State Personnel Office

Key Quarterly Performance Measures Report

Quarter 2, Fiscal Year 2025

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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 safeguarding 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

Time to fill is a key metric for SPO, as it is often the first interaction a potential new employee has with the state. 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.

Average number of days to fill a position are calculated as the time between the date of posting the position and the date the candidate accepts the offer[1]. The average number of days to fill a position for FY25 Q2 is 1 day higher than the Q1 average. Days to fill data for all agencies can be found in Appendix I.

Figure 1. Average Number of Days to Fill a Position
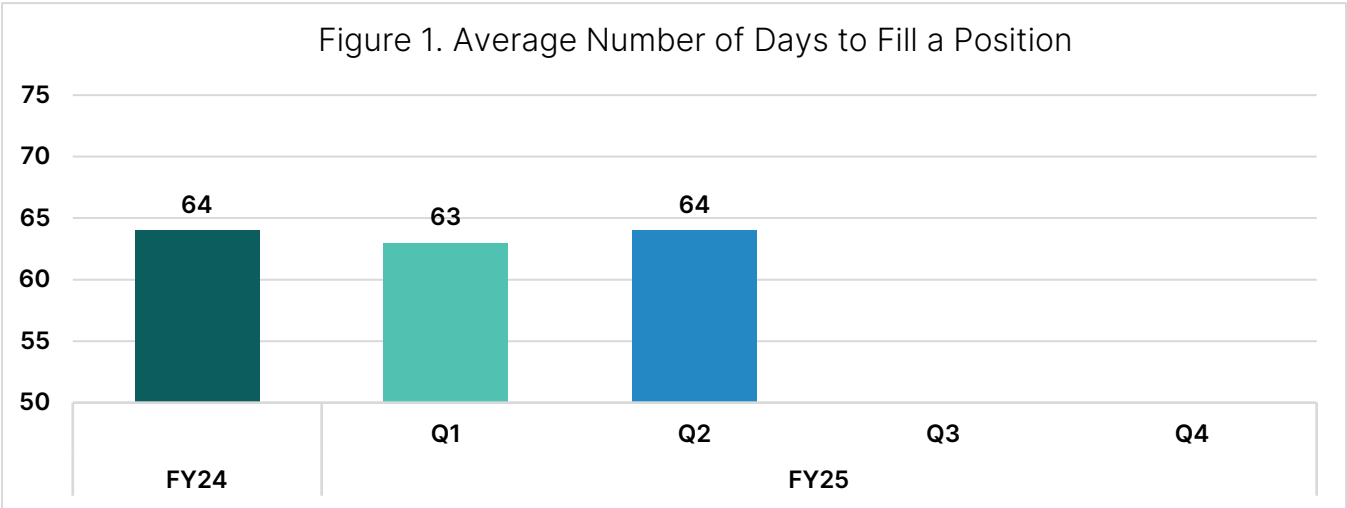
Action Plan

SPO is sending quarterly metrics to all agencies to ensure they are aware of their time to fill data.

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[1] **Data Source:** SHARE PeopleSoft- Human Capital Management (HCM)-Recruitment Module. **Methodology:** Extract job postings' posting date and offer accepted 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.

Of the 1,507 hires made in FY25 Q2, 697 were external to state government[2]. External hire data for all agencies can be found in Appendix II.

Figure 2. Number of Candidate Hires External to State Government

Period	Value
FY25 TTD	1,447
FY25 Q4	
FY25 Q3	
FY25 Q2	685
FY25 Q1	762
FY24	3,465

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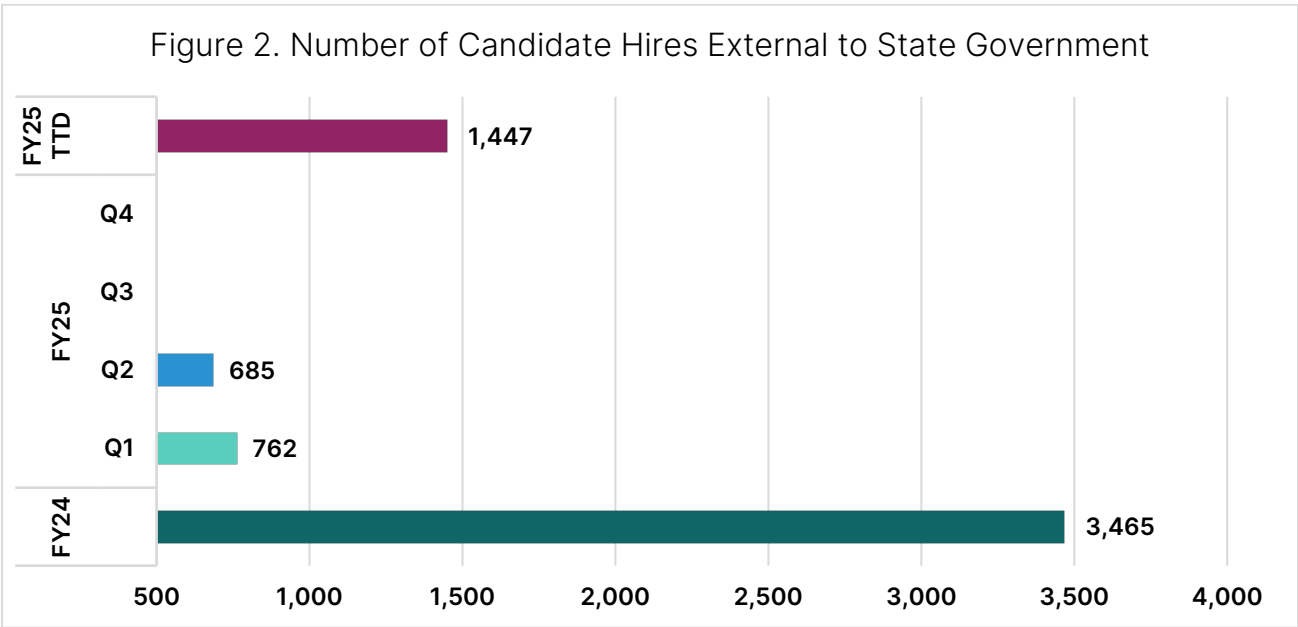
[2] **Data Source:** SHARE PeopleSoft-HCM. **Methodology:** Extract job data personnel records with action codes of Hire/Rehire in the quarter.

Classified Service Vacancy Rate

It is critical to recruit and fill vacancies timely to avoid increased vacancy rates. Failing to recruit can cause an 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.

The vacancy rate includes all active permanent and sponsored term positions within the classified service. The vacancy rate for FY25 Q2 is 21.82%[3]. This is a 0.48% decrease to FY25 Q1. Vacancy rates for all agencies can be found in Appendix III.

Figure 3. Classified Service Vacancy Rate

Q1	Q2	Q3	Q4	FY25 Avg (to date)
22.3%	21.8%			22.1%

FY25

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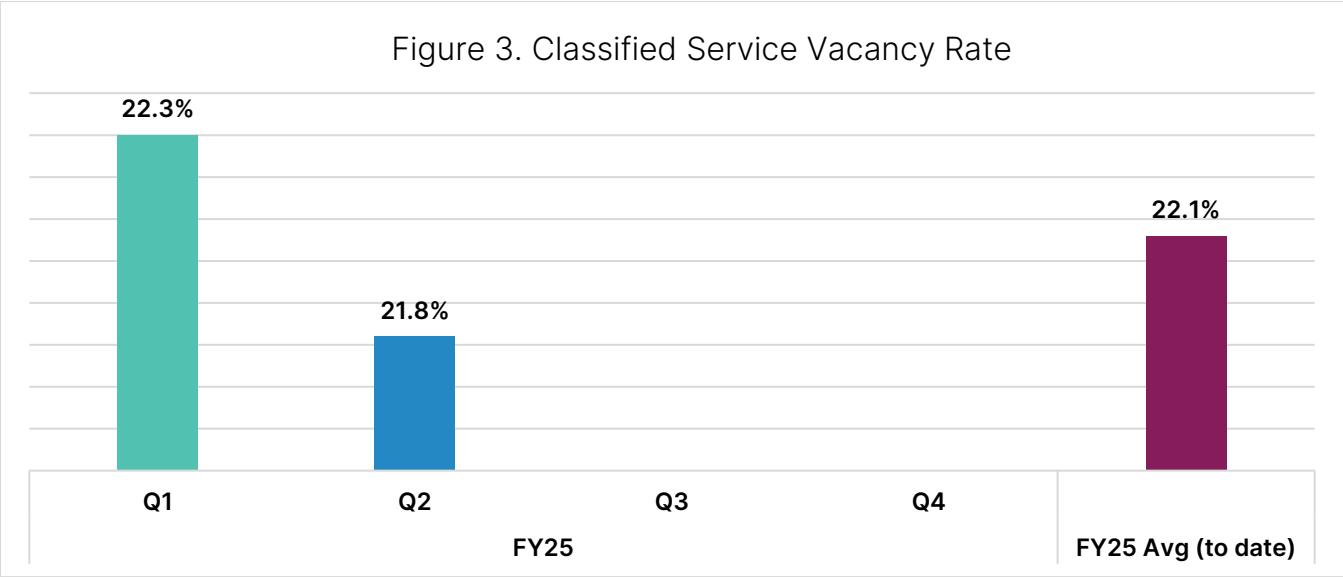
[3] **Data Source:** SHARE PeopleSoft-HCM. **Methodology:** Compare position and filled data (Numerator: Count of Filled FTE Denominator: Count of Active/Reg or Term/ FTE Positions).

Percentage of Classified Employees Leaving State Service

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

0.7% of classified employees were involuntarily separated from the state in FY25 Q2 and 3.1% were voluntarily separated[4]. Percentages of classified employees leaving state service by agency can be found in Appendix IV.

The State Personnel Office encourages agencies to ask their exiting employees to complete the SPO Exit Survey, though we currently see low participation. Among the answers given in the SPO Exit Survey in FY25 Q2, the most common reasons employees left state service were for a "better opportunity" and "personal growth". Employees also most frequently noted that "department morale" and "quality of supervisors" were the least satisfying aspect of their job.

Figure 4. Voluntarily/ Involuntarily Separation from State

■ Voluntary   ■ Involuntary

	Q1	Q2	Q3	Q4
Involuntary	0.7%	0.7%		
Voluntary	3.3%	3.1%		

FY25

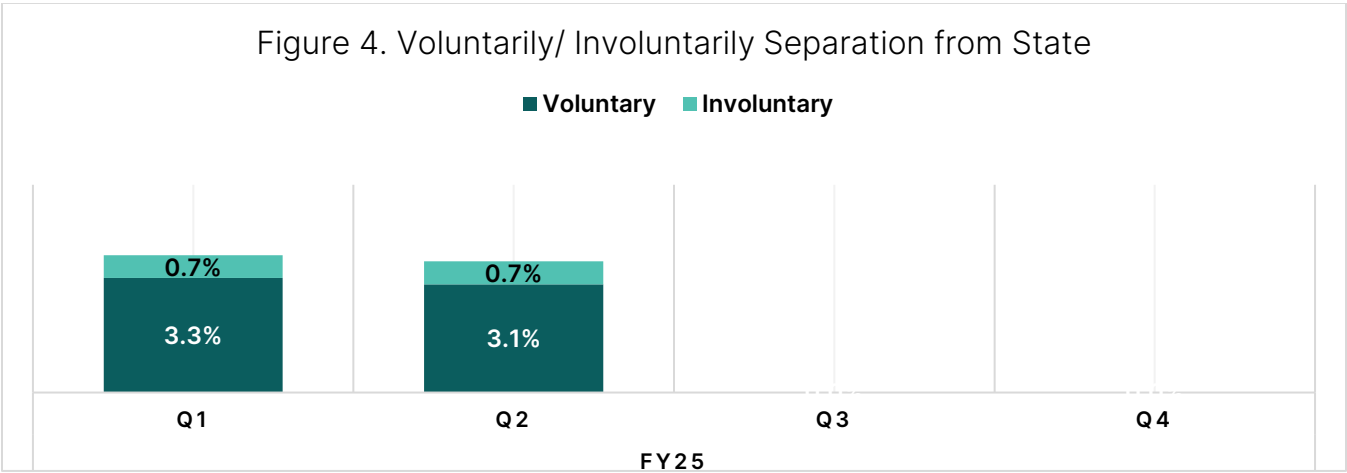[4] **Data Source:** SHARE PeopleSoft-HCM. **Methodology**: Compare position and filled data (Numerator: Count of Reg or Term voluntary/ involuntary terminations. Denominator: Count of Reg or Term/ Filled Positions).

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, due to 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 to attract new employees. Successful communication is critical to reinforce procedures that work and highlight areas that need improvement.

Per 1.7.2.8 NMAC, the classified probationary period is one (1) year. In FY25 Q2, 69% of probationary employees completed probation[5]. This is an increase of 4% over Q1's completion rate of 65%. Probationary completion rates for all agencies can be found in Appendix V.

Figure 5. Employees Who Successfully Complete the Probation Period

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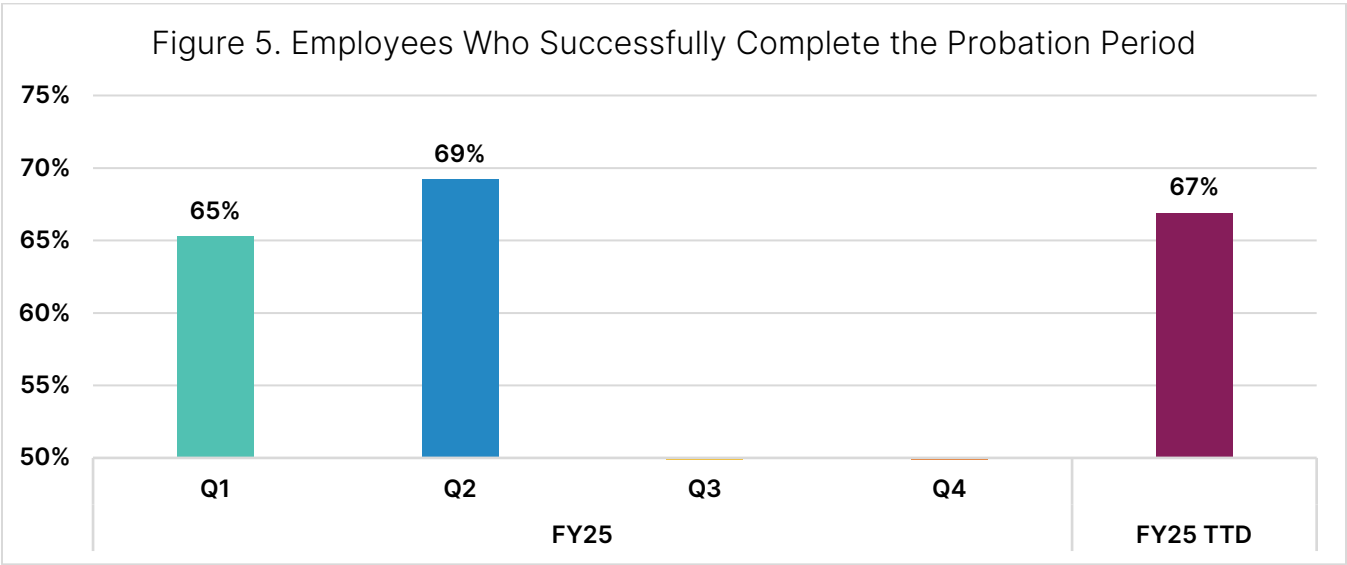
[5] **Data Source:** SHARE PeopleSoft-HCM. **Methodology:** Extract and compare job data personnel records hire and separation action codes (Numerator: Number of employees who meet 1 year of classified service. Denominator: Number of employees with action codes of Hire/Rehire)

Average Classified Employee New Hire Compa-Ratio

Compa-ratio is 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.

The FY25 Q2 average new hire compa-ratio is 97.9%. This indicates that new employees are accepting employment offers below the position midpoint, suggesting the salary is competitive with the external job market. Average classified employees new hire compa-ratio data by agency can be found in Appendix VI.

Figure 6. New Hire Compa-Ratio

- FY25 Avg: 97.8%
- FY25 Q4: (no data)
- FY25 Q3: (no data)
- FY25 Q2: 97.9%
- FY25 Q1: 97.7%
- FY24: 96.9%
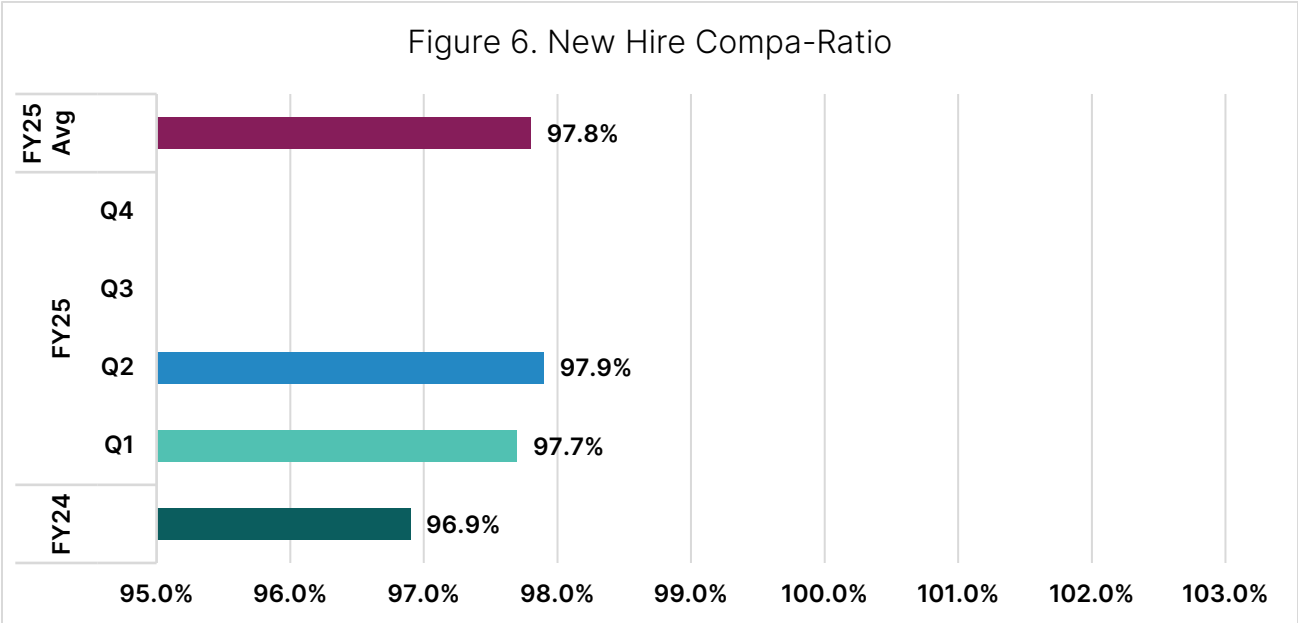
Average Classified Employee Compa-Ratio

The average compa-ratio for classified employees in this quarter continues to be in an acceptable range, at 102%.[6] 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. Average classified employee compa-ratio data by agency can be found in Appendix VII.

Figure 7. Average Classified Employee Compa-Ratio
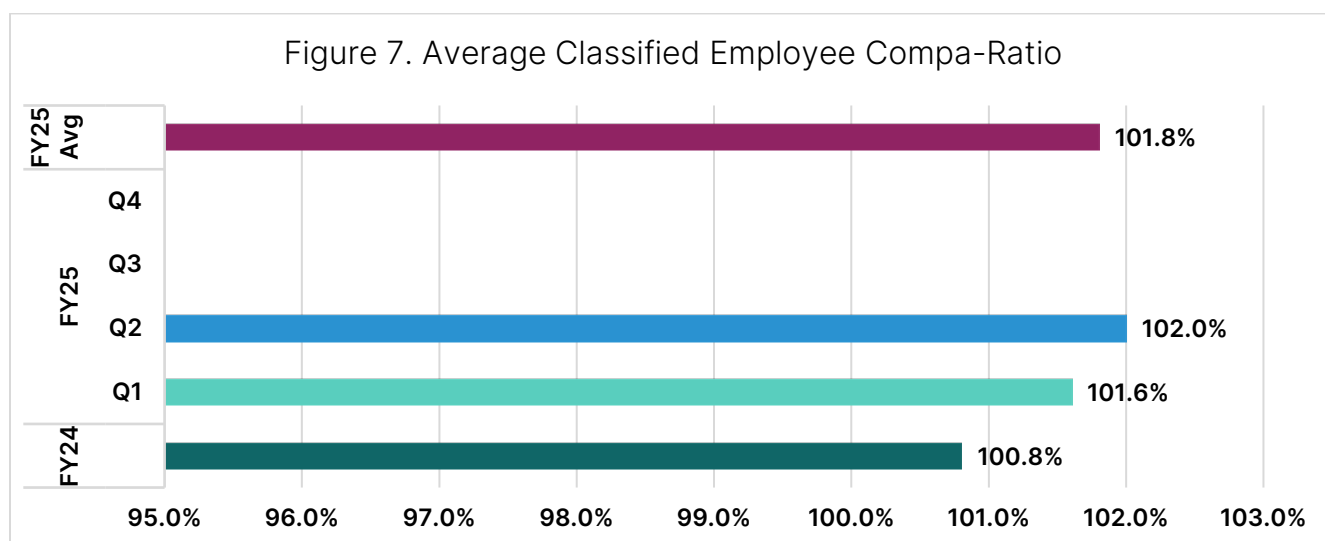
Table 1. Average Compa-Ratio by Payline

Payline	Average Compa-Ratio
Architecture	100.2%
Attorneys	103.5%
Business	103.9%
Corrections	102.0%
Engineer, Surveyor, Water Resources, Engineering Tech	99.1%
General	102.7%
Healthcare General	97.4%
Healthcare Professional	102.7%
Information Technology	101.2%
Peace Officer	97.9%
Scientist	96.5%
Social Services	104.2%

[6] **Data Source:** SHARE PeopleSoft-HCM. **Methodology:** Extract job data personnel records, Average compa-ratio.

Number of Salary Increases Awarded

Various multiple components of pay (MCOPs) permitted by SPB Rules were developed to facilitate recruitment and retention efforts. SPO reviews and approves these MCOPs to ensure compliance with SPB Rules[7].

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.

Table 2. Salary Increases by Type

TREC	TRET	TSI	Total Increases
204	83	32	319

Figure 8. Salary Increases

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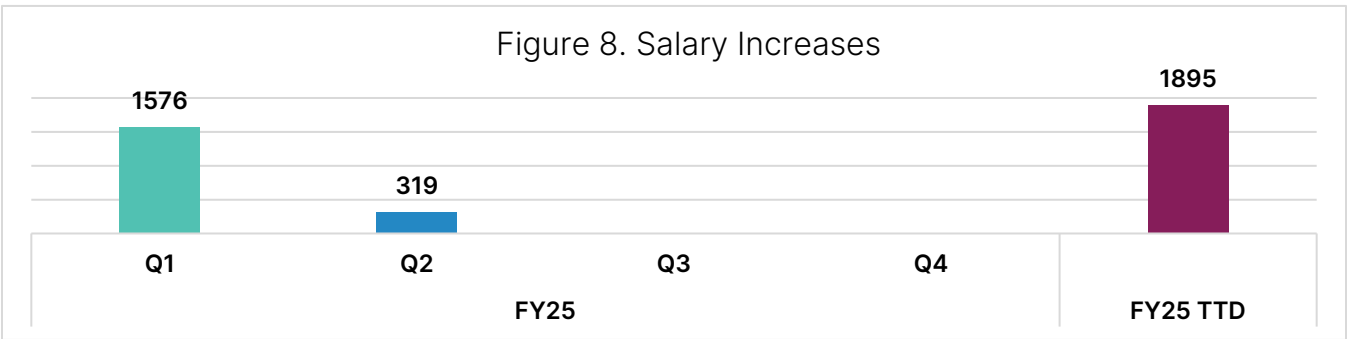
[7] **Data Source:** SHARE PeopleSoft-HCM. **Methodology:** Count number of SPO approved MCOPs

Cost of Overtime Pay

The Fair Labor Standards Act (FLSA) established requirements for overtime pay, affecting employees in the private sector and in the 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[8]. These can include staffing issues, specialty profession shortages, and other workload or absentee issues. The cost of overtime pay by agency can be found in Appendix VII.

Figure 9. Overtime Cost
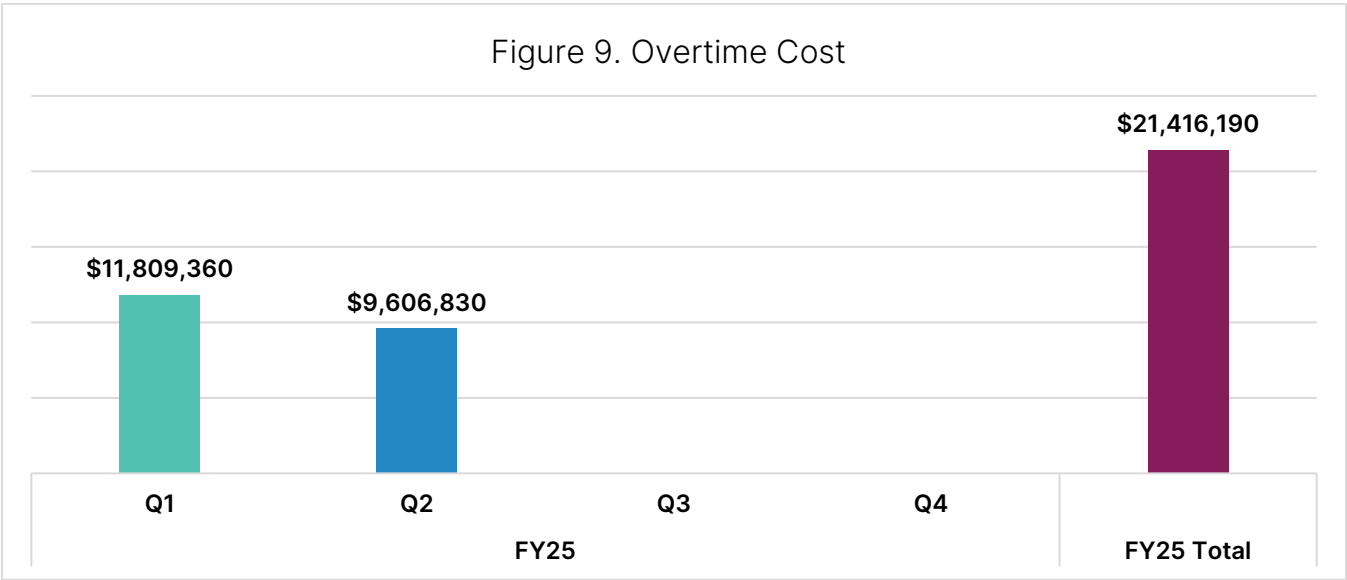
Table 3. Agencies With the Highest Cost of Overtime Pay

Agency	Cost of Overtime Pay
77000 New Mexico Corrections Dept	$2,790,670
69000 Children, Youth & Families Dept	$2,146,173
66500 Department of Health	$1,795,082
80500 Department of Transportation	$1,342,993
79000 Department of Public Safety	$467,795

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[8] **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[9]. 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.

Figure 10. Total Compensation

	Q1	Q2	Q3	Q4
	$111,585	$112,236		

FY25
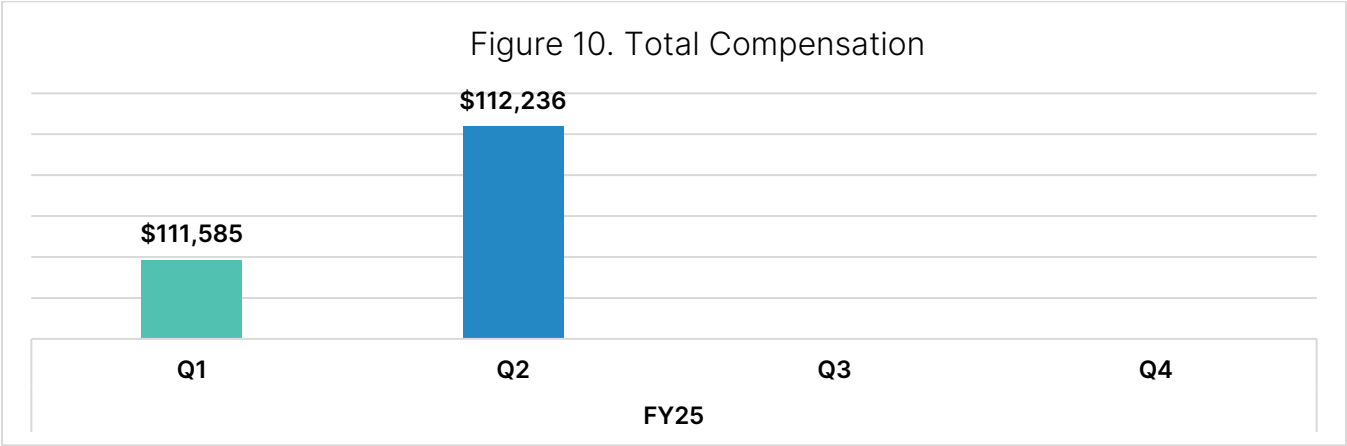
Table 4. Total Compensation Distribution

Salary/Benefit	Average Value	% of Total Compensation
Average Base Salary	$69,159	61.6%
FICA/Medicare	$5,291	4.7%
PERA	$13,306	11.9%
Vacation	$2,660	2.4%
Sick	$3,458	3.1%
Retiree Health Care	$1,383	1.2%
Holiday	$2,926	2.6%
Insurance	$13,522	12.0%
Personal Days	$532	0.5%
Total Compensation (Salary + Benefits)	**$112,236**	**100%**

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[9] **Data Source:** SHARE PeopleSoft- Human Capital Management (HCM). **Methodology:** Determine average salaries, calculate average inputs for benefits.

Number of SPO-Led Trainings Offered Annually

In FY25 Q2, SPO Learning and Development held 44 instructor-led courses to 1,218 participants[10].

A full listing of SPO Instructor-Led courses is available in Appendix IX.

Figure 11. Number of SPO Instructor Led Trainings

Category		Value
FY25 TTD		81
FY25	Q4	
	Q3	
	Q2	44
	Q1	37

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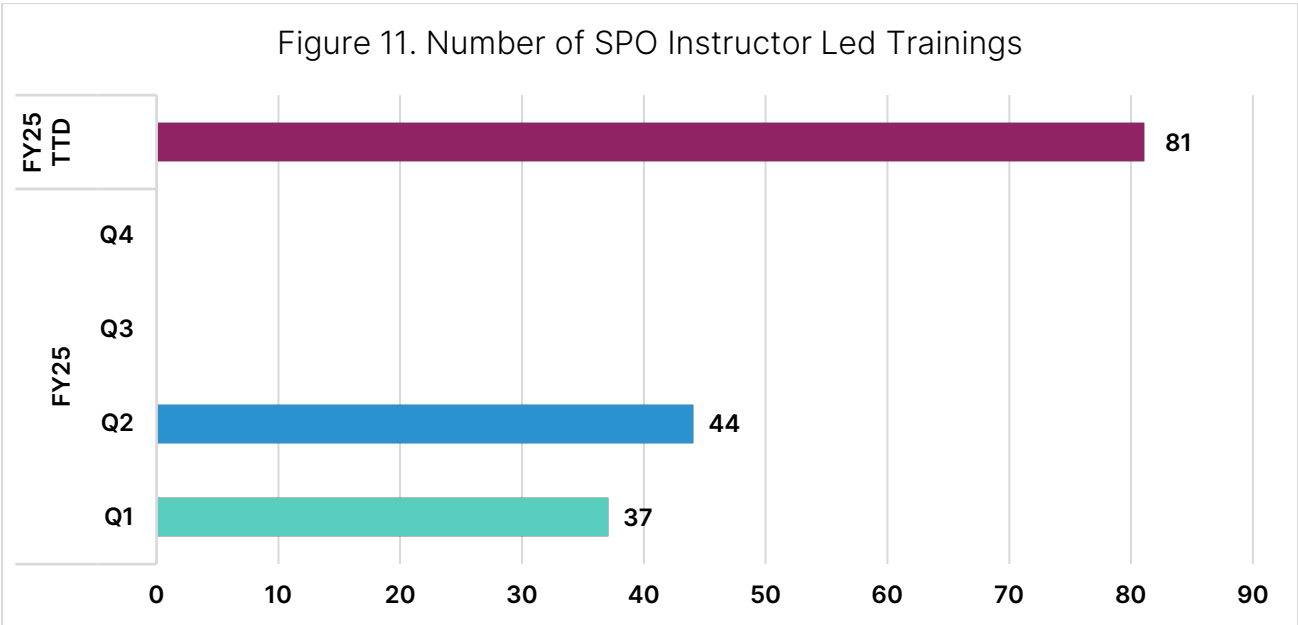
[10] **Data Source**: SHARE PeopleSoft-Enterprise Learning Management (ELM), Internal Database. **Methodology:** Count number of SPO led training offered in quarter

Number of Human Resources Trainings Conducted in Partnership with Other Agencies

SPO conducts and participates in various training courses on human resources topics for the benefit of our state agency HR business partners.

In this quarter, SPO conducted 3 human resources trainings in partnership with other agencies[11]. These trainings were "ADA Reasonable Accommodations," "Employee Qualification and Performance and Conduct Standards Under the ADA," and "FMLA Overview".

Figure 12. Human Resources Trainings Conducted in Partnership with Other Agencies

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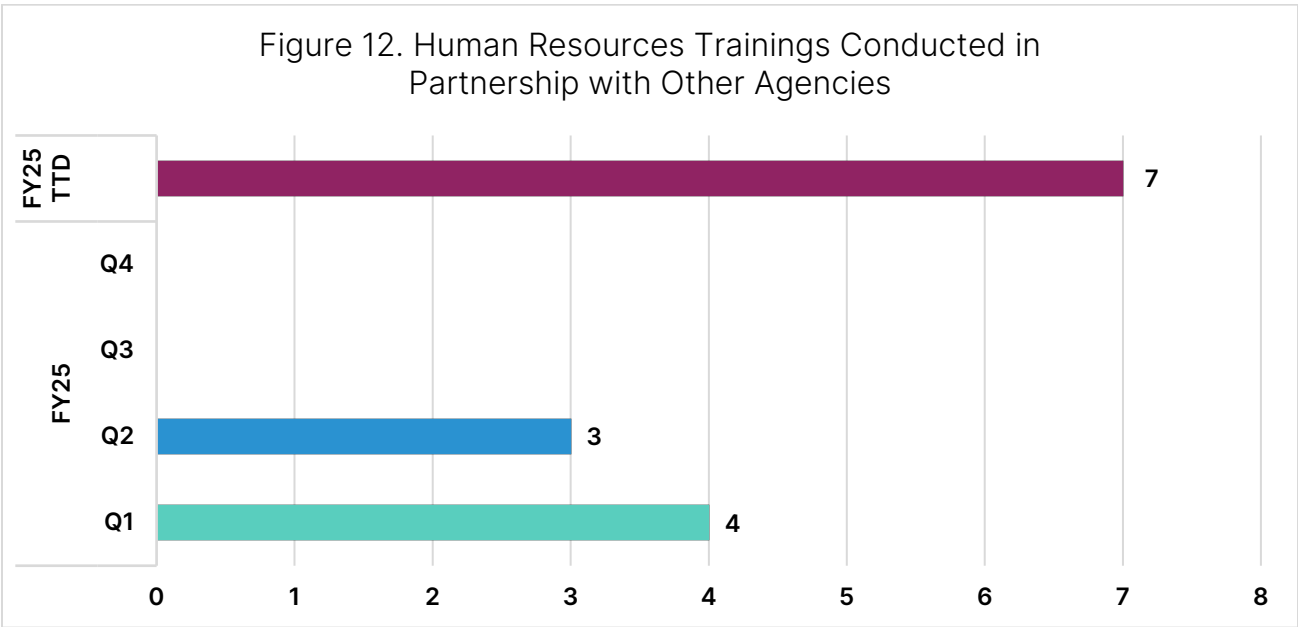
[11] **Data Source:** SHARE PeopleSoft- Enterprise Learning Management (ELM), Internal Database. **Methodology:** Count number of trainings conducted in partnership with other agencies

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.

In this quarter, SPO conducted 744 human resources rule compliance audits[12].

Figure 13. Human Resources Rule Compliance Audits

FY25 TTD: 2720
FY25 Q4:
FY25 Q3:
FY25 Q2: 744
FY25 Q1: 1976

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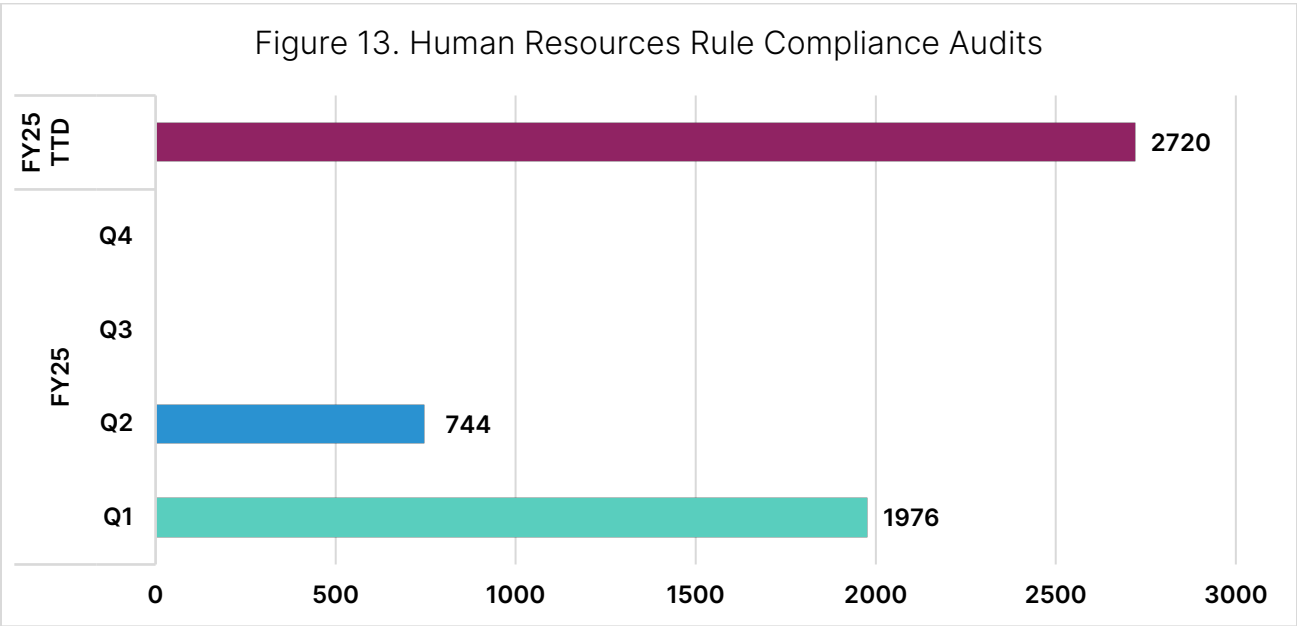
[12] **Data Source:** SHARE PeopleSoft- Human Capital Management (HCM), State Personnel Log. **Methodology:** Review and Audit position and compensation actions for rule compliance

Quarterly Performance Measures Summary

FY25 Approved Quarterly Performance Measures	FY25 Targets	Q1	Q2	Q3	Q4	FY25 Total
Number of human resource rule compliance audits conducted annually	1,000	1,976	744			
Number of SPO-led trainings offered annually	100	37	44			
Number of Human Resources Trainings Conducted in Partnership with Other Agencies	12	4	3			
Average number of days to fill a position from the date of posting	-	63	64			
Percent of classified employees who successfully complete the probation period	-	65%	69%			
Percent of classified employees voluntarily leaving state service	-	3.3%	3.1%			
Percent of classified employees involuntarily leaving state service	-	0.7%	0.7%			
Classified service vacancy rate	-	22.3%	21.8%			

FY25 Approved Quarterly Performance Measures	FY25 Targets	Q1	Q2	Q3	Q4	FY25 Total
Average classified employee new hire compa-ratio	-	97.7%	97.9%			
Average classified employee compa-ratio	100%	101.6%	102.0%			
Number of salary increases awarded	-	1,576	319			
Cost of overtime pay	-	$11,809,360	$9,606,830			
Average classified service employee total compensation	-	$111,585	$112,236			
Number of candidates hired external to state government	-	762	685			

Appendix I: Days to Fill by Agency

Agency	Average Days to Fill	# of Postings
30500 Department of Justice	77	2
30800 State Auditor	-	-
33300 Taxation & Revenue Department	66	33
33700 State Investment Council	-	-
34000 Administrative Hearings Office	-	-
34100 Department of Finance & Administration	40	5
34200 Public School Insurance Authority	42	1
34300 Retiree Health Care Authority	45	2
35000 General Services Department	47	13
35200 Educational Retirement Board	21	5
36100 Department of Information Technology	49	19
36600 Public Employee Retirement Association	-	-
36900 Commission of Public Records	42	1
37000 Secretary of State	65	4
37800 State Personnel Board	52	2
39400 State Treasurer	50	1
40400 Architect Examiners Board	-	-
41000 Department of Ethics	-	-
41700 Border Development Authority	30	1
41800 Tourism Department	62	1
41900 Economic Development Department	37	1
42000 Regulation & Licensing Dept	56	21
43000 Public Regulation Commission	30	11
44000 Superintendent of Insurance	50	3
44600 Medical Examiners Board	38	3

Agency	Average Days to Fill	# of Postings
44900 Board of Nursing	-	-
46000 EXPO New Mexico	-	-
46400 Professional Engineers & Land Surveyors Board	-	-
46500 Gaming Control Board	-	-
46900 State Racing Commission	-	-
47900 Veterinary Examiners Board	-	-
49500 SpacePort Authority	-	-
50500 Department of Cultural Affairs	69	27
50800 Livestock Board	18	2
51600 Department of Game & Fish	49	11
52100 Energy, Minerals, & Natural Resources Dept	87	13
52200 Youth Conservation Corps	-	-
53900 State Land Office	70	6
55000 Office of the State Engineer	62	14
60300 Office of African American Affairs	42	2
60400 Commission for Deaf & Hard of Hearing	-	-
60600 Commission for the Blind	69	1
60900 Department of Indian Affairs	-	-
61100 Department of Early Childhood	66	23
62400 Aging & Long-Term Services Dept	76	10
63000 Health Care Authority	72	101
63100 Department of Workforce Solutions	37	29
63200 Workers Compensation Administration	51	4
64400 Division of Vocational Rehabilitation	54	3
64500 Governor's Commission on Disability	-	-
64700 Developmental Disabilities Council	-	-
66200 Miners Colfax Medical Center	46	4

Agency	Average Days to Fill	# of Postings
66500 Department of Health	45	131
66700 Department of Environment	104	22
66800 Office of Natural Resources Trustee	-	-
67000 Department of Veteran Services	36	12
68000 Office of Family Representation and Advocacy	23	2
69000 Children, Youth & Families Dept	63	82
70500 Military Affairs	78	5
76000 Adult Parole Board	35	1
77000 New Mexico Corrections Dept	51	66
78000 Crime Victims Reparation Commission	70	2
79000 Department of Public Safety	82	22
79500 Homeland Security & Emergency Management	72	3
80500 Department of Transportation	90	137
92400 Public Education Department	85	5
94900 NM Education Trust Board	-	-
95000 Higher Education Department	60	1
Statewide	**64**	**870**

Appendix II: External Hires by Agency

Agency	External	External %	Internal	Internal %	Transfers	Transfer %	Total Hires
30500 Department of Justice	4	44.4%	2	22.2%	3	33.3%	9
30800 State Auditor	0	0.0%	2	100.0%	0	0.0%	2
33300 Taxation & Revenue Department	24	61.5%	12	30.8%	3	7.7%	39
33700 State Investment Council	1	33.3%	0	0.0%	2	66.7%	3
34000 Administrative Hearings Office	0	0.0%	1	100.0%	0	0.0%	1
34100 Department of Finance & Administration	1	20.0%	1	20.0%	3	60.0%	5
34200 Public School Insurance Authority	0	0.0%	1	100.0%	0	0.0%	1
34300 Retiree Health Care Authority	1	20.0%	2	40.0%	2	40.0%	5
35000 General Services Department	7	43.8%	6	37.5%	3	18.8%	16
35200 Educational Retirement Board	3	33.3%	5	55.6%	1	11.1%	9
36100 Department of Information Technology	3	15.0%	8	40.0%	9	45.0%	20
36600 Public Employee Retirement Association	0	0.0%	0	0.0%	1	100.0%	1
36900 Commission of Public Records	0	0.0%	0	0.0%	1	100.0%	1
37000 Secretary of State	2	50.0%	1	25.0%	1	25.0%	4
37800 State Personnel Board	1	20.0%	2	40.0%	2	40.0%	5
39400 State Treasurer	0	0.0%	0	0.0%	1	100.0%	1
40400 Architect Examiners Board	0	-	0	-	0	-	0

Agency	External	External %	Internal	Internal %	Transfers	Transfer %	Total Hires
41000 Department of Ethics	1	100.0%	0	0.0%	0	0.0%	1
41700 Border Development Authority	0	0.0%	0	0.0%	1	100.0%	1
41800 Tourism Department	1	100.0%	0	0.0%	0	0.0%	1
41900 Economic Development Department	1	33.3%	1	33.3%	1	33.3%	3
42000 Regulation & Licensing Dept	10	43.5%	8	34.8%	5	21.7%	23
43000 Public Regulation Commission	4	33.3%	5	41.7%	3	25.0%	12
44000 Superintendent of Insurance	2	33.3%	3	50.0%	1	16.7%	6
44600 Medical Examiners Board	1	25.0%	1	25.0%	2	50.0%	4
44900 Board of Nursing	1	50.0%	1	50.0%	0	0.0%	2
46000 EXPO New Mexico	0	-	0	-	0	-	0
46400 Professional Engineers & Land Surveyors Board	0	0.0%	1	100.0%	0	0.0%	1
46500 Gaming Control Board	0	-	0	-	0	-	0
46900 State Racing Commission	0	-	0	-	0	-	0
47900 Veterinary Examiners Board	0	-	0	-	0	-	0
49500 SpacePort Authority	0	-	0	-	0	-	0
50500 Department of Cultural Affairs	20	62.5%	8	25.0%	4	12.5%	32
50800 Livestock Board	2	33.3%	4	66.7%	0	0.0%	6
51600 Department of Game & Fish	6	30.0%	13	65.0%	1	5.0%	20
52100 Energy, Minerals, & Natural Resources Dept	15	65.2%	5	21.7%	3	13.0%	23

Agency	External	External %	Internal	Internal %	Transfers	Transfer %	Total Hires
52200 Youth Conservation Corps	0	0.0%	1	100.0%	0	0.0%	1
53900 State Land Office	3	25.0%	6	50.0%	3	25.0%	12
55000 Office of the State Engineer	6	31.6%	11	57.9%	2	10.5%	19
60300 Office of African American Affairs	2	100.0%	0	0.0%	0	0.0%	2
60400 Commission for Deaf & Hard of Hearing	0	-	0	-	0	-	0
60600 Commission for the Blind	1	100.0%	0	0.0%	0	0.0%	1
60900 Department of Indian Affairs	0	-	0	-	0	-	0
61100 Department of Early Childhood	13	41.9%	12	38.7%	6	19.4%	31
62400 Aging & Long-Term Services Dept	6	50.0%	2	16.7%	4	33.3%	12
63000 Health Care Authority	90	46.9%	79	41.1%	23	12.0%	192
63100 Department of Workforce Solutions	18	42.9%	18	42.9%	6	14.3%	42
63200 Workers Compensation Administration	3	50.0%	1	16.7%	2	33.3%	6
64400 Division of Vocational Rehabilitation	4	33.3%	2	16.7%	6	50.0%	12
64500 Governor's Commission on Disability	0	-	0	-	0	-	0
64700 Developmental Disabilities Council	0	0.0%	0	0.0%	2	100.0%	2
66200 Miners Colfax Medical Center	10	100.0%	0	0.0%	0	0.0%	10
66500 Department of Health	135	56.5%	84	35.1%	20	8.4%	239
66700 Department of Environment	32	34.0%	44	46.8%	18	19.1%	94
66800 Office of Natural Resources Trustee	0	-	0	-	0	-	0

Agency	External	External %	Internal	Internal %	Transfers	Transfer %	Total Hires
67000 Department of Veteran Services	9	56.3%	4	25.0%	3	18.8%	16
68000 Office of Family Representation and Advocacy	2	100.0%	0	0.0%	0	0.0%	2
69000 Children, Youth & Families Dept	85	45.2%	79	42.0%	24	12.8%	188
70500 Military Affairs	2	33.3%	2	33.3%	2	33.3%	6
76000 Adult Parole Board	1	100.0%	0	0.0%	0	0.0%	1
77000 New Mexico Corrections Dept	57	43.8%	66	50.8%	7	5.4%	130
78000 Crime Victims Reparation Commission	3	75.0%	1	25.0%	0	0.0%	4
79000 Department of Public Safety	16	47.1%	14	41.2%	4	11.8%	34
79500 Homeland Security & Emergency Management	2	40.0%	3	60.0%	0	0.0%	5
80500 Department of Transportation	68	39.3%	99	57.2%	6	3.5%	173
92400 Public Education Department	6	40.0%	6	40.0%	3	20.0%	15
94900 NM Education Trust Board	0	-	0	-	0	-	0
95000 Higher Education Department	0	0.0%	1	100.0%	0	0.0%	1
Statewide	**685**	**45.5%**	**628**	**41.7%**	**194**	**12.9%**	**1507**

Appendix III: Vacancy Rates by Agency

Agency	Filled	Vacant	Total Positions	Vacancy Rate
30500 Department of Justice	151	65	216	30.1%
30800 State Auditor	25	9	34	26.5%
33300 Taxation & Revenue Department	826	201	1027	19.6%
33700 State Investment Council	14	7	21	33.3%
34000 Administrative Hearings Office	16	1	17	5.9%
34100 Department of Finance & Administration	148	36	184	19.6%
34200 Public School Insurance Authority	7	2	9	22.2%
34300 Retiree Health Care Authority	21	3	24	12.5%
35000 General Services Department	262	47	309	15.2%
35200 Educational Retirement Board	71	2	73	2.7%
36100 Department of Information Technology	156	36	192	18.8%
36600 Public Employee Retirement Association	71	2	73	2.7%
36900 Commission of Public Records	25	9	34	26.5%
37000 Secretary of State	47	12	59	20.3%
37800 State Personnel Board	33	7	40	17.5%
39400 State Treasurer	16	10	26	38.5%
40400 Architect Examiners Board	1	2	3	66.7%

Agency	Filled	Vacant	Total Positions	Vacancy Rate
41000 Department of Ethics	6	0	6	0.0%
41700 Border Development Authority	2	0	2	0.0%
41800 Tourism Department	44	4	48	8.3%
41900 Economic Development Department	50	11	61	18.0%
42000 Regulation & Licensing Dept	294	63	357	17.7%
43000 Public Regulation Commission	81	13	94	13.8%
44000 Superintendent of Insurance	95	13	108	12.0%
44600 Medical Examiners Board	14	4	18	22.2%
44900 Board of Nursing	19	7	26	26.9%
46000 EXPO New Mexico	5	0	5	0.0%
46400 Professional Engineers & Land Surveyors Board	6	1	7	14.3%
46500 Gaming Control Board	41	5	46	10.9%
46900 State Racing Commission	8	3	11	27.3%
47900 Veterinary Examiners Board	1	1	2	50.0%
49500 SpacePort Authority	21	3	24	12.5%
50500 Department of Cultural Affairs	437	82	519	15.8%
50800 Livestock Board	70	10	80	12.5%
51600 Department of Game & Fish	269	38	307	12.4%
52100 Energy, Minerals, & Natural Resources Dept	419	137	556	24.6%

Agency	Filled	Vacant	Total Positions	Vacancy Rate
52200 Youth Conservation Corps	2	0	2	0.0%
53900 State Land Office	160	15	175	8.6%
55000 Office of the State Engineer	284	81	365	22.2%
60300 Office of African American Affairs	5	3	8	37.5%
60400 Commission for Deaf & Hard of Hearing	13	2	15	13.3%
60600 Commission for the Blind	59	7	66	10.6%
60900 Department of Indian Affairs	11	7	18	38.9%
61100 Department of Early Childhood	283	64	347	18.4%
62400 Aging & Long-Term Services Dept	191	59	250	23.6%
63000 Health Care Authority	1905	520	2425	21.4%
63100 Department of Workforce Solutions	539	116	655	17.7%
63200 Workers Compensation Administration	97	16	113	14.2%
64400 Division of Vocational Rehabilitation	281	72	353	20.4%
64500 Governor's Commission on Disability	10	4	14	28.6%
64700 Developmental Disabilities Council	22	1	23	4.4%
66200 Miners Colfax Medical Center	182	80	262	30.5%
66500 Department of Health	2462	952	3414	27.9%
66700 Department of Environment	589	195	784	24.9%
66800 Office of Natural Resources Trustee	3	1	4	25.0%

Agency	Filled	Vacant	Total Positions	Vacancy Rate
67000 Department of Veteran Services	66	8	74	10.8%
68000 Office of Family Representation and Advocacy	19	7	26	26.9%
69000 Children, Youth & Families Dept	1620	562	2182	25.8%
70500 Military Affairs	137	49	186	26.3%
76000 Adult Parole Board	4	1	5	20.0%
77000 New Mexico Corrections Dept	1746	574	2320	24.7%
78000 Crime Victims Reparation Commission	21	6	27	22.2%
79000 Department of Public Safety	435	139	574	24.2%
79500 Homeland Security & Emergency Management	84	44	128	34.4%
80500 Department of Transportation	2213	400	2613	15.3%
92400 Public Education Department	282	57	339	16.8%
94900 NM Education Trust Board	1	0	1	0.0%
95000 Higher Education Department	40	8	48	16.7%
Statewide	**17,538**	**4,896**	**22,434**	**21.8%**

Appendix IV: Classified Employees Leaving State Service by Agency

Agency	Involuntary	% Involuntary	Voluntary	% Voluntary	Total Classified Employees
30500 Department of Justice	2	1.3%	3	2.0%	152
30800 State Auditor	0	0.0%	1	4.0%	25
33300 Taxation & Revenue Department	5	0.6%	17	2.1%	827
33700 State Investment Council	-	-	-	-	14
34000 Administrative Hearings Office	-	-	-	-	16
34100 Department of Finance & Administration	0	0.0%	2	1.4%	148
34200 Public School Insurance Authority	-	-	-	-	7
34300 Retiree Health Care Authority	1	4.8%	0	0.0%	21
35000 General Services Department	0	0.0%	4	1.5%	262
35200 Educational Retirement Board	0	0.0%	2	2.8%	71
36100 Department of Information Technology	1	0.6%	3	1.9%	157
36600 Public Employee Retirement Association	-	-	-	-	71
36900 Commission of Public Records	-	-	-	-	25
37000 Secretary of State	1	2.1%	3	6.4%	47
37800 State Personnel Board	0	0.0%	1	3.0%	33
39400 State Treasurer	1	6.3%	0	0.0%	16
40400 Architect Examiners Board	-	-	-	-	1

Agency	Involuntary	% Involuntary	Voluntary	% Voluntary	Total Classified Employees
41000 Department of Ethics	-	-	-	-	6
41700 Border Development Authority	-	-	-	-	2
41800 Tourism Department	0	0.0%	1	2.3%	44
41900 Economic Development Department	1	2.0%	0	0.0%	50
42000 Regulation & Licensing Dept	2	0.7%	3	1.0%	294
43000 Public Regulation Commission	2	2.5%	1	1.2%	81
44000 Superintendent of Insurance	1	1.1%	3	3.2%	95
44600 Medical Examiners Board	0	0.0%	1	7.1%	14
44900 Board of Nursing	1	5.3%	1	5.3%	19
46000 EXPO New Mexico	-	-	-	-	12
46400 Professional Engineers & Land Surveyors Board	-	-	-	-	6
46500 Gaming Control Board	-	-	-	-	41
46900 State Racing Commission	-	-	-	-	8
47900 Veterinary Examiners Board	-	-	-	-	1
49500 SpacePort Authority	0	0.0%	1	4.5%	22
50500 Department of Cultural Affairs	2	0.5%	6	1.4%	437
50800 Livestock Board	0	0.0%	4	5.7%	70
51600 Department of Game & Fish	0	0.0%	7	2.6%	272
52100 Energy, Minerals, & Natural Resources Dept	0	0.0%	20	4.8%	421

Agency	Involuntary	% Involuntary	Voluntary	% Voluntary	Total Classified Employees
52200 Youth Conservation Corps	-	-	-	-	2
53900 State Land Office	-	-	-	-	161
55000 Office of the State Engineer	0	0.0%	20	7.0%	284
60300 Office of African American Affairs	-	-	-	-	5
60400 Commission for Deaf & Hard of Hearing	0	0.0%	1	7.7%	13
60600 Commission for the Blind	0	0.0%	1	1.7%	59
60900 Department of Indian Affairs	0	0.0%	1	9.1%	11
61100 Department of Early Childhood	2	0.7%	10	3.5%	284
62400 Aging & Long-Term Services Dept	0	0.0%	8	4.2%	192
63000 Health Care Authority	10	0.5%	49	2.6%	1912
63100 Department of Workforce Solutions	4	0.7%	18	3.3%	540
63200 Workers Compensation Administration	0	0.0%	2	2.1%	97
64400 Division of Vocational Rehabilitation	3	1.1%	4	1.4%	281
64500 Governor's Commission on Disability	-	-	-	-	10
64700 Developmental Disabilities Council	-	-	-	-	22
66200 Miners Colfax Medical Center	2	1.1%	17	9.2%	185
66500 Department of Health	40	1.6%	114	4.5%	2517
66700 Department of Environment	3	0.5%	16	2.7%	590
66800 Office of Natural Resources Trustee	-	-	-	-	3

Agency	Involuntary	% Involuntary	Voluntary	% Voluntary	Total Classified Employees
67000 Department of Veteran Services	0	0.0%	4	6.1%	66
68000 Office of Family Representation and Advocacy	-	-	-	-	19
69000 Children, Youth & Families Dept	11	0.7%	55	3.4%	1605
70500 Military Affairs	0	0.0%	5	3.6%	137
76000 Adult Parole Board	-	-	-	-	4
77000 New Mexico Corrections Dept	8	0.5%	67	3.8%	1758
78000 Crime Victims Reparation Commission	0	0.0%	1	4.8%	21
79000 Department of Public Safety	3	0.7%	6	1.4%	435
79500 Homeland Security & Emergency Management	0	0.0%	6	7.1%	84
80500 Department of Transportation	11	0.5%	48	2.2%	2219
92400 Public Education Department	1	0.4%	12	4.3%	282
94900 NM Education Trust Board	-	-	-	-	1
95000 Higher Education Department	0	0.0%	1	2.5%	40
Statewide	**118**	**0.7%**	**550**	**3.1%**	**17627**

Appendix V: Probationary Completion Rates by Agency

Agency	Completed	Did Not Complete
30500 Department of Justice	85.7%	14.3%
30800 State Auditor	-	-
33300 Taxation & Revenue Department	77.8%	22.2%
33700 State Investment Council	-	-
34000 Administrative Hearings Office	-	-
34100 Department of Finance & Administration	100.0%	0.0%
34200 Public School Insurance Authority	-	-
34300 Retiree Health Care Authority	-	-
35000 General Services Department	62.5%	37.5%
35200 Educational Retirement Board	71.4%	28.6%
36100 Department of Information Technology	86.7%	13.3%
36600 Public Employee Retirement Association	100.0%	0.0%
36900 Commission of Public Records	100.0%	0.0%
37000 Secretary of State	50.0%	50.0%
37800 State Personnel Board	100.0%	0.0%
39400 State Treasurer	-	-
40400 Architect Examiners Board	-	-
41000 Department of Ethics	-	-
41700 Border Development Authority	-	-
41800 Tourism Department	66.7%	33.3%
41900 Economic Development Department	50.0%	50.0%
42000 Regulation & Licensing Dept	66.7%	33.3%
43000 Public Regulation Commission	66.7%	33.3%
44000 Superintendent of Insurance	100.0%	0.0%
44600 Medical Examiners Board	-	-

Agency	Completed	Did Not Complete
44900 Board of Nursing	100.0%	0.0%
46000 EXPO New Mexico	-	-
46400 Professional Engineers & Land Surveyors Board	-	-
46500 Gaming Control Board	100.0%	0.0%
46900 State Racing Commission	-	-
47900 Veterinary Examiners Board	-	-
49500 SpacePort Authority	100.0%	0.0%
50500 Department of Cultural Affairs	73.3%	26.7%
50800 Livestock Board	60.0%	40.0%
51600 Department of Game & Fish	80.0%	20.0%
52100 Energy, Minerals, & Natural Resources Dept	78.6%	21.4%
52200 Youth Conservation Corps	-	-
53900 State Land Office	50.0%	50.0%
55000 Office of the State Engineer	88.9%	11.1%
60300 Office of African American Affairs	-	-
60400 Commission for Deaf & Hard of Hearing	100.0%	0.0%
60600 Commission for the Blind	100.0%	0.0%
60900 Department of Indian Affairs	50.0%	50.0%
61100 Department of Early Childhood	70.0%	30.0%
62400 Aging & Long-Term Services Dept	50.0%	50.0%
63000 Health Care Authority	70.7%	29.3%
63100 Department of Workforce Solutions	64.7%	35.3%
63200 Workers Compensation Administration	75.0%	25.0%
64400 Division of Vocational Rehabilitation	75.0%	25.0%
64500 Governor's Commission on Disability	100.0%	0.0%
64700 Developmental Disabilities Council	-	-
66200 Miners Colfax Medical Center	42.9%	57.1%

Agency	Completed	Did Not Complete
66500 Department of Health	63.5%	36.5%
66700 Department of Environment	90.3%	9.7%
66800 Office of Natural Resources Trustee	-	-
67000 Department of Veteran Services	50.0%	50.0%
68000 Office of Family Representation and Advocacy	-	-
69000 Children, Youth & Families Dept	48.4%	51.6%
70500 Military Affairs	69.2%	30.8%
76000 Adult Parole Board	-	-
77000 New Mexico Corrections Dept	66.7%	33.3%
78000 Crime Victims Reparation Commission	-	-
79000 Department of Public Safety	70.0%	30.0%
79500 Homeland Security & Emergency Management	66.7%	33.3%
80500 Department of Transportation	77.5%	22.5%
92400 Public Education Department	66.7%	33.3%
94900 NM Education Trust Board	-	-
95000 Higher Education Department	-	-
Statewide	**69.2%**	**30.8%**

Appendix VI: New Hires Compa-Ratio

Agency	Average of Compa-Ratio
30500 Department of Justice	111.2%
30800 State Auditor	-
33300 Taxation & Revenue Department	100.8%
33700 State Investment Council	122.7%
34000 Administrative Hearings Office	-
34100 Department of Finance & Administration	102.0%
34200 Public School Insurance Authority	-
34300 Retiree Health Care Authority	99.6%
35000 General Services Department	114.1%
35200 Educational Retirement Board	92.9%
36100 Department of Information Technology	92.6%
36600 Public Employee Retirement Association	-
36900 Commission of Public Records	-
37000 Secretary of State	104.4%
37800 State Personnel Board	99.8%
39400 State Treasurer	-
40400 Architect Examiners Board	-
41000 Department of Ethics	101.0%
41700 Border Development Authority	-
41800 Tourism Department	99.9%
41900 Economic Development Department	93.6%
42000 Regulation & Licensing Dept	101.4%
43000 Public Regulation Commission	97.6%
44000 Superintendent of Insurance	113.4%
44600 Medical Examiners Board	114.4%

Agency	Average of Compa-Ratio
44900 Board of Nursing	104.8%
46000 EXPO New Mexico	-
46400 Professional Engineers & Land Surveyors Board	-
46500 Gaming Control Board	-
46900 State Racing Commission	-
47900 Veterinary Examiners Board	-
49500 SpacePort Authority	-
50500 Department of Cultural Affairs	96.8%
50800 Livestock Board	80.5%
51600 Department of Game & Fish	105.3%
52100 Energy, Minerals, & Natural Resources Dept	97.3%
52200 Youth Conservation Corps	-
53900 State Land Office	104.0%
55000 Office of the State Engineer	82.3%
60300 Office of African American Affairs	97.9%
60400 Commission for Deaf & Hard of Hearing	-
60600 Commission for the Blind	92.0%
60900 Department of Indian Affairs	-
61100 Department of Early Childhood	105.5%
62400 Aging & Long-Term Services Dept	92.1%
63000 Health Care Authority	94.5%
63100 Department of Workforce Solutions	97.6%
63200 Workers Compensation Administration	98.7%
64400 Division of Vocational Rehabilitation	108.1%
64500 Governor's Commission on Disability	-
64700 Developmental Disabilities Council	-
66200 Miners Colfax Medical Center	90.2%

Agency	Average of Compa-Ratio
66500 Department of Health	92.8%
66700 Department of Environment	104.9%
66800 Office of Natural Resources Trustee	-
67000 Department of Veteran Services	97.9%
68000 Office of Family Representation and Advocacy	90.7%
69000 Children, Youth & Families Dept	100.5%
70500 Military Affairs	105.8%
76000 Adult Parole Board	95.2%
77000 New Mexico Corrections Dept	96.6%
78000 Crime Victims Reparation Commission	100.9%
79000 Department of Public Safety	100.2%
79500 Homeland Security & Emergency Management	107.2%
80500 Department of Transportation	101.9%
92400 Public Education Department	101.0%
94900 NM Education Trust Board	-
95000 Higher Education Department	-
Statewide	**97.9%**

Appendix VII: Average Classified Compa-Ratio by Agency

Agency	Average of Compa Ratio
30500 Department of Justice	103.0%
30800 State Auditor	105.5%
33300 Taxation & Revenue Department	105.1%
33700 State Investment Council	108.7%
34000 Administrative Hearings Office	109.8%
34100 Department of Finance & Administration	112.1%
34200 Public School Insurance Authority	103.2%
34300 Retiree Health Care Authority	102.0%
35000 General Services Department	109.0%
35200 Educational Retirement Board	100.6%
36100 Department of Information Technology	101.4%
36600 Public Employee Retirement Association	107.7%
36900 Commission of Public Records	93.3%
37000 Secretary of State	102.0%
37800 State Personnel Board	97.2%
39400 State Treasurer	107.4%
40400 Architect Examiners Board	109.9%
41000 Department of Ethics	104.9%
41700 Border Development Authority	97.6%
41800 Tourism Department	103.1%
41900 Economic Development Department	101.1%
42000 Regulation & Licensing Dept	103.5%
43000 Public Regulation Commission	100.9%
44000 Superintendent of Insurance	111.1%

Agency	Average of Compa Ratio
44600 Medical Examiners Board	108.1%
44900 Board of Nursing	109.0%
46000 EXPO New Mexico	100.9%
46400 Professional Engineers & Land Surveyors Board	108.5%
46500 Gaming Control Board	108.3%
46900 State Racing Commission	104.3%
47900 Veterinary Examiners Board	94.3%
49500 SpacePort Authority	100.9%
50500 Department of Cultural Affairs	96.6%
50800 Livestock Board	92.2%
51600 Department of Game & Fish	105.0%
52100 Energy, Minerals, & Natural Resources Dept	99.4%
52200 Youth Conservation Corps	99.2%
53900 State Land Office	107.2%
55000 Office of the State Engineer	92.4%
60300 Office of African American Affairs	101.8%
60400 Commission for Deaf & Hard of Hearing	99.6%
60600 Commission for the Blind	94.8%
60900 Department of Indian Affairs	104.7%
61100 Department of Early Childhood	105.0%
62400 Aging & Long-Term Services Dept	105.6%
63000 Health Care Authority	96.9%
63100 Department of Workforce Solutions	95.3%
63200 Workers Compensation Administration	104.7%
64400 Division of Vocational Rehabilitation	108.4%
64500 Governor's Commission on Disability	94.9%
64700 Developmental Disabilities Council	107.9%

Agency	Average of Compa Ratio
66200 Miners Colfax Medical Center	97.6%
66500 Department of Health	97.9%
66700 Department of Environment	109.8%
66800 Office of Natural Resources Trustee	102.5%
67000 Department of Veteran Services	100.1%
68000 Office of Family Representation and Advocacy	97.0%
69000 Children, Youth & Families Dept	106.7%
70500 Military Affairs	106.4%
76000 Adult Parole Board	98.2%
77000 New Mexico Corrections Dept	100.2%
78000 Crime Victims Reparation Commission	99.5%
79000 Department of Public Safety	109.0%
79500 Homeland Security & Emergency Management	101.8%
80500 Department of Transportation	105.4%
92400 Public Education Department	100.0%
94900 NM Education Trust Board	92.8%
95000 Higher Education Department	104.2%
Statewide	**102.0%**

Appendix VIII: Cost of Overtime Pay by Agency

Agency	Cost of Overtime
30500 Department of Justice	$4,395
30800 State Auditor	-
33300 Taxation & Revenue Department	$4,637
33700 State Investment Council	$8,515
34000 Administrative Hearings Office	-
34100 Department of Finance & Administration	$178
34200 Public School Insurance Authority	-
34300 Retiree Health Care Authority	-
35000 General Services Department	$6,860
35200 Educational Retirement Board	$0
36100 Department of Information Technology	$14,973
36600 Public Employee Retirement Association	$435
36900 Commission of Public Records	-
37000 Secretary of State	$13,400
37800 State Personnel Board	-
39400 State Treasurer	$41
40400 Architect Examiners Board	-
41000 Department of Ethics	-
41700 Border Development Authority	-
41800 Tourism Department	-
41900 Economic Development Department	-
42000 Regulation & Licensing Dept	$6,681
43000 Public Regulation Commission	-
44000 Superintendent of Insurance	$43,014
44600 Medical Examiners Board	-

Agency	Cost of Overtime
44900 Board of Nursing	-
46000 EXPO New Mexico	$149
46400 Professional Engineers & Land Surveyors Board	$0
46500 Gaming Control Board	$1,522
46900 State Racing Commission	-
47900 Veterinary Examiners Board	-
49500 SpacePort Authority	-
50500 Department of Cultural Affairs	$52,587
50800 Livestock Board	$262
51600 Department of Game & Fish	$26,548
52100 Energy, Minerals, & Natural Resources Dept	$159,569
52200 Youth Conservation Corps	-
53900 State Land Office	$1,891
55000 Office of the State Engineer	$2,399
60300 Office of African American Affairs	-
60400 Commission for Deaf & Hard of Hearing	-
60600 Commission for the Blind	$10,370
60900 Department of Indian Affairs	-
61100 Department of Early Childhood	$50,015
62400 Aging & Long-Term Services Dept	$12,699
63000 Health Care Authority	$123,037
63100 Department of Workforce Solutions	$83,665
63200 Workers Compensation Administration	$760
64400 Division of Vocational Rehabilitation	$7,787
64500 Governor's Commission on Disability	-
64700 Developmental Disabilities Council	-
66200 Miners Colfax Medical Center	$204,647

Agency	Cost of Overtime
66500 Department of Health	$1,795,082
66700 Department of Environment	$185,034
66800 Office of Natural Resources Trustee	-
67000 Department of Veteran Services	$495
68000 Office of Family Representation and Advocacy	-
69000 Children, Youth & Families Dept	$2,146,173
70500 Military Affairs	$4,311
76000 Adult Parole Board	-
77000 New Mexico Corrections Dept	$2,790,670
78000 Crime Victims Reparation Commission	$4,047
79000 Department of Public Safety	$467,795
79500 Homeland Security & Emergency Management	$28,885
80500 Department of Transportation	$1,342,993
92400 Public Education Department	$308
94900 NM Education Trust Board	-
95000 Higher Education Department	-
Statewide	**$9,606,830**

Appendix IX: SPO-Led Course Descriptions

State Tribal Collaboration Act Cultural Competency Training (SoNM-2019)

Required for all State agency managers and employees who have ongoing communication with Indian nations, tribes, or pueblos.

Pursuant to the State-Tribal Collaboration Act: All state agency managers and employees who have ongoing communication with Nations, Pueblos, or Tribes shall complete a cultural competency training. In this training, participants will develop an understanding of the State Tribal Collaboration Act and how it applies to agencies and employee work, tribal sovereignty and the relations between state and tribes, the role of consultation, collaboration, and communication with tribes, and the history, systems, policies, and laws that impact American Indians. Length: 1.25 hrs.

Civil Rights Awareness of State of New Mexico Employees FY25 (SoNM-1983)

Required annually for all State employees.

Instructor-led version of online course that is an annual requirement for all state employees. This is a comprehensive course covering workplace civil rights, discrimination, and diversity, required annually by the State Personnel Office. Workplace civil rights include protection from discrimination, harassment, and retaliation on the basis of statuses protected by equal employment opportunity laws. It is the responsibility of every employee to uphold and respect these rights. Length: 2 hrs.

Conducting Performance Evaluations – Part 2 (SoNM-1915)

Part 1 and 2 are required for all managers and supervisors within 90 days of appointment to position.

The second half of a course that is mandatory upon appointment to supervision. Completion of Part 1 (eLearning) is required to enroll in Part 2 (instructor-led class). Practice setting goals, rating performance, and providing feedback. Length: 2 hrs.

Handling Conflict and Difficult Conversations (Leadership) (SoNM-1687)

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. Length: 3 hrs.

Hiring the Best Candidate for the Job (SoNM-1689)

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. Length: 3 hrs.

Interpersonal Leadership Skills (SoNM-1693)

In this three-hour, instructor-led workshop, you'll learn how to 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. Length: 3 hrs.

Labor Relations for Management (SoNM-2021)

This training will promote positive working relationships among management, employees, and unions at the State of New Mexico by increasing familiarity with rights and responsibilities under the Collective Bargaining Agreements (CBAs). Facilitated by SPO Labor Relations. Length: 3 hrs.

Leading a Workplace Culture of Civility (SoNM-1688)

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. Length: 3 hrs.

Ongoing Leadership Education (OLÉ) (SoNM-1827)

OLÉ is a monthly learning session providing continuing professional development and support for supervisors and managers (aspiring or current) through one-hour presentations and discussions with practical, applicable ideas and suggestions. Topic changes each month. Length: 1 hr.

State Personnel Tools for Employee Recruitment and Retention (SoNM-1792)

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. Length: 2 hrs.

Strategies for Positive Management (SoNM-1632)

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. Length: 3 hrs.

Essentials of Supervision and Management Series Capstone Course (SoNM-1720)

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. Completion of program prerequisites required. Length: 6 hrs.

Employment Records Training: Retention, Transfer, & Archiving of Personnel Files (SoNM-1794)

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. Length: 1.5 hrs.

SPO HR Business Process Overview (SoNM-1707)

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. For agency HR personnel only. Length: 3 hrs.

Managing the Employee Discipline Process: Guidelines for HR (SoNM-1713)

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. For agency HR personnel only. Length: 3 hrs.

What's Your Communication Style? (SoNM-1677)

This training helps learners identify their own preferred communication style, and to recognize styles preferred by others, strengthening communication skills. Length: 2 hrs.

Four Essential Customer Service Skills (SoNM-1794)

Learn the four essential customer service skills and how we can utilize them, so our customers feel valued, heard and understood. Length: 1 hr.

Effective Workplace Communication (SoNM-1897)

This course will explore the building blocks of workplace communication, with a view toward handling difficult conversations better. Length: 1.5 hrs.

Customer Service Excellence Program Workshop (SoNM-1799)

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. Completion of series prerequisites required. Length: 3 hrs.

Creating a Culture of Civility Together (SoNM-1791)

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. Length: 3 hrs.

Successful Communication Skills Series Workshop (SoNM-1760)

This highly interactive course provides an opportunity to practice and apply the knowledge and skills from the eLearning modules in the CCR series. Completion of series prerequisites required. Length: 3 hrs.