

FY2026

IDAHO

STATE OF THE STATE WORKFORCE REPORT



IDAHO

Division of Human
Resources

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EXECUTIVE SUMMARY

Idaho's state government workforce remains lean, dedicated, and mission-driven—but faces mounting challenges in a highly competitive labor market. The Fiscal Year (FY) 2026 State of the State Workforce Report outlines key pressures and priorities to ensure strong service delivery, effective staffing, and responsible investment in the state's workforce to meet the needs of Idahoans.

Key Takeaways

- **Tight Labor Market:** With just 0.8 job seekers per opening, and an unemployment rate of 3.7%, Idaho agencies face increasing difficulty attracting and retaining skilled employees, especially in healthcare, IT, engineering, skilled trades, and public safety.
- **Aging Workforce:** Over one-third of state employees are expected to retire within 15 years. Without intentional succession planning, the state risks losing critical expertise and leadership capacity.
- **Compensation Gaps:** Despite recent salary structure improvements, pay remains below market in many high-demand roles. This contributes to persistent vacancies, service delays, and increased use of costly interim staffing.
- **Recruitment and Retention:** The statewide vacancy rate is 11.2%, with turnover at 14.6%. In comparison, the national average turnover rate¹ for employers is 13%. Agencies have improved hiring speed, but critical roles remain hard to fill. Targeted recruitment and flexible hiring tools are essential.
- **Training and Development:** Strong participation in leadership and compliance training demonstrates employee commitment but expanded development opportunities are needed to prepare the next generation of public servants.

Idaho's ability to deliver vital services depends on a skilled, stable workforce. Continued investment in our state workforce will ensure we remain competitive, resilient, and ready to meet the needs of all Idahoans.

¹ <https://www.imercer.com/articleinsights/workforce-turnover-trends>



PURPOSE OF REPORT

The State of the State Workforce Report is a strategic resource designed to support informed decision-making around staffing, workforce planning, and resource allocation across Idaho state government.

Unless otherwise noted, the data in this report reflects all State of Idaho employees captured in the Luma system. Employees of Boise State University and Idaho State University are not included in these metrics.

This report meets the requirements of Idaho Code §67-5309C delivering annual salary and benefits survey results. A separate memorandum from the DHR Administrator will be issued no later than December 1st providing recommendations across the mandated components: structural pay adjustments, occupational inequities, merit increases, benefit changes, and salary savings.



SECTION 1: LABOR MARKET UPDATE

Labor market conditions provide context for understanding workforce challenges and opportunities in Idaho. This information can help identify external factors that impact recruitment and retention, such as regional talent availability, economic trends, and competition for skilled workers.

UNEMPLOYMENT RATE

IDAHO | 3.7%
NATIONAL | 4.2%

percentage of the labor force that
is actively seeking employment
but unable to find work

PEOPLE PER JOB OPENING

IDAHO | 0.8
NATIONAL | 0.9

unemployed people
per job opening

LABOR FORCE PARTICIPATION

IDAHO | 63.6%
NATIONAL | 62.6%

proportion of people who are
either employed or actively
seeking employment

JOB OPENINGS RATE

IDAHO | 5.0%
NATIONAL | 4.6%

percentage of total jobs that are
currently unfilled and actively
being advertised



Summary of Data | As of April 2025, Idaho’s unemployment rate was 3.7%, remaining below the national average of 4.2%. The state also experienced a more competitive hiring landscape, with only 0.8 unemployed individuals per job opening, compared to 0.9 nationally, indicating a smaller available labor pool relative to demand. Idaho’s job opening rate stood at 5.0%, outpacing the national rate of 4.6%. The state’s labor force participation rate was also higher, at 63.6% versus the U.S. rate of 62.6%. According to the US Census Bureau, Idaho’s population growth has remained relatively flat over the past three years. High interest rates have significantly reduced household mobility, thereby diminishing labor mobility. These indicators reflect a tight labor market where job opportunities exceed available talent, particularly in high-skill, high-demand fields.

Impact on State Workforce | The competitive labor environment makes it increasingly difficult for state agencies to recruit and retain employees, especially in roles where local employers offer higher wages or more flexible work arrangements. Agencies continue to report limited applicant pools, longer hiring timelines, and increased turnover in specialized positions. While Idaho’s workforce is engaged and participating at higher rates than the national average, the competition for qualified candidates remains intense—placing added pressure on the state’s compensation structures and recruitment strategies.

Impact on Ability to Deliver Services | Agencies struggling to fill critical vacancies may face backlogs, reduced program availability, or increased strain on existing staff. In fields such as healthcare, public safety, IT, engineering, and skilled trades, labor shortages risk delaying essential services or forcing reliance on temporary solutions that can be more costly and less effective.

FY2025 Successes and Accomplishments | In FY 2025, Idaho’s labor market stabilized after the COVID-19 pandemic, with job openings and applicant numbers coming back into alignment. State agencies took advantage of the improved conditions to strengthen their recruitment and retention strategies. Rather than relying on sign-on bonuses or other short-term incentives, agencies emphasized steady pay and clearer pathways for advancement. These efforts helped shape a more dependable and skilled public workforce, better prepared to serve Idaho communities.



Looking Forward | As Idaho continues to grow, state agencies have a chance to build a stronger, more resilient workforce. That means keeping up momentum in streamlining hiring, expanding hands-on training and upskilling, and using real-time data to plan ahead. Focusing on flexible work options, housing access, and hiring practices that are efficient and effective will help agencies stay competitive and prepared for the future.

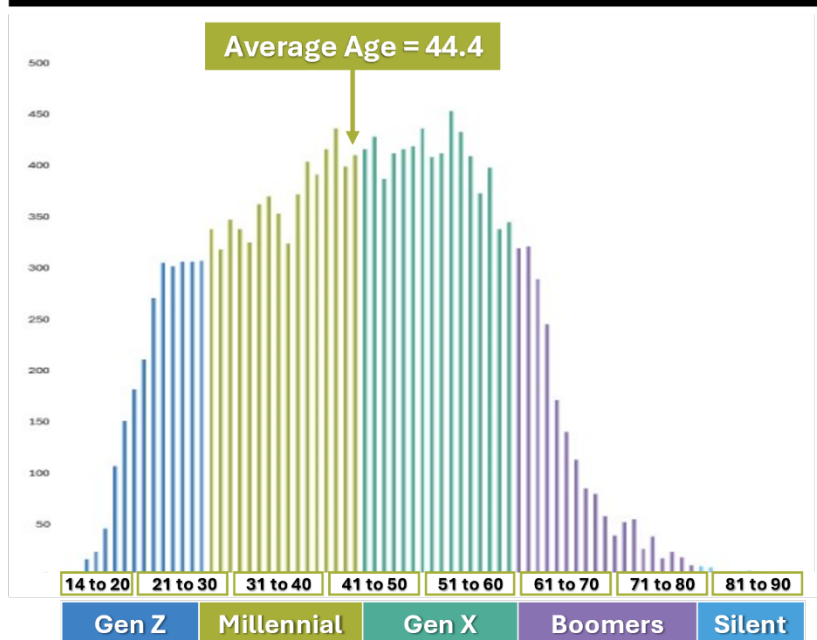
The Next Generation of Public Servants | *The state participated in the 2025 RISE Program alongside 12 other companies in the Treasure Valley. The RISE Program offers Idaho high school students valuable insights and work exposure through a month-long externship with local businesses. As part of the program, students received an overview of working for the state, including benefit offerings, a tour of the capitol, and opportunities to engage with representatives from various agencies. Agency leaders shared insights and experiences, provided information on career paths, and highlighted the community impact their agencies have on Idahoans.*



SECTION 2: WORKFORCE DEMOGRAPHICS

Understanding Idaho's workforce demographics is essential for making informed decisions on staffing, succession planning, and talent management. It also plays a key role in shaping effective policies and guiding strategic workforce planning.

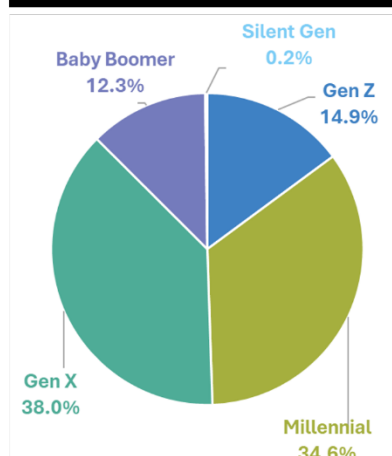
EMPLOYEES BY AGE



GENDER

Male	Female
50.9%	49.1%

GENERATIONS



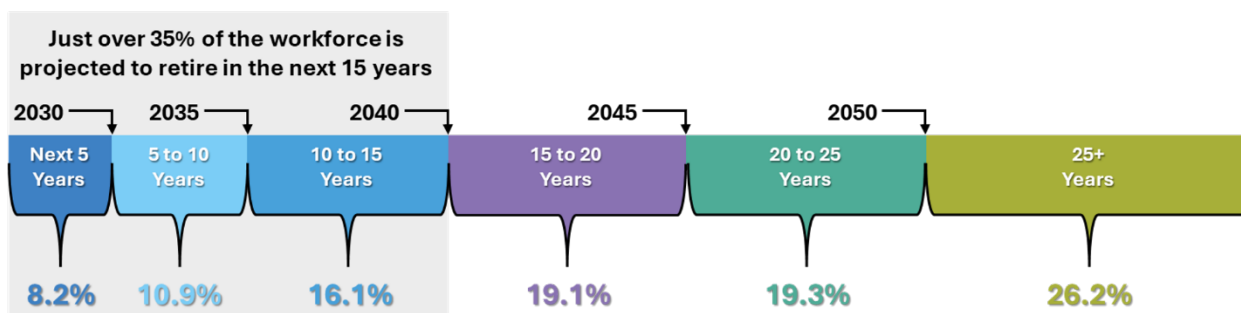
VETERANS STATUS

9.6% of state employees are veterans
5.8% are protected under the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA)

YEARS OF SERVICE

8.3
average years

RETIREMENT PROJECTIONS



Data pulled April 2025; excludes state university employees.



Summary of Data | As of April 2025, the State of Idaho employed approximately 25,000 people. The average employee age is just over 44 years old and Millennials (ages 29-44) and Generation X (ages 45-60) make up over 72% of the workforce's generational representation. The workforce is nearly evenly split by gender (51% male, 49% female) and includes 9.6% veterans, with 5.8% covered under the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA). On average, state of Idaho employees have 8.3 years of service.

Each generation in the workforce brings different values and expectations. Generation X values independence, flexibility, and work-life balance, and often serves as a link between older and younger colleagues. Millennials look for purpose in their work, regular feedback, and a thoughtful workplace culture. They place high importance on flexibility and meaningful work. Generation Z, the newest to enter the workforce, values authenticity, mental health support, and opportunities for fast growth.

Looking ahead, 8.2% of employees are expected to retire in the next five years, and nearly 35% within the next 15. According to the Congressional Budget Office, workers per retiree are falling. In 1954 there were 5.8 workers per retiree and as of 2024 that has been cut in half with only 2.9 per retiree. These trends underscore the importance of planning for leadership transitions, preserving expertise, and developing future talent.

In addition, Idaho Department of Labor has shared that Idaho's current youth population, Gen Alpha (2010-2025), is significantly smaller than predecessor generations (GenZ, Millennials). New residents moving into the state contributes significantly more to population growth than births. Refer to [Appendix A](#) for Idaho Department of Labor data and reference material.

Impact on State Workforce | The state's workforce is experienced and dedicated, with strong average tenure and a valuable mix of generational perspectives. However, a significant portion of institutional knowledge is concentrated in employees nearing retirement. Without structured efforts to document processes, mentor emerging leaders, and build internal pipelines, the state risks losing critical expertise and leadership capacity.

Impact on Ability to Deliver Services | Retirements and turnover among experienced employees can lead to disruptions in service delivery, loss of technical know-how, and extended onboarding for replacements. This is especially true in roles that require specialized skills or institutional knowledge. As seasoned employees exit the workforce, the state must ensure that knowledge transfer and training are embedded into operations to avoid gaps in continuity and service quality.

Looking Forward | With a large portion of the state’s workforce expected to retire in the next 15 years, Idaho has a real opportunity to shape the next generation of public service. By strengthening partnerships with local colleges, apprenticeship programs, and workforce training providers, agencies can build a solid talent pipeline for the future. Pairing that with mentorship to pass down knowledge, flexible work options, and modernized job classifications will help attract early-career professionals and keep agencies competitive. Smart, data-informed planning now will pay off in a more resilient, future-ready workforce.



SECTION 3: WORKFORCE COMPOSITION

Workforce composition, including job types and employment classifications is important for evaluating organizational structure and ensuring a balanced workforce. This insight also informs decisions on new positions, reclassifications, and compensation to support strategic workforce planning.

LEAN STATE GOVERNMENT

457 : 10,000
public Idaho
employees citizens

TELECOMMUTING

96%
of hours worked on-site

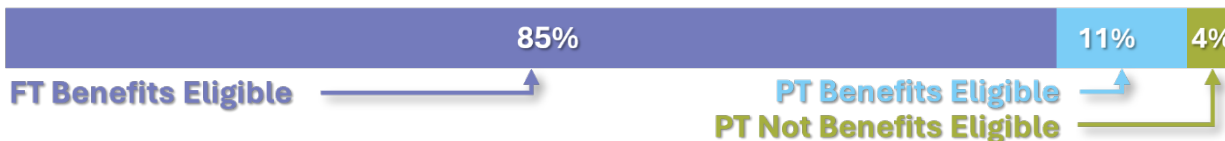
CLASSIFICATION STATUS

Classified
69.8%

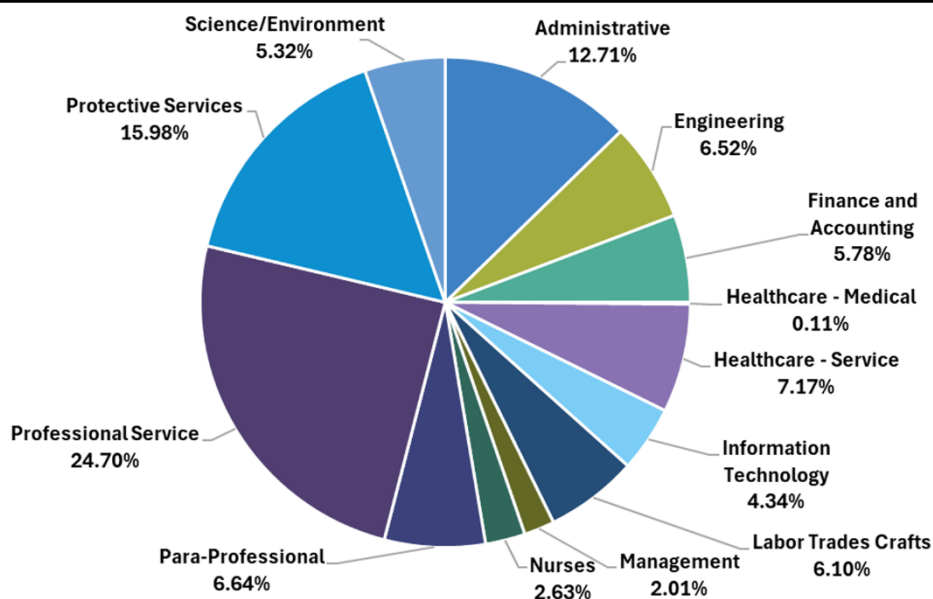
**Non-
Classified**
30.2%

“On-site” is defined as the location where the employee is assigned and reports to, and where the employee regularly performs their duties. Includes field work for employees whose positions require it (ex: state park staff, case workers, state troopers.)

BENEFITS ELIGIBILITY



JOB CATEGORIES



Data pulled April 2025; excludes state university employees. Refer to [Appendix B](#) for breakdown of job categories.
A job category refers to a grouping of occupations that share similar functions, responsibilities, or skill sets.



Summary of Data | Nearly 70% of state employees included in this report are classified², meaning they are covered by Idaho Code Title 67, Chapter 53 for hiring, promotion, and due process. Having classified employees is essential to preserving continuity in government because they provide a stable, nonpartisan workforce that remains in place regardless of political changes. By retaining institutional knowledge and delivering services consistently across administrations, classified employees ensure efficiency, accountability, and public trust. Most of the workforce (85%) is employed full-time with benefits, also supporting operational continuity.

Idaho continues to operate with a lean government model, with 457 public employees per 10,000 of our population, ranking Idaho as the 7th leanest government in the United States in 2025³. In 2008, Idaho ranked as the 25th leanest government in the United States. This data shows Idaho's commitment to small, yet effective government.

Most work is performed on-site⁴, with 96% of hours worked in-person and just 4% via telecommuting. The workforce spans a wide range of job types, which are detailed in [Appendix B](#), along with breakdowns by county and legislative district in [Appendix C](#).

Impact on State Workforce | The predominance of full-time, classified employees provides structure, stability, and consistency for state operations. However, Idaho's lean staffing model of one state employee to 119 citizens can limit flexibility and increase workloads, particularly in high-demand areas where vacancies or turnover stretch existing teams.

Impact on Ability to Deliver Services | A streamlined workforce ensures efficient use of taxpayer dollars, but it also leaves limited margin for workforce disruptions. Agencies may have fewer resources to absorb vacancies or unexpected demands, which can slow down program delivery or strain service quality.

Looking Forward | As Idaho's workforce continues to evolve, state agencies should build teams that blend deep experience with new talent. That means preparing for retirements, engaging younger candidates, and investing in training to help employees grow into new roles. Updating job classifications, offering flexible work arrangements, and using data to guide hiring decisions will keep agencies responsive and forward-looking. With thoughtful, data-driven planning, agencies can shape a workforce that's resilient, skilled, and ready for what's ahead.

² Excludes state university employees.

³ https://www.richstatespoorstates.org/variables/public_employees_per_10000/

⁴ "On-site" is defined as the location where the employee is assigned and reports to, and where the employee regularly performs their duties. Includes field work for employees whose positions require it (ex: state park staff, case workers, state troopers.)

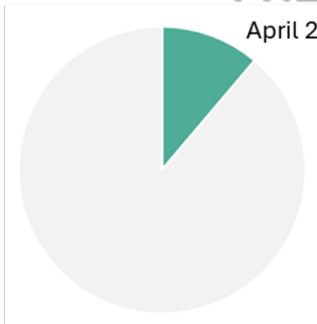
SECTION 4: RECRUITMENT AND RETENTION

Attracting and retaining top talent is critical to maintaining efficient and effective state services. Analyzing recruitment and retention data provides valuable insight into hard-to-fill positions and helps optimize resource allocation and hiring strategies to build a fully staffed workforce.

VACANCY RATE

11.2%

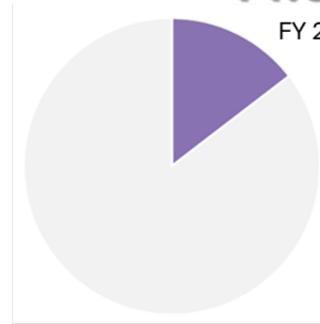
April 2025



TURNOVER RATE

14.6%

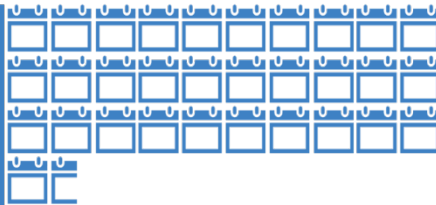
FY 2025



TIME TO FILL

31.6

Average days to fill a vacancy



36% faster recruitments since FY24

APPLICANTS

18.1

Average applicants per job posting



57% fewer applicants than FY24

DIFFICULT TO RECRUIT POSITIONS



Nurses



Clinicians



Engineers



IT Software Engineers



Financial Specialists



Electricians



State Troopers

Data pulled FY 2025; excludes public university employees.

Refer to [Appendix D](#) for agency vacancy rates. Refer to [Appendix E](#) for agency turnover rates.

Summary of Data | Employee turnover refers to the rate at which employees leave an organization, encompassing both voluntary resignations and involuntary separations. It serves as a critical indicator of an organization's stability, employee satisfaction, and the effectiveness of its retention strategies.

According to iMercer⁵, the average voluntary turnover rate in the U.S. from 2024 to 2025 is 13.0%, excluding retirees, volunteers, and contractors. This marks a continued decline from 17.3% in 2023 and 13.5% in 2024.

The state's turnover rate stood at 14.6% in 2024, indicating the state is experiencing turnover at a higher rate than the national average.

Vacancy rate refers to the percentage of job openings within an organization that remain unfilled. It's a vital metric for assessing labor market health and recruitment effectiveness.

According to US Bureau of Labor Statics, Idaho's job opening rate stood at 4.6% in May 2025.

The state's vacancy rate stood at 11.2% in 2024, indicating the state is experiencing a higher vacancy rather than the average within Idaho.

On average, each job posting receives 18 applicants, and positions are filled within approximately 32 days. Despite this, certain roles, including Nurses, Clinicians, Engineers, IT Software Engineers, Financial Specialists, Electricians, and State Troopers, remain especially difficult to fill and retain.

Several roles have turnover rates higher than the statewide rate of 14.6% (refer [Appendix H](#) for a breakdown of positions with the highest turnover). For example, Nursing Assistants are paid competitively, but the turnover rate remains high at almost 56.88%, only slightly down from 58.54% the previous year. Similarly, Correctional Officers are successfully recruited with competitive pay, but retention remains a challenge with a turnover rate of 28.23%, compared to 30.61% the year prior. In addition, for Transportation Technician Senior roles, turnover has remained steady at 20.37%, although there has been slight progress from the prior year's 22.41%. These patterns highlight a broader theme: even when initial recruitment is successful, the ability to sustain long-term retention is limited in many mission-critical positions.

Impact on State Workforce | Persistent vacancies in critical roles increase strain on existing employees, contribute to burnout, and impact morale—especially in operational areas where staffing shortages are common. The difficulty in filling high-skill positions can also result in longer recruitment cycles, increased reliance on overtime or temporary

⁵ https://www.imercer.com/articleinsights/workforce-turnover-trends?utm_source=chatgpt.com

staffing, and missed opportunities to build a sustainable internal talent pipeline. Retention remains a concern, as employees seek more competitive pay or flexible work arrangements in the private sector.

Impact on Ability to Deliver Services | Staffing shortages in specialized roles directly impact the state's ability to deliver essential services. Healthcare, IT, engineering, skilled trades, and public safety functions are especially vulnerable when these positions remain unfilled. In these cases, service delivery may be delayed, quality reduced, or costs increased due to the need for interim staffing solutions. High turnover also disrupts continuity, requiring repeated investments in training and onboarding.

FY2025 Successes and Accomplishments | In FY 2025, agencies significantly improved hiring efficiency, reducing the average time-to-fill from nearly 50 days in FY 2024 to just 32 days in FY 2025.

While the state is still above averages, over the past two years, improvement has been seen in vacancy rates overall; but notably at the Department of Correction, Health and Welfare and Division of Veteran Services. Some of the improvement in these agencies could be attributed to the creation of the new Nursing/Healthcare and Public Safety salary structures. In addition, the Department of Correction has seen a reduction in its vacancy rate thanks to a targeted recruiting strategy, competitive salary increases, and a mental wellness program for Correctional Officers.

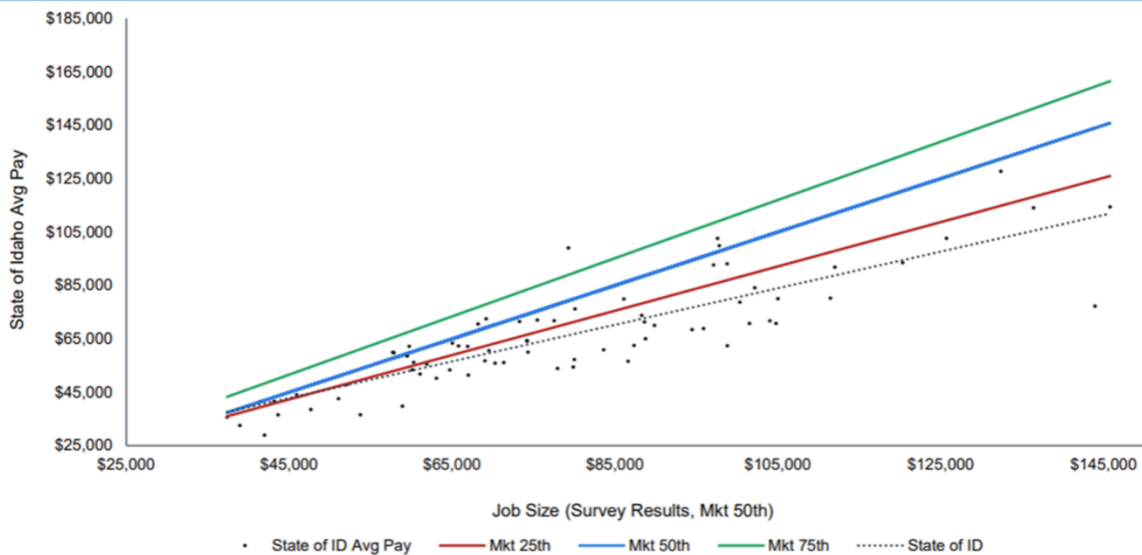
Looking Forward | To effectively recruit and retain talent, the state needs to ensure it is competitive with other employers' total compensation package and focus on the factors that keep employees engaged and motivated. This includes offering flexible work options, creating opportunities for growth and development, and investing in leadership training.

Smart Moves on Social Media | *Since October 2024, the State of Idaho LinkedIn page has gained over 2,500 new followers. This growth is attributed to a simple yet effective strategy: following all state agency pages, sharing hiring and employment opportunities, engaging with posts through likes, and offering agencies without LinkedIn pages the opportunity to post on their behalf.*

SECTION 5: COMPENSATION AND BENEFITS

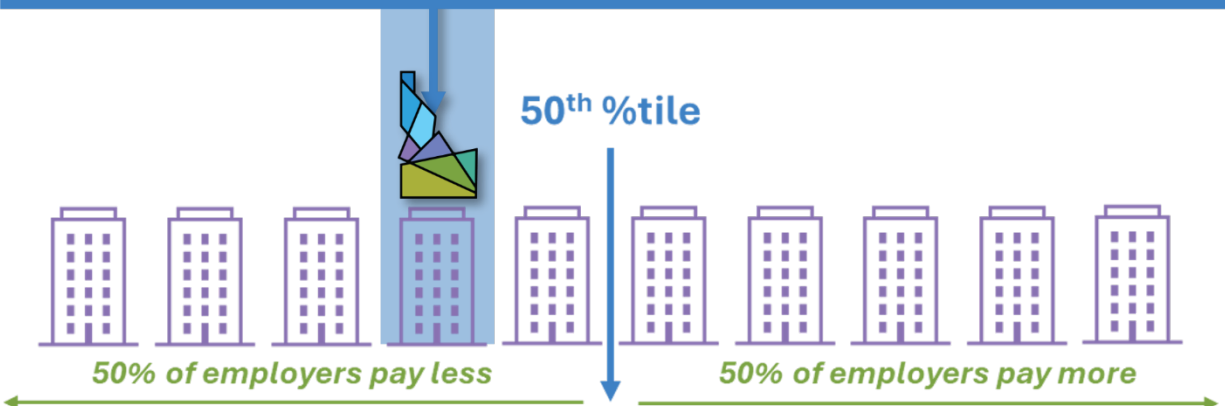
Evaluating employee compensation and benefits is essential to maintaining a competitive edge in today's labor market. A thoughtful, data-informed approach helps the State of Idaho attract and retain top talent, ensuring a strong, stable, and effective workforce.

STATE OF IDAHO AVERAGE PAY VS. MILLIMAN CUSTOM SURVEY RESULTS



COMPENSATION TARGET AND MARKET COMPARISON

THE STATE'S AVERAGE BASE SALARY IS 15% BELOW THE 50TH PERCENTILE OF THE MARKET (PRIVATE AND PUBLIC)



The State of Idaho targets the 50th percentile to remain competitive in the labor market. This means, on average, about half of other employers pay more and about half pay less.

Summary of Data | The State of Idaho continues to face challenges in maintaining competitiveness in the broader labor market. State wages generally lag behind private sector and local government compensation, particularly in healthcare, IT, engineering, skilled trades, and public safety. While targeted investments and updated salary structures have improved market alignment in some areas, the compensation system still struggles to keep pace with rising market rates⁶, especially for high-demand and specialized roles. Refer to [Appendix F](#) for information on salary structures and [Appendix G](#) for information on compensation and tenure.

To remain competitive, the State of Idaho targets compensation at the market's 50th percentile, meaning roughly half of employers pay more and half pay less. Each year, the state partners with Milliman, an actuarial and consulting firm, to conduct a custom salary and benefits survey⁷. In May 2025, 37 participants, primarily from Idaho and neighboring states, contributed to the survey. Results show that pay gaps widen significantly with salaries above \$45,000, making it particularly difficult to attract and retain specialized or senior talent, while lower pay grades (D–G) tend to be more competitive. Overall, most starting rates lag the market by about 15% in base salary (refer to [Appendix H](#)).

The state's targeted salary structures have narrowed gaps in certain functions but have not resolved retention issues. For example, IT Engineers and Nursing/Healthcare staff continued to experience high turnover in FY 2025 despite additional structural funding and a 4% CEC increase for FY 2026. In Public Safety, while Captains and Troopers are closer to market depending on the survey source, turnover remains above average, underscoring the competitiveness of the labor market in Idaho.

Within the Primary Structure, roles such as Custodians, Technical Records Specialists, and Financial Technicians remain 7–16% below market and show higher-than-average turnover (refer to [Appendix H](#) for list of positions with high turnover). At the same time, some roles with competitive or above-market pay, such as Attorneys II and IT Analysts I, also experience high turnover, suggesting workplace environment, career development, workload, and organizational culture are also critical.

In addition to its custom compensation survey with Milliman, the State of Idaho also participates in the annual National Compensation Association of State Governments (NCASG) salary and benefits survey, which provides comparative data across approximately 35–40 state governments. In 2024, 42 states participated, including Idaho's key comparators (Washington, Oregon, Nevada, Utah, Wyoming, Montana, Colorado, Arizona,

⁶ Salary survey results may vary depending on the survey methodology and participant pool.

⁷ Visit dhr.idaho.gov/Milliman2025 for full report.

and New Mexico). Survey results confirmed that Idaho lags the market by an average of 15% in base salary.

State of Idaho Salary Structure Overview

- **Primary Salary Structure** | The Primary salary structure covers most state positions, including administrative, technical, and customer service roles. Positions in this structure continue to show persistent market gaps, particularly among frontline and service-oriented roles.
 - Large market gaps exist for:
 - Utility Craftsmen (-9%)
 - Custodians (-7% to -11%)
 - Maintenance Craftsman Seniors (-11%)
 - Program Managers in Transportation (-12%)
 - Taxpayer Services Representatives (-15%)
 - Psychiatric Technician Trainees (-16%)
 - Human Resource Business Partner I (-17% to -28%)
 - For all these positions, turnover is well above the state average (refer to [Appendix H](#) for list of positions with high turnover).

Although a handful of positions, such as Recreation Specialists (+4%), Dietary Aide Seniors (+2%), and Customer Service Representatives (+1%), are competitive, the majority of Primary structure roles remain 15–30% below market.

- **IT/Engineering Salary Structure** | The IT/Engineering salary structure framework is designed to address the unique market demands of highly technical roles in IT and Engineering. The state has taken a targeted approach to increasing compensation within this structure and has made great strides. However, the labor market continues to be competitive and is also offering increased wages for these roles. As a result, many positions remain significantly below market.
 - Large market gaps exist for:
 - Systems & Infrastructure Engineer II (-11% to -13%)
 - Database Administrator Analysts (-12%)
 - IT Software Engineer I (-21%)
 - Leadership positions such as IT Managers IV and V remain below market (-5% to -8%)

Some classifications, such as IT Operations & Support Senior Technicians (+3%) and IT Analysts I (+9%), are near or above market but still experience significant turnover. For example, the IT Operations & Support roles experienced 27–44% turnover, suggesting a

more competitive labor market for these positions. When there is a competitive labor market, pay competitiveness is important but other retention factors such as workload, learning and development, and advancement opportunities, must be prioritized as well.

Overall, the IT/Engineering framework has helped the state to mitigate some market pressures, but broad competitiveness gaps and high turnover persist across both frontline and leadership positions.

- **Public Safety Salary Structure** | The Public Safety structure is designed to support recruitment and retention for roles that serve in law enforcement and corrections. Public Safety roles remain broadly under market, with key frontline roles experiencing turnover rates of 25% or higher, compounding staffing shortages.
 - Large market gaps exist for:
 - Correctional Officers (-8% to -9%)
 - Troopers (-10% NCASG - + 4%, depending on location)
 - Rehabilitation Technicians DJC (-10%)
 - Fire Marshal Deputies (-24%)

Leadership positions, such as Captains (+2% Milliman / -6% NCASG), are closer to market, yet turnover remains notable, suggesting that compensation is not the sole factor influencing retention.

Overall, the data shows recruitment and retention issues in public safety, with turnover affecting both under-market and market-aligned roles.

- **Nursing/Healthcare Salary Structure** | The Nursing/Healthcare structure supports competitive compensation for licensed positions working in a clinical setting. Healthcare positions reflect some of the widest market gaps in the state workforce.
 - Large market gaps exist for:
 - Therapists (-7%)
 - Registered Nurses (-13% to -14%)
 - Senior Registered Nurses (-17%)
 - These positions have also experienced turnover rates of 16% and 29%, respectively, which directly affects continuity of patient and resident care.

Some roles, such as Social Workers (+/-0%), Certified Nursing Assistants (+7%), and Early Intervention Therapists (+14%), perform closer to or above market, yet turnover persists. Social Workers and Certified Nursing Assistants (CNA) show some of the highest turnover in the workforce, with rates of 35% and 57% respectfully, even though pay is near parity with market benchmarks.

Specialized roles such as Psychologists (-5%), Psychiatrists (+4%), and Physicians (+4%) remain competitive or above market, with lower turnover pressures. This highlights a key dynamic: while compensation gaps in nursing and mid-level healthcare roles impact retention, high turnover also exists in market-aligned roles, indicating that workplace conditions and career factors play a substantial role in healthcare staffing challenges.

This suggests that turnover in these roles is not primarily compensation-driven but rather linked to a competitive labor market for these positions, along with workload demands, scheduling flexibility, and career advancement opportunities.

Overall, the data shows recruitment and retention issues in the nursing/healthcare salary structure, with turnover affecting both under-market and market-aligned roles.

State of Idaho Benefits Package | When it comes to benefits, the state remains competitive overall. According to the 2024 NCASG survey, vacation, sick, and holiday leave offerings are at or near average, with vacation lagging by just one day (refer to [Appendix I](#)). Healthcare coverage is competitive compared to public and private sectors, though dental benefits lag. Retirement benefits, provided through the Public Employee Retirement System of Idaho (PERSI), remain a cornerstone of the state's total compensation package, providing a lifetime defined benefit, that most private-sector plans do not. While PERSI is highly attractive for mid- and late-career employees, its influence is more limited among younger workers, who tend to prioritize take-home pay, flexibility, and career development. Refer to [Appendix J](#) for full comparisons of healthcare and retirement benefits to the private and public sectors.

Modernizing Compensation Analysis | In February 2025, the Idaho Division of Human Resources implemented new software, Payfactors, to gain more robust, real-time insights into competitive pay for Idaho classifications. Payfactors is a cloud-based platform that equips HR professionals with data and tools for market pricing, salary structures, survey management, analytics, reporting, and pay equity.

Impact on State Workforce | Taken together, these trends demonstrate that many of Idaho's most critical occupations remain 15–30% below the 50th percentile of the market, despite structural updates and targeted compensation investments. At the same time, several roles experiencing the highest turnover are already at or above market pay, indicating that retention challenges are not solely compensation-driven.

Impact on Ability to Deliver Services | Compensation gaps directly affect the state's ability to recruit and retain the talent necessary to deliver consistent, high-quality services. Staffing shortages in regulated, licensed, or 24-hour operations lead to increased overtime, higher stress on existing employees, and costly reliance on temporary staffing or contract services.

Looking Forward | As the state continues to seek ways to enhance government efficiency in its service delivery model, it must focus on one of the most critical parts of that equation: its people. Every time we have a vacancy, that absence is felt directly by those who count on that position. When a State Trooper position is vacant, response times are longer, coverage on our highways is stretched thin, and community safety is impacted. When a child welfare worker or a correctional officer is missing from the team, families wait longer for support and the safety of our institutions is strained. Vacancies slow down service, place heavier burdens on the employees who remain, and make it harder to deliver what Idahoans expect and deserve—efficient, responsive government. That is why we must keep investing in our people, supporting and retaining them, because they are the key to keeping Idaho government efficient, effective, and accountable to the citizens we serve.

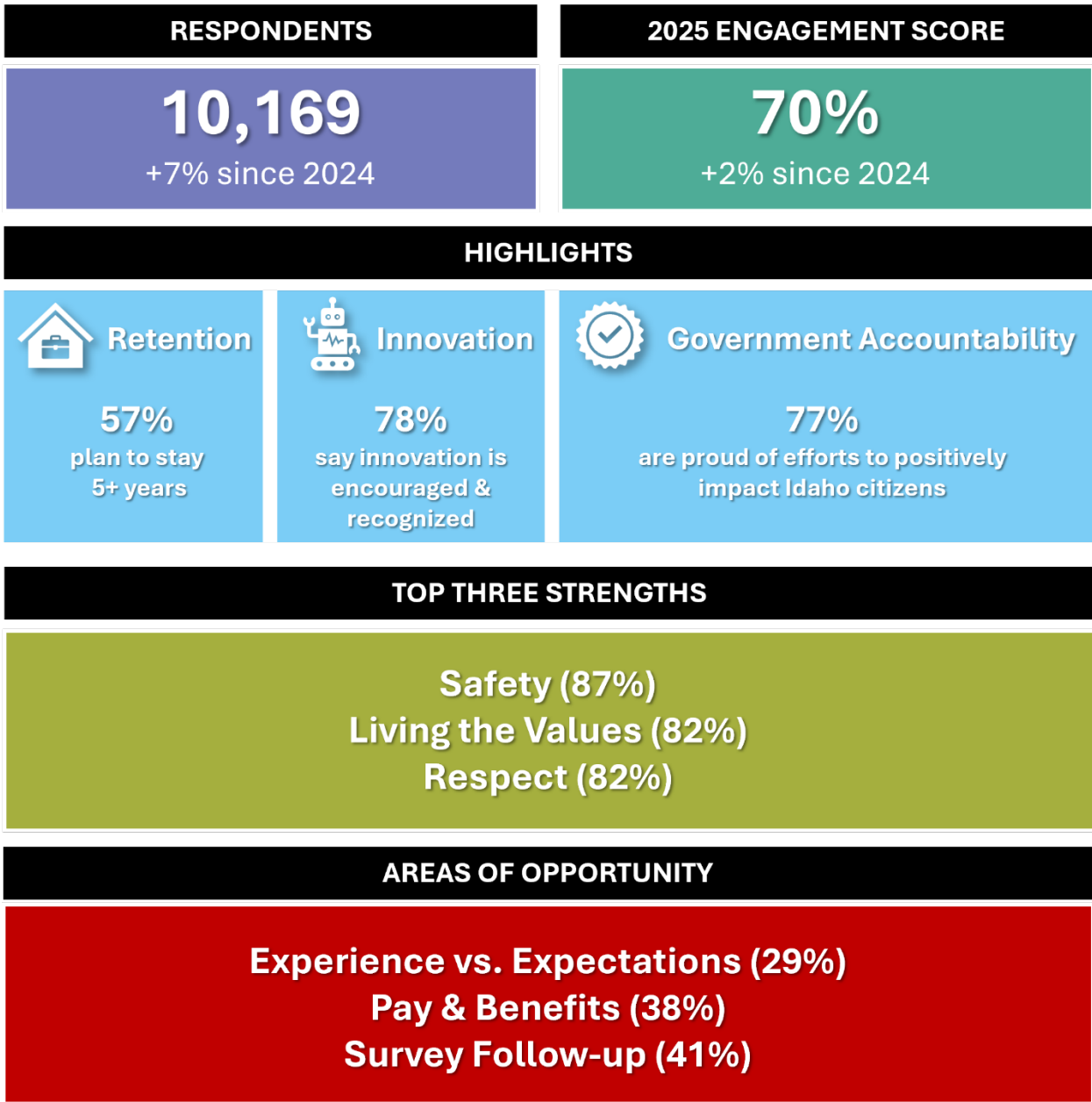
As Idaho's labor market continues to heat up, with the Department of Labor reporting that the state's average hourly wage rose to \$28.10 in 2024, a 5.1% increase from 2023, the state will need to balance its approach to maintaining a fiscally responsible and lean-government, with keeping pace with a competitive labor market. As wages rise across all regions and occupations, the state's ability to attract and retain employees will increasingly depend on keeping pace with market trends.⁸

National Salary Budget Projections | *National salary surveys show that average wage increases in 2025 ranged from 3.5% to 3.7%. For 2026, organizations across industries are expected to increase salary budgets by another 3.4% to 3.6%. See [Appendix K](#) for graph with survey sources.*

⁸ <https://idahoatwork.com/2025/08/25/idahos-average-hourly-wage-increases-5-1-in-2024/>

SECTION 6: EMPLOYEE ENGAGEMENT

Employee engagement is a key driver of productivity, job satisfaction, and retention. By analyzing this data, we can make meaningful improvements in how we support teams and manage internal initiatives. A highly engaged workforce ultimately leads to better service and outcomes for the citizens of Idaho.



Summary of Data | In 2025, 10,169 state employees responded to the annual Employee Engagement Survey, a 7% increase in responses compared to the 2024 survey. The overall engagement score rose to 70%, reflecting a generally positive outlook among the workforce and a 2% overall increase in engagement. Key strengths included strong feelings of safety in the workplace (87%), alignment with organizational values (82%), and mutual respect in the workplace (82%). Additionally, 57% of respondents indicated they plan to stay with the state for at least five years or more. Notably, 78% agreed that innovation is encouraged and recognized, and 77% expressed pride in the state's efforts to positively impact Idahoans.

The results of the 2025 survey showed improvement across every measured category, a rare outcome according to benchmarks. This across-the-board progress reflects meaningful strides in workplace culture, leadership, and employee experience. Such comprehensive year-over-year gains are uncommon in large public sector organizations, and signal that statewide efforts to strengthen engagement, communication, and recognition resonate with State of Idaho employees.

Impact on State Workforce | Employee engagement directly influences job satisfaction, retention, and performance. The results show that employees generally feel safe, respected, and aligned with organizational values, and many intend to stay with the state long term. However, lower ratings in compensation, internal communication, survey follow-up, and overall employee experience versus expectation highlight areas that may influence long-term retention and employee satisfaction, particularly among early-career employees and those in high-demand roles.

Impact on Ability to Deliver Services | Engaged employees are more productive, innovative, and customer-focused. High engagement in areas like innovation and public service pride supports improved delivery of services to Idahoans.

Looking Forward | To sustain a culture of engagement and innovation, the state should focus on actions that demonstrate responsiveness to employee feedback.

SECTION 7: EMPLOYEE SAFETY & WELLNESS (WORKERS' COMP)

Creating a safe, healthy work environment is a top priority for the State of Idaho. In addition to protecting employees, proactively preventing injuries and accidents reduces costs, conserves resources, and fosters a more productive and positive workplace.

NUMBER OF CLAIMS

935

claims

up 0.5% since FY 2024

AVERAGE COST PER CLAIM

\$5,809.43

average cost per incident

up 73% since FY 2024

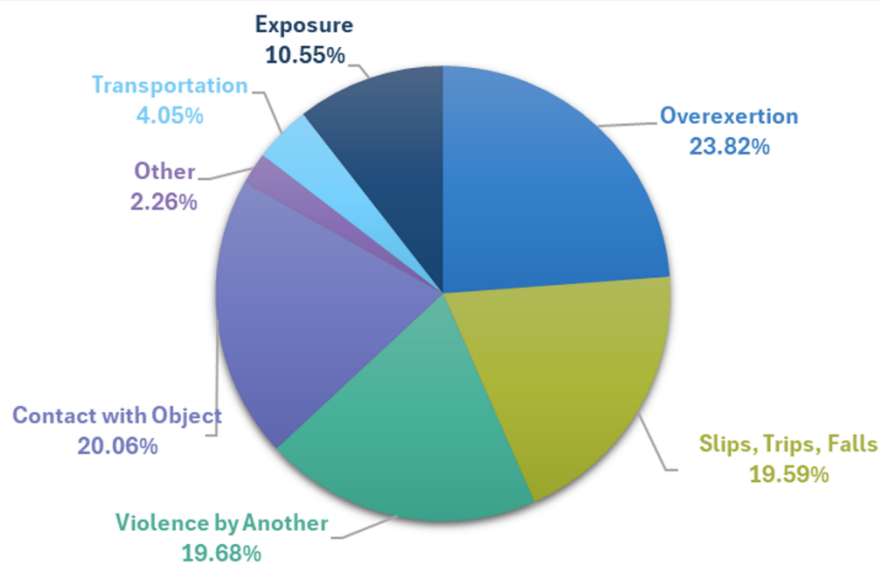
PREMIUMS PAID BY STATE AGENCIES

\$14,852,889.00

TOTAL CLAIMS PAID BY STATE INSURANCE FUND

\$5,431,817.28

INCIDENT TYPES



Refer to [Appendix L](#) for breakdown of premiums paid per state agency.

Refer to [Appendix M](#) for breakdown of claims paid by State Insurance Fund per agency.



Summary of Data | In FY2025, Idaho state agencies paid approximately \$14.9 million in premiums to maintain coverage, while the State Insurance Fund paid out \$5.4 million in workers' compensation benefits to injured workers. These payments stemmed from 935 claims, with an average cost of \$5,809.43 per incident. These costs underscore the importance of continued investment in workplace safety initiatives and preventive measures aimed at reducing risks, protecting employees, and minimizing associated expenses. Even though the number of claims only rose by 0.5%, the overall cost of injuries has increased by 73%, driven by rising medical costs and the greater severity of injuries. Refer to [Appendix L](#) for premiums paid and [Appendix M](#) for reported incidents and costs by agency.

Impact on State Workforce | Workplace injuries affect not only the employees directly involved but also the teams that must adapt to temporary staffing gaps, added workloads, and increased absenteeism. Rising costs highlight the need for proactive safety measures, as even minor injuries can impact morale, retention, and trust in workplace safety practices. Building a strong safety culture remains a cornerstone of employee well-being.

Impact on Ability to Deliver Services | Injuries and related absences can delay or reduce the quality of services, particularly in physically demanding roles such as public safety, natural resources, and healthcare. Escalating claims costs also place additional strain on agency budgets, reducing funds available for core services. A focus on prevention is critical for maintaining operational efficiency and consistent delivery of services to Idahoans

FY2025 Successes and Accomplishments | In response to the volume of training-related incidents, the Idaho Department of Correction (IDOC) conducted a comprehensive review of its physical fitness standards and proposed enhancements to ensure they are more rigorous and aligned with operational demands. Additionally, IDOC identified that a recent change in the formulation of its Oleoresin Capsicum (OC) spray contributed to a rise in irritation-related incidents. As a result, the agency reverted to its previous OC spray to reduce irritation incidents.

Idaho Department of Fish and Game (IDFG) implemented a dedicated safety committee to focus on evaluating equipment standards, reviewing incident trends, and recommending preventive measures to enhance operational safety and staff well-being.

Liquor Division developed formal Lockout/Tagout (LOTO) Standard Operating Procedures to safeguard employees during equipment servicing and maintenance processes, reinforcing their commitment to operational safety.

The Division of Human Resources (DHR) further strengthened these efforts by implementing comprehensive safety resources and clearly defining Worker’s Compensation processes, ensuring consistent support for employee health and providing training initiatives to enhance employee understanding and adherence to establish safety best practices.

Looking Forward | The state should continue to leverage data-driven insights to pinpoint specific incident types and high-risk behaviors, enabling the implementation of targeted, proactive safety measures. Additionally, the state needs to minimize lost-time incidents to reduce overall safety-related costs by implementing comprehensive policies and standards across all agencies.

SECTION 8: PERFORMANCE MANAGEMENT & DUE PROCESS

Strong employee relations are essential to a respectful, productive, and compliant workplace. In FY 2025, DHR provided guidance and support to agencies on complaints, investigations, and workplace concerns to help ensure fair and consistent outcomes. Regular performance appraisals also play a critical role by clarifying expectations, reinforcing accountability, and supporting early resolution of potential issues.

STATEWIDE PERFORMANCE APPRAISALS

Does Not Achieve	Achieves	Solid Sustains	Exemplary
< 1%	20%	54%	25%

DISCIPLINARY ACTIONS AND APPEALS



STATE OF IDAHO EMPLOYEE COMPLAINT LINE

83 complaints received

Refer to [Appendix O](#) for performance appraisal ratings by agency.



Summary of Data | Effective performance management is essential to maintaining a high-functioning workforce and ensuring that state agencies can deliver quality services to Idahoans. The State of Idaho employs a comprehensive approach to performance management that includes setting clear expectations, regularly evaluating employee contributions, addressing performance concerns, and recognizing meritorious service.

At the center of this effort is the performance appraisal process, which supports accountability and employee development. Performance appraisals define employees' core responsibilities, outline performance and development goals, and assess progress in key state competencies: Promoting Responsible Government, Professionalism, Customer Focus, and Leadership. Appraisals follow a structured review process: the employee's supervisor completes a draft, which is reviewed by the next-level manager before being shared with the employee for feedback and acknowledgment. If an employee disagrees with the content of their appraisal, they may utilize the state's due process procedures to seek resolution.

Performance ratings also serve as the basis for annual Change in Employee Compensation (CEC) increases. This alignment ensures that compensation decisions reflect demonstrated performance. Agency-level appraisal summaries are provided in [Appendix N](#).

When performance or conduct issues arise, the state follows a consistent and legally compliant disciplinary process, known as due process. In FY2025, 108 state employees underwent formal disciplinary action. Classified employees retain the right to appeal certain personnel actions to the Idaho Personnel Commission (IPC), providing an additional layer of procedural protection.

To further support transparency and integrity in state government, Governor Little launched the State of Idaho Employee Complaint Line on January 1, 2021. Managed by the Division of Human Resources (DHR), this confidential resource allows employees to report workplace concerns in a confidential manner outside of their agency. In FY2025, 83 formal complaints were submitted through the Complaint Line, less than 0.5% of the approximately 25,000-member workforce. This low volume suggests that most issues are effectively managed within agencies through clear communication, engaged supervision, and proactive training.

Impact on Ability to Deliver Services | Robust performance management and fair due process practices are foundational to maintaining workforce morale and minimizing disruptions. Addressing concerns early and consistently helps agencies reduce turnover, foster trust, and stay focused on delivering services to Idahoans.

Looking Forward | The fact that most issues are resolved informally underscores the importance of empowering front-line supervisors. Continued investment in legal and policy training for supervisors is essential to ensure confident, compliant, and consistent decision-making across all agencies. Strengthening this leadership capacity will further enhance the state's ability to manage performance effectively and maintain a positive workplace culture.



SECTION 9: TRAINING AND DEVELOPMENT

Training is essential to a strong, adaptable workforce. It equips employees with the skills they need to perform effectively, adapt to change, and deliver high-quality public service. Ongoing training supports professional growth, reinforces legal and policy compliance, and helps prevent workplace issues before they arise. For agencies, investing in training improves performance, strengthens retention, and ensures continuity in service delivery across the State of Idaho.

REQUIRED TRAINING



**Respectful
Workplace**

15,525
completions



Cybersecurity

17,720
completions



**Defensive
Driving**

8,435
completions

PROFESSIONAL DEVELOPMENT & LEADERSHIP TRAINING

**Employee
Academy**

404
completions
over 20 sessions*

**Supervisory
Academy**

357
completions
over 17 sessions*

**New Supervisor
Orientation**

147
completions
over 10 sessions

**Crucial Conversations for
Mastering Dialogue**

218
completions
over 11 sessions*

**Crucial Conversations for
Accountability**

56
completions
over 4 sessions

**Getting Things
Done**

157
completions
over 7 sessions

*Had an outstanding waitlist at the end of FY25.

CERTIFIED PUBLIC MANAGER® PROGRAM

60
graduates

300 hours
spent in the classroom and
completing on-the-job projects

\$16 million
participant estimation of cost
savings from projects



Summary of Data | In FY 2025, the State of Idaho demonstrated a strong commitment to employee development through a range of required and elective training programs. One-third of the sessions for non-mandatory trainings had a waitlist, signaling high demand. The number of available sessions and class sizes has not kept pace with interest, and overall completion of training remains a small percentage of the total workforce. This reflects growing scale challenges—particularly as the state experiences high vacancy rates and ongoing demographic shifts, including retirements and a younger workforce entering public service.

The Certified Public Manager (CPM) program, a nationally recognized professional development program for leaders in the public sector, continues to deliver strong outcomes. In FY 2025, 60 participants graduated after completing 300 hours of classroom instruction and on-the-job capstone projects. Participants estimated that their projects will result in up to \$16 million in cost savings at participating agencies.

Refer to [Appendix O](#) for course descriptions.

Impact on State Workforce | Ongoing learning opportunities help employees build critical skills, stay up to date on compliance requirements, and foster a safe and respectful work environment. High participation in compliance trainings reflect strong engagement and agency-level support. Leadership development programs, including Supervisory Academy, New Supervisor Orientation, and the Certified Public Manager Program (CPM), contribute to succession planning and strengthen management capacity. The CPM program in particular, demonstrates a tangible return on investment by equipping employees with the tools to implement high-impact process improvements. However, limited capacity within the program means access is currently restricted to a small group each year. More broadly, traditional full-day, in-person trainings create access barriers, especially for employees in rural areas or those whose agencies with 24/7 operations or facing staffing shortages. When staff must step away from their duties for extended training sessions, it can add strain to remaining team members. The state must find ways to upskill employees without creating additional burden on already-lean teams.

Impact on Ability to Deliver Services | A well-trained workforce improves service delivery, strengthens compliance, and reduces risk. For example, cybersecurity training helps protect critical infrastructure, while Respectful Workplace training promotes a safe and respectful environment, both of which are essential to maintaining public trust. Leadership training also ensures that managers are prepared to support teams, make informed decisions, and drive operational success. Capstone projects from the CPM program have also demonstrated the ability to streamline operations, eliminate inefficiencies, and deliver cost savings.

Looking Forward | To meet the growing demands of scalability, accessibility, and a modern workforce, the Division of Human Resources (DHR) will expand its suite of on-demand and virtual instructor-led training opportunities in FY 2026. These just-in-time learning modules are designed to provide employees with flexible access to development resources—anytime, anywhere. As the nature of work continues to evolve, DHR will place increased emphasis on building digital fluency and equipping employees with foundational skills in Artificial Intelligence (AI). In partnership with the Information Technology Services (ITS) Division, DHR will also explore innovative ways to integrate AI tools and concepts into its learning portfolio, helping employees stay ahead of emerging technologies and workplace trends.

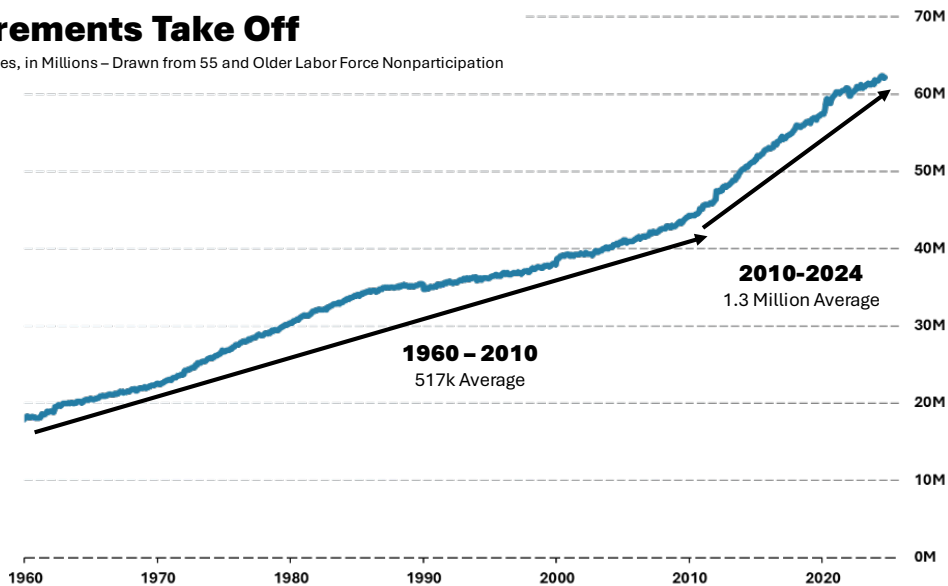


APPENDIXES

APPENDIX A: IDAHO DEPARTMENT OF LABOR DATA

Retirements Take Off

Total Retirees, in Millions – Drawn from 55 and Older Labor Force Nonparticipation

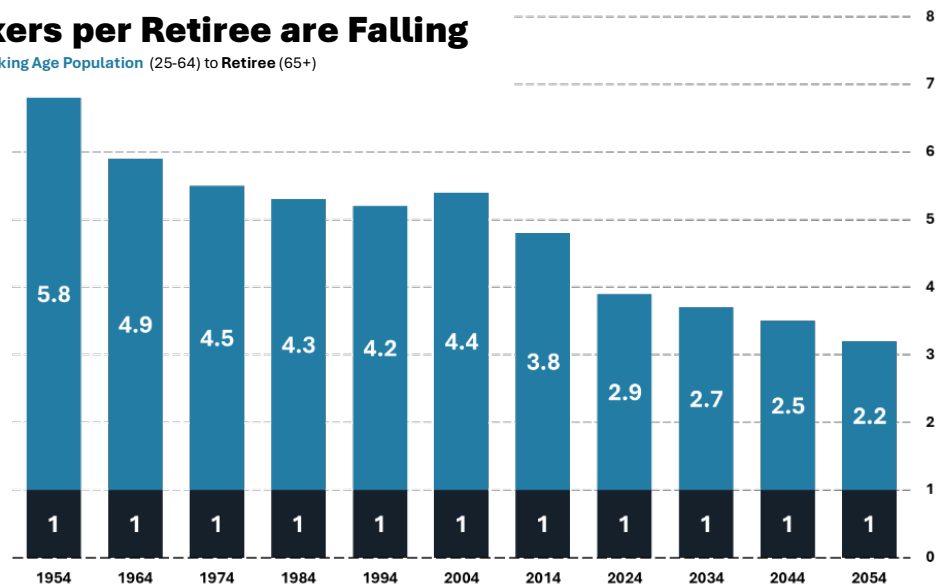


Source: Federal Reserve Bank of St. Louis

IDAHO
DEPT. of LABOR

Workers per Retiree are Falling

Ratio of Working Age Population (25-64) to Retiree (65+)

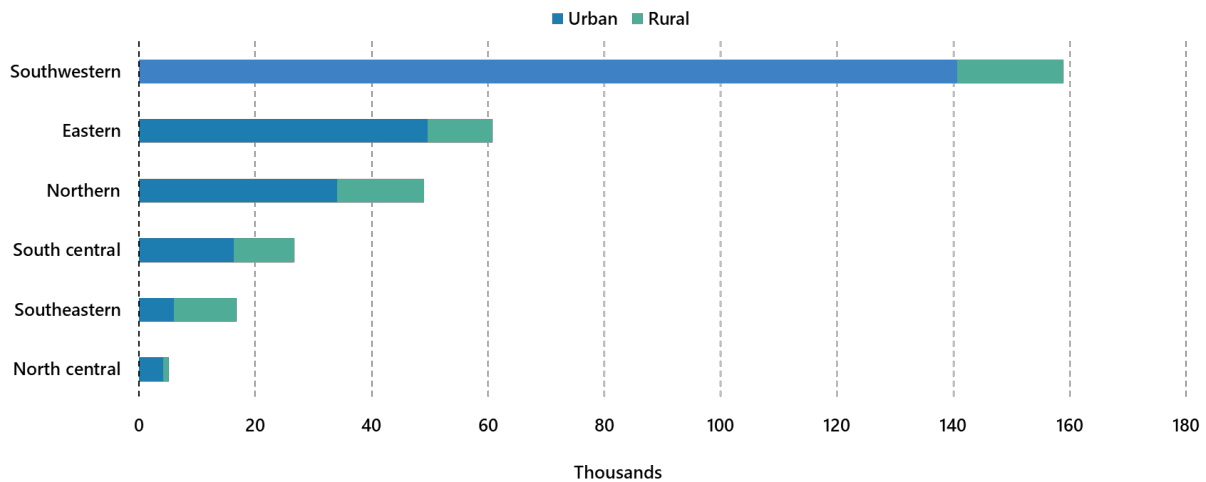


Source: Congressional Budget Office

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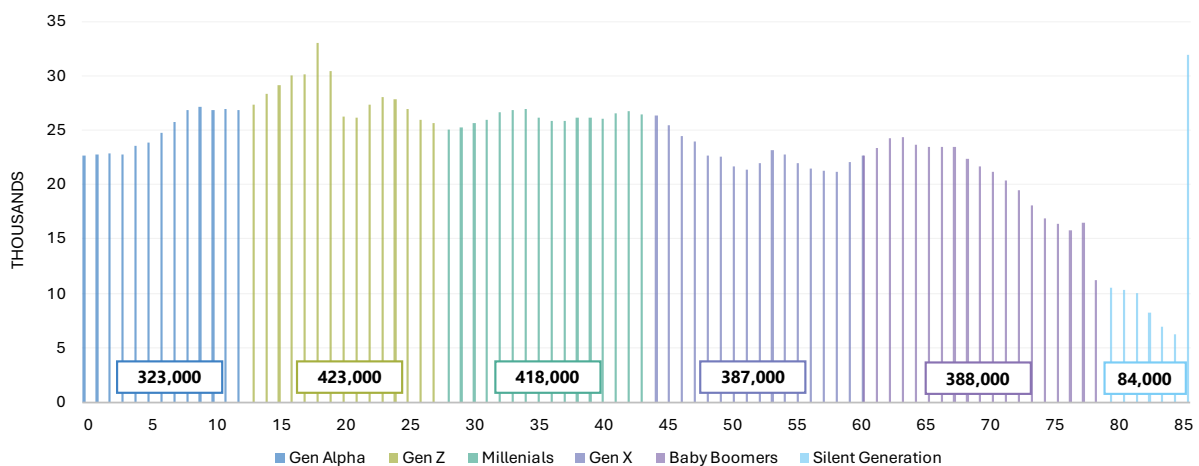


Regional growth projections, 2024-2034



Source: Idaho Department of Labor

Idaho's population structure



Source: National Center for Health Statistics



APPENDIX B: EXAMPLES OF JOB CATEGORY ROLES

Examples of Roles in Each Job Category:

- **Administrative** | Technical Records Specialist, Office Specialist, Management Assistant
- **Engineering** | Transportation Technician, Engineer Associate, Engineer Manager
- **Finance and Accounting** | Financial Specialist, Tax Auditor, Financial Manager
- **Healthcare - Medical** | Physician Psychiatric, Physician, Physician Medical Director
- **Healthcare - Service** | Social Worker, Clinician, Rehabilitation Specialist
- **Information Technology** | IT Operations & Support Analyst, IT Software Engineer, IT Network Engineer
- **Labor Trades Crafts** | Mechanic, Electrician, Custodian
- **Management** | Bureau Chief, Business Operations Manager, Administrator
- **Nurses** | Nursing Assistant, Licensed Practical Nurse, Registered Nurse
- **Para-Professional** | Self-Reliance Specialist, Occupational Licenses Investigator, Legal Assistant
- **Professional Service** | Business Analyst, UI Claims Investigator, Program Specialist
- **Protective Services** | Correctional Officer, Trooper, Probation and Parole Officer
- **Science/Environment** | Lands Resource Specialist, Wildlife Technician, Biologist



APPENDIX C: STATE OF IDAHO EMPLOYEES BY COUNTY / LEGISLATIVE DISTRICT

County	Legislative District(s)	State Employees Working in County	County Population*	Ratio of County Citizens to State Employees
Bonner	1	125	53,955	432:1
Boundary	1	31	14,040	453:1
Benewah	2	51	10,529	206:1
Clearwater	2	366	9,151	25:1
Shoshone	2	44	14,074	320:1
Kootenai	2, 3, 4, 5	972	188,323	194:1
Latah	6	74	42,180	570:1
Lewis	6	43	3,728	87:1
Nez Perce	6	1,323	42,847	32:1
Adams	7	10	4,998	500:1
Idaho	7	129	17,912	139:1
Boise	8	27	8,581	318:1
Custer	8	37	4,597	124:1
Elmore	8	29	29,729	1,025:1
Valley	8	75	12,777	170:1
Payette	9	36	27,662	768:1
Washington	9	7	11,539	1,648:1
Canyon	10, 11, 12, 13, 23	847	266,892	315:1
Ada	14, 15, 16, 17, 18, 19, 20, 21, 22, 23	9,494	535,799	56:1
Gem	14	4	21,857	5,464:1
Owyhee	23	26	12,748	490:1
Camas	24	4	1,247	312:1
Gooding	24	40	16,189	405:1
Twin Falls	24, 25	400	96,509	241:1
Blaine	26	27	25,261	936:1
Jerome	26	109	26,056	239:1
Lincoln	26	95	5,556	58:1
Cassia	27	119	25,976	218:1
Minidoka	27	20	22,691	1135:1
Oneida	27	6	4,976	829:1
Franklin	28	16	15,638	977:1
Power	28	19	8,381	441:1
Bannock	28, 29, 35	810	91,010	112:1



State of Idaho Employees by County / Legislative District Cont.

County	Legislative District(s)	State Employees Working in County	County Population*	Ratio of County Citizens to State Employees
Bingham	30	472	50,889	108:1
Payette	9	36	2,735	304:1
Butte	30	9	794	99:1
Clark	31	8	14,399	53:1
Fremont	31	270	34,854	332:1
Jefferson	31	105	8,397	1135:1
Lemhi	31	94	133,644	89:1
Bonneville	32, 33	611	55,549	219:1
Madison	34	41	6,779	1355:1
Bear Lake	35	12	7,239	565:1
Caribou	35	14	12,932	517:1
Teton	35	0	22,691	n/a

*United States Census Bureau, Population Estimates Program, [Census Dashboard](#), 2024.



APPENDIX D: VACANCY RATE BY STATE AGENCY

The vacancy rate measures the percentage of vacant positions at a given state agency. The chart below provides a snapshot of the vacancy rates for June 2024 compared to April 2025. It is sorted from high to low based on the 2025 rate.

Agency #	Agency Name	FTE	2024	2025
			Vacancy	Vacancy
	Statewide	16,273.03	8.80%	11.2%
332	Idaho State Racing Commission	3	67%	66.7%
196	Commission on the Arts	10	30%	40.0%
178	Workforce Development Council	20	12%	35.0%
441	Idaho Commission on Hispanic Affairs	3	0%	33.3%
470	Office of Health and Social Services Ombudsman	3	n/a	33.3%
240	Department of Labor	659.58	33%	30.9%
181	Office of the Governor	21	19%	26.1%
525	Public Charter School Commission	5	0%	20.0%
523	Division of Vocational Rehabilitation	148	8%	19.8%
220	Department of Commerce	48	21%	18.8%
104	Office of Performance Evaluations	8	17%	17.2%
444	Division of Veterans Services	439.5	20%	17.0%
120	Lieutenant Governor	3	50%	16.7%
360	Department of Water Resources	170	16%	14.7%
190	Idaho Military Division	429.8	10%	13.2%
179	Stem Action Center	8	0%	12.5%
183	Public Employee Retirement System of Idaho	81	10%	12.3%
438	Office of the State Public Defender	316	n/a	12.0%
522	Idaho State Historical Society	59	10%	11.9%
270	Department of Health and Welfare	3,015.94	7%	10.7%
900	Public Utilities Commission	48	7%	10.4%
320	Department of Lands	349.6	12%	10.2%
330	Idaho State Police	614.34	10%	9.6%
110	Judicial Branch	413	46%	8.9%
185	State Liquor Division	257.25	6%	8.5%
232	Commission of Pardons and Parole	37	0%	8.1%
245	Department of Environmental Quality	385	10%	8.1%
280	Department of Insurance	75.5	10%	7.9%
331	State Brand Inspector	41.42	13%	7.4%
300	Industrial Commission	130.25	8%	7.1%
501	State Board of Education	88.1	n/a*	6.9%
210	Department of Agriculture	231	7%	6.9%
170	Superintendent of Public Instruction	126.5	10%	6.6%
200	Department of Administration	134	6%	6.0%
189	Commission For The Blind and Visually Impaired	43.12	5%	5.9%
427	Division of Occupational and Professional Licenses	267.2	5%	5.8%

Vacancy Rates by State Agency Cont.

Agency #	Agency Name	FTE	2024	2025
			Vacancy	Vacancy
140	State Controller	115	7%	5.7%
290	Idaho Transportation Department	1,645	3%	5.5%
285	Department of Juvenile Corrections	409	8%	5.3%
521	Idaho Commission For Libraries	35.5	11%	4.9%
352	State Tax Commission	440	6%	4.8%
194	Division of Human Resources	166	9%	4.7%
230	Department of Correction	2,254.85	3%	4.6%
180	Division of Financial Management	22	14%	4.5%
340	Department of Parks and Recreation	190.8	5%	4.2%
160	Office of The Attorney General	227.4	8%	3.9%
177	Office of Information Technology Services	221	6%	3.6%
260	Department of Fish and Game	550	4%	2.9%
130	Secretary of State	35.5	8%	0.0%
187	Idaho Commission on Aging	15	0%	0.0%
195	Office of Species Conservation	16	0%	0.0%
198	Office of Drug Policy	6	0%	0.0%
199	Office of Energy and Mineral Resources	11	9%	0.0%
215	Soil and Water Conservation Commission	17.75	9%	0.0%
250	Department of Finance	72	3%	0.0%
322	Endowment Fund Investment Board	4	0%	0.0%
351	State Board of Tax Appeals	4	0%	0.0%
440	Idaho State Lottery	51	0%	0.0%
443	State Appellate Public Defender	26	19%	0.0%
460	Office of Administrative Hearings	9	0%	0.0%
905	Idaho State Independent Living Council	4	0%	0.0%
503	Division of Career Technical Education	569.14	4%	n/a*
102	Legislative Services Office	78	7%	n/a*
150	State Treasurer	30	5%	n/a*
511	Lewis-Clark State College	340.99	n/a*	n/a*
520	Idaho Public Television	15	n/a*	n/a*

*Vacancy rate excluded because accurate data was unavailable at the time of reporting.



APPENDIX E: TURNOVER RATE BY STATE AGENCY

Turnover is the rate at which employees move in and out of open positions. This can be for both leaving the state entirely or transferring from one state agency to a separate state agency. Turnover was calculated in the chart below by the number of separations from the past fiscal year divided by the average number of employees. Turnover excludes temporary and seasonal positions. The chart below captures the turnover rates for FY 2024 compared to FY 2025 and excludes state university employees. It is sorted high to low by the FY 2025 rate.

Agency #	Agency Name	FTE	FY 2024		FY 2025	
			Separations	Turnover	Separations	Turnover
	Statewide	16,273.03	3,031	19.2%	2,380	14.6%
525	Public Charter School Commission	5	4	80.0%	3	60.0%
441	Idaho Commission on Hispanic Affairs	3	2	66.7%	1	33.3%
520	Idaho Public Television	15	3	21.4%	5	33.3%
185	State Liquor Division	257.25	93	35.6%	72	28.0%
444	Division of Veterans Services	439.5	153	34.8%	122	27.8%
104	Office of Performance Evaluations	8	2	25.0%	2	25.0%
180	Division of Financial Management	22	9	40.9%	5	22.7%
200	Department of Administration	134	26	20.6%	29	21.6%
232	Commission of Pardons and Parole	37	4	10.8%	8	21.6%
427	Division of Occupational and Professional Licenses	267.2	73	27.3%	56	21.0%
196	Commission on the Arts	10	3	30.0%	2	20.0%
181	Office of the Governor	21	4	19.1%	4	19.0%
900	Public Utilities Commission	48	8	16.7%	9	18.8%
194	Division of Human Resources	166	34	21.1%	31	18.7%
183	Public Employee Retirement System of Idaho	81	20	24.7%	15	18.5%
270	Department of Health and Welfare	3,015.94	743	24.8%	557	18.5%
285	Department of Juvenile Corrections	409	76	18.6%	75	18.3%
215	Soil and Water Conservation Commission	17.75	2	10.7%	3	16.9%
198	Office of Drug Policy	6	0	0.0%	1	16.7%
230	Department of Correction	2,254.85	449	20.7%	365	16.2%
280	Department of Insurance	75.5	31	44.0%	12	15.9%
170	Superintendent of Public Instruction	126.5	22	17.7%	20	15.8%
352	State Tax Commission	440	83	18.9%	69	15.7%
140	State Controller	115	31	27.0%	18	15.7%
523	Division of Vocational Rehabilitation	148	46	31.5%	23	15.5%
522	Idaho State Historical Society	59	16	27.6%	9	15.3%
178	Workforce Development Council	20	4	23.5%	3	15.0%
300	Industrial Commission	130.25	15	11.5%	19	14.6%
290	Idaho Transportation Department	1,645	242	15.2%	239	14.5%
438	Office of the State Public Defender	316	n/a	n/a	45	14.2%
102	Legislative Services Office	78	16	21.6%	11	14.1%
210	Department of Agriculture	231	56	24.9%	32	13.9%



Turnover Rate by Agency Cont.

Agency #	Agency Name	FTE	FY 2024		FY 2025	
			Separations	Turnover	Separations	Turnover
330	Idaho State Police	614.34	63	10.3%	82	13.3%
160	Office of The Attorney General	227.4	57	25.0%	30	13.2%
360	Department of Water Resources	170	24	14.1%	22	12.9%
340	Department of Parks and Recreation	190.8	33	18.0%	24	12.6%
179	Stem Action Center	8	3	37.5%	1	12.5%
331	State Brand Inspector	41.42	7	16.9%	5	12.1%
501	State Board of Education	88.1	5	6.7%	10	11.4%
190	Idaho Military Division	429.8	66	15.1%	47	10.9%
240	Department of Labor	659.58	102	14.5%	68	10.3%
150	State Treasurer	30	5	17.9%	3	10.0%
511	Lewis-Clark State College	340.99	74	21.5%	34	10.0%
440	Idaho State Lottery	51	9	18.0%	5	9.8%
245	Department of Environmental Quality	385	55	14.5%	37	9.6%
199	Office of Energy and Mineral Resources	11	3	27.3%	1	9.1%
320	Department of Lands	349.6	62	17.5%	30	8.6%
130	Secretary of State	35.5	8	22.5%	3	8.5%
521	Idaho Commission For Libraries	35.5	7	19.7%	3	8.5%
110	Judicial Branch	413	26	6.5%	32	7.7%
177	Office of Information Technology Services	221	28	15.9%	16	7.2%
260	Department of Fish and Game	550	38	7.0%	38	6.9%
187	Idaho Commission on Aging	15	2	14.3%	1	6.7%
250	Department of Finance	72	8	11.1%	4	5.6%
189	Commission For The Blind and Visually Impaired	43.12	2	4.6%	2	4.6%
220	Department of Commerce	48	7	14.6%	2	4.2%
443	State Appellate Public Defender	26	5	19.2%	1	3.8%
503	Division of Career Technical Education	569.14	10	1.8%	14	2.5%
120	Lieutenant Governor	3	1	33.3%	0	0.0%
195	Office of Species Conservation	16	3	20.0%	0	0.0%
322	Endowment Fund Investment Board	4	0	0.0%	0	0.0%
332	Idaho State Racing Commission	3	0	0.0%	0	0.0%
351	State Board of Tax Appeals	4	2	50.0%	0	0.0%
460	Office of Administrative Hearings	9	0	0.0%	0	0.0%
470	Office of Health and Social Services Ombudsman	3	n/a	n/a	0	0.0%
905	Idaho State Independent Living Council	4	0	0.0%	0	0.0%



APPENDIX F: SALARY STRUCTURES

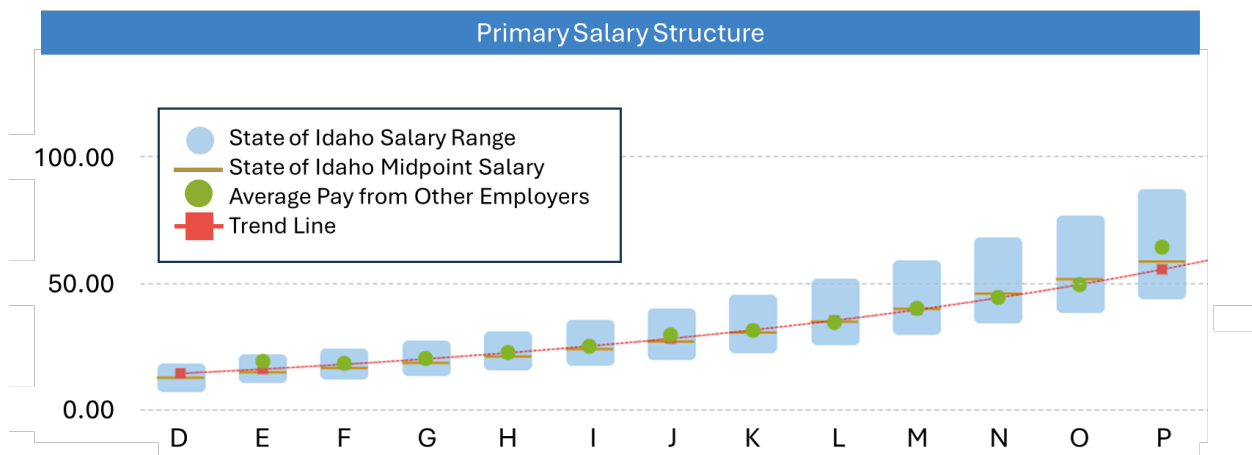
PRIMARY SALARY STRUCTURE

The table below represents examples of classifications within the Primary Salary Structure, the State average for those roles, and their comparison to the market 50th percentile.

Primary Salary Structure							
Grade	Class Code	Classification	Headcount	State Average	Market 50th	Variance to Market	State Compa Ratio
F	02010	Custodian	36	\$16.71	\$19.42	-13.95%	93.36%
G	01239	Office Specialist 2	42	\$19.16	\$21.02	-8.87%	97.00%
H	01235	Administrative Assistant 1	175	\$20.88	\$21.79	-4.18%	93.25%
I	05158	Human Resource Associate	7	\$22.47	\$22.57	-0.45%	86.74%
J	09434	Veterans Service Officer	17	\$27.06	\$28.92	-6.43%	95.52%
K	04338	Tax Auditor 1	30	\$26.96	\$29.16	-7.55%	84.54%
L	05122	Training Specialist	43	\$31.82	\$31.53	0.92%	86.73%
M	05134	Human Resource Business Partner 3	54	\$35.30	\$42.50	-16.94%	84.88%
N	05172	Human Resource Supervisor	11	\$41.31	\$36.51	13.16%	87.49%
O	04241	Financial Officer	16	\$51.90	\$52.41	-0.97%	97.24%
P	04240	Financial Executive Officer	10	\$56.00	\$61.91	-9.55%	93.54%

The chart below compares the State of Idaho's Primary Salary Structure to other employers.

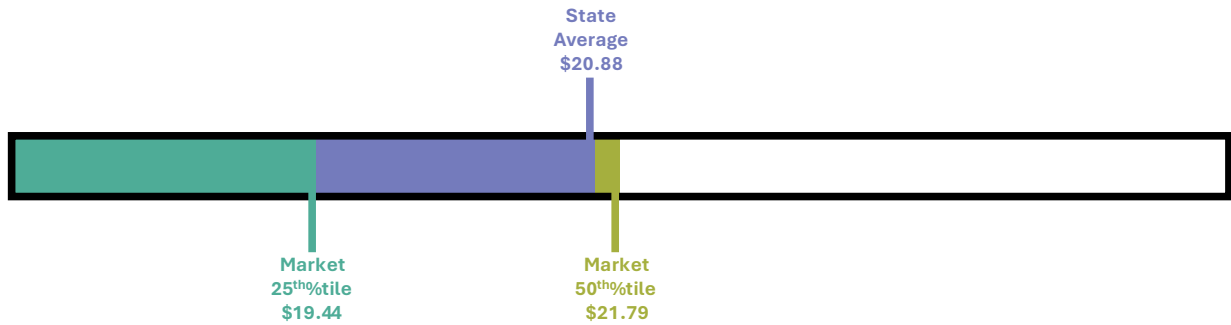
- The blue boxes show the State of Idaho range of pay for each job level.
- The orange line shows the midpoint pay (also called the policy rate) for each level at the State of Idaho. The State of Idaho strives to set midpoint pay at 50th percentile compared to other employers.
- The green dots show the 50th percentile within the labor market.
- The red line is the trend line showing the general pattern across the pay structure.



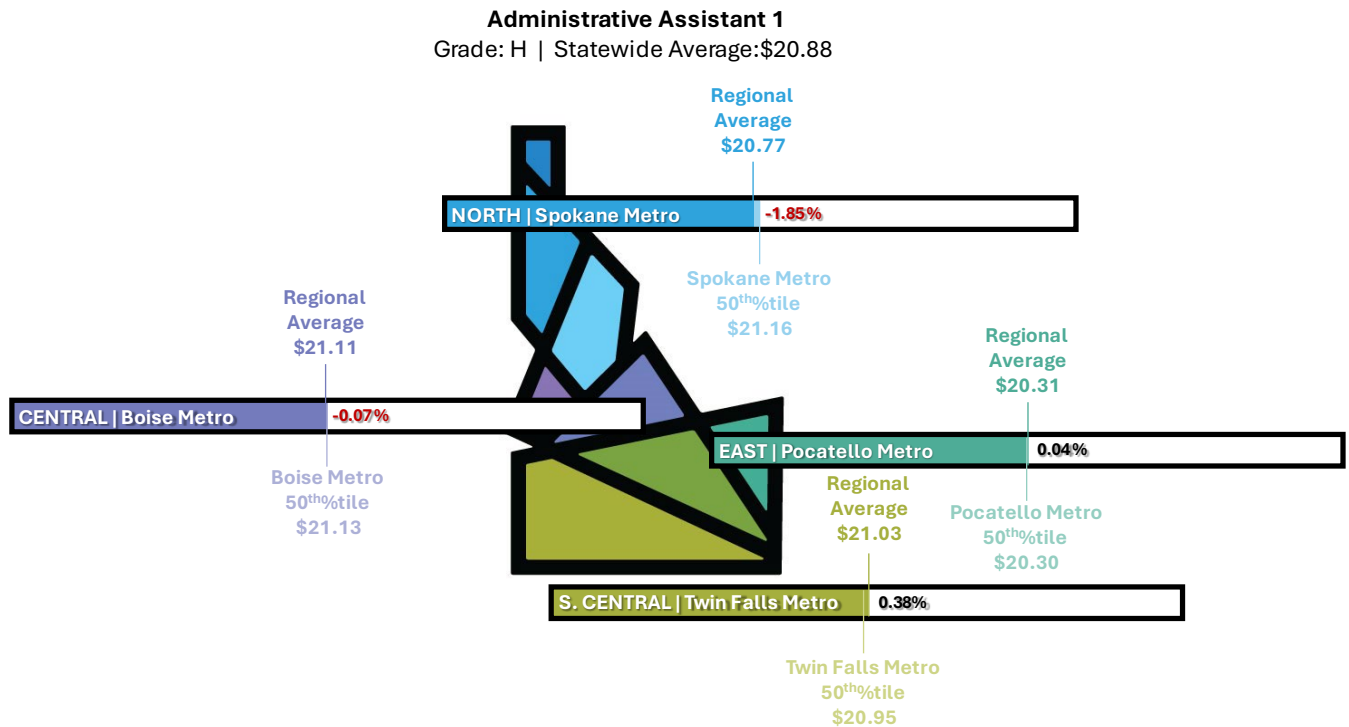
Primary Salary Structure Position Example | Administrative Assistant 1

Overall base pay competitiveness in the Idaho statewide market:

Administrative Assistant 1 | Primary Structure, Grade H



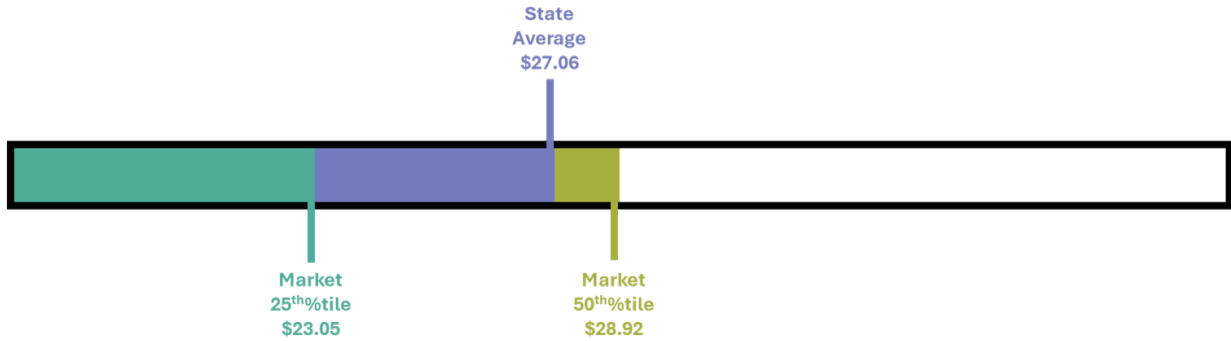
Regional base pay competitiveness:



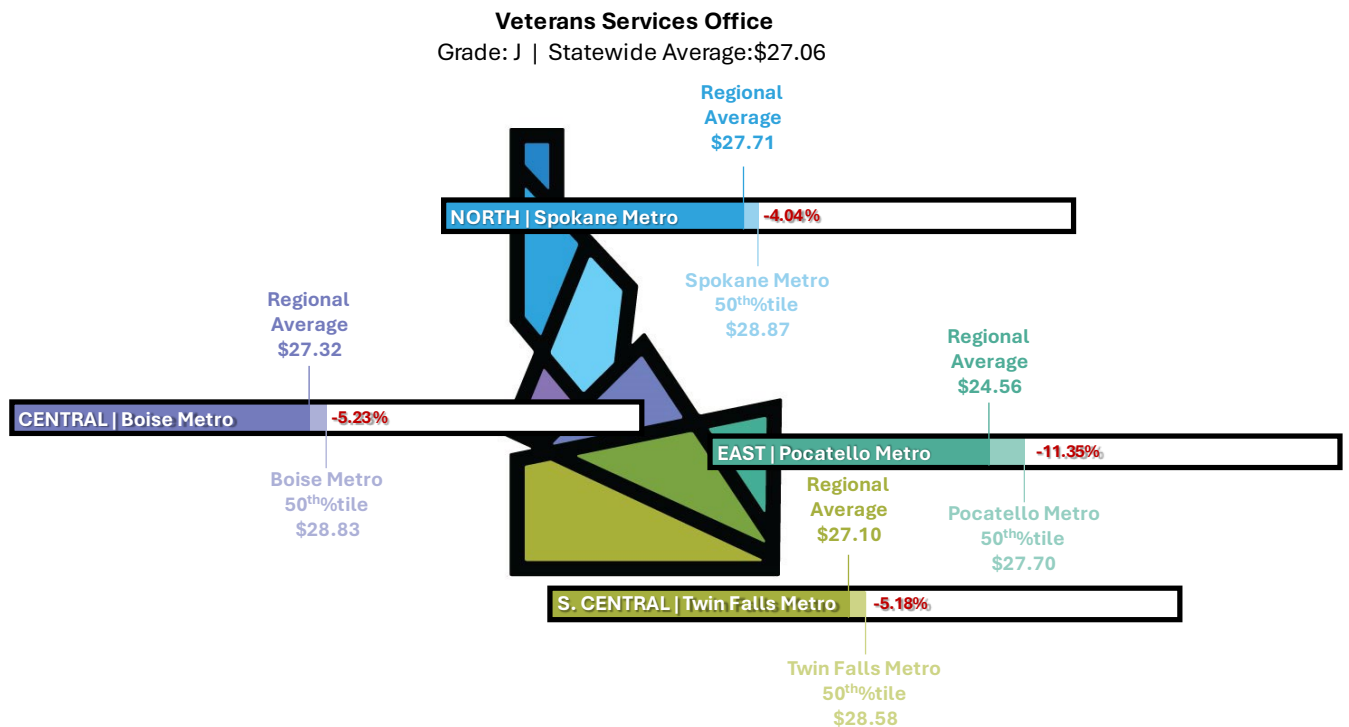
Primary Salary Structure Position Example | Veterans Service Officer

Overall base pay competitiveness in the Idaho statewide market:

Veterans Service Officer | Primary Structure, Grade J



Regional base pay competitiveness:



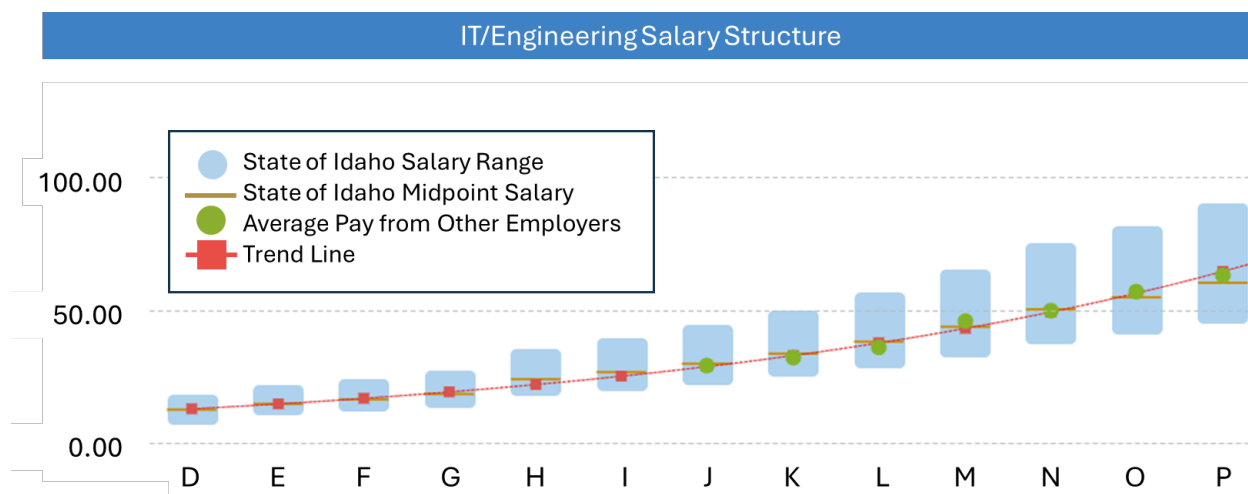
IT/ENGINEERING SALARY STRUCTURE

The table below represents examples of classifications within the IT/Engineering Salary Structure, the State average for those roles, and their comparison to the market 50th percentile.

IT/Engineering Structure							
Grade	Class Code	Classification	Headcount	State Average	Market 50th	Variance to Market	State Compa Ratio
J	03641	Transportation Technician Senior	53	\$27.41	\$31.57	-13.17%	86.75%
K	01714	IT Software Engineer I	20	\$31.63	\$39.90	-20.72%	88.89%
L	01720	GIS Analyst II	10	\$36.41	\$34.13	6.68%	91.88%
M	01716	IT Software Engineer III	81	\$43.27	\$65.15	-33.59%	95.51%
N	03706	Engineer Technical 1	17	\$47.94	\$47.55	0.82%	93.06%
O	03710	Engineer Manager 1	43	\$52.47	\$56.75	-7.55%	93.44%
P	03712	Engineer Manager 2	23	\$59.10	\$66.41	-11.00%	95.26%

The chart below compares the State of Idaho's IT/Engineering Salary Structure to other employers.

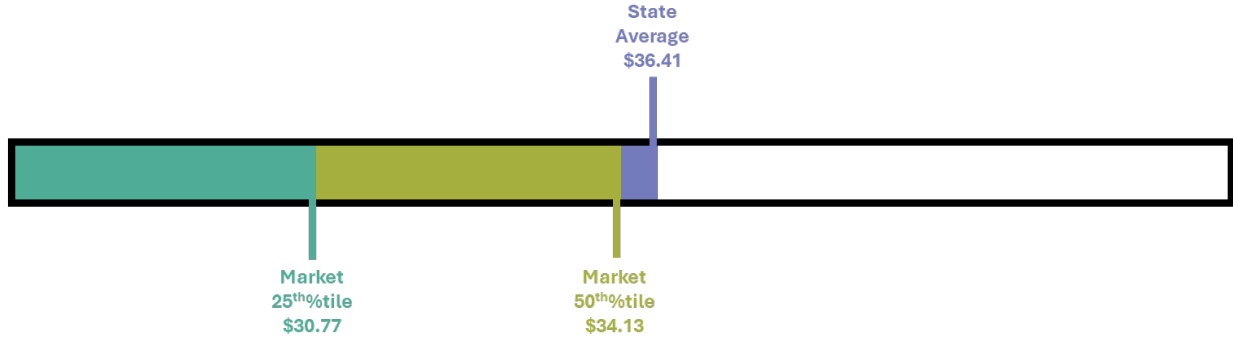
- The blue boxes show the State of Idaho range of pay for each job level.
- The orange line shows the midpoint pay (also called the policy rate) for each level at the State of Idaho. The State of Idaho strives to set midpoint pay at 50th percentile compared to other employers.
- The green dots show the 50th percentile within the labor market.
- The red line is the trend line showing the general pattern across the pay structure.



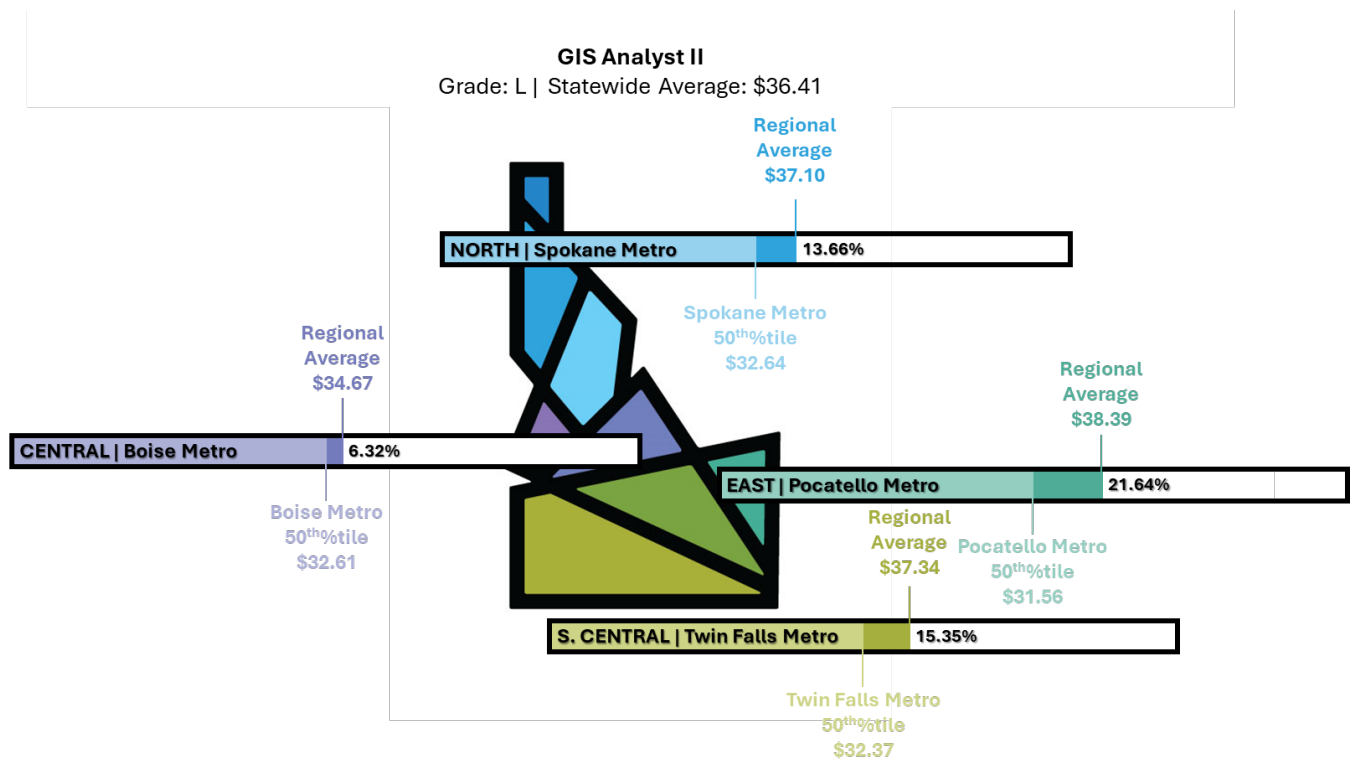
IT/Engineering Salary Structure Position Example | GIS Analyst II

Overall base pay competitiveness in the Idaho statewide market:

GIS Analyst II | IT/Engineering Structure, Grade L



Regional base pay competitiveness:



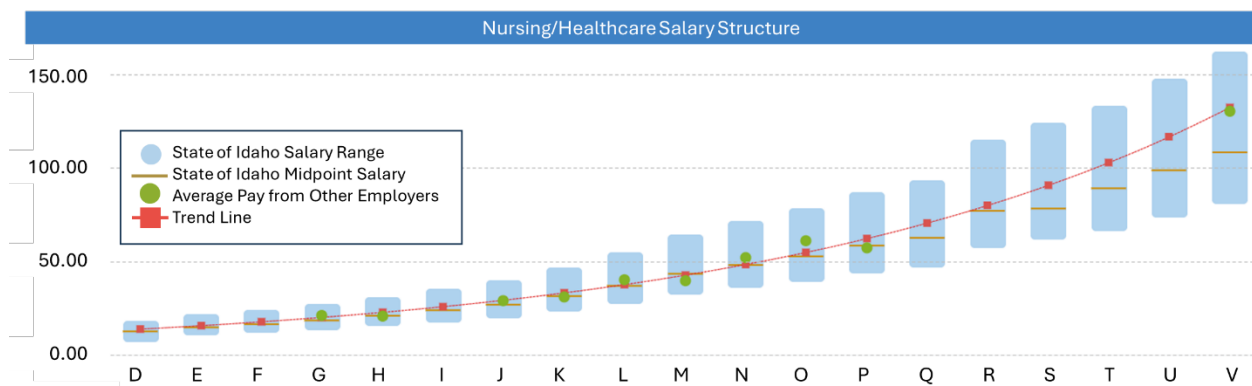
NURSING/HEALTHCARE SALARY STRUCTURE

The table below represents examples of classifications within the Nursing/Healthcare Salary Structure, the State average for those roles, and their comparison to the market 50th percentile.

Nursing/Healthcare Structure							
Grade	Class Code	Classification	Headcount	State Average	Market 50th	Variance to Market	State Compa Ratio
G	07461	Pharmacy Assistant Senior	4	\$22.00	\$25.96	-15.26%	110.43%
H	07610	Nursing Assistant Certified	105	\$22.13	\$21.31	3.85%	98.71%
J	07676	Nurse Licensed Practical	52	\$28.29	\$31.76	-10.92%	99.87%
K	09423	Social Worker	25	\$31.70	\$30.88	2.65%	95.36%
L	07606	Nurse Registered	56	\$36.78	\$46.94	-21.64%	95.83%
M	07574	Nurse Registered Senior	92	\$42.01	\$52.47	-19.94%	92.87%
N	07572	Nurse Registered Manager	30	\$45.69	\$57.95	-21.15%	92.25%
O	07476	Pharmacist Clinical		\$65.65	\$67.88		
P	07600	Nursing Services Director		\$53.93	\$62.02		
V	07206	Physician Psychiatric Specialty	5	\$130.42	\$124.55	4.71%	118.87%

The chart below compares the State of Idaho's Nursing/Healthcare Salary Structure to other employers.

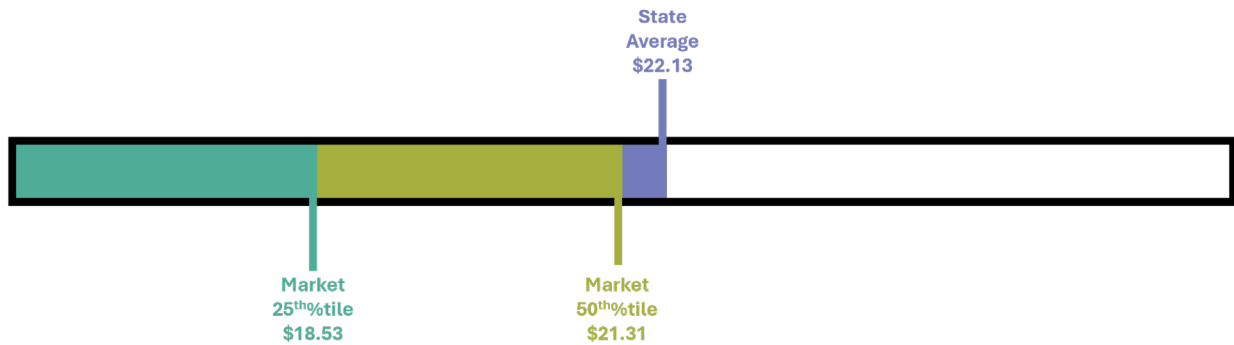
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- The orange line shows the midpoint pay (also called the policy rate) for each level at the State of Idaho. The State of Idaho strives to set midpoint pay at 50th percentile compared to other employers.
- The green dots show the 50th percentile within the labor market.
- The red line is the trend line showing the general pattern across the pay structure.



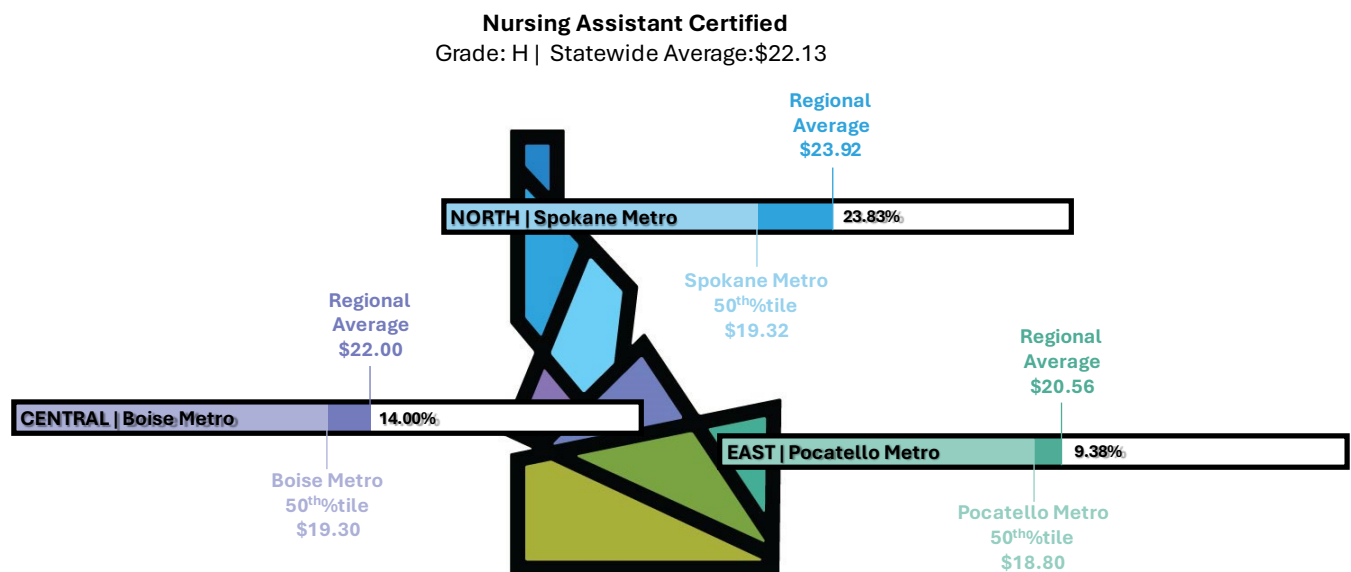
Nursing/Healthcare Salary Structure Position Example | Nurse Licensed Practical

Overall base pay competitiveness in the Idaho statewide market:

Nursing Assistant Certified | Nursing/Healthcare Structure, Grade H



Regional base pay competitiveness:



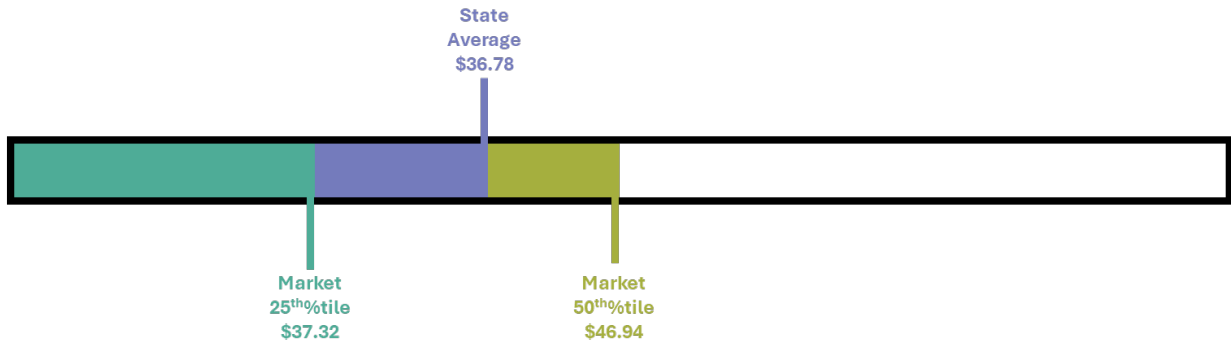
*No state of Idaho employee data for South Central region.



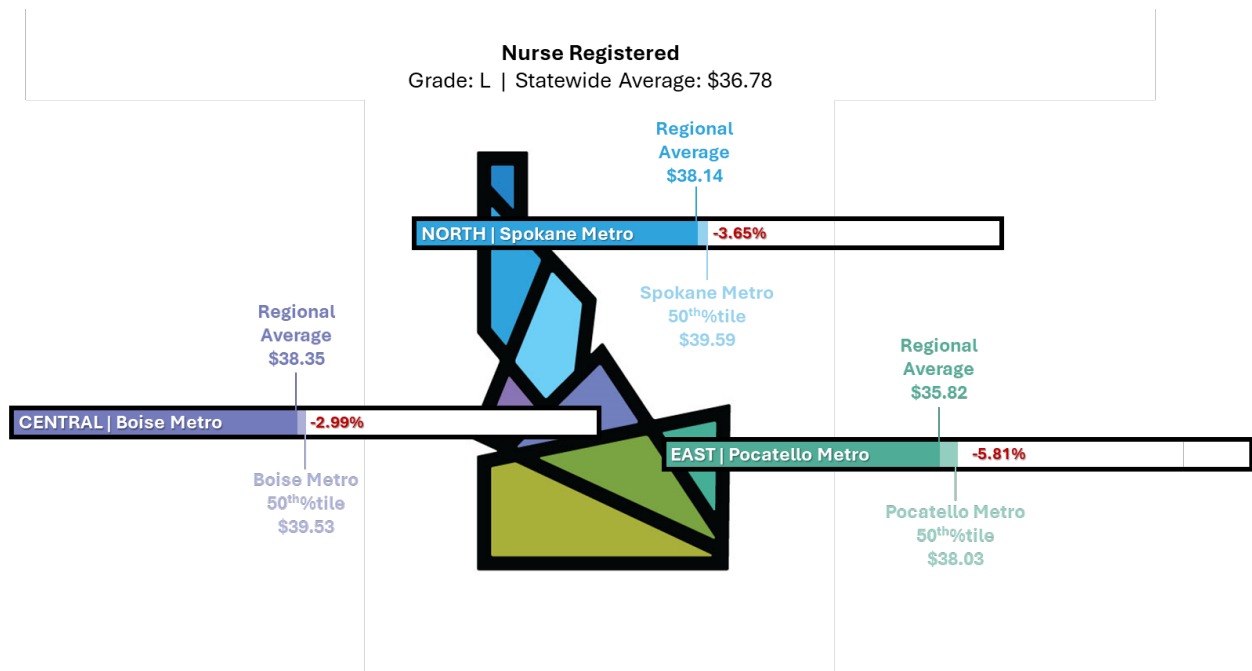
Nursing/Healthcare Salary Structure Position Example | Nurse Registered

Overall base pay competitiveness in the Idaho statewide market:

Nurse Registered | Nursing/Healthcare Structure, Grade L



Regional base pay competitiveness:



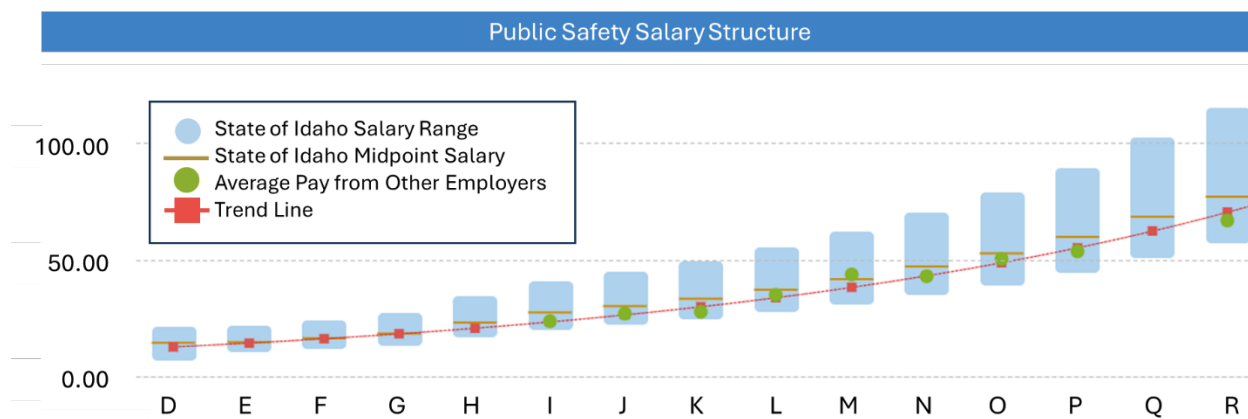
PUBLIC SAFETY SALARY STRUCTURE

The table below represents examples of classifications within the Public Safety Salary Structure, the State average for those roles, and their comparison to the market 50th percentile.

Public Safety Structure							
Grade	Class Code	Classification	Headcount	State Average	Market 50th	Variance to Market	State Compa Ratio
I	09275	Rehabilitation Technician DJC	112	\$23.80	\$29.05	-18.07%	82.14%
J	09212	Correctional Officer	879	\$26.60	\$30.92	-13.96%	83.96%
K	09356	Probation & Parole Officer Senior	212	\$29.91	\$35.34	-15.38%	85.92%
L	08016	ISP Trooper	148	\$36.62	\$40.66	-9.93%	94.71%
M	09208	Correctional Lieutenant	41	\$39.89	\$44.32	-9.99%	94.34%
N	09202	Correctional Manager 2	12	\$42.94	\$46.64	-7.93%	88.32%
O	08013	ISP Lieutenant	16	\$58.61	\$63.73	-8.04%	108.05%
P	08011	ISP Captain			\$68.28		
R	08010	ISP Major	3	\$72.70	\$75.63	-3.88%	92.64%

The chart below compares the State of Idaho's Public Safety Salary Structure to other employers.

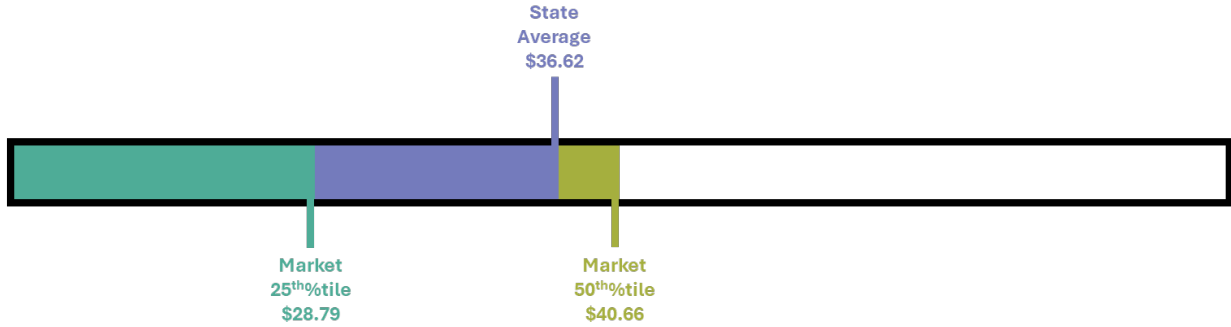
- The blue boxes show the State of Idaho range of pay for each job level.
- The orange line shows the midpoint pay (also called the policy rate) for each level at the State of Idaho. The State of Idaho strives to set midpoint pay at 50th percentile compared to other employers.
- The green dots show the 50th percentile within the labor market.
- The red line is the trend line showing the general pattern across the pay structure.



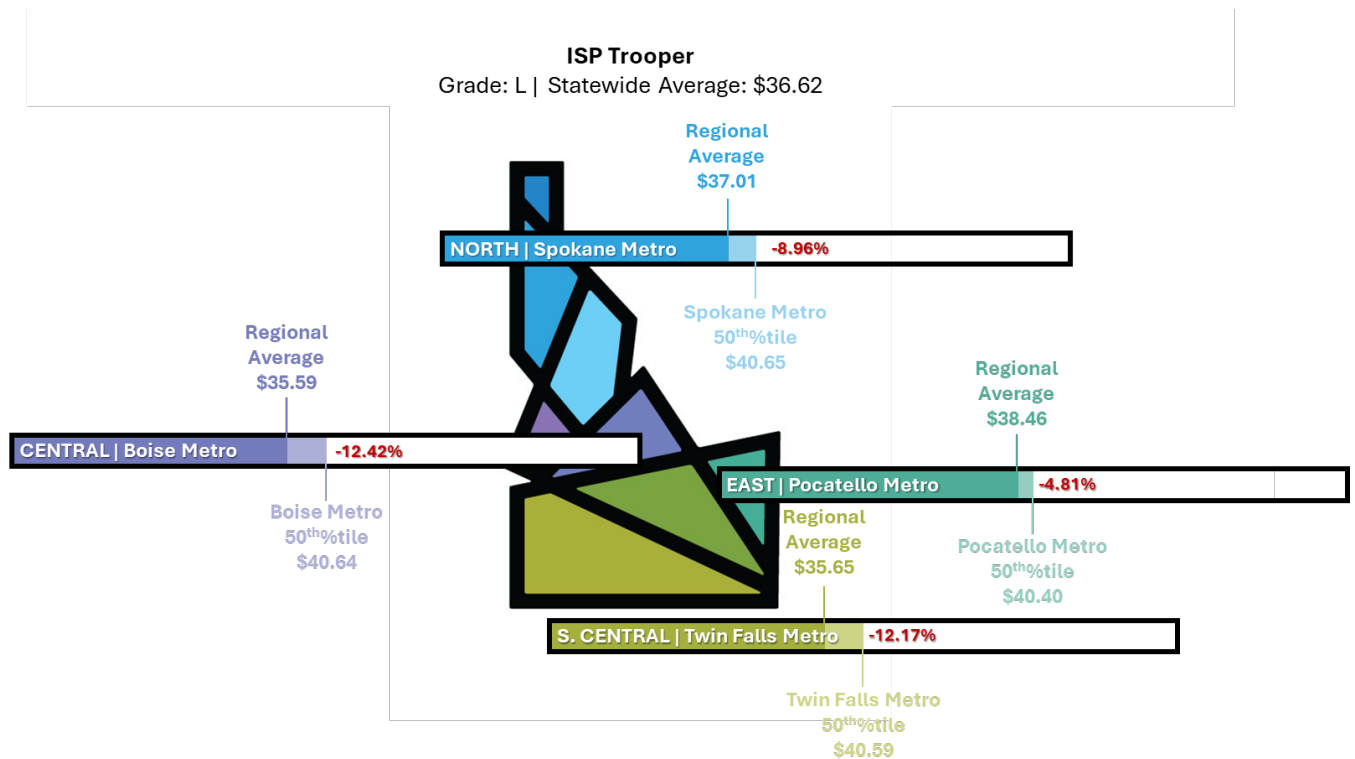
Public Safety Salary Structure Position Example | ISP Trooper

Overall base pay competitiveness in the Idaho statewide market:

ISP Trooper | Public Safety Structure, Grade L



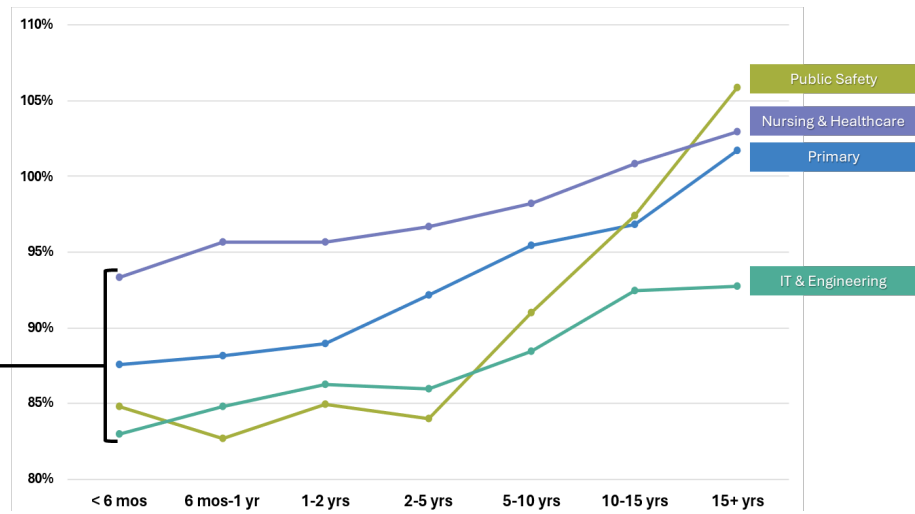
Regional base pay competitiveness:



APPENDIX G: COMPA-RATIO AND TURNOVER

Compa-Ratio and Tenure in Position

Average starting rates range from 83% to 93% of policy depending on the position



APPENDIX H: MARKET COMPARISONS OF HIGH TURNOVER POSITIONS

The table below highlights the positions with turnover rates exceeding the statewide average of 14.6%. For each position, the table provides the state compa-ratio (wages as a percentage of the state policy rate), the Idaho average wage, and comparisons to the market 50th percentile based on both the [Milliman custom survey](#) and the National Compensation Association of State Governments (NCASG) data. Market comparisons are shown only for positions with available regional market matches.

						Milliman		NCASG	
Idaho Pay Grade	Class Code	Classification	Turnover Rate	Compa-Ratio	Idaho Average	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %
PRIMARY SALARY STRUCTURE									
I	07231	Emergency Communications Officer	144.44%	93.10%	\$23.60				
G	08555	Port-of-Entry Inspector Trainee	61.54%	92.33%	\$18.70				
P	04670	Program Manager Transportation	60.00%	88.45%	\$52.95				
M	05580	Public Information Officer Senior	60.00%	93.25%	\$40.18				
H	01232	Adjudication Legal Associate	50.00%	107.20%	\$24.03				
G	03636	Transportation Tech Apprentice	48.54%	108.03%	\$21.69				
K	03136	Water Resource Agent	46.15%	80.94%	\$26.08				
J	05582	Public Information Specialist	42.86%	93.37%	\$28.92	\$38.46	75.19%	\$32.23	89.72%
I	04348	Taxpayer Services Representative	41.67%	84.88%	\$21.52				
G	06685	Landscape Technician Senior	40.00%	99.69%	\$19.86				
G	01550	Ship/Rcvg Matrls Handler Liquor Div	38.89%	98.14%	\$19.55				
I	04249	Financial Technician Senior	37.04%	91.46%	\$23.27				
H	07780	Psychiatric Technician Trainee	34.78%	78.36%	\$17.67			\$21.15	83.52%
L	09426	Child Welfare Social Worker 2	33.73%	89.53%	\$32.30			\$31.64	102.08%
F	01586	Liquor Store Clerk	33.33%	96.51%	\$17.27				
J	08510	Occupational Licenses Investigator	33.33%	103.36%	\$29.28				
N	05912	Attorney 2	33.33%	118.80%	\$56.10			\$48.28	116.18%
K	09425	Child Welfare Social Worker 1	33.33%	81.16%	\$26.72				



Market Comparisons of High-Turnover Positions Cont.

						Milliman		NCASG	
Idaho Pay Grade	Class Code	Classification	Turnover Rate	Compa-Ratio	Idaho Average	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %
PRIMARY SALARY STRUCTURE CONT.									
N	05581	Communications Manager	33.33%	83.92%	\$40.47				
N	07278	Quality Improvement Director	33.33%	96.95%	\$45.78				
I	08984	Medicaid Recovery Officer	33.33%	87.85%	\$22.27				
L	09452	Disability Claims Adjudicator Senior	33.33%	108.96%	\$34.83				
O	09640	Regional Administrator DEQ	33.33%	96.98%	\$54.00				
M	07236	Health Program Specialist	30.95%	84.94%	\$35.00	\$43.18	81.06%		
G	07766	Client Services Technician	30.43%	95.39%	\$19.00			\$23.19	81.92%
J	07000	Self-Reliance Specialist	30.09%	85.97%	\$24.35			\$25.13	96.90%
G	02188	Dietary Aide Senior	28.57%	91.68%	\$18.26	\$17.96	101.66%		
I	05158	Human Resource Associate	28.57%	86.74%	\$22.47				
N	05448	Research Analyst Supervisor	28.57%	90.84%	\$42.90				
K	08021	Communications Supervisor	27.27%	117.80%	\$36.96				
N	08835	Administrative Support Manager	27.27%	96.97%	\$44.75				
H	00291	Brand Inspector	27.27%	90.18%	\$20.22				
K	04338	Tax Auditor 1	26.67%	84.54%	\$26.96				
P	09010	Administrator Division - Deputy	26.32%	97.20%	\$58.49				
H	01104	Technical Records Specialist 1	26.16%	91.27%	\$20.44	\$28.32	72.18%	\$22.01	92.89%
F	02010	Custodian	25.71%	93.36%	\$16.71	\$18.71	89.31%	\$18.02	92.71%
L	05310	Grants/Contracts Officer	25.45%	89.08%	\$32.22	\$35.67	90.33%		
J	05910	Legal Assistant	25.00%	101.20%	\$28.67	\$28.59	100.26%	\$29.13	98.43%
K	01540	Supply Operations Supervisor	25.00%	93.07%	\$29.68				
K	03380	Water Quality Resource Conservationist	25.00%	83.77%	\$26.72				
M	04675	Right-of-Way Agent Senior	25.00%	97.96%	\$40.37				

Market Comparisons of High-Turnover Positions Cont.

						Milliman		NCASG	
Idaho Pay Grade	Class Code	Classification	Turnover Rate	Compa-Ratio	Idaho Average	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %
PRIMARY SALARY STRUCTURE CONT.									
K	07756	Recreation Specialist Therapeutic	25.00%	90.04%	\$28.71			\$27.66	103.80%
J	08069	Motor Vehicle Investigator	25.00%	96.98%	\$27.47				
J	08551	Port-of-Entry Inspector Senior	25.00%	95.50%	\$27.05				
J	08854	Workforce Consultant	24.79%	85.36%	\$24.18			\$26.02	92.92%
H	01120	Customer Service Representative 2	24.72%	85.80%	\$19.54				
J	04346	Tax Compliance Officer 1	24.39%	85.43%	\$24.20				
K	05141	Human Resource Business Partner I	24.24%	84.98%	\$27.15	\$37.47	72.46%	\$32.63	83.20%
J	07001	Resources & Services Navigator	24.00%	92.53%	\$26.21				
K	04246	Financial Specialist	23.53%	88.34%	\$28.31	\$33.17	85.34%	\$29.87	94.78%
J	01105	Technical Records Specialist 3	23.33%	89.05%	\$25.02				
H	01235	Administrative Assistant 1	23.16%	93.25%	\$20.88				
M	05447	Research Analyst Principal	23.08%	87.70%	\$37.37				
L	05112	Human Resource Business Partner II	23.08%	81.91%	\$29.63				
J	01582	Liquor Store Manager	22.73%	89.43%	\$25.34				
J	01100	Office Services Supervisor 1	22.73%	88.46%	\$25.06				
H	03638	Transportation Technician	22.22%	109.98%	\$24.56			\$24.66	99.59%
L	00980	P&R Manager 2	22.22%	86.17%	\$31.17	\$47.49	65.64%	\$35.57	87.64%
N	05120	Learning & Development Manager	22.22%	88.43%	\$41.76				
I	06638	Utility Craftsman	22.22%	90.86%	\$23.03				
J	08914	Employer Compliance Investigator	22.22%	93.67%	\$26.54				
O	09430	Child Welfare Chief	22.22%	83.74%	\$44.30				
H	02180	Cook Senior	21.74%	95.58%	\$21.34			\$19.79	107.82%
I	07779	Psychiatric Technician	21.48%	86.74%	\$21.99			\$25.26	87.03%

Market Comparisons of High-Turnover Positions Cont.

						Milliman		NCASG	
Idaho Pay Grade	Class Code	Classification	Turnover Rate	Compa-Ratio	Idaho Average	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %
PRIMARY SALARY STRUCTURE CONT.									
H	04248	Financial Technician	20.25%	96.54%	\$21.54	\$24.53	87.83%		
G	01121	Customer Service Representative 1	20.00%	104.18%	\$20.95	\$20.73	101.03%		
J	03690	Grants/Contracts Program Specialist	20.00%	86.85%	\$24.61				
P	04240	Financial Executive Officer	20.00%	93.54%	\$56.00	\$70.08	79.91%		
J	09454	Disability Claims Adj Trainee	20.00%	91.18%	\$26.85				
K	00975	Program Training Coordinator	20.00%	92.55%	\$29.51				
H	00986	P&R Equipment Operator	20.00%	101.99%	\$22.87				
L	05126	Trainer Associate	20.00%	85.74%	\$26.93				
N	05209	Financial Management Analyst Senior	20.00%	84.14%	\$39.88	\$41.38	96.38%		
K	05925	Safety & Compliance Officer ITD	20.00%	98.92%	\$31.55				
K	06604	Facility Services Manager	20.00%	98.43%	\$38.80			\$41.05	94.52%
M	08843	Grants/Contracts Mngmnt Supervisor	20.00%	95.87%	\$39.51				
K	09235	Employment Coordinator	20.00%	95.48%	\$30.45				
M	07640	Health Program Manager	19.35%	91.18%	\$37.58				
J	08029	ISP Regional Communications Officer Sr	19.05%	115.20%	\$32.27				
O	04241	Financial Officer	18.75%	97.24%	\$51.90			\$55.86	92.91%
O	05568	Project Manager 2	18.42%	88.66%	\$46.59	\$47.48	98.12%		
H	06632	Maintenance Craftsman Senior	18.18%	98.09%	\$21.70			\$24.32	89.23%
J	06276	Electrician Traffic Signal	18.18%	134.12%	\$38.00				
J	06646	Building Facility Foreman	17.65%	88.98%	\$25.36				
M	05520	Business Analyst	17.44%	88.22%	\$36.47			\$38.56	94.58%
J	01536	Buyer	17.39%	92.98%	\$25.92	\$32.19	80.51%	\$30.48	85.03%
L	05275	Business Operations Specialist	17.39%	91.79%	\$33.45				

Market Comparisons of High-Turnover Positions Cont.

						Milliman		NCASG	
Idaho Pay Grade	Class Code	Classification	Turnover Rate	Compa-Ratio	Idaho Average	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %
PRIMARY SALARY STRUCTURE CONT.									
P	09012	Programs Bureau Chief DHW	17.24%	87.28%	\$52.26				
J	00984	P&R Ranger	17.19%	83.14%	\$23.55			\$29.62	79.52%
K	08521	Building Safety Inspector/Advisor	17.11%	101.01%	\$32.21			\$34.64	93.00%
K	09424	Psychosocial Rehab Specialist	17.09%	83.02%	\$26.48				
I	08552	Port-of-Entry Inspector	17.02%	93.61%	\$22.78			\$31.46	72.40%
L	08988	Medical Program Specialist	16.98%	86.62%	\$31.33				
I	01103	Technical Records Specialist 2	16.89%	89.47%	\$22.59				
N	05567	Project Manager 1	16.67%	84.42%	\$39.78				
G	01239	Office Specialist 2	16.67%	97.00%	\$19.16	\$20.97	91.35%	\$20.66	92.73%
O	05131	Human Resource Officer	16.67%	89.23%	\$47.14			\$48.86	96.48%
F	01548	Shipping & Receiving Matls Handlr	16.67%	106.53%	\$19.21	\$22.91	83.85%		
N	04307	Tax Specialist	16.67%	86.80%	\$40.98				
M	04439	Financial Examiner / Investigator 3	16.67%	103.18%	\$42.52				
M	09018	Medicaid Program Policy Analyst	16.67%	82.07%	\$33.82				
M	00932	Wildlife Habitat Manager Regional	16.67%	105.25%	\$43.37				
G	04250	Financial Support Technician	16.67%	106.88%	\$20.90			\$23.13	90.36%
N	05240	Commerce Program Manager	16.67%	88.85%	\$41.95				
L	05255	Tourism Development Specialist	16.67%	90.82%	\$32.85				
P	05570	Project Manager 3	16.67%	82.44%	\$49.48				
L	08926	Consumer Affairs Officer	16.67%	87.18%	\$31.53			\$31.77	99.24%
L	08933	Fraud Investigator	16.67%	91.26%	\$33.01			\$30.37	108.68%
O	03628	Operations Manager	16.67%	82.96%	\$42.89				
M	09355	Probation & Parole Section Supervisor	16.13%	96.48%	\$39.65			\$42.40	93.51%



Market Comparisons of High-Turnover Positions Cont.

						Milliman		NCASG	
Idaho Pay Grade	Class Code	Classification	Turnover Rate	Compa-Ratio	Idaho Average	Comparison to 50th	Comparison to 50th	Comparison to 50th	Comparison to 50th
						Percentile of Market \$	Percentile of Market %	Percentile of Market \$	Percentile of Market %
PRIMARY SALARY STRUCTURE CONT.									
L	09362	Parole Investigator	15.79%	80.62%	\$29.37				
K	09450	Disability Claims Adjudicator	15.79%	98.36%	\$29.99	\$27.81	107.82%	\$30.14	99.49%
N	09047	Program Manager	15.20%	90.58%	\$42.53				
L	09058	Program Specialist - DHW	14.84%	88.29%	\$31.72				
J	03646	Transportation Technician Operations	14.83%	107.21%	\$30.10				
K	00375	Agriculture Investigator Senior	14.81%	86.19%	\$27.49			\$27.40	100.32%
K	07803	Dev Specialist Children's Program	14.81%	89.68%	\$28.60				
IT/ENGINEERING SALARY STRUCTURE									
I	01707	IT Operations & Support Technician	44.44%	89.04%	\$25.35				
L	01730	IT Sys & Infrastructure Engineer II	37.50%	90.42%	\$37.08	\$42.60	87.04%	\$41.55	89.24%
M	01721	GIS Analyst III	33.33%	86.05%	\$38.68				
L	01714	IT Software Engineer I	30.00%	88.89%	\$31.63	\$40.19	78.71%		
J	01708	IT Operations & Support Sr Tech	28.57%	97.14%	\$30.41			\$29.49	103.13%
K	01709	IT Operations & Support Analyst I	26.98%	88.58%	\$31.06	\$28.54	108.82%		
M	01727	IT Database Admin Analyst III	25.00%	95.16%	\$42.99	\$49.10	87.55%		
P	01744	IT Manager IV	25.00%	91.62%	\$57.94				
L	03702	Engineer Associate	23.53%	87.73%	\$34.30				
J	03641	Transportation Technician Senior	20.37%	86.75%	\$27.41	\$31.11	88.13%	\$29.50	92.92%
N	01732	IT Sys & Infrastructure Engineer IV	20.00%	90.22%	\$46.32				
Q	01745	IT Manager V	20.00%	94.74%	\$64.96				
N	01735	IT Infor Security Engineer III	18.75%	84.28%	\$43.98				
M	01716	IT Software Engineer III	15.19%	95.51%	\$43.27				

Market Comparisons of High-Turnover Positions Cont.

						Milliman		NCASG	
Idaho Pay Grade	Class Code	Classification	Turnover Rate	Compa-Ratio	Idaho Average	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %	Comparison to 50th Percentile of Market \$	Comparison to 50th Percentile of Market %
NURSING/HEALTHCARE SALARY STRUCTURE									
H	07610	Nursing Assistant Certified	56.88%	98.71%	\$22.13	\$22.06	100.32%	\$20.60	107.44%
K	09423	Social Worker	34.62%	95.36%	\$31.70	\$31.61	100.27%		
H	07464	Pharmacy Data/Inventory Specialist	33.33%	99.29%	\$22.26				
I	07612	Nursing Assistant Certified - Senior	33.33%	93.52%	\$23.71				
M	07574	Nurse Registered Senior	28.87%	92.87%	\$42.01			\$50.82	82.67%
L	07727	Therapist	28.57%	120.22%	\$46.14			\$49.74	92.76%
J	07676	Nurse Licensed Practical	23.08%	99.87%	\$28.29	\$28.98	97.64%	\$30.15	93.83%
L	07710	Therapist Early Intervention	16.67%	114.08%	\$43.78				
L	07606	Nurse Registered	16.07%	95.83%	\$36.78	\$42.43	86.68%	\$42.88	85.78%
PUBLIC SAFETY SALARY STRUCTURE									
L	08963	Fire Marshal Deputy	33.33%	84.25%	\$32.58	\$42.65	76.38%		
J	09212	Correctional Officer	28.23%	83.96%	\$26.60	\$28.89	92.09%	\$29.03	91.63%
I	09275	Rehabilitation Technician DJC	24.56%	82.14%	\$23.80			\$26.36	90.30%
P	08011	ISP Captain	18.18%	105.83%	\$64.83	\$63.63	101.88%	\$68.84	94.18%
J	09276	Rehabilitation Technician II DJC	17.24%	92.60%	\$29.31				
L	08016	ISP Trooper	14.97%	94.71%	\$36.62	\$35.22	103.97%	\$40.64	90.13%

APPENDIX I: LEAVE ACCRUAL COMPARISON

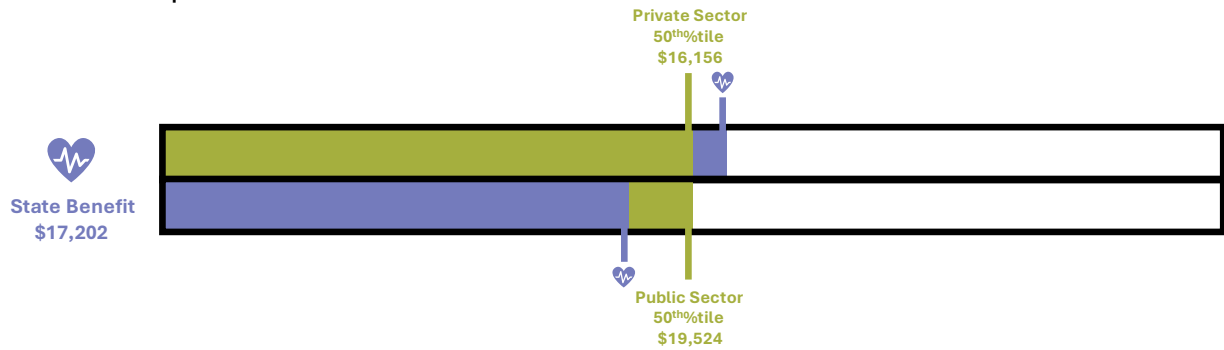
State	Vacation*	Sick	Holidays	Vacation Accrual Payout
Idaho	12	12	11	Full balance at separation
Arizona	12	12	10	Full balance at separation; option to cash out on demand all or portion of accruals
Colorado	12	10	11	Full balance at separation
Montana	15	12	11	Full balance at separation
Nevada	15	15	12	Full balance at separation
New Mexico	12	13	11	Full balance at separation; option to cash out a fiscal year end
Oregon	12	12	12	Full balance at separation; option to cash out on demand up to 250 hours
Utah	13	12	12	Full balance at separation
Washington	14	12	11	Full balance at separation
Wyoming	12	12	9	Full balance at separation
Comparator States' Average	13	12	11	

**Vacation accruals shown are the rates for new hires*

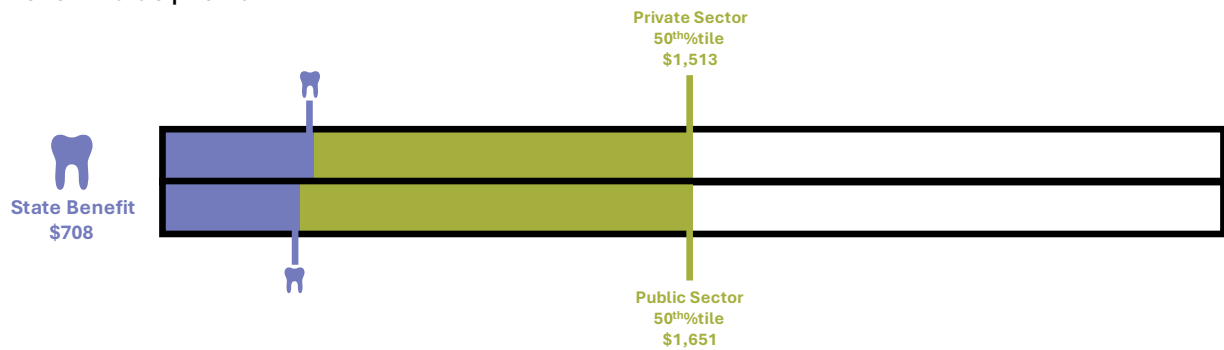


APPENDIX J: BENEFITS COMPARISONS TO PRIVATE AND PUBLIC SECTORS

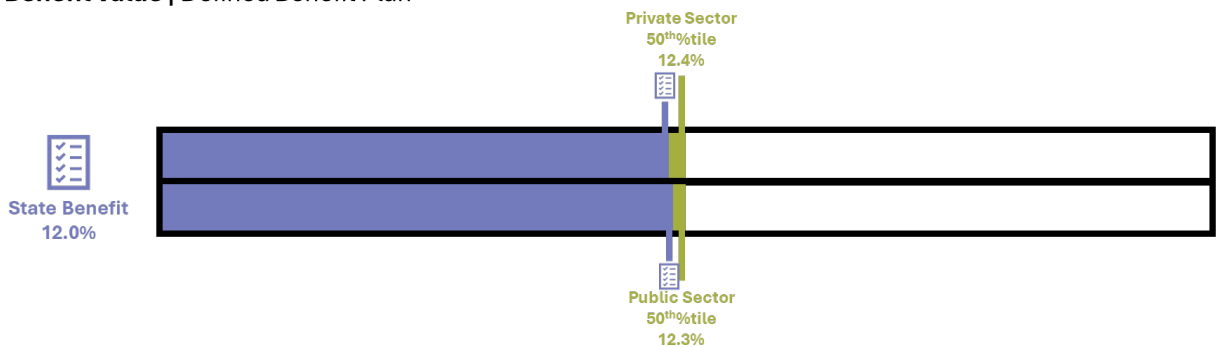
Benefit Value | Medical and Vision



Benefit Value | Dental

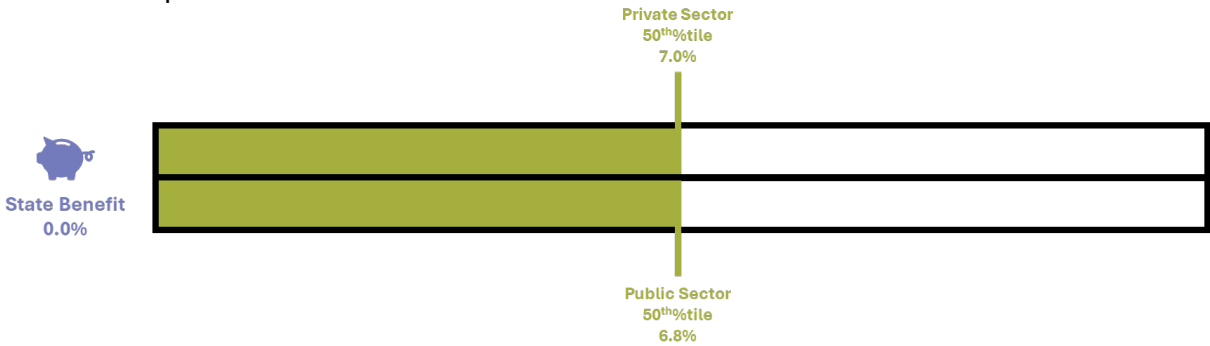


Benefit Value | Defined Benefit Plan*



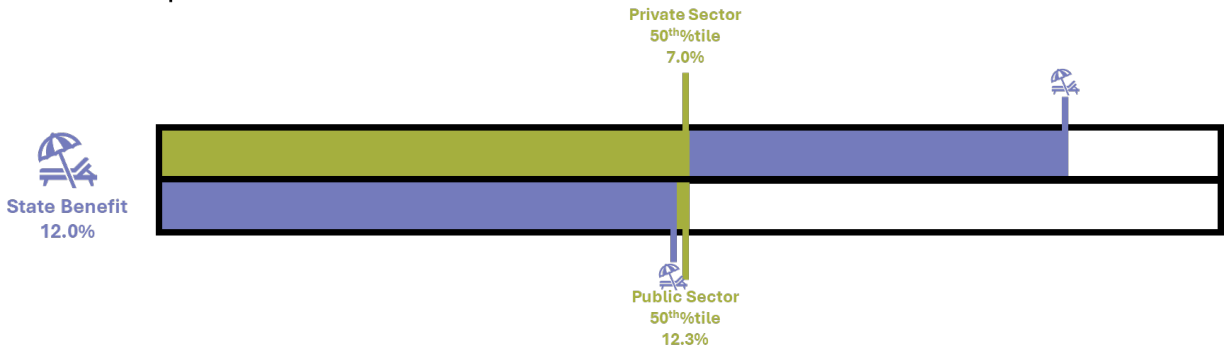
*A defined benefit plan, often referred to as a pension plan, is a type of retirement plan where the employer guarantees a specific monthly benefit to employees upon retirement. This benefit is typically calculated using a formula that considers factors like salary, years of service, and sometimes age.

Benefit Value | Defined Contribution Plan**

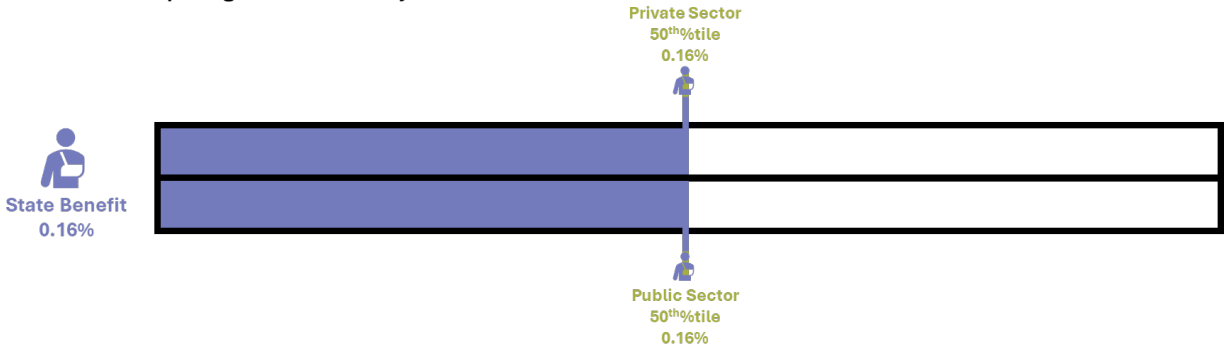


***A defined contribution plan is a retirement savings plan where both the employer and employee contribute to an individual account, and the final retirement benefit is based on the contributions made and investment returns, not a guaranteed payout. Unlike defined benefit plans, which promise a specific payout, these plans like 401(k)s and 403(b)s shift the investment risk and reward to the employee.*

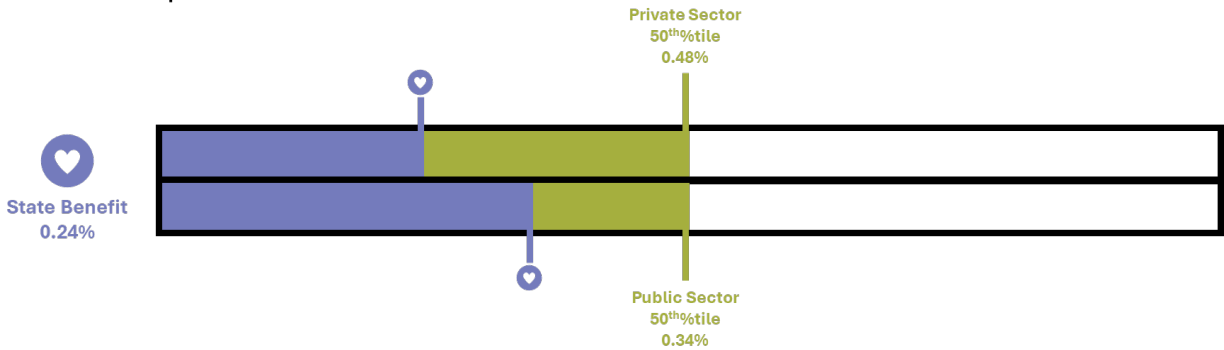
Benefit Value | Total Retirement



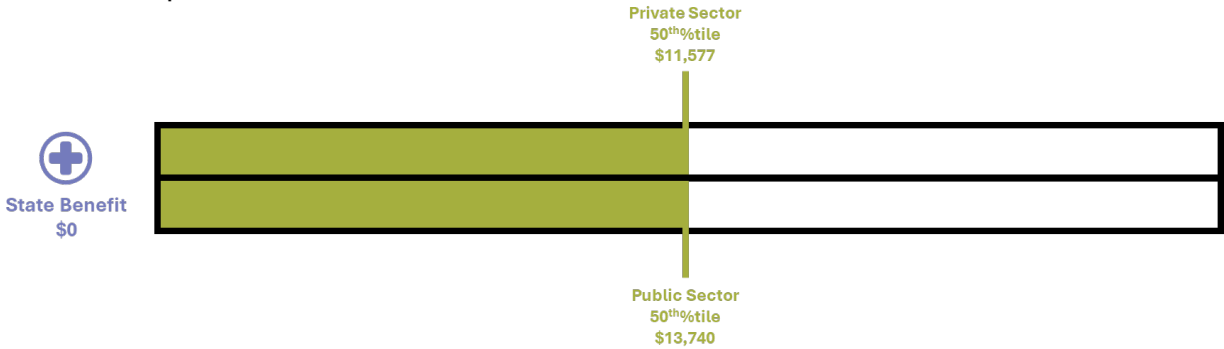
Benefit Value | Long-Term Disability



Benefit Value | Life Insurance

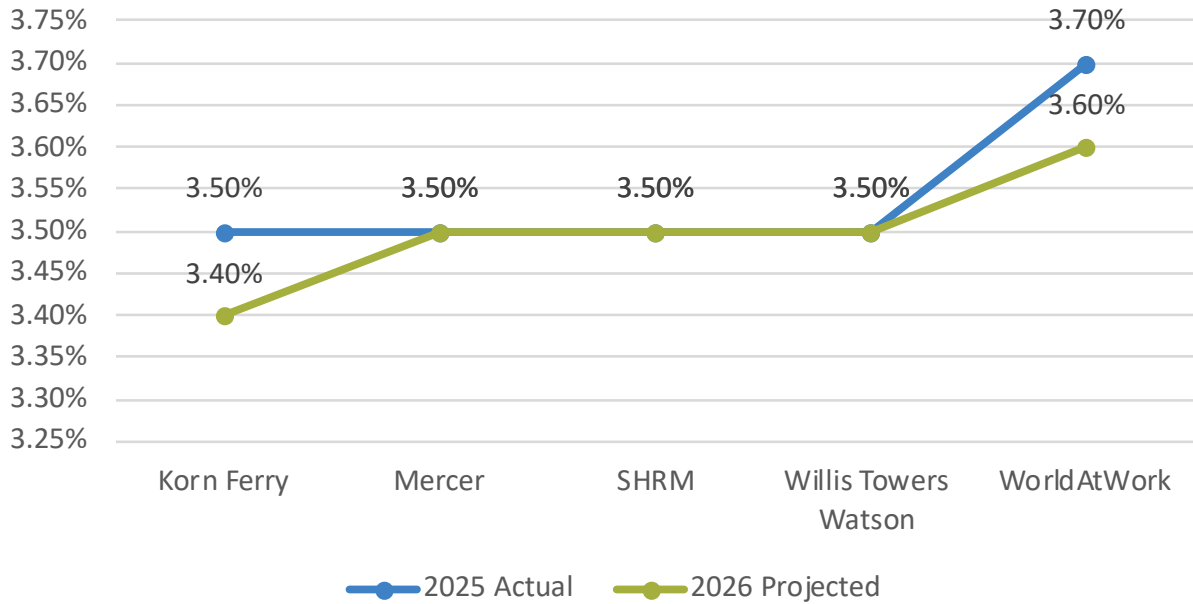


Benefit Value | Retiree Medical



APPENDIX K: NATIONAL SALARY BUDGET PROJECTIONS

Salary Increase Budget Survey Data



APPENDIX L: FY 2025 WORKERS' COMPENSATION PREMIUMS PAID BY AGENCY

Agency #	Agency Name	FY25 Premiums
	Statewide	\$14,852,889
230	Department of Correction	\$3,289,528
290	Idaho Transportation Department	\$1,748,877
270	Department of Health and Welfare	\$1,353,692
260	Department of Fish and Game	\$1,320,471
512	Boise State University	\$1,289,649
330	Idaho State Police	\$1,075,967
513	Idaho State University	\$990,770
285	Department of Juvenile Corrections	\$505,253
320	Department of Lands	\$472,483
190	Idaho Military Division	\$432,167
444	Division of Veterans Services	\$406,827
340	Department of Parks and Recreation	\$281,214
210	Department of Agriculture	\$252,462
511	Lewis-Clark State College	\$199,166
245	Department of Environmental Quality	\$153,244
185	State Liquor Division	\$124,748
427	Division of Occupational and Professional Licenses	\$107,580
200	Department of Administration	\$77,425
360	Department of Water Resources	\$73,866
240	Department of Labor	\$63,611
160	Office of The Attorney General	\$61,274
110	Judicial Branch	\$59,481
231	Correctional Industries	\$57,578
331	State Brand Inspector	\$46,044
352	State Tax Commission	\$41,139
341	Lava Hot Springs Foundation	\$35,348
232	Commission of Pardons and Parole	\$33,716
438	Office of the State Public Defender	\$22,841
194	Division of Human Resources	\$22,653
170	Superintendent of Public Instruction	\$21,096
177	Office of Information Technology Services	\$20,278
520	Idaho Public Television	\$17,768
300	Industrial Commission	\$13,981
522	Idaho State Historical Society	\$13,954
523	Division of Vocational Rehabilitation	\$13,602
900	Public Utilities Commission	\$13,449



FY 2025 Workers' Compensation Premiums Paid By Agency Cont.

Agency #	Agency Name	FY25 Premiums
501	State Board of Education	\$12,959
280	Department of Insurance	\$12,251
140	State Controller	\$11,519
440	Idaho State Lottery	\$11,340
503	Division of Career Technical Education	\$10,763
215	Soil and Water Conservation Commission	\$8,631
195	Office of Species Conservation	\$8,332
189	Commission For The Blind and Visually Impaired	\$7,700
102	Legislative Services Office	\$7,020
183	Public Employee Retirement System of Idaho	\$6,008
250	Department of Finance	\$4,258
220	Department of Commerce	\$3,619
443	State Appellate Public Defender	\$3,112
130	Secretary of State	\$3,066
525	Public Charter School Commission	\$2,932
150	State Treasurer	\$2,913
101	House of Representatives	\$2,825
521	Idaho Commission For Libraries	\$2,686
180	Division of Financial Management	\$2,351
181	Office of the Governor	\$1,913
100	Idaho Senate	\$1,816
104	Office of Performance Evaluations	\$1,430
187	Idaho Commission on Aging	\$1,288
178	Workforce Development Council	\$1,208
199	Office of Energy and Mineral Resources	\$1,166
460	Office of Administrative Hearings	\$1,156
332	Idaho State Racing Commission	\$973
179	Stem Action Center	\$802
196	Commission on the Arts	\$684
322	Endowment Fund Investment Board	\$651
198	Office of Drug Policy	\$553
351	State Board of Tax Appeals	\$505
905	Idaho State Independent Living Council	\$480
441	Idaho Commission on Hispanic Affairs	\$311
120	Lieutenant Governor	\$243
470	Office of Health and Social Services Ombudsman	\$223



APPENDIX M: FY 2025 WORKERS' COMPENSATION INCIDENTS AND STATE INSURANCE FUND CLAIMS BY AGENCY

Agency #	Agency Name	FY 2024		FY 2025	
		Incidents	Cost	Incidents	Cost
	Statewide	930	\$3,119,864.91	935	\$5,431,817.28
177	Information Technology Information	#N/A	#N/A	2	\$0.00
185	Idaho State Liquor Division	20	\$62,870.65	23	\$34,982.74
189	Idaho Commission For The Blind & Visually Impaired	3	\$1,862.18	3	\$42,115.50
190	Military Division	13	\$171,371.67	11	\$19,400.98
194	Division Of Human Resources	1	\$1,607.10	5	\$9,403.53
200	Department of Administration	4	\$7,614.59	1	\$1,000.00
210	Department of Agriculture	27	\$60,665.63	17	\$152,373.18
230	Department of Correction	247	\$815,730.91	199	\$1,416,320.74
231	Correctional Industries	1	\$1,630.26	-	\$20,579.12
240	Department of Labor	1	\$175.00	3	\$2,444.50
245	Idaho Department of Environmental Quality	6	\$6,151.25	8	\$24,775.08
250	Idaho Department of Finance	3	\$3,335.52	4	\$9,947.09
260	Department of Fish and Game	56	\$87,358.54	52	\$276,575.80
270	Department of Health & Welfare	114	\$330,569.20	144	\$356,926.19
280	Department of Insurance	3	\$3,420.26	2	\$11,000.00
285	Idaho Department Of Juvenile Corrections	55	\$128,191.24	54	\$224,432.27
290	Idaho Transportation Department	60	\$493,304.45	63	\$1,047,771.29
300	Idaho Industrial Commission	5	\$11,991.17	5	\$30,007.85
320	Department of Lands	46	\$147,058.07	44	\$141,763.05
330	Idaho State Police	53	\$202,171.78	89	\$343,406.21
331	Brand Board	3	\$6,084.44	5	\$13,803.62
340	Idaho Parks & Recreation	30	\$72,269.56	20	\$324,812.96
352	State Tax Commission	5	\$13,198.42	7	\$71,314.46
360	Department of Water Resources	3	\$12,054.67	3	\$7,413.06
427	Idaho Division of Occupational and Professional Licenses	5	\$5,837.47	8	\$2,699.68
440	Idaho State Lottery Commission	1	\$799.73	1	\$575.15
444	Idaho Division of Veterans Services	38	\$190,360.68	37	\$119,557.13
501	Idaho State Board of Education	1	\$25.00	-	\$1,041.66
503	Idaho Division of Career Technical Education	1	\$117.81	3	\$201.25
511	Lewis Clark State College	4	\$6,858.86	6	\$38,388.18
512	Boise State University	78	\$196,054.51	66	\$494,230.27
513	Idaho State University	34	\$48,004.95	40	\$119,071.65
520	Idaho Public Television	3	\$4,932.70	1	\$0.00
522	Idaho State Historical Society	1	\$91.38	4	\$456.87
523	Idaho Division of Vocational Rehabilitation	3	\$11,600.72	5	\$73,026.22
900	Public Utilities Commission	2	\$14,494.54	-	\$0.00



APPENDIX N: FY 2025 AGENCY PERFORMANCE APPRAISAL RATINGS

Agency #	Agency Name	Achieves	Solid	Exemplary
177	Office of Information Technology Services	52	148	36
178	Workforce Development Council	4	4	5
179	Stem Action Center		5	2
180	Division of Financial Management	2	7	11
183	Public Employee Retirement System of Idaho	30	26	18
185	State Liquor Division	144	86	27
187	Idaho Commission on Aging	2	9	5
189	Commission For The Blind and Visually Impaired	4	13	24
190	Idaho Military Division	9	9	14
194	Division of Human Resources	46	92	32
195	Office of Species Conservation	2	6	7
196	Commission on the Arts	1	2	4
198	Office of Drug Policy	1	2	3
199	Office of Energy and Mineral Resources	3	2	5
200	Department of Administration	27	90	19
210	Department of Agriculture	103	204	36
215	Soil and Water Conservation Commission	6	11	
220	Department of Commerce	10	16	11
230	Department of Correction	560	1155	460
231	Idaho Correctional Industries	4	15	19
232	Commission of Pardons and Parole	9	16	10
240	Department of Labor	135	329	21
245	Department of Environmental Quality	51	198	141
250	Department of Finance	15	44	14
260	Department of Fish and Game	109	397	121
270	Department of Health and Welfare	386	1379	1130
280	Department of Insurance	26	24	21
285	Department of Juvenile Corrections	48	198	143
290	Idaho Transportation Department	315	1049	393
300	Industrial Commission	25	85	11
320	Department of Lands	41	224	68
322	Endowment Fund Investment Board		1	2
330	Idaho State Police	61	367	140
331	State Brand Inspector	5	55	3
332	Idaho State Racing Commission			1
340	Department of Parks and Recreation	26	109	42
341	Lava Hot Springs	3	18	1
351	State Board of Tax Appeals			3
352	State Tax Commission	133	238	95
360	Department of Water Resources	38	82	33
427	Division of Occupational and Professional Licenses	45	156	66
438	Office of the State Public Defender	110	120	23



FY 20225 Agency Performance Appraisal Ratings Cont.

Agency #	Agency Name	Achieves	Solid	Exemplary
440	Idaho State Lottery	2	39	16
441	Idaho Commission on Hispanic Affairs		2	
443	State Appellate Public Defender	4	9	9
444	Division of Veterans Services	143	168	58
460	Office of Administrative Hearings			3
501	State Board of Education	17	42	25
503	Division of Career Technical Education	6	31	20
511	Lewis-Clark State College	53	166	63
520	Idaho Public Television	19	51	15
521	Idaho Commission For Libraries	7	13	14
522	Idaho State Historical Society	20	37	26
523	Division of Vocational Rehabilitation	43	75	23
525	Public Charter School Commission			5
900	Public Utilities Commission	10	9	21
905	Idaho State Independent Living Council		3	

**Does Not Achieves rating data is excluded*



APPENDIX O: COURSE DESCRIPTIONS

Required Training

- **Cybersecurity** | Participants learn skills to recognize, prevent, and respond to common cyber threats, ensuring the protection of state systems and data. It is required for all State of Idaho employees within 30-days of initial hire, and annually thereafter.
- **Defensive Driving** | Participants learn safe practices to reduce accidents, improve awareness, and support compliance with state driving policies.
- **Respectful Workplace** | Participants learn about discrimination and harassment prevention to promote a safe and professional work environment. It is required for all State of Idaho employees within 30-days of initial hire, and annually thereafter.

Professional Development and Leadership Training

- **Certified Public Manager Program** | A nationally accredited management development program, designed to improve the effectiveness of public sector managers
- **Crucial Conversations for Accountability** | Teaches a process for managing performance, strengthening trust and reliability, and eliminating inconsistency. It provides skills for holding peers accountable – regardless of position or authority.
- **Crucial Conversations for Mastering Dialogue** | Gives people the skills to step into disagreement – rather than over or around it – and turn disagreement into dialogue for improved relationships and results.
- **Employee Academy** | Whether you're new to the team or an experienced manager, Employee Academy is designed to boost your influence and enhance our state's work environment and business opportunities. During this two-day course, you'll gain valuable skills in communication and leadership through interactive activities, group discussions, and a whole lot of fun. You'll learn to communicate effectively, collaborate efficiently, and engage successfully with colleagues and stakeholders.
- **Getting Things Done** | Based on the bestseller by David Allen, Getting Things Done teaches skills that improve focus and productivity while reducing stress and burnout.
- **Supervisory Academy** | A three-day course that covers best practices for supervising a team of employees. There are seven modules covered during the three-day event ranging from setting goals and expectations to documenting and performance management.