

# New Mexico State Personnel Office



## Key Quarterly Performance Measures Report Quarter 4, Fiscal Year 2022

*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.

The vision for State Personnel is, *to create an inclusive workforce supporting innovation and achievement while serving the state of New Mexico*. To accomplish this vision, the State Personnel Office has adopted the following goals:

- Serve as the thought partner and leader in expertise, research, and data-driven knowledge in human resource management, policy design and decision making;
- Create effective human resources solutions that foster a productive, positive, and high-performing workforce which serves the communities of New Mexico;
- Through our team of experts, provide timely, accurate, and responsive customer service that addresses the needs of our customers;
- Improve the effectiveness of State Government through promoting Diversity, Equity, and Inclusion in the workforce; and
- Promote, develop, and provide employee training and professional development as a critical element of their organizational success.

On April 22, 2020, the State Personnel Office issued General Memorandum 2020-002 which placed a hold on personnel actions for classified employees. The limitations were prompted by unprecedented health and economic challenges due to the spread of COVID-19. The following report presents outcomes during an atypical period in State Personnel history that imposed striking challenges to how state agencies managed their personnel resources. The State Personnel Office strives to address these challenges with thoughtful flexibility and in partnership with agency leadership.

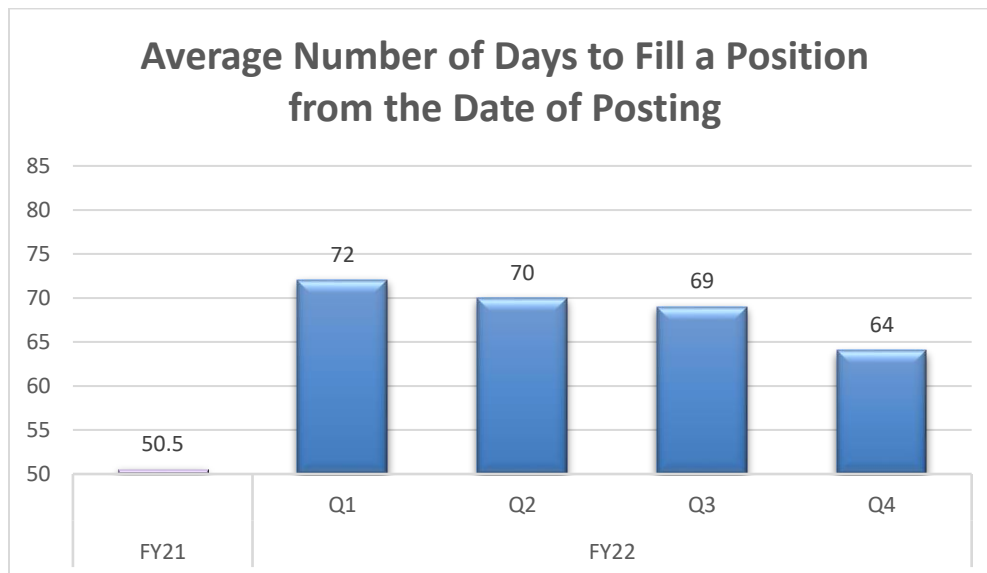
Sincerely,

L. Teresa Padilla  
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. As a result of General Memorandum 2020-002, the recruitment process includes the Exemption Request approvals which can have an impact on the time it takes to begin position recruitment. With State Personnel's assistance, Agencies continued to examine their internal processes in order to reduce processing time at every step.

### Action Plan:

The State Personnel Office has created a taskforce with agency human resources professionals tasked to review and identify current challenges and solutions. This performance measure is a challenge area identified by the task force.

A preliminary recommendation expressed by the taskforce is to better reflect agency processing time within the hiring process. This includes:

- Reviewing when the time to fill begins. Agencies have flexibility in setting the posting closure date to account for various circumstances such as urgency, priority, applicant pool considerations, union obligations, and other. Once a posting has closed the agency can now continue the hiring process, this is when the time to fill begins and includes screening, review, interview, selection and processing for hire.
  - In FY23- the State Personnel Office will work with the Legislative Finance Committee and the Department of Finance and Administration to correct the methodology of the performance measure and exclude active advertisement days to better reflect when the days to fill a position begins.
- Improve agency access to data.
  - In FY23- the State Personnel Office will send out quarterly reports that aggregate the data for agency review and feedback. This will create a direct channel for agencies and State Personnel Office to work together to identify challenges being faced at specific agencies.

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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 as seen in FY21. This 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. For FY22, agencies hired at a significantly higher rate compared to FY21.

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

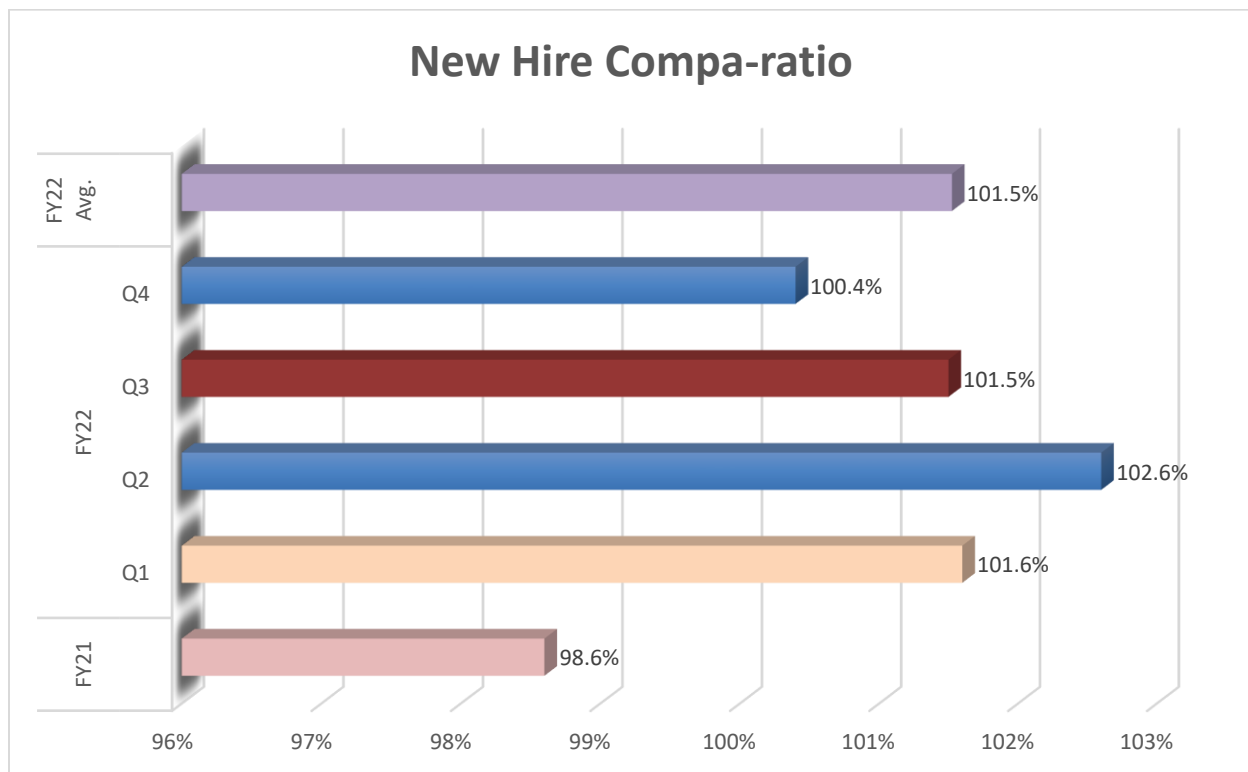
## Average Classified Employee New Hire Compa-ratio

The average compa-ratio for new hires this quarter – 100.4% -- increased compared to the FY21 compa-ratio. This represents the budgetary constraints hiring agencies faced during the pandemic may be lessening. In quarters prior to the pandemic, 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
101.6%	102.6%	101.5%	100.4%

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.



**Action Plan:**

For FY23 the compensation package signed into law by Governor Michelle Lujan Grisham took effect and alongside it the State Personnel Office implemented a new redesigned general salary schedule, including guidance on the intent of how to utilize the new structure to better recruit and retain employees.

- For FY23- State Personnel Office will continue to monitor the use in relation to the market and make modifications as needed.

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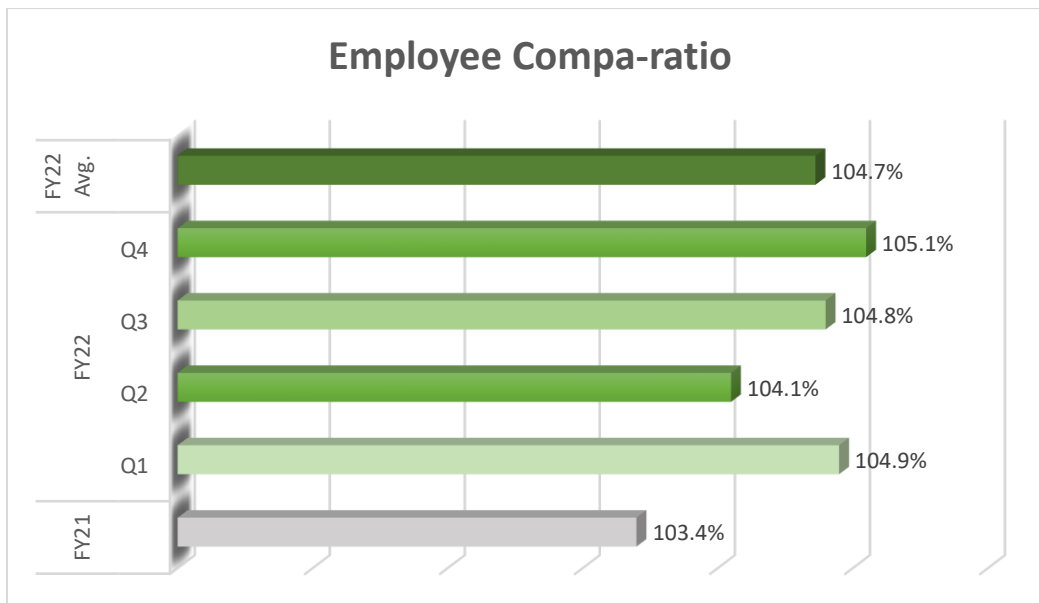
Data Source:  
*SHARE PeopleSoft-HCM*

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



## Average Classified Employee Compa-ratio

The average compa-ratio for classified employees in this quarter -- 105.1% -- continues its trend of being slightly higher than the previous fiscal year average. This can be partially attributed to the revised legislative raises that were approved during the 2021 legislative session. Those salary increases resulted in a 1.5% increase to employee salaries.



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.

Payline	Average Compa-ratio
Architecture	98%
Attorneys	101.5%
Corrections	97%
Engineer, Surveyor, Water Resources, Engineering Tech	104%
Healthcare General	100%
General	106%
Information Technology	103%
Social Services	101%
Healthcare Professional	111.8%

**Action Plan:**

For FY23 the compensation package signed into law by Governor Michelle Lujan Grisham took effect and alongside it the State Personnel Office implemented a new redesigned general salary schedule, including guidance on the intent of how to utilize the new structure to better recruit and retain employees.

- For FY23- State Personnel Office will continue to monitor the use in relation to the market and make modifications as needed.
- On July 29, 2022- the State Personnel Office will be seeking State Personnel Board approval to adjust certain classifications in the Healthcare Professional salary schedule. Through evaluation of the market, it was determined that certain classifications were not aligned. Once approved the change will alleviate recruiting problems related to pay for this classification.

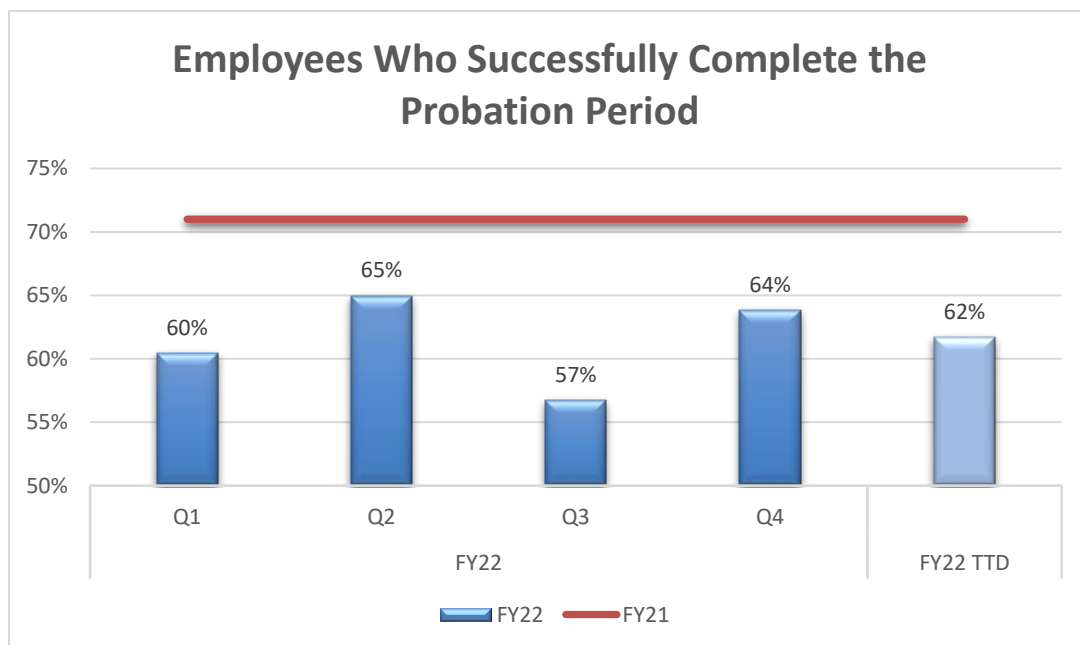
## Percentage of Classified Employees Who Successfully Complete the Probationary Period

Whether employees successfully complete their probationary 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 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 this quarter, 64% of employees successfully completed their probationary period, a significant decrease from the FY21 average. This decrease demonstrates the impact the pandemic had on staffing levels faced by agencies.



### Action Plan:

In FY23- the State Personnel Office will send out quarterly reports that aggregate the data for agency review and feedback. This will create a direct channel for agencies and State Personnel Office to work together to identify challenges being faced at specific agencies.

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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/Rehi*

## Number of SPO-Led Trainings Offered Annually

Prior to March 2020, trainings led by the State Personnel 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, employees statewide, either teleworking or working in an office, can attend and participate in trainings remotely. In this quarter SPO offered 52 trainings. 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 fact-based decision-making.



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

Methodology:  
Count number of SPO led training offered in quarter

## Number of Human Resource Trainings Conducted in Partnership with Other Agencies

The State Personnel Office (SPO) either conducts or participates in conducting various trainings on human resources subject matter for the benefit of our State-agency HR business partners. These trainings currently include a collaboration with the Governor's Office on Disability to provide trainings for HR on the employment provisions of the Americans with Disabilities Act (ADA), a training on SPO HR Business Processes, and trainings conducted for agency HR by the Recruitment unit on topics including Understanding the Recruitment Process. Additional trainings are being developed or planned in order to help ensure our HR business partners have the information they need to best serve their agencies and the employees in them. Facilitating such learning opportunities, and the internal and external collaborations that they entail, are of vital importance to SPO's mission to be "a trusted partner expertly leading the way in human resources practices and services that enhance the employee experience."



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

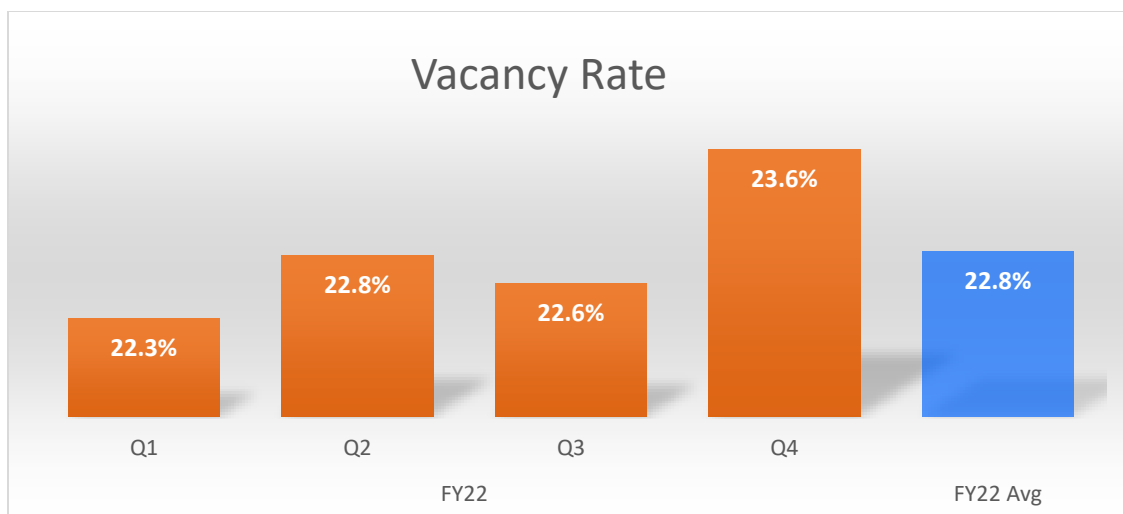
Methodology:  
Count number of trainings conducted in partnership

## 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. 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.

During this quarter the State Personnel Office in collaboration with other agencies participated in several targeted rapid hire events. This is one tool exercised to address the vacancy need for some agencies. Rapid hires such as this allow for an enhanced and streamlined recruitment process that can reduce the time to fill and give potential applicants a different approach to the state's standard recruitment process.

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 agency programs and mission. It's important to note that General Memorandum 2020-002 did place a hold on some recruitment actions for classified employees.



### Action Plan:

In FY23- the State Personnel Office will send out quarterly reports that aggregate the data for agency review and feedback. This will create a direct channel for agencies and State Personnel Office to work together to identify challenges being faced at specific agencies.

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Data Source:  
SHARE PeopleSoft-HCM

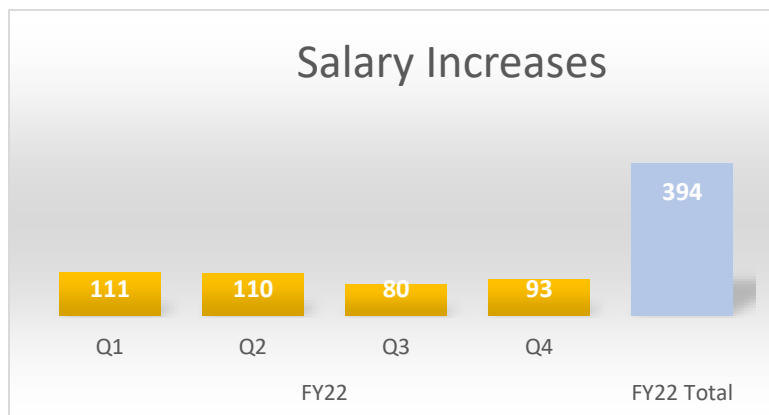
Methodology:  
Compare position and filled data  
Numerator: Count of Filled FTE  
Denominator: Count of Active/Reg or Term/ FTE Positions

## Number of Salary Increases Awarded

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

- Temporary Recruitment Differentials (TREC)s are permitted for positions determined to be critical to meet the business needs of an agency that is experiencing difficulties in recruitment.
- Temporary Retention Differentials (TRET)s are permitted to retain an employee critical to meeting the business needs of an agency that would otherwise be disrupted if an employee left the position.
- Temporary Salary Increases (TSI)s are permitted when an employee temporarily accepts, and consistently performs, additional duties characteristic of a job requiring greater responsibility and accountability, making it a higher valued job. A TSI is a short-term salary measure that may be used until the conditions of the additional duties and responsibilities cease to exist and may not be extended beyond a one-year period.

SPO reviews and approves various actions to ensure compliance with SPB Rules.



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Data Source:  
*SPO Actions Database*

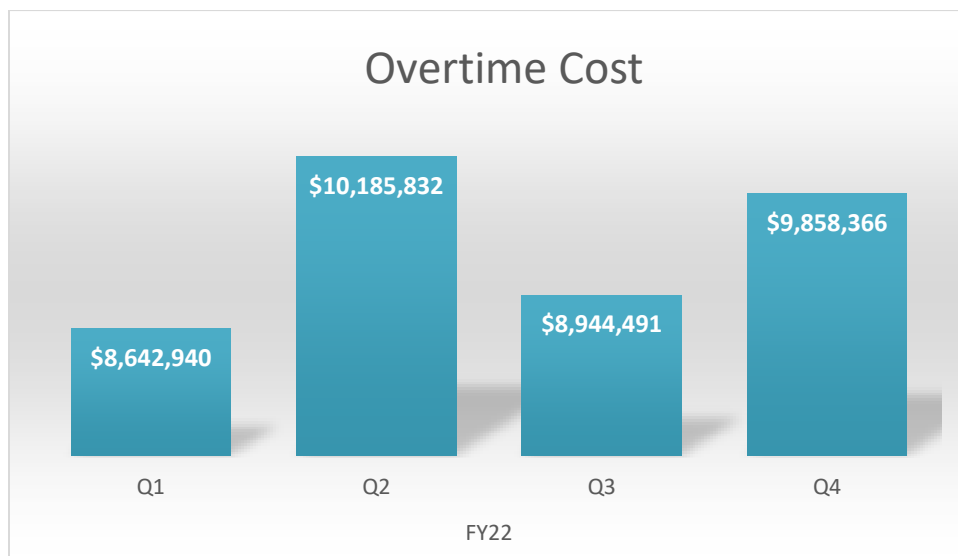
Methodology:  
*Count number of SPO approved MCOPs*



## Cost of Overtime Pay

The Fair Labor Standards Act (FLSA) established overtime pay, affecting employees in the private sector and in Federal, State, and local governments. Covered nonexempt workers are entitled overtime pay at a rate not less than one and one-half times the regular rate of pay is required after 40 hours of work in a workweek.

Additionally, monitoring overtime and costs associated with it are integral in identifying needs and potential sectors of concern. These can include staffing issues, specialty profession shortages or other workload or absentee issues.



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

Methodology:  
*Sum of overtime paid*

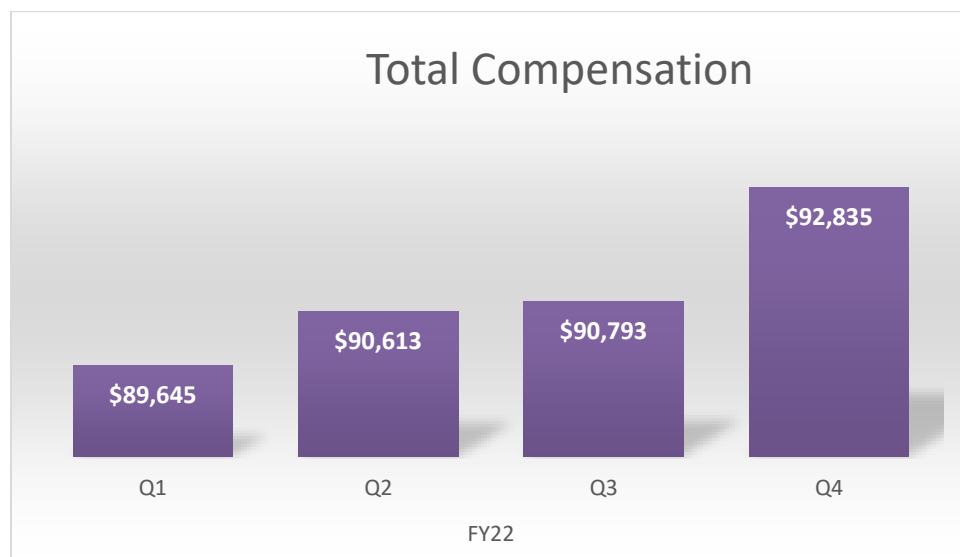
## Average Classified Service Employee Total Compensation

Total Compensation reflects the salary and the benefits provided to employees of the State of New Mexico. As a tool, Total Compensation, can be beneficial in both attracting and retaining employees as it demonstrates the value they receive in the form of benefits.

The State of New Mexico provides a competitive employee benefit package that includes employer paid medical contributions, pension (PERA retirement) contributions, paid leave allowances for vacation days, sick days and paid holidays.

Additionally, State employees can take advantage of other benefits not included in the Total Compensation value including a Section 457 Deferred Compensation Plan that allows for contributions to a tax-deferred savings program that can be used to supplement their retirement plan, fitness and wellness leave and access to Stay Well Health Centers.

For the 3<sup>rd</sup> quarter, a three percent (3%) legislative increase was approved for state employees.



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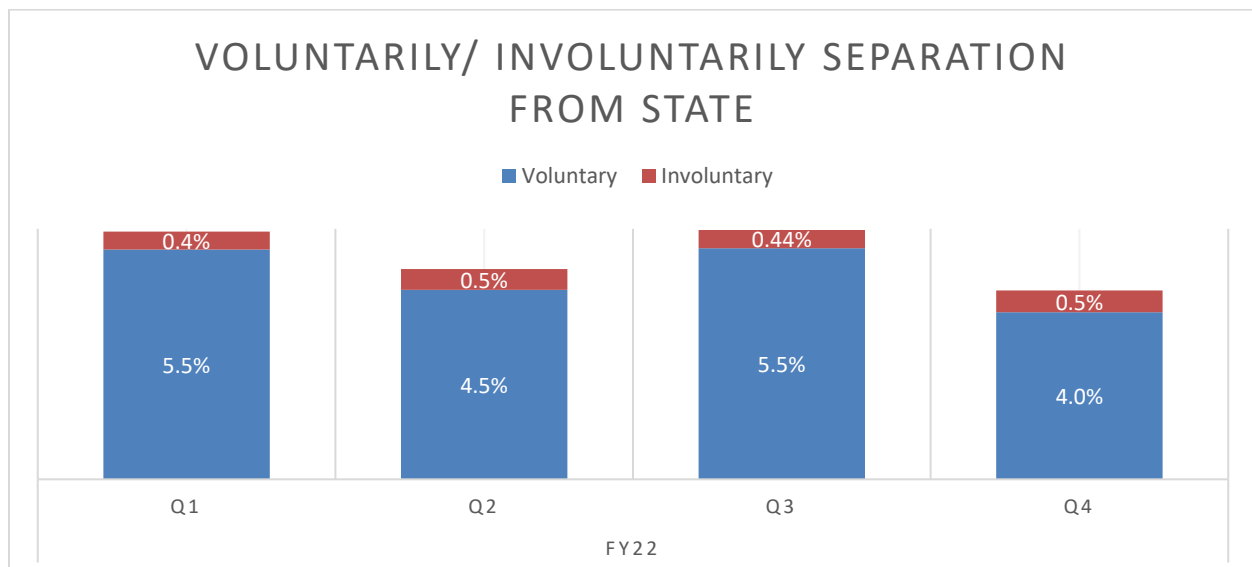
Data Source:  
*SHARE PeopleSoft- Human Capital Management (HCM)*

Methodology:  
*Determine average salaries, calculate average inputs for benefits*

## 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 need for a centralized data system to both capture and report on exit interviews or standardized questionnaires would be greatly beneficial in being able to pinpoint separation reasons and give agencies the tools to respond and reduce separations.



### Action Plan:

In FY23- the State Personnel Office will send out quarterly reports that aggregate the data for agency review and feedback. This will create a direct channel for agencies and State Personnel Office to work together to identify challenges being faced at specific agencies.

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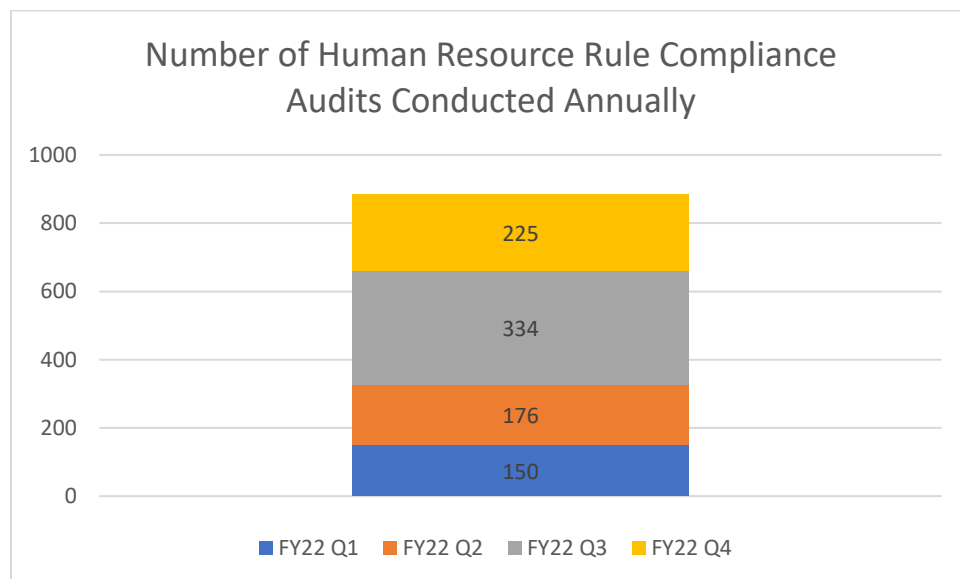
Data Source:  
SHARE PeopleSoft-HCM

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 225 rule compliance audits this quarter. In the event of a finding, the State Personnel Office works with agencies to ensure similar 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

FY22 Approved Quarterly Performance Measures	FY22 Targets	Q1	Q2	Q3	Q4	FY22 Total
Number of human resource rule compliance audits conducted annually	1,000	150	176	334	225	885
Number of SPO led trainings offered annually	100	22	27	52	55	156
Number of Human Resource Trainings Conducted in Partnership with Other Agencies		2	4	4	7	17
Average number of days to fill a position from the date of posting		72	70	69	64	69
Percent of classified employees who successfully complete the probation period		60%	65%	57%	64%	61%
Percent of classified employees voluntarily leaving state service		5.5%	4.5%	5.5%	4%	19.5%
Percent of classified employees involuntarily leaving state service		0.4%	0.5%	0.4%	1%	1.8%
Classified service vacancy rate		22.3%	22.8%	22.6%	23.6%	22.8%
Average classified employee new hire compa-ratio		101.6%	102.6%	101.5%	100.4%	101.5%
Average classified employee compa-ratio	100%	104.9%	104.1%	104.8%	105.1%	104.7%
Number of salary increases awarded		111	110	80	93	394
Cost of overtime pay		\$8,642,940	\$10,185,832	\$8,944,491	\$9,858,366	\$37,631,630
Average classified service employee total compensation		\$89,645	\$90,613	\$90,793	\$92,835	\$90,971
Number of candidate hires external to state government		621	788	736	824	2,969