



# New Mexico

## State Personnel Office

### FY19 3rd Quarter Workforce Report

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

## Contents

<b>Director's Report.....</b>	<b>3</b>
<b>Workforce Overview .....</b>	<b>5</b>
Classified Service at a Glance .....	6
Total Compensation .....	6
<b>Classified Service Recruitment .....</b>	<b>8</b>
Advertisements .....	9
Continuous Advertisements .....	10
Advertisement Postings and Applications .....	10
Average Days to Fill a Position by Answer Date by Agency .....	13
<b>Classified Service New Hires .....</b>	<b>16</b>
New Employee Hires by Fiscal Year (FY13-FY19).....	16
New Hire Compa-Ratio .....	17
Quarterly New Employee Hire Compa-Ratio by Pay Band .....	17
Quarterly New Employee Hire Demographics .....	18
<b>Performance Evaluations .....</b>	<b>18</b>
<b>Multiple Components of Pay (MCOP) .....</b>	<b>19</b>
<b>Overtime and Leave .....</b>	<b>20</b>
Overtime.....	20
Sick Leave.....	22
Annual Leave .....	22
<b>Classified Service Separations.....</b>	<b>23</b>
Quarterly Classified Employee Separations by Reason.....	24
Quarterly Classified Employee Separations by Agency .....	25
<b>Statewide Classified Turnover and Vacancies.....</b>	<b>25</b>
Statewide Classified Employee Turnover Rate by Agency.....	26
Vacancy Rates.....	27
Quarterly Vacancy Rates for 20 Key Agencies.....	27
<b>Training .....</b>	<b>28</b>
Instructor – Led Core Curriculum Classes.....	28
eLearning Mandatory Classes .....	30
Additional Training.....	30
<b>Adjudication .....</b>	<b>31</b>
<b>Labor Relations Division (LRD) .....</b>	<b>32</b>
Quarterly Union Represented vs. Non Union.....	33
Quarterly Performance Measures.....	34

## 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.

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 currently fall within the HR Consolidated model, and 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 of CYFD staff provide HR functions to CYFD only.)

While HR Consolidation was well-intentioned, after careful deliberation and with input from the agencies, it has been determined that HR Consolidation has not yielded the benefits that were envisioned for state government. State Personnel is therefore starting the process of moving forward beyond Consolidation and to returning HR staff and vacant HR positions back to the agencies.

During the third quarter, the State Personnel Office also invited HR staff from across the Administration to a re-convening of the HR Council.

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 works with hiring managers in Consolidated Agencies and HR Managers in non-consolidated agencies 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 third quarter, new hires increased to 638, while 655 employees separated from State service. Included in the number of separations, 151 employees retired from state service. Of the entire State service, 3.4% of employees separated voluntarily, while only 0.4% separated involuntarily. The Statewide Vacancy Rate for the quarter increased to 19.3%, in part because agencies now have budget available to fill vacant positions and have asked for long-dormant positions to be re-activated. State Personnel is dedicated to working closely and collaboratively to increase the ranks of State employees.

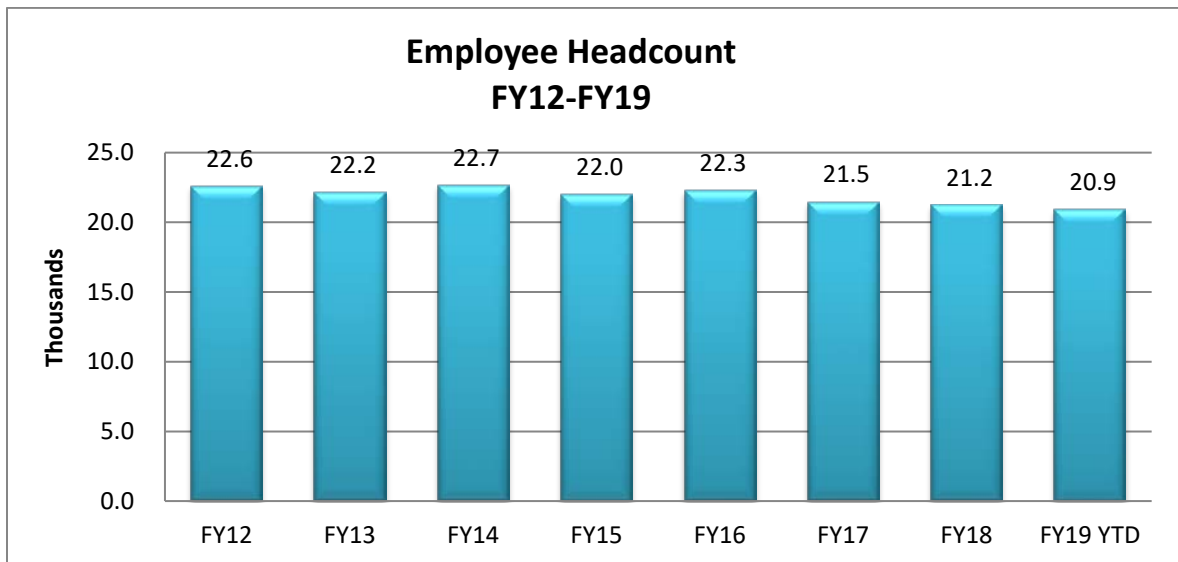
State Personnel's mission is to help Agencies facilitate their collective mission – to serve the people of New Mexico. The Office is at an exciting crossroads. With the Path Forward through HR Consolidation, State Personnel looks forward to serving its mission with a myriad of collaborative and cross-cutting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

Sincerely,  
Pamela D. Coleman  
State Personnel Director

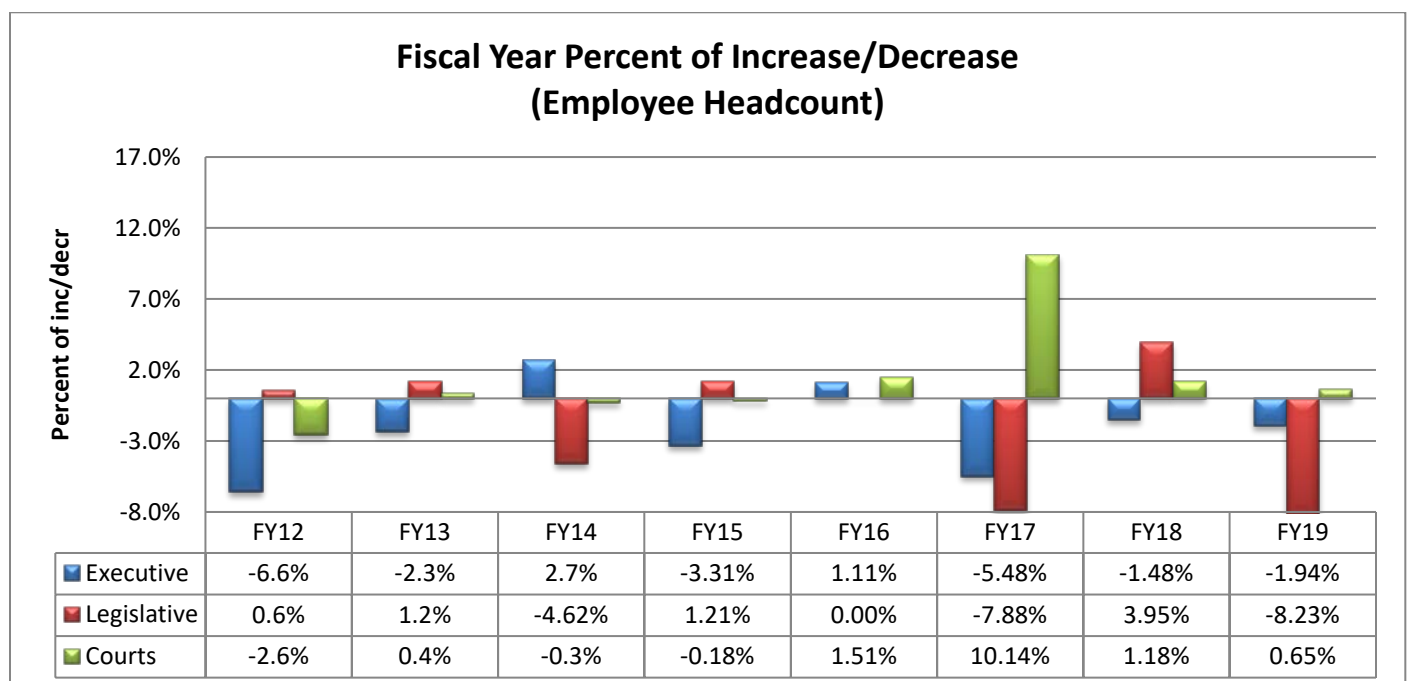
## Workforce Overview

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:**  
16,428

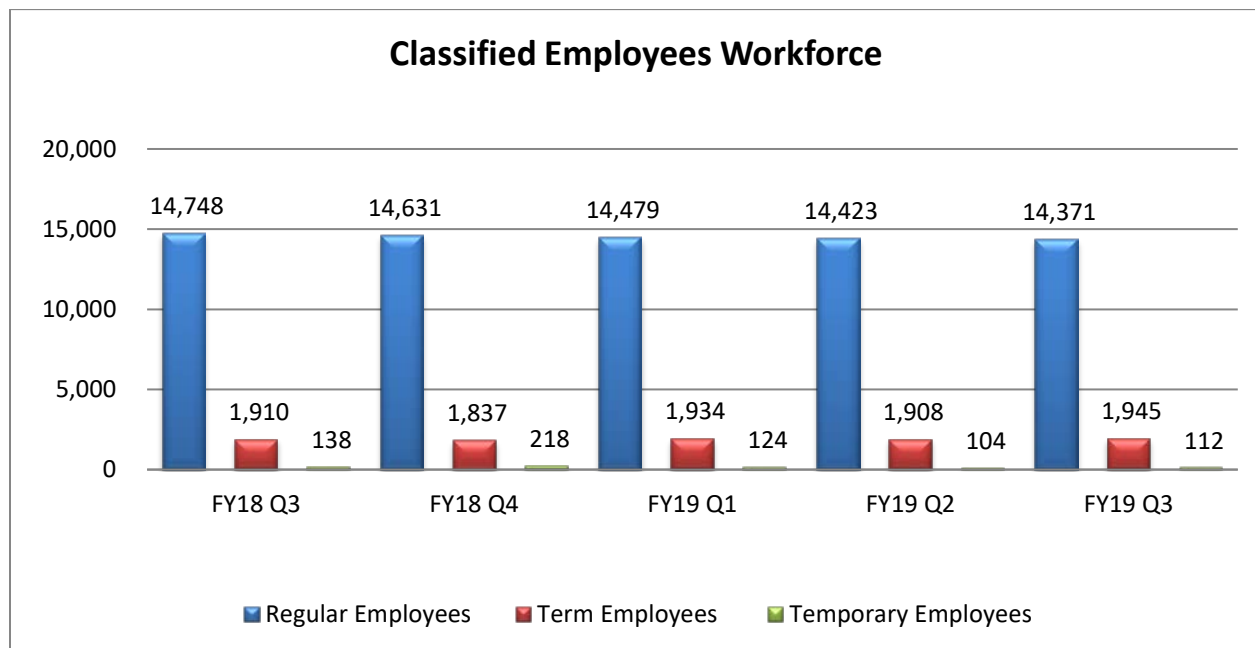
**Regular:**  
14,371

**Term:**  
1,945

**Temporary:**  
112

**Managers:**  
1,701

**Supervisors:**  
1,376



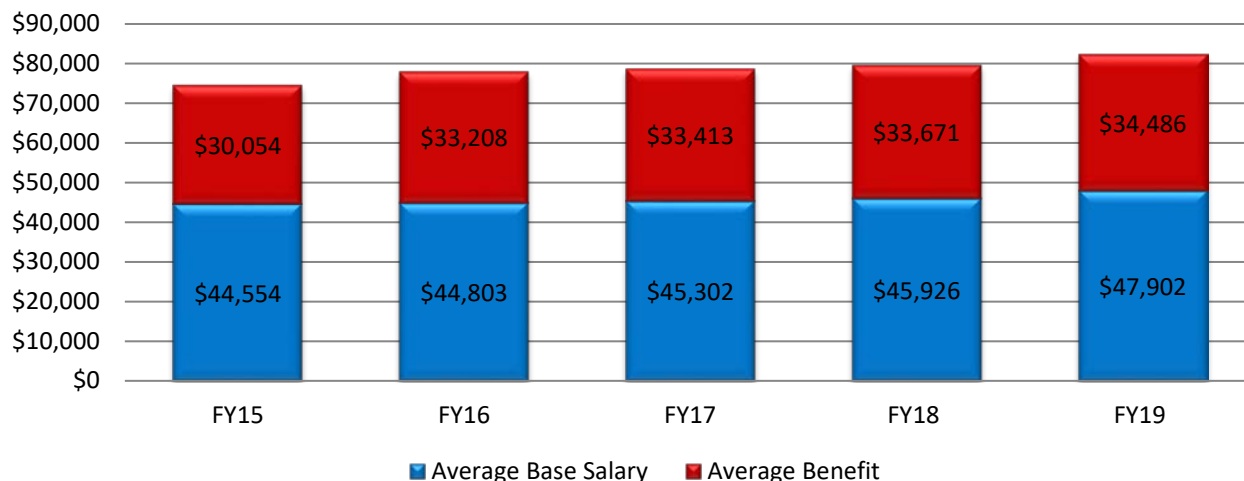
Workforce Data	
Union Represented Employees	54.5%
Minority	65.4%
Female	52.4%
Male	47.6%

TOTAL COMPENSATION	
March 31, 2019	
AVERAGE BASE SALARY \$47,902	AVERAGE TOTAL COMPENSATION \$82,388
AVERAGE BENEFIT \$34,486	
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 102.3%	

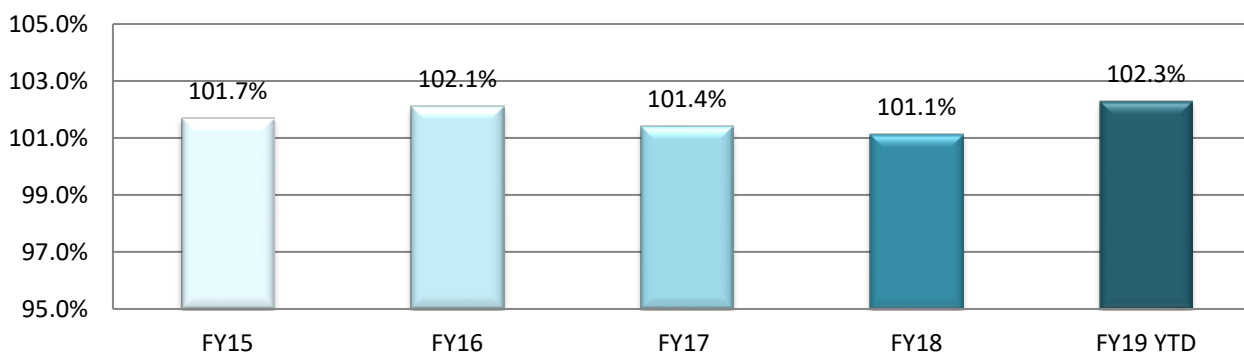
## Total Compensation

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 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



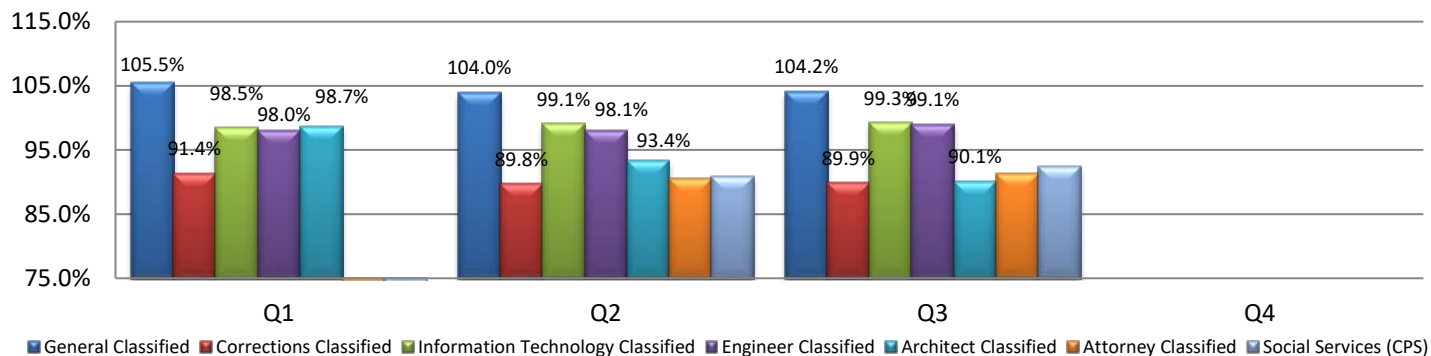
### Average Employee Compa Ratio



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 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. Two (2) salary schedules, Corrections and General, have also been adjusted in FY19. State Personnel will implement the Healthcare salary structures in the near future. Trends for these new salary structures will develop over time.

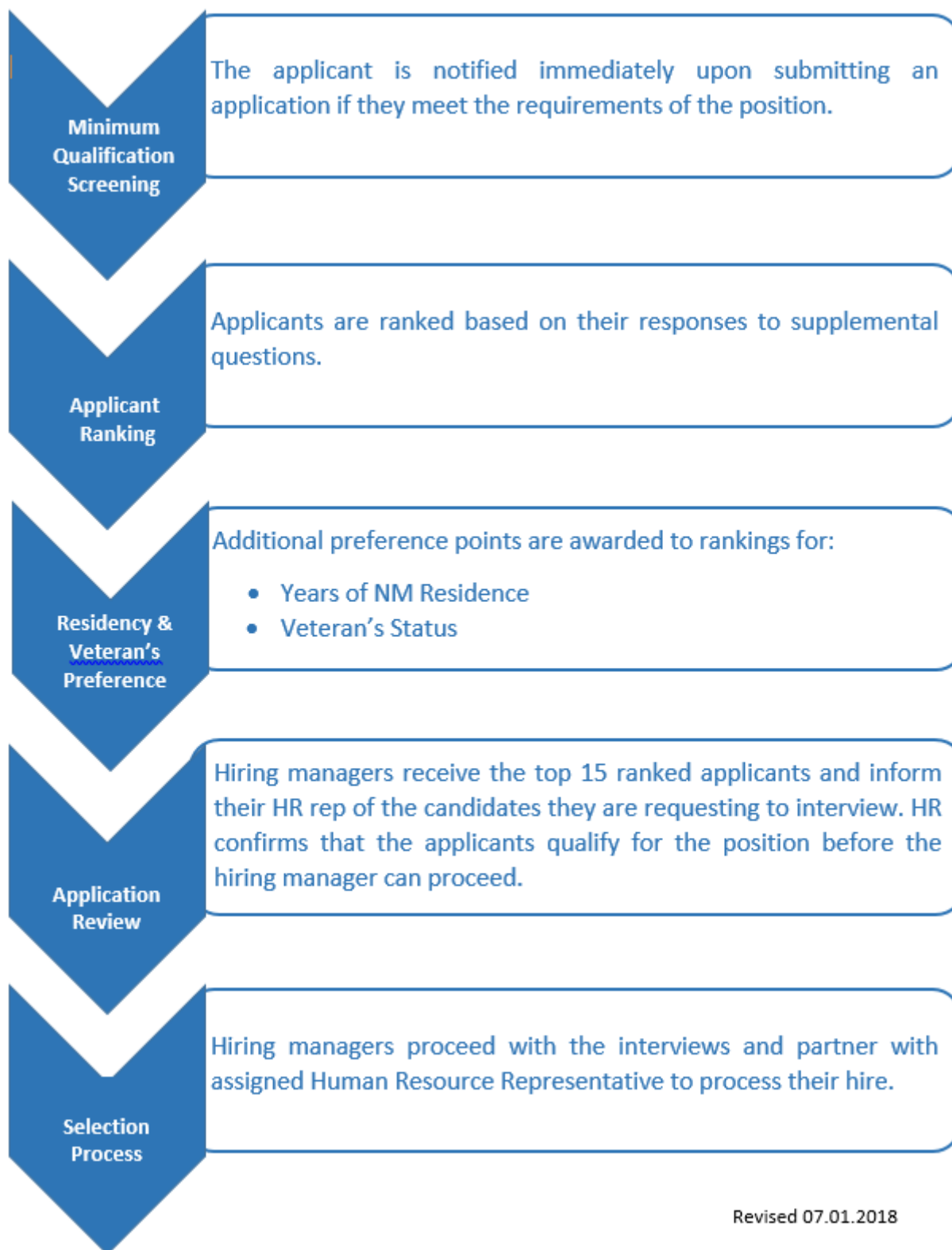
### Salary Schedule Compa-Ratio



## 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





## 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?**

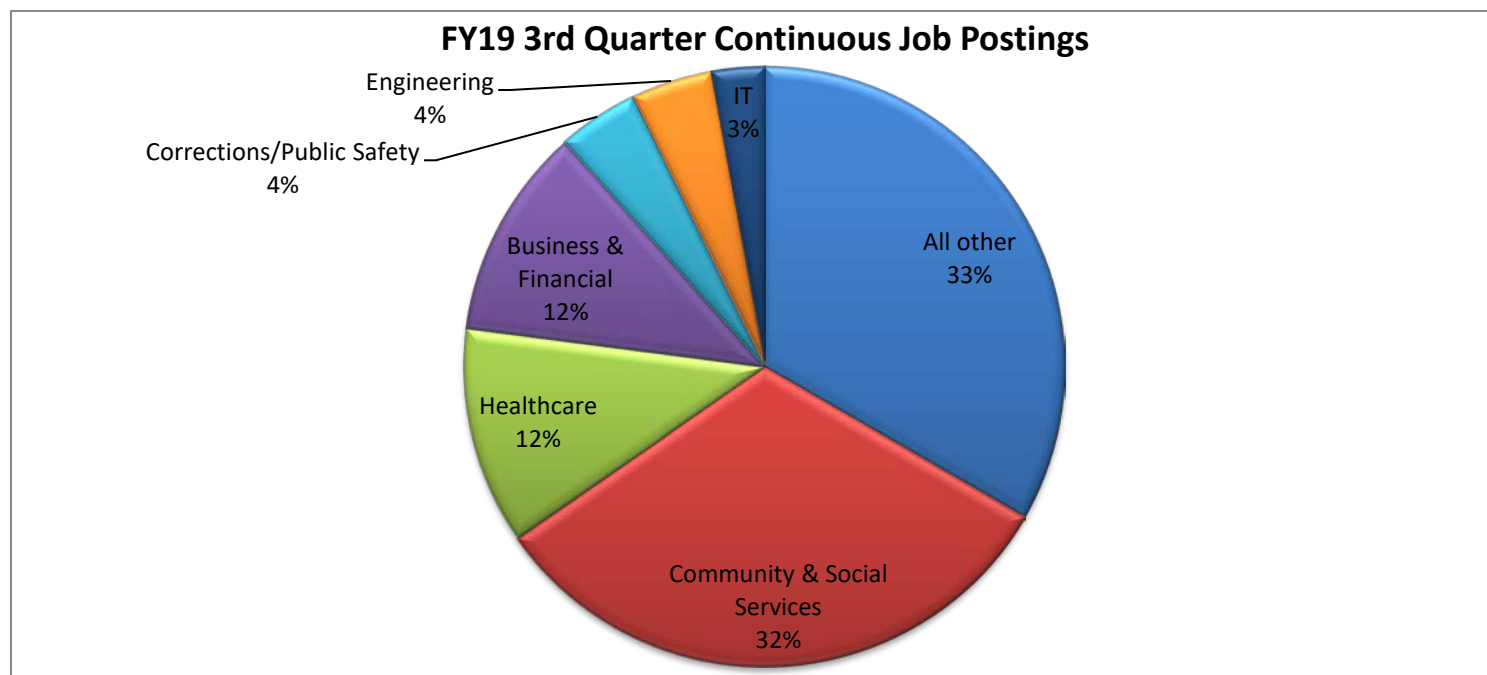
- 0-1 year of experience
- 2-5 years of experience
- 6-9 years of experience
- 10 or more years of experience

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.

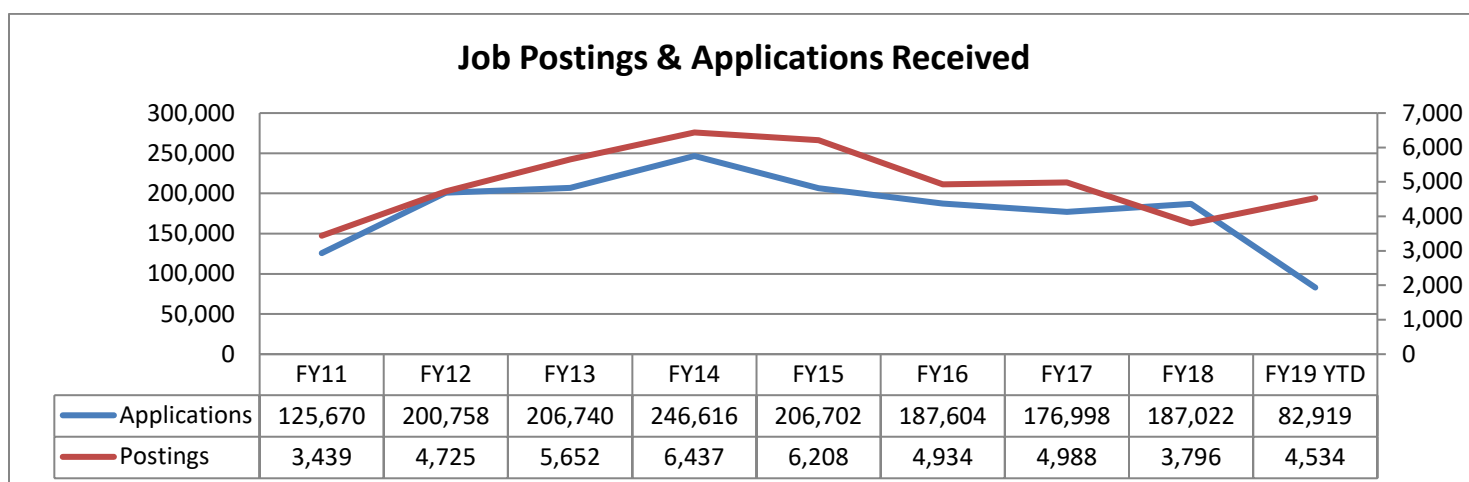
## Continuous Advertisements

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 48% of continuous advertisements were for positions in a Healthcare, Public Safety and/or Corrections or Community and Social Services related field.

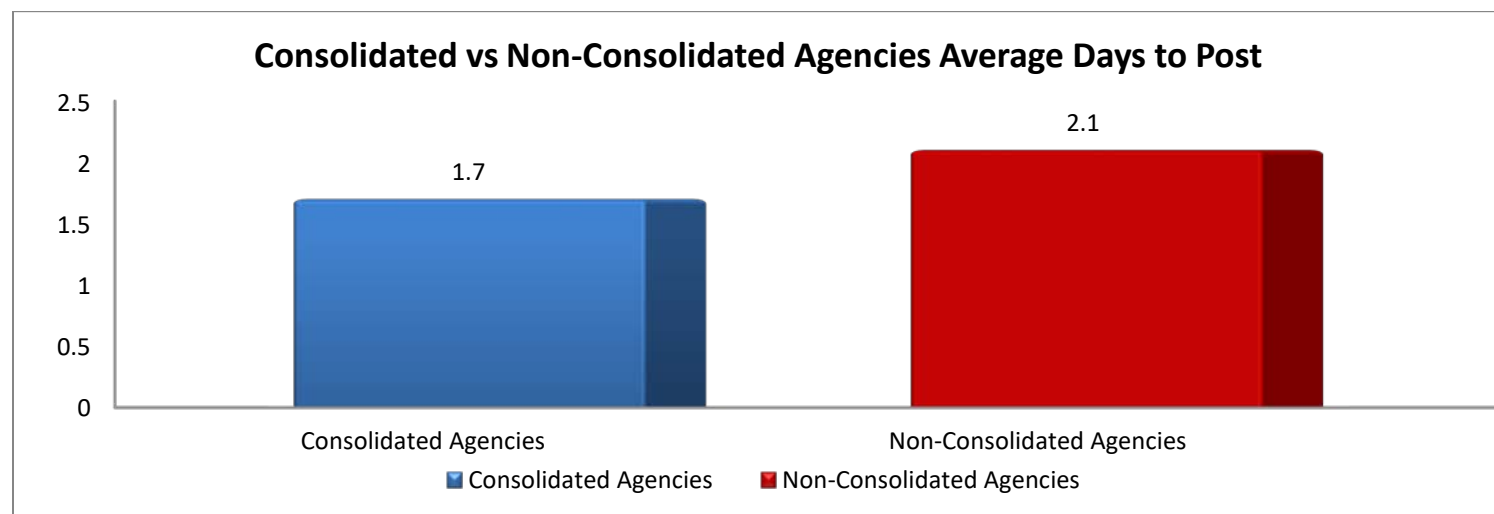
## Advertisement Postings and Applications



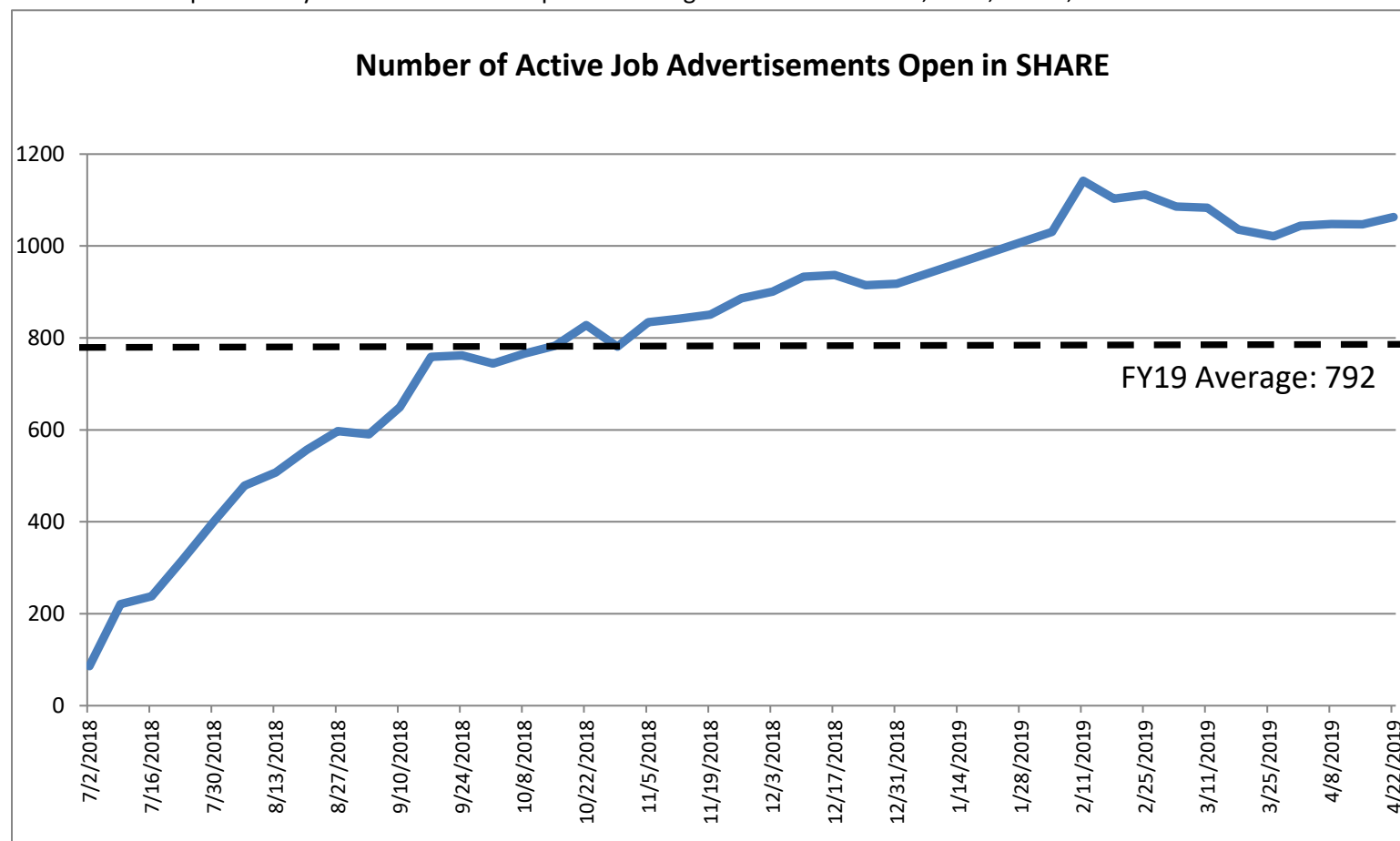
Since 2012, posted advertisements on NEOGOV have been viewed over 30 million times. Since the inception of the SHARE Recruitment module, the total clicks on posted advertisements recorded for the 3<sup>rd</sup> Quarter in FY19 was over 4.3 million views.

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	11,841,485

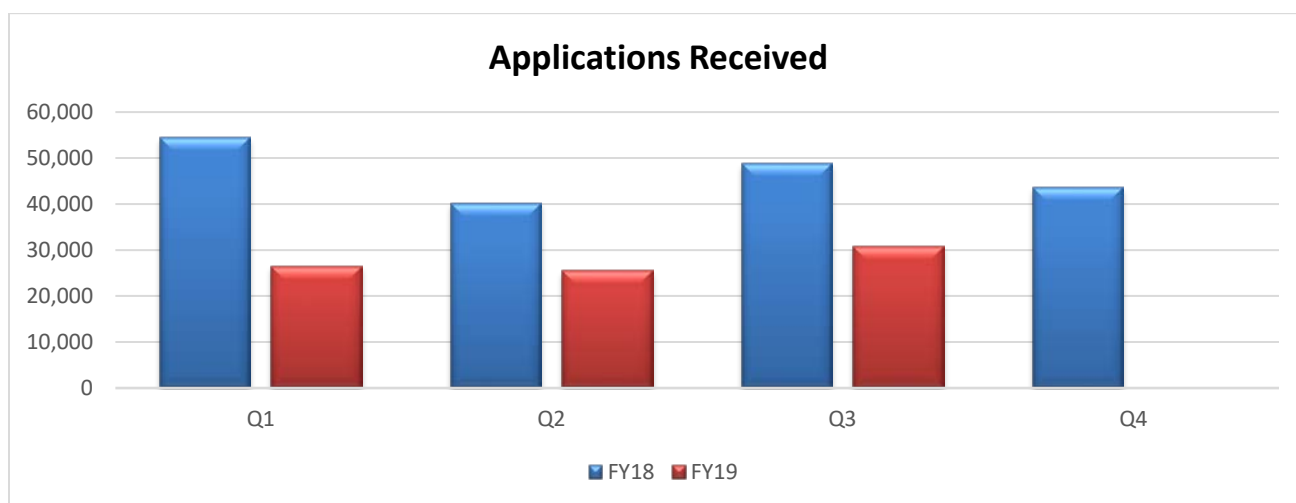
State Personnel's Talent Acquisition staff has, on average, posted an advertisement within (1.7) days from requisitions request being received, which decreased by two (2) days from last Quarter. In comparison, for non-consolidated agencies, the timeframe to post an advertisement from the requisition received date is an average of two (2.1) days, which also decreased from the 2<sup>nd</sup> quarter.



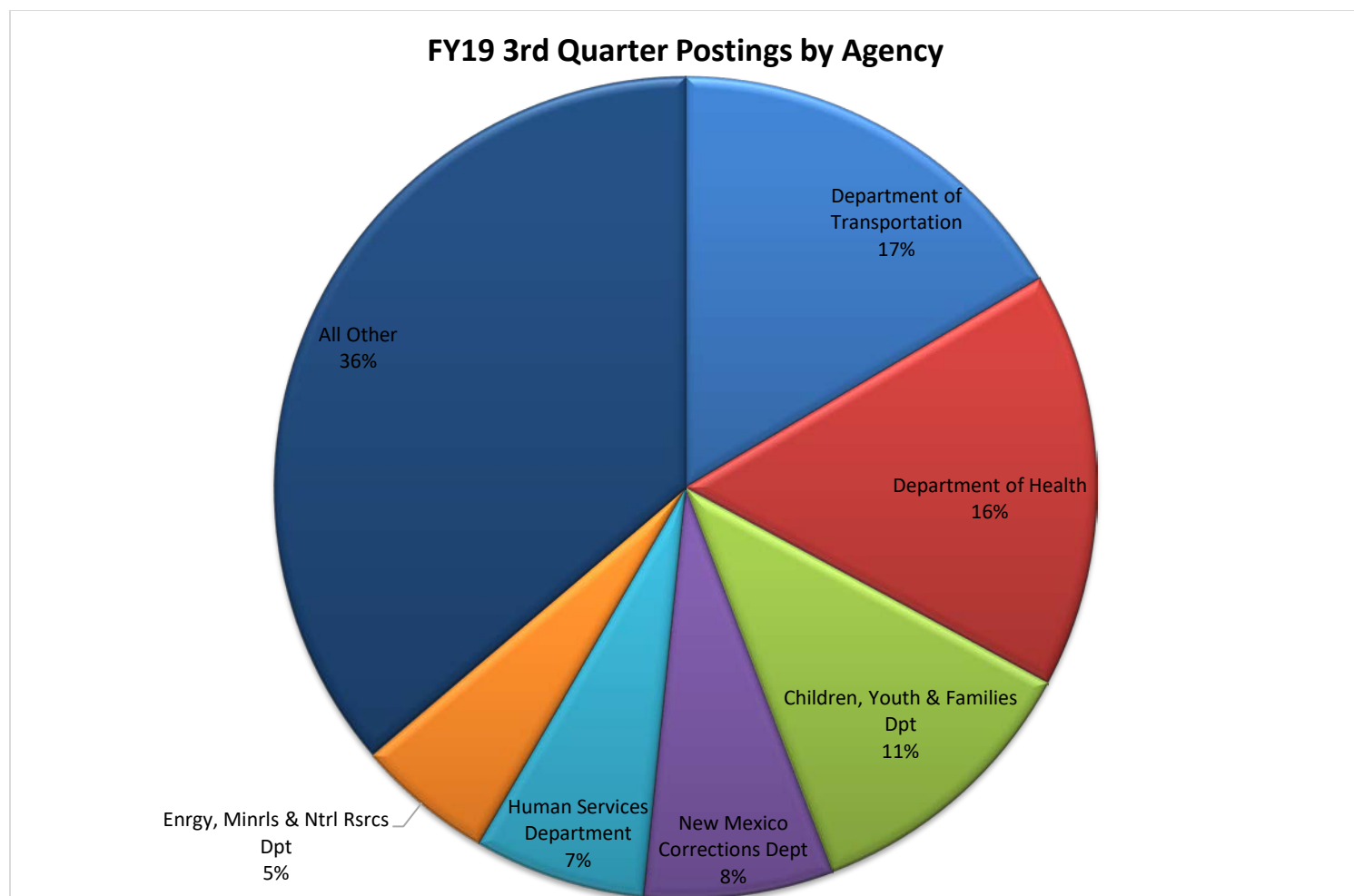
Illustrated below is the Average Number of active Advertisements Open in SHARE Recruitment for each Calendar week for the FY19 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> quarter. As illustrated, the active Job Advertisements have gradually increased from the launch of SHARE Recruitment despite weekly fluctuations and has peaked during the week of March 4, 2019, with 1,086 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.

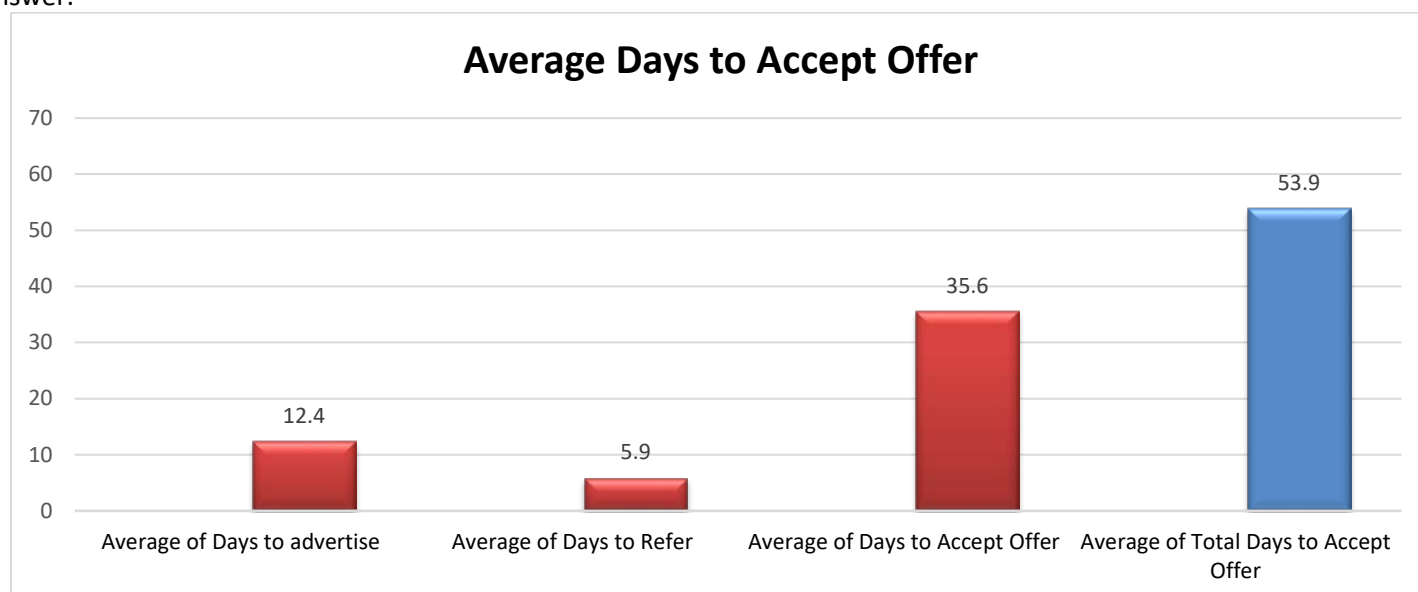


For the 3<sup>rd</sup> Quarter in FY19, below are the top 20 Agencies with the greatest amount of posted advertisements, views and applications received.

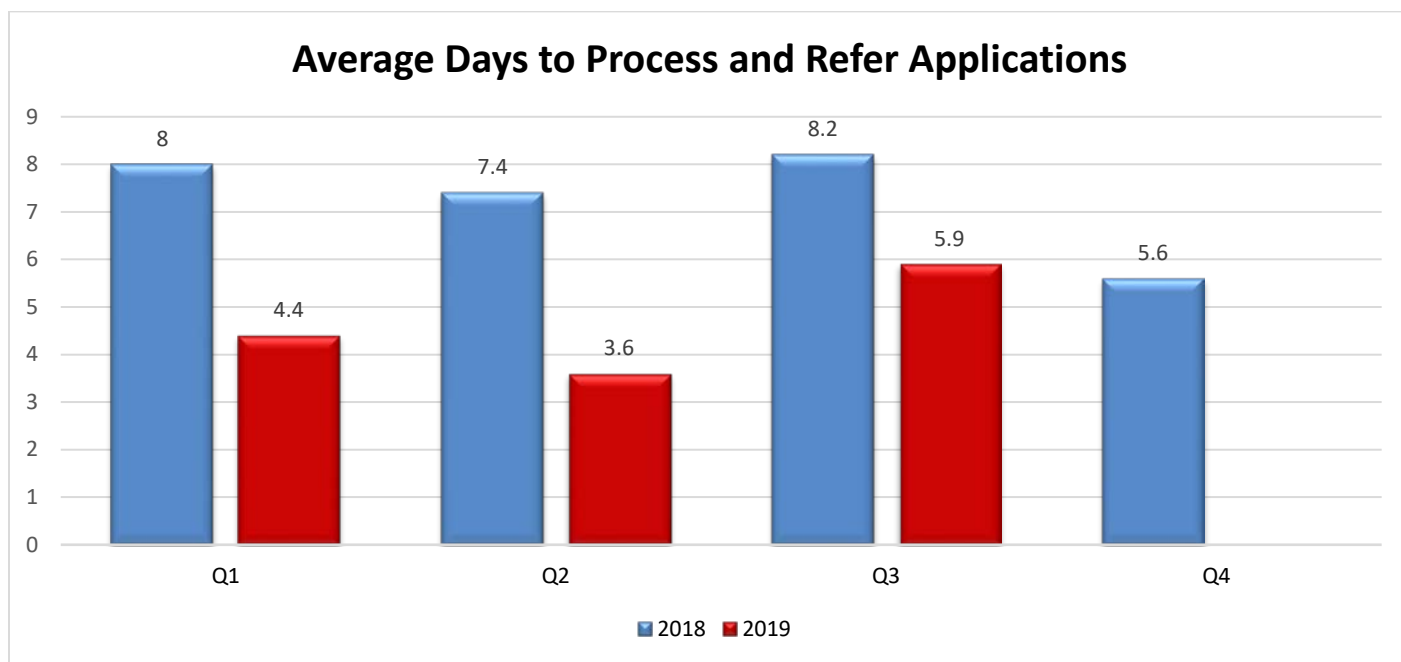
Department	Advertisements	Applications Received	Views
Children, Youth & Families Department	166	3,874	680,925
Department of Cultural Affairs	25	784	78,055
Department of Environment	40	749	99,736
Department of Game & Fish	15	340	39,703
Department of Health	240	5,527	802,047
Department of Public Safety	37	963	177,645
Department of Transportation	242	2,791	513,585
Department of Workforce Solutions	35	1,014	81,648
Department of Vocational Rehab.	23	299	58,017
Energy, Minerals & Ntrl Rsrcs Dpt	79	899	220,032
General Services Department	34	445	62,577
Human Services Department	99	3,616	500,502
Miners Colfax Medical Center	17	112	66,053
New Mexico Corrections Department	109	2,378	246,962
Office of the State Engineer	24	465	62,519
Public Education Department	19	489	56,795
Regulation & Licensing Department	27	437	43,586
State Land Office	21	343	57,053
Superintendent of Insurance	17	348	35,940
Taxation & Revenue Department	70	1,972	182,248

## 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 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. 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.

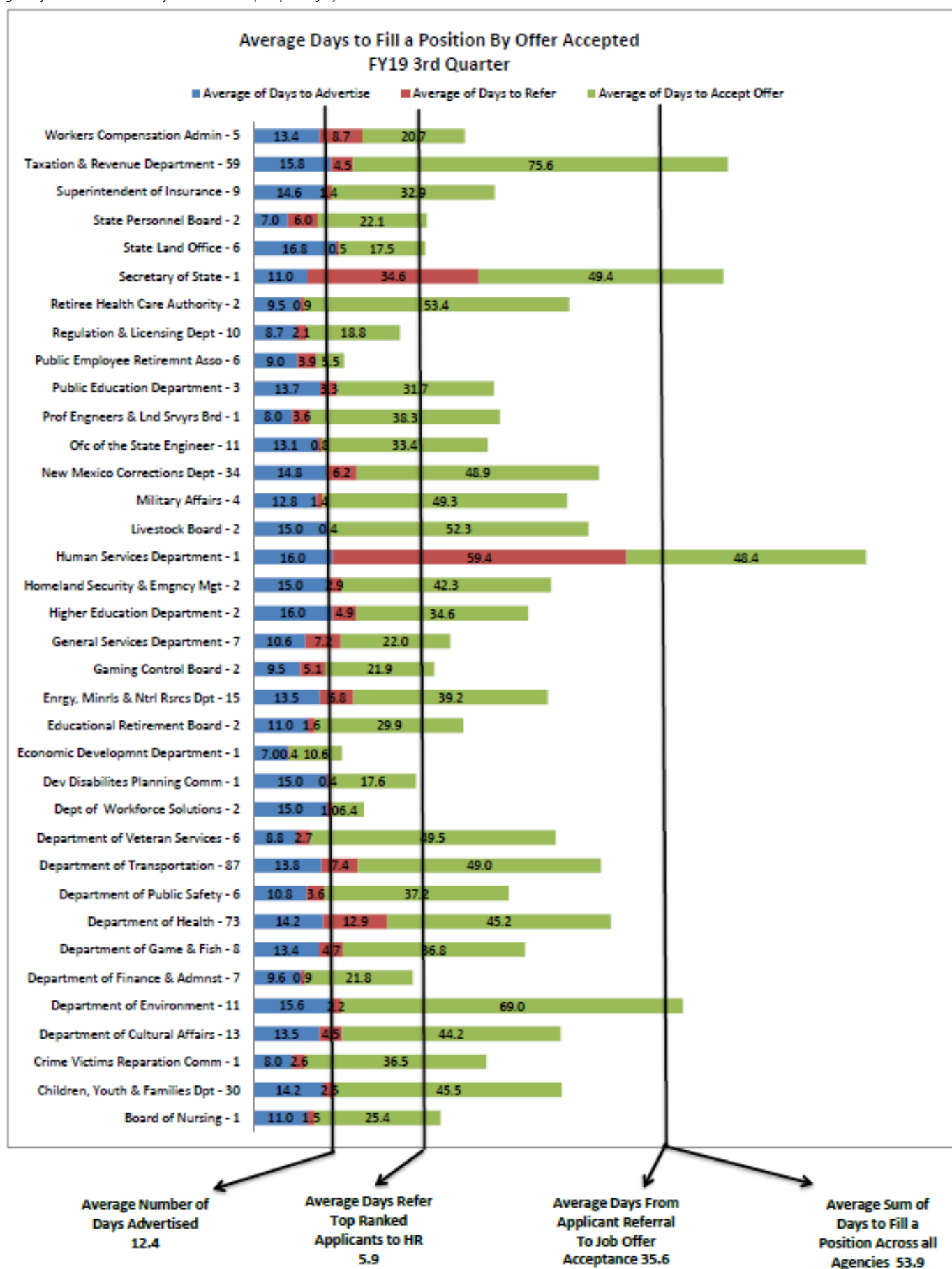
SPO provides the agency HR Manager with ongoing reports to inform them of any outstanding advertisements that have not been filled or closed out. Factors exist that may impact the time to fill, such as required background checks; however, by working on the recommendations outlined above, there have been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

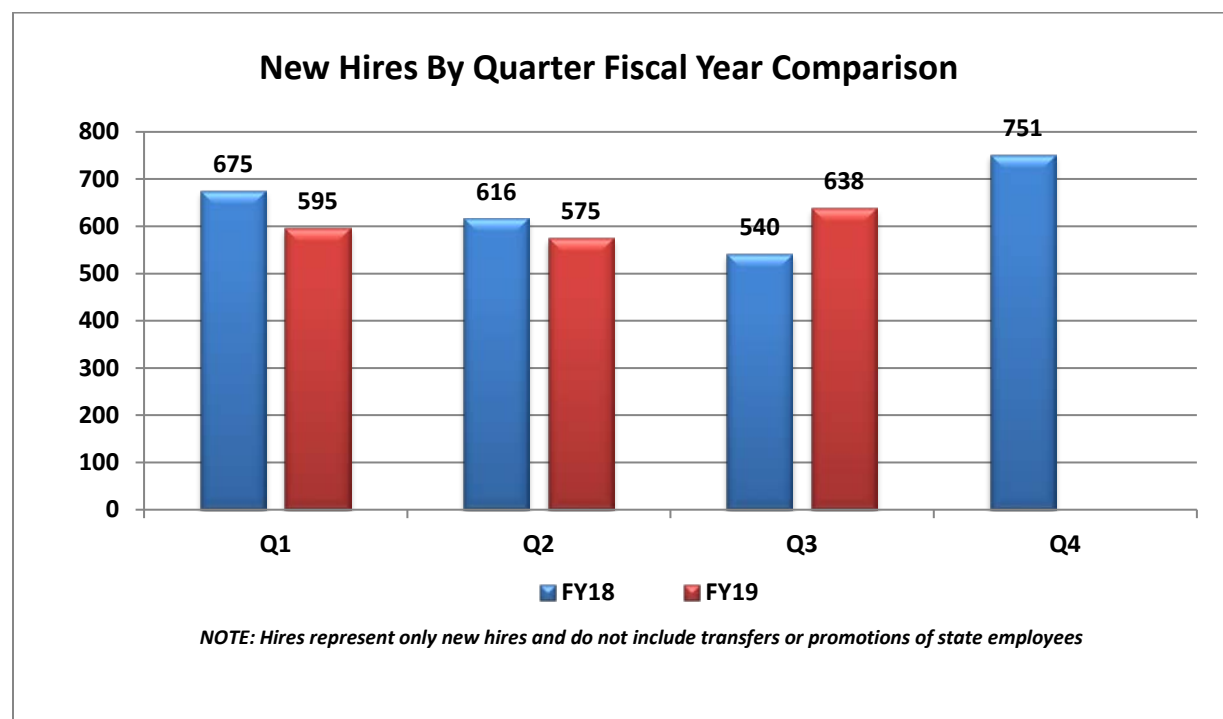
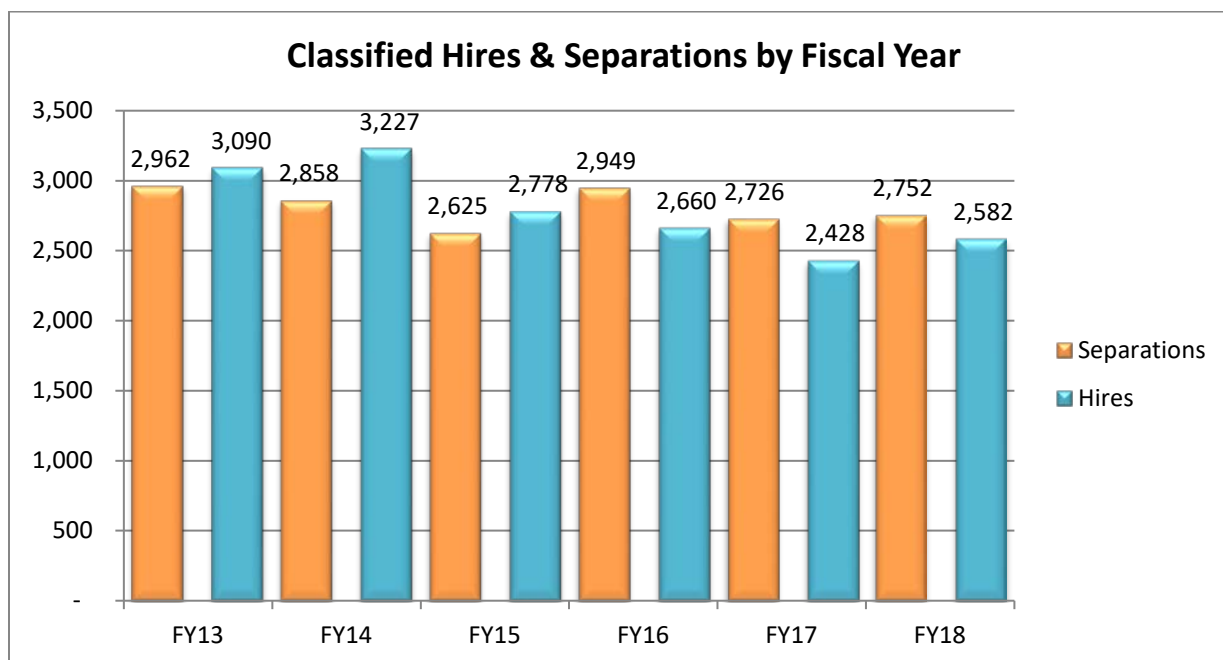


## Classified Service New Hires

In the third quarter data for new hires is encouraging, with 638 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 (FY13-FY19)

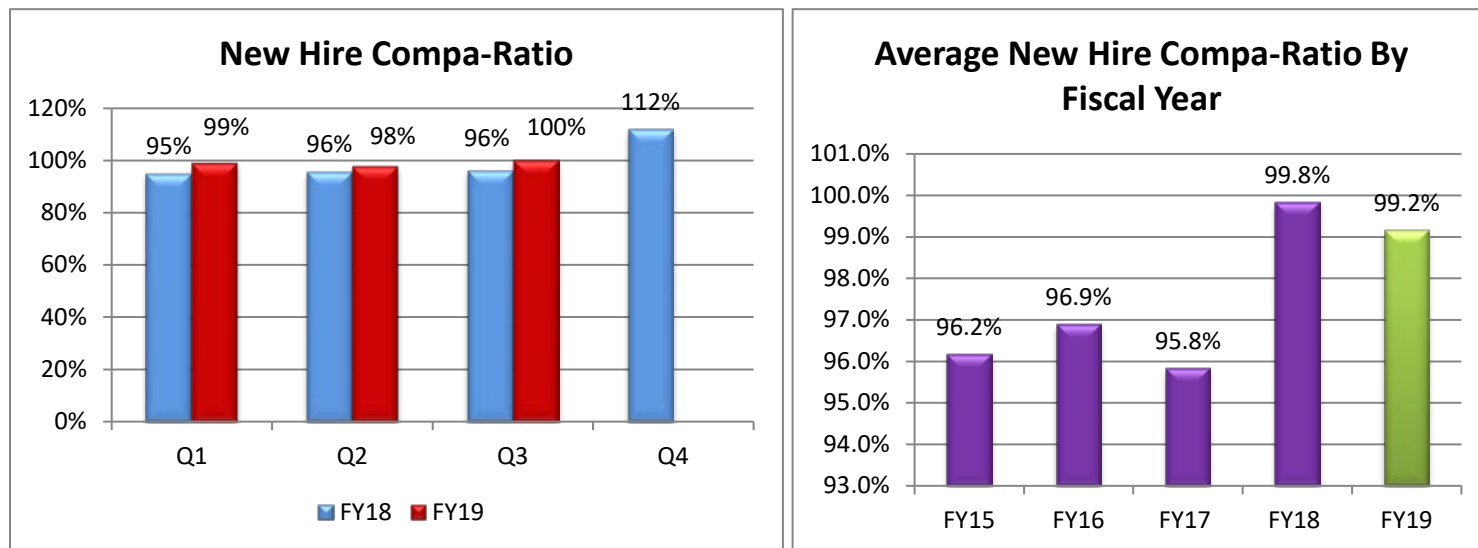




## New Hire Compa-Ratio

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%	27
30	95.8%	21
35	95.4%	29
40	97.3%	61
45	102.8%	68
50	101.9%	55
55	99.9%	58
60	95.4%	95
65	105.0%	32
70	105.8%	49
75	119.3%	14
80	107.8%	15
85	110.3%	11
90	120.2%	3
97	111.1%	1
98	127.0%	1
99	121.6%	3
AC	100.0%	1
CA	92.5%	7
CB	91.6%	11
CD	89.2%	2

Pay Band	Average of Compa-Ratio	# of Employees
EA	100.6%	3
EB	105.0%	5
EC	100.0%	1
ED	99.9%	7
EE	102.2%	2
EF	114.5%	1
IB	94.2%	2
ID	96.5%	2
IE	103.0%	9
IF	107.1%	3
LF	76.9%	1
LG	90.9%	1
LH	96.7%	1
SD	98.1%	18
SE	95.0%	13
SF	107.6%	4
SG	96.2%	1
<b>Grand Total</b>	<b>100.3%</b>	<b>638</b>

### Quarterly New Employee Hire Demographics

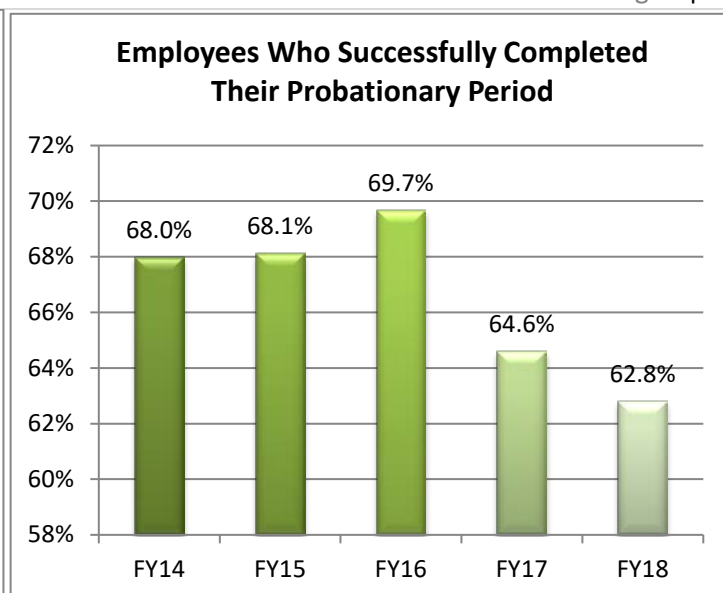
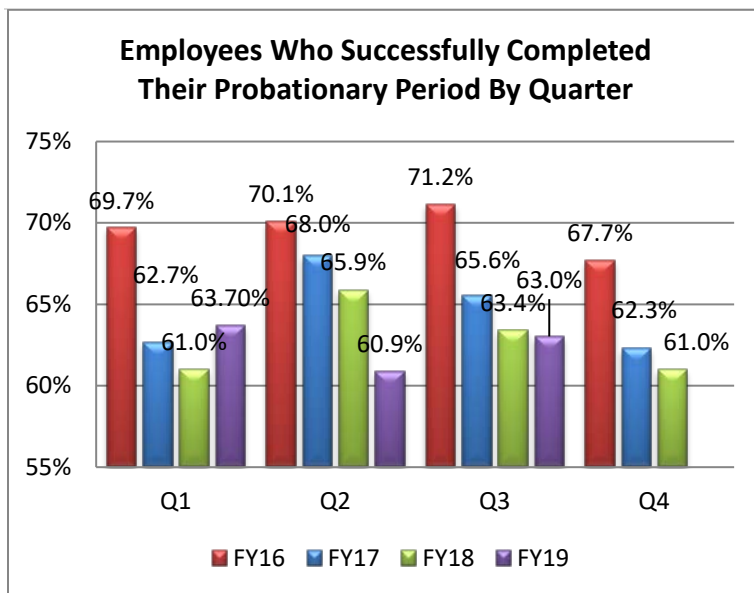
Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	14	11	25	4%
American Indian	20	9	29	5%
Asian	8	2	10	2%
Caucasian	96	85	181	30%
Hispanic	200	136	336	55%
Hawaiian	0	0	0	0.0%
Not Specified	21	7	28	5%
<b>Grand Total</b>	<b>359</b>	<b>250</b>	<b>609</b>	<b>100.0%</b>
	<b>59%</b>	<b>41%</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.

FY19 employee performance evaluation completion rate is expected to be 100%

The percentage of employees completing their probationary period in the 3<sup>rd</sup> Quarter of FY19 has increased slightly from the previous quarter, and it has remained stable in comparison to the same quarter last year. The past four fiscal years show that approximately one-third of new hires leave state employment within one (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 is examining factors that affect employee retention and talent acquisition, particularly for highly competitive occupations.



## Multiple Components of Pay (MCOP)

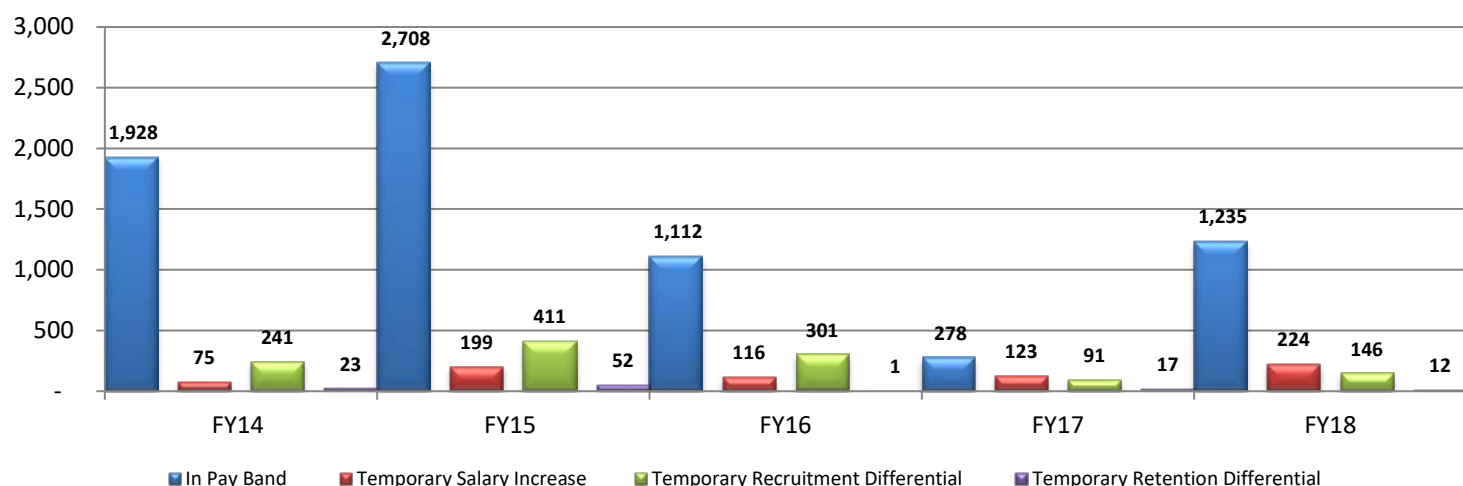
Various pay mechanisms permitted through the SPB Rules were developed to facilitate recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **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.

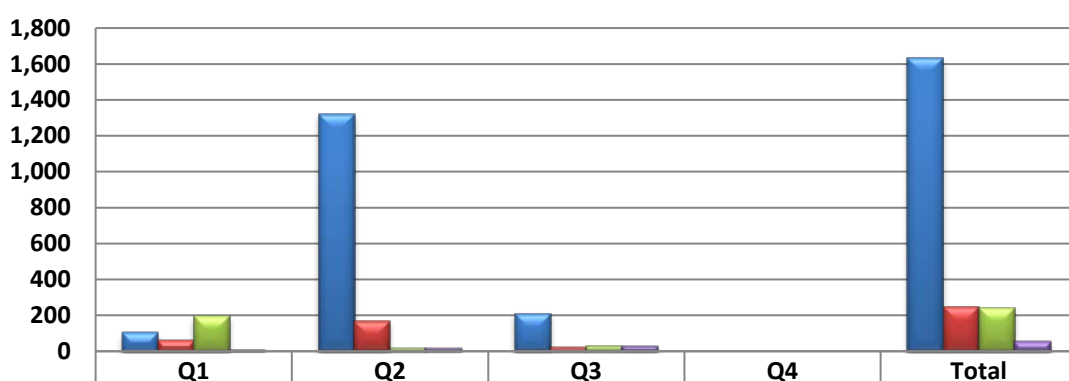
The graph on the next page shows the utilization of MCOPs.

### 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 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	214		1,640
Temporary Salary Increase	59	169	24		252
Temporary Recruitment Differential	199	18	27		244
Temporary Retention Differential	6	16	31		53

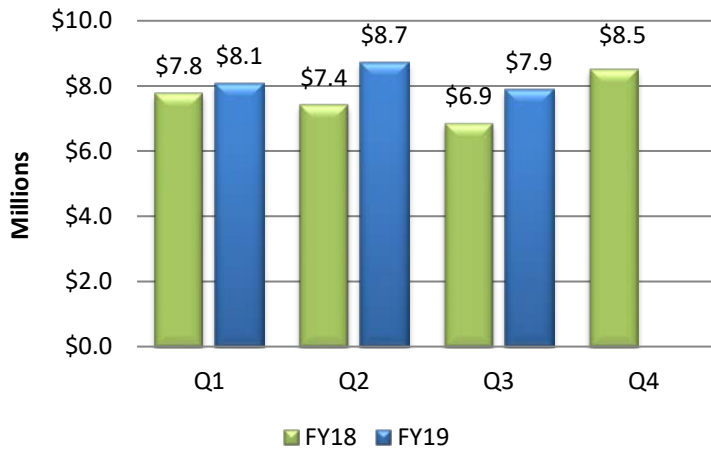
Of the 1,322 IPB's granted in the 2<sup>nd</sup> Quarter of FY19, nearly 750 IPB's were granted primarily to Community and Social Services related professionals within the Human Services Department to assist in retaining community services professionals.

## Overtime and Leave

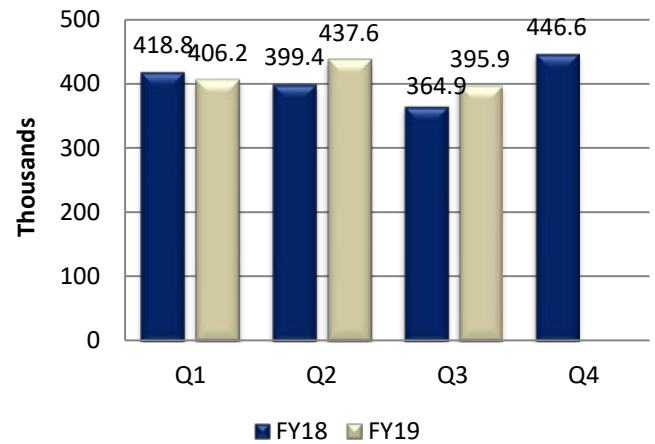
### Overtime

Overtime rates for the 3rd quarter have decreased after peaking in the 2<sup>nd</sup> quarter, 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

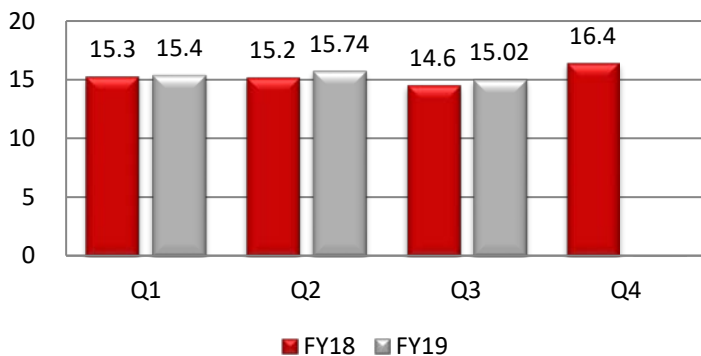


### Overtime Usage

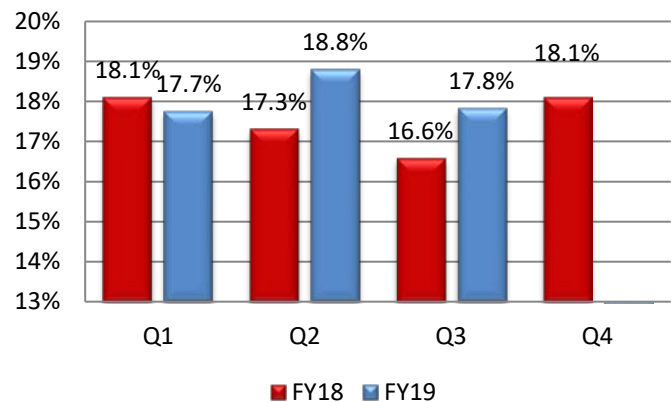


\*Note: The above graphs account for both overtime accrual and payout at straight time/time and a half. The following time reporting codes are tracked for the purposes of overtime calculation: comp time paid and earned, and overtime paid and earned.

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



### Average Percentage of Employee Receiving Overtime Per Month

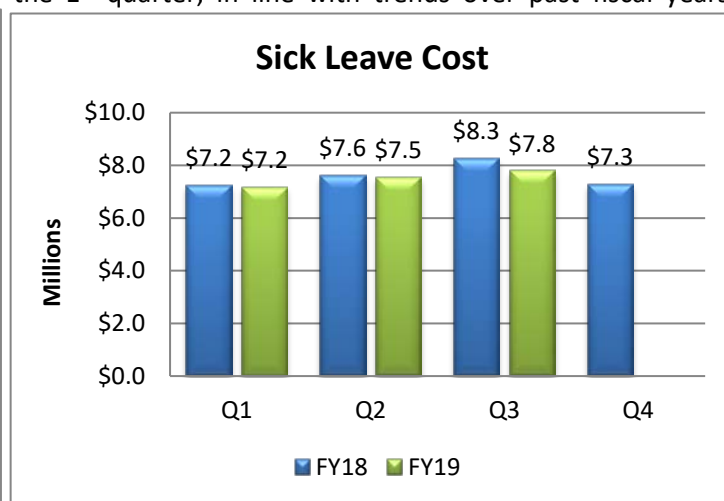
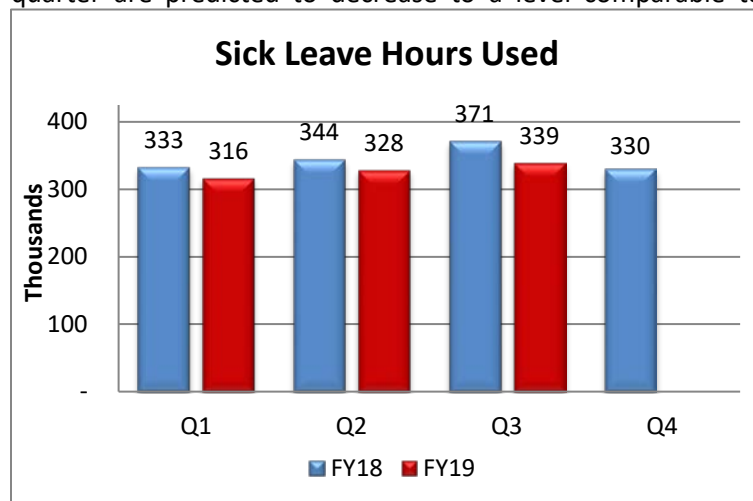


3rd Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
New Mexico Corrections Dept	145,531	\$2,864,535
Department of Health	88,262	\$1,506,691
Department of Transportation	67,829	\$1,316,081
Children, Youth & Families Dpt	35,913	\$781,865
Miners Colfax Medical Center	6,784	\$242,031
Department of Public Safety	11,569	\$239,229
Human Services Department	7,151	\$139,782
Department of Veteran Services	5,928	\$114,911
Department of Game & Fish	3,848	\$80,484
Taxation & Revenue Department	2,757	\$65,230
Enrgy, Minrils & Ntrl Rsrcs Dpt	2,472	\$60,778
Dept of Vocational Rehab.	1,580	\$42,556
Department of Cultural Affairs	1,721	\$38,872
Ofc of the State Engineer	1,846	\$35,829

3rd Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
Department of Environment	1,126	\$31,213
Livestock Board	1,000	\$29,338
Dept of Workforce Solutions	905	\$27,991
Public Education Department	999	\$26,868
Military Affairs	1,042	\$24,951
Dept of Information Technology	890	\$23,232
<b>Top 20 Agencies</b>	<b>389,150</b>	<b>\$7,692,466</b>
<b>All Others</b>	<b>6,710</b>	<b>\$204,223</b>
<b>Grand Total</b>	<b>395,861</b>	<b>\$7,896,689</b>

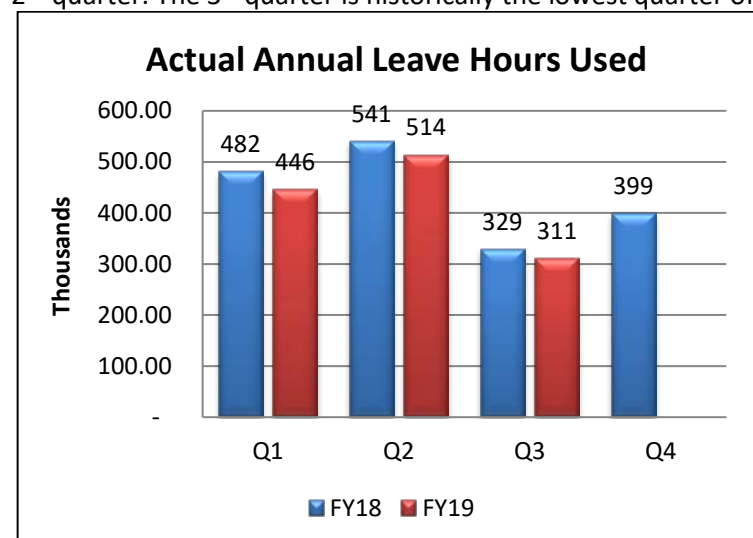
## Sick Leave

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

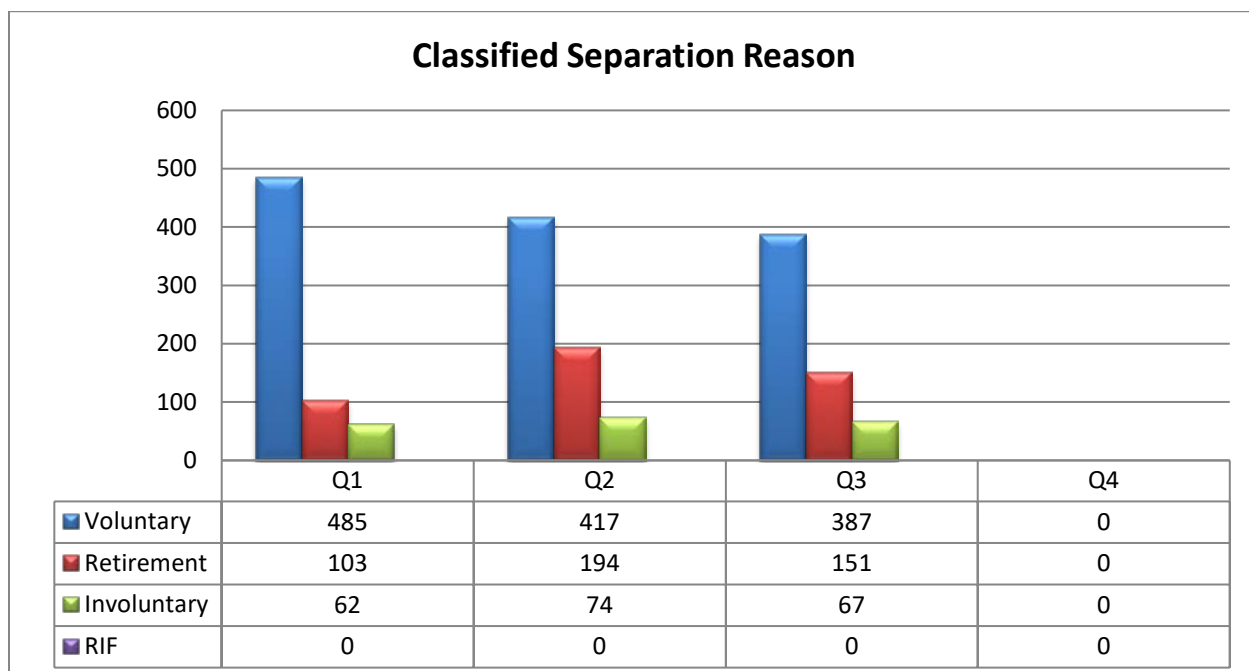
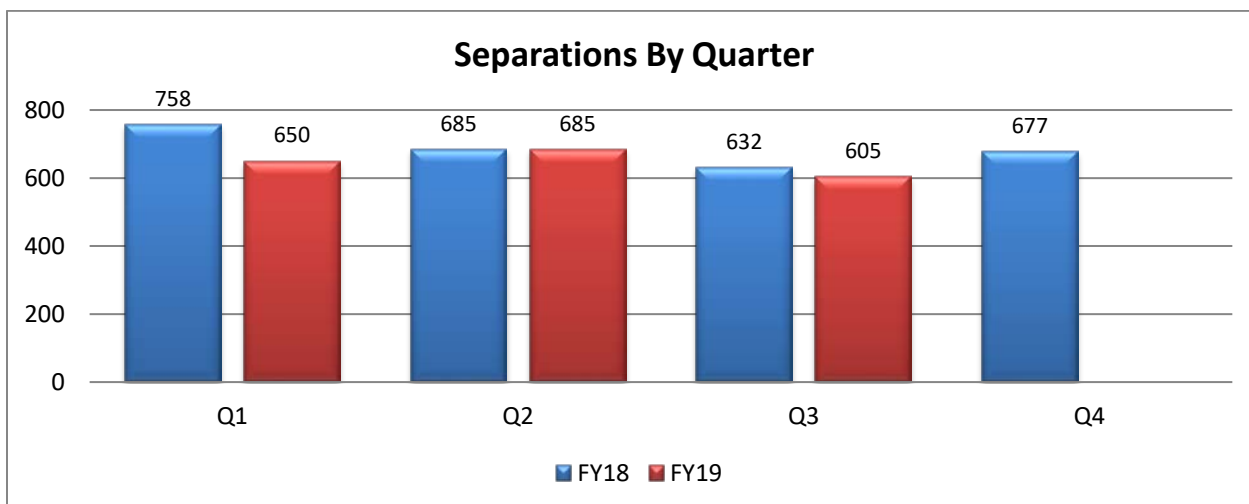
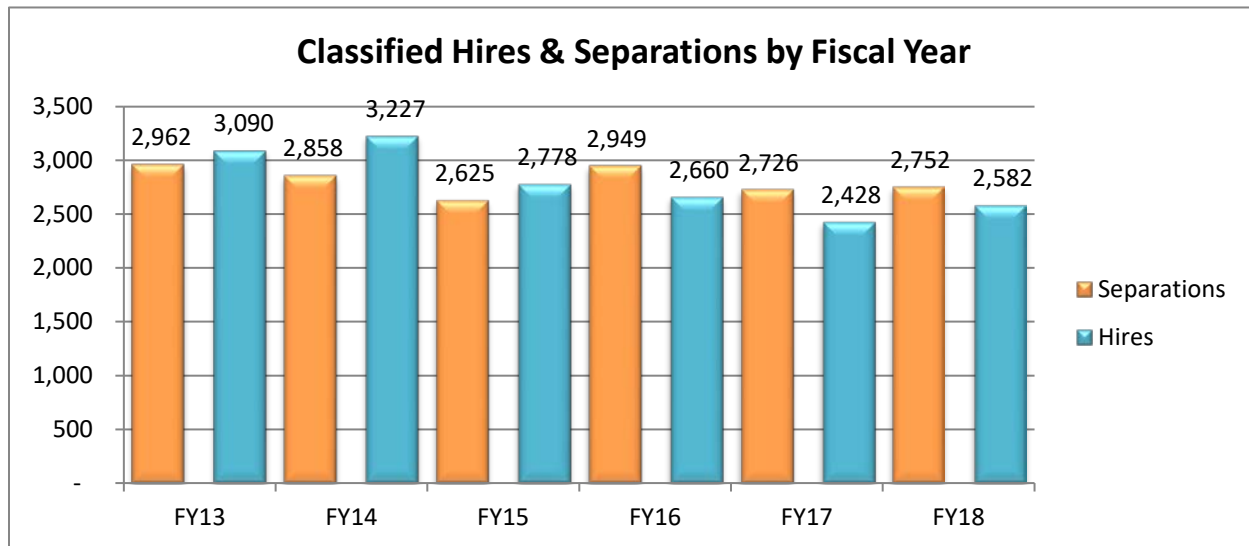


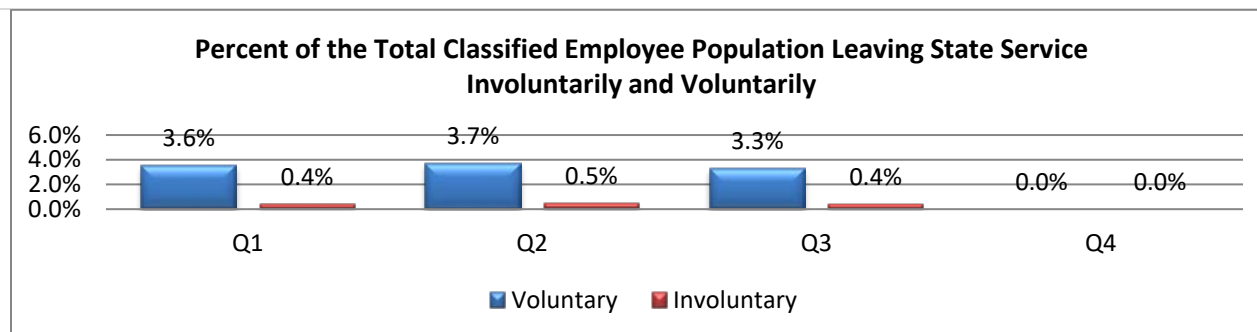
## Annual Leave

Annual leave usage and cost rates continue a multi-year trend of significantly decreasing in the 3<sup>rd</sup> quarter after peaking in the 2<sup>nd</sup> quarter. The 3<sup>rd</sup> quarter is historically the lowest quarter of annual leave use in each fiscal year.



## Classified Service Separations





The graph above shows the separation rate of classified employees as a percentage of the total Classified Service population. Of the 605 separations this quarter, 3.3% 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	
Accepted New Job (Non-Comp)	26	18	15	
Attendance	11	10	10	
Completion of Contract				
Death	6	9	5	
Disability Retirement	4	4	4	
Discharge	1	14	6	
Dissatisfied w/Type of Work				
Dissatisfied with Supervision			2	
Dissatisfied w/Work Conditions	3	2	2	
Dissatisfied with Hours				
Dissatisfied with Pay		1		
Early Retirement	1	2	1	
End of Appointment	4	4	2	
End Temporary Employment	1	2		
Failed Condition of Employment	7	3	5	
Falsified Qualifications	1			
Family Reasons	4		3	
Health Reasons	8	12	6	
Illness in Family		2		
Insubordination	1	2	2	
Lack of Funding				
Leave of Absence Expiration				
Military			2	
Misconduct	28	28	27	
Mutual Consent		2		
Non Job Connected Medical	1	2	5	
Normal Retirement	96	187	145	
Other Medical	8	5	3	
Personal Reasons	24	15	22	
Pregnancy			1	
Quit without Notice	28	22	32	
Relocation	7	7	5	
Reorganization			1	
Resignation	346	314	275	



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

## Quarterly Classified Employee Separations by Agency

Agency	Number of Employees
Department of Health	130
Children, Youth & Families Department	84
New Mexico Corrections Department	65
Human Services Department	63
Department of Transportation	44
Taxation & Revenue Department	25
Department of Workforce Solutions	18
Department of Public Safety	15
Energy, Minerals & Ntrl Rsrcs Department	15
Department of Environment	13
General Services Department	11
Miners Colfax Medical Center	11
Department of Veteran Services	10
Department of Cultural Affairs	9
Office of the State Engineer	8
Department of Game & Fish	8
Aging & Long-Term Services Department	8
Regulation & Licensing Department	7
Public Education Department	7
Department of Vocational Rehab.	7
Public Regulation Commission	5
Department of Information Technology	5
State Land Office	4
Workers Compensation Admin	4
Military Affairs	4
Superintendent of Insurance	4
State Auditor	2
Secretary of State	2
Department of Finance & Administration	2
Medical Examiners Board	2
Gaming Control Board	2
State Personnel Board	1
Livestock Board	1
State Investment Council	1
Com for Deaf/Hard of Hearing	1
Commission for the Blind	1
Economic Development Department	1
Architect Examiners Board	1
Public Employee Retirement Association	1
Crime Victims Reparation Commission	1
Office of African American Affairs	1
Higher Education Department	1

## 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 3<sup>rd</sup> Quarter of FY19 is 6.8%. 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	4.7%	0.0%	1		0	0
33300	Taxation & Revenue Department	760	9.6%	8.0%	73	61	10	2
33700	State Investment Council	14	14.0%	0.0%	2	0	1	0
34000	Administrative Hearings Office	15	0.0%	0.0%	0	0		
34100	Department of Finance & Administration	114	6.2%	6.2%	7	7	0	0
34200	Public School Insurance Authority	6	35.3%	0.0%	2	0	0	0
34300	Retiree Health Care Authority	22	4.5%	0.0%	1	0	0	0
35000	General Services Department	224	8.5%	6.2%	19	14	4	1
35200	Educational Retirement Board	51	0.0%	0.0%	0	0		
36100	Department of Information Technology	126	4.8%	4.0%	6	5	1	0
36600	Public Employee Retirement Association	66	12.1%	12.1%	8	8	0	0
36900	Commission of Public Records	25	11.8%	0.0%	3	0	0	0
37000	Secretary of State	36	8.3%	8.3%	3	3	0	0
37800	State Personnel Board	29	6.9%	0.0%	2	0	0	0
39400	State Treasurer	22	4.6%	0.0%	1	0	0	0
40400	Architect Examiners Board	1	75.0%	0.0%	1	0	0	1
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	1.9%	0.0%	2	0	1	0
42000	Regulation & Licensing Department	204	7.9%	6.9%	16	14	1	1
43000	Public Regulation Commission	98	7.1%	4.1%	7	4	3	0
44000	Superintendent of Insurance	53	22.6%	18.9%	12	10	2	0
44600	Medical Examiners Board	17	12.0%	0.0%	2	0	1	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	0
46500	Gaming Control Board	31	9.6%	6.4%	3	2	1	0
46900	State Racing Commission	7	0.0%	0.0%	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	5.7%	3.6%	16	10	4	2
50800	Livestock Board	134	0.7%	0.0%	1	0	0	0
51600	Department of Game & Fish	296	4.7%	4.0%	14	12	2	0
52100	Energy, Minerals & Natural Rsrcs Department	225	12.4%	9.3%	28	21	5	2
52200	Youth Conservation Corps	42	0.0%	0.0%	0	0		
53900	State Land Office	165	7.3%	6.7%	12	11	1	0
55000	Office of the State Engineer	168	10.1%	8.3%	17	14	3	0
60300	Office of African American Affairs	6	31.6%	0.0%	2	0	0	0
60400	Com for Deaf/Hard of Hearing	25	4.0%	0.0%	1	0	0	0
60600	Commission for the Blind	37	2.7%	2.7%	1	1	0	0
60900	Department of Indian Affairs	74	0.0%	0.0%	0	0		
62400	Aging & Long-Term Services Department	683	2.2%	1.8%	15	12	3	0
63000	Human Services Department	1225	11.2%	8.9%	137	109	20	8
63100	Department of Workforce Solutions	287	9.1%	7.0%	26	20	3	3
63200	Workers Compensation Admin	138	4.3%	3.6%	6	5	0	1
64400	Department of Vocational Rehabilitation	148	14.9%	14.2%	22	21	1	0
64500	Governor's Comm. on Disability	14	0.0%	0.0%	0	0		

Statewide Turnover by Agency						Reasons for Leaving Employment		
BU	Agency	Average Number of Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Voluntary	Voluntary Retirement	Involuntary
64700	Dev Disabilities Planning Commission	78	0.0%	0.0%	0	0		
66200	Miners Colfax Medical Center	1010	1.6%	1.4%	16	14	0	2
66500	Department of Health	1950	13.3%	10.9%	259	212	26	21
66700	Department of Environment	349	7.7%	5.4%	27	19	7	1
66800	Office of Natural Resources Trustee	68	0.0%	0.0%	0	0		
67000	Department of Veteran Services	741	3.0%	2.6%	22	19	3	0
69000	Children, Youth & Families Department	1254	13.1%	11.6%	164	145	9	10
70500	Military Affairs	83	9.6%	9.6%	8	8	0	0
76000	Adult Parole Board	596	0.3%	0.0%	2	0	0	0
77000	NM Corrections Department	1194	11.0%	0.0%	131	0	16	6
78000	Crime Victims Reparation Commission	138	0.7%	0.0%	1	0	0	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>6.8%</b>	<b>4.8%</b>	<b>1,101</b>	<b>781</b>	<b>128</b>	<b>61</b>
<b>Percent Turnover by Reason</b>						<b>70.9%</b>	<b>11.6%</b>	<b>5.5%</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%	
35000	General Services Department	18.7%	18.4%	20.1%	
36100	Department of Information Tech	33.8%	36.8%	38.2%	
42000	Regulation & Licensing Department	21.5%	20.9%	21.2%	
50500	Department of Cultural Affairs	15.6%	13.0%	12.8%	
51600	Department of Game & Fish	14.2%	12.6%	12.9%	
52100	Energy, Minerals & Natural Resources Department	22.0%	24.5%	25.6%	
55000	Office of the State Engineer	25.4%	25.1%	25.7%	
62400	Aging & Long-Term Services Department	17.5%	12.4%	15.8%	
63000	Human Services Department	17.8%	17.3%	17.0%	
63100	Department of Workforce Solutions	22.2%	22.6%	24.0%	
64400	Division of Vocational Rehabilitation	27.6%	32.2%	33.7%	
66200	Miners Colfax Medical Center	-0.9%	0.0%	-1.8%	
66500	Department of Health	21.9%	23.4%	22.1%	

Business Unit	AGENCY NAME	Q1	Q2	Q3	Q4
66700	Department of Environment	16.6%	18.2%	16.4%	
69000	Children, Youth & Families Department	19.1%	18.8%	19.4%	
77000	New Mexico Corrections Department	25.4%	26.2%	27.4%	
79000	Department of Public Safety	20.4%	20.0%	21.3%	
80500	Department of Transportation	19.2%	20.4%	19.4%	
92400	Public Education Department	20.7%	22.8%	22.8%	
Statewide Vacancy Rate		20.9%	21.4%	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 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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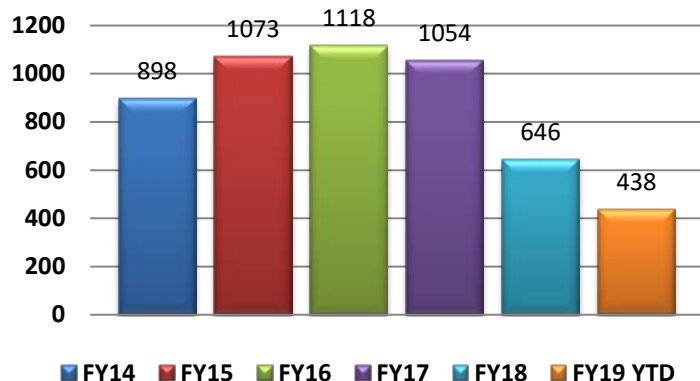
### Instructor – Led Core Curriculum Classes

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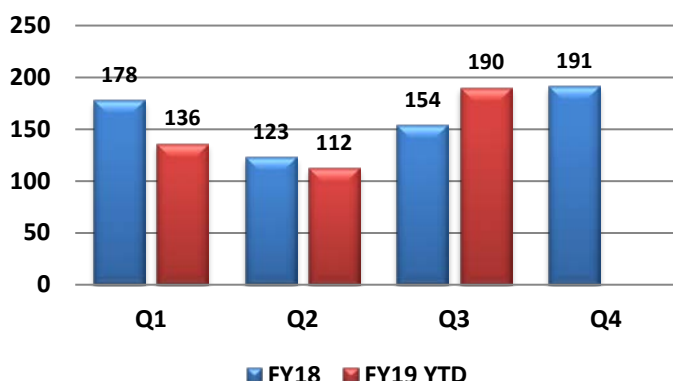
The SPO Training Bureau delivers professional development in both mandatory and statutory instructor-led and eLearning course blocks:

**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 3<sup>rd</sup> Quarter, the MEP Training was conducted for 190 managers and supervisors from various agencies.

### Managing Employee Performance by Fiscal Year

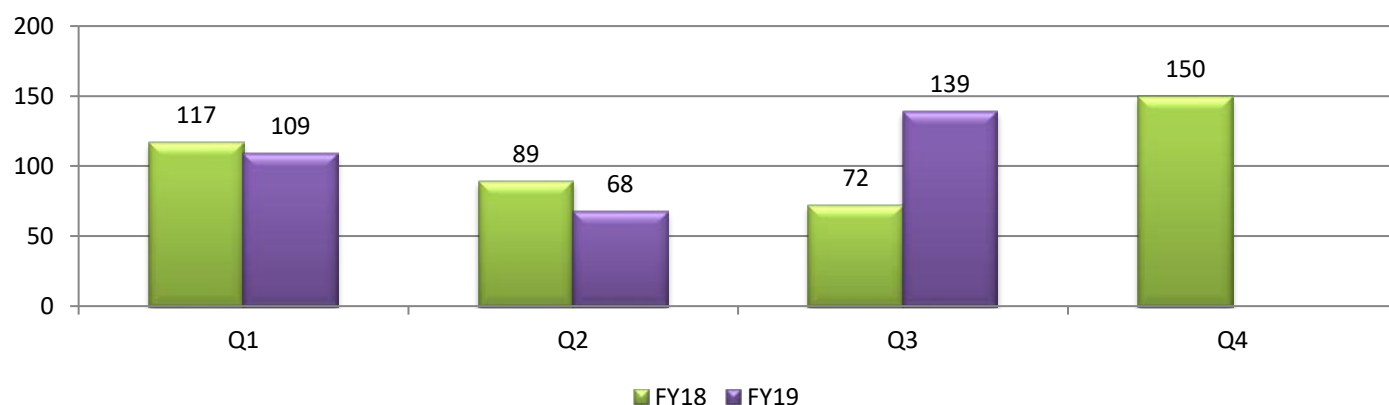


### Managing Employee Performance by Quarter



**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).

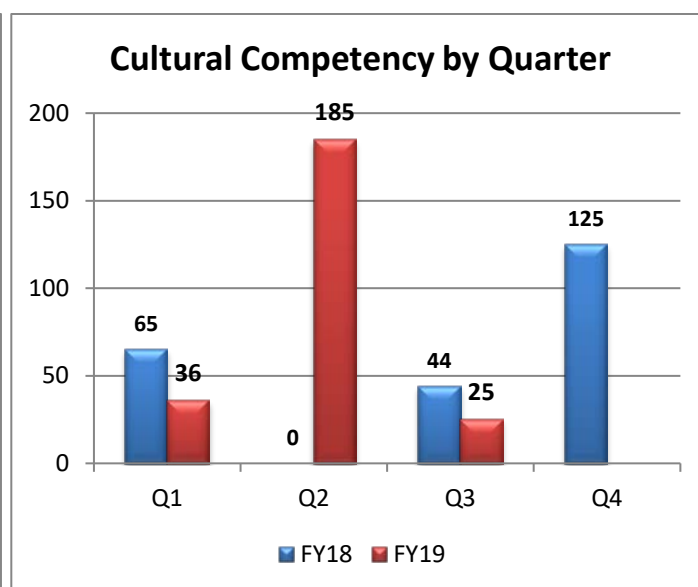
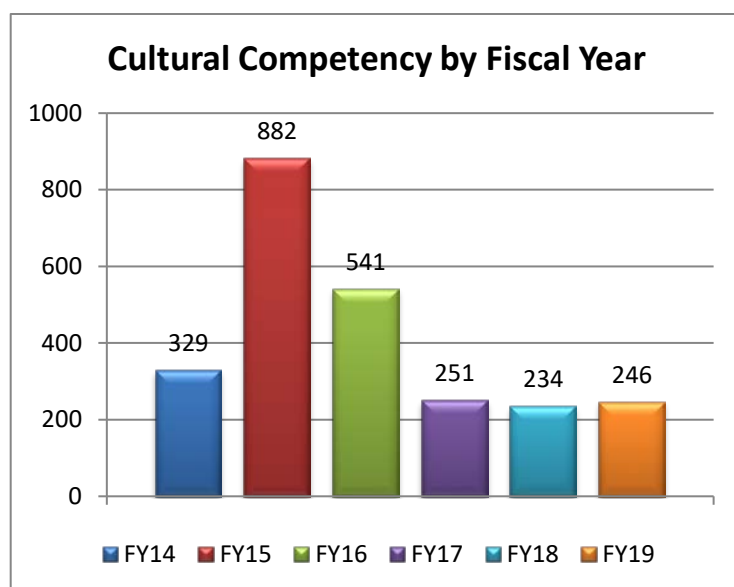
### Fundamentals of Supervision Training



**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.

The current Cultural Competency training curriculum includes:

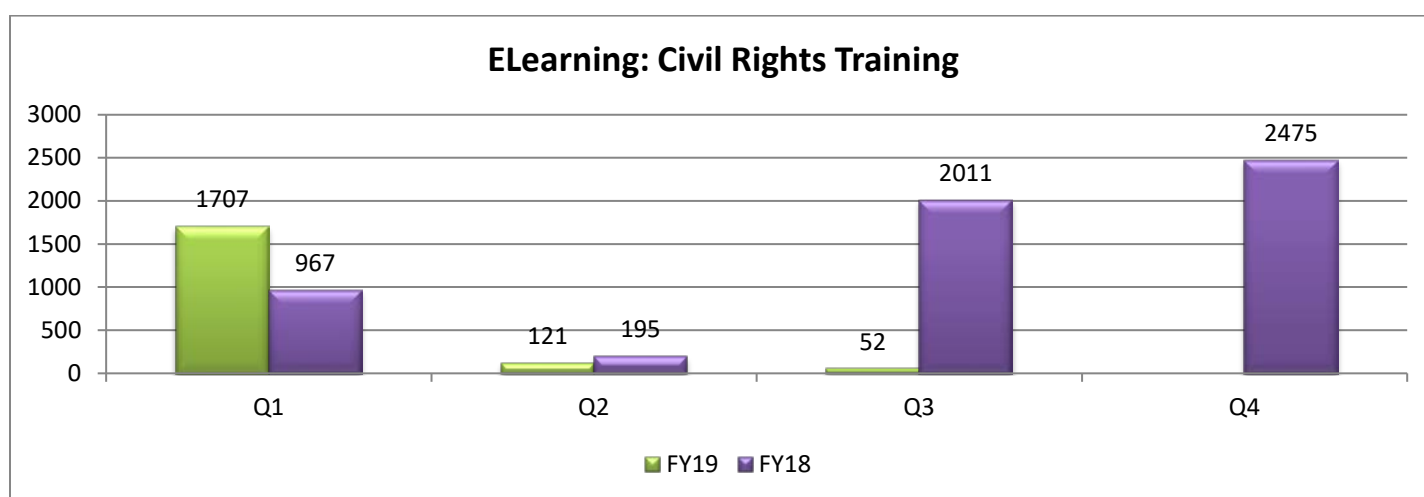
- An introduction to the unique legal and political status of New Mexico Indian Nations, Pueblos, and Tribes, with a review of Federal Indian policies and laws;
- An examination of tribal governments and authorities;
- Collaboration and consultation principles and guidance;
- Communication skills; and,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



## eLearning Mandatory Classes

**Civil Rights:** The Civil Rights course strives to make public servants aware of the ethical standards and the social responsibility necessary to act ethically and responsively in an intergovernmental system. The Civil Rights Training has been made available to all employees. State agencies are responsible for delivering this training to new employees within 90 days of hire. A total of 52 State employees participated in the training in the 3<sup>rd</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.

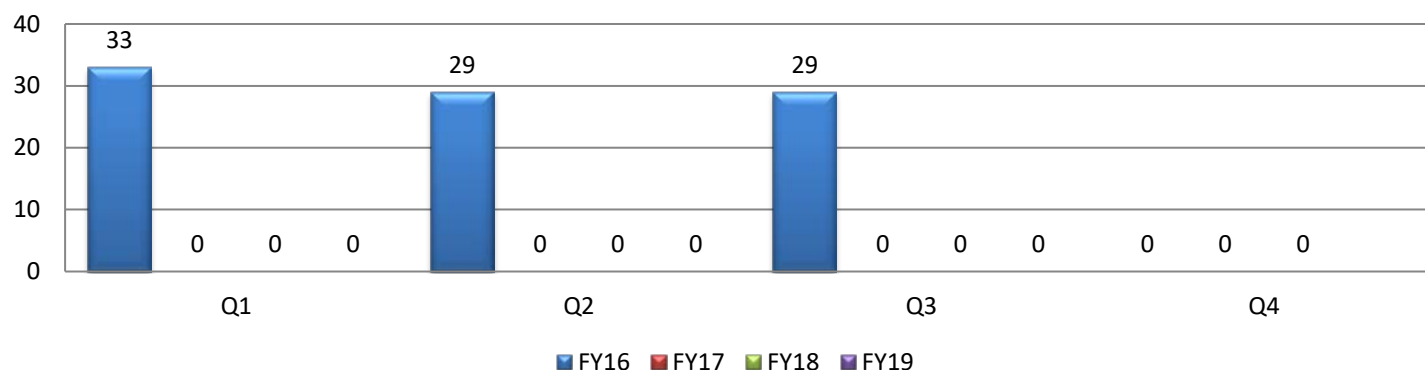
All eLearning courses are available through an institutional learning management system from Brightspace. SPO Brightspace allows State employees to access course materials and conduct course activities from anywhere, and anytime they can access internet.



## 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 8 appeals in the 3<sup>rd</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.

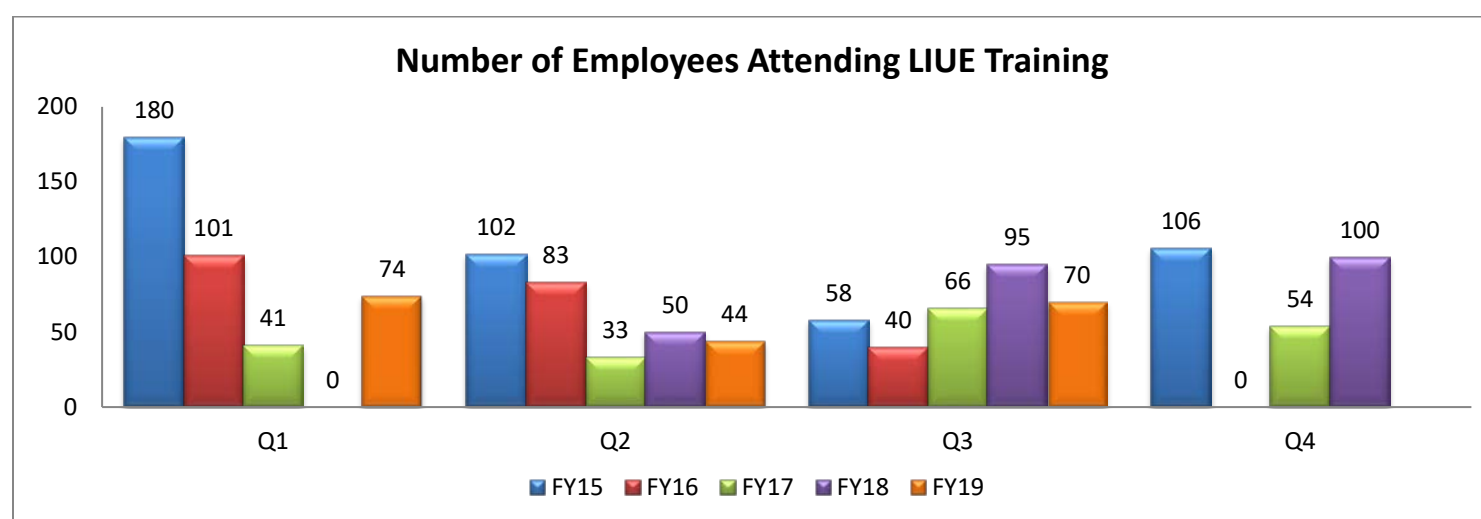
The majority of the Adjudication Division's hearings are conducted at SPO in Santa Fe. The Adjudication Division considers requests for alternative hearing arrangements on a case-by-case basis.

Status	Q1	Q2	Q3	Q4	FY19 Total
Appeals Pending	25	28	39		39
New Appeals Filed	12	16	19		47
Appeal Disposition	9	13	8		30

## 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).



During the 3<sup>rd</sup> Quarter of FY19, it was reported that eighteen (18) union grievances were filed. Of the eighteen (18) grievances filed, fifteen (15) grievances were filed by AFSCME, and three (3) were filed by CWA. Out of the eighteen (18) union grievances filed, two (2) were settled, two (2) timed out (a.k.a. Dead on Time), one (1) was withdrawn and thirteen (13) of the remaining grievances are pending. There was one (1) grievance arbitrations invoked for this quarter and two (2) Prohibited Practice Complaints filed for this quarter.

There was one (1) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the 3<sup>rd</sup> quarter. Of the appeals invoked, one (1) was invoked by CWA. In comparison, ten (10) bargaining unit employees chose to appeal their discipline to the SPB. All ten (10) appeals to the SPB were filed by AFSCME Bargaining Unit employees.

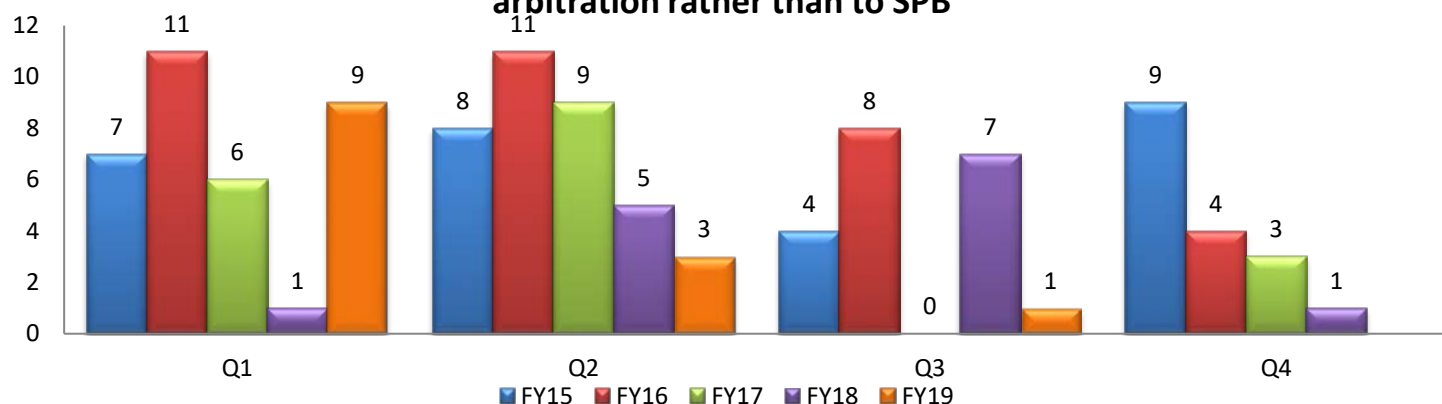
### Labor Relations Division At A Glance

#### Performance Measures for FY19 3<sup>rd</sup> Quarter

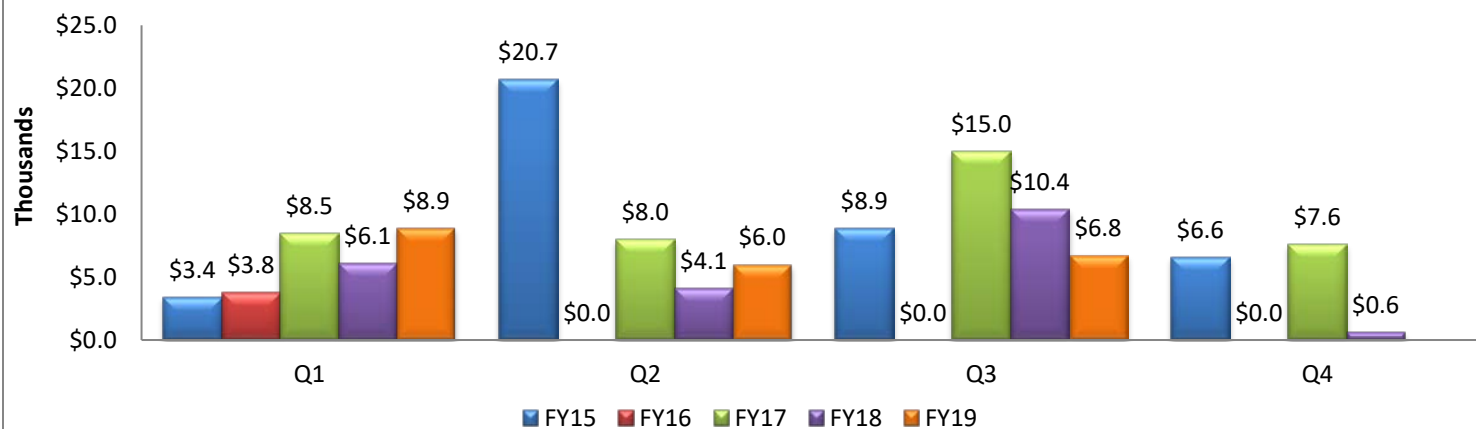
	AFSCME	CWA
Total number of union grievances filed by each union	15	3
Total number of disciplinary actions appealed to an arbitrator, by each union	0	1
Total number of grievance arbitrations, by each union:	1	0
Total number of Prohibited Practice Complaints filed by each union	2	0
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	\$6,750	



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

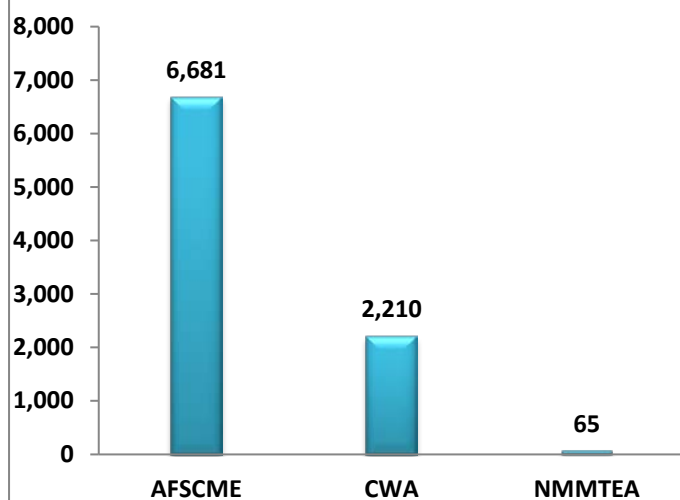


**Actual Cost Paid by the State for Arbitration**

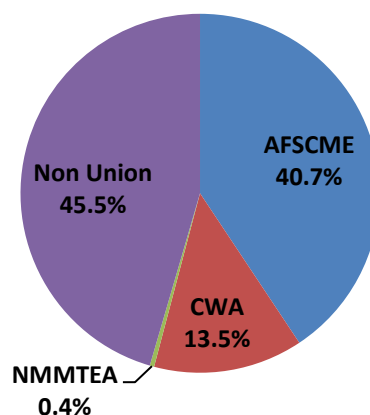


## Quarterly Union Represented vs. Non Union

**Union Represented Employees**



**Classified Service Union vs. Non-Union**



## Quarterly Performance Measures

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	53.9		
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	26.7	28.8	35.6		
Average number of days to advertise a position following the agency request	9	1.2	0.7	0.2		
Percent of employees who successfully complete their probationary period	75%	63.7%	61%	63%		
Percent of “voluntary” classified employee turnover (leaving State service)	15%	3.6%	3.7%	3.4%		
Percent of “involuntary” classified employee turnover (leaving State service)	5%	0.4%	0.5%	0.4%		
Average State classified employee compa-ratio	≥95%	103.96%	102.04%	102.3%		
Average State classified new hire compa-ratio	91%	99%	98%	100%		
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	9	3	1		
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		
State-wide classified service vacancy rate	13%	18.9%	19.2%	19.3%		
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%		

FY19 Approved Annual Performance Measure <i>*These measures will be reported on a FY end basis</i>	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	