



ANNUAL REPORT 2008





Partnering for success ...

TABLE OF CONTENTS



Bill Richardson, Governor

**Diane Denish, Lieutenant
Governor**

Sandra K. Perez, Director

**Terri Holland, Deputy
Director**

CREDITS

The 2008 SPO Annual Report is a publication of the New Mexico State Personnel Office. Managing Editor: Dominic Garcia, SPO Chief of Staff. Editor: Cathie Zacher. Design: Sami Wells, SPO Publications Manager. Contributing writers: David Berry, Ken Giles, Bobby Griego, Stuart Hamilton, Andrew Lopez, Leane Madrid, Sandy Martinez, Justin Najaka, Leonard Padilla, Bernadette Quintana, Andrea Rivera-Smith.

Table of Contents	1
Board's Message	2
Director's Message	3
SPO Organizational Chart	4
Mission/Objectives/Values	5
Strategic Focus	6
Applicant Service	8
Compensation Design & Analysis	10
Agency HR Services	12
Quality Assurance	16
Training	18
Labor Relations	20
Adjudication	22
Trends	24

BOARD'S MESSAGE

Dear State Employees,

On behalf of the New Mexico State Personnel Board, I want to recognize Director Sandra Perez and her staff for their ongoing commitment to provide creative and positive services to all New Mexicans.

At the direction of the Board, we have continued to support and guide the SPO team in building effective partnerships with agencies as part of the way they do business. Through this collaboration and hard work, we witnessed the creation and implementation of the New Mexico Telework and Alternative Work Schedule Program. We are proud that the SPO team was able to assist state agencies in developing appropriate policies in order to get the Telework and Alternative Work Schedule Program off and running. It's exciting that 65% of agencies have submitted policies for teleworking, and 78% have submitted policies for alternative work schedules. We look forward to supporting the SPO team in developing future programs and policies with the goal of creating better service for all state employees.

It is our belief that continual assessment and change, if necessary, allow state government to function at its highest level. By allowing for appropriate adjustments, such as the Telework and Alternative Work Schedule Program, we are fostering change that will no doubt come with many benefits.

Our Board meets every six weeks in Santa Fe, Albuquerque, or other towns and cities located in different quadrants of the state. We welcome your attendance. You can view our scheduled meetings along with summaries of all appeal decisions at the SPO Web site: www.spo.state.nm.us.

Wishing you a prosperous and successful 2009!

Mary Lou Cameron

MARY LOU CAMERON
State Personnel Board Chair



DIRECTOR'S MESSAGE

Dear Public Officials, State Agency Leaders, Human Resource Professionals, and Citizens of New Mexico,

I am proud to say that our State Government has spent the last year creating and implementing programs and opportunities that will provide many positive and useful tools that we can all use in the future. From the State of New Mexico Telework and Alternative Work Schedule Programs to our commitment to reduce waste by 20%, the tools and opportunities required for further improvement are now at our fingertips. And let's not forget about the Rail Runner, which now connects New Mexicans from Belen to Santa Fe. An alternative mode of transportation is now just a train ride away.



The State Personnel Office is pleased to have assisted and collaborated with all state agencies in the creation of policies and guidelines for Telework and Alternative Work Schedule programs. Currently, more than half of all state agencies have initiated Telework and Alternative Work Schedule opportunities for their employees. Our goal will be to continue to inform and guide all agencies on the benefits of providing better service through these alternative methods.

Governor Richardson's Energy Reduction Initiative is another area where new methods, such as a 20% waste reduction by 2015 and new recycling programs, will positively benefit the state. By calling upon state government to act swiftly, Governor Richardson is providing state employees with the opportunity to set the example for all New Mexicans. I encourage all of us to take the lead.

We are all very enthused about the Rail Runner, too. Interstate 25 has been the sole transportation artery for many New Mexicans for decades. It's amazing and exciting to now be able to board a train and enjoy the beautiful scenery of New Mexico while traveling to work or taking a weekend excursion. Utilizing the Rail Runner is truly a chance for all of us to connect with our state like never before. All aboard!

Let us all take advantage of the creativity and opportunities initiated this past year as we move our state forward.

Best regards,

A handwritten signature in black ink, appearing to read 'Sandra K. Perez'.

SANDRA K. PEREZ
State Personnel Director

CONTACTING SPO



Reception	476-7759	Applicant Services	476-7803
Director's Office	476-7751	Quality Assurance	476-7734
Constituent Services	476-7748	Compensation	476-7737
Adjudication	476-7813	Training	476-7767
Labor Relations	476-7745	Agency HR Services	476-7972
HR Operations	476-7728		

MISSION

To provide state agencies with a flexible and responsive system for Human Resource Management.

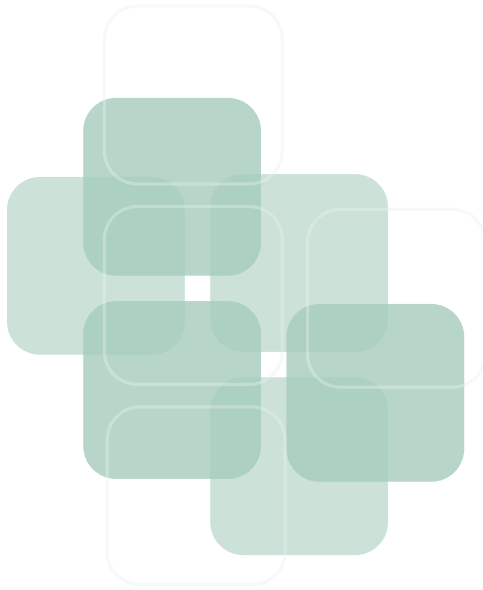
OBJECTIVE

The primary objective for all SPO employees is to thoroughly analyze all situations, anticipate all problems prior to their occurrence, have answers for these problems, and move swiftly to solve these problems when called upon.

CORE VALUES

- Integrity
- Excellence
- Customer Service
- Leadership
- Accountability
- Commitment
- Teamwork

STRATEGIC FOCUS



INITIATIVE

Partner with state agencies to implement Phase II of agency-specific annual Human Resources Plan that identifies agency staffing needs consistent with each agency's program and service goals.

Actions

- Internally identify SPO bureaus that will contribute to agency-specific annual Human Resources Plan.
- Develop work plans and associated timelines in collaboration with agencies to develop and implement agency-specific annual Human Resources Plan.
- Initiate implementation of agency-specific annual Human Resources Plan.
- Monitor the implementation and applicability of the annual Human Resources Plan on a continual basis to ensure alignment with agency programs and service goals.

INITIATIVE

Establish a consistent approach to labor relations management in union-represented agencies.

Actions

- Assist agencies and labor in grievance meetings to support resolving grievances.
- Develop *Living in a Union Environment* training to assist state supervisors and managers with union related issues.
- Provide assistance with Federal Mediation and Conciliation Services (FMCS) in mediation sessions with labor and management.

INITIATIVE

Develop new HR Guidelines for agencies.

Actions

- Identify which State Personnel Board Rule related HR transactional and HR best practice items state agencies need the most assistance in completing.
- Develop HR guidelines that provide advice and guidance on the items identified by agencies for which they need assistance.
- Post the HR guidelines to the SPO Web site for broad and highly accessible guidelines by state agencies.
- Track agencies' progress after issuing the HR guidelines to determine if additional support is needed or amendments to the HR guidelines need to be made.

INITIATIVE

Manage contract negotiations.

Actions

- Complete statewide contract negotiation for all three Collective Bargaining Agreements.

INITIATIVE

Develop SPO staff in critical human resources and administrative support areas.

Actions

- Provide human resources development opportunities for SPO Statewide HR Managers and their teams.
- Provide administrative support staff with development opportunities in key administrative performance areas including customer service.
- Develop internal and external training for SPO compensation and classification staff in human resource management, labor law and HR best practices.

INITIATIVE

Implement the Financial Job Classification Series.

Actions

- Develop new job descriptions for non-manager financial positions.
- Work with agencies to identify and crosswalk each individual financial position in the classified to a new classification.
- Facilitate Job Evaluation committee using the HAY Guide-Chart Profile Method of Job Evaluation to evaluate and assign each job description to a Pay Band.

INITIATIVE

Re-engineer the Application and Recruitment Bureau.

Actions

- Create a statewide recruiter position dedicated to filling hard-to-fill positions and attract the state's top candidates for State Government.
- Continue with design and implementation of the *Career of First Choice* campaign.
- Continue with the establishment of SPO field offices to assist New Mexicans with all aspects of the application process.

INITIATIVE

Develop a communication system for agencies to access Board decisions and commentaries on appealed cases.

Actions

- Identify state agencies' informational needs as they relate to Board decisions and commentaries on appealed cases.
- Develop and maintain communication system for parties to access final Board decisions.

INITIATIVE

Re-invent the Statewide Internship Program.

Actions

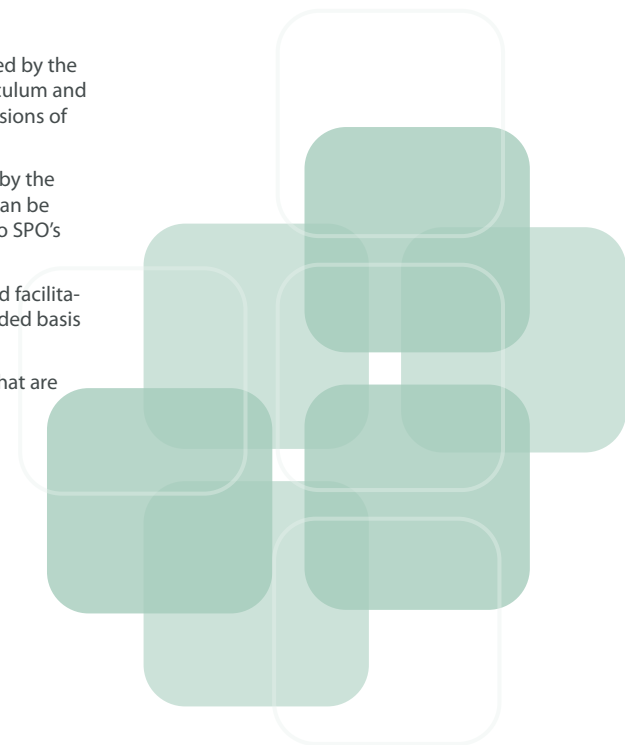
- Network with statewide career placement offices.
- Create partnerships with Higher Education Department and higher education facilities for quality pool of applicants.
- Guide state agencies for development of quality internship opportunities.

INITIATIVE

Collaborate with Single Points and training partners to enhance delivery of Fundamentals of Supervision (FOS) and Managing Employee Performance (MEP); direct training, coaching, and facilitation; and begin the development of web-based learning.

Actions

- Continue to incorporate the data collected by the Training Bureau regarding training curriculum and delivery improvements into updated versions of FOS and MEP trainings.
- Based upon the feedback data collected by the Training Bureau, identify the items that can be developed as HR Guideline and posted to SPO's Web site.
- Schedule personal training, coaching, and facilitation sessions with agencies on an as needed basis for proper information dissemination.
- Identify SPO approved training courses that are compatible with web-based e-Learning.



APPLICANT SERVICES

SPO's Recruitment Bureau is responsible for assisting applicants in conducting job searches and applying for jobs in the classified service. The bureau also engages in outreach efforts throughout New Mexico to promote state government employment. The Applicant Services Bureau contributes to the following SPO initiatives:

INITIATIVE

Partner with state agencies to implement Phase II of agency-specific annual Human Resources Plan that identifies agency staffing needs consistent with each agency's program and service goals.

Actions

- Network with statewide career placement offices.
- Create partnerships with Higher Education Department and higher education facilities for quality pool of applicants.
- Guide state agencies for development of quality internship opportunities

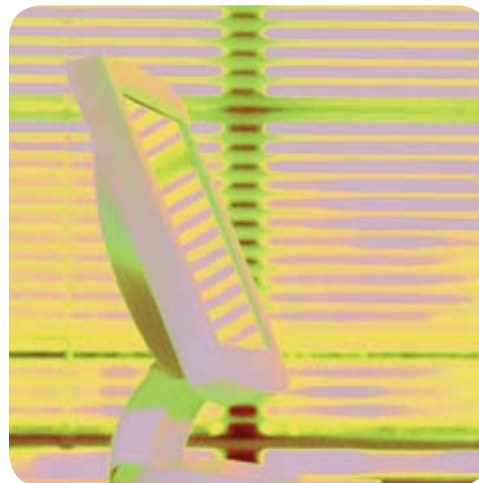


INITIATIVE

Develop new HR guidelines for agencies.

Actions

- Provide input to SPO management and state agencies with regards to expediting the job posting and application processes to minimize the time agencies have vacant positions.
- Develop and post HR guidelines to the SPO Web site that deal with the application process to assist applicants and agencies alike to minimize delays in the administrative function of the application process.



INITIATIVE

Re-engineer the Application and Recruitment Bureau.

Actions

- Develop and document a mission statement and prioritize the objectives of the bureau.
- Realign staffing and activities as necessary to meet the bureau's mission statement and operational objectives.
- Create a statewide recruiter position dedicated to filling hard-to-fill positions and attract the state's top candidates for state government.



GAA Performance Measure

Average number of days to fill a vacant position

ACCOMPLISHMENT

Customer Service—Established primary customer service continues in Santa Fe through the telephone and in-person assistance for state government employment applicants.

ACCOMPLISHMENT

Application Guide—Development of summarized application guide posted on SPO Web site.

ACCOMPLISHMENT

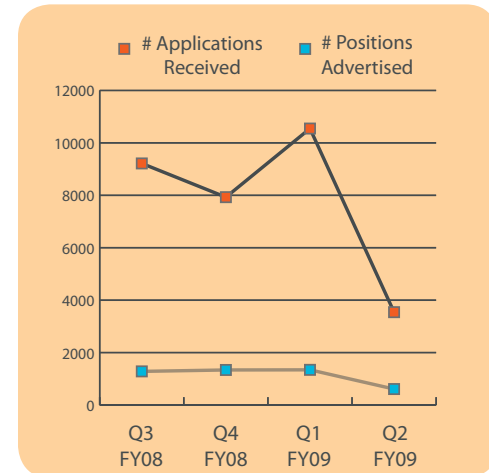
Satellite office—Establishment of SPO Applicant Services Bureau office at NMSU in Las Cruces.

ACCOMPLISHMENT

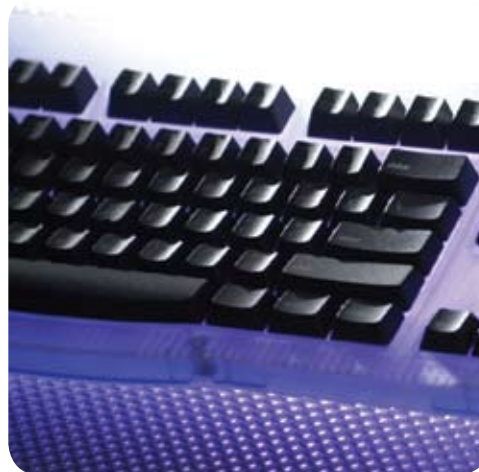
Training—Recruitment Module training to state entities to provide link for customer base seeking state government employment.

ACCOMPLISHMENT

Career Fairs—Eleven 2008 Career Fairs attended by SPO at different state locations had over 8400 attendees.



The total number of applications received in 2008 was 31,234.
The total number of positions advertised in 2008 was 4,571.



Applicant Services Bureau employees have helped many first time applicants register, apply, and offer continuing help for their particular questions in navigating the application process.

COMPENSATION DESIGN & ANALYSIS

SPO's Compensation Design & Analysis Bureau is responsible for the design and development of the classified service pay system. This includes developing job classification descriptions, conducting job evaluations, and market-pricing jobs among comparator organizations. The Compensation Design & Analysis Bureau contributes to the following SPO initiatives:

INITIATIVE

Develop SPO staff in critical human resources and administrative support areas.

Actions

- Develop in-house and external training of compensation and classification staff in human resource management, labor law and HR best practices.
- Participate in technical training for Compensation and Classification staff in Oracle, PeopleSoft, Access Database, Microsoft Excel Spreadsheet to fully utilize all aspects of these tools.

- Compensation and Classification staff attended the annual conference of the Central States Compensation Association and the NASPE annual meeting to network and share information on best practices among state governments and public sector organizations.
- Compensation and Classification staff attended WorldatWork certification courses to maintain and/or obtain the industry designation of Certified Compensation Professional (CCP).

INITIATIVE

Implement the Financial Job Classification Series.

Actions

- Developed new job descriptions for non-manager financial positions.
- Worked with agencies to identify and crosswalk each individual financial position in the classified service to a new classification.
- Facilitated Job Evaluation committee using the HAY Guide-Chart Profile Method of Job Evaluation to evaluate and assign each job description to a Pay Band.



GAA Performance Measure

Average employee pay as a percent of board-approved comparator market, based on legislative approval

ACCOMPLISHMENT

FY08 Work Plan—Consolidated job levels and re-designed Health, Cultural Affairs, Trades, and Administrative occupations identified in the FY08 Work Plan. Draft job descriptions have been developed and are currently circulating for agency feedback.

ACCOMPLISHMENT

FY09 Work Plan—Conducting the final stages of a pay and classification review for Engineering related and Natural Resources occupations identified in the FY09 Work Plan.

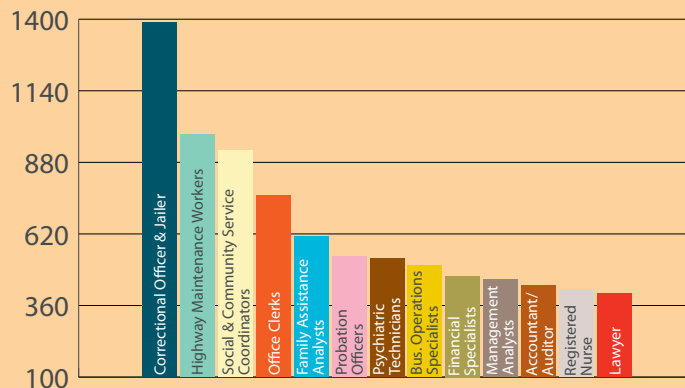
ACCOMPLISHMENT

Job Descriptors—Developed and evaluated draft job descriptions for the Alternative Dispute Resolution Coordinator and the Historian. Created draft job descriptors for the Strategic Integration Coordinator, Emergency Management Specialist, and Eligibility Interviewer.

ACCOMPLISHMENT

Reports and Queries Sub-Committee—Co-facilitated and participated in the Human Resources Council's Reports and Queries Sub-Committee to verify which Human Capital Management reports are accurate and valid. HCM User Manual was distributed to all HCM PeopleSoft users statewide.

Highest number of positions by occupational group without managers.



ACCOMPLISHMENT

Union Negotiations—Developed cost projections on proposed financial and economic items for union negotiations.

ACCOMPLISHMENT

Retention Bonus—Developed draft guidelines for a multi-year retention bonus for certain approved classifications. Currently reviewing guideline with the Department of Finance and Administration.

ACCOMPLISHMENT

FY09 Salary Increases—Implemented legislatively authorized FY2009 salary increases in conjunction with the Department of Information Technology.

ACCOMPLISHMENT

Reports and Queries—Developed reports and queries to assist SPO Statewide Human Resource Management Team in their work with agencies to enhance and streamline processes.

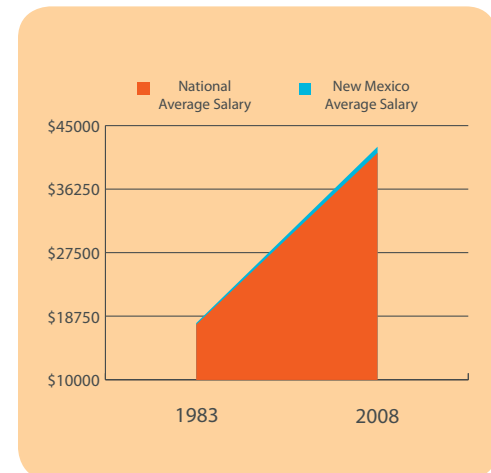
ACCOMPLISHMENT

PeopleSoft Talent Acquisition Module—Served as technical and functional support for the PeopleSoft Talent Acquisition Module. Worked with the Department of Information Technology to implement upgrades and enhancements to stabilize and enhance the recruitment and selection process.

“[2008 Compensation Report] does give us a picture of not only what is happening in New Mexico, but around the nation as well. Thank you and your staff for the work you did to do this...”

Mary Lou Cameron, SPB Chair

The New Mexico average classified salary in 1983 was \$17,784 and the national average salary was \$17,618. In 2008, the New Mexico average classified salary was \$42,099 and the national average salary was \$41,288.



AGENCY HR SERVICES

The Agency HR Services Bureau is comprised of six diverse teams whose agency assignments are consistent with the initiatives established by the Governor's Office and DFA. Each team is led by a Statewide HR Manager position that has the responsibility, authority and accountability to serve as the SPO Director's proxy in administering, interpreting, and approving application of rules and regulations requiring SPO approval as defined in the SPB Rules and Regulations. The Statewide HR Manager has a constant communication link with the SPO Director, SPO Chief of Staff, and SPO Director of Human Resources Management for discussion and review of current agency human resources issues to ensure that decision-making is consistent between agencies and uniform with applicable rules, regulations and laws. The Agency HR Services Bureau contributes to the following SPO initiatives:

INITIATIVE

Develop new HR guidelines for agencies.

Actions

- Develop and post HR guidelines based upon feedback received from agencies and identified areas in need of additional assistance.
- Monitor HR transaction trends and areas of needed assistance and develop HR guidelines as needed.

INITIATIVE

Develop SPO staff in critical human resources and administrative support areas.

Actions

- Provide human resources development opportunities for SPO HR Managers and their teams.
- Provide administrative support staff with development opportunities in key administrative performance areas including customer service.

INITIATIVE

Re-invent the Statewide Internship Program.

Actions

- Network with statewide career placement offices.
- Create partnerships with Higher Education Department and higher education facilities for a quality pool of applicants.
- Guide state agencies for development of quality internship opportunities.

GAA Performance Measures

Average number of days to fill a vacant position

Percent of agency-specific human resource audit exceptions corrected within six months of discovery

Percent of large agencies that incorporate the state personnel office core management training objectives into their agency-specific management training

Percent of key agencies receiving at least two audit reviews during the fiscal year

Percent of new employees who successfully complete their probationary period

INITIATIVE

Collaborate with Single Points and training partners to enhance delivery of Fundamentals of Supervision (FOS) and Managing Employee Performance (MEP); direct training, coaching, and facilitation; and begin the development of web-based learning system.

Actions

- Provide feedback to SPO management and the Training Bureau regarding curriculum amendments based upon continual monitoring of HR transaction trends and identified areas of additional needed assistance.
- Assist in the development of the training curriculum as needed based upon identified areas of additional needed assistance.

INITIATIVE

Re-engineer the Application and Recruitment Bureau.

Actions

- Provide feedback to SPO management and the Application and Recruitment Bureau based on commentary from state agencies and applicants as it relates to job postings and the application process.
- Create a state wide recruiter position dedicated to filling hard-to-fill positions and attract the state's top candidates for state government.
- Design and implement the *Career of First Choice* campaign.
- Establish SPO field offices to assist New Mexicans with all aspects of the application process.

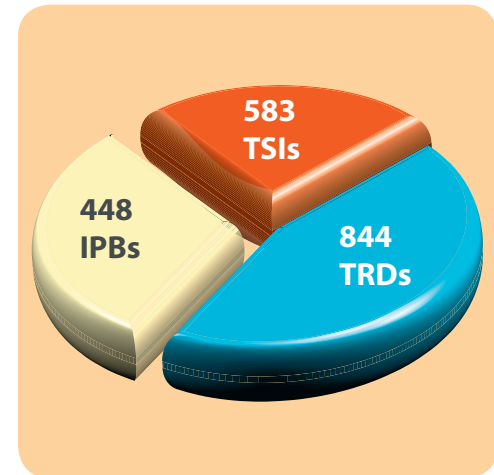


INITIATIVE

Partner with state agencies to implement Phase II of agency-specific annual Human Resources Plan that identifies agency staffing needs consistent with each agency's program and service goals.

Actions

- Develop agency-specific work plans with associated timelines for the Human Resources Plans to ensure the projects meet their identified objectives and stay on track for completion.
- Work closely with state agencies to identify their human capital needs now and into the future taking into account the agencies' program and service goals.
- Monitor closely the appropriateness and applicability of the developed plans and make necessary adjustments based upon amended program and service goals.



Reflects the total number of Temporary Salary Increase (TSI), Temporary Recruitment/Retention Differential (TRD), and In-Pay Band Adjustment (IPB) for 2008.

"We constantly strive to provide quality guidance and support to maintain established collaborations with agencies."

Bernadette Quintana, SPO Statewide HR Manager

A Healthy New Mexico

The Healthy New Mexico initiative focuses on providing and improving health services available to New Mexicans. We service the Department of Health, Human Services Department, Miners Colfax Medical Center, Board of Nurses, Commission for the Blind, Medical Board, Office of African American Affairs, Developmental Disabilities Planning Council, Deaf and Hard of Hearing, Governor's Commission on Disability, Aging and Long Term Services Department, and the Health Policy Commission. The total number of employees serviced by these agencies makes up more than half of all state government employees.

In the past year we have assisted the Department of Health with two re-organizations, and approved over 500 compensation and classification actions. We meet with the department's HR staff on a weekly basis to thoroughly analyze requested actions and discuss any anticipated situations that may arise and attempt to solve them before they occur.

Our team has a close working relationship with the human resource staff within the Human Services Department (HSD) and provides the highest quality of service to this agency as we do with the other 11 agencies under our initiative. For example, we have worked with HSD to reconcile their organizational listing (OL). The OL is a vital report that contains information on the organizational structure of the agency. The reconciliation of approximately 2,000 employees is extensive and requires the collaboration of HSD staff and the Healthy New Mexico team. We are pleased that this project is 90% complete.

Our team also provides more detailed technical assistance to the smaller agencies we service. Most of these agencies do not have HR staff and rely on our team for HR guidance and technical expertise with the states software system.

We have had a busy year approving over 1500 compensation and classification actions, and over 1300 job openings. Although the volume of actions are high for the Healthy New Mexico team, we are dedicated to providing the best customer service possible to our agencies. We will continue to collaborate with each agency to achieve their individual goals and carry-out their agency mission.

School, Kids & Families

This initiative includes the Public Education Department (PED) and the Children, Youth and Families Department (CYFD), both of whom work toward strengthening the educational and family life of New Mexicans. Our team is proud to have consistently been dedicated, enthusiastic, and creative when assisting our agencies with solutions to accomplish their goals.

Over the past year we have assisted CYFD with revamping their Juvenile Justice Division. Our team worked with CYFD by updating the job qualifications to recruit and retain staff who will support the agency's shift in focus from confinement and punishment to rehabilitation for the youth in their facilities. Changes that took place within the Division were also the result of recommendations from the Juvenile Justice Commission, where we participated on subcommittees that assisted in evaluating the Juvenile System in its entirety.

We are equally proud of supporting CYFD with the realignment of resources to better serve the needs of the children and families they service. This realignment enabled CYFD to have a division (Early Childhood Services) that will solely focus on the needs of early childhood development, and a separate division (Youth and Family Services) that aims to assist older youth in transitioning into adulthood with a focus on integrating community based services.

Our team worked with PED to create an Agency Human Resource Strategic Plan. By pinpointing strengths and opportunities for growth, the plan outlines how both agencies are going to work together during the year. For example, this past year SPO conducted a training designed specifically for PED managers for the purpose of enhancing employee/manager relations. We believe that this type of collaboration provides the adequate preparation that both agencies need in order to be successful.

Whether our team is providing feedback on realigning services for some of our largest agencies or assisting our smaller ones with human resource administration tasks, we look forward to continuing our support of NM School Kids and Families.

Promoting & Growing NM

This initiative was created as one of the six targeted policy areas to focus on expanding opportunities. The agencies within this initiative have helped to make New Mexico more competitive, created tax incentives to attract quality companies with high paying jobs, help grow existing businesses, and encourage investment in innovation, infrastructure, and the workforce.

We are committed to providing agency oversight through successful partnerships with the following agencies: Department of Transportation, Tourism, Economic Development, Spaceport, Military Base Planning Council, Expo NM, Gaming Control Board, State Personnel Board, Racing Commission, Cultural Affairs, Workforce Solutions and Worker's Compensation.

In October, 2008 we worked closely with EXPO NM to re-organize their Operations Division into the Infrastructure/Security/Management Division with a focus on these three key areas. This bold initiative required SPO's involvement to create a management structure to effectively carry out their mission.

We strategically invested in the workforce and infrastructure to support economic growth by working with the Department of Workforce Solutions (DWS) to create Workforce Connections Career and Business Centers. The team worked in collaboration with DWS and union representatives to ensure successful integration of the 29 offices statewide. These centers make available intake assessment, job training, and skills development in a single location.

In July 2008, SPO created Alternative Work Schedule and Telework Policy Guidelines. We assisted agencies in creating new policies and/or updating existing policies to reflect the requirements of the new guidelines. Economic Development Department (EDD) was the first agency to implement both policies on a voluntary basis. SPO staff was involved with the integration and received a positive response from EDD employees. This created a savings by reducing fuel costs and the number of hours and miles EDD employees spend traveling. The new flexibility in work schedules provides new opportunities for efficiency and expanded hours of customer service.

Our proactive approach and ability to solve problems ensures that our agencies achieve their goals.

A Safer New Mexico

The Safer New Mexico block of agencies is composed of: Public Defender Department, Public Regulation Commission, Department of Military Affairs (DMA), Adult Parole Board, Juvenile Parole Board, Corrections Department, Crime Victims Reparation Commission, Department of Public Safety (DPS) and Department of Homeland Security and Emergency Management (DHSEM).

Our mission is to provide accurate, timely, supportive, and quality service. We analyze all situations, anticipate problems prior to their occurrence, have answers for these problems, and move swiftly to solve these problems when called upon. The team leader serves as the SPO Director's proxy in administering, interpreting, and approving application of rules and regulations requiring SPO approval as defined in the NM State Personnel Board Rules and Regulations for New Mexico Executive Branch State Government Agencies.

During the past year, the team has worked with a number of agencies that have undergone extensive personnel changes within their human resources departments (DPS, DHSEM and DMA). SPO has worked with these agencies to train their personnel, insure consistent and accurate interpretation of SPO rules and regulations, and to help develop effective HR processes and systems. On a weekly basis, the Safer New Mexico team meets with the Corrections Department, the Department of Public Safety, the Department of Military Affairs, the Public Defender Department, and the Homeland Security and Emergency Management Department on HR transactions and to provide real time answers for agency issues.

The Safer New Mexico team has also performed numerous desk audits within the Corrections Department Probation and Parole Division. Although this process is ongoing, significant progress has been made in developing accurate job descriptions for probation and parole officers and providing an improved career ladder for probation and parole officers within the probation and parole division.

The Safer New Mexico team is excited about our accomplishments over the last 12 months. We look forward to the many challenges and opportunities that will present themselves during the next year and our participation in building A Safer New Mexico.

Protecting & Promoting NM

The agencies under this initiative focus on keeping the environments of New Mexico protected and promoted. The agencies in this initiative include: Architect Examiners Board, Veterinary Board, Game and Fish, Energy Minerals & Natural Resources, Youth Conservation, State Land Office, State Engineer, Organic Commodity Commission, Environment Department, Livestock Board, and Natural Resources Trustee.

Our work with the NM Livestock Board is a great example of how cooperation and teamwork can provide a successful formula. The staff on our team has taken the lead in assisting the NM Livestock Board to ensure each employee has current information in the state's software system. This was accomplished with the assistance of outside entities like PERA to ensure all employees information was accurate. We have assisted with recruitment issues by collaborating on the creation of job advertisements.

We are proud to have worked with and trained HR staff from the Environment Department. Specifically, our team assisted the staff in completing the In-Pay Band compensation form. The training covered proper documentation methods for pay increase requests for employees within the agency. After the training we were highly encouraged to see that the quality of documents sent to our office improved, therefore also improving our ability to respond quicker and provide effective feedback.

Our team also attended an in-service training with the Department of Game and Fish, providing us with the opportunity to network with employees state wide, including Division Managers and the Cabinet Secretary. The information acquired at these events has been an invaluable component of our ability to provide support of their decisions that positively affect the agency.

We took part in the hiring process for the Wildlife Enforcement Officers. This included participating in the interview process along with observing the potential employees partake in the required physical fitness test. This type of hands on experience allows us to provide support and make recommendations that will help the agency thrive.

We believe that continually learning about our agencies is an important part of providing effective guidance and support.

Efficient Services for NM

This initiative involves 16 state agencies that provide services to customers from the general public, state entities, and local public bodies. Our team works with HR staff from the Taxation and Revenue Department, including the Department Cabinet Secretary on retention and pay issues within the agency. Through our work we are able to process reclassifications and In-Pay Bands within the Revenue Processing, Motor Vehicle, and the Audit and Compliance Divisions to assist in these areas.

Our team worked with the Retiree Health Care Authority Board (RHCA) as it endured struggles of high turnover of executive staff. We acted as the agency's interim HR office for one and one half years, making frequent visits, working out of an RHCA office, and meeting with the agency's acting director and staff in order to address issues surrounding the agency. The Efficient Services for New Mexico team has diligently and successfully assisted the agency this year by:

- Assisting managers with closing out employment appraisals,
- Entering all recruitments and entry of all hires,
- Correcting salary discrepancies including retro-payments, and finally,
- Reconciliation of the organizational listing.

Presently, RHCA is currently fully staffed as we continue to provide our services.

Our team worked with the Professional Board of Engineers. Meetings were held with the agency director and CFO regarding a requested small re-structure of the agency. The agency's classifications had not been reviewed in 20 years, reflecting misclassification and inappropriate placement of incumbents within their assigned pay-band. Several meetings with executive staff lead to approval by both DFA and SPO on reclassifications, promotional increases, and In-Pay Bands. The agency's salary and classifications are now comparable to other licensing boards.

Our team is enthusiastic about the support we have provided our agencies. We take pride in knowing that by collaborating with our agencies we've been able to improve and bring up to speed many areas that have required updating.

QUALITY ASSURANCE

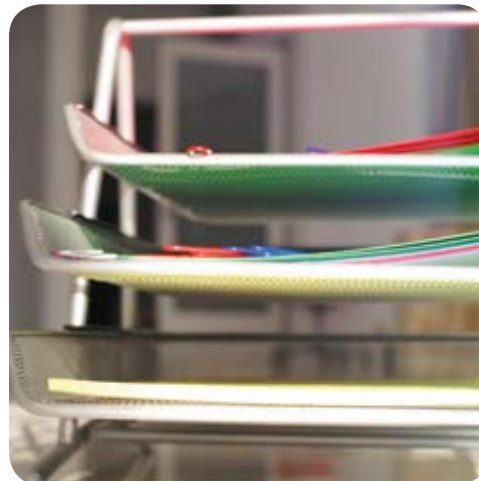
The mission of SPO's Quality Assurance (QA) Bureau is, "Work in partnership with the Board, SPO management and state agencies to provide an objective review process to guide and add value to the delivery of human resource programs." To accomplish this mission the QA Bureau endeavors to achieve the following: provide timely, quality service to the Director, the Board and state government agencies on the delivery of human resource program matters; recommend improvements in state government emphasizing economy, efficiency, compliance and effectiveness; and being the model agency in personnel and human resource program matters for state government. The Quality Assurance Bureau contributes to the following SPO initiative:

INITIATIVE

Develop new HR guidelines for agencies.

Actions

- Develop and post HR guidelines based upon the review observations and feedback received from agencies as well as identified areas in need of additional assistance.
- Continue to monitor HR review observation trends and provide feedback as needed in areas of needed assistance.



GAA Performance Measure

Percent of agency-specific human resource audit exceptions corrected within six months of discovery
Percent of key agencies receiving at least two audit reviews during the fiscal year

ACCOMPLISHMENT

Foundation—At the end of FY07 and the beginning of FY08 the bureau developed and received Board approval of the bureau mission statement, review guide and audit charter to establish the foundation of the bureau's activities.

ACCOMPLISHMENT

Annual Work Plan—In July 2008, the bureau received approval of the FY09 annual review work plan. This plan was developed based upon Board and Director input. Additionally, the bureau evaluated these projects based upon risk to prioritize them in alignment with available resources. These reviews assess compliance matters, HR best practices and larger systemic concerns.

ACCOMPLISHMENT

Selection and Hiring Process Review—In FY08 the bureau completed the *Selection and Hiring Process Review*. This review provided recommendations for amendments to the job advertisement, interview, selection and hiring process for classified employees as it concerned SHARE, State Personnel Board Rule and HR best practices.



ACCOMPLISHMENT

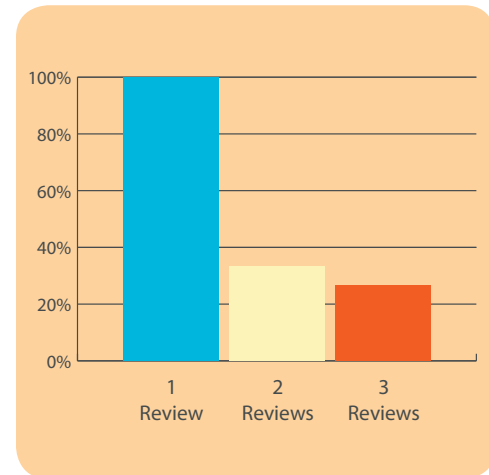
Managerial Review—The QA Bureau completed a managerial review for the Department of Game and Fish at the department's request.

ACCOMPLISHMENT

I-9 Form Review—A review of I-9 Forms for all agencies was also completed. To date, at least 95% of the agencies reviewed have implemented and/or corrected processes to ensure that I-9 Forms are completed accurately and in a timely manner.

ACCOMPLISHMENT

Safety-Sensitive Review—The bureau also completed the review of safety-sensitive positions to determine agencies compliance with 1.7.8 NMAC is currently underway; and review of pay mechanisms—Shift Pay and Temporary Differentials; centered on compliance and document maintenance.



In 2008, 100% of the SPO defined key agencies received at least one review; 33% received two reviews; and 27% received three reviews. Additionally, 10 non-key agencies received a review.

“...the Selection and Hiring Process Review” was a “landmark document” for the State Personnel office that showed its ability to analyze itself and make the necessary adjustments to its business process.

Gene Valdes, SPO Board

TRAINING

SPO's Training Bureau's primary objectives are to offer two on-going managerial and supervisory courses for state government managers and supervisors: *Fundamentals of Supervision* and *Managing Employee Performance*. The Training Bureau contributes to the following SPO initiatives:

INITIATIVE

Partner with state agencies to implement Phase II of agency-specific annual Human Resources Plan that identifies agency staffing needs consistent with each agency's program and service goals.

Actions

- Develop of amended or new training courses based on the HR Agency Services, Quality Assurance and Applicant Services Bureaus to better meet agency needs with a dynamic training curriculum.

INITIATIVE

Develop SPO staff in critical human resources and administrative support areas.

Actions

- Provide human resources development opportunities for SPO HR managers and their teams.

INITIATIVE

Develop new HR guidelines for agencies.

Actions

- Expand or amend the training curriculum based on agencies' implementation of the posted HR guidelines to provide additional assistance with these matters.



GAA Performance Measure

Percent of large agencies that incorporate the State Personnel Office core management training objectives into their agency-specific management training
Percent of managers in medium to small agencies who successfully complete management and supervision training sponsored by the State Personnel Office
Percent of new employees who successfully complete their probationary period

ACCOMPLISHMENT

Fundamentals of Supervision (FOS)—Agencies demand for the FOS course piloted in October 2006 continues. This two-day, seven-module class about best management practices drew 209 attendees in calendar year 2008 to classes held in Santa Fe, Albuquerque, Roswell, and Las Cruces.

ACCOMPLISHMENT

Managing Employee Performance (MEP)—This course implemented in November 2007 has a consistent and constant demand. This one-half day performance appraisal class for supervisors and managers drew 368 attendees in calendar year 2008 to classes held in Santa Fe, Albuquerque, Roswell, and Las Cruces.

ACCOMPLISHMENT

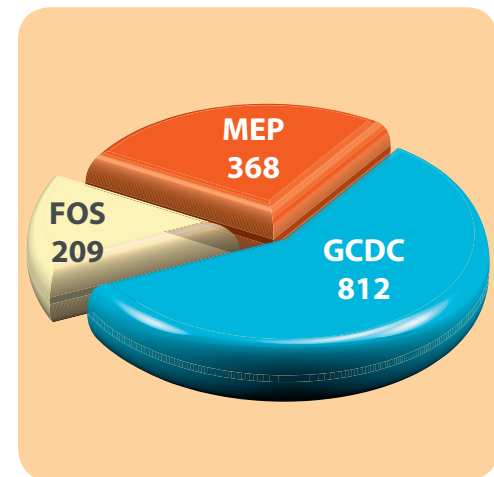
Foundations of Training—The Training Services Bureau coordinated the second edition of the Foundations of Training in April 2008. This two-day staff development event for trainers, HR and Safety personnel from state agencies drew 80 attendees from across the state.

ACCOMPLISHMENT

Training and Facilitation Support—The Training Services Bureau also provides direct training and facilitation support to agencies in support of management objectives related to the FOS and MEP modules. In addition, some classes at the 2008 Governor's Career Conference that drew over 700 attendees from across the state were facilitated by the Bureau. In addition, instructional design services are provided to agencies for their agency specific training needs.

ACCOMPLISHMENT

Governor's Career Development Conference—The Governor's Career Development Conference attracted over 800 people attending classes on computers, management, health and wellness, safety, leadership, and customer service.



Reflects the total number of managers and supervisors completing the Fundamentals of Supervision (FOS) course, Managing Employee Performance (MEP) course, and the total number of attendees of the Governor's Career Development Conference in 2008.



"[FOS and MEP classes] heightened my commitment to higher standards of performance."

Attendee

LABOR RELATIONS

The Labor Relations Bureau acts as the labor contract administrator for the State of New Mexico. In this capacity the Bureau works closely with the various state agencies to assure consistency throughout the entire state system. They also work closely with the three labor unions that represent New Mexico classified employees, the American Federation of State, County and Municipal Employees, the Communication Workers of America and the Fraternal Order of Police. The Labor Relations Bureau contributes to the following SPO initiatives:

INITIATIVE

Establish a consistent approach to labor relations management in union-represented agencies.

Actions

- Assist agencies and labor in grievance meetings to support resolving grievances.
- Develop *Living in a Union Environment* training to assist state supervisors and managers with union related issues.

- Provide assistance with Federal Mediation and Conciliation Services (FMCS) in mediation sessions with labor and management.

INITIATIVE

Manage contract negotiations.

Actions

- Complete statewide contract negotiation for all three Collective Bargaining Agreements.



GAA Performance Measure

Average employee pay as a percent of board-approved comparator market, based on legislative authorization

Average number of days to fill a vacant position

Percent of large agencies that incorporate the State Personnel Office core management training objectives into their agency-specific management training

Percent of managers in medium to small agencies who successfully complete management and supervision training sponsored by the State Personnel Office

Percent of new employees who successfully complete their probationary period

ACCOMPLISHMENT

CBA—Conducting contract negotiations with all three Collective Bargaining Agreements.

ACCOMPLISHMENT

Grievance Meetings—Attended 162 grievance meetings in 2008 resulting in a 51% resolution in grievances.

ACCOMPLISHMENT

Living in a Union Environment—Conducted 16 training sessions of *Living in a Union Environment* around the state to various state agencies, training a total of 457 manager and supervisors thus far.

ACCOMPLISHMENT

Mediation Sessions—Co-facilitated with FMCS 30 mediation sessions with various agencies and labor.

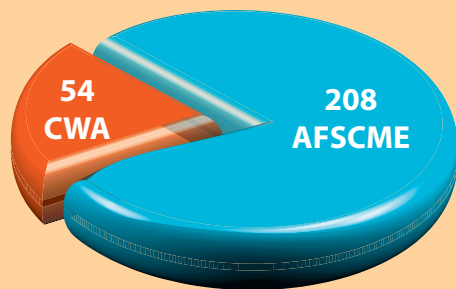
ACCOMPLISHMENT

Informational Guide—Developed an information guide to assist employees in the process of appealing a letter of reprimand to SPO per the Collective Bargaining Agreement on the SPO/Labor Relations Web site.

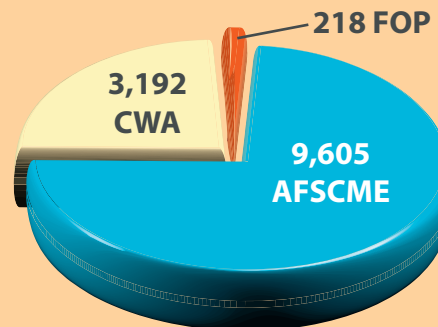
“New Mexico has again taken center stage nationally, this time in their centralized approach to managing labor relations. While other states struggle to find their balance we have found that forging partnerships with FMCS and implementing our living in a union environment program has increased our ability to resolve grievances and enhance relationships.”

Sandra K. Perez, SPO Director

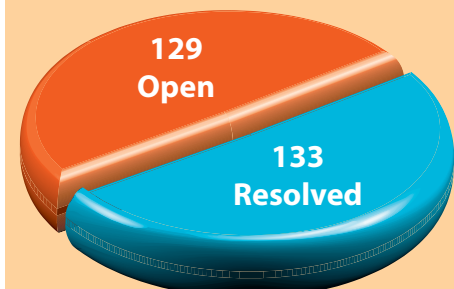
GRIEVANCES FILED



UNION MEMBERS



GRIEVANCES



There were 262 grievances filed in 2008. FOP had zero grievances.

ADJUDICATION

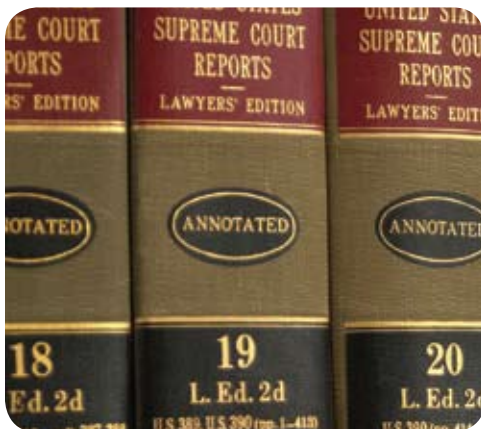
SPO's Adjudication Bureau is responsible for conducting administrative hearings on appeals filed by state employees concerning disciplinary actions taken against them by their employer. The Administrative Law Judges conduct fair and impartial administrative hearings that allow the employee and the employee's agency to present evidence related to the discipline. The Administrative Law Judges prepare written recommended decisions for review and final decision-making by the State Personnel Board. The Adjudication Bureau contributes to the following SPO initiative:

INITIATIVE

Develop a communication system for agencies to access Board decisions and commentaries on appealed cases.

Actions

- Identify state agencies' informational needs as they relate to Board decisions and commentaries on appealed cases.
- Develop and maintain communication system for parties to access final Board decisions.



GAA Performance Measure

Percent of new employees who successfully complete their probationary period

ACCOMPLISHMENT

Alternative Dispute Resolution—Use of Alternative Dispute Resolution (ADR) by state employees/state agencies to resolve appeals of disciplinary actions prior to adjudication by SPO. The Adjudication Bureau enhanced the ADR program by adding to the number of settlement facilitators state-wide. Use of ADR has resulted in substantial cost savings to SPO and to the State of New Mexico (estimated at \$60,000).

ACCOMPLISHMENT

Staff Development—Chief Administrative Law Judge Leonard J. Padilla attended a one week *Judicial Writing* course at the National Judicial College in Reno, Nevada. As a direct result, substantial improvements to the format of Recommended Decisions submitted to the State Personnel Board have ensued. Paralegal/legal assistants at the Adjudication Bureau attended the Governor's Career Development Conference where they received training in such subjects as Employment Law and Human Resources; Fat Free Writing; Listening Skills; Time Management; Mediation and Facilitation Skills; Business Writing; and Conflict Management Facilitation.

ACCOMPLISHMENT

Videoconferencing—The Adjudication Bureau received cooperation from agencies located throughout the state to allow use of videoconferencing of disciplinary appeals. Through cooperation among agencies, videoconferencing occurs even with agencies which do not possess such capabilities.



ACCOMPLISHMENT

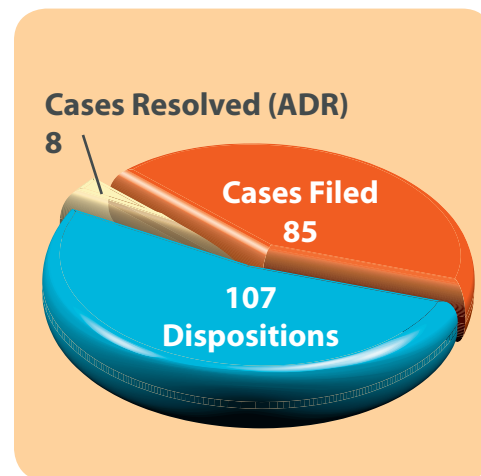
Development of Office Procedures Handbook—The Adjudication Bureau assembled material concerning adjudication/discipline rules, forms used in disciplinary hearings, and general information to assist practitioners or litigants who have an appeal before the State Personnel Board. The information is compiled on a compact disc for distribution to interested parties at an upcoming training conference.

ACCOMPLISHMENT

Digital Recording—The Administrative Law Judges have begun the process of converting the recording of disciplinary hearings from analog (cassette tape) to digital. This shift in recording techniques allows the placement of an entire hearing on one compact disc, as opposed to several cassette tapes. Digital recording also enhances the safety of the recording by allowing the recorded hearing to be saved at multiple locations.

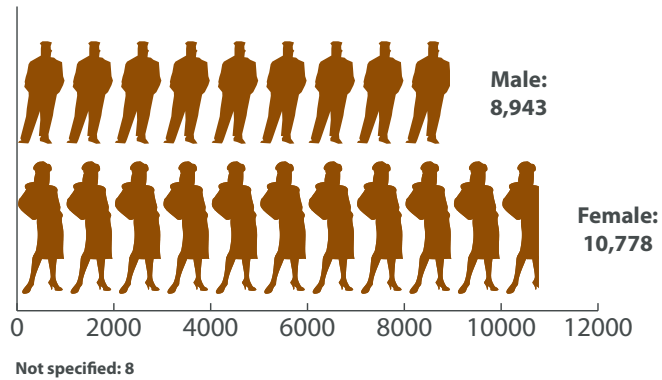
ACCOMPLISHMENT

Proposal of Rule Changes—The Adjudication Bureau worked closely with the Director's Office to provide amendments to existing rules. Rules changes adopted by the State Personnel Board include use of the Board or Board members as hearing officer for a disciplinary case in the event of a conflict and clarification of the extent of Board powers upon reinstatement of an employee to work.

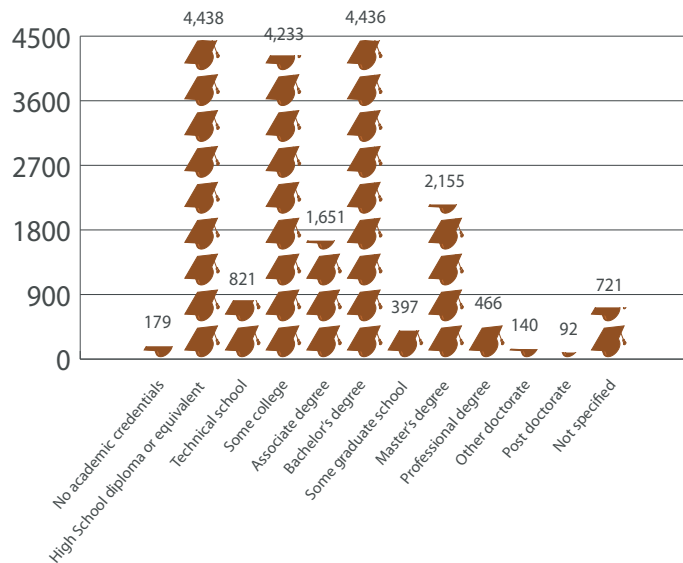


TRENDS

CLASSIFIED EMPLOYEES BY GENDER



CLASSIFIED EMPLOYEES BY EDUCATIONAL LEVEL



Source: HCM data, December 2008

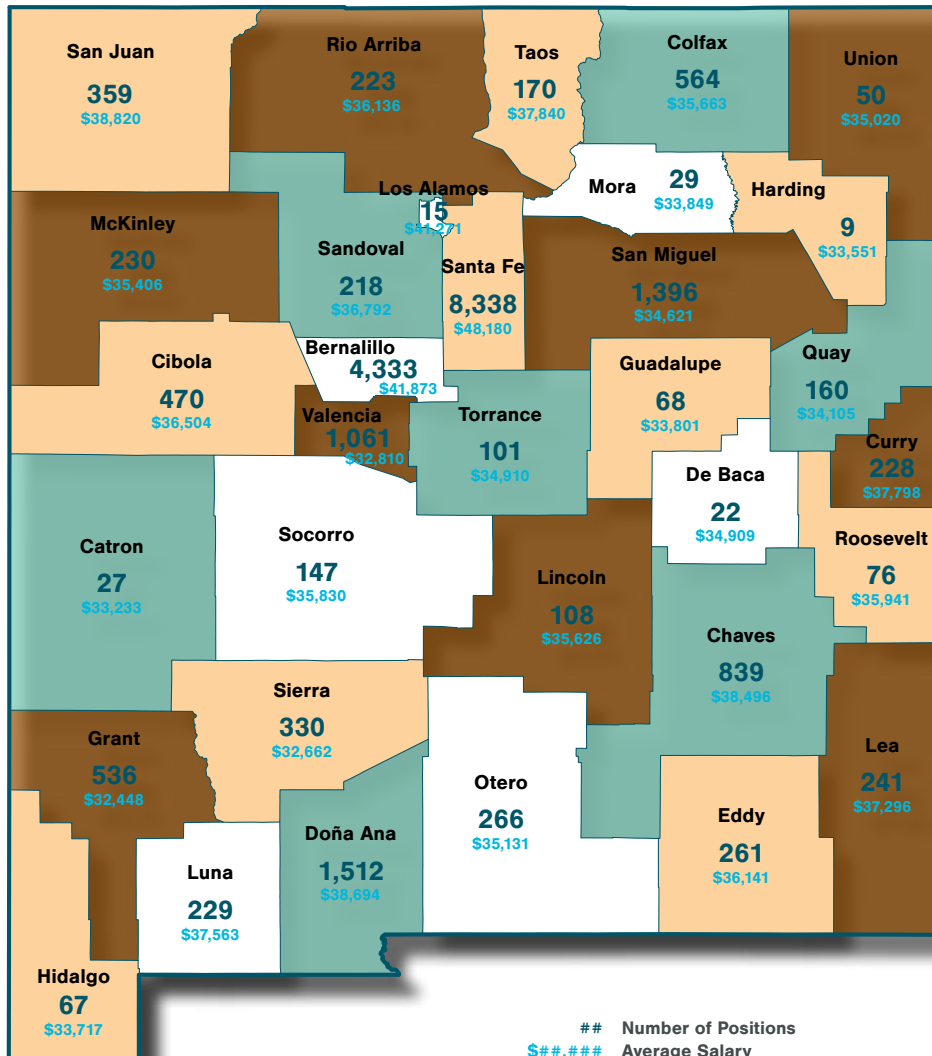
CLASSIFIED POSITIONS BY AGENCY

(excludes temporary positions)

Department of Health	4,133	Economic Development Department	59
Department of Transportation	2,748	Gaming Control Board	55
Corrections Department	2,430	Educational Retirement Board	54
Children, Youth and Families Department	2,081	Commission of Public Records	41
Human Services Department	1,976	Higher Education Department	37
Taxation and Revenue Department	1,219	State Treasurer's Office	36
Environment Department	712	Department of Veterans Services	36
Department of Public Safety	703	Office of the Secretary of State	34
Department of Workforce Solutions	588	State Investment Council	30
Department of Cultural Affairs	579	Office of the State Auditor	27
Energy, Minerals and Natural Resources Department	470	Crime Victims Reparation Commission	19
Public Defender Department	385	Board of Nursing	18
Office of the State Engineer	356	Retiree Health Care Authority	18
General Services Department	347	Developmental Disability Planning Council	15
Division of Vocational Rehabilitation	327	Commission on the Status of Women	14
Regulation and Licensing Department	314	Commission for Deaf and Hard of Hearing Persons	14
Public Education Department	311	Health Policy Commission	12
Department of Game and Fish	295	Medical Board	11
Aging and Long-Term Services Department	291	Indian Affairs Department	9
Public Regulation Commission	250	Commission on Concerns of the Handicapped	9
Miners' Colfax Medical Center	228	Public School Insurance Authority	8
Department of Information Technology	207	Racing Commission	8
Department of Finance and Administration	164	Board of Licensure for Professional Engineers and Surveyors	6
Military Affairs Department	163	Adult Parole Board	5
State Land Office	145	Juvenile Parole Board	5
Workers' Compensation Administration	130	Office of African American Affairs	4
Livestock Board	91	Border Authority	3
Public Employees Retirement Association	80	Office of Natural Resources Trustee	3
Commission for the Blind	77	Organic Commodity Commission	3
Homeland Security and Emergency Management	73	SpacePort Authority	3
Tourism Department	73	Youth Conservation Corps	3
Expo New Mexico	72	Board of Examiners for Architects	2
State Personnel Board	61	Board of Veterinary Medicine	2
		Inter Tribal Ceremonial Office	1

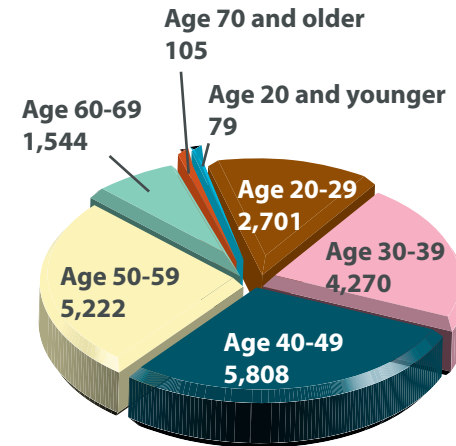
CLASSIFIED POSITIONS BY COUNTY

(excludes temporary positions)

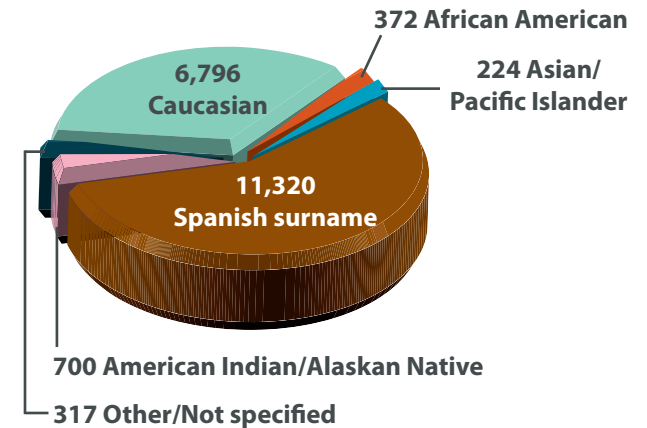


Number of Positions
\$##,### Average Salary

CLASSIFIED EMPLOYEES BY AGE



CLASSIFIED EMPLOYEES BY ETHNICITY



Source: HCM data, December 2008

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