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**REPORT TO THE GOVERNOR**  
**FY 2021 Change in Employee Compensation & Benefits Report**

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Photo taken by Michelle Peugh, HR Business Partner,  
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*Thanks to everyone at the Idaho Division of Human Resources who helped develop this report. Special thanks to Sheena Buffi, Compensation and Classification Manager; Krissy Veseth, Management Assistant; and Kenya Schott, Graduate Intern, for their substantial contributions.*

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## EXECUTIVE SUMMARY

As Idaho's private and public employers seek to attract and retain employees, the State of Idaho (the "State") must establish a competitive compensation plan to hire qualified and dedicated employees to fulfill its statutory requirements. Idaho's robust economy finds private and 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 efficient government. Good state government starts with employees who see their jobs as bettering both government and the private sector to establish a positive business climate statewide.

The State's total compensation plan appears to have stabilized at 12% below market in both 2018 and 2019. This means the State is no longer losing ground relative to the market for total compensation. The commitment of the Governor and the State Legislature steadily increasing total compensation since the economic downturn has helped the State maintain its market position.<sup>1</sup>

Milliman, Inc. conducted the State of Idaho Custom Salary Survey ("Custom Survey") for a third consecutive year. The 2019 Custom Survey found state employees' actual salaries are approximately "11% below the actual salaries in the market."<sup>2</sup> The 2019 Korn Ferry ("KF") Total Compensation Report found the State's market deficit at 11.7% when compared to the public sector and 12.0% when compared to the private sector.<sup>3</sup> During the 2019 Legislative Session, Governor Little and the Legislature increased the salary structure by 3%, increased each employee's salary by \$550, allocated 2% based on the State's merit-based pay statutes, approved payline exceptions for job classifications for FY 2020, and maintained the State's employee benefits package funding.

As seen in the October 2019 Idaho Economic Forecast 2019-2022,<sup>4</sup> the unemployment rate in Idaho is at 2.9%, slightly up from the 2018 record low of 2.7%. This statistic continues to reveal an Idaho economy 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 continues to present challenges to state government which requires skilled, experienced, and dedicated employees to properly undertake its governmental functions.

However, the ending general fund balance for FY 2020 is anticipated to shrink and slower growth is expected to persist, creating pressure on the FY 2021 budget. While Idaho is one of the top states for revenue growth, the continuing uncertainty about the economic forecast nationally is taken into consideration for the Idaho Division of Human Resources' ("DHR") change in employee compensation ("CEC") recommendations.

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<sup>1</sup> Five Year Synopsis of State CEC Increases FY 16-20, Appendix A.

<sup>2</sup> Milliman State of Idaho Custom Salary Survey, Appendix B.

<sup>3</sup> Korn Ferry Total Compensation Report, Appendix C.

<sup>4</sup> Full report available at [www.dfm.idaho.gov](http://www.dfm.idaho.gov).

Accordingly, DHR recommends the following to the Governor and the Legislature: (a) increase the salary structure by 3% to continue moving toward the market average (b) continue current payline exceptions for those job classifications which target specific recruitment and retention situations (c) increase the merit-based salary component by 2% (d) maintain the overall design of the benefits package and percentage contributions for employee benefits.

## **PURPOSE OF REPORT**

DHR conducts annual surveys and reports to provide workforce data and total compensation analysis to the Governor and the Legislature for their consideration.<sup>5</sup> The CEC report provides recommendations to the salary structure, specific occupational inequities, merit increases, and employee benefit packages.

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

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

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

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

(a) The state's overall compensation system, which includes both a salary and a benefit component, when taken as a whole, shall be competitive with relevant labor market averages.

(b) Advancement in pay shall be based on job performance and market changes.

(c) Pay for performance shall provide faster salary advancement for higher performers based on a merit increase matrix developed by the Division of Human Resources.

(d) All employees below the state's market average in a salary range who are meeting expectations in the performance of their jobs shall move through the pay range toward the market average.

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

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<sup>5</sup> §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code, Appendix D.

Idaho Code §59-1603 requires non-classified employees to be paid a salary comparable to classified positions with similar duties, responsibilities, training, experience and other qualifications.<sup>6</sup> See Appendix E for Idaho Code §59-1603 in its entirety.

### **State Job Evaluations**

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

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

### **Compensation Plan**

The Idaho Compensation Plan<sup>7</sup> provides employee compensation guidance for the State. The plan directs DHR to establish benchmark job classifications and pay grades by utilizing the Hay profile method and market data. Department directors and agency heads are responsible for preparing compensation plans which correlate with the agency budget to support the core mission of their department. Advancement pay is based on employee performance levels. Evaluation of an employee's performance level shall be completed at least annually by the DHR approved process. Neither cost of living adjustments nor longevity raises are utilized in the State's merit-based compensation statute.

### **Compensation Structure**

The State of Idaho's compensation structure establishes salary ranges for all job classifications comparable to public and private employers. Idaho's salary structure consists of 19 pay grades with minimum, policy, and maximum rates.<sup>8</sup> The breadth of pay grades allows for variations in compensation due to market factors, experience, performance, job complexity, and compensation plans within state agencies.

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<sup>6</sup> §59-1603 Conformity With Classified Positions, Idaho Code, Appendix E.

<sup>7</sup> §67-5309B Idaho Compensation Plan, Idaho Code, Appendix F.

<sup>8</sup> FY 2020 Salary Structure, Appendix G.

The policy rate within each pay range is intended to represent the “midpoint market average”.<sup>9</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. Idaho’s 2019 total compensation analysis demonstrates the current policy rates are not at the market average but are 6.7% below the public sector and 21.5% below the private sector market average. The 3% increases to the pay structure over the last three fiscal years have resulted in a positive move closer to market average, particularly compared to the public sector.

The State looks at the analysis of compa-ratio<sup>10</sup> as a standard of measurement within the compensation plans. Currently, full-time positions are funded at a fraction of compa-ratio (depending on agency, the average is 80% of compa-ratio). By adjusting the policy rate closer to the average market rate, compa-ratios would better reflect the compensation policy and the ability for agencies to move employees closer to the average market rate. Since Idaho’s policy pay rate<sup>11</sup> is not at the market average, the State’s compa-ratio provides an outdated comparison to benchmark jobs in the relevant labor market. In other words, the State’s average compa-ratio does not represent the State’s market position related to actual salaries or policy rates.

In July 2019, the classified statewide average compa-ratio remained at 88.9% for the third consecutive year, with a classified average hourly pay rate of \$23.44. See Appendix I for classifications (of 25+ employees) with an average compa-ratio of less than 100%.<sup>12</sup>

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

<b>Fiscal Year</b>	<b>Classified Employee Count</b>	<b>Average Pay Rate</b>	<b>Average Annual Salary</b>	<b>Average Compa-Ratio</b>
<b>2019</b>	13,070	\$23.44	\$48,755.20	88.9%
<b>2018</b>	12,931	\$22.73	\$47,278.40	88.9%
<b>2017</b>	13,069	\$21.87	\$45,489.60	88.9%
<b>2016</b>	13,080	\$21.17	\$44,033.60	89.6%
<b>2015</b>	12,930	\$20.55	\$42,744.00	87.1%

The higher average pay rate and static average compa-ratio in July 2019 reflects the positive impact of last year’s merit increase and increase to the pay structure. This is a direct result of consistent employee compensation increases recommended and approved by the Governor and appropriated by the State Legislature.

<sup>9</sup> §67-5309B Idaho Compensation Plan, Idaho Code, Appendix F.

<sup>10</sup> “Compa-ratio” is the relationship between an employee’s salary and the policy pay rate of the job. See Glossary, Appendix H.

<sup>11</sup> “Policy pay rate” is the salary relative to the external labor market (public and private sector) as determined by salary surveys of benchmark jobs.

<sup>12</sup> Average Compa-Ratio by Classification, Appendix I.

## Performance Management

The State of Idaho Compensation Philosophy<sup>13</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. I-PERFORM is a statewide, web-based employee evaluation system for agency supervisors to create evaluations and track employee performance. Performance is a priority driven by the evaluation of accountability, goals, and deliverables set jointly by the supervisor and the employee. The goals should be reviewed with employees periodically throughout the year. The employee's completed performance evaluation should also be discussed with the employee prior to finalization. DHR is working with state agencies and supervisors to reinforce best practices in the compilation and delivery of performance evaluations to ensure the evaluation accurately reflects employee performance.

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

## State Specific Occupational Inequity - Payline Exception Review

The payline exception report identifies classifications requested by state agencies and approved by the DHR administrator for temporary assignment to a higher pay grade. These positions have been identified as hard to fill and retain due to market salary deficits. Ensuring the State's job evaluation process is followed, DHR assists agencies in the analysis of hard to fill/retain classifications which promotes a statewide consistent approach. The positions on payline exception are reviewed annually by DHR.<sup>14</sup> All salaries related to the classifications on payline exception are covered in agency budgets. No additional appropriation is necessary when continuing classifications on payline exception.

## Target Positions

DHR conducted an analysis to identify classifications in the most need of equity adjustments. In addition to market data from more than 250 of the State's classifications, average turnover and compa-ratio rates were factored into the analysis. Based on the analysis, 20 classifications were identified as the most critical. Those classifications, along with the estimated total compensation costs to increase each classification by increments of 1% - 5% are shown in the table on the following page. The estimated costs include salary and variable benefits of classified and non-classified employees. The subsequent table shows turnover, compa-ratio, and market position detail of the target positions.

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<sup>13</sup>§67-5309A State Employee Compensation Philosophy, Idaho Code (See page 6 of this report where this statute is quoted in its entirety).

<sup>14</sup> Payline Exception/Specific Occupational Inequities, Appendix J.



Class Title	1%	2%	3%	4%	5%
Administrative Assistant 1	\$140,581	\$281,161	\$421,742	\$562,322	\$702,903
Administrative Assistant 2	\$138,011	\$276,022	\$414,033	\$552,044	\$690,054
Building Superintendent	\$4,682	\$ 9,364	\$14,046	\$18,729	\$23,411
Carpenter	\$4,520	\$9,040	\$13,561	\$18,081	\$22,601
Client Services Technician	\$7,507	\$15,015	\$22,522	\$30,030	\$37,537
Correctional Case Manager	\$61,080	\$122,161	\$183,241	\$244,322	\$305,402
Custodian	\$55,361	\$110,723	\$166,084	\$221,446	\$276,807
Customer Service Rep. 1	\$30,085	\$60,171	\$90,256	\$120,342	\$150,427
Customer Service Rep. 2	\$48,997	\$97,994	\$146,991	\$195,988	\$244,984
IT Info. Security Engineer II	\$16,603	\$33,205	\$49,808	\$66,410	\$83,013
IT Software Engineer I	\$21,894	\$43,787	\$65,681	\$87,574	\$109,468
IT Software Engineer II	\$16,415	\$32,831	\$49,246	\$65,662	\$82,077
IT Sys. & Infra. Engineer II	\$32,595	\$65,191	\$97,786	\$130,382	\$162,977
Maintenance Craftsman	\$2,587	\$5,174	\$7,761	\$10,348	\$12,935
Nurse, Registered	\$46,586	\$93,172	\$139,758	\$186,344	\$232,930
Nurse, Registered Manager	\$34,102	\$68,204	\$102,306	\$136,407	\$170,509
Scientist 3	\$9,919	\$19,837	\$29,756	\$39,675	\$49,594
Tax Auditor 1	\$12,330	\$24,661	\$36,991	\$49,322	\$61,652
Tax Auditor 2	\$14,709	\$29,417	\$44,126	\$58,835	\$73,543
Tax Auditor 3	\$28,153	\$56,306	\$84,459	\$112,613	\$140,766
<b>Grand Total</b>	<b>\$726,718</b>	<b>\$1,453,437</b>	<b>\$2,180,155</b>	<b>\$2,906,873</b>	<b>\$3,633,592</b>

Class Title	Count	Pay Grade	FY 2019 Voluntary Turnover	FY 2019 Total Turnover	Avg Compa-Ratio	Market Position
Administrative Assistant 1	357	H	11.2%	21.7%	87.1%	76%
Administrative Assistant 2	292	I	10.1%	17.7%	88.1%	84%
Building Superintendent	9	J	18.2%	36.4%	85.2%	62%
Carpenter	10	H	0.0%	13.3%	96.9%	76%
Client Services Technician	22	G	11.5%	19.2%	86.1%	76%
Correctional Case Manager	111	K	8.1%	9.1%	81.1%	74%
Custodian	187	E	13.7%	25.4%	94.5%	84%
Customer Service Rep. 1	87	G	21.6%	39.8%	86.3%	84%
Customer Service Rep. 2	130	H	15.8%	35.4%	82.5%	78%
IT Info. Security Engineer II	19	M	0.0%	11.1%	100.2%	86%
IT Software Engineer I	32	K	13.6%	40.9%	92.0%	73%
IT Software Engineer II	26	L	22.7%	25.0%	92.8%	68%
IT Sys. & Infra. Engineer II	45	L	3.3%	16.7%	90.6%	83%
Maintenance Craftsman	8	G	20.8%	66.7%	83.2%	72%
Nurse, Registered	69	L	22.9%	34.3%	90.5%	85%
Nurse, Registered Manager	39	N	5.1%	18.0%	90.8%	74%
Scientist 3	14	M	12.5%	43.8%	81.1%	79%
Tax Auditor 1	25	K	13.6%	23.7%	72.2%	
Tax Auditor 2	26	L	8.5%	12.8%	73.6%	90%
Tax Auditor 3	39	M	2.4%	11.8%	82.6%	83%

## 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>15</sup> On average, the State contributes more than 40% of an employee's annual salary toward benefit plans. For example, an employee earning the state average wage of \$23.44 an hour has a total compensation of \$33.94 an hour.<sup>16</sup>

In aggregate, the State's actual pay mix is 60.4% salary and 39.6% benefits when compared to the private sector (for a total compensation lag of 16%) and a pay mix of 53.9% salary and 46.1% benefits when compared to the public sector (for a total compensation lag of 13%).

### Office of Group Insurance

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

The State's medical plan includes disease management programs, mail-order pharmacy, prenatal programs, nicotine/tobacco cessation program, telehealth, preventive services covered at 100%, cost transparency tools, identity theft protection, and more to give employees the resources they need to live healthy lives and the tools to find the best care for the best value. The average age of a benefits eligible employee is 45 years old.

Medical insurance is the most significant dollar value program from the OGI with a FY 2019 projected State cost of approximately \$230 million dollars covering roughly 18,900 employees and their 28,100 dependent spouses and children. Premiums for medical insurance are shared by the employer and employee. The employee's share of medical premiums is based on the plan type and number of eligible family members they enroll for coverage.

At enrollment, employees have 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 premium contribution rates. The majority of employees elect the PPO plan.

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<sup>15</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.

<sup>16</sup> Sample State Employee Total Compensation Breakdown, Appendix K.

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

All participating employees of the OGI's program receive, as part of their employment, employer-paid Basic Life Insurance for their eligible dependents as well as Accidental Death and Dismemberment ("AD&D") coverage. The Basic Life policy also includes short and long-term disability which can provide a source of continuing income and/or continued access to group insurance coverages for a period following a disabling illness or injury. For those employees who want additional life insurance coverages for themselves and their families, Voluntary Term Life Insurance allows employees to purchase 1x, 2x or 3x their annual salaries' worth of coverage as well as purchase spouse and child coverages (maximums apply).

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.

### **Public Employee Retirement System of Idaho**

State employees' retirement benefit or pension plan is managed by the Public Employee Retirement System of Idaho ("PERSI"). In 1963, PERSI was created by the Idaho Legislature with funding effective July 1, 1965.

Since then, PERSI has provided a Defined Benefit ("DB") plan<sup>17</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, 2019, there were 808 contributing employers with a total of 160,489 members. Additional information is illustrated in the chart on the following page.

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<sup>17</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.

Cities and Counties: 202  
Junior Colleges and Public Schools: 175  
State Offices and Departments: 100  
Water and Irrigation Districts: 76  
Fire Districts: 71  
Highway Districts: 59  
Library Districts: 27  
Cemetery: 19  
Sewer: 11  
Other: 68  
**Total Employers: 808**

72,502 Contributing Active Members

48,120 Receiving Benefits

13,536 Vested Terminated Members

26,331 Non - Vested Terminated Members

**Public Employee  
Retirement System of Idaho  
Average Active Member**



**Age: 45.9**

**Annual Salary: \$46,295**

**Years of Service: 9.8**

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 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.

During the November 2019 Board meeting, the Chairman and Trustees reviewed the annual actuarial valuation of the system for fiscal year 2019 (ended June 30, 2019). The fund was valued at \$18.6 billion, had an amortization period of 10.6 years, and a funding ratio of 92.5%.

The funding ratio is the present value of the projected benefits earned by employees and is lower than the 25-year maximum permitted under Idaho Code §59-1322 Employer Contributions—Amounts—Rates—Amortization.<sup>18</sup>

During FY 2019, the contribution rate for PERSI general membership (Rule of 90) was 6.79% and 11.32% for employers. The public safety membership (Rule of 80) contribution rate was 8.36% and 11.66% for employers.

A previously postponed rate increase was implemented at the beginning of FY 2020 (July 1, 2019).

<sup>18</sup> §59-1322 Employer Contributions—Amounts—Rates—Amortization, Idaho Code, Appendix L.

FY 2020 contribution rates for PERSI general members is 7.16% and 11.94% for employers. Public safety membership contribution rate is 8.81% and 12.28% for employers.

PERSI continues to be a significant component to the State employees' total compensation.

### **Annual Salary Surveys**

DHR participates in several annual salary surveys.<sup>19</sup> These salary surveys provide the opportunity to compare the State's salary structure and actual salaries with comparator markets to assess the State's competitive position within relevant labor markets. Job classifications are reviewed and compared to benchmark jobs<sup>20</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") Northwest Healthcare, Milliman Northwest Management and Professional, Milliman Northwest Technology, Milliman Northwest Engineering/Scientific/Project Management, Milliman Custom, and the National Compensation Association of State Governments ("NCASG"). The goal is for surveys to be administered by objective and experienced third parties to normalize questions regarding their conclusiveness.

### **Milliman State of Idaho Custom Compensation Survey**

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

In 2019, DHR partnered with Milliman for a third consecutive year to conduct the custom survey to further provide a local perspective on the competitiveness of the State's cash compensation. The results of the 2019 Custom Survey reflect, on average, the State's actual salaries lag the local market by 11%.<sup>21</sup>

The Custom Survey also gathered information related to average base salary increases and average pay structure increases over the last three (3) years. Across the State's relevant labor market, base salary increased by 2.9% and pay structures increased by 2.2% in 2019 on average among survey participants.

More than 150 organizations from both public and private sectors were invited to participate in the Custom Survey. Participation of the survey increased by 116% from 25 organizations in 2018 to 54 organizations in 2019, 57% of which were public employers.

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<sup>19</sup> §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code, Appendix D.

<sup>20</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>21</sup> Milliman State of Idaho Custom Compensation Survey, Appendix B.



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

<b>State</b>	<b>Geographic Adjustment</b>
<b>Montana</b>	+3%
<b>Nevada</b>	-9%
<b>Oregon</b>	-8%
<b>Utah</b>	-5%
<b>WA (Spokane)</b>	-10%
<b>Washington</b>	-13%
<b>Wyoming</b>	-2%

The chart identifies the geographic adjustments made for each state based on cost of labor.<sup>22</sup> For example, a non-management job in Montana reported at \$30,000 would be compared to the job match in Idaho as \$30,900. A non-management job in Oregon reported at \$30,000 would be compared to the job match in Idaho as \$27,600.

A total of 76 benchmark jobs were included in the Custom Survey representing approximately 4,000 employees within state classifications. Compensation information collected in the Custom Survey included: job title, level of match, number of incumbents, FLSA status, average annual base pay, and salary range minimum/maximum.

Benchmark jobs were selected based on the following four (4) factors: market comparability,<sup>23</sup> organizational hierarchy,<sup>24</sup> employee representation,<sup>25</sup> and cross-functional representation.<sup>26</sup>

The custom surveys conducted previously reflected, on average, that the state lagged the local labor market by 9% in 2017 and by 8% in 2018.

DHR plans to continue this survey annually to provide Idaho specific salary compensation data.

<sup>22</sup> “Cost of labor” refers to the difference in pay or labor market for a job from one location to another.

<sup>23</sup> “Market comparability” refers to jobs that are commonly found in other organizations that are being surveyed.

<sup>24</sup> “Organizational hierarchy” refers to jobs that represent the full range of job size being included in the study, from the smallest job to the largest.

<sup>25</sup> “Employee representation” refers to jobs that represent large numbers of employees whenever possible.

<sup>26</sup> “Cross-functional representation” refers to jobs that represent all functions within the organization, from management to administrative and support positions.

## Korn Ferry Total Compensation Report

DHR contracted with KF to assess the competitiveness of the State’s total compensation program. The total compensation study conducted by KF is comprehensive in scope. It is based on a variety of published surveys focused broadly on the State’s salaries and benefits relative to the private and public sector.<sup>27</sup> This approach provides a comprehensive understanding of the State’s aggregate market position. The Milliman Custom Survey and the KF total compensation study have different focuses, therefore differences in findings are expected. These differences are not an indication of deficiencies or inaccuracies in either study.

The KF analysis compared the value of the total compensation package provided to State employees against similar workforce structures in other states and private companies.<sup>28</sup> The analysis included both the cost and the value of the total compensation<sup>29</sup> for state employees. This approach provides a holistic view to determine if the State, as an employer, is competitive with the market. KF uses the salary and market data results provided by DHR and the Milliman Custom Survey combined with KF data.

When compared to the **private** sector, the State’s aggregate **base salary** market position has declined by 0.6% from 2018 to 2019 at 26.2% below the market average. The State’s base salary policy rate is 21.5% below the market average, which is a 0.1% increase from last year. Below market salaries impact the overall value of benefits, resulting in a total compensation market position of 12.0% below the market average, an improvement of 0.4% compared to last year.

When compared to the **public** sector, the State’s aggregate **base salary** market position has improved by 0.5% from 2018 to 2019 at 12.4% below the market average. The State’s base salary policy rate is 6.7% below the market average, which is a 0.5% improvement from last year. The State’s total compensation market position is 11.7% below the market average, which is a decline of 1.0% compared to last year. The State’s salary market competitiveness in 2018 and 2019 is illustrated by the following table:

Cash Area	Idaho vs. Private Sector Market Average		Idaho vs. Public Sector Market Average		Idaho vs. Custom Survey Market Median	
	2018	2019	2018	2019	2018	2019
<b>Actual Base Salaries</b>	-25.6%	<b>-26.2%</b>	-12.9%	<b>-12.4%</b>	-8.7%	<b>-11.2%</b>
<b>Base Salary Policy</b>	-21.6%	<b>-21.5%</b>	-7.2%	<b>-6.7%</b>	N/A	N/A

When compared to the **private sector**, the State’s **benefits** market competitiveness has increased by 1.8% from 2018 to 2019 which is 9.1% above the market average. When compared to the **public** sector, the State’s **benefits** market competitiveness has decreased by 0.6% from 2018 to 2019 which is 10.2% below the market average. A summary of the State’s market competitiveness in 2018 and 2019 is illustrated by the table on the following page.

<sup>27</sup> Korn Ferry Total Compensation Report, Appendix C.

<sup>28</sup> IDAPA 15.04.01.070.04 (a-c) Compensation of Employees – Relevant Labor Market.

<sup>29</sup> The plan design and different elements provided to the employee.

Pay Component	State of Idaho vs. Private Sector Market		State of Idaho vs. Public Sector Market	
	2018	2019	2018	2019
<b>Salary</b>	-25.6%	<b>-26.2%</b>	-12.9%	<b>-12.4%</b>
<b>Benefits</b>	7.3%	<b>9.1%</b>	-9.6%	<b>-10.2%</b>
<b>Total Compensation</b>	-12.4%	<b>-12.0%</b>	-10.7%	<b>-11.7%</b>

The total compensation market analysis shows the state is losing less 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.

### **Total Compensation Employee Opinion Survey**

In 2018, all benefits-eligible state employees were invited to participate in the State’s Total Compensation Employee Benefits survey (“Employee Survey”). The Office of the Governor and DHR partnered with KF to develop the survey to solicit feedback from state employees.

Over 65% (12,354) state employees responded to the survey with the overall feedback reflecting a lack of desire among employees to change the mix of benefits or the relative weighting of total compensation elements within their total compensation packages.

Highlights and key findings of the Employee Survey and the complete KF Total Rewards Diagnostic Employee Report can be found in the FY 2020 Change in Employee Compensation & Benefits Report on DHR’s website. These survey results were presented to the appropriate legislative committees in 2019 as budgets and legislation were developed.

## EQUAL PAY

The State's full-time female workforce currently earns 88% of what the male workforce earns. For comparison, the United States ("U.S.") Bureau of Labor Statistics ("BLS") reported the national gender wage gap in all sectors at 81.8% and the Idaho gender wage gap at 77.8% in 2018.<sup>30</sup>

It is important to understand the broad level of the earnings comparisons used in the BLS' report and the lack of control for many factors that can be fundamental to pay decisions, such as job skills and responsibilities, work experience, and specialization.

According to Christianne Corbett and Catherine Hill's 2012 report<sup>31</sup> from the American Association of University Women, one-third of the national gender pay gap remains unexplained once all discernable variables are addressed. When the same methodology is applied to the State's gender gap, female employees earn 96% of what male employees earn when all variables are addressed.

DHR complies with Idaho Code §44-1702 and the federal Equal Pay Act ("EPA") in its implementation of the State's compensation program aimed to address female employees being paid less than male employees for carrying out equal work. With the transition from the State's old Applicant Tracking System to NEOGOV in December 2018, DHR voluntarily excluded recruitment questions about prior salary history.

## WORKFORCE DEMOGRAPHICS

The State workforce consists of 25,423<sup>32</sup> employees: 13,070 classified and 12,353 non-classified.<sup>33</sup> A classified employee is any person appointed to, or holding a position in, any department of the State and is subject to the provisions of the merit examination, selection, retention, promotion, and dismissal requirements of Title 67, Chapter 53, Idaho Code. Non-classified employees are defined by Title 67, Chapter 53, Idaho Code Section 67-5303.<sup>34</sup> The State's workforce is present in every county in the state.<sup>35</sup>

### Workforce by Age

The BLS reported the 2018 median age of the U.S. workforce was 42 years old.<sup>36</sup> The average age of the State's total workforce is 45 years old, with 5.9% aged 15 to 24, 66.7% aged 25 to 54, and 27.4% aged 55 and older. The average age of the State's classified workforce is also 45 years old, with 3.7% aged 15 to 24, 69.5% aged 25 to 54, and 26.8% aged 55 and older.

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<sup>30</sup>U.S. Bureau of Labor Statistics (2018). Highlights of women's earnings in 2017. Retrieved from: [https://www.bls.gov/regions/west/news-release/womensearnings\\_idaho.htm](https://www.bls.gov/regions/west/news-release/womensearnings_idaho.htm)

<sup>31</sup> Corbett, C. & Hill, C. (2012). ERIC - Graduating to a pay gap: The earnings of women and men one year after college. American Association of University Women.

<sup>32</sup> Figures fluctuate throughout the year.

<sup>33</sup> Classified and Non-Classified Agency List, Appendix M.

<sup>34</sup> §67-5303 Application to State Employees, Idaho Code, Appendix N.

<sup>35</sup> Workforce Demographics by County, Appendix O.

<sup>36</sup> U.S. Bureau of Labor Statistics (2019). Median age of the labor force, by sex, race, and ethnicity. Retrieved from: <https://www.bls.gov/emp/tables/median-age-labor-force.htm>

## Workforce by Gender

The BLS reported the 2017 U.S. labor force was comprised of 47% female and 53% male employees.<sup>37</sup> The State's total workforce is comprised of 51% female and 49% male employees. The State's classified workforce is comprised of 52% female and 48% male employees.

## Workforce by Race

The BLS reported that the U.S. labor force was comprised of 61% White (not of Hispanic Origin), 17% Hispanic, 12% Black (not of Hispanic Origin), 6% Asian, 2% people of two or more races, 1% American Indian Or Alaskan Native, and less than 1% Native Hawaiians and Other Pacific Islanders in 2018.<sup>38</sup>

The State's total workforce is comprised of 84% White (not of Hispanic Origin), 8% American Indian Or Alaskan Native, 5% Hispanic, 2% Asian Or Pacific Islanders, and 1% Black (not of Hispanic Origin).

## Workforce by Veteran Status

The BLS reported that 8.5% of the civilian labor force was made up of veterans in 2016. Of the 8.5%, 88% were male and 12% were female.<sup>39</sup>

The State's total workforce is comprised of 1,368 veterans, which is 5% of the total workforce. Of the 5%, 84% are male and 16% are female.

Pursuant to Title 65, Chapter 5, Rights and Privileges of Veterans, the State recognizes honorable military service in the United States Armed Forces by providing preferential opportunity to qualified Veterans and disabled Veterans seeking state employment. According to the Idaho Department of Labor ("IDOL"), more than 130,000 Idahoans are veterans of the Armed Forces.<sup>40</sup>

## Workforce by Generation

According to the BLS, five (5) generations are in the U.S. workforce in 2019: Traditionalists, Baby Boomers, Generation X, Millennials, and Generation Z. As depicted in the diagram on the following page, the total workforce of the State of Idaho shows 1% Traditionalists (born 1933 - 1946), 26% Baby Boomers (born 1947 - 1964), 35% Generation X (born 1965 - 1979), 37% Millennials (born 1980 - 2000), and 0.3% Generation Z (born 2001 - 2015).

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<sup>37</sup> U.S. Bureau of Labor Statistics (2018). Women in the labor force: a databook. Retrieved from: <https://www.bls.gov/opub/reports/womens-databook/2018/home.htm>.

<sup>38</sup> U.S. Bureau of Labor Statistics (2019). Civilian labor force participation rate by age, sex, race, and ethnicity. Retrieved from: <https://www.bls.gov/emp/tables/civilian-labor-force-summary.htm>

<sup>39</sup> U.S. Bureau of Labor Statistics (2017). A closer look at veterans in the labor force. Retrieved from: <https://www.bls.gov/careeroutlook/2017/article/veterans.htm>

<sup>40</sup> Idaho Department of Labor (2019). Veterans Services. Retrieved from: <https://labor.idaho.gov/dnn/Job-Seekers/Veterans-Services>





Millennials make up the largest generation of the State’s total workforce and they experienced the largest change in growth from 2018 to 2019. When comparing Idaho’s generational workforce from 2018 to 2019, there was a 0.2% decline in Traditionalists, a 2.7% decline in Baby Boomers, no change in Generation X, a 2.7% increase in Millennials, and a 0.3% increase in Generation Z. When considering the State’s classified workforce only, Generation X is the largest generation at 37.4%, while Millennials experienced the largest change in growth from 2018 to 2019 with an increase of 3.4%. The classified workforce reflects 0.23% Traditionalists, 26.6% Baby Boomers, 37.4% Generation X, 35.8% Millennials, and 0.07% Generation Z.

### Workforce Turnover

In FY 2019, the State experienced a 14.9% turnover<sup>41</sup> rate of classified employees: 7.9% were voluntary separations,<sup>42</sup> 3.8% were involuntary separations,<sup>43</sup> and 3.2% were retirements.<sup>44</sup> A total of 1,930 classified employees exited state employment. Of those employees, 413 retired (including six [6] medical retirements), 1,020 voluntarily exited, and 497 involuntarily exited (including 47 dismissals).

Based on the separation codes<sup>45</sup> entered by state agencies when processing an employee’s final paperwork into SCO’s Employee Information System (“EIS”), the top three (3) reasons classified employees left state employment were: Personal 59%, Transfer to Another Agency 16%, and Move to the Private Sector 16%. Of the 1,930 classified employees who separated from state employment: 55% were Millennials, 32% were Generation X, and 13% were Baby Boomers. For FY 2019 classified turnover by pay grade see Appendix U.<sup>46</sup> The table on the following page shows FY 2019 **classified** turnover by occupational group sorted from highest to lowest turnover.

<sup>41</sup> Classified Employees Total Separations by Agency FY 15-19, Appendix P.

<sup>42</sup> Classified Employees Voluntary Separations by Agency FY 15-19, Appendix Q.

<sup>43</sup> Classified Employees Involuntary Separations by Agency FY 15-19, Appendix R.

<sup>44</sup> Classified Retirement Turnover by Agency, Appendix S.

<sup>45</sup> Classified Turnover by Separation Code, Appendix T.

<sup>46</sup> Classified Average Pay Rate and Turnover by Pay Grade, Appendix U.

Occupational Group	Average Employee Count	Separation Count	Turnover Rate
Health Care-Medical	7.5	3	40.0%
Nurses	399	120	30.1%
Information Technology	278.5	63	22.6%
Administrative	2,285	392	17.2%
Health Care-Services	1,177	191	16.2%
Protective Services	1,765	284	16.1%
Labor Trades and Crafts	1,092	174	15.9%
Para-Professional Sub Group	900.5	132	14.7%
Finance and Accounting	654.5	86	13.1%
Professional Services	2,401.5	302	12.6%
Engineering	887	83	9.4%
Management Sub Group	198	17	8.6%
Science/Environmental	597.5	50	8.4%

### 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. Two-hundred and eleven (211) separating employees responded to the voluntary exit survey request. Of the respondents, 27% indicated they were retiring. When asked what led respondents to seek other employment, the top three responses given were: pay 24%, career opportunities 15%, and management 13%. DHR continues to request agencies' exit survey results for this report.

### Retirement Projections

In FY 2019, 526 state employees retired which represents 2% of the State's total workforce. The retirement projections for the next nine (9) years represent 10% of the workforce.<sup>47</sup>

The State's **classified** workforce experienced 413 retirements which represent 3% of the workforce. The retirement projections for classified employees for the next nine (9) years represent 18% of the workforce, with 7% of the workforce eligible to retire in less than five (5) years and 11% eligible to retire in five (5) to nine (9) years. DHR is encouraging state agencies to plan for expected vacant positions, and if possible, have these vacancies filled by qualified internal applicants, as appropriate.<sup>48</sup>

### New Hires

During FY 2019, 5,624 new employees (classified and non-classified) were hired, with an average age of 36. Of the new hires, 1,823 employees hired were classified.

<sup>47</sup> Total Retirement Forecast by Agency Calendar Years 2019-2049, Appendix V.

<sup>48</sup> Classified Retirement Forecasts by Agency Calendar Years 2019-2049, Appendix W.

## DHR INITIATIVES

### Certified Public Manager® Program

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

Each participant is required to develop and implement an agency job-related project called a capstone project. Capstone projects are designed to improve workplace processes and services, and often result in cost savings, heightened productivity, and positive employee morale. The capstone projects of the 2019 graduating class are projected to have the following **financial impact statewide**:

- Estimated \$561,871 in program savings/increased revenue
- Estimated \$596,012 in annual salary savings
- Estimated \$1,157,883 in total savings

By agency, the capstone projects include, but are not limited to: inmate self-feeding, food service software, and mentor program at the Idaho Department of Correction (“IDOC”); aerial survey manual, and contract management improvement at the Idaho Department of Fish & Game (“IDFG”); secondary email at the State Controller’s Office (“SCO”); processing reference at the Idaho Department of Water Resources (“IDWR”); air quality mobile app at the Idaho Department of Environmental Quality (“IDEQ”); support and outreach improvement, IDAlink improvement, E-notices, reduce turnover, incarceration rules for welfare, and infant hearing screening at the Idaho Department of Health & Welfare (“IDHW”); career planning, service English as a Second Language (“ESL”) customers, and unemployment appeals at the IDOL; Quality Assurance (“QA”) crime data at the Idaho State Police (“ISP”); software collaboration at the ISP and the IDFG; employee database and five-year plan at the Idaho Soil & Water Conservation Commission (“ISWCC”); supporting workforce at Public Health District 2 (“PHD2”); breastfeeding rates at Southwest District Health (“SWDH”); toolbox for staff at the Idaho Division of Veterans Services (“IDVS”); and a blog at the Idaho Department of Juvenile Corrections (“IDJC”).

The following capstone projects are not included in the estimated savings above but stand-out for their potential savings: a data quality program at IDHW eligible for \$30 million in federal funds based on the completion of the capstone, and improvements to the Continuity of Operations Plan (“COOP”) at the Office of Information Technology Services (“ITS”) reported to have a potential savings of over \$1 million. In addition to estimated financial savings, a 38% increase to program effectiveness has been attributed to the infant hearing screening capstone at IDHW. A 60% improvement to operational efficiency has been attributed to the food service software capstone at IDOC.

There are recognizable benefits of many capstone projects that are difficult to quantify in the short term such as: increased staff morale, better public service, higher customer satisfaction, improved collaboration, and improved operations. There are 75 participants in the current track which is scheduled to graduate in May 2021.

### **Supervisory Academy Program**

DHR offers a three-day Supervisory Academy (“SA”) for all state agency employees whether they are current supervisors or aspiring supervisors. SA provides education and information in eight (8) areas of supervision: Understanding the Generations, Setting Expectations, Development Planning, Coaching and Feedback, Motivation, Documenting Performance, Progressive Discipline, Writing and Delivering the Performance Evaluation and training on the State’s Performance Evaluation System (I-PERFORM). SA is accepted as a pre-requisite for the CPM® program. The SA three-day cohort began in 2016 and has trained over 1,340 state employees.

### **DHR Forums and Respectful Workplace Training**

DHR conducts statewide HR training forums for agencies to provide discussion and information on human resources management, best practices, relevant law, and policy. During FY 2019, some forum topics included updates on the Family Medical Leave Act (“FMLA”), the Americans with Disabilities Act (“ADA”), NEOGOV, LUMA, OGI, and relevant statewide updates. Other forum topics included Health Matters, unconscious bias, best practices for conducting workplace investigations, mental health awareness, social media use, and First Amendment rights of employees.

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

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

DHR offers training to state agencies and employees in the following areas: Respectful Workplace, Crucial Conversations®, Crucial Accountability®, Getting Things Done®, Generations, Supervisory Academy, Calibrations for performance evaluations, I-PERFORM, specialty HR related matters, NEOGOV, and board trainings.

Respectful Workplace training provides instruction on how to avoid unlawful discrimination, harassment, and retaliation in the workplace. Crucial Conversations® is a powerful, seven-step approach to handling difficult conversations with confidence and skill. Crucial Accountability® offers tools for resolving failed expectations, broken commitments, and poor behavior. Getting Things Done® is a time management structured method that provides organizational methods for increased productivity.

## 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. During the 2017 Legislative session, DHR received funding for an online training program. Working in conjunction with the ITS Information Security Team and Department of Administration, DHR contracted with Network Consulting Services for the KnowBe4 training platform. DHR deployed the second annual training campaign in February 2019 focusing on suspicious emails and social engineering.<sup>49</sup> In October of 2019, a second module identifying how to spot malicious phishing emails was deployed in support of the Governor's National Cybersecurity Month proclamation. ITS also began statewide phishing tests as an additional measure to help all employees practice protecting and defending the State's network.

## Applicant Tracking System

The State's new applicant tracking system, NEOGOV, has been live for state recruitment since December 10, 2018. The former applicant tracking system managed by IDOL has been shut down and all data has been archived. Since going live, more than 2,300 hires have been made with an average of 700 views per job posting. DHR continues to work with agencies to implement additional features provided by NEOGOV while maintaining fair and legal recruiting practices.

## FLSA Update

On September 24, 2019, the U.S. Department of Labor ("DOL") announced an update to the salary threshold that executive, administrative, and professional employees must meet in order to be eligible for the overtime exemption under the Fair Labor Standards Act ("FLSA"). Effective January 1, 2020, the standard salary level for executive, administrative, and professional employees will be \$684 per week (\$35,568 per year). DHR has conducted an analysis of the statewide impact of this change and is directly reaching out to agencies with currently exempt employees whose salary levels are below the newly-defined limits. An employee who no longer meets the salary test should be evaluated to determine whether their salary should be raised to maintain their exempt status or whether they should be reclassified to a non-exempt status.

Agencies are expected to work with the Division of Financial Management ("DFM") and manage personnel costs within their existing budgets. Agencies should not expect that additional resources will be available due to this rule change.

## Health Matters Wellness Program

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

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<sup>49</sup> "Social engineering" is the use of deception to manipulate individuals into divulging confidential or personal information that may be used for fraudulent purposes. Retrieved from: [www.oxfordlearnersdictionaries.com](http://www.oxfordlearnersdictionaries.com).



Health Matters is managed by one (1) Health Program Specialist, Senior statewide. The program utilizes designated wellness contacts within individual state agencies to help disseminate program information, promote resources and opportunities, and build a culture of well-being within their individual agencies.

*The **mission** of Health Matters is to cultivate well-being for State of Idaho Employees.*

*The **vision** of Health Matters is to develop a healthy, resilient, and productive workforce to serve the citizens of the State of Idaho.*

**Fiscal Year 2020 Highlights:**

To date the Health Matters Program Specialist has conducted 16 in-person health presentations for approximately 550 employees, exceeding the total number of participating employees in all of FY 2019 by 28.7%. The most requested presentation was stress management.

Participation in on-site flu shot clinics increased by over 22% at seven clinics in the Treasure Valley and one in Lewiston.

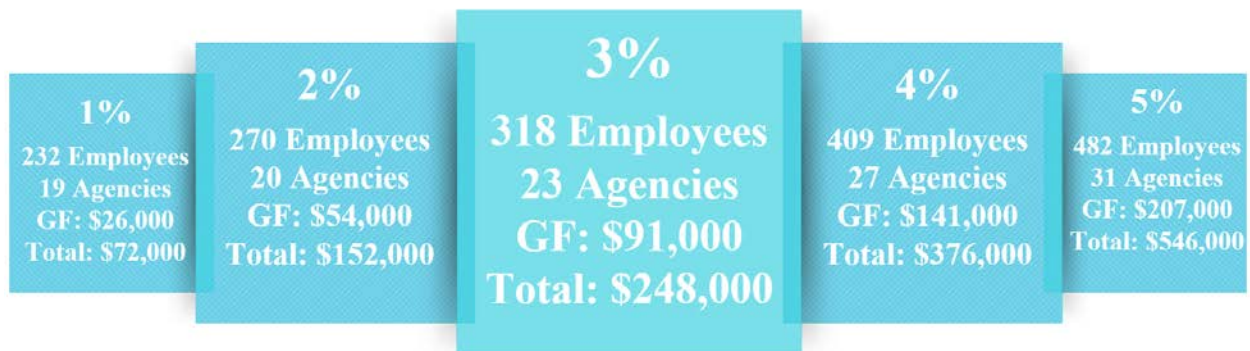
## DHR RECOMMENDATIONS FOR FY 2021

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

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

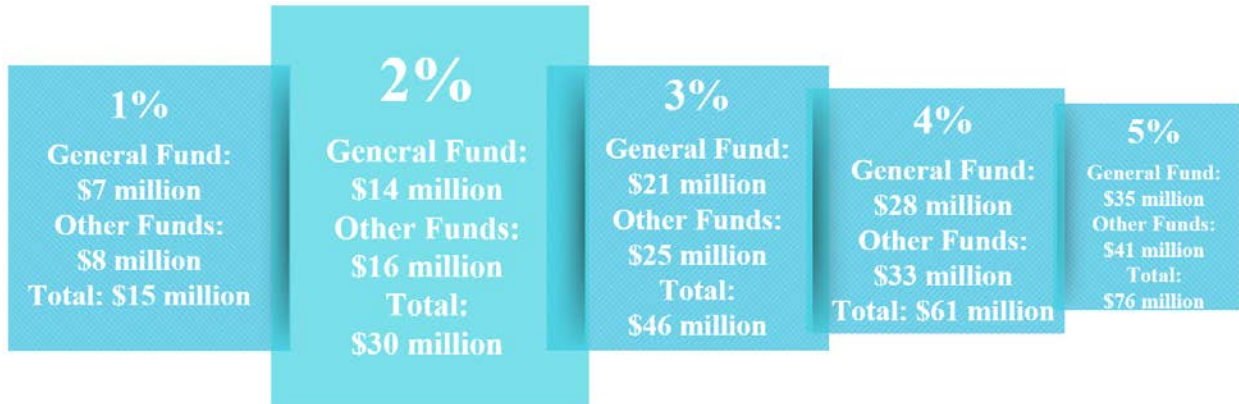
The estimated fiscal impact of this 3% change would be \$91,000 in the general fund (“GF”) and \$157,000 in other funds, for a total of \$248,000, to bring 318 classified employees up to the new minimum of the salary ranges.

For comparison, the estimated fiscal impact of a 2% change would be \$152,000 to bring 270 classified employees to the new minimum, and a 4% change is \$376,000 to bring 409 classified employees up to the new minimum. All estimated fiscal impacts include variable benefits. The following diagram summarizes the impact of the salary structure adjustments:



b) **Specific Occupational Inequity/Payline Exception Component:** DHR recommends continuing with the job classifications that are currently on payline exception to address specific recruitment and retention issues. The total of the salaries over the pay grade maximum is \$1,122,466. All salaries related to the classifications on payline exception are covered in agency budgets. No additional appropriation is necessary. See Appendix J for a detailed report of classifications on payline exception.

c) **Merit Increase Component:** DHR recommends at least a 2% increase for the salary component of state employee compensation administered in accordance with the State’s merit-based pay system. This increase is an appropriate step to keep pace with the current job market. The recommended 2% increase would cost the general fund approximately \$13,956,800, and approximately \$16,483,400 in other funds, for a total of \$30,440,200. For comparison, the total estimated fiscal impact of a 1% increase is \$15,220,100 and a 3% increase is \$45,660,300. The following diagram summarizes the impact of the merit increases:



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

## Appendix A – Five Year Synopsis of State CEC Increases FY 2016-2020

<b>Fiscal Year</b>	<b><u>DHR Recommendation</u></b>	<b><u>Executive Budget Recommendation</u></b>	<b><u>Legislative Action</u></b>
FY 20	DHR recommends increasing the current salary structure by at least 2% for FY20, continuation of job classifications on pay line exception. Budget at least a 3% merit-based salary increase. State to maintain funding for the employer cost of group insurance and retirement benefits.	The Governor recommended a 3% merit increase for permanent state employees, a 2% upwards shift of the compensation schedule, continuation of jobs on pay line exception, and maintenance of the current employee benefit structure, specifically the employee and employer contribution amounts.	The Legislature authorized and funded a 3% merit increase for permanent employees which included a one-time annual increase of \$550 (not merit-based) for all permanent employees. A 3% upwards shift of the compensation schedule, and continuation of jobs on pay line exception was approved and maintain the benefit funding at its current level.
FY 19	DHR recommends increasing the current salary structure by at least 3% for FY19 (estimated cost of \$260k), continuation of job classifications on pay line exception. Budget at least a 3% merit-based salary increase (estimated cost of \$19 million to general fund and \$22.6 million to other funds). State to maintain funding for the employer cost of group insurance and retirement benefits.	The Governor recommended a 3% merit increase for permanent state employees, a 3% upwards shift of the compensation schedule, maintain benefits package and a two-month premium holiday. The Legislature’s Joint CEC Committee recommended the Governor’s recommendation, including the benefits package, but there would be no two-month premium holiday.	The Legislature authorized and funded a 3% merit increase for permanent employees to be distributed at the discretion of agency heads. A 3% upwards shift of the compensation schedule was approved. Maintain funding for health insurance benefits, including a two-month premium holiday was approved.
FY 18	DHR recommends increasing the current salary structure by at least 3% for FY18, continuation of job classifications on pay line exception. Budget at least a 3% merit-based salary increase (estimated cost of \$18 million to general fund and \$21.7 million to other funds). State to 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. 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 (estimated cost of \$17.3 million to general fund and \$20.8 million to other funds). State to maintain funding for the employer cost of group insurance benefits.	The Governor recommended a 3% merit increase for permanent state employees and the Legislature’s Joint CEC Committee also recommended a 3% ongoing merit-based increase, not including an increase for group and temporary positions. 3% increase for judges and other appointed officials which will require statutory changes. Recommends funding for a 9.3% increase for the cost of employer paid health insurance.	The Legislature authorized and funded a 3% merit increase for permanent employees to be distributed at the discretion of agency heads. Costs to cover the 27th payroll that will occur in FY17 and costs to cover benefit cost increases.

FY 16	<p>Maintain the current salary structure for FY16. DHR recommends continuation of job classifications on payline exception. Budget a 3% merit-based salary increase (estimated cost of \$17 million to general fund and \$19.3 million to other funds). State to fund the estimated increase in the cost of group insurance benefits.</p>	<p>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.</p>	<p>The Legislature authorized and funded a 3% increase in the annual salary for appointed officials, as well. 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 FY15). The increase is paid by the employer only.</p>
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Appendix B – Milliman State of Idaho Custom Compensation Survey

MILLIMAN REPORT  
**State of Idaho**  
**Custom Compensation Survey**  
Final Report  
October 2019





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## Introduction

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

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

## Methodology

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

### STAKEHOLDER INPUT

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

### SURVEY BENCHMARKS

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

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

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

Seventy-six (76) benchmark jobs are included in the custom survey representing approximately 4,000 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	308	Program Administrator	608	Nurse Manager (RN)
102	Disability Claims Adjudicator	309	Graphic Design Specialist	607	Welfare Services Technician
103	Grants Officer	310	Buyer	608	Welfare Clinician
104	Bank Examiner	311	Legal Assistant	609	Veterans Service Officer
105	Financial Management Analyst, Senior	312	Public Information Specialist	610	Workforce Specialist
106	Budget Manager	313	Public Information Officer	611	Health Education Specialist
107	Finance Department Director	314	Research Analyst	612	Health Program Manager
108	Training Specialist	315	Project Manager	701	Correctional Officer
109	Tax Compliance Officer	316	Library Assistant	702	Probation/Parole Officer
110	Tax Auditor, Senior	501	Custodian	703	Social Worker
201	Desktop Support Technician	502	Maintenance Craftsman	704	Youth Rehabilitation Specialist
202	Programmer/Analyst	503	HVAC Technician	705	Correctional Lieutenant
203	GIS Analyst	504	Mechanic	706	Correctional Manager
204	Network Analyst	505	Roadway Maintenance Technician	707	Fish & Game Officer, Senior
205	Web Developer	506	Water Resource Agent, Senior	708	Police Officer
206	Database Analyst	507	Parks & Recreation Ranger	709	Police Captain
207	Information Systems Manager	508	Parks & Recreation Manager	801	Wildlife Technician
208	IT Security Analyst, Senior	509	Carpenter	802	Environmental Health Specialist
209	Software Engineer	510	Electrician	803	Scientist
301	Receptionist	511	Plumber	804	Chemist, Senior
302	Administrative Assistant	512	Building Superintendent	805	Forensic Scientist, Senior
303	Shipping/Receiving Specialist	601	Dietary Aide	807	Engineer in Training (Civil)
304	Customer Service Representative	602	Registered Dietitian	808	Engineer (Technical)
305	Office Support Specialist	603	Licensed Practical Nurse	809	Engineer (Civil)
306	Office Support Supervisor	605	Registered Nurse	810	Engineering Manager
307	Program Support Specialist				

## 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. Milliman started with the same group of peers from the prior year to invite for participation, but added to the list in areas where previous participants have asked for increased sample size. This year we targeted additional organizations from the technology sector as well as larger, private organizations within the State. The organizations invited to participate consisted of more than one-hundred fifty (150) public and private sector organizations, at a roughly one to one ratio. Fifty-four (54) organizations replied to the survey. The custom survey participants are listed below.

SURVEY PARTICIPANTS	
Ada County   Boise, ID	J.R. Simplot Company   Boise, ID
Amalgamated Sugar Company LLC   Boise, ID	Kootenai County   Coeur d'Alene, ID
Bannock County   Pocatello, ID	Kootenai Health   Coeur d'Alene, ID
Bingham Memorial Hospital   Blackfoot, ID	Kount   Boise, ID
Blackfoot School District No. 55   Blackfoot, ID	Lewiston Independent School District No. 1   Lewiston, ID
Blue Cross of Idaho   Meridian, ID	Micron Technology, Inc.   Boise, ID
Boise School District   Boise, ID	MultiCare - East Region   Spokane, WA
Bonner General Health   Sandpoint, ID	Nez Perce County   Lewiston, ID
Bonneville Joint School District No. 93   Idaho Falls, ID	North Idaho College   Coeur d'Alene, ID
Buck Knives, Inc.   Post Falls, ID	PRECO Electronics   Boise, ID
Canyon County   Caldwell, ID	Saint Alphonsus Health System   Boise, ID
City of Boise   Boise, ID	Scentsy, Inc.   Meridian, ID
City of Caldwell   Caldwell, ID	Spokane Public Schools   Spokane, ID
City of Coeur d'Alene   Coeur d'Alene, ID	St. Luke's Health System   Boise, ID
City of Idaho Falls   Idaho Falls, ID	St. Mary's Clearwater Valley Hospital and Clinics   Orofino, ID
City of Orofino   Orofino, ID	State of Montana   Helena, MT
City of Pocatello   Pocatello, ID	State of Nevada   Carson City, NV
City of Spokane   Spokane, WA	State of Oregon   Salem, OR
City of Twin Falls   Twin Falls, ID	State of Utah   Salt Lake City, UT
Coeur d'Alene School District 271   Coeur d'Alene, ID	State of Washington   Olympia, WA
D&B Supply   Caldwell, ID	State of Wyoming   Cheyenne, WY
Delta Dental of Idaho   Boise, ID	Syringa Hospital & Clinics   Grangeville, ID
Gonzaga University   Spokane, WA	The College of Idaho   Caldwell, ID
Heritage Health   Hayden, ID	Treasure Valley Family YMCA   Boise, ID
Idaho Central Credit Union   Chubbuck, ID	University of Idaho   Moscow, ID
Idaho Falls School District 91   Idaho Falls, ID	Valley County   Cascade, ID
Idaho Power   Boise, ID	WinCo Foods   Boise, ID



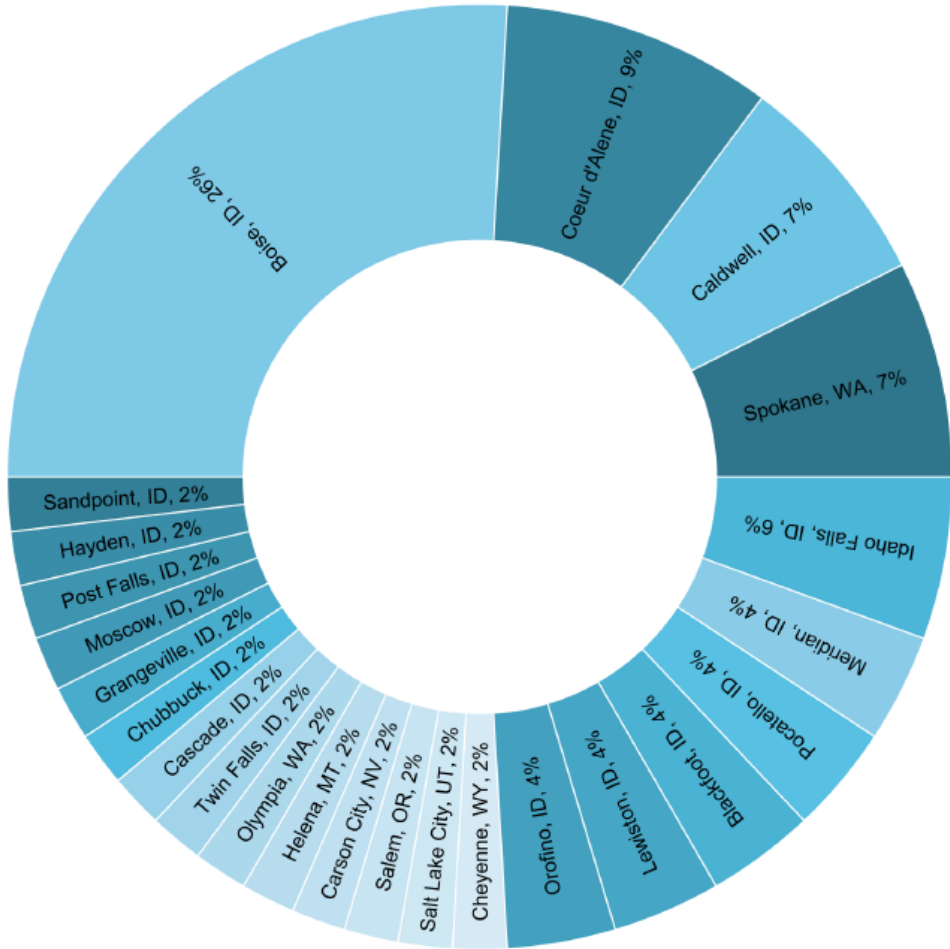
#### DATA COLLECTION AND ANALYSES

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 purpose of exchanging data is to gather information about the labor market so that decisions can be made regarding the State's competitive position and adjust wages in response to changing market conditions.

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

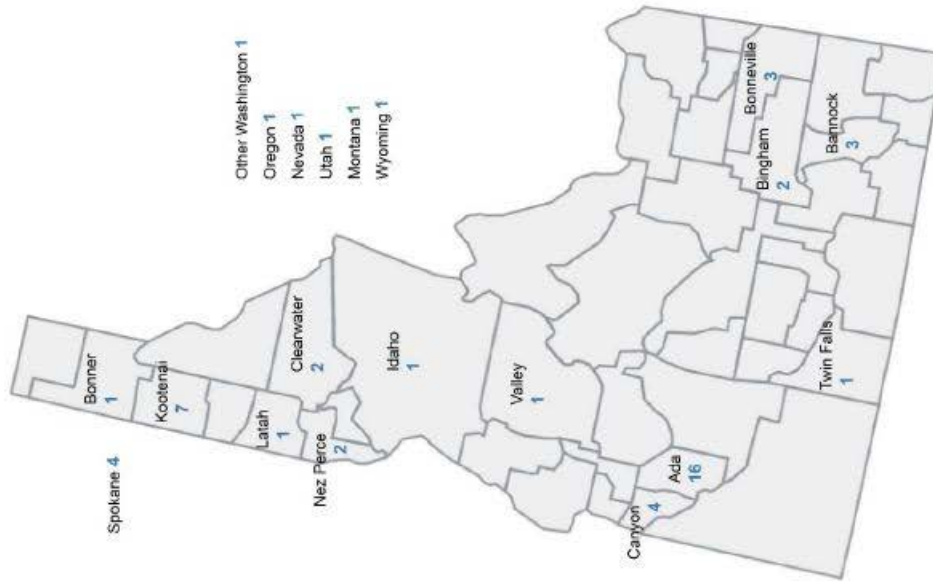
The following charts illustrate the participant demographics.

Participants by City





## Participants by County



#### DATA EFFECTIVE DATE

All data in this report are effective as of August 1, 2019. Please note that select data (1) on the Compensation Summary have been geographically adjusted to reflect the Idaho state market.

Non-management jobs from surrounding states were geographically adjusted to reflect the Idaho state market. Management jobs were not adjusted as they are 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 the questionnaire in order to adequately study various elements included in the survey. DHR then reviewed the questionnaire for any changes, modifications or revisions needed prior to distribution. The appendix includes the final survey questionnaire as presented to all survey invitees.

#### ADMINISTRATION OF SURVEY

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

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

## Findings and Observations

#### BASE SALARY

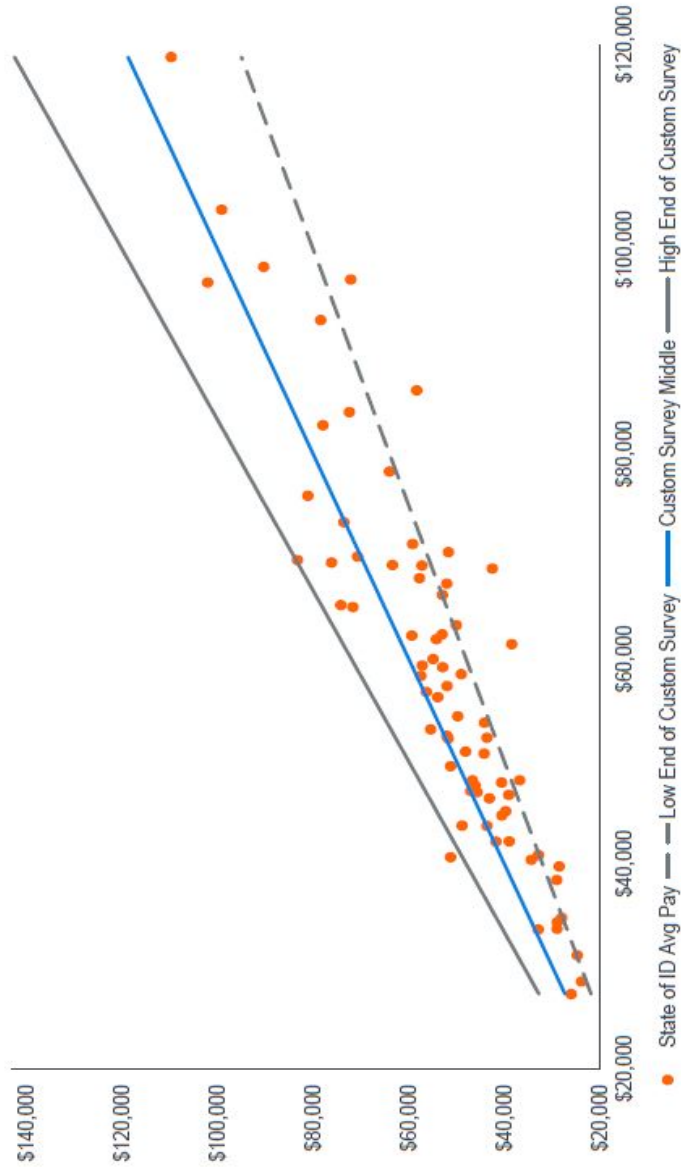
Using a targeted group of peer organizations, and gathered as of a common point in time, we compared the State's *actual* salary practice to the market. The base salaries at the State, on average, are 11% below the market median (the median is the statistical middle of the data set). This means the average of *actual* salaries (not salary ranges) of all employees in benchmark jobs is approximately 11% below the *actual* salaries in the market.

Page 10 compares benchmark positions to the market. Care should be taken when comparing the overall position to market. Our findings of the State's overall competitive position (-11%) 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 11% below the market.

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

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

State of Idaho Avg Pay v. Survey Results



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

TERMS	
Survey Job Code	The unique survey number assigned to the job
# of Orgs	The number of organizations matching the job
# of Incumb	The number of incumbents in the job across all matching organizations
Base Pay 25 <sup>th</sup> %tile	The market salary level at which 25% of organizations pay below
Base Pay Median (50 <sup>th</sup> %tile)	The market salary level where half of organizations pay above and half below
Base Pay Average	The simple average base salary based on the total number of matching organizations
Base Pay 75 <sup>th</sup> %tile	The market salary level at which 25% of organizations pay above
Pay Structure	The average and median values for the minimum and maximum of the pay structure (or the first and last step) the job is assigned to
State of Idaho Avg Base Pay	The average annualized base salary of incumbents in the job as of August 1, 2019
State of Idaho % of Median Base	The State's average base pay divided by the survey median base pay, represented as a percentage



SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCLUMB	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	47	438	\$35,488	\$40,402	\$41,424	\$46,308	\$33,247	\$34,103	\$46,883	\$46,923	\$34,347	85%
102	Disability Claims Adjudicator	7	125	\$48,346	\$52,239	\$52,738	\$60,151	\$43,118	\$41,695	\$63,724	\$61,569	\$51,757	89%
103	Grants Officer	18	185	\$45,830	\$53,131	\$55,422	\$59,379	\$47,768	\$46,925	\$63,724	\$66,907	\$55,447	104%
104	Bank Examiner	7	99	\$59,894	\$65,087	\$63,415	\$68,514	\$51,895	\$63,792	\$72,744	\$76,534	\$71,718	110%
105	Financial Management Analyst, Senior	13	485	\$62,000	\$65,270	\$71,178	\$79,997	\$68,662	\$69,073	\$84,423	\$89,381	\$74,256	114%
106	Budget Manager	25	98	\$73,174	\$83,109	\$90,054	\$105,800	\$73,174	\$75,314	\$103,854	\$106,136	\$78,443	84%
107	Finance Department Director	33	45	\$101,057	\$118,788	\$120,457	\$138,828	\$97,541	\$95,623	\$133,719	\$137,164	\$108,765	82%
108	Training Specialist	17	463	\$52,283	\$62,412	\$60,346	\$64,563	\$47,721	\$49,114	\$68,570	\$70,853	\$63,048	85%
109	Tax Compliance Officer	7	83	\$40,382	\$43,742	\$44,363	\$47,106	\$36,095	\$34,403	\$53,423	\$52,755	\$48,853	112%
110	Tax Auditor, Senior	14	180	\$57,857	\$71,240	\$67,659	\$74,764	\$50,577	\$66,237	\$74,532	\$80,020	\$69,230	83%
201	Desktop Support Technician	44	234	\$41,892	\$49,531	\$49,516	\$54,185	\$40,510	\$41,242	\$58,172	\$59,213	\$51,295	104%
202	Programmer/Analyst	31	297	\$62,888	\$70,448	\$70,423	\$80,463	\$54,097	\$66,638	\$80,285	\$80,210	\$51,741	73%
203	GIS Analyst	22	52	\$49,822	\$60,010	\$58,809	\$65,612	\$48,884	\$47,711	\$67,922	\$69,113	\$54,922	82%
204	Network Analyst	36	328	\$60,339	\$68,129	\$71,559	\$82,086	\$57,283	\$59,185	\$81,791	\$84,855	\$57,278	83%
205	Web Developer	23	191	\$64,474	\$72,385	\$72,687	\$81,253	\$59,885	\$60,448	\$82,771	\$85,358	\$0	0%
206	Database Analyst	28	233	\$66,030	\$73,367	\$75,522	\$88,938	\$60,566	\$61,487	\$86,147	\$87,176	\$73,608	100%
207	Information Systems Manager	43	148	\$86,455	\$98,291	\$96,428	\$109,465	\$80,046	\$78,681	\$111,008	\$113,907	\$90,409	82%
208	IT Security Analyst, Senior	28	180	\$76,832	\$84,111	\$85,109	\$98,353	\$63,658	\$66,602	\$97,136	\$97,548	\$72,478	86%
209	Software Engineer	17	199	\$76,257	\$88,242	\$82,161	\$99,439	\$65,762	\$68,510	\$95,224	\$97,373	\$68,345	88%

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
301	Receptionist	34	332	\$28,870	\$31,073	\$31,720	\$34,000	\$26,634	\$28,510	\$37,485	\$37,386	\$24,745	80%
302	Administrative Assistant	48	1,318	\$37,111	\$46,731	\$46,301	\$52,500	\$36,488	\$36,845	\$54,218	\$53,305	\$39,122	84%
303	Shipping/Receiving Specialist	27	275	\$31,575	\$34,738	\$36,860	\$40,063	\$28,503	\$30,219	\$41,870	\$43,388	\$28,041	81%
304	Customer Service Representative	26	1,488	\$30,707	\$34,314	\$33,881	\$37,329	\$28,723	\$28,379	\$41,250	\$40,981	\$28,648	84%
305	Office Support Specialist	35	2,404	\$30,845	\$33,874	\$35,563	\$39,212	\$28,552	\$29,590	\$42,835	\$43,786	\$28,864	86%
306	Office Support Supervisor	16	480	\$45,816	\$54,431	\$53,834	\$61,628	\$41,717	\$42,387	\$64,000	\$65,606	\$49,763	91%
307	Program Support Specialist	13	1,424	\$38,858	\$40,866	\$48,225	\$52,202	\$33,489	\$37,062	\$49,304	\$54,215	\$32,883	80%
308	Program Administrator	17	588	\$56,127	\$63,320	\$75,513	\$87,924	\$56,929	\$61,270	\$81,206	\$91,927	\$50,073	76%
309	Graphic Design Specialist	26	72	\$42,859	\$44,732	\$47,877	\$52,767	\$37,868	\$39,877	\$54,641	\$59,104	\$40,535	91%
310	Buyer	27	214	\$49,219	\$53,790	\$59,307	\$61,788	\$43,593	\$46,286	\$64,284	\$65,900	\$44,208	82%
311	Legal Assistant	27	488	\$43,184	\$47,009	\$50,592	\$54,885	\$38,045	\$40,370	\$55,532	\$57,882	\$45,752	97%
312	Public Information Specialist	17	99	\$51,241	\$61,463	\$61,216	\$70,864	\$42,399	\$46,353	\$65,805	\$67,201	\$38,480	63%
313	Public Information Officer	24	209	\$68,051	\$78,307	\$78,930	\$92,684	\$66,460	\$63,247	\$87,378	\$91,681	\$64,043	82%
314	Research Analyst	16	152	\$54,559	\$61,943	\$64,089	\$68,717	\$52,298	\$52,959	\$74,765	\$78,222	\$54,219	86%
315	Project Manager	29	419	\$69,354	\$75,955	\$80,887	\$93,155	\$64,062	\$64,737	\$92,818	\$95,654	\$81,153	107%
316	Library Assistant	23	190	\$28,170	\$33,591	\$34,354	\$38,000	\$28,467	\$29,348	\$42,619	\$43,083	\$32,811	88%
501	Custodian	38	1,396	\$25,134	\$28,516	\$29,285	\$32,318	\$25,390	\$25,179	\$35,068	\$36,517	\$23,871	84%
502	Maintenance Craftsman	30	388	\$38,581	\$38,768	\$42,887	\$48,851	\$33,213	\$34,975	\$49,852	\$50,494	\$28,512	72%
503	HVAC Technician	22	159	\$47,100	\$52,327	\$52,056	\$54,192	\$42,363	\$42,885	\$57,844	\$68,888	\$43,880	83%
504	Mechanic	30	482	\$40,331	\$46,391	\$47,917	\$51,517	\$38,708	\$40,959	\$55,885	\$58,488	\$43,168	85%



SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	BASE PAY				PAY STRUCTURE				STATE OF IDAHO	
				25TH %ILE	MEDIAN	AVG	75TH %ILE	MEDIAN MIN	AVG MIN	MEDIAN MAX	AVG MAX	AVG BASE PAY	% OF MEDIAN BASE
505	Roadway Maintenance Technician	11	617	\$43,735	\$47,136	\$48,568	\$50,524	\$37,355	\$41,510	\$58,032	\$59,488	\$47,017	100%
506	Water Resource Agent, Senior	3	41		\$66,257	\$70,460		\$66,257	\$67,555	\$88,715	\$82,686	\$52,661	80%
507	Parks & Recreation Ranger	8	114	\$42,001	\$47,949	\$46,751	\$51,712	\$39,447	\$39,887	\$53,326	\$56,443	\$40,570	85%
508	Parks & Recreation Manager	14	74	\$63,065	\$67,382	\$68,882	\$77,119	\$54,816	\$57,375	\$80,880	\$80,120	\$52,091	77%
509	Carpenter	16	89	\$44,351	\$48,159	\$48,840	\$55,262	\$38,384	\$40,256	\$55,757	\$56,817	\$36,819	76%
510	Electrician	28	224	\$48,249	\$53,722	\$54,899	\$62,683	\$44,288	\$44,359	\$62,870	\$63,936	\$49,057	91%
511	Plumber	17	71	\$47,917	\$50,969	\$52,236	\$58,689	\$40,412	\$44,153	\$58,248	\$60,890	\$48,142	94%
512	Building Superintendent	24	54	\$56,561	\$68,856	\$69,405	\$78,816	\$54,438	\$56,022	\$77,080	\$78,309	\$42,513	62%
601	Dietary Aide	13	272	\$25,746	\$27,290	\$27,105	\$29,816	\$23,863	\$24,456	\$33,051	\$33,108	\$26,004	95%
602	Registered Dietitian	19	105	\$52,348	\$56,282	\$59,243	\$65,692	\$48,563	\$48,988	\$72,845	\$71,378	\$53,664	96%
603	Licensed Practical Nurse	20	874	\$38,981	\$43,724	\$43,725	\$48,351	\$37,427	\$36,266	\$55,494	\$52,273	\$43,653	100%
605	Registered Nurse	23	7,099	\$59,892	\$67,896	\$66,881	\$71,408	\$54,375	\$54,506	\$85,028	\$84,337	\$57,782	85%
606	Nurse Manager (RN)	17	334	\$80,000	\$97,073	\$94,877	\$110,448	\$80,854	\$78,670	\$108,000	\$113,193	\$72,177	74%
607	Welfare Services Technician	4	574		\$39,424	\$39,080		\$33,631	\$33,134	\$43,355	\$44,416	\$29,068	76%
608	Welfare Clinician	6	159	\$56,068	\$56,780	\$56,466	\$61,022	\$48,240	\$46,157	\$68,741	\$68,892	\$56,379	90%
609	Veterans Service Officer	5	35	\$48,609	\$47,633	\$48,394	\$51,132	\$41,228	\$40,284	\$56,560	\$55,698	\$46,107	87%
610	Workforce Specialist	5	301	\$41,143	\$42,183	\$41,253	\$43,043	\$34,878	\$34,675	\$51,132	\$53,838	\$41,767	90%
611	Health Education Specialist	10	227	\$48,194	\$50,773	\$52,163	\$59,823	\$46,182	\$44,354	\$67,985	\$62,776	\$44,257	87%

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
612	Health Program Manager	8	11	\$55,316	\$58,375	\$72,181	\$89,878	\$54,811	\$67,101	\$81,911	\$92,845	\$57,230	86%
701	Correctional Officer	12	6,889	\$41,566	\$45,151	\$46,279	\$51,406	\$39,145	\$39,499	\$55,568	\$56,595	\$39,725	86%
702	Probation/Parole Officer	12	903	\$44,447	\$48,154	\$49,909	\$51,761	\$41,441	\$42,159	\$60,238	\$59,570	\$46,697	97%
703	Social Worker	18	2,310	\$44,974	\$52,520	\$51,790	\$56,533	\$44,022	\$45,290	\$67,926	\$67,987	\$52,077	96%
704	Youth Rehabilitation Specialist	6	175	\$39,890	\$40,658	\$44,764	\$47,383	\$36,711	\$37,294	\$48,989	\$49,629	\$51,258	128%
705	Correctional Lieutenant	8	212	\$59,881	\$68,175	\$89,009	\$77,042	\$57,673	\$61,158	\$81,644	\$81,472	\$63,450	92%
706	Correctional Manager	10	34	\$94,979	\$98,434	\$73,922	\$75,732	\$61,818	\$66,389	\$85,821	\$87,899	\$78,195	110%
707	Fish & Game Officer, Senior	5	142	\$52,070	\$62,303	\$68,952	\$62,543	\$50,598	\$49,920	\$68,062	\$69,484	\$59,362	95%
708	Police Officer	18	1,435	\$52,031	\$58,360	\$59,469	\$63,167	\$44,176	\$43,414	\$69,001	\$67,909	\$57,487	96%
709	Police Captain	17	64	\$88,067	\$96,778	\$104,579	\$124,050	\$90,471	\$88,963	\$107,117	\$111,968	\$102,125	106%
801	Wildlife Technician	5	195	\$39,815	\$42,192	\$42,565	\$44,015	\$36,498	\$36,513	\$45,214	\$47,417	\$39,003	92%
802	Environmental Health Specialist	8	63	\$50,694	\$58,541	\$59,808	\$68,226	\$46,083	\$47,049	\$69,659	\$72,091	\$49,049	84%
803	Scientist	8	287	\$98,161	\$73,448	\$77,690	\$88,728	\$61,279	\$61,771	\$84,059	\$86,679	\$58,074	79%
804	Chemist, Senior	10	65	\$57,883	\$59,205	\$60,304	\$63,874	\$51,272	\$50,912	\$68,879	\$72,979	\$52,932	89%
805	Forensic Scientist, Senior	7	101	\$68,249	\$68,670	\$71,216	\$77,204	\$58,309	\$57,140	\$84,065	\$81,125	\$83,333	120%
807	Engineer in Training (Civil)	10	284	\$54,761	\$57,382	\$56,294	\$60,382	\$51,201	\$49,810	\$69,253	\$70,423	\$51,985	91%
808	Engineer (Technical)	13	976	\$73,921	\$82,649	\$80,988	\$90,000	\$72,827	\$68,546	\$95,321	\$93,818	\$78,013	94%
809	Engineer (Civil)	12	332	\$68,779	\$70,000	\$72,227	\$72,247	\$59,833	\$62,162	\$90,407	\$90,702	\$70,743	101%
810	Engineering Manager	17	150	\$93,544	\$103,888	\$110,208	\$118,700	\$87,630	\$89,276	\$122,179	\$127,960	\$99,210	95%

**MARKET PAY PRACTICES**

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

	PAY PRACTICES							
	ALL PARTICIPANTS		PUBLIC SECTOR		PRIVATE SECTOR			
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
Annual operating budget	\$1,595.8M	\$78.0M	\$2,071.5M	\$90.6M	\$925.4M	\$25.0M		
Number of FTEs	4,628	972	6,185	908	2,505	972		
Standard hours per year	2,054	2,080	2,035	2,080	2,080	2,080		
Average Percent of Base Pay Increase Budget, 2017	2.7%	3.0%	2.7%	3.0%	2.7%	3.0%		
Average Percent of Base Pay Increase Budget, 2018	2.8%	3.0%	3.0%	2.7%	2.6%	3.0%		
Average Percent of Base Pay Increase Budget, 2019	2.9%	3.0%	3.2%	3.0%	2.6%	3.0%		
Average Percent of Base Pay Increase Budget, 2020 Projected	3.1%	3.0%	3.1%	3.0%	3.0%	3.0%		
Percent Increase to Salary Structure, 2017	2.4%	2.2%	2.3%	2.0%	2.5%	2.6%		
Percent Increase to Salary Structure, 2018	2.2%	2.0%	2.2%	2.0%	2.2%	2.4%		
Percent Increase to Salary Structure, 2019	2.2%	2.3%	2.4%	2.3%	2.0%	2.2%		
Percent Increase to Salary Structure, 2020 Projected	2.5%	2.5%	2.5%	2.5%	2.4%	2.6%		
	<b>YES</b>		<b>% WITHIN PUBLIC SECTOR</b>		<b>% WITHIN PRIVATE SECTOR</b>			
Utilize Cost of Living Adjustments	18		72%		28%			
Utilize Market Based Adjustments	25		36%		64%			
Utilize Performance (Merit) Based Adjustments	22		41%		59%			
Utilize Competency Based Adjustments	4		50%		50%			
Utilize Step Increases	22		77%		23%			
Shift Differential Pay	31		58%		42%			
Longevity Pay	24		75%		25%			
Multiple Salary Structures	24		83%		17%			
Professional Certification Pay	34		56%		44%			

## Appendix: Survey Questionnaire

Pages 16 – 35 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 seventy-six (76) positions in seven job families.

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

Please report your data effective as of August 1, 2019. All required data forms are included within the workbook.

Benchmark Job Titles		
Finance / Human Resources / Tax		
101	Accounting Technician	108 Training Specialist
102	Disability Claims Adjudicator	109 Tax Compliance Officer
103	Grants Officer	110 Tax Auditor, Senior
104	Bank Examiner	
Information Technology		
201	Desktop Support Technician	207 Information Systems Manager
202	Programmer/Analyst	208 IT Security Analyst, Senior
203	GIS Analyst	209 Software Engineer
General Administration		
301	Receptionist	312 Public Information Specialist
302	Administrative Assistant	313 Public Information Officer
303	Shipping/Receiving Specialist	314 Research Analyst
304	Customer Service Representative	315 Project Manager
305	Office Support Specialist	316 Library Assistant
306	Office Support Supervisor	

Public Works / Operations / Parks & Recreation			
501	Custodian	505	Roadway Maintenance Technician
502	Maintenance Craftsman	506	Water Resource Agent, Senior
503	HVAC Technician	507	Parks & Recreation Ranger
504	Mechanic	508	Parks & Recreation Manager
		509	Carpenter
		510	Electrician
		511	Plumber
		512	Building Superintendent

Health & Welfare			
601	Dietary Aide	606	Nurse Manager (RN)
602	Registered Dietitian	607	Welfare Services Technician
603	Licensed Practical Nurse	608	Welfare Clinician
605	Registered Nurse	609	Veterans Service Officer
		610	Workforce Specialist
		611	Health Education Specialist
		612	Health Program Manager

Public Safety			
701	Correctional Officer	704	Youth Rehabilitation Specialist
702	Probation/Parole Officer	705	Correctional Lieutenant
703	Social Worker	706	Correctional Manager
		707	Fish & Game Officer, Senior
		708	Police Officer
		709	Police Captain

Environmental Services / Agriculture / Engineering			
801	Wildlife Technician	804	Chemist, Senior
802	Environmental Health Specialist	805	Forensic Scientist, Senior
803	Scientist	807	Engineer in Training (Civil)
		808	Engineer (Technical)
		809	Engineer (Civil)
		810	Engineering Manager

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

**Due Date**  
Please submit your completed questionnaire by Wednesday, September 25, 2019 by email to Lauren Busey (lauren.busey@milliman.com).

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



**Worksheet Instructions**

**Invited Participants**

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

**Your Organization / Pay Administration Information**

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

**Job Descriptions**

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

**Compensation Input**

The compensation data form includes pre-printed survey job codes and titles. Report all data effective as of August 1, 2019. Following is an explanation of the data elements:

**Your Organization's Title**

The title that your organization has assigned to this job.

**Level of Match**

Please provide only "good" matches. A "good" match is one in which 80% of the job responsibilities match between the survey job and the job at your organization. After determining if it is a "good" match, please use this column to indicate if your job duties are equal to, less than or greater than the benchmark description. Select the appropriate level of match from the drop-down box. If your organization does not have a match to the survey position, please select "no match".

**Number of Incumbents**

Please provide the number of full-time employees you are reporting for this job.

**Average Base Pay**

Please provide the annual base pay for this job (as of August 1, 2019).

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

Private Sector Organizations Invited to Participate

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



## Compensation Survey Your Organization / Pay Administration

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

**Pay Administration**

Adjustments		2017	2018	2019	2020 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For each box checked above, please provide the percent of pay that you budgeted/paid out for this increase in the last year						

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

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

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

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



## Compensation Survey Job Descriptions

Survey Job Code	Title/Description	Qualifications
101	<b>Accounting Technician</b> 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> 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> 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> 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> 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	<p><b>Budget Manager</b></p> <p>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.</p>	Typically requires a Bachelor's degree and management level experience.
107	<p><b>Finance Department Director</b></p> <p>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.</p>	Typically requires a Bachelor's degree and director level experience.
108	<p><b>Training Specialist</b></p> <p>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.</p>	Typically requires a Bachelor's degree and one to two years of relevant work experience
109	<p><b>Tax Compliance Officer</b></p> <p>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.</p>	Typically requires an Associate's degree and one to two years of relevant work experience.
110	<p><b>Tax Auditor, Senior</b></p> <p>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.</p>	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	<p><b>Desktop Support Technician</b></p> <p>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.</p>	Typically requires an Associate's degree and one to two years of relevant work experience.

202	<p><b>Programmer/Analyst</b></p> <p>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.</p>	Typically requires a Bachelor's degree and one to two years of relevant work experience.
203	<p><b>GIS Analyst</b></p> <p>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.</p>	Typically requires a Bachelor's degree and one to two years of relevant work experience.
204	<p><b>Network Analyst</b></p> <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>	Typically requires a Bachelor's degree and one to two years of relevant work experience.
205	<p><b>Web Developer</b></p> <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>	Typically requires a Bachelor's degree and two to four years of relevant work experience.
206	<p><b>Database Analyst</b></p> <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>	Typically requires a Bachelor's degree and one to two years of relevant work experience.

207	<b>Information Systems Manager</b> Manages and directs all information technology activities in a large agency/organization a large information technology function in a centralized information technology organization. Exercises direct supervision over supervisors, professional, technical, and support staff and oversees contract work. Reviews and monitors information technology policies, procedures, and standards. Monitors compliance with governmental regulations and statutes. Prepares budget and participates in organization wide information technology planning activities.	Typically requires a Bachelor's degree and management level experience.
208	<b>IT Security Analyst, Senior</b> Develops and implements policies and procedures for security and disaster recovery. Analyzes business requirements and assists other IT staff in the integration of these requirements. Ensures all applications incorporate disaster recovery procedures. Develops and oversees security education and awareness programs throughout the organization. Audits security access control design practices to ensure adherence to policies and procedures. Assists outside auditors. Evaluates legislation, regulations, and industry practices and provide technical expertise and project leadership to other IT staff.	Typically requires a Bachelor's degree and three to four years of relevant work experience.
209	<b>Software Engineer</b> Analyzes, designs, develops, modifies, writes, edits, tests, and implements software programming applications. Analyzes and defines software requirements to meet business needs. Interfaces with customers to determine the most efficient and cost-effective approach and proposes software solutions. Participates in the evaluation and selection of products and tools. Develops, designs, and edits original applications, or modifies existing applications. Tests and approves applications. Manages user support and feedback. May specialize in one or more areas of development, including network, operating systems, databases, or applications.	Typically requires a Bachelor's degree and two to four years of relevant work experience.
301	<b>Receptionist</b> Provides front-line customer service in person and by telephone to refer customers to appropriate office or staff. Asks for customer's name, arranges for appointment with or notifies person called upon of customer's arrival, guides caller to destination, and records name, time of call, nature of business, and person called upon.	Typically requires a high school diploma or equivalent and six months of relevant work experience.
302	<b>Administrative Assistant</b> Performs highly responsible and complex administrative support work requiring broad organizational knowledge and the interpretation and application of agency policies, rules, and regulations. Provides confidential, secretarial support to an agency director or deputy by working independently on delegated tasks. Prepares special reports and may resolve procedural, scheduling, and other non-policy matters on behalf of the executive. May exercise project-specific supervision over staff as necessary.	Typically requires a high school diploma or equivalent and one year of relevant work experience.
303	<b>Shipping/Receiving Specialist</b> Ship, receive, and deliver supplies, materials and equipment, and maintain inventory control and records in a State warehouse.	Typically requires a high school diploma or equivalent and three months of relevant work experience.
304	<b>Customer Service Representative</b> Greet visitors and answers the telephone. Possesses good knowledge of department programs and services. Provides and obtains accurate information, explains and applies rules, policies, and procedures. Determines eligibility for available services and refers people to the appropriate department or staff. Additionally, performs a variety of office support functions	Typically requires a high school diploma or equivalent and six months of relevant work experience.

305	<b>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.
306	<b>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.
307	<b>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.
308	<b>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.
309	<b>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.
310	<b>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.



311	<p><b>Legal Assistant</b></p> <p>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.</p>	Typically requires a high school diploma or equivalent and two to three years of relevant work experience.
312	<p><b>Public Information Specialist</b></p> <p>Performs public information activities in support of a department's operations and public relations. Writes and distributes routine news releases covering appointments, programs, meetings, and scheduled events. Writes routine speeches and program scripts. Develops and maintains a variety of media contacts. Drafts responses and provides information to media and the public. Makes public presentations and represents the department at meetings and conferences. Researches background data and interviews sources. Coordinates the work of consultants and vendors. Provides input for department public relations goals and priorities.</p>	Typically requires a high school diploma or equivalent and two to three years of relevant work experience.
313	<p><b>Public Information Officer</b></p> <p>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.</p>	Typically requires a Bachelor's degree and one year of relevant work experience.
314	<p><b>Research Analyst</b></p> <p>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.</p>	Typically requires a Bachelor's degree and one to two years of relevant work experience.
315	<p><b>Project Manager</b></p> <p>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.</p>	Typically requires a Bachelor's degree and management level experience.
316	<p><b>Library Assistant</b></p> <p>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.</p>	Typically requires an Associate's degree and one to two years of relevant work experience.
501	<p><b>Custodian</b></p> <p>Performs heavy-duty cleaning in hospitals, locker rooms, classrooms, dormitories, laboratories, or other areas. Cleans and shampoos carpets, strips and re-waxes floors, empties trash, dusts, and cleans walls, windows, bathrooms, and other general use areas. Changes light bulbs and maintains a small supply closet. Sets up equipment for special events and services cleaning equipment.</p>	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.



508	<b>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.
509	<b>Carpenter</b> Journey-level skilled carpentry work for the maintenance and repair of buildings. Constructs and repairs wooden structures and structural parts. Reads blueprints, computes dimensions, cuts and assembles frameworks. Uses hand tools such as saws, hammers, drills, lathes, levels, and other carpentry tools. May design and construct custom office furniture to meet unusual conditions and needs.	Typically requires four years of relevant work experience.
510	<b>Electrician</b> Journey-level skilled work in the maintenance, repair and trouble-shooting of electrical systems. Installs and maintains electrical appliances, equipment, and components such as panels, circuit breakers, connectors, switches, transformers, and emergency generators. Diagnoses and corrects electrical system and equipment malfunctions using tools and test equipment. Reads blueprints and other drawings. May provide technical guidance and instruction to lower level employees.	Typically requires state licensure as a Journeyman Electrician and two years of relevant work experience.
511	<b>Plumber</b> Journey-level skilled work in the installation, maintenance, and repair of plumbing systems and fixtures. Installs and troubleshoots water heaters and steam lines. May maintain natural gas appliances.	Typically requires state licensure as a Journeyman Plumber and six months of relevant work experience.
512	<b>Building Superintendent</b> Plans, directs, and performs repair and maintenance of a large building or a complex of smaller buildings. Supervises and trains staff.	Typically requires two years of relevant work experience.
601	<b>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.
602	<b>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.
603	<b>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.

605	<b>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.
606	<b>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.
607	<b>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.
608	<b>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.
609	<b>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.
610	<b>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.
611	<b>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.

612	<p><b>Health Program Manager</b></p> <p>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.</p>	Typically requires a Bachelor's degree and two to three years of relevant work experience.
701	<p><b>Correctional Officer</b></p> <p>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.</p>	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires two years of relevant work experience or post high school education.
702	<p><b>Probation/Parole Officer</b></p> <p>Journey-level work providing professional correctional work involving juvenile or adult probationers and/or parolees. Conducts pre-sentence and pre-hearing investigations for use in probation and parole proceedings. Assists clients with personal, social, financial, family, employment and psychological problems and works with community service agencies and law enforcement authorities to enhance the process of integrating offenders back into the community. Supervises released offenders by enforcing parole agreements and stipulations, and prepares periodic reports on their activities. Recommends remedial action when appropriate.</p>	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires a high school diploma or equivalent.
703	<p><b>Social Worker</b></p> <p>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.</p>	Requires licensure to practice as a Licensed Clinical Social Worker. In addition, typically requires a Bachelor's degree.
704	<p><b>Youth Rehabilitation Specialist</b></p> <p>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.</p>	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	<b>Correctional Lieutenant</b>	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	<b>Correctional Manager</b>	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	<b>Fish &amp; Game Officer, Senior</b>	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	<b>Police Officer</b>	Journey-level work enforcing motor vehicle traffic laws and all criminal laws through ground patrols. Conducts criminal investigations. Patrols the streets and highways for the purpose of preventing crime, maintaining order, and promoting safety. Investigates motor vehicle crashes. Protects residents, employees, the general public and property.	Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Must possess a valid driver's license and pass a background investigation and polygraph examination.
709	<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 background investigation and polygraph examination.
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>Scientist</b>	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 effect on program policies. Provides solutions, standards, and protocols to a wide range of difficult problems. Serves as a task force member or team leader for a group of scientists and support personnel for on-going projects or studies.	Typically requires a Bachelor's degree and four years of relevant work experience or a Master's degree and two years of relevant work experience or a Doctorate of Philosophy.
804	<b>Chemist, Senior</b>	Journey-level work performing professional chemical laboratory work. Applies advanced instrument analysis techniques to identify and analyze chemically constructed or bonded materials and substances quantitatively or qualitatively.	Typically requires a Bachelor's degree and three years of relevant work experience.
805	<b>Forensic Scientist, Senior</b>	Performs advanced, multi-level examinations and analyses. Plans and manages a large and diverse regional or statewide case load. Supports state and local legal and criminal justice agencies. Serves as interagency liaison. Trains and acts as supervising analyst in casework specialty.	Typically requires a Bachelor's degree and three years of relevant work experience.
807	<b>Engineer in Training (Civil)</b>	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.
808	<b>Engineer (Technical)</b>	Journey-level work within technical specialty. Performs all normal and conventional aspects of journey-level engineering and provides consultation with other professional engineering staff and management in their specialty. Applies intensive and diversified knowledge of engineering principles and practices. Plans, schedules, conducts, and coordinates detailed phases of the engineering work. Makes independent decisions on engineering problems and methods and represents the organization in conferences. Develops improved techniques.	Typically requires a Bachelor's degree, licensure as a Professional Engineer and four years of relevant work experience.

809	<b>Engineer (Civil)</b>	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	<b>Engineering Manager</b>	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.



Appendix C – Korn Ferry Total Compensation Report



**TOTAL COMPENSATION  
REPORT**  
State of Idaho

November 20, 2019



## Contents & Objectives

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The State of Idaho requested an update of the total compensation analysis last conducted in 2018. Specifically, Korn Ferry was asked to do the following:

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





1

Process &  
Methodology

## Process & Methodology

**The following survey sources were used (one addition since the 2017 analysis) to compare average pay for the State's 246 classifications to the market:**

- Several survey sources were compiled and provided to KF by the State:
  - Western Management Group (July 1, 2019)
  - Northwest Healthcare Survey (January 1, 2019)
  - Northwest Management Professional Survey (May 1, 2019)
  - Northwest Engineering, Science, and Project Management Survey (May 1, 2019)
  - Northwest IT Survey (June 1, 2019)
  - NCASG – 8 States in Relevant Labor Market, MT, UT, WY, OR, WA, CO, NM, AZ (July 1, 2019)
- KF combined these sources with its own data:
  - Korn Ferry General Market (May 2019) – adjusted for cost of labor in Idaho\*
- The above salary data are projected to January 1, 2020, using a 3.0% annual rate.
- The State also provided the results of the Milliman custom salary survey of employers in Idaho
  - The survey included 76 classifications, covering approximately 4,000 employees (31% of the classified workforce). Not all of the 76 classifications are aligned to the 246 benchmark classifications.
  - Survey responses came from 54 organizations, 57% of which are public sector (States, Counties, Cities, Colleges/Universities and School Districts).
  - The custom survey is effective August 1, 2019, but for purposes of reporting results in this report, the data have also been aged to January 1, 2020.

*\* Cost of labor is determined using Economic Research Institute statistics regarding pay levels based on geographic area. Cost of labor is different than cost of living, which only reflects the supply and demand for goods and services in a geographic area which are influenced by factors that are often independent of local wages.*





## Process & Methodology (continued)

### The following comparator markets were used for the 2019 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 KF's methodology and the market comparator groups.

Statistic	Definition
P25	P25 is the 25th Percentile, meaning that 75% of the market data is above this point, and 25% is below
P50 / Median	P50 is the Median, meaning that 50% of the market data is above this point, and 50% is below
P75	P75 is the 75th Percentile, meaning that 25% of the market data is above this point, and 75% is below
Market Average	Average pay in the external labor market as determined by published salary surveys for similar jobs in the market
Weighted Average	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







## Salary Market Competitiveness

- Certain jobs/job families have improved their competitive position in the market, while some jobs have moved further behind. In aggregate the State's market position for actual cash improved relative to the public sector market, but declined relative to the private sector compared to 2018:

Cash Area	Idaho vs. Private Sector Market Average		Idaho vs. Public Sector Market Average		Idaho vs. Custom Survey Market Median	
	2018	2019	2018	2019	2018	2019
Actual Base Salaries	-25.6%	-26.2%	-12.9%	-12.4%	-8.7%	-11.2%
Base Salary Policy	-21.6%	-21.5%	-7.2%	-6.7%	N/A	N/A

- Private Sector market movement was slightly higher than average pay movement for the State, while Public Sector moved slightly less.
- With a 3% increase to the salary structure, State of Idaho's policy is slightly more competitive compared to last year.
- The Private Sector and Public Sector results are based on KF's analysis of external survey data provided and compiled by the State of Idaho, plus KF'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

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:
  - Skilled Trades 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 8,135 employees out of a total of approximately 13,070 or 62% of classified incumbents.
- The comparisons outlined on the following page are the basis for the total compensation charts shown in section four.



# 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	4	0.0%	\$232,195	\$168,136	38%	\$229,698	1%
R	3	0.0%	\$122,845	\$150,630	-18%	n/a	n/a
Q	13	0.2%	\$115,270	\$149,282	-23%	\$121,337	-5%
P	93	1.1%	\$90,681	\$140,952	-36%	\$101,995	-11%
O	150	1.8%	\$87,360	\$123,203	-29%	\$86,267	1%
N	253	3.1%	\$74,815	\$109,159	-31%	\$86,420	-13%
M	887	10.9%	\$66,194	\$92,642	-29%	\$72,643	-9%
L	1343	16.5%	\$56,030	\$77,612	-28%	\$64,255	-13%
K	950	11.7%	\$49,324	\$67,342	-27%	\$59,891	-18%
J	813	10.0%	\$42,220	\$57,898	-27%	\$43,693	-3%
I	1545	19.0%	\$39,449	\$50,583	-22%	\$49,720	-21%
H	1379	17.0%	\$33,422	\$43,372	-23%	\$38,578	-13%
G	460	5.7%	\$29,202	\$38,230	-24%	\$37,126	-21%
F	59	0.7%	\$26,693	\$34,849	-23%	\$39,108	-32%
E	183	2.2%	\$24,386	\$31,558	-23%	\$30,001	-19%
Overall	8135	100.0%			<b>-26.2%</b>		<b>-12.4%</b>

### Policy

	Private		Public	
	Weighted Salary	Idaho % Diff	Weighted Salary	Idaho % Diff
	\$168,136	12%	\$229,698	-18%
	\$150,630	-24%	n/a	n/a
	\$149,282	-31%	\$121,337	-15%
	\$140,952	-34%	\$101,995	-8%
	\$123,203	-31%	\$86,267	-1%
	\$109,159	-28%	\$86,420	-9%
	\$92,642	-23%	\$72,643	-2%
	\$77,612	-19%	\$64,255	-2%
	\$67,342	-17%	\$59,891	-6%
	\$57,898	-14%	\$43,693	14%
	\$50,583	-12%	\$49,720	-11%
	\$43,372	-12%	\$38,578	-2%
	\$38,230	-14%	\$37,126	-11%
	\$34,849	-17%	\$39,108	-26%
	\$31,558	-18%	\$30,001	-14%
		<b>-21.5%</b>		<b>-6.7%</b>





## Benefits Market Competitiveness

- The State’s current overall competitive market position for benefits is consistent with the 2018 market position:

Benefit Area	State of Idaho vs. Private Sector Market		State of Idaho vs. Public Sector Market	
	2018	2019	2018	2019
<b>Total Benefits</b>	P75	P75	P50	P25-P50
<b>Retirement</b>	> P75	> P75	P25-P50	< P50
<b>Health Care</b>	> P75	> P75	P50	< P50
<b>Disability</b>	> P75	P75	> P75	> P75
<b>Life Insurance</b>	P50	P50	P75	P75

- The State’s total benefits market position relative to the private sector remained the same.
- The State’s total benefits market position relative to the public sector did decline slightly driven by health care program changes (increased deductibles, out of pocket maximums, and prescription drug copayments) as health care represents a large component of the overall benefits package.
- Charts and tables in this section illustrate the State’s market position and highlight the key drivers of benefits program value for the State.





## Benefits Market Competitiveness

### CHANGES TO STATE OF IDAHO BENEFITS PROGRAM FROM 2018 STUDY

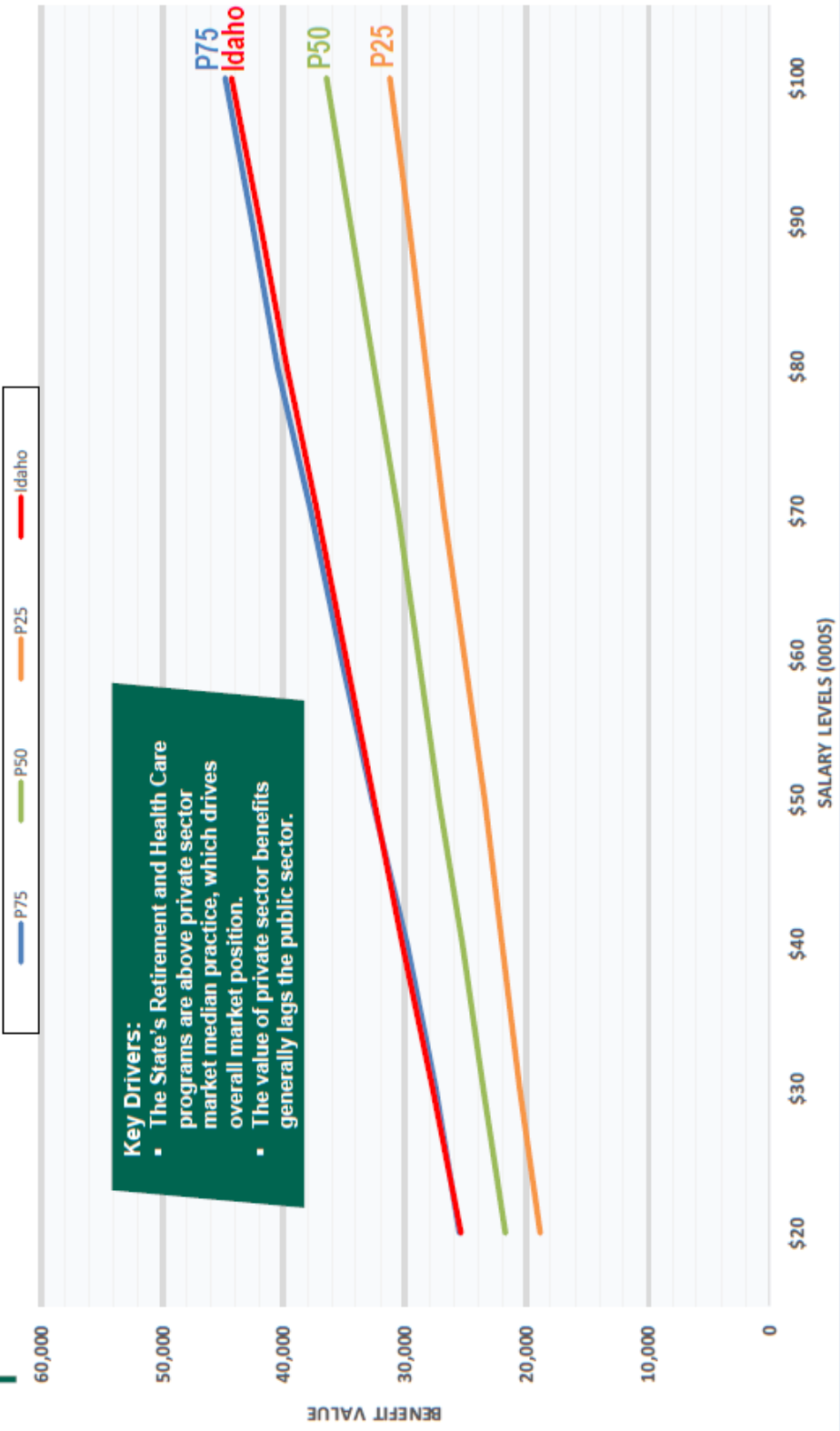
Benefit Area	2018 Provision	2019 Provision	Impact to Market Position
Retirement – Employee Contribution	6.79%	7.16%	=
Health Care – PPO Deductible and OOP Maximum	\$250 / \$750 \$3,000 / \$6,000	\$350 / \$950 \$3,250 / \$6,750	-
Health Care – Rx Copayments	\$10 Generic, \$30 Preferred, \$50 Non-Preferred	\$10 Generic, \$30 Preferred, \$60 Non-Preferred	-
Health Care – Preventive & Rx	Grandfathered status, not fully ACA compliant	100% coverage of preventive, ACA compliant	+





# Total Benefits

## Idaho vs. Private Sector - Total Benefits



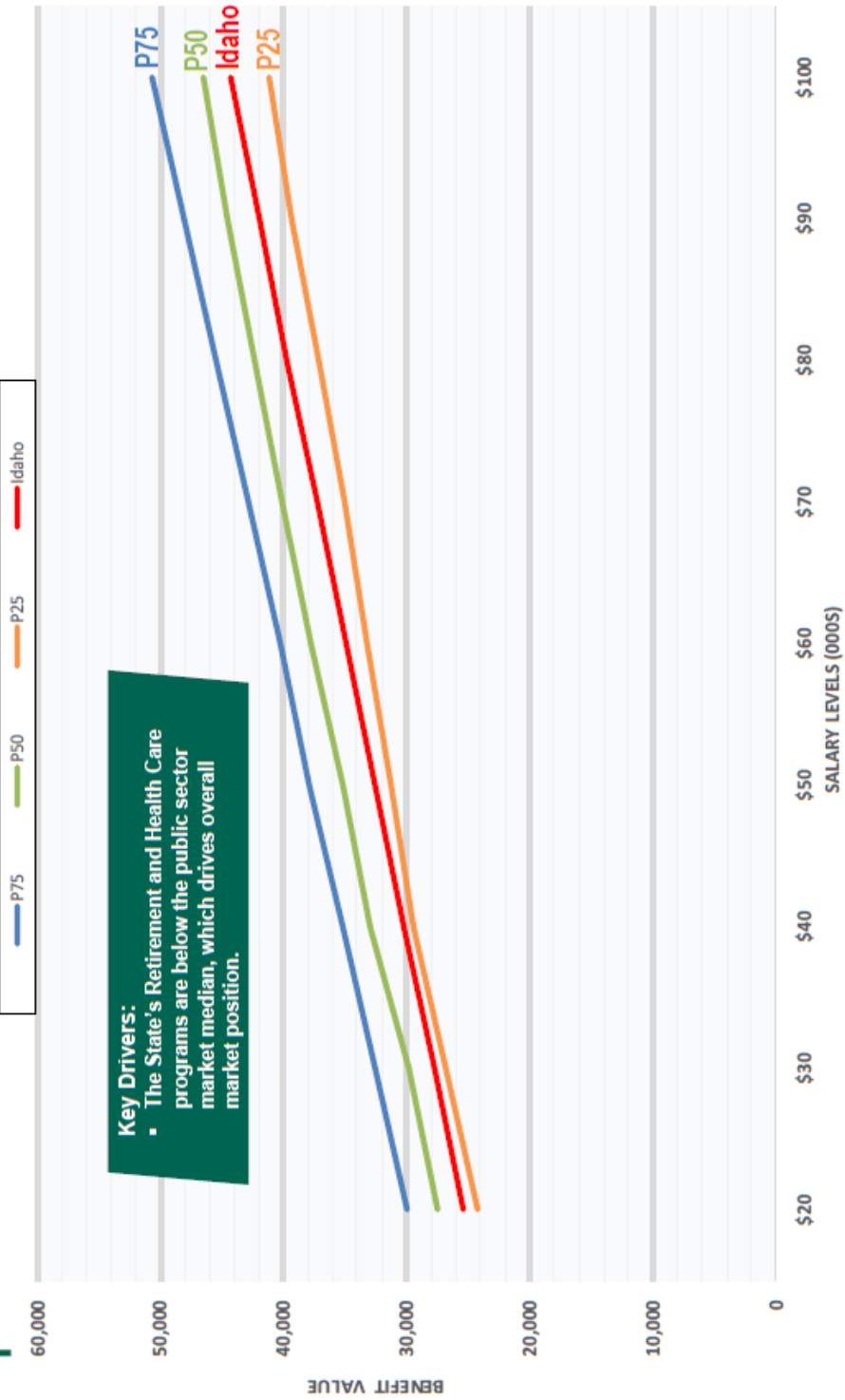
**Key Drivers:**

- The State's Retirement and Health Care programs are above private sector market median practice, which drives overall market position.
- The value of private sector benefits generally lags the public sector.



# Total Benefits

## Idaho vs. Public Sector - Total Benefits



**Key Drivers:**

- The State's Retirement and Health Care programs are below the public sector market median, which drives overall market position.



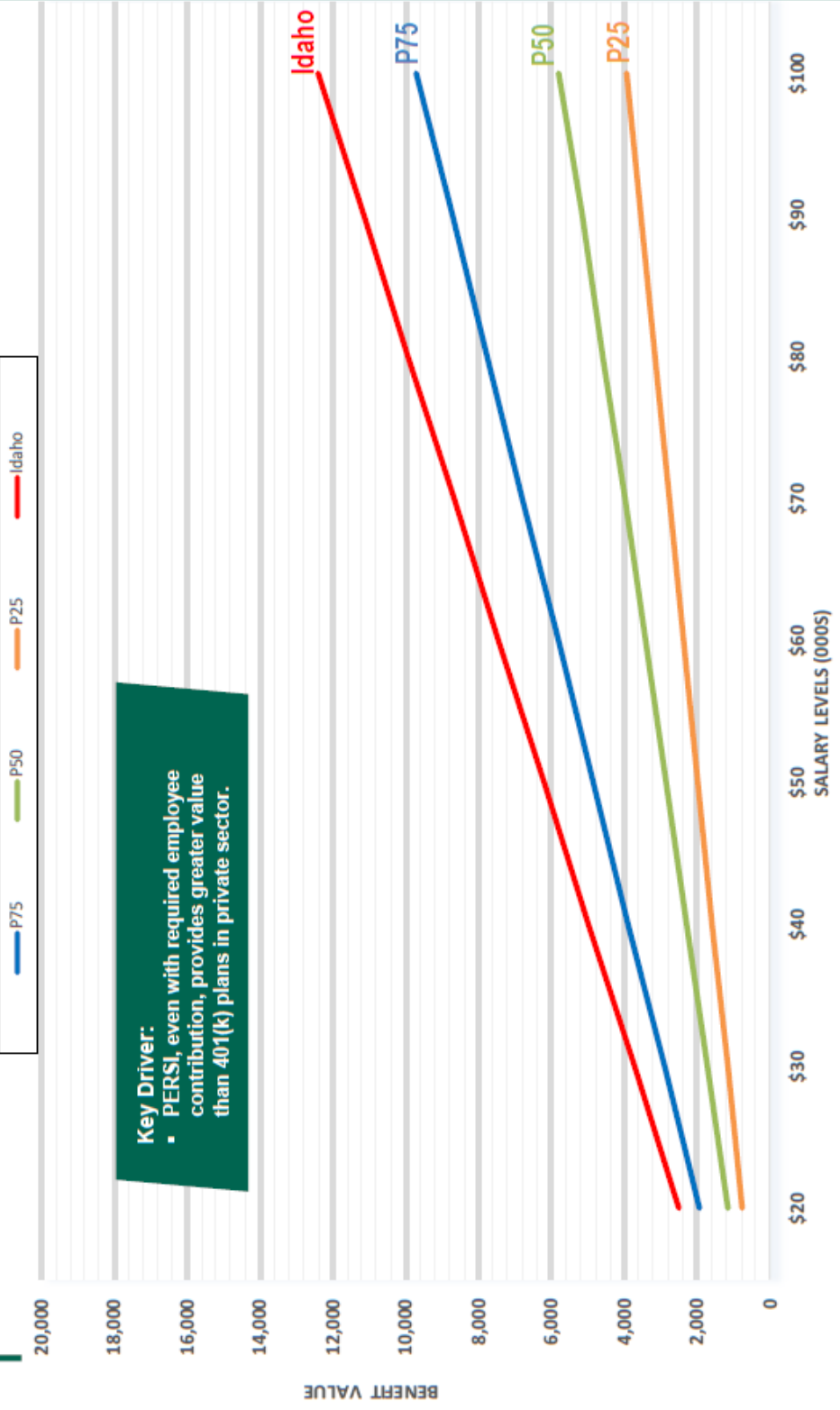
## Benefits Review – Retirement

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</li> <li>○ Employee contribution of 7.16%, up from 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> <li>▪ Employees may 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 DB plans are not common in the Private Sector (only 14%), however, they remain prevalent with the Public Sector (87%).</li> <li>▪ The value of DB plans is higher in the private sector, as companies do not typically require employee contributions, while in the public sector employee contributions are more prevalent.</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 to DC plans in the private sector are approximately 4.5% at the median. Employer contributions are a combination of matching contributions and fixed or discretionary contributions.</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 = < P50	<ul style="list-style-type: none"> <li>▪ The State's DB plan is just below market median when compared to other Public Sector organizations driven by the higher required employee contributions (7.16%).</li> </ul>



# Retirement

## Idaho vs. Private Sector - Retirement



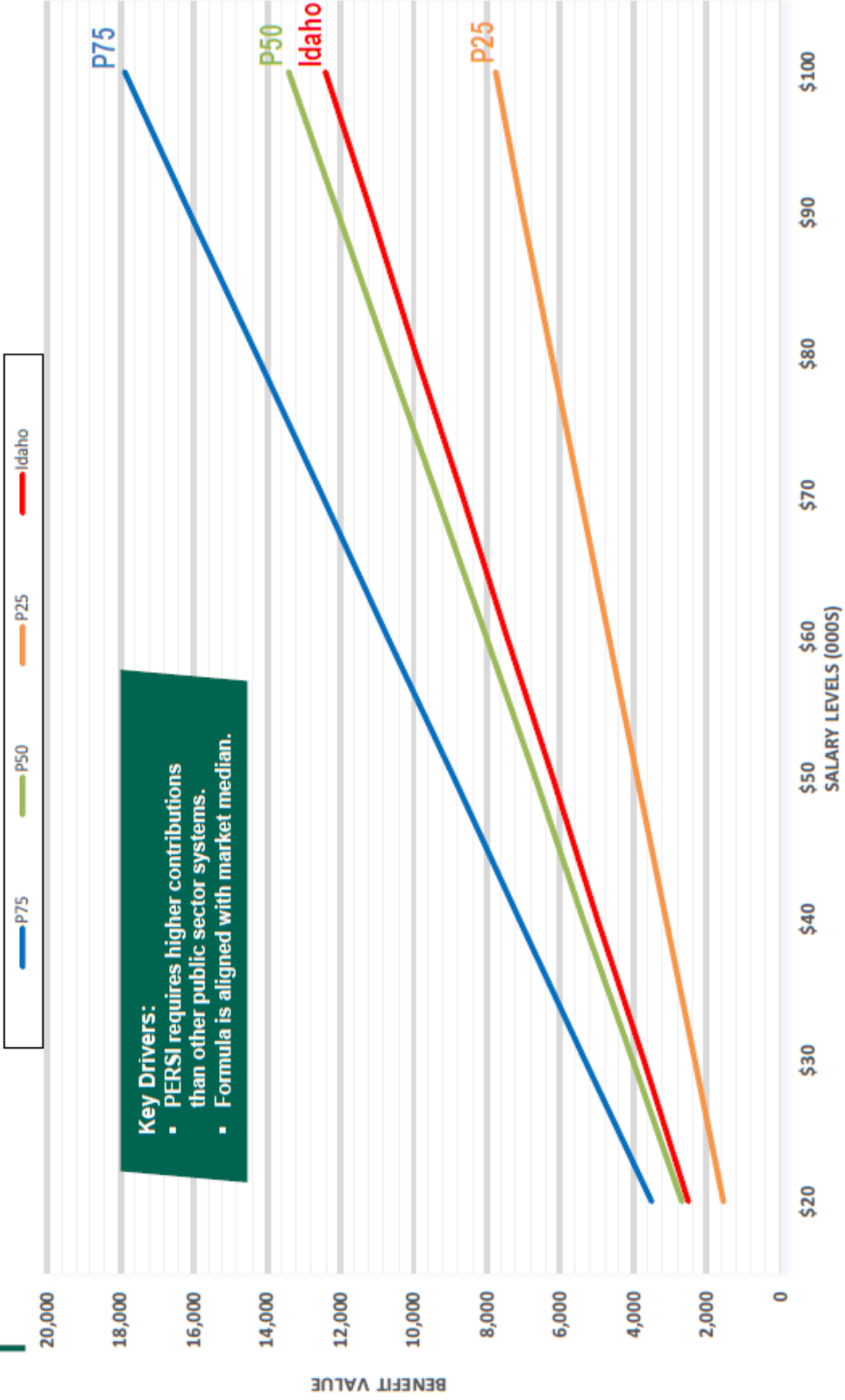
**Key Driver:**

- PERSI, even with required employee contribution, provides greater value than 401(k) plans in private sector.



# Retirement

## Idaho vs. Public Sector - Retirement



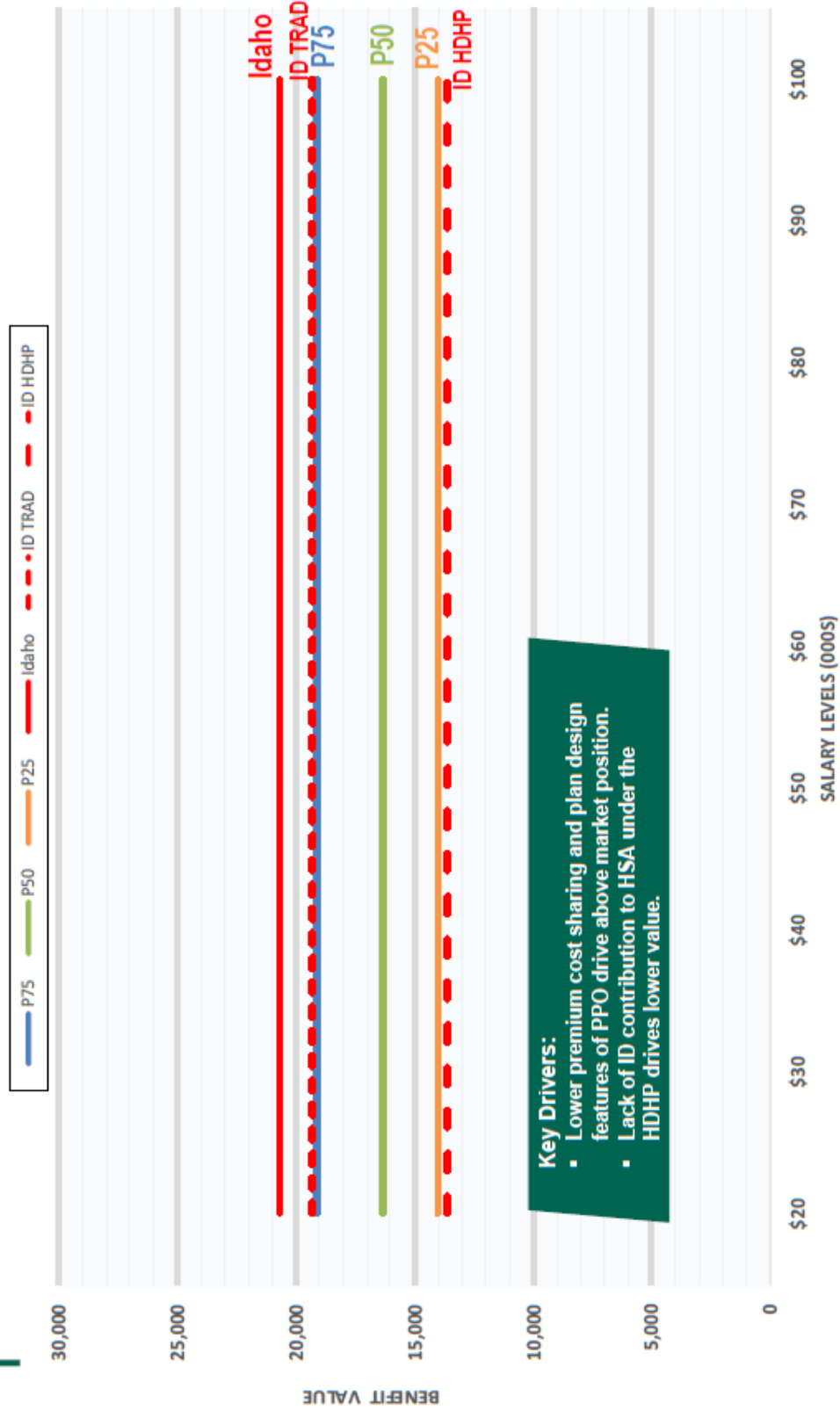


## Benefits Review – Health Care

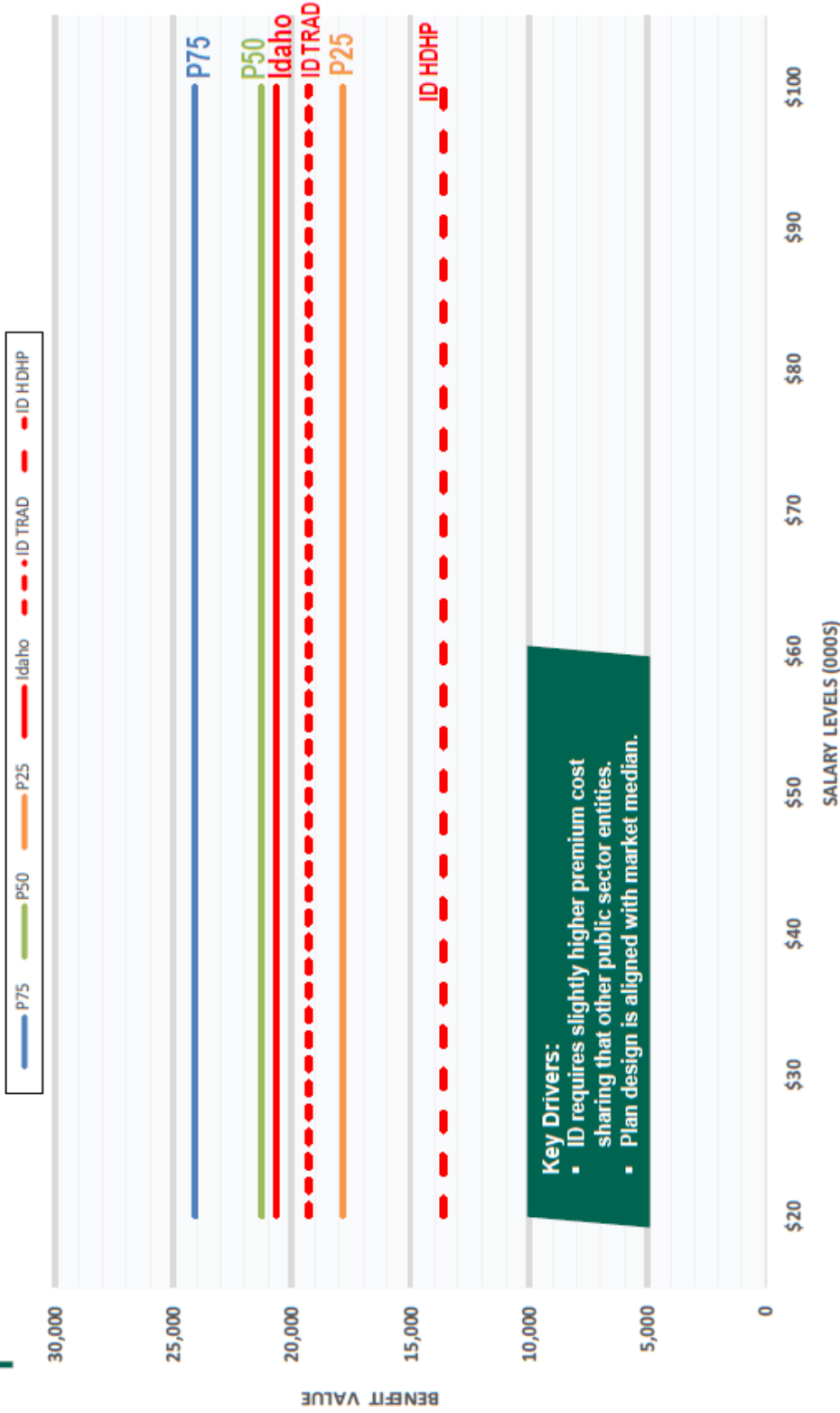
Health Care	Key Findings
<p><b>State of Idaho</b></p>	<ul style="list-style-type: none"> <li>▪ The State of Idaho provides employees with three (3) Medical/Rx plan options:                             <ul style="list-style-type: none"> <li>• The PPO is the prevalent plan; employee contributions for which are 5% for single coverage and 15% for family coverage</li> </ul> </li> <li>▪ The PPO has low deductibles (\$350/\$950) and out-of-pocket limits (\$3,250/\$6,750), with 15% coinsurance 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>
<p><b>Market</b></p>	<ul style="list-style-type: none"> <li>▪ A PPO (82%) is the prevalent plan type in the Private Sector Market. Plan design features have remained consistent:                             <ul style="list-style-type: none"> <li>• Median deductible of \$750/\$2,000, out-of-pocket max of \$3,000/\$6,000 and 20% coinsurance.</li> <li>• HDHPs are offered by 59% of the market. HDHPs are the most prevalent for 27% of the market.</li> <li>• Employees pay approximately 20-30% of medical premiums, 35% of dental and 100% of vision.</li> </ul> </li> <li>▪ A PPO is the prevalent plan type in the Public Sector Market:                             <ul style="list-style-type: none"> <li>• Median deductible of \$750/\$1,500, out-of-pocket maximum of \$3,000/\$6,000 and 15% coinsurance.</li> <li>• Employees pay approximately 15-20% of medical premiums, 35% of dental and 100% of vision.</li> </ul> </li> </ul>
<p><b>Private = &gt; P75</b></p>	<ul style="list-style-type: none"> <li>▪ The State is more competitive when compared to the Private Sector due to lower plan design cost sharing (deductibles and coinsurance).</li> </ul>
<p><b>Public = &lt; P50</b></p>	<ul style="list-style-type: none"> <li>▪ The State's health care plan is just below the public sector market median. It should be noted that public sector health care programs do not vary as significantly as they do in the private sector.</li> </ul>



Idaho vs. Private Sector - Health Care



### Idaho vs. Public Sector - Health Care



**Key Drivers:**

- ID requires slightly higher premium cost sharing than other public sector entities.
- Plan design is aligned with market median.



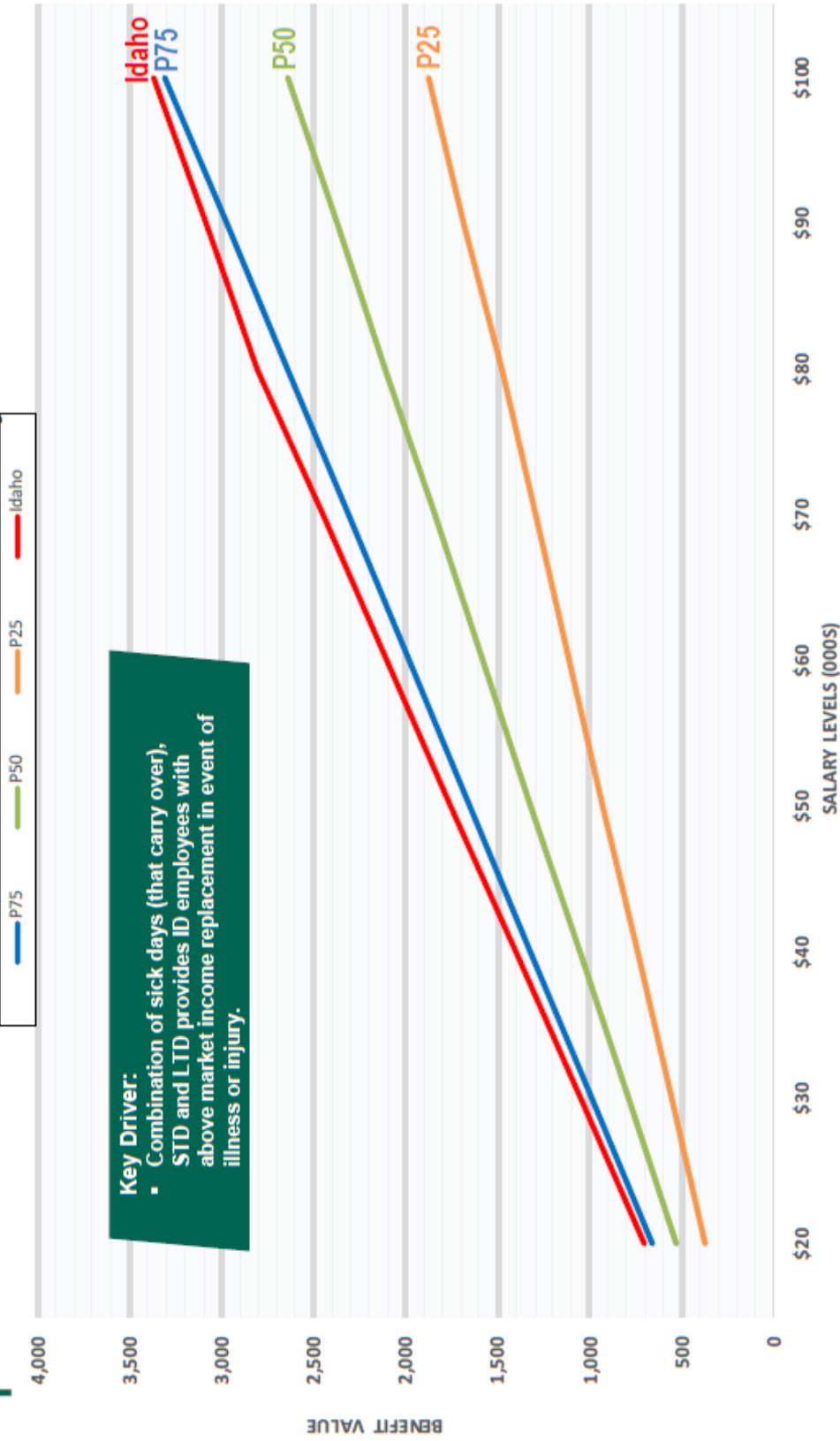
## Benefits Review – Disability

Disability	Key Findings
<p><b>State of Idaho</b></p>	<ul style="list-style-type: none"> <li>▪ Sick Leave – state employees accrue sick pay (4 hrs per pay period; i.e. 12 days per year) with no limit on carryover into the following year.               <ul style="list-style-type: none"> <li>• By not limiting carryover, employees may be able to use their sick leave to help cover short-term illnesses/disability at 100% of pay .</li> </ul> </li> <li>▪ Short Term Disability (STD) – the State provides employees with employer paid STD program which covers 60% of salary for a period up to 26 weeks.</li> <li>▪ Long Term Disability (LTD) – the State provides an LTD benefit of 60% up to a \$4,000 monthly maximum after 26 weeks, ends at age 70.</li> </ul>
<p><b>Market</b></p>	<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 continues to be prevalent in the Public Sector, but this practice is not prevalent in the private 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 (\$6,000).</li> </ul> </li> </ul>
<p><b>Private = &gt; P75</b></p>	<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>
<p><b>Public = &gt; P75</b></p>	



# Disability

## Idaho vs. Private Sector - Disability



**Key Driver:**

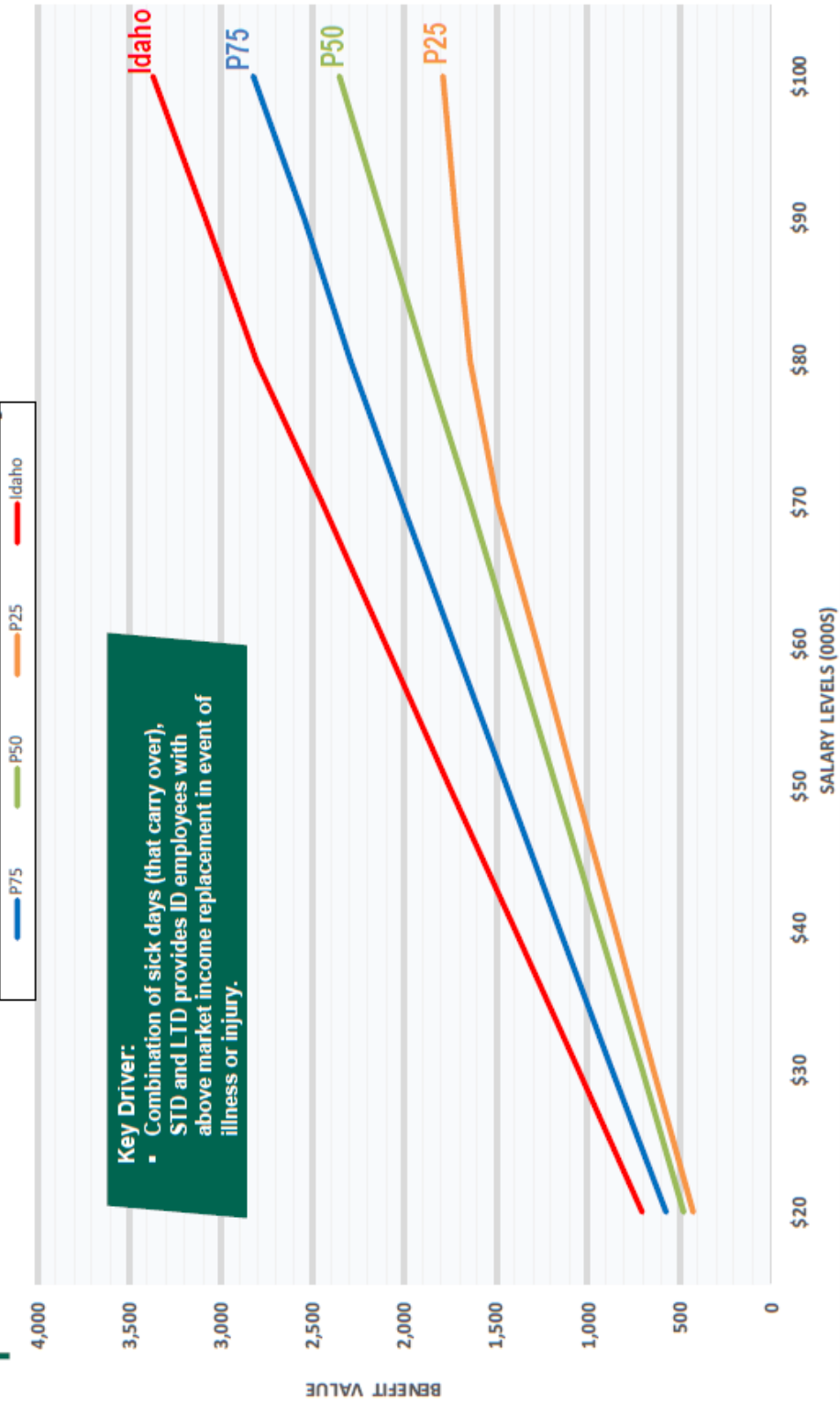
- Combination of sick days (that carry over), STD and LTD provides ID employees with above market income replacement in event of illness or injury.





# Disability

Idaho vs. Public Sector - Disability



**Key Driver:**

- Combination of sick days (that carry over), STD and LTD provides ID employees with above market income replacement in event of illness or injury.



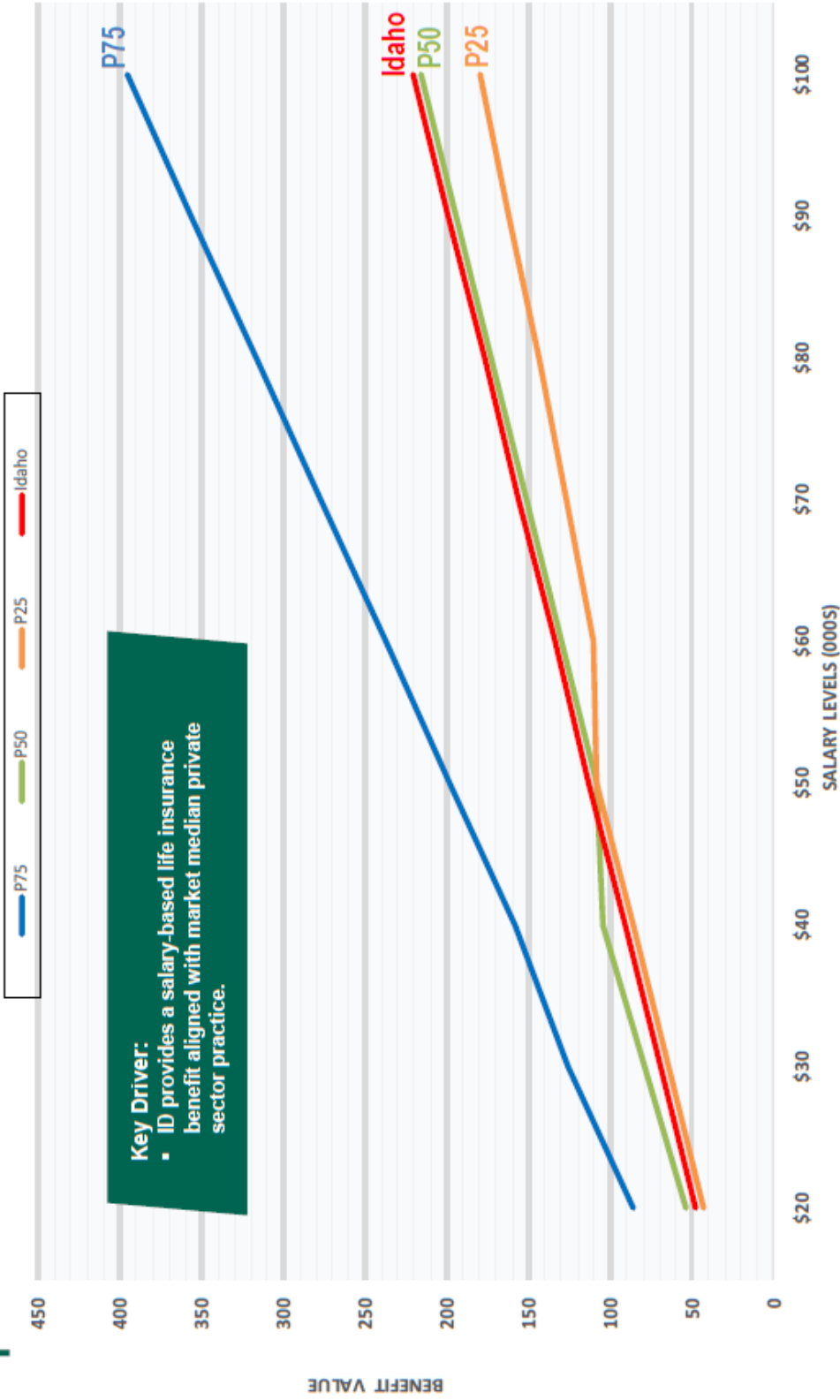
## Benefits Review – Life Insurance

Life Insurance	Key Findings
<b>State of Idaho</b>	<ul style="list-style-type: none"> <li>▪ The State provides employees with basic life and accidental death and dismemberment (AD&amp;D) benefits 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 \$2,000 and child coverage of \$1,000 is available to employees (State paid).</li> </ul> </li> </ul>
<b>Market</b>	<ul style="list-style-type: none"> <li>▪ The prevalent Public Sector practice is to provide a flat basic life benefit or a salary-based benefit that caps the benefit for anyone earning more than \$50,000.</li> <li>▪ In the Private Sector group, all provide a percentage of salary benefit (median of 1 times salary).</li> </ul>
<b>Private = P50</b>	<ul style="list-style-type: none"> <li>▪ The State's benefit is aligned with the Private Sector market median.</li> </ul>
<b>Public = P75</b>	<ul style="list-style-type: none"> <li>▪ The State's salary-based life insurance benefit with no maximum is above the Public Sector market.</li> </ul>



# Life Insurance

## Idaho vs. Private Sector - Life Insurance



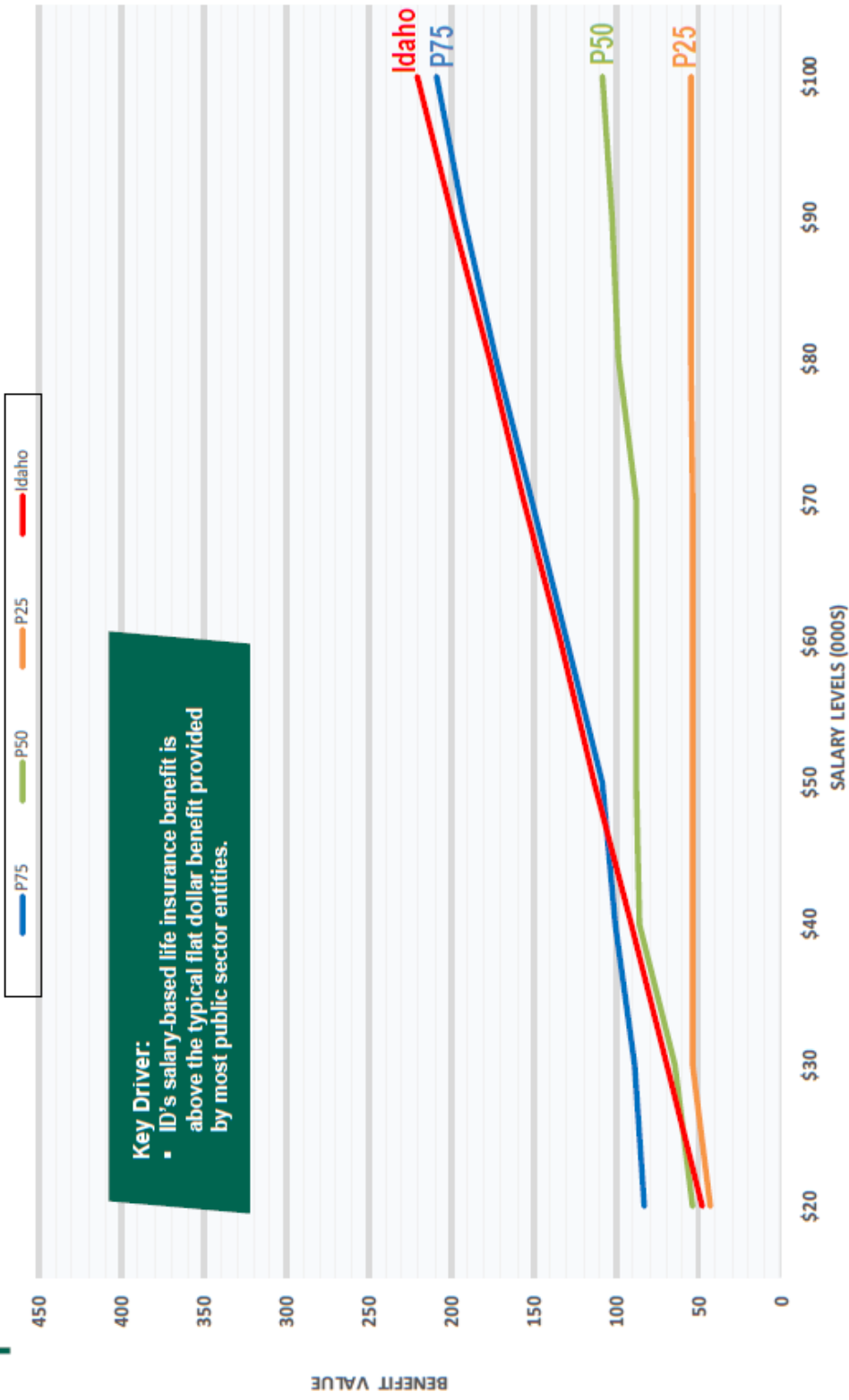
**Key Driver:**

- ID provides a salary-based life insurance benefit aligned with market median private sector practice.



# Life Insurance

## Idaho vs. Public Sector - Life Insurance



**Key Driver:**

- ID's salary-based life insurance benefit is above the typical flat dollar benefit provided by most public sector entities.





**4**  
**Total  
Compensation  
Market  
Competitiveness**



## Total Compensation Market Competitiveness

Pay Component	State of Idaho vs. Private Sector Market		State of Idaho vs. Public Sector Market	
	2018	2019	2018	2019
	Salary	-25.6%	-26.2%	-12.9%
Benefits	7.3%	9.1%	-9.6%	-10.2%
Total Compensation	-12.4%	-12.0%	-10.7%	-11.7%

- **Private Sector** – Idaho's base salary market position is largely unchanged from 2018 to 2019 and is more than 20% 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** – With a relatively static base salary market position compared to 2018, and a lower benefits position, total compensation market position decreased slightly:
  - Changes to Idaho's benefits programs are likely contributing to the decrease; however, those changes are not the only factor. Changes in the market as well as the composition of the workforce also factor into the aggregate calculation.



# Total Compensation Market Competitiveness

## Total Compensation Comparison by Pay Grade – Private Sector

Grade	Idaho Employees		Idaho		Private		Benefits Values			Total Remuneration		
	#	%	Weighted Salary	Idaho % Diff	Weighted Salary	Idaho % Diff	Idaho	Private	Idaho % Diff	Idaho	Private	Idaho % Diff
V	4	0.0%	\$232,195	38%	\$168,136	-38%	\$68,679	\$47,414	45%	\$300,874	\$215,550	40%
R	3	0.0%	\$122,845	-18%	\$150,630	-18%	\$49,091	\$45,660	8%	\$171,936	\$196,290	-12%
Q	13	0.2%	\$115,270	-23%	\$149,282	-23%	\$47,502	\$45,466	4%	\$162,773	\$194,748	-16%
P	93	1.1%	\$90,681	-36%	\$140,952	-36%	\$42,146	\$43,946	-4%	\$132,828	\$184,898	-28%
O	150	1.8%	\$87,360	-29%	\$123,203	-29%	\$41,379	\$40,708	2%	\$128,740	\$163,911	-21%
N	253	3.1%	\$74,815	-31%	\$109,159	-31%	\$38,447	\$38,146	1%	\$113,262	\$147,305	-23%
M	887	10.9%	\$66,194	-29%	\$92,642	-29%	\$36,397	\$35,055	4%	\$102,591	\$127,696	-20%
L	1343	16.5%	\$56,030	-28%	\$77,612	-28%	\$33,980	\$32,127	6%	\$90,011	\$109,739	-18%
K	950	11.7%	\$49,324	-27%	\$67,342	-27%	\$32,386	\$30,120	8%	\$81,710	\$97,462	-16%
J	813	10.0%	\$42,220	-27%	\$57,898	-27%	\$30,697	\$28,560	7%	\$72,917	\$86,458	-16%
I	1545	19.0%	\$39,449	-22%	\$50,583	-22%	\$30,038	\$27,318	10%	\$69,487	\$77,901	-11%
H	1379	17.0%	\$33,422	-23%	\$43,372	-23%	\$28,605	\$25,900	10%	\$62,027	\$69,271	-10%
G	460	5.7%	\$29,202	-24%	\$38,230	-24%	\$27,602	\$24,931	11%	\$56,805	\$63,161	-10%
F	59	0.7%	\$26,693	-23%	\$34,849	-23%	\$27,006	\$24,362	11%	\$53,699	\$59,211	-9%
E	183	2.2%	\$24,386	-23%	\$31,558	-23%	\$26,457	\$23,808	11%	\$50,843	\$55,367	-8%
Overall	8135	100.0%		-26.2%		-26.2%			9.1%			-12.0%



# 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	4	0.0%	\$232,195	\$229,698	1%	\$68,679	\$71,110	-3%	\$300,874	\$300,808	0%
R	3	0.0%	\$122,845	n/a	n/a	\$49,091	n/a	n/a	\$171,936	n/a	n/a
Q	13	0.2%	\$115,270	\$121,337	-5%	\$47,502	\$50,865	-7%	\$162,773	\$172,203	-5%
P	93	1.1%	\$90,681	\$101,995	-11%	\$42,146	\$46,855	-10%	\$132,828	\$148,851	-11%
O	150	1.8%	\$87,360	\$86,267	1%	\$41,379	\$43,743	-5%	\$128,740	\$130,010	-1%
N	253	3.1%	\$74,815	\$86,420	-13%	\$38,447	\$43,776	-12%	\$113,262	\$130,197	-13%
M	887	10.9%	\$66,194	\$72,643	-9%	\$36,397	\$40,731	-11%	\$102,591	\$113,374	-10%
L	1343	16.5%	\$56,030	\$64,255	-13%	\$33,980	\$38,784	-12%	\$90,011	\$103,039	-13%
K	950	11.7%	\$49,324	\$59,891	-18%	\$32,386	\$37,749	-14%	\$81,710	\$97,640	-16%
J	813	10.0%	\$42,220	\$43,693	-3%	\$30,697	\$33,762	-9%	\$72,917	\$77,455	-6%
I	1545	19.0%	\$39,449	\$49,720	-21%	\$30,038	\$35,148	-15%	\$69,487	\$84,868	-18%
H	1379	17.0%	\$33,422	\$38,578	-13%	\$28,605	\$32,473	-12%	\$62,027	\$71,051	-13%
G	460	5.7%	\$29,202	\$37,126	-21%	\$27,602	\$32,024	-14%	\$56,805	\$69,150	-18%
F	59	0.7%	\$26,693	\$39,108	-32%	\$27,006	\$32,636	-17%	\$53,699	\$71,744	-25%
E	183	2.2%	\$24,386	\$30,001	-19%	\$26,457	\$29,822	-11%	\$50,843	\$59,823	-15%
Overall	8135	100.0%			-12.4%			-10.2%			-11.7%



## Total Compensation Market Competitiveness

- Only components of pay provided by the State – Base Salary and Benefits – are included in the total compensation analysis as illustrated in the charts on the following pages.
- However, it is important to note that it is common private sector practice to pay annual incentives or bonus. 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: If incentive/bonus compensation were included in the study, the State's overall market position would be lower.*

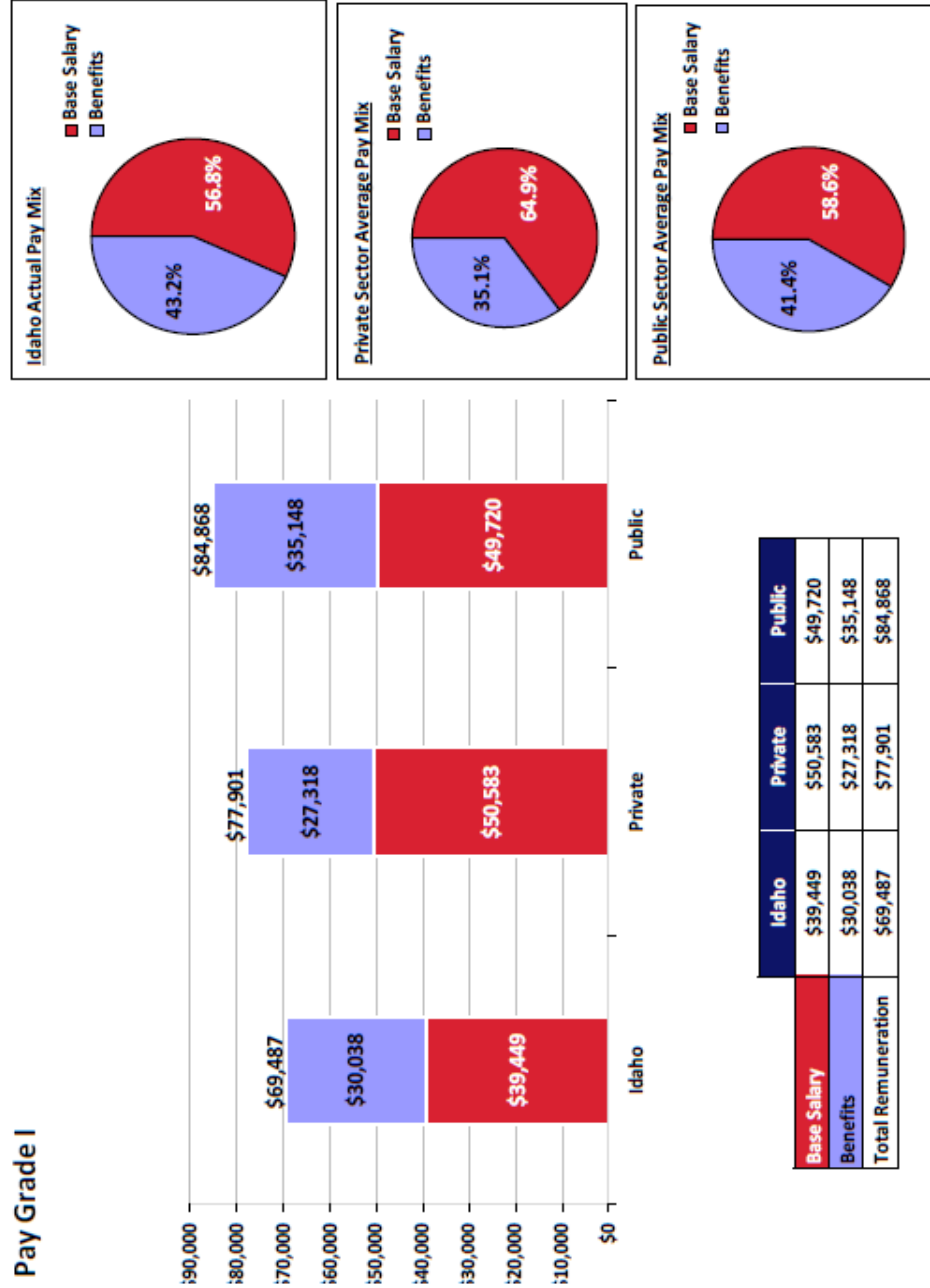
- The charts on the following pages illustrate the total compensation level and mix relative to the Private Sector and Public Sector market average for State of Idaho employees in grades I, L and O as well as the aggregate average Idaho employee.





## Total Compensation Market Competitiveness STATE OF IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE I

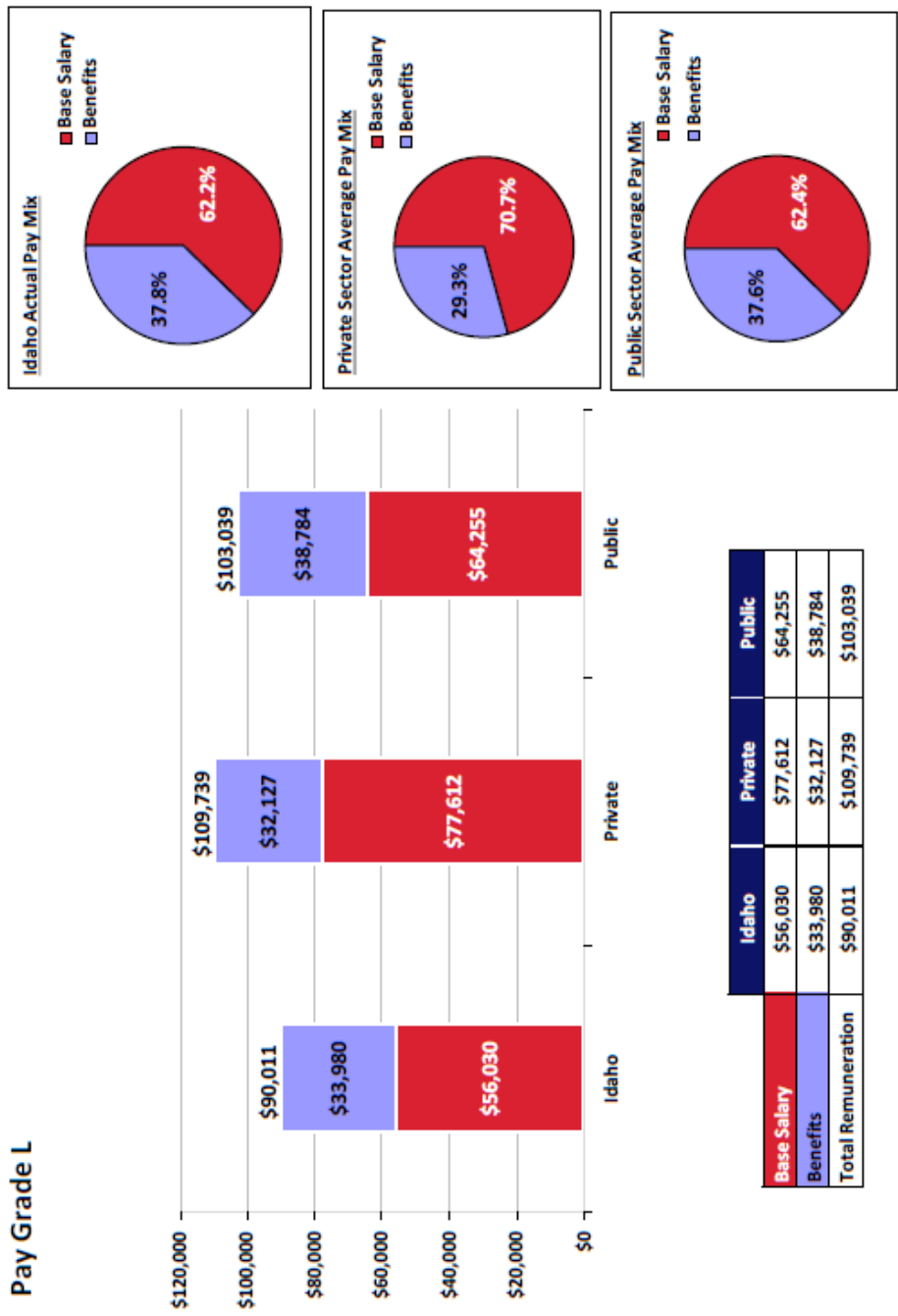
**Note:**  
The chart on this page shows the total compensation market for a State employee in Grade I relative to both markets.





## Total Compensation Market Competitiveness STATE OF IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE L

**Note:**  
The chart on this page shows the total compensation market for a State employee in Grade L relative to both markets.



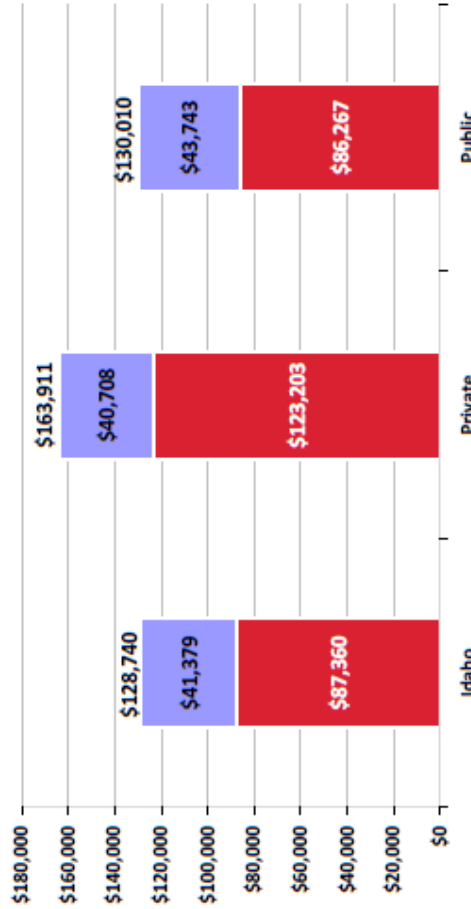




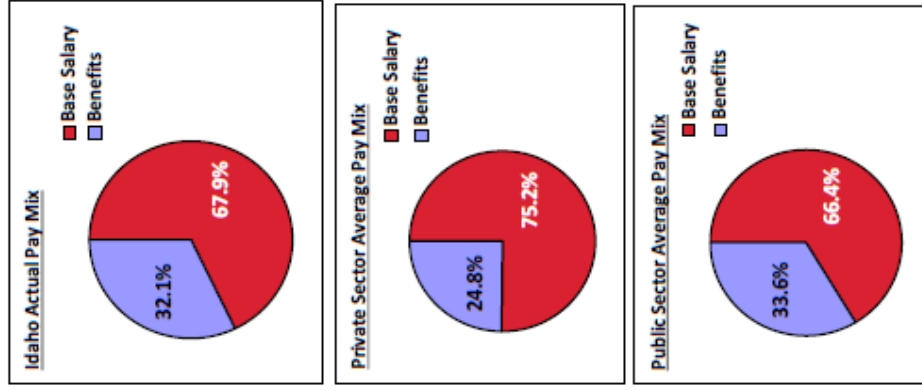
**Note:**  
*The chart on this page shows the total compensation market for a State employee in Grade O relative to both markets.*

## Total Compensation Market Competitiveness STATE OF IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE O

Pay Grade O

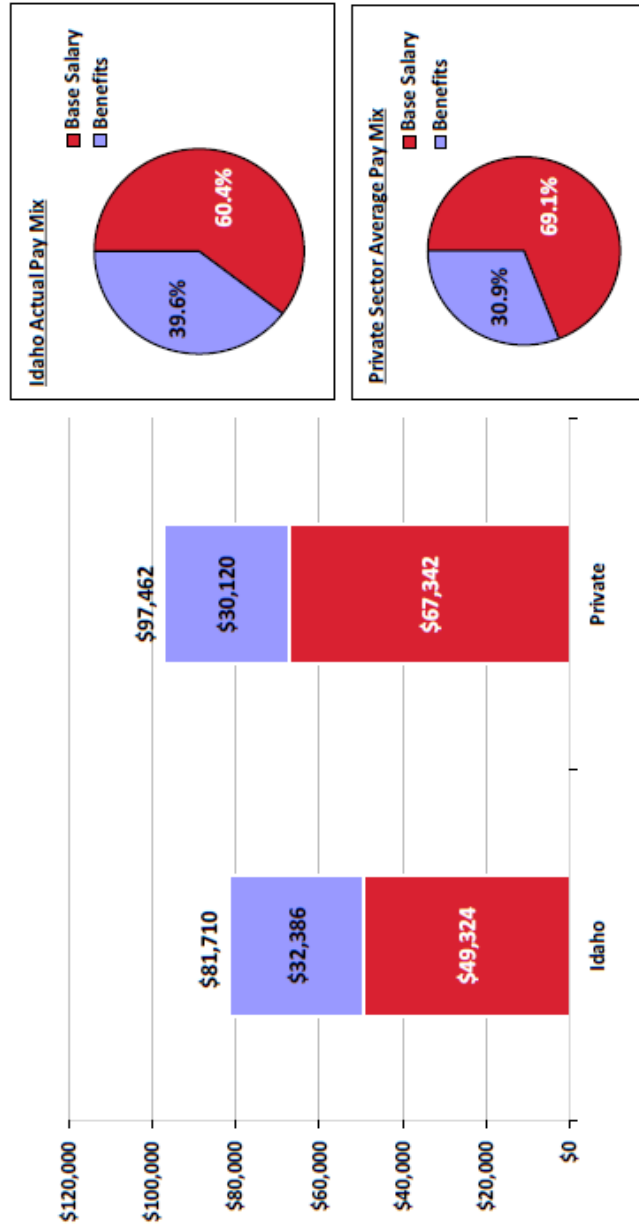


	Idaho	Private	Public
Base Salary	\$87,360	\$123,203	\$86,267
Benefits	\$41,379	\$40,708	\$43,743
Total Remuneration	\$128,740	\$163,911	\$130,010



## Total Compensation Market Competitiveness STATE OF IDAHO VS. PRIVATE SECTOR – AGGREGATE

**Note:**  
The chart on this page illustrates the aggregate total compensation market position for a State employee relative to the Private Sector market.



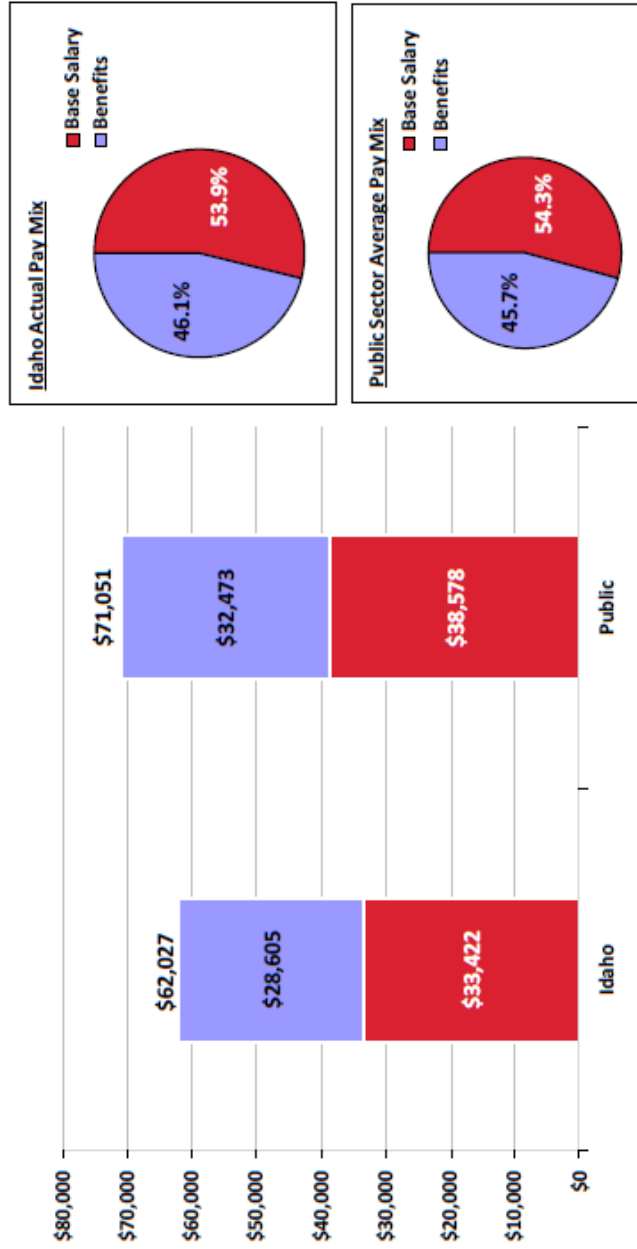
	Idaho	Private	% Difference
Base Salary	\$49,324	\$67,342	-27%
Benefits	\$32,386	\$30,120	8%
<b>Total Remuneration</b>	<b>\$81,710</b>	<b>\$97,462</b>	<b>-16%</b>





## Total Compensation Market Competitiveness STATE OF IDAHO VS. PUBLIC SECTOR – AGGREGATE

**Note:**  
The chart on this page illustrates the aggregate total compensation market position for a State employee relative to the Public Sector market.



	Idaho	Public	% Difference
Base Salary	\$33,422	\$38,578	-13%
Benefits	\$28,605	\$32,473	-12%
Total Remuneration	\$62,027	\$71,051	-13%

# 5 Appendices



# A Participant lists



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

▪ 24 Hour Fitness Worldwide, Inc.	▪ Bayer - AG	▪ Episcopal Health System
▪ 3M Company	▪ Beam Suntory	▪ Confluence Health System
▪ 99 Cents Only Stores	▪ Belden	▪ Constellation Brands, Inc.
▪ Abercrombie & Fitch Co.	▪ Bentley Systems, Incorporated	▪ Continental Automotive Systems, Inc.
▪ Ace Hardware	▪ Bevmo Holdings LLC	▪ Coverys
▪ ACUITY	▪ Big Lots	▪ Covestro
▪ Advance Auto Parts, Inc.	▪ Blue Federal Credit Union	▪ Crate and Barrel
▪ Air Liquide America	▪ Bourns, Inc.	▪ Crocs, Inc.
▪ Air Products & Chemicals, Inc.	▪ Brooks Brothers	▪ David Yurman
▪ Albaugh	▪ Cabot Corporation	▪ Dawn Food Products, Inc.
▪ Allscripts	▪ Cache County School District	▪ Deere & Company
▪ Alpine School District	▪ Campbell County School District	▪ Department of Veterans Affairs
▪ ALS Limited	▪ #1	▪ Deseret First Credit Union
▪ Amcor Limited - Amcor PET	▪ Cardno	▪ Dick's Sporting Goods, Inc.
▪ Packaging	▪ Carson Tahoe Regional Healthcare	▪ Dixie College
▪ American Eagle Outfitters, Inc.	▪ Carter's, Inc.	▪ DSW, Inc.
▪ American Family Insurance Group	▪ Caterpillar Inc.	▪ Dyno Nobel
▪ Amsted Industries, Inc.	▪ Centric Brands	▪ E. I. du Pont de Nemours and Company
▪ Amway -- Alticor Inc.	▪ Charles Schwab	▪ Eaton Corporation
▪ Andersons, Inc., The	▪ Chico's FAS, Inc.	▪ Eileen Fisher
▪ ArcelorMittal, S.A.	▪ Children's Place, The	▪ Elkem Silicones USA Corporation
▪ Arconic	▪ Citizenm Financial Holding B.V.	▪ Engie (formerly GDF SUEZ Energy) North America
▪ Ardagh Metal Packing	▪ CNH Global N.V.	▪ ERNI Electronics Inc.
▪ Armstrong World Industries, Inc.	▪ CommonSpirit Health	▪ Express, LLC
▪ Associated Food Stores	▪ CommonSpirit Health - Franciscan Health System	
▪ Atrium Health	▪ CommonSpirit Health -- St. Luke's	
▪ Bass Pro Shops		





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

- Fast Retailing
- FedEx Corporation
- Ferrara Candy
- Ferrero USA
- FIFCO USA
- Foot Locker, Inc.
- Fossil Group
- GameStop Corp.
- General Electric Company – Baker Hughes
- Ghirardelli Chocolate
- Granite School District
- Groupe Dynamite
- H.B. Fuller Company
- Heineken USA, Inc.
- Herman Miller Inc.
- Hexion Inc.
- Hormel Foods Corporation
- Hugo Boss USA, Inc.
- Illinois Tool Works Inc.
- Ingevity Corporation
- Innophos, Inc.
- Inova Health System
- Intermountain Healthcare, Inc.
- J.Crew Group, Inc.
- Jackson Enterprises
- Jo-Ann Stores, Inc.
- K&L Gates
- Kansas City Life Insurance
- Kepro
- Kimberly-Clark Corporation
- Kings Hawaiian
- Kohl's Corporation
- Komatsu Mining Corp. Group
- Kuraray America
- KWS Saat
- L.L. Bean, Inc.
- Laerdal Medical Corporation
- LanXess
- Laramie County Community College
- Laureate Education, Inc
- Legacy Health System
- Lehigh Hanson - Building Materials America
- Levi Strauss & Company
- Lexicon Pharmaceuticals, Inc.
- Lhoist North America
- L'Oreal USA
- Louis Dreyfus US Company LLC
- Lubrizol Corporation, The
- Luxottica
- Macy's, Inc.
- Magellan Health Services
- Mast-Jagermeister US
- Mitsubishi International Corporation
- Molnycke Health Care
- Momentive Performance Materials
- Montana State Fund
- Moog, Inc.
- Mosaic Company, The
- Movado Group, Inc.
- Mozilla
- MultiCare Health System
- Murray City School District
- Nebo School District
- NewMarket Corporation
- North Davis Sewer District
- NuStar Energy L.P.
- Octapharma
- Ogden City School District
- Olin Corporation
- Omnilife USA Inc
- OnPoint Community Credit Union
- Oregon Community Foundation, The



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

- PackSize
- Park City School District
- Peets Coffee & Tea
- Pery Ellis International, Inc.
- PetSmart, Inc.
- Pier 1 Imports, Inc.
- Ply Gem Siding Group
- Presbyterian Healthcare Services
- Prestige Financial Services
- Prime Therapeutics LLC
- Procter & Gamble Company, The
- Providence Health and Services
- Public Employees Health Plan (PEHP)
- Ralph Lauren
- RB&G Engineering
- RECARO Aircraft Seating Americas, Inc.
- Recreational Equipment, Inc.
- Remy Cointreau USA, Inc.
- Ross Stores
- RTW Retailwinds
- Saint-Gobain Corporation
- Salt Lake Community College
- Sazerac Company
- Schweitzer Engineering Laboratories
- Seattle Children's Hospital
- Sentara Health System
- Shendan Memorial Hospital
- Sisters of Charity of Leavenworth Health System
- SMCP USA Inc.
- Snyderville Basin Special Recreation District
- Sojitz Corporation of America
- Sonoco Products Company
- Southwest Gas Corporation
- Sprouts Farmers Market, Inc.
- Target Corporation
- Tekni-Plex
- The Container Store Inc.
- The Estee Lauder Companies, Inc.
- The RealReal
- Tiffany & Co.
- TJX Companies, Inc., The
- TOMS
- Tooele County School District
- Torrid, LLC.
- Total Wine & More
- Tractor Supply Company
- TRENX Company
- Tronox Incorporated
- Tuesday Morning, Inc.
- Tyson Foods, Inc.
- University of Colorado Health
- University of Washington
- Utah State University
- Utah System of Higher Education
- Valvoline
- Vera Bradley Designs
- W R Grace & Co
- Walgreens Co.
- Wallenius Wilhelmsen Logistics
- Warby Parker
- WD-40 Company
- Weber State University
- WellPoint, Inc.
- West Ed
- Western Wyoming Community College
- Westlake Chemical Corporation
- William Grant & Sons
- Workers Compensation Fund
- World Vision, Inc.
- Yara
- Zeon Chemicals
- Zoltek Companies, Inc.
- Zumiez Inc.



## Public Sector Organizations (West, excluding CA)

- Brigham City, UT
- Cache County, UT
- City of Bountiful, UT
- City of Colorado Springs, CO
- City of Denver, CO
- City of Gillette, WY
- City of Las Vegas, NV
- City of Layton, UT
- City of Murray, UT
- City of Ogden, UT
- City of Phoenix, AZ
- City of Portland, OR
- City of Reno, NV
- City of Renton, WA
- City of Seattle, WA
- City of Tucson, AZ
- City of Vancouver, WA
- County of King, WA
- County of Klickitat, WA
- County of Laramie, WY
- County of Marion, OR
- County of Pierce, WA
- County of Salt Lake, UT
- County of Snohomish, WA
- County of Whitman, WA
- Herriman City, UT
- Salt Lake City Corporation, UT
- South Jordan City, UT
- State of Arizona
- State of Colorado
- State of Montana
- State of Nevada
- State of Oregon
- State of Utah
- State of Washington
- State of Wyoming
- Utah County Government, UT
- Washoe County, NV



**B**  
**Benefits Valuation**  
**Methodology**



## Benefits Market Analysis – Methodology

Korn Ferry 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
Client 1 x pay	\$200K	\$200K	\$ .20/\$1000	\$480	\$ .1875/\$1000	\$450
Market 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-ratio 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.

### 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 D – §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 E – §59-1603 Conformity With Classified Positions, Idaho Code

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

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

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

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

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

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

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

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

the preceding fiscal year.

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

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

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

(11) In addition to salary increases provided by any compensation schedule, nonclassified officers and employees, except those who are elected officials or whose salaries are fixed by law, may be granted award pay for recruitment or retention purposes based upon affirmative certification of meritorious service after completion of at least six (6) months of service. Department directors and the administrator of the division of human resources are authorized to seek legal remedies available, including deductions from an employee's accrued vacation funds, from an employee who resigns during the designated period of time after receipt of a recruitment or retention bonus. Appointing authorities shall submit a report to the division of financial management and the legislative services office by October 1 on all such awards granted in the preceding fiscal year.

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

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

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

(13) In unusual circumstances, when a distribution has been approved for

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

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

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

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



## Appendix F – §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 G – FY 2020 Salary Structure

**FY 2020 Compensation Schedule – Effective 6/16/2019**

Pay Grade	Minimum Points	Grade Points	Maximum Points	Hourly			Annual		
				Minimum	Policy	Maximum	Minimum	Policy	Maximum
D		Below 110 Points		\$7.25	\$11.09	\$13.87	\$15,080	\$23,067	\$28,850
E	110	119	130	\$8.69	\$12.40	\$15.51	\$18,075	\$25,792	\$32,261
F	131	142	154	\$9.79	\$13.96	\$17.46	\$20,363	\$29,037	\$36,317
G	155	169	184	\$11.09	\$15.86	\$19.82	\$23,067	\$32,989	\$41,226
H	185	201	219	\$12.78	\$18.26	\$22.84	\$26,582	\$37,981	\$47,507
I	220	240	262	\$14.92	\$21.33	\$26.66	\$31,034	\$44,366	\$55,453
J	263	286	312	\$16.84	\$24.05	\$30.07	\$35,027	\$50,024	\$62,546
K	313	341	372	\$18.86	\$26.93	\$33.66	\$39,229	\$56,014	\$70,013
L	373	406	443	\$21.28	\$30.41	\$38.01	\$44,262	\$63,253	\$79,061
M	444	485	528	\$24.06	\$34.37	\$42.98	\$50,045	\$71,490	\$89,398
N	529	578	630	\$26.58	\$37.98	\$47.47	\$55,286	\$78,998	\$98,738
O	631	688	750	\$28.81	\$41.16	\$51.46	\$59,925	\$85,613	\$107,037
P	751	828	904	\$31.50	\$45.01	\$56.26	\$65,520	\$93,621	\$117,021
Q	905	998	1090	\$34.68	\$49.54	\$61.93	\$72,134	\$103,043	\$128,814
R	1091	1176	1292	\$38.48	\$54.96	\$68.71	\$80,038	\$114,317	\$142,917
S	1293	1399	1531	\$43.15	\$61.65	\$77.07	\$89,752	\$128,232	\$160,306
T	1532	1665	1822	\$48.74	\$69.63	\$87.04	\$101,379	\$144,830	\$181,043
U	1823	1980	2166	\$55.39	\$79.12	\$98.91	\$115,211	\$164,570	\$205,733
V	2167	2354	2575	\$63.31	\$90.44	\$113.05	\$131,685	\$188,115	\$235,144

## Appendix H – Glossary

### **Compa-ratio:**

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

### **Classified Employee:**

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

### **Job Classification:**

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

### **Maximum Pay Rate:**

Highest allowable salary of the pay grade.

### **Minimum Pay Rate:**

Lowest allowable salary of the pay grade.

### **Non-classified Employee:**

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

### **Pay Grade:**

Alphabetical indicator of pay range assigned to each job classification.

### **Payline Exception:**

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

### **Pay Range:**

The span between the minimum and maximum salaries.

### **Policy Pay Rate:**

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

### **Salary Structure:**

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

### **Salary Survey:**

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

### **Specific Occupational Inequity:**

See Payline Exception.

### **Temporary Employee:**

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

## Appendix I – Average Compa-Ratio by Classification

The table below shows classifications (of 25+ employees) with an average compa-ratio of less than 100%, sorted by lowest to highest.

Class Code Title	Employee Count	Average Pay Rate	Average Policy Rate	Average Compa Ratio	Average Years of Service
TAX AUDITOR 1	25	\$19.44	\$26.93	72%	2.0
TAX AUDITOR 2	26	\$22.29	\$30.41	73%	4.6
HEALTH EDUCATION SPECIALIST	27	\$21.42	\$26.93	80%	3.9
PSYCHIATRIC TECHNICIAN	118	\$16.97	\$21.33	80%	6.6
HEALTH PROGRAM SPECIALIST	31	\$27.44	\$34.37	80%	6.5
CHILD WELFARE SOCIAL WORKER 1	35	\$21.54	\$26.93	80%	0.6
PSYCHIATRIC TECHNICIAN TRAINEE	28	\$14.61	\$18.26	80%	1.5
PSYCHOSOCIAL REHAB SPECIALIST	41	\$21.62	\$26.93	80%	7.0
ANALYST 3	121	\$27.74	\$34.37	81%	8.9
CORRECTIONAL CASE MANAGER	111	\$21.78	\$26.93	81%	7.5
TAX COMPLIANCE TECHNICIAN	28	\$17.26	\$21.33	81%	7.8
P&R RANGER	42	\$19.49	\$24.05	81%	6.8
LIQUOR STORE CLERK	120	\$11.40	\$13.96	82%	4.1
SELF-RELIANCE SPECIALIST	349	\$19.65	\$24.05	82%	7.3
BRAND INSPECTOR	31	\$17.43	\$21.33	82%	9.4
MEDICAL PROGRAM SPECIALIST	43	\$25.00	\$30.41	82%	8.8
CUSTOMER SERVICE REP 2	118	\$15.08	\$18.26	83%	5.5
TAX AUDITOR 3	40	\$28.44	\$34.37	83%	13.5
AGRICULTURE INVSTGTR, SR	57	\$22.33	\$26.93	83%	7.4
TRAINING SPECIALIST	30	\$25.22	\$30.41	83%	8.4
PROB & PAROLE OFFICER, SR	183	\$22.34	\$26.93	83%	7.5
WORKFORCE CONSULTANT, SENIOR	104	\$19.96	\$24.05	83%	11.9
CHILD WELFARE SOCIAL WORKER 2	135	\$25.32	\$30.41	83%	5.8
DEV SPECIALIST, CHLDRNS PRGS	34	\$22.43	\$26.93	83%	6.0
WATER RSRC AGENT, SR	28	\$25.42	\$30.41	84%	8.6
REHAB TECHNICIAN, DJC	112	\$17.88	\$21.33	84%	6.7
SELF-RELIANCE SPEC, PRINCIPAL	29	\$22.59	\$26.93	84%	10.5
TECHNICAL RECORDS SPECIALIST 2	310	\$17.89	\$21.33	84%	9.4
P&P SECTION SUPERVISOR	26	\$28.92	\$34.37	84%	16.8
VOC REHAB ASST	54	\$17.96	\$21.33	84%	8.8
LANDS RESOURCE SPEC, SR	78	\$25.67	\$30.41	84%	14.0
FINANCIAL SPECIALIST	59	\$22.89	\$26.93	85%	11.2
BUSINESS ANALYST	39	\$29.22	\$34.37	85%	12.1
PROGRAM INFORMATION COOR	25	\$20.47	\$24.05	85%	16.2
PROGRAM SPEC - DHW	84	\$25.95	\$30.41	85%	11.3
HEALTH EDUCATION SPEC SR	29	\$25.96	\$30.41	85%	6.1
SELF-RELIANCE SUPV	44	\$25.98	\$30.41	85%	12.5
LANDSCAPE TECH, SR	26	\$13.56	\$15.86	85%	6.2
HUMAN SVCS PRG SPECIALIST	38	\$29.43	\$34.37	86%	9.5
SAFETY/SECURITY OFCR, DJC	32	\$15.64	\$18.26	86%	6.4

Class Code Title	Employee Count	Average Pay Rate	Average Policy Rate	Average Compa Ratio	Average Years of Service
HEALTH PROGRAM MANAGER	25	\$29.45	\$34.37	86%	8.1
LANDS PROGRAM MGR	26	\$32.56	\$37.98	86%	12.5
LIQUOR STORE MANAGER	65	\$20.62	\$24.05	86%	11.8
RESOURCES/SVCS NAVIGATOR	26	\$20.68	\$24.05	86%	9.9
HUMAN RESOURCE SPEC, SR	42	\$29.55	\$34.37	86%	9.4
CHILD WELFARE SUPERVISOR	45	\$29.56	\$34.37	86%	12.5
TECH RECORDS SPEC 1	394	\$15.76	\$18.26	86%	8.5
PROB AND PAROLE OFFICER, LEAD	25	\$26.29	\$30.41	86%	12.6
ENV HLTH SPEC 2	34	\$23.29	\$26.93	86%	6.9
RESEARCH ANALYST, PRINCIPAL	25	\$29.76	\$34.37	87%	12.4
BIOLOGIST, WILDLIFE REG	61	\$26.37	\$30.41	87%	9.7
GRANTS/CNTRCTS OFCR	34	\$26.44	\$30.41	87%	9.4
ADMIN ASST 1	340	\$15.89	\$18.26	87%	8.5
HUMAN RESOURCE SPEC	33	\$23.47	\$26.93	87%	10.0
PROJECT COORDINATOR	29	\$26.63	\$30.41	88%	13.0
PROGRAM SUPERVISOR	30	\$30.12	\$34.37	88%	12.4
BIOLOGIST, FISHERIES	37	\$26.71	\$30.41	88%	9.8
OFFICE SPECIALIST 2	160	\$13.95	\$15.86	88%	7.7
LANDS RESOURCE SUPV	26	\$30.25	\$34.37	88%	17.0
CORRECTIONAL LIEUTENANT	40	\$30.25	\$34.37	88%	14.8
ADMIN ASST 2	286	\$18.80	\$21.33	88%	10.0
CUSTOMER SVC REP 1	86	\$13.99	\$15.86	88%	6.7
BUYER	31	\$21.21	\$24.05	88%	12.5
ANALYST 4	60	\$33.60	\$37.98	88%	15.0
CORR OFFICER	770	\$18.91	\$21.33	89%	5.2
HVAC SPECIALIST	26	\$21.32	\$24.05	89%	5.7
PROGRAM SPECIALIST	63	\$23.90	\$26.93	89%	12.1
COOK, SENIOR	34	\$16.22	\$18.26	89%	9.1
IT OPS & SUPPORT SR TECHNICIAN	30	\$21.42	\$24.05	89%	9.7
CLINICIAN	226	\$27.11	\$30.41	89%	8.0
PRE-SENTENCE INVSTGR	51	\$21.51	\$24.05	89%	10.7
FINANCIAL SPECIALIST, SR	91	\$27.21	\$30.41	89%	11.8
NURSE, REGISTERED SENIOR	104	\$30.76	\$34.37	90%	6.9
DIETARY AID SENIOR	31	\$12.53	\$13.96	90%	4.2
CHILD WELFARE SOCIAL WORKER 3	39	\$27.29	\$30.41	90%	10.7
ISP TROOPER	140	\$27.39	\$30.41	90%	6.9
FINANCIAL TECHNICIAN	134	\$16.50	\$18.26	90%	9.3
PORT-OF-ENTRY INSPCTR	52	\$19.28	\$21.33	90%	10.4
FOOD SVC OFCR, CORR	46	\$21.76	\$24.05	90%	9.0
MAINT CRAFTSMAN SR	63	\$16.52	\$18.26	90%	6.4
IT INFO SYS AND INFR ENG II	30	\$27.54	\$30.41	91%	8.7
PROJECT MANAGER 1	37	\$34.42	\$37.98	91%	13.3
NURSE, REGISTERED	71	\$27.63	\$30.41	91%	5.8
MANAGEMENT ASSISTANT	108	\$21.86	\$24.05	91%	11.7
IT OPS & SUPPORT ANALYST I	66	\$24.49	\$26.93	91%	11.4
STOREKEEPER	33	\$16.64	\$18.26	91%	9.0
CLINICAL ASST	54	\$14.46	\$15.86	91%	10.1

Class Code Title	Employee Count	Average Pay Rate	Average Policy Rate	Average Compa Ratio	Average Years of Service
NURSE, REGISTERED MANAGER	39	\$34.63	\$37.98	91%	10.0
SOCIAL WORKER	47	\$24.65	\$26.93	92%	10.9
OFFICE SERVICES SUPV 1	46	\$19.58	\$21.33	92%	13.7
TRANS TECH, OPERATIONS	297	\$22.22	\$24.05	92%	10.9
FINANCIAL SPECIALIST, PR	32	\$31.80	\$34.37	93%	10.2
NURSING ASST CERT	79	\$14.68	\$15.86	93%	5.3
TRANSP TECH APPRENTICE	39	\$14.69	\$15.86	93%	0.7
CLINICAL SUPV	37	\$31.89	\$34.37	93%	12.6
IT SOFTWARE ENGINEER II	37	\$28.21	\$30.41	93%	13.4
ENGINEER ASSOCIATE	29	\$28.37	\$30.41	93%	3.5
CORR SERGEANT	109	\$25.18	\$26.93	94%	12.1
PROGRAM MANAGER	104	\$35.52	\$37.98	94%	13.4
CONSERVATION OFFICER, SR	73	\$28.47	\$30.41	94%	13.2
CORR CORPORAL	109	\$22.57	\$24.05	94%	9.7
SECURITY OFFICER, SR	27	\$14.90	\$15.86	94%	4.0
INSTRUCTOR	29	\$28.65	\$30.41	94%	7.2
TRANSP TECH PRIN, ENGINEERING	74	\$25.39	\$26.93	94%	18.4
TRANSPORTATION TECH SR	41	\$22.68	\$24.05	94%	11.6
CUSTODIAN	182	\$11.72	\$12.40	94%	5.7
BULDG SAFETY INSPECTOR/ADVISOR	77	\$25.54	\$26.93	95%	7.9
CUSTODIAN LEADWORKER	28	\$13.42	\$13.96	96%	9.1
ENGINEERING ASST, TRANSP	41	\$29.37	\$30.41	97%	22.7
MECHANIC	48	\$20.75	\$21.33	97%	8.7
ENGINEER, STAFF	46	\$33.43	\$34.37	97%	5.5
PROGRAMS BUR CHF-H&W	25	\$44.04	\$45.01	98%	16.8
IT INFO SYS AND INFR ENG III	57	\$33.63	\$34.37	98%	10.6
TRANS OPERATIONS TEAM LEADER	34	\$29.78	\$30.41	98%	20.6
IT SOFTWARE ENGINEER III	97	\$33.89	\$34.37	99%	10.7
ENGINEER, TECHNICAL 1	30	\$37.47	\$37.98	99%	15.9
TRANSP TECH	107	\$18.05	\$18.26	99%	3.5



## Appendix J – 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."

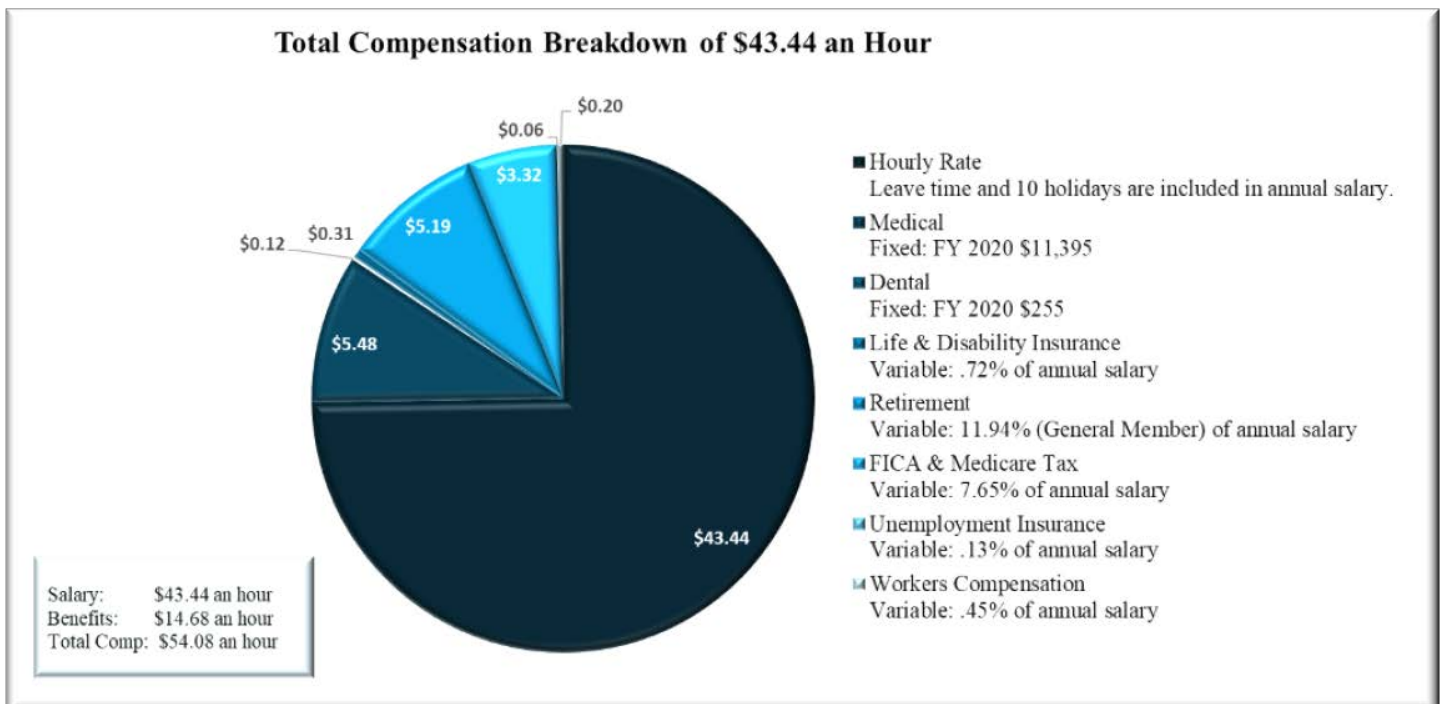
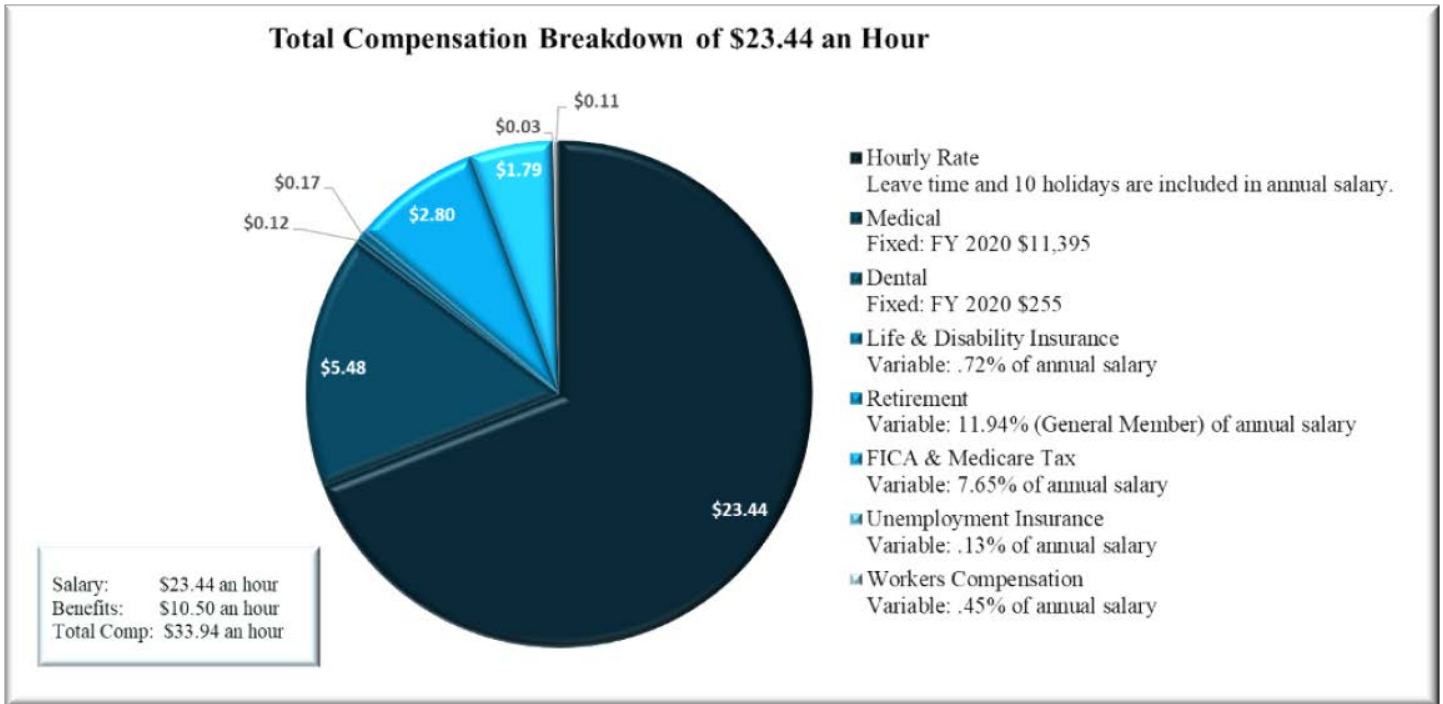
Class Code	Class Title	Count of Classified Employees	Pay Grade	Temporary Pay Grade	Count of Employees Over Pay Grade Max	Total of Salaries Over Pay Grade Max
7203	Clinical Specialist	21	M	P	14	\$176,257
2188	Dietary Aide, Senior	31	E	F	2	\$4,181
6538	Electrician	15	I	J	1	\$4,243
6276	Electrician, Traffic Signal	6	I	J	3	\$7,821
6616	HVAC Specialist	26	I	J	0	\$0
7808	Instructor	29	K	L	0	\$0
7433	ISP Forensic Scientist 2	21	K	L	9	\$21,029
6572	Locksmith	5	G	H	1	\$104
7610	Nursing Assistant, Certified	79	F	G	11	\$43,098
7476	Pharmacist, Clinical	5	O	Q	5	\$41,781
7478	Pharmacy Services Specialist	2	M	P	2	\$36,941
7474	Pharmacy Services Supervisor	3	P	R	3	\$16,146
7614	Physical Occupational Therapy Aide	10	F	G	6	\$22,027
7211	Physician, Epidemiologist - State	1	Q	V	1	\$104,582
7207	Physician, Medical Clinic - Institution	2*	Q	V	2	\$159,266
7206	Physician, Psychiatric Specialty	3	Q	V	3	\$310,773
7205	Physician, Public Health	2	P	V	2	\$141,061
6550	Plumber	4	I	J	0	\$0
9406	Psychologist	1	M	O	1	\$5,928
9402	Psychologist, Chief of	3	O	P	3	\$4,264
7727	Therapist	5	L	M	1	\$7,446
7710	Therapist, Early Intervention	13	L	M	6	\$15,518
<b>Grand Total</b>					<b>287</b>	<b>**\$1,122,466</b>

\* Hired as Temporary Employees. Temps not included in total salaries over max.

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

## Appendix K – Sample State Employee Total Compensation Breakdown

The diagrams below illustrate the components of an employee’s total compensation and the related state paid costs. The benefits costs, equaling \$10.50 and \$14.68 per hour, are based on the average classified employee’s wage of \$23.44 an hour and another example of \$43.44 an hour.



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

TITLE 59  
PUBLIC OFFICERS IN GENERAL  
CHAPTER 13

PUBLIC EMPLOYEE RETIREMENT SYSTEM

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

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

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

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

(a) "Valuation" means the most recent actuarial valuation.

(b) "Valuation date" means the date of such valuation.

(c) "Effective date" means the date the rates of contributions based on the valuation become effective pursuant to subsection (1) of this section.

(d) "End date" means the date thirty (30) years after the valuation date until July 1, 1993. On and after July 1, 1993, "end date" means twenty-five (25) years after the valuation date.

(e) "Unfunded actuarial liability" means the excess of the actuarial present value of (i) over the sum of the actuarial present values of (ii), (iii), (iv) and (v) as follows, all determined by the valuation as of the valuation date:

(i) all future benefits payable to all members and contingent annuitants;

(ii) the assets then held by the funding agent for the payment of benefits under this chapter;

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

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

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

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

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

(5) The minimum amortization payment rate shall be that percentage, calculated as of the valuation date, of the then actuarial present value of the projected salaries from the effective date to the end date which is equivalent to the excess of the unfunded actuarial liability over the scheduled amortization amount. History: [(59-1322) 1963, ch. 349, Art. 9, sec. 1, p. 988; am. 1974, ch. 57, sec. 17, p. 1118; am. 1979, ch. 158, sec. 5, p. 485; am. 1980, ch. 51, sec. 1, p. 106; am. 1982, ch. 243, sec. 4, p. 630; am. 1984, ch. 132, sec. 7, p. 318; am. 1986, ch. 143, sec. 3, p. 401; am. 1986, ch. 146, sec. 1, p. 408; am. 1987, ch. 348, sec. 1, p. 763; am. 1988, ch. 237, sec. 1, p. 465; am. and redesig, 1990, ch. 231, sec. 18, p. 626; am. 1990, ch. 249, sec. 8, p. 712; am. 1992, ch. 342, sec. 5, p. 1047; am. 1999, ch. 271, sec. 1, p. 683.]

## Appendix M – Classified and Non-Classified Agency List

### AGENCIES WITH ONE OR MORE CLASSIFIED EMPLOYEES

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

### AGENCIES WITH ONLY NON-CLASSIFIED EMPLOYEES

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

Total Number of State Agencies = 89 (Classified 65; Non-Classified 24) \*Executive Branch Agencies (67)

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

TITLE 67  
STATE GOVERNMENT AND STATE AFFAIRS  
CHAPTER 53  
PERSONNEL SYSTEM

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

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

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

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

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

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

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

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

(h) All employees of the Idaho state bar.

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

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



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

(k) Employees of the military division.

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

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

(n) Temporary employees.

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

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

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

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

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

(t) Any division administrator.

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

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

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

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

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

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

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

History:

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

## Appendix O – Workforce Demographics by County

Work County	Employee Count
Ada	11710
Adams	18
Bannock	2659
Bear Lake	25
Benewah	67
Bingham	447
Blaine	41
Boise	14
Bonner	166
Bonneville	698
Boundary	48
Butte	9
Camas	9
Canyon	886
Caribou	25
Cassia	127
Clark	13
Clearwater	368
Custer	46
Elmore	45
Franklin	19
Fremont	260
Gem	8
Gooding	37
Idaho	157
Jefferson	107
Jerome	95
Kootenai	959
Latah	3883
Lemhi	107
Lewis	52
Lincoln	79
Madison	49
Minidoka	39
Nez Perce	1718
Oneida	15
Out-of-State	7
Owyhee	26
Payette	46
Power	36
Shoshone	110
Teton	14
Twin Falls	485
Valley	86
Washington	15

## Appendix P – Classified Total Separations by Agency FY 2015-2019

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
ACCOUNTANCY, STATE BOARD OF	0	0.0%	0	0.0%	0	0.0%	1	40.0%	0	0.0%
ADMINISTRATION, DEPARTMENT OF	10	10.0%	33	30.3%	18	15.3%	18	15.1%	16	13.3%
AGING, COMMISSION ON	1	8.7%	2	17.4%	1	8.7%	1	8.3%	0	0.0%
AGRICULTURE, DEPARTMENT OF	32	16.8%	31	16.9%	34	19.4%	33	19.2%	24	14.2%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	4	10.3%	2	5.1%	3	7.8%	3	8.1%	5	13.5%
BOISE STATE UNIVERSITY	97	17.8%	85	15.3%	94	16.9%	78	14.2%	87	15.2%
BRAND INSPECTOR, STATE	2	6.1%	2	6.3%	4	12.9%	5	16.7%	1	3.5%
BUILDING SAFETY, DIVISION OF	11	8.3%	11	8.7%	14	11.9%	6	5.4%	13	12.4%
CAREER-TECHNICAL EDUCATION, DIVISION OF	1	8.7%	5	45.5%	3	26.1%	5	41.7%	1	8.7%
COMMERCE, DEPARTMENT OF	10	28.6%	4	10.8%	2	5.8%	5	14.7%	6	17.4%
CONSERVATION, SOIL AND WATER COMMISSION	1	5.7%	4	22.9%	3	17.7%	0	0.0%	2	13.3%
CORRECTION, DEPARTMENT OF	288	15.7%	328	17.6%	318	16.6%	304	15.7%	386	21.2%
DENTISTRY BOARD	0	0.0%	0	0.0%	1	50.0%	0	0.0%	1	66.7%
EDUCATION, STATE BOARD OF	0	0.0%	6	109.1%	2	36.4%	2	50.0%	1	40.0%
ENDOWMENT FUND INVESTMENT BOARD	1	50.0%	0	0.0%	1	50.0%	1	50.0%	0	0.0%
ENGINEERS AND LAND SURVEYORS PROFESSIONAL BOARD	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Appendix P – Classified Total Separations by Agency FY 2015-2019 (continued)

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
ENVIRONMENTAL QUALITY, DEPARTMENT OF	51	14.9%	33	9.7%	44	13.1%	28	8.5%	28	8.6%
FINANCE, DEPARTMENT OF	8	12.9%	4	6.5%	4	6.7%	6	10.2%	8	13.5%
FISH AND GAME, DEPARTMENT OF	40	7.4%	44	8.3%	52	9.9%	44	8.3%	32	6.0%
HEALTH AND WELFARE, DEPARTMENT OF	445	16.5%	450	16.6%	436	16.1%	393	14.5%	492	18.7%
HEALTH DISTRICT 1 (PANHANDLE)	22	20.3%	28	24.8%	26	23.0%	19	17.5%	30	27.9%
HEALTH DISTRICT 2 (NORTH CENTRAL)	2	4.9%	8	19.1%	8	17.4%	4	8.7%	3	7.0%
HEALTH DISTRICT 3 (SOUTHWEST)	13	14.9%	6	6.6%	16	17.2%	10	11.2%	6	7.2%
HEALTH DISTRICT 4 (CENTRAL)	27	26.5%	15	14.6%	24	22.2%	19	17.0%	16	14.7%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	9	13.5%	9	13.1%	6	8.5%	11	16.3%	15	22.6%
HEALTH DISTRICT 6 (SOUTHEASTERN)	7	10.1%	11	15.3%	9	12.2%	8	11.2%	17	23.5%
HEALTH DISTRICT 7 (EASTERN)	11	12.1%	13	13.8%	11	11.4%	24	24.7%	13	14.2%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HISTORICAL SOCIETY, IDAHO STATE	15	36.1%	10	23.3%	7	16.1%	6	14.3%	4	9.9%
HUMAN RESOURCES, DIVISION OF	5	38.5%	2	19.1%	4	47.1%	2	28.6%	2	28.6%
IDAHO STATE UNIVERSITY	88	15.2%	91	14.7%	81	12.1%	85	12.4%	50	7.7%
INDEPENDENT LIVING COUNCIL	2	80.0%	0	0.0%	0	0.0%	1	50.0%	1	40.0%
INDUSTRIAL COMMISSION	25	35.7%	17	23.1%	16	21.8%	26	34.7%	12	15.8%

Appendix P – Classified Total Separations by Agency FY 2015-2019 (continued)

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
INSURANCE, DEPARTMENT OF	13	23.0%	12	21.4%	16	28.6%	9	16.2%	9	16.2%
JUVENILE CORRECTIONS, DEPARTMENT OF	56	14.2%	59	14.8%	50	12.7%	75	19.4%	67	17.3%
LABOR, DEPARTMENT OF	53	11.5%	64	13.2%	68	13.3%	73	13.5%	68	12.0%
LANDS, DEPARTMENT OF	32	10.7%	25	8.7%	33	12.1%	38	14.6%	31	12.4%
LAVA HOT SPRINGS FOUNDATION	1	6.7%	1	7.4%	3	25.0%	3	24.0%	0	0.0%
LEWIS-CLARK STATE COLLEGE	16	13.1%	28	22.4%	25	19.6%	16	12.7%	20	16.1%
LIBRARIES, IDAHO COMMISSION FOR	7	19.7%	5	14.7%	4	11.9%	3	8.8%	1	3.0%
LIQUOR DIVISION, IDAHO STATE	47	21.8%	44	20.6%	50	24.1%	37	18.3%	43	21.8%
LOTTERY COMMISSION, IDAHO STATE	0	0.0%	0	0.0%	2	25.0%	0	0.0%	3	35.3%
MEDICINE, BOARD OF	2	23.5%	3	35.3%	0	0.0%	0	0.0%	1	11.8%
NURSING, BOARD OF	1	11.8%	1	13.3%	0	0.0%	2	30.8%	2	36.4%
OCCUPATIONAL LICENSES, BUREAU OF	6	16.7%	3	8.5%	7	20.9%	3	9.5%	7	22.2%
OUTFITTERS AND GUIDES LICENSING BOARD	0	0.0%	0	0.0%	2	57.1%	0	0.0%	0	0.0%
PARDONS AND PAROLE, COMMISSION OF	5	14.9%	3	9.0%	3	9.5%	5	16.1%	4	13.3%
PARKS AND RECREATION, DEPARTMENT OF	29	19.9%	19	12.8%	13	8.8%	19	13.4%	19	14.0%
PERSI	9	15.0%	5	8.6%	17	30.1%	14	25.9%	8	15.2%
PHARMACY BOARD	1	9.1%	3	26.1%	1	8.7%	0	0.0%	1	9.5%



Appendix P – Classified Total Separations by Agency FY 2015-2019 (continued)

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
POLICE, IDAHO STATE	52	9.9%	41	8.0%	44	8.8%	54	11.2%	60	12.6%
PUBLIC TELEVISION	6	10.3%	8	13.8%	0	0.0%	3	5.9%	2	4.1%
PUBLIC UTILITIES COMMISSION	5	13.7%	6	15.6%	8	20.8%	3	8.1%	7	19.7%
RACING, STATE COMMISSION	0	0.0%	0	0.0%	1	66.7%	0	0.0%	0	0.0%
REAL ESTATE COMMISSION, IDAHO	3	27.3%	2	18.2%	2	17.4%	1	10.0%	4	42.1%
STATE PUBLIC DEFENSE COMMISSION	1	28.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TAX APPEALS, BOARD OF	1	25.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TAX COMMISSION, IDAHO STATE	76	18.0%	46	10.6%	44	10.4%	43	10.4%	48	11.5%
TRANSPORTATION, DEPARTMENT OF	155	10.1%	173	11.6%	209	14.2%	163	10.9%	172	11.0%
VETERANS SERVICES, DIVISION OF	91	29.4%	93	29.9%	114	36.7%	109	36.3%	86	29.5%
VETERINARY MEDICINE BOARD	1	50.0%	0	0.0%	1	50.0%	0	0.0%	1	100.0%
VOCATIONAL REHABILITATION, DIVISION OF	9	16.1%	11	20.4%	5	9.4%	13	24.5%	8	14.8%
WATER RESOURCES, DEPARTMENT OF	20	13.3%	14	9.5%	16	11.4%	17	12.5%	19	14.2%
WORKFORCE DEVELOPMENT COUNCIL	1	28.6%								
<b>Statewide - Total</b>	<b>1,930</b>	<b>14.9%</b>	<b>1,964</b>	<b>15.1%</b>	<b>1,988</b>	<b>15.2%</b>	<b>1,861</b>	<b>14.2%</b>	<b>1,970</b>	<b>15.4%</b>

## Appendix Q – Classified Voluntary Separations by Agency FY 2015-2019

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
ACCOUNTANCY, STATE BOARD OF	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ADMINISTRATION, DEPARTMENT OF	5	5.0%	25	22.9%	8	6.8%	8	6.7%	6	5.0%
AGING, COMMISSION ON	1	8.7%	1	8.7%	1	8.7%	1	8.3%	0	0.0%
AGRICULTURE, DEPARTMENT OF	23	12.0%	14	7.7%	22	12.6%	18	10.5%	14	8.3%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	1	2.6%	1	2.5%	0	0.0%	1	2.7%	2	5.4%
BOISE STATE UNIVERSITY	52	9.5%	53	9.6%	50	9.0%	49	8.9%	46	8.0%
BRAND INSPECTOR, STATE	0	0.0%	0	0.0%	0	0.0%	2	6.7%	1	3.5%
BUILDING SAFETY, DIVISION OF	7	5.3%	6	4.7%	6	5.1%	2	1.8%	5	4.8%
CAREER-TECHNICAL EDUCATION, DIVISION OF	1	8.7%	1	9.1%	2	17.4%	3	25.0%	0	0.0%
COMMERCE, DEPARTMENT OF	6	17.1%	3	8.1%	1	2.9%	3	8.8%	4	11.6%
CONSERVATION, SOIL AND WATER COMMISSION	0	0.0%	2	11.4%	1	5.9%	0	0.0%	2	13.3%
CORRECTION, DEPARTMENT OF	164	9.0%	163	8.8%	161	8.3%	149	7.7%	152	8.3%
DENTISTRY BOARD	0	0.0%	0	0.0%	1	50.0%	0	0.0%	1	66.7%
EDUCATION, STATE BOARD OF	0	0.0%	4	72.7%	1	18.2%	1	25.0%	0	0.0%
ENDOWMENT FUND INVESTMENT BOARD	1	50.0%	0	0.0%	0	0.0%	1	50.0%	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%

Appendix Q – Classified Voluntary Separations by Agency FY 2015-2019 (continued)

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
ENVIRONMENTAL QUALITY, DEPARTMENT OF	23	6.7%	16	4.7%	26	7.8%	11	3.3%	17	5.3%
FINANCE, DEPARTMENT OF	2	3.2%	1	1.6%	3	5.0%	1	1.7%	4	6.7%
FISH AND GAME, DEPARTMENT OF	14	2.6%	17	3.2%	20	3.8%	18	3.2%	14	2.6%
HEALTH AND WELFARE, DEPARTMENT OF	259	9.6%	245	9.0%	229	8.5%	198	7.3%	251	9.5%
HEALTH DISTRICT 1 (PANHANDLE)	14	12.9%	13	11.5%	13	11.5%	13	12.0%	14	13.0%
HEALTH DISTRICT 2 (NORTH CENTRAL)	1	2.5%	6	14.3%	6	13.0%	1	2.2%	2	4.7%
HEALTH DISTRICT 3 (SOUTHWEST)	4	4.6%	4	4.4%	9	9.7%	6	6.7%	4	4.8%
HEALTH DISTRICT 4 (CENTRAL)	15	14.7%	9	8.7%	14	13.0%	8	7.2%	9	8.3%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	6	9.0%	6	8.8%	4	5.7%	4	5.9%	10	15.0%
HEALTH DISTRICT 6 (SOUTHEASTERN)	7	10.1%	7	9.7%	6	8.2%	4	5.6%	7	9.7%
HEALTH DISTRICT 7 (EASTERN)	6	6.6%	7	7.4%	7	7.3%	9	9.4%	8	8.7%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HISTORICAL SOCIETY, IDAHO STATE	12	28.9%	5	11.6%	3	6.9%	5	11.9%	1	2.5%
HUMAN RESOURCES, DIVISION OF	4	30.8%	1	9.5%	1	11.8%	1	14.3%	1	14.3%
IDAHO STATE UNIVERSITY	47	8.1%	53	8.6%	44	6.6%	45	6.7%	31	4.8%
INDEPENDENT LIVING COUNCIL	2	80.0%	0	0.0%	0	0.0%	1	50.0%	1	40.0%
INDUSTRIAL COMMISSION	15	21.4%	8	10.9%	8	10.9%	16	21.3%	6	7.9%

Appendix Q – Classified Voluntary Separations by Agency FY 2015-2019 (continued)

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
INFORMATION TECHNOLOGY SERVICES, OFFICE OF	2	7.1%								
INSURANCE, DEPARTMENT OF	8	14.2%	4	7.1%	11	19.8%	4	7.2%	5	9.0%
JUVENILE CORRECTIONS, DEPARTMENT OF	33	8.4%	39	9.8%	29	7.4%	52	13.4%	45	11.6%
LABOR, DEPARTMENT OF	27	5.9%	31	6.4%	36	7.1%	38	7.2%	39	6.9%
LANDS, DEPARTMENT OF	17	5.7%	13	4.5%	14	5.1%	21	8.1%	14	5.6%
LAVA HOT SPRINGS FOUNDATION	0	0.0%	0	0.0%	1	8.3%	2	16.0%	0	0.0%
LEWIS-CLARK STATE COLLEGE	11	9.0%	14	11.2%	16	12.6%	7	5.6%	7	5.6%
LIBRARIES, IDAHO COMMISSION FOR	3	8.5%	1	2.9%	1	3.0%	2	5.9%	0	0.0%
LIQUOR DIVISION, IDAHO STATE	15	6.9%	24	11.2%	22	10.6%	14	6.8%	19	9.6%
LOTTERY COMMISSION, IDAHO STATE	0	0.0%	0	0.0%	1	12.5%	0	0.0%	1	11.8%
MEDICINE, BOARD OF	2	23.5%	3	35.3%	0	0.0%	0	0.0%	0	0.0%
NURSING, BOARD OF	1	11.8%	0	0.0%	0	0.0%	1	15.4%	2	36.4%
OCCUPATIONAL LICENSES, BUREAU OF	2	5.6%	3	8.5%	2	6.0%	2	6.4%	6	19.1%
OUTFITTERS AND GUIDES LICENSING BOARD	0	0.0%	0	0.0%	1	28.6%	0	0.0%	0	0.0%
PARDONS AND PAROLE, COMMISSION OF	4	11.9%	1	3.0%	3	9.5%	4	12.9%	2	6.7%
PARKS AND RECREATION, DEPARTMENT OF	12	8.2%	12	8.1%	10	6.8%	7	5.0%	10	7.4%
PERSI	5	8.3%	2	3.5%	6	10.6%	4	7.4%	7	13.3%

Appendix Q – Classified Voluntary Separations by Agency FY 2015-2019 (continued)

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
PHARMACY, BOARD OF	1	9.1%	1	8.7%	1	8.7%	0	0.0%	0	0.0%
POLICE, IDAHO STATE	12	2.3%	18	3.5%	19	3.8%	19	3.9%	27	5.7%
PUBLIC TELEVISION	2	3.5%	4	6.9%	0	0.0%	2	4.0%	1	2.0%
PUBLIC UTILITIES COMMISSION	2	5.5%	1	2.6%	4	10.4%	2	5.4%	3	8.5%
RACING, STATE COMMISSION	0	0.0%	0	0.0%	1	66.7%	0	0.0%	0	0.0%
REAL ESTATE COMMISSION, IDAHO	1	9.1%	0	0.0%	1	8.7%	0	0.0%	3	31.6%
STATE PUBLIC DEFENSE COMMISSION	1	28.6%	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%
TAX COMMISSION, IDAHO STATE	45	10.6%	24	5.6%	21	5.0%	16	3.8%	25	6.0%
TRANSPORTATION, DEPARTMENT OF	61	4.0%	58	3.9%	63	4.3%	67	4.5%	67	4.3%
VETERANS SERVICES, DIVISION OF	45	14.5%	43	13.8%	45	14.5%	54	18.0%	34	11.7%
VETERINARY MEDICINE, BOARD OF	1	50.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%
VOCATIONAL REHABILITATION, DIVISION OF	4	7.1%	8	14.8%	0	0.0%	7	13.2%	5	9.3%
WATER RESOURCES, DEPARTMENT OF	11	7.3%	10	6.8%	8	5.7%	9	6.6%	8	6.0%
WORKFORCE DEVELOPMENT COUNCIL	0	0.0%								
<b>Statewide - Voluntary</b>	<b>1,020</b>	<b>7.9%</b>	<b>1016</b>	<b>7.8%</b>	<b>969</b>	<b>7.4%</b>	<b>919</b>	<b>7.0%</b>	<b>944</b>	<b>7.4%</b>

## Appendix R – Classified Involuntary Separations by Agency FY 2015-2019

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
ACCOUNTANCY, STATE BOARD OF	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ADMINISTRATION, DEPARTMENT OF	2	2.0%	4	3.7%	3	2.5%	3	2.5%	5	4.3%
AGING, COMMISSION ON	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
AGRICULTURE, DEPARTMENT OF	6	3.1%	9	4.9%	8	4.6%	4	2.3%	3	1.8%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	2	5.1%	0	0.0%	0	0.0%	2	5.4%	1	2.8%
BOISE STATE UNIVERSITY	25	4.6%	14	2.5%	30	5.4%	19	3.4%	10	1.8%
BRAND INSPECTOR, STATE	1	3.0%	0	0.0%	1	3.2%	3	10.0%	0	0.0%
BUILDING SAFETY, DIVISION OF	3	2.3%	2	1.6%	4	3.4%	1	0.9%	4	3.7%
CAREER-TECHNICAL EDUCATION, DIVISION OF	0	0.0%	2	18.2%	1	8.7%	1	8.3%	0	0.0%
COMMERCE, DEPARTMENT OF	3	8.6%	1	2.7%	1	2.9%	1	2.9%	1	2.8%
CONSERVATION, SOIL AND WATER COMMISSION	1	5.7%	1	5.7%	1	5.9%	0	0.0%	0	0.0%
CORRECTION, DEPARTMENT OF	91	5.0%	124	6.7%	117	6.1%	121	6.3%	19	1.0%
DENTISTRY, BOARD OF	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
EDUCATION, STATE BOARD OF	0	0%	2	3.6%	0	0.0%	1	25.0%	0	0.0%
ENDOWMENT FUND INVESTMENT BOARD	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENGINEERS AND LAND SURVEYORS,	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%



Appendix R – Classified Involuntary Separations by Agency FY 2015-2019 (continued)

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
PROFESSIONAL BOARD OF ENVIRONMENTAL QUALITY, DEPARTMENT OF FINANCE, DEPARTMENT OF FISH AND GAME, DEPARTMENT OF HEALTH AND WELFARE, DEPARTMENT OF HEALTH DISTRICT 1 (PANHANDLE)	11	3.2%	3	0.9%	3	0.9%	5	1.5%	1	0.3%
DEPARTMENT OF FINANCE, DEPARTMENT OF FISH AND GAME, DEPARTMENT OF HEALTH AND WELFARE, DEPARTMENT OF HEALTH DISTRICT 1 (PANHANDLE)	2	3.2%	0	0.0%	0	0.0%	2	3.4%	0	0.0%
DEPARTMENT OF FISH AND GAME, DEPARTMENT OF HEALTH AND WELFARE, DEPARTMENT OF HEALTH DISTRICT 1 (PANHANDLE)	3	0.6%	9	1.7%	11	2.1%	9	1.7%	1	0.2%
DEPARTMENT OF HEALTH AND WELFARE, DEPARTMENT OF HEALTH DISTRICT 1 (PANHANDLE)	115	4.3%	140	5.2%	144	5.2%	123	4.6%	60	2.3%
DEPARTMENT OF HEALTH DISTRICT 1 (PANHANDLE)	6	5.5%	12	10.6%	6	5.3%	5	4.6%	1	9.0%
DEPARTMENT OF HEALTH DISTRICT 2 (NORTH CENTRAL)	0	0%	1	2.4%	0	0.0%	1	2.2%	0	0.0%
DEPARTMENT OF HEALTH DISTRICT 3 (SOUTHWEST)	8	9.1%	2	2.2%	3	3.2%	1	1.1%	1	1.2%
DEPARTMENT OF HEALTH DISTRICT 4 (CENTRAL)	8	7.9%	4	3.9%	5	4.6%	7	6.3%	1	0.9%
DEPARTMENT OF HEALTH DISTRICT 5 (SOUTH CENTRAL)	2	3.0%	2	2.9%	1	1.4%	6	8.9%	1	1.5%
DEPARTMENT OF HEALTH DISTRICT 6 (SOUTHEASTERN)	0	0.0%	1	1.4%	1	1.4%	3	4.2%	2	2.9%
DEPARTMENT OF HEALTH DISTRICT 7 (EASTERN)	4	4.4%	3	3.2%	2	2.1%	13	13.6%	1	1.1%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HISTORICAL SOCIETY, IDAHO STATE	2	4.8%	0	0.0%	1	2.3%	0	0.0%	0	0.0%
HUMAN RESOURCES, DIVISION OF	1	7.7%	1	9.5%	3	35.3%	1	14.3%	0	0.0%
IDAHO STATE UNIVERSITY	22	3.8%	17	2.8%	25	3.7%	25	3.7%	2	0.3%
INDEPENDENT LIVING COUNCIL	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
INDUSTRIAL COMMISSION	5	7.1%	4	5.4%	5	6.8%	6	8.0%	0	0.0%

Appendix R – Classified Involuntary Separations by Agency FY 2015-2019 (continued)

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
INSURANCE, DEPARTMENT OF	1	1.8%	5	8.9%	4	7.1%	2	3.6%	1	1.9%
JUVENILE CORRECTIONS, DEPARTMENT OF	12	3.1%	12	3.0%	17	4.3%	15	3.9%	5	1.3%
LABOR, DEPARTMENT OF	3	0.7%	7	1.4%	9	1.8%	13	2.4%	5	0.9%
LANDS, DEPARTMENT OF	2	0.7%	3	1.0%	9	3.3%	6	2.3%	4	1.6%
LAVA HOT SPRINGS FOUNDATION	1	6.7%	0	0.0%	2	16.7%	0	0.0%	0	0.0%
LEWIS-CLARK STATE COLLEGE	4	3.3%	12	9.6%	3	2.4%	8	6.4%	2	1.6%
LIBRARIES, IDAHO COMMISSION FOR	2	5.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
LIQUOR DIVISION, IDAHO STATE	18	8.3%	15	7.0%	21	10.1%	19	9.4%	5	2.5%
LOTTERY COMMISSION, IDAHO STATE	0	0.0%	0	0.0%	1	12.5%	0	0.0%	0	0.0%
MEDICINE, BOARD OF	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
NURSING, BOARD OF	0	0.0%	1	13.3%	0	0.0%	0	0.0%	0	0.0%
OCCUPATIONAL LICENSES, BUREAU OF	2	5.6%	0	0.0%	3	9.0%	0	0.0%	0	0.0%
OUTFITTERS AND GUIDES LICENSING BOARD	0	0.0%	0	0.0%	1	28.6%	0	0.0%	0	0.0%
PARDONS AND PAROLE, COMMISSION OF	0	0.0%	0	0.0%	0	0.0%	1	3.2%	0	0.0%
PARKS AND RECREATION, DEPARTMENT OF	5	3.4%	3	2.0%	0	0.0%	4	2.8%	0	0.0%
PERSI	1	1.7%	1	1.7%	6	10.6%	6	11.1%	0	0.0%
PHARMACY, BOARD OF	0	0.0%	1	8.7%	0	0.0%	0	0.0%	0	0.0%
POLICE, IDAHO STATE	22	4.2%	15	3.3%	15	3.0%	17	3.5%	4	0.8%
PUBLIC TELEVISION	1	1.7%	1	1.7%	0	0.0%	0	0.0%	0	0.0%

Appendix R – Classified Involuntary Separations by Agency FY 2015-2019 (continued)

Agency Name	FY 2019 Separations	FY 2019 Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate
PUBLIC UTILITIES COMMISSION	1	2.7%	2	5.2%	3	7.8%	0	0.0%	1	2.8%
RACING, STATE COMMISSION	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
REAL ESTATE COMMISSION, IDAHO	2	18.2%	2	5.2%	1	8.7%	1	10.0%	1	12.5%
STATE PUBLIC DEFENSE COMMISSION	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%
TAX COMMISSION, IDAHO STATE	14	3.3%	5	1.2%	7	1.7%	9	2.2%	3	0.7%
TRANSPORTATION, DEPARTMENT OF	42	2.7%	42	2.8%	47	3.2%	26	1.7%	30	2.0%
VETERANS SERVICES, DIVISION OF	36	11.6%	39	12.5%	63	20.3%	50	16.7%	15	5.2%
VETERINARY MEDICINE, BOARD OF	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%
VOCATIONAL REHABILITATION, DIVISION OF	3	5.4%	2	3.7%	2	3.8%	5	9.4%	0	0.0%
WATER RESOURCES, DEPARTMENT OF	1	0.7%	1	0.7%	5	3.6%	4	2.9%	1	0.7%
WORKFORCE DEVELOPMENT COUNCIL	1	28.6%								
<b>Statewide-Involuntary</b>	<b>497</b>	<b>3.8%</b>	<b>538</b>	<b>4.1%</b>	<b>598</b>	<b>4.6%</b>	<b>550</b>	<b>4.2%</b>	<b>627</b>	<b>4.9%</b>

## Appendix S – Classified Retirement Turnover by Agency

Agency Name	FY 2019 Retirements	FY 2019 Turnover Rate
ACCOUNTANCY, STATE BOARD OF	0	0.0%
ADMINISTRATION, DEPARTMENT OF	3	3%
AGING, COMMISSION ON	0	0.0%
AGRICULTURE, DEPARTMENT OF	3	1.6%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	1	2.6%
BOISE STATE UNIVERSITY	20	3.7%
BRAND INSPECTOR, STATE	1	3%
BUILDING SAFETY, DIVISION OF	1	0.8%
CAREER-TECHNICAL EDUCATION, DIVISION OF	0	0.0%
COMMERCE, DEPARTMENT OF	1	2.9%
CONSERVATION, SOIL AND WATER COMMISSION	0	0.0%
CORRECTION, DEPARTMENT OF	33	1.8%
DENTISTRY, BOARD OF	0	0.0%
EDUCATION, STATE BOARD OF	0	0.0%
ENDOWMENT FUND INVESTMENT BOARD	0	0.0%
ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF	0	0.0%
ENVIRONMENTAL QUALITY, DEPARTMENT OF	17	4.9%
FINANCE, DEPARTMENT OF	4	6.5%
FISH AND GAME, DEPARTMENT OF	23	4.3%
HEALTH AND WELFARE, DEPARTMENT OF	71	2.6%
HEALTH DISTRICT 1 (PANHANDLE)	2	1.8%
HEALTH DISTRICT 2 (NORTH CENTRAL)	1	2.5%
HEALTH DISTRICT 3 (SOUTHWEST)	1	1.1%
HEALTH DISTRICT 4 (CENTRAL)	4	3.9%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	1	1.5%
HEALTH DISTRICT 6 (SOUTHEASTERN)	0	0.0%
HEALTH DISTRICT 7 (EASTERN)	1	1.1%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0	0.0%
HISTORICAL SOCIETY, IDAHO STATE	1	2.4%
HUMAN RESOURCES, DIVISION OF	0	0.0%
IDAHO STATE UNIVERSITY	19	3.3%
INDEPENDENT LIVING COUNCIL	0	0.0%
INDUSTRIAL COMMISSION	5	7.1%
INFORMATION TECHNOLOGY SERVICES, OFFICE OF	1	3.6%
INSURANCE, DEPARTMENT OF	4	7.1%
JUVENILE CORRECTIONS, DEPARTMENT OF	11	2.8%
LABOR, DEPARTMENT OF	23	5%
LANDS, DEPARTMENT OF	13	4.4%
LAVA HOT SPRINGS FOUNDATION	0	0.0%
LEWIS-CLARK STATE COLLEGE	1	0.8%
LIBRARIES, IDAHO COMMISSION FOR	2	5.6%
LIQUOR DIVISION, IDAHO STATE	14	6.5%
LOTTERY COMMISSION, IDAHO STATE	0	0.0%
MEDICINE, BOARD OF	0	0.0%
NURSING, BOARD OF	0	0.0%

Agency Name	FY 2019 Retirements	FY 2019 Turnover Rate
OCCUPATIONAL LICENSES, BUREAU OF	2	5.6%
OUTFITTERS AND GUIDES LICENSING BOARD	0	0.0%
PARDONS AND PAROLE, COMMISSION OF	1	3.0%
PARKS AND RECREATION, DEPARTMENT OF	12	8.2%
PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO)	3	5%
PHARMACY, BOARD OF	0	0.0%
POLICE, IDAHO STATE	18	3.4%
PUBLIC TELEVISION	3	5.2%
PUBLIC UTILITIES COMMISSION	2	5.5%
RACING, STATE COMMISSION	0	0.0%
REAL ESTATE COMMISSION, IDAHO	0	0.0%
STATE PUBLIC DEFENSE COMMISSION	0	0.0%
TAX APPEALS, BOARD OF	1	25%
TAX COMMISSION, IDAHO STATE	17	4%
TRANSPORTATION, DEPARTMENT OF	52	3.4%
VETERANS SERVICES	10	3.2%
VETERINARY MEDICINE, BOARD OF	0	0.0%
VOCATIONAL REHABILITATION, IDAHO DIVISION OF	2	3.6%
WATER RESOURCES, DEPARTMENT OF	8	5.3%
WORKFORCE DEVELOPMENT COUNCIL	0	0.0%
<b>Grand Total of Classified Retirements</b>	<b>413</b>	<b>3.2%</b>

## Appendix T – Classified Turnover by Separation Code

Reason for Leaving	FY 2019 Separation Count
Separation - Personal	851
Separation - Retirement	407
Separation - Private Sector Job	185
Transfer to Other Agency	178
Failure to Complete Entrance Probation	69
Termination - Dismissal	47
Separation - Layoff/Medical	42
Separation - County Job	32
Separation - Federal Job	24
Separation - Layoff/Shortage of Work	22
Separation - City Job	20
Separation - Death	14
Separation - State Job (Excluding Idaho)	14
Separation - School District Job	10
Separation - Medical Retirement	6
Separation - Appt Expires/Temporary	3
Separation - Military	3
Separation - Entrance Probation/RIF	2
Separation - Layoff/Budget Restriction	1
<b>Grand Total</b>	<b>1,930</b>



## Appendix U – Classified Average Pay Rate and Turnover by Pay Grade

Pay Grade	Employee Count	Average Pay Rate	Average Compa-Ratio	FY 2019 Turnover Rate
E	197	\$11.51	92.9%	23.5%
F	221	\$12.17	87.2%	25.1%
G	697	\$14.28	90.0%	21.8%
H	1450	\$16.11	88.2%	16.6%
I	2181	\$18.68	87.6%	19.4%
J	1805	\$21.18	88.1%	12.3%
K	1586	\$23.72	88.1%	12.2%
L	2172	\$26.83	88.2%	12.4%
M	1545	\$31.46	91.5%	13.0%
N	636	\$35.57	93.7%	12.8%
O	239	\$41.36	100.5%	8.2%
P	209	\$44.08	97.9%	11.1%
Q	15	\$55.93	112.9%	0.0%
R	3	\$59.06	107.5%	0.0%
V	6	\$106.81	118.1%	30.8%

## Appendix V – Total Retirement Forecast by Agency Calendar Years 2019-2049

Agency Name	Fewer than 5 years	5-9 years	10-19 years	20-29 years	30 years or more
ATTORNEY GENERAL	21	28	68	78	14
BD-PROF ENG & LAND SURV		3	7	1	
BRAND INSPECTOR	9	6	15	11	2
BRD OF VETERINARY MEDICINE			2	1	
BUR-OCCUPATIONAL LICENSES	2	7	22	8	1
CENTRAL HEALTH DISTRICT IV	5	13	38	33	25
COMM-BLIND & VISUAL IMPAIR	4	4	18	13	2
COMMISSION OF PARDONS AND PAROLE	3	11	9	10	
COMMISSION ON THE ARTS	1		4	3	
CORRECTIONAL INDUSTRIES	1	3	20	7	3
DEPARTMENT OF AGRICULTURE	31	21	68	116	68
DEPARTMENT OF COMMERCE	1	5	19	18	2
DEPARTMENT OF CORRECTION	142	197	659	733	149
DEPARTMENT OF ENVIRONMENTAL QUALITY	29	51	114	119	46
DEPARTMENT OF FINANCE	5	6	20	23	8
DEPARTMENT OF FISH & GAME	76	68	209	202	133
DEPARTMENT OF INSURANCE	4	6	25	31	2
DEPARTMENT OF LABOR	50	81	194	122	21
DEPARTMENT OF LANDS	32	31	130	146	63
DEPT - PARKS & RECREATION	16	18	63	47	14
DEPT OF ADMINISTRATION	10	12	48	29	6
DEPT OF HEALTH & WELFARE	140	224	833	1,196	454
DEPT OF WATER RESOURCES	19	13	55	48	25
DIV - FINANCIAL MANAGEMENT	2	1	4	10	1
DIV OF BUILDING SAFETY	8	20	61	46	6
DIVISION OF HUMAN RESOURCES		2	2	7	4
DIVISION OF VETERANS SERVICES	13	29	115	116	54
EASTERN IDAHO HEALTH DISTRICT VII	5	9	37	35	10
ENDOWMENT FND INVESTMENT BD		1	3		
HISPANIC COMMISSION		1	2		
HOUSE OF REPRESENTATIVES	2	3	34	26	1
ID DIVISION OF CAREER TECHNICAL EDUCATION	2	5	13	14	6
IDAHO COMMISSION FOR LIBRARIES	5	4	13	16	
IDAHO COMMISSION ON AGING	1	2	10	3	
IDAHO PUBLIC TELEVISION 1982	11	9	24	15	1
IDAHO STATE INDEPENDENT LIVING COUNCIL			2	1	
IDAHO STATE LOTTERY	2	5	21	15	3
IDAHO STATE POLICE	36	75	184	205	39
IDAHO STATE RACING COMMISSION	1				
IDAHO STATE UNIVERSITY		1	1	1	
IDAHO TRANSPORTATION DEPT	170	215	539	474	179
INDUSTRIAL COMMISSION	10	17	34	46	16
JUDICIAL BRANCH		14	167	126	25
JUVENILE CORRECTIONS	21	30	145	136	71

Agency Name	Fewer than 5 years	5-9 years	10-19 years	20-29 years	30 years or more
LAVA HOT SPRINGS FOUNDATION	1	3	6	7	1
LEGISLATIVE SERVICES	2	5	16	27	15
LEWIS-CLARK STATE COLLEGE	38	43	169	162	57
LIEUTENANT GOVERNOR			1		1
MILITARY DIVISION	11	24	124	185	37
NORTH CENTRAL HEALTH DISTRICT II	4	5	23	16	4
OFFICE OF BRD OF EDUCATION		3	19	16	5
OFFICE OF DRUG POLICY		1	2		3
OFFICE OF ENERGY AND MINERAL RESOURCES	1		1	2	4
OFFICE OF INFORMATION TECHNOLOGY SERV	4	10	20	16	
OFFICE OF PERFORMANCE EVALUATIONS	1	1	1	5	
OFFICE OF SPECIES CONSERVATION	1		2	9	2
OFFICE OF THE GOVERNOR	1		2	6	8
OUTFITTERS AND GUIDES		2	4	1	
PANHANDLE HEALTH DISTRICT I	4	9	44	49	10
PUB EMPLOYEE RETIREMENT SYSTEM (PERSI)	4	4	32	22	5
PUBLIC UTILITIES COMM	7	2	17	16	1
REAL ESTATE COMMISSION	1	1	6	5	
SECRETARY OF STATE	3	4	9	4	7
SENATE	1	3	19	9	
SOIL AND WATER CONSERVATION COMMISSION	2	3	9	6	2
SOUTH CENTRAL PUBLIC HEALTH DISTRICT V	6	9	22	26	12
SOUTHEAST HEALTH DISTRICT VI	4	9	29	25	11
SOUTHWEST HEALTH DISTRICT III	5	12	39	27	11
STATE APPELLATE PUBLIC DEFENDER			10	11	3
STATE BOARD OF ACCOUNTANCY	1		9	1	
STATE BOARD OF DENTISTRY	1			2	1
STATE BOARD OF MEDICINE	1		10	7	
STATE BOARD OF NURSING	2	1	11	4	1
STATE BOARD OF PHARMACY		3	5	5	1
STATE BOARD OF TAX APPEALS	1		1	3	1
STATE CONTROLLER	10	12	23	32	13
STATE HISTORICAL SOCIETY	2	1	14	18	10
STATE INSURANCE FUND	16	32	103	78	27
STATE LIQUOR DIVISION	8	30	67	86	29
STATE PUBLIC DEFENSE COMMISSION			2	2	
STATE TAX COMMISSION	48	50	157	128	41
STATE TREASURER	1	5	7	7	4
STEM ACTION CENTER			1	3	2
SUPT OF PUBLIC INSTRUCTION (DEPT. OF EDUC)	3	9	50	55	9
UNIVERSITY OF IDAHO			1	2	
VOCATIONAL REHABILITATION	5	19	52	53	24
WORKFORCE DEVELOPMENT COUNCIL			1	3	1
<b>Grand Total of Total Workforce Retirement Forecast</b>	<b>1,090</b>	<b>1,566</b>	<b>5,191</b>	<b>5,428</b>	<b>1,817</b>

## Appendix W – Classified Retirement Forecast by Agency Calendar Years 2019-2049

Agency Name	Fewer than 5 years	5-9 years	10-19 years	20-29 years	30 years or more
BD-PROF ENG & LAND SURV		1	1		
BRAND INSPECTOR	7	5	9	11	2
BRD OF VETERINARY MEDICINE			2		
BUR-OCCUPATIONAL LICENSES	2	6	21	7	
CENTRAL HEALTH DISTRICT IV	3	11	33	29	25
COMM-BLIND & VISUAL IMPAIR	4	4	16	12	2
COMMISSION OF PARDONS AND PAROLE	3	11	9	9	
DEPARTMENT OF AGRICULTURE	20	12	46	71	45
DEPARTMENT OF COMMERCE	1	5	12	14	1
DEPARTMENT OF CORRECTION	135	190	650	731	149
DEPARTMENT OF ENVIRONMENTAL QUALITY	25	48	102	119	46
DEPARTMENT OF FINANCE	4	6	20	23	8
DEPARTMENT OF FISH & GAME	72	65	174	170	63
DEPARTMENT OF INSURANCE	4	4	22	24	2
DEPARTMENT OF LABOR	47	81	185	115	20
DEPARTMENT OF LANDS	28	27	108	106	30
DEPT - PARKS & RECREATION	15	15	58	42	13
DEPT OF ADMINISTRATION	8	12	46	27	6
DEPT OF HEALTH & WELFARE	135	220	807	1,139	377
DEPT OF WATER RESOURCES	18	12	49	48	25
DIV OF BUILDING SAFETY	8	18	56	46	6
DIVISION OF HUMAN RESOURCES		2	1	7	3
DIVISION OF VETERANS SERVICES	13	27	110	111	47
EASTERN IDAHO HEALTH DISTRICT VII	5	8	27	33	10
ENDOWMENT FND INVESTMENT BD		1	1		
HISPANIC COMMISSION			1		
ID DIVISION OF CAREER TECHNICAL EDUCATION		2	2	4	4
IDAHO COMMISSION FOR LIBRARIES	4	4	12	16	
IDAHO COMMISSION ON AGING	1	2	6	2	
IDAHO PUBLIC TELEVISION 1982	9	8	22	14	1
IDAHO STATE INDEPENDENT LIVING COUNCIL			1	1	
IDAHO STATE LOTTERY		1	4	2	1
IDAHO STATE POLICE	36	73	182	205	39
IDAHO STATE RACING COMMISSION	1				
IDAHO STATE UNIVERSITY		1	1	1	
IDAHO TRANSPORTATION DEPT	168	210	522	465	176
INDUSTRIAL COMMISSION	5	4	17	25	13
JUVENILE CORRECTIONS	20	30	139	134	71
LAVA HOT SPRINGS FOUNDATION	1	3	5	5	1
LEWIS-CLARK STATE COLLEGE	7	8	46	35	26
NORTH CENTRAL HEALTH DISTRICT II	3	5	15	14	4
OFFICE OF BRD OF EDUCATION				4	2
OFFICE OF INFORMATION TECHNOLOGY SERV	3	10	19	15	

Agency Name	Fewer than 5 years	5-9 years	10-19 years	20-29 years	30 years or more
OUTFITTERS AND GUIDES		2	1	1	
PANHANDLE HEALTH DISTRICT I	3	6	39	49	9
PUB EMPLOYEE RETIREMENT SYSTEM (PERSI)	2	4	30	20	5
PUBLIC UTILITIES COMM	3	2	14	15	1
REAL ESTATE COMMISSION	1	1	5	4	
SOIL AND WATER CONSERVATION COMMISSION	2	3	8	3	1
SOUTH CENTRAL PUBLIC HEALTH DISTRICT V	5	7	17	26	11
SOUTHEAST HEALTH DISTRICT VI	4	9	24	20	11
SOUTHWEST HEALTH DISTRICT III	4	11	34	25	11
STATE BOARD OF ACCOUNTANCY	1		2		
STATE BOARD OF DENTISTRY				1	1
STATE BOARD OF MEDICINE			6	3	
STATE BOARD OF NURSING	1	1	5	2	1
STATE BOARD OF PHARMACY		2	4	4	1
STATE BOARD OF TAX APPEALS			1	3	1
STATE HISTORICAL SOCIETY	2	1	11	17	10
STATE LIQUOR DIVISION	8	30	64	84	29
STATE PUBLIC DEFENSE COMMISSION			1	2	
STATE TAX COMMISSION	46	48	153	126	41
UNIVERSITY OF IDAHO			1	1	
VOCATIONAL REHABILITATION	4	6	21	23	7
WORKFORCE DEVELOPMENT COUNCIL				3	1
<b>Grand Total of Classified Retirement Forecast</b>	<b>901</b>	<b>1,285</b>	<b>4,000</b>	<b>4,268</b>	<b>1,359</b>