



**IDAHO**

**Division of Human  
Resources**

**Idaho Division of Human Resources**  
Service Level Agreement  
Effective July 1, 2025 through June 30, 2026

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## Strategic Plan Overview

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### Vision, Mission, and Values

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- **Our Vision:** To cultivate passion, purpose, and excellence in public service for the State of Idaho.
- **Our Mission:** To serve as a trusted business partner in providing integrated and innovative human resource solutions for the State of Idaho.
- **Our Values:** communication, respect, adaptability, integrity, and trust.

### Key External Factors:

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Key external factors impacting the Division of Human Resources are consistent with those affecting other agencies within the Executive Office of the Governor.

- The Division is a customer-service oriented entity that must promptly address matters brought forth by the agencies we support, as well as the Governor's office and the Legislature.
- Legislation at both the state and federal levels may significantly alter or impact the functions of the Division.
- The Division must remain attuned to shifts in workforce trends, labor market dynamics, unemployment rates, wage fluctuations, and broader economic conditions when formulating recommendations for the Governor and Legislative leaders.

### Agency Strategic Goals:

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1. Establish the State of Idaho as an employer of choice.
2. Provide timely, accurate, and compassionate customer service.
3. Promote Transparency in State Government.

### FY2026 – FY2029 Strategic Objectives:

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1. Improve Recruitment and Retention Strategies for the State of Idaho.
2. Improve HR System Functionality and Provide Users with the Tools to Be Successful.
3. Operationalize HR Modernization.

## Strategic Goal 1:

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Establish the State of Idaho as an employer of choice.

### Objective 1.1

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Improve recruitment and retention strategies for the State.

#### *Objectives*

1. The Systems and Support Bureau will implement comprehensive, statewide training options for all state employees and managers. These will include both instructor-led and on-demand courses, designed to provide essential skill development and promote professional growth.
2. The Policy and Programs Bureau will implement targeted strategies to attract candidates, including agency-specific consultation and training.
3. The Policy and Programs Bureau will provide comprehensive, statewide workers' compensation training and safety resources, including statewide policies, template letters, and data.
4. The Policy and Programs Bureau will input statewide data into the compensation management platform, Payfactors, and perform comprehensive compensation analysis for the annual Change in Employee Compensation (CEC) recommendations.
5. The Systems and Support Bureau, and the Field Operations Bureaus, will deploy a recurring statewide employee engagement survey and support agencies in addressing areas of opportunity.
6. The Policy and Programs Bureau will work to restructure the state's classification framework to create job families, enhance workforce structure, and expand career opportunities for state employees.

#### *Performance Measures*

1. Percentage of Employees Completing the Annual Employee Engagement Survey.  
*Benchmark: 75% participation<sup>1</sup>*

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<sup>1</sup> Based on internal goal to increase employee engagement participation each year.

## Strategic Goal 2:

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Provide timely, accurate, and compassionate customer service.

### Objective 2.1

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Improve HR System Functionality and Provide Users with the Tools to Be Successful.

#### *Objectives*

1. The Systems and Support Bureau and the Field Operations Bureaus will implement survey feedback improve and enhance the HCM module within the Luma system.
2. All Central Office Bureau's and Field Operations Bureau's will work to develop and implement a dashboard for displaying key HR metrics for state agency leaders to utilize to effectively manage their workforce.

### Objective 2.2

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Operationalize HR Modernization by implementing a new vision, mission, values, and strategic priorities.

#### *Objectives*

1. The HR Team for DHR, and hiring managers, will implement the standardized onboarding process for all new DHR employees.
2. The Deputy Administrators will implement statewide HR policies and procedures based on the survey previously conducted.
3. The Deputy Administrators will implement comprehensive business processes to ensure HR staff have the necessary knowledge, skills, and abilities to deliver HR services effectively.

#### *Performance Measures*

1. Number of New Employee Orientations for New Staff.  
*Benchmark: 12 per year<sup>2</sup>*

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<sup>2</sup> Based on internal goal to have new staff onboarded within their first month of hire.

## Strategic Goal 3:

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Promote Transparency in State Government

### Objective 3.1

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Strengthen citizen engagement by continuously improving the usability, accessibility, and content relevance of the DHR website.

#### *Objectives*

1. The Support Services Bureau will apply analytics and feedback to continuously improve the DHR website's content and functionality to support citizen engagement.

### Objective 3.2

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Publish the annual "State of the State Workforce" report.

#### *Objectives*

1. The Central Office Bureau's will publish a report containing key data points related to the state's workforce, such as our total employee count, geographic disbursement of state jobs, workforce demographics, engagement scores, recruitment timelines, training and development, complaints, appeals, and draft an annual report.

#### *Performance Measures*

1. Reduce Bounce Rate<sup>3</sup> on Public-facing DHR Website.  
*Benchmark: Less than 40%*

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<sup>3</sup> Bounce Rate is the percentage of visitors who land on a web page but do not engage and leave right after arrival. Industry benchmark is 40% or less.