



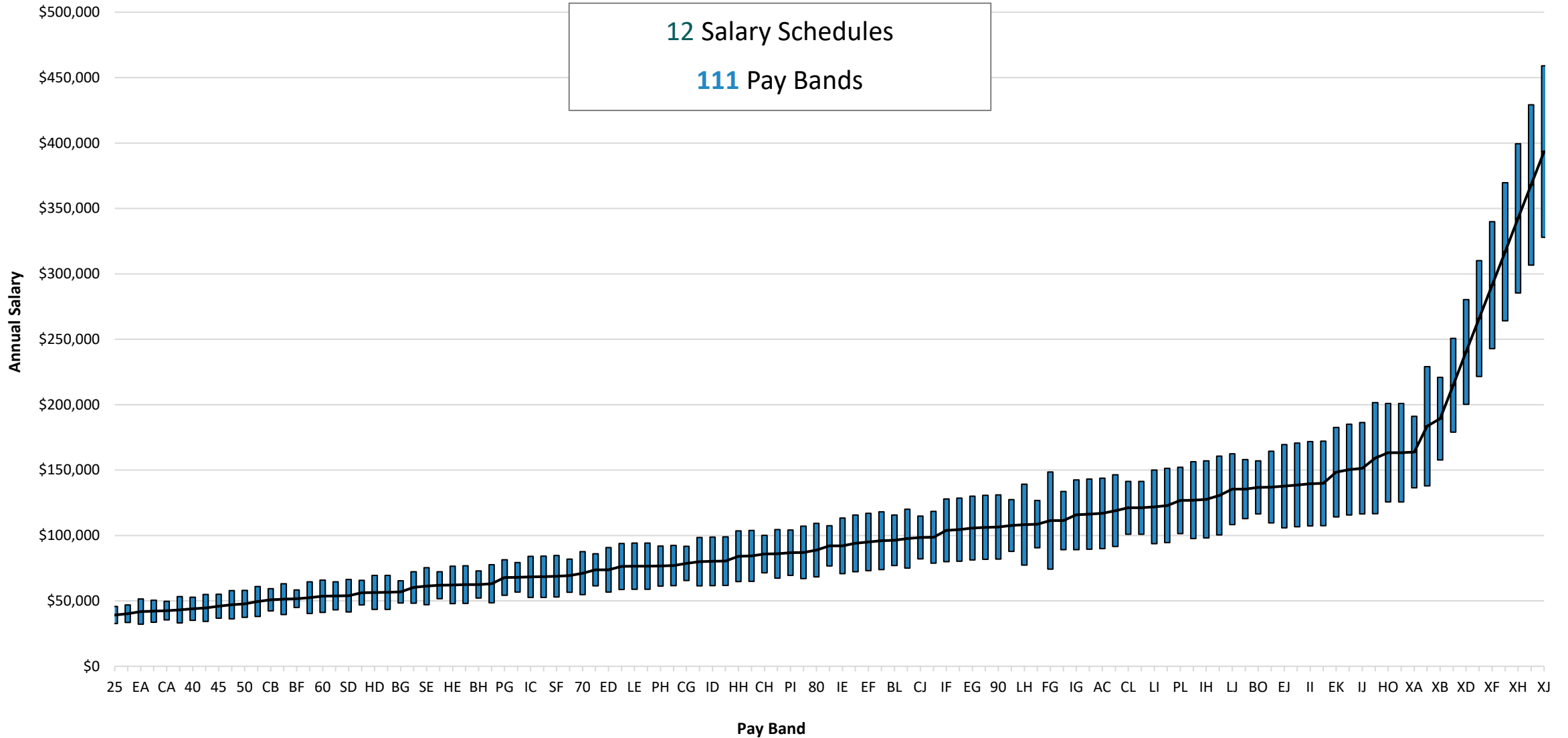
Job Architecture



Current Salary Schedules

12 Salary Schedules

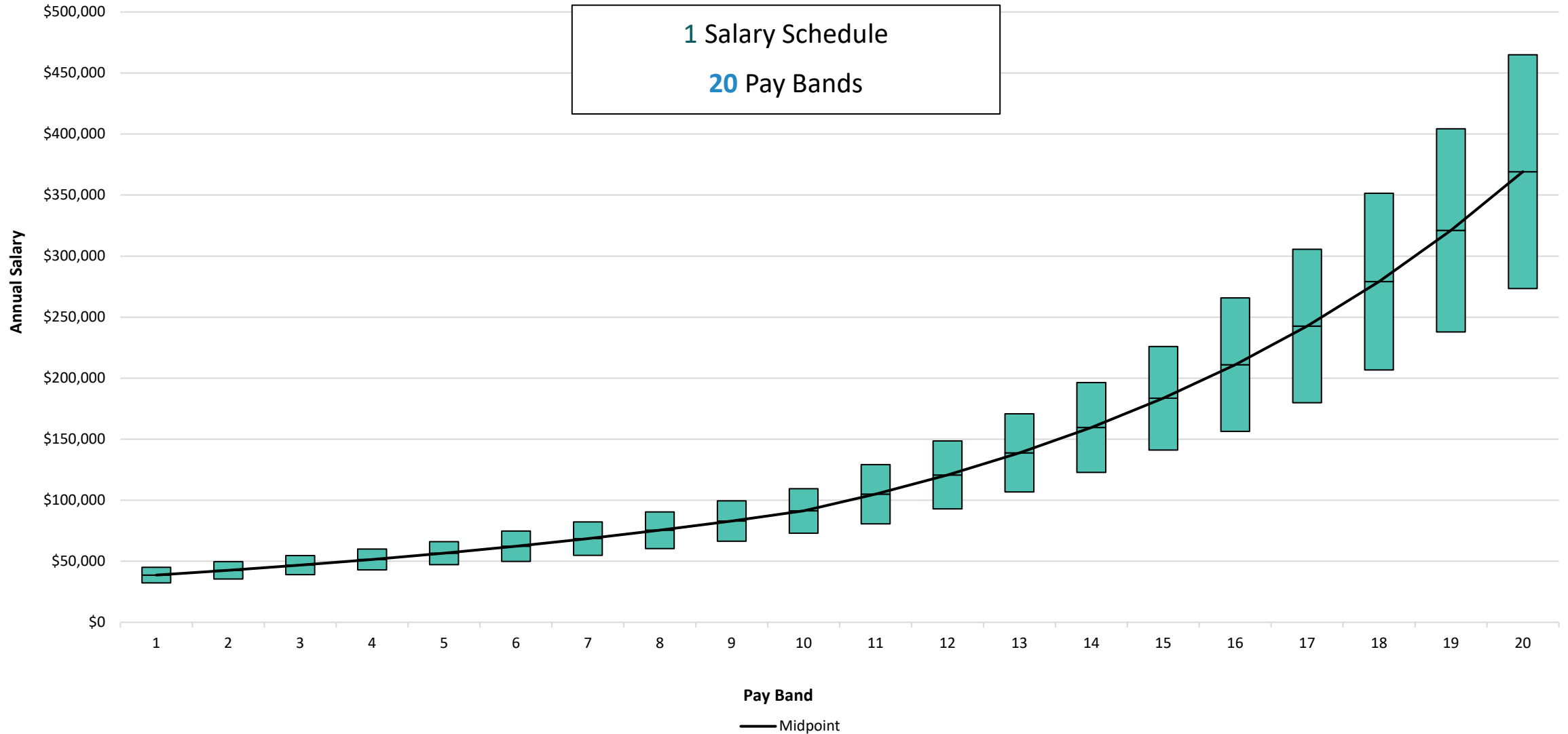
111 Pay Bands



Proposed Salary Schedule

1 Salary Schedule

20 Pay Bands



Transition to a Fully Market-Based Evaluation Method

To include the influence of market changes within the schedules, the following has been an addition to the Hay Method, for a Hybrid approach:

- **Collecting data** via salary surveys, job postings, and listings or databases of regional state and local government classifications. (No longer collecting data and research via google searches and job boards)
- **Flexible Pay Bands:** Adjusting pay bands based on market trends to attract and retain top talent.
- **Benchmarking Salaries:** Regularly comparing our occupational salary structures against market data to ensure competitiveness.

Transition to a Fully Market-Based Evaluation Method

The key reasons for this transition include:

- **Market Responsiveness:** A fully market-based system allows us to respond more quickly to changes in the labor market, ensuring our compensation packages remain competitive.
- **Talent Attraction and Retention:** Competitive market-based salaries help attract and retain high-caliber talent in a competitive job market.
- **Simplification and Efficiency:** Streamlining the evaluation process by focusing on market data reduces complexity and administrative burden. This includes, abandoning google searches and acquiring valuable data via **Payfactors** software.
- **Alignment with Organizational Goals:** A market-based approach aligns our compensation strategy with our broader organizational goals of growth and innovation.



Program Review



Current Classification Structure

The State of New Mexico has elements of a well-structured classification system but can further build out key structural elements of their classifications.

	New Mexico	Leading Practice
Job Families	✓	✓
Job Sub-Families	❖	✓
Career Tracks		✓
Stated Job Levels		✓
Job Title Naming Conventions	❖	✓



Current State Key Themes

Lack of Job Categorization

No Documented Career Tracks

Inconsistent Job to Level/Grade Alignment

Lack of Standardization in Job Titling

Consolidate & Build-Out Classifications

A consistent approach to job titling, including consolidating duplicative classifications and building out “catch-all” classifications, across the organization can avoid the potential for pay inequity, career progression limitations, and create better expectations around role and responsibilities.

Key Finding:

New Mexico’s current classification system includes over 200 classifications with zero current incumbents. **Deloitte recommends retiring unused classifications, as well as consolidating (and in some cases building out) classifications to identify instances where positions are performing similar duties and responsibilities and provide further clarity, where necessary.**

Consolidate & Build-Out Classifications

What the Data Shows

847 Current Existing Classifications

Assuming "A-B-O-S" classification series are counted as four unique classifications

596 Total Unique Classifications

Assuming "A-B-O-S" classification series are counted as one unique classification

55 existing classifications have potential for more specific build-out

20 existing classifications have retirement potential due to 0 full-time employees within

52 existing classifications have potential for further consolidation

Resulting in **~469** remaining **unique** classifications

Consolidate & Build-Out Classifications

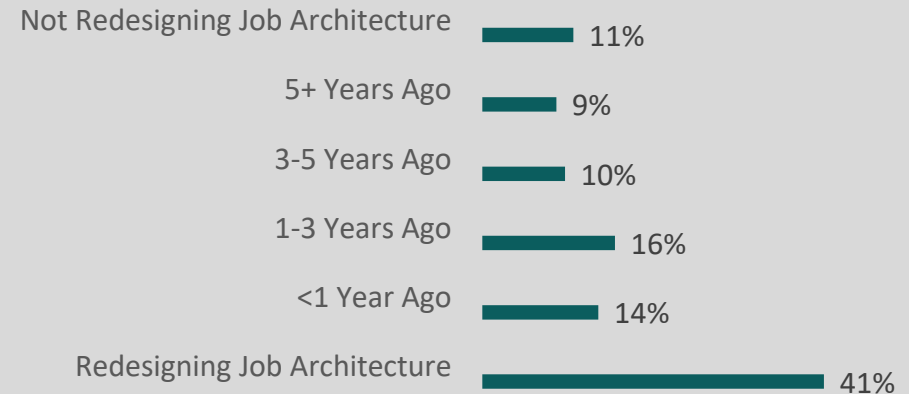
The Opportunity

A high incumbent-to-job title ratio generally signifies that an organization is using its job architecture effectively. Jobs at the manager-level and below are typically specialized and therefore have a higher number of incumbents. Leading practice is to periodically review inactive job codes and remove codes that are no longer needed by the organization.

Market Practice

Only 32% of organizations currently have program governance or guidelines as part of their current job architecture program.*

However, many organizations are undertaking job architecture projects right now, for which governance should be a key component.



*Source: 2023 Deloitte Job Architecture Survey

Consolidate & Build-Out Classifications

Preliminary Opportunities

Consolidating job titles within management levels is one way the State of New Mexico can reduce the number of unique classifications.

Current Job Code	Current # of Employees	Current Job Family	Current Job Title	Future Consolidated Job Code	Future Consolidated Job Title	Future Consolidated Job Family
IXGX30	15	IT	IT CIO I	IXG40	IT CIO	IT
IXGX35	20	IT	IT CIO II	IXG40		
IXGX40	16	IT	IT CIO III	IXG40		
IXGX46	5	IT	IT CIO IV	IXG40		
IXGX52	5	IT	IT CIO V	IXG40		

5 Jobs

1 Job Family

5 Job Titles

➔
JA

1 Job Title

1 Job Family

Consolidate & Build-Out Classifications

Preliminary Opportunities

A review of the State of New Mexico's employee census highlights that while some positions have similar job classification titles, the roles are differentiated through specified working titles. Best practices state that classification titles should not be general, and instead should match the responsibilities and duties of each specific position.

Business Unit	Current Job Role Code	Current Job Title	Future Job Title	Future Job Level	Future Job Family
Business & Financial Operations	X10000	Line I	Child Support Legal Assistant Line Manager I	I	Legal
			DOT Line Manager	I	Engineer, Surveyor, Water Resources & Architect

1 Job Title 1 Job Title JA → 2 Job Titles 1 Level 2 Job Families



FY26 Budget Appropriation Request



Revenue

FY26 Budget Appropriation Request reflects an increase of **\$1,090,000** from the General Fund.

This includes:

- \$134,000 for a 3% increase from the FY25 Base Amount
- \$778,000 to fund the hiring of 6 vacant positions
- \$87,000 to fund an appropriate placement increase for current staff
- \$84,200 to fund necessary software and certifications
- \$5,000 to fund language access guidelines
- \$1,800 increase in revenue we expect to collect for providing HR Shared Services



The FY26 Budget Appropriation Request also includes \$200,000 in revenue for HR Shared Services. SPO provides HR Services for some small state agencies and larger agencies depending on need.

The average annual cost for agencies utilizing this service is approximately \$18,000. The average cost of an HR Manager and Advanced position with benefits is approximately \$100,000 for one FTE. Agencies using this service allow for a savings of approximately \$900,000 for the State.

Revenue Category	FY23 Authorized	FY24 Authorized	FY25 Authorized	FY26 Request
111	\$4,109.7	\$4,336.0	\$4,474.8	\$5,563.0
112	\$7.9	\$237.0	\$198.2	\$200.0
Total Budget	\$4,117.6	\$4,573.0	\$4,673.0	\$5,763.0

Expense

FY26 Personal Services and Benefits (Category 200) request an increase of \$1,000,800.

- The increase is attributed to a 3% increase in the FY25 general fund base amount, a small increase to HR Shared Services, funding to hire 6 vacant positions, and funding to pay staff to support appropriate placement.
- SPO is currently listed with 44 positions and is only funded to support 36 employees with 2 positions posted. SPO seeks to obtain funding to support hiring a full staff. Appropriate staffing will allow SPO to innovate our state classified service to make State government a workplace of choice.
- Within the past 10 years SPO had 55 FTE.
- A fully funded SPO will immediately address the state challenges cited in the 2024 Deloitte Compensation Study, to ensure SPO is the strategic leader in market-based workplace innovation.



FY26 Contractual Services (Category 300) request an increase of \$5,000.

- The increase is attributed to our effort to improve language access. This includes translation and sign language services.
- We anticipate a similar need for professional service contracts which include training and legal/mediation services.

FY26 Other Expenses (Category 400) request an increase of \$84,200.

- This will purchase the annual software expenses and certifications required to implement compensation strategies to modernize the pay processes, services, and maintenance as outlined by in the 2024 Deloitte Compensation Study.

Revenue Category	FY23 Authorized	FY24 Authorized	FY25 Authorized	FY26 Authorized
200	\$3,806.7	\$4,225.6	\$4,362.6	\$5,363.4
300	\$76.0	\$76.0	\$76.0	\$81.0
400	\$234.9	\$271.4	\$234.4	\$318.6
Total Budget	\$4,117.6	\$4,573.0	\$4,673.0	\$5,763.0

Estimated Cost of the Six newly Funded Positions

Position	Midpoint Hourly Amount	Annual Working Hours	Salary	Paid Insurance & Benefits	Total
52955	60.25	2088	\$125,802.00	\$33,800.00	\$159,602.00
3638	32.34	2088	\$67,525.92	\$33,800.00	\$101,325.92
3619	50.24	2088	\$104,901.12	\$33,800.00	\$138,701.12
3628	58.26	2088	\$121,646.88	\$33,800.00	\$155,446.88
3646	50.24	2088	\$104,901.12	\$33,800.00	\$138,701.12
3672	24.12	2088	\$50,362.56	\$33,800.00	\$84,162.56
					\$777,939.60

Position	Description	Status	Grade	Midpoint
52955	Deputy Agency Director II	GOVX	30	60.25
3638	HR Recruiting Coordinator	PERM	BI	32.34
3619	Human Resource Manager II	PERM	BM	50.24
3628	Human Resource Manager III	PERM	BN	58.26
3646	Human Resource Manager II	PERM	BM	50.24
3672	Human Resource Coordinator	PERM	BF	24.12

Position Number	Grade	Education	Direct Experience	General Experience	Minimum	Mid	Maximum	Cumulative Years	Current Rate	Current Compa	Appropriate Placement Hourly	Compa Ratio	Annual Difference
3616	55	HS Grad	0.41	8.67	\$18.34	\$23.84	\$29.34	9.08	\$23.35	97.94%	\$23.35	97.94%	
10114097	65	Bachelors	0.08	14.42	\$23.07	\$29.99	\$36.91	18.5	\$31.13	103.79%	\$31.13	103.79%	
10109662	65	Bachelors	2	21.91	\$23.07	\$29.99	\$36.91	27.91	\$34.06	113.58%	\$34.06	113.58%	
3627	70	Bachelors	1.08	9.08	\$26.33	\$34.23	\$42.12	14.16	\$33.57	98.06%	\$33.57	98.06%	
3653	70	Bachelors	0.33	9.67	\$26.33	\$34.23	\$42.12	14	\$29.00	84.72%	\$29.66	86.66%	\$1,379.96
3623	80	Bachelors	1.75	18.25	\$32.84	\$42.69	\$52.54	24	\$43.96	102.98%	\$43.96	102.98%	
3628	BF	Bachelors	5.08	26.92	\$21.60	\$24.84	\$28.08	36	\$27.04	108.85%	\$27.04	108.85%	
3643	BG	HS Grad	1.66	2.34	\$23.27	\$27.34	\$31.41	4	\$25.50	93.28%	\$25.50	93.28%	
3656	BG	Associate	1	1.5	\$23.27	\$27.34	\$31.41	4.5	\$24.81	90.74%	\$24.81	90.74%	
3638	BI	Bachelors	0.16	3.75	\$27.19	\$33.31	\$39.42	7.91	\$28.34	85.09%	\$28.34	85.09%	
3650	BI	Some Coll.	1.33	11.17	\$27.19	\$33.31	\$39.42	13.5	\$30.72	92.22%	\$30.72	92.22%	
3633	BI	Bachelors	0.41	0	\$27.19	\$33.31	\$39.42	4.41	\$27.50	82.56%	\$27.50	82.56%	
3644	BI	Masters	4.75	31.66	\$27.19	\$33.31	\$39.42	42.41	\$35.47	106.47%	\$37.63	112.97%	\$4,499.47
3615	BJ	HS Grad	3.75	6.41	\$29.60	\$36.99	\$44.39	10.16	\$32.52	87.91%	\$32.52	87.91%	
3649	BJ	Bachelors	1.66	6.5	\$29.60	\$36.99	\$44.39	12.16	\$32.91	88.97%	\$32.91	88.97%	
3667	BJ	Masters	1.5	10.66	\$29.60	\$36.99	\$44.39	18.16	\$34.63	93.61%	\$34.63	93.61%	
3665	BJ	Masters	4.41	11.34	\$29.60	\$36.99	\$44.39	21.75	\$35.68	96.46%	\$35.68	96.46%	
3606	BJ	Masters	1.25	19	\$29.60	\$36.99	\$44.39	26.25	\$36.58	98.88%	\$36.75	99.35%	\$360.26
3632	BJ	HS Grad	3.5	17.83	\$29.60	\$36.99	\$44.39	21.33	\$36.05	97.46%	\$36.05	97.46%	
3648	BJ	Bachelors	3.66	20.92	\$29.60	\$36.99	\$44.39	28.58	\$36.94	99.86%	\$37.51	101.42%	\$1,199.29
3626	BK	Associate	3	18.41	\$32.42	\$41.33	\$50.25	23.41	\$41.04	99.29%	\$41.04	99.29%	
3607	BK	Masters	0.75	4.08	\$32.42	\$41.33	\$50.25	10.83	\$35.68	86.33%	\$35.68	86.33%	
3630	BK	Bachelors	5.41	21.84	\$32.42	\$41.33	\$50.25	31.25	\$41.48	100.37%	\$42.82	103.61%	\$2,781.49
3640	BK	Bachelors	5.41	23.25	\$32.42	\$41.33	\$50.25	32.66	\$41.74	100.99%	\$43.38	104.96%	\$3,411.98
3628	BM	Masters	4.5	13.16	\$42.24	\$51.75	\$61.25	23.66	\$44.67	86.32%	\$49.70	96.04%	\$10,465.01
30206	BM	Masters	4.58	13.67	\$42.24	\$51.75	\$61.25	24.25	\$46.39	89.64%	\$49.95	96.52%	\$7,408.63
3613	BM	Some Coll.	19.91	4.67	\$42.24	\$51.75	\$61.25	25.58	\$46.85	90.53%	\$50.51	97.61%	\$7,620.45
3599	BM	Doctorate	5.5	16.41	\$42.24	\$51.75	\$61.25	29.91	\$48.69	94.08%	\$52.34	101.14%	\$7,597.86
3647	BN	Masters	5.83	11.75	\$48.55	\$58.26	\$67.97	23.58	\$51.96	89.19%	\$55.92	95.99%	\$8,235.55
3635	BN	Bachelors	2.91	21.59	\$48.55	\$58.26	\$67.97	28.5	\$53.87	92.47%	\$58.04	99.63%	\$8,679.98
3624	IE	HS Grad	2.58	18.92	\$34.05	\$44.27	\$54.48	21.5	\$43.03	97.19%	\$43.03	97.19%	
3614	LE	HS Grad	11	10.58	\$28.31	\$36.80	\$45.30	21.58	\$33.60	91.29%	\$34.00	92.39%	\$839.72
3666	LI	MD,DDS,JD	5.08	25.25	\$45.07	\$58.59	\$72.11	38.33	\$60.29	102.91%	\$62.99	107.52%	\$5,610.43
65790	LH	MD,DDS,JD		34.33	\$37.19	\$52.07	\$66.94	42.33	\$52.00	99.87%	\$59.89	115.02%	\$16,404.62
Notes: This sample leverages a compensable factor range of 45 and uses most compensable factors. Direct experience is uninterrupted time at SPO as of 8/16/2024.													\$86,494.69