



New Mexico

State Personnel Office

FY18 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 SPB and State agencies, endeavors to:

- Provide timely and quality information and guidance to the SPB, 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.

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.

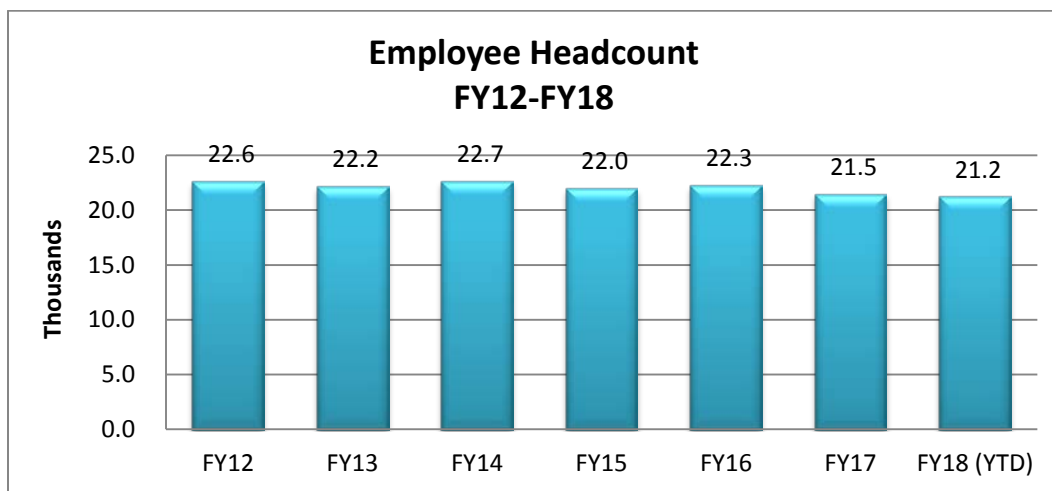
This quarter, 540 new hires were made, while 632 employees separated from State service. Included in the number of separations, 110 employees retired from state service. Of the entire State service, 3.2% of employees separated voluntarily, while only 0.5% separated involuntarily. The Statewide Vacancy Rate for this quarter decreased to 19.4%. 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

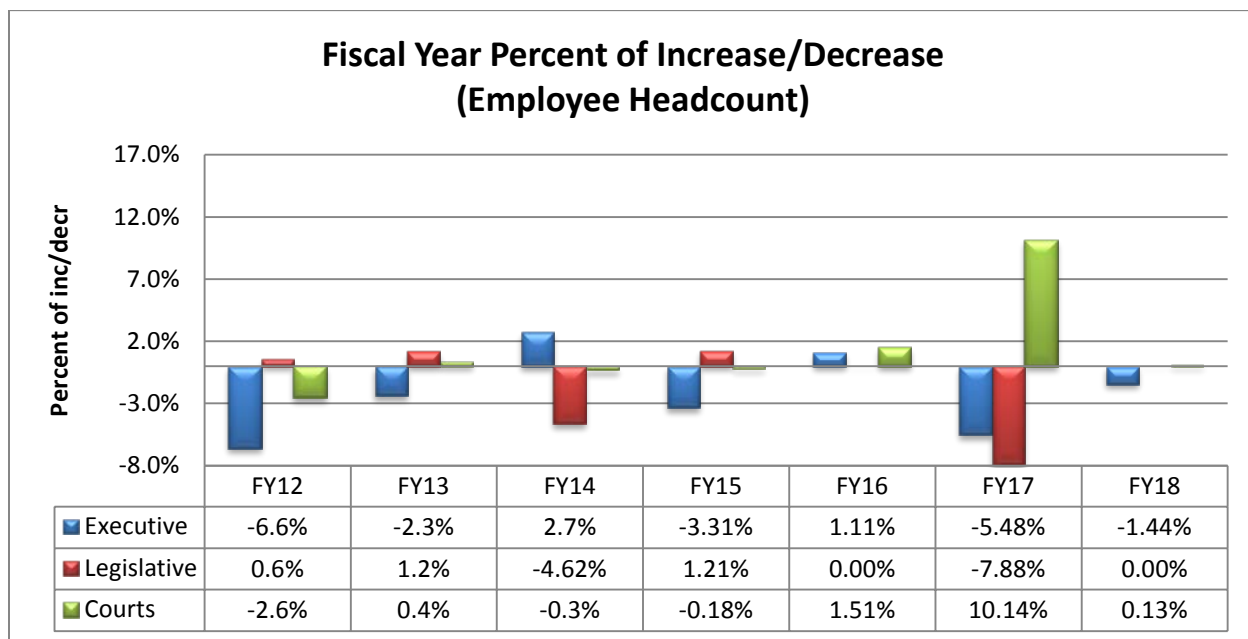
Workforce Overview

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 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 headcount is a result of the separation of the Law Offices of the Public Defender from the classified salary plan.



Classified Service at a Glance

Employee Count:
16,796

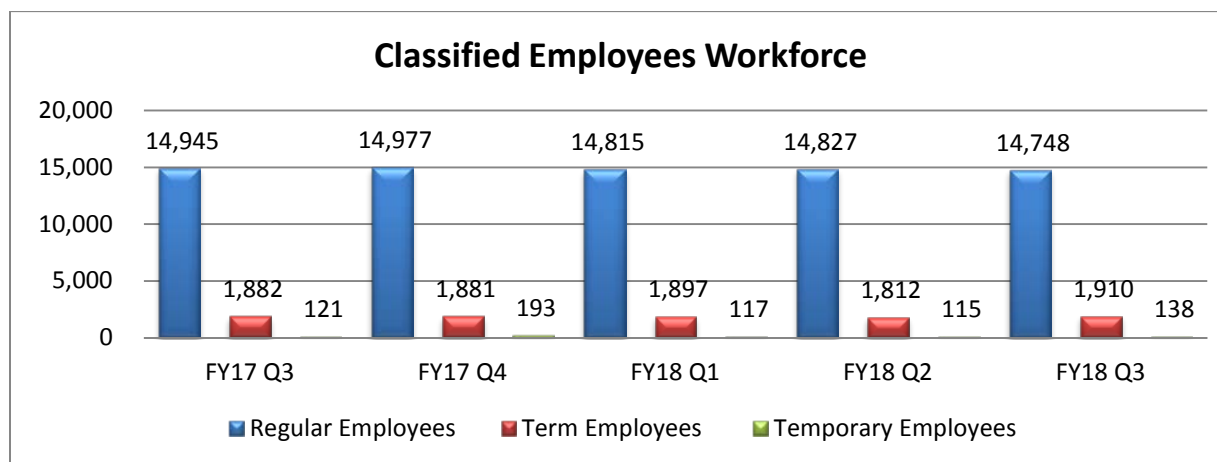
Regular:
14,748

Term:
1,910

Temporary:
138

Managers:
1,744

Supervisors:
1,387

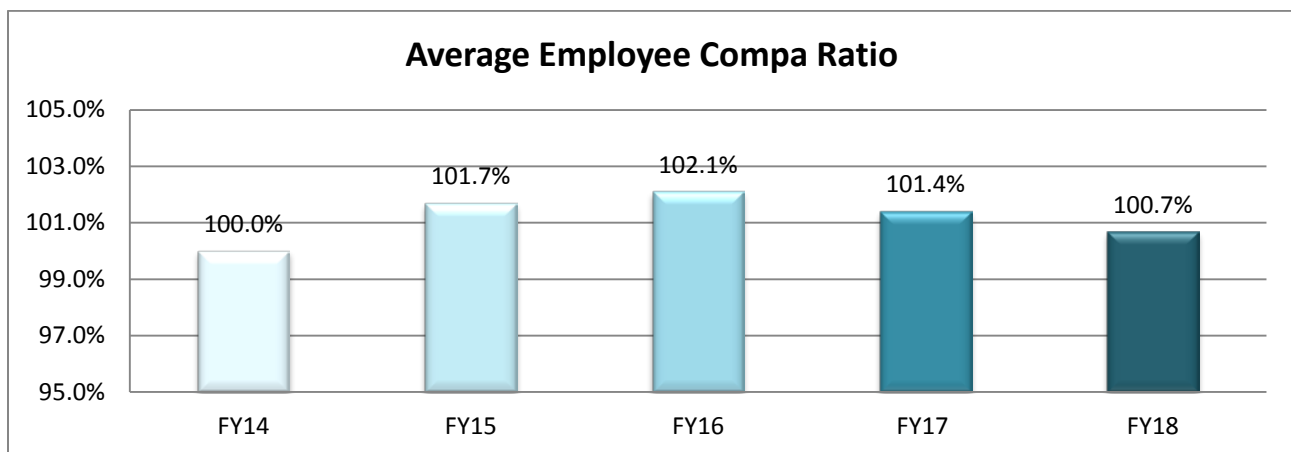
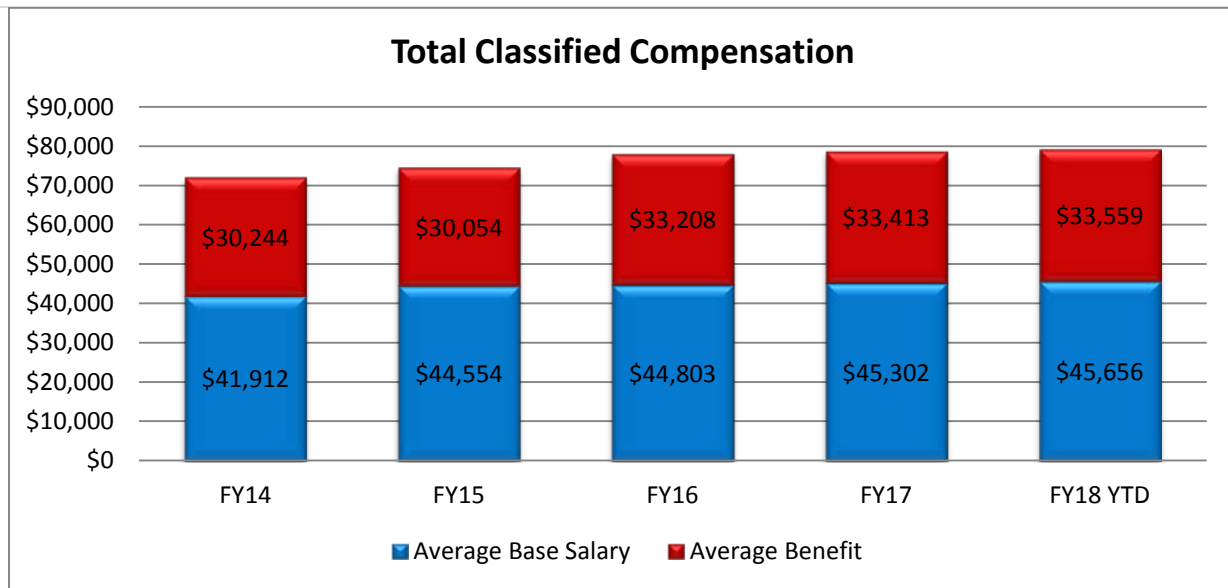


Workforce Data	
Union Represented Employees	54.9%
Minority	68.7%
Female	54.4%
Male	45.6%

TOTAL COMPENSATION	
March 31, 2018	
AVERAGE BASE SALARY \$45,656	AVERAGE TOTAL COMPENSATION \$79,215
AVERAGE BENEFIT \$33,559	
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 100.68%	

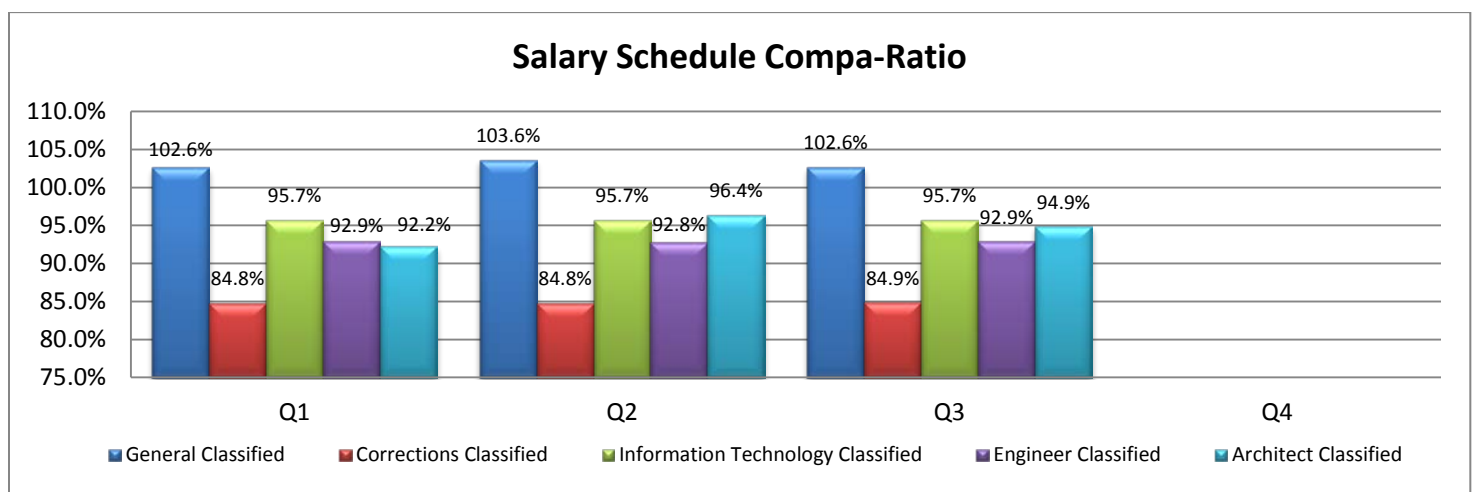
Total Compensation

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 continual growth in the average benefit expenditures by the State since FY14. In FY18, 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 four (4) new salary structures.

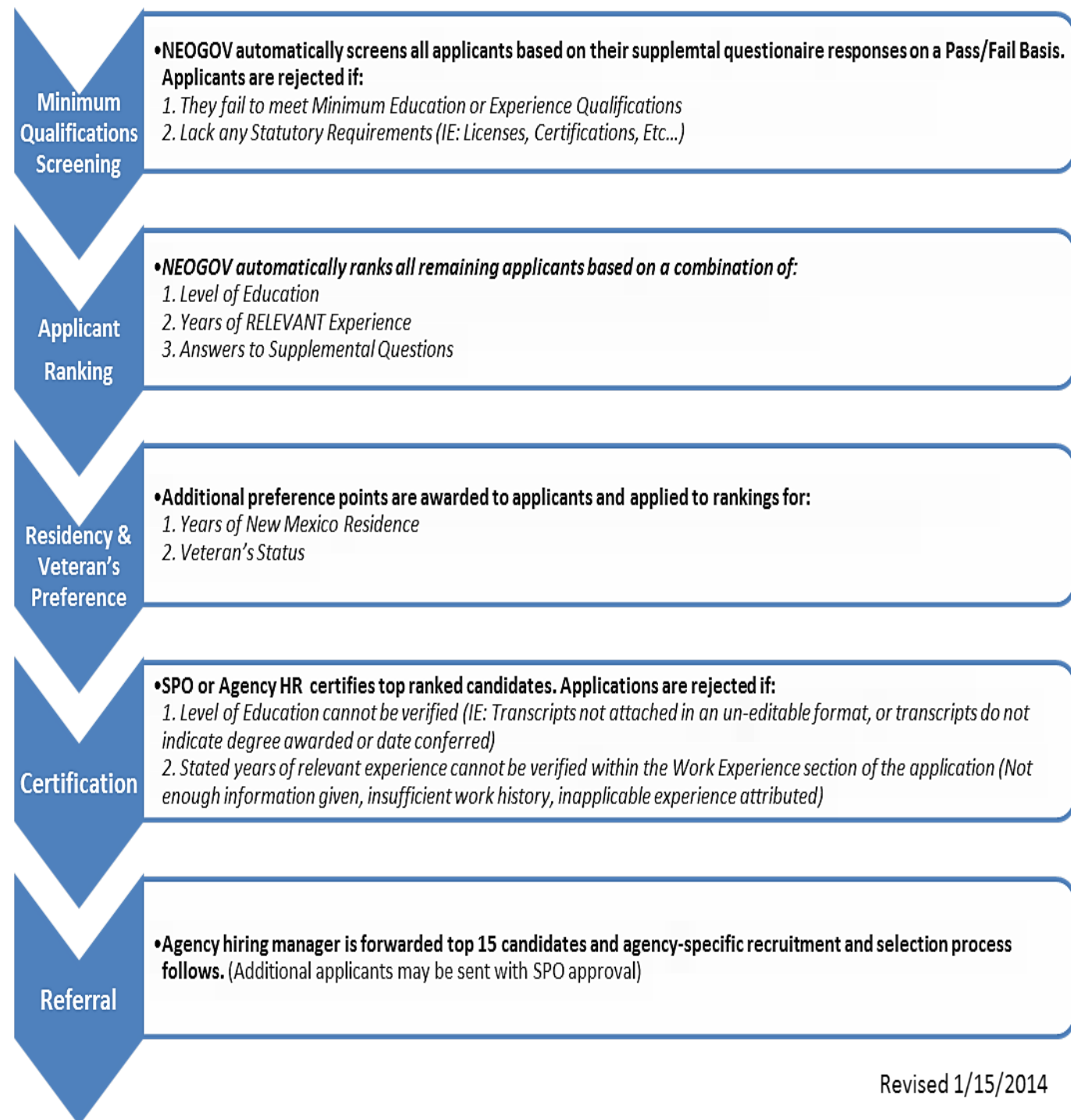
SPO is in the process of establishing a new classification structure with 12 new salary schedules, each targeted towards a particular occupational sector, which take into account the sizes of different jobs and the movement of the market in these sectors. For FY18, two (2) additional salary schedules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

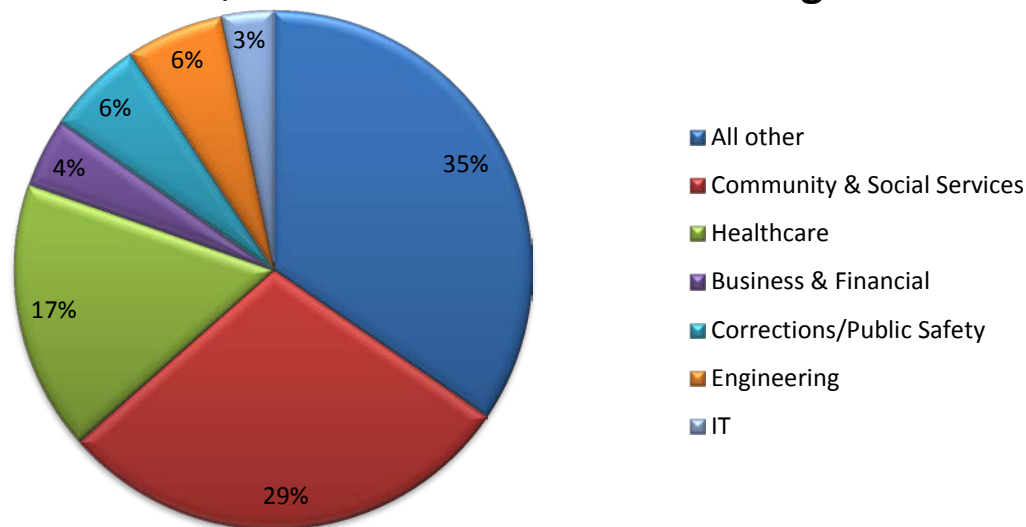
Driven, focused questions based on specific position needs.

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

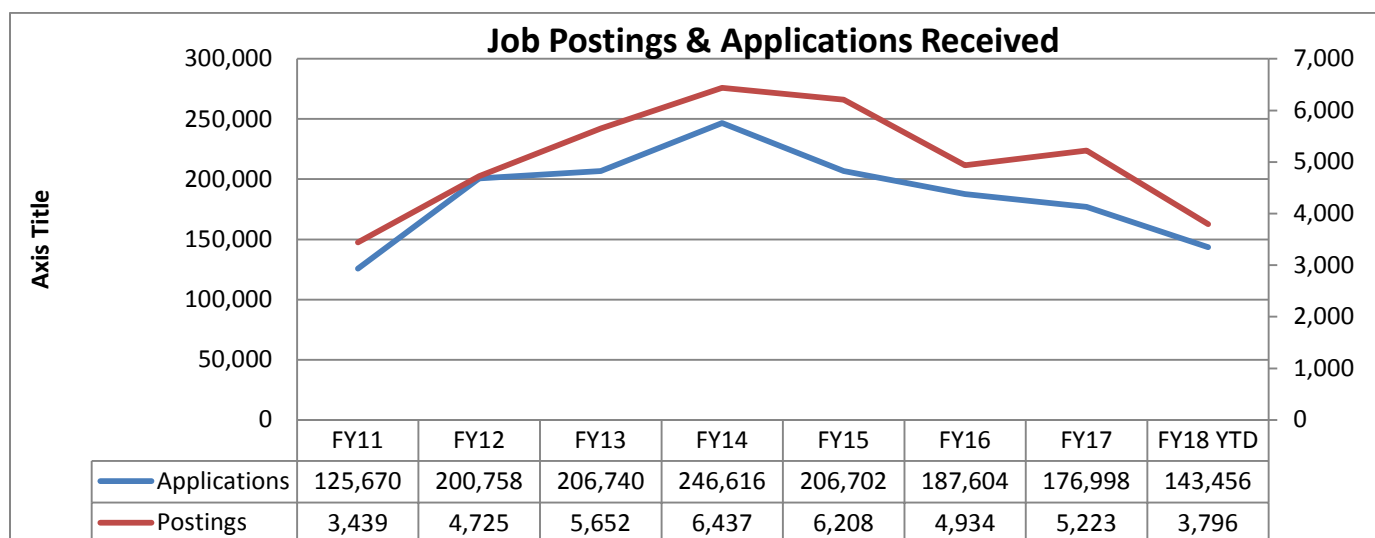
A continuous advertisement is used when an agency has a hard to fill position and will benefit from an advertisement that remains open until the position is filled. Continuous advertisements are beneficial because they allow an agency to receive a steady flow of applicants. Some positions are difficult 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.

FY18 3rd Quarter Continuous Job Postings



Approximately 64% of continuous advertisements were for positions in a Public Safety and/or Corrections or Community and Social Services related field.

Advertisement Postings and Applications

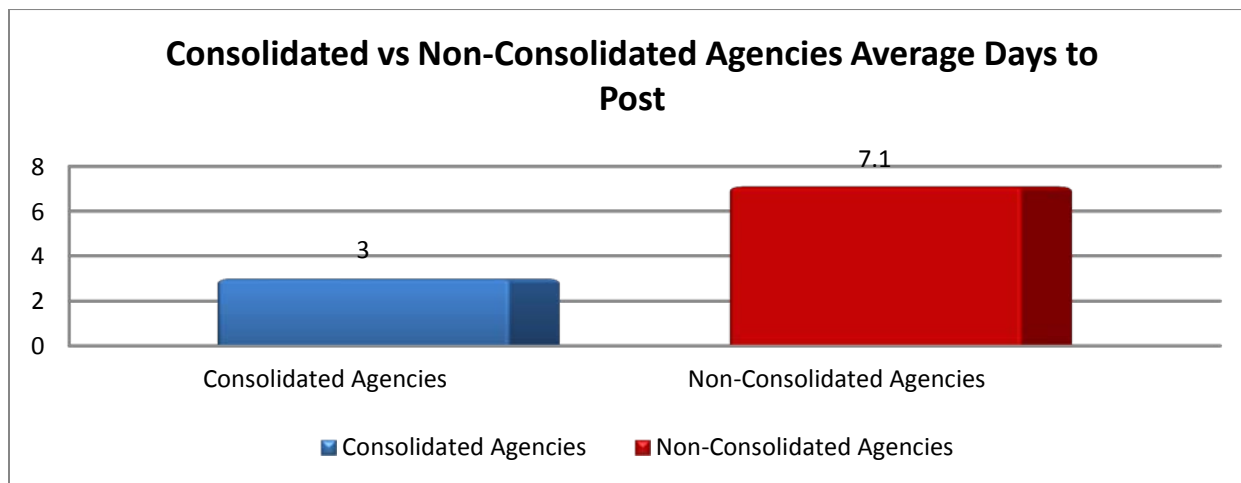


Since 2012, posted advertisements on NEOGOV have been viewed over 18 million times. For the 3rd Quarter in FY18, posted advertisements had over 651,000 views for a total of over 1.7 million views for FY18.

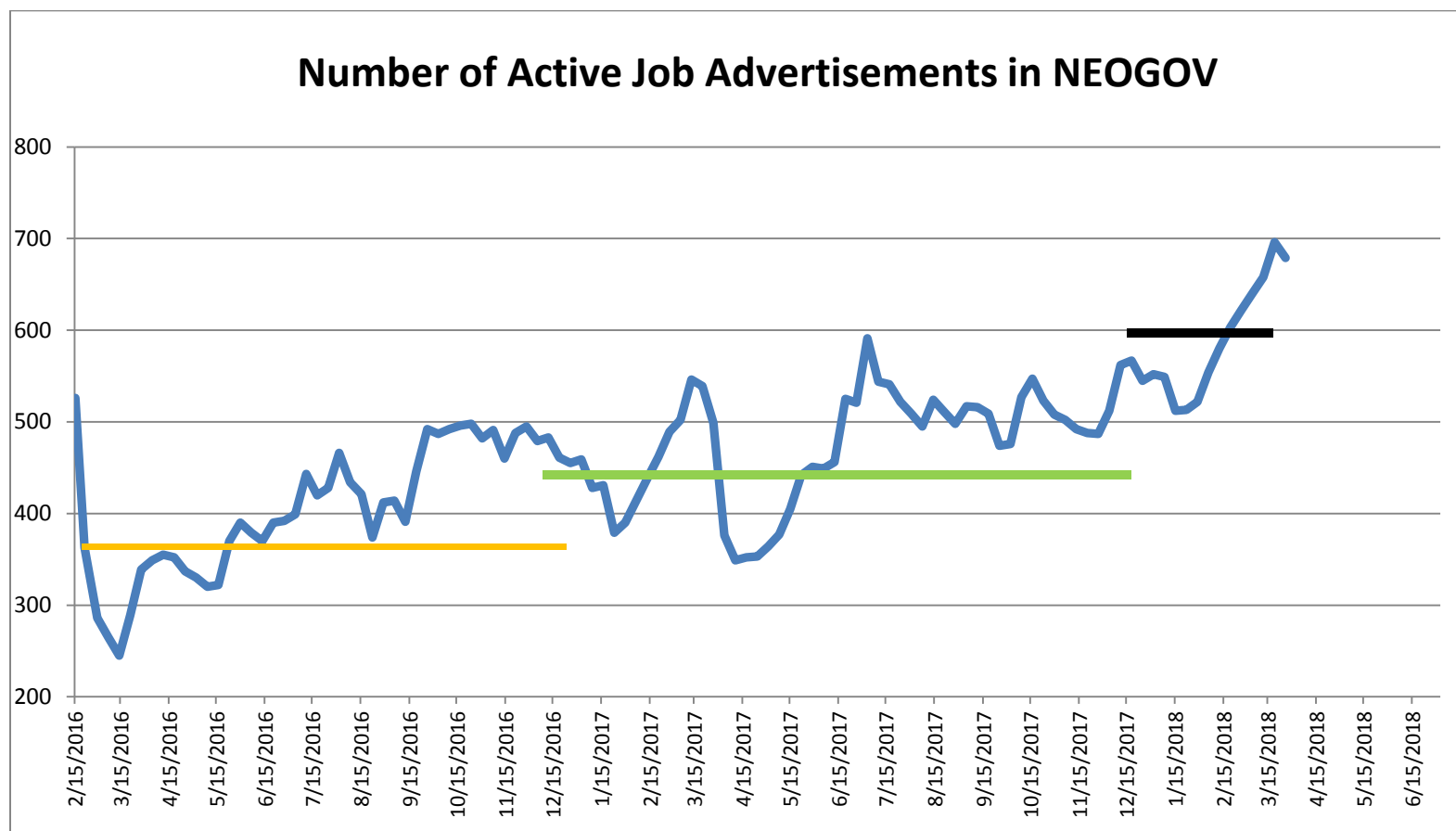
Total Views on Posted Advertisements by Fiscal Year

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	1,714,117

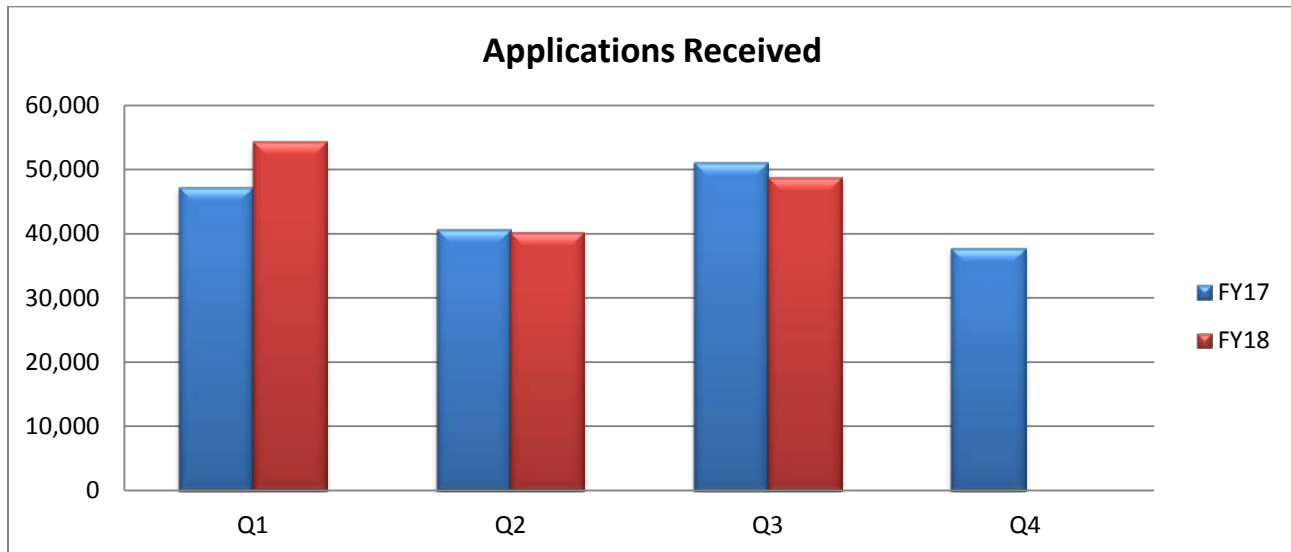
Since the implementation of Phase I HR Consolidation in January 2018, improvement in efficiency in providing services on a timely basis has improved. For instance, for consolidated agencies, the Talent Acquisition staff has, on average, posted an advertisement within a mere three (3) days from requisitions request being received. In comparison, for non-consolidated agencies, the timeframe to post an advertisement from the requisition received date is an average of seven (7) days. Therefore, initial data reflects that HR Consolidation Phase I show to improve efficiency and effectiveness for Recruitment.



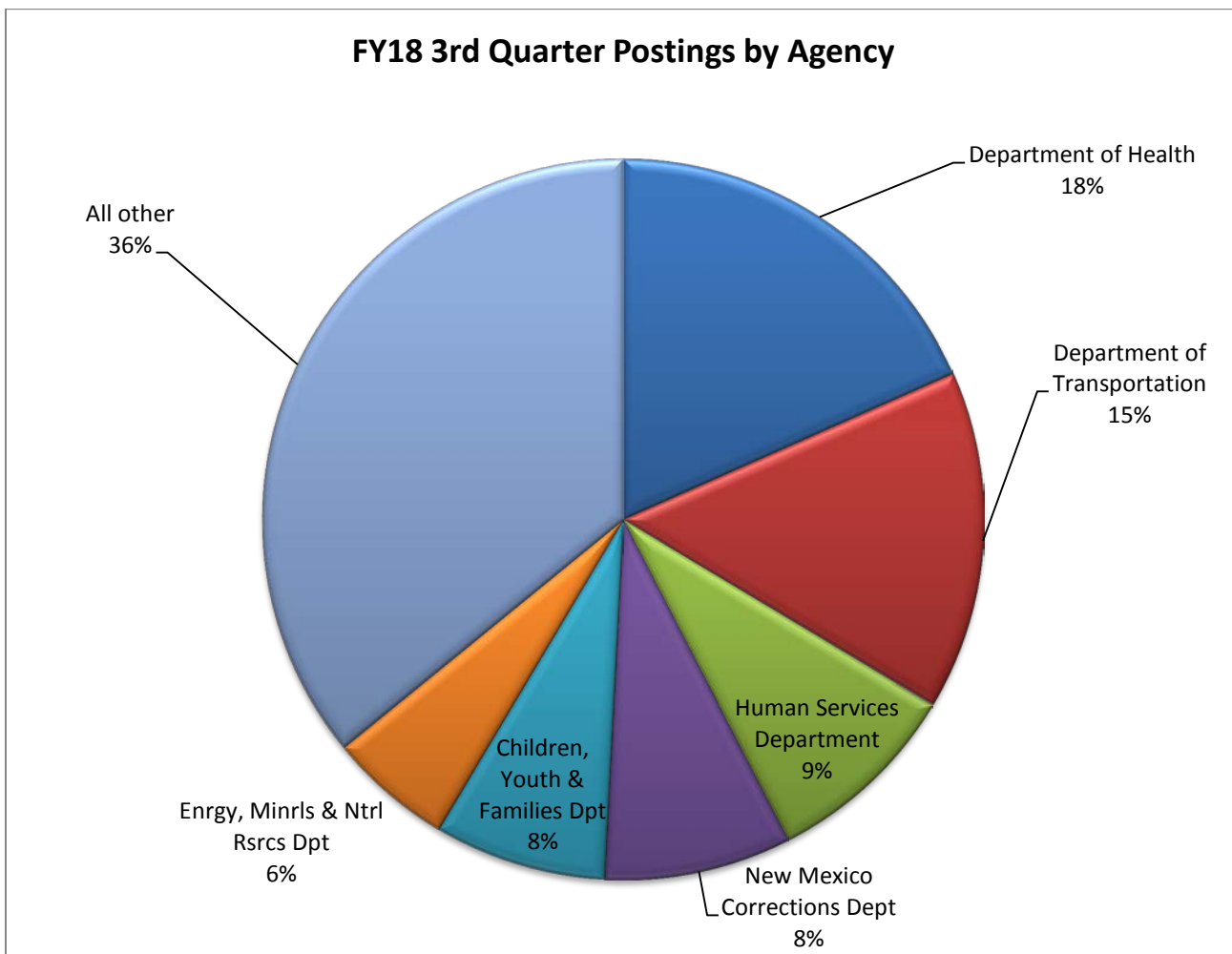
Illustrated below is the Average Number of active Advertisements Open in NEOGOV for each Calendar week beginning in 2016 to current quarter. As the graph illustrates, the active Job Advertisements have gradually increased from the previous years despite weekly fluctuations and has peaked during the week of March 19, 2018, with 696 active Advertisements.



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 approximately 65% of all jobs advertised this quarter.

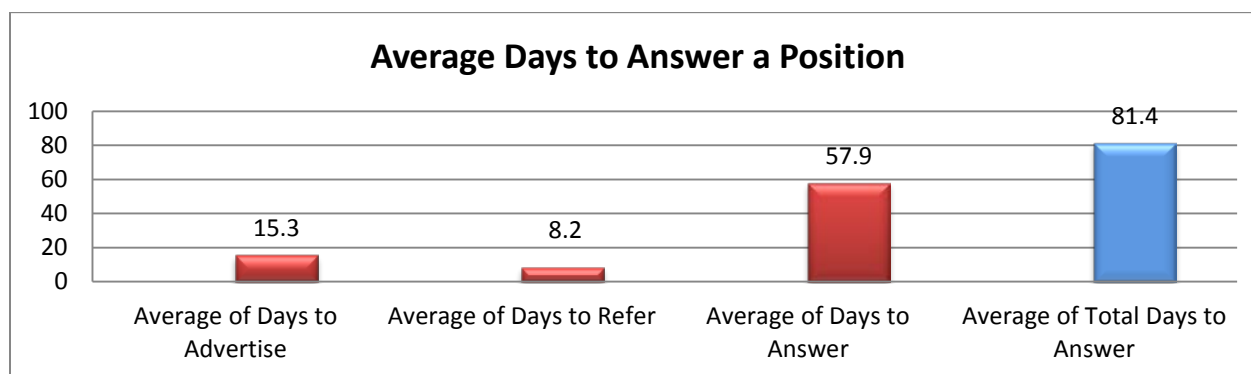


For the 3rd Quarter in FY18, below are the top 20 Agencies with the greatest amount of posted advertisements, views and applications received.

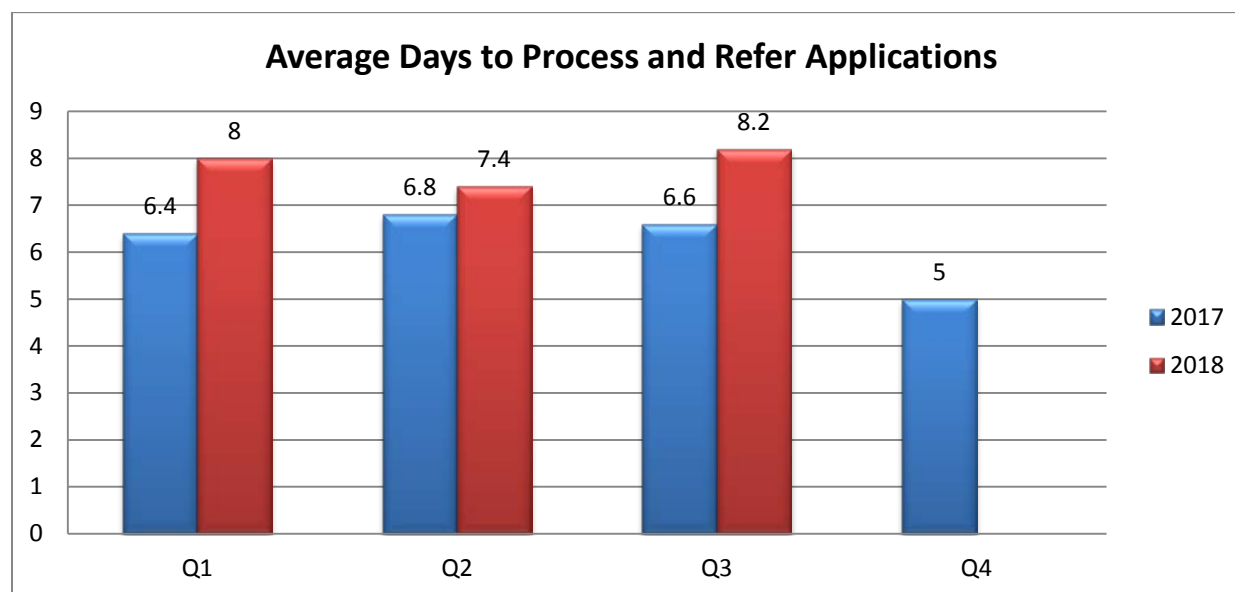
Department	Advertisements	Views	Applications Received
Department of Health	264	101718	6950
Department of Transportation	219	61106	3216
Human Services Department	127	74924	6924
New Mexico Corrections Department	121	43034	3060
Children, Youth & Families Department	111	53108	3982
Energy, Minerals & Natural Rsrcs Department	80	24350	1313
Taxation & Revenue Department	76	34830	2826
Department of Environment	57	31594	1291
Department of Cultural Affairs	36	29014	1268
Department of Workforce Solutions	33	19508	1367
Miners Colfax Medical Center	30	6002	270
Public Education Department	30	18316	832
Regulation & Licensing Department	22	9942	744
Aging & Long-Term Services Department	21	16832	1142
Department of Game & Fish	20	14732	817
Department of Vocational Rehabilitation	20	10978	966
General Services Department	18	6887	480
Department of Public Safety	16	12307	1003
Office of the State Engineer	12	6066	317
Department of Finance & Administration	8	2889	120
Department of Veteran Services	8	4822	351
Gaming Control Board	8	5397	220
Superintendent of Insurance	8	3429	292

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 57.9 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 (3) business days, to ensure that 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 (2) 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.

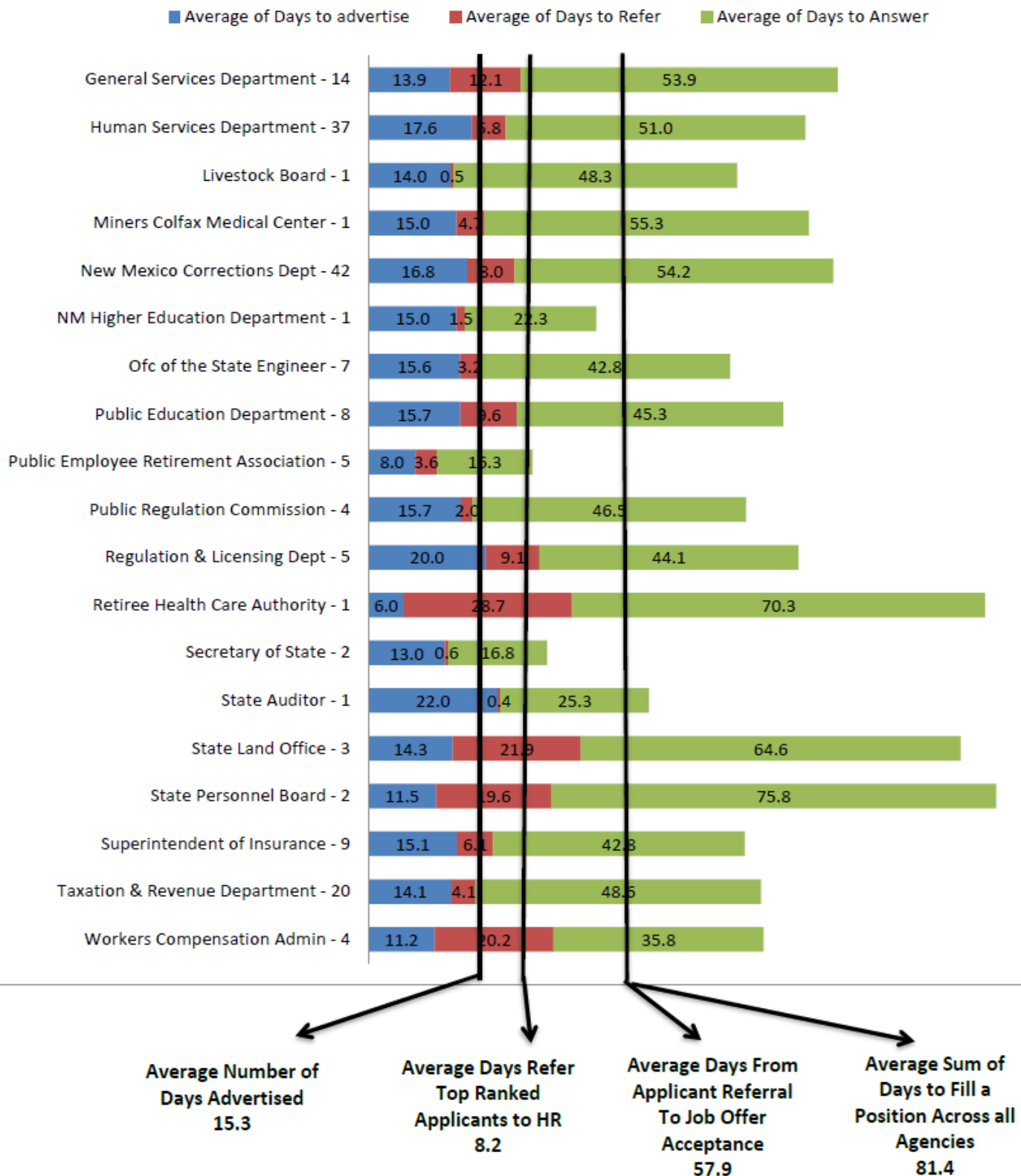
How to interpret the graphs below:

- 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.*

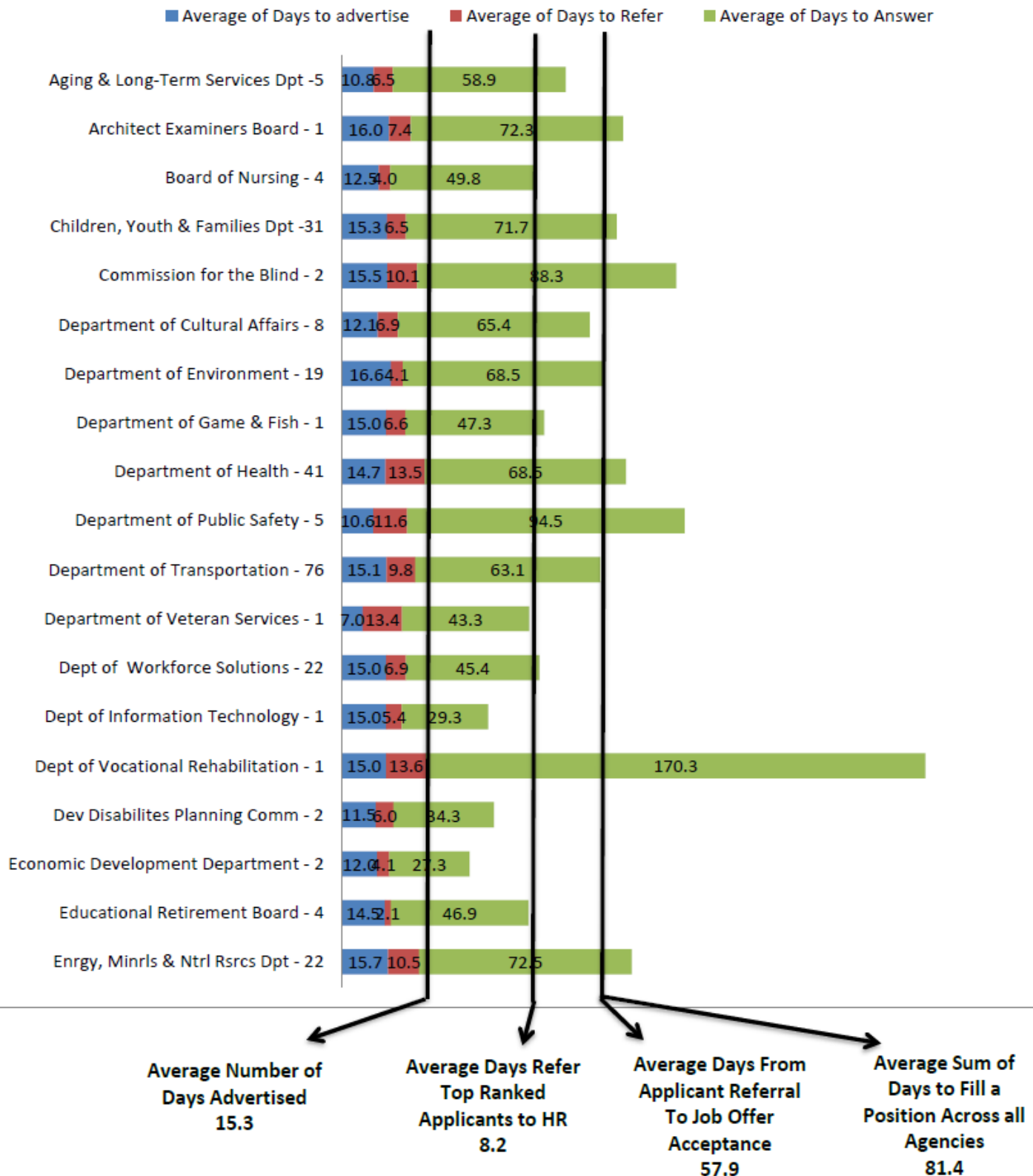
Average Days to Fill a Position by Answer Date (Graph 1 of 2)

Average Days to Fill a Position by Answer Date FY18 2nd Quarter



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

Average Days to Fill a Position by Answer Date FY18 2nd Quarter

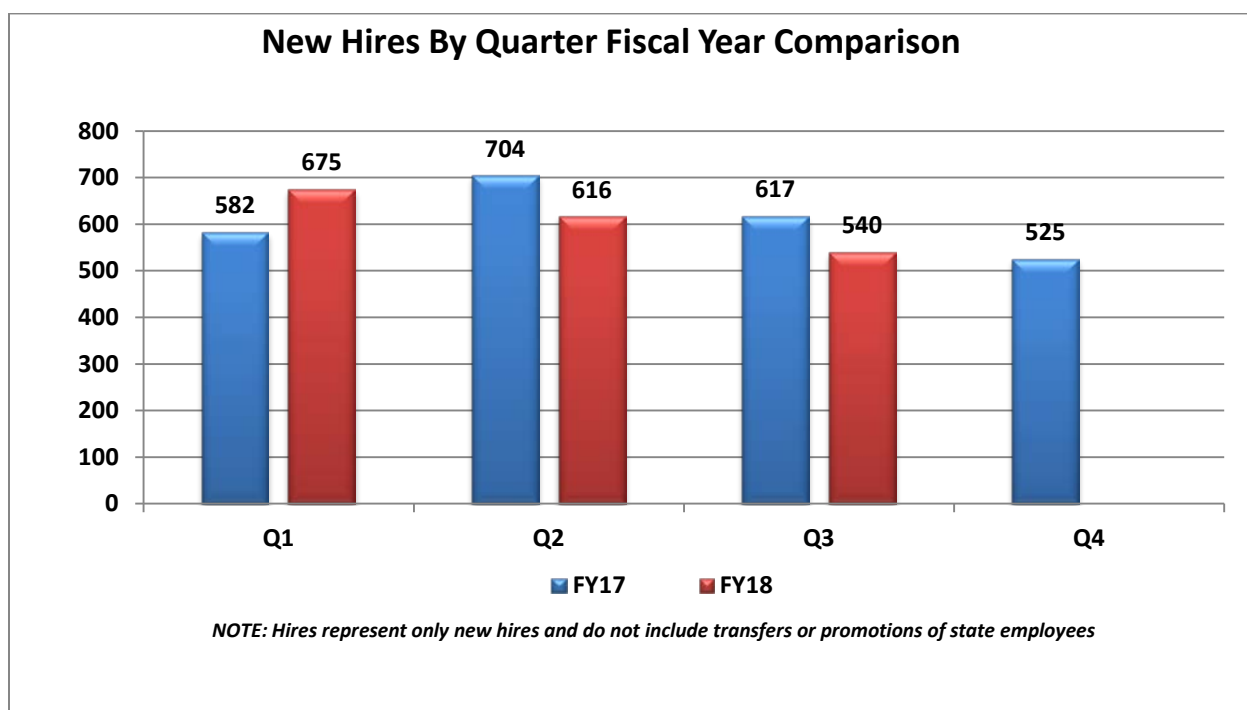
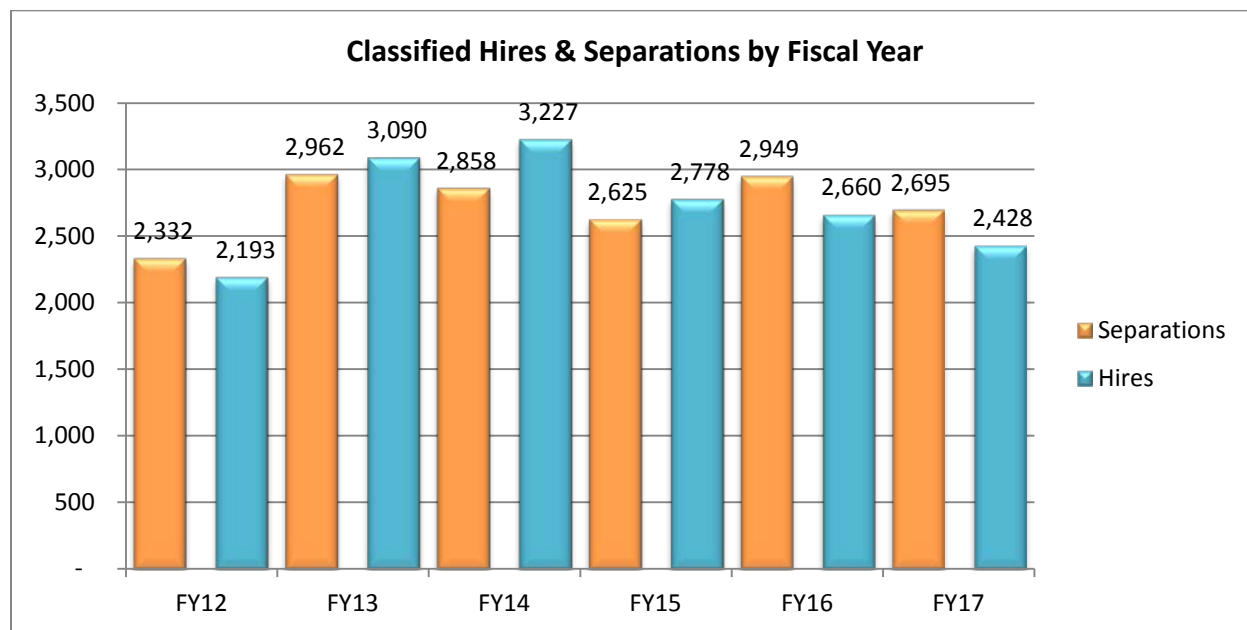


Classified Service New Hires

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.

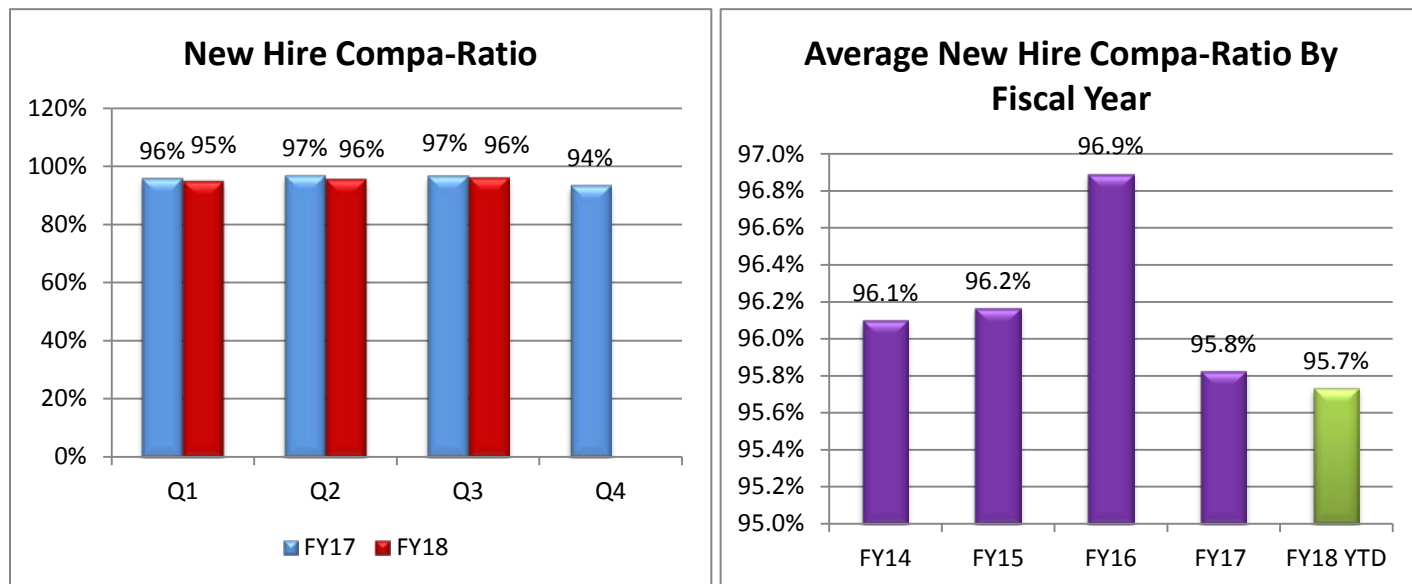
New Employee Hires by Fiscal Year (FY12-FY18)



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	87.1%	18
30	91.3%	8
35	93.3%	36
40	101.7%	44
45	102.5%	42
50	99.1%	55
55	96.2%	46
60	86.5%	111
65	101.2%	54
70	106.4%	34
75	113.2%	14
80	106.1%	22
85	101.4%	5
90	101.1%	2
95	90.1%	1
97	127.0%	1

Pay Band	Average of Compa-Ratio	# of Employees
99	100.7%	1
CA	83.3%	16
CB	83.4%	8
CC	89.8%	1
EA	92.7%	7
EB	93.5%	2
ED	86.4%	1
EF	87.4%	1
EG	114.5%	1
IA	81.6%	2
IC	91.0%	2
IE	92.0%	3
IF	99.9%	2
Grand Total	96.3%	540

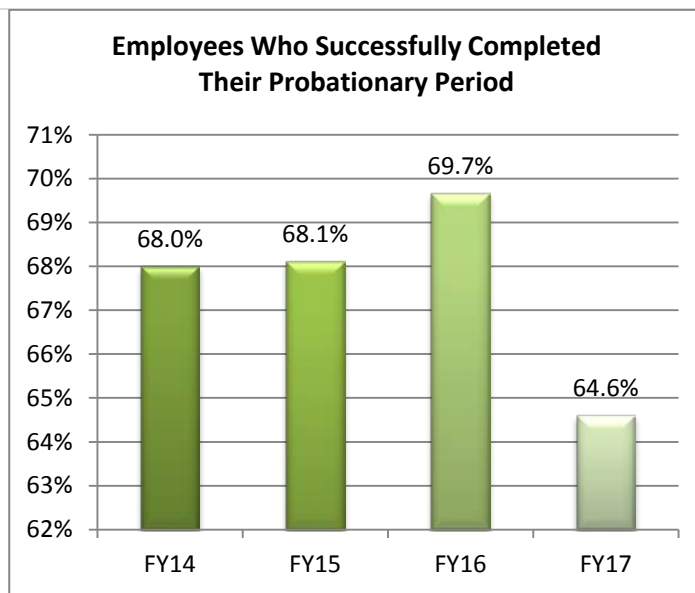
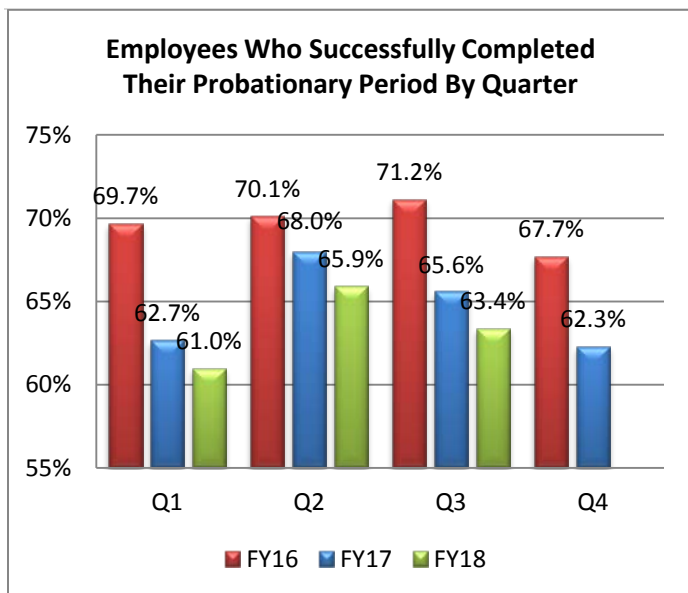
Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	3	3	6	1%
American Indian	12	11	23	5%
Asian	2	2	4	1%
Caucasian	97	46	143	29%
Hispanic	161	117	278	57%
Hawaiian	0	0	0	0%
Not Specified	18	14	32	7%
Grand Total	293	193	486	100.0%
	60%	40%		
*59 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 3rd Quarter of FY18 has decreased slightly from the previous quarter, and it has decreased in comparison to the same quarter last year. The past four fiscal years show that approximately one-third of new hires leave state employment within one year. Classifications represented by pay band 55 and lower account for the highest percentage of non-completion. Management groups represent the smallest percentage of non-completion. 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)

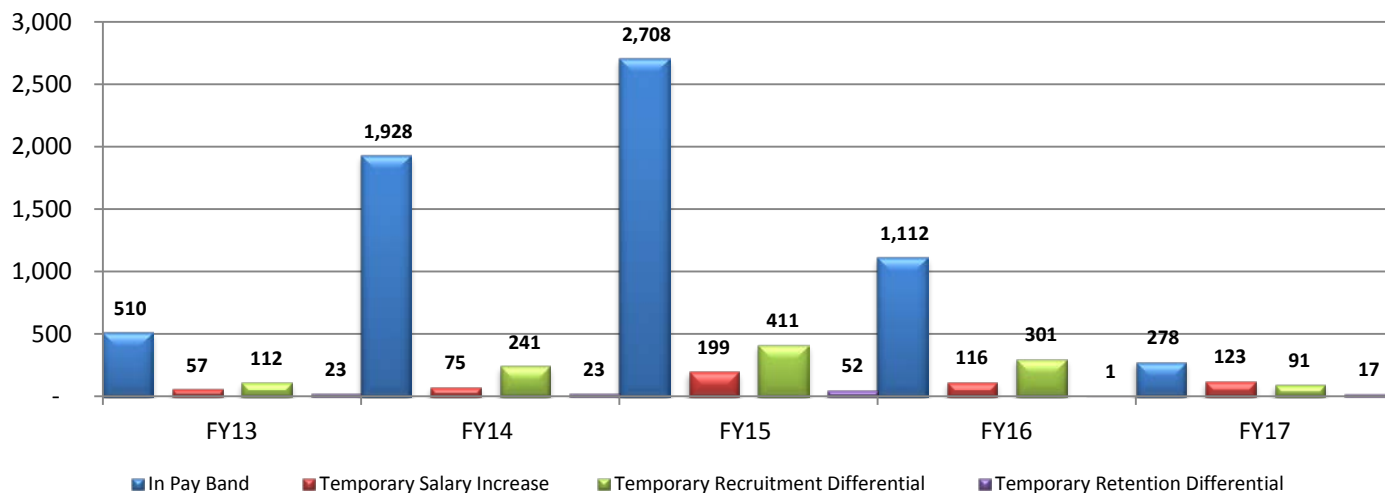
Various pay mechanisms permitted through the SPB Rules were developed to facilitate recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **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)s** 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 (IPB)s** 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.

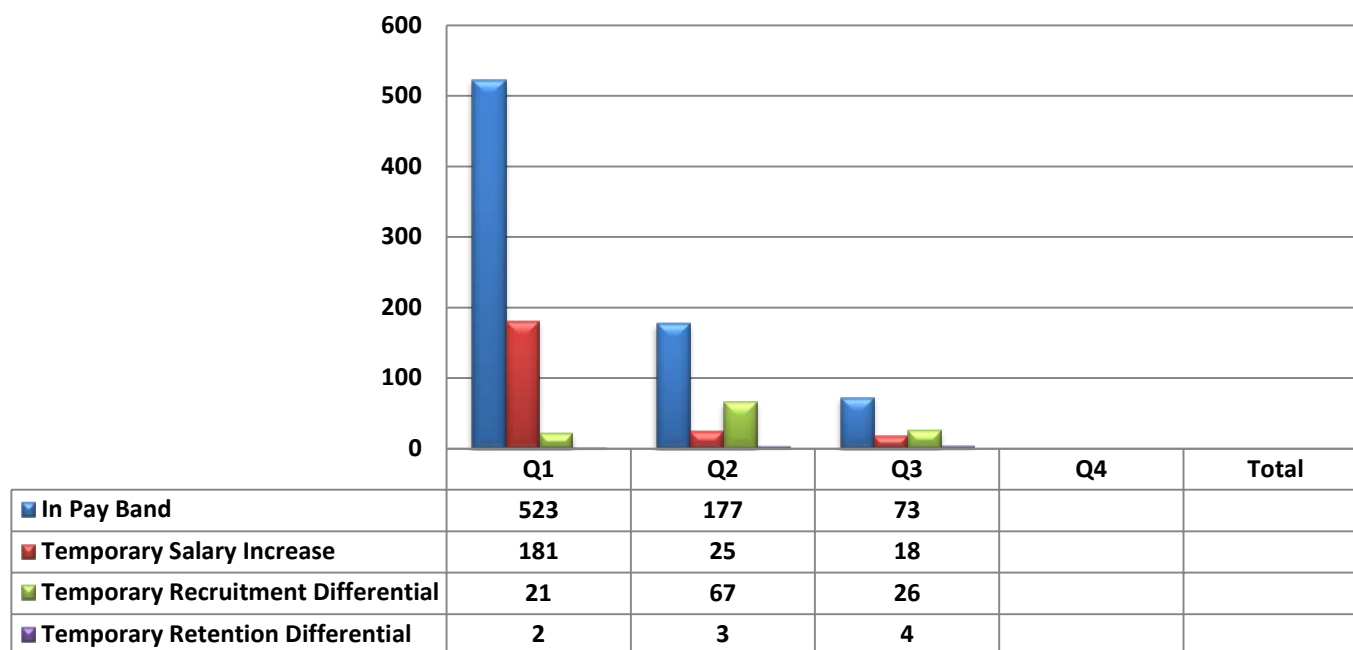
The graph on the next page shows the utilization of MCOPs.

Multiple Components of Pay By Fiscal Year



The large number of IPB's 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

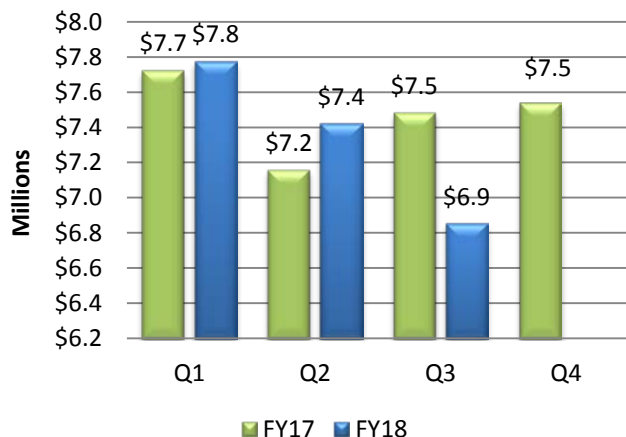


Overtime and Leave

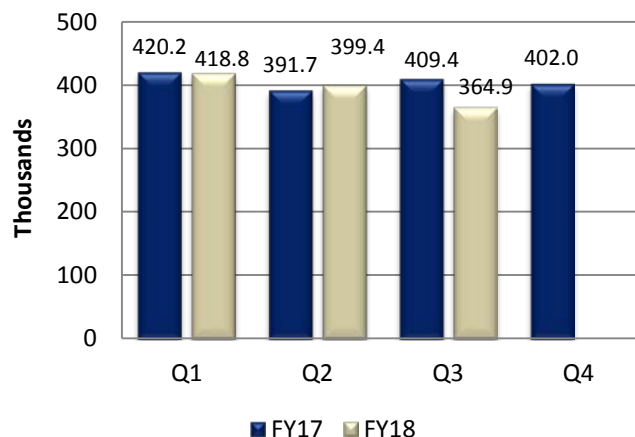
Overtime

Overtime rates for the 3rd Quarter have decreased to the lowest level in FY18. Agencies who provide the following services continue to account for the largest overtime use: healthcare facilities, highways and infrastructure, correctional facilities, and law enforcement. At the current pace, FY18 usage rates and costs are set to be the lowest in three fiscal years.

Overtime Cost

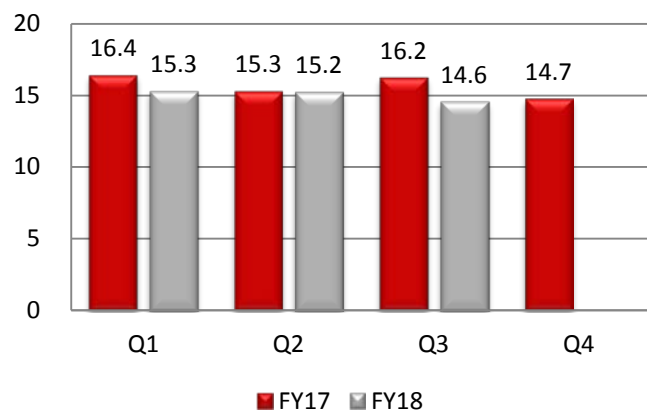


Overtime Usage

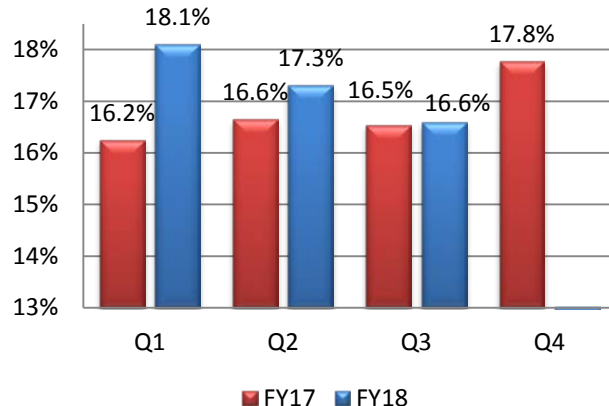


**Note: The above graphs account for both overtime accrual and payout at straight time/time and a half. The following time reporting codes are tracked for the purposes of overtime calculation: comp time paid and earned, and overtime paid and earned.*

Monthly Average Number of Overtime Hours Worked Per Employee



Average Percentage of Employee Receiving Overtime Per Month



3rd Quarter Top 20 Agencies Overtime Cost and Usage

Agency	Hours	Cost
New Mexico Corrections Department	146,709	\$2,697,426
Department of Health	92,120	\$1,415,562
Department of Transportation	39,938	\$783,808
Children, Youth & Families Department	31,979	\$654,807
Miners Colfax Medical Center	7,845	\$270,926
Department of Public Safety	11,679	\$224,189
Department of Veteran Services	6,309	\$111,220
Taxation & Revenue Department	5,197	\$105,507
Energy, Minerals & Natural Rsrcs Department	2,724	\$65,342
Department of Vocational Rehabilitation	2,424	\$58,099
Department of Game & Fish	2,144	\$51,920
Public Education Department	1,224	\$38,901
Military Affairs	1,524	\$35,455
Department of Workforce Solutions	1,106	\$31,415

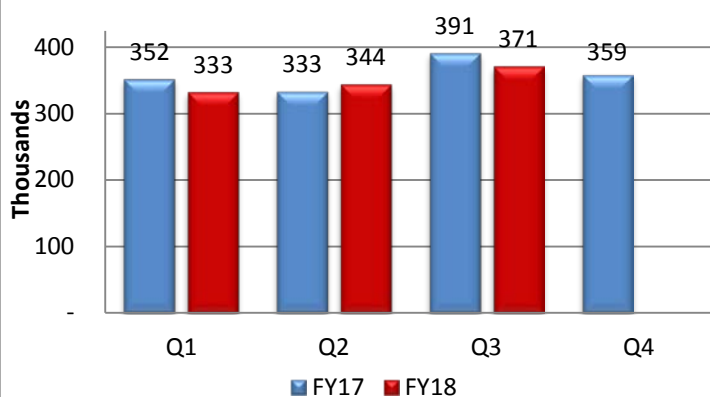
3rd Quarter Top 20 Agencies Overtime Cost and Usage

Agency	Hours	Cost
Department of Environment	854	\$25,901
Department of Cultural Affairs	1,223	\$24,983
Aging & Long-Term Services Department	880	\$21,928
Livestock Board	959	\$20,359
Human Services Department	821	\$16,990
Public Regulation Commission	696	\$15,796
Top 20 Agencies	358,354	\$6,670,534
All Others	6,573	\$181,783
Grand Total	364,927	\$6,852,317

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. When compared to the past three fiscal years, FY18 3rd Quarter sick leave rates are the lowest for all 3rd Quarters. 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.

Sick Leave Hours Used



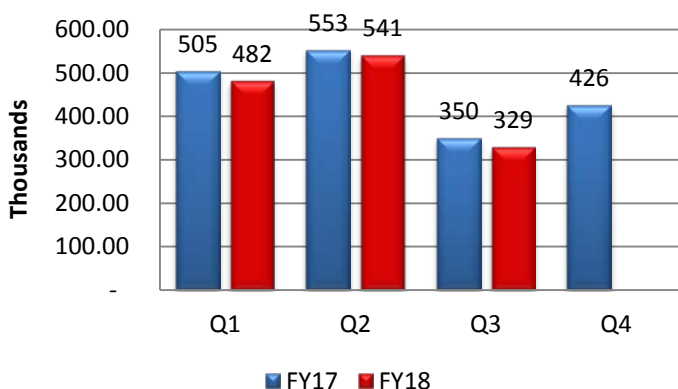
Sick Leave Cost



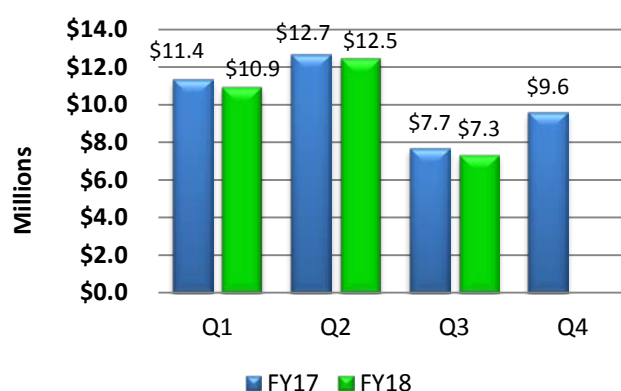
Annual Leave

Annual leave usage and cost rates continue a multi-year trend of significantly decreasing in the 3rd Quarter after peaking in the 2nd Quarter. 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 they are forfeited.

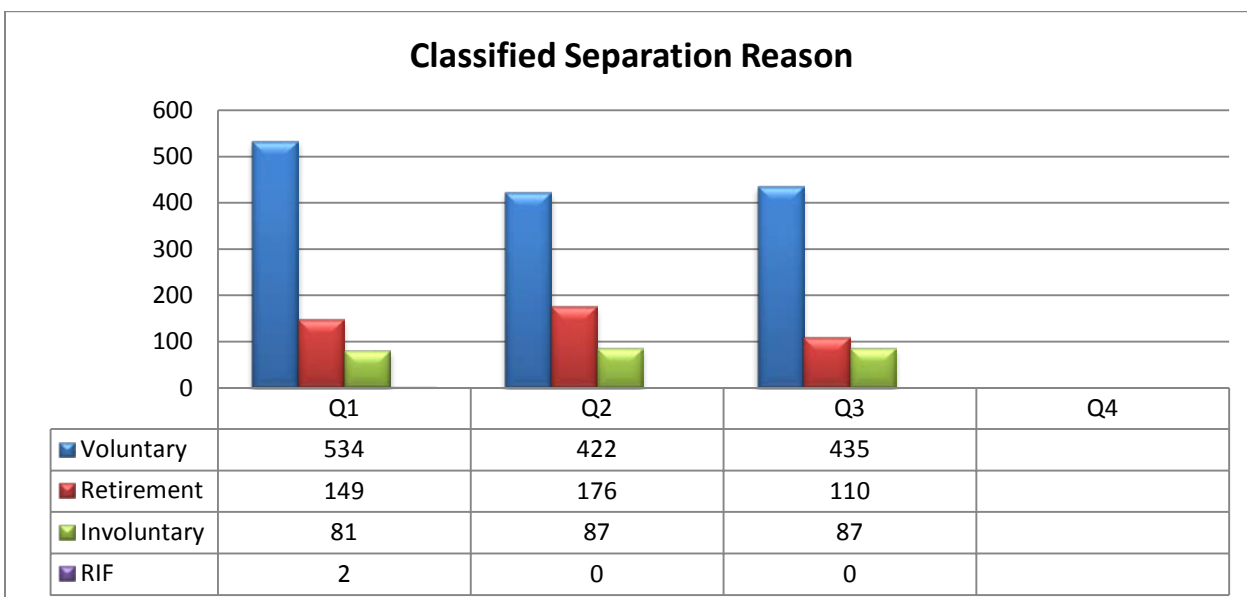
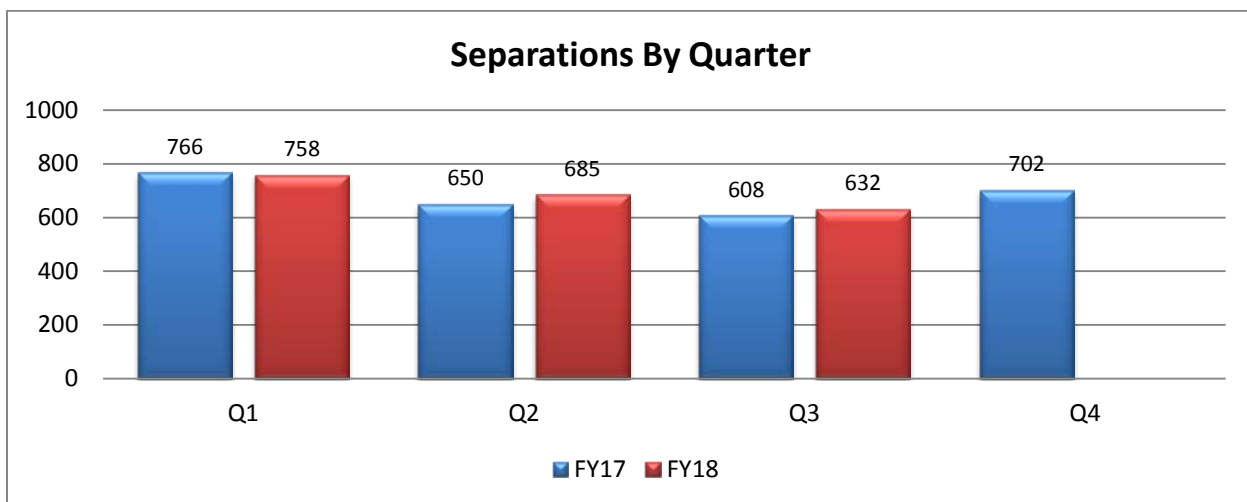
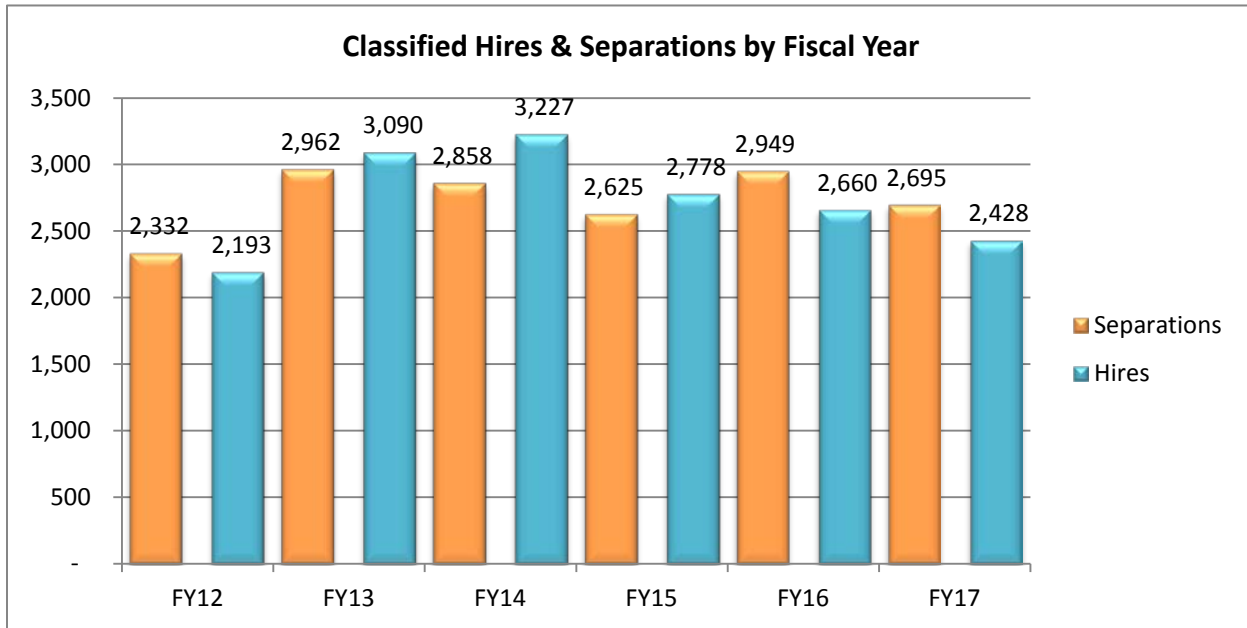
Actual Annual Leave Hours Used



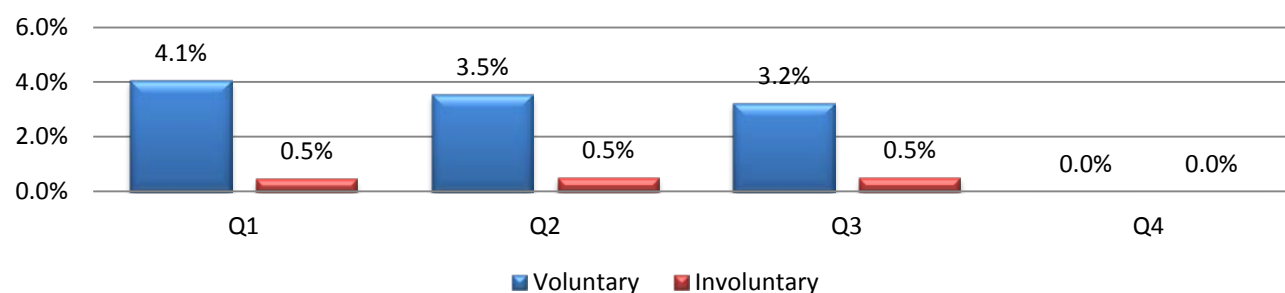
Actual Annual Leave Cost



Classified Service Separations



**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 632 separations this quarter, 3.2% 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	13	8	
Accepted New Job (Non-Comp)	23	10	19	
Attendance	19	20	22	
Completion of Contract		1		
Death	5	6	5	
Disability Retirement	4	5	5	
Discharge	3	3	5	
Dissatisfied w/Type of Work			1	
Dissatisfied with Supervision				
Dissatisfied w/Work Conditions	2			
Dissatisfied with Hours	0			
Early Retirement	2		1	
End of Appointment	3	2		
End Temporary Employment				
Failed Condition of Employment	8	2	4	
Falsified Qualifications		1	1	
Family Reasons		2	2	
Health Reasons	7	9	4	
Illness in Family			2	
Insubordination		1	2	
Lack of Funding				
Leave of Absence Expiration				
Military	1		1	
Misconduct	21	42	31	
Mutual Consent	1	1		
Non Job Connected Medical	3	3	1	
Normal Retirement	140	166	99	
Other Medical	3	5	4	
Personal Reasons	45	16	24	

Reason	Q1	Q2	Q3	Q4
Pregnancy	1			
Quit without Notice	25	24	30	
Relocation	11	2	7	
Resignation	371	321	325	
Resignation-Other Position	14	11	5	
Return to School	6	1		
RIF - SPO Board Approved	2			
Unforeseen Circumstances		1	2	
Unsatisfactory Performance	13	10	14	
Vested Retirement	3	5	5	
Violation of Rules	4	2	3	

Quarterly Classified Employee Separations by Agency

Agency	Number of Employees
Department of Health	163
Children, Youth & Families Department	78
Human Services Department	77
Department of Transportation	53
New Mexico Corrections Department	50
Taxation & Revenue Department	29
Department of Veteran Services	17
Department of Workforce Solutions	17
Department of Public Safety	16
Department of Environment	13
Energy, Minerals & Natural Rsrcs Department	13
Department of Cultural Affairs	12
Public Education Department	10
Department of Game & Fish	10
Miners Colfax Medical Center	9
Regulation & Licensing Department	8
Office of the State Engineer	7
Secretary of State	4
Aging & Long-Term Services Department	4
State Personnel Board	4
Department of Information Technology	4
Workers Compensation Admin	4
Superintendent of Insurance	3
Department of Vocational Rehabilitation	3
Public Regulation Commission	2
Military Affairs	2
State Land Office	2
Educational Retirement Board	2
Department of Finance & Administration	2
Gaming Control Board	2
General Services Department	2
Public Employee Retirement Association	1
Commission for the Blind	1

Agency	Number of Employees
Department of Indian Affairs	1
Tourism Department	1
Public School Insurance Authority	1
SpacePort Authority	1
Retiree Health Care Authority	1
State Auditor	1
Higher Education Department	1
Homeland Security & Emergency Management	1
Total	632

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 FY18 is 8.8%. 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	Retirement	Involuntary
30800	State Auditor	23	8.8%	0.0%	2		0	0
33300	Taxation & Revenue Department	832	8.0%	7.4%	67	62	5	0
33700	State Investment Council	15	0.0%	0.0%	0	0		
34000	Administrative Hearings Office	14	0.0%	0.0%	0	0		
34100	Department of Finance & Administration	114	1.8%	0.9%	2	1	0	1
34200	Public School Insurance Authority	7	14.3%	0.0%	1	0	1	0
34300	Retiree Health Care Authority	23	8.7%	4.3%	2	1	1	0
35000	General Services Department	217	5.5%	5.5%	12	12	0	0
35200	Educational Retirement Board	60	6.7%	5.0%	4	3	1	0
36100	Department of Information Technology	145	4.8%	2.8%	7	4	3	0
36600	Public Employee Retirement Association	71	9.9%	9.9%	7	7	0	0
36900	Commission of Public Records	28	0.0%	0.0%	0	0		
37000	Secretary of State	39	12.9%	10.3%	5	4	1	0
37800	State Personnel Board	34	14.6%	14.6%	5	5	0	0
39400	State Treasurer	20	0.0%	0.0%	0	0		
40400	Architect Examiners Board	1	0.0%	0.0%	0	0		
41700	Border Development Authority	2	0.0%	0.0%	0	0		
41800	Tourism Department	35	2.9%	0.0%	1	0	0	1
41900	Economic Development Department	35	2.9%	0.0%	1	0	0	0
42000	Regulation & Licensing Department	242	7.0%	6.2%	17	15	1	1
43000	Public Regulation Commission	106	4.7%	3.8%	5	4	1	0
44000	Superintendent of Insurance	72	8.3%	8.3%	6	6	0	0
44600	Medical Examiners Board	13	7.7%	0.0%	1	0	0	0
44900	Board of Nursing	20	0.0%	0.0%	0	0		
46000	EXPO New Mexico	16	0.0%	0.0%	0	0		
46400	Prof Engineers & Land Surveyors Board	6	16.7%	0.0%	1	0	0	0
46500	Gaming Control Board	36	11.0%	11.0%	4	4	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%	0.0%	1	0	0	0
50500	Department of Cultural Affairs	376	4.5%	3.5%	17	13	2	2

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
50800	Livestock Board	64	0.0%	0.0%	0	0		
51600	Department of Game & Fish	279	4.3%	3.2%	12	9	1	2
52100	Energy, Minerals & Ntrl Rsrcs Department	332	7.8%	6.3%	26	21	5	0
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0		
53900	State Land Office	125	3.2%	3.2%	4	4	0	0
55000	Office of the State Engineer	244	7.0%	6.1%	17	15	1	1
60300	Office of African American Affairs	5	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	55	1.8%	1.8%	1	1	0	0
60900	Department of Indian Affairs	8	12.5%	0.0%	1	0	0	1
62400	Aging & Long-Term Services Department	176	7.9%	7.4%	14	13	1	0
63000	Human Services Department	1649	8.2%	7.1%	135	117	6	12
63100	Department of Workforce Solutions	402	9.5%	8.2%	38	33	4	1
63200	Workers Compensation Admin	105	5.7%	2.8%	6	3	3	0
64400	Department of Vocational Rehabilitation	229	3.5%	3.1%	8	7	1	0
64500	Governor's Comm. on Disability	12	0.0%	0.0%	0	0		
64700	Dev Disabilities Planning Commission	12	0.0%	0.0%	0	0		
66200	Miners Colfax Medical Center	175	9.7%	8.6%	17	15	1	1
66500	Department of Health	2781	10.2%	7.9%	285	221	30	34
66700	Department of Environment	518	7.3%	6.8%	38	35	2	1
66800	Office of Natural Resc Trustee	3	0.0%	0.0%	0	0		
67000	Department of Veteran Services	215	13.5%	12.1%	29	26	2	1
69000	Children, Youth & Families Department	1856	8.2%	7.1%	152	132	11	9
70500	Military Affairs	129	3.1%	3.1%	4	4	0	0
76000	Adult Parole Board	5	0.0%	0.0%	0	0		
77000	NM Corrections Department	1850	8.3%	7.7%	154	142	8	4
78000	Crime Victims Reparation Commission	21	0.0%	0.0%	0	0		
79000	Department of Public Safety	399	5.8%	4.3%	23	17	5	1
79500	Homeland Security & Emergency Management	48	10.4%	10.4%	5	5	0	0
80500	Department of Transportation	2074	6.4%	5.4%	133	111	10	12
92400	Public Education Department	212	9.9%	9.0%	21	19	2	0
94900	NM Education Trust Board	2	0.0%	0.0%	0	0		
95000	Higher Education Department	31	3.2%	0.0%	1	0	0	0
Totals		16,656	7.8%	6.6%	1,292	1,091	109	85
Percent Turnover by Reason						84.4%	8.4%	6.6%

*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 Department.	22.1%	21.8%	22.1%	
35000	General Services Department.	22.5%	21.8%	20.1%	
36100	Department of Information Tech	23.8%	26.2%	30.1%	
42000	Regulation & Licensing Department.	21.7%	22.9%	23.9%	
50500	Department of Cultural Affairs	16.8%	18.5%	16.6%	
51600	Department. of Game & Fish	13.9%	13.9%	12.6%	
52100	Energy, Minerals & Ntrl Rsrcs Department.	21.6%	26.2%	26.7%	
55000	Office of the State Engineer	25.5%	25.2%	26.1%	
62400	Aging & Long-Term Serv Department.	20.8%	24.6%	22.5%	
63000	Human Services Department.	15.4%	14.6%	14.2%	
63100	Department. of Workforce Solutions	18.7%	18.3%	20.6%	
64400	Department of Vocational Rehabilitation	23.8%	24.8%	26.0%	
66200	Miners Colfax Medical Center	2.2%	0.4%	-4.0%	
66500	Department of Health	20.2%	19.7%	20.7%	
66700	Department of Environment	18.5%	17.9%	17.3%	
69000	Children, Youth & Families Department.	16.4%	17.5%	17.1%	
77000	New Mexico Corrections Department.	25.0%	23.3%	24.2%	
79000	Department of Public Safety	18.3%	14.9%	20.0%	
80500	Department of Transportation	15.2%	16.0%	16.4%	
92400	Public Education Department.	16.4%	16.8%	17.2%	
Statewide Vacancy Rate		19.0%	18.8%	19.4%	

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.

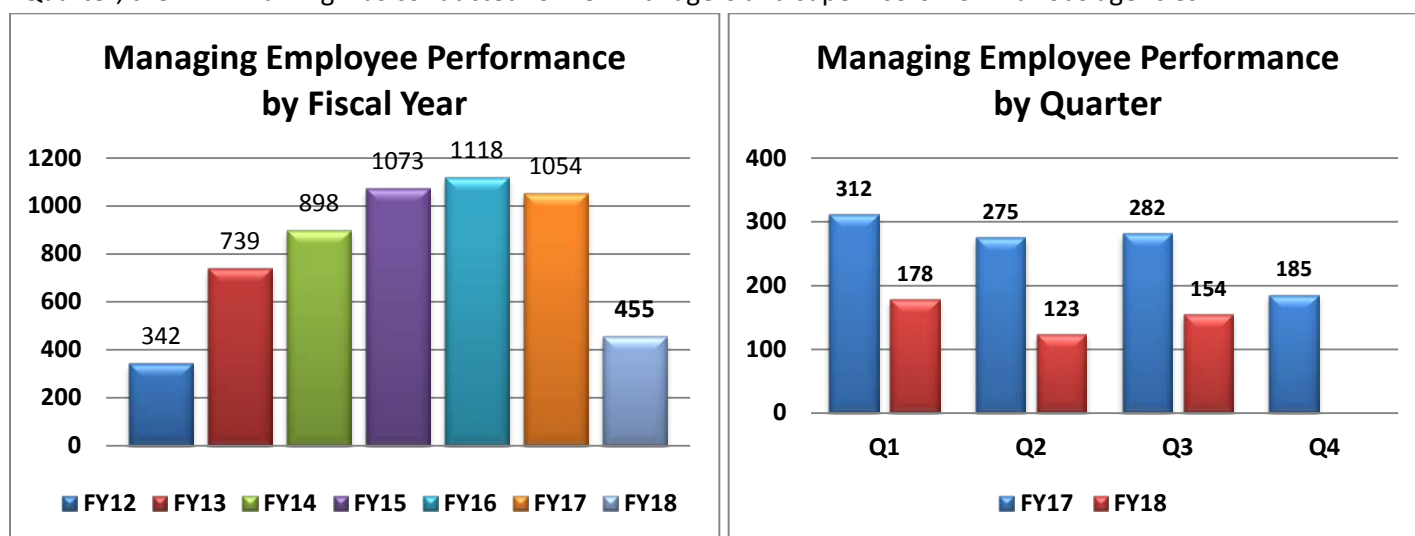
The SPO Training Bureau is in the process of creating an on-boarding course for newly hired classified employees that will include a specialized on-boarding section for Supervisors and Managers. One of the goals of this project is to design a course that allows for the interaction among newly hired employees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

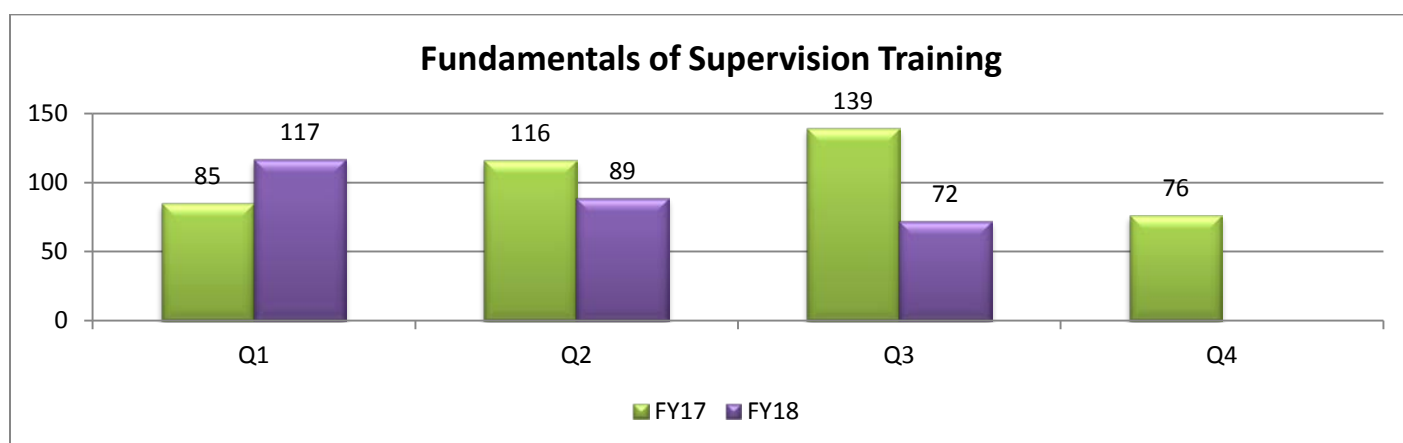
Instructor – Led Core Curriculum Classes

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 FY18 3rd Quarter, the MEP Training was conducted for 154 managers and supervisors from various agencies.



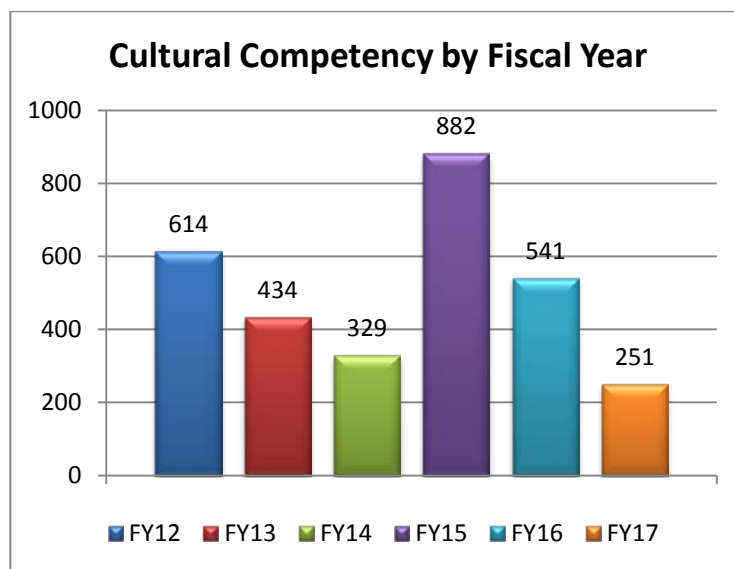
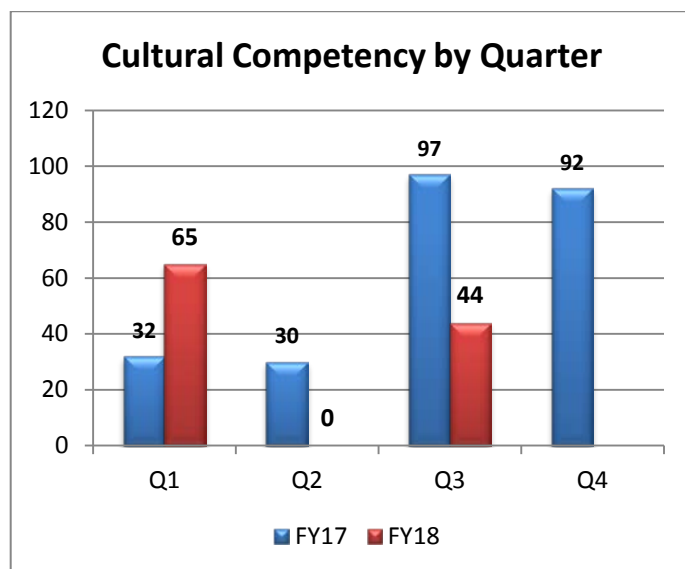
Fundamentals of Supervision: This course includes sections on supervision; leadership core values and practices; strategies for coordinating powerful work with teams and stakeholders; key considerations regarding motivation; and effectively dealing with resistance. Real scenarios are discussed and solutions 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:

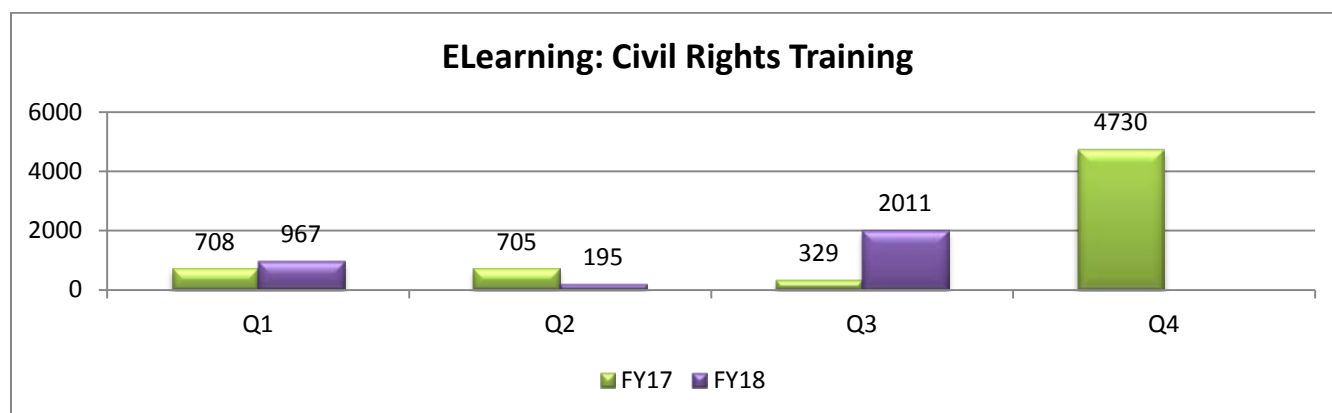
- An introduction to the unique legal and political status of New Mexico Indian Nations, Pueblos, and Tribes, with a review of Federal Indian policies and laws;
- An examination of tribal governments and authorities;
- Collaboration and consultation principles and guidance;
- Communication skills; and,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



eLearning Mandatory Classes

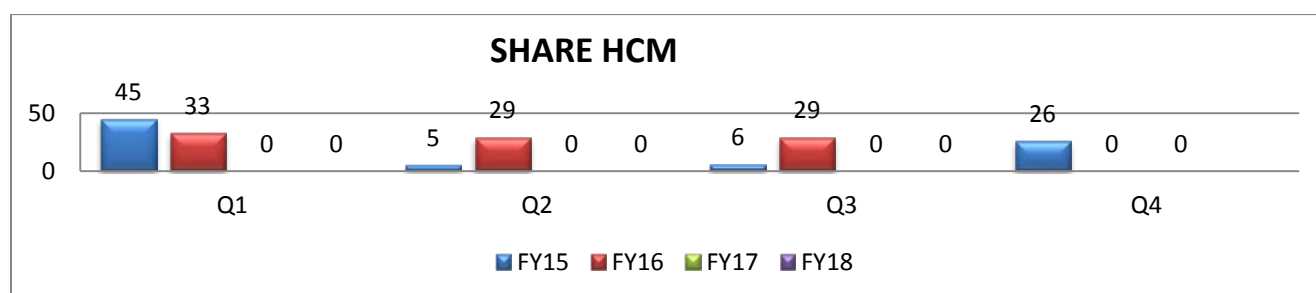
Civil Rights: The Civil Rights course strives to make public servants aware of the ethical standards and the social responsibility necessary to act ethically and responsively in an intergovernmental system. The Civil Rights Training has been made available to all employees. State agencies are responsible for delivering this training to new employees within 90 days of hire. A total of 2,011 State employees participated in the training in the 3rd 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 3rd and 4th Quarter of the Fiscal Year 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 15 appeals in the 3rd 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.

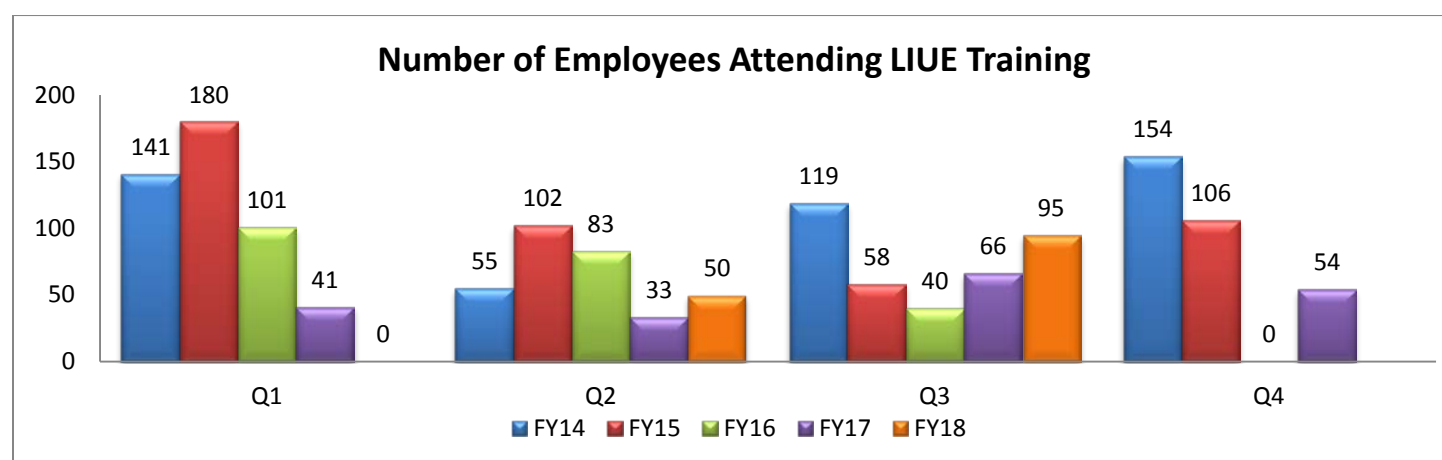
The majority of the Adjudication Division's hearings are conducted at SPO in Santa Fe. The Adjudication Division considers requests for alternative hearing arrangements on a case-by-case basis.

Status	Q1	Q2	Q3	Q4	FY18 Total
Appeals Pending	32	27	23		23
New Appeals Filed	11	11	11		33
Appeal Disposition	9	16	15		40

Labor Relations Division (LRD)

The role of the 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 SPB Rules that protect the rights of state employees. As the Governor's designee, the LRD has the authority to negotiate and enforce a Collective Bargaining Agreement (CBA) 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 54.9% of classified service employees within the State; the Communication Workers of America (CWA), and the American Federation of State, County and Municipal Employees (AFSCME).



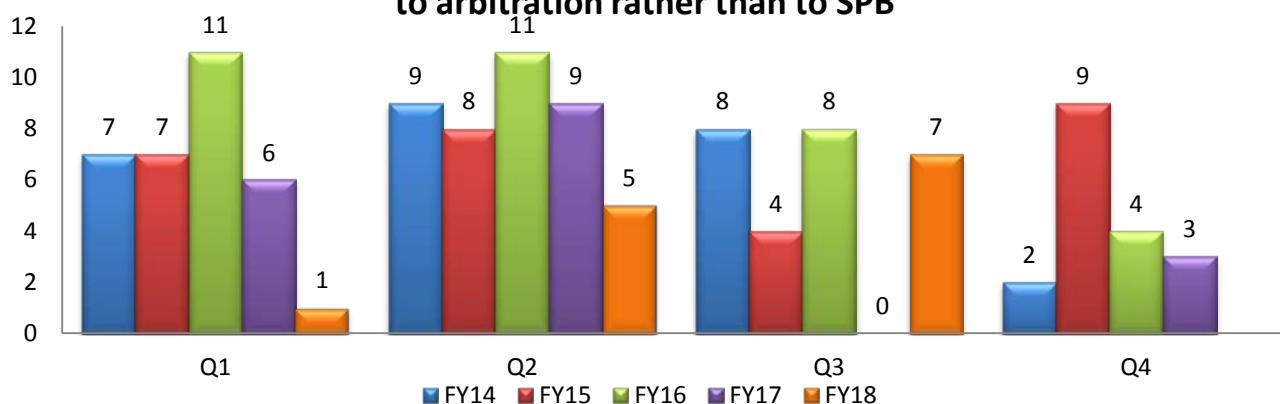
During the 3rd Quarter of FY18, it was reported that eighteen (18) union grievances were filed. Of the eighteen (18) grievances filed, sixteen (16) grievances were filed by AFSCME, and two (2) were filed by CWA. Out of the sixteen (16) union grievances filed, three (3) were settled, three (3) timed out (a.k.a. Dead on Time), one (1) was withdrawn and nine (9) of the remaining grievances are pending. There were zero (0) grievance arbitration invoked for this quarter and zero (0) Prohibited Practice Complaints filed for this quarter.

There were seven (7) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the second quarter. Of the seven (7) appeals invoked, six (6) invoked by AFSCME, and one (1) invoked by CWA. In comparison, four (4) bargaining unit employees chose to appeal their discipline to the SPB. All four (4) appeals to the SPB were filed by AFSCME Bargaining Unit employees.

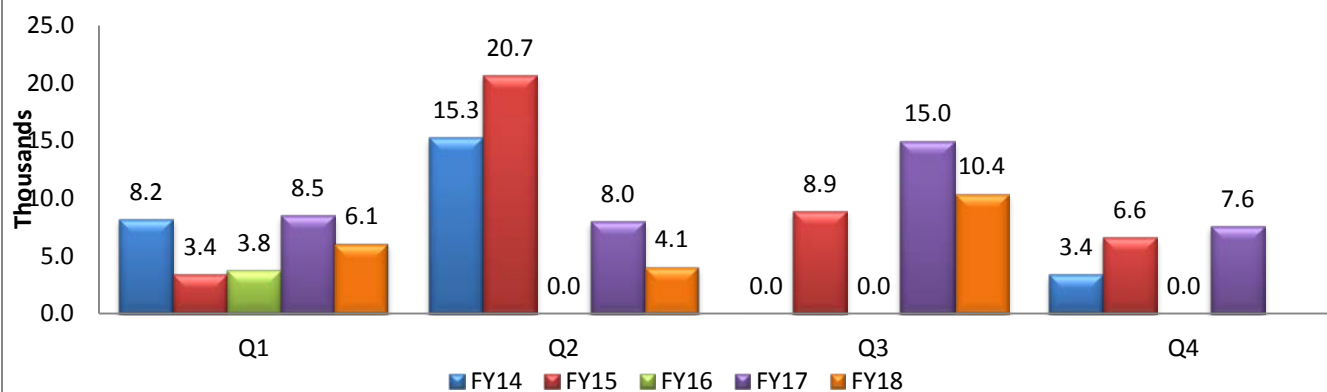
Labor Relations Division At A Glance Performance Measures for FY18 3rd Quarter

	AFSCME	CWA
Total number of union grievances filed by each union	23	2
Total number of disciplinary actions appealed to an arbitrator, by each union	7	0
Total number of grievance arbitrations, by each union:	0	0
Total number of Prohibited Practice Complaints filed by each union	0	0
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	\$10,476	

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

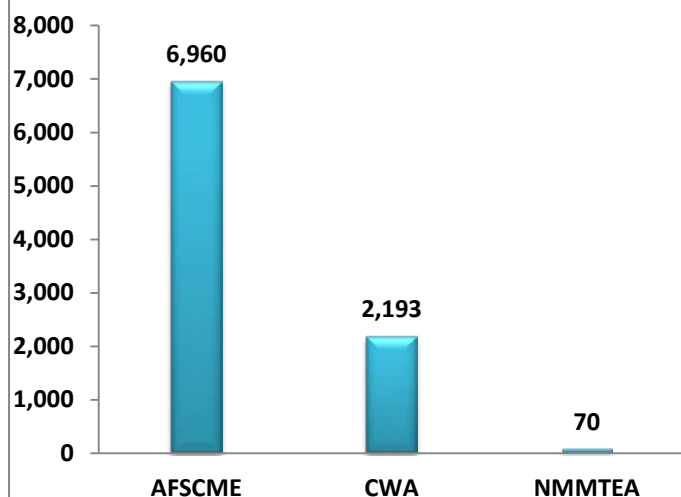


Actual Cost Paid by the State for Arbitration

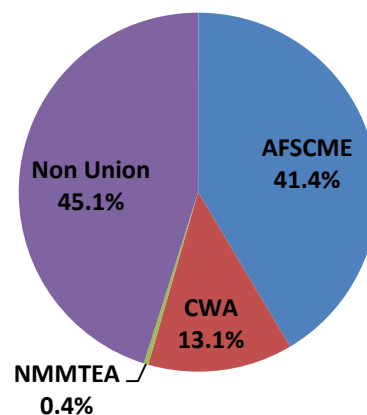


Quarterly Union Represented vs. Non Union

Union Represented Employees



Classified Service Union vs. Non-Union



Quarterly Performance Measures

FY18 Approved Quarterly Performance Measures	FY18 Targets	Q1	Q2	Q3	Q4	FY18 Total
Average number of days to fill a position from the date of posting	55	67.2	69.2	81.4		
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	44.4	47.1	57.9		
Average number of days to advertise a position following the agency request	10	9.5	7.8	6.2		
Percent of employees who successfully complete their probationary period	75%	61.0%	65.9%	64.6%		
Percent of "voluntary" classified employee turnover (leaving State service)	15%	4.1%	3.5%	3.2%		
Percent of "involuntary" classified employee turnover (leaving State service)	5%	0.5%	0.5%	0.5%		
Average State classified employee compa-ratio	≥95%	101.4%	100.8%	100.7%		
Average State classified new hire compa-ratio	91%	95%	96%	96%		
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	4	5	7		
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	\$4,167	\$10,476		
State-wide classified service vacancy rate	13%	18.0%	17.4%	17.8%		
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%	41%	30.8%		

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