



*Governor C. L. “Butch” Otter
Vicki Tokita, DHR Administrator*

MISSION AND VISION STATEMENT

The mission of the Division of Human Resources (DHR) is to support the Governor’s vision of promoting responsible government by providing customer-focused leadership to agency directors, senior management, and state employees on human resource issues and employee compensation.

Our vision is to promote the State of Idaho as the employer of choice and to retain the best and brightest workforce to serve the citizens of Idaho in the most efficient and effective way possible.

GUIDING PRINCIPLES AND VALUES

- We believe that employees are critical to the State’s success.
- We believe that when an agency succeeds, we succeed.
- We strive to build collaborative relationships.
- We promote and support change.
- We encourage a respectful work environment.

Introduction

DHR’s statutory responsibility is to administer the state personnel system. We promote operational excellence by encouraging collaboration and efficiencies among State agencies to recruit, develop, and retain a proficient and diverse workforce.

The following goals describe DHR’s priorities. The objectives identify how the goals will be achieved. The performance measures identify when the objectives will be completed.

The following key factors are relevant to each of DHR's five goals:

- Labor market
- Unemployment rates
- Market wage variations
- Overall economic conditions
- Increasing retirements from the workforce resulting in loss of institutional knowledge
- Cost of health care and health insurance
- Competing salaries and compensation plans

GOAL ONE: SUPPORT HUMAN RESOURCES & RELATED BUSINESS OPERATIONS TO ENSURE INTEGRITY AND EFFICIENCY OF THE STATE'S MERIT SYSTEM.

Objective 1: Provide open communication with agency leadership and staff.

Strategies:

- A. Provide consultation with Directors on a regular basis.
- B. Provide consultation with agency HR contacts on a regular basis.
- C. Compose and publish the DHR Newsletter at least quarterly.
- D. Post up-to-date information to DHR Website as needed.

Performance Measure:

1. Consult with executive level agency staff at least five times per year.

Objective 2: Review agency workforce issues to provide options for resolution.

Strategies:

- A. Review at staff meetings with standard agenda item.
- B. Review with impromptu consultant meetings.

Performance Measure:

1. Conduct staff meetings at least twice a month and convene consultant meetings on a regular basis.
2. Document recommendations by agency and issue.

Objective 3: Provide current statute and rule interpretation in collaboration with agencies.

Strategies:

- A. Review and consult on agency initiated requests.

- B. Make recommendations to agencies as appropriate.
- C. Solicit and track agencies' input on DHR recommended changes related to suggested legislative changes.

Performance Measure:

- 1. Review and respond to agency consultation requests in five business days.

Objective 4: Provide support and consultation to agency clients on reorganization, position classification, recruitment, and compensation.

Strategies:

- A. Respond to agency initiated requests for assistance in a timely manner.

Performance Measure:

- 1. Develop satisfaction survey to solicit feedback from agencies on DHR supportive services by December 2012.

GOAL TWO: LEVERAGE TECHNOLOGY IN PROVIDING HUMAN RESOURCE SERVICES FOR EFFICIENCY AND COST EFFECTIVENESS.

Objective 1: Implement and enhance web-based applications.

Strategies:

- A. Refine statewide online performance evaluation form.
- B. Review enhancements identified on statewide online application process.

Performance Measures:

- 1. Complete I-PERFORM phase 2 with State Controller's Office in FY 2013.
- 2. Complete review of enhancements with Department of Labor in the Applicant Tracking System (ATS) in FY 2013.

Objective 2: Utilize online HR resources and secure cost-effective contracts.

Strategies:

- A. Use HR Laws / HR.BLR.com as resource.
- B. Research Learning Management System (LMS) options.

Performance Measure:

1. Conduct cost effective analysis of contracts in FY 2013.

GOAL THREE: ASSURE APPROPRIATE ANALYSIS FOR EMPLOYEE COMPENSATION.

Objective 1: Study employee compensation trends nationwide.

Strategies:

- A. Participate in salary surveys with other states.
- B. Attend and share related information from national conferences with HR public agency leaders.

Performance Measure:

1. Annually participate and obtain results of regional public/ private salary surveys conducted by the Central States Compensation Association, Milliman, and Western Management Group.

Objective 2: Compile/publish State Employee Compensation (SEC) report.

Strategies:

- A. Include market-related changes for pay structure.
- B. Include market-related changes for pay line exceptions.
- C. Include merit increase recommendation.
- D. Include change or changes to benefit package.

Performance Measure:

1. Publish SEC report by October 31st in each fiscal year.

Objective 3: Review statewide internal equity.

Strategies:

- A. Determine appropriate position classifications.
- B. Evaluate jobs for appropriate pay grades.
- C. Collaborate on classification studies plan.

Performance Measure:

1. Complete by June 2014.

GOAL FOUR: MAXIMIZE SUCCESSFUL EMPLOYMENT PRACTICES

Objective 1: Develop, present, attend, provide or fund training.

Strategies:

- A. Engage nationally and regionally recognized experts for trainings.
- B. Attend national employment law training for public employees.
- C. DHR develops statewide supervisory training.

Performance Measure 1: At least one DHR employee shall attend the annual National Employment Law Institute conference on EEO/Employment Law – public sector.

Objective 2: Update current expectations for agencies with delegated authority.

Strategy:

- A. Review and/or revise delegated agency Memorandums of Understanding (MOU).

Performance Measure:

1. New MOUs in place with 19 agencies by October 2012.

Objective 3: Analyze data and trends on personnel decisions.

Strategy:

- A. Access data from Idaho public agencies which conduct employment related administrative or judicial hearings.

Performance Measures:

1. Track decisions from Idaho Personnel Commission, Human Rights Commission, and judicial rulings.
2. Track Notices of Contemplated Actions (NOCAs) and Letters of Disciplinary Actions (LODAs).
3. Track federal oversight inquiries for compliance with FLSA, ADA, FLMA, and HIPPA.

Objective 4: Ensure efficiency of the DHR's administrative and financial support to the Idaho Personnel Commission (IPC).

Strategies:

- A. Manage hearing officer contracts.
- B. Coordinate IPC hearings and publish decisions.

C. Monitor active cases.

Performance Measures:

1. Ensure at least one hearing officer in each region of the state.
2. Review hearing officer credentials and review agreements by 2014.
3. Ensure IPC activities are completed within required timeframes.

GOAL FIVE: DEVELOP A DHR QUALITY ASSURANCE (QA) PLAN

Objective 1: Develop a DHR QA Plan to ensure performance measures are appropriately being completed.

Strategy:

- A. Review DHR strategic plan, performance measurement report, contracts, memorandums of understanding, and projects to identify performance management measures and reporting needs.

Performance Measure:

1. Complete initial draft QA plan by November 2012.

For further information, please contact Vicki Tokita, DHR Administrator at (208)334-2263.