



---

# REPORT TO THE GOVERNOR

## FY 2019 Change in Employee Compensation & Benefits Report

*Submitted by Susan E. Buxton, DHR Administrator*





Photo taken by Michelle Peugh, HR Specialist Senior.

# TABLE OF CONTENTS

|   |    |
|---|----|
| EXECUTIVE SUMMARY .....   | 5  |
| PURPOSE OF REPORT.....  | 6  |
| State Employee Compensation Philosophy – Idaho Code §67-5309A.....    | 6  |
| State Job Evaluations .....   | 7  |
| State Specific Occupational Inequity - Payline Exception Review ..... | 7  |
| Compensation Plan .....   | 8  |
| Compensation Structure.....   | 8  |
| Performance Management .....  | 9  |
| TOTAL COMPENSATION .....  | 10 |
| Office of Group Insurance .....                                       | 10 |
| Public Employee Retirement System of Idaho (PERSI).....               | 11 |
| Annual Salary Surveys.....  | 12 |
| Milliman State of Idaho Custom Compensation Survey.....               | 12 |
| Korn Ferry Hay Group Total Compensation Report.....                   | 13 |
| WORKFORCE DEMOGRAPHICS .....  | 16 |
| Total Workforce Generations .....                                     | 16 |
| Total Workforce Turnover.....   | 17 |
| Employee Exit Survey Results.....                                     | 17 |
| Total Workforce Retirement Projections .....                          | 17 |
| Workforce Turnover Statistics – Classified Employees .....            | 17 |
| Workforce Retirement Projections – Classified Employees .....         | 18 |
| Turnover by Generation – Classified Employees .....                   | 18 |
| DHR INITIATIVES.....  | 19 |
| Professional Development .....  | 19 |
| Certified Public Manager® Program .....                               | 19 |
| Supervisory Academy Program .....                                     | 20 |
| DHR Training and Related Services.....                                | 20 |
| Cybersecurity Training .....  | 20 |
| Applicant Tracking System.....  | 20 |
| Health Matters Wellness Program .....                                 | 21 |
| DHR RECOMMENDATIONS FOR FY 2019 .....                                 | 22 |

|  |     |
|--|-----|
| APPENDIX.....  | 23  |
| Appendix A – Glossary.....   | 23  |
| Appendix B – Five Year Synopsis of State CEC Increases FY 14-18 .....                | 24  |
| Appendix C – Milliman State of Idaho Custom Compensation Survey.....                 | 26  |
| Appendix D – Korn Ferry Hay Group Total Compensation Report.....                     | 66  |
| Appendix E – §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code ..... | 116 |
| Appendix F – List of Classified and Non-Classified Agencies .....                    | 117 |
| Appendix G – §67-5309B Idaho Compensation Plan, Idaho Code .....                     | 118 |
| Appendix H – Payline Exception, Specific Occupational Inequities .....               | 120 |
| Appendix I – FY 2018 Salary Structure .....  | 121 |
| Appendix J – Sample State Employee Total Compensation Breakdown.....                 | 122 |
| Appendix K – §59-1322 Employer Contributions, Idaho Code .....                       | 123 |
| Appendix L – Workforce Demographics by County .....                                  | 125 |
| Appendix M – Total Retirement Forecast by Agency Calendar Years 2017-2047 .....      | 126 |
| Appendix N – Classified Turnover by Separation Code .....                            | 129 |
| Appendix O – Classified Employees Total Separations by Agency FY 13-17 .....         | 130 |
| Appendix P – Classified Employees Voluntary Separations by Agency FY 13-17 .....     | 134 |
| Appendix Q – Classified Employees Involuntary Separations by Agency FY 13-17 .....   | 139 |
| Appendix R – Classified Retirement Turnover by Agency .....                          | 143 |
| Appendix S – Classified Retirement Forecast by Agency Calendar Years 2017-2047 ..... | 145 |

## EXECUTIVE SUMMARY

As Idaho's private and public employers seek to attract and retain qualified and dedicated employees, the State seeks to establish a sound compensation plan which provides external competitiveness<sup>1</sup> to meet State statutory requirements. Idaho's economy continues to recover, resulting in private and other public sector employers, including the State, competing to recruit and retain employees. The State has and continues to seek employees with skill sets that foster good, efficient government. Good government starts with employees who see their jobs as bettering both government and the private sector in order to establish a positive business climate statewide.

The FY 2019 Change in Employee Benefits and Compensation Report indicates the State is no longer losing significant ground relative to the market for total compensation. The commitment of the Governor and the State Legislature to steadily increase total compensation since the economic downturn has helped to maintain the state workforce in many key areas. These efforts have been appreciated by the State workforce.<sup>2</sup>

Milliman, Inc. conducted the State of Idaho Custom Salary Survey ("Custom Survey") and found that State employees' actual salaries are approximately "9% below the actual salaries in the market."<sup>3</sup> The Korn Ferry Hay Group 2017 Total Compensation Report ("KFHG 2017 Report") found the market deficit is 9.9% when compared with the public sector.<sup>4</sup> During the 2017 Legislative Session, Governor Otter and the Legislature increased the salary structure by 3%, increased the employees' salary by 3% based on the State's merit based pay statutes, maintained the State's employee benefits package funding, and approved payline exceptions for job classifications for FY 2018.

As seen in the October 2017 Idaho Economic Forecast 2017-2021,<sup>5</sup> the unemployment rate in Idaho is 2.8%. This statistic reveals an Idaho economy at or very near full employment. The Executive and Legislative branches' good governance has resulted in a thriving state economy creating competition for qualified and effective workforces in all market sectors. The healthy job market in Idaho presents challenges to state government which needs skilled, experienced, and dedicated employees to properly undertake its government functions.

For the reasons set forth below, the Idaho Division of Human Resources (DHR) recommends the following to the Governor and the Legislature: (1) Increase the salary structure 3% to continue toward the market average; (2) Increase the merit based salary component by 3%; (3) Continue current payline exceptions for those job classifications which target specific recruitment and retention situations; and, (4) Maintain the same funding levels and percentages for employee benefits, which are a key component to the competitiveness of the State's total compensation.

---

<sup>1</sup> External competitiveness refers to the pay rates of an organization's jobs in relation to its competitors' pay rates.

<sup>2</sup> Five Year Synopsis of State CEC Increases, Appendix B.

<sup>3</sup> Milliman Custom Salary Survey, Appendix C.

<sup>4</sup> KFHG Total Compensation Report 2017, Appendix D.

<sup>5</sup> Full report available at [www.dfm.idaho.gov](http://www.dfm.idaho.gov).

## **PURPOSE OF REPORT**

DHR administers the state personnel system by providing statewide rules, policies, procedures, support and oversight to 65 State agencies, and the Idaho Personnel Commission. DHR has implemented and is developing additional professional training and human resources policies and forums for the state workforce to further the goal of good government at all levels.

DHR conducts annual surveys and reports<sup>6</sup> to provide workforce data and total compensation analysis to the Governor and the Legislature for their consideration. The Change in Employee Compensation (CEC) report provides recommendations to the salary structure, specific occupational inequities, merit increases, and employee benefit packages.

The State workforce consists of 25,354<sup>7</sup> employees: 13,069 classified and 12,285 non-classified.<sup>8</sup> A classified employee is any person appointed to or holding a position in any department of the state and that is subject to the provisions of the merit examination, selection, retention, promotion, and dismissal requirements of title 67, Chapter 53, Idaho Code.

### **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.

---

<sup>6</sup> §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code, Appendix E.

<sup>7</sup> Figures fluctuate throughout the year.

<sup>8</sup> Agency List Classified and Non-Classified, Appendix F.

(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.

### **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 the job classification's value or worth in relation to other jobs in the organization. In job evaluation, worth of a job is calculated while in performance evaluation the worth of an employee is rated. The process objectively and accurately defines the duties, responsibilities, tasks, and authority levels of a job.<sup>9</sup> 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 entitled "benchmark jobs." A benchmark job compares salaries and benefits to the same or very similar job classification in other organizations in order to obtain the best data. It is critical the job evaluation methodology applied is consistent and accepted nationally.

The Hay methodology is the most widely used method in the world to determine job classifications and it works in all types of business, government and organizational contexts. In order to accurately undertake annual salary and benefits surveys, benchmark jobs must have the same or similar requirements. The methodology evaluates job value by analyzing and scoring the three following factors:

(1) Know-how - The job requirements a person has to meet in order to deliver the value. Know-how has three dimensions: Practical/Technical knowledge; Planning, Organizing and Integrating (includes managerial) knowledge; and Communicating and Influencing skills.

(2) Problem Solving - The use of know-how to identify, delineate, and resolve problems. Problem Solving measures in two dimensions: Analyzing the thinking environment and analyzing the thinking challenge.

(3) Accountability - Accountability measures the type and level of the value of a job by analyzing three dimensions: Freedom to Act, Scope, and Impact.

### **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

---

<sup>9</sup> §67-5309B (1) Idaho Compensation Plan, Idaho Code, Appendix G.

evaluation process is followed, DHR assists agencies in the analysis of hard to fill, hard to retain classifications which promote a statewide consistent approach. The positions on payline exception are reviewed annually by DHR.<sup>10</sup>

## Compensation Plan<sup>11</sup>

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 point factoring and market data. Department directors and agency heads are responsible for preparing compensation plans which correlate with the agency budget and supports 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 contemplated in the State's merit based compensation statute.

## Compensation Structure

The State of Idaho's compensation or "pay" 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.<sup>12</sup> The breadth of pay grades allows for variations in compensation due to market factors, experience, performance, job complexity, and compensation philosophy within state agencies.

The policy rate within each pay range is intended to represent the "midpoint market average."<sup>13</sup> 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. Salary survey results demonstrate the current policy rates are no longer at the market average, but are 9.9% below the public sector and 20% below the private sector market average. Last year, the 3% increase in the pay structure resulted in a positive move closer to market average.

The State looks at the analysis of compa-ratio<sup>14</sup> as industry standard of measurement within a compensation plan. 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 rate<sup>15</sup> is not at the market average, Idaho's compa-ratio provides an outdated comparison to other state jobs, not an external comparison to the market.

---

<sup>10</sup> Payline Exception/Specific Occupational Inequities, Appendix H.

<sup>11</sup> §67-5309B Idaho Compensation Plan, Idaho Code, Appendix G.

<sup>12</sup> FY 2018 Salary Structure, Appendix I.

<sup>13</sup> §67-5309B Idaho Compensation Plan, Idaho Code, Appendix G.

<sup>14</sup> "Compa-ratio" is the relationship between an employee's salary and the policy pay rate of their job. See Glossary, Appendix A for an example.

<sup>15</sup> Policy is the salary relative to the external labor market (public and private sector) as determined by salary surveys of benchmark jobs.



In October 2017, the classified statewide average compa-ratio was 88.9% and the average classified hourly pay rate was \$21.87. In the previous year, October 2016, the classified statewide average compa-ratio was 90% and the average classified hourly rate was \$21.17. The table below reflects classified employees' average wage, average policy pay rate, and the average compa-ratio over the past five years.

| Fiscal Year | Number of Classified Employees | Average Pay Rate | Average Policy Pay Rate | Average Compa-Ratio |
|-------------|--------------------------------|------------------|-------------------------|---------------------|
| 2017        | 13,069                         | \$21.87          | \$24.41                 | 88.9%               |
| 2016        | 13,080                         | \$21.17          | \$23.51                 | 90.0%               |
| 2015        | 12,930                         | \$20.55          | \$23.46                 | 87.1%               |
| 2014        | 12,888                         | \$19.86          | \$23.37                 | 85.0%               |
| 2013        | 12,657                         | \$19.56          | \$23.03                 | 85.0%               |

The lower compa-ratio in October 2017, actually reflects the positive impact of last year's increase to the entire pay structure and that the average pay rate for state employees has steadily increased. This is a direct result of consistent employee compensation increases recommended by the Governor and approved by the State Legislature.

### Performance Management

The State of Idaho Compensation Philosophy<sup>16</sup> 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. A web-based employee evaluation system, I-PERFORM, is available statewide for agency supervisors to create evaluations and track employee performance. Performance is intended to be 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 employees are rated on four statewide expectations established by the Governor: Promoting Responsible Government, Professionalism, Customer Focus, and Leadership. The State uses four levels of ratings within these expectations: Exemplary, Solid Sustained, Achieves, and Does Not Achieve. Once the evaluation is reviewed and approved by the reviewer, supervisor and employee, the required employee information is electronically submitted to the State Controller's Office for record retention. This transmission eliminates the need for manual data entry of this information, minimizes errors, and provides expedient updated information to the employee's performance evaluation record. Although a majority of state agencies have transitioned to I-PERFORM, there are a few agencies that have not made the transition. DHR will address the evaluation process with those specific agencies.

<sup>16</sup>§67-5309A State Employee Compensation Philosophy, Idaho Code (See pages 5-6 of this report where this statute is also provided in its entirety).

## **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, 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.<sup>17</sup>

State employee benefits are managed by the Department of Administration, Office of Group Insurance and retirement benefits are managed by the Public Employee Retirement System of Idaho (PERSI).

### **Office of Group Insurance**

Health coverage, life insurance, disability, and other benefits for state employees are managed by the Department of Administration, 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; vision benefit; Employee Assistance Program (EAP); basic and voluntary term life insurances; disability coverage, and; Flexible Spending Accounts (FSA). For those employees who want additional life insurance coverages for themselves and their families, Voluntary Term Life Insurance allows employees to purchase 1x, 2x or 3x their annual salaries' worth of coverage as well as purchase spouse and child coverages. (Maximums apply).

All employees of the Group Insurance program's participating entities receive, as part of their employment, employer-paid Basic Life Insurance for their eligible dependents as well as Accidental Death & Dismemberment 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. In addition to those employer-sponsored coverages, employees may choose to participate in the medical and dental insurance with the ability to have premiums deducted on a pre-tax basis, to purchase additional voluntary term life insurance, or take part in flexible spending accounts.

Medical insurance is the most significant dollar value program of the Office of Group Insurance with an FY 2018 projected cost of \$289 million covering over 47,000 lives. Premiums for medical insurance are shared by the employer and the over 18,600 employees enrolled for coverage. 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 the 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

---

<sup>17</sup> A Total Compensation analysis is provided for each employee by login through the State Controller Office's website at [www.sco.idaho.gov](http://www.sco.idaho.gov). This report itemizes the "real-time" amount the State pays for each employee's cash compensation and benefits.

premium contribution rates. The vast majority of all employees elect the PPO plan.

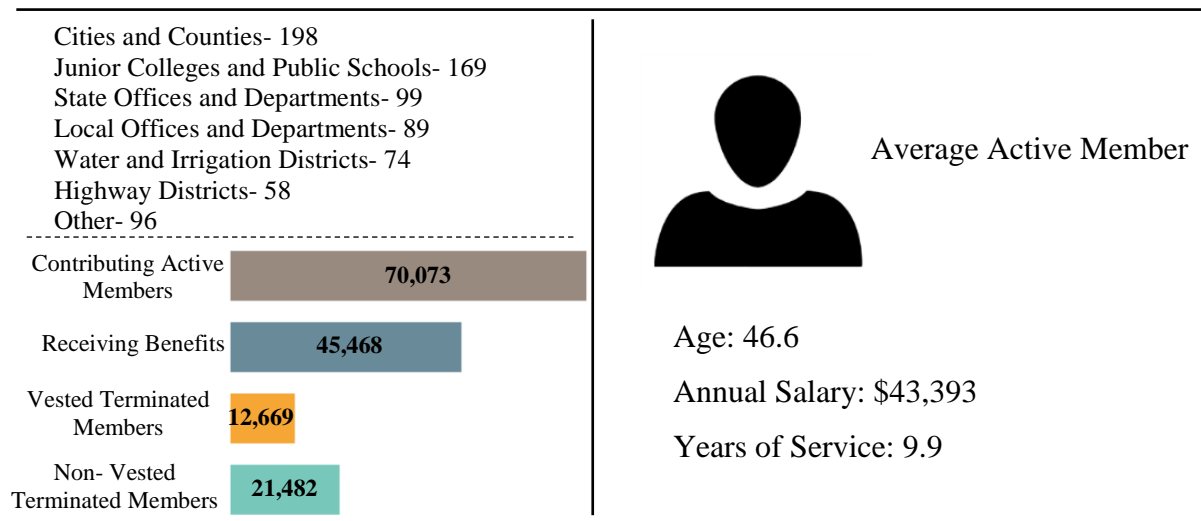
All benefit-eligible employees and their eligible dependents have access to the EAP which is included in each medical plan to provide up to 5 visits per person per plan year of confidential, short-term counseling with no copayment required.

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 do not have to be enrolled in any other health benefit plan to participate in flexible spending.

The State has continued to maintain its grandfathered status under the Affordable Care Act and shifted no additional costs to employees in FY 2018.

### Public Employee Retirement System of Idaho (PERSI)

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 that time, PERSI has provided a Defined Benefit (DB) plan<sup>18</sup> 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 sources: contributions from employees, employers, and investment income. As of June 30, 2017, there were 783 contributing employers with a total of 149,692 members. Additional information is illustrated below:



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.

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

<sup>18</sup> 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.

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.

In October of 2017, the Board approved the annual actuarial valuation of the system which is as of June 30, 2017. The valuation determined PERSI's funding ratio to be 89.6% and the market value of assets to be \$16.3 billion. The current contribution rates (for General Members: 6.79% of salary for employees, 11.32% of salary for employers) are sufficient to amortize the unfunded actuarial liability (UAAL) in 16.2 years, which is lower than the 25 year maximum permitted under Idaho Code §59-1322 Employer Contributions–Amounts–Rates–Amortization.<sup>19</sup> The proposed total contribution rate increase (employer + employee) of 1.0% that was to take effect July 1, 2018, has been postponed. The PERSI Board voted to delay the implementation for one year. The new effective date is July 1, 2019. The retirement plan is a significant component to the State employees' total compensation.

### **Annual Salary Surveys<sup>20</sup>**

DHR participates in several annual salary surveys. These salary surveys provide the opportunity to compare the State's salary structure with comparator markets, in order to assess the State's competitiveness with the labor market. Job classifications are reviewed and compared to benchmark jobs<sup>21</sup> 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) Health, Milliman Management Professional Survey, Milliman IT, Milliman Custom, and the National Compensation Association of State Governments (NCASG). The goal is for surveys to be completed by objective and experienced third parties in order 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. As a result, DHR engaged Milliman to conduct a custom survey of a portion of the State's benchmark positions to provide a local perspective on the competitiveness of the State's cash compensation.<sup>22</sup> Initially, Milliman conducted interviews with several state agency directors and legislators to assist with gaining perspective on the State's pay strategy in the short and long term.

To create a competitive assessment for the cash compensation survey, Milliman selected benchmark jobs based on the following four factors: (1) Market comparability: jobs that are commonly found in other organizations that are being surveyed; (2) Organizational hierarchy: jobs that represent the full range of job size being included in the study, from the smallest job to

---

<sup>19</sup> §59-1322 Employer Contributions–Amounts–Rates –Amortization, Idaho Code, Appendix K.

<sup>20</sup> §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code, Appendix E.

<sup>21</sup> "Benchmark job" is a job with a standard and consistent set of responsibilities from one organization to another and for which data is available in valid and reliable salary surveys.

<sup>22</sup> Milliman Custom Compensation Survey Report ("Custom Survey") Nov. 28, 2017, Appendix C.

the largest; (3) Employee representation: jobs that represent large numbers of employees whenever possible; and (4) Cross-functional representation: jobs that represent all of the functions within the organization, from management to administrative and support positions.

The Milliman Custom Survey invited over one hundred organizations from both public and private sectors to participate in the survey. Thirty-two organizations, 72% of which were public employers, participated and seventy-three comparator job classifications were included. As a first year survey, this is a successful sample. DHR desires to continue this survey annually to provide more Idaho cash compensation data and increasing participation over time as all participants will benefit from the data.

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. The participation percentages were a balanced sampling around the State: South West Idaho 28%, Eastern Idaho 32%, and North Idaho 25%.<sup>23</sup> The five surrounding states represent 15% of the participation population, with each state at 3%. The results reflected, on average, that the State is 91% of the median for the surveyed jobs; in other words, state compensation, on average, is 9% below the base salaries of the survey sample.<sup>24</sup>

The Custom Survey also gathered additional information related to average base salary increases and average pay structure increases over the last three years. The base salary percentages ranged from 2.2% to 3.0% and the average increases in pay structures ranged from 1.9% to 1.8%.

### **Korn Ferry Hay Group Total Compensation Report**

DHR contracted with the Korn Ferry Hay Group (KFHG), a global HR consulting firm, to assess the State's total compensation. The total compensation study conducted by KFHG is comprehensive in scope, focused broadly on the competitiveness of the State's salaries and benefits relative to the private and public sector based on a variety of published surveys.<sup>25</sup> This approach provides a comprehensive understanding of the State's aggregate market position. Because the Milliman Custom Survey and the KFHG total compensation study have different focuses, some differences are expected in the results. These differences are not an indication of deficiencies or inaccuracies in either study.

The KFHG analysis compared the value of the total compensation package provided to State employees against similar workforce structures in other states and private companies.<sup>26</sup> The analysis included both the cost and the value of the total compensation (the plan design and different elements provided to the employee) for classified employees. This approach provides a holistic view to determine if the State, as an employer, is competitive to the market. KFHG uses the salary and market data results provided by DHR combined with KFHG data.

When compared to the private sector, Idaho's aggregate base salary market position has remained largely unchanged from 2015 to 2017 and is 24% below the market average. Idaho's

---

<sup>23</sup> Workforce Demographics by County, Appendix L.

<sup>24</sup> Milliman State of Idaho Custom Compensation Survey, Appendix C.

<sup>25</sup> Korn Ferry Hay Group Total Compensation Report-2017, Appendix D.

<sup>26</sup> IDAPA 15.04.01.070.04 (a-c) Compensation of Employees – Relevant Labor Market.

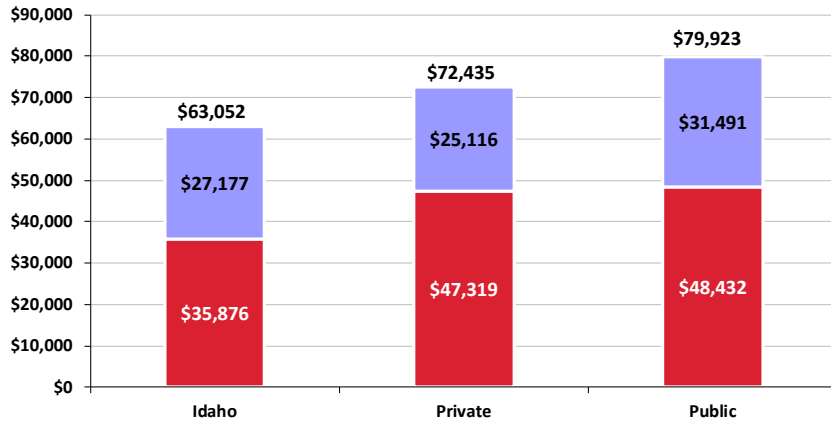
base salary policy rate is 20% below the market average. Below market salaries impact the overall value of benefits, resulting in a total compensation market position that is 12% below the market average. When compared to the public sector, Idaho’s aggregate base salary market position has not changed since 2015 and is 14% below the market average in 2017. As illustrated in the chart below.

| Cash Area            | Idaho vs. Private Sector Market Median |               | Idaho vs. Public Sector Market Median |               | Idaho vs. Custom Survey Market Median |              |
|----------------------|--|---------------|---------------------------------------|---------------|---------------------------------------|--------------|
|                      | 2015                                   | 2017          | 2015                                  | 2017          | 2015                                  | 2017         |
| Actual Base Salaries | -24.5%                                 | <b>-23.9%</b> | -13.7%                                | <b>-14.1%</b> | N/A                                   | <b>-9.0%</b> |
| Base Salary Policy   | -19.8%                                 | <b>-20.2%</b> | -7.4%                                 | <b>-9.9%</b>  | N/A                                   | <b>N/A</b>   |

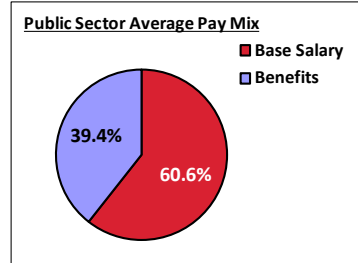
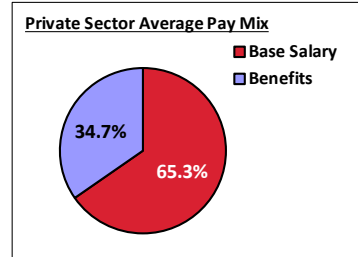
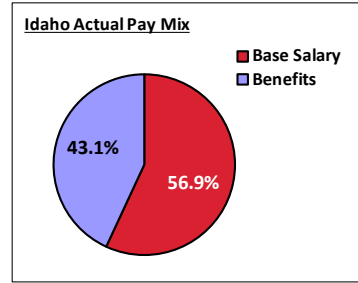
The benefits market position is also relatively static and is 8.5% below the market average. The result is a similar total compensation market position in 2017 of 11% below the market average, reflecting that state employees are holding their ground in total compensation in the midst of low unemployment and economic upswing enjoyed by the other public and private sector workforces.

The charts on the following pages illustrate the total compensation level and mix for State of Idaho employees at three pay grade levels relative to the private sector and public sector market average. These pay grade levels represent 38% of the 8,087 state employees included in the total compensation analysis and illustrate how market position and pay mix differ depending on pay grade.

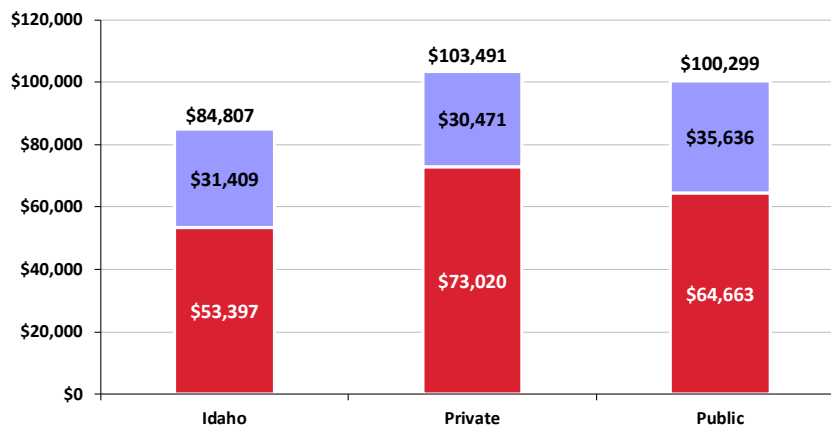
## Pay Grade I



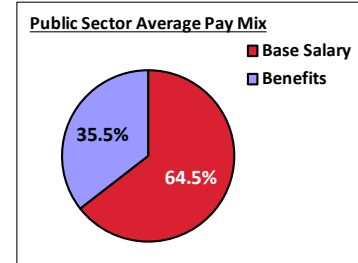
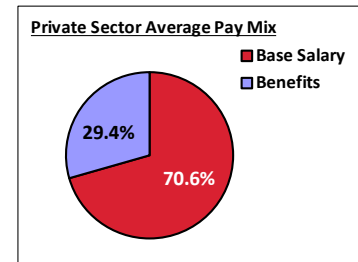
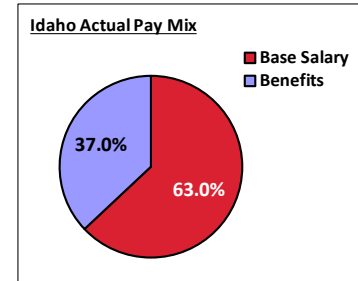
|                           | Idaho           | Private         | Public          |
|---------------------------|-----------------|-----------------|-----------------|
| Base Salary               | \$35,876        | \$47,319        | \$48,432        |
| Benefits                  | \$27,177        | \$25,116        | \$31,491        |
| <b>Total Remuneration</b> | <b>\$63,052</b> | <b>\$72,435</b> | <b>\$79,923</b> |



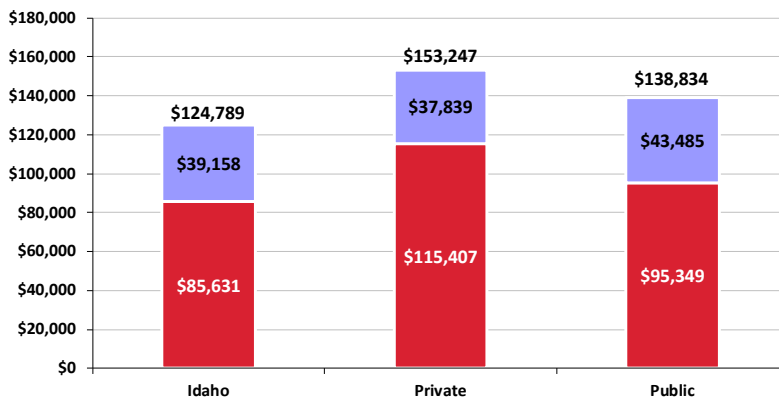
## Pay Grade L



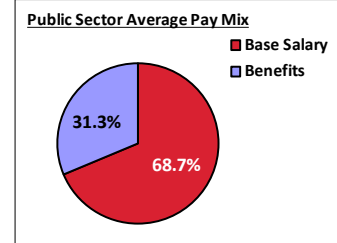
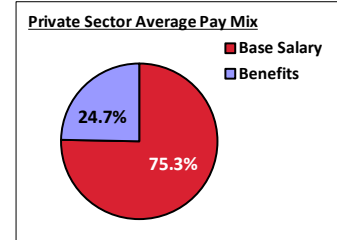
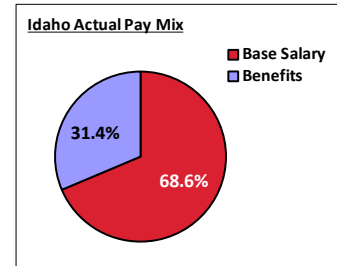
|                           | Idaho           | Private          | Public           |
|---------------------------|-----------------|------------------|------------------|
| Base Salary               | \$53,397        | \$73,020         | \$64,663         |
| Benefits                  | \$31,409        | \$30,471         | \$35,636         |
| <b>Total Remuneration</b> | <b>\$84,807</b> | <b>\$103,491</b> | <b>\$100,299</b> |



## Pay Grade O



|                    | Idaho     | Private   | Public    |
|--------------------|-----------|-----------|-----------|
| Base Salary        | \$85,631  | \$115,407 | \$95,349  |
| Benefits           | \$39,158  | \$37,839  | \$43,485  |
| Total Remuneration | \$124,789 | \$153,247 | \$138,834 |



The total compensation market analysis shows the State is no longer losing significant ground relative to the market because annual salary and structure increases have been approved and implemented in recent fiscal years. These increases should continue at the same or higher level than previous years. KFHG’s 2017 salary planning guide continues to show salary structure increases of 2% at the median and merit increase budgets of 3%.

## WORKFORCE DEMOGRAPHICS

### Total Workforce Generations

According to the United States (U.S.) Bureau of Labor Statistics (BLS) 2016, five generations are now in the U.S. workforce: Traditionalists, Baby Boomers, Generation X, Millennials, and Generation Z. Although earlier predictions indicated Millennials will dominate the workforce of the future, the generation after the Millennials, Generation Z, made up 25% of the U.S. population, making them a larger cohort than the Baby Boomers or Millennials.<sup>27</sup>

As depicted in the chart on the next page, the total workforce of the State of Idaho reflects 1.87% Traditionalists (born 1933 - 1946); 32.04% Baby Boomers (born 1947 - 1964); 35.45% Generation X (born 1965 - 1979); 30.62% Millennials (born 1980 - 2000); and .02% Generation Z (born 2001 - 2015).

<sup>27</sup> “7 Things Employers Should Know About the Gen Z Workforce,” Forbes 2015.





Understanding the generational workforce is essential to recruiting, managing, and retaining state employees. The generations are defined by a common culture and are shaped by important events that have had an impact on society during an individual’s formative years. Consideration of what motivates the generational groupings is important when discussing retention of employees. Surprisingly, the top motivators for each group are similar: (1) Compensation/pay, (2) Flexibility to balance work and life issues, and (3) The overall benefits package.<sup>28</sup>

### Total Workforce Turnover

Based on the separation codes entered by state agencies when processing an employee’s final paperwork into the State Controller’s Office - Employee Information System (EIS), the top three reason codes for the total workforce leaving state employment were: Personal 42.5%, Retirement 22.6% and Private Sector Job 8.2% (Expired/Temporary Appointments were 8.3%). EIS codes do not include a “pay” reason code for leaving state employment.<sup>29</sup>

### Employee Exit Survey Results

When an employee voluntarily leaves state employment, they have the option of completing an online exit survey. This survey is available to the total workforce (classified and non-classified employees) and 242 employees responded to the voluntary separation survey request. The top three results of the responses to the question of “Why did you leave state employment?” were: (1) Pay 45%, (2) Retirement 35%, and (3) Family Reasons 20%. DHR has been encouraging agencies to provide their detailed exit survey results to DHR for this report.

### Total Workforce Retirement Projections

In FY 2017, 618 State employees retired which represents 2.4% of the State’s total workforce. The retirement projections for the next ten years represent 13% of the workforce.<sup>30</sup> State agencies are encouraged to focus on succession planning, so the expected vacant positions may be filled by qualified internal applicants, as appropriate.

### Workforce Turnover Statistics – Classified Employees

In FY 2017, 1,988 classified employees “exited” state employment. Out of the 1,988 exiting employees, 421 retired (including 5 medical retirements), 969 were voluntary exits and 598 were

<sup>28</sup> Society for Human Resources Management (SHRM), 2017. Employee Job Satisfaction and Engagement: The Doors of Opportunity are Open.

<sup>29</sup> Classified Turnover by Separation Code, Appendix N.

<sup>30</sup> Total Retirement Forecast by Agency Calendar Years 2017-2047, Appendix M.

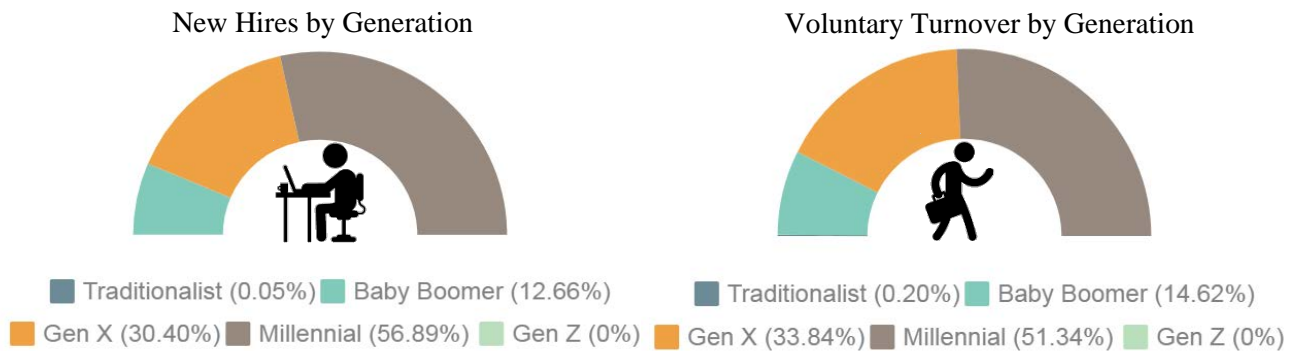
involuntary (including 35 dismissals). Based on the exit code entered, the top three reasons classified employees left state employment were: Personal 43.7%, Retirement 20.9% and Private Sector Job 9.5%. The Employee Information System, managed by the State Controller’s Office, does not include “pay” as a separate reason code for leaving state employment.<sup>31</sup>

### Workforce Retirement Projections – Classified Employees

The State is forecasted to have 1,293 employees (9.9% of classified workforce) eligible to retire in less than five years and 1,481 employees (11.3% of classified workforce) eligible to retire in five to nine years. DHR is encouraging State agencies to undertake succession planning in order for the many expected vacant positions to be filled by qualified internal applicants, as appropriate.<sup>32</sup>

### Turnover by Generation – Classified Employees

The charts below reflect voluntary turnover by generation is very similar in percentages to the new hires by generations. Traditionalists and Baby Boomers continue to retire, but we are seeing a pattern of Generation X and Millennial employees leaving similar to the number the State has hired.

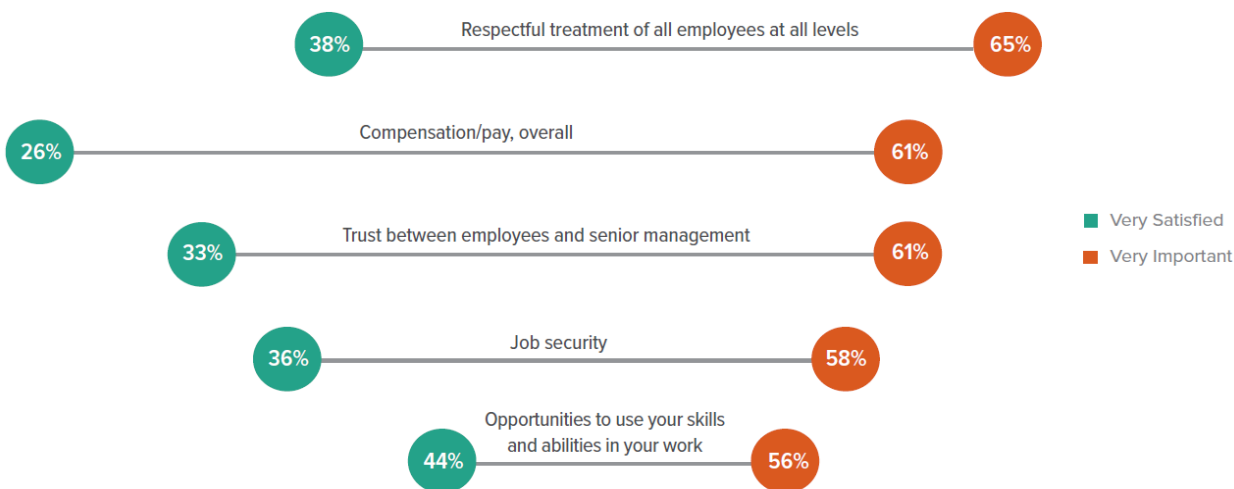


Each year, the Society for Human Resource Management (SHRM) completes a report outlining workplace factors which contribute to job satisfaction and engagement. For the third year in a row, the largest percentage of respondents indicated respectful treatment of all employees was a very important contributor to job satisfaction. Trust between employees and senior management is gaining importance. This aspect increased 6 percent compared with percentages in 2015.<sup>33</sup> The complete results are depicted in the following chart on the next page.

<sup>31</sup> Classified Employees Total Separations by Agency FY2013-FY2017, Appendix O; Classified Employees Voluntary Separations by Agency FY2013-FY2017, Appendix P; Classified Employees Involuntary Separations by Agency FY2013-FY2017, Appendix Q.

<sup>32</sup> Classified Retirement Forecasts by Agency Calendar Years 2017-2047, Appendix S.

<sup>33</sup> SHRM, 2017. Employee Job Satisfaction and Engagement: The Doors of Opportunity are Open.



Recruiting and retaining state employees is a challenge the State continues to face. The State needs to continue its pace, offering as competitive compensation and benefits packages as possible. The job satisfaction and engagement report portrayed compensation as the largest discrepancy between importance and satisfaction, with 35 percentage points from *Very Important* to *Very Satisfied*. Regardless of position, age, gender, or geography, compensation is a top concern for employees. The average pay rate for state employees has steadily increased over the past five years, which is a direct result of consistent employee compensation increases recommended by the Governor and approved by the State Legislature.

In addition to compensation, innovation in work practices, education and training opportunities increase retention and develop future leaders. Training also improves communication between employees and management, which in turn helps build trust and develops healthy relationships. Allowing flexibility in the work place is attractive to all generations. DHR is currently revising the State’s Telecommuting Policy to address flexibility and accountability to ensure the work is done in an efficient and measurable manner for both the employee and the employer.

## DHR INITIATIVES

### Professional Development

DHR provides opportunities for state agency employees to obtain professional training. DHR promotes training in order to provide educational information for employees and supervisors with the goal of creating respectful treatment of all employees. Understanding and managing employee relations, performance management, workplace culture, and compliance with applicable law, minimizes risk to the State and creates a respectful workplace for employees.

### Certified Public Manager® Program

The Certified Public Manager® Program (CPM®) is a nationally accredited, comprehensive management development program specifically designed to prepare managers for their careers in state government. Applicants are selected by their respective agencies to participate in the two year program. The curriculum consists of five 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 November 2017, 463 employees have graduated from the program to become Certified Public Managers. Many agency supervisors, executive staff and directors are CPM® graduates, demonstrating the success of the program.

### **Supervisory Academy Program**

DHR offers a three-day Supervisory Academy for State agency supervisors. This training provides education and information in eight 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. The Supervisory Academy is accepted as a pre-requisite for the CPM program. The Supervisory Academy three-day cohort began in 2016 and has trained over 685 state employees to date.

### **DHR Training and Related Services**

At least three times a year, DHR conducts statewide HR training forums for agencies, providing discussion and information on human resources management, best practices, relevant law, and policy. DHR offers Crucial Conversations® and will begin offering Crucial Accountability® classes in January of 2018. Crucial Conversations® is a powerful, seven-step approach to handling difficult conversations with confidence and skill. Crucial Accountability® offers tools for resolving violated expectations, broken commitments, and poor behavior.

State agencies may also request specific agency training from DHR, including, but not limited to: the Supervisory Academy; Respectful Workplace; Crucial Conversations®; Crucial Accountability®; Generations; Calibrations (for Performance Evaluations); I-PERFORM (performance evaluation system); Specialty HR related matters; Applicant Tracking System; and Board trainings. In conjunction with human resources' best practices, advice, policies and related assistance, DHR also offers agencies assistance with workplace investigations, problem solving, and mediation.

### **Cybersecurity Training**

Executive Order No. 2017-02 directed DHR, in conjunction with all executive branch agencies, to compile and review cybersecurity curriculum for mandatory education and training of state employees, and to determine appropriate levels of training for various classifications of state employees. Based on the review of curriculum, DHR determined that online statewide cybersecurity training would need to be procured. In the 2017 Legislative session, DHR received funding for a training program. Working in conjunction with the State's Office of IT Security and the State's Department of Administration, DHR developed an Invitation to Bid for Statewide Cybersecurity Training. The bid closed in November 2017 and DHR has selected the successful bidder with installation of the training program to begin in December 2017.

### **Applicant Tracking System**

In the 2017 Legislative session, DHR received funding approval to procure a new ATS System which operates the state's online recruitment system. This system is used by applicants and state agencies. Applicants have the ability to set up an account to apply for state positions. Agencies

use the system to announce, test, and obtain hiring lists for position openings. The ATS Request for Proposal closed in November 2017 and the selection process for the successful bidder is underway.

### **Health Matters Wellness Program**

The Health Matters Wellness Program provided by DHR, promotes healthy behaviors and provides state employees with credible wellness resources and opportunities via a website, blog, and Facebook page.

## DHR RECOMMENDATIONS FOR FY 2019

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 benefits packages. DHR recommendations are as follows:

**1) Salary Structure Adjustment:** To more accurately align with the market, DHR recommends at least a 3% increase to the entire pay structure. This increase would move the policy rate closer to the average market rate as outlined in Statute and the overall structure increase would keep the integrity of the current pay structure of 70% to 125%.

The estimated fiscal impact of this 3% change is \$259,600 which is the cost to bring 484 employees up to the new minimum of the salary ranges. This amount includes variable benefits.

As a comparison, the estimated fiscal impact of a 2% change is \$150,300 which is the cost to bring 215 employees up to the new minimum of the salary ranges. This amount includes variable benefits. Additionally, the estimated fiscal impact of a 4% change is \$476,100 which is the cost to bring 636 employees to the new minimum of the salary ranges. This amount includes variable benefits.

**2) 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.

**3) Merit Increase Component:** DHR recommends at least a 3% increase for the salary component of state employee compensation administered in accordance with the State's merit based pay philosophy, set forth in statute. Such increase is an appropriate step to keep pace with the current market. The recommended 3% increase would cost the General Fund approximately \$19,111,100 and approximately \$22,618,600 in other funds, for a total of \$41,729,700.

**4) 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 that the State continue to maintain the current funding for the employer cost of group insurance and retirement benefits.

## Appendix A – 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 \$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 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.

### **Salary Structure:**

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

### **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 B – Five Year Synopsis of State CEC Increases FY 14-18

| <b><u>Fiscal Year</u></b> | <b><u>DHR Recommendation</u></b>  | <b><u>Executive Budget Recommendation</u></b>  | <b><u>Legislative Action</u></b>   |
|---------------------------|---|--|--|
| 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. 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 and a 3% upwards shift of the compensation schedule. The Legislature’s Joint CEC Committee also recommended a 3% ongoing merit based increase, 3% upwards shift of the compensation schedule and funding the increased cost of health insurance premiums for FY18. Change equates to an appropriation increase to the state of \$860 for each employee. The recommendation included a reduction to the health insurance benefit from thirty to six months for employees on disability status. | 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 compensation schedule was approved. Judges salary increased by 4.8%. Funding of the increased cost of health insurance premiums was approved.   |
| 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. 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 27 <sup>th</sup> payroll that will occur in FY17 and costs to cover benefit cost increases.  |
| FY 16                     | Maintain the current salary structure for FY16. DHR recommends continuation of job classifications on payline exception. Budget a 3% merit based salary increase. State to fund the estimated increase in the cost of group insurance benefits.   | The Governor recommended a 3% salary increase for permanent state employees and the Legislature’s Joint CEC Committee also recommended a 3% ongoing merit based increase, to be distributed at the discretion of each agency head. The Committee also directed Human Resources to change the minimum amounts on the classified pay schedule from 68% of policy to 70% of policy. JFAC funded the recommendations.  | The Legislature authorized and funded a 3% increase in the annual salary for appointed officials, as well, effective July 1, 2015. The salary for each of the three public utilities commissioners, four tax commissioners, and three industrial commissioners was statutorily increased by 3%. Employer health insurance premiums will increase \$650 per employee (a 6% increase over FY 2015). The increase is paid by the employer only. |



**Appendix B - Continued**

| <b><u>Fiscal Year</u></b> | <b><u>DHR Recommendation</u></b>  | <b><u>Executive Budget Recommendation</u></b>  | <b><u>Legislative Action</u></b>   |
|---------------------------|---|--|--|
| FY15                      | Maintain the current salary structure for FY15 and focus resources on compensation issues such as salary compression, salary inequities, recruitment of skilled applicants, and retention of high performing employees. Budget a 2% merit based salary increase.  | No increase in funding for employee compensation. Fund personnel benefit cost adjustments. | Adopted the Legislature's Joint CEC Committee recommendations: Fund an overall 2% increase for state employees – 1% ongoing and 1% one-time, based on merit. The Legislature continues to strongly encourage the use of salary savings to compensate employees. Approved adjusting the pay structure upwards by 1%. The Legislature funded a 15.9% increase in the employer cost of health insurance.  |
| FY14                      | Two year plan with options:<br>FY 2014<br>Option 1: if funding is available, a percentage be appropriated to agencies' personnel budgets and also allow directors to use salary savings to address various compensation challenges.<br>Option 2: if merit increases are not appropriated, allow agencies to use existing salary savings to address their specific compensation challenges.<br>FY 2015<br>Propose to move the salary structure towards market. If funding is available, appropriate increases to agencies' personnel budgets and allow directors to use salary savings to address compensation challenges. | No increase in funding for employee compensation.  | No increase in funding for employee compensation. However, each agency's appropriation bill included the following language that "strongly encourages agency directors, institution executives and the Division of Financial Management to approve the use of salary savings to provide either one-time or ongoing merit increases for deserving employees, and also target employees who are below policy compensation." The Legislature funded a 6% increase in the cost of employee health insurance and a 9% increase for the employers' share of PERSI. Employees' contribution rates to PERSI increased by 9% as well. |

## Appendix C – Milliman State of Idaho Custom Compensation Survey

Milliman Client Report

---

# STATE OF IDAHO CUSTOM COMPENSATION SURVEY

November 30, 2017

Prepared by:  
Milliman, Inc.

1301 Fifth Avenue, Suite 3800  
Seattle, WA 98101-2646

Tel 206 504.5898  
Fax 206 342.8995



*This report has been prepared for the use of the State of Idaho and is a public record as set forth in Title 74, Chapter 1, Idaho Code. Third parties are not beneficiaries of this work product and Milliman assumes no duty or liability to said third parties who receive a copy. Milliman, Inc. agrees that this report may be appended to the State of Idaho FY 2019 Change in Employee Compensation & Benefits Report as allowed by the Consulting Services Agreement dated August 31, 2017.*

**TABLE OF CONTENTS**

|                                |    |
|--------------------------------|----|
| I. Introduction .....          | 3  |
| II. Methodology.....           | 4  |
| III. Findings and Observations |    |
| Base Salary.....               | 12 |
| Market Pay Practices .....     | 18 |
| Appendix                       |    |
| Survey Questionnaire .....     | 20 |

I. 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 cash compensation survey 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.

## II. METHODOLOGY

Milliman's methodology in this study is to review both the actual average salaries as well as the salary structure of 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 Interviews*

Prior to any design decisions for the survey, Milliman conducted interviews with twelve stakeholders. 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.

### *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. 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;

## Milliman Client Report

- ◆ Are available for comparison in the State's defined labor market.

A total of seventy-three (73) benchmark jobs are included in the custom survey representing approximately 5,000 employees within State classifications. The surveyed jobs are listed below.

| Survey Job Code | Survey Job Title                     | Survey Job Code | Survey Job Title               | Survey Job Code | Survey Job Title                |
|-----------------|--------------------------------------|-----------------|--------------------------------|-----------------|---------------------------------|
| 101             | Accounting Technician                | 309             | Graphic Design Specialist      | 608             | Welfare Clinician               |
| 102             | Disability Claims Adjudicator        | 310             | Buyer                          | 609             | Veterans Service Officer        |
| 103             | Grants Officer                       | 311             | Legal Assistant                | 610             | Workforce Specialist            |
| 104             | Bank Examiner                        | 312             | Public Information Specialist  | 611             | Health Education Specialist     |
| 105             | Financial Management Analyst, Senior | 313             | Public Information Officer     | 612             | Health Program Manager          |
| 106             | Budget Manager                       | 314             | Research Analyst               | 701             | Correctional Officer            |
| 107             | Finance Department Director          | 315             | Project Manager                | 702             | Probation/Parole Officer        |
| 108             | Training Specialist                  | 401             | Library Assistant              | 703             | Social Worker                   |
| 109             | Tax Compliance Officer               | 402             | Transcript Evaluator           | 704             | Youth Rehabilitation Specialist |
| 110             | Tax Auditor, Senior                  | 501             | Custodian                      | 705             | Correctional Lieutenant         |
| 201             | Desktop Support Technician           | 502             | Maintenance Craftsman          | 706             | Correctional Manager            |
| 202             | Programmer/Analyst                   | 503             | HVAC Technician                | 707             | Fish & Game Officer, Senior     |
| 203             | GIS Analyst                          | 504             | Mechanic                       | 708             | Police Officer                  |
| 204             | Network Analyst                      | 505             | Roadway Maintenance Technician | 709             | Police Captain                  |
| 205             | Web Developer                        | 506             | Water Resource Agent, Senior   | 801             | Wildlife Technician             |
| 206             | Database Analyst                     | 507             | Parks & Recreation Ranger      | 802             | Environmental Health Specialist |
| 207             | Information Systems Manager          | 508             | Parks & Recreation Manager     | 803             | Lands Resource Specialist       |
| 301             | Receptionist                         | 601             | Dietary Aide                   | 804             | Lands Program Manager           |
| 302             | Administrative Assistant             | 602             | Registered Dietitian           | 805             | Agriculture Program Specialist  |
| 303             | Shipping/Receiving Specialist        | 603             | Licensed Practical Nurse       | 806             | Pollution Control Analyst       |
| 304             | Customer Service Representative      | 604             | Psychiatric Technician         | 807             | Scientist                       |
| 305             | Office Support Specialist            | 605             | Registered Nurse               | 808             | Engineer in Training (Civil)    |
| 306             | Office Support Supervisor            | 606             | Nurse Manager (RN)             | 809             | Engineer (Civil)                |
| 307             | Program Support Specialist           | 607             | Welfare Services Technician    | 810             | Engineering Manager             |
| 308             | Program Administrator                |                 |                                |                 |                                 |

*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. Based on the interviews, Milliman identified a preliminary group of peers and worked with DHR to review and identify all appropriate peer organizations. The organizations invited to participate consisted of one-hundred (100) public and private sector organizations. A total of thirty-two (32) organizations replied to the survey. Custom survey participants are listed below.

## Milliman Client Report

### Survey Participants

|                                  |                 |  |                      |
|----------------------------------|-----------------|--|----------------------|
| Ada County                       | Boise, ID       | Kootenai County                            | Coeur d'Alene, ID    |
| Bannock County                   | Pocatello, ID   | Kount                                      | Boise, ID            |
| Battelle Energy Alliance (INL)   | Idaho Falls, ID | Lewiston Independent School District No. 1 | Lewiston, ID         |
| Bingham Memorial Hospital        | Blackfoot, ID   | Nez Perce County - Personnel Department    | Lewiston, ID         |
| Blackfoot School Distirct No. 55 | Blackfoot, ID   | Nezperce Jt. School District #302          | Nezperce, ID         |
| Bonneville County                | Idaho Falls, ID | North Idaho College                        | Coeur d'Alene, ID    |
| Canyon County                    | Caldwell, ID    | ON Semiconductor                           | Pocatello, ID        |
| City of Blackfoot                | Blackfoot, ID   | Scentsy, Inc.                              | Meridian, ID         |
| City of Boise                    | Boise, ID       | St. Luke's Health System                   | Boise, ID            |
| City of Caldwell                 | Caldwell, ID    | State of Montana                           | Helena, MT           |
| City of Idaho Falls              | Idaho Falls, ID | State of Nevada                            | Carson City, NV      |
| City of Lewiston                 | Lewiston, ID    | State of Oregon, Admin Services, CHRO      | Salem, OR            |
| City of Pocatello                | Pocatello, ID   | State of Utah, Dept of HR Mgmt (DHRM)      | Salt Lake City, Utah |
| Clearwater County                | Orofino, ID     | State of Washington                        | Olympia, WA          |
| Idaho Falls School District 91   | Idaho Falls, ID | The Amalgamated Sugar Company LLC          | Boise, ID            |
| Joint School District No. 171    | Orofino, ID     | Treasure Valley Family YMCA                | Boise, ID            |

### Data Collection and Analyses

General guidelines have been incorporated into the compensation profession relative to how compensation surveys are conducted giving consideration to 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 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

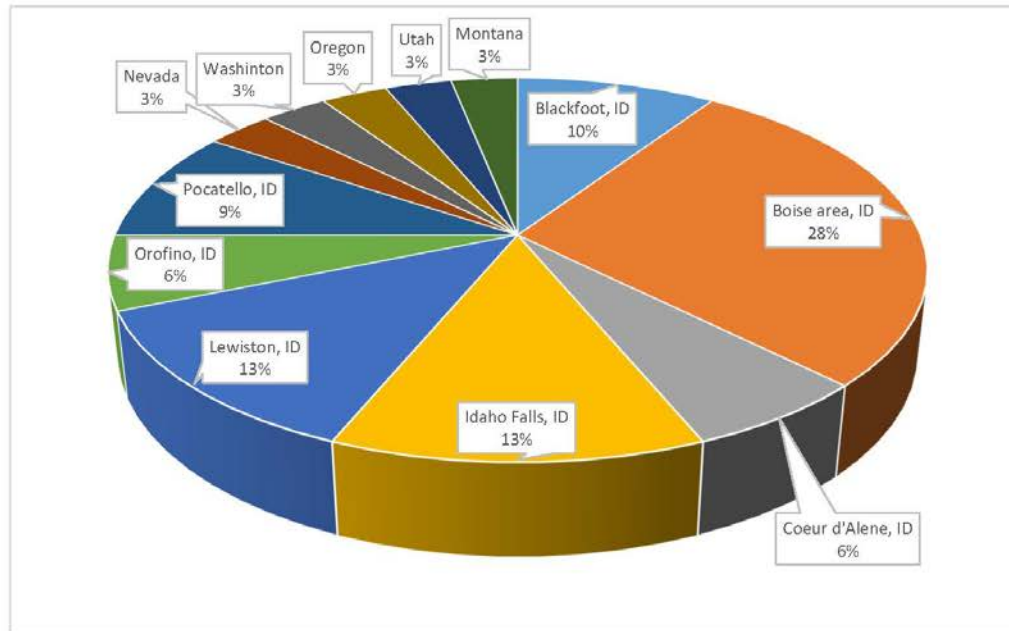


## Milliman Client Report

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 each benchmark or statistic, with no individual participant's data representing more than 25% of the data.
- 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 chart illustrates the participant demographics.



### *Data Effective Date*

All data in this report are effective as of **October 1, 2017**. Please note that select data (1) on the Compensation Summary have been geographically adjusted to reflect the Idaho state market.

- (1) Non-management jobs from surrounding states were geographically adjusted to reflect the Idaho state market. Management jobs were not adjusted as they are considered to be 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 considered to be 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 a 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 appendix includes the final survey questionnaire as presented to all survey invitees.

## Milliman Client Report

### *Administration of survey*

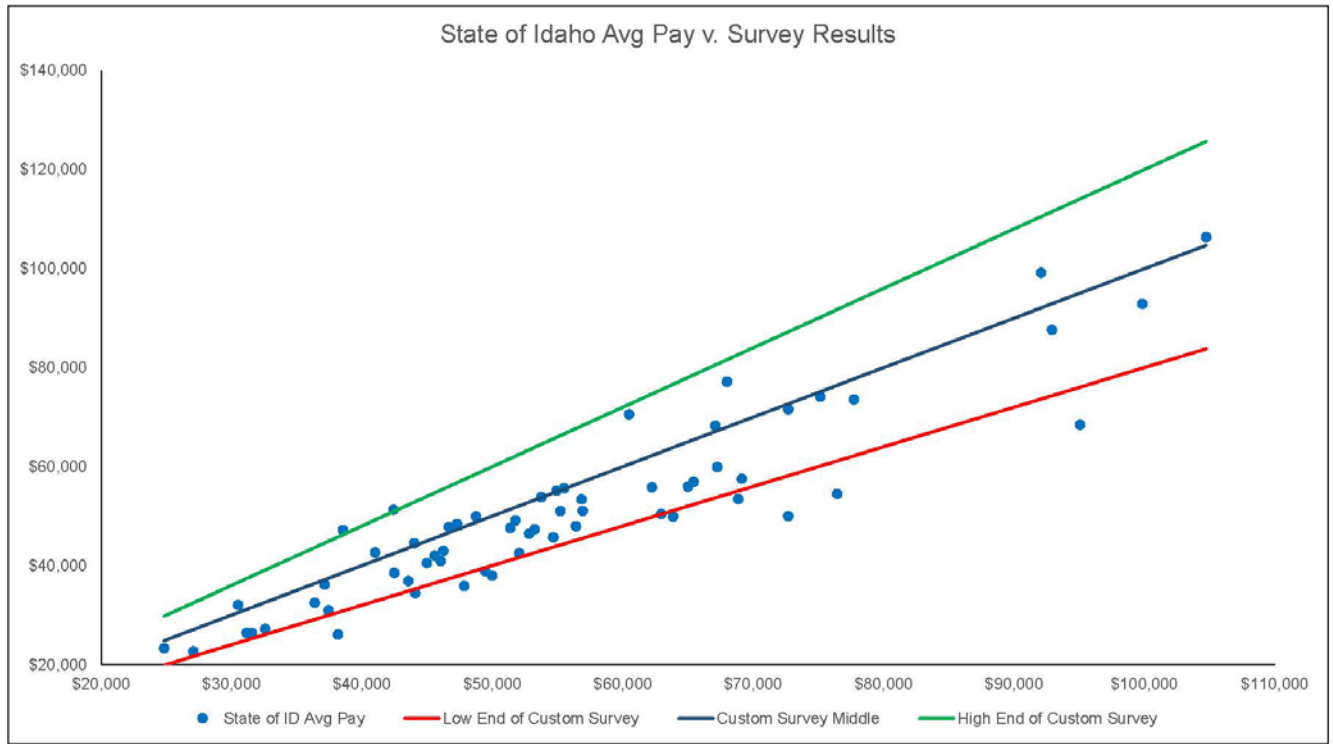
Milliman distributed the survey questionnaire to the identified survey sample of organizations. Milliman also made follow-up telephone calls and emails to targeted participants to encourage participation and was available to answer questions about the survey and to help participants complete their forms.

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.

### III. 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 9% 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 9% below the *actual* salaries in the market.
- ◆ Page 15 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 (-9%) 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 9% 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 market average. 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 average); 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 seventy-three 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.



## Milliman Client Report

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:

### **Survey Job Code**

The 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 universities

### **Base Pay**

**25th %ile:** 25% of the participants pay below this value for this job and 75% pay above this value

**Median (50th %ile):** 50% of the participants pay below this value for this job and 50% pay above this value

**Average:** The simple average base pay for all participants reporting for this job

**75th %ile:** 75% of the participants pay below this value for this job and 25% pay above this value

### **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 base pay the State pays for each of the surveyed jobs

### **State of Idaho % of Median Base**

The State's average base pay divided by the survey median base pay, represented as a percentage for each surveyed job.

## Milliman Client Report

| 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 Max   | Avg Base Pay   | % of Median Base |
| 101             | Accounting Technician                | 26        | 437         | \$33,321                    | \$36,368  | \$37,256  | \$41,654  | \$30,901      | \$31,385 | \$43,745   | \$60,312  | \$32,552       | 90%              |
| 102             | Disability Claims Adjudicator        | 7         | 195         | \$45,969                    | \$48,757  | \$49,415  | \$51,549  | \$37,343      | \$34,308 | \$56,546   | \$60,123  | \$49,962       | 102%             |
| 103             | Grants Officer                       | 11        | 332         | \$43,558                    | \$53,753  | \$56,265  | \$68,936  | \$43,500      | \$43,940 | \$62,212   | \$76,462  | \$53,872       | 100%             |
| 104             | Bank Examiner                        | 4         | 69          | insufficient data to report |           |           |           |               |          |            |           | \$70,512       | n/a              |
| 105             | Financial Management Analyst, Senior | 13        | 359         | \$54,434                    | \$60,481  | \$60,539  | \$65,180  | \$50,263      | \$50,865 | \$68,416   | \$71,675  | \$70,554       | 117%             |
| 106             | Budget Manager                       | 15        | 68          | \$57,597                    | \$67,995  | \$72,892  | \$91,614  | \$58,562      | \$61,182 | \$76,868   | \$81,828  | \$77,168       | 113%             |
| 107             | Finance Department Director          | 18        | 57          | \$97,548                    | \$104,740 | \$109,480 | \$125,445 | \$87,873      | \$90,258 | \$126,880  | \$124,312 | \$106,371      | 102%             |
| 108             | Training Specialist                  | 9         | 394         | \$55,638                    | \$62,945  | \$62,301  | \$64,181  | \$48,310      | \$48,699 | \$81,855   | \$83,611  | \$50,398       | 80%              |
| 109             | Tax Compliance Officer               | 7         | 220         | \$33,998                    | \$38,543  | \$38,478  | \$41,887  | \$30,051      | \$31,931 | \$46,342   | \$49,699  | \$47,258       | 123%             |
| 110             | Tax Auditor, Senior                  | 11        | 283         | \$50,503                    | \$65,000  | \$62,497  | \$69,645  | \$50,614      | \$52,754 | \$77,459   | \$80,581  | \$55,973       | 86%              |
| 201             | Desktop Support Technician           | 24        | 245         | \$40,968                    | \$47,291  | \$46,508  | \$52,416  | \$39,209      | \$38,089 | \$59,414   | \$58,121  | \$48,402       | 102%             |
| 202             | Programmer/Analyst                   | 21        | 810         | \$60,486                    | \$72,700  | \$71,154  | \$80,000  | \$55,954      | \$58,034 | \$81,206   | \$87,117  | \$49,962       | 69%              |
| 203             | GIS Analyst                          | 18        | 474         | \$42,690                    | \$55,227  | \$56,146  | \$64,051  | \$42,365      | \$44,577 | \$62,875   | \$68,773  | \$51,043       | 92%              |
| 204             | Network Analyst                      | 17        | 535         | \$60,382                    | \$65,437  | \$67,772  | \$72,395  | \$54,137      | \$52,770 | \$75,421   | \$81,828  | \$56,930       | 87%              |
| 205             | Web Developer                        | 12        | 486         | \$54,293                    | \$62,235  | \$65,513  | \$69,583  | \$51,182      | \$52,311 | \$77,555   | \$88,041  | \$55,848       | 90%              |
| 206             | Database Analyst                     | 17        | 608         | \$64,043                    | \$72,700  | \$75,268  | \$81,826  | \$57,142      | \$60,149 | \$79,999   | \$93,198  | \$71,614       | 99%              |
| 207             | Information Systems Manager          | 25        | 164         | \$86,840                    | \$92,914  | \$95,707  | \$114,865 | \$80,421      | \$78,681 | \$102,731  | \$107,674 | \$87,672       | 94%              |
| 301             | Receptionist                         | 16        | 192         | \$25,940                    | \$27,864  | \$29,015  | \$31,476  | \$24,732      | \$25,147 | \$34,822   | \$36,583  | \$19,469       | 70%              |
| 302             | Administrative Assistant             | 28        | 1,226       | \$34,923                    | \$43,555  | \$42,337  | \$46,702  | \$31,431      | \$33,616 | \$50,909   | \$52,876  | \$36,899       | 85%              |
| 303             | Shipping/Receiving Specialist        | 12        | 280         | \$27,420                    | \$31,580  | \$34,140  | \$38,918  | \$24,423      | \$26,234 | \$41,485   | \$41,580  | \$26,354       | 83%              |
| 304             | Customer Service Representative      | 17        | 1,426       | \$29,187                    | \$31,143  | \$31,922  | \$34,008  | \$27,007      | \$26,961 | \$39,445   | \$40,353  | \$26,416       | 85%              |
| 305             | Office Support Specialist            | 25        | 2,890       | \$29,363                    | \$32,589  | \$31,808  | \$35,932  | \$27,062      | \$26,545 | \$38,295   | \$38,923  | \$27,248       | 84%              |
| 306             | Office Support Supervisor            | 10        | 410         | \$41,874                    | \$46,665  | \$50,110  | \$59,051  | \$42,163      | \$41,067 | \$62,877   | \$63,878  | \$47,798       | 102%             |
| 307             | Program Support Specialist           | 7         | 1,494       | \$35,122                    | \$37,430  | \$36,421  | \$38,637  | \$31,913      | \$30,407 | \$47,334   | \$44,130  | \$30,992       | 83%              |
| 308             | Program Administrator                | 13        | 550         | \$44,892                    | \$52,814  | \$56,014  | \$57,767  | \$45,579      | \$46,816 | \$67,173   | \$75,667  | \$46,509       | 88%              |



## Milliman Client Report

| 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 Max   | Avg Base Pay   | % of Median Base |
| 309             | Graphic Design Specialist      | 12        | 46          | \$45,477                    | \$47,845 | \$53,338 | \$53,936  | \$33,915      | \$37,013 | \$55,734   | \$62,395  | \$35,901       | 75%              |
| 310             | Buyer                          | 11        | 120         | \$45,557                    | \$52,061 | \$53,179 | \$58,549  | \$38,813      | \$40,976 | \$65,143   | \$69,889  | \$42,557       | 82%              |
| 311             | Legal Assistant                | 20        | 430         | \$37,143                    | \$41,005 | \$44,616 | \$47,149  | \$33,354      | \$36,415 | \$49,844   | \$54,396  | \$42,682       | 104%             |
| 312             | Public Information Specialist  | 8         | 62          | \$48,071                    | \$54,671 | \$54,208 | \$60,371  | \$42,250      | \$44,220 | \$62,650   | \$61,721  | \$45,781       | 84%              |
| 313             | Public Information Officer     | 15        | 188         | \$61,210                    | \$67,246 | \$71,429 | \$81,637  | \$55,913      | \$58,384 | \$81,765   | \$88,481  | \$59,946       | 89%              |
| 314             | Research Analyst               | 9         | 172         | \$37,893                    | \$56,930 | \$54,335 | \$62,987  | \$35,141      | \$42,511 | \$70,685   | \$72,918  | \$51,064       | 90%              |
| 315             | Project Manager                | 12        | 267         | \$63,921                    | \$77,738 | \$75,888 | \$82,588  | \$57,222      | \$57,329 | \$88,301   | \$95,231  | \$73,590       | 95%              |
| 401             | Library Assistant              | 14        | 78          | \$27,360                    | \$30,501 | \$30,724 | \$33,831  | \$25,428      | \$25,165 | \$42,821   | \$41,286  | \$32,053       | 105%             |
| 402             | Transcript Evaluator           | 2         | 2           | insufficient data to report |          |          |           |               |          |            | \$32,157  | n/a            |                  |
| 501             | Custodian                      | 21        | 484         | \$26,374                    | \$27,082 | \$28,398 | \$30,264  | \$22,922      | \$23,250 | \$32,885   | \$33,603  | \$22,672       | 84%              |
| 502             | Maintenance Craftsman          | 24        | 429         | \$35,419                    | \$38,164 | \$40,743 | \$44,787  | \$33,176      | \$33,283 | \$44,963   | \$65,319  | \$26,083       | 68%              |
| 503             | HVAC Technician                | 16        | 134         | \$43,934                    | \$49,442 | \$50,716 | \$52,785  | \$39,320      | \$39,253 | \$54,497   | \$56,693  | \$38,875       | 79%              |
| 504             | Mechanic                       | 22        | 394         | \$39,400                    | \$42,474 | \$44,398 | \$49,288  | \$36,979      | \$36,335 | \$51,642   | \$48,922  | \$38,542       | 91%              |
| 505             | Roadway Maintenance Technician | 7         | 1,441       | \$36,510                    | \$43,994 | \$40,710 | \$46,184  | \$35,131      | \$34,241 | \$45,052   | \$46,264  | \$44,533       | 101%             |
| 506             | Water Resource Agent, Senior   | 4         | 44          | insufficient data to report |          |          |           |               |          |            | \$49,712  | n/a            |                  |
| 507             | Parks & Recreation Ranger      | 6         | 110         | \$43,516                    | \$49,982 | \$47,627 | \$51,174  | \$36,228      | \$35,820 | \$58,390   | \$62,975  | \$37,981       | 76%              |
| 508             | Parks & Recreation Manager     | 9         | 70          | \$61,426                    | \$63,856 | \$64,046 | \$70,540  | \$54,276      | \$53,559 | \$80,076   | \$75,201  | \$49,899       | 78%              |
| 601             | Dietary Aide                   | 10        | 176         | \$21,680                    | \$24,819 | \$22,911 | \$26,537  | \$21,157      | \$20,201 | \$32,064   | \$32,021  | \$23,317       | 94%              |
| 602             | Registered Dietitian           | 7         | 76          | \$50,139                    | \$51,760 | \$54,175 | \$56,938  | \$38,248      | \$39,691 | \$62,586   | \$70,799  | \$49,171       | 95%              |
| 603             | Licensed Practical Nurse       | 10        | 690         | \$39,424                    | \$44,982 | \$42,822 | \$47,205  | \$33,631      | \$32,906 | \$49,219   | \$50,454  | \$40,560       | 90%              |
| 604             | Psychiatric Technician         | 3         | 980         | insufficient data to report |          |          |           |               |          |            | \$31,949  | n/a            |                  |
| 605             | Registered Nurse               | 12        | 2,968       | \$60,897                    | \$68,857 | \$67,442 | \$76,248  | \$52,148      | \$49,070 | \$85,180   | \$85,785  | \$53,477       | 78%              |
| 606             | Nurse Manager (RN)             | 8         | 126         | \$79,797                    | \$95,067 | \$90,569 | \$98,795  | \$70,453      | \$71,420 | \$105,003  | \$109,974 | \$68,474       | 72%              |
| 607             | Welfare Services Technician    | 4         | 522         | insufficient data to report |          |          |           |               |          |            | \$27,310  | n/a            |                  |

## Milliman Client Report

| 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 Max   | Avg Base Pay   | % of Median Base |
| 608             | Welfare Clinician               | 4         | 268         | insufficient data to report |          |           |           | insufficient data to report |          |            |           | \$53,394       | n/a              |
| 609             | Veterans Service Officer        | 6         | 29          | \$39,968                    | \$45,587 | \$42,176  | \$46,008  | \$38,816                    | \$34,143 | \$55,077   | \$57,862  | \$42,058       | 92%              |
| 610             | Workforce Specialist            | 4         | 316         | insufficient data to report |          |           |           | insufficient data to report |          |            |           | \$40,144       | n/a              |
| 611             | Health Education Specialist     | 5         | 152         | \$45,544                    | \$46,043 | \$47,341  | \$47,474  | \$37,378                    | \$36,853 | \$60,556   | \$70,179  | \$40,914       | 89%              |
| 612             | Health Program Manager          | 5         | 142         | \$53,191                    | \$66,839 | \$60,049  | \$65,551  | \$45,358                    | \$46,210 | \$72,384   | \$83,450  | \$53,394       | 94%              |
| 701             | Correctional Officer            | 11        | 7,333       | \$40,792                    | \$44,086 | \$44,380  | \$48,089  | \$38,102                    | \$35,430 | \$54,475   | \$53,379  | \$34,507       | 78%              |
| 702             | Probation/Parole Officer        | 11        | 1,046       | \$43,139                    | \$46,237 | \$46,334  | \$50,696  | \$40,508                    | \$40,983 | \$57,858   | \$63,849  | \$43,014       | 93%              |
| 703             | Social Worker                   | 7         | 1,939       | \$49,167                    | \$66,413 | \$55,510  | \$62,742  | \$40,442                    | \$41,320 | \$66,053   | \$66,021  | \$47,965       | 85%              |
| 704             | Youth Rehabilitation Specialist | 10        | 270         | \$36,774                    | \$42,415 | \$41,957  | \$44,768  | \$35,643                    | \$36,374 | \$49,737   | \$49,634  | \$51,272       | 121%             |
| 705             | Correctional Lieutenant         | 11        | 255         | \$58,167                    | \$69,127 | \$68,078  | \$78,222  | \$52,478                    | \$57,960 | \$77,555   | \$79,022  | \$57,554       | 83%              |
| 706             | Correctional Manager            | 7         | 30          | \$64,156                    | \$75,150 | \$71,365  | \$81,094  | \$62,358                    | \$69,929 | \$84,033   | \$84,132  | \$74,173       | 96%              |
| 707             | Fish & Game Officer, Senior     | 5         | 186         | \$50,047                    | \$55,500 | \$54,286  | \$56,078  | \$42,578                    | \$37,448 | \$59,650   | \$68,038  | \$55,619       | 100%             |
| 708             | Police Officer                  | 18        | 3,376       | \$50,007                    | \$54,923 | \$54,081  | \$58,696  | \$40,810                    | \$40,196 | \$64,225   | \$66,711  | \$55,141       | 100%             |
| 709             | Police Captain                  | 18        | 71          | \$78,354                    | \$82,081 | \$91,075  | \$99,946  | \$78,390                    | \$78,306 | \$96,930   | \$100,156 | \$99,195       | 108%             |
| 801             | Wildlife Technician             | 5         | 221         | \$35,270                    | \$37,132 | \$35,357  | \$37,261  | \$28,588                    | \$27,787 | \$43,438   | \$49,172  | \$36,213       | 98%              |
| 802             | Environmental Health Specialist | 6         | 19          | \$52,183                    | \$53,254 | \$50,335  | \$57,031  | \$42,459                    | \$38,393 | \$65,213   | \$68,804  | \$47,382       | 89%              |
| 803             | Lands Resource Specialist       | 3         | 158         | insufficient data to report |          |           |           | insufficient data to report |          |            |           | \$49,774       | n/a              |
| 804             | Lands Program Manager           | 2         | 4           | insufficient data to report |          |           |           | insufficient data to report |          |            |           | \$63,461       | n/a              |
| 805             | Agriculture Program Specialist  | 3         | 9           | insufficient data to report |          |           |           | insufficient data to report |          |            |           | \$56,722       | n/a              |
| 806             | Pollution Control Analyst       | 3         | 290         | insufficient data to report |          |           |           | insufficient data to report |          |            |           | \$54,912       | n/a              |
| 807             | Scientist                       | 7         | 427         | \$64,270                    | \$76,448 | \$74,457  | \$84,097  | \$54,352                    | \$54,820 | \$85,995   | \$86,827  | \$54,517       | 71%              |
| 808             | Engineer in Training (Civil)    | 9         | 162         | \$46,153                    | \$51,362 | \$51,390  | \$55,305  | \$44,658                    | \$47,114 | \$66,245   | \$68,486  | \$47,653       | 93%              |
| 809             | Engineer (Civil)                | 11        | 276         | \$57,752                    | \$67,093 | \$67,212  | \$73,294  | \$55,913                    | \$53,832 | \$88,670   | \$85,411  | \$68,266       | 102%             |
| 810             | Engineering Manager             | 13        | 209         | \$92,357                    | \$99,840 | \$107,866 | \$113,000 | \$75,213                    | \$76,283 | \$124,467  | \$130,993 | \$92,893       | 93%              |

**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.

## Milliman Client Report

|   | Pay Practices    |         |                               |        |                                |        |
|---|------------------|---------|-------------------------------|--------|--------------------------------|--------|
|   | All Participants |         | Public Sector*                |        | Private Sector*                |        |
|   | Average          | Median  | Average                       | Median | Average                        | Median |
| Annual operating budget                                     | \$6.4B           | \$88.1M |                               |        |                                |        |
| Number of FTEs  | 7,324            | 659     |                               |        |                                |        |
| Standard hours per year                                     | 2,024            | 2,080   |                               |        |                                |        |
| Average Percent of Base Pay Increase Budget, 2015           | 2.2%             | 3.0%    | 2.1%                          | 2.8%   | 2.1%                           | 3.0%   |
| Average Percent of Base Pay Increase Budget, 2016           | 2.5%             | 2.9%    | 2.2%                          | 2.6%   | 2.6%                           | 3.0%   |
| Average Percent of Base Pay Increase Budget, 2017           | 2.5%             | 3.0%    | 2.5%                          | 2.5%   | 2.6%                           | 3.0%   |
| Average Percent of Base Pay Increase Budget, 2018 Projected | 2.0%             | 2.1%    | 1.7%                          | 2.0%   | 2.3%                           | 3.0%   |
| Percent Increase to Salary Structure, 2015                  | 1.4%             | 1.0%    |                               |        |                                |        |
| Percent Increase to Salary Structure, 2016                  | 1.5%             | 1.8%    |                               |        |                                |        |
| Percent Increase to Salary Structure, 2017                  | 1.6%             | 1.6%    |                               |        |                                |        |
| Percent Increase to Salary Structure, 2018 Projected        | 1.2%             | 1.0%    |                               |        |                                |        |
|   | <b>Yes</b>       |         | <b>% within Public Sector</b> |        | <b>% within Private Sector</b> |        |
| Utilize Cost of Living Adjustments                          | 13               |         | 52%                           |        | 11%                            |        |
| Utilize Market Based Adjustments                            | 12               |         | 35%                           |        | 44%                            |        |
| Utilize Performance (Merit) Based Adjustments               | 11               |         | 22%                           |        | 67%                            |        |
| Utilize Competency Based Adjustments                        | 2                |         | 9%                            |        | 0%                             |        |
| Utilize Step Increases                                      | 16               |         | 65%                           |        | 11%                            |        |
| Shift Differential Pay                                      | 18               |         |                               |        |                                |        |
| Longevity Pay   | 13               |         |                               |        |                                |        |
| Multiple Salary Structures                                  | 16               |         |                               |        |                                |        |
| Professional Certification Pay                              | 16               |         |                               |        |                                |        |

\* Only selected data could be reported by sector due to small sample size in the private sector

**APPENDIX: SURVEY QUESTIONNAIRE**

Pages 21 – 40 contain the survey questionnaire sent to participants and tabulated by Milliman.



**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 seventythree (73) positions in eight 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 October 1, 2017. All required data forms are included within the workbook.

| Benchmark Job Titles                                      |  |                                   |  |
|---|--|-----------------------------------|--|
| <b>Finance / Human Resources / Tax</b>                    |  |                                   |  |
| 101 Accounting Technician                                 | 105 Financial Management Analyst, Senior | 109 Tax Compliance Officer        |  |
| 102 Disability Claims Adjudicator                         | 106 Budget Manager                       | 110 Tax Auditor, Senior           |  |
| 103 Grants Officer  | 107 Finance Department Director          |                                   |  |
| 104 Bank Examiner   | 108 Training Specialist                  |                                   |  |
| <b>Information Technology</b>                             |  |                                   |  |
| 201 Desktop Support Technician                            | 204 Network Analyst                      | 207 Information Systems Manager   |  |
| 202 Programmer/Analyst                                    | 205 Web Developer                        |                                   |  |
| 203 GIS Analyst   | 206 Database Analyst                     |                                   |  |
| <b>General Administration</b>                             |  |                                   |  |
| 301 Receptionist  | 306 Office Support Supervisor            | 311 Legal Assistant               |  |
| 302 Administrative Assistant                              | 307 Program Support Specialist           | 312 Public Information Specialist |  |
| 303 Shipping/Receiving Specialist                         | 308 Program Administrator                | 313 Public Information Officer    |  |
| 304 Customer Service Representative                       | 309 Graphic Design Specialist            | 314 Research Analyst              |  |
| 305 Office Support Specialist                             | 310 Buyer                                | 315 Project Manager               |  |
| <b>Library/Education</b>                                  |  |                                   |  |
| 401 Library Assistant                                     | 402 Transcript Evaluator                 |                                   |  |
| <b>Public Works / Operations / Parks &amp; Recreation</b> |  |                                   |  |
| 501 Custodian   | 504 Mechanic                             | 507 Parks & Recreation Ranger     |  |
| 502 Maintenance Craftsman                                 | 505 Roadway Maintenance Technician       | 508 Parks & Recreation Manager    |  |
| 503 HVAC Technician                                       | 506 Water Resource Agent, Senior         |                                   |  |
| <b>Health &amp; Welfare</b>                               |  |                                   |  |
| 601 Dietary Aide  | 605 Registered Nurse                     | 609 Veterans Service Officer      |  |
| 602 Registered Dietitian                                  | 606 Nurse Manager (RN)                   | 610 Workforce Specialist          |  |
| 603 Licensed Practical Nurse                              | 607 Welfare Services Technician          | 611 Health Education Specialist   |  |
| 604 Psychiatric Technician                                | 608 Welfare Clinician                    | 612 Health Program Manager        |  |
| <b>Public Safety</b>                                      |  |                                   |  |
| 701 Correctional Officer                                  | 704 Youth Rehabilitation Specialist      | 707 Fish & Game Officer, Senior   |  |
| 702 Probation/Parole Officer                              | 705 Correctional Lieutenant              | 708 Police Officer                |  |
| 703 Social Worker   | 706 Correctional Manager                 | 709 Police Captain                |  |
| <b>Environmental Services / Agriculture / Engineering</b> |  |                                   |  |
| 801 Wildlife Technician                                   | 805 Agriculture Program Specialist       | 809 Engineer (Civil)              |  |
| 802 Environmental Health Specialist                       | 806 Pollution Control Analyst            | 810 Engineering Manager           |  |
| 803 Lands Resource Specialist                             | 807 Scientist                            |                                   |  |
| 804 Lands Program Manager                                 | 808 Engineer in Training (Civil)         |                                   |  |

## Milliman Client Report

### 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, **October 27, 2017**, by email to Tu-Anh Dinh (tuanh.dinh@milliman.com).

### Contact

If you have questions while completing the survey, please contact Tu-Anh at 206.504.5845 or email her at tuanh.dinh@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 October 1, 2017. 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 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 job, 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 October 1, 2017).

#### 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                           | State of Montana                            |
| Bannock County                                      | Civilian Department of Defense               | State of Nevada                             |
| Bingham County                                      | Cleanwater County                            | State of Oregon                             |
| Blackfoot School District #55                       | Coeur d'Alene School District #271           | State of Utah                               |
| Boise School District #1                            | East Valley #361 (Spokane area)              | State of Washington                         |
| Bonneville County                                   | Federal Deposit Insurance Corporation (FDIC) | State of Wyoming                            |
| Bonneville Joint School District #93                | Gonzaga University                           | The College of Idaho                        |
| Caldwell School District #132                       | Idaho Falls School District #91              | Twin Falls County                           |
| Canyon County                                       | Kootenai County                              | Twin Falls School District #411             |
| Central Valley #356 (Spokane area)                  | Kootenai School District #274                | U.S. Bureau of Land Management              |
| City of Blackfoot                                   | Lewiston Independent School District #1      | U.S. Forest Service                         |
| City of Boise                                       | Nampa School District #131                   | U.S. Geological Survey                      |
| City of Caldwell                                    | National Resources Conservation              | U.S. Health & Human Services Department     |
| City of Coeur d'Alene                               | Nez Perce County                             | USDA Farm Service Agency, WA (Spokane)      |
| City of Idaho Falls                                 | Nez Perce Tribal Executive Committee         | USDA Farm Service Agency, ID (Boise)        |
| Administrative Assistant                            | Nezperce Joint School District #302          | Valley County                               |
| City of Meridian                                    | North Idaho College                          | Veterans Administration & Hospital          |
| City of Nampa                                       | Northwest Nazarene University                | Washington State University                 |
| City of Orofino                                     | Orofino Joint School District #171           | West Ada School District #2                 |
| City of Pocatello                                   | Pocatello/Chubbuck School District #25       | West Valley #363 (Spokane area)             |
| City of Spokane                                     | Spokane #81 (Spokane area)                   | Whitworth University                        |
| City of Spokane Valley                              | Spokane County                               |   |
| Private Sector Organizations Invited to Participate |  |   |
| Adveco USA  | ESI Construction                             | POWER Engineers, Incorporated               |
| Albertsons (AB Acquisition LLC)                     | Fisher's Technology                          | Providence Holy Family Hospital             |
| Amalgamated Sugar Co LLC                            | Glanbia Foods                                | Qualfon Data Services Group LLC             |
| Aspire Human Services                               | Hagadone Hospitality Co                      | Regence BlueShield of Idaho                 |
| Basic American Foods                                | Hewlett Packard                              | Ridley's Food Corp                          |
| Battelle Energy Alliance LLC                        | Idaho Central Credit Union                   | Scentsy Inc                                 |
| Bechtel Marine Propulsion Corp.                     | Idaho Forest Group                           | Silverwood Inc                              |
| Bingham Memorial Hospital                           | Idaho National Laboratory Inl                | Sorrento Lactalis Inc                       |
| Blue Cross of Idaho                                 | Idaho Power Company                          | St Alphonsus Health System                  |
| Bodybuilding.com, LLC                               | Idahoan Foods LLC                            | St. Luke's Health System, Ltd.              |
| Boise Cascade                                       | J.R. Simplot Co                              | Stinker Stores                              |
| Broulim's SuperMarket, Inc.                         | Jacksons Food Stores Inc                     | Syngma Networks, LLC                        |
| CH2M  | Keynetics                                    | US Bank                                     |
| Chobani Idaho LLC                                   | Kootenai Medical Center                      | Valley Hospital                             |
| Cleanwater Analytics, LLC                           | Melaleuca Inc                                | WDS Global                                  |
| D&B Supply Co                                       | Monsanto Company                             | Wells Fargo Bank                            |
| Deaconess Hospital                                  | Mountain View Hospital, LLC                  | West Valley Medical Center                  |
| Delta Dental of Idaho                               | ON Semiconductor                             | Woodgrain Millwork Inc                      |
| Dickinson Frozen Foods Inc                          | Personnel Plus Inc                           | Young Men's Christian Association of Boise, |
| Eastern Idaho Health Services                       | Portneuf Medical Center                      | Idaho, 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)                 |  |

## Milliman Client Report

### Pay Administration

| Adjustments   | 2015 | 2016 | 2017 | 2018 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? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| If yes (shift pay), please explain.  |                              |                             |

|   |                              |                             |
|---|------------------------------|-----------------------------|
| Do you offer pay for longevity?         | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| If yes (longevity pay), please explain. |                              |                             |

|  |                              |                             |
|--|------------------------------|-----------------------------|
| Do you utilize more than one salary structure? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| If yes (multiple structures), please explain.  |                              |                             |

|   |                              |                             |
|---|------------------------------|-----------------------------|
| Do you pay for professional certifications?             | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Do you pay for the cost of obtaining the certification? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Do you offer additional pay once certified?             | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| If yes (additional pay), please explain.                |                              |                             |



Compensation Survey  
Job Descriptions

| Survey Job Code | Title/Description   | Qualifications   |
|-----------------|---|--|
| 101             | <b>Accounting Technician</b><br>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             | <b>Disability Claims Adjudicator</b><br>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             | <b>Grants Officer</b><br>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.   |
| 104             | <b>Bank Examiner</b><br>Journey-level work involving the examination of financial records of banks within the state. Reviews all factors bearing on banking compliance with state and federal law. Verifies the accuracy and integrity of accounting processes and procedures, prepares audit reports, and participates in pre-audit and post-audit conferences with client officials and administrative personnel.   | Typically requires a Bachelor's degree and one to two years of relevant work experience.   |
| 105             | <b>Financial Management Analyst, Senior</b><br>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             | <b>Budget Manager</b><br>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.                    |

## Milliman Client Report

|     |                                    |  |   |
|-----|------------------------------------|--|---|
| 107 | <b>Finance Department Director</b> | 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 | <b>Training Specialist</b>         | 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   |
| 109 | <b>Tax Compliance Officer</b>      | Investigates, collects and enforces payment of delinquent tax liabilities. Provides taxpayer assistance and education. Contacts taxpayers and their representatives and advises them of tax liabilities, laws and filing requirements. Negotiates payment, compromise, and closing agreements. Attaches real property on tax liabilities and handles avoidance cases. May mentor and assist other compliance officers.   | Typically requires an Associate's degree and one to two years of relevant work experience.  |
| 110 | <b>Tax Auditor, Senior</b>         | 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 | <b>Desktop Support Technician</b>  | 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 | <b>Programmer/Analyst</b>          | 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 | <b>GIS Analyst</b>                 | 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.  |

## Milliman Client Report

|  |                                      |   |
|--|--------------------------------------|---|
| 204  | <b>Network Analyst</b>               |   |
| <p>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.</p>   |                                      | <p>Typically requires a Bachelor's degree and one to two years of relevant work experience.</p>             |
| 205  | <b>Web Developer</b>                 |   |
| <p>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.</p>   |                                      | <p>Typically requires a Bachelor's degree and two to four years of relevant work experience.</p>            |
| 206  | <b>Database Analyst</b>              |   |
| <p>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.</p> |                                      | <p>Typically requires a Bachelor's degree and one to two years of relevant work experience.</p>             |
| 207  | <b>Information Systems Manager</b>   |   |
| <p>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.</p>   |                                      | <p>Typically requires a Bachelor's degree and management level experience.</p>                              |
| 301  | <b>Receptionist</b>                  |   |
| <p>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.</p>  |                                      | <p>Typically requires a high school diploma or equivalent and six months of relevant work experience.</p>   |
| 302  | <b>Administrative Assistant</b>      |   |
| <p>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.</p>  |                                      | <p>Typically requires a high school diploma or equivalent and one year of relevant work experience.</p>     |
| 303  | <b>Shipping/Receiving Specialist</b> |   |
| <p>Ship, receive, and deliver supplies, materials and equipment, and maintain inventory control and records in a State warehouse.</p>  |                                      | <p>Typically requires a high school diploma or equivalent and three months of relevant work experience.</p> |

## Milliman Client Report

|  |  |  |
|--|--|--|
| <b>304 Customer Service Representative</b> | Greets 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. |
| <b>305 Office Support Specialist</b>       | 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. |
| <b>306 Office Support Supervisor</b>       | 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.           |
| <b>307 Program Support Specialist</b>      | 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.         |
| <b>308 Program Administrator</b>           | 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.           |
| <b>309 Graphic Design Specialist</b>       | 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.                              |
| <b>310 Buyer</b>                           | 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.                              |

## Milliman Client Report

|  |  |  |
|--|--|--|
| <b>311 Legal Assistant</b>               | 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. |
| <b>312 Public Information Specialist</b> | 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 interview 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. |
| <b>313 Public Information Officer</b>    | 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.                           |
| <b>314 Research Analyst</b>              | 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.                   |
| <b>315 Project Manager</b>               | 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.                                    |
| <b>401 Library Assistant</b>             | 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.                 |
| <b>402 Transcript Evaluator</b>          | Evaluates transfer credits and/or academic and vocational graduation requirements. Provides technical assistance to faculty, staff, and students.  | Typically requires an Associate's degree and one to two years of relevant work experience.                 |

## Milliman Client Report

|     |                                       |   |   |
|-----|---------------------------------------|---|---|
| 501 | <b>Custodian</b>                      | Performs heavy-duty cleaning in hospitals, locker rooms, classrooms, dormitories, lavatories, 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 | <b>Maintenance Craftsman</b>          | 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 | <b>HVAC Technician</b>                | 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 | <b>Mechanic</b>                       | 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 | <b>Roadway Maintenance Technician</b> | 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.  |
| 506 | <b>Water Resource Agent, Senior</b>   | Implements state water laws and provides technical assistance to the public. Conducts scientific field examinations to measure rate of water diversion and determine location, method, purpose and frequency of appropriation to establish extent of beneficial use. Interprets legal descriptions, survey plats, aerial photographs and maps to locate points of diversion and places of use. Evaluates new-use applications, amendments, transfers and adjudication claims pertaining to water appropriations and recommends appropriate action. Reviews various department regulations for impact on natural resources, technical correctness, and compliance with state and federal laws and regulations and department policies. | Typically requires an Associate's degree and two to three years of relevant work experience.                |
| 507 | <b>Parks &amp; Recreation Ranger</b>  | Journey-level work in a state park or historic site providing education and information services. Maintains park facilities and grounds areas and ensures compliance with park rules and regulations. Works with other park staff to hire, train, schedule, and supervise seasonal employees and volunteers. Prepares and maintains reports, expense transmittals, records, logs, and inventories. Purchases supplies and materials. Prepares research reports and procedure manuals. Represents the department at meetings with the public, user and/or special interest groups and partner agencies.  | Typically requires completion of Law Enforcement training as mandated in state statute.                     |



## Milliman Client Report

|   |  |   |
|---|--|---|
| <b>508 Parks &amp; Recreation Manager</b> | 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.   |
| <b>601 Dietary Aide</b>                   | 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.  |
| <b>602 Registered Dietitian</b>           | 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.                           |
| <b>603 Licensed Practical Nurse</b>       | 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.  |
| <b>604 Psychiatric Technician</b>         | Journey-level psychiatric and nursing assistant work in the care, treatment, and management of forensic psychiatric patients in maximum and intermediate security areas. Maintains a therapeutic, secure, and hygienic ward environment. Reports and records observable changes in patient behavior, attitude, and physical condition. Assists with or participates in remotivation, rehabilitation, resocialization, and behavior modification programs. Teaches or assists patients in self-help skills and social behavior based on the level of individual patient functioning.  | Typically requires a high school diploma or equivalent and completion of a psychiatric technician training program or six months of relevant work experience. |
| <b>605 Registered Nurse</b>               | 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.   |
| <b>606 Nurse Manager (RN)</b>             | 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.   |

## Milliman Client Report

|  |  |  |
|--|--|--|
| <b>607 Welfare Services Technician</b> | 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.   |
| <b>608 Welfare Clinician</b>           | 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.   |
| <b>609 Veterans Service Officer</b>    | Provides technical assistance to veterans and their dependents in obtaining entitled veteran benefits and provide training, information, and liaison to veteran service staff and affiliated organizations. Reviews benefit applications to ensure compliance with federal and state laws governing veteran benefits. Provides input to develop program goals, priorities, and budgets. Authorizes expenditures from the Veteran's Emergency Relief Program. Obtains power-of-attorney and represents claimants. Refers denied claims to appropriate national office for administrative review. Maintains records of case reviews for statistical accounting and follow-up.  | Typically requires a high school diploma or equivalent and two to three years of relevant work experience.   |
| <b>610 Workforce Specialist</b>        | Journey-level work in providing employment counseling to individuals with job placement problems by assisting with occupational choices and developing realistic vocational goals. Provides client assessment through the use of specialized tests, personality profiles, education, work history, medical considerations, and family needs. Refers clients to training and educational programs as necessary. Writes and updates plans of service, and provides ongoing monitoring of client's progress.  | Typically requires a high school diploma and one year of relevant work experience.   |
| <b>611 Health Education Specialist</b> | 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.   |
| <b>612 Health Program Manager</b>      | 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.   |
| <b>701 Correctional Officer</b>        | 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. |

## Milliman Client Report

### 702 Probation/Parole Officer

Journey-level work providing professional correctional work involving juvenile or adult probationers and/or parolees. Conducts presentence 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.

### 704 Youth Rehabilitation Specialist

Counsels and supervises severely delinquent youth. Controls physically hostile and aggressive youth who may present a hazard to life and property. Instructs youth in peer-counseling methods and guides peer-group interaction to identify and resolve personal, behavioral, and social problems. Conducts individual and group therapy and assesses youth treatment progress. Develops and implements individual and group treatment programs. Evaluates treatment data and records. Consults with staff regarding youth behavior, special needs, and adjustment problems. Explains treatment programs and goals to staff and ensures use of appropriate intervention methods. Trains staff in therapeutic intervention methods. Serves as youth advocate and provides liaison with judicial, community, and family representatives. Maintains security and safety of youth. Unusual work hours are required as well as availability to respond to emergency situations within 30 minutes.

Typically requires a Bachelor's degree and one to two years of relevant work experience. Must become certified by the Peace Officer Standards and Training (POST) Academy.

### 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.

## Milliman Client Report

|     |  |  |   |
|-----|--|--|---|
| 709 | <b>Police Captain</b>                  | 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 physical fitness test. |
| 801 | <b>Wildlife Technician</b>             | Works with biologists and program managers as part of a wildlife program team. Conducts wildlife surveys and counts. Collects field data and records information. Maintains equipment. Supervises volunteers on occasion.  | Typically requires an Associate's degree and one year of relevant work experience or a Bachelor's degree.   |
| 802 | <b>Environmental Health Specialist</b> | Performs professional/technical work involving the enforcement of public sanitation laws and regulations to prevent disease, promote environmental health, and protect consumers. Makes field inspections and conducts investigations of food processing plants, marketing facilities, eating establishments, water supply facilities, sewage treatment plants, solid waste disposal facilities, and other public or private locations. Participates in health surveys, vector control programs, and similar public health activities.   | Typically requires a Bachelor's degree and one year of relevant work experience.  |
| 803 | <b>Lands Resource Specialist</b>       | Under general supervision, incumbents in this job perform the full range of duties associated with the development and coordination of forester-related projects and day-to-day work as well as complex decision-making. Incumbents develop and promote land utilization and conservation programs, assist and direct landowners and lumber industries in the management, utilization, and protection of state and private resources, coordinate work with local governmental officials regarding resource development and utilization and advise local officials regarding budget requests. Coordinate, train and supervise the activities of fire control personnel and make newspaper, radio, and other media and public relations contacts.  | Typically requires at least two years of relevant experience. Reports to Lands Program Specialist.  |
| 804 | <b>Lands Program Manager</b>           | Manages statewide programs including strategic planning, policy and procedure development, budget management, program administration and program evaluation. Sets program direction and oversees program operations. Identifies, develops, implements and evaluates program partnerships, cooperative relationships, models and practices that position the program to support department strategic objectives. Understands and works within political and legal environment. Gathers information on best practices and communicates with industry, special interest groups, and the general public. Contributes recommendations on new or amended state legislation. Reviews and provides recommendations on federal legislation in cooperation with partnering state and federal agencies. | Typically requires a Bachelor's degree and two to four years of relevant work experience.   |
| 805 | <b>Agriculture Program Specialist</b>  | Acts as program generalist in food and dairy compliance. Assists in the planning, coordination, and implementation of a food and dairy compliance program. Reviews state and federally regulated food and dairy industry and advises others on the interpretation and enforcement of laws. Performs inspections and investigations and assures the reconditioning, removal or destruction of condemned products. Prepares cases and court actions related to public health protection. Maintains liaison with federal and local agencies.  | Typically requires a Bachelor's degree and one year of relevant work experience.  |
| 806 | <b>Pollution Control Analyst</b>       | Journey-level work performing professional pollution control involving the enforcement of air or water pollution control laws and regulations in one or more of the following disciplines: air quality, water quality, land reclamation, soil and water conservation, solid waste, hazardous waste or water supply. Collects and tests air and water samples. Operates and monitors pollution control equipment. Inspects and investigates pollution sources and evaluates permit requests. Recommends appropriate control measures. Reviews landfill operations.  | Typically requires a Bachelor's degree and two years of relevant work experience.   |

## Milliman Client Report

### 807 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.

### 808 Engineer in Training (Civil)

Entry-level professional work in civil engineering. Performs progressively responsible engineering duties associated with planning, drafting and design, materials testing, construction, preparing and reviewing specifications, maintenance of roads, bridges, buildings, water projects, and reporting and research. Applies standard engineering methods, techniques, practices and principles of engineering. Incumbents work under the supervision of a Professional Engineer(s) and receive on-the-job, structured training for approximately four years which is a prerequisite for licensure as a Professional Engineer. After certification as to completion of training, candidates will be eligible to take the examination to become a Professional Engineer as determined by the Idaho Board of Professional Engineers. Responsibilities depend on specialization of the position, and can be varied in any of the disciplines associated with engineering. Works under close supervision. Receives specific and detailed instructions as to required tasks and results expected.

Typically requires a Bachelor's degree and certification as an Engineer-in-Training or verification of passing score on the Fundamentals of Engineering Examination.

### 809 Engineer (Civil)

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.

Typically requires a Bachelor's degree, licensure as a Professional Engineer and three to four years of relevant work experience.

### 810 Engineering Manager

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.

Typically requires a Bachelor's degree, licensure as a Professional Engineer and management level experience.



Compensation Survey  
 Compensation Input Form  
 Report data effective as of: October 1, 2017

| Job Code | Benchmark Job Title                  | Your Organization's Title | Level of Match | # of Incumb | Average Annual Base Pay | Salary Range |     | FLSA Status | Other Cash Comp | Bonus/Incentive |             |                  |               |
|----------|--------------------------------------|---------------------------|----------------|-------------|-------------------------|--------------|-----|-------------|-----------------|-----------------|-------------|------------------|---------------|
|          |                                      |                           |                |             |                         | Min          | Max |             |                 | Eligible        | Perf- Based | Last Amount Paid | Target Amount |
| 101      | Accounting Technician                |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 102      | Disability Claims Adjudicator        |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 103      | Grants Officer                       |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 104      | Bank Examiner                        |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 105      | Financial Management Analyst, Senior |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 106      | Budget Manager                       |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 107      | Finance Department Director          |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 108      | Training Specialist                  |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 109      | Tax Compliance Officer               |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 110      | Tax Auditor, Senior                  |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 201      | Desktop Support Technician           |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 202      | Programmer/Analyst                   |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 203      | GIS Analyst                          |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |
| 204      | Network Analyst                      |                           |                |             |                         |              |     |             |                 |                 |             |                  |               |

**Milliman Client Report**

|     |                                 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|-----|---------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| 205 | Web Developer                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 206 | Database Analyst                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 207 | Information Systems Manager     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 301 | Receptionist                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 302 | Administrative Assistant        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 303 | Shipping/Receiving Specialist   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 304 | Customer Service Representative |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 305 | Office Support Specialist       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 306 | Office Support Supervisor       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 307 | Program Support Specialist      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 308 | Program Administrator           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 309 | Graphic Design Specialist       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 310 | Buyer                           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 311 | Legal Assistant                 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 312 | Public Information Specialist   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 313 | Public Information Officer      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 314 | Research Analyst                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 315 | Project Manager                 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 401 | Library Assistant               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 402 | Transcript Evaluator            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

## Milliman Client Report

|     |                                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|-----|--------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| 501 | Custodian                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 502 | Maintenance Craftman           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 503 | HVAC Technician                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 504 | Mechanic                       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 505 | Roadway Maintenance Technician |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 506 | Water Resource Agent, Senior   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 507 | Parks & Recreation Ranger      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 508 | Parks & Recreation Manager     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 601 | Dietary Aide                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 602 | Registered Dietitian           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 603 | Licensed Practical Nurse       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 604 | Psychiatric Technician         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 605 | Registered Nurse               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 606 | Nurse Manager (RN)             |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 607 | Welfare Services Technician    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 608 | Welfare Clinician              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 609 | Veterans Service Officer       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 610 | Workforce Specialist           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 611 | Health Education Specialist    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 612 | Health Program Manager         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |



**Milliman Client Report**

|     |                                 |  |  |  |  |  |  |  |  |  |
|-----|---------------------------------|--|--|--|--|--|--|--|--|--|
| 701 | Correctional Officer            |  |  |  |  |  |  |  |  |  |
| 702 | Probation/Parole Officer        |  |  |  |  |  |  |  |  |  |
| 703 | Social Worker                   |  |  |  |  |  |  |  |  |  |
| 704 | Youth Rehabilitation Specialist |  |  |  |  |  |  |  |  |  |
| 705 | Correctional Lieutenant         |  |  |  |  |  |  |  |  |  |
| 706 | Correctional Manager            |  |  |  |  |  |  |  |  |  |
| 707 | Fish & Game Officer, Senior     |  |  |  |  |  |  |  |  |  |
| 708 | Police Officer                  |  |  |  |  |  |  |  |  |  |
| 709 | Police Captain                  |  |  |  |  |  |  |  |  |  |
| 801 | Wildlife Technician             |  |  |  |  |  |  |  |  |  |
| 802 | Environmental Health Specialist |  |  |  |  |  |  |  |  |  |
| 803 | Lands Resource Specialist       |  |  |  |  |  |  |  |  |  |
| 804 | Lands Program Manager           |  |  |  |  |  |  |  |  |  |
| 805 | Agriculture Program Specialist  |  |  |  |  |  |  |  |  |  |
| 806 | Pollution Control Analyst       |  |  |  |  |  |  |  |  |  |
| 807 | Scientist                       |  |  |  |  |  |  |  |  |  |
| 808 | Engineer in Training (Civil)    |  |  |  |  |  |  |  |  |  |
| 809 | Engineer (Civil)                |  |  |  |  |  |  |  |  |  |
| 810 | Engineering Manager             |  |  |  |  |  |  |  |  |  |

## Appendix D – Korn Ferry Hay Group Total Compensation Report

# Total Compensation Report

Presentation of Findings

State of Idaho

November 29, 2017





## Contents

- 1 INTRODUCTION, PROCESS AND METHODOLOGY
- 2 SALARY MARKET COMPETITIVENESS
- 3 BENEFITS MARKET COMPETITIVENESS
- 4 TOTAL COMPENSATION MARKET COMPETITIVENESS
- 5 APPENDIX



**01**

**Introduction,  
Process &  
Methodology**



## Introduction

**In 2017, the State of Idaho (the “State”) requested an update of the total compensation analysis last conducted in 2015. Specifically, the State asked Korn Ferry Hay Group (“KFHG”) to do the following:**

- Compile salary market analysis results from published, custom and KFHG survey sources
- Conduct benefits market analysis
- Determine total compensation market position
- Support CEC report updates
- Present findings to legislative committee



## Project Process

### Korn Ferry Hay Group and the State took the following steps:

- Initial planning and scoping meeting;
- Mutual agreement on the market comparator group
- Collection of current State of Idaho benefits data
- Collection of appropriate salary data (State and Market);
- Analysis of benefits data;
- Analysis of salary data
- Review of total compensation; and
- Presentation of this report



## Project Methodology

**The following survey sources were used (consistent with the 2015 analysis) to compare average pay for the State's 231 classifications to the market:**

- **Several survey sources were compiled and provided to KFHG by the State:**
  - Western Management Group (July 1, 2017)
  - Milliman Health Survey (May 1, 2017)
  - Milliman Management Professional Survey (May 1, 2017)
  - Milliman IT Survey (June 1, 2016)
  - NCASG – 7 Western States (July 1, 2017)
- **KFHG combined these sources with its own data:**
  - Hay Group General Market (May 2017)
- **The above salary data are projected to January 1, 2018, using a 3.0% annual rate**
- **The State also provided the results of the recently conducted custom salary survey of Idaho employers by Milliman**
  - The survey included 73 classifications, not all of which are aligned to the 231 benchmark classifications
  - Survey responses came from 32 organizations, 75% of which are public sector (States, Counties, Cities, Colleges and School Districts)
  - The custom survey is effective October 1, 2017



## Project Methodology (continued)

### Consistent with prior studies, the following comparator markets, taken from KFHG’s 2017 benefits database, were used for the benefits analysis

- General Market – General market (private sector) organizations with employees in Idaho, as well as Nevada, Oregon, Utah and Washington contained in our current benefits database.
- Public Sector Market – Public sector organizations (states, counties, cities, etc.) in the West, excluding California
- Refer to the appendix for more details regarding KFHG’s methodology and the market comparator groups

### The following terms are used when making comparisons of the State of Idaho to the market:

|                         |  |
|-------------------------|--|
| <b>P25</b>              | P25 is the 25th Percentile, meaning that 75% of the market data is above this point, and 25% is below  |
| <b>P50 / Median</b>     | P50 is the Median, meaning that 50% of the market data is above this point, and 50% is below   |
| <b>P75</b>              | P75 is the 75th Percentile, meaning that 25% of the market data is above this point, and 75% is below  |
| <b>Market Average</b>   | Average pay in the external labor market as determined by published salary surveys for similar jobs in the market  |
| <b>Weighted Average</b> | Average salary by job that takes into consideration the number of employees in a particular job. The more incumbents in a job, the more “weight” the average salary for that position will have in the calculation |





**02**

## **Salary Market Competitiveness**



## Salary Market Competitiveness

Below is the summary comparison of the State's base salary market competitiveness in 2015 vs. 2017

- Certain jobs/job families have improved their competitive position in the market, while some jobs have moved further behind. But on average, we see that the State's market position for cash compared to the overall market is largely unchanged from 2015

| Cash Area            | Idaho vs. Private Sector Market Average |               | Idaho vs. Public Sector Market Average |               | Idaho vs. Custom Survey Market Median |              |
|----------------------|---|---------------|--|---------------|---------------------------------------|--------------|
|                      | 2015                                    | 2017          | 2015                                   | 2017          | 2015                                  | 2017         |
| Actual Base Salaries | -24.5%                                  | <b>-23.9%</b> | -13.7%                                 | <b>-14.1%</b> | N/A                                   | <b>-9.0%</b> |
| Base Salary Policy   | -19.8%                                  | <b>-20.2%</b> | -7.4%                                  | <b>-9.9%</b>  | N/A                                   | <b>N/A</b>   |

- State of Idaho's base salary midpoints in 2017 are also slightly less competitive, indicating that the State has not increased its compensation ranges in line with the markets
- The Private Sector and Public Sector results are based on Hay Group's analysis of external survey data provided and compiled by the State of Idaho, plus Hay Group's database for employees located in Idaho. Each private sector survey source is equally weighted
- The Custom Survey results are based on the findings of the recently conducted survey by Milliman



## Salary Market Competitiveness

- In order to compare the competitiveness of total compensation, the Private Sector and Public Sector salary data was aggregated as follows:
  - Jobs were grouped by pay grade
  - Jobs were weighted by number of incumbents
  - Jobs were excluded from the analysis on the following basis:
    - Engineering and health care positions that are typically paid a premium and may fall outside of standard pay ranges
    - There are no current incumbents in the position
  - The jobs included cover 8,087 employees out of a total of 13,088 or 62% of incumbents
  - The comparisons outlined on the following page are the basis for the total compensation charts shown in the next section and do not include any custom survey results



# Salary Market Competitiveness

## Salary Comparison by Pay Grade

### Actual Pay

| Grade   | Idaho Employees |        | Idaho Weighted Salary | Private         |               | Public          |               |
|---------|-----------------|--------|-----------------------|-----------------|---------------|-----------------|---------------|
|         | #               | %      |                       | Weighted Salary | Idaho % Diff  | Weighted Salary | Idaho % Diff  |
| V       | 5               | 0.1%   | \$218,400             | \$157,081       | 39%           | \$215,245       | 1%            |
| R       | 3               | 0.0%   | \$114,754             | \$139,736       | -18%          | n/a             | n/a           |
| Q       | 12              | 0.1%   | \$110,783             | \$156,732       | -29%          | \$115,703       | -4%           |
| P       | 36              | 0.4%   | \$89,578              | \$127,818       | -30%          | \$78,672        | 14%           |
| O       | 150             | 1.9%   | \$85,631              | \$115,407       | -26%          | \$95,349        | -10%          |
| N       | 249             | 3.1%   | \$72,188              | \$101,551       | -29%          | \$80,570        | -10%          |
| M       | 684             | 8.5%   | \$63,615              | \$83,488        | -24%          | \$71,312        | -11%          |
| L       | 1175            | 14.5%  | \$53,397              | \$73,020        | -27%          | \$64,663        | -17%          |
| K       | 1059            | 13.1%  | \$46,490              | \$62,316        | -25%          | \$57,398        | -19%          |
| J       | 695             | 8.6%   | \$39,604              | \$54,551        | -27%          | \$45,216        | -12%          |
| I       | 1746            | 21.6%  | \$35,876              | \$47,319        | -24%          | \$48,432        | -26%          |
| H       | 1435            | 17.7%  | \$31,580              | \$40,927        | -23%          | \$41,415        | -24%          |
| G       | 380             | 4.7%   | \$27,497              | \$38,319        | -28%          | \$34,757        | -21%          |
| F       | 233             | 2.9%   | \$24,756              | \$34,409        | -28%          | \$31,720        | -22%          |
| E       | 225             | 2.8%   | \$22,662              | \$29,555        | -23%          | \$27,106        | -16%          |
| Overall | 8087            | 100.0% |                       |                 | <b>-23.9%</b> |                 | <b>-14.1%</b> |

### Policy

| Private         |               | Public          |              |
|-----------------|---------------|-----------------|--------------|
| Weighted Salary | Idaho % Diff  | Weighted Salary | Idaho % Diff |
| \$157,081       | 13%           | \$215,245       | -18%         |
| \$139,736       | -23%          | n/a             | n/a          |
| \$156,732       | -38%          | \$115,703       | -16%         |
| \$127,818       | -31%          | \$78,672        | 12%          |
| \$115,407       | -30%          | \$95,349        | -15%         |
| \$101,551       | -27%          | \$80,570        | -8%          |
| \$83,488        | -19%          | \$71,312        | -5%          |
| \$73,020        | -18%          | \$64,663        | -8%          |
| \$62,316        | -15%          | \$57,398        | -8%          |
| \$54,551        | -14%          | \$45,216        | 4%           |
| \$47,319        | -12%          | \$48,432        | -14%         |
| \$40,927        | -13%          | \$41,415        | -14%         |
| \$38,319        | -19%          | \$34,757        | -11%         |
| \$34,409        | -20%          | \$31,720        | -14%         |
| \$29,555        | -18%          | \$27,106        | -10%         |
|                 | <b>-20.2%</b> |                 | <b>-9.9%</b> |



**03**

**Benefits Market  
Competitiveness**



## Benefits Market Competitiveness

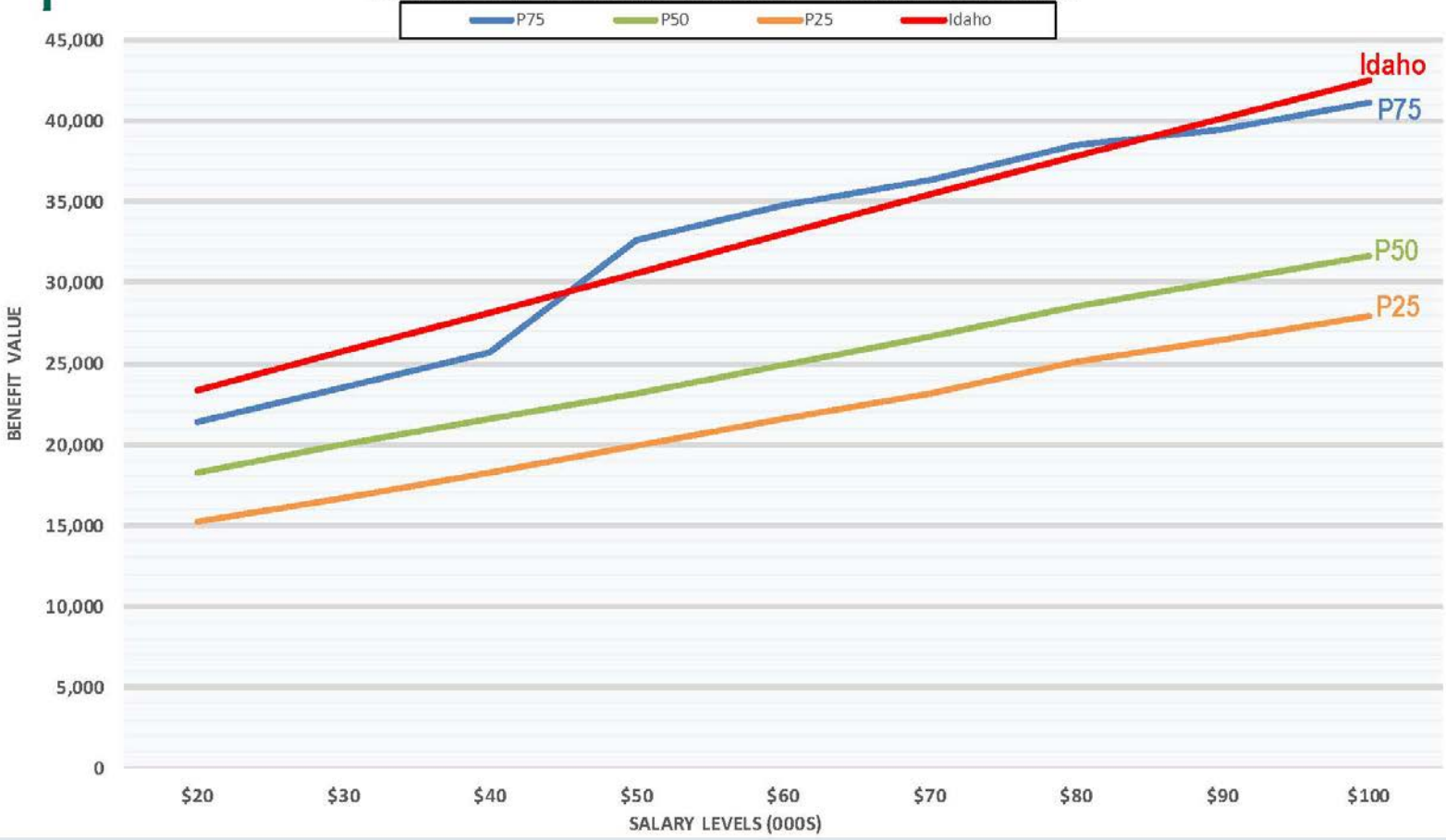
Below is the summary comparison of the State's benefits market competitiveness in 2015 vs. 2017

- The State's current overall competitive market position for benefits is consistent with the 2015 market position; moderate decreases in Public Sector health care and no significant changes to Idaho's programs have resulted in slight increases in Idaho's market position

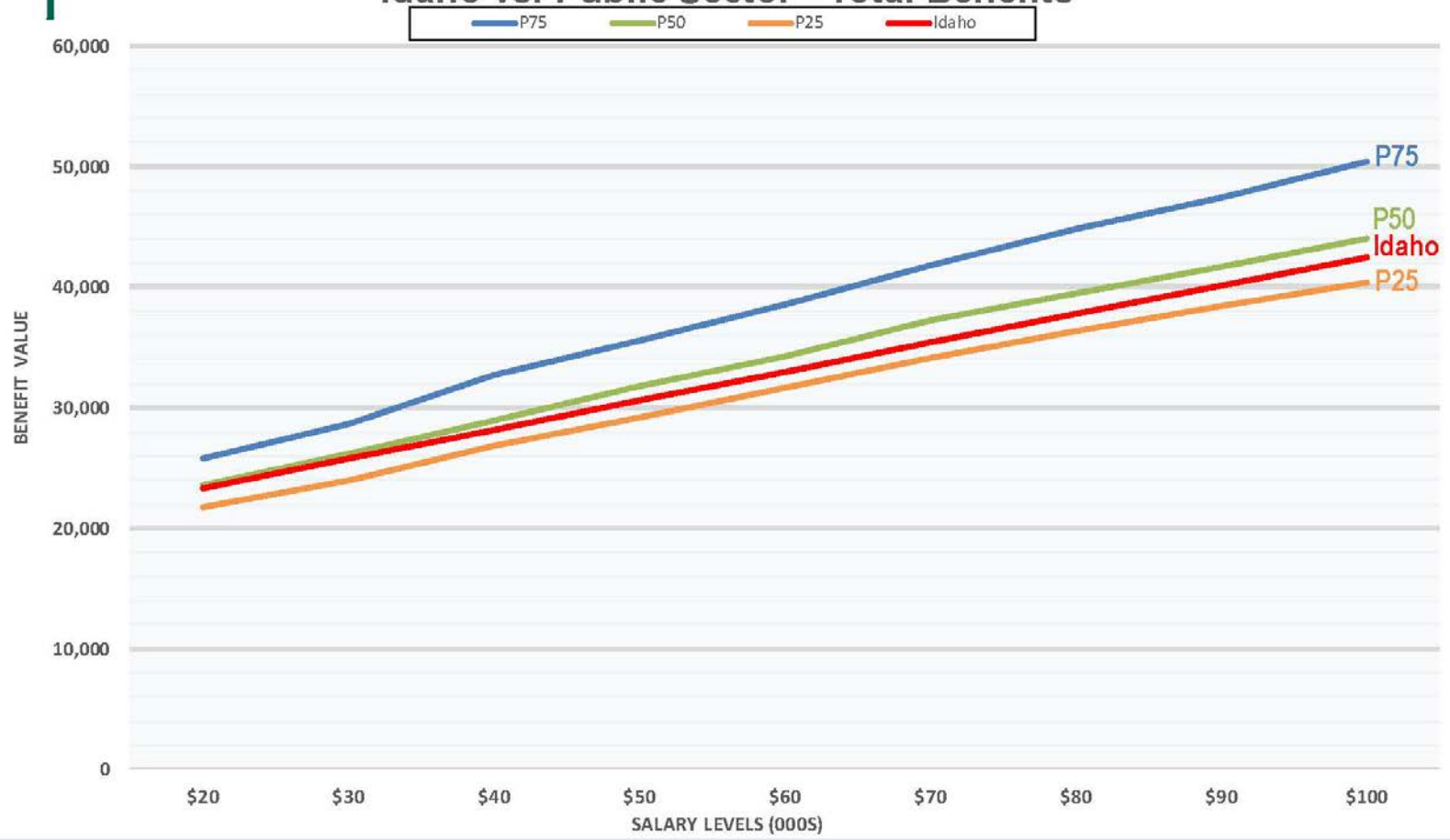
| Benefit Area   | State of Idaho vs. Idaho Private Sector Market |                 | State of Idaho vs. Public Sector Market |                 |
|----------------|--|-----------------|---|-----------------|
|                | 2015   | 2017            | 2015                                    | 2017            |
| Total Benefits | P75  | <b>P75</b>      | P50                                     | <b>P50</b>      |
| Retirement     | > P75  | <b>&gt; P75</b> | P25-P50                                 | <b>P25-P50</b>  |
| Healthcare     | > P75  | <b>&gt; P75</b> | P50                                     | <b>P75</b>      |
| Disability     | P75  | <b>&gt; P75</b> | > P75                                   | <b>&gt; P75</b> |
| Life Insurance | P50  | <b>P50</b>      | > P50                                   | <b>&gt; P50</b> |



### Idaho vs. Private Sector - Total Benefits



### Idaho vs. Public Sector - Total Benefits





# Retirement

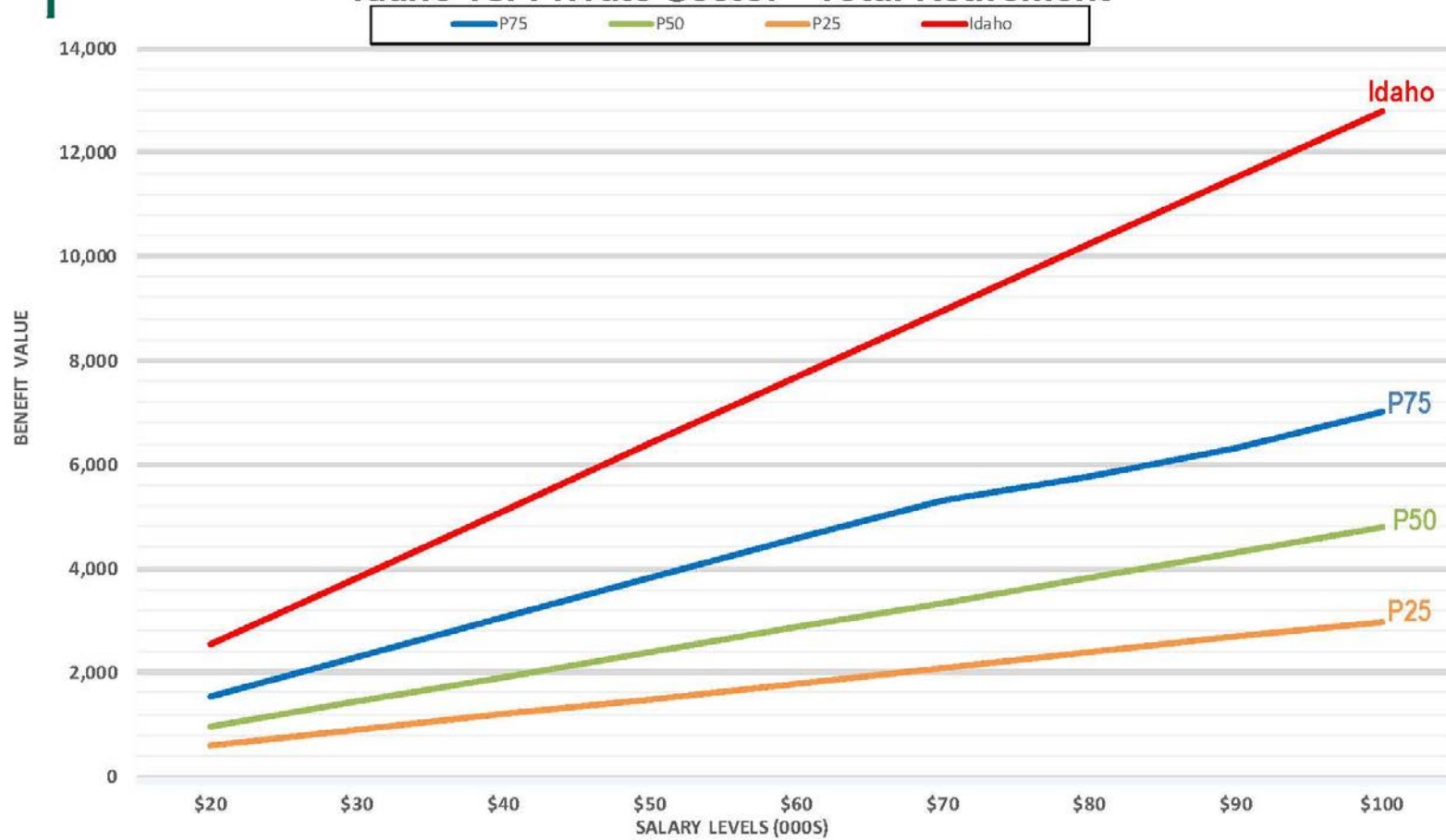


## Benefits Review - Retirement

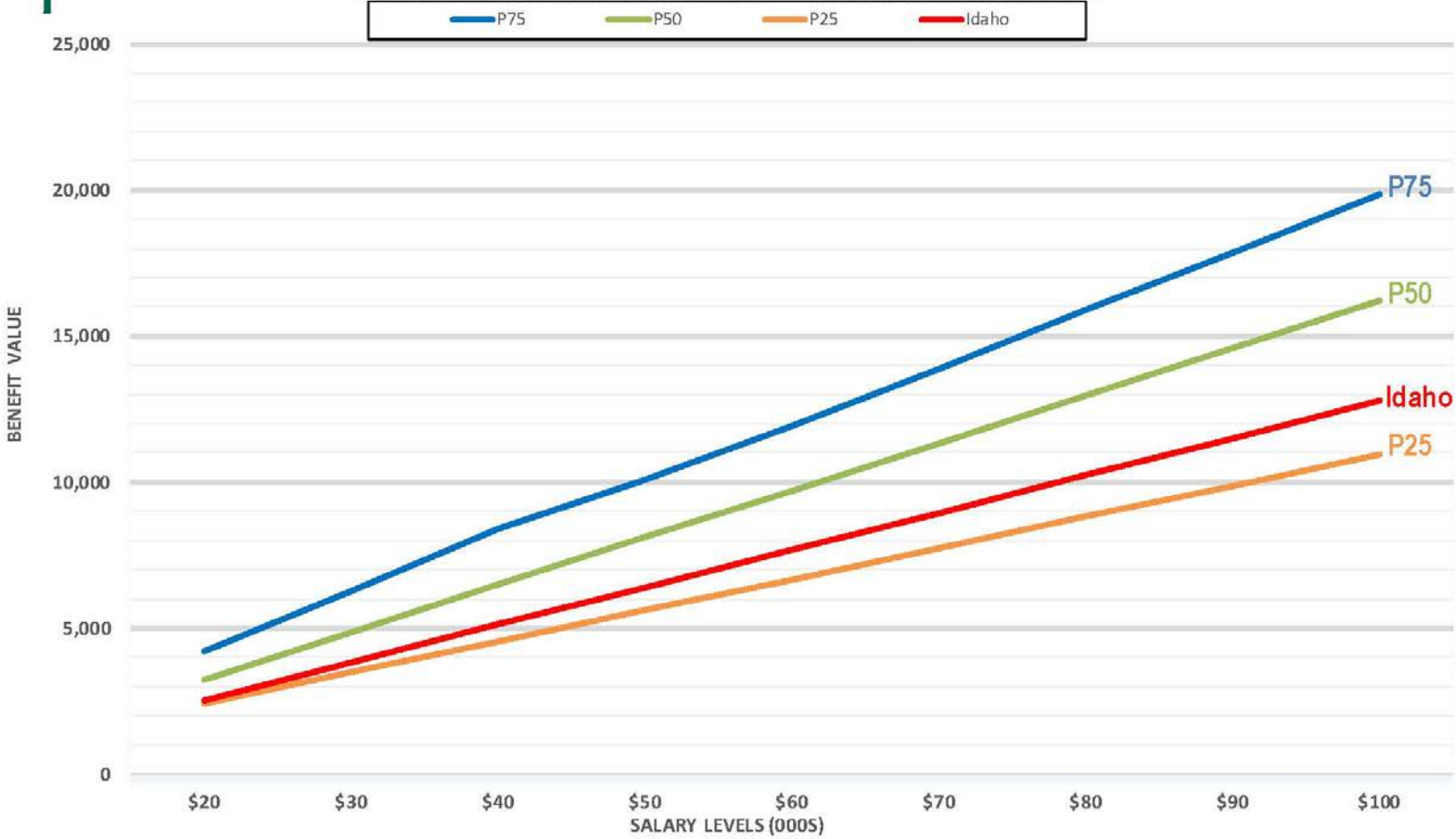
| Retirement       | Key Findings  |
|------------------|---|
| State of Idaho   | <ul style="list-style-type: none"> <li>▪ The State continues to provide employees with a defined benefit (DB) retirement program:               <ul style="list-style-type: none"> <li>• DB formula = 2% x highest 4 years pay x years of service                   <ul style="list-style-type: none"> <li>○ Employee contribution of 6.79%</li> <li>○ Fully vested after 5 years</li> <li>○ Guaranteed COLA based on CPI</li> <li>○ Reduced early retirement at age 55 – 6% per year</li> </ul> </li> </ul> </li> <li>▪ Employees are also able to make contributions to a 401(k) or 457 plan provided by the State. The State does not make any contributions to these plans.</li> </ul>  |
| Market           | <ul style="list-style-type: none"> <li>▪ Defined Benefit plans are not common in the Private Sector (only 6%), however, they remain prevalent with the Public Sector (94%)</li> <li>▪ Both market groups offer Defined Contribution plans; however, most Public Sector organizations do not make contributions to these plans. In the Private Sector, DC plans, such as 401(k) plans, are the primary retirement vehicle for making employer contributions</li> <li>▪ Employer retirement contributions in total are 5% at the median. Employer contributions are a combination of matching contributions and fixed or discretionary contributions               <ul style="list-style-type: none"> <li>▪ Contributions to DC plans by states in the form of a match or fixed contribution are increasing in prevalence, but are not the typical market practice</li> </ul> </li> </ul> |
| Private = > P75  | <ul style="list-style-type: none"> <li>▪ The State's DB plan continues to be competitive when compared to the Private Sector, where DB plans are not prevalent</li> </ul>   |
| Public = P25-P50 | <ul style="list-style-type: none"> <li>▪ The State's DB plan is less competitive when compared to other Public Sector organizations driven largely by higher required employee contributions (6.79%).</li> </ul>  |



## Idaho vs. Private Sector - Total Retirement



### Idaho vs. Public Sector - Total Retirement



# Health Care

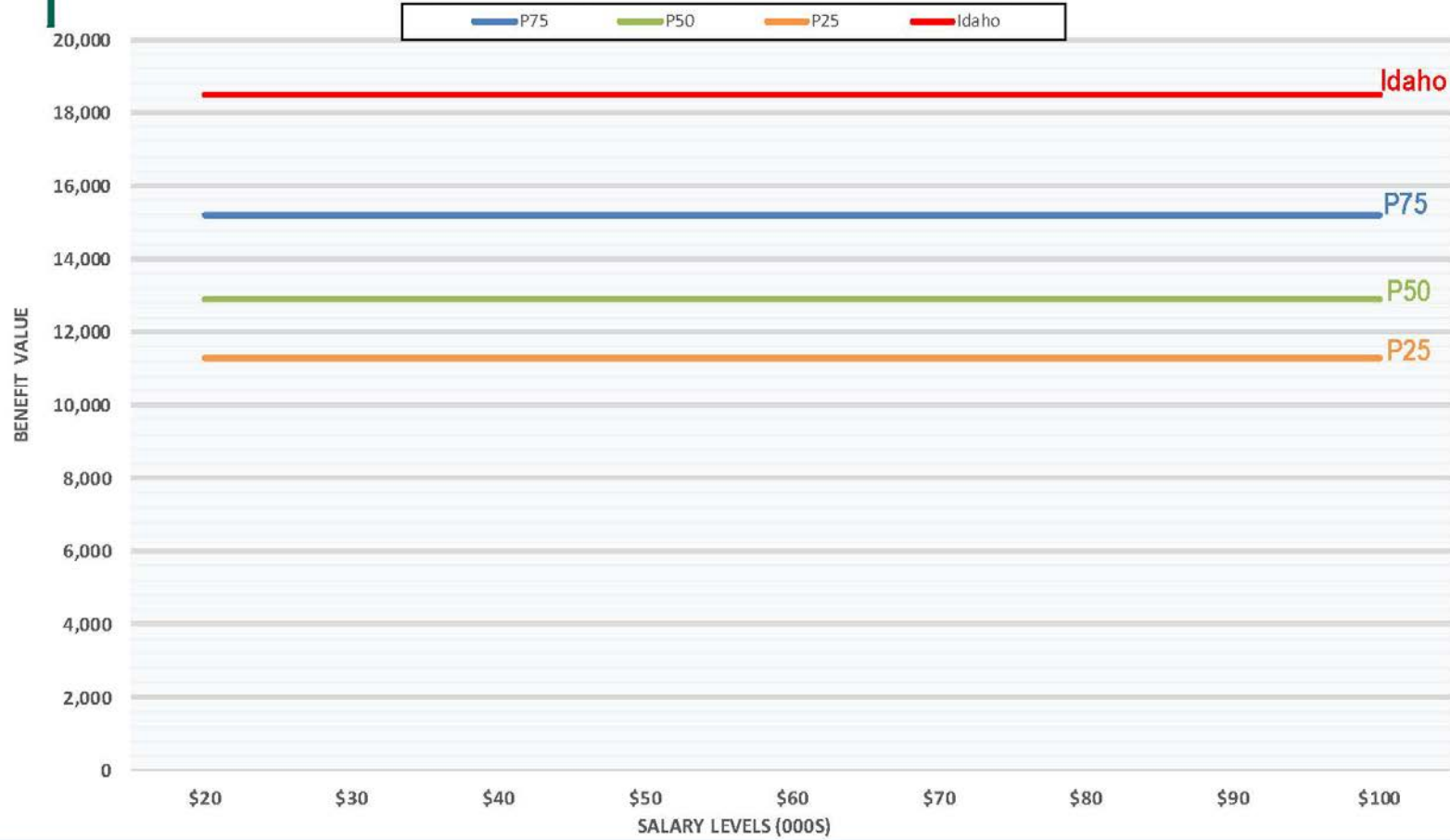


## Benefits Review - Health Care

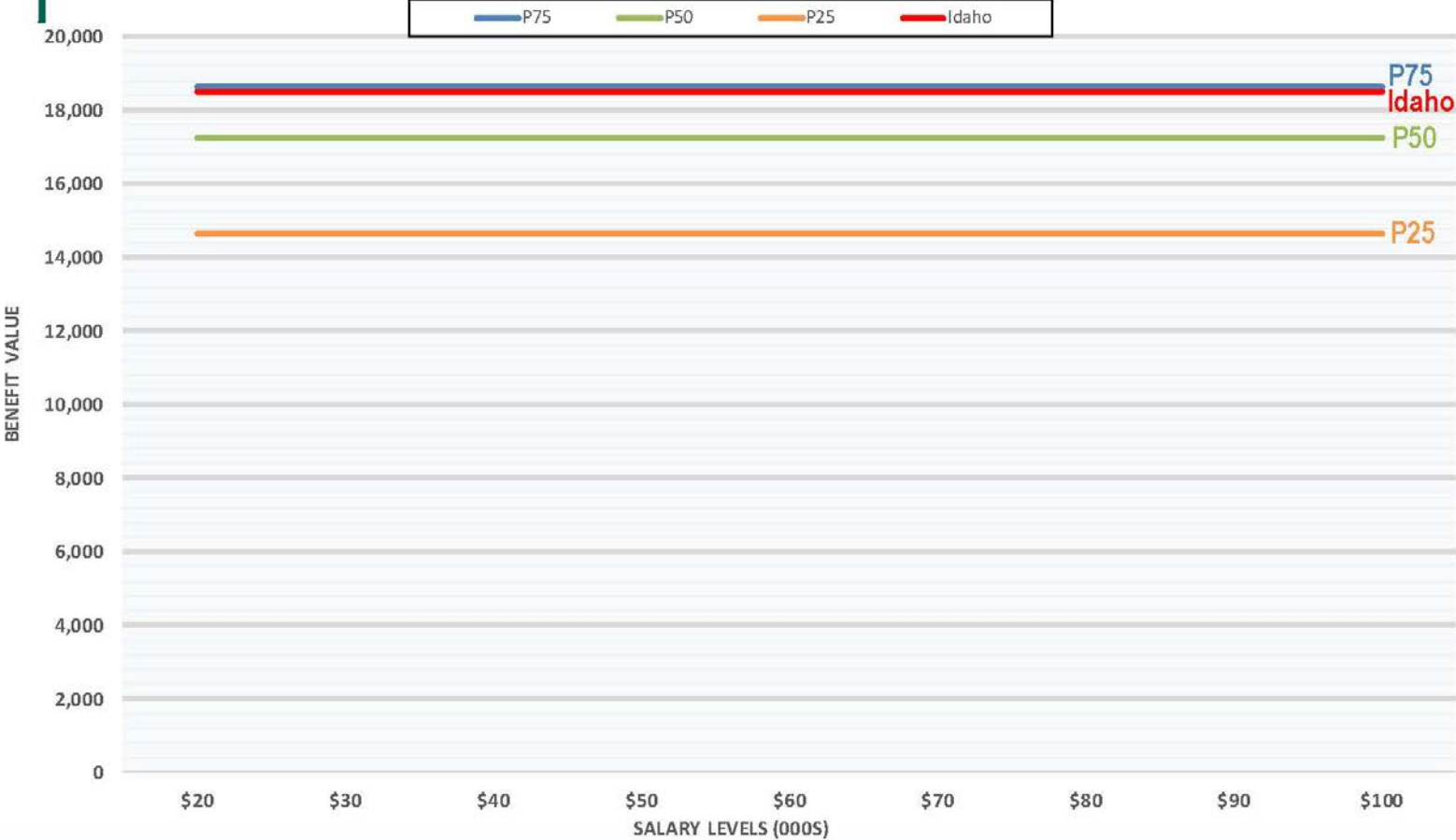
| Health Care    | Key Findings   |
|----------------|--|
| State of Idaho | <ul style="list-style-type: none"> <li>▪ The State of Idaho provides employees with three (3) Medical/Rx plan options                             <ul style="list-style-type: none"> <li>• The PPO remains the prevalent plan; employee contributions for which are 5% for single coverage and 15% for family coverage</li> </ul> </li> <li>▪ The PPO has low deductibles (\$250/\$750) and modest out-of-pocket limits (\$3,000/\$6,000), with 15% co-insurance for In-Network services</li> <li>▪ The State also provides dental coverage, with employee cost-share of 32% for single coverage and 78% for family coverage. The State's dental plan provides coverage of 80% for preventive and basic services and 50% for major services</li> <li>▪ Vision coverage is bundled under the medical plan and included in the medical premiums</li> </ul>         |
| Market         | <ul style="list-style-type: none"> <li>▪ The Private Sector Market has a PPO as its prevalent plan                             <ul style="list-style-type: none"> <li>• Median deductible of \$1,000/\$2,000, out-of-pocket max of \$3,000/\$6,000 and 20% coinsurance. Deductibles and OOP maximums are trending up as high deductible health plans become increasingly prevalent</li> <li>• Employees pay approximately 20% of medical premiums, 35% of dental and 100% of vision</li> </ul> </li> <li>▪ The Public Sector Market also has a PPO as its prevalent plan                             <ul style="list-style-type: none"> <li>• Median deductible of \$600/\$1,500, out-of-pocket maximum of \$3,000/\$6,000 and 15% coins</li> <li>• Employees pay approximately 20% of medical premiums, 35% of dental and 100% of vision</li> </ul> </li> </ul> |
| Private = >P75 | <ul style="list-style-type: none"> <li>▪ The State's health care plan is above both the private sector and public sector markets primarily due to low employee cost sharing for medical coverage</li> </ul>  |
| Public = P75   | <ul style="list-style-type: none"> <li>▪ The State is even more competitive when compared to the Private Sector due to lower plan design cost sharing (deductibles and coinsurance)</li> </ul>   |



### Idaho vs. Private Sector - Health Care



### Idaho vs. Public Sector - Health Care





# Disability

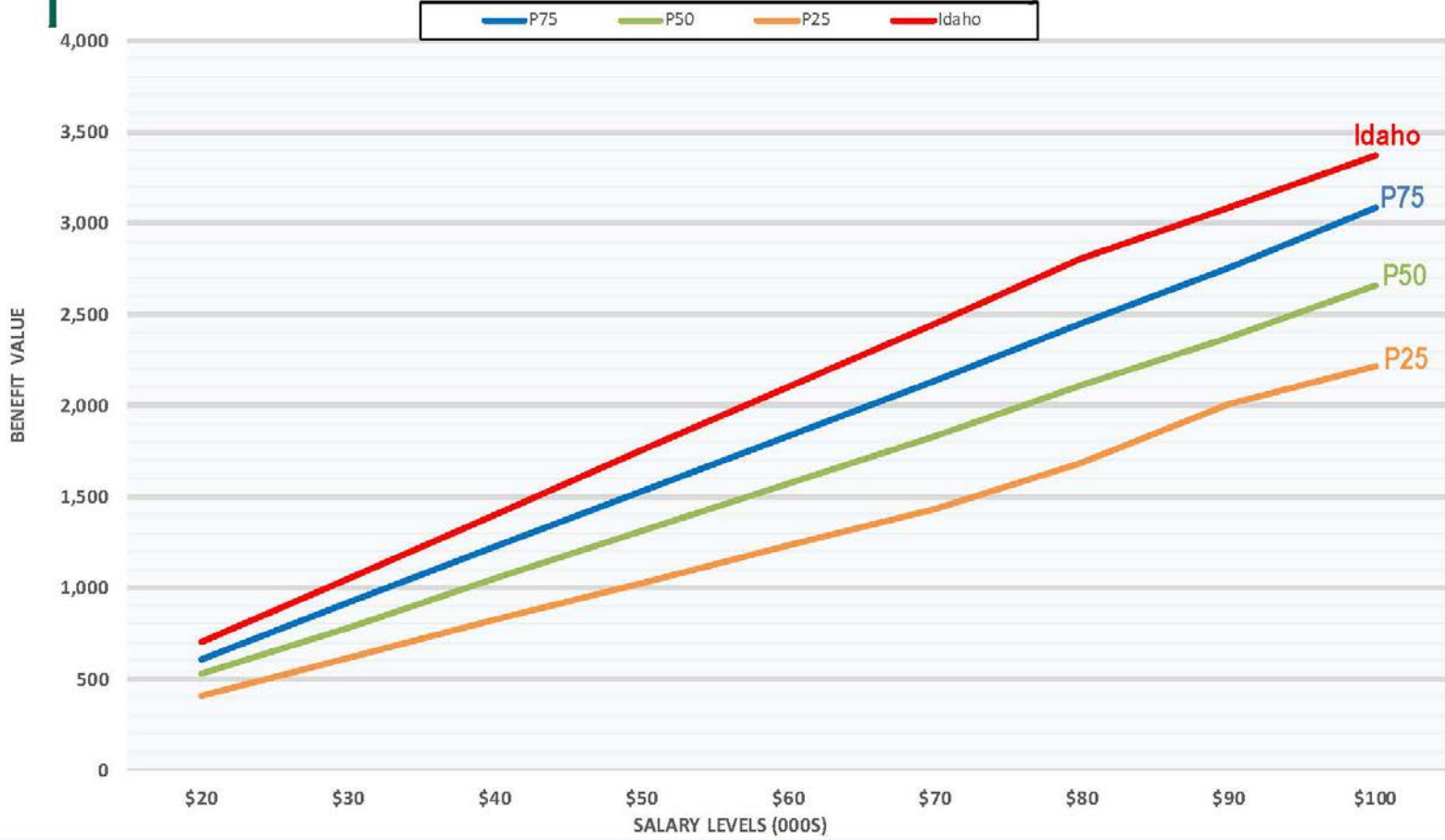


## Benefits Review - Disability

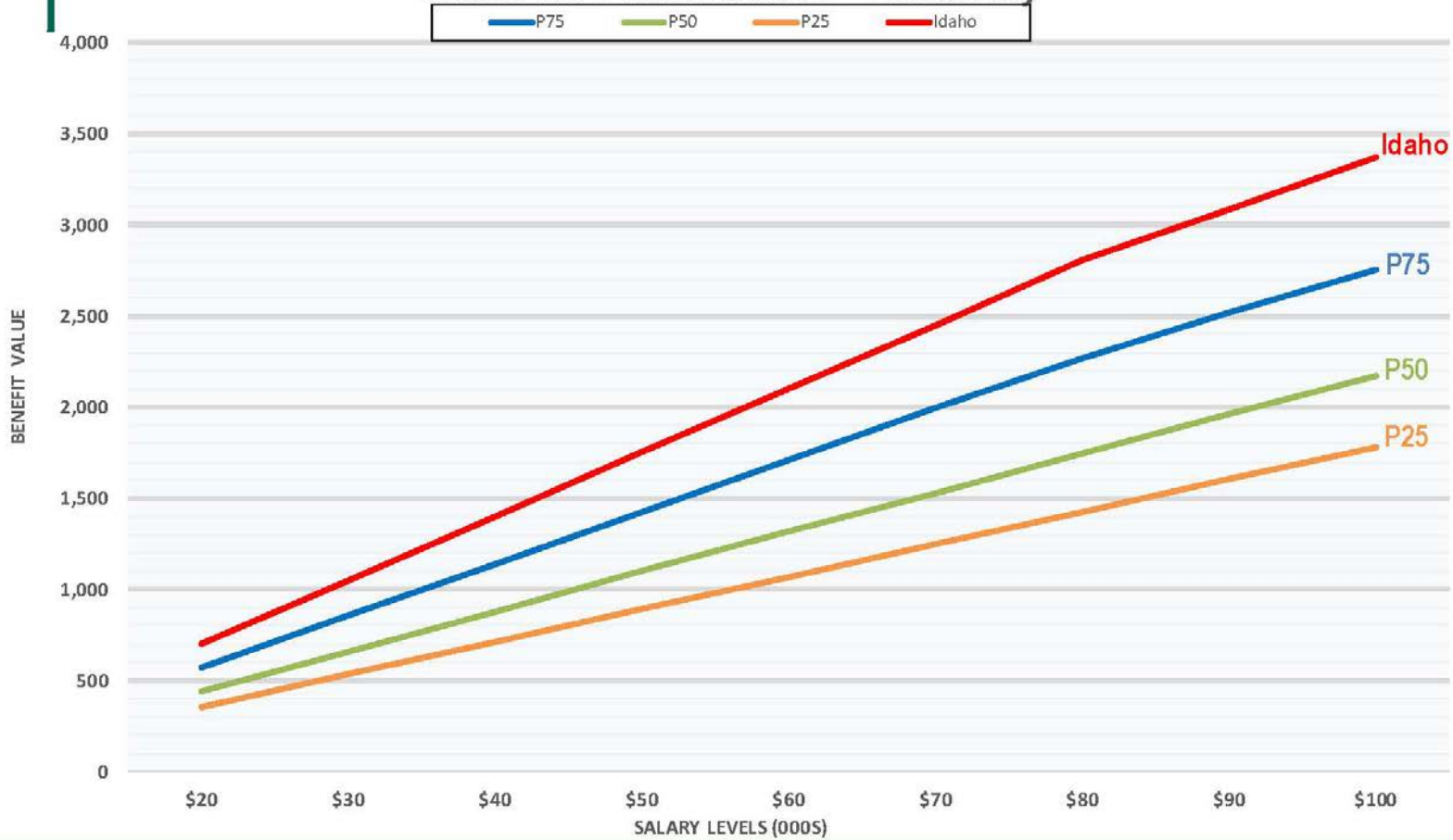
| Disability     | Key Findings   |
|----------------|--|
| State of Idaho | <ul style="list-style-type: none"> <li>▪ Sick Leave – state employees accrue sick pay (4 hrs per pay; i.e. 13 per year ) with no limit on carryover onto the following year               <ul style="list-style-type: none"> <li>• By not limiting carryover, employees are able to accumulate a significant sick day bank which can be utilized to cover short-term illnesses/disability at 100% of pay</li> </ul> </li> <li>▪ STD – the State provides employees with employer paid STD program which covers 60% of salary for a period up to 26 weeks</li> <li>▪ LTD – the State provides an LTD benefit of 60% up to a \$4,000 monthly maximum after 26 weeks</li> </ul>   |
| Market         | <ul style="list-style-type: none"> <li>▪ Sick Days / Leave – 5 to 7 sick days annually (with no carry over) is prevalent in the Private Sector, while 10-12 days is more common in the Public Sector. Carry over of sick days is highly prevalent in the Public Sector</li> <li>▪ STD – Employer paid STD is more prevalent in the Private Sector, but has some prevalence in the Public Sector. The median STD benefit is 60%</li> <li>▪ LTD – 60% employer paid benefit is most prevalent in both the Public and Private Sector markets               <ul style="list-style-type: none"> <li>• Monthly LTD maximums are higher in the private sector (\$10,000 at the median) than the public sector (\$4,000 to \$6,000)</li> </ul> </li> </ul> |
| Private = >P75 | <ul style="list-style-type: none"> <li>▪ The State's combination of sick days (100% of pay), employer paid STD (60% of pay) and employer paid LTD (60% of pay) is above market practice and provides competitive income replacement.</li> </ul>  |
| Public = >P75  |  |



### Idaho vs. Private Sector - Disability



### Idaho vs. Public Sector - Disability



# Life Insurance

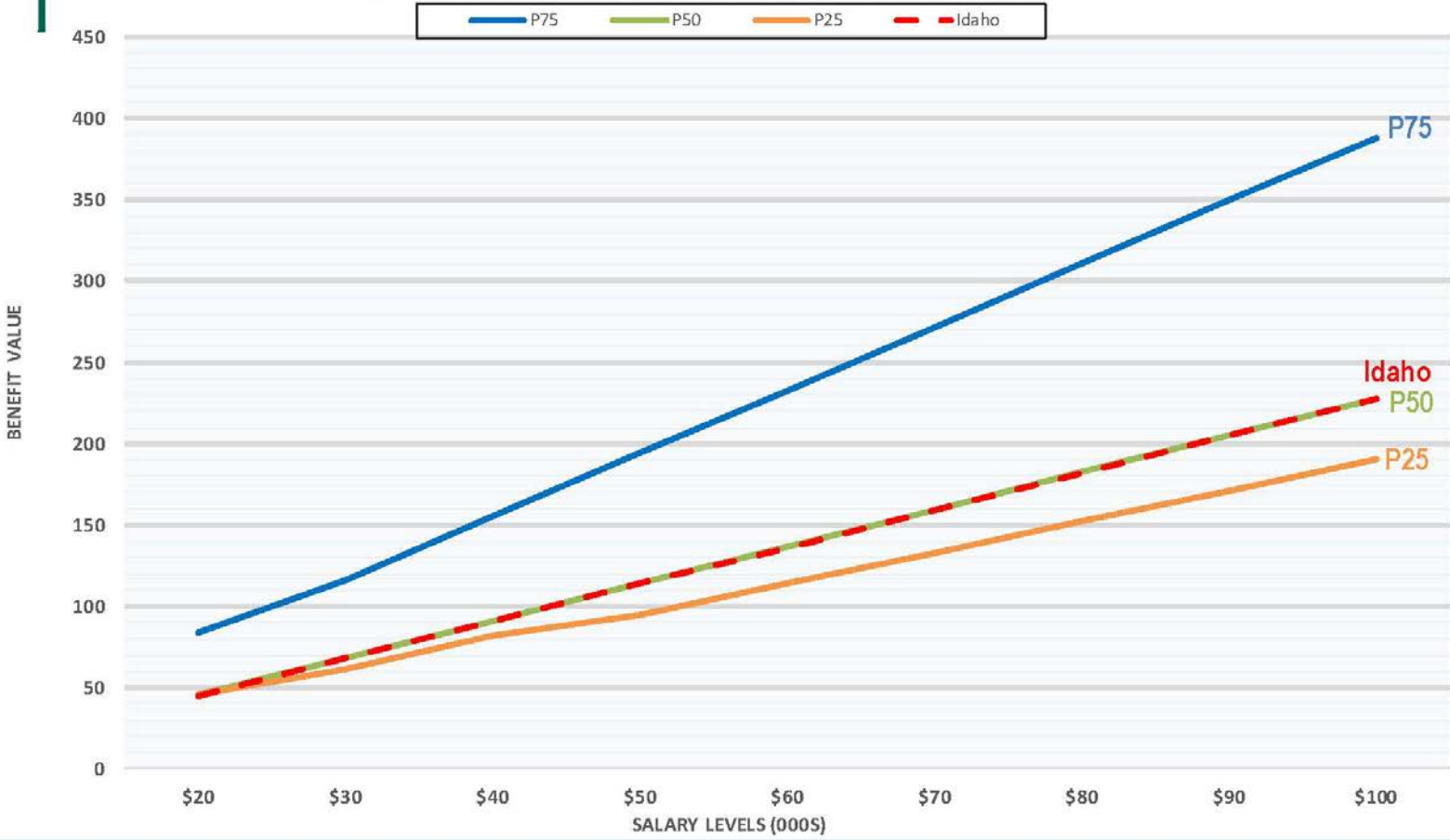


## Benefits Review - Life Insurance

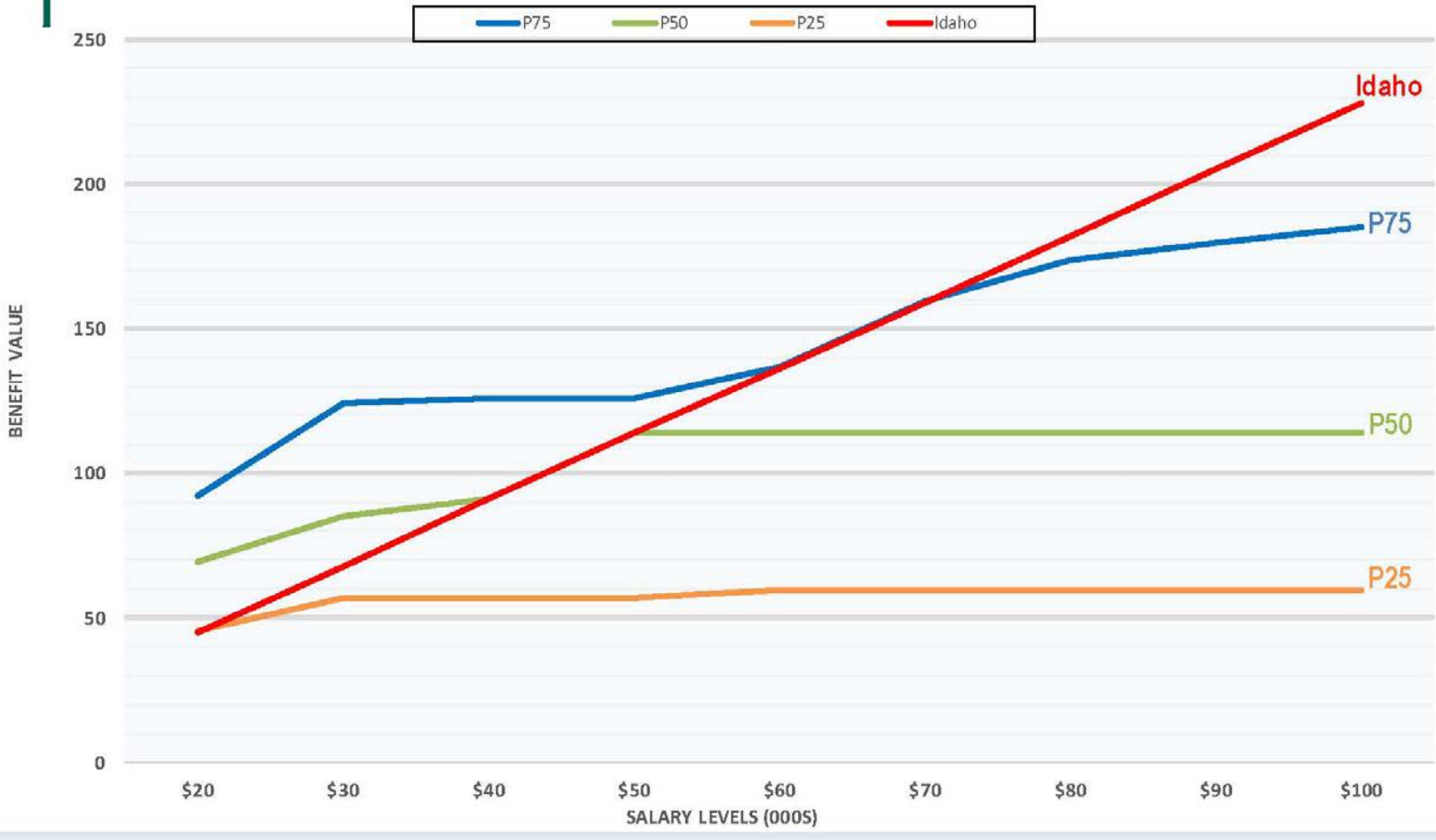
| Life Insurance | Key Findings  |
|----------------|---|
| State of Idaho | <ul style="list-style-type: none"> <li>▪ The State provides employees with a basic life and AD&amp;D benefit of 1 times salary with no maximum                             <ul style="list-style-type: none"> <li>• Supplemental life coverage of an additional 1 to 3 times pay is available to employees (ee paid)</li> <li>• Spouse coverage of \$2000 and child coverage of \$1000 is available to employees</li> </ul> </li> </ul> |
| Market         | <ul style="list-style-type: none"> <li>▪ The majority the Public Sector organizations provide either a flat basic life benefit (median amount of \$50,000) or a salary based benefit with a low maximum (\$50,000)</li> <li>▪ In the Private Sector group, all provide a percentage of salary benefit (median of 1 times salary)</li> </ul>   |
| Private = P50  | <ul style="list-style-type: none"> <li>▪ The State's salary based life insurance benefit is above that of the Public Sector</li> </ul>  |
| Public = >P50  | <ul style="list-style-type: none"> <li>▪ The State's benefit is aligned with the Private Sector market median</li> </ul>  |



### Idaho vs. Private Sector - Life Insurance



### Idaho vs. Public Sector - Life Insurance





**04**

**Total  
Compensation  
Market  
Competitiveness**



## Total Compensation Market Competitiveness

Below is the summary comparison of the State's market competitiveness for all components of pay in 2015 vs. 2017

| Pay Component      | Idaho vs. Private Sector |                    | Idaho vs. Public Sector |                     |
|--------------------|--------------------------|--------------------|-------------------------|---------------------|
|                    | 2015                     | 2017               | 2015                    | 2017                |
| Salary             | -24.5%                   | <b>-23.9%</b>      | -13.7%                  | <b>-14.1%</b>       |
| Benefits           | <u>14.4%</u>             | <b><u>8.8%</u></b> | <u>-9.4%</u>            | <b><u>-8.5%</u></b> |
| Total Compensation | -8.4%                    | <b>-12.2%</b>      | -11.3%                  | <b>-10.9%</b>       |

- Private Sector – Idaho's base salary market position has remained largely unchanged from 2015 to 2017 and is well below the market average. Below market salaries continue to depress the overall value of benefits, resulting in a total compensation market position that is more than 10% below market average
- Public Sector – Idaho's base salary and benefits market positions relative to the public sector have also not changed in 2017 over 2015, resulting in a similar total compensation market position in 2017
- Pay Mix for State employees varies against the market depending on salary



## Total Compensation Market Competitiveness

### Total compensation comparison by pay grade – Private sector

| Grade   | Idaho Employees |        | Idaho Weighted Salary | Private         |               | Benefits Values |          |              | Total Remuneration |           |               |
|---------|-----------------|--------|-----------------------|-----------------|---------------|-----------------|----------|--------------|--------------------|-----------|---------------|
|         | #               | %      |                       | Weighted Salary | Idaho % Diff  | Idaho           | Private  | Idaho % Diff | Idaho              | Private   | Idaho % Diff  |
| V       | 5               | 0.1%   | \$218,400             | \$157,081       | 39%           | \$64,680        | \$44,506 | 45%          | \$283,080          | \$201,587 | 40%           |
| R       | 3               | 0.0%   | \$114,754             | \$139,736       | -18%          | \$45,579        | \$42,023 | 8%           | \$160,333          | \$181,758 | -12%          |
| Q       | 12              | 0.1%   | \$110,783             | \$156,732       | -29%          | \$44,759        | \$44,471 | 1%           | \$155,542          | \$201,203 | -23%          |
| P       | 36              | 0.4%   | \$89,578              | \$127,818       | -30%          | \$40,085        | \$39,973 | 0%           | \$129,663          | \$167,791 | -23%          |
| O       | 150             | 1.9%   | \$85,631              | \$115,407       | -26%          | \$39,158        | \$37,839 | 3%           | \$124,789          | \$153,247 | -19%          |
| N       | 249             | 3.1%   | \$72,188              | \$101,551       | -29%          | \$35,949        | \$35,457 | 1%           | \$108,137          | \$137,007 | -21%          |
| M       | 684             | 8.5%   | \$63,615              | \$83,488        | -24%          | \$33,877        | \$32,261 | 5%           | \$97,492           | \$115,749 | -16%          |
| L       | 1175            | 14.5%  | \$53,397              | \$73,020        | -27%          | \$31,409        | \$30,471 | 3%           | \$84,807           | \$103,491 | -18%          |
| K       | 1059            | 13.1%  | \$46,490              | \$62,316        | -25%          | \$29,741        | \$28,591 | 4%           | \$76,231           | \$90,907  | -16%          |
| J       | 695             | 8.6%   | \$39,604              | \$54,551        | -27%          | \$28,077        | \$26,878 | 4%           | \$67,681           | \$81,429  | -17%          |
| I       | 1746            | 21.6%  | \$35,876              | \$47,319        | -24%          | \$27,177        | \$25,116 | 8%           | \$63,052           | \$72,435  | -13%          |
| H       | 1435            | 17.7%  | \$31,580              | \$40,927        | -23%          | \$26,139        | \$23,528 | 11%          | \$57,719           | \$64,455  | -10%          |
| G       | 380             | 4.7%   | \$27,497              | \$38,319        | -28%          | \$25,153        | \$23,018 | 9%           | \$52,649           | \$61,337  | -14%          |
| F       | 233             | 2.9%   | \$24,756              | \$34,409        | -28%          | \$24,491        | \$22,368 | 9%           | \$49,247           | \$56,777  | -13%          |
| E       | 225             | 2.8%   | \$22,662              | \$29,555        | -23%          | \$23,985        | \$21,560 | 11%          | \$46,647           | \$51,115  | -9%           |
| Overall | 8087            | 100.0% |                       |                 | <b>-23.9%</b> |                 |          | <b>8.8%</b>  |                    |           | <b>-12.2%</b> |



## Total Compensation Market Competitiveness

### Total compensation comparison by pay grade – Public sector

| Grade   | Idaho Employees |        | Idaho Weighted Salary | Public          |              | Benefits Values |          |              | Total Remuneration |           |              |
|---------|-----------------|--------|-----------------------|-----------------|--------------|-----------------|----------|--------------|--------------------|-----------|--------------|
|         | #               | %      |                       | Weighted Salary | Idaho % Diff | Idaho           | Public   | Idaho % Diff | Idaho              | Public    | Idaho % Diff |
| V       | 5               | 0.1%   | \$218,400             | \$215,245       | 1%           | \$64,680        | \$69,142 | -6%          | \$283,080          | \$284,387 | 0%           |
| R       | 3               | 0.0%   | \$114,754             | n/a             | n/a          | \$45,579        | n/a      | n/a          | \$160,333          | n/a       | n/a          |
| Q       | 12              | 0.1%   | \$110,783             | \$115,703       | -4%          | \$44,759        | \$48,238 | -7%          | \$155,542          | \$163,941 | -5%          |
| P       | 36              | 0.4%   | \$89,578              | \$78,672        | 14%          | \$40,085        | \$39,232 | 2%           | \$129,663          | \$117,904 | 10%          |
| O       | 150             | 1.9%   | \$85,631              | \$95,349        | -10%         | \$39,158        | \$43,485 | -10%         | \$124,789          | \$138,834 | -10%         |
| N       | 249             | 3.1%   | \$72,188              | \$80,570        | -10%         | \$35,949        | \$39,719 | -9%          | \$108,137          | \$120,290 | -10%         |
| M       | 684             | 8.5%   | \$63,615              | \$71,312        | -11%         | \$33,877        | \$37,336 | -9%          | \$97,492           | \$108,649 | -10%         |
| L       | 1175            | 14.5%  | \$53,397              | \$64,663        | -17%         | \$31,409        | \$35,636 | -12%         | \$84,807           | \$100,299 | -15%         |
| K       | 1059            | 13.1%  | \$46,490              | \$57,398        | -19%         | \$29,741        | \$33,781 | -12%         | \$76,231           | \$91,179  | -16%         |
| J       | 695             | 8.6%   | \$39,604              | \$45,216        | -12%         | \$28,077        | \$30,670 | -8%          | \$67,681           | \$75,886  | -11%         |
| I       | 1746            | 21.6%  | \$35,876              | \$48,432        | -26%         | \$27,177        | \$31,491 | -14%         | \$63,052           | \$79,923  | -21%         |
| H       | 1435            | 17.7%  | \$31,580              | \$41,415        | -24%         | \$26,139        | \$29,698 | -12%         | \$57,719           | \$71,113  | -19%         |
| G       | 380             | 4.7%   | \$27,497              | \$34,757        | -21%         | \$25,153        | \$27,854 | -10%         | \$52,649           | \$62,611  | -16%         |
| F       | 233             | 2.9%   | \$24,756              | \$31,720        | -22%         | \$24,491        | \$26,995 | -9%          | \$49,247           | \$58,715  | -16%         |
| E       | 225             | 2.8%   | \$22,662              | \$27,106        | -16%         | \$23,985        | \$25,770 | -7%          | \$46,647           | \$52,876  | -12%         |
| Overall | 8087            | 100.0% |                       |                 | -14.1%       |                 |          | -8.5%        |                    |           | -10.9%       |



## Total Compensation Market Competitiveness

- Only those components of pay provided by the State are included in total compensation
- It is common in the private sector to pay annual incentives, which if included would make the State less competitive relative to the Private Sector Market
- The table below provides general market median annual incentive percentages at State of Idaho grade levels:

| Grade      | Market Target Median Incentive % |
|------------|----------------------------------|
| V          | 20%                              |
| P, Q, R    | 15%                              |
| M, N, O    | 10%                              |
| I, J, K, L | 5%                               |
| E, F, G, H | 3%                               |

**Note:**

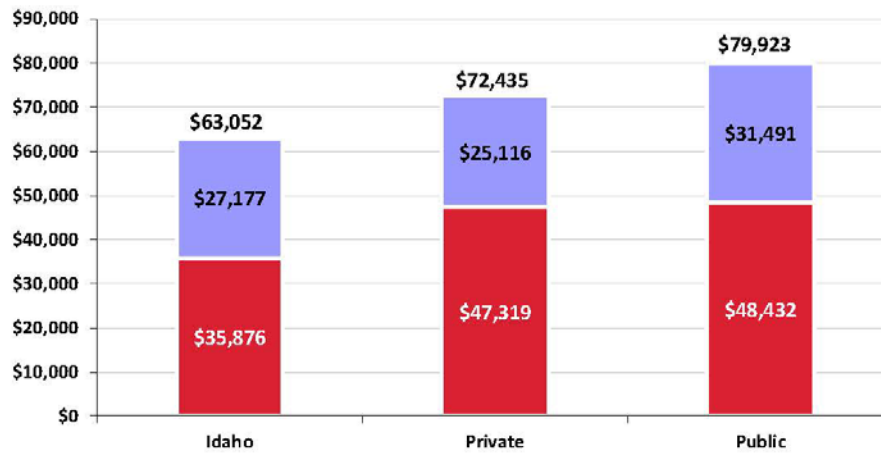
- *The charts on the following pages illustrate the total compensation level and mix for State of Idaho employees at 3 grade levels relative to the Private Sector and Public Sector market average*



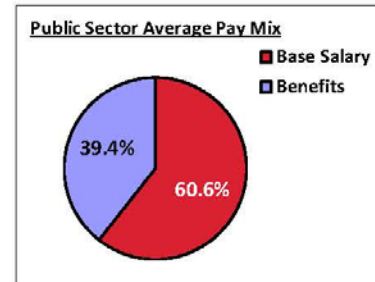
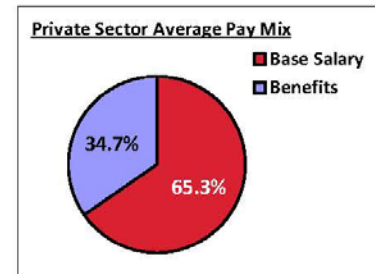
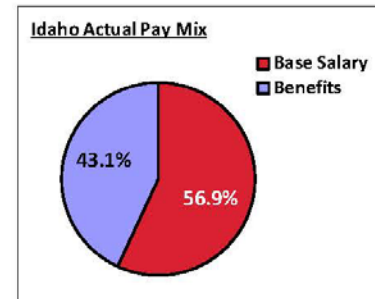
# Total Compensation Market Competitiveness

## STATE OF IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE I

Pay Grade I



|                           | Idaho           | Private         | Public          |
|---------------------------|-----------------|-----------------|-----------------|
| Base Salary               | \$35,876        | \$47,319        | \$48,432        |
| Benefits                  | \$27,177        | \$25,116        | \$31,491        |
| <b>Total Remuneration</b> | <b>\$63,052</b> | <b>\$72,435</b> | <b>\$79,923</b> |



© 2017 Korn Ferry. All rights reserved

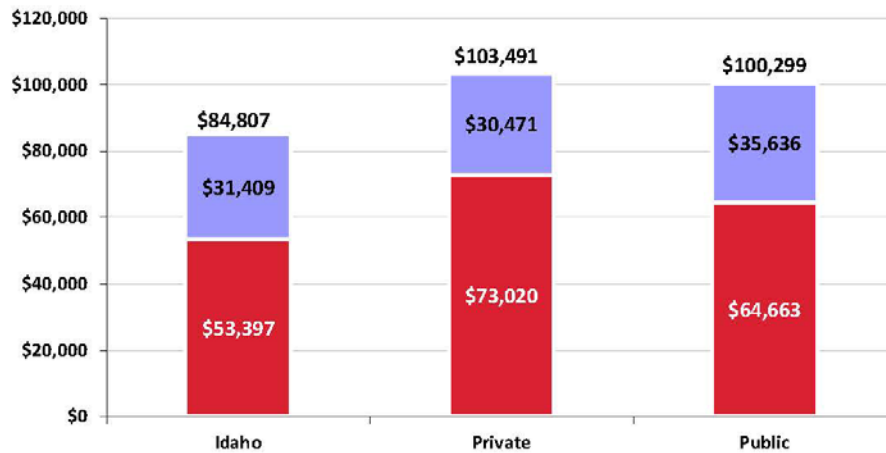
37



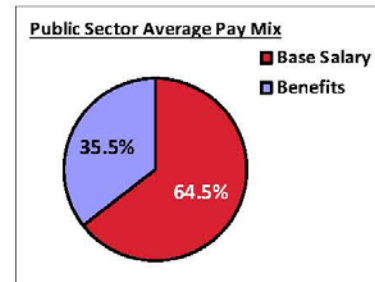
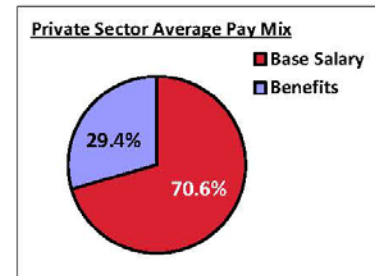
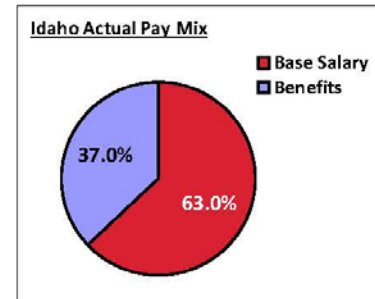
# Total Compensation Market Competitiveness

## STATE OF IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE L

Pay Grade L



|                    | Idaho    | Private   | Public    |
|--------------------|----------|-----------|-----------|
| Base Salary        | \$53,397 | \$73,020  | \$64,663  |
| Benefits           | \$31,409 | \$30,471  | \$35,636  |
| Total Remuneration | \$84,807 | \$103,491 | \$100,299 |



© 2017 Korn Ferry. All rights reserved

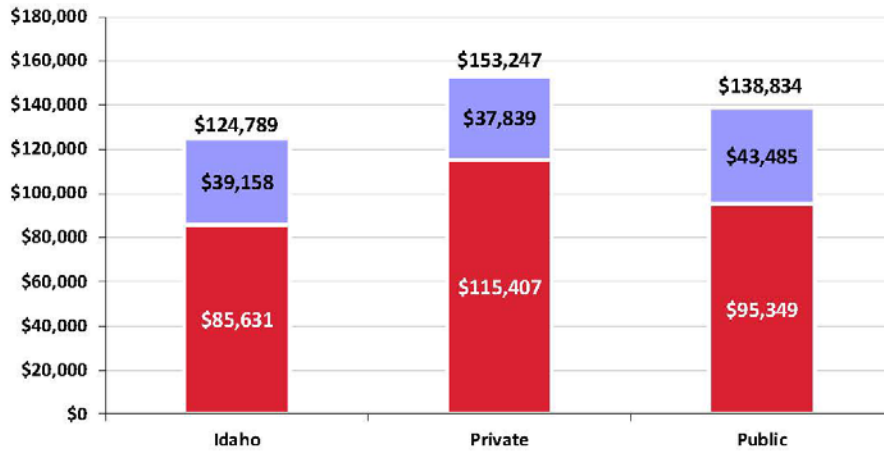
38



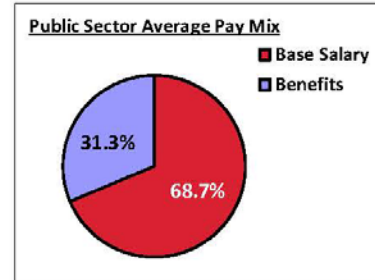
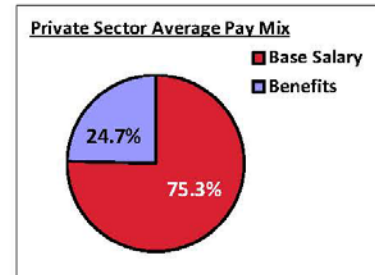
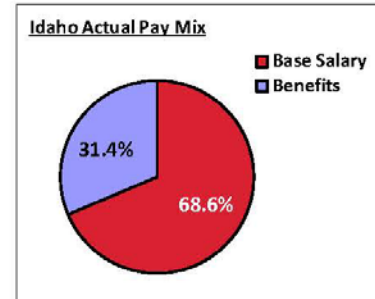
# Total Compensation Market Competitiveness

## STATE OF IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE O

Pay Grade O



|                           | Idaho            | Private          | Public           |
|---------------------------|------------------|------------------|------------------|
| <b>Base Salary</b>        | \$85,631         | \$115,407        | \$95,349         |
| <b>Benefits</b>           | \$39,158         | \$37,839         | \$43,485         |
| <b>Total Remuneration</b> | <b>\$124,789</b> | <b>\$153,247</b> | <b>\$138,834</b> |



© 2017 Korn Ferry. All rights reserved

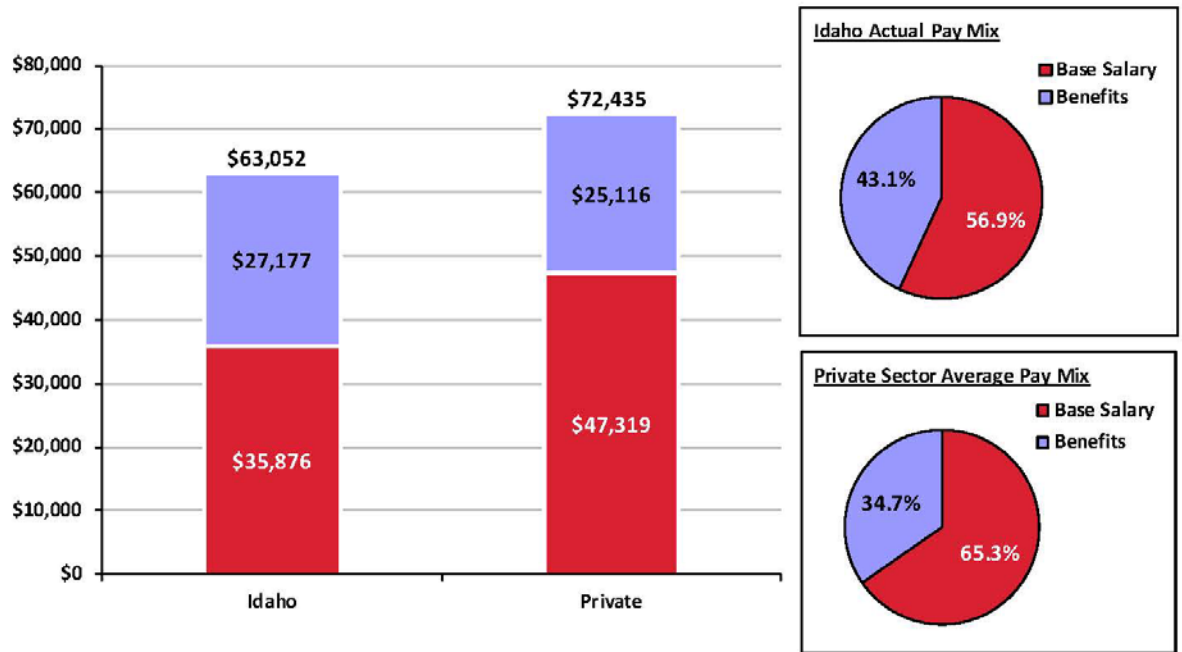
39





# Total Compensation Market Competitiveness

## STATE OF IDAHO VS. PRIVATE SECTOR – AGGREGATE



|                    | Idaho    | Private  | % Difference |
|--------------------|----------|----------|--------------|
| Base Salary        | \$35,876 | \$47,319 | -24%         |
| Benefits           | \$27,177 | \$25,116 | 8%           |
| Total Remuneration | \$63,052 | \$72,435 | -13%         |

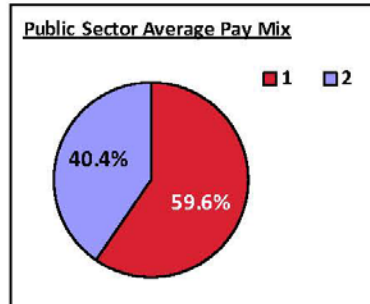
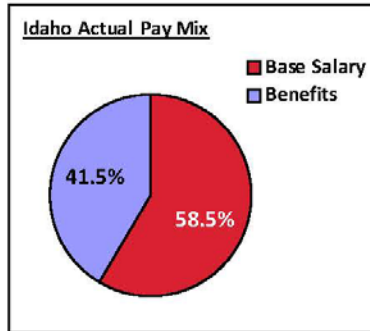
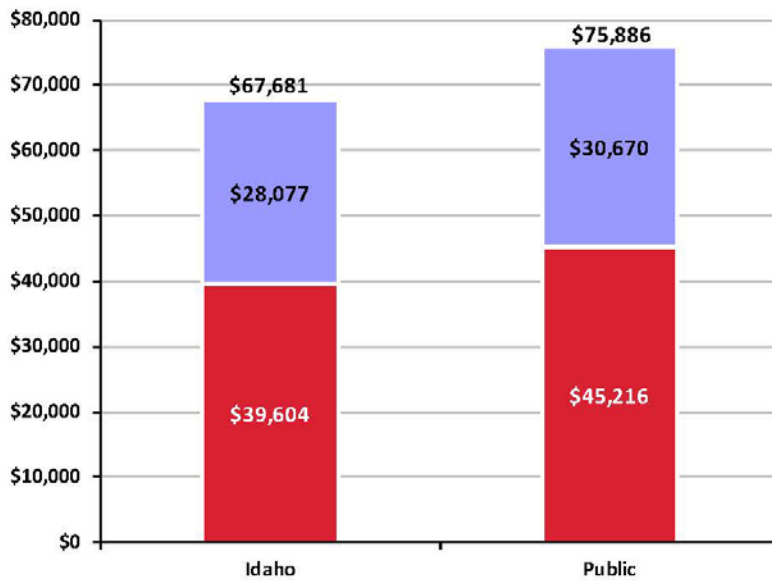
**Note:**

The chart on this page illustrates the aggregate total compensation market position for a State of Idaho employee relative to the Private Sector market



# Total Compensation Market Competitiveness

## STATE OF IDAHO VS. PUBLIC SECTOR – AGGREGATE



|                           | Idaho           | Public          | % Difference |
|---------------------------|-----------------|-----------------|--------------|
| Base Salary               | \$39,604        | \$45,216        | -12%         |
| Benefits                  | \$28,077        | \$30,670        | -8%          |
| <b>Total Remuneration</b> | <b>\$67,681</b> | <b>\$75,886</b> | <b>-11%</b>  |

**Note:**

The chart on this page illustrates the aggregate total compensation market position for a State of Idaho employee relative to the Public Sector market



# 05 Appendices



**A**

## Participant Lists



## General Market Organizations (ID, NV, UT, WA)

- Abercrombie & Fitch
- Air Products & Chemicals
- Akzo Nobel
- Allergan
- American Eagle Outfitters
- Anheuser-Busch InBev -- Anheuser-Busch
- Archer Daniels Midland
- Associated Food Stores
- Bayer -- AG
- Best Buy
- Big Lots
- Boston Beer
- Caleres
- Caterpillar
- Charlotte Russe
- Chico's
- CHS
- Claire's
- Covestro
- Dick's Sporting Goods
- DSW
- Dyno Nobel
- Express
- FedEx -- FedEx Office and Print Services
- Finish Line
- Fossil Group
- Gordmans Stores
- H&M Hennes & Mauritz
- Home Depot
- Hormel Foods
- J.Crew
- Jo-Ann Stores
- Kemira Chemicals
- Kohl's
- Laerdal Medical
- lululemon athletica
- Lundbeck
- Luxottica
- LVMH Moet Hennessy Louis Vuitton
- Magellan Health Services
- Materne North America
- Michaels Stores
- Molnlycke Health Care
- Nordstrom
- Office Depot
- Payless ShoeSource
- Penske Truck Leasing
- PepsiCo
- Pilot Flying J
- Randstad Holding
- Rite Aid
- Safeway
- Saint-Gobain
- Sazerac
- Schreiber Foods
- Schweitzer Engineering Laboratories
- Security Finance Corporation of Spartanburg
- Shopko
- Supernus Pharmaceuticals
- Takeda Pharmaceuticals North America
- Target
- TREX
- Tuesday Morning
- Walmart Stores
- Whole Foods
- Zumiez



## Public Sector Organizations (West, excluding CA)

- City of American Fork, UT
- City of Brigham, UT
- City of Colorado Springs, CO
- City of Denver, CO
- City of Gillette, WY
- City of Herriman, UT
- City of Ogden, UT
- City of Phoenix, AZ
- City of Price, UT
- City of Riverdale, UT
- City of Salt Lake, UT
- City of Seattle, WA
- City of Tucson, AZ
- City of Vancouver, WA
- County of Davis, UT
- County of Grant, WA
- County of King, WA
- County of Kittitas, WA
- County of Laramie, WY
- County of Salt Lake, UT
- County of Snohomish, WA
- County of Summit, UT
- County of Utah, UT
- Jordan Valley Water Conservancy District
- Laramie County Community College, WY
- Port of Seattle, WA
- Seattle City Light
- Snyderville Basin Special Recreation District
- State of Arizona
- State of Colorado
- State of Montana
- State of New Mexico
- State of Oregon
- State of Utah
- State of Wyoming
- Washington Department of Labor and Industries



# B

## Benefits Valuation Methodology



## Benefits Market Analysis – Methodology

**Korn Ferry Hay Group utilizes a proprietary actuarial valuation methodology to evaluate benefit plans in terms of the cash equivalence of the benefits**

- The valuation model places a relative value on each specific feature of a benefit program. The value for each plan is then compiled to produce an overall program value appropriate for market comparison. In general, the more generous a particular feature is, the higher the relative value.
- In establishing a program’s overall market competitiveness, our Benefit Valuation model uses “standard cost assumptions”, instead of a company’s specific costs, which eliminates the impact of such cost variables as demographics, geography, funding method, or purchasing power, etc.
  - The common cost approach is illustrated below using life insurance:

|               |                              | A            | B               | C                     | D = BxCx12           | E                          | F=BxEx12                      |
|---------------|------------------------------|--------------|-----------------|-----------------------|----------------------|----------------------------|-------------------------------|
|               | Basic Life Insurance Benefit | Salary Level | Coverage Amount | Actual Cost per month | Actual Cost Per year | Common Cost Rate per month | Common Cost per Year or VALUE |
| <b>Client</b> | 1 x pay                      | \$200K       | \$200K          | \$.20/\$1000          | \$480                | \$.1875/\$1000             | \$450                         |
| <b>Market</b> | 2 x pay                      | \$200K       | \$400K          | \$.10/\$1000          | \$480                | \$.1875/\$1000             | \$900                         |

- If value is based on actual costs, then these benefits would be equal. By using the common cost approach i.e., eliminating the impact of company specific costs, the 2x pay benefit has more value than the 1x pay benefit





## Benefits Market Analysis – Methodology

- Benefit values are calculated on an “Employer-paid” basis. Employer-paid benefit values are discounted to reflect the relationship of any required employee contributions to the program’s total value. For fully employee-paid plans, the discount is 100% (although some value may be attributable to such things as group purchasing power, etc.). For fully employer-paid plans, there is no discount, and for cost shared plans, a pro-ration is applied
  - Using 401(k) plans as an example, the table below compares three match formulas:

|          | Match Formula                               | Salary Level | Maximum Match | Discount | Value    |
|----------|---|--------------|---------------|----------|----------|
| Client   | 100% of 6% of pay                           | \$200,000    | \$12,000      | 3%       | \$11,640 |
| Market 1 | 100% of 3% of pay and 50% of next 2% of pay | \$200,000    | \$8,000       | 7.5%     | \$7,424  |
| Market 2 | 50% of 6% of pay                            | \$200,000    | \$6,000       | 13%      | \$5,234  |

- The discount rate reflects the likelihood employees will maximize their contribution to receive the full employer match. In the example, employees are more likely to contribute 6% under Client’s plan because the match potential is 100%, whereas under the Market 1 plan the match potential is 80%. Under the Market 2 plan the match potential is only 50%, but of a higher 6% contribution

**The utilization of “standard or common cost assumptions” provides a uniform quantitative evaluation method which produces values based solely on the level of the benefit provided**



## Benefits Market Analysis - Methodology

The valuation method is applied to a full range of employee benefits including:

- Healthcare Insurance (medical, Rx, dental, vision);
- Retirement Plans (defined benefit and defined contribution plans);
- Death Benefits (employer paid basic life and voluntary/supplemental life insurance plans);
- Disability and Sick Leave (sick leave, short-term, long-term disability plans); and
- Other benefits such as Tuition Reimbursement, Flex Plans, Statutory Benefits, etc.

Korn Ferry Hay Group's benefits database generally represents programs provided to salaried exempt positions

### Internal Equity

- Internal equity is the inter-relationship between reward opportunities within an organization. Many benefit plans (death benefits, disability, retirement, etc.) have features or benefit levels that are related to salary. Internal equity is achieved in a benefit program when the relationships between the benefit level and the employee salary are consistent within each employee population (Note: while benefit program differences can often be found between employee classes, most organizations provide consistent policies within a class)
- Organizations that wish to achieve internal equity within a benefit plan typically establish benefit levels that are based on uniform salary multiples (i.e. death benefits of one times salary or disability income replacement level of 60% of salary)



## Thank you

**Malinda Riley**  
Senior Principal

**Lisa Bailey**  
Senior Consultant



## 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 – List of Classified and Non-Classified Agencies

### AGENCIES WITH ONE OR MORE CLASSIFIED EMPLOYEES

- 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\*
- Fish and Game, Dept. of\*
- Health and Welfare, Dept. of\*
- 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\*
- Parks and Recreation, Dept. of\*
- PERSI\*
- Pharmacy Board\*
- Prof Engineers and Land Surveyors Board\*
- Professional -Technical Education\*
- Public Defense Commission\*
- 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\*
- Workforce Development Council\*

### AGENCIES WITH ONLY NON-CLASSIFIED EMPLOYEES

- Arts, Commission on the\*
- Attorney General, Office of the
- Controller, Office of the State
- Correctional Industries\*
- Drug Policy, Office of\*
- Energy and Minerals Resources, Office of\*
- Governor, Office of the\*
- Financial Management, Division of\*
- House of Representatives
- Information Security, Office of\*
- Judicial Branch
- Legislative Services Office
- Lieutenant Governor, Office of\*
- Military Division\*
- Secretary of State, Office of
- Senate
- Species Conservation, Office of\*
- State Appellate Public Defender\*
- State Insurance Fund
- STEM
- Supt of Public Instruction
- Treasurer, Office of the State
- University of Idaho

#### \*Executive Branch Agencies

**Total Number of State Agencies = 88 (Classified 64; Non-Classified 24)**

## Appendix G – §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 H – 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 | Title                                     | Number of Classified Employees | Pay Grade | Temporary Pay Grade            |
|------------|---|--------------------------------|-----------|--------------------------------|
| 7203       | Clinical Specialist                       | 21                             | M         | O                              |
| 7808       | Instructor                                | 28                             | K         | L                              |
| 7433       | ISP Forensic Scientist 2                  | 19                             | K         | L                              |
| 6572       | Locksmith                                 | 4                              | G         | H                              |
| 7476       | Pharmacist, Clinical                      | 5                              | O         | Q                              |
| 7478       | Pharmacy Services Specialist              | 2                              | M         | P                              |
| 7474       | Pharmacy Services Supervisor              | 3                              | P         | R                              |
| 7209       | Physician, Clinical Director - Community  | 0*                             | 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          | 3                              | Q         | V                              |
| 7205       | Physician, Public Health                  | 1*                             | P         | V                              |
| 9406       | Psychologist                              | 2                              | M         | O                              |
| 9402       | Psychologist, Chief of                    | 3                              | O         | P                              |
| 7727       | Therapist                                 | 1                              | L         | M                              |
| 7710       | Therapist, Early Intervention             | 12                             | L         | M                              |
| 4556       | Utilities Division Deputy Administrator   | 1                              | O         | Q                              |
|            |   | <b>110</b>                     |           | * Hired as Temporary Employees |



**Appendix I – FY 2018 Salary Structure**  
**FY 2018 Compensation Schedule – Effective 6/18/2017**

| Pay Grade | Minimum Points   | Grade Points | Maximum Points | Hourly  |         |          | Annual       |              |              |
|-----------|------------------|--------------|----------------|---------|---------|----------|--------------|--------------|--------------|
|           |                  |              |                | Minimum | Policy* | Maximum  | Minimum      | Policy*      | Maximum      |
| D         | Below 110 Points |              |                | \$7.25  | \$10.46 | \$13.08  | \$15,532.40  | \$21,766.99  | \$27,208.48  |
| E         | 110              | 119          | 130            | \$8.19  | \$11.69 | \$14.62  | \$17,032.08  | \$24,316.24  | \$30,400.45  |
| F         | 131              | 142          | 154            | \$9.22  | \$13.16 | \$16.46  | \$19,174.48  | \$27,379.46  | \$34,235.14  |
| G         | 155              | 169          | 184            | \$10.46 | \$14.95 | \$18.68  | \$21,766.99  | \$31,086.43  | \$38,862.93  |
| H         | 185              | 201          | 219            | \$12.05 | \$17.21 | \$21.52  | \$25,066.08  | \$35,799.71  | \$44,754.53  |
| I         | 220              | 240          | 262            | \$14.07 | \$20.11 | \$25.13  | \$29,265.39  | \$41,820.06  | \$52,274.56  |
| J         | 263              | 286          | 312            | \$15.87 | \$22.67 | \$28.34  | \$33,014.59  | \$47,154.43  | \$58,937.63  |
| K         | 313              | 341          | 372            | \$17.78 | \$25.39 | \$31.73  | \$36,978.03  | \$52,810.16  | \$66,007.55  |
| L         | 373              | 406          | 443            | \$20.06 | \$28.66 | \$35.83  | \$41,733.54  | \$59,622.58  | \$74,533.89  |
| M         | 444              | 485          | 528            | \$22.68 | \$32.40 | \$40.51  | \$47,176.06  | \$67,400.11  | \$84,260.18  |
| N         | 529              | 578          | 630            | \$25.06 | \$35.80 | \$44.75  | \$52,124.18  | \$74,470.03  | \$93,087.28  |
| O         | 631              | 688          | 750            | \$27.16 | \$38.80 | \$48.50  | \$56,495.50  | \$80,704.62  | \$100,885.41 |
| P         | 751              | 828          | 904            | \$29.69 | \$42.43 | \$53.03  | \$61,764.98  | \$88,245.25  | \$110,311.97 |
| Q         | 905              | 998          | 1090           | \$32.69 | \$46.70 | \$58.38  | \$67,999.57  | \$97,136.21  | \$121,430.82 |
| R         | 1091             | 1176         | 1292           | \$36.27 | \$51.81 | \$64.77  | \$75,434.11  | \$107,762.72 | \$134,713.70 |
| S         | 1293             | 1399         | 1531           | \$40.67 | \$58.11 | \$72.65  | \$84,603.17  | \$120,874.62 | \$151,103.06 |
| T         | 1532             | 1665         | 1822           | \$45.94 | \$65.63 | \$82.04  | \$95,551.04  | \$136,514.14 | \$170,642.16 |
| U         | 1823             | 1980         | 2166           | \$52.21 | \$74.58 | \$93.23  | \$108,598.05 | \$155,131.39 | \$193,908.83 |
| V         | 2167             | 2354         | 2575           | \$59.68 | \$85.25 | \$106.56 | \$124,130.45 | \$177,326.86 | \$221,652.91 |

\* Per Idaho Code §67-5309B Idaho Compensation Plan, the policy rate should equal the midpoint market average and be adjusted accordingly. Idaho's policy rate is 9.9% below market average.

## Appendix J – Sample State Employee Total Compensation Breakdown

The chart below illustrates the components of a sample employee's total compensation and the related state paid costs. The benefits costs, equaling \$14.35 per hour, are based on the average classified employee's annual wage of \$45,490 or \$21.87 per hour.



## Appendix K – §59-1322 Employer Contributions, 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 redesiɡ, 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 L – Workforce Demographics by County

| Work County  | Employee Count |
|--------------|----------------|
| ADA          | 11,419         |
| ADAMS        | 16             |
| BANNOCK      | 2,711          |
| BEAR LAKE    | 26             |
| BENEWAH      | 73             |
| BINGHAM      | 470            |
| BLAINE       | 46             |
| BOISE        | 18             |
| BONNER       | 172            |
| BONNEVILLE   | 1,124          |
| BOUNDARY     | 52             |
| BUTTE        | 12             |
| CAMAS        | 7              |
| CANYON       | 841            |
| CARIBOU      | 23             |
| CASSIA       | 127            |
| CLARK        | 13             |
| CLEARWATER   | 364            |
| CUSTER       | 58             |
| ELMORE       | 54             |
| FRANKLIN     | 20             |
| FREMONT      | 255            |
| GEM          | 11             |
| GOODING      | 28             |
| IDAHO        | 150            |
| JEFFERSON    | 114            |
| JEROME       | 104            |
| KOOTENAI     | 1,020          |
| LATAH        | 4,007          |
| LEMHI        | 106            |
| LEWIS        | 51             |
| LINCOLN      | 79             |
| MADISON      | 60             |
| MINIDOKA     | 34             |
| NEZPERCE     | 1,706          |
| ONEIDA       | 14             |
| OUT-OF-STATE | 6              |
| OWYHEE       | 34             |
| PAYETTE      | 47             |
| POWER        | 36             |
| SHOSHONE     | 109            |
| TETON        | 18             |
| TWIN FALLS   | 462            |
| VALLEY       | 83             |
| WASHINGTON   | 13             |

## Appendix M – Total Retirement Forecast by Agency Calendar Years 2017-2047

| Agency  | Less than 5 years | 5 to 9 years | 10 to 19 years | 20 to 29 years | 30 or more years |
|---|-------------------|--------------|----------------|----------------|------------------|
| ACCOUNTANCY, STATE                                  | 1                 | 0            | 9              | 1              | 0                |
| ADMINISTRATION, DEPARTMENT OF                       | 17                | 22           | 55             | 37             | 3                |
| AGING, COMMISSION ON                                | 2                 | 2            | 12             | 4              | 0                |
| AGRICULTURE, DEPARTMENT OF                          | 42                | 22           | 70             | 102            | 40               |
| BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE     | 4                 | 5            | 22             | 10             | 1                |
| BRAND INSPECTOR, STATE                              | 14                | 7            | 13             | 9              | 0                |
| BUILDING SAFETY, DIVISION OF                        | 10                | 21           | 68             | 39             | 5                |
| CAREER-TECHNICAL EDUCATION, DIVISION OF             | 3                 | 4            | 14             | 11             | 4                |
| COMMERCE, DEPARTMENT OF                             | 2                 | 4            | 18             | 22             | 1                |
| CONSERVATION, SOIL AND WATER COMMISSION             | 3                 | 3            | 9              | 4              | 1                |
| CORRECTION, DEPARTMENT OF                           | 188               | 220          | 705            | 766            | 17               |
| DENTISTRY, BOARD OF                                 | 1                 | 0            | 0              | 2              | 1                |
| EASTERN IDAHO TECHNICAL COLLEGE                     | 5                 | 14           | 42             | 49             | 6                |
| EDUCATION, STATE BOARD OF                           | 1                 | 4            | 18             | 15             | 2                |
| ENDOWMENT FUND INVESTMENT BOARD                     | 0                 | 2            | 3              | 1              | 0                |
| ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF | 0                 | 3            | 6              | 1              | 0                |
| ENVIRONMENTAL QUALITY, DEPARTMENT OF                | 50                | 58           | 125            | 108            | 21               |
| FINANCE, DEPARTMENT OF                              | 9                 | 8            | 20             | 21             | 7                |
| FINANCIAL MANAGEMENT, DIVISION OF                   | 1                 | 1            | 5              | 7              | 1                |
| FISH AND GAME, DEPARTMENT OF                        | 108               | 80           | 205            | 175            | 76               |
| HEALTH AND WELFARE, DEPARTMENT OF                   | 208               | 267          | 905            | 1177           | 293              |
| HEALTH DISTRICT 1 (PANHANDLE)                       | 8                 | 11           | 45             | 53             | 5                |
| HEALTH DISTRICT 2 (NORTH CENTRAL)                   | 6                 | 5            | 24             | 16             | 5                |
| HEALTH DISTRICT 3 (SOUTHWEST)                       | 6                 | 14           | 40             | 28             | 8                |
| HEALTH DISTRICT 4 (CENTRAL)                         | 8                 | 14           | 45             | 38             | 16               |

| Agency  | Less than 5 years | 5 to 9 years | 10 to 19 years | 20 to 29 years | 30 or more years |
|---|-------------------|--------------|----------------|----------------|------------------|
| HEALTH DISTRICT 5 (SOUTH CENTRAL)                   | 9                 | 8            | 24             | 26             | 10               |
| HEALTH DISTRICT 6 (SOUTHEASTERN)                    | 6                 | 11           | 37             | 22             | 8                |
| HEALTH DISTRICT 7 (EASTERN)                         | 6                 | 13           | 38             | 36             | 8                |
| HISPANIC AFFAIRS, IDAHO COMMISSION ON               | 0                 | 1            | 2              | 0              | 0                |
| HISTORICAL SOCIETY, IDAHO STATE                     | 4                 | 0            | 17             | 19             | 5                |
| HUMAN RESOURCES, DIVISION OF                        | 1                 | 2            | 2              | 6              | 1                |
| INDEPENDENT LIVING COUNCIL                          | 0                 | 1            | 2              | 0              | 1                |
| INDUSTRIAL COMMISSION                               | 17                | 20           | 43             | 43             | 8                |
| INSURANCE, DEPARTMENT OF                            | 8                 | 9            | 25             | 27             | 3                |
| JUVENILE CORRECTIONS, DEPARTMENT OF                 | 31                | 37           | 142            | 147            | 50               |
| LABOR, DEPARTMENT OF                                | 73                | 91           | 214            | 120            | 16               |
| LANDS, DEPARTMENT OF                                | 45                | 37           | 132            | 129            | 24               |
| LAVA HOT SPRINGS FOUNDATION                         | 1                 | 3            | 6              | 7              | 1                |
| LEWIS-CLARK STATE COLLEGE                           | 52                | 49           | 172            | 162            | 45               |
| LIBRARIES, IDAHO COMMISSION FOR                     | 6                 | 5            | 13             | 11             | 2                |
| LIQUOR DIVISION, IDAHO STATE                        | 12                | 38           | 74             | 79             | 25               |
| LOTTERY COMMISSION, IDAHO STATE                     | 4                 | 4            | 22             | 15             | 2                |
| MEDICINE, BOARD OF                                  | 1                 | 0            | 9              | 6              | 0                |
| NURSING, BOARD OF                                   | 3                 | 1            | 14             | 3              | 0                |
| OCCUPATIONAL LICENSES, BUREAU OF                    | 6                 | 9            | 18             | 9              | 0                |
| OUTFITTERS AND GUIDES LICENSING BOARD               | 0                 | 2            | 4              | 1              | 0                |
| PARDONS AND PAROLE, COMMISSION OF                   | 6                 | 11           | 12             | 7              | 0                |
| PARKS AND RECREATION, DEPARTMENT OF                 | 24                | 22           | 62             | 41             | 16               |
| PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO) | 8                 | 6            | 32             | 22             | 1                |
| PHARMACY, BOARD OF                                  | 0                 | 4            | 5              | 5              | 1                |
| POLICE, IDAHO STATE                                 | 53                | 78           | 185            | 184            | 22               |
| PUBLIC TELEVISION                                   | 15                | 10           | 21             | 14             | 0                |
| PUBLIC UTILITIES COMMISSION                         | 10                | 2            | 19             | 12             | 2                |
| RACING, STATE COMMISSION                            | 1                 | 1            | 0              | 0              | 0                |

| Agency                                       | Less than 5 years | 5 to 9 years | 10 to 19 years | 20 to 29 years | 30 or more years |
|--|-------------------|--------------|----------------|----------------|------------------|
| REAL ESTATE COMMISSION, IDAHO                | 1                 | 1            | 6              | 4              | 0                |
| STATE PUBLIC DEFENSE COMMISSION              | 0                 | 0            | 2              | 4              | 0                |
| TAX APPEALS, BOARD OF                        | 1                 | 0            | 2              | 2              | 0                |
| TAX COMMISSION, IDAHO STATE                  | 65                | 59           | 169            | 113            | 25               |
| TRANSPORTATION, DEPARTMENT OF                | 235               | 243          | 552            | 395            | 121              |
| VETERANS SERVICES                            | 24                | 32           | 129            | 116            | 32               |
| VETERINARY MEDICINE, BOARD OF                | 0                 | 0            | 1              | 1              | 1                |
| VOCATIONAL REHABILITATION, IDAHO DIVISION OF | 7                 | 24           | 56             | 52             | 10               |
| WATER RESOURCES, DEPARTMENT OF               | 26                | 16           | 55             | 46             | 15               |
| <b>Total</b>                                 | <b>1,458</b>      | <b>1,641</b> | <b>4,796</b>   | <b>4,582</b>   | <b>968</b>       |



## Appendix N – Classified Turnover by Separation Code

| Reason for Leaving Code                | Count of Employees | Percentage of Employees |
|--|--------------------|-------------------------|
| Personal                               | 868                | 43.7%                   |
| Retirement                             | 416                | 20.9%                   |
| Private Sector Job                     | 188                | 9.5%                    |
| Transfer to Another Agency             | 113                | 5.7%                    |
| Failure to Complete Entrance Probation | 105                | 5.3%                    |
| Layoff/Medical                         | 77                 | 3.9%                    |
| Federal Job                            | 38                 | 1.9%                    |
| Termination                            | 35                 | 1.8%                    |
| County Job                             | 32                 | 1.6%                    |
| Death                                  | 27                 | 1.4%                    |
| City Job                               | 22                 | 1.1%                    |
| School District Job                    | 20                 | 1.0%                    |
| Layoff/Shortage                        | 15                 | 0.8%                    |
| Layoff                                 | 13                 | 0.7%                    |
| State Job (Not in Idaho)               | 9                  | 0.5%                    |
| Medical Retirement                     | 5                  | 0.3%                    |
| Military                               | 5                  | 0.3%                    |
| <b>Total</b>                           | <b>1,988</b>       | <b>100%</b>             |

## Appendix O – Classified Employees Total Separations by Agency FY 13-17

| Agency Name                                     | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|---|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| ACCOUNTANCY, STATE BOARD OF                     | 8.0%                         | 0                   | 0.0%                  | 1                   | 40.0%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| ADMINISTRATION, DEPARTMENT OF                   | 13.4%                        | 18                  | 15.3%                 | 18                  | 15.1%                 | 16                  | 13.3%                 | 15                  | 12.6%                 | 13                  | 10.9%                 |
| AGING, COMMISSION ON                            | 3.4%                         | 1                   | 8.7%                  | 1                   | 8.3%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| AGRICULTURE, DEPARTMENT OF                      | 16.4%                        | 34                  | 19.4%                 | 33                  | 19.2%                 | 24                  | 14.2%                 | 25                  | 15.0%                 | 23                  | 13.9%                 |
| BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE | 9.5%                         | 3                   | 7.8%                  | 3                   | 8.1%                  | 5                   | 13.5%                 | 3                   | 7.8%                  | 4                   | 10.4%                 |
| BOISE STATE UNIVERSITY                          | 16.3%                        | 94                  | 16.9%                 | 78                  | 14.2%                 | 87                  | 15.2%                 | 120                 | 20.3%                 | 88                  | 14.9%                 |
| BRAND INSPECTOR, STATE                          | 8.8%                         | 4                   | 12.9%                 | 5                   | 16.7%                 | 1                   | 3.5%                  | 2                   | 7.4%                  | 1                   | 3.8%                  |
| BUILDING SAFETY, DIVISION OF                    | 9.0%                         | 14                  | 11.9%                 | 6                   | 5.4%                  | 13                  | 12.4%                 | 6                   | 5.9%                  | 9                   | 9.4%                  |
| CAREER-TECHNICAL EDUCATION, DIVISION OF         | 26.2%                        | 3                   | 26.1%                 | 5                   | 41.7%                 | 1                   | 8.7%                  | 3                   | 28.6%                 | 3                   | 26.1%                 |
| COMMERCE, DEPARTMENT OF                         | 16.4%                        | 2                   | 5.8%                  | 5                   | 14.7%                 | 6                   | 17.4%                 | 11                  | 31.0%                 | 5                   | 13.2%                 |
| CONSERVATION, SOIL AND WATER COMMISSION         | 7.6%                         | 3                   | 17.7%                 | 0                   | 0.0%                  | 2                   | 13.3%                 | 0                   | 0.0%                  | 1                   | 7.1%                  |
| CORRECTION, DEPARTMENT OF                       | 17.4%                        | 318                 | 16.6%                 | 304                 | 15.7%                 | 386                 | 21.2%                 | 262                 | 16.3%                 | 258                 | 17.3%                 |
| DENTISTRY, BOARD OF                             | 23.3%                        | 1                   | 50.0%                 | 0                   | 0.0%                  | 1                   | 66.7%                 | 0                   | 0.0%                  | 0                   | 0.0%                  |
| EASTERN IDAHO TECHNICAL COLLEGE                 | 19.7%                        | 8                   | 22.5%                 | 10                  | 27.0%                 | 7                   | 18.2%                 | 7                   | 18.0%                 | 5                   | 12.8%                 |
| EDUCATION, STATE BOARD OF                       | 45.3%                        | 2                   | 36.4%                 | 2                   | 50.0%                 | 1                   | 40.0%                 | 2                   | 100.0%                | 0                   | 0.0%                  |
| ENDOWMENT FUND INVESTMENT BOARD                 | 30.0%                        | 1                   | 50.0%                 | 1                   | 50.0%                 | 0                   | 0.0%                  | 1                   | 50.0%                 | 0                   | 0.0%                  |

| Agency Name   | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|---|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| ENVIRONMENTAL QUALITY, DEPARTMENT OF                | 9.1%                         | 44                  | 13.1%                 | 28                  | 8.5%                  | 28                  | 8.6%                  | 22                  | 6.8%                  | 28                  | 8.7%                  |
| FINANCE, DEPARTMENT OF                              | 9.7%                         | 4                   | 6.7%                  | 6                   | 10.2%                 | 8                   | 13.5%                 | 9                   | 15.0%                 | 2                   | 3.4%                  |
| FISH AND GAME, DEPARTMENT OF                        | 7.9%                         | 52                  | 9.9%                  | 44                  | 8.3%                  | 32                  | 6.0%                  | 38                  | 7.2%                  | 44                  | 8.3%                  |
| HEALTH AND WELFARE, DEPARTMENT OF                   | 16.3%                        | 436                 | 16.1%                 | 393                 | 14.5%                 | 492                 | 18.7%                 | 451                 | 17.1%                 | 395                 | 14.9%                 |
| HEALTH DISTRICT 1 (PANHANDLE)                       | 20.3%                        | 26                  | 23.0%                 | 19                  | 17.5%                 | 30                  | 27.9%                 | 22                  | 20.3%                 | 14                  | 12.7%                 |
| HEALTH DISTRICT 2 (NORTH CENTRAL)                   | 10.5%                        | 8                   | 17.4%                 | 4                   | 8.7%                  | 3                   | 7.0%                  | 5                   | 12.2%                 | 3                   | 7.4%                  |
| HEALTH DISTRICT 3 (SOUTHWEST)                       | 13.2%                        | 16                  | 17.2%                 | 10                  | 11.2%                 | 6                   | 7.2%                  | 12                  | 14.4%                 | 14                  | 16.1%                 |
| HEALTH DISTRICT 4 (CENTRAL)                         | 16.6%                        | 24                  | 22.2%                 | 19                  | 17.0%                 | 16                  | 14.7%                 | 18                  | 16.3%                 | 14                  | 12.6%                 |
| HEALTH DISTRICT 5 (SOUTH CENTRAL)                   | 16.8%                        | 6                   | 8.5%                  | 11                  | 16.3%                 | 15                  | 22.6%                 | 18                  | 25.7%                 | 8                   | 11.1%                 |
| HEALTH DISTRICT 6 (SOUTHEASTERN)                    | 14.0%                        | 9                   | 12.2%                 | 8                   | 11.2%                 | 17                  | 23.5%                 | 10                  | 13.6%                 | 7                   | 9.5%                  |
| HEALTH DISTRICT 7 (EASTERN)                         | 18.2%                        | 11                  | 11.4%                 | 24                  | 24.7%                 | 13                  | 14.2%                 | 16                  | 18.4%                 | 19                  | 22.4%                 |
| HISPANIC AFFAIRS, IDAHO COMMISSION ON               | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| HISTORICAL SOCIETY, IDAHO STATE                     | 14.5%                        | 7                   | 16.1%                 | 6                   | 14.3%                 | 4                   | 9.9%                  | 7                   | 17.3%                 | 6                   | 15.0%                 |
| HUMAN RESOURCES, DIVISION OF                        | 32.1%                        | 4                   | 47.1%                 | 2                   | 28.6%                 | 2                   | 28.6%                 | 4                   | 44.4%                 | 1                   | 11.8%                 |
| IDAHO STATE UNIVERSITY                              | 10.9%                        | 81                  | 12.1%                 | 85                  | 12.4%                 | 50                  | 7.7%                  | 61                  | 9.7%                  | 78                  | 12.6%                 |

| Agency Name                           | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|---------------------------------------|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| INDEPENDENT LIVING COUNCIL            | 24.7%                        | 0                   | 0.0%                  | 1                   | 50.0%                 | 1                   | 40.0%                 | 0                   | 0.0%                  | 1                   | 33.3%                 |
| INDUSTRIAL COMMISSION                 | 22.2%                        | 16                  | 21.8%                 | 26                  | 34.7%                 | 12                  | 15.8%                 | 11                  | 14.6%                 | 18                  | 24.0%                 |
| INSURANCE, DEPARTMENT OF              | 19.8%                        | 16                  | 28.6%                 | 9                   | 16.2%                 | 9                   | 16.2%                 | 13                  | 22.6%                 | 9                   | 15.3%                 |
| JUVENILE CORRECTIONS, DEPARTMENT OF   | 16.5%                        | 50                  | 12.7%                 | 75                  | 19.4%                 | 67                  | 17.3%                 | 68                  | 17.7%                 | 58                  | 15.3%                 |
| LABOR, DEPARTMENT OF                  | 12.6%                        | 68                  | 13.3%                 | 73                  | 13.5%                 | 68                  | 12.0%                 | 78                  | 13.2%                 | 67                  | 11.1%                 |
| LANDS, DEPARTMENT OF                  | 11.1%                        | 33                  | 12.1%                 | 38                  | 14.6%                 | 31                  | 12.4%                 | 21                  | 8.6%                  | 19                  | 8.0%                  |
| LAVA HOT SPRINGS FOUNDATION           | 11.5%                        | 3                   | 25.0%                 | 3                   | 24.0%                 | 0                   | 0.0%                  | 1                   | 8.3%                  | 0                   | 0.0%                  |
| LEWIS-CLARK STATE COLLEGE             | 17.5%                        | 25                  | 19.6%                 | 16                  | 12.7%                 | 20                  | 16.1%                 | 31                  | 24.4%                 | 19                  | 14.7%                 |
| LIBRARIES, IDAHO COMMISSION FOR       | 9.0%                         | 4                   | 11.9%                 | 3                   | 8.8%                  | 1                   | 3.0%                  | 5                   | 15.2%                 | 2                   | 5.9%                  |
| LIQUOR DIVISION, IDAHO STATE          | 20.4%                        | 50                  | 24.1%                 | 37                  | 18.3%                 | 43                  | 21.8%                 | 42                  | 21.4%                 | 32                  | 16.5%                 |
| LOTTERY COMMISSION, IDAHO STATE       | 20.0%                        | 2                   | 25.0%                 | 0                   | 0.0%                  | 3                   | 35.3%                 | 3                   | 30.0%                 | 1                   | 9.5%                  |
| MEDICINE, BOARD OF                    | 2.4%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 1                   | 11.8%                 | 0                   | 0.0%                  | 0                   | 0.0%                  |
| NURSING, BOARD OF                     | 35.4%                        | 0                   | 0.0%                  | 2                   | 30.8%                 | 2                   | 36.4%                 | 3                   | 60.0%                 | 3                   | 50.0%                 |
| OCCUPATIONAL LICENSES, BUREAU OF      | 15.5%                        | 7                   | 20.9%                 | 3                   | 9.5%                  | 7                   | 22.2%                 | 3                   | 9.2%                  | 5                   | 15.4%                 |
| OUTFITTERS AND GUIDES LICENSING BOARD | 11.4%                        | 2                   | 57.1%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| PARDONS AND PAROLE, COMMISSION OF     | 18.3%                        | 3                   | 9.5%                  | 5                   | 16.1%                 | 4                   | 13.3%                 | 9                   | 31.0%                 | 6                   | 21.4%                 |
| PARKS AND RECREATION, DEPARTMENT OF   | 12.2%                        | 13                  | 8.8%                  | 19                  | 13.4%                 | 19                  | 14.0%                 | 18                  | 13.2%                 | 16                  | 11.7%                 |
| Agency Name                           | 5 Year                       | FY 2017             | FY 2017               | FY 2016             | FY 2016               | FY 2015             | FY 2015               | FY 2014             | FY 2014               | FY 2013             | FY 2013               |

|   | Average Turnover Rate | Separations  | Turnover Rate | Separations  | Turnover Rate | Separations  | Turnover Rate | Separations  | Turnover Rate | Separations  | Turnover Rate |
|---|-----------------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|
| PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO) | 17.9%                 | 17           | 30.1%         | 14           | 25.9%         | 8            | 15.2%         | 7            | 12.8%         | 3            | 5.5%          |
| PHARMACY, BOARD OF                                  | 9.9%                  | 1            | 8.7%          | 0            | 0.0%          | 1            | 9.5%          | 1            | 10.0%         | 2            | 21.1%         |
| POLICE, IDAHO STATE                                 | 10.2%                 | 44           | 8.8%          | 54           | 11.2%         | 60           | 12.6%         | 34           | 7.2%          | 51           | 11.1%         |
| PUBLIC TELEVISION                                   | 6.2%                  | 0            | 0.0%          | 3            | 5.9%          | 2            | 4.1%          | 3            | 6.4%          | 7            | 14.6%         |
| PUBLIC UTILITIES COMMISSION                         | 14.3%                 | 8            | 20.8%         | 3            | 8.1%          | 7            | 19.7%         | 5            | 14.3%         | 3            | 8.5%          |
| RACING, STATE COMMISSION                            | 46.7%                 | 1            | 66.7%         | 0            | 0.0%          | 0            | 0.0%          | 1            | 66.7%         | 2            | 100.0%        |
| REAL ESTATE COMMISSION, IDAHO                       | 13.9%                 | 2            | 17.4%         | 1            | 10.0%         | 4            | 42.1%         | 0            | 0.0%          | 0            | 0.0%          |
| STATE PUBLIC DEFENSE COMMISSION                     | 0.0%                  | 0            | 0.0%          | 0            | 0.0%          | 0            | 0.0%          | 0            | 0.0%          | 0            | 0.0%          |
| TAX APPEALS, BOARD OF                               | 10.0%                 | 0            | 0.0%          | 0            | 0.0%          | 0            | 0.0%          | 0            | 0.0%          | 1            | 50.0%         |
| TAX COMMISSION, IDAHO STATE                         | 10.7%                 | 44           | 10.4%         | 43           | 10.4%         | 48           | 11.5%         | 43           | 10.2%         | 47           | 11.0%         |
| TRANSPORTATION, DEPARTMENT OF                       | 11.5%                 | 209          | 14.2%         | 163          | 10.9%         | 172          | 11.0%         | 170          | 10.5%         | 183          | 11.0%         |
| VETERANS SERVICES                                   | 32.8%                 | 114          | 36.7%         | 109          | 36.3%         | 86           | 29.5%         | 97           | 32.6%         | 85           | 29.1%         |
| VETERINARY MEDICINE, BOARD OF                       | 43.3%                 | 1            | 50.0%         | 0            | 0.0%          | 1            | 100.0%        | 1            | 66.7%         | 0            | 0.0%          |
| VOCATIONAL REHABILITATION, IDAHO DIVISION OF        | 19.9%                 | 5            | 9.4%          | 13           | 24.5%         | 8            | 14.8%         | 8            | 14.8%         | 19           | 35.9%         |
| WATER RESOURCES, DEPARTMENT OF                      | 12.9%                 | 16           | 11.4%         | 17           | 12.5%         | 19           | 14.2%         | 20           | 14.9%         | 16           | 11.4%         |
| <b>Overall - Total</b>                              | <b>15.9%</b>          | <b>1,988</b> | <b>17.6%</b>  | <b>1,861</b> | <b>15.1%</b>  | <b>1,970</b> | <b>16.2%</b>  | <b>1,846</b> | <b>17.3%</b>  | <b>1,718</b> | <b>13.5%</b>  |

## Appendix P – Classified Employees Voluntary Separations by Agency FY 13-17

| Agency Name                                     | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|---|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| ACCOUNTANCY, STATE BOARD OF                     | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| ADMINISTRATION, DEPARTMENT OF                   | 6.1%                         | 8                   | 6.8%                  | 8                   | 6.7%                  | 6                   | 5.0%                  | 9                   | 7.6%                  | 5                   | 4.2%                  |
| AGING, COMMISSION ON                            | 3.4%                         | 1                   | 8.7%                  | 1                   | 8.3%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| AGRICULTURE, DEPARTMENT OF                      | 9.5%                         | 22                  | 12.6%                 | 18                  | 10.5%                 | 14                  | 8.3%                  | 14                  | 8.4%                  | 13                  | 7.9%                  |
| BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE | 4.0%                         | 0                   | 0.0%                  | 1                   | 2.7%                  | 2                   | 5.4%                  | 1                   | 2.6%                  | 2                   | 5.1%                  |
| BOISE STATE UNIVERSITY                          | 7.9%                         | 50                  | 9.0%                  | 49                  | 8.9%                  | 46                  | 8.0%                  | 47                  | 7.9%                  | 34                  | 5.8%                  |
| BRAND INSPECTOR, STATE                          | 3.5%                         | 0                   | 0.0%                  | 2                   | 6.7%                  | 1                   | 3.5%                  | 1                   | 3.7%                  | 0                   | 0.0%                  |
| BUILDING SAFETY, DIVISION OF                    | 3.0%                         | 6                   | 5.1%                  | 2                   | 1.8%                  | 5                   | 4.8%                  | 1                   | 1.0%                  | 2                   | 2.1%                  |
| CAREER-TECHNICAL EDUCATION, DIVISION OF         | 19.4%                        | 2                   | 17.4%                 | 3                   | 25.0%                 | 0                   | 0.0%                  | 3                   | 28.6%                 | 3                   | 26.1%                 |
| COMMERCE, DEPARTMENT OF                         | 10.8%                        | 1                   | 2.9%                  | 3                   | 8.8%                  | 4                   | 11.6%                 | 5                   | 14.5%                 | 6                   | 16.0%                 |
| CONSERVATION, SOIL AND WATER COMMISSION         | 6.5%                         | 1                   | 5.9%                  | 0                   | 0.0%                  | 2                   | 13.3%                 | 0                   | 0.0%                  | 1                   | 6.9%                  |
| CORRECTION, DEPARTMENT OF                       | 8.0%                         | 161                 | 8.3%                  | 149                 | 7.7%                  | 152                 | 8.3%                  | 124                 | 7.5%                  | 124                 | 8.2%                  |
| DENTISTRY, BOARD OF                             | 29.2%                        | 1                   | 50.0%                 | 0                   | 0.0%                  | 1                   | 66.7%                 | 0                   | 0.0%                  | 0                   | 0.0%                  |
| EASTERN IDAHO TECHNICAL COLLEGE                 | 10.8%                        | 5                   | 14.1%                 | 6                   | 16.2%                 | 1                   | 2.6%                  | 5                   | 13.2%                 | 3                   | 7.8%                  |

| Agency Name   | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|---|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| EDUCATION, STATE BOARD OF                           | 28.6%                        | 1                   | 18.2%                 | 1                   | 25.0%                 | 0                   | 0.0%                  | 2                   | 100.0%                | 0                   | 0.0%                  |
| ENDOWMENT FUND INVESTMENT BOARD                     | 12.5%                        | 0                   | 0.0%                  | 1                   | 50.0%                 | 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                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| ENVIRONMENTAL QUALITY, DEPARTMENT OF                | 5.3%                         | 26                  | 7.8%                  | 11                  | 3.3%                  | 17                  | 5.3%                  | 14                  | 4.3%                  | 19                  | 5.8%                  |
| FINANCE, DEPARTMENT OF                              | 4.3%                         | 3                   | 5.0%                  | 1                   | 1.7%                  | 4                   | 6.7%                  | 5                   | 8.3%                  | 0                   | 0.0%                  |
| FISH AND GAME, DEPARTMENT OF                        | 3.1%                         | 20                  | 3.8%                  | 18                  | 3.2%                  | 14                  | 2.6%                  | 15                  | 2.8%                  | 15                  | 2.8%                  |
| HEALTH AND WELFARE, DEPARTMENT OF                   | 8.3%                         | 229                 | 8.5%                  | 198                 | 7.3%                  | 251                 | 9.5%                  | 237                 | 9.0%                  | 189                 | 7.2%                  |
| HEALTH DISTRICT 1 (PANHANDLE)                       | 10.6%                        | 13                  | 11.5%                 | 13                  | 12.0%                 | 14                  | 13.0%                 | 11                  | 10.2%                 | 7                   | 6.4%                  |
| HEALTH DISTRICT 2 (NORTH CENTRAL)                   | 6.4%                         | 6                   | 13.0%                 | 1                   | 2.2%                  | 2                   | 4.7%                  | 2                   | 4.8%                  | 3                   | 7.2%                  |
| HEALTH DISTRICT 3 (SOUTHWEST)                       | 7.1%                         | 9                   | 9.7%                  | 6                   | 6.7%                  | 4                   | 4.8%                  | 6                   | 7.2%                  | 6                   | 6.9%                  |
| HEALTH DISTRICT 4 (CENTRAL)                         | 9.3%                         | 14                  | 13.0%                 | 8                   | 7.2%                  | 9                   | 8.3%                  | 13                  | 11.9%                 | 7                   | 6.4%                  |
| HEALTH DISTRICT 5 (SOUTH CENTRAL)                   | 9.1%                         | 4                   | 5.7%                  | 4                   | 5.9%                  | 10                  | 15.0%                 | 9                   | 13.2%                 | 4                   | 5.8%                  |
| HEALTH DISTRICT 6 (SOUTHEASTERN)                    | 7.1%                         | 6                   | 8.2%                  | 4                   | 5.6%                  | 7                   | 9.7%                  | 7                   | 9.4%                  | 2                   | 2.7%                  |
| HEALTH DISTRICT 7 (EASTERN)                         | 6.9%                         | 7                   | 7.3%                  | 9                   | 9.4%                  | 8                   | 8.7%                  | 4                   | 4.6%                  | 4                   | 4.7%                  |
| HISPANIC AFFAIRS, IDAHO COMMISSION                  | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |

| Agency Name                         | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|-------------------------------------|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| HISTORICAL SOCIETY, IDAHO STATE     | 7.2%                         | 3                   | 6.9%                  | 5                   | 11.9%                 | 1                   | 2.5%                  | 3                   | 7.5%                  | 3                   | 7.4%                  |
| HUMAN RESOURCES, DIVISION OF        | 17.1%                        | 1                   | 11.8%                 | 1                   | 14.3%                 | 1                   | 14.3%                 | 3                   | 33.3%                 | 1                   | 11.8%                 |
| IDAHO STATE UNIVERSITY              | 6.1%                         | 44                  | 6.6%                  | 45                  | 6.7%                  | 31                  | 4.8%                  | 40                  | 6.4%                  | 37                  | 6.0%                  |
| INDEPENDENT LIVING COUNCIL          | 30.8%                        | 0                   | 0.0%                  | 1                   | 50.0%                 | 1                   | 40.0%                 | 0                   | 0.0%                  | 1                   | 33.3%                 |
| INDUSTRIAL COMMISSION               | 13.3%                        | 8                   | 10.9%                 | 16                  | 21.3%                 | 6                   | 7.9%                  | 7                   | 9.3%                  | 13                  | 17.2%                 |
| INSURANCE, DEPARTMENT OF            | 11.7%                        | 11                  | 19.6%                 | 4                   | 7.2%                  | 5                   | 9.0%                  | 9                   | 15.7%                 | 4                   | 6.8%                  |
| JUVENILE CORRECTIONS, DEPARTMENT OF | 10.3%                        | 29                  | 7.4%                  | 52                  | 13.4%                 | 45                  | 11.6%                 | 37                  | 9.7%                  | 35                  | 9.2%                  |
| LABOR, DEPARTMENT OF                | 6.0%                         | 36                  | 7.1%                  | 38                  | 7.2%                  | 39                  | 6.9%                  | 27                  | 4.6%                  | 26                  | 4.3%                  |
| LANDS, DEPARTMENT OF                | 5.7%                         | 14                  | 5.1%                  | 21                  | 8.1%                  | 14                  | 5.6%                  | 13                  | 5.3%                  | 10                  | 4.2%                  |
| LAVA HOT SPRINGS FOUNDATION         | 6.5%                         | 1                   | 8.3%                  | 2                   | 16.0%                 | 0                   | 0.0%                  | 1                   | 8.3%                  | 0                   | 0.0%                  |
| LEWIS-CLARK STATE COLLEGE           | 9.0%                         | 16                  | 12.6%                 | 7                   | 5.6%                  | 7                   | 5.6%                  | 15                  | 12.0%                 | 12                  | 9.4%                  |
| LIBRARIES, IDAHO COMMISSION FOR     | 3.0%                         | 1                   | 3.0%                  | 2                   | 5.9%                  | 0                   | 0.0%                  | 1                   | 3.0%                  | 1                   | 2.9%                  |
| LIQUOR DIVISION, IDAHO STATE        | 8.8%                         | 22                  | 10.6%                 | 14                  | 6.8%                  | 19                  | 9.6%                  | 20                  | 10.2%                 | 13                  | 6.7%                  |
| LOTTERY COMMISSION, IDAHO STATE     | 10.9%                        | 1                   | 12.5%                 | 0                   | 0.0%                  | 1                   | 11.8%                 | 1                   | 10.0%                 | 1                   | 9.5%                  |
| MEDICINE, BOARD OF                  | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |



| Agency Name   | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|---|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| NURSING, BOARD OF                                   | 31.3%                        | 0                   | 0.0%                  | 1                   | 15.4%                 | 2                   | 36.4%                 | 2                   | 40.0%                 | 2                   | 33.3%                 |
| OCCUPATIONAL LICENSES, BUREAU OF                    | 8.1%                         | 2                   | 6.0%                  | 2                   | 6.4%                  | 6                   | 19.1%                 | 0                   | 0.0%                  | 3                   | 9.2%                  |
| OUTFITTERS AND GUIDES LICENSING BOARD               | 7.1%                         | 1                   | 28.6%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| PARDONS AND PAROLE, COMMISSION OF                   | 14.3%                        | 3                   | 9.5%                  | 4                   | 12.9%                 | 2                   | 6.7%                  | 7                   | 24.6%                 | 5                   | 17.9%                 |
| PARKS AND RECREATION, DEPARTMENT OF                 | 6.7%                         | 10                  | 6.8%                  | 7                   | 5.0%                  | 10                  | 7.4%                  | 10                  | 7.4%                  | 10                  | 7.3%                  |
| PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO) | 7.0%                         | 6                   | 10.6%                 | 4                   | 7.4%                  | 7                   | 13.3%                 | 2                   | 3.7%                  | 0                   | 0.0%                  |
| PHARMACY, BOARD OF                                  | 2.2%                         | 1                   | 8.7%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| POLICE, IDAHO STATE                                 | 4.2%                         | 19                  | 3.8%                  | 19                  | 3.9%                  | 27                  | 5.7%                  | 15                  | 3.2%                  | 20                  | 4.4%                  |
| PUBLIC TELEVISION                                   | 4.1%                         | 0                   | 0.0%                  | 2                   | 4.0%                  | 1                   | 2.0%                  | 1                   | 2.1%                  | 4                   | 8.2%                  |
| PUBLIC UTILITIES COMMISSION                         | 6.0%                         | 4                   | 10.4%                 | 2                   | 5.4%                  | 3                   | 8.5%                  | 1                   | 2.9%                  | 1                   | 2.9%                  |
| RACING, STATE COMMISSION                            | 45.8%                        | 1                   | 66.7%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 1                   | 66.7%                 | 1                   | 50.0%                 |
| REAL ESTATE COMMISSION, IDAHO                       | 10.1%                        | 1                   | 8.7%                  | 0                   | 0.0%                  | 3                   | 31.6%                 | 0                   | 0.0%                  | 0                   | 0.0%                  |
| STATE PUBLIC DEFENSE COMMISSION                     | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| TAX APPEALS, BOARD OF                               | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| TAX COMMISSION, IDAHO STATE                         | 5.1%                         | 21                  | 5.0%                  | 16                  | 3.8%                  | 25                  | 6.0%                  | 21                  | 5.0%                  | 25                  | 5.9%                  |

| Agency Name                                  | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|--|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| TRANSPORTATION, DEPARTMENT OF                | 4.3%                         | 63                  | 4.3%                  | 67                  | 4.5%                  | 67                  | 4.3%                  | 67                  | 4.2%                  | 69                  | 4.2%                  |
| VETERANS SERVICES                            | 14.0%                        | 45                  | 14.5%                 | 54                  | 18.0%                 | 34                  | 11.7%                 | 40                  | 13.4%                 | 37                  | 12.6%                 |
| VETERINARY MEDICINE, BOARD OF                | 12.5%                        | 1                   | 50.0%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| VOCATIONAL REHABILITATION, IDAHO DIVISION OF | 14.0%                        | 0                   | 0.0%                  | 7                   | 13.2%                 | 5                   | 9.3%                  | 4                   | 7.4%                  | 14                  | 26.2%                 |
| WATER RESOURCES, DEPARTMENT OF               | 6.0%                         | 8                   | 5.7%                  | 9                   | 6.6%                  | 8                   | 6.0%                  | 12                  | 9.0%                  | 4                   | 2.8%                  |
| <b>Overall - Total</b>                       | <b>8.8%</b>                  | <b>969</b>          | <b>8.6%</b>           | <b>919</b>          | <b>10.4%</b>          | <b>944</b>          | <b>8.2%</b>           | <b>895</b>          | <b>9.5%</b>           | <b>801</b>          | <b>7.2%</b>           |

## Appendix Q – Classified Employees Involuntary Separations by Agency FY 13-17

| Agency Name   | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|---|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| ACCOUNTANCY, STATE BOARD OF                         | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| ADMINISTRATION, DEPARTMENT OF                       | 2.9%                         | 3                   | 2.5%                  | 3                   | 2.5%                  | 5                   | 4.3%                  | 2                   | 1.7%                  | 4                   | 3.4%                  |
| AGING, COMMISSION ON                                | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| AGRICULTURE, DEPARTMENT OF                          | 2.7%                         | 8                   | 4.6%                  | 4                   | 2.3%                  | 3                   | 1.8%                  | 8                   | 4.8%                  | 0                   | 0.0%                  |
| BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE     | 2.1%                         | 0                   | 0.0%                  | 2                   | 5.4%                  | 1                   | 2.8%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| BOISE STATE UNIVERSITY                              | 2.9%                         | 30                  | 5.4%                  | 19                  | 3.4%                  | 10                  | 1.8%                  | 13                  | 2.2%                  | 11                  | 1.9%                  |
| BRAND INSPECTOR, STATE                              | 3.4%                         | 1                   | 3.2%                  | 3                   | 10.0%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 1                   | 3.8%                  |
| BUILDING SAFETY, DIVISION OF                        | 2.4%                         | 4                   | 3.4%                  | 1                   | 0.9%                  | 4                   | 3.7%                  | 1                   | 1.0%                  | 3                   | 3.2%                  |
| CAREER-TECHNICAL EDUCATION, DIVISION OF             | 3.4%                         | 1                   | 8.7%                  | 1                   | 8.3%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| COMMERCE, DEPARTMENT OF                             | 2.3%                         | 1                   | 2.9%                  | 1                   | 2.9%                  | 1                   | 2.8%                  | 1                   | 2.9%                  | 0                   | 0.0%                  |
| CONSERVATION, SOIL AND WATER COMMISSION             | 1.5%                         | 1                   | 5.9%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| CORRECTION, DEPARTMENT OF                           | 4.0%                         | 117                 | 6.1%                  | 121                 | 6.3%                  | 19                  | 1.0%                  | 46                  | 2.8%                  | 54                  | 3.6%                  |
| DENTISTRY, BOARD OF                                 | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| EASTERN IDAHO TECHNICAL COLLEGE                     | 4.8%                         | 3                   | 8.5%                  | 1                   | 2.7%                  | 4                   | 10.3%                 | 1                   | 2.6%                  | 0                   | 0.0%                  |
| EDUCATION, STATE BOARD OF                           | 6.3%                         | 0                   | 0.0%                  | 1                   | 25.0%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| ENDOWMENT FUND INVESTMENT BOARD                     | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 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                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |

| Agency Name                           | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|---------------------------------------|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| ENVIRONMENTAL QUALITY, DEPARTMENT OF  | 0.7%                         | 3                   | 0.9%                  | 5                   | 1.5%                  | 1                   | 0.3%                  | 1                   | 0.3%                  | 1                   | 0.3%                  |
| FINANCE, DEPARTMENT OF                | 0.8%                         | 0                   | 0.0%                  | 2                   | 3.4%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| FISH AND GAME, DEPARTMENT OF          | 1.0%                         | 11                  | 2.1%                  | 9                   | 1.7%                  | 1                   | 0.2%                  | 2                   | 0.4%                  | 3                   | 0.6%                  |
| HEALTH AND WELFARE, DEPARTMENT OF     | 3.8%                         | 144                 | 5.2%                  | 123                 | 4.6%                  | 60                  | 2.3%                  | 92                  | 3.5%                  | 94                  | 3.6%                  |
| HEALTH DISTRICT 1 (PANHANDLE)         | 20.5%                        | 6                   | 5.3%                  | 5                   | 4.6%                  | 1                   | 90.0%                 | 3                   | 2.8%                  | 0                   | 0.0%                  |
| HEALTH DISTRICT 2 (NORTH CENTRAL)     | 0.5%                         | 0                   | 0.0%                  | 1                   | 2.2%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| HEALTH DISTRICT 3 (SOUTHWEST)         | 2.0%                         | 3                   | 3.2%                  | 1                   | 1.1%                  | 1                   | 1.2%                  | 2                   | 2.4%                  | 2                   | 2.3%                  |
| HEALTH DISTRICT 4 (CENTRAL)           | 2.9%                         | 5                   | 4.6%                  | 7                   | 6.3%                  | 1                   | 0.9%                  | 1                   | 0.9%                  | 2                   | 1.8%                  |
| HEALTH DISTRICT 5 (SOUTH CENTRAL)     | 3.5%                         | 1                   | 1.4%                  | 6                   | 8.9%                  | 1                   | 1.5%                  | 0                   | 0.0%                  | 4                   | 5.8%                  |
| HEALTH DISTRICT 6 (SOUTHEASTERN)      | 2.2%                         | 1                   | 1.4%                  | 3                   | 4.2%                  | 2                   | 2.9%                  | 1                   | 1.3%                  | 1                   | 1.4%                  |
| HEALTH DISTRICT 7 (EASTERN)           | 4.7%                         | 2                   | 2.1%                  | 13                  | 13.6%                 | 1                   | 1.1%                  | 1                   | 1.1%                  | 5                   | 5.8%                  |
| HISPANIC AFFAIRS, IDAHO COMMISSION ON | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| HISTORICAL SOCIETY, IDAHO STATE       | 1.2%                         | 1                   | 2.3%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 1                   | 2.5%                  |
| HUMAN RESOURCES, DIVISION OF          | 9.9%                         | 3                   | 35.3%                 | 1                   | 14.3%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| IDAHO STATE UNIVERSITY                | 2.1%                         | 25                  | 3.7%                  | 25                  | 3.7%                  | 2                   | 0.3%                  | 7                   | 1.1%                  | 11                  | 1.8%                  |
| INDEPENDENT LIVING COUNCIL            | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| INDUSTRIAL COMMISSION                 | 3.7%                         | 5                   | 6.8%                  | 6                   | 8.0%                  | 0                   | 0.0%                  | 1                   | 1.3%                  | 2                   | 2.6%                  |
| INSURANCE, DEPARTMENT OF              | 3.2%                         | 4                   | 7.1%                  | 2                   | 3.6%                  | 1                   | 1.9%                  | 1                   | 1.7%                  | 1                   | 1.7%                  |
| JUVENILE CORRECTIONS, DEPARTMENT OF   | 2.9%                         | 17                  | 4.3%                  | 15                  | 3.9%                  | 5                   | 1.3%                  | 10                  | 2.6%                  | 9                   | 2.4%                  |

| Agency Name   | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|---|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| LABOR, DEPARTMENT OF                                | 2.1%                         | 9                   | 1.8%                  | 13                  | 2.4%                  | 5                   | 0.9%                  | 11                  | 1.9%                  | 20                  | 3.3%                  |
| LANDS, DEPARTMENT OF                                | 1.4%                         | 9                   | 3.3%                  | 6                   | 2.3%                  | 4                   | 1.6%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| LAVA HOT SPRINGS FOUNDATION                         | 4.2%                         | 2                   | 16.7%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| LEWIS-CLARK STATE COLLEGE                           | 3.5%                         | 3                   | 2.4%                  | 8                   | 6.4%                  | 2                   | 1.6%                  | 6                   | 4.8%                  | 3                   | 2.3%                  |
| LIBRARIES, IDAHO COMMISSION FOR                     | 1.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 1                   | 3.0%                  | 0                   | 0.0%                  |
| LIQUOR DIVISION, IDAHO STATE                        | 5.8%                         | 21                  | 10.1%                 | 19                  | 9.4%                  | 5                   | 2.5%                  | 8                   | 4.1%                  | 6                   | 3.1%                  |
| LOTTERY COMMISSION, IDAHO STATE                     | 3.1%                         | 1                   | 12.5%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| MEDICINE, BOARD OF                                  | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| NURSING, BOARD OF                                   | 6.7%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 1                   | 20.0%                 | 0                   | 0.0%                  |
| OCCUPATIONAL LICENSES, BUREAU OF                    | 3.8%                         | 3                   | 9.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 1                   | 3.1%                  | 1                   | 3.1%                  |
| OUTFITTERS AND GUIDES LICENSING BOARD               | 7.1%                         | 1                   | 28.6%                 | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| PARDONS AND PAROLE, COMMISSION OF                   | 2.6%                         | 0                   | 0.0%                  | 1                   | 3.2%                  | 0                   | 0.0%                  | 1                   | 3.5%                  | 1                   | 3.6%                  |
| PARKS AND RECREATION, DEPARTMENT OF                 | 0.7%                         | 0                   | 0.0%                  | 4                   | 2.8%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO) | 5.4%                         | 6                   | 10.6%                 | 6                   | 11.1%                 | 0                   | 0.0%                  | 2                   | 3.7%                  | 1                   | 1.8%                  |
| PHARMACY, BOARD OF                                  | 3.3%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 1                   | 10.0%                 | 0                   | 0.0%                  |
| POLICE, IDAHO STATE                                 | 1.9%                         | 15                  | 3.0%                  | 17                  | 3.5%                  | 4                   | 0.8%                  | 7                   | 1.5%                  | 4                   | 0.9%                  |
| PUBLIC TELEVISION                                   | 0.7%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 1                   | 2.1%                  |
| PUBLIC UTILITIES COMMISSION                         | 2.6%                         | 3                   | 7.8%                  | 0                   | 0.0%                  | 1                   | 2.8%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| RACING, STATE COMMISSION                            | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| REAL ESTATE COMMISSION, IDAHO                       | 6.2%                         | 1                   | 8.7%                  | 1                   | 10.0%                 | 1                   | 12.5%                 | 0                   | 0.0%                  | 0                   | 0.0%                  |
| STATE PUBLIC DEFENSE COMMISSION                     | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |

| Agency Name                                  | 5 Year Average Turnover Rate | FY 2017 Separations | FY 2017 Turnover Rate | FY 2016 Separations | FY 2016 Turnover Rate | FY 2015 Separations | FY 2015 Turnover Rate | FY 2014 Separations | FY 2014 Turnover Rate | FY 2013 Separations | FY 2013 Turnover Rate |
|--|------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| TAX APPEALS, BOARD OF                        | 0.0%                         | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  | 0                   | 0.0%                  |
| TAX COMMISSION, IDAHO STATE                  | 1.6%                         | 7                   | 1.7%                  | 9                   | 2.2%                  | 3                   | 0.7%                  | 6                   | 1.4%                  | 9                   | 2.1%                  |
| TRANSPORTATION, DEPARTMENT OF                | 2.0%                         | 47                  | 3.2%                  | 26                  | 1.7%                  | 30                  | 2.0%                  | 26                  | 1.6%                  | 22                  | 1.3%                  |
| VETERANS SERVICES                            | 11.1%                        | 63                  | 20.3%                 | 50                  | 16.7%                 | 15                  | 5.2%                  | 18                  | 6.0%                  | 21                  | 7.1%                  |
| VETERINARY MEDICINE, BOARD OF                | 55.6%                        | 0                   | 0.0%                  | 0                   | 0.0%                  | 1                   | 100.0%                | 1                   | 66.7%                 | 0                   | 0.0%                  |
| VOCATIONAL REHABILITATION, IDAHO DIVISION OF | 4.1%                         | 2                   | 3.8%                  | 5                   | 9.4%                  | 0                   | 0.0%                  | 2                   | 3.7%                  | 2                   | 3.7%                  |
| WATER RESOURCES, DEPARTMENT OF               | 2.0%                         | 5                   | 3.6%                  | 4                   | 2.9%                  | 1                   | 0.7%                  | 1                   | 0.7%                  | 3                   | 2.1%                  |
| <b>Overall - Total</b>                       | <b>3.8%</b>                  | <b>598</b>          | <b>6.9%</b>           | <b>550</b>          | <b>5.8%</b>           | <b>196</b>          | <b>4.1%</b>           | <b>287</b>          | <b>2.7%</b>           | <b>303</b>          | <b>1.3%</b>           |

## Appendix R – Classified Retirement Turnover by Agency

| Agency Name   | July 2017 Employee Count | FY2017 Retirements |
|---|--------------------------|--------------------|
| ACCOUNTANCY, STATE BOARD OF                         | 3                        | 0                  |
| ADMINISTRATION, DEPARTMENT OF                       | 117                      | 7                  |
| AGING, COMMISSION ON                                | 11                       | 0                  |
| AGRICULTURE, DEPARTMENT OF                          | 178                      | 4                  |
| BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE     | 39                       | 3                  |
| BOISE STATE UNIVERSITY                              | 564                      | 15                 |
| BRAND INSPECTOR, STATE                              | 32                       | 3                  |
| BUILDING SAFETY, DIVISION OF                        | 122                      | 4                  |
| CAREER-TECHNICAL EDUCATION, DIVISION OF             | 11                       | 0                  |
| COMMERCE, DEPARTMENT OF                             | 37                       | 0                  |
| CONSERVATION, SOIL AND WATER COMMISSION             | 17                       | 1                  |
| CORRECTION, DEPARTMENT OF                           | 1,916                    | 40                 |
| DENTISTRY, BOARD OF                                 | 2                        | 0                  |
| EASTERN IDAHO TECHNICAL COLLEGE                     | 36                       | 0                  |
| EDUCATION, STATE BOARD OF                           | 6                        | 1                  |
| ENDOWMENT FUND INVESTMENT BOARD                     | 2                        | 1                  |
| ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF | 2                        | 0                  |
| ENVIRONMENTAL QUALITY, DEPARTMENT OF                | 335                      | 15                 |
| FINANCE, DEPARTMENT OF                              | 60                       | 1                  |
| FISH AND GAME, DEPARTMENT OF                        | 523                      | 21                 |
| HEALTH AND WELFARE, DEPARTMENT OF                   | 2,711                    | 63                 |
| HEALTH DISTRICT 1 (PANHANDLE)                       | 116                      | 7                  |
| HEALTH DISTRICT 2 (NORTH CENTRAL)                   | 44                       | 2                  |
| HEALTH DISTRICT 3 (SOUTHWEST)                       | 91                       | 4                  |
| HEALTH DISTRICT 4 (CENTRAL)                         | 103                      | 5                  |
| HEALTH DISTRICT 5 (SOUTH CENTRAL)                   | 71                       | 1                  |
| HEALTH DISTRICT 6 (SOUTHEASTERN)                    | 74                       | 2                  |
| HEALTH DISTRICT 7 (EASTERN)                         | 96                       | 2                  |
| HISPANIC AFFAIRS, IDAHO COMMISSION ON               | 1                        | 0                  |
| HISTORICAL SOCIETY, IDAHO STATE                     | 44                       | 3                  |
| HUMAN RESOURCES, DIVISION OF                        | 9                        | 0                  |
| IDAHO STATE UNIVERSITY                              | 659                      | 11                 |
| INDEPENDENT LIVING COUNCIL                          | 3                        | 0                  |
| INDUSTRIAL COMMISSION                               | 72                       | 3                  |
| INSURANCE, DEPARTMENT OF                            | 55                       | 1                  |
| JUVENILE CORRECTIONS, DEPARTMENT OF                 | 401                      | 4                  |
| LABOR, DEPARTMENT OF                                | 495                      | 23                 |
| LANDS, DEPARTMENT OF                                | 277                      | 10                 |
| LAVA HOT SPRINGS FOUNDATION                         | 12                       | 0                  |
| LEWIS-CLARK STATE COLLEGE                           | 128                      | 6                  |
| LIBRARIES, IDAHO COMMISSION FOR                     | 33                       | 3                  |
| LIQUOR DIVISION, IDAHO STATE                        | 211                      | 7                  |

| Agency Name   | July 2017 Employee Count | FY2017 Retirements |
|---|--------------------------|--------------------|
| LOTTERY COMMISSION, IDAHO STATE                     | 8                        | 0                  |
| MEDICINE, BOARD OF                                  | 9                        | 0                  |
| NURSING, BOARD OF                                   | 8                        | 0                  |
| OCCUPATIONAL LICENSES, BUREAU OF                    | 35                       | 2                  |
| OUTFITTERS AND GUIDES LICENSING BOARD               | 3                        | 0                  |
| PARDONS AND PAROLE, COMMISSION OF                   | 32                       | 0                  |
| PARKS AND RECREATION, DEPARTMENT OF                 | 149                      | 3                  |
| PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO) | 57                       | 5                  |
| PHARMACY, BOARD OF                                  | 12                       | 0                  |
| POLICE, IDAHO STATE                                 | 510                      | 10                 |
| PUBLIC TELEVISION                                   | 60                       | 0                  |
| PUBLIC UTILITIES COMMISSION                         | 39                       | 1                  |
| RACING, STATE COMMISSION                            | 1                        | 0                  |
| REAL ESTATE COMMISSION, IDAHO                       | 11                       | 0                  |
| STATE PUBLIC DEFENSE COMMISSION                     | 4                        | 0                  |
| TAX APPEALS, BOARD OF                               | 3                        | 0                  |
| TAX COMMISSION, IDAHO STATE                         | 432                      | 16                 |
| TRANSPORTATION, DEPARTMENT OF                       | 1,460                    | 99                 |
| VETERANS SERVICES                                   | 311                      | 6                  |
| VETERINARY MEDICINE, BOARD OF                       | 2                        | 0                  |
| VOCATIONAL REHABILITATION, IDAHO DIVISION OF        | 54                       | 3                  |
| WATER RESOURCES, DEPARTMENT OF                      | 144                      | 3                  |
| <b>Total</b>  | <b>13,063</b>            | <b>421</b>         |



## Appendix S – Classified Retirement Forecast by Agency Calendar Years 2017-2047

| Agency  | Less than 5 years | 5 to 9 years | 10 to 19 years | 20 to 29 years | 30 or more years |
|---|-------------------|--------------|----------------|----------------|------------------|
| ACCOUNTANCY, STATE                                  | 1                 | 0            | 2              | 0              | 0                |
| ADMINISTRATION, DEPARTMENT OF                       | 13                | 21           | 51             | 35             | 3                |
| AGING, COMMISSION ON                                | 1                 | 2            | 7              | 2              | 0                |
| AGRICULTURE, DEPARTMENT OF                          | 28                | 14           | 44             | 67             | 30               |
| BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE     | 4                 | 5            | 19             | 10             | 1                |
| BRAND INSPECTOR, STATE                              | 10                | 5            | 10             | 9              | 0                |
| BUILDING SAFETY, DIVISION OF                        | 9                 | 18           | 61             | 37             | 5                |
| CAREER-TECHNICAL EDUCATION, DIVISION OF             | 1                 | 2            | 1              | 4              | 3                |
| COMMERCE, DEPARTMENT OF                             | 2                 | 4            | 13             | 15             | 1                |
| CONSERVATION, SOIL AND WATER COMMISSION             | 3                 | 3            | 8              | 2              | 1                |
| CORRECTION, DEPARTMENT OF                           | 182               | 213          | 697            | 766            | 17               |
| DENTISTRY, BOARD OF                                 | 0                 | 0            | 0              | 1              | 1                |
| EASTERN IDAHO TECHNICAL COLLEGE                     | 4                 | 6            | 9              | 15             | 2                |
| EDUCATION, STATE BOARD OF                           | 0                 | 0            | 0              | 4              | 1                |
| ENDOWMENT FUND INVESTMENT BOARD                     | 0                 | 1            | 0              | 1              | 0                |
| ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF | 0                 | 1            | 1              | 0              | 0                |
| ENVIRONMENTAL QUALITY, DEPARTMENT OF                | 43                | 55           | 116            | 108            | 21               |
| FINANCE, DEPARTMENT OF                              | 8                 | 8            | 20             | 21             | 7                |
| FISH AND GAME, DEPARTMENT OF                        | 103               | 72           | 170            | 146            | 29               |
| HEALTH AND WELFARE, DEPARTMENT OF                   | 201               | 263          | 869            | 1129           | 239              |
| HEALTH DISTRICT 1 (PANHANDLE)                       | 5                 | 9            | 40             | 52             | 4                |
| HEALTH DISTRICT 2 (NORTH CENTRAL)                   | 5                 | 5            | 16             | 14             | 5                |
| HEALTH DISTRICT 3 (SOUTHWEST)                       | 5                 | 12           | 38             | 27             | 8                |
| HEALTH DISTRICT 4 (CENTRAL)                         | 6                 | 11           | 41             | 32             | 16               |
| HEALTH DISTRICT 5 (SOUTH CENTRAL)                   | 8                 | 7            | 17             | 26             | 10               |
| HEALTH DISTRICT 6 (SOUTHEASTERN)                    | 5                 | 11           | 29             | 20             | 8                |
| HEALTH DISTRICT 7 (EASTERN)                         | 6                 | 11           | 29             | 35             | 8                |
| HISPANIC AFFAIRS, IDAHO COMMISSION ON               | 0                 | 0            | 1              | 0              | 0                |
| HISTORICAL SOCIETY, IDAHO STATE                     | 4                 | 0            | 14             | 19             | 5                |
| HUMAN RESOURCES, DIVISION OF                        | 1                 | 2            | 1              | 6              | 1                |
| INDEPENDENT LIVING COUNCIL                          | 0                 | 1            | 1              | 0              | 1                |
| INDUSTRIAL COMMISSION                               | 8                 | 8            | 25             | 23             | 7                |

| Agency  | Less than 5 years | 5 to 9 years | 10 to 19 years | 20 to 29 years | 30 or more years |
|---|-------------------|--------------|----------------|----------------|------------------|
| INSURANCE, DEPARTMENT OF                            | 8                 | 6            | 22             | 21             | 2                |
| JUVENILE CORRECTIONS, DEPARTMENT OF                 | 29                | 37           | 138            | 146            | 50               |
| LABOR, DEPARTMENT OF                                | 69                | 90           | 204            | 115            | 15               |
| LANDS, DEPARTMENT OF                                | 39                | 34           | 106            | 96             | 17               |
| LAVA HOT SPRINGS FOUNDATION                         | 1                 | 3            | 5              | 5              | 1                |
| LEWIS-CLARK STATE COLLEGE                           | 9                 | 10           | 46             | 45             | 19               |
| LIBRARIES, IDAHO COMMISSION FOR                     | 5                 | 5            | 12             | 11             | 2                |
| LIQUOR DIVISION, IDAHO STATE                        | 11                | 38           | 70             | 77             | 25               |
| LOTTERY COMMISSION, IDAHO STATE                     | 0                 | 1            | 4              | 2              | 1                |
| MEDICINE, BOARD OF                                  | 0                 | 0            | 5              | 3              | 0                |
| NURSING, BOARD OF                                   | 1                 | 1            | 5              | 1              | 0                |
| OCCUPATIONAL LICENSES, BUREAU OF                    | 3                 | 7            | 18             | 8              | 0                |
| OUTFITTERS AND GUIDES LICENSING BOARD               | 0                 | 2            | 1              | 1              | 0                |
| PARDONS AND PAROLE, COMMISSION OF                   | 5                 | 11           | 10             | 7              | 0                |
| PARKS AND RECREATION, DEPARTMENT OF                 | 23                | 20           | 55             | 38             | 15               |
| PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO) | 4                 | 6            | 30             | 20             | 1                |
| PHARMACY, BOARD OF                                  | 0                 | 3            | 4              | 4              | 1                |
| POLICE, IDAHO STATE                                 | 53                | 76           | 182            | 184            | 22               |
| PUBLIC TELEVISION                                   | 13                | 8            | 17             | 13             | 0                |
| PUBLIC UTILITIES COMMISSION                         | 5                 | 2            | 16             | 10             | 2                |
| RACING, STATE COMMISSION                            | 1                 | 0            | 0              | 0              | 0                |
| REAL ESTATE COMMISSION, IDAHO                       | 1                 | 1            | 5              | 3              | 0                |
| STATE PUBLIC DEFENSE COMMISSION                     | 0                 | 0            | 1              | 3              | 0                |
| TAX APPEALS, BOARD OF                               | 0                 | 0            | 2              | 1              | 0                |
| TAX COMMISSION, IDAHO STATE                         | 62                | 56           | 165            | 112            | 25               |
| TRANSPORTATION, DEPARTMENT OF                       | 233               | 239          | 531            | 389            | 119              |
| VETERANS SERVICES                                   | 23                | 31           | 124            | 108            | 27               |
| VETERINARY MEDICINE, BOARD OF                       | 0                 | 0            | 1              | 0              | 1                |
| VOCATIONAL REHABILITATION, IDAHO DIVISION OF        | 4                 | 9            | 21             | 19             | 3                |
| WATER RESOURCES, DEPARTMENT OF                      | 25                | 15           | 51             | 45             | 15               |
| <b>Total</b>  | <b>1,293</b>      | <b>1,481</b> | <b>4,203</b>   | <b>4,116</b>   | <b>797</b>       |