



HR Consolidation

Service Modernization Delivery Strategy

Update to the Legislative Finance Committee

June 7, 2017

Today's Agenda

- Background
- Staffing
- New HR Structure
- Transition Timeline
- Questions

A Need for HR Transformation

The following challenges have been identified as a basis for HR transformation & implementing innovative HR solutions for New Mexico



HR functions are exclusive to agency focusing primarily on transaction administration as opposed to strategy



Inconsistent application SPB Rules, policies and procedures



HR staffing ratios exceed national benchmarks



Processing times are prolonged and do not support business needs



Duplication of efforts and processes

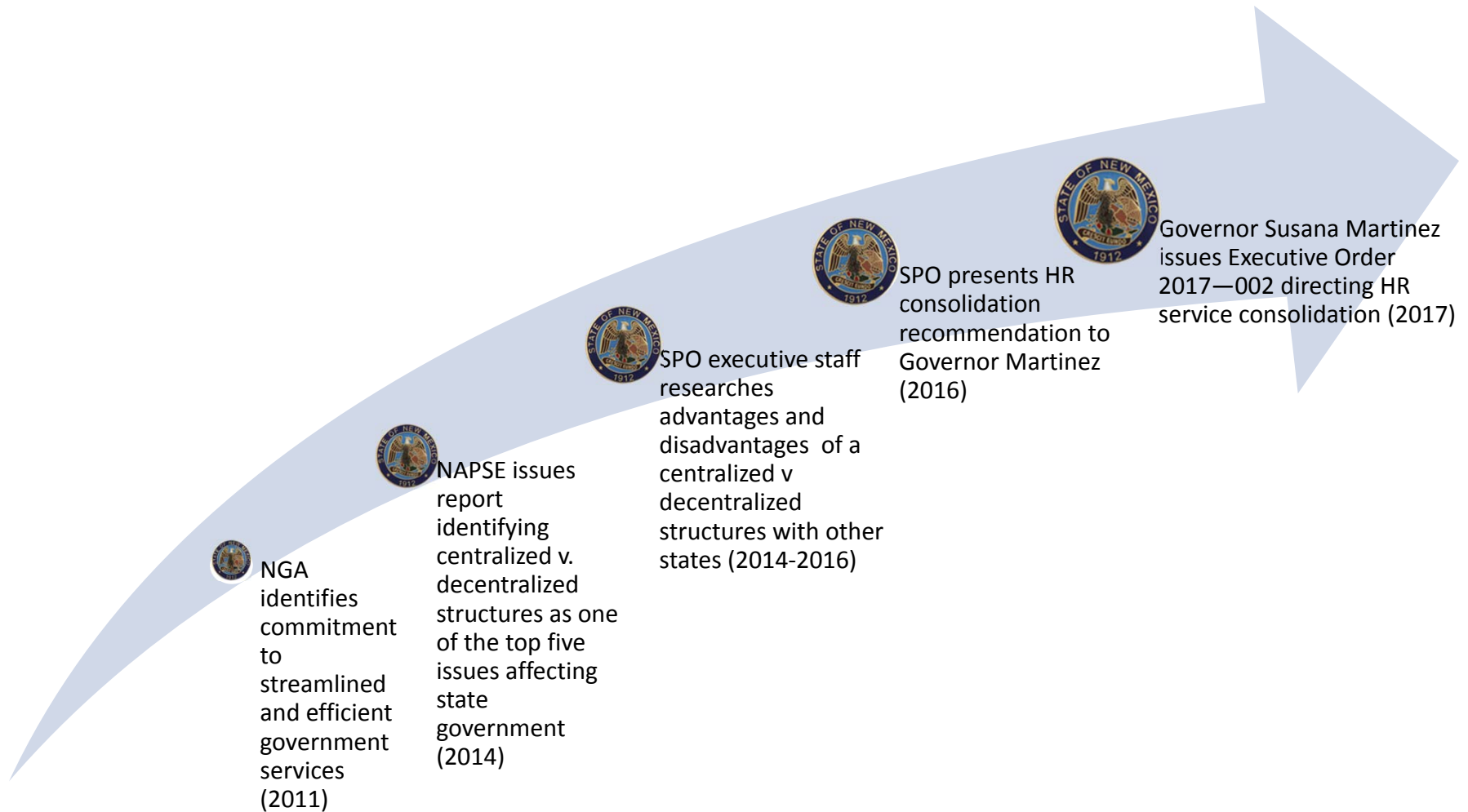


HR training needs are inconsistently addressed



Lack of technology solutions for the delivery of HR services

Evolution



Personnel Act

SPO fulfills its statutory responsibilities under NMSA 1978, Sections 10-9-1 to 10-9-25 (Personnel Act) and provides the authority to the Director to oversee administrative and technical personnel activities as specified in Section in NMSA 1978, 10-9-12(A)

On February 22, 2017, Governor Martinez issued Executive Order 2017-002, titled “Providing for a Centralized and Streamlined Human Resource Operation within the Executive Branch of State Government at the State Personnel Office.”



The Governor is committed to sound fiscal spending, and the cost of government operations can be reduced through the centralization and streamlining of HR operations while also improving and consolidating the executive branch’s HR functions as contemplated in the State Personnel Act.



SPO is designated as the single, unified executive branch department with HR consolidation authority to provide and oversee the state’s classified HR operations.



SPO shall make provisions to centralize and consolidate within SPO, all HR functions, operations, and services provided by all executive state agencies under the authority of the chief executive and as otherwise agreed upon by SPO and any other executive, legislative or judicial agency that functions outside of the authority of the chief executive.



The Department of Finance Administration (DFA) and General Services Department (GSD) shall work with SPO to organize and make provision for the consolidation and centralization of the HR operations from executive state agencies.



The timeline for consolidation under the Executive Order states that, “All agreements and transfers contemplated shall be completed as soon as practicable.”

HR Consolidation

Digital HR Records

An enhanced
New Mexico
HR Model

Enhanced Onboarding

SHARE 9.2 Upgrade

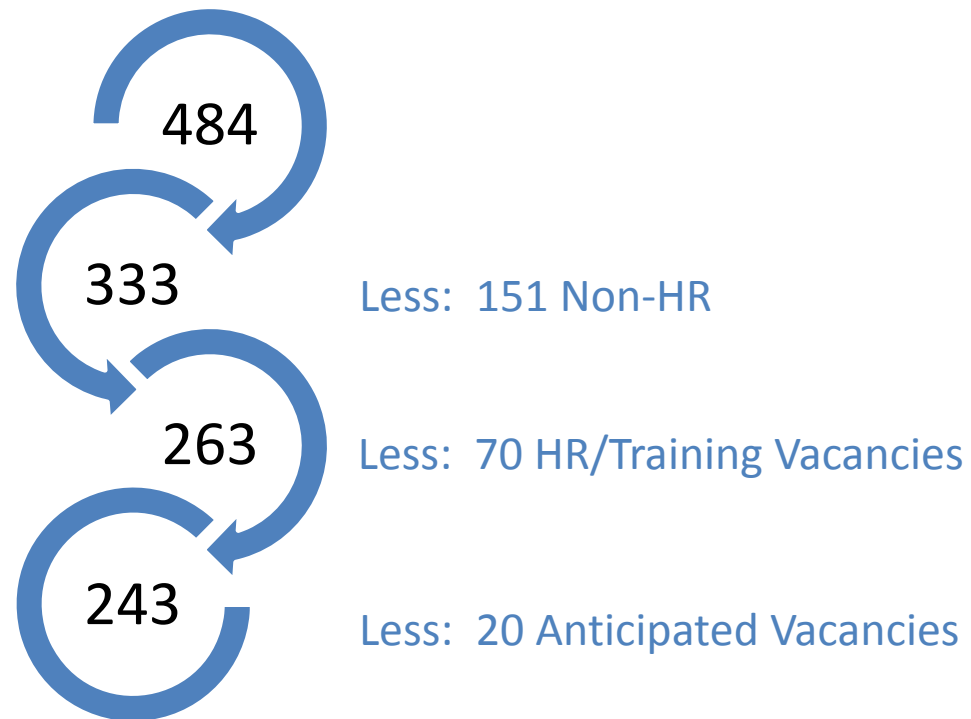
Benefits to the State

- Lower operating costs
- Reduced financial/legal liabilities through consistency
- Avoidance of individual agencies setting precedents that affect all agencies
- Increased HR performance through sharing of best HR practices
- Increased quality and consistency of HR related information statewide
- Streamlined HR processes and improved processing times
- Reduced HR costs enabling state agencies to meet strategic/operational goals
- No loss of knowledge or skills or break in “quality of service” due to HR employee separations within individual agencies
- Consistent application of “best” HR policies and practices

Benefits to Employees

- One-stop customer service
- Consistency
- Self-service functionality
- Increased access to services

Staffing



Target: 238

Current Data

Staffing



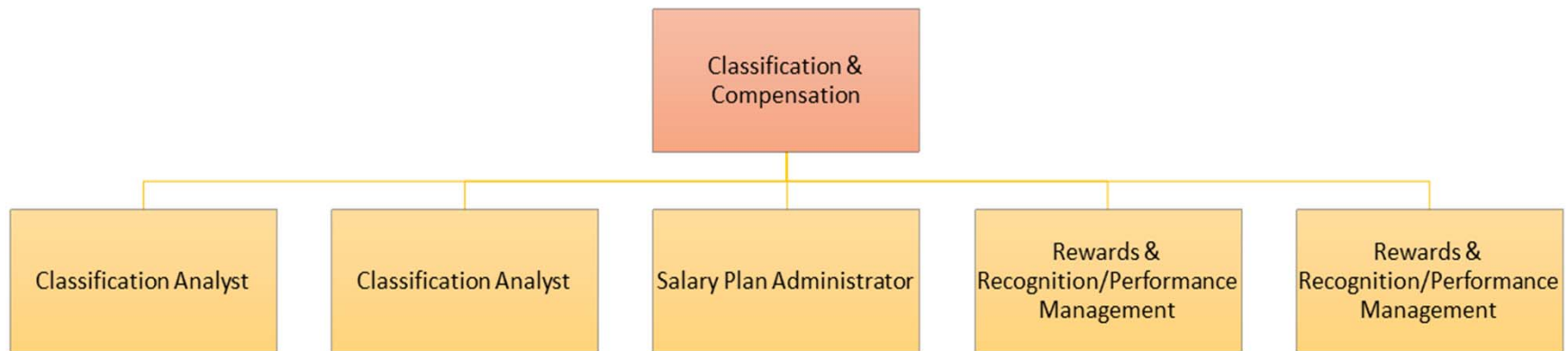
- **How do we “right size” to 238 FTE?**
 - Vacancies through attrition
 - Reallocation/Reassignment (Non-HR)
 - Reallocation/Reassignment (HR)
 - Reduction in Force (RIF)
- **How will position assignment be determined?**
 - Business Need
 - Similar job size
 - Similar area of HR Specialization
 - Center of Excellence Preference *(If able to accommodate)*

**Survey*

The New HR Service Delivery Model



Classification & Compensation



- Six (6) FTE

Classification & Compensation



Classification Section Scope of Work (two (2) employees)

- Classification Development
- Job Analysis



Salary Plan Section Scope of Work (one (1) employee)

- Compensation Design
- Survey Administration
- Market Surveys



Rewards and Recognition Section Scope of Work (two (2) employees)

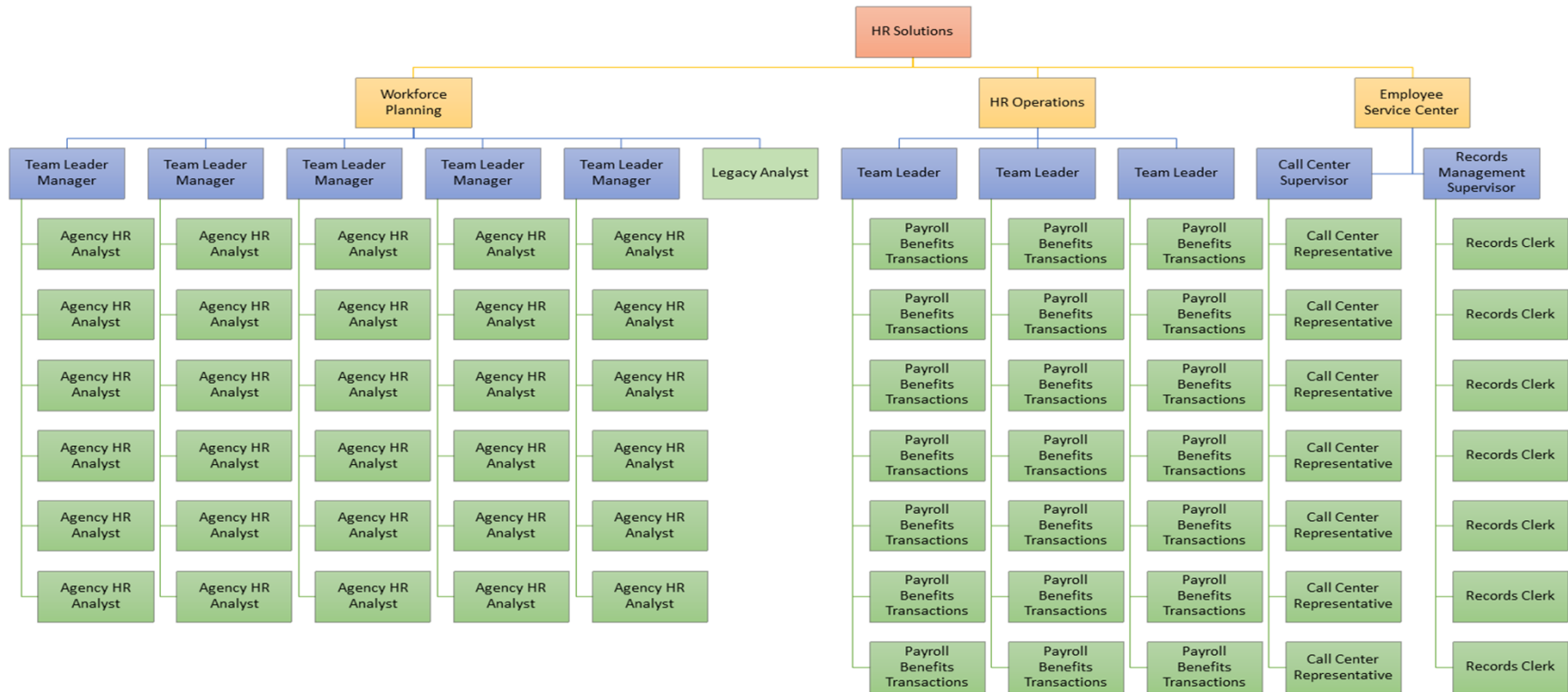
- Monetary & Non-Monetary Recognition Programs
- Work/Life Balance Programs



Performance Management Section Scope of Work (shared staff from Rewards and Recognition Section)

- Competency Design

HR Solutions



- 80 FTE

HR Solutions



Workforce Planning Section Scope of Work (37 employees)

- Administration of Statutory Oversight and Rule Compliance
- Agency Consultation & Partnership
- HR Policies and Procedures (Guide/Interpret)
- Legacy - Oversight



HR Operations Section Scope of Work (25 employees)

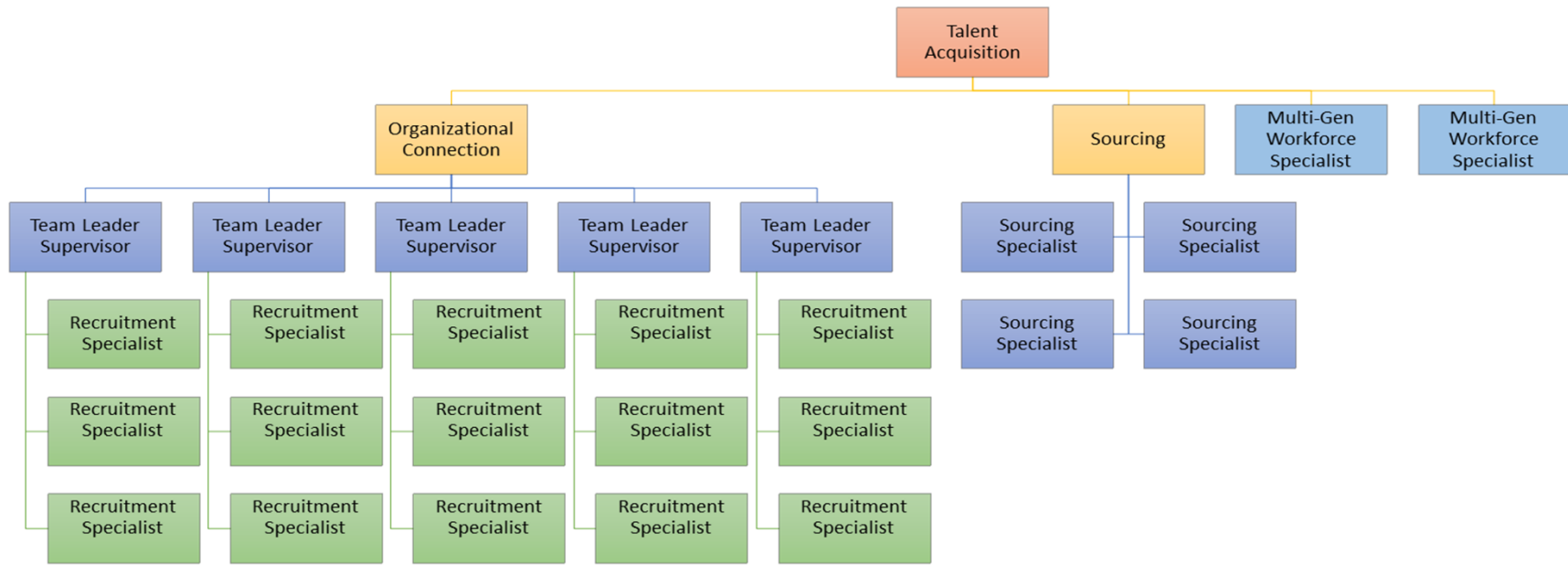
- Payroll
- Benefits (limited)
- Transaction Entry



Employee Service Center Section Scope of Work (17 employees)

- Call center- employee support
- Employee Self Service
- Employee Counseling & Coaching

Talent Acquisition



- 29 FTE

Talent Acquisition



Organizational Connection Section Scope of Work (total of 21 employees)

- Candidate Relations
- On-boarding
- Off-boarding
- Recruitment lifecycle



Sourcing Section Scope of Work (total of five (5) employees)

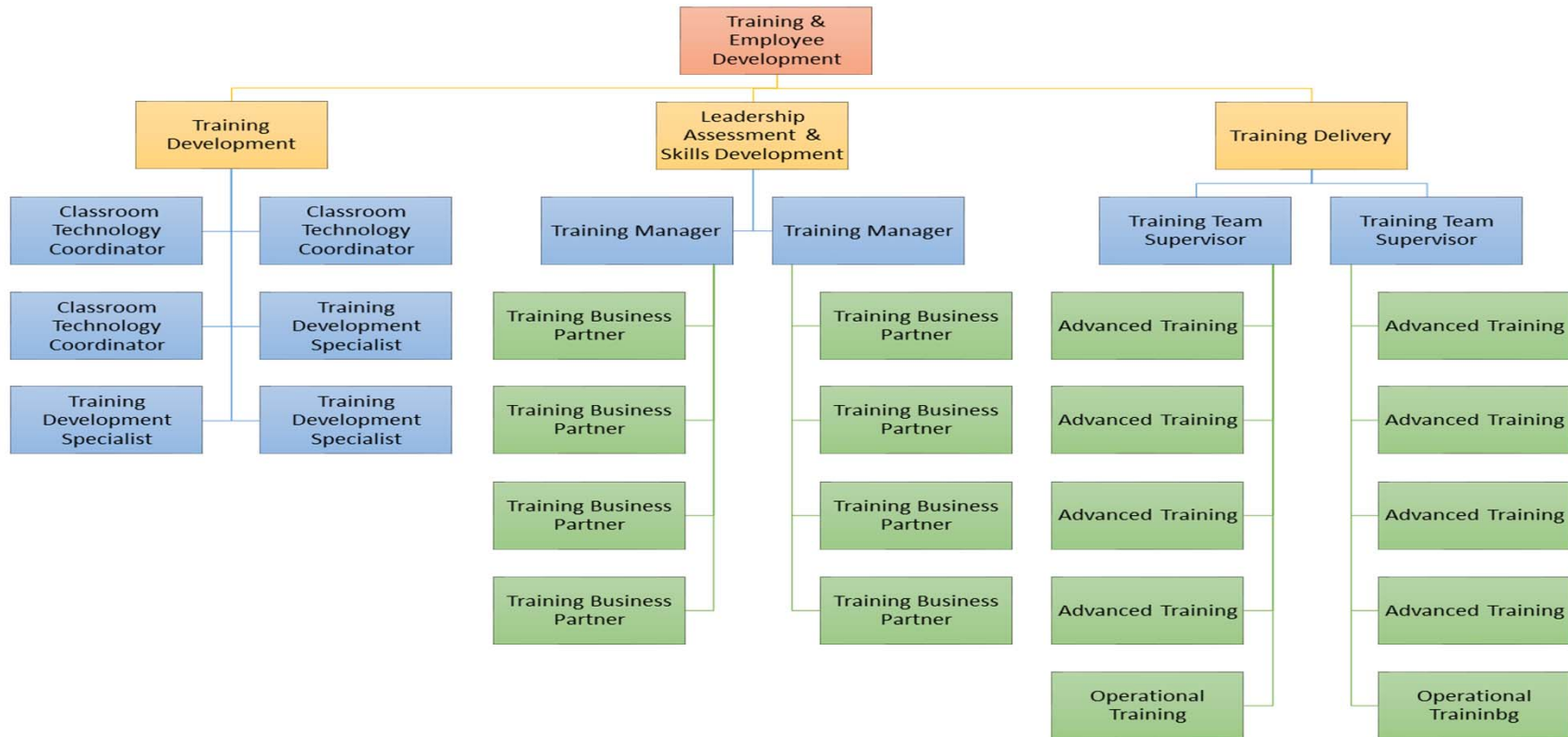
- Sourcing External Talent
- Employment Outreach
- Employment Branding



New Generation Workforce Section Scope of Work (total of two (2) employees)

- Internship Program
- Real World Work Challenge
- Job Shadow
- Fellowships for Graduates

Training & Employee Development



- 32 FTE

Training & Employee Development



Training Development Section Scope of Work (total of seven (7) employees)

- Curriculum Design & Development
- Communication of Training Opportunities
- Competency Management
- Online Training Development



Leadership Assessment and Development Section Scope of Work (total of 11 employees)

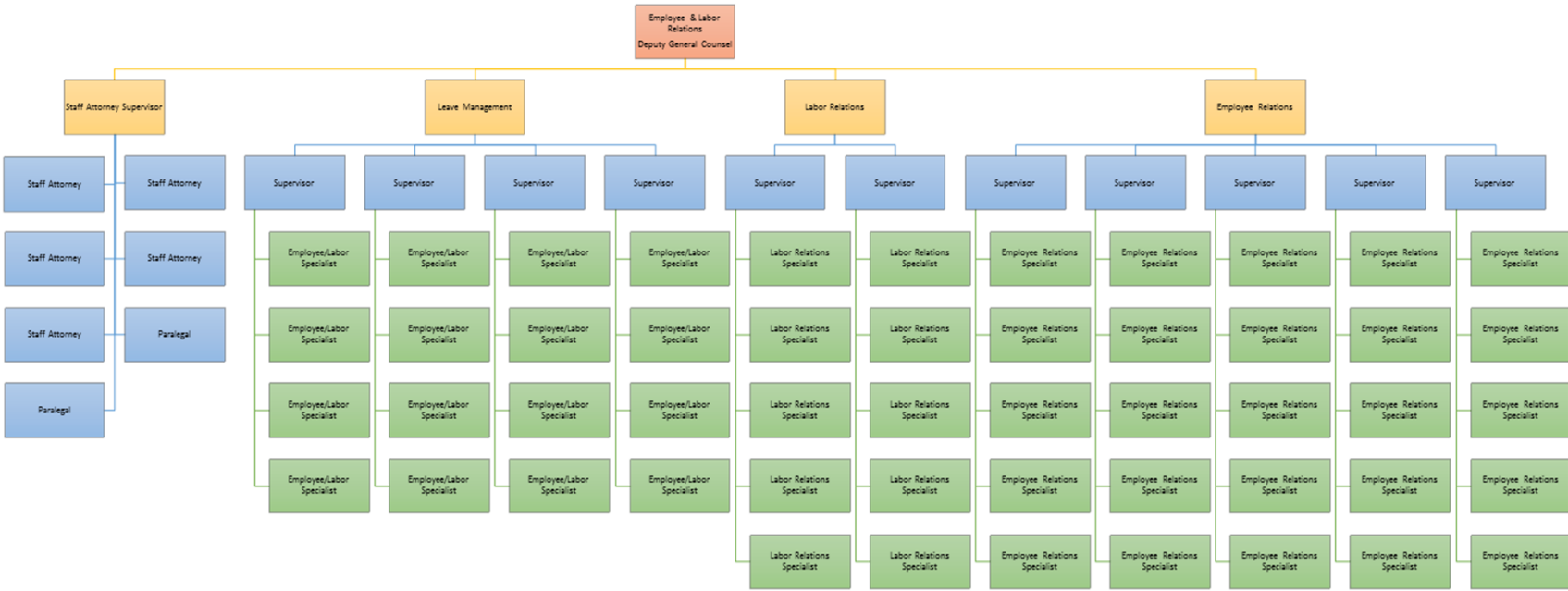
- Leadership Needs Assessment
- Identification of Internal Talent
- Leadership Preparation
- Executive Development & Coaching



Training Delivery Section Scope of Work (total of 13 employees)

- Training Delivery
- Training Administration
- Performance Management

Employee & Labor Relations



- 74 FTE

Employee & Labor Relations



Legal Staff Section Scope of Work (total of eight (8) employees)

- Assist with a wide range of personnel legal issues
- Training evaluation
- Compliance with state and federal laws



Leave Management Section Scope of Work (total of 21 employees)

- Employee Relations
- Statutory Benefits (WC, UI, etc.)
- Leave Management



Labor Relations Section Scope of Work (total of 13 employees)

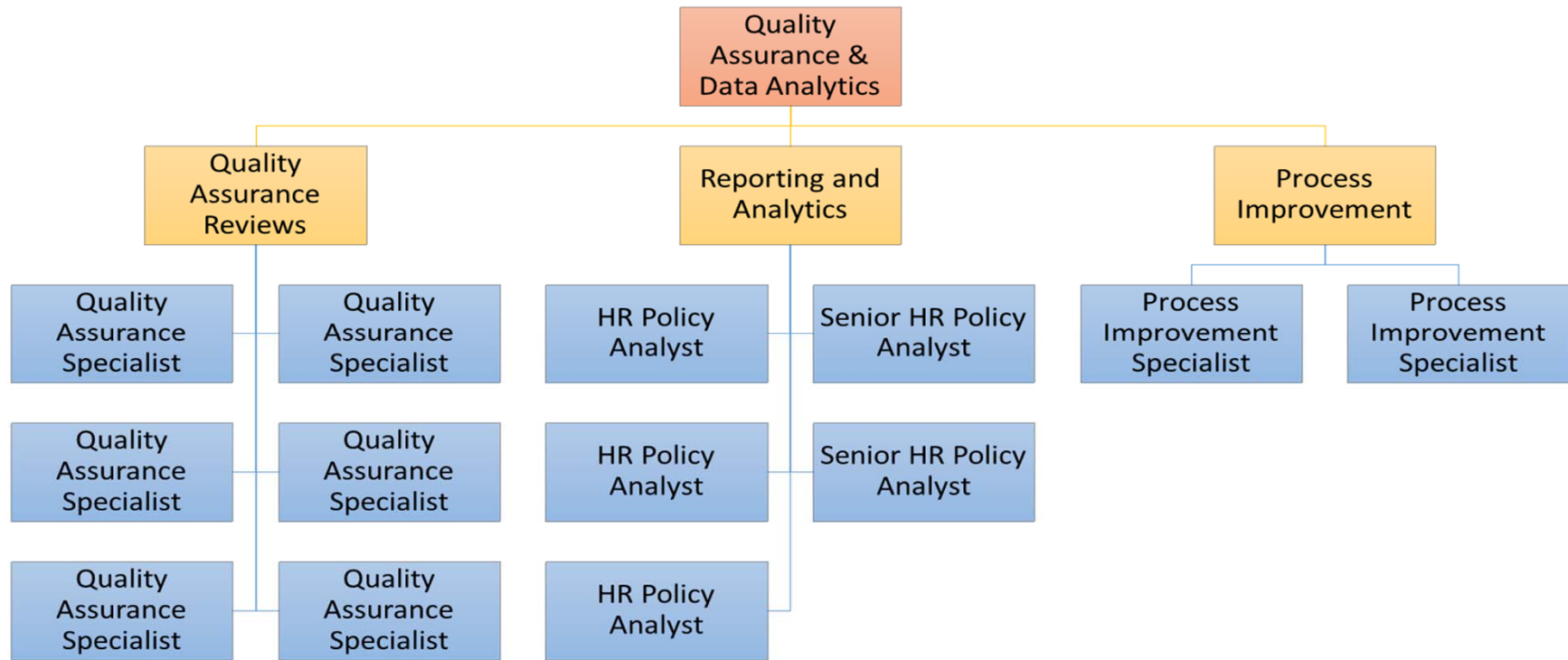
- Collective Bargaining Agreement Administrator
- Roster Management (NMCD, CYFD, DOH, etc.)



Employee Relations Section Scope of Work (total of 31 employees)

- Progressive Discipline & Compliance
- Leadership Guidance
- Investigations
- Informal and formal Discipline

Quality Assurance & Data Analytics



- 17 FTE

Quality Assurance & Data Analytics



Quality Assurance Section Scope of Work (total of seven (7) employees)

- SPB Rule/Policy Compliance
- Data Integrity
- Quality Assurance Reviews



Stakeholder Reporting Section Scope of Work (total of six (6) employees)

- Data Analytics
- HR Reporting
- Metrics and Performance Standards

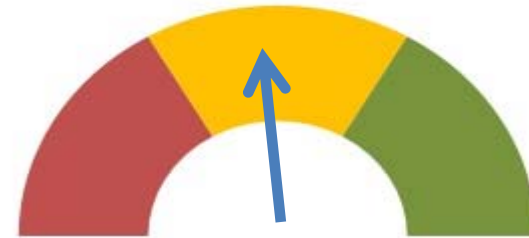


Process Improvement Section Scope of Work (total of three (3) employees)

- Assess new HR program needs
- Workflow Analysis

Features and Enhancements





Project Planning

- Obtain Executive Support
- Establish Steering Committee
- Develop Project Management Plan to Include:
 - Project Charter
 - Implementation Plan
 - Timeline



Agency Surveys

- Roles and Responsibilities
- Global Survey
- HR Policies, Procedures & Forms



Discovery Teams

- HR Policies and Procedures
- HR Roles and Responsibilities
- Technology
- Data Analytics
- Facilities
- Business Workflow
- SPB Rules
- External Contract Agreements
- Communications
- Financials
- Selection Strategy/Methodology



Implementation

- Service Level Agreements with Agencies
- Employee Acknowledgement
- Staff Transition
- Facilities (GSD)
- Call Center Setup (GSD/DoIT)
- Physical Assets/Resources
- Workflow Development
- SPO Staff Training
- State Employee Process Training
- SHARE Security Roles
- Onboarding (TBD)

What Happens Next?

