



State Personnel Office

Key Quarterly Performance Measures Report

Quarter 4, Fiscal Year 2024

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Vision

To create an inclusive workforce supporting innovation and achievement while serving the state of New Mexico.

Mission

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

Values

Balanced • Respectful • Innovative • Resourceful • Responsive • Credible • Engaged

Director's Report

The New Mexico State Personnel Office (SPO) provides strategic consultation on systemwide human resource issues and provides leadership, direction, and oversight to maximize the services the state provides to everyday New Mexicans, while simultaneously safeguards the rights of our state employees. A quarterly report is issued by SPO, as required by the Accountability in Government Act, to address the human resources (HR) metrics established within the General Appropriations Act. This report is updated quarterly with real-time data to enhance the state's ability to address and understand the major HR issues impacting state government.

Respectfully,

Dylan K. Lange

Director

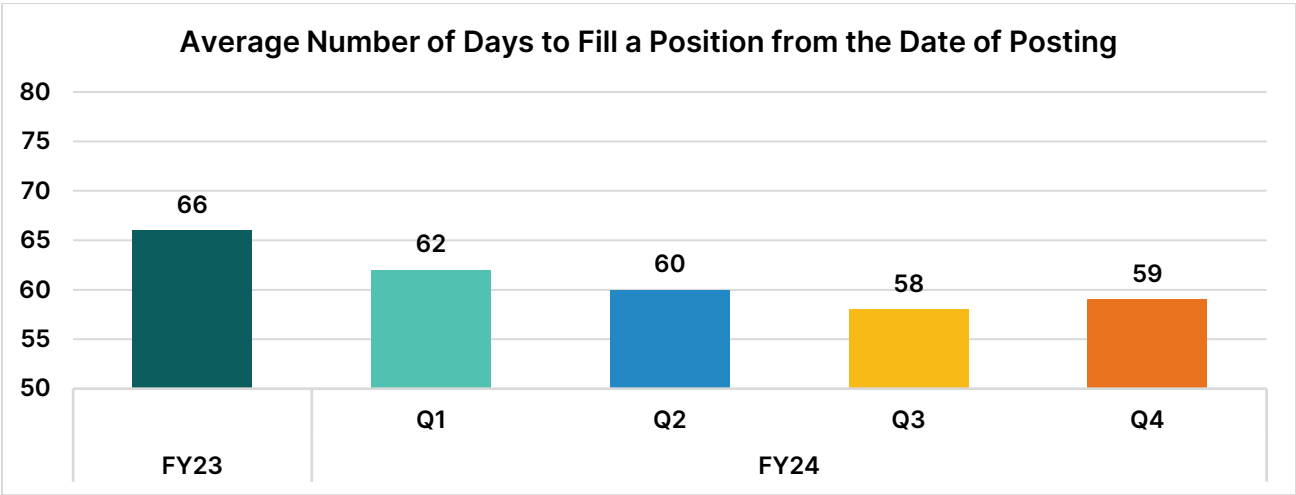
Average Number of Days to Fill a Position from the Date of Posting

Time to fill is a key metric for SPO, 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 and lead 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. SPO provides guidance and support, as needed.

Data

When calculating this metric, SPO does not include any positions that are posted on a continuous basis and the position is considered filled once a prospective employee has accepted an offer of employment. Though we saw a slight increase over the last quarter in time to fill, it has significantly decreased from FY23. The period of time between when the hiring agency identifies potential candidates to when candidates are interviewed is currently the most time-consuming portion of the hiring process, which greatly affects time to fill.



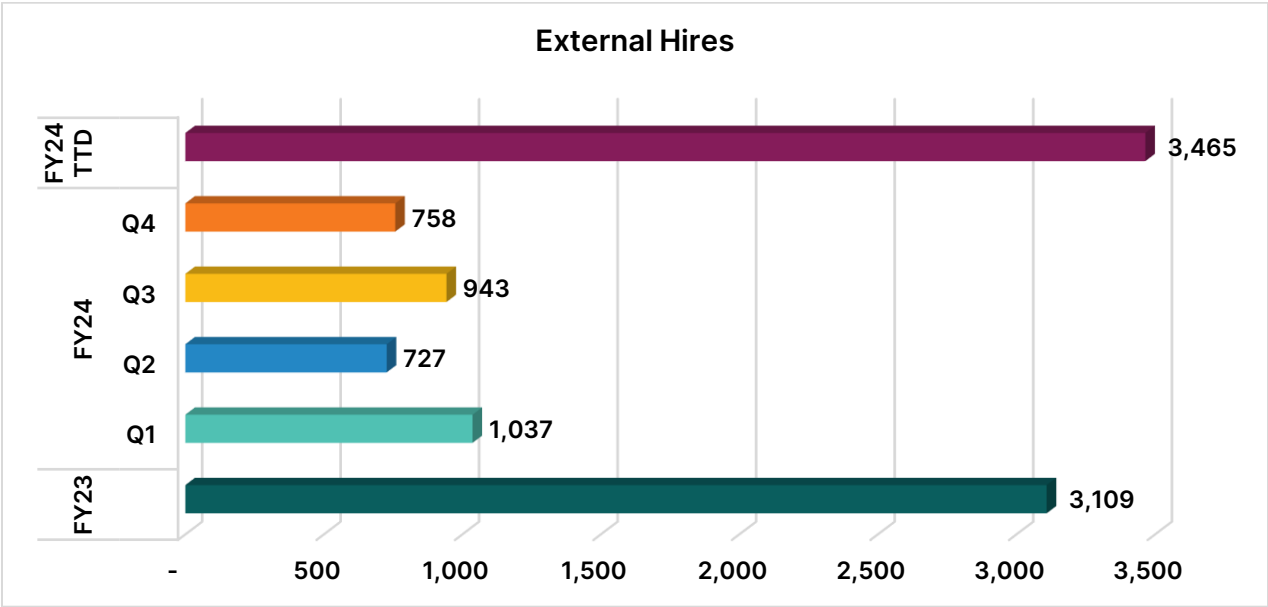
Action Plan for FY25

For FY25, routine strategic meetings with agencies are occurring to ensure agencies HR activities are aligned with the agency’s priorities. SPO also proactively meets with agencies with high numbers of days to fill a position to implement effective strategies to streamline their hiring process. This gives SPO the best opportunity to support agencies and empower them to meet HR challenges promptly and effectively fill vacancies with the most suitable candidates.

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.

Data



Developments

For the 1st quarter of FY24, agencies made external hires at a higher rate than in any of the last 5 fiscal years, the 2nd quarter decreased slightly but continues to show a strong hiring trend. The 3rd quarter increased new hires. This quarter saw a slight decrease again, on par with Q2. In total, FY24 showed a 11.45% increase in external hires over FY23. FY24 saw the highest number of external hires since 2011.

Action Plan

Agencies, with guidance from SPO, continue to focus on creative ways to attract new talent to state employment. Agencies continue to push for new talent to enter the classified system with an increased focus on social media marketing and branding, emphasizing the benefits for working at the State and highlight the variety of roles and work an employee can do in a fulfilling career with the State, as well as rapid hire events and career fairs. This quarter SPO launched a year-round internship program, which will help foster student's interest in state government.

Data Source: SHARE PeopleSoft-HCM

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

Classified Service Vacancy Rate

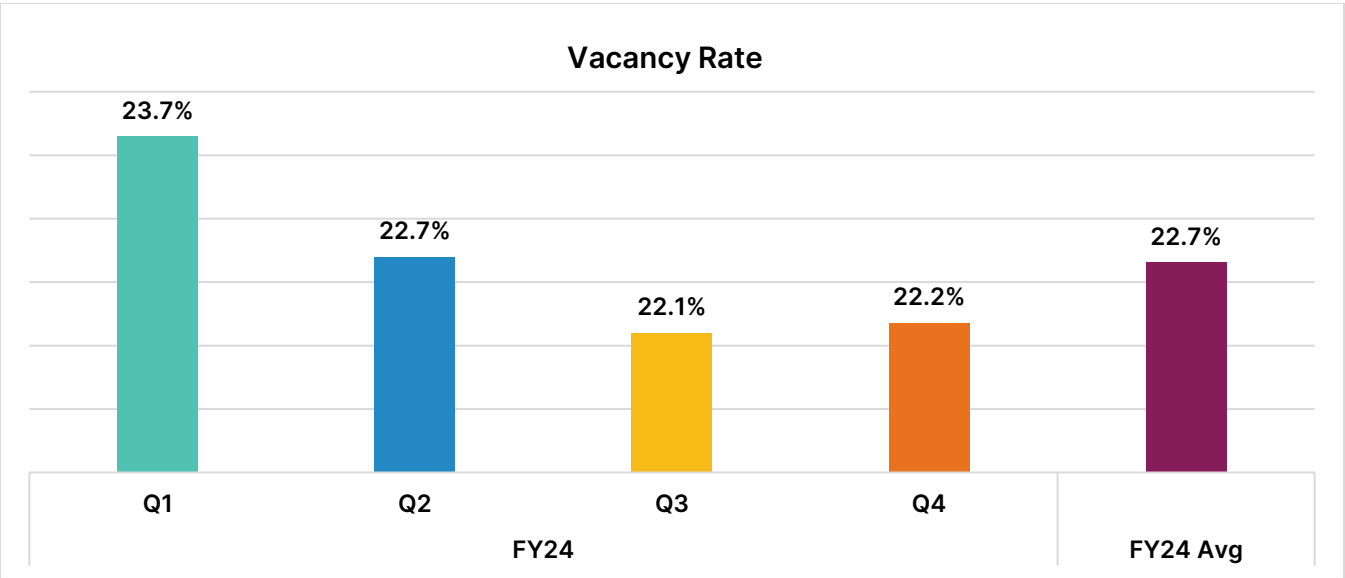
It is critical to recruit and fill vacancies timely, as they occur, to avoid excessive vacancy rates. Failing to recruit can cause unnecessary strain on teams and individual employees, which, unchecked, can lead to further vacancies and hinder agency programs and mission.

SPO continues to work with agencies to fill vacant positions. During this quarter SPO continued to collaborate with agencies to fill vacancies using various targeted rapid hire events, including speed hiring. SPO also works with agencies to reduce positions that are not needed and re-evaluate positions that can be reclassified for better use pursuant to agency need and SPB Rules.

Developments

The vacancy rate slightly increased in Q4 due to 116 new positions created. Additionally, 123 more positions were filled in Q4 over Q3. Overall, FY24 saw a decrease in the vacancy rate over FY23 (23.8%), with 656 more positions filled than last year.

Data



Action Plan for FY25

In FY25, the SPO recruitment team will utilize an Indeed recruiter seat to actively source our hardest to fill and specialized positions.

Data Source: SHARE PeopleSoft-HCM

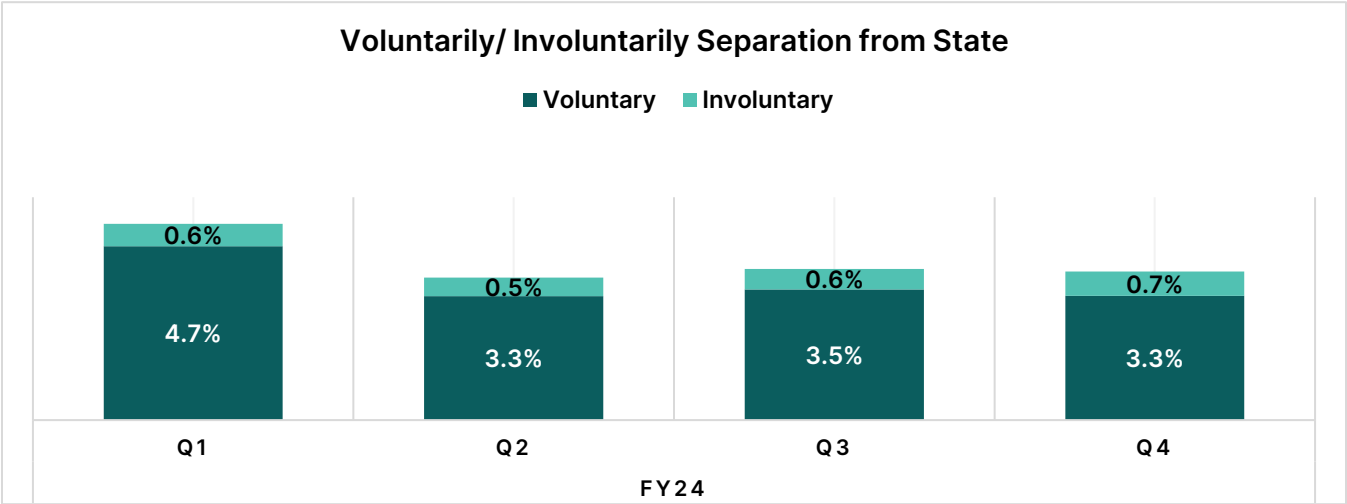
Methodology: Compare position and filled data
Numerator: Count of Filled FTE
Denominator: Count of Active/Reg or Term/ FTE Positions

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.

Data

SPO implemented a new exit survey in June 2024 to receive feedback from employees voluntarily leaving State service. This survey will give SPO a better understanding of the reasons why employees leave and what agencies could improve to increase retention. Questions target the reasons employees are leaving, the most and least satisfying aspects of their job, organizational culture, and feedback regarding their management.



Action Plan for FY25

In FY25, SPO will share the feedback gathered from the exit survey with agencies, so they may identify their areas in need of improvement to increase retention.

Data Source: SHARE PeopleSoft-HCM

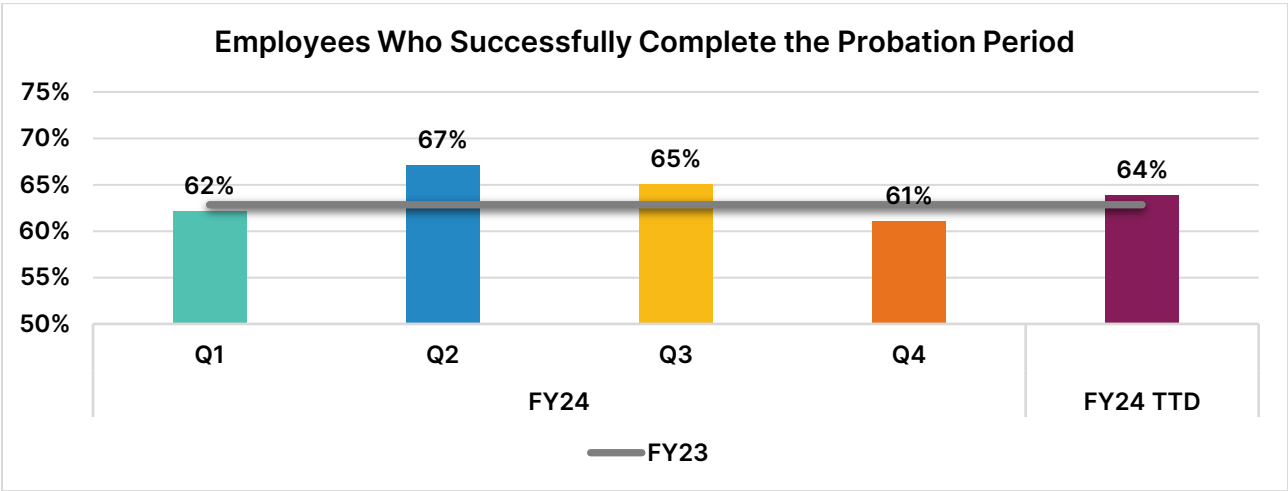
Methodology: Compare position and filled data
Numerator: Count of Reg or Term voluntary/ involuntary terminations
Denominator: Count of Reg or Term/ Filled Positions

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. 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.

Data

In this quarter, we saw a drop in employees completing the probationary period, with 61% completing probation. In FY24 as a whole, 61% of new employees completed probation, with a 36% first year turnover rate. Work Institute found that 35% of turnover occurred within the first year of employment, across all industries, which means the state is on par with workforce averages.



Action Plan for FY25

For FY24, routine strategic meetings with agencies are occurring to ensure agencies HR activities are aligned with the agency’s priorities. This gives SPO the best opportunity to support agencies and empower them to meet HR challenges promptly and effectively.

Data Source: SHARE PeopleSoft-HCM, <https://www.bls.gov/news.release/empsit.nr0.htm>
Work Institute, <https://info.workinstitute.com/2023-retention-report>

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

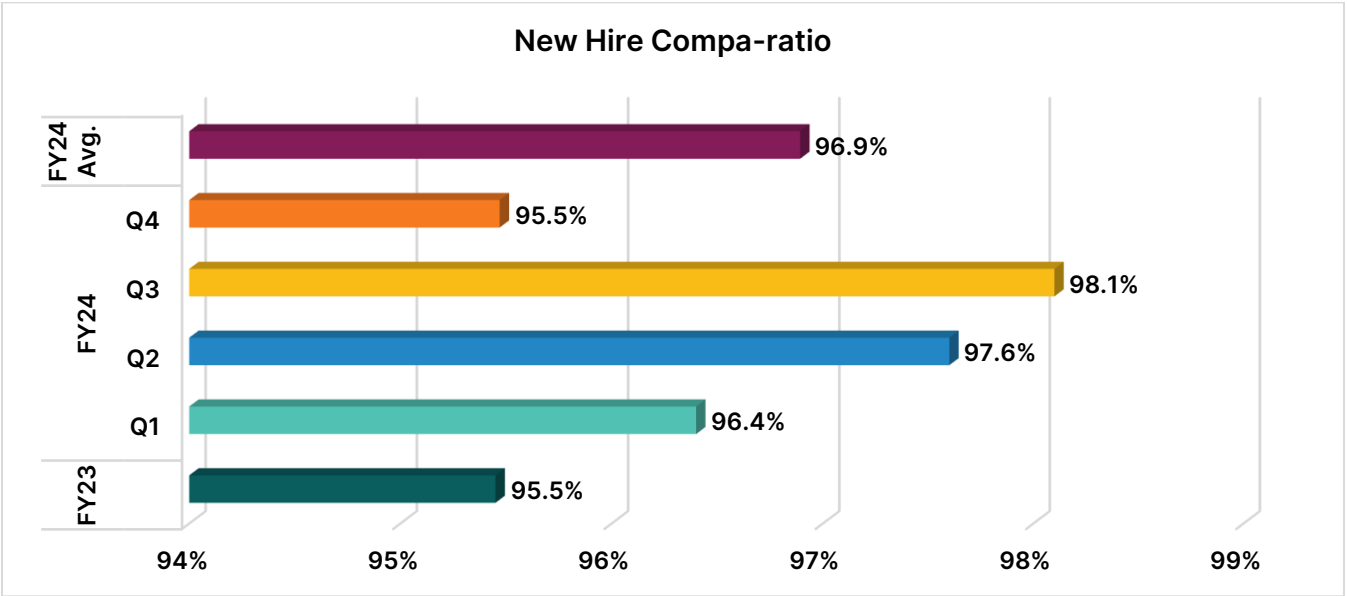
Average Classified Employee New Hire Compa-Ratio

Compa-ratio means pay expressed as a percentage of the midpoint of a pay band or salary divided by the midpoint of the salary range. Average compa-ratio is one possible indicator of salary competitiveness.

Data

The average compa-ratio for new hires this quarter decreased compared to the FY24 average. Although budgetary constraints continue to exist, with a lower compa-ratio for new hires, hiring agencies are better able to budget and request funding to recruit and retain employees within the competitive market that exists today. This indicates that new employees are accepting employment offers below the position midpoint, suggesting the salary is more competitive with the external job market. Appropriate placement and internal alignment are key aspects of employee pay that continue to be a focus for agencies, with SPO guidance.

Q1	Q2	Q3	Q4
96.4%	97.6%	98.1%	95.5%



Action Plan for FY25

For FY25, SPO will continue to monitor the state’s salary plans to ensure we agencies can provide market competitive salaries.

Data Source: SHARE PeopleSoft-HCM

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

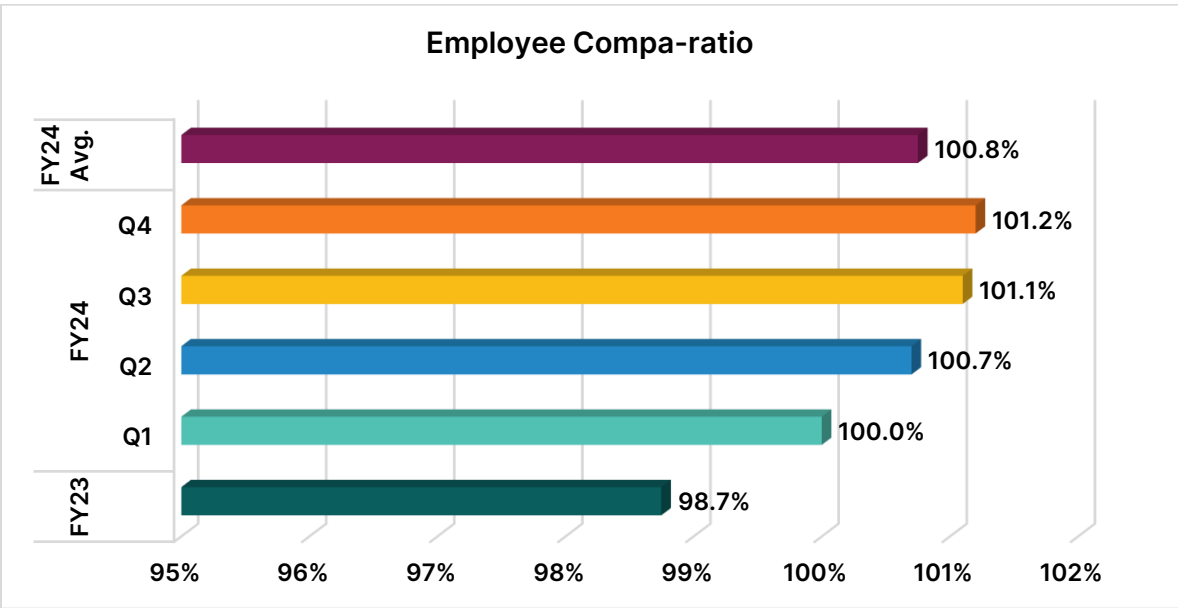
Average Classified Employee Compa-Ratio

Developments

Governor Michelle Lujan Grisham signed a significant compensation package into law for state employees in FY24. As the compensation changes took effect, SPO also implemented a new, redesigned Information Technology, Attorney, and Engineer salary schedules, including guidance on how to utilize the new schedules to better recruit and retain employees.

Data

The average compa-ratio for classified employees in this quarter continues to be in an acceptable range slightly above 100%, in line with the prior quarter.



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

In FY24, SPO implemented new Information Technology, Attorney, and Engineering salary schedules that are competitive in key areas and created new structures that are conducive to career growth opportunities. The table below shows the average compa-ratio by payline.

Data Source: SHARE PeopleSoft-HCM

Methodology: Extract job data personnel records, Average compa-ratio

Payline	Average Compa-ratio
Architecture	98%
Attorneys	100%
Business	101%
Corrections	102%
Engineer, Surveyor, Water Resources, Engineering Tech	93%
General	102%
Healthcare General	95%
Healthcare Professional	104%
Information Technology	99%
Peace Officer	95%
Social Services	99%
Scientist	107%

Action Plan for FY25

SPO will continue market research on new opportunities to adjust and maintain other occupational salary schedules.

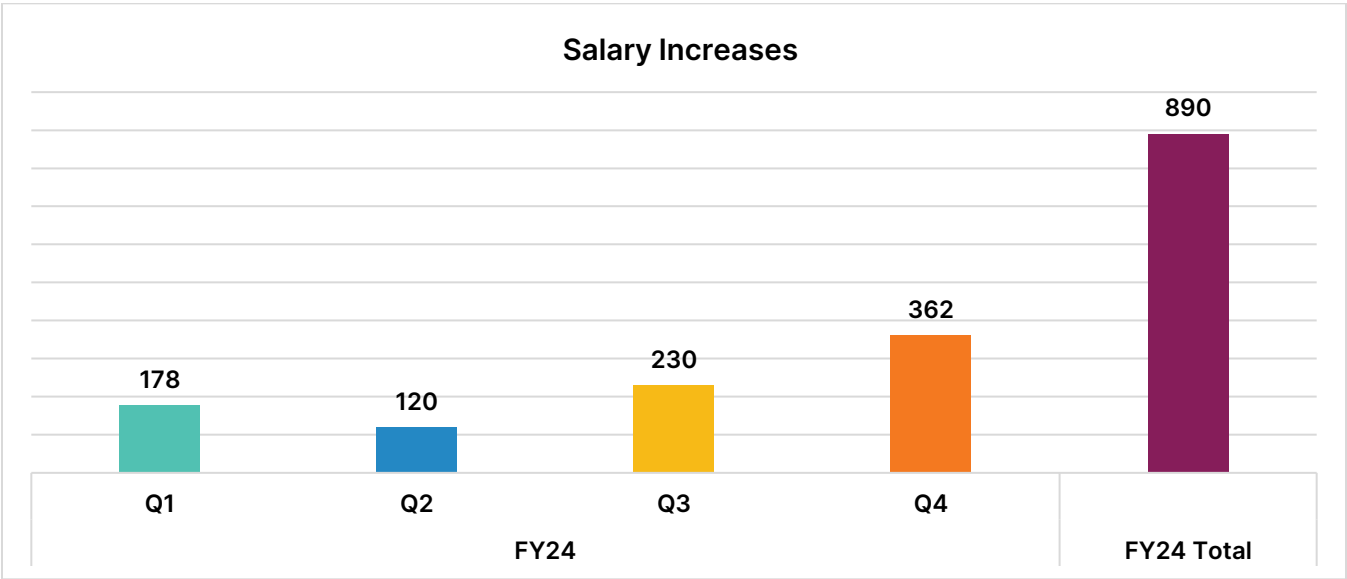
Number of Salary Increases Awarded

Various pay mechanisms permitted through SPB Rules were developed to 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 meeting the business needs of an agency and documented as a severe recruitment problem for the agency.
- Temporary Retention Differentials (TRETs) are permitted to help retain an employee critical to meeting the business needs of an agency that would otherwise be disrupted if the 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.

SPO reviews and approves TRECs, TRETs, and TSIs to ensure compliance with SPB Rules.

Data



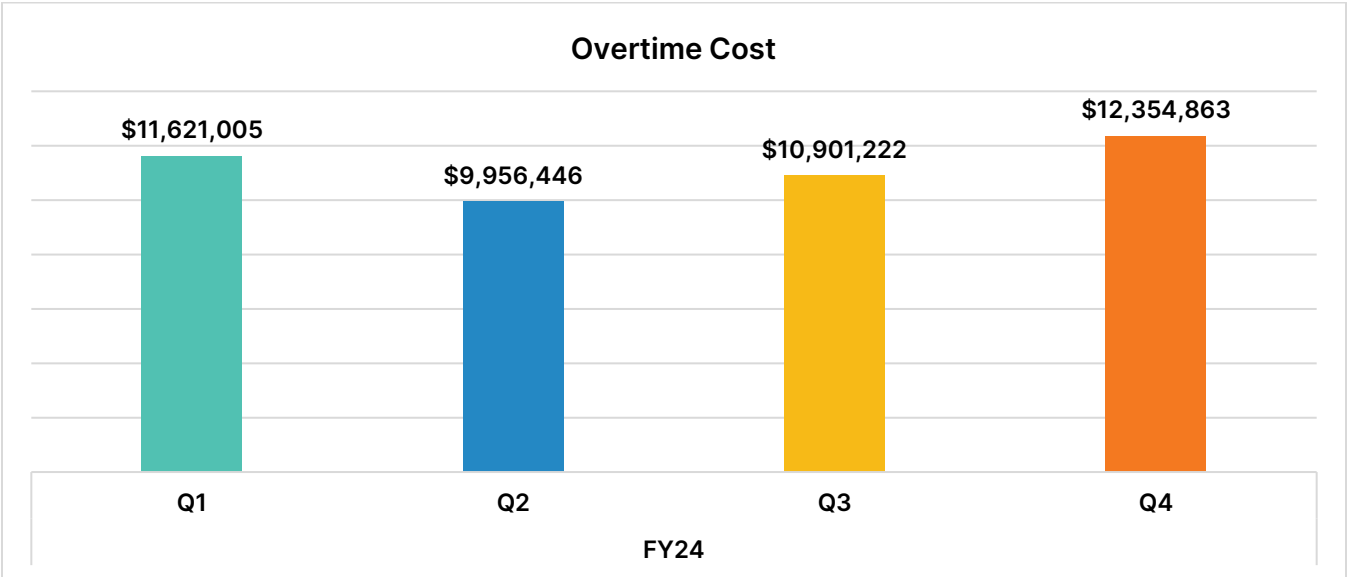
Data Source: SPO Actions Database

Methodology: Count number of SPO approved MCOPs

Cost of Overtime Pay

The Fair Labor Standards Act (FLSA) established requirements for overtime pay, affecting employees in the private sector and in Federal, State, and local governments. FLSA nonexempt workers are entitled to overtime pay at a rate of not less than one and one-half times their regular rate of pay for hours worked more than 40 hours during a work week. Monitoring overtime is integral to identifying needs and potential areas of concern. These can include staffing issues, specialty profession shortages, and other workload or absentee issues.

Data



Although overtime can occur in all agencies, overtime cost is typically concentrated at larger agencies with critical service responsibilities.

Agency (Top 5)	Cost of Overtime
New Mexico Corrections Dept	\$3,472,779
Children, Youth & Families Dept	\$2,695,325
Department of Health	\$2,314,896
Department of Transportation	\$1,364,749
Energy, Minerals & Natural Resources Dept	\$546,920

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

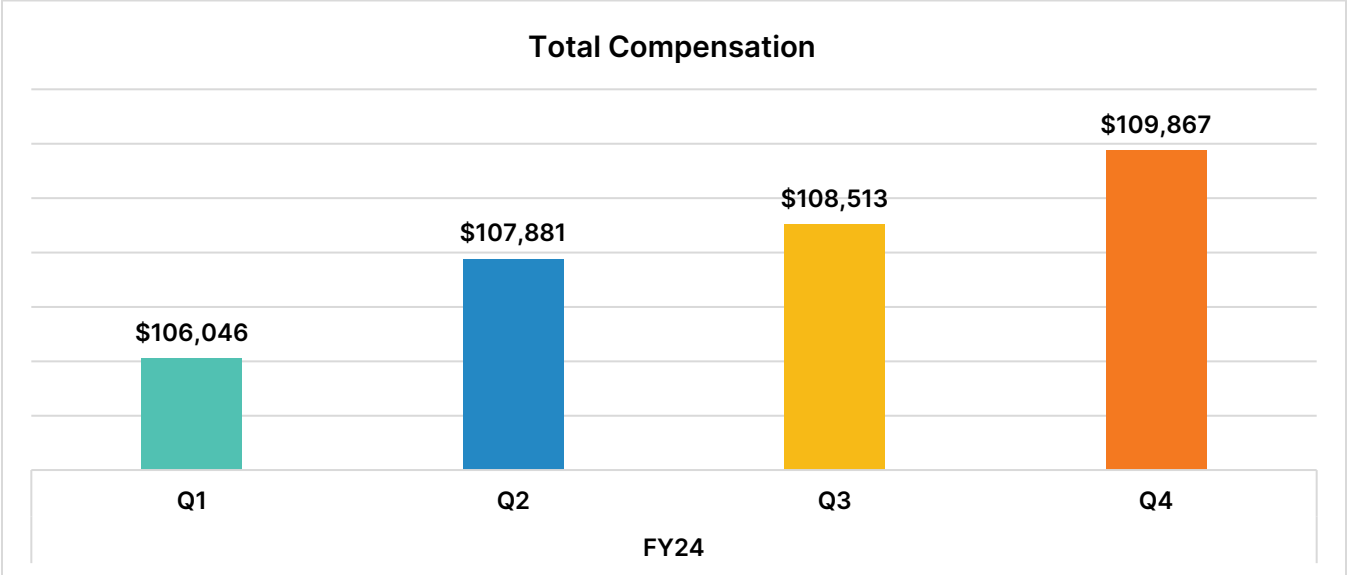
Methodology: Sum of overtime paid

Average Classified Service Employee Total Compensation

Total Compensation reflects the salary and the benefits provided to employees of the state. 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 provides a competitive employee benefit package that includes employer paid medical contributions, pension (PERA retirement) contributions, paid leave allowances for vacation days and sick days, and paid holidays.

Data



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

Methodology: Determine average salaries, calculate average inputs for benefits

Number of SPO-Led Trainings Offered Annually

Data



In this quarter, SPO offered 49 instructor-led trainings. In Q4, SPO provided instructor-led (live) training sessions to 1,063 participants. Additionally, SPO partnered with the Building Cultural Equity with Native Nations instructor to reach an additional 183 participants. SPO facilitated additional trainings not recorded in Enterprise Learning Management (ELM) for 569 participants. In total, SPO saw 1,815 participants in instructor-led classes.

Below are the current SPO-Led courses available:

Conducting Performance Evaluations at the State of New Mexico	This hybrid course helps managers and supervisors learn to implement the Employee Evaluation Cycle, write goals that promote employee growth and development, and rate employee performance. Completion mandatory within 90 days of appointment to supervision.
Living in a Union Environment (Labor Relations course)	LIUE was developed to help supervisors and managers understand and comply with relevant collective bargaining agreements (CBAs).
Hiring the Best Candidate for the Job	This course will help Hiring Managers make the best use of the Recruitment process, including preparing before posting the position for recruitment, using best practices for reviewing applicants, and writing good interview questions.

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

Methodology: Count number of SPO led training offered in quarter

Strategies for Positive Management	This course addresses common issues in supervision from an approach of using positive strategies to guide your employees toward growth and success. The course is interactive, and discussion based.
Interpersonal Leadership Skills	This course helps managers and supervisors build interpersonal skills necessary to be an effective and successful leader by learning about the domains that make up emotional intelligence and how to apply them in your interactions.
Handling Conflict and Difficult Conversations (Leadership)	This class will use scenarios and breakout groups to help managers and supervisors recognize early indicators of conflict and use strategies to soften or diminish negative responses in difficult conversations.
Leading a Workplace Culture of Civility	Supervisors and managers will learn to recognize workplace incivility, its causes, and effects; identify characteristics and benefits of a culture of civility; and use strategies to create and maintain a culture of civility.
Creating a Culture of Civility Together	For all levels of employees. Participants will learn to recognize workplace incivility, its causes and effects; identify characteristics and benefits of a culture of civility; and use strategies to create and maintain a culture of civility together as a team
Successful Communication Skills Series Capstone Course	This highly interactive course provides an opportunity to practice and apply the knowledge and skills from the eLearning modules in the CCR series.
Essentials of Supervision and Management Series Capstone Course	This highly interactive course provides opportunities to apply and practice the skills and knowledge from the eLearning modules in the ESM series through discussion and activities.
Building Cultural Equity with Native Nations	In this training, participants will develop a better understanding of how to engage and collaborate with Native communities in New Mexico. Participants will learn the omitted history of Native Nations in this country and its impact, as well as best practices of New Mexico Tribes and Pueblos. Through the duration of the course, participants will engage in interactive exercises to grow their awareness and knowledge of what it means to work more collaboratively with Native Peoples.
What's Your Communication Style?	This training helps learners identify their own preferred communication style, and to recognize styles preferred by others, strengthening communication skills.

Effective Workplace Communication	Discuss and practice fundamental workplace communication skills including communicating your verbal message clearly, and listening actively and empathetically. Good for teambuilding and refreshing skills
Employment Records Training: Retention, Transfer, and Archiving of Personnel Files	This training will assist agencies in compliance with Rules, guidelines, and procedures concerning Retention, Archiving, and Transfer of Personnel Files. For HR and agency Records Liaison Officers.
Managing the Employee Discipline Process: Guidelines for HR	This course will assist State Human Resources (HR) professionals with understanding employee discipline processes, the sources of authority that guide them, and how to assist managers with applying procedures and issuing discipline correctly.
SPO HR Business Process Overview	This course will assist agency Human Resources professionals (HR) in partnering with the State Personnel Office to accomplish their organizational and personnel goals and comply with State Personnel Board Rules. Audience is agency HR professionals.
State Personnel Tools for Employee Recruitment and Retention	This course will help managers and supervisors better understand key components of compensation and classification in the SoNM classified personnel system, as well as personnel administration tools that can be used to help hire and retain employees.
Customer Service Excellence Series Capstone Course	This highly-interactive course provides an opportunity to practice and apply the knowledge and skills from the eLearning modules in the CSE series through discussion and activities.

Number of Human Resources Trainings Conducted in Partnership with Other Agencies

SPO either conducts or participates in conducting various training courses on human resources topics 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 agency 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 SPO’s Recruitment unit on topics including “Understanding the Recruitment Process.”

Additional courses are being developed or planned 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



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

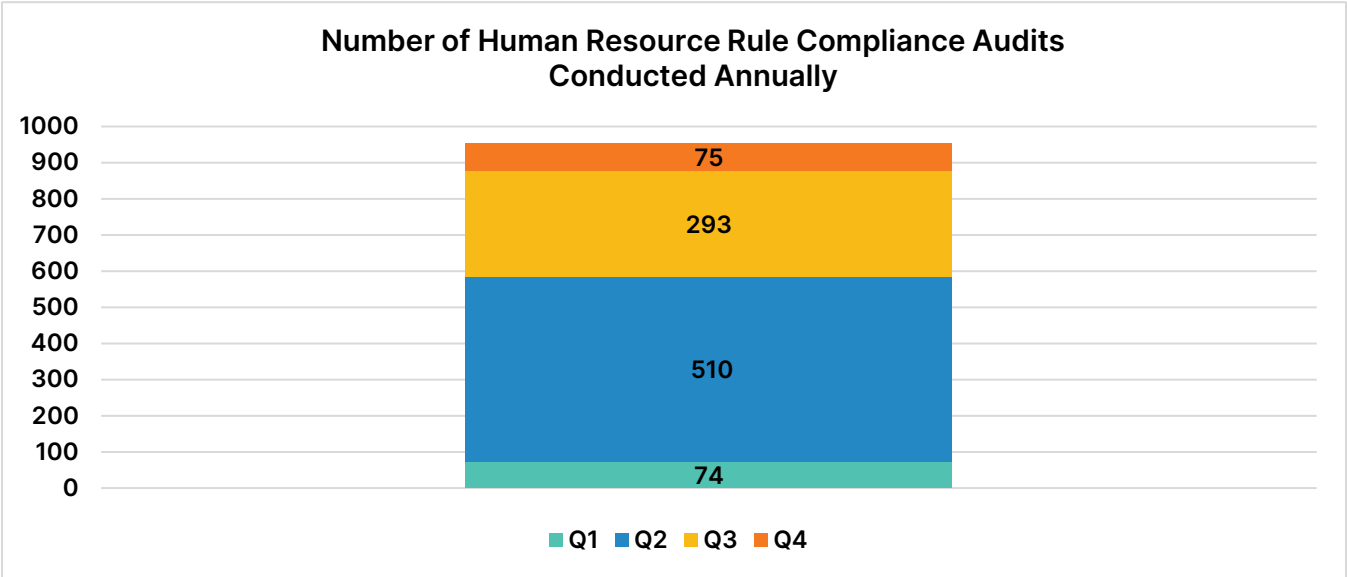
Methodology: Count number of trainings conducted in partnership

Number of Human Resources Rule Compliance Audits Conducted Annually

Ensuring rule compliance is a critical function of SPO. It reviews compliance with the Personnel Act and the SPB Rules across a wide spectrum of actions and users. In the event of a finding, SPO works with agencies to ensure similar findings are prevented in the future.

SPO 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 SPB Rule-derived criteria. By reviewing in this way, SPO can identify findings in real time and work with agencies to circumvent potential issues, including those concerning payroll, as applicable.

Data



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

FY24 Approved Quarterly Performance Measures	FY24 Targets	Q1	Q2	Q3	Q4	FY24 Total
Number of human resource rule compliance audits conducted annually	1,000	74	510	293	75	952
Number of SPO-led trainings offered annually	100	40	43	42	49	174
Number of Human Resources Trainings Conducted in Partnership with Other Agencies	12	5	2	4	5	16
Average number of days to fill a position from the date of posting		62	60	58	59	60
Percent of classified employees who successfully complete the probation period		62%	67%	65%	61%	64%
Percent of classified employees voluntarily leaving state service		4.7%	3.3%	3.5%	3.3%	14.9%
Percent of classified employees involuntarily leaving state service		0.6%	0.5%	0.6%	0.7%	2.3%
Classified service vacancy rate		23.7%	22.7%	22.1%	22.2%	22.7%
Average classified employee new hire compa-ratio		96.4%	97.6%	98.1%	95.5%	96.9%

FY24 Approved Quarterly Performance Measures	FY24 Targets	Q1	Q2	Q3	Q4	FY24 Total
Average classified employee compa-ratio	100%	100.0%	100.7%	101.1%	101.3%	100.8%
Number of salary increases awarded		178.00	120	230	362.00	890
Cost of overtime pay		\$11,621,005	\$9,956,446	\$10,901,222	\$12,354,863	\$44,833,536
Average classified service employee total compensation		\$106,046	\$107,881	\$108,513	\$109,867	\$108,077
Number of candidates hired external to state government		1,037	727	943	758	3465