



State of Idaho

**DIVISION OF HUMAN RESOURCES**

Executive Office of the Governor

BRAD LITTLE  
Governor  
LORI A. WOLFF  
Administrator

**DHR STRATEGIC PLAN**

For the Fiscal Years Ending June 30, 2022 - June 30, 2027

Lori A. Wolff, DHR Administrator

A handwritten signature in blue ink, reading "Lori A. Wolff".

**Mission:**

To administer the State of Idaho Personnel System and provide Human Resources consultation, training, information, and analysis to the Governor's office, legislative leaders, agency directors, and staff.

**Vision:**

To hire, create and maintain a productive, engaged, and skilled workforce to serve the citizens of the State of Idaho.

**Key External Factors:**

Key external factors for the Division of Human Resources are similar to other agencies within the Executive Office of the Governor:

- Both state and federal legislation affecting the state workforce may alter or significantly impact the functions of the Division of Human Resources.
- The Division must be sensitive to changes in workforce trends, the labor market, unemployment rates, market wage variations, and overall economic conditions when recommendations are made to the Governor and Legislative leaders.
- The Division is a customer-service based entity and has the necessity to be responsive to addressing issues raised by the Governor's office, the Legislature, and the agencies of State government.

**GOAL #1: Support Human Resources and Related Business Processes to Ensure Integrity and Efficiency of the State's Personnel System.**

**OBJECTIVES:**

1. Provide updated and relevant information to state agencies on current State and Federal statutes, rules, and policies to state agencies to support decision making related to the workforce.
2. Support the implementation of the State's new Enterprise Resource Program (ERP) solution, Luma by providing leadership and resources to ensure an effective implementation of the Human Capital Management (HCM) and Payroll functionality for the State of Idaho.
3. Prepare and plan for HR Modernization of executive state agencies within the Governor's purview to ensure consistency in the application of HR statutes; rules and policies; and a safe, effective workforce.
4. Intake and respond timely to complaints filed with the state employee complaint line regarding fraud, waste, and abuse.
5. Provide administrative support to the Idaho Personnel Commission (IPC).

**PERFORMANCE MEASURES:**

1. Number of Director/ Agency Head Trainings  
*Benchmark: 2 times per year*
2. Number of DHR Information Forums for HR Staff  
*Benchmark: 2 times per year*
3. Percentage of Initial Complaints with Timely Responses  
*Benchmark: 2 business days.*

**GOAL #2: Develop a Highly Skilled Workforce through Statewide Trainings Supporting a Desirable Workplace and Career Opportunities for Idaho's Children and Grandchildren.**

**OBJECTIVES:**

1. Manage and offer the Certified Public Manager (CPM®) Program to public employees.
2. Manage and offer Supervisory Academy for state employees.
3. Provide Respectful Workplace training to state employees.
4. Provide Cybersecurity and Phishing training to state employees to protect the security of the State's information.
5. Provide state employees information related to physical and mental health wellbeing through the Health Matters Program administered by DHR.

**PERFORMANCE MEASURES:**

1. Amount of CPM® Training for Public Employees.  
*Benchmark: 3 cohorts every two years<sup>1</sup>*
2. Amount of Supervisory Academy Training for State Employees.  
*Benchmark: 6 cohorts per year<sup>2</sup>*
3. Amount of Respectful Workplace Training for State Employees.  
*Benchmark: Monthly, as needed<sup>3</sup>*
4. Percentage of State Employees Completing Online Cybersecurity and Phishing Training.  
*Benchmark: 100% of completion for state employees<sup>4</sup>*

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<sup>1</sup> Based on Executive Order 2011-13 supporting and providing certification for public employees.

<sup>2</sup> Based on an internal goal to provide supervisory training to state employees.

<sup>3</sup> Based on Executive Branch Statewide Respectful Workplace Policy.

<sup>4</sup> Based on Executive Order 2017-02 directing DHR to deploy cybersecurity training.

**GOAL #3: Provide Accurate Analysis for Employee Compensation to Support a Competitive Compensation Strategy and Philosophy within State Government.**

**OBJECTIVES:**

1. Analyze public employee compensation trends nationwide and participate in local / national salary surveys to develop concise information and recommendations to the Governor's office, Idaho Legislature, and state agencies for state employee compensation.
2. Publish the Change in Employee Compensation (CEC) report for the Governor and the Legislature on an annual basis.
3. Collect salary savings information from state agencies and report the results in the annual CEC report.<sup>5</sup>

**PERFORMANCE MEASURE:**

1. Publish Annual CEC report.  
*Benchmark: December 1<sup>st</sup> each fiscal year<sup>6</sup>*

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<sup>5</sup> Per Idaho Code 67-67-5309C (2). CEC report must include the total amount of salary savings realized in the previous budget year.

<sup>6</sup> Per Idaho Code 67-5309C. The report must be submitted to the Legislature no later than the first of December.

**GOAL #4: Develop Recruitment and Retention Strategies within State Government which Support Workforce Planning Needs; Enhance HR Analytics and Reporting; and Build State Government’s Brand as being a Great Place to Work.**

**OBJECTIVES:**

1. Assist agencies in developing and implementing retention strategies through improved employee engagement, employee development, and employee recognition which support better program outcomes for state government.
2. Assist agencies in developing statewide strategies to improve recruitment and retention efforts for critical jobs which are hard to fill and hard to retain.
3. Identify, review, and revise workplace policies which support improved operational performance while allowing flexibility for work/life balance.

**PERFORMANCE MEASURE:**

1. Develop an Annual State Employee Engagement Survey  
*Benchmark: October 2022*

**GOAL #5: Red Tape Reduction Act**

**OBJECTIVE:**

1. Review and modify DHR Statutes and related rules for modernization in the recruitment, retention, and management of state employees.

**PERFORMANCE MEASURE:**

1. Submit rule reduction modifications before State deadline.  
*Benchmark: DFM established deadline.<sup>7</sup>*

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<sup>7</sup> Based on DFM’s annually published rule modification due date.

## **ADDENDUM: CYBERSECURITY COMPLIANCE PLAN**

As a technology customer of Idaho Technology Services (ITS), DHR is using the cybersecurity systems and technical expertise in ITS to fulfill requirements related to Executive Order 2017-02. Key actions by DHR to support ITS cybersecurity are to administer and deploy the cybersecurity training and recently added phishing module on a statewide basis.