



HR Consolidation

Service Modernization Delivery Strategy

Update to the Legislative Finance Committee
October 26, 2017

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

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

States with (Or Implementing*) Consolidated Employee Service Centers

- Alaska
- Florida
- Georgia
- Kansas
- Massachusetts
- Michigan
- Nevada
- Pennsylvania
- South Dakota
- Tennessee
- Utah
- Wisconsin
- Nebraska*
- Wyoming*

The New HR Service Delivery Model



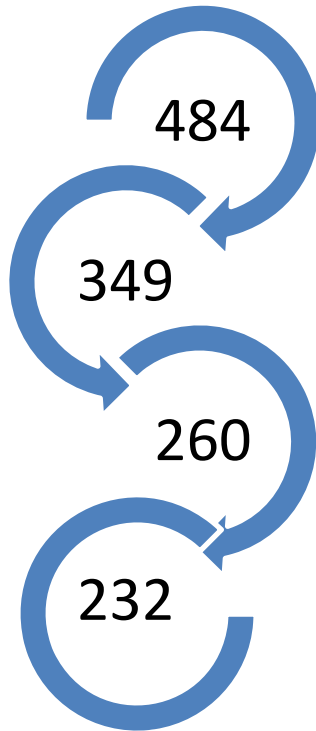
Six Centers of Excellence

Revised Implementation Plan

- Phased Implementation
 - 29-35 General Fund and Non-restricted ISF/OSF funded agencies this winter
 - Approximately 6,600 FTE or 32% of classified employees
 - Federal Fund/Restricted Fund agencies next year
- Requesting BAR authority this session

Staffing

484  238



- ❖ 484 Employee Headcount
- ❖ 349 Full-time HR FTE
- ❖ 260 Target (238 HR + 22 Other)
- ❖ 228 Filled FTE

- **How do we “right size” to 238 HR FTE?**
 - Vacancies through attrition
 - Reallocation/Reassignment (Non-HR)
 - Reallocation/Reassignment (HR)
- **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*

Staffing

- HR Orientation meeting held at SPO on 8/26
 - Agency HR staff slotted into respective CoE
 - Introduction to Leadership team
 - HR staff assigned to workflow groups
- Leadership team update meetings every 2 weeks
- 3 Meetings with HR Community
- Held “Rapid Hire” event to backfill approximately 30 vacant positions in 9 agencies for SF/ABQ
 - 400 Applicants
 - 129 Interviews (One out of 3 met MQ; all 129 interviewed)
 - 28 positions filled (9 internal promotions; 19 remaining positions/backfills external)

Operations

- Workflow, Policy, Branding, Communications and On-Boarding teams continue to meet
- Statewide Onboarding Program
- Training in December
 - Agency Leadership
 - Managers/Supervisors
 - All Classified employees
 - HR Professionals

Facilities

- GSD/FMD Architect heavily involved
- Master planning process – Willie Ortiz Building
- Carruthers Building
- Montoya, PERA, Runnels, etc. buildings
- Albuquerque Office
- SPO call center in place

Project Updates on SPO Website



- Overview
- Project Plan
- Links to informative documents
- Blog with regular updates

www.spo.state.nm.us

