New Mexico

State Personnel Office

FY19 2nd Quarter Workforce Report

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

Contents

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.

Since January 2018, State Personnel has endeavored to implement a HR consolidation model in order to centralize Human Resource activities. (Prior to "HR Consolidation," State Personnel had a "Shared Services" model in place with General Fund agencies with fewer than 100 Full-Time-Employees in order to provide those smaller agencies with HR service.) There are 38 agencies who currently belong to the HR Consolidated model, and which receive 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 CYFD staff still provide HR functions to CYFD only.)

During the second quarter, SPO continued to focus on recruitment, including implementation of a new recruitment module in SHARE, working with state agencies to decrease the amount of time taken to fill positions, and working to improve overall hiring efficiency. The average days to refer applicants have continued to decline since FY13. The number of days for HR staff to refer applicants to hiring managers during the quarter decreased to three (3) days.

SPO continued to partner with agencies on enhancing recruitment for the State. For example, SPO created the "Rapid Hire Program" to assist agencies when standard recruitment efforts were proving 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.

During the second quarter, 575 new hires were made, while 685 employees separated from State service Included in the number of separations, 194 employees retired from state service. Of the entire State service, 3.7% of employees separated voluntarily, while only 0.5% separated involuntarily. The Statewide Vacancy Rate for the quarter increased to 19.2%. SPO's Talent Acquisition Division and State agencies will continue to work diligently together to reduce vacancy rates by managing the time it takes to advertise and fill a position.

Finally, during the second quarter of FY19, Governor-Elect Lujan Grisham's Transition Team conducted interviews of State Personnel staff in order to provide the incoming Administration and State Personnel Director with as much information as possible to aid in their transition and to minimize any disruption in service to the agencies.
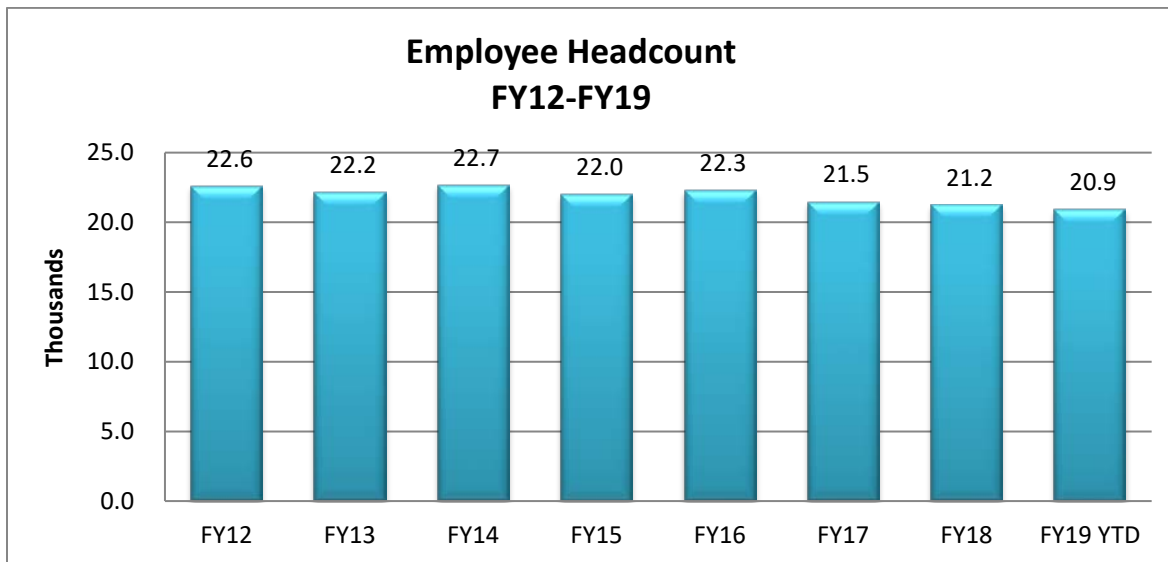
State Personnel's mission is to help Agencies facilitate their collective mission – to serve the people of New Mexico.

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.

Employee Headcount FY12-FY19

FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19 YTD
22.6	22.2	22.7	22.0	22.3	21.5	21.2	20.9

(Thousands)

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.

Fiscal Year Percent of Increase/Decrease (Employee Headcount)

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Executive	-6.6%	-2.3%	2.7%	-3.31%	1.11%	-5.48%	-1.48%	-2.05%
Legislative	0.6%	1.2%	-4.62%	1.21%	0.00%	-7.88%	3.95%	-1.27%
Courts	-2.6%	0.4%	-0.3%	-0.18%	1.51%	10.14%	1.18%	1.07%
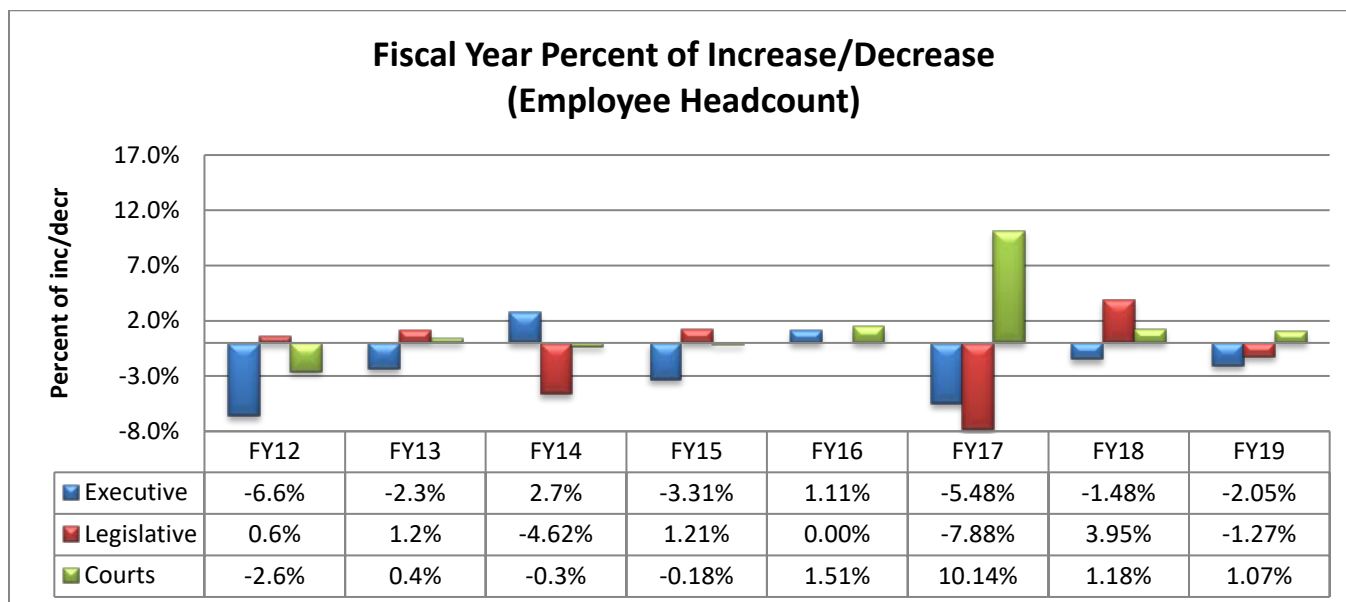
Classified Service at a Glance

| Employee Count: 16,435 | Regular: 14,423 | Term: 1,908 | Temporary: 104 | Managers: 1,719 | Supervisors: 1,374 |

Classified Employees Workforce

	FY18 Q2	FY18 Q3	FY18 Q4	FY19 Q1	FY19 Q2
Regular Employees	14,827	14,748	14,631	14,479	14,423
Term Employees	1,812	1,910	1,837	1,934	1,908
Temporary Employees	115	138	218	124	104
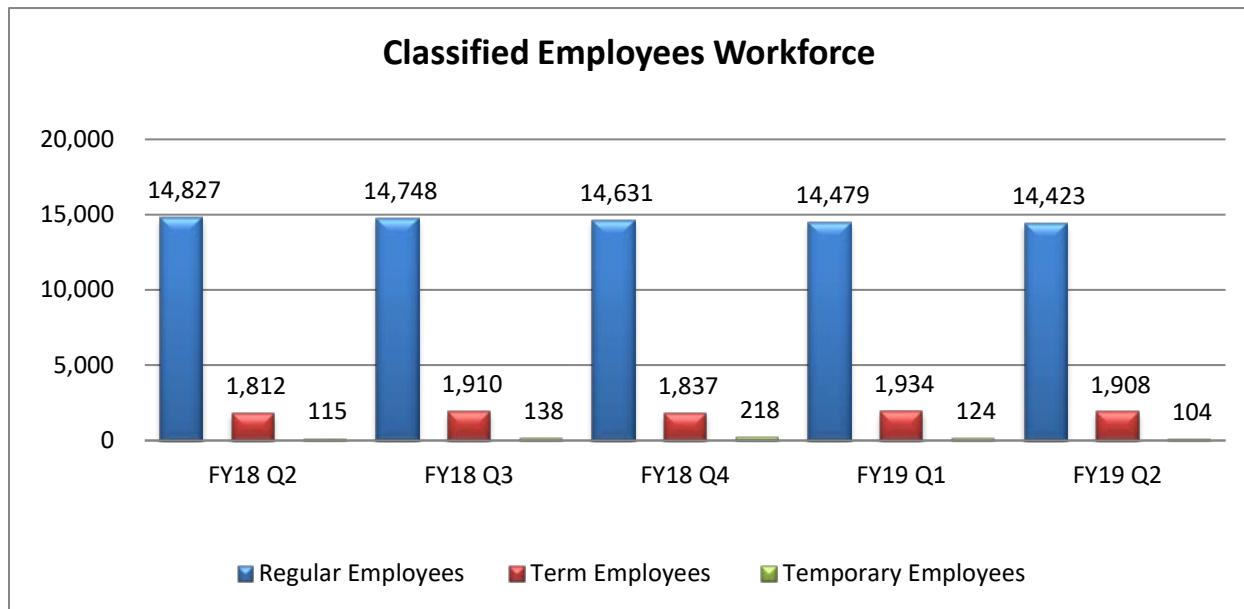
Workforce Data	
Union Represented Employees	54.3%
Minority	65.4%
Female	52.6%
Male	47.4%

TOTAL COMPENSATION December 31, 2018		
AVERAGE BASE SALARY $47,778	AVERAGE TOTAL COMPENSATION $82,212	
AVERAGE BENEFIT $34,435		
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 102.04%		

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.

Total Classified Compensation

Legend: ■ Average Base Salary ■ Average Benefit

	FY15	FY16	FY17	FY18	FY19
Average Benefit	$30,054	$33,208	$33,413	$33,671	$34,435
Average Base Salary	$44,554	$44,803	$45,302	$45,926	$47,778
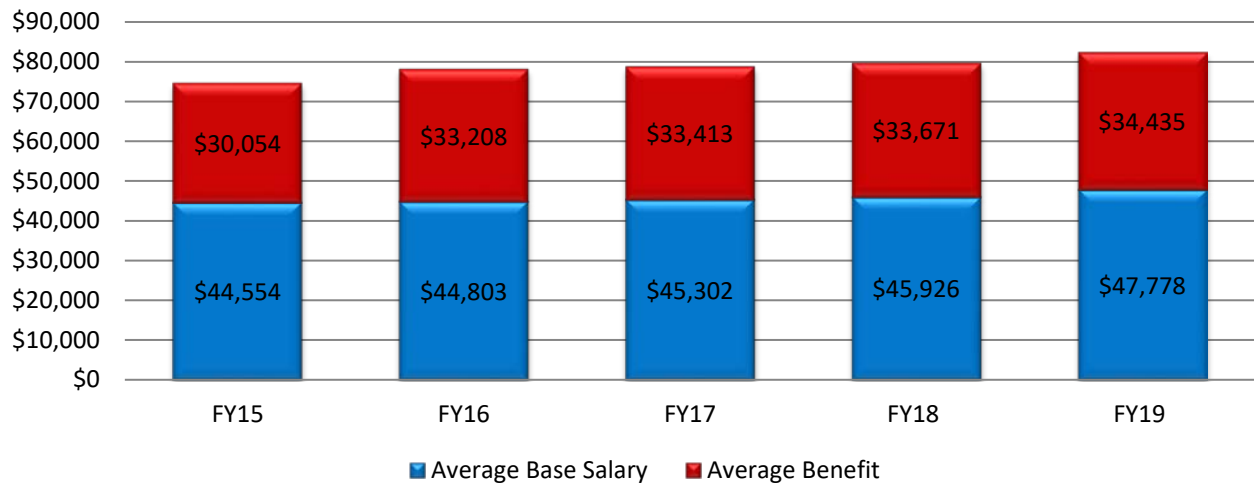
Average Employee Compa Ratio

FY15	FY16	FY17	FY18	FY19 YTD
101.7%	102.1%	101.4%	101.1%	102.0%
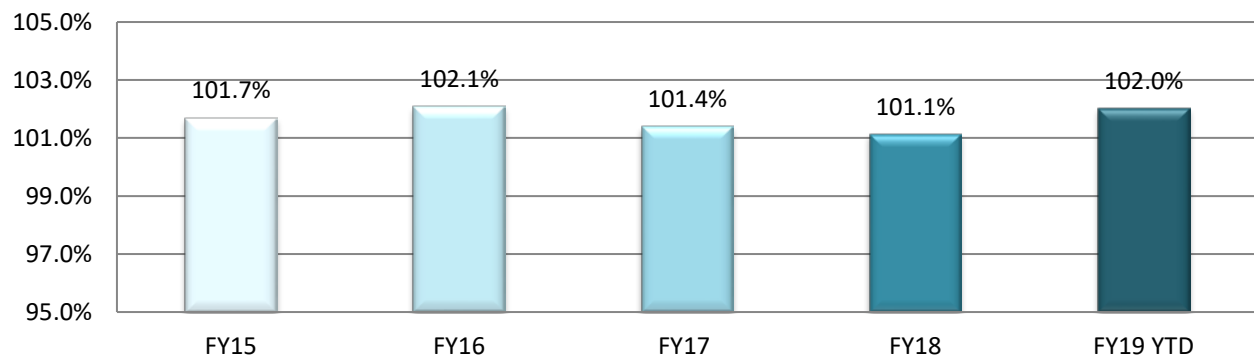
The FY18 decrease in average compa-ratio is attributed to the implementation of classification studies and four (4) new salary structures.

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 FY19, two (2) additional salary schedules, the Social Services (Child Protective Services) and Attorney classified, have been approved and implemented. SPO will implement Healthcare salary structures in the near future. Trends for these new salary schedules will develop over time.

Salary Schedule Compa-Ratio

Legend: ■ General Classified ■ Corrections Classified ■ Information Technology Classified ■ Engineer Classified ■ Architect Classified ■ Attorney Classified ■ Social Services (CPS)
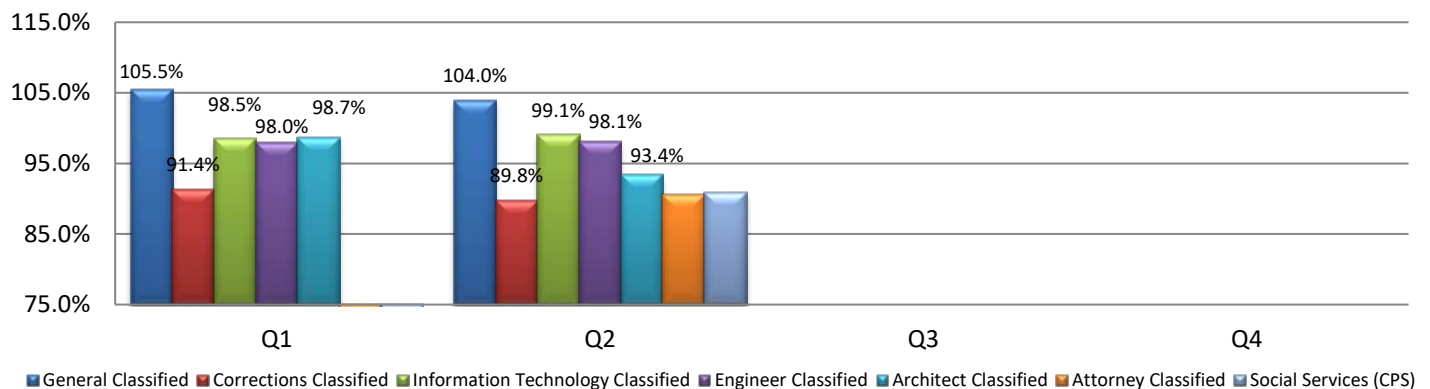
Classified Service Recruitment

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).

Steps Followed Once an Applicant Applies for a Position

Minimum Qualification Screening

The applicant is notified immediately upon submitting an application if they meet the requirements of the position.

Applicant Ranking

Applicants are ranked based on their responses to supplemental questions.

Residency & Veteran's Preference

Additional preference points are awarded to rankings for:

- Years of NM Residence
- Veteran's Status

Application Review

Hiring managers receive the top 15 ranked applicants and inform their HR rep of the candidates they are requesting to interview. HR confirms that the applicants qualify for the position before the hiring manager can proceed.

Selection Process

Hiring managers proceed with the interviews and partner with assigned Human Resource Representative to process their hire.

Revised 07.01.2018

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?

- o None
- o 3 months of experience
- o 6 months of experience
- o 1 year of experience
- o 2 years of experience
- o 3 years of experience
- o 4 years of experience
- o 5 years of experience
- o 6 years of experience
- o 7 years of experience
- o 8 years of experience
- o 9 years of experience
- o 10 years of experience

EXAMPLE 2

How many years of experience do you have in budget development for a governmental agency?

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

Driven, focused questions based on specific position needs.

General, not specific to the job being advertised.

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,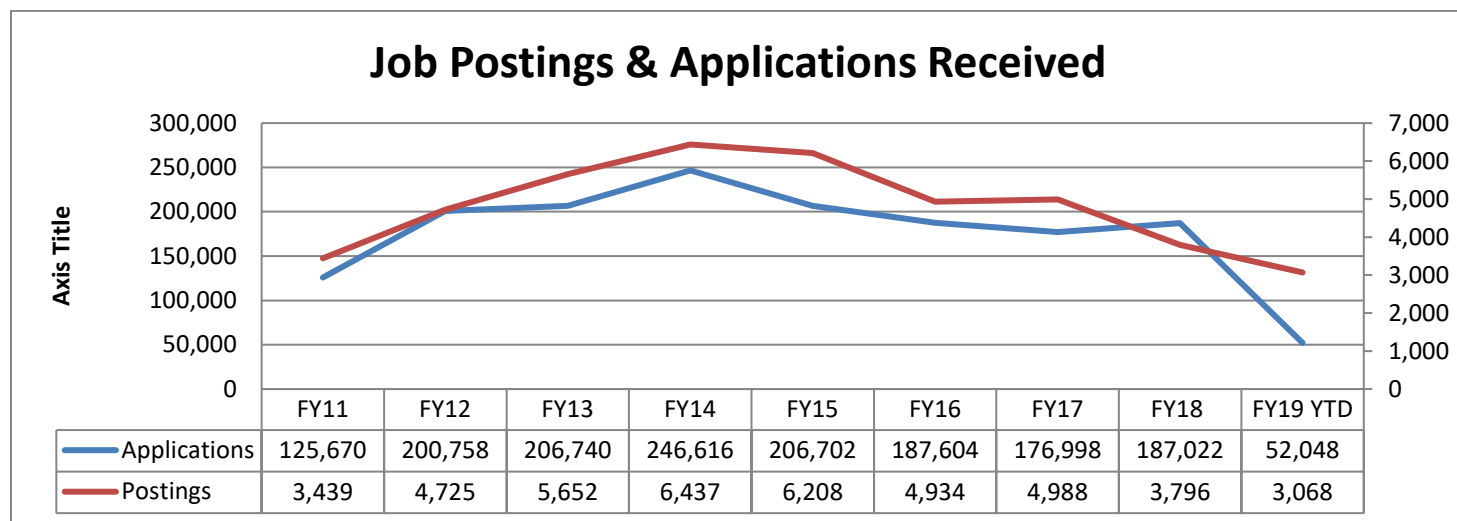 challenging job duties, a need for specific expertise, or the need for a large number of workers without the population to fill them.

FY19 2nd Quarter Continuous Job Postings
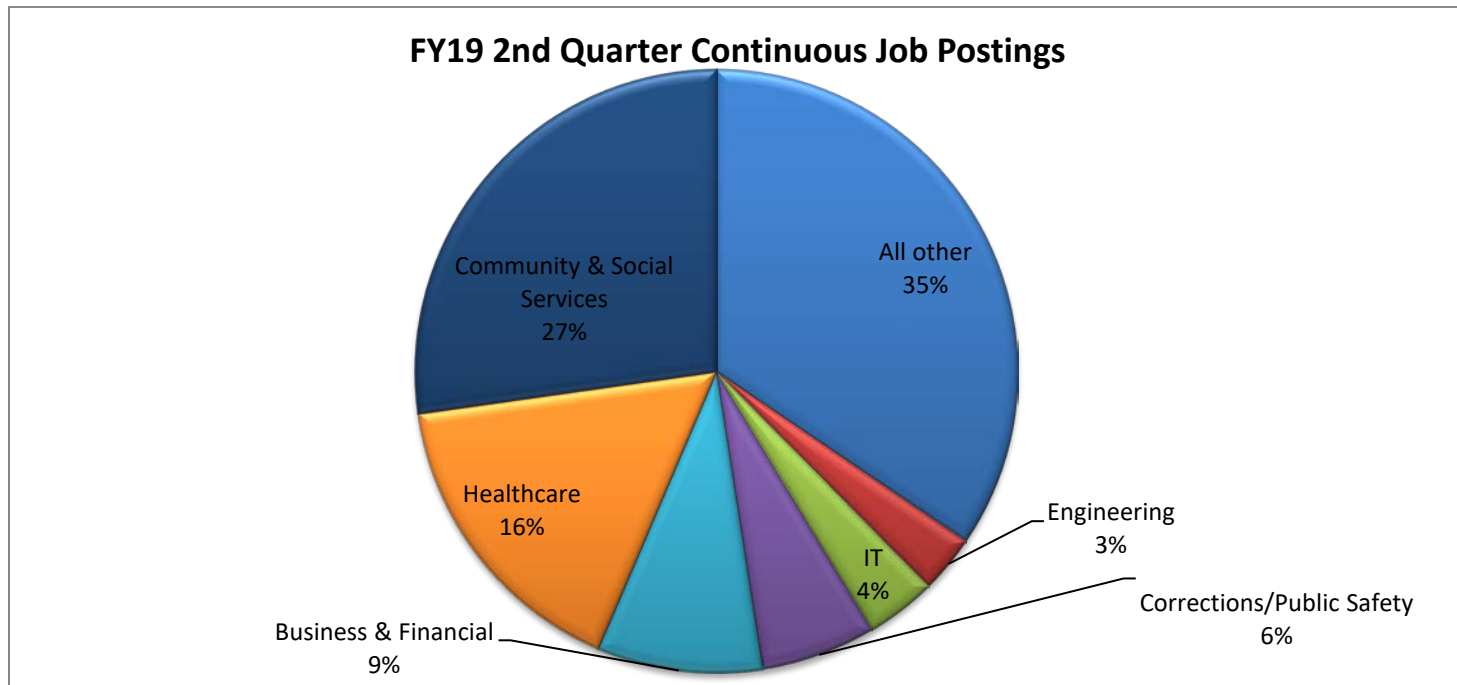
Approximately 50% of continuous advertisements were for positions in a Healthcare, Public Safety and/or Corrections or Community and Social Services related field.

Advertisement Postings and Applications

Job Postings & Applications Received

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19 YTD
Applications	125,670	200,758	206,740	246,616	206,702	187,604	176,998	187,022	52,048
Postings	3,439	4,725	5,652	6,437	6,208	4,934	4,988	3,796	3,068

Since 2012, posted advertisements on NEOGOV have been viewed over 20 million times. Since the inception of the SHARE Recruitment module, the total clicks on posted advertisements recorded for the 2nd Quarter in FY19 was over 4.8 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	7,471,412

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 (3.4) days from requisitions request being received, which increased by one (1) day from last Quarter. In comparison, for non-consolidated agencies, the timeframe to post an advertisement from the requisition received date is an average of three (3.8) days, which also increased from the 1st quarter. Therefore, initial data reflects that HR Consolidation Phase I show to improve efficiency and effectiveness for Recruitment.


Consolidated vs Non-Consolidated Agencies Average Days to Post
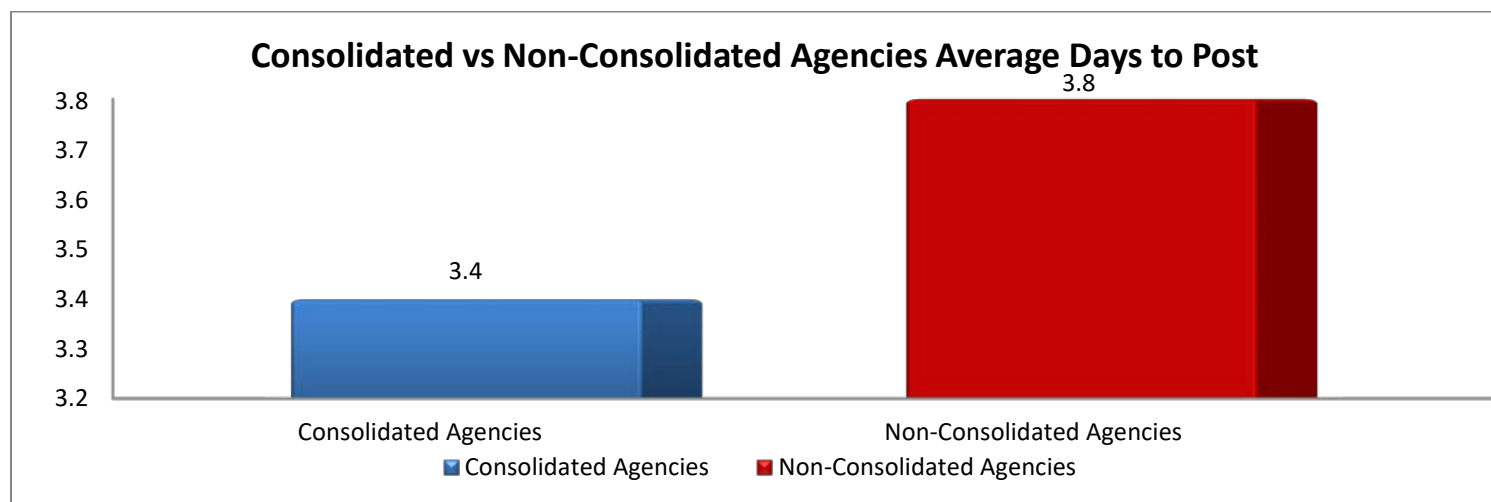
Illustrated below is the Average Number of active Advertisements Open in SHARE Recruitment for each Calendar week for the FY19 1st and 2nd quarter. As illustrated, the active Job Advertisements have gradually increased from the launch of SHARE Recruitment despite weekly fluctuations and has peaked during the week of December 17, 2018, with 937 active Advertisements.

Number of Active Job Advertisements Open in SHARE
(SHARE Talent Aquisition Go Live 7/2/2018)

FY19 Average: 670
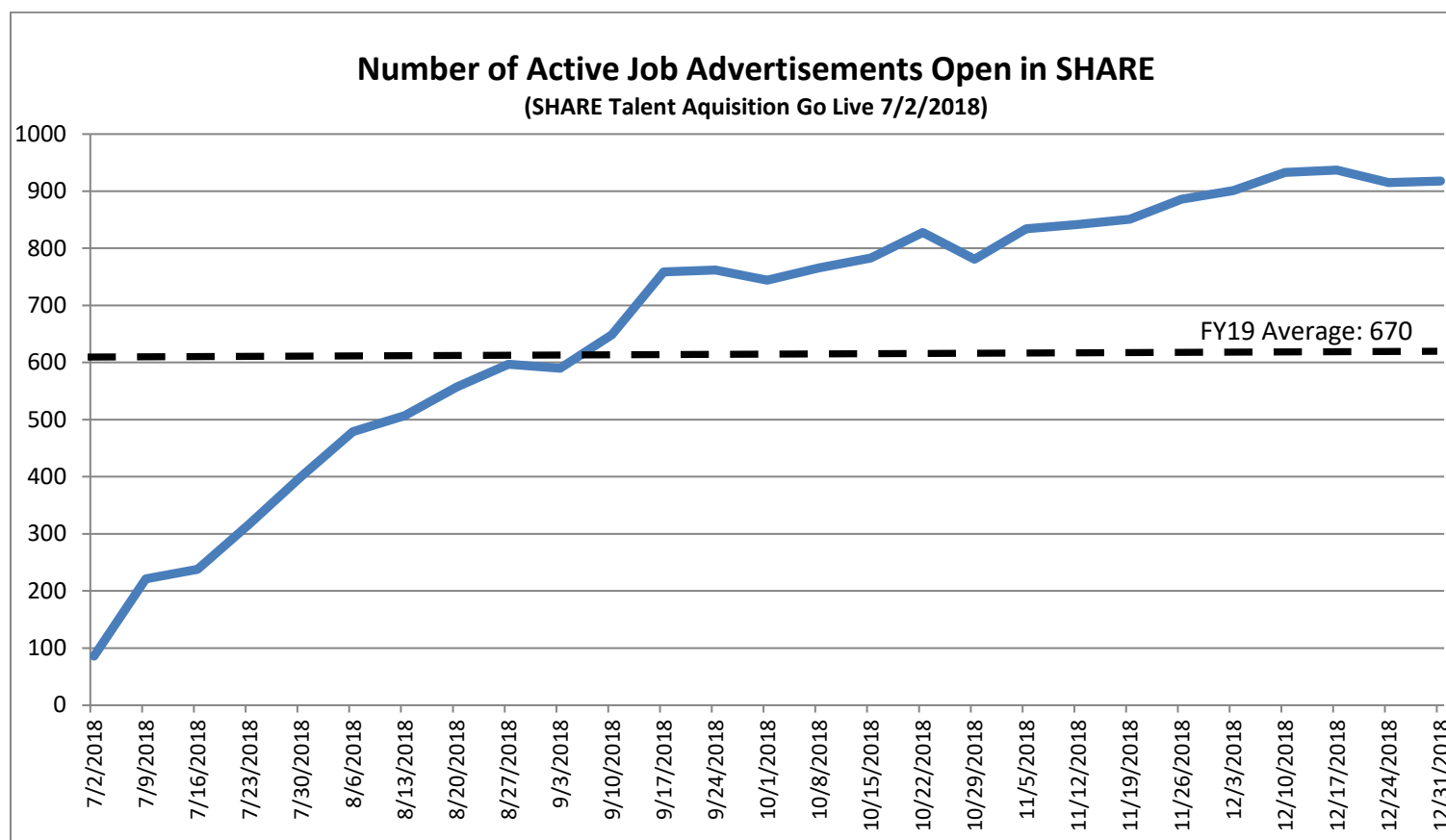
The number of applications received, represents any applicant who applied for a position during the quarter. The quarterly postings represent any advertisement with a start date that initiated during the quarter.

Applications Received
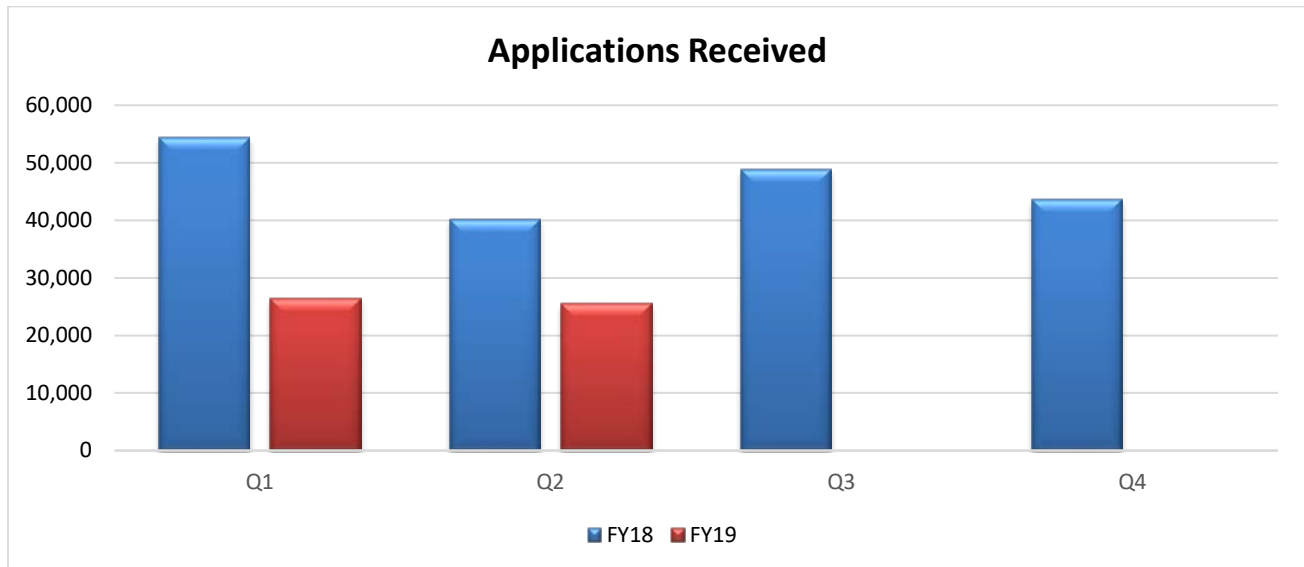
Currently, as illustrated below, six (6) agencies represent approximately 66% of all jobs advertised this quarter.

FY19 2nd Quarter Postings by Agency
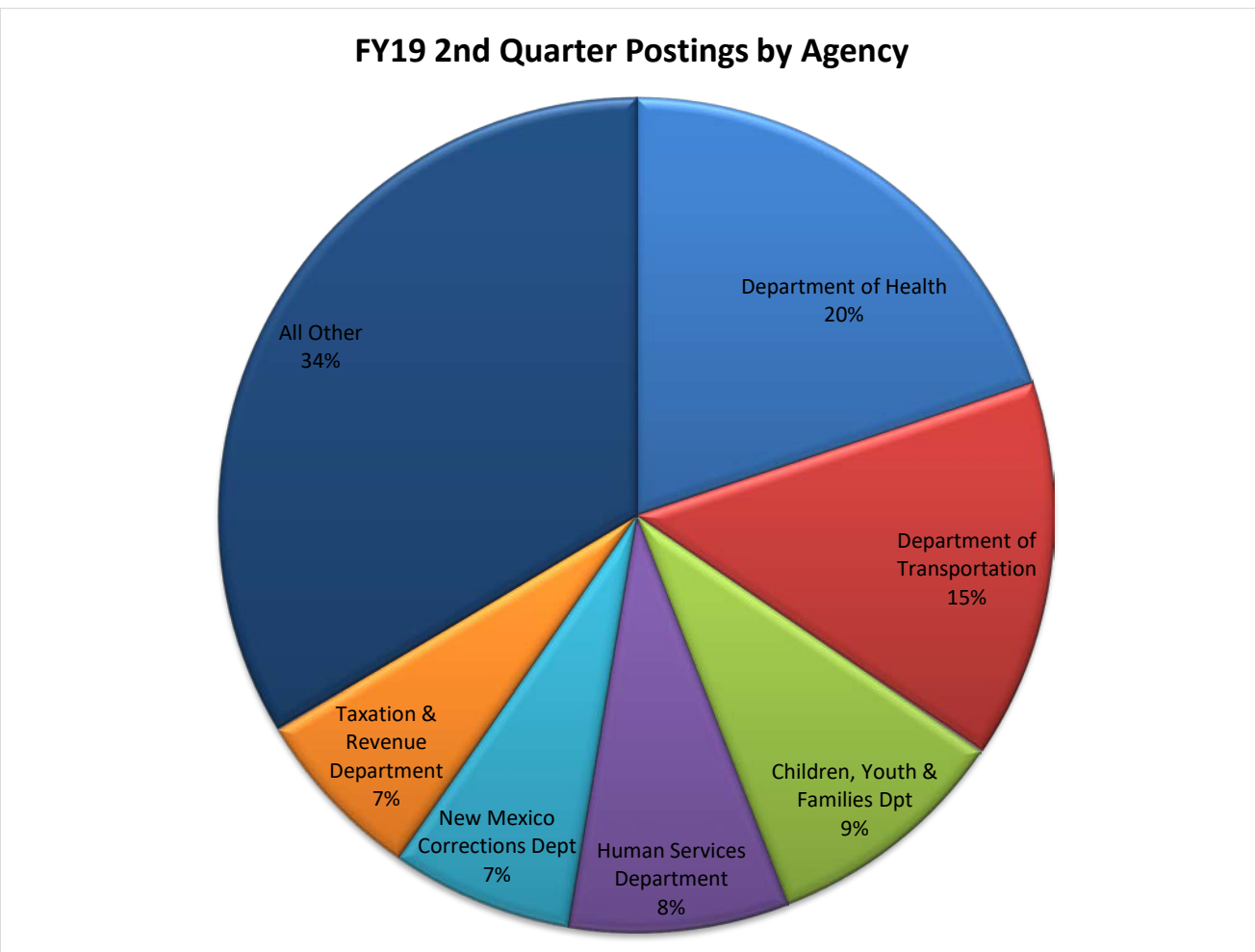
For the 2nd Quarter in FY19, below are the top 20 Agencies with the greatest amount of posted advertisements, views and applications received.

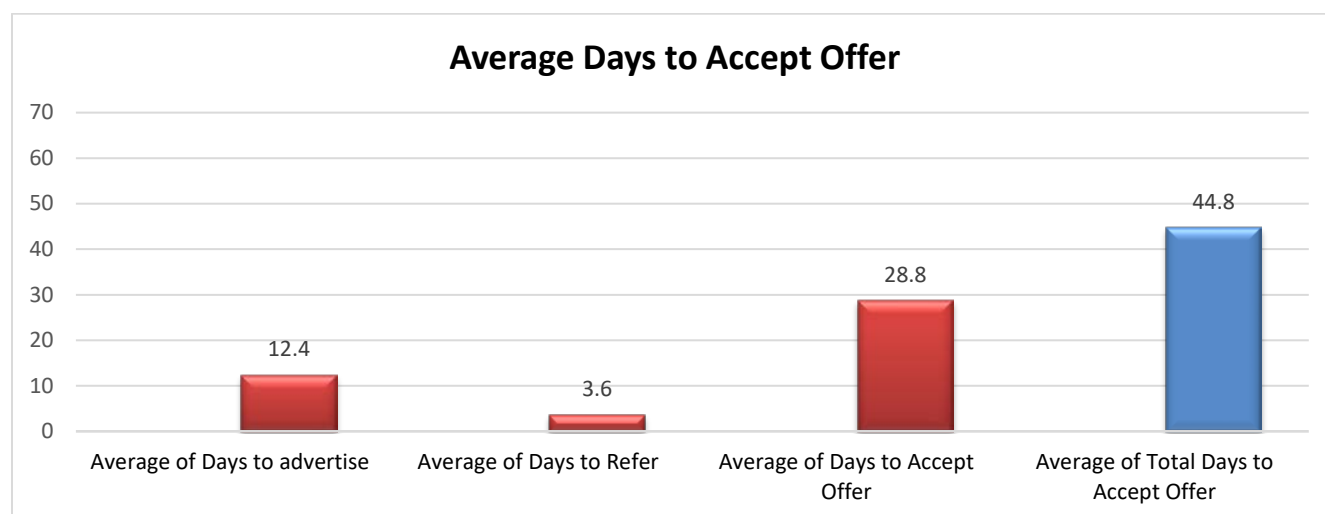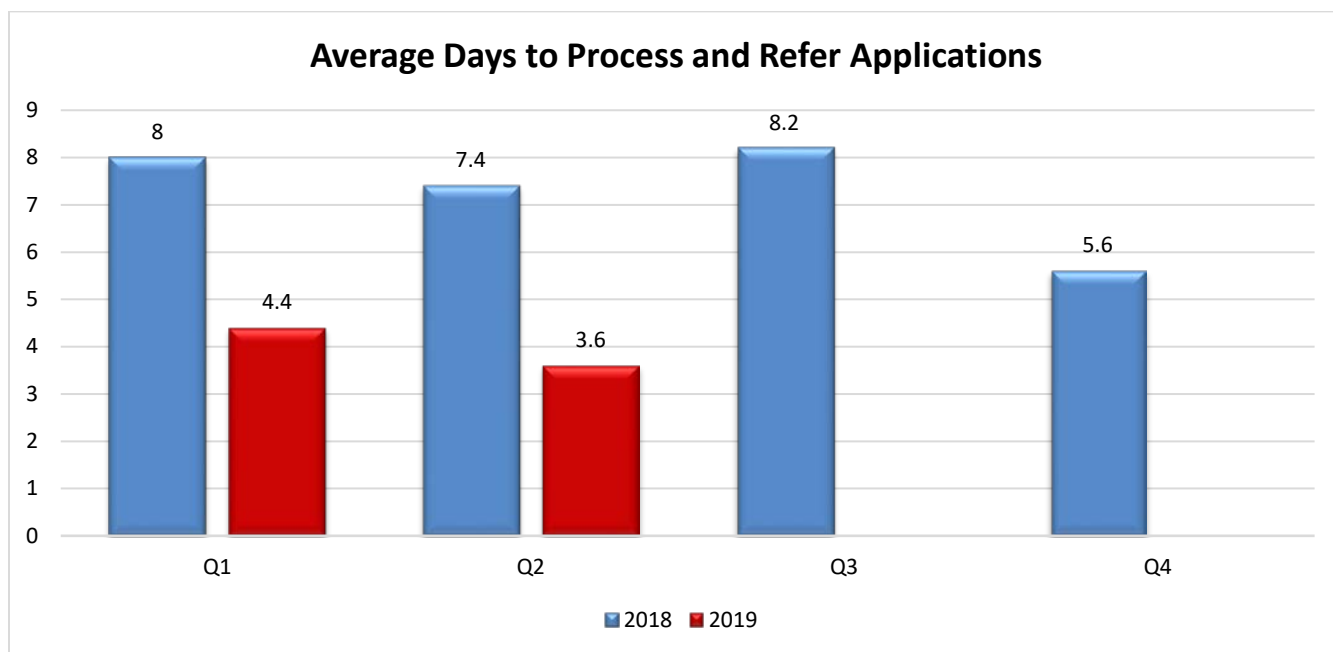| Department	Advertisements	Applications Received	Views
Department of Health	279	5,294	1,179,684
Department of Transportation	207	1,858	435,599
Children, Youth & Families Department	134	3,433	647,109
Human Services Department	120	4,528	733,654
New Mexico Corrections Department	99	1,679	214,977
Taxation & Revenue Department	95	2,251	261,466
Department of Environment	48	862	126,690
Department of Cultural Affairs	46	1,225	200,873
Energy, Minerals & Natural Rsrcs Department	39	459	68,823
Public Education Department	33	551	133,705
Department of Public Safety	25	828	128,381
Regulation & Licensing Department	22	489	44,047
Department of Workforce Solutions	21	555	42,601
Military Affairs	17	259	53,171
Office of the State Engineer	17	250	41,111
Miners Colfax Medical Center	16	109	75,177
Department of Information Technology	14	214	30,817
Aging & Long-Term Services Department	12	232	23,178
Department of Game & Fish	12	265	28,768
Educational Retirement Board	12	200	17,729

Average Days to Fill a Position by Answer Date by Agency

A number of factors impact the average number of days to fill a position. SPO continues to actively work with State agencies to decrease the amount of time being taken to review and refer applications. Accordingly, the time has decreased significantly since NEOGOV implementation. The time to interview and process a hire at the agency level is currently 43 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.

Average Days to Accept Offer

Average of Days to advertise	Average of Days to Refer	Average of Days to Accept Offer	Average of Total Days to Accept Offer
12.4	3.6	28.8	44.8

- *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*

Average Days to Process and Refer Applications

Chart showing "Average Days to Process and Refer Applications" with values:
- Q1: 2018 = 8, 2019 = 4.4
- Q2: 2018 = 7.4, 2019 = 3.6
- Q3: 2018 = 8.2
- Q4: 2018 = 5.6

Legend: ■ 2018 ■ 2019

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 2nd Quarter

■ Average of Days to Advertise ■ Average of Days to Refer ■ Average of Days to Accept Offer

Agency	Days to Advertise	Days to Refer	Days to Accept Offer
Workers Compensation Admin - 4	11.0	0.9	17.0
Taxation & Revenue Department - 43	16.1	3.0	43.4
Superintendent of Insurance - 5	13.4	1.0	28.3
State Racing Commission - 1	8.0	0.5	22.3
State Personnel Board - 2	8.0	4.2	50.4
State Land Office - 7	14.7	3.7	9.8
SpacePort Authority - 2	6.0	0.5	12.6
Regulation & Licensing Dept - 14	13.8	2.0	32.3
Public Regulation Commission - 1	15.0	9.5	39.4
Public Employee Retiremnt Asso - 3	11.3	4.1	11.2
Public Education Department - 13	11.7	10.0	23.7
Prof Engneers & Lnd Srvyrs Brd - 1	8.0	1.4	6.4
Ofc of the State Engineer - 16	13.3	1.1	43.3
New Mexico Corrections Dept - 26	14.3	3.0	46.1
Military Affairs - 16	16.5	0.7	46.8
Medical Examiners Board - 2	17.0	2.4	24.5
Livestock Board - 2	13.0	0.4	64.0
Human Services Department - 9	16.3	19.7	17.3
Homeland Security & Emgncy Mgt - 6	13.5	1.3	35.2
Higher Education Department - 4	14.8	1.3	31.7
Governor's Comm. on Disability - 1	15.0	3.4	34.6
General Services Department - 8	14.5	2.2	25.9
Gaming Control Board - 2	11.0	0.4	24.4
Enrgy, Minrls & Ntrl Rsrcs Dpt - 4	11.0	4.2	15.5
Educational Retirement Board - 4	11.8	1.3	20.8
Dept of Vocational Rehab - 1	11.0	4.7	2.4
Department of Veteran Services - 2	8.5	2.5	46.5
Department of Transportation - 74	13.5	6.4	37.3
Department of Public Safety - 5	10.6	3.5	22.4
Department of Health - 37	13.4	12.7	42.9
Department of Game & Fish -5	11.6	3.9	20.1
Department of Finance & Admnst - 7	8.7	1.6	17.7
Department of Environment - 5	12.8	2.3	43.5
Department of Cultural Affairs - 14	12.9	4.2	36.0
Crime Victims Reparation Comm - 2	15.0	1.4	9.4
Children, Youth & Families Dpt - 28	12.9	2.4	33.4
Aging & Long-Term Services Dpt - 2	10.5	2.6	26.5

Average Number of Days Advertised 12.4

Average Days Refer Top Ranked Applicants to HR 3.6

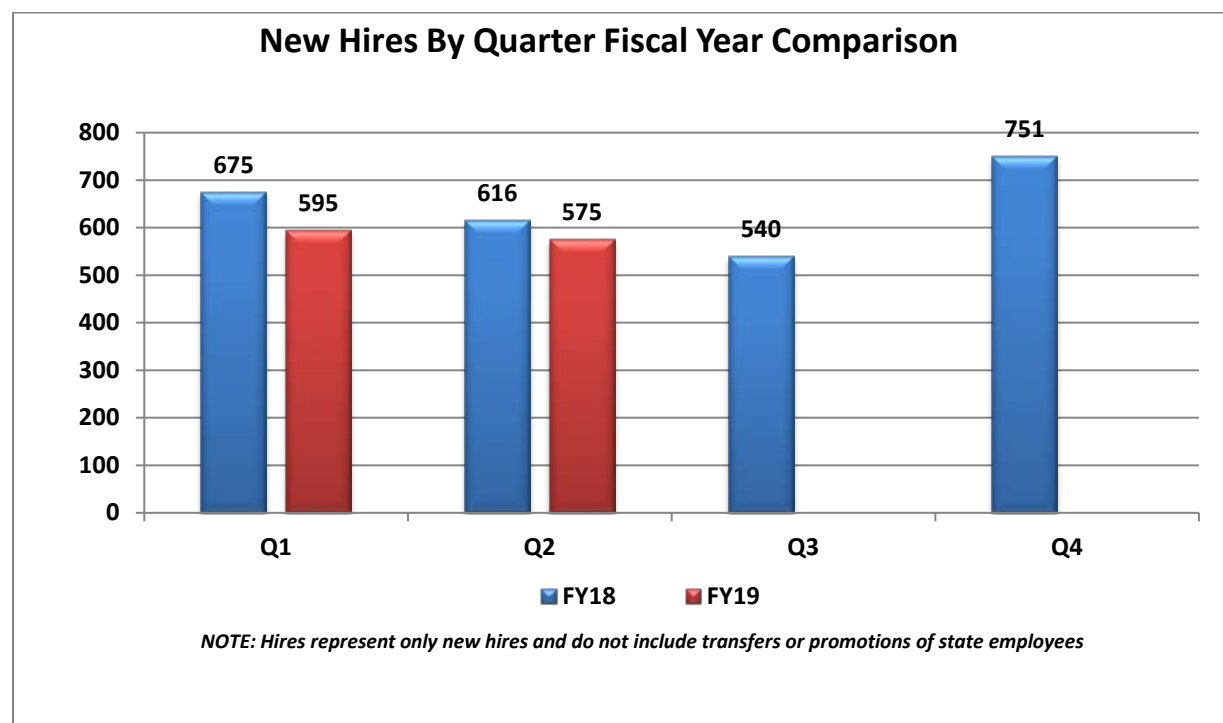**Average Days From Applicant Referral To Job Offer Acceptance 28.8**
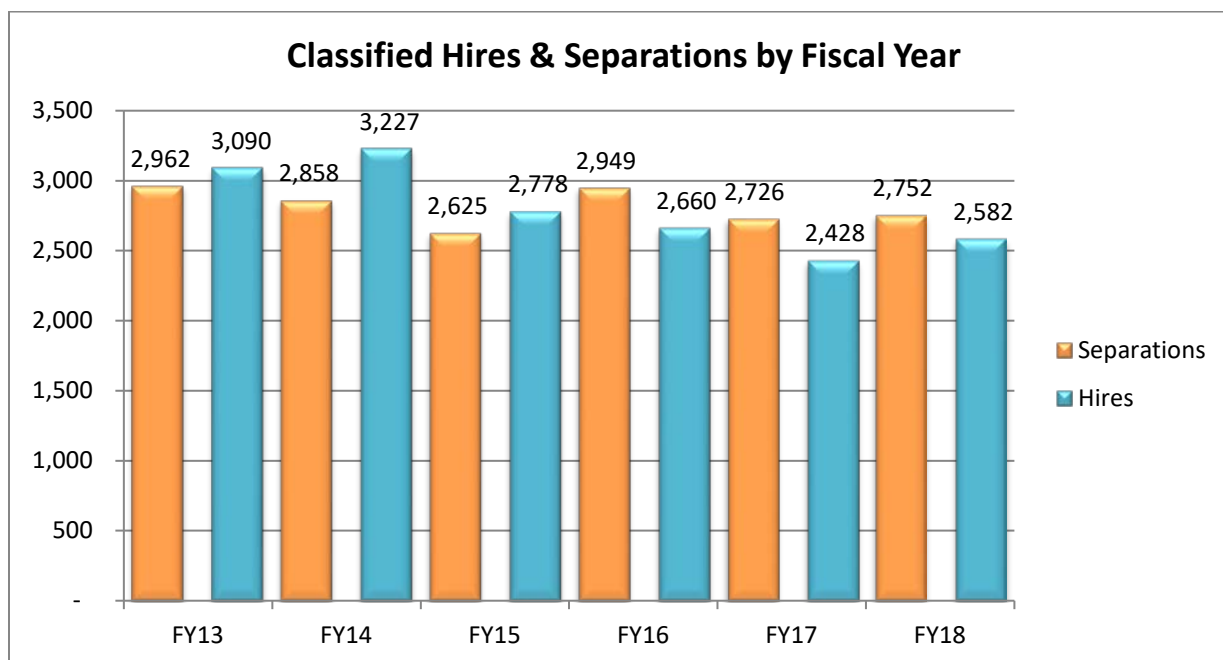
Average Sum of Days to Fill a Position Across all Agencies 44.8

Classified Service New Hires

In FY18, 2,582 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.

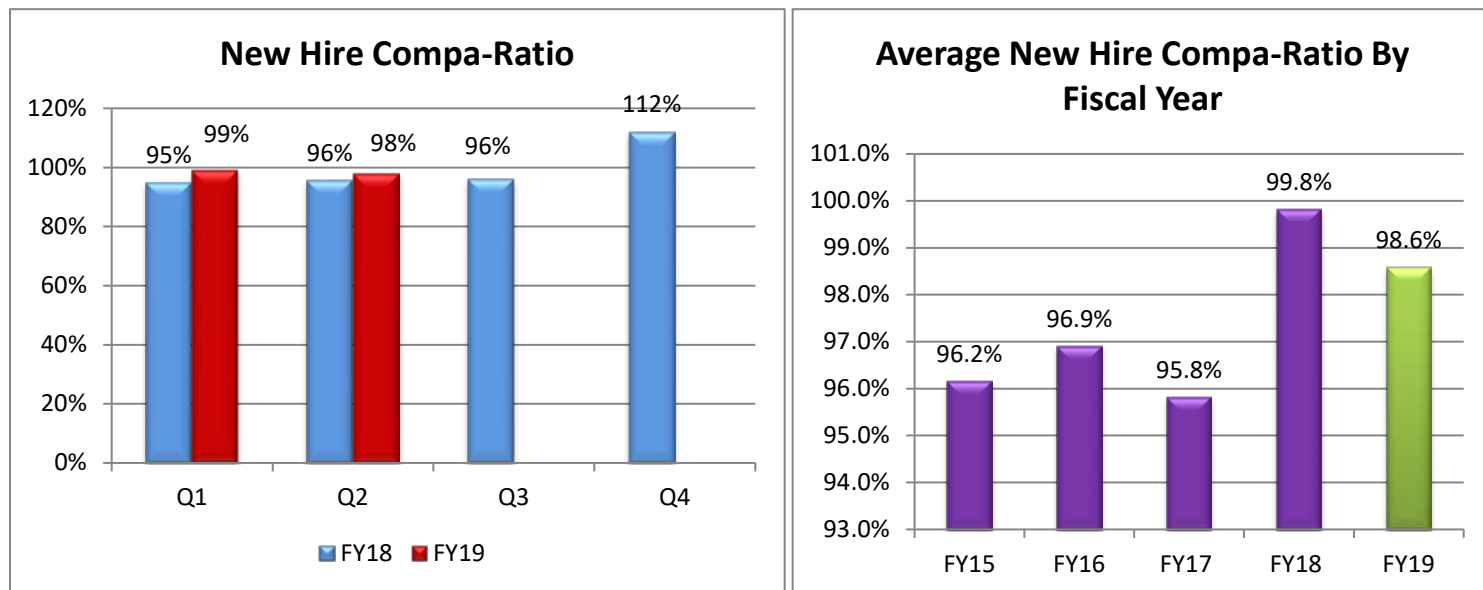Since FY16, the number of separations exceeds the number of hires.

New Employee Hires by Fiscal Year (FY13-FY19)

Classified Hires & Separations by Fiscal Year

Fiscal Year	Separations	Hires
FY13	2,962	3,090
FY14	2,858	3,227
FY15	2,625	2,778
FY16	2,949	2,660
FY17	2,726	2,428
FY18	2,752	2,582

New Hires By Quarter Fiscal Year Comparison

Quarter	FY18	FY19
Q1	675	595
Q2	616	575
Q3	540	
Q4	751	

NOTE: Hires represent only new hires and do not include transfers or promotions of state employees

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.

New Hire Compa-Ratio

	Q1	Q2	Q3	Q4
FY18	95%	96%	96%	112%
FY19	99%	98%		

Average New Hire Compa-Ratio By Fiscal Year

FY15	FY16	FY17	FY18	FY19
96.2%	96.9%	95.8%	99.8%	98.6%

Quarterly New Employee Hire Compa-Ratio by Pay Band

Pay Band	Average of Compa-Ratio	# of Employees
25	94.3%	19
30	100.0%	16
35	90.4%	28
40	97.1%	47
45	101.3%	54
50	97.2%	49
55	97.9%	52
60	91.8%	102
65	103.2%	56
70	96.0%	25
75	110.3%	24
80	107.3%	23
85	110.5%	12
90	105.0%	2
99	106.3%	2
CA	93.1%	21

Pay Band	Average of Compa-Ratio	# of Employees
CB	88.8%	7
CL	89.3%	2
EA	100.0%	1
EC	114.4%	3
ED	94.7%	3
EE	98.9%	3
EF	97.2%	2
EG	102.9%	2
IA	100.0%	1
IB	113.6%	2
IC	109.7%	3
ID	99.8%	2
IE	104.9%	4
IF	95.9%	2
LG	79.1%	1
SD	77.5%	4
SE	78.8%	1
Grand Total	**98.0%**	**575**

Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	5	7	12	2%
American Indian	17	11	28	6%
Asian	2	1	3	1%
Caucasian	90	54	144	29%
Hispanic	167	100	267	54%
Hawaiian	0	0	0	0.0%
Not Specified	24	13	37	8%
Grand Total	305	186	491	**100.0%**
	62%	**38%**		
*37 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 FY18 employee performance evaluations completed is 100%.

The percentage of employees completing their probationary period in the 2nd quarter of FY19 has decreased slightly from the previous quarter. The rate is slightly lower than the FY18 average completion rate. The past four fiscal years show that approximately one-third of new hires leave state employment within one (1) 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.

Employees Who Successfully Completed Their Probationary Period By Quarter

	Q1	Q2	Q3	Q4
FY16	69.7%	70.1%	71.2%	67.7%
FY17	62.7%	68.0%	65.6%	62.3%
FY18	61.0%	65.9%	63.4%	61.0%
FY19	63.70%	60.9%		

Employees Who Successfully Completed Their Probationary Period

| FY14	FY15	FY16	FY17	FY18
68.0%	68.1%	69.7%	64.6%	62.8%
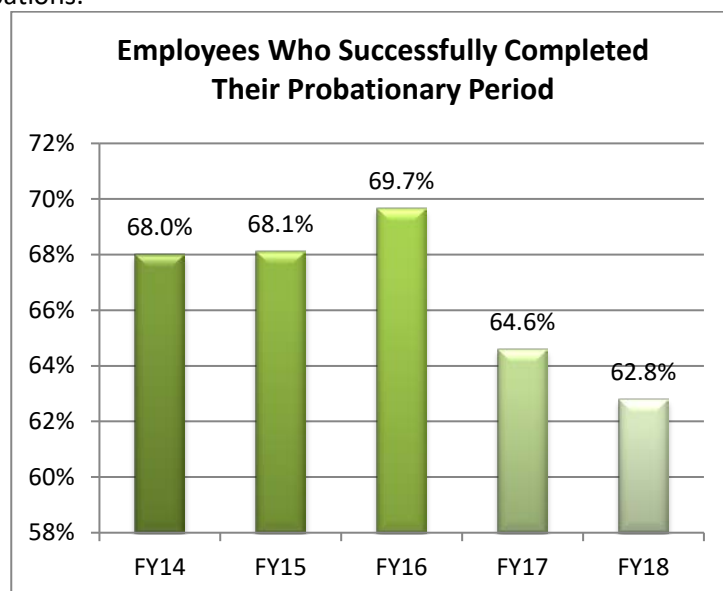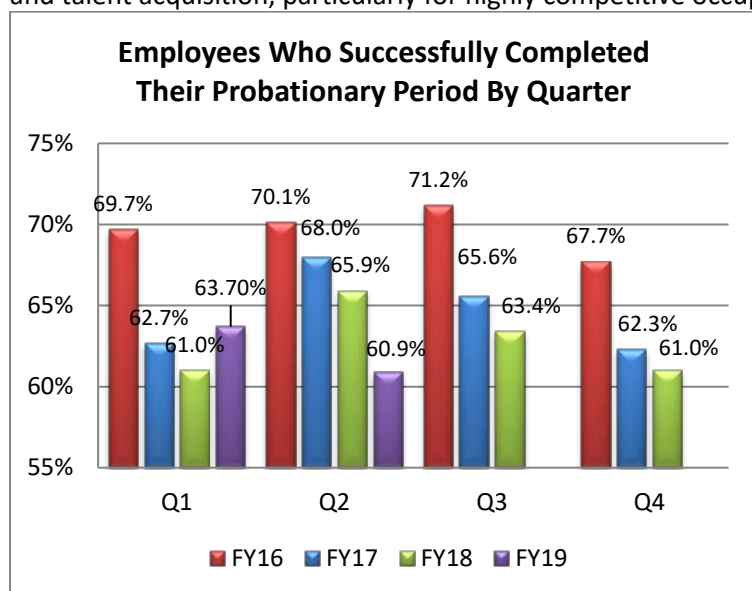
Multiple Components of Pay (MCOP)

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
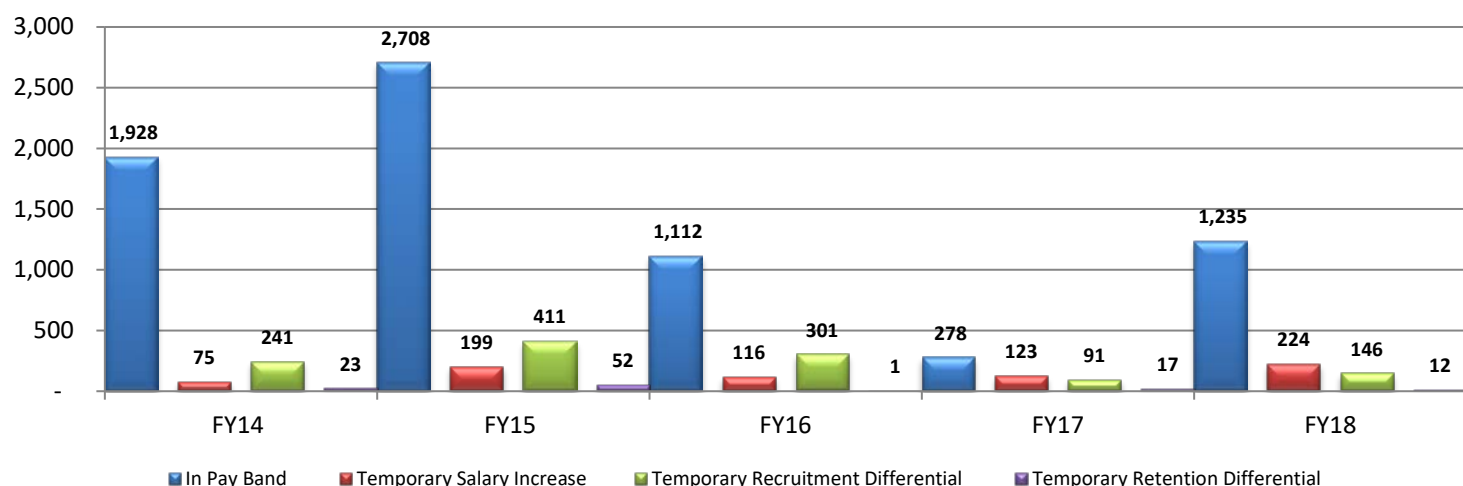
The large number of IPB's for FY15 was primarily due to appropriations in SB313, which provided IPB funding for certain job classifications that were deemed hard to recruit and retain. These IPBs brought salaries more in line with comparator market salaries. For FY18, approximately 61% of the granted IPB's were for healthcare and community service related professionals at the Department of Health and the Children, Youth and Families Department.

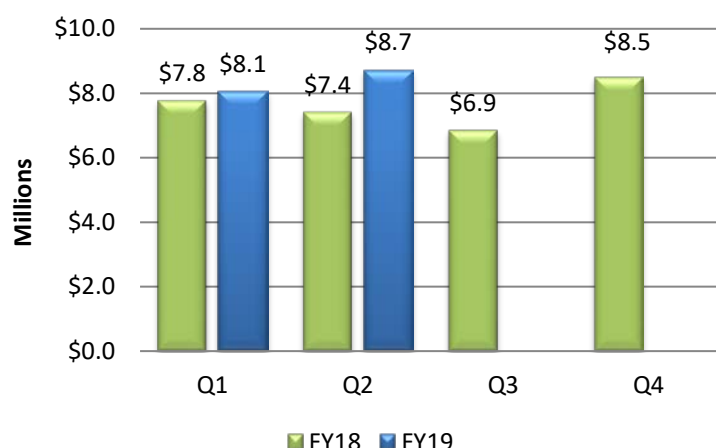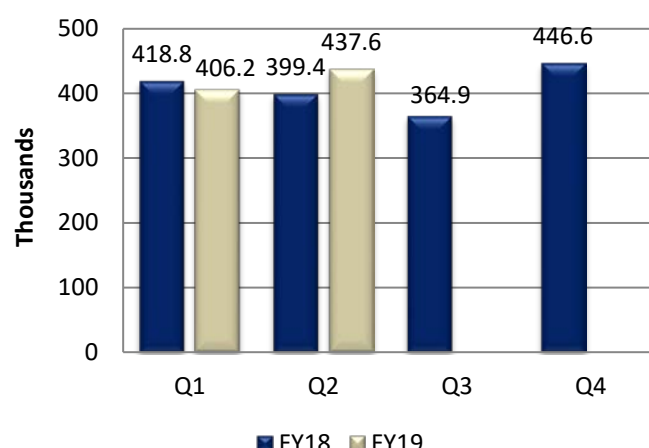### FY19 Multiple Components of Pay By Quarter
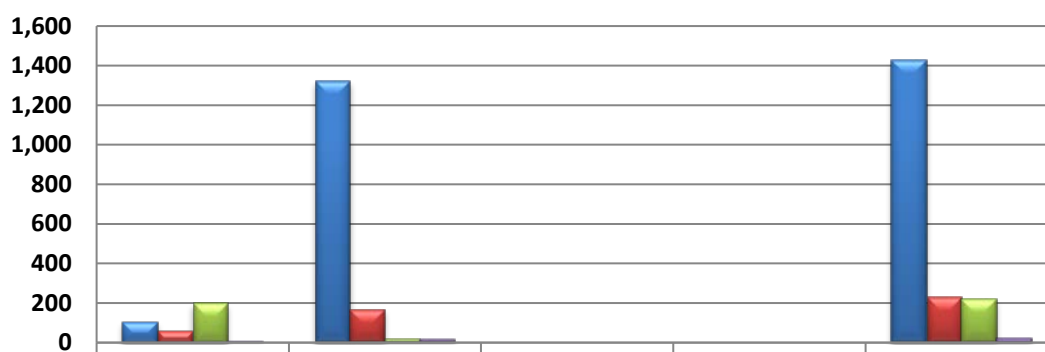
	Q1	Q2	Q3	Q4	Total
In Pay Band	104	1,322			1,426
Temporary Salary Increase	59	169			228
Temporary Recruitment Differential	199	18			217
Temporary Retention Differential	6	16			22

Of the 1,322 IPB's granted in the 2nd Quarter of FY19, nearly 750 IPB's were granted primarily to Community and Social Services related professionals within the Human Services Department to assist in retaining community services professionals.

Overtime and Leave

Overtime

Overtime rates for the 2nd quarter of FY19 have increased substantially from the previous quarter. Of the thirty-one thousand hour difference between FY19 1st quarter and 2nd quarter, correctional facilities represented 64% of the increased overtime hours. Agencies who provide the following services continue to account for the largest overtime use: healthcare facilities, child protective and social services, highways and infrastructure, correctional facilities, and law enforcement.

Overtime Cost

Millions

Q1	$7.8	$8.1
Q2	$7.4	$8.7
Q3	$6.9	
Q4	$8.5	

FY18 ■ FY19

Overtime Usage

Thousands

Q1	418.8	406.2
Q2	399.4	437.6
Q3	364.9	
Q4	446.6	

FY18 ■ FY19

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.
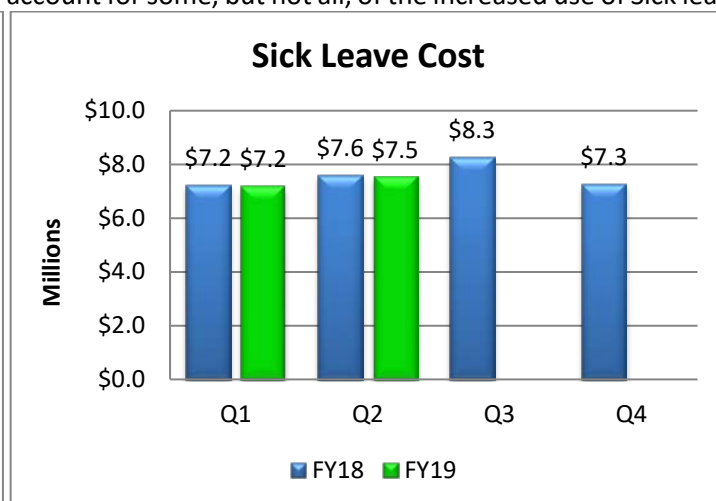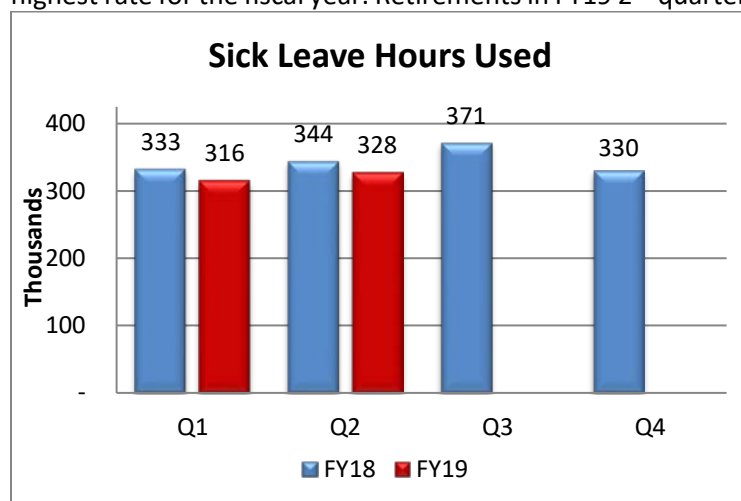
Monthly Average Number of Overtime Hours Worked Per Employee

	FY18	FY19
Q1	15.3	15.4
Q2	15.2	15.74
Q3	14.6	
Q4	16.4	

FY18 ■ FY19
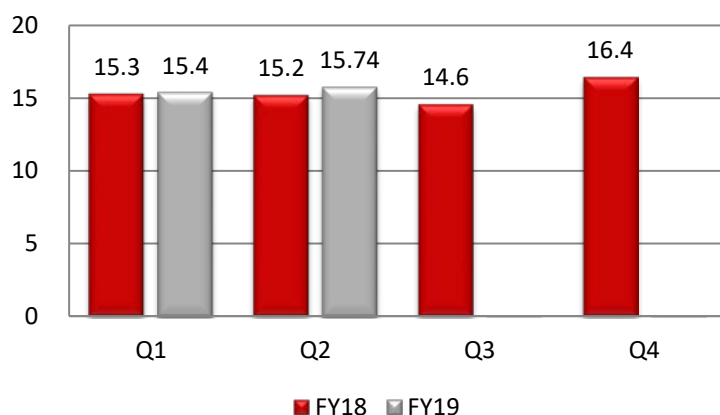
Average Percentage of Employee Receiving Overtime Per Month

	FY18	FY19
Q1	18.1%	17.7%
Q2	17.3%	18.8%
Q3	16.6%	
Q4	18.1%	

FY18 ■ FY19
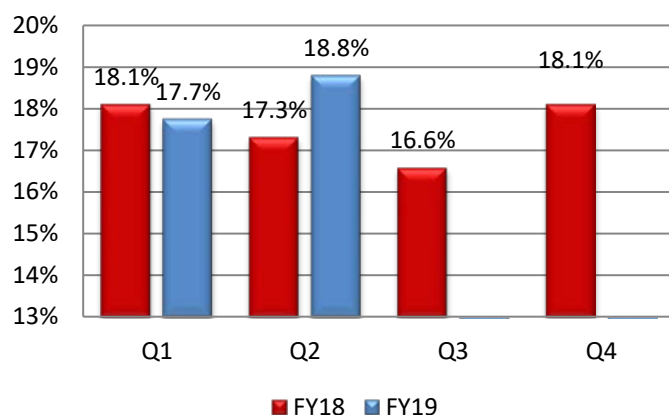
2nd Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
New Mexico Corrections Department	174,432	$3,419,465
Department of Health	99,182	$1,676,528
Department of Transportation	54,221	$1,087,390
Children, Youth & Families Department	36,004	$804,810
Miners Colfax Medical Center	8,157	$273,132
Department of Public Safety	12,547	$254,504
Human Services Department	11,680	$219,850
Department of Veteran Services	7,385	$135,266
Department of Game & Fish	4,433	$114,038
Taxation & Revenue Department	4,399	$92,349
Energy, Minerals & Natural Rsrcs Department	3,686	$87,732
Department of Vocational Rehab.	1,916	$48,108
Department of Cultural Affairs	2,480	$44,971
Office of the State Engineer	1,314	$40,709

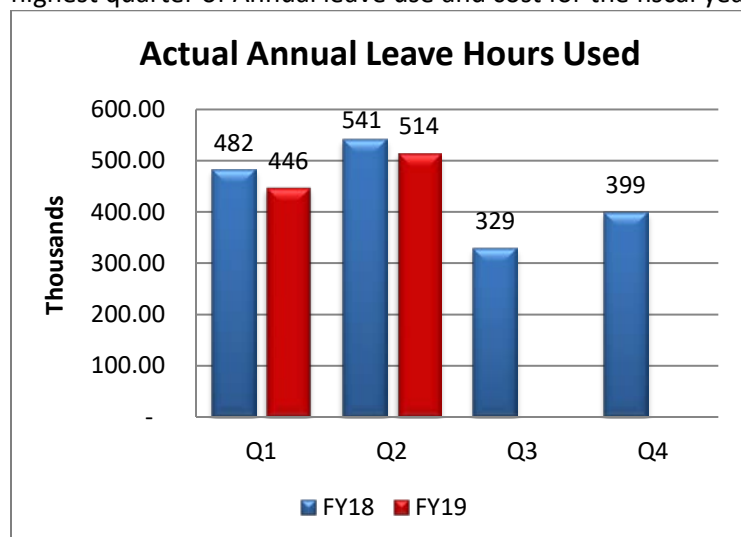| 2nd Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
Department of Environment	1,273	$40,295
Livestock Board	1,894	$36,989
Department of Workforce Solutions	1,333	$35,419
Public Education Department	1,040	$32,569
Military Affairs	1,252	$26,694
Department of Information Technology	811	$25,463
Top 20 Agencies	**429,438**	**$8,496,283**
All Others	**8,132**	**$233,257**
Grand Total	**437,570**	**$8,729,540**

Sick Leave

Sick leave usage and cost rates for 2nd quarter have increased over the previous quarter. Prior to FY18, 2nd quarter consistently represented a decrease in Sick leave usage over the 1st quarter. It also correlated with 2nd quarter Annual Leave usage at its highest rate for the fiscal year. Retirements in FY19 2nd quarter account for some, but not all, of the increased use of Sick leave.

Sick Leave Hours Used

Q1: 333 (FY18), 316 (FY19); Q2: 344 (FY18), 328 (FY19); Q3: 371 (FY18); Q4: 330 (FY18)

Sick Leave Cost

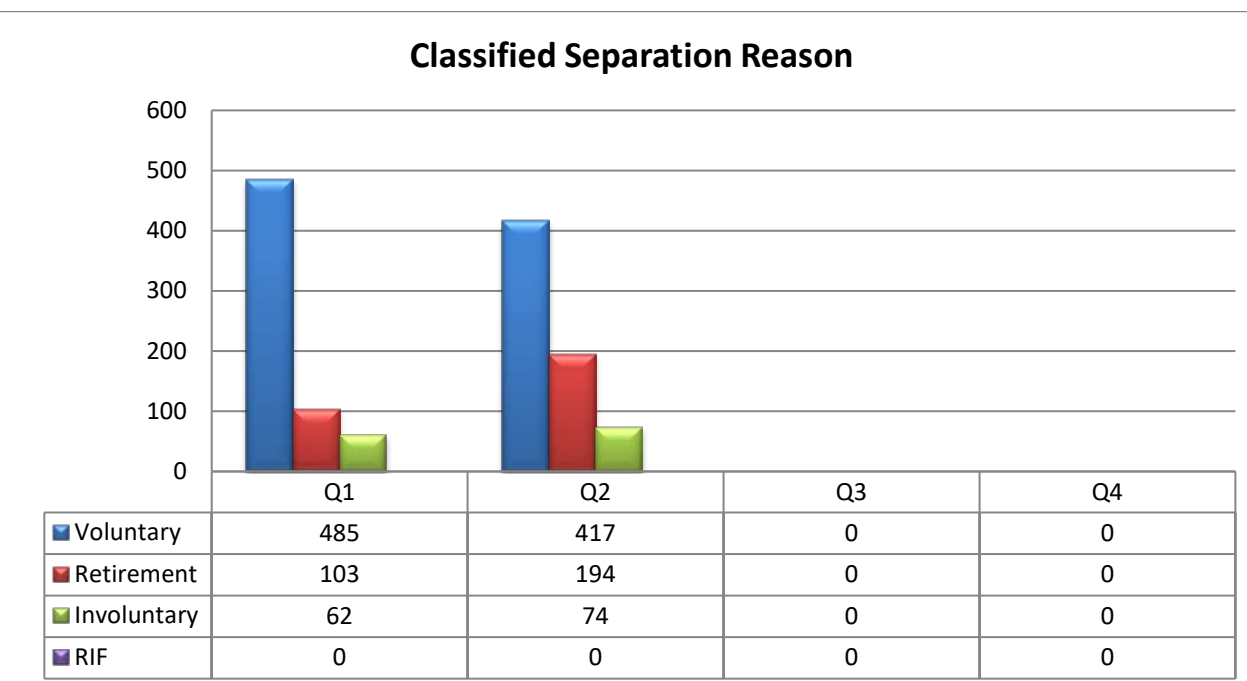Q1: $7.2 (FY18), $7.2 (FY19); Q2: $7.6 (FY18), $7.5 (FY19); Q3: $8.3 (FY18); Q4: $7.3 (FY18)

Annual Leave

Annual leave usage and cost rates continue a multi-year trend of increasing in the 2nd quarter over the 1st quarter. Use-or-lose provisions that cap the carry-over of Annual leave balances into the new calendar year become effective in the 2nd quarter, causing employees to use Annual leave hours before they are forfeited. For this reason, 2nd quarter always represents the highest quarter of Annual leave use and cost for the fiscal year.

Actual Annual Leave Hours Used

Q1: 482 (FY18), 446 (FY19); Q2: 541 (FY18), 514 (FY19); Q3: 329 (FY18); Q4: 399 (FY18)

Actual Annual Leave Cost

Q1: $10.9 (FY18), $10.5 (FY19); Q2: $12.5 (FY18), $12.3 (FY19); Q3: $7.3 (FY18); Q4: $9.0 (FY18)

Classified Service Separations

Classified Hires & Separations by Fiscal Year

	FY13	FY14	FY15	FY16	FY17	FY18
Separations	2,962	2,858	2,625	2,949	2,726	2,752
Hires	3,090	3,227	2,778	2,660	2,428	2,582

Separations By Quarter

	Q1	Q2	Q3	Q4
FY18	758	685	632	677
FY19	650	685		

Classified Separation Reason

	Q1	Q2	Q3	Q4
Voluntary	485	417	0	0
Retirement	103	194	0	0
Involuntary	62	74	0	0
RIF	0	0	0	0

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 685 separations this quarter, 3.7% 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)	9	6		
Accepted New Job (Non-Comp)	26	18		
Attendance	11	10		
Completion of Contract				
Death	6	9		
Disability Retirement	4	4		
Discharge	1	14		
Dissatisfied w/Type of Work				
Dissatisfied with Supervision				
Dissatisfied w/Work Conditions	3	2		
Dissatisfied with Hours				
Dissatisfied with Pay		1		
Early Retirement	1	2		
End of Appointment	4	4		
End Temporary Employment	1	2		
Failed Condition of Employment	7	3		
Falsified Qualifications	1			
Family Reasons	4			
Health Reasons	8	12		
Illness in Family		2		
Insubordination	1	2		
Lack of Funding				
Leave of Absence Expiration				
Military				
Misconduct	28	28		
Mutual Consent		2		
Non Job Connected Medical	1	2		
Normal Retirement	96	187		

Reason	Q1	Q2	Q3	Q4
Other Medical	8	5		
Personal Reasons	24	15		
Pregnancy				
Quit without Notice	28	22		
Relocation	7	7		
Resignation	346	314		
Resignation-Other Position	11	1		
Return to School	5	2		
RIF - SPO Board Approved				
Unforeseen Circumstances				
Unsatisfactory Performance	4	4		
Vested Retirement	2	1		
Violation of Rules	3	4		
Total	**650**	**685**		

Quarterly Classified Employee Separations by Agency

Agency	Number of Employees
Department of Health	162
Children, Youth & Families Department	79
New Mexico Corrections Department	71
Department of Transportation	70
Human Services Department	70
Taxation & Revenue Department	32
Department of Workforce Solutions	24
Department of Environment	20
Department of Public Safety	19
Department of Cultural Affairs	14
Energy, Minerals & Natural Rsrcs Department	12
Miners Colfax Medical Center	11
Department of Veteran Services	11
Department of Vocational Rehab.	9
Military Affairs	9
General Services Department	9
Public Education Department	8
Aging & Long-Term Services Department	7
Office of the State Engineer	5
Regulation & Licensing Department	5
Public Regulation Commission	5
Superintendent of Insurance	4
Workers Compensation Admin	4
Department of Game & Fish	4
State Land Office	3
Department of Information Technology	3
State Auditor	2
Higher Education Department	2
Department of Finance & Administration	2
State Treasurer	1
State Racing Commission	1
Architect Examiners Board	1

Agency	Number of Employees
Commission for the Blind	1
Livestock Board	1
Gaming Control Board	1
Educational Retirement Board	1
Board of Nursing	1
Secretary of State	1
Total	685

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 2nd Quarter of FY19 is 9.7%. The table below reflects classified employee quarterly turnover rates for promotions, transfers, retirements, and separations for voluntary/involuntary departures.

Statewide Classified Employee Turnover Rate by Agency

	Statewide Turnover by Agency					Reasons for Leaving Employment		
BU	Agency	Average Number of Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
30800	State Auditor	22	13.4%	0.0%	3		0	0
33300	Taxation & Revenue Department	773	11.4%	9.4%	88	73	10	5
33700	State Investment Council	14	0.0%	0.0%	0	0		
34000	Administrative Hearings Office	15	0.0%	0.0%	0	0		
34100	Department of Finance & Administration	114	7.9%	7.0%	9	8	1	0
34200	Public School Insurance Authority	6	0.0%	0.0%	0	0		
34300	Retiree Health Care Authority	21	0.0%	0.0%	0	0		
35000	General Services Department	227	5.7%	4.0%	13	9	4	0
35200	Educational Retirement Board	50	14.0%	14.0%	7	7	0	0
36100	Department of Information Technology	131	6.1%	4.6%	8	6	2	0
36600	Public Employee Retirement Association	67	11.9%	11.9%	8	8	0	0
36900	Commission of Public Records	25	16.0%	0.0%	4	0	0	0
37000	Secretary of State	38	5.3%	5.3%	2	2	0	0
37800	State Personnel Board	32	18.8%	0.0%	6	0	0	0
39400	State Treasurer	21	4.7%	0.0%	1	0	0	0
40400	Architect Examiners Board	1	75.0%	0.0%	1	0	0	0
41700	Border Development Authority	2	0.0%	0.0%	0	0		
41800	Tourism Department	36	0.0%	0.0%	0	0		
41900	Economic Development Department	35	0.0%	0.0%	0	0		
42000	Regulation & Licensing Department	243	7.4%	7.4%	18	18	0	0
43000	Public Regulation Commission	111	8.1%	4.5%	9	5	4	0
44000	Superintendent of Insurance	77	13.0%	11.7%	10	9	1	0
44600	Medical Examiners Board	13	0.0%	0.0%	0	0		
44900	Board of Nursing	22	4.5%	0.0%	1	0	1	0
46000	EXPO New Mexico	16	0.0%	0.0%	0	0		
46400	Prof Engineers & Land Surveyors Board	5	21.4%	0.0%	1	0	0	0
46500	Gaming Control Board	42	7.1%	4.8%	3	2	1	0
46900	State Racing Commission	10	10.0%	0.0%	1	0	0	0
47900	Veterinary Examiners Board	2	0.0%	0.0%	0	0		
49500	SpacePort Authority	12	16.2%	0.0%	2	0	0	0
50500	Department of Cultural Affairs	384	5.7%	3.4%	22	13	9	0
50800	Livestock Board	64	3.1%	0.0%	2	0	0	0
51600	Department of Game & Fish	272	4.8%	3.3%	13	9	3	1
52100	Energy, Minerals & Natural Rsrcs Department	342	5.8%	3.5%	20	12	6	2
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0		
53900	State Land Office	126	12.7%	11.1%	16	14	2	0
55000	Office of the State Engineer	248	7.2%	7.2%	18	18	0	0

		Statewide Turnover by Agency				Reasons for Leaving Employment		
BU	Agency	Average Number of Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
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	52	1.9%	1.9%	1	1	0	0
60900	Department of Indian Affairs	8	0.0%	0.0%	0	0		
62400	Aging & Long-Term Services Department	198	8.6%	6.6%	17	13	4	0
63000	Human Services Department	1637	9.2%	7.6%	150	125	21	4
63100	Department of Workforce Solutions	387	8.3%	6.7%	32	26	3	3
63200	Workers Compensation Admin	102	8.8%	8.8%	9	9	0	0
64400	Department of Vocational Rehabilitation	225	7.1%	5.3%	16	12	2	2
64500	Governor's Comm. on Disability	12	0.0%	0.0%	0	0		
64700	Dev Disabilities Planning Commission	17	0.0%	0.0%	0	0		
66200	Miners Colfax Medical Center	194	11.4%	10.3%	22	20	0	2
66500	Department of Health	2694	9.7%	7.2%	262	194	36	32
66700	Department of Environment	522	7.5%	5.6%	39	29	10	0
66800	Office of Natural Resources Trustee	2	0.0%	0.0%	0	0		
67000	Department of Veteran Services	199	8.1%	5.0%	16	10	4	2
69000	Children, Youth & Families Department	1826	10.7%	9.5%	195	173	12	10
70500	Military Affairs	119	14.2%	14.2%	17	17	0	0
76000	Adult Parole Board	4	0.0%	0.0%	0	0		
77000	NM Corrections Department	1817	14.4%	0.0%	261	0	22	1
78000	Crime Victims Reparation Commission	21	24.2%	0.0%	5	0	0	0
79000	Department of Public Safety	383	10.4%	0.0%	40	0	4	1
79500	Homeland Security & Emergency Mgt	49	8.2%	0.0%	4	0	0	0
80500	Department of Transportation	1993	9.1%	0.0%	181	0	29	8
92400	Public Education Department	210	12.8%	0.0%	27	0	1	1
94900	NM Education Trust Board	1	0.0%	0.0%	0	0		
95000	Higher Education Department	37	5.4%	0.0%	2	0	0	0
Totals		**16,348**	**9.7%**	**5.2%**	**1,582**	**842**	**192**	**74**
Percent Turnover by Reason						**53.2%**	**12.1%**	**4.7%**

*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	27.2%	27.6%		
35000	General Services Department	18.7%	18.4%		
36100	Department of Information Tech	33.8%	36.8%		
42000	Regulation & Licensing Department	21.5%	20.9%		
50500	Department of Cultural Affairs	15.6%	13.0%		
51600	Department of Game & Fish	14.2%	12.6%		

Business Unit	AGENCY NAME	Q1	Q2	Q3	Q4
52100	Energy, Minerals & Ntrl Rsrcs Department	22.0%	24.5%		
55000	Office of the State Engineer	25.4%	25.1%		
62400	Aging & Long-Term Services Department	17.5%	12.4%		
63000	Human Services Department	17.8%	17.3%		
63100	Department of Workforce Solutions	22.2%	22.6%		
64400	Division of Vocational Rehabilitation	27.6%	32.2%		
66200	Miners Colfax Medical Center	-0.9%	0.0%		
66500	Department of Health	21.9%	23.4%		
66700	Department of Environment	16.6%	18.2%		
69000	Children, Youth & Families Department	19.1%	18.8%		
77000	New Mexico Corrections Department	25.4%	26.2%		
79000	Department of Public Safety	20.4%	20.0%		
80500	Department of Transportation	19.2%	20.4%		
92400	Public Education Department	20.7%	22.8%		
	Statewide Vacancy Rate	20.9%	21.4%		

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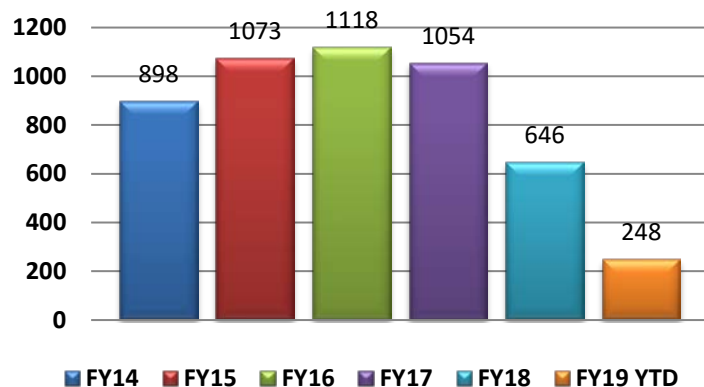
The SPO Training Bureau is also in the process of creating a course of study for employees who work in the HR field. The course material will concentrate on the foundation of HR principles, as they relate to working in State Government.

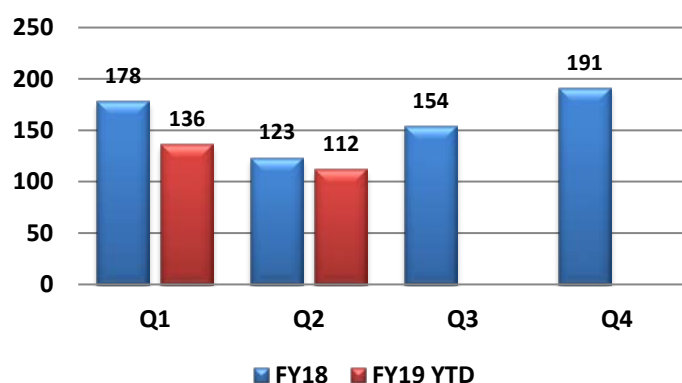## Instructor – Led Core Curriculum Classes

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 FY19 2nd Quarter, the MEP Training was conducted for 112 managers and supervisors from various agencies.

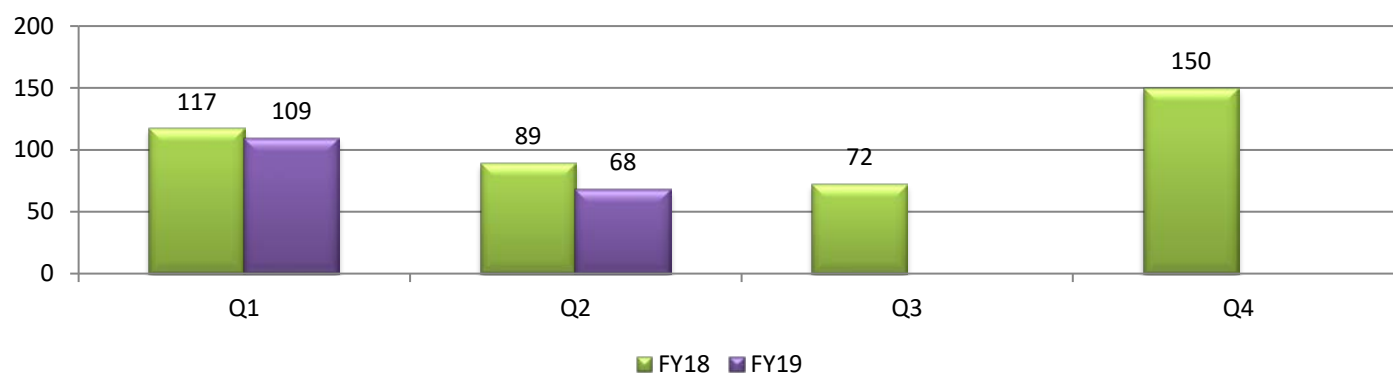**Managing Employee Performance by Fiscal Year**

Chart showing values by fiscal year:
- FY14: 898
- FY15: 1073
- FY16: 1118
- FY17: 1054
- FY18: 646
- FY19 YTD: 248

Managing Employee Performance by Quarter

Chart showing values by quarter for FY18 and FY19 YTD:
- Q1: FY18 178, FY19 YTD 136
- Q2: FY18 123, FY19 YTD 112
- Q3: FY18 154
- Q4: FY18 191

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).
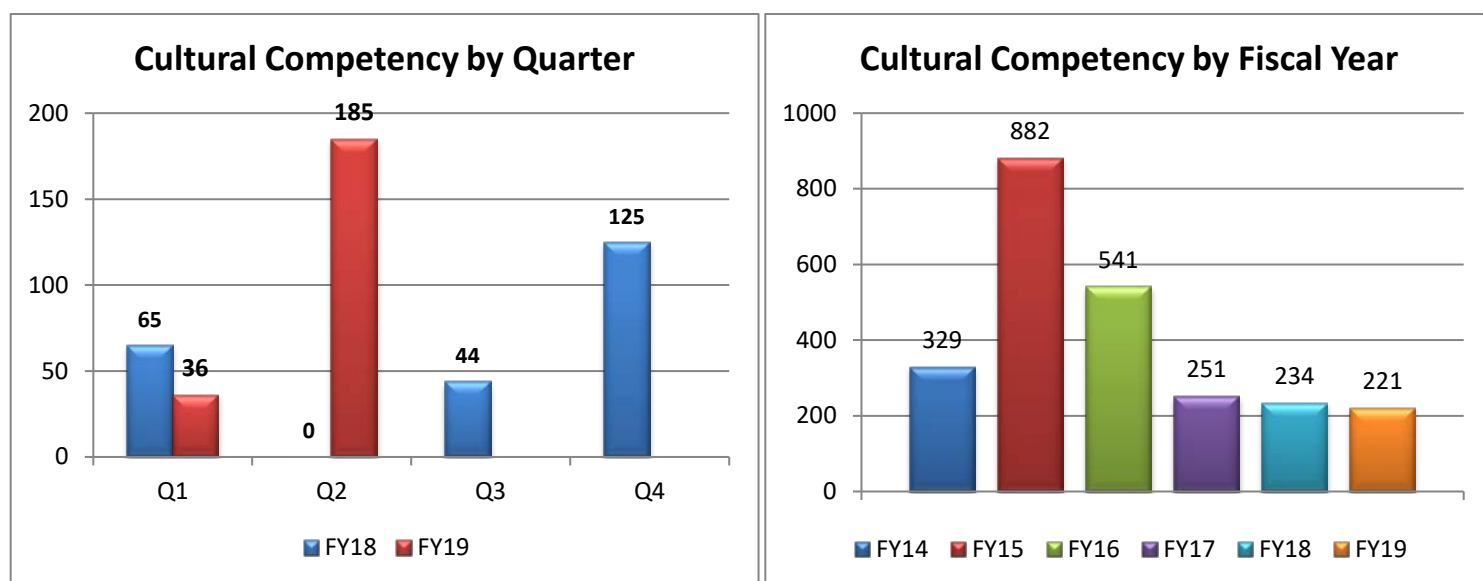
Fundamentals of Supervision Training

Chart showing values by quarter for FY18 and FY19:
- Q1: FY18 117, FY19 109
- Q2: FY18 89, FY19 68
- Q3: FY18 72
- Q4: FY18 150

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.

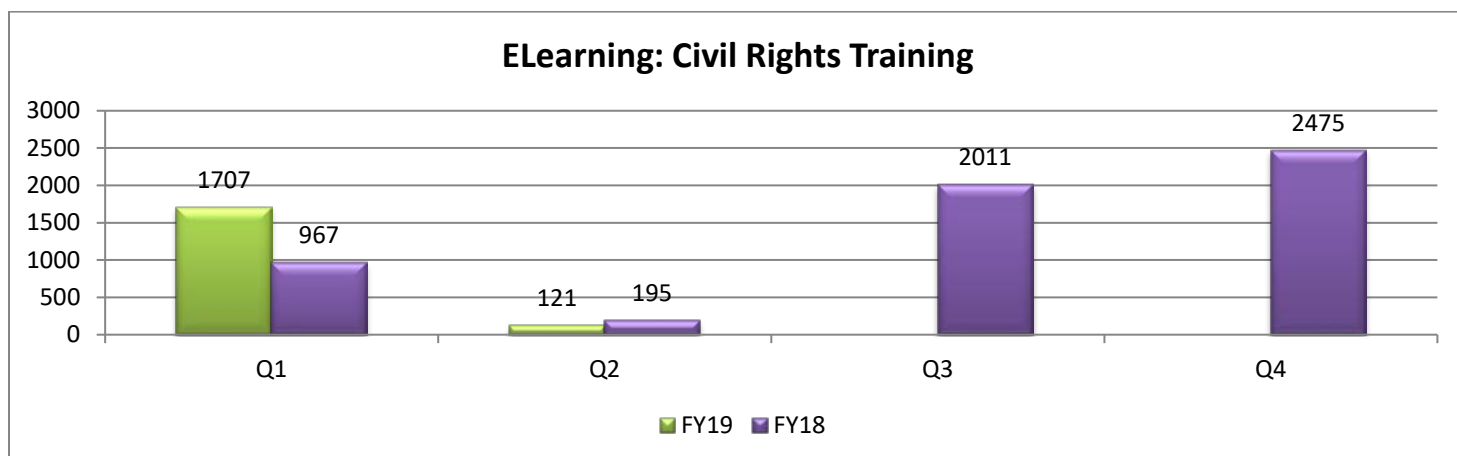The current Cultural Competency training curriculum includes:

- o 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;
- o An examination of tribal governments and authorities;
- o Collaboration and consultation principles and guidance;
- o Communication skills; and,
- o Cultural competencies and best practices.

Cultural Competency by Quarter

Q1: FY18 65, FY19 36
Q2: FY18 0, FY19 185
Q3: FY18 44
Q4: FY18 125

Legend: FY18, FY19

Cultural Competency by Fiscal Year

FY14 329, FY15 882, FY16 541, FY17 251, FY18 234, FY19 221

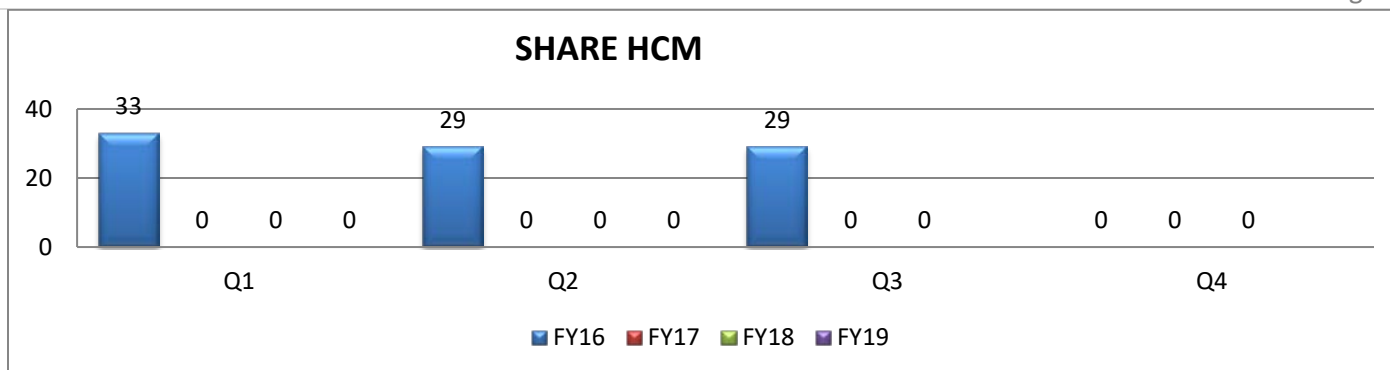Legend: FY14, FY15, FY16, FY17, FY18, FY19

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 967 State employees participated in the training in the 2nd Quarter of FY19. 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.

ELearning: Civil Rights Training

Q1: FY19 1707, FY18 967
Q2: FY19 121, FY18 195
Q3: FY18 2011
Q4: FY18 2475

Legend: FY19, FY18

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

Chart data:
- Q1: FY16 = 33, FY17 = 0, FY18 = 0, FY19 = 0
- Q2: FY16 = 29, FY17 = 0, FY18 = 0, FY19 = 0
- Q3: FY16 = 29, FY17 = 0, FY18 = 0, FY19 = 0
- Q4: FY16 = 0, FY17 = 0, FY18 = 0

Legend: FY16, FY17, FY18, FY19

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 13 appeals in the 2nd 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.
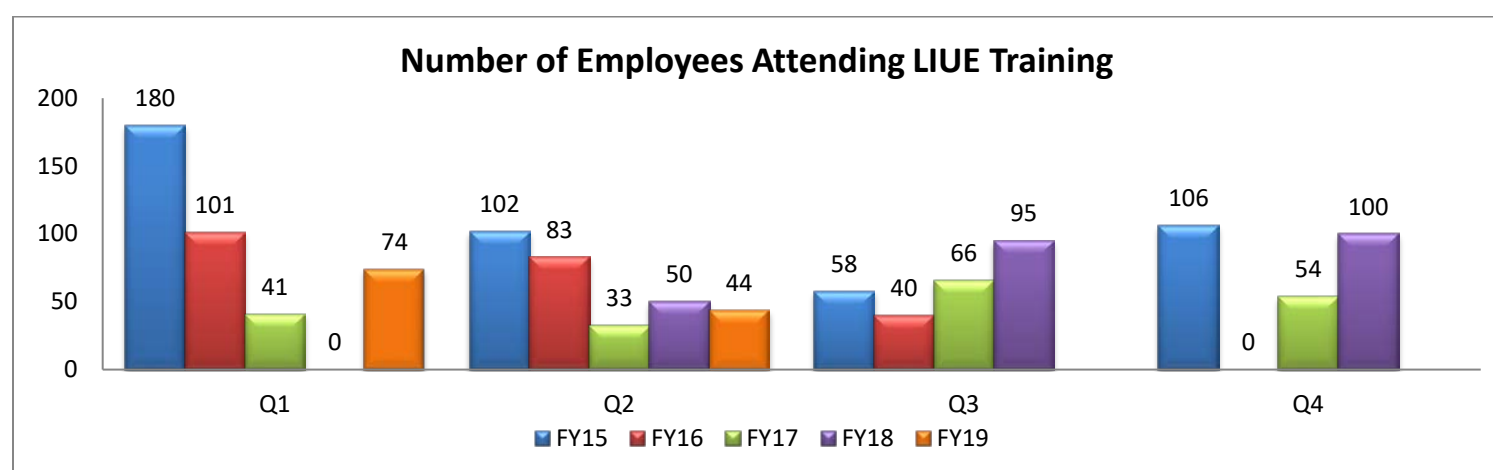
The majority of the Adjudication Division's hearings are conducted at SPO in Santa Fe. The Adjudication Division considers requests for alternative hearing arrangements on a case-by-case basis.

Status	Q1	Q2	Q3	Q4	FY19 Total
Appeals Pending	25	28			**28**
New Appeals Filed	12	16			**28**
Appeal Disposition	9	13			**22**

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 54.3% of classified service employees within the State; the Communication Workers of America (CWA), and the American Federation of State, County and Municipal Employees (AFSCME).

Number of Employees Attending LIUE Training

Quarter	FY15	FY16	FY17	FY18	FY19
Q1	180	101	41	0	74
Q2	102	83	33	50	44
Q3	58	40	66	95	
Q4	106	0	54	100	

During the 2nd Quarter of FY19, it was reported that twenty (20) union grievances were filed. Of the twenty (20) grievances filed, seventeen (17) grievances were filed by AFSCME, and three (3) were filed by CWA. Out of the twenty (20) union grievances filed, four (4) were settled, six (6) timed out (a.k.a. Dead on Time), two (2) were withdrawn and eight (8) of the remaining grievances are pending. There were zero (0) grievance arbitrations invoked for this quarter and two (2) Prohibited Practice Complaints filed for this quarter.
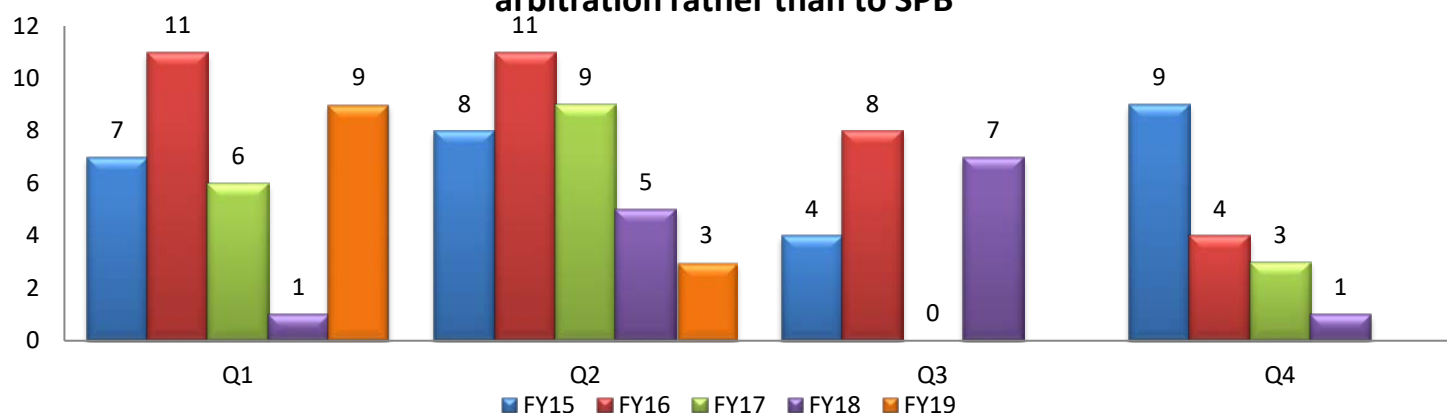
There were three (3) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the 2nd quarter. Of the three (3) appeals invoked, all three (3) were invoked by AFSCME, and zero (0) invoked by CWA. In comparison, six (6) bargaining unit employees chose to appeal their discipline to the SPB. All six (6) appeals to the SPB were filed by AFSCME Bargaining Unit employees.
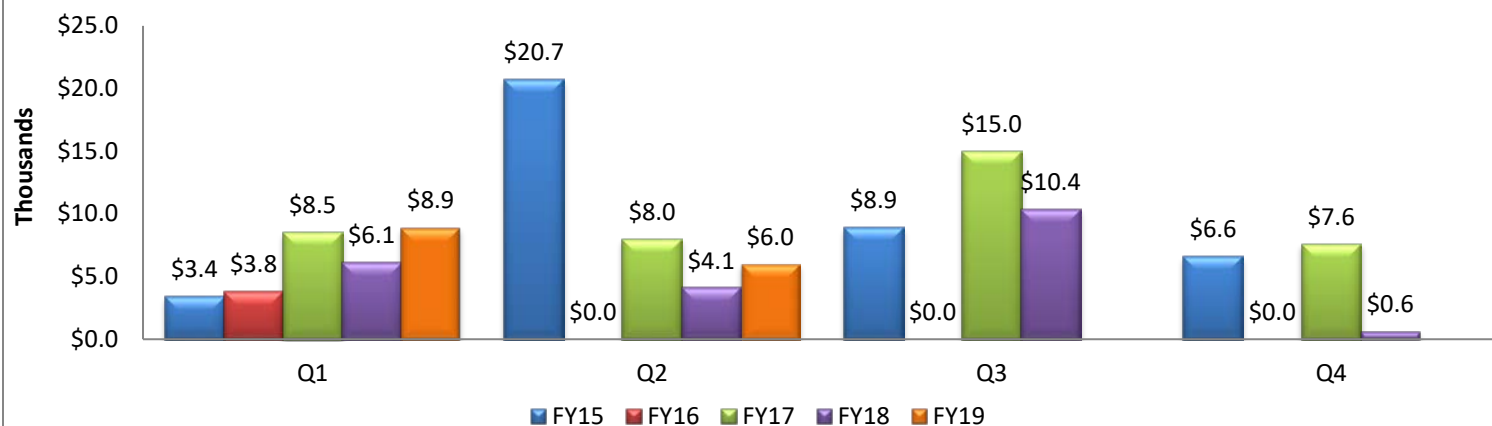
Labor Relations Division At A Glance Performance Measures for FY19 2nd Quarter	AFSCME	CWA
Total number of union grievances filed by each union	17	3
Total number of disciplinary actions appealed to an arbitrator, by each union	3	0
Total number of grievance arbitrations, by each union:	1	0
Total number of Prohibited Practice Complaints filed by each union	2	0
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	$6,000	

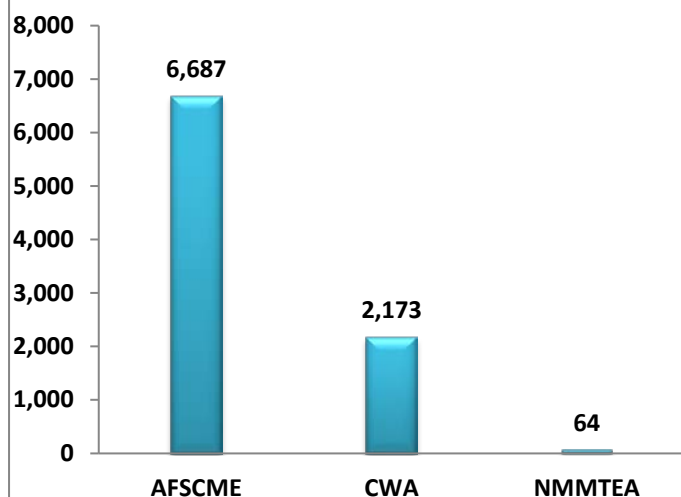## Number of disciplinary actions (union covered) positions appealing to arbitration rather than to SPB

Q1: FY15 7, FY16 11, FY17 6, FY18 1, FY19 9
Q2: FY15 8, FY16 11, FY17 9, FY18 5, FY19 3
Q3: FY15 4, FY16 8, FY17 11, FY18 7, FY19 0
Q4: FY15 9, FY16 4, FY17 3, FY18 1

Legend: FY15, FY16, FY17, FY18, FY19

Actual Cost Paid by the State for Arbitration

(Thousands)

Q1: FY15 $3.4, FY16 $3.8, FY17 $8.5, FY18 $6.1, FY19 $8.9
Q2: FY15 $20.7, FY16 $0.0, FY17 $8.0, FY18 $4.1, FY19 $6.0
Q3: FY15 $8.9, FY16 $0.0, FY17 $15.0, FY18 $10.4
Q4: FY15 $6.6, FY16 $0.0, FY17 $7.6, FY18 $0.6

Legend: FY15, FY16, FY17, FY18, FY19

Quarterly Union Represented vs. Non Union

Union Represented Employees

	Employees
AFSCME	6,687
CWA	2,173
NMMTEA	64

Classified Service Union vs. Non-Union

- AFSCME 40.7%
- CWA 13.2%
- NMMTEA 0.4%
- Non Union 45.7%
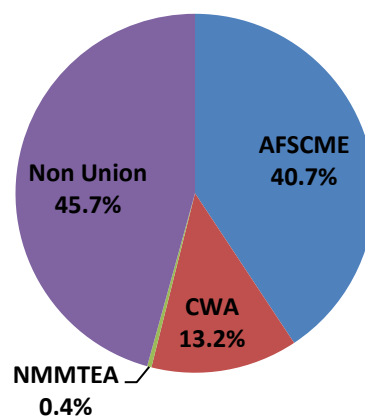
Quarterly Performance Measures

FY19 Approved Quarterly Performance Measures	FY19 Targets	Q1	Q2	Q3	Q4	FY19 Total
Average number of days to fill a position from the date of posting	55	43.0	44.8			
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	26.7	28.8			
Average number of days to advertise a position following the agency request	9	1.2	0.7			
Percent of employees who successfully complete their probationary period	75%	63.7%	61%			
Percent of "voluntary" classified employee turnover (leaving State service)	15%	3.6%	3.7%			
Percent of "involuntary" classified employee turnover (leaving State service)	5%	0.4%	0.5%			
Average State classified employee compa-ratio	≥95%	103.96%	102.04%			
Average State classified new hire compa-ratio	91%	99%	98%			
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	9	3			
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			
State-wide classified service vacancy rate	13%	18.9%	19.2%			
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%			

FY19 Approved Annual Performance Measure *These measures will be reported on a FY end basis*	FY19 Targets	FY19 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	22	
Percent of rule compliance review audit exceptions corrected within six months of discovery	100%	
Number of digitized personnel records	1,000	
Number of human resources trainings offered annually	50	