

# New Mexico State Personnel Office



## Key Quarterly Performance Measures Report Quarter 2, Fiscal Year 2021

*Mission:* A trusted partner expertly leading the way in human resources practices and services that enhance the employee experience.

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## Director's Report

The State Personnel Office provides the State of New Mexico (the state) with human resources (HR) leadership and direction to maximize service to New Mexicans, while protecting the rights of our State employees. A quarterly report is issued by State Personnel, as required by the Accountability in Government Act, to address the HR metrics established within the General Appropriations Act. The report is updated quarterly to provide timely data that is used to enhance the State's ability to address HR issues impacting management throughout state government.

Additionally, State Personnel is required to conduct and lead workforce planning and policy development throughout the State on HR issues. To accomplish this mission, State Personnel endeavors to:

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

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

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

The State Personnel Office strives to address these challenges with thoughtful flexibility.

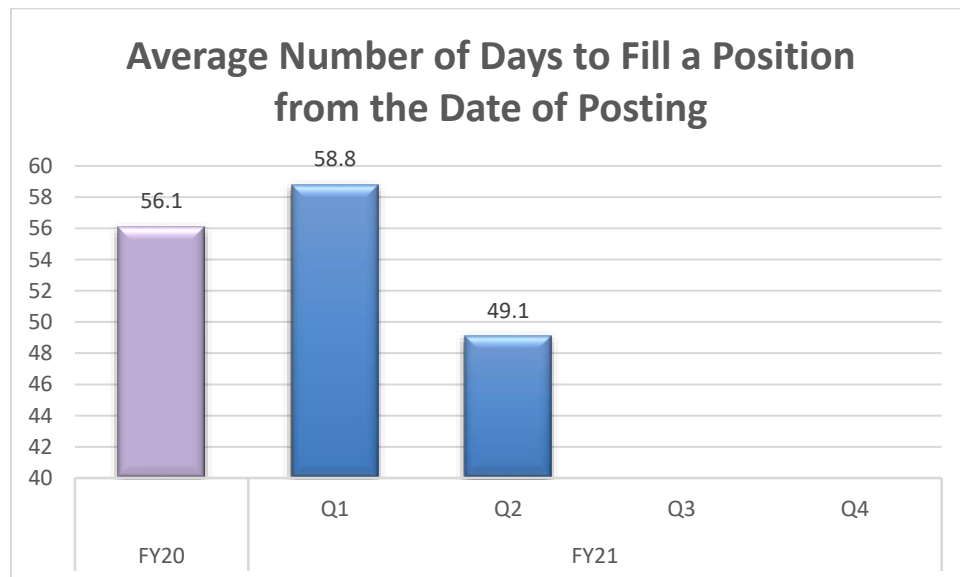
Sincerely,

Pamela D. Coleman  
State Personnel Director

## Average Number of Days to Fill a Position from the Date of Posting

Time to fill is a key metric for the State Personnel Office as it is often the first interaction a potential new employee has with the state. Ensuring a smooth and structured process for new candidates as they navigate through the various stages of the hiring process helps to identify and recruit the best talent. A lengthy hiring process can cause candidates to lose interest, leading to a loss of potential talent.

Hiring agencies are empowered to create, post, and fill their vacant positions via the Statewide Human Resources Accounting Reporting (SHARE) system. This allows the hiring agency to be proactive and strategic in how and when they recruit to ensure all resources are available including budget, hiring managers and interview panels. State Personnel provides guidance and support, as needed.



Many factors affect the time to fill, and it has been identified that the factors that most increase the time to fill occur after a posting has closed. The period between the time that the hiring agency identifies potential candidates and the time that a candidate accepts the hiring agency's offer can greatly affect the time to fill. The Public Health Emergency created logistical challenges for many agencies in how they process their applicants while adhering to a structured process. With State Personnel's assistance, Agencies continued to examine their internal processes in order to reduce processing time at every step and in Q2 reduced the number of days to fill from 58.8 days to 49.1 days.

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Data Source:  
SHARE PeopleSoft- Human Capital Management (HCM)-Recruitment Module

Methodology:  
Extract standard recruitment postings with an active posting date and a closed date, as indicated by the hiring agency.  
Calculate the days to fill.

## Number of Candidate Hires External to State Government



Being able to attract and recruit qualified and experienced individuals from outside state government helps to ensure the strong and established workforce of the state is infused with new ideas and innovations. New minds and fresh sets of eyes are critical to challenge the status quo and the “we’ve always done it this way” refrain and to give agencies the opportunity to identify areas of improvement or solidify processes that work.

Unfortunately, the Public Health Emergency has created significant budgetary constraints for hiring agencies. This has forced agencies to reevaluate their programs and organizational listing with a new perspective: to redefine their processes and accomplish their tasks with a reduced recruitment footprint. This can be seen in the significantly reduced new hires for this quarter.

Other external recruitment options also continue to be limited or non-existent due to the Public Health Emergency including mass recruiting events, job fairs and other collaborations.

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Data Source:  
SHARE PeopleSoft-HCM

Methodology:  
Extract job data personnel records with action codes of Hire/Rehire in the quarter

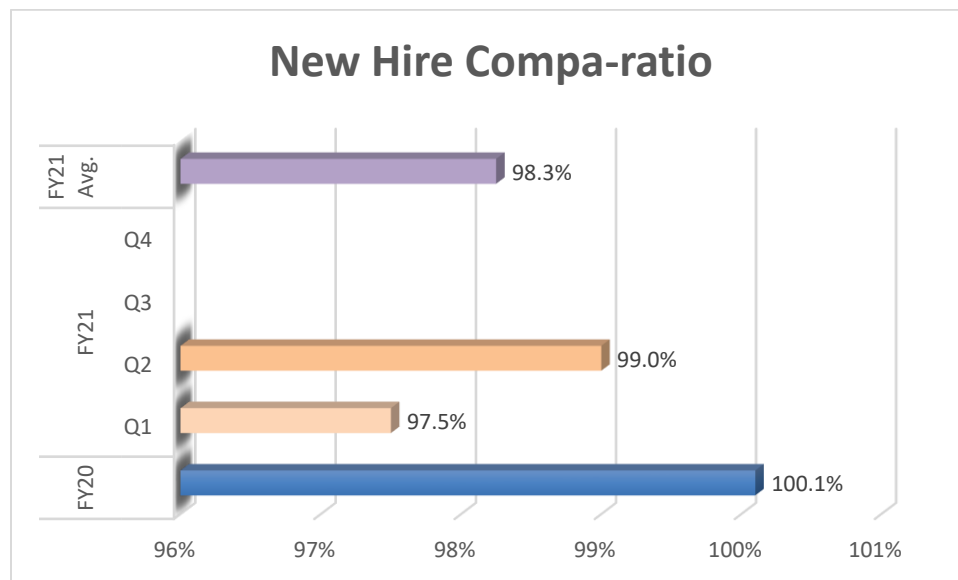
## Average Classified Employee New Hire Compa-ratio

The compa-ratio for new hires this quarter increased slightly – to 99%-- but continues to be lower than the past three-fiscal year average of 99.8%. This represents the budgetary constraints hiring agencies are facing during the pandemic. In previous quarters, many agencies hired at the midpoint of the pay band or even slightly above midpoint of the payband (100% or higher).

	Q1	Q2	Q3	Q4
FY20	102.1%	100.7%	99.2%	100.4%
FY21	97.5%	99.0%	0.0%	0.0%

Regardless of the pandemic, it is critical for agencies to continue to administer their compensation policy consistently, applying the principles of “appropriate placement” and “internal alignment” to properly set new employee pay relative to other employees in the same classification within the work unit.

The State Personnel Office continues to provide feedback and guidance to agencies in support of “appropriate placement” and “internal alignment,” as needed.

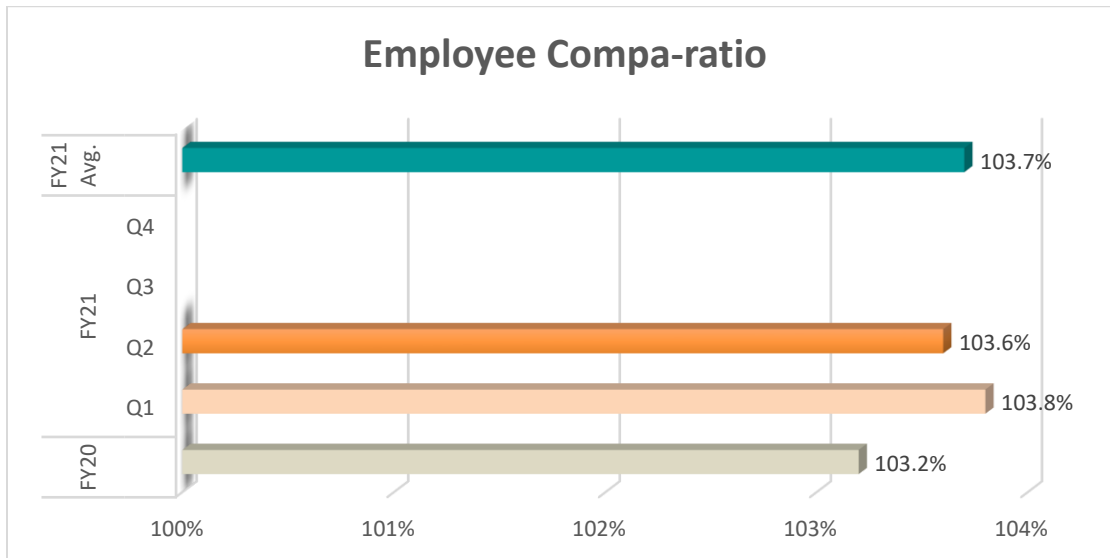


Data Source:  
SHARE PeopleSoft-HCM

Methodology:  
Extract job data personnel records with action codes of Hire/Rehire in the quarter  
Average compa-ratio

## Average Classified Employee Compa-ratio

The average compa-ratio for classified employees in the second quarter -- 103.6% -- remains slightly higher than the previous fiscal year average. This can be partially attributed to the revised legislative raises that were approved during the 2020 1st special legislative session. Those salary increases targeted employees with an annualized income of \$50,000 or less, which population represented 51% of the classified employee workforce.



With the current budgetary constraints, it can be expected that the compa-ratio will remain constant or possibly decline slightly going into the next quarter. Again, however, it is critical for agencies to continue to administer their compensation policy consistently, applying the principles of “appropriate placement” and “internal alignment” to properly set employee pay relative to other employees in the same classification within the work unit.

Classified employee compa-ratio also depends on State Personnel’s paylines, salary schedules, and classification system which all work in concert to allow agencies to be competitive in the market.

As seen in the table below, employees in the general salary schedule have an average compa-ratio far above midpoint. This is a strong indicator that the general salary schedule is behind market. As a result, agencies may be unable to offer competitive salaries to prospective employees and have difficulty attracting and retaining talent. By comparison, more recently implemented occupation-based paylines – Architecture, Corrections, Engineer, Information Technology, Attorneys, and Social Services – have average compa-ratios nearer or below midpoint, which indicates they appropriately reflect the market in these sectors.

<b>Payline</b>	<b>Average Compa-ratio</b>
Architecture	91.3%
Corrections	90.8%
Engineer, Surveyor, Water Resources, Engineering Tech	100.8%
<b>General</b>	<b>105.5%</b>
Information Technology	100.4%
Attorneys	98.6%
Social Services	96.5%

State Personnel aims to realign the general salary schedule with an upward adjustment of five percent. The implementation costs of this adjustment are projected to be less than \$100,000. That figure represents the total expenditure across state government and is the cost to bring employees who would fall below the minimum of their payband as a result of the 5% shift up to the minimum of that payband. An increase of five percent would allow the State to maintain a strong general salary structure while State Personnel works to make state employment more competitive by researching and developing additional, new occupation-based salary schedules. The largest barrier to implementing this shift is budgetary constraint across state government exasperated by the economic consequences of the COVID-19 public health emergency. In order to absorb a five percent adjustment to the existing general salary schedule or to create and utilize new paylines, many state agencies will need legislative financial support.

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Data Source:  
SHARE PeopleSoft-HCM

Methodology:  
Extract job data personnel records  
Average compa-ratio



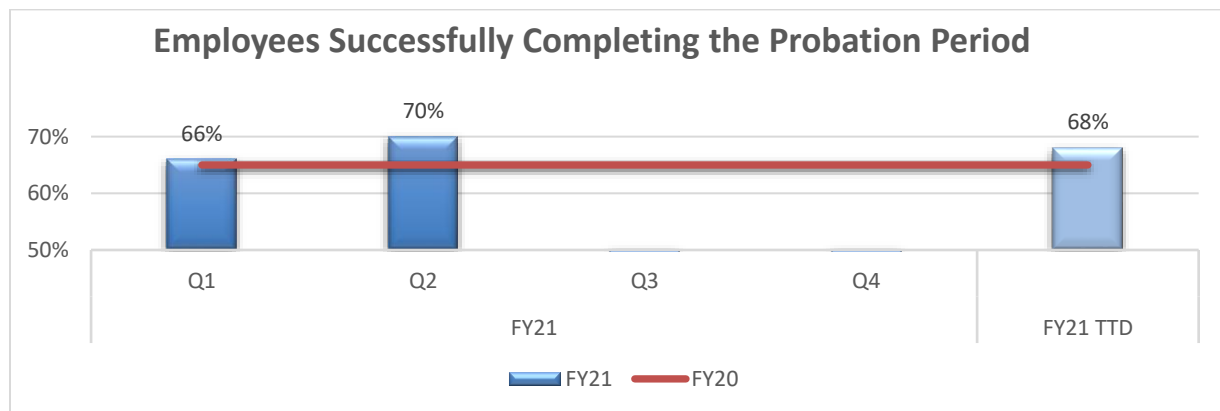
## Percentage of Classified Employees Who Successfully Complete the Probationary Period

Whether employees successfully complete their probation period is a key indicator of an agency's success or, alternatively, an agency's need to assess and review work processes and procedures with its managers and supervisors. Trainings, like those led by the State Personnel Office, are critical to ensure that managers and supervisors have the tools and strategies to ensure all employees and especially new hires are successful in their position.

Probationary employees can be separated from employment involuntarily, on account of poor attendance, poor performance, and other factors. More often, probationary employees separate from employment voluntarily, to take a position with a competitor or for personal reasons. Agencies are encouraged to identify opportunities for improvement within their programs and teams for new employees. Successful communication is critical to reinforce procedures that work and highlight areas that need improvement. Along with successful communication, exit interviews should be utilized to identify problem areas and solicit helpful ideas and solutions.

The greater the number of employees who complete their probation, the lower the costs of recruitment and training.

In the second quarter, seventy percent of employees successfully completed their probation period, an increase of five percent over the previous quarter as well as the FY20 average. This increase may be attributed to the Public Health Emergency and the conditions it created, such as the reduction of private industry jobs.\* With the reduction and limited availability of private jobs, employees may be more inclined to remain in secure state government jobs.



Data Source:

SHARE PeopleSoft-HCM

\* <https://www.bls.gov/news.release/empsit.nr0.htm>

Methodology:

Extract and compare job data personnel records hire and separation action codes

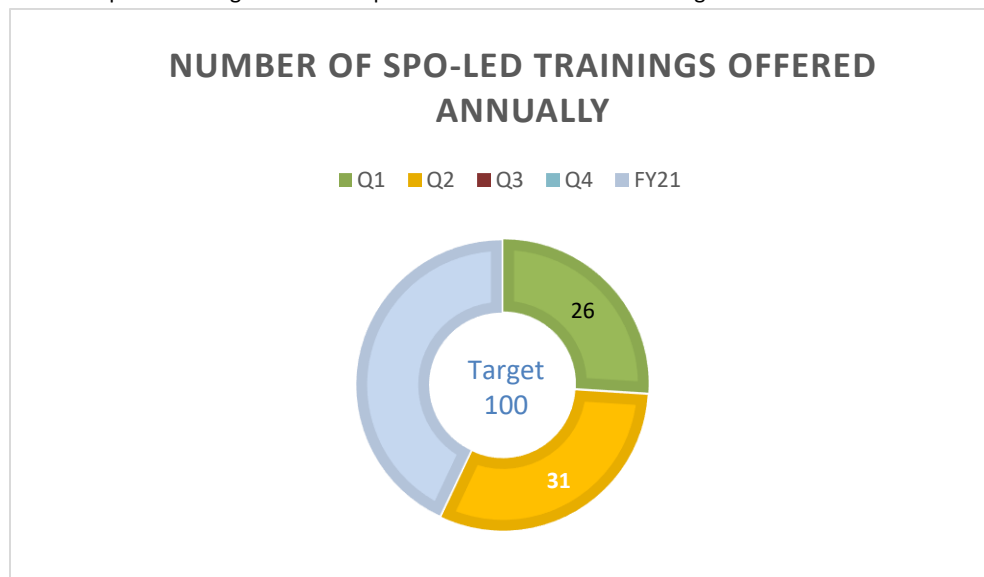
Numerator: Number of employees who meet 1 year of classified service

Denominator: Number of employees with action codes of Hire/Rehire

## Number of SPO-Led Trainings Offered Annually

Prior to March 2020, trainings led by the State Personal Office were delivered primarily in person. As a result of the Public Health Emergency, trainings were re-evaluated and new technologies were leveraged to meet the needs of teleworking employees. Now, participants statewide, either teleworking or working in an office, can attend and participate in trainings remotely. In this quarter SPO offered 31 web-based trainings to 2,014 participants. State Personnel piloted 2 new courses – *Collaborative Leadership* and *What’s Your Communication Style?* that are now available to state employees in addition to the below courses:

- **Managing Employee Performance-** This course helps managers and supervisors learn to implement the Employee Evaluation Cycle, write job goals that promote employee growth and development, and rate employee performance.
- **Strategies for Positive Management-** This course addresses common issues in supervision using positive strategies to guide employees toward growth and success.
- **Civil Rights-** This is a comprehensive course that increases awareness and knowledge of workplace civil rights; helps employees recognize and avoid conduct that may be discrimination, harassment, or retaliation; provides employees with the appropriate steps to resolve issues related to discrimination, harassment, or retaliation in the workplace; and encourages employees to engage in actions that help create a respectful workplace for everyone.
- **Living in a Union Environment-** This course teaches managers, supervisors, and HR professionals union rights, management rights, common issues that arise in these areas and how to solve them, and how to navigate recent changes in the Labor-Management relationship.
- **Workplace Investigations-** This course teaches managers, supervisors, investigators, and HR professionals the skills to conduct workplace investigations and improve face-based decision-making.



Data Source:  
SHARE PeopleSoft-Enterprise Learning Management (ELM)  
Internal Database

Methodology:  
Count number of SPO led training offered in quarter

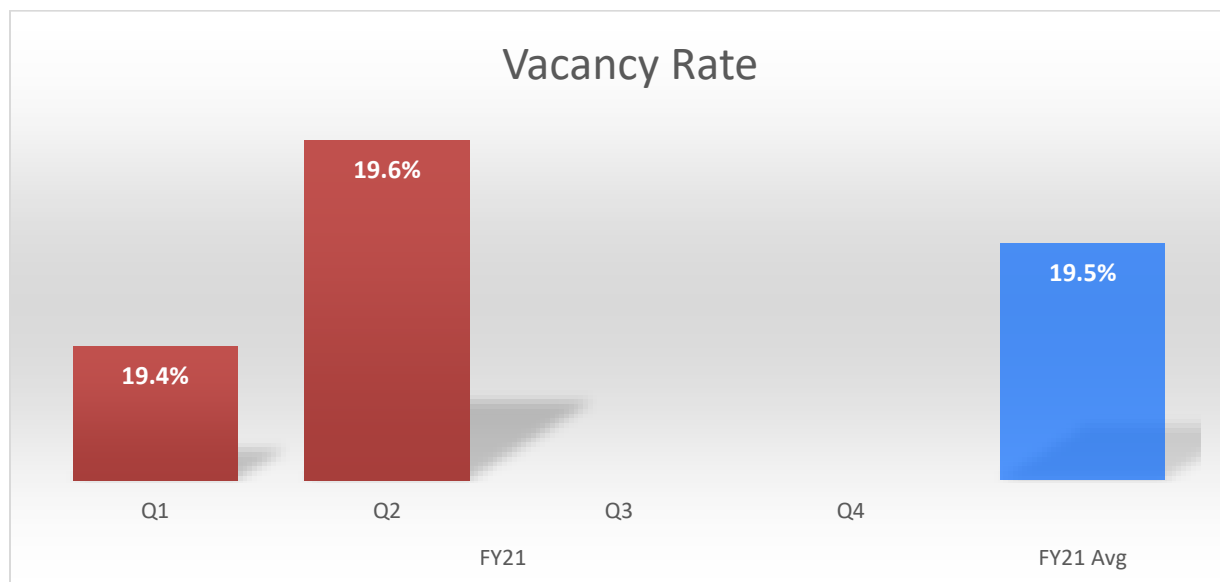
## Classified Service Vacancy Rate

The State Personnel Office continues to work with agencies both to fill vacant positions and to reduce or re-evaluate positions that are not needed or can be repurposed for better use. Starting in the first quarter of fiscal year 2021, and continuing on a quarterly basis, positions vacant for longer than 2 years are being assessed in collaboration with agency input and subject to inactivation. Agencies also still have the ability to request the creation of new positions or the reclassification of existing positions pursuant to agency need and State Personnel Board Rules.

The first inactivation, which occurred in August 2020, reduced the vacancy rate from 21.2% to 19.4%. As positions vacant for more than 2 years are assessed and either recruited and filled or inactivated, the state's vacancy rate will more accurately depict agency and overall vacancy rates.

A second inactivation process was run at the beginning of the second quarter.

It is the responsibility of the agencies to recruit and fill vacancies timely, as they occur, to avoid excessive vacancy rates. Failing to recruit can cause unnecessary strain on teams and individual employees, which, unchecked, can lead to further vacancies and hinder programs and agency mission.



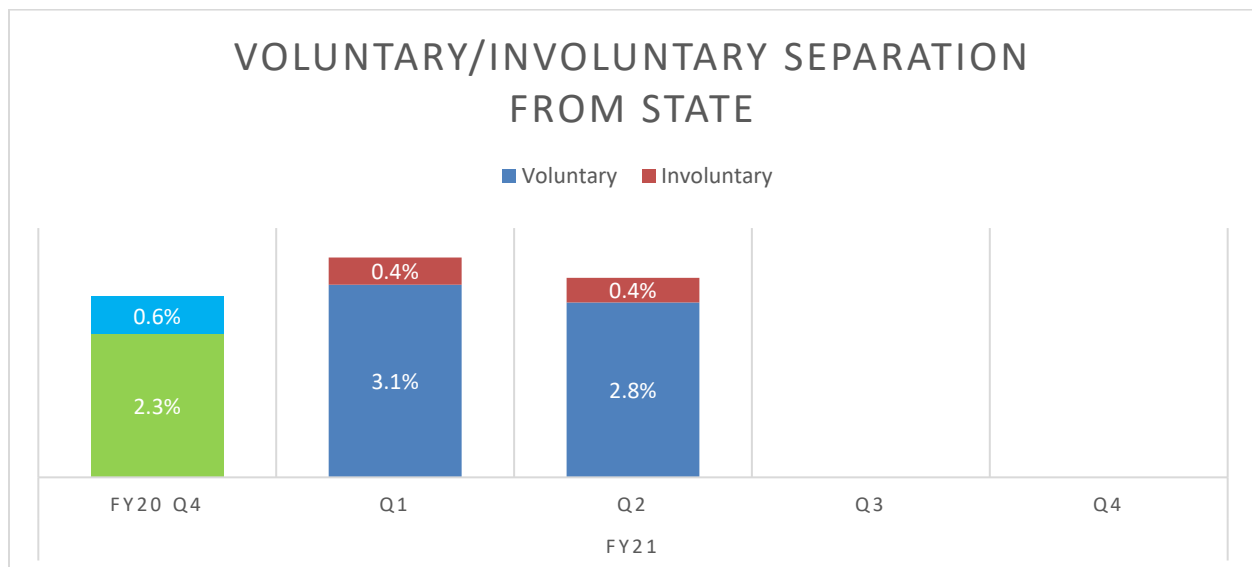
Data Source:  
SHARE PeopleSoft-HCM

Methodology:  
Compare position and filled data  
Numerator: Count of Filled FTE  
Denominator: Count of Active/Reg or Term/ FTE Positions

## Percent of Classified Employees Voluntarily/Involuntarily Leaving State Service

Separations, whether voluntary or involuntary, create losses for agencies and the state, ranging from loss of institutional knowledge to recruitment and training costs.

The last quarter of FY20 saw a departure from previous trends, with a decrease in voluntary separations and an increase in involuntary separations. This deviation appears to have been directly related to the Public Health Emergency and did not carry forward into the FY21. The current quarter continues to be in line with historical trends.



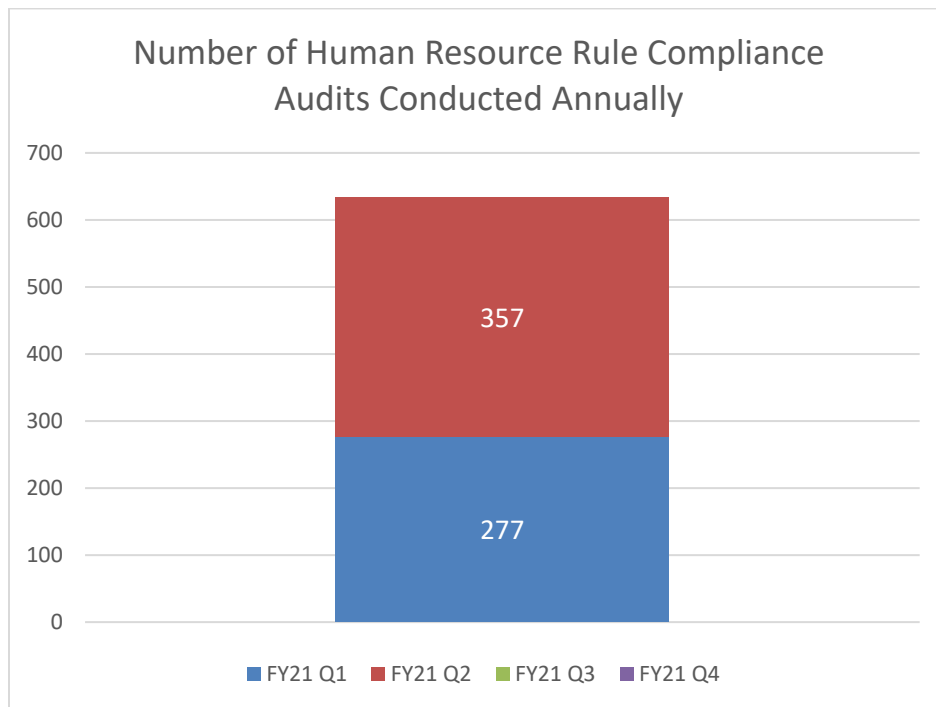
Data Source:  
SHARE PeopleSoft-HCM

Methodology:  
Compare position and filled data  
Numerator: Count of Reg or Term voluntary/ involuntary terminations  
Denominator: Count of Reg or Term/ Filled Positions

## Number of Human Resources Rule Compliance Audits Conducted Annually

Ensuring rule compliance is a critical function of the State Personnel Office. It reviews compliance with the Personnel Act and the State Personnel Board Rules across a wide spectrum of actions and users. The State Personnel Office conducted 357 rule compliance audits this quarter. In the event of a finding, the State Personnel Office works with agencies to ensure those findings are prevented in the future.

The State Personnel Office continuously redefines and refines how reviews of personnel and position data are done. It aims to leverage the SHARE system to automate the review process based on State Personnel Board Rule-derived criteria. By reviewing in this way, the State Personnel Office is able to identify findings in real time and work with agencies to circumvent potential issues, including those concerning payroll, as applicable.



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Data Source:  
SHARE PeopleSoft- Human Capital Management (HCM)  
State Personnel Log

Methodology:  
Review and Audit position and compensation actions for rule compliance

## Quarterly Performance Measures Summary

FY21 Approved Quarterly Performance Measures	FY21 Targets	Q1	Q2	Q3	Q4	FY21 Total
Number of rule compliance audits conducted	1,000	277	357			
Number of SPO-led trainings offered	100	26	31			
Average number of days to fill a position from the date of posting		58.8	49.1			
Percent of classified employees who successfully complete probation		66%	70%			
Percent of classified employees who voluntarily left state service		3.0%	2.8%			
Percent of classified employees who involuntarily left state service		0.4%	0.4%			
Classified service vacancy rate		19.4%	19.6%			
Average classified employee new hire compa-ratio		97.5%	99.0%			
Average classified employee compa-ratio	100%	103.8%	103.6%			
Number of candidate-hires external to state government		369	508			