



New Mexico

State Personnel Office

FY20 3rd 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 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 SPO is one in which the Agency's oversight role is a collaborative one, 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 the COVID-19 in New Mexico. The COVID-19 pandemic presents an unprecedented challenge to New Mexico and the repercussions will impact many facets of state government and present new challenges in multiple areas, including, but not limited to, hiring, retention, and morale.

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 third quarter, new hires increased to 868, while 646 employees separated from classified service. Included in the number of separations are 154 employees who retired from State service.

Classified Service at a Glance

Employee Count:
16,860

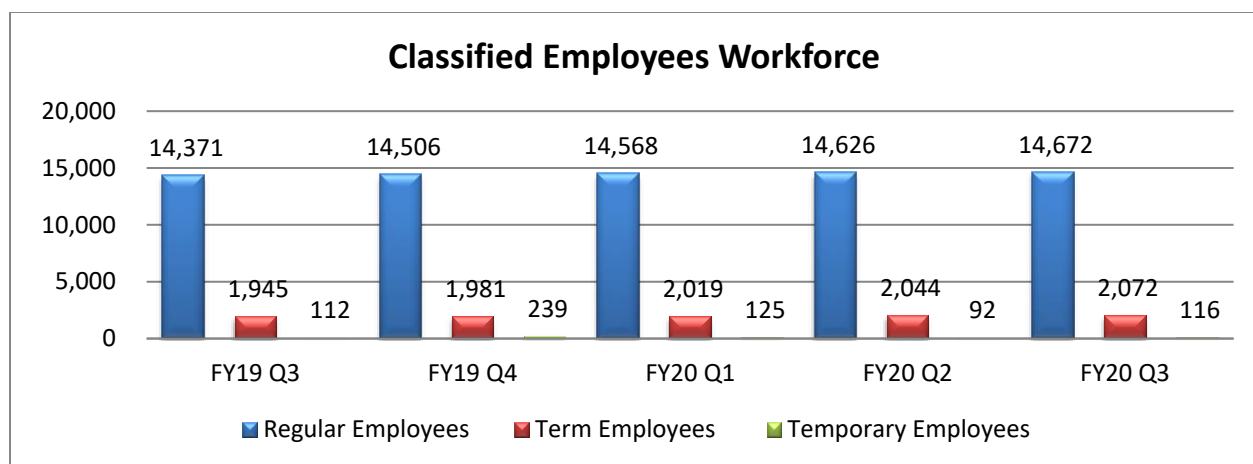
Regular:
14,672

Term:
2,072

Temporary:
116

Managers:
2,058

Supervisors:
1,580

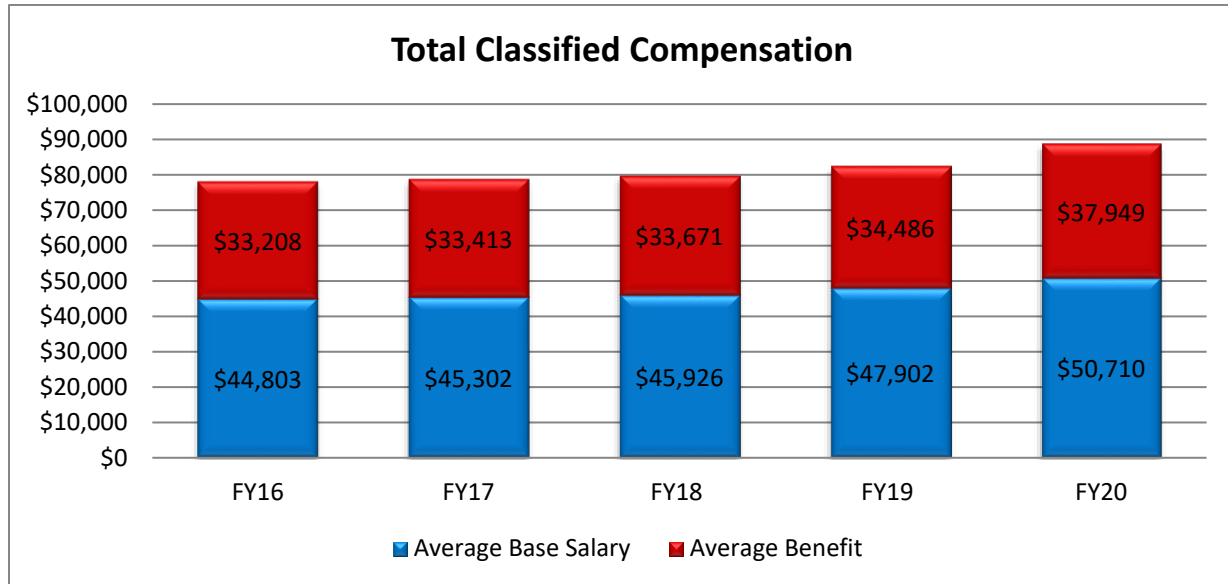


Workforce Data	
Union Represented Employees	53.7%
Minority	65.7%
Female	55.2%
Male	44.8%

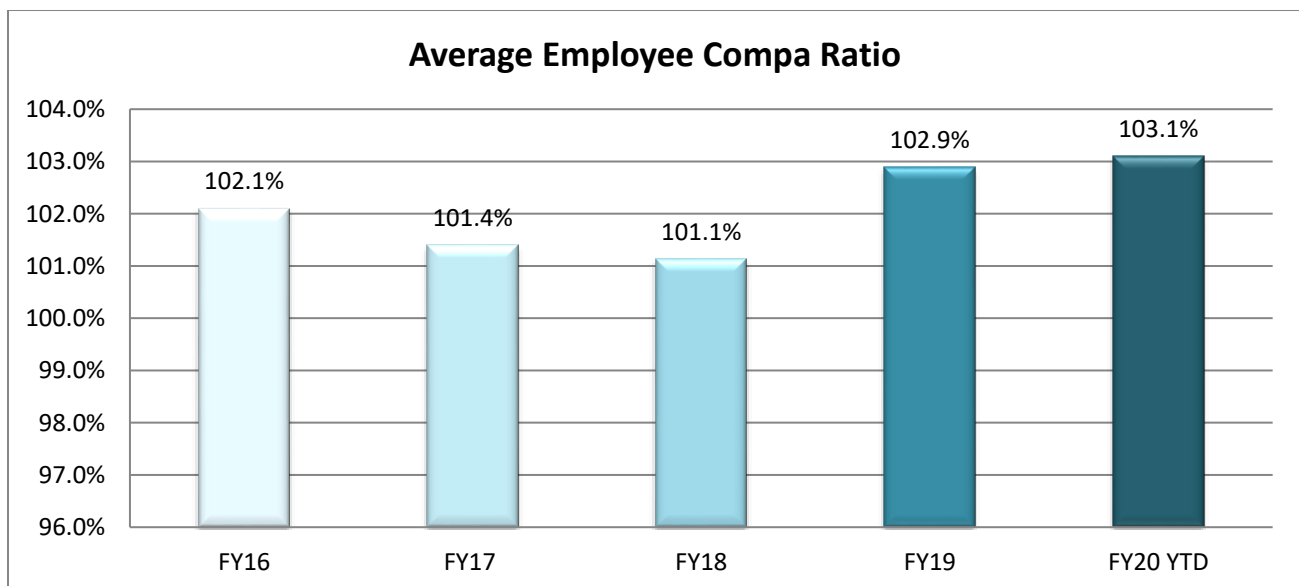
TOTAL COMPENSATION	
March 31, 2020	
AVERAGE BASE SALARY \$50,710	AVERAGE TOTAL COMPENSATION \$88,660
AVERAGE BENEFIT \$37,949	
AVERAGE CLASSIFIED EMPLOYEE COMPA-RATIO 103.1%	

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 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 3rd 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). 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.

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 third 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?

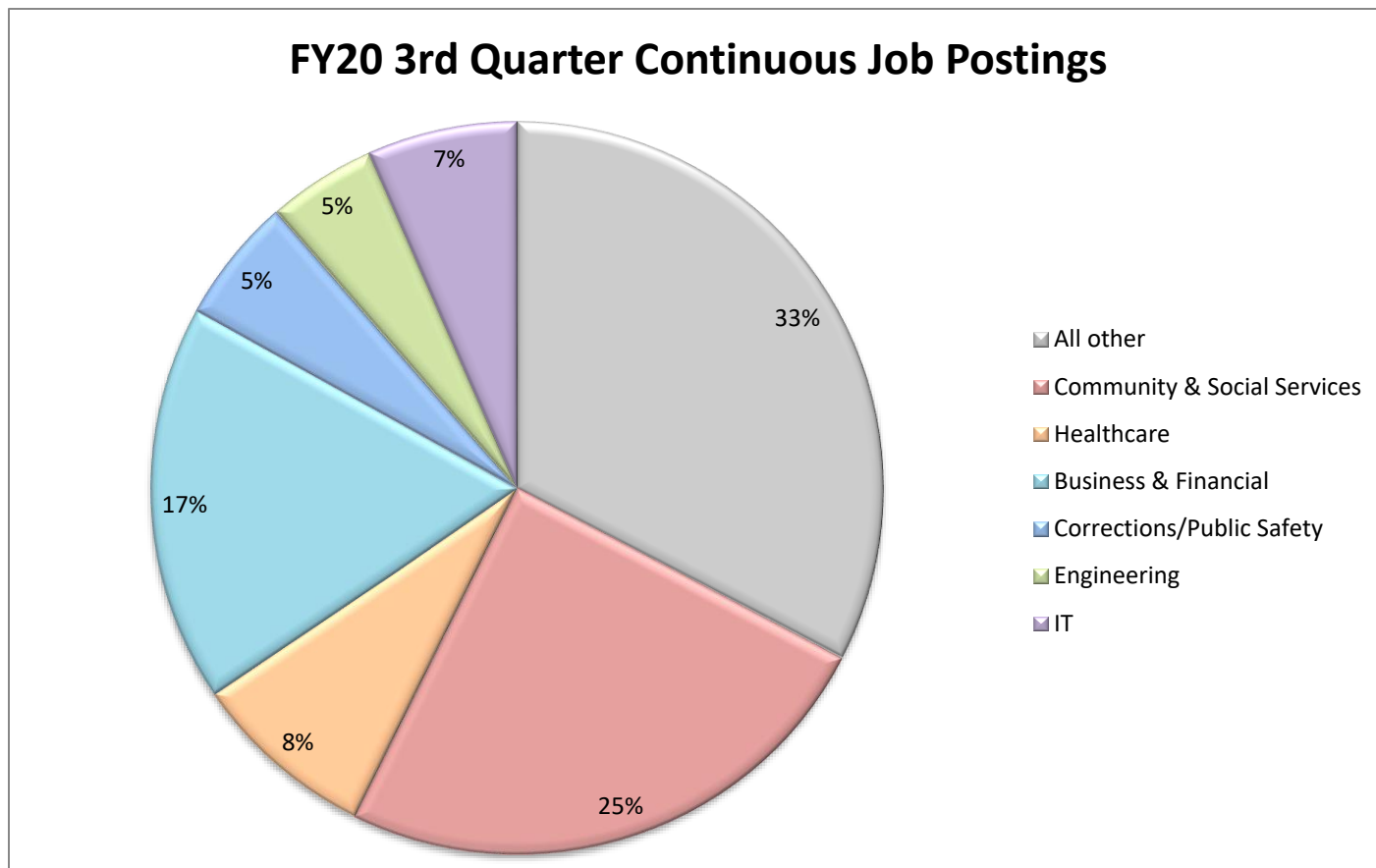
- ☐ 0-1 year of experience
- ☐ 2-5 years of experience
- ☐ 6-9 years of experience
- ☐ 10 or more years of experience

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

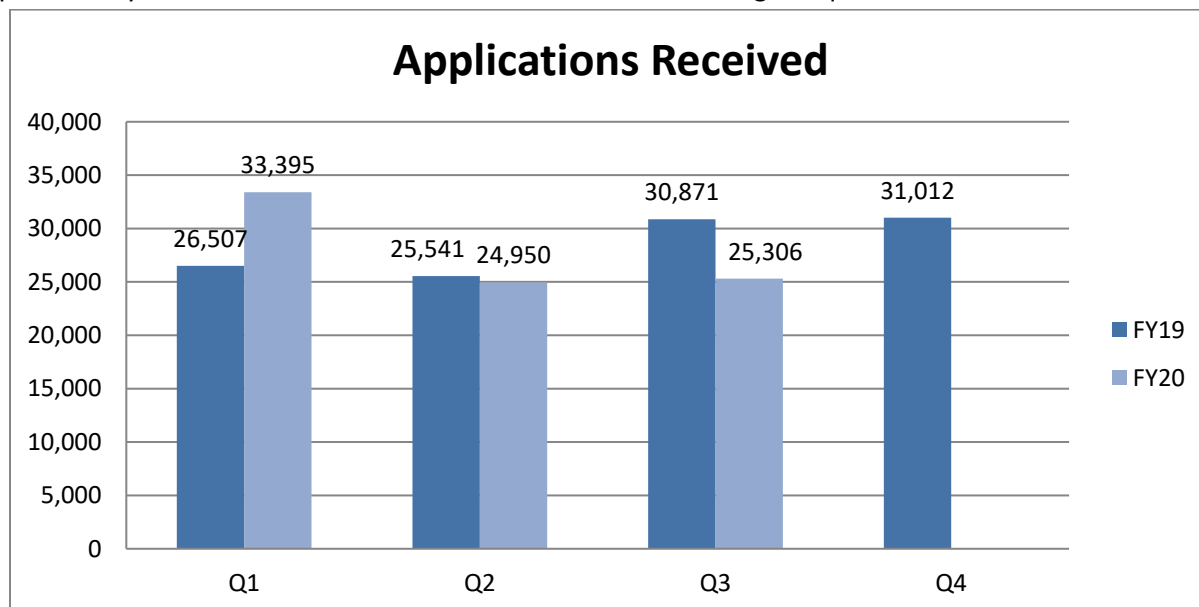
A continuous advertisement is used when an agency has a hard to fill position and will benefit from an advertisement that remains open until the position is filled. Continuous advertisements are beneficial because they allow an agency to receive a steady flow of applicants. Some positions are difficult 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.



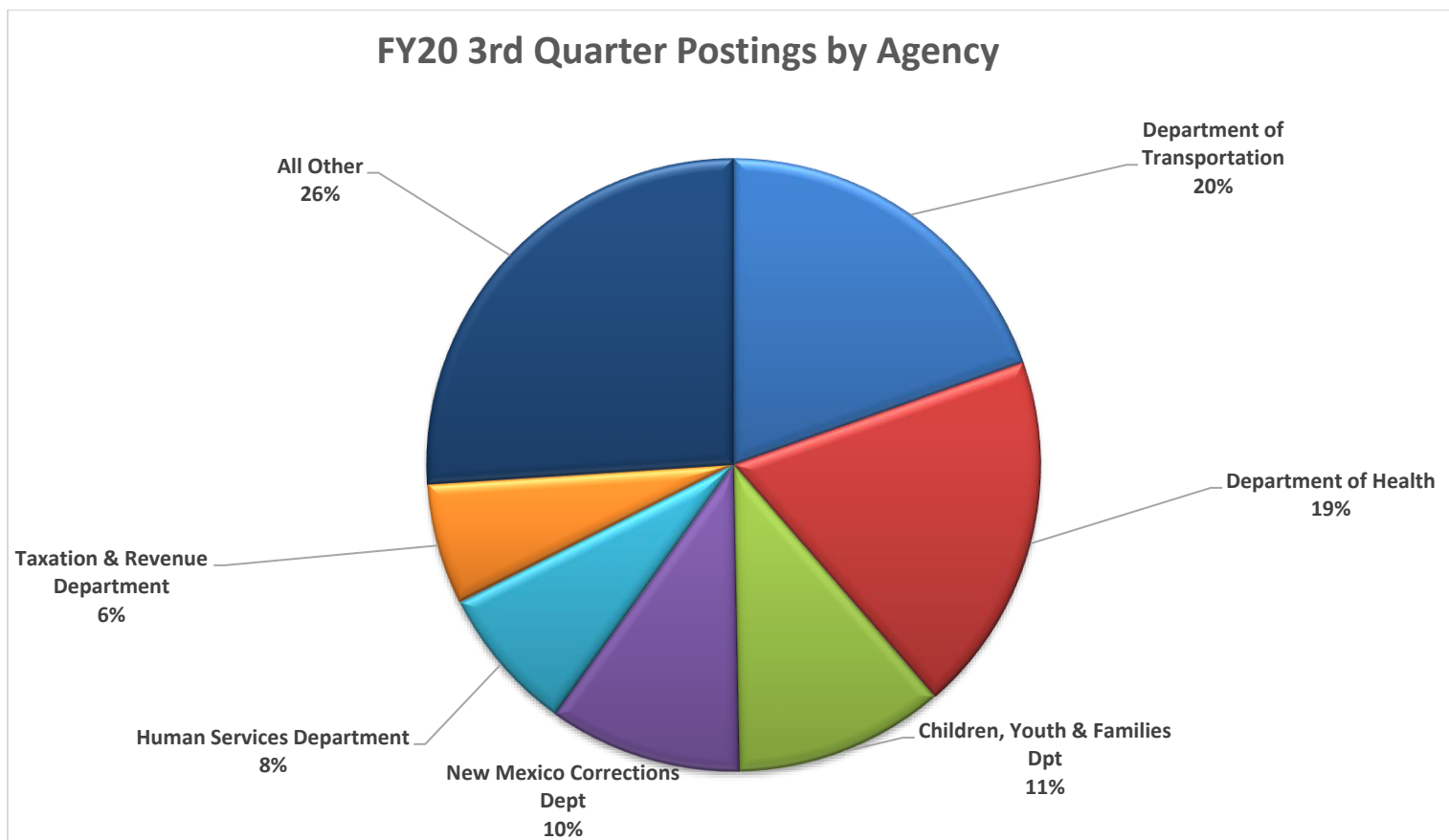
Approximately 38% of continuous advertisements were for positions in a Healthcare, Public Safety and/or Corrections, or Community and Social Services related fields.

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.

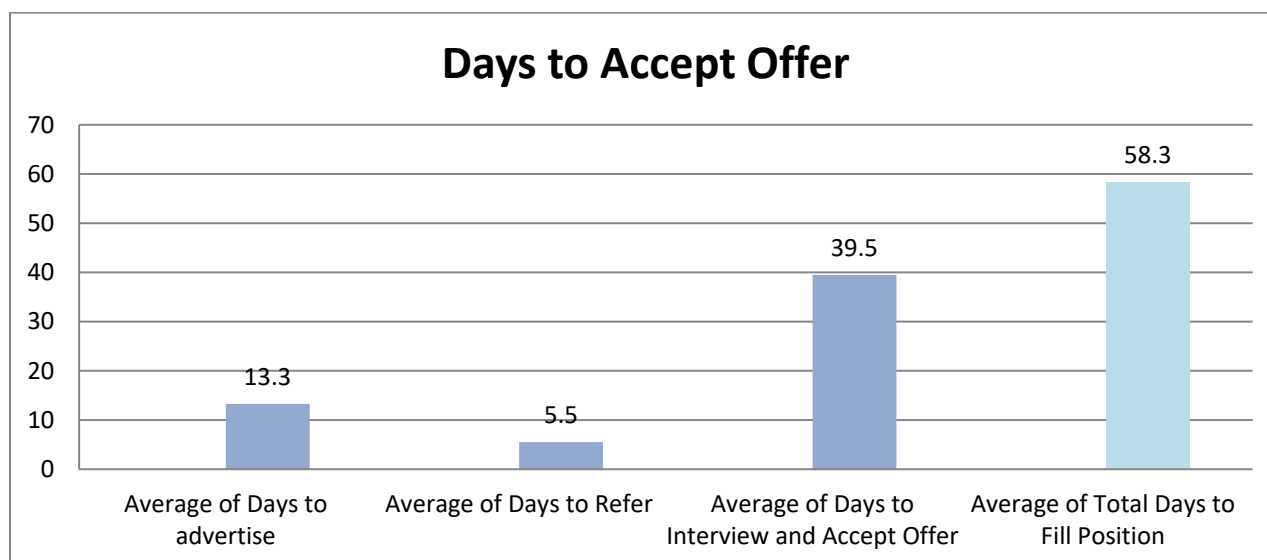


Below are the posted advertisements, applications received, and posting views during the 3rd Quarter.

Department	Advertisements	Applications Received	Posting Views
Department of Transportation	267	2,784	1,223,578
Department of Health	260	5,011	1,656,774
Children, Youth & Families Dpt	151	3,379	1,203,881
New Mexico Corrections Dept	139	2,462	578,889
Human Services Department	105	2,638	897,216
Taxation & Revenue Department	87	2,040	518,355
Department of Public Safety	48	1,495	490,311
Dept of Vocational Rehab.	44	703	204,915
Public Education Department	34	540	209,530
Department of Environment	33	528	140,966
Dept of Workforce Solutions	28	1,078	222,509
Energy, Minerals & Ntrl Rsrcs Dpt	28	363	137,380
Regulation & Licensing Dept	27	416	89,091
General Services Department	19	205	77,021
Department of Cultural Affairs	18	536	167,498
Department of Game & Fish	17	361	67,608
Public Regulation Commission	15	122	91,438
Department of Finance & Administration	13	210	38,548
Miners Colfax Medical Center	11	45	46,152
Secretary of State	10	182	51,653
State Land Office	10	208	74,965
Military Affairs	9	87	27,515
Superintendent of Insurance	9	140	38,868
Workers Compensation Admin	9	268	57,368
Aging & Long-Term Services Dpt	8	162	22,011
Department of Veteran Services	8	278	22,797
Public Employee Retirement Asso	8	221	21,697
Livestock Board	7	61	14,121
Office of the State Engineer	7	68	32,441
Gaming Control Board	6	167	13,230
Educational Retirement Board	5	109	18,732
Economic Development Department	4	103	15,389
Homeland Security & Emergency Mgt	4	89	42,459
State Personnel Board	4	68	35,197
Commission of Public Records	3	78	11,327
Public School Insurance Auth	3	44	22,240
State Auditor	3	13	24,917
Board of Nursing	2	64	4,222
Com for Deaf/Hard of Hearing	2	12	3,251
Commission for the Blind	2	28	11,763
Department of Early Childhood	2	47	5,499
Department of Ethics	2	19	4,329
Department of Indian Affairs	2	20	21,633
Dept of Information Technology	2	31	7,412
Prof Engineers & Land Surveyors Brd	2	18	4,900
Retiree Health Care Authority	2	126	7,686
Tourism Department	2	39	6,018
Crime Victims Reparation Comm	1	167	17,089
Higher Education Department	1	12	2,218
Medical Examiners Board	1	36	2,211
SpacePort Authority	1	41	3,351
State Investment Council	1	8	2,047
State Racing Commission	1	6	2,260

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 39.5 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.

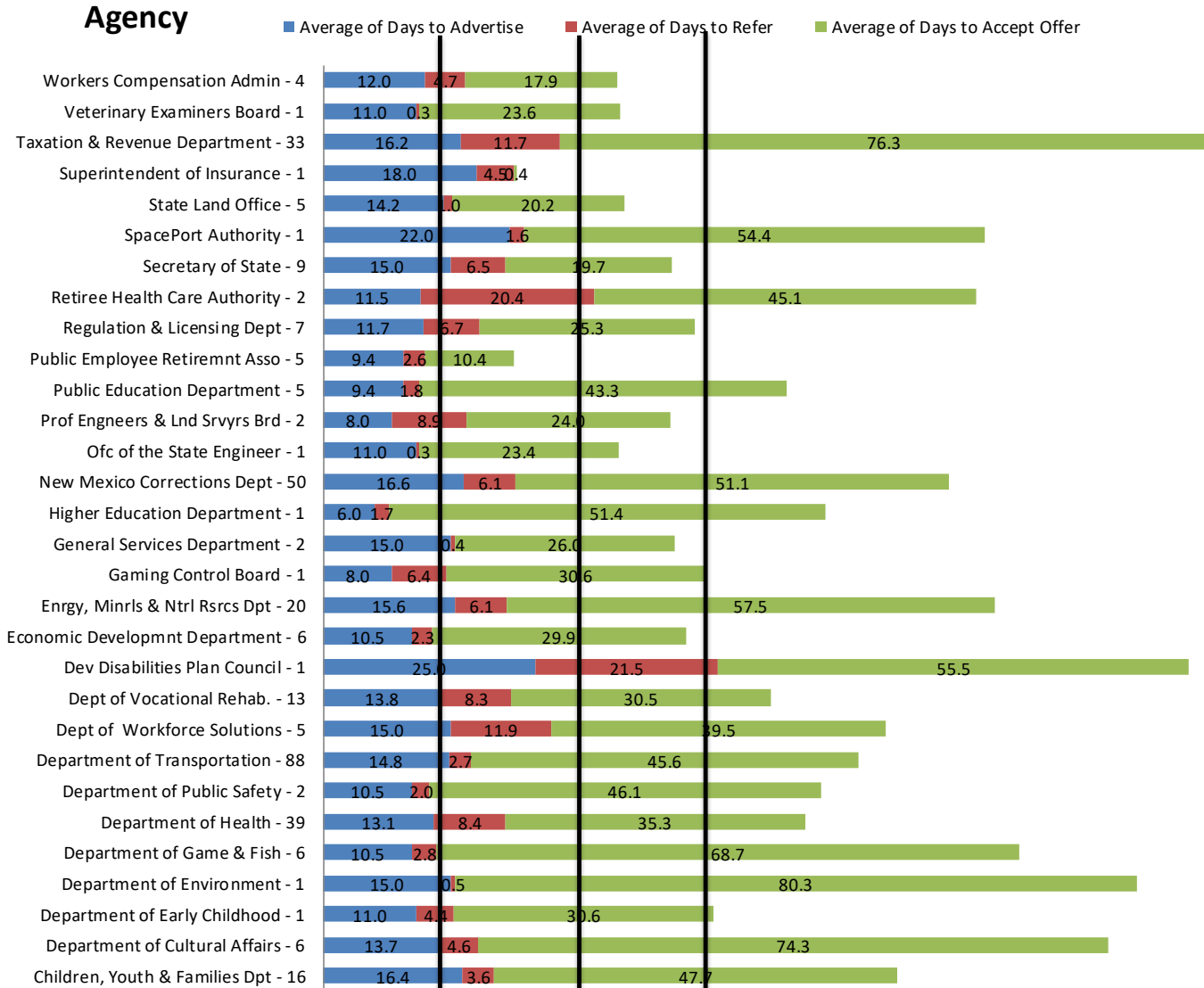
SPO provides agency HR Managers with ongoing reports to inform them of any outstanding advertisements that have not been filled or closed out. Factors exist that may impact the time to fill, such as required background checks; however, by working on the recommendations outlined above, there have been 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 3



Average Number of
Days Advertised
13.3

Average Days Refer
Top Ranked
Applicants to HR
5.5

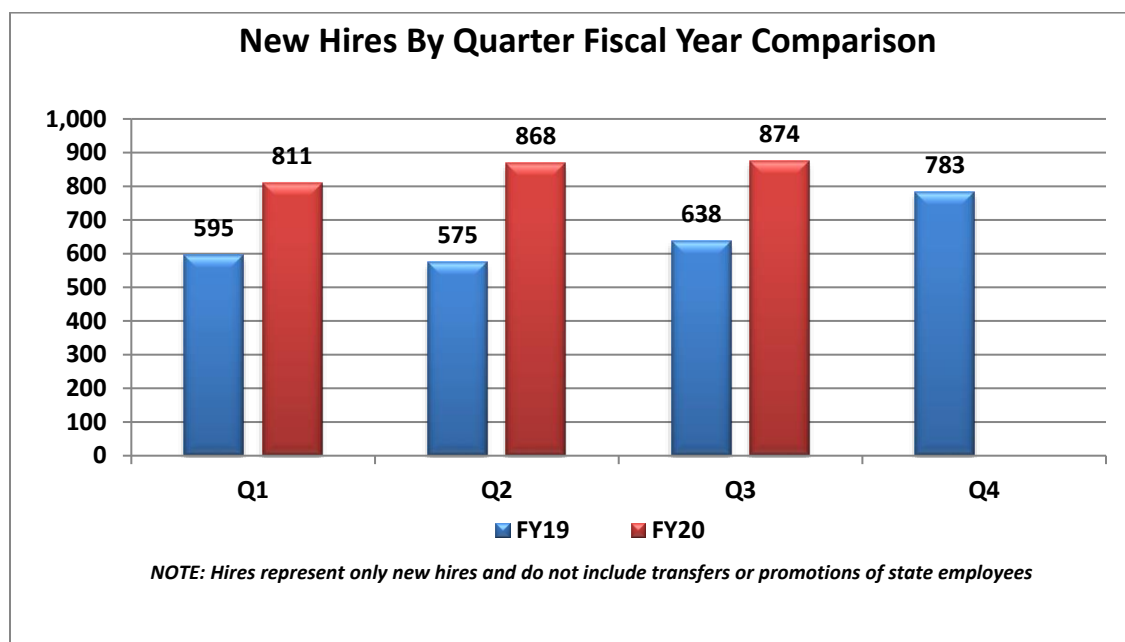
Average Days From
Applicant Referral
To Job Offer
Acceptance 39.5

Average Sum of
Days to Fill a
Position Across all
Agencies 58.3

Classified Service New Hires

In the 3rd quarter, 878 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.

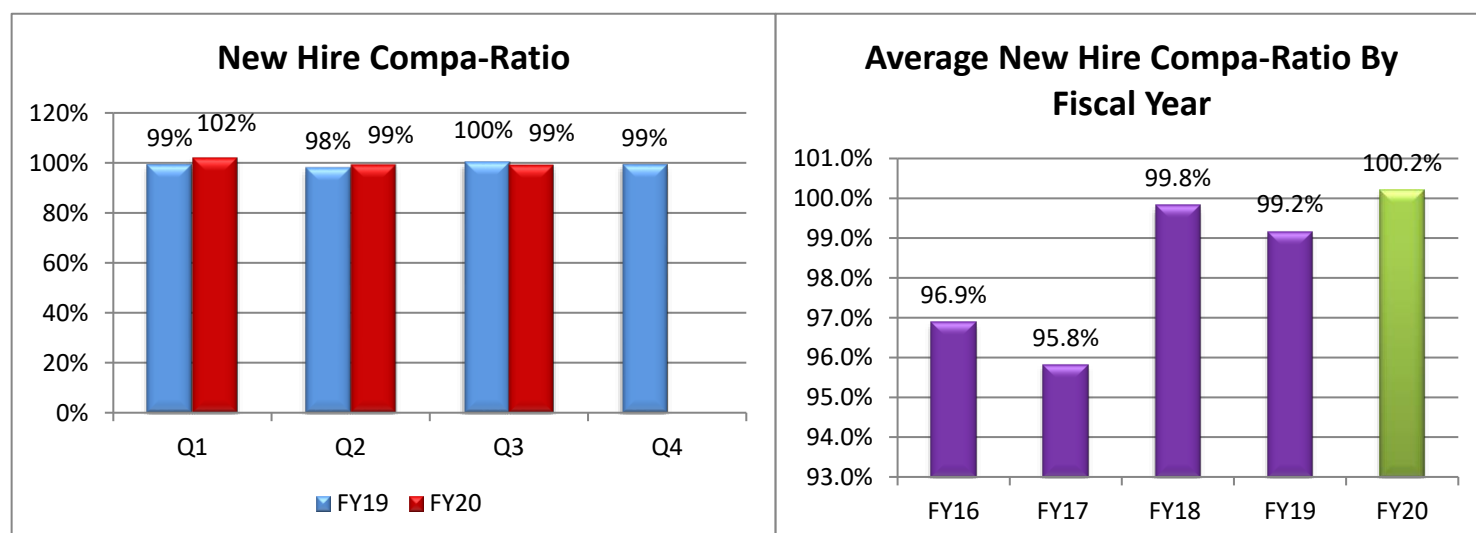
New Employee Hires by Fiscal Year (FY19-FY20)



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	85.2%	36
30	99.9%	13
35	94.0%	21
40	99.3%	66
45	104.2%	65
50	98.6%	87
55	98.8%	100
60	94.7%	111
65	107.1%	87
70	104.5%	48
75	106.4%	24
80	108.3%	21
85	112.8%	13
90	113.1%	5
95	100.5%	3
96	93.6%	1
97	120.6%	1
CA	88.8%	50
CB	88.5%	12
CD	92.1%	1
EA	104.2%	11
EB	111.6%	5
EC	107.3%	4
ED	93.3%	5
EE	109.7%	3
EF	87.3%	1
EG	101.2%	1
EJ	99.9%	1
IA	103.2%	2
IB	97.5%	4
IC	101.1%	4
ID	94.7%	7
IE	102.2%	6
IF	103.6%	9
IG	99.9%	2
IK	100.0%	1
LF	93.0%	2
LG	96.6%	5
LH	106.7%	1
LI	100.9%	2
SD	91.6%	14
SE	94.6%	17
SF	97.6%	2
Grand Total	99.2%	874

Quarterly New Employee Hire Demographics

Ethnicity	Female	Male	Grand Total	% Per Ethnic Group
African American	10	15	25	3%
American Indian	22	13	35	4%
Asian	7	6	13	2%
Caucasian	136	85	221	27%
Hispanic	253	191	444	54%
Hawaiian	1	0	1	0.1%
Not Specified	42	47	89	11%
Grand Total	471	357	828	100.0%
46 Unidentified				

Performance Evaluations

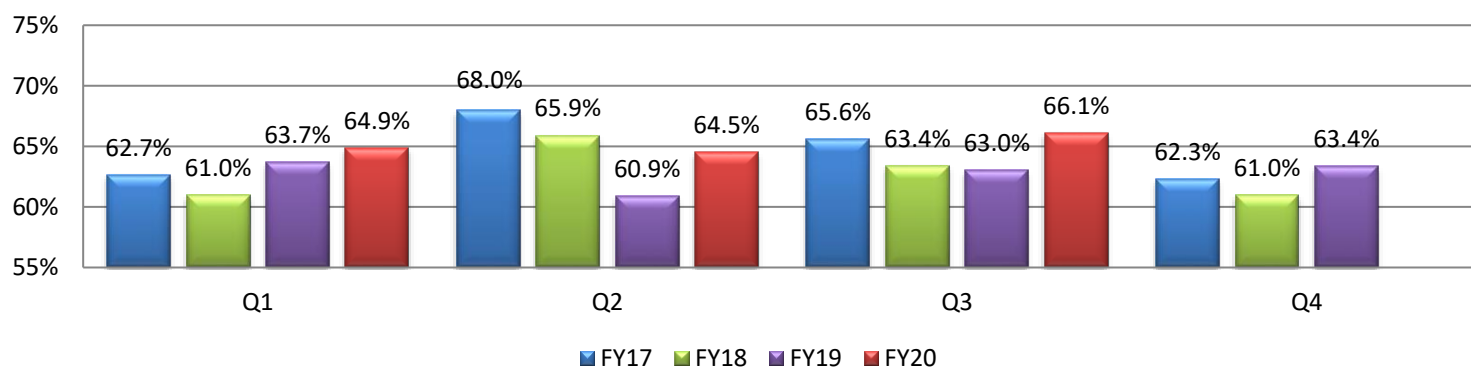
Performance evaluations remain critical in assessing the quality of the workforce, recognizing employee efforts, and providing guidance in employee development. Performance evaluations are a requirement outlined within the SPB Rules.

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

Completion of Probationary Period

The percentage of employees completing their probationary period in the 3rd 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

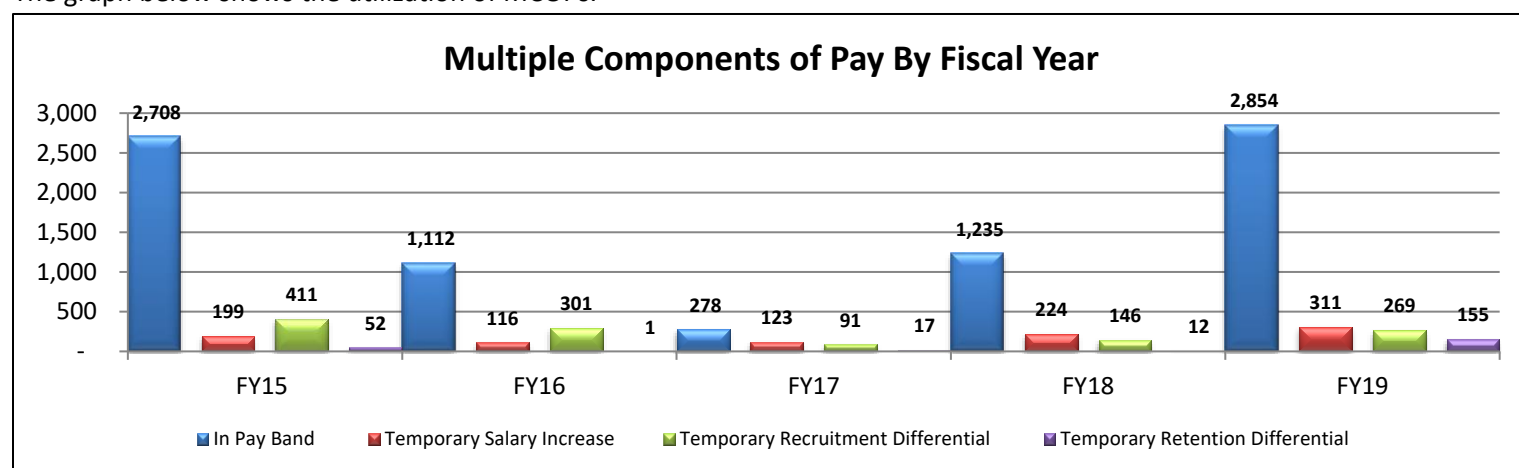


Multiple Components of Pay (MCOP)

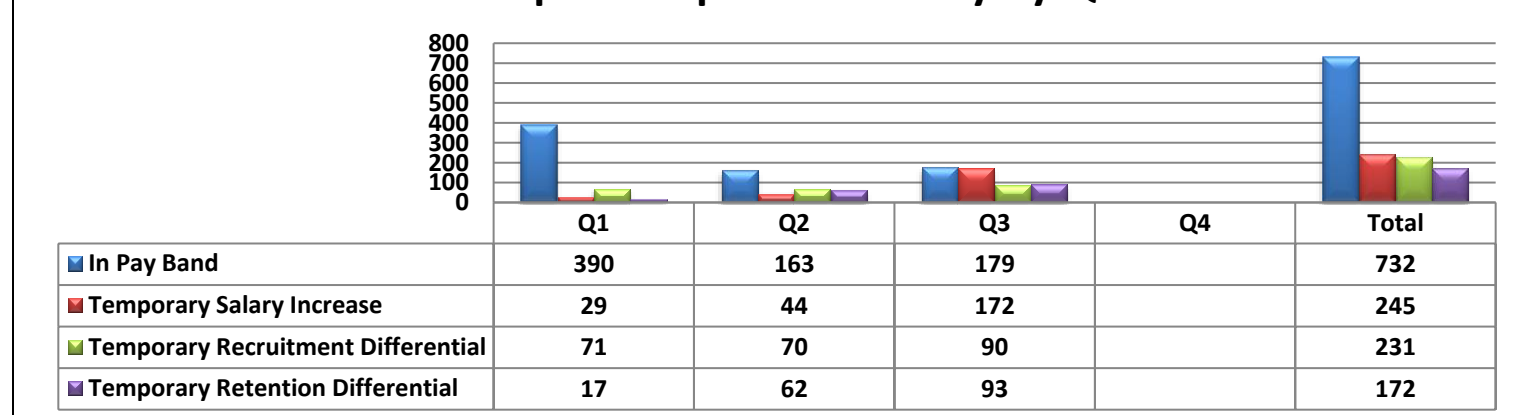
Various pay mechanisms permitted through the SPB Rules facilitate recruitment and retention efforts. The following provisions within the SPB Rules are currently authorized:

- **Temporary Recruitment Differentials** (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 graph below shows the utilization of MCOPs.



FY20 Multiple Components of Pay By Quarter

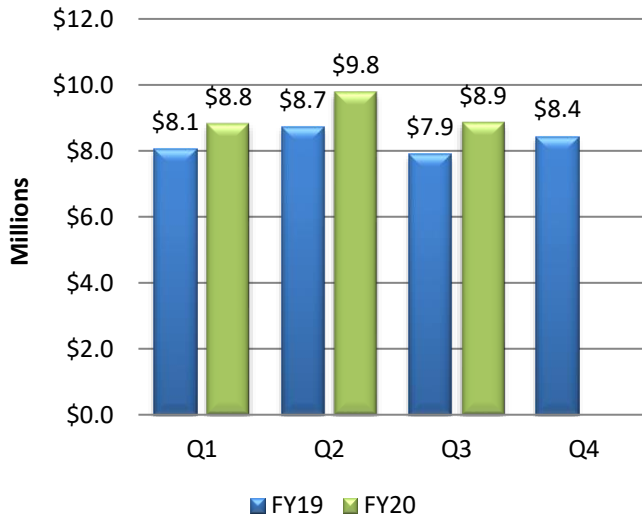


Overtime and Leave

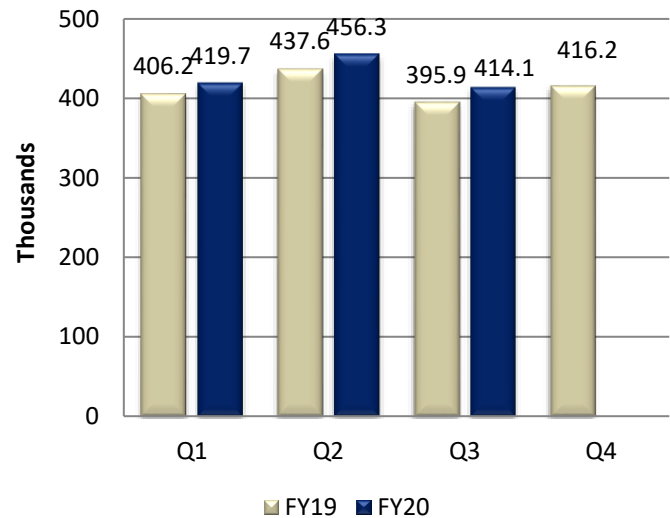
Overtime

Overtime rates for the 3rd quarter have increased compared to the same quarter on 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.

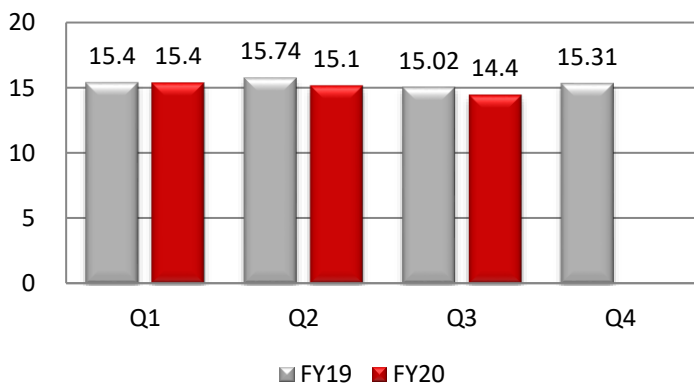
Overtime Cost



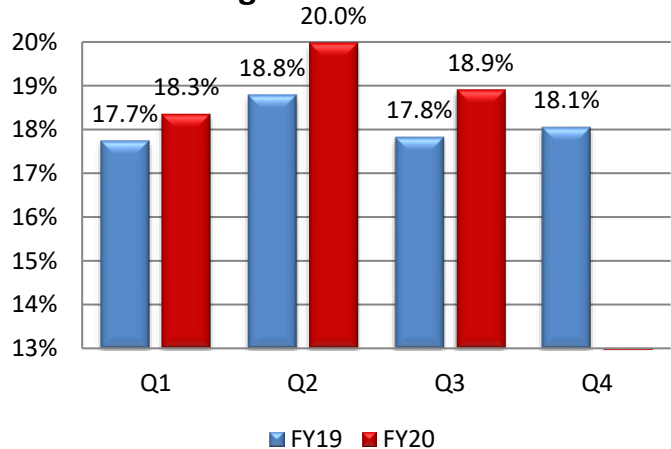
Overtime Usage



Monthly Average Number of Overtime Hours Worked Per Employee



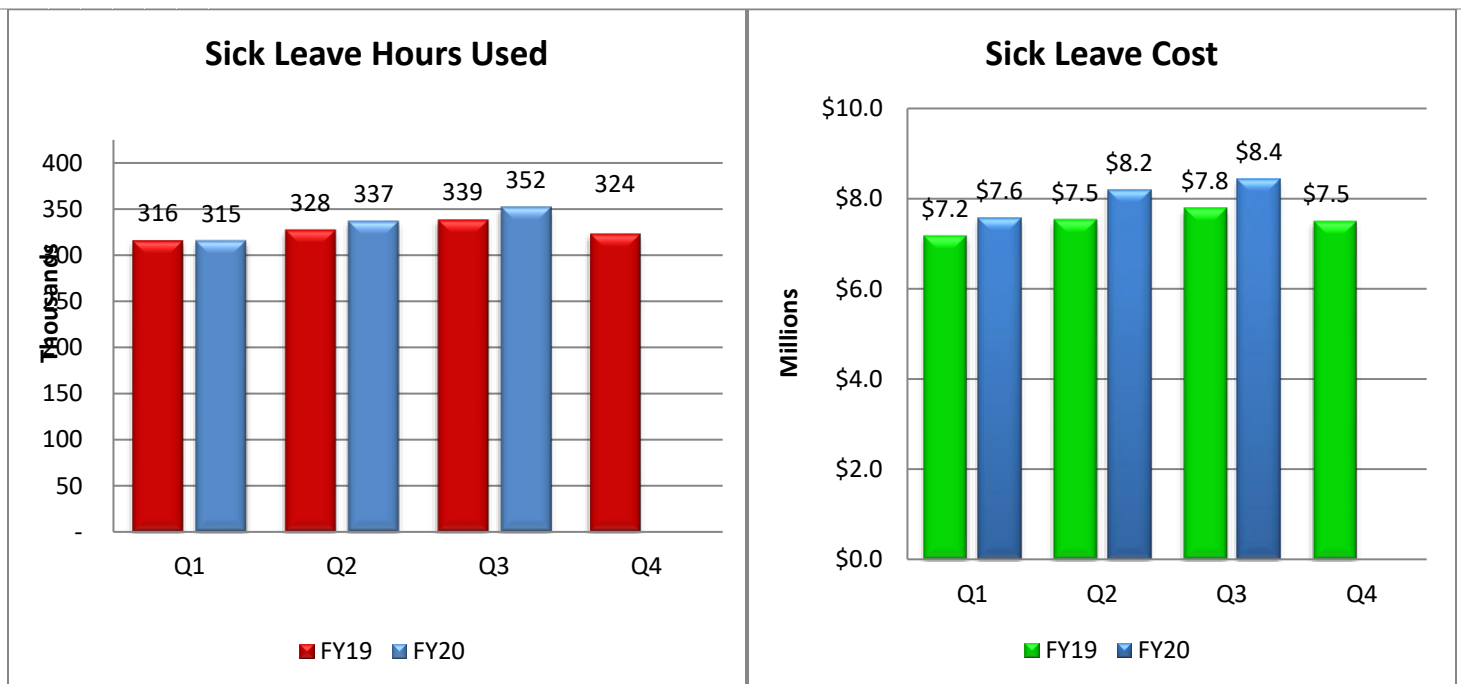
Average Percentage of Employee Receiving Overtime Per Month



3rd Quarter Top 20 Agencies Overtime Cost and Usage		
Agency	Hours	Cost
New Mexico Corrections Dept	164,215	\$3,277,057
Department of Health	100,789	\$2,011,892
Department of Transportation	53,818	\$1,111,208
Children, Youth & Families Dept	39,559	\$944,004
Miners Colfax Medical Center	7,125	\$273,512
Department of Public Safety	11,567	\$258,490
Taxation & Revenue Department	4,681	\$104,510
Human Services Department	4,210	\$97,326
Dept of Workforce Solutions	3,784	\$86,932
Department of Game & Fish	2,957	\$76,217
Energy, Minerals & Natural Resources Dept	2,830	\$75,203
Homeland Security & Emergency Mgt	1,885	\$54,643
General Services Department	1,369	\$38,511
Dept of Information Technology	1,167	\$38,452
Public Education Department	1,055	\$35,319
Department of Cultural Affairs	1,756	\$34,558
Department of Environment	981	\$33,437
Dept of Vocational Rehab.	1,087	\$30,379
Military Affairs	1,093	\$26,062
Public Regulation Commission	835	\$24,532
Top 20 Agencies	406,763	\$8,632,243
All Others	7,339	\$223,612
Grand Total	414,101	\$8,855,854

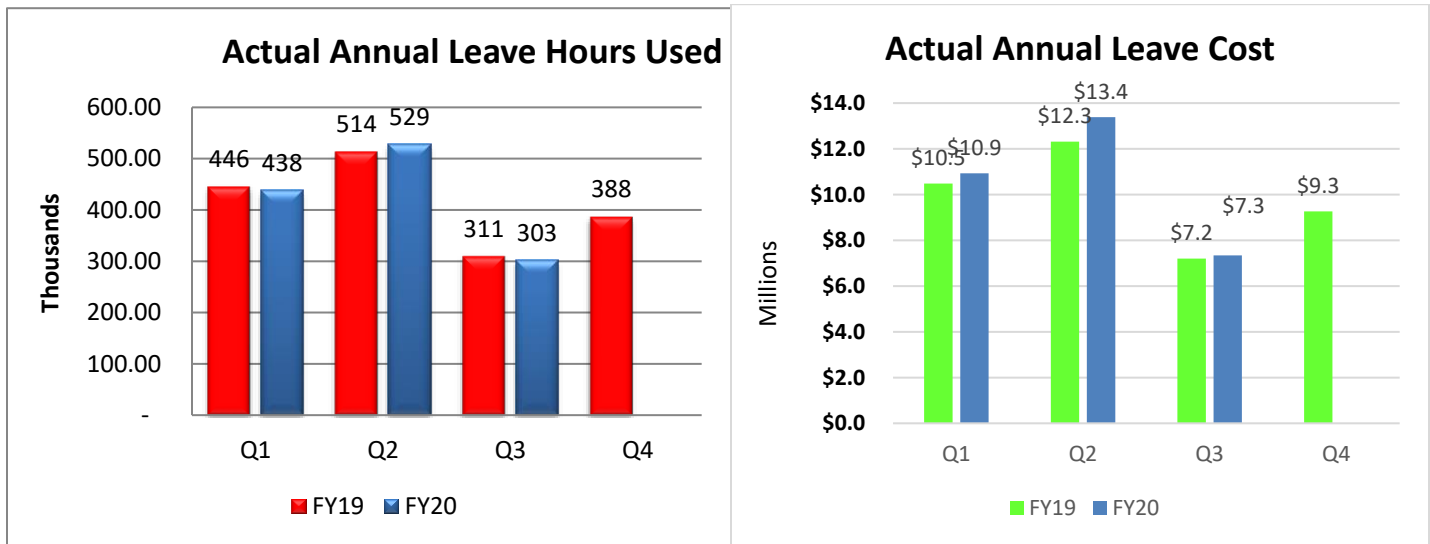
Sick Leave

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



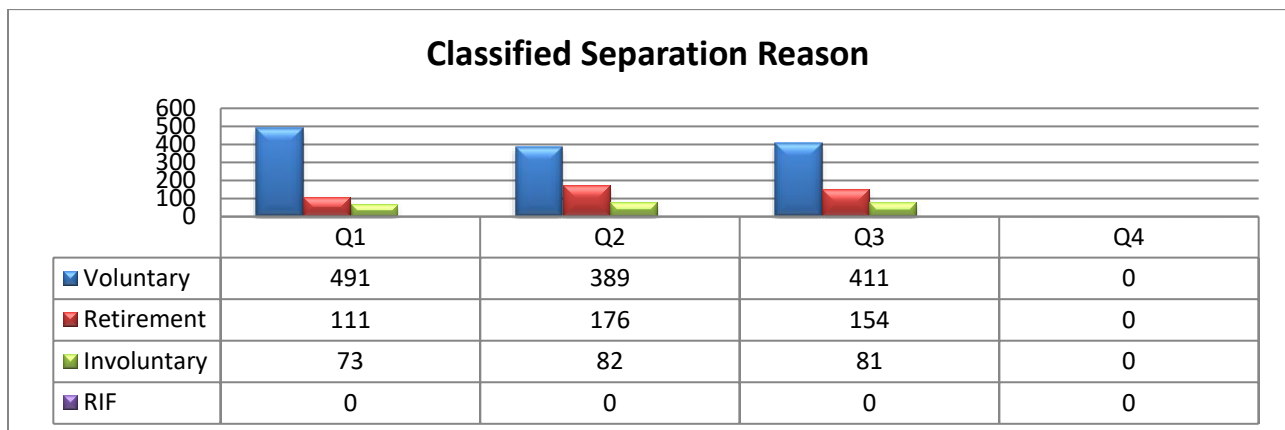
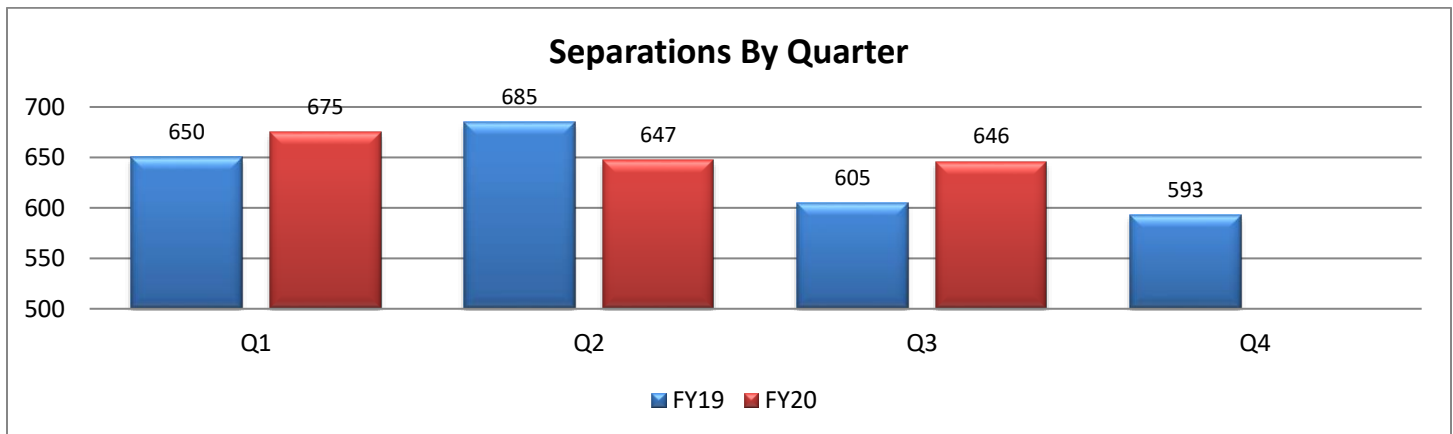
Annual Leave

Annual leave usage and cost rates typically decrease in the 3rd quarter following the end of the holiday season.



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	194
Children, Youth & Families Dept	92
New Mexico Corrections Dept	75
Department of Transportation	70
Human Services Department	63
Department of Environment	19
Department of Public Safety	18
Dept of Workforce Solutions	18
Department of Cultural Affairs	13
Miners Colfax Medical Center	13
Energy, Minerals & Natural Resources Dept	12
General Services Department	10
Dept of Vocational Rehab.	8
Ofc of the State Engineer	7
Military Affairs	5
Department of Game & Fish	5
Aging & Long-Term Services Dept	5
Dept of Information Technology	3
Commission for the Blind	3
Department of Finance & Administration	2
Com for Deaf/Hard of Hearing	2
Gaming Control Board	2
Educational Retirement Board	1
Governor's Comm. on Disability	1
Economic Development Department	1
Livestock Board	1
Homeland Security & Emergency Mgt	1
Department of Indian Affairs	1
Department of Veteran Services	1
Total	646

Statewide Classified Turnover and Vacancies

The average turnover rate in the 3rd Quarter of FY20 is 10.4%. 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	27	11.1%	7.4%	3	2	1	0
33300	Taxation & Revenue Department	838	7.6%	6.4%	64	54	9	1
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

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
34100	Department of Finance & Administration	113	5.3%	4.4%	6	5	1	0
34200	Public School Insurance Authority	7	0.0%	0.0%	0	0	0	0
34300	Retiree Health Care Authority	19	10.5%	10.5%	2	2	0	0
35000	General Services Department	253	6.7%	4.3%	17	11	4	2
35200	Educational Retirement Board	52	3.8%	3.8%	2	2	0	0
36100	Department of Information Technology	135	3.0%	1.5%	4	2	2	0
36600	Public Employee Retirement Association	69	11.6%	10.1%	8	7	1	0
36900	Commission of Public Records	28	14.3%	14.3%	4	4	0	0
37000	Secretary of State	39	17.9%	17.9%	7	7	0	0
37800	State Personnel Board	28	7.1%	7.1%	2	2	0	0
39400	State Treasurer	19	5.3%	0.0%	1	0	0	1
40400	Architect Examiners Board	3	0.0%	0.0%	0	0	0	0
41700	Border Development Authority	2	0.0%	0.0%	0	0	0	0
41800	Tourism Department	41	7.3%	4.9%	3	2	1	0
41900	Economic Development Department	35	11.4%	8.6%	4	3	1	0
42000	Regulation & Licensing Department	240	6.7%	5.8%	16	14	2	0
43000	Public Regulation Commission	108	7.4%	5.6%	8	6	1	1
44000	Superintendent of Insurance	73	2.7%	2.7%	2	2	0	0
44600	Medical Examiners Board	15	0.0%	0.0%	0	0	0	0
44900	Board of Nursing	23	4.3%	4.3%	1	1	0	0
46000	EXPO New Mexico	16	0.0%	0.0%	0	0	0	0
46400	Prof Engineers & Land Surveyors Board	5	20.0%	20.0%	1	1	0	0
46500	Gaming Control Board	39	12.8%	7.7%	5	3	2	0
46900	State Racing Commission	7	42.9%	0.0%	3	0	2	1
47900	Veterinary Examiners Board	2	0.0%	0.0%	0	0	0	0
49500	SpacePort Authority	17	0.0%	0.0%	0	0	0	0
50500	Department of Cultural Affairs	448	3.6%	2.0%	16	9	5	2
50800	Livestock Board	65	1.5%	0.0%	1	0	1	0
51600	Department of Game & Fish	275	4.4%	3.6%	12	10	0	2
52100	Energy, Minerals & Natural Rsrcs Department	347	5.8%	5.5%	20	19	0	1
52200	Youth Conservation Corps	2	0.0%	0.0%	0	0	0	0
53900	State Land Office	143	1.4%	1.4%	2	2	0	0
55000	Office of the State Engineer	259	4.2%	2.3%	11	6	5	0
60300	Office of African American Affairs	6	0.0%	0.0%	0	0	0	0
60400	Com for Deaf/Hard of Hearing	12	16.7%	8.3%	2	1	1	0
60600	Commission for the Blind	53	5.7%	1.9%	3	1	2	0
60900	Department of Indian Affairs	9	11.1%	11.1%	1	1	0	0
61100	Department of Early Childhood	3	0.0%	0.0%	0	0	0	0
62400	Aging & Long-Term Services Department	193	4.1%	3.6%	8	7	1	0
63000	Human Services Department	1680	7.8%	6.7%	131	113	17	1
63100	Department of Workforce Solutions	398	7.5%	6.3%	30	25	3	2
63200	Workers Compensation Admin	101	6.9%	5.9%	7	6	1	0
64400	Department of Vocational Rehabilitation	210	18.1%	16.7%	38	35	3	0
64500	Governor's Comm. on Disability	12	8.3%	8.3%	1	1	0	0
64700	Dev Disabilities Planning Commission	17	5.9%	5.9%	1	1	0	0
66200	Miners Colfax Medical Center	219	7.3%	6.8%	16	15	1	0
66500	Department of Health	2982	10.2%	7.8%	304	232	38	34
66700	Department of Environment	508	7.3%	5.9%	37	30	7	0
66800	Office of Natural Resc Trustee	3	0.0%	0.0%	0	0	0	0
67000	Department of Veteran Services	43	14.0%	14.0%	6	6	0	0
69000	Children, Youth & Families Dept	1884	9.6%	8.4%	180	158	15	7

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
70500	Military Affairs	119	5.0%	4.2%	6	5	1	0
76000	Adult Parole Board	4	0.0%	0.0%	0	0	0	0
77000	NM Corrections Department	1812	28.0%	26.5%	508	480	14	14
78000	Crime Victims Reparation Commission	22	0.0%	0.0%	0	0	0	0
79000	Department of Public Safety	363	9.4%	8.3%	34	30	4	0
79500	Homeland Security & Emergency Mgt	50	8.0%	8.0%	4	4	0	0
80500	Department of Transportation	2091	9.1%	7.4%	191	154	26	11
92400	Public Education Department	209	8.1%	6.7%	17	14	1	2
94900	NM Education Trust Board	1	0.0%	0.0%	0	0	0	0
95000	Higher Education Department	34	2.9%	2.9%	1	1	0	0
Totals		16,860	10.4%	8.9%	1,751	1,496	173	82
Percent Turnover by Reason						85.4%	9.9%	4.7%
*There were no involuntary retirements for this quarter								

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

Vacancy Rates

SPO acknowledges the importance of tracking vacancy data; however, it is difficult to ascertain what positions are budgeted, versus 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 3rd quarter of FY20 is 20.6%.

Business Unit	AGENCY NAME	Q1	Q2	Q3	Q4
33300	Taxation & Revenue Department	27.6%	26.8%	23.68%	
35000	General Services Department	16.9%	13.7%	11.85%	
36100	Department of Information Tech	34.7%	37.1%	33.17%	
42000	Regulation & Licensing Department	23.2%	21.9%	21.82%	
50500	Department of Cultural Affairs	19.7%	16.3%	12.50%	
51600	Department of Game & Fish	16.3%	16.9%	14.06%	
52100	Energy, Minerals & Natural Rsrcs Department	41.7%	41.2%	40.78%	
55000	Office of the State Engineer	21.0%	22.3%	23.15%	
62400	Aging & Long-Term Services Department	19.7%	17.9%	15.72%	
63000	Human Services Department	18.4%	20.2%	20.08%	
63100	Department of Workforce Solutions	20.3%	23.1%	21.50%	
64400	Division of Vocational Rehabilitation	34.4%	34.7%	34.38%	
66200	Miners Colfax Medical Center	15.9%	16.5%	16.09%	
66500	Department of Health	20.0%	20.2%	21.24%	
66700	Department of Environment	19.7%	20.1%	20.87%	
69000	Children, Youth & Families Department	15.9%	14.8%	16.38%	
77000	New Mexico Corrections Department	30.6%	28.0%	27.98%	
79000	Department of Public Safety	25.0%	27.6%	26.67%	
80500	Department of Transportation	18.8%	19.8%	18.57%	
92400	Public Education Department	25.4%	21.6%	23.72%	
Statewide Classified Vacancy Rate		21.9%	21.7%	20.6%	

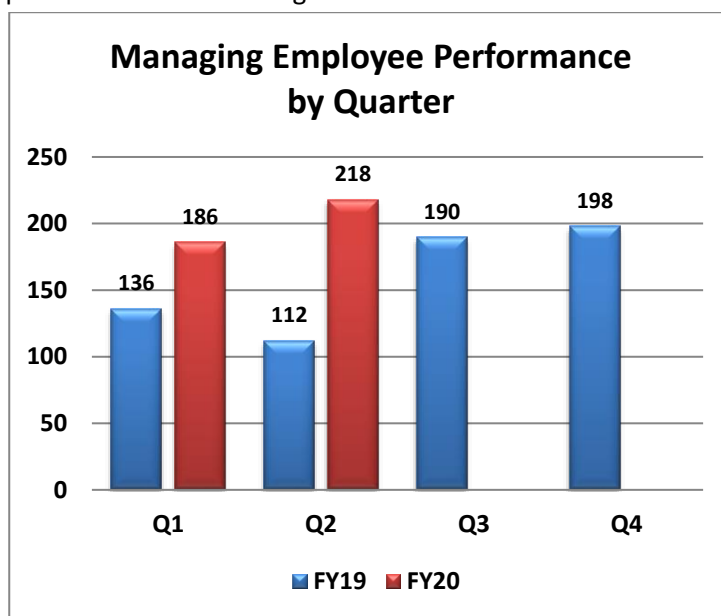
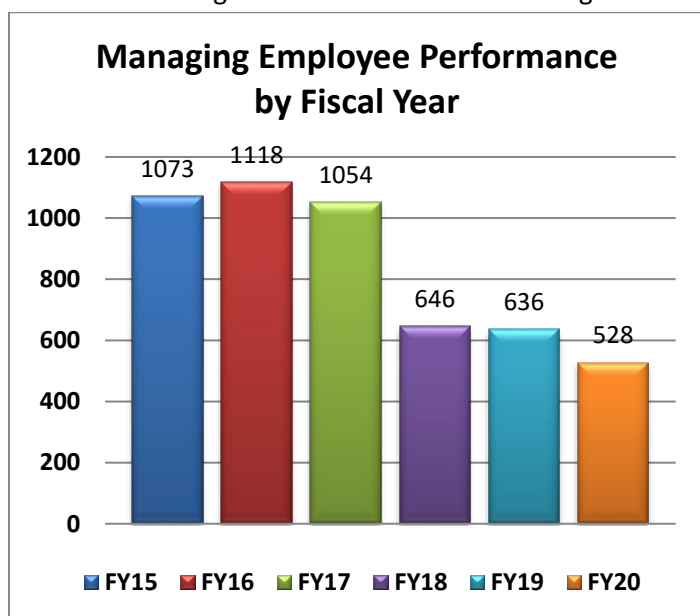
Training

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.

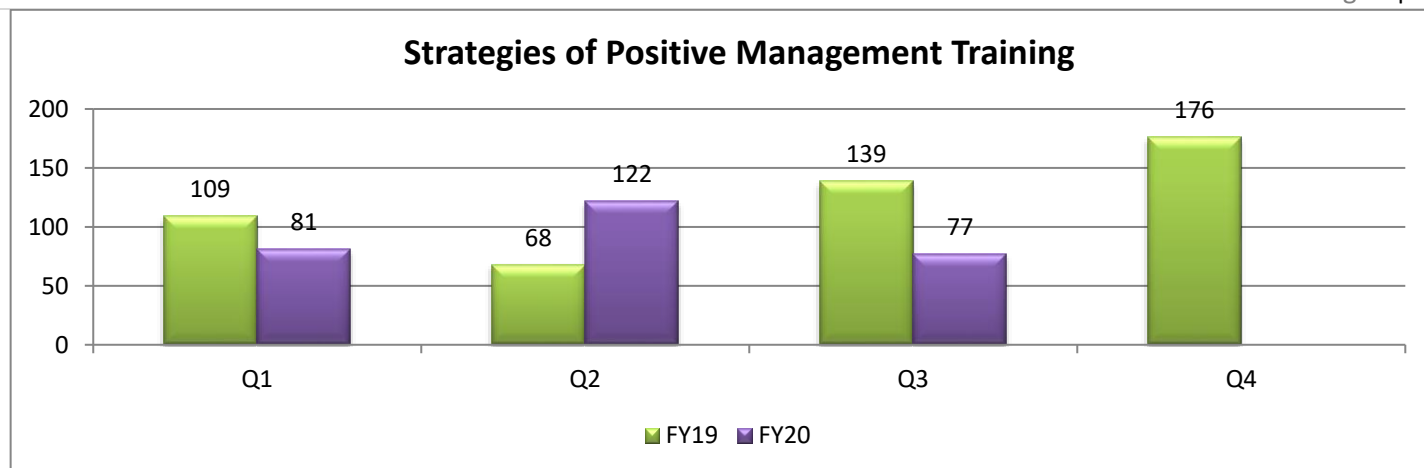
Instructor – Led Core Curriculum Classes

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 3rd quarter, the MEP Training was conducted for 124 managers and supervisors from various agencies.



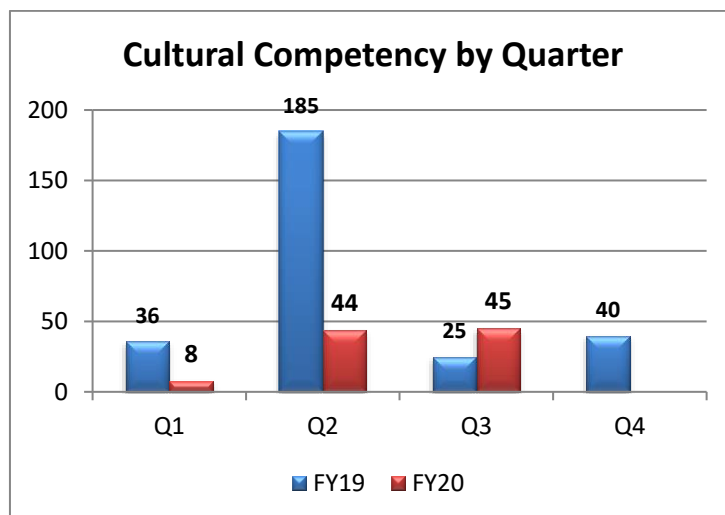
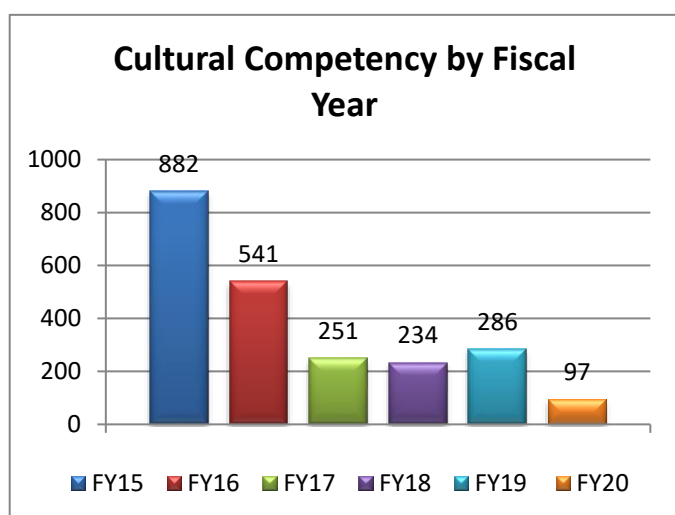
Strategies of Positive Management: The course was formerly known as the Fundamentals of Supervision and includes sections on supervision; leadership core values and practices; strategies for coordinating powerful work with teams and stakeholders; key considerations regarding motivation; and effectively 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.

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	37		111
New Appeals Filed	13	11	12		36
Appeal Disposition	14	10	11		35

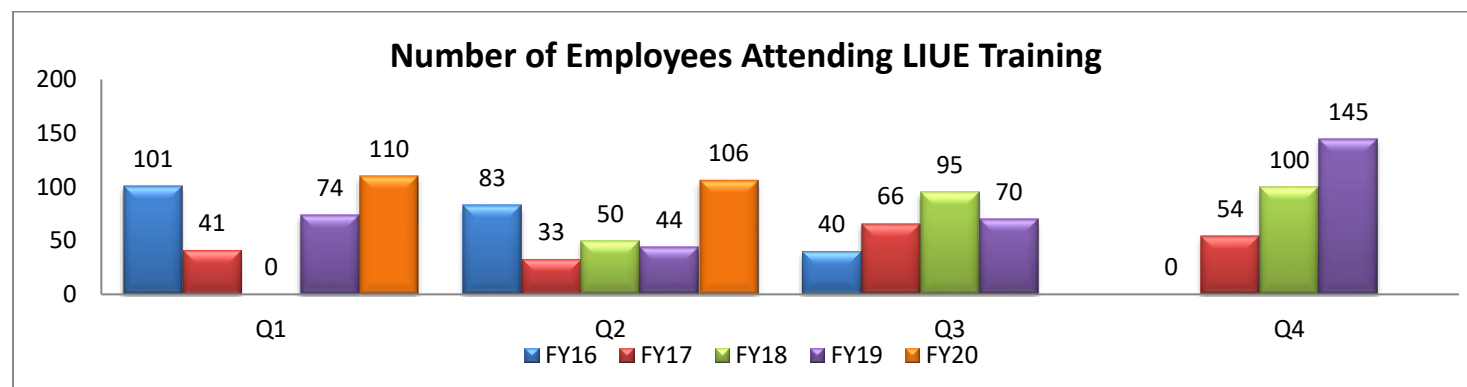
Labor Relations Division (LRD)

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, SPO has the authority to negotiate the Collective Bargaining Agreement (CBA).

LRD's main objective is to work actively with state agencies and signatory unions in administering the CBAs that benefit the State and its unionized workforce. 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).

FY20 3rd quarter saw the continuation of contract negotiations with CWA and AFSCME. Director Pamela D. Coleman, General Counsel Jeff Young, and Labor Director Sandy Martinez held one (1) negotiation session with CWA. Additionally three (3) negotiation sessions were held with AFSCME.

LRD trained Living in a Union Environment (LIUE) and Workplace Investigations (WPI) in the third quarter. LIUE and WPI are used as a means to educate and prevent grievances, PPC's, Disciplinary Appeals and Grievance Arbitrations. LRD held one (1) LIUE training open to all agencies and the LR team held one (1) LIUE training for Workers Compensation Administration (WCA), and two (2) trainings for the Unions. Additionally the labor team taught one (1) WPI course open to all agencies. In total 64 employee received LIUE training and 19 employees received WPI.



During the 3rd Quarter of FY20 (January, February, March), twelve (12) union grievances were filed. Of the twelve (12) grievances filed, six (6) grievances were filed by AFSCME, and six (6) were filed by CWA. Out of the twelve (12) union grievances filed, one (1) was settled, two (2) timed out (a.k.a. Dead on Time), zero were withdrawn, and the nine (9) remaining grievances are pending. There were zero (0) grievance arbitrations invoked this quarter by CWA. There was one (1) prohibited practice complaint (PPC) filed this quarter by AFSCME and one PPC was filed by New Mexico Coalition of Public Safety Officers (NMCP SO).

There were seven (6) disciplinary appeals before an arbitrator invoked by a bargaining unit employee and/or their union representative during the 3rd quarter. One (1) by AFSCME is currently pending a hearing. CWA invoked five (5) disciplinary appeals before an arbitrator on behalf of a bargaining unit employee. All five (5) are still pending due to the continuing public health emergency. In comparison, Six (6) bargaining unit employees chose to appeal their discipline to the State Personnel Board (SPB). All six (6) were covered by AFSCME.

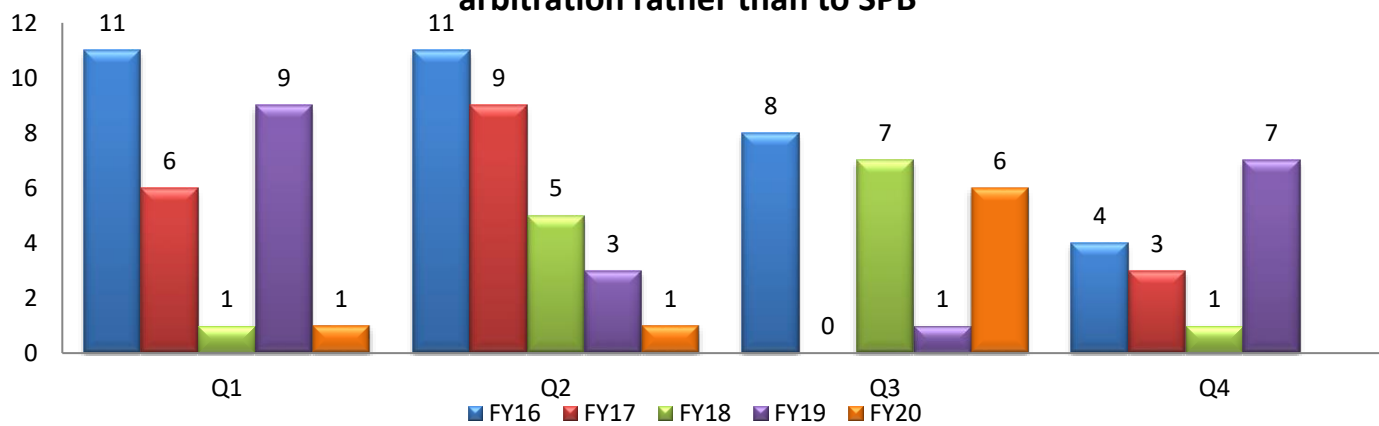
Labor Relations Division at a Glance Performance Measures for FY20 3rd Quarter

AFSCME

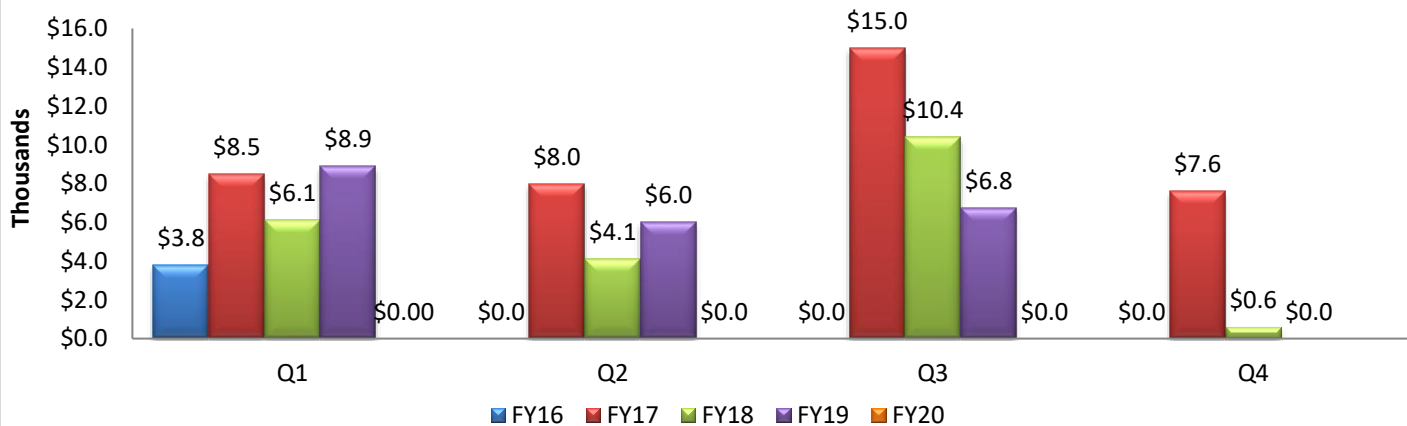
CWA

Total number of union grievances filed by each union	6	6
Total number of disciplinary actions appealed to an arbitrator, by each union	1	5
Total number of grievance arbitrations, by each union:	0	1
Total number of Prohibited Practice Complaints filed by each union	1	0
Average cost paid by the state for arbitrations and disciplinary appeals this quarter	\$0	

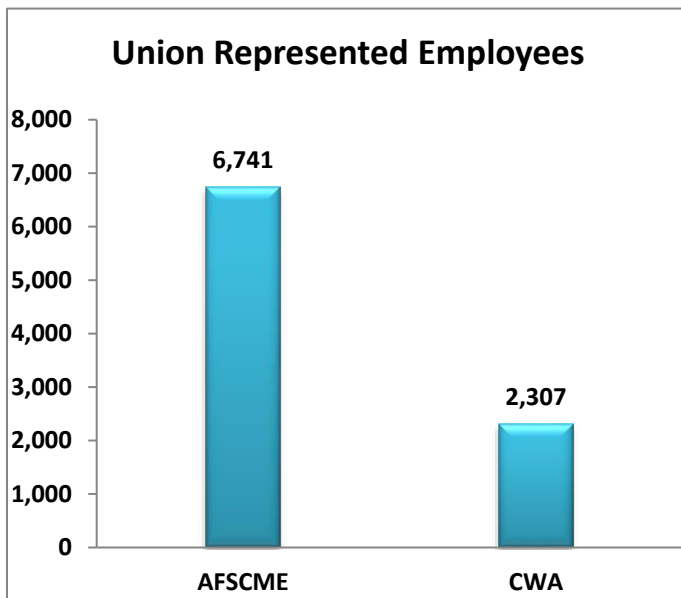
Number of disciplinary actions (union covered) positions appealing to arbitration rather than to SPB



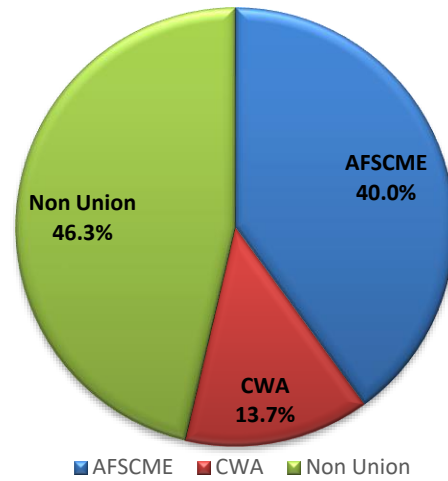
Actual Cost Paid by the State for Arbitration



Quarterly Union Represented vs. Non Union



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		
Average number of days to fill a position from advertisement closure to issue of employment offer letter	40	30.7	30.3	39.5		
Average number of days to advertise a position following the agency request	9	0.8	0.5	0.5		
Percent of employees who successfully complete their probationary period	75%	64.9%	64.5%	66.1%		
Percent of "voluntary" classified employee turnover (leaving State service)	15%	3.6%	3.3%	3.3%		
Percent of "involuntary" classified employee turnover (leaving State service)	5%	0.4%	0.4%	0.4%		
Average State classified employee compa-ratio	≥103%	107.2%	102.9%	103.1%		
Average State classified new hire compa-ratio	91%	102.1%	100.7%	99.2%		
Number of disciplinary actions (union covered positions) appealing to arbitration rather than to State Personnel Board	40	1	13	6		
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		
State-wide classified service vacancy rate	13%	21.9%	21.7%	20.6%		
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%		

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	