



New Mexico

State Personnel Office

FY20 4th Quarter Workforce Report

Mission: Implement a comprehensive HR strategy dedicated to the entire State employee life cycle, from Recruitment through Retirement, while providing the highest quality customer service in our oversight capacity in order to deliver for all New Mexicans.

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Director's Report

The State Personnel Office provides the State of New Mexico (the State) with human resource (HR) leadership and direction, in order to maximize service to the citizens and residents of the State, while protecting the rights of our State employees. A quarterly report is issued by State Personnel, 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, State Personnel is required to conduct and lead workforce planning and policy development throughout the State on HR issues. To accomplish this mission, State Personnel, in partnership with the State Personnel Board (SPB) and State departments and agencies, endeavors to:

- Provide timely and quality information and guidance to the SPB, the Governor, and State departments and agencies regarding the delivery of HR programs;
- Recommend improvements to HR function, emphasizing economy, efficiency, compliance, effectiveness, and the sharing of best practices across the Administration; and,
- Design and conduct value-added reviews and projects.

The vision for State Personnel is one in which the Agency's oversight role is collaborative, inviting input, participation, and partnership from its stakeholders – the departments, agencies and State employees it serves – while at the same time serving as a cross-pollinating hub for cutting-edge and innovative HR policies, programs, and processes, including recruitment, hiring and retention strategies and tactics, and training, professional, and leadership development programs.

On March 11, 2020, Governor Michelle Lujan Grisham issued Executive Order 2020-004, Order Declaring a State of Public Health Emergency and Invoking the Powers Provided by the All Hazard Emergency Management Act and the Emergency Licensing Act, declaring a public health emergency due to the spread of COVID-19 in New Mexico. The COVID-19 pandemic continues to present unprecedented challenges for New Mexico, for State government, and for all New Mexicans.

Sincerely,

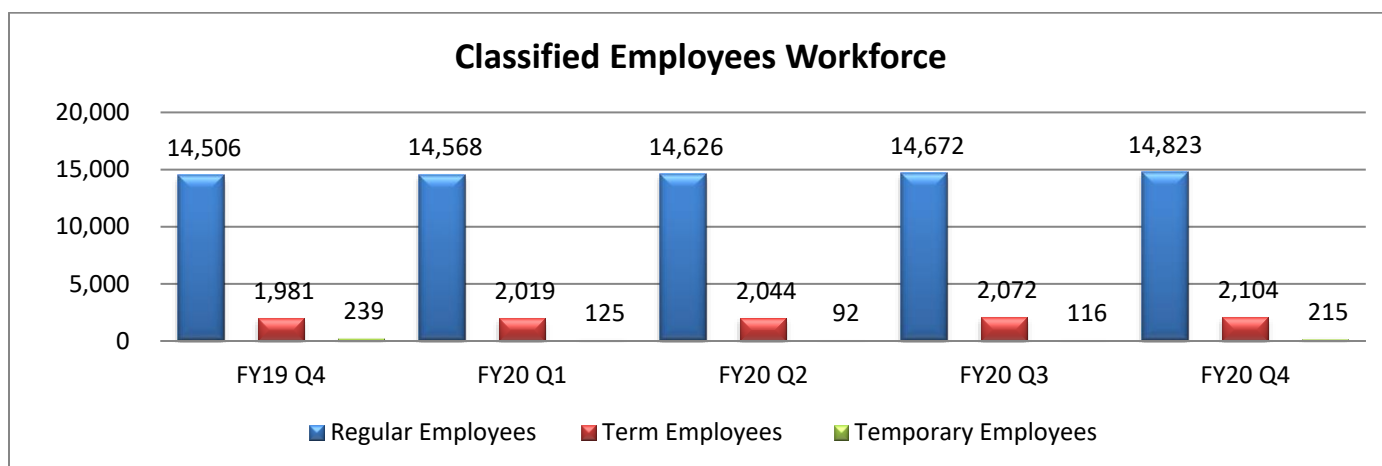
Pamela D. Coleman
State Personnel Director

Classified Workforce Overview

State Personnel is dedicated to working closely and collaboratively with its agency partners to increase the ranks of State employees in the classified service. During the fourth quarter, there were 409 new hires, while 517 employees separated from classified service. Included in the number of separations are 133 employees who retired from State service.

Classified Service at a Glance

Employee Count: 17,142	Regular: 14,823	Term: 2,104	Temporary: 215	Managers: 2,103	Supervisors: 1,562
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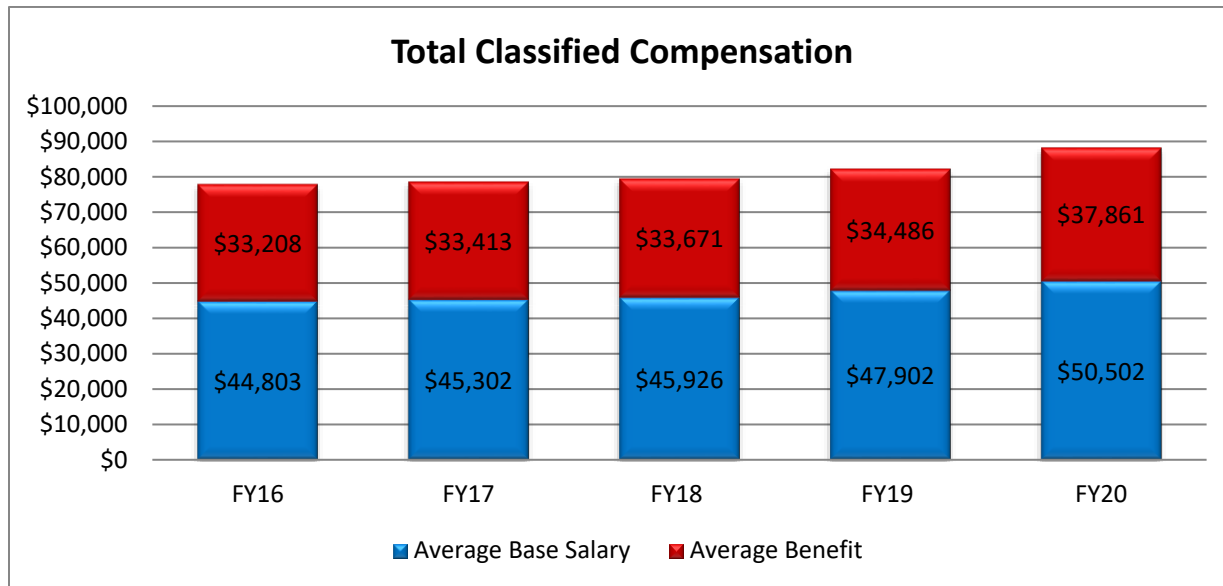


Workforce Data	
Union Represented Employees	53.6%
Minority	68.7%
Female	55.2%
Male	44.8%

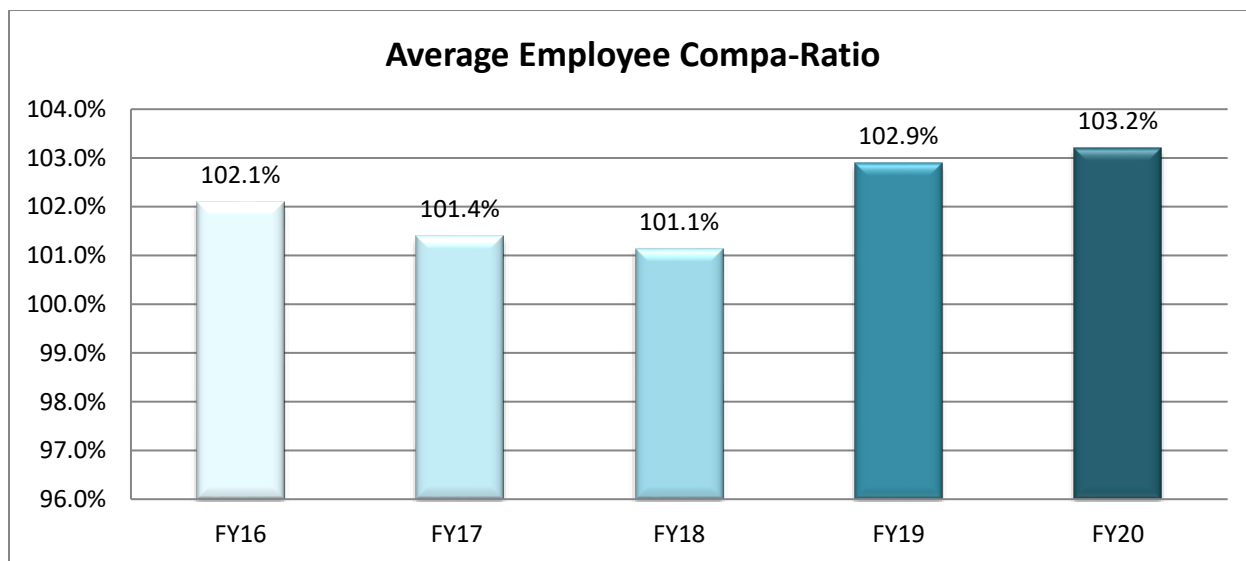
TOTAL COMPENSATION	
June 30, 2020	
AVERAGE BASE SALARY \$50,710	AVERAGE TOTAL COMPENSATION \$88,660
AVERAGE BENEFIT \$37,949	
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 103.2%	

Total Compensation

Total compensation is a commonly used 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, and FICA and paid leave (annual, sick, etc.). In FY20, benefit costs as a percentage of total compensation rose, as health care, dental, vision and basic life insurance rates increased.



The average compa-ratio in the 4th quarter has increased slightly from the previous fiscal year. In FY20, SPB approved a 4% increase to all Salary Structures in October 2019 to account for the 4% salary increase that went into effect July 2019.



Classified Service Recruitment

The State Personnel Act and the SPB Rules require the “certification of the highest standing candidates to prospective employers.” See NMSA 1978, § 10-9-13(F). State Personnel endeavors to help agency HR professionals recruit candidates at all levels as well as assist candidates with troubleshooting the on-line application process, as necessary.

Advertisements

State Personnel continues to work with agencies on improving the quality of their posted position 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. For example, compare the broad question and the customized question below:

Example of Targeted Applications Developed with Agencies

BROAD QUESTION

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.

CUSTOMIZED QUESTION

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

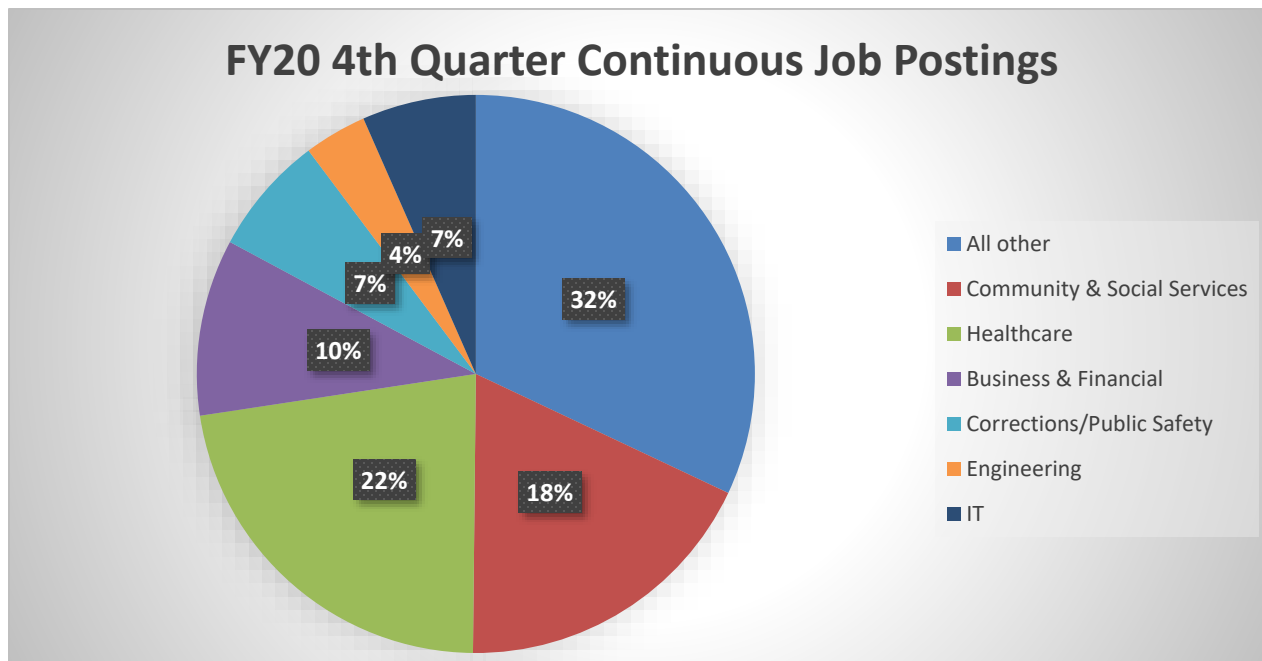
- ☐ 0-1 year of experience
- ☐ 2-5 years of experience
- ☐ 6-9 years of experience
- ☐ 10 or more years of experience

Driven, focused question based on specific position needs.

Agencies 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

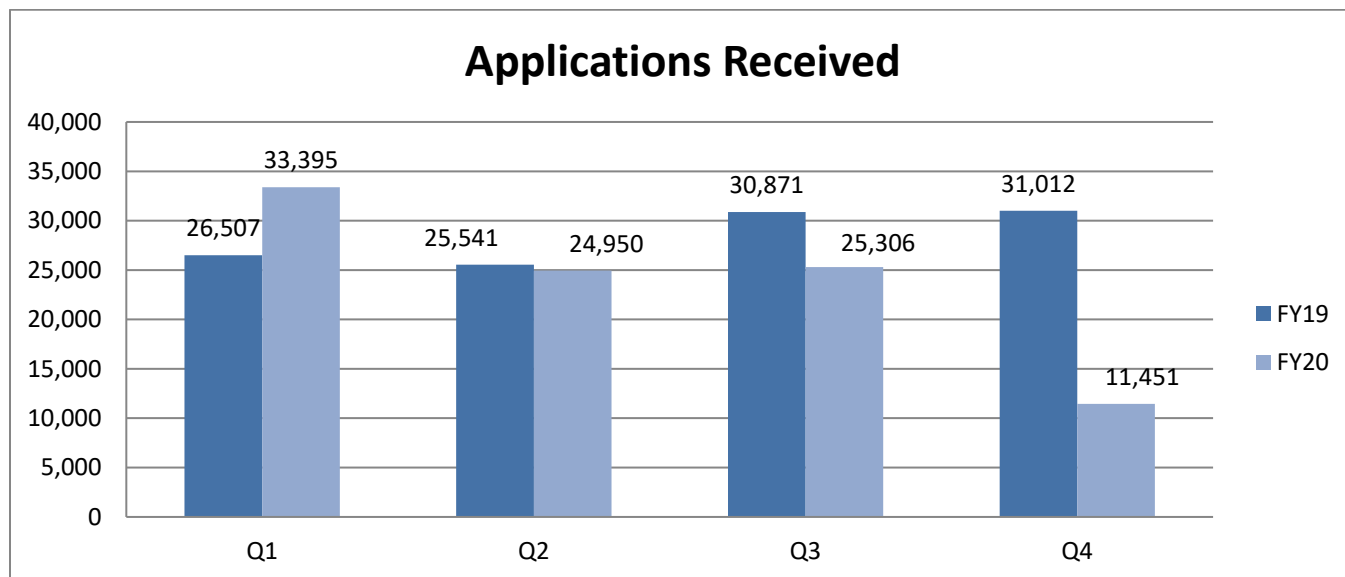
A continuous advertisement is used when an agency has a hard to fill position and will benefit from an advertisement that remains open until the position is filled. Continuous advertisements are beneficial because they allow an agency to receive a steady flow of applicants. Some positions are difficult to fill because of their geographic location, challenging job duties, a need for specific expertise, or the need for a large number of staff, without the population to fill them.



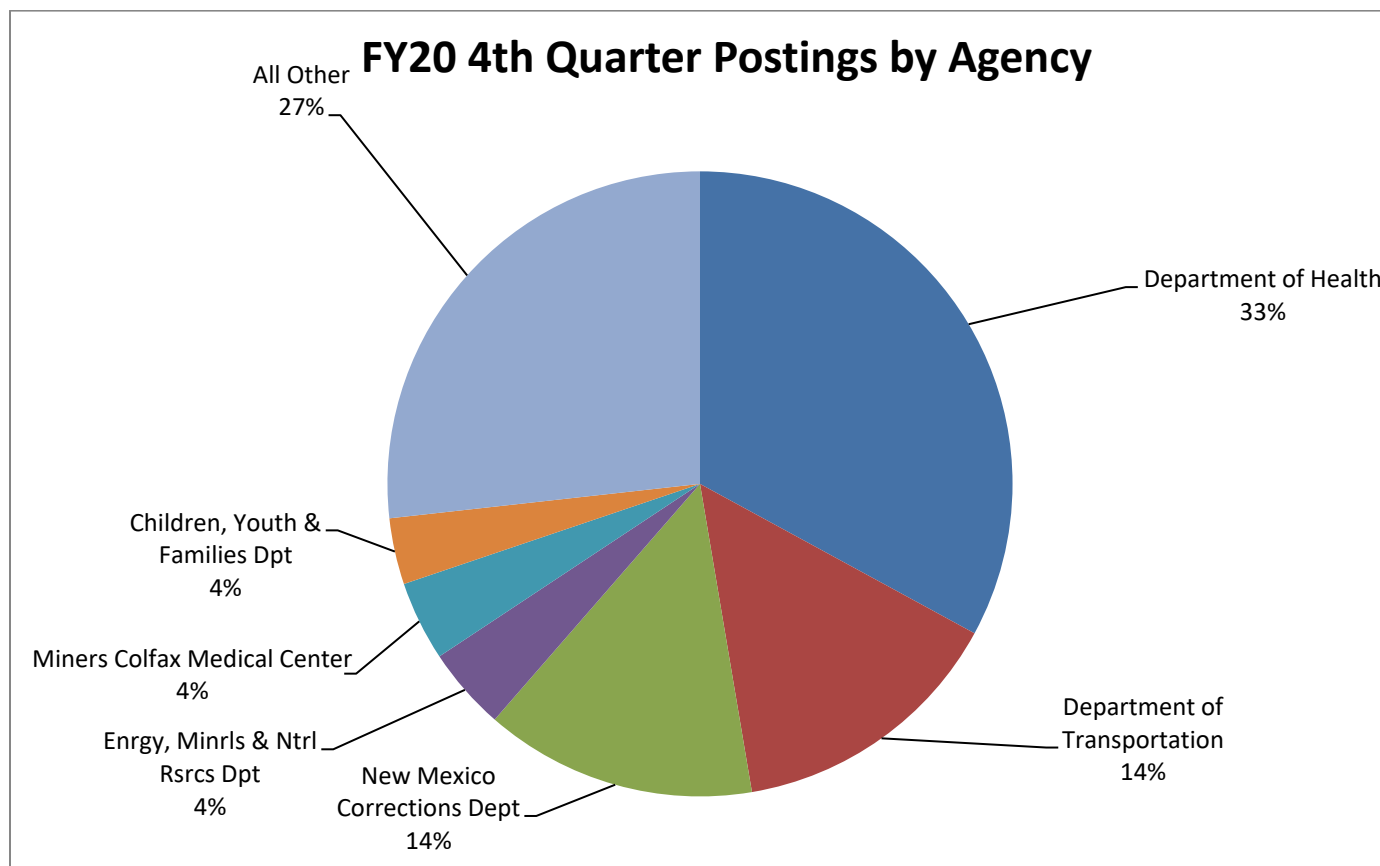
Approximately 40% of continuous advertisements were for positions in a Healthcare, Corrections/Public Safety, or Community and Social Services related fields.

Advertisement Postings and Applications

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 during the quarter.



As illustrated below, six (6) agencies represent approximately 73% of all jobs advertised this quarter.

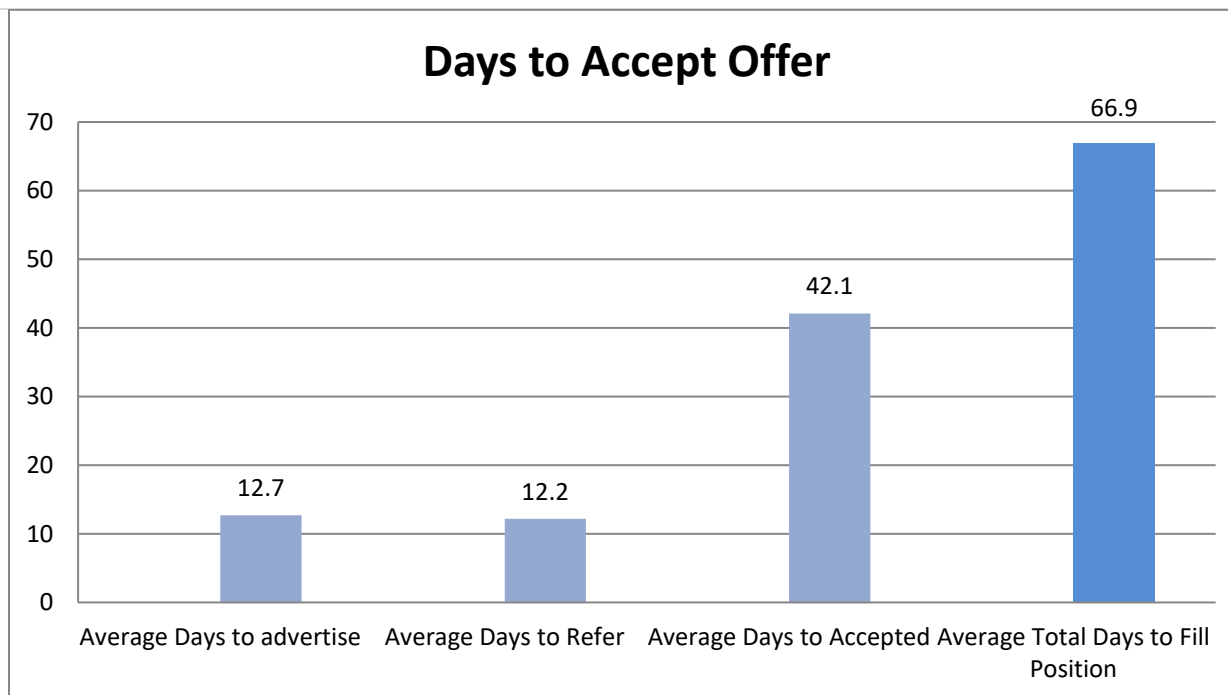


Below are the posted advertisements, applications received, and posting views during the 4th Quarter.

Department	Advertisements	Applications Received	Posting Views
Administrative Hearings Office	2	51	26982
Aging & Long-Term Services Dept.	1	39	10155
Children, Youth & Families Dept.	20	657	208732
Commission for the Blind	2	26	23946
Department of Cultural Affairs	2	28	76147
Department of Early Childhood	10	164	28413
Department of Environment	4	96	25951
Department of Finance & Admnst	2	36	17516
Department of Game & Fish	3	186	25534
Department of Health	192	4741	2216018
Department of Public Safety	6	140	38095
Department of Transportation	84	654	260567
Dept of Workforce Solutions	18	971	212581
Dept of Information Technology	7	60	12468
Dept of Vocational Rehab.	16	190	78090
Economic Development Department	2	80	9931
Educational Retirement Board	3	122	20382
Energy, Minerals & Natural Resources Dept.	25	441	272072
Gaming Control Board	2	16	5615
General Services Department	6	107	19136
Human Services Department	9	87	31317
Livestock Board	14	122	38861
Military Affairs	3	53	11473
Miners Colfax Medical Center	24	78	165504
New Mexico Corrections Dept	82	1449	491063
Ofc of the State Engineer	4	32	7393
Public Employee Retirement Assoc	2	80	5393
Public Regulation Commission	6	93	36914
Regulation & Licensing Dept	7	62	33014
Secretary of State	3	44	10798
State Auditor	2	54	22077
State Land Office	1	33	7455
Superintendent of Insurance	6	155	82542
Taxation & Revenue Department	9	154	22206
Tourism Department	2	63	8864
Workers Compensation Admin	2	87	22721

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. The time to interview and process a hire at the agency level is currently 42.1 days and is the most significant portion of the hiring process. State Personnel is working with agencies to help them decrease this time.



- 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, State Personnel has made the following recommendations to hiring agencies:

- Upon receipt of the list of referred applicants, hiring managers 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.

State Personnel provides agency HR Managers 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 aiming for the recommendations outlined above, there have been positive changes in the time it takes agencies to fill positions.

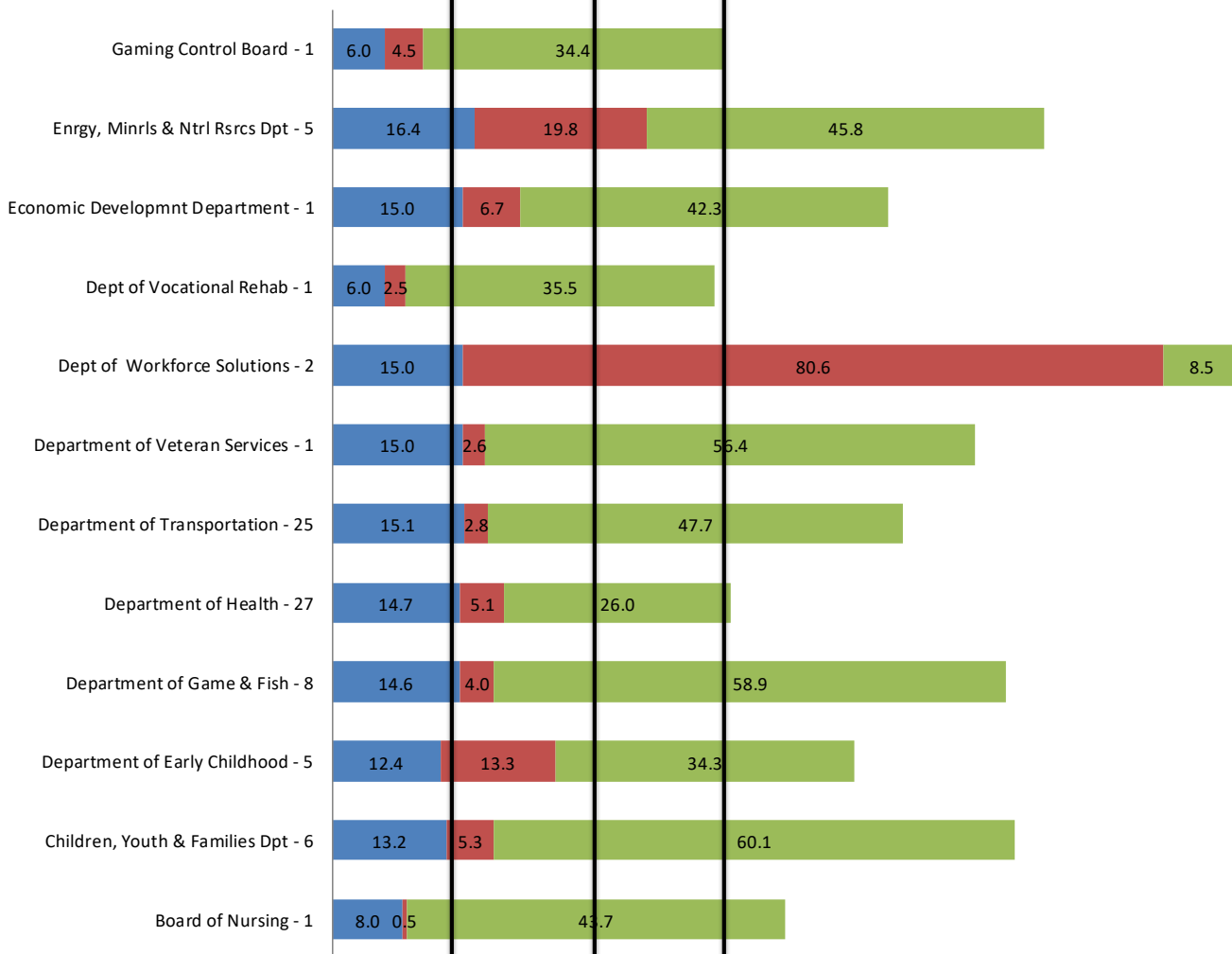
How to interpret the graphs below:

- Average Number of Days 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: 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.

Average Days to Fill a Position by Offer Accepted Date FY20 Qtr 4

Agency

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



Average Number of
Days Advertised
12.7

Average Days to Refer
Top Ranked
Applicants to HR
12.2

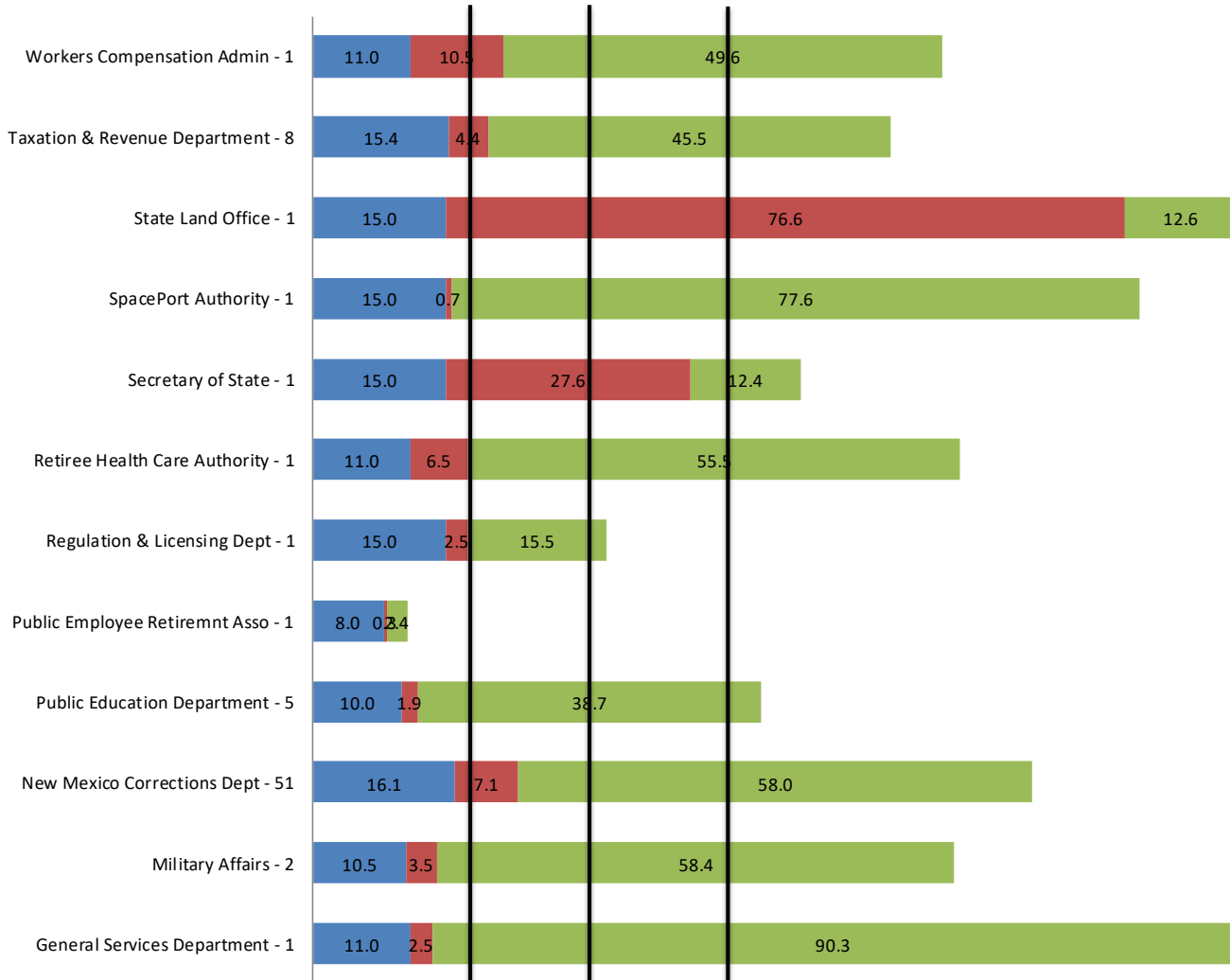
Average Days From
Applicant Referral
To Job Offer
Acceptance 42.1

Average Sum of
Days to Fill a
Position Across all
Agencies 66.9

Average Days to Fill a Position by Offer Accepted Date FY20 Qtr 4

Agency

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



Average Number of
Days Advertised
12.7

Average Days to Refer
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12.2

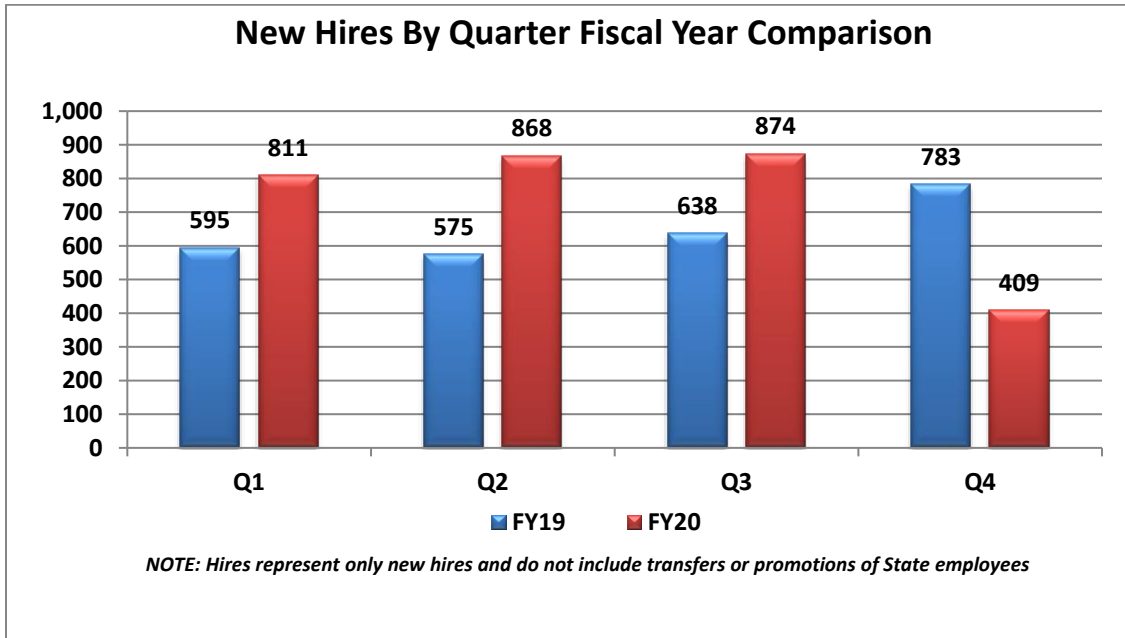
Average Days From
Applicant Referral
To Job Offer
Acceptance 42.1

Average Sum of
Days to Fill a
Position Across all
Agencies 66.9

Classified Service New Hires

In the 4th quarter, 409 new employees joined State government.

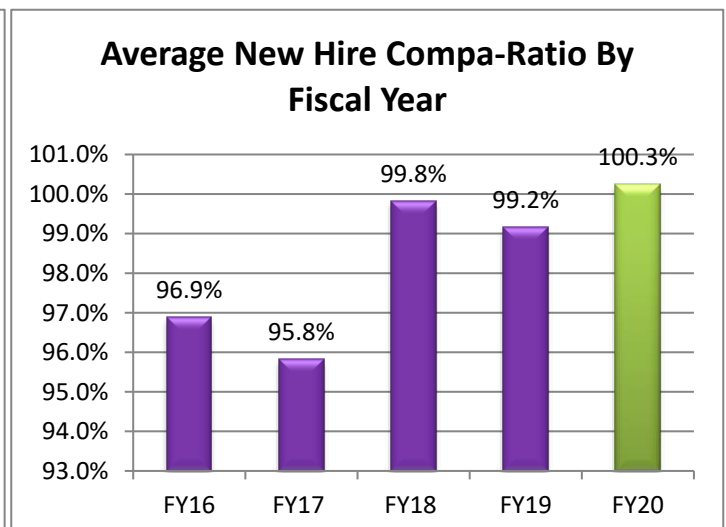
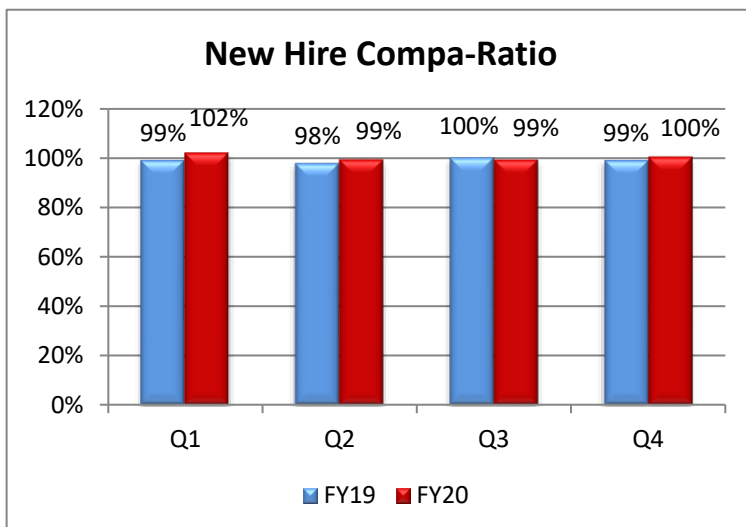
New Employee Hires by Fiscal Year (FY19-FY20)



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 apply the principles “appropriate placement” and “internal alignment” to properly set employee pay relative to other employees in the same classification within the work unit.

Agencies, pursuant to the Legislature’s guidelines, budget current appropriations for vacant positions at 100% compa-ratio or at the mid-point of the pay band.



Quarterly New Employee Hire Compa-Ratio by Pay Band

Pay Band	Average of Compa-Ratio	# of Employees
25	85.5%	9
30	97.7%	17
35	96.7%	5
40	96.6%	38
45	104.2%	30
50	107.2%	20
55	102.8%	45
60	99.2%	45
65	105.9%	39
70	102.9%	21
75	116.6%	14
80	111.6%	10
85	117.5%	3
90	109.8%	3
95	129.6%	2
96	111.3%	1
CA	92.2%	21
CB	89.7%	18
CC	90.7%	1
CL	87.8%	1
EA	99.9%	1
EB	107.1%	2
ED	108.8%	3
EE	115.0%	1
EG	110.0%	1
IA	100.0%	1
IB	97.8%	6
ID	86.1%	5
IE	107.3%	2
IF	104.1%	3
II	94.5%	1
LF	97.0%	1
LG	96.1%	1
LH	103.7%	2
SD	89.3%	19
SE	94.4%	15
SF	114.0%	1
SG	69.3%	1
Grand Total	100.4%	409

Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	7	5	12	3%
American Indian	18	4	22	6%
Asian	3	1	4	1%
Caucasian	59	55	114	31%
Hispanic	113	77	190	52%
Hawaiian	0	0	0	0.0%
Not Specified	12	9	21	6%
Grand Total	212	151	363	100.0%
46 Unidentified				

Performance Evaluations

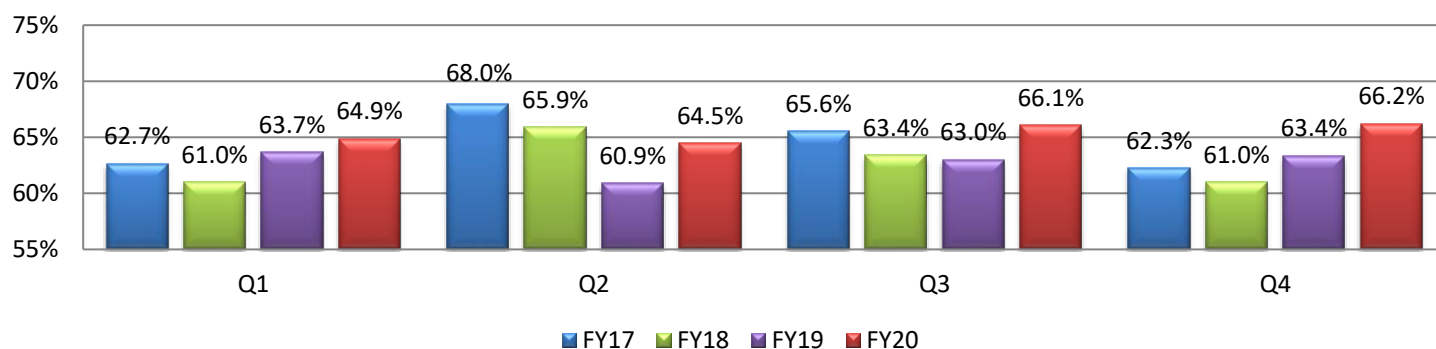
Performance evaluations remain critical in assessing the quality of the workforce, recognizing employee efforts, and providing guidance in employee development. Performance evaluations are a requirement outlined within the SPB Rules.

FY20 employee performance evaluation completion rate is 88%

Completion of Probationary Period

The percentage of employees completing their probationary period in the 4th quarter of FY20 has increased slightly from the previous quarter, and it has increased slightly in comparison to the same quarter last 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. State Personnel recommends policies and strategies to agencies that affect employee retention and talent acquisition, particularly for highly competitive occupations.

Employees Who Successfully Completed Their Probationary Period By Quarter

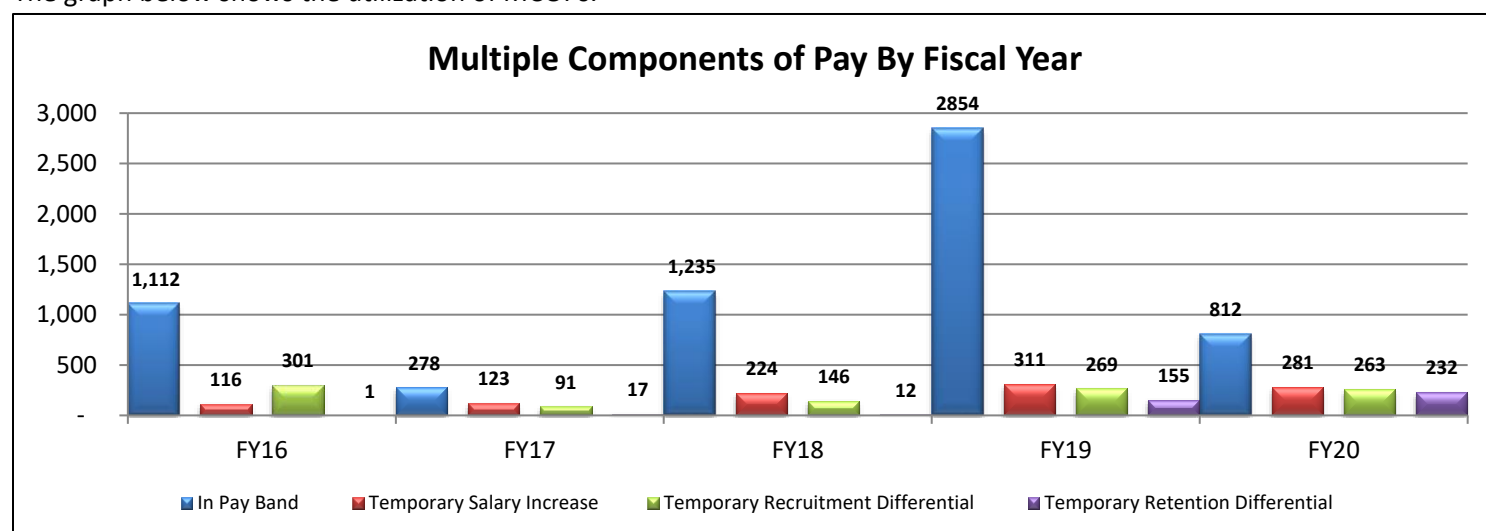


Multiple Components of Pay (MCOP)

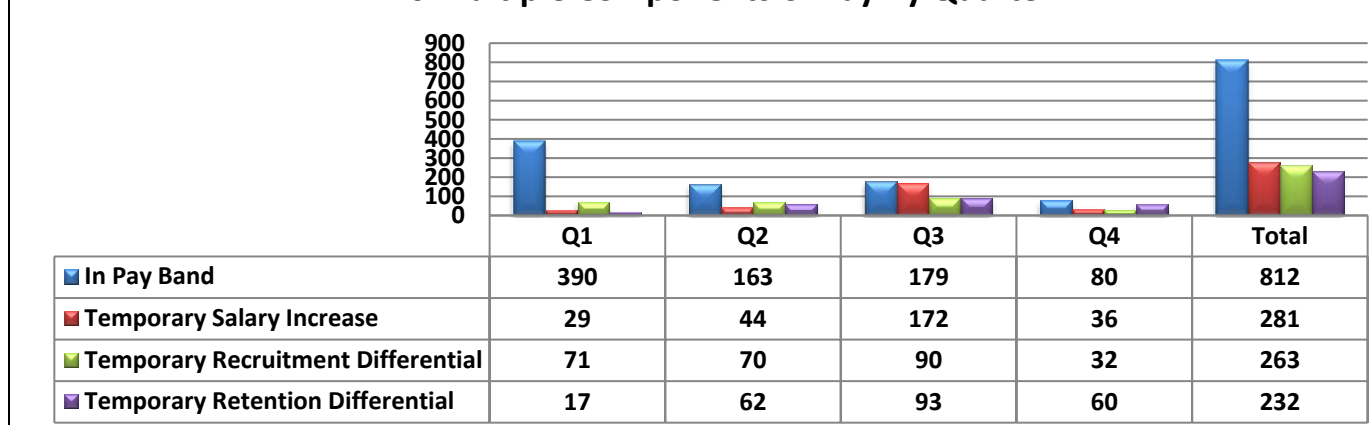
Various pay mechanisms permitted through the SPB Rules facilitate recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **Temporary Recruitment Differentials** (TREC)s are permitted for positions determined to be critical to meet the business needs of an agency that is experiencing difficulties in recruitment.
- **Temporary Retention Differentials** (TRET)s are permitted to retain an employee critical to meeting the business needs of an agency that would otherwise be disrupted if an employee left the position.
- **Temporary Salary Increases** (TSI)s are permitted when an employee temporarily accepts, and consistently performs, additional duties characteristic of a job requiring greater responsibility and accountability, making it a higher valued job. A TSI is a short-term salary measure that may be used until the conditions of the additional duties and responsibilities cease to exist and may not be extended beyond a one-year period.
- **In-Pay Band Salary Adjustments** (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 graph below shows the utilization of MCOPs.



FY20 Multiple Components of Pay By Quarter

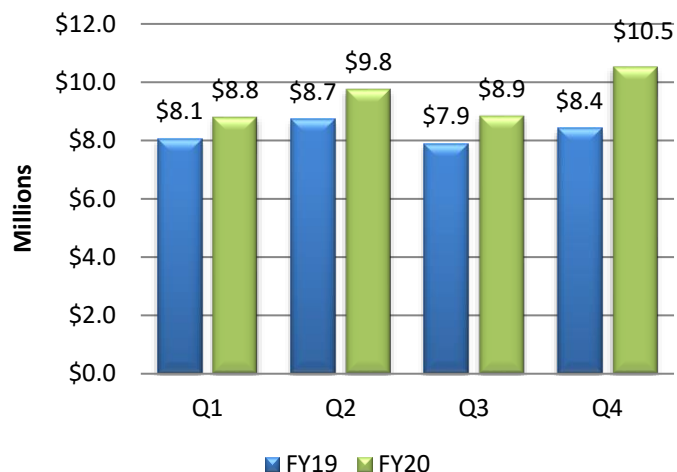


Overtime and Leave

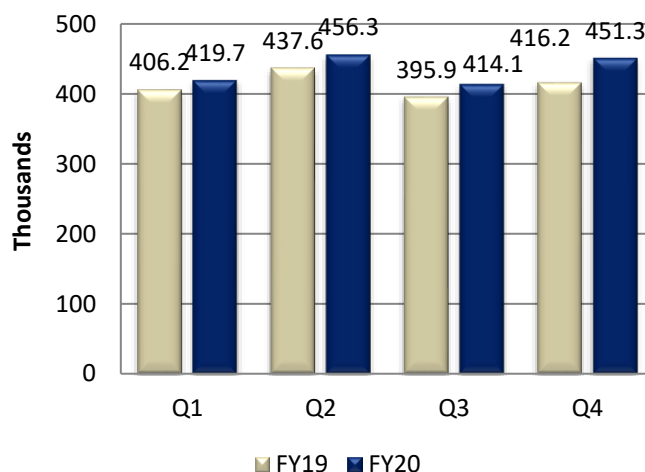
Overtime

Overtime rates for the 4th quarter have increased compared to the same quarter of the previous fiscal year. 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 compared with prior quarters and with FY19 rates.

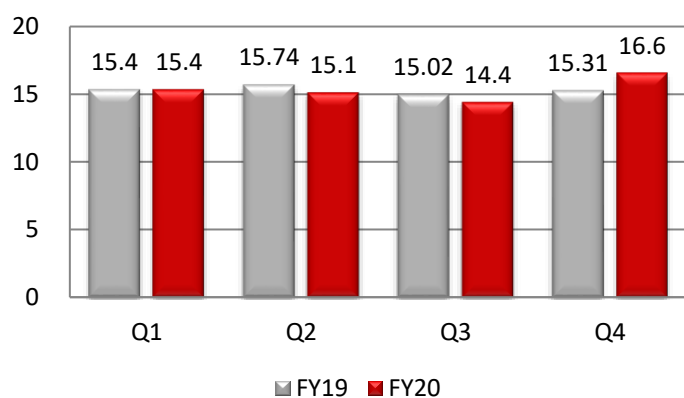
Overtime Cost



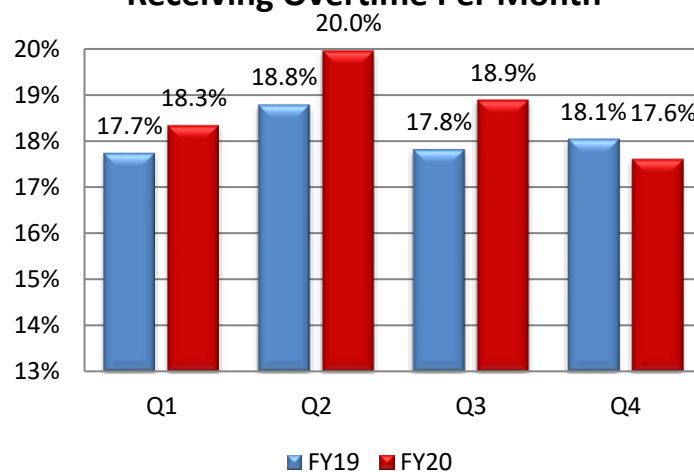
Overtime Usage



Monthly Average Number of Overtime Hours Worked Per Employee



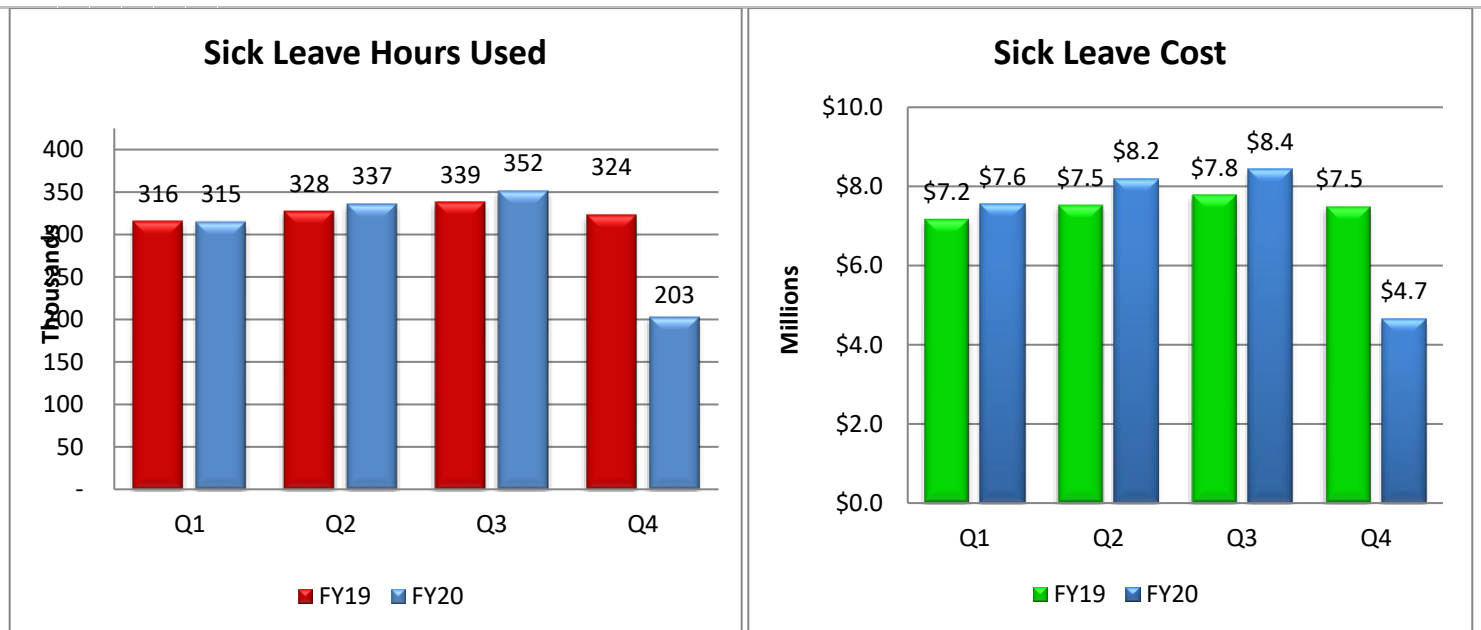
Average Percentage of Employees Receiving Overtime Per Month



4th Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
Department of Health	150,343	\$3,686,048
New Mexico Corrections Dept	157,512	\$3,232,970
Department of Transportation	41,841	\$921,066
Children, Youth & Families Dept.	27,947	\$703,850
Dept of Workforce Solutions	17,464	\$418,988
Human Services Department	13,034	\$293,597
Miners Colfax Medical Center	6,449	\$245,669
Department of Public Safety	8,245	\$190,414
Homeland Security & Emergency Mgt	4,594	\$138,795
Energy, Minerals & Natural Resources Dept.	3,529	\$88,072
Department of Environment	2,512	\$85,900
Dept of Information Technology	1,922	\$73,666
Public Education Department	1,964	\$62,705
Department of Game & Fish	2,114	\$54,838
Taxation & Revenue Department	1,875	\$51,589
Dept of Vocational Rehab.	1,439	\$37,142
Regulation & Licensing Dept	930	\$29,373
SpacePort Authority	593	\$24,380
Aging & Long-Term Services Dept.	818	\$24,233
Superintendent of Insurance	810	\$24,194
Top 20 Agencies	445,934	\$10,387,489
All Others	5,407	\$156,392
Grand Total	451,342	\$10,543,881

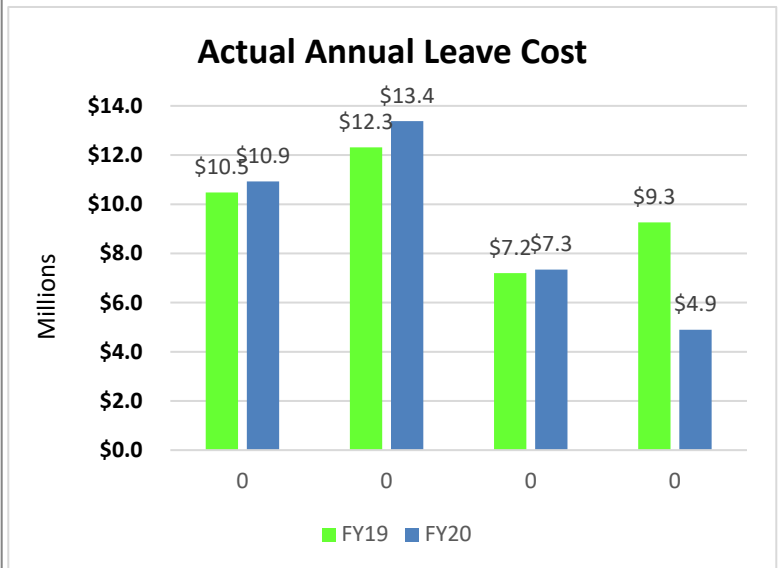
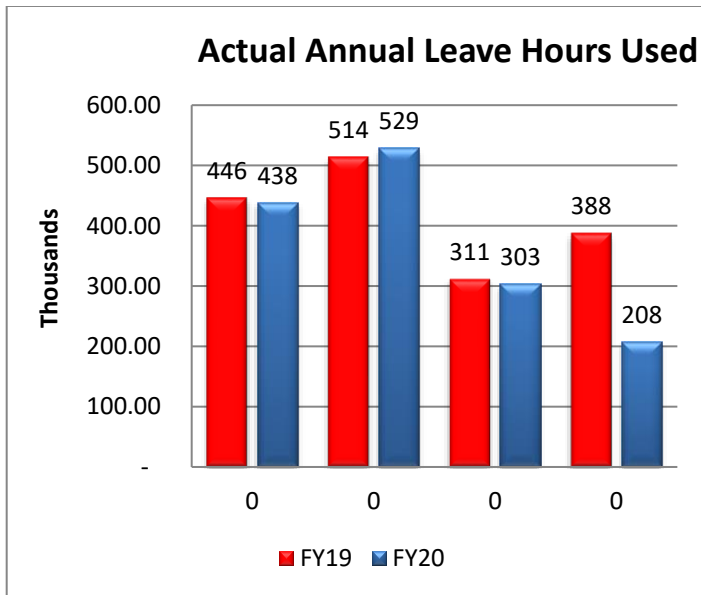
Sick Leave

Sick leave usage and sick leave costs decreased from the same quarter last year, likely a result of the Public Health Emergency and increased numbers of personnel teleworking.



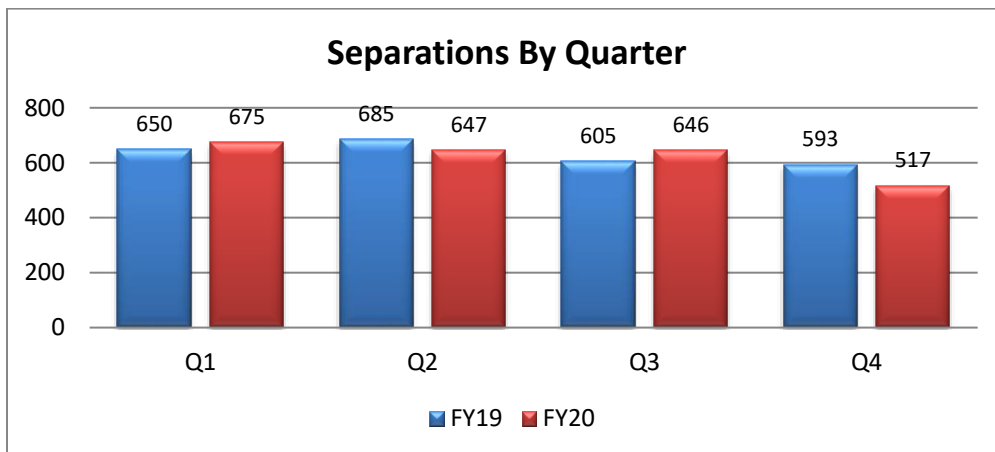
Annual Leave

Annual leave usage and cost rates typically decrease in the 4th quarter following the end of the holiday season. The decrease this quarter is compounded by the Public Health Emergency.

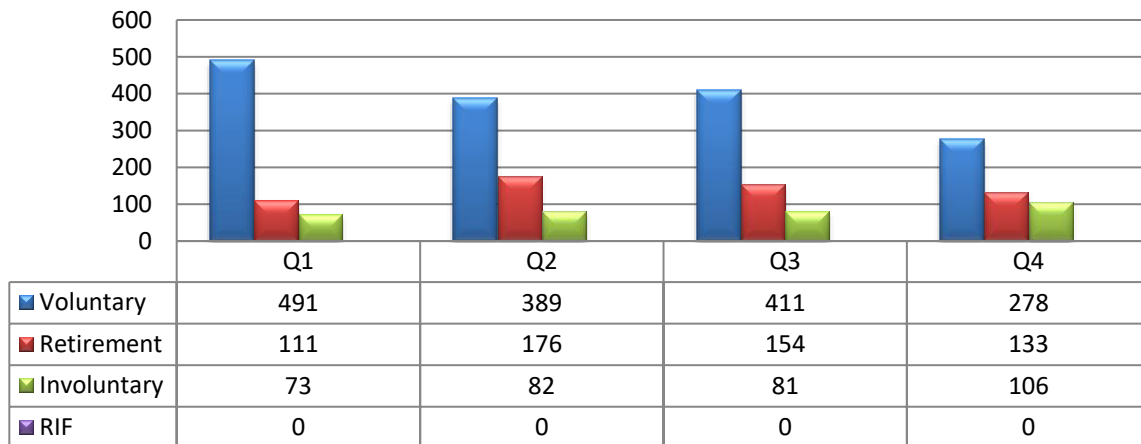


Classified Service Separations

Separation numbers represent classified employees who have separated or retired from State government or moved to another salary plan such as the Legislature or the Courts.



Classified Separation Reason



Agency	Number of Employees
Department of Health	151
Children, Youth & Families Dept.	56
New Mexico Corrections Dept	51
Department of Transportation	48
Human Services Department	29
Department of Cultural Affairs	19
Taxation & Revenue Department	17
Department of Public Safety	17
Dept of Workforce Solutions	14
Energy, Minerals & Natural Resources Dept.	12
Miners Colfax Medical Center	11
Dept of Vocational Rehab.	9
Department of Environment	8
Superintendent of Insurance	5
Dept of Information Technology	5
Public Education Department	5
Public Regulation Commission	5
Department of Finance & Administration	5
Military Affairs	5
Livestock Board	4
State Land Office	4
Regulation & Licensing Dept	4
Gaming Control Board	3
General Services Department	3
Department of Game & Fish	2
Workers Compensation Admin	2
Homeland Security & Emergency Mgt	2
Aging & Long-Term Services Dept.	2
Secretary of State	2
Commission for the Blind	2
Ofc of the State Engineer	2
Department of Early Childhood	1
Economic Development Department	1

Agency	Number of Employees
SpacePort Authority	1
State Auditor	1
Retiree Health Care Authority	1
Higher Education Department	1
EXPO New Mexico	1
Tourism Department	1
Commission of Public Records	1
Board of Nursing	1
Crime Victims Reparation Comm	1
Administrative Hearings Office	1
Governor's Comm. on Disability	1
Total	517

Statewide Classified Turnover and Vacancies

The average turnover rate in the 4th Quarter of FY20 is 5.5%. The table below reflects classified employee quarterly turnover rates for promotions, transfers, retirements, and separations for voluntary and 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	27	11.1%	7.4%	3	2	1	0
33300	Taxation & Revenue Department	842	3.7%	2.5%	31	21	6	4
33700	State Investment Council	15	0.0%	0.0%	0	0	0	0
34000	Administrative Hearings Office	14	7.1%	7.1%	1	1	0	0
34100	Department of Finance & Administration	112	5.4%	2.7%	6	3	3	0
34200	Public School Insurance Authority	7	0.0%	0.0%	0	0	0	0
34300	Retiree Health Care Authority	19	15.8%	10.5%	3	2	1	0
35000	General Services Department	248	4.8%	4.0%	12	10	2	0
35200	Educational Retirement Board	56	0.0%	0.0%	0	0	0	0
36100	Department of Information Technology	134	3.0%	1.5%	4	2	2	0
36600	Public Employee Retirement Association	70	2.9%	2.9%	2	2	0	0
36900	Commission of Public Records	27	3.7%	3.7%	1	1	0	0
37000	Secretary of State	41	7.3%	4.9%	3	2	1	0
37800	State Personnel Board	28	7.1%	7.1%	2	2	0	0
39400	State Treasurer	19	0.0%	0.0%	0	0	0	0
40400	Architect Examiners Board	3	0.0%	0.0%	0	0	0	0
41000	Department of Ethics	1	0.0%	0.0%	0	0	0	0
41700	Border Development Authority	2	0.0%	0.0%	0	0	0	0
41800	Tourism Department	40	7.5%	7.5%	3	3	0	0
41900	Economic Development Department	35	8.6%	5.7%	3	2	0	1
42000	Regulation & Licensing Department	248	2.4%	1.2%	6	3	2	1
43000	Public Regulation Commission	114	4.4%	2.6%	5	3	1	1
44000	Superintendent of Insurance	76	9.2%	6.6%	7	5	2	0
44600	Medical Examiners Board	15	0.0%	0.0%	0	0	0	0
44900	Board of Nursing	24	4.2%	4.2%	1	1	0	0
46000	EXPO New Mexico	15	6.7%	0.0%	1	0	1	0
46400	Prof Engineers & Land Surveyors Board	5	0.0%	0.0%	0	0	0	0
46500	Gaming Control Board	39	7.7%	2.6%	3	1	2	0
46900	State Racing Commission	7	0.0%	0.0%	0	0	0	0
47900	Veterinary Examiners Board	2	0.0%	0.0%	0	0	0	0
49500	SpacePort Authority	17	5.9%	5.9%	1	1	0	0
50500	Department of Cultural Affairs	434	4.4%	3.0%	19	13	5	1
50800	Livestock Board	66	10.6%	7.6%	7	5	1	1

51600	Department of Game & Fish	280	3.6%	3.2%	10	9	1	0
52100	Energy, Minerals & Natural Resources Department	423	3.8%	2.8%	16	12	2	2
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0	0	0
53900	State Land Office	146	3.4%	2.7%	5	4	0	1
55000	Office of the State Engineer	260	1.9%	1.2%	5	3	2	0
60300	Office of African Amer Affairs	6	0.0%	0.0%	0	0	0	0
60400	Com for Deaf/Hard of Hearing	12	0.0%	0.0%	0	0	0	0
60600	Commission for the Blind	52	5.8%	1.9%	3	1	1	1
60900	Department of Indian Affairs	9	0.0%	0.0%	0	0	0	0
61100	Department of Early Childhood	6	16.7%	0.0%	1	0	0	1
62400	Aging & Long-Term Services Department	192	1.6%	1.0%	3	2	1	0
63000	Human Services Department	1,700	3.2%	2.4%	55	41	7	7
63100	Department of Workforce Solutions	413	3.9%	2.4%	16	10	4	2
63200	Workers Compensation Admin	102	3.9%	2.0%	4	2	2	0
64400	Department of Vocational Rehabilitation	245	7.3%	6.1%	18	15	3	0
64500	Governor's Comm. on Disability	11	9.1%	9.1%	1	1	0	0
64700	Dev Disabilities Planning Commission	17	0.0%	0.0%	0	0	0	0
66200	Miners Colfax Medical Center	194	13.4%	12.9%	26	25	1	0
66500	Department of Health	3,031	8.0%	5.6%	242	171	31	40
66700	Department of Environment	505	3.2%	2.4%	16	12	3	1
66800	Office of Natural Resources Trustee	3	0.0%	0.0%	0	0	0	0
67000	Department of Veteran Services	50	0.0%	0.0%	0	0	0	0
69000	Children, Youth & Families Dept.	1,895	5.2%	4.0%	98	75	11	12
70500	Military Affairs	118	5.9%	4.2%	7	5	1	1
76000	Adult Parole Board	4	0.0%	0.0%	0	0	0	0
77000	NM Corrections Department	1,872	9.5%	8.3%	178	155	14	9
78000	Crime Victims Reparation Commission	21	4.8%	4.8%	1	1	0	0
79000	Department of Public Safety	360	7.5%	6.1%	27	22	2	3
79500	Homeland Security & Emergency Mgt	49	4.1%	4.1%	2	2	0	0
80500	Department of Transportation	2,113	3.8%	2.6%	81	54	13	14
92400	Public Education Department	215	5.1%	4.2%	11	9	1	1
94900	NM Education Trust Board	1	0.0%	0.0%	0	0	0	0
95000	Higher Education Department	33	3.0%	0.0%	1	0	0	1
Totals		17,142	5.5%	4.2%	951	716	130	105
Percent Turnover by Reason						75.3%	13.7%	11.0%
*There were no involuntary retirements for this quarter								

*This chart includes promotions and transfers within the classified service in addition to separations.

Vacancy Rates

State Personnel acknowledges the importance of tracking vacancy data; however, it is difficult to ascertain what positions are budgeted, versus what positions are authorized from the data available. Determining the vacancy rate in each agency is determined from the current active positions for each agency, since the FY20 General Appropriations Act does not contain information on authorized versus funded FTE (equivalent employees working full-time). However, based on the total number of positions, the Statewide vacancy rate for the 4th quarter of FY20 is 21.23%.

Business Unit	AGENCY NAME		Q1	Q2	Q3	Q4
33300	Taxation & Revenue Department		27.6%	26.8%	23.68%	23.32%
35000	General Services Department		16.9%	13.7%	11.85%	13.89%
36100	Department of Information Tech		34.7%	37.1%	33.17%	33.66%
42000	Regulation & Licensing Department		23.2%	21.9%	21.82%	19.22%
50500	Department of Cultural Affairs		19.7%	16.3%	12.50%	13.89%
51600	Department of Game & Fish		16.3%	16.9%	14.06%	12.50%
52100	Energy, Minerals & Natural Resources Dept		41.7%	41.2%	40.78%	27.94%
55000	Office of the State Engineer		21.0%	22.3%	23.15%	23.08%
62400	Aging & Long-Term Services Department		19.7%	17.9%	15.72%	16.16%
63000	Human Services Department		18.4%	20.2%	20.08%	19.20%
63100	Department of Workforce Solutions		20.3%	23.1%	21.50%	21.63%
64400	Division of Vocational Rehabilitation		34.4%	34.7%	34.38%	23.44%

66200	Miners Colfax Medical Center		15.9%	16.5%	16.09%	33.10%
66500	Department of Health		20.0%	20.2%	21.24%	20.92%
66700	Department of Environment		19.7%	20.1%	20.87%	20.60%
69000	Children, Youth & Families Department		15.9%	14.8%	16.38%	15.89%
77000	New Mexico Corrections Department		30.6%	28.0%	27.98%	25.21%
79000	Department of Public Safety		25.0%	27.6%	26.67%	27.27%
80500	Department of Transportation		18.8%	19.8%	18.57%	19.72%
92400	Public Education Department		25.4%	21.6%	23.72%	21.82%
Statewide Classified Vacancy Rate			21.9%	21.7%	20.6%	21.23%

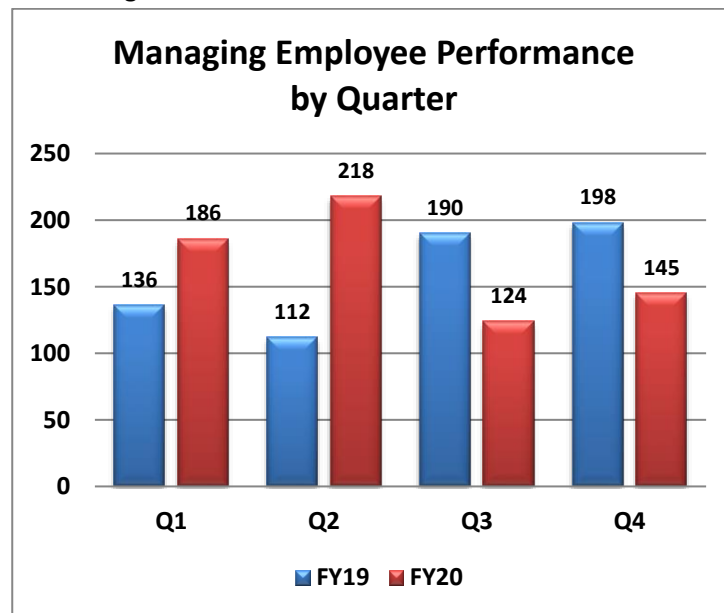
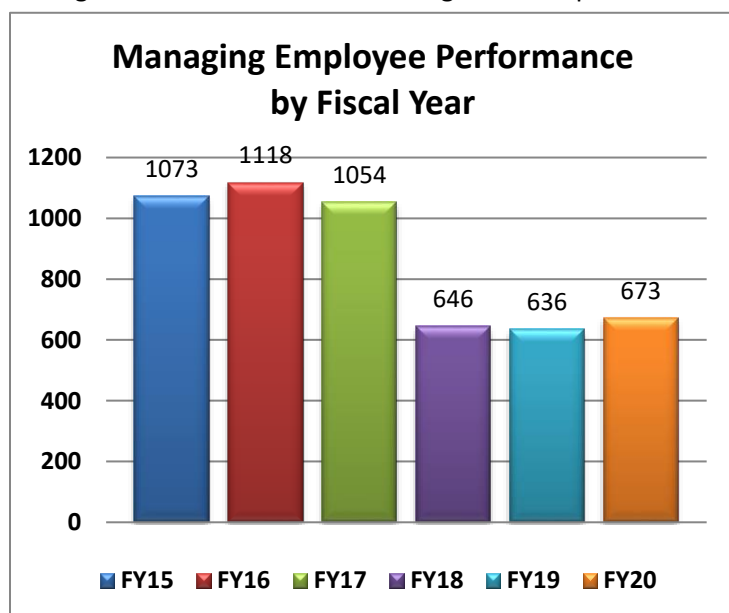
Training

The State Personnel Training Bureau continues to provide guidance and oversight in order to ensure statewide compliance with SPB Rules. The Training Bureau is in the process of creating an on-boarding course for newly hired classified employees that will include a specialized section for supervisors and managers. One of the goals of this course is to allow newly hired employees from different State agencies and classifications to interact, network, and learn they are part of a larger State government. An equally important goal is to work with new supervisors and managers on the importance of their role. The overall objective of the on-boarding course is to provide tools and knowledge that will help create an effective employee-manager relationship from the beginning of State employees' careers.

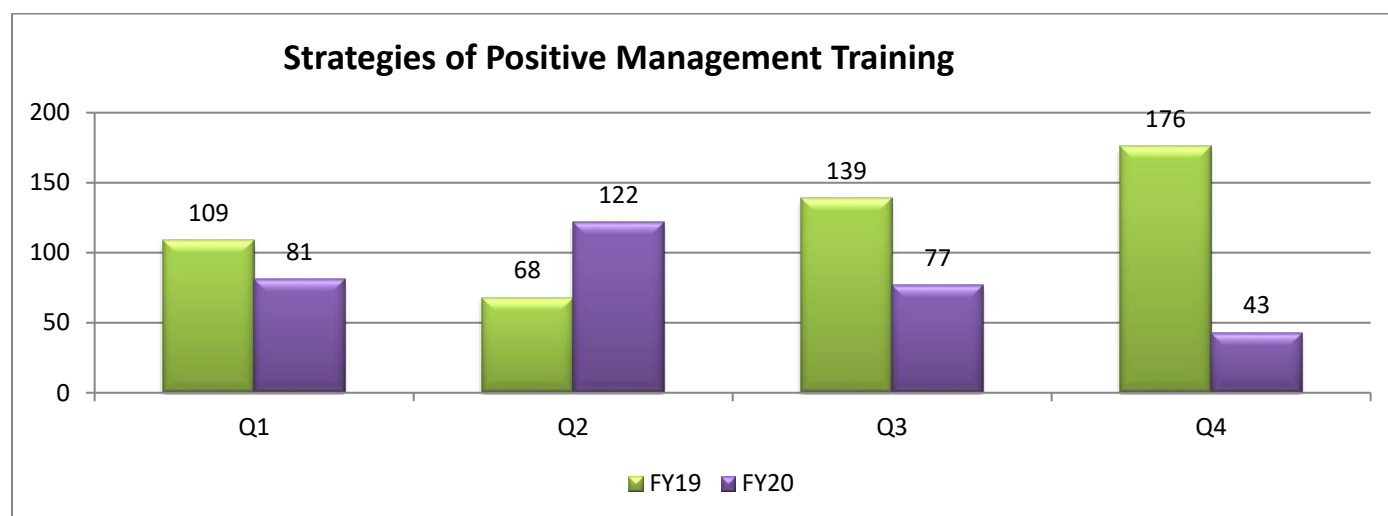
Instructor-Led Core Curriculum Classes

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

Managing Employee Performance (MEP): The MEP course 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 FY20 4th quarter, the MEP Training was conducted for 145 managers and supervisors from various agencies.



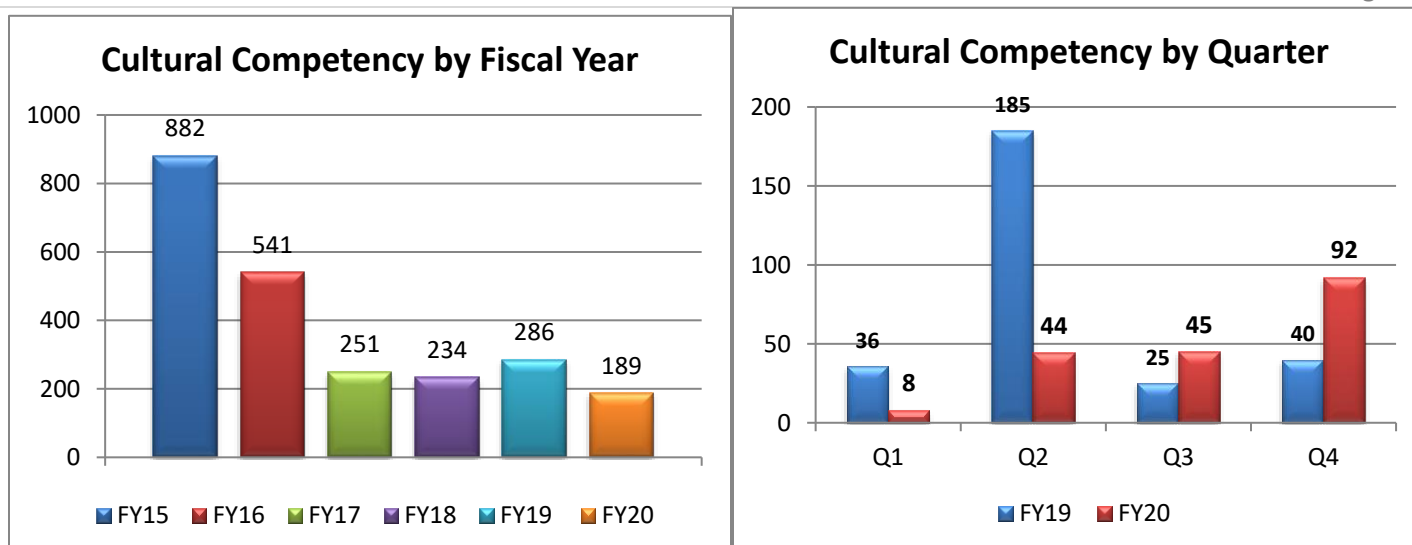
Strategies of Positive Management: This course was formerly known as the Fundamentals of Supervision and includes sections on supervision; leadership core values and practices; strategies for coordinating powerful work with teams and stakeholders; key considerations regarding motivation; and effectively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



Cultural Competency: Pursuant to the State-Tribal Collaboration Act (STCA), and in collaboration with the Indian Affairs Department (IAD), State Personnel helped develop an updated Cultural Competency training program during the 1st quarter of FY20. The updated training is offered to all State employees who have ongoing communication with Native American nations, tribes, or pueblos. State Personnel ensures that the Cultural Competency training remains aligned with the needs of tribal and State governments. State employees are notified of the provisions of the STCA through the State Personnel Training Bureau and the IAD websites. State Personnel 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.

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

Adjudication

In compliance with the State Personnel Act, the 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 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 State Personnel-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 5 appeals in the 4th Quarter of FY20.

State classified employees covered by a Collective Bargaining Agreement have the option of choosing an outside arbitrator to decide their disciplinary appeals. Employee requests for arbitration are provided to State Personnel'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 in Santa Fe. The Adjudication Division considers requests for alternative hearing locations on a case-by-case basis.

Status	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	FY20 Total
Appeals Pending (at start)	37	36	37	38	
New Appeals Filed	13	11	12	9	45
Appeal Disposition	14	10	11	5	40

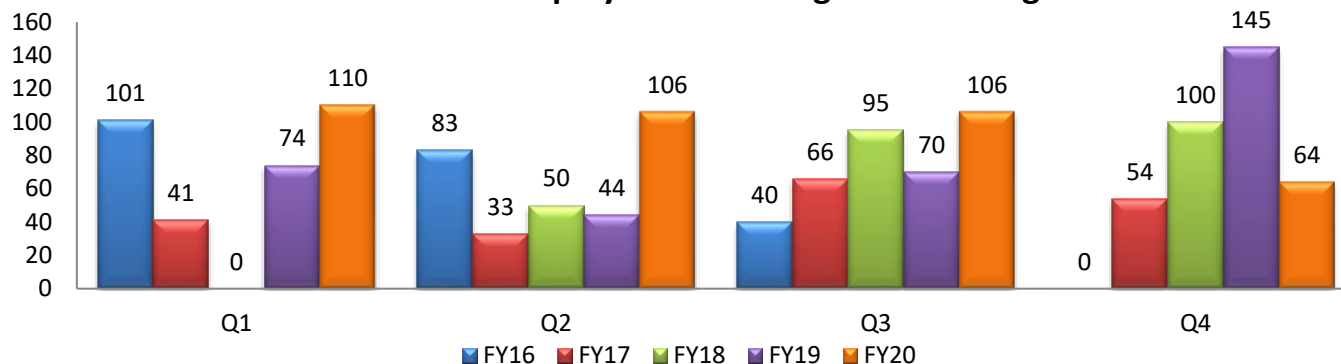
Labor Relations Division (LRD)

The role of the LRD is to provide guidance on the New Mexico Public Employees Bargaining Act (PEBA), which guarantees the rights of State employees to organize and bargain collectively, and the SPB Rules that protect the rights of State employees. As the Governor's designee, State Personnel has the authority to negotiate master Collective Bargaining Agreements (CBA). Agency-specific supplemental agreements, also known as appendices are negotiated directly between the Union and the agency.

Two (2) unions currently represent 53.7% of classified service employees within the State: Communication Workers of America (CWA), and American Federation of State, County and Municipal Employees (AFSCME).

Due to the Public Health Emergency, during 4th quarter, State employees teleworked for all but essential positions. Many of the grievances and arbitrations begun in prior quarters were put on hold until processes could be developed between the agencies and the unions for remote meetings and hearings. Many of the new processes developed for remote meetings were implemented during FY20 4th quarter. The Master CBA negotiations which began in the 1st quarter of FY20 remain on hold due to COVID-19.

LRD deployed updated Living in a Union Environment (LIUE) and Workplace Investigations (WPI) trainings in Zoom format for remote learning during telework. LIUE and WPI are used as a means to educate and prevent grievances, PPC's, Disciplinary Appeals and Grievance Arbitrations. In the 4th quarter of FY20, the LRD team conducted one (1) LIUE training and one (1) WPI training open to all agencies. In addition, LRD held one (1) LIEU training for the Workers Compensation Administration and two (2) trainings for the unions. In total 64 employees received LIEU training and 19 employees received WPI training.

Number of Employees Attending LIUE Training

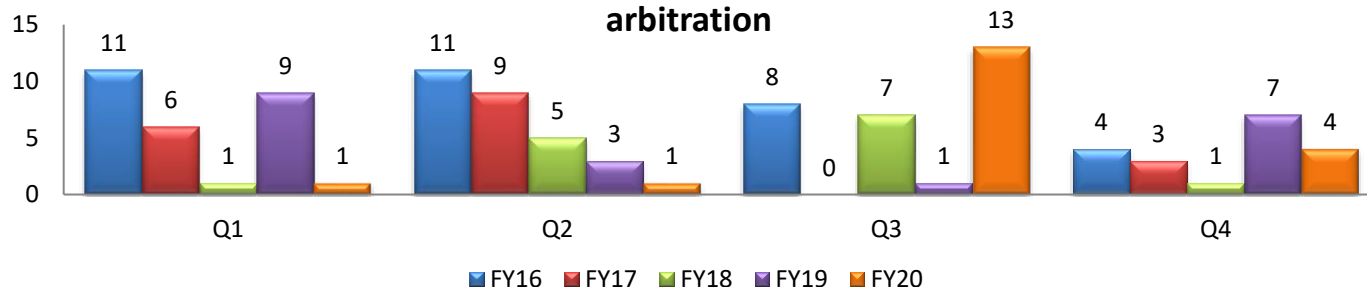
During the 4th quarter of FY20 (April, May, June), twenty-six (26) union grievances were filed. Of the twenty-six (26) grievances filed, twenty-three (23) were filed by AFSCME, and three (3) were filed by CWA. Of the twenty-six (26) grievances filed, zero (0) were settled, five (5) were not filed timely, two (2) were withdrawn, and nineteen (19) remain pending. There was one (1) grievance arbitration invoked by CWA. There were three (3) PPC's filed by AFSCME.

Also, during the 4th quarter of FY20, there were four (4) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative. Two (2) appeals were invoked by AFSCME and two (2) appeals were invoked by CWA. All four (4) appeals are currently awaiting hearing dates due to COVID-19. In comparison, five (5) bargaining unit employees chose to appeal their discipline to the State Personnel Board. All five (5) were covered by AFSCME.

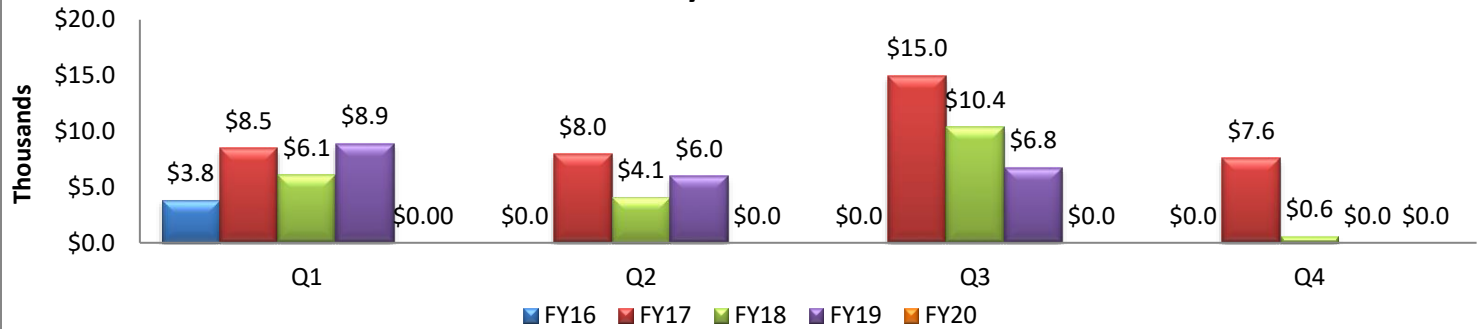
Labor Relations Division at a Glance

Performance Measures for FY20 4th Quarter

	AFSCME	CWA
Total number of union grievances filed by each union	23	3
Total number of disciplinary actions appealed to an arbitrator, by each union	2	2
Total number of grievance arbitrations, by each union:	0	1
Total number of Prohibited Practice Complaints filed by each union	3	0
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	\$0	

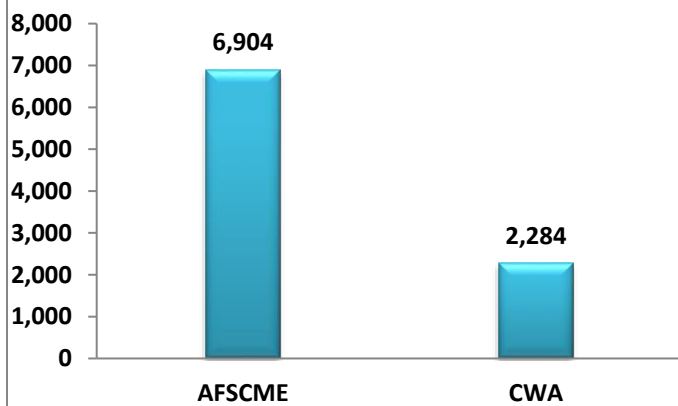
Number of disciplinary actions (union covered) positions appealing to arbitration

Actual Cost Paid by the State for Arbitration

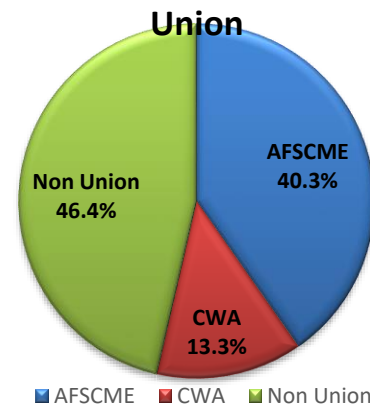


Union Represented vs. Non-Union

Union Represented Employees



Classified Service Union vs. Non-Union



Quarterly Performance Measures

FY20 Approved Quarterly Performance Measures	FY20 Targets	Q1	Q2	Q3	Q4	FY20 Total
Average number of days to fill a position from the date of posting	55	49.8	49.7	58.3	66.9	56%
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	30.7	30.3	39.5	42.1	35
Average number of days to advertise a position following the agency request	9	0.8	0.5	0.5	0.4	0.5
Percent of employees who successfully complete their probationary period	75%	64.9%	64.5%	66.1%	66.2%	65%
Percent of "voluntary" classified employee turnover (leaving State service)	15%	3.6%	3.3%	3.3%	2.3%	12.5%
Percent of "involuntary" classified employee turnover (leaving State service)	5%	0.4%	0.4%	0.4%	0.6%	1.8%
Average State classified employee compa-ratio	≥103%	107.2%	102.9%	103.1%	103.2%	103.2%
Average State classified new hire compa-ratio	91%	102.1%	100.7%	99.2%	100.4%	100.1%
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	1	13	6	4	24
Average cost paid by State for arbitration of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	\$6,500	\$0	\$0	\$0	\$0	\$0
State-wide classified service vacancy rate	13%	21.9%	21.7%	20.6%	21.2%	21.2%
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%	18.6%	39.6%	44.4%	29.3%	33%

FY20 Approved Annual Performance Measure <i>*These measures will be reported on a FY end basis</i>	FY20 Targets	FY20 Total
Percent of department/agencies with over 90 percent completed evaluations	95%	40%
Percent of eligible State classified employees with a completed performance appraisal on record at the close of the fiscal year	95%	88%
Number of rule compliance audit reviews performed during the fiscal year	22	>500
Percent of rule compliance review audit exceptions corrected within six months of discovery	100%	100%
Number of digitized personnel records	1,000	
Number of human resources trainings offered annually	12	64