FY 2027

IDAHO STATE OF THE STATE WORKFORCE REPORT

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IDAHO | Division *of* Human Resources

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Executive Summary

Idaho's state government workforce remains lean, mission-driven, and essential to delivering reliable public services. However, labor market competition, compensation gaps, staffing pressures, and anticipated retirements present growing challenges. The FY 2027 State of the State Workforce Report identifies five key findings shaping Idaho's ability to recruit, retain, and develop the workforce needed to maintain effective services for Idahoans.

Key Findings

- **Tightening Labor Market |** Idaho's labor market remains tight, with statewide wage growth outpacing state employee pay increases. Competition for qualified workers continues to challenge recruitment and retention, particularly in specialized and mission-critical roles.
- **Widening Pay Gaps |** Nearly half of comparable jobs fall 15% or more below market, while over 16% of supervisors experience pay compression. These gaps weaken recruitment competitiveness, limit leadership advancement, and increase staffing pressures.
- **Growing Staffing Pressures |** State employee FY26 turnover came in at 15.4%, with an average statewide vacancy rate of 12%. Hard-to-fill positions increase workloads, operating costs, and risks to service continuity.
- **Aging Workforce |** Nearly 10% of employees are expected to retire within five years and more than 38% within 15 years. Succession planning, knowledge transfer, and internal talent development will be critical to maintaining workforce continuity.
- **Workforce Improvements |** Modernized salary structures, recruitment technology, expanded training, and stable benefits are strengthening statewide workforce strategies. Continued investment in career pathways, flexibility, and leadership development can support long-term workforce stability.

Idaho's ability to deliver reliable public services depends on balancing fiscal responsibility with workforce competitiveness. Targeted compensation improvements, stronger talent pipelines, and data-driven workforce planning will help maintain essential services and prepare the state for future workforce needs.

PURPOSE OF REPORT

The State of the State Workforce Report is a strategic resource designed to support informed decisions about staffing, workforce planning, and resource allocation across Idaho state government. Published in October 2026, the FY 2027 report primarily reflects data from FY 2026 (July 1, 2025, through June 30, 2026), with prior-year comparisons and more recent data included where noted. Unless otherwise specified, workforce data includes State of Idaho employees captured in the Luma system, excluding employees of Idaho's three public universities (Boise State University, Idaho State University, and the University of Idaho).

Now in its second year, this report establishes a consistent statewide framework for tracking year-over-year workforce trends, projections, and priorities. As the dataset grows, it will provide agencies and policymakers with clearer insight into long-term workforce needs and the effectiveness of statewide strategies.

This report fulfills 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.

What the Data Means for State Leaders

Finding	Implications For Leadership
Tightening Labor Market	Focus recruitment efforts on specialized and mission-critical roles. Consider streamlined hiring processes and alternative talent pipelines to remain competitive for qualified workers.
Widening Pay Gaps	Prioritize targeted compensation strategies for positions with significant market gaps and address pay compression to strengthen retention, internal mobility, and leadership advancement.
Growing Staffing Pressures	Evaluate vacancies and turnover based on their impact on service delivery, workload, overtime, and operating costs. Direct staffing resources toward positions that present the greatest operational risk.
Aging Workforce	Strengthen succession planning, knowledge transfer, cross-training, and internal development to preserve institutional expertise and prepare future leaders.
Workforce Improvements	Build on successful recruitment, compensation, and training initiatives. Expand career pathways, flexible development opportunities, and leadership training while evaluating outcomes to guide future investments.

SECTION 1: LABOR MARKET UPDATE

Labor market trends directly affect the State's ability to recruit and retain its workforce. Understanding these conditions helps agencies respond effectively to a competitive hiring environment.

UNEMPLOYMENT RATE

STATEWIDE | 3.7%

NATIONWIDE | 4.2%

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

LABOR FORCE PARTICIPATION

STATEWIDE | 61.8%

NATIONWIDE | 61.5%

proportion of people who are either employed or actively seeking employment

JOB OPENINGS RATE

STATEWIDE | 5.0%

NATIONWIDE | 3.9%

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

POPULATION GROWTH

STATEWIDE | 10.4%

NATIONWIDE | 3.1%

percentage increase in population between 2020 and 2025

Data sources: Idaho Department of Labor; U.S. Bureau of Labor Statistics
"Statewide" reflects labor market data for all workers and employers across Idaho, not just State of Idaho employees.
"Nationwide" reflects labor market data across the United States.

Summary of Data | As of June 2026, Idaho's unemployment rate was 3.7%, remaining below the national average of 4.2%[1], which signals a labor market where most individuals seeking work are already employed. The labor market tightened further over the past year as the labor force shrank by 0.6%[2], leaving fewer available workers. Idaho's labor force participation rate declined to 61.8%, down from 63.4% in June 2025, and is now close to the U.S. rate of 61.5%.

In December 2025, Idaho's job opening rate was 5.0%, meaning five out of every 100 jobs in the state were unfilled. In contrast, the national job opening rate was 3.9%. Idaho's higher rate indicates that employers face more competition for workers and that the state's labor market remains tighter than the nation overall[3].

Idaho's population reached 2,029,733 residents in July 2025, a 10.4% increase in growth since 2020. Of that growth, 56.3% came from people of traditional working age. This means that roughly 44% of new residents are retirees or youth who require services but are not part of the labor force[4].

Growth has continued since 2025, but at a slower pace than during the pandemic years. Mortgage rates have more than doubled, rising from approximately 3% in October 2021 to around 7% in October 2026[5]. Higher borrowing costs limit geographic mobility, creating additional recruitment challenges for the State of Idaho, particularly when attracting candidates from outside local labor markets.

Together, these trends show a labor market where job openings outnumber available workers, especially in high-skill, high-demand fields. Declining participation and limited mobility increase competition for qualified talent across the state.

Impact on State Workforce | Idaho's labor market continues to tighten, with unemployment remaining below the national average and the labor force shrinking over the past year. This contraction leaves fewer workers available even as employers continue to add jobs. Declining participation further reduces the pool of active job seekers and increases pressure on state agencies competing with private employers for talent.

Recruitment challenges remain most pronounced in specialized and technical occupations where private sector wages, hiring incentives, and flexible work arrangements may be more competitive. High interest rates continue to limit worker mobility, reducing relocations into

[1] https://www.bls.gov/lau/
[2] https://idahoatwork.com/2026/07/17/idahos-june-unemployment-rate-remains-at-3-7/
[3] https://www.bls.gov/regions/west/news-release/2026/jobopeningslaborturnover_idaho_20260226.htm
[4] https://www.census.gov/quickfacts/fact/table/ID/PST045225
[5] https://fred.stlouisfed.org/series/MORTGAGE30US

critical roles, particularly in rural areas, and further constraining talent availability statewide.

Impact on Ability to Deliver Services | Persistent workforce shortages, especially in high-skill fields, affect Idaho's ability to deliver timely and effective public services. Agencies with vacancies in healthcare, public safety, and engineering may be more likely to experience longer backlogs, reduced program access, and delays in project timelines.

Even with a slight increase in unemployment, the shrinking labor force shows that Idaho's challenge is not a lack of jobs but a lack of available workers. Lower labor force participation and limited mobility mean vacancies stay open longer, often requiring existing employees to take on extra work. In some cases, agencies must rely on temporary staff or overtime, increasing operational costs and affecting service consistency across the state.

What's Working | Despite ongoing workforce shortages, agencies continue to make progress by strengthening long-term recruitment and retention strategies rather than relying solely on short-term incentives. The following approaches have supported improved retention and helped agencies remain competitive in a challenging labor environment:

- Career development and advancement pathways
- Improved onboarding and employee engagement
- Meaningful work
- Family-forward work environments

Looking Forward | As Idaho continues to grow and the labor market evolves, agencies will need to focus on strategies that strengthen workforce resilience and maintain service quality. Key opportunities include:

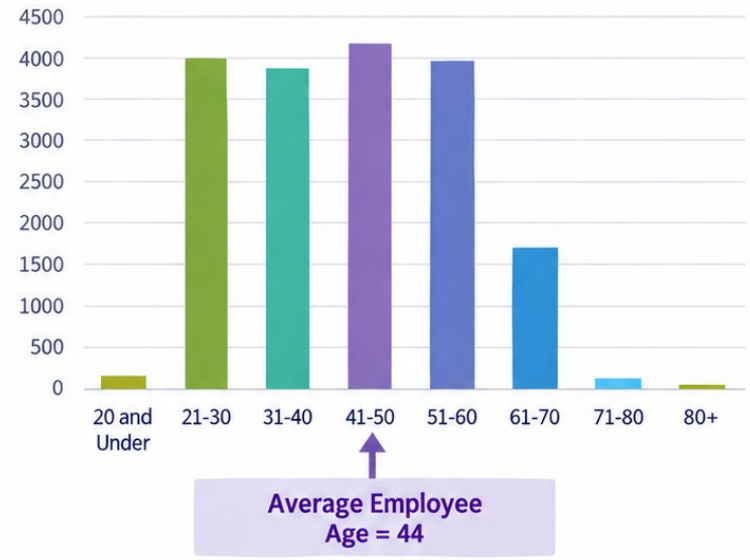
- Streamlining hiring processes to reduce time-to-hire
- Expanding training, apprenticeships, and upskilling pipelines
- Offering flexible work arrangements, where operationally feasible, to stay competitive with private-sector employers
- Using data to anticipate shortages and proactively build talent pipelines
- Evaluating compensation strategies to ensure competitiveness
- Forecasting turnover to reduce vacancy rates

These efforts will help agencies continue delivering reliable, high-quality services in a labor market where job openings consistently exceed available workers.

SECTION 2: WORKFORCE DEMOGRAPHICS

Understanding the State of Idaho's workforce demographics helps agencies make informed decisions about staffing, succession planning, and talent development. These insights support effective policies and guide long-term workforce planning.

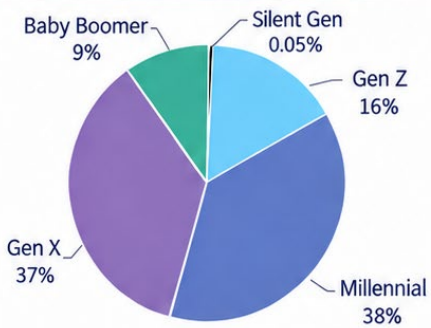
EMPLOYEES BY AGE



GENDER

Male	Female
50.2%	49.8%

GENERATIONS



VETERANS STATUS

6.0% of state employees are veterans

4.5% are protected under the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA)

YEARS OF SERVICE

7.95
average years

RETIREMENT PROJECTIONS

38% of the State workforce is projected to retire in the next 15 years



Data sources: Luma as of June 2026; excludes state university employees

Summary of Data | As of June 2026, the State of Idaho employed approximately 25,000 people. The average employee age is 44, and Millennials (ages 30–45) and Generation X (ages 45–61) together make up more than 72% of the workforce.

Each generation brings different values and expectations:

- **Generation X (37.3%)** values independence, flexibility, and work-life balance, and often serve as a bridge between older and younger colleagues.
- **Millennials (35.4%)** seek purpose in their work, regular feedback, and a thoughtful, inclusive workplace culture. Flexibility and meaningful work are key priorities.
- **Generation Z (16%)**, the newest to enter the workforce, values authenticity, mental health support, transparent communication, and opportunities for rapid development.[6]

The workforce is nearly evenly split by gender (50.25% male, 49.75% female) and includes 6.04% veterans, with 4.5% covered under the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA). Average years of service for state employees declined slightly to 7.95, down from 8.3 last year.

Looking ahead, 9.6% of employees are expected to retire in the next five years, increasing to more than 38% within 15 years. This reflects an average of 1.9% of the workforce retiring annually during the first five years, accelerating to roughly 2.8% per year thereafter as more employees reach retirement eligibility. On average, more than 200 employees are expected to retire each year for the next five years.

These trends highlight the need for succession planning, leadership development, institutional knowledge transfer, and proactive talent pipeline strategies across agencies.

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

[6] Generational insights were informed by DILAN Consulting's research on Gen X and Millennials, OKR Institute's analysis of Gen X values, Culture Partners and TriSearch findings on Millennial workplace preferences, and perspectives from Rowan Center for Behavioral Medicine, and Mindset Safety Management on Gen Z expectations.

As retirements accelerate, Millennials and Generation Z will soon comprise more than half of Idaho's workforce. This generational shift will reshape expectations around flexibility, technology adoption, communication, and leadership development. Agencies that invest in digital skill-building, modernized job classifications, career path development, and transparent performance expectations will be better positioned to support this transition.

Impact on Ability to Deliver Services | Retirements and turnover among seasoned employees can disrupt service delivery, reduce access to specialized technical knowledge, and lengthen onboarding for new hires. These challenges are especially significant in roles requiring deep institutional understanding or hard-to-replace skills.

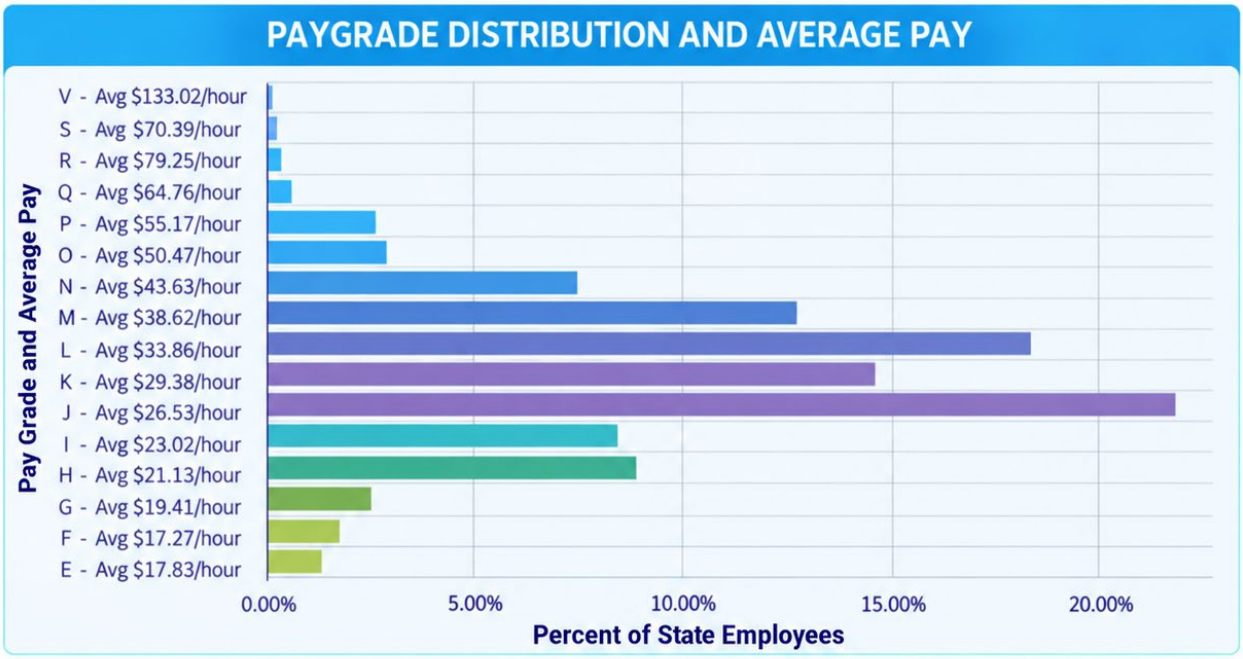
To maintain continuity and service quality, agencies must ensure strong knowledge-transfer practices and training are integrated into daily operations. This includes documenting critical workflows, pairing experienced staff with early-career employees, and expanding cross-training in mission-critical functions.

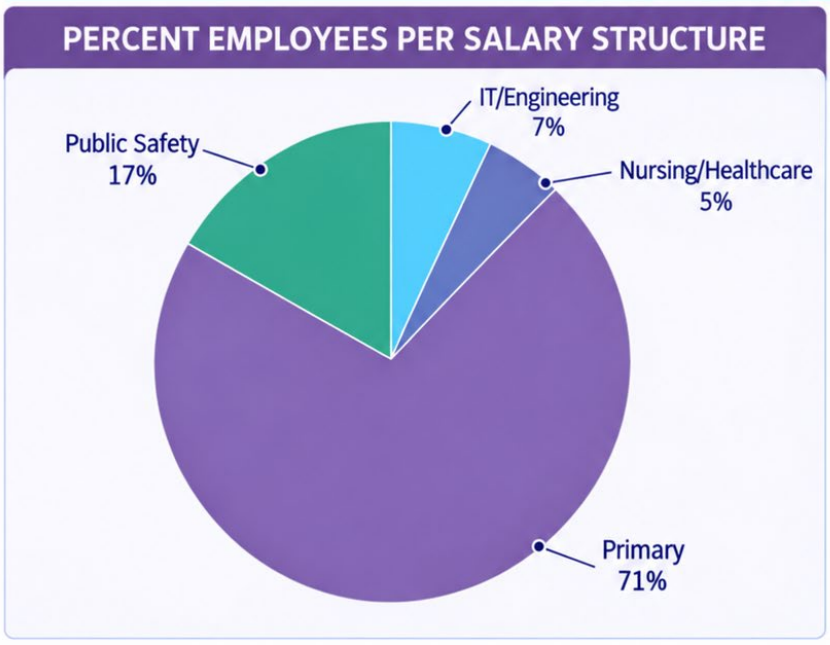
Looking Forward | With a large portion of the workforce expected to retire over the next 15 years, Idaho has an opportunity to shape the next generation of public service. This shift will require rethinking workforce practices, processes, and expectations to ensure agencies can operate effectively as institutional knowledge phases out.

Strengthening partnerships with colleges, apprenticeship programs, and workforce training providers will support a sustainable talent pipeline. Combined with mentorship opportunities, flexible work arrangements, modernized job classifications, and career path development, these efforts can help attract early-career professionals and retain talent. Strategic, data-informed workforce planning today will support a more resilient, future-ready public sector tomorrow.

SECTION 3: WORKFORCE COMPOSITION

Understanding the State of Idaho's workforce composition helps agencies evaluate organizational structure and maintain a balanced workforce. These insights support decisions about new positions, reclassifications, and compensation as part of strategic workforce planning.







Data source: Luma as of June 2026; excludes state university employees.

Summary of Data | The majority of state employees included in this report are classified, meaning they are covered by Idaho Code Title 67, Chapter 53 for hiring, promotion, and due process. Classified employees provide continuity in government by maintaining a stable, nonpartisan workforce that remains in place across administrations. Their institutional knowledge and consistent service-delivery support efficiency, accountability, and public trust.

Paygrade Distribution

The workforce includes a distribution of employees across pay grades, reflecting how roles align within the state's compensation structure. Most employees fall within pay grades J through N, which together represent more than two-thirds of the workforce and encompass a wide range of professional, technical, and administrative roles. Higher pay grades (O – R) represent smaller, specialized segments of the workforce, often tied to advanced technical, leadership, or clinical responsibilities. Average pay also follows this distribution, with mid-range pay grades (J–N) representing the core of state operations. These roles anchor service delivery across agencies, and changes in recruitment or retention at this level have a large impact on service delivery.

Mission-Critical Roles

Mission-critical roles are positions essential to maintaining continuous, uninterrupted public services, requiring staffing 24/7 or near continuous coverage. The workforce includes a significant proportion of employees serving in these roles across public safety, clinical care, corrections, transportation, and other frontline operations. In 2026, 22.6% of state employees worked in continuous coverage positions, reflecting the state's reliance on around-the-clock staffing to maintain essential services.

Salary Structures

Salary structures further illustrate workforce composition:

- 71% of employees are in the Primary structure,
- 17% in Public Safety,
- 7% in IT/Engineering, and
- 5% in Nursing/Healthcare.

Together, these structures show where the State's workforce is most concentrated and where specialized skills create recruitment and retention pressure.

Impact on State Workforce | The predominance of full-time, classified employees provides structure, stability, and consistency across state operations. However, Idaho's lean staffing model can limit flexibility and increase workloads. Additionally, turnover in classified positions often take longer to fill due to merit system requirements. Vacancies or turnover place additional strain on remaining staff, making it harder for teams to keep pace with service needs.

Mission-critical roles face unique staffing pressures due to around-the-clock operational requirements and limited scheduling flexibility. These positions often experience higher burnout risk, greater overtime reliance, and more complex recruitment challenges. As Idaho continues to modernize its workforce practices, agencies must consider how compensation structures, career pathways, and workload expectations affect retention in these essential roles.

Impact on Ability to Deliver Services | A streamlined workforce supports efficient use of taxpayer dollars, but it also reduces the margin for workforce disruptions. Agencies may have fewer resources to absorb vacancies or sudden increases in service demand. As a result, program delivery may slow, and service quality can become strained when teams are stretched too thin, particularly in roles that require constant coverage or specialized expertise.

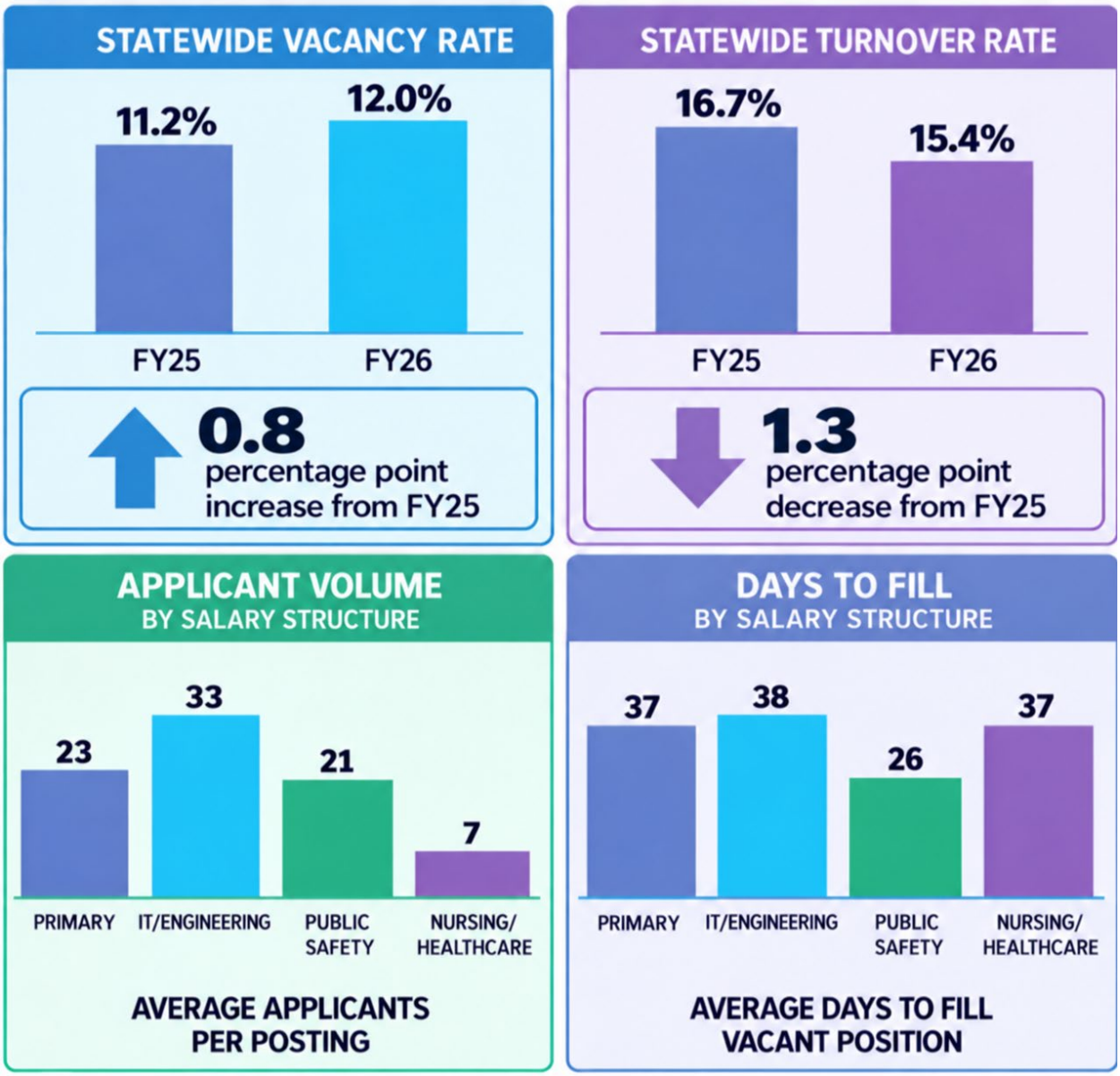
Pay grade distribution also influences service capacity. Roles concentrated in mid-range pay grades often represent the backbone of state operations; vacancies in these areas can create bottlenecks that ripple across programs. Similarly, shortages in higher pay grades can delay decision-making, reduce technical oversight, and limit agencies' ability to advance strategic initiatives.

Looking Forward | As Idaho's workforce continues to evolve, agencies must balance deep institutional expertise with fresh talent. This includes preparing for retirements, attracting new candidates, and investing in development opportunities that help employees grow into future roles. Creating career paths, expanding flexible work options, and using data to guide hiring decisions will help agencies remain responsive and forward-looking.

With thoughtful, evidence-based planning, Idaho can maintain a workforce that is resilient, skilled, and prepared to meet emerging needs.

SECTION 4: RECRUITMENT AND RETENTION

Attracting and retaining top talent is essential for maintaining efficient and effective state services. Reviewing recruitment and retention data provides valuable insight into hard-to-fill positions and guides decisions on resource allocation and hiring strategies.



Data source: Luma as of June 2026; excludes state university employees. Reporting methodologies in the FY 2027 report have been refined to improve accuracy and consistency, using Cognos data to calculate turnover rates. This differs from the FY 2026 methodology, so some discrepancies may exist when comparing the two reports. See Appendix A for agency vacancy rates. See Appendix B for agency turnover rates.

Summary of Data | Employee turnover remains a key indicator of workforce stability, employee satisfaction, and retention. National voluntary turnover continues to normalize as the labor market stabilizes. Mercer's 2025 U.S. Turnover Survey[7] reports an average voluntary turnover rate at 13% (excluding retirements) down from 17.3% in 2023 and 13.5% in 2024.

The State of Idaho's turnover rate for FY 2026 came in at 15.4% (13.4% excluding retirements), down from 16.7% (14.3% excluding retirements) in FY 2025 and continues to exceed national averages year over year.

When comparing the State of Idaho to other state governments, the National Compensation Association of State Governments (NCASG) 2025 Pay Practices Survey[8] shows Idaho's turnover rate is above the median rate of 14.11%, which includes retirements.

Turnover pressures are especially visible in roles that are paid at or above market, signaling that compensation alone is not enough when workload, stress, and career mobility also play major roles. Social Workers lag the market by less than 1% but have a turnover rate of 36%, and Certified Nursing Assistants have average pay at market but have a turnover rate of 33%.

Exit Interview Insights

This year, the state piloted a standardized exit interview process across multiple agencies[9], providing new insight into why employees choose to leave. Based on feedback from 348 employees, Idaho's turnover trends align with national patterns, and the pilot confirms that most reasons for leaving are preventable and tied to:

- Career growth and development
- Compensation
- Manager relationships
- Workload and stress

Despite challenges, sentiment toward state employment remains positive:

- 66.7% would recommend working for the State of Idaho
- 62.9% would recommend their agency
- Favorability towards supervisors exceeds 70%

[7] https://www.imercer.com/articleinsights/workforce-turnover-trends

[8] National Compensation Association of State Governments. *2025 Pay Structures and Practices Survey*. NCASG, 2025.

[9] The exit interview is now administered across 58 agencies.

Lean Government Context

Idaho continues to operate with a lean government model, employing 457.2 public employees[10] per 10,000 residents, ranking 7th leanest in the nation in 2026. In 2008, Idaho ranked 25th, highlighting the state's long-term commitment to maintaining a small yet effective government[11]. As Idaho's population continues to grow at one of the fastest rates in the country, this lean staffing model must support a larger and increasingly complex service demand. This structure amplifies the impact of turnover and vacancies, shaping the recruitment and retention environment across agencies.

Vacancies & Applicant Volume

Vacancy rates provide insight into labor market health and recruitment effectiveness. According to U.S. Bureau of Labor Statistics[12], Idaho's job opening rate stood at 5% in December 2025. Statewide vacancies increased slightly from 11.2% in FY 2025 to 12% in FY 2026[13], indicating a growing gap between state vacancies and Idaho's overall labor market.

Recruitment activity remained strong:

- Average applicants per posting increased from 18.1 to 21.82
- Average time-to-fill increased slightly from 31.6 to 33.50 days.

Together, these trends indicate that while applicant interest is rising, the state continues to experience longer hiring timelines and persistent vacancies that reflect ongoing competitiveness pressures.

Hard-to-Fill Roles

Across all pay structures, several roles continue to show persistent recruitment challenges. While Nursing/Healthcare, IT/Engineering, and Primary structure jobs each take close to 40 days to fill, the applicant volume varies significantly:

- Nursing/Healthcare – 7 applications/posting
- IT/Engineering – 33 applications/posting
- Primary – 23 applications/posting

Jobs in the Public Safety pay structure fill more quickly, averaging 26 days with 21 applications per posting. These differences show that even when overall structure-level metrics appear stable, individual roles within those structures can experience significantly deeper recruitment pressure.

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[10] Includes all public sector employees including cities, counties, and the state.
[11] https://www.richstatespoorstates.org/states/ID/
[12] https://www.bls.gov/regions/west/news-release/2026/jobopeningslaborturnover_idaho_20260226.htm
[13] Vacancy rates reported are point in time measures, not an average for the fiscal year.

Impact on State Workforce | Persistent vacancies in mission-critical roles increase strain on existing employees, contribute to burnout, and reduce morale, especially in 24/7 operations like healthcare and public safety environments. Hard-to-fill positions require extended recruitment cycles, more overtime expenses, and greater reliance on temporary staffing. Retention challenges also limit the internal talent pipeline and disrupt continuity.

Impact on Ability to Deliver Services | Staffing shortages in specialized roles affect the state's ability to deliver essential services. Unfilled positions can lead to delays, reduced service quality, and higher operational costs tied with interim staffing measures. High turnover disrupts institutional knowledge and requires repeated investments in training and onboarding, creating additional strain on agencies already operating with lean staffing models.

What's Working | Agencies continued to strengthen recruitment outcomes in FY 2026:

- Time-to-fill remains far below FY 2024 levels (33.50 days vs 50 days)
- Job postings are clearer and more consistent
- Outreach to candidates has improved
- Applicant interest increased despite competitive labor conditions

In January 2026, the state modernized its recruitment technology by launching Luma's integrated applicant module, improving the applicant experience, consolidating recruitment functions, reducing system maintenance costs, and streamlining statewide hiring processes.

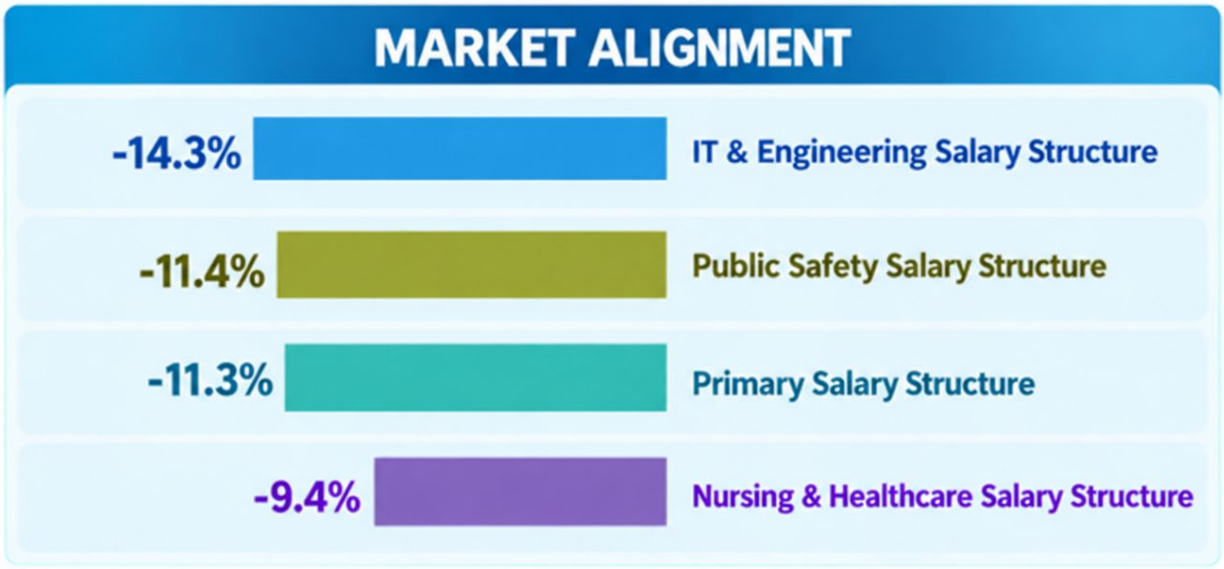
Looking Forward | To effectively recruit and retain talent in a competitive labor market, the state must continue strengthening its total compensation package and investing in factors that support long-term engagement. Priorities include:

- Employee engagement
- Increasing career development and internal mobility
- Enhancing leadership training

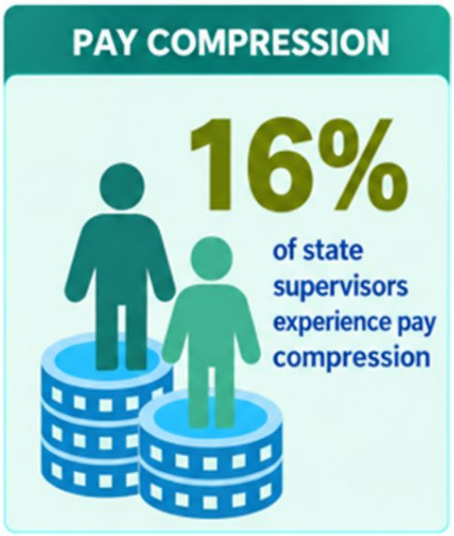
These efforts will maintain a stable, resilient workforce capable of meeting Idaho's growing service demands.

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.







Data source: Market data is derived from a combination of (1) 2025 NCASG survey results (aged by 3%) comparing Idaho specifically to the western region state governments including the states of Arizona, Colorado, Montana, Nevada, Oregon, Utah, Washington and Wyoming, and (2) 2025 Milliman custom survey report results (aged by 3%) comparing Idaho specifically to private and public employers in Idaho, Montana, Wyoming, Utah, Nevada, Oregon and Washington, and (3) peer market data from regions relevant to the job provided through Payfactors (continually updated).

Summary of Data | Idaho's workforce continues to experience pressures related to market[14] alignment, pay compression, and overall competitiveness. Statewide analysis shows notable gaps in mission-critical roles, supervisory compression across agencies, and a labor market that is accelerating faster than state wages. These trends affect the state's ability to recruit and retain employees, maintain leadership pipelines, and compete with private sector opportunities. The following sections outline the key data trends shaping Idaho's workforce.

Overall Competitiveness

Idaho's labor market continues to accelerate faster than both state wages and the national average, widening the gap between public sector pay and private sector opportunities. According to the Occupational Employment and Wages Statistics (OEWS) program[15], Idaho's average hourly wage increased 4.7% from May 2024 to May 2025, rising from $28.10 to $29.41, compared to 2.7% national wage growth over the same period. Idaho's median wages increased 3.2%, and every metropolitan region saw wage gains, with southwestern Idaho reaching an average hourly wage above $30. State employee wages increased just 3.64% during this period, further widening the competitiveness gap as Idaho's labor market outpaces national trends.

While statewide labor market data for FY 2026 is not yet available, state employees received a Change in Employee Compensation (CEC) effective July 1, 2025, contributing to a 2.71% increase in average employee pay during FY 2026. However, budget constraints resulted in no CEC for FY 2027, which began July 1, 2026.

The four statewide pay structures are each below the market rate when considering how actual average pay in benchmark jobs compare to the 50th percentile of the market range. The Nursing & Healthcare, Public Safety, and Primary structures are between 9.4% and 11.4% below market while the IT & Engineering structure is 14.3% below market. These averages, however, mask substantial variation within each structure. While many roles fall near market, some classifications are significantly out of alignment, particularly those requiring technical expertise or specialized experience. This uneven alignment contributes to recruitment and retention challenges in mission-critical and high-demand roles across the State. *See Appendix C for benchmark classifications and their average pay variances compared to market rates.*

[14] Market data is derived from a combination of (1) 2025 NCASG survey results (aged by 3%) comparing Idaho specifically to the western region state governments including the states of Arizona, Colorado, Montana, Nevada, Oregon, Utah, Washington and Wyoming, and (2) 2025 Milliman custom survey report results (aged by 3%) comparing Idaho specifically to private and public employers in Idaho, Montana, Wyoming, Utah, Nevada, Oregon and Washington, and (3) peer market data from regions relevant to the job provided through Payfactors (continually updated).

[15] https://lmi.idaho.gov/data-tools/oews/

Improving overall competitiveness is essential to stabilizing the workforce, reducing vacancy durations, and ensuring Idaho can compete for talent in a rapidly rising labor market.

Benefits

While the State's benefits package remains a strength, particularly healthcare coverage and PERSI's defined benefit plan, benefits alone do not offset the need for competitive cash compensation. Employees rely on their take-home pay to meet everyday expenses, including housing, transportation, and food. The State's ability to communicate and leverage the value of its benefits package is most effective when paired with a salary structure that remains reasonably aligned with both the market and the State's compensation policy.

Critical Roles & Market Gaps

Idaho continues to face significant market gaps in several mission-critical roles, making it difficult to attract and retain qualified employees in areas where private sector competition is strong. Nearly half of comparable jobs[16] fall 15% or more below market, two examples include Senior Registered Nurse (-23%) and IT Software Engineer (-24%). When compensation structures lag in fast-moving labor markets, agencies struggle to maintain safe facilities, timely services, and operational continuity. Addressing these gaps over time will be essential to sustaining the State's ability to deliver reliable, high-quality services across healthcare, public safety, IT infrastructure, and other essential services.

Pay Compression

Pay compression occurs when differences in compensation among employees narrow despite differences in experience, tenure, or levels of responsibility. Current state employee data indicates that approximately 16% of supervisors earn less than 5% more than at least one of their direct reports, half of which have at least one direct report earning more than they do. Compression is present across a variety of occupational groups, including Correctional Sergeants, Engineer Managers, Clinical Supervisors, and Program Supervisors.

Compression can develop from several factors, including competitive labor market pressures, the need to increase starting salaries, targeted adjustments for hard-to-fill positions, and uneven salary growth across classifications or organizational levels. While across-the-board pay increases provide broad-based salary growth, they generally maintain existing pay relationships and may allow previously established compression to persist and become more pronounced.

[16] Comparable jobs are positions with duties and qualifications that are substantially similar across public and private employers.

Compressed or inverted pay relationships may signal issues with internal pay equity, limit financial incentives to take on leadership roles, or impact the ability to attract and retain employees.

Impact on State Workforce | Idaho's continued misalignment between State compensation and broader labor market trends is placing pressure on the workforce and contributing to lower satisfaction in pay and benefits, as reflected in the engagement survey. Below-market wages and rising living costs reduce the State's ability to retain employees and sustain stable career pathways, particularly in roles where market movement is fast or competition is strong.

Existing pay compression further limits advancement opportunities. When experienced employees and supervisors earn pay levels close to newer hires, financial incentives for promotion diminish, reducing internal mobility and weakening leadership pipelines. As statewide wages grow faster than State employee pay, workforce stability challenges intensify, contributing to higher vacancy rates and turnover risk across agencies.

Impact on Ability to Deliver Services | Workforce concerns related to pay and benefits increasingly affect agencies' capacity to maintain consistent operations and meet service expectations. When employees experience rising workloads alongside compensation that lags the market, frustration grows, and agencies face higher turnover risk and difficulties sustaining stable staffing levels. These conditions contribute to slower processing times, reduced program capacity, and increased reliance on overtime to maintain essential functions.

In mission-critical roles, vacancies driven in part by compensation challenges place additional strain on remaining staff, limiting the State's ability to ensure safe facilities, timely services, and operational continuity. Similar impacts occur in administrative and program areas, where staffing shortages delay routine processes and reduce overall service throughput. As pay-related workforce pressures continue, the connection between employee experience and service delivery becomes more pronounced, underscoring the need for competitive compensation to support reliable operations statewide.

What's Working | Despite these challenges, several strategic efforts are generating meaningful progress. Targeted salary structures have helped narrow pay gaps in high-need areas, and many roles in IT, Engineering, Nursing, and Public Safety have seen improved alignment with market rates. Some roles, including IT support, CNAs, Social Workers, and certain specialist classifications, are now closer to or above market competitiveness, helping agencies make progress in recruiting and reducing vacancy durations.

The State's benefits package also remains a core strength. Employees did not experience an increase in benefit costs in FY26, and healthcare coverage, retirement through PERSI, and other key benefits remain stable and competitive. These strengths continue to support recruitment and retention, particularly for mid- and late-career employees, and are most effective when paired with compensation that remains reasonably aligned with the market.

Regular compensation analysis provides the state with real-time compensation data, improving decision-making and transparency. Agencies are also investing in clearer career pathways and training programs, giving employees more defined routes for growth and mobility. Together, these efforts demonstrate that targeted investment, modernized tools, and improved pay alignment can meaningfully strengthen workforce stability and recruitment outcomes.

Looking Forward | Idaho cannot modernize government operations or sustain service quality without stabilizing its workforce. Compensation gaps, vacancy pressures, and rising workloads have evolved beyond HR challenges and are now central service-delivery concerns that affect public safety, health, and public trust. To remain effective, the State must balance fiscal responsibility with the need to stay competitive in a rapidly rising labor market.

Strengthening pay structures, will be essential to maintaining safe facilities, timely services, and operational continuity. *See Appendix C for percent of benchmark classifications above or below market.*

With strategic investment and data-driven planning, Idaho can build a workforce that is resilient, capable, and prepared for the work ahead. Continued monitoring of market trends, vacancy durations, and turnover patterns will ensure the State's compensation strategy remains responsive to workforce needs and supports reliable service delivery for Idaho communities.

SECTION 6: EMPLOYEE ENGAGEMENT

Employee engagement remains a key indicator of job satisfaction, workplace culture, retention, and organizational health. The annual survey provides insight into how employees experience their work and where statewide efforts can strengthen communication, support, and leadership responsiveness.



Data source: Qualtrics as of July 2026

Summary of Data | In 2026, 10,082 employees responded to the statewide Employee Engagement Survey, representing a 77% participation rate, consistent with prior years. Statewide engagement was 68% in 2026, down two percentage points from 2025. Despite this modest decline, results continue to show strengths in workplace safety, values, respect, and manager relationships.

Core strengths remained strong and highly consistent, with favorability ratings in Safety (84%), Living the Values (82%), Respect (81%), Trust in Manager[17] (80%), and Performance & Accountability (76%). These results show that Idaho's cultural foundation remains solid, with employees feeling safe, respected, aligned with agency values, and supported by their managers through clear expectations and feedback that helps them improve.

Opportunity areas included Pay and Benefits (26%), Experience vs Expectations (28%), Survey Follow Up (44%), Communication (54%), and Trust in Leadership[18] (58%). Pay and Benefits saw the largest decline, falling 12 percentage points from 2025, reflecting growing employee concerns about compensation and benefits amid rising living costs and continued market pressures. These results highlight the importance of competitive compensation, clear and transparent communication, open and honest messaging from leadership, and visible follow-through on employee feedback.

Engagement remains stable, strengths are consistent, and opportunity areas mirror themes across government organizations nationwide.

Impact on State Workforce | Employee engagement continues to influence retention, workplace culture, and organizational stability statewide. Strong favorability in safety, values alignment, respect, and trust in managers show that employees feel supported and connected to their agency's mission, which are key drivers of continuity and reduced turnover risk.

Low favorability around pay and benefits may make it more difficult to attract and retain employees in a competitive labor market. Employees also want clearer information and consistent leadership responsiveness. Strengthening these areas will be essential for supporting early-career employees, maintaining leadership pipelines, and sustaining long-term workforce stability.

[17] Trust in Manager reflects employees' trust in their direct manager, including whether that person follows through on commitments.
[18] Trust in Leadership reflects employees' confidence in their agency's senior leadership to make the right decisions for the agency.

Impact on Ability to Deliver Services | High engagement in values, respect, and trust in managers supports collaboration, problem-solving, and consistent service quality. Employees who feel aligned with their agency's mission are more likely to deliver reliable, customer-focused services to Idahoans.

Concerns about pay and benefits can contribute to recruitment and retention challenges, especially in high-demand or 24/7 operational roles. When employees lack clarity or feel disconnected from leadership communication, decision-making can slow and operational consistency can become harder to maintain. Strengthening communication, trust in leadership, and expectation-setting will help agencies remain responsive and reliable.

What's Working | Agencies continued to strengthen engagement practices in 2026 by taking more consistent action on survey results. Directors developed targeted action plans focused on low-scoring areas and dedicated time and resources to improving communication, workload balance, recognition, and expectation-setting. This visible follow-through has increased transparency and reinforced statewide expectations that employee feedback leads to meaningful action.

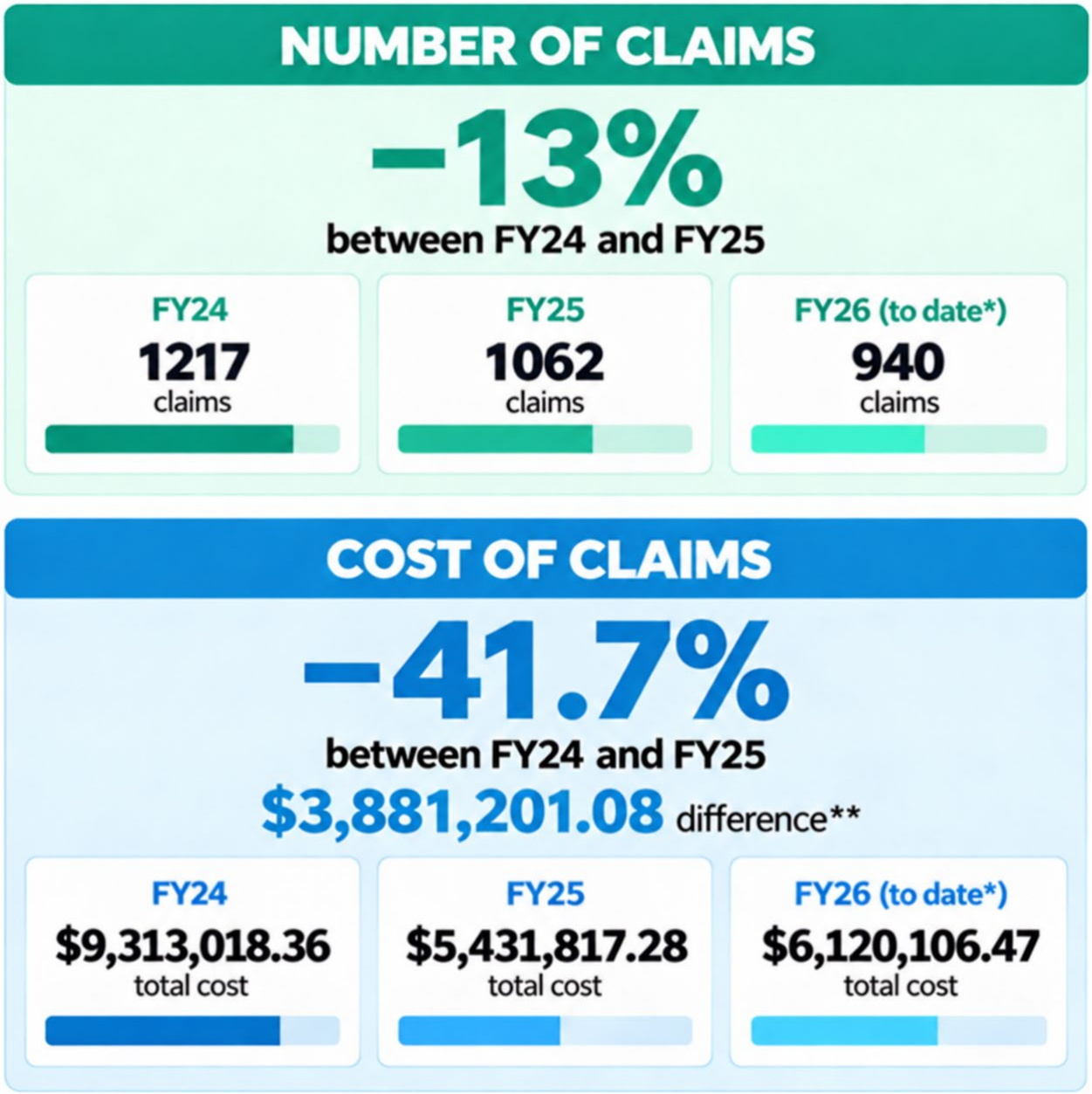
Employees also reported strong relationships with supervisors and confidence in their immediate teams, providing a stable foundation for continued engagement work even as workforce expectations evolve. These strengths align with national engagement research[19], which shows that supportive managers and strong team relationships are among the most important factors in employee retention and attraction.

Looking Forward | To sustain a culture of engagement and innovation, the state must continue strengthening responsiveness to employee feedback and addressing concerns about pay and benefits. Statewide priorities for 2027 include ensuring visible survey follow-up, supporting training and development opportunities, and analyzing and making recommendations related to the effectiveness of our total compensation package. Ensuring visible survey follow-through and supporting early-career employees through onboarding, mentorship, and role clarity will help agencies maintain a resilient, future-ready workforce.

[19] Global Indicator: Employee Retention & Attraction - Gallup

SECTION 7: WORKERS' COMPENSATION

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.



Data source: Idaho State Insurance Fund as of June 2026

**Employees have up to one year to retroactively report workers' compensation claims.*

*** $3.8 million represents the decrease in workers' compensation claim costs paid by the State Insurance Fund between FY 2024 and FY 2025. It does not represent direct savings to the state.*

Summary of Data | Statewide workplace incidents declined by 13% between FY 2024 and FY 2025. FY 2026 claims received through June 30, 2026 were approximately 11% lower than FY 2025 totals. However, FY 2026 reporting remains incomplete, as employees have up to one year after the close of the fiscal year to report workers' compensation claims. As additional claims are received, incident counts and costs may change.

Workers' compensation costs decreased nearly 42% between FY 2024 and FY 2025 and increased by nearly 13% between FY 2025 and FY 2026 claims received through June 30, 2026. *See Appendix D for workers' compensation incidents and costs per agency for FY 2024, 2025, and 2026*. Higher costs may reflect more severe injuries, rising medical expenses, and claims requiring longer recovery periods or involving lasting impairment. These trends underscore the importance of continued prevention and early intervention.

Impact on State Workforce | Workplace injuries affect employees far beyond the workplace. More severe injuries can disrupt daily life, limit mobility, affect mental health, and create long-term financial and family strain. Coworkers absorb additional workload during recovery, and agencies incur indirect costs such as lost productivity and training temporary replacements. These pressures can affect morale and reduce confidence in workplace safety.

Impact on Ability to Deliver Services | Injuries and related absences reduce agency capacity, create service gaps, and increase reliance on overtime or temporary staffing. In physically demanding or public-facing roles, return-to-work options are more limited because employees may be restricted from direct contact with residents or clients until medically cleared. These constraints can significantly extend lost time and delay program delivery. Higher claim costs also place pressure on agency budgets, reducing funds available for core services.

A single serious workplace injury can create long-lasting challenges. For example, an injury sustained during routine training has left the employee unable to return to work, and the workers' compensation claim has reached $630,310. Limited access to specialized healthcare and few alternative job options in the employee's rural community contributed to the complexity of the case.

This example illustrates impacts such as:

- Loss of experienced staff, reducing workforce stability
- High claim costs, affecting future costs to agencies
- Operational strain as staffing gaps impact essential services

What's Working | The State Worker's Compensation Experience Modification Factor (EMOD) will decrease to 0.82 for the upcoming year, down from 0.88 last year, the lowest EMOD Idaho has received since tracking began in 1997. The EMOD compares Idaho's workers' compensation performance to similar organizations. A lower EMOD reflects fewer injuries overall, even if some injuries were more severe and costly.

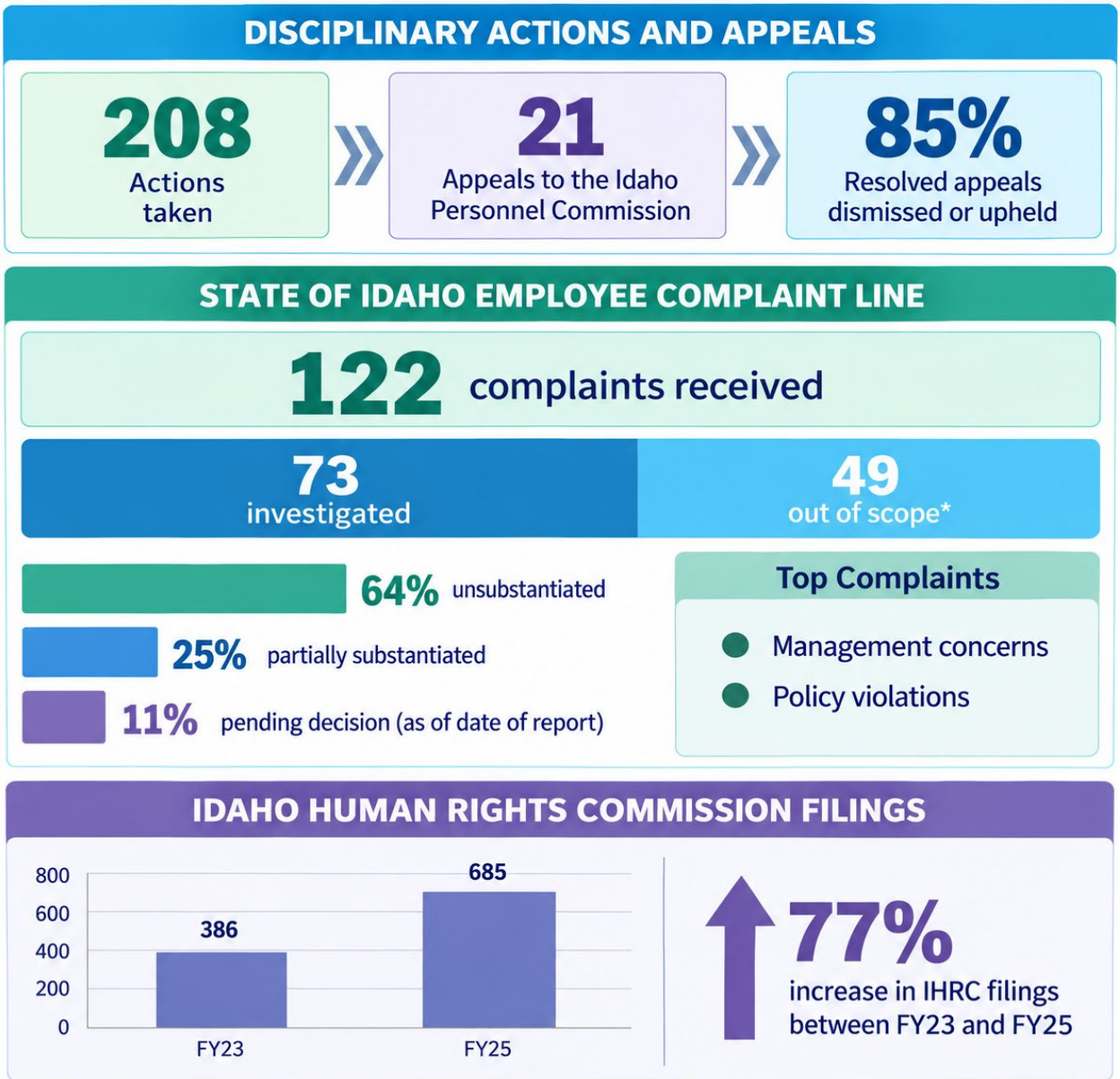
Agencies continue strengthening safety practices through clearer procedures, better training, and more consistent incident review. Because EMOD reflects both injury frequency and severity, some agencies may still see premium increases if they experience more serious injuries, while others will see reductions.

To support employee well-being and reduce preventable injuries, DHR expanded statewide wellness and stress-management training. The Burnout and Wellness Awareness courses, which had over 1,100 completions, helps employees recognize early warning signs, manage stress, and build resilience – factors that support safer workplaces by improving focus, reducing fatigue, and encouraging healthier physical and mental habits. Together, these courses strengthen a well-rounded safety strategy.

Looking Forward | The state will continue strengthening return-to-work programs, improving case management, clarifying essential job functions, and expanding safety training. While these efforts do not directly reduce rising healthcare costs, they do reduce long-term workers' compensation costs by shortening recovery periods, preventing reinjury, improving workplace safety practices, and increasing employee engagement in safe behaviors. Establishing consistent statewide safety standards and increasing leadership engagement will support a proactive safety culture and reduce long-term costs.

SECTION 8: PERFORMANCE MANAGEMENT & DUE PROCESS

Employee Relations protects employees, agencies, and taxpayer resources. A collaborative approach on complaints, investigations, and workplace concerns helps to ensure fair and consistent outcomes. Regular performance appraisals also play a critical role by clarifying expectations, reinforcing accountability, and resolving issues early.



Data sources: DHR Employee Relations tracking; State Employee Complaint Line; Idaho Human Rights Commission

** Out-of-scope complaints include customer service concerns, general management issues, personality conflicts, and complaints involving private companies. These are referred to the appropriate agency or entity when applicable.*

Summary of Data | Employee relations data provides an early indicator of organizational health by highlighting workplace trends, leadership challenges, and areas of organizational risk. Most concerns across the state are resolved early through coaching, clarified expectations, or training rather than formal discipline, showing that agencies address issues at the lowest appropriate level.

Employee performance appraisals reinforce clear expectations and consistent evaluation. When performance or conduct issues arise, the state follows a progressive disciplinary process designed to resolve concerns fairly and consistently.

In FY 2026, DHR closed 1,255 employee relations cases statewide. About one-third of these cases were resolved through coaching or clarified expectations. 208 cases (17%) required formal due process, and disciplinary dismissal remained rare (6%), indicating most issues are resolved at lower levels. Roughly 10% of due-process decisions resulted in an appeal to the Idaho Personnel Commission. After holding steady at 10 to 11 appeals annually from FY 2023 to FY 2025, appeals increased to 21 in FY 2026, nearly doubling from the prior year.

Nearly half of the appeals remained pending at year-end. Among resolved appeals, 85% were dismissed or upheld, while 15% resulted in the employee prevailing.

The Idaho Human Rights Commission evaluates claims of illegal harassment, discrimination and retaliation. In FY 2026, 20 employees filed claims against state agencies; more than half remained open at year-end, and all closed cases were withdrawn or dismissed for no cause.

The statewide Employee Complaint Line received 122 complaints in FY 2026. About 40% were outside of the scope of the line and referred elsewhere. Of the remaining 73 issues: 64% were unsubstantiated and 25% were at least partially substantiated. After review, the most common themes were management concerns (19%) and policy violations (18%), giving agencies insight into emerging workplace challenges and areas where additional support or clarification may be needed.

Impact on State Workforce | Idaho's workforce has multiple, well-established avenues for employees to raise concerns, challenge employment decisions, and seek review when they believe workplace actions are inappropriate or unlawful. Processes such as coaching, due process, appeals, Human Rights Commission claims, and the statewide Complaint Line reinforce fairness, accountability, and trust across state government.

Impact on Ability to Deliver Services | Employee relations also supports the state's ability to deliver services by maintaining a stable, accountable workforce. Early resolution of concerns, consistent review of employment decisions, and identification of workplace trends help agencies minimize disruption, reduce organizational risk, and keep employees focused on serving Idaho citizens.

What's Working | Agency-level employee relations tracking continues to strengthen the state's ability to identify workplace trends and measure the impact of ER support. As this data matures, agencies can better pinpoint where coaching, training, policy clarification, or proactive intervention will be most effective. These insights improve leadership consistency and reinforce a fair and supportive workplace culture.

Looking Forward | Changing workforce conditions may increase demand for employee relations services. Higher use of due process, appeals, complaints, and employment-related claims suggests employees may be more willing to challenge employment decisions and use available review processes. As visibility grows, agencies will need continued support in proactive documentation, early intervention, and consistent application of expectations to maintain stability and reduce organizational risk.

SECTION 9: TRAINING AND DEVELOPMENT

Training equips employees with the skills to perform effectively, adapt to change, and deliver quality public service. Ongoing development supports professional growth, reinforces compliance, improves retention, and helps agencies maintain consistent, high-quality services.







Data source: Luma as of June 2026; excludes state university employees.

Summary of Data | In FY 2026, DHR modernized statewide training delivery and expanded flexible learning options based on input from agency directors, who emphasized supporting a more diverse employee base through accessible, just-in-time development. Employees completed more than 62,000 OnDemand trainings in Luma, including required annual courses and new development resources. New Employee Orientation generated nearly 4,800 completions, and the new OnDemand Foundational Supervisor Training Series produced more than 1,000 completions in its first six months.

Facilitated training remained an important part of the state's development strategy, with more than 1,700 participation completions across statewide and agency-requested courses. The launch of Virtual Supervisory Skills Workshops (VSSW) provided short, focused sessions that reduce travel and time away from agency operations, generating more than 500 completions during the five-month rollout.

Expanded accessibility led to a significant increase in supervisor participation. In FY 2025, full-day, in-person academies generated just over 500 supervisor-focused completions. After converting these courses into shorter, modular, virtual, and OnDemand formats in FY 2026, participation exceeded 1,800 completions, a 250% increase. These flexible formats reduce travel barriers, support rural and shift-based operations, and allow supervisors to complete training when it fits their schedules, demonstrating the impact of accessible, just-in-time learning.

Leadership development continued through the Certified Public Manager® (CPM®) Program, which expanded to its largest cohort to date with 133 participants representing more than 30 state agencies, including a new virtual cohort that increased access statewide.

Impact on State Workforce | Expanded access to training strengthens workforce readiness by helping employees build skills throughout their careers and preparing supervisors and emerging leaders to take on greater responsibilities. Flexible learning options support development regardless of location, schedule, or staffing constraints, helping agencies address skill gaps, strengthen leadership capacity, preserve institutional knowledge, and build internal talent pipelines as retirements and workforce transitions continue.

Impact on Ability to Deliver Services | A skilled workforce improves agencies' ability to deliver consistent, responsive services to Idahoans. Effective onboarding helps employees become productive more quickly, while stronger supervisory and leadership practices support better decision-making and earlier resolution of workplace issues. Virtual training minimizes time away from critical duties and reinforces consistent practices in cybersecurity, safety, compliance, communication, and employee management. These flexible formats also return valuable time to agencies, allowing employees to stay focused on mission-critical work while still accessing high-quality development.

What's Working | FY 2026 marked meaningful progress in scalability and accessibility. The former multi-day Supervisory Academy was redesigned into two-hour Virtual Supervisory Skills Workshops, and the former 8-hour Employee Academy transitioned into shorter, skill-specific modules delivered virtually or in person. The new OnDemand Foundational Supervisor Series established a consistent statewide foundation of supervisory knowledge, while CPM expanded access through a fully virtual cohort with bi-weekly office hours and micro-lessons.

Together, these changes represent a shift from a scheduled, classroom-based learning model toward a flexible statewide learning environment that combines OnDemand resources, targeted facilitated learning, virtual instruction, agency-specific support, and sustained leadership development.

Looking Forward | In FY 2027, DHR will continue expanding the statewide learning framework, with additional modules for the OnDemand Supervisor Series completing the foundational curriculum by July 2027. Beginning in 2027, CPM will launch a new cohort annually, supported by its transition from a 22-month program to an 18-month model that increases access and reduces wait times for agencies. This shift creates a consistent leadership development pipeline and a redesigned capstone process focused on agency-specific improvements, efficiency, and customer service.

Enhanced feedback tools and return on investment assessments will guide future training investments and ensure development opportunities remain aligned with workforce and agency needs. Continued investment in virtual learning and leadership development will help Idaho strengthen internal talent pipelines, prepare future leaders, preserve institutional knowledge, and maintain the skilled workforce necessary to deliver effective services to Idahoans.

APPENDICES

Appendix A | Vacancy Rate by Agency

Vacancy rate represents the percentage of positions that are unfilled within a state agency. Data was pulled from Luma and compares vacancy rates for FY 2024, FY 2025, and FY 2026. Rates reflect a snapshot at a specific point in each fiscal year rather than an annual average (June 2024, April 2025, and June 2026). FTE figures reflect appropriated positions for FY 2026. The table below is sorted by agency number.

Agency #	Agency Name	FTE	FY 2024	FY 2025	FY 2026
102	Legislative Services Office	78.0	7%	n/a*	2.6%
104	Office of Performance Evaluations	8.0	17%	17.2%	0%
110	Judicial Branch	418.0	46%	8.9%	5.5%
120	Lieutenant Governor	3.0	50%	16.7%	0%
130	Secretary of State	35.5	8%	0%	8.5%
140	State Controller	125.0	7%	5.7%	4.0%
150	State Treasurer	30.0	5%	n/a*	6.7%
160	Office of the Attorney General	227.4	8%	3.9%	11.0%
170	Superintendent of Public Instruction	127.0	10%	6.6%	7.1%
177	Office of Information Technology Services	243.5	6%	3.6%	2.5%
178	Workforce Development Council	14.0	12%	35.0%	7.1%
179	Stem Action Center	7.0	0%	12.5%	14.3%
180	Division of Financial Management	22.0	14%	4.5%	4.5%
181	Office of the Governor	17.0	19%	26.1%	11.8%
183	Public Employee Retirement System of Idaho	81.0	10%	12.3%	3.7%
185	State Liquor Division	253.3	6%	8.5%	5.9%
187	Idaho Commission on Aging	15.0	0%	0%	0%
189	Commission for the Blind and Visually Impaired	43.1	5%	5.9%	4.6%
190	Idaho Military Division	460.6	10%	13.2%	12.2%
194	Division of Human Resources	166.0	9%	4.7%	8.4%
195	Office of Species Conservation	16.0	0%	0%	12.5%
196	Commission on the Arts	8.0	30%	40.0%	12.5%
198	Office of Drug Policy	6.0	0%	0%	16.7%
199	Office of Energy and Mineral Resources	11.0	9%	0%	9.1%
200	Department of Administration	137.0	6%	6.0%	8.0%
210	Department of Agriculture	230.0	7%	6.9%	3.0%
215	Soil and Water Conservation Commission	16.8	9%	0%	11.9%
220	Department of Commerce	41.0	21%	18.8%	4.9%
230	Department of Correction	2,255.4	3%	4.6%	16.4%
232	Commission of Pardons and Parole	37.0	0%	8.1%	10.8%

Vacancy Rate by Agency Continued

Agency #	Agency Name	FTE	FY 2024	FY 2025	FY 2026
240	Department of Labor	530.0	33%	30.9%	17.0%
245	Department of Environmental Quality	378.0	10%	8.1%	6.1%
250	Department of Finance	76.0	3%	0%	7.9%
260	Department of Fish and Game	550.0	4%	2.9%	3.5%
270	Department of Health and Welfare	3,002.5	7%	10.7%	9.2%
280	Department of Insurance	77.5	10%	7.9%	0.0%
285	Department of Juvenile Corrections	402.0	8%	5.3%	11.2%
290	Idaho Transportation Department	1,645.0	3%	5.5%	1.9%
300	Industrial Commission	129.0	8%	7.1%	7.8%
320	Department of Lands	334.9	12%	10.2%	6.6%
322	Endowment Fund Investment Board	4.0	0%	0%	0%
330	Idaho State Police	605.7	10%	9.6%	10.9%
331	State Brand Inspector	40.4	13%	7.4%	9.9%
332	Idaho State Racing Commission	1.0	0%	0.0%	0.0%
340	Department of Parks and Recreation	195.8	5%	4.2%	5.1%
351	State Board of Tax Appeals	4.0	0%	0%	25.0%
352	State Tax Commission	447.0	6%	4.8%	7.4%
360	Department of Water Resources	171.0	16%	14.7%	7.0%
427	Division of Occupational and Professional Licenses	267.2	5%	5.8%	4.1%
438	Office of the State Public Defender	334.0	n/a*	12.0%	10.5%
440	Idaho State Lottery	51.0	0%	0%	2.0%
441	Idaho Commission on Hispanic Affairs	3.0	0%	33.3%	0.0%
443	State Appellate Public Defender	27.0	19%	0.0%	3.7%
444	Division of Veterans Services	429.1	20%	17.0%	17.2%
460	Office of Administrative Hearings	9.0	0%	0%	0%
470	Office of Health and Social Services Ombudsman	3.0	n/a*	33.3%	0%
501	State Board of Education	89.1	n/a*	6.9%	10.0%
503	Division of Career Technical Education	569.1	4%	n/a*	1.1%
511	Lewis-Clark State College	341.8	n/a*	n/a*	n/a*
520	Idaho Public Television	15.0	n/a*	n/a*	n/a*
521	Idaho Commission for Libraries	33.8	11%	4.9%	23.7%
522	Idaho State Historical Society	61.0	10%	11.9%	11.5%
523	Division of Vocational Rehabilitation	145.4	8%	19.8%	19.9%
525	Public Charter School Commission	5.0	0%	20.0%	0.0%
900	Public Utilities Commission	49.0	7%	10.4%	4.1%
905	Idaho State Independent Living Council	4.0	0%	0%	0%

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

Appendix B | Turnover by 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, 2025, and 2026 and excludes state university employees. FTE figures reflect appropriated positions for FY 2026. The table below is sorted by agency number. Reporting methodologies in the FY 2027 report have been refined to improve accuracy and consistency, using data pulled from Luma through a Cognos report calculate turnover rates. This differs from the FY 2026 methodology, so some discrepancies may exist when comparing the two reports.

Agency #	Agency Name	FTE	FY 2024	FY 2025	FY 2026
102	Legislative Services Office	78.0	21.6%	15.4%	12.8%
104	Office of Performance Evaluations	8.0	25.0%	25.0%	0.0%
110	Judicial Branch	418.0	6.5%	8.5%	10.5%
120	Lieutenant Governor	3.0	33.3%	0.0%	33.3%
130	Secretary of State	35.5	22.5%	11.3%	28.2%
140	State Controller	125.0	27.0%	17.4%	12.8%
150	State Treasurer	30.0	17.9%	13.3%	13.3%
160	Office of the Attorney General	227.4	25.0%	15.4%	22.0%
170	Superintendent of Public Instruction	127.0	17.7%	22.1%	15.7%
177	Office of Information Technology Services	243.5	15.9%	9.0%	11.5%
178	Workforce Development Council	14.0	16.0%	14.3%	18.2%
179	Stem Action Center	7.0	n/a*	n/a*	n/a*
180	Division of Financial Management	22.0	40.9%	22.7%	22.7%
181	Office of the Governor	17.0	19.0%	23.8%	19.0%
183	Public Employee Retirement System of Idaho	81.0	24.7%	19.8%	11.1%
185	State Liquor Division	253.3	35.6%	30.3%	23.3%
187	Idaho Commission on Aging	15.0	14.3%	6.7%	13.3%
189	Commission for the Blind and Visually Impaired	43.1	4.6%	4.6%	9.3%
190	Idaho Military Division	460.6	15.1%	13.7%	13.6%
194	Division of Human Resources	166.0	21.1%	21.1%	21.1%
195	Office of Species Conservation	16.0	20.0%	6.3%	n/a*
196	Commission on the Arts	8.0	30.0%	20.0%	10.0%
198	Office of Drug Policy	6.0	16.7%	33.3%	16.7%
199	Office of Energy and Mineral Resources	11.0	27.3%	9.1%	n/a*
200	Department of Administration	137.0	20.6%	26.9%	29.9%
210	Department of Agriculture	230.0	24.9%	14.3%	8.7%
215	Soil and Water Conservation Commission	16.8	10.7%	16.9%	22.5%
220	Department of Commerce	41.0	14.6%	4.2%	14.6%

Turnover Rate by Agency Continued

Agency #	Agency Name	FTE	FY 2024	FY 2025	FY 2026
230	Department of Correction	2,255.4	20.7%	18.5%	19.8%
232	Commission of Pardons and Parole	37.0	10.8%	21.6%	29.7%
240	Department of Labor	644.0	14.5%	11.7%	12.8%
245	Department of Environmental Quality	378.0	14.5%	11.2%	8.3%
250	Department of Finance	76.0	11.1%	6.9%	18.4%
260	Department of Fish and Game	550.0	15.5%	8.5%	9.1%
270	Department of Health and Welfare	3,002.5	19.8%	20.6%	16.0%
280	Department of Insurance	77.5	44.0%	19.9%	16.8%
285	Department of Juvenile Corrections	402.0	18.6%	21.5%	19.7%
290	Idaho Transportation Department	1,645.0	18.8%	16.7%	12.6%
300	Industrial Commission	129.0	11.5%	15.4%	20.7%
320	Department of Lands	334.9	17.5%	10.3%	6.0%
322	Endowment Fund Investment Board	4.0	0.0%	0.0%	25.0%
330	Idaho State Police	605.7	10.1%	15.0%	9.2%
331	State Brand Inspector	40.4	16.9%	12.1%	7.2%
332	Idaho State Racing Commission	1.0	0.0%	0.0%	0.0%
340	Department of Parks and Recreation	195.8	18.0%	15.2%	18.4%
351	State Board of Tax Appeals	4.0	50.0%	0.0%	25.0%
352	State Tax Commission	447.0	20.0%	16.8%	15.2%
360	Department of Water Resources	171.0	14.1%	14.7%	13.2%
427	Division of Occupational and Professional Licenses	267.2	26.9%	23.6%	16.8%
438	Office of the State Public Defender	334.0	n/a*	15.5%	12.3%
440	Idaho State Lottery	51.0	18.0%	9.8%	23.5%
441	Idaho Commission on Hispanic Affairs	3.0	66.7%	33.3%	0.0%
443	State Appellate Public Defender	27.0	19.2%	3.8%	11.1%
444	Division of Veterans Services	429.1	34.8%	30.9%	28.5%
460	Office of Administrative Hearings	9.0	0.0%	0.0%	22.2%
470	Office of Health and Social Services Ombudsman	3.0	n/a*	0.0%	0.0%
501	State Board of Education	89.1	6.0%	13.6%	22.4%
503	Division of Career Technical Education	569.1	1.8%	2.5%	2.3%
511	Lewis-Clark State College	341.8	21.2%	13.8%	16.1%
520	Idaho Public Television	15.0	n/a*	n/a*	n/a*
521	Idaho Commission for Libraries	33.8	19.7%	11.3%	16.9%
522	Idaho State Historical Society	61.0	27.6%	18.6%	32.3%
523	Division of Vocational Rehabilitation	145.4	31.5%	16.2%	20.3%
525	Public Charter School Commission	5.0	80.0%	80.0%	20.0%
900	Public Utilities Commission	49.0	16.7%	20.8%	12.0%
905	Idaho State Independent Living Council	4.0	0.0%	0.0%	0.0%

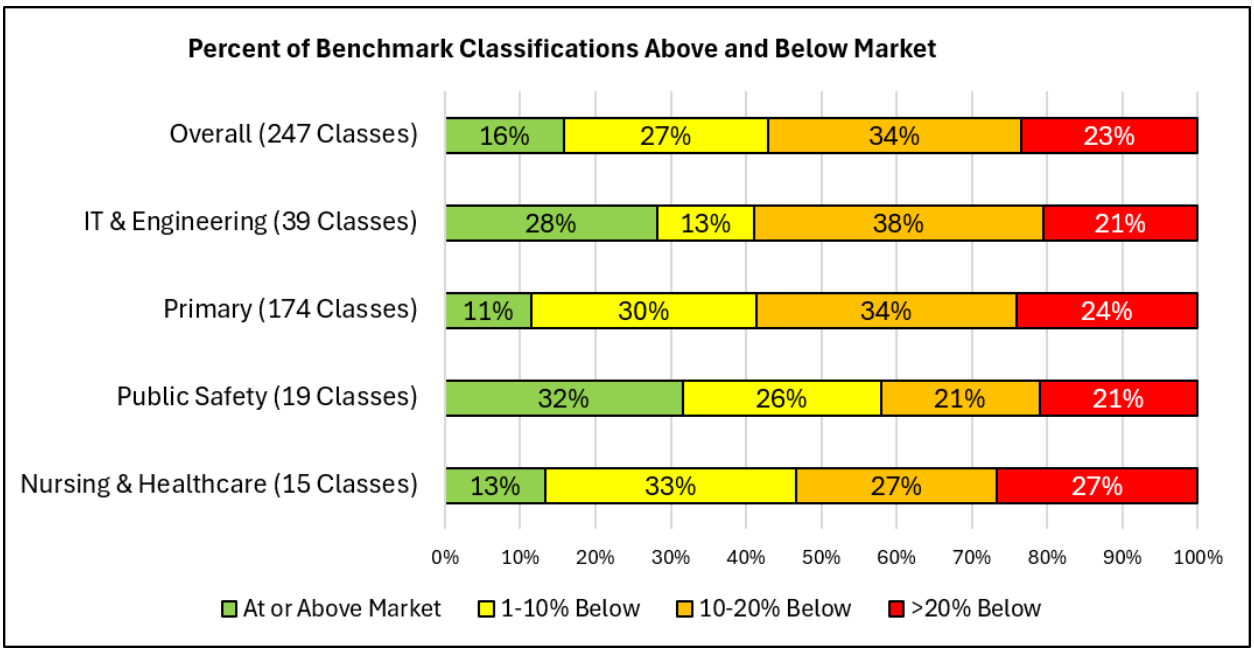
**Turnover rate excluded because accurate data was unavailable at the time of reporting.*

Appendix C | Salary Structures with Market Variance

Market rate is the "going rate" for a specific job in the external labor market, as determined through compensation survey data from relevant labor markets. Typically, market data is expressed as a range that includes the 25th 50th, and 75th percentiles. Benchmark jobs are positions with common duties and responsibilities that can be reliably matched to comparable positions in the external labor market. These jobs serve as reference points for evaluating the competitiveness of state salaries and informing broader compensation decisions. The data below compares the average actual salary of state employees in benchmark jobs to the 50th percentile (median) of the market.

For the purposes of this report, market data is derived from a combination of the following:

- *2025 NCASG survey results (aged by 3%) comparing Idaho specifically to the western region state governments including the states of Arizona, Colorado, Montana, Nevada, Oregon, Utah, Washington and Wyoming;*
- *2025 Milliman custom survey report results (aged by 3%) comparing Idaho specifically to private and public employers in Idaho, Montana, Wyoming, Utah, Nevada, Oregon and Washington;*
- *Peer market data from regions relevant to the job provided through Payfactors (continually updated).*



IT & Engineering Salary Structure by Classification

Grade	Class Code	Classification	Headcount	State Average	Market 50th	Variance to Market	State Compa Ratio
J	01708	IT Operations & Support Sr Tech	6	$29.83	$32.06	-6.96%	100.2%
J	03641	Transportation Technician Senior	38	$28.45	$33.05	-13.93%	91.2%
K	03700	Engineer In Training	19	$31.77	$38.12	-16.65%	90.2%
K	01719	GIS Analyst I	4	$32.66	$32.28	1.19%	93.0%
K	01709	IT Operations & Support Analyst I	46	$30.09	$27.84	8.11%	85.7%
K	01714	IT Software Engineer I	23	$31.58	$41.34	-23.61%	91.7%
L	01720	GIS Analyst II	11	$35.81	$35.67	0.39%	90.4%
L	01726	IT Database Admin Analyst II	4	$34.71	$46.95	-26.08%	87.6%
L	01733	IT Information Security Engineer I	1	$33.75	$43.27	-22.02%	85.8%
L	01710	IT Operations & Support Analyst II	44	$33.53	$30.83	8.77%	84.4%
L	01715	IT Software Engineer II	28	$36.50	$45.64	-20.02%	93.4%
L	01730	IT Sys & Infrastructure Engineer II	6	$37.39	$44.92	-16.78%	94.3%
M	00804	Data Scientist	3	$40.12	$39.95	0.44%	88.8%
M	03704	Engineer Staff	33	$40.79	$50.43	-19.10%	90.4%
M	03304	Geologist Engineering	5	$45.00	$39.30	14.49%	99.6%
M	01721	GIS Analyst III	16	$39.38	$38.90	1.24%	87.1%
M	01737	IT Architect I	2	$42.71	$40.47	5.54%	94.5%
M	01727	IT Database Admin Analyst III	13	$43.08	$48.89	-11.88%	95.3%
M	01734	IT Information Security Engineer II	14	$38.29	$47.53	-19.44%	85.6%
M	01741	IT Manager I	7	$45.18	$53.92	-16.21%	102.0%
M	01702	IT Network Engineer II	6	$36.58	$44.38	-17.58%	80.3%
M	01711	IT Operations & Support Analyst III	19	$39.92	$39.67	0.61%	88.0%
M	01716	IT Software Engineer III	75	$43.22	$66.91	-35.41%	95.3%
M	01731	IT Sys& Infrastructure Engineer III	47	$40.16	$64.79	-38.01%	88.6%
M	03008	Land Surveyor Transportation	5	$46.87	$43.46	7.85%	102.5%
N	03706	Engineer Technical 1	17	$47.72	$48.52	-1.65%	92.2%
N	01738	IT Architect II	4	$50.52	$50.16	0.71%	97.5%
N	01742	IT Manager II	32	$47.12	$57.49	-18.04%	91.0%
N	01703	IT Network Engineer III	14	$43.72	$56.38	-22.44%	84.4%
N	01732	IT Sys & Infrastructure Engineer IV	18	$46.28	$54.36	-14.86%	89.1%
O	03710	Engineer Manager 1	44	$51.99	$58.66	-11.38%	92.5%
O	01739	IT Architect III	6	$51.94	$55.74	-6.81%	89.7%

IT & Engineering Salary Structure by Classification Continued

Grade	Class Code	Classification	Headcount	State Average	Market 50th	Variance to Market	State Compa Ratio
O	01736	IT Information Security Engineer IV	6	$50.63	$61.02	-17.04%	90.0%
O	01743	IT Manager III	19	$52.93	$65.33	-18.97%	93.8%
O	01704	IT Network Engineer IV	4	$48.74	$61.20	-20.37%	86.6%
P	03712	Engineer Manager 2	25	$58.41	$66.22	-11.79%	94.6%
P	01740	IT Architect IV	2	$60.00	$66.40	-9.64%	97.2%
P	01744	IT Manager IV	12	$58.05	$65.70	-11.64%	93.9%
Q	01745	IT Manager V	5	$63.89	$67.41	-5.23%	93.2%

Nursing & Healthcare Salary Structure by Classification

Grade	Class Code	Classification	Headcount	State Average	Market 50th	Variance to Market	State Compa Ratio
G	07461	Pharmacy Assistant Senior	4	$22.00	$26.34	-16.49%	110.4%
H	07610	Nursing Assistant Certified	109	$21.85	$21.83	0.11%	97.9%
J	07676	Nurse Licensed Practical	48	$28.12	$32.41	-13.25%	99.4%
K	09423	Social Worker	28	$32.20	$32.42	-0.67%	98.1%
L	06820	Clinician	164	$35.74	$36.99	-3.38%	92.9%
L	07606	Nurse Registered	45	$37.26	$47.71	-21.91%	97.2%
L	07727	Therapist	5	$45.90	$62.57	-26.64%	119.6%
M	06805	Clinical Supervisor	33	$41.20	$39.37	4.67%	92.1%
M	07574	Nurse Registered Senior	105	$41.86	$54.46	-23.14%	93.7%
N	07572	Nurse Registered Manager	29	$46.08	$60.39	-23.69%	93.2%
O	07476	Pharmacist Clinical	5	$64.79	$68.57	-5.51%	121.2%
O	09406	Psychologist	1	$56.85	$57.76	-1.57%	105.0%
P	07203	Clinical Specialist	8	$60.92	$72.51	-15.99%	101.8%
P	07600	Nursing Services Director	7	$54.41	$64.73	-15.95%	91.9%
V	07206	Physician Psychiatric Specialty	4	$129.95	$132.02	-1.57%	118.4%

Primary Salary Structure by Classification

Grade	Class Code	Classification	Headcount	State Average	Market 50th	Variance to Market	State Compa Ratio
E	01125	Receptionist	1	$15.01	$20.14	-25.47%	92.6%
F	02182	Cook	1	$19.72	$19.04	3.59%	110.2%
F	02010	Custodian	33	$16.90	$19.90	-15.08%	93.4%
F	01586	Liquor Store Clerk	129	$17.17	$16.26	5.65%	96.1%
F	01548	Shipping & Receiving Matls Handlr	11	$19.43	$22.98	-15.45%	108.5%
G	00993	Assistant Pool Manager	2	$19.92	$20.08	-0.78%	96.1%
G	07766	Client Services Technician	23	$18.37	$27.39	-32.91%	91.9%
G	02008	Custodian Leadworker	13	$19.01	$21.48	-11.48%	95.2%
G	01121	Customer Service Representative 1	11	$20.60	$21.31	-3.35%	104.4%
G	02188	Dietary Aide Senior	34	$18.09	$18.14	-0.25%	90.8%
G	04250	Financial Support Technician	5	$21.35	$25.02	-14.66%	101.8%
G	06634	Maintenance Craftsman	5	$20.00	$25.88	-22.71%	20.1%
G	01239	Office Specialist 2	36	$19.17	$21.33	-10.14%	93.1%
G	06556	Painter	2	$20.52	$22.54	-8.98%	103.0%
G	03636	Transportation Tech Apprentice	27	$21.11	$28.25	-25.27%	104.6%
H	01235	Administrative Assistant 1	157	$20.70	$22.41	-7.61%	91.9%
H	06534	Carpenter	1	$28.16	$28.48	-1.12%	125.6%
H	02180	Cook Senior	45	$21.15	$22.37	-5.47%	94.6%
H	02006	Custodian Foreman	1	$23.94	$26.45	-9.50%	106.8%
H	01120	Customer Service Representative 2	81	$19.37	$22.96	-15.61%	86.1%
H	04248	Financial Technician	73	$21.32	$25.18	-15.34%	91.5%
H	07426	Laboratory Technician	5	$18.30	$26.62	-31.24%	81.6%
H	02929	Library Assistant 2	1	$20.50	$21.54	-4.81%	91.4%
H	06632	Maintenance Craftsman Senior	46	$21.85	$27.23	-19.73%	89.5%
H	07780	Psychiatric Technician Trainee	15	$17.51	$27.98	-37.41%	77.9%
H	01104	Technical Records Specialist 1	260	$20.05	$23.81	-15.81%	89.0%
H	06274	Traffic Signal Technician	2	$23.05	$25.35	-9.06%	102.8%
H	03638	Transportation Technician	154	$23.20	$28.09	-17.43%	103.3%
I	01231	Administrative Assistant 2	126	$23.56	$31.89	-26.13%	92.8%
I	02016	Custodian Supt Health Care Facility	3	$25.97	$28.43	-8.64%	102.4%
I	06538	Electrician	5	$29.82	$35.55	-16.11%	118.6%
I	08025	Fingerprint Technician	2	$20.28	$27.59	-26.50%	80.0%
I	00810	Fish Culturist	27	$22.98	$30.87	-25.56%	87.9%
I	02762	Graphic Design Specialist	6	$27.52	$30.03	-8.36%	90.5%
I	05158	Human Resource Associate	2	$23.17	$23.36	-0.81%	91.4%
I	06616	HVAC Specialist	7	$27.26	$31.29	-12.88%	110.3%

Primary Salary Structure by Classification Continued

Grade	Class Code	Classification	Headcount	State Average	Market 50th	Variance to Market	State Compa Ratio
I	07430	ISP Forensic Evidence Specialist	7	$25.50	$27.16	-6.10%	100.6%
I	08020	ISP Regional Communications Officer	13	$23.34	$32.17	-27.45%	93.2%
I	02928	Library Assistant 3	1	$23.00	$24.33	-5.48%	90.7%
I	06347	Mechanic	16	$28.06	$29.04	-3.39%	109.9%
I	05159	Personnel Technician	3	$20.32	$26.02	-21.93%	80.1%
I	08552	Port-of-Entry Inspector	44	$23.83	$30.41	-21.65%	94.0%
I	07779	Psychiatric Technician	130	$21.51	$31.16	-30.97%	84.8%
I	01926	Security Officer Supervisor	2	$24.56	$27.57	-10.92%	96.9%
I	01103	Technical Records Specialist 2	383	$22.30	$25.24	-11.63%	87.9%
J	06794	Aircraft Mechanic	1	$42.00	$40.34	4.11%	148.3%
J	06648	Building Superintendent	3	$27.07	$40.05	-32.41%	95.6%
J	01536	Buyer	23	$24.58	$32.61	-24.65%	87.6%
J	06276	Electrician Traffic Signal	10	$37.95	$37.17	2.10%	133.9%
J	05146	Employee Benefits Specialist	3	$25.10	$31.66	-20.72%	87.2%
J	06348	Equipment Technician ITD	32	$34.18	$31.33	9.11%	120.7%
J	05910	Legal Assistant	13	$29.26	$33.16	-11.74%	103.3%
J	01582	Liquor Store Manager	66	$25.25	$34.46	-26.73%	89.2%
J	05272	Management Assistant	76	$29.44	$25.87	13.78%	104.0%
J	07411	Microbiologist	2	$23.43	$30.81	-23.96%	82.7%
J	00984	P&R Ranger	69	$23.48	$31.68	-25.88%	82.8%
J	09358	Pre-Sentence Investigator	53	$29.34	$38.85	-24.48%	103.9%
J	05582	Public Information Specialist	9	$29.08	$38.31	-24.09%	102.6%
J	05451	Research Analyst	17	$25.32	$32.27	-21.52%	89.4%
J	07000	Self-Reliance Specialist	325	$23.86	$27.83	-14.26%	84.2%
J	04346	Tax Compliance Officer 1	35	$23.76	$31.94	-25.62%	84.9%
J	01105	Technical Records Specialist 3	35	$24.72	$28.01	-11.75%	87.7%
J	05566	Technical Writer	2	$24.74	$30.75	-19.56%	87.3%
J	03646	Transportation Technician Operations	292	$29.17	$28.25	3.27%	103.0%
J	09434	Veterans Service Officer	17	$26.73	$30.50	-12.36%	93.3%
J	08854	Workforce Consultant	124	$24.00	$28.95	-17.09%	84.8%
K	00375	Agriculture Investigator Senior	43	$27.70	$28.32	-2.20%	86.9%
K	02744	Archivist	3	$28.58	$31.24	-8.51%	89.6%
K	08521	Building Safety Inspector/Advisor	79	$32.04	$40.02	-19.93%	100.5%
K	01538	Buyer Senior	17	$29.49	$37.95	-22.29%	92.2%
K	07405	Chemist Senior	2	$30.45	$35.04	-13.11%	95.5%
K	08021	Communications Supervisor	7	$38.47	$39.73	-3.17%	120.6%

Primary Salary Structure by Classification Continued

Grade	Grade	Grade	Grade	Grade	Grade	Grade	Grade
K	09286	Correctional Case Manager	129	$29.55	$38.21	-22.68%	93.1%
K	02150	Dietitian Clinical	2	$32.90	$38.93	-15.48%	103.2%
K	09450	Disability Claims Adjudicator	14	$30.54	$33.31	-8.32%	96.8%
K	09284	Drug & Alcohol Rehab Specialist	11	$29.68	$35.85	-17.20%	92.8%
K	04443	Financial Examiner / Investigator 1	2	$30.70	$36.94	-16.91%	97.5%
K	04246	Financial Specialist	100	$28.16	$32.90	-14.41%	87.4%
K	03688	Grants/Contracts Operations Analyst	24	$28.52	$33.02	-13.63%	89.9%
K	02720	Historic Preservation Review Officer	2	$30.23	$32.43	-6.77%	94.8%
K	05141	Human Resource Business Partner I	33	$26.94	$32.08	-16.01%	84.6%
K	06612	HVAC Systems Foreman	3	$33.23	$38.23	-13.09%	100.3%
K	07813	Instructor Specialist DJC	42	$36.03	$36.03	-0.01%	112.6%
K	08931	Insurance Analyst	2	$25.60	$36.77	-30.38%	80.3%
K	08515	Labor Compliance Officer	4	$27.27	$34.64	-21.28%	85.5%
K	02918	Librarian	1	$35.99	$33.37	7.86%	112.9%
K	07410	Microbiologist Senior	3	$26.97	$33.80	-20.20%	84.6%
K	01101	Office Services Supervisor 2	10	$31.04	$32.90	-5.65%	95.8%
K	05274	Program Specialist	127	$27.83	$41.78	-33.39%	86.6%
K	09424	Psychosocial Rehab Specialist	184	$25.79	$24.91	3.50%	80.9%
K	07756	Recreation Specialist Therapeutic	7	$27.82	$29.58	-5.93%	87.2%
K	08953	Risk Management Claims Adjudicator	1	$34.50	$37.74	-8.59%	108.2%
K	04338	Tax Auditor 1	24	$27.00	$29.94	-9.80%	84.5%
K	03642	Transportation Tech Principal Maint	11	$33.16	$37.55	-11.70%	106.0%
L	00835	Biologist Wildlife Regional	61	$32.46	$33.58	-3.34%	87.0%
L	08542	Building Plans Examiner	1	$37.67	$46.32	-18.67%	104.2%
L	09426	Child Welfare Social Worker 2	75	$31.94	$32.96	-3.09%	88.4%
L	06528	Construction Supervisor	1	$36.32	$43.89	-17.26%	100.4%
L	08926	Consumer Affairs Officer	5	$29.49	$34.79	-15.22%	81.5%
L	05242	Economic Development Specialist	6	$31.57	$36.59	-13.71%	87.5%
L	04245	Financial Specialist Senior	108	$33.14	$41.64	-20.40%	91.4%
L	02142	Food Service Operations Manager	9	$34.07	$40.97	-16.83%	94.2%
L	08933	Fraud Investigator	6	$32.92	$35.07	-6.13%	91.0%
L	05310	Grants/Contracts Officer	59	$31.86	$35.36	-9.90%	88.3%
L	07931	Health Facility Surveyor	27	$35.71	$36.43	-1.96%	98.7%
L	06006	Hearing Officer	11	$33.06	$42.63	-22.46%	91.4%

Primary Salary Structure by Classification Continued

Grade	Grade	Grade	Grade	Grade	Grade	Grade	Grade
L	05112	Human Resource Business Partner II	19	$29.01	$33.53	-13.48%	80.2%
L	09421	Human Services Supervisor	17	$32.16	$37.83	-14.98%	89.1%
L	03328	Hydrologist Staff	4	$32.65	$39.78	-17.91%	91.3%
L	09233	Investigator	6	$37.24	$45.50	-18.15%	103.0%
L	07433	ISP Forensic Scientist 2	24	$38.72	$40.25	-3.81%	107.4%
L	07409	Microbiologist Principal	11	$30.93	$39.32	-21.33%	85.5%
L	08063	Motor Vehicle Program Supervisor	11	$29.68	$35.92	-17.37%	82.1%
L	00980	P&R Manager 2	9	$32.59	$41.64	-21.75%	90.1%
L	03666	Planner	4	$33.14	$38.41	-13.72%	91.6%
L	02334	Policy Analyst	5	$31.84	$37.08	-14.12%	88.0%
L	09058	Program Specialist - DHW	113	$31.43	$26.74	17.52%	86.9%
L	02913	Project Coordinator	55	$31.97	$29.78	7.36%	85.0%
L	05578	Public Information Officer	30	$35.28	$45.37	-22.22%	96.7%
L	01532	Purchasing Agent	12	$34.32	$42.73	-19.69%	94.9%
L	09484	Religious Activities Coordinator	4	$30.63	$35.43	-13.55%	84.7%
L	05449	Research Analyst Senior	34	$31.65	$34.18	-7.40%	87.8%
L	04678	Right-of-Way Agent	4	$32.65	$33.55	-2.68%	90.3%
L	07032	Scientist 2	2	$34.46	$33.91	1.63%	95.3%
L	04358	Tax Appraiser	1	$30.03	$36.85	-18.51%	83.0%
L	04336	Tax Auditor 2	27	$29.64	$32.74	-9.46%	82.0%
L	05122	Training Specialist	45	$31.60	$32.51	-2.81%	87.0%
L	03137	Water Resource Agent Senior	26	$31.40	$42.92	-26.83%	85.1%
M	02914	Administrative Services Manager	3	$38.88	$51.15	-23.99%	94.4%
M	07044	Analyst 3	130	$35.30	$36.46	-3.17%	85.9%
M	00836	Biologist Staff	25	$39.38	$38.89	1.25%	95.6%
M	05520	Business Analyst	85	$35.98	$42.63	-15.60%	87.4%
M	03178	Business Operations Manager	37	$37.61	$49.89	-24.60%	91.8%
M	06604	Facility Services Manager	5	$38.71	$44.78	-13.55%	93.9%
M	04439	Financial Examiner / Investigator 3	15	$41.73	$40.37	3.37%	101.5%
M	04244	Financial Specialist Principal	48	$39.26	$44.21	-11.19%	95.2%
M	07640	Health Program Manager	29	$37.38	$45.97	-18.70%	90.4%
M	07236	Health Program Specialist	39	$34.67	$44.17	-21.50%	84.4%
M	05134	Human Resource Business Partner III	59	$34.23	$41.64	-17.80%	83.4%
M	09090	Human Services Program Specialist	66	$37.48	$48.60	-22.87%	91.2%
M	07434	ISP Forensic Scientist 3 Lead	8	$50.83	$40.23	26.34%	123.4%
M	05207	Management Analyst Senior	4	$36.47	$39.51	-7.68%	91.5%

Primary Salary Structure by Classification Continued

Grade	Grade	Grade	Grade	Grade	Grade	Grade	Grade
M	00978	P&R Manager 3	14	$36.50	$39.45	-7.46%	88.7%
M	09355	Probation & Parole Section Supervisor	31	$39.65	$43.20	-8.22%	96.2%
M	03132	Program Coordinator	5	$39.37	$39.36	0.03%	95.5%
M	08990	Program Supervisor	81	$36.82	$33.33	10.46%	89.7%
M	05447	Research Analyst Principal	44	$36.52	$41.60	-12.21%	88.6%
M	07034	Scientist 3	15	$36.31	$45.84	-20.80%	88.1%
M	04334	Tax Auditor 3	30	$34.95	$36.90	-5.27%	84.9%
M	04552	Utilities Analyst 2	7	$36.11	$41.22	-12.40%	87.6%
N	07046	Analyst 4	67	$41.74	$43.19	-3.36%	88.6%
N	05912	Attorney 2	9	$56.74	$59.34	-4.38%	119.8%
N	05581	Communications Manager	6	$45.46	$45.27	0.43%	93.7%
N	05228	Economist	3	$44.98	$47.45	-5.21%	92.7%
N	05209	Financial Management Analyst Senior	5	$39.52	$42.85	-7.76%	84.3%
N	04242	Financial Manager	25	$45.81	$55.93	-18.10%	98.3%
N	02714	Historic Sites Administrator	1	$39.40	$40.47	-2.65%	83.4%
N	05172	Human Resource Supervisor	13	$41.19	$42.50	-3.08%	87.2%
N	08849	Manager Labor	7	$42.41	$45.51	-6.81%	89.8%
N	09047	Program Manager	180	$41.72	$44.29	-5.80%	88.4%
N	05567	Project Manager 1	86	$39.93	$45.99	-13.17%	84.5%
N	07036	Scientist 4	25	$41.59	$47.86	-13.10%	88.0%
N	04333	Tax Auditor 4	8	$40.31	$45.92	-12.22%	84.3%
N	00260	Veterinarian Medical Officer	1	$44.61	$52.23	-14.59%	94.5%
O	04241	Financial Officer	16	$50.84	$51.97	-2.17%	95.8%
O	05131	Human Resource Officer	14	$48.76	$49.03	-0.55%	91.5%
O	05568	Project Manager 2	41	$46.97	$47.36	-0.84%	89.3%
O	07038	Scientist 5	1	$47.27	$58.82	-19.63%	89.4%
P	05226	Economist Chief - DFM	1	$56.21	$71.46	-21.34%	93.9%
P	04240	Financial Executive Officer	10	$56.56	$65.01	-13.01%	94.5%
P	07402	Laboratory Bureau Chief	2	$62.04	$89.84	-30.95%	103.6%
P	05570	Project Manager 3	8	$49.79	$58.94	-15.53%	83.2%
V	07208	Physician Medical Director - Institution	2	$154.59	$140.17	10.29%	140.9%
V	07205	Physician Public Health	1	$112.83	$120.45	-6.33%	102.8%

Public Safety Salary Structure by Classification

Grade	Class Code	Classification	Headcount	State Average	Market 50th	Variance to Market	State Compa Ratio
I	09275	Rehabilitation Technician DJC	108	$23.45	$29.71	-21.06%	80.9%
J	09212	Correctional Officer	820	$26.63	$31.39	-15.17%	83.9%
K	00864	Conservation Officer	9	$28.08	$29.78	-5.72%	80.6%
K	09214	Correctional Corporal	114	$30.76	$31.55	-2.52%	88.3%
K	09258	Correctional Specialist	56	$31.13	$27.38	13.69%	89.2%
K	09356	Probation & Parole Officer Senior	200	$29.72	$35.93	-17.28%	85.4%
L	00863	Conservation Officer Senior	73	$35.45	$39.33	-9.87%	91.7%
L	09210	Correctional Sergeant	125	$34.15	$40.33	-15.32%	88.7%
L	08963	Fire Marshal Deputy	7	$33.11	$44.79	-26.08%	87.0%
L	08016	ISP Trooper	149	$40.02	$42.20	-5.16%	103.5%
M	09208	Correctional Lieutenant	42	$38.52	$50.11	-23.12%	89.2%
M	08962	Fire Marshal Chief Deputy	1	$41.01	$72.65	-43.55%	95.0%
M	08015	ISP Specialist	79	$48.86	$45.10	8.32%	113.3%
N	09202	Correctional Manager 2	10	$43.04	$48.34	-10.96%	88.5%
N	08014	ISP Sergeant	51	$56.68	$55.61	1.92%	116.5%
O	08013	ISP Lieutenant	15	$64.94	$66.72	-2.67%	120.4%
P	09203	Correctional Manager 3	22	$49.35	$49.12	0.47%	80.6%
P	08011	ISP Captain	12	$72.77	$71.74	1.43%	119.0%
R	08010	ISP Major	5	$89.37	$78.40	13.99%	104.7%

Appendix D | Workers' Compensation Incidents and SIF Claims by Agency

The table below presents workers' compensation incidents and State Insurance Fund claim costs by agency for FY 2024, FY 2025, and FY 2026. Data was provided by the Idaho State Insurance Fund. FY 2026 figures remain preliminary, as employees have up to one year to report workers' compensation claims retroactively.

		FY 2024		FY 2025		FY 2026*	
#	Agency Name	Incidents	Cost	Incidents	Cost	Incidents	Cost
Statewide		**1217**	**$9,313,018.36**	**1,062**	**$5,431,817.28**	**940**	**$6,120,106.47**
177	Office of Information Technology Services	0	$0.00	0	$0.00	0	$0.00
185	State Liquor Division	35	$77,089.45	24	$34,982.74	26	$83,237.36
189	Commission for the Blind and Visually Impaired	2	$2,661.97	3	$42,115.50	1	$988.47
190	Idaho Military Division	21	$301,734.06	15	$19,400.98	19	$78,827.37
194	Division of Human Resources	2	$1,607.10	5	$9,403.53	3	$10,390.07
200	Department of Administration	7	$5,318.23	3	$1,000.00	6	$15,500.00
210	Department of Agriculture	27	$88,196.93	23	$152,373.18	20	$176,888.38
230	Department of Correction	260	$1,363,203.71	226	$1,416,320.74	178	$1,834,836.70
240	Department of Labor	2	$605.76	5	$2,444.50	9	$15,654.13
245	Department of Environmental Quality	4	$4,050.15	9	$24,775.08	4	$8,919.04
250	Department of Finance	2	$1,284.50	4	$9,947.09	0	$0.00
260	Department of Fish and Game	74	$457,492.93	60	$276,575.80	66	$418,327.61
270	Department of Health and Welfare	167	$1,690,987.16	159	$356,926.19	103	$471,511.55
280	Department of Insurance	5	$5,091.78	3	$11,000.00	1	$416.21
285	Department of Juvenile Corrections	49	$277,775.90	62	$224,432.27	75	$292,374.94
290	Idaho Transportation Department	75	$2,573,594.76	67	$1,047,771.29	63	$847,850.20
300	Industrial Commission	11	$21,383.98	5	$30,007.85	2	$11,750.00
320	Department of Lands	48	$250,364.01	46	$141,763.05	45	$236,281.79
330	Idaho State Police	105	$578,259.20	99	$343,406.21	79	$492,192.56
331	State Brand Inspector	3	$5,410.14	5	$13,803.62	0	$0.00
340	Department of Parks and Recreation	26	$101,831.29	26	$324,812.96	18	$73,475.31
352	State Tax Commission	11	$14,897.95	11	$71,314.46	7	$37,117.28
360	Department of Water Resources	2	$146,742.94	3	$7,413.06	0	$0.00
427	Division of Occupational and Professional Licenses	15	$8,769.95	8	$2,699.68	10	$65,273.42
440	Idaho State Lottery	4	$799.73	1	$575.15	0	$0.00

Worker's Compensation Incidents and SIF Claims by Agency Continued

		FY 2024		FY 2025		FY 2026*	
#	Agency Name	Incidents	Cost	Incidents	Cost	Incidents	Cost
444	Division of Veterans Services	55	$242,882.58	41	$119,557.13	50	$244,241.18
501	State Board of Education	0	$0.00	1	$1,041.66	1	$0.00
503	Division of Career Technical Education	1	$623.14	3	$201.25	1	$0.00
511	Lewis-Clark State College	6	$6,925.28	8	$38,388.18	13	$46,096.73
520	Idaho Public Television	4	$137,681.80	0	$0.00	1	$429.00
522	Idaho State Historical Society	2	$1,774.19	4	$456.87	1	$1,064.07
523	Division of Vocational Rehabilitation	8	$35,363.19	7	$73,026.22	2	$0.00
900	Public Utilities Commission	2	$14,494.54	0	$0.00	1	$5,500.00