



# **State Personnel Office**

## Key Quarterly Performance Measures Report

Quarter 4, 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

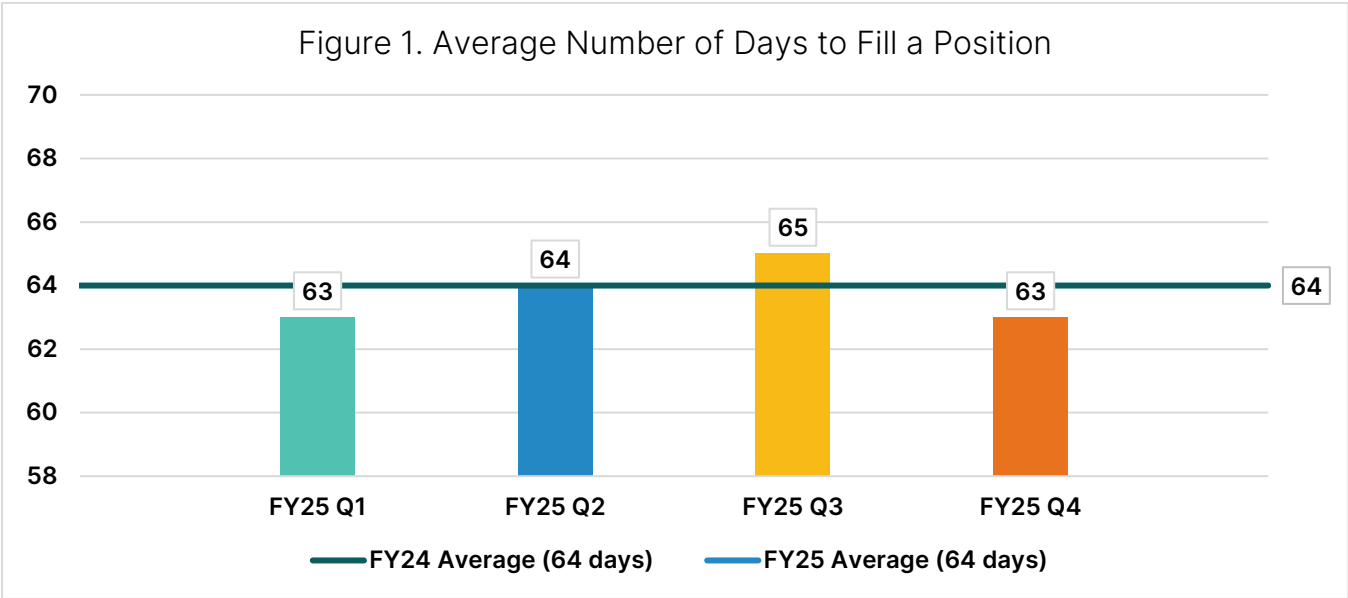
# Average Number of Days to Fill a Position

## Background

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.

## Data

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<sup>1</sup>. The average time to fill a position for FY25 Q4 was 63 days. The average time to fill in FY25 was 64 days, which is flat with FY24. SPO continues to send quarterly time to fill data to agencies. Days to fill data for FY25 Q4 for all agencies can be found in Appendix I.

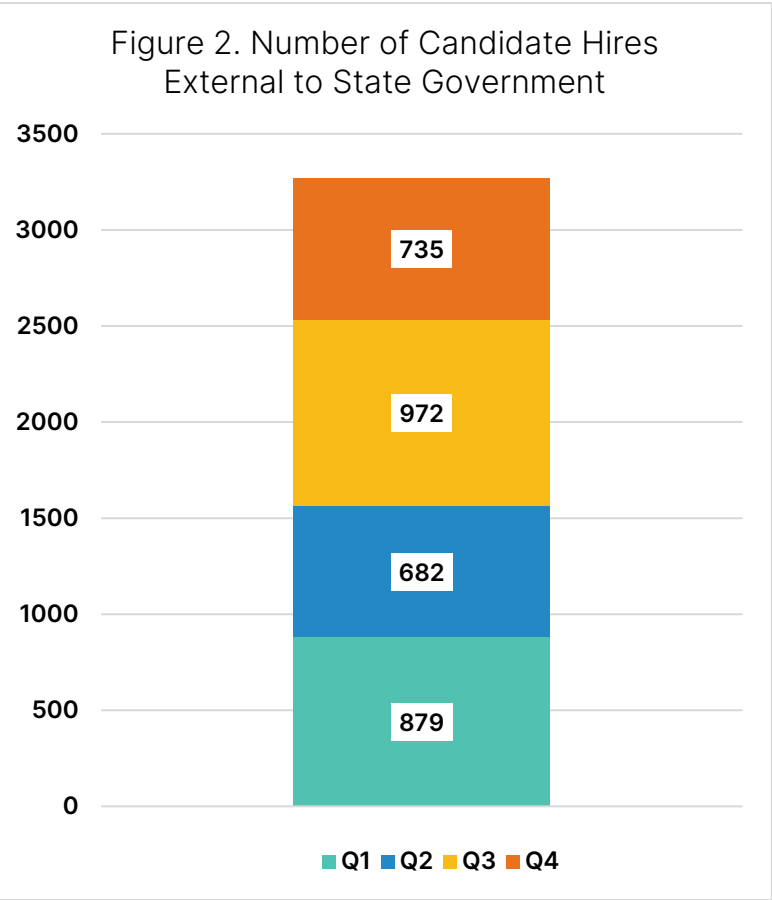


<sup>1</sup> **Data Source:** SHARE PeopleSoft- Human Capital Management (HCM)-Recruitment Module. **Methodology:** Extract job postings' posting date and offer accepted date, as indicated by the hiring agency. Calculate the days to fill.

# Number of Candidate Hires External to State Government

## Background

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

Of the 1,533 hires in FY25 Q4, 735, or 48%, were external to state government<sup>2</sup>. External hire data for FY25 Q4 for all agencies can be found in Appendix II.

A total of 3,268 hires, or 48%, were external in FY25<sup>3</sup>.

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

<sup>3</sup> The count of external hires for Q1-Q3 is higher than previously reported due to queries being updated to capture all relevant data. The updated numbers are reflected in Figure 2.

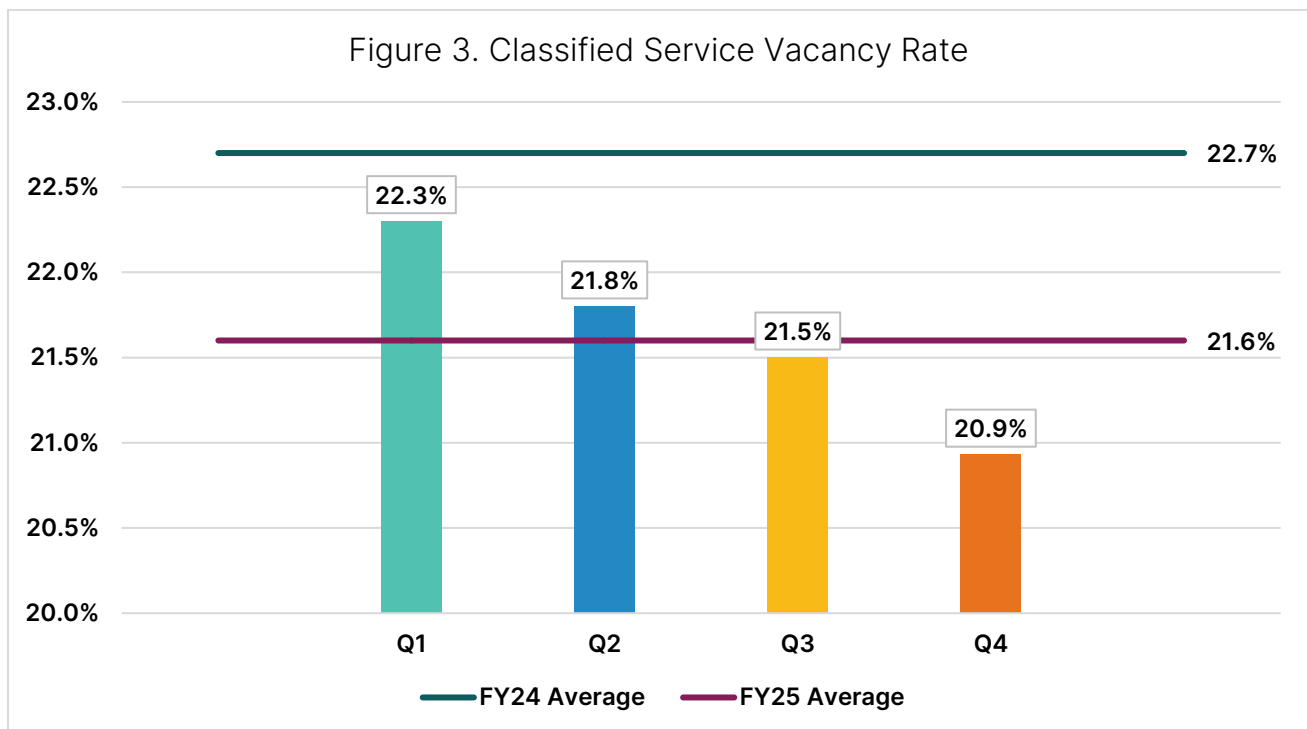
# Classified Service Vacancy Rate

## Background

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.

## Data

The vacancy rate includes all active permanent and sponsored term positions within the classified service. The vacancy rate for FY25 Q4 was 20.9%<sup>4</sup>. This is a decrease to FY25 Q2. On average for the whole of FY25, the vacancy rate was 21.6%, a 1.1% drop from FY24. Vacancy rates for all agencies can be found in Appendix III.



<sup>4</sup> **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).

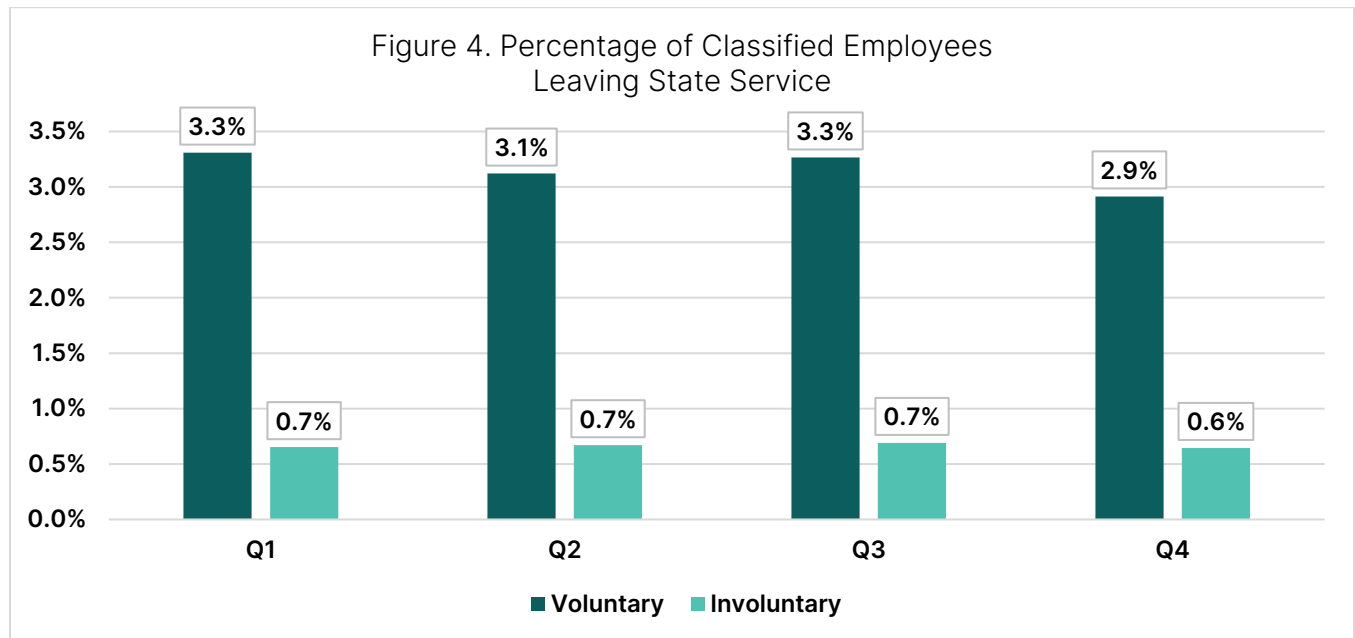
# Percentage of Classified Employees Leaving State Service

## Background

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

## Data

0.6% of classified employees were involuntarily separated from the state in FY25 Q4 and 2.9% were voluntarily separated<sup>5</sup>. Percentages of classified employees leaving state service by agency can be found in Appendix IV.



<sup>5</sup> **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).

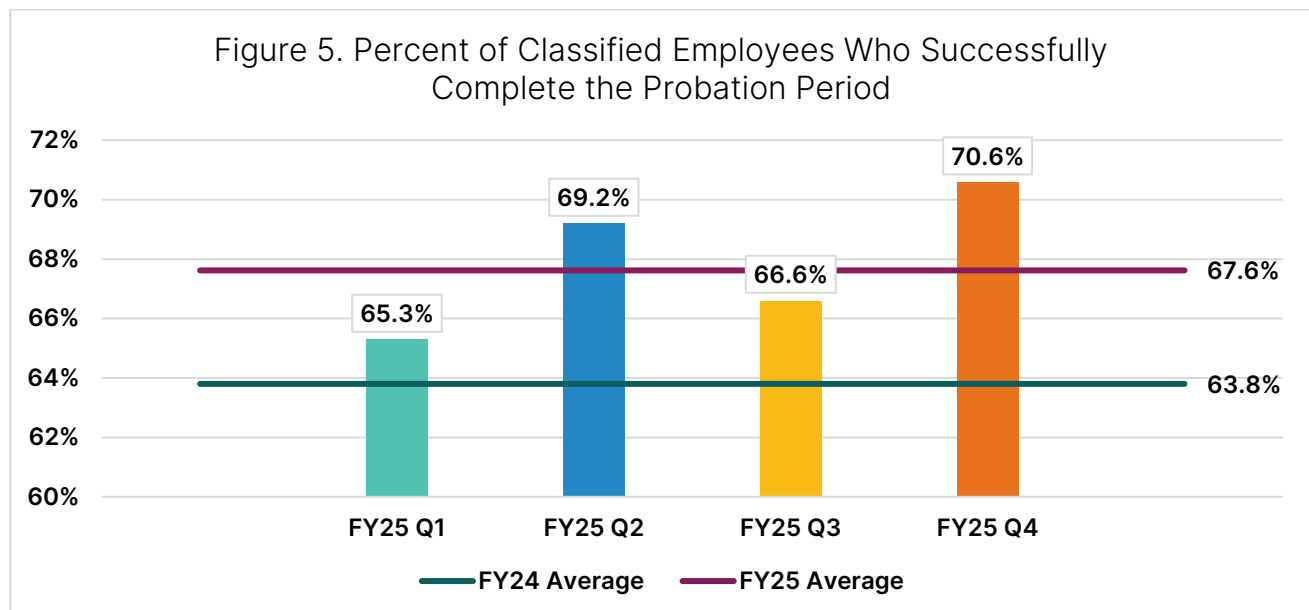
# Percentage of Classified Employees Who Successfully Complete the Probationary Period

## Background

Employees successfully completing their probationary period is a key indicator of an agency's need to assess and review work processes. 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 better attract new employees.

## Data

Per 1.7.2.8 NMAC, the classified probationary period is one (1) year. In FY25 Q4, 70.6% of probationary employees completed probation, a 4% increase over Q3<sup>6</sup>. In FY25, 67.6% of probationary employees completed probation, a 3.8% increase over FY24. Probationary completion rates for all agencies can be found in Appendix V.



<sup>6</sup> **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).



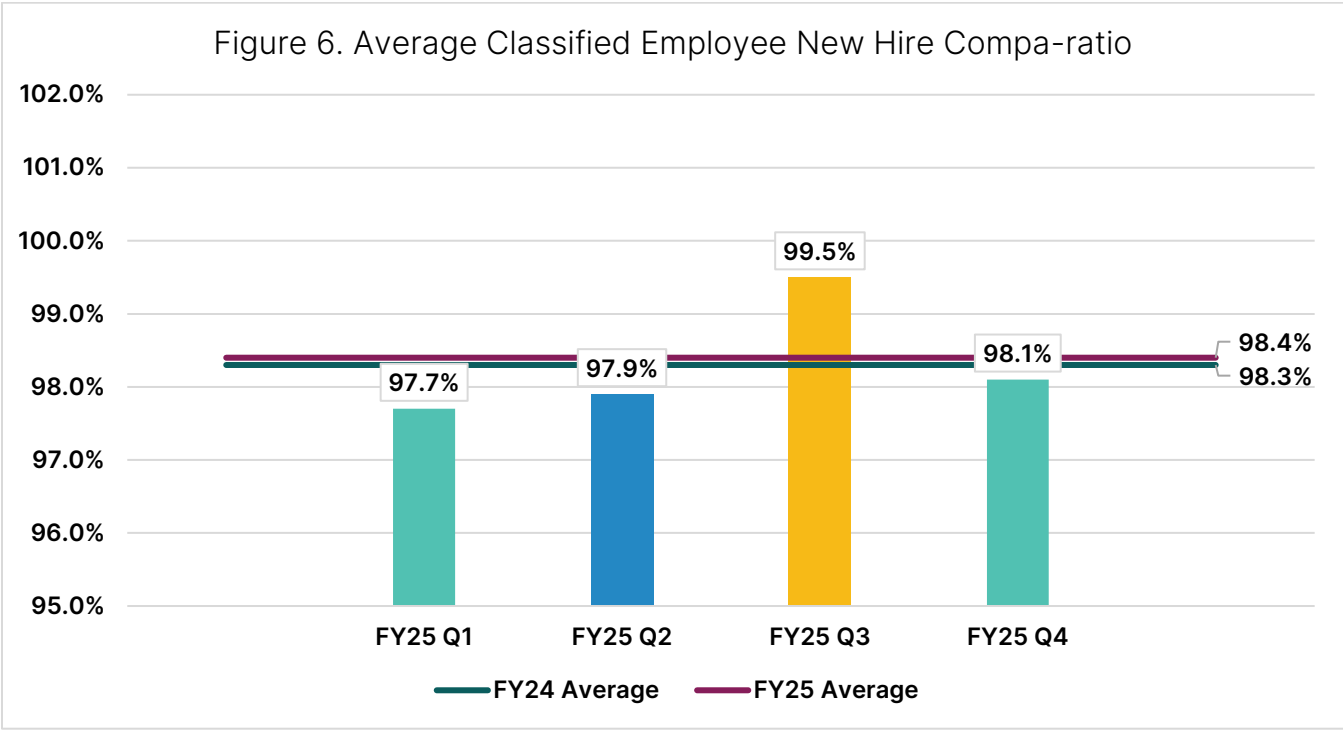
# Average Classified Employee New Hire Compa-Ratio

## Background

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 indicator of salary competitiveness.

## Data

The FY25 Q4 average new hire compa-ratio is 98.1%<sup>7</sup>. The average new hire compa-ratio for FY25 was 98.4%, slightly higher than FY24. 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.



<sup>7</sup> **Data Source:** SHARE PeopleSoft-HCM. **Methodology:** Extract job data personnel records, Average compa-ratio.

# Average Classified Employee Compa-Ratio

## Background

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.

## Data

The average compa-ratio for classified employees in FY25 Q4 was 102.7%.<sup>8</sup> The average new hire compa-ratio for FY25 was 102.2%, almost 2% higher than FY24. Average classified employee compa-ratio data by agency can be found in Appendix VII.

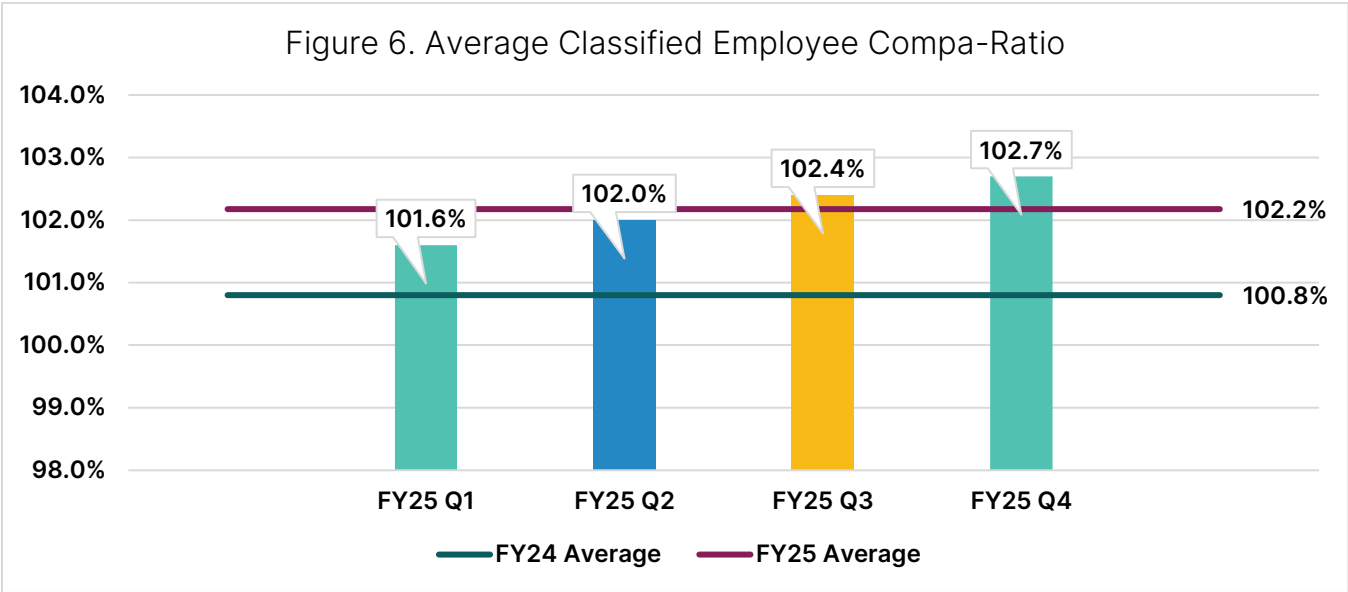


Table 1. FY25 Q4 Average Compa-Ratio by Payline

Payline	Average Compa-Ratio
Architecture	100.2%
Attorneys	104.5%
Business	104.7%

<sup>8</sup> **Data Source:** SHARE PeopleSoft-HCM. **Methodology:** Extract job data personnel records, Average compa-ratio.

Payline	Average Compa-Ratio
Corrections	102.3%
Engineer, Surveyor, Water Resources, Engineering Tech	99.6%
General	103.4%
Healthcare General	98.4%
Healthcare Professional	104.2%
Information Technology	102.0%
Peace Officer	98.3%
Scientist	96.2%
Social Services	104.4%

# Number of Salary Increases Awarded

## Background

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<sup>9</sup>. The following provisions within the SPB Rules are currently authorized:

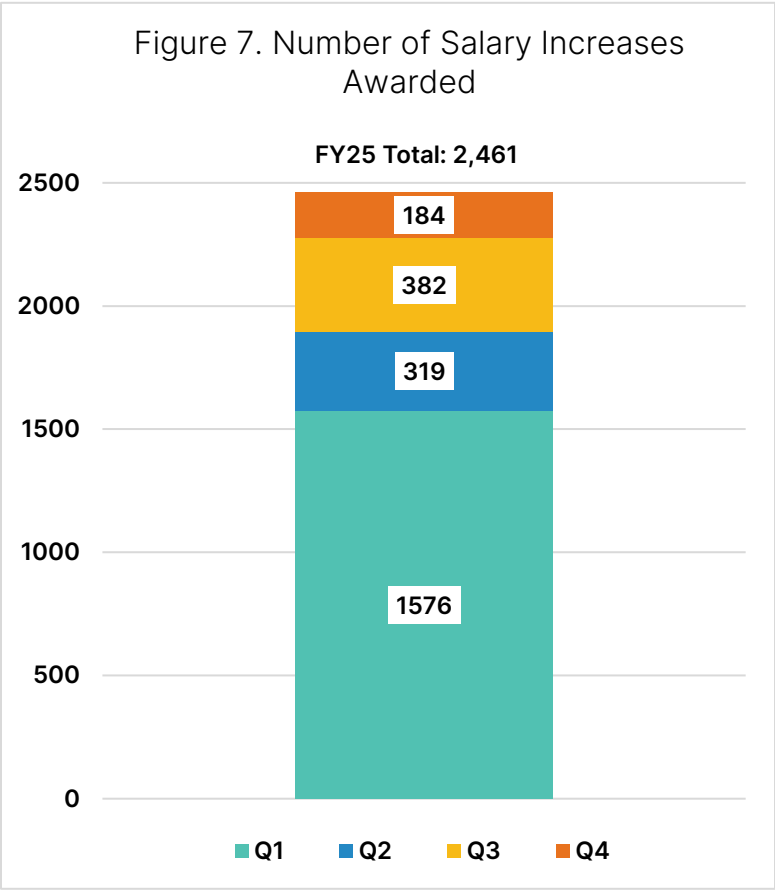
*Temporary Recruitment Differentials (TREC)s* are permitted for positions determined to be critical to meeting the business needs of an agency and documented as a severe recruitment problem for the agency.

*Temporary Retention Differentials (TRET)s* 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 (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.

## Data

The total number of salary increases for FY25 was 2,461, of which, 184 were in Q4.



<sup>9</sup> **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.

## Data

The cost of overtime pay by agency can be found in Appendix VIII<sup>10</sup>.

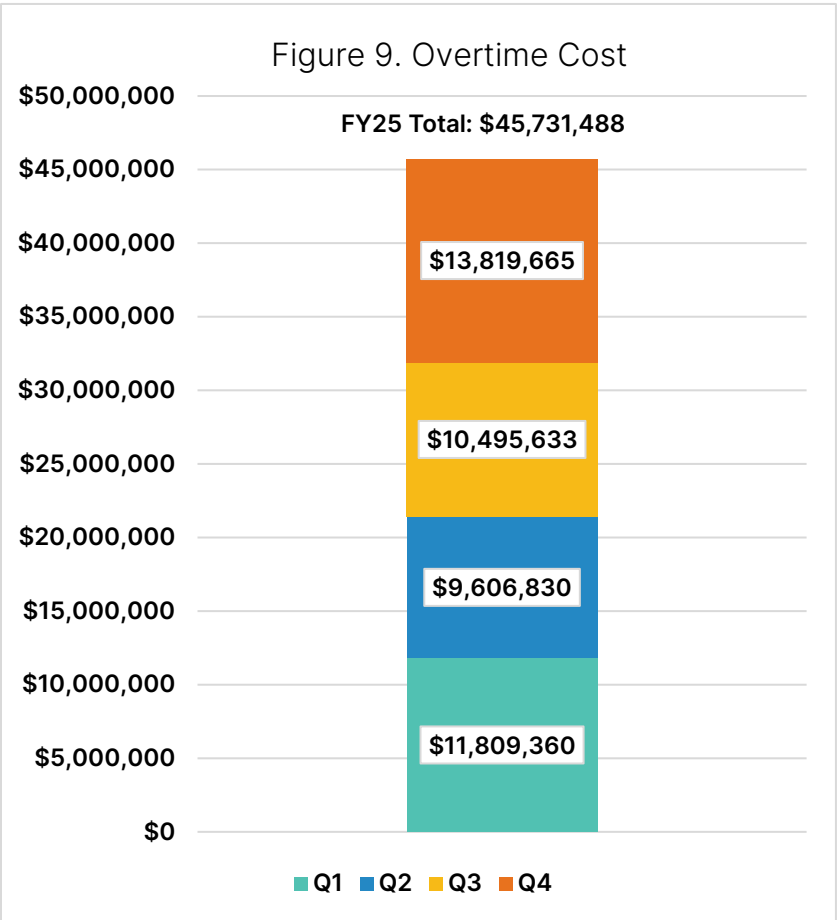


Table 2. Agencies With the Highest Cost of Overtime Pay

Agency	Cost of Overtime Pay
New Mexico Corrections Dept	\$4,602,458
Department of Health	\$2,926,372
Children, Youth & Families Dept	\$2,272,059
Department of Transportation	\$1,512,212
Energy, Minerals, & Natural Resources Dept	\$819,555

<sup>10</sup> **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 benefits provided to employees of the state<sup>11</sup>. 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.

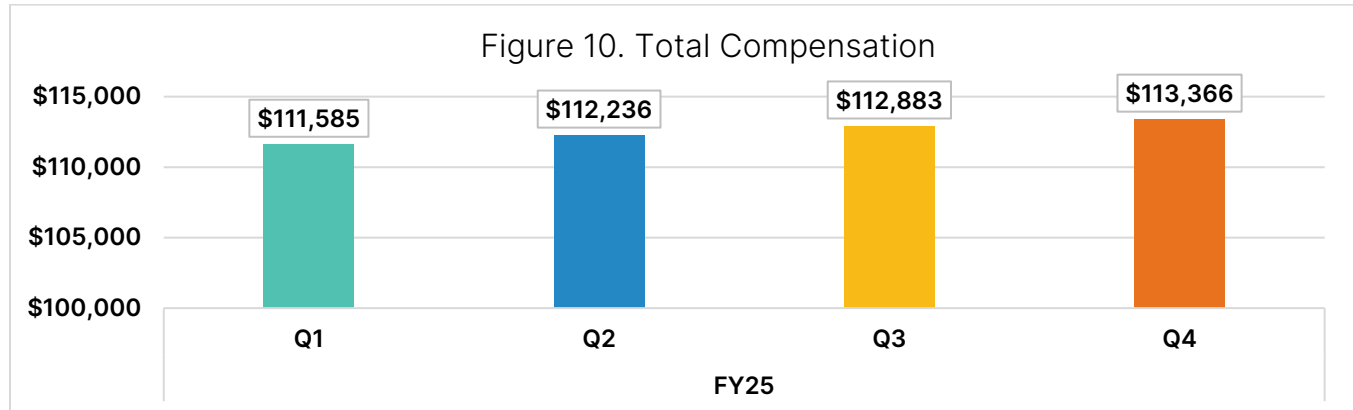


Table 3. Total Compensation Distribution

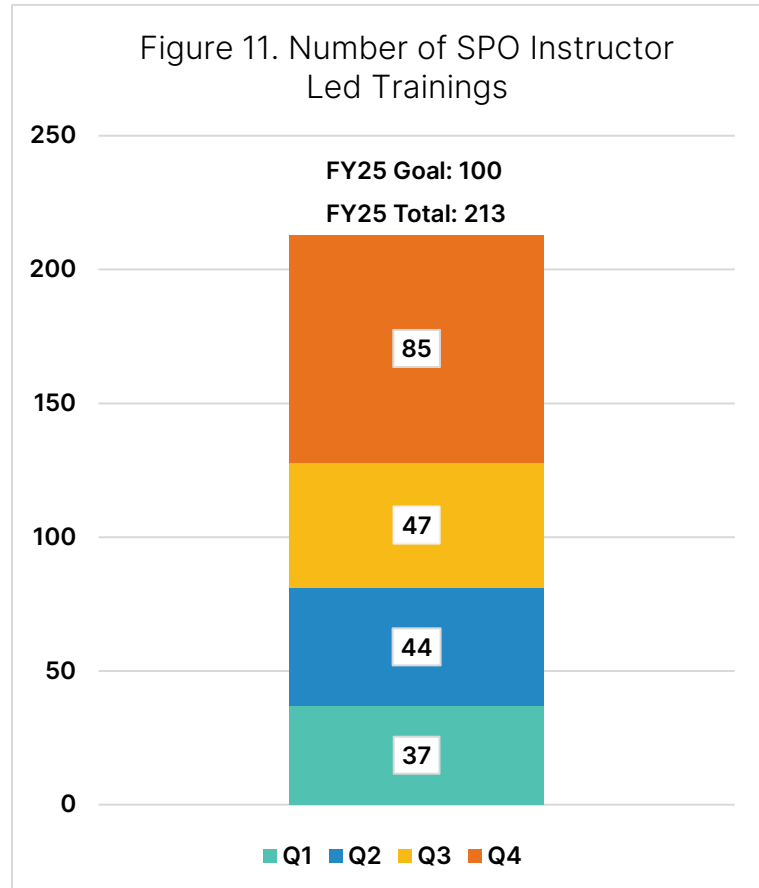
Salary/Benefit	Average Value	% of Total Compensation
Average Base Salary	\$69,950	61.7%
FICA/Medicare	\$5,351	4.7%
PERA	\$13,458	11.9%
Vacation	\$2,690	2.4%
Sick	\$3,498	3.1%
Retiree Health Care	\$1,399	1.2%
Holiday	\$2,959	2.6%
Insurance	\$13,522	11.9%
Personal Days	\$538	0.5%
<b>Total Compensation (Salary + Benefits)</b>	<b>\$113,366</b>	

<sup>11</sup> **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 Q4, SPO Learning & Development held 85 instructor-led courses with 2,312 participants<sup>12</sup>. Of the 85 instructor-led classes, 72 were facilitated specifically by Learning & Development Bureau staff. The Q4 number of classes facilitated by Learning & Development staff represents a nearly 90% increase over the average from the previous 3 quarters in FY25. The State Personnel Office exceeded the FY25 goal of 100 instructor-led courses, ending the fiscal year with a total of 213.

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

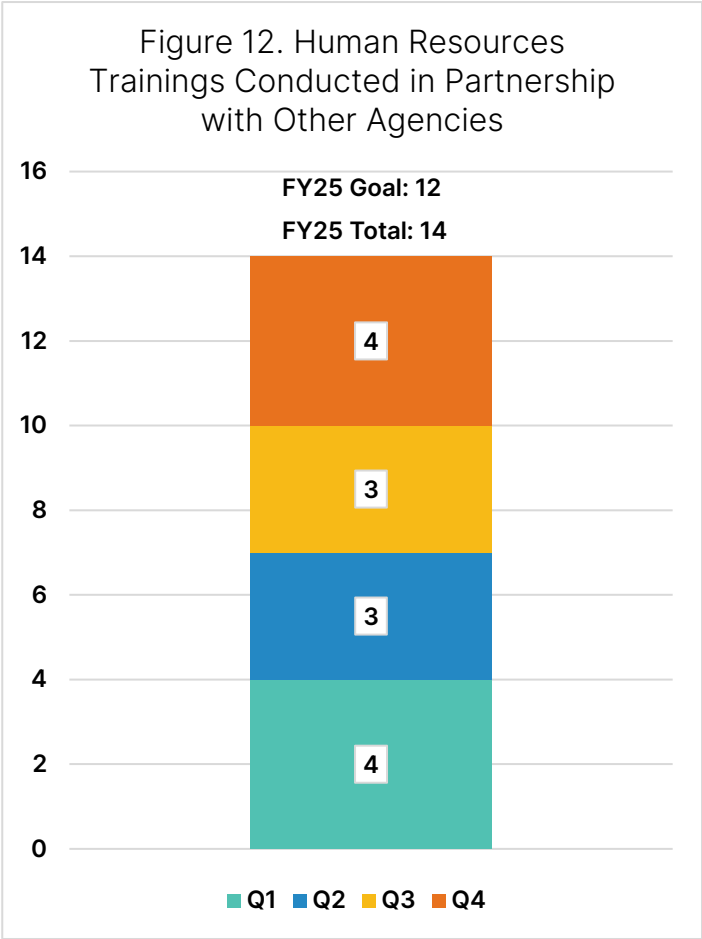


<sup>12</sup> **Data Source:** SHARE PeopleSoft-Enterprise Learning Management (ELM), Internal Database. **Methodology:** Count number of SPO led training offered in the quarter.

# 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 training courses in partnership with other agencies<sup>13</sup>.



<sup>13</sup> **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

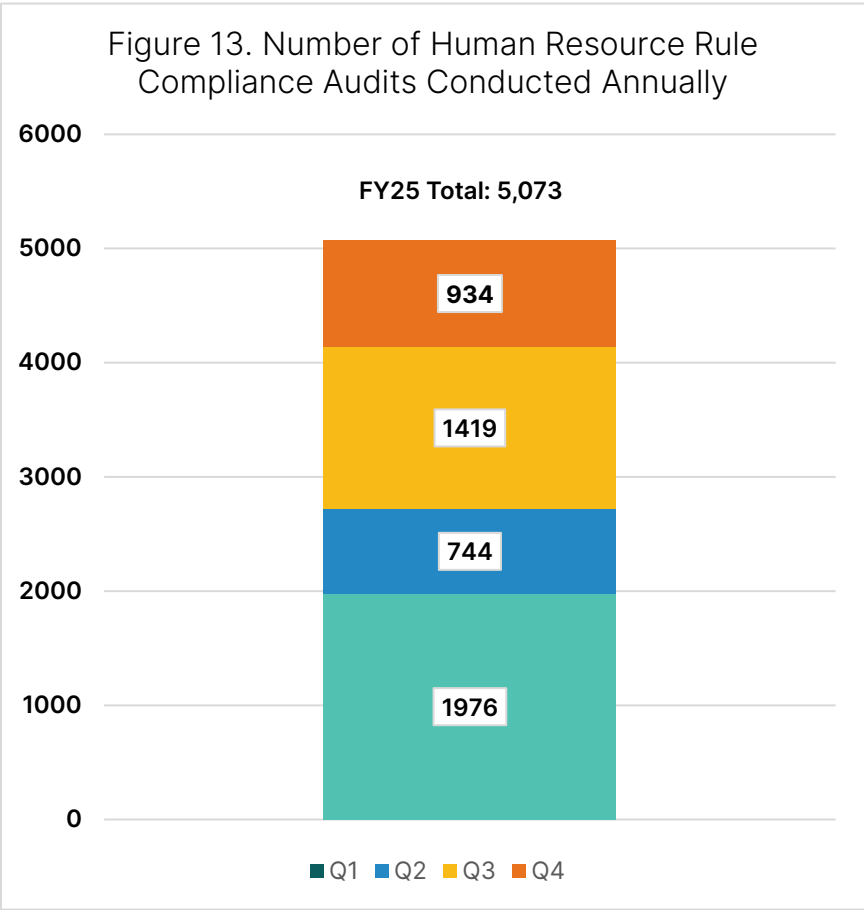
## Background

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 an audit 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 accomplished. SPO 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.

## Data

In this quarter, SPO conducted 934 human resources rule compliance audits<sup>14</sup>.



<sup>14</sup> **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/Avg
Number of human resource rule compliance audits conducted annually	1,000	1,976	744	1,419	934	5,073
Number of SPO-led training courses offered annually	100	37	44	47	85	213
Number of Human Resources Trainings Conducted in Partnership with Other Agencies	12	4	3	3	4	14
Average number of days to fill a position from the date of posting	-	63	64	65	63	64
Percent of classified employees who successfully complete the probation period	-	65%	69%	67%	71%	67.6%
Percent of classified employees voluntarily leaving state service	-	3.3%	3.1%	3.3%	2.9%	3.2%
Percent of classified employees involuntarily leaving state service	-	0.7%	0.7%	0.7%	0.6%	0.7%
Classified service vacancy rate	-	22.3%	21.8%	21.5%	20.9%	21.6%

FY25 Approved Quarterly Performance Measures	FY25 Targets	Q1	Q2	Q3	Q4	FY25 Total/Avg
Average classified employee new hire compa-ratio	-	97.7%	97.9%	99.5%	98.1%	<b>98.4%</b>
Average classified employee compa-ratio	100%	101.6%	102.0%	102.4%	102.7%	<b>102.2%</b>
Number of salary increases awarded	-	1,576	319	382	184	<b>2,461</b>
Cost of overtime pay	-	\$11,809,360	\$9,606,830	\$10,495,633	\$13,819,665	<b>\$45,731,488</b>
Average classified service employee total compensation	-	\$111,585	\$112,236	\$112,883	\$113,366	<b>\$112,517</b>
Number of candidates hired external to state government	-	879	682	972	735	<b>3,268</b>

## Appendix I: Days to Fill by Agency

BU	Agency	Avg Time to Fill	Count of Job Openings
30500	Department of Justice	38	9
30800	State Auditor	41	1
33300	Taxation & Revenue Department	66	26
33700	State Investment Council	-	-
34000	Administrative Hearings Office	43	3
34100	Department of Finance & Administration	55	6
34200	Public School Insurance Authority	-	-
34300	Retiree Health Care Authority	27	1
35000	General Services Department	58	25
35200	Educational Retirement Board	23	8
36100	Department of Information Technology	56	10
36600	Public Employee Retirement Association	-	-
36900	Commission of Public Records	-	-
37000	Secretary of State	58	7
37800	State Personnel Board	18	4
39400	State Treasurer	72	2
40400	Architect Examiners Board	48	1
41000	Department of Ethics	-	-
41700	Border Development Authority	-	-
41800	Tourism Department	48	2
41900	Economic Development Department	30	1
42000	Regulation & Licensing Dept	50	26
43000	Public Regulation Commission	30	1
44000	Superintendent of Insurance	47	11
44600	Medical Examiners Board	56	2

BU	Agency	Avg Time to Fill	Count of Job Openings
44900	Board of Nursing	-	-
46000	EXPO New Mexico	-	-
46400	Professional Engineers & Land Surveyors Board	-	-
46500	Gaming Control Board	41	3
46900	State Racing Commission	6	1
47900	Veterinary Examiners Board	-	-
49500	SpacePort Authority	37	2
50500	Department of Cultural Affairs	70	9
50800	Livestock Board	41	2
51600	Department of Game & Fish	44	14
52100	Energy, Minerals, & Natural Resources Dept	103	17
52200	Youth Conservation Corps	100	1
53900	State Land Office	43	6
55000	Office of the State Engineer	60	32
60300	Office of African American Affairs	45	4
60400	Commission for Deaf & Hard of Hearing	-	-
60600	Commission for the Blind	70	1
60900	Department of Indian Affairs	32	2
61100	Department of Early Childhood	69	26
62400	Aging & Long Term Services Dept	65	11
63000	Health Care Authority	70	117
63100	Department of Workforce Solutions	46	26
63200	Workers Compensation Administration	47	6
64400	Division of Vocational Rehabilitation	-	-
64500	Governor's Commission on Disability	-	-
64700	Developmental Disabilities Council	44	1
66200	Miners Colfax Medical Center	47	3

BU	Agency	Avg Time to Fill	Count of Job Openings
66500	Department of Health	52	115
66700	Department of Environment	74	23
66800	Office of Natural Resources Trustee	-	-
67000	Department of Veteran Services	23	9
68000	Office of Family Representation and Advocacy	70	5
69000	Children, Youth & Families Dept	56	71
70500	Military Affairs	56	9
76000	Adult Parole Board	26	1
77000	New Mexico Corrections Dept	48	81
78000	Crime Victims Reparation Commission	-	-
79000	Department of Public Safety	67	28
79500	Homeland Security & Emergency Management	63	10
80500	Department of Transportation	89	183
92400	Public Education Department	54	36
94900	NM Education Trust Board	-	-
95000	Higher Education Department	45	2
Statewide		63	1003

## Appendix II: FY25 Q4 External Hires by Agency

BU	Agency	External Hire Count	External Hire %	Internal Hire Count	Internal Hire %
30500	Department of Justice	7	41%	10	59%
30800	State Auditor	1	100%	0	0%
33300	Taxation & Revenue Department	14	35%	26	65%
33700	State Investment Council	0	-	0	-
34000	Administrative Hearings Office	1	17%	5	83%
34100	Department of Finance & Administration	7	58%	5	42%
34200	Public School Insurance Authority	0	-	0	-
34300	Retiree Health Care Authority	1	33%	2	67%
35000	General Services Department	13	41%	19	59%
35200	Educational Retirement Board	3	43%	4	57%
36100	Department of Information Technology	4	29%	10	71%
36600	Public Employee Retirement Association	0	-	0	-
36900	Commission of Public Records	0	-	0	-
37000	Secretary of State	1	20%	4	80%
37800	State Personnel Board	1	25%	3	75%
39400	State Treasurer	0	0%	2	100%
40400	Architect Examiners Board	2	100%	0	0%

BU	Agency	External Hire Count	External Hire %	Internal Hire Count	Internal Hire %
41000	Department of Ethics	0	-	0	-
41700	Border Development Authority	0	-	0	-
41800	Tourism Department	0	-	0	-
41900	Economic Development Department	4	100%	0	0%
42000	Regulation & Licensing Dept	19	58%	14	42%
43000	Public Regulation Commission	2	100%	0	0%
44000	Superintendent of Insurance	7	47%	8	53%
44600	Medical Examiners Board	2	67%	1	33%
44900	Board of Nursing	0	-	0	-
46000	EXPO New Mexico	0	-	0	-
46400	Professional Engineers & Land Surveyors Board	0	-	0	-
46500	Gaming Control Board	0	0%	4	100%
46900	State Racing Commission	1	100%	0	0%
47900	Veterinary Examiners Board	0	-	0	-
49500	SpacePort Authority	2	100%	0	0%
50500	Department of Cultural Affairs	6	55%	5	45%
50800	Livestock Board	1	50%	1	50%
51600	Department of Game & Fish	6	35%	11	65%
52100	Energy, Minerals, & Natural Resources Dept	24	53%	21	47%



BU	Agency	External Hire Count	External Hire %	Internal Hire Count	Internal Hire %
52200	Youth Conservation Corps	1	100%	0	0%
53900	State Land Office	0	0%	9	100%
55000	Office of the State Engineer	9	64%	5	36%
60300	Office of African American Affairs	2	100%	0	0%
60400	Commission for Deaf & Hard of Hearing	0	-	0	-
60600	Commission for the Blind	1	100%	0	0%
60900	Department of Indian Affairs	2	50%	2	50%
61100	Department of Early Childhood	12	41%	17	59%
62400	Aging & Long-Term Services Dept	5	38%	8	62%
63000	Health Care Authority	96	52%	87	48%
63100	Department of Workforce Solutions	19	51%	18	49%
63200	Workers Compensation Administration	2	29%	5	71%
64400	Division of Vocational Rehabilitation	8	89%	1	11%
64500	Governor's Commission on Disability	0	-	0	-
64700	Developmental Disabilities Council	0	0%	1	100%
66200	Miners Colfax Medical Center	4	67%	2	33%
66500	Department of Health	149	61%	95	39%
66700	Department of Environment	24	53%	21	47%
66800	Office of Natural Resources Trustee	0	-	0	-

BU	Agency	External Hire Count	External Hire %	Internal Hire Count	Internal Hire %
67000	Department of Veteran Services	4	50%	4	50%
68000	Office of Family Representation and Advocacy	6	75%	2	25%
69000	Children, Youth & Families Dept	73	51%	70	49%
70500	Military Affairs	7	78%	2	22%
76000	Adult Parole Board	0	0%	1	100%
77000	New Mexico Corrections Dept	68	34%	132	66%
78000	Crime Victims Reparation Commission	0	-	0	-
79000	Department of Public Safety	29	63%	17	37%
79500	Homeland Security & Emergency Management	8	57%	6	43%
80500	Department of Transportation	62	37%	107	63%
92400	Public Education Department	13	32%	28	68%
94900	NM Education Trust Board	0	-	0	-
95000	Higher Education Department	2	40%	3	60%
Statewide		735	48%	798	52%

## Appendix III: FY25 Q4 Vacancy Rates by Agency

BU	Agency	Filled	Vacant	Total Positions	Vacancy Rate
30500	Department of Justice	157	50	207	24.15%
30800	State Auditor	26	8	34	23.53%
33300	Taxation & Revenue Department	814	213	1,027	20.74%
33700	State Investment Council	1	6	7	85.71%
34000	Administrative Hearings Office	16	1	17	5.88%
34100	Department of Finance & Administration	160	28	188	14.89%
34200	Public School Insurance Authority	9	0	9	0.00%
34300	Retiree Health Care Authority	22	2	24	8.33%
35000	General Services Department	271	42	313	13.42%
35200	Educational Retirement Board	71	2	73	2.74%
36100	Department of Information Technology	157	36	193	18.65%
36600	Public Employee Retirement Association	71	1	72	1.39%
36900	Commission of Public Records	25	9	34	26.47%
37000	Secretary of State	51	8	59	13.56%

BU	Agency	Filled	Vacant	Total Positions	Vacancy Rate
37800	State Personnel Board	33	7	40	17.50%
39400	State Treasurer	17	9	26	34.62%
40400	Architect Examiners Board	1	2	3	66.67%
41000	Department of Ethics	6	0	6	0.00%
41700	Border Development Authority	2	0	2	0.00%
41800	Tourism Department	46	4	50	8.00%
41900	Economic Development Department	52	16	68	23.53%
42000	Regulation & Licensing Dept	300	63	363	17.36%
43000	Public Regulation Commission	87	7	94	7.45%
44000	Superintendent of Insurance	100	10	110	9.09%
44600	Medical Examiners Board	15	4	19	21.05%
44900	Board of Nursing	24	2	26	7.69%
46000	EXPO New Mexico	5	0	5	0.00%
46400	Professional Engineers & Land Surveyors Board	6	1	7	14.29%
46500	Gaming Control Board	41	5	46	10.87%
46900	State Racing Commission	8	3	11	27.27%

BU	Agency	Filled	Vacant	Total Positions	Vacancy Rate
47900	Veterinary Examiners Board	2	0	2	0.00%
49500	SpacePort Authority	24	0	24	0.00%
50500	Department of Cultural Affairs	430	89	519	17.15%
50800	Livestock Board	72	8	80	10.00%
51600	Department of Game & Fish	262	53	315	16.83%
52100	Energy, Minerals, & Natural Resources Dept	422	135	557	24.24%
52200	Youth Conservation Corps	2	0	2	0.00%
53900	State Land Office	161	18	179	10.06%
55000	Office of the State Engineer	292	72	364	19.78%
60300	Office of African American Affairs	7	1	8	12.50%
60400	Commission for Deaf & Hard of Hearing	13	2	15	13.33%
60600	Commission for the Blind	60	6	66	9.09%
60900	Department of Indian Affairs	12	6	18	33.33%
61100	Department of Early Childhood	294	53	347	15.27%
62400	Aging & Long-Term Services Dept	194	63	257	24.51%
63000	Health Care Authority	1,965	466	2,431	19.17%

BU	Agency	Filled	Vacant	Total Positions	Vacancy Rate
63100	Department of Workforce Solutions	532	128	660	19.39%
63200	Workers Compensation Administration	95	18	113	15.93%
64400	Division of Vocational Rehabilitation	274	79	353	22.38%
64500	Governor's Commission on Disability	9	5	14	35.71%
64700	Developmental Disabilities Council	22	1	23	4.35%
66200	Miners Colfax Medical Center	182	80	262	30.53%
66500	Department of Health	2,549	884	3,433	25.75%
66700	Department of Environment	626	187	813	23.00%
66800	Office of Natural Resources Trustee	4	0	4	0.00%
67000	Department of Veteran Services	72	2	74	2.70%
68000	Office of Family Representation and Advocacy	22	14	36	38.89%
69000	Children, Youth & Families Dept	1,640	630	2,270	27.75%
70500	Military Affairs	151	36	187	19.25%
76000	Adult Parole Board	4	1	5	20.00%
77000	New Mexico Corrections Dept	1,750	537	2,287	23.48%
78000	Crime Victims Reparation Commission	25	2	27	7.41%

BU	Agency	Filled	Vacant	Total Positions	Vacancy Rate
79000	Department of Public Safety	460	117	577	20.28%
79500	Homeland Security & Emergency Management	89	39	128	30.47%
80500	Department of Transportation	2,229	384	2,613	14.70%
92400	Public Education Department	280	65	345	18.84%
94900	NM Education Trust Board	1	0	1	0.00%
95000	Higher Education Department	43	8	51	15.69%
Statewide		17,865	4,728	22,593	20.93%

## Appendix IV: FY25 Q4 Classified Employees Leaving State Service by Agency

BU	Agency	Voluntary	Voluntary %	Involuntary	Involuntary %	Total
30500	Department of Justice	8	5.1%	3	1.9%	157
30800	State Auditor	1	3.3%	0	0.0%	30
33300	Taxation & Revenue Department	15	1.8%	2	0.2%	822
33700	State Investment Council	1	100.0%	0	0.0%	1
34000	Administrative Hearings Office	0	0.0%	0	0.0%	16
34100	Department of Finance & Administration	1	0.6%	1	0.6%	160
34200	Public School Insurance Authority	0	0.0%	0	0.0%	9
34300	Retiree Health Care Authority	0	0.0%	1	4.5%	22
35000	General Services Department	5	1.8%	0	0.0%	271
35200	Educational Retirement Board	0	0.0%	0	0.0%	73
36100	Department of Information Technology	2	1.3%	2	1.3%	158
36600	Public Employee Retirement Association	0	0.0%	0	0.0%	71
36900	Commission of Public Records	1	4.0%	0	0.0%	25
37000	Secretary of State	3	5.7%	0	0.0%	53
37800	State Personnel Board	1	2.9%	0	0.0%	34
39400	State Treasurer	0	0.0%	0	0.0%	17



BU	Agency	Voluntary	Voluntary %	Involuntary	Involuntary %	Total
40400	Architect Examiners Board	3	300.0%	0	0.0%	1
41000	Department of Ethics	0	0.0%	0	0.0%	6
41700	Border Development Authority	0	0.0%	0	0.0%	2
41800	Tourism Department	2	4.2%	0	0.0%	48
41900	Economic Development Department	3	5.8%	0	0.0%	52
42000	Regulation & Licensing Dept	9	3.0%	3	1.0%	301
43000	Public Regulation Commission	1	1.1%	1	1.1%	87
44000	Superintendent of Insurance	1	1.0%	0	0.0%	100
44600	Medical Examiners Board	0	0.0%	0	0.0%	15
44900	Board of Nursing	0	0.0%	0	0.0%	24
46000	EXPO New Mexico	0	0.0%	0	0.0%	12
46400	Professional Engineers & Land Surveyors Board	0	0.0%	0	0.0%	6
46500	Gaming Control Board	1	2.4%	0	0.0%	41
46900	State Racing Commission	1	12.5%	0	0.0%	8
47900	Veterinary Examiners Board	0	0.0%	0	0.0%	2
49500	SpacePort Authority	0	0.0%	0	0.0%	25
50500	Department of Cultural Affairs	15	3.5%	1	0.2%	430
50800	Livestock Board	1	1.4%	0	0.0%	73
51600	Department of Game & Fish	7	2.6%	2	0.7%	272

BU	Agency	Voluntary	Voluntary %	Involuntary	Involuntary %	Total
52100	Energy, Minerals, & Natural Resources Dept	18	4.2%	0	0.0%	424
52200	Youth Conservation Corps	1	50.0%	0	0.0%	2
53900	State Land Office	1	0.6%	0	0.0%	161
55000	Office of the State Engineer	5	1.6%	0	0.0%	318
60300	Office of African American Affairs	1	11.1%	0	0.0%	9
60400	Commission for Deaf & Hard of Hearing	1	7.7%	0	0.0%	13
60600	Commission for the Blind	1	1.7%	1	1.7%	60
60900	Department of Indian Affairs	2	16.7%	0	0.0%	12
61100	Department of Early Childhood	9	3.0%	1	0.3%	297
62400	Aging & Long-Term Services Dept	3	1.5%	0	0.0%	195
63000	Health Care Authority	62	3.1%	10	0.5%	1975
63100	Department of Workforce Solutions	22	4.0%	5	0.9%	544
63200	Workers Compensation Administration	3	3.2%	1	1.1%	95
64400	Division of Vocational Rehabilitation	12	4.4%	1	0.4%	275
64500	Governor's Commission on Disability	0	0.0%	0	0.0%	9
64700	Developmental Disabilities Council	0	0.0%	0	0.0%	22
66200	Miners Colfax Medical Center	4	2.0%	2	1.0%	196
66500	Department of Health	84	3.2%	34	1.3%	2634
66700	Department of Environment	12	1.9%	5	0.8%	627

BU	Agency	Voluntary	Voluntary %	Involuntary	Involuntary %	Total
66800	Office of Natural Resources Trustee	0	0.0%	0	0.0%	4
67000	Department of Veteran Services	2	2.6%	0	0.0%	76
68000	Office of Family Representation and Advocacy	0	0.0%	0	0.0%	22
69000	Children, Youth & Families Dept	63	3.8%	20	1.2%	1647
70500	Military Affairs	4	2.6%	0	0.0%	151
76000	Adult Parole Board	1	25.0%	0	0.0%	4
77000	New Mexico Corrections Dept	58	3.3%	9	0.5%	1769
78000	Crime Victims Reparation Commission	0	0.0%	0	0.0%	25
79000	Department of Public Safety	14	3.0%	4	0.9%	464
79500	Homeland Security & Emergency Management	4	4.5%	0	0.0%	89
80500	Department of Transportation	45	2.0%	7	0.3%	2279
92400	Public Education Department	10	3.6%	0	0.0%	280
94900	NM Education Trust Board	0	0.0%	0	0.0%	1
95000	Higher Education Department	0	0.0%	0	0.0%	43
Statewide		524	2.9%	116	0.6%	18146

## Appendix V: FY25 Q4 Probationary Completion Rates by Agency

BU	Agency	Completed	Did Not Complete
30500	Department of Justice	77.8%	22.2%
30800	State Auditor	-	-
33300	Taxation & Revenue Department	70.4%	29.6%
33700	State Investment Council	100.0%	0.0%
34000	Administrative Hearings Office	-	-
34100	Department of Finance & Administration	66.7%	33.3%
34200	Public School Insurance Authority	100.0%	0.0%
34300	Retiree Health Care Authority	66.7%	33.3%
35000	General Services Department	80.0%	20.0%
35200	Educational Retirement Board	100.0%	0.0%
36100	Department of Information Technology	100.0%	0.0%
36600	Public Employee Retirement Association	0.0%	100.0%
36900	Commission of Public Records	-	-
37000	Secretary of State	100.0%	0.0%
37800	State Personnel Board	0.0%	100.0%
39400	State Treasurer	-	-
40400	Architect Examiners Board	-	-
41000	Department of Ethics	-	-
41700	Border Development Authority	-	-
41800	Tourism Department	-	-
41900	Economic Development Department	66.7%	33.3%
42000	Regulation & Licensing Dept	70.6%	29.4%
43000	Public Regulation Commission	-	-
44000	Superintendent of Insurance	80.0%	20.0%

BU	Agency	Completed	Did Not Complete
44600	Medical Examiners Board	-	-
44900	Board of Nursing	0.0%	100.0%
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	50.0%	50.0%
50500	Department of Cultural Affairs	92.3%	7.7%
50800	Livestock Board	66.7%	33.3%
51600	Department of Game & Fish	85.7%	14.3%
52100	Energy, Minerals, & Natural Resources Dept	60.0%	40.0%
52200	Youth Conservation Corps	-	-
53900	State Land Office	-	-
55000	Office of the State Engineer	80.0%	20.0%
60300	Office of African American Affairs	-	-
60400	Commission for Deaf & Hard of Hearing	-	-
60600	Commission for the Blind	-	-
60900	Department of Indian Affairs	100.0%	0.0%
61100	Department of Early Childhood	85.0%	15.0%
62400	Aging & Long-Term Services Dept	100.0%	0.0%
63000	Health Care Authority	73.7%	26.3%
63100	Department of Workforce Solutions	66.7%	33.3%
63200	Workers Compensation Administration	100.0%	0.0%
64400	Division of Vocational Rehabilitation	80.0%	20.0%
64500	Governor's Commission on Disability	-	-
64700	Developmental Disabilities Council	-	-

BU	Agency	Completed	Did Not Complete
66200	Miners Colfax Medical Center	66.7%	33.3%
66500	Department of Health	58.0%	42.0%
66700	Department of Environment	79.3%	20.7%
66800	Office of Natural Resources Trustee	-	-
67000	Department of Veteran Services	0.0%	100.0%
68000	Office of Family Representation and Advocacy	66.7%	33.3%
69000	Children, Youth & Families Dept	70.9%	29.1%
70500	Military Affairs	100.0%	0.0%
76000	Adult Parole Board	-	-
77000	New Mexico Corrections Dept	71.0%	29.0%
78000	Crime Victims Reparation Commission	100.0%	0.0%
79000	Department of Public Safety	73.3%	26.7%
79500	Homeland Security & Emergency Management	40.0%	60.0%
80500	Department of Transportation	85.7%	14.3%
92400	Public Education Department	73.9%	26.1%
94900	NM Education Trust Board	-	-
95000	Higher Education Department	100.0%	0.0%
Statewide		70.6%	29.4%

## Appendix VI: FY25 Q4 New Hires Compa-Ratio

BU	Agency	Average Compa Ratio
30500	Department of Justice	103.2%
30800	State Auditor	100.0%
33300	Taxation & Revenue Department	103.2%
33700	State Investment Council	-
34000	Administrative Hearings Office	103.7%
34100	Department of Finance & Administration	108.8%
34200	Public School Insurance Authority	-
34300	Retiree Health Care Authority	103.9%
35000	General Services Department	108.7%
35200	Educational Retirement Board	103.4%
36100	Department of Information Technology	105.2%
36600	Public Employee Retirement Association	-
36900	Commission of Public Records	-
37000	Secretary of State	100.6%
37800	State Personnel Board	96.9%
39400	State Treasurer	99.3%
40400	Architect Examiners Board	108.4%
41000	Department of Ethics	-
41700	Border Development Authority	-
41800	Tourism Department	100.0%
41900	Economic Development Department	101.0%
42000	Regulation & Licensing Dept	101.7%
43000	Public Regulation Commission	98.6%
44000	Superintendent of Insurance	111.0%
44600	Medical Examiners Board	100.4%

BU	Agency	Average Compa Ratio
44900	Board of Nursing	-
46000	EXPO New Mexico	-
46400	Professional Engineers & Land Surveyors Board	-
46500	Gaming Control Board	102.9%
46900	State Racing Commission	123.0%
47900	Veterinary Examiners Board	-
49500	SpacePort Authority	101.3%
50500	Department of Cultural Affairs	93.0%
50800	Livestock Board	97.2%
51600	Department of Game & Fish	101.5%
52100	Energy, Minerals, & Natural Resources Dept	97.4%
52200	Youth Conservation Corps	105.4%
53900	State Land Office	107.5%
55000	Office of the State Engineer	89.9%
60300	Office of African American Affairs	94.3%
60400	Commission for Deaf & Hard of Hearing	-
60600	Commission for the Blind	99.5%
60900	Department of Indian Affairs	108.3%
61100	Department of Early Childhood	106.4%
62400	Aging & Long-Term Services Dept	108.3%
63000	Health Care Authority	98.0%
63100	Department of Workforce Solutions	93.2%
63200	Workers Compensation Administration	99.2%
64400	Division of Vocational Rehabilitation	99.3%
64500	Governor's Commission on Disability	-
64700	Developmental Disabilities Council	111.8%
66200	Miners Colfax Medical Center	99.5%



BU	Agency	Average Compa Ratio
66500	Department of Health	97.3%
66700	Department of Environment	104.9%
66800	Office of Natural Resources Trustee	-
67000	Department of Veteran Services	100.5%
68000	Office of Family Representation and Advocacy	109.1%
69000	Children, Youth & Families Dept	104.8%
70500	Military Affairs	104.4%
76000	Adult Parole Board	97.5%
77000	New Mexico Corrections Dept	99.9%
78000	Crime Victims Reparation Commission	-
79000	Department of Public Safety	102.7%
79500	Homeland Security & Emergency Management	102.7%
80500	Department of Transportation	104.1%
92400	Public Education Department	102.0%
94900	NM Education Trust Board	-
95000	Higher Education Department	104.0%
Statewide		101.0%

## Appendix VII: FY25 Q4 Average Classified Compa-Ratio by Agency

BU	Agency	Average Compa Ratio
30500	Department of Justice	104.5%
30800	State Auditor	107.1%
33300	Taxation & Revenue Department	105.5%
33700	State Investment Council	102.1%
34000	Administrative Hearings Office	111.2%
34100	Department of Finance & Administration	111.8%
34200	Public School Insurance Authority	105.4%
34300	Retiree Health Care Authority	102.3%
35000	General Services Department	111.4%
35200	Educational Retirement Board	104.7%
36100	Department of Information Technology	102.8%
36600	Public Employee Retirement Association	108.5%
36900	Commission of Public Records	95.8%
37000	Secretary of State	102.6%
37800	State Personnel Board	96.5%
39400	State Treasurer	111.8%
40400	Architect Examiners Board	116.8%
41000	Department of Ethics	100.4%
41700	Border Development Authority	97.6%
41800	Tourism Department	103.2%
41900	Economic Development Department	102.2%
42000	Regulation & Licensing Dept	104.0%
43000	Public Regulation Commission	101.6%
44000	Superintendent of Insurance	112.1%

BU	Agency	Average Compa Ratio
44600	Medical Examiners Board	107.6%
44900	Board of Nursing	107.0%
46000	EXPO New Mexico	100.9%
46400	Professional Engineers & Land Surveyors Board	110.2%
46500	Gaming Control Board	107.9%
46900	State Racing Commission	107.3%
47900	Veterinary Examiners Board	101.4%
49500	SpacePort Authority	101.6%
50500	Department of Cultural Affairs	97.0%
50800	Livestock Board	93.6%
51600	Department of Game & Fish	104.6%
52100	Energy, Minerals, & Natural Resources Dept	99.5%
52200	Youth Conservation Corps	106.0%
53900	State Land Office	107.0%
55000	Office of the State Engineer	92.9%
60300	Office of African American Affairs	98.8%
60400	Commission for Deaf & Hard of Hearing	98.5%
60600	Commission for the Blind	96.0%
60900	Department of Indian Affairs	106.5%
61100	Department of Early Childhood	105.7%
62400	Aging & Long-Term Services Dept	105.6%
63000	Health Care Authority	98.0%
63100	Department of Workforce Solutions	96.1%
63200	Workers Compensation Administration	104.6%
64400	Division of Vocational Rehabilitation	108.1%
64500	Governor's Commission on Disability	96.5%
64700	Developmental Disabilities Council	108.7%

BU	Agency	Average Compa Ratio
66200	Miners Colfax Medical Center	97.9%
66500	Department of Health	99.0%
66700	Department of Environment	109.1%
66800	Office of Natural Resources Trustee	103.1%
67000	Department of Veteran Services	101.9%
68000	Office of Family Representation and Advocacy	102.0%
69000	Children, Youth & Families Dept	107.8%
70500	Military Affairs	106.6%
76000	Adult Parole Board	101.8%
77000	New Mexico Corrections Dept	100.4%
78000	Crime Victims Reparation Commission	102.3%
79000	Department of Public Safety	108.6%
79500	Homeland Security & Emergency Management	103.9%
80500	Department of Transportation	105.9%
92400	Public Education Department	100.5%
94900	NM Education Trust Board	92.8%
95000	Higher Education Department	105.6%
Statewide		102.7%

## Appendix VIII: FY25 Q4 Cost of Overtime Pay by Agency

BU	Agency	Cost of Overtime
30500	Department of Justice	\$261,689
30800	State Auditor	-
33300	Taxation & Revenue Department	\$26,005
33700	State Investment Council	-
34000	Administrative Hearings Office	\$0
34100	Department of Finance & Administration	\$83
34200	Public School Insurance Authority	-
34300	Retiree Health Care Authority	-
35000	General Services Department	\$7,233
35200	Educational Retirement Board	-
36100	Department of Information Technology	\$17,471
36600	Public Employee Retirement Association	-
36900	Commission of Public Records	-
37000	Secretary of State	\$4,809
37800	State Personnel Board	-
39400	State Treasurer	-
40400	Architect Examiners Board	\$164
41000	Department of Ethics	-
41700	Border Development Authority	-
41800	Tourism Department	-
41900	Economic Development Department	\$3,595
42000	Regulation & Licensing Dept	\$8,756
43000	Public Regulation Commission	-
44000	Superintendent of Insurance	\$73,222
44600	Medical Examiners Board	\$4,641

BU	Agency	Cost of Overtime
44900	Board of Nursing	-
46000	EXPO New Mexico	\$610
46400	Professional Engineers & Land Surveyors Board	-
46500	Gaming Control Board	\$48,838
46900	State Racing Commission	\$1,080
47900	Veterinary Examiners Board	-
49500	SpacePort Authority	\$224
50500	Department of Cultural Affairs	\$45,847
50800	Livestock Board	-
51600	Department of Game & Fish	\$24,942
52100	Energy, Minerals, & Natural Resources Dept	\$819,555
52200	Youth Conservation Corps	-
53900	State Land Office	\$2,465
55000	Office of the State Engineer	-
60300	Office of African American Affairs	\$178
60400	Commission for Deaf & Hard of Hearing	-
60600	Commission for the Blind	\$8,351
60900	Department of Indian Affairs	\$216
61100	Department of Early Childhood	\$6,359
62400	Aging & Long-Term Services Dept	\$30,438
63000	Health Care Authority	\$48,992
63100	Department of Workforce Solutions	\$63,082
63200	Workers Compensation Administration	\$1,008
64400	Division of Vocational Rehabilitation	\$17,113
64500	Governor's Commission on Disability	-
64700	Developmental Disabilities Council	-
66200	Miners Colfax Medical Center	\$195,352

BU	Agency	Cost of Overtime
66500	Department of Health	\$2,926,372
66700	Department of Environment	\$130,561
66800	Office of Natural Resources Trustee	-
67000	Department of Veteran Services	\$16,588
68000	Office of Family Representation and Advocacy	\$974
69000	Children, Youth & Families Dept	\$2,272,059
70500	Military Affairs	\$3,352
76000	Adult Parole Board	-
77000	New Mexico Corrections Dept	\$4,602,458
78000	Crime Victims Reparation Commission	\$4,053
79000	Department of Public Safety	\$564,156
79500	Homeland Security & Emergency Management	\$60,286
80500	Department of Transportation	\$1,512,212
92400	Public Education Department	\$4,276
94900	NM Education Trust Board	-
95000	Higher Education Department	\$0
Statewide		\$13,819,665

## 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.

### **Addressing Job Performance Issues (SoNM-2062)**

This training will help managers and supervisors address performance issues effectively to support their employees in improving their job performance. At the end of this training, participants will be better equipped to 1. Describe issues related to poor job performance; 2. Recognize causes of poor job performance and their signs; and 3. Work with employees to

improve performance effectively. While not required, you might benefit from taking “Using Performance Development Plans Effectively” (SoNM-2065) in conjunction with this course, as they complement each other. For managers and supervisors only. Length: 2 hrs.

### **Employee Discipline Processes at the State of New Mexico (SoNM-2060)**

This training will help improve the accuracy and effectiveness of the use of employee discipline at the State of New Mexico by increasing familiarity with procedures and requirements. Learn more about how to implement the disciplinary process accurately and appropriately, as well as to ensure that just cause for disciplinary action is established. For managers and supervisors only. Length: 3 hrs.

### **Labor Relations for Management (SoNM-2021)**

This training for managers and supervisors will help 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). For managers and supervisors of union employees only. Length: 3 hrs.

### **Using Performance Development Plans Effectively (SoNM-2065)**

This training will enable managers to effectively utilize Performance Development Plans (PDPs) to address underperformance, provide structured support, and enhance employee performance to drive individual and agency success. Required elements of a PDP and the steps for carrying out a PDP accurately will be discussed. While not required, you might benefit from taking “Addressing Job Performance Issues” (SoNM-2062) in conjunction with this course, as they complement each other. Length: 2 hrs.

### **Time Management: Power Up Your Productivity (SoNM-2061)**

We'll discuss five different time management techniques and how you can apply them to get more out of the time you have available and ease your workload pressures. Length: 1.5 hrs.