



# New Mexico

## State Personnel Office

### FY20 2<sup>nd</sup> 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 (SPO) 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 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 State Personnel Board (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, effectiveness, and the sharing of best practices across the Administration; and,
- Design and conduct value-added reviews and projects.

The vision for SPO is one in which the Agency's oversight role is a collaborative one, inviting input, participation, and partnership from its stakeholders -- the 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.

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 second quarter, new hires increased to 868, while 647 employees separated from classified service. Included in the number of separations, 176 employees retired from State service.

### Classified Service at a Glance

**Employee Count:**  
16,762

**Regular:**  
14,626

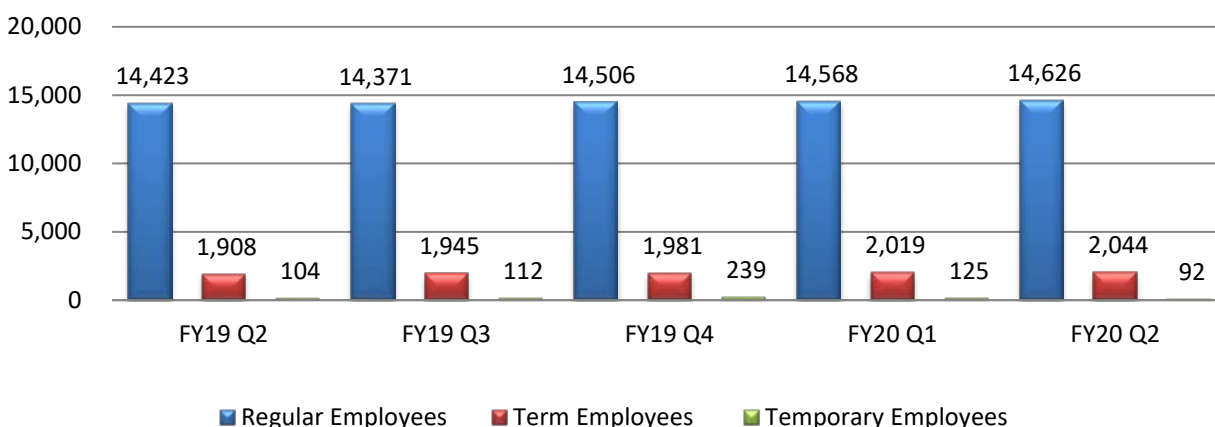
**Term:**  
2,044

**Temporary:**  
92

**Managers:**  
2,070

**Supervisors:**  
1,584

### Classified Employees Workforce

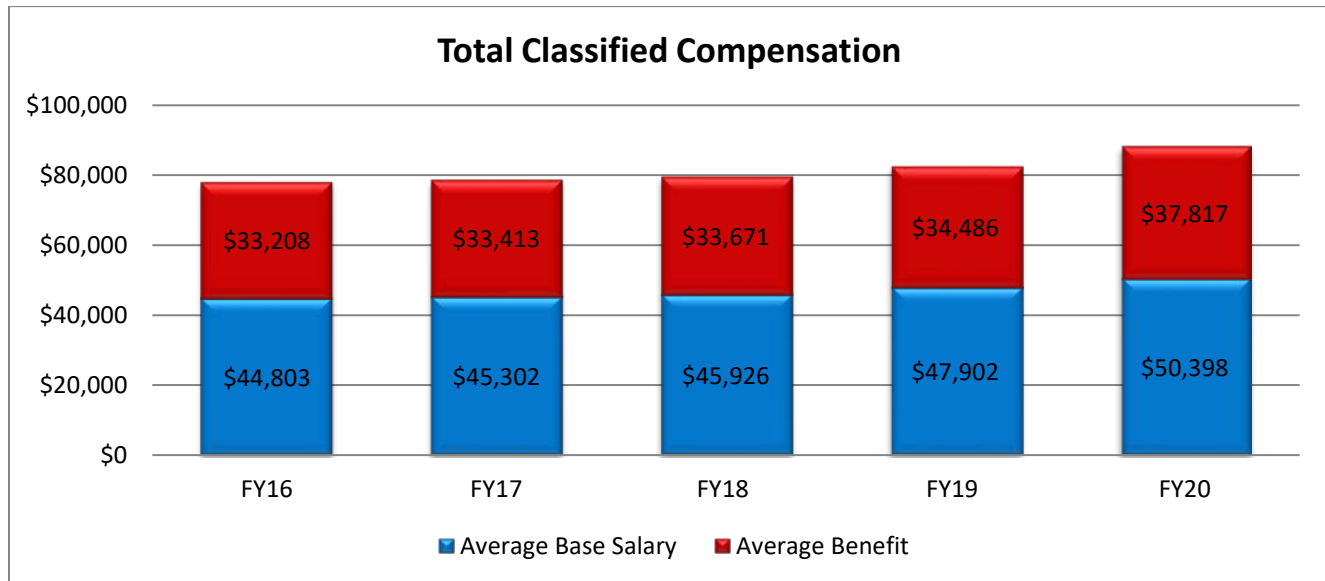


Workforce Data	
Union Represented Employees	54.1%
Minority	65.9%
Female	55.3%
Male	44.7%

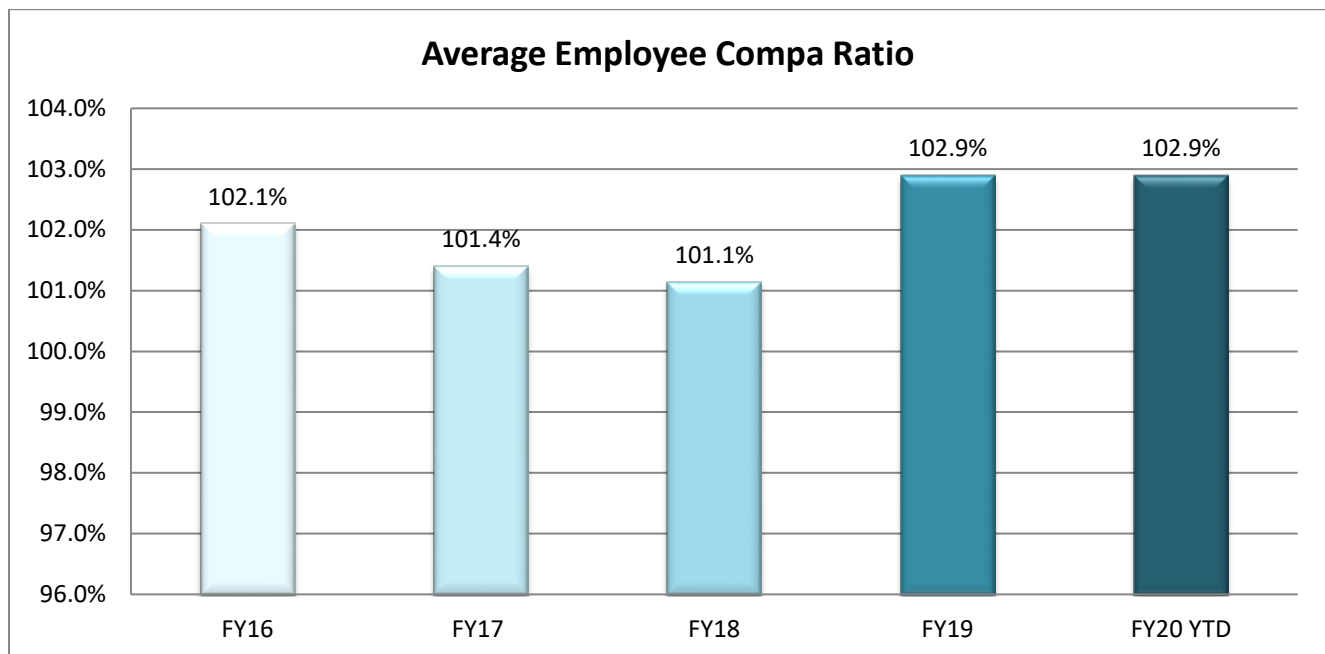
TOTAL COMPENSATION	
December 31, 2019	
AVERAGE BASE SALARY \$50,398	AVERAGE TOTAL COMPENSATION \$88,215
AVERAGE BENEFIT \$37,817	
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 102.9%	

## 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, FICA and paid leave (annual, sick, etc.) In the second quarter of FY20, benefit costs as a percentage of total compensation rose, as health care, dental, vision and basic life insurance rates increased.



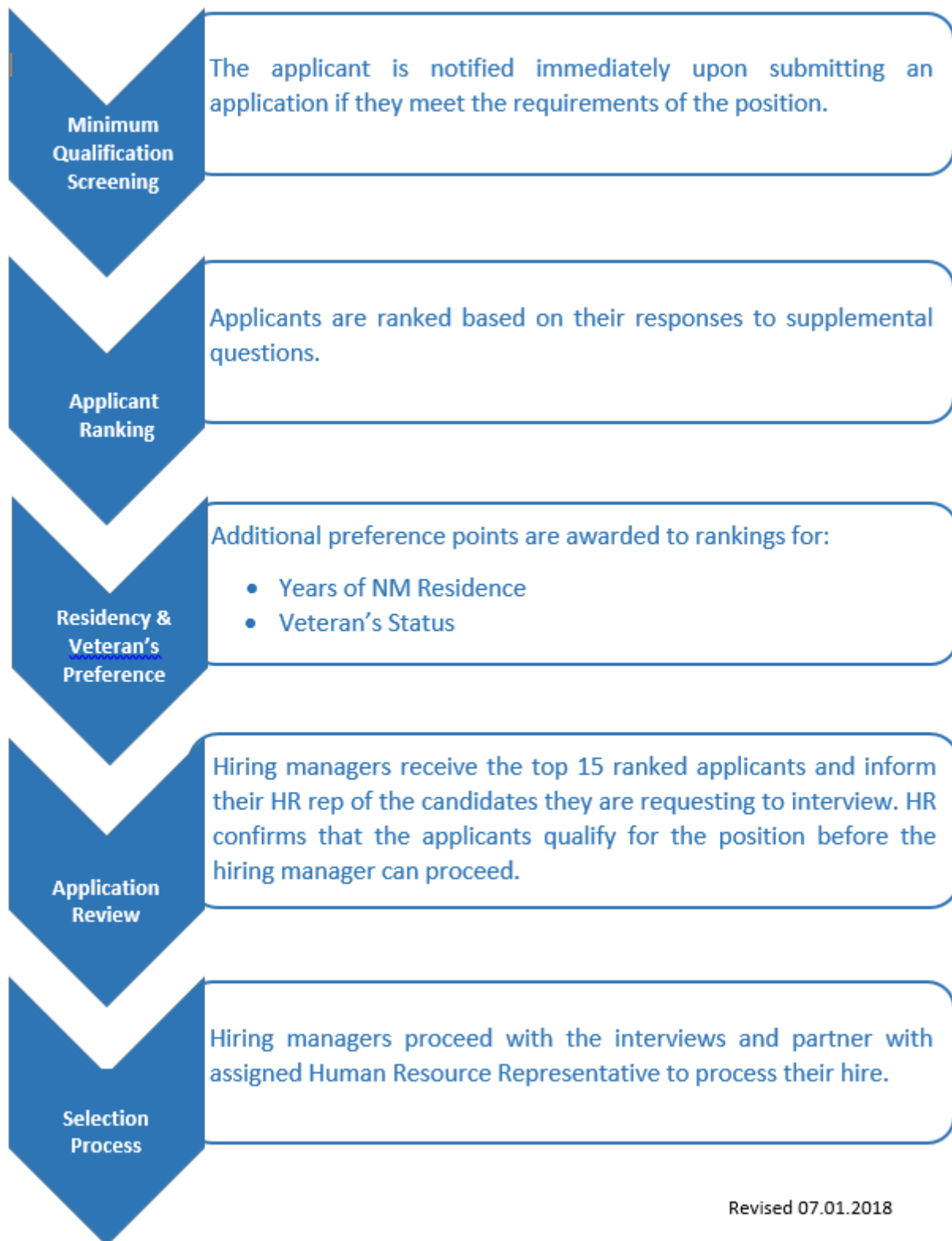
The average compa-ratio in the 2nd quarter has fallen in line with the previous fiscal year due to SPB approving a 4% increase to all Salary Structures in October 2019 to account for the 4% salary increase that went into effect July 2019.



## 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). The State Personnel Office 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.

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



## Advertisements

The State Personnel Office 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. 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?**

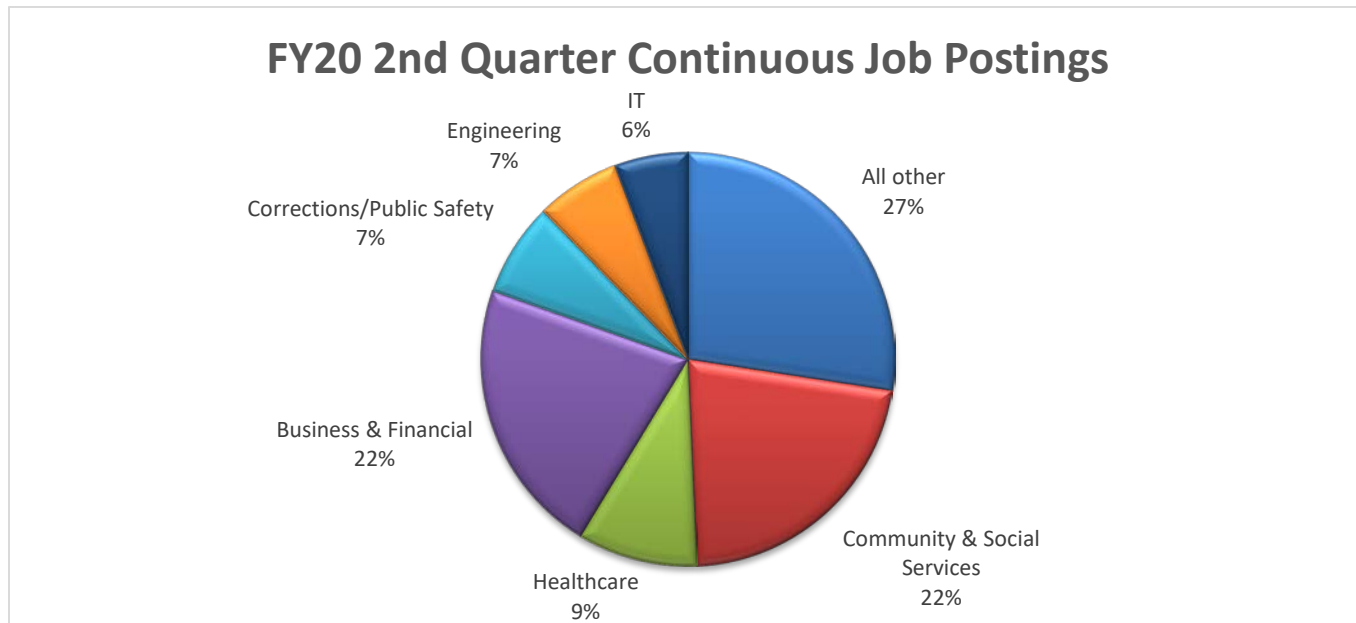
- 0-1 year of experience
- 2-5 years of experience
- 6-9 years of experience
- 10 or more years of experience

Driven, focused questions based on specific position needs.

Agencies 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

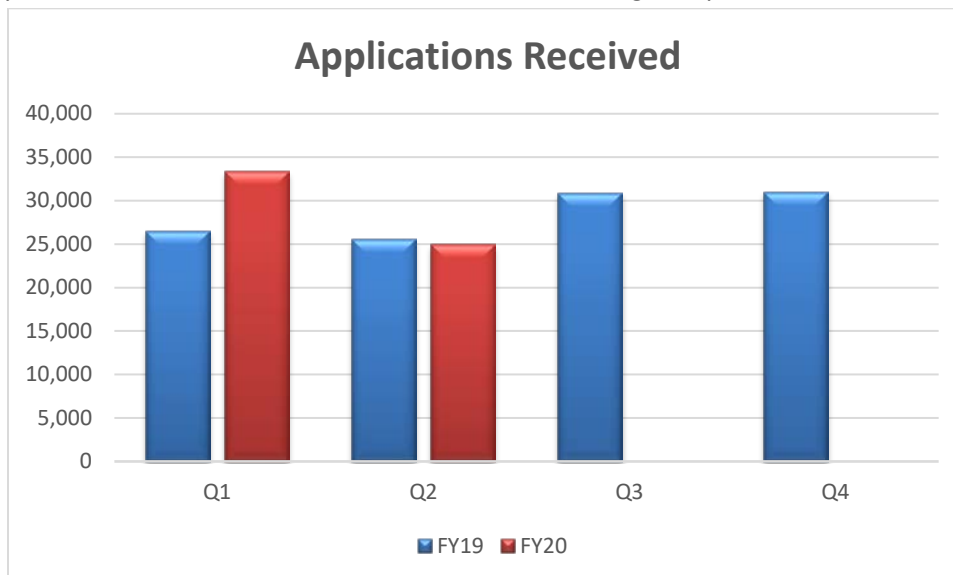
A continuous advertisement is used when an agency has a hard to fill position and will benefit from an advertisement that remains open until the position is filled. Continuous advertisements are beneficial because they allow an agency to receive a steady flow of applicants. Some positions are difficult 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 38% of continuous advertisements were for positions in a Healthcare, Public Safety and/or Corrections, or Community and Social Services related fields.

## Advertisement Postings and Applications

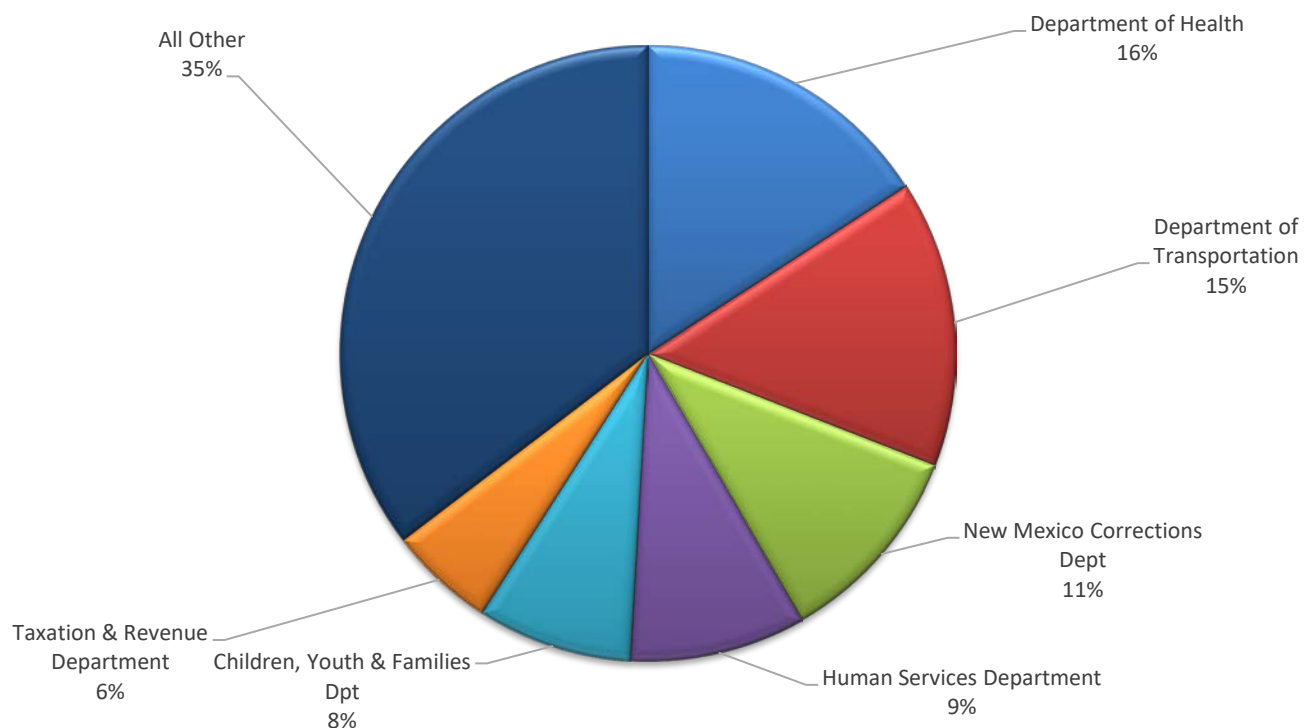
The number of applications received represents any applicant who applied for a position during the quarter. The quarterly postings represent any advertisement with a start date that initiated during the quarter.





As illustrated below, six (6) agencies represent approximately 65% of all jobs advertised this quarter.

### FY20 2nd Quarter Postings by Agency

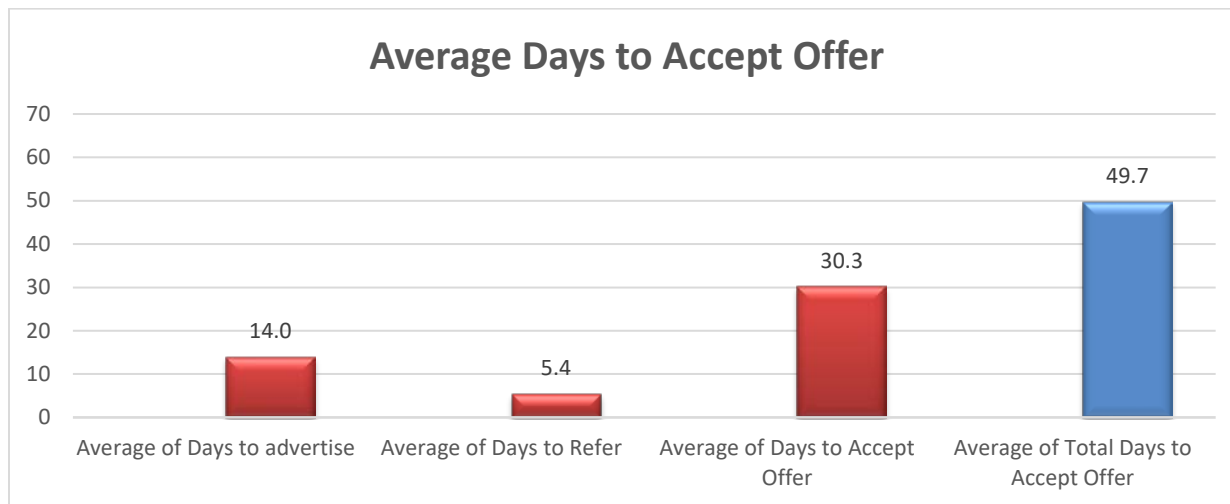


Below are the top 20 Agencies with the greatest amount of posted advertisements, applications received, and posting views during the 2nd Quarter.

Department	Advertisements	Applications Received	Posting Views
Department of Health	208	4,093	684,142
Department of Transportation	198	1,828	419,394
New Mexico Corrections Dept.	141	2,276	281,551
Human Services Department	121	3,963	772,281
Children, Youth & Families Dept.	107	3,113	431,646
Taxation & Revenue Department	73	1,318	197,293
Department of Public Safety	43	691	199,613
Energy, Minerals & Ntrl Rsrcs Dept.	41	588	122,363
Dept. of Vocational Rehab.	35	406	25,667
Dept. of Workforce Solutions	29	785	47,783
General Services Department	25	359	85,395
Department of Environment	23	311	44,068
Public Education Department	22	453	122,079
Regulation & Licensing Dept.	22	253	34,152
Department of Cultural Affairs	19	472	49,254
Livestock Board	16	92	17,310
Public Regulation Commission	15	131	71,484
Dept. of Information Technology	14	204	17,275
Miners Colfax Medical Center	14	93	15,087
Aging & Long-Term Services Dept.	11	208	15,663

## 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 30 days. Please note that the 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. 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, SPO has made the following recommendations to hiring agencies:

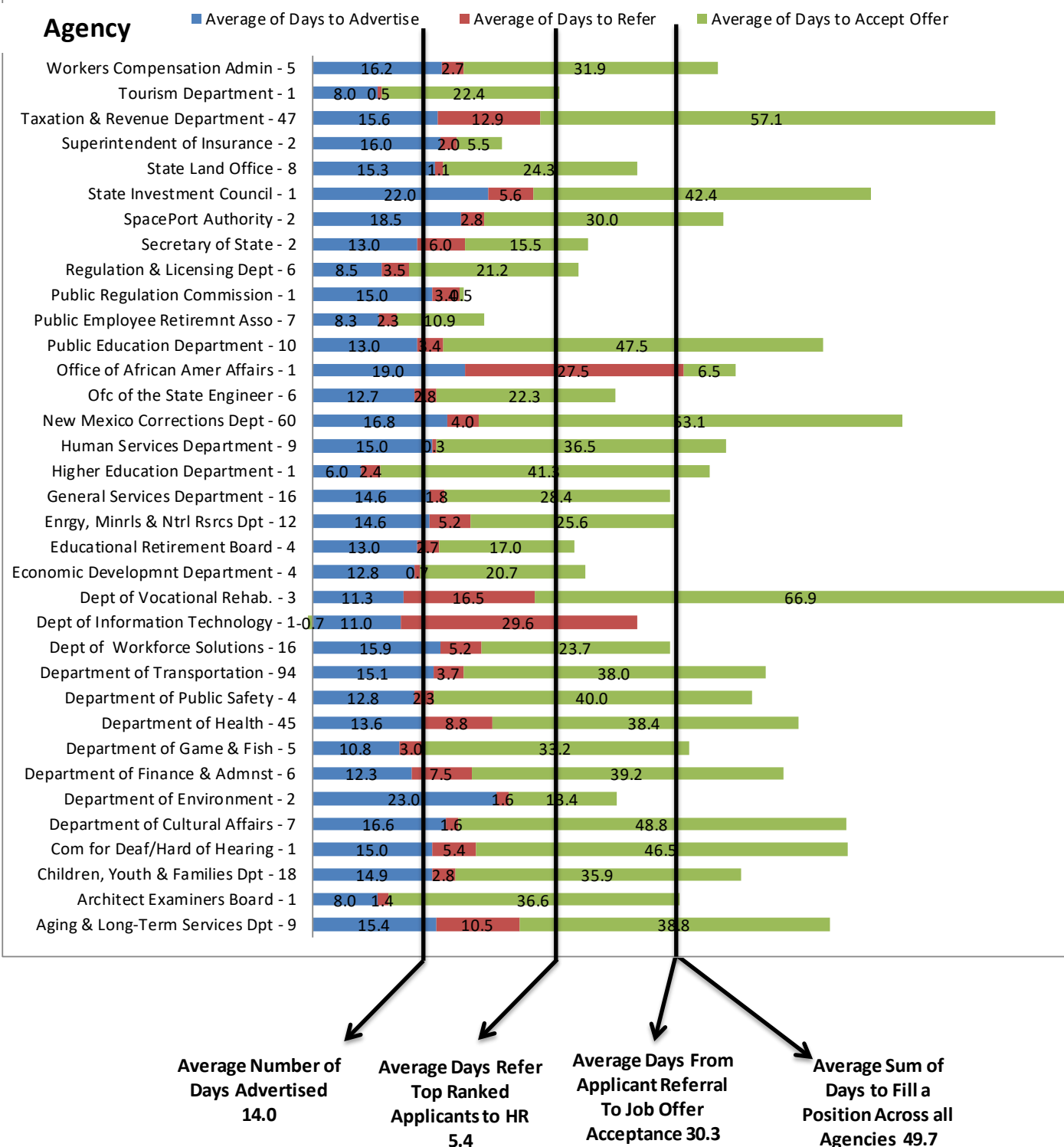
- Upon receipt of the list of referred applicants, the hiring manager should review the list within three (3) business days, to ensure that they have an adequate pool to interview from and to ensure that they do not need additional applicants; and
- The agency should conduct interviews within two (2) weeks of receiving the referred list of applicants.

SPO provides 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 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.

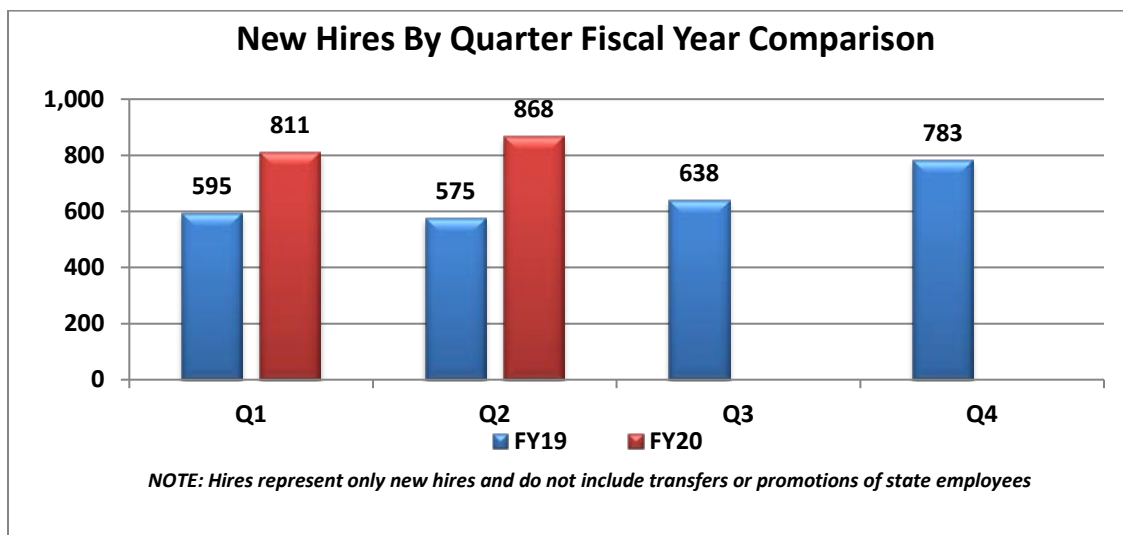
## Average Days to Fill a Position by Offer Accepted Date FY20 Qtr 2



## Classified Service New Hires

In the 2nd quarter, 868 new employees joined State government. Every decision and action taken at State Personnel is dedicated to recruiting and retaining a robust and appropriately-sized workforce.

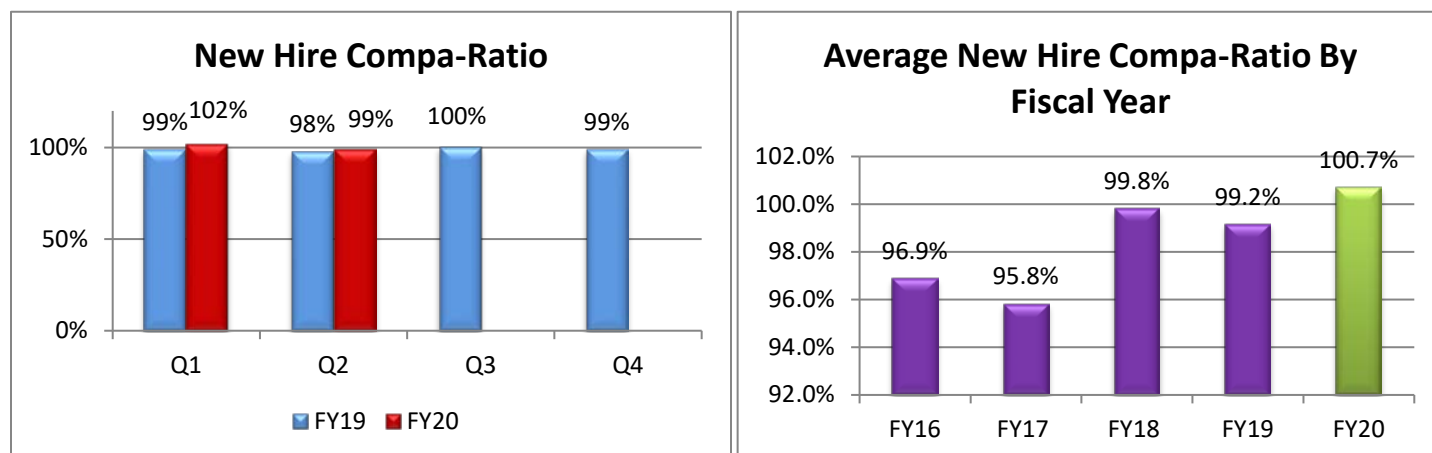
### New Employee Hires by Fiscal Year (FY19-FY20)



### 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% or mid-point.



## Quarterly New Employee Hire Compa-Ratio by Pay Band

Pay Band	Average of Compa-Ratio	# of Employees
25	91.4%	30
30	98.1%	19
35	92.6%	29
40	98.0%	79
45	102.6%	77
50	102.3%	66
55	100.5%	75
60	95.3%	105
65	104.3%	77
70	106.5%	53
75	107.1%	28
80	108.4%	35
85	107.7%	16
90	115.5%	2
98	108.2%	2
99	100.1%	1
CA	88.9%	2
CB	88.7%	43
CC	88.3%	11
CD	91.8%	7
CG	100.5%	1
CJ	83.3%	2
CL	92.3%	1
EA	103.5%	3
EB	92.5%	2
EC	110.4%	2
ED	101.5%	3
EE	101.6%	5
EF	110.1%	2
EG	108.0%	1
IB	110.8%	2
IC	99.9%	1
ID	99.4%	2
IE	100.7%	5
IF	101.0%	3
LF	95.4%	3
LG	105.4%	2
LH	103.7%	3
SD	89.4%	31
SE	93.6%	35
SF	102.5%	2
<b>Grand Total</b>	<b>99.3%</b>	<b>868</b>

## Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	13	7	20	2%
American Indian	25	27	52	6%
Asian	6	6	12	1%
Caucasian	143	91	234	28%
Hispanic	282	163	445	53%
Hawaiian	0	0	0	0.0%
Not Specified	36	33	69	8%
<b>Grand Total</b>	<b>505</b>	<b>327</b>	<b>832</b>	<b>100.0%</b>
	61%	39%		

## Performance Evaluations

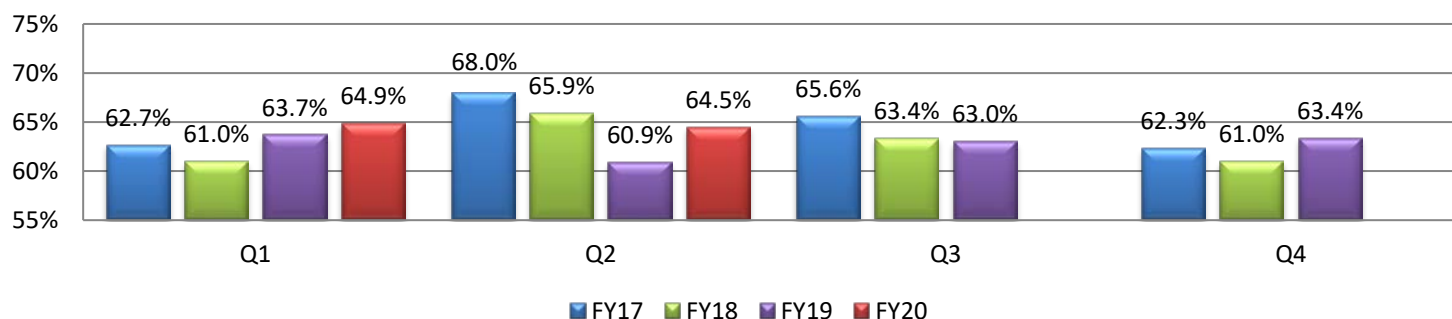
Performance evaluations remain critical in assessing the quality of the workforce, recognizing employee efforts, and providing guidance in employee development. Performance evaluations are a requirement outlined within the SPB Rules.

FY20 employee performance evaluation completion rate is expected to be 100%

## Completion of Probationary Period

The percentage of employees completing their probationary period in the 2nd quarter of FY20 has increased slightly from the previous quarter, and it has remained stable 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**

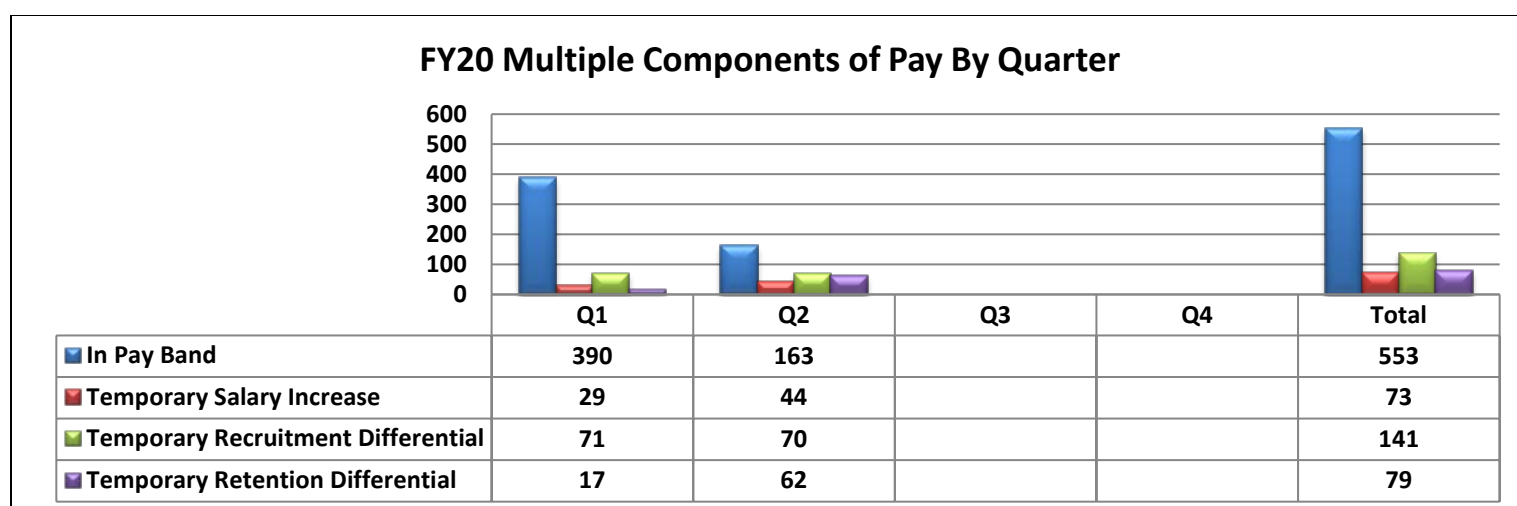
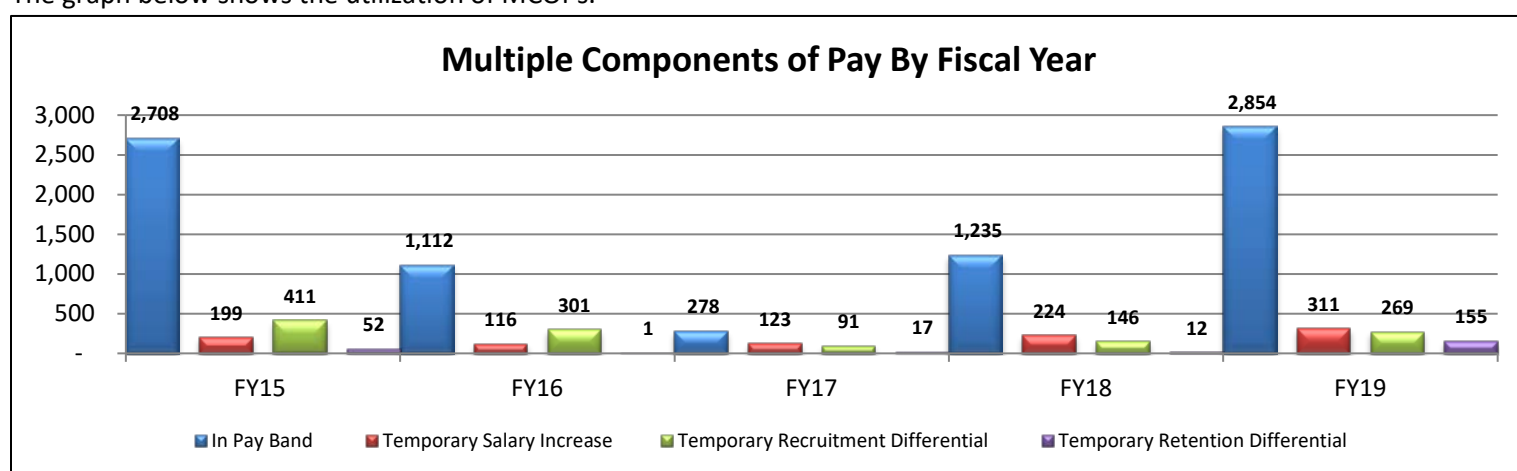


## Multiple Components of Pay (MCOP)

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** (IPB)s are permitted to increase an employee's base compensation up to 10% within a Fiscal Year, provided that the employee's performance has demonstrated placement at a higher compa-ratio. This is a permanent pay mechanism that allows for salary growth within the pay band.

The graph below shows the utilization of MCOPs.



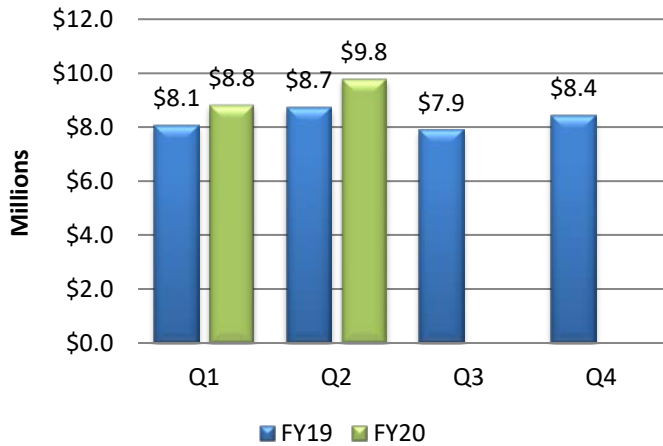
## Overtime and Leave

### Overtime

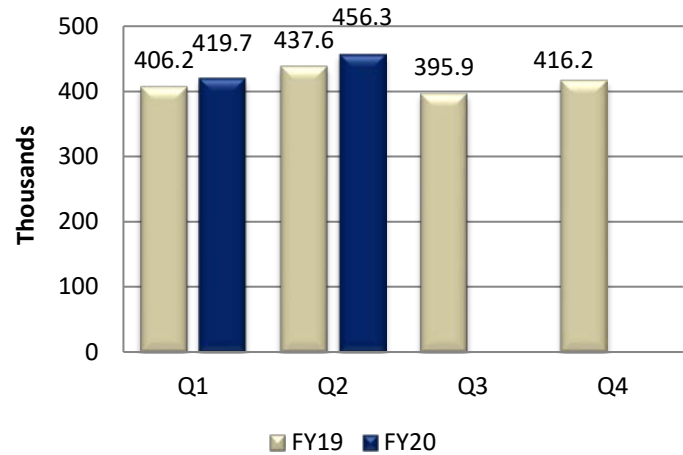
Overtime rates for the 2nd quarter have increased slightly continuing a multi-year trend. Agencies who provide the following services continue to account for the largest overtime use: healthcare facilities, highways and infrastructure, correctional

facilities, and law enforcement. The average number of overtime hours worked per employee is stable compared with prior quarters and with FY19 rates.

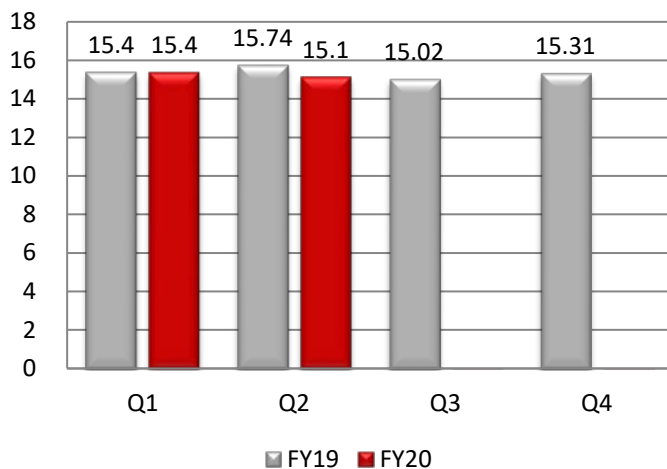
### Overtime Cost



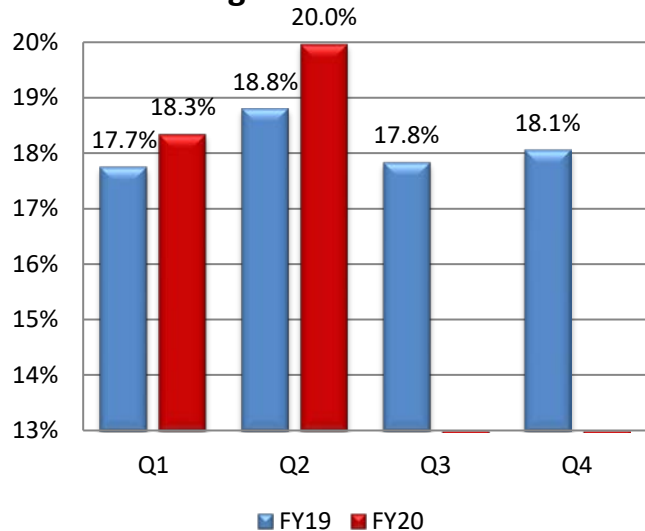
### Overtime Usage



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



### Average Percentage of Employee Receiving Overtime Per Month



2nd Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
New Mexico Corrections Dept.	179,534	\$3,678,536
Department of Health	106,565	\$2,062,800
Department of Transportation	57,422	\$1,213,146
Children, Youth & Families Dept.	44,427	\$1,051,523
Department of Public Safety	12,277	\$271,377



2nd Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
Human Services Department	11,432	\$225,584
Miners Colfax Medical Center	8,228	\$296,457
Taxation & Revenue Department	5,000	\$108,585
Energy, Minerals & Ntrl Resources Dept.	3,305	\$85,454
Department of Cultural Affairs	2,809	\$52,163
Department of Game & Fish	2,748	\$74,339
Dept. of Workforce Solutions	2,609	\$62,503
Public Education Department	1,484	\$47,720
Dept. of Vocational Rehab.	1,422	\$38,247
Department of Environment	1,228	\$40,833
Homeland Security & Emergency Mgt.	1,149	\$34,060
Public Regulation Commission	1,130	\$29,789
Dept. of Information Technology	1,129	\$34,834
Aging & Long-Term Services Dept.	1,029	\$28,521
General Services Department	972	\$25,470
<b>Top 20 Agencies</b>	<b>445,899</b>	<b>9,461,942</b>
<b>All Others</b>	<b>10,389</b>	<b>314,883</b>
<b>Grand Total</b>	<b>456,288</b>	<b>\$9,776,824</b>

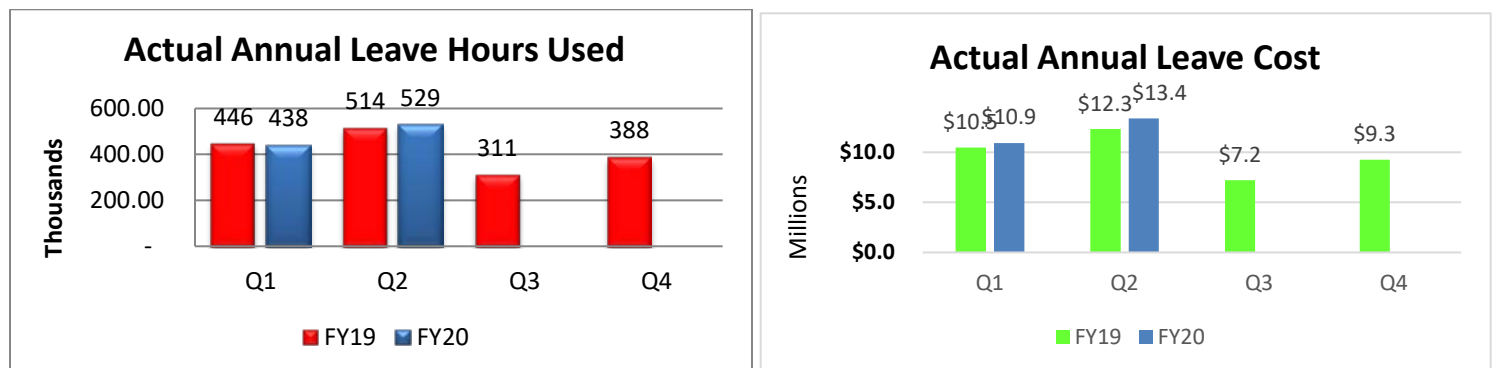
## Sick Leave

Sick leave usage and sick leave costs increased slightly from the same quarter last year.



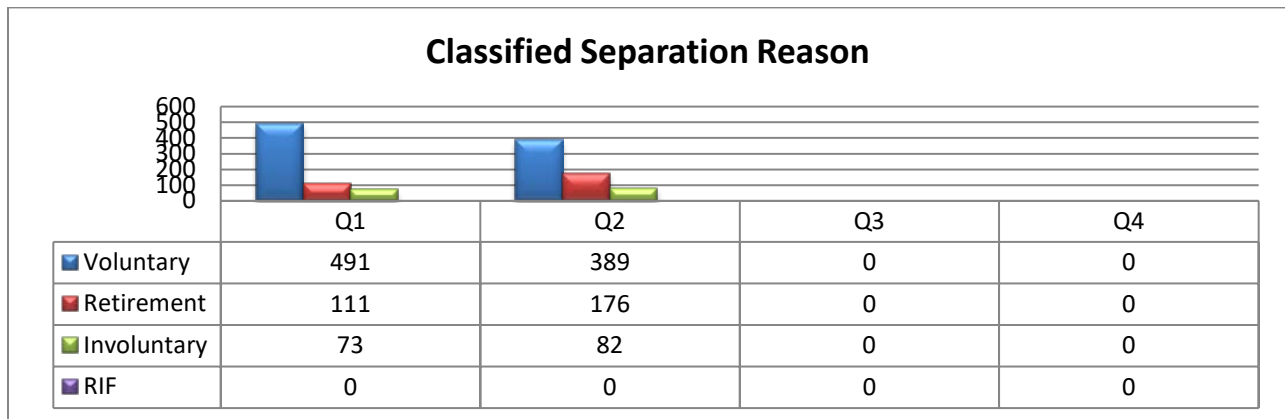
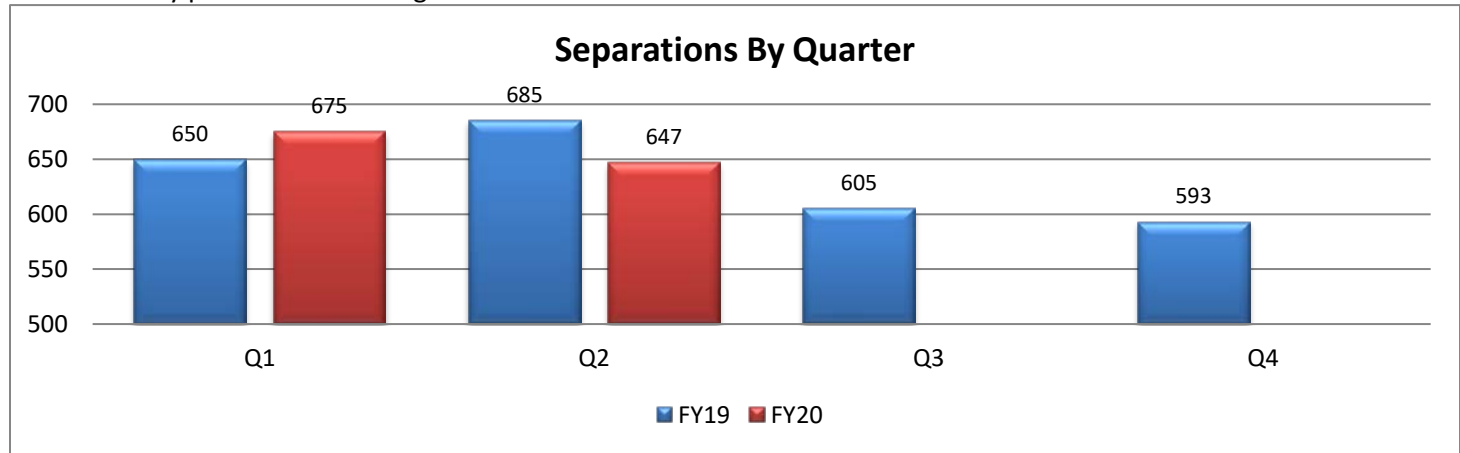
## Annual Leave

Annual leave usage and cost rates typically increase in the 2<sup>nd</sup> quarter with the holiday season and the nearing of the end of the calendar year.



## 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 of the Courts.



Agency	Number of Employees
Department of Health	157
Department of Transportation	83
Human Services Department	80
Children, Youth & Families Dept.	67
New Mexico Corrections Dept.	56
Taxation & Revenue Department	33
Department of Public Safety	20
Dept. of Workforce Solutions	18
Department of Environment	14
Miners Colfax Medical Center	11
Department of Cultural Affairs	10
Energy, Minerals & Ntrl Resources Dept.	8
Department of Game & Fish	7
General Services Department	7
Public Education Department	6
Office of the State Engineer	6
Aging & Long-Term Services Dept.	5

Agency	Number of Employees
Regulation & Licensing Dept.	4
State Land Office	4
Livestock Board	4
Dept. of Information Technology	4
Homeland Security & Emergency Mgt.	4
Gaming Control Board	3
Dept. of Vocational Rehab.	3
Workers Compensation Admin	3
Military Affairs	3
Department of Finance & Admnst	3
Educational Retirement Board	3
Public Regulation Commission	3
Tourism Department	2
Superintendent of Insurance	2
Dev Disabilities Planning Comm.	2
Secretary of State	2
Crime Victims Reparation Comm.	1
State Racing Commission	1
Commission of Public Records	1
Retiree Health Care Authority	1
Economic Development Department	1
Prof Engineers & Land Surveyors Board	1
Medical Examiners Board	1
SpacePort Authority	1
Higher Education Department	1
Com for Deaf/Hard of Hearing	1
Public School Insurance Authority	1
<b>Total</b>	<b>648</b>

## Statewide Classified Turnover and Vacancies

The average turnover rate in the 2nd Quarter of FY20 is 8.4%. 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	28	0.0%	0.0%	0	0	0	0
33300	Taxation & Revenue Department	804	8.2%	6.5%	66	52	10	4
33700	State Investment Council	15	0.0%	0.0%	0	0	0	0
34000	Administrative Hearings Office	15	0.0%	0.0%	0	0	0	0
34100	Department of Finance & Administration	114	7.0%	5.3%	8	6	2	0
34200	Public School Insurance Authority	5	20.0%	0.0%	1	1	0	0
34300	Retiree Health Care Authority	19	15.8%	0.0%	3	2	1	0
35000	General Services Department	255	6.7%	4.3%	17	11	4	2
35200	Educational Retirement Board	53	11.3%	0.0%	6	4	2	0
36100	Department of Information Technology	128	8.6%	6.3%	11	8	3	0
36600	Public Employee Retirement Association	70	4.3%	4.3%	3	3	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
36900	Commission of Public Records	29	3.4%	0.0%	1	0	1	0
37000	Secretary of State	34	17.6%	17.6%	6	6	0	0
37800	State Personnel Board	29	6.9%	0.0%	2	2	0	0
39400	State Treasurer	20	5.0%	0.0%	1	1	0	0
40400	Architect Examiners Board	2	0.0%	0.0%	0	0	0	0
41700	Border Development Authority	2	0.0%	0.0%	0	0	0	0
41800	Tourism Department	35	8.6%	0.0%	3	3	0	0
41900	Economic Development Department	32	9.4%	0.0%	3	3	0	0
42000	Regulation & Licensing Department	239	7.9%	7.1%	19	17	1	1
43000	Public Regulation Commission	113	6.2%	5.3%	7	6	1	0
44000	Superintendent of Insurance	74	8.1%	5.4%	6	4	1	1
44600	Medical Examiners Board	13	7.7%	0.0%	1	1	0	0
44900	Board of Nursing	21	0.0%	0.0%	0	0	0	0
46000	EXPO New Mexico	16	0.0%	0.0%	0	0	0	0
46400	Prof Engineers & Land Surveyors Board	4	25.0%	0.0%	1	0	0	1
46500	Gaming Control Board	39	15.4%	10.3%	6	4	2	0
46900	State Racing Commission	9	11.1%	0.0%	1	0	1	0
47900	Veterinary Examiners Board	1	100.0%	0.0%	1	1	0	0
49500	SpacePort Authority	16	12.5%	0.0%	2	2	0	0
50500	Department of Cultural Affairs	428	3.0%	1.9%	13	8	3	2
50800	Livestock Board	63	7.9%	0.0%	5	3	1	1
51600	Department of Game & Fish	270	4.1%	4.1%	11	11	0	0
52100	Energy, Minerals & Natural Resources Department	338	7.1%	5.9%	24	20	3	1
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0	0	0
53900	State Land Office	139	6.5%	5.8%	9	8	1	0
55000	Office of the State Engineer	263	6.5%	5.7%	17	15	2	0
60300	Office of African American Affairs	6	0.0%	0.0%	0	0	0	0
60400	Com for Deaf/Hard of Hearing	10	10.0%	0.0%	1	0	1	0
60600	Commission for the Blind	56	0.0%	0.0%	0	0	0	0
60900	Department of Indian Affairs	10	0.0%	0.0%	0	0	0	0
62400	Aging & Long-Term Services Department	191	6.3%	4.2%	12	8	3	1
63000	Human Services Department	1673	10.1%	8.1%	169	135	25	9
63100	Department of Workforce Solutions	377	9.3%	7.2%	35	27	6	2
63200	Workers Compensation Admin	100	10.0%	10.0%	10	10	0	0
64400	Department of Vocational Rehabilitation	210	4.8%	4.3%	10	9	1	0
64500	Governor's Comm. on Disability	13	0.0%	0.0%	0	0	0	0
64700	Dev Disabilities Planning Commission	16	12.5%	0.0%	2	1	1	0
66200	Miners Colfax Medical Center	197	8.7%	8.1%	17	16	0	1
66500	Department of Health	3057	8.4%	6.8%	258	209	27	22
66700	Department of Environment	518	5.0%	4.1%	26	21	5	0
66800	Office of Natural Resources Trustee	3	0.0%	0.0%	0	0	0	0
67000	Department of Veteran Services	45	11.1%	11.1%	5	5	0	0
69000	Children, Youth & Families Department	1924	8.6%	7.6%	166	146	7	13
70500	Military Affairs	121	9.1%	9.1%	11	11	0	0
76000	Adult Parole Board	4	0.0%	0.0%	0	0	0	0
77000	NM Corrections Department	1819	8.3%	0.0%	151	125	17	9
78000	Crime Victims Reparation Commission	22	9.1%	0.0%	2	2	0	0
79000	Department of Public Safety	357	10.9%	0.0%	39	32	6	1
79500	Homeland Security & Emergency Mgt.	49	10.2%	0.0%	5	5	0	0
80500	Department of Transportation	2038	10.6%	0.0%	215	169	37	9
92400	Public Education Department	212	8.5%	0.0%	18	17	1	0
94900	NM Education Trust Board	1	0.0%	0.0%	0	0	0	0
95000	Higher Education Department	33	6.1%	0.0%	2	2	0	0
<b>Totals</b>		<b>16,796</b>	<b>8.4%</b>	<b>4.6%</b>	<b>1,408</b>	<b>776</b>	<b>176</b>	<b>80</b>
<b>Percent Turnover by Reason</b>						<b>81.8%</b>	<b>12.5%</b>	<b>5.7%</b>

\*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 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 2<sup>nd</sup> quarter of FY20 is 21.7%.

Business Unit	AGENCY NAME	Q1	Q2	Q3	Q4
33300	Taxation & Revenue Department	27.6%	26.8%		
35000	General Services Department	16.9%	13.7%		
36100	Department of Information Tech	34.7%	37.1%		
42000	Regulation & Licensing Department	23.2%	21.9%		
50500	Department of Cultural Affairs	19.7%	16.3%		
51600	Department of Game & Fish	16.3%	16.9%		
52100	Energy, Minerals & Natural Rsrcs Department	41.7%	41.2%		
55000	Office of the State Engineer	21.0%	22.3%		
62400	Aging & Long-Term Services Department	19.7%	17.9%		
63000	Human Services Department	18.4%	20.2%		
63100	Department of Workforce Solutions	20.3%	23.1%		
64400	Division of Vocational Rehabilitation	34.4%	34.7%		
66200	Miners Colfax Medical Center	15.9%	16.5%		
66500	Department of Health	20.0%	20.2%		
66700	Department of Environment	19.7%	20.1%		
69000	Children, Youth & Families Department	15.9%	14.8%		
77000	New Mexico Corrections Department	30.6%	28.0%		
79000	Department of Public Safety	25.0%	27.6%		
80500	Department of Transportation	18.8%	19.8%		
92400	Public Education Department	25.4%	21.6%		
Statewide Classified Vacancy Rate		21.9%	21.7%		

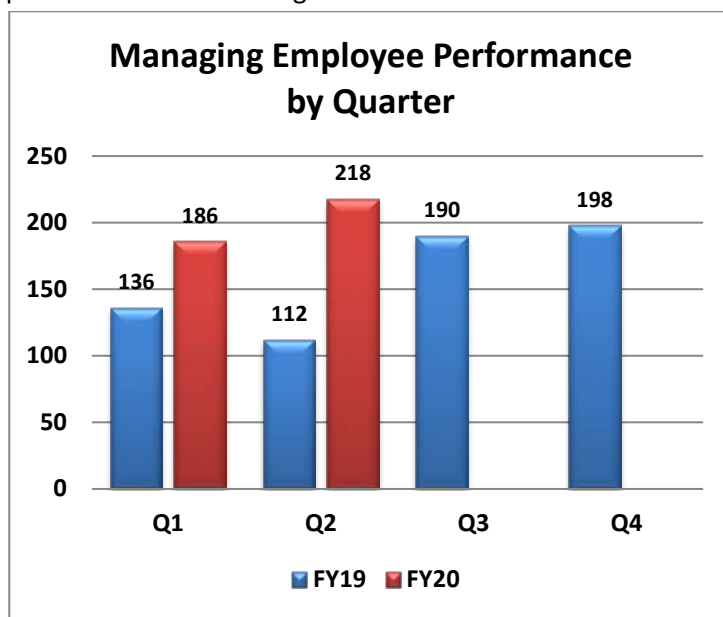
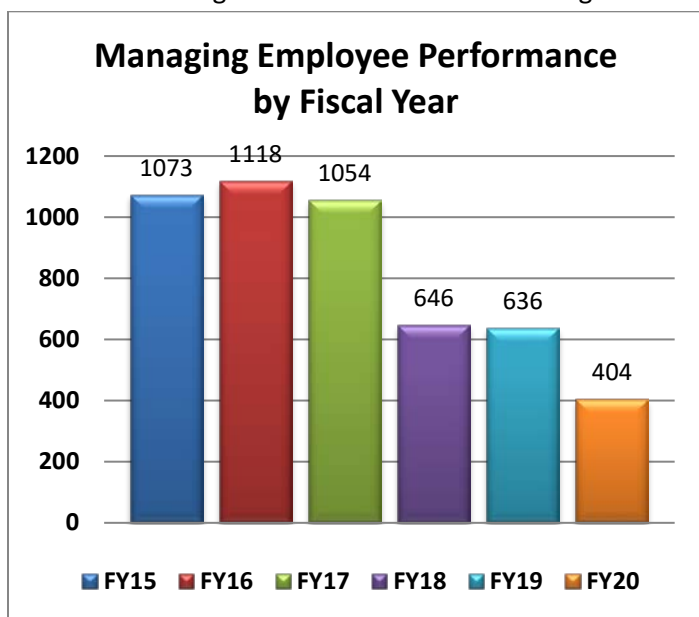
## Training

The SPO Training Bureau continues to provide guidance and oversight in order to ensure statewide compliance with SPB Rules. 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.

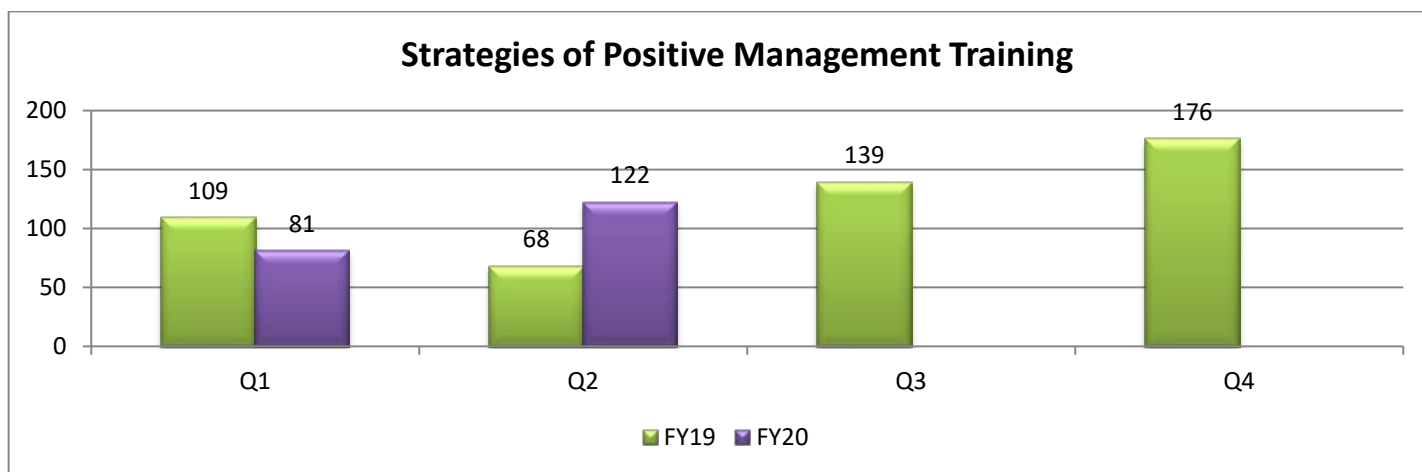
## Instructor – Led Core Curriculum Classes

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

**Managing Employee Performance (MEP):** The MEP is mandated by the SPB Rules. See 1.7.9.9(A) NMAC. Topics of discussion include employee evaluations, communication, and documentation in support of teams and projects. This course promotes accountability and collaboration through all levels of management and supervision. In FY20 2nd quarter, the MEP Training was conducted for 218 managers and supervisors from various agencies.



**Strategies of Positive Management:** The 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.

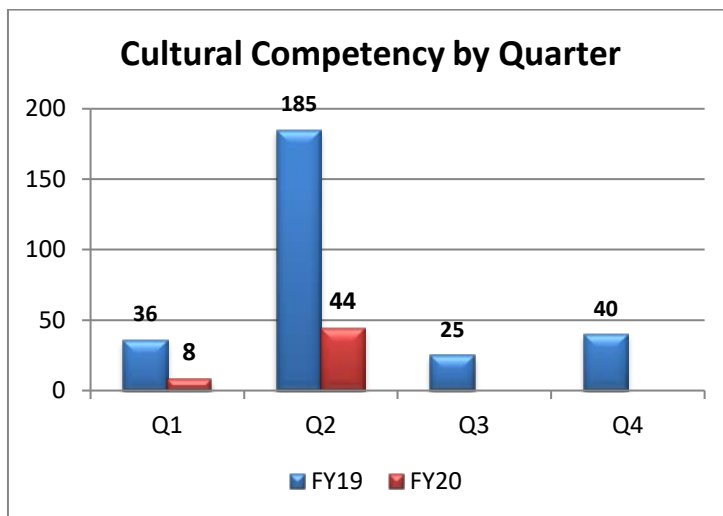
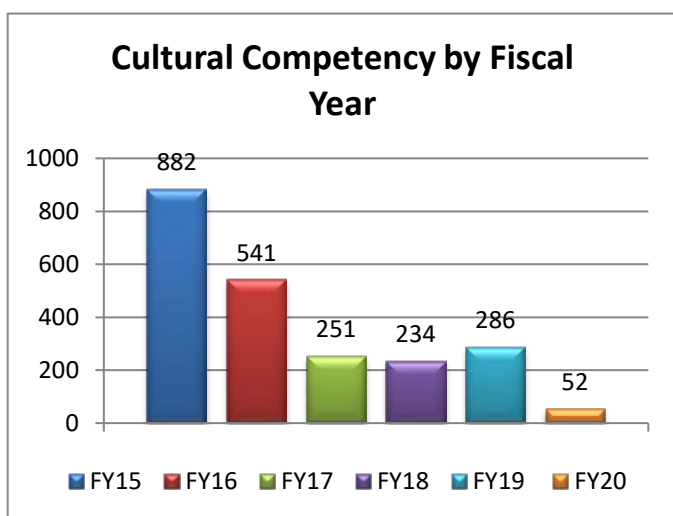


**Cultural Competency:** Pursuant to the State-Tribal Collaboration Act (STCA), in collaboration with the Indian Affairs Department (IAD), during the first quarter, SPO helped to develop an updated cultural competency training program to be offered to all State employees who have ongoing communication 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:

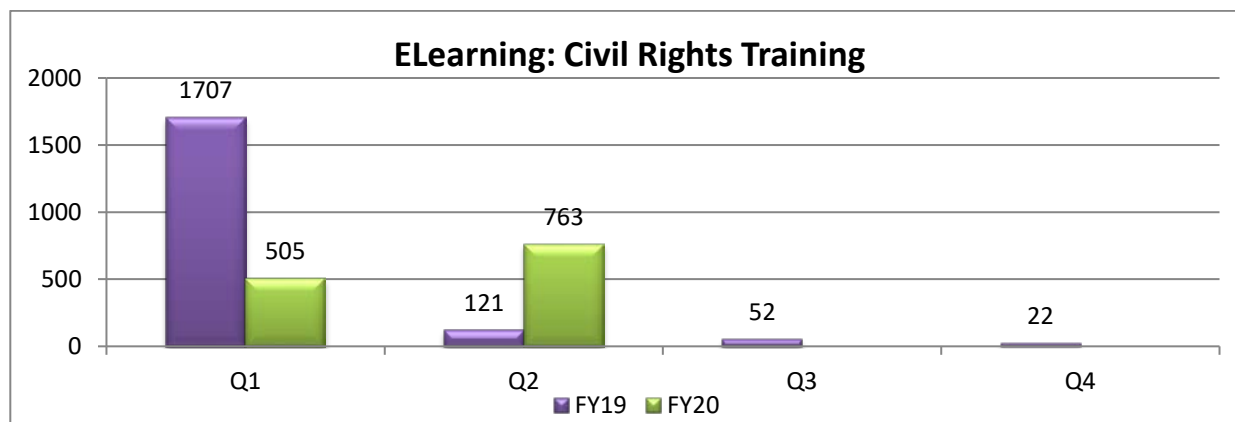
- An introduction to the unique legal and political status of New Mexico Indian Nations, Pueblos, and Tribes, with a review of Federal Indian policies and laws;
- An examination of tribal governments and authorities;
- Collaboration and consultation principles and guidance;
- Communication skills; and,
- 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 763 State employees participated in the training in the 2nd Quarter of FY20.

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.



## 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 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.

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 in Santa Fe. The Adjudication Division considers requests for alternative hearing locations on a case-by-case basis.

Status	Q1	Q2	Q3	Q4	FY20 Total
Appeals Pending	38	36			74
New Appeals Filed	13	11			24
Appeal Disposition	14	10			24

## Labor Relations Division (LRD)

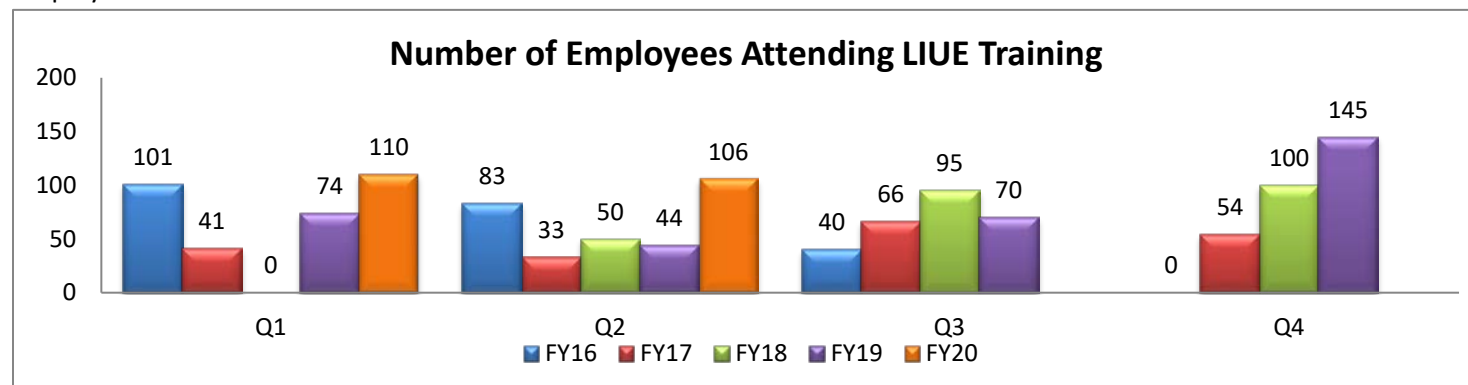
The role of the LRD is to govern the principles behind the New Mexico Public Employees Bargaining Act (PEBA), which guarantees the rights of state employees to organize and bargain collectively and to uphold the SPB Rules that protect the rights of state employees. As the Governor's designee, SPO has 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, LRD works closely with State agencies and labor organizations, protecting the public interest by ensuring the orderly operation for statewide labor relations. LRD works directly with two (2) unions which currently represent 54.1 of classified service employees within the State: Communication Workers of America (CWA), and American Federation of State, County and Municipal Employees (AFSCME).

FY20 1<sup>st</sup> quarter was pivotal for the State Personnel Office and the Labor Relations Team. After ten (10) years of the current CBA's in place, as the Governor's designee, the State Personnel Office began negotiations with both CWA and AFSCME. Negotiations continued in the second quarter of FY20.



LRD deployed updated Living in a Union Environment (LIUE) and Workplace Investigations (WPI) trainings in the second quarter. LIUE and WPI are used to educate and prevent grievances, PPC's, Disciplinary Appeals and Grievance Arbitrations. The LRD team held one LIUE training open to all agencies and three agency specific LIUE trainings for Public Education Department (PED), Department of Information Technology (DoIT), and Division of Vocational Rehabilitation (DVR). Additionally, LRD delivered one WPI course open to all agencies. In total, 106 employee received LIUE training and 11 employees received WPI.



During the 2<sup>nd</sup> Quarter, seventeen (17) union grievances were filed. Of the seventeen (17) grievances filed, thirteen (13) grievances were filed by AFSCME, and four (4) were filed by CWA. Of the thirteen (13) union grievances filed, two (2) were settled, three (3) timed out (a.k.a. Dead on Time), two (2) were withdrawn. Four (4) of the remaining grievances are pending. There was one (1) grievance arbitration invoked this quarter by CWA. There were 0 PPC's filed for this quarter by either Union.

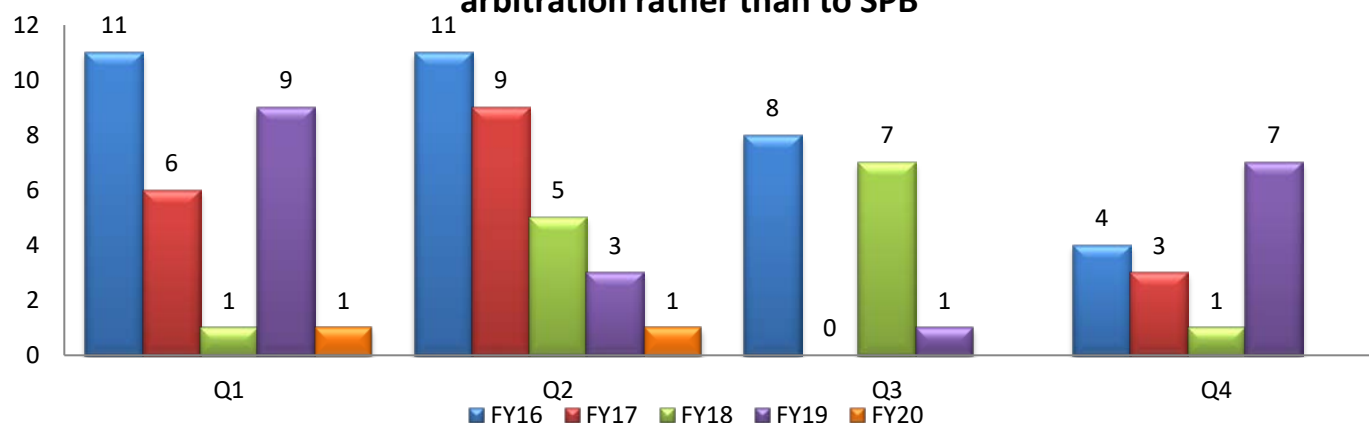
There were seven (7) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the 2nd quarter. One (1) appeal was invoked by an AFSCME and is currently awaiting a panel to be procured from the Federal Mediation and Conciliation Services (FCMS). CWA invoked six (6) disciplinary appeals before an arbitrator. All six (6) CWA appeals have Arbitrators selected. In addition, seven (7) AFSCME bargaining unit employees chose to appeal their disciplines to the State Personnel Board.

#### Labor Relations Division at a Glance

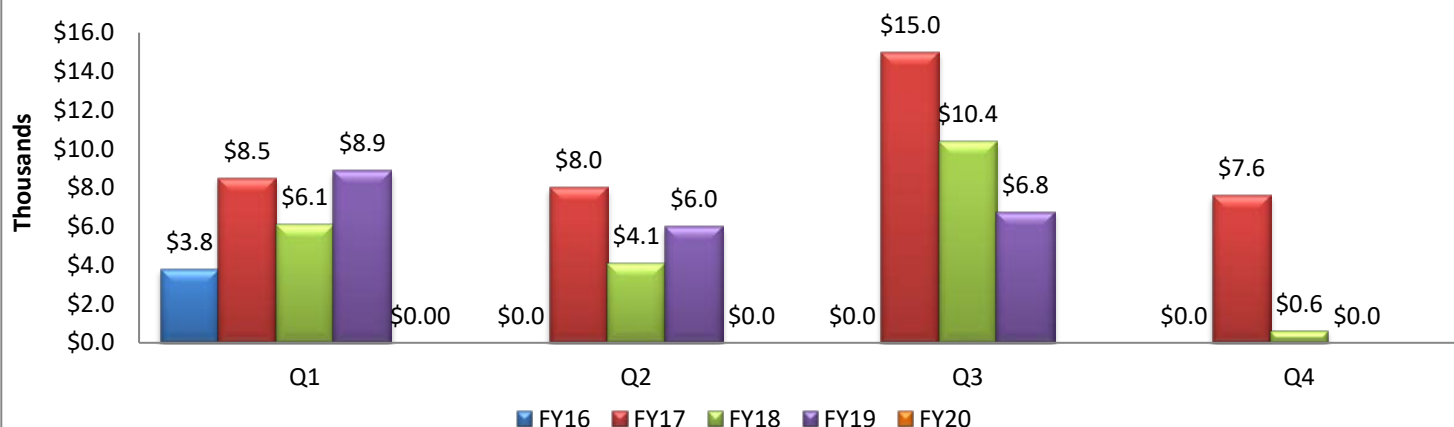
##### Performance Measures for FY20 2nd Quarter

	AFSCME	CWA
Total number of union grievances filed by each union	13	4
Total number of disciplinary actions appealed to an arbitrator, by each union	7	6
Total number of grievance arbitrations, by each union:	0	1
Total number of Prohibited Practice Complaints filed by each union	0	0
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	\$0	

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

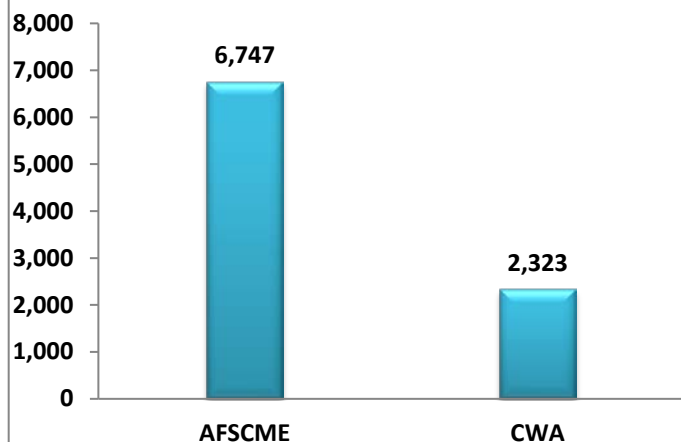


### Actual Cost Paid by the State for Arbitration

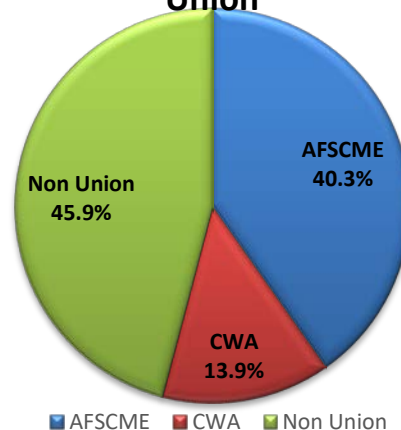


### Quarterly Union Represented vs. Non Union

#### Union Represented Employees



#### Classified Service Union vs. Non-Union



## Quarterly Performance Measures

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			
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	30.7	30.3			
Average number of days to advertise a position following the agency request	9	0.8	0.5			
Percent of employees who successfully complete their probationary period	75%	64.9%	64.5%			
Percent of "voluntary" classified employee turnover (leaving State service)	15%	3.6%	4.6%			
Percent of "involuntary" classified employee turnover (leaving State service)	5%	0.4%	0.4%			
Average State classified employee compa-ratio	≥103%	107.2%	102.9%			
Average State classified new hire compa-ratio	91%	102.1%	100.7%			
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	1	13			
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			
State-wide classified service vacancy rate	13%	21.9%	21.7%			
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%			

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%	
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	12	