



State Personnel Office

Fair and Equal Pay in the
Classified Service Report
Fiscal Year 2025

September 30, 2025

Table of Contents

- Table of Contents 2
- Executive Summary 3
- Background and Current Study 4
- Conclusions and Recommendations..... 5
- Appendix I: Results 8
 - Gender Wage Gaps 8
 - Job Segregation 10
- Appendix II: Methodology 12
- Appendix III: Distribution and Segregation Table 13
- Appendix IV: Wage and Wage Gaps Table..... 13

Executive Summary

The State of New Mexico’s approach to public employment is grounded in the Personnel Act, which calls for “a system of personnel administration based solely on qualification and ability, which will provide greater economy and efficiency in the management of state affairs” (NMSA 1978, Section 10-9-2). In line with this principle, the State bases wages and employment decisions on an individual’s qualifications and ability, reinforcing a fair and merit-based system across all agencies.

A comprehensive study of the Executive agencies of the State of New Mexico indicates that gender-based wage gaps has decreased by 19.7% since 2009.

- Of the 596 classified pay bands with both genders, 314 pay bands, or 52.7%, reflect no gender wage gap¹.
- 282 pay bands, or 47.3%, indicate gender-based wage gaps. 57.4% favor females and 42.6% favor males.
- In executive agencies with over 50 classified employees, 48.6% have job segregation² favoring female employees, 21.6% have job segregation favoring male employees, and 29.7% indicate gender parity.
- In executive agencies with under 50 classified employees, 68.8% have job segregation favoring female employees, 12.5% have job segregation favoring male employees, and 18.8% indicate gender parity.

We expect the gender wage gap to keep narrowing, since it remains a key focus for agencies. That said, job segregation—especially roles that tend to favor female employees—continues to be common in both large and small agencies. This shows there’s still work to do to reach true gender parity.

The following recommendations will allow the State of New Mexico to continue to reduce the percentage of pay bands with gender wage gaps:

¹ Wage gaps of less than 3% are treated as equal in this report.

² Agencies with more than 60% of one gender are considered segregated by gender in this report.

- Develop clear guidance on standardized, appropriate placement within pay bands, and encourage agencies to adopt compensation policies that promote both appropriate placement and pay equity.
- Have SPO's Quality Assurance and Data Analytics department review pay gaps across agencies to identify trends and recommend corrective actions.
- Gender-based wage gaps should be reviewed annually by agency management to determine the root cause and implement policies to ensure gender-based wage parity.

These recommendations will build on the recommendations of the Burk 2009 baseline study of expansion of communication with agencies, ongoing training of managers to identify wage gaps, set agency goals, timelines, and annual reviews, and provide technological support.

Background and Current Study

In 2003, the New Mexico Legislature signed into law House Bill 325, creating the Equal Pay Task Force to study the extent of gender-based wage gaps and make recommendations for their elimination.

In 2007, Governor Richardson appointed Dr. Martha Burk as his Senior Policy Advisor on Women's Issues and, in 2008, requested Dr. Burk conduct a pilot study of wage gaps in the New Mexico classified workforce. Dr. Burk's pilot study analyzed job segregation and gender wage gaps in six State agencies.

Executive Order 2009-004 *Fair and Equal Pay for All New Mexicans Initiative*, issued January 28, 2009, formally established the Governor's Task Force on Fair and Equal Pay, appointed Dr. Burk as Task Force Chair, and directed the State Personnel Office (SPO) to provide administrative staff and support to the Task Force and interface with Dr. Burk to carry out a study of pay equity and job segregation in all state agencies.

In August 2009, with assistance from the State Personnel Office, Dr. Burk conducted a follow-up analysis of job segregation and gender wage gaps across all Executive agencies by pay band and, in September 2009, published a study titled *Gender Wage Gaps in the New Mexico Classified Workforce*. Of the 396 pay bands containing both women and men scrutinized in this 2009 baseline study, 267 or 67% were found to have gender wage gaps, although those gender wage gaps were found to be below the national average at the time, with only 15 pay bands having wage gaps exceeding 20%.

Executive Order 2009-049 *Fair Pay and Equal Pay for All New Mexicans*, issued December 18, 2009, formally stated that it is the policy of the State of New Mexico to identify, and combat pay gaps and job segregation. Executive Order 2009-049 also directed the State Personnel Office to prepare and submit to the Governor an annual Fair and Equal Pay Report including pay information for every Executive agency and identifying any pay gaps that exist at the individual agency level.

This current report to Governor Michelle Lujan Grisham is in accordance with Executive Order 2009-049 and continues the examination of the relationship between wage, job responsibility, and commensurate pay within and across all New Mexico's Executive agencies started by Dr. Burk's 2009 baseline study.

In keeping with the 2009 study, this Fair and Equal Pay Report divides all Executive agencies into one of two categories: agencies with 50 or more employees, and agencies with 50 or fewer employees (Appendix II). This categorization provides statistical correlation to the original study, allowing for a meaningful comparison of the new data and the 2009 baseline data.

For the gender wage gap analysis in the current report, 1,197 pay bands across all agencies were analyzed for gender diversity (Appendix IV). The study identified 596 pay bands, or 49.8%, which currently contain both women and men. The same procedures and methodologies used to gather and analyze gender wage-gap data in the Burk 2009 baseline study were expanded and used in this report (Appendix II).

Similar to the results of the 2009 study, the present report identifies gender wage gaps in all agencies (Appendix IV). 52.7% of the 596 pay bands containing both women and men show no gender pay gaps. This is a 19.7% improvement from the 33% found in the original 2009 study. Additionally, few of the pay bands that have wage gaps approach the current national wage gap average of 25%. The majority of pay gaps in the New Mexico State classified workforce remain moderate, and several agencies are close to parity, with wage gaps that are very low.

Conclusions and Recommendations

The State of New Mexico can take pride in the progress made since the 2009 Executive Orders. Achieving gender pay parity should remain a key goal, and managers whose departments show gender or wage gaps should be encouraged to strengthen their efforts toward greater diversity, occupational gender balance, and pay equity.

Below are the significant conclusions of this Fair and Equal Pay report and recommendations to address the findings:

Of the 596 pay bands containing both men and women in New Mexico's classified service, 314, or 52.7%, of the pay bands show no gender-based wage gaps (Appendix I). This confirms a 19.7% increase in pay bands with no gender-based wage gaps when compared to the 2009 baseline study. The gender-based wage gaps found in the New Mexico classified workforce favor women, in both number and size.

Of the 282 pay bands identified as having gender-based wage gaps, only one (1) has a gap exceeding the national average of 25%. (Appendix IV.)

Gender-based wage gaps were found in most Executive agencies. In general, the wage gaps are moderate and much lower than the national average of 25% (National Partnership for Women and Families, 2025). Of the 282 pay bands with the gender-based wage gaps, 101 are close to wage parity with pay gaps that are less than 5%.

Additional efforts should be made by agencies to discern whether gender-based wage gaps are a result of gender inequity, or a result of varying degrees of education and experience within a pay band or temporary promotions. Management should continue to conduct and document annual reviews of progress toward wage gender equity goals. Gender-based wage gaps identified in annual reports should be further analyzed by agencies to determine the root cause of the gaps to further inform policy changes to achieve gender-based wage parity; goals and timetables for improvement should be implemented as needed.

While this report includes all pay bands with at least one female and one male employee, care must be taken when looking at gender wage gaps in pay bands with low numbers of employees. Gender wage gaps may not be statistically meaningful in individual pay bands with few employees and can be more statistically significant when viewed in the aggregate. For example, in one agency's data set, there are 8 pay bands with six or fewer employees. Data showing a wage gap favoring women in any one of those pay bands provides only limited information, but data showing a wage gap favoring women in 12 of those 15 pay bands provides a more compelling picture of the gender wage gaps within the agency.

Technical assistance in overcoming both job gender segregation and gender wage gaps should be provided by the State Personnel Office, as outlined in Executive Orders 2009-004 and 2009-

049. The State Personnel Office encourages agencies to form a compensation policy that ensures gender pay equity.

The State of New Mexico endeavors to continue to embrace the concepts of “appropriate placement” and “internal alignment” as defined in 1.7.4 NMAC when making pay decisions, subject to budget availability. Additionally, SPO will continue to expand leadership and administrative trainings for agency managers and supervisors and develop guidance on standardizing appropriate placement that enables agencies to create or review their compensation policy to ensure equitable pay.

Appendix I: Results

Gender Wage Gaps

1,180 pay bands across all agencies were analyzed for pay gaps by gender.

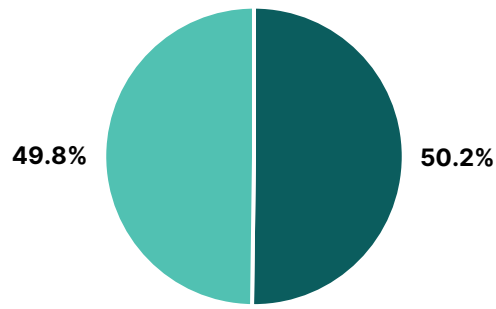
- Of the 1,197 pay bands, 596 contain both males and females.
- The remaining 601 pay bands contain only males or only females, so no gender comparison is possible (Fig. 1). Of the 596, 396 pay bands, or 66.4%, have only one position indicating that a majority of the incomparable pay bands are not a result of job segregation. Job segregation is addressed for all pay bands in the following section.
- Of the 596 pay bands with both genders, 314 pay bands, or 52.7%, reflect no gender wage gap³ (Fig. 2).
- 282 pay bands, or 47.3% indicate gender-based wage gaps (Fig. 2).
- 162 pay band wage gaps, or 57.4%, favor females and 120 pay band wage gaps, or 42.6%, favor males (Fig. 3).

Table 1. Pay Band Segregation

	# Pay Bands	% of Pay Bands
Pay Bands Containing Only Male or Female	601	50.2%
Pay Bands Containing Both Male and Female	596	49.8%
Total Pay Bands	1197	100.0%

³ Wage gaps of less than 3% are treated as equal in this report.

Figure 1. Pay Band Segregation

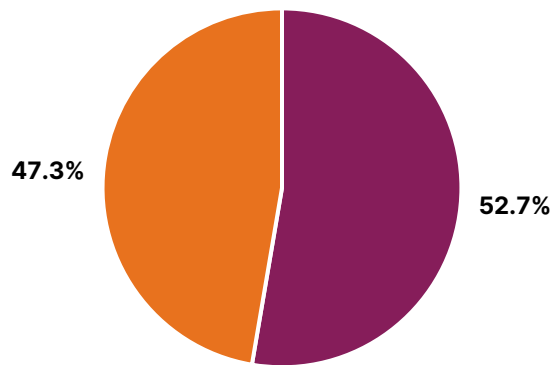


■ Pay Bands Containing Only Male or Female ■ Pay Bands Containing Both Male and Female

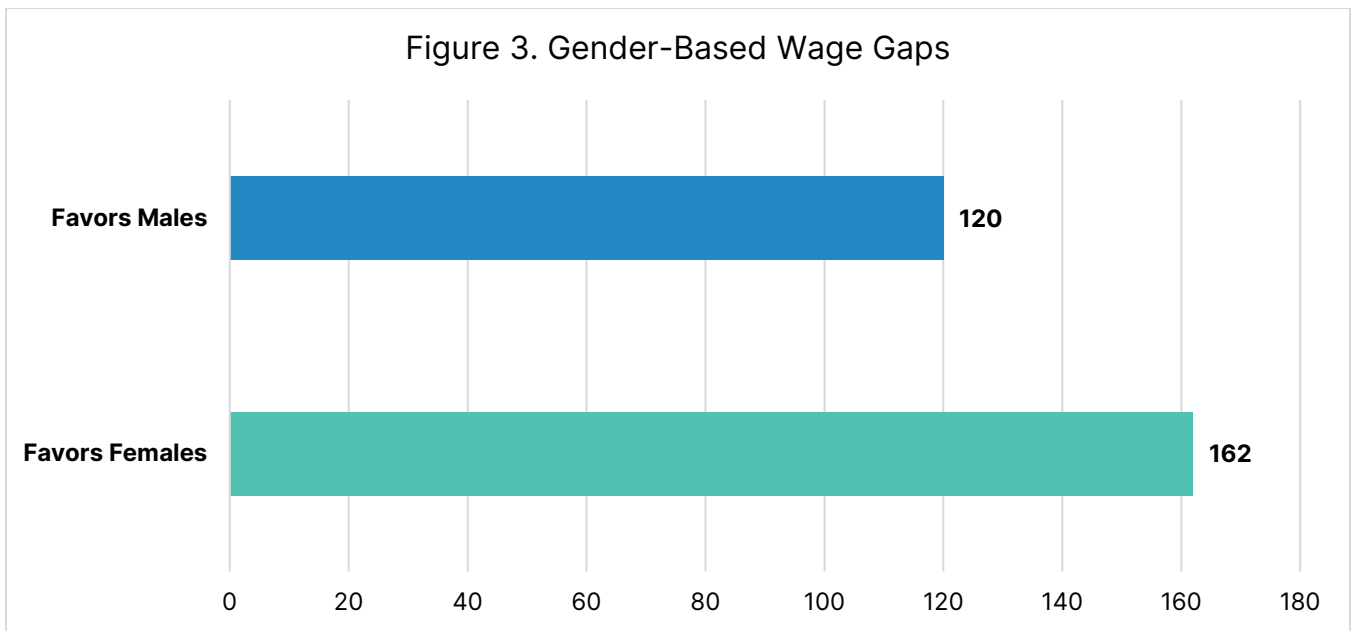
Table 2. Pay Band Segregation

	# Pay Bands	% of Pay Bands
Pay Bands with No Wage Gap	314	52.7%
Pay Bands with Wage Gap	282	47.3%
Total Pay Bands	596	100.0%

Figure 2. Gender-Based Wage Gap



■ No Wage Gap ■ Wage Gap



Job Segregation

Agencies with more than 60% of one gender are considered segregated by gender in this report.

Executive Agencies with Over 50 Classified Employees

- 36 agencies have more than 50 employees, ranging from 51 classified employees within the Secretary of State to 2,616 classified employees within the Department of Health.
- 18 agencies, or 50%, have job segregation favoring female employees. This job segregation indicator is highest in the Early Childhood Education and Care Department with 82% female employees.
- Eight (8) agencies, or 22.2%, have job segregation favoring male employees. This job segregation indicator is highest in the Department of Transportation with 78.8% male employees.
- 11 agencies, or 30.6%, indicate gender parity. This is an increase of one (1) agency since 2024.

Table 4. Job Segregation by Executive Agencies with Over 50 Classified Employees

	# of Agencies	% of Agencies
Female Favor	18	48.6%
Male Favor	8	21.6%
No Segregation	11	29.7%
Total	36	100.0%

Executive Agencies with Under 50 Employees

- 32 agencies have less than 50 classified employees, ranging from 1 classified employee within the Architect Examiners Board, NM Education Trust Board, and State Investment Council to 46 classified employees within the Tourism Department.
- 22 agencies, or 68.8%, have job segregation favoring female employees. This job segregation indicator is highest at Public School Insurance Authority, Professional Engineers and Land Surveyors Board, Adult Parole Board, Veterinary Examiners Board, and NM Education Trust Board, with 100% female classified employees.
- Four (4) agencies, or 12.5%, have job segregation favoring male employees. This job segregation indicator is highest at State Investment Council and Architect Examiner’s Board with 100% male classified employees.
- Six (6) agencies, or 18.8%, indicate gender parity. This is a decrease of two (2) agencies since 2024.

Table 5. Job Segregation by Executive Agencies with Under 50 Employees

	# of Agencies	% of Agencies
Female Favor	22	68.8%
Male Favor	4	12.5%
No Segregation	6	18.8%
Total	32	100.0%

Appendix II: Methodology

In 2025, the State of New Mexico continued to investigate gender wage gaps and job gender segregation by identifying, generating, and analyzing data from the SHARE system. This data includes the entire State of New Mexico classified service population, a total of 17,989 classified employees in sixty-eight agencies.

Gender-based wage gaps were calculated by examining salary ranges and individual employee pay within each pay band and controlling for gender. Pay band analysis was determined to be the best method to analyze the data for this report. All employees can be included in a pay band analysis in all but the smallest agencies.

In this pay band analysis, all agency employees in a given pay band were grouped together, regardless of job title. For example, in the Department of Transportation, the Training and Development Specialist-Operational, which is pay band 60, was grouped with the Budget Analyst-Operational, which is also pay band 60, but a dissimilar occupation and job title.

This type of grouping produced an analysis of gender wage gaps by pay band, creating a distinct metric for determining gender-based wage gaps at any given compensation level.

Multiple metrics were applied to determine whether a given pay band gender wage gap is statistically significant. Factors include but are not limited to: number of employees in a given pay band, number of employees in a given pay band in any agency, number of pay bands with both genders, and the number of pay bands with only one gender.

Wage gaps of less than 3% are treated as equal in this report. The pay band gender wage gap data is recorded in Appendix IV.

Job segregation was measured by a simple count of number of females and number of males in each agency. Agencies with more than 60% of one gender are considered segregated by gender in this report. The job segregation data is recorded in Appendix III.

Appendix III: Distribution and Segregation Table

Appendix IV: Wage Gap Table

To view Appendix III and Appendix IV, please see the Excel Workbook linked [here](#).