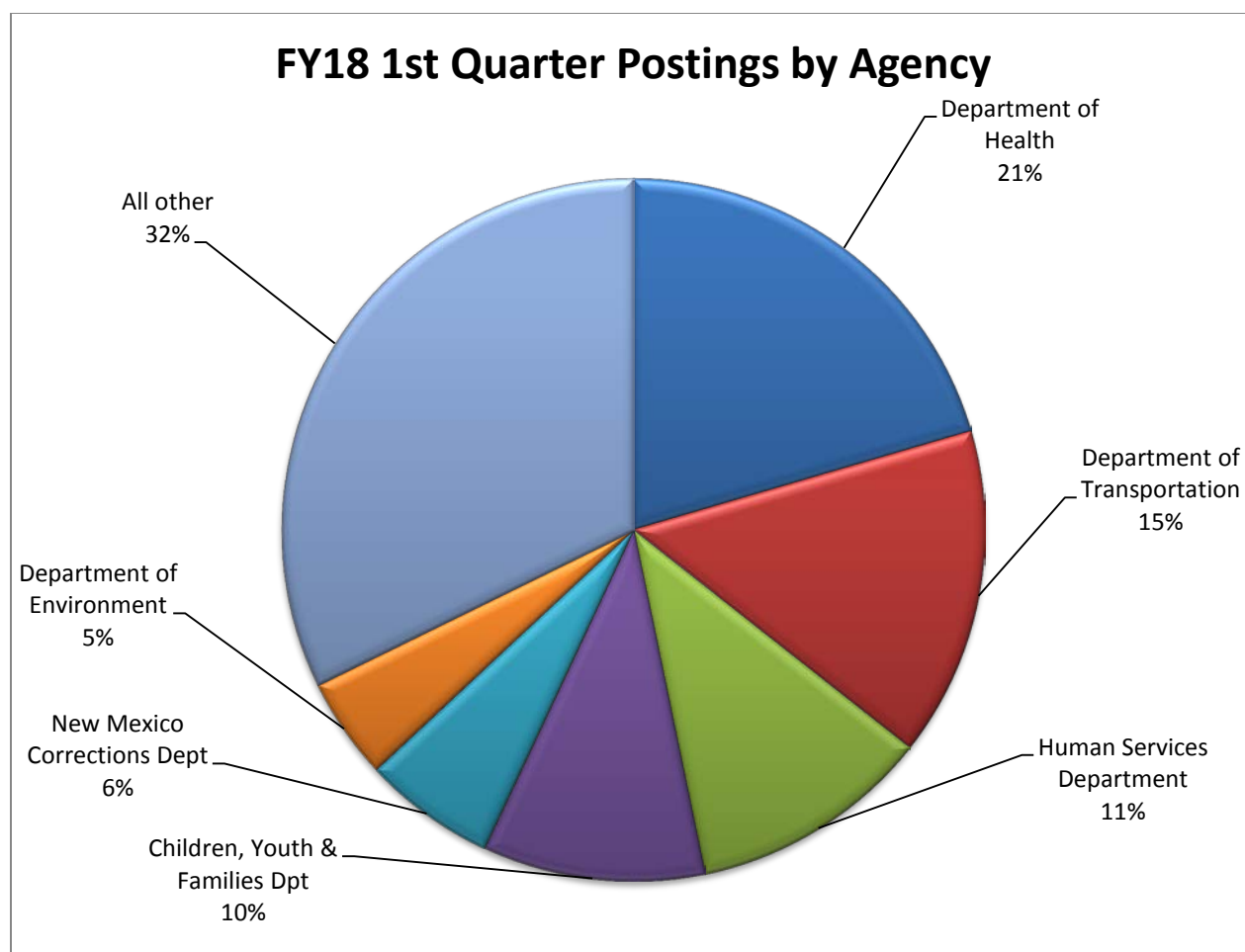
Since 2012, posted advertisements on NEOGOV have been viewed over 18 million times. For the 1<sup>st</sup> Quarter in FY18, posted advertisements had over 550,000 views.

Total Views on Posted Advertisements by Fiscal Year						
FY12	FY13	FY14	FY15	FY16	FY17	FY18 YTD
2,286,916	3,645,209	4,079,561	3,326,579	2,189,184	2,596,115	554,237

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.



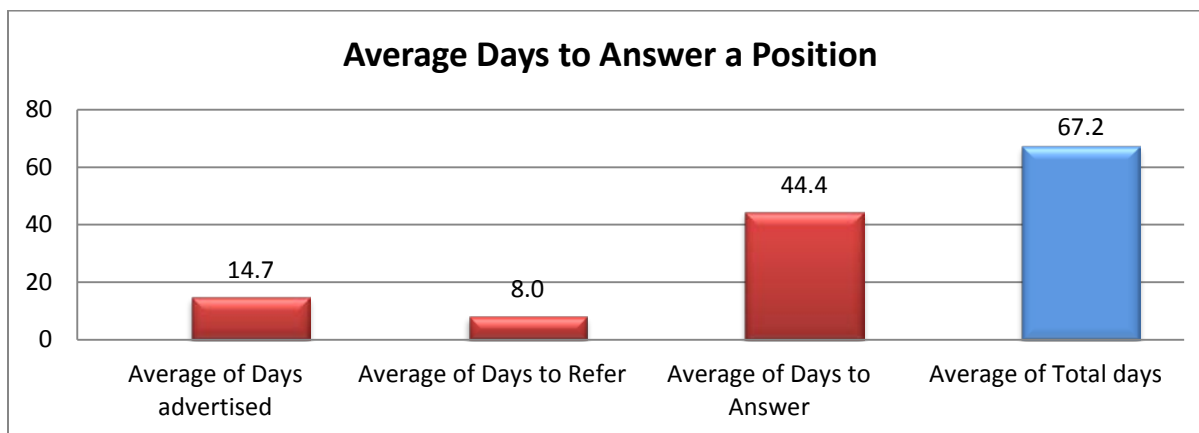
Currently, as illustrated below, six (6) agencies represent nearly 70% of all jobs advertised this quarter.



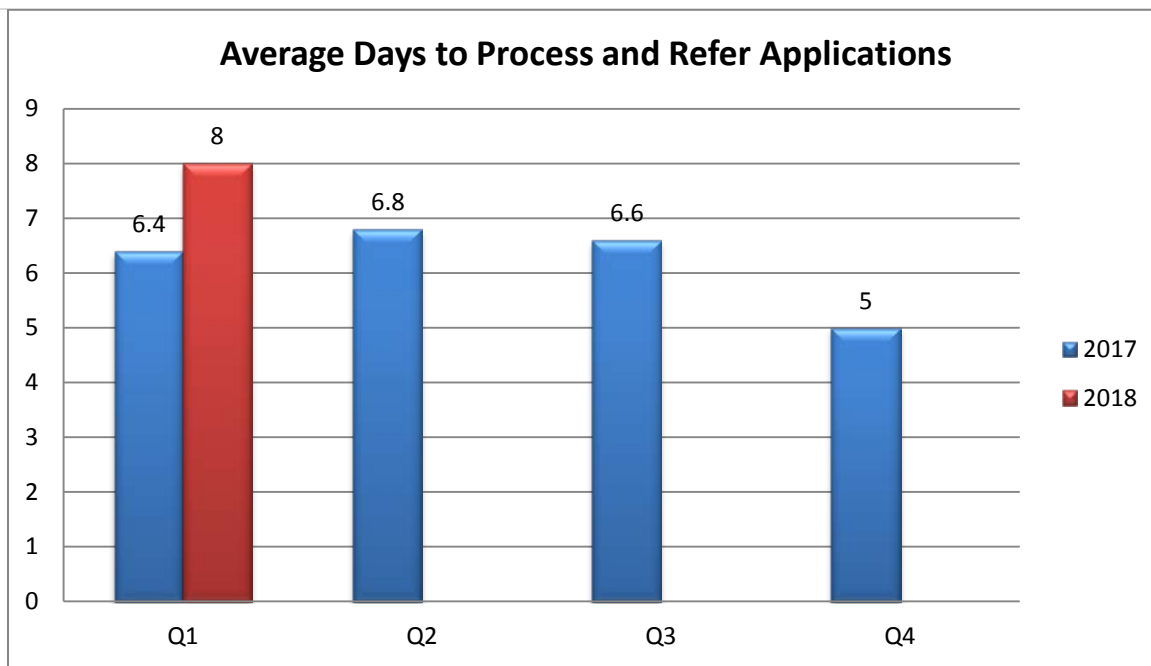
Department	Advertisements	Views	Applications Received
Department of Health	232	103,722	7,497
Department of Transportation	172	46,424	2,890
Human Services Department	126	69,616	7,056
Children, Youth & Families Dpt	116	85,525	6,108
New Mexico Corrections Dept	69	23,078	1,577
Department of Environment	53	31,570	1,405
Public Education Department	46	34,366	1,569
Taxation & Revenue Department	45	22,419	2,129
Department of Public Safety	36	19,962	1,514
Dept of Workforce Solutions	36	23,877	1,845
Enrgy, Minrls & Ntrl Rsrcs Dpt	27	11,067	602
General Services Department	26	9,386	630
Miners Colfax Medical Center	24	3,459	182
Dept of Vocational Rehabilitation	23	11,717	927
Department of Veteran Services	20	6,632	450
Ofc of the State Engineer	19	7,362	381
Regulation & Licensing Dept	18	9,909	966
Department of Cultural Affairs	16	14,438	681
Military Affairs	15	9,362	306
Workers Compensation Admin	15	10,346	684

### Average Days to Fill a Position by Answer Date by Agency

A number of factors impact the average number of days to fill a position. SPO continues to actively work with State agencies to decrease the amount of time being taken to review and refer applications. Accordingly, the time has decreased significantly since NEOGOV implementation. The time to interview and process a hire at the agency level is currently 44.4 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.

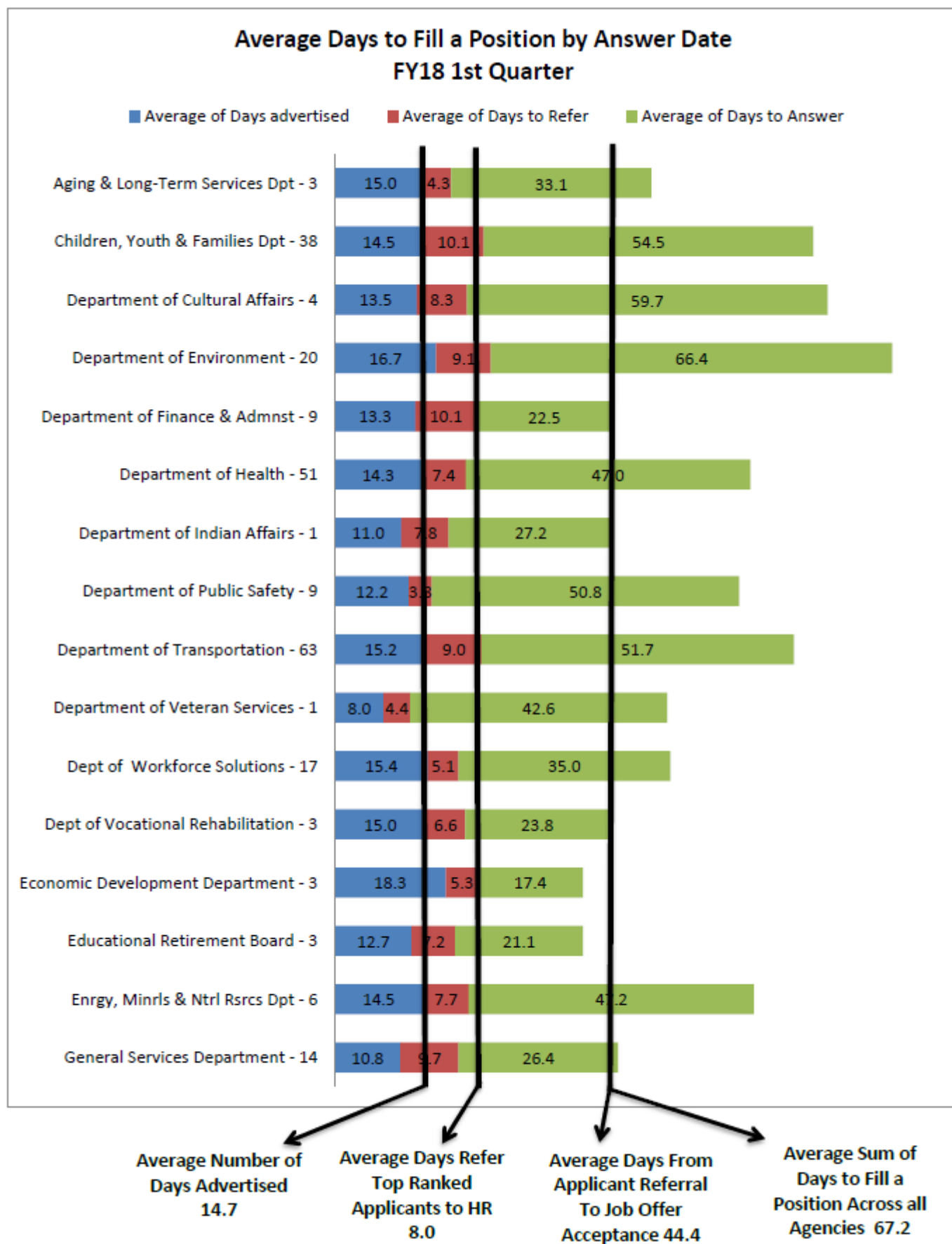
SPO provides the agency HR Manager with ongoing reports to inform them of any outstanding advertisements that have not been filled or closed out within NEOGOV. Factors exist that may impact the time to fill, such as required background checks; however, by working on the recommendations outlined above,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

How to interpret the graphs below:

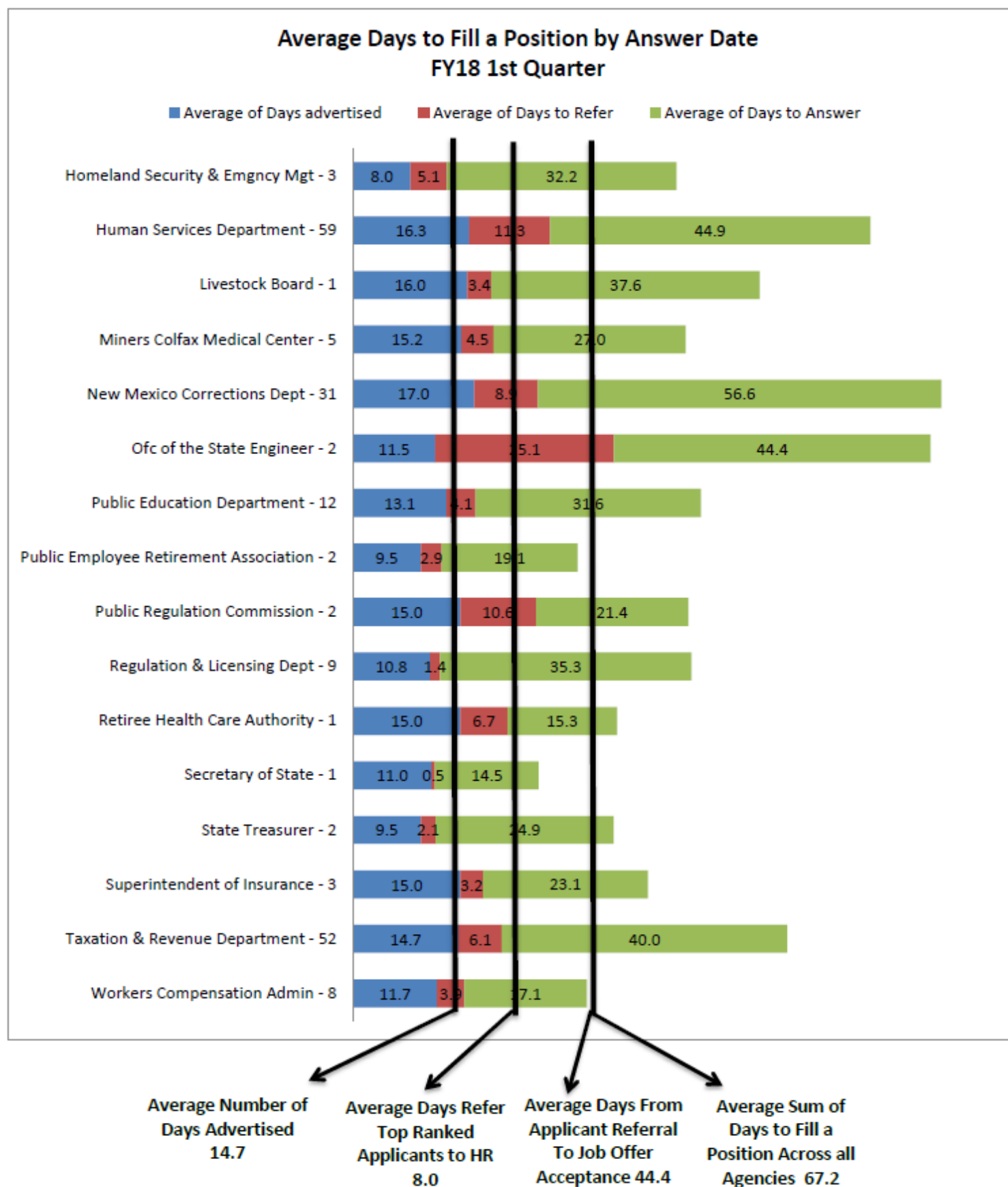
- Average Days a Job is Advertised: The average amount of time a job (excluding continuous postings) is advertised on NEOGOV.
- Average Days to Refer Top Ranked Applicants to Hiring Manager: The average amount of time taken by HR professionals to review the top ranked applicants and forward them to the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

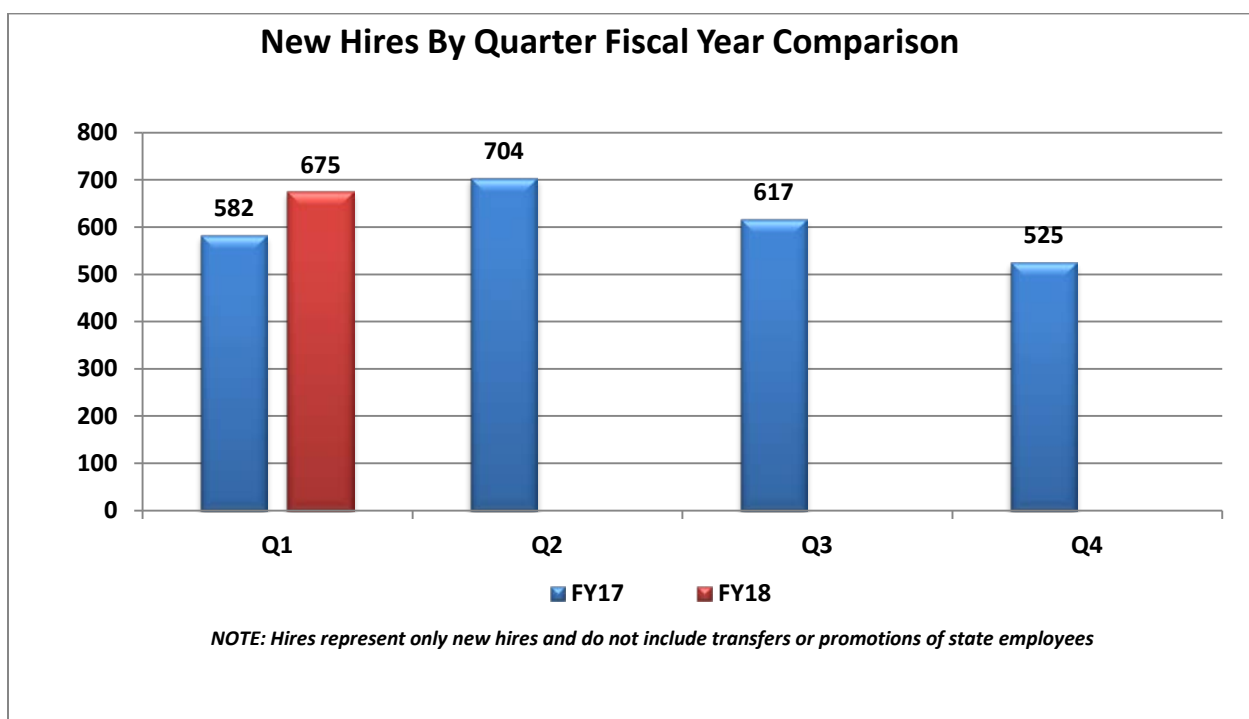
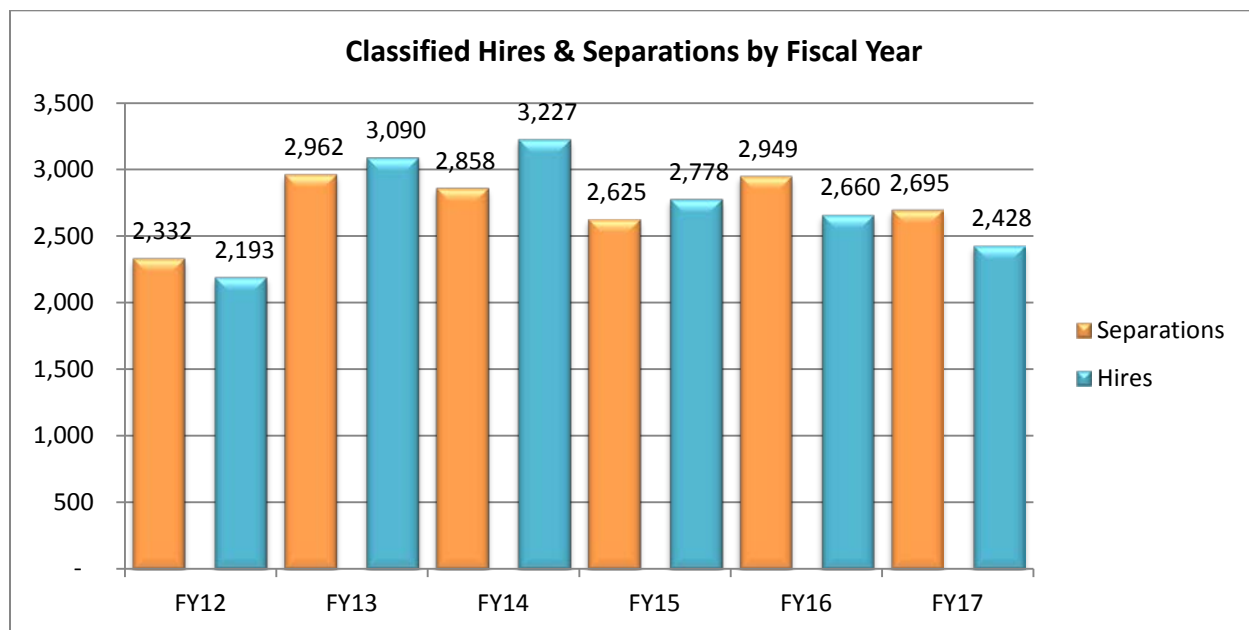


## Classified Service New Hires

In FY17, 2,428 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 FY12; however, this effort has only offset the increased separations of State employees.

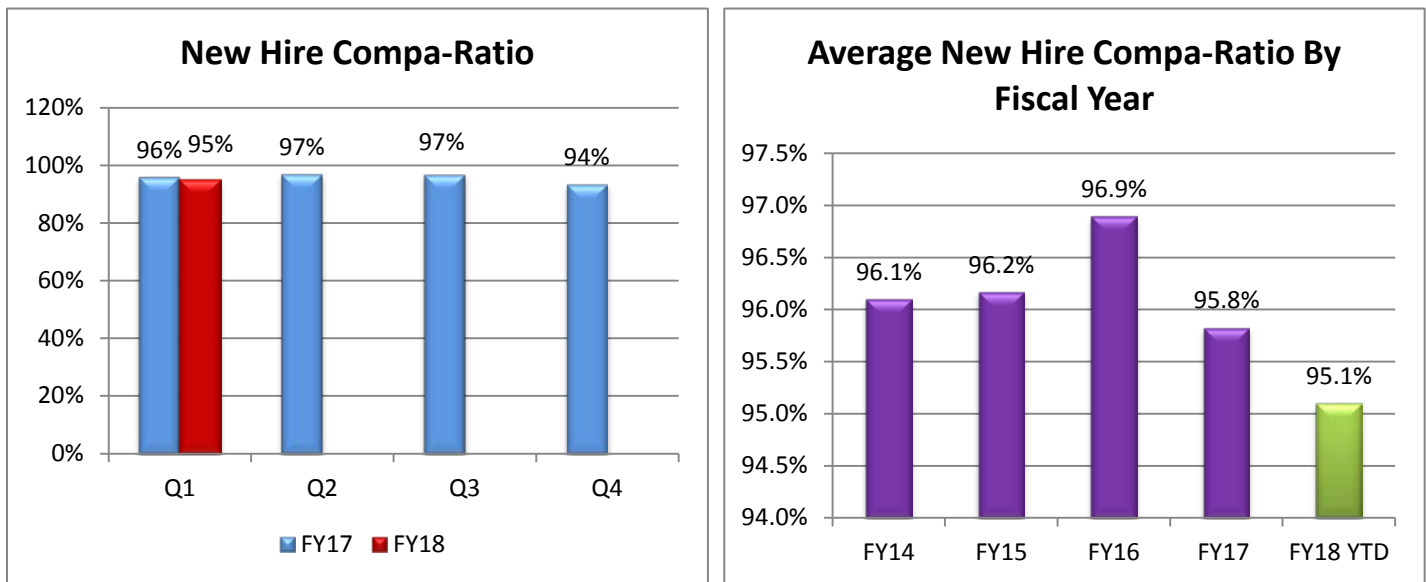
### New Employee Hires by Fiscal Year (FY12-FY17)



## 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	85.8%	24
30	93.8%	31
35	96.5%	28
40	99.2%	61
45	100.9%	46
50	96.6%	46
55	93.7%	51
60	87.2%	135
65	102.2%	72
70	103.1%	29
75	111.7%	24
80	106.6%	20
85	109.8%	10
90	103.7%	2
95	108.5%	2



Pay Band	Average of Compa-Ratio	# of Employees
97	111.2%	2
98	126.9%	1
99	106.7%	2
CA	83.3%	23
CB	81.3%	40
CC	85.2%	2
EA	99.4%	3
EB	94.2%	3
ED	96.0%	1
EF	96.1%	2
EJ	86.2%	1
IA	102.7%	1
IB	99.9%	1
IC	96.9%	1
ID	86.7%	4
IE	96.3%	4
IF	100.0%	2
IH	88.5%	1

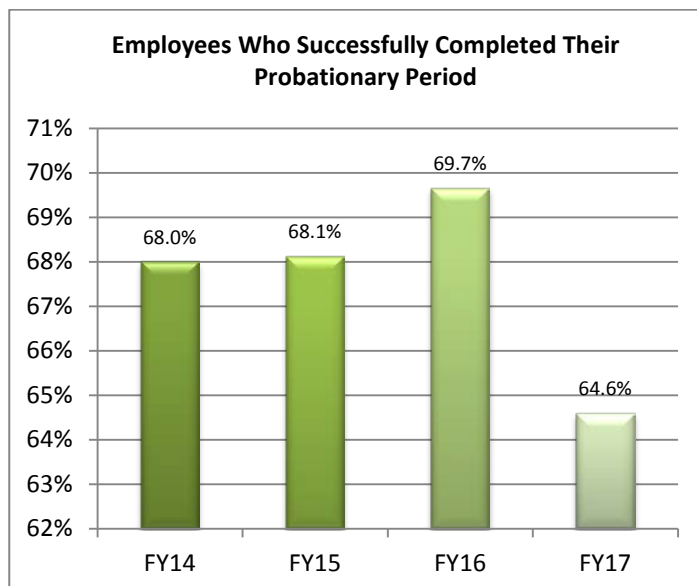
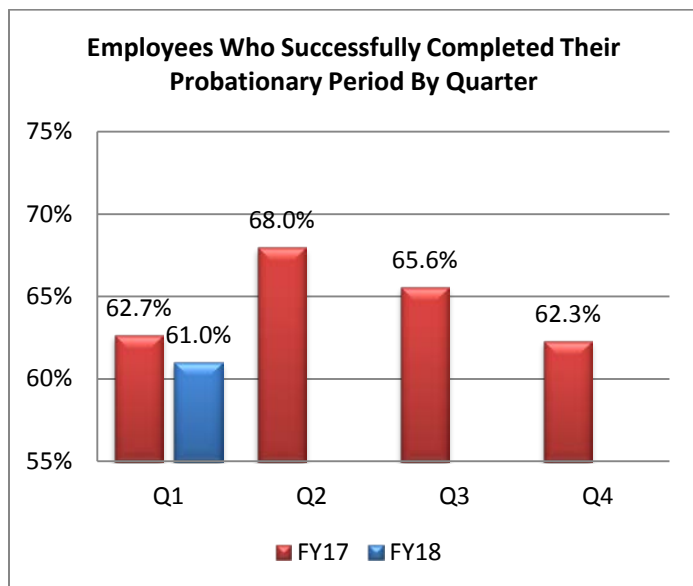
## Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	12	9	21	3%
American Indian	19	6	25	4%
Asian	5	3	8	1%
Caucasian	107	61	168	27%
Hispanic	199	152	351	56%
Hawaiian	1	0	1	0%
Not Specified	30	23	53	8%
Grand Total	373	254	627	100.0%
	59%	41%		
*48 Gender Not Identified				

## 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 1<sup>st</sup> quarter of FY18 has decreased from the previous quarter (FY17 Q4), and it has decreased in comparison to the same quarter last year. Because overall hiring rates for FY17 were lower than any previous fiscal year since FY12, the level of separations has had a greater impact on the rate of employees completing their probationary period. Given the substantial cost of turnover, the State needs to examine factors that affect employee retention and talent acquisition, particularly for highly competitive occupations.



## Multiple Components of Pay (MCOP)

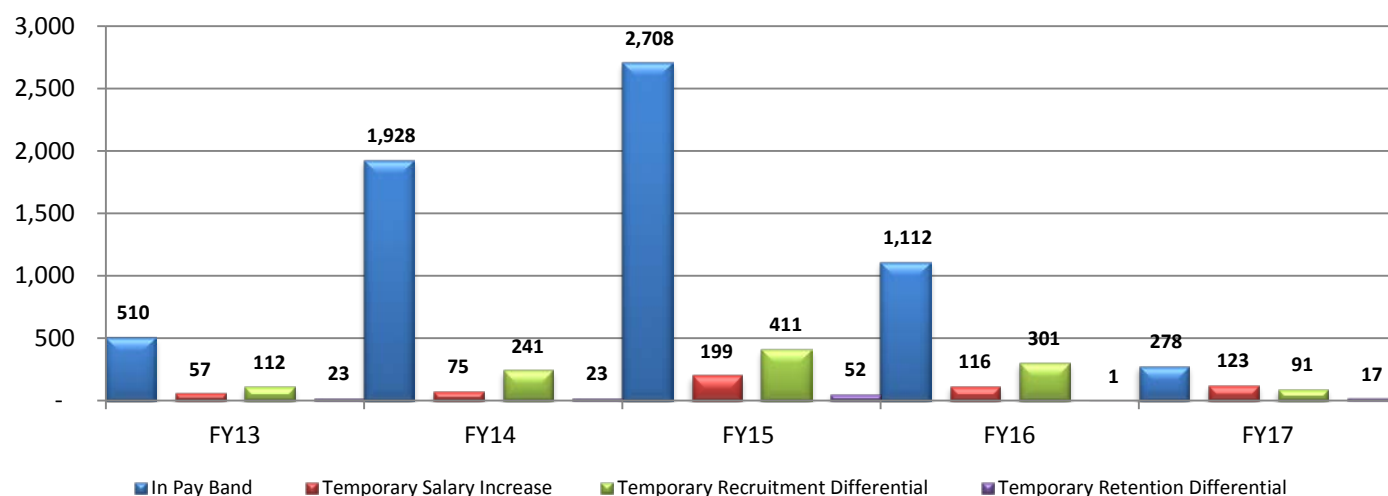
Various pay mechanisms permitted through the State Personnel Board (SPB) Rules were developed to facilitate recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **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.

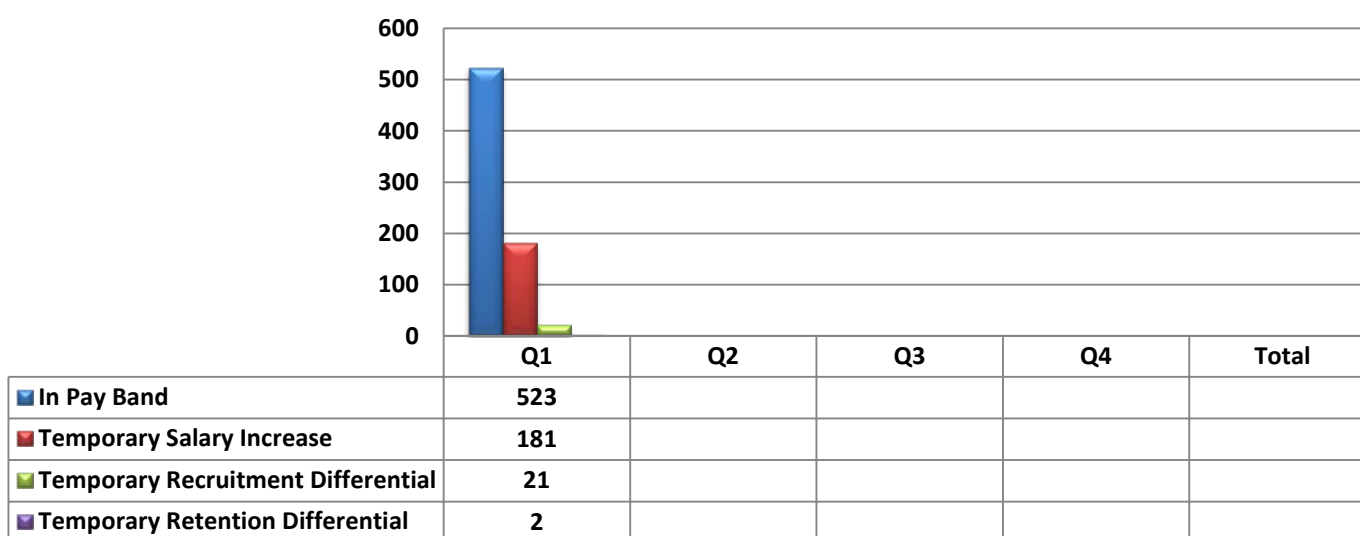
The graph on the next page shows the utilization of Multiple Components of Pay.

Multiple Components of Pay By Fiscal Year



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.

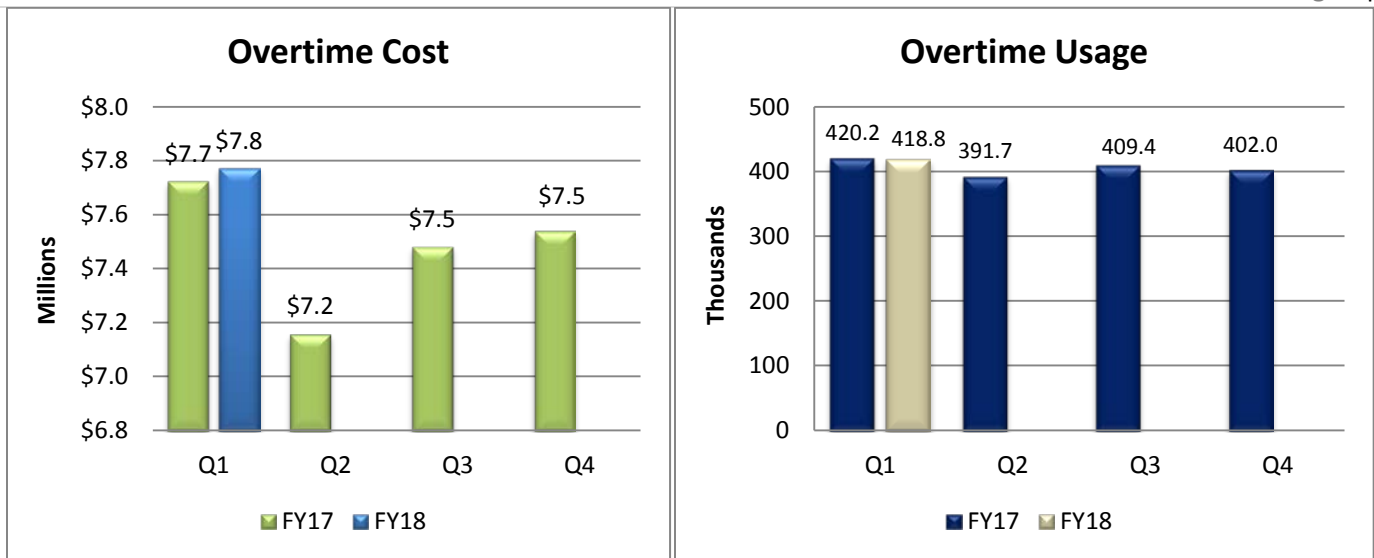
FY18 Multiple Components of Pay By Quarter



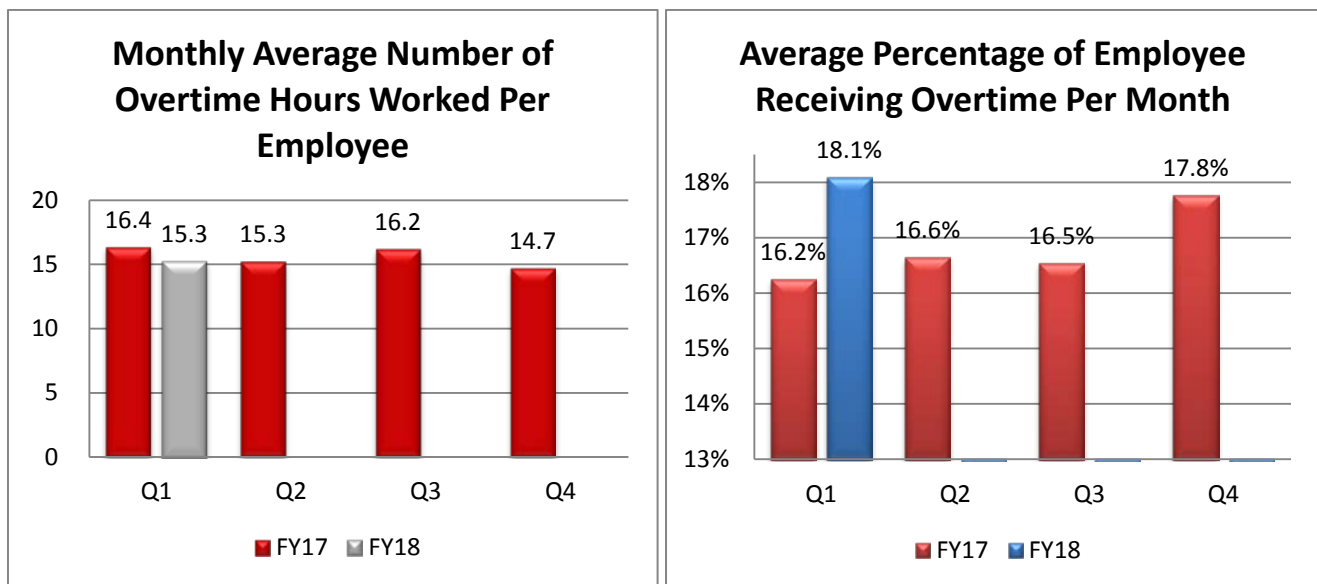
## Overtime and Leave

### Overtime

Overtime usage rates for the 1<sup>st</sup> Quarter of FY18 have increased from the 4<sup>th</sup> Quarter of FY17 by approximately 4.18%. The distribution of employees working overtime in FY18 reflects a higher number of employees than any previous quarter in FY17. This group worked a relatively average number of overtime hours per employee, resulting in a less than one hour per month increase over the previous quarter. Annual trends show that Quarter 1 tends to be a predictably high quarter for overtime usage and cost. Costs and the number of hours worked should decrease in Quarter 2. A comparison of FY18 to FY17 shows an increase in usage and cost for the 1<sup>st</sup> Quarter by slightly over 1%.



*\*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.*

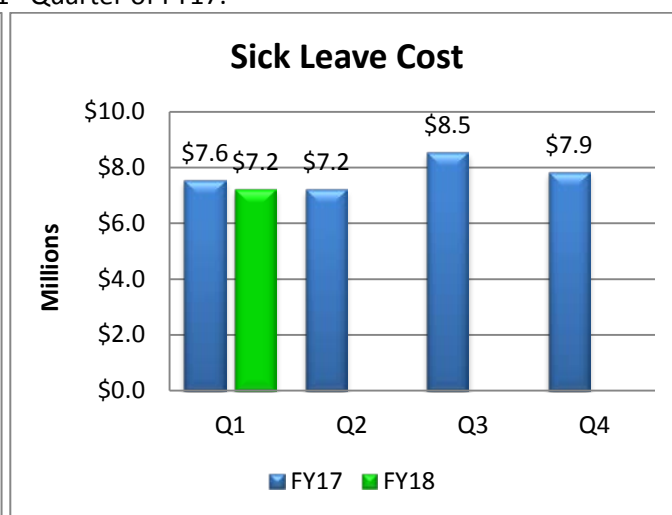
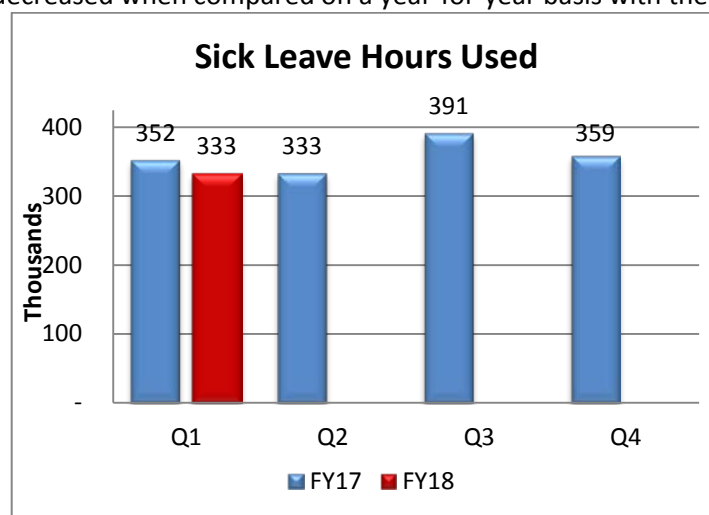


1st Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
New Mexico Corrections Dept	156,455	\$2,852,000
Department of Health	103,980	\$1,568,668
Department of Transportation	48,712	\$938,350
Children, Youth & Families Dpt	37,696	\$747,529
Department of Public Safety	14,566	\$292,151
Miners Colfax Medical Center	7,478	\$282,866
Human Services Department	6,500	\$120,831
Enrgy, Minrls & Ntrl Rsrcs Dpt	5,120	\$119,065
Department of Veteran Services	6,889	\$115,769
Taxation & Revenue Department	5,881	\$110,130
Department of Game & Fish	3,741	\$90,910
Dept of Vocational Rehabilitation	3,484	\$80,864
Dept of Information Technology	1,759	\$46,865

1st Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
Department of Cultural Affairs	2,110	\$37,312
Department of Environment	1,164	\$35,299
Dept of Workforce Solutions	1,159	\$33,644
Homeland Security & Emgncy Mgt	1,050	\$28,149
Livestock Board	1,248	\$26,709
Military Affairs	1,294	\$24,638
EXPO New Mexico	1,097	\$22,475
<b>Top 20 Agencies</b>	<b>411,381</b>	<b>\$7,574,221</b>
<b>All Others</b>	<b>7,375</b>	<b>\$199,973</b>
<b>Grand Total</b>	<b>418,756</b>	<b>\$7,774,194</b>

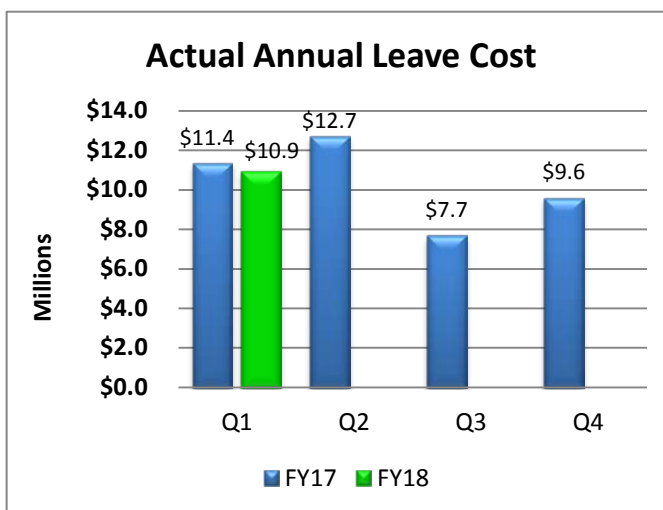
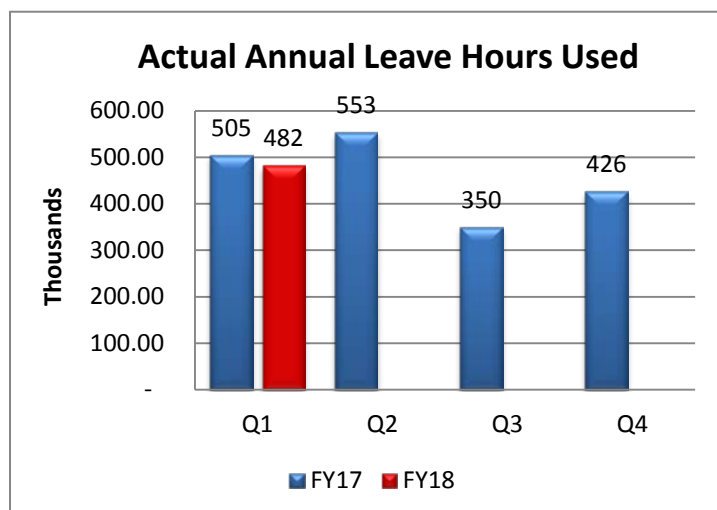
## Sick Leave

Sick leave usage and cost rates continue a multi-year trend of decreasing in the 1<sup>st</sup> Quarter of FY18 over the 4<sup>th</sup> Quarter of FY17. Rates decreased in the FY18 1<sup>st</sup> Quarter over the previous quarter by 9%. Rates for the FY18 1<sup>st</sup> Quarter also decreased when compared on a year-for-year basis with the 1<sup>st</sup> Quarter of FY17.

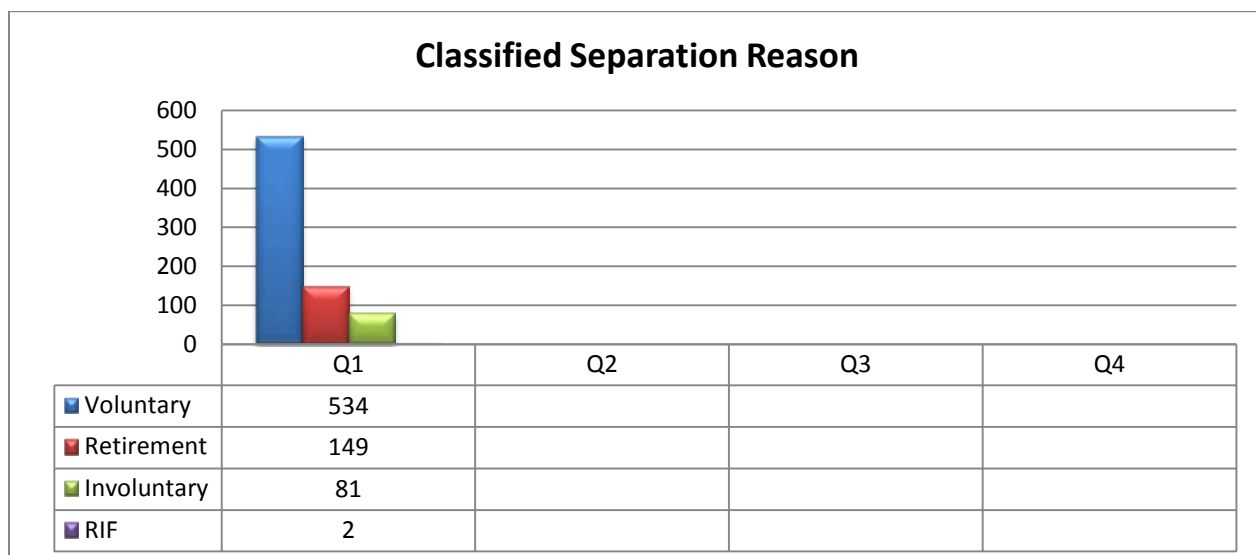
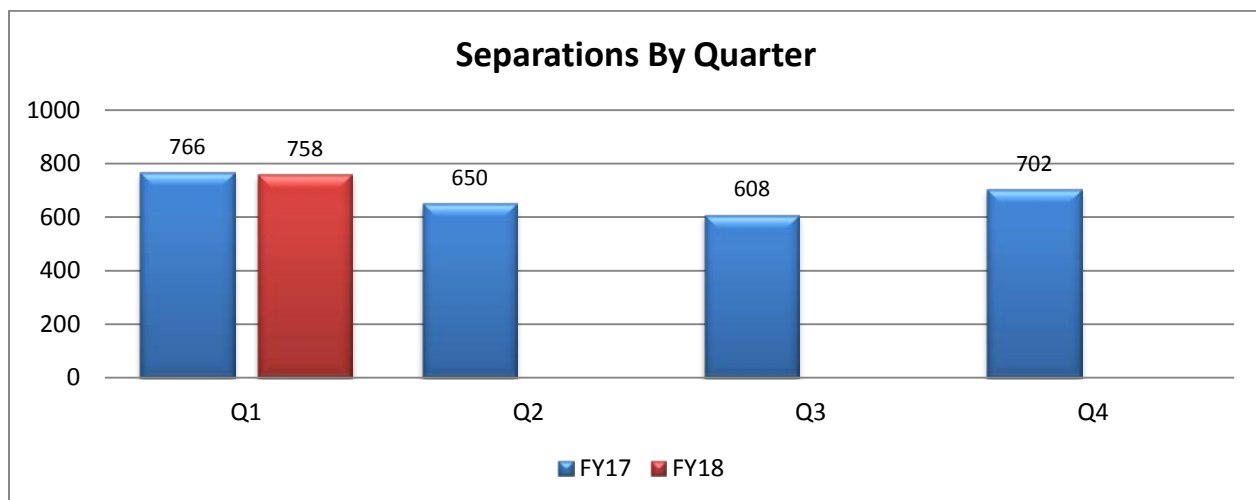
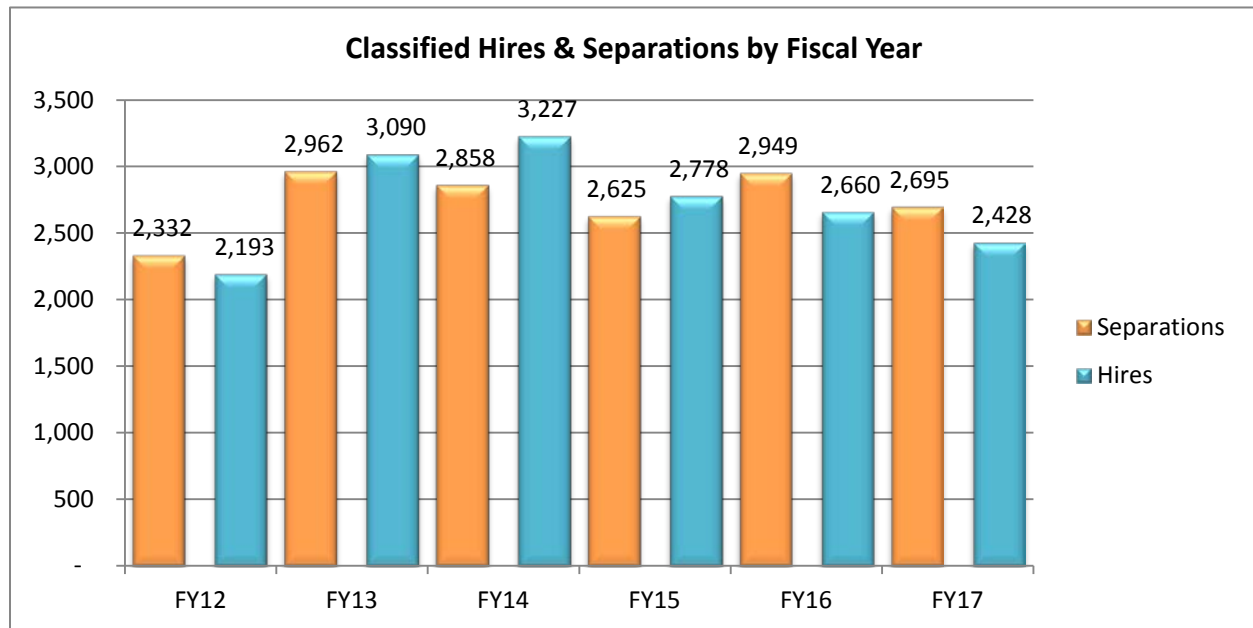


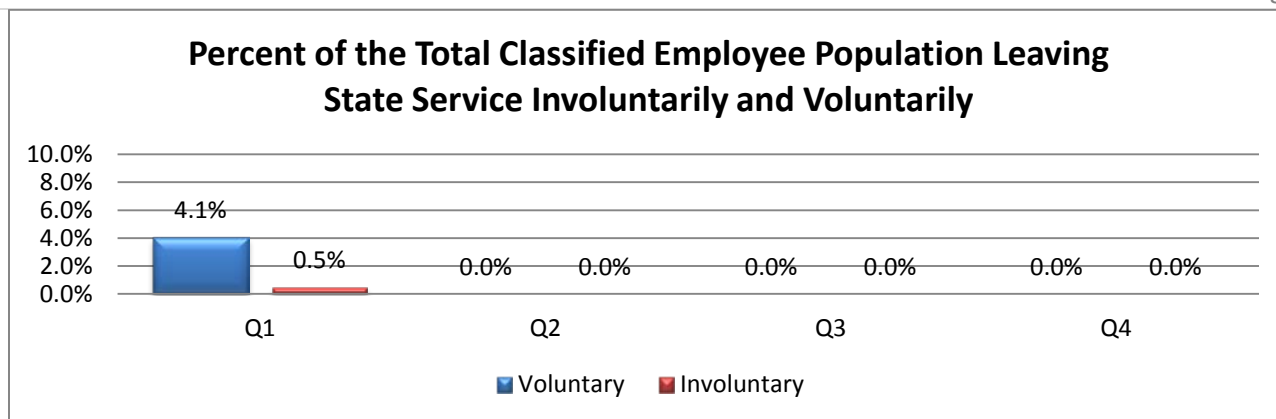
## Annual Leave

Annual leave usage and cost rates continue a multi-year trend of increasing in the 1<sup>st</sup> Quarter over the 4<sup>th</sup> Quarter of FY17. Rates increased in the FY18 1<sup>st</sup> Quarter over the previous quarter by 13.5%. On a year-for-year comparison of Quarter one, usage and rates have decreased by 4.4%.



## Classified Service Separations





The graph above shows the separation rate of classified employees as a percentage of the total Classified Service population. Of the 758 separations this quarter, 4.1% 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)	18			
Accepted New Job (Non-Comp)	23			
Attendance	19			
Death	5			
Disability Retirement	4			
Discharge	3			
Dissatisfied w/Type of Work				
Dissatisfied with Supervision				
Dissatisfied w/Work Conditions	2			
Dissatisfied with Hours	0			
Early Retirement	2			
End of Appointment	3			
End Temporary Employment				
Failed Condition of Employment	8			
Family Reasons				
Health Reasons	7			
Illness in Family				
Insubordination				
Lack of Funding				
Leave of Absence Expiration				
Military	1			
Misconduct	21			
Mutual Consent	1			
Non Job Connected Medical	3			
Normal Retirement	140			
Other Medical	3			
Personal Reasons	45			
Pregnancy	1			

Reason	Q1	Q2	Q3	Q4
Quit without Notice	25			
Relocation	11			
Resignation	371			
Resignation-Other Position	14			
Return to School	6			
RIF - SPO Board Approved	2			
Unforeseen Circumstances				
Unsatisfactory Performance	13			
Vested Retirement	3			
Violation of Rules	4			

## Quarterly Classified Employee Separations by Agency

Agency	Number of Employees
Department of Health	170
New Mexico Corrections Dept	90
Children, Youth & Families Dpt	84
Human Services Department	74
Department of Transportation	64
Dept of Workforce Solutions	28
Department of Public Safety	25
Taxation & Revenue Department	21
Miners Colfax Medical Center	19
Department of Environment	19
Public Education Department	16
Department of Cultural Affairs	12
Department of Veteran Services	12
Enrgy, Minrls & Ntrl Rsrcs Dpt	12
General Services Department	11
Ofc of the State Engineer	10
Dept of Vocational Rehbltation	9
Public Regulation Commission	8
Military Affairs	8
Regulation & Licensing Dept	7
Department of Game & Fish	7
Workers Compensation Admin	7
Aging & Long-Term Services Dpt	5
State Personnel Board	4
Homeland Security & Emrgncy Mgt	4
Commission for the Blind	4
State Land Office	3
Dev Disabilites Planning Comm	3
Commission of Public Records	3
Dept of Information Technology	3
Department of Finance & Admnst	2
Superintendent of Insurance	2
Livestock Board	2



Agency	Number of Employees
Retiree Health Care Authority	2
State Treasurer	1
Economic Developmnt Department	1
Department of Indian Affairs	1
Higher Education Department	1
Tourism Department	1
SpacePort Authority	1
Public Employee Retirement Asso	1
Board of Nursing	1
Higher Education Department	1
State Land Office	1
<b>Total</b>	<b>758</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 through the 1<sup>st</sup> Quarter of FY18 is 10.2%. 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	25	0.0%	0.0%	0			
33300	Taxation & Revenue Department	835	7.8%	7.1%	65	59	5	1
33700	State Investment Council	17	0.0%	0.0%	0	0		
34000	Administrative Hearings Office	14	0.0%	0.0%	0	0		
34100	Department of Finance & Admnst	112	9.9%	9.9%	11	11	0	0
34200	Public School Insurance Auth	8	0.0%	0.0%	0	0		
34300	Retiree Health Care Authority	21	9.4%	4.7%	2	1	1	0
35000	General Services Department	216	9.3%	6.9%	20	15	4	1
35200	Educational Retirement Board	59	3.4%	3.4%	2	2	0	0
36100	Dept of Information Technology	152	3.9%	2.6%	6	4	2	0
36600	Public Employee Retirement Asso	72	6.9%	5.6%	5	4	1	0
36900	Commission of Public Records	28	14.3%	14.3%	4	4	0	0
37000	Secretary of State	40	9.9%	9.9%	4	4	0	0
37800	State Personnel Board	34	8.7%	5.8%	3	2	1	0
39400	State Treasurer	19	10.3%	10.3%	2	2	0	0
40400	Architect Examiners Board	2	0.0%	0.0%	0	0		
41700	Border Development Authority	2	0.0%	0.0%	0	0		
41800	Tourism Department	30	6.6%	6.6%	2	2	0	0
41900	Economic Developmnt Department	30	13.5%	10.1%	4	3	1	0
42000	Regulation & Licensing Dept	249	5.2%	4.0%	13	10	1	2
43000	Public Regulation Commission	108	8.3%	5.6%	9	6	1	2
44000	Superintendent of Insurance	76	4.0%	4.0%	3	3	0	0
44600	Medical Examiners Board	13	0.0%	0.0%	0	0		
44900	Board of Nursing	21	4.8%	4.8%	1	1	0	0
46000	EXPO New Mexico	16	0.0%	0.0%	0	0		
46400	Prof Engineers & Lnd Srvys Brd	6	0.0%	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
46500	Gaming Control Board	37	8.0%	8.0%	3	3	0	0
46900	State Racing Commission	10	0.0%	0.0%	0	0		
47900	Veterinary Examiners Board	2	0.0%	0.0%	0	0		
49500	SpacePort Authority	11	9.1%	9.1%	1	1	0	0
50500	Department of Cultural Affairs	385	3.9%	2.9%	15	11	3	1
50800	Livestock Board	64	1.6%	1.6%	1	1	0	0
51600	Department of Game & Fish	274	4.0%	3.3%	11	9	2	0
52100	Enrgy, Minrls & Ntrl Rsrcs Dpt	350	6.3%	5.1%	22	18	4	0
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0		
53900	State Land Office	129	2.3%	1.6%	3	2	1	0
55000	Ofc of the State Engineer	252	7.5%	4.8%	19	12	6	1
60300	Office of African Amer Affairs	4	0.0%	0.0%	0	0		
60400	Com for Deaf/Hard of Hearing	12	0.0%	0.0%	0	0		
60600	Commission for the Blind	54	9.3%	7.4%	5	4	1	0
60900	Department of Indian Affairs	7	28.6%	28.6%	2	2	0	0
62400	Aging & Long-Term Services Dpt	187	6.4%	6.4%	12	12	0	0
63000	Human Services Department	1602	9.6%	8.2%	153	131	14	8
63100	Dept of Workforce Solutions	399	10.5%	8.3%	42	33	7	2
63200	Workers Compensation Admin	102	12.8%	12.8%	13	13	0	0
64400	Dept of Vocational Rehbltation	241	7.1%	4.6%	17	11	2	4
64500	Governor's Comm. on Disability	13	0.0%	0.0%	0	0		
64700	Dev Disabilites Planning Comm	13	23.1%	23.1%	3	3	0	0
66200	Miners Colfax Medical Center	180	13.9%	11.7%	25	21	1	3
66500	Department of Health	2786	10.5%	8.6%	292	240	24	28
66700	Department of Environment	514	9.3%	8.2%	48	42	5	1
66800	Office of Natural Resc Trustee	3	0.0%	0.0%	0	0		
67000	Department of Veteran Services	225	8.5%	6.2%	19	14	1	4
69000	Children, Youth & Families Dpt	1882	9.1%	8.2%	171	155	12	4
70500	Military Affairs	126	7.9%	7.9%	10	10	0	0
76000	Adult Parole Board	4	25.0%	25.0%	1	1	0	0
77000	NM Corrections Dept	1814	24.6%	23.5%	446	427	16	3
78000	Crime Victims Reparation Comm	20	0.0%	0.0%	0	0		
79000	Department of Public Safety	404	10.1%	8.7%	41	35	6	0
79500	Homeland Security & Emgncy Mgt	50	8.0%	6.0%	4	3	0	1
80500	Department of Transportation	2123	7.1%	5.7%	150	121	22	7
92400	Public Education Department	208	12.0%	10.1%	25	21	3	1
94900	NM Education Trust Board	2	0.0%	0.0%	0	0		
95000	Higher Education Department	30	3.4%	3.4%	1	1	0	0
<b>Totals</b>		<b>16,725</b>	<b>10.2%</b>	<b>8.9%</b>	<b>1,711</b>	<b>1,490</b>	<b>147</b>	<b>74</b>
<b>Percent Turnover by Reason</b>						<b>87.1%</b>	<b>8.6%</b>	<b>4.3%</b>

\*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 FY18 Operating Budget numbers for each agency, since the FY18 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.	22.1%			
35000	General Services Dept.	22.5%			
36100	Dept of Information Tech	23.8%			
42000	Regulation & Licensing Dept.	21.7%			
50500	Department of Cultural Affairs	16.8%			
51600	Dept. of Game & Fish	13.9%			
52100	Energy, Minerals & Ntrl Rsrcs Dept.	21.6%			
55000	Office of the State Engineer	25.5%			
62400	Aging & Long-Term Serv Dept.	20.8%			
63000	Human Services Dept.	15.4%			
63100	Dept. of Workforce Solutions	18.7%			
64400	Division of Vocational Rehabilitation	23.8%			
66200	Miners Colfax Medical Center	2.2%			
66500	Department of Health	20.2%			
66700	Department of Environment	18.5%			
69000	Children, Youth & Families Dept.	16.4%			
77000	New Mexico Corrections Dept.	25.0%			
79000	Department of Public Safety	18.3%			
80500	Department of Transportation	15.2%			
92400	Public Education Dept.	16.4%			
Statewide Vacancy Rate		19.0%			

## 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.

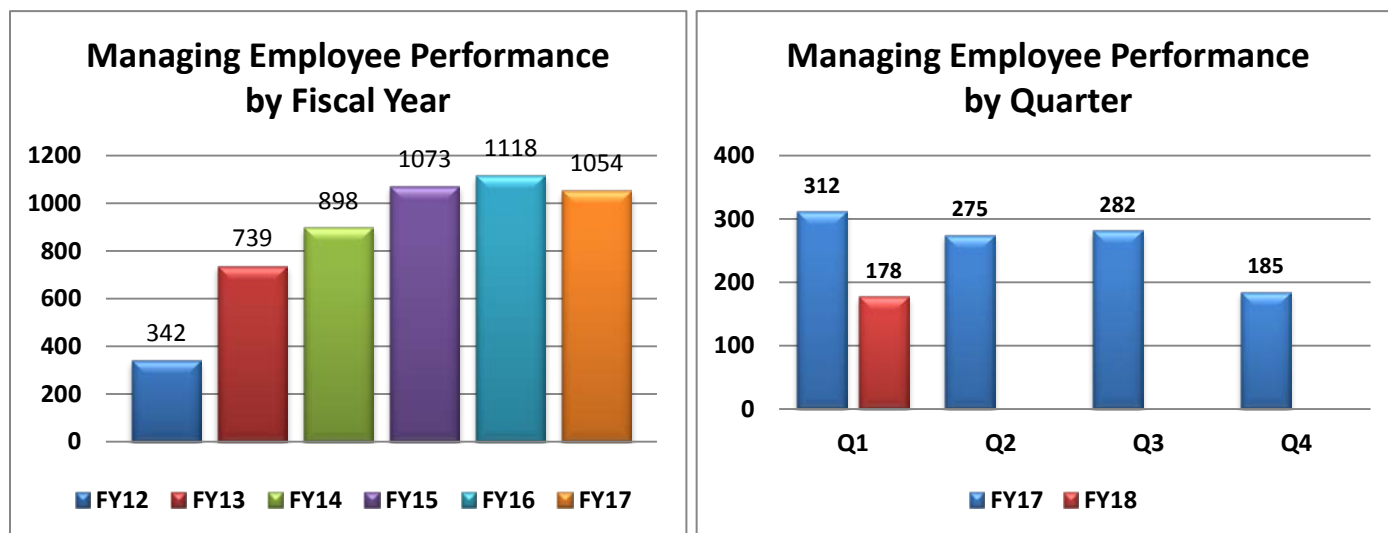
The SPO Training Bureau is in the process of creating an on-boarding course for newly hired classified employees that will include a specialized on-boarding section for Supervisors and Managers. One of the goals of this project is to design a course that allows for the interaction among newly hired employees 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.

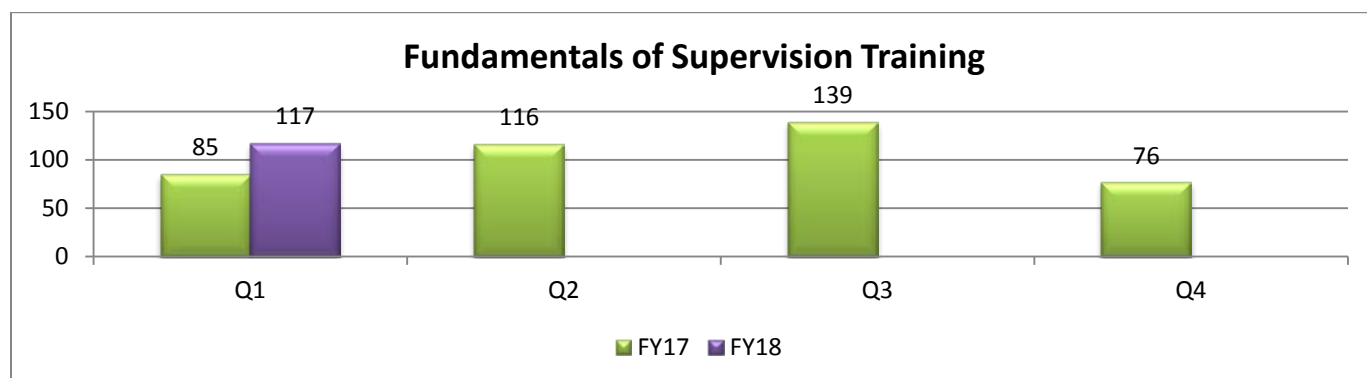
## Instructor – Led Core Curriculum Classes

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 FY18 1<sup>st</sup> Quarter, the MEP Training was conducted for 178 managers and supervisors from various agencies.



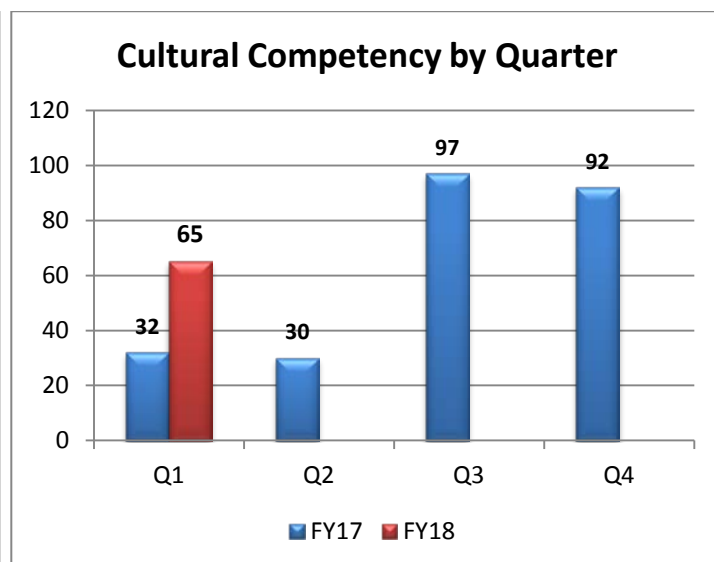
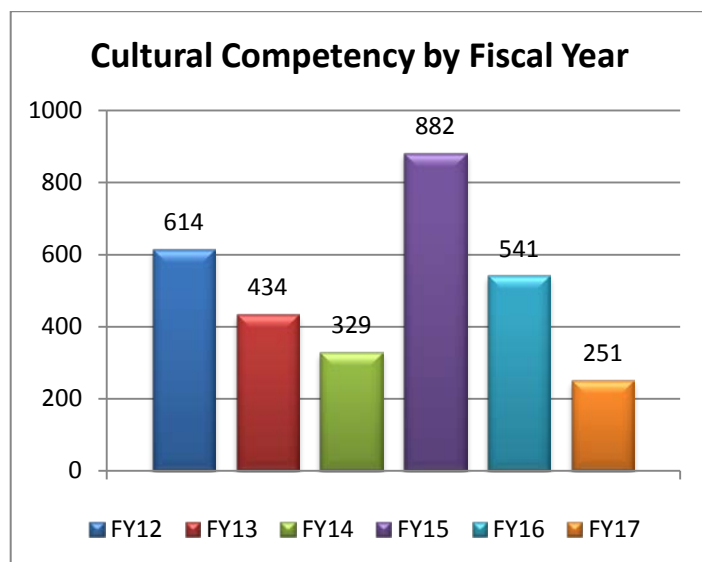
**Fundamentals of Supervision:** This course includes sections on supervision; leadership core values and practices; strategies for coordinating powerful work with teams and stakeholders; key considerations regarding motivation; and effectively dealing with resistance. Real scenarios are discussed and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



**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:

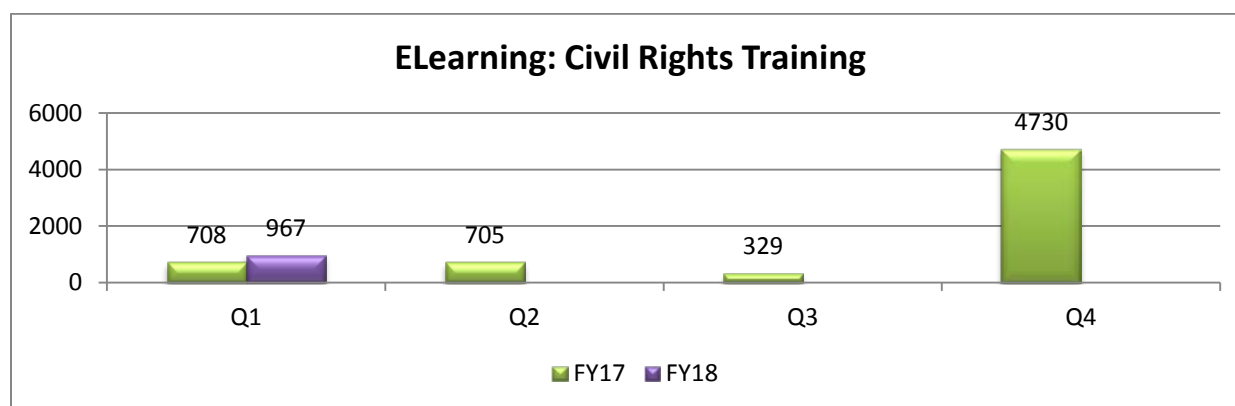
- An introduction to the unique legal and political status of New Mexico Indian Nations, Pueblos, and Tribes, with a review of Federal Indian policies and laws;
- An examination of tribal governments and authorities;
- Collaboration and consultation principles and guidance;
- Communication skills; and,
- Cultural competencies and best practices.



## eLearning Mandatory Classes

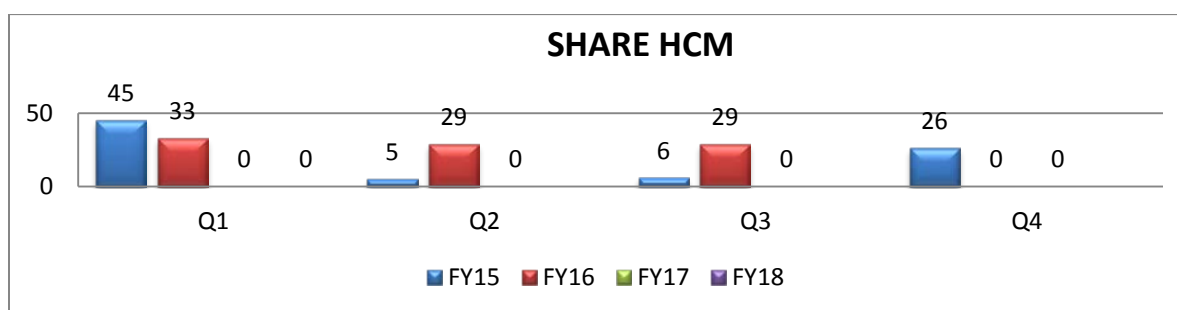
**Civil Rights:** The Civil Rights course strives to make public servants aware of the ethical standards and the social responsibility necessary to act ethically and responsively in an intergovernmental system. The Civil Rights Training has been made available to all employees. State agencies are responsible for delivering this training to new employees within 90 days of hire. A total of 571 State employees participated in the training in the 1<sup>st</sup> Quarter of FY18. 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 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 (2) 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 9 appeals in the 1<sup>st</sup> Quarter of FY18.*

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.

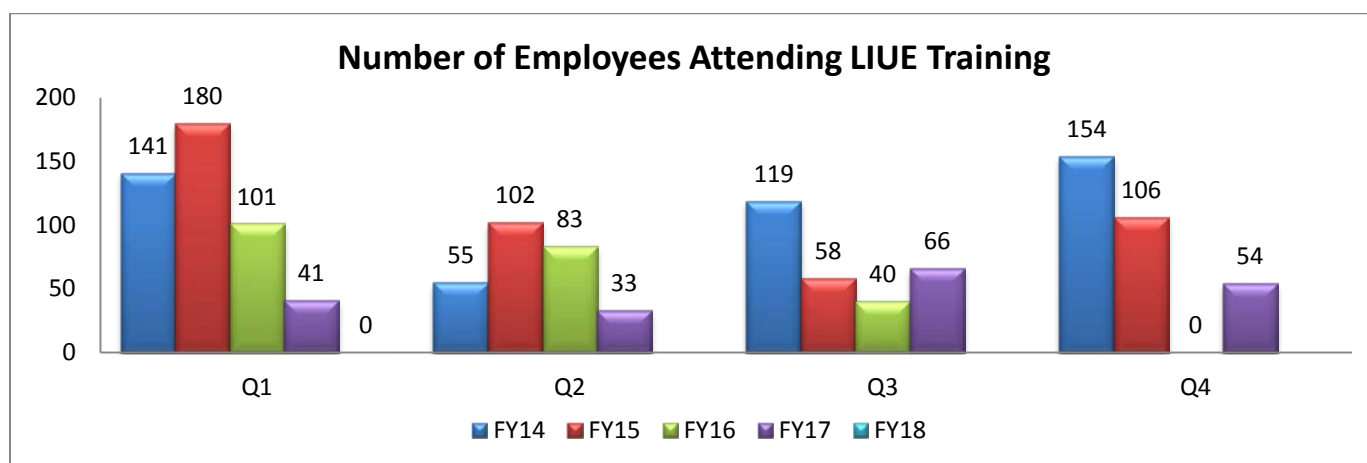
The majority of the Adjudication Division's hearings are conducted at SPO in Santa Fe. The Adjudication Division considers requests for alternative hearing arrangements on a case-by-case basis.

Status	Q1	Q2	Q3	Q4	FY18 Total
Appeals Pending	32				
New Appeals Filed	11				
Appeal Disposition	9				

## 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).

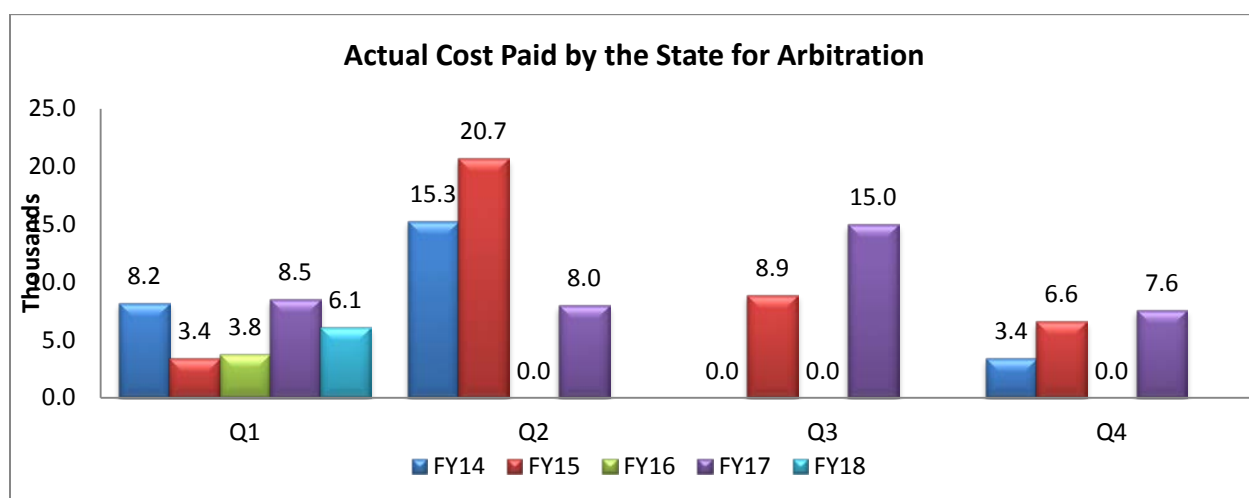
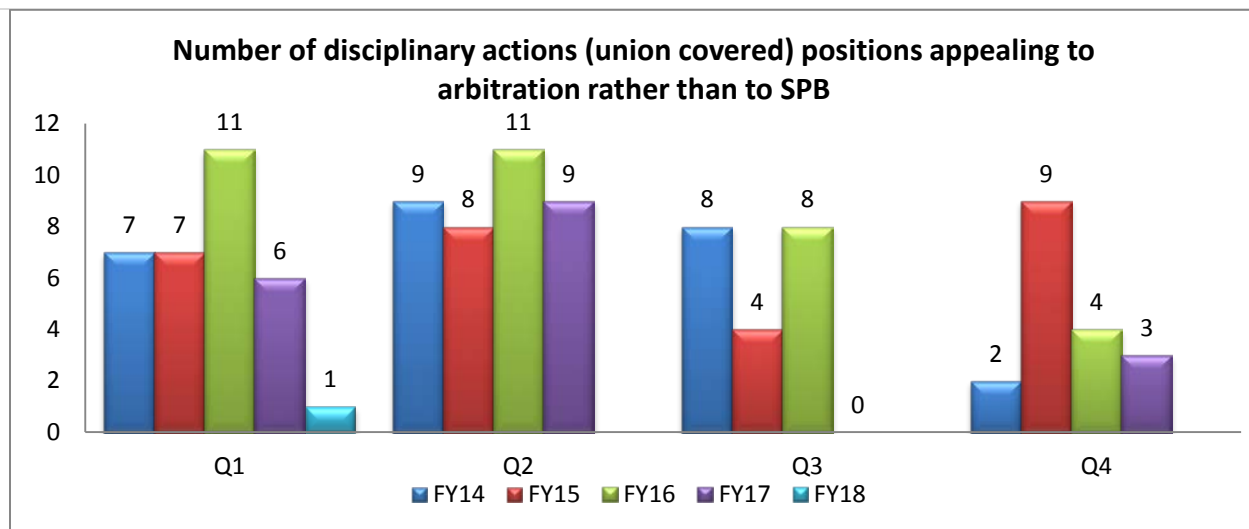


During the 1<sup>st</sup> Quarter of FY18, it was reported that eighteen (18) union grievances were filed. Of the eighteen (18) grievances filed, fourteen (14) grievances were filed by AFSCME, and four (4) was filed by CWA. Out of the eighteen (18) union grievances filed, two (2) were settled, two (2) were withdrawn by the union and two (2) timed out (a.k.a. Dead on Time) and zero (0) of the remaining grievances are pending. There was one (1) grievance arbitrations invoked in the 1<sup>st</sup> Quarter. There was one (1) Prohibited Practice Complaints filed for this quarter.

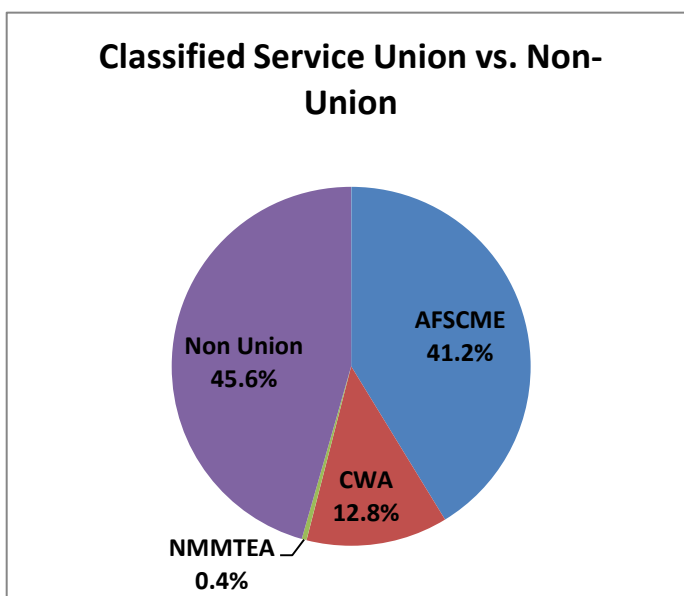
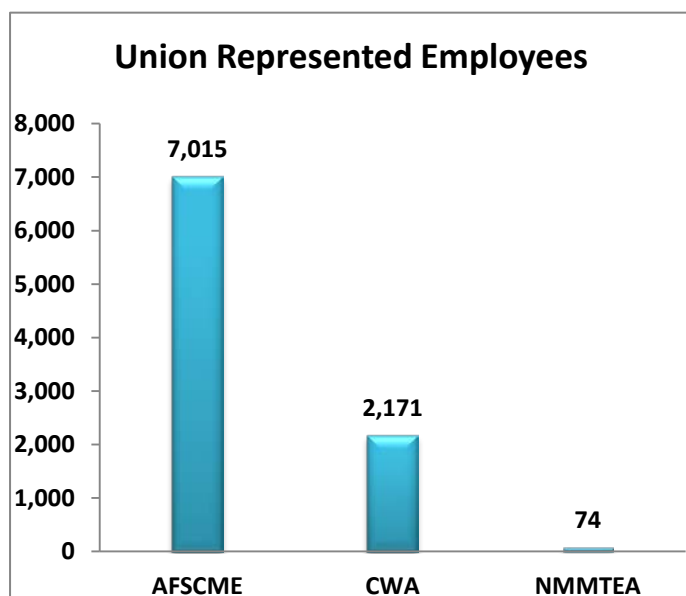
### Labor Relations Division At A Glance

#### Performance Measures for FY18 1<sup>st</sup> Quarter

	AFSCME	CWA
Total number of union grievances filed by each union	14	4
Total number of disciplinary actions appealed to an arbitrator, by each union	3	1
Total number of grievance arbitrations, by each union:	1	0
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	\$6,100	



## Quarterly Union Represented vs. Non Union





## Quarterly Performance Measures

<b>FY18 Approved Quarterly Performance Measures</b>	<b>FY18 Targets</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>FY18 Total</b>
Average number of days to fill a position from the date of posting	55	67.2				
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	44.4				
Average number of days to advertise a position following the agency request	10	9.51				
Percent of employees who successfully complete their probationary period	75%	61.0%				
Percent of "voluntary" classified employee turnover (leaving State service)	15%	4.1%				
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%	95%				
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	4				
Average cost paid by State for arbitration of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	\$6,500	\$6,100				
State-wide classified service vacancy rate	13%	18.0%				
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%	28%				

<b>FY18 Approved Annual Performance Measure</b> <i>*These measures will be reported on a FY end basis</i>	<b>FY18 Targets</b>	<b>FY18 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%	