



State Personnel Office

Fair and Equal Pay in the Classified Service Report Fiscal Year 2026

October 1, 2026

Table of Contents

Executive Summary	3
Background and Current Study	5
Conclusions and Recommendations.....	7
Appendix I: Gender Wage Gaps Based on Pay Bands Utilizing the Burk 2009 Methodology	9
Appendix II: Gender Wage Gaps Based on Pay Bands Utilizing Classifications	12
Appendix III: Job Segregation.....	15
Appendix IV: Distribution and Segregation Table	17
Appendix V: Wage Gap Table (2009 Methodology)	17
Appendix VI: Wage Gap Table (By Classification).....	17

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.

When the Burk 2009 Fair and Equal Pay Taskforce ("Taskforce") conducted their first study, the State classification structure at that time did not allow for a meaningful way to conduct an analysis across job titles. As a result, the Taskforce chose to strictly use pay bands. Last year, with the implementation of a modernized compensation and classification system ("Job Architecture"), job titles are now more clearly defined, allowing for better in-depth analysis. Previously, the State had 11 different salary structures and 109 pay grades (also known as pay bands). As a result, pay grade widths and midpoint increases were inconsistent. In June of 2025, the State Personnel Board consolidated all salary structures into a single, market-based structure with 20 pay bands. This was done collaboratively by the state, led by LFC, DFA, and SPO, and based on a recommendation from the 2024 Study of The New Mexico State Personnel Act and the State's System of Classification and Compensation. Pay band widths and midpoint increases are now consistent and easier to administer and ultimately lead to improved transparency in our classification and compensation system.

The 2009 Fair and Equal Pay methodology assumed that the Hay Guide Chart-Profile Method for Job Evaluation measures the size and value of job content using a point-factor system, thereby determining pay bands. Job Architecture has completely shifted the method used to measure jobs, making the Hay method obsolete. In 2025, the State adopted a market-based methodology where the goal is to target a competitive pay position at the 50th percentile of the appropriate regional or local target market. In addition to defining "market" on a geographic basis, the State defines "market" as other state and local governments and private-sector companies in which employees perform similar duties and carry similar responsibilities. This methodology provides competitive compensation targets and reduces the likelihood of pay disparities in the long term. The Job Architecture shift realigned pay bands to market levels.

In the Burk 2009 baseline study, multiple metrics were applied to determine whether a given pay band gender wage gap is statistically significant. Factors include but were 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. Job segregation was measured by a simple count of females and males in each agency. Agencies with more than 60% of one gender are considered segregated by gender.

In light of the significant shift associated with Job Architecture, the previously used methodology will no longer be necessary. For the purposes of this report, numbers associated with pay bands to align with the previous methodology will be discussed; however, the ability to analyze by job titles (also known as classifications) as provided by Job Architecture will also be highlighted. It is the intent that all future reporting will solely rely on classifications, which provide a more meaningful and accurate picture of the state of wage gaps.

The 2009 Fair and Equal Pay methodology performed pay band analyses by grouping all employees in a given pay band in a department within an agency, regardless of title. Prior to Job Architecture, if an agency utilized multiple salary structures, it could have up to 109 pay grades. The pay grades of each agency would add up to hundreds of pay bands, which can be misleading, since there are not that many pay bands.

Utilizing the 2009 methodology, the comprehensive study of the Executive agencies of the State of New Mexico indicates that gender-based wage gaps have decreased by 9.4% since 2009.

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

- Develop clear guidance on standardized, appropriate placement within pay bands, and encourage agencies to adopt compensation policies that promote appropriate placement, internal alignment and pay equity.
- 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.
- Review and analyze gender-based wage gaps in the beginning of the fiscal year to allow for agencies to utilize the information for budgeting in the subsequent legislative session to correct gender-based wage parity.

These recommendations will build on the recommendations of the Burk 2009 baseline study, including expanding communication with agencies, ongoing training for managers to identify wage gaps, set agency goals, timelines, and annual reviews, and providing 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.

The 2009 methodology delineates between agencies with more than 50 employees and agencies with 50 or fewer employees. This categorization provides statistical correlation with the original study, which found that departments with fewer than 50 employees may have pay bands that show gender segregation solely based on the number of positions in the agency. For example, the Education Trust Board has 1 classified position, which is filled by a female. As such, the data shows that there is gender segregation in favor of females; however, the data is misleading due to the agency only having one classified position.

For the gender wage gap analysis utilizing the 2009 methodology, 667 pay bands across all agencies were analyzed for gender diversity (Appendix V). 439 pay bands, or 65.8%, were identified to currently contain both women and men. 42.4% of the 439 pay bands that include both women and men show no gender pay gap. This is a 9.4% 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 24%.

For the gender wage gap analysis utilizing classification, of the 3,026 job titles, 33.7% contain both men and women (Appendix VI). 45% of the classifications that include both women and men show no gender pay gap. 55% of job titles show a wage gap, with 51.6% favoring females and 48.4% favoring males. Reviewing the data based on classification in comparison to pay band provides similar outputs with few pay bands being over the national wage gap average.

The majority of pay gaps in the New Mexico State classified workforce remain moderate, and several agencies are close to parity, with very low wage gaps. Job segregation, especially in roles that tend to favor female employees, remains common in both large and small agencies. This shows there's still work to do to reach true gender parity.

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 utilizing the 2009 methodology and recommendations to address the findings:

Of the 439 pay bands containing both men and women in New Mexico's classified service, 186, or 42.4%, of the pay bands show no gender-based wage gaps (Appendix I). This confirms a 9.4% 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 253 pay bands identified as having gender-based wage gaps, only two (2) have a gap exceeding the national average of 24% (National Partnership for Women and Families, 2026). CYFD, for example, has three different classifications that, through Job Architecture alignment, share a pay band. The pay gap exists between a male occupying an IT position and females in Nursing and Programmatic positions. To understand this gap, one must consider that prior to Job Architecture, IT had its own salary structure separate from the Nursing classification. Prior to Job Architecture, the IT salary structure was updated more recently to be more in line with the market. When Job Architecture was implemented, many classifications were brought to market, with the IT classifications remaining very close to the existing pay bands. The second example is Spaceport Authority, which was directly impacted by Job Architecture. The position held by the male incumbent was previously classified as a Manager. It was aligned to the correct job title through Job Architecture, the pay band of which is now in line with the Accountant job titles, occupied by females. Because the positions involve different classifications, duties, and responsibilities, they are not valid comparators. Going forward, such instances should decline, as analyses will focus on classifications rather than broad pay bands.

For the purpose of the 2009 study, differentials of less than 3% were treated as equal. In general, wage gaps are moderate and well below the national average of 24% (Appendix IV). Of the 253 pay bands with gender-based wage gaps, 76 are close to wage parity, with gaps of less than 5%.



It is important to acknowledge the significant strides the State has made in reducing the gender wage gap, while recognizing that there is still room for improvement.

Job Architecture has provided the State with an opportunity for agencies to review the appropriate placement, internal alignment, and gender parity of all classifications, as moving forward, classifications will be the criteria the State reviews for gender parity. This process helps agencies determine where any wage gaps stem from factors such as differences in education and experience, temporary promotions, or classifications that cover multiple functions. Agencies should perform and document annual reviews of their progress toward gender pay equity, analyze any identified gaps to understand their causes, and set goals and timelines for necessary improvements.

While this report includes all pay bands with at least one female and one male employee, care must be taken when examining gender wage gaps in pay bands with small numbers of employees. Gender wage gaps may not be statistically meaningful within individual pay bands with few employees but can be statistically significant when viewed in the aggregate. For example, in one agency's dataset, there are 8 pay bands with 6 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 would provide 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 training for agency managers and supervisors and develop guidance on standardizing appropriate placement, enabling agencies to create or review their compensation policies to ensure equitable pay.

Appendix I: Gender Wage Gaps Based on Pay Bands Utilizing the Burk 2009 Methodology

667 pay bands across all agencies were analyzed for pay gaps by gender.

- Of the 667 pay bands, 439 contain both males and females.
- The remaining 228 pay bands contain only males or only females, so no gender comparison is possible (Fig. 1). Of the 228, 150 pay bands, or 65.8%, 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 439 pay bands with both genders, 186 pay bands, or 42.4%, reflect no gender wage gap¹ (Fig. 2).
- 253 pay bands, or 57.6% indicate gender-based wage gaps (Fig. 2).
- 133 pay band wage gaps, or 52.6%, favor females and 120 pay band wage gaps, or 47.4%, favor males (Fig. 3).

Table 1. Pay Band Segregation

	# Pay Bands	% of Pay Bands
Pay Bands Containing Only Male or Female	228	34.2%
Pay Bands Containing Both Male and Female	439	65.8%
Total Pay Bands	667	100.0%

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

Figure 1. Pay Band Segregation

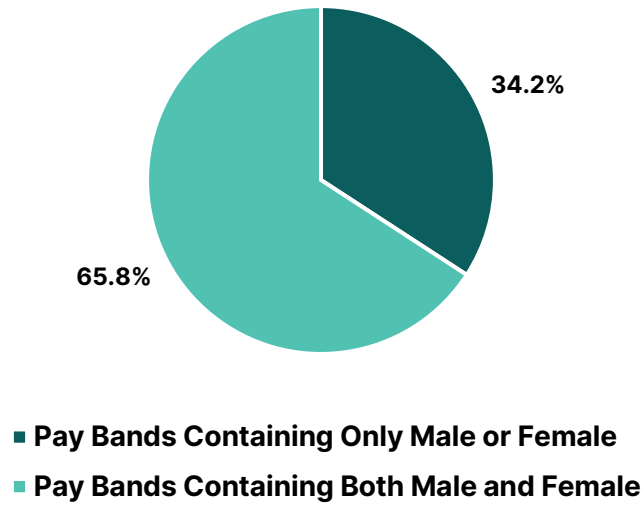


Table 2. Pay Band Segregation

	# Pay Bands	% of Pay Bands
Pay Bands with No Wage Gap	186	42.4%
Pay Bands with Wage Gap	253	57.6%
Total Pay Bands	439	100.0%

Figure 2. Gender-Based Wage Gap

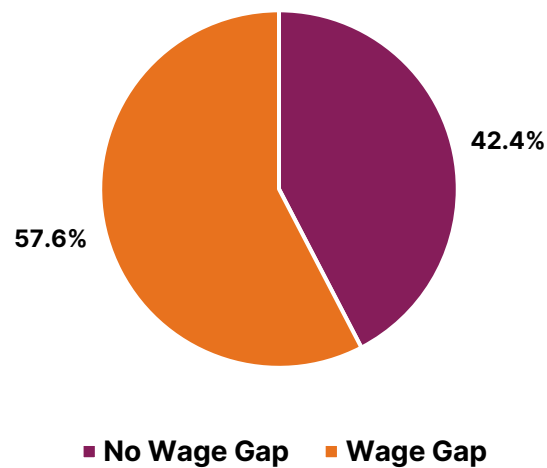
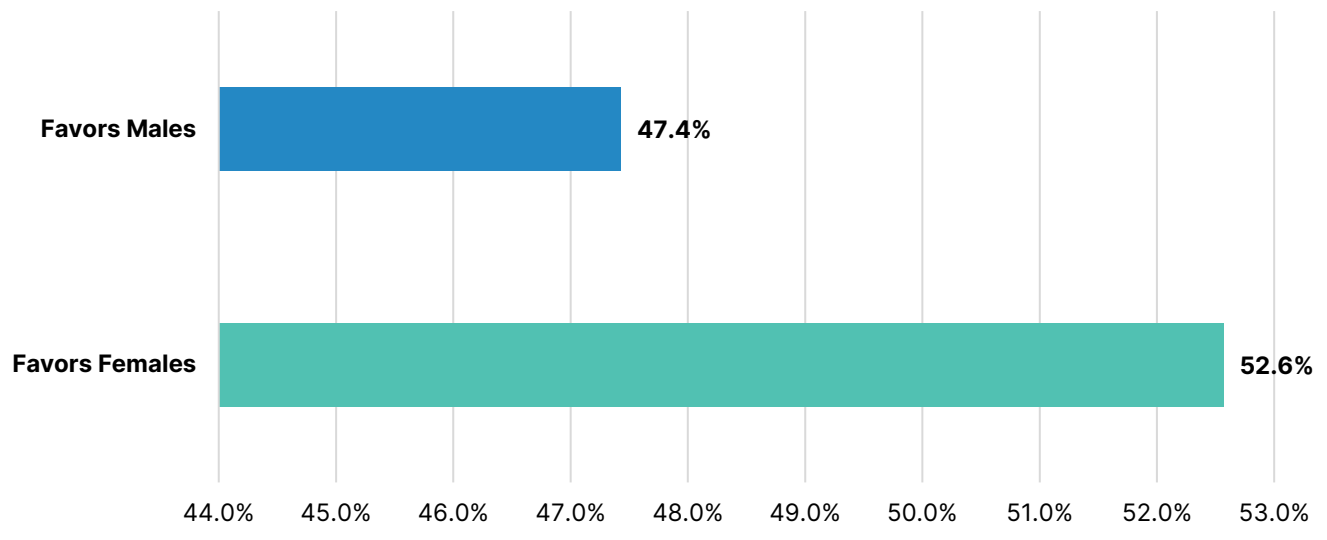


Figure 3. Gender-Based Wage Disparity



Appendix II: Gender Wage Gaps Based on Pay Bands Utilizing Classifications

3,026 job titles across all agencies were analyzed for pay gaps by gender.

- Of the 3,026 job titles, 1,019 contain both males and females.
- The remaining 2,007 contain only males or only females, so no gender comparison is possible. Of the 2,007, 1,414 job titles, or 70.5%, have only one position indicating that a majority of the incomparable job titles are not a result of job segregation.
- Of the 1,019 job titles with both genders, 459 titles, or 45.0%, reflect no gender wage gap².
- 560 job titles, or 55.0% indicate gender-based wage gaps.
- 289 job title wage gaps, or 51.6%, favor females and 271 job title wage gaps, or 48.4%, favor males.

Table 3. Job Title Segregation

	# Pay Bands	% of Pay Bands
Job Titles Containing Only Male or Female	2007	66.3%
Job Titles Containing Both Male and Female	1019	33.7%
Total Job Titles	3026	100.0%

² Wage gaps of less than 3% are treated as equal in this report.

Figure 4. Job Title Segregation

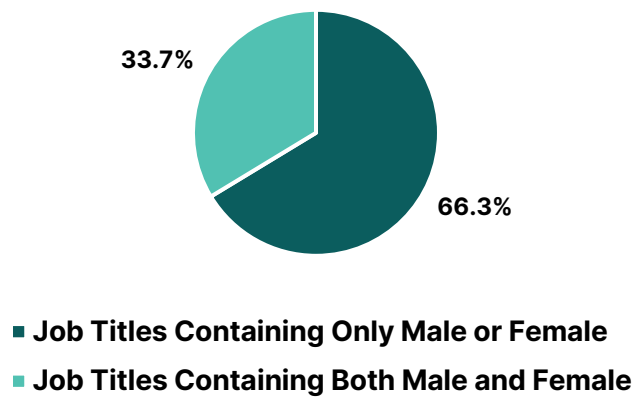
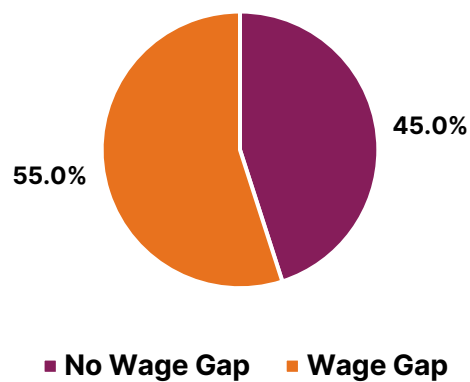
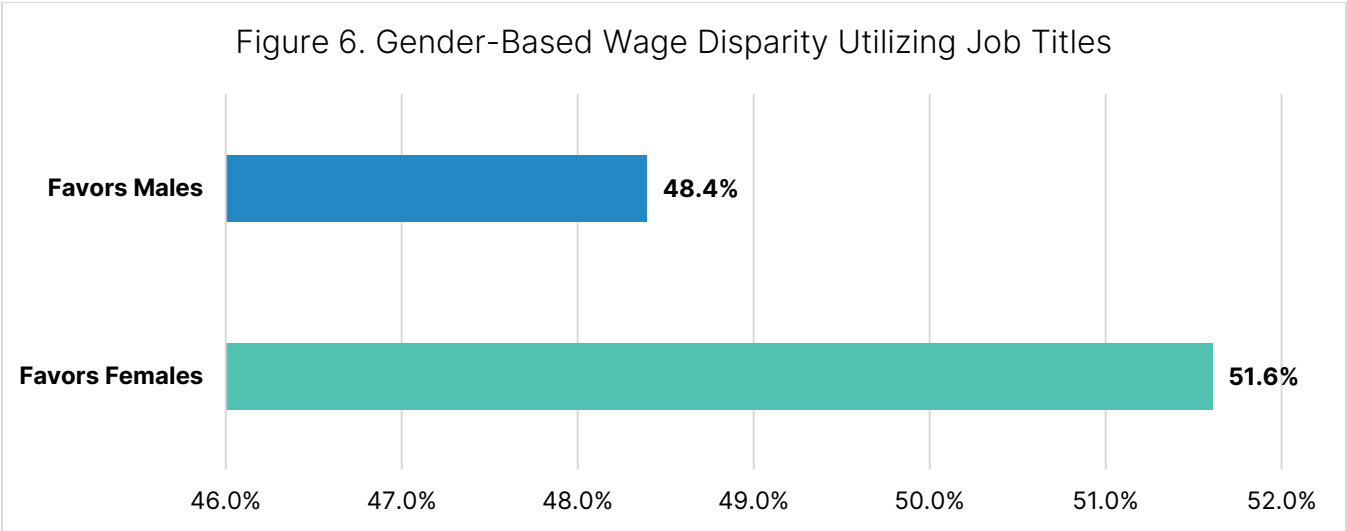


Table 4. Gender-Based Wage Gap Utilizing Job Titles

	# Pay Bands	% of Pay Bands
Job Titles with No Wage Gap	459	45.0%
Job Titles with Wage Gap	560	55.0%
Total Job Titles	1019	100.0%

Figure 5. Gender-Based Wage Gap Utilizing Job Title





Appendix III: 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 58 classified employees within the Commission for the Blind to 2,757 classified employees within the Department of Health.
- 17 agencies, or 47.2%, have job segregation favoring female employees. This job segregation indicator is highest in the Early Childhood Education and Care Department with 82.8% 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 77.9% male employees.
- 11 agencies, or 30.6%, indicate gender parity.
-

Table 5. Job Segregation by Executive Agencies with Over 50 Classified Employees

	# of Agencies	% of Agencies
Female Favor	17	47.2%
Male Favor	8	22.2%
No Segregation	11	30.6%
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 NM Education Trust Board and State Investment Council to 49 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, 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 with 100% male classified employees.
- Six (6) agencies, or 18.8%, indicate gender parity.

Table 6. Job Segregation by Executive Agencies with Under 50 Employees

	# of Agencies	% of Agencies
Female Favor	23	69.7%
Male Favor	5	15.2%
No Segregation	5	15.2%
Total	33	100.0%

Appendix IV: Distribution and Segregation Table

Appendix V: Wage Gap Table (2009 Methodology)

Appendix VI: Wage Gap Table (By Classification)

To view the appendices, please see the Excel Workbook linked [here](#).