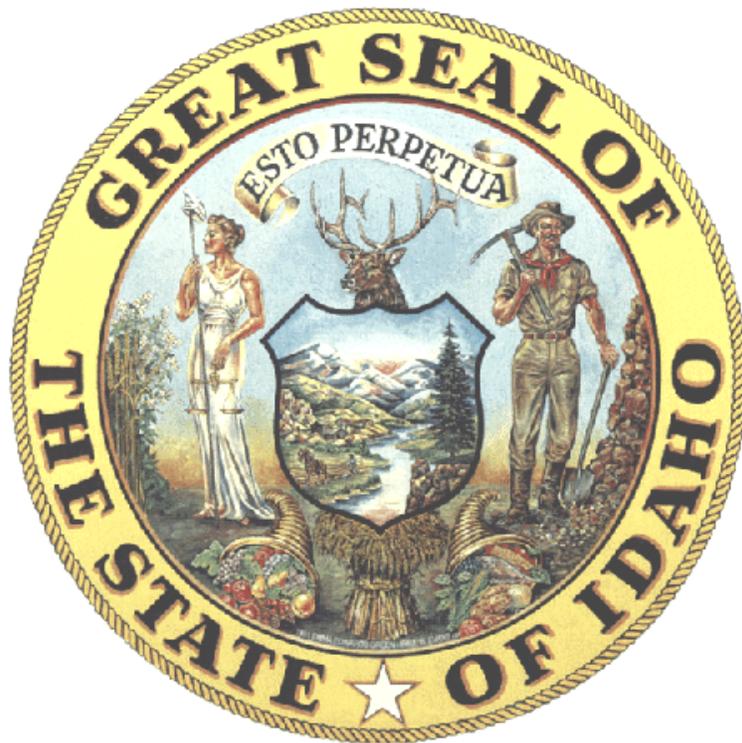


Report to the Governor

State Employee Compensation & Benefits



FY 2014 Report

State

Employee

Compensation & Benefits

Division of Human Resources

Department of Administration

Public Employee Retirement System of Idaho

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INTRODUCTION

The fiscal year (FY) 2014 State Employee Compensation (SEC) report is an executive summary of the status of total compensation prepared by the Division of Human Resources (DHR) in collaboration with the Department of Administration and the Public Employee Retirement System of Idaho. More data and detailed information is provided in the appendices.

The following workforce data, including number of employees, employee compa-ratio and turnover, is to assist decision makers when considering employee compensation.

WORKFORCE DATA

Number of Employees

The number of classified employees¹ as of October 2012 is 12,588, a decrease of 16 employees compared to the number of classified employees in October 2011. The number of non-classified employees² (excluding higher education and temporary employees³) as of October 2012 is 2087, a decrease of 27 employees compared to the number of non-classified employees in October 2011.

Compa-Ratio

Compa-ratio⁴ helps decision makers assess how employees are paid in relation to the policy pay rate⁵. In October 2012, the classified statewide compa-ratio was 84.8% and the average classified hourly pay rate was \$19.47. Both of these figures are higher than the October 2011 numbers with a statewide classified compa-ratio of 82.8% and an average classified hourly rate of \$18.98 (See Appendix A). The current salary structure (See Appendix B) has not changed since FY 2010, therefore compa-ratio figures are based on the 2009 salary survey⁶ comparisons with the external labor market.

¹ 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.

² 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 but subject to Idaho Code, Title 59, Chapter 16.

³ 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)).

⁴ The relationship between an employee's salary and the policy pay rate of their job. For example: If an employee in pay grade K earns \$16.59 per hour, and the policy pay rate for pay grade K is \$24.41, their compa-ratio is 68% (hourly rate divided by policy rate equals compa-ratio). In summary, the compa-ratio is an indication of how salaries compare with the competitive market.

⁵ The salary relative to the external labor market (public and private sector) as determined by salary surveys of similar jobs. "Policy" and "market" are often used synonymously.

⁶ Survey conducted with private and public employers to determine pay levels for similar jobs.

Turnover

The FY 2012 classified total turnover rate is 12.9%, which includes all separations⁷, compared to 12.1% in FY 2011 (See Appendix C). The average length of service for classified total turnover is 9.5 years, compared to 9.8 years in FY 2011.

The FY 2012 classified voluntary turnover⁸ rate is 5.8%, compared to 4.7% in FY 2011 (See Appendix D). The average length of service for classified voluntary turnover is 6.2 years, compared to 5 years in FY 2011 (See Appendices E and F for details of separation reason).

COMPENSATION DISCUSSION

As directed by the Governor and the Legislature, State employees provide services for Idaho and its citizens. To support the Governor's initiatives and the Legislature's policy direction, it is critical that the State attract, hire, and retain competent, talented, and professional employees by providing a competitive compensation package.

Last year during agency budget hearings, many directors expressed their concerns regarding employee compensation. There had not been a salary increase since 2009. Directors implemented layoffs and furloughs to balance their budgets in response to the economic downturn. The 2012 Legislature responded by appropriating an across-the-board 2% merit increase in agencies' personnel budgets.

DHR's analysis⁹ of salary survey results indicate classified employees' salaries for 212 jobs combined are, on average, 18.9% below the market¹⁰ and the policy rates are, on average, 7.4% below the market. When compared to the eight surrounding state governments of Arizona, Colorado, Montana, New Mexico, Nevada, Utah, Washington, and Wyoming, 127 of the 212 jobs were matched. Idaho classified employees' salaries are, on average, 10.7% below these states and Idaho's policy rates are, on average, 2% ahead of these states (See Appendix G for analysis and list of survey participants).

In January of 2012, DHR requested agency directors to provide their employee exit interview information for summary in this report. The exit interview information reflects the survey results completed by employees leaving state service. Exiting employees responded to questions that reflect length of service, reasons for leaving, level of education, and rating state employment (See Appendix H).

⁷ Voluntary, involuntary (dismissal), layoff, retirement, transfer to other agency.

⁸ Better job, compensation, dissatisfied, other, personal, transfer to other agency (July-December 2011) – Separation codes changed January 2012 to Separation – city, county, federal government, private sector, school district, or State job excluding Idaho (personal and transfer to other agency codes still remain).

⁹ The Idaho Department of Labor-Research and Analysis Bureau's methodology was followed.

¹⁰ Includes public and private sector employers.

Competition for quality employees will continue to increase as our economy improves. To help minimize the State from being a training ground and losing employees to the private sector and other governmental entities (federal, city, and county), steps need to be taken to bring salaries closer to market. Not only does this turnover impact services to citizens, it also impacts budgets as agencies invest time and money in employees.

PROPOSAL: COMPENSATION AND BENEFITS

Statutory Directive

Idaho Code 67-5309C requires the Division of Human Resources to provide workforce data and total compensation analysis to the Governor and the Legislature for their consideration. The following must be included in the proposal:

- Merit Increase Component
- Salary Structure Adjustment
- Specific Occupational Inequity (Payline Exception) Component
- Employee Benefit Package

Challenges and Considerations

In conducting DHR's analysis regarding any proposed change in employee compensation, it is important to consider the impact on agencies' budgets. As a result, this report summarizes the status of the State's competitiveness as an employer without knowing the revenues and the many demands placed on the State budget at the time the Legislature is deciding agency appropriations.

The recommendation balances the fiscal impact, the level of competitiveness of employees' salaries compared to the market, and the challenges agency directors face with low entry salaries, salary compression, salary inequity, and the ability to retain employees.

Merit Increase and Salary Structure Adjustment

The FY 2014 proposal presents a balanced approach for a two year plan with options:

FY 2014

Option 1: If funding is available, it is proposed that a percentage be appropriated to agencies' personnel budgets and also allow directors to use salary savings to address their various compensation challenges.

Option 2: If merit increases are not appropriated, allow agencies to use existing salary savings to address their specific compensation challenges. With legislative approval, agencies with limited salary savings may transfer funds from Operating Expenses to Personnel Costs on an on-going basis.

The following are estimated costs for a 1%, 2%, or 3% increase to agencies' personnel budgets as of October 23, 2012:

- 1% = \$5 million general funds and \$6.6 million all other funds; \$11.6 million total funds.
- 2% = \$10.1 million general funds and \$13.1 million all other funds; \$23.2 million total funds.
- 3% = \$15.2 million general funds and \$19.7 million all other funds; \$34.9 million total funds.

All salary increases would be administered in accordance with the State's merit-based pay philosophy.

FY 2015

It is proposed that the salary structure be adjusted towards market. If funding is available, appropriate increases to agencies' personnel budgets and allow directors to use salary savings to address continued compensation challenges.

If agency directors are able to address compensation issues in FY 2014, the cost to adjust the salary structure may be minimal. As of September 26, 2012, an adjustment to the salary structure would result in moving employees to new minimum pay rates, costing approximately:

- 1% = \$80,000
- 2% = \$162,000
- 3% = \$518,000

The proposed two year plan will allow agency directors to continue to address compensation issues and prepare for the proposed salary structure adjustment in FY 2015.

Specific Occupational Inequity (Payline Exception)

FY 2014: Continue the job classifications that are currently on payline exception to address specific recruitment or retention issues (See Appendix I).

Employee Benefit Package

FY 2014: Maintain the current employee benefit package.

Department of Administration, Office of Group Insurance Employee Benefit Information

The State of Idaho currently offers a full range of group insurance benefits including medical, dental, vision, Flexible Spending Accounts, short and long term disability and life insurance. The Office of Group Insurance is in the process of remarketing the medical, vision and dental coverages in an effort to remain competitive. In FY 2012 the State was able to absorb the premium increases and offer two months of premium holidays. Unfortunately the reserves have been depleted and the State had to pass on an increase to employees in FY 2013. In FY 2012 the State paid approximately 79% of total covered medical charges. For FY 2013 the percentage was reduced to approximately 78%.

In addition, a change was made to the medical/dental premium tier structure moving it from three to two tiers. The reason this was done was twofold, first to provide more equitable treatment for employees working less than 30 hours per week and second, to reduce the administrative time for agency human resource staff.

The reimbursement amounts for vision exams, frames, and lenses were increased effective July 1, 2012. In addition, the waiting period for enrollment into the Flexible Spending Accounts were eliminated.

The Office of Group Insurance is offering a new Voluntary Term Life Policy to replace the current Supplemental Life Policy. Currently, employees are only allowed to purchase up to one times their salary and no additional coverage for their spouse or dependent children. With the new policy, they will be allowed to purchase up to three times their salary and have the option of increasing coverage for their spouse and dependent children. This new policy will have an effective date of January 1, 2013.

The Department of Administration, Office of Group Insurance, is committed to providing the employees and the State of Idaho with the best value possible for their insurance dollars.

Public Employees Retirement System of Idaho (PERSI) Employee Pension Plan

The Public Employee Retirement System of Idaho (PERSI) was created in 1963 by the Idaho Legislature with funding effective July 1, 1965. Since that time, PERSI has provided a Defined Benefit (DB) plan designed to provide secure, long-term retirement benefits for career public service employees. PERSI is directed by a five member Retirement Board appointed by the Governor for five-year terms.

PERSI funds are separate from all public monies or funds of the state. Funding comes from three sources: contributions from employees, employers, and investment income. Generally, investments account for 56% of PERSI's revenue, with employers (28%) and employees (16%) making up the balance. The Board is responsible for overseeing the fund's investment activities. This includes hiring investment managers and setting the asset allocation and funding policy for both the Base and Choice Plans; approving proposed legislation; setting contribution rates; determining annual cost-of-living adjustments (COLAs) for retirees; determining gain sharing distribution amounts, if any; reviewing and adopting actuarial assumptions; overseeing PERSI's administrative activities, including approving PERSI's annual budget.

For FY 2014, the board recommends no changes to PERSI benefits.

APPENDICES

A - L

Appendix A

Classified Employees' Compa-ratio by Agency - 10/12/2012

Note: sorted alphabetically by Agency

Agency Name	Compa-Ratio 10/31/2011	Compa-Ratio 10/12/2012	Average Pay Rate	Average Policy Rate	Number of Classified Employees	Average Years of Service
Accountancy Bd	93.2%	89.1%	\$15.75	\$17.68	3	15.4
Administration	87.1%	90.5%	\$20.52	\$22.66	121	11.9
Agriculture	79.6%	82.9%	\$22.37	\$26.98	166	12.4
Boise State University	79.3%	80.6%	\$13.70	\$16.99	588	9.6
Brand Inspector	83.1%	85.0%	\$16.35	\$19.24	27	15.1
Building Safety	89.0%	90.4%	\$21.44	\$23.72	94	11.1
Central Health District IV	89.8%	91.5%	\$20.08	\$21.94	113	9.3
Comm-Blind & Visual Impair	84.5%	88.3%	\$20.21	\$22.89	39	11.4
Commerce	78.5%	79.7%	\$20.50	\$25.72	38	10.0
Commission For Libraries	80.8%	84.4%	\$19.34	\$22.91	34	11.9
Commission on Aging	88.3%	88.8%	\$24.25	\$27.32	12	8.8
Correction	76.4%	77.2%	\$17.48	\$22.65	1479	8.4
Dentistry Bd	99.7%	101.7%	\$14.62	\$14.37	1	1.8
Eastern Id Tech College	85.9%	86.7%	\$14.69	\$16.93	39	9.1
Eastern Idaho Health District VII	84.3%	85.9%	\$19.03	\$22.15	87	10.1
Education Bd	76.3%	79.2%	\$15.30	\$19.33	2	3.1
Endowment Fnd Investment Bd	102.3%	104.4%	\$24.47	\$23.44	2	26.6
Environmental Quality	80.0%	81.6%	\$24.69	\$30.26	320	12.5
Finance	85.7%	89.8%	\$25.85	\$28.79	58	10.1
Financial Management	114.2%	123.8%	\$20.48	\$16.54	1	33.1
Fish & Game	83.6%	85.8%	\$22.63	\$26.36	534	14.5
Health & Welfare	82.6%	83.5%	\$20.70	\$24.78	2627	9.9
Hispanic Commission	78.5%	80.1%	\$15.48	\$19.33	1	11.9
Historical Society	83.4%	83.9%	\$19.35	\$23.08	41	12.4
Human Resources	80.0%	81.5%	\$23.00	\$28.20	8	17.0
Idaho State University	78.4%	81.8%	\$13.71	\$16.76	623	9.4
Independent Living Council	88.5%	80.1%	\$19.68	\$24.58	3	6.9
Industrial Comm	80.9%	85.2%	\$15.87	\$18.62	76	9.5
Insurance	81.6%	86.1%	\$20.29	\$23.55	60	9.9
Juvenile Corrections	79.8%	82.0%	\$17.74	\$21.65	373	9.0
Labor	83.0%	85.0%	\$21.04	\$24.76	608	12.3
Lands	81.5%	83.2%	\$22.47	\$26.99	242	13.1
Lava Hot Springs	87.8%	94.8%	\$13.87	\$14.62	12	8.0
Lewis-Clark State College	80.3%	81.7%	\$13.28	\$16.25	130	9.5
Liquor Division	85.5%	87.2%	\$14.52	\$16.66	197	8.4
Lottery	88.6%	92.5%	\$15.77	\$17.04	11	7.8
Medicine Bd	81.2%	83.1%	\$13.87	\$16.70	8	13.1
North Central Health District II	85.0%	90.1%	\$19.97	\$22.17	41	10.7
Nursing Bd	95.8%	91.8%	\$14.33	\$15.61	6	13.8
Occupational Licenses	80.3%	81.6%	\$16.69	\$20.45	33	10.3
Outfitters & Guides	84.0%	85.6%	\$13.37	\$15.61	4	9.0
Panhandle Health District I	83.6%	86.5%	\$19.70	\$22.76	110	9.9
Pardons & Parole Comm	73.4%	73.5%	\$17.74	\$24.13	29	10.0
Parks & Recreation	77.9%	79.5%	\$18.85	\$23.71	138	13.2
PERSI	82.0%	84.1%	\$18.77	\$22.31	54	11.4
Pharmacy Bd	86.9%	85.3%	\$17.78	\$20.85	10	10.2

Appendix A - Continued

Classified Employees' Compa-ratio by Agency - 10/12/2012

Note: sorted alphabetically by Agency

Agency Name	Compa-Ratio 10/31/2011	Compa-Ratio 10/12/2012	Average Pay Rate	Average Policy Rate	Number of Classified Employees	Average Years of Service
Prof Eng & Land Surv Bd	95.8%	104.1%	\$18.67	\$17.94	2	12.1
Prof-Tech Education	92.2%	93.9%	\$15.25	\$16.24	12	9.8
Public Television	82.5%	84.7%	\$19.10	\$22.54	50	13.7
Public Utilities Comm	84.9%	87.1%	\$23.52	\$27.02	36	14.8
Racing Comm	102.1%	74.5%	\$12.32	\$16.54	1	0.6
Real Estate Comm	78.8%	83.9%	\$18.96	\$22.60	10	7.3
Soil & Water Conservation	80.3%	84.2%	\$22.25	\$26.41	15	11.3
South Central Health District V	86.0%	90.3%	\$19.22	\$21.28	71	10.2
Southeast Health District VI	88.5%	90.5%	\$19.76	\$21.84	73	11.4
Southwest Health District III	93.0%	90.7%	\$18.58	\$20.48	85	8.4
State Police	100.2%	100.4%	\$25.23	\$25.15	464	12.2
Tax Appeals Bd	79.5%	84.0%	\$23.29	\$27.74	3	10.6
Tax Comm	79.6%	82.0%	\$19.87	\$24.23	426	10.8
Transportation	86.5%	91.2%	\$20.39	\$22.35	1652	14.0
Veterans Services	83.4%	84.6%	\$15.52	\$18.35	292	7.3
Veterinary Med Bd	71.4%	72.8%	\$14.08	\$19.33	1	15.7
Vocational Rehab	76.4%	80.1%	\$15.52	\$19.37	51	9.8
Water Resources	83.5%	85.3%	\$23.97	\$28.11	141	13.6
Totals	82.8%	84.8%	\$19.47	\$22.96	12588	10.9

Appendix B

FY 2013 Salary Structure

Note: The salary structure has remained the same since FY 2010 when the policy and maximum pay rates were increased by 3% to reflect market and allow for movement for those employees nearing the top of the range. The minimum pay rate has not increased since FY 2009 with the exception of pay grade D related to the new Federal minimum wage law in FY 2010.

Pay Grade	Hourly			Annual		
	Minimum	Policy	Maximum	Minimum	Policy	Maximum
D	\$7.25	\$10.06	\$12.58	\$15,080	\$20,925	\$26,166
E	\$7.64	\$11.24	\$14.05	\$15,891	\$23,379	\$29,224
F	\$8.60	\$12.65	\$15.81	\$17,888	\$26,312	\$32,885
G	\$9.77	\$14.37	\$17.96	\$20,322	\$29,890	\$37,357
H	\$11.24	\$16.54	\$20.68	\$23,379	\$34,403	\$43,014
I	\$13.14	\$19.33	\$24.16	\$27,331	\$40,206	\$50,253
J	\$14.81	\$21.79	\$27.24	\$30,805	\$45,323	\$56,659
K	\$16.59	\$24.41	\$30.51	\$34,507	\$50,773	\$63,461
L	\$18.73	\$27.55	\$34.44	\$38,958	\$57,304	\$71,635
M	\$21.17	\$31.15	\$38.94	\$44,034	\$64,792	\$80,995
N	\$23.39	\$34.42	\$43.03	\$48,651	\$71,594	\$89,502
O	\$25.35	\$37.30	\$46.63	\$52,728	\$77,584	\$96,990
P	\$27.71	\$40.78	\$50.98	\$57,637	\$84,822	\$106,038
Q	\$30.51	\$44.89	\$56.11	\$63,461	\$93,371	\$116,709
R	\$33.85	\$49.80	\$62.25	\$70,408	\$103,584	\$129,480
S	\$37.96	\$55.86	\$69.83	\$78,957	\$116,189	\$145,246
T	\$42.88	\$63.09	\$78.86	\$89,190	\$131,227	\$164,029
U	\$48.72	\$71.69	\$89.61	\$101,338	\$149,115	\$186,389
V	\$55.69	\$81.95	\$102.44	\$115,835	\$170,456	\$213,075

Appendix C

Total Turnover of Classified Employees by Agency - FY 2012

Includes all separations - voluntary, involuntary, layoff, retirement, transfer to other agency

Note: sorted alphabetically by agency; Office of Energy Resources no longer has classified employees

Agency Name	July 2011 Employee Count	July 2012 Employee Count	FY 2012 Separations	Turnover Rate FY 2012	Turnover Rate FY 2011
Accountancy Bd	3	2	1	40.0%	0.0%
Administration	117	120	12	10.1%	17.3%
Agriculture	158	165	17	10.5%	10.1%
Boise State University	576	573	78	13.6%	11.5%
Brand Inspector	27	27	0	0.0%	17.9%
Building Safety	104	90	24	24.7%	13.8%
Central Health District IV	111	108	25	22.8%	10.0%
Comm-Blind & Visual Impair	39	39	5	12.8%	12.8%
Commerce	42	38	6	15.0%	14.5%
Commission For Libraries	37	34	3	8.5%	10.8%
Commission on Aging	7	12	3	31.6%	58.8%
Correction	1,504	1,524	216	14.3%	16.5%
Dentistry Bd	1	1	0	0.0%	0.0%
Eastern Id Tech College	40	38	6	15.4%	10.5%
Eastern Idaho Health District VII	82	87	6	7.1%	9.8%
Education Bd	2	2	0	0.0%	50.0%
Endowment Fnd Investment Bd	2	2	0	0.0%	0.0%
Environmental Quality	324	325	33	10.2%	8.0%
Finance	51	58	7	12.8%	9.9%
Financial Management	2	1	1	66.7%	33.3%
Fish & Game	538	534	33	6.2%	5.6%
Health & Welfare	2,654	2,636	411	15.5%	13.7%
Hispanic Commission	1	1	0	0.0%	0.0%
Historical Society	42	41	6	14.5%	11.6%
Human Resources	8	7	3	40.0%	33.3%
Idaho State University	609	615	84	13.7%	13.8%
Independent Living Council	3	3	1	33.3%	100.0%
Industrial Comm	73	76	16	21.5%	16.1%
Insurance	56	59	7	12.2%	19.0%
Juvenile Corrections	376	378	52	13.8%	15.6%
Labor	644	601	72	11.6%	8.0%
Lands	235	237	26	11.0%	7.8%
Lava Hot Springs	12	12	2	16.7%	16.7%
Lewis & Clark St College	132	129	14	10.7%	9.2%
Liquor Division	189	192	27	14.2%	10.4%
Lottery	11	10	2	19.0%	9.1%
Medicine Bd	8	8	2	25.0%	12.5%
North Central Health District II	41	41	5	12.2%	14.5%
Nursing Bd	6	6	1	16.7%	0.0%
Occupational Licenses	31	32	3	9.5%	6.5%
Office of Energy Resources	1	0	1	200.0%	100.0%
Outfitters & Guides	4	4	0	0.0%	0.0%
Panhandle Health District I	106	110	11	10.2%	13.0%
Pardons & Parole Comm	28	27	3	10.9%	18.5%
Parks & Recreation	136	135	11	8.1%	8.3%
PERSI	54	54	4	7.4%	16.2%

Appendix C - Continued

Total Turnover of Classified Employees by Agency - FY 2012

Includes all separations - voluntary, involuntary, layoff, retirement, transfer to other agency

Note: sorted alphabetically by agency; Office of Energy Resources no longer has classified employees

Agency Name	July 2011 Employee Count	July 2012 Employee Count	FY 2012 Separations	Turnover Rate FY 2012	Turnover Rate FY 2011
Pharmacy Bd	9	9	0	0.0%	0.0%
Prof Eng & Land Surv Bd	2	2	0	0.0%	0.0%
Prof-Tech Education	15	13	3	21.4%	6.7%
Public Television	47	50	2	4.1%	10.6%
Public Utilities Comm	34	35	4	11.6%	11.4%
Racing Comm	1	2	0	0.0%	0.0%
Real Estate Comm	11	10	2	19.0%	32.0%
Soil & Water Conservation	11	14	3	24.0%	32.0%
South Central Health District V	76	71	12	16.3%	12.1%
Southeast Health District VI	80	76	9	11.5%	8.6%
Southwest Health District III	87	89	13	14.8%	16.0%
State Police	461	454	35	7.7%	7.6%
Tax Appeals Bd	3	2	2	80.0%	0.0%
Tax Comm	383	434	53	13.0%	9.4%
Transportation	1,694	1,678	183	10.9%	9.5%
Veterans Services	269	286	50	18.0%	19.5%
Veterinary Med Bd	1	1	0	0.0%	0.0%
Vocational Rehab	56	53	12	22.0%	12.7%
Water Resources	141	145	6	4.2%	9.1%
Totals	12,608	12,618	1,629	12.9%	12.1%

Appendix D

Voluntary Turnover of Classified Employees by Agency - FY 2012

Includes **voluntary separations**: Better Job, City Job, Compensation, County Job, Dissatisfied, Federal Job, Other, Personal, Private Sector Job, School District Job, State Job (excluding Idaho), Transfer to Other Agency
 Note: **excludes** entrance probation separations; Office of Energy Resources no longer has classified employees

Agency Name	July 2011 Employee Count	July 2012 Employee Count	FY 2012 Separations	Turnover Rate FY 2012	Turnover Rate FY 2011
Accountancy Bd	3	2	0	0.0%	0.0%
Administration	117	120	7	5.9%	1.6%
Agriculture	158	165	7	4.3%	5.0%
Boise State University	576	573	38	6.6%	5.0%
Brand Inspector	27	27	0	0.0%	14.3%
Building Safety	104	90	6	6.2%	4.6%
Central Health District IV	111	108	12	11.0%	2.7%
Comm-Blind & Visual Impair	39	39	2	5.1%	0.0%
Commerce	42	38	0	0.0%	7.2%
Commission For Libraries	37	34	1	2.8%	5.4%
Commission on Aging	7	12	3	31.6%	35.3%
Correction	1,504	1,524	104	6.9%	5.4%
Dentistry Bd	1	1	0	0.0%	0.0%
Eastern Id Tech College	40	38	3	7.7%	2.6%
Eastern Idaho Health District VII	82	87	2	2.4%	3.7%
Education Bd	2	2	0	0.0%	50.0%
Endowment Fnd Investment Bd	2	2	0	0.0%	0.0%
Environmental Quality	324	325	19	5.9%	4.0%
Finance	51	58	3	5.5%	5.9%
Financial Management	2	1	1	66.7%	0.0%
Fish & Game	538	534	18	3.4%	3.1%
Health & Welfare	2,654	2,636	192	7.3%	5.9%
Hispanic Commission	1	1	0	0.0%	0.0%
Historical Society	42	41	5	12.0%	4.7%
Human Resources	8	7	2	26.7%	11.1%
Idaho State University	609	615	39	6.4%	6.6%
Independent Living Council	3	3	1	33.3%	75.0%
Industrial Comm	73	76	6	8.1%	6.7%
Insurance	56	59	4	7.0%	10.3%
Juvenile Corrections	376	378	23	6.1%	8.2%
Labor	644	601	34	5.5%	2.2%
Lands	235	237	13	5.5%	3.5%
Lava Hot Springs	12	12	0	0.0%	0.0%
Lewis & Clark St College	132	129	4	3.1%	4.6%
Liquor Division	189	192	3	1.6%	3.7%
Lottery	11	10	1	9.5%	0.0%
Medicine Bd	8	8	0	0.0%	0.0%
North Central Health District II	41	41	3	7.3%	7.2%
Nursing Bd	6	6	1	16.7%	0.0%
Occupational Licenses	31	32	1	3.2%	3.2%
Office of Energy Resources	1	0	1	200.0%	33.3%
Outfitters & Guides	4	4	0	0.0%	0.0%
Panhandle Health District I	106	110	7	6.5%	7.4%
Pardons & Parole Comm	28	27	2	7.3%	11.1%

Appendix D - Continued

Voluntary Turnover of Classified Employees by Agency - FY 2012

Includes **voluntary separations**: Better Job, City Job, Compensation, County Job, Dissatisfied, Federal Job, Other, Personal, Private Sector Job, School District Job, State Job (excluding Idaho), Transfer to Other Agency
 Note: **excludes** entrance probation separations; Office of Energy Resources no longer has classified employees

Agency Name	July 2011 Employee Count	July 2012 Employee Count	FY 2012 Separations	Turnover Rate FY 2012	Turnover Rate FY 2011
Parks & Recreation	136	135	8	5.9%	4.5%
PERSI	54	54	2	3.7%	9.0%
Pharmacy Bd	9	9	0	0.0%	0.0%
Prof Eng & Land Surv Bd	2	2	0	0.0%	0.0%
Prof-Tech Education	15	13	1	7.1%	0.0%
Public Television	47	50	2	4.1%	2.1%
Public Utilities Comm	34	35	3	8.7%	5.7%
Racing Comm	1	2	0	0.0%	0.0%
Real Estate Comm	11	10	1	9.5%	8.0%
Soil & Water Conservation	11	14	3	24.0%	16.0%
South Central Health District V	76	71	8	10.9%	1.3%
Southeast Health District VI	80	76	5	6.4%	1.2%
Southwest Health District III	87	89	7	8.0%	4.6%
State Police	461	454	15	3.3%	1.3%
Tax Appeals Bd	3	2	1	40.0%	0.0%
Tax Comm	383	434	23	5.6%	3.2%
Transportation	1,694	1,678	55	3.3%	2.8%
Veterans Services	269	286	16	5.8%	7.9%
Veterinary Med Bd	1	1	0	0.0%	0.0%
Vocational Rehab	56	53	10	18.3%	1.8%
Water Resources	141	145	3	2.1%	4.9%
Totals	12,608	12,618	731	5.8%	4.7%

Appendix E

Total Separations by Change Reason - FY 2012

Change Reason Title	FY 2012 Separations	% of Total Separations	Average Years of Service
Failure To Complete Entr Prob	70	4.3%	0.7
Separation - Appt Expires/Temporary	4	0.2%	3.8
Separation - Better Job	147	9.0%	5.3
Separation - City Job	4	0.2%	5.7
Separation - Compensation	18	1.1%	3.4
Separation - County Job	15	0.9%	4.0
Separation - Death	10	0.6%	20.0
Separation - Dissatisfied	13	0.8%	5.1
Separation - Early Retirement	32	2.0%	23.9
Separation - Entrance Probation/RIF	1	0.1%	0.2
Separation - Federal Job	9	0.6%	7.1
Separation - Health	15	0.9%	10.3
Separation - Layoff/Budget Restriction	11	0.7%	6.3
Separation - Layoff/Medical	90	5.5%	11.5
Separation - Layoff/Shortage Of Work	12	0.7%	7.1
Separation - Medical Retirement	3	0.2%	19.5
Separation - Military	5	0.3%	3.7
Separation - Moving	48	2.9%	4.7
Separation - Personal	391	24.0%	4.7
Separation - Private Sector Job	121	7.4%	5.3
Separation - Retirement	346	21.2%	21.5
Separation - School	31	1.9%	3.9
Separation - School District Job	2	0.1%	4.4
Separation - State Job (Excluding Idaho)	4	0.2%	3.9
Separation -Other	59	3.6%	5.2
Termination - Dismissal	69	4.2%	8.8
Transfer To Other Agency	99	6.1%	8.6
Totals	1629		9.5

Appendix F

Voluntary Separations by Change Reason - FY 2012

Note: July - December 2011 - better job, compensation, dissatisfied, other, personal, transfer to other agency; codes changed on January 2012 to city, county, federal, private sector, school district, state job (excluding Idaho) while personal and transfer to other agency remain; excludes entrance probation separations

Change Reason Title	FY 2012 Separations	% of Total Separations	Average Years of Service
Separation - Better Job	129	17.6%	6.0
Separation - City Job	4	0.5%	5.7
Separation - Compensation	15	2.1%	3.9
Separation - County Job	11	1.5%	5.2
Separation - Dissatisfied	11	1.5%	5.1
Separation - Federal Job	9	1.2%	7.1
Separation - Personal	315	43.1%	5.5
Separation - Private Sector Job	106	14.5%	6.0
Separation - School District Job	1	0.1%	7.9
Separation - State Job (Excluding Idaho)	4	0.5%	3.9
Separation -Other	36	4.9%	7.9
Transfer To Other Agency	90	12.3%	8.8
Totals	731		6.2

Appendix G

Salary Survey Wage Analysis - 2012

DHR participated in five major salary surveys in 2012. The following pages list the participants in the surveys.

The Western Management Group survey has employers in Colorado, Idaho, Montana, Oregon, Utah, Washington, and Wyoming.

The three surveys by Milliman - Health Care, IT, and Management-Professional, are based on wages for private and public sector employers in Washington, Oregon and Idaho.

The National Compensation Association of State Governments' survey gathers wages paid by state governments. Idaho wages were compared to the surrounding states of Arizona, Colorado, Montana, New Mexico, Nevada, Utah, Washington and Wyoming. The state of Oregon did not participate in this survey.

There were 212 survey jobs matched having a total of 7,250 Idaho classified incumbents which is 57 percent of the classified workforce as of July 2012.

Idaho state average wages for classified employees were below the average of all survey differences in about 90 percent or 190 of the matched jobs. Twenty-one percent or 45 of the survey matches had Idaho wage differences of 30 percent or more below market while there were 22 job occupations that pay higher than the averages of the surveys.

For the 212 matched jobs, the July 2012 Idaho weighted average wage was \$38,470 compared to the July 2012 market weighted average wage of \$51,794.

Overall, Idaho state classified wages for the 212 jobs combined are, on average, 18.9 percent below the market and Idaho policy rates are, on average, 7.4 percent below the market. When compared to the 8 surrounding state governments in which 127 of the 212 jobs were matched, Idaho state classified wages are, on average, 10.7% below the other states and Idaho policy rates are, on average, 2% above the other states.

Note: The Idaho Department of Labor–Research and Analysis Bureau's methodology was followed.

Winter COMPBASE® USA Compensation Survey



Winter 2012 Edition: Selected Data Element Comparison Report
 Report ID = COMPARISON REPORT

4/16/2012 09:55:44 AM

PAY TYPE DISPLAYED: Annual Rate

Participant: State of Idaho

Report Selection Criteria

Geographic Area - Region: MT - Mountain: CO, MT, UT, WY
 NW - Northwest: ID, OR, WA

Participants Meeting Report Selection Criteria

Ada County	Aerojet GenCorp	Aerospace Corporation	Agri Beef
Alcatel-Lucent USA	Aleut Management Services	Alion Science & Technology	ALK-Abello Source Materials
Alliance Title & Escrow	Alliant Techsystems	Amer Sports US	AMSEC
Arcata Associates	Ascentia Wine Estates	ASE	Associated Food Stores
AT&T	ATK Launch Systems	Atlas Vineyard Management	Avaya Government Solutions
Backcountry.com	Banner Health	Bard Access Systems	Battelle
BD Medical Systems	Bechtel Systems And Infrastructure	Blue Cross of Idaho Health Service	Boart Longyear
Boeing Seattle	Boise Cascade	Boise Inc	Booz Allen Hamilton
Brady	Brigham Young University	Brigham Young University/Idaho	Browning
CACI International	CAE	Cascade Employers Association	CenturyLink
CH2M Hill Plateau Remediation	Church of Jesus Christ of LDS	City of Boise	COLSA
Comcast Cable	ConAgra Foods	Concurrent Technologies	Crimson Wine Group
Delta Dental of Idaho	Delta Solutions & Technologies	Distinguished Vineyards & Wine	Dr. Martens Airwair USA
Draper Laboratory	DRS Technologies	DSM Nutritional Products	Du Pont
E. & J. Gallo Winery	Easton Technical Products	Edwards Lifesciences	EG&G/JT3
Environmental Chemical	Epsilon Systems Solutions	Epson Portland	Esterline Technologies
Exelis	Exelis Mission Systems	FBL Financial Group	FGM
FLSmidth Minerals	Fluor	Franciscan Oakville Estates	GE Corporate Financial Services
Gel-Pak LLC	General Dynamics/AIS	General Dynamics/C4 Systems	General Dynamics/Information
Geoeye	Goodrich ISR Systems	Government Contracting Resources	GP Strategies
Hexcel	Hogue Cellars	Honeywell Technology Solutions	ICF International
Idaho Housing & Finance Association	Idaho National Laboratory	IM Flash Technologies	INDUS
ING Insurance U.S.	Ingram Micro	Inovus Solar	Intergraph
Intermountain Health Care	J.R. Simplot	Jack In The Box	Jackson Family Enterprises
Johnson Controls	Johnson Controls Federal Systems	KBR	KEYW
KPMG	L-3	L-3 Communications/Global Security	L-3 Communications/Stratis
Lennox International	Leupold & Stevens	Levi Strauss	Lexisnexis Risk Solutions

Winter COMPBASE® USA Compensation Survey

western
management
group



Winter 2012 Edition: Selected Data Element Comparison Report
Report ID = COMPARISON REPORT

4/16/2012 09:55:44 AM
PAY TYPE DISPLAYED: Annual Rate

Participant: State of Idaho

Report Selection Criteria

Geographic Area - Region: MT - Mountain: CO, MT, UT, WY
NW - Northwest: ID, OR, WA

Participants Meeting Report Selection Criteria

- | | | | |
|-------------------------------------|----------------------------------|-----------------------------------|-------------------------------------|
| LGS Innovations | LJT & Associates | Lockheed Martin | Macb Enterprise Solutions |
| ManTech International | MBL Group | MDA Information Systems | Merit Medical Systems |
| MITRE | Modulant | Moog Aircraft Salt Lake Ops | National Center For Atmospheric |
| National Renewable Energy | NCI Information Systems | NexOne | Northrop Grumman |
| Northrop Grumman Navigation | Northwest Nazarene University | Oak Ridge Associated Universities | OfficeMax |
| Otto Bock Health Care | Pacific Press Publishing | Parker Aerospace | Parker Hannifin/Control Systems |
| Parsons | Pitney Bowes | Port of Portland | Preco Electronics |
| Pricewaterhouse Coopers | Questar | Raytheon | Raytheon Applied Signal Technology |
| Riverside Technology | Rockwell Collins | Safety-Kleen Systems | SAIC |
| SAIF | Saint Alphonsus Regional Medical | Salient Federal Solutions | Salt Lake City |
| Salt Lake Community College | Salt Lake County | Scientific Research | Scitor |
| Serco | Sinclair Services | Sodexo | Solo Cup |
| Southwest Research Institute | SRA International | SRC | Stampin Up |
| State Farm Insurance | State of Utah, DHRM | Ste. Michelle Wine Estates | STG |
| SunWize Technologies | Talbots | TASC | Technology Associates International |
| Tessada & Associates | Textron Systems | The Dress Barn | Toyon Research |
| Trincher Family Estates | U.S. Foods | UIC Technical Services | Unisys |
| Unisys/Federal Systems | United Heritage Financial Group | Universities Space Research | University of Utah |
| University Physicians/University of | URS Federal Services Division | URS/Energy And Construction | URS/Federal Services |
| US Magnesium | USANA Health Sciences | Utah State University Research | Utah Transit Authority |
| Utah Valley University | Verizon Communications | ViaSat | Warn Industries |
| Waste Management | Waters | Weir Specialty Pumps | Western Aircraft |
| Western States Equipment | Wyle CAS Group | Xerox | Zidell Marine |
| Zions Bank | | | |

Survey Participants

Ada County
Adventist Medical Center
Asante Health System
Bastyr University
Bay Area Hospital
Bend Memorial Clinic PC
Benewah Medical & Wellness Center
CareOregon, Inc.
Cascade Health Solutions
Cascade Medical Center
Cascade Valley Hospital and Clinics
CellNetix Pathology & Laboratories
Center for Diagnostic Imaging
Central Oregon Radiology Associates, P.C.
Central Washington Hospital
Columbia Basin Health Association
Columbia Memorial Hospital
Columbia Valley Community Health
Community Health Association of Spokane
Community Health Care
Community Health Center of Snohomish County
Country Doctor Community Health Centers
CRISTA Ministries
Eastside Pathology Services
Edmonds Family Medicine Clinic
Emerald Heights
EPIC Imaging
Evergreen Hospital Medical Center
EyeHealth Northwest
Franciscan Health System
Garfield County Hospital District
Grays Harbor Community Hospital
Gritman Medical Center
Group Health Cooperative
Harrison Medical Center
HealthPoint
Highline Medical Center
Inland Imaging LLC
Inland Northwest Blood Center
Interfaith Community Health Center
Island Hospital
Kadlec Regional Medical Center
Kaiser Permanente
Kennewick General Hospital
Kittitas Valley Community Hospital
Laboratory Corporation of America
Lake Chelan Community Hospital
Legacy Health System
Lourdes Health Network
McKenzie-Willamette Medical Center
Mid-Columbia Medical Center
Mid-Valley Hospital
Molina Healthcare, Inc.

Data compiled from 156 Northwest Health Care Employers!

(in alphabetical order)

Morton General Hospital
Moses Lake Community Health Center
Mountain View Hospital District
MultiCare Health System
Neighborcare Health
Newport Hospital and Health Services
Northwest Eye Surgeons
Northwest Hospital & Medical Center
Northwest Kidney Centers
Northwest Orthopaedic Surgeons
Northwest Pathology Services LLC
Northwest Radiologists
Olympic Medical Center
Olympic Physical Therapy
Oregon Health & Science University
Oregon Medical Group
Othello Community Hospital
Overlake Hospital Medical Center
Pacific Medical Centers
Pacific Vascular, Inc.
PeaceHealth - Lower Columbia Region
(St John Medical Center)
PeaceHealth - Oregon Region (Sacred Heart)
PeaceHealth - Whatcom Region (St. Joseph Hospital)
PeaceHealth Southwest Medical Center
Peninsula Community Health Services
Planned Parenthood of the Great Northwest
PMH Medical Center
Proliance Surgeons, Inc.
Providence Health System Oregon
Providence Holy Family Hospital
Providence Mount Carmel Hospital
Providence Regional Medical Center Everett
Providence Sacred Heart Medical Center
Providence St. Joseph's Hospital
Providence St. Mary Medical Center
Providence St. Peter Hospital
Puget Sound Blood Center
Puget Sound Gastroenterology
Pullman Regional Hospital
Radia Inc., PS
Regional Hospital for Respiratory and Complex Care
SAIF Corporation
Saint Alphonsus Medical Center - Baker City
Saint Alphonsus Medical Center - Nampa
Saint Alphonsus Medical Center - Ontario
Saint Alphonsus Regional Medical Center - Boise
Salem Health
Samaritan Health Services
Samaritan Healthcare (Moses Lake)
Seattle Cancer Care Alliance (Fred Hutchinson)
Seattle Children's
Seattle Radiologists, Inc.
Shriners Hospital for Children - Portland
Silverton Hospital
Skagit Regional Health
Sky Lakes Medical Center
Slocum Center for Orthopedics and Sports Medicine
Snoqualmie Valley Hospital & Clinics
Sound Family Medicine
Southcentral Foundation
Spokane Mental Health
St. Charles Health System
St. Joseph Regional Medical Center (Lewiston)
St. Luke's Health System
State of Idaho - Division of Human Resources
State of Oregon
Swedish Medical Center
Swedish/Edmonds
The Center
The Corvallis Clinic, P.C.
The Doctors Clinic
The Everett Clinic
The Polyclinic
The Vancouver Clinic
Tri-Cities Cancer Center
Tri-Cities Community Health
Tuality Healthcare
United Backcare, Inc.
United General Hospital
University Medical Group
University of Washington - Harborview Medical Center
University of Washington Medical Center
University of Washington Physicians
UW Medicine Neighborhood Clinics
VA Medical Center - Boise
VA Medical Center - Portland
VA Medical Center - Spokane
VA Medical Center - Walla Walla
VA Puget Sound Health Care System
Valley Medical Center
Virginia Mason Medical Center
Walla Walla General Hospital
Washington Poison Center
Wenatchee Valley Medical Center
Whidbey General Hospital
Whitman Hospital & Medical Center
Willamette Dental Group
Willamette Valley Medical Center
Women's Healthcare Associates, LLC
Yakima Neighborhood Health Services
Yakima Regional Medical & Cardiac Center
Yakima Valley Farm Workers Clinic
Yakima Valley Memorial Hospital

PARTICIPATING ORGANIZATIONS

BANKING / INSURANCE

Bank of the Cascades
 BECU
 Cambia Health Solutions, Inc. -
 Regence BlueCross BlueShield of Oregon
 Cambia Health Solutions, Inc. -
 Regence BlueShield
 Cambia Health Solutions, Inc. -
 Regence BlueShield of Idaho
 First Tech Federal Credit Union
 Kitsap Credit Union
 Laird Norton Tyee
 Mutual of Enumclaw Insurance Company
 Numerica Credit Union
 ODS Companies
 PEMCO Mutual Insurance Company
 Premera Blue Cross
 SAIF Corporation
 Symetra Financial
 Unitus Community Credit Union
 Washington State Employees Credit Union
 Washington Trust Bank
 Woodstone Credit Union

DISTRIB / WHOLESALE / RETAIL

Aiphone Corporation
 Brooks Sports, Inc.
 Coinstar, Inc.
 Columbia Sportswear Company
 Dr. Martens AirWair USA LLC
 Gensco Inc.
 Recreational Equipment, Inc. (REI)
 Savers Inc.
 Ste. Michelle Wine Estates
 Toysmith
 Univar USA Inc.
 Wireless Advocates

ELECTRONICS / TECHNOLOGY

Advanced Input Systems / Esterline Technologies
 AvtechTyee
 Blucora, Inc.
 KeyTronicEMS
 Korry Electronics Company / Esterline Technologies
 Micro Encoder Inc.
 Preco Electronics
 T-Mobile USA
 VMC Consulting
 XKL LLC

GOVERNMENT / EDUCATION

Ada County
 Bastyr University
 Bellevue School District No. 405
 City of Boise
 City of Everett
 City of Portland
 City of Redmond, WA
 City of Seattle
 City of Tacoma / Tacoma Public Utilities
 City University of Seattle
 Committee for Children

Metro Regional Government
 Mt. Hood Community College
 Multnomah County
 North Idaho College
 Oregon University System
 Pacific Science Center
 Pierce County
 Port of Portland
 Port of Seattle
 Port of Tacoma
 Portland Community College
 Seattle Aquarium
 Seattle Housing Authority
 Seattle Pacific University
 Seattle University
 Sno-Isle Libraries
 SPIE
 Spokane County
 State of Idaho
 State of Oregon - Dept. of Admin. Services
 State of Washington
 TriMet
 University of Washington
 Washington State Bar Association
 Whitworth University

HEALTH CARE

Agate Healthcare, Inc.
 Allen Institute for Brain Science
 Asante Health System
 CareOregon, Inc.
 Central Washington Hospital
 Community Health Care
 Community Health Center of Snohomish County
 Emeritus Senior Living
 Evergreen Hospital Medical Center
 Franciscan Health System
 Fred Hutchinson Cancer Research Center
 Group Health Cooperative
 Harrison Medical Center
 HealthPoint
 Inland Imaging Business Associates
 Island Hospital
 Kadlec Regional Medical Center
 Kaiser Permanente
 Kennewick General Hospital
 Legacy Health System
 McKenzie-Willamette Medical Center
 Mid-Columbia Medical Center
 MultiCare Health System
 Northwest Hospital & Medical Center
 Olympic Medical Center
 Oregon Health & Science University
 Oregon Medical Group
 Overlake Hospital Medical Center
 Pacific Medical Centers
 PeaceHealth Southwest Medical Center
 Providence Health & Services - Oregon Region
 Providence Regional Medical Center Everett
 Puget Sound Blood Center
 Radia Inc., PS

Regional Hospital for Respiratory and Complex Care
 Saint Alphonsus Medical Center - Nampa
 Saint Alphonsus Regional Medical Center - Boise
 Salem Health
 Samaritan Health Services
 Seattle Biomedical Research Institute
 Seattle Children's
 SightLife
 Spokane Mental Health
 St. Charles Health System
 Swedish Medical Center
 The Doctors Clinic
 The Everett Clinic
 The Polyclinic
 The Vancouver Clinic
 United General Hospital
 University of Washington Physicians
 Valley Medical Center
 Virginia Mason Medical Center
 Wenatchee Valley Medical Center
 Willamette Dental Group
 Yakima Valley Farm Workers Clinic
 Yakima Valley Memorial Hospital

MANUFACTURING

Algas-SDI
 Blount International, Inc.
 Boyd Coffee Company
 Clear Springs Foods, Inc.
 Coeur d'Alene Mines Corporation
 Columbia Machine, Inc.
 Concrete Technology Corporation
 Continental Mills, Inc.
 Epsom Portland Inc.
 ESCO Corporation
 Exotic Metals Forming Company LLC
 Flow International Corporation
 GM Nameplate, Inc.
 Hartung Glass Industries
 Helac Corporation
 Homecare Products, Inc.
 Hytek Finishes Co. / Esterline Technologies
 J.R. Simplot Company
 K&N Electric Motors
 Keyes Packaging Group
 Leupold & Stevens, Inc.
 MacDonald-Miller Facility Solutions, Inc.
 McFarland Cascade
 Micropump Inc.
 Nabtesco Aerospace, Inc.
 Oberto Sausage Co., Inc.
 PACCAR Inc
 Pearson Packaging Systems
 PECO, Inc.
 Precision Machine Works
 Spectralux Corporation
 Teck American Incorporated
 Terex Aerial Work Platforms
 The Seattle Times Company
 Toray Composites America, Inc.
 U.S. Oil & Refining Co.

UniSea, Inc.
 Weyerhaeuser Company
 Zetec, Inc.
 Zidell Marine Corporation /
 Tube Forgings of America, Inc.

SERVICES

AAA Washington
 Alaska Airlines, Inc.
 APA - The Engineered Wood Association
 Aviation Technical Services, Inc.
 Casey Family Programs
 Cell Therapeutics, Inc.
 CRISTA Ministries
 Ecova
 Emerald Queen Hotel & Casinos
 Fisher Communications, Inc.
 Foster Pepper PLLC
 GeoEngineers, Inc.
 Gordon Thomas Honeywell
 Malanca Peterson
 Harris Group, Inc.
 Hart Crowser, Inc.
 Holland America Line Inc.
 Horizon Air
 HRnovations
 KCTS Television
 MBL Group, LLC
 Milliman, Inc.
 NAEL Corporation
 Northwest Evaluation Association
 PATH
 Perkins Coie LLC
 Portland Trail Blazers
 Princess Cruises and Holland America Line
 Red Lion Hotels Corporation
 Seattle Jobs Initiative
 Seattle Theatre Group
 Sound Transit
 Spirit Mountain Gaming, Inc.
 Teague
 The Bellevue Club
 Tidewater Barge Lines
 Trinity | ERD
 World Vision
 YMCA of Greater Seattle

UTILITIES

Avista Corporation
 Benton PUD
 Chelan County Public Utility District #1
 Clark Public Utilities
 Eugene Water & Electric Board (EWEB)
 Grant County Public Utility District #2
 Mason County Public Utility District No. 3
 NW Natural
 Puget Sound Energy
 Snohomish County PUD

222 major Northwest employers!

Participating Organizations

AAA Washington
ACS - Alaska Communications Systems
Alaska Airlines, Inc.
Avista Corporation
Base2 Solutions
Big Fish Games, Inc.
Blucora, Inc.
Blue Box Group
Centri Technology, Inc.
City of Boise
City of Redmond, WA
City of Seattle
City of Tacoma
City University of Seattle
Columbia United Providers
Concur Technologies, Inc.
Continental Mills, Inc.
Daimler Trucks North America LLC
Dashwire Inc.
DocuSign Inc.
Ecova, Inc.
En Masse Entertainment
ESCO Corporation
Eugene Water & Electric Board (EWEB)
Evergreen Health
Fred Hutchinson Cancer Research Center
General Communication, Inc. (GCI)
Groundspeak, Inc.
Group Health Cooperative
Harrison Medical Center
Holland America Line Inc.

INRIX, Inc.
iSoftStone, Inc.
J.R. Simplot Company
Kadlec Regional Medical Center
Korry Electronics Company / Esterline Technologies
Lynden, Incorporated
Matanuska Valley Federal Credit Union
MorphoTrak
Moss Adams LLP
MultiCare Health System
Northwest Evaluation Association (NWEA)
Nuvodia
OnPoint Community Credit Union
Optimum Energy
PACCAR Inc
PACCESS Global
Pacific Medical Centers
Paladino and Company
PATH
PeaceHealth - System Support Services
PeaceHealth Southwest Medical Center
Perkins Coie LLP
Pierce County
Port of Portland
Port of Seattle
Portland Community College
Precor Incorporated
Puget Sound Energy
RootMetrics
SAIF Corporation
Salem Health

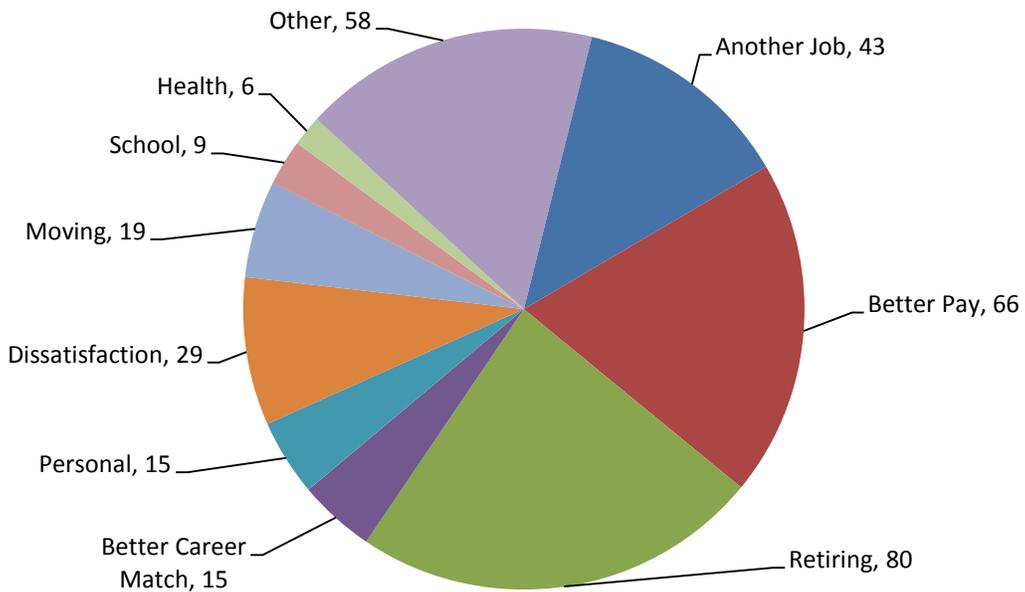
Samaritan Health Services
Savers, Inc.
Seattle Children's
Sound Transit
Spectrum Controls, Inc.
St. Charles Health System
State of Idaho
State of Oregon - Department of Admin. Services
State of Washington - OSHRD
Swedish Medical Center
Teo Technologies, Inc.
The Seattle Times Company
The Vancouver Clinic
T-Mobile USA
Toray Composites (America), Inc.
University of Washington - UW Technology
University of Washington Medical Centers
Varolii Corporation
Virginia Mason Medical Center
Vulcan Inc.
Washington State Bar Association
Washington State Employees Credit Union
Wenatchee Valley Medical Center
Wetpaint
World Vision
Yakima Valley Farm Workers Clinic
Yakima Valley Memorial Hospital

***Data compiled from 89 major
Northwest Technology employers!***

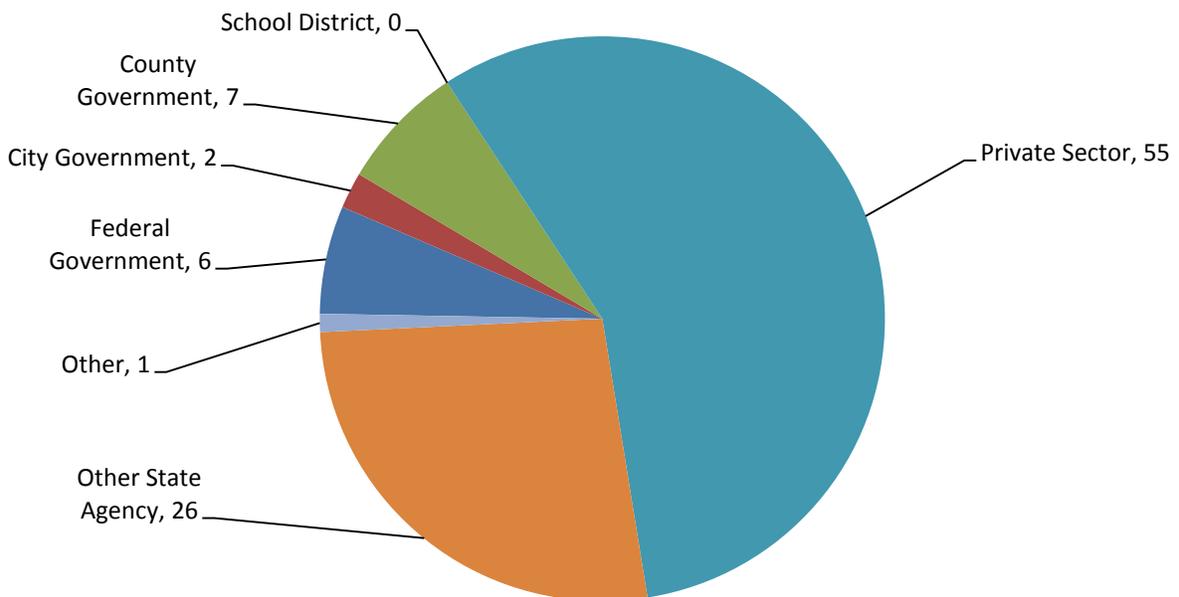
Appendix H

Exit Interview Data – There were 745 separations from January 2012 to June 2012 and 251 exit interviews received/conducted in the same timeframe.

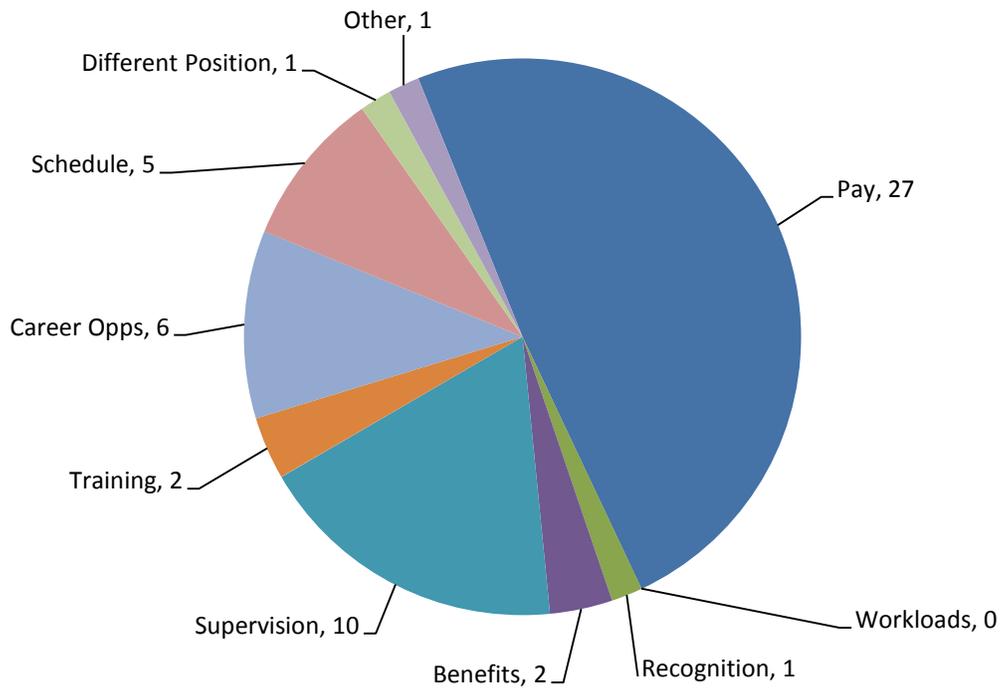
Reasons for Leaving (Some citing more than one reason)



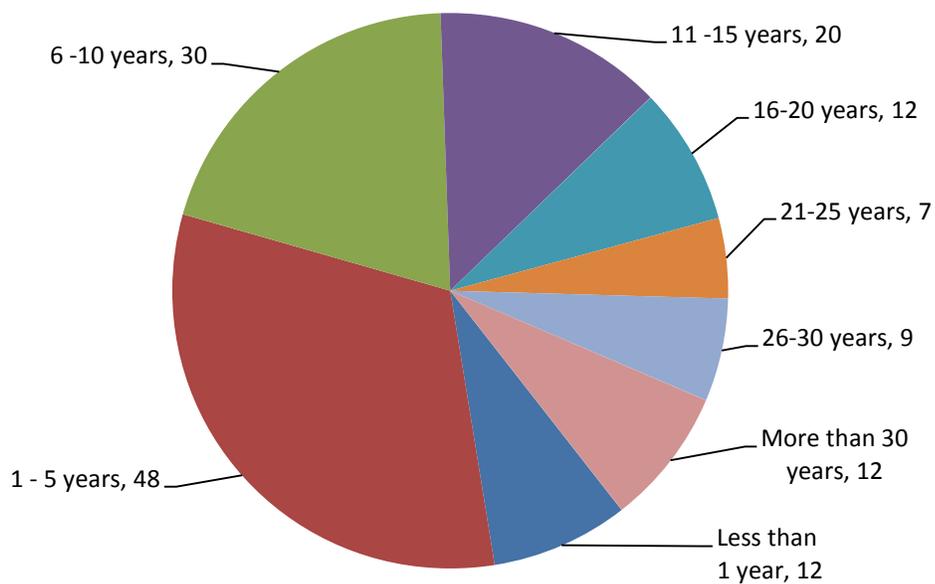
New Employer



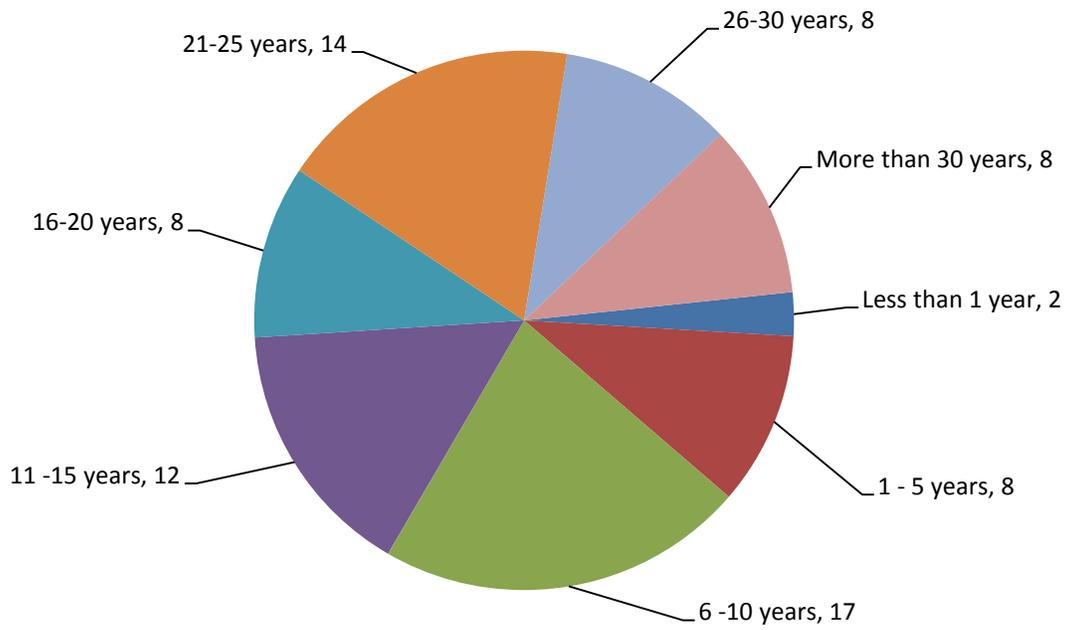
What one thing would have retained you as an employee of the State?



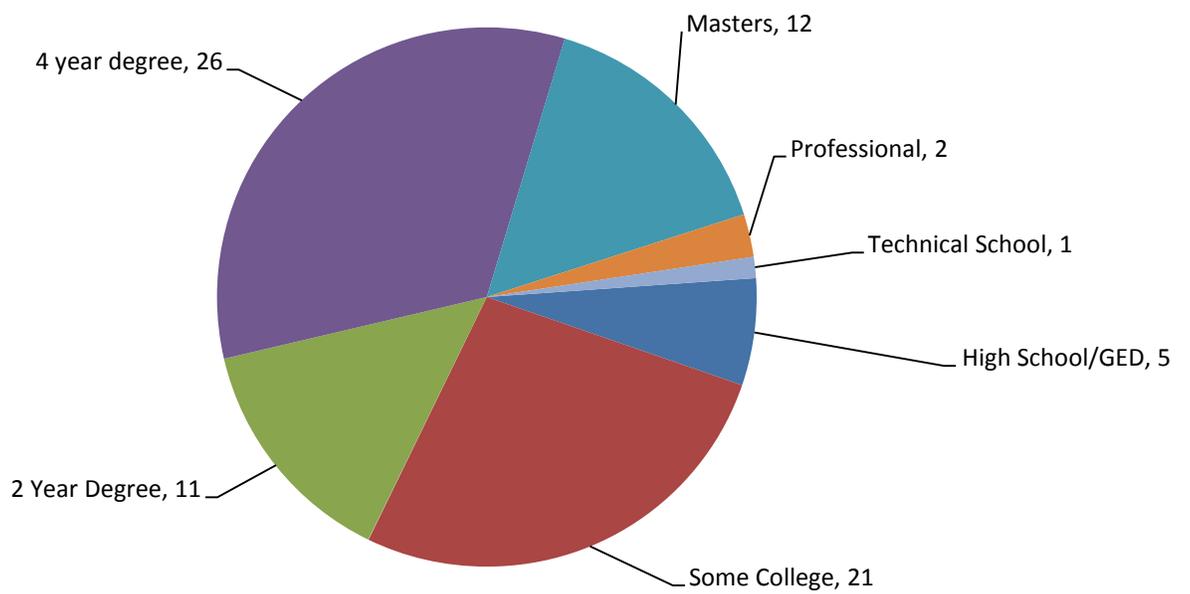
Length of Service



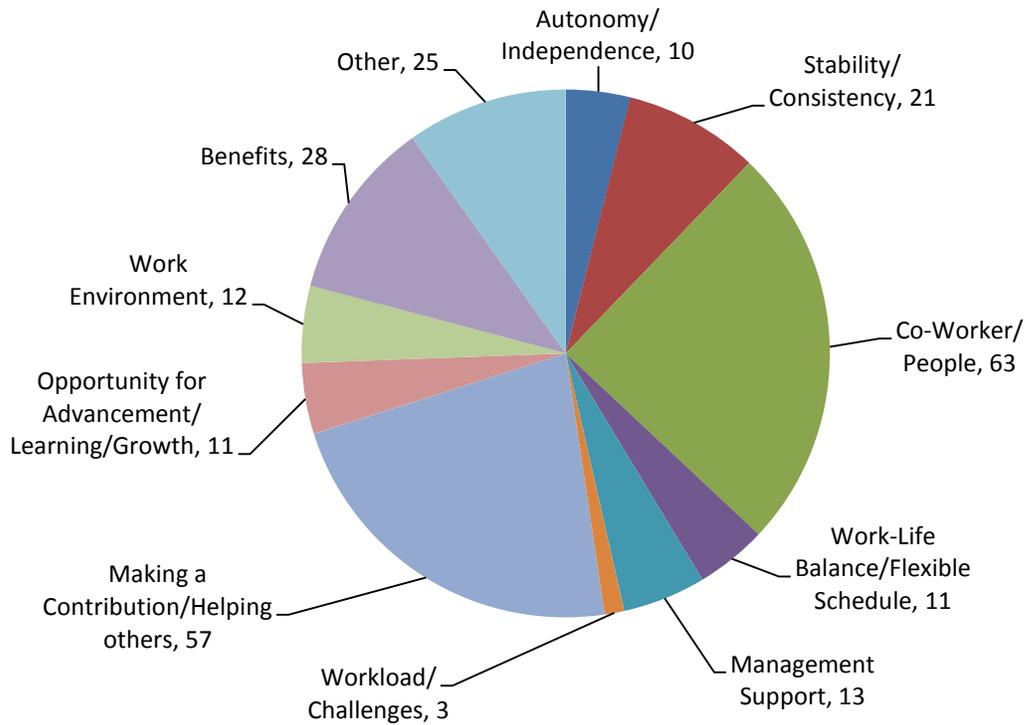
How many years of experience do you have in your field?



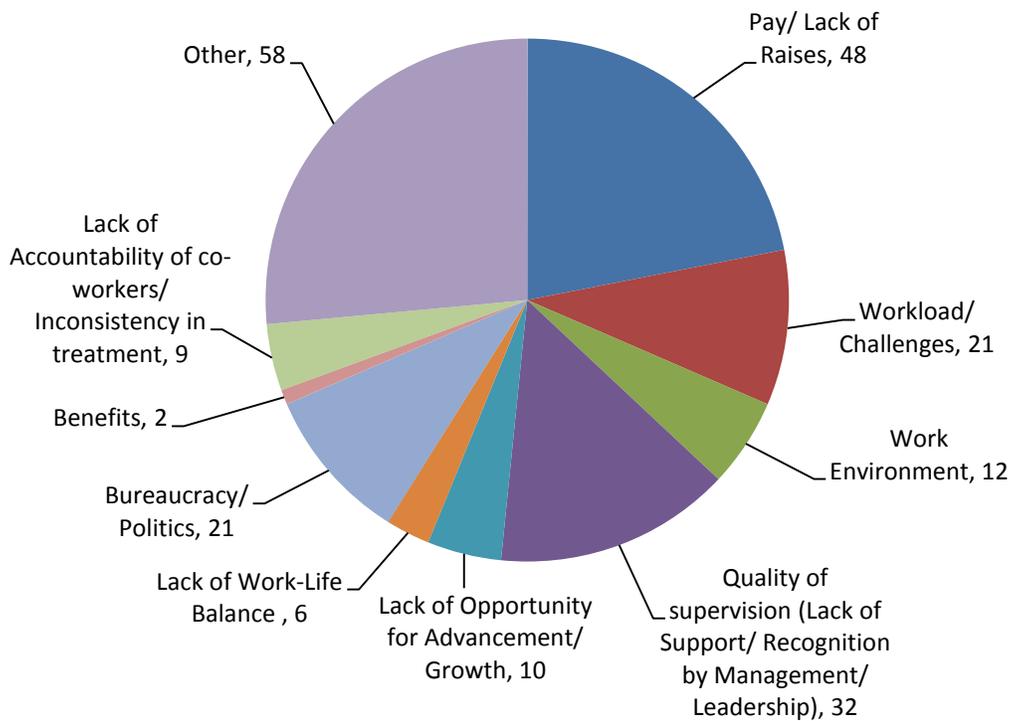
Level of Education



Liked Most About State Employment (Some citing more than one reason)



Liked Least About State Employment (Some citing more than one reason)



Appendix I

Market Related Changes to Address Specific Occupational Inequities - October 12, 2012

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 Section 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	Title	Number of Classified Employees in Classification	Pay Grade	Temporary Pay Grade
8930	Actuary	0	N	O
8521	Building Safety Inspector/Advisor	56	J	K
7203	Clinical Specialist	9	M	N
8021	Communications Supervisor	10	I	J
8020	ISP Regional Communications Officer	24	H	I
8014	ISP Sergeant	39	L	M
6572	Locksmith	3	G	H
7584	Nurse, Advanced Practice	11	M	N
7676	Nurse, Licensed Practical	109	H	I
7606	Nurse, Registered	72	K	L
7572	Nurse, Registered Manager	33	M	N
7574	Nurse, Registered Senior	110	L	M
7476	Pharmacist, Clinical	6	L	Q
7478	Pharmacy Services Specialist	2	K	P
7474	Pharmacy Services Supervisor	3	L	R
7727	Physical Therapist	0	L	M
7209	Physician, Clinical Director - Community	1	Q	V
7211	Physician, Epidemiologist - State	1	Q	V
7207	Physician, Medical Clinic - Institution	2	Q	V
7208	Physician, Medical Director - Institution	2	R	V
7206	Physician, Psychiatric Specialty	2	O	V
7205	Physician, Public Health	*	P	V
5210	Strategic Business Analyst	3	O	P
7710	Therapist, Early Intervention	10	L	M
4556	Utilities Division Deputy Administrator	1	O	Q
Total		509	* Hired as Temporary Employees	

Appendix J

AGENCIES WITH ONE OR MORE CLASSIFIED EMPLOYEES

<ul style="list-style-type: none"> • Accountancy Board • Administration, Dept of • Agriculture, Dept of • Boise State University • Brand Inspector • Building Safety, Division of • Central Health District IV • Comm -Blind and Visually Impaired • Commerce, Dept of • Commission for Libraries • Commission on Aging • Correction, Dept of • Dentistry Board • Eastern Idaho Health District VII • Eastern Idaho Technical College • Education Board • Endowment Fund Investment Board • Environmental Quality, Dept of • Finance, Department of • Financial Management, Division of • Fish and Game, Dept of • Health and Welfare, Dept of 	<ul style="list-style-type: none"> • Hispanic Commission • Historical Society • Human Resources, Division of • Idaho State University • Independent Living Council • Industrial Commission • Insurance, Dept of • Juvenile Corrections, Dept of • Labor, Dept of • Lands, Dept of • Lava Hot Springs Foundation • Lewis - Clark State College • Liquor Division • Lottery • Medicine Board • North Central Health District II • Nursing Board • Occupational Licenses • Outfitters and Guides Licensing Board • Panhandle Health District I • Pardons and Parole Commission 	<ul style="list-style-type: none"> • Parks and Recreation, Dept of • PERSI • Pharmacy Board • Prof Engineers and Land Surveyors Board • Professional -Technical Education • Public Television • Public Utilities Commission • Racing Commission • Real Estate Commission • Soil and Water Conservation • South Central Health District V • Southeast Health District VI • Southwest Health District III • State Police • Tax Appeals Board • Tax Commission • Transportation, Dept of • Veterans Services, Division of • Veterinary Medicine Board • Vocational Rehabilitation, Division of • Water Resources, Dept of
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AGENCIES WITH ONLY NON-CLASSIFIED EMPLOYEES

<ul style="list-style-type: none"> • Arts, Commission on the • Attorney General, Office of the • Code Commission • Controller, Office of the State • Correctional Industries • Drug Policy, Office of • Governor, Office of the 	<ul style="list-style-type: none"> • House of Representatives • Judicial Branch • Legislative Services Office • Lieutenant Governor, Office of • Military Division • Office of Energy Resources • Secretary of State, Office of 	<ul style="list-style-type: none"> • Senate • Species Conservation, Office of • State Appellate Public Defender • State Insurance Fund • Supt of Public Instruction • Treasurer, Office of the State • University of Idaho
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Total Number of State Agencies = 85 (Classified 64; Non-Classified 21)

Appendix K

SYNOPSIS OF STATE EMPLOYEE SALARY INCREASES SINCE IMPLEMENTATION OF THE HAY SYSTEM

Prepared by the Division of Human Resources

<u>Fiscal Year</u>	<u>DHR Recommendation</u>	<u>Executive Budget Recommendation</u>	<u>Legislative Action</u>
FY13	Salaries average 18.6% behind labor market averages. Budget a 3% merit based salary increase. The proposed increase is intended to retain and move high performing employees closer to policy pay rates.	Reserve an amount equivalent to a one-time merit based 3% increase to be distributed in two payments if revenues meet projections.	Legislature approved a 2% ongoing increase to all permanent state employees who are performing satisfactorily. Also, agencies were directed to use salary savings, if available, for additional merit pay for permanent and temporary employees.
FY12	Salaries average 15.9% behind labor market averages. Budget a 3% salary increase to be administered in accordance with the State's merit-based pay philosophy.	No increase in funding for employee compensation. Fund employee benefit costs with reserves to cover premium increase and restoration of a two-month health insurance premium holiday.	No action taken. Governor's recommendation approved. Two months of insurance premiums were deducted from Group Insurance reserves rather than from agency appropriations and employees' paychecks.
FY11	Salaries average 15% behind labor market averages. Budget a 3% salary increase to be administered in accordance with the State's merit-based pay philosophy.	No increase in funding for employee compensation. Fund change in employee benefit costs. Provide a one-time savings from a two-month health insurance premium holiday.	No action taken. Governor's recommendation approved. Two months of insurance premiums were deducted from Group Insurance reserves rather than from agency appropriations and employees' paychecks.
FY10	Salaries average 15% behind labor market averages. Increase the salary ranges by not less than 3%. Budget a 5% salary increase to be administered in accordance with the State's merit-based pay philosophy.	No increase in funding for employee compensation.	No action taken. Governor's recommendation approved. However, this was not sufficient to balance the budget as revenues fell below projections for FY09. Legislature reduced ongoing funding for personnel costs by 5%. S1227 added 2% one-time personnel costs back to agencies with dedicated and federal appropriations and appropriated the equivalent of 2% one-time personnel costs from the Budget Stabilization Fund to the Governor to be used at his discretion for agencies receiving General Fund moneys.

Appendix K - Continued

<u>Fiscal Year</u>	<u>DHR Recommendation</u>	<u>Executive Budget Recommendation</u>	<u>Legislative Action</u>
FY09	<p>Salaries average 15% behind labor market averages. Budget a 5% salary increase to be administered in accordance with the State's merit-based pay philosophy. Continue the approach of a long range (10 year) plan to bring state employees' salaries to competitive rates.</p>	<p>Fund a 5% ongoing merit increase. To address specific occupational inequities, recommend additional personnel cost funding for selected agencies.</p>	<p>HCR49 was adopted by the Legislature which provides funding for a 3% increase in employee compensation to be distributed as follows: 1% across the board increase to all eligible state employees; 2% merit based increase with agencies directed to target funding towards high turnover classifications, employees below midpoint and employees below 90% of compa-ratio.</p>
FY08	<ol style="list-style-type: none"> 1. Provide annual funding to allow the state to recruit and retain a quality workforce. 2. Increase the salary structure to 96% of market. 3. Adopt a 10 year pay plan and budget a 5.8% merit increase. 	<p>Fund a 5% ongoing merit increase.</p>	<p>Fund a 5% ongoing merit increase. Agencies were directed to distribute the 5% funding based on merit as follows: first, allocate funding toward high turnover classifications and employees below midpoint; second, target funding towards positions below 90% of compa-ratio; third, distribute remaining funds using the merit matrix.</p>
FY07	<p>Increase the salary structure to 95% of market. Budget a 5.7% overall CEC to fund merit increases. Appropriate more funds to those agencies furthest below market. Implement a merit increase matrix.</p>	<p>Fund a 3% ongoing merit increase in Feb 06. Recommend an increase in health insurance of 3.5%, which equates to \$250 per person.</p>	<p>Fund a 3% ongoing merit increase in Feb 06 and fund an additional .8% increase directed to specific classes. Adopted revised compensation philosophy. Adopted the use of a merit increase matrix.</p>
FY06	<ol style="list-style-type: none"> 1. Budget up to 6.7 percent, for all agencies. 2. A 10 percent increase for permanent merit raises for all jobs requiring Registered Nurses. 3. Infuse as much one time money as possible to support retention and recognition. 4. Special legislation to allow one-time merit or bonus awards from savings in operating or capital outlay budgets, 	<p>Fund a 1% ongoing increase. Recommended funding of Health Insurance increases.</p>	<p>Fund a 1 % temporary increase in Oct. providing there is adequate budget surplus.</p>

Appendix K - Continued

Fiscal Year

DHR Recommendation

Executive Budget Recommendation

Legislative Action

after first 6 months of FY06.

5. Fund the health insurance increase, and direct DHR and Dept. of Administration, to promote wellness, health education, and disease management in the workforce.

6. Appoint a Total Compensation Task Force to design a new strategic plan for state employee compensation.

FY05

Salaries average 14.6% behind labor market averages.

Recommendations:

1. No increase to the current salary schedule.

2. Code change to allow for pay schedules unique to occupational groups.

3. Provide an average of 10 percent permanent merit raises for nurses.

4. Adopt a strategy to address market salary competition.

5. Provide 6.8 percent CEC to fund the first step toward 5 year plan to achieve market parity and comply with current law requirements OR

6. Provide as much permanent CEC money as possible and refine the current law to specify the goal of average market pay targets.

7. If no ongoing CEC is possible due to revenue projections, provide 2 percent one-time money to support a retention and recognition award program for FY05 only. These funds would be used for one-time awards up to 10 percent of an employee's salary in recognition of their

Fund a 2 percent increase for employee compensation and encouraged state agency directors and institution executives to allocate agency salary savings to provide for employee salary needs before other operational budget priorities were considered. The governor also recommended funding the increase to employee health insurance.

The Legislature passed a 2 percent merit increase and an additional one percent, one-time, condition increase based on a year end favorable budget variance.

Note: The one percent, one-time, increase was funded and distributed in August 2004.

Appendix K - Continued

<u>Fiscal Year</u>	<u>DHR Recommendation</u>	<u>Executive Budget Recommendation</u>	<u>Legislative Action</u>
	<p>contributions and performance, and promote retention through these difficult times. This special appropriations bill should also allow additional funds to be used in personnel if savings can be found in operating budgets for FY2005 only.</p>		
FY04	<p>Salaries average 11% behind labor market averages. General CEC increase of 1%. Additional 1% contingent on state revenue levels. Allow agencies to utilize variable pay. Focused recommendation for nurses and correction officers of 4% and 2% respectively. Fund part of the estimated \$15 million health insurance increase. Change Idaho Code to allow for multiple pay schedules. Organize a team to study the state compensation system.</p>	<p>No increase in funding for employee compensation. Governor recommended state employee compensation increase through salary savings. Fund the increase in employee benefits.</p>	<p>No action taken. Governor's recommendation approved.</p>
FY03	<p>Salaries average 10 - 15% behind labor market averages. No general CEC Increase. Provide ½% allocation to all agencies to retain and recruit selected staff. Target agency/occupations for additional funds. Fund and expand the use of 1 time incentive pay. Fund benefit cost increase. Expand the salary ranges upward by 6%.</p>	<p>No increase in funding for employee compensation. Governor recommended state employee compensation increase through salary savings. Fund the increase in employee benefits.</p>	<p>No action taken. Governor's recommendation approved.</p>
FY02	<p>Salaries average 12.5% behind labor market averages. Recommendation for a salary increase to address competitive pressures. Expand the salary schedule by 6.3%.</p>	<p>General CEC of 3.5% plus 1% for competitive agency occupations and 2% for faculty. Salary schedule expanded by 6.3%.</p>	<p>No action taken. Governor's recommendation approved.</p>

Appendix K - Continued

<u>Fiscal Year</u>	<u>DHR Recommendation</u>	<u>Executive Budget Recommendation</u>	<u>Legislative Action</u>
FY01	Salaries average 10% behind labor market averages. Recommendation for a salary increase to address competitive pressures	Increase payline by 5%. Provide 3.5% for merit increases. Fund benefit cost increases. Support retirement program improvements.	Legislature adopted HRC 35. HRC 35 ratified the Governor's recommendation. HRC also included language encouraging agency directors to make special efforts for low wage employees who are performing satisfactory in their positions.
FY00	Adoption of recommendations from 1998 Hay Audit. Increase pay policy lines by average 14% to represent labor market averages.	Provide 3% for merit increases.	No action taken. Governor's recommendation approved.
FY99	Increase pay schedule by 5.7% average; fund at 7.7% to move employees closer to labor market averages.	Increase payline by 2% and provide 3% for merit increases. Funded at 5%.	Concurred with the Governor's recommendation. Included emphasis on "decompression" problem (SCR 122).
FY98	Increase pay policy lines by 2.9%. Provide an additional 2.3% to move employees closer to market rates.	2% merit increase. Roll-ups paid from Insurance Fund.	2% merit not provided; any increases to be funded by individual department salary savings (HCR 25).
FY97	Changes to pay policy lines representing an overall 4.64% increase.	Increase pay policy lines by 3% and fund at 3%.	No action taken Governor's recommendation approved.
FY96	Increase pay policy lines by 4% -- structure adjustment. Provide additional 2% to move employees closer to market rates on the average.	Increase pay policy lines by 4%. Provide additional 1% funding	No action taken. Governor's recommendation approved.
FY95	Adoption of recommendations from Hay audit. Four new pay policy lines and new compensation schedule. Cost to move all employees step-for-step equals 8.5%.	Adoption of recommendations from Hay audit. 1.2% funding to move employees into new salary ranges. 3.8% to move employees closer to market rates. Phase 3 of retirement enhancement.	Adoption of pay policy lines and compensation schedule. 1.2% funding to move employees into new salary ranges. 4.18% to move employees closer to market rates. Approved phase 3 of retirement enhancement. Eliminated phase 4. Funded at \$21,400,000 from the General Account.
FY94	3.2% across the board; plus a 7.8% payline adjustment.	2.5% across the board increase; plus phase 2 of the retirement enhancement.	2.0% across the board increase; plus phase 2 of the retirement enhancement; bonuses for non-classified employees were limited to \$1,000 per year.
FY93	2.5% payline awarded on a merit basis, funded at	2.5% payline awarded on merit basis; plus \$752K General Fund	2.5% unstructured payline funded at 1.5%; the pay table was increased

Appendix K - Continued

<u>Fiscal Year</u>	<u>DHR Recommendation</u>	<u>Executive Budget Recommendation</u>	<u>Legislative Action</u>
	3.0%; plus retirement enhancement.	and \$1,166K total funds to move people toward step G.	0.67% to give employees the money they need to fund phase 1 of a planned 4 year enhancement in retirement benefits; agencies were also given 0.54% to fund their share of the retirement enhancement.
FY92	7.0% payline but increases awarded on the basis of merit.	5.0% awarded on the basis of merit; plus \$805K General Fund and \$1,484K total funds to move long term employees toward the mid-point of the salary schedule (Step G).	4.0% awarded on the basis of merit; and provided the Governor's recommendation to provide funds to move long term employees toward the mid-point (Step G); schools received 1 - 2% more than the 4.0%.
FY91	7.5% payline (9% get 0%, 43% get 5%, and 48% get 10%).	2.5% for satisfactory performance, 2.5% for merits, 0.7% for state to pick up more of the health ins. premiums, 0.1% for employee asst. plan; 1.2% merit for instructors and 3.6% for teachers.	4.5% payline. For 2nd year, removed step for step policy; funded a 5.3% average salary increase and 0.8% for the benefit package; 1.2% merit for instructors; 4.0% COLA and 4.9% merit for teachers.
FY90	9.7% payline (3% get 0%, 18% get 5%, 69% get 10%, and 9% get 15%).	4.5% payline (12% get 0%, 83% get 5%, and 4% get 10%); 1% merit for instructors, and 2.5% for teachers.	5.0% payline. Removed the step for step policy, so increases are based solely on employees' performance.
FY89	7.9% payline (8% get 0%, 13% get 5%, 29% get 10%, 47% get 15%, and 3% get 20%).	4% across the board increase; 2% merit for instructors, and 4% merit for teachers.	3% payline effective 7/10 (41% get 0%, and 59% get 5%); only 2/3 funded for most agencies; \$665K for selective merits, mostly Depts. of Correction, Health and Welfare, Vocational Education, and Agricultural Research.
FY88	12.5% payline (4% get 0%, 40% get 5%, 55% get 10%, and 1% get 15%).	5% across the board increase; and 5% merit for teachers, instructors, and some elected officials.	4% payline effective 9/20 (28% get 0%, 69% get 5%, and 3% get 10%); up to 5% merit for teachers, instructors, and some elected officials.
FY87	8% payline.	Payline freeze and no merit money; 4% COLA for schools; implement dental insurance.	No resolution passed, so Governor's recommendation became law; schools received no funds for salary increases.
FY86	5.8% payline	3% across the board; 2.5% merit for instructors and some elected officials, and 3.5% merit for teachers.	Payline freeze; 3.5% COLA for schools; merit money for colleges and universities (\$2.4M), Dept. of Education (\$121K), and Deaf and Blind School (\$21K); merits had to be temporary.
FY85	9% payline.	5% across the board increase;	7% payline (45% get 5%, and 55%

Appendix K - Continued

<u>Fiscal Year</u>	<u>DHR Recommendation</u>	<u>Executive Budget Recommendation</u>	<u>Legislative Action</u>
		2% merit; 1.8% to 15.4% merits for education and selected elected officials; flexible benefit package.	get 10%); 0.25% to 2% merit with some funding; 2.5% merit for public schools, and the School for the Deaf and Blind.
FY84	9.2% payline.	Payline freeze; 1.5% merit; change health insurance to co-pay.	Payline freeze; change health insurance to co-pay with deductible.
FY83	11.6% payline.	5% payline (all get 5%); 1.5% merit for non-education staff; 2.2% to 5.8% merit for instructors; 3.5% merit for teachers; begin Rule of 80/85.	5% payline fully funded except for Dept. of Health and Welfare (all got 5%); \$350,000 of the colleges and universities appropriation targeted for merit; merits limited to 90 days; implement Rule of 80/90.
FY82	9.5% across the board increase; one additional holiday.	6.5% across the board increase; one additional holiday; 1% merit pay.	7% across the board increase but under funded up to 100% for some agencies.
FY81	9% payline; an additional holiday and shift differential.	8.5% payline; an additional holiday, shift differential, dental insurance, and other benefits.	8.5% payline but under funded up to 25% (37% get 5%, 59% get 10%, and 4% get 15%); small benefit improvements.
FY80	8% payline; 3-5% for step increases.	5.5% payline; 3-5% for step increases.	7% payline but under funded up to 50% (61% get 5%, 39% get 10%); no funding step increases.
FY79	2.5% payline; 3-5% for step increases.	2.5% payline; 5% COLA for exempt; 3-5% for step increases.	2.5% payline; 5% COLA for exempt; 3-5% for step increases.
FY78	Approximately 5% to implement Hay Plan at least cost approach; 3-5% for steps.	6% across the board increase; 3-5% for step increases.	Approximately 5% to implement Hay Plan at least cost approach; 3-5% for step increases.
FY77	Approximately 5% to implement Hay Plan at least cost approach; 3-5% for steps.	5.5% across the board increase; 3-5% for step increases.	No general salary increase; implemented longevity component of Hay Plan (2.5% for every 5 years); 3-5% for step increases.

Appendix L

Glossary

Compa-ratio: The relationship between an employee's salary and the policy pay rate (market) of their job. For example: If an employee in pay grade K earns \$16.59 per hour, and the policy pay rate (market) for pay grade K is \$24.41, their compa-ratio is 68% (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 are 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 in order 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. (The current policy pay rate reflects 2009 salary survey comparisons and the salary structure has not changed since 2010).

Salary Structure: A chart listing the 19 pay grades and associated pay ranges (See Appendix B).

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)).