



# New Mexico

## State Personnel Office

### FY19 4th 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.

During the 3<sup>rd</sup> quarter of FY19, a new Administration took office. The new State Personnel Director and staff immediately started meeting with new agency heads and their staff in order to set the tone that State Personnel is a collaborative and creative partner, ready, willing, and able to help the agencies achieve their missions through their "people" strategies. This collaborative approach continued during the 4<sup>th</sup> quarter.

Starting in January 2018, State Personnel endeavored to implement a HR consolidation model in order to centralize Human Resource activities. That process saw General Fund agencies contribute HR staff and positions to the State Personnel Office pursuant to a Board of Finance Temporary Transfer. (Prior to "HR Consolidation," State Personnel had a "Shared Services" model in place with General Fund agencies with fewer than 100 Full-Time-Employees and provided those smaller agencies with HR service. That service has continued.) Thirty eight (38) agencies fell within the HR Consolidated model, and received their HR services from State Personnel. (During the second quarter of FY19, the Children, Youth and Families Department (CYFD) joined the Consolidated model, though most if not all of CYFD staff provided HR functions to CYFD only.)

While HR Consolidation was well-intentioned, after careful deliberation and with input from the agencies, it was determined that HR Consolidation had not yielded the benefits that were envisioned for state government. Therefore, in the 3<sup>rd</sup> quarter, State Personnel started the process of moving forward beyond Consolidation and to returning HR staff and vacant HR positions back to the agencies. Late in the 4<sup>th</sup> quarter, this process was complete, with all HR professionals who had been part of HR Consolidation re-joining agencies.

During the third quarter, the State Personnel Office reconvened the HR Council by inviting HR professionals from across the Administration to meet as a group. These meetings continued in the 4<sup>th</sup> quarter. During the 4<sup>th</sup> quarter, State Personnel developed a series of six (6) trainings specific to the HR community. State Personnel will conduct these trainings for and during HR Council meetings starting in the 1<sup>st</sup> quarter of FY20.

SPO continues to focus on recruitment working with state agencies to decrease the amount of time taken to fill vacant positions, and working to improve overall hiring efficiency. State Personnel holds monthly webinars with HR professionals across the Administration in order to share good and best practices regarding recruitment.

During the 4<sup>th</sup> quarter, as the HR community was moving beyond HR Consolidation, State Personnel continued to work with hiring managers to help post positions for vacancies. The number of days for HR staff to refer applicants to hiring managers during the quarter increased from three (3) to five (5) days.

Partnering with the Department of Workforce Solutions and other agencies, in April, State Personnel hosted six (6) Rapid Hire events to fill vacancies. More than 1,300 candidates attended these events in Carlsbad, Roswell, Farmington, Santa Fe, and Albuquerque. These were the first multi-agency, multi-city events of their kind and generated candidates, excitement, media attention, and more agency demand for Rapid Hires. 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.

During the 4<sup>th</sup> quarter, new hires increased to 783, while 593 employees separated from State service. Included in the number of separations, 108 employees retired from state service. Of the entire State service, 3.2% of employees separated voluntarily, while only 0.4% separated involuntarily. The Statewide Vacancy Rate for the quarter decreased to 17.7%.

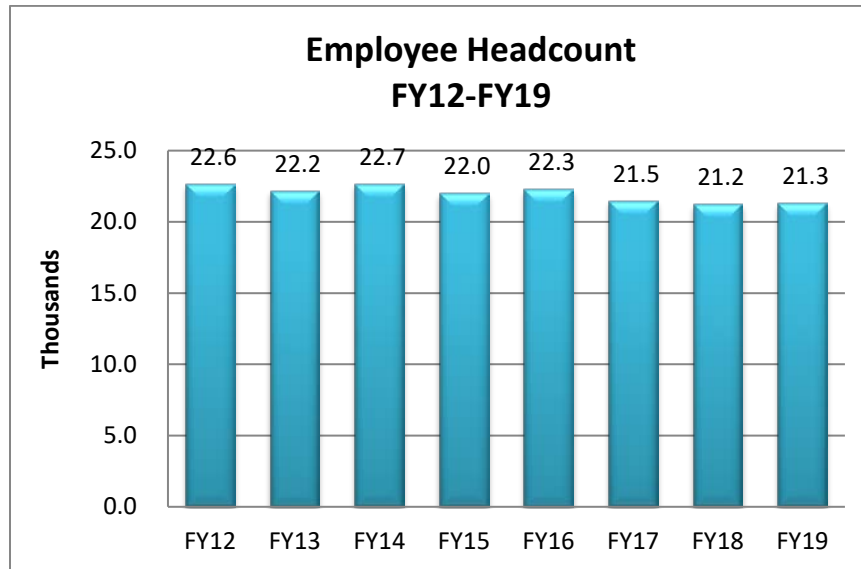
State Personnel's mission is to help Agencies facilitate their collective mission – to serve the people of New Mexico. The Office is at an exciting crossroads. Now that the community of HR professionals is beyond HR Consolidation, State Personnel looks forward to serving its mission with a myriad of collaborative and cross-cutting strategies.

Sincerely,  
Pamela D. Coleman  
State Personnel Director

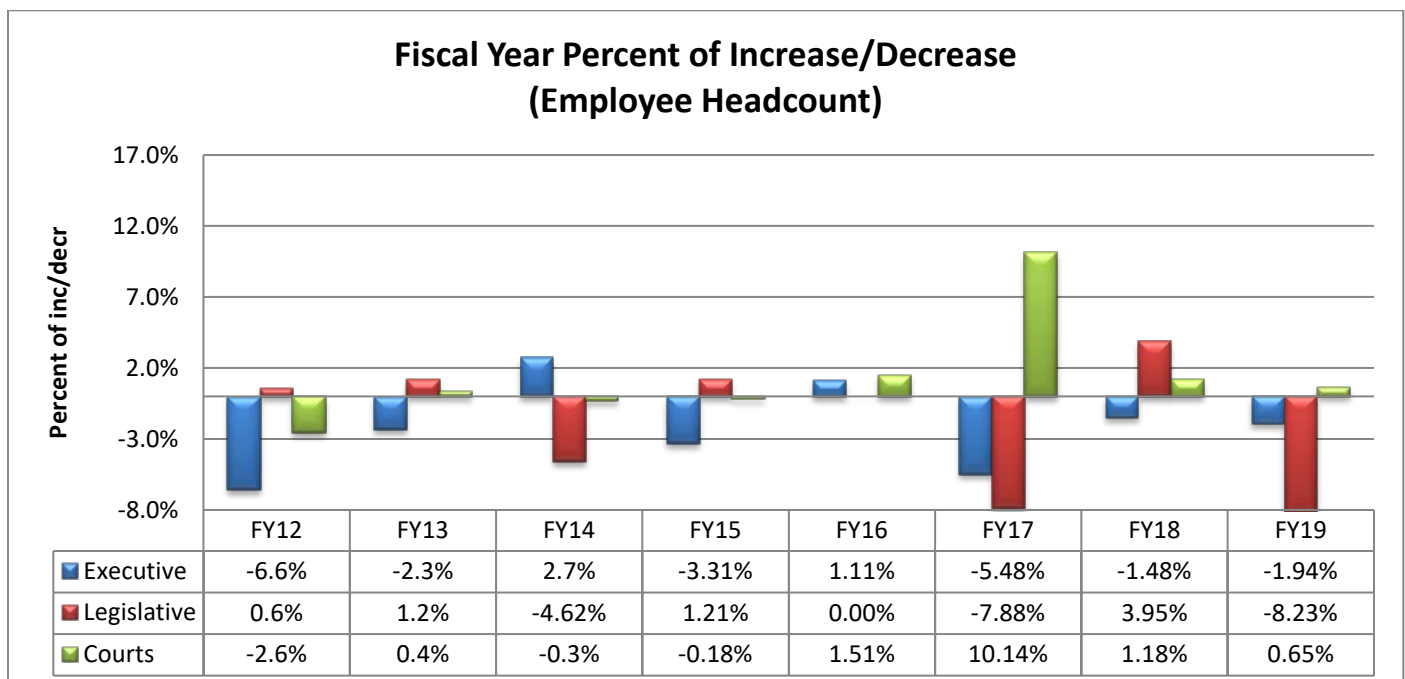
## Workforce Overview

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 (SHARE Recruitment Module);
- 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 FY17 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:**  
16,726

**Regular:**  
14,506

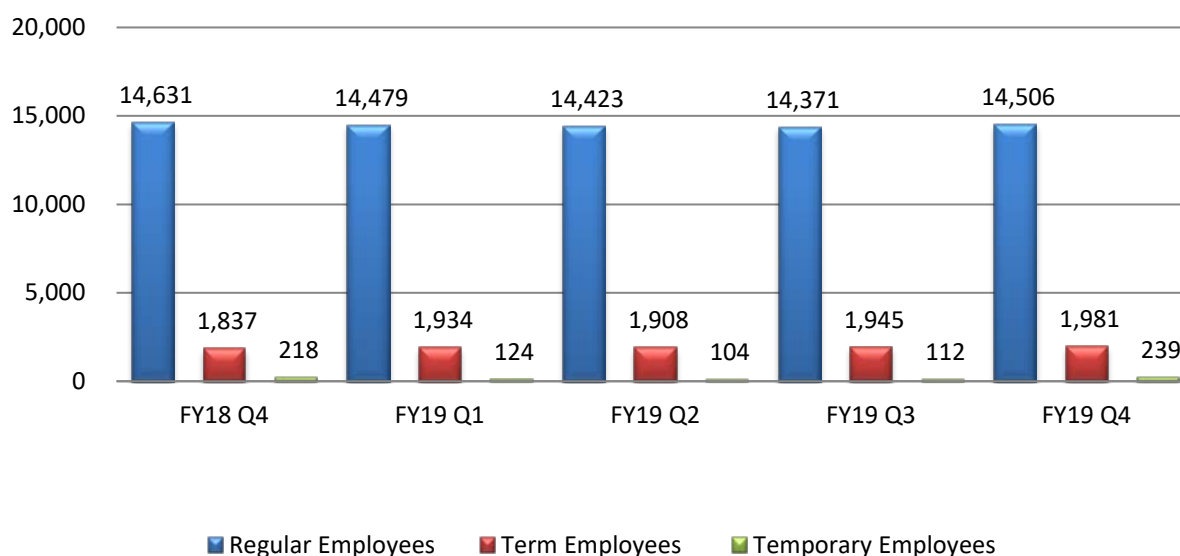
**Term:**  
1,981

**Temporary:**  
239

**Managers:**  
1,702

**Supervisors:**  
1,401

### Classified Employees Workforce



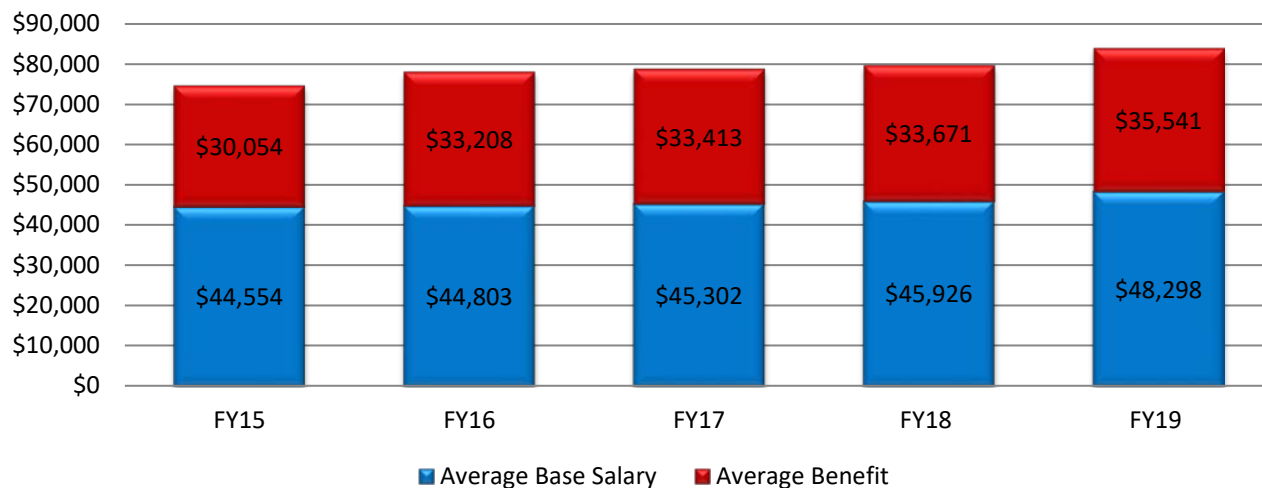
Workforce Data	
Union Represented Employees	54.2%
Minority	65.7%
Female	54.9%
Male	45.1%

TOTAL COMPENSATION	
June 30, 2019	
AVERAGE BASE SALARY \$47,902	AVERAGE TOTAL COMPENSATION \$82,388
AVERAGE BENEFIT \$34,486	
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 102.3%	

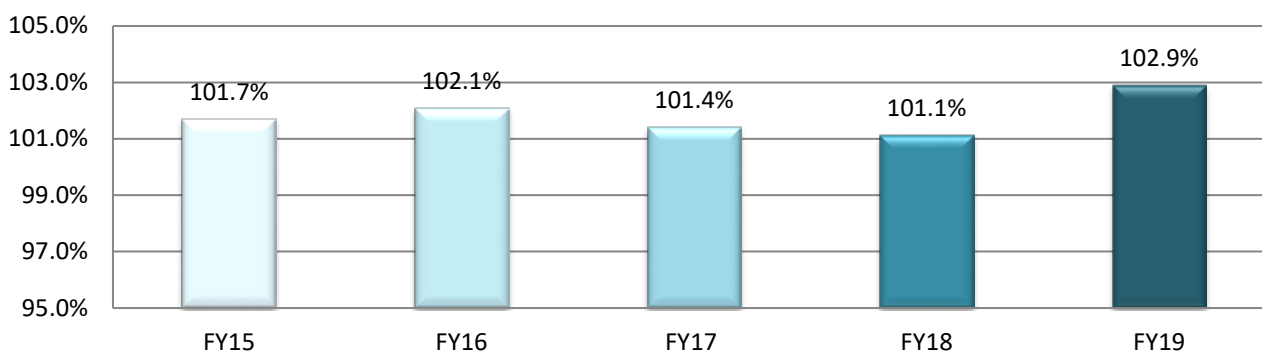
## Total Compensation

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 FY19, benefit costs as a percentage of total compensation rose, as health care insurance rates increased. Between FY18 and FY19, benefits costs rose 5% while the average salary increased by 2%, which slightly offset the benefit cost increase.

### Total Classified Compensation



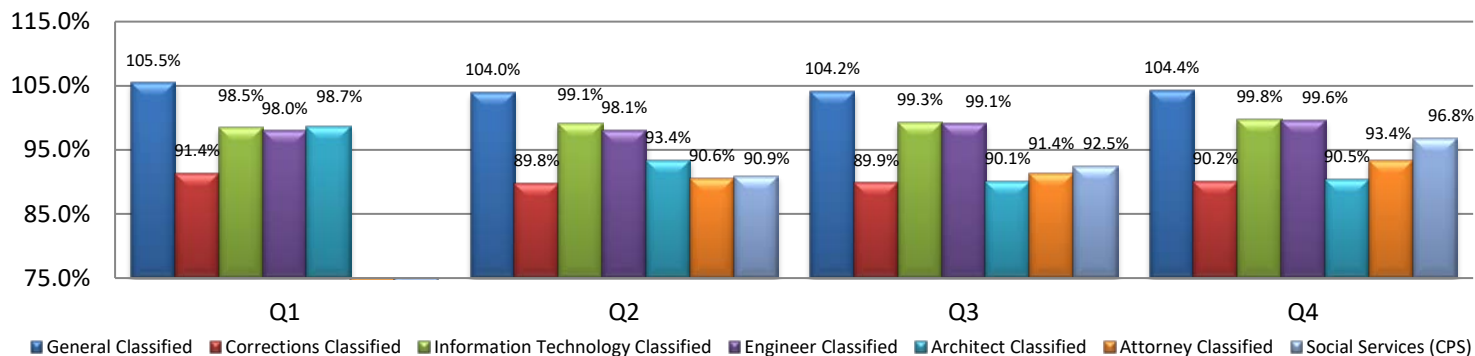
### Average Employee Compa Ratio



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 six (6) new salary schedules operational, 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. Of those six (6) salary schedules, the Social Services (Child Protective Services) and Attorneys, were approved and implemented in FY19. In addition, the General and Correctional salary structures were adjusted upward by 2%, in response to movement in the market. State Personnel is continuing to work on the Healthcare salary structures. Trends for all new salary schedules will develop over time.

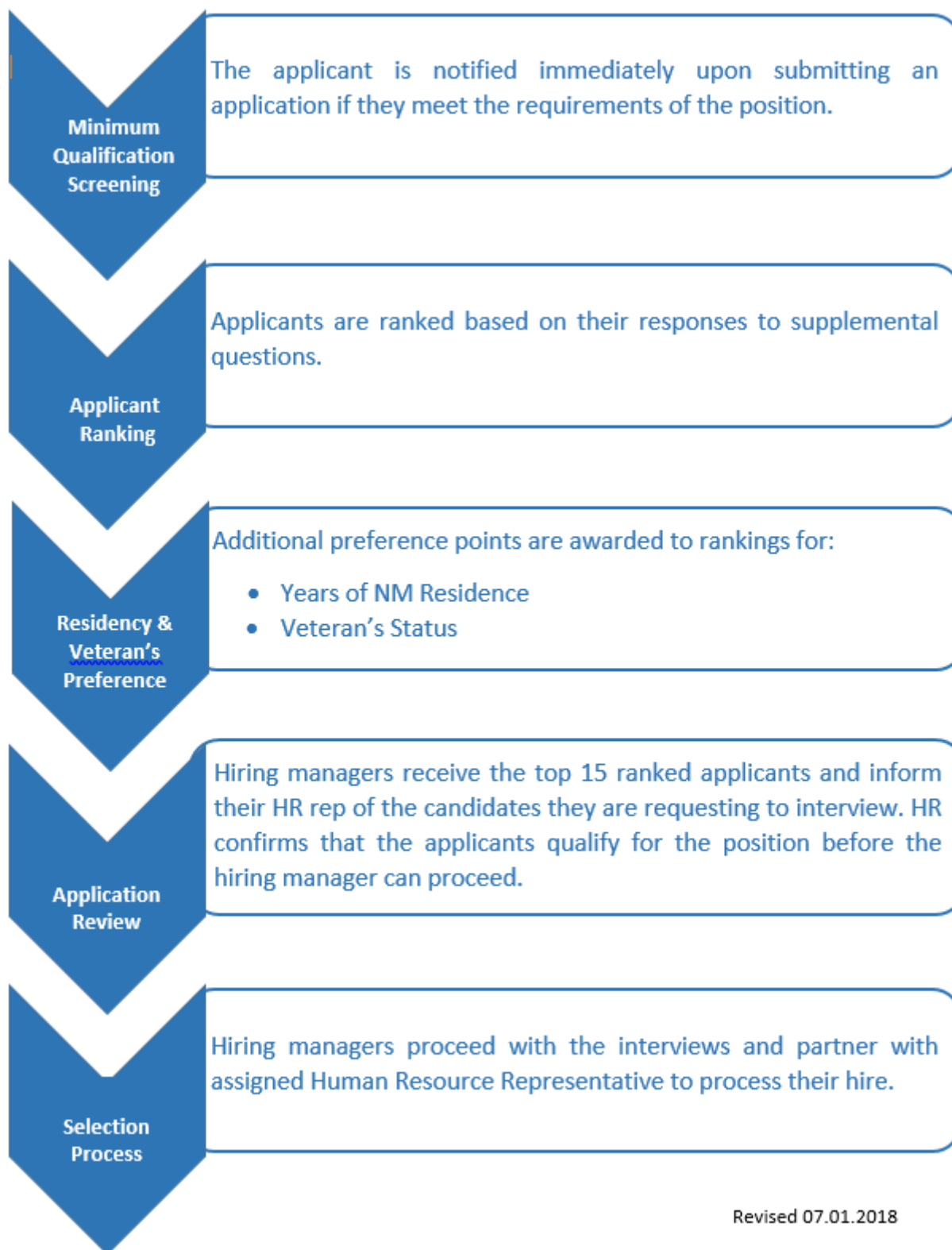
### Salary Schedule Compa-Ratio



## Classified Service Recruitment

The Talent Acquisition 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).

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





## 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?**

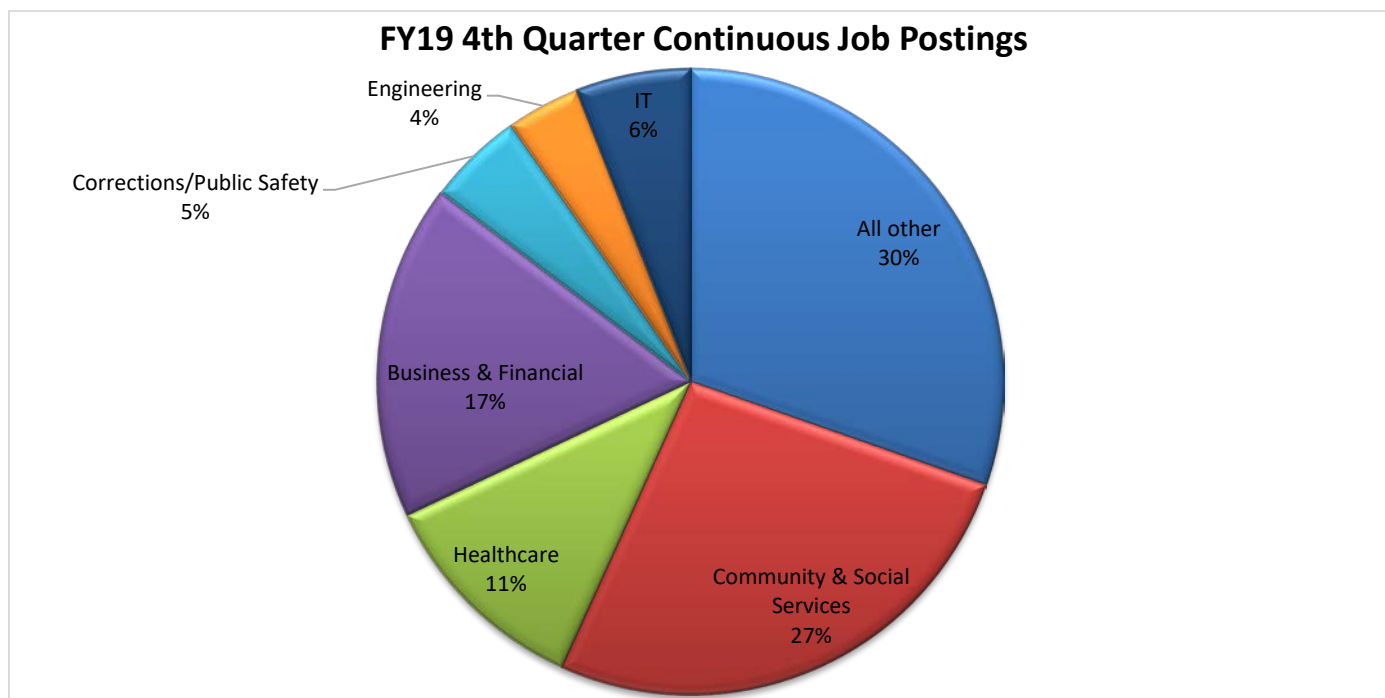
- 0-1 year of experience
- 2-5 years of experience
- 6-9 years of experience
- 10 or more years of experience

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.

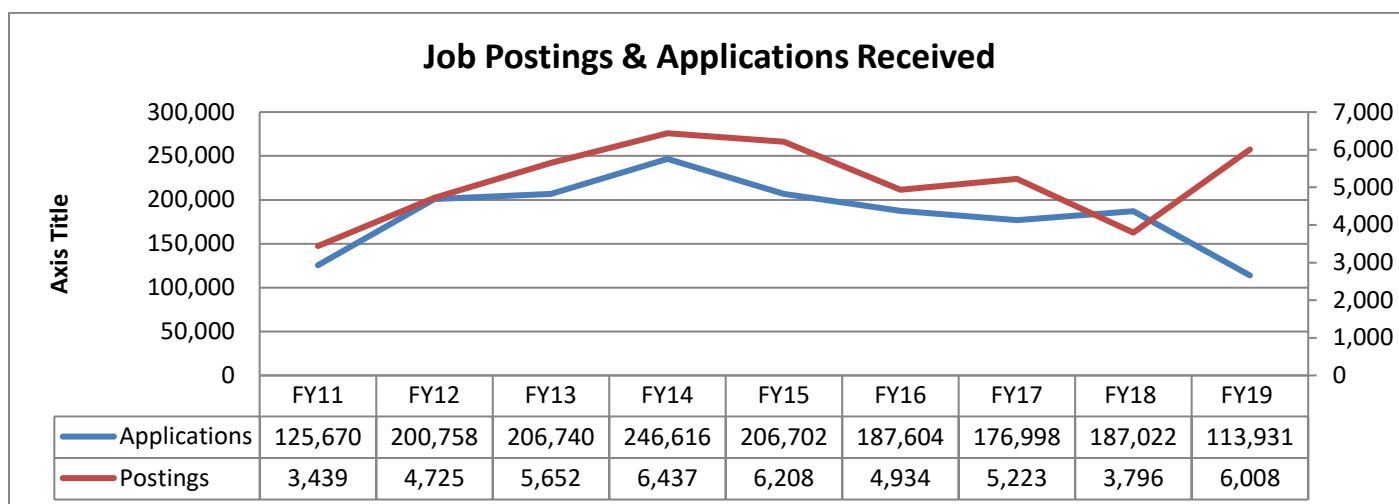
## Continuous Advertisements

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 43% of continuous advertisements were for positions in a Healthcare, Public Safety and/or Corrections or Community and Social Services related field.

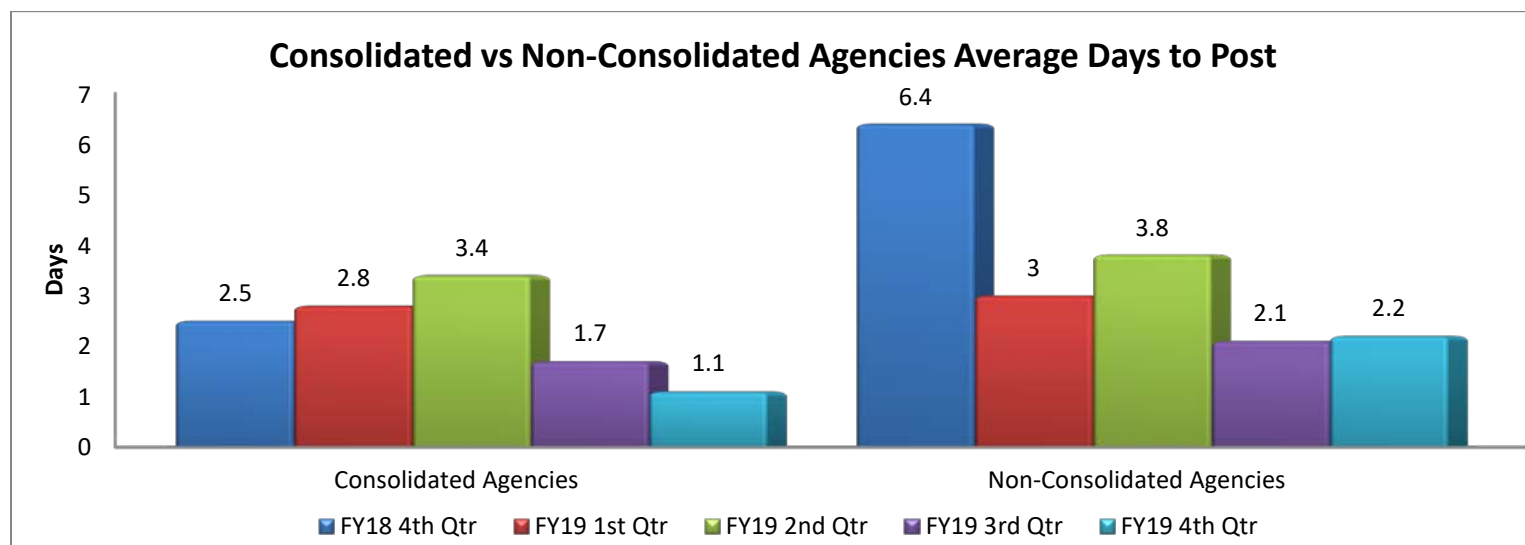
## Advertisement Postings and Applications



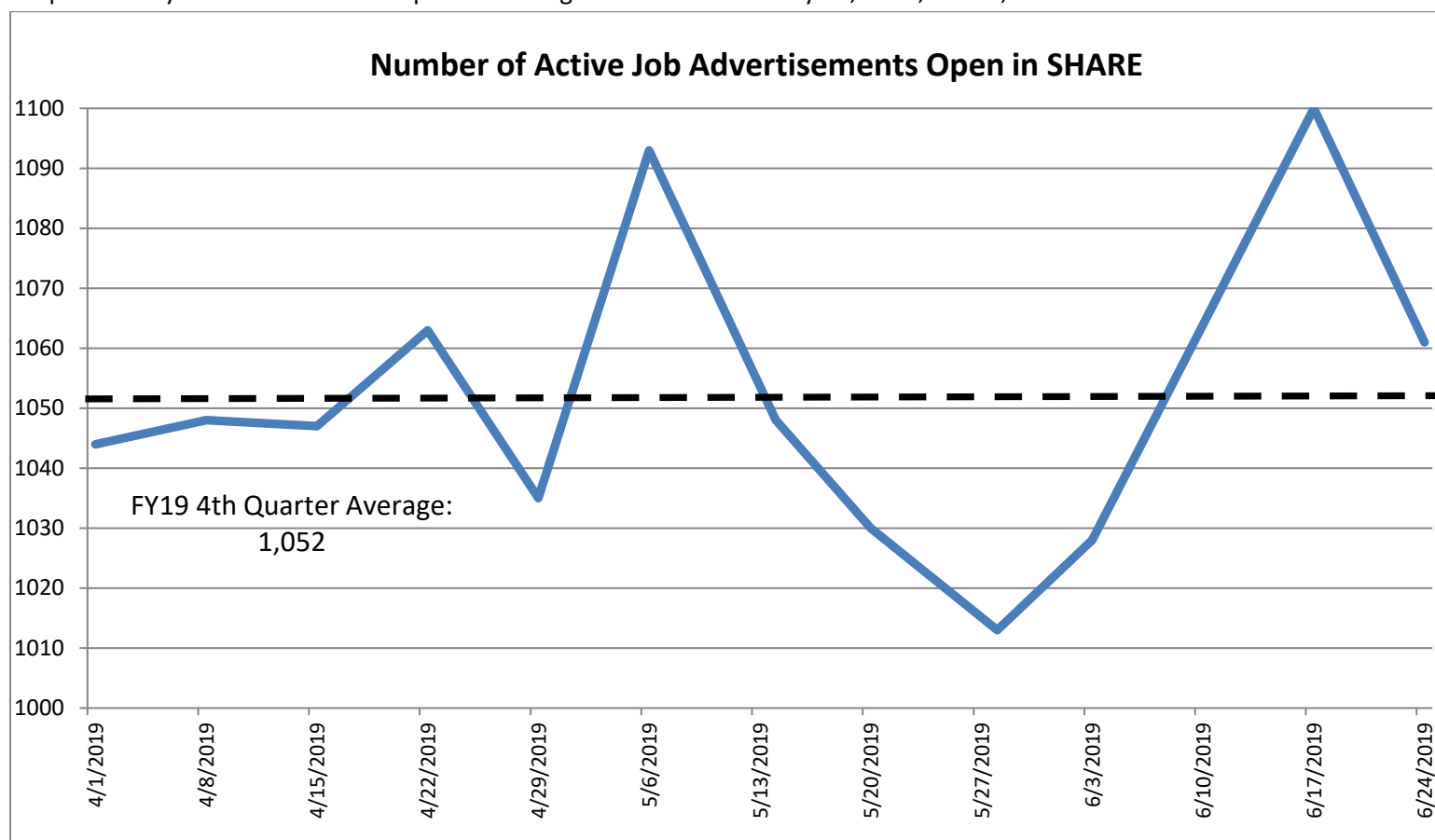
Since 2012, posted advertisements on NEOGOV have been viewed over 30 million times. Since the inception of the SHARE Recruitment module, the total clicks on posted advertisements recorded for the 4<sup>th</sup> Quarter in FY19 was over 5.1 million views.

Total Views on Posted Advertisements by Fiscal Year							
FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
2,286,916	3,645,209	4,079,561	3,326,579	2,189,184	2,596,115	2,147,092	16,898,172

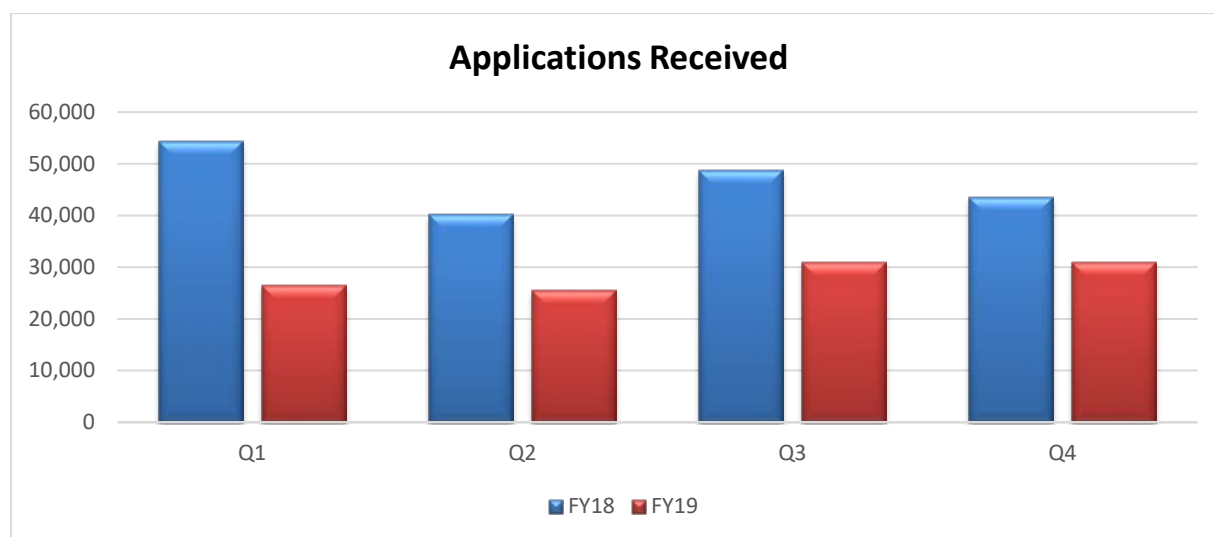
State Personnel's Talent Acquisition staff has, on average, posted an advertisement within (1.1) days from requisitions request being received, which continues to slightly decrease. In comparison, for non-consolidated agencies, the timeframe to post an advertisement from the requisition received date is an average of two (2.2) days, which slightly increased from the 3<sup>rd</sup> quarter. For future reports, State Personnel will not distinguish between consolidated and non-consolidated agencies.



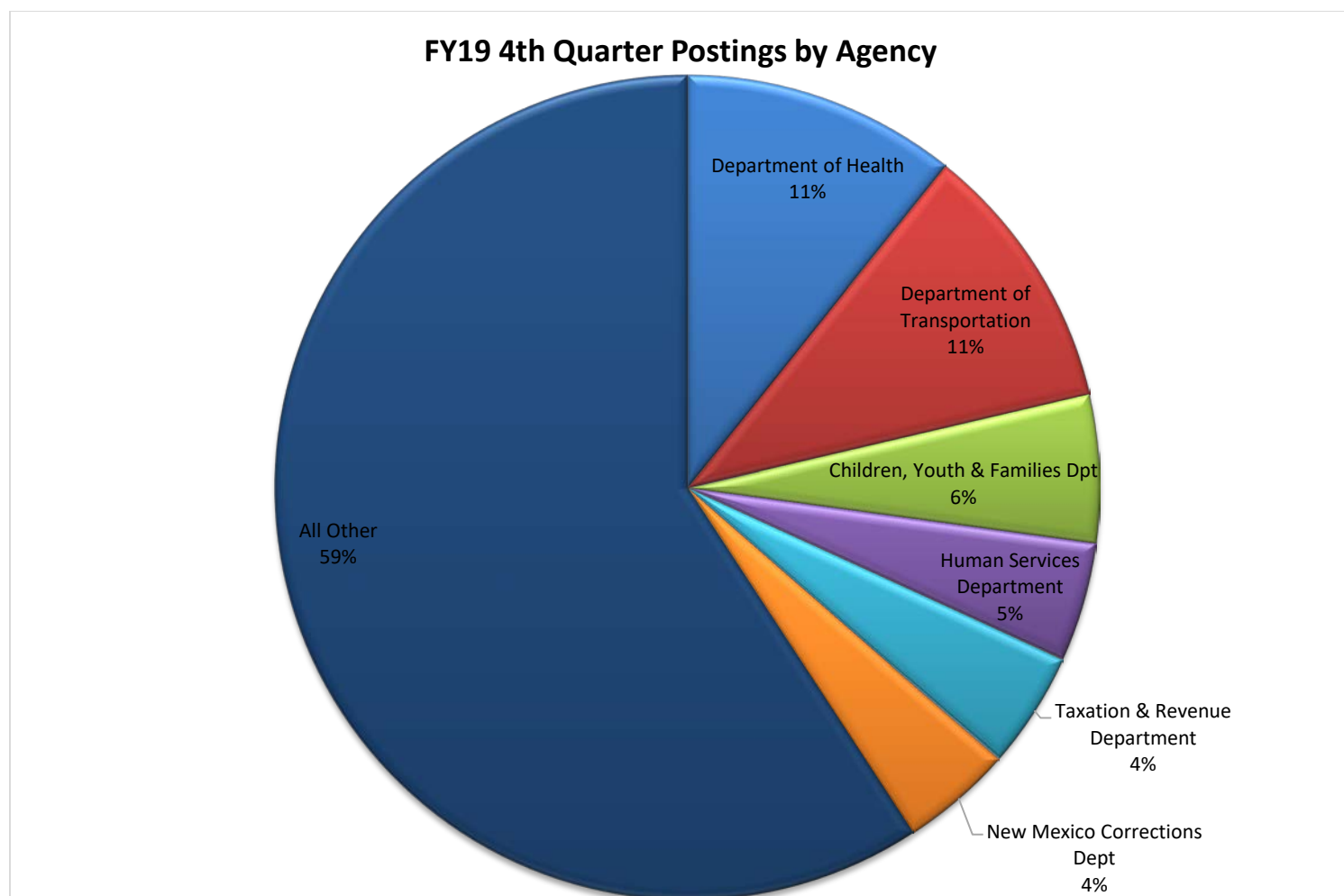
Illustrated below is the Average Number of active Advertisements Open in SHARE Recruitment for each Calendar week for all quarters of FY19. As illustrated, the active Job Advertisements have gradually increased from the launch of SHARE Recruitment despite weekly fluctuations and has peaked during the week of February 11, 2019, with 1,142 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 64% of all jobs advertised this quarter.

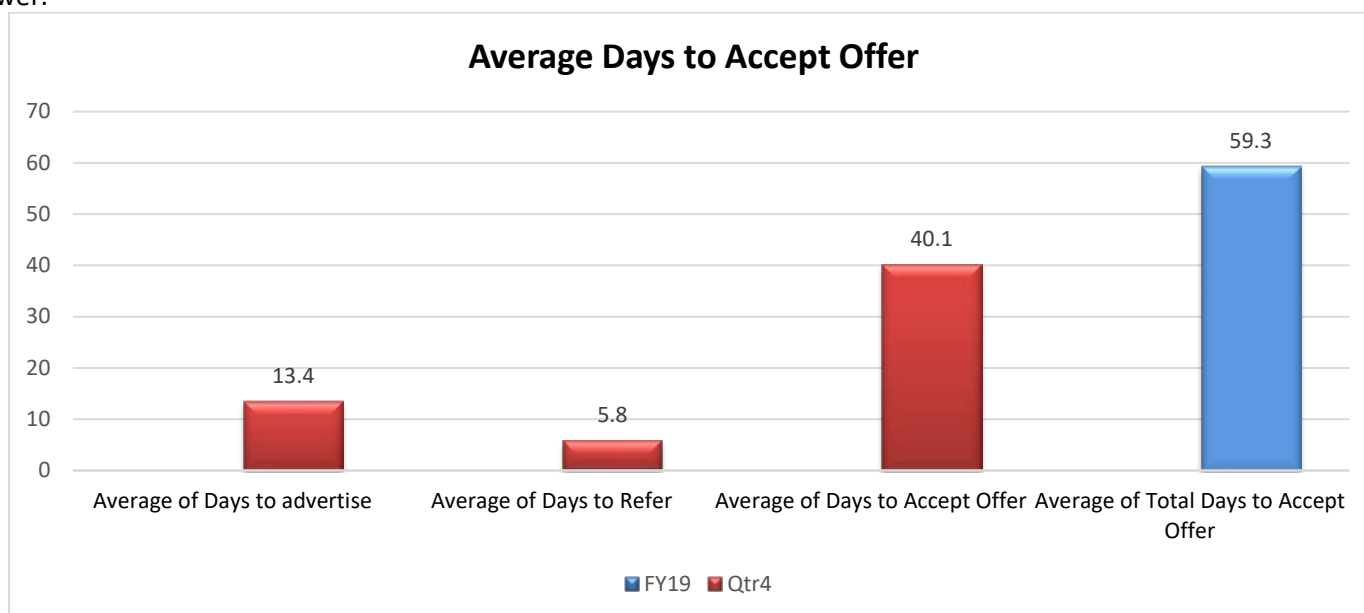


For the 4<sup>th</sup> Quarter in FY19, below are the top 20 Agencies with the greatest amount of posted advertisements, views and applications received.

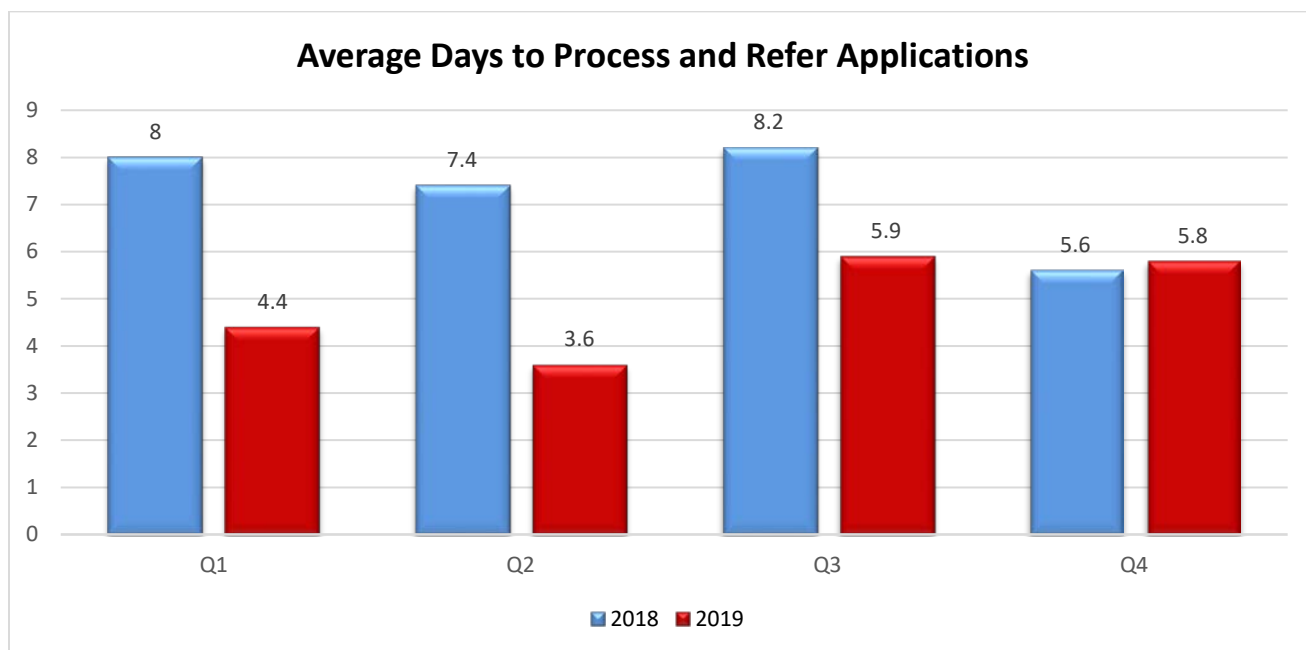
Department	Advertisements	Applications Received	Views
Department of Health	249	5,607	1,108,205
Department of Transportation	246	2,601	567,359
Children, Youth & Families Department	134	3,949	688,873
Human Services Department	108	3,458	597,278
Taxation & Revenue Department	106	2,638	325,501
New Mexico Corrections Department	102	2,150	266,121
Energy, Minerals & Natural Rsrcs Department	61	769	182,403
Department of Environment	49	823	113,960
General Services Department	41	646	111,843
Public Education Department	34	571	123,884
Regulation & Licensing Department	30	654	59,248
Department of Workforce Solutions	25	922	71,950
Department of Cultural Affairs	24	713	105,619
Department of Public Safety	21	707	85,393
Department of Information Technology	17	302	28,662
Office of the State Engineer	17	314	64,095
Public Regulation Commission	16	187	23,854
State Land Office	16	353	39,473
Superintendent of Insurance	15	295	33,622
Aging & Long-Term Services Department	14	298	40,599

## 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. The time to interview and process a hire at the agency level is currently 40 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. The expectation is that a return of HR staff to the agencies in addition to the talent acquisition experience at State Personnel will help decrease the "Average Refer to Answer."



- 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 is reporting from Advertisement Start Date to Acceptance of Offer Letter



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. 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.

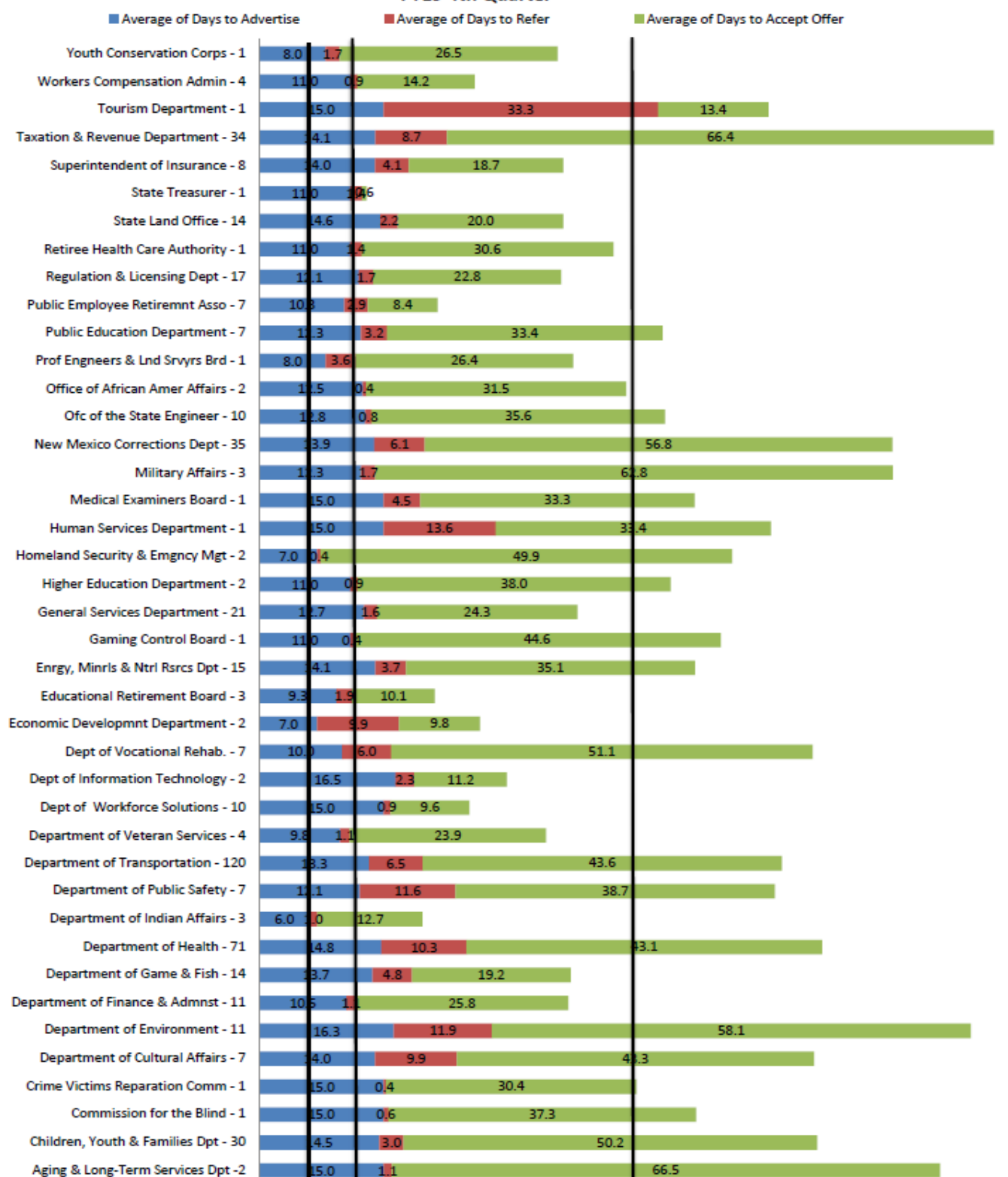
How to interpret the graphs below:

- Average Days a Job is Advertised: The average amount of time a job (excluding continuous postings) is advertised.
- 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 1)

### Average Days to Fill a Position By Offer Accepted FY19 4th Quarter



Average Number of  
Days Advertised  
13.4

Average Days Refer  
Top Ranked  
Applicants to HR  
5.8

Average Days From  
Applicant Referral  
To Job Offer  
Acceptance  
40.1

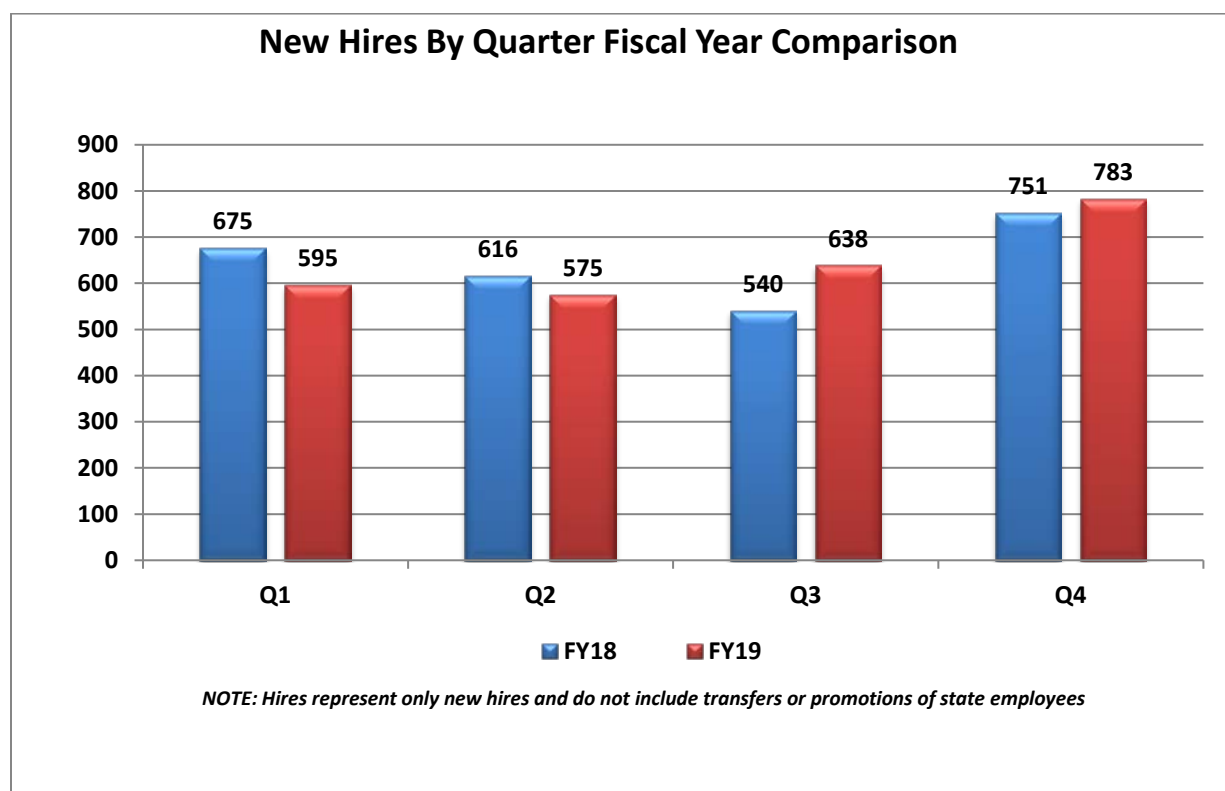
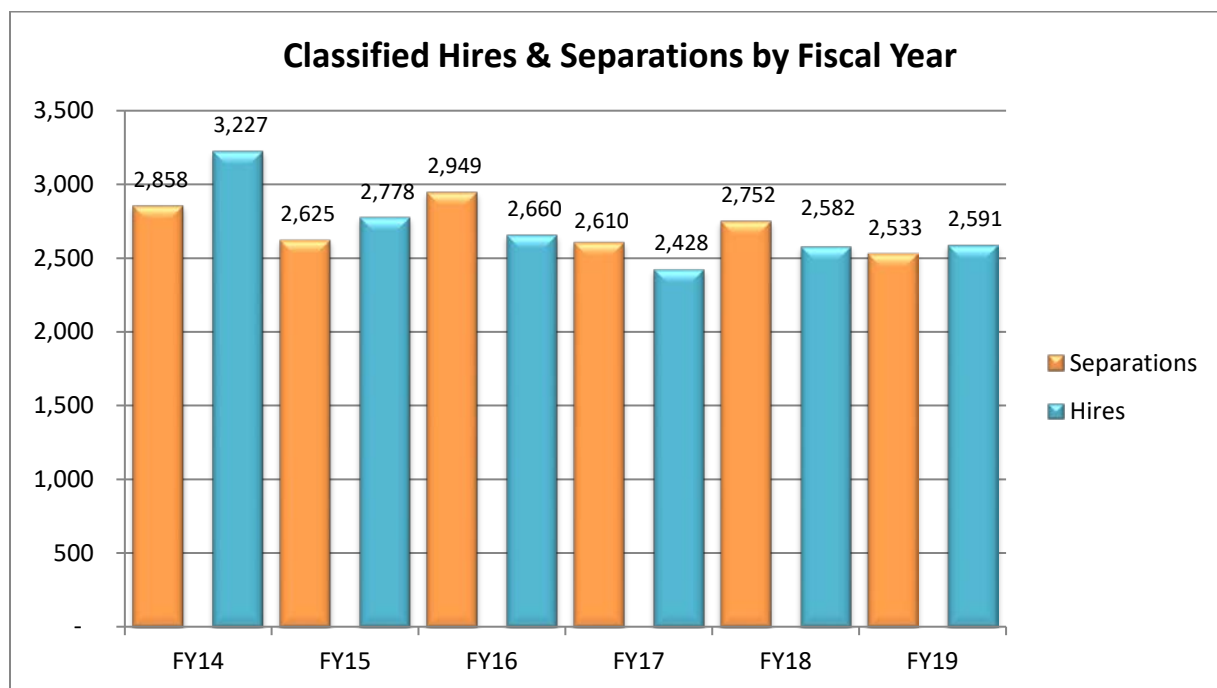
Average Sum of  
Days to Fill a  
Position Across all  
Agencies 59.3

## Classified Service New Hires

In the 4<sup>th</sup> quarter data for new hires is encouraging, with 783 new employees joining State government.

State Personnel is keenly aware that since FY16, the number of separations exceeds the number of hires and is also aware of the variety of factors affecting that disparity every decision and action taken at State Personnel is dedicated to recruiting, and retaining a robust and appropriately-sized workforce.

### New Employee Hires by Fiscal Year (FY14-FY19)

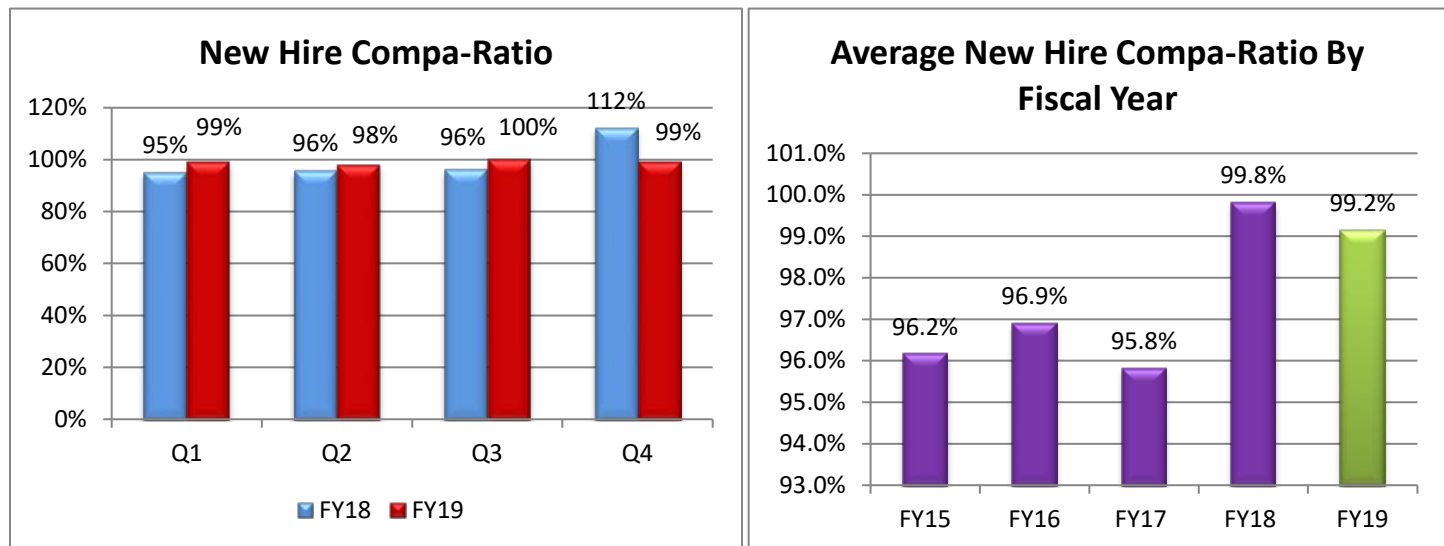




## New Hire Compa-Ratio

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	93.1%	25
30	100.2%	12
35	91.7%	19
40	95.7%	84
45	98.9%	78
50	100.8%	73
55	98.1%	60
60	95.6%	122
65	105.6%	55
70	107.9%	33
75	106.1%	14
80	108.6%	17
85	109.9%	16
90	107.6%	4
95	103.8%	2
98	115.3%	1
CA	92.5%	14
CB	88.8%	4
CD	88.7%	1
EA	100.0%	8

Pay Band	Average of Compa-Ratio	# of Employees
EB	107.0%	7
EC	114.6%	1
ED	106.5%	5
EE	99.3%	2
EF	127.5%	1
EG	89.5%	1
IA	103.4%	4
IB	100.5%	6
IC	93.9%	3
ID	100.6%	4
IE	107.1%	2
IF	106.3%	2
LF	90.0%	1
LG	98.9%	4
LH	90.0%	1
LI	97.9%	1
SD	95.4%	39
SE	98.3%	55
SF	116.1%	2
<b>Grand Total</b>	<b>99.2%</b>	<b>783</b>

## Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	9	9	18	2%
American Indian	23	9	32	4%
Asian	8	3	11	2%
Caucasian	99	85	184	25%
Hispanic	276	162	438	60%
Hawaiian	0	0	0	0.0%
Not Specified	24	22	46	6%
<b>Grand Total</b>	<b>439</b>	<b>290</b>	<b>729</b>	<b>100.0%</b>
	<b>60%</b>	<b>40%</b>		
*28 Gender Not Identified				

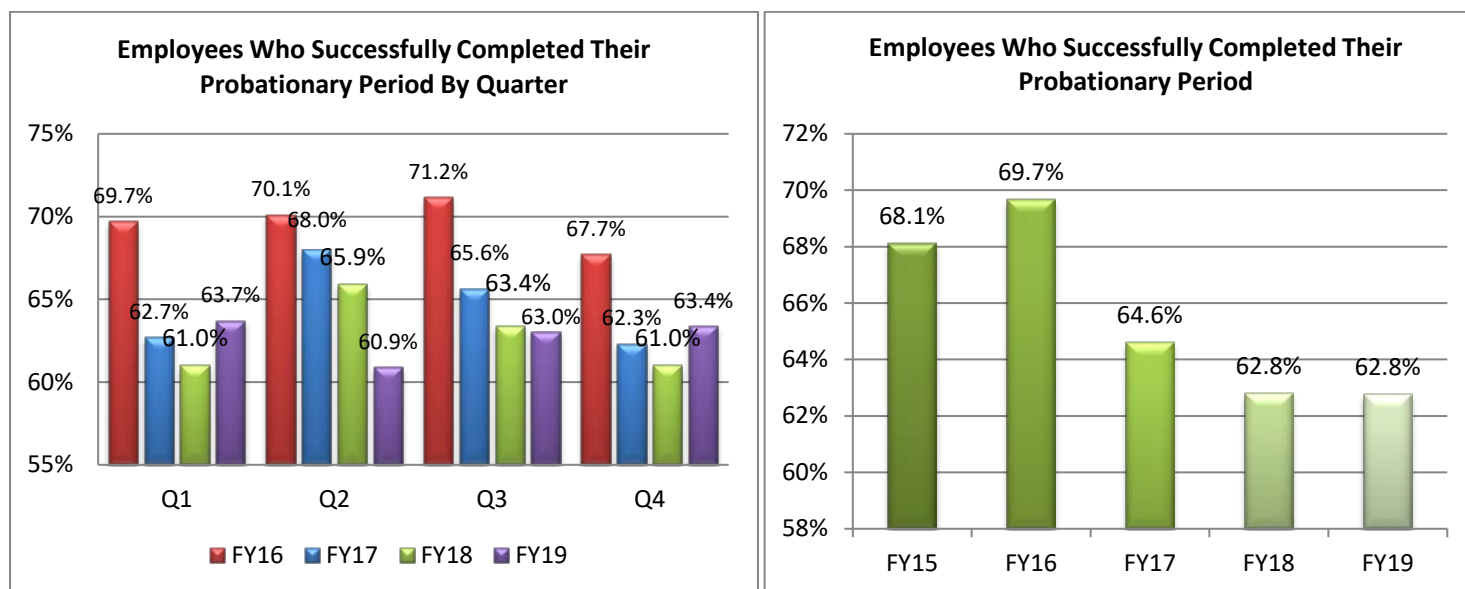
## Performance Evaluations

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.

State Personnel is pleased to report the following:

FY19 employee performance evaluation completion rate is 100%.

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, State Personnel is examining all factors that affect employee retention and talent acquisition, particularly for highly competitive occupations.



## Multiple Components of Pay (MCOP)

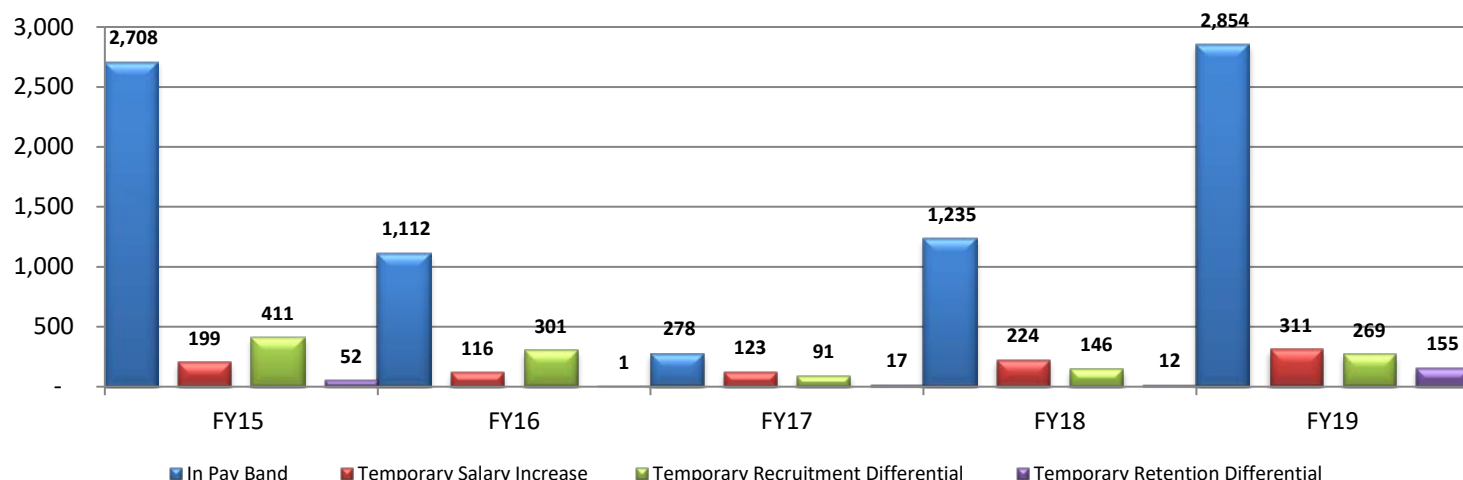
Various pay mechanisms permitted through the SPB Rules were developed to facilitate recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **Temporary Recruitment Differentials (TRECs)** are permitted for positions determined to be critical to meet the business needs of an agency that is experiencing difficulties in recruitment.
- **Temporary Retention Differentials (TRETs)** are permitted to retain an employee critical to meeting the business needs of an agency that would otherwise be disrupted if an employee left the position.
- **Temporary Salary Increases (TSIs)** 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.

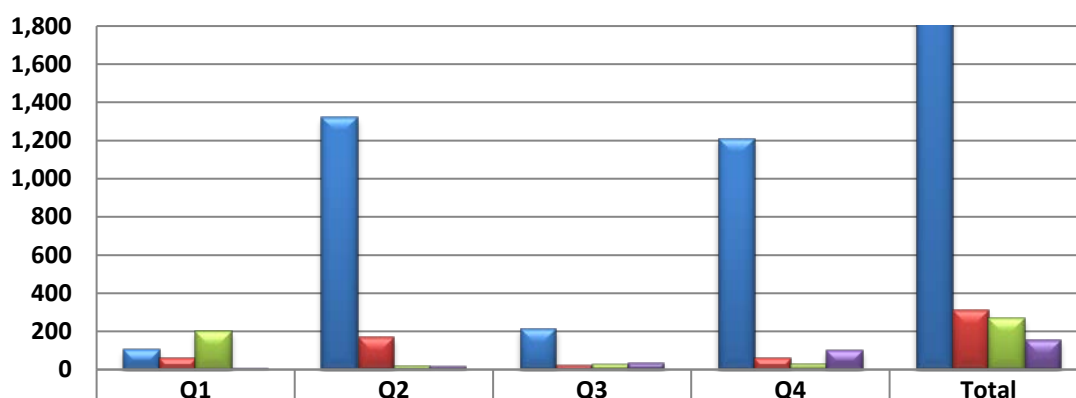
The graph on the next page shows the utilization of MCOPs.

### 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. For FY19, approximately 60% of the granted IPB's were for healthcare and community service related professionals at the Children, Youth and Families Department and the Human Services Department.

### FY19 Multiple Components of Pay By Quarter



	Q1	Q2	Q3	Q4	Total
In Pay Band	104	1,322	214	1,214	2,854
Temporary Salary Increase	59	169	24	59	311
Temporary Recruitment Differential	199	18	27	25	269
Temporary Retention Differential	6	16	31	102	155

Of the 1,214 IPB's granted in the 4<sup>th</sup> Quarter of FY19, nearly 840 IPB's were granted primarily to Community and Social Services related professionals within the Children, Youth Department to assist in retaining community services professionals.

## Overtime and Leave

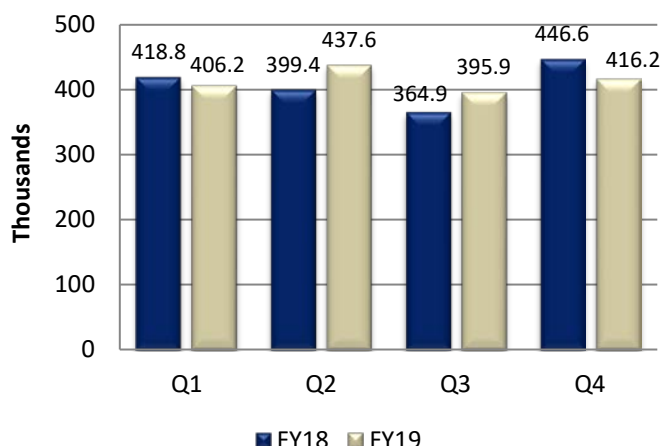
### Overtime

Overtime rates for the 4th Quarter have increased slightly continuing a multi-year trend. Agencies who provide the following services continue to account for the largest overtime use: healthcare facilities, highways and infrastructure, correctional facilities, and law enforcement. The average number of overtime hours worked per employee is stable with prior quarters and with FY18 rates.

### Overtime Cost

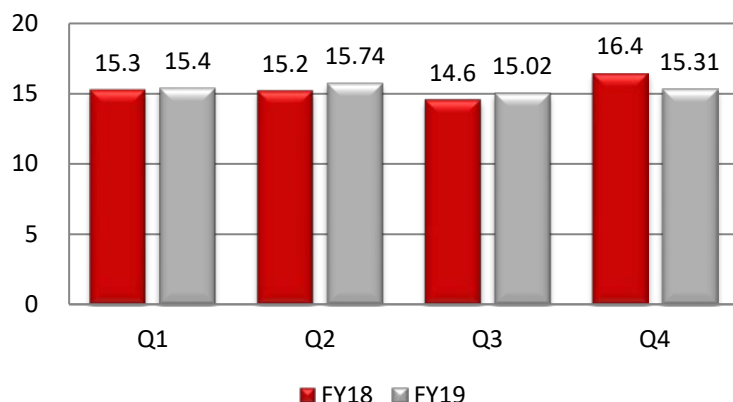


### Overtime Usage

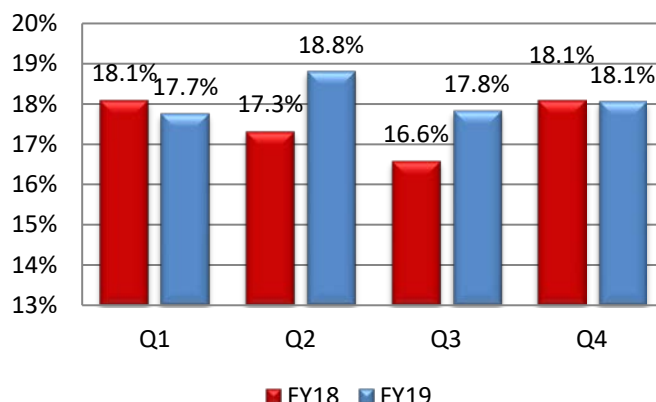


*\*Note: The above graphs account for both overtime accrual and payout at straight time/time and a half. The following time reporting codes are tracked for the purposes of overtime calculation: comp time paid and earned, and overtime paid and earned.*

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



### Average Percentage of Employee Receiving Overtime Per Month

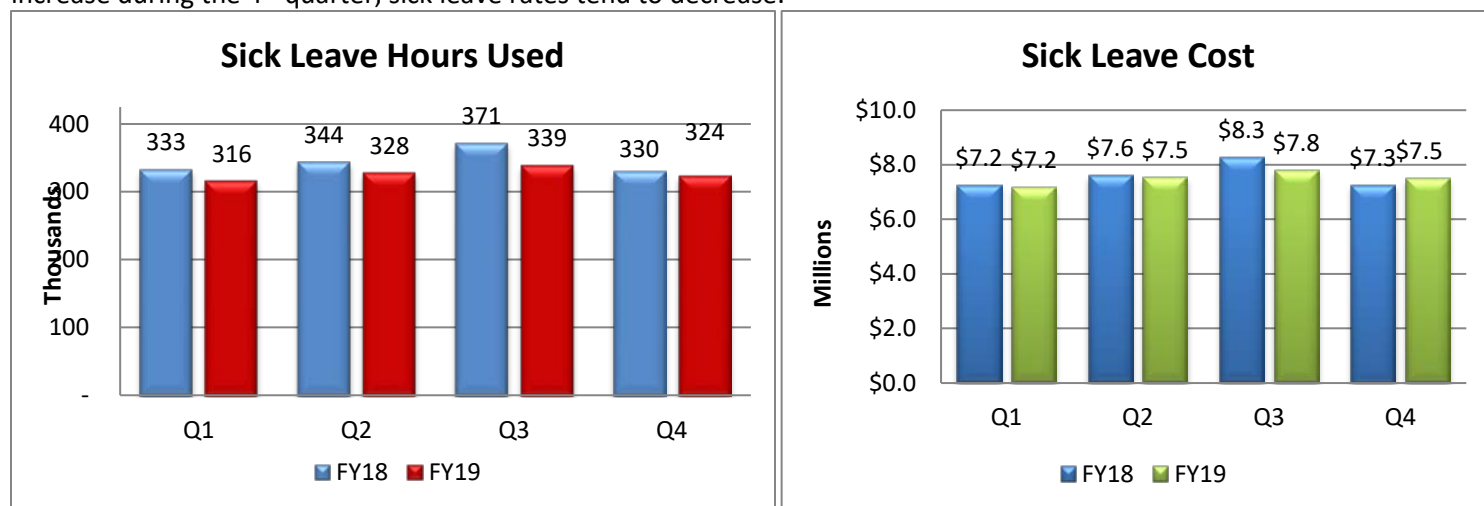


4th Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
New Mexico Corrections Department	160,087	\$3,079,264
Department of Health	92,350	\$1,581,051
Children, Youth & Families Department	44,239	\$1,006,855
Department of Transportation	45,330	\$945,766
Department of Public Safety	14,526	\$292,813
Miners Colfax Medical Center	7,078	\$241,598
Energy, Minerals & Natural Rsrcs Department	5,576	\$132,846
Department of Veteran Services	6,624	\$132,180
Taxation & Revenue Department	5,718	\$111,614
Department of Game & Fish	3,746	\$92,584
Homeland Security & Emergency Managemt	3,165	\$85,740
Department of Workforce Solutions	2,398	\$61,883
Human Services Department	2,127	\$52,549
Public Education Department	1,696	\$51,815
Department of Environment	1,604	\$49,993

4th Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
SpacePort Authority	1,184	\$46,941
Department of Cultural Affairs	2,280	\$42,123
Department of Information Technology	1,747	\$41,616
Military Affairs	1,847	\$40,805
General Services Department	1,290	\$36,912
<b>Top 20 Agencies</b>	<b>404,611</b>	<b>\$8,126,950</b>
<b>All Others</b>	<b>11,560</b>	<b>\$308,395</b>
<b>Grand Total</b>	<b>416,171</b>	<b>\$8,435,345</b>

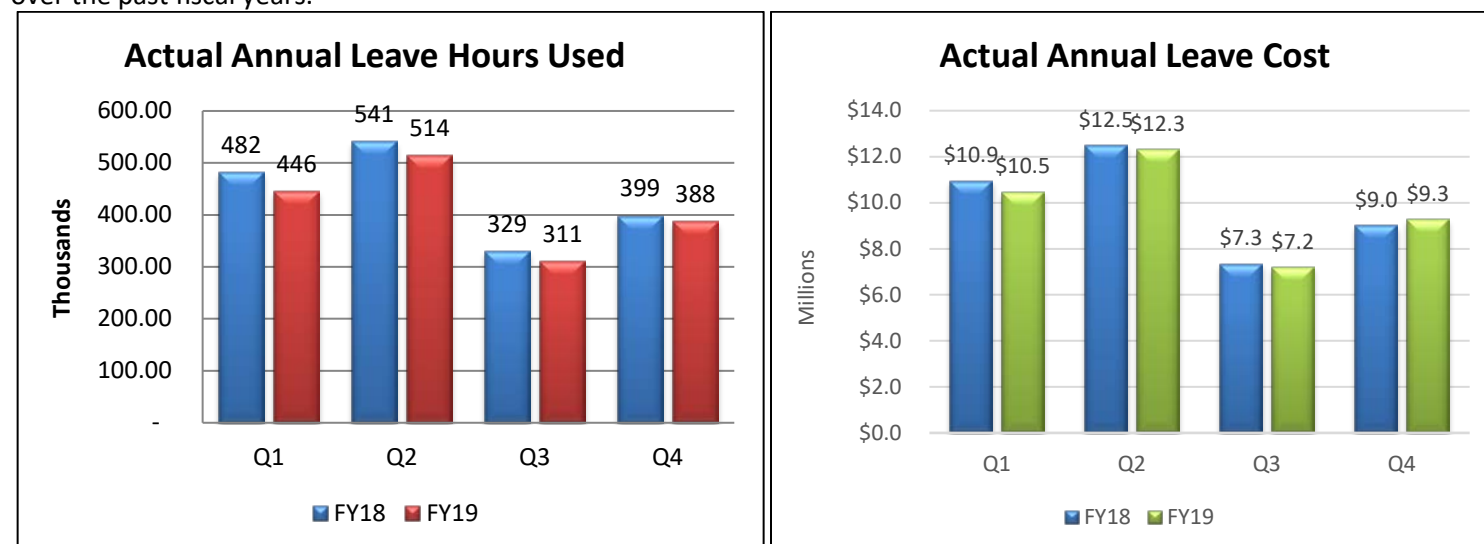
## Sick Leave

Sick leave usage and cost rates continue a multi-year trend of decreasing in the 4<sup>th</sup> quarter. As annual leave rates substantially increase during the 4<sup>th</sup> quarter, sick leave rates tend to decrease.

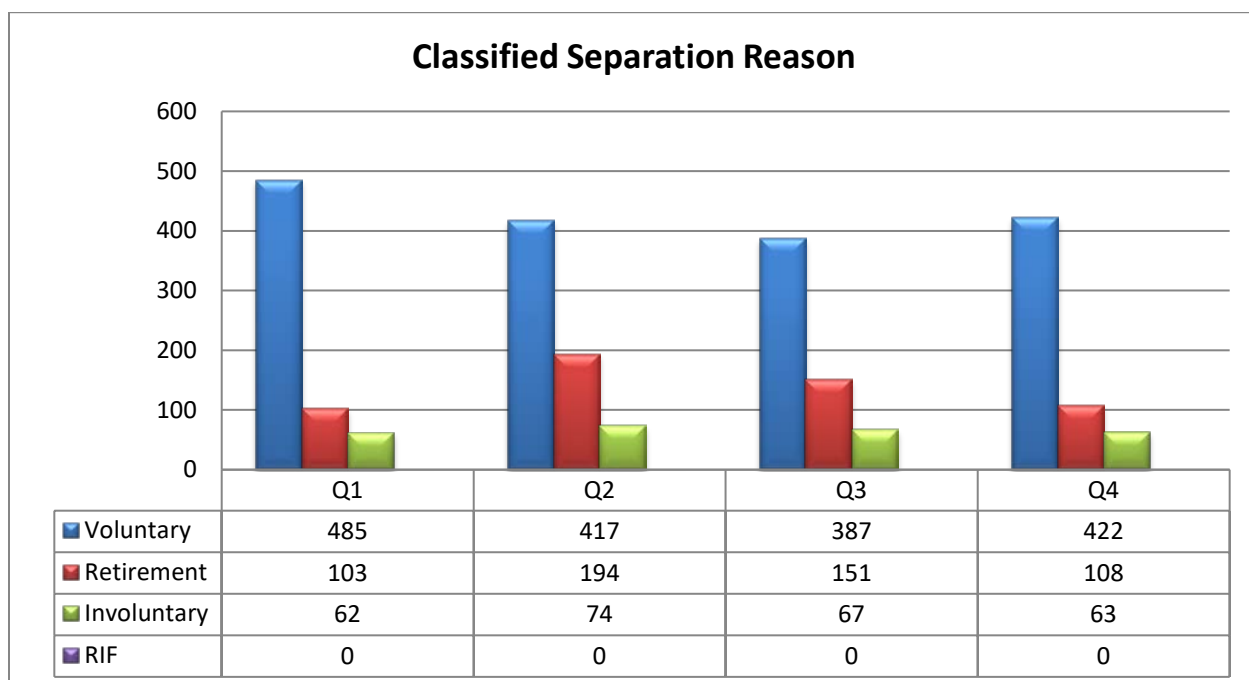
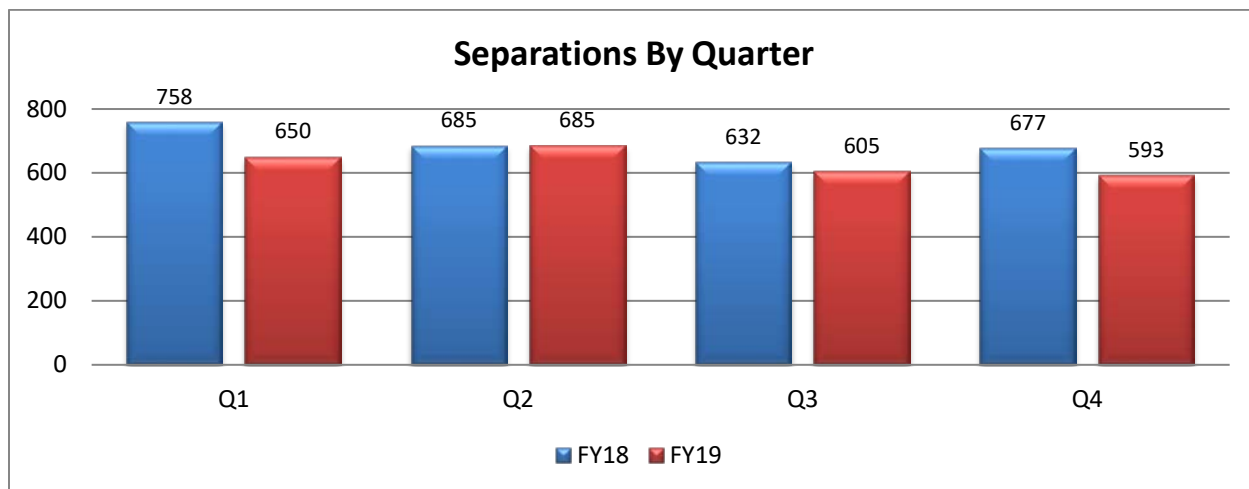
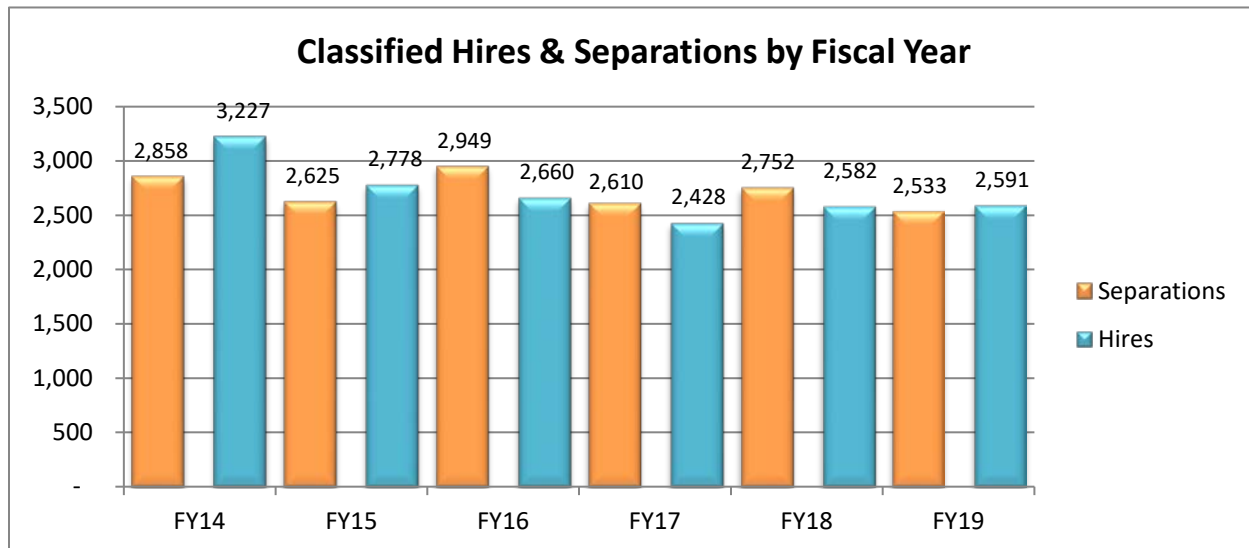


## Annual Leave

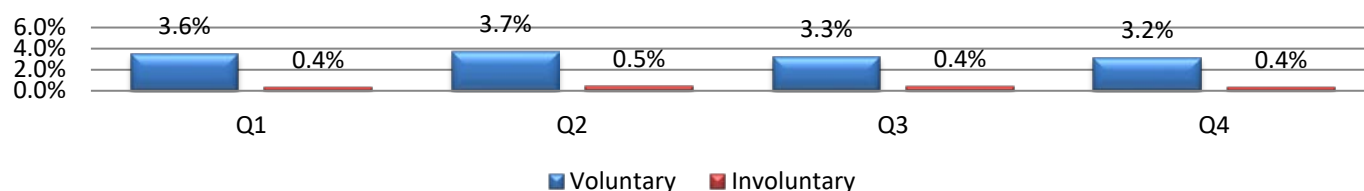
Annual leave usage and cost rates continue a multi-year trend of significantly increasing in the 4<sup>th</sup> quarter after reaching a fiscal year low in the 3<sup>rd</sup> quarter. FY19 4<sup>th</sup> quarter rates are lower when compared to the same quarter last year. The cost and use of annual leave for FY18 is lower than FY18. Rates for the first quarter of FY20 are predicted to increase, in line with trends over the past fiscal years.



## 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 593 separations this quarter, 3.2% were voluntary, and 0.4% 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)	9	6	8	7
Accepted New Job (Non-Comp)	26	18	15	19
Attendance	11	10	10	8
Completion of Contract				
Death	6	9	5	4
Disability Retirement	4	4	4	4
Discharge	1	14	6	13
Dissatisfied w/Type of Work				
Dissatisfied with Supervision			2	
Dissatisfied w/Work Conditions	3	2	2	1
Dissatisfied with Hours				
Dissatisfied with Pay		1		1
Early Retirement	1	2	1	
End of Appointment	4	4	2	4
End Temporary Employment	1	2		
Failed Condition of Employment	7	3	5	4
Falsified Qualifications	1			
Family Reasons	4		3	3
Health Reasons	8	12	6	5
Illness in Family		2		1
Insubordination	1	2	2	2
Lack of Funding				
Leave of Absence Expiration				
Military			2	
Misconduct	28	28	27	23
Mutual Consent		2		
Non Job Connected Medical	1	2	5	1
Normal Retirement	96	187	145	102
Other Medical	8	5	3	6
Personal Reasons	24	15	22	18
Pregnancy			1	1
Quit without Notice	28	22	32	51
Relocation	7	7	5	4
Reorganization			1	
Resignation	346	314	275	293



Reason	Q1	Q2	Q3	Q4
Resignation-Other Position	11	1	1	2
Return to School	5	2	1	2
RIF - SPO Board Approved				
Unforeseen Circumstances			1	3
Unsatisfactory Performance	4	4	11	8
Vested Retirement	2	1	1	2
Violation of Rules	3	4	1	1
<b>Total</b>	<b>650</b>	<b>685</b>	<b>605</b>	<b>593</b>

## Quarterly Classified Employee Separations by Agency

Agency	Number of Employees
Department of Health	145
Children, Youth & Families Department	76
Human Services Department	58
New Mexico Corrections Department	54
Department of Transportation	52
Taxation & Revenue Department	21
Department of Environment	16
Department of Cultural Affairs	13
Department of Public Safety	13
General Services Department	12
Miners Colfax Medical Center	12
Department of Workforce Solutions	11
Department of Veteran Services	10
Public Education Department	9
Regulation & Licensing Department	8
Department of Game & Fish	8
Energy, Minerals & Natural Resources Department	8
Department of Vocational Rehab.	6
Public Regulation Commission	6
State Land Office	5
Department of Information Technology	5
Department of Finance & Administration	5
State Auditor	3
Public Employee Retirement Association	3
Military Affairs	3
Aging & Long-Term Services Department	3
Educational Retirement Board	2
Workers Compensation Admin	2
Crime Victims Reparation Commission	2
Economic Development Department	2
Homeland Security & Emergency Management	2
Office of the State Engineer	2
Higher Education Department	2
State Treasurer	1
Adult Parole Board	1
Youth Conservation Corps	1
Prof Engineers & Land Surveyors Board	1
State Racing Commission	1
Commission of Public Records	1
Superintendent of Insurance	1
Architect Examiners Board	1
State Investment Council	1

Agency	Number of Employees
Department of Indian Affairs	1
Retiree Health Care Authority	1
Secretary of State	1
Commission for the Blind	1
Livestock Board	1
<b>Total</b>	<b>593</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 in the 4<sup>th</sup> Quarter of FY19 is 7.8%. 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	Voluntary Retirement	Involuntary
30800	State Auditor	21	18.8%	0.0%	4		2	0
33300	Taxation & Revenue Department	760	10.7%	10.1%	81	77	2	2
33700	State Investment Council	14	7.0%	0.0%	1	0	0	0
34000	Administrative Hearings Office	15	0.0%	0.0%	0	0		
34100	Department of Finance & Administration	114	17.6%	15.0%	20	17	3	0
34200	Public School Insurance Authority	6	17.6%	0.0%	1	0	0	0
34300	Retiree Health Care Authority	22	13.6%	0.0%	3	0	1	0
35000	General Services Department	224	12.9%	10.3%	29	23	2	4
35200	Educational Retirement Board	51	0.0%	0.0%	0	0		
36100	Department of Information Technology	126	4.0%	2.4%	5	3	2	0
36600	Public Employee Retirement Association	66	19.6%	19.6%	13	13	0	0
36900	Commission of Public Records	25	43.4%	0.0%	11	0	1	0
37000	Secretary of State	36	5.6%	5.6%	2	2	0	0
37800	State Personnel Board	29	6.9%	0.0%	2	0	0	1
39400	State Treasurer	22	27.7%	0.0%	6	0	0	0
40400	Architect Examiners Board	1	225.0%	0.0%	3	0	1	0
41700	Border Development Authority	14	0.0%	0.0%	0	0		
41800	Tourism Department	36	2.8%	0.0%	1	0	0	0
41900	Economic Development Department	106	2.8%	0.0%	3	0	1	0
42000	Regulation & Licensing Department	204	12.3%	11.8%	25	24	0	1
43000	Public Regulation Commission	98	11.2%	10.2%	11	10	1	0
44000	Superintendent of Insurance	53	18.9%	18.9%	10	10	0	0
44600	Medical Examiners Board	17	12.0%	0.0%	2	0	0	0
44900	Board of Nursing	20	0.0%	0.0%	0	0		
46000	EXPO New Mexico	12	0.0%	0.0%	0	0		
46400	Prof Engineers & Land Surveyors Board	17	5.8%	0.0%	1	0	0	1
46500	Gaming Control Board	31	3.2%	3.2%	1	1	0	0
46900	State Racing Commission	7	27.3%	0.0%	2	0	0	0
47900	Veterinary Examiners Board	6	0.0%	0.0%	0	0		
49500	SpacePort Authority	138	0.0%	0.0%	0	0		
50500	Department of Cultural Affairs	281	6.8%	5.0%	19	14	4	1
50800	Livestock Board	134	0.7%	0.0%	1	0	1	0
51600	Department of Game & Fish	296	6.7%	6.4%	20	19	1	0
52100	Energy, Minerals & Natural Rsrcs Dept	225	12.9%	12.4%	29	28	1	0
52200	Youth Conservation Corps	42	0.0%	0.0%	0	0		
53900	State Land Office	165	0.6%	0.0%	1	0	1	0
55000	Office of the State Engineer	168	7.1%	5.4%	12	9	3	0
60300	Office of African American Affairs	6	252.6%	0.0%	16	0	1	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
60400	Com for Deaf/Hard of Hearing	25	8.0%	0.0%	2	0	0	0
60600	Commission for the Blind	37	10.8%	10.8%	4	4	0	0
60900	Department of Indian Affairs	74	0.0%	0.0%	0	0		
62400	Aging & Long-Term Services Department	683	2.2%	1.9%	15	13	2	0
63000	Human Services Department	1225	11.5%	10.0%	141	123	10	8
63100	Department of Workforce Solutions	287	8.7%	7.7%	25	22	1	2
63200	Workers Compensation Admin	138	2.2%	2.2%	3	3	0	0
64400	Department of Vocational Rehabilitation	148	13.5%	12.8%	20	19	1	0
64500	Governor's Comm. on Disability	14	0.0%	0.0%	0	0		
64700	Dev Disabilities Planning Commission	78	0.0%	0.0%	0	0		
66200	Miners Colfax Medical Center	1010	1.5%	1.4%	15	14	1	0
66500	Department of Health	1950	15.0%	13.0%	292	254	19	19
66700	Department of Environment	349	11.8%	9.8%	41	34	7	0
66800	Office of Natural Resources Trustee	68	0.0%	0.0%	0	0		
67000	Department of Veteran Services	741	3.6%	3.1%	27	23	2	2
69000	Children, Youth & Families Department	1254	13.8%	12.4%	173	155	7	11
70500	Military Affairs	83	13.2%	13.2%	11	11	0	0
76000	Adult Parole Board	596	0.2%	0.0%	1	0	0	0
77000	NM Corrections Department	1194	13.0%	0.0%	155	0	7	10
78000	Crime Victims Reparation Commission	138	2.9%	0.0%	4	0	1	0
79000	Department of Public Safety	268	0.0%	0.0%	0	0		
79500	Homeland Security & Emergency Mgt	697	0.0%	0.0%	0	0		
80500	Department of Transportation	1393	0.0%	0.0%	0	0		
92400	Public Education Department	142	0.0%	0.0%	0	0		
94900	NM Education Trust Board	14	0.0%	0.0%	0	0		
95000	Higher Education Department	39	0.0%	0.0%	0	0		
<b>Totals</b>		<b>16,255</b>	<b>7.8%</b>	<b>5.7%</b>	<b>1,264</b>	<b>925</b>	<b>86</b>	<b>62</b>
<b>Percent Turnover by Reason</b>						<b>73.2%</b>	<b>6.8%</b>	<b>4.9%</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. Therefore, the vacancy rate is higher than the vacancy rate for funded positions. Determining the vacancy rate in each agency is determined from the DFA FY19 Operating Budget numbers for each agency, since the FY19 General Appropriations Act does not contain information on authorized versus funded FTE (equivalent employees working full-time).

## Quarterly Vacancy Rates for 20 Key Agencies

Business Unit	AGENCY NAME	Q1	Q2	Q3	Q4
33300	Taxation & Revenue Department	27.2%	27.6%	26.7%	26.1%
35000	General Services Department	18.7%	18.4%	20.1%	16.6%
36100	Department of Information Tech	33.8%	36.8%	38.2%	38.2%
42000	Regulation & Licensing Department	21.5%	20.9%	21.2%	18.7%
50500	Department of Cultural Affairs	15.6%	13.0%	12.8%	12.3%
51600	Department of Game & Fish	14.2%	12.6%	12.9%	11.4%
52100	Energy, Minerals & Natural Resources Department	22.0%	24.5%	25.6%	10.8%
55000	Office of the State Engineer	25.4%	25.1%	25.7%	23.1%
62400	Aging & Long-Term Services Department	17.5%	12.4%	15.8%	17.1%
63000	Human Services Department	17.8%	17.3%	17.0%	15.0%

Business Unit	AGENCY NAME	Q1	Q2	Q3	Q4
63100	Department of Workforce Solutions	22.2%	22.6%	24.0%	19.5%
64400	Division of Vocational Rehabilitation	27.6%	32.2%	33.7%	33.7%
66200	Miners Colfax Medical Center	-0.9%	0.0%	-1.8%	-0.4%
66500	Department of Health	21.9%	23.4%	22.1%	21.2%
66700	Department of Environment	16.6%	18.2%	16.4%	17.2%
69000	Children, Youth & Families Department	19.1%	18.8%	19.4%	17.8%
77000	New Mexico Corrections Department	25.4%	26.2%	27.4%	27.5%
79000	Department of Public Safety	20.4%	20.0%	21.3%	19.5%
80500	Department of Transportation	19.2%	20.4%	19.4%	17.3%
92400	Public Education Department	20.7%	22.8%	22.8%	24.6%
Statewide Vacancy Rate		20.9%	21.4%	21.4%	19.9%

## 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 Training Bureau is also updating the Fundamentals of Supervision course and, during the 4<sup>th</sup> quarter, started to invite Subject Matter Experts from across the Administration to help inform that revision.

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

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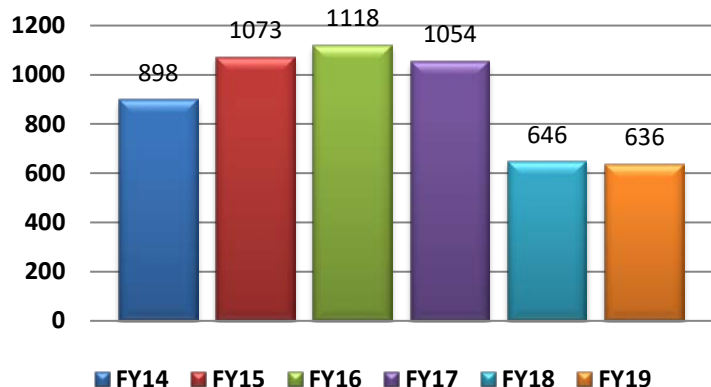
## Instructor – Led Core Curriculum Classes

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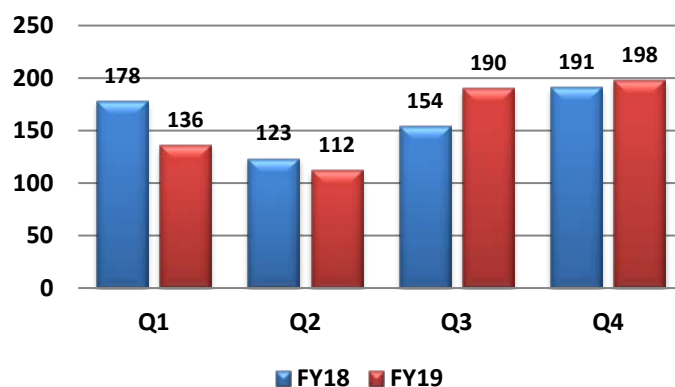
The SPO Training Bureau delivers professional development in both mandatory and statutory instructor-led and eLearning course blocks:

**Managing Employee Performance (MEP):** The MEP is mandated by the SPB Rules. See 1.7.9.9(A) NMAC. Topics of discussion include employee evaluations, communication, and documentation in support of teams and projects. This course promotes accountability and collaboration through all levels of management and supervision. In FY19 4<sup>th</sup> Quarter, the MEP Training was conducted for 198 managers and supervisors from various agencies.

### Managing Employee Performance by Fiscal Year

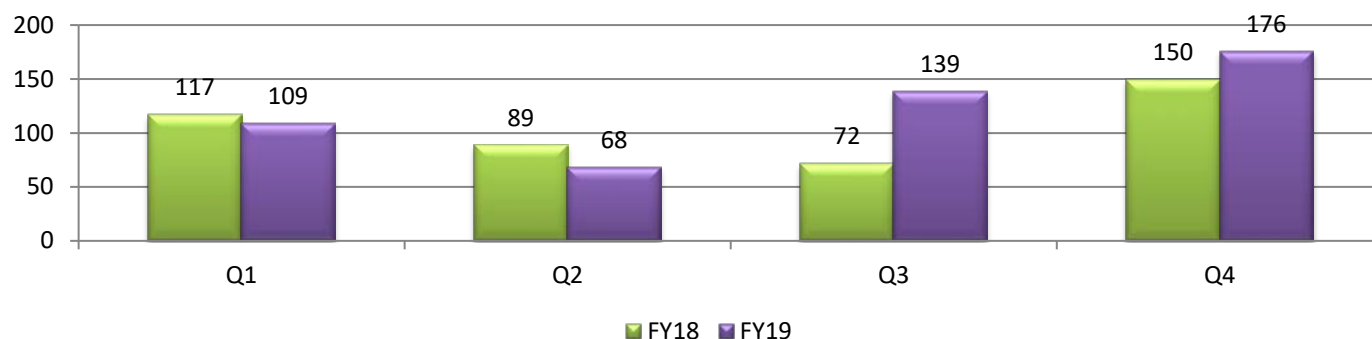


### Managing Employee Performance by Quarter



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

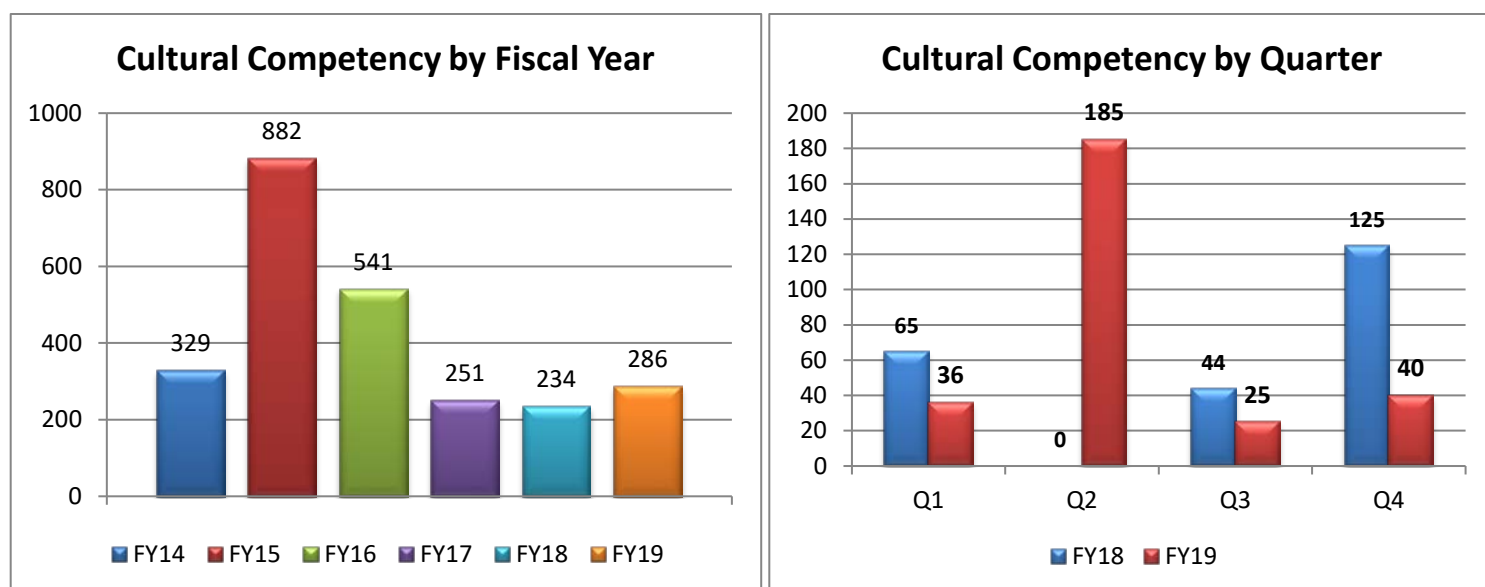
### Fundamentals of Supervision Training



**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. During the 4<sup>th</sup> quarter, and as a result of conversations during the 2019 Tribal Summit, State Personnel and IAD agreed to meet in early FY20 to discuss updating this training.

The current Cultural Competency training curriculum currently includes:

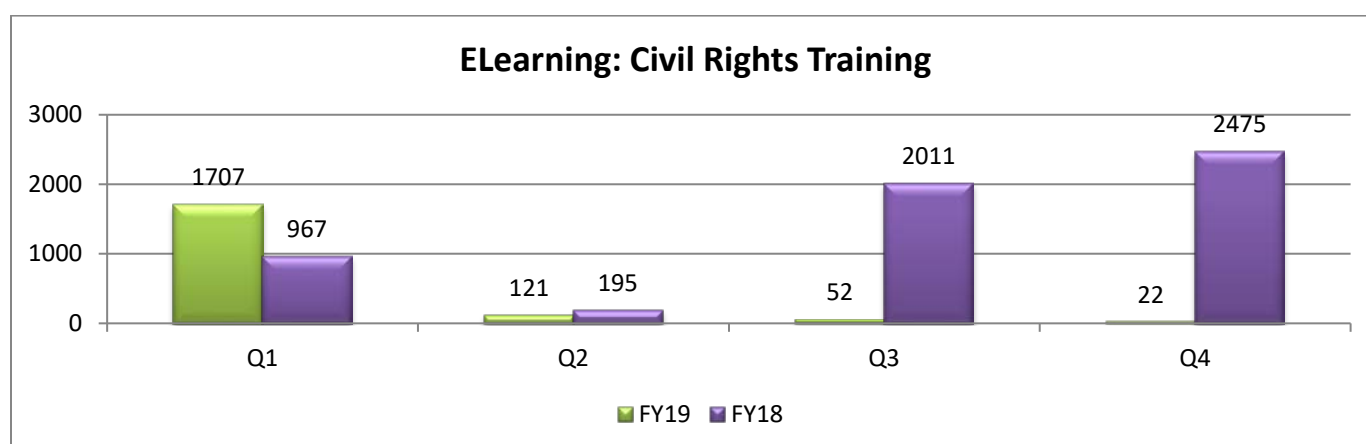
- An introduction to the unique legal and political status of New Mexico Indian Nations, Pueblos, and Tribes, with a review of Federal Indian policies and laws;
- An examination of tribal governments and authorities;
- Collaboration and consultation principles and guidance;
- Communication skills; and,
- 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 22 State employees participated in the training in the 4<sup>th</sup> Quarter of FY19. Due to the Civil Rights training being an annual requirement for all state employees and audits being conducted for compliance, there is typically an increase in agencies registering their employees in the 4<sup>th</sup> Quarter of the Fiscal Year to comply.

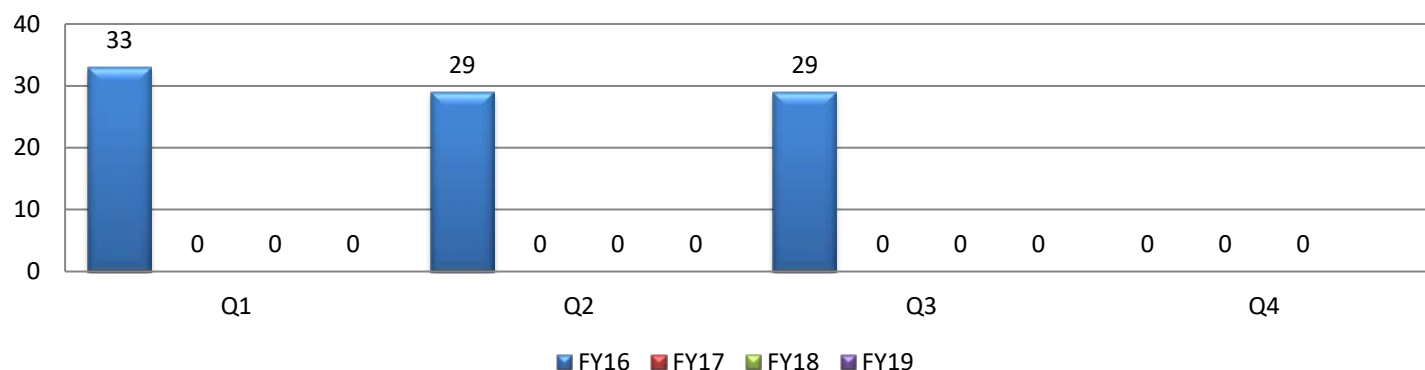
All eLearning courses are available through an institutional learning management system from Brightspace. SPO Brightspace allows State employees to access course materials and conduct course activities from anywhere, and anytime they can access internet.



## 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.

### SHARE HCM



## 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 16 appeals in the 4<sup>th</sup> Quarter of FY19.*

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	FY19 Total
Appeals Pending	25	28	39	37	37
New Appeals Filed	12	16	19	14	61
Appeal Disposition	9	13	8	16	46



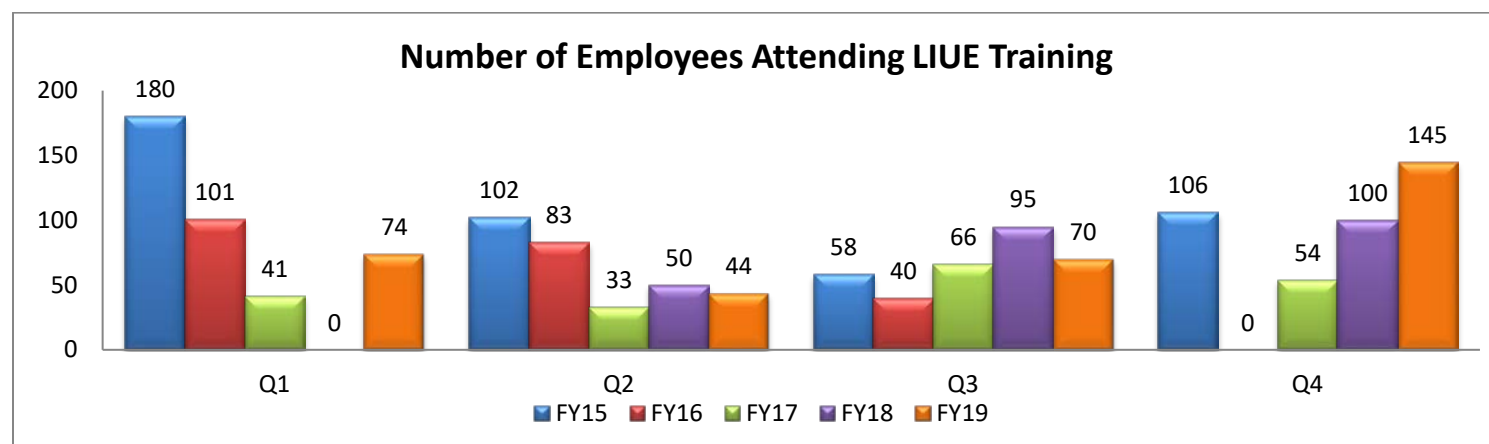
## Labor Relations Division (LRD)

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 State Personnel Office, 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 work actively with state agencies and signatory unions in administering the CBAs that benefit the State and its unionized workforce. In this capacity, LRD 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; the Communication Workers of America (CWA), and the American Federation of State, County and Municipal Employees (AFSCME).

FY19 4<sup>th</sup> Quarter proved to a busy Quarter for the State Personnel Office Labor Relations (LR) Team. Five (5) Prohibited Practice Complaints (PPC's) from FY19 1<sup>st</sup> and 2<sup>nd</sup> Quarter were settled. The LRD hosted and led two (2) Labor Engagement and Development (LEAD) meetings with Bargaining Unit (BU) agencies attending in April and May. In the spirit of collaboration, both CWA and AFSCME attended the May meeting. The LRD used the LEAD meetings to both disseminate knowledge of the settlements and discuss implementation with HR managers and Union Representatives.

LRD continues to train Living in a Union Environment (LIUE) and Workplace Investigations (WPI) as a means to educate and prevent grievances, PPC's, Disciplinary Appeals and Grievance Arbitrations. The LRDD team held two (2) LIUE trainings open to all agencies and three (3) agency specific LIUE courses for Human Services Division (HSD), Taxation and Revenue Department (TRD), and State Personnel Office. Additionally, the LRD team taught one (1) WPI course and conducted labor relations training for new staff at several agencies.



During the 4<sup>th</sup> Quarter of FY19, it was reported that twenty-four (24) union grievances were filed. Of the twenty-four (24) grievances filed, nineteen (19) grievances were filed by AFSCME, and five (5) were filed by CWA. Of the twenty-four (24) union grievances filed, six (6) were settled, one (1) timed out (a.k.a. Dead on Time), two (2) were withdrawn a fifteen (15) of the remaining grievances are pending. There was one (1) grievance arbitration invoked this quarter by AFSCME. There was one (1) grievance arbitrations invoked for this quarter and one (1) Prohibited Practice Complaints filed for this quarter.

There were two (2) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the 4<sup>th</sup> quarter. Of the appeals invoked, one (1) was invoked by CWA and one (1) was invoked by an employee covered by AFSCME opting to go pro se. In comparison, five (5) bargaining unit employees chose to appeal their discipline to the SPB. All five (5) appeals to the SPB were filed by AFSCME Bargaining Unit employees.



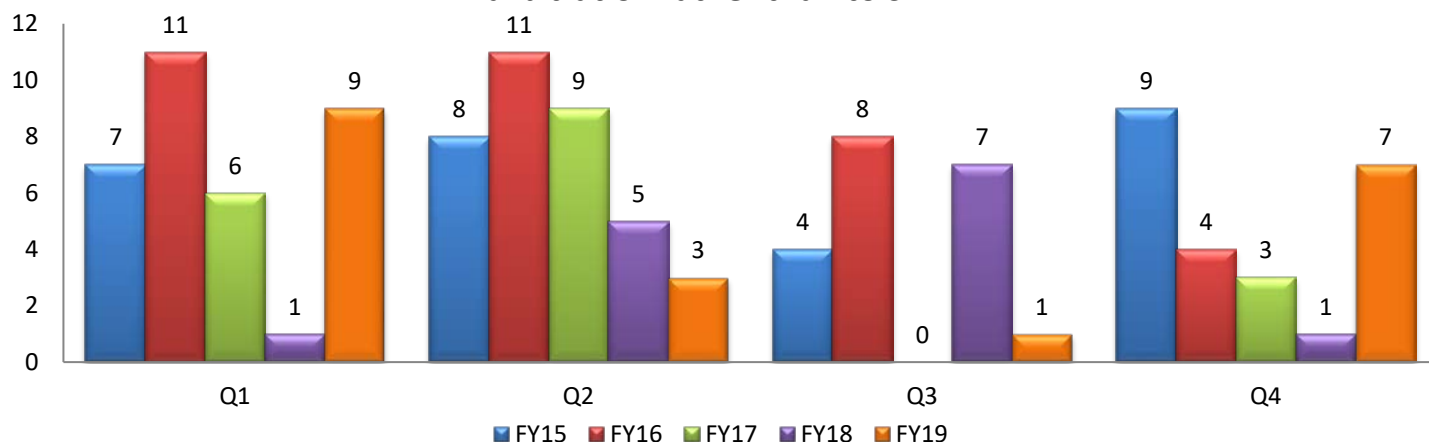
### Labor Relations Division At A Glance Performance Measures for FY19 4<sup>th</sup> Quarter

AFSCME

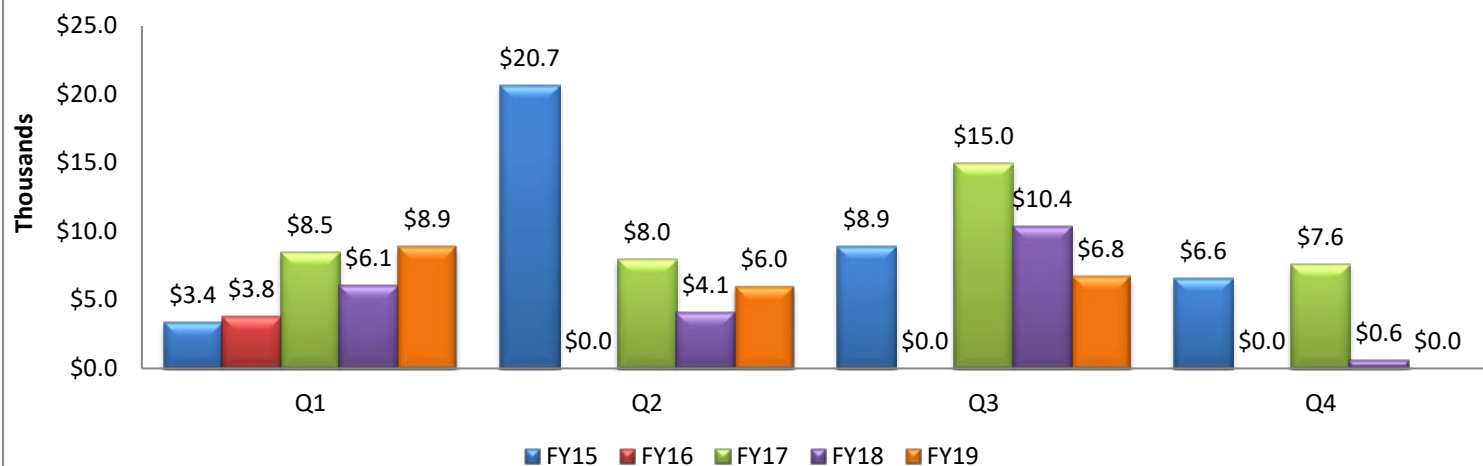
CWA

Total number of union grievances filed by each union	29	8
Total number of disciplinary actions appealed to an arbitrator, by each union	6	1
Total number of grievance arbitrations, by each union:	7	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	\$0	

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



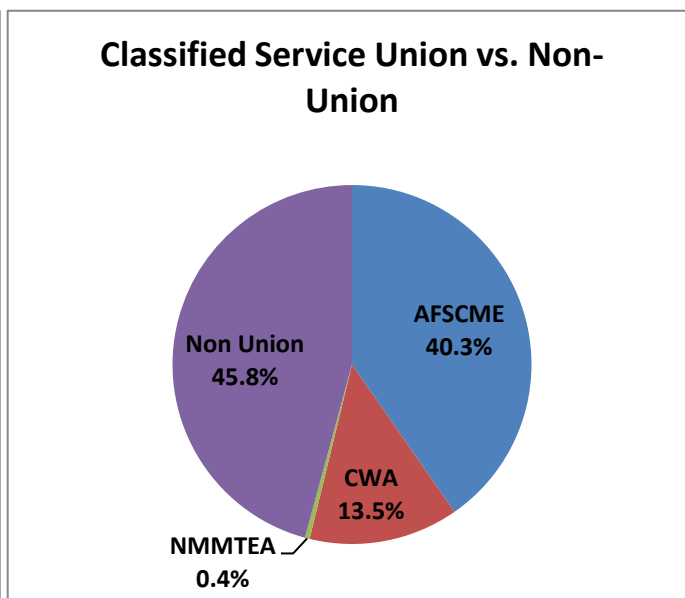
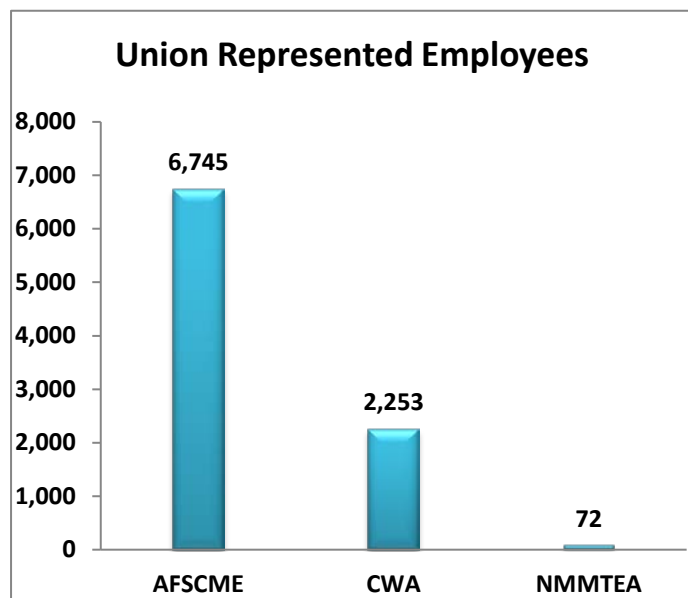
#### Actual Cost Paid by the State for Arbitration



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## Quarterly Union Represented vs. Non Union

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## Quarterly Performance Measures

<b>FY19 Approved Quarterly Performance Measures</b>	<b>FY19 Targets</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>FY19 Total</b>
Average number of days to fill a position from the date of posting	55	43.0	44.8	53.9	59.3	50.3
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	26.7	28.8	35.6	40.1	32.8
Average number of days to advertise a position following the agency request	9	1.2	0.7	0.2	0.3	0.6
Percent of employees who successfully complete their probationary period	75%	63.7%	61%	63%	63.4%	62.8%
Percent of “voluntary” classified employee turnover (leaving State service)	15%	3.6%	3.7%	3.4%	3.2%	13.9%
Percent of “involuntary” classified employee turnover (leaving State service)	5%	0.4%	0.5%	0.4%	0.4%	1.7%
Average State classified employee compa-ratio	≥95%	103.96%	102.04%	102.3%	102.9%	102.8%
Average State classified new hire compa-ratio	91%	99%	98%	100%	99%	99%
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	9	3	1	7	20
Average cost paid by State for arbitration of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	\$6,500	\$8,935	\$6,000	\$6,750	\$0	\$5,421
State-wide classified service vacancy rate	13%	18.9%	19.2%	19.3%	17.7%	18.78%
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%	19.9%	31%	18%	22.2%	22.8%

<b>FY19 Approved Annual Performance Measure</b> <i>*These measures will be reported on a FY end basis</i>	<b>FY19 Targets</b>	<b>FY19 Total</b>
Percent of department/agencies with over 90 percent completed evaluations	95%	100%
Percent of eligible State classified employees with a completed performance appraisal on record at the close of the fiscal year	95%	95%
Number of rule compliance audit reviews performed during the fiscal year	22	22
Percent of rule compliance review audit exceptions corrected within six months of discovery	100%	100%
Number of digitized personnel records	1,000	
Number of human resources trainings offered annually	50	