



REPORT TO THE GOVERNOR

FY 2022 Change in Employee Compensation & Benefits Report

Submitted by Susan E. Buxton, Administrator





Castle Rocks State Park, Cassia County; Almo, Idaho
Photo by Wallace Keck, Park Manager
Taken on August 8, 2015

Castle Rocks State Park features an historic ranch set within an inspiring landscape of granite spire and monoliths. The park is located just north of the more familiar City of Rocks National Reserve near Almo in Cassia County. Castle Rocks is popular with rock climbers, equestrians, birders, and photographers. The park offers hunting and fishing, an archery course, and a century-old manicured orchard perfect for picnics, weddings, and family gatherings. The park also provides the Willow Glamping Yurt set beside Almo Creek. The yurt includes a king-size bed and fireplace so you might forget you are camping! A weekend at the historic ranch house (lodge) is truly a unique experience for small groups or a large family. The park is open year-round. For more information find us on the web at: [Castle Rocks State Park | Department of Parks and Recreation \(idaho.gov\)](http://CastleRocksStatePark.com) or call 208-824-5901.

Thanks to everyone at the Idaho Division of Human Resources who helped develop this report. Special thanks to Sheena Buffi, Compensation and Classification Manager; Sharon Duncan, HCM Operations Officer; Angela Kraft, Health Matters Program Specialist, Senior; and Racheal Hall, Human Resource Associate, for their substantial contributions.

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EXECUTIVE SUMMARY

As Idaho's private and public employers seek to attract and retain employees, the State of Idaho (the "State") must continue to strive for a competitive compensation plan as required in statute in order to hire and retain qualified and dedicated employees.

One theme evident when analyzing our 25,000 strong statewide workforce, state employees proudly overproduce while being underpaid. This concept starkly came to my attention from Lewis and Clark State College which does a remarkable job producing degrees at half the cost. Our troopers, social workers, correctional officers, archivists, agriculture inspectors, engineers, snowplow drivers, financial technicians, nurses, IT, and state employees in a thousand other positions are productive and proud to serve the citizens of Idaho yet are paid below market.

Serving as the interim director for the Idaho Parks and Recreation Department, I have observed employees welding, building, and "making do" while providing epic outdoor recreation opportunities; much needed during the COVID-19 pandemic when so many of us retreated to the outdoors for solace.

The Governor and the Legislature have acknowledged this situation and worked to address it. Despite this, the State finds itself 10% below market for actual salaries in 2020 according to our local survey.¹ We believe our recommendation for the Change in Employee Compensation is reasonable and attainable. This report demonstrates why.

The State's total compensation plan steadied at 12% below market in both 2018 and 2019, signaling that the State was no longer losing ground relative to the market.² The commitment of the Governor and the State Legislature steadily increasing total compensation since the economic downturn helped the State maintain its market position.³

During the 2020 Legislative Session, Governor Little and the Legislature moved the salary structure upward by 3%, allocated 2% for merit-based increases, approved current payroll exceptions for FY 2021, and maintained the State's employee benefits package funding. In addition, the Legislature provided funding for a 2% across-the-board ("ATB") increase for permanent state employees in 20 job classifications identified by the Idaho Division of Human Resources ("DHR") as most in need of equity adjustments in the FY 2021 Change in Employee Compensation ("CEC") & Benefits Report. These statewide decisions were made by the Legislature on February 12, 2020.

Idaho's 2019 average unemployment rate of 2.9% continued trending downward until March 2020 with an unemployment rate of 2.5%, indicative of a thriving state economy very near full employment. In response to the pandemic, Idaho's unemployment rate spiked in April 2020 to 11.8%.⁴

¹ Milliman State of Idaho Custom Salary Survey, Appendix A.

² The 2019 Korn Ferry Total Compensation Report can be found in Appendix C of the FY 2021 Change in Employee Compensation & Benefits Report at <https://dhr.idaho.gov/wp-content/uploads/PDFs/CEC/FY2021CEC.pdf>.

³ Five Year Synopsis of State CEC Increases FY 2017-2021, Appendix B.

⁴ Idaho Department of Labor, Labor Force Statistics, reported at <https://lmi.idaho.gov/laus>.

On March 13, 2020, Governor Little issued the first of several proclamations related to Idaho's state of emergency caused by the COVID-19 pandemic. Later in the same day, Idaho's first positive case of COVID-19 was confirmed.

Governor Little issued Executive Order No. 2020-05 to temporarily reduce General Fund ("GF") spending authority after determining that GF expenditures authorized by the Legislature would likely exceed anticipated state revenue due to the State's ongoing COVID-19 response.

On March 27, 2020, the Governor issued workforce guidance related to alleviating the widespread impacts on state revenue by implementing a hiring freeze of non-essential positions; restricting paid overtime and administrative leave; freezing compensation (including the implementation of the approved FY 2021 CEC and 2% ATB increase for target positions); limiting end-of-year encumbrances; and, limiting purchasing to essential, time-sensitive needs.

As described in the August 2020 Idaho General Fund Revenue Report, the State's revised revenue outlook was "shaped by the coronavirus-induced sharp, short decline in local economic activity followed by a slow recovery."⁵ Based on Idaho's responsible management of its pandemic response, the State experienced a quicker economic rebound amid the global pandemic than most states while leading in several national rankings for economic prosperity.⁶

The first quarter of the fiscal year showed the State \$102.5 million ahead of the revised revenue forecast. While cautiously optimistic about the state's revenue outlook, on October 8, 2020, the Governor lifted the hiring and salary freeze implemented in March, allowing agencies to move forward with hiring and compensation changes using normal state HR and budget procedures as needed for hard-to-fill, hard-to-retain positions and merit increases. Distribution of general agency-wide FY 2021 CEC remains suspended and is expected to be addressed in the FY 2022 budget recommendation.

The November 2020 Idaho General Fund Revenue Report continues to indicate a stronger economy than had been expected in August's revenue projections. The updated data show Idaho's labor market was "notably resilient midyear even as the pandemic reached into the state."⁷

Accordingly, DHR recommends the following to the Governor and the Legislature: (a) increase the salary structure by 2% to continue moving toward the market average; (b) continue current payline exceptions for those job classifications which target specific recruitment and retention situations; (c) increase the merit-based salary component by at least 2%; and (d) maintain the overall design of the benefits package and percentage contributions for employee benefits. DHR also recommends that the FY 2021 2% ATB increase for targeted positions be implemented in FY 2022.

⁵ Full report available at https://dfm.idaho.gov/publications/eab/gfrr/gfrr2021/gfrr_aug2020.pdf.

⁶ Governor Little (2020). Idaho leads in economic rebound, Gov. Little highlights steps taken to strengthen economy. Retrieved from: <https://gov.idaho.gov/pressrelease/idaho-leads-in-economic-rebound-gov-little-highlights-steps-taken-to-strengthen-economy/>.

⁷ Full report available at https://dfm.idaho.gov/publications/eab/gfrr/gfrr2021/gfrr_nov2020.pdf.

COVID-19 PANDEMIC

Governor Little's Statewide Emergency Declaration & DHR COVID-19 Mitigation Strategies

In March 2020, Governor Little issued an emergency declaration order and subsequent stay at home order directing all businesses and government agencies to cease non-essential operations at physical locations.

Continuity of Operations Planning

In conjunction with the Governor's Office, DHR directed agencies to develop, update, and implement agency Continuity of Operations Plans ("COOP") to ensure agency operations continued during the pandemic. DHR implemented a process for agencies to submit their COOP plans to the Governor's Office and DHR in a timely and orderly fashion. Additionally, DHR developed a temporary telecommuting policy and contract for state employees, along with guidance for agencies to manage a remote workforce.

DHR provided state agencies guidance on proper notification to consumers about office closures, contact information, and direction to develop self-service options where applicable. State agencies immediately transitioned 66% of the State's workforce to telecommuting and implemented policies and procedures to ensure safe workplace practices for those who were unable to telecommute.

Compensation and Hiring Freeze

In response to Executive Order No. 2020-05 to temporarily reduce General Fund ("GF") spending authority, DHR created a process for agencies to submit requests for review by DHR and the Division of Financial Management ("DFM") to fill essential positions, place employees on paid administrative leave, and issue compensation increases. Through this process, DHR and DFM reviewed approximately 600 requests⁸ between April 2, 2020 and October 14, 2020, to take actions specifically related to hiring, administrative leave, and employee compensation. As a result of DHR's implementation of this process, requests were reviewed daily and oversight provided in ensuring the Governor's directive was upheld.

Telecommuting

DHR created a temporary statewide telecommuting policy specific to the pandemic, allowing employees to complete their daily work at home, in accordance with applicable laws and policies. After implementation, DHR surveyed state agencies in July 2020, to obtain feedback on agency telecommuting success and received positive feedback regarding productivity, communication, and supervision.

⁸ Some agencies requested and received blanket approval to hire essential positions, i.e. emergency responders, troopers, correctional officers, nurses, and other medical personnel.

Prior to the state emergency, just 6.5% of state agencies had at least half of their staff telecommuting and 86% of agencies had one (1) or less employees telecommuting.

Sixty-six percent (66%) of state employees with the ability to telework were able to quickly transition to telework, a concept which had not been widely considered prior to the pandemic. Between March and June, 82% of state agencies had at least half of their staff telecommuting. Only one (1) state agency did not have any employees telecommuting during this time.

State employees were successful while telecommuting with 79% of agencies reporting that their employees had at least the same amount of productivity or higher. Sixty-five percent (65%) of agencies reported that their employees communicated the same amount or higher. Eighty-one percent (81%) of agencies reported their supervisors had the same level of productivity or higher while their employees were telecommuting.

State agencies reported that 91% of their employees would return to work by the end of July. Only 9% of agencies stated that their employees would return to work after July 31, 2020.

DHR studied the potential barriers for employees returning to work. The most notable included general concerns of contracting the virus, fear of bringing the virus home to vulnerable members in their household, and employees wanting to continue telecommuting. Childcare and school closures were also cited as a barrier for employees at 61% of state agencies.

State Employee Childcare

DHR conducted a State Employee Childcare Survey which was sent to all state employees on August 28, 2020, asking only employees with school-age children or childcare age to respond. Approximately 3,500 state employees responded to the survey.

Parents/caregivers were asked if they had any special hardships/conflict regarding their work schedule and their child's school schedule due to COVID-19 restrictions/guidelines. Employees who responded "yes" to this question (45%) were asked to provide an explanation. The top hardship/conflict identified by 65% of survey respondents that said "yes", was the balance of work, online schooling, and general schedule conflicts. Childcare cost was the second hardship with 5% of the responses, and children with learning/developmental disabilities was the third identified hardship with 4% of the responses.

Parents/caregivers were also asked how the State could help support them during this time. Some representative suggestions made were to provide/continue to provide telecommuting options, flexible schedule options, and to provide compensation to cover the increased/additional cost of childcare.

Overall, the survey results point heavily towards the need of flexibility with work schedules and locations. Employees are wanting the ability to work from home to care for their children who are not able to attend childcare or school due to COVID-19 while still fulfilling their work responsibilities.

Training Virtual Transition

All DHR trainings were quickly transitioned online. These trainings include the Certified Public Manager Program (“CPM”), Supervisory Academy, Crucial Conversations, Crucial Accountability, Getting Things Done, and Respectful Workplace. For Directors, Agency Heads, and Agency Human Resource staff training, DHR scheduled separate weekly virtual meetings to provide COVID-19 related information and updates, to quickly address all questions and identify barriers agencies were experiencing related to COVID-19. These calls provided the ability to get current information from the Governor’s office and other essential guidance out to agencies. The calls assisted agencies in creating and implementing workplace return to work plans addressing workplace safety and connecting agencies to different resources that could provide necessary protective equipment for the office. The calls continue to occur and are well attended.

On a local level, DHR participated in daily zoom virtual meetings with higher education representatives on managing and navigating through the COVID-19 pandemic. On a national level, DHR participated in zoom virtual meetings which included other human resources administrators on managing and navigating the COVID-19 pandemic.

DHR implemented virtual recruitment efforts in order to assist agencies in hiring of critical positions during the pandemic.

Families First Coronavirus Response Act

In response to the federal Families First Coronavirus Response Act (“FFCRA”) effective from April 2, 2020 and set to expire on December 31, 2020, DHR analyzed the act and developed a policy on using FFCRA appropriately. The FFCRA provides paid sick leave and expands the Family and Medical Leave Act (“FMLA”) for specific reasons related to COVID-19.

Statewide COVID-19 Workforce Policy and Resources

DHR issued a comprehensive policy providing direction to agencies and employees on how to manage the COVID-19 pandemic from an employment perspective. DHR worked collaboratively with the Department of Health and Welfare’s Division of Public Health and the Office of the Attorney General, to develop guidance on: when employees should stay home; considerations for telecommuting; continuity of operations; expanded leave options related to COVID-19; FMLA and American’s with Disabilities Act (“ADA”); FFCRA and Emergency Paid Sick Leave Act (“EPSLA”); Fair Labor Standards Act (“FLSA”); expectations regarding gatherings; travel restrictions; employee wellness resources; access to telemedicine; information regarding daycare and medical flexible spending accounts related to COVID-19.

DHR created a COVID-19 webpage to assist directors, supervisors, employees, and human resources during the COVID-19 pandemic. This webpage includes communication from the Governor’s Office, COVID-19 Workforce Policy, Hazard Pay Policy, FFCRA Policy, Mask Guidance, Continuity of Operations Guidance, Return to Work Guidance, Health Orders, Communication Templates, Telecommuting Resources, Employee Wellness Resources and Centers for Disease Control and Prevention (“CDC”) Information.

Waiver of Statutes and Rules Related to COVID-19

DHR worked with the Office of the Attorney General and the Governor’s Office to waive certain state statutes and rules⁹ to allow expanded leave and compensation options to state employees due to the pandemic.

Hazard Pay

In April 2020, DHR analyzed the Coronavirus Aid, Relief, and Economic Security (“CARES”) Act¹⁰ to implement a temporary hazard pay policy to appropriately administer FFCRA exemption and hazard pay bonuses for state employees, who were essential in providing critical services to Idaho citizens. DHR worked closely with DFM and the Coronavirus Financial Advisory Committee (“CFAC”) to ensure agencies appropriately administered this policy.

To qualify for a hazard pay bonus, an employee must be deemed as performing hazardous, critical or essential duty for the substantial majority of their scheduled work hours. As of the pay period ending October 31, 2020, over 2,000 state employees have received hazard pay.¹¹

To qualify for a FFCRA exemption bonus, an employee must be exempted from all or a portion of the FFCRA and would have otherwise been approved to take leave but for the agency’s determination to exempt in accordance with the FFCRA. As of the pay period ending October 31, 2020, over 1,800 state employees have received an FFCRA exemption bonus. See Appendix C.

Expanded Leave Options

DHR created an Advanced Sick Leave (“ASL”) option available to both benefited and non-benefited state employees specifically due to COVID-19. ASL provides an advance of up to 80 hours of sick leave to full-time employees (pro-rated for part-time employees based on their average pay period hours during the prior six months). This leave option was vital to state employees who were unable to telework and had exhausted all other leave balances at the onset of the pandemic, specifically before ASL became a supplement to the FFCRA.

As of the pay period ending October 31, 2020, just under 300 state employees have elected to take ASL for COVID-19 reasons. See Appendix C.

State employees who have exhausted all of their leave balances, including ASL, and are unable to telecommute, are eligible for up to 80 hours of paid administrative leave (pro-rated for part-time employees based on their average pay period hours during the prior six months) to supplement paid leave provided by FFCRA or EPSLA up to 100% of their normal rate of pay. COVID-19 administrative leave may also be granted in accordance with policy approved screening procedures. As of the pay period ending October 31, 2020, just under 800 state employees have been granted paid administrative leave for COVID-19 reasons. See Appendix C.

⁹ Waiver available at https://dhr.idaho.gov/wp-content/uploads/2020/COVID-19/StatuteRuleWaiver_04_09_2020.pdf.

¹⁰ The CARES Act.

¹¹ COVID-19 Pay Drill Downs, Appendix C.

Furloughs

Due to the State's swift response to ensure a balanced budget throughout the COVID-19 pandemic, the financial impact on state employees was minimalized. DHR worked closely with state agencies and higher education institutions to provide guidance and resources on legal implementation of furloughs. DHR issued FAQs on the COVID-19 webpage to address the high volume of questions received.

Boise State University has furloughed over 1,200 employees for a total of approximately 50,000 hours due to the pandemic. Idaho State University has furloughed over 1,200 employees. Number of hours was not available at the time of report. Lewis-Clark State College has furloughed over 200 employees for a total of over 5,000 hours. University of Idaho has furloughed over 1,700 employees for a total of just under 47,000 hours. Furloughed employees represent 18% of the State's total workforce.

No other state agencies have utilized furloughs as of the pay period ending October 31, 2020. State employees in some other states have not fared as well. For example, employees of the State of Colorado were ordered to take unpaid furloughs amid their state budget shortfall.¹² These mandatory furloughs are tiered based on salary range which require top earners to take four (4) unpaid days off and the lowest tier to take one (1) unpaid day off. Employees earning less than \$50,000 annually were not impacted. The State of Washington also mandated furloughs for their employees in management service and implemented a hiring freeze and the withholding of planned increases for employees.

Layoffs

The State's conservative governance throughout the pandemic has also resulted in minimal layoffs. The State does not have a COVID-specific layoff code. There are three (3) categories of layoffs: (1) layoff due to budget restrictions, (2) medical layoff, and (3) layoff due to a shortage of work. Between March 13, 2020 and October 31, 2020, the State experienced a total of 55 layoffs (0.22% of its total workforce). Of the total, layoffs due to budget restrictions represented 26 separations (0.10% of the total workforce).¹³ The State experienced 58 layoffs during the same time period in both 2018 and 2019.

Layoffs due to budget restrictions occurring between March 13, 2020 and October 31, 2020 increased from the same period in 2019 by 19 separations and by 24 separations in 2018.

Idaho's Stages of Reopening

In May 2020, Governor Little began Idaho's Stages of Reopening allowing employees to return to the physical work location in phases if physical distancing, personal protections, sanitation requirements could be met.

¹² Colorado state workers ordered to take unpaid furlough amid state budget shortfall (2020). Retrieved from: <https://coloradosun.com/2020/09/22/colorado-state-employees-furlough-budget-coronavirus/>.

¹³ Layoff Drill Downs, Appendix D.

DHR issued guidance to state agencies to appropriately move through the Governor's phases of reopening specifically related to State of Idaho employment. This guidance provided direction and recommendations on protecting employees, maintaining business operations, maintaining a healthy work environment, and taking personal responsibility for adhering to established work guidelines.

PURPOSE OF REPORT

DHR conducts annual surveys and reports to provide workforce data and total compensation analysis to the Governor and the Legislature for their consideration.¹⁴ The CEC report provides recommendations to the salary structure, specific occupational inequities, merit increases, and employee benefit packages.

State Employee Compensation Philosophy – Idaho Code §67-5309A

Idaho Code sets forth the policy by which the State workforce is compensated as follows:

“(1) It is hereby declared to be the intent of the Legislature of the State of Idaho that the goal of a total compensation system for state employees shall be to fund a competitive employee compensation and benefit package that will attract qualified applicants to the workforce; retain employees who have a commitment to public service excellence; motivate employees to maintain high standards of productivity; and reward employees for outstanding performance.

(2) The foundation for this philosophy recognizes that state government is a service enterprise in which the state work force provides the most critical role for Idaho citizens. Maintaining a competitive compensation system is an integral, necessary and expected cost of providing the delivery of state services and is based on the following compensation standards:

- (a) The state's overall compensation system, which includes both a salary and a benefit component, when taken as a whole, shall be competitive with relevant labor market averages.
- (b) Advancement in pay shall be based on job performance and market changes.
- (c) Pay for performance shall provide faster salary advancement for higher performers based on a merit increase matrix developed by the Division of Human Resources.
- (d) All employees below the state's market average in a salary range who are meeting expectations in the performance of their jobs shall move through the pay range toward the market average.

(3) It is hereby declared to be legislative intent that regardless of specific budgetary conditions from year to year, it is vital to fund necessary compensation adjustments each year to maintain market competitiveness in the compensation system. In order to provide this funding commitment in difficult fiscal conditions, it may be necessary to increase revenues, or to prioritize and eliminate certain functions or programs in state government, or to reduce the overall number of state employees in a given year, or any combination of such methods.”

Idaho Code §59-1603 requires non-classified employees to be paid a salary comparable to classified positions with similar duties, responsibilities, training, experience and other qualifications.¹⁵ See Appendix F for Idaho Code §59-1603 in its entirety.

¹⁴ §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code, Appendix E.

¹⁵ §59-1603 Conformity With Classified Positions, Idaho Code, Appendix F.

State Job Evaluations

The job evaluation process is a necessary component for objective salary survey participation and analysis. Job evaluation review is a systematic way of determining a job classification's value in relation to other jobs in the organization. In job evaluation, the value of a job is calculated whereas in performance evaluation, the merit of an employee is rated. The process objectively and accurately defines the duties, responsibilities, tasks, and authority levels of a job. This approach aligns the functions of a job into the appropriate job classification and the related pay grade within the State's compensation structure and is comparable to other organizations participating in salary surveys.

When DHR participates in salary surveys, the job comparisons are based on job classifications that have a consistent set of responsibilities from one organization to another. These jobs are referred to as "benchmark" jobs. A benchmark job compares salaries and benefits to the same or very similar job classification in other organizations to obtain the best data. It is critical the job evaluation methodology applied is consistent and accepted nationally.

Compensation Plan

The Idaho Compensation Plan provides employee compensation guidance for the State. The plan directs DHR to establish benchmark job classifications and pay grades by utilizing the Hay profile method and market data. Department directors and agency heads are responsible for preparing compensation plans which correlate with the agency budget to support the core mission of their department. Advancement pay is based on employee performance levels. Evaluation of an employee's performance level shall be completed at least annually by the DHR approved process. Neither cost of living adjustments nor longevity raises are utilized in the State's merit-based compensation statute.

Compensation Structure

The State of Idaho's compensation structure establishes salary ranges for all job classifications comparable to public and private employers. Idaho's salary structure consists of 19 pay grades with minimum, policy, and maximum rates.¹⁶ The breadth of pay grades allows for variations in compensation due to market factors, experience, performance, job complexity, and compensation plans within state agencies.

The policy rate within each pay range is intended to represent the "midpoint market average".¹⁷ Merit pay increases must consider an employee's proximity to the policy rate. The policy rate should reflect the market average and be adjusted periodically for the State's salary structure to keep pace with the external market. Adjustments within the market competitive salary structure are requested to address external competitiveness and internal fairness. Idaho's 2019 total compensation analysis demonstrates the current policy rates are not at the market average but are 6.7% below the public sector and 21.5% below the private sector market average.

¹⁶ FY 2021 Compensation Schedule, Appendix G.

¹⁷ §67-5309B Idaho Compensation Plan, Idaho Code, Appendix H.

The 3% increases to the pay structure over the last four (4) fiscal years have resulted in a positive move closer to market average, particularly compared to the public sector.

The State looks at the analysis of compa-ratio¹⁸ as a standard of measurement within the compensation plans. Currently, full-time positions are funded at a fraction of compa-ratio (depending on agency, the average is 80% of compa-ratio). By adjusting the policy rate closer to the average market rate, compa-ratios would better reflect the compensation policy and the ability for agencies to move employees closer to the average market rate. Since Idaho's policy pay rate¹⁹ is not at the market average, the State's compa-ratio provides an outdated comparison to benchmark jobs in the relevant labor market.

In July 2020, the classified statewide average compa-ratio dropped to 86.3%, with a classified average hourly pay rate of \$23.53. See Appendix J for classifications with an average compa-ratio of less than 80% (single-incumbent classes excluded).²⁰

The following table reflects classified employee count, average pay rate and salary, and average compa-ratio over the past five (5) fiscal years:

FISCAL YEAR	CLASSIFIED EMPLOYEE COUNT	AVERAGE PAY RATE	AVERAGE ANNUAL SALARY	AVERAGE COMPA-RATIO
2020	13,004	\$23.53	\$48,945.44	86.3%
2019	13,070	\$23.44	\$48,755.20	88.9%
2018	12,931	\$22.73	\$47,278.40	88.9%
2017	13,069	\$21.87	\$45,489.60	88.9%
2016	13,080	\$21.17	\$44,033.60	89.6%

The static average pay rate and lower compa-ratio in July 2020 reflects the impact of freezing the implementation of the approved FY 2021 merit-based CEC while moving forward with increasing the pay structure by 3%.

Performance Management

The State of Idaho Compensation Philosophy²¹ calls for performance-based increases and adjustments based on market changes. To better evaluate merit-based performance, DHR provides statewide performance management training for supervisors as a component of the DHR Supervisory Academy.

¹⁸ "Compa-ratio" is the relationship between an employee's salary and the policy pay rate of the job. See Glossary, Appendix I.

¹⁹ "Policy pay rate" is the salary relative to the external labor market (public and private sector) as determined by salary surveys of benchmark jobs.

²⁰ Average Compa-Ratio by Classification, Appendix J.

²¹ §67-5309A State Employee Compensation Philosophy, Idaho Code (See page 14 of this report where this statute is quoted in its entirety).

I-PERFORM is a statewide, web-based employee evaluation system for agency supervisors to create evaluations and track employee performance. Performance is a priority driven by the evaluation of accountability, goals, and deliverables set jointly by the supervisor and the employee. The goals should be reviewed with employees periodically throughout the year. The employee's completed performance evaluation should also be discussed with the employee prior to finalization. DHR is working with state agencies and supervisors to reinforce best practices in the compilation and delivery of performance evaluations to ensure the evaluation accurately reflects employee performance.

State employee performance is rated on statewide expectations established by the Governor: Promoting Responsible Government, Professionalism, Customer Focus, and Leadership. The State uses four (4) levels of ratings within these expectations: Exemplary, Solid Sustained, Achieves, and Does Not Achieve.

State Specific Occupational Inequity - Payline Exception Review

The payline exception report identifies classifications requested by state agencies and approved by the DHR administrator for temporary assignment to a higher pay grade. These positions have been identified as hard to fill and retain due to market salary deficits. Ensuring the State's job evaluation process is followed, DHR assists agencies in the analysis of hard to fill, hard to retain classifications which promotes a consistent statewide approach. The positions on payline exception are reviewed annually by DHR.²² All salaries related to the classifications on payline exception are covered in agency budgets. No additional appropriation is necessary when continuing classifications on payline exception.

Target Positions

In the FY 2021 Change in Employee Compensation & Benefits Report, DHR identified 20 classifications as the most critically in need of equity adjustments on a statewide basis based on an analysis of market data, average turnover, and average compa-ratio rates. The 2020 Legislature authorized and funded a 2% equity (not merit-based) for permanent employees in these 20 target classifications. The 2% equity increase for these target positions have not been implemented due to the economic pressures caused by the pandemic. DHR recommends that the FY 2021 2% across the board increase for the target positions be implemented in FY 2022. The 20 classifications identified in last year's report are summarized in the table on the following page with updated turnover and compa-ratio detail for 2020.

²² Payline Exception/Specific Occupational Inequities, Appendix K.

CLASS TITLE	NOV 2020 COUNT	PAY GRADE	FY 2020 VOLUNTARY COUNT & TURNOVER RATE		FY 2020 TOTAL COUNT & TURNOVER RATE		AVG COMPA- RATIO	MARKET POSITION
Administrative Assistant 1	329	H	34	10%	61	18%	84%	76%
Administrative Assistant 2	275	I	30	11%	47	17%	85%	84%
Building Superintendent	8	J	1	14%	2	29%	85%	62%
Carpenter	10	H	1	11%	2	22%	95%	76%
Client Services Technician	24	G	3	14%	6	27%	83%	76%
Correctional Case Manager	114	K	9	8%	17	16%	77%	74%
Custodian	181	E	17	9%	45	24%	92%	84%
Customer Service Rep. 1	75	G	6	7%	20	24%	86%	84%
Customer Service Rep. 2	118	H	19	16%	40	33%	79%	78%
IT Info Security Engineer II	20	M	4	24%	5	29%	97%	86%
IT Info Sys. & Infrastructure Engineer II	20	L	7	30%	9	39%	90%	73%
IT Software Engineer I	23	K	3	15%	4	20%	85%	68%
IT Software Engineer II	39	L	10	27%	14	37%	89%	83%
Maintenance Craftsman	6	G	1	12%	2	24%	88%	72%
Nurse, Registered	71	L	12	19%	22	34%	88%	85%
Nurse, Registered Manager	37	N	1	3%	3	8%	88%	74%
Scientist 3	17	M	1	7%	1	7%	80%	79%
Tax Auditor 1	19	K	1	4%	3	13%	71%	
Tax Auditor 2	33	L	1	4%	1	4%	71%	90%
Tax Auditor 3	37	M	1	3%	1	3%	80%	83%
Total Count of Employees	1,456							

The following table shows the most current estimated total compensation costs to increase each classification by increments of 1% - 4%. The estimated costs include salary and variable benefits of classified and regular non-classified employees based on current wage levels:

CLASS TITLE	1%	2%	3%	4%
Administrative Assistant 1	\$129,588	\$259,176	\$388,763	\$518,351
Administrative Assistant 2	\$129,849	\$259,699	\$389,548	\$519,398
Building Superintendent	\$4,293	\$8,586	\$12,879	\$17,173
Carpenter	\$4,531	\$9,062	\$13,593	\$18,124
Client Services Technician	\$8,257	\$16,515	\$24,772	\$33,029
Correctional Case Manager	\$62,392	\$124,785	\$187,177	\$249,569
Custodian	\$54,191	\$108,381	\$162,572	\$216,762
Customer Service Rep. 1	\$26,390	\$52,780	\$79,170	\$105,560
Customer Service Rep. 2	\$44,015	\$88,030	\$132,045	\$176,060
IT Info Security Engineer II	\$17,320	\$34,639	\$51,959	\$69,278
IT Info Systems & Infrastructure Engineer II	\$14,479	\$28,957	\$43,436	\$57,914
IT Software Engineer I	\$13,965	\$27,931	\$41,896	\$55,861
IT Software Engineer II	\$28,543	\$57,086	\$85,630	\$114,173
Maintenance Craftsman	\$2,028	\$4,056	\$6,084	\$8,112
Nurse, Registered	\$47,883	\$95,765	\$143,648	\$191,530
Nurse, Registered Manager	\$32,429	\$64,857	\$97,286	\$129,715
Scientist 3	\$12,250	\$24,500	\$36,750	\$49,000
Tax Auditor 1	\$9,483	\$18,966	\$28,449	\$37,932
Tax Auditor 2	\$18,782	\$37,564	\$56,345	\$75,127
Tax Auditor 3	\$26,665	\$53,330	\$79,995	\$106,660
Grand Total	\$687,332	\$1,374,665	\$2,061,997	\$2,749,330

TOTAL COMPENSATION

Total compensation includes all forms of compensation and benefits. Cash compensation includes base salary, while benefits include medical, paid time off (vacation, sick, parental leave, and holidays), retirement, social security, life insurance, workers' compensation insurance, and unemployment insurance. Since the benefit costs are based on the annual salary of an employee, the variable costs (all benefits excluding health insurance) will increase as the employee's salary increases.²³ On average, the State contributes more than 40% of an employee's annual salary toward benefit plans. For example, an employee earning the state average wage of \$23.53 an hour has a total compensation of \$34.05 an hour.²⁴

Paid Parental Leave

DHR worked closely with the Governor's Office to research and provide recommendations on the implementation of a paid parental leave ("PPL") policy for State employees. Accordingly, on January 22, 2020, Governor Little signed Executive Order No. 2020-003 directing DHR to issue a policy and implement any necessary legislative changes for all State executive branch entities to offer eight (8) weeks of PPL to eligible employees after the birth or adoption of a child, effective July 1, 2020. DHR issued this policy in FY 2020 to take effect in FY 2021. Governor Little also encouraged Idaho's other state elected officials, independent commissions, legislature, and judiciary to adopt comparable policies for their employees.

As of the pay period ending October 31, 2020, 159 employees within the Executive Branch have utilized PPL since the new program started on July 1, 2020. In addition, nine (9) employees outside of the Executive Branch have also been granted PPL by the Attorney General, Legislative Services, State Controller, and State Insurance Fund.²⁵

PPL is a necessary benefit to recruitment and retain the next generation of dedicated state employees. Benefits addressing health and retirement are well established in the workplace. The need to assist young parents, benefits our state by encouraging a pro-family workplace and community.

Office of Group Insurance

Benefits, along with pay and retirement, are important components of employee total compensation. The State of Idaho offers a competitive benefits package for employees of state agencies, political subdivisions, universities, and colleges which include: medical and dental insurance with the ability to have premiums deducted on a pre-tax basis, vision benefit, Employee Assistance Program ("EAP"), life and disability coverage, and Flexible Spending Accounts ("FSA"). These services are managed by the Department of Administration's Office of Group Insurance ("OGI").

²³ A Total Compensation analysis is provided for each employee by login through the State Controller Office's website at www.sco.idaho.gov. This report itemizes the "real-time" amount the State pays for each employee's cash compensation and benefits.

²⁴ Sample State Employee Total Compensation Breakdown, Appendix L.

²⁵ Paid Parental Leave Drill Down, Appendix M.

The State's medical plan includes disease management programs, mail-order pharmacy, prenatal programs, nicotine/tobacco cessation program, telehealth, preventive services covered at 100%, cost transparency tools, 24/7 nurse advice line, and more to give employees the resources they need to live healthy lives and the tools to find the best care for the best value. The average age of a benefits eligible employee is 47 years old.

Medical insurance is the most significant dollar value program from the OGI with a FY 2021 projected State cost of approximately \$230 million dollars covering roughly 19,400 employees and their 29,600 spouses and dependent children as well as 660 retirees and their 180 dependents. Premiums for the active employee medical and dental insurance are shared by the employer and employee. The employee's share of medical premiums is based on the plan type and number of eligible family members they enroll for coverage.

At enrollment employees have three medical plan options: Blue Cross of Idaho Preferred Provider Organization ("PPO"), Traditional, or High Deductible plans. Each medical plan provides the same coverage and vision benefit with differing levels of out-of-pocket expenses and premium contribution rates. Most employees have enrolled in the PPO plan.

All benefit-eligible employees receive, as part of their employment, employer-paid Basic Life Insurance for their eligible dependents as well as Accidental Death and Dismemberment ("AD&D") coverage. The Basic Life policy also includes short and long-term disability which can provide a source of continuing income and/or continued access to group insurance coverages for a period following a disabling illness or injury. For those employees who want additional life insurance coverages for themselves and their families, Voluntary Term Life Insurance allows employees to purchase one, two, or three times their annual salaries' worth of coverage as well as purchase spouse and child coverages (maximums apply).

All benefit-eligible employees and their eligible dependents have access to the EAP which is included in each medical plan to provide up to five (5) visits per person per plan year of confidential, short-term counseling with no copayment required.

Lastly, FSAs are available to any employee. An FSA is a tax-advantaged benefit that allows employees to pay for eligible Health Care ("HCFSA") or Day Care ("DCFSA") expenses with pre-tax dollars. Employees are not required to be enrolled in any other health benefit plan to participate in flexible spending.

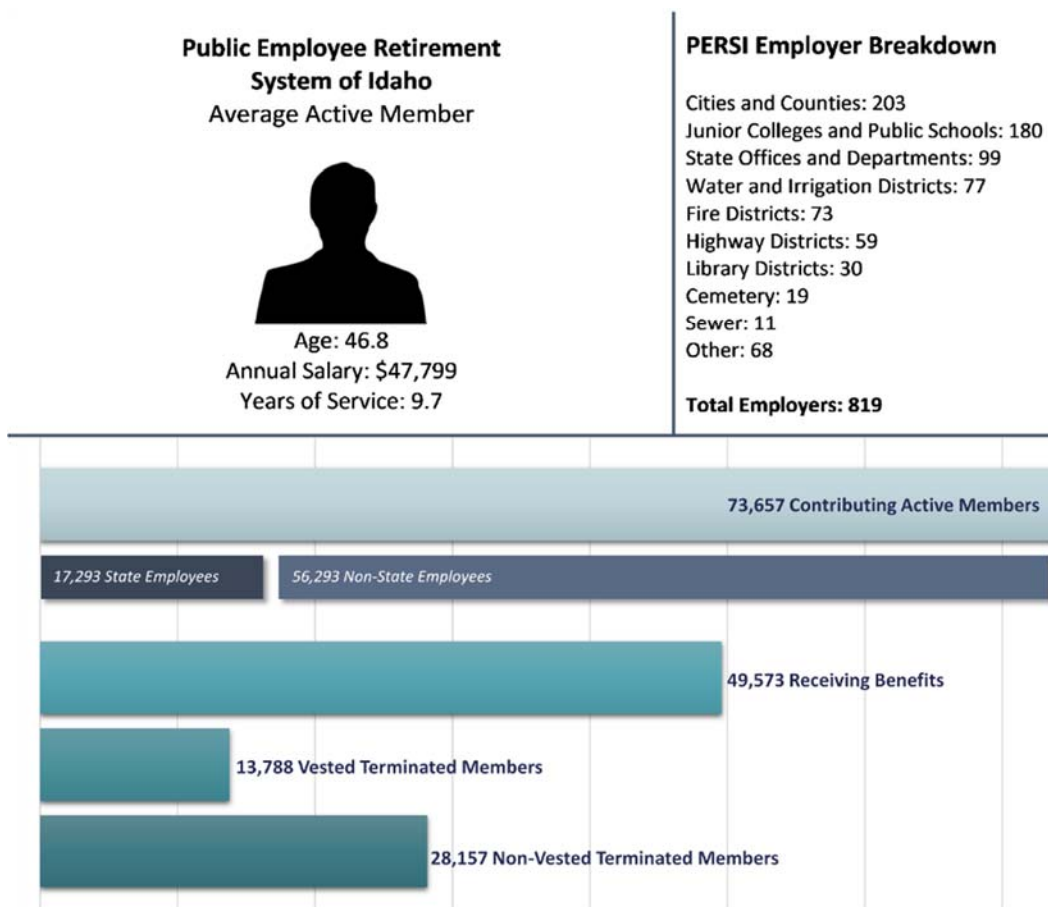
The State's health plan complied with all federal regulations to cover the diagnosis and testing of COVID-19 at no cost to the member. Treatment and pharmacy costs related to COVID-19 were also covered by the plan at the member's typical cost sharing for the plan in which they are enrolled. Additionally, telehealth copays for MDLive services were waived for several months to encourage members to engage with that platform for non-emergent care.

Overall, the State's health plan saw a marked increase in the number of other medical and behavioral health visits that were being provided by telehealth between a patient and their regular primary care physician or specialist.

Public Employee Retirement System of Idaho

State employees' retirement benefit or pension plan is managed by PERSI. In 1963, PERSI was created by the Idaho Legislature with funding effective July 1, 1965. Since then, PERSI has provided a Defined Benefit (DB) plan²⁶ designed to provide secure, long-term retirement benefits for career public service employees. PERSI funds are separate from all public monies or funds of the State.

Funding comes from three (3) sources: contributions from employees, employers, and investment income. As of June 30, 2020, there were 819 contributing employers and a total of 165,175 members. Additional information is illustrated in the following chart:



In addition to the DB plan, PERSI manages and separately accounts for the Choice 401 (k) Plan, the Sick Leave Insurance Fund, the Firefighters' Retirement Fund, and the Judges' Retirement Fund.

²⁶ Defined Benefit Plan is a type of pension plan in which an employer/sponsor promises a specified monthly benefit on retirement that is predetermined by a formula based on the employee's earnings history, and tenure of service and age, rather than depending directly on individual investment returns.

PERSI is directed by a five-member Retirement Board appointed by the Governor for staggered five-year terms. The Board is responsible for overseeing the fund's investment activities and administrative activities (including approving PERSI's annual budget), ensuring overall funds stability, setting contribution rates, determining annual cost of living adjustments for retirees, and approving proposed legislation.

At the October 2020 Board meeting, the Chairman and Trustees reviewed and approved the annual actuarial valuation of the system for fiscal year 2020 (ended June 30, 2020).

The fund was valued at \$19.8 billion, had an amortization period of 20.5 years, and a funding ratio of 87.7%. The funding ratio is the present value of the projected benefits earned by employees and is lower than the 25-year maximum permitted under Idaho Code §59-1322 Employer Contributions—Amounts—Rates—Amortization.²⁷

During FY 2020, the contribution rate for PERSI general members was 7.16% and 11.94% for employers. Public safety members' contribution rate was 8.81% and 12.28% for employers. The retirement plan continues to be a significant recruiting and retaining tool for employers, and an important component to public employees' total compensation.

Annual Salary Surveys

DHR participates in several annual salary surveys.²⁸ These salary surveys provide the opportunity to compare the State's salary structure and actual salaries with comparator markets to assess the State's competitive position within relevant labor markets. Job classifications are reviewed and compared to benchmark jobs to determine how the similar jobs are represented through comparative analyses. Survey data is shared among participants to better ensure objectivity and consistency.

The State of Idaho participates in the following surveys for this report: Western Management Group, Milliman Inc. ("Milliman") Northwest Healthcare, Milliman Northwest Management and Professional, Milliman Northwest Technology, Milliman Northwest Engineering/Scientific/Project Management, Milliman Custom, and the National Compensation Association of State Governments ("NCASG"). The goal is for surveys to be administered by objective and experienced third parties to normalize questions regarding their conclusiveness.

Milliman State of Idaho Custom Compensation Survey

During the 2017 Legislative session, the Change in Employee Compensation Committee and both the Senate and House Commerce and Human Resources Committees were interested in having an additional salary survey targeting Idaho employers. DHR first engaged Milliman to conduct a custom survey of a portion of the state's benchmark positions during the fall of 2017.

²⁷ §59-1322 Employer Contributions—Amounts— Rates —Amortization, Idaho Code, Appendix N.

²⁸ §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code, Appendix E.

In 2020, DHR partnered with Milliman for a fourth consecutive year to conduct the custom survey to further provide a local perspective on the competitiveness of the State's cash compensation. The results of the 2020 Custom Survey reflect, on average, the State's actual salaries lag the local market by 10%.²⁹

The Custom Survey also gathered information related to average base salary increases and average pay structure increases over the last three (3) years and projected increases for next year. Across the State's relevant labor market, base salary budgets increased by an average of 2.3% and at a median of 2.8% in 2020. Salary structures increased by an average of 2.0% and at a median of 2.4% in 2020 among total survey participants.

Among public sector participants only, base salary budgets increased by an average of 2.3% and at a median of 2.5% in 2020. Salary structures increased by an average of 1.8% and at a median of 2.0%. For 2021, public sector participants projected base pay budget increases at an average of 1.3% and at a median of 0.5%. Public sector participants projected salary structure increases at an average of 1.3% and at a median of 0%.

Among private sector participants only, base salary budgets increased by an average of 2.3% and at a median of 3% in 2020. Salary structures increased by an average of 2.3% and at a median of 2.7%. For 2021, private sector participants projected base pay budget increases at an average of 2.2% and at a median of 0.5%. Private sector participants projected salary structure increases at an average of 2.3% and at a median of 2.6%.

The following chart summarizes 2020 pay practices and 2021 projections across the State's relevant labor market:

PAY PRACTICES	ALL PARTICIPANTS		PUBLIC SECTOR		PRIVATE SECTOR	
	Average	Median	Average	Median	Average	Median
Average Percent of Base Pay Increase Budget, 2020	2.3%	2.8%	2.3%	2.5%	2.3%	3.0%
Average Percent of Base Pay Increase Budget, 2021 Projected	1.6%	2.0%	1.3%	0.5%	2.2%	2.8%
Percent Increase to Salary Structure, 2020	2.0%	2.4%	1.8%	2.0%	2.3%	2.7%
Percent Increase to Salary Structure, 2021 Projected	1.6%	2.0%	1.3%	0.0%	2.3%	2.6%

More than 150 organizations from both public and private sectors were invited to participate in the Custom Survey. Following a 116% increase in 2019 survey participation with 54 organizations, participation declined to 39 organizations participating in 2020. The most common reason received from organizations not participating this year was due to lack of resources/time amid the pandemic. Of the 39 participants, 64% were public employers and 36% were private employers.

²⁹ Milliman State of Idaho Custom Compensation Survey, Appendix A.

To account for divergent wage and income levels across the nation and even within local labor markets, differentials that factor in economic variations are calculated and applied to data collected from employers outside Idaho. Geographic adjustments were applied to all non-management jobs from surrounding states to reflect the Idaho state market. Management jobs were not adjusted as they are regionally recruited, and the local market data is relevant and appropriate to aggregate.

The following table illustrates the geographical adjustments applied to non-management jobs in surrounding states:

STATE	GEOGRAPHIC ADJUSTMENT
Montana	+2%
Nevada	-9%
Oregon	-9%
Utah	-6%
Washington	-13%
Wyoming	-2%

The table identifies the geographic adjustments made for each state based on cost of labor.³⁰ For example, a non-management job in Montana reported at \$30,000 would be compared to the job match in Idaho as \$30,600. A non-management job in Oregon reported at \$30,000 would be compared to the job match in Idaho as \$27,300.

A total of 66 benchmark jobs were included in the Custom Survey representing over 3,600 employees within state classifications. Compensation information collected in the Custom Survey included: job title, level of match, number of incumbents, FLSA status, average annual base pay, and salary range minimum/maximum. Benchmark jobs were selected based on the following four (4) factors: market comparability,³¹ organizational hierarchy,³² employee representation,³³ and cross-functional representation.³⁴

As a comparison, the custom survey conducted in 2019 reflected, on average, that the state lagged the local labor market by 11%. DHR plans to continue this survey annually to provide Idaho specific salary compensation data.

³⁰ “Cost of labor” refers to the difference in pay or labor market for a job from one location to another.

³¹ “Market comparability” refers to jobs that are commonly found in other organizations that are being surveyed.

³² “Organizational hierarchy” refers to jobs that represent the full range of job size being included in the study, from the smallest job to the largest.

³³ “Employee representation” refers to jobs that represent large numbers of employees whenever possible.

³⁴ “Cross-functional representation” refers to jobs that represent all functions within the organization, from management to administrative and support positions.

Korn Ferry Total Compensation Report

In 2019, DHR engaged Korn Ferry (“KF”) to assess the competitiveness of the State’s total compensation program. The 2019 KF Total Compensation Report can be found in the FY 2021 Change in Employee Compensation & Benefits Report in Appendix C on the DHR website.

The KF analysis compared the value of the total compensation package provided to State employees against similar workforce structures in other states and private companies.³⁵ The analysis included both the cost and the value of the total compensation³⁶ for state employees. This approach provides a holistic view to determine if the State, as an employer, is competitive with the market. KF uses the salary and market data results provided by DHR and the Milliman Custom Survey combined with KF data.

The 2019 analysis found that when compared to the private sector, the State’s aggregate base salary market position was 26% below the market average and the State’s base salary policy rate was 21.5% below the market average. The State’s benefits were found to be 9% above the private sector market average. Salaries below market impact the overall value of benefits, resulting in a total compensation market position of 12% below the market average.

The 2019 analysis found that when compared to the public sector, the State’s aggregate base salary market position was 12% below the market average and the State’s base salary policy rate was 7% below the market average. The State’s benefits were found to be 10% below the public sector market average. Salaries below market impact the overall value of benefits, resulting in a total compensation market position of 12% below the market average.

The total compensation market analysis showed the state losing less ground relative to the market contributable to consistent annual salary and structure increases in recent fiscal years.

DHR reached out to KF this year to determine the best approach for updating the 2019 analysis to remain well-informed of the State’s market position amid the pandemic. KF recommended bypassing a rigorous study in 2020 as their data indicates that while many organizations had already given merit increases to their workforces, there are several employees that are experiencing pay freezes, pay reductions, and layoffs throughout many industries in response to the uncertainty caused by the pandemic.³⁷

KF further recommended taking a conservative approach to structure adjustments for FY 2022 to maintain its market position and avoid losing progress made in the last few fiscal years, while also allowing for the allocation of merit increases to individuals to improve the overall compa-ratio for employees within the pay ranges. See Appendix O.

³⁵ IDAPA 15.04.01.070.04 (a-c) Compensation of Employees – Relevant Labor Market.

³⁶ The plan design and different elements provided to the employee.

³⁷ Korn Ferry Recommendation Letter, Appendix O.

EQUAL PAY

The State's full-time female workforce currently earns 89% of what the male workforce earns. This percentage has increased from 88% in 2018.

DHR complies with Idaho Code §44-1702 and the federal Equal Pay Act ("EPA") in its implementation of the State's compensation program aimed to address female employees being paid less than male employees for carrying out equal work.

WORKFORCE DEMOGRAPHICS

As of November 2020, the State workforce consists of 25,288 employees:³⁸ 13,161 classified and 12,127 non-classified.³⁹ A classified employee is any person appointed to, or holding a position in, any department of the State and is subject to the provisions of the merit examination, selection, retention, promotion, and dismissal requirements of Title 67, Chapter 53, Idaho Code. Non-classified employees are defined by Title 67, Chapter 53, Idaho Code Section 67-5303.⁴⁰ The State's workforce is present in every county in the state.⁴¹

Workforce by Age

The BLS reported the median age of the 2019 U.S. workforce was 42 years old.⁴² As of November 2020, the average age of the State's total workforce is 45 years old, with 5% aged 15 to 24, 67% aged 25 to 54, and 28% aged 55 and older. The average age of the State's classified workforce is also 45 years old, with 4% aged 15 to 24, 70% aged 25 to 54, and 26% aged 55 and older.

Workforce by Gender

The BLS reported the 2019 U.S. labor force was comprised of 47% female and 53% male employees.⁴³ As of November 2020, the State's total workforce is comprised of 51% female and 49% male employees. The State's classified workforce is also comprised of 51% female and 49% male employees.

Workforce by Race

The BLS reported that the 2019 U.S. labor force was comprised of 77% White, 13% Black, 6% Asian, and 4% other (people of two or more races, American Indian Or Alaskan Native, and Native Hawaiians and Other Pacific Islanders).⁴⁴ The BLS also reported that 18% of the labor force was of Hispanic Origin.

³⁸ Figures fluctuate throughout the year.

³⁹ Classified and Non-Classified Agency List, Appendix P.

⁴⁰ §67-5303 Application to State Employees, Idaho Code, Appendix Q.

⁴¹ Workforce Demographics by County, Appendix R.

⁴² U.S. Bureau of Labor Statistics (2020). Median age of the labor force, by sex, race, and ethnicity. Retrieved from: <https://www.bls.gov/emp/tables/median-age-labor-force.htm>.

⁴³ U.S. Bureau of Labor Statistics (2020). Labor Force Statistics from the Current Population Survey. Retrieved from: <https://www.bls.gov/cps/tables.htm#annual>.

⁴⁴ U.S. Bureau of Labor Statistics (2020). Civilian labor force participation rate by age, sex, race, and ethnicity. Retrieved from: <https://www.bls.gov/emp/tables/civilian-labor-force-summary.htm>.

As of November 2020, the State's total workforce is comprised of 85% White (not of Hispanic Origin), 7% American Indian Or Alaskan Native, 6% Hispanic, 2% Asian Or Pacific Islanders, and 1% Black (not of Hispanic Origin).

Workforce by Veteran Status

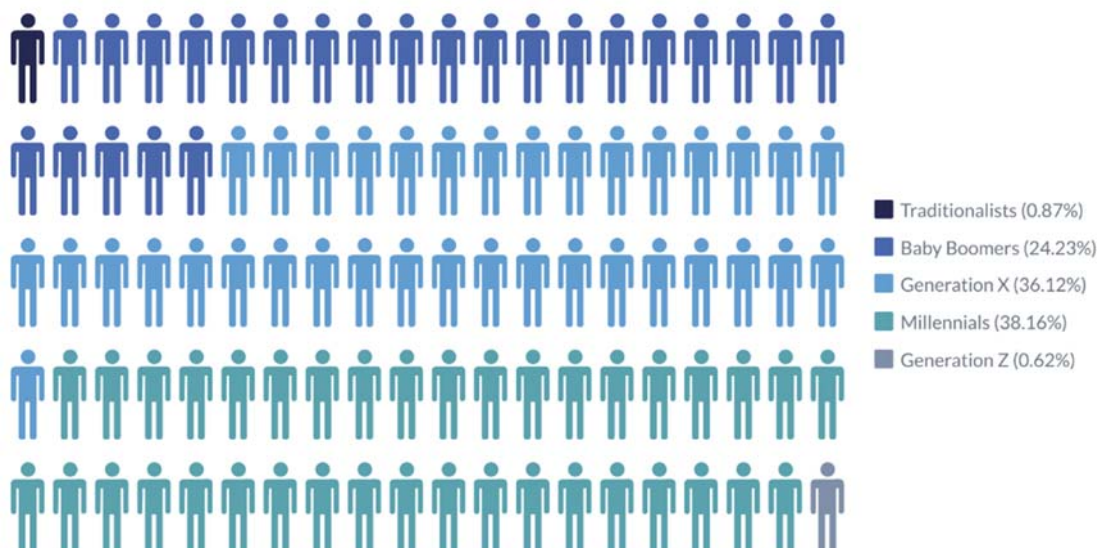
The BLS reported that 6% of the 2019 civilian labor force was made up of veterans.⁴⁵ Of the 6%, 88% were male and 12% were female.

As of November 2020, the State's total workforce is comprised of 1,845 veterans or 7% of the total workforce. Of the 7%, 85% are male and 15% are female. The State's veteran workforce has increased from 5% to 7% since November 2019. In FY 2020, approximately 8% of job applicants were veterans.

Pursuant to Title 65, Chapter 5, Rights and Privileges of Veterans, the State recognizes honorable military service in the United States Armed Forces by providing preferential opportunity to qualified Veterans and disabled Veterans seeking state employment. According to the Idaho Department of Labor ("IDOL"), more than 130,000 Idahoans are veterans of the Armed Forces.⁴⁶

Workforce by Generation

According to the BLS, five (5) generations are in the U.S. workforce in 2019: Traditionalists, Baby Boomers, Generation X, Millennials, and Generation Z. As of November 2020, the State's total workforce is comprised of 0.87% Traditionalists (born 1933 - 1946), 24.23% Baby Boomers (born 1947 - 1964), 36.12% Generation X (born 1965 - 1979), 38.16% Millennials (born 1980 - 2000), and 0.62% Generation Z (born 2001 - 2015) as depicted in the following diagram:



⁴⁵ U.S. Bureau of Labor Statistics (2020). Employment Situation of Veterans - 2019. Retrieved from: <https://www.bls.gov/news.release/pdf/vet.pdf>.

⁴⁶ Idaho Department of Labor (2020). Veterans Services. Retrieved from: <https://labor.idaho.gov/dnn/Job-Seekers/Veterans-Services>.

Millennials make up the largest generation of the State’s total workforce; however, Generation X experienced the largest change in increased growth from 2019 to 2020.

When comparing Idaho’s generational workforce from 2019 to 2020, there was a 0.1% decline in Traditionalists, a 1.8% decline in Baby Boomers, a 1.1% increase in Generation X, a 0.2% increase in Millennials, and no change in Generation Z.

When considering the State’s classified workforce only, Millennials are the largest generation at 38.72%, while Baby Boomers experienced the largest change in growth from 2019 to 2020 with a decrease of 3.2%.

The classified workforce reflects 0.15% Traditionalists, 23.38% Baby Boomers, 37.55% Generation X, 38.72% Millennials, and 0.2% Generation Z.

Workforce Turnover

In FY 2020, the State experienced a 15% total turnover rate⁴⁷ of classified employees: 8% were voluntary separations,⁴⁸ 4% were involuntary separations,⁴⁹ and 3% were retirements.⁵⁰ A total of 1,953 classified employees exited state employment. Of those employees, 395 retired (including five [5] medical retirements), 1,019 voluntarily exited, and 539 involuntarily exited (including 60 dismissals).

Based on the separation codes⁵¹ entered by state agencies when processing an employee’s final paperwork into SCO’s Employee Information System (“EIS”), the top reasons classified employees left state employment were: Personal 45%, Retirement 20%, and Move to the Private Sector 9%. Transfers to Another Agency ranked third this past fiscal year with 16% of the total classified separations. Of the 1,953 classified employees who separated from state employment: 44% were Millennials, 29% were Baby Boomers, 26% were Generation X, 0.05% were Generation Z, and 0.03% were Traditionalists.

For FY 2020 classified turnover by pay grade, see Appendix X.⁵²

The table on the following page shows FY 2020 classified turnover by occupational group sorted from highest to lowest turnover.

⁴⁷ Classified Employees Total Separations by Agency FY 2016-2020, Appendix S.

⁴⁸ Classified Employees Voluntary Separations by Agency FY 2016-2020, Appendix T.

⁴⁹ Classified Employees Involuntary Separations by Agency FY 2016-2020, Appendix U.

⁵⁰ Classified Retirement Turnover by Agency FY 2016-2020, Appendix V.

⁵¹ Classified Turnover by Separation Code, Appendix W.

⁵² Classified Average Pay Rate and Turnover by Pay Grade, Appendix X.

OCCUPATIONAL GROUP	AVERAGE EMPLOYEE COUNT	SEPARATION COUNT	TURNOVER RATE
Nurses	399	111	28%
Information Technology	538	128	24%
Labor Trades and Crafts	1,045	186	18%
Administrative	2,258	393	17%
Health Care - Services	1,172	187	16%
Finance and Accounting	652	90	14%
Protective Services	1,893	259	14%
Para-Professional Subgroup	916	114	12%
Professional Services	2,474	303	12%
Management Subgroup	202	24	12%
Engineering	888	95	11%
Science/Environmental	590	63	11%

As of November 2020, the Executive Branch has a 10% vacancy rate.⁵³

Retirement Projections

In FY 2020, 603 state employees retired representing 2% of the State's total workforce. The retirement projections for the next nine (9) years represent 14% of the State's total workforce.⁵⁴

Three percent (3%) of the State's classified workforce retired during FY 2020. The retirement projections for classified employees for the next nine (9) years represent 15% of the workforce, with 6% of the workforce eligible to retire in less than five (5) years and 9% eligible to retire in five (5) to nine (9) years.⁵⁵ DHR is encouraging state agencies to plan for expected vacant positions, and if possible, have these vacancies filled by qualified internal applicants, as appropriate.

Applicant Tracking System

The State's new applicant tracking system, NEOGOV, has been live for state recruitment since December 2018. The former applicant tracking system managed by IDOL has been shut down and all data has been archived. Since going live, more than 5,700 hires have been made with an average of 905 views per job posting. DHR continues to work with agencies to implement additional features provided by NEOGOV while maintaining fair and legal recruiting practices.

⁵³ Vacancy Rate by Agency, Appendix Y.

⁵⁴ Total Retirement Forecast by Agency Calendar Years 2020-2050, Appendix Z.

⁵⁵ Classified Retirement Forecast by Agency Calendar Years 2020-2050, Appendix AA.

During FY 2020, the State received over 2.7 million job hits on active recruitments and 61,600 applications in NEOGOV.

Of those applicants, 58% were female, 38% were male, and 4% unknown. Seventy-five percent (75%) of applicants were White or Caucasian, 9% Hispanic, 5% two (2) or more races, 2% Asian, 1% American Indian or Alaskan Native, 1% Black or African American, 1% Native Hawaiian or Other Pacific Islander, and 6% unknown.

Eighty-five percent (85%) of applicants resided in Idaho, 3% in California, 2% in Washington, 2% Oregon, and 1% in Utah. All other states and U.S. territories, except for Delaware, made up the remaining percentage with less than 1% each.

Fifty percent (50%) of applicants reported hearing about jobs via “other internet”. This includes all internet sources/searches outside of Indeed, Social Media, LinkedIn, and Monster Jobs.

Nineteen (19%) of applicants reported hearing about jobs on an agency website and 13% from a state employee.

In NEOGOV, job seekers may submit interest cards to be notified of future openings by job category and classification.

The job categories with the most interest cards were Administration, Administrative Assistant, Office and Administrative Support, Clerical & Data Entry, and Customer Service.

Classifications with the most interest cards were Idaho State Police (“ISP”) Trooper, ISP Trooper Recruit, ISP Investigative Assistant, and ISP Forensic Scientist 1.

Just under 3,100 hires were made using NEOGOV with an offer acceptance rate of approximately 90%.

New Hires

During FY 2020, 6,943 new employees (classified and non-classified) were hired, with an average age of 33. Fifty-two percent (52%) were female and 48% were male.

Of the new hires, 1,957 employees hired were classified, with an average age of 36. Of the classified new hires, 54% were female and 46% were male. Eighty-five percent (85%) were White or Caucasian, 10% were Hispanic, 2% were Asian or Pacific Islanders, 2% were American Indian or Alaskan Native, and 1% were Black or African American.

DHR INITIATIVES

Certified Public Manager® Program

The Certified Public Manager® Program (“CPM®”) is a nationally accredited comprehensive management development program specifically designed to prepare managers for careers in state government. Applicants are nominated by their respective agencies to apply for the two-year program. DHR reviews all applications and selects the final participants based on the application and interview scores. The curriculum consists of five (5) levels: Managing Self, Managing Others, Managing in the Public Sector, Managing for Organizational Success, and Managing for Change. The State’s CPM® program began in 1999. As of October 2019, 617 employees have graduated from the program and have become Certified Public Managers.

Many agency directors, executive staff, and supervisors are CPM® graduates, which demonstrates the success of the program. There are 65 participants in the current track which is scheduled to graduate in May 2021.

For program work to continue during the COVID-19 pandemic, Idaho’s CPM® program successfully transitioned to an online format in March 2020, using our Learning Management System (Moodle), and the video conferencing tool, Zoom.

In addition to the online classroom, the CPM® program has been testing new collaboration and engagement activities including online recognition and achievement announcements, discussion forums, small working groups, and a graduate mentor program.

Each participant is required to develop and implement an agency job-related project called a capstone project. Capstone projects are designed to improve workplace processes and services, and often result in cost savings, heightened productivity, and positive employee morale.

A new requirement, in addition to the Capstone project, has Idaho CPM® participants building a learning portfolio, to capture and highlight a collection of work demonstrating the growth and improvement within the seven (7) CPM® competencies: Developing Self, Managing Work, Public Service Focus, Change Leadership, Leading People, Systemic Integration, and Personal and Organizational Integrity.

Supervisory Academy Program

DHR offers a three-day Supervisory Academy (“SA”) for all state agency employees whether they are current supervisors or aspiring supervisors. SA provides education and information in eight (8) areas of supervision: Understanding the Generations, Setting Expectations, Development Planning, Coaching and Feedback, Motivation, Documenting Performance, Progressive Discipline, Writing and Delivering the Performance Evaluation and training on the State’s Performance Evaluation System (“I-PERFORM”). SA is accepted as a pre-requisite for the CPM® program. The SA three-day cohort began in 2016 and has trained over 1,640 state employees.

In March 2020, DHR began offering Supervisory Academy online to continue providing training opportunities for employees as they moved to teleworking across the State of Idaho due to the COVID-19 pandemic. Between March and June, 164 employees graduated from the online cohorts.

DHR Forums and Respectful Workplace Training

DHR conducts statewide HR training forums for agencies to provide discussion and information on human resources management, best practices, relevant law, and policy. During FY 2020, some forum topics included updates on Civil Rights and Anti-Retaliation, Conducting Workplace Investigations, Social Media and First Amendment Rights, Mental Health Awareness, Fair Labor Standards Act (“FLSA”), Common Unemployment Insurance Q&A, Idaho’s Families First Act Policy Overview, Hiring Trends Pre- and Post COVID, and Recruitment Strategies, Managing Stress, Idaho Rebounds: Phase in Guidance for the State Workforce, and Legal Considerations for Employees Returning to the Workplace, Resiliency, LUMA, OGI, and other relevant statewide updates.

In conjunction with HR best practices, advice, and policies, DHR also offers agencies assistance with workplace investigations, performance management, problem solving, mediation, and other related topics.

DHR Training and Related Services

DHR offers training to state agencies and employees in the following areas: Director Training, Respectful Workplace, Civil Rights, Telecommuting, Crucial Conversations®, Crucial Accountability®, Getting Things Done®, Supervisory Academy, Calibrations for performance evaluations, I-PERFORM, specialty HR related matters, NEOGOV, and board trainings. In FY 2020, DHR offered a new series of micro-modules, which are one-hour, targeted modules focusing on critical supervisory skills. DHR offers monthly sessions on Setting Expectations, Coaching, Providing Feedback, Motivation, Documentation, Progressive Discipline, and Performance Evaluations. DHR most recently added a new suite of micro-modules to support the demands of supervising remote teams which include: Communication for Remote Teams, Accountability for Remote Teams, Emotional Intelligence for Remote Teams, and a Remote Team Best Practice Discussion Forum. All DHR’s training programs were moved online in March of 2020 and remained online during the COVID-19 pandemic.

Cybersecurity Training

During the 2017 Legislative session, DHR received funding for an online training program. Working in conjunction with the ITS Information Security Team and Department of Administration, DHR contracted with Network Consulting Services for the KnowBe4 training platform. DHR deployed the second annual training campaign focusing on suspicious emails and social engineering.⁵⁶

⁵⁶ “Social engineering” is the use of deception to manipulate individuals into divulging confidential or personal information that may be used for fraudulent purposes. Retrieved from: www.oxfordlearnersdictionaries.com.

Monthly statewide phishing tests are deployed as an additional measure to help all employees practice protecting and defending the State's network. In February 2020, the third annual statewide cybersecurity training campaign was kicked off to more than 19,900 employees. Regular Cybersecurity training is deployed to state employees in conjunction with ITS.

Health Matters Wellness Program

The Health Matters State Employee Wellness Program is administered by DHR. All state employees are welcome and encouraged to participate in Health Matters programming, regardless of their enrollment in state-sponsored benefits.

The impact of the COVID-19 pandemic has amplified the need to support State employees' overall well-being. Well-being is multifaceted and includes physical, mental, interpersonal, and occupational health.⁵⁷ Health Matters aims to address all areas of employee well-being with a targeted emphasis on mental health in the upcoming year.

In FY 2020 the Health Matters Program Specialist conducted 22 in-person health presentations and four virtual presentations for approximately 780 employees, exceeding the total number of participating employees in FY 2019 by 83.5%. The most requested presentation continues to be stress management. Due to social distancing measures, presentations made thus far in FY 2021 have been exclusively online.

Health Matters offered five wellness incentive challenges in FY 2020 in which 2,230 employees participated. These individual and team challenges included strategies for healthy eating, physical activity, stress management, and mental health.

Employee participation in on-site flu shot clinics increased by 5.3% at twelve clinics in the Treasure Valley and one (1) in Salmon between September 30, 2020 and November 4, 2020.

⁵⁷ Harvard School of Public Health (2015). The Business Benefits of a Healthy Workforce.

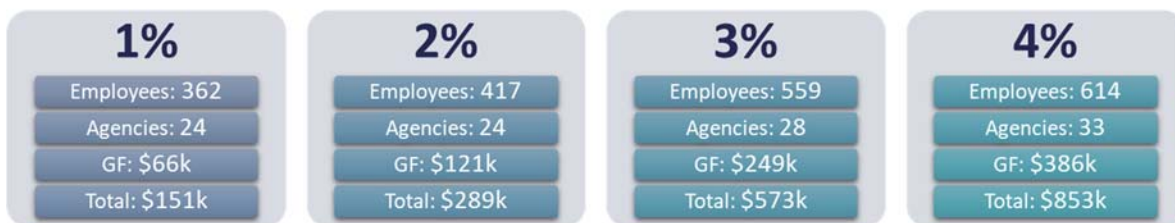
DHR RECOMMENDATIONS FOR FY 2022

Pursuant to Idaho Code §67-5309C, DHR must include recommendations on the following components: salary structure adjustment, specific occupational inequity (payline exception), merit pay increase, and employee benefit packages. DHR's recommendations are as follows:

- a) **Salary Structure Adjustment:** To more accurately align with the job market, DHR recommends at least a 2% increase to the salary structure. This increase would move the policy rate closer to the average market rate (as outlined in statute). The overall structure increase would keep the integrity of the current structure of 70% to 125%.

The estimated fiscal impact of this 2% change is \$121,000 in the General Fund ("GF") and \$168,000 in other funds, for a total of \$289,000, to bring 417 employees up to the new minimum of the salary ranges.

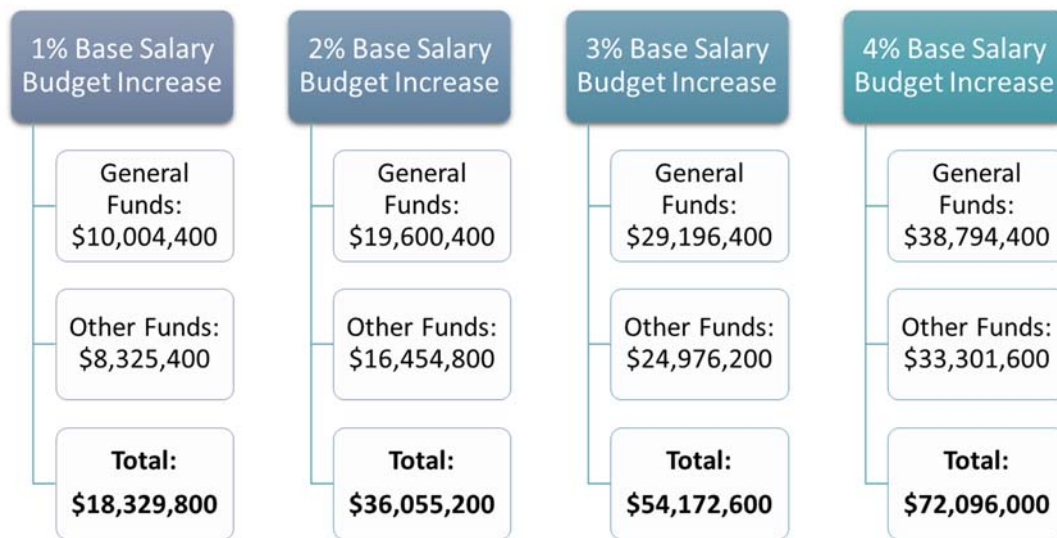
For comparison, the estimated fiscal impact of a 1% change is \$151,000 to bring 362 employees up to the new minimum, and a 3% change is \$573,000, to bring 559 employees up to the new minimum of the salary ranges. All estimated fiscal impacts include variable benefits averaged at 22.5%. (Costs of variable benefits may vary during legislative session.) The following diagram summarizes the impact of the salary structure adjustments:



- b) **Specific Occupational Inequity/Payline Exception Component:** DHR recommends continuing with the job classifications that are currently on payline exception to address specific recruitment and retention issues. The total of the salaries over the pay grade maximum is \$868,201. All salaries related to the classifications on payline exception are covered in agency budgets. No additional appropriation is necessary. See Appendix K.

- c) **Merit Increase Component:** DHR recommends at least a 2% increase for the salary component of state employee compensation administered in accordance with the State’s merit-based pay system. This increase is an appropriate step to keep pace with the current job market.

The approximate cost of a 2% increase to the general fund is \$19,600,400, and \$16,454,800 in other funds, for a total of \$36,055,200.⁵⁸ The following diagram summarizes the impact of varying increments of merit increases:



DHR also recommends that the FY 2021 2% across the board increases for target positions be implemented in FY 2022.

- d) **Employee Benefit Package:** The State’s employee benefit package continues to be a key component of the State’s total compensation package for employees. DHR recommends the State maintain the overall design of the benefits package and percentage contributions for employee benefits.

⁵⁸ Estimated costs of merit increase component does not reflect variable benefits.

Appendix A – Milliman State of Idaho Custom Compensation Survey

MILLIMAN REPORT
State of Idaho
Custom Compensation Survey
Final Report
October 2020



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Introduction

The State of Idaho ("State") retained the services of Milliman, Inc. to conduct a survey of market-based compensation. The purpose of the survey was to utilize the services of an independent, third-party expert to conduct a custom survey of cash compensation and selected pay practices; and report on any gaps between existing State offerings and market practice. Milliman's analysis compares benchmark jobs within the State's compensation plan with relevant local and regional peer organizations.

The information within this report provides detailed results of the survey as well as a summary of the methodology and process undertaken in this effort. The results support a transparent compensation philosophy and set the foundation for aligning pay with the market to ensure that the State of Idaho is a competitive employer able to attract and retain the required talent while managing its budget in a fiscally responsible manner. Milliman has developed and followed sound compensation methods for the analysis. The results and findings are contained herein are presented to the Division of Human Resources ("DHR") for the State of Idaho.

Methodology

Milliman's methodology in this study is consistent with our process in the past several years and comprised a review of both the actual average salaries of participating entities as well as the salary structures in which wages are administered. In terms of comparison percentages, the State's actual average salary for each position is compared to the median of the survey results.

STAKEHOLDER INPUT

Milliman conducted interviews with twelve stakeholders prior to the survey design in 2017. The stakeholders were a mix of State legislators and department directors. The interviews covered a set list of questions to help Milliman determine the relevant labor market and confirm the list of survey benchmarks. The interviews continue to be relevant as we utilized the same survey format and labor market definition as in past years.

SURVEY BENCHMARKS

The survey process begins with identifying a core group of jobs within the State's system to be used as benchmarks for conducting salary data comparisons with other employers in the market. Benchmark jobs are State jobs that serve as the market anchor points because they are comparable to jobs readily identifiable and commonly found in the marketplace. Benchmark jobs are used to compare the State's salaries in relationship to the market in which it competes for labor talent. The selection of core benchmarks provides an element of consistency in pay comparisons conducted year to year.

The selection of benchmark jobs also provides the basis for identifying the State's labor market and the appropriate sources for peer data collection. The following are characteristics of good survey benchmarks:

- Represent a cross-section of positions and the types and levels of work performed at the State;
- Are well-established and generally have multiple incumbents, representing a significant portion of the workforce;
- Are commonly and easily defined by the State and other employers;
- Are available for comparison in the State's defined labor market.

Sixty-six (66) benchmark jobs are included in the custom survey representing just over 4,000 employees within State classifications. The surveyed jobs are listed below.

SURVEY JOB TITLES					
FINANCE / HUMAN RESOURCES / TAX					
101	Accounting Technician	105	Financial Management Analyst, Senior	108	Training Specialist
102	Disability Claims Adjudicator	106	Budget Manager	110	Tax Auditor, Senior
103	Grants Officer	107	Finance Department Director		
INFORMATION TECHNOLOGY					
201	Desktop Support Technician	204	Network Analyst	207	Information Systems Manager
202	Programmer/Analyst	205	Web Developer	208	IT Security Analyst, Senior
203	GIS Analyst	206	Database Analyst	209	Software Engineer
GENERAL ADMINISTRATION					
301	Receptionist	307	Program Support Specialist	312	Public Information Specialist
302	Administrative Assistant	308	Program Administrator	313	Public Information Officer
303	Shipping/Receiving Specialist	309	Graphic Design Specialist	314	Research Analyst
304	Customer Service Representative	310	Buyer	315	Project Manager
305	Office Support Specialist	311	Legal Assistant	316	Library Assistant
306	Office Support Supervisor				
PUBLIC WORKS / OPERATIONS / PARKS & RECREATION					
501	Custodian	505	Roadway Maintenance Technician	510	Electrician
502	Maintenance Craftsman	508	Parks & Recreation Manager	511	Plumber
503	HVAC Technician	509	Carpenter	512	Building Superintendent
504	Mechanic				
HEALTH & WELFARE					
601	Dietary Aide	605	Registered Nurse	608	Welfare Clinician
602	Registered Dietitian	606	Nurse Manager (RN)	611	Health Education Specialist
603	Licensed Practical Nurse	607	Welfare Services Technician	612	Health Program Manager
PUBLIC SAFETY					
701	Correctional Officer	705	Correctional Lieutenant	708	Police Officer
702	Probation/Parole Officer	706	Correctional Manager	709	Police Captain
703	Social Worker	707	Fish & Game Officer, Senior		
ENVIRONMENTAL SERVICES / AGRICULTURE / ENGINEERING					
803	Scientist	805	Forensic Scientist, Senior	809	Engineer (Civil)
804	Chemist, Senior	808	Engineer (Technical)	810	Engineering Manager

LABOR MARKET

The survey process requires defining the relevant labor market for collecting and comparing competitive compensation data, market trends, and salary budget planning information. The State's primary labor market includes both public and private sector employers within Idaho that the State competes with for the recruitment and retention of employees. In addition, the State also competes with employers outside Idaho in situations where the supply and demand for positions imposes cross-border recruiting and retention evaluation. To identify the appropriate survey sample of organizations, consideration was given to the relevant peer group for the State. Millman utilized the same group of peers from the prior year to invite for participation, which included the targeted organizations from the technology sector as well as larger, private organizations within the State. The organizations invited to participate consisted of more than one-hundred fifty (150) public and private sector organizations, at a roughly one to one ratio with slightly more private than public organizations. Thirty-nine (39) organizations replied to the survey. The custom survey participants are listed below.

SURVEY PARTICIPANTS	
Ada County Boise, ID	Heritage Health Hayden, ID
Amalgamated Sugar Company LLC Boise, ID	Idaho Falls School District #1 Idaho Falls, ID
Bannock County Pocatello, ID	Idaho Power Boise, ID
Bingham County Blackfoot, ID	Kootenai Health Coeur d'Alene, ID
Blue Cross of Idaho Meridian, ID	Lewiston Independent School District No. 1 Lewiston, ID
Bonner General Health Sandpoint, ID	North Idaho College Coeur d'Alene, ID
Buck Knives, Inc. Post Falls, ID	Scentsy, Inc. Meridian, ID
Canyon County Caldwell, ID	St. Luke's Health System Boise, ID
Jacobs Engineering Boise, ID	State of Montana Helena, MT
City of Boise Boise, ID	State of Nevada Carson City, NV
City of Caldwell Caldwell, ID	State of Oregon Salem, OR
City of Coeur d'Alene Coeur d'Alene, ID	State of Utah Salt Lake City, UT
City of Idaho Falls Idaho Falls, ID	State of Washington Olympia, WA
City of Lewiston Lewiston, ID	State of Wyoming Cheyenne, WY
City of Meridian Meridian, ID	Syringa Hospital & Clinics Grangeville, ID
City of Pocatello Pocatello, ID	The College of Idaho Caldwell, ID
Clearwater County Orofino, ID	Treasure Valley Family YMCA Boise, ID
Coeur d'Alene School District 271 Coeur d'Alene, ID	University of Idaho Moscow, ID
Delta Dental of Idaho Boise, ID	Valley County Cascade, ID
Griman Medical Center Moscow, ID	

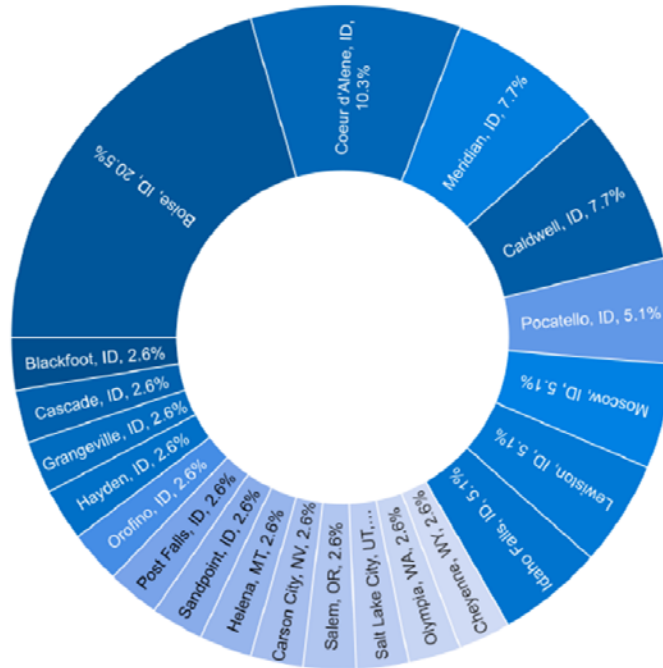
DATA COLLECTION AND ANALYSES

General guidelines have been incorporated into the compensation profession relative to how compensation surveys are conducted considering legal issues surrounding data collection. These guidelines include maintaining confidentiality of the data of all participating organizations and using a third party to conduct the survey. Use of a third-party removes the opportunity to bias the data and receive inappropriate information. One primary focus is to avoid any real or perceived anticompetitive "wage fixing." The guidelines help to ensure that data are not used by competitors for discussion or coordination of compensation and to avoid bias by individual employers in applying data results. The generally accepted compensation guidelines provided below are intended to ensure that the purpose of exchanging data is to gather information about the labor market so that decisions can be made regarding the State's competitive position and adjust wages in response to changing market conditions.

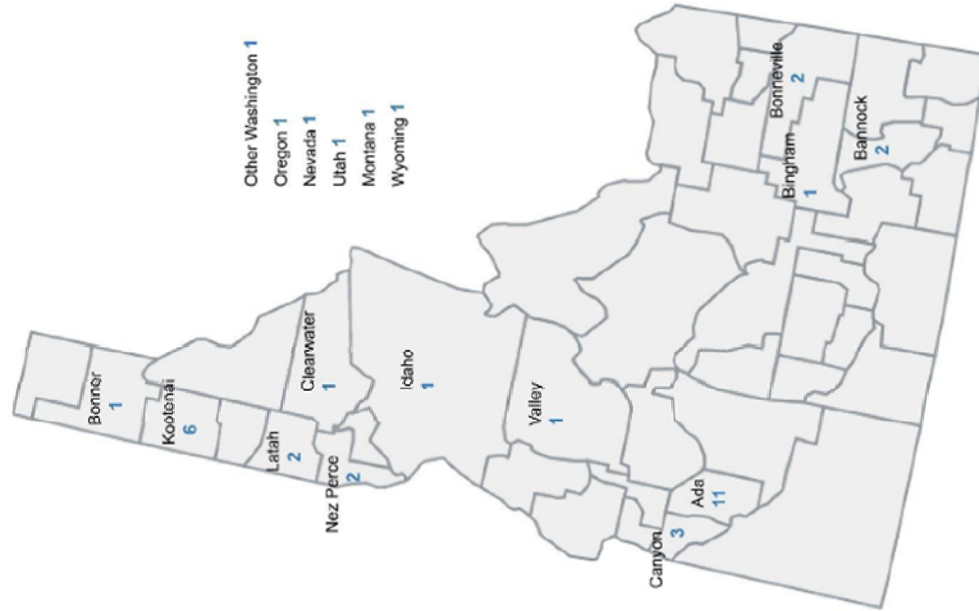
- Utilize third parties rather than exchanging pay information directly with market competitors.
- Ensure there are at least five data responses reported for benchmark percentiles (four responses are required to report average and median), with no individual participant's data representing more than 25% of the data. If all participants for an individual survey job are public entities, then the response requirement for median and average is reduced to three.
- Survey output should be aggregated rather than showing individual participant data, directly or indirectly, to protect participant confidentiality.
- Actual pay data should reflect current or recently historical values (no more than six months old) rather than future pay intentions.

The following charts illustrate the participant demographics.

Participants by City



Participants by County



DATA EFFECTIVE DATE

All data in this report are effective as of **August 1, 2020**. Please note that select data (1) on the Compensation Summary have been geographically adjusted to reflect the Idaho state market.

Non-management jobs from surrounding states were geographically adjusted to reflect the Idaho state market. Management jobs were not adjusted as they are regionally recruited, and the local market data is relevant and appropriate to aggregate.

GEOGRAPHIC DIFFERENTIALS

Because wage and income levels are different across the nation and even within local labor markets, differentials that factor in economic variations are calculated and applied to data that the State collects from employers outside Idaho. Differentials are calculated by referencing the Economic Research Institute (ERI),

Geographic Assessor Report and figures reflect average wage and income levels by location. The State of Idaho is the base state and data from the other states are adjusted comparable to the base. For instance, if the statewide average wage and income levels for another state are 2.3% above Idaho, the data collected from that state are decreased by 2.3% to be comparable to the State of Idaho's market. If another state indicates wage and income levels 3.8% below Idaho, data collected from that state are increased by 3.8%.

DEVELOPMENT OF SURVEY QUESTIONNAIRE

Milliman composed a draft of the questionnaire in order to adequately study various elements included in the survey. DHR then reviewed the questionnaire for any changes, modifications or revisions needed prior to distribution. The survey questionnaire can be found in the Appendix.

ADMINISTRATION OF SURVEY

Milliman distributed the survey questionnaire to the identified survey sample of organizations. Milliman also made follow-up telephone calls and emails to targeted participants to encourage participation and was available to answer questions about the survey and to help participants complete their forms.

Milliman then collected, coded, and reviewed for completeness all survey responses. Milliman also contacted participants if additional information or clarification was needed. It was then reviewed for reasonableness and deviation from statistical norms.

Findings and Observations

BASE SALARY

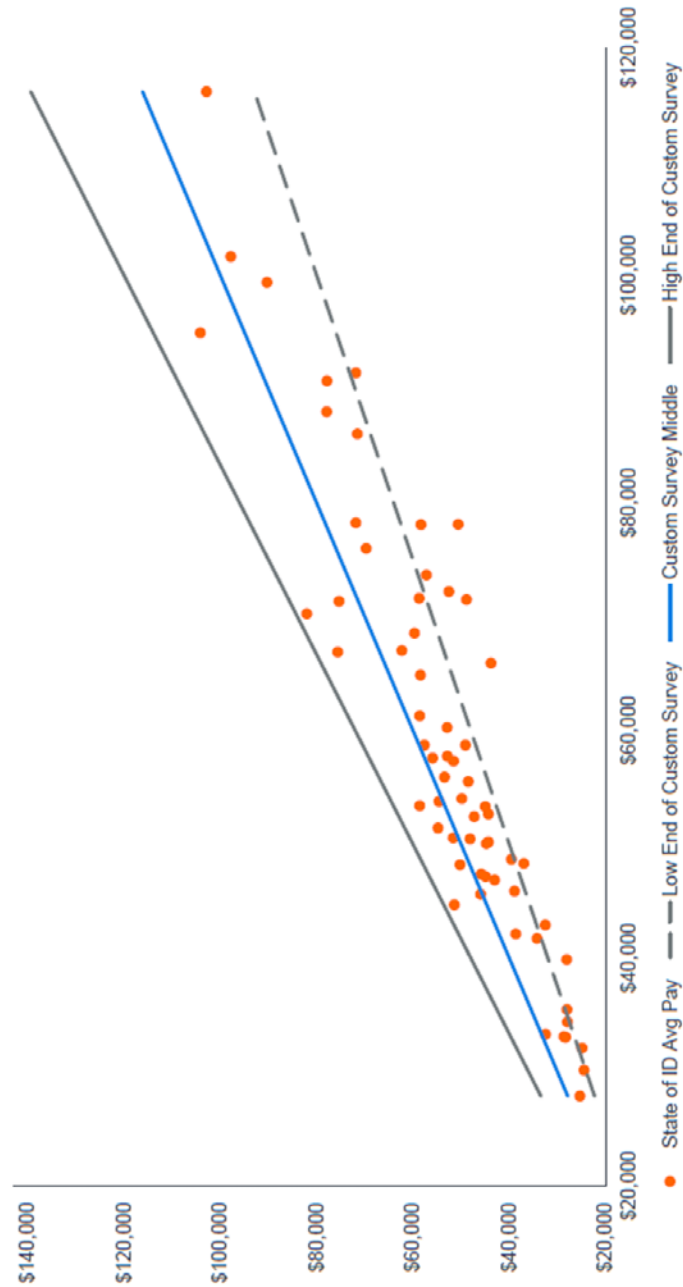
Using a targeted group of peer organizations, and gathered as of a common point in time, we compared the State's *actual* salary practice to the market. The base salaries at the State, on average, are 10% below the market median (the median is the statistical middle of the data set). This means the average of *actual* salaries (not salary ranges) of all employees in benchmark jobs is approximately 10% below the *actual* salaries in the market.

Page 10 compares benchmark positions to the market. Care should be taken when comparing the overall position to market. Our findings of the State's overall competitive position (-10%) is a simple average of all benchmarked employees at the State. It does not mean that each employee within the State's compensation plan is paid 10% below the market.

- Our guideline is that public organizations should establish a practice to pay employees an *actual salary* within a "normal range" of base salary around the desired market point. In the public sector, and similar to the concept of a salary range, a "normal range" is usually established by considering an 80% to 120% range around the selected market data (e.g. market median); however, variations on this range can be implemented. This range allows for variations in compensation due to market factors, experience and performance, job complexity, and organizational values or strategies. Individual base salary levels should reflect these factors, meaning that high-performing individuals could be positioned in the upper half of the range and less-experienced individuals may be placed in the lower half of the range.

The chart below indicates that actual salaries at the State for nearly all of the sixty-six benchmarks fall within the competitive range of the survey results. It is important to note that more jobs fall below (less competitive) the custom survey middle than fall above (more competitive) the custom survey middle.

State of Idaho Avg Pay v. Survey Results



The charts on the following pages contain a summary of the survey results and a comparison of those results to the State's average pay for each benchmark. The following terms are used:

TERMS	DEFINITIONS
Survey Job Code	The unique survey number assigned to the job
# of Orgs	The number of organizations matching the job
# of Incumb	The number of incumbents in the job across all matching organizations
Base Pay 25 th %tile	The market salary level at which 25% of organizations pay below
Base Pay Median (50 th %tile)	The market salary level where half of organizations pay above and half below
Base Pay Average	The simple average base salary based on the total number of matching organizations
Base Pay 75 th %tile	The market salary level at which 25% of organizations pay above
Pay Structure	The average and median values for the minimum and maximum of the pay structure (or the first and last step) the job is assigned to
State of Idaho Avg Base Pay	The average annualized base salary of incumbents in the job as of August 1, 2020
State of Idaho % of Median Base	The State's average base pay divided by the survey median base pay, represented as a percentage

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	BASE PAY			PAY STRUCTURE			STATE OF IDAHO	
				25TH %ILE	MEDIAN	AVG	MEDIAN MIN	AVG MIN	MEDIAN MAX	AVG BASE PAY	% OF MEDIAN BASE
101	Accounting Technician	36	603	\$36,693	\$41,725	\$43,065	\$34,121	\$39,209	\$51,733	\$51,580	82%
102	Disability Claims Adjudicator	4	63		\$44,873	\$46,234	\$40,347	\$39,048	\$92,025	\$60,361	115%
103	Grants Officer	12	335	\$46,417	\$51,425	\$56,783	\$47,458	\$46,140	\$93,654	\$67,396	107%
105	Financial Management Analyst, Senior	9	519	\$55,117	\$68,892	\$88,737	\$53,100	\$56,113	\$72,307	\$82,542	113%
106	Budget Manager	19	82	\$68,317	\$90,720	\$90,334	\$66,513	\$74,352	\$96,191	\$102,558	86%
107	Finance Department Director	23	39	\$106,974	\$116,128	\$120,424	\$92,752	\$98,690	\$135,448	\$138,887	89%
108	Training Specialist	13	458	\$52,377	\$57,720	\$63,262	\$51,064	\$49,090	\$99,613	\$73,415	92%
110	Tax Auditor, Senior	9	273	\$51,154	\$53,369	\$60,733	\$44,217	\$50,193	\$96,496	\$75,595	110%
201	Desktop Support Technician	34	382	\$43,220	\$50,563	\$51,546	\$43,222	\$42,711	\$62,083	\$81,950	102%
202	Programmer/Analyst	24	867	\$61,278	\$71,501	\$70,396	\$56,997	\$56,443	\$95,051	\$83,650	88%
203	GIS Analyst	21	59	\$48,580	\$53,758	\$66,216	\$48,579	\$47,451	\$66,065	\$87,837	102%
204	Network Analyst	30	607	\$61,256	\$71,616	\$72,323	\$60,574	\$61,009	\$87,325	\$88,880	82%
205	Web Developer	18	333	\$64,611	\$70,579	\$73,003	\$57,422	\$56,088	\$80,441	\$84,001	
206	Database Analyst	20	428	\$65,232	\$78,236	\$77,631	\$60,673	\$62,032	\$99,252	\$89,217	92%
207	Information Systems Manager	30	132	\$64,583	\$69,360	\$104,525	\$66,544	\$66,083	\$129,550	\$125,374	91%
208	IT Security Analyst, Senior	24	221	\$70,360	\$80,044	\$83,062	\$67,829	\$67,485	\$99,601	\$99,287	83%
209	Software Engineer	16	300	\$72,003	\$78,070	\$76,400	\$61,776	\$65,121	\$88,463	\$97,650	75%
301	Receptionist	23	105	\$30,179	\$32,079	\$32,436	\$27,175	\$27,466	\$38,002	\$38,413	78%
302	Administrative Assistant	36	1,399	\$37,768	\$45,884	\$45,047	\$36,160	\$36,197	\$53,005	\$52,777	85%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	BASE PAY			PAY STRUCTURE			STATE OF IDAHO			
				25TH %ILE	MEDIAN	AVG	75TH %ILE	MEDIAN MIN	AVG MIN	MEDIAN MAX	AVG BASE PAY	% OF MEDIAN BASE	
303	Shipping/Receiving Specialist	18	279	\$33,013	\$34,372	\$36,440	\$38,522	\$28,484	\$30,313	\$43,027	\$42,347	\$27,958	81%
304	Customer Service Representative	23	1,370	\$31,420	\$33,037	\$33,284	\$35,987	\$29,875	\$28,777	\$42,401	\$40,786	\$28,315	86%
305	Office Support Specialist	28	2,770	\$30,400	\$33,082	\$34,139	\$38,088	\$29,328	\$29,788	\$42,709	\$42,553	\$28,878	87%
306	Office Support Supervisor	18	472	\$43,163	\$48,202	\$49,589	\$56,088	\$40,581	\$43,201	\$58,742	\$60,009	\$50,239	104%
307	Program Support Specialist	15	1,769	\$39,219	\$42,908	\$47,055	\$53,907	\$37,053	\$39,316	\$52,133	\$57,908	\$32,528	76%
308	Program Administrator	13	681	\$55,704	\$58,700	\$68,662	\$86,170	\$49,828	\$52,487	\$77,768	\$85,610	\$49,126	84%
309	Graphic Design Specialist	17	81	\$43,567	\$48,881	\$47,681	\$54,417	\$39,433	\$40,500	\$56,977	\$57,753	\$39,553	81%
310	Buyer	20	185	\$46,748	\$52,845	\$57,770	\$59,932	\$43,358	\$46,564	\$63,574	\$69,879	\$44,341	84%
311	Legal Assistant	20	472	\$43,115	\$47,148	\$47,981	\$49,786	\$40,102	\$40,394	\$55,981	\$56,805	\$44,941	95%
312	Public Information Specialist	11	74	\$44,707	\$52,416	\$50,883	\$53,419	\$40,102	\$42,687	\$61,774	\$62,704	\$47,278	90%
313	Public Information Officer	23	237	\$63,123	\$68,533	\$71,554	\$78,837	\$55,776	\$60,121	\$81,789	\$84,614	\$59,717	87%
314	Research Analyst	11	143	\$48,160	\$55,883	\$58,701	\$66,331	\$45,302	\$48,326	\$70,221	\$71,831	\$53,460	96%
315	Project Manager	19	138	\$74,277	\$88,004	\$92,081	\$108,015	\$66,312	\$68,897	\$99,469	\$103,580	\$77,840	89%
316	Library Assistant	17	84	\$30,508	\$33,300	\$33,134	\$37,236	\$29,071	\$29,162	\$40,860	\$42,355	\$32,497	98%
501	Custodian	27	674	\$27,169	\$30,129	\$30,094	\$33,837	\$26,632	\$25,906	\$36,549	\$36,310	\$24,503	81%
502	Maintenance Craftsman	29	429	\$38,769	\$39,885	\$43,017	\$47,316	\$35,881	\$36,186	\$51,517	\$52,856	\$28,089	70%
503	HVAC Technician	19	129	\$48,051	\$53,304	\$52,381	\$55,238	\$41,683	\$42,932	\$58,706	\$60,351	\$44,989	84%
504	Mechanic	25	425	\$39,856	\$46,001	\$47,831	\$51,829	\$39,564	\$40,292	\$55,109	\$57,077	\$45,978	101%
505	Roadway Maintenance Technician	12	1,455	\$44,725	\$50,167	\$50,511	\$54,067	\$41,308	\$42,212	\$60,541	\$60,129	\$44,348	88%
508	Parks & Recreation Manager	15	87	\$59,313	\$72,188	\$70,823	\$76,886	\$60,815	\$60,536	\$86,170	\$85,130	\$52,569	73%

State of Idaho Custom Compensation Survey

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October 2020

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	BASE PAY			PAY STRUCTURE			STATE OF IDAHO		
				25TH %ILE	MEDIAN	AVG	75TH %ILE	MEDIAN MIN	AVG MIN	MEDIAN MAX	AVG BASE PAY	% OF MEDIAN BASE
509	Carpenter	15	83	\$42,776	\$48,305	\$48,144	\$53,895	\$41,755	\$40,495	\$55,164	\$54,564	77%
510	Electrician	24	184	\$48,884	\$53,995	\$54,532	\$60,600	\$44,134	\$44,533	\$61,016	\$64,005	92%
511	Plumber	13	67	\$45,886	\$50,493	\$50,729	\$54,040	\$41,511	\$42,927	\$55,052	\$57,960	95%
512	Building Superintendent	18	75	\$56,371	\$65,908	\$68,002	\$73,033	\$55,447	\$57,408	\$75,512	\$82,250	86%
601	Dietary Aide	11	145	\$25,924	\$27,864	\$28,259	\$32,562	\$24,677	\$24,068	\$35,792	\$34,600	91%
602	Registered Dietitian	13	69	\$52,981	\$55,514	\$55,892	\$60,803	\$48,428	\$47,620	\$67,179	\$68,356	87%
603	Licensed Practical Nurse	14	741	\$41,330	\$46,841	\$46,961	\$52,717	\$39,564	\$38,167	\$57,737	\$54,977	92%
605	Registered Nurse	16	3,986	\$68,480	\$73,644	\$72,879	\$78,968	\$55,008	\$56,737	\$89,795	\$88,568	78%
606	Nurse Manager (RN)	13	445	\$84,924	\$91,422	\$93,107	\$111,762	\$80,470	\$78,848	\$115,315	\$108,915	79%
607	Welfare Services Technician	4	302		\$35,479	\$39,511		\$31,890	\$33,172	\$40,214	\$43,392	76%
608	Welfare Clinician	5	61	\$52,306	\$57,599	\$56,443	\$61,703	\$51,064	\$48,438	\$70,118	\$72,560	87%
611	Health Education Specialist	9	238	\$48,328	\$50,050	\$54,022	\$55,039	\$43,652	\$44,790	\$60,709	\$65,033	89%
612	Health Program Manager	3	6								\$57,520	
701	Correctional Officer	12	7,314	\$41,155	\$42,097	\$45,534	\$51,439	\$38,466	\$38,208	\$53,489	\$56,764	92%
702	Probation/Parole Officer	11	1,045	\$44,715	\$47,384	\$49,262	\$50,308	\$40,591	\$42,484	\$58,136	\$59,759	97%
703	Social Worker	14	2,414	\$47,692	\$57,305	\$57,123	\$64,879	\$45,302	\$46,069	\$67,949	\$70,251	90%
705	Correctional Lieutenant	8	287	\$58,688	\$67,023	\$71,018	\$80,708	\$57,710	\$53,762	\$82,532	\$84,041	93%
706	Correctional Manager	7	32	\$67,154	\$71,324	\$75,007	\$75,332	\$62,635	\$60,643	\$84,712	\$82,074	106%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	BASE PAY			75TH %ILE	PAY STRUCTURE			STATE OF IDAHO		
				25TH %ILE	MEDIAN	AVG		MEDIAN MIN	AVG MIN	MEDIAN MAX	AVG MAX	AVG BASE PAY	% OF MEDIAN BASE
707	Fish & Game Officer, Senior	5	191	\$82,039	\$64,865	\$63,663	\$88,614	\$54,018	\$53,647	\$73,421	\$74,435	\$58,479	90%
708	Police Officer	18	3,147	\$52,539	\$58,709	\$59,459	\$96,899	\$46,547	\$46,644	\$74,758	\$71,413	\$57,648	98%
709	Police Captain	18	114	\$86,704	\$94,928	\$101,956	\$123,454	\$85,517	\$86,673	\$108,943	\$112,227	\$104,151	110%
803	Scientist	5	139	\$52,557	\$61,278	\$72,279	\$80,999	\$50,458	\$59,178	\$85,842	\$92,256	\$58,823	96%
804	Chemist, Senior	10	111	\$55,250	\$60,250	\$63,635	\$72,811	\$52,604	\$50,625	\$69,685	\$75,160	\$52,932	88%
805	Forensic Scientist, Senior	7	131	\$85,320	\$70,242	\$74,485	\$77,404	\$58,484	\$59,427	\$82,785	\$83,455	\$82,053	117%
808	Engineer (Technical)	9	387	\$40,802	\$78,105	\$78,801	\$90,000	\$63,654	\$65,519	\$86,320	\$91,184	\$50,854	65%
809	Engineer (Civil)	17	423	\$70,940	\$75,982	\$79,952	\$82,256	\$61,776	\$63,092	\$82,477	\$84,790	\$69,732	92%
810	Engineering Manager	14	198	\$83,060	\$101,641	\$107,071	\$122,183	\$88,754	\$87,621	\$120,645	\$125,304	\$97,842	96%

MARKET PAY PRACTICES

Milliman additionally surveyed the different methodologies in the market pertaining to delivering pay increases. A summary of those findings is on the following page.

	PAY PRACTICES					
	ALL PARTICIPANTS		PUBLIC SECTOR		PRIVATE SECTOR	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
Annual operating budget	\$1,765.2M	\$105.1M	\$2,676.6M	\$116.8M	\$217.8M	\$57.0M
Number of FTEs	5,512	676	7,816	707	1,728	368
Standard hours per year	2,078	2,080	2,077	2,080	2,080	2,080
Average Percent of Base Pay Increase Budget, 2018	2.6%	2.7%	2.6%	2.5%	2.7%	2.6%
Average Percent of Base Pay Increase Budget, 2019	2.8%	3.0%	2.7%	2.8%	2.8%	3.0%
Average Percent of Base Pay Increase Budget, 2020	2.3%	2.6%	2.4%	2.5%	2.3%	3.0%
Average Percent of Base Pay Increase Budget, 2021 Projected	1.6%	2.0%	1.3%	1.0%	2.2%	2.6%
Percent Increase to Salary Structure, 2018	2.0%	2.2%	1.7%	1.6%	2.7%	2.6%
Percent Increase to Salary Structure, 2019	2.2%	2.4%	2.0%	2.2%	2.6%	3.0%
Percent Increase to Salary Structure, 2020	2.0%	2.4%	1.8%	2.0%	2.3%	2.7%
Percent Increase to Salary Structure, 2021 Projected	1.7%	2.1%	1.4%	0.8%	2.3%	2.6%
YES	% WITHIN PUBLIC SECTOR		% WITHIN PRIVATE SECTOR			
Utilize Cost of Living Adjustments	15		67%		27%	
Utilize Market Based Adjustments	17		41%		56%	
Utilize Performance (Merit) Based Adjustments	11		36%		64%	
Utilize Competency Based Adjustments	4		50%		50%	
Utilize Step Increases	17		71%		28%	
Shift Differential Pay	22		64%		36%	
Longevity Pay	14		71%		28%	
Multiple Salary Structures	22		73%		23%	
Professional Certification Pay	24		58%		42%	

Appendix: Survey Questionnaire

Pages 16 – 33 contain the survey questionnaire.



Compensation Survey Information & Instructions

Milliman, an international human resources consulting firm, has been retained by the State of Idaho to administer a compensation survey of select organizations. The survey collects information on base and total compensation for sixty-six (66) positions in seven job families.

In exchange for submitting your organization's data, you will receive a complimentary composite report of the survey results. We believe that you will find this study to be very useful to you in evaluating the competitiveness of your compensation programs, and we would like to thank you in advance for your participation.

Please report your data effective as of August 1, 2020. All required data forms are included within the workbook.

BENCHMARK JOB TITLES			
FINANCE / HUMAN RESOURCES / TAX			
101	Accounting Technician	105	Financial Management Analyst, Senior
102	Disability Claims Adjudicator	106	Budget Manager
103	Grants Officer	107	Finance Department Director
108		109	Training Specialist
110		111	Tax Auditor, Senior
INFORMATION TECHNOLOGY			
201	Desktop Support Technician	204	Network Analyst
202	Programmer/Analyst	205	Web Developer
203	GIS Analyst	206	Database Analyst
207		208	Information Systems Manager
		209	IT Security Analyst, Senior
		210	Software Engineer
GENERAL ADMINISTRATION			
301	Receptionist	307	Program Support Specialist
302	Administrative Assistant	308	Program Administrator
303	Shipping/Receiving Specialist	309	Graphic Design Specialist
304	Customer Service Representative	310	Buyer
305	Office Support Specialist	311	Legal Assistant
306	Office Support Supervisor		
312		313	Public Information Specialist
		314	Public Information Officer
		315	Research Analyst
		316	Project Manager
			Library Assistant
PUBLIC WORKS / OPERATIONS / PARKS & RECREATION			
501	Custodian	505	Roadway Maintenance Technician
502	Maintenance Craftsman	508	Parks & Recreation Manager
503	HVAC Technician	509	Carpenter
504	Mechanic		
510		511	Electrician
		512	Plumber
			Building Superintendent

HEALTH & WELFARE					
601	Dietary Aide	605	Registered Nurse	608	Welfare Clinician
602	Registered Dietitian	606	Nurse Manager (RN)	611	Health Education Specialist
603	Licensed Practical Nurse	607	Welfare Services Technician	612	Health Program Manager
PUBLIC SAFETY					
701	Correctional Officer	705	Correctional Lieutenant	708	Police Officer
702	Probation/Parole Officer	706	Correctional Manager	709	Police Captain
703	Social Worker	707	Fish & Game Officer, Senior		
ENVIRONMENTAL SERVICES / AGRICULTURE / ENGINEERING					
803	Scientist	805	Forensic Scientist, Senior	809	Engineer (Civil)
804	Chemist, Senior	808	Engineer (Technical)	810	Engineering Manager

General Instructions

Please read the following instructions before completing the survey. Please copy this file to your computer before entering any data. We recommend that you save a hard copy of the completed survey for your records. This workbook contains five tabs/worksheets. An explanation of the worksheets is included below.

Due Date

Please submit your completed questionnaire by Friday, **September 25, 2020** by email to Lauren Busey (lauren.busey@milliman.com).

Contact

If you have questions while completing the survey, please contact Lauren Busey at 206.504.5535 or email her at lauren.busey@milliman.com.

Worksheet Instructions

Invited Participants

A list of the public and private sector invited participants is provided.

Your Organization / Pay Administration Information

Please provide the information requested on the worksheet so that we can ensure that you receive the survey results.

Job Descriptions

Please read the job descriptions before completing the compensation input form.

Compensation Input

The compensation data form includes pre-printed survey job codes and titles. Report all data effective as of August 1, 2020. Following is an explanation of the data elements:

Your Organization's Title	The title that your organization has assigned to this job.
Level of Match	Please provide only "good" matches. A "good" match is one in which 80% of the job responsibilities match between the survey job and the job at your organization. After determining if it is a "good" match, please use this column to indicate if your job duties are equal to, less than or greater than the benchmark description. Select the appropriate level of match from the drop-down box. If your organization does not have a match to the survey position, please select "no match".
Number of Incumbents	Please provide the number of full-time employees you are reporting for this job.
Average Base Pay	Please provide the annual base pay for this job (as of August 1, 2020).
Salary Range	Please enter your established salary range (minimum and maximum). This could be your salary range or the first and highest step in your pay system.
FLSA Status	Select exempt or non-exempt from the drop-down box.
Other Cash Compensation (non-bonus)	Please indicate whether this job is eligible for other cash compensation (e.g., longevity pay). Select yes or no from the drop-down box.
Bonus/Incentive Eligible	Please indicate whether your job is eligible for a bonus or incentive program. Select yes or no from the drop-down box, even if the job did not actually receive one for the most recent annual performance period.
Performance-Based Bonus	If the job is bonus/incentive eligible, please indicate whether the bonus is performance-based. Select yes or no from the drop-down box.
Last Bonus/Incentive Amount Paid	If the job is bonus/incentive eligible, please provide the average dollar amount that this job was paid in the most recent period. If the job is eligible but did not receive an annual cash incentive award, enter \$0.
Bonus/Incentive Maximum Amount	If the job is bonus/incentive eligible, please provide the maximum amount that the job would receive for achieving expected or targeted results.



Compensation Survey Invited Participants

Public Sector Entities Invited to Participate		
Ada County	City of Twin Falls	Spokane Public Schools
Bannock County	Civilian Department of Defense	State of Montana
Bingham County	Clearwater County	State of Nevada
Blackfoot School District #55	Coeur d'Alene School District No. 271	State of Oregon
Boise School District #1	College of Southern Idaho	State of Utah
Bonneville County	College of Western Idaho	State of Washington
Bonneville Joint School District #93	East Valley #361 (Spokane area)	State of Wyoming
Caldwell School District #132	Federal Deposit Insurance Corporation (FDIC)	The College of Idaho
Canyon County	Idaho Falls School District #91	Twin Falls County
Central Valley #356 (Spokane area)	Kootenai County	Twin Falls School District #411
City of Blackfoot	Kootenai School District #274	U.S. Bureau of Land Management
City of Boise	Lewiston Independent School District #1	U.S. Forest Service
City of Caldwell	Nampa School District	U.S. Geological Survey
City of Coeur d'Alene	National Resources Conservation	U.S. Health & Human Services Department
City of Idaho Falls	Nez Perce County	University of Idaho
City of Lewiston	Nez Perce Tribal Executive Committee	USDA Farm Service Agency, ID (Boise)
City of Meridian	Nezperce Joint School District #302	USDA Farm Service Agency, WA (Spokane)
City of Nampa	North Idaho College	Valley County
City of Orofino	Northwest Nazarene University	Veterans Administration & Hospital
City of Pocatello	Orofino Joint School District #171	Washington State University
City of Spokane	Pocatello/Chubbuck School District	West Ada School District #2
City of Spokane Valley	Spokane County	West Valley #363 (Spokane area)
		Whitworth University

Private Sector Organizations Invited to Participate

Adecco	Gonzaga University	Raycap Inc.
Agri Beef Co	Gritman Medical Center	Regence BlueShield of Idaho
Albertsons	Hagadone Hospitality Co	Ridley's Food Corp
Amalgamated Sugar	Hecla Mining Company	Saint Alphonsus Health System
Aspire Human Services	Heinz Frozen Goods	Scentsy Inc.
Basic American Foods	Heritage Health	Silverwood Inc
Bechtel Marine Propulsion Corp.	Hewlett Packard	Simplot
Bingham Memorial Hospital	Idaho Central Credit Union	Sorrento Lactalis Inc
Blue Cross of Idaho	Idaho Forest Group	St. Joseph Regional Medical Center
Bodybuilding.com, LLC	Idaho National Laboratory	St. Luke's Health System
Boise Cascade	Idaho Power Company	St. Mary's & Clearwater Valley Hospital & Clinics
Bonner General Hospital	Idahoan Foods LLC	Stinker Stores
Brigham Young University-Idaho	Jacksons Food Stores Inc	Sun Valley Company
Broulim's Super Market, Inc.	Kootenai Health	Syringa General Hospital
Buck Knives, Inc.	Kootenai Medical Center	Syringa Networks, LLC
CenturyLink	Kount	Tedder Industries, LLC
CH2M	Lamb Weston	Terteling Co
Chobani Idaho LLC	McCain Foods	Thomas Cuisine Management
Clear Springs Foods, Inc.	Melaleuca Inc	Treasure Valley YMCA
Clearwater Analytics, LLC	Micron Technology, Inc.	Trinity Health
Cradlepoint, Inc.	Monsanto Company	Tsheets (Intuit)
D&B Supply Co.	Mountain View Hospital, LLC	US Bank
Deaconess Hospital	Norco	US Ecology
Delta Dental of Idaho	ON Semiconductor	Vacasa
Dickinson Frozen Foods Inc	Personnel Plus Inc	Valley Hospital
Eastern Idaho Health Services	Portneuf Medical Center	WDS Global
ESI Construction	POWER Engineers, Incorporated	Wells Fargo Bank
Fisher's Technology	PRECO Electronics	West Valley Medical Center
Glanbia Foods	Providence Holy Family Hospital	WinCo Foods
Golden Valley Natural	Qualfon Data Services Group LLC	Woodgrain Millwork Inc



**Compensation Survey
Your Organization / Pay Administration**

Your Organization	
Organization name	
Address	
City, state, zip code	
Name of person completing survey	
Title	
Phone number	
E-mail address	
Name of person to receive report (if different from above)	
Title	
E-mail address	
Standard hours per year (e.g., 2080)	
Total annual operating budget	
Total number of full-time employees (FTEs)	

Pay Administration

Adjustments	2018	2019	2020	2021 Projected
Average percent base pay increase budgeted for last three years				
Percent increase to salary structure for last three years				

Factors that Determine Individual Salary Increases	Cost of Living Adjustments	Market Based Adjustments	Performance (Merit) Based Adjustments	Competency Based Adjustments	Step Increases	Other Adjustments
Check each factor that is used to determine pay adjustments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For each box checked above, please provide the percent of pay that you budgeted/paid out for this increase in the last year						

Do you offer shift differential pay?	
If yes (shift pay), please explain.	

Do you offer pay for longevity?	
If yes (longevity pay), please explain.	

Do you utilize more than one salary structure?	
If yes (multiple structures), please explain.	

Do you pay for professional certifications?	
Do you pay for the cost of obtaining the certification?	
Do you offer additional pay once certified?	
If yes (additional pay), please explain.	



Compensation Survey Job Descriptions

Survey Job Code	Title/Description	Qualifications
101	Accounting Technician Paraprofessional bookkeeping work. Prepares and processes a variety of accounting documents and transactions and maintains accounts. Accounting specialty may focus on accounts payable, accounts receivable, collections, revenues, taxes, audit research and other related accounting tasks. Reviews documents for completeness and accuracy, performs adjustments to data and accounts, and develops and prepares ad hoc reports for use by management.	Typically requires an Associate's degree and one to two years of relevant work experience.
102	Disability Claims Adjudicator Journey-level work evaluating medical evidence, psychological, vocational, educational and social information to determine primary disability diagnosis in compliance with Social Security Administration policy under Title II and Title XVI of the Social Security Act; reviews disability claims to continue benefits.	Typically requires a Bachelor's degree and one year of relevant work experience.
103	Grants Officer Journey-level work in the financial administration of grant awards. Reviews and monitors expenditures to ensure they are in compliance with grant requirements. Analyzes, evaluates and approves requests for reimbursement from grantees. May conduct site visits. Provides technical assistance to grant applicants and grant holders. Prepares reports regarding grant funding and expenditures.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
105	Financial Management Analyst, Senior Analyzes program and public policies; develops, implements, and coordinates policy improvement initiatives; and plans and recommends organization structure and controls for financial management and related operations of state government. Identifies, synthesizes diverse cultural, social, organizational and technical processes. Conducts public policy and issues analyses from a financial impact perspective. Conducts program evaluations. Provides departmental technical assistance and training. Provides direction to lower level analysts.	Typically requires a Bachelor's degree and two to four years of relevant work experience.
106	Budget Manager Directs and coordinates budgeting activities for a large agency including budget formulation, monitoring, and presentation. Directs compilation of data used to prepare budgets and to justify fund requests. Coordinates appropriations for divisional and specific programs. Reviews operating budgets to analyze trends affecting budget needs. Leads and directs the work of others. Defines issues and takes adversarial positions.	Typically requires a Bachelor's degree and management level experience.

107	Finance Department Director Directs through subordinate managers and supervisors activities of significant, and highly complex accounting, budgeting, and/or auditing functions. Serves as the departmental chief fiscal officer by directing all fiscal activities of the department. Advises executive, division, and agency directors regarding fiscal operations. Develops and implements department procedures and controls. Manages and reviews the formulation of the department's appropriation and division/region budget requests. Estimates and analyzes program needs, priorities, revenue sources, federal matching money and legislation. Manages the allocation of federal, state or other grants. Evaluates and applies guidelines for the budgeting process.	Typically requires a Bachelor's degree and director level experience.
108	Training Specialist Journey-level work developing training courses. Determines employee and agency needs. Prepares lesson plans and related instructional materials. Researches and analyzes training resources from outside sources and recommends modifications to training programs. May establish training program objectives.	Typically requires a Bachelor's degree and one to two years of relevant work experience
110	Tax Auditor, Senior Journey-level work specializing in tax and revenue auditing. Serves as a team leader. Provides technical guidance and training in tax specialty. Researches and resolves difficult tax issues and determines how to obtain audit information. Analyzes complex accounting systems and related financial data to determine the scope and nature of adjustments. Prepares the final audit report and presents and defends the report to management and the taxpayer. Plans, performs and communicates audit findings. Makes public presentations, conducts training and mentors employees in other business units.	Typically requires licensure as a Certified Public Accountant or a Bachelor's degree in Accounting and four to six years of relevant work experience.
201	Desktop Support Technician Provides experienced, technical desk top support, PC hardware and software troubleshooting, hardware/software installation, remote maintenance, and may perform low-to-mid level network and application administration functions. Performs a variety of computer systems administration and support tasks, including assessment, testing, documenting, maintaining, and troubleshooting user problems related to PC hardware, software applications, peripheral equipment, communication devices, user accounts, and multiple operating systems. Works with a variety of data and voice telecommunications systems and networking technologies.	Typically requires an Associate's degree and one to two years of relevant work experience.
202	Programmer/Analyst Journey-level programming and analysis work performing all aspects of development, testing, and implementation of new applications programs. Analyzes and critiques computer programs and systems and develops new programs. Reviews users requests for new or modified computer programs to determine feasibility, cost and time required, compatibility with current system, and computer capabilities. Configures plan outlining steps required to develop program, using structured analysis and design. Plans, develops, tests, and documents computer programs, applying knowledge of programming techniques and computer systems.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
203	GIS Analyst Journey-level work interpreting and preparing information for data conversion and maintenance procedures of a wide variety of GIS themes. Maintains the geographic database and performs updates and edits. Prepares maps and data records as necessary for quality assurance procedures or in response to internal and external customer service data and mapping requests. Reviews, evaluates and verifies mapping data or theme's provided by other government agencies or private sector contractors for accuracy and consistency, modifying and correcting database values as necessary. Assists in the evaluation, development, adaptation and programming of computer software applications for data capture, conversion and maintenance procedures related to GIS.	Typically requires a Bachelor's degree and one to two years of relevant work experience.

204	Network Analyst Journey-level network administration work in the planning, design, installation, security, and management of an integrated, geographically dispersed information processing network comprised of multiple hardware platforms, information resources, communications protocols, and physical network topologies. May define parameters for configurations and determine system growth rates and capacity requirements for software, hardware, and information processing options.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
205	Web Developer Journey-level professional work establishing policies and procedures for publishing Web pages and applications. Develops and oversees website design and creation. Plans, designs, evaluates, develops, tests, edits, maintains, and documents look and flow of websites. Interviews clients to help them clarify their goals for establishing a website. Designs or supervises design of digitized images, banners, bullets, charts, image maps and other graphics to enhance appearance of site. Applies knowledge of programming techniques and computer internet systems.	Typically requires a Bachelor's degree and two to four years of relevant work experience.
206	Database Analyst Journey-level database administration, providing service and continuous availability for database users on a large mainframe server. Designs, develops, installs, and tests new and enhanced database systems. Ensures compatibility and efficiency of database applications. Oversees and enforces standards and procedures for use, backup, and recovery of data. Ensures preparation of project phase plans, schedules, and cost estimates. Trains staff in data cataloging and library procedures. Ensures security of databases and supporting production software. Consults on design of other operating or applications systems. Consults with and advises top management on database systems.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
207	Information Systems Manager Manages and directs all information technology activities in a large agency/organization a large information technology function in a centralized information technology organization. Exercises direct supervision over supervisors, professional, technical, and support staff and oversees contract work. Reviews and monitors information technology policies, procedures, and standards. Monitors compliance with governmental regulations and statutes. Prepares budget and participates in organization wide information technology planning activities.	Typically requires a Bachelor's degree and management level experience.
208	IT Security Analyst, Senior Develops and implements policies and procedures for security and disaster recovery. Analyzes business requirements and assists other IT staff in the integration of these requirements. Ensures all applications incorporate disaster recovery procedures. Develops and oversees security education and awareness programs throughout the organization. Audits security access control design practices to ensure adherence to policies and procedures. Assists outside auditors. Evaluates legislation, regulations, and industry practices and provide technical expertise and project leadership to other IT staff.	Typically requires a Bachelor's degree and three to four years of relevant work experience.
209	Software Engineer Analyzes, designs, develops, modifies, writes, edits, tests, and implements software programming applications. Analyzes and defines software requirements to meet business needs. Interfaces with customers to determine the most efficient and cost-effective approach and proposes software solutions. Participates in the evaluation and selection of products and tools. Develops, designs, and edits original applications, or modifies existing applications. Tests and approves applications. Manages user support and feedback. May specialize in one or more areas of development, including network, operating systems, databases, or applications.	Typically requires a Bachelor's degree and two to four years of relevant work experience.

301	Receptionist Provides front-line customer service in person and by telephone to refer customers to appropriate office or staff. Asks for customer's name, arranges for appointment with or notifies person called upon of customer's arrival, guides caller to destination, and records name, time of call, nature of business, and person called upon.	Typically requires a high school diploma or equivalent and six months of relevant work experience.
302	Administrative Assistant Performs highly responsible and complex administrative support work requiring broad organizational knowledge and the interpretation and application of agency policies, rules, and regulations. Provides confidential, secretarial support to an agency director or deputy by working independently on delegated tasks. Prepares special reports and may resolve procedural, scheduling, and other non-policy matters on behalf of the executive. May exercise project-specific supervision over staff as necessary.	Typically requires a high school diploma or equivalent and one year of relevant work experience.
303	Shipping/Receiving Specialist Ship, receive, and deliver supplies, materials and equipment, and maintain inventory control and records in a State warehouse.	Typically requires a high school diploma or equivalent and three months of relevant work experience.
304	Customer Service Representative Greet visitors and answers the telephone. Possesses good knowledge of department programs and services. Provides and obtains accurate information, explains and applies rules, policies, and procedures. Determines eligibility for available services and refers people to the appropriate department or staff. Additionally, performs a variety of office support functions	Typically requires a high school diploma or equivalent and six months of relevant work experience.
305	Office Support Specialist Performs office support or secretarial functions which require an in-depth knowledge of assigned program or department. Performs complex computer operations. Composes correspondence. Creates, reviews, and processes documents and records. Identifies and corrects errors and omissions on documents received from staff, departments and/or the public. Maintains records. Schedules appointments, makes travel arrangements, and maintains calendars for supervisor and staff.	Typically requires a high school diploma or equivalent and six months of relevant work experience.
306	Office Support Supervisor Supervise support staff of multiple work units which may include lower level supervisors. Ensure effective work flow, operational consistency, and integration of work units. Evaluates, trains, and directs support. Determines training needs and recommends training programs. Serve as a program/department expert which requires in-depth knowledge and independent judgment in the application and interpretation of rules, regulations, policies, and procedures. Develops and implements new methods, procedures, or strategies to solve work problems and improve productivity. Assesses office needs and makes recommendations to management regarding equipment, space, and staff requirements.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
307	Program Support Specialist Provides a variety of high level program support functions. Reviews and processes documents. Determines and explains compliance with laws, rules, regulations and policies and takes appropriate action. Maintains a manual or computerized records system. Gathers information, make decisions, resolve problems, and respond to inquiries. Conducts involved searches which may require accessing and selecting multiple information sources or contact with clients, vendors, or outside sources to obtain information. Performs specialized support work that involves an extensive knowledge of the program/department.	Typically requires an Associate's degree and one to two years of relevant work experience.

308	Program Administrator Develops, implements, and manages a specific program within the department or office. Coordinates planning and project management activities. Respond to questions and requests for information. Provides training on program objectives. Develops and maintains cooperative relationships with State, local, and private agencies. May supervise subordinate staff in carrying out program objectives.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
309	Graphic Design Specialist Journey-level work in the design and production of printed publications and visual materials. Designing layouts, selects text, incorporates photographs, and creates illustrations. Creates visual artwork for use in television productions or print media using computer video-graphics and conventional art techniques.	Typically requires a Bachelor's degree or equivalent work experience.
310	Buyer Compiles the necessary information and takes independent action to procure supplies, materials, equipment and services. Prepares specifications and invitations to bid, reviews and evaluates bids, and makes award recommendations in accordance with legal requirements. Resolves vendor-user conflicts, negotiates contracts and issues emergency purchase authorizations. Conducts research and performs value and life-cycle costing analysis.	Typically requires a Bachelor's degree or equivalent work experience.
311	Legal Assistant Provides support to attorneys by conducting research and assembling legal materials for working files used in docketing cases. Reviews routine petitions regarding administrative appeals and prepares appropriate draft pleadings. Schedules depositions, prepares exhibits for court cases, and maintains confidential legal files. Assists attorneys in ensuring that deadlines are met for filing various court actions, and may file orders, judgments, pleadings, briefs and other documents on behalf of an attorney.	Typically requires a high school diploma or equivalent and two to three years of relevant work experience.
312	Public Information Specialist Performs public information activities in support of a department's operations and public relations. Writes and distributes routine news releases covering appointments, programs, meetings, and scheduled events. Writes routine speeches and program scripts. Develops and maintains a variety of media contacts. Drafts responses and provides information to media and the public. Makes public presentations and represents the department at meetings and conferences. Researches background data and interviews sources. Coordinates the work of consultants and vendors. Provides input for department public relations goals and priorities.	Typically requires a high school diploma or equivalent and two to three years of relevant work experience.
313	Public Information Officer Performs professional public information work by developing and writing news releases, feature stories, pamphlets, brochures, radio and television scripts, and other articles for an organization. Conducts research to verify reliability of material to be published. Conducts interviews to secure information. Answers inquiries about organizational activities. Arranges promotional photographs. Serves as an internal public relations consultant to administrators.	Typically requires a Bachelor's degree and one year of relevant work experience.
314	Research Analyst Professional journey-level work applying advanced statistical methods and procedures. Develops and designs models. Collects, compiles, analyzes and interprets results of qualitative and quantitative data. Prepares findings and conclusions.	Typically requires a Bachelor's degree and one to two years of relevant work experience.

315	Project Manager Develops project goals, work plans, timelines, implementation strategies, and evaluation methods for projects that have organization wide impact. Identifies key stakeholders, develop and implement strategies to encourage and obtain stakeholder and/or community awareness and support, and identify project partners. Identifies and coordinates with program committees and advisory groups. Administers project budgets, authorizes expenditures, develops and monitors contracts. Coordinates publicity and develops informational materials. Provides direction to project team.	Typically requires a Bachelor's degree and management level experience.
316	Library Assistant Paraprofessional library work, with review for adherence to established practices and for results, consisting of advanced technical activities within a library unit. Conducts bibliographic searches. Corrects or updates information on local files/record systems. Provides information regarding locations or availability of material, resources, and services. May work with specialized collections such as Braille, science, medicine, etc.	Typically requires an Associate's degree and one to two years of relevant work experience.
501	Custodian Performs heavy-duty cleaning in hospitals, lodger rooms, classrooms, dormitories, laboratories, or other areas. Cleans and shampoos carpets, strips and re-waxes floors, empties trash, dusts, and cleans walls, windows, bathrooms, and other general use areas. Changes light bulbs and maintains a small supply closet. Sets up equipment for special events and services cleaning equipment.	Typically requires six months of relevant work experience.
502	Maintenance Craftsman Performs semi-skilled work in such areas as carpentry, electrical, plumbing, heating and air conditioning, and equipment repair. Assists journeyman electricians in new installations. Maintains and repairs plumbing fixtures and systems. Assists journeyman plumbers in the installation and remodeling of plumbing systems. Maintains and repairs heating, ventilating, and air conditioning systems. Monitors boiler room by reading gauges for pressure and records in log book. Checks and repairs leaks in heating/cooling systems. Replaces thermostats, control and zone valves and power heads. Changes and washes filters.	Typically requires six months of relevant work experience.
503	HVAC Technician Journey-level skilled work associated with the construction, maintenance, and repair of air-conditioning systems and associated air handling, chilled water distribution, and pneumatic control mechanisms. Maintains refrigeration units and their control systems. Performs preventive maintenance and identifies the cause of the problem. Determines the materials and tools needed, the method of repair, and independently completes repairs.	Typically requires a high school diploma or equivalent and three to four years of relevant work experience.
504	Mechanic Journey-level work repairing and maintaining motorized vehicles and related equipment. Tunes gas and diesel engines, diagnoses problems, disassembles units, replaces parts, and reassembles units in various automotive systems. Repairs and maintains the following components: braking, cooling, electrical, exhaust and emissions control, heating and air conditioning, hydraulic and air, steering, and suspension systems.	Typically requires three to four years of relevant work experience.
505	Roadway Maintenance Technician Advanced journey-level technical highway and engineering work in multiple areas of responsibility. Utilizes highway plans and specifications, maps, aerial photographs, GPS and GIS data for highway maintenance or engineering activities. Performs the following activities: construction inspection, roadway maintenance, pavement analysis, materials testing, traffic services, vegetation management, bridge inspection, survey, and design. Coordinates with various outside agencies in computing, checking, and verifying quantities, materials, costs, and final contractor payments. May direct others in one or more phases of a highway construction or maintenance project	Typically requires one to two years of relevant work experience.

508	Parks & Recreation Manager Management level work in the operation of a small to medium-sized park. Prepares budget, evaluates park and law enforcement operations, plans and supervises construction/maintenance activities, and promotes park services. Supervises permanent, seasonal, temporary and volunteer employees.	Typically requires a Bachelor's degree and management level experience.
509	Carpenter Journey-level skilled carpentry work for the maintenance and repair of buildings. Constructs and repairs wooden structures and structural parts. Reads blueprints, computes dimensions, cuts and assembles frameworks. Uses hand tools such as saws, hammers, drills, lathes, levels, and other carpentry tools. May design and construct custom office furniture to meet unusual conditions and needs.	Typically requires four years of relevant work experience.
510	Electrician Journey-level skilled work in the maintenance, repair and trouble-shooting of electrical systems. Installs and maintains electrical appliances, equipment, and components such as panels, circuit breakers, connectors, switches, transformers, and emergency generators. Diagnoses and corrects electrical system and equipment malfunctions using tools and test equipment. Reads blueprints and other drawings. May provide technical guidance and instruction to lower level employees.	Typically requires state licensure as a Journeyman Electrician and two years of relevant work experience.
511	Plumber Journey-level skilled work in the installation, maintenance, and repair of plumbing systems and fixtures. Installs and troubleshoots water heaters and steam lines. May maintain natural gas appliances.	Typically requires state licensure as a Journeyman Plumber and six months of relevant work experience.
512	Building Superintendent Plans, directs, and performs repair and maintenance of a large building or a complex of smaller buildings. Supervises and trains staff.	Typically requires two years of relevant work experience.
601	Dietary Aide Applies dietary guidelines and prepares food under supervision. Cleans and sanitizes cooking utensils. Prepares records and reports.	Typically requires a high school diploma or equivalent and six months of relevant work experience.
602	Registered Dietitian Journey-level professional dietetic work. Develops menus and special diets. Consults with patients regarding dietary needs and issues and provides them with training and educational services. Consults with other health care professionals regarding care and treatment of patients with special dietary needs.	Typically requires registration as a Dietitian with the American Dietetic Association and state licensure by the Board of Medicine.
603	Licensed Practical Nurse Journey-level practical nursing work in the care and treatment of the ill, injured or infirmed. Participates as a member of a nursing team in caring for the total needs of the patient. Participates in planning and implementing patient care plans. Observes and communicates patient condition. Administers legally prescribed medications within the scope of state law and institutional policy.	Requires licensure to practice as a Practical Nurse.

605	Registered Nurse Journey-level professional direct patient care and treatment to patients or residents. Plans and implements patient care plans. Evaluates responses to treatment and maintains comprehensive patient care records. Administers legally prescribed medications within the scope of state law. May supervise staff as assigned.	Requires licensure to practice as a Registered Nurse.
606	Nurse Manager (RN) Supervises nursing staff and ensures quality management. Provides consultation and liaison with staff, health care providers, and the community. Evaluates staff performance. Plans, organizes, and supervises nursing programs. Identifies partnerships or resource sharing opportunities. Develops and oversees contractual agreements for services. Utilizes considerable knowledge of applicable state and federal laws and regulations. Ensures compliance with and monitoring of the appropriate standards. Ensures information is distributed and training is conducted to internal and external individuals or groups.	Requires licensure to practice as a Registered Nurse and one year of relevant supervisory experience.
607	Welfare Services Technician Provides treatment and support services for clients by instructing homemaking, daily living and job attainment skills such as money/budgeting, parenting, personal hygiene, and social skills. Manages and monitors client maladaptive behavior, follow-through and achievement of goals and agreements and ensures access to services. Serves as a client advocate in meetings and with service providers. Acts as a role model and monitors family and child visits and report observations. Collects data and arranges for support services.	Typically requires a high school diploma and six months of relevant work experience.
608	Welfare Clinician Provides assessment, multifaceted clinical therapy and/or rehabilitative services to clients and families. Preparing findings, diagnostic impressions, diagnosis, and recommendations. Selects, scores, administers, and interprets psychological tests. Presents assessment results to multidisciplinary team. Participates in treatment planning. Provides forensic services. Designs and implements training. Coordinates program with other service providers and community organizations. Provides client, family, and community education services.	Typically requires a Master's degree and one year of relevant work experience.
611	Health Education Specialist Professional level work planning, implementing, and conducting health promotion and public health education programs for individuals, groups and the community. Develops program materials and makes presentations regarding program activities.	Typically requires a Bachelor's degree and one year of relevant work experience.
612	Health Program Manager Develops, implements, and evaluates the organization's health program activities. Develops project plans, policies, and contract proposals. Developing data collection and analysis strategies for utilization patterns and needs assessment. Develops and monitors service/contract agreements and ensures quality assurance. Conducting site reviews to evaluate compliance with state and federal regulations. Identifies problem areas and recommends solutions. Trains and provides technical assistance and information to contractors, physicians, health professionals, and the public. Makes presentations to providers and community organizations. May secure funding from grants and private contributors.	Typically requires a Bachelor's degree and two to three years of relevant work experience.

701	Correctional Officer Journey-level security work in a correctional institution. Ensures security and maintains order by escorting inmates within and outside the institution. Conducts searches of inmates to control contraband. Inspects inmate living quarters to ensure cleanliness and sanitation. Stands watch on an armed post. Patrols grounds and participates in inmate counts.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires two years of relevant work experience or post high school education.
702	Probation/Parole Officer Journey-level work providing professional correctional work involving juvenile or adult probationers and/or parolees. Conducts pre-sentence and pre-hearing investigations for use in probation and parole proceedings. Assists clients with personal, social, financial, family, employment and psychological problems and works with community service agencies and law enforcement authorities to enhance the process of integrating offenders back into the community. Supervises released offenders by enforcing parole agreements and stipulations, and prepares periodic reports on their activities. Recommends remedial action when appropriate.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires a high school diploma or equivalent.
703	Social Worker Journey-level work performing professional licensed social services or clinical social services. Applies social work principles to investigate, protect and provide social service intervention to children and families having problems with neglect, abuse, delinquency or other social problems. Prepares case assessments and designs case plans. Evaluates progress of client and families. Monitors placements and prepares court and other reports for foster care, adoption, or other social evaluations. Maintains case files.	Requires licensure to practice as a Licensed Clinical Social Worker. In addition, typically requires a Bachelor's degree.
705	Correctional Lieutenant Supervisor over officers who maintain order and direct the conduct of inmates in a correctional institution. Schedules and assigns work to officers. Provides staff training to ensure consistent enforcement of rules and application of standard operating procedures. Evaluates officer performance. Recommends department plans and policies.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires one year of relevant supervisory level experience.
706	Correctional Manager Manages community-based correctional facilities and associated programs, or a combination of major programs such as security, rehabilitation and treatment, and/or operations in a state correctional facility. Forecasts, develops and controls multiple program and department budgets and develops department goals. Ensures the civil rights of offenders are provided for and protected. Mediates conflicts between internal and external organizations and individuals. Manages contracts with service providers. Maintains a close relationship with law enforcement agencies, courts, Parole Commission, and/or Interstate Compact. Subject to 24-hour emergency call-back.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires a Bachelor's Degree or relevant management level experience.
707	Fish & Game Officer, Senior Journey-level professional law enforcement work in the area of fish and game management. Patrols large, often remote geographical areas for violations of game, fish, and watercraft laws or accidents. Issues citations, secures complaints, conducts investigations, makes arrests, writes reports and testifies in court. Collect data on fish and wildlife populations. Sell licenses and provide information to the public.	Typically requires permanent status as a Conservation Officer or one year of relevant work experience as a sworn peace officer.

708	Police Officer Journey-level work enforcing motor vehicle traffic laws and all criminal laws through ground patrols. Conducts criminal investigations. Patrols the streets and highways for the purpose of preventing crime, maintaining order, and promoting safety. Investigates motor vehicle crashes. Protects residents, employees, the general public and property.	Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Must possess a valid driver's license and pass a background investigation and polygraph examination.
709	Police Captain Manages all enforcement and support operations for patrol or investigations within a district. Develops and ensures appropriate programs to prevent the loss of life, personal injury, and property destruction. Develops and implements short and long-range plans and programs to improve community, public, legislative, and media relations. Ensures adequate resources are available to fully staff specialty programs. Ensures full participation of subordinate staff in the prosecution of offenders.	Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Typically requires a Bachelor's degree or five to seven years of relevant management level experience. Must possess a valid driver's license and pass a background investigation and polygraph examination.
803	Scientist Journey-level professional scientific work applying diversified knowledge and advanced scientific principles, theories, concepts, and techniques. Performs analyses related to a specific environmental media or scientific discipline. Recommendations have a direct affect on program policies. Provides solutions, standards, and protocols to a wide range of difficult problems. Serves as a task force member or team leader for a group of scientists and support personnel for on-going projects or studies.	Typically requires a Bachelor's degree and four years of relevant work experience or a Master's degree and two years of relevant work experience or a Doctorate of Philosophy.
804	Chemist, Senior Journey-level work performing professional chemical laboratory work. Applies advanced instrument analysis techniques to identify and analyze chemically constructed or bonded materials and substances quantitatively or qualitatively.	Typically requires a Bachelor's degree and three years of relevant work experience.
805	Forensic Scientist, Senior Performs advanced, multi-level examinations and analyses. Plans and manages a large and diverse regional or statewide case load. Supports state and local legal and criminal justice agencies. Serves as interagency liaison. Trains and acts as supervising analyst in casework specialty.	Typically requires a Bachelor's degree and three years of relevant work experience.
808	Engineer (Technical) Journey-level work within technical specialty. Performs all normal and conventional aspects of journey-level engineering and provides consultation with other professional engineering staff and management in their specialty. Applies intensive and diversified knowledge of engineering principles and practices. Plans, schedules, conducts, and coordinates detailed phases of the engineering work. Makes independent decisions on engineering problems and methods and represents the organization in conferences. Develops improved techniques.	Typically requires a Bachelor's degree, licensure as a Professional Engineer and four years of relevant work experience.

809	<p>Engineer (Civil)</p> <p>Journey-level professional civil engineering work associated with the planning, designing, and construction of structures, facilities, highways, bridges, transportation systems, including drainage systems. Work involves independent evaluation, adaptation and modification of standard techniques, procedures, and application of theory and practical engineering experience. Plans, schedules, and coordinates detailed phases of the engineering work in part of a major project or in a total project of moderate scope. Requires registration/licensure as a Professional Engineer (PE). May oversee work of technical staff.</p>	<p>Typically requires a Bachelor's degree, licensure as a Professional Engineer and three to four years of relevant work experience.</p>
810	<p>Engineering Manager</p> <p>Plans, organizes, directs, staffs, and controls the equivalent of a large department with multiple engineering applications. Develops department policies, rules, procedures, standards and specifications. Ensures the enforcement of uniform interpretation, application, and implementation of engineering standards and procedures. Develops criteria, concepts, and cost estimates. Prepares final designs and specifications. Prepares technical reports, correspondence and publications.</p>	<p>Typically requires a Bachelor's degree, licensure as a Professional Engineer and management level experience.</p>

Appendix B – Five Year Synopsis of State CEC Increases FY 2017-2021

<u>Fiscal Year</u>	<u>DHR Recommendation</u>	<u>Executive Budget Recommendation</u>	<u>Legislative Action</u>
FY 21	DHR recommends increasing the current salary structure by at least 3% for FY21, continuation of job classifications on payline exception. Budget at least a 2% merit-based salary increase. State to maintain funding for the employer cost of group insurance and retirement benefits.	The Governor recommended a 2% merit increase for permanent state employees, a 3% upwards shift of the salary structure, continuation of jobs on payline exception, maintenance of the current appropriated amount for health insurance per eligible full-time FTP, and a reduction to funding equivalent to reducing the sick leave rate from 0.65% to 0.0%. The Legislature's Joint CEC Committee recommended the Governor's recommendation and added a 2% equity (not merit-based) for permanent employees in the 20 target classifications identified by DHR as most critical.	The Legislature authorized and funded a 2% merit increase for all permanent employees and a 2% equity (not merit-based) for permanent employees in the 20 target classifications identified by DHR as most critical. <i>The 2% merit and 2% equity increases have not been implemented due to the economic pressures caused by the 2019 novel coronavirus pandemic.</i> A 3% upwards shift of the salary structure, and continuation of jobs on payline exception was approved. Maintain current appropriated amount for health insurance per eligible full-time FTP, and a reduction to funding equivalent to reducing the sick leave rate from 0.65% to 0.0%.
FY 20	DHR recommends increasing the current salary structure by at least 2% for FY20, continuation of job classifications on payline exception. Budget at least a 3% merit-based salary increase. State to maintain funding for the employer cost of group insurance and retirement benefits.	The Governor recommended a 3% merit increase for permanent state employees, a 2% upwards shift of the salary structure, continuation of jobs on payline exception, and maintenance of the current employee benefit structure, specifically the employee and employer contribution amounts. The Legislature's Joint CEC Committee recommended the Governor's recommendation, amending the 3% merit increase to include a one-time annual increase of \$550 (not merit-based) for all permanent employees.	The Legislature authorized and funded a 2% merit increase for permanent employees and a one-time annual increase of \$550 (not merit-based) for all permanent employees, totaling 3%. A 3% upwards shift of the salary structure, and continuation of jobs on payline exception was approved and maintain the benefit funding at its current level.
FY 19	DHR recommends increasing the current salary structure by at least 3% for FY19 (estimated cost of \$260k), continuation of job classifications on payline exception. Budget at least a 3% merit-based salary increase (estimated cost of \$19 million to general fund and \$22.6 million to other funds). State to maintain funding for the employer cost of group insurance and retirement benefits.	The Governor recommended a 3% merit increase for permanent state employees, a 3% upwards shift of the salary structure, maintain benefits package and a two-month premium holiday. The Legislature's Joint CEC Committee recommended the Governor's recommendation, including the benefits package, but there would be no two-month premium holiday.	The Legislature authorized and funded a 3% merit increase for permanent employees to be distributed at the discretion of agency heads. A 3% upwards shift of the salary structure was approved. Maintain funding for health insurance benefits, including a two-month premium holiday was approved.
FY 18	DHR recommends increasing the current salary structure by at least 3% for FY18, continuation of job classifications on payline exception. Budget at least a 3% merit-based salary increase (estimated cost of \$18 million to general fund and \$21.7 million to other funds). State to	The Governor recommended a 3% merit increase for permanent state employees and a 3% upwards shift of the salary structure. The Legislature's Joint CEC Committee also recommended a 3% ongoing merit-based increase, 3% upwards shift of the salary structure and funding the increased cost of health insurance premiums for FY18. The	The Legislature authorized and funded a 3% merit increase for permanent employees to be distributed at the discretion of agency heads. A 3% upwards shift of the salary structure was approved. Judges salary increased by 4.8%. Funding of the increased cost of health insurance premiums was approved.

maintain funding for the employer cost of group insurance and retirement benefits.

recommendation included a reduction to the health insurance benefit from thirty to six months for employees on disability status.

FY 17

DHR recommends maintaining the current salary structure for FY17, continuation of job classifications on payline exception. Budget a 3% merit-based salary increase (estimated cost of \$17.3 million to general fund and \$20.8 million to other funds). State to maintain funding for the employer cost of group insurance benefits.

The Governor recommended a 3% merit increase for permanent state employees and the Legislature's Joint CEC Committee also recommended a 3% ongoing merit-based increase, not including an increase for group and temporary positions. 3% increase for judges and other appointed officials which will require statutory changes. Recommends funding for a 9.3% increase for the cost of employer paid health insurance.

The Legislature authorized and funded a 3% merit increase for permanent employees to be distributed at the discretion of agency heads. Costs to cover the 27th payroll that will occur in FY17 and costs to cover benefit cost increases.

Appendix C – COVID-19 Pay Drill Downs

PAY TYPE / AGENCY NAME	COUNT	SUM
COVID-19 Hazard Pay	2,077	\$1,774,639
Brand Inspector	46	\$21,817
Correctional Industries	23	\$12,225
Department of Correction	1,409	\$1,224,095
Department of Parks & Recreation	94	\$56,360
Department of Health & Welfare	9	\$6,231
Division of Veterans Services	217	\$214,920
Idaho State Police	279	\$238,991

PAY TYPE / AGENCY NAME	COUNT	SUM
FFCRA Exempt Bonus	1,818	\$1,151,865
Department of Correction	1,469	\$984,600
Division of Veterans Services	1	\$200
Idaho State Police	5	\$815
Juvenile Corrections	343	\$166,250

PAY TYPE / AGENCY NAME	COUNT	SUM
COVID-19 Advanced Sick	292	\$147,988
Boise State University	22	\$14,970
Central Health District IV	3	\$2,628
Department of Agriculture	1	\$733
Department of Correction	21	\$16,604
Department of Environmental Quality	1	\$515
Department of Fish & Game	1	\$191
Department of Insurance	2	\$382
Department of Labor	3	\$1,452
Department of Parks & Recreation	6	\$2,428
Department of Administration	2	\$228
Department of Health & Welfare	34	\$27,070
Division of Veterans Services	11	\$6,117
Division of Occupational & Professional Licenses	2	\$1,131
Idaho State Police	3	\$850
Idaho State University	29	\$11,752
Idaho Transportation Department	14	\$9,171
Industrial Commission	1	\$48
Juvenile Corrections	9	\$5,837
Lava Hot Springs Foundation	2	\$1,685
Lewis-Clark State College	55	\$6,923
Military Division	6	\$6,883
Panhandle Health District I	3	\$651
Public Employee Retirement System of Idaho	1	\$561
Southeast Health District VI	6	\$3,761

COVID-19 Advanced Sick (continued)

PAY TYPE / AGENCY NAME	COUNT	SUM
State Historical Society	13	\$5,856
State Liquor Division	21	\$6,318
State Tax Commission	16	\$10,514
Supt of Public Instruction	2	\$815
Vocational Rehabilitation	2	\$1,916

PAY TYPE / AGENCY NAME	COUNT	SUM
COVID-19 Administrative Leave	787	\$272,672
Boise State University	21	\$11,834
Commission for the Blind & Visually Impaired	1	\$1,186
Department of Agriculture	7	\$780
Department of Environmental Quality	1	\$567
Department of Administration	18	\$3,971
Department of Health & Welfare	44	\$24,466
Division of Veterans Services	13	\$7,221
Idaho Public Television	1	\$636
Idaho State Lottery	23	\$8,221
Idaho State University	1	\$502
Idaho Transportation Department	630	\$196,905
Juvenile Corrections	6	\$4,277
Military Division	1	\$1,021
Southwest Health District III	2	\$1,778
State Controller	1	\$68
State Historical Society	1	\$818
State Treasurer	1	\$510
University of Idaho	12	\$5,863
Vocational Rehabilitation	3	\$2,047

All data as of pay period ending October 31, 2020

Appendix D – Layoff Drill Downs

Between March 13, 2020 and October 31, 2020

SEPARATION TITLE / AGENCY NAME	COUNT
Separation: Layoff/Budget Restriction	26
Department of Health & Welfare	18
Idaho State University	1
Lewis-Clark State College	6
Panhandle Health District I	1
Separation: Layoff/Medical	17
Department of Agriculture	2
Department of Correction	2
Department of Administration	1
Department of Health & Welfare	8
Idaho Transportation Department	2
Military Division	1
State Board of Pharmacy	1
Separation: Layoff/Shortage of Work	12
Boise State University	1
Department of Agriculture	1
Department of Fish & Game	4
Department of Water Resources	2
ID Division of Career Technical Education	1
Real Estate Commission	1
State Historical Society	1
State Insurance Fund	1
Grand Total	55

Between March 13, 2019 and October 21, 2019

SEPARATION TITLE / AGENCY NAME	COUNT
Separation: Layoff/Budget Restriction	7
Central Health District IV	1
Department of Health & Welfare	2
State Historical Society	4
Separation: Layoff/Medical	35
Boise State University	1
Department of Correction	7
Department of Fish & Game	1
Department of Parks & Recreation	1
Department of Health & Welfare	6
Division of Building Safety	1
Division of Veterans Services	1
ID Division of Career Technical Education	1
Idaho State University	4
Idaho Transportation Department	5
Juvenile Corrections	2
Lewis-Clark State College	1
Panhandle Health District I	1
South Central Public Health District V	1
State Controller	1
State Historical Society	1
Separation: Layoff/Shortage of Work	16
Department of Finance	1
Division of Building Safety	2
Public Utilities Comm	1
Southwest Health District III	5
State Insurance Fund	2
State Tax Commission	3
Vocational Rehabilitation	2
Grand Total	58

Appendix E – §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code

TITLE 67
STATE GOVERNMENT AND STATE AFFAIRS
CHAPTER 53
PERSONNEL SYSTEM

67-5309C. ANNUAL SURVEYS, REPORTS AND RECOMMENDATIONS. (1) The administrator of the division of human resources shall conduct or approve annual salary and benefit surveys within relevant labor markets to determine salary ranges and benefit packages that represent competitive labor market average rates and benefits provided by private industry and other governmental units.

(2) A report of the results of the annual salary and benefit surveys and recommendations for changes to meet the requirements of section [67-5309A](#), Idaho Code, together with their estimated costs of implementation, shall be submitted to the governor and the legislature not later than the first day of December of each year. The recommendation shall include, at a minimum, four (4) components to address the compensation philosophy described in section [67-5309A](#), Idaho Code, and shall include specific funding recommendations for each component:

(a) A recommendation for market related changes necessary to address system wide structure adjustments to stay competitive with relevant labor markets. Such recommendation may include a market related payline adjustment for all eligible employees, as well as the structure, to avoid compression in the salary system.

(b) A recommendation for market related changes necessary to address specific occupational inequities.

(c) A recommendation for a merit increase component to recognize and reward state employees in the performance of public service to the citizens of Idaho.

(d) A recommendation for any changes to the employee benefit package, including any adjustments to the overall design of the benefit package and/or employee contributions.

(3) The governor shall submit his own recommendations on proposed changes in salaries and benefits to the legislature prior to the seventh legislative day of each session. Such recommendation shall address, at a minimum, the four (4) components and subsequent funding for each component required in this section.

(4) The legislature may, by concurrent resolution, accept, modify or reject the governor's recommendations, but any such action by the legislature, at a minimum, shall address the four (4) components and subsequent funding of each component required in this section. The failure of the legislature to accept, modify or reject the recommendations prior to adjournment sine die shall constitute approval of the governor's recommendations, and such recommendations shall be funded through appropriations provided by law. The administrator of the division of human resources shall implement necessary and authorized changes to salary and pay schedule by rule. The director of the department of administration shall implement necessary and authorized changes to benefits.

History:[67-5309C, added 2006, ch. 380, sec. 14, p. 1190.]

Appendix F – §59-1603 Conformity With Classified Positions, Idaho Code

TITLE 59
PUBLIC OFFICERS IN GENERAL
CHAPTER 16
NONCLASSIFIED STATE OFFICERS AND EMPLOYEES

59-1603. CONFORMITY WITH CLASSIFIED POSITIONS. (1) To the extent possible, each nonclassified position in the executive department will be paid a salary or wage comparable to classified positions with similar duties, responsibilities, training, experience and other qualifications in consultation with the division of human resources. Temporary employees and agricultural inspectors referred to in subsections (n) and (p) of section [67-5303](#), Idaho Code, shall not be entitled to sick leave accruals provided in section [59-1605](#), Idaho Code, vacation leave provided in section [59-1606](#), Idaho Code, nor holiday pay defined in subsection (15) of section [67-5302](#), Idaho Code, unless contributions are being made to the public employee retirement system in accordance with [chapter 13, title 59](#), Idaho Code, and rules promulgated by the retirement board. Vacation and sick leave accruals, but not holiday pay, shall be awarded retroactively, if necessary, to the date such employees become eligible for retirement system membership.

(2) To the extent possible, each nonclassified position in the legislative department will be paid a salary or wage comparable to classified positions with similar duties, responsibilities, training, experience and other qualifications.

(3) The supreme court shall determine the schedules of salary and compensation for all officers and employees of the judicial department that are not otherwise fixed by law. To the extent possible, the supreme court shall adopt schedules compatible with the state's accounting system. The judicial department may also maintain personnel records and files under such system as is ordered by the supreme court.

(4) The state board of education shall determine the schedules of salary and compensation, and prescribe policies for overtime and compensatory time off from duty, for all officers and employees of the state board of education who are not subject to the provisions of [chapter 53, title 67](#), Idaho Code, and which are not otherwise fixed by law. To the extent possible, the state board of education shall adopt schedules and policies compatible with the state's accounting system. The state board of education may also maintain personnel records and files under a system of its own, if approved by the state controller.

(5) Members of the legislature, the lieutenant governor, other officers whose salaries are fixed by law, and members of part-time boards, commissions and committees shall be paid according to law.

(6) Any schedule of salary and compensation must be approved by the appointing authority and be communicated to the state controller in writing at least thirty (30) days in advance of the effective date of the schedule.

(7) In addition to salary increases provided by any compensation schedule adopted pursuant to subsection (6) of this section, nonclassified officers and employees, except those who are elected officials or whose salaries are fixed by law, may be granted an award not to exceed two thousand dollars (\$2,000) in any given fiscal year based upon an affirmative certification of meritorious service. Exceptions to the two thousand dollar (\$2,000) limit provided in this section may be granted under extraordinary circumstances if approved in advance by the state board of examiners. Appointing authorities shall submit a report to the division of financial management and the legislative services office by October 1 on all awards granted in the preceding fiscal year.

(8) In addition to salary increases provided by any compensation schedule, nonclassified officers and employees, except those who are elected officials or whose salaries are fixed by law, may be granted an award not to exceed two thousand dollars (\$2,000) in any given fiscal year based upon suggestions or recommendations made by the employee that resulted in taxpayer savings as a result of cost savings or greater efficiencies to the department, office or institution or to the state of Idaho in excess of the amount of the award. Exceptions to the two thousand dollar (\$2,000) limit provided in this subsection may be granted in extraordinary circumstances if approved in advance by the state board of examiners. The appointing authority shall as near as practicable utilize the criteria in conformance with rules promulgated by the division of human resources pursuant to section [67-5309D](#), Idaho Code. Appointing authorities shall submit a report to the division of financial management and the legislative services office by October 1 on all employee suggestion awards granted in the preceding fiscal year. Such report shall include any changes made as a direct result of an employee's suggestion and savings resulting therefrom.

(9) Each appointing authority, including the elective offices in the executive department, the legislative department, the judicial department, and the state board of education and the board of regents, shall comply with all reporting requirements necessary to produce the list of employee positions prescribed by section [67-3519](#), Idaho Code.

(10) The adjutant general, with the approval of the governor, shall prescribe personnel policies for all officers and employees of the national guard that are not otherwise fixed by law. Such policies will include an employee grievance procedure with appeal to the adjutant general. The adjutant general shall determine schedules of salary and compensation that are, to the extent possible, comparable to the schedules used for federal civil service employees of the national guard and those employees serving in military status. Schedules adopted shall be compatible with the state's accounting system to the extent possible.

(11) In addition to salary increases provided by any compensation schedule, nonclassified officers and employees, except those who are elected officials or whose salaries are fixed by law, may be granted award pay for recruitment or retention purposes based upon affirmative certification of meritorious service after completion of at least six (6) months of service. Department directors and the administrator of

the division of human resources are authorized to seek legal remedies available, including deductions from an employee's accrued vacation funds, from an employee who resigns during the designated period of time after receipt of a recruitment or retention bonus. Appointing authorities shall submit a report to the division of financial management and the legislative services office by October 1 on all such awards granted in the preceding fiscal year.

(12) In addition to salary increases provided by any compensation schedule, nonclassified officers and employees, except those who are elected officials or whose salaries are fixed by law, may be granted other pay as provided in this subsection. Appointing authorities shall submit a report to the division of financial management and the legislative services office by October 1 on all such awards granted in the preceding fiscal year, including:

(a) Shift differential pay up to twenty-five percent (25%) of hourly rates depending on local market rates in order to attract and retain qualified staff; and

(b) Geographic differential pay in areas of the state where recruitment and retention are difficult due to economic conditions and cost of living.

(13) In unusual circumstances, when a distribution has been approved for classified employees pursuant to section [67-5309D](#), Idaho Code, each appointing authority, including the elective offices in the executive branch, the legislative branch, the judicial branch, and the state board of education and the board of regents of the university of Idaho, may grant nonclassified employees nonmerit pay in the same proportion as received by classified employees in that department or institution. Appointing authorities shall submit a report to the division of financial management and the legislative services office by October 1 on all such awards granted in the preceding fiscal year.

(14) Each appointing authority shall, as nearly as practicable, utilize the criteria for reimbursement of moving expenses in conformance with section [67-5337](#), Idaho Code, and rules promulgated by the division of human resources pursuant thereto. Appointing authorities shall submit a report to the division of financial management and the legislative services office by October 1 on all moving reimbursements granted in the preceding fiscal year.

(15) Specific pay codes shall be established and maintained in the state controller's office to ensure accurate reporting and monitoring of all pay actions authorized in this section.

History:

[59-1603, added 1977, ch. 307, sec. 16, p. 873; am. 1983, ch. 5, sec. 2, p. 21; am. 1987, ch. 228, sec. 1, p. 484; am. 1993, ch. 318, sec. 1, p. 1174; am. 1994, ch. 180, sec. 144, p. 513; am. 1994, ch. 272, sec. 6, p. 847; am. 1999, ch. 370, sec. 26, p. 1013; am. 2003, ch. 168, sec. 2, p. 477; am. 2006, ch. 380, sec. 3, p. 1176.; am. 2018, ch. 117, sec. 1, p. 247.]

Appendix G – FY 2021 Compensation Schedule

FY 2021 Compensation Schedule – Effective 6/14/2020

Pay Grade	Minimum Points	Grade Points	Maximum Points	HOURLY			ANNUAL		
				Minimum	Policy	Maximum	Minimum	Policy	Maximum
D		Below 110 Points		\$7.25	\$11.42	\$14.29	\$15,080	\$23,754	\$29,723
E	110	119	130	\$8.95	\$12.77	\$15.98	\$18,616	\$26,562	\$33,238
F	131	142	154	\$10.08	\$14.38	\$17.98	\$20,966	\$29,910	\$37,398
G	155	169	184	\$11.42	\$16.34	\$20.41	\$23,754	\$33,987	\$42,453
H	185	201	219	\$13.16	\$18.81	\$23.53	\$27,373	\$39,125	\$48,942
I	220	240	262	\$15.37	\$21.97	\$27.46	\$31,970	\$45,698	\$57,117
J	263	286	312	\$17.35	\$24.77	\$30.97	\$36,088	\$51,522	\$64,418
K	313	341	372	\$19.43	\$27.74	\$34.67	\$40,414	\$57,699	\$72,114
L	373	406	443	\$21.92	\$31.32	\$39.15	\$45,594	\$65,146	\$81,432
M	444	485	528	\$24.78	\$35.40	\$44.27	\$51,542	\$73,632	\$92,082
N	529	578	630	\$27.38	\$39.12	\$48.89	\$56,950	\$81,370	\$101,691
O	631	688	750	\$29.67	\$42.39	\$53.00	\$61,714	\$88,171	\$110,240
P	751	828	904	\$32.45	\$46.36	\$57.95	\$67,496	\$96,429	\$120,536
Q	905	998	1090	\$35.72	\$51.03	\$63.79	\$74,298	\$106,142	\$132,683
R	1091	1176	1292	\$39.63	\$56.61	\$70.77	\$82,430	\$117,749	\$147,202
S	1293	1399	1531	\$44.44	\$63.50	\$79.38	\$92,435	\$132,080	\$165,110
T	1532	1665	1822	\$50.20	\$71.72	\$89.65	\$104,416	\$149,178	\$186,472
U	1823	1980	2166	\$57.05	\$81.49	\$101.88	\$118,664	\$169,499	\$211,910
V	2167	2354	2575	\$65.21	\$93.15	\$116.44	\$135,637	\$193,752	\$242,195

Appendix H – §67-5309B Idaho Compensation Plan, Idaho Code

TITLE 67
STATE GOVERNMENT AND STATE AFFAIRS
CHAPTER 53
PERSONNEL SYSTEM

67-5309B. IDAHO COMPENSATION PLAN. (1) The administrator of the division of human resources shall establish benchmark job classifications and shall assign all classifications to a pay grade utilizing the Hay profile method in combination with market data. Pay grades established or revised by the administrator shall appropriately weigh Hay points and market data to ensure internal equity and market equity within the classified service.

(2) It shall be the responsibility of each department director to prepare a department salary administration plan and corresponding budget plan that supports the core mission of the department and is consistent with the provisions of section [67-5309A](#), Idaho Code.

(3) Advancement in pay shall be based on performance and market changes and be provided in a variety of delivery methods, including ongoing increases, temporary increases and market related payline moves. Market related payline moves may advance all eligible employees as well as the structure to avoid compression in the salary system.

(4) Pay for performance shall provide faster salary advancement for higher performers based on a merit increase matrix developed by the division of human resources. Such matrix shall be based upon the employee's proximity to the state midpoint market average, and the employee's relative performance. Such matrix may be adapted by each agency to meet its specific needs when approved by the division of human resources.

(5) No employee shall advance in a salary range without a performance evaluation on file certifying that the employee meets the performance criteria of the assigned position.

(6) Each employee's work performance shall be evaluated through a format and process approved by the department and the division of human resources. The employee shall be evaluated after one thousand forty (1,040) hours of credited state service from the date of initial appointment or promotion, and thereafter be evaluated after each two thousand eighty (2,080) hours of credited state service. Employees may be eligible for advancement in pay if certified as meeting the performance requirements of this section. However, such in-grade advancement shall not be construed as a vested right. The department director shall designate in writing whether such in-grade advancement is temporary, conditional or permanent. It shall be the specific responsibility of the employee's immediate supervisor to effect the evaluation process. Such evaluation shall be approved by the department director or the director's designee.

(7) All supervisors who evaluate state employees shall receive training in the evaluation format and process to assure fairness and consistency in the evaluation process.

(8) Notwithstanding any other provision of Idaho Code, it is hereby declared to be the policy of the legislature of the state of Idaho that all classified employees of like classification and pay grade allocation shall be treated in a substantially similar manner with reference to personnel benefits. History:[67-5309B, added 2006, ch. 380, sec. 12, p. 1189.]

Appendix I – Glossary

Compa-ratio:

The relationship between an employee's salary and the policy pay rate (market) of the job. For example: If an employee in pay grade K earns \$21.22 per hour, and the policy pay rate (market) for pay grade K is \$24.65, the compa-ratio is 86% (hourly rate divided by policy rate equals compa-ratio).

Classified Employee:

Any person appointed to or holding a position in any department of the State of Idaho and subject to the provisions of the merit examination, selection, retention, promotion and dismissal requirements of Idaho Code, Title 67, Chapter 53.

Job Classification:

A group of positions performing similar work that is in the same pay grade.

Maximum Pay Rate:

Highest allowable salary of the pay grade.

Minimum Pay Rate:

Lowest allowable salary of the pay grade.

Non-classified Employee:

Any person appointed to or holding a position in any department of the State of Idaho and is exempt from Idaho Code, Title 67, Chapter 53 (merit examination, selection, retention, promotion and dismissal requirements) but subject to Idaho Code, Title 59, Chapter 16.

Pay Grade:

Alphabetical indicator of pay range assigned to each job classification.

Payline Exception:

A temporary assignment of a higher pay grade to a classification to address market related recruitment or retention issues.

Pay Range:

The span between the minimum and maximum salaries.

Policy Pay Rate:

The salary relative to the external labor market as determined by salary surveys of similar jobs.

Salary Structure:

A chart listing the 19 pay grades and associated pay ranges (See Appendix G).

Salary Survey:

Survey conducted with private and public employers to determine pay levels for specific jobs.

Specific Occupational Inequity:

See Payline Exception.

Temporary Employee:

A non-classified employee limited to working no more than one thousand three hundred eighty-five (1,385) hours during a twelve-month period for any one agency (Ref. Idaho Code §67-5302(33)).

Appendix J – Average Compa-Ratio by Classification

The table below shows classifications with an average compa-ratio of less than 80%, sorted by lowest to highest. *Single-incumbent classes excluded.*

Class Code Title	Employee Count	Average Pay Rate	Average Policy Rate	Average Compa-Ratio	Average Years of Service
REHAB TECH TRAINEE, DJC	7	\$13.42	\$18.81	71%	0.3
RETIREMENT SPEC	6	\$17.67	\$24.77	71%	8.7
TAX AUDITOR 1	19	\$19.59	\$27.74	71%	3
TAX AUDITOR 2	33	\$22.34	\$31.32	71%	4.6
TAX COLLECTION SPEC-CALL CTR	4	\$15.73	\$21.97	72%	3.1
PTV DEVPMT ASSOC	2	\$16.11	\$21.97	73%	7.5
TAX COMPL OFCR 1	3	\$18.09	\$24.77	73%	6.4
LANDS RESOURCE SPEC	17	\$20.23	\$27.74	73%	3.8
UI CLAIMS ADJUDICATOR	44	\$20.43	\$27.74	74%	8.3
WILDLIFE TECHNICIAN, SR	13	\$18.61	\$24.77	75%	5.5
RE-ENTRY SPECIALIST	7	\$20.93	\$27.74	75%	8
TAX AUTO SYSTEM SPECIALST	6	\$23.48	\$31.32	75%	10.8
PAROLE INVESTIGATOR	19	\$23.49	\$31.32	75%	14
AUDITOR, PUBLIC UTILITY	3	\$23.51	\$31.32	75%	4.3
TAXPAYER SVCS REP	6	\$16.59	\$21.97	76%	4.1
MEDIA EQUIPMENT SPEC	4	\$16.77	\$21.97	76%	4.4
WORKFORCE CONSULTANT	163	\$18.74	\$24.77	76%	7.2
EMPLOYEE BENEFITS SPEC	2	\$18.86	\$24.77	76%	3.9
TECHNICAL RECORDS SPECIALIST 3	15	\$18.87	\$24.77	76%	8.8
INSURANCE ANALYST	2	\$21.17	\$27.74	76%	1.9
ANALYST 2	7	\$23.72	\$31.32	76%	11.8
AGRICULTURE TRADE SPEC	3	\$23.96	\$31.32	76%	2.5
SECURITY OFFICER	3	\$11.06	\$14.38	77%	1.1
MAINTENANCE SPEC, PRKG-B	2	\$12.64	\$16.34	77%	11.5
BUILDING FACILITY SPEC	17	\$12.65	\$16.34	77%	6.7
PSYCHIATRIC TECH	107	\$16.89	\$21.97	77%	7.4
TRANSCRIPT EVALUATOR, SR	14	\$16.91	\$21.97	77%	8.5
PAINTING FOREMAN	2	\$16.94	\$21.97	77%	6.6
PTV DIGITL BRDCST SYS OP	5	\$17.02	\$21.97	77%	9.6
MICROBIOLOGIST	2	\$19.10	\$24.77	77%	3.3
CORRECTIONAL CASE MNGR	114	\$21.48	\$27.74	77%	7.8
INTERNATIONAL TRADE SPEC	4	\$24.20	\$31.32	77%	3.1
REMOTE SNSG ANALYST TECH	2	\$27.10	\$35.40	77%	1.5
UTILITIES ANALYST, PUC	7	\$27.42	\$35.40	77%	6.9
LIQUOR STORE CLK	115	\$11.26	\$14.38	78%	3.9
WILDLAND FIRE DISPATCH COORD	2	\$17.11	\$21.97	78%	7.8
TAX COMPL TECH	25	\$17.17	\$21.97	78%	8.7
CHEMIST	4	\$19.23	\$24.77	78%	4.1
INTERPRETIVE SPECIALIST	2	\$19.24	\$24.77	78%	5.4

Appendix J – Average Compa-Ratio by Classification (continued)

Class Code Title	Employee Count	Average Pay Rate	Average Policy Rate	Average Compa-Ratio	Average Years of Service
WATER RSRC AGENT	11	\$19.27	\$24.77	78%	1.3
PSYCHIATRIC TECHNICIAN, SENIOR	24	\$19.33	\$24.77	78%	6.7
CHILD WELFARE SOCIAL WORKER 1	15	\$21.54	\$27.74	78%	1.4
CURATORIAL REGISTRAR	2	\$21.54	\$27.74	78%	2.7
ENGINEERING TECH SR, P&R	3	\$21.54	\$27.74	78%	7.5
REHAB SUPERVISOR, DJC	5	\$21.54	\$27.74	78%	13.1
PSYCHOSOCIAL REHAB SPEC	41	\$21.55	\$27.74	78%	7.2
HEALTH EDUCATION SPEC	24	\$21.65	\$27.74	78%	4.4
EMPLOYMENT COOR	5	\$21.67	\$27.74	78%	16.9
TAX COMPL OFCR 2	22	\$21.72	\$27.74	78%	13
REHAB SPEC, DJC	23	\$24.44	\$31.32	78%	15.1
STREAM CHNL PROT SPEC	2	\$24.47	\$31.32	78%	4
RELIGIOUS ACTVTS COOR	3	\$24.56	\$31.32	78%	1.9
HEALTH PROGRAM SPEC	40	\$27.65	\$35.40	78%	6.1
ANALYST 3	116	\$27.67	\$35.40	78%	9.1
RANGE MGT SPEC	2	\$27.77	\$35.40	78%	1.9
UI OPERATIONS MGR	3	\$30.41	\$39.12	78%	19.6
CORR MGR 3	19	\$36.13	\$46.36	78%	18.1
CUSTOMER SVC REP 2	114	\$14.92	\$18.81	79%	5.4
SEED ANALYST	4	\$17.29	\$21.97	79%	6.5
P&R RANGER	40	\$19.47	\$24.77	79%	6.5
SELF-RELIANCE SPECIALIST	346	\$19.51	\$24.77	79%	7.5
CONSERVATION OFFICER	9	\$19.64	\$24.77	79%	1.9
PSYCHIATRIC TRTMNT COORD	12	\$19.69	\$24.77	79%	15.8
UI TAX REPRESENTATIVE	7	\$21.92	\$27.74	79%	9.9
P & R PROGRAM TRAINING COOR	3	\$22.01	\$27.74	79%	8.6
PROB&PAROLE OFCR,SR	195	\$22.03	\$27.74	79%	7.4
ARCHIVIST	3	\$22.03	\$27.74	79%	9.5
SUPERVISOR, LABOR	27	\$24.73	\$31.32	79%	14.3
BUSINESS ATTRACTION SPECIALIST	2	\$24.74	\$31.32	79%	3.9
PROGRAM MANAGER, CORRECTION	12	\$27.82	\$35.40	79%	11.5
LANDS PROGRAM SPEC	26	\$27.90	\$35.40	79%	10.4
MEDICAID PROG POLICY ANALYST	7	\$28.06	\$35.40	79%	8.8
WATER RIGHTS SUPV	7	\$31.08	\$39.12	79%	9.2

Appendix K – Payline Exception, Specific Occupational Inequities

Note: A payline exception occurs when a higher pay grade is assigned to a job class, generally due to recruitment or retention issues. Payline exceptions are approved by the Administrator of the Division of Human Resources in accordance with §67-5309D (5), Idaho Code, which states that "When necessary to obtain or retain qualified personnel in a particular classification, upon petition of the department to the administrator containing acceptable reasons therefore, a higher temporary pay grade may be authorized by the administrator which, if granted, shall be reviewed annually to determine the need for continuance."

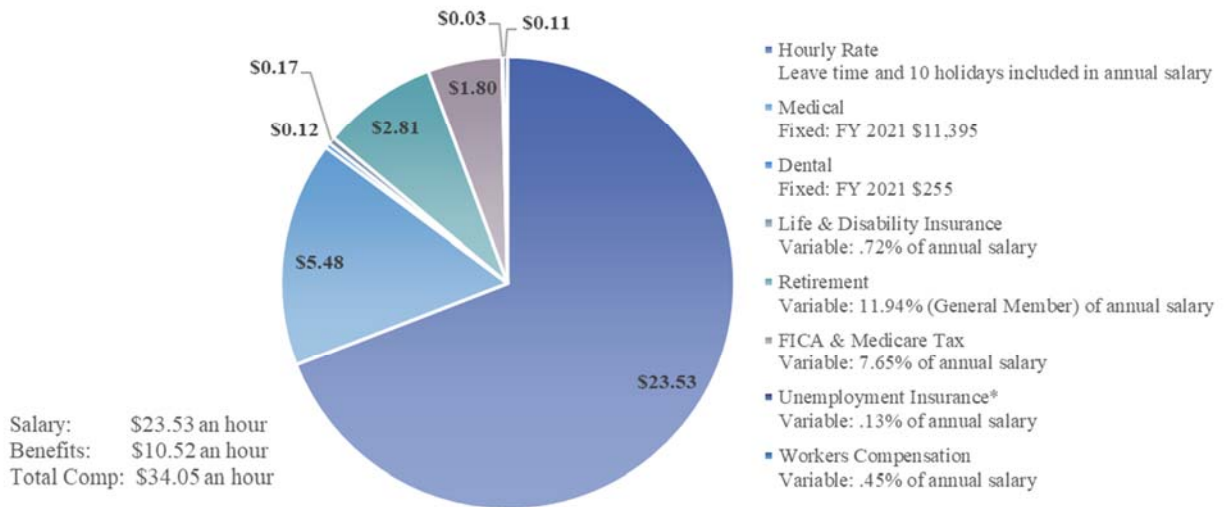
Class Code	Classification Title	Number of Classified Employees	Pay Grade	Temporary Pay Grade	Number of Employees Over Pay Grade Max	Total of Salaries Over Pay Grade Max
02188	Dietary Aide, Senior	29	E	F	1	\$3,079
07610	Nursing Assistant, Certified	82	F	G	8	\$24,506
07614	Physical Occupational Therapy Aide	10	F	G	0	\$0
06572	Locksmith	5	G	H	0	\$0
06538	Electrician	16	I	J	2	\$5,158
06276	Electrician, Traffic Signal	11	I	J	5	\$24,605
06616	HVAC Specialist	22	I	J	0	\$0
06550	Plumber	3	I	J	0	\$0
07808	Instructor	30	K	L	0	\$0
07433	ISP Forensic Scientist 2	19	K	L	3	\$7,008
07727	Therapist	4	L	M	1	\$5,075
07710	Therapist, Early Intervention	12	L	M	4	\$2,267
09406	Psychologist	1	M	O	1	\$3,244
07203	Clinical Specialist	23	M	P	16	\$147,541
07478	Pharmacy Services Specialist	2	M	P	2	\$31,574
09402	Psychologist, Chief of	3	O	P	1	\$266
07476	Pharmacist, Clinical	5	O	Q	3	\$30,202
07474	Pharmacy Services Supervisor	3	P	R	2	\$9,766
07211	Physician, Epidemiologist - State	1	Q	V	1	\$100,714
07207	Physician, Medical Clinic - Institution	2	Q	V	2	\$153,269
07206	Physician, Psychiatric Specialty	2	Q	V	2	\$184,490
07205	Physician, Public Health	2	P	V	2	\$135,437
Grand Total		287			56	*\$868,201

*Salaries related to the classifications on payline exception are covered in agency budgets. No additional appropriation is necessary.

Appendix L – Sample State Employee Total Compensation Breakdown

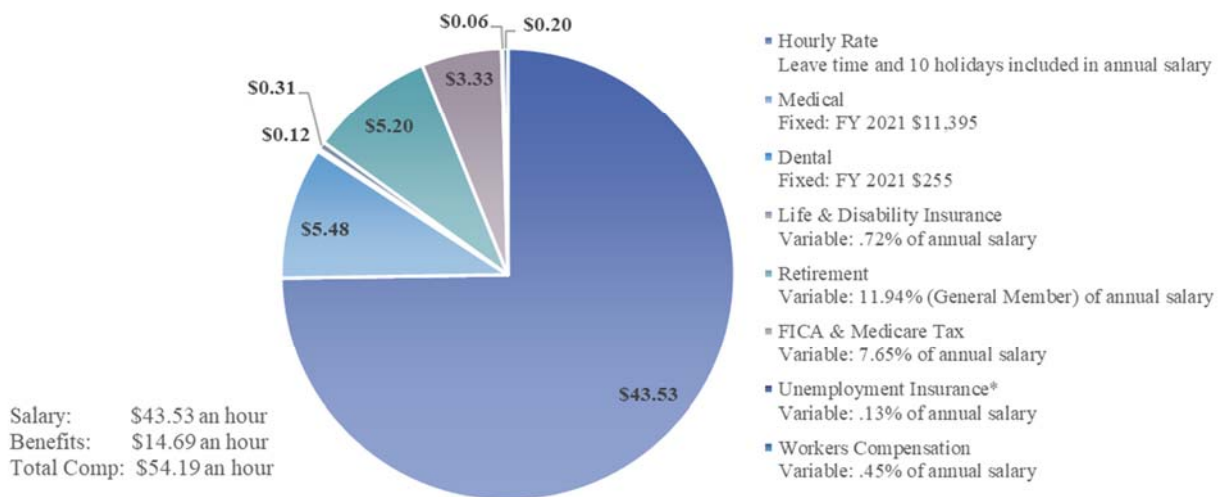
The diagrams below illustrate the components of an employee's total compensation and the related state paid costs. The benefits costs, equaling \$10.52 and \$14.69 per hour, are based on the average classified employee's wage of \$23.53 an hour and another example of \$43.53 an hour.

Total Compensation Breakdown of \$23.53 an Hour



**Does not reflect temporary payment holiday.*

Total Compensation Breakdown of \$43.53 an Hour



**Does not reflect temporary payment holiday.*

Appendix M – Paid Parental Leave Drill Down

AGENCY NAME	COUNT
Attorney General	3
Boise State University	14
Central Health District IV	1
Commission for the Blind & Visually Impaired	1
Department of Agriculture	2
Department of Correction	29
Department of Fish & Game	10
Department of Labor	1
Department of Lands	8
Department of Parks & Recreation	2
Department of Health & Welfare	40
Department of Water Resources	4
Division of Financial Management	1
Division of Building Safety	1
Division of Veterans Services	5
Idaho State Police	7
Idaho Transportation Department	11
Juvenile Corrections	3
Legislative Services	2
North Central Health District II	2
Office of Information Technology Services	1
Panhandle Health District I	2
Pub Employee Retirement System of Idaho	1
Public Utilities Commission	1
South Central Public Health District V	2
Southwest Health District III	2
State Controller	3
State Insurance Fund	1
State Liquor Division	2
State Tax Commission	4
Vocational Rehabilitation	2
Grand Total	168

As of the pay period ending October 31, 2020

Appendix N – §59-1322 Employer Contributions-Amounts-Rates-Amortization, Idaho Code

TITLE 59
PUBLIC OFFICERS IN GENERAL
CHAPTER 13
PUBLIC EMPLOYEE RETIREMENT SYSTEM

59-1322. Employer contributions – Amounts – Rates – Amortization. (1) Each employer shall contribute to the cost of the system. The amount of the employer contributions shall consist of the sum of a percentage of the salaries of members to be known as the "normal cost" and a percentage of such salaries to be known as the "amortization payment." The rates of such contributions shall be determined by the board on the basis of assets and liabilities as shown by actuarial valuation, and such rates shall become effective no later than January 1 of the second year following the year of the most recent actuarial valuation, and shall remain effective until next determined by the board.

(2) The normal cost rate shall be computed to be sufficient, when applied to the actuarial present value of the future salary of the average new member entering the system, to provide for the payment of all prospective benefits in respect to such member which are not provided by the member's own contribution.

(3) The amortization rate shall not be less than the minimum amortization rate computed pursuant to subsection (5) of this section, unless a one (1) year grace period has been made effective by the board. During a grace period, the amortization rate shall be no less than the rate in effect during the immediately preceding year. A grace period may not be made effective if more than one (1) other grace period has been effective in the immediately preceding four (4) year period.

(4) Each of the following terms used in this subsection and in subsection (5) of this section shall have the following meanings:

- (a) "Valuation" means the most recent actuarial valuation.
- (b) "Valuation date" means the date of such valuation.
- (c) "Effective date" means the date the rates of contributions based on the valuation become effective pursuant to subsection (1) of this section.
- (d) "End date" means the date thirty (30) years after the valuation date until July 1, 1993. On and after July 1, 1993, "end date" means twenty-five (25) years after the valuation date.
- (e) "Unfunded actuarial liability" means the excess of the actuarial present value of (i) over the sum of the actuarial present values of (ii), (iii), (iv) and (v) as follows, all determined by the valuation as of the valuation date:
 - (i) all future benefits payable to all members and contingent annuitants;
 - (ii) the assets then held by the funding agent for the payment of benefits under this chapter;

(iii) the future normal costs payable in respect of all then active members;

(iv) the future contributions payable under sections [59-1331](#) through [59-1334](#), Idaho Code, by all current active members;

(v) the future contributions payable to the retirement system under sections [33-107A](#) and [33-107B](#), Idaho Code.

(f) "Projected salaries" means the sum of the annual salaries of all members in the system.

(g) "Scheduled amortization amount" means the actuarial present value of future contributions payable as amortization payment from the valuation date until the effective date.

(5) The minimum amortization payment rate shall be that percentage, calculated as of the valuation date, of the then actuarial present value of the projected salaries from the effective date to the end date which is equivalent to the excess of the unfunded actuarial liability over the scheduled amortization amount.

History:

[(59-1322) 1963, ch. 349, Art. 9, sec. 1, p. 988; am. 1974, ch. 57, sec. 17, p. 1118; am. 1979, ch. 158, sec. 5, p. 485; am. 1980, ch. 51, sec. 1, p. 106; am. 1982, ch. 243, sec. 4, p. 630; am. 1984, ch. 132, sec. 7, p. 318; am. 1986, ch. 143, sec. 3, p. 401; am. 1986, ch. 146, sec. 1, p. 408; am. 1987, ch. 348, sec. 1, p. 763; am. 1988, ch. 237, sec. 1, p. 465; am. and redesig, 1990, ch. 231, sec. 18, p. 626; am. 1990, ch. 249, sec. 8, p. 712; am. 1992, ch. 342, sec. 5, p. 1047; am. 1999, ch. 271, sec. 1, p. 683.]

Appendix O – Korn Ferry Recommendation Letter



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PRIVATE AND CONFIDENTIAL

November 9, 2020

Ms. Susan E. Buxton
Administrator
Idaho Division of Human Resources
304 North 8th Street
PO Box 83720
Boise, ID 83720-0066

Dear Susan,

The State of Idaho has reached out to Korn Ferry to determine the best approach for updating the 2019 Total Compensation Analysis conducted by our firm to keep a pulse on its competitive position amid the Covid pandemic. Typically, the State of Idaho conducts an annual assessment of total remuneration in partnership with Korn Ferry. This analysis examines all elements of compensation including base salary and benefits to determine the State's market position when compared to both the public and private sectors.

Considering the current economic climate and challenges faced by many employers as a result of the Covid pandemic, the State has determined that a comprehensive analysis of the market and existing compensation structure is not required based on Korn Ferry's professional recommendation to skip this year's analysis.

In discussion with the Idaho Division of Human Resources team, Korn Ferry supports the decision to take a less rigorous approach to studying the market as data indicate that while many companies have already provided merit increases to employees prior to the pandemic, there remain several companies that are experiencing pay freezes and reductions as well as layoffs as uncertainty has impacted many industries. Considering this, taking a conservative approach to structure adjustments for FY 2022 will most likely result in maintaining the desired market position for the State while also allowing for the allocation of merit increases to individuals to improve the overall compa-ratio for employees within the pay ranges.

Korn Ferry proposes the State focus on moderate structure movement for FY 2022 along with the allocation of merit increases to continue moving employee pay to a more competitive market position, with a comprehensive review of total remuneration conducted in the fall of 2021 to ensure that all variables impacted by the economic challenges have been considered prior to making changes for FY 2023.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Cheryl A. Mikuls'.

Cheryl A. Mikuls
Senior Client Partner

Appendix P – Classified and Non-Classified Agency List

AGENCIES WITH ONE OR MORE CLASSIFIED EMPLOYEES

• Accountancy Board*	• Health District 5 (South Central)*	• Outfitters and Guides Licensing Board*
• Administration, Department of*	• Health District 6 (Southeast)*	• Pardons and Parole Commission*
• Aging, Commission on*	• Health District 7 (Eastern)*	• Parks and Recreation, Department of*
• Agriculture, Department of*	• Hispanic Affairs, Commission on*	• Pharmacy Board*
• Blind & Visually Impaired, Comm. for the*	• Historical Society*	• Police*
• Boise State University*	• Human Resources, Division of*	• Professional Engineers & Land Surveyors Board*
• Brand Inspector*	• Idaho State University*	• Public Defense Commission
• Building Safety, Division of*	• Independent Living Council*	• Public Employee Retirement System of Idaho*
• Career & Technical Education, Division of*	• Industrial Commission*	• Public Television*
• Commerce, Department of*	• Information Technology Services, Office of*	• Public Utilities Commission*
• Correction, Department of*	• Insurance, Department of*	• Racing Commission*
• Dentistry Board*	• Juvenile Corrections, Department of*	• Real Estate Commission*
• Education Board*	• Labor, Department of*	• Soil & Water Conservation Commission*
• Endowment Fund Investment Board*	• Lands, Department of*	• Tax Appeals Board*
• Environmental Quality, Department of*	• Lava Hot Springs Foundation*	• Tax Commission*
• Finance, Department of*	• Lewis - Clark State College*	• Transportation, Department of*
• Fish and Game, Department of*	• Libraries, Commission for*	• Veterans Services, Division of*
• Health and Welfare, Department of*	• Liquor Division*	• Veterinary Medicine Board*
• Health District 1 (Panhandle)*	• Lottery Commission*	• Vocational Rehabilitation, Division of*
• Health District 2 (North Central)*	• Medicine Board*	• Water Resources, Department of*
• Health District 3 (Southwest)*	• Nursing Board*	• Workforce Development Council*
• Health District 4 (Central)*	• Occupational & Professional Licenses, Division of*	

AGENCIES WITH ONLY NON-CLASSIFIED EMPLOYEES

• Arts, Commission on the*	• House of Representatives	• Species Conservation, Office of*
• Attorney General, Office of the	• Judicial Branch	• State Appellate Public Defender*
• Controller, Office of the State	• Legislative Services Office	• State Insurance Fund
• Code Commission	• Lieutenant Governor, Office of	• STEM Action Center*
• Correctional Industries*	• Military Division*	• Superintendent of Public Instruction
• Drug Policy, Office of*	• Performance Evaluations, Office of	• Treasurer, Office of the State
• Energy & Minerals Resources, Office of*	• Secretary of State, Office of	• University of Idaho*
• Governor, Office of the	• Senate	
• Financial Management, Division of*		

Total Number of State Agencies = 89 (Classified 65; Non-Classified 24) *Executive Branch Agencies

Appendix Q – §67-5303 Application to State Employees, Idaho Code

TITLE 67
STATE GOVERNMENT AND STATE AFFAIRS
CHAPTER 53
PERSONNEL SYSTEM

67-5303. APPLICATION TO STATE EMPLOYEES. All departments of the state of Idaho and all employees in such departments, except those employees specifically defined as nonclassified, shall be classified employees, who are subject to this chapter and to the system of personnel administration which it prescribes. Nonclassified employees shall be:

(a) Members of the state legislature and all other officers of the state of Idaho elected by popular vote, and persons appointed to fill vacancies in elective offices, and employees of the state legislature.

(b) Members of statutory boards and commissions and heads of departments appointed by and serving at the pleasure of the governor, deputy directors appointed by the director and members of advisory boards and councils appointed by the departments.

(c) All employees and officers in the office, and at the residence, of the governor; and all employees and officers in the offices of the lieutenant governor, secretary of state, attorney general, state treasurer, state controller, and state superintendent of public instruction who are appointed on and after the effective date of this chapter.

(d) Except as otherwise provided by law, not more than one (1) declared position for each board or commission and/or head of a participating department, in addition to those declared to be nonclassified by other provisions of law.

(e) Part-time professional consultants who are paid on a fee basis for any form of legal, medical or other professional service, and who are not engaged in the performance of administrative duties for the state.

(f) Judges, temporary referees, receivers and jurors.

(g) All employees of the Idaho supreme court, Idaho court of appeals and district courts.

(h) All employees of the Idaho state bar.

(i) Assistant attorneys general attached to the office of the attorney general.

(j) Officers, members of the teaching staffs of state educational institutions, the professional staff of the Idaho department of education administered by the board of regents and the board of education, and the professional staffs of the Idaho division of career technical education and vocational rehabilitation administered by the state board for career technical education. "Teaching staff" includes teachers, coaches, resident directors, librarians and those principally engaged in academic research. The word "officer" means presidents, vice presidents, deans, directors,

or employees in positions designated by the state board who receive an annual salary of not less than step "A" of the pay grade equivalent to three hundred fifty-five (355) Hay points in the state compensation schedule. A nonclassified employee who is designated as an "officer" on July 5, 1991, but does not meet the requirements of this subsection, may make a one (1) time irrevocable election to remain nonclassified. Such an election must be made not later than August 2, 1991. When such positions become vacant, these positions will be reviewed and designated as either classified or nonclassified in accordance with this subsection.

(k) Employees of the military division.

(l) Patients, inmates or students employed in a state institution.

(m) Persons employed in positions established under federal grants, which, by law, restrict employment eligibility to specific individuals or groups on the basis of nonmerit selection requirements. Such employees shall be termed "project exempt" and the tenure of their employment shall be limited to the length of the project grant, or twenty-four (24) months, or four thousand one hundred sixty (4,160) hours of credited state service, whichever is of the shortest duration. No person hired on a project-exempt appointment shall be employed in any position allocated to the classified service.

(n) Temporary employees.

(o) All employees and officers of the following named commodity commissions, and all employees and officers of any commodity commission created hereafter: the Idaho potato commission, as provided in [chapter 12, title 22](#), Idaho Code; the Idaho honey commission, as provided in [chapter 28, title 22](#), Idaho Code; the Idaho bean commission, as provided in [chapter 29, title 22](#), Idaho Code; the Idaho hop grower's commission, as provided in [chapter 31, title 22](#), Idaho Code; the Idaho wheat commission, as provided in [chapter 33, title 22](#), Idaho Code; the Idaho pea and lentil commission, as provided in [chapter 35, title 22](#), Idaho Code; the Idaho apple commission, as provided in [chapter 36, title 22](#), Idaho Code; the Idaho cherry commission, as provided in [chapter 37, title 22](#), Idaho Code; the Idaho mint commission, as provided in [chapter 38, title 22](#), Idaho Code; the Idaho sheep and goat health board, as provided in [chapter 1, title 25](#), Idaho Code; the state brand inspector, and all district supervisors, as provided in [chapter 11, title 25](#), Idaho Code; the Idaho beef council, as provided in [chapter 29, title 25](#), Idaho Code; and the Idaho dairy products commission, as provided in [chapter 31, title 25](#), Idaho Code.

(p) All inspectors of the fresh fruit and vegetable inspection service of the Idaho department of agriculture, except those positions involved in the management of the program.

(q) All employees of correctional industries within the department of correction.

(r) All deputy administrators and wardens employed by the department of correction. Deputy administrators are defined as only the deputy administrators working directly for the nonclassified division administrators under the director of the department of correction.

(s) All public information positions, with the exception of secretarial positions, in any department.

(t) Any division administrator.

(u) Any regional administrator or division administrator in the department of environmental quality.

(v) All employees of the division of financial management, all employees of the STEM action center, all employees of the office of species conservation, all employees of the office of drug policy and all employees of the office of energy resources.

(w) All employees of the Idaho food quality assurance institute.

(x) The state appellate public defender, deputy state appellate public defenders and all other employees of the office of the state appellate public defender.

(y) All quality assurance specialists or medical investigators of the Idaho board of medicine.

(z) All pest survey and detection employees and their supervisors hired specifically to carry out activities under the Idaho plant pest act, [chapter 20, title 22](#), Idaho Code, including but not limited to pest survey, detection and eradication, except those positions involved in the management of the program.

(aa) All medical directors employed by the department of health and welfare who are engaged in the practice of medicine, as defined by section [54-1803](#), Idaho Code, at an institution named in section [66-115](#), Idaho Code.

History:

[67-5303, added 1965, ch. 289, sec. 3, p. 746; am. 1969, ch. 171, sec. 1, p. 510; am. 1971, ch. 121, sec. 1, p. 405; am. 1972, ch. 389, sec. 1, p. 1121; am. 1973, ch. 175, sec. 1, p. 385; am. 1973, ch. 307, sec. 1, p. 667; am. 1975, ch. 164, sec. 2, p. 434; am. 1976, ch. 367, sec. 1, p. 1205; am. 1979, ch. 198, sec. 1, p. 573; am. 1981, ch. 133, sec. 2, p. 225; am. 1981, ch. 156, sec. 1, p. 267; am. 1983, ch. 5, sec. 1, p. 19; am. 1986, ch. 133, sec. 2, p. 346; am. 1986, ch. 204, sec. 1, p. 509; am. 1991, ch. 66, sec. 1, p. 160; am. 1991, ch. 216, sec. 1, p. 519; am. 1993, ch. 77, sec. 1, p. 204; am. 1994, ch. 180, sec. 219, p. 556; am. 1995, ch. 365, sec. 4, p. 1278; am. 1997, ch. 302, sec. 2, p. 900; am. 1998, ch. 221, sec. 1, p. 762; am. 1998, ch. 389, sec. 8, p. 1193; am. 1999, ch. 17, sec. 1, p. 24; am. 1999, ch. 329, sec. 27, p. 866; am. 2001, ch. 38, sec. 1, p. 72; am. 2001, ch. 103, sec. 101, p. 341; am. 2002, ch. 188, sec. 1, p. 541; am. 2002, ch. 192, sec. 1, p. 551; am. 2008, ch. 89, sec. 1, p. 247; am. 2011, ch. 30, sec. 1, p. 72; am. 2012, ch. 117, sec. 26, p. 332; am. 2015, ch. 124, sec. 9, p. 316; am. 2016, ch. 25, sec. 45, p. 61; am. 2016, ch. 33, sec. 1, p. 82; am. 2018, ch. 120, sec. 1, p. 256.]

Appendix R – Workforce Demographics by County

Work County	Employee Count
ADA	11,855
ADAMS	15
BANNOCK	2,611
BEAR LAKE	27
BENEWAH	77
BINGHAM	456
BLAINE	47
BOISE	15
BONNER	179
BONNEVILLE	735
BOUNDARY	47
BUTTE	10
CAMAS	10
CANYON	928
CARIBOU	27
CASSIA	132
CLARK	14
CLEARWATER	373
CUSTER	47
ELMORE	48
FRANKLIN	22
FREMONT	252
GEM	8
GOODING	39
IDAHO	156
JEFFERSON	108
JEROME	103
KOOTENAI	1,036
LATAH	2,993
LEMHI	103
LEWIS	57
LINCOLN	85
MADISON	48
MINIDOKA	34
NEZPERCE	1,430
ONEIDA	13
OUT-OF-STATE	8
OWYHEE	25
PAYETTE	43
POWER	38
SHOSHONE	107
TETON	16
TWIN FALLS	505
VALLEY	81
WASHINGTON	18

Appendix S – Classified Total Separations by Agency FY 2016-2020

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
ACCOUNTANCY, STATE BOARD OF	0	0%	0	0%	0	0%	0	0%	1	40%
ADMINISTRATION, DEPARTMENT OF	19	18%	10	10%	33	30%	18	15%	18	15%
AGING, COMMISSION ON	1	9%	1	9%	2	17%	1	9%	1	8%
AGRICULTURE, DEPARTMENT OF	35	18%	32	17%	31	17%	34	19%	33	19%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR	2	5%	4	10%	2	5%	3	8%	3	8%
BOISE STATE UNIVERSITY	93	17%	97	18%	85	15%	94	17%	78	14%
BRAND INSPECTOR	3	9%	2	6%	2	6%	4	13%	5	17%
BUILDING SAFETY, DIVISION OF	20	15%	11	8%	11	9%	14	12%	6	5%
CAREER-TECHNICAL EDUCATION, DIVISION OF	1	9%	1	9%	5	45%	3	26%	5	42%
COMMERCE, DEPARTMENT OF	6	18%	10	29%	4	11%	2	6%	5	15%
CONSERVATION, SOIL AND WATER COMMISSION	3	18%	1	6%	4	23%	3	18%	0	0%
CORRECTION, DEPARTMENT OF	271	14%	288	16%	328	18%	318	17%	304	16%
DENTISTRY, BOARD OF	0	0%	0	0%	0	0%	1	50%	0	0%
EDUCATION, STATE BOARD OF	4	73%	0	0%	6	109%	2	36%	2	50%
ENDOWMENT FUND INVESTMENT BOARD	0	0%	1	50%	0	0%	1	50%	1	50%
ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF	0	0%	0	0%	0	0%	0	0%	0	0%
ENVIRONMENTAL QUALITY, DEPARTMENT OF	43	13%	51	15%	33	10%	44	13%	28	8%
FINANCE, DEPARTMENT OF	12	20%	8	13%	4	7%	4	7%	6	10%
FISH AND GAME, DEPARTMENT OF	54	10%	40	7%	44	8%	52	10%	44	8%
HEALTH AND WELFARE, DEPARTMENT OF	473	17%	445	17%	450	17%	436	16%	393	15%
HEALTH DISTRICT 1 (PANHANDLE)	20	18%	22	20%	28	25%	26	23%	19	18%
HEALTH DISTRICT 2 (NORTH CENTRAL)	6	15%	2	5%	8	19%	8	17%	4	9%
HEALTH DISTRICT 3 (SOUTHWEST)	20	24%	13	15%	6	7%	16	17%	10	11%
HEALTH DISTRICT 4 (CENTRAL)	29	29%	27	27%	15	15%	24	22%	19	17%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	6	9%	9	14%	9	13%	6	9%	11	16%
HEALTH DISTRICT 6 (SOUTHEASTERN)	5	7%	7	10%	11	15%	9	12%	8	11%
HEALTH DISTRICT 7 (EASTERN)	17	20%	11	12%	13	14%	11	11%	24	25%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0	0%	0	0%	0	0%	0	0%	0	0%

Appendix S – Classified Total Separations by Agency FY 2016-2020 (continued)

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
HISTORICAL SOCIETY, IDAHO STATE	2	4%	15	36%	10	23%	7	16%	6	14%
HUMAN RESOURCES, DIVISION OF	2	15%	5	38%	2	19%	4	47%	2	29%
IDAHO STATE UNIVERSITY	76	13%	88	15%	91	15%	81	12%	85	12%
INDEPENDENT LIVING COUNCIL	1	50%	2	80%	0	0%	0	0%	1	50%
INDUSTRIAL COMMISSION	15	23%	3	11%	17	23%	16	22%	26	35%
INFORMATION TECHNOLOGY SERVICES, OFFICE OF	11	17%	25	36%						
INSURANCE, DEPARTMENT OF	7	12%	13	23%	12	21%	16	29%	9	16%
JUVENILE CORRECTIONS, DEPARTMENT OF	54	14%	56	14%	59	15%	50	13%	75	19%
LABOR, DEPARTMENT OF	68	14%	53	12%	64	13%	68	13%	73	14%
LANDS, DEPARTMENT OF	39	13%	32	11%	25	9%	33	12%	38	15%
LAVA HOT SPRINGS FOUNDATION	2	13%	1	7%	1	7%	3	25%	3	24%
LEWIS-CLARK STATE COLLEGE	26	22%	16	13%	28	22%	25	20%	16	13%
LIBRARIES, IDAHO COMMISSION FOR	5	14%	7	20%	5	15%	4	12%	3	9%
LIQUOR DIVISION, IDAHO STATE	44	20%	47	22%	44	21%	50	24%	37	18%
LOTTERY COMMISSION, IDAHO STATE	0	0%	0	0%	0	0%	2	25%	0	0%
MEDICINE, BOARD OF	2	20%	2	24%	3	35%	0	0%	0	0%
NURSING, BOARD OF	2	21%	1	12%	1	13%	0	0%	2	31%
OCCUPATIONAL & PROFESSIONAL LICENSES	6	16%	6	17%	3	8%	7	21%	3	10%
OUTFITTERS AND GUIDES LICENSING BOARD	0	0%	0	0%	0	0%	2	57%	0	0%
PARDONS AND PAROLE, COMMISSION OF	10	32%	5	15%	3	9%	3	10%	5	16%
PARKS AND RECREATION, DEPARTMENT OF	17	12%	29	20%	19	13%	13	9%	19	13%
PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO)	11	18%	9	15%	5	9%	17	30%	14	26%
PHARMACY, BOARD OF	0	0%	1	9%	3	26%	1	9%	0	0%
POLICE, IDAHO STATE	52	10%	52	10%	41	8%	44	9%	54	11%
PUBLIC TELEVISION	6	10%	6	10%	8	14%	0	0%	3	6%
PUBLIC UTILITIES COMMISSION	5	15%	5	14%	6	16%	8	21%	3	8%
RACING, STATE COMMISSION	0	0%	0	0%	0	0%	1	67%	0	0%
REAL ESTATE COMMISSION	2	18%	3	27%	2	18%	2	17%	1	10%
STATE PUBLIC DEFENSE COMMISSION	3	100%	1	29%	0	0%	0	0%	0	0%
TAX APPEALS, BOARD OF	2	50%	1	25%	0	0%	0	0%	0	0%
TAX COMMISSION, IDAHO STATE	57	14%	76	18%	46	11%	44	10%	43	10%
TRANSPORTATION, DEPARTMENT OF	176	11%	155	10%	173	12%	209	14%	163	11%

Appendix S – Classified Total Separations by Agency FY 2016-2020 (continued)

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
VETERANS SERVICES, DIVISION OF	74	24%	91	29%	93	30%	114	37%	109	36%
VETERINARY MEDICINE BOARD	1	50%	1	50%	0	0%	1	50%	0	0%
VOCATIONAL REHABILITATION, IDAHO DIVISION OF	6	11%	9	16%	11	20%	5	9%	13	25%
WATER RESOURCES, DEPARTMENT OF	26	18%	20	13%	14	10%	16	11%	17	12%
WORKFORCE DEVELOPMENT COUNCIL	0	0%	1	29%						
Overall - Total	1,953	15%	1,930	15%	1,923	15%	1,980	15%	1,851	14%

Appendix T – Classified Voluntary Separations by Agency FY 2016-2020

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
ACCOUNTANCY, STATE BOARD OF	0	0%	0	0%	0	0%	0	0%	0	0%
ADMINISTRATION, DEPARTMENT OF	6	6%	5	5%	25	23%	8	7%	8	7%
AGING, COMMISSION ON	0	0%	1	9%	1	9%	1	9%	1	8%
AGRICULTURE, DEPARTMENT OF	21	11%	23	12%	14	8%	22	13%	18	11%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR	1	3%	1	3%	1	3%	0	0%	1	3%
BOISE STATE UNIVERSITY	54	10%	52	10%	53	10%	50	9%	49	9%
BRAND INSPECTOR	1	3%	0	0%	0	0%	0	0%	2	7%
BUILDING SAFETY, DIVISION OF	10	7%	7	5%	6	5%	6	5%	2	2%
CAREER-TECHNICAL EDUCATION, DIVISION OF	1	9%	1	9%	1	9%	2	17%	3	25%
COMMERCE, DEPARTMENT OF	4	12%	6	17%	3	8%	1	3%	3	9%
CONSERVATION, SOIL AND WATER COMMISSION	3	18%	0	0%	2	11%	1	6%	0	0%
CORRECTION, DEPARTMENT OF	132	7%	164	9%	163	9%	161	8%	149	8%
DENTISTRY, BOARD OF	0	0%	0	0%	0	0%	1	50%	0	0%
EDUCATION, STATE BOARD OF	4	73%	0	0%	4	73%	1	18%	1	25%
ENDOWMENT FUND INVESTMENT BOARD	0	0%	1	50%	0	0%	0	0%	1	50%
ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF	0	0%	0	0%	0	0%	0	0%	0	0%
ENVIRONMENTAL QUALITY, DEPARTMENT OF	30	9%	23	7%	16	5%	26	8%	11	3%
FINANCE, DEPARTMENT OF	6	10%	2	3%	1	2%	3	5%	1	2%
FISH AND GAME, DEPARTMENT OF	23	4%	14	3%	17	3%	20	4%	18	3%
HEALTH AND WELFARE, DEPARTMENT OF	260	10%	259	10%	245	9%	229	8%	198	7%
HEALTH DISTRICT 1 (PANHANDLE)	11	10%	14	13%	13	12%	13	12%	13	12%
HEALTH DISTRICT 2 (NORTH CENTRAL)	5	13%	1	2%	6	14%	6	13%	1	2%
HEALTH DISTRICT 3 (SOUTHWEST)	14	17%	4	5%	4	4%	9	10%	6	7%
HEALTH DISTRICT 4 (CENTRAL)	15	15%	15	15%	9	9%	14	13%	8	7%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	3	5%	6	9%	6	9%	4	6%	4	6%
HEALTH DISTRICT 6 (SOUTHEASTERN)	3	4%	7	10%	7	10%	6	8%	4	6%
HEALTH DISTRICT 7 (EASTERN)	13	15%	6	7%	7	7%	7	7%	9	9%

Appendix T – Classified Voluntary Separations by Agency FY 2016-2020 (continued)

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0	0%	0	0%	0	0%	0	0%	0	0%
HISTORICAL SOCIETY, IDAHO STATE	1	2%	12	29%	5	12%	3	7%	5	12%
HUMAN RESOURCES, DIVISION OF	1	7%	4	31%	1	10%	1	12%	1	14%
IDAHO STATE UNIVERSITY	44	8%	47	8%	53	9%	44	7%	45	7%
INDEPENDENT LIVING COUNCIL	1	50%	2	80%	0	0%	0	0%	1	50%
INDUSTRIAL COMMISSION	6	9%	15	21%	8	11%	8	11%	16	21%
INFORMATION TECHNOLOGY SERVICES, OFFICE OF	6	9%	2	7%						
INSURANCE, DEPARTMENT OF	3	5%	8	14%	4	7%	11	20%	4	7%
JUVENILE CORRECTIONS, DEPARTMENT OF	34	9%	33	8%	39	10%	29	7%	52	13%
LABOR, DEPARTMENT OF	27	6%	27	6%	31	6%	36	7%	38	7%
LANDS, DEPARTMENT OF	24	8%	17	6%	13	5%	14	5%	21	8%
LAVA HOT SPRINGS FOUNDATION	0	0%	0	0%	0	0%	1	8%	2	16%
LEWIS-CLARK STATE COLLEGE	14	12%	11	9%	14	11%	16	13%	7	6%
LIBRARIES, IDAHO COMMISSION FOR	3	8%	3	8%	1	3%	1	3%	2	6%
LIQUOR DIVISION, IDAHO STATE	18	8%	15	7%	24	11%	22	11%	14	7%
LOTTERY COMMISSION, IDAHO STATE	0	0%	0	0%	0	0%	1	13%	0	0%
MEDICINE, BOARD OF	1	10%	2	24%	3	35%	0	0%	0	0%
NURSING, BOARD OF	0	0%	1	12%	0	0%	0	0%	1	15%
OCCUPATIONAL & PROFESSIONAL LICENSES	2	5%	2	6%	3	8%	2	6%	2	6%
OUTFITTERS AND GUIDES LICENSING BOARD	0	0%	0	0%	0	0%	1	29%	0	0%
PARDONS AND PAROLE, COMMISSION OF	8	26%	4	12%	1	3%	3	10%	4	13%
PARKS AND RECREATION, DEPARTMENT OF	10	7%	12	8%	12	8%	10	7%	7	5%
PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO)	7	12%	5	8%	2	3%	6	11%	4	7%
PHARMACY, BOARD OF	0	0%	1	9%	1	9%	1	9%	0	0%
POLICE, IDAHO STATE	21	4%	12	2%	18	4%	19	4%	19	4%
PUBLIC TELEVISION	6	10%	2	3%	4	7%	0	0%	2	4%
PUBLIC UTILITIES COMMISSION	3	9%	2	5%	1	3%	4	10%	2	5%
RACING, STATE COMMISSION	0	0%	0	0%	0	0%	1	67%	0	0%
REAL ESTATE COMMISSION	0	0%	1	9%	0	0%	1	9%	0	0%

Appendix T – Classified Voluntary Separations by Agency FY 2016-2020 (continued)

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
STATE PUBLIC DEFENSE COMMISSION	2	67%	1	29%	0	0%	0	0%	0	0%
TAX APPEALS, BOARD OF	0	0%	0	0%	0	0%	0	0%	0	0%
TAX COMMISSION, IDAHO STATE	30	7%	45	11%	24	6%	21	5%	16	4%
TRANSPORTATION, DEPARTMENT OF	82	5%	61	4%	58	4%	63	4%	67	5%
VETERANS SERVICES, DIVISION OF	31	10%	45	15%	43	14%	45	14%	54	18%
VETERINARY MEDICINE BRD	0	0%	1	50%	0	0%	1	50%	0	0%
VOCATIONAL REHABILITATION, IDAHO DIVISION OF	1	2%	4	7%	8	15%	0	0%	7	13%
WATER RESOURCES, DEPARTMENT OF	13	9%	11	7%	10	7%	8	6%	9	7%
WORKFORCE DEVELOPMENT COUNCIL	0	0%	0	0%						
Overall - Total	1,019	8%	1,020	8%	985	8%	964	7%	913	7%

Appendix U – Classified Involuntary Separations by Agency FY 2016-2020

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
ACCOUNTANCY, STATE BOARD OF	0	0%	0	0%	0	0%	0	0%	0	0%
ADMINISTRATION, DEPARTMENT OF	6	6%	2	2%	4	4%	3	3%	3	3%
AGING, COMMISSION ON	0	0%	0	0%	0	0%	0	0%	0	0%
AGRICULTURE, DEPARTMENT OF	7	4%	6	3%	9	5%	8	5%	4	2%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	0	0%	2	5%	0	0%	0	0%	2	5%
BOISE STATE UNIVERSITY	24	4%	25	5%	14	3%	30	5%	19	3%
BRAND INSPECTOR	0	0%	1	3%	0	0%	1	3%	3	10%
BUILDING SAFETY, DIVISION OF	5	4%	3	2%	2	2%	4	3%	1	1%
CAREER-TECHNICAL EDUCATION, DIVISION OF	0	0%	0	0%	2	18%	1	9%	1	8%
COMMERCE, DEPARTMENT OF	1	3%	3	9%	1	3%	1	3%	1	3%
CONSERVATION, SOIL AND WATER COMMISSION	0	0%	1	6%	1	6%	1	6%	0	0%
CORRECTION, DEPARTMENT OF	98	5%	91	5%	124	7%	117	6%	121	6%
DENTISTRY, BOARD OF	0	0%	0	0%	0	0%	0	0%	0	0%
EDUCATION, STATE BOARD OF	0	0%	0	0%	2	36%	0	0%	1	25%
ENDOWMENT FUND INVESTMENT BOARD	0	0%	0	0%	0	0%	0	0%	0	0%
ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF	0	0%	0	0%	0	0%	0	0%	0	0%
ENVIRONMENTAL QUALITY, DEPARTMENT OF	4	1%	11	3%	3	1%	3	1%	5	2%
FINANCE, DEPARTMENT OF	2	3%	2	3%	0	0%	0	0%	2	3%
FISH AND GAME, DEPARTMENT OF	8	1%	3	1%	9	2%	11	2%	9	2%
HEALTH AND WELFARE, DEPARTMENT OF	158	6%	115	4%	140	5%	144	5%	123	5%
HEALTH DISTRICT 1 (PANHANDLE)	5	5%	6	6%	12	11%	6	5%	5	5%
HEALTH DISTRICT 2 (NORTH CENTRAL)	0	0%	0	0%	1	2%	0	0%	1	2%
HEALTH DISTRICT 3 (SOUTHWEST)	3	4%	8	9%	2	2%	3	3%	1	1%
HEALTH DISTRICT 4 (CENTRAL)	9	9%	8	8%	4	4%	5	5%	7	6%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	1	2%	2	3%	2	3%	1	1%	6	9%
HEALTH DISTRICT 6 (SOUTHEASTERN)	1	1%	0	0%	1	1%	1	1%	3	4%
HEALTH DISTRICT 7 (EASTERN)	1	1%	4	4%	3	3%	2	2%	13	14%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0	0%	0	0%	0	0%	0	0%	0	0%

Appendix U – Classified Involuntary Separations by Agency FY 2016-2020 (continued)

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
HISTORICAL SOCIETY, IDAHO STATE	1	2%	2	5%	0	0%	1	2%	0	0%
HUMAN RESOURCES, DIVISION OF	1	7%	1	8%	1	10%	3	35%	1	14%
IDAHO STATE UNIVERSITY	15	3%	22	4%	17	3%	25	4%	25	4%
INDEPENDENT LIVING COUNCIL	0	0%	0	0%	0	0%	0	0%	0	0%
INDUSTRIAL COMMISSION	4	6%	5	7%	4	5%	5	7%	6	8%
INFORMATION TECHNOLOGY SERVICES, OFFICE OF	3	5%	0	0%						
INSURANCE, DEPARTMENT OF	1	2%	1	2%	5	9%	4	7%	2	4%
JUVENILE CORRECTIONS, DEPARTMENT OF	13	3%	12	3%	12	3%	17	4%	15	4%
LABOR, DEPARTMENT OF	21	4%	3	1%	7	1%	9	2%	13	2%
LANDS, DEPARTMENT OF	6	2%	2	1%	3	1%	9	3%	6	2%
LAVA HOT SPRINGS FOUNDATION	1	7%	1	7%	0	0%	2	17%	0	0%
LEWIS-CLARK STATE COLLEGE	5	4%	4	3%	12	10%	3	2%	8	6%
LIBRARIES, IDAHO COMMISSION FOR	1	3%	2	6%	0	0%	0	0%	0	0%
LIQUOR DIVISION, IDAHO STATE	19	9%	18	8%	15	7%	21	10%	19	9%
LOTTERY COMMISSION, IDAHO STATE	0	0%	0	0%	0	0%	1	13%	0	0%
MEDICINE, BOARD OF	1	10%	0	0%	0	0%	0	0%	0	0%
NURSING, BOARD OF	0	0%	0	0%	1	13%	0	0%	0	0%
OCCUPATIONAL & PROFESSIONAL LICENSES	0	0%	2	6%	0	0%	3	9%	0	0%
OUTFITTERS AND GUIDES LICENSING BOARD	0	0%	0	0%	0	0%	1	29%	0	0%
PARDONS AND PAROLE, COMMISSION OF	1	3%	0	0%	0	0%	0	0%	1	3%
PARKS AND RECREATION, DEPARTMENT OF	3	2%	5	3%	3	2%	0	0%	4	3%
PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO)	1	2%	1	2%	1	2%	6	11%	6	11%
PHARMACY, BOARD OF	0	0%	0	0%	1	9%	0	0%	0	0%
POLICE, IDAHO STATE	20	4%	22	4%	17	3%	15	3%	17	4%
PUBLIC TELEVISION	0	0%	1	2%	1	2%	0	0%	0	0%
PUBLIC UTILITIES COMMISSION	1	3%	1	3%	2	5%	3	8%	0	0%
RACING, STATE COMMISSION	0	0%	0	0%	0	0%	0	0%	0	0%
REAL ESTATE COMMISSION	1	9%	2	18%	2	18%	1	9%	1	10%
STATE PUBLIC DEFENSE COMMISSION	1	33%	0	0%	0	0%	0	0%	0	0%

Appendix U – Classified Involuntary Separations by Agency FY 2016-2020 (continued)

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
TAX APPEALS, BOARD OF	2	50%	0	0%	0	0%	0	0%	0	0%
TAX COMMISSION, IDAHO STATE	11	3%	14	3%	5	1%	7	2%	9	2%
TRANSPORTATION, DEPARTMENT OF	33	2%	42	3%	42	3%	47	3%	26	2%
VETERANS SERVICES, DIVISION OF	34	11%	36	12%	39	13%	63	20 %	50	17%
VETERINARY MEDICINE BOARD	0	0%	0	0%	0	0%	0	0%	0	0%
VOCATIONAL REHABILITATION, IDAHO DIVISION OF	3	5%	3	5%	2	4%	2	4%	5	9%
WATER RESOURCES, DEPARTMENT OF	3	2%	1	1%	1	1%	5	4%	4	3%
WORKFORCE DEVELOPMENT COUNCIL	0	0%	1	29%						
Overall - Total	539	4%	497	4%	529	4%	595	5%	549	4%

Appendix V – Classified Retirement Turnover by Agency FY 2016-2020

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
ACCOUNTANCY, STATE BOARD OF	0	0%	0	0%	0	0%	0	0%	1	40%
ADMINISTRATION, DEPARTMENT OF	7	7%	3	3%	4	4%	7	6%	7	6%
AGING, COMMISSION ON	1	9%	0	0%	1	9%	0	0%	0	0%
AGRICULTURE, DEPARTMENT OF	7	4%	3	2%	8	4%	4	2%	11	6%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	1	3%	1	3%	1	3%	3	8%	0	0%
BOISE STATE UNIVERSITY	15	3%	20	4%	18	3%	14	3%	7	1%
BRAND INSPECTOR	2	6%	1	3%	2	6%	3	10%	0	0%
BUILDING SAFETY, DIVISION OF	5	4%	1	1%	3	2%	4	3%	3	3%
CAREER-TECHNICAL EDUCATION, DIVISION OF	0	0%	0	0%	2	18%	0	0%	1	8%
COMMERCE, DEPARTMENT OF	1	3%	1	3%	0	0%	0	0%	1	3%
CONSERVATION, SOIL AND WATER COMMISSION	0	0%	0	0%	1	6%	1	6%	0	0%
CORRECTION, DEPARTMENT OF	41	2%	33	2%	40	2%	40	2%	33	2%
DENTISTRY, BOARD OF	0	0%	0	0%	0	0%	0	0%	0	0%
EDUCATION, STATE BOARD OF	0	0%	0	0%	0	0%	1	18%	0	0%
ENDOWMENT FUND INVESTMENT BOARD	0	0%	0	0%	0	0%	1	50%	0	0%
ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF	0	0%	0	0%	0	0%	0	0%	0	0%
ENVIRONMENTAL QUALITY, DEPARTMENT OF	9	3%	17	5%	14	4%	15	4%	12	4%
FINANCE, DEPARTMENT OF	4	7%	4	6%	3	5%	1	2%	3	5%
FISH AND GAME, DEPARTMENT OF	23	4%	23	4%	18	3%	21	4%	18	3%
HEALTH AND WELFARE, DEPARTMENT OF	55	2%	71	3%	63	2%	63	2%	69	3%
HEALTH DISTRICT 1 (PANHANDLE)	4	4%	2	2%	3	3%	7	6%	1	1%
HEALTH DISTRICT 2 (NORTH CENTRAL)	1	3%	1	2%	1	2%	2	4%	1	2%
HEALTH DISTRICT 3 (SOUTHWEST)	3	4%	1	1%	0	0%	4	4%	3	3%
HEALTH DISTRICT 4 (CENTRAL)	5	5%	4	4%	2	2%	5	5%	4	4%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	2	3%	1	2%	1	1%	1	1%	1	1%
HEALTH DISTRICT 6 (SOUTHEASTERN)	1	1%	0	0%	3	4%	2	3%	1	1%
HEALTH DISTRICT 7 (EASTERN)	3	4%	1	1%	3	3%	2	2%	1	1%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0	0%	0	0%	0	0%	0	0%	0	0%
HISTORICAL SOCIETY, IDAHO STATE	0	0%	1	2%	5	12%	3	7%	1	2%
HUMAN RESOURCES, DIVISION OF	0	0%	0	0%	0	0%	0	0%	0	0%
IDAHO STATE UNIVERSITY	17	3%	19	3%	21	3%	12	2%	13	2%

Appendix V – Classified Retirement Turnover by Agency FY 2016-2020 (continued)

Agency Name	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate	FY 2016 Count	FY 2016 Rate
INDEPENDENT LIVING COUNCIL	0	0%	0	0%	0	0%	0	0%	0	0%
INDUSTRIAL COMMISSION	5	8%	5	7%	5	7%	3	4%	4	5%
INFORMATION TECHNOLOGY SERVICES, OFFICE OF	2	3%	1	4%						
INSURANCE, DEPARTMENT OF	3	5%	4	7%	3	5%	1	2%	3	5%
JUVENILE CORRECTIONS, DEPARTMENT OF	7	2%	11	3%	7	2%	4	1%	9	2%
LABOR, DEPARTMENT OF	20	4%	23	5%	26	5%	23	5%	23	4%
LANDS, DEPARTMENT OF	9	3%	13	4%	8	3%	10	4%	11	4%
LAVA HOT SPRINGS FOUNDATION	1	7%	0	0%	1	7%	0	0%	1	8%
LEWIS-CLARK STATE COLLEGE	7	6%	1	1%	2	2%	6	5%	1	1%
LIBRARIES, IDAHO COMMISSION FOR	1	3%	2	6%	4	12%	3	9%	1	3%
LIQUOR DIVISION, IDAHO STATE	7	3%	14	6%	5	2%	7	3%	6	3%
LOTTERY COMMISSION, IDAHO STATE	0	0%	0	0%	0	0%	0	0%	0	0%
MEDICINE, BOARD OF	0	0%	0	0%	0	0%	0	0%	0	0%
NURSING, BOARD OF	2	21%	0	0%	0	0%	0	0%	1	15%
OCCUPATIONAL & PROFESSIONAL LICENSES	4	11%	2	6%	0	0%	2	6%	1	3%
OUTFITTERS AND GUIDES LICENSING BOARD	0	0%	0	0%	0	0%	0	0%	0	0%
PARDONS AND PAROLE, COMMISSION OF	1	3%	1	3%	2	6%	0	0%	0	0%
PARKS AND RECREATION, DEPARTMENT OF	4	3%	12	8%	4	3%	3	2%	8	6%
PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO)	3	5%	3	5%	2	3%	5	9%	4	7%
PHARMACY, BOARD OF	0	0%	0	0%	1	9%	0	0%	0	0%
POLICE, IDAHO STATE	11	2%	18	3%	6	1%	10	2%	18	4%
PUBLIC TELEVISION	0	0%	3	5%	3	5%	0	0%	1	2%
PUBLIC UTILITIES COMMISSION	1	3%	2	5%	3	8%	1	3%	1	3%
RACING, STATE COMMISSION	0	0%	0	0%	0	0%	0	0%	0	0%
REAL ESTATE COMMISSION	1	9%	0	0%	0	0%	0	0%	0	0%
STATE PUBLIC DEFENSE COMMISSION	0	0%	0	0%	0	0%	0	0%	0	0%
TAX APPEALS, BOARD OF	0	0%	1	25%	0	0%	0	0%	0	0%
TAX COMMISSION, IDAHO STATE	16	4%	17	4%	17	4%	16	4%	19	5%
TRANSPORTATION, DEPARTMENT OF	61	4%	52	3%	73	5%	99	7%	73	5%
VETERANS SERVICES, DIVISION OF	9	3%	10	3%	11	4%	6	2%	5	2%
VETERINARY MEDICINE BOARD	1	50%	0	0%	0	0%	0	0%	0	0%
VOCATIONAL REHABILITATION, IDAHO DIVISION OF	2	4%	2	4%	1	2%	3	6%	1	2%
WATER RESOURCES, DEPARTMENT OF	10	7%	8	5%	3	2%	3	2%	4	3%
WORKFORCE DEVELOPMENT COUNCIL	0	0%	0	0%						
Overall - Total	395	3%	413	3%	404	3%	421	3%	387	3%

Appendix W – Classified Turnover by Separation Code

Reason for Leaving	FY 2020 Separation Count	FY 2020 % of Turnover
Separation - Personal	876	6.72%
Separation - Retirement	390	2.99%
Transfer to Other Agency	215	1.65%
Separation - Private Sector Job	167	1.28%
Failure to Complete Entrance Probation	66	0.51%
Termination - Dismissal	60	0.46%
Separation - Layoff/Medical	47	0.36%
Separation - County Job	24	0.18%
Separation - Federal Job	23	0.18%
Separation - Layoff/Shortage of Work	17	0.13%
Separation - School District Job	15	0.12%
Separation - City Job	13	0.10%
Separation - Death	13	0.10%
Separation - State Job (Excluding Idaho)	10	0.08%
Separation - Layoff/Budget Restriction	7	0.05%
Separation - Medical Retirement	5	0.04%
Separation - Entrance Probation/RIF	2	0.02%
Separation - Military	2	0.02%
Separation - Appt Expires/Temporary	1	0.01%
Grand Total	1,953	15%

Appendix X – Classified Average Pay Rate and Turnover by Pay Grade

Pay Grade	Employee Count	Average Pay Rate	Average Compa-Ratio	FY 2020 Turnover Rate
E	191	\$11.79	92%	47.2%
F	221	\$12.18	85%	56.5%
G	621	\$14.50	89%	49.9%
H	1,389	\$16.12	86%	39.9%
I	2,221	\$18.52	84%	31.7%
J	1,888	\$20.91	84%	23.3%
K	1,577	\$23.50	85%	24.8%
L	2,244	\$26.86	86%	26.4%
M	1,502	\$31.08	88%	25.0%
N	677	\$35.56	91%	21.8%
O	217	\$40.97	97%	25.1%
P	230	\$44.33	96%	21.5%
Q	18	\$55.03	108%	55.6%
R	3	\$59.06	104%	0.0%
V	7	\$107.83	116%	0.0%

Appendix Y – Vacancy Rate by Agency

Agency Name	Vacant Classified FTP	Vacant Non-Classified FTP	Combined Vacant FTP	Regular Non-Classified FTP	Regular Classified FTP	Combined Regular FTP	Vacancy Rate
BD-PROF ENG & LAND SURV	0	0	0	3	2	5	0%
BOISE STATE UNIVERSITY	80	196	276	1,970	496	2,466	10%
BRAND INSPECTOR	1	0	1	5	33	38	3%
BRD OF VETERINARY MEDICINE	1	0	1	1	1	2	23%
CENTRAL HEALTH DISTRICT IV	10	0	10	5	105	110	8%
COMM-BLIND & VISUAL IMPAIR	0	0	0	1	40	41	0%
COMMISSION OF PARDONS AND PAROLE	3	0	3	2	32	34	8%
COMMISSION ON THE ARTS	0	1	1	8	0	8	11%
CORRECTIONAL INDUSTRIES	0	12	12	35	0	35	26%
DEPARTMENT OF AGRICULTURE	12	0	12	10	189	199	6%
DEPARTMENT OF COMMERCE	6	2	8	3	32	35	19%
DEPARTMENT OF CORRECTION	229	1	230	22	1,900	1,922	11%
DEPARTMENT OF ENVIRONMENTAL QUALITY	33	0	33	14	330	344	9%
DEPARTMENT OF FINANCE	2	0	2	2	62	64	3%
DEPARTMENT OF FISH & GAME	45	0	45	6	517	523	8%
DEPARTMENT OF INSURANCE	4	4	8	9	53	62	11%
DEPARTMENT OF LABOR	78	2	80	12	547	559	13%
DEPARTMENT OF LANDS	26	0	26	12	287	299	8%
DEPT - PARKS & RECREATION	20	1	21	4	137	141	13%
DEPT OF ADMINISTRATION	13	0	13	7	103	110	11%
DEPT OF HEALTH & WELFARE	288	1	289	26	2,704	2,730	10%
DEPT OF WATER RESOURCES	10	0	10	3	136	139	7%
DIV - FINANCIAL MANAGEMENT	0	2	2	17	0	17	11%
DIV OF BUILDING SAFETY	7	1	8	5	139	144	5%
DIVISION OF HUMAN RESOURCES	1	0	1	2	14	16	6%
DIVISION OF VETERANS SERVICES	39	0	39	6	321	327	11%
DIV-OCCUPATIONAL & PROFESSIONAL LICENSES	4	1	5	1	38	39	11%
EASTERN IDAHO HEALTH DISTRICT VII	9	0	9	6	76	82	10%
ENDOWMENT FND INVESTMENT BD	0	0	0	2	2	4	0%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0	0	0	2	1	3	0%
ID DIVISION OF CAREER TECHNICAL EDUCATION	2	0	2	32	9	41	5%
IDAHO COMMISSION FOR LIBRARIES	3	0	3	2	33	35	7%
IDAHO COMMISSION ON AGING	0	0	0	1	12	13	0%
IDAHO PUBLIC TELEVISION	2	2	4	6	58	64	7%
IDAHO STATE INDEPENDENT LIVING COUNCIL	0	0	0	1	3	4	0%
IDAHO STATE LOTTERY	1	2	3	34	7	41	7%
IDAHO STATE POLICE	31	0	31	5	537	542	5%
IDAHO STATE RACING COMMISSION	0	0	0	0	1	1	0%

Appendix Y – Vacancy Rate by Agency (continued)

Agency Name	Vacant Classified FTP	Vacant Non-Classified FTP	Combined Vacant FTP	Regular Non-Classified FTP	Regular Classified FTP	Combined Regular FTP	Vacancy Rate
IDAHO STATE UNIVERSITY	67	117	185	1,162	530	1,692	10%
IDAHO TRANSPORTATION DEPT	108	1	109	21	1,610	1,631	6%
INDUSTRIAL COMMISSION	7	7	14	55	64	119	11%
JUVENILE CORRECTIONS	22	0	22	9	383	392	5%
LAVA HOT SPRINGS FOUNDATION	1	0	1	1	14	15	6%
LEWIS-CLARK STATE COLLEGE	12	20	32	317	91	408	7%
MILITARY DIVISION	0	23	23	394	0	394	6%
NORTH CENTRAL HEALTH DISTRICT II	4	0	4	4	44	48	8%
OFFICE OF BRD OF EDUCATION	0	0	0	46	5	51	0%
OFFICE OF DRUG POLICY	0	0	0	6	0	6	0%
OFFICE OF ENERGY AND MINERAL RESOURCES	0	0	0	8	0	8	0%
OFFICE OF INFORMATION TECHNOLOGY SERV	13	0	13	2	123	125	9%
OFFICE OF SPECIES CONSERVATION	0	2	2	13	0	13	13%
OUTFITTERS AND GUIDES	0	0	0	1	4	5	0%
PANHANDLE HEALTH DISTRICT I	13	0	13	4	115	119	10%
PUB EMPLOYEE RETIREMENT SYS	6	3	9	5	57	62	13%
PUBLIC UTILITIES COMMISSION	5	0	5	8	31	39	11%
REAL ESTATE COMMISSION	1	0	1	2	11	13	7%
SOIL AND WATER CONSERVATION COMMISSION	2	4	6	1	14	15	29%
SOUTH CENTRAL PUBLIC HEALTH DISTRICT V	7	0	7	3	66	69	10%
SOUTHEAST HEALTH DISTRICT VI	8	0	8	4	74	78	9%
SOUTHWEST HEALTH DISTRICT III	12	0	12	5	78	83	13%
STATE APPELLATE PUBLIC DEFENDER	0	1	1	24	0	24	4%
STATE BOARD OF ACCOUNTANCY	0	0	0	1	3	4	0%
STATE BOARD OF DENTISTRY	0	0	0	2	1	3	0%
STATE BOARD OF MEDICINE	0	2	2	5	11	16	11%
STATE BOARD OF NURSING	0	0	0	1	12	13	0%
STATE BOARD OF PHARMACY	1	0	1	3	11	14	7%
STATE BOARD OF TAX APPEALS	1	0	1	1	3	4	20%
STATE HISTORICAL SOCIETY	3	0	3	3	49	52	5%
STATE LIQUOR DIVISION	21	0	21	4	213	217	9%
STATE TAX COMMISSION	36	2	38	10	397	407	9%
STEM ACTION CENTER	0	0	0	6	0	6	0%
UNIVERSITY OF IDAHO	0	359	359	2,248	0	2,248	14%
VOCATIONAL REHABILITATION	4	9	13	91	52	142	8%
WORKFORCE DEVELOPMENT COUNCIL	0	0	0	1	4	5	0%
Overall	1,312	779	2,091	6,753	13,027	19,780	10%

Appendix Z – Total Retirement Forecast by Agency Calendar Years 2020-2050

Agency Name	Fewer than 5 years	5-9 years	10-19 years	20-29 years	30 years or more	Total
ATTORNEY GENERAL	15	22	63	83	24	207
BD-PROF ENG & LAND SURV		3	7	2		12
BOISE STATE UNIVERSITY				1		1
BRAND INSPECTOR	7	7	14	13	1	42
BRD OF VETERINARY MEDICINE			1	1		2
CENTRAL HEALTH DISTRICT IV	3	9	35	40	27	114
COMM-BLIND & VISUAL IMPAIR	3	4	18	16	2	43
COMMISSION OF PARDONS AND PAROLE	2	9	11	8	2	32
COMMISSION ON THE ARTS	1		4	3		8
CORRECTIONAL INDUSTRIES		2	21	8	4	35
DEPARTMENT OF AGRICULTURE	21	18	61	119	85	304
DEPARTMENT OF COMMERCE	1	2	16	21	4	44
DEPARTMENT OF CORRECTION	106	170	632	758	247	1,913
DEPARTMENT OF ENVIRONMENTAL QUALITY	23	46	110	109	57	345
DEPARTMENT OF FINANCE	1	4	22	24	8	59
DEPARTMENT OF FISH & GAME	57	59	189	195	164	664
DEPARTMENT OF INSURANCE	3	5	21	34	3	66
DEPARTMENT OF LABOR	37	67	196	168	61	529
DEPARTMENT OF LANDS	22	28	120	141	76	387
DEPT - PARKS & RECREATION	12	15	58	47	24	156
DEPT OF ADMINISTRATION	6	10	47	38	10	111
DEPT OF HEALTH & WELFARE	103	198	776	1,154	615	2,846
DEPT OF WATER RESOURCES	10	12	45	45	32	144
DIV - FINANCIAL MANAGEMENT	1	1	3	9	2	16
DIV OF BUILDING SAFETY	6	16	56	50	12	140
DIV-OCCUPATIONAL & PROFESSIONAL LICENSES	2	4	20	11	3	40
DIVISION OF HUMAN RESOURCES		2	2	7	3	14
DIVISION OF VETERANS SERVICES	10	21	100	139	69	339
EASTERN IDAHO HEALTH DISTRICT VII	5	8	35	31	12	91
ENDOWMENT FND INVESTMENT BD		1	3			4
HISPANIC AFFAIRS, IDAHO COMMISSION ON		1	2			3
HOUSE OF REPRESENTATIVES	2	3	31	28	2	66
ID DIVISION OF CAREER TECHNICAL EDUCATION		5	11	15	7	38
IDAHO COMMISSION FOR LIBRARIES	1	4	12	15	3	35
IDAHO COMMISSION ON AGING		2	11	4	1	18
IDAHO PUBLIC TELEVISION	10	9	25	14	5	63

Appendix Z – Total Retirement Forecast by Agency Calendar Years 2020-2050 (continued)

Agency Name	Fewer than 5 years	5-9 years	10-19 years	20-29 years	30 years or more	Total
IDAHO STATE INDEPENDENT LIVING COUNCIL			2	1		3
IDAHO STATE LOTTERY	2	4	20	14	4	44
IDAHO STATE POLICE	32	67	188	195	55	537
IDAHO STATE RACING COMMISSION	1					1
IDAHO STATE UNIVERSITY	1			1		2
IDAHO TRANSPORTATION DEPT	128	198	504	521	252	1,603
INDUSTRIAL COMMISSION	6	17	33	48	21	125
JUDICIAL BRANCH		8	152	157	36	353
JUVENILE CORRECTIONS	16	26	131	138	84	395
LAVA HOT SPRINGS FOUNDATION	1	2	7	8	1	19
LEGISLATIVE SERVICES	2	4	16	24	16	62
LEWIS-CLARK STATE COLLEGE	25	35	148	147	60	415
LIEUTENANT GOVERNOR			1		1	2
MILITARY DIVISION	6	18	120	214	83	441
NORTH CENTRAL HEALTH DISTRICT II	4	4	22	14	8	52
OFFICE OF BRD OF EDUCATION		2	31	19	8	60
OFFICE OF DRUG POLICY			4		2	6
OFFICE OF ENERGY AND MINERAL RESOURCES	1		1	2	4	8
OFFICE OF INFORMATION TECHNOLOGY SERV	3	10	44	48	17	122
OFFICE OF PERFORMANCE EVALUATIONS	1	1		3	2	7
OFFICE OF SPECIES CONSERVATION			2	7	3	12
OFFICE OF THE GOVERNOR	1		2	7	10	20
OUTFITTERS AND GUIDES		2	3	1		6
PANHANDLE HEALTH DISTRICT I	1	7	46	56	17	127
PUB EMPLOYEE RETIREMENT SYSTEM OF IDAHO	4	3	30	25	5	67
PUBLIC UTILITIES COMMISSION	5	1	17	17	1	41
REAL ESTATE COMMISSION		1	5	5	2	13
SECRETARY OF STATE	2	2	10	6	9	29
SENATE	1	3	18	9		31
SOIL AND WATER CONSERVATION COMMISSION	2	2	7	4	1	16
SOUTH CENTRAL PUBLIC HEALTH DISTRICT V	4	8	21	23	17	73
SOUTHEAST HEALTH DISTRICT VI	4	9	26	22	16	77
SOUTHWEST HEALTH DISTRICT III	3	9	35	32	31	110
STATE APPELLATE PUBLIC DEFENDER			9	10	4	23
STATE BOARD OF ACCOUNTANCY	1		9	1		11

Appendix Z – Total Retirement Forecast by Agency Calendar Years 2020-2050 (continued)

Agency Name	Fewer than 5 years	5-9 years	10-19 years	20-29 years	30 years or more	Total
STATE BOARD OF DENTISTRY	1			2	1	4
STATE BOARD OF MEDICINE	1		10	6	1	18
STATE BOARD OF NURSING			11	4	2	17
STATE BOARD OF PHARMACY		3	4	6	1	14
STATE BOARD OF TAX APPEALS			1	2	1	4
STATE CONTROLLER	7	12	25	40	20	104
STATE HISTORICAL SOCIETY	2	3	14	24	15	58
STATE INSURANCE FUND	9	29	91	80	29	238
STATE LIQUOR DIVISION	4	24	70	89	38	225
STATE PUBLIC DEFENSE COMMISSION			1	4		5
STATE TAX COMMISSION	37	44	152	125	40	398
STATE TREASURER		5	7	8	5	25
STEM ACTION CENTER			1	3	2	6
SUPT OF PUBLIC INSTRUCTION (DPT OF EDUC)	2	8	36	49	18	113
UNIVERSITY OF IDAHO			2	2		4
VOCATIONAL REHABILITATION	3	16	43	55	27	144
WORKFORCE DEVELOPMENT COUNCIL			1	3	1	5
Total	793	1,354	4,911	5,632	2,536	15,226

Appendix AA – Classified Retirement Forecast by Agency Calendar Years 2020-2050

Agency Name	Fewer than 5 years	5-9 years	10- 19 years	20- 29 years	30 years or more	Total
BD-PROF ENG & LAND SURV		1	1			2
BOISE STATE UNIVERSITY				1		1
BRAND INSPECTOR	5	6	8	13	1	33
BRD OF VETERINARY MEDICINE			1			1
CENTRAL HEALTH DISTRICT IV	1	7	30	37	26	101
COMMISSION FOR THE BLIND & VISUALLY IMPAIRED	3	4	17	14	2	40
COMMISSION OF PARDONS AND PAROLE	2	9	10	7	2	30
DEPARTMENT OF AGRICULTURE	15	11	41	73	48	188
DEPARTMENT OF COMMERCE	1	2	10	16	3	32
DEPARTMENT OF CORRECTION	102	164	621	755	247	1,889
DEPARTMENT OF ENVIRONMENTAL QUALITY	20	44	99	107	57	327
DEPARTMENT OF FINANCE	1	4	20	24	8	57
DEPARTMENT OF FISH & GAME	53	56	159	170	86	524
DEPARTMENT OF INSURANCE	3	3	19	27	2	54
DEPARTMENT OF LABOR	34	67	190	162	59	512
DEPARTMENT OF LANDS	18	24	102	105	42	291
DEPT - PARKS & RECREATION	11	13	54	41	22	141
DEPT OF ADMINISTRATION	5	9	44	36	10	104
DEPT OF HEALTH & WELFARE	101	194	746	1,122	538	2,701
DEPT OF WATER RESOURCES	9	12	41	43	32	137
DIV OF BUILDING SAFETY	6	15	53	49	12	135
DIV-OCCUPATIONAL & PROFESSIONAL LICENSES	2	4	20	11	2	39
DIVISION OF HUMAN RESOURCES		2	1	7	3	13
DIVISION OF VETERANS SERVICES	10	19	94	133	54	310
EASTERN IDAHO HEALTH DISTRICT VII	5	7	25	28	12	77
ENDOWMENT FND INVESTMENT BD		1	1			2
HISPANIC AFFAIRS, IDAHO COMMISSION ON			1			1
ID DIVISION OF CAREER TECHNICAL EDUCATION		2	2	3	3	10
IDAHO COMMISSION FOR LIBRARIES	1	3	11	15	3	33
IDAHO COMMISSION ON AGING		2	7	2	1	12
IDAHO PUBLIC TELEVISION	9	7	22	14	4	56
IDAHO STATE INDEPENDENT LIVING COUNCIL			1	1		2
IDAHO STATE LOTTERY		1	4	2	1	8
IDAHO STATE POLICE	32	64	186	195	55	532

Appendix AA – Classified Retirement Forecast by Agency Calendar Years 2020-2050 (continued)

Agency Name	Fewer than 5 years	5-9 years	10-19 years	20-29 years	30 years or more	Total
IDAHO STATE RACING COMMISSION	1					1
IDAHO STATE UNIVERSITY				1		1
IDAHO TRANSPORTATION DEPT	126	194	490	510	248	1,568
INDUSTRIAL COMMISSION	2	3	15	30	17	67
JUVENILE CORRECTIONS	15	26	125	137	83	386
LAVA HOT SPRINGS FOUNDATION	1	2	5	6	1	15
LEWIS-CLARK STATE COLLEGE	4	6	37	30	21	98
NORTH CENTRAL HEALTH DISTRICT II	3	4	15	12	7	41
OFFICE OF BRD OF EDUCATION			1	2	2	5
OFFICE OF INFORMATION TECHNOLOGY SERVICES	3	10	43	47	17	120
OUTFITTERS AND GUIDES		2	1	1		4
PANHANDLE HEALTH DISTRICT I		4	35	51	14	104
PUB EMPLOYEE RETIREMENT SYSTEM OF IDAHO	2	2	28	22	5	59
PUBLIC UTILITIES COMMISSION	3	1	13	15	1	33
REAL ESTATE COMMISSION		1	4	4	2	11
SOIL AND WATER CONSERVATION COMMISSION	2	2	6	4	1	15
SOUTH CENTRAL PUBLIC HEALTH DISTRICT V	4	6	16	22	14	62
SOUTHEAST HEALTH DISTRICT VI	4	9	21	18	16	68
SOUTHWEST HEALTH DISTRICT III	2	9	29	26	14	80
STATE BOARD OF ACCOUNTANCY	1		2			3
STATE BOARD OF DENTISTRY				1	1	2
STATE BOARD OF MEDICINE			7	3	1	11
STATE BOARD OF NURSING			7	2	1	10
STATE BOARD OF PHARMACY		2	3	5	1	11
STATE BOARD OF TAX APPEALS				2	1	3
STATE HISTORICAL SOCIETY	2	1	9	23	15	50
STATE LIQUOR DIVISION	4	24	68	87	38	221
STATE PUBLIC DEFENSE COMMISSION				4		4
STATE TAX COMMISSION	36	42	146	123	40	387
UNIVERSITY OF IDAHO			1	1		2
VOCATIONAL REHABILITATION	3	5	15	25	7	55
WORKFORCE DEVELOPMENT COUNCIL				3	1	4
Total	667	1,112	3,783	4,430	1,904	11,896